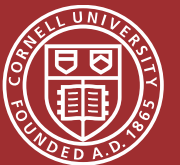


# WHAT ISSUES ARE TOP OF MIND FOR HR LEADERS HEADING INTO 2025?

Bradford S. Bell

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Academic Director, Center for Advanced Human Resource Studies (CAHRS)



# CAHRS PARTNER END-OF-YEAR PULSE SURVEY



End-of-year pulse survey sent to all CAHRS partner companies in December 2024



*Please describe the 3-5 HR issues that are top of mind for your organization as you look ahead to 2025*



Analyzed submitted responses to identify key themes and subthemes

# PARTICIPATING COMPANIES



# YEAR-OVER-YEAR TRENDS

## 2021

1. Post-Pandemic Work, Workforce, & Workplace

2. Diversity, Equity, & Inclusion

3. Talent Management

4. Transformation

5. Culture

## 2022

1. Talent Management

2. Leadership Development & Succession Planning

3. Hybrid Environment

4. Employee Expectations, Experience, & Activism

5. Diversity, Equity, & Inclusion

# YEAR-OVER-YEAR TRENDS



# YEAR-OVER-YEAR TRENDS

2025

1. Transformation & Evolution

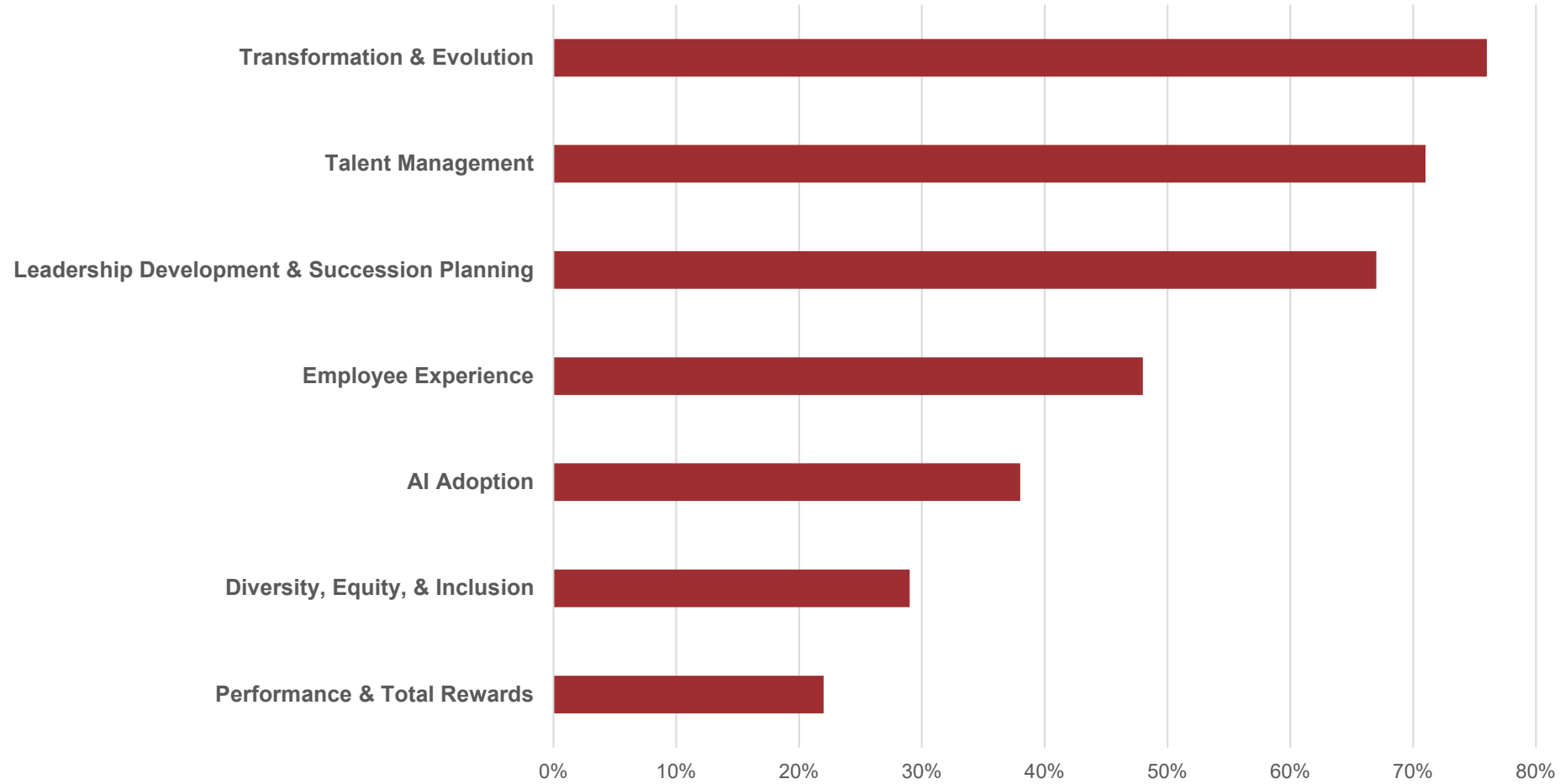
2. Talent Management

3. Leadership Development &  
Succession Planning

4. Employee Experience

5. AI Adoption

# KEY THEMES



# TRANSFORMATION & EVOLUTION





# TALENT MANAGEMENT



*“Talent development, mobility, skills, and capability”*

*“Strategic workforce planning”*

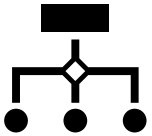
*“Continued tight labor market ‘great stay’ and implications for talent development”*

# LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING



## Building Leadership Capability

*“People leaders ... building skill, shifting mindset, holding accountable to amplify culture and grow talent”*



## Succession planning

*“Moving the talent discussion from succession to progression ... how do we get people the right experiences earlier in their career”*

# EMPLOYEE EXPERIENCE



*“Evolve and improve the employee experience by leveraging data, technology, and collaboration tools”*

*“Continued focus on employee relations/labor relations in frontline workforce”*

*“Sustaining high engagement in a decentralized workforce”*

# AI ADOPTION



AI Disruption of Jobs

*“Building broader capability as we drive growth in partnership with AI”*



AI Adoption in HR

*“Applications of AI in Human Resources and Talent”*

# DIVERSITY, EQUITY, & INCLUSION



*“DEI – moving forward in the current context”*

*“Integrating equity and inclusion into the way we work”*

# PERFORMANCE & TOTAL REWARDS



*“Refresh performance and reward structures/frameworks ... driving greater alignment, accountability, growth, colleague retention, and business performance”*

# CAHRS SPRING 2025 EVENTS

**Spring calendar of CAHRS working groups and webcasts will be available soon.**

**Check [ilr.cornell.edu/cahrs](http://ilr.cornell.edu/cahrs) for updates and registration information.**

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# **QUESTIONS?**



**THANK YOU**

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