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Mastering AI for HR

A CPO'S PLAYBOOK FOR
UNLOCKING VALUE

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Table of Contents

<u>Letter from the CEO</u>	01
<hr/>	
<u>How We Ensured Actionable Insights For HR Leaders</u>	02
<hr/>	
<u>1 You've Got An AI Strategy, It's Sitting In Your Tech Stack</u>	06
<hr/>	
<u>2 Your #1 Strategic Unlock: Build AI Fluency.</u>	12
<hr/>	
<u>3 AI: Good with Data, Dangerous with Decisions</u>	17
<hr/>	
<u>4 Trust, but Verify: AI Audits Are Critical</u>	22
<hr/>	
<u>5 AI Is Taking Jobs But You Get To Decide How</u>	27
<hr/>	
<u>6 "More of the Same" with AI is a Loser's Game</u>	32
<hr/>	
<u>7 Your AI Strategy Must Be Multi-Disciplinary and Evergreen</u>	37
<hr/>	
<u>8 Ethics First: Don't Underestimate Governance</u>	42
<hr/>	
<u>About The Authors</u>	47

Letter from the CEO



THOMAS IGEME
CEO TL PARTNERS

In early 2024, as we reflected on the AI transformation happening within HR, it became clear that we were on the brink of significant change. As leaders in this space, there was a mix of excitement and responsibility. TL Partners is focused on supporting strategic HR leaders who want to build humane, equitable, and highly innovative companies. We were excited to bring Naomi onto the team in early 2024 from her prior role as VP of People & Operations to help lead our practice on AI for HR.

Whether we like it or not, AI is transforming the way we work. Our mandate is to help HR leaders actively shape how AI will impact the work and the strategic nature of HR as a function. In the speed and intensity of change, we don't want to see HR being swept away by it.

This report is more than a high-level survey of opinions or a detailed tech review you might find on G2. It's a practical guide designed for HR executives, helping you to design your roadmap and tackle the tough questions your CEO, board, or team might ask—such as, *"How exactly is AI going to help us?"* or *"Are we spending all this money just to automate the coffee machine?"*

To build it, we spoke with 28 HR leaders, executives, and founders, all grappling with the challenge of leading in a world where AI is changing everything. Our goal? To bring back practical insights you can use to design your AI roadmap and lead the charge in this next chapter of the workplace.

It's a practical guide designed for HR executives, helping you to design your roadmap and tackle the tough questions your CEO, board, or team might ask.

How We Ensured Actionable Insights for HR Leaders

When we set out to create this report, our objective was clear: gather practical, real-world wisdom from HR leaders already working with AI. We didn't want high-level theories or another abstract discussion of AI's potential. Instead, we aimed to create a guide that HR executives could actually use—something to help answer the tough questions being asked by CEOs, boards, and employees.

Through conversations with 28 leaders from industries like tech, retail, and healthcare, we delved into how AI is reshaping everything from talent acquisition to workforce planning. Chief People Officers, VPs, Directors, and tech founders shared insights on leveraging AI tools, the challenges they've faced, and what's worked for them in practice.

Check out the next page for a detailed population analysis for the leaders and companies we analyzed.

Our focus was to bridge the gap between hype and reality. While reports like McKinsey's February 2024 study highlighted that 12% of HR leaders were using Generative AI (GenAI) and seeing significant savings and revenue impact, we wanted to know more. What was driving this success? Why were so few taking advantage of these tools?

This report distills those conversations into actionable insights designed to help you craft a strategic AI plan, answer tough questions, and navigate the complexities of this new technology with confidence.

28

23 HR Executives
5 CEOs of HR
Tech

60

Minute interviews

8

Industries
represented

Population Analysis

OVERVIEW

We talked to 28 HR executives across a range of industries and company sizes.

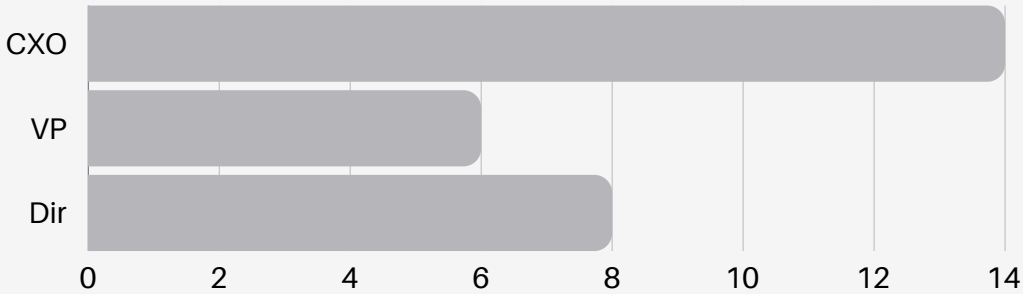
Company Maturity

Range	#
<3 yrs	6
3-9	8
10-19	8
>20	6

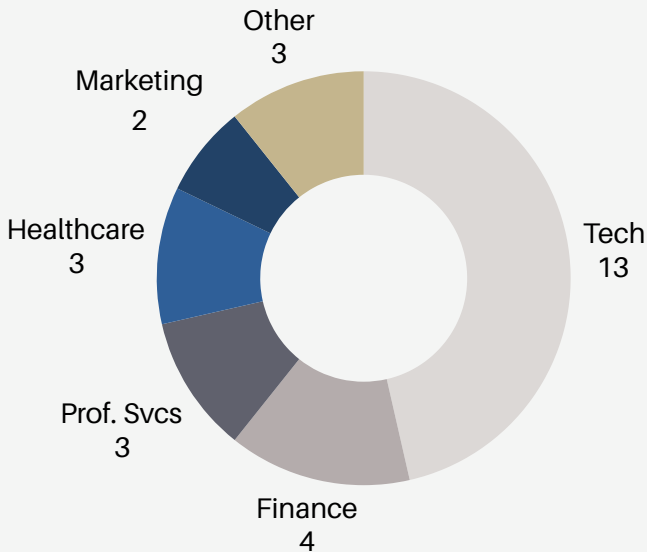
Company Size

Range	#
0-50	8
51-250	5
251-500	4
501-1500	6
1501-5000	3
Large ENT	2

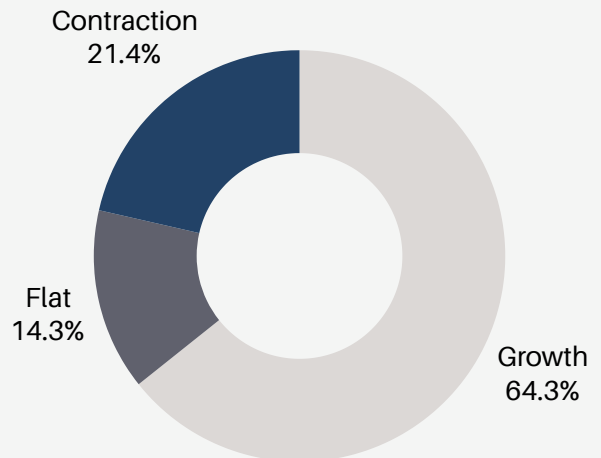
HR Leader Roles Interviewed



Industry



Contraction vs. Growth



This report is designed for the busy executive

GO AS FAST, OR AS DEEP, AS YOU LIKE

At TL Partners, we understand that HR leaders are pressed for time, so we've crafted this report to deliver valuable insights without overloading you. You can just skim the main points, or go deeper to understand the observations, Insights and data that power each Insight.



WE'VE DISTILLED OUR KEY FINDINGS INTO CONCISE SUMMARIES FOR EACH BIG IDEA:

- **What's the Point?** - A concise summary of why the idea matters.
- **Surprising Themes** - Unexpected or non-intuitive observations that challenge the status quo.
- **Key Observations** - Actionable insights and their implications for HR.
- **Supporting Data** - Analysis of the relevant quantitative data and quotes
- **Conclusion and Call to Action** - Clear steps to help you leverage these ideas in your organization.

Let's get started on this journey together.

TLDR; The Big Ideas

01 YOU'VE GOT AN AI STRATEGY, IT'S SITTING IN YOUR TECH STACK

02 YOUR #1 STRATEGIC UNLOCK: AI FLUENCY

03 AI: GOOD WITH DATA, DANGEROUS WITH DECISIONS

04 TRUST, BUT VERIFY: AI AUDITS ARE CRITICAL

05 AI IS TAKING JOBS, YOU GET TO DECIDE HOW

06 "MORE OF THE SAME" WITH AI IS A LOSER'S GAME

07 YOUR AI STRATEGY MUST BE MULTI-DISCIPLINARY AND EVERGREEN

08 ETHICS FIRST: DON'T UNDERESTIMATE GOVERNANCE

We surfaced **8 big ideas** that we think every HR Leader who wants to lead in the age of AI needs to know

1 You've Got An AI Strategy, It's Sitting In Your Tech Stack



WHAT'S THE POINT?

AI adoption in HR is accelerating faster than many HR leaders realize, largely because it's already embedded in the tools they use every day. Yet, many HR leaders have yet to capitalize on the AI that is already influencing and supporting their systems. The risk is clear: without recognizing the transformative potential of these tools, HR leaders will fall behind.

"It's astonishing how much AI we're already using without even knowing it. Our tech stack is doing more for us than we realize," said a VP HR at a Series A HR Tech company.

If you haven't taken an audit of your current HR tech stack, this is low-hanging fruit. Almost every significant HR resource is using classic AI (e.g., NLP & Machine Learning) and exploring the boundaries of Gen AI. Understanding their trajectory and making it a point to keep up with it is a great first step when you're operating with a super lean team. AI already has a significant presence and can unlock efficiencies and elevate HR's strategic value



SURPRISING THEME

Despite AI's increasing integration into HR tools like Lattice, Workday, Greenhouse, Ashby, or Modern Loop, many leaders are slow to move past manual processes like fulfilling tickets or planning org changes in spreadsheets. AI could automate these tasks and provide more nuanced insights, but the gap in awareness is holding HR back from embracing its full potential.

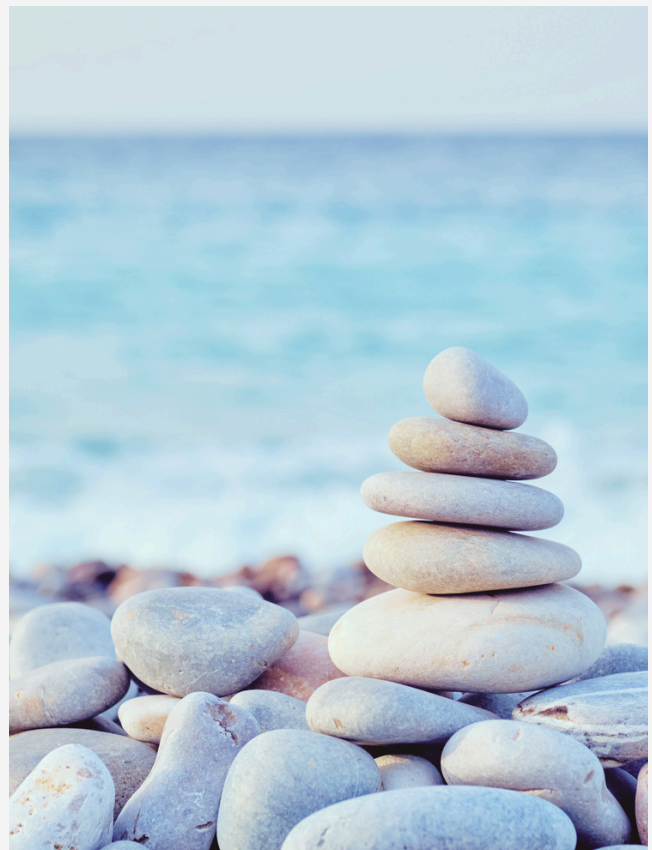
"If you're not leveraging AI, you're basically running your HR processes blind," said a Chief People Officer at a Series C SaaS company, underscoring a fundamental disconnect that is slowing AI adoption across industries.

WHY IT'S IMPORTANT

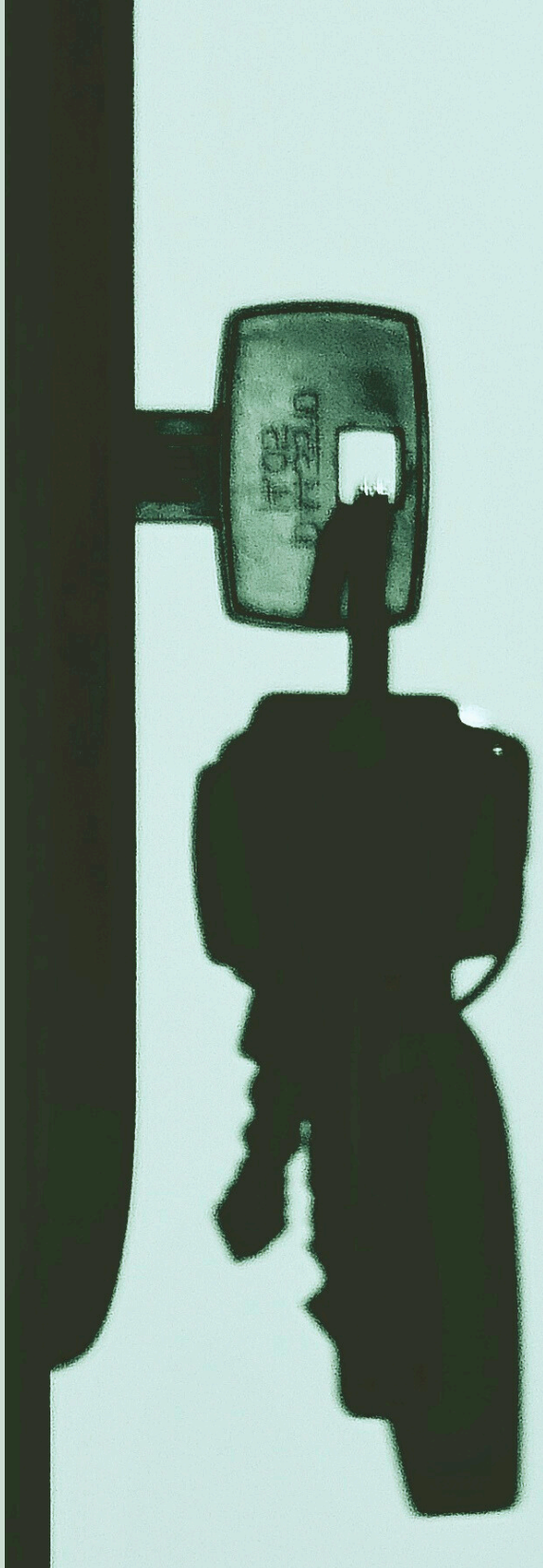
This gap between AI's presence and leaders' awareness represents a significant missed opportunity for HR teams to drive better business outcomes. AI is already advancing HR operations, but many professionals are stuck viewing it as a future technology rather than something that can help today.

Organizations that don't seize the potential of AI are working harder and putting in more hours than their peers on high-cost functions like workforce planning, onboarding, employee communications, and identifying business risks. If you don't know what your tech stack's latest launches are doing, make sure to get time with your vendor customer success managers (CSMs) to understand how to use new releases strategically and ensure you aren't leaving valuable insights and efficiencies on the table.

Some Chief People Officers are encouraging their teams to ask, "how can this be done with AI?" for every initiative. Get your HR teams past just thinking of AI as a far-off tool. They must understand how it's already transforming HR.



KEY OBSERVATIONS



INVISIBLE AND UNDERUTILIZED AI ADOPTION:

AI is already embedded in HR systems, but the shift has been so gradual that it often goes unnoticed. Without deliberate strategies, leaders are missing out on the full potential of these tools. Once leaders understand what their systems can do, they can shift from minor automations to more strategic uses of AI. “We’re still using AI in small, operational ways, but it’s time to make the leap to something bigger,” said a VP of People Operations at a Series C Fintech company.

LEADERS NEED BETTER AI EDUCATION

While many HR teams are using AI in small, limited ways, they need more education on AI’s potential to transform strategic decision-making. A Director of Talent Management at a growth-stage healthcare technology company emphasized, “We haven’t leveraged AI for everything, but it can help with things like pulse survey results or writing feedback. The real value is in how we coach and lead employees.”

EARLY ADOPTERS GAINING AN ADVANTAGE:

Companies that fully embrace AI are already seeing significant benefits. “AI tools like Modern Loop allowed us to avoid hiring a recruiting coordinator,” added a Senior HR Manager at a mid-sized retail company. However, it’s crucial not to lose the human touch—“There’s no substitute for real conversations during the hiring process.”

AI Strategy & Adoption

Adoption

AI IMPLEMENTATION IS WELL UNDERWAY, TEAMS ARE ADVANCING WITH AN EMPHASIS ON ADMINISTRATIVE TASKS

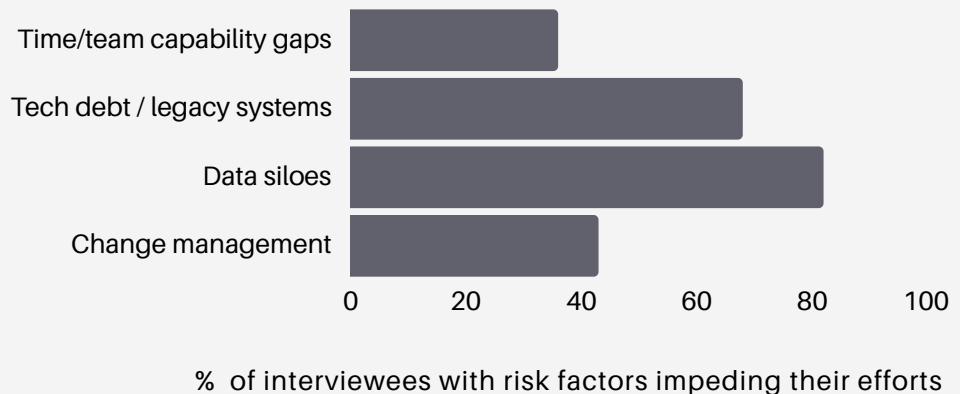
2.5₄
Implementation factors on average per company



Hidden adoption

TEAMS ARE OFTEN BATTLING MULTIPLE RISK FACTORS WHEN IT COMES TO BUILDING AN AI STRATEGY OR TAKING FULL ADVANTAGE OF THEIR TECH STACK

50%
With significant risk of hidden adoption



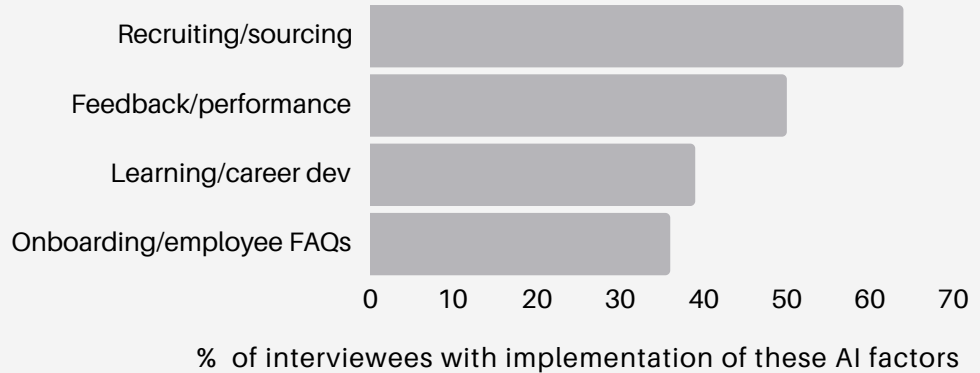
Want to go deeper? Explore our survey of HR tools & their current AI strategy [\(link\)](#)

Functional Implementation

Employee experience

EMPLOYEES ARE MOSTLY EXPERIENCING AI IN THE HIRING AND RECRUITING PROCESS

64%
Of companies are using AI in the recruiting process

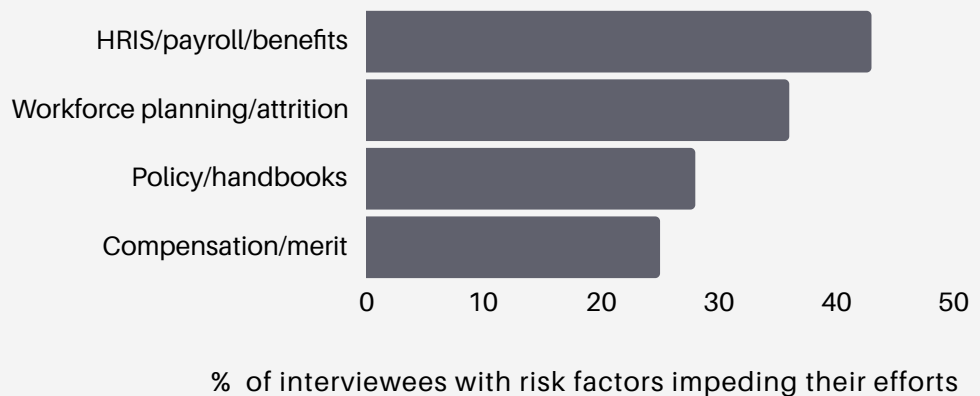


"AI helps rank and shortlist candidates for us, especially when we're inundated with applications in today's market."

Infrastructure

STRUCTURAL EFFICIENCIES FROM AI ARE MOSTLY COMING FROM PAYROLL AND BENEFITS ADMINISTRATION

43%
Of companies are using AI for payroll & benefits



"AI automates much of our employee benefits administration, which was previously a very manual and error-prone process."



Want to go deeper? Explore our survey of HR tools & their current AI strategy [\(link\)](#)

1 You've Got An AI Strategy, It's Sitting In Your Tech Stack

CONCLUSION AND CALL-TO-ACTION

If you are operating lean and looking for a starting point, this is an important first step. It's incredibly likely you are further along than you know in having AI and GenAI to improve efficiencies in your team as well as increasing the employee experience. Your next step is just taking advantage of it by building your AI fluency. See our next big Idea for more details on this.

One point of caution: Don't take your vendor's plans carte blanche and assume they are going to get everything right. If AI is teaching us anything, it's that no one has all the answers and you'll need to stay vigilant. Check out Trust but Verify for more on this.

2 Your #1 Strategic Unlock: Build AI Fluency

WHAT'S THE POINT?

Most teams we talked to were building their AI fluency in a casual or informal way, but the HR leaders who were significantly out ahead were making this an intentional first step in their strategy. With a few simple steps, they're unlocking greater productivity gains, leveraging more Gen AI capabilities embedded in their existing tools and systems, and getting a lot more help from their teams in building their AI transformation and roadmap.

Conversely, teams without a baseline of AI fluency were more likely to have hidden AI capabilities and were more vulnerable to poor implementations and outcomes.

"It's incredible how many tools already have AI built in, but because we don't know how to use them, we're leaving value on the table. HR teams are sitting on untapped potential," said a VP HR at a Series B HR Tech company.



The other big point here? HR leaders building company-wide AI fluency are the ones who are starting to drive impact on a business' topline. Remember the statistic from McKinsey? 12% of HR leaders using GenAI saw a measurable impact on cost savings. But the big headline should have been the measurable impact on revenue. If you're aiming to elevate yourself as a strategic HR leader, you know how important it is to be business-first. A powerful and simple way to do that is to build AI fluency to have an impact on business strategy.

How to ensure you're going after the right business strategies?

- **Focus on a use case:**
"Identifying the use cases that will have the highest ROI in the organization is a key first step in deciding where to go," says a CHRO at a Series C HR Tech company. If you can identify what work motions in the organization drive the greatest revenue and start looking at automation there, you'll unlock incredible value.
- **Focus on a company priority:**
"We started with the company priorities and asked, 'what can AI help us solve to advance our business goals?'" said a Head of HR at a B2B SaaS company.



SURPRISING THEME

Many HR teams believe AI fluency is about learning new tools or replacing entire platforms, but the real opportunity is often hidden in the tools they already have. “We didn’t have to re-engineer our entire HR tech stack. Once we learned how to leverage the AI we already had, we saw a 30% increase in team productivity,” said a Head of People Operations at a mid-sized Fintech company.

But it doesn’t stop there. Teams building AI fluency strategically, not informally, are the ones creating a real business impact—moving beyond cost-saving to driving top-line revenue growth. “It’s not just about reducing effort; it’s about aligning AI capabilities with business priorities to create new value,” noted a CHRO at a Series C HR Tech company. Making this shift will allow HR leaders to be seen as key players in business strategy rather than just operational leaders.

WHY IT’S IMPORTANT

Leaders who don’t invest in AI fluency risk missing out on substantial productivity gains. AI features in HR systems can streamline everything from analyzing performance reviews to automating scheduling, without the need for new infrastructure. The key lies in understanding how to use these functions effectively.

“The biggest difference for us came from educating our team on the tools we already had. We realized we were manually doing tasks AI could do for us. The efficiency boost was immediate,” said a Head of People at a healthcare technology company.

To address this, organizations should engage with consulting partners like TL Partners or other specialized firms to offer targeted AI fluency training. Ensuring that teams have a strong understanding of AI’s capabilities can unlock immediate value and elevate the strategic impact of HR.



KEY OBSERVATIONS



LOW-HANGING AI POTENTIAL UNLOCKS STRATEGIC VALUE:

While many HR teams think they need new tools to realize AI benefits, a better understanding of the AI capabilities already embedded in their systems can quickly unlock productivity gains. However, the real value comes when these capabilities are aligned with strategic business goals, such as automating high-ROI tasks.

STRATEGIC AI FLUENCY IS AN OPPORTUNITY TO CONTRIBUTE TO TOP-LINE REVENUE:

Teams that approach AI fluency as a core part of their HR strategy—rather than an afterthought—are the ones that drive measurable business outcomes. They move beyond incremental productivity gains and begin to use AI to impact top-line revenue, as highlighted by the 12% Gen AI adoption impact on revenue reported by McKinsey.

EARLY ADOPTERS GAINING AN ADVANTAGE:

Organizations that invest in targeted AI education, both for HR and cross-functional teams, are able to immediately benefit from the productivity gains offered by AI. Teams that lack this fluency are more likely to experience poor implementations and hidden opportunities, missing out on potential business impact.

Personal AI Usage & Fluency Maturity

Stage	Awareness	Efficiency	Augmentation	Innovation
Description	Dabbling	Reducing repetition & time to complete tasks I know how to do	Adding new capabilities to my workflows so I can do things I've never done before	Developer level, beginning to create new capabilities for myself and my teammate's workflows
% At this level	100%	68%	25%	11%
Impact to roles & work	No notable shifts in work or role.	Elevating the focus of my role. Less "grunt" work.	Expanding the focus of my role - e.g., enabling an HRBP with data science capability.	Starting to redefine the capability of my team.
Example applications & skills	Writing emails, job descriptions, advanced Google searches, building presentations.	Chatbots handling employee communications, managing data entry across multiple platforms, analyzing large employee data sets, researching policies and compliance.	Analyzing large unstructured data sets, enabling team members with predictive analytics, adding creative tools to enhance communications.	Proactive management of data and infrastructure, adding new skills to the HR function (e.g., product development, writing code), building personalized/contextual training capability.
Quotes	<p>"Our Brazil team is using it under the covers, improving the clarity of their written communications... It's their second language, so AI really helps clean it up."</p> <p>"We use ChatGPT to help build job descriptions, but it still needs checking."</p>	<p>"AI allows us to assess employee skills and offer development programs tailored to each individual's needs. What used to take HR weeks is now completed in a fraction of the time"</p> <p>"We used AI to generate first-pass recommendations for distributing merit raises, which the human manager then refines."</p>	<p>"AI tools are able to analyze unstructured data, like employee feedback, to provide insights that would be impossible to manually process."</p> <p>"AI helped us flag employees likely to leave, based on patterns that we wouldn't have seen otherwise, allowing us to act early."</p>	<p>"Our chatbot integrates across HR systems, allowing it to update employee records, recommend training, and even handle routine requests autonomously."</p> <p>"Imagine if I can pull your performance information from a recent Slack conversation and give it to your personal AI coach. They'll have more context than your manager does today. That's going to be pretty remarkable"</p>




Want to go deeper? Explore our expert gpt (link)

2 You're #1 Strategic Unlock: AI Fluency

CONCLUSION AND CALL-TO-ACTION

Investing in AI fluency is not just about unlocking the full value of your HR tools—it's your number one strategic opportunity to drive measurable business outcomes, including top-line revenue growth. By intentionally building AI fluency within your team and aligning AI capabilities with strategic business goals, you can automate high-ROI tasks and contribute directly to your organization's success.

Leaders don't need to wait for new systems to see these results. By leveraging the existing AI capabilities already embedded in your tools, you can quickly boost productivity and elevate HR's impact on business strategy. Immediate gains are within reach when you focus on educating your team and aligning AI efforts with company priorities.



To capitalize on this opportunity, prioritize targeted AI education for both your HR team and cross-functional partners. Consider engaging with experts like TL Partners or similar firms to provide specialized training and guidance. By doing so, you'll not only unlock immediate productivity wins but also position HR as a key driver of strategic value and revenue generation within your organization.

3 AI: Good with Data, Dangerous with Decisions



WHAT'S THE POINT?

AI's ability to process massive amounts of data makes it an invaluable tool for HR, but it isn't—and shouldn't be—responsible for making complex, human-centric decisions. Many HR leaders are starting to rely too heavily on AI for decision-making processes, which abdicates responsibility and accountability to an algorithm. This over-reliance can lead to biased or flawed outcomes that often can't be explained or perhaps even understood by HR leaders.

While AI can optimize data processing and handle operational decisions (like automating scheduling or selecting data sources), human oversight is exactly what you don't want to automate. When AI elevates us, its role is to help provide the information and insight we need to make better and more informed judgment calls. Draw a stark line: AI gathers, synthesizes, and recommends so that you, your team, and your managers decide on promotions, pay, hiring, or performance evaluations.

As a Director of HR Analytics at a technology company remarked, "AI helped streamline our data analysis, but we were too quick to delegate decision-making. It caused more harm than good when people factors were involved."

"We're not using AI to make employment decisions, like who gets a job and who doesn't. One way in which we are different from many organizations is that we refuse to allow business-critical decisions like talent to be a black box; we're building our own white-box process so that all decisions are explainable," shares a VP of People Analytics at a leading global tech company.



WHY IT'S IMPORTANT

Leaders must recognize that while AI excels at data analysis, it lacks the emotional intelligence, ethical reasoning, and contextual judgment necessary for people-centric decisions. Relying on AI to make these decisions can amplify existing biases embedded in data and overlook critical human factors like potential, cultural fit, and adaptability.

Abdicating responsibility to AI not only risks flawed outcomes but also erodes accountability. When no clear human decision-maker is involved, it becomes difficult to explain or justify decisions, which can undermine trust within the organization.

"As we collect and analyze more data, the ethical implications of using AI in decision-making grow more pronounced. It's time for HR leaders to step up and ensure that AI remains a tool—not the decision-maker," observed a Head of HR at a mid-sized manufacturing company.

SURPRISING THEME

A key challenge is the over-reliance on AI for critical HR decisions, a blind spot that many leaders fail to recognize. HR teams frequently treat AI-generated insights as if they are conclusive when, in reality, the data often lacks the nuanced understanding needed for people-related choices.

"We started letting AI flag candidates for hiring, but quickly realized the system couldn't account for the interpersonal dynamics essential to team success." -

**CHIEF PEOPLE OFFICER,
SERIES C B2B SAAS**

KEY OBSERVATIONS

AI'S STRENGTH IS IN DATA, NOT JUDGMENT:

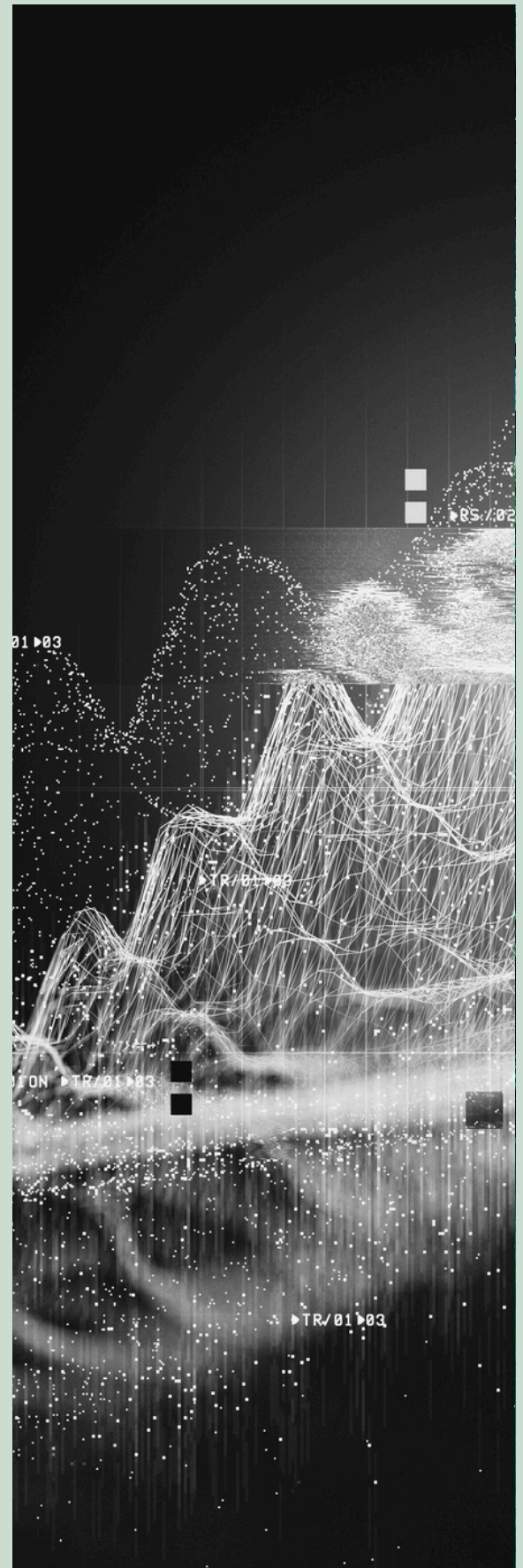
AI excels at processing large datasets, identifying trends, and analyzing patterns. However, interpreting these findings in a nuanced, people-focused way remains a challenge that AI is not equipped for. Leaders must be cautious about assuming that data equals wisdom.

NEVER DELEGATE HUMAN DECISION-MAKING:

Delegating complex, human-centric decision-making to AI will not only erode your team's value; it will also introduce "invisibility" into errors in your decision-making. Bias exists. AI can help you sort through more data to reduce it. But if you use a sorting algorithm to identify top candidates, you've got a black box running your team. "AI gave us solid recommendations for efficiency, but for people-focused decisions, it just didn't understand the full picture," commented an HR Manager at a healthcare startup.

BALANCING AI AUTOMATION WITH HUMAN EXPERTISE:

AI can be highly effective in streamlining repetitive tasks like data analysis and basic reporting, freeing HR professionals to focus on more strategic work. However, the "human touch" remains critical for softer, more complex aspects such as team dynamics, leadership decisions, and employee well-being. "We underestimated how much emotional intelligence is still needed," noted a Talent Development Director at a financial services firm. You cannot afford to remove emotional intelligence and nuanced human judgment from your team's work.



DRAWING THE LINE

Interviewees were highly aligned that AI should not take over decision-making but rather enhance human capabilities by providing insights and analysis that would otherwise be difficult or time-consuming for individuals to process.

Here are some examples where they noted how they were drawing that line:

RECRUITMENT AUTOMATION

The AI makes recommendations about who should be considered, but we're careful in how we present these results. AI doesn't make the final call.

Several HR leaders spoke about the use of AI for resume review and talent sourcing. One leader, for instance, talked about automating the resume review process, which involves AI ranking candidates based on predetermined criteria. However, they highlighted concerns about AI's limitations, expressing that AI shouldn't be relied upon for final decisions in hiring or firing employees.

AI FOR PERFORMANCE MANAGEMENT

AI is used to help analyze feedback from different colleagues, but it's always reviewed by managers before any decisions are made about performance or raises.

HR leaders mentioned using AI tools to assist with performance management, particularly to summarize feedback and analyze data on employee performance. While AI helps in organizing and analyzing vast amounts of feedback, human managers still make the final decisions on actions like promotions or terminations.

LEAVE OF ABSENCE DETERMINATIONS

The automation mostly uses black-and-white data, but personal situations need to be shared with a human for the final decision. AI can't yet understand those nuances.

One HR leader provided an example of using AI to help determine whether a leave of absence should be granted. While AI may analyze the black-and-white data on leave requests, there is still a human component necessary to consider personal factors that AI cannot compute, reinforcing the importance of human judgment.



[Want to go deeper? Explore our expert gpt \(link\).](#)

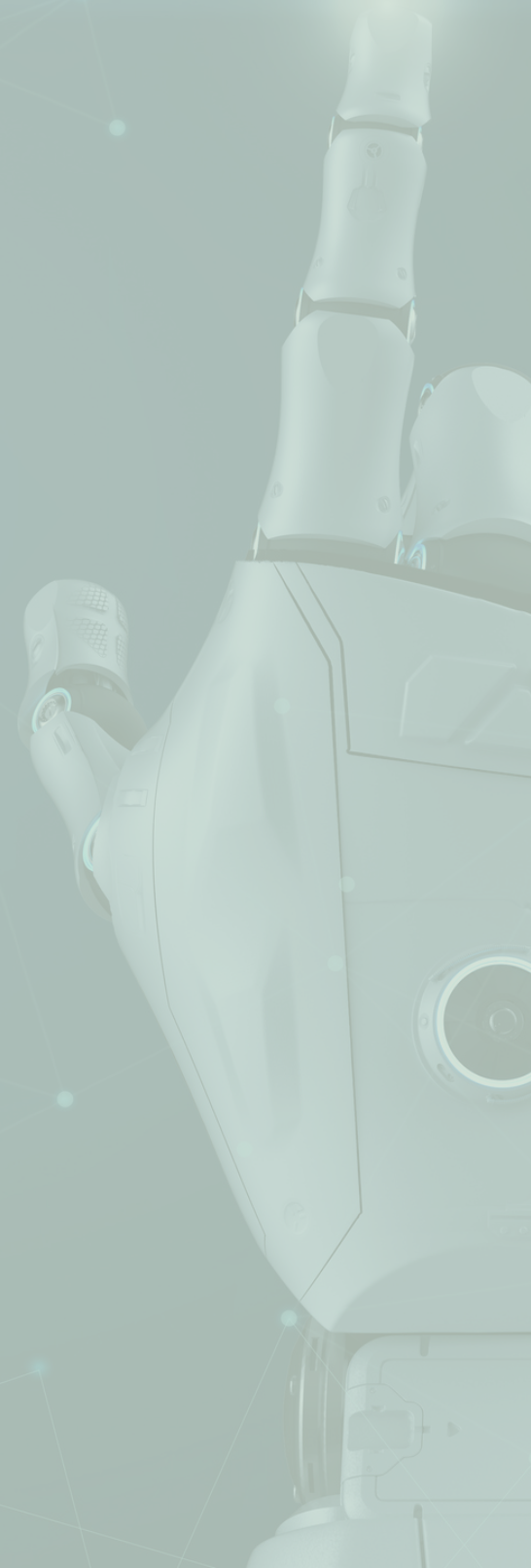
3 AI: Good with Data, Dangerous with Decisions

CONCLUSION AND CALL-TO-ACTION

AI is a powerful tool for enhancing HR operations, but it should not replace human judgment in decisions that impact people's lives and careers. Leaders need to draw a clear line: AI gathers, synthesizes, and recommends; humans decide.

HR leaders must take proactive steps to ensure that AI supports rather than replaces human decision-making. This includes:

- **Establishing Clear Guidelines:** Define which types of decisions AI can handle and which require human intervention.
- **Investing in Training:** Educate HR teams about the capabilities and limitations of AI to prevent over-reliance.
- **Maintaining Accountability:** Ensure that humans are always responsible for final decisions, preserving transparency and trust.



4 Trust, but Verify: AI Audits Are Critical

WHAT'S THE POINT?

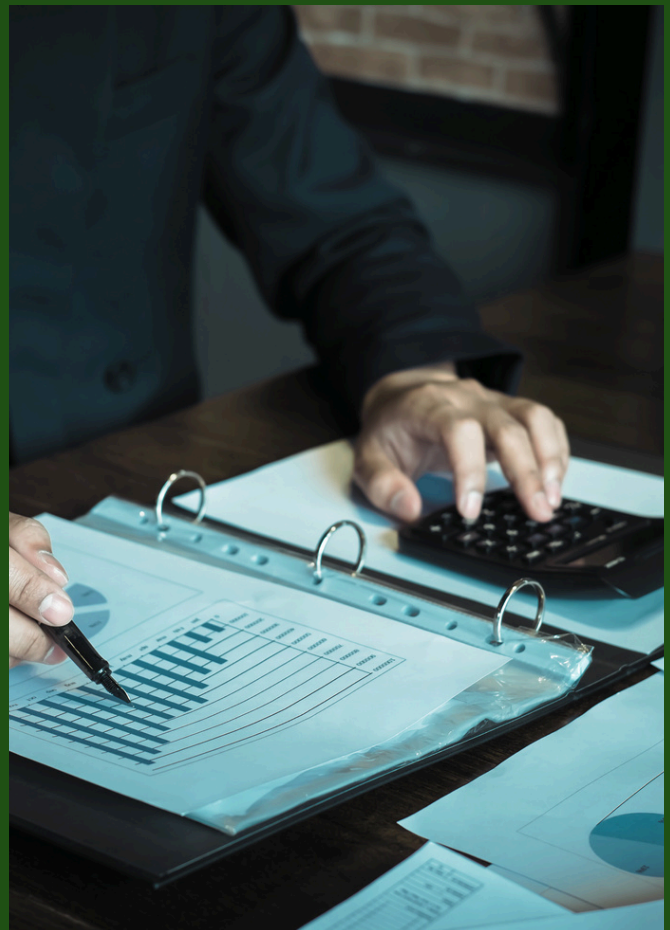
The risk: AI systems, while powerful, are only as unbiased as the data and models behind them. HR is responsible for governing highly important processes that determine the equity and fairness of an organization—like hiring, promotions, and performance evaluations. AI will magnify existing flaws and challenge our ability to see and understand the errors it makes.

As AI becomes more embedded in HR practices, organizations are already seeing it propagate biased algorithms that disproportionately disadvantage certain groups. Research has found that resume screening AI tools have been disproportionately rejecting women and people of color. This trend of false negatives, where qualified candidates are passed over for unexplained reasons, is on the rise. By mid-2025, organizations that fail to address this could face significant talent density challenges, inadvertently lowering the quality of their workforce through biased AI decision-making processes.

A VP of HR at a Series A HR Tech company echoed this concern, stating, "AI can be a game-changer for sorting through data, but when it comes to decisions about people—who to hire, who gets promoted—it's dangerous to rely on it alone."

The risk here is not just inefficiency—it's embedding inequality into fundamental people processes.

The opportunity: AI will save us time doing administrivia, so we can spend more time thinking about fairness. If you treat this as a moment to do better than you've done in the past, you're thinking about this the right way.



SURPRISING THEME

Despite growing awareness of AI's limitations, many HR leaders continue to undervalue their own intuition and expertise. In fact, some are too quick to delegate key decisions to AI, even when their instincts suggest a deeper, human context is needed.

As a Chief People Officer at a mid-sized retail company noted, "HR leaders are too quick to hand over the reins to AI, not realizing that AI lacks the nuance needed for complex people decisions." This over-reliance can erode HR's strategic value, as leaders downplay the importance of human judgment, particularly in contextualizing data to extract meaning.



AI is excellent for gathering data, but it cannot replace the expertise required to navigate the "gray areas" of HR—like compensation philosophies, balancing equity, or deciding when to move to self-funded benefits.

WHY IT'S IMPORTANT

HR leaders must act now. If your AI systems aren't regularly audited for bias, you are embedding discrimination into your hiring processes. Studies have shown that 60% of HR professionals are unsure if their AI systems introduce bias, despite a known history of systemic issues.

HR leaders need to recognize that their intuition and contextual understanding are more valuable than ever. While AI can provide data to inform decisions, it's the human oversight that ensures those decisions are fair, equitable, and aligned with organizational goals.

We need to get HR teams past the notion that AI can replace their judgment. AI helps provide clarity, but it's the people behind the AI who make the final call.

We need to get HR teams past the notion that AI can replace their judgment.

KEY OBSERVATIONS

AI CAN EMBED BIAS IF UNCHECKED:

AI models often replicate the biases found in the historical data used to train them. If HR teams don't regularly audit their systems, these biases will persist, undermining diversity and inclusion efforts.

OVER-RELIANCE ON AI IS DIMINISHING HUMAN EXPERTISE:

HR leaders are starting to undervalue their own expertise, believing that AI can handle complex, contextual decisions better than human judgment. This is particularly risky in areas where human discretion is needed most.

AI NEEDS REGULAR AUDITS:

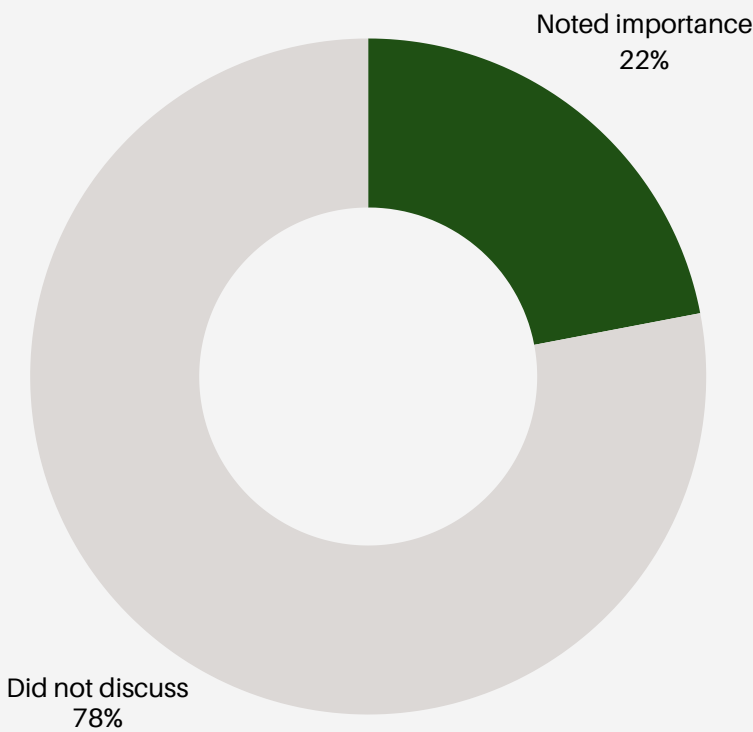
It's not enough to deploy AI systems and assume they'll operate without bias. HR teams must implement regular bias audits and work with IT and legal teams to ensure AI tools are aligned with organizational values and compliance standards. A Director of HR Operations at a leading healthcare company noted, "We introduced regular audits of our AI systems to check for bias. Without that, we would have been perpetuating inequity without even realizing it."



Governance

Bias & Governance

HR LEADERS RARELY DISCUSSED GOVERNANCE AS PART OF THEIR AI STRATEGY OR IMPLEMENTATION PLANS



"It's important for organizations to have an AI committee... it could be six people, eight people, 10 people... that group defines what is okay and acceptable use for AI in our organization, and then what is not. Once you do that, that serves as a bit of a North Star... Bias is part of that, and we document workflows for everyone to follow."

"What scares me about AI is training it on historical data that perpetuates bias... You train the models on bias, then throw in some bias mitigation mechanisms at the end. It's risky... I worry about doing harm with such an approach."

"You always have to bias check. You always have to have someone in the room who's looking over a shoulder and checking for internal equity and parity, making sure that your best and brightest, no matter what their background, can be successful."

5 HR Executives out of 23 interviewed discussed bias or the need for governance in some fashion



[Want to go deeper? Explore our expert gpt \(link\)](#)

4 Trust, but Verify: AI Audits Are Critical 26

CONCLUSION AND CALL-TO-ACTION

AI has significant potential to transform HR processes, but implementing it requires both careful planning and intentional oversight. Unexamined AI systems are highly likely to introduce bias, making this a critical issue to address. However, this challenge also presents a unique opportunity to improve on previous practices. By proactively addressing bias, HR leaders can use AI to build fairer, more equitable systems.

To do so, HR leaders must balance the efficiencies AI provides with human oversight, ensuring that decisions remain fair and just. Key to this effort are regular audits, maintaining transparency, and integrating explainable AI models to minimize bias and foster inclusivity.

If you haven't already started auditing your AI systems for bias, now is the time to act. Regular audits are crucial for aligning AI with your organization's diversity, equity, and inclusion goals. Don't wait for bias to become a problem—take proactive steps to safeguard the integrity and fairness of your HR processes.

To get started, schedule a thorough audit of your AI systems this quarter. Work with your IT and legal teams to assess any potential bias, and set up a cross-functional task force to conduct audits every six months. Bring in external experts if needed, and book a consultation with an AI governance specialist in Q1 to make sure your strategy is sound.

5 AI Is Taking Jobs But You Get To Decide How



WHAT'S THE POINT?

The HR leaders we spoke to have moved past debating whether AI will replace jobs—they know it will. The pressing challenge is how to strategically manage this transition, ensuring AI is applied thoughtfully, not haphazardly. While organizations feel the pressure from their boards and stakeholders to cut costs, very few have a clear roadmap for which jobs and skills AI should tackle. HR leaders risk creating inefficiencies or missing key opportunities if they don't approach this proactively.

"We're beyond the 'AI vs. Jobs' debate—it's now about leveraging AI for the right tasks," said a VP of People at a Series A HR tech company. To unlock AI's full potential, leaders need to shift their focus from simply reducing roles to strategically augmenting them.



SURPRISING THEME

While many HR leaders are comfortable with AI automating administrative tasks, few have developed a clear strategy around which roles or skills should be prioritized. A 2024 study found that while only about 10% of jobs are fully automatable, up to 40% of tasks within those jobs can be disrupted by AI. Yet, many HR teams are still approaching automation too generally, focusing on entire job roles instead of pinpointing specific tasks and skills that can be automated for maximum benefit.

A CHRO at a Series B SaaS company emphasized, “We don’t need to worry about AI taking over entire jobs, but we do need to get smart about which skills can be automated, and where human oversight is still needed.”

WHY IT’S IMPORTANT

There are two primary concerns if HR teams fail to strategically manage AI integration:

- **Risk of Misapplication:** Without a well-thought-out approach, you may end up automating the wrong tasks, which could reduce productivity and lead to worse outcomes overall.
- **Missed Opportunities:** Focusing solely on eliminating roles, rather than using AI to enhance them, will limit long-term business value. Many organizations are failing to harness AI’s potential to drive revenue and innovation.

A Head of People at a mid-sized healthcare firm noted, “We need a strategy that looks at where AI adds the most value. This goes beyond cost-cutting—it’s about using AI to elevate HR’s role in driving business results.”



KEY OBSERVATIONS



FROM ROLE-BASED TO TASK-BASED THINKING:

Leaders must shift from thinking about automating entire roles to targeting specific skills and tasks within those roles. Tools like matrix analyses of high-frequency, data-driven tasks can help identify which processes to automate, leading to smarter and more strategic decision-making.

YOU NEED AN AGILE AND LEAN ROADMAP:

Companies without a clear AI roadmap risk creating chaos and cannibalizing efficiency gains. HR teams that over-rely on AI to cut costs without a well-thought-out strategy risk reducing their organizational effectiveness. Poor performance management, higher attrition, and decreased employee engagement can all result from non-strategic application. HR must develop agile and lean strategies, focusing on high-ROI tasks to maximize the productivity and innovation potential that AI offers, while minimizing disruption.

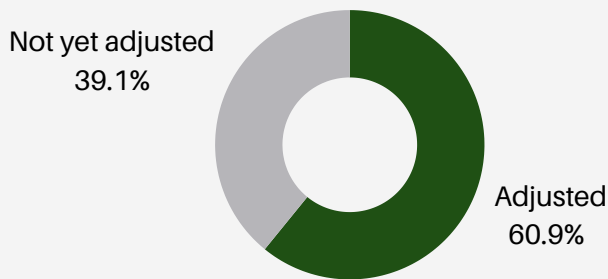
FOCUS ON REVENUE CREATION:

AI provides an opportunity to move beyond a scarcity mentality and focus on revenue creation. HR leaders who use AI to automate lower-value tasks can free up their teams to take a more active role in driving business priorities like revenue growth. Organizations that align AI strategy with business impact—not just cost-cutting—are more likely to see long-term success.

AI Already Replacing Jobs

HR leaders have moved past debating whether AI will replace jobs, **they're already doing it.**

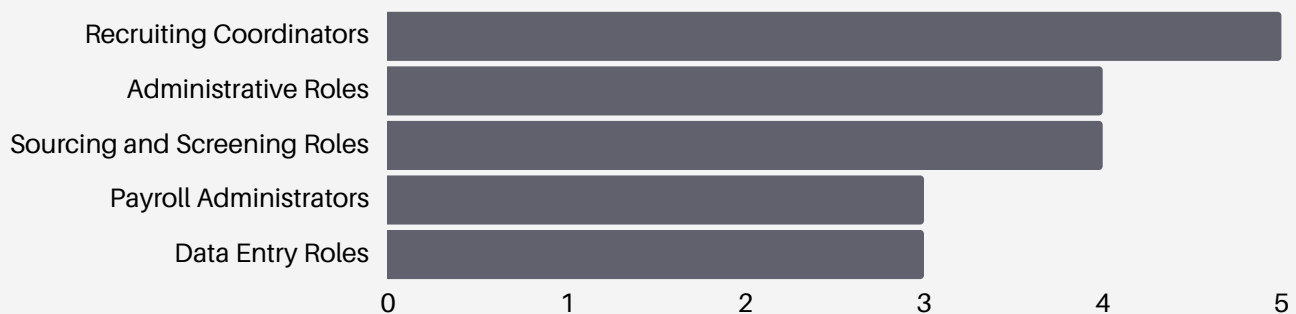
SHARE OF HR LEADERS WHO HAD ADJUSTED HIRING PRACTICES IN RESPONSE TO AI



5

Leaders believe they have already seen measurable reduction in headcount cost with AI

These are the roles where they are making changes in hiring practices and projections:



of interviewees who mentioned as being significantly impacted



[Want to go deeper? Explore our expert gpt \(link\).](#)

5 AI Is Taking Jobs, But You Get To Decide How

CONCLUSION AND CALL-TO-ACTION

It's not about eliminating roles; it's about expanding them with AI-enabled capabilities.

HR leaders need to create a skills-based roadmap that leverages AI to enhance value in the most critical areas. Large organizations might face more challenges implementing these changes, but they stand to gain significantly in agility and strategic alignment. Smaller organizations, meanwhile, can achieve better results by focusing on automating specific tasks rather than entire roles.

If your CEO and board are pushing for cost reductions, adopt a holistic approach. AI can help cut costs, but only when deployed thoughtfully. Over-reducing HR staff can cause inefficiencies, which might lead to greater long-term expenses.

More importantly, leaders should use AI to support business priorities such as revenue growth and innovation, ensuring that HR continues to play a strategic role in the company's success. Don't let AI adoption outpace your planning—act now to position your team for sustained success.

This quarter, create a detailed AI jobs roadmap. Begin by identifying the tasks and skills AI can automate within HR and determine which roles will be most affected. Schedule a team meeting to prioritize high-impact tasks, focusing on areas that drive revenue and support innovation. Make it a goal this quarter to align your AI strategy with broader business objectives to maximize productivity while maintaining essential human oversight.

6 “More of the Same” with AI is a Loser’s Game

WHAT’S THE POINT?

Everyone we talked to sees the potential for AI to automate more administrative tasks. And theoretically, when you do that, your teams are freed up to focus on strategic work. But in reality, unless you actively pursue and encourage opportunities to elevate your team’s capabilities, you will just resort to doing more of the same. While that is a productivity gain, it’s one that will steadily work you and your team out of jobs.

This is a strategic opportunity to reset the value proposition of HR. We’ve aggressively pursued operational efficiency to show measurable value—often driven by feedback that HR is “too fluffy.” That’s not a bad thing at all, but with limited time, many HR teams have sidelined the very skills that AI can’t replicate: strategic thinking, creativity, and judgment.

This shift toward an overly operational view of HR downplays the value of human intuition and expertise. A VP of People Operations at a growth-stage HR tech company shared: “We’re automating more tasks than ever before, but it’s making the people part of HR more important, not less. You can automate processes, but you can’t automate culture.”

There’s a mindset shift and an elevation you’ll see in your teams if you’re getting this right. As a developer at an AI firm described it, “I focus less on writing code and more time thinking about the criteria for success.”





SURPRISING THEME

HR professionals, in their rush to show measurable outcomes, have often deprioritized the 'thinking' part of their role in favor of efficiency metrics. Many teams now operate with a “people ops” mindset, valuing speed and operational success over deep strategic thinking. Ironically, AI is bringing HR back full circle—it’s making speed and output less relevant because AI can take care of those aspects, giving HR leaders the opportunity to return to their roots in leadership and creativity

As a CHRO from a Series C Fintech firm noted, “The real value is in what you do with the time AI gives back. The difference now is that HR teams need to refocus on leadership and creative thinking because AI can’t help you build trust or solve interpersonal problems.”

WHY IT’S IMPORTANT

HR’s real value is no longer in how quickly they can deliver operational outcomes, but in how effectively they can lead, strategize, and think creatively. AI can handle the day-to-day, but it’s the human-led aspects of HR—empathy, culture-building, and leadership—that AI simply cannot replicate.

A Head of People from a mid-sized SaaS company added, “AI may handle the numbers, but it can’t solve the messier problems of people management—how to resolve conflict, lead with empathy, or build trust. These are the things we need to double down on.”

HR teams that remain overly focused on efficiency and fail to cultivate these skills will become increasingly irrelevant. The rise of AI is a wake-up call for HR leaders to step into more strategic roles. It’s no longer just about efficiency; it’s about creativity and leadership.



KEY OBSERVATIONS

AI UNLOCKS TIME FOR STRATEGIC CONTRIBUTIONS, NOT JUST OPERATIONAL EFFICIENCY:

While AI can free up teams from repetitive tasks, this is only the beginning. The real value comes when HR professionals use this newfound time to focus on culture-building, leadership, and strategic contributions that require human intuition. Merely relying on AI for productivity gains without pushing for more strategic outcomes misses the bigger opportunity.

HR MUST PRIORITIZE RELEVANCE THROUGH STRATEGIC THINKING:

AI handles tasks like data processing and operational efficiencies well, but human insight is crucial in shaping the direction of people management. Without fostering skills like creativity, judgment, and empathy, HR will be reduced to an operational department instead of the strategic driver it can be. If HR leaders don’t cultivate these skills, the function risks being sidelined.

ELEVATE ROLES WITH AI RATHER THAN REPLACE THEM:

AI is not here to replace human-led HR tasks; it is here to elevate HR teams. By focusing on building skills that drive innovation, like leadership and culture development, HR teams can shift from merely responding to tasks to setting organizational direction.

LEADERSHIP DEVELOPMENT IS KEY TO LONG-TERM SUCCESS:

Empowering HR professionals to grow into more strategic roles isn’t optional. Organizations must invest in leadership development and AI education to ensure teams know how to take full advantage of AI’s potential while continuing to lead on people issues.

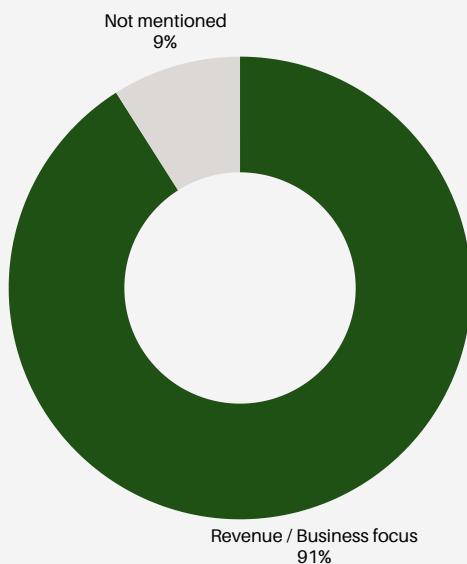


Strategic HR

Impacting revenue

A STRATEGIC GROUP OF HR LEADERS ARE USING AI TO PLAY A STRONGER ROLE ADDRESSING THEIR BUSINESS' #1 PRIORITY TODAY - REVENUE CREATION.

Nearly **every company** is laser-focused on revenue now... **...but only 17%** of leaders are leveraging AI to make an impact on it



21 HR Executives out of 23 interviewed noted that revenue is a #1 priority for the business

Boosting Sales and Engineering Productivity:

AI tools are being used to automate routine tasks in sales and engineering, such as scheduling, reporting, and data analysis. This allows these high-value teams to focus on core activities that directly impact the company's revenue, leading to immediate gains in productivity and financial output.

Optimizing Financial Decision-Making: AI-driven predictive analytics are being used in financial roles to enhance decision-making around cost efficiency and profitability. By analyzing data and providing real-time insights, companies can make more informed financial decisions that directly affect the bottom line, improving resource allocation and maximizing revenue.

Scaling Operations through Automation:

Leaders are implementing AI to automate operational processes, allowing the company to scale efficiently without adding proportional human resources. This automation reduces costs and increases efficiency, directly contributing to revenue growth by improving the speed and accuracy of operations.



[Want to go deeper? Explore our expert gpt \(link\).](#)

6 “More of the Same” with AI is a Loser’s Game

CONCLUSION AND CALL-TO-ACTION

As AI continues to take over more routine HR tasks, the importance of human-led strategy, creativity, and decision-making becomes even more critical. Leaders who seize this opportunity will empower their teams to contribute more strategically to the business, while those focusing purely on efficiency will risk being left behind. The real value of HR in the AI era is in leadership, judgment, and culture-building, not just task automation. To fully leverage this shift, organizations must prioritize leadership development and equip their HR teams with the strategic thinking necessary to thrive alongside AI.

Here’s how you can ensure your team is advancing with AI rather than being overtaken by it:

- **Encourage Skill Exploration with AI:** Push your teams beyond just using AI for efficiency. Help them explore new capabilities that AI unlocks. For more details, refer to our earlier section on AI Fluency for insights on building these skills.
- **Demand Higher-Level Thinking:** With basic tasks now being automated, challenge your team to deliver more strategic outcomes. For example, after completing communications tasks, ask them to focus on developing a comprehensive communication strategy. If they finish research quickly, push them to consider how they can socialize their findings with leadership for maximum business impact.

Set the stage for your HR team's growth by pushing them beyond administrative tasks. In your next team meeting, challenge your team to identify one strategic initiative where AI can elevate results—whether it's leadership development or culture-building. Dedicate one hour per week to brainstorming how to use AI for more strategic objectives. By the end of Q2, ensure your team is shifting their focus from operational efficiency to driving innovation through creativity and leadership. Begin by identifying leadership programs that can be enhanced through AI.

Don't let AI overrun your team—use it to elevate their strategic role in your organization.

7 Your AI Strategy Must Be Multi-Disciplinary and Evergreen



WHAT'S THE POINT?

You don't have to have all the answers—no one does. AI strategies cannot thrive as isolated HR initiatives. They require the combined expertise of IT, legal, operations, and finance to be successful. AI's rapid evolution means that strategies must be ongoing, with frequent reevaluation, rather than a one-time effort. Cross-functional collaboration ensures that AI solutions are adaptable and aligned with business goals.

"HR's role is evolving beyond people management," said a Chief People Officer at a mid-sized tech company. "It's about connecting the dots across functions." Without a comprehensive, multidisciplinary approach, organizations will struggle to course correct when they inevitably make mistakes. Setting the expectation that this is a complex, ongoing process is essential, as it will remain top of mind for years to come.



WHY IT'S IMPORTANT

This is an opportunity for HR to lead the conversation and take a strategic position in the company's AI thought leadership. Adopting a multidisciplinary and evergreen AI strategy will allow businesses to evolve alongside technological advancements. Without continuous assessment and cross-functional input, companies are vulnerable to errors and risk losing their competitive edge. Establishing a tiger team with executive sponsorship, meeting regularly to assess progress and trends, ensures that the AI strategy remains agile and effective.

Facilitating these cross-department efforts also offers HR leaders a critical opportunity to enhance their influence within the executive team. Leaders who drive these initiatives are often seen as more strategic, with some VPs of People transitioning into CHRO positions. HR will remain relevant in an AI-driven world by leading cross-functional efforts. If you're not working closely with the C-suite, you're missing the bigger picture.

SURPRISING THEME

A common barrier to successful AI implementation is the expectation that HR alone should drive the strategy. Yet, true AI integration requires regular collaboration across departments. Organizations that excel have embraced this collaboration, recognizing that HR, IT, legal, and finance must work together. HR can't do it all. You need IT for the tech, legal for compliance, and operations and finance for scalability.

This is an opportunity for HR to lead the conversation

KEY OBSERVATIONS

CROSS-FUNCTIONAL COLLABORATION IS ESSENTIAL:

AI implementation is too complex for HR to manage in isolation. Leaders across industries emphasized the importance of collaboration. A CHRO at a high-growth healthcare company remarked, “We couldn’t have moved forward without strong input from IT and legal. HR’s job is to connect the right people, not to drive every decision.” Establishing regular check-ins between HR, IT, legal, and finance ensures that AI strategy aligns with organizational goals and compliance.

AN EVERGREEN STRATEGY IS NON-NEGOTIABLE:

AI evolves rapidly, and static strategies won’t keep up. A Head of People at a Series C fintech firm noted, “We learned the hard way that AI is not a one-time implementation. Without an ongoing review process, we realized too late that some tools weren’t scaling the way we expected.” Building a flexible strategy, supported by a tiger team that meets regularly, allows businesses to stay agile and adapt to new developments. remain flexible and be continuously updated. Creating a tiger team with executive sponsors ensures consistent progress.

BALANCING AI AUTOMATION WITH HUMAN EXPERTISE:

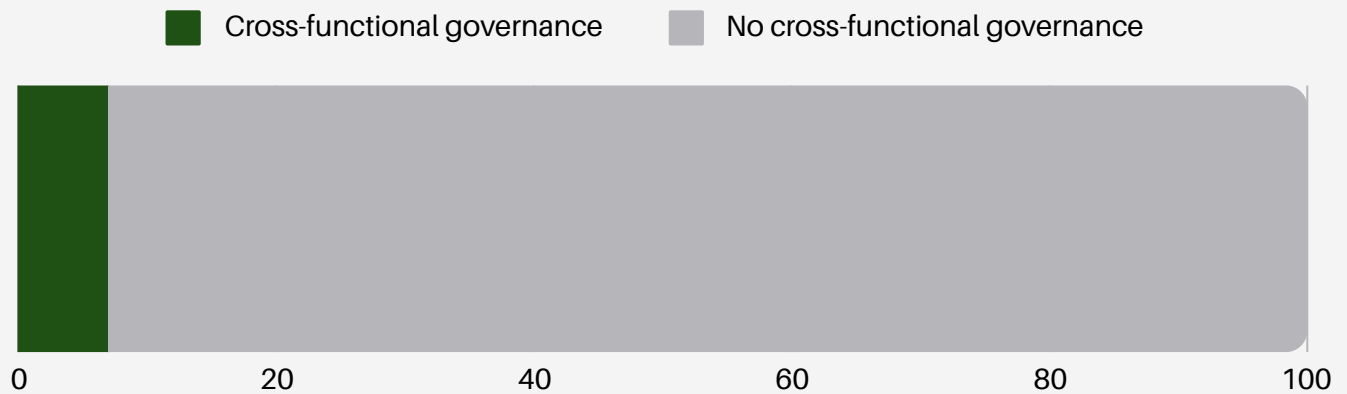
HR leaders driving these cross-functional collaborations are not only improving their AI strategies but also gaining more strategic influence within their organizations. “I wasn’t just facilitating a conversation; I was defining the direction of our AI efforts,” shared a VP of People at a global software company. This shift has allowed HR leaders to transition into more senior roles, such as Chief People Officer, as their strategic contributions become clearer to the executive team.



Mutli-disciplinary Approaches

Cross-functional strategy

ONLY 7%, OF HR LEADERS DISCUSSED THE IMPLEMENTATION OF A CROSS-FUNCTIONAL COMMITTEE TO HELP BUILD AND IMPLEMENT A ROBUST AI STRATEGY



"It's important for organizations to have an AI committee... typically a small cross-functional group of leaders from HR, legal, and security."
CHRO, SERIES F HR TECH

These committees typically include representatives from **HR, legal, security, finance, and IT**, ensuring that AI integration is holistic and aligned with company-wide priorities.

Whether or not the governance was cross-functional, **15% of the companies we surveyed discussed the ongoing evolution of their AI committees**, emphasizing the need for regular updates and reassessment of AI tools and strategies. "AI doesn't stop evolving, and neither should your governance process," remarked a CHRO at a global healthcare firm, who noted that their AI committee meets quarterly to review both new AI capabilities and emerging risks.

Another **9% highlighted the role of finance** in these committees, ensuring that AI adoption is not only effective but also budget-conscious. "Involving finance early ensures that AI initiatives don't overrun costs and are aligned with long-term financial goals," shared a CFO from a Series D fintech company.



[Want to go deeper? Explore our expert gpt \(link\).](#)

7 Your AI Strategy Must Be Multi-Disciplinary and Evergreen

CONCLUSION AND CALL-TO-ACTION

HR leaders must act quickly to form cross-functional teams, develop a flexible AI strategy, and establish regular check-ins to continually reassess their approach. AI is advancing rapidly, and organizations that delay risk falling behind. This is a critical chance for HR to enhance partnerships across the C-suite and drive strategic transformation.

Start by assembling a cross-functional AI committee that includes leaders from IT, finance, legal, and operations. Aim to have this team in place by the end of the year. Set up quarterly meetings to evaluate and refine your AI strategy, ensuring it remains aligned with business goals. The committee's first priority should be to create a comprehensive AI governance framework within six weeks. Don't wait—engage the expertise across your organization to keep your AI strategy adaptive. Plan your first executive review for next quarter to ensure ongoing alignment and momentum.

8 Ethics First: Don't Underestimate Governance

WHAT'S THE POINT?

As AI becomes a core component of HR, ethical and governance issues are rising to the forefront. Surprisingly, few of the HR leaders we spoke with were prioritizing governance in their AI strategies. The danger here is outsourcing ethical responsibility to technology vendors, under the assumption that if a tool is built and widely used, it must be ethical. This "if it's built and everyone's using it, it's okay" mindset is flawed, even when dealing with ethical vendors, as they often lack the specific context and needs of your organization. The potential for harm grows significantly, especially as AI starts processing more sensitive data and influencing decisions that deeply affect people's lives.

While governance may feel burdensome, it's also an opportunity to elevate HR's role. Teams that take ownership of AI governance, ensuring their practices are technically sound and ethically aligned with their organization's values, are at the cutting edge of what AI can achieve—especially in critical areas like diversity, equity, and inclusion (DEI).

As a CHRO at a Series C health tech company shared, "AI allows us to collect data we've never had before, but just because we can doesn't mean we should. HR must start asking, 'Should we be using it this way?' and 'How can we ensure AI increases our insight into inequity rather than obscuring the decisions we're making?'"



SURPRISING THEME

Many organizations place too much trust in vendors' AI safeguards, but there's often a gap between what AI can do and what is ethically sound. As a VP of People at a Series A HR tech company explained, "We're automating processes without fully understanding the long-term consequences." Relying on technology without strong internal governance could lead to serious ethical and reputational risks. HR must take the lead in defining the boundaries of ethical AI use, rather than relying solely on IT or legal departments.



WHY IT'S IMPORTANT

As AI evolves, organizations need to develop ethical frameworks tailored to their unique contexts. Relying on vendor-built solutions or retrofitting existing governance policies is insufficient. HR's role extends beyond compliance and bias mitigation; it's about earning and maintaining employee trust. Employees must be confident that decisions affecting them—whether hiring, promotions, or performance reviews—are fair and transparent. HR leaders must ensure that AI aligns with the organization's ethical values and legal obligations.

The importance of this is underscored by the work of experts like Timnit Gebru, whose research has shown that "without transparent auditing, AI systems will perpetuate existing biases, embedding systemic discrimination into key HR processes." This highlights the critical need for HR-led governance frameworks around AI.



KEY OBSERVATIONS

AI ETHICS REQUIRES HR LEADERSHIP:

AI ethics cannot be outsourced to IT. HR must take the lead in developing ethical guidelines for AI use in HR processes. As a VP of People at a Series B tech company noted, "Just because AI speeds things up doesn't mean it makes the process right."

NEW HR ROLES WILL EMERGE:

As AI becomes more prominent in HR, new roles focused on ethics and governance will emerge, similar to the rise of DEI roles. The "E" in DEI could one day stand for "Ethics" as governance becomes increasingly important in people-centric AI decisions.

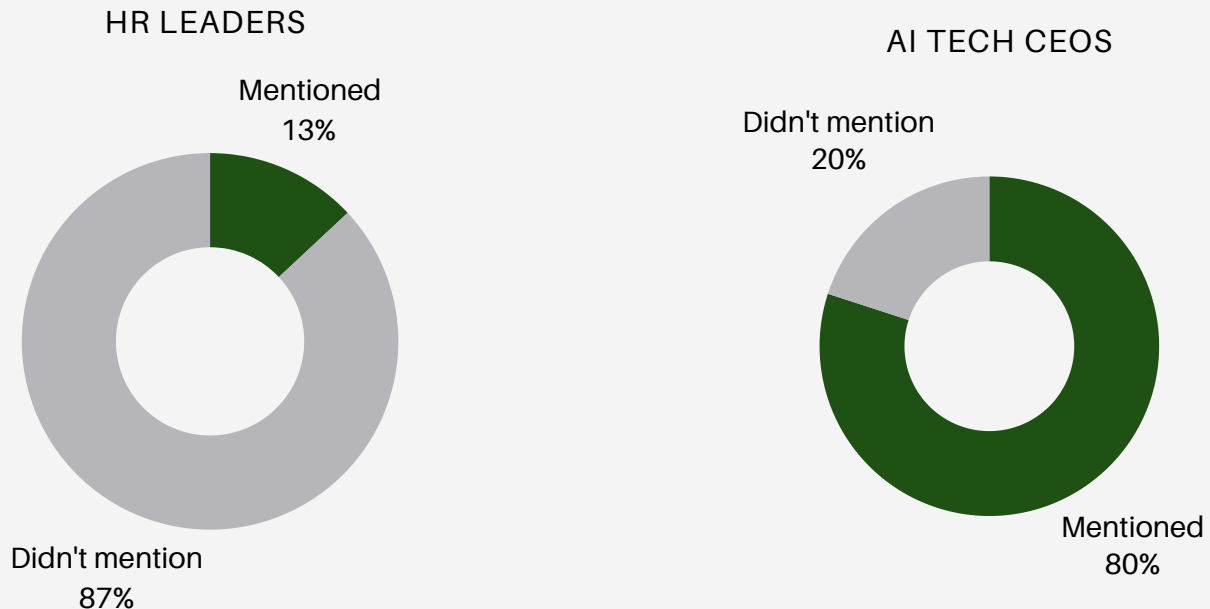
BALANCING AI AUTOMATION WITH HUMAN EXPERTISE:

Governance of AI is not a one-time task. Regular reviews and oversight are required to ensure alignment with organizational values and avoid unethical use. This includes transparency, accountability, and data consent. As a CHRO at a Series C fintech firm emphasized, "Regular audits are crucial for maintaining the integrity of AI systems and ensuring that they align with both our ethical and legal standards."

Ethics & Governance

Ethical considerations

CONCERNS ABOUT AI BIAS VARY WIDELY BETWEEN HR LEADERS USING AI TECH AND CEOS BUILDING AI TECHNOLOGY



Concerns were rarely raised about AI introducing bias into decision-making processes, especially in recruitment and performance evaluation. This is a significant blind spot, as only **3 out of 23 HR leaders directly mentioned the need for ethical AI governance**, despite the risks involved. In contrast, **4 out of 5 CEOs building AI technology specifically emphasized the critical importance of observability, governance, and clearly defined ethical principles around AI.**

"It's essential to establish transparency and audit trails within AI systems, particularly when they influence decisions related to hiring and promotions," commented a CEO from a Series C AI tech company. This perspective highlights the growing demand from tech leaders for structured governance protocols in HR-related AI deployments.

In positive news, when organizations set up cross-functional committees for their AI strategy, AI ethical governance was a key topic of concern. As noted by a CHRO from a Series B healthcare company, "We've set up an internal AI governance board that collaborates across departments to mitigate bias and ensure ethical usage across the employee lifecycle."

Despite these efforts, many HR teams are still catching up. One VP of People from a Series A HR Tech company admitted, "We've just started to think about the ethical implications of AI, and we're behind. It's something we need to prioritize, but it hasn't been top of mind."



[Want to go deeper? Explore our expert gpt \(link\).](#)

8 Ethics First: Don't Underestimate Governance

CONCLUSION AND CALL-TO-ACTION

AI offers vast potential to improve HR processes, but it also presents significant ethical challenges. HR leaders must take ownership of AI ethics, ensuring that governance frameworks are robust and evolving. A clear focus on ethics, led by HR, will safeguard both employees' trust and the organization's long-term success.

HR leaders must establish strong, ongoing ethical governance frameworks for AI immediately. This means forming cross-functional ethics boards, setting clear usage guidelines, and ensuring continuous auditing. Organizations that lead on AI governance will not only avoid legal risks but will also build cultures grounded in fairness, trust, and transparency.



Explore AI in HR Like ⁴⁷ Never Before with Interactive Insights

Our AI in HR Report isn't just a static resource—it's an interactive experience. This report combines a deep, data-rich analysis of AI in HR with exclusive access to a customizable, anonymized GPT tool, designed to provide you with tailored, real-time insights.

WHY USE THE GPT?

Our TL Partners HR Expert GPT allows you to go beyond the report's pages, offering the ability to:

- **Dive Deeper** - Explore AI adoption trends, challenges, and strategies directly from HR leaders' experiences.
- **Benchmark with Context** - See anonymized insights from comparable companies and roles to assess your own AI strategies.
- **Access Real-World Quotes** - Enrich your understanding with context-specific quotes and examples from industry experts.

AVAILABLE DATA SETS

When using the GPT, you'll access to a number of our proprietary datasets:

- **AI Implementation Analysis** - High-level trends across the employee lifecycle.
- **Anonymized Interview Transcripts** - Direct quotes and insights from 28 HR experts.
- **AI Fluency Table** - Data on AI readiness and sophistication across companies.
- **Summarized Insights** - Key stats and high-level takeaways from all interviews.

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Unlock the full potential of AI in HR. With this tool at your fingertips, explore the data, benchmark your strategy, and lead your team into the future. Dive in today to see the difference strategic AI insights can make.

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48



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Want to get In touch to learn more or work with us? Reach out to us directly via email, our check out www.tlpartners.biz