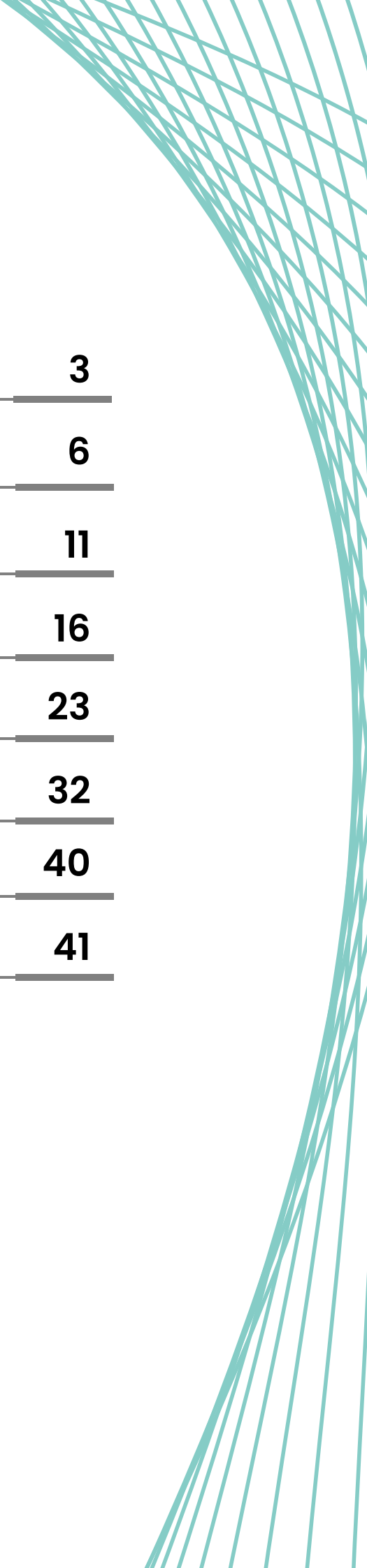


Driving Enterprise Productivity with **Agentic AI**

A SHRM initiative in collaboration with
Quantiphi and Google Cloud

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Forewords

Three Perspectives, One Vision.

At Quantiphi, we believe the true purpose of technology is to elevate people. Agentic AI marks a defining moment in this journey, where intelligence becomes collaborative and innovation becomes deeply human-centred.

As the workplace evolves, HR leaders are being called to redefine how people and AI can co-create value. Agentic AI enables us to move beyond automation towards intelligent ecosystems that anticipate employee needs, personalise experiences, and drive new levels of productivity and purpose. It allows people to spend less time on repetitive work and more time on what truly matters: creativity, empathy, and growth.

This research, conducted in collaboration with SHRM and Google Cloud, reflects our shared vision to help organisations embrace Agentic AI responsibly and strategically. By aligning human insight with platforms like Gemini Enterprise, we can connect workforce technology to measurable business outcomes, strengthening engagement, well-being, and enterprise agility.

The future of work isn't about choosing between people and technology; it's about amplifying each through the other. As we stand at this inflection point, I'm inspired by what's possible when we unite human potential with intelligent innovation to create workplaces where everyone thrives.

Mohini Palchowdhary

Global Head of People and Culture,
Quantiphi



The Human Resources function is a strategic pillar of the modern enterprise, yet it remains hampered by operational complexity that drains managerial bandwidth and hinders strategic decision-making.

This gap between strategic aspiration and execution presents a critical opportunity for agentic AI.

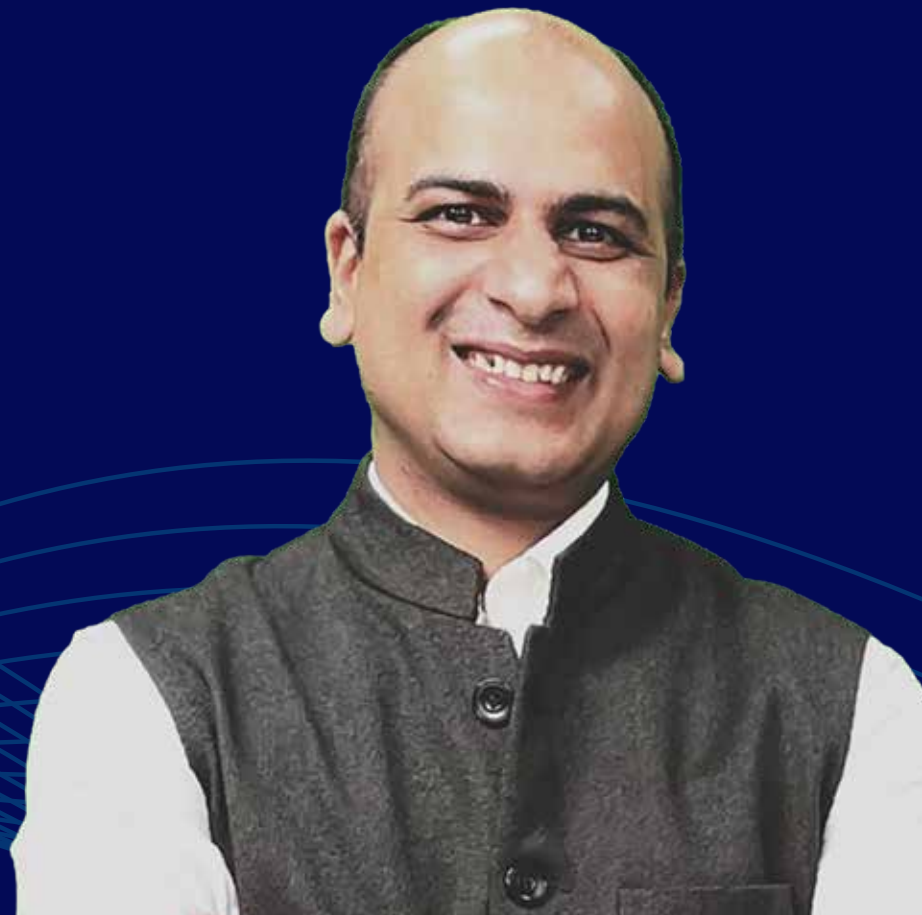
At Google, we engineered Gemini Enterprise as the secure, scalable technology fabric designed to embed intelligence directly into every employee workflow. By automating repetitive, end-to-end HR processes, we empower leaders to pivot from managing tasks to mastering people strategy, organizational design, and high-impact talent development.

Crucially, this transformation must also centre on AI and people working alongside each other. AI tools should complement, not replace, the work and expertise of an HR team. With an "informed human in the loop," we can ensure that AI tools complement, not replace, the expertise of the HR team.

This is the strategic shift required to meet the high velocity demands of the future. I invite you to explore the findings in this report and take the lead in transforming workforce productivity across your organization.

Naren Kachroo

Head of AI GTM,
Google Cloud India



We stand at one of the most defining inflection points in the history of work. The “Age of AI” is no longer a distant horizon; it is a present reality transforming how organizations think, operate, and grow. For HR, this is not a moment to observe; it is a mandate to act with urgency.

Agentic AI demands a new kind of leadership, one that pairs technological vision with human empathy. Today’s HR leaders must both shape the future by leveraging AI to boost productivity and agility, and ensure this transformation remains grounded in humanity, where technology enhances purpose rather than replaces it.

This report reflects that dual mandate. It captures how CHROs across industries are reimagining their function from operational to strategic, from reactive to agentic by integrating AI as a force that thinks, learns, and collaborates. The findings are clear - nearly 80% of CHROs view AI adoption as a critical, near-term priority, yet the true differentiator will be how they design for trust, ethics, and human-centric outcomes.

At SHRM, we see this as HR’s defining moment to be both technologist and humanist, strategist and ethicist. The Agentic CHRO is not just implementing AI but leading through it, shaping cultures of adaptability, inclusion, and intelligent growth.

This collaboration between SHRM, Quantiphi and Google Cloud provides a pragmatic playbook grounded in real-world insights and data, helping leaders turn AI ambitions into action. I hope that it equips you to lead with courage, wisdom, and empathy as we enter this new agentic era of work.

Achal Khanna

CEO,
SHRM APAC & MENA



Executive Summary

Turning Intelligence into Enterprise Action

The Agentic AI Shift in the Evolution of HR

Artificial Intelligence is driving one of the most significant shifts in modern business, comparable to the impact of internet and mobile technologies which earlier generations experienced. What began as a specialized tool confined to data research has evolved into a core component integrated into enterprise systems, operational processes, and strategic decision-making.

For HR, this is a defining moment, a time of big ambitions fuelled by intelligent technologies, but limited by uneven readiness. We refer to this as **“The Maturity Paradox.”**

In today's AI-driven environment, the role of HR is evolving beyond simply implementing technological solutions within its domain. The true priority lies in guiding organizational transformation in cultivating the capabilities, culture, and confidence necessary to advance AI maturity and harness the full promise of agentic AI.



The Four Roles of HR in the Age of Agentic AI

Our research, based on a broad survey and deep one-on-one interviews with CHROs across diverse industries, **uncovers the “Maturity Paradox” whereby 79% of HR leaders rate AI adoption as urgent, yet only 50% feel ready to implement (pilot in the next 6-12 months)**. It is also observed that most activity remains clustered in a few tactical functions like recruitment.

This paradox stems from structural, cultural, and capability-related barriers that must be addressed for HR to fulfil its renewed, enterprise-wide mandate. Our study shows that in the era of Agentic AI, HR’s mission expands across four critical dimensions, each demanding bold leadership and targeted upskilling:

THE STRATEGIC ARCHITECT

Redesign HR Operating model for a hybrid Human – AI Augmented Organization, aligning talent with evolving business needs through predictive insights.

THE DATA & SYSTEMS STEWARD

Champion the initiative to Integrate and Govern high quality people data enabling stronger analytics, informed decision making and broader AI Adoption across the board.

THE CHANGE LEADER

Address Mindset and Cultural Resistance by engaging employees and Leaders to foster trust and embed Human AI Collaboration.

THE CAPABILITY CATALYST

Build AI fluency and hands-on learning among HR and leaders, enabling skill development and digital readiness for the AI era.

1. The Strategic Architect

HR serves as the designer of an AI-empowered organization, shaping workforce frameworks that blend human capabilities with intelligent technologies. This role requires redefining business models, refining workforce strategies, and channeling talent towards roles that will drive future growth. Through agentic AI, HR can evolve beyond process optimization, leveraging predictive intelligence to align talent decisions vis-a-vis enterprise objectives, predict market shifts, and address skill gaps before they intensify.

2. The Data & Systems Steward

AI’s real value emerges from cohesive, accurate, and well-managed people data. While many organizations acknowledge this potential, **only about 29% have implemented Agentic AI for workforce analytics, revealing an untapped opportunity of 2.5x** the current adoption level. To close this gap, HR must champion the creation of unified and governed data ecosystems that convert scattered information into timely insights, enabling smarter workforce planning and stronger business performance.

3. The Change Leader

AI-driven transformation represents not only a shift in technology but a profound cultural evolution. Around **53% of HR leaders, identify resistance and lack of trust as key obstacles to adoption.** HR's mission is to build confidence in Human–AI collaboration by promoting openness, practicing inclusive leadership and engaging with empathy. In doing so, HR can nurture trust, ease apprehension, and enhance the collective adaptability of the workforce.

4. The Capability Catalyst

Long-term AI success relies on creating a workforce fluent in digital concepts across the entire organization. AI delivers true value when HR takes the lead in driving continuous learning and skill development at scale. While 91% of CHROs want hands-on workshops, only 7% feel highly familiar with Agentic AI indicating a **93% learning opportunity gap.** HR should embed continuous learning, foster experimentation, and create “pockets of excellence” that model adoption success, raising both digital fluency and human adaptability across the organization.

The Agentic Shift in the Evolution of Enterprise Intelligence

As HR function continues to advance, enterprise intelligence is shifting from static, data-driven analysis towards dynamic, agent-based ecosystems. This report examines that evolution, highlighting how Agentic AI is transforming the way organizations align technology, talent, and purpose.

The Emergent Paradigm: The Agent-Driven Enterprise

The Agent-Driven Enterprise operates with AI “agents” that have the autonomy to perceive their environment, reason, plan, and act to achieve defined goals. This marks a major shift from traditional analytics models. Instead of humans interpreting dashboards and acting on reports, AI agents now execute multi-step processes independently. For instance, an agent can manage onboarding end-to-end right from scheduling sessions, sending documents, and coordinating across teams, freeing HR professionals to focus on strategy and culture rather than on administration.

Humans now define objectives, set ethical and operational boundaries, and manage a hybrid human–AI workforce. The enterprise evolves from using tools that assist to working alongside teammates that enable new levels of scale, speed, and precision.

Locus of the Shift: From Intelligence that Informs to Intelligence that Acts!

The essence of this transformation is simple yet profound. **Intelligence no longer waits for human input; it acts!**

Conventional analytics generated insights still depend on human intervention for execution. Agentic AI changes this paradigm by providing self-directed intelligence capable of independently carrying out decisions and operational tasks of varied complexity with precision and reliability. This advancement enhances speed, scalability, and efficiency, ushering in a new era of organizational agility, productivity, and strategic foresight.

This is not a distant future; it is a current strategic priority for CHROs. As one CHRO from a leading services firm observed, “Agentic AI will be a game changer for HR, automating much of the repetitive work that today sits within shared services.”

To understand this shift, SHRM, Quantiphi and Google Cloud engaged nearly 70 CHROs through surveys and in-depth interviews. The collective perspectives gathered through this research shape the core of this report which is a practical guide for navigating the Agentic AI era and redefining how human talent and intelligent technologies together generate value.

CHRO Sentiments

At Flipkart, AI is woven into how we operate; it's no longer a choice but a strategic necessity. HR is playing a dual role, adopting AI internally and helping the business become AI-ready.

Seema Nair, CHRO, Flipkart

”

The workforce will be both human and AI together. The CHRO will play a pivotal role in integrating AI into almost every facet of HR operations.

Rohit Thakur, CHRO, Auto and Farm Sector, M&M Ltd

”

We may have been judicious about timing our adoption of AI, but it is already transforming the way we work – from hard work to smart work. It's not about doing more; it's about doing better and focusing on what truly drives business value.

Kiran Yadav, Chief People Officer, Canara HSBC Life Insurance

”

AI is no longer an add-on to HR; it is the new infrastructure and co-author of our talent philosophy, enabling how we sense, decide and act, while personalizing decisions at scale.

Ruchira Bhardwaja, CHRO, Kotak Life

”

I implement before I speculate. AI works when you bring it in, test it, and see the impact firsthand.

Preeti Kannan, CHRO, IIFL

”

Key Findings

CHRO Sentiment and Readiness at a Glance

1. The CHRO Role Has Entered an Agentic Era

"CHROs are evolving from functional leaders to strategic orchestrators of human + AI workforces."

1. The Strategic Architect

Focus

AI Workforce Blueprint, Talent Strategy Alignment, Skill Gap Closure

Action

Predictive Insights, Future-Critical Roles

2. The Data & Systems Steward

Focus

Unified Data, Data Lakes, Governance, Real-Time Intelligence.

Growth Gap

2.5x

growth gap - 29% usage vs 74%

3. The Change Leader

Focus

Culture Change, Trust, Human-AI Collaboration.

Barrier

53%

cite cultural resistance, mistrust, limited leadership buy-in

4. The Capability Catalyst

Focus

Enterprise Upskilling, Experimentation, Excellence Hubs

Opportunity

93% Gap

Need vs. familiarity in Agentic AI upskilling.

2. The “Maturity Paradox” Reveals an Urgency – Readiness Gap

79%

of HR leaders rank AI adoption as a top priority

50%

of HR leaders feel ready for AI adoption

29-Point Gap

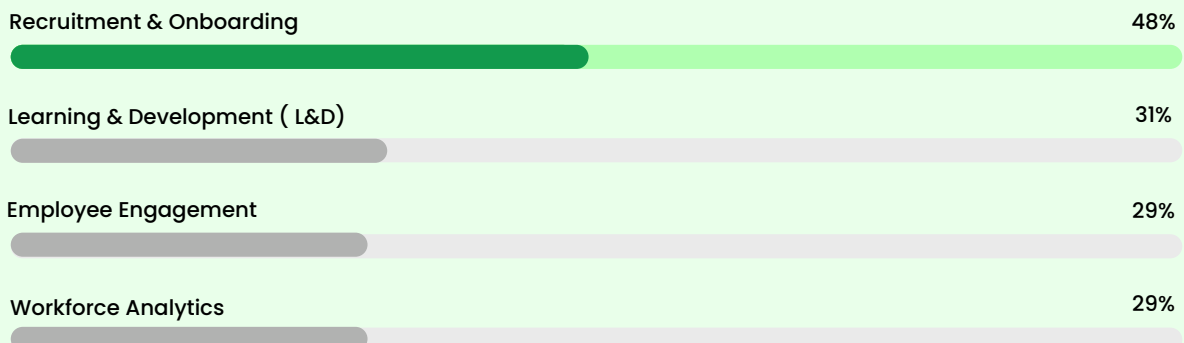
Signals a critical inflection point: Recognition without readiness.

There is an urgent window for enablement.

3. Adoption is Tactical, But Strategic Value Remains Untapped

“Recruitment & onboarding lead adoption at 48%, while workforce analytics (29%), L&D (31%), and engagement (29%) remain underleveraged, with 2–3x growth potential.”

**Current adoption is efficiency-focused.
High-value strategic areas show 2–3x growth potential.**



4. Strategic Drivers are Clear, Barriers Require Ecosystem Solutions



Top Drivers

78% Faster Decision-Making

69% Personalized Experiences

62% Operational Efficiency



Key Barriers

71% Integration Challenges with Existing Systems

64% Data Quality & Foundation Issues & ROI Concerns

53% Cultural & Organizational Resistance

5. Enablement is the Critical Accelerator

91%

of HR leaders want structured learning

7%

are highly familiar with Agentic AI

Success depends on targeted enablement.

CHROs are seeking practical playbooks, clear ROI frameworks, and peer-driven learning to build capability and lead change.

Strategic Imperatives for Tomorrow

The Adoption Blueprint: Practical Playbook from Strategy to Action

1. Build Foundations

Consolidate systems into a unified "people data lake." Cleanse, standardize, and govern HR data. Deploy modular, API-driven HR platforms.

2. Cultivate Pockets of Excellence

Start with 2–3 ready HR subteams. Document workflows, metrics, and lessons. Expand successful pilots using proven templates.

3. Drive Adoption Through Forcing Functions

Mandate AI-driven processes, integrate AI into HR portals, and track live dashboards. Retire old methods to ensure adoption.

4. Build Capabilities & Manage Change

Deliver role-based AI training and specialist skills. Address fear by emphasizing augmentation. Embed Design, Data, and Digital Thinking.

5. Implement Pragmatically

Focus on high-value use cases (recruitment, analytics, engagement). Build MVPs, test in cohorts, gather feedback, and refine.

6. Govern & Ensure Accountability

Mitigate bias, protect privacy, and maintain human-in-the-loop oversight. Standardize evaluation of AI models and track performance.

7. The Path Forward: Explore, Embed, Evolve

- **Explore:** Conduct readiness assessments, build data foundations, launch AI literacy programs.
- **Embed:** Pilot high-value use cases, retire legacy workflows, establish governance councils.
- **Evolve:** Scale pilots, deepen capabilities via advanced training, optimize governance continuously.

Ecosystem Collaboration to Catalyze Scale

"SHRM, Quantiphi and Google Cloud, collectively bridge strategy execution for HR AI adoption."

A collective partnership to offer end-to-end enablement, accelerating adoption and scaling impact.

SHRM

Awareness, learning programs, adoption playbooks, peer-driven enablement.

Quantiphi

Applied AI, predictive insights, ROI frameworks, and workflow design.

Google Cloud

AI-ready architecture, Gemini Enterprise for secure, scalable deployment.

The Future is Human + Agentic

Agentic AI augments human capability, enabling CHROs to focus on culture, strategy, and long-term workforce resilience."

Agentic AI:

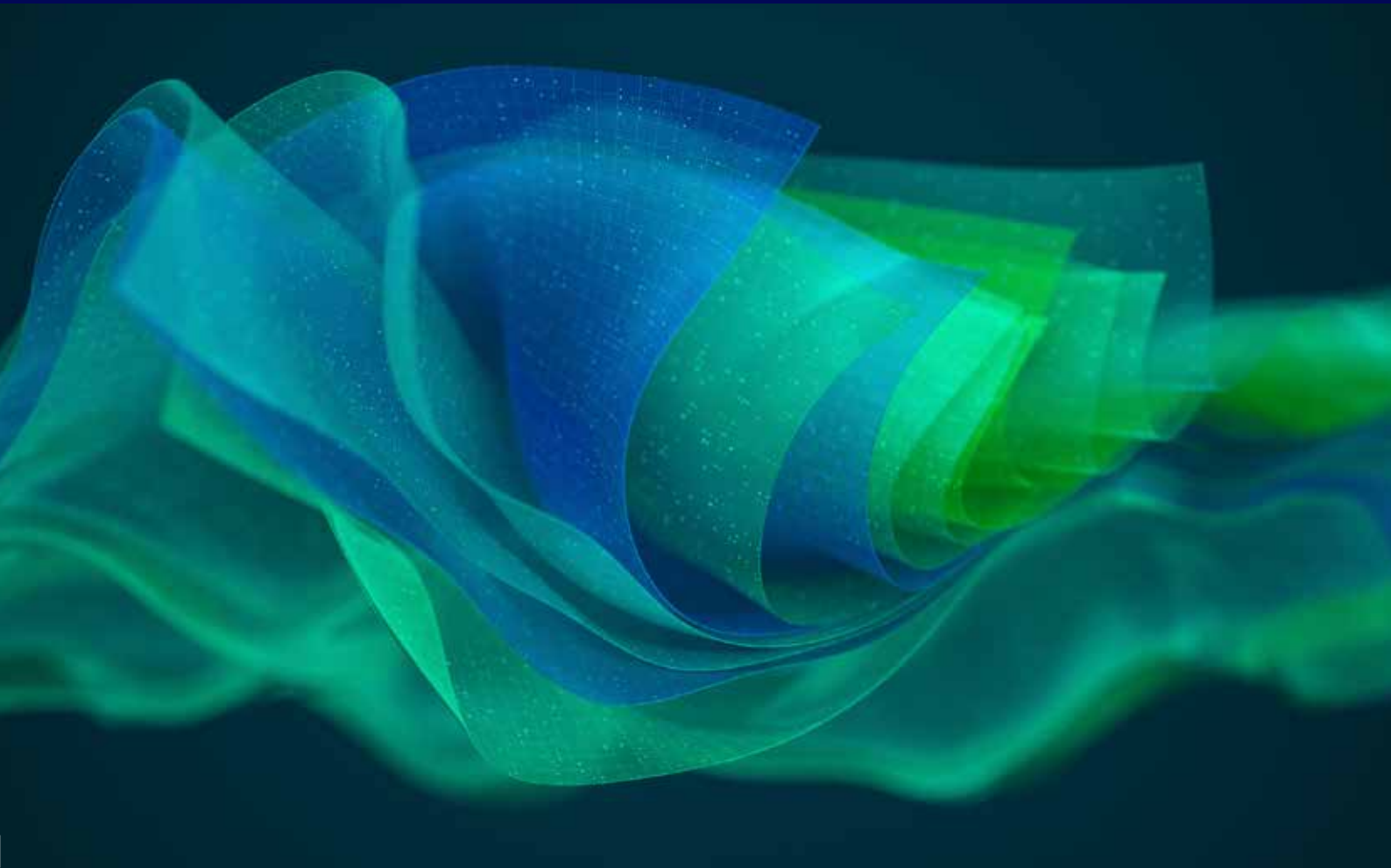
- ✓ Automates routine tasks and amplifies insights.
- ✓ Frees HR leaders to focus on purpose, engagement, & performance.

Early movers investing in readiness, governance, & capability will define the next frontier of AI-enabled HR transformation.

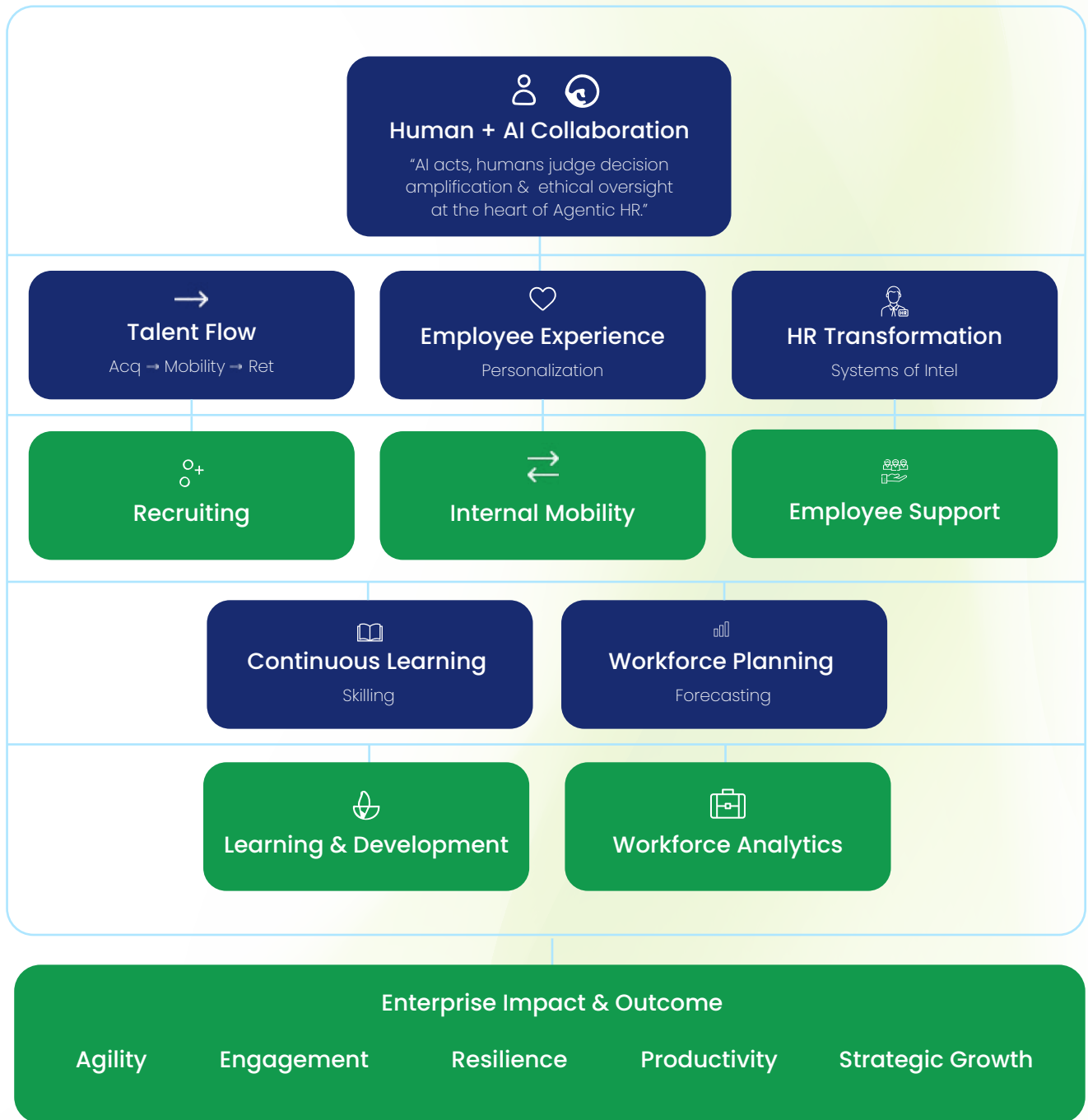
The New Agentic Agenda: What AI Acts On

The Exponential Evolution

HR is at a transformative crossroads. Artificial Intelligence has progressed far beyond automating repetitive tasks. It now serves as a context-aware, strategic force influencing organizational vision, talent strategies, and overall employee experience. In this new landscape, CHROs are transforming into Agentic CHROs, leaders who design adaptive systems that blend human insight with AI. This synergy allows HR to transcend conventional measures and administrative outputs, driving organization-wide transformation. Achieving this potential, however, demands intentional design, focused capability development, and strategic adoption.



Agentic AI + Human Insight → Strategic HR → Action Enterprise Impact



1. Agentic AI Capabilities

Agentic AI marks the next stage in the evolution of HR's strategic capabilities. Unlike conventional automation, Agentic AI functions with autonomy, continuously learning from data and varying contexts. This empowers HR to anticipate and tailor organizational needs while executing decisions in real time with greater precision.

Throughout the HR value chain, AI has shifted from a reactive support tool to a proactive, strategic, and operationally intelligent partner. The following table illustrates the key distinctions between Generative AI and Agentic AI, focusing on their levels of autonomy, decision-making capacity, and influence on HR outcomes.

	Generative AI	Agentic AI
PURPOSE	Creates new content based on prompts	Executes multi - step objectives autonomously
ACTION	Reactive - responds to each user request	Proactive - identifies goals, plans, acts
WORKFLOW	Best for single, discrete outputs	Handles complex, chained tasks end - to - end
AUTONOMY	Low - needs instruction for each interaction	High - acts independently, tracks state
EXAMPLES	Text/image/code generation, chatbots	Automates onboarding, workflow bots, IT ops
CONTEXT	Limited context - mainly prompt plus history	Remembers context and adapts to feedback
ADAPTABILITY	Adjusts style/content, but always on request	Learns from results, changes strategy
ILLUSTRATIVE VALUE	Augments writers, coders, creators	Orchestrates tools, manages workflows

Agentic AI Capabilities in Action

Agentic AI enhances HR's strategic influence across several key areas:

- **Predictive Analytics:** Anticipating workforce demand, detecting skill shortages, and informing data-backed talent planning
- **Personalized Experience:** Customizing learning opportunities, benefits, and engagement initiatives for employees.
- **Real-Time Decision-Making:** Delivering timely insights that enable HR leaders to respond with accuracy and speed.
- **Workflow Orchestration:** Coordinating multiple HR processes into unified, efficient, and adaptive workflows.

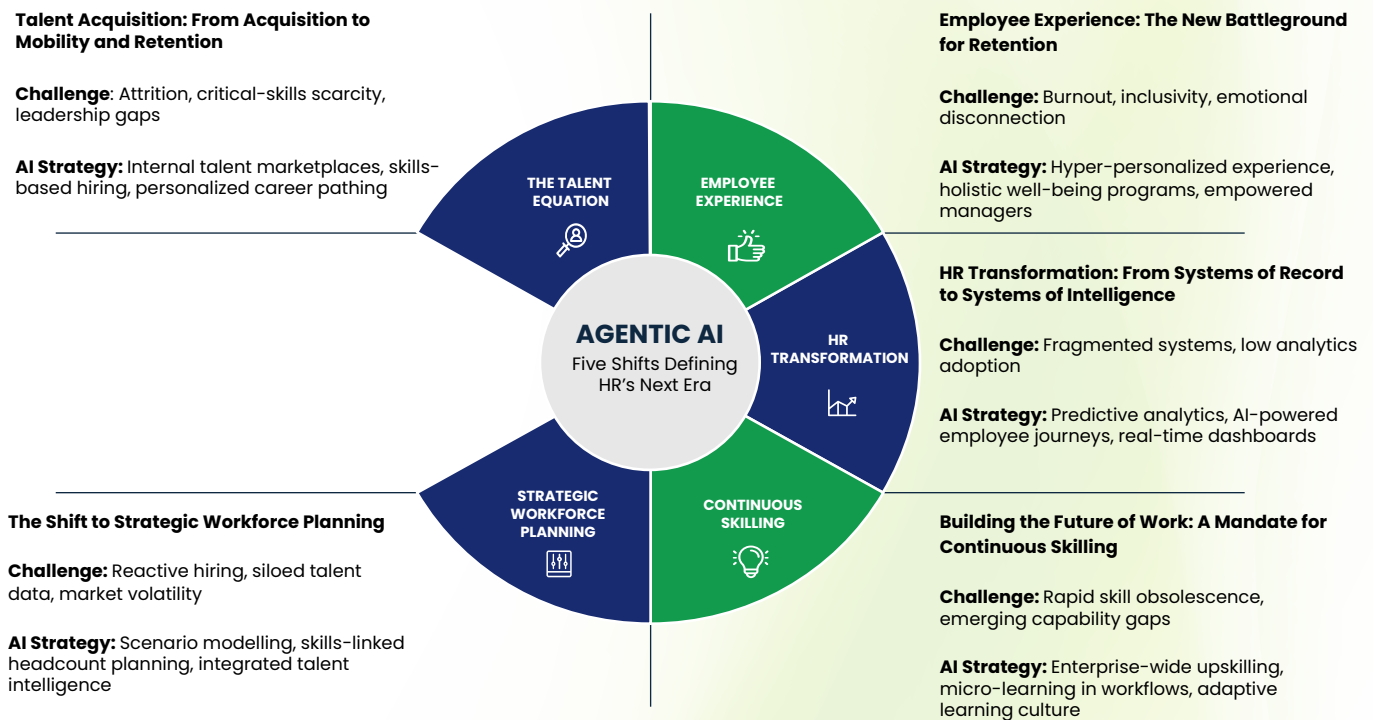
The overarching trend is that HR is moving towards a human-centric, data-driven, and agile model, transforming static processes into strategic insights that inform real-time decisions.

"AI is no longer a standalone HR initiative; it has become a strategic organizational lever that drives competitiveness, fuels innovation, and enhances operational efficiency across the enterprise."

Poonam Burman, CHRO, Godrej Industries (Chemicals)

2. Five Agentic Shifts Defining HR's Next Era

AI is becoming deeply integrated across all areas of HR, enabling greater efficiency, personalization, and intelligence throughout. The rise of Agentic AI is catalyzing five fundamental shifts within HR operations and strategy. As this technology redefines workforce dynamics, the CHRO's mandate is evolving as follows:



A. The Talent Equation: From Acquisition to Mobility and Retention

The war for talent has shifted towards prioritizing employee engagement and developing internal capabilities. Key challenges now include retaining top talent and critical skills, meeting the growing demand for AI and data science expertise, and strengthening the leadership pipeline to protect the future.

To address this, CHROs are building internal talent marketplaces, adopting skills-based hiring, and implementing AI-driven, personalized career pathing to retain and grow their workforce.

CHROs further echo that Agentic AI will have its most significant impact in talent acquisition. Achieving this requires robust internal systems and high-quality data, as AI models must be trained to accurately reflect the organization's hiring practices, key competencies, and priorities.

B. Employee Experience: The New Battleground for Retention

Employee Experience (EX) is central to retaining talent and boosting productivity. However, challenges such as burnout, lack of inclusion, and emotional disengagement persist. Leading organizations address these issues through comprehensive well-being initiatives such as covering mental, physical, and financial health, and using AI to personalize communications, learning opportunities, and benefits for employees. Empowering managers to build trust and a sense of belonging further elevates engagement and drives performance.

CHROs emphasize the importance of providing employees with timely support during critical moments, a need that Agentic AI can meet by delivering instant and practical guidance. The genuine value of AI is realized when its insights tangibly improve the employee experience.

C. HR Transformation: From Systems of Record to Systems of Intelligence

HR function is experiencing a digital shift from a primarily administrative role to becoming a strategic function driven by data insights. However, the presence of fragmented technology systems and limited use of analytics has hindered its strategic effectiveness. To overcome these barriers, CHROs are fast-tracking the implementation of predictive analytics, AI-enhanced employee engagement platforms, and real-time performance dashboards. These initiatives convert scattered data into meaningful insights, improving decision-making and operational agility.

"We're using AI to streamline shared services, automating offer conversions, tracking inputs, and maintaining process quality"

Jeeva Balakrishnan, President & CHRO, Cholamandalam Investment and Finance Co. Ltd.

D. Building the Future of Work: A Mandate for Continuous Skilling

The shelf life of skills is rapidly shrinking. For CHROs of today, investment in learning and development are no longer employee benefits, rather these are strategic imperatives crucial for sustaining business resilience and maintaining a competitive edge. As skills quickly become outdated and new capability gaps arise, effective strategies would involve implementing organization-wide upskilling initiatives, integrating micro-learning into line of work, and fostering a culture that values adaptability and continuous learning. This approach positions lifelong skill building as an essential organizational strength.

"The future of skilling is frighteningly fast. Agentic AI will be the compass that predicts the skills of tomorrow, identifies adjacencies and maps internal talent to future roles with precision, something humanly impossible at scale."

Poonam Burman, CHRO, Godrej Industries (Chemicals)

E. The Shift to Strategic Workforce Planning

Organizations are moving away from reactive recruitment to strategic, forward-looking workforce planning. Key obstacles include accurately predicting skill requirements in a fluctuating market and overcoming fragmented talent pools. Strategic workforce planning would involve scenario modelling, aligning skill development with business objectives, and combining insights from both internal and external talent sources to inform decisions about hiring or contracting talent.

CHROs note that their role is evolving from managing transactions to creating strategic impact. The future workforce will prioritize high-value, strategic work, while AI handles repetitive tasks.

3. Human + AI Collaboration

AI serves as a copilot to human skills. Leading HR organizations embed AI-driven stewards within their decision-making processes, enabling people to concentrate on areas requiring judgment, ethical considerations, and creativity. This collaboration raises the quality of decisions and fosters organizations that are both resilient and adaptable.

"AI can't replace key human qualities such as empathy, sound governance, and emotional decision making. These factors remain essential, especially in areas like HR, where understanding people, building trust, and supporting wellbeing are irreplaceable strengths".

Dr Vinayak Jayaram, Chief HR & Sustainability Officer, Zurich Kotak GI (India)

"AI is not about automation alone, but more about augmenting human capabilities. It is the co-pilot which helps you in your day-to-day work, making you more productive and creative."

Rohit Thakur, CHRO, Auto and Farm Sector, M&M Ltd.

Human AI collaboration is the keystone of the Agentic CHRO model, enabling HR to scale strategic insights while retaining empathy, ethics, and contextual intelligence that machines alone cannot replicate.

"AI shines in the backend, where it can handle repetitive workflows, freeing humans to focus on meaningful engagement and strategy."

Preeti Kannan, CHRO, IIFL

"With 69,000 employees across nine business verticals, productivity is a top priority. Our AI performance coach provides real-time nudges, microlearning, and insights to help employees improve conversions and efficiency."

Jeeva Balakrishnan, President & CHRO, Cholamandalam Investment and Finance Co. Ltd.

4. Agentic AI – Next Evolution in Enterprise Capability

Unlike traditional automation like RPA that follows predefined rules, Agentic AI demonstrates autonomous decision-making, contextual understanding, and adaptive learning capabilities. For HR, this evolution means moving from task automation to strategic intelligence that can:

- Anticipate workforce needs through predictive analytics.
- Personalize employee experiences at scale.
- Enable real-time decision-making with contextual insights.
- Orchestrate complex workflows across multiple HR functions.

Few of the CHROs highlighted how their organizations are focused on integrating technology with human insight to reshape workforce plans, future job families, and capability frameworks.

“Employees today expect a customer-like experience at work – always-on, intuitive, and personalized. Agentic AI helps us reimagine that employee experience.”

Poonam Burman, CHRO, Godrej Industries (Chemicals)

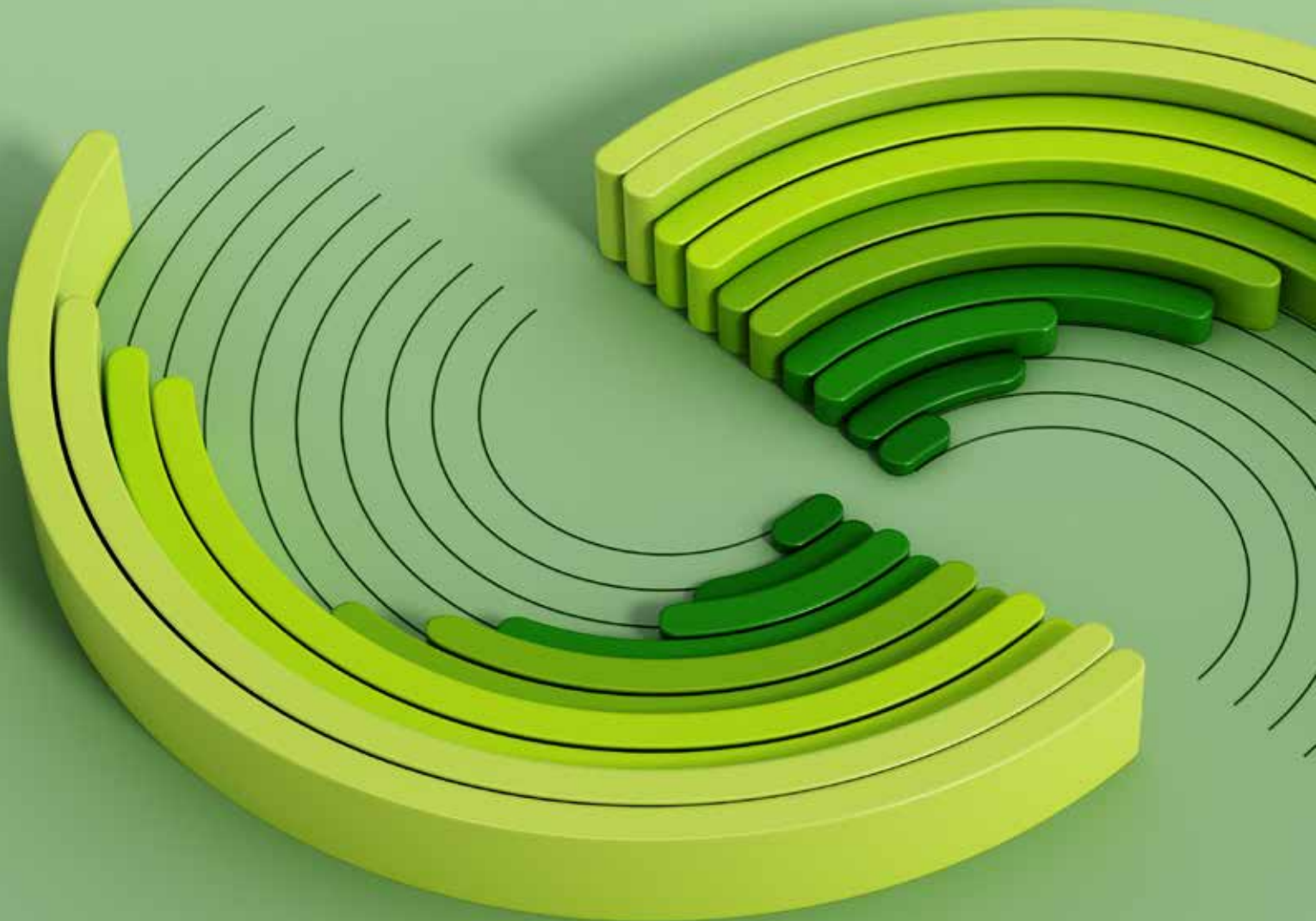
“While traditional RPA automated rule-based tasks like generating offer letters, Agentic AI takes it further by fixing a brain or adding intelligence, thereby enabling systems to understand content and context, interpret emails, and respond autonomously.”

Dr. C Jayakumar, EVP & Head – Corporate Human Resources (CHRO), Larsen & Toubro

The Maturity Paradox

Why AI Ambition Outpaces Readiness

AI adoption in HR is real with organizations exploring it to automate workflows, predict workforce needs, personalize employee experiences and make real time, data driven decisions. Yet, the adoption is fragmented and largely limited to tactical areas. While the potential of Agentic AI is clear, HR often faces the challenge of ambition outpacing readiness. Leaders increasingly see AI as a strategic imperative, but organizational structures, skills and systems are not fully prepared. This tension between potential and preparedness defines the Maturity Paradox.



1. Urgency Without Readiness: The Core Paradox

"79% of CHROs see AI as urgent, but only 50% feel ready - a 29-point gap between intent and enablement."

The paradox is clear when comparing the **urgency to adopt AI** with the **actual readiness of HR organizations**. Our research shows:

- **79% of CHROs** rate AI as a **high priority**, with **59% rating** it as 'most urgent.'
- Only **50% feel their organization is ready** to implement AI initiatives in the next 6-12 months.

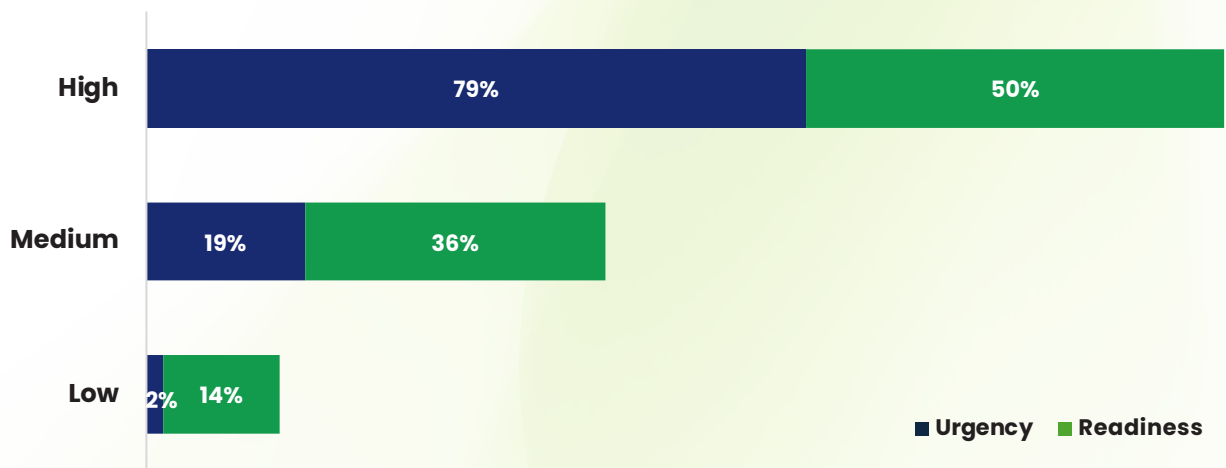
This **29-point gap** highlights the challenge whereby: HR leaders want to use AI to boost productivity and optimize talent, but **data silos, fragmented systems, and skill gaps are holding them back**.

Recruitment and onboarding are leading in AI adoption as they are high volume, transaction and easy to measure. **Strategic functions such as workforce analytics, learning & development, and employee engagement remain largely underleveraged**, revealing a significant **opportunity gap**.

"Agentic AI can free HR from transactional overload such as policy queries, onboarding, benefits, logistics, allowing us to focus on empathy, design, and strategy."
Ruchira Bhardwaja, CHRO, Kotak Life

Urgency - Readiness Gap in Agentic AI for HR

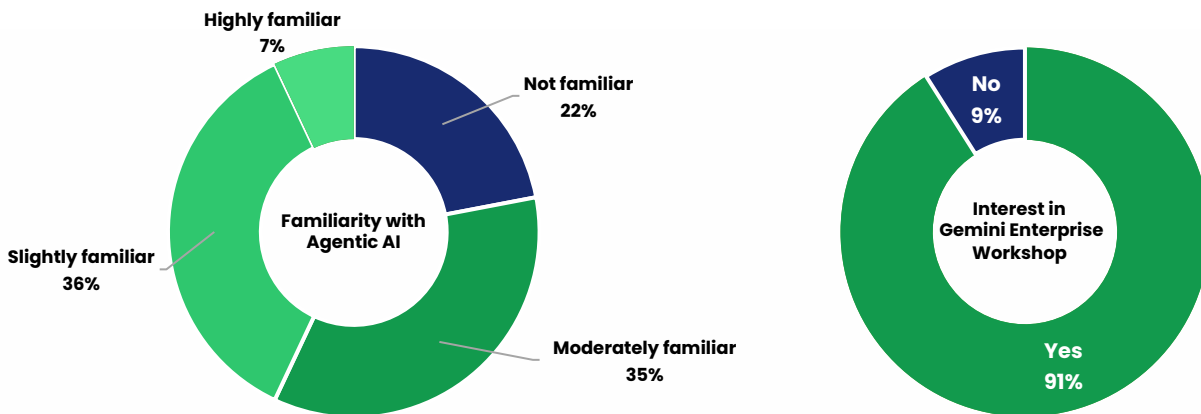
"29% Urgency - Readiness Gap, reflecting critical enablement opportunity."



Despite these challenges, there is a clear appetite to learn and adapt. While **86% of CHROs** see value in Agentic AI, only **7%** feel highly familiar with it. Encouragingly, **91%** are eager for workshops and enablement programs, showing both recognition of the opportunity and a pressing need to turn awareness into action.

Learning Appetite

“While 86% recognize value, only 7% are highly familiar, yet 91% want enablement – a major growth opportunity.”



In short, the maturity paradox lies in the fact that **AI readiness lags far behind AI urgency**. Organizations understand why action is needed, but the real challenge is developing skills and confidence that help turn plans into action.

2. Fast Adoption, Uneven Maturity

“AI in HR is widespread, but not deep: 62% adopt, few move beyond recruitment.”

While interest in Agentic AI is high, its actual adoption across HR functions remains inconsistent.

Opportunity Gap

“Recruitment & onboarding lead adoption at 48%, while workforce analytics (29%), L&D (31%), and engagement (29%) remain underleveraged, with 2 - 3x growth potential.”

HR Function	Current Usage	Perceived High - Value Use	Gap (Percentage Point)	Growth Potential
Recruitment	48%	86%	38%	1.8x
Learning & Development	31%	71%	40%	2.3x
Workforce Analytics	29%	74%	45%	2.5x
Employee Engagement	29%	72%	43%	2.5x
Payroll & Benefits	21%	62%	41%	3x

- **Recruitment stream is the leading opportunity for Agentic AI.** Many organizations (62%) use AI in at least one HR area, but the focus is mostly concentrated on Recruitment and Onboarding (48%), where automation shows quick, visible results. This is attributed to the fact that this function is a high volume, transactional function, where AI can quickly boost efficiency, improve candidate experience and speed up hiring.

The biggest impact is clearly in hiring; AI can handle the entire early-stage process faster and more intelligently, allowing HR to focus on fitment and experience.”

Kiran Yadav, Chief People Officer, Canara HSBC Life Insurance

“We’re piloting an AI-driven hiring platform that automates JD creation, talent mapping, and assessments, which is soon to be scaled enterprise-wide.”

Jeeva Balakrishnan, President & CHRO, Cholamandalam Investment and Finance Co. Ltd.

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- In contrast, only **29%** of organizations **use Workforce Analytics**, despite being viewed **as a high-priority opportunity for 74% of organizations with a potential 2.5x growth opportunity**. This slow adoption is **attributed to integration challenges (71%) and data quality issues (64%)**. Without clean, unified data and interoperable systems, predictive analytics cannot scale. Workforce reporting that consolidates multiple data sources into a single source of truth can significantly improve HR operations and employee query resolution.
 - Other areas such as **Learning & Development (31%), Employee Engagement (29%), and Payroll & Benefits (21%)** have strong growth potential (2.3x to 3.0x). While these areas offer high value, the adoption is low suggesting that capability building and not intent is the main barrier.

Agentic AI will allow HR to offer truly personalized employee experiences from learning journeys to pay design.

Ganapathi Subramanian S, Chief Human Resources Officer, Sundaram Home Finance Ltd.

Integrating data across systems creates a centralized data foundation, which can help HR to unify operations, insights, and employee experience. Tactical areas such as HR operations are showing early success, but transformational functions like learning, engagement, and performance management are lagging due to complexity and cultural readiness.

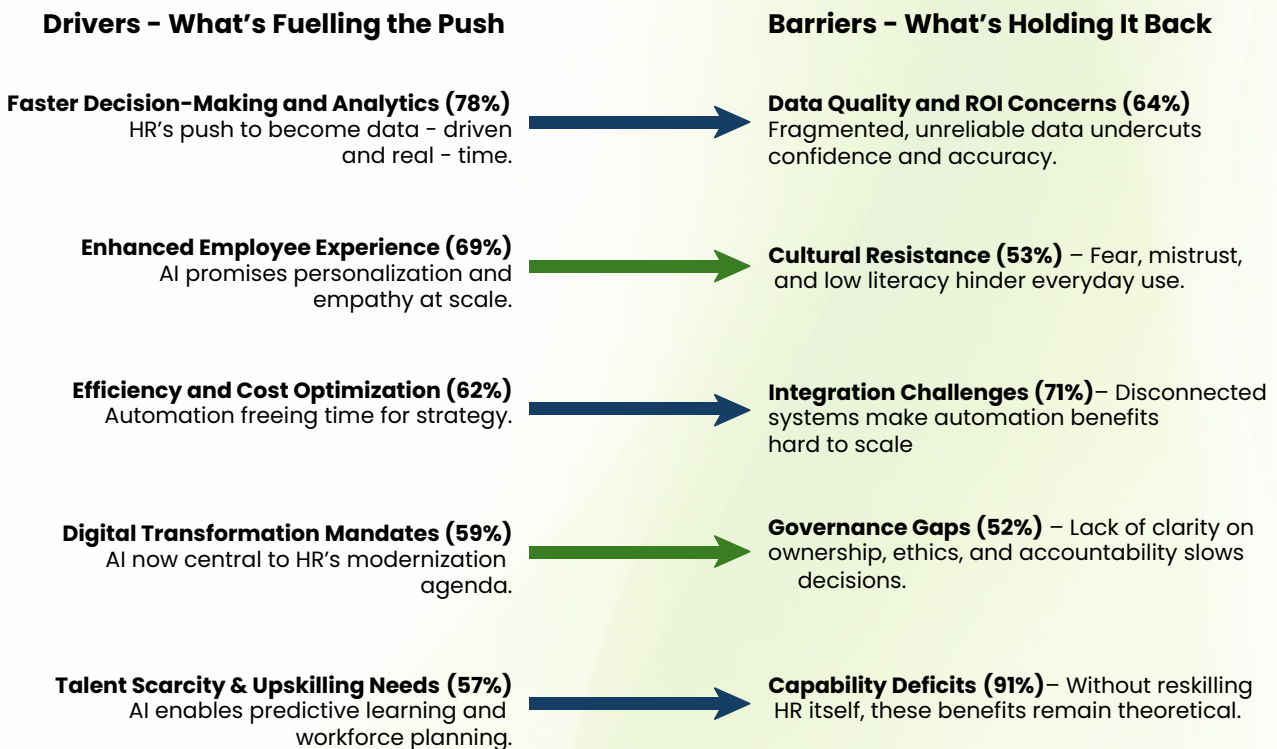
In summary, while recruitment leads because it is tactical, proven and measurable; Analytics lags because it is strategic, data dependent and complex. This gap between easy wins and hard gains called the **“Opportunity Gap Dichotomy”** shows that HR's biggest value still lies behind technical and organizational barriers, which is explored in the next section.

3. Drivers and Barriers: What Fuels and What Holds Back Adoption

“78% push for data-led HR, yet 71% face integration and 64% data quality hurdles - the paradox of progress without foundation.”

HR’s maturity paradox shows a clear challenge: while the push for AI adoption is growing fast, it is held back by matching cultural and process barriers. This creates a scenario where every potential AI advantage is met by a corresponding cultural or procedural obstacle, **causing AI aspirations to outpace practical preparedness.**

“Every driver has a shadow barrier, a mirror force that limits its realization. The result: high intent, low readiness.”



A. Data-Driven Decision vs. Data Reality

CHROs are under pressure to deliver faster, analytics-led decisions (78%), but poor data quality (64%) and integration (71%) make this promise elusive. The opportunity lies not in more dashboards but in **unified architectures** that transform information into intelligence.

The fundamental challenge CHROs face:

"Data architecture remains a huge barrier. Without integrated systems linking business, performance, and people data, the full power of AI stays untapped."

Ruchira Bhardwaja, CHRO Kotak Life

"AI succeeds when data is clean and mindsets are open; it's as much about quality inputs as it is about human readiness."

Seema Nair, CHRO, Flipkart

"To maximize AI's value, it's best to start with areas where there is solid experience and reliable data."

Vinayak Jayaram, Chief HR & Sustainability Officer, Zurich Kotak GI (India)

"One of the key barriers is data banks. With data sitting in silos and trust in technology still evolving, true impact will come only when we integrate fragmented insights into a single, actionable talent view."

Poonam Burman, CHRO, Godrej Industries (Chemicals)

"The real potential lies in end-to-end automation, from creating content to acting on it; making HR faster, smarter, and more strategic."

Preeti Kannan, CHRO, IIFL

B. Employee Experience vs. Culture Readiness

AI has the potential to create highly **personalized employee experiences (69%)**, but **trust, literacy and resistance (53%) hold it back**. For broader AI acceptance, organizations must prioritize and fund **change management** efforts in parallel with their **technological deployment**. CHROs are moving beyond intermittent engagement surveys, leveraging conversational bots to gather and analyse employee sentiment in real-time. In such a Human + AI leadership model, AI enhances the decision making while human judgement ensures ethical and impactful outcomes.

CHRO vision for transformation:

"We see potential in personalized career development, where AI can help design learning and career pathways tailored to every employee's skills and aspirations."

Seema Nair, CHRO, Flipkart

"Imagine AI reminding you of your spouse's birthday or helping personalize your work experience based on past preferences. It can truly create a wow factor for employees."

Savitha Shivsankar, CHRO, Asian Paints

CHRO insights on change management:

"Barriers rarely sit in the code; they sit in culture, in trust, and in legacy systems. HR needs new skills too, not just digital fluency, but empathy to understand AI's limits and to build trust around it."

Ruchira Bhardwaja, CHRO Kotak Life

"The real barriers to AI in HR are not just technical; they're about trust, exposure, and investment. Many HR professionals haven't yet seen AI's potential up close, budgets remain constrained, and data privacy worries still cloud experimentation."

Ganapathi Subramanian S, Chief Human Resources Officer, Sundaram Home Finance Ltd.

"Change management is the only barrier. You have to keep teaching and sensitizing people to trust these systems. So, there must be a push from leadership. The mindset of people has to change. They have to believe this can be done."

Dr C Jayakumar, EVP & Head - Corporate Human Resources (CHRO), Larsen & Toubro

C. Efficiency vs. Integration Challenges

Automation and cost savings (62%) are top priorities, but fragmented HR systems and legacy processes (71%) make scaling difficult. The challenge that leaders face today is **integration and not innovation**. Complex systems and constant product updates are creating fatigue, making it difficult to maintain consistency across. AI-first, interoperable architectures are key to overcoming these hurdles.

Practical implementation insights:

"We have already started measuring automation benefits in terms of hours saved. For example, if a task earlier took two hours and now takes 30 minutes, we calculate the hours saved for HR."

Savitha Shivsankar, CHRO Asian Paints

"The biggest gain is time. You'll get time to do things you're not doing today - strategy, business partnering, coaching, and mentoring."

Dr. C Jayakumar, EVP & Head - Corporate Human Resources (CHRO), Larsen & Toubro

"We lack local proof points and integrated architectures, so adoption remains hesitant. But constraint, not comfort, is what drives real innovation and that's what will ultimately push true adoption."

Poonam Burman, CHRO, Godrej Industries (Chemicals)

D. Digital Transformation vs. Governance

Digital transformation mandates (59%) are pushing AI onto HR's strategic agenda, but governance gaps (52%) create uncertainty over ownership and accountability. AI often is at the intersection of HR, IT and data teams and hence clear roles and alignment are critical. A cross-functional AI council with defined decision rights can help turn experimentation into real outcomes.

CHRO recognition of paradigm shift:

"Today, in any HR department, almost 50 percent of time goes into transactional work, instead of focusing on business partnering, engagement and strategy. That will completely change. For eg, If performance management reminders and follow up are handled by an agent, managers can focus on coaching and developmental feedback instead of chasing people for forms."

Dr. C Jayakumar, EVP & Head – Corporate Human Resources (CHRO), Larsen & Toubro

"The first challenge for any organization is selecting the right AI model. With so many AI tools available, it's crucial to choose one tailored to the company's specific needs. If the chosen model doesn't address real problems or makes processes more complex, it's unlikely to succeed."

Vinayak Jayaram, Chief HR & Sustainability Officer, Zurich Kotak GI (India)

E. Talent Scarcity vs Capability Deficits

AI offers predictive insights for talent planning and upskilling (57%), yet HR's own capability gaps slow adoption. Building digital fluency within HR is the first step toward spreading it across the organization.

Two interrelated challenges as shared by CHROs:

Shrinking Talent Pools: Agentic AI has the potential to deliver fully personalized employee experiences, from learning journeys to pay design, but success depends on having the right talent in place to design, implement, and govern these solutions effectively.

"From talent acquisition to precision hiring, our teams have created an AI bot that scans LinkedIn and other databases to get very targeted hires in seconds."

Rohit Thakur, CHRO, Auto and Farm Sector, M&M Ltd.

"The biggest opportunity lies in strategic workforce planning using Agentic AI to align skills, capabilities, and workforce composition to business priorities."

Seema Nair, CHRO, Flipkart

Upskilling Urgency: Combining technology with human insight is reshaping workforce planning and capability frameworks. Therefore, rapid and scalable upskilling is needed to bridge existing skill gaps and prepare employees for future roles.

"The biggest challenge in AI adoption is not technology, it's mindset. People often fear what they don't understand, and technology brings with it the fear of the unknown and fear of losing control. We are actively addressing this through awareness and mindset-shift programs."

Jeeva Balakrishnan, President & CHRO, Cholamandalam Investment and Finance Co. Ltd.

The Adoption Blueprint

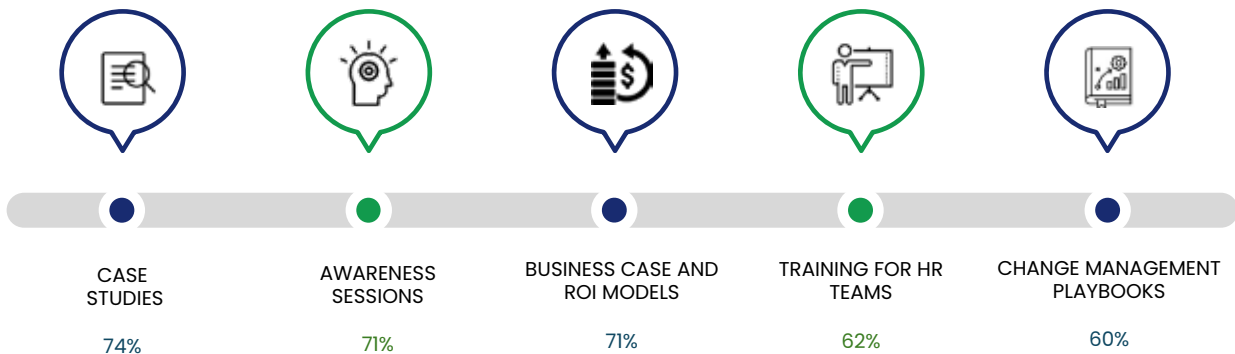
A Practical Playbook from Strategy to Action

What CHROs Need for Success

The convergence of urgent business imperatives and moderate organizational readiness reveals a **critical enablement gap for Agentic AI adoption**.

Support Required

"CHROs seek practical playbooks, clear ROI models, and peer learning to drive capability and change."



Success needs both structured guidance and real examples. 74% of CHROs demand real-world case studies of how the human in the loop models can enhance efficiencies of their HR function.

Equally, 71% need ROI frameworks linking AI to measurable results such as faster hiring, skill readiness and productivity gains, to justify investment and drive adoption. Limited firsthand experience keeps AI awareness low, so proof points and business cases are key to accelerating usage.

CHRO Perspectives:

- "We evaluate Agentic AI not just by efficiency, but by impact: hours saved, cost reductions, and improved decision quality together define real value for HR and the business."
Savitha Shivsankar, CHRO, Asian Paints
- "The real ROI of AI lies in freeing human capacity for creative, strategic work and not in reducing headcount. When your teams start asking, 'What else can we automate?' – that's when you know the mindset has truly shifted."
Kiran Yadav, Chief People Officer, Canara HSBC Life Insurance
- "Success will be measured not by how many tools we deploy, but by how effectively they help us make faster, fairer, and more human decisions."
Seema Nair, CHRO, Flipkart
- "In our business, we track ROTA i.e. Return on Total Assets. I've extended that to HR as ROTE i.e. Return on Talent Employed, measuring the value our people create relative to their cost. If ROTE doesn't improve, ROTA won't either. The CHRO's role now is to use AI and data to directly link human performance with business outcomes."
Jeeva Balakrishnan, President & CHRO, Cholamandalam Investment and Finance Co. Ltd.

The Adoption Blueprint: Strategy to Action

Agentic AI: 7 Step Adoption Blueprint



1. Build Strong Foundations

- Consolidate ATS, LMS, payroll and performance systems into a unified "people data lake."
- Clean and organize HR data to ensure reliability.
- Use modular, API driven HR platforms that are ready for Agentic AI integration.

"The CHRO of the future must understand technology nearly as deeply as the CTO to lead AI-driven transformation. Beyond technical acumen, they will be storytellers, articulating AI's business value, reskilling teams, driving digital adoption, and ensuring ethical use of AI across the organization."

Ganapathi Subramanian S, CHRO, Sundaram Home Finance Ltd.

2. Cultivate Pockets of Excellence

- Start with 2-3 HR sub-teams (eg. Recruitment, L&D) which have a strong data readiness and sponsor support.
- Document workflows, metrics (eg. Hours saved, quality improvements) and lessons learned to accelerate the usage in other teams.
- Scale successful pilots using proven templates to reduce change fatigue.

"Agentic AI adds value wherever personalization and smart decision-making matter; making HR more precise, proactive, and human-centric."

Savitha Shivsankar, CHRO, Asian Paints

3. Drive Adoption Through Forcing Functions

- Integrate AI into HR tasks such as resume screening and query handling as well as into portals and apps.
- Track live dashboards to encourage and reward adoption.
- Align performance goals (eg. Time to hire, learning completion rates) with AI enabled workflows.
- Systematically let go of old legacy methods to create a clear path for AI driven practices.

"The future is mixed intelligence, embedding AI stewards within HR teams to interpret, model, and coach managers, while ensuring the human touch remains intact."

Ruchira Bhardwaja, CHRO, Kotak Life

4. Build Capabilities & Manage Change

- Provide role-based training for AI basics and specialized skills.
- Use communication templates, stakeholder maps and adoption plans.
- Emphasize on augmentation and not replacement to ease adoption concerns.
- Embed Design, Data and Digital Thinking as core approaches.

One of the interviewed CHROs described the creation of a "3D Academy", centered on Design, Data, and Digital, to cultivate the core mindsets essential for AI adoption. Design Thinking fosters the ability to identify and solve the right problems, Data Thinking focuses on deriving insights from data, and Digital Thinking ensures technology is effectively leveraged to scale and implement solutions.

5. Implement Pragmatically

- Focus on high value areas such as recruitment, onboarding, HR reporting and employee engagement.
- Create simple AI workflows, test with smaller groups and seek feedback for improvement.
- Track key KPIs like time saved, fewer errors and employee feedback.

As reckoned by an HR leader, the CHRO of tomorrow will not merely safeguard people processes but will orchestrate a symphony of talent, culture, and intelligent automation to drive organizational resilience and innovation.

"AI adoption succeeds when it's used consistently and delivers clear value. Enthusiasm alone isn't enough; privacy, cost, innovation fatigue, and time savings all influence whether tools truly stick."

Savitha Shivsankar, CHRO, Asian Paints

6. Govern & Ensure Accountability

- Reduce bias, protect privacy, and maintain human oversight.
- Standardize how AI models are being evaluated.
- Monitor performance, fairness and security. Set up escalation processes for issues.

"AI in HR fails not because of algorithms, but because of silos and unclear ownership. We need unified data, cross-functional governance, and AI literacy to turn scepticism into trust and make AI a true business enabler."

Rohit Thakur, CHRO, Auto and Farm Sector, M&M Ltd.

7. The Path Forward: Explore, Embed, Evolve

The path forward for organizations pursuing AI maturity is outlined through **the three phases of AI transformation**, as follows:

- **Explore:** Assess readiness, build strong data foundations, and launch AI literacy programs to set the baseline.
- **Embed:** Replace old workflows with AI-first processes, starting with high value use cases and create governance councils for ethical adoption.
- **Evolve:** Scale successful pilots and refine governance as technology and adoption matures.

The CHRO consensus is that successfully incorporating **Agentic AI** will define the future of work, while delays threaten to leave organizations behind.

One of the CHROs emphasized that preparing the organization for inevitable change is a key HR responsibility. For building digital readiness, his organisation has classified employees into four levels - **digital awareness** for all staff, **digital adjacency** for leaders, **digital proficiency** for solution creators, and **deep digital skills** for experts who design and execute AI models.

"The CHRO of the future will be both a technologist and a culture shaper; embedding AI across HR, leading transformation with empathy, and enabling continuous peer learning to turn technology into impact."

Rohit Thakur, CHRO, Auto and Farm Sector, M&M Ltd.

"As CHROs, we must adopt and adapt to change but never lose the human in Human Resources. The best way to lead today is often to step aside; giving younger talent space to challenge the old and bring in fresh ideas. The waves of change are fast and furious."

Kiran Yadav, Chief People Officer, Canara HSBC Life Insurance

Your Growth Network: Accelerating Adoption Through Strategic Collaboration

Successfully adopting Agentic AI requires more than just a plan. It demands support in key areas like strategic guidance, technological infrastructure, practical implementation expertise, and organization level change management. This joint effort between SHRM, Quantiphi and Google Cloud combines distinct strengths to help CHRO's turn their vision to measurable impact at scale.



The Voice of HR Leadership & Adoption Catalyst

As the foremost expert, convener and thought leader on issues impacting today's evolving workplace across 180 countries, SHRM has the expertise and capability to enable awareness and adoption through research backed programs.

- **Trusted Source: 74% of CHROs** seek curated case studies-SHRM's research offers reliable insights that can drive confidence.
- **Closing the Learning Gap:** With 93% seeking upskilling but only 7% highly familiar with Agentic AI, SHRM delivers multi-format learning journeys, bootcamps, certifications, and hands-on hackathons, tailored to HR roles.
- **Case Studies & Playbooks:** Real-world examples of successful deployments, outcomes, and best practices tailored to HR functions, addressing the critical 74% demand for implementation playbooks.
- **Business Case Support:** ROI calculators, value-mapping workshops, and frameworks to close the 29-point gap between intent and readiness by securing executive buy-in.
- **Education & Awareness:** Executive briefings, "AI in Action" roadshows, and thought leadership addressing the fundamental awareness deficit.



Applied AI Expertise & Value Realization Partner

Quantiphi helps organizations turn AI ambition into measurable business outcomes. As the applied AI partner in this collaboration, Quantiphi works with CHROs and HR leaders to translate Agentic AI strategies into tangible gains in productivity, engagement, and performance.

- **Applied AI Consulting:** Designs tailored Agentic AI use cases, workflows, and implementation roadmaps that fit each organization's context, bridging the gap between aspiration (86.2% of leaders see recruitment potential) and execution (48.3% adoption today).
- **Predictive Insights & Analytics:** Builds advanced models to improve hiring quality, learning effectiveness, retention prediction, and workforce planning - helping unlock the 74% of HR leaders who see analytics potential but haven't realized it yet.
- **ROI & Impact Frameworks:** Creates clear business cases that demonstrate cost savings, productivity gains, and strategic value, meeting the 71% of CHROs who want defined ROI models before scaling adoption.

-
- **Implementation & Enablement:** Provides hands-on deployment, training, and optimization support addressing the 53% who cite cultural resistance and the 93% who identify upskilling as a key challenge.
 - **Performance Tracking:** Ensures every solution drives measurable HR and business outcomes through continuous monitoring and value realization frameworks.

With over a decade of experience in data and AI-led transformation and deep expertise in Google Cloud, Quantiphi helps enterprises operationalize Agentic AI responsibly and at scale, empowering HR leaders to focus on people, not processes.

Google Cloud

Google Cloud offers a powerful, fully integrated and optimized AI stack with its own planet-scale infrastructure, custom-built chips, generative AI models and AI-powered platforms like Gemini Enterprise, to help organizations transform. Gemini Enterprise is a secure, all-in-one platform that brings the best of Google AI to every employee and workflow, empowering teams to discover, create, share, and run AI agents.

For CHROs and the HR domain, Gemini Enterprise drives significant transformation through:

- **Personalized Employee Experience:** Reimagine employee experience with intelligent, personalized assistance for your global workforce, offering instant 24/7 help for common HR questions via Gemini chat.
- **Streamlined Operations:** Accelerate crucial processes like onboarding, making initial employee transitions smoother and faster.
- **Empowered Workforce:** Enable employees to build their own custom AI agents with no-code tools, or utilize powerful pre-built Google agents (like NotebookLM and Deep Research) to deliver value from day one.
- **Secure & Context-Aware Agents:** Agents are securely connected and grounded in your company's internal data, regardless of where it resides, providing accurate, relevant answers and completing workflows with necessary context.
- **Centralized Governance:** Meet stringent security and compliance needs with a platform that allows all agents to be centrally visualized, secured, audited, and governed.

The new front door for AI in the workplace

Access world-class Gemini models

Gain instant access to Google's cutting-edge Gemini models. Use the latest multimodal breakthrough of Google's best AI technology to solve your most complex business problems.

Empower everyone with an agentic platform

Chat with Gemini to search and analyze information, and orchestrate agents to automate workflows. With our no-code tools, any user from marketing to finance can build their own custom agents.

Put a taskforce of AI agents to work

Enjoy a suite of Google-made agents like Deep Research, NotebookLM, and Coding Agents delivering value from day one. Also easily add your own custom agents or third-party agents.

Ground agents in your business reality

Securely connect to your company's data wherever it lives in Google Workspace and Microsoft 365, business apps like Salesforce and SAP, or datastores like BigQuery to give your agents relevant context.

Deploy and manage with confidence

Centrally visualize, secure, audit and govern all your agents with Gemini Enterprise, helping you to meet the security, compliance, and sovereignty requirements of your organization.

Leverage our rich agentic AI partner ecosystem

Automate cross-platform workflows using our built-in connectors to partner apps, accelerate your AI journey with our service partners, and find innovative partner solutions at the agent marketplace.

Source: Google Cloud, 2025

Agentic AI Use Cases for HR Function

Use Case	Business Impact	Est. # Employees (% Total)	Financial Benefit KPI	Data & Connectors Required	Est. Annual Benefit Range
HR Policy & FAQ Agent: Provides instant answers to employee queries on HR policies, benefits, and procedures, reducing HR workload and improving employee experience.	High	750 Employees (100%)	Reduced HR query handling time & improved employee self-service efficiency	SharePoint, Confluence, Google Drive/OneDrive (HR policy documents), Internal People Directory	\$20k-\$30k
Automated Employee Onboarding Task Management Agent: Guides new hires and relevant stakeholders (HR, IT, Admin) through onboarding tasks, tracks completion, and provides resources.	High	150 New Hires annually (~20% of workforce) + 22 HR Staff (~3%) + 30 Hiring Managers/Support Staff (~4%)	Reduced onboarding time per new hire, improved new hire experience	HRIS (if API available), Google Workspace/SharePoint (task lists, documents), Slack/Teams, People Directory, LMS	\$15k-\$25k
Internal HR Knowledge Search & Document Retrieval Agent: Enables HR staff to quickly find internal process documents, templates, past case information, and best practices.	Medium	22 HR Employees (~3%)	Increased HR team productivity, faster access to information	SharePoint, Google Drive/OneDrive, Confluence, Internal HR databases/case management systems	\$8k-\$12k
Candidate Interview Scheduling Coordination Agent: Automates the coordination of interview schedules between candidates, recruiters, and hiring managers.	Medium	~5 HR Recruiters, ~50 Hiring Managers involved annually (~7% total), and external candidates	Reduced time spent on interview scheduling, improved candidate experience	Google Calendar/Outlook Calendar, ATS (if API available), Email, People Directory	\$5k-\$8k
Leave Request Processing & Status Inquiry Agent: Streamlines employee leave application, balance checking, initial routing based on policy, and status updates.	Medium	750 Employees (100%)	Reduced administrative effort for leave management, improved employee satisfaction	HRIS/Leave Management System (via API or RPA), Google Calendar/Outlook Calendar, People Directory	\$5k-\$7k

Source: Agentic AI Use Cases for HR Function, Quantiphi, 2025

Together: A Complete Ecosystem for Agentic AI Success

- Strategic alignment through SHRM's trusted voice and credible research.
- Technological enablement through Google Cloud's secure, scalable infrastructure.
- Practical delivery and outcomes through Quantiphi's applied expertise.
- Holistic support addressing awareness, capability, governance, and measurement simultaneously.

This joint effort ensures CHROs have the knowledge, tools, support, and accountability to move Agentic AI from strategic aspiration to enterprise reality, closing the maturity paradox, building organizational readiness, and unlocking transformative value at scale.

Research Methodology and Participant Profile

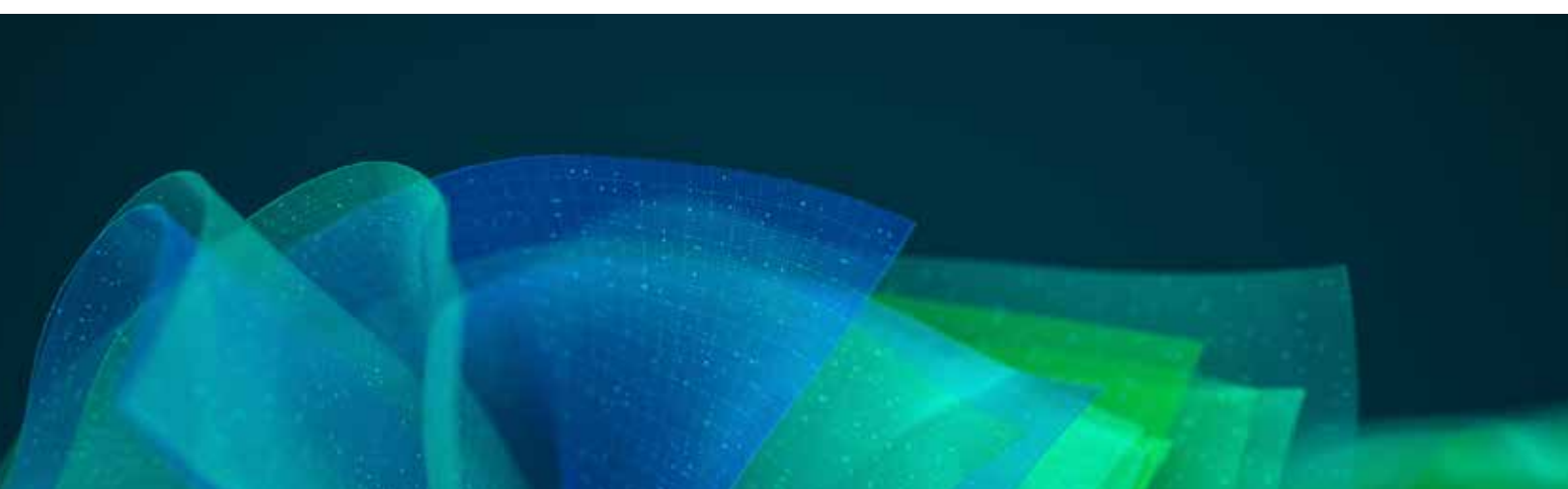
Behind the Insights

This research combines **survey and in-depth one-on-one interview** insights from over 70 CHROs across 14 industries.

Key Industry Representation:

- IT/ITES Services & Consulting (28%)
- Banking, Financial Services & Insurance (15%)
- Manufacturing & Industrial Engineering (12%)
- Professional Services & Consulting (9%)
- Real Estate & Infrastructure (7%)
- Pharmaceuticals / Healthcare / Life Sciences (5%)

The study provides CHROs with evidence-based insights to guide the Agentic AI transformation such as where to begin, how to scale and what outcomes to measure. Adoption of Agentic AI has become a business imperative and organizations that act decisively now, with the right enablement and governance frameworks in place, will unlock enhanced human potential, strategic HR impact, and a sustainable competitive advantage in the age of intelligent automation.



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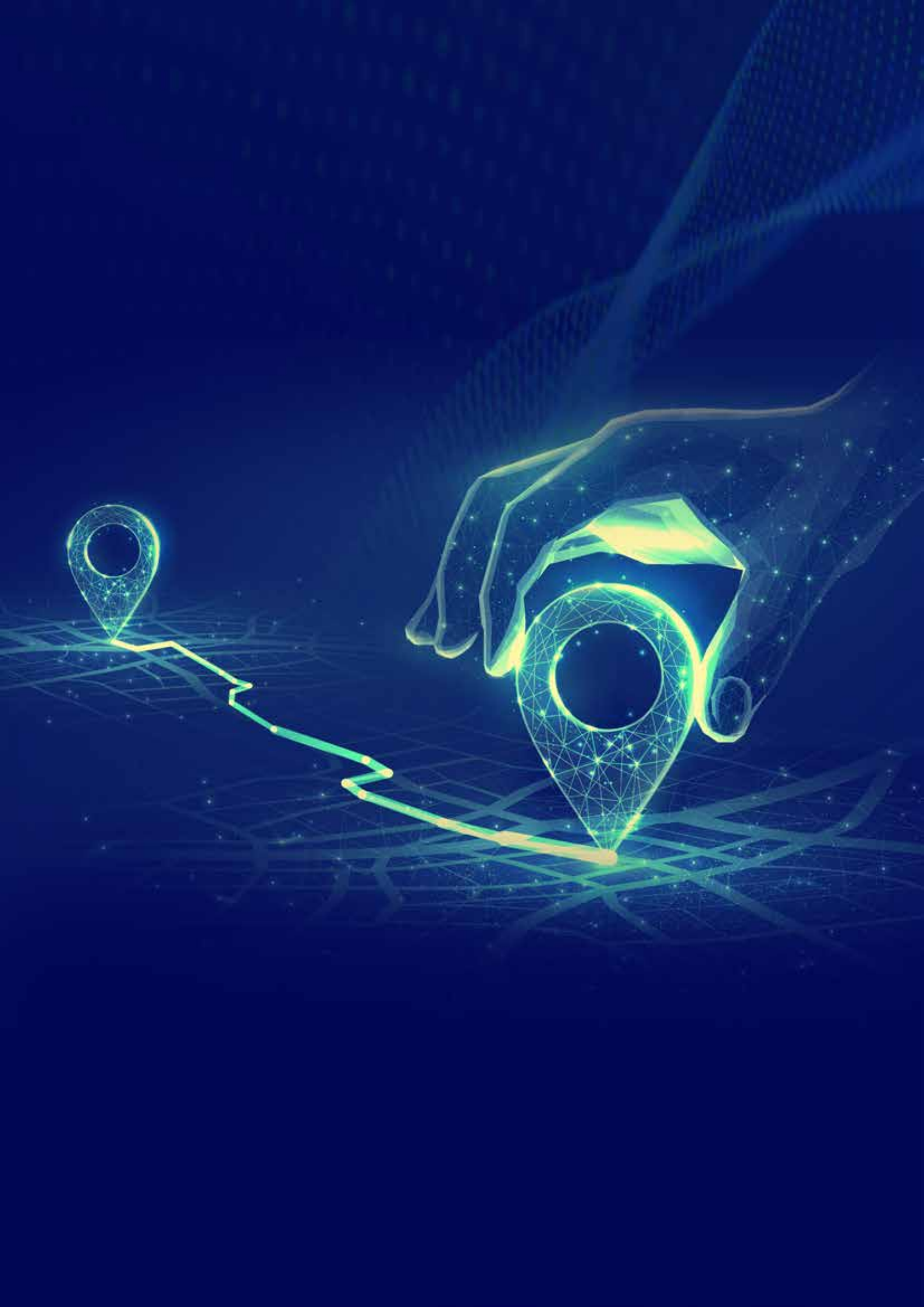
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