FROM ADOPTION TO EMPOWERMENT: SHAPING THE AI-DRIVEN WORKFORCE OF TOMORROW

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EXECUTIVE SUMMARY

As artificial intelligence accelerates its integration into the modern workplace, organizations are re-evaluating their strategies to remain competitive and resilient. AI is recasting how work is accomplished, presenting unparalleled opportunities for productivity, innovation, and growth. Yet, the adoption of AI technologies also brings forth pronounced challenges, including workforce readiness, skills gaps, and the imperative for ethical oversight and inclusive implementation. This report provides a data-driven overview of the current state of AI adoption, implementation practices, and workforce preparedness in the U.S., as perceived by HR professionals and workers alike. Drawing from a sample of over 1,800 U.S. workers and nearly 2,000 HR professionals, the findings outlined here illuminate not only prevailing trends but also the crucial steps organizations must take to realize AI's full potential while prioritizing human well-being.

KEY FINDINGS

1. **AI adoption is expanding, but disparities remain.** Nearly half of U.S. workers **(45%)** reported using AI at work, but adoption varies significantly across age, gender, and sector. Younger generations and men are more likely to engage with AI, exposing critical gaps that underscore the need for equitable implementation strategies. Addressing these disparities will be essential as organizations aim for widespread, inclusive adoption.

2. **AI drives measurable gains in productivity and work quality.** Among U.S. workers who use AI, the benefits are clear. The majority **(77%)** said AI allows them to accomplish more in less time, and **73%** reported improvements in work quality. These gains are most pronounced in organizations that provide robust upskilling and reskilling opportunities, demonstrating that investment in learning is a key driver of AI success.

3. **Human oversight and partnership are critical.** The U.S. workforce overwhelmingly supports a future in which AI enhances, rather than replaces, human capabilities. Nearly three-quarters of U.S. workers **(74%)** agreed that AI should be a complement to human talent, while strong majorities emphasized the need for oversight and collaboration. These views reinforce the importance of an ethical, human-centered approach to AI adoption.

4. **Strategic implementation hinges on HR leadership and change management.** Despite the promise of AI, few HR professionals rated current implementation efforts as highly successful, and fewer than half indicated that change management best practices are being followed. HR professionals in organizations with such practices in place were **2.6 times** more likely to report successful outcomes. This highlights the need for HR to play a more active role in guiding AI strategies through readiness assessments, workforce training, and ongoing management of organizational change.

5. **Upskilling and reskilling fuel AI readiness.** The demand for targeted learning programs remains high, with **51%** of U.S. workers identifying enhanced training as the top priority for improving AI outcomes. Effective integration of AI and human intelligence plays a vital role in boosting employee satisfaction with training efforts. HR professionals are central to this process, leveraging their expertise to align human skills with AI capabilities and crafting training programs that are inclusive, actionable, and transparent.

BETTER WORKPLACES. BETTER WORLD.

INTRODUCTION

AI is rapidly becoming one of the most transformative forces in the modern workplace. AI's ability to boost productivity, streamline operations, and drive innovation is unmatched. SHRM's 2025 *CHRO Priorities and Perspectives* report underscores this reality, with **90%** of CHROs saying they expected AI to play an even larger role in the workplace in 2025. Yet, this rapid transformation also brings pressing challenges. With **13%** of U.S. jobs at high risk for automation-driven disruption, the need to prepare the workforce has never been more urgent, according to additional 2025 SHRM research.

The rise of AI presents both opportunities and responsibilities for organizations seeking to leverage its capabilities. Some businesses are setting the pace for innovation by integrating AI into their core strategies and workflows, but the reality is that adoption rates remain uneven. Many organizations are confronting significant hurdles, including disparities in workforce readiness, generational differences in adoption, and gaps in access to training and technology. These obstacles highlight a crucial challenge for employers and employees alike: ensuring that the move toward an AI-enabled workplace benefits all, not just a select few.

Against this backdrop, the task of preparing the workforce becomes both urgent and complex. Organizations must implement strategies that not only drive technological integration but also empower employees to adapt, reskill, and thrive in AI-driven environments. The ability to bridge these gaps through comprehensive, human-centered approaches will distinguish those organizations that lead from those that lag behind.

To address the complexity of AI adoption in the workplace and to support organizations in successfully navigating this transition, SHRM Thought Leadership set out to answer the following pivotal questions:

>   » What is the current landscape of AI adoption among U.S. workers?

>   » What factors are enabling or hindering the successful use of AI at work?

>   » How are organizations approaching AI implementation?

>   » What role do HR professionals play in AI adoption and integration?

>   » What are the opportunities and gaps in upskilling, reskilling, and training related to AI in the workplace?

To explore these questions, SHRM Thought Leadership gathered data from 1,970 HR professionals and 1,812 U.S. workers in January 2025. This research highlights promising practices and persistent obstacles, with a particular focus on the importance of a holistic, human-centered approach. Throughout this analysis, the essential role of HR leaders is evident, not only as strategic stewards of change but also as advocates for a future in which technological progress and human potential advance hand in hand.

SHRM BETTER WORKPLACES BETTER WORLD™

AI is seen as boosting productivity and work quality, with training serving as a key enabler of success.

WORK

U.S. workers agree that human oversight and collaboration are essential to effective AI use.

WORKER

HR professionals have not played a primary role in past AI implementation efforts, but many are now seeking significantly greater involvement.

WORKPLACE

◆ FROM ADOPTION TO EMPOWERMENT: SHAPING THE AI-DRIVEN WORKFORCE OF TOMORROW

UNEVEN GROWTH OF AI ADOPTION HIGHLIGHTS WORKPLACE BARRIERS AND OPPORTUNITIES

AI is no longer a distant concept or promise of the future; it is here, steadily reshaping how we work. Despite its growing presence, AI adoption across U.S. workplaces is uneven, revealing unrealized potential and highlighting barriers that must be addressed. While some organizations and workers have fully embraced AI, using it regularly, others are still hesitant to adopt it. Overcoming these challenges is essential to ensure all businesses and workers can benefit from AI's transformative power.

## *Less than half of U.S. workers use AI at work.*

While some organizations and workers have fully embraced AI, a significant portion of the workforce remains underserved by this technology. Less than half of U.S. workers **(45%)** reported using AI in their jobs today. AI is no longer rare, but it has yet to achieve widespread adoption.

Adoption is uneven not only across organizations, but also among different groups of workers. Millennials lead in adoption at **56%**, closely followed by Generation Z at **47%** and Generation X at **45%**. By contrast, only a quarter of Baby Boomers and Traditionalists **(25%)** reported using AI at work. Additionally, men are significantly more likely to use AI at work than women, with **52%** of men reporting usage versus just **39%** of women. These numbers suggest that some organizations may not be effectively encouraging or equipping their diverse workforce with the right tools and knowledge to adopt AI or may simply be hesitant to invest deeply in AI-driven solutions.

Using AI at Work

Do you use AI at work?
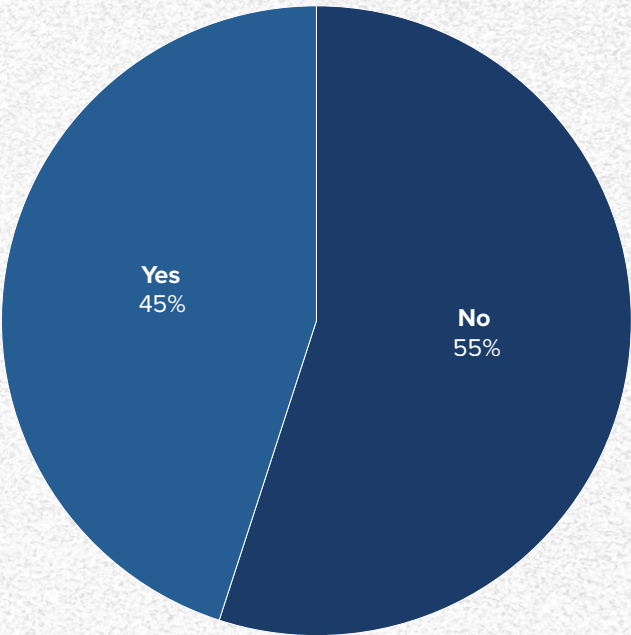
Yes
45%

No
55%

Results based on responses from 1,812 U.S. workers. Percentages have been rounded to the nearest whole number.

Among workers that use AI, most use it at least weekly.

Among U.S. workers who have integrated AI into their roles, the majority use AI at least weekly, with **33%** reporting daily use and **12%** stating they leverage AI several times a day. The frequency of use is higher in organizations that prioritize upskilling and reskilling. Among workers who said their organization is proactive in upskilling and reskilling efforts for AI, **55%** reported daily usage. This compares to just **27%** in organizations that were not seen as proactive in upskilling and reskilling. This is a reminder of the pivotal role that organizations play in supporting AI use among employees.

Frequency of AI Use ——————————————————————————————————— SHRM

How frequently do you leverage AI at work?
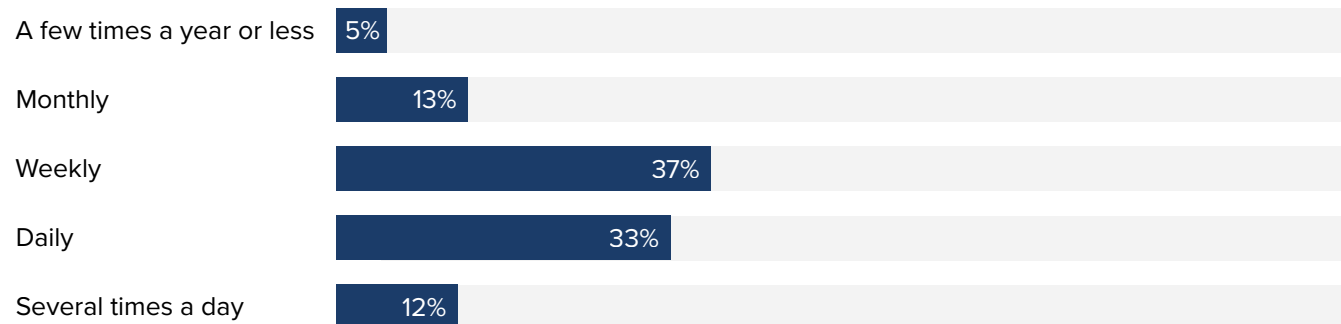
A few times a year or less	5%
Monthly	13%
Weekly	37%
Daily	33%
Several times a day	12%

SOURCE: FROM ADOPTION TO EMPOWERMENT: SHAPING THE AI-DRIVEN WORKFORCE OF TOMORROW, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

Results based on responses from 816 U.S. workers. Percentages have been rounded to the nearest whole number.

2x Workers were twice as likely to say they use AI daily or several times a day if their organization is proactive in upskilling and reskilling for AI.
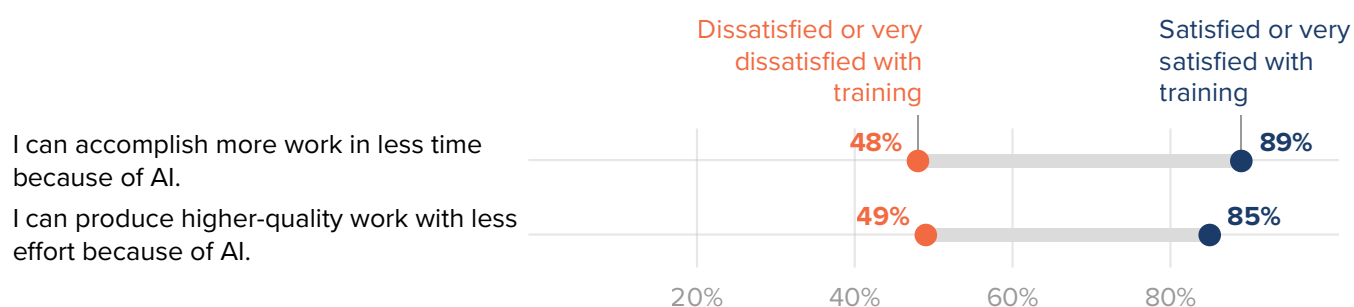
## AI is seen as boosting productivity and work quality, with training serving as a key enabler of success.

Among those workers utilizing AI tools, the impact has been largely positive, such that AI is recognized as a productivity multiplier. Over **7 in 10** U.S. workers who use AI agreed that it enables them to accomplish more in less time **(77%)** and produce higher-quality work with less effort **(73%)**. However, providing tools alone is insufficient. Workers who saw the greatest benefits reported satisfaction with their organizations' training efforts, reinforcing the importance of employer-led initiatives to ensure adoption and effective use. Over **8 in 10** U.S. workers satisfied with their organizations' training efforts **(89%)** agreed that they could accomplish more work in less time because of AI, while only **48%** of those who were not satisfied with their organizations' training efforts said the same. Similarly, **85%** of U.S. workers who said they were satisfied with their training indicated they could produce higher-quality work with less effort because of AI, while only **49%** who were not satisfied with their training said the same.

Satisfaction with AI Training and Productivity — SHRM

	Dissatisfied or very dissatisfied with training	Satisfied or very satisfied with training
I can accomplish more work in less time because of AI.	48%	89%
I can produce higher-quality work with less effort because of AI.	49%	85%

20%   40%   60%   80%

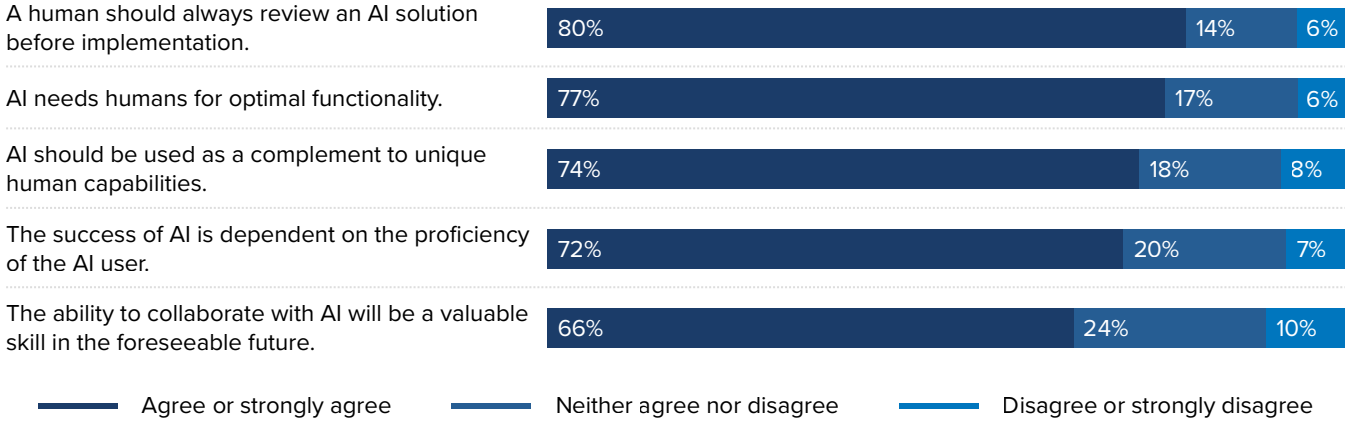*Results based on responses from 636 U.S. workers. Percentages have been rounded to the nearest whole number.*
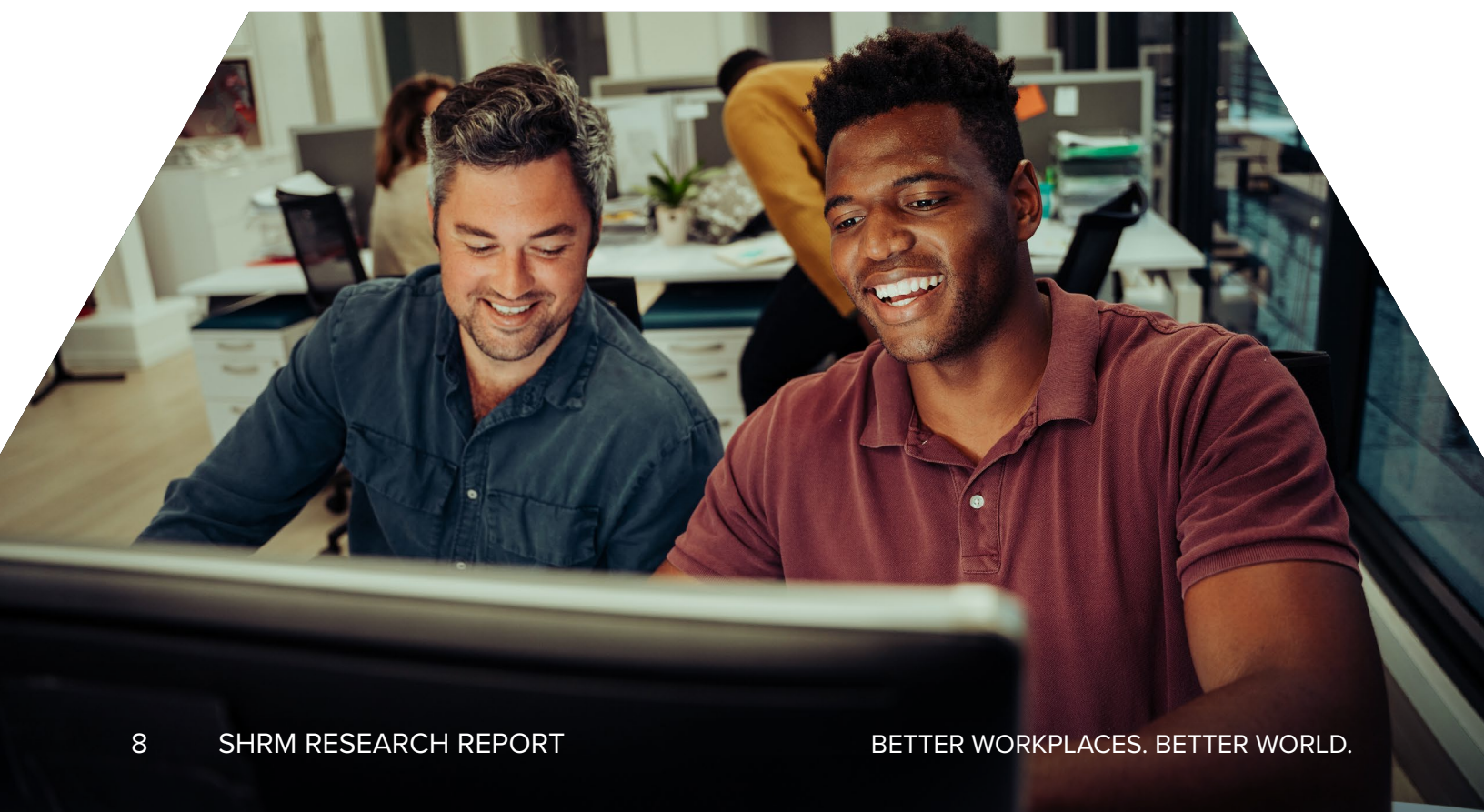
U.S. workers agree that human oversight and collaboration are essential to effective AI use.

Yet, even as AI proves its value, workers remain steadfast in one belief: that the technology should enhance human capabilities, not replace them. In fact, **8 in 10** workers **(80%)** agreed that a human should always review an AI solution before it is implemented, underscoring the continued importance of human judgment in deploying these technologies. Similarly, **77%** said they believe AI requires human involvement for optimal functionality, and **74%** agreed that AI should serve as a complement to distinct human capabilities, rather than a replacement. Furthermore, nearly three-quarters **(72%)** said they recognize that the success of AI depends on the proficiency of the user. Looking ahead, **66%** said they view the ability to collaborate with AI as a valuable skill for the future. Collectively, these findings highlight a strong consensus among U.S. workers that AI should be integrated as a tool to complement human expertise, with an emphasis on collaboration, oversight, and the proficiency of its users to ensure effective outcomes.

Collaboration Between AI and Human Intelligence

	Agree or strongly agree	Neither agree nor disagree	Disagree or strongly disagree
A human should always review an AI solution before implementation.	80%	14%	6%
AI needs humans for optimal functionality.	77%	17%	6%
AI should be used as a complement to unique human capabilities.	74%	18%	8%
The success of AI is dependent on the proficiency of the AI user.	72%	20%	7%
The ability to collaborate with AI will be a valuable skill in the foreseeable future.	66%	24%	10%

Results based on responses from 1,812 U.S. workers. Percentages have been rounded to the nearest whole number.

AI IMPLEMENTATION DEMANDS A HUMAN-CENTERED APPROACH

The success of AI implementation depends not only on technology but also on the people and organizational functions driving its adoption. AI offers the potential for greater efficiency and smarter decision-making, but these benefits are only fully realized when organizations prioritize the human element. In building trust, managing change, and upskilling the workforce, HR is uniquely positioned to lead this effort — ensuring that AI becomes a tool for empowerment, not disruption.
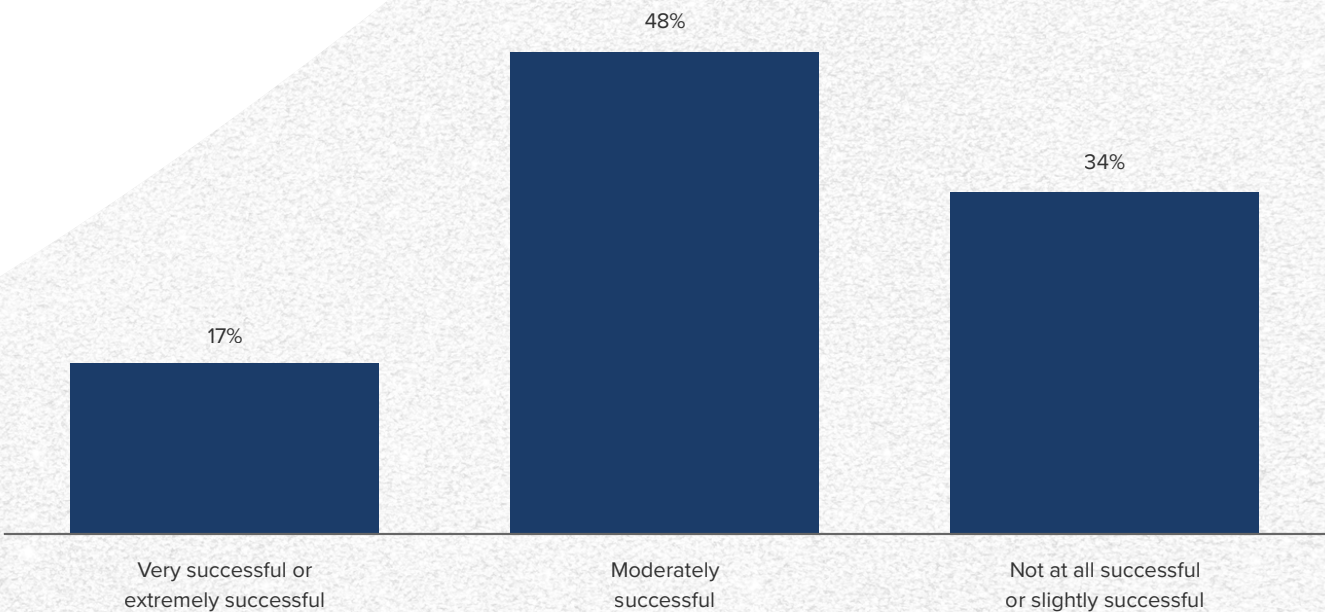
Success with AI demands change management, but most organizations fall short.

Most HR professionals lack confidence in both the methods being used to manage AI implementation and the overall result, and the data revealed a clear link between adherence to change management best practices and successful AI implementation. Only **17%** of HR professionals described their organizations' AI implementation as highly successful, and fewer than half **(43%)** reported the use of change management best practices. When best practices were followed, **26%** of HR leaders rated the outcomes as very successful or extremely successful, compared to just **9%** who rated the outcomes that high when best practices were absent. These findings underscore the imperative to treat AI adoption as a fully fledged organizational transformation rather than a siloed technology rollout.

Success of AI Implementation Efforts ──────────────────────────────────── SHRM

Over the past two years, how would you rate the overall success of the implementation of new AI tools within your organization?
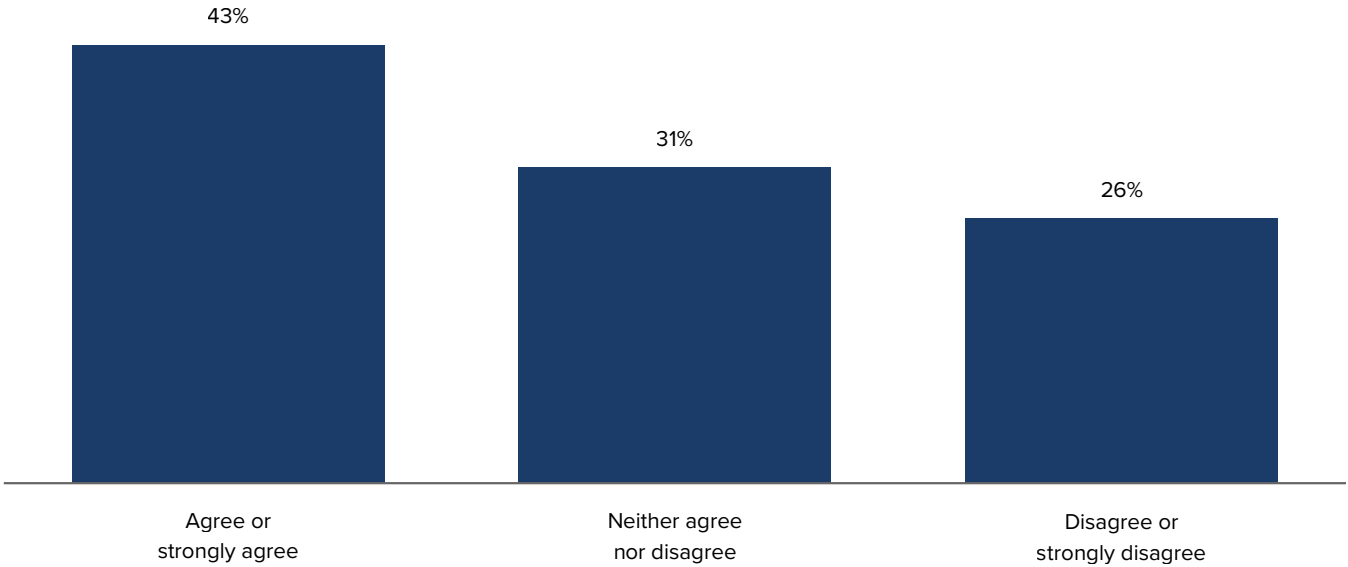

Very successful or extremely successful	Moderately successful	Not at all successful or slightly successful
17%	48%	34%

SOURCE: FROM ADOPTION TO EMPOWERMENT: SHAPING THE AI-DRIVEN WORKFORCE OF TOMORROW, SHRM, 2025. VISIT SHRM.ORG/RESEARCH TO LEARN MORE.

Results based on responses from 904 HR professionals. Percentages have been rounded to the nearest whole number.

Use of Change Management Best Practices

Over the past two years, my organization has followed change management best practices when implementing AI.

43% — Agree or strongly agree

31% — Neither agree nor disagree

26% — Disagree or strongly disagree

Results based on responses from 823 HR professionals. Percentages have been rounded to the nearest whole number.

2.6x HR professionals were over twice as likely to say their organization has been very successful or extremely successful in implementing AI if their organization followed change management best practices.

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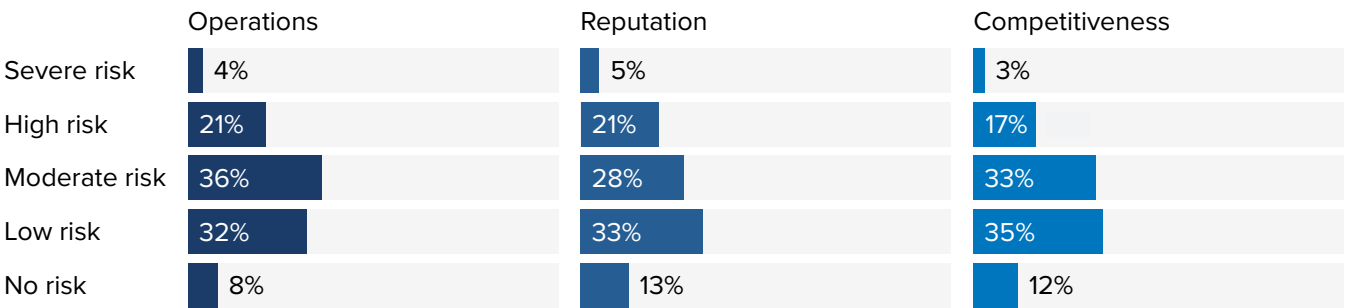## *Implementation failures carry significant risks for organizations.*

HR professionals' cautious assessments of AI implementation success serve as a warning for organizations: Deploying AI is not a typical technology upgrade — it's a transformation with deeply human implications. When AI affects how people work, learn, and are evaluated, the risks associated with poor implementation extend beyond just inefficiency. HR professionals recognize this, with over half of HR professionals viewing a failure in AI implementation as posing a moderate to severe risk to their organizations. Specifically, over half of HR professionals identified a moderate or higher risk to organizational operations **(61%)**, reputation **(54%)**, and competitiveness **(53%)**.

Failing at implementing AI is an issue across all organizations, but the perceived level of risk varies across sectors. HR professionals working in knowledge-centric organizations **(32%)** were substantially more likely than those in physical **(19%)** or service-based organizations **(22%)** to cite a high or severe risk to their organizations' reputation, underscoring the heightened expectations for technological competency in more information-driven environments.

Risk Associated with Failing to Implement AI ──────────────────── SHRM

What level of risk do you believe a failure in AI implementation efforts would pose to your organization's …

	Operations	Reputation	Competitiveness
Severe risk	4%	5%	3%
High risk	21%	21%	17%
Moderate risk	36%	28%	33%
Low risk	32%	33%	35%
No risk	8%	13%	12%

Results based on responses from 1,970 HR professionals. Percentages have been rounded to the nearest whole number.
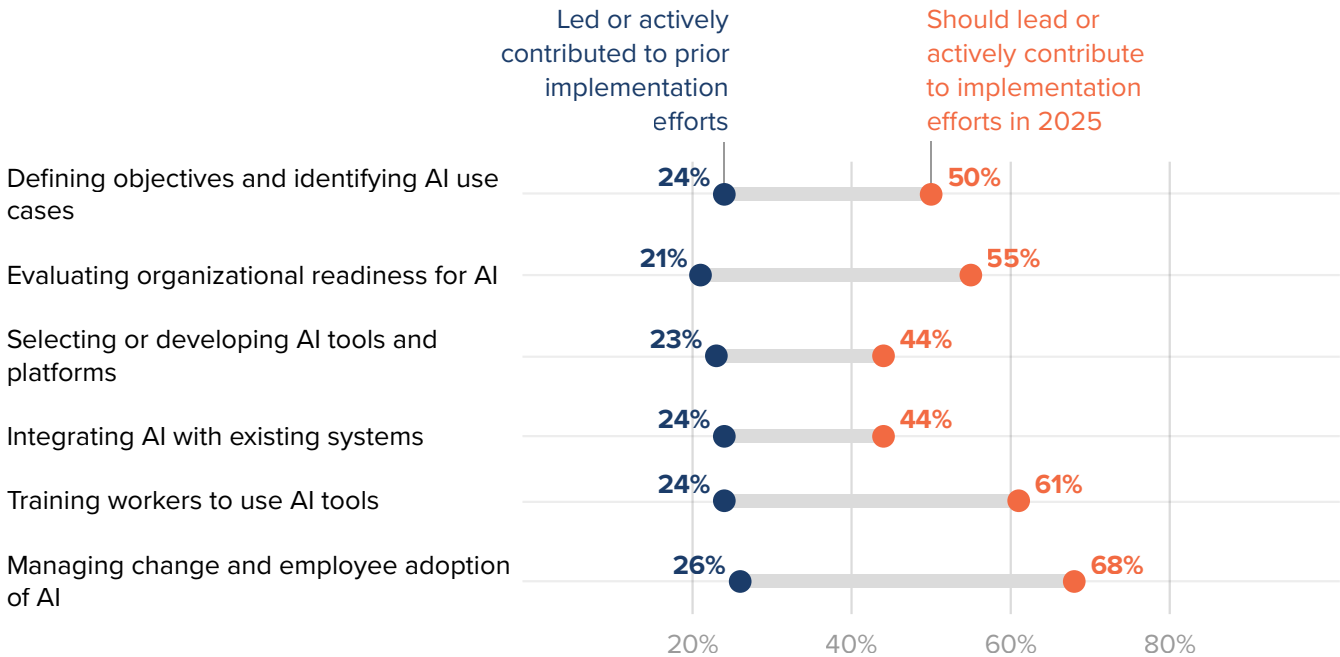

BETTER WORKPLACES. BETTER WORLD.

HR professionals have not played a primary role in past AI implementation efforts, but many are now seeking significantly greater involvement.

HR professionals have historically played a limited role in AI implementation. Only **26%** of HR professionals reported being highly involved in managing change and employee adoption of AI. Fewer than **1 in 4** took an active role in defining AI use cases **(24%)**, selecting or developing AI tools **(23%)**, or integrating those tools into existing systems **(24%)**. Just **21%** were involved in assessing organizational readiness, and a similarly low share reported leading or contributing meaningfully to AI training efforts. As organizations increasingly recognize both the promise and risks of AI, HR professionals are stepping forward to claim a more strategic position. They recognize that effective AI integration is not just a technical challenge but a human one — and without strategic HR involvement, organizations risk falling short.

About two-thirds of HR professionals **(68%)** said HR should lead or be actively involved in managing change and adoption related to AI in 2025. A majority believe HR should also take the lead in training employees to use AI tools **(61%)** and in assessing organizational readiness **(55%)**. And notably, many are also seeking a seat at the table for more technical decisions — **50%** said they believe HR should help define AI objectives and identify use cases, while **44%** said they should be involved in selecting or developing tools and integrating them into existing systems.

This shift reflects a growing recognition that AI implementation is not solely a technical upgrade. It is an organizational transformation — and HR is looking to step up to ensure that transformation is inclusive, strategic, and sustainable.

HR Involvement in AI Implementation Efforts

	Led or actively contributed to prior implementation efforts	Should lead or actively contribute to implementation efforts in 2025
Defining objectives and identifying AI use cases	24%	50%
Evaluating organizational readiness for AI	21%	55%
Selecting or developing AI tools and platforms	23%	44%
Integrating AI with existing systems	24%	44%
Training workers to use AI tools	24%	61%
Managing change and employee adoption of AI	26%	68%

Results based on responses from 831 to 1,101 HR professionals. Percentages have been rounded to the nearest whole number.

UPSKILLING AND RESKILLING ARE KEY

The push for greater HR involvement isn't just about gaining influence, it's about ensuring employees are equipped to succeed in this rapidly evolving workplace. As AI reshapes workflows, job responsibilities, and skill requirements, HR professionals understand that workforce preparedness will make or break implementation efforts. That's why upskilling and reskilling have become strategic imperatives — not only to close capability gaps, but also to build employee confidence and ensure long-term adoption.
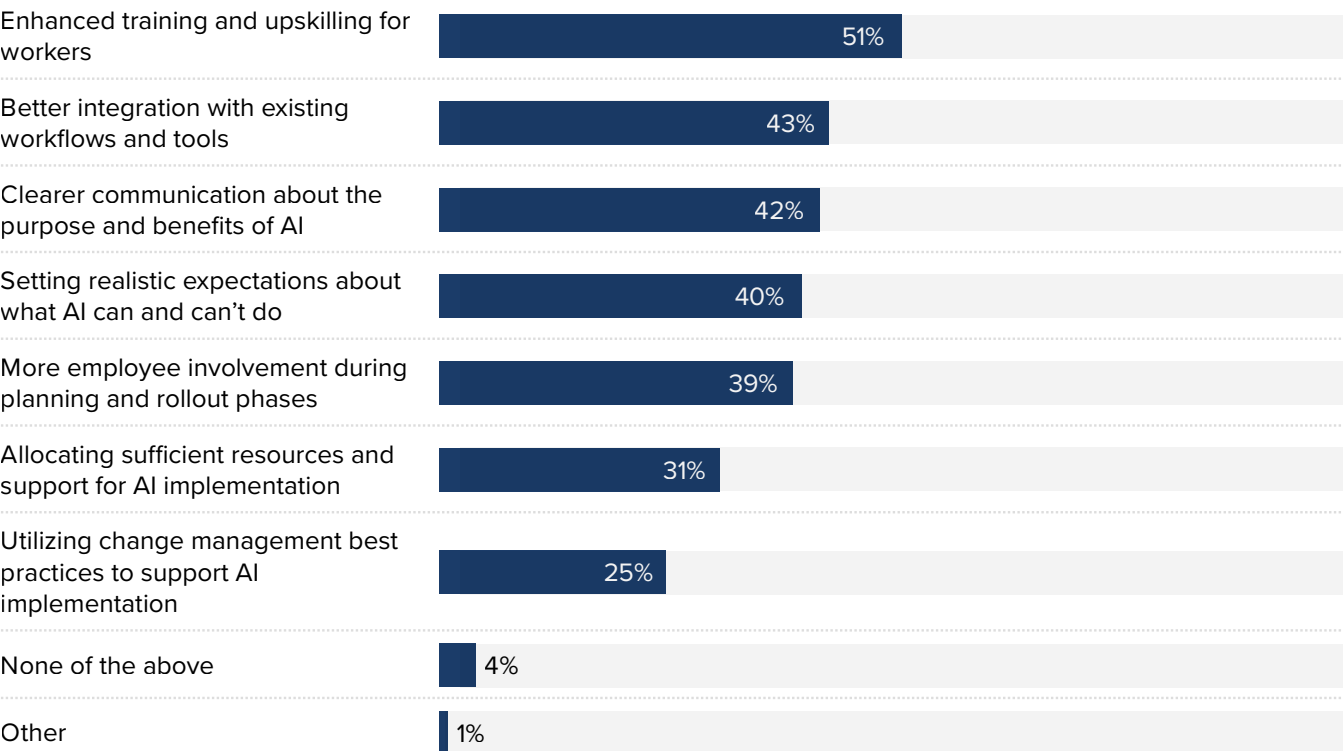
Enhanced training and upskilling is a top priority for many workers.

When U.S. workers were asked what their organizations should focus on to improve AI implementation, over half **(51%)** identified enhanced training and upskilling as the foremost area in need of attention. Beyond this, over **2 in 5** highlighted the importance of integrating AI more effectively with existing workflows and tools **(43%)** and underscored the need for clearer communication regarding the purpose and benefits of AI **(42%)**. Setting realistic expectations about what AI can and cannot do was cited by **40%** of workers. Only a small fraction of U.S. workers **(4%)** said that none of these areas require focus, and a mere **1%** selected other priorities beyond those listed.

Areas of Focus for 2025 ──────────────────────────────────── SHRM

In 2025, what do you think your organization should focus on to improve AI implementation? Select all that apply.

Enhanced training and upskilling for workers	51%
Better integration with existing workflows and tools	43%
Clearer communication about the purpose and benefits of AI	42%
Setting realistic expectations about what AI can and can't do	40%
More employee involvement during planning and rollout phases	39%
Allocating sufficient resources and support for AI implementation	31%
Utilizing change management best practices to support AI implementation	25%
None of the above	4%
Other	1%

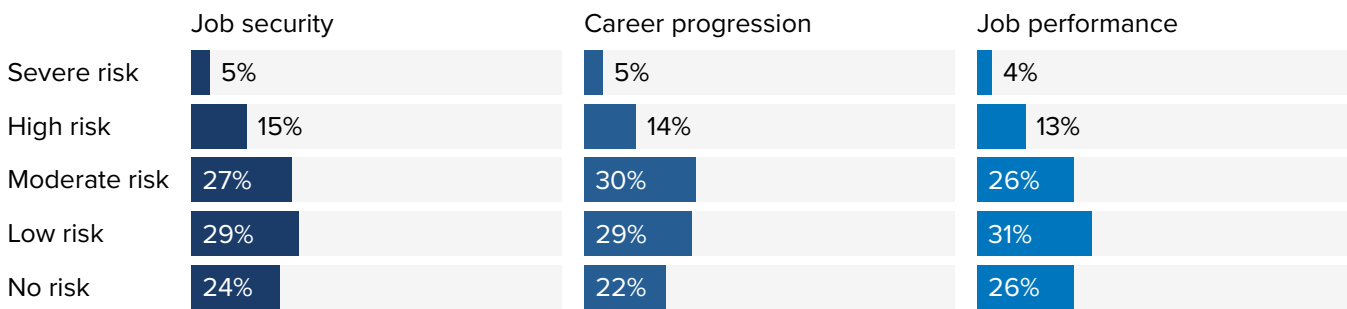*Results based on responses from 805 U.S. workers. Percentages have been rounded to the nearest whole number.*

Many U.S. workers see AI skills as necessary for job security, career progression, and job performance.

The emphasis on training among workers and HR professionals is well founded. Many U.S. workers said they view AI skills as essential to their job security, career progression, and job performance. Nearly half of U.S. workers said they recognize moderate to severe risks to job security **(48%)** and career progression **(49%)** if they fail to upskill or reskill in AI, while slightly over **2 in 5 (43%)** said the same about their job performance. Notably, these concerns were more acute among younger generations. Generation Z workers expressed the highest level of concern, with **62%** perceiving moderate to severe risks to career progression, followed by Millennials **(52%)**, Generation X **(47%)**, and Baby Boomers and Traditionalists **(37%)**.

Risk Associated with Failing to Upskill or Reskill in AI ——————————————————— SHRM

What level of risk do you believe a failure to upskill or reskill in AI would pose to your …

	Job security	Career progression	Job performance
Severe risk	5%	5%	4%
High risk	15%	14%	13%
Moderate risk	27%	30%	26%
Low risk	29%	29%	31%
No risk	24%	22%	26%

Results based on responses from 1,812 U.S. workers. Percentages have been rounded to the nearest whole number. Any discrepancies with the text are the result of rounding.

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The majority of U.S. workers are satisfied with upskilling and reskilling, but there is room for improvement.

It is encouraging that U.S. workers said they generally view current upskilling and reskilling opportunities favorably, with **63%** expressing satisfaction. However, nearly **1 in 4** remained neutral and **13%** were dissatisfied, indicating opportunities to refine these efforts. The extent to which organizations integrate AI and human intelligence to achieve business goals appears to play a critical role in driving satisfaction with learning and development initiatives: Among workers who rated their organizations' integration of AI and human intelligence as excellent, **97%** were satisfied with training opportunities. Among those who rated integration as good, **75%** expressed satisfaction. In contrast, only **21%** of those who rated integration as fair and **18%** of those who rated integration as poor were satisfied with the training available to them. These stark differences underscore the importance of collaboration between AI and human intelligence — an area where many HR professionals believe they should be taking the lead.

Satisfaction With AI-Related Upskilling and Reskilling ———————————— SHRM

How satisfied are you with the AI-related upskilling and reskilling opportunities provided by your organization?

Satisfied or very satisfied	Neutral	Dissatisfied or very dissatisfied
63%	24%	13%
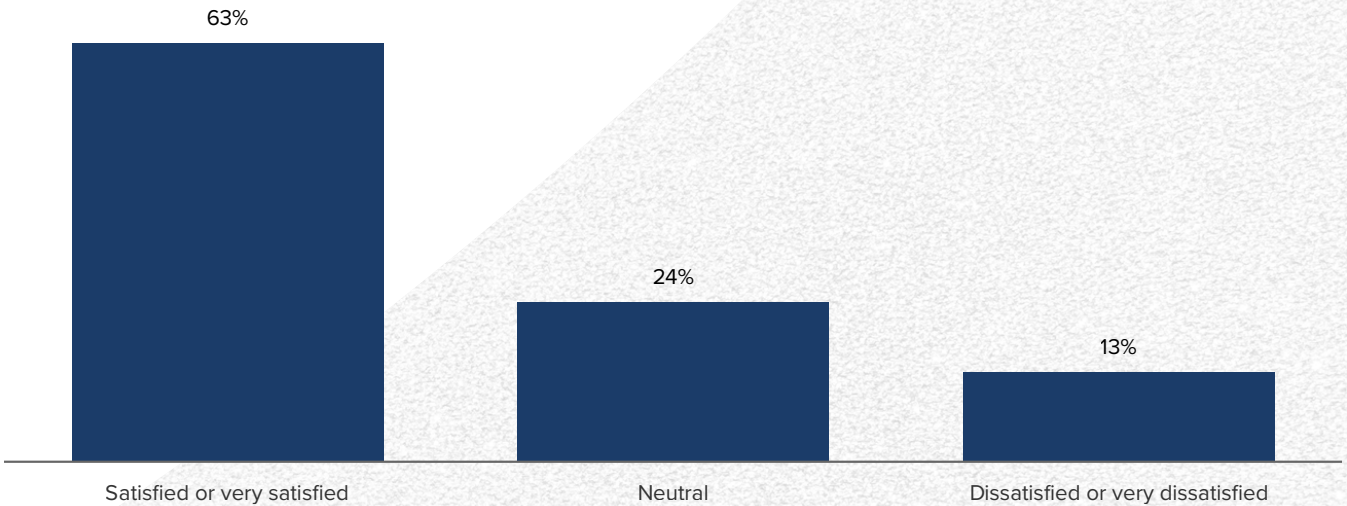
Results based on responses from 774 U.S. workers. Percentages have been rounded to the nearest whole number.

5.4x Workers were over five times more likely to be satisfied with AI-related training opportunities if they rated their organizations' ability to integrate AI and human intelligence as excellent.
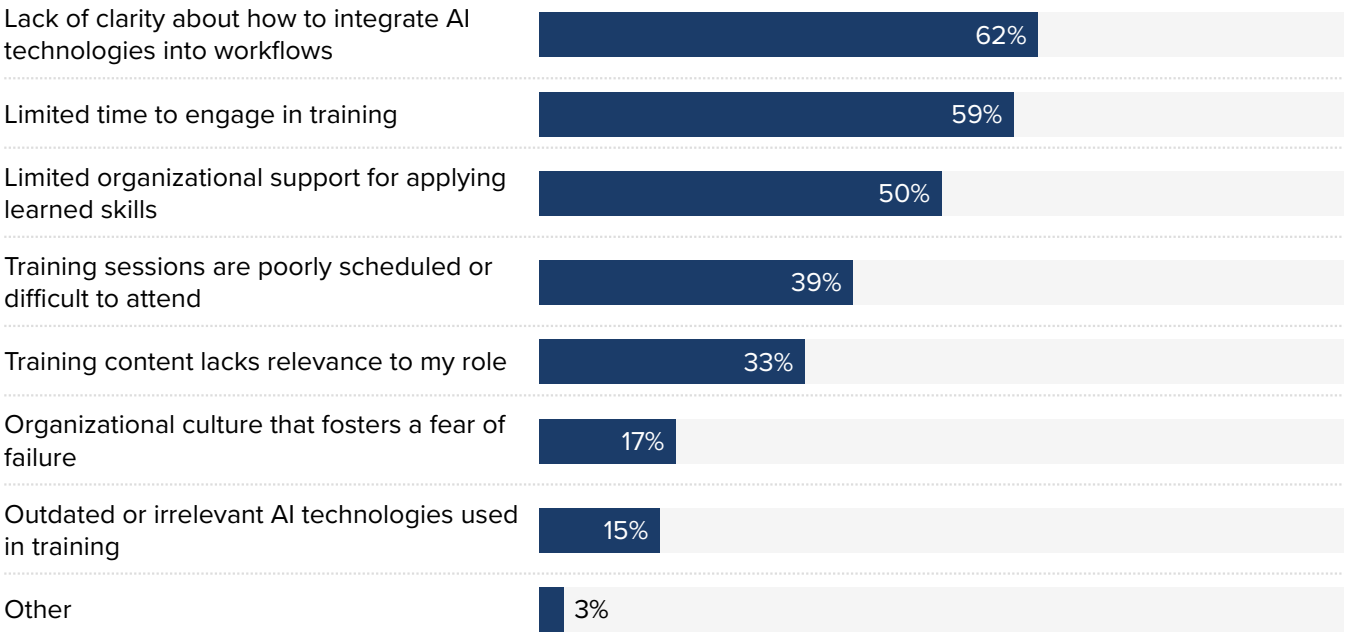
U.S. workers dissatisfied with upskilling and reskilling opportunities desire more clarity on how to integrate AI into their work.

Most U.S. workers were satisfied with the AI-related training they have received, but a closer look at dissatisfaction with AI-related upskilling and reskilling reveals several challenges facing U.S. workers. For many, the biggest hurdle is clarity: **62%** of workers said they don't know how to integrate AI into their day-to-day workflows. Another substantial proportion, **59%**, indicated they do not have enough time to participate in training. Half of respondents also pointed to limited organizational support for applying newly learned skills in their day-to-day work. Scheduling emerged as another area of concern, with **39%** of workers indicating that training sessions are often poorly timed or difficult to attend. Additionally, **1 in 3** workers **(33%)** expressed that training content lacked direct relevance to their specific roles.

Reasons for Dissatisfaction with AI-Related Upskilling and Reskilling ⎯⎯⎯⎯⎯⎯⎯⎯⎯ **SHRM** ◆

You indicated that you were dissatisfied with the AI-related upskilling and reskilling opportunities provided by your organization. What are the reasons for your dissatisfaction? Select all that apply.

Reason	Percentage
Lack of clarity about how to integrate AI technologies into workflows	62%
Limited time to engage in training	59%
Limited organizational support for applying learned skills	50%
Training sessions are poorly scheduled or difficult to attend	39%
Training content lacks relevance to my role	33%
Organizational culture that fosters a fear of failure	17%
Outdated or irrelevant AI technologies used in training	15%
Other	3%

Results based on responses from 104 U.S. workers. Percentages have been rounded to the nearest whole number.

RECOMMENDATIONS

To fully harness the transformative potential of AI in the workplace, organizations must adopt a strategic, inclusive, and transparent approach. The following recommendations outline actionable steps to position HR as change leaders, measure the return on investment (ROI) of AI initiatives, align adoption with strategic priorities, foster clear communication, and develop comprehensive training programs. By addressing these critical areas, organizations can navigate the complexities of AI integration, mitigate risks, and empower their workforce to embrace AI.

1. Position HR as Leaders in Change Management and AI Integration

Elevate HR's role in leading AI implementation efforts by involving them in cross-departmental planning, training, and workforce adaptation strategies. Establish governance frameworks that define clear oversight protocols for AI use, ensuring ethical considerations are embedded in workflows. HR should actively lead change management efforts, integrating employee feedback into planning and fostering a culture that embraces innovation.

2. Establish Mechanisms to Measure the ROI of AI Initiatives

Create a robust framework to evaluate the tangible impact of AI investments. According to SHRM Thought Leadership, 23% of organizations have not established mechanisms to measure the ROI of their AI initiatives. Among those that do track ROI, only 36% described their returns as positive, while 38% described their returns as neutral. This demonstrates an uncertainty regarding the tangible benefits of AI investments, highlighting a crucial area for improvement. Track metrics such as productivity improvements, accuracy gains, system integration successes, and employee adoption rates. Provide leadership with clear data on AI-driven outcomes to align initiatives with organizational goals and secure ongoing buy-in from stakeholders.

3. Align AI Adoption with Strategic Priorities and Risk Mitigation

Treat AI implementation as a strategic initiative tied to organizational goals rather than a standalone technology project. Conduct thorough risk assessments to address potential impacts on operational efficiency, competitive standing, and workforce stability. Empower leadership teams to oversee AI deployments with structured planning, accountability protocols, and cross-functional collaboration. By minimizing risks and emphasizing strategic value, organizations can achieve more successful and sustainable AI outcomes.

4. Embed Clear Communication and Transparency into AI Strategies

Proactively communicate the role, benefits, and limitations of AI within the organization. Share how AI aligns with business objectives and enhances workflows, addressing any misconceptions about its purpose. Open communication channels to allow workers to voice concerns, ask questions, and co-create solutions. This transparency will build trust and encourage workers to view AI as a complement to human capabilities, not a replacement.

5. Develop Comprehensive, Inclusive Training Programs

Create tailored training initiatives that prioritize inclusivity and accessibility for all workers, particularly underrepresented groups, older generations, and women, all of whom reported lower AI adoption rates. Design programs that address diverse learning styles and provide workers with practical, hands-on experience using AI tools. Ensure dedicated time and resources are allocated for upskilling to build confidence and foster widespread adoption.

CONCLUSION

The findings presented in this report make it clear that AI integration offers immense potential, but its success lies in balancing innovation with a strong commitment to people. Organizations that prioritize training, upskilling, and employee well-being alongside their digital transformation efforts will emerge as leaders in the future of work. As businesses navigate this shift, those who act decisively and strategically will set themselves apart as pioneers in the evolving landscape of work. The time to embrace this change is now by committing to creating a future where technology and human potential go hand in hand.

RESOURCES

1. Drive HR Involvement in AI Implementation

• SHRM AI+HI Specialty Credential: shrm.org/credentials/specialty-credentials/ai-hi-specialty-credential

• Critical Thinking: HR's Secret Weapon in the AI Revolution:
  shrm.org/topics-tools/flagships/ai-hi/critical-thinking-hr-secret-weapon

• How Organizational Culture Shapes AI Adoption and Success: Q&A with Jessica Kriegel of Culture
  Partners: shrm.org/topics-tools/flagships/ai-hi/how-organizational-culture-shapes-ai-adoption-success

2. Implement AI Using a Human-Centered Approach

• AI in the Workplace: A SHRM Guide to Human-Centered AI Adoption in the Workplace:
  shrm-res.cloudinary.com/image/upload/v1703671728/AI/AI_in_the_Workplace_Playbook.pdf

• AI That Empowers: Amplifying Potential, Reducing Risks, and Rethinking Workflows:
  shrm.org/topics-tools/flagships/ai-hi/ai-that-empowers

• Rise of the Humans: Creating a People-First Strategy to Leverage GenAI 2.0:
  shrm.org/executive-network/insights/people-strategy/rise-of-the-humans

3. Equip Employees for the AI Era

• Preparing the Workforce for AI? Start Here:
  shrm.org/enterprise-solutions/insights/preparing-the-workforce-for-ai--start-here

• Best Practices in AI Upskilling: Start with a Strong Philosophy:
  shrm.org/topics-tools/news/technology/best-practices-in-ai-upskilling--start-with-a-strong-philosophy

• AI and the Future of Workplace Training:
  shrm.org/topics-tools/flagships/ai-hi/ai-and-the-future-of-workforce-training

METHODOLOGY

U.S. workers: A sample of 1,812 U.S.-based workers were surveyed on Jan. 10, 2025, using a third-party online panel. For the purposes of this study, participants were required to be employed by an organization. Those who were self-employed, retired, or an independent contractor did not qualify. Participants represent organizations across multiple types of industries, sectors, sizes, and locations. Data is unweighted.

HR professionals: A sample of 1,970 HR professionals were surveyed from Jan. 15 to Jan. 21, 2025, using the SHRM Voice of Work Research Panel. Participants represent organizations across multiple types of industries, sectors, sizes, and locations. Data is unweighted.

How to cite the research: From Adoption to Empowerment: Shaping the AI-Driven Workforce of Tomorrow, SHRM, 2025.

ABOUT SHRM

SHRM is a member-driven catalyst for creating better workplaces where people and businesses thrive together. As the trusted authority on all things work, SHRM is the foremost expert, researcher, advocate, and thought leader on issues and innovations impacting today's evolving workplaces. With nearly 340,000 members in 180 countries, SHRM touches the lives of more than 362 million workers and their families globally. Discover more at SHRM.org.

OUR PURPOSE IS TO ELEVATE HR

Our mission is to empower people and workplaces by advancing HR practices and by maximizing human potential. Our vision is to build a world of work that works for all.