

How to make AI work for people



A playbook for HR and business leaders

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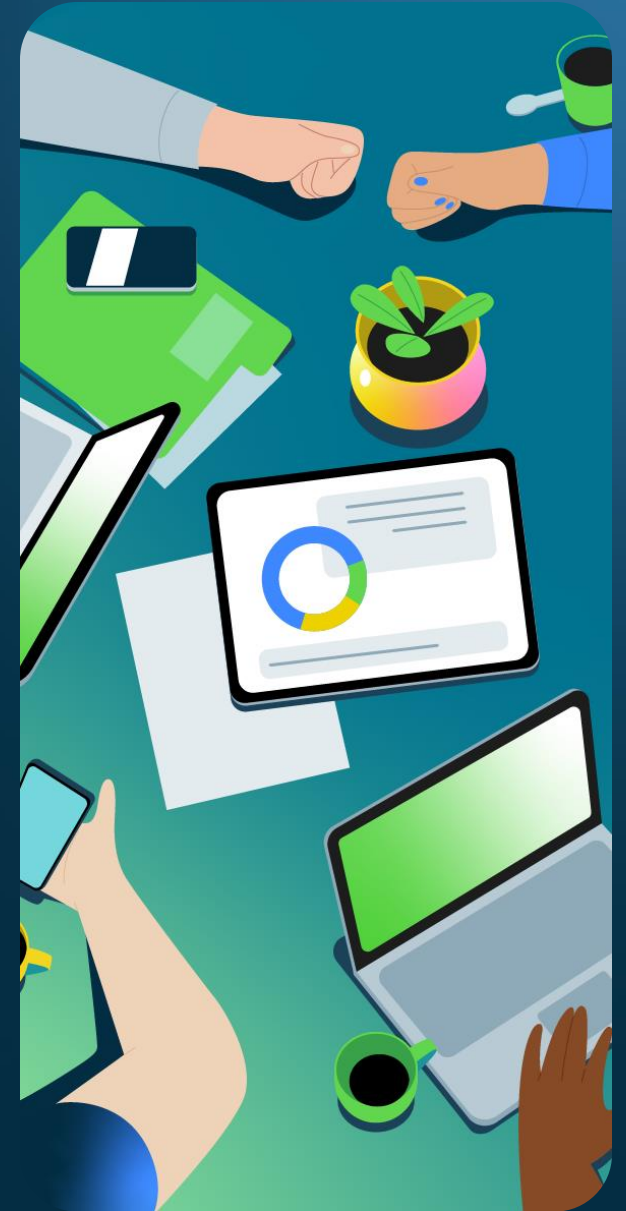





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Introduction



Introduction

The artificial intelligence (AI) revolution isn't just a technological shift; it's a human shift

Business is always changing, driven by new technology, shifting markets, and geopolitics. Companies thrive when they lean into change and use it to spark new ideas, new ways of working, and better ways to grow.

I believe the advancement of AI is the most transformative workforce change in recent history. And the true power of AI lies not only in the systems we build, but in the skills, creativity, and adaptability of our people. Unlocking AI's potential is more than deploying new tools. At its core, AI transformation is about reinventing the business. We must reimagine how we work, learn, grow, and lead.

That's why my role evolved in 2025 from chief people officer to include chief AI enablement officer. Every CEO knows they need an AI strategy. The focus on people and AI—which my role change represents—is part of making the CEO's strategy successful. I've always strived to build a resilient workforce that prospers in times of major change—not just within human resources (HR), but across the enterprise. I don't want our people to be passengers; I want them to drive on this AI journey.

AI transformation in HR can help supercharge business transformation because the business strategy starts with the people strategy. Chief human resources officers (CHROs) are uniquely positioned to seize this moment, harness AI innovation, and accelerate HR's shift from an administrative function to a strategic hub at the center of this revolution. For decades, CHROs have aimed to make HR more strategic, collaborative, and predictive, while also providing the services that employees and business leaders need and expect. Digital transformation promised utopia, but many of us have felt stuck in a maze of technological complexity and confusion.

With AI, org charts are starting to disintegrate along with the traditional definition of a CHRO. More HR leaders are taking on blended roles that reflect how deeply talent, technology, and AI are intertwined. That's why it's never been more important for CHROs to think beyond HR and work with business leaders across the organization. While this playbook is primarily designed to help HR leaders, it should be a useful tool for all business leaders to help shape enterprise strategy, embrace roles as workforce transformers, and make AI work for people.

My expanded role reflects a simple truth: AI transformation is a human endeavor. With the strong HR foundation of workforce planning, analytics, and leadership development, we are weaving AI learning, upskilling, behaviors, and hands-on experience into the fabric of every workflow, role, and function. As our CEO Bill McDermott says, "What good is AI if it doesn't make people's lives better?"

This moment demands that we empower every employee with the skills and confidence to leverage AI in ways that drive innovation, efficiency, and impact. And since speed is critical in the age of AI, we need to be agile, iterating quickly on our strategies and products. We want to build a future in which technology and talent are not just aligned, but unstoppable together. **The future of work isn't just happening to us. We are preparing our people to shape it.**



Jacquie Canney

CHIEF PEOPLE AND AI
ENABLEMENT OFFICER

servicenow



How to use this playbook

This playbook—based on our learnings, experience, and insights—offers leaders a starting point to build an AI-powered HR function, enable AI across the organization, and transform the workforce for the future.

We have aimed to combine strategic guidance with actionable steps. AI implementation can feel daunting, and every organization is navigating its own unique path. Many organizations struggle with foundational challenges like data quality, governance, and how to prioritize use cases, which prevent them from achieving their vision today. According to ServiceNow's *Enterprise AI Maturity Index 2025*, only 42% of organizations say they have made significant progress formalizing data governance, privacy, and compliance for AI applications.

To turn AI's promise into real impact, HR and business leaders need to bridge the gap between understanding what AI can do and fully embedding it into their organizational DNA. This requires deep respect and partnership between CHROs and their C-suite peers. In particular, CHROs need to build strong relationships with Chief Information Officers (CIOs) and Information Technology (IT) teams. They should work together to successfully implement AI technology in HR and empower employees across the company.

While HR leaders are the primary audience, the guidance in this playbook isn't limited to HR. The steps outlined should be valuable for leaders across the C-suite, their teams, and their functions. HR leaders should play a key role in AI transformation, but making AI work for people must be—by nature—a cross-functional team effort in which all business leaders embrace the change and integrate their AI strategies.

This version of the playbook was updated in November 2025.



KEY TERMS

To realize the full power of AI, think of it as a spectrum from incremental outcomes through exponential results. Along this spectrum are three levels of AI.

- **Analytical AI** predicts a numerical outcome or recommends a particular action based on specific, single-focused tasks, such as a chatbot.
- **Generative AI** generates content in response to natural language prompts, such as generating case resolutions, emails to prospects, or code.
- **Agentic AI** creates an orchestration layer across an enterprise that acts autonomously and proactively makes decisions to execute material business activities through end-to-end workflows.



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The why

Unleashing a human renaissance



Putting people at the center

AI is ushering in a new era of technology, but it can also unleash a human renaissance. For HR and business leaders, this means a chance to help people reach their full potential, make work more meaningful, and free up time for creativity and purpose.

AI also gives HR and business leaders hope to simplify the most complex challenges, amplify productivity, and drive new revenue streams. By automating routine tasks, AI creates capacity that leaders can reallocate to strategic priorities. It also delivers data-driven insights and streamlines workflows, which can open up vast opportunities to enhance employee experiences and build capabilities.

That's why HR has a critical role to play. HR leaders can guide how AI is used across the enterprise to deliver better outcomes and more fulfilling work for employees. As with any technological innovation, some people will benefit more than others. But by keeping people at the center, organizations can help ensure a positive transformation.

AI is much more than a productivity tool; it's becoming a part of the workforce. AI agents will deliver on tasks and workflows, while people will focus on work that requires uniquely human skills like judgment and empathy. The definition of talent is blurring, and talent pools are changing faster than ever. Think of AI as a powerful talent pool—with strengths to leverage, gaps to improve, and potential to develop.

Fully unlocking AI's value requires a holistic workforce plan with clear ownership of work, task, and governance. It takes more than technology to succeed—organizations also need the right people strategy, plan, skills, and structure.



BY THE NUMBERS

According to *ServiceNow's Enterprise AI Maturity Index 2025*:

82%

of organizations "expect to increase AI investment next year."

According to the *World Economic Forum Future of Jobs Report 2025*:

86%

of employers "anticipate that AI and information processing technologies will transform their businesses by 2030."

The Accenture Pulse of Change survey shows:

86%

of C-suite leaders "claim to be preparing their workforce for agentic AI."

Yet the survey also shows:

75%

of C-suite leaders "admit the pace of change is outpacing their training capacity."

According to a *McKinsey & Company survey* of employees and C-level executives, "Only 1% of C-suite respondents describe their gen AI rollouts as mature." The research also notes:

47%

of the C-suite "say their companies are developing gen AI tools too slowly, even though 69% started investing more than a year ago."



The how

The three-point plan

The three-point plan



AI is changing what the business demands. To meet those demands, leaders need to reimagine how the HR function operates, equip employees with the skills to thrive, and transform the workforce for the future. Managing this work can be difficult for HR leaders and their business partners across the organization. That's why building an AI-first HR function and guiding organizations through this transformation requires a thoughtful, structured approach that enables speed and flexibility. These steps can help deliver real value with AI—time saved, capacity reallocated, and outcomes improved—to sustain momentum and drive impact across the business.

Over the last few years, the HR team at ServiceNow has built out this framework to help customers understand HR's vital role in AI transformation:

1. Build an AI-powered HR function

- Work with IT to strengthen the HR tech and data foundation
- Establish a collaborative HR AI operating model
- Implement an AI control tower to help run the HR function
- Identify HR roles of the future

2. Enable AI across the organization

- Embrace the reskilling opportunity
- Determine the skills of the future for the enterprise
- Create a tailored AI enablement framework
- Become AI native in learning and development

3. Transform the workforce

- Take an x-ray of the workforce to guide talent strategy
- Drive change readiness and steward culture change
- Rethink work design and workforce plans with an AI-native mindset
- Redefine the workforce with teams of employees and AI agents





The three-point plan

Build an AI-powered HR function

Work with IT to strengthen the HR tech and data foundation

AI is only as good as the platform it's built on and the data that informs it. To make AI technology work for HR teams, HR leaders should partner with IT. This means integrating data, making that data accessible, choosing technology and partners wisely, reducing reliance on point solutions, and orchestrating data and AI agents. IT is HR's closest partner in this transformation.

According to ServiceNow's *Enterprise AI Maturity Index 2025*, 55% of organizations said they "have rolled out 100 or more different AI use cases over the past year." Yet only 19% "are operationalizing the impact of AI and specifying how AI drives business goals." As AI tools and systems proliferate, the need to dismantle potential data siloes and disjointed HR experiences becomes even more urgent.

To succeed, HR and IT teams should integrate their functions and rewire their partnerships to be more strategic, predictive, and proactive. These teams should adopt a product mindset: an iterative approach focused on building and improving products to deliver continuous value to users. This agile, human-centered mindset can offer a better experience and unlock business growth.

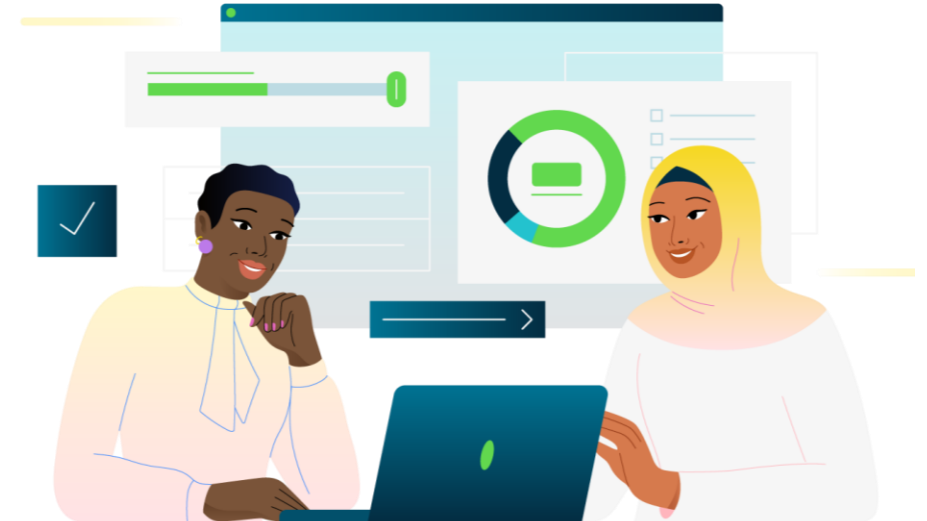
To fuel AI initiatives, HR teams need to think strategically about the problems they're trying to solve, then ensure they have the right data in the right places to solve them. In the past, CHROs often left data and tech architecture decisions to IT. Today, those choices should be made together.



HR leaders should consider these steps as they work with IT

- **Choose an experience platform** where AI use cases live—a place where employees will use these tools. Scattering AI experiences across dozens of tools leads to confusion and low adoption.
- **Knock down data siloes.** Every HR tool generates data. The value of it depends on whether it can be centralized and integrated. More and more, use cases require connected data, so consider these requirements before adopting new tools. This principle also applies beyond HR data; HR leaders should consider valuable data from functions like finance, IT, and sales.
- **Improve data quality.** Organizations need to build processes and governance to ensure and maintain high-quality, reliable data. For example, if a company uses a GenAI search tool to summarize policy content, it should ensure the source articles are accurate and up to date. Then, leaders can design a way to monitor and manage quality data. ServiceNow uses the *AI Control Tower* to manage this process and to track AI adoption, quality, and value.

Focusing on the tech and data foundation sets the stage for more advanced AI applications. It also helps harmonize teams of AI agents working across tasks, systems, and departments. When AI solutions and their underlying data work together seamlessly, they're simpler for employees to adopt—and they deliver more business impact.



Establish a collaborative HR AI operating model

Designing, implementing, and executing AI—both within HR and for employees across the enterprise—is a highly collaborative effort. HR leaders should work with IT and other stakeholders to create an “AI Factory” for the function: a structured system that helps supercharge AI solutions, focus on the right use cases, and ensure effective governance.

This AI Factory should turn ideas into working solutions efficiently. HR should be one key stakeholder to guide IT and co-create this system for collecting, evaluating, and prioritizing AI use cases. This forms a streamlined process that maintains oversight for moral, ethical, and legal use of AI without stifling innovation or speed.

Once ideas are prioritized, they should be assessed and built quickly—either by dedicated AI development teams or by upskilling existing tech teams. Alongside HR and IT, stakeholders should include legal, engineering, data security, and data privacy teams. Each group has a role to play at different steps in the process, so it's important to thoughtfully define when and how each one is involved. This structured but flexible approach helps maintain agility and creates a repeatable, scalable process to turn promising AI concepts into reality.

Ethical and responsible AI use requires an effective governance model. HR must take an active role—not only in managing governance within HR, but in modeling responsible practices for the rest of the organization. Governance should support both regulatory compliance and business impact, helping companies stay compliant while accelerating growth.



AI is impacting HR in three ways: HR professionals using AI in their personal and team workflows, HR managing the reskilling and upskilling of the company to increase AI literacy and fluency, and HR planning ahead for talent pool and talent sourcing changes (from new hires, to EIC shifts, to AI agents)."



Allie K. Miller

CHIEF EXECUTIVE
OFFICER OF OPEN
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AI ADVISOR

Establish a collaborative HR AI operating model

The HR operating model of the future is AI-driven and people-led. It's partially centralized to ensure focus on the right priorities with decentralized execution to drive innovation.

At ServiceNow, the HR function organizes its AI operating model based on moments in the employee lifecycle. When ideas are submitted from anywhere in the organization, they are routed to the appropriate product team. These tech experts quickly assess the idea for value and effort. If the idea shows promise, it advances through the development process. This approach keeps employees at the center and empowers them with tailored AI solutions.



AI HR use case prioritization

How can HR and business leaders prioritize the use cases that make the most sense for their organizations?

ServiceNow's technology teams use this matrix to assess ideas and help visualize priorities while also assessing the fundamentals: that the use case is ethical, beyond bias, and follows privacy and consent policies.



What indicates low effort?

- Existence/quality of data & data centralization
- Tech/infrastructure (i.e., integrations, cybersecurity)
- Ease of implementation & change management

What indicates high value?

- Aligned to business strategy
- Demonstrable ROI at scale and measurable impact
- Aligned to AI value proposition and guiding principles

Fundamentals

✓ Ethical

✓ Beyond Bias

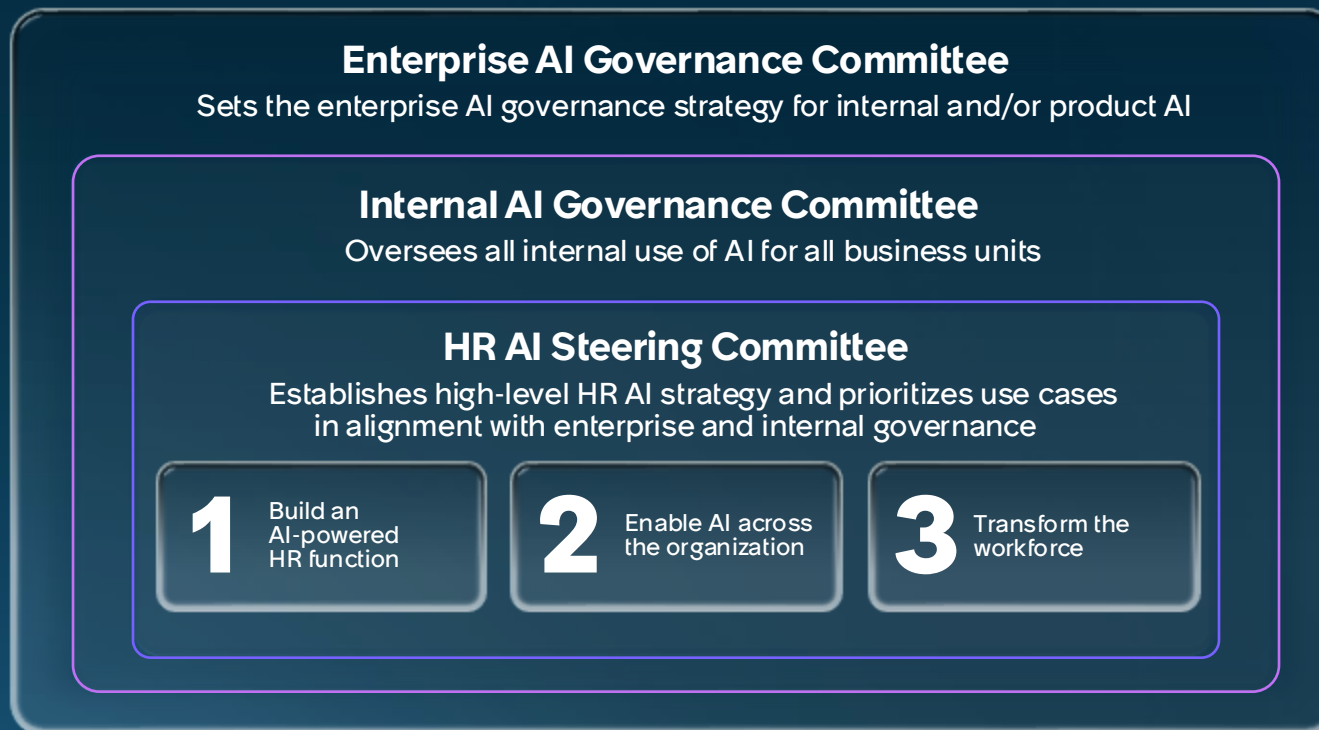
✓ Privacy & Consent



Ensure HR plays a key role in AI governance

This graphic shows how ServiceNow's HR AI steering committee fits within the enterprise governance model, ensuring alignment on strategy and priorities.

HR leaders should understand the organization's enterprise-wide governance, and they should also establish a body focused on HR-specific transformation.



BY THE NUMBERS

According to ServiceNow's *Enterprise AI Maturity Index 2025*, "Many enterprises are driving AI adoption by encouraging their employees to experiment with AI. This creates potential risks, given most enterprises surveyed also say they don't yet have the right guardrails in place to govern AI effectively." The survey found:

61%

of organizations are working to foster a culture of trust by enabling teams to recommend AI solutions to everyday problems in the workplace.

58%

empower teams to make decisions about AI solutions that help solve functional business needs.

44%

have a designated team that drafts AI policies, mitigates AI risks, and focuses on responsible AI use.



Implement an AI control tower to help run the HR function

HR leaders need consistent visibility into the AI models, use cases, and agents they have built and launched. They need to be able to identify when the performance of AI agents is not viable, when poor-quality data affects outcomes, when bias may creep into results or models, and how AI impacts both the experience of employees and outcomes for the business.

A platform that acts as an AI control tower can help bring order to the chaos. It can serve as a command center for AI operations in HR, other functions, and across the enterprise.

For example, *ServiceNow's AI Control Tower* is an intelligent, centralized hub that provides real-time data on performance, data quality, adoption, value, compliance, and experience. This helps ensure AI initiatives achieve strategic objectives while also mitigating risks.



Identify HR roles of the future

As technology evolves, so must HR roles. HR leaders need to rethink how their teams operate and what roles HR professionals will play in an AI-enabled future.

ServiceNow partnered with Pearson to analyze how AI will reshape capacity in its HR function. The findings suggest that within five years, AI could free up at least 25% of HR employees' time, especially for roles like HR shared services representatives, recruiters, learning content developers, and HR business partners. As AI takes on operational tasks, HR roles will evolve to focus more time on talent strategy, workforce planning, employee experience, leadership development, and business partnership. More HR professionals will take on roles similar to product managers, focusing on how experiences integrate to drive outcomes for the business.

Potential new HR roles include:

AI orchestration designer: Plans how AI agents and use cases integrate into cohesive and thoughtful experiences.

HR product owner or employee experience designer: Designs, evolves, and manages constantly evolving AI products to improve the employee experience.

AI ethics officer: Addresses questions about ethical AI use, especially as they relate to people. Analyzes how AI use cases align with a company's values.

Talent strategist: Uses predictive analytics and insights uniquely gained from human interaction to shape long-term workforce needs.

What kind of results can emerge from these shifts in HR roles?

Talent and workforce planning should be smarter, more predictive, and more agile. HR teams can focus more on designing learning strategies and less on managing logistics. AI can help HR design, monitor, and adapt every component of the employee experience in real-time to be more proactive, pertinent, employee-centric, and empathetic. And it can help foster a culture of experimentation, curiosity, and lifelong learning.

Put simply, AI can help HR transform from reactive to proactive.



Reflect: Build an AI-powered HR function

Guiding questions and next steps for leaders:

Work with IT to strengthen the HR tech and data foundation

- What steps can you take to break down data silos and improve data quality in your HR systems?
- How are you partnering with IT to ensure your HR technology choices align with business goals and AI readiness?

Establish a collaborative HR AI operating model

- Who are the key stakeholders or cross-functional partnerships essential to scale your AI operating model in HR?
- What processes do you have in place to prioritize, assess, and govern new AI use cases in HR?

Implement an AI control tower to help run the HR function

- What metrics should you track to monitor the impact of AI in your HR function?
- How can you ensure transparency and accountability in AI-driven workflows?

Identify HR roles of the future

- Which HR roles are most likely to evolve due to AI—and how are you preparing for that shift?
- How are you supporting HR employees as they adapt to new responsibilities and advancements in AI?





The three-point plan

Enable AI

across the organization

Embrace the reskilling opportunity

HR and business leaders can help turn the challenge of AI implementation, reskilling, and upskilling into a strategic opportunity for the business.

According to the *World Economic Forum Future of Jobs Report 2025*, "If the global workforce were represented by a group of 100 people, 59 are projected to require reskilling or upskilling by 2030—11 of whom are unlikely to receive it."

ServiceNow's internal analysis suggests nearly all the company's roles will require some level of task automation or augmentation. AI will increase what employees can do and change the tasks they focus on. Strategic reskilling and upskilling can help employees shift their time and energy to more strategic and valuable work as AI takes over more routine tasks.

Supporting employees through the transition requires comprehensively rethinking the workforce. For some employees, these changes can be jarring. That's why successful transformations should encompass workforce and job redesign, change and impact analysis, and thoughtful change management.

Skills will need to evolve as fast as AI capabilities change, which means leaders must foster a culture of continuous learning and adaptability. Employees will also need to learn new skills to oversee AI agents.

The speed of change demands an agile learning and development approach. It should focus as much on *how* people learn in the flow of work as it does on the skills people need for the future. Leaders need to design learning and development programs to equip teams with technical proficiencies and the ability to collaborate with AI systems. As AI automates routine tasks, many employees will need to transition into roles that emphasize strategic, collaborative, and critical thinking capabilities.



BY THE NUMBERS

The Accenture *Pulse of Change* survey shows

33%

of employees "agree AI change outpaces training ability."

McKinsey & Company's *Superagency in the Workplace* report says,

48%

of employees "say they want more formal training and believe it is the best way to boost AI adoption."

i4cp's *Workforce Readiness in the Era of AI* report says, "On average, workers believe they could increase their productivity by

10-30%

if they had more AI-related skills."

According to a *survey* of 150,000 people in 188 countries conducted by Boston Consulting Group, The Network, and The Stepstone Group, nearly

60%

of respondents "are open to reskilling without qualification, and an additional nearly 40% are willing to reskill if necessary."

Build tomorrow's skills, today

The future is hiring—if you're ready.

The *2025 Workforce Skills Forecast* assesses how agentic AI and related technologies will impact workers and organizations over the next five years. ServiceNow and Pearson used machine learning and economic analysis to model labor market shifts. The analysis maps the changing relationship between people and AI in the workplace, and it predicts how AI will change the mix of skills required for people and organizations to thrive.

Key Takeaways:

- **8 out of 10 countries** will outgrow their workforces in the next five years, despite tech's impact.
- By 2030, **nearly 8 million** US workers' roles will be affected agentic AI—meaning key tasks in their roles will be automated or augmented by AI agents.
- **Non-technical jobs** will see greater task-level disruption from agentic AI than many technical roles.
- **Organizations that invest now** in reskilling, job redesign, and AI governance will be best positioned to stay competitive in a labor-constrained world.



Read the full 2025 Workforce Skills Forecast at:
<https://www.servicenow.com/workflow/hyperautomation-low-code/workforce-skills-forecast-2025.html>



The future is hiring, yes—but it's also disrupting. AI is transforming the skills needed to perform thousands of jobs across the global economy. If workers aren't ready for this shift, both individuals and organizations will suffer."



Jayney Howson

SENIOR VICE PRESIDENT,
GLOBAL WORKFORCE SKILLS
AND TALENT READINESS,
SERVICENOW

Determine the skills of the future for the enterprise

To transform successfully, leaders need a firm understanding of the skills the organization has and needs.

This insight allows leaders to strategically upskill, reskill, and redeploy talent to drive the business forward. Working closely with the C-suite, HR should champion a skills-based approach—one that leverages AI and data to transform workforce management.

As AI changes how work gets done, the required skill sets are shifting. While skills like process-heavy administration, manual policy management, and reporting are already fading, a new set of skills will define the future workforce.

The *World Economic Forum Future of Jobs Report 2025* notes:

“The skills gap continues to be the most significant barrier to business transformation today, with nearly 40% of skills required on the job set to change and 63% of employers already citing it as the key barrier they face. Technology skills in AI, big data and cybersecurity are expected to see rapid growth in demand, but human skills, such as creative thinking, resilience, flexibility and agility, will remain critical. A combination of both skill types will be increasingly crucial in a fast-shifting job market.”

The report outlines the fastest growing skills by 2030:

- AI and big data
- Networks and cybersecurity
- Technological literacy
- Creative thinking
- Resilience, flexibility, and agility
- Curiosity and lifelong learning
- Leadership and social influence
- Talent management
- Analytical thinking
- Environmental stewardship

Technology and AI will be a part of everyone’s job. HR leaders need to help identify and empower skills of the future tailored for their organization, and match skills with tasks and roles across the enterprise.

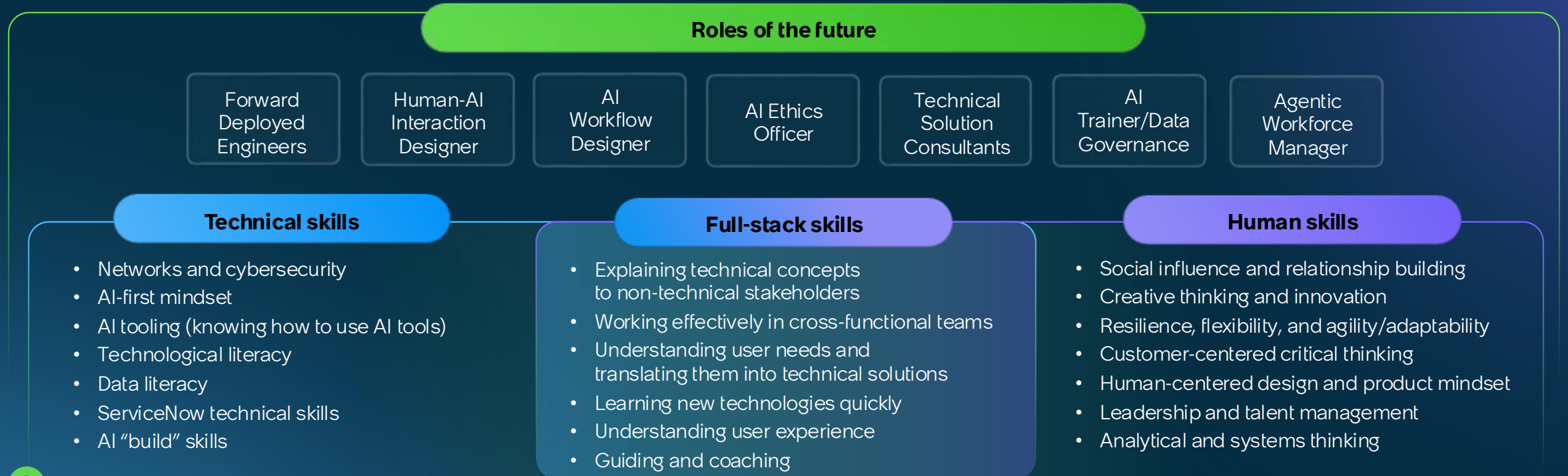


Determine the skills of the future for the enterprise

These are the skills we're building and rewarding at ServiceNow.

Versatility is key. That's why we value full-stack skills, which combine technical know-how with the human ability to lead, collaborate, and adapt.

For example, we look for these full-stack skills in **Forward Deployed Engineers (FDEs)**, a new, unique hybrid role that combines deep technical expertise with customer-facing responsibilities. They work directly with clients to implement, customize, and optimize complex technical solutions, and they serve as the technical bridge between engineering and customer success.



Visualize the AI heatmap

Leaders can start by identifying tasks best suited for AI automation and augmentation, then map those tasks to roles.

Think of this approach as an AI heatmap to help find areas where AI impact is significant and likely to create capacity. The results can be used to inform targeted upskilling and prioritize areas for employee learning.

For example, this is the AI heatmap analysis for an HR shared services employee at ServiceNow:



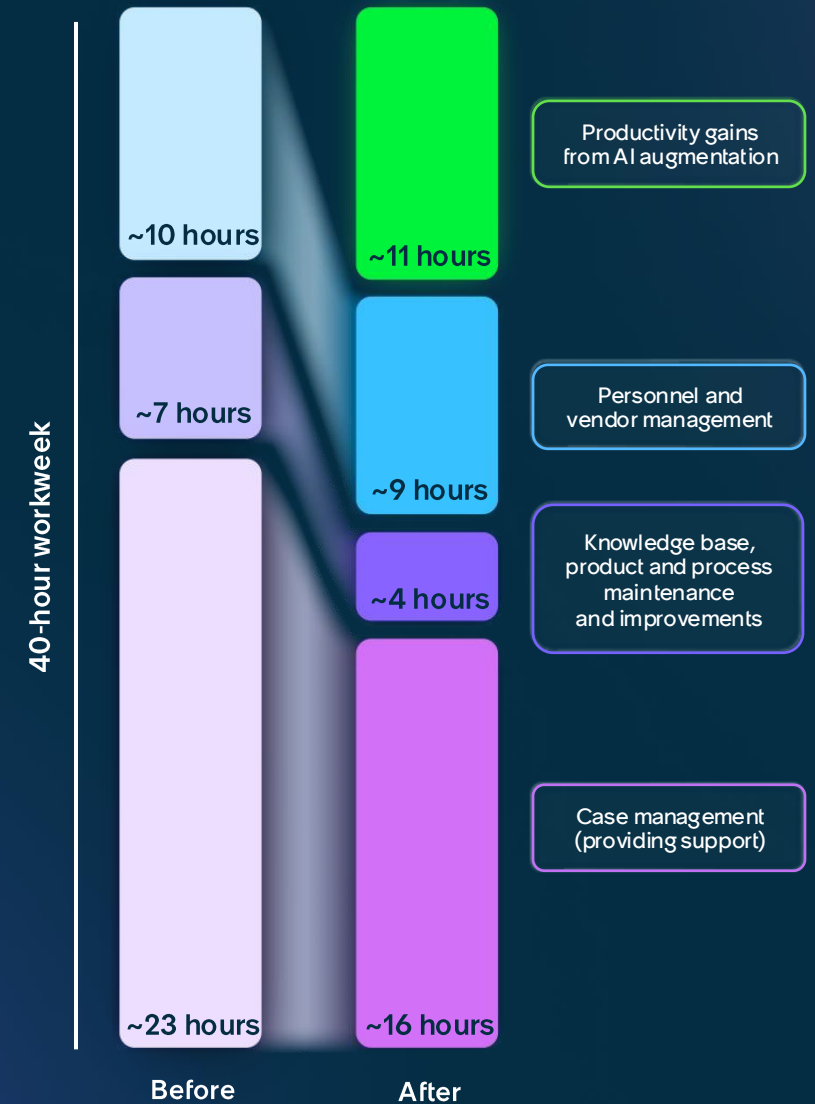
Use the AI heatmap to boost productivity

The AI heatmap analysis not only pinpoints tasks ripe for AI augmentation, it can also help quantify the potential gains.

In this example, the HR shared services employee could save about 11 hours in a 40-hour work week, or about 28% of their capacity, which enables them to redirect time to higher-value work. When scaled across a team or function, these individual gains can compound into significant operational efficiency and better service for employees.



HR SHARED SERVICES EMPLOYEE



THE WHY

THE HOW

THE WHAT

WHAT'S NEXT

CONCLUSION

Reskill impacted roles

ServiceNow's 2025 Workforce Skills Forecast shows that some roles will be heavily impacted, but not replaced, by agentic AI.

Leaders should transition these roles into positions of greater value for the enterprise. By identifying adjacent skills between jobs, enterprises and individuals can repurpose expertise to other locations across the business. Pinpointing proficiency level gaps between similar skills makes it possible to create tailored learning pathways for employees.

For example, the graphic below shows the evolution of a change manager to a digital transformation role.



Change Manager skills

Digital Transformation skills

Overlapping skills

- Leadership
- Interpersonal skills
- Project management
- Analytical skills
- Problem solving

Gaps

- Informatics
- Technical acumen
- Digital strategy



Spotlight: AI assessment

ServiceNow assesses AI skills across the workforce

As the AI platform for business transformation, ServiceNow needs to ensure its workforce leads the way in AI-proficiency by assessing employees' current skills, then identifying and addressing gaps.

The company integrated Workera, a third-party AI assessment tool and upskilling solution, into the ServiceNow AI platform.

All employees were assigned a job family-specific AI skills assessment consisting of open-ended text questions and exercises, such as drafting AI prompts and creating storyboards.

Future plans:

- Assessing all critical capabilities of the skills outlined in the company's AI strategy
- Launching company-wide learning based on the skills gaps uncovered
- Launch function-specific upskilling programs on critical skill gaps to deliver on strategy

Outcomes:

Employees

- Results are seamlessly integrated into their career profiles showing them their strengths and skills gaps
- Get personalized learning recommendations including ServiceNow University content, scenario simulations, and practice questions

Managers

- Can see proficiency levels of each team member and check in on progress
- Receive guidance for growth conversations

Leaders

- Gain insights via the AI skills dashboard on the ServiceNow AI platform to help identify skills gaps at an enterprise level
- Use data-driven strategies to address gaps and achieve business results through upskilling, hiring, and outsourcing



Create a tailored AI enablement framework

Every organization is unique, so it's essential to create a customized AI enablement framework that clarifies learning objectives. Establishing this clear framework—and aligning it to the skills the organization needs—lays the foundation for an AI-ready workforce. At ServiceNow, this means helping employees:

- **Know and work with AI:** Ensure all employees have a foundational understanding of AI, such as prompt engineering, identifying use cases, and understanding policies on data privacy and responsible AI use. It's also crucial to listen to employees and address their concerns by showing how AI can help them learn new skills and grow their careers. Train employees to work with AI tools available to them, including capabilities and limitations. Partner with IT and learning and development teams to assess how and if employees are working with those tools.
- **Build AI:** Upskill technical teams, including engineers and data scientists, to create and implement AI-driven solutions. Even for non-technical teams, employees may increasingly be expected to create agents to support their workflows. This requires focused training and enablement.
- **Lead boldly:** Prepare leaders and managers to empower their teams with AI agents, drive adoption, lead boldly, and help their people develop new skills. Since change is constant and accelerating, leaders who are uncomfortable with change may slow the organization's progress.

Leaders should communicate their framework to employees to create clarity of expectation. This will help direct learning efforts for all employees—from new hires to executives—to develop the skills that move the organization forward.



BY THE NUMBERS

ServiceNow's *Enterprise AI Maturity Index 2025* identified a group of Pacesetters who are further ahead of others in AI maturity, including their approach to talent and upskilling. Pacesetters take a multi-pronged approach to help employees use AI effectively:

80%

have training and upskilling programs (vs. 54% of others)

64%

have identified AI champions (vs. 54% of others)

71%

host AI learning events (vs. 50% of others)

Spotlight: servicenow university



ServiceNow University is a new, innovative learner experience to empower individuals to grow, develop, and build skills for an AI-driven world.

Unlike traditional learning environments with static, one-size-fits-all programming, ServiceNow University builds skills for the future, flexes with the world's needs, and unlocks full talent potential through a customized learning toolkit—no matter an individual's needs and interests. It serves the entire ServiceNow ecosystem—employees, customers, and partners—empowering everyone to put new skills to work in real-world contexts. This helps people drive both business and personal growth.

Historically, organizations have relied on fixed training models: 30-60-90-day onboarding cycles, periodic online courses, and mandatory compliance trainings. As technology evolves and changes the way we work, learning experiences must evolve as well.

ServiceNow University addresses this need by offering the space to turn skill building into a dynamic journey—not just a checklist. Learners are equipped to succeed today while building resilient, future-proof careers through broader and deeper experiences.

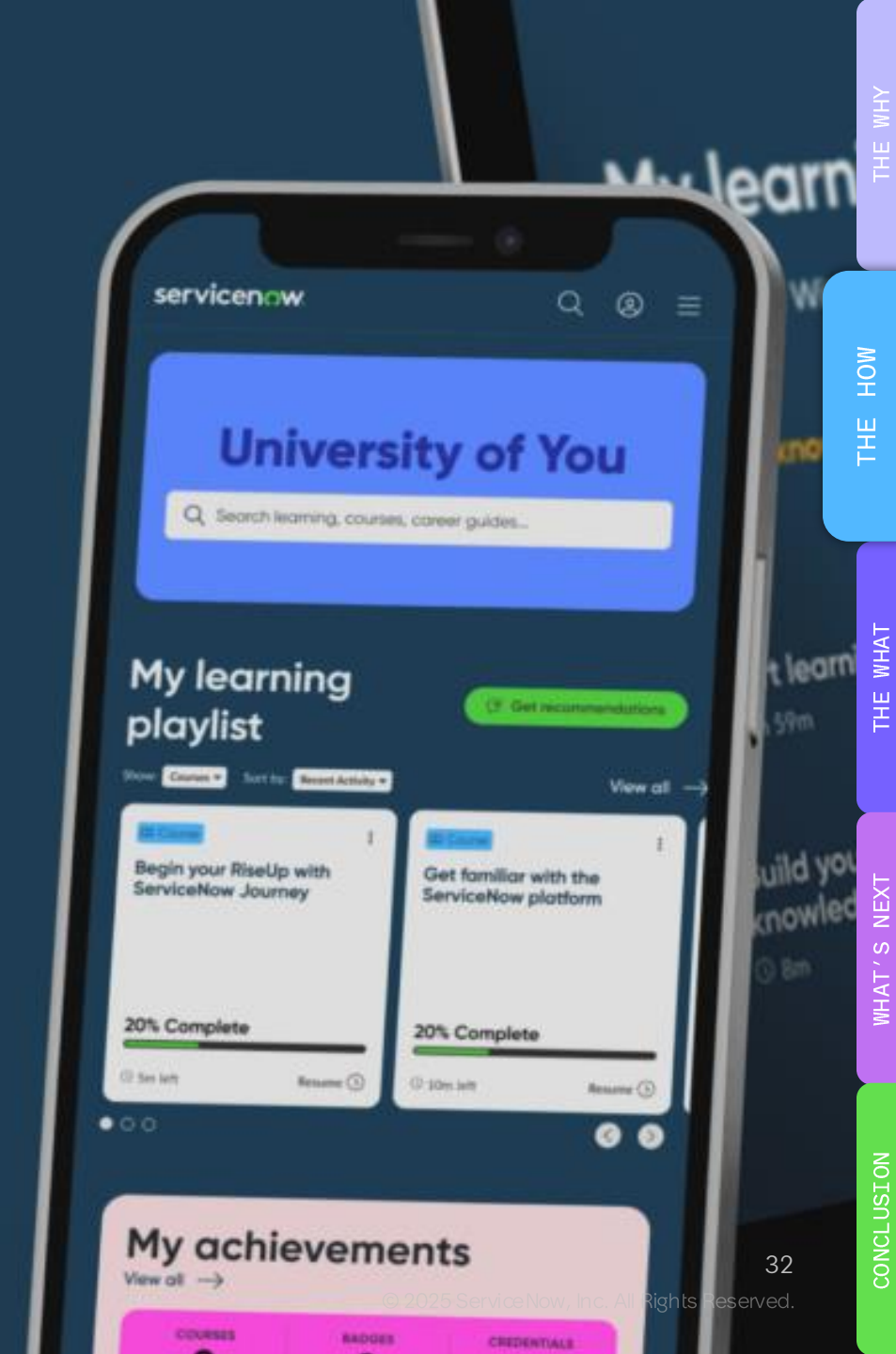


ServiceNow University is built around the learner:

- **Predictive**, with AI-powered recommendations that help the learner grow.
- **Personalized**, with learning journeys aligned to role, skills, and career goals.
- **Pertinent**, with the right experience at the learner's fingertips—whether it's a quick explainer or a deep dive.
- And served up at the **point-of-need**, so the learner gets what they need, when they need it.

Key features include:

- **Completely free and gamified**—hundreds of free on-demand courses with hands-on performance-based assessments.
- **An enhanced unified profile** that connects a person's skills, experiences, and achievements in one place.
- **AI-driven technology and content** to predict and anticipate learner needs.



Become AI native in learning and development

AI is rewriting the rules of learning. Organizations are drowning in capability gaps, and people are hungry for growth that truly prepares them for what's next.

Here are the steps we're taking at ServiceNow to become AI native in L&D:

- 1. Human connection: AI amplifies what makes us human.** AI-native learning strengthens human connection by using data and automation to spark mentorship, peer learning, and shared growth. Cohorts build empathy, creativity, and leadership through real challenges, helping people discover their future roles.
- 2. One-to-one: Potential unleashed in real time.** Each learner gets a personalized AI guide, creating unique learning paths. Learning is validated continuously on the job, replacing scheduled tests with real-time skill recognition.
- 3. Playgrounds to practice and prove: Skills in action.** AI simulations let learners tackle real scenarios with instant feedback. Learning shifts to 80% hands-on, using proven techniques like spaced repetition and deliberate practice to build skills faster and more effectively.
- 4. Zero maintenance: The course is dead, content lives.** Courses evolve into dynamic ecosystems. Designers become prompt engineers, generating and updating content from a single source of truth in real time.
- 5. Enable to teach: Forward-deployed learning.** AI tools empower leaders and practitioners to teach at the point of need. This shift creates a distributed learning network, driving impact across employees, customers, and partners.
- 6. Data is king, impact is the compass.** Every learning moment generates data that links directly to performance and career growth. AI enables scalable reskilling and builds each learner's unique talent signature, aligning human potential with business strategy.



BY THE NUMBERS

According to Pearson's *Lost in Transition: Fixing the "Learn to Earn" Skills Gap report*,

\$1.1 trillion

is lost annually in the U.S. alone "at key transition points – from school or college to work; unemployment due to redundancy; and displacement caused by new technologies."

Spotlight:

The four AI modes that will supercharge your workflow

In addition to the work that organizations must do to support the AI transition, employees in every role will need to rethink *how* they get work done and interact with AI systems. AI is transforming from tools that assist with tasks to autonomous agents that help drive business outcomes for every employee, in every workflow.

Allie K. Miller—chief executive officer of Open Machine and ServiceNow AI advisor—has identified a clear taxonomy of four distinct modes of AI interaction, moving from tools that support humans to systems that act alongside and, eventually, on behalf of us.

Read more about how to apply this framework in Allie's newsletter at: www.alliekmiller.com

- 1. AI as a Microtasker:** "This is where everyone starts. You throw a discrete, cut-and-dry task at AI, it completes it, and you're done. The interaction ends. It's the digital equivalent of asking someone to pass the salt—super efficient but incredibly limited."
- 2. AI as a Copilot:** "In this mode, AI becomes a persistent companion during extended creative or technical sessions. Unlike the one-and-done microtasker, the copilot maintains context and continuity and ambience."
- 3. AI as a Delegate:** "In this mode, you assign a goal with context and expectations, then step away while the AI works autonomously—maybe for minutes, or who knows, maybe for days."
- 4. AI as a Teammate:** "In this mode, AI doesn't just assist YOU, it enhances your team's and organization's collective capabilities. It's proactively managing silo crossovers, and connecting disconnected people, information, and insights."



The organizations that will thrive in the next few years aren't the ones blindly adopting AI with hopes of evolution.

The ones that thrive are the ones making a total and complete mindset shift, using simple and advanced AI systems in the right modes for the right purposes."



Allie K. Miller

CHIEF EXECUTIVE OFFICER
OF OPEN MACHINE,
FORTUNE 500 AI ADVISOR



Reflect: Enable AI across the organization

Guiding questions and next steps for leaders:

Embrace the reskilling opportunity

- What tools or methods are you using to assess current skill levels across teams?
- How are you identifying emerging skill gaps related to AI adoption?

Determine the skills of the future for the enterprise

- What tasks can be automated to free up time for strategic initiatives?
- How are you measuring the value of work reallocation enabled by AI?

Create a tailored AI enablement framework

- How can you customize AI training for different roles and career stages?
- What support systems will ensure employees apply AI skills effectively in their work?

Become AI native in learning and development

- How are you embedding AI-driven learning experiences into daily workflows for employees?
- What metrics will you use to evaluate the impact of AI on learning outcomes?





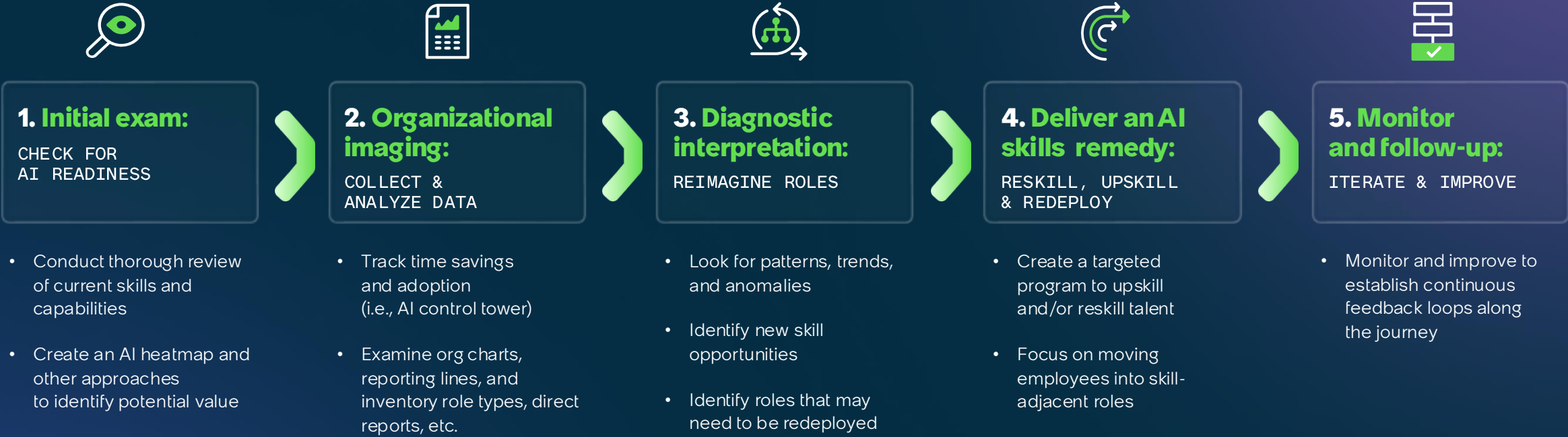
The three-point plan

Transform the workforce

Take an x-ray of the workforce to guide talent strategy

Business transformation at this moment requires a new approach to talent strategy. Leaders across the company, especially in HR, need to guide employees as they adapt to change and focus on the outcomes that matter most.

Building a well-crafted talent strategy and an agile workforce is essential for navigating AI transformation, addressing skill gaps, maintaining competitiveness, and ensuring human-centric AI adoption. To start, take an "x-ray" of your organization: a thorough analysis of the inner workings of its current structure and capabilities.



Drive change readiness and steward culture change

Leaders are in the first inning of a game that changes faster with time. Innovative companies are already moving beyond traditional, linear models of change management—ones designed for predictable, step-by-step shifts. AI demands something more dynamic: continuous, adaptive, and decentralized change *readiness*.

Successful AI transformation depends on culture change because AI shifts the way humans create value for an organization. Leaders need to steward the culture and partner across the C-suite through the transformation. Leading through change will be an increasingly critical skill for any organization and HR function.

At ServiceNow, our strategy is designed to build an AI-enabled workforce to drive our growth. We want to create a culture of trust in which each employee embraces AI from their head to their heart, and can pivot at the speed of innovation. That includes developing leaders who are prepared to guide their teams through this massive change.

Our talent strategy framework at ServiceNow focuses on how we scale, simplify and skill for AI transformation. We also use this framework to communicate our strategy and progress to our board of directors.

Together, these levers require a long-term rethinking of human capital strategy. Leaders must not only scale this change but drive it—helping employees both embrace change and take responsibility for AI transformation in their own roles. Culture is the critical ingredient for AI transformation, and HR fosters that culture.



Share vision and lead change through storytelling

A key part of the “x-ray” and the change readiness strategy is sharing the vision to transform the workforce with employees, leadership, and stakeholders.

Storytelling helps employees embrace change. Reluctance to adopt AI may come from fear of the unknown, especially whether AI will replace jobs, or it may come from lack of clarity. Research by the [Upwork Research Institute](#) notes that “47% of employees using AI say they have no idea how to achieve the productivity gains their employers expect.” Leaders may think they face a binary choice: will they use AI to cut costs, or invest in their people and use AI to enhance human potential? But organizations can do both—by engaging employees, reskilling them, and preparing them for the future—to build a more resilient workforce.

Leaders need to act now to ensure that today’s skills evolve to match the demands of tomorrow. Upskilling isn’t just a business strategy—it’s a cultural signal. When leaders invest in and prioritize learning and growth, it sends a powerful message to employees: *you belong in the future we’re building if you’re willing to adapt*. Without the investment, people will be left behind, and business results may suffer.

LEADING THROUGH CHANGE

Organizational cultures that keep people at the center of this transformation will help the business thrive. Consider these principles as you share your vision:

Start from the top

To build a rich and deep talent strategy that will help drive the business strategy forward, the board and the C-suite need to buy in. It’s critical to collaborate closely with the board on the organization’s talent strategy, and work with each C-suite leader to identify their key priorities to create the vision together.

Let AI captains lead the way

Not every employee will be an AI champion from day one. That’s why AI captains should be designated to show and share how they are working with AI, highlight early efficiency gains, set the tone and carve the path for their teams. They should foster a culture of experimentation in which people aren’t afraid to try, and they have permission to fail. Whether this work is their sole job responsibility or a portion of it, AI captains who are open and vocal about the shift, leading by example, are instrumental in building momentum for adoption.

BY THE NUMBERS

According to a [Gallup study on AI adoption](#),

93%

of Fortune 500 CHROs “say their organization has begun using AI tools and technologies to improve business practices.” However, most workers remain unaware of these efforts. Only

33%

of all U.S. employees “say their organization has begun integrating AI into their business practices, with the highest percentage in white-collar industries (44%).”



Rethink work design and workforce plans with an AI-native mindset

AI doesn't just change how people work—it changes how leaders think about work design: the process of structuring jobs, roles, and tasks to align with organizational goals. This foundational step shapes how many people are needed, what skills they require, and how work can be structured for adaptability and performance.

As a baseline before expanding on workforce planning, organizations need to ensure that the right work is being done by the right people in the right way. This means creating roles that engage and motivate employees, and anticipating future skills and capabilities required to meet evolving strategic needs.

The need for new or blended roles also applies at the leadership level. Some CHROs, for example, are absorbing IT organizations under their leadership as org charts shift or disintegrate.

Leaders need to become acutely aware of how AI is transforming each role in their organization. This includes rethinking high-impact, high-volume roles—like sales representatives, engineers, or support teams. As McKinsey & Company's *Superagency in the Workplace* report says, "Workforce planning is more difficult than ever. There is still a world of uncertainty to manage."



Today, the value of general knowledge is already limited by large language models. That means being a subject matter expert or part of a center of excellence may not create as much value. Leaders should rethink how humans add unique value and focus their efforts on those tasks. It also means organizations and leaders need to be agile as technology develops. Organizational structures, policies, processes, and workflows all need to change significantly to gain value from AI.

At ServiceNow, a centralized Workforce Planning Council standardizes how the company assesses the impact of AI solutions on functions and roles.

It gives leaders a clear view of major AI investments and their effect on business metrics, like revenue per employee. This structure helps ensure AI is embedded into workforce planning, not treated as a bolt-on.

Rethinking financial planning:

In an AI-first enterprise, financial planning and business modeling need to adapt to reflect the new cost and value dynamics. For leaders, this means understanding how AI will impact hiring, training, and workforce costs.

Investing in AI isn't just about buying new tools. It's about redesigning talent strategies and budget structures to match the speed and shape of transformation. By integrating AI into workforce and financial planning, companies can stay efficient, competitive, and future-ready.

Redefine the workforce with teams of employees and AI agents

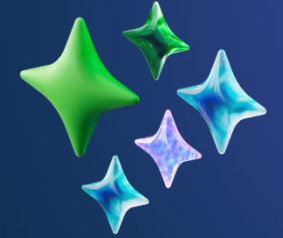
AI agents will become more like employees, forming an agentic workforce that requires thoughtful planning and oversight—well beyond coding. For example, HR teams will need to plan how to onboard AI agents, think through new skills, create “teams” of AI agents to complete tasks, and assess and evaluate their performance against key outcomes.

AI agents will be better at certain tasks than humans, and vice versa. Organizations will need to decide how to use these different talent pools to deliver the best results for their business.

Just as leaders today weigh decisions between early-in-career hires versus experienced employees, or contractors versus full-time employees, they will increasingly need to evaluate the right mix of human employees and AI agents to meet business goals.

Employees will need to train AI agents as new data sources become available, all while ensuring security. AI agents will also need managers, so humans will manage more and more AI agents. Enterprise AI agents will be managed centrally; employees will also create their own AI agents or customize enterprise agents for their own purposes and workflows.

Humans will continue to design and direct these agents. They will need to think critically about roles and responsibilities as agents proliferate across the organization. This change highlights the need for systems thinking and product mindset skills for employees at all levels.



STRATEGIC QUESTIONS FOR EVERY CHANGE:

VISION:

What is the from-to?

STRATEGY:

How will we get there?

PURPOSE:

Why transform?

TIMELINE:

By when? How to phase?

The following pages show the “from-to” analysis for the Account Executive and Software Engineer roles—empowered by AI—at ServiceNow.

Spotlight:

Rethinking the account executive role at ServiceNow

From

Current state



An account executive spends up to **20-25% of their time researching and prepping** for meetings...

...and **15-20% of their time collaborating on sales decks**, customizing value propositions and compiling collateral

Other tasks such as CRM & admin, analyzing buying signals, and internal coordination take up to **20% of their time**

To

Agentic future



Instead, they can do **“smart” research** that includes instant client briefings, persona generation, and insight synthesis, in half the time

Collateral is auto-generated with no handoffs, while **administrative tasks are automated with more accuracy**

Agents handle requests across functions, leaving more time for **live conversations, coaching and outreach.**



Spotlight:

Rethinking the software engineer role at ServiceNow

From

Current state



A software developer spends **30% of their time developing code...**

...and **nearly 20% of their time testing** code performance

Other tasks such as troubleshooting, reporting, data analysis and reporting can collectively take up **15-20% of their time**

To

Agentic future



Instead, they can **quickly review agent-created code**, allowing more creativity in developing new code frameworks

Performance testing is significantly faster, **freeing up time to brainstorm and innovate model possibilities**

Documentation and reporting are further automated, resulting in **more time for user story creation, e.g., in partnership with sales teams**



Doubling down on early-in-career talent

If organizations don't protect and modernize the early-in-career (EIC) pipeline, they risk widening the skill gaps and stalling the impact of AI solutions. EIC talent will be tomorrow's leaders, so organizations need to build pathways for them today.

The EIC landscape is shifting: The talent pipeline is narrowing just as the pace of transformation is accelerating. U.S. birth rates are declining. Fewer 18-year-olds are entering the workforce. Higher education costs are skyrocketing, and many high school graduates are choosing two-year and technical degrees or trade jobs.

But that makes every EIC hire even more valuable: EIC employees are AI natives who are already leading the transformation. They intuitively engage with tech, bring creative agility, and have the curiosity needed to thrive in fast-changing environments.

Three steps to consider:

- 1. Map skills to evolving EIC roles:** Identify the skills AI won't replace for EIC roles and the skills that matter most to the business—from programming and UX design to collaboration, creative problem solving, and empathy. For example, if AI handles research, an entry-level role could evolve into a prompt engineer or curator.
- 2. Design new rotations and exposure:** Companies that invest in internships build future-ready talent pipelines. But internships today are table stakes. To stand out, build rotational programs, apprenticeships, and real-world experiences that give EIC hires exposure across the business—such as reverse mentoring.
- 3. Embrace AI-first learning to grow and retain EIC talent:** Show EIC talent how they can grow, and design learning that matches their curiosity. EIC employees expect learning to be personalized, bite-sized, and built into the workflow.



As the AI era accelerates, some leaders have predicted a wipeout for entry-level white-collar jobs. I understand these concerns as unemployment rates rise for U.S. college graduates. But cutting early-in-career talent isn't a transformation strategy. It's the start of a slow-motion collapse."



Jacqui Canney

CHIEF PEOPLE AND AI
ENABLEMENT OFFICER

servicenow

Read more in Jacqui's *Fast Company* article: ["Investing in early-in-career talent is vital to win the AI race."](#)

Spotlight:

Redefining early-in-career engineering roles

With AI, early-in-career (EIC) roles will shift dramatically upward in terms of complexity, skill depth, and strategic value.

In five years, a junior software engineer will be doing work that's more complex and strategic than today. That's because AI has fundamentally changed what organizations need humans to do. The goal is to elevate EIC roles from execution to orchestration.

Today

Engineers focus on coding, testing and automation tasks. Current roles follow conventional workflows, mostly manual and supervised.



Junior software engineer

Near future (~1-2 years)

Engineers work alongside AI agents, pairing with them to run code and run prompts. Roles are upskilled and expanded to supervise AI outputs, curating data, and supporting senior engineers.



AI tools
AI-augmented junior software engineer
AI tools

Future (~3-5 years)

Engineers orchestrate multi-agent workflows and focus on complex logic, architecture, and human-in-the-loop governance. Roles evolve into strategic roles like System Shapers and Product Builders.



AI Agents
AI-orchestrating junior software engineer



How we activate ServiceNow's AI strategy

Workforce transformation is an enterprise-wide effort, and HR plays a key role. Here's how it works at ServiceNow.

Leadership

Provide targets, baselines, standards, and key decisions to keep teams building and delivering

C-SUITE AND IT LEADERSHIP TEAMS

Provide strategic direction that informs the prioritization and decisions for execution

WORKFORCE PLANNING COUNCIL

Assesses impact of AI solutions on functions and roles. Guides effective workforce planning broadly with AI as a key lever



Execution

PARTNERSHIP BETWEEN IT AND FUNCTIONS

Continuous feedback loop of business problems, use cases, delivered solutions and market feedback that constantly drive new AI-focused innovation, adoption, and value for ServiceNow, partners, and customers



Foundation

Ongoing value tracking, reporting, and compliance monitoring

UNIFIED REPORTING IN AI CONTROL TOWER

Provides standardized reporting and value tracking on all AI products to support continuous improvement

LEGAL GOVERNANCE, ENABLEMENT, EDUCATION & STANDARDS

Targeted education and behavior shaping to infuse responsible AI usage and development

Key Outcomes

Revenue per employee

Productivity

Net new annual contract value



Reflect: Transform the workforce

Guiding questions and next steps for leaders:

Take an x-ray of your workforce to guide talent strategy

- What tools or analytics can provide a clear picture of your workforce's readiness for AI?
- How will you use workforce insights to guide strategic decisions on AI adoption?

Drive change readiness and steward culture change

- What actions can you take to build trust and reduce resistance to AI-driven change?
- How will you communicate your story about the benefits of AI to foster a culture of collaboration, experimentation, and responsible use?

Rethink work design & workforce plans with an AI-native mindset

- Which processes or roles could be redesigned to maximize AI-human collaboration?
- How will you ensure that AI integration enhances—not replaces—human contributions?

Redefine the workforce with teams of employees and AI agents

- What governance structures are needed to manage hybrid teams of people and AI agents?
- How will you measure the effectiveness of teams of employees and AI agents in delivering business outcomes?





The what

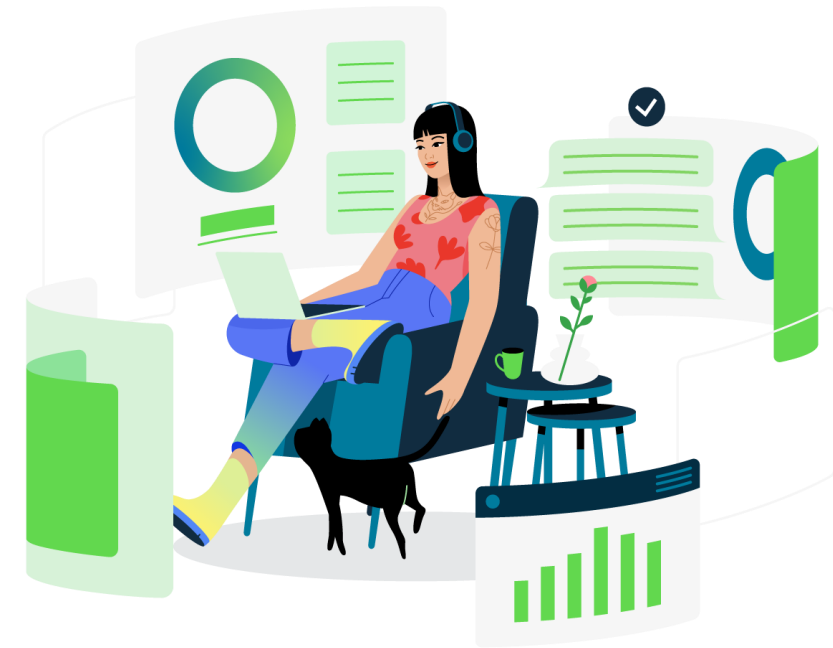
AI in action, delivering value

Stories of AI in action

When technology works in the service of people, it can create exceptional experiences while also strengthening the business. That should be the vision for AI: to multiply what people can accomplish on their own and drive better business outcomes.

People can provide oversight and guardrails as AI systems act and interact in smart and autonomous ways. And an employee can manage a fleet of AI agents that helps them work seamlessly and see around corners.

The following stories show how ServiceNow and its customers have started on this journey to use AI solutions and deliver value.



HR use case overview:

Seeing value with HR-focused use cases across at ServiceNow

At ServiceNow, we've received more than **1,000 submissions** for AI use cases in HR through our idea app. **About 100 ideas** made it through the HR AI operating model and use case prioritization framework, and we've **prioritized about 20 AI use cases** that demonstrate the most value. Below are examples of the resulting use cases and how they support various personas across HR.

Learning & Development

- Content creation, maintenance, & development
- Learning personalization
- Agentic use cases to help employees, customers or partners

Talent Acquisition

- AI-assisted sourcing
- Automated & personalized candidate outreach
- Job description creation

People Operations

- Deflection of work & self service
- Increased agent productivity & automation

People Analytics

- Automated report building (Data Agent)
- Personalized metric delivery

HR Business Partners

- Tactical work, execution
- HRBP Assist
- Employee survey summarization



Use case spotlight:

ServiceNow's Now Assist accelerates better outcomes and experiences in People Operations

In People Operations, AI has fundamentally changed how ServiceNow supports employees. By implementing integrated AI technologies across a single platform, the company can help handle employee requests more quickly and effectively.

Using these AI solutions has more than doubled the productivity of HR shared services employees. One human agent can now support 975 employees with the help of AI, compared to 412 employees before.

In addition to the productivity increase, the value expands by upskilling shared services employees rather than reducing headcount. As more operational work is completed by AI, fewer employees are needed to support the same work. This allows ServiceNow to redeploy this capacity to more talent strategy work, which creates a flywheel of value. This resource shift ensures that capacity gains from AI lead to meaningful improvements in workforce development and business outcomes.

ServiceNow is also on the path to use agentic AI in its HR function—actively vetting and building use cases, including:

- Streamlining HR support by providing quick, accurate responses to employee questions in the moment.
- Helping HR business partners use workforce insights and answer questions quickly so they can use their human time on strategy instead of data analysis and fact hunting.

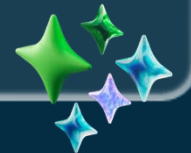


With the time we save by using AI in People Operations, we create a flywheel of value. As we automate routine tasks, we can reskill our employees, then reinvest that capacity into more strategic work. This is the human renaissance in action.”



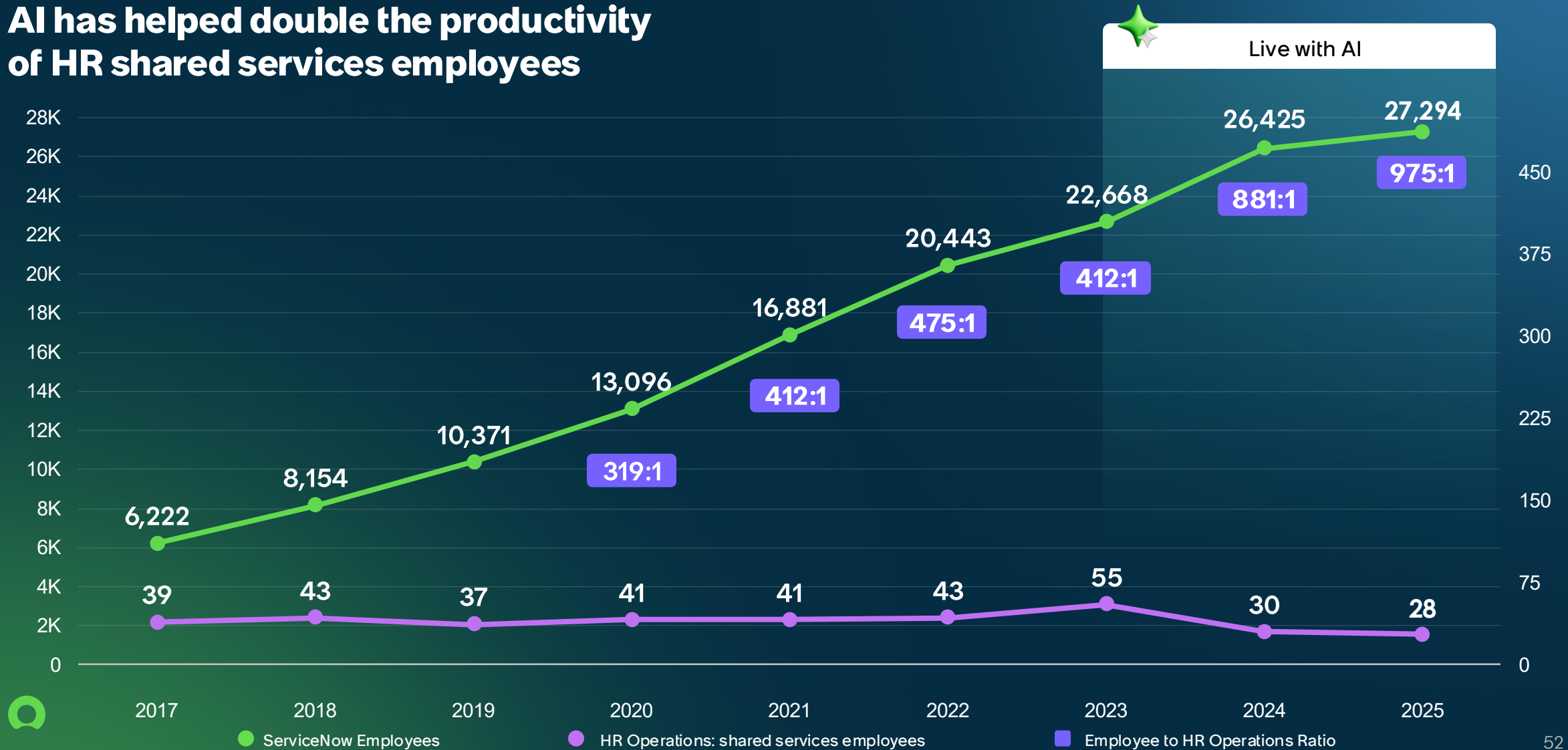
Kelly Kent

SENIOR VICE
PRESIDENT, GLOBAL
PEOPLE SERVICES



Result: Supporting employees at scale

AI has helped double the productivity of HR shared services employees



THE WHY

THE HOW

THE WHAT

WHAT'S NEXT

CONCLUSION

Use case spotlight:

With Data Agent, ServiceNow democratizes access to people data through conversational AI

As the AI platform for business transformation, ServiceNow is reimagining how HR and business teams access workforce data. Data Agent—a conversational analytics agent—empowers employees to ask natural-language questions and receive instant, trustworthy answers from source of truth systems.

Built on ServiceNow's AI Agent Studio, and embedded into the Now Assist Virtual Agent, Data Agent translates plain language into secure, governed data queries and delivers results directly in chat or email.

Whether an HRBP needs to know “Who hasn’t submitted goals in the Finance organization?” or a leader wants to understand “hires by country in my organization last quarter”, Data Agent democratizes people data for those who need it the most.

The platform combines automation, explainability, and personalization to help every user make faster, data-driven decisions—without dashboards or structured query language (SQL).

Outcomes:

Employees & HRBPs

- Saves time by replacing manual data pulls and ticket requests with its ability to verify answers instantly using natural-language questions
- Gives explainable, contextual insights, not static reports, in the flow of work (embedded into MS Teams, and Now Assist Virtual Agent)

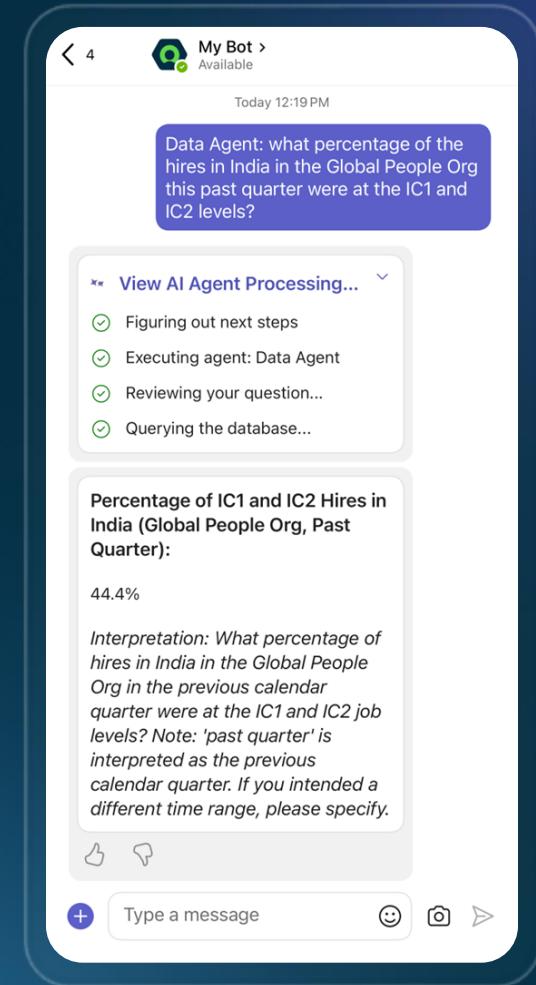
Managers & Leaders

- Provides access to real-time team data from headcount to span of control to goals, attrition, tenure and more
- Drives a data-first culture by embedding analytics into daily workflows

People Analytics Teams

- Reduces ad-hoc reporting volume
- Shifts operational data pulls to scalable, personalized, conversational AI interactions vs. overly broad dashboards

QUICK INSIGHTS,
NOT LENGTHY REPORTS



Use case spotlight:

Now Assist—AI-powered intelligence natively embedded in the ServiceNow AI Platform

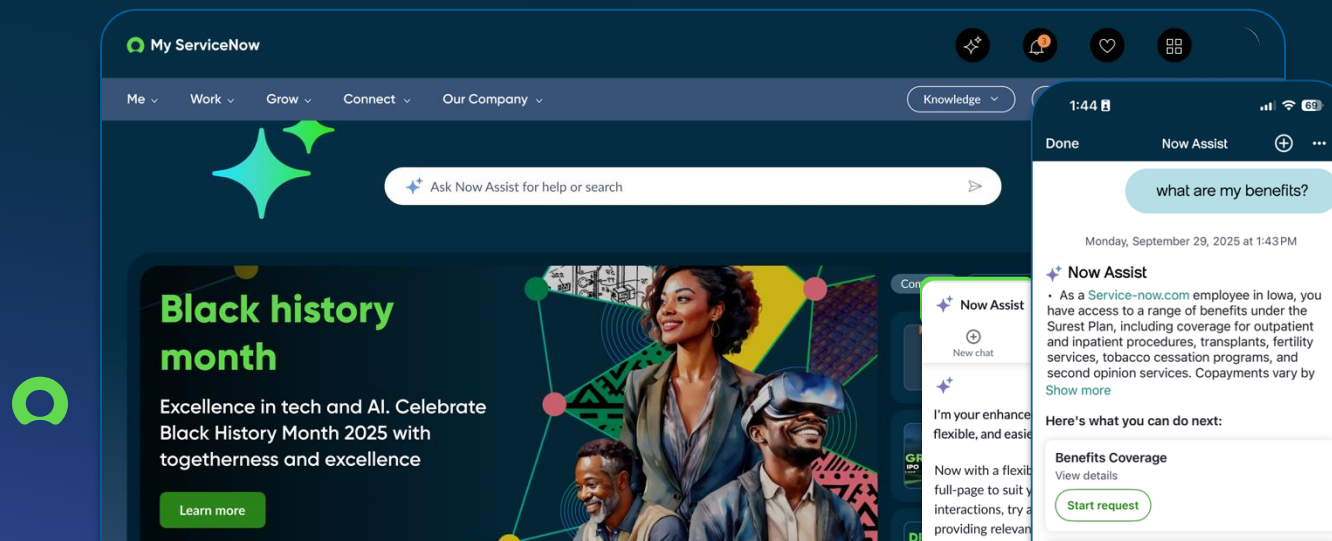
Now Assist brings AI natively into the ServiceNow AI Platform—across workflows, data, and experiences—to accelerate productivity, decision-making, and innovation.

Now Assist delivers enterprise-grade AI that's secure, actionable, and built for work. It goes beyond text generation—it understands ServiceNow data, user roles, and task context to deliver trusted, workflow-aware intelligence that helps employees move from insight to action faster.

Available directly within My ServiceNow (employee portal) and Microsoft Teams (collaboration interface), Now Assist offers personalized support that enhances productivity and empowers employees at all levels.

Now Assist puts AI to work for employees across four enterprise-grade pillars:

- **Always on, everywhere, on platform.** Embedded directly into every ServiceNow AI Platform experience—from IT Service Management (ITSM) and HR Service Delivery (HRSD), to Customer Service Management (CSM) and App Engine.
- **Contextual and hyper-personalized.** Uses workflow data and user context to deliver precise, relevant insights.
- **Insights and actions.** Goes beyond answers to execute tasks, draft records, and automate next steps.
- **Trust by design.** Built with ServiceNow's enterprise-grade security, governance, and auditability.



Now Assist handles precision queries ("When is the next employee voice survey?") and expansive asks ("What should I do to prepare for it?"). It's integrated across the enterprise, so it knows benefits, policies, support, general company information, learning and development, and more.

Real-world impact:

- 92% of employees are active users
- Self-service is soaring with 43% decrease in live agent engagement and 71% decrease in ticket creation
- 78% query success rate and continuously improving

Customer story spotlight:

Automation accelerates AstraZeneca's mission to save millions of lives



Replacing manual tasks with an AI-powered platform saves precious time for researchers and scientists.

AstraZeneca has a bold ambition: to find remedies for rare diseases that impact millions of people but currently lack available treatments. By 2030, AstraZeneca aims to have launched 20 new medicines.

If the company is to achieve its goals, it must acquire the most important resource available: time. Take the routine selection, ordering, and storage of essential laboratory supplies like test tubes. AstraZeneca discovered that employees were handwriting supply orders in a notebook, a process that took up to 30 minutes each time—multiplied by the millions of test tubes needed just in the development phases. AstraZeneca also found that managers were spending more than 50 hours onboarding employees when there were transactional elements that could be automated.

The ServiceNow AI Platform is saving time for AstraZeneca, replacing multiple manual tasks with one universally available, fast, efficient, and intuitive system:

- Prioritize the science by automating repetitive, manual tasks
- Focus on the user experience to maximize adoption
- Extend value by seeing the potential for cumulative time savings
- Personalize onboarding so new recruits are productive from day one



Learn more at www.servicenow.com/customers

RESULTS:

60K

laboratory requests flowing through one system

90K+

hours projected to be saved by hiring managers through Onboarding 2.0

30K+

hours saved every year

Seconds

to complete tasks that previously took 30 minutes



Customer story spotlight:

Siemens transforms operations through AI: Simplicity first, and then velocity

Automating high-volume processes lead to remarkable efficiency gains.

Siemens is one of Europe's largest industrial manufacturing companies, operating at a scale few can match. The company faced a common but significant challenge: support function services were too complex for customers to navigate efficiently.

With more than 360,000 employees needing support across Financial Services, HR, and Procurement, Siemens Global Business Services (GBS) needed a better way to deliver services.

The solution was My Services, a portal built on ServiceNow that is changing the way Siemens GBS interacts with customers.

A single portal to align processes and data models:

- Creating one entry point for HR, Finance, and Procurement services
- Replacing hundreds of separate mailboxes for service requests
- Using ServiceNow AI agents to simplify the intake, routing, and resolution of global business processes
- Focusing on the user experience to maximize adoption
- Allowing customers and employees to quickly find answers

SIEMENS



Learn more at www.servicenow.com/customers

RESULTS:

210K

tickets resolved automatically each month

1 million

hours saved through automation



Delivering value

These stories demonstrate how early, focused investments in the right areas can accelerate AI impact while knocking down roadblocks to adoption.

AI can deliver substantial ROI, but it's not free. More and more, organizations and departments are trying to measure and demonstrate the value of these AI initiatives, and HR is no different. CHROs should work with leaders across the C-suite to rethink key metrics, investments, and outcomes for their organization.

AI has the potential to increase employee capacity to focus on uniquely human work. But the value is only realized when that capacity is reallocated strategically to support key business objectives, like driving new revenue streams. This results in a more dynamic and engaged workforce, better positioned to succeed. Metrics and systems to measure ROI create a virtuous cycle: leaders can justify further investments and guide future strategy.



AI value is like bookends—prioritize and build with value in mind, then measure it from day one, learn, and iterate. We need to reach across silos, aligning on outcomes for the greater good. That's what gives purpose to the work, drives innovation and tangible outcomes, and creates the human advantage with AI."



Kellie Romack

CHIEF DIGITAL
INFORMATION OFFICER

servicenow

Reallocating capacity

To turn AI capacity into measurable business value, organizations should:

- Track adoption of their AI tools.
- Understand the amount of time and capacity saved by a use case.
- Reallocate that capacity to meaningful work.

Tools like *ServiceNow's AI Control Tower* are crucial to the first two steps. The cross-functional *Workforce Planning Council* described earlier can also help leaders plan for capacity reallocation.

The business imperative is not just to drive margins and cost savings by incremental productivity and efficiency increases, but to catalyze innovation and workforce transformation that establishes new revenue streams. AI-delivered capacity should not be viewed as a byproduct of automation, but rather as a strategic asset that must be actively managed.

To learn more about how ServiceNow measures AI value, read the white paper: www.servicenow.com/standard/resource-center/white-paper/wp-ai-value-framework.html



BY THE NUMBERS

According to Deloitte's *State of Generative AI in the Enterprise report*,

74%

of respondents "say their most advanced Generative AI initiative is meeting or exceeding their ROI expectations."

Accenture's *Going for Growth report* says, "Companies that successfully pursue AI-fueled reinvention have delivered top-line performance

15%

more than their peers—a figure that's expected to more than double by 2026."

According to ServiceNow's *Enterprise AI Maturity Index 2025*, more than

67%

of organizations "say AI has increased their organization's gross margin." But only "29% strongly agree they have a defined set of metrics in place to measure return on AI transformation."

AI value playbook

Organizations need support and expertise across each of these stages. Stages 4 and 5 are critical to creating value for the enterprise and are often missed in technology implementation.





What's next

Big bets to take into the future

Big bets to take into the future

As organizations adopt AI fundamentals, the next frontier lies in business transformation: reimagining how work gets done across the enterprise and how HR delivers value at scale.

This frontier is already emerging as companies evolve and accelerate their AI strategies:

- **Agentic AI:** AI agents will become embedded in workforce plans. These agents will be responsible for well-defined tasks autonomously and at scale. Humans will focus on highly complex tasks that drive the business and require uniquely human skills. AI agents work behind the scenes, proactively solving challenges in every corner of the enterprise.
- **Skills-driven organizations:** Transitioning to a skills-first model helps align talent with strategic goals. To create an agile, AI-powered organization, leaders must know the skills they have in their workforce, then reallocate capacity created by AI to more meaningful work. Agility isn't just a mindset—it's a muscle built through skill visibility and strategic workforce planning.
- **Integrated learning in the flow of work:** Continuous learning ecosystems, supported by AI, enable employees to gain new skills seamlessly during their daily tasks. This approach ensures readiness for evolving roles and responsibilities, and it accelerates an organization's ability to develop necessary skills.
- **The impact of AI on wellbeing:** Without guardrails, algorithms can fuel outrage, deepen loneliness and disconnection, and undermine trust. AI must be designed to prioritize wellbeing to reinforce the trust and energy of the people who would lead the renaissance.

In the AI space, different technologies and new trends will emerge every week. The steps outlined in this playbook can help leaders succeed, regardless of what the future holds, by taking bold, intentional steps today.



Autonomous AI agents have the power to unlock game-changing productivity, especially when they're seamlessly connected to every part of the business. That's where the ServiceNow AI Platform excels. It brings together AI, data, and workflows to drive actions and results."



Jon Sigler

EXECUTIVE VICE PRESIDENT
AND GENERAL MANAGER,
PLATFORM AND AI
servicenow

BY THE NUMBERS

According to [Gartner's research](#),

87%

of HR leaders "agree that shifting business needs requires continuous HR transformation."

According to [ServiceNow's Enterprise AI Maturity Index 2025](#),

43%

of organizations "are considering adopting agentic AI in the next 12 months."



Conclusion

Conclusion

The journey to build an AI-first HR function and transform the workforce demands more than tools and tactics. It requires visionary leadership, strategic investments, and a culture rooted in trust, transparency, learning, and innovation. People must be at the heart of this transformation.

C-suite leaders, especially CHROs, need to embrace their role as chief AI enablement officers, guiding responsible AI integration. They should help their organizations ensure AI both enhances efficiency and works together with human talent to drive meaningful results. That's why leaders need to build policies and best practices to help teams use AI successfully, then redeploy capacity to the most important business challenges.

With this holistic, agile approach to AI implementation and enablement, leaders can better navigate the peaks, valleys, and expectations that come with any emerging technology. Stakeholders, including leadership, investors, and employees, can embrace the transformation as the investment builds both quick and sustainable progress.

The transformative role of AI in HR and across the enterprise is undeniable. When aligned with human potential, AI becomes a force multiplier—fueling creativity, productivity, and resilience across the workforce. This is how leaders can usher in a human renaissance that transforms the business.

Organizations that embrace this vision won't just keep up with the future of work. They'll define it.



The transformative role of AI in HR and across the enterprise is undeniable. From scaling and personalizing insights to unlocking creativity and capacity, AI is redefining the future of work and the roles of HR and business leaders.”



Brandon Roberts

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