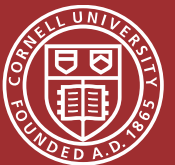


WHAT ISSUES ARE TOP OF MIND FOR HR LEADERS HEADING INTO 2026?

Bradford S. Bell

William J. Conaty Professor of Strategic Human Resources
Academic Director, Center for Advanced Human Resource Studies (CAHRS)



CAHRS PARTNER **END-OF-YEAR PULSE SURVEY**



End-of-year pulse survey sent to all CAHRS partner companies in December 2025



Please describe the 3-5 HR issues that are top of mind for your organization as you look ahead to 2026



Analyzed submitted responses to identify key themes and subthemes

PARTICIPATING COMPANIES



XPO

Medtronic

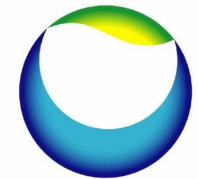


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IBM®

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

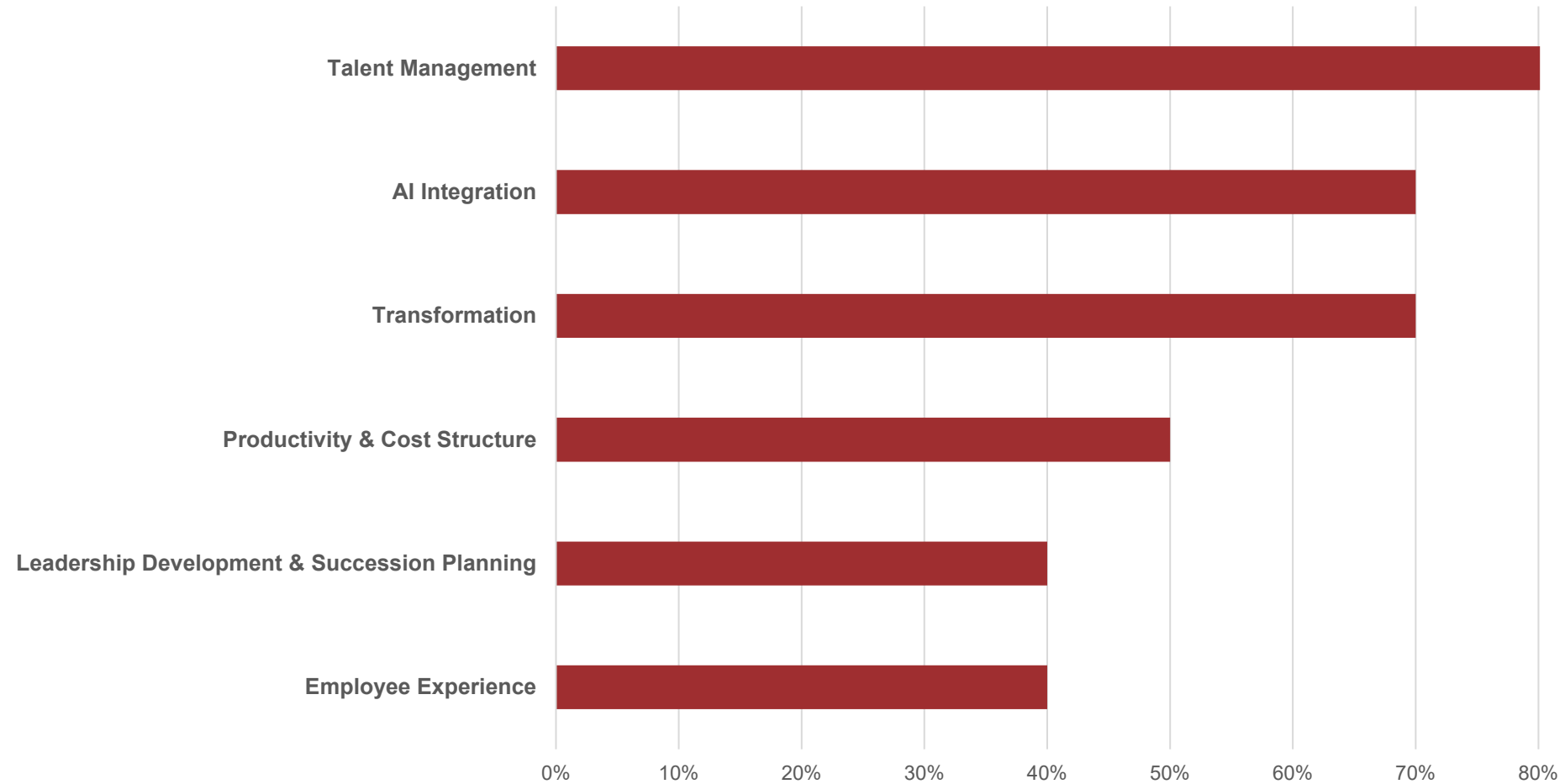
4. Employee Experience

5. AI Adoption

YEAR-OVER-YEAR TRENDS



KEY THEMES



TALENT MANAGEMENT



“Accelerating workforce readiness and skill development”

“Workforce planning in the midst of AI”

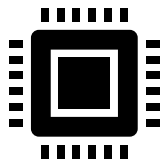
“Growing talent and capability in critical areas for new strategy”

AI INTEGRATION



AI in HR

“Creating an AI-empowered employee experience”



AI Impact on Work and Workforce

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

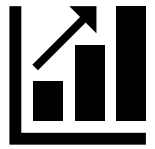
TRANSFORMATION



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

"Organizational transformation given business and financial challenges"

PRODUCTIVITY & COST STRUCTURE



Driving Productivity

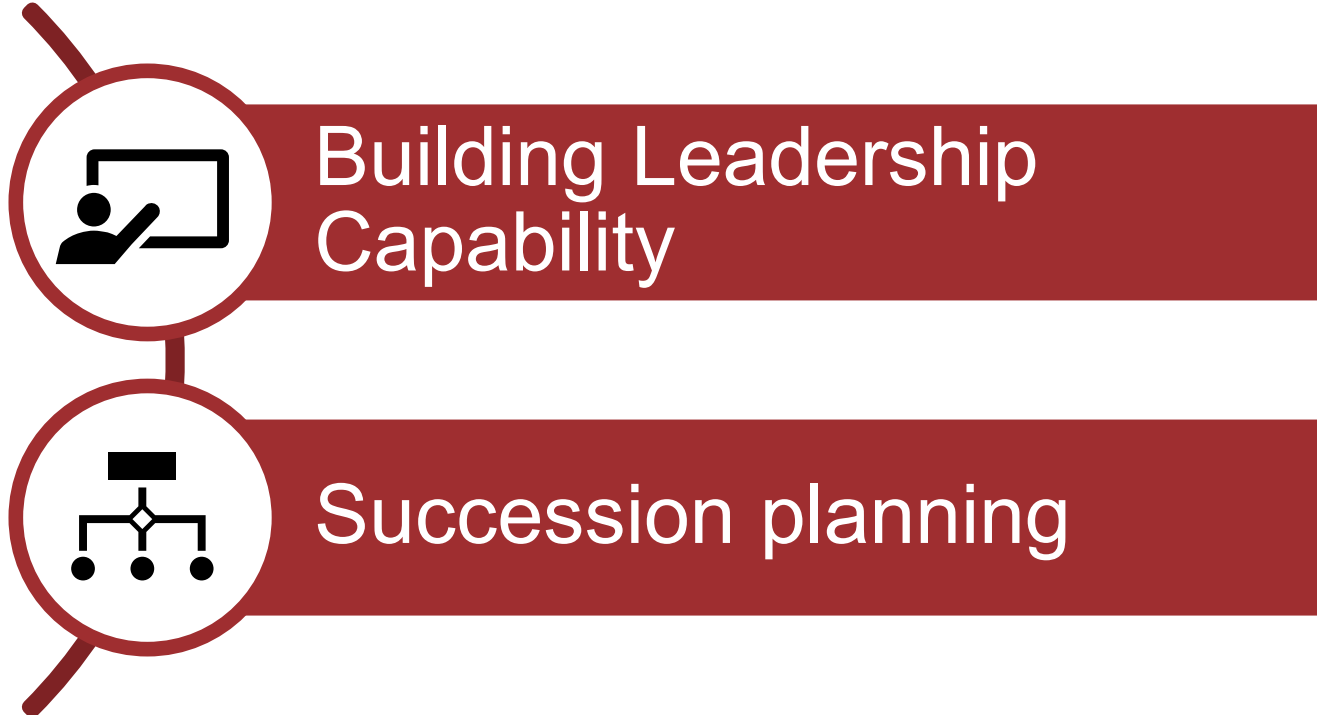
“Growing a performance focused culture”



Cost Structure & Efficiency

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

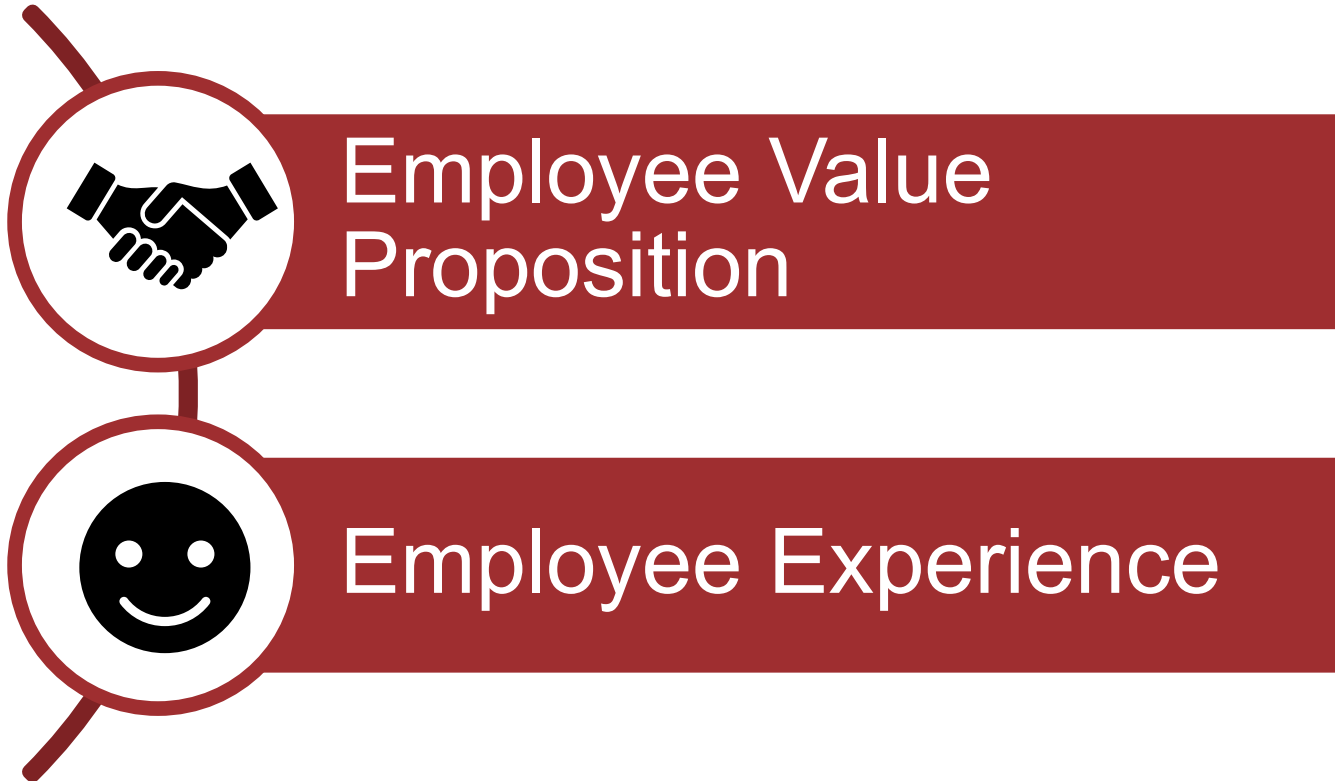
LEADERSHIP DEVELOPMENT & SUCCESSION PLANNING



“Leadership development for a disrupted world”

“Leadership pipeline identification and development plans”

EMPLOYEE EXPERIENCE



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

*“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

Visit our website: ilr.cornell.edu/cahrs