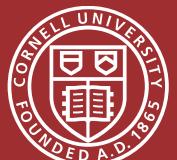


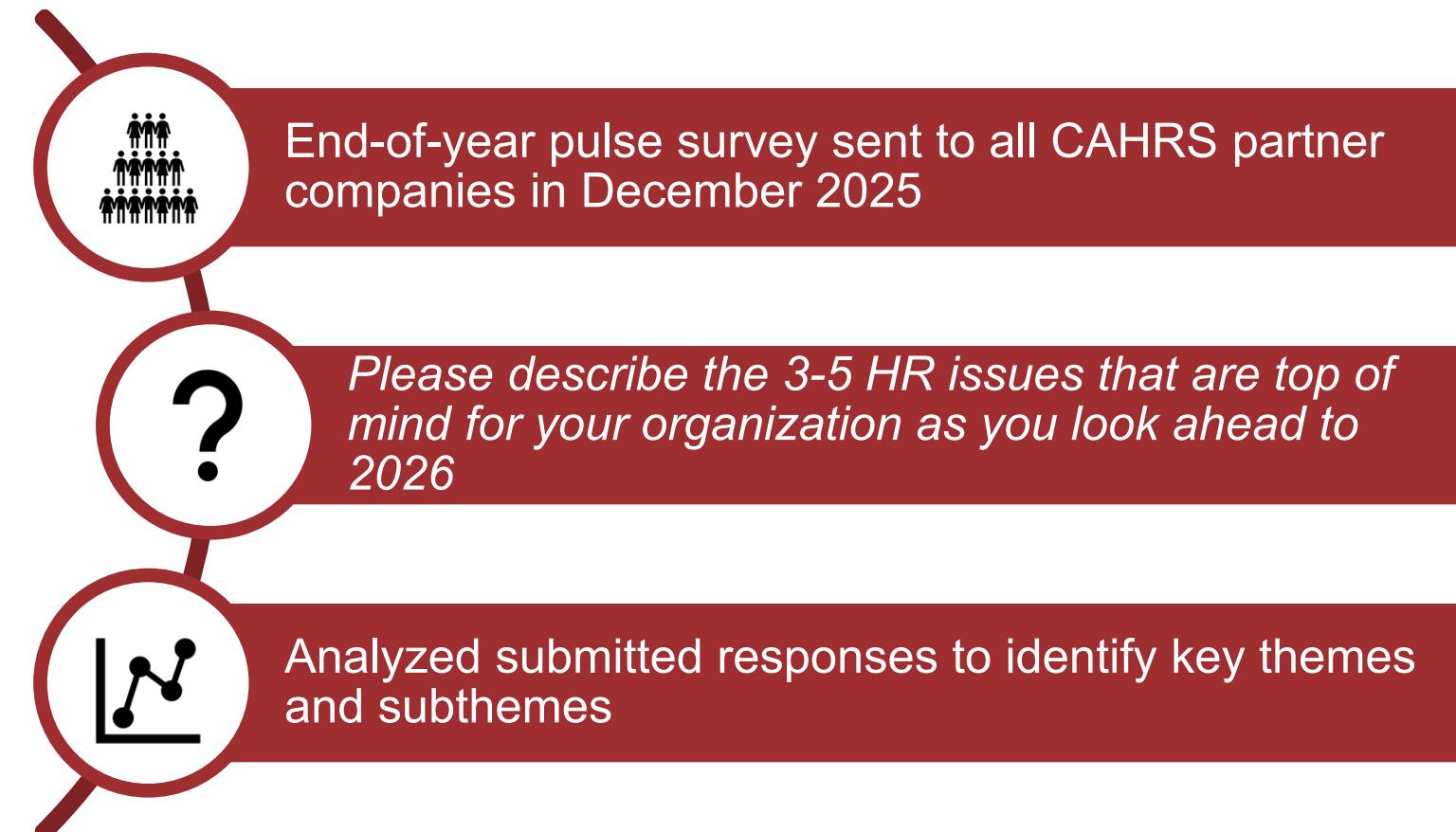
WHAT ISSUES ARE TOP OF MIND FOR HR LEADERS HEADING INTO 2026?

Bradford S. Bell

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



CAHRS PARTNER END-OF-YEAR PULSE SURVEY



PARTICIPATING COMPANIES



Daiichi-Sankyo



YEAR-OVER-YEAR TRENDS

2023

1. Talent Management

2. Employee Experience

3. Transformation & Evolution

4. Total Rewards

5. Leadership Development & Succession Planning

2024

1. Transformation & Evolution

2. Talent Management

3. Technology

4. Employee Experience

5. Leadership Development & Succession Planning

2025

1. Transformation & Evolution

2. Talent Management

3. Leadership Development & Succession Planning

4. Employee Experience

5. AI Adoption

YEAR-OVER-YEAR TRENDS

2026

1. Talent Management

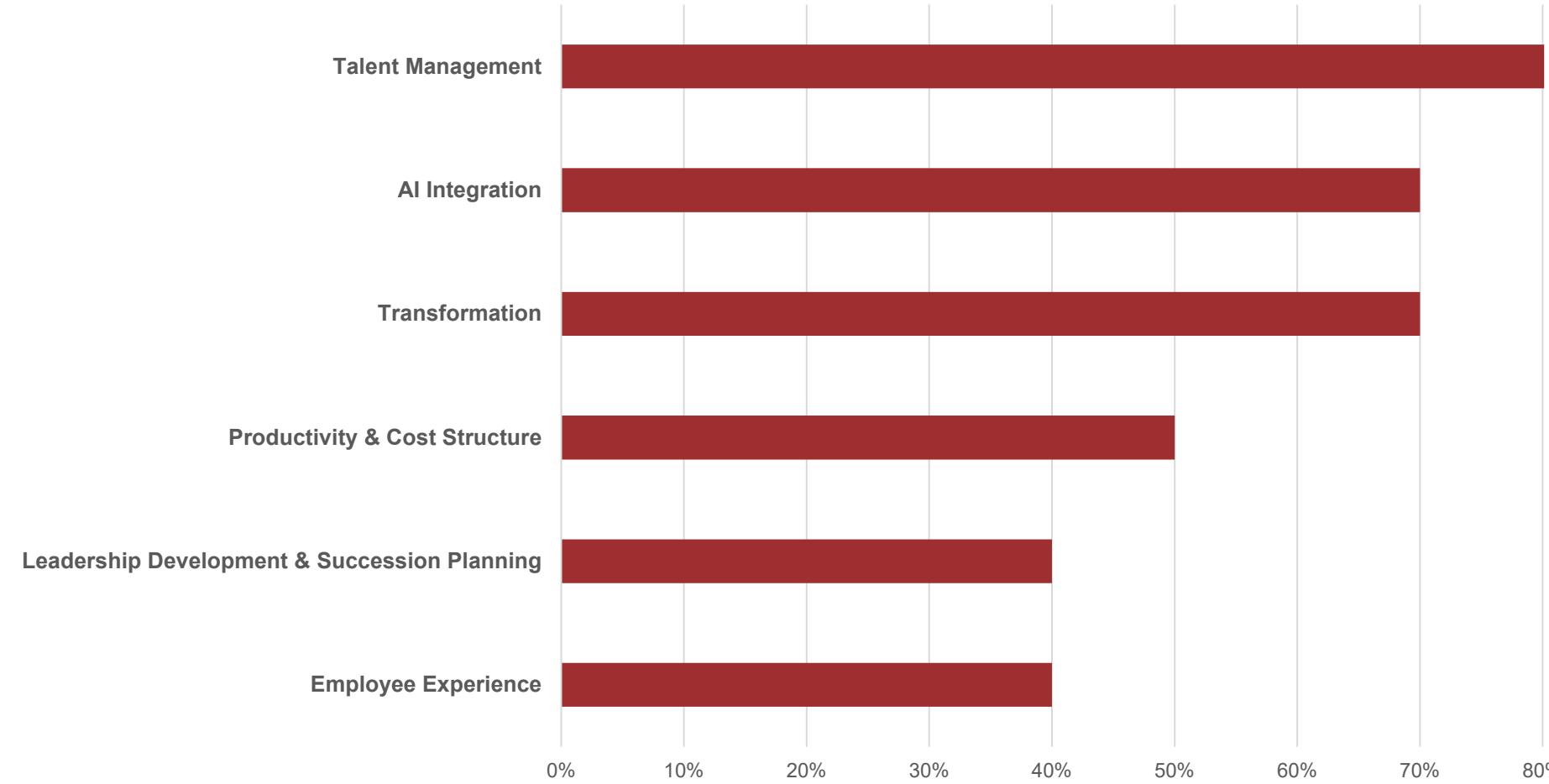
2. AI Integration

3. Transformation

4. Productivity & Cost Structure

5. Leadership Development &
Succession Planning

KEY THEMES



TALENT MANAGEMENT



Talent Development & Capability Building

“Accelerating workforce readiness and skill development”



Workforce Planning

“Workforce planning in the midst of AI”



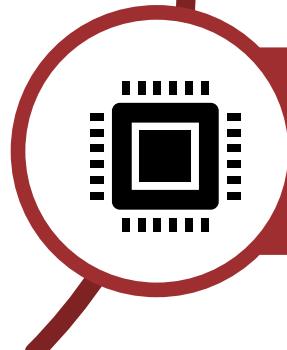
Talent Segmentation

“Growing talent and capability in critical areas for new strategy”

AI INTEGRATION



AI in HR



AI Impact on Work and Workforce

“Creating an AI-empowered employee experience”

“Reinvent work and reshape the workforce with humans + agents”

TRANSFORMATION



"HR in transformation; what is the future of HR?"

"Organizational transformation given business and financial challenges"

PRODUCTIVITY & COST STRUCTURE



Driving Productivity

“Growing a performance focused culture”



Cost Structure & Efficiency

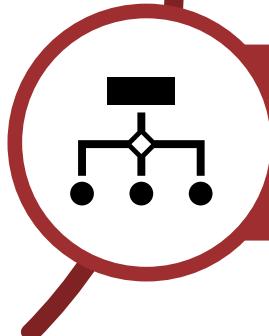
“Human capital and how to evolve the cost base of an organization”

LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING



Building Leadership Capability

“Leadership development for a disrupted world”



Succession planning

“Leadership pipeline identification and development plans”

EMPLOYEE EXPERIENCE



Employee Value Proposition

“Great place to work, compelling EVP/culture in AI world and workplace”



Employee Experience

“Optimizing HR technology to improve employee & manager experience”

CAHRS SPRING 2026 EVENTS

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

**Check ilr.cornell.edu/cahrs for
updates and registration
information.**

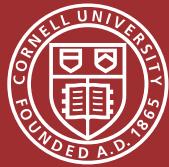


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THANK YOU

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