

Rethinking the Employee Experience

What Your Employees Need to Succeed in an AI-Driven World



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Introduction

Advances in artificial intelligence are poised to change how people work, unlocking productivity, automating various functions, and helping employees make more informed decisions. But is the typical workforce prepared for the AI era?

Not really, according to a 2024 Gallup survey of US employees, in which two-thirds of respondents said they never use AI in their role, only 33% said they had even heard of AI, and only 15% said their organization had communicated a clear strategy for using the technology.¹ “Some employees will be early adopters,” Gallup maintains, “but many won’t feel comfortable using AI at work until they receive a clear plan and training.”²

It’s up to the CFO to decide how financial planners and accountants on staff will use AI, the CMO to decide how the marketing organization will use it, and so on. However, if CHROs don’t step up at a higher level to communicate the extent of their companies’ commitment to AI, the main benefits of the technology, and the broad plan for training, reskilling, and developing employees so they can use it, parts of the workforce will grow disillusioned—or worse, they’ll start to check out. The HR organization’s role is to build employee trust in their companies’ AI ambitions and peel away any uncertainty.

As Gallup notes, whether your company’s AI adoption is successful could very well come down to the employee experience, defined in this case as every interaction—positive and negative—employees have with, and how they feel about, their organization’s rollout and use of the technology. “Historically, low employee engagement and wellbeing levels indicate employees are struggling,” Gallup says. “Many report feeling disconnected from their organization’s mission and like their organization doesn’t care about them....These trends highlight a leadership challenge: inspiring and supporting teams through significant change and uncertainty.”³

As your company invests in AI-based technologies and processes, it’s essential to engage your people, many of whom are wondering about their futures and what AI means for their jobs. These steps can help you create a positive employee experience.

Help employees understand the new technology and set expectations

Employees in every industry are overwhelmed by the accelerating pace of change—new processes, org structures, job roles, and, yes, technologies. One of AI's main promises has been that it will make workers' lives easier to the extent that it automates time-consuming, sometimes mind-numbing tasks and helps people become more productive in their jobs.

While 96% of the 1,250 C-suite executives surveyed in 2024 by freelancer marketplace Upwork said they expect AI to boost employee productivity, nearly half the 1,250 full-time employees and freelancers surveyed said they don't know how to achieve the expected AI-driven productivity gains.⁴ Clearly, there's a disconnect.

It's not enough for organizations to implement AI and other new technologies; they must offer clear guidance and set and communicate realistic expectations to help employees use the technology with greater confidence and achieve business outcomes in a timely fashion. After all, if employees don't understand how the new tools are going to impact the organization and themselves, and they don't have a positive experience with these tools from the start, they won't use them—and executives won't see the benefits they expect.



Keep in mind, too, that expectations can change. As employees start adopting the new technology, line-of-business leaders should monitor their use of AI tools to understand their *actual impact* on productivity, communicate wins, troubleshoot challenges, and adjust expectations as necessary.

At the same time, HR leaders need to collaborate with line-of-business leaders to evangelize the benefits of AI in their daily work. For starters, they should practice what they preach by promoting the use of the AI features built into their organizations' HCM applications, such as generative AI tools that help managers create annual goals or complete performance reviews faster, or AI agents that guide an employee through the career planning process. One idea is to create a video demonstrating how to use these features and showing how they can save time and produce high-quality results.

Make communications two-way

HR leaders can broadly communicate the use cases and expected benefits of AI—and get instant feedback from employees—in their central HCM systems. The responses are invaluable in helping HR teams understand where there may be disconnects within the organization and whether they're caused by differing expectations between leadership and the workforce, processes that don't work in practice, or simple miscommunication. The quicker HR teams can identify problems that may hinder the company from achieving its goals, the quicker they can help get things on track. Fostering two-way communication between frontline managers and their reports about ongoing AI challenges and successes is also crucial. Such feedback loops help build a culture of trust and transparency.

As your organization looks to bolster that culture, keep these tips for successful manager-employee communications in mind:

- **Make it relevant:** Respect employees' time by quickly sharing applicable information they can act on.

- **Meet them where they are:** Engage with employees on their preferred channels, within the flow of their work.
- **Empower managers:** Give managers tools to follow up on their teams' action items.
- **Build community:** Help people connect with their peers and build a sense of belonging and shared purpose.
- **Learn and adjust:** Track how employees are engaging with communications to understand and improve their impact.



Help ensure that your organization has the right skills

Finally, you must ensure that your employees have the AI and other skills they need to succeed. Generally, employees fall into one of three groups. HR should have a plan to help each one and communicate those plans to explain how the organization is investing in the workforce's future.

The first group, the bulk of the workforce, consists of employees who, on average, can expect 39% of their existing skills to be transformed or outdated by 2030, according to a 2025 World Economic Forum survey of more than 1,000 CHROs and other top executives at organizations worldwide.⁵ While demand for certain technical skills, such as proficiency with AI and big data, is growing fastest, softer skills such as analytical thinking, flexibility, leadership, creative thinking, and motivation are also increasingly sought-after, even in this era of AI.⁶

The second group consists of employees whose jobs can be automated relatively easily. The size of this group in your organization will depend on your industry and other factors and will change over time as technology redefines job roles. HR should partner with leaders in different departments to understand what opportunities exist to retrain affected employees. Staffing firm Randstad recommends that HR organizations evaluate employee training data, performance evaluations, job duties, and skills, keeping an open mind about each employee's potential and not just focusing on their current competencies.⁷ An employee in one department may be an ideal candidate to be retrained for a new role in a different line of business.

Half of employers plan to transition employees from declining to growing roles, according to the World Economic Forum report, and it's up to HR to make that happen with relevant learning modules, onsite and offsite training, mentoring programs, and hands-on opportunities to learn, such as temporary gigs and project

work. Where possible, connect these programs to your core HCM platform to easily track employee progress against business goals.

The third group, entry-level employees, will also benefit from learning programs, but they'll likely need more help out of the gate, whether that's through extended onboarding support, job shadowing, mentoring, or other means. As AI takes on lower-level tasks that would otherwise have fallen to this group, entry-level workers will be expected to perform at a much higher level than before. It's in the best interest of HR leaders to start thinking now about the training they'll need to provide to bridge this skills gap as it grows. Some employers, such as Deloitte and PwC, are offering junior hires soft-skills training to complement their technical skills.⁸



How Oracle can help

In this new era of AI-powered work, your company needs employees who are skilled, prepared, and engaged with your mission. HR organizations need to play a central role by helping to communicate the company's goals for AI, providing the necessary training, and building a culture of transparency and two-way communication to help employees accept and embrace the ongoing changes. Having the right HCM platform can help.

Oracle Fusion Cloud HCM applications, augmented by built-in AI capabilities, give organizations the tools they need to engage with and upskill their employees and build an environment where people feel valued, heard, and like they belong.

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¹ Kate Den Houter, “AI in the Workplace: Answering 3 Big Questions,” [Gallup](#), October 8, 2024.

² Ben Wigert and Ryan Pendell, “7 Workplace Challenges for 2025,” [Gallup](#), December 16, 2024.

³ See note 2.

⁴ “Upwork Study Finds Employee Workloads Rising Despite Increased C-Suite Investment in Artificial Intelligence,” [Upwork](#), July 23, 2024.

⁵ “Future of Jobs Report 2025: Insight Report,” [World Economic Forum](#), January 2025 (PDF).

⁶ See note 5.

⁷ “2024 Talent Trends Report,” [Randstad Enterprise](#), 2024.

⁸ Orianna Rosa Royle, “Gen Z really are the hardest to work with—even managers of their own generation say they’re difficult. Instead bosses plan to hire more of their millennial counterparts,” [Fortune](#), January 22, 2025.