

Chief People Officer Roundtable Series

Q2 2025 Summary

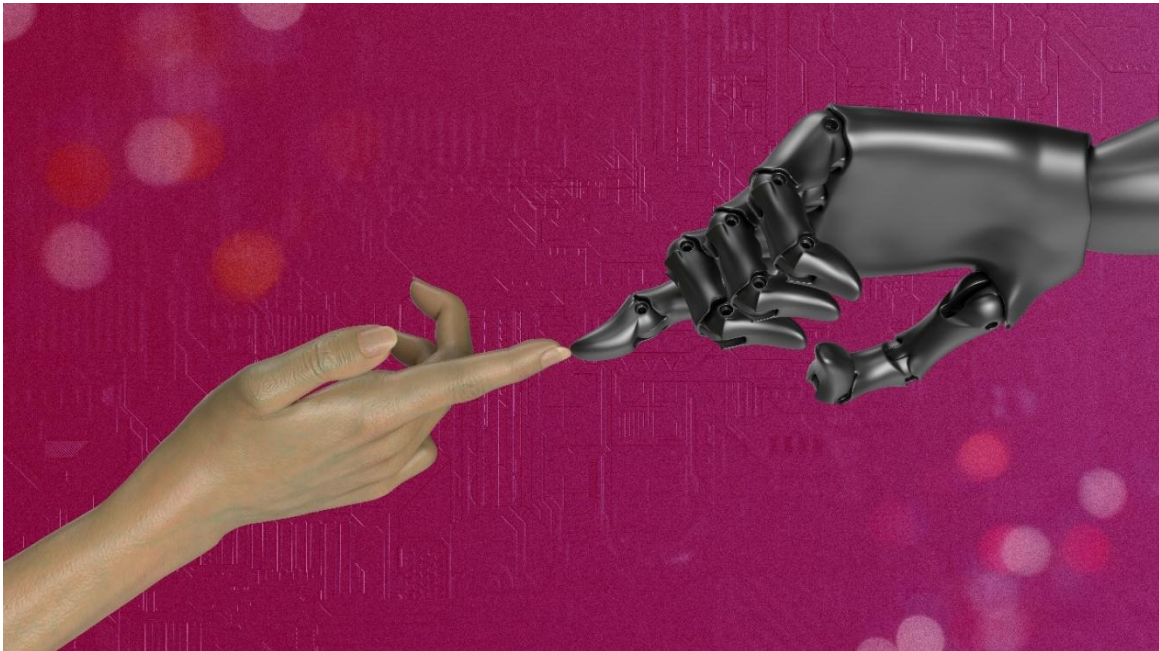


Photo by Igor Omilaev

Overview

In May 2025, FlemingMartin convened roundtable discussions with 95 Chief People Officers (CPOs) from leading Technology and Life Science companies across the United States.

Key discussion topics included:

- The impact of increased tariffs and immigration restrictions
- Incivility, stress, emotional fatigue, and interpersonal challenges in the workplace
- HR automation and the growing use of AI across the People function
- Drivers of internal AI adoption (and roadblocks)
- Goal setting, achievement, and recalibration upon nearing the midpoint of 2025

Below are the key themes from these discussions as well as suggested resources shared by the attendees (consolidated on the final page).

Has your company made any adjustments to ongoing initiatives as a result of increased tariffs? Do you anticipate changes to your workforce planning as a result of new tariffs or immigration restrictions?

Across the board, there is a strong sense of frustration with the lack of clarity and predictability in both trade and immigration policies. A number of companies, especially those sourcing materials or components from China, have explored shifting manufacturing and assembly to new locations. A common theme was the absorption of increased costs and the internal debate around passing increases on to customers. Some companies have pursued workarounds (like changing tariff coding strategies) to mitigate impact. Tariff-driven cost pressures have also contributed to hiring freezes, RIFs, and reductions in merit budgets. Many spoke about how immigration restrictions and the current policy climate have negatively impacted travel for employees on visas (e.g., attending conferences, bringing employees from overseas to the U.S. for training, etc.) Some companies expressed hesitancy or outright refusal to hire candidates needing visa sponsorship due to perceived risks. Additionally, CPOs expressed concern about the long-term implications of the U.S. becoming less attractive to foreign talent and international partners.

With a rise in reported workplace incivility, are you equipping managers with tools for de-escalation?

CPOs did not report widespread issues around incivility per se, but many HR leaders observed how stress, emotional fatigue, and interpersonal challenges were trending upwards. Several noted seeing an increase in employees expressing opinions more freely -- even in ways that defy workplace norms or authority. Amid operational and financial pressures, several CPOs expressed worry that companies are losing focus on the "softer side" of leadership -- empathy, listening, and connection. HR leaders are responding with a mix of leadership training, culture reinforcement, and renewed attention to mental health. There is also a shared sense among CPOs that supporting managers with tools for empathy, accountability, and communication will be essential to maintaining a respectful workplace in turbulent times.

McKinsey surveyed more than 100 experts (HR technologists, execs from blue-chip companies, academics, etc.), and projects that two-thirds of people management processes can be largely automated. Do you agree, and where do you see the most potential for automating HR in your business?

The participating CPOs expressed a range of perspectives on McKinsey's report. Nearly all agreed that AI is improving efficiency and reducing administrative burden. Some companies are further ahead -- with AI integrated into their HRIS and internal agents for policy Q&A, and performance tracking. Other organizations are in the exploration phase, constrained by system integration challenges or security fears.

Many talent teams are leveraging AI for resume screening, authoring job descriptions, and initiating communications with candidates. AI-enabled tools are being used widely to analyze attrition and aid compensation benchmarking too. Worries persist over AI making errors or reinforcing bias, especially in areas like performance evaluation. Concerns remain around AI's carbon footprint, its role in replacing entry-level talent, and a belief that over-automation may compromise the employee experience.

Which leader or function is driving internal AI adoption at your company? What letter grade would you give your organization on AI adoption?

The “owner” of internal AI adoption appears to vary company by company, often depending on factors such as organizational size, culture, and technical maturity. Many CPOs reported that HR is taking the lead in initiating AI conversations and pilots -- exploring productivity use cases and leading experimentation (e.g., AI hackathon strategy sessions). In several organizations, the CIO or CTO is “running point” due to their expertise with enterprise tools, integration, and security. In other companies, a formal AI leadership council has been formed with HR, IT, and Legal playing key roles. Collaboration often centers around balancing innovation with compliance. In terms of letter grades, most companies are early-stage to mid-stage in AI adoption, so marks clustered around the “B” range (reflecting both enthusiasm and acknowledged room for growth). Cultural transformation driven by AI is clearly underway, with many CPOs emphasizing the need to reskill, educate, and support their employees through this sea change.

More than halfway through Q2, which of your 2025 goals are you on pace to achieve? Which goals (if any) are off track and why?

Goal-setting has been fluid in 2025, with many companies in reassessment mode due to market volatility and funding constraints. CPOs reported a clear focus on cost management and maintaining morale amidst ongoing transformation. Some organizations are still advancing toward major milestones, though with newly adjusted strategies. Other companies are undergoing a broad reframing of goals -- resetting mid-year targets and modifying OKRs in response to C-suite changes and headcount reductions. Clearly, there's an overarching need for companywide agility as economic uncertainty looms.

Select Highlights

Topic 1: *Has your company made any adjustments to ongoing initiatives [as a result of increased tariffs](#)? Do you anticipate changes to your workforce planning as a result of new tariffs or immigration restrictions?*

Tariffs

We make all the assembly and subassembly for our product in China. We have high gross margins so we can absorb some of the tariff costs. There has been an ongoing initiative to check out Mexico and Vietnam as well. Some of the products cannot be made in the US, but we are actively looking at moving assembly to the US. It is a Jenga game. If things get particularly worse, we will be slowing hiring.

We have definitely reserved some capital for this. We will see an increase in our cost, whether or not we pass that on (to customers) remains to be seen. Our device has over 100 components, including a camera manufactured in China. This company in China is the sole supplier. We cannot find any other companies that make this camera. We're trying to work through it.

A third-party vendor does our manufacturing. We partnered with them to move manufacturing out of China and there have been some positives as our [fulfillment] cycle is now faster.

(As a Chinese-American company) our CEO has a partnership with the government in Beijing. They're in conversations about this whole tariff issue. I can't say too much about what's going on internally, but it seems to be moving in a positive direction, and not as bad as we thought it was going to be initially.

We are pre-commercial and (tariffs) have had an impact on some decisions... When we looked at getting our supply, we were looking at a partner outside of the US. It reached BOD discussion whereas, normally, it would be handled at the executive team level. There is still a lot of uncertainty about the impact.

We are debating what to say to our users about prices. Do we explain the tariffs' impact on prices? If we talk about it, does that create issues for the company? How much do we jump into the fray? People come to our site to look for deals, so the tariffs could potentially help us.

We decided to be more conservative and stopped hiring except for a couple of critical backfills. Secondly, we scaled back our focal budget and merit increases. Also, we let go of half our SDR (Sales Development Representative) team. It was the impact of the tariffs and AI in combination that has led to these decisions.

(Tariffs have) raised concerns from our team in Beijing. We are going to be out there next week, and we know we will get questions on US/China relations. They are very concerned about it.

Customers outside of the U.S. are asking themselves if they want to buy American software.

Our Canadian employees have asked if they are going to keep their jobs and if we will continue to invest in Canada. We had to reiterate our commitment to them and Canada.

Since we don't know where all this is going, we aren't making long-term workforce planning adjustments yet. We are frustrated by the unknown and the wait-and-see aspect. We didn't see this much turmoil during COVID!

We are a med device company with 3rd party manufacturing overseas. As a small company, tariffs are a big hit to our bottom line. People are getting creative though – FedEx created a division to help clients navigate the approved exceptions and other issues. We're getting pressure from the VA to make our products in the U.S. We're talking about onshoring but that's a big change.

Our lawyers approved our "creative" coding for some drug products we import, which saved us a considerable amount, but that loophole may close.

Immigration Restrictions

We have taken the position of not allowing international travel for those on visas. We haven't addressed the personal travel, but for business-related trips, we are not (allowing) it.

We have a manufacturing facility in Costa Rica. We'll now pay a tariff to import our own product from Costa Rica to the U.S. We can absorb the cost and build it into our process. The larger issue is that we bring groups of 30 to 50 people from Costa Rica to (the U.S.) for training. Almost everyone we hire has a visa, but it's a major concern for us. We bring them here to train on the equipment that we'll build in Costa Rica. What we have learned is the port of entry makes a difference (California versus Texas).

I think the immigration issue is massive and it's going to really affect us. China is actively on U.S. college campuses to recruit talent. Here in Boston, we've lost about 16% of available PhD talent graduating from Harvard and MIT this May to institutions in other countries backed by Chinese life sciences companies.

We are seeing an impact on people not wanting to move if they are on an H1B.

On immigration, I have put my foot down on hiring anyone requiring a visa. We are a start-up and I worry about the risk of letting people on a visa go at a later date.

I have had a handful of employees on different types of visas reach out about the logistics and safety of leaving the country and coming back. I am wondering about if they were to be detained, what would our company do to help them?

Businesses don't like to operate with uncertainty; governments need to provide clarity. Regardless of how you feel about the feud between the (Trump) Administration and Harvard, you have to think about how it impacts the American brand. It won't tip the scale, but it is another example of this Administration creating uncertainty.

Topic 2: With a rise in [reported workplace incivility](#), are you equipping managers with any tools for de-escalation?

We are all dealing with a lot of insecurity. Employees see competitor companies laying off talent, reverse-merging, etc. They have friends, relatives, and spouses being impacted. We are bringing all our VP-level leaders to an EC Meeting to give a session in leading through times of uncertainty and helping employees through uncertainty. We worked with an organization called [BOxD](#) (Better Organization by Design) to develop the training. I think about 70% of our people are excited (for the training) and the rest are rolling their eyes.

I'm not surprised about the increase of incidents. We're in a really polarizing time. People are on edge and under a lot of pressure in general... I'm becoming increasingly worried about that. We just implemented our workplace violence prevention plan and have a training module on that. We need to do more and be more in touch with our employees and ask how they're doing. We're losing sight of the softer side and have been so focused on operations and cash (runway).

We haven't dealt with (incivility) here... but there is a whole lot of pressure on people and it is important to keep the lines of communication open.

I don't think we have seen a notable increase (with incivility). Certainly, there is more stress. I think what has shifted is management is more tolerant of (poor) behavior when they shouldn't be. It has been the reverse of teaching.

It is the other dynamic -- seeing managers not holding their teams accountable. We have been doing workshops and having discussions around these topics... In our employee review cycle, it has been a helpful strategy to use role play in advance.

It's been more about teaching healthy conflict here: discussions and conversations around difficult topics.

When managers have sat down to have constructive conversations with employees about performance, a number of employees have been going out on leave based on... stress-related issues. This seems to be happening on a more frequent basis after those types of discussions.

We really doubled down on our core values... and have used [Amber Cabral](#) as a consultant. We have brought her on campus to talk about what it means to be a good human in the workplace.

Before the RIF, we had an employee who was absolutely insubordinate with his manager. It had been brewing over time. We weren't going to offer him a (severance) package because it was a straight termination. But given his behavior after the termination, we realized it would have been better to extend medical coverage to the employee for some time. We did go back and extend medical coverage since it became clear that there was a mental health issue... We've now incorporated that as part of our policy... Even if we terminate someone, we'll offer an additional two months of benefits coverage before they go on COBRA. There are exceptions, of course, like if an employee was caught stealing...

I think there is more incivility occurring remotely. When face-to-face, people are more polite to each other. In coming back into the office, people are now treating each other with greater respect.

I think (the rise in incivility) is due to societal differences encouraging people to "speak their mind" more. There is more speaking up and defying authority. We had to formally tell people to keep politics and religion out of conversations recently. We aim to keep people focused on the business more than outside factors.

Topic 3: [McKinsey surveyed more than 100 experts](#) (HR technologists, execs from blue-chip companies, academics, etc.), and projects that two-thirds of people management processes can be largely automated. Do you agree, and where do you see the most potential for automating HR in your business?

I worked with my team to create our own instance of [ChatGPT](#) and uploaded all of our policies and documents. Rather than go to the HR team, employees can go to [ChatGPT](#) and ask their question. It was so easy to do. You can also create an HR agent and tell it how to act and talk. It localizes language for your international employees as well.

We use a Chatbot now for answering enrollment questions. The next iteration is coaching help that is integrated with [ServiceNow](#).

Our first big initiative was to build an AI agent (through Copilot architecture) to create a one-stop place for employees to get simple questions answered, usually around benefits, pay, policies, etc. We plan to connect to our HRIS once we work through European GDPR rules.

We did an HR hackathon with AI a couple of weeks ago, and I highly recommended it. I came up with topics to tackle (within HR) and teams had two hours using AI to help find a solution. For example, we designed an entire website within a couple of hours for our internship program. It was a great motivation for my team!

Our TA team is working in partnership with Engineering to put [Gemini](#) in [Lever](#). It will read the job description and stack rank all the candidates. It can read hundreds of resumes in minutes. You find out quickly if you have well-written job descriptions!

[Kinfolk](#) is embedded in our HRIS, allowing our employees to ask questions such as: "How much vacation do I have?" Then, the question gets answered, and the approval request gets routed right into the HRIS. The mindset is that when you get the chance, do not replace (an outgoing employee). There are AI solutions out there now.

I was a very late adopter. I finally started using ChatGPT and it's amazing. I found this AI tool called [Included](#) and we just implemented it. It's a platform that talks to your ATS, to your performance management system, and to your HRIS. It generates data and shares metrics about attrition, candidate applications, etc. I'm really enjoying it and it's a timesaver.

If anyone has Google Workspace, their [NotebookLM](#) product allows you to drop anything into it and then that information can be used to answer questions. We are using this for HR policies, and also for training our customer reps.

We have given out several hundred copilot licenses and we are using them daily for all sorts of things. "Take this document and turn it into a PowerPoint, etc." Anybody who has a license is using it daily.

I use [Perplexity](#) and [ChatGPT](#). If you take survey data with open-ended responses from 100 people, you can run those through AI and it'll summarize it for you. You don't really have to sit and read through everything. I use it to catch grammar and spelling errors in my Comp Committee memos. It also helps me in corporate communications. It streamlines things. I use it on a daily basis.

We're leveraging a lot of AI for internal comms because it just helps me get the work off my plate. It's here to stay, so how do I embrace this?

The use of AI is coming down from the CEO. If you bring any presentation to leadership, you must have gone through a system of prompts in [ChatGPT](#) (to improve your finished product). In weeks, this has become the default.

The Board is getting more interested to know what we're doing to stay ahead and not fall behind in AI.

We're moving from a midsize company into this much larger organization (post-acquisition) where a lot of things are automated. AI is really great in some places, but other times it gives a stock answer for HR questions without any nuance. It'll be interesting to watch how it evolves. I am definitely paying attention.

We use [15five](#), and their AI support for review writing is awesome. Employees can enter information weekly regarding what they are doing, and managers really like it.

We are telling employees: "We think your leaders should be using AI to write your performance review."

We have shrunk the (HR) team by 30% and aren't backfilling. A lot of the tools we use have AI agents embedded. I am focused on how we do more with these tools.

I switched from Radford to [OpenComp](#). It is the coolest thing that has happened to comp in a long time. It integrates with your HR system and updates market comp data in real-time. I still use [Pave](#) as well.

We onboarded our first "[digital employee](#)" and there will be managers of digital employees.

There are some jobs that aren't going to exist anymore. My co-founder has little children, and he doesn't think they will need to go to college as it will be irrelevant.

We haven't gotten to replacing people with AI. But my comp analyst just left and we asked: why can't we just use Gemini as their replacement? It was clunky, and we made mistakes, but we got (the work) done.

AI and automation allow us to go faster and be more productive. We may hire fewer people in the future, but we won't eliminate people.

The thing I'm grappling with the most is when someone writes a beautiful note or presentation, and people accuse them of using AI. They should not be ashamed and, in fact, they should be proud of it and celebrated for being effective at prompting AI to get what they need.

Our customer success team did product videos and AI wrote the script and did the voiceover. It was really good, almost a perfect output.

Figure (AI) out and adapt or be left behind.

We have people saying that ChatGPT is old... the technology is accelerating rapidly!

AI is a completely foreign concept for a couple of our C-suite executives. I've been using AI since the minute it came out... For automating processes at smaller companies, a lot of people aren't systems-based thinkers. How do these processes link to one another? Most people work in a vacuum. I think our industry is really good at science, developing a drug, and commercializing, but we're not so savvy on the tech end, especially with AI. Some executives really just don't know what to do with it. They know it should be part of the strategy, but they can't articulate how or why.

I can't subscribe to this idea that a machine can replace the nuance and complexity of the human mind. It's all about knowing how to query these things and use what it gives you to make things better. Job descriptions and aggregating survey results to give you the output – that all makes sense. I heard a cautionary tale about a company that tried to use AI for its entire hiring process, and it was a disaster for them.

Gen Z is using AI in lieu of counseling with a human, and that's really scary. It makes you think there's somebody on the other side of the computer helping you, but they are not (licensed as a therapist).

It can give you wrong information and gaslight you into thinking you're wrong. You have to be really careful; the information it's given isn't always correct. Perplexity cites all of its sources. But there are still some things that are incorrect at times. If you lack critical thinking skills, and you just act on whatever you get, it's dangerous. That's especially true if you use AI for counseling/mental health reasons.

I don't want to be a dinosaur. I am consciously aware that the People Department seems to be atop the hit list (for headcount reduction due to AI).

We are a mission-driven company, so some employees are vocal about the carbon footprint of AI.

Topic 4: Which leader or function is driving internal AI adoption at your company? What letter grade would you give your organization on AI adoption?

HR has been driving AI adoption (companywide). I want to get more of our tools automated and operationalized. We are a solid "B" – getting there but not cutting-edge by any means.

I (Chief People Officer) am leading the internal adoption of AI, and then there is a whole product piece that is owned by tech. I spend 75% of my time thinking about AI. I have a ton of anxiety because it is moving so fast -- 50% of the team is excited about AI and the other 50% isn't.

Our CTO runs point. Our finance team is probably the biggest laggard.

We have a corporate goal to determine what our AI framework should look like. We now have a cross-functional team, led by our IT department, running this initiative.

We are using AI to improve inefficiencies. We have our Head of IT working on this with myself (Chief People Officer), our CEO, and our GC... We are going to initially provide AI Tool licenses for up to 30% of the company and let people apply with their use cases.

We are getting ready to roll out ChatGPT enterprise to the organization. We got push back from legal – they are overly cautious in this area, but we are moving forward with it and providing the right training.

We are using AI quite a bit, especially our computer scientists and data scientists. HR is the department that IT is most concerned about (using AI). We have tried to use it for transcribing interviews, but this is going to be way ahead of us before we know it. Now we are primarily using Gemini for transcribing.

What do you use and what don't you use? I think everybody is figuring this out in real time. There's a call to action. We're going to have to get really good at it in a quick period of time.

We are not as far ahead as others... I had a conversation with a VP of Product and Design at a large technology company. I asked him, "How are you using AI?" He said, "I have [ChatGPT](#) do a competitive analysis [of our product] and then take that information and have other platforms review it - [Gemini](#), [ChatGPT](#), [Perplexity](#) all at the same time to see if they provide different feedback. For [New Product Introduction (NPI)], we have developed AI agents that simulate our customers and prospects and refine our product and demonstrations with the agentic AI before going to actual prospects and customers."

We've actually had a bit of turnover in terms of our leadership. And with that, we've had more innovative and tech-savvy leaders come into the organization. AI was the "boogie man" for a bit, but we have now been adopting it in bite size chunks – writing reviews, etc. The IP piece is still unknown and we still need human interaction. As a whole, we need to look at utilizing AI more.

I would give HR a grade of an "A" for driving conversation around this. We just hired a new Head of IT, and we're starting conversations in terms of AI tools and ways to leverage them... We're thinking about it in terms of productivity, how we augment and do things efficiently. In terms of progress, we haven't quite gotten there yet. We're asking questions and coming up with places to start. I'm excited about it. The genie is out of the bottle.

I'd probably give us a "B+" grade. These AI tools cost a fair bit of money just like SaaS tools. We have budget pressure right now, but adoption has been really high. We've been leveraging [NotebookLM](#) to generate content. We're looking at a possible partnership with [ElevenLabs](#) which does text to voice. There's a huge appetite for it, but also friction because we have to be cost conscious.

We brought 70 leaders together for a meeting on AI. The whole meeting was about how do we make AI transformative. We put people in small groups, and they had to create skits to perform for the group. The teams that used AI blew away the teams that didn't. It was shocking!

I would give us a "B" grade. Not sure what an "A" would look like just yet. We had a kickoff for an HR Strategy session and I told my team: "I encourage you to sign up for licenses." Some came to me and said they felt too pressured and felt I was pushing them too much to use AI. So, I had to take a step back.

Our Head of R&D took our design document and asked AI to show him all the errors that could happen in the design. AI created a 30+ page document addressing each potential error, and it saved over 4 months of work.

Topic 5: *More than halfway through Q2, which of your 2025 goals are you on pace to achieve? Which goals (if any) are off track and why?*

Preparing for IPO is off-track (given the market conditions).

A goal that just came on, given our (financing) situation, is a complete org design reset.

I don't think we're off track... but we are constantly hemorrhaging dollars.

We set the expectations that we are going to reframe our goals. Mid-year is going to be a bit of a reset. The lack of funding is causing anxiety, and we are trying to manage it.

We have not set our 2025 goals because we had to wait for our fundraising. It's been such a tough environment. We could not set the corporate goals without knowing where we are. It's crazy because the year's almost half over now.

We've modified our current quarter OKRs because of so much shift (in the climate). This is definitely healthy based on our size. We can adapt. It's really, really hard when you have to shift though. The leadership team is doing the work because there's no one else left to do it.

It has just been about trying to find some stability and retaining employees. We're finally getting to the point where we do have some good visibility on the finance side through the end of the year. We're hoping to communicate this in the all-hands meetings. Part of it was people knowing they'll have jobs through the end of the year.

You have to really pivot and keep moving since targets are constantly changing. You've got to be really agile. An example is not doing clinical trials in the US because we don't know what's going to happen here. It's distracting... but we're constantly dealing with the big heavy medicine balls being thrown our way!

I just completed 1 year at (current company), and I presented my grades on process and people to the Board. I thought we needed to change out 30% of leaders in HR which is a lot, and we did it. Change takes a while and I'm proud of making the tough changes in that time and upgrading the team.

Costs are not on-track for us at all and it's affecting profitability and productivity. We're having to squeeze hard around cost management. We've put a lot of initiatives on hold because of that. We don't have the investment (budget) that we were planning on.

Major projects are still underway, but we're keeping a constant eye on the bottom line, and we have slowed all hiring and unnecessary expenditures.

Resources List

AI Tools

- [ChatGPT](#) (AI Model)
- [Claude](#) (Anthropic)
- [Cursor](#) (AI Code Editor)
- [Eightfold AI](#) (Talent Platform)
- [ElevenLabs](#) (AI Voice Platform)
- [Gamma AI](#) (Content Generation)
- [Gemini](#) (Google's AI Model)
- [Glean](#) (AI Assistant)
- [Included](#) (HR Analytics)
- [Juicebox](#) (AI Sourcing)
- [Kinfolk](#) (AI for People Ops)
- [Make](#) (No Code Development Platform)
- [NotebookLM](#) (AI Research & Writing Assistant)
- [Perplexity](#) (AI Model)
- [ServiceNow](#) (Workflow Automation)
- [Wisq](#) (Agentic AI for HR)

Coaches / Speakers / Authors

- [Amber Cabral](#) (Communication Skills)
- [Kindred Minds](#) (AI Leadership Coaches)
- Volker Jacobs at [TI People](#) (Enterprise Productivity in the AI Era)

Compensation & Benefits

- [OpenComp](#) (Compensation Planning Platform)
- [Pave](#) (Compensation Data)
- [Stello](#) (Compensation Planning Platform)
- [Tedy](#) (Benefits Chat Bot)

Talent Acquisition

- [Cluely](#) (Gives Job Seekers Answers to Interview Qs in Real Time)
- [Final Round AI](#) (Gives Job Seekers Answers to Interview Qs in Real Time)
- [GoGig](#) (Talent Network Platform)

HR Ops/Talent Development/Org Development

- [15five](#) (Performance Management)
- [Asana](#) (For Tracking Goal Progress)
- [Blissbook](#) (Policies & Compliance)
- [BOxD](#) (Better Organization by Design)
- [CultureAmp](#) (Engagement Surveys)
- [The Energy Project](#) (L&D)
- [Leadership Circle Profile](#) (L&D)
- [Leapsome](#) (People Ops/L&D)
- [LinkedIn Learning](#)
- [Logicgate](#) (Policies & Compliance)
- [Notion](#) (Collaboration Tool)
- [OpenSesame](#) (Online Training)
- [Orgvue](#) (OD)
- [Sana](#) (AI Knowledge Tools)
- [Smartsheet](#) (Collaboration Tool)

HRIS/ATS

- [Greenhouse](#) (ATS)
- [Lever](#) (ATS)
- [Paycom](#) (HRIS)
- [Workday](#) (HRIS)

Articles:

- [IBM Letting Go of 200 HR Employees](#)
- [Twelve Key Learnings from PagerDuty People Team's Generative AI HackWeek](#)
- [Why Moderna Merged its Tech and HR Departments](#)
- [World Economic Forum: Jobs of the Future](#)
- [Why CHROs Have the Reputation of Being the Least AI-Savvy of the C-Suite](#)