Maximizing the Impact of AI in the Age of the Superworker

the josh bersin company

Overview

AI is revolutionizing the HR landscape, transforming everything from learning and talent management to core HR and payroll. It offers unprecedented opportunities to enhance efficiency, streamline operations, and create exceptional employee experiences. Yet despite AI's transformative potential, many organizations struggle to leverage its full capabilities, with just 4% having a clear AI strategy for their HR function.[1]

The question remains: How can companies strategically integrate AI to maximize its impact and drive long-term value? High-performing companies go beyond assistance or simple task automation. They achieve outsize results by aligning their AI strategy with the organization's business goals, upskilling their HR professionals to work alongside AI, and fostering a culture of continuous learning and innovation. By taking these steps, businesses can leverage AI to boost operational efficiencies, deliver significant value, and achieve superior results.

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1   *The Definitive Guide to Human Resources: Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

In This Report

- The Power of AI: Turning Every Employee into a Superworker

- Using AI to Solve Business Problems

- The Benefits of AI for Various User Groups

- Benchmarking the Impact of AI

The Power of AI: Turning Every Employee into a Superworker

AI has the potential to elevate every employee into a "superworker"—an individual who leverages AI to dramatically enhance their productivity, performance, and creativity.[2] This transformation requires HR leaders to view AI not merely as a technical tool but as a catalyst for reimagining jobs and roles within the organization. By redesigning workflows and reskilling the workforce, HR can empower employees to harness AI's capabilities, thereby unlocking their full potential as superworkers.

Superworkers achieve exponential outcomes that extend far beyond efficiency gains and cost reductions.[3] Automating routine tasks and focusing on strategic initiatives can drive innovation, improve decision-making, and enhance employee engagement. For instance, AI can assist HR professionals in analyzing vast amounts of data to identify talent trends, predict workforce needs, and personalize employee development plans. Managers can use AI to streamline performance reviews and increase their fairness, enhance team collaboration, and foster a culture of continuous improvement.

The HR Business Partner as a Superworker

HR business partners (HRBPs)—who traditionally focus on aligning HR strategies with business objectives, managing employee relations, and supporting talent management— can leverage AI to enhance these HR functions significantly. For instance, they can use AI-driven analytics to gain insights into workforce trends, predict turnover risks, and tailor interventions that improve employee retention and engagement. By automating routine administrative tasks with AI, HRBPs can dedicate more time to strategic initiatives, such as designing innovative talent development programs and fostering a culture of continuous learning.[4]

The Need for Work Redesign

Although focusing on technology and AI is necessary, it's not enough to build a group of superworkers. HR must simultaneously redesign roles and work by seamlessly reimagining job responsibilities to integrate AI capabilities. This means shifting from task-oriented roles to more strategic, outcome-focused positions emphasizing creativity and collaboration.

Organizations move through this journey in four stages, with increasing work redesign and significantly stronger business outcomes (see Figure 1 on the next page).

- At **Stage 1**, companies primarily use AI as a helpful assistant, handling simple tasks and making work faster and easier. The release of ChatGPT in November 2022 marked the beginning of this shift toward automation.

- At **Stage 2**, organizations have advanced to the point where AI functions as an agent, automating routine tasks within existing jobs. This dramatically increases productivity, freeing employees to focus on more valuable work.

- At **Stage 3**, AI becomes more than a tool. It works as a multifunctional agent operating systemically across the organization. AI doesn't just automate individual tasks; it optimizes workflows and supports decision-making.

- At **Stage 4**, companies have reached the point where AI works as an autonomous agent, running entire workflows and making decisions without human intervention. At this highest level, humans work with a focus on creativity, leadership, mentoring, ethics, innovation, and more.
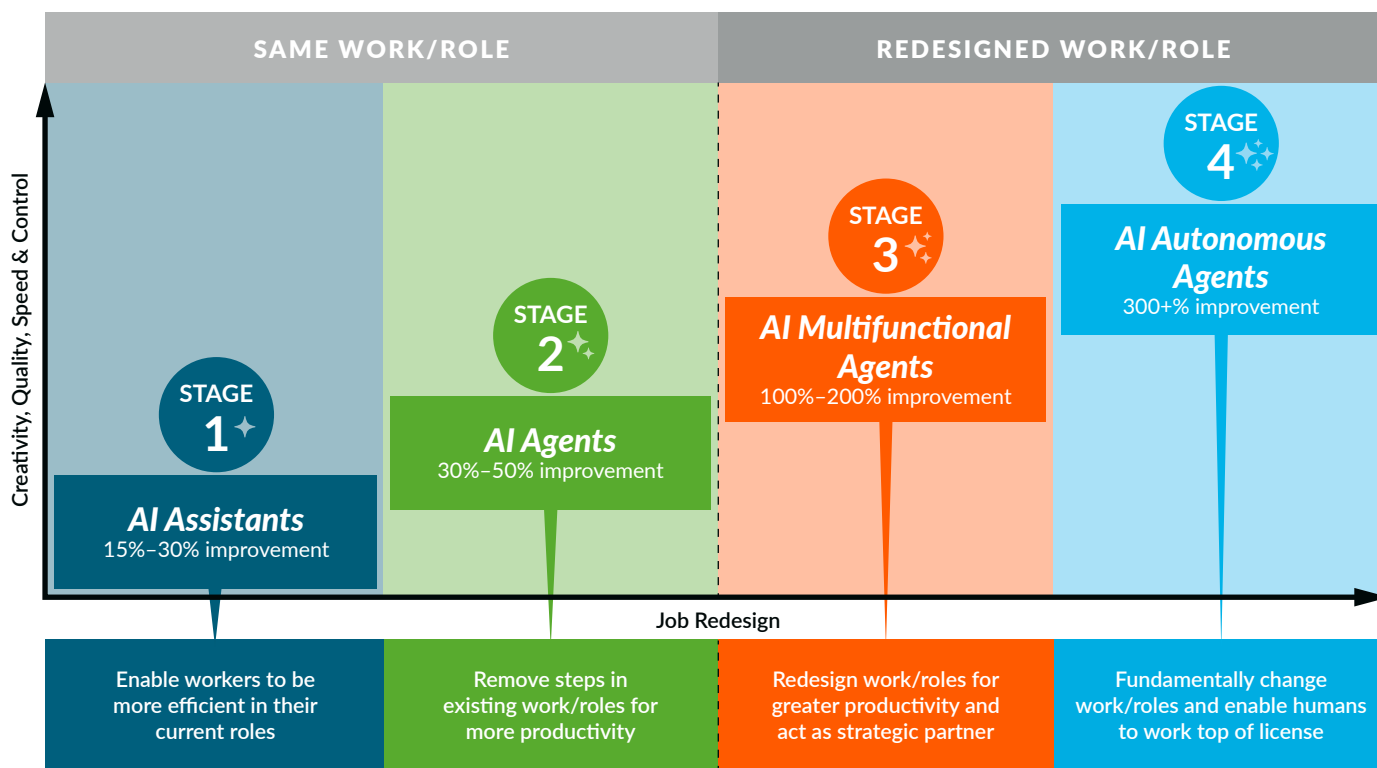
AI is a powerful enabler for people to become superworkers, with many opportunities to harness its potential. By focusing on new mindsets, an empowering culture, reskilling, and work redesign, HR can transform HR professionals and managers into superworkers who leverage AI to drive innovation, enhance productivity, and deliver exceptional value to the organization.

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2   *The Rise of the Superworker: HR and Leadership Predictions and Imperatives for 2025*, Josh Bersin/The Josh Bersin Company, 2025.

3   Ibid.

4   *The New HR Business Partner: Essential for Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2024.

Figure 1: Four Stages of the Superworker

SAME WORK/ROLE		REDESIGNED WORK/ROLE	
STAGE 1✦ **AI Assistants** 15%–30% improvement	**STAGE 2**✦ **AI Agents** 30%–50% improvement	**STAGE 3**✦ **AI Multifunctional Agents** 100%–200% improvement	**STAGE 4**✦ **AI Autonomous Agents** 300+% improvement
Enable workers to be more efficient in their current roles	Remove steps in existing work/roles for more productivity	Redesign work/roles for greater productivity and act as strategic partner	Fundamentally change work/roles and enable humans to work top of license

Creativity, Quality, Speed & Control (vertical axis) — Job Redesign (horizontal axis)

Source: The Josh Bersin Company, 2025

Using AI to Solve Business Problems

The options for using AI in HR are (almost) unlimited, with hundreds of use cases already identified. And we've experienced disruptions like this before. For example, when the internet emerged in the late 1990s, we tried to determine how to best leverage its new capabilities. The most differentiated, tailored, business-focused applications created the highest impact, and companies went well beyond efficiency and cost savings to introduce new business models and new sources of revenue.

The same applies to next-generation AI (with generative AI and AI agents expanding the potential of using AI in HR). In addition to applying its capabilities to drive efficiency and cost savings, successful companies identify key business problems first and then leverage AI strategically to solve these problems.

High-performing organizations deploy AI as a strategic business enabler rather than just a technology solution. They leverage AI to support new solutions, from enhancing the employee experience and streamlining recruiting and interviewing to developing future skills—just as they use HCM systems to drive business transformation, not just technical efficiency.[5]

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5   *Best Practices for HCM Excellence, SAP SuccessFactors Edition*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2022.

Here are four examples of business imperatives that can be addressed using AI:

1. Streamline Routine HR Transactions and Create Efficiencies

One common problem HR teams face is that employees and managers struggle with routine HR transactions and tasks. For example, the workforce occasionally needs to search for HR policy information, change a personal address, or submit an employee transfer. Yet, employee portals are often hard to navigate, and information is difficult to find.

With AI, these transactions can be streamlined and conducted using natural language, simplifying the process and speeding things up.

CASE IN POINT
Döhler Uses AI as a Tool to Improve Daily Work

Döhler, headquartered in Germany, is a global producer of natural ingredients for the food and beverage industry. The company is looking to AI to simplify and streamline the everyday tasks of its workforce.

Döhler takes an SAP-first approach to its use of technology in support of its company values of innovation, trust, quality, and sustainability. Pierre Wiese, head of Döhler's business applications, sees two paths to using AI: adopting delivered vendor capabilities and building custom, business-specific use cases. Together, both are necessary to create the value the company is looking for.

"AI is just another tool to help you solve business problems. It allows you to solve problems you never had the ability to address before," Wiese explained. "With our AI consumption, we move forward as quickly as possible because we plan to have a massive impact on the daily work of our people at Döhler."

The company was among the first to fully embrace Joule, SAP's AI copilot, to improve the employee experience one action at a time. For example, as the company brought

Joule to the employee portal, transactions like employee transfers, changing locations, and understanding policies became much easier and faster. The conversational interface helped employees who often struggled to remember how to complete actions they only did rarely.

"As we roll out AI, these little things make our lives a little bit easier and a little bit faster," Wiese said. He described the adoption of the AI copilot as "quite easy and painless," aiming to provide more capabilities to HR and employees as they become available.[6]

2. Decrease Time to Hire and Create a Better Candidate Experience

Hiring needed talent quickly is critical to business success. Still, recruiting teams often struggle to balance the complexities of understanding job requirements, sourcing, and assessing and selecting talent while needing to speed up the process.

Leveraging AI throughout the entire recruiting cycle—including creating the right job descriptions, parsing resumes, evaluating candidates, creating interview questions, scheduling interviews, answering candidate questions, and more— can reduce time to hire significantly while also creating an improved candidate experience.

CASE IN POINT
Darussalam Assets Uses AI to Reduce Recruiting Time from Months to Weeks

Darussalam Assets, a company that owns and manages several of Brunei's government-linked companies, has over 9,000 employees. Its portfolio includes 30 subsidiaries and 14 sectors, including telecommunications, agribusiness, healthcare, education, and power utilities. The company is a pioneer in using AI in recruitment to streamline processes and shorten time to fill.

Hiring processes across the company's complex business portfolio were unable to keep up with the dynamic nature of the various businesses. To address this issue,

6 "SAP SuccessFactors Accelerates AI Capabilities in HR to Make Every Employee a Success Story," Jacqueline Prause/SAP, June 10, 2024.

the organization uses AI provided by SAP to generate job descriptions, parse resumes, and provide better candidate feedback on the spot.

Salehin Basir, Senior Manager, Human Capital Development, sees the company's AI adoption as transformative. "It has not only automated routine tasks but has also generated competency-based interview questions on the spot for a more equitable and skills-based interview process," he explained. "We've seen improvements in how we manage our DA Group talent pool, and our recruitment cycle has been significantly reduced."

Apurv Sharma, Senior Manager, Group Information Systems, added, "Ultimately, we want to leverage AI not just for automation, but to foster a culture of innovation that drives our leadership in the industries in which we operate."

The company is accomplishing its goals, drastically reducing time to fill from three to four months to three to four weeks.[7]

3. Increase Quality of Hires

In the recruitment process, a key problem is accurately assessing candidate job fit using unbiased, relevant criteria. It requires recruiters and hiring managers to ask interview questions customized to the job requirements.

Next-generation AI can use job description information to create relevant interview questions. This approach enhances the efficiency and effectiveness of the hiring process by ensuring that interview questions are directly related to the skills, responsibilities, and competencies required for the role. AI helps to standardize interviews, reduce bias, and ensure that candidates are assessed consistently against the criteria outlined in the job description, ultimately leading to higher-quality hires.

CASE IN POINT

Mahindra & Mahindra Makes Interviews More Meaningful with AI

India-based Mahindra & Mahindra is an automotive manufacturer with about 15,000 employees. To increase the efficiency and effectiveness of its HR practices, the company uses generative AI provided by SAP, starting with its recruiting processes.

Generative AI helps write job descriptions and suggest screening and interview questions. As the company uses Microsoft Teams for interviews, this capability is seamlessly built into the flow of work. "In a side-by-side window, you can have a Teams channel where questions are suggested based on the candidate's profile and the job description. These can be asked to the candidate to have a much more meaningful interview," Mayank Maini, Senior Application Analyst with parent company Mahindra Group, explained.

As a result, the candidate experience has improved, and hiring managers and recruiters can ask better questions, ultimately hiring the right people.[8]

4. Improve Talent Mobility and Retention

HR needs visibility into workforce skills to optimize talent for key roles, with technology being essential due to their dynamic nature.

AI can help HR and management surface every employee's skills and match them to the needs of critical positions. External AI-powered talent intelligence can also provide insights into labor market data, competitive information on skills, and compensation considerations. For employees, AI-powered talent marketplaces highlight potential career opportunities, project assignments, mentors, and learning activities, all to support a more agile career.

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7   "Darussalam Assets Pioneers Integration of SAP Business AI into HR and Operational Processes," SAP SEA, May 20, 2024.

8   "Mahindra & Mahindra: Streamlining HR processes with SAP Business AI," SAP.

Delta Air Lines Puts AI-Based Skills Insights into Motion to Increase Internal Mobility

Delta Air Lines, a U.S.-based global airline with more than 100,000 employees, is looking to increase internal hiring for management positions from existing frontline employees, providing the best career experience for flight attendants, package handlers, and ground personnel.

Understanding required skills and how they match up with employees' current skill portfolios is critical. Due to the organization's scale and the dynamic nature of skills, Delta needed AI-powered technology.

"We are incorporating disruptive technologies like our AI-driven skills ontology that automatically incorporates industry trends with embedded intelligence. We can say which skills are most important to Delta Air Lines, and the employee can easily combine those with their current capabilities, strengths, styles, and aspirations to create a personal career path. All of the content is based on Delta-specific skills and personalized to each employee's career goals," Tim Gregory, Managing Director, HR Innovation and Workforce Technology, explained.

The company's skills-first strategy focuses on skills transparency and career pathways, moving away from traditional job requirements like university degrees. Instead, employees can explore new career opportunities within the company, providing visibility into the skills required for different roles.

Delta leverages AI and technology through SAP's talent intelligence hub to support workforce planning, enabling employees to assess their skills and identify training opportunities. Additionally, they are standardizing job definitions and creating a career architecture to align compensation and talent management processes, ultimately empowering employees and enhancing career development.

The results have been outstanding, with the company exceeding its goal of 25% of management position placements coming from existing frontline roles.[9]

The Benefits of AI for Various User Groups

AI in HR has significant benefits. It can streamline processes, provide new insights to managers and HR, and improve overall outcomes. Ultimately, it can create substantial cost and time savings, increase the quality of processes, contribute to a more engaging employee experience, and enhance workforce performance and productivity. As companies create AI strategies for HR, it's crucial to define specific impact metrics to benchmark against and plan for.

Key Groups That Benefit from AI in HR

The impact of next-generation AI in HR varies, with three key user groups most affected. It's important to consider who will benefit most from each AI use case because the scale of the impact is different for each group.

- **Employees and candidates.** This group has the highest multiplier effect on overall company outcomes because every employee benefits, scaling the business benefit the most. However, some transactions, such as changing addresses, occur infrequently, diminishing their overall impact.

- **Managers and leaders.** This group has a less significant overall benefit because there are fewer managers than employees, but given their higher salaries and responsibilities, the overall benefit can still be significant. Additionally, since a manager may need to handle tasks like compensation discussions for each of their direct reports, this can increase their impact to a level similar to that of employees.

- **HR professionals, such as recruiters, HR operations, HRBPs, and L&D.** This group is sometimes considered to have the lowest impact, given the much smaller number of HR people in the organization. Still, it shouldn't be overlooked, especially given the changing nature of the HR function and requirements to become more business-oriented and strategic.[10] Also, since HR staff frequently perform transactions like answering employee questions, they need to be considered as well.

9   "What Works: Delta Air Lines Unveils Its Skills-First Strategy," The Josh Bersin Company podcast, 2024.

10   *The Definitive Guide to Human Resources: Systemic HR®*, Josh Bersin and Kathi Enderes, PhD/The Josh Bersin Company, 2023.

Figures 2, 3, and 4 show the impact of specific AI use cases by user group, including business benefits.[11]

Employees and Candidates

AI in HR enhances the experience for employees and candidates by streamlining processes and providing personalized support. AI can efficiently match candidates with suitable job opportunities by analyzing skills and experiences, making the recruitment process faster and more accurate. For employees, AI can streamline HR transactions and questions and facilitate career development through personalized learning paths and skill assessments, enabling workers to upskill and advance within the organization. See Figure 2 for sample use cases and business benefits for employees and candidates.

Figure 2: Sample AI Use Cases and Business Benefits for Employees and Candidates

AI Application	Use Case	Business Benefits
Informational search assistant	Use conversational AI for informational searches (e.g., "Is December 24 a paid holiday in Germany?").	▪ Time savings and efficiency ▪ Reduced total cost of technology ownership with improved self-service efficiency ▪ Increased accuracy of information
HR transactions assistant	Use conversational AI for navigating to and performing HR transactions (e.g., "Change my address.").	▪ Time savings and efficiency ▪ Improved work efficiency and user experience ▪ Increased data accuracy
Development-planning assistant	Use generative AI to create personal goals based on an employee's description of what they want to achieve.	▪ Time savings and efficiency ▪ Better goal quality and alignment ▪ Personalized content recommendations
Career assistant	Receive AI-enhanced career insights on target roles, needed skills, relevant training courses, and suitable mentors based on career aspirations and current role/skills.	▪ Tailored guidance on necessary skills, enhancing relevance and efficiency in development ▪ Focus on relevant courses that boost professional growth ▪ Mentor connections for guidance and knowledge-sharing
Skills inference based on performance data	Use AI to infer and recommend skills to employees in their growth portfolio using performance data (e.g., achievements, activities, feedback).	▪ Keeps skills current ▪ Incentivizes engagement with growth portfolio ▪ Better recommendations in learning, talent marketplace, and career development
360-degree feedback summary	Get AI-generated insights from a detailed 360-degree report and consolidated analysis of a specific skill, with tailored growth recommendations.	▪ In-depth analysis and personalized insights ▪ Comprehensive view of skills, strengths, and opportunities for improvement

Source: SAP and The Josh Bersin Company, 2025

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11   Use cases are available in the SAP Discovery Center and rely on data sourced from SAP Value Management benchmarks and SAP expert estimations.

Managers and Leaders

AI empowers managers and leaders by providing data-driven insights and automating routine tasks. This allows them to focus more on strategic decision-making and leadership activities. AI tools can assist in performance management, talent identification, and succession planning, helping leaders make informed decisions about team dynamics and organization growth. Additionally, AI can offer predictive analytics to foresee potential challenges and opportunities, enabling proactive management. See Figure 3 for sample use cases and business benefits for managers and leaders.

Figure 3: Sample AI Use Cases and Business Benefits for Managers and Leaders

AI Application	Use Case	Business Benefits
Project/assignment creation assistant	Use generative AI to create or edit projects or assignments in internal talent marketplace.	• Increased efficiency in creating assignments • Improved quality and richness of assignment descriptions • Increased inflow of assignment applications, showcasing internal opportunities
Interview assistant	Generate interview questions based on job descriptions using generative AI and evaluate applicants in Microsoft Teams.	• Time savings in preparing for interviews • Improved quality and personalization of interview questions • Improved quality of hire
Candidate skills-matching assistant	Leverage AI to match candidates with open jobs based on skills match.	• Increased candidate matches • Enhanced candidate experience • Improved job application quality, ultimately benefiting recruitment outcomes
Feedback writing assistant	Use AI-assisted writing tool to enhance quality of content (e.g., employee performance feedback).	• Time savings when writing feedback/content • Improved consistency and quality of written content
Compensation planning/discussion assistant	Use generative AI-enabled insights to personalize and streamline compensation discussions.	• Time savings on manual data compilation and analysis • Enhanced objectivity and transparency of compensation decisions • Increased employee satisfaction

Source: SAP and The Josh Bersin Company, 2025

HR Professionals

For HR professionals, AI significantly enhances efficiency and effectiveness across various functions. In recruitment, AI can automate candidate screening and shortlisting, reducing time to hire and improving the quality of hires. HR operations benefits from AI by automating administrative tasks, allowing HR teams to focus on strategic initiatives. In L&D, AI can create personalized learning experiences and content, fostering continuous employee growth and engagement. See Figure 4 for sample use cases and business benefits for HR professionals.

Figure 4: Sample AI Use Cases and Business Benefits for HR Professionals

AI Application	Use Case	Business Benefits
Applicant skills match assistant (recruiter)	Leverage AI to extract skills from resume, augment skills from job requisition, and determine matches.	▪ Time savings for skills matching ▪ Improved screening and hiring decisions ▪ Bias mitigation
Job description assistant (recruiter)	Use generative AI to enhance a generic job description to better reflect specific hiring needs.	▪ Time savings when creating job descriptions ▪ Improved job profiles and job descriptions ▪ Less potential for biased language in job descriptions ▪ Improved quality of hire
Informational search/HR transaction assistant (HR service center)	Enable employees to use natural language for questions about policies and procedures.	▪ Time savings when researching HR policies ▪ Fewer inquiries sent to HR ▪ Decreased HR time to respond to policy inquiries ▪ Increased employee and HR staff satisfaction ▪ Increased quality/accuracy of answers
Skills architecture assistant (HR)	Use AI to create a skills library based on job information, match skills to jobs seamlessly, and continuously update skills architecture.	▪ Increased speed of creating skills library ▪ Dynamic skills/job matching ▪ Increased relevance and reliability of skills data

Source: SAP and The Josh Bersin Company, 2025

Benchmarking the Impact of AI

While most organizations prioritize efficiency gains with AI, it's important to consider and evaluate the business impact and benefits across a broader spectrum for a holistic view. This includes four key impact areas (see Figure 5).

Efficiency: Increased Speed, Time Savings, and Cost Savings

As AI can digest large amounts of data and insights in mere moments, speed to complete tasks often increases dramatically, resulting in significant time savings and efficiencies.

For example, using an AI copilot like Joule for informational searches speeds these transactions up by 95%. A search that took 5 minutes without AI now takes just 15 seconds.[12]

Experience: Increased Employee Satisfaction and Engagement

When AI makes transactions seamless and easy to complete, employee satisfaction with these processes often improves, contributing to a better worker experience.

For example, when employees receive tailored career insights through a career assistant, satisfaction with career opportunities increases by 25%. If career satisfaction was at 60%, the use of a career assistant would raise this score to 75%.[13]

Effectiveness: Accomplishing the Right Outcomes

Using AI for decision-making or to enhance transactions often generates better results because AI can combine data and analyze patterns differently than humans. Thus, outcomes like hiring quality or career suggestions improve.

For example, using AI to determine employee matches for projects/opportunities can increase skill/assignment match by 30% and reduce bias in candidate selection by 25%.[14]

Employee Productivity: Increased Worker Performance, Productivity, and Retention

When AI is used to improve HR or management decisions or provide insights to employees, each employee can become more productive, increase their performance, or stay in the

Figure 5: Four Categories of AI Impact
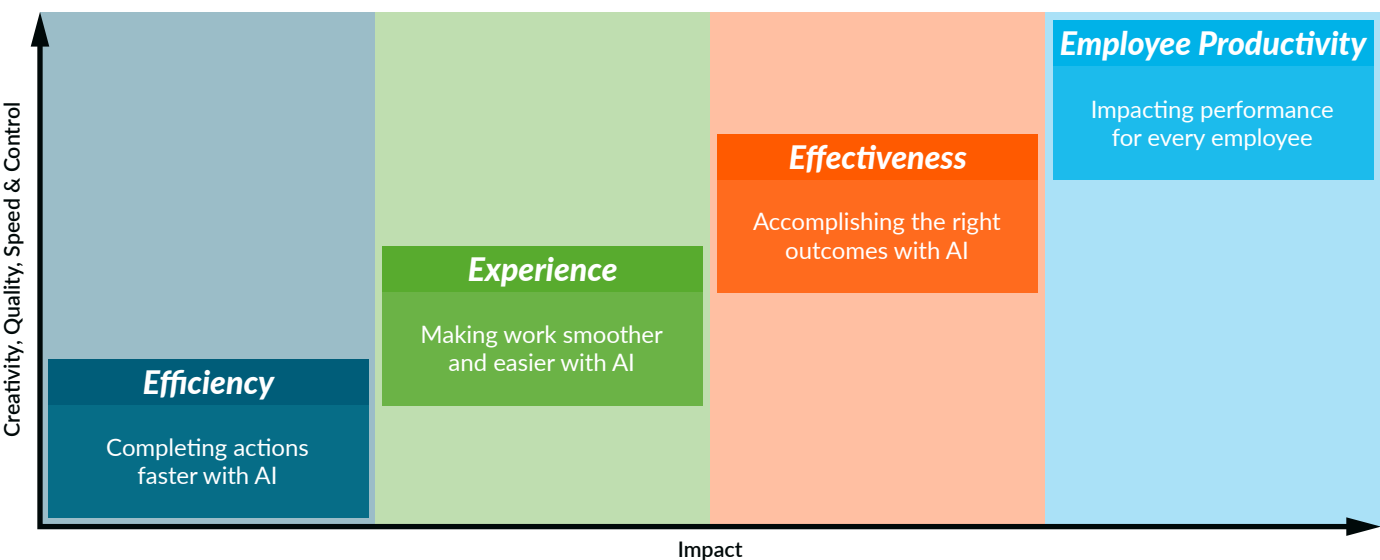
Source: The Josh Bersin Company, 2025

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12   See benchmarks in Figure 6. Metrics are available in the SAP Discovery Center and rely on data sourced from SAP Value Management benchmarks and SAP expert estimations.

13   See benchmarks in Figure 6. Metrics are available in the SAP Discovery Center and rely on data sourced from SAP Value Management benchmarks and SAP expert estimations.

14   Ibid.

organization longer. This is because the quality of the insights dramatically improves, enabling strategic actions to occur. This is a much more significant impact than mere transactional time savings, as it's about the employee's entire job performance.

For example, using AI to summarize 360-degree feedback and providing detailed analysis and insights on strengths and improvement actions has shown a 20% increase in employee performance and a 10% increase in employee retention. Using AI for development planning helps create better, more effective development plans, increasing overall productivity by 0.25%.[15] This might seem like a minor impact, but it equals 5.2 hours of annual increased productivity for every employee; thus, for an organization of 10,000 employees, the impact would be significant.

Quantifying AI's Impact across the Four Impact Categories

As companies embark on creating a comprehensive strategy for AI in HR, it's critical to be able to estimate return on investment. Which areas will be most impactful and for what measure? Where should we focus if we are trying to drive quality of hire? If we have a retention issue, what priorities should we establish? Figure 6 on the next page highlights sample benchmarks from actual companies illustrating the impact of AI.

Transforming every employee into a superworker requires HR leaders to view AI not merely as a technical tool but as a catalyst for reimagining jobs and roles within the organization. ■

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15   See benchmarks in Figure 6. Metrics are available in the SAP Discovery Center and rely on data sourced from SAP Value Management benchmarks and SAP expert estimations.

Figure 6: Sample Impact Benchmarks for AI in HR

Area	Efficiency	Experience	Effectiveness	Employee Productivity
Informational search assistant	▪ **95%** time reduction for employees per informational search ▪ **81%** time reduction for HR operations for HR help tickets			
HR transactions assistant	▪ **90%** time reduction for employee transactions ▪ **81%** time reduction for HR operations for HR help tickets			
Development-planning assistant	▪ **60%** to **80%** time reduction for employee development goals			▪ **0.25%** increase in employee productivity
Career assistant	▪ **30%** time reduction for employee career growth	▪ **25%** increase in employee satisfaction with career opportunities		
Skills inference based on performance data		▪ **20%** increase in employee satisfaction with mobility/growth	▪ **30%** better skill/role match	▪ **25%** increase in employee performance
360-degree feedback summary				▪ **20%** increase in employee performance ▪ **10%** increase in employee retention
Project/assignment creation assistant	▪ **90%** time reduction in manager project creation		▪ **30%** increase in skill/role match ▪ **25%** bias reduction in project candidate decisions	
Interview assistant	▪ **87%** time reduction in manager/recruiter interview preparation			
Candidate skills-matching assistant	▪ **70%** time reduction in manager candidate reviews		▪ **30%** bias reduction in hiring decisions	▪ **30%** increase in quality of hires ▪ **10%** cost reduction for bad hires
Feedback writing assistant	▪ **65%** time reduction in manager performance feedback writing			▪ **0.25%** increase in employee productivity
Compensation planning/ discussion assistant	▪ **89%** time reduction in manager compensation discussion preparation			▪ **10%** increase in employee retention
Applicant skills-matching assistant	▪ **80%** time reduction for recruiter application review	▪ **50%** reduction in manager/recruiter interview time	▪ **5%** cost reduction for bad hires	
Job description assistant	▪ **90%** time reduction in recruiter/manager job description drafting		▪ **5%** cost reduction for bad hires	
Skills architecture assistant	▪ **90%** reduction in HR time to create skills architecture			

Source: SAP and The Josh Bersin Company, 2025

Next Steps

The opportunities for AI in HR are immense, but companies often struggle to embark on the journey. To get started, consider the following steps:

- **Collaborate with IT, legal, marketing, operations, finance, and other stakeholders to introduce AI in HR**. Work with your AI governance team across the organization to ensure that AI strategy and integration within HR align with organizational goals, comply with legal standards, and leverage insights from various departments to maximize impact.

- **Strategically determine how AI will impact different roles**. Assess AI's potential to transform different roles by identifying areas where AI can enhance productivity, automate routine tasks, and enable HR professionals to focus on strategic initiatives, thereby redefining job functions and responsibilities.

- **Create a prioritized roadmap for introducing AI in HR, with consideration for the technical and human implications**. Develop a phased implementation plan that addresses both the technological infrastructure needed for AI deployment and the necessary training and change management to support HR professionals and employees in adapting to new AI-driven processes and to improve AI literacy among employees.

Key Takeaways

- AI has the power to turn every employee into a superworker with heightened performance and productivity.

- High-performing organizations strategically leverage AI as a tool to solve business problems.

- The business benefits of AI go well beyond efficiency and cost savings to include creating a better employee experience, accomplishing better business outcomes, and increasing workforce performance.

- Companies can use benchmarks of business impact to prioritize and determine a strategic plan for AI in HR.

About the Author

Kathi Enderes, PhD

Kathi is the senior vice president research and global industry analyst at The Josh Bersin Company, supporting clients and the market with evidence-based insights on all areas of HR, learning, talent, and HR technology. Kathi has more than 20 years of global experience from management consulting with IBM, PwC, and EY, and as a talent leader at McKesson and Kaiser Permanente. Most recently, Kathi led talent and workforce research at Deloitte. She is a frequent keynote speaker, author, and thought leader. Her passion is to make work better and more meaningful.

Originally from Austria, Kathi has worked in Vienna, London, San Francisco, and Spain and now lives in Palo Alto, California. Kathi holds a doctoral degree in mathematics and a master's degree in mathematics from the University of Vienna, Austria.

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