Powering the Frontline Workforce

How Frontline-First Companies Thrive

the joshbersin company

Overview

Frontline workers—those in healthcare, retail, transportation, logistics, manufacturing, and hospitality—make up 80% of the global workforce.[1] Not only do they provide essential services, but they are also the "face of the organization" to customers, guests, and clients. Business growth in segments like fast fashion, food service, and entertainment is directly linked to a company's ability to hire, train, and retain these important workers.

Yet despite the size and impact of this workforce, many companies fail to address this segment strategically. HR leaders often prioritize supporting the office population, relying on busy line supervisors to manage frontline workers. This approach misses the opportunity to optimize the employee experience and unlock financial potential.

To address these gaps, frontline-first companies have emerged. These organizations strategically focus their investments on frontline worker recruitment, development, scheduling, and pay to optimize this workforce segment.

Our research shows that these organizations can vastly outperform their peers, leveraging AI to enhance both customer and employee experiences and help their companies thrive. This report explores the secrets of these frontline-first leaders, setting an example for organizations around the world.

1 *Technology Can Help Unlock a New Future for Frontline Workers*, Microsoft, January 12, 2022.

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- Key Challenges of the Frontline
- An Untapped Opportunity to Create Value
- The Frontline-First Approach

Key Challenges of the Frontline

Despite the critical value of frontline workers, many companies struggle to manage them well. These roles are often high-turnover, require hands-on or domain-specific skills, and frequently involve workers who don't sit at a desk or have access to a computer. Because most frontline workers are managed directly by their supervisors, organizational success is largely dependent on the capabilities of local frontline management.

Some organizations—such as NewYork-Presbyterian, Providence Health & Services, Kaiser Permanente, Costco, Whole Foods, Starbucks, Dick's Sporting Goods, H&M, and Disney—are known for their strong focus on benefits, education, and above-average wages. They also invest heavily in management development and company culture, with a strong emphasis on frontline training, safety, productivity, and process improvement.

Others, however, struggle with this challenge. We know from our research that restaurants often have turnover rates of up to 150%; hospitals experience rates of up to 20%; senior care centers suffer from rates of 50% or more; and similarly high levels exist in movie theaters, health clubs, and other front-facing service sectors.[2] Every percentage point of turnover results in revenue loss, diminished customer experience, and increased expenses for training and supervision.

There are several key issues here: effective and targeted hiring; training and development; efficient work scheduling; strong pay and benefits; safety and work environment; and management development. HR teams often have to piece together many tools and programs to achieve success because integrated solutions don't exist.

Despite the attention given to software engineers, business executives, and other high-profile careers, the vast majority of both people and economic value comes from frontline workers. In fact, these jobs make up more than 70% of the U.S. workforce[3] and 80% of the global workforce (or 2.7 billion people)[4], representing some of the highest-value jobs across all industries.

An Essential Workforce Segment

Frontline workers include nurses, retail workers, hospitality employees, repair technicians, personal trainers, childcare professionals, truck drivers, and teachers—the people we depend on every day. Yet despite their critical roles, there are significant gaps in maintaining enough frontline workers to meet demand.

In the United States, white-collar job growth is stagnating or even declining while many frontline populations are growing, in some cases significantly. Figure 1 on the next page shows the employment numbers for frontline job families and their expected growth through 2033.

Not only is demand for this workforce growing, but in many cases, supply is shrinking. McKinsey projects a global shortage of 10 million healthcare workers by 2030. Closing this gap could avert 189 million years of life lost to premature death and disability and generate an estimated $1.1 trillion in economic value—roughly equal to the GDP of Switzerland.[5] Similar shortages also exist in other industries, such as manufacturing and transportation, making attracting and retaining frontline workers even more critical.

A Challenging Work Environment

Glassdoor ratings by employees in frontline industries like healthcare, manufacturing, and hospitality are, on average, almost 25% lower than ratings in white-collar sectors such as technology, banking, and accounting.[6]

Our research shows similar gaps across the board: engagement, retention, and general satisfaction are consistently lower in deskless industries. In addition, HR practice maturity—from recruiting and rewards to learning and talent management—lags significantly behind that of white-collar sectors.[7]

2 Frontline research, The Josh Bersin Company, 2025.

3 *Race in the workplace: The frontline experience*, Chris Copeland, Bryan Hancock, Sofia Soto, Monne Williams, and Lareina Yee/McKinsey, July 30, 2022.

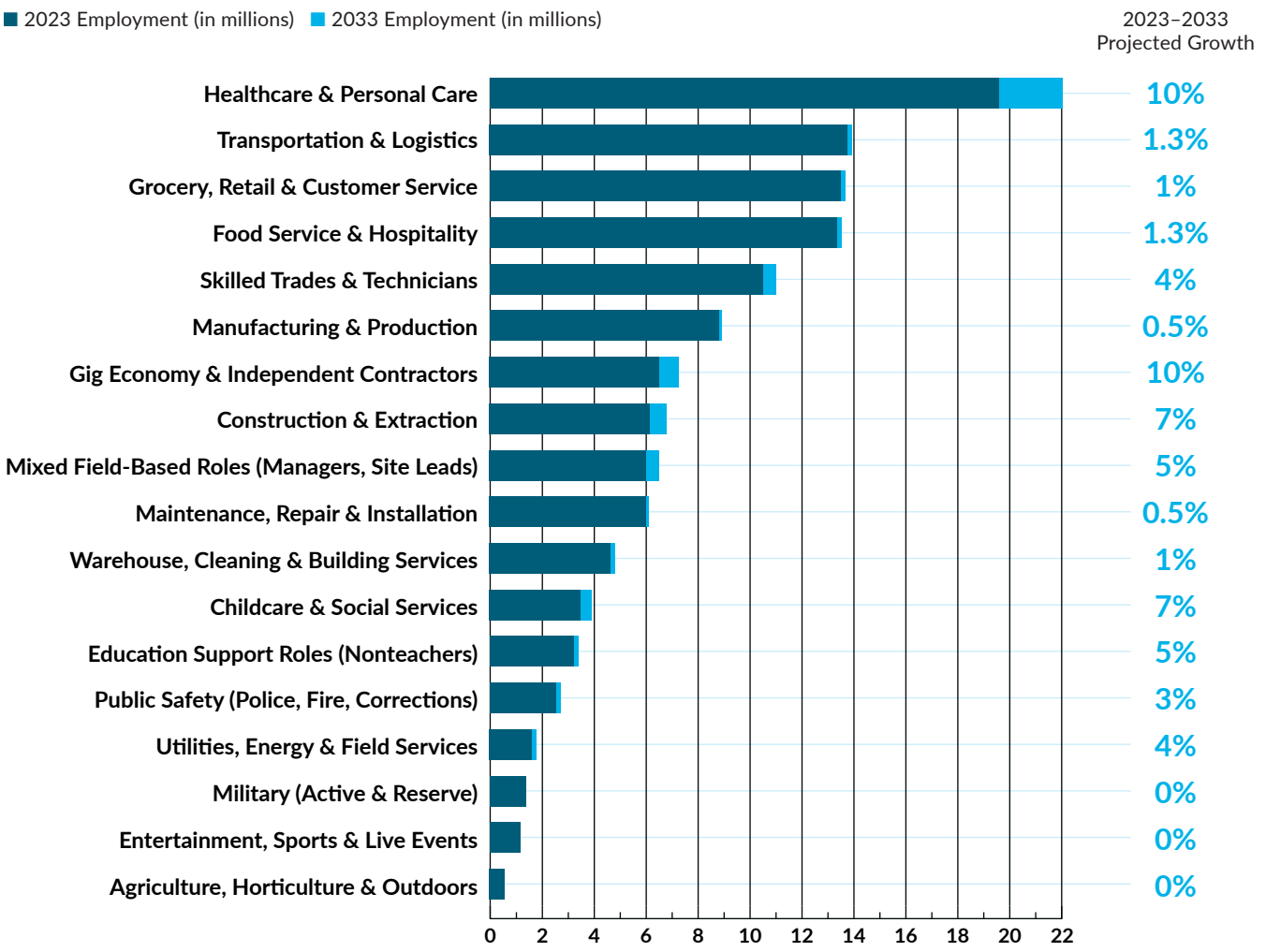
4 *Technology Can Help Unlock a New Future for Frontline Workers*, Microsoft.

5 *Heartbeat of health: Reimagining the healthcare workforce of the future*, Pooja Kumar, Tania Holt, Yenli Wong, and Marilyn Kimeu/McKinsey Health Institute, May 14, 2025.

6 Glassdoor analysis, The Josh Bersin Company, 2025.

7 *AI for the Deskless Experience: A New Frontier for the Frontline Worker*, Kathi Enderes, PhD/ The Josh Bersin Company, 2024.

Figure 1: U.S. Frontline Job Families: Employment Levels and Projected Growth, 2023–2033



Source: U.S. Bureau of Labor Statistics and The Josh Bersin Company, 2025

An Untapped Opportunity to Create Value

Investing in creating an exceptional work environment pays off. According to Great Place to Work™, organizations on the *Fortune* 100 Best Companies to Work For® list generate 8.5 times more revenue per employee and more than triple their stock market performance. Frontline companies such as Marriott, Hilton, Wegmans, Delta Air Lines, and IHG Hotels & Resorts are featured on this list, demonstrating that outstanding employee experiences are not limited to deskbound industries but are achievable across all sectors.[8]

The Human Side in a Tech-Forward World

Frontline workers are the essential connection between companies and their customers, creating a compelling experience and providing service that delights them. With the democratization of AI, the frontline becomes even more important: as AI helps with repetitive tasks, the strategic value of frontline employees rises.

8 "How High-Trust Culture Drives Business Success," Great Place to Work, 2024.

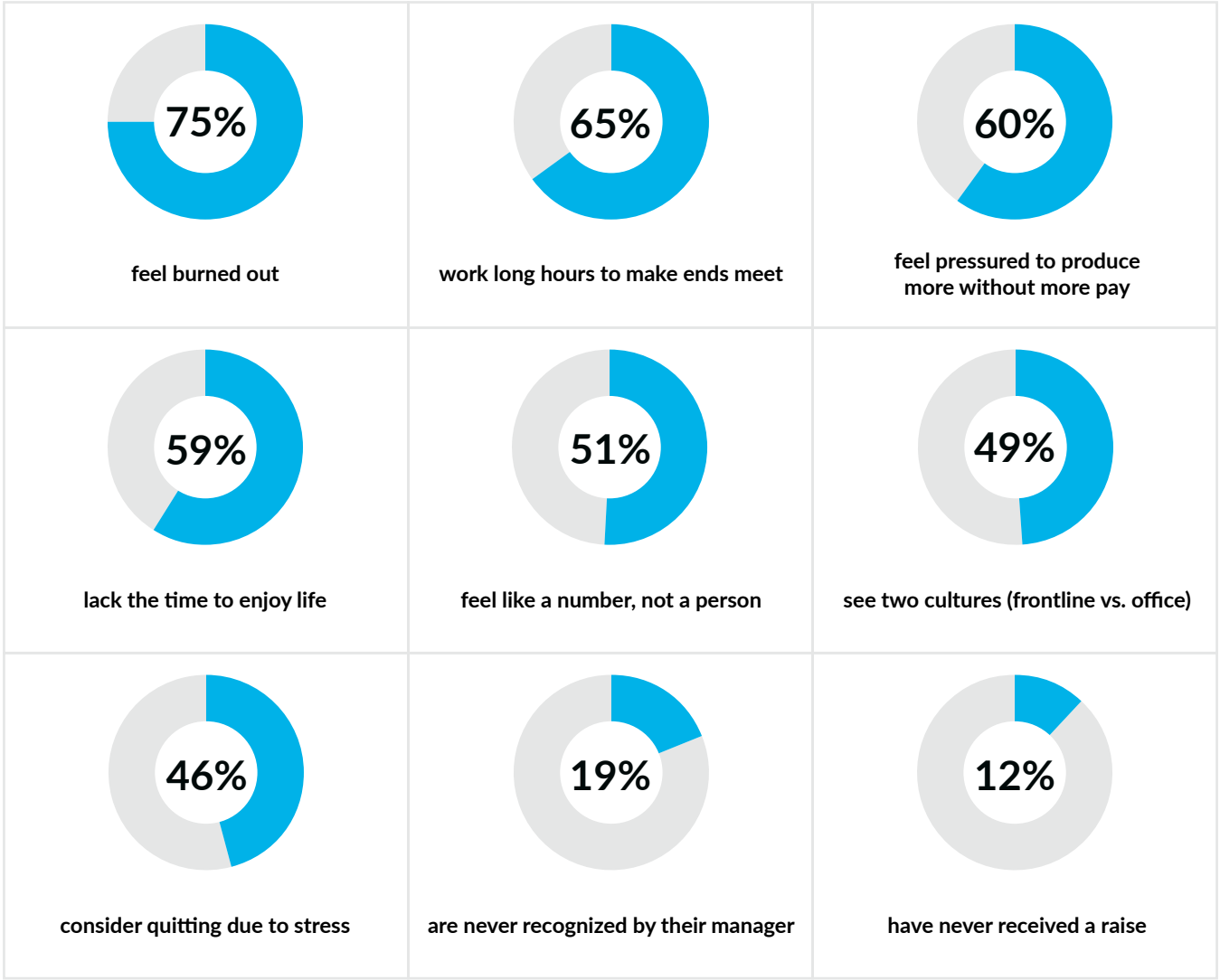
Despite its importance, the frontline workforce segment is often overlooked—leaving many feeling neglected, overworked, and underappreciated. UKG's global study of over 17,000 frontline workers highlights these challenges (see Figure 2).

While AI may reduce the direct impact knowledge workers have on the customer experience, it can have the opposite effect for the frontline. In fact, the possibility of AI fatigue or backlash against technology may cause customers to look for more human connections in their business interactions, further amplifying the important role of this workforce segment.

Turnover Equals Financial Loss

To make this issue even more urgent, companies that suffer high turnover lose revenue when employees are dissatisfied. For example, Chipotle's AI recruiting chatbot, "Ava Cado," has reduced hiring time by 75%, enabling the company to open nearly one new restaurant every day. CEO Scott Boatwright credits the AI tool with streamlining the hiring process and supporting Chipotle's goal to grow its workforce and restaurant footprint significantly in 2025.[9] With the cost of turnover well-understood, the opportunity for value creation through AI is enormous.

Figure 2: Challenges of the Frontline



Source: UKG, 2024

9 "Chipotle's AI hiring tool is helping it find new workers 75% faster," Ian Thomas/CNBC, July 28, 2025.

Optimizing Frontline Value Creation

Some frontline-heavy companies—such as Bon Secours Mercy Health, Costa Coffee, Aimbridge, MGM Grand, and Disney—have figured it out. They achieve far higher levels of engagement and retention, enjoy stronger employment brands, and consistently outperform their peers as financial performers, industry leaders, and market innovators.

How do they do it? It comes down to three important things:

- **Adopt a frontline-first mindset.** Leading companies recognize the importance of this workforce segment. They offer above-average wages, high degrees of flexibility, safe and productive workplaces, and career development opportunities. For example, Walmart emphasizes outstanding pay and benefits for its frontline workers and supports career growth through its tuition-free educational and career program, LiveBetterU, which helps workers develop careers in other areas of the company.
- **Invest in frontline management.** Top companies prioritize developing new leaders and equipping them with the tools to lead effectively. This includes workforce planning, work scheduling, recruiting, development, engagement, and lots of peer support so managers can learn from one another. They also establish a carefully created model for leadership selection and a clear set of management principles that everyone can follow.
- **Recognize the financial power of frontline-first optimization.** Leading organizations understand that outcomes, stability, and resilience depend on their frontline workforce. NY Presbyterian, for example, knows that patient outcomes and financial health rely on care professionals. Similarly, companies like Costco, Wegmans, and Whole Foods structure their organizational pyramid "from the frontline down," ensuring that all managers, directors, and senior leaders support—not direct—the frontline.

The Impact of a Frontline Focus

Because frontline workers are connected to both customers and company operations, the financial returns and customer experience benefits of optimizing their planning, engagement, scheduling, and pay are enormous. Consider the examples in Figure 3.

Every company with frontline employees shares similar economic challenges: the skills, engagement, alignment, retention, and energy of the frontline can effectively make or break the business. When managed well, frontline workers provide valuable feedback and make up the talent pipeline for future senior leadership.

Figure 3: Frontline Value Creation throughout the Employee Lifecycle

Employee Lifecycle Area	Value Driver	Company Example
Workforce Planning	Proactive labor management for lower cost	Healthcare providers average 5.2% overtime while maintaining 15% unused capacity—a paradox driven by managers offering overtime to familiar staff rather than underutilized employees. AI-guided decision support can eliminate this bias by automatically matching schedules with the most suitable employees, thereby improving workforce utilization and schedule adherence across industries (UKG value optimization study, 2025).
Recruitment	Faster hiring for higher revenue	Chipotle, McDonald's, and 7-Eleven quantified the revenue impact of faster hiring and reduced turnover, directly resulting in better financial performance. In Chipotle's case, it even resulted in a higher stock price.

Continued →

Figure 3: Frontline Value Creation throughout the Employee Lifecycle *(Continued)*

Employee Lifecycle Area	Value Driver	Company Example
Engagement & Retention	Higher engagement for decreased turnover, resulting in increased speed and quality	FedEx modeled its financial growth against the turnover of its shipping operations teams and found that even small improvements in retention multiply the speed and quality of delivery, ultimately leading to increased profit. Xylem Kendall reduced turnover by 5% (350 employees) in one year by providing frontline employees with the necessary training, resulting in savings of $500,000.
Workforce Development	Workforce skills for increased customer satisfaction and growth	DCP Midstream identified that employees with broader skills to repair machines directly improve customer satisfaction because skilled workers can resolve problems immediately without waiting for specialized technicians. Lowe's found that investing in training and expertise for its home improvement store staff has a direct impact on store growth and profit.
Recognition	Culture for decreased cost and higher financial performance	A large U.S.-based healthcare organization connected recognition and a culture of psychological safety to patient safety, clinical outcomes, and workplace accidents, directly resulting in lower costs, higher financial performance, and increased patient satisfaction.
Workforce Scheduling	Flexible scheduling for growth and customer experience	Aimbridge, a network of 1,400 hotel properties in the United States, has standardized its workforce management, enabling frontline workers to share shifts between hotel properties to optimize work for pay and trade shifts easily. This has revolutionized the company's hiring and growth and is now a core part of its employment brand, even contributing to its ability to attract customers.
Pay Practices	On-demand pay solutions for improved customer service	Metz Culinary Management uses on-demand pay solutions to ease its employees' financial stress, in turn allowing them to contribute to improved customer service because, as their HR director notes, "happy employees result in happy customers."

Source: The Josh Bersin Company, 2025

The Frontline-First Approach

HR technology for the frontline workforce plays a vital role across all areas of HR and management, from recruiting and scheduling to workforce operations, payroll, career development, and learning. These platforms can accelerate or automate shift planning, enable flexible scheduling, streamline payroll processes, and support recruiting and onboarding tailored to high-volume, hourly roles.

Mobile-friendly learning and career development tools make it easier for frontline workers to build needed skills, while communication tools can help establish the connection to company goals. On-demand pay tools can create flexibility and provide workers with immediate access to earned wages. Simply put, technology streamlines experiences and unlocks value.

Unbalanced HR Tech Support

Most HR technology vendors have focused on office-based employees, leaving frontline needs underserved. This results in gaps in user experience, integration, and functionality for this critical workforce segment.

Why don't more vendors focus on this market? Many see it as an "add-on" to their normal employee offerings rather than a core priority. Yet the enormous need and significant impact of this workforce segment represent a huge opportunity. Beyond the financial possibilities, it also opens up a world of reshaping and transforming the global workforce, helping improve the working lives of billions of people.

Our research shows that most companies in frontline industries are far behind in technology practices, limiting their ability to create engaging employee experiences, make data-driven decisions, and use technology as a lever to drive business outcomes (see Figure 4).

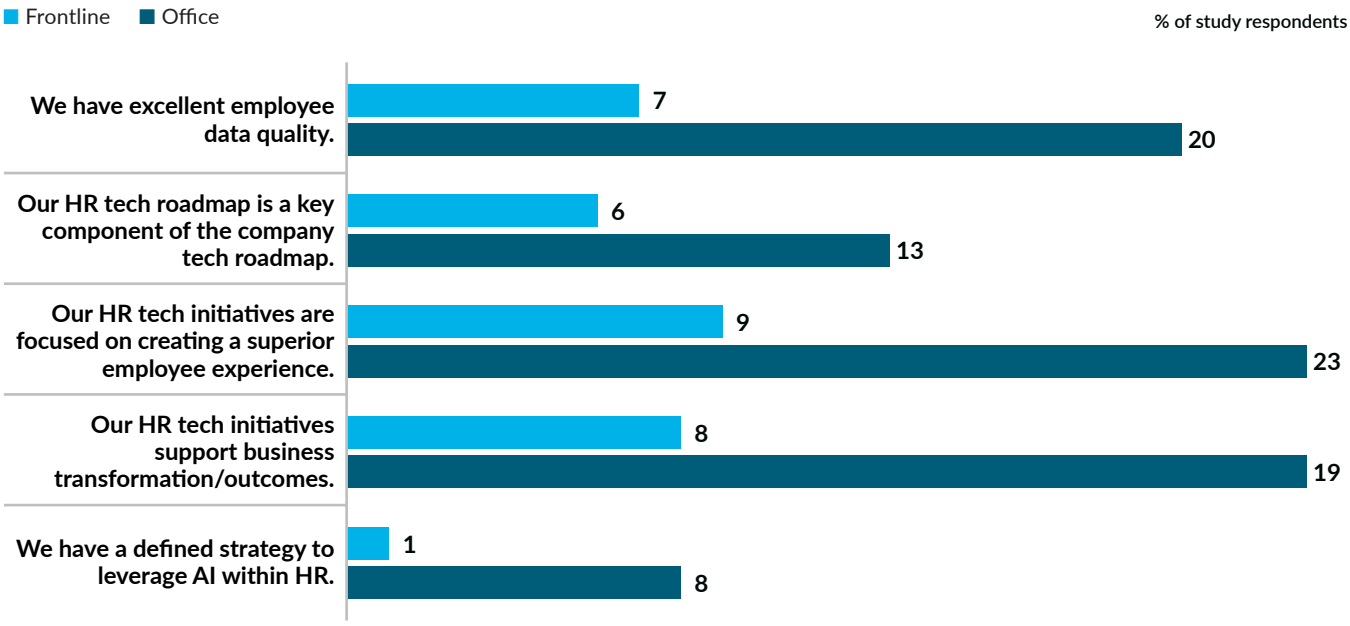
The reason for this is not a lack of focus on the part of organizations in these industries, but rather a gap in the HR tech market. Few vendors prioritize the unique needs of this workforce segment.

Frontline-First Platforms

Frontline workers have unique needs across the employee lifecycle, requiring specialized approaches and technologies. Some pioneering HR tech companies are breaking new ground with solutions tailored specifically to the frontline.

Talent acquisition and mobility: Solutions like Paradox, Maki, Sapia.ai, and UKG streamline recruiting with mobile-first, conversational interfaces and assessments, making it easy for deskless candidates to apply quickly and access internal opportunities easily. Workday's acquisition of Paradox was a significant move, demonstrating the growing focus on addressing the needs of frontline-first companies.[10] Companies like McDonald's, 7-Eleven, Lowe's, and Foundever use these solutions and unlock immense value.

Figure 4: Frontline vs. Office Industries and HR Technology/AI Advancement



Source: The Josh Bersin Company, 2024

10 "Workday to Acquire Paradox. A Bigger Deal Than You Think," (podcast) Josh Bersin/joshbersin.com, August 21, 2025.

Learning and career pathways: Platforms like Guild, Arist, Kahuna, and Cornerstone deliver bite-sized, just-in-time training and career development resources directly to mobile devices, supporting learning in the flow of work while also focusing on operational skills and career development for the frontline. Companies like Walmart and Sunrun use these platforms to build critical frontline capabilities where they're needed most.

Recognition and culture: Solutions like Workhuman enable frontline workers to recognize each other easily using a mobile app, democratizing cultural reinforcement and supporting operational improvements. For example, British Airways uses peer-to-peer recognition for its frontline workforce to support its culture transformation initiatives.

Pay access: Solutions like DailyPay and UKG enable on-demand access to earned wages, addressing the need for timely and flexible pay options when workers need them most. Companies like Metz Culinary and Houston Methodist use these tools to create value for their workforce, attract more workers, and increase employee retention.

Communication and employee experience: Platforms such as FirstUp, Workvivo, and UKG Talk provide mobile-first channels for real-time updates, recognition, and community-building, ensuring deskless workers stay informed and engaged. Companies like American Woodmark and Atrium Health prioritize mobile communication to make updates easily accessible and tailor content to the needs of the frontline, balancing global priorities with operational and local needs.

Human capital management (HCM) and payroll: Providers like ADP, UKG, HiBob, Rippling, SAP, and Workday offer robust, mobile-enabled HR and payroll services, ensuring deskless workers can manage their employment details, access pay information, and handle HR transactions efficiently. Companies like Delta Air Lines, Mahindra & Mahindra, and Döhler Group demonstrate the value of AI-powered solutions for the frontline.

Scheduling and workforce management (WFM): Tools like UKG, Legion, ADP, and Rippling empower deskless employees with self-service scheduling, real-time shift updates, and predictive scheduling to enhance work-life balance. For example, Cinemark uses intelligent scheduling to provide flexibility for its frontline workers while ensuring theaters are adequately staffed to meet customer demand.

Frontline-first platforms create significant value for both workers and companies by streamlining experiences, supporting important worker moments, and enabling companies to tap into immense financial value. While these solutions support many aspects of the frontline worker journey, even greater opportunities remain to optimize the frontline workforce.

HCM, Payroll, and WFM Fragmentation

Looking at the top payroll and HCM vendors—primarily in the United States—very few focus on the frontline. Instead, leaders like Oracle, Workday, and Dayforce heavily prioritize knowledge workers, where the impact of AI disruption is significant. The top 10 vendors in this space collectively generate around $50 billion in annual revenue. In contrast, most workforce management providers serving frontline employees are smaller and less financially significant.

Additionally, different frontline industries and locations have vastly different requirements, making success in this workforce segment incredibly challenging. For example, scheduling solutions must cover shifts with the appropriate skills, certifications, and availability, while also accounting for various compliance and union rules—nurse scheduling is nothing like scheduling for truck drivers or electricians.

Despite the size of the overall HCM market, most software vendors continue to design primarily for white-collar workers. Workday's acquisition of Paradox shows that some of the bigger HCM vendors are looking to add these capabilities to their portfolios.

Historically, companies purchased two distinct "stacks" of HR software: corporate HCM (HR, talent, and payroll) and WFM software (time and attendance, scheduling, shift management, clock-in/out, contingent labor management, workforce planning). While core HR vendors often partner with or acquire WFM tools, they rarely integrate them deeply.

This separation creates two significant problems:

- **Fragmented employee experience:** Frontline employees—already underserved by corporate technologies—have to access multiple platforms just to check their schedules and pay, the two functions they rely on most.

- **Ineffective decision support:** Isolated data sets keep people information separate from operations data, preventing leaders from seeing the full picture and limiting data-driven decisions.

What Does Frontline-First Really Mean?

Imagine an HR, payroll, and workforce management company that lives and breathes a single strategy: to optimize, engage, and empower the frontline while leveraging insights from its offerings to guide management and business decisions.

This frontline-first platform—integrating HCM, pay, and WFM—treats operations as a unified system and supports mobile-first, natural language interactions, on-demand pay, and learning and career opportunities, delivering measurable benefits for frontline workers and their companies.

By leveraging industry-specific benchmarks, AI tools, and experiences tailored to frontline needs, the platform enables seamless scheduling, pay, and career development directly in the flow of work. Our research shows that AI use cases designed with the frontline at the center deliver significant value, improving outcomes for millions of workers and the companies that employ them.[11]

A Seamless, Delightful Frontline Worker Experience

Consider a nurse or retail worker who wants to take on an extra shift to earn more and gain new skills. A frontline-first platform can help them find the shift, verify required skills or credentials, schedule the work, and track overtime, extra pay, and the impact on benefits and rewards.

Or imagine a trainer at an Equinox Gym who wants to find new shifts or new exercise clients across multiple locations to expand their teaching skills; a barista who wants to work in several stores; a nurse looking for extra shifts or wanting to rotate into a new domain; or a manufacturing worker aiming to upgrade their pay by becoming certified on a new machine.

Every percentage point improvement in retention has a 100-fold improvement in cost and training savings and improved operational performance. Culture is a true force multiplier: companies on the 100 Best Companies to Work For list outperform the market by nearly four times.[12]

Integrated Optimization of the Frontline Workforce

From an organizational perspective, planning, managing, developing, and paying the workforce involves complex challenges. Companies must forecast shift and skills needs, connect these needs to recruitment platforms to hire efficiently in high-growth locations, and manage upskilling, career progression, and lateral moves for employees. A unified approach to planning, engaging, scheduling, and pay connects these different requirements seamlessly.

Meeting these needs requires an integrated HR, payroll, and workforce management platform that handles skills, shifts, job requirements, pay rates, payroll taxes, and compliance or certification requirements. A traditional HR stack has all these applications in standalone systems; the vision of the frontline-first integrated platform is to bring all this together, making work and life easier for everyone while adding measurable value to the business.

Dynamic HR Process Management

Many frontline-first companies run stores, plants, regions, and facilities that operate differently. A "standard" process for onboarding, performance management, and even pay may not fit. Consider a franchise hair salon, fast-food establishment, or tool rental company: each owner or facility leader may want to design processes differently from their peers.

Traditional HCM platforms are not designed for this level of variation—they don't let job titles, workflows, or even data models vary by location. A new breed of vendors, including UKG, ADP Lyric HCM, and Darwinbox, now make this flexibility possible.

The Power of Unified Frontline Data

Beyond transactional integration, the power of unifying data across HCM, payroll, and WFM is immense. In addition to highlighting areas of concern based on data, a fully integrated platform can also provide guidance on how to resolve problems. With industry- and size-specific benchmarks for key performance indicators like overtime, unplanned absence, scheduling, turnover, unused capacity, and compliance,

11 *AI for the Deskless Experience: A New Frontier for the Frontline Worker*, Kathi Enderes, PhD/ The Josh Bersin Company, 2024.

12 "As AI Accelerates, 100 Best Companies Prove the Rising Value of Employee Trust," Michael Bush/Great Place to Work, April 4, 2024.

organizations gain sharper context for decision-making. Once issues are identified, solutions can be developed holistically rather than in isolation. Consider these examples:

- **Reducing turnover through flexible scheduling.** When turnover is high, companies often jump to solutions such as manager training, increased pay and benefits, or better communication. While all of these interventions may be helpful, frontline experience suggests the first step is to examine the connection between scheduling and turnover data, as poor schedules drive high turnover. Integrating these data sets supports problem-solving, improving retention by up to 10% through more flexible scheduling.[13]
- **Decreasing labor cost through effective overtime use.** Simply cutting overtime decreases labor capacity, ultimately negatively impacting customer satisfaction. Instead, companies can distribute hours more fairly to tap into unused labor, lowering overtime costs, reducing fatigue, and maintaining the same capacity. More effective overtime management can reduce labor costs by 3%.[14]

AI-Driven Frontline Empowerment

AI is often reserved for the deskbound population, but our research shows there are hundreds of frontline-focused use cases to add unique value to the development, flexibility, scheduling, pay, engagement, planning, and communication of this workforce segment.

As we saw in our research on this topic, companies like Bon Secours Mercy Health, Providence, Marriott, Qantas Airlines, DCP Midstream, and many others are already realizing significant benefits from frontline-focused AI applications.[15]

Powerful use cases include:

- **Conversational AI:** Instead of clunky portals or desk-based systems, frontline workers get real answers via conversational chat, voice, and collaboration tools built into mobile apps.
- **Dynamic scheduling and pay:** Employees can easily bid on shifts, see PTO impacts, and access earned pay instantly, directly reducing burnout and turnover.
- **Personalized coaching:** AI can serve as a digital coach, surfacing shifts, training, and new roles to improve the employee experience.
- **Real-time listening:** AI-based tools push frontline feedback straight to leadership, fueling real change through two-way communication and allowing employees to create their own resource groups.
- **Manager nudges:** Frontline managers get actionable advice directly from the platform on how to improve the work environment, drive engagement, and create a better culture.

Where the Market Is Going

The frontline economy remains one of the most important drivers of economic and business performance in the world. This large segment of workers needs integrated tools, AI-powered scheduling and pay systems, and dynamic learning and career growth opportunities to thrive.

Frontline-first platforms will become increasingly relevant, with more focus across the entire employee journey. By unifying massive data sets across people, work, and culture, these platforms give companies a comprehensive understanding of their frontline workforce.

AI and advanced people analytics enable customers to derive insights and provide guidance and recommendations, nudges, and suggestions to managers or employees—sometimes even allowing agents to perform routine processes autonomously, further streamlining frontline work.

13 UKG Value Institute calculations, 2025.

14 Ibid.

15 *AI for the Deskless Experience: A New Frontier for the Frontline Worker*, Kathi Enderes, PhD/ The Josh Bersin Company, 2024.

Next Steps

HR leaders must urgently prioritize their frontline workforce strategy to capture significant untapped business value and address critical retention challenges. Key steps include:

- **Adopt a frontline-first mindset.** Invest in above-average wages, flexible work options, workplace safety improvements, and clear career development pathways.
- **Strengthen frontline management capabilities.** Provide targeted development, peer support networks, and integrated tools for workforce planning, scheduling, and employee engagement.
- **Leverage a unified frontline-first technology solution.** Connect payroll, scheduling, HR, talent, and workforce management systems rather than maintaining siloed solutions.
- **Use data-driven insights.** Identify connections across operational, people, and culture data sets to systemically improve business outcomes.
- **Harness AI for the frontline.** Enable conversational employee experiences, dynamic scheduling, personalized coaching, and real-time feedback tailored to frontline needs
- **Focus on culture.** Use insights from the frontline to understand workers' unique needs and requirements, creating an irresistible environment..
- **Measure and benchmark performance.** Continuously assess frontline outcomes using culture surveys and workforce insights to optimize and improve this workforce segment.

Key Takeaways

- Frontline workers represent 80% of the global workforce but face significant challenges of high burnout, limited career advancement, and disconnection from their companies—creating substantial revenue losses.
- Organizations that invest in frontline-first approaches see measurable gains in financial performance, customer outcomes, and market leadership.
- Most organizational solutions are designed for office-based employees, leaving frontline workers underserved.
- A frontline-first platform—integrating HR, payroll, and workforce management powered by AI—delivers significant value for employees and companies alike.
- A focus on culture and experience is essential to supporting the frontline workforce segment.
- Unified data approaches connect operational, people, and cultural data, allowing companies to make holistic improvements rather than isolated fixes.
- AI is strategically important for frontline workers, automating repetitive tasks and allowing them to focus on meaningful human interactions with customers.

About the Authors

Josh Bersin

Josh founded Bersin & Associates in 2001 to provide research and advisory services focused on corporate learning. He expanded the company's coverage to encompass HR, talent management, talent acquisition, and leadership and became a recognized expert in the talent market. Josh sold the company to Deloitte in 2012 and was a partner in Bersin by Deloitte up until 2018.

In 2019, Josh founded the Josh Bersin Academy, a professional development academy that has become the "home for HR." In 2020, he put together a team of analysts and advisors who are now working with him to support and guide HR organizations from around the world under the umbrella of The Josh Bersin Company. He is frequently featured in publications such as *Forbes*, *Harvard Business Review*, *HR Executive*, *The Wall Street Journal*, and *CLO Magazine*. He is a popular blogger and has more than 800,000 followers on LinkedIn.

Kathi Enderes, PhD

Kathi is the senior vice president of research and global industry analyst at The Josh Bersin Company, supporting clients and the market with evidence-based insights on all areas of HR, learning, talent, leadership, culture, analytics/AI, and HR technology. Kathi has more than 20 years of global experience as a human capital consulting leader with IBM, PwC, and EY, and as a talent and organizational performance executive with McKesson and Kaiser Permanente. Before joining The Josh Bersin Company, Kathi led talent and workforce research at Deloitte, empowering clients with advisory and insights. She is a frequent keynote speaker, author, and thought leader. Her passion is to make work better and more meaningful. Originally from Austria, Kathi has worked in Vienna, London, San Francisco, and Spain and now lives in Palo Alto, California. Kathi holds a doctoral degree in mathematics and a master's degree in mathematics from the University of Vienna, Austria.

The Josh Bersin Company Membership

The Josh Bersin Company provides a wide range of research, tools, and advisory services to help HR leaders and professionals address the ever-evolving needs and challenges of today's workforce. We cover all topics in HR, HR technology, talent, and corporate learning, with a special focus on the professional development of HR teams.

Our corporate membership program provides HR leaders and teams with the skills, strategies, benchmarks, and insights to build cutting-edge HR and people strategies through research, assessments, professional development, exclusive events, and community. Corporate membership also includes access to Galileo®, the world's first AI-powered expert assistant specifically developed for HR. Trained on 25 years of The Josh Bersin Company's research, insights, and expertise and enriched by carefully curated material from our trusted content partners, Galileo unlocks information from over 50,000 verified assets to answer any HR-related question with timely and meaningful answers.

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