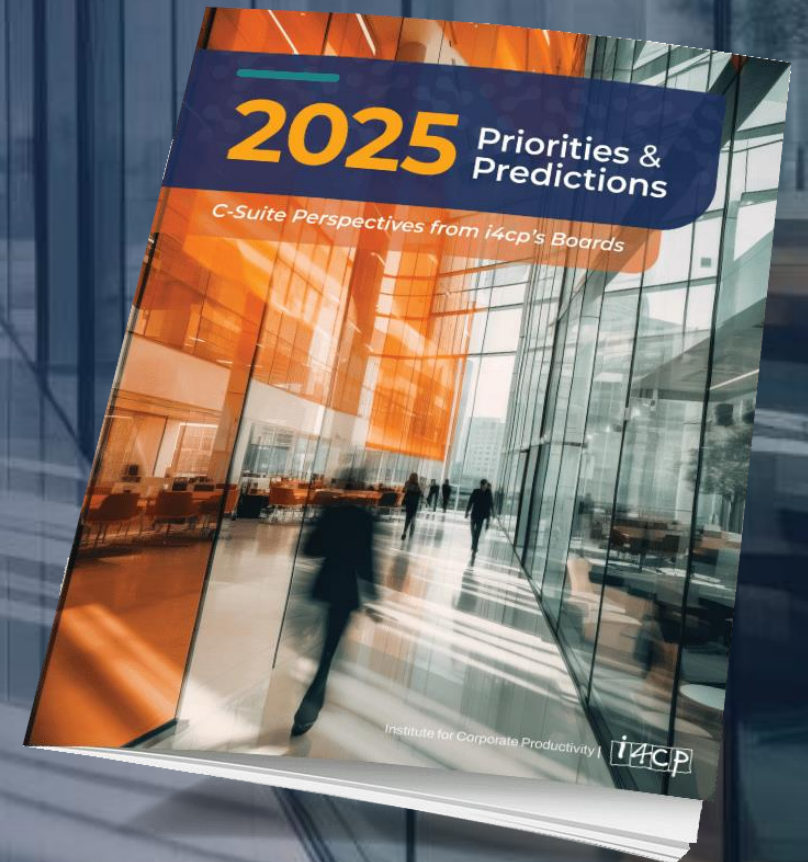




# 2025 Priorities & Predictions

| C-Suite Perspectives from i4cp's Boards



# Today's Speakers




**Kevin Oakes**

CEO & Co-founder  
i4cp



**Kevin Martin**

Chief Research Officer  
i4cp



**We discover the people practices  
that drive high performance**

to help you see what's  
*coming around the curve.*





# High-Performance **Defined**

- Revenue growth
- Profitability
- Market share
- Customer satisfaction

*Over a five-year period.*

## Our Research Focus

- What do high-performance organizations do differently?
- Do those practices correlate to market performance?

# ~~Best Practices~~ Next Practices

18x



Organizations with very healthy cultures are 18x more likely to hold leaders accountable for employee outcomes such as retention and development.

*Culture Fitness*

5x



Return-to-office, hybrid, remote has little to do with employee productivity. Healthy cultures are almost 5x more productive than their toxic counterparts.

*The Future-Ready Culture*

7.5x



High-performance organizations are 7.5x more likely to increase focus on talent mobility to accelerate a culture renovation.

*Culture Renovation\**

2.5x



High-performance organizations are 2.5x more likely to already be operationalizing AI at scale.

*Workforce Readiness in the era of AI*

*i4cp defines next practices as specific human capital approaches that are highly correlated to market performance, but are used by relatively few companies to date.*

THE 2025 CONFERENCE

# Next Practices Now

March 3 – 6, 2025

Scottsdale, AZ & Virtual

**Full 2025 agenda and speaker lineup announced. Learn more at [i4cp.com/conference](https://i4cp.com/conference)**



**Peter Cappelli**

George W. Taylor  
Professor of Management,  
The Wharton School



**Avani Prabhakar**

Chief People Officer,  
Atlassian



**Kenji Yoshino**

Chief Justice Earl Warren  
Professor of Constitutional  
Law, NYU School of Law



**Lindsay-Rae McIntyre**

Chief Diversity Officer and  
CVP Talent and Learning,  
Microsoft



**J. Ofori Agboka**

Vice President of People  
Experience & Technology  
for Global Operations,  
Amazon



**Lisa Bryant**

CHRO, Dow



**Brandon Roberts**

Group Vice President,  
People Insights & AI,  
ServiceNow



**Kristen Bauer**

CEO, Laird Norton



**Dimitra Manis**

EVP, Chief Purpose  
Officer, S&P Global



**Anne Chow**

Bestselling Author,  
Culture Expert, and Founder,  
The Rewired CEO

# i4cp Members *(partial list)*



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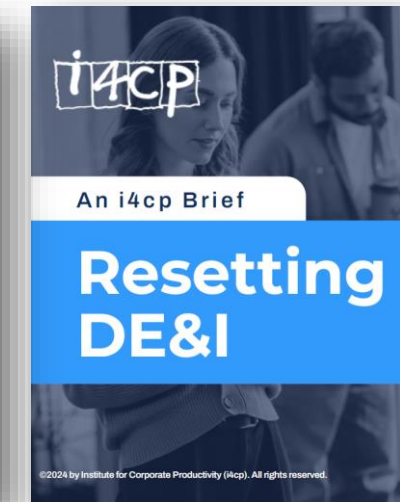
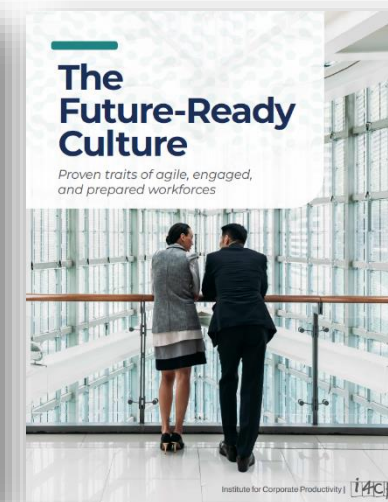
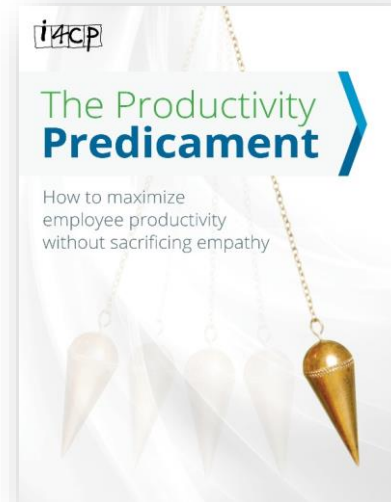
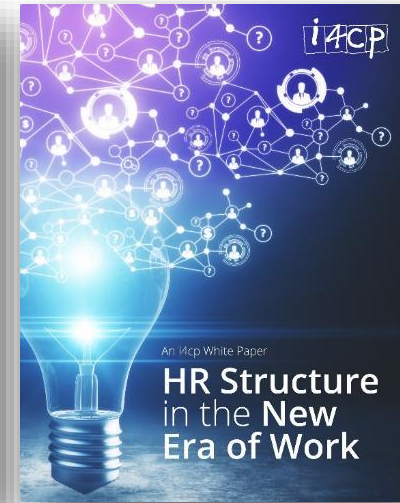
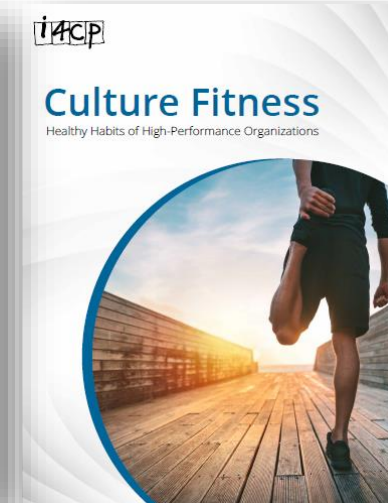
Fannie Mae®





# i4cp Research Resources

Resources developed from each study include next practices, case studies, interactive data, infographics, tools, and more.





# Current & Upcoming Research Themes

JANUARY 2025

## Workforce Readiness in the Era of AI

This study will help CHROs address a significant CEO need: Guidance on what needs to happen with the workforce due to disruptive technologies—most notably GenAI.

We seek to surface how high-performance organizations are ensuring a future-ready workforce, and what their HR teams are doing differently.

LAUNCHING 2025

## Resetting DE&I for 2025 and Beyond

This continuation of research into changing trends in corporate DE&I focuses on how efforts are being integrated into the business and the actions organizations are taking to address or adapt to anti-DE&I activism.

LAUNCHING 2025

## Leadership Effectiveness with Distributed Work

How do you build a culture that is ready for future challenges?

This global study—a continuation of our world-renowned Culture Renovation® research—explores traits of healthy, agile cultures, key talent practices, and how companies are accurately measuring culture health.

NOW AVAILABLE

## Building Performance Management that Works

i4cp research has consistently shown that creating a performance feedback culture has more impact than any specific detail (such as rating scales) or system.

This new study will explore the approaches high-performance organizations prioritize to achieve more effective performance management.

# i4cp Boards

i4cp's executive Boards bring together research and forward-thinking leaders to discuss, debate, collaborate, and anticipate trends and next practices in HR in order to make more informed business decisions.



# Featuring insights from **HR leaders** at ...



Edward Jones®

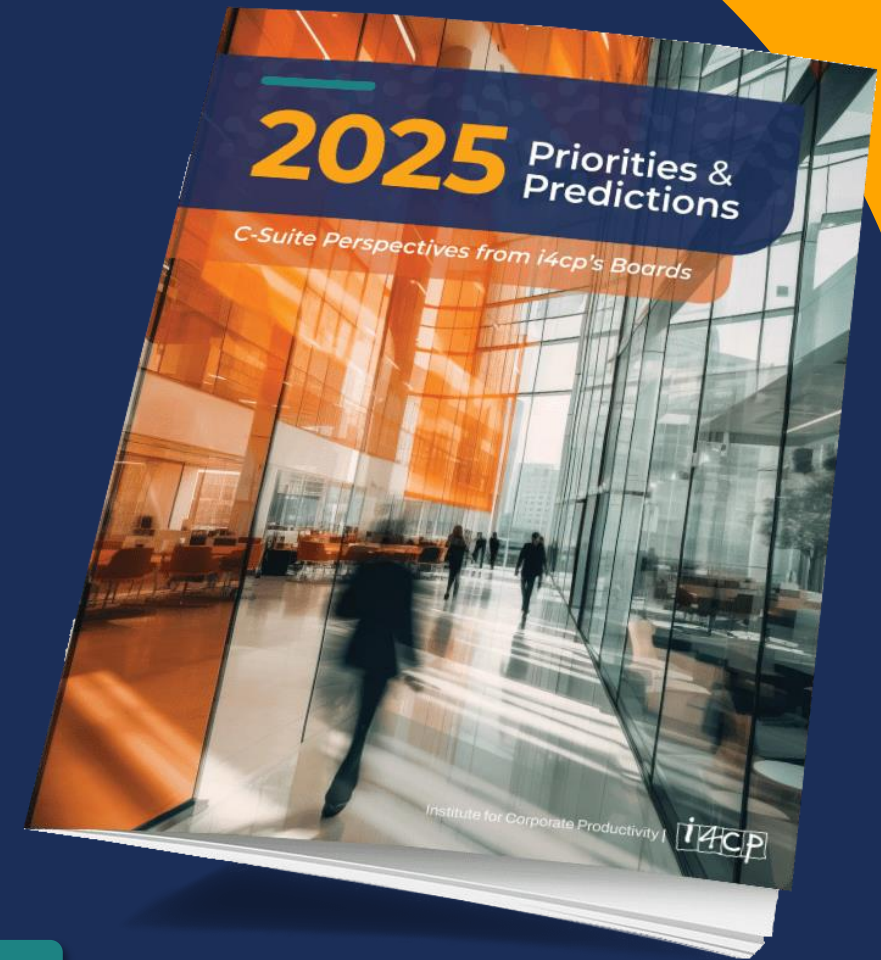
ROBLOX



NORTHROP  
GRUMMAN

**BNSF**  
RAILWAY

T.Rowe Price 



...and **more!**

Download the report



## QUESTIONS

# What We Asked...

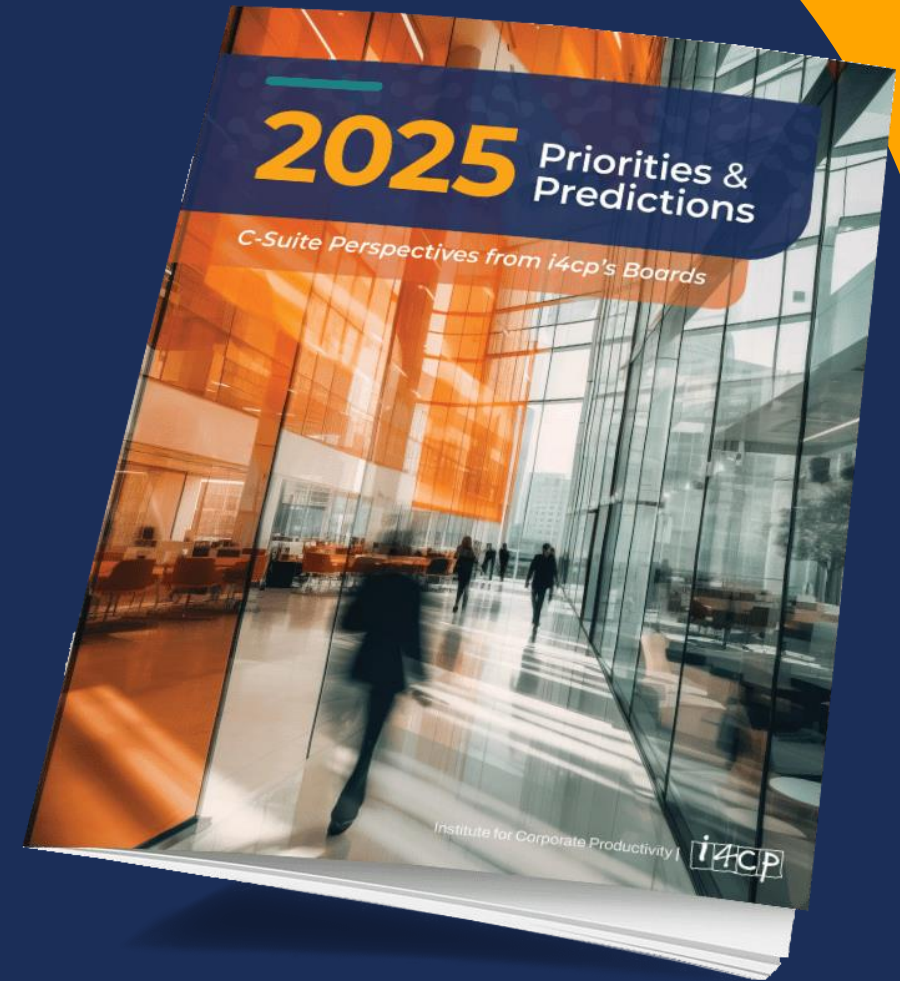
- What are the top priorities for your function in 2025?
- What do you predict will be the biggest challenge(s) for your function in 2025?
- Prediction on changes you expect to see in the next 3 years?

...among other questions



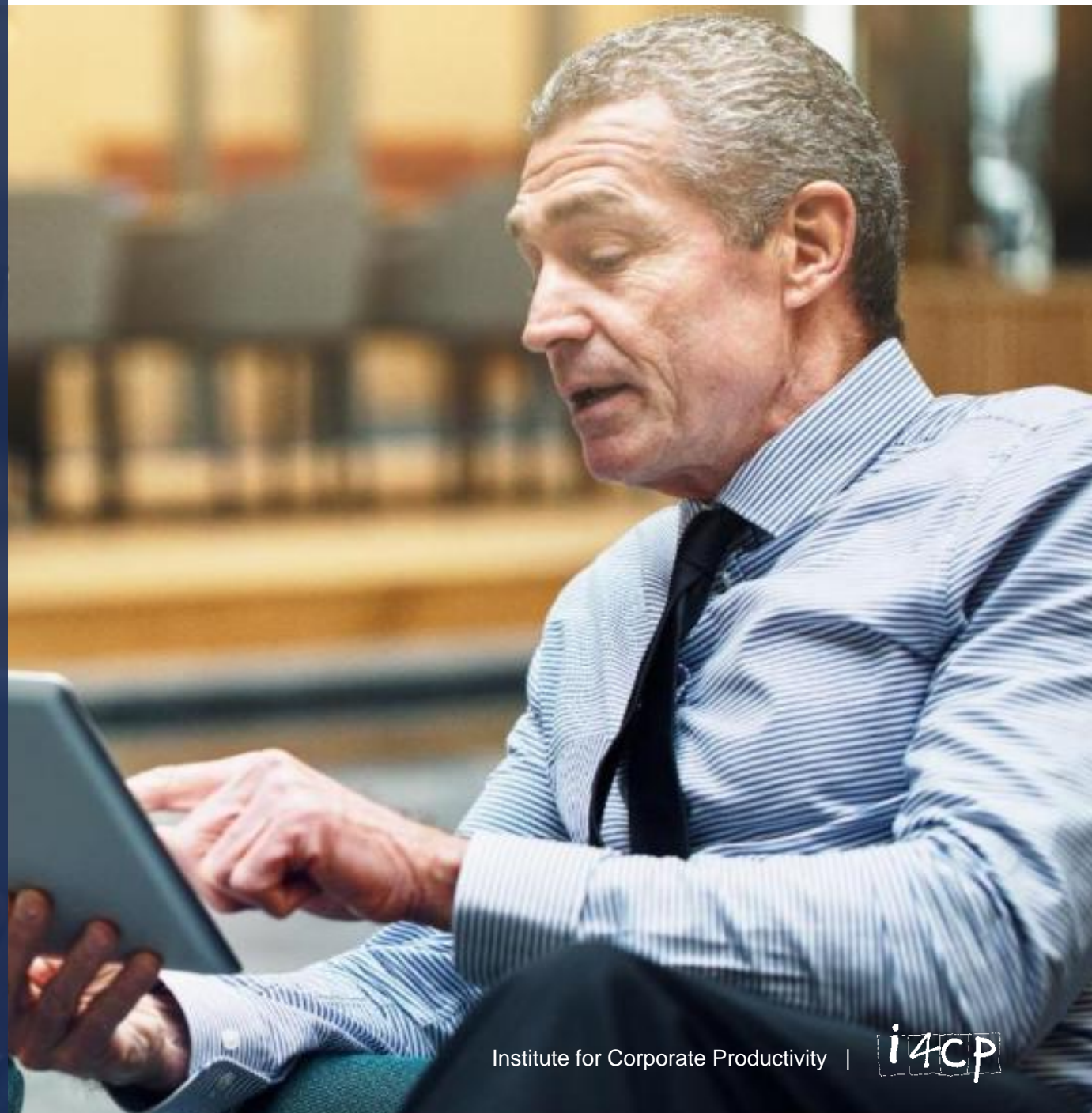
# The 4 Predictions

1. Top companies will extend their lead by operationalizing AI while low-performing organizations sit on the sidelines.
2. Until companies shift their cultures, efforts to scale skills-based marketplaces will stall.
3. Older workers go from overlooked to overtly courted.
4. DE&I was under fire the last couple of years. In 2025, the pressure intensifies.



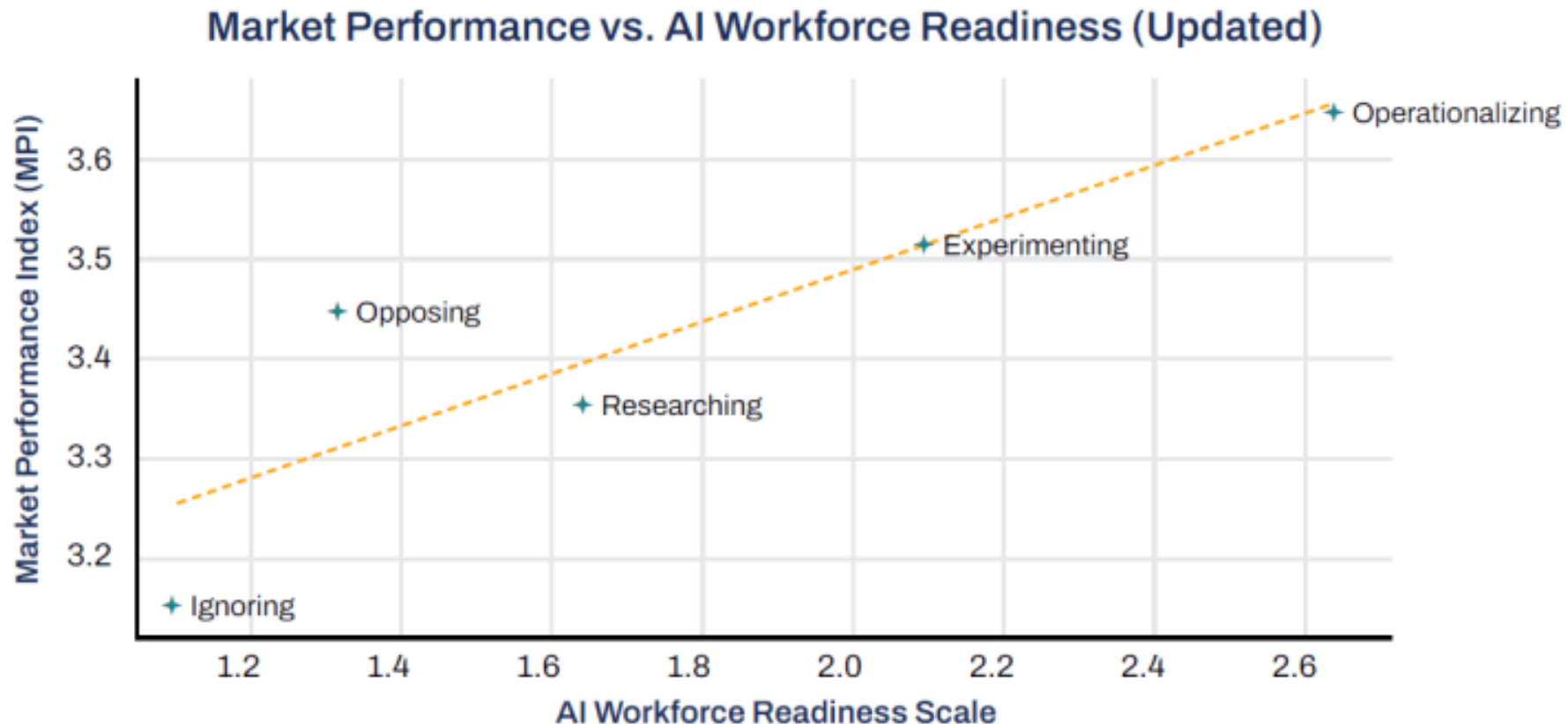


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# 1. Top companies will extend their lead by **operationalizing AI** while low-performing organizations sit on the sidelines.

Those who said their workforces are prepared to use GenAI at work are **52x more likely** to *have provided GenAI training* to most (if not all) of their employees.

- Unsurprisingly, these early adopters are **20x** more likely (61% vs. 3%) than those who have yet to adopt GenAI to characterize their workforce as prepared to use the technology.
- Employees in AI-leading organizations believe, on average, that they could improve their productivity by **30%** or more with additional training.

2. Until companies shift their cultures, efforts to scale **skills-based marketplaces** will stall.





## 2. Until companies shift their cultures, efforts to scale **skills-based marketplaces** will stall.

### Reality Today:

- Robust talent mobility is not common in most companies
- **43% of organizations** report managers hoard talent
- **39% of organizations** report it's easier for existing employees to find a job externally than internally
- Most companies operate under a “job structure” vs. a project structure

## 2. Until companies shift their cultures, efforts to scale **skills-based marketplaces** will stall.

2025 will see growing recognition that burning budget on sophisticated platforms is likely a waste until the culture is ready to change from a traditional approach to a skills-based marketplace.

3. **Older workers** go from overlooked to overtly courted.





### 3. Older workers go from overlooked to overtly courted.

#### Reality Today:

- In 2022, people aged 65+ accounted for **7%** of the US labor force...this will grow by **45%** by 2030
- By 2028, nearly one in four U.S. workers will be 55 or older
- In Europe workers aged 55-64 will increase significantly in the next decade
- In Japan, about **12%** of the workforce is already 65 or older

Source: *US Bureau of Labor Statistics*, AARP, European Union, Nippon Communications Foundation

### 3. **Older workers** go from overlooked to overtly courted.

#### Why?

- The wealth of skills, experience, and institutional knowledge older workers possess is difficult to replace quickly
- Despite advances in AI, the current skills gap in certain industries, such as healthcare and skilled trades, makes older workers essential for filling these gaps
- Older workers can be as or more productive than their younger counterparts
- Instead of mandatory retirement, keeping older employees longer can not only maintain high productivity but also reduce hiring and training costs

Source: Brookings Institute

3. **Older workers** go from overlooked to overtly courted.

**70% of older workers  
say they have  
experienced ageism**

4. **DE&I** was under fire the last couple of years. In 2025, the pressure intensifies.





#### 4. **DE&I** was under fire the last couple of years. In 2025, the pressure intensifies.

External pressure has caused several companies to scale back their visible support for diversity, equity and inclusion programs.



## 4. **DE&I** was under fire the last couple of years. In 2025, the pressure intensifies.

“Walmart's reversal on DEI will send shockwaves throughout corporate America. This is the biggest win yet for our movement to end wokeness in corporate America.”

- Robby Starbuck

“DEI must DIE.”

- Elon Musk

“I would be happy if not a single refugee foot ever again touched American soil.”

- Stephen Miller

## 4. **DE&I** was under fire the last couple of years. In 2025, the pressure intensifies.

### What could happen:

- Mass deportation of illegal immigrants; workplace raids
- I-9 audits (~12,000 I-9 audits in Trump's last year vs. ~400 this year)
- Previous bans on racial sensitivity training for federal government and contract workers will likely be reinstated and could affect other DE&I-related federal policies in areas such as hiring, education, and federal contracting
- Deeper divide as more companies back away from DEI while others double down

#### What to do if immigration agents come to the jobsite

The incoming Trump administration has promised to step up workplace raids. Here's how contractors can prepare.

Published Dec. 4, 2024

# i4cp Boards

i4cp's executive Boards bring together research and forward-thinking leaders to discuss, debate, collaborate, and anticipate trends and next practices in HR in order to make more informed business decisions.





# Function/CoE investment change in fiscal year 2025 in comparison to 2024

■ Increase significantly ■ Increase somewhat ■ Stay the same ■ Decrease somewhat ■ Decrease significantly ■ Too soon to tell

## Chief Human Resource Officers



## Chief Learning and Talent Officers



## Chief Diversity Officers



## Total Rewards Leaders



## Talent Acquisition Leaders



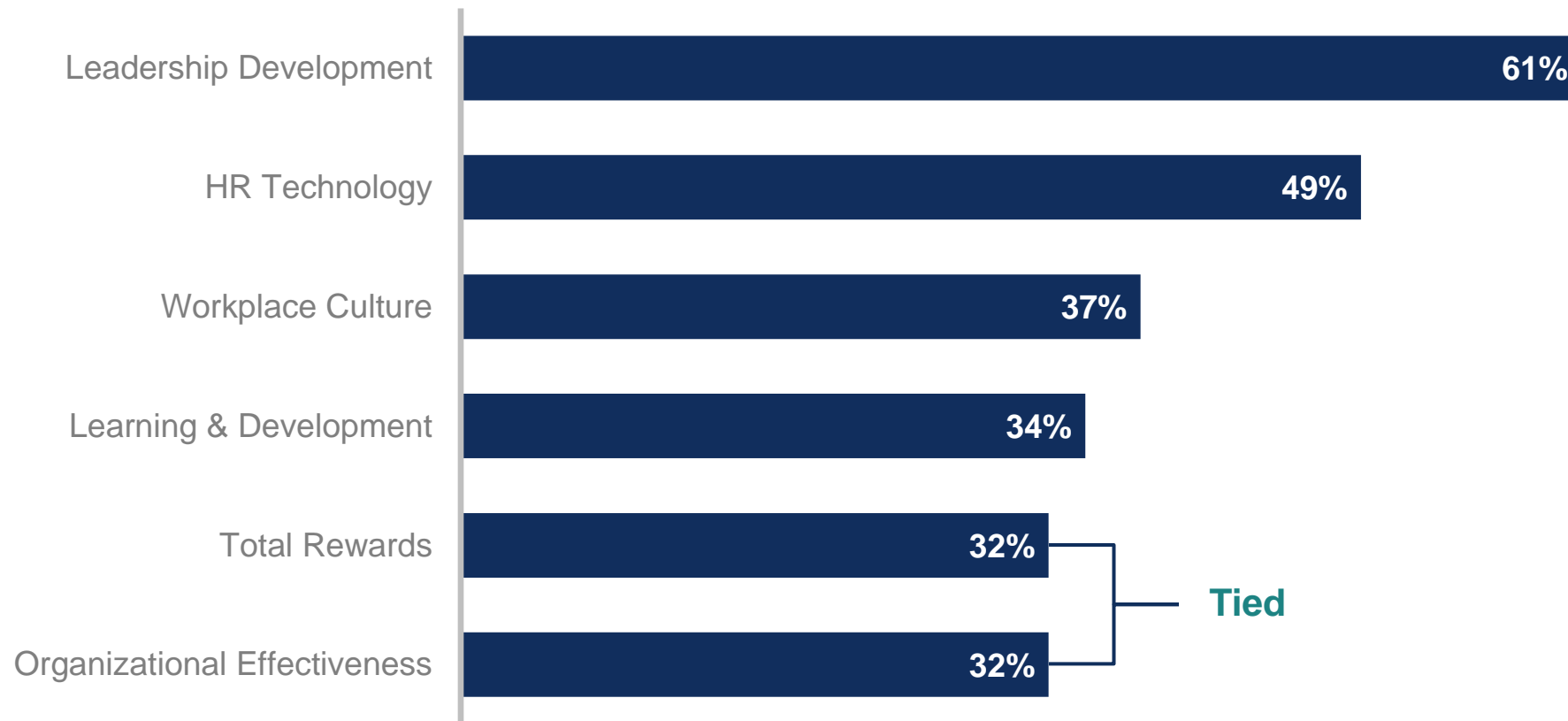
## People Analytics Leaders



Source: 2025 Priorities & Predictions Survey (2024), Institute for Corporate Productivity (i4cp).

# Future Investments

The top five CoE or functional investments anticipated by CHROs in 2025



Source: 2025 Priorities & Predictions Survey (2024), Institute for Corporate Productivity (i4cp).

2025 TOP PRIORITIES

# Chief Human Resource Officers

1. Ensuring HR is agile enough to stay tightly aligned with changes to the enterprise strategy
2. Building or maintaining a healthy organizational culture
3. Ensuring strong pipelines for C-Suite succession
4. Using AI to accelerate business strategy execution/growth
5. Upskilling the workforce



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## Top Two Challenges:

**70%** Ensuring that the function's employees can adapt to the changing needs of the business

**51%** Delivering on top priorities with fewer resources

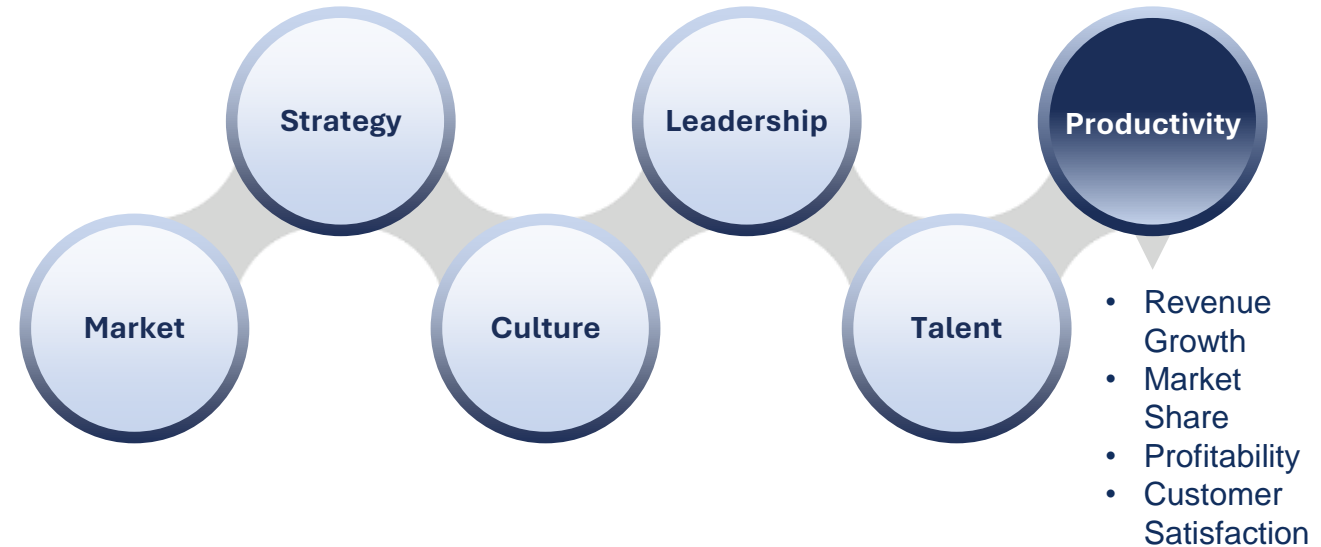


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## i4cp's People-Productivity Chain™

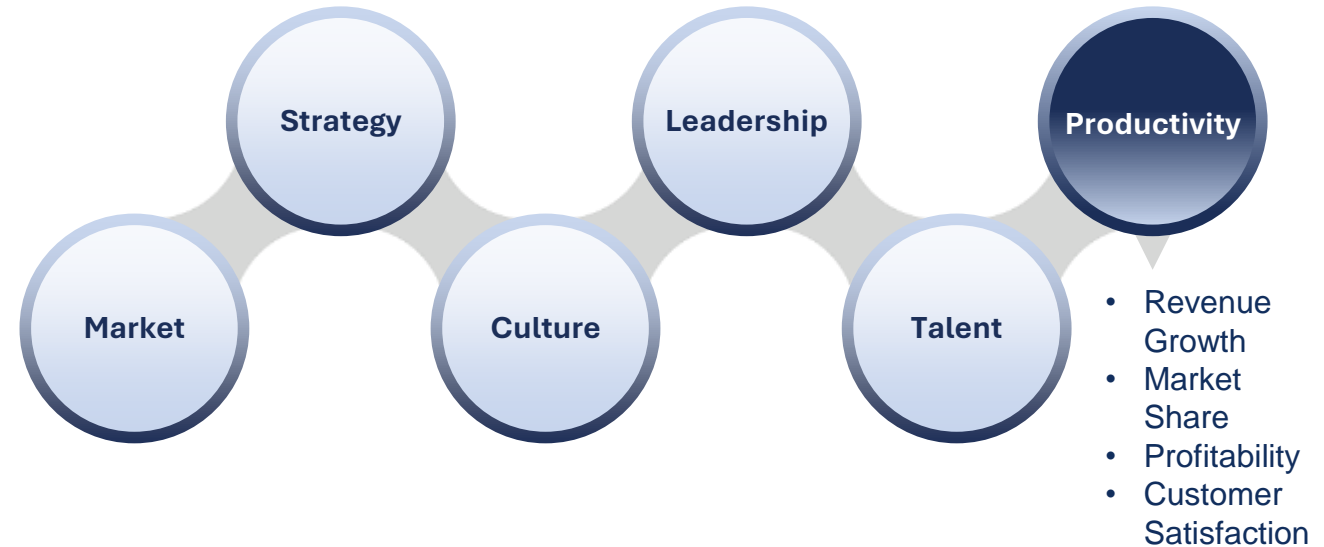


## 2025 TOP PRIORITIES

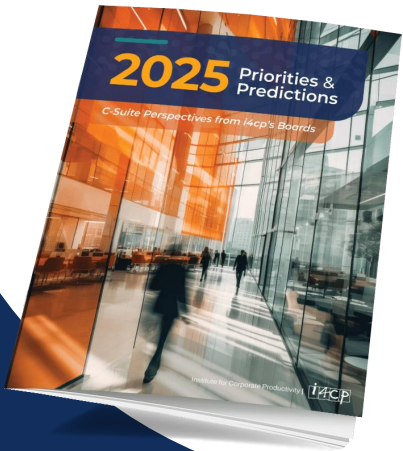
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## i4cp's People-Productivity Chain™



# Internal goal alignment is key



## 2025 TOP PREDICTIONS

# Chief Human Resource Officers

- **The utilization of AI and capability built (and brought into) HR will further increase the function's strategic contribution to the business**—from strategy formulation, adaptation, and execution to workforce readiness for the future, HR functions will be able to deliver faster and more precisely.
- **The evolution to strategic work planning and nimble organization design will distinguish ready-for-the-future organizations**—what does workforce (and leader) capacity and capability mean in this new era of work?
- **Organizations court older workers**—due to an aging population and declining birth rates, older individuals represent not only a valuable, experienced segment of the workforce, but a necessary one.
- **Emphasis on AI and data, and increases in distributed work will require more human-centric work environments and experiences**—as work, work teams, and decision making become more distributed and augmented by AI and data, organizations shouldn't underestimate the enduring value of human judgment, creativity, interpersonal skills, and connection.



## 2025 TOP PRIORITIES

# Chief Diversity Officers

1. Strengthening DE&I strategies to ensure alignment with organizational goals
2. Promoting and embedding inclusive leadership practices and habits
3. Building cultures that support inclusion, belonging, and psychological safety
4. Retaining diverse talent enterprise wide
5. Embedding DE&I practices and considerations into work processes



## 2025 TOP PREDICTIONS

# Chief Diversity Officers

- **DE&I pressure will intensify in 2025**—as a direct result of external activists over the last two years, several companies decided to scale back their visible support for diversity, equity, and inclusion programs.
- **Political and societal pressure related to DE&I will continue to be major drivers of changes within the function**, however, there will also be increased emphasis on inclusion and belonging as drivers of culture health and engagement, as well as broadening of the scope of what comprises diversity to include socioeconomic background, degree attainment, neurodiversity, career stage, etc.
- **DE&I leaders expect AI to play a significant role in the advancement of DE&I objectives**—the majority (52%) of DE&I leaders view AI adoption as “very” or “somewhat” important to achieving their functional objectives.
- **DE&I vendor offering selection will be impacted by the current climate**—this will reward those who can contribute to and communicate the impact of their solutions or services on both business and employee outcomes.

## 2025 TOP PRIORITIES

# Chief Learning & Talent Officers

1. Increasing manager effectiveness in the face of complex and increasing demands
2. Upskilling the organization's workforce
3. Building or maintaining a healthy organizational culture
4. Leveraging AI to enhance learning and/or talent programs
5. Establishing or improving the organization's learning culture



## 2025 TOP PREDICTIONS

# Chief Learning & Talent Officers

- **The impact of technology, AI and generative AI more specifically will continue to be profound**—leaders anticipate seeing AI in curriculum design and personalized learning; identifying top talent, successors, talent needs, and skill gaps; and more generally to free up capacity for more strategic work—including for managers by making talent processes easier.
- **AI will continue to drive urgent need for upskilling;** in some cases, this will lead to cost reductions (either through reduced headcount or increased efficiency).
- **Emphasis will be on skills-centric learning and talent processes**—learning and development ranked third highest in areas of anticipated investment in 2025 among members of all of i4cp's various Boards.
- **There will be enhanced emphasis on cross-functional collaboration**—collaborating effectively with other functions on shared priorities is a challenge 33% of learning leaders ranked in their top three for 2025.



## 2025 TOP PRIORITIES

# Future of Work Leaders

1. Advancing AI skills of employees and leaders
2. Operationalizing and scaling AI across the enterprise
3. Changing culture to fully leverage a skills-based approach
4. Deconstructing jobs and redesigning work for future task automation
5. Building a future-ready culture and workforce
6. Continuing to improve employee well-being



## 2025 TOP PREDICTIONS

# Future of Work Leaders

- **There will be a growing recognition for the need for this function**—particularly in larger organizations, the investment implications for future workforce readiness necessitates a more targeted focus and ownership internally.
- **Skills-based marketplaces will stall without a culture shift**—the future of work at high-performance organizations is project- as opposed to job-based, is one in which leaders value and enable the mobility of people and capability across the enterprise ecosystem as opposed to keeping it to themselves, and is one in which a company's social capital (i.e., the relationships and trust) is managed and measured with as much rigor as its human capital.
- **Those that incorporate AI into the flow of work will further separate from laggards**—organizations that are operationalizing and scaling AI today across the enterprise will further separate themselves from the AI plodders.
- **A new leadership skillset is emerging**; leaders who are equipped to effectively manage and influence within distributed environments will be sought after as organizations increasingly value agility throughout the enterprise.

## 2025 TOP PRIORITIES

# People Analytics Leaders

1. Delivering customized insights to business leaders
2. Providing meaningful insights to leadership that connect People
3. Analytics data to the business's strategic goals
4. Enhancing reporting and visualization tools
5. Implementing AI and machine learning tools
6. HR data integration and systems interoperability



## 2025 TOP PREDICTIONS

# People Analytics Leaders

- **The PA function will need to distinguish itself from AI**—the ability for AI to rapidly deliver insights from data will challenge the People Analytics function to distinguish itself from what AI can do and how the function validates and makes the output of AI better.
- **The role of People Analytics in workforce planning will become even more important**—from predictive modeling (e.g., identifying skills gaps) to sourcing optimization (e.g., recommending internal and external talent pools to fill those gaps), to quantifying the impact of talent decisions and potential scenarios (e.g., a workforce reduction, or upskilling effort).
- **The reporting aspect of the People Analytics function will significantly diminish**—the rapid expansion of AI across analytics tools means that the PA team's maturation (e.g., developing consulting capabilities, etc.) will be necessary as organizations increasingly lean into data.
- **Dashboards will become dinosaurs**; PA will be expected to provide leaders with a hyper-personalized data experience and increasingly automated data delivery that provides the business tailored data.





## 2025 TOP PRIORITIES

# Talent Acquisition Leaders

1. Leveraging technology (including AI) to optimize talent acquisition
2. Enhancing talent acquisition efficiency through process optimization
3. Elevating skills within the TA function
4. Improving internal talent mobility
5. Leveraging data to inform recruitment recommendations and decisions

## 2025 TOP PREDICTIONS

# Talent Acquisition Leaders

- **The role of recruiters will evolve**—so will the work—from chatbots to AI agents, greater utilization of AI will culminate in major components of conventional TA work being offloaded in the next few years.
- **Data analytics will become more refined**—TA typically relies on data from applicant tracking systems (ATS), which provide limited insights because the data is specific to applicants who become candidates.
- **Research will help refine global TA strategy**—leveraging data that provides insight into various and often nuanced global issues such as cultural and socioeconomic conditions that drive what candidates look for in an employer in different regions of the world will be more widely implemented.
- **Hiring will become personalized in a variety of ways**—offering candidates choice and flexibility in how they move through the hiring process will become standard practice in the coming years.

## 2025 TOP PRIORITIES

# Total Rewards Leaders

1. Improving total rewards communications
2. Identifying or optimizing the ROI of compensation and benefit strategies
3. Personalizing reward and/or benefit offerings
4. Incorporating AI for predictive analytics or personalization, etc.
5. Aligning rewards to organizational objectives



## 2025 TOP PREDICTIONS

# Total Rewards Leaders

- **Managing increases in healthcare expenditures due to macro factors will be a growing challenge**—health care costs in the U.S. are predicted to rise by about 9% in 2025 (Aon, 2024).
- **Deploying new HR IT systems for compensation programs and integrating new technology will be game changers for total rewards**—leaders believe that Total Rewards teams will soon need an enhanced skillset to perform the role, including the ability to script in SQL and Python to automate repetitive tasks, execute data analysis, and perform essential administrative functions.
- **Auditing pay and enforcing transparency will come into sharper focus**, driven by continuing demands for equity in the workplace, evolving regulations at local, state, and international levels, increased accountability and reporting, expectations of transparency, advancing technology and data capabilities, and more.

# Redeeming HRCI® and SHRM® Recertification Credit Hours

*This Program, ID No. **688632** has been approved for 1.00 Webinar/Webcast/Podcast recertification credit hours toward aPHR™, aPHRi™, PHR®, PHRca®, SPHR®, GPHR®, PHRi™ and SPHRi™ recertification through HR Certification Institute® (HRCI®). “*

Program ID: **688632**

*“The use of this official seal confirms that this Activity has met HR Certification Institute’s® (HRCI®) criteria for recertification credit pre-approval.”*



*i4cp is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP®.*

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Activity ID: **24-9Q2SX**







# Thank you!

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