



C-TEN Content Concierge Q1 2025

C-TEN members receive a service of carefully curated content specifically for CHROs.

CHRO Corner

[CHRO Corner: Focusing on Skills](#)

HR leaders need to ensure they are building an always-learning environment centered on skills development, says Scott Redfearn, EVP of global human resources at Protiviti.

[Advancing AI's Offerings](#)

Global Chief People Officer Chelsea Pyrzenski shares how WalkMe is balancing innovation with user experience in its AI approach.

[Transformative Culture](#)

Global Head of HR Anna O'Shea discusses the strategies for building a culture of transparent communication and continuous feedback at Strada.

[Leveraging Employee Feedback](#)

Chief People Officer Doug Hoffer shares ways that Access utilizes engagement surveys and other benchmarks to identify areas of improvement and support employee well-being.

[Leading HR Transformation](#)

Rekha Weerasooriya is driving talent strategy, digitisation, and analytics-based HR decision-making across the Axiata Group.

Cappelli's Column

[AI: Harder to Use Than You Think](#)

Now, almost hourly, we hear new claims about how AI—more specifically large language models (LLMs) like ChatGPT and now the broader category of Generative AI—are already transforming everything. When I look for actual evidence, all I can find are accounts saying that it is being used here or there to replace workers. In just a paragraph, I promise to report an actual experience of use.

[Some Progress on Gender](#)

Here's a story that women in their 50s can talk about to those in their 30s. There are not many topics that have received as much attention in the social sciences as the situation of women in the labor market. Despite that, there are still a lot of things we do not know.

Benefits

[Employee Benefits: From Overload to Optionality](#)

By expanding the accessibility of available benefits and tailoring communication to different cohorts of employees, HR leaders can get the most out of their benefit offerings and support employee well-being.

[Gen Z Students Prioritize Tuition Reimbursement in Job Search](#)

According to a recent survey from [ScholarshipOwl](#), 93% of Gen Z students say corporate benefits and perks will contribute to their future employment decisions. In fact, nearly two-thirds (61%) prefer employment with a company that provides education benefits such as tuition reimbursement or help with paying off student loans. Jobs that offer remote or hybrid work arrangements continue to be interesting to students as well, with over half (53%) focusing on opportunities that offer this type of flexibility.

DEI

[One in Eight Companies Scaling Back DEI in 2025](#)

1,000 companies with diversity, equity, and inclusion (DEI) programs in 2024 to understand how these initiatives may change in 2025. One in eight companies are planning to eliminate or reduce DEI programs in 2025, with shifts in the political climate cited as the top reason for this change. More than half (56%) of managers believe DEI initiatives were primarily implemented for public relations purposes. Additionally, four in 10 companies plan to reallocate DEI funds to operations and AI.

Employee Experience

[\[HRO Today EMEA\] U.K. Workforce Remains Optimistic Despite Economic Climate](#)

U.K. workers continue to be optimistic about their job prospects despite the economic climate, but some regions are much more confident than others, according to recent data from Robert Half. According to the study, 55% of the workforce remain confident about their job security over the next six months, despite economic headwinds.

[Combatting Uncertainty with Antifragility](#)

In the face of workforce challenges, agility and resilience may be key to maintaining employee well-being and thriving through adversity.

[Communication Gaps Impacting Frontline Workers](#)

Firstup surveyed 1,000 U.S. adults working in deskless roles, uncovering that these workers—often on the shop floor, in the field, or away from computers—feel disconnected from their organizations due to ineffective communication methods. The findings highlight the need for more modern, personalized, and timely communication strategies, as reflected in the responses.

Employee Engagement

[Engagement Rebounds to Near Pre-Pandemic Levels](#)

The (Q4) 2024 Employee Engagement Index (EEI) Survey by Engage2Excel delivers encouraging news for business

leaders worried about reports of widespread employee disengagement. Employee engagement in the US climbed by nearly five percentage points between 2022 and 2024, reaching 68.3%, the highest level since 2018.

[Investing in the Digital Employee Experience](#)

By staying proactive about common tech challenges associated with return-to-office mandates, HR leaders can support employee productivity and engagement, regardless of location.

[Staying Connected Amid The Great Detachment](#)

By focusing on employee recognition, engagement, and feedback, HR leaders can help cultivate a culture of trust and resilience in their organizations.

[Despite Incentives, Remote Workers Resist RTO Mandates](#)

As companies like Amazon and JPMorgan lead the charge in enforcing return-to-office (RTO) mandates, new survey results from TopResume, the world's largest resume-writing service, shed light on how American workers truly feel about the shift. According to a survey of 1,000 career-driven U.S. employees, remote workers are pushing back, with many unwilling to give up the flexibility they've grown accustomed to over the past several years since the global pandemic.

Talent Acquisition

[Flash Report | Skills-Based Hiring Will Continue to Grow Despite Challenges](#)

Many organizations are exploring the implementation of skills-based hiring. The goal is that by assessing candidates on their abilities and potential, rather than degrees and job histories, skills-based hiring can help relieve talent shortages, increase diversity, and strengthen internal mobility in the workplace. But there are significant obstacles challenges implementing skills-based hiring. What are the barriers that Talent Acquisition leaders face and how will technology support this initiative?

[Talent Acquisition Trends for 2025](#)

2024 was a year marked by unpredictability in all industries. Sluggish economic growth and an unprecedented drop in voluntary turnover led to a significant reduction in hiring that talent acquisition leaders had to be able to address. However, where there are downcycles, there are often soon to be upcycles, and TA Leaders need to be prepared for the coming marketing conditions.

[Hiring Hits Five-Year Low](#)

There was a significant decrease in turnover and hiring globally—with hiring hitting a five-year low—at the end of 2024, according to research from BambooHR. Hiring decreased in all industries, with global hiring dropping to 1.7% and U.S. hiring dropping to 1.9% in December 2024.

Technology

[Leadership Q&A: Thoughtful AI Adoption](#)

As AI adoption continues to expand, HR leaders are finding ways to leverage the technology to best suit the unique needs of their organization, improve productivity, and enhance talent retention.

[The AI Orchestrator: The Missing Link in AI Adoption](#)

Organizations that have a leader who ensures AI is understood, accepted, and strategically integrated will get the most from the technology.

Purpose-Driven Technology

Centrient Pharmaceuticals has invested heavily in HR technology solutions to secure its employee data, support employee learning and development, and enhance employee engagement and TA efforts.

Employees and Leaders Disagree on AI Benefits

Workers across the globe are placing low levels of trust in their bosses to implement AI effectively, according to research from Qualtrics. Recent findings also reveal differing views on AI's immediate benefits in the workplace.
