

# **2026 CAHRS Future of Work Model:**

## Final Report for the CAHRS Webcast

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## 2026 Future of Work



Since CAHRS first developed the Future of Work Model in 2020, we have updated the model this spring through extensive trend research and in-depth interviews with HR leaders.

The refreshed model reflects the evolving landscape of work by integrating macro-level forces—such as technological, economic, and demographic shifts—with organizational and HR-level initiatives.

We hope this model will help companies better understand the changes shaping the future of work and prepare effectively for what lies ahead.

# Process

**In 2026, Cornell CAHRS will release an updated version of its Future of Work Model.**

## 2026 Spring CAHRS Project

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**Future of Work Model  
Development**  
(June 2020)

**1**  
**Trend Research and  
Analysis**  
(February/March 2026)

**2**  
**CAHRS HR Leader  
Interviews**  
(March/April 2026)

**3**  
**Future of Work Model  
Revision**  
(May 2026)

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Developed the 2020 CAHRS Future of Work model based on in-depth research and interviews.

Researched and analyzed business and HR trend materials from the past 2–3 years to identify key update points for the model.

Interviewed nine senior HR leaders to understand work and workforce trends and gather their perspectives on the model.

Updated the Future of Work Model through validation and refinement based on HR leader interviews.

# How to Use the Model

## DIAGNOSE

The framework can help organizations interpret emerging macro-level forces shaping the future of work and assess their implications for workforce strategy, organizational design, and HR priorities.

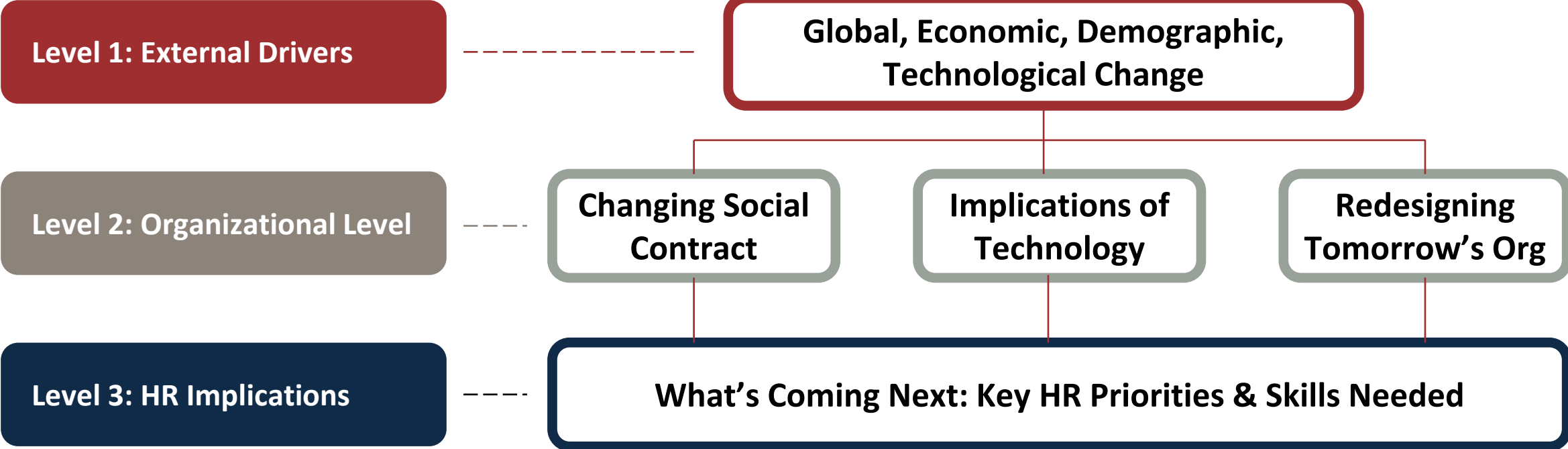
## STRATEGIC ALIGNMENT

The framework can help organizations connect external trends with internal transformation priorities by aligning external drivers, business strategy, organizational initiatives, and HR capability investments.

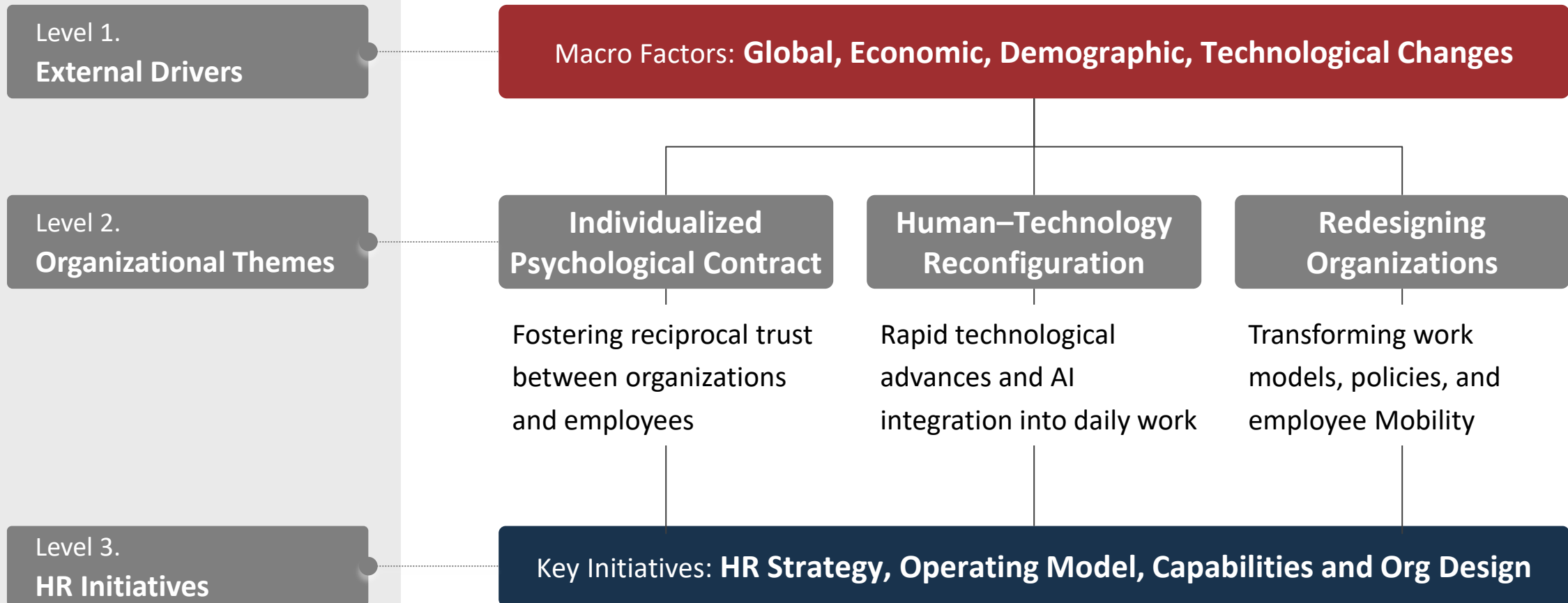
## PROBLEM SOLVE

The framework can help organizations structure discussions around specific workforce and capability challenges and identify targeted organizational and HR responses.

# 2020 Future of Work Model



# 2026 Future of Work Model



- What is coming next in terms of HR strategy and operating model?
- What capabilities will become increasingly important for HR in the future?
- How are HR's internal structure and role responsibilities evolving?

# Level 1. External Drivers

## 2020 Research

## 2026 Research

### Technological

- Creates as many jobs as they displace
- More creation of higher skilled jobs
- More competition among lower skilled workers as a result of fewer positions
- Bring job loss and skill obsolescence

- **AI becomes core work infrastructure, not a tool**
- **Shift from automation to human–AI collaboration**
- **Work is redesigned, not just digitized**
- **Technological acceleration increases complexity**

### Global

- Creation of integrated global teams
- Restructuring of global value chains
- Reshoring
- Multi-polarization of global economy

- **Global systems become fragmented and regionalized**
- **Supply chains diversify across regions**
- **Uneven regulatory and institutional environments**
- **Geopolitical tensions reshape global cooperation**

### Demographic

- Competition in developing countries versus developed countries
- US workforce growing older
- Persistent gender inequality
- Increased racial and ethnic diversity

- **Birth rates decline in many advanced economies**
- **Migration flows are reshaping regional population**
- **Generational expectations and values evolve rapidly**
- **Entry-level pathways erode or shift**

### Economic

- Continuous economic growth
- Growing levels of income inequality
- Growing urban-rural divide
- Hollowing out of middle-wage jobs

- **Cost-of-living pressures rise globally**
- **Productivity and efficiency pressures intensify**
- **Economic uncertainty drives market volatility**
- **Slower growth environments reshape economic behavior**

# Level 2. Organizational Themes

## 2020 Research

## 2026 Research

The Changing Social Contract



**Individualized Psychological Contract**

- **Trend evolution from a broad social contract toward a stronger focus on the psychological contract between organizations and individuals.**
- Key References: *Mercer Global Talent Trends 24-25*, *Ariel Avgar's Psychological Contract material*, *Randstad – Work monitor 2025 / 2026*, *Gartner CHRO Guide 2026*

Implication of Technology



**Human–Technology Reconfiguration**

- **Over the past five years, rapid technological advances and the integration of AI into daily work have made the implications of technology clearer through a human–technology reconfiguration lens.**
- Key References: *McKinsey – The Future of Work is Agentic (2025)*, *Gartner – CHRO Guide 2026*, *BCG – Future of Corporate Learning & Skills (2025)*

Redesigning Tomorrow's Org



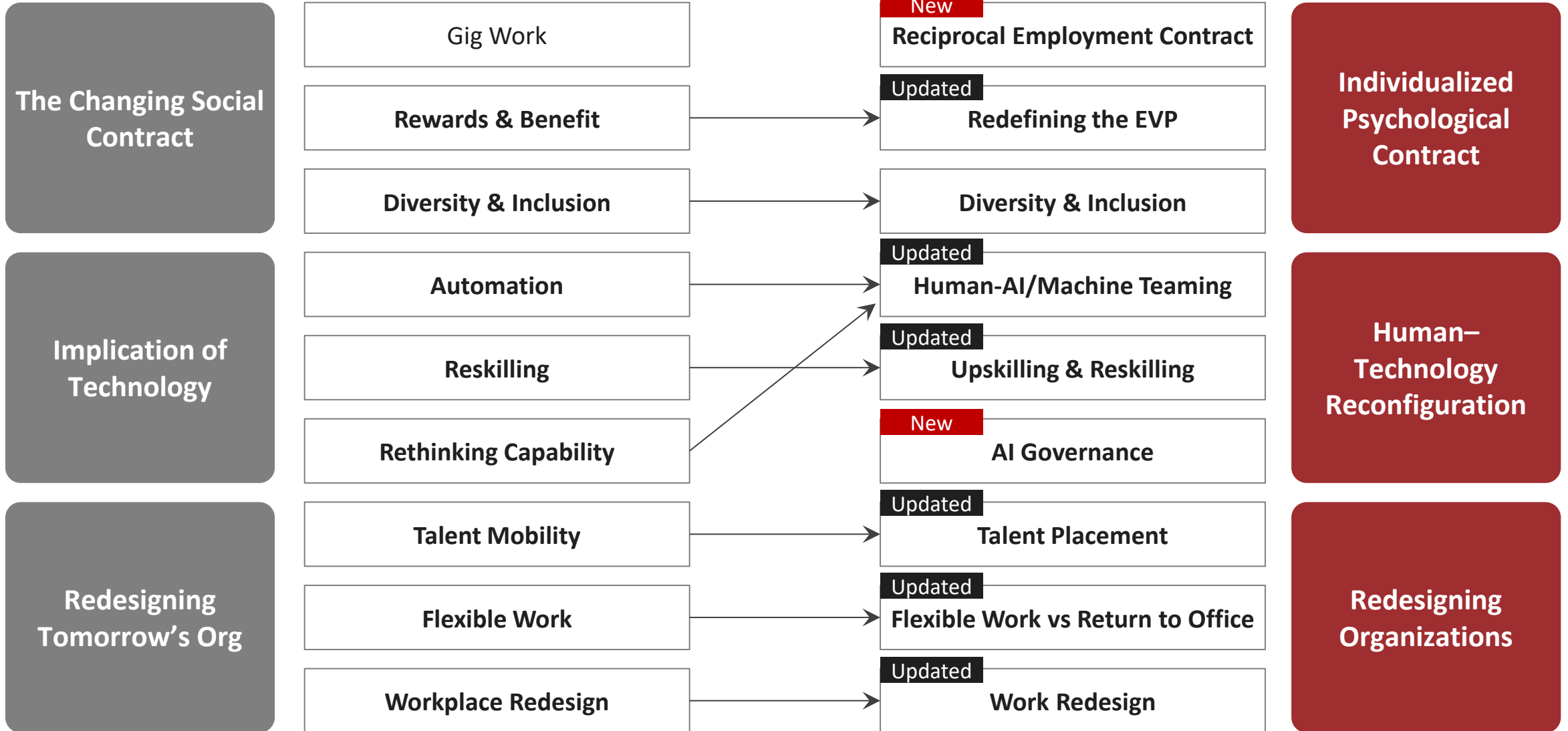
**Redesigning Organizations**

- **The Big Theme of org redesign remains valid, but the details and perspectives have evolved through updated sub-themes.**
- Key References: *Deloitte – Global Human Capital Trends*, *Gartner – CHRO Guide 2026*, *Mercer Global Talent Trends 24-25*

# Level 2. Organizational Themes

2020 Research

2026 Research



# 1. Individualized Psychological Contract – Key Concepts and Drivers

*Employment relationships are shifting **from standardized social contracts toward individualized psychological contracts.***

Sub-Themes	Key Concepts	Changing Drivers
<p>1-1. Reciprocal Employment Contract</p>	<ul style="list-style-type: none"> <li>• Values and Purpose Alignment between Employees and Firm</li> <li>• Workforce Sustainability through Well-being and Growth</li> <li>• Mutual Expectations and Shared Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Gen Z, Millennials</li> <li>• Burnout, Mental health Risk</li> <li>• Increased Mobility</li> <li>• Productivity Pressure</li> </ul>
<p>1-2. Redefining the EVP</p>	<ul style="list-style-type: none"> <li>• Pay Transparency, Fairness and Performance Differentiation</li> <li>• Skill-based Pay</li> <li>• Personalized Total Reward</li> <li>• Non-monetary Value Proposition (e.g., Flexibility, Growth, Purpose)</li> </ul>	<ul style="list-style-type: none"> <li>• Changing Employee Expectations</li> </ul>
<p>1-3. Diversity &amp; Inclusion</p>	<ul style="list-style-type: none"> <li>• Representation &amp; Voice</li> <li>• Equity &amp; Belonging</li> <li>• Inclusion as Performance Driver</li> <li>• Value-based Conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Government Policy</li> <li>• Trust and Belonging Expectations</li> <li>• Expansion of CSR</li> </ul>

# 1. Individualized Psychological Contract – Interview Summary

## Reciprocal Employment Contract

- **Flexibility is now a structural expectation**, not a workplace perk.
- Employment increasingly reflects **support for employees' full lives**.
- **Employment relationships** are shifting toward **more mutual, two-way commitments**.

## Redefining the EVP

- **Career growth and internal mobility transparency** are becoming core expectations.
- **Investment in AI upskilling signals** organizational commitment to **employees' long-term employability**.
- **Total rewards** are becoming more **flexible and personalized** across life stages.

## Diversity and Inclusion

- **Inclusion remains a core values-based** organizational commitment.
- Representation continues to signal inclusion credibility.
- Meritocracy is increasingly reframed alongside equity expectations.

# Living Proof – Individualized Psychological Contract

**A global professional services firm** embeds **flexibility as a structural workforce principle** and **supports employees' full lives** through tailored benefits, mobility visibility, and enterprise-wide AI upskilling.

- **Flexibility is embedded** as a default expectation across roles, not a special arrangement.
- **Benefits portfolios are expanding** to support diverse life needs beyond work.
- Enterprise-wide **AI upskilling is positioned as a shared responsibility** across employees.

**A global software company** strengthens psychological contracts through **transparency around career growth, employee voice, and development expectations** as core EVP elements.

- **CEO town halls enable unscreened employee questions**, reinforcing transparency norms.
- **“Anytime feedback” tools** support continuous recognition and performance dialogue.
- **Shared behavioral principles** clarify expectations for impact, ownership, and voice.

## 2. Human-Technology Reconfiguration – Key Concepts and Drivers

*AI integration into everyday work is shifting organizations **from automation adoption to human–technology work redesign.***

Sub-Themes	Key Concepts	Changing Drivers
<p>2-1. Human-AI/ Machine Teaming</p>	<ul style="list-style-type: none"> <li>• Human–AI Complementarity</li> <li>• Work &amp; Role Reconfiguration</li> <li>• Productivity Redistribution Across Tasks</li> </ul>	<ul style="list-style-type: none"> <li>• Generative AI</li> <li>• Technology</li> </ul>
<p>2-2. Upskilling &amp; Reskilling</p>	<ul style="list-style-type: none"> <li>• Continuous &amp; Embedded Learning</li> <li>• Skills-Based Workforce Architecture &amp; Internal Mobility</li> <li>• Strategic Workforce Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid technological change</li> <li>• Growing demand for digital skills</li> <li>• Talent Scarcity</li> </ul>
<p>2-3. AI Governance</p>	<ul style="list-style-type: none"> <li>• AI Ethics, Bias &amp; Fairness Controls (Outcomes)</li> <li>• Transparency &amp; Explainability (Process)</li> <li>• Organizational Accountability (Responsibility)</li> </ul>	<ul style="list-style-type: none"> <li>• Stricter AI regulations</li> <li>• Data security and privacy</li> <li>• Employee and customer trust</li> </ul>

## 2. Human-Technology Reconfiguration – Interview Summary

### Human-AI Collaboration

- **AI** is shifting from a productivity tool to an **embedded work partner**.
- **Central AI infrastructure** enables **functions to experiment** while **building local capabilities**.
- Automation of routine tasks redirects **HR work toward higher-value work**.

### Reskilling and Upskilling

- **AI literacy** is becoming a **baseline workforce capability**.
- **Learning is becoming continuous, personalized, and embedded** in work.
- Rapid technology change is **shortening the shelf life of skills and learning content**.

### AI Governance

- **AI adoption** is coordinated **through cross-functional governance**.
- **Formal policies** define approved tools, usage boundaries, and escalation pathways.
- **Data readiness and system compatibility** are deployment prerequisites.

# Living Proof – Human-Technology Reconfiguration

**A global industrial manufacturer** embeds **AI engineers within HR** and provides secure experimentation environments for building internal agents while protecting enterprise data and IP.

- **Embedded AI engineers help HR rapidly prototype workflow automation use cases.**
- Employees develop role-specific internal agents within protected environments.
- Governance enables experimentation while safeguarding enterprise data and IP.

**A global enterprise technology company** is **scaling workforce-wide AI literacy** through experiential learning, workshops, and project-based training.

- **AI capability is positioned as a prerequisite** for participation in internal innovation initiatives.
- AI learning is structured through enterprise pathways and digital credentials that signal deployable skills.
- **Hands-on project work embeds learning** directly into real workflows.

### 3. Redesigning Organizations – Key Concepts and Drivers

*Organizations are shifting from job-based workforce structures toward skills-based talent deployment and internal mobility systems.*

Sub-Themes	Key Concepts	Changing Drivers
<p>3-1. Talent Placement</p>	<ul style="list-style-type: none"> <li>• Skills Visibility &amp; Matching Platforms</li> <li>• Infrastructure for Internal Talent Mobility</li> <li>• Dynamic Workforce Allocation</li> </ul>	<ul style="list-style-type: none"> <li>• AI-based Skill mapping technology</li> <li>• Talent Scarcity</li> <li>• Growth Contract</li> </ul>
<p>3-2. Flexible Work vs Return to Office</p>	<ul style="list-style-type: none"> <li>• Hybrid Work as Operating Model ✂ Six Key Component: Where? When? What? Who? How? Why?</li> <li>• Autonomy–Control Tension</li> <li>• Productivity &amp; Collaboration Redesign</li> </ul>	<ul style="list-style-type: none"> <li>• End of COVID-19</li> <li>• Employee Expectation</li> <li>• Collaboration, Productivity Issue</li> <li>• Fairness for Frontline Workers</li> </ul>
<p>3-3. Work Redesign</p>	<ul style="list-style-type: none"> <li>• Task-Based Work Architecture</li> <li>• Job-to-Task Reconfiguration</li> <li>• Boundaryless Work (From traditional jobs to tasks and project)</li> </ul>	<ul style="list-style-type: none"> <li>• Generative AI</li> <li>• Technology</li> <li>• Rapid Business &amp; Product Cycle</li> <li>• Talent Scarcity</li> </ul>

### 3. Redesigning Organizations – Interview Summary

#### Talent Placement

- **Internal mobility** remains employee-driven but is **increasingly enabled by organizational infrastructure**.
- **Skills data** is becoming the **foundation for skills-based talent-to-role matching**.
- **Skills-based redeployment** is becoming an important mechanism for workforce adaptation.

#### Flexible Work vs Return to Office

- Hybrid work is stabilizing as a **balance between flexibility and coordination needs**.
- **Flexibility expectations vary** by role, career stage, and specialization.
- **In-person presence remains critical for early-career development**.

#### Work Redesign

- **Workforce visibility is organized around skills** rather than jobs.
- **Skills frameworks are aligning hiring, performance, and development decisions**.
- Work redesign is **aligning workforce planning with strategy**.

# Living Proof – Redesigning Organizations

A global media and technology company is strengthening **employee-driven internal mobility through more proactive organizational support** enabled by emerging skills-matching infrastructure.

- **Skills visibility tools surface adjacent internal opportunities** across teams.
- **The goal of internal mobility** is to move beyond employee-driven transitions **toward proactive, cross-unit talent coordination, supported by improved skill visibility.**

A global software company is integrating **skills data across hiring, onboarding, performance management, and workforce planning** to support continuous talent deployment decisions.

- **Skills data is becoming shared infrastructure** across HR processes, not just a learning tool.
- **Workforce planning is shifting** from headcount forecasting **to capability-based planning.**
- Talent decisions increasingly rely on dynamic skills visibility across the employee lifecycle.

# Level 3. HR Initiatives

## HR Strategy

- **How is HR strategy evolving?**
- **What are the key HR priorities?**

## HR Operating Model

- **How is the HR operating model being redesigned?**

## HR Capability

- **What capabilities will become increasingly important for HR in the future?**

## Organizational Design

- **How are HR's internal structure and role responsibilities evolving?**

## Sources

- Interview with CAHRS Partners (2026)
- CAHRS HRBP Framework (2025)
- CAHRS Materials on Homepage (2024-26)
- CAHRS Survey (2025)
- Researched Trend Materials (2024-26)

## Level 3. HR Initiatives – Key Findings

### What's next for **HR strategy**?

- HR strategy is shifting **from policy support to workforce transformation leadership.**
- **Skills-based workforce planning** is becoming a central strategic priority.
- **Employability, transparency, and trust** are becoming central to workforce strategy.

### What **HR capabilities** will matter most?

- **AI literacy** is becoming a baseline capability.
- **Learning agility** is key to learning what comes next.
- **Change leadership** is critical in AI transformation.
- **Skills analytics** is supporting internal mobility.
- **Organizational effectiveness redesign** is becoming central to HR's role.

### What's next for the **HR operating model**?

- HR operating models are **integrating more closely with AI, data, and IT functions.**
- **Cross-functional governance** is emerging to manage responsible AI adoption.
- HR operating models are evolving **toward strategic, data-informed partnership with the business.**

### How are **HR roles and structures** evolving?

- **HR teams** are becoming more **embedded in enterprise transformation initiatives.**
- HR work is shifting from execution toward strategic evaluation and **solution design.**
- HR structures are evolving to support **skills-based talent architectures and enterprise performance.**

# [Back-up] Top 10 HR Issues and HRBP Capabilities (CAHRS 2025 Survey)

## Top 10 HR Issues

- 1 **AI-Driven Work & Workforce Transformation**
- 2 **Reskilling & Upskilling**
- 3 **Leadership Development**
- 4 **Employee Engagement, Experience & Well-being**
- 5 **HR & Organizational Capability**
- 6 Business/Cost Pressure
- 7 Macro Uncertainty & Geopolitics
- 8 Talent Development
- 9 **Strategic Workforce Planning**
- 10 Growth Mindset & Culture

## Top 10 HRBP Capabilities

- 1 **AI & Digital Fluency**
- 2 **Organizational Design & Effectiveness**
- 3 **Data Analytics**
- 4 **Business Acumen**
- 5 **Strategic Partnering & Consulting**
- 6 Strategic Workforce Planning
- 7 **Change Leadership & Management**
- 8 HR Planning
- 9 **Learning Agility & Resilience**
- 10 Coaching

The bolded issues and capabilities were also emphasized in the 2026 CAHRS Partners Interviews.

# Key Tensions Shaping the Future of Work

*There is no single Future of Work. Organizations must navigate competing tensions shaped by industry context, workforce composition, and business strategy.*



**What Drives the Future of Work:**

Employee Expectations or Business Priorities?

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**How Can Organizations Balance Well-being and Productivity?**

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**How Can Organizations Balance Personalization and Fairness?**

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**What Does Flexibility Mean Across Different Workforce Contexts?**

# Conclusion

**01** The advantage comes from redesigning work around AI

- The differentiator is **how organizations redesign roles and responsibilities**.
  - **HR is shifting** from AI adoption support to **human–AI collaboration design**.
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**02** Internal talent placement is becoming a strategic priority

- **Employees leave when they cannot see internal career paths**—not just for pay.
  - Organizations are seeking **more dynamic ways to deploy talent** across work.
- 

**03** Employee experience is now a business metric, not just an HR initiative

- **Employee experience is increasingly evaluated** through its link to **productivity, retention, and sustainable performance**.
- 

**04** Organizations are prioritizing adaptability over static expertise

- **Organizations increasingly prioritize adaptability** over existing answers.
- **Upskilling succeeds when firms hire for curiosity and learning mindset**—not just past experience.

**ANY QUESTIONS or THOUGHTS?**

**THANK YOU!**

# *Appendix*

- **Project Timeline Detail**
- Trend Material Summary (Level 1-3)
- Organizational Themes (Level 2)
- CAHRS Survey 2025 (Level 3)
- CAHRS Partners Interview (Level 3)

# Detailed Project Timeline

- **February 5<sup>th</sup>:** Conduct literature review and identify new/updated macro-level and micro-level themes
- **February 19<sup>th</sup>:** Refine the macro/micro themes
- **March 5<sup>th</sup>:** Identify HR-level themes (tie to CAHRS HRBP Model)
- **March 19<sup>th</sup>:** Interview/survey CAHRS members to validate/refine the model and gather examples
- **April 2<sup>nd</sup>:** Interview/survey CAHRS members to validate/refine the model and gather examples
- **April 16<sup>th</sup>:** Write first draft of report
- **April 30<sup>th</sup>:** Revise and finalize report
- **May 8<sup>th</sup>:** Present the model and its implications in a CAHRS Advisory Board Meeting
- **May 11<sup>th</sup>:** Present the model and its implications in a CAHRScast

# *Appendix*

- Project Timeline Detail
- **Trend Material Summary (Level 1-3)**
- Organizational Themes (Level 2)
- CAHRS Survey 2025 (Level 3)
- CAHRS Partners Interview (Level 3)

# 1. CAHRS Material Summary (1/2)

## CAHRS HRBP Framework

- HRBPs must anticipate and integrate external trends into organizational strategy, positioning HR as a forward-looking strategic partner.
  - Change and transformation serve as the foundation of operational effectiveness, meaning HRBPs must excel at enabling and sustaining organizational change.
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## Production Hiring Practices (2026)

- Companies deploy advanced ATS technologies (Eightfold, Workday Recruit, Paradox) plus virtual interview tools like HireVue/CodeVue to streamline production hiring.
  - Organizations are piloting virtual job tryouts for production and maintenance roles to assess skills in more realistic, job-specific contexts.
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## Targeted Benchmarking on Executive / Leadership Assessment Processes (2025)

- Firms use a structured executive skills framework to guide leadership assessment and development.
- Leadership evaluations are conducted through 180° assessments every two years using Workday Extend technology.

# 1. CAHRS Material Summary (2/2)

Talent Segmentation,  
Succession Planning &  
Executive Development  
(2025)

- **In employee-owned development models, employees self-select development opportunities, while people leaders receive coaching on how to guide the development journey.**
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Tech-Enabled Coaching  
Benchmarking Summary  
(2024)

- **Executive coaching is tiered by level:**
    - High-touch for top executives, hybrid tech and internal coaches for mid-levels, and mixed tech solutions for deeper layers.
- 

Targeted Benchmarking  
on External Onboarding  
(2025)

- **Firms are leveraging cloud-based platforms and experimenting with AI to streamline onboarding workflows and drive efficiency.**
  - **AI-driven tools such as chatbots and data analytics help personalize onboarding, support new hires in real time, and identify improvement opportunities.**
- 

Human Resources Talent  
Strategy, Leadership  
Enablement External  
Scan (2025)

- **Counter argument of technological usage:**
  - In-person learning remains central for building networks and enriching development experiences.
  - Companies view face-to-face experiences as essential for deeper engagement, even with significant technological advancements.

## 2. Consulting Reports Summary

### HR Strategy

- HR becomes accountable for **organizational adaptability and workforce transformation**, shifting from a **support function to a value creator and orchestrator of work** (humans + AI + skills).
- **Focus shifts from productivity alone to human performance** (output, well-being, and sustainability).
- **Expands its role as a steward of trust, ethics, and employee experience, balancing business efficiency and employee expectations** (flexibility, growth, meaning).

### HR Operating Model

- Shift from siloed HR to an integrated, cross-functional orchestration model enabled by data-driven delivery
- HR as a talent marketplace enabler (internal mobility, skills matching, deployment).
- Expanded ownership of AI governance, adoption, and change management.
- Transition from standardized policies to personalized workforce solutions and stronger manager enablement.

### HR Capability

- **HR skills:** executive-level stakeholder influence (strategic advisory), manager capability building, continuous AI-enabled learning design, and ethical, inclusive, multigenerational workforce leadership.
- **Tech skills:** AI literacy, Advanced analytics and data-driven decision-making, AI governance.
- **Transformation skills:** Change management and transformation leadership, Workforce transformation skills.

### Organizational Design

- **Human + AI hybrid workforce models.**
- **Flattening organizations** (fewer middle managers, wider spans of control).
- **Rise of project-based, dynamic team formation.**

# [Back-up] Consulting Reports Findings (1/4)

<p><b>McKinsey –</b> HR Monitor Europe (2025)</p>	<p><b>HR Strategy</b></p> <p><b>Operating Model</b></p> <p>HR Capability</p> <p>Organizational Design</p>	<ul style="list-style-type: none"> <li>• HR is evolving into a business value creator, with a strong link between people practices and financial performance, while shifting toward skills-based, agile, and data-driven operating models.</li> <li>• However, execution gaps persist, particularly in leadership capability, change management, and translating strategy into impact.</li> </ul>
<p><b>McKinsey –</b> We Are All Techies Now (2025)</p>	<p>HR Strategy</p> <p><b>Operating Model</b></p> <p><b>HR Capability</b></p> <p>Organizational Design</p>	<ul style="list-style-type: none"> <li>• Digital and AI literacy is becoming a baseline expectation for all employees, not just technical roles, with organizations requiring a blend of technical, business, and leadership skills.</li> <li>• Companies that build these integrated capabilities significantly outperform competitors, creating strong pressure for HR to lead enterprise-wide upskilling.</li> </ul>
<p><b>McKinsey –</b> The Upskilling Imperative (2025)</p>	<p>HR Strategy</p> <p><b>Operating Model</b></p> <p><b>HR Capability</b></p> <p>Organizational Design</p>	<ul style="list-style-type: none"> <li>• Skill gaps are the primary barrier to workforce mobility, making large-scale, urgent upskilling essential for enabling career transitions.</li> <li>• HR must shift toward skills-based workforce planning and redesign learning into flexible, modular, and work-integrated systems.</li> </ul>
<p><b>McKinsey –</b> Development in the Future of Work: Learning Perspective (2025)</p>	<p>HR Strategy</p> <p>Operating Model</p> <p><b>HR Capability</b></p> <p>Organizational Design</p>	<ul style="list-style-type: none"> <li>• The future of learning mirrors the upskilling imperative, emphasizing continuous, flexible, and role-relevant development embedded into daily work.</li> <li>• Organizations must move away from static training programs toward dynamic, skills-driven learning ecosystems.</li> </ul>

# [Back-up] Consulting Reports Findings (2/4)

**McKinsey –  
The Future of Work is  
Agentic (2025)**

- HR Strategy
- Operating Model
- HR Capability**
- Organizational Design**

- AI agents are shifting work from task execution to autonomous decision-making systems that can perceive, act, and learn, fundamentally changing how work gets done.
- This will require HR to manage hybrid human–AI workforces, automate transactional activities like recruiting, redesign performance management into continuous systems, and lead reskilling and adoption efforts.

**Korn Ferry –  
HR Trends to Watch in  
2026 (2026)**

- HR Strategy**
- Operating Model
- HR Capability
- Organizational Design

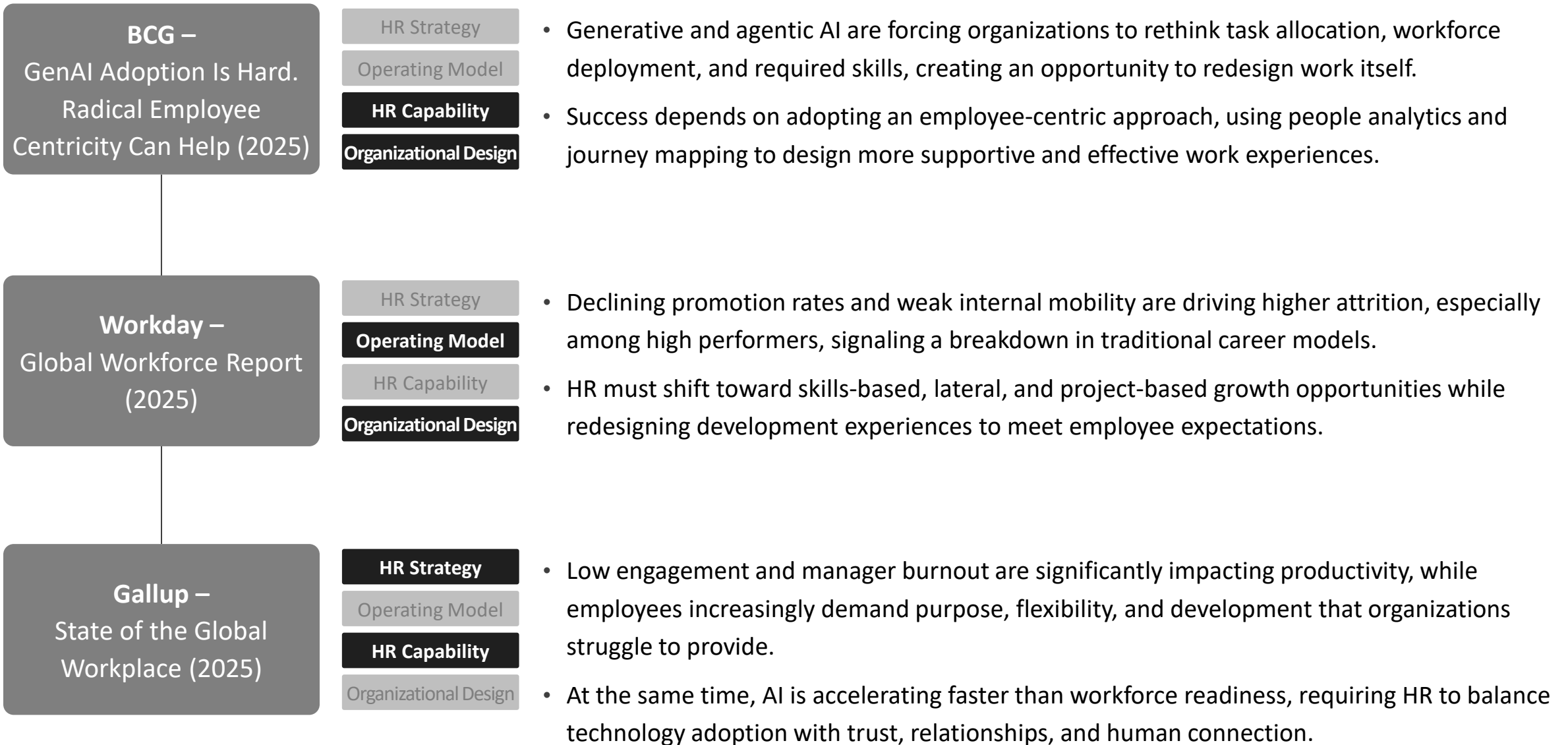
- CHROs are increasingly acting as strategic advisors, directly influencing business decisions and leading enterprise-wide transformation initiatives.
- This signals a shift in HR’s role from operational support to shaping organizational strategy and capabilities.

**Korn Ferry –  
Workforce 2025 (2025)**

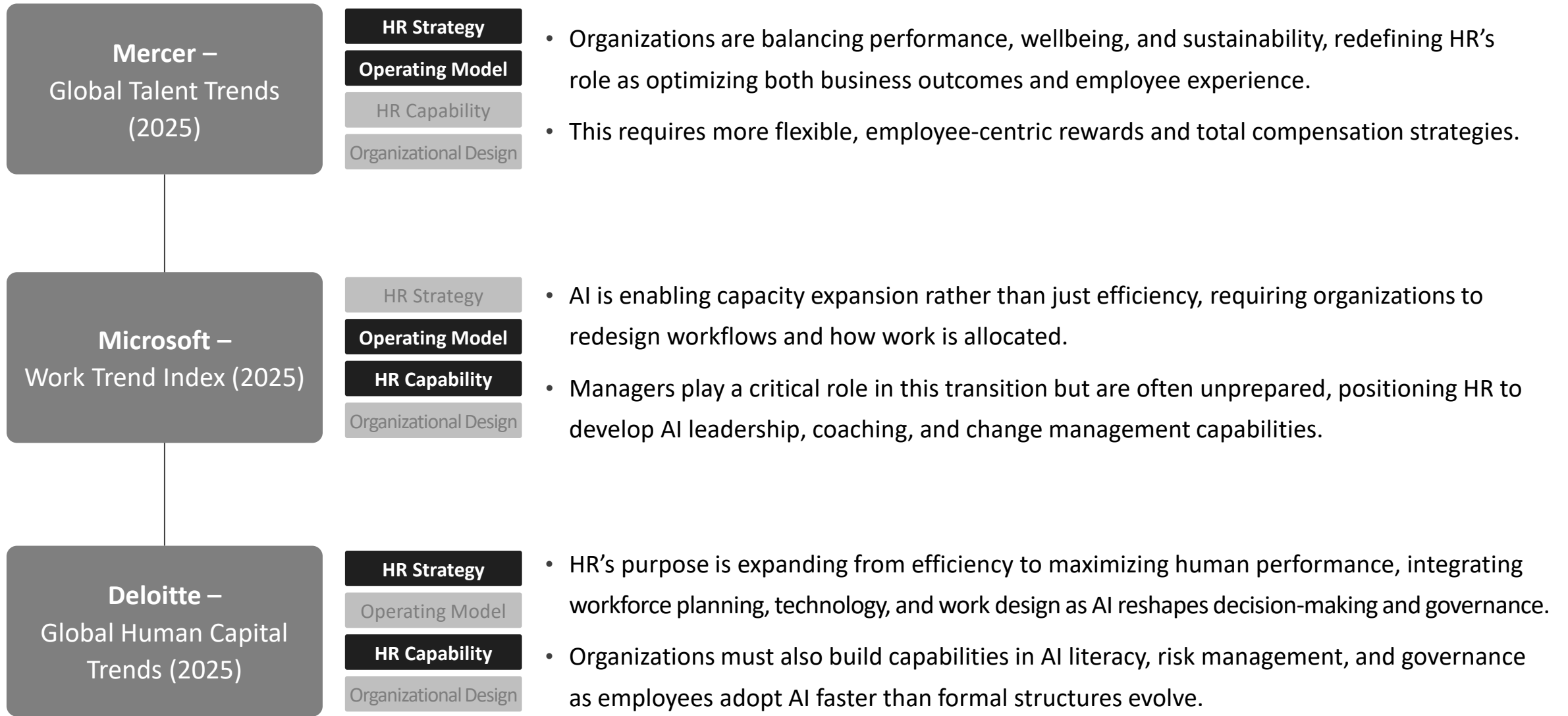
- HR Strategy
- Operating Model**
- HR Capability**
- Organizational Design

- Flattened organizational structures, rising cost-of-living pressures, and multigenerational workforce complexity are reshaping employee expectations around pay, flexibility, and meaning.
- HR must redesign total rewards, strengthen leadership and coaching capabilities, and act as a work experience designer.

# [Back-up] Consulting Reports Findings (3/4)



# [Back-up] Consulting Reports Findings (4/4)



# [Reference] Consulting Reports Sources

Boston Consulting Group. (2025). *GenAI adoption is hard: Radical employee centricity can help.*

Deloitte. (2025). *Global human capital trends 2025.*

Gallup. (2025). *State of the global workplace 2025.*

Korn Ferry. (2025). *Workforce 2025: Power shifts.*

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## Level 2. Organizational Sub Themes (1/3)

### Individualized Psychological Contract

Sub-Themes	Key Concepts	Changing Drivers	Related Themes in 2020	Key References
1-1. Reciprocal Employment Contract	<ul style="list-style-type: none"> <li>• Values and Purpose Alignment between Employees and Firm</li> <li>• Workforce Sustainability through Well-being and Growth</li> <li>• Mutual Expectations and Shared Accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Gen Z, Millennials</li> <li>• Burnout, Mental health Risk</li> <li>• Increased Mobility</li> <li>• Productivity Pressure</li> </ul>	<ul style="list-style-type: none"> <li>• None (Newly added theme in 2026)</li> </ul>	<ul style="list-style-type: none"> <li>• Mercer GTT</li> <li>• Ariel Avgar's material</li> <li>• Randstad Work monitor</li> </ul>
1-2. Redefining the EVP	<ul style="list-style-type: none"> <li>• Pay Transparency, Fairness and Performance Differentiation</li> <li>• Skill-based Pay</li> <li>• Personalized Total Reward</li> <li>• Non-monetary Value Proposition (e.g., Flexibility, Growth, Purpose)</li> </ul>	<ul style="list-style-type: none"> <li>• Changing Employee Expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Reward &amp; Benefit</li> </ul>	<ul style="list-style-type: none"> <li>• Mercer GTT</li> <li>• Gartner CHRO Guide</li> <li>• TSG 2026</li> </ul>
1-3. Diversity & Inclusion	<ul style="list-style-type: none"> <li>• Representation &amp; Voice</li> <li>• Equity &amp; Belonging</li> <li>• Inclusion as Performance Driver</li> <li>• Value-based Conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Government Policy</li> <li>• Trust and Belonging Expectations</li> <li>• Expansion of CSR</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity &amp; Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte GCHT 2025</li> <li>• Ariel Avgar's material</li> <li>• Mercer GTT</li> <li>• Gallup 2025</li> </ul>

## Level 2. Organizational Sub Themes (2/3)

### Human–Technology Reconfiguration

Sub-Themes	Key Concepts	Changing Drivers	Related Themes in 2020	Key References
<b>2-1.</b> <b>Human-AI/            Machine Teaming</b>	<ul style="list-style-type: none"> <li>• <b>Human–AI Complementarity</b></li> <li>• <b>Work &amp; Role Reconfiguration</b></li> <li>• <b>Productivity Redistribution Across Tasks</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Generative AI</b></li> <li>• <b>Technology</b></li> </ul>	<ul style="list-style-type: none"> <li>• Automation</li> <li>• Rethinking Capability</li> </ul>	<ul style="list-style-type: none"> <li>• McKinsey – The Future of Work is Agentic, Superagency in the Workplace</li> <li>• Nyberg et al. (2025)</li> <li>• BCG – GenAI</li> <li>• Gartner CHRO Guide</li> </ul>
<b>2-2.</b> <b>Upskilling &amp;            Reskilling</b>	<ul style="list-style-type: none"> <li>• <b>Continuous &amp; Embedded Learning</b></li> <li>• <b>Skills-Based Workforce Architecture &amp; Internal Mobility</b></li> <li>• <b>Strategic Workforce Planning</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Rapid technological change</b></li> <li>• <b>Growing demand for digital skills</b></li> <li>• <b>Talent Scarcity</b></li> </ul>	<ul style="list-style-type: none"> <li>• Reskilling</li> </ul>	<ul style="list-style-type: none"> <li>• McKinsey – The Upskilling Imperative</li> <li>• Josh Bersin – L&amp;D</li> <li>• BCG – Future of Learning &amp; Skills</li> <li>• WEF – Future of Jobs</li> <li>• Mercer Skills Reports</li> </ul>
<b>2-3.</b> <b>AI Governance</b>	<ul style="list-style-type: none"> <li>• <b>AI Ethics, Bias &amp; Fairness Controls (Outcomes)</b></li> <li>• <b>Transparency &amp; Explainability (Process)</b></li> <li>• <b>Organizational Accountability (Responsibility)</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Stricter AI regulations</b></li> <li>• <b>Data security and privacy</b></li> <li>• <b>Employee and customer trust</b></li> </ul>	<ul style="list-style-type: none"> <li>• None (Newly added theme in 2026)</li> </ul>	<ul style="list-style-type: none"> <li>• McKinsey – The Future of Work is Agentic, Superagency in the Workplace</li> <li>• WEF – Future of Jobs</li> <li>• Gartner CHRO Guide</li> </ul>

## Level 2. Organizational Sub Themes (3/3)

Sub-Themes	Key Concepts	Changing Drivers	Related Themes in 2020	Key References
<b>3-1.</b> <b>Talent Placement</b>	<ul style="list-style-type: none"> <li>• <b>Skills Visibility &amp; Matching Platforms</b></li> <li>• <b>Infrastructure for Internal Talent Mobility</b></li> <li>• <b>Dynamic Workforce Allocation</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>AI-based Skill mapping technology</b></li> <li>• <b>Talent Scarcity</b></li> <li>• <b>Growth Contract</b></li> </ul>	<ul style="list-style-type: none"> <li>• Talent Mobility</li> </ul>	<ul style="list-style-type: none"> <li>• Mercer GTT</li> <li>• McKinsey – Strategic Workforce Planning in the Age of AI</li> <li>• Gartner – Reinvent Your Talent Strategy</li> </ul>
<b>3-2.</b> <b>Flexible Work vs Return to Office</b>	<ul style="list-style-type: none"> <li>• <b>Hybrid Work as Operating Model</b>                      ✕ Six Key Component: Where? When? What? Who? How? Why?</li> <li>• <b>Autonomy–Control Tension</b></li> <li>• <b>Productivity &amp; Collaboration Redesign</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>End of COVID-19</b></li> <li>• <b>Employee Expectation</b></li> <li>• <b>Collaboration, Productivity Issue</b></li> <li>• <b>Fairness for Frontline Workers</b></li> </ul>	<ul style="list-style-type: none"> <li>• Flexible Work</li> </ul>	<ul style="list-style-type: none"> <li>• Mercer GTT</li> <li>• WEF – Future of Jobs</li> <li>• Gartner CHRO Guide</li> <li>• Randstad Work monitor</li> <li>• Gallup 2025</li> </ul>
<b>3-3.</b> <b>Work Redesign</b>	<ul style="list-style-type: none"> <li>• <b>Task-Based Work Architecture</b></li> <li>• <b>Job-to-Task Reconfiguration</b></li> <li>• <b>Boundaryless Work</b> (From Traditional Jobs to Flow Jobs)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Generative AI</b></li> <li>• <b>Technology</b></li> <li>• <b>Rapid Business &amp; Product Cycle</b></li> <li>• <b>Talent Scarcity</b></li> </ul>	<ul style="list-style-type: none"> <li>• Workplace Redesign</li> </ul>	<ul style="list-style-type: none"> <li>• McKinsey – The Future of Work is Agentic, Superagency in the Workplace</li> <li>• Nyberg et al. (2025)</li> <li>• BCG – GenAI</li> <li>• Deloitte GCHT 2025</li> </ul>

# *Appendix*

- Project Timeline Detail
- Trend Material Summary (Level 1-3)
- Organizational Themes (Level 2)
- **CAHRS Survey 2025 (Level 3)**
- CAHRS Partners Interview (Level 3)

# Level 3 – CAHRS Survey 2025: Top 10 lists

Top HR Issues		Rank Points	Top HRBP Capabilities		Rank Points
AI-Driven Work & Workforce Transformation		43	AI & Digital Fluency		39
Reskilling & Upskilling		25	Organizational Design & Effectiveness		29
Leadership Development		22	Data Analytics		22
Employee Engagement, Experience & Well-being		19	Business Acumen		20
HR & Organizational Capability		16	Strategic Partnering & Consulting		19
Business/Cost Pressure		15	Strategic Workforce Planning		17
Macro Uncertainty & Geopolitics		14	Change Leadership & Management		14
Talent Development		14	HR Planning		11
Strategic Workforce Planning		14	Learning Agility & Resilience		11
Growth Mindset & Culture		13	Coaching		9
Talent Acquisition & Retention		12	Leadership & Influence Capability		9
Organizational Design		11	Talent Acquisition		8
Work Redesign		9	Talent Management		8
Digital Transformation		9	HR Expertise		8
Work Arrangement (Flexible vs RTO)		8	Organizational Development		6
Leadership Pipeline		8	Assessment & Diagnostic Skills		5
Performance & Productivity		6	Organizational Scalability		5
Future of HR		5	Talent Development		4
Employee Value Proposition		5	Decision Making		4
Top Talent Management		5	Conflict Management		4
HR Business Partner		3	Employee Engagement Capability		4
Talent Management		2	Employee Relations Management		4
HR Operating Model		2	Problem Solving		4
			Strategic Thinking		4
			Systems Thinking		3
			Skill Development		3
			Total Rewards		2
			Cross Cultural Awareness		2

**Top 10 HR Issues and Capabilities**

✖ **Rank Points:**  
Calculate the total score by assigning weighted points to CAHRS responses (5 points for 1st priority to 1 point for 5th priority).

# Level 3 – CAHRS Survey 2025: HR Issues(Top 5)-Capabilities Mapping

## AI-Driven Work & Workforce Transformation

- AI & Digital Fluency
- Data Analytics
- Strategic Workforce Planning

## Employee Engagement, Experience & Well-being

- Organizational Design & Effectiveness
- Employee Engagement Management

## Reskilling & Upskilling

- AI & Digital Fluency
- Data Analytics
- Business Acumen
- Learning Agility & Resilience

## HR & Organizational Capability

- Strategic Workforce Planning
- Organizational Design & Effectiveness
- Strategic Partnering & Consulting
- HR Planning

## Leadership Development

- Change Leadership & Management
- Coaching

# *Appendix*

- Project Timeline Detail
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- **CAHRS Partners Interview (Level 3)**

# CAHRS Company Interview Questionnaires

*Reciprocal Employment Contract*

- As employees’ expectations evolve, what changes are HR driving in policies, practices, or the work environment to respond to these shifts?
- How does HR align employees’ purpose with the company’s purpose and goals?

*Redefining the EVP*

- How are shifting expectations among younger employees influencing your EVP, and how is HR embedding those changes into HR systems and policies?
- How is your organization evolving its total rewards strategy to address the diverse needs and expectations of employees?

*Diversity and Inclusion*

- As DEI initiatives are being reprioritized in many organizations, how has your organization approached this prioritization? Which initiatives remain a focus, and why?
- Have there been any changes to your HR policies related to DEI? What has been removed, modified, or added?

*Closing Question*

- How have these changes affected HR’s capabilities, structure, or operating model?

# CAHRS Company Interview Questionnaires

## *Shift from automation to human–AI collaboration*

- How is human–AI collaboration emerging in your organization, and how is it reshaping your ways of working?
  - What are the key HR initiatives currently underway to support and accelerate human–AI collaboration?
- 

## *Reskilling and Upskilling*

- As AI becomes more integrated into the workplace, what reskilling or upskilling challenges are emerging, and how is your organization responding?
- 

## *AI Governance*

- In what ways is HR engaged in enterprise-wide AI governance? What specific responsibilities and roles does HR assume within the AI governance framework?
  - From a compliance perspective, how do you manage AI-related risks? Is AI explicitly addressed in your code of conduct?
  - What new capabilities has HR needed to develop to effectively engage in AI governance?
- 

## *Closing Question*

- How have these changes affected HR’s capabilities, structure, or operating model?

# CAHRS Company Interview Questionnaires

## Talent Placement

- How are rising expectations around internal mobility reshaping HR’s talent strategy?
  - What role does HR play in governing and enabling technology-driven internal mobility systems?
- 

## Flexible Work vs Return to Office

- How has your organization determined the right balance between flexible work and return to office?
  - How has HR adapted its policies, practices, or operating model in response?
- 

## Work Redesign

- What role does HR play in driving or supporting work redesign in your organization, and how is it adapting its capabilities or operating model to support these changes?
  - To what extent is your organization exploring skill-based or task-based approaches to work design, and what challenges have emerged?
- 

## Closing Question

- How have these changes affected HR’s capabilities, structure, or operating model?