



The AI assessment gap:

What 207 HR leaders told us



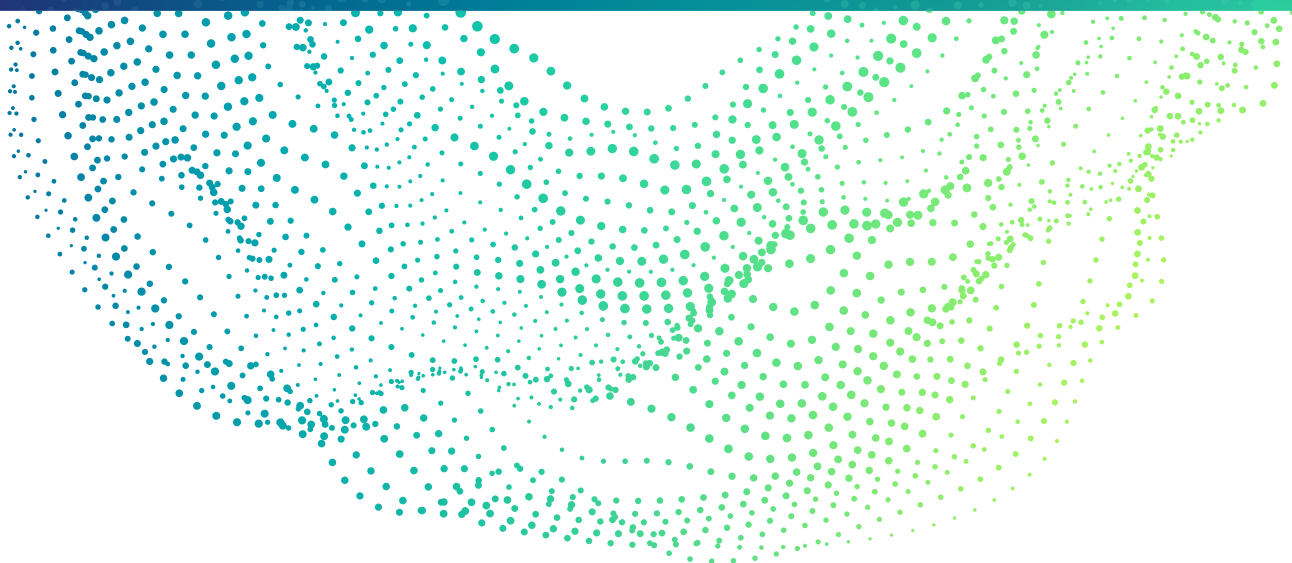
AI is already reshaping how work gets done, day to day. We surveyed 207 senior HR, talent acquisition, and L&D leaders to find out how organizations are keeping up, and whether they're prepared for the next challenge: helping people work with it effectively.

While AI adoption is accelerating, many organizations are still focused on implementation, usage, and quick productivity wins. Far fewer are asking the next question: How do we know whether people are collaborating effectively with AI – and what does good performance actually look like?

95% of organizations say AI is automating work at least moderately, but **78%** say they're struggling to assess AI-related skills.

That gap matters because it means AI is changing faster than our ability to understand, measure, or develop the human capabilities that determine whether AI creates value in the long term.

So, what are HR leaders really saying about how prepared their organizations are for AI-enabled work?



Who's using AI and what are they using it for?

AI adoption isn't being implemented evenly. Most organizations are adopting AI fast, mostly to automate analytics, administration, and routine tasks. But many still don't have a broader strategy for how people across roles should actually use it. Adoption is happening in pockets, while expectations for AI-related skills and how to deliver ROI remain unclear.

- Bottoms-up adoption. **46%** of organizations have fully deployed AI for content – often because tools like Copilot or ChatGPT are being used before HR or leadership formally roll them out.
- Multimodal AI is moving, but slowly. **25%** of organizations have deployed it but a larger group is still just exploring. Showing that organizations are approaching cautiously.
- Most advanced use cases have much slower adoption. Use cases such as career pathing (**48%** in pilot) and skills inference (**46%** in pilot) are still in pilot or exploration.

Adoption is happening faster than the strategies needed to support it. Organizations can often tell who is using AI, but not whether they're using it effectively and whether it's improving individual or organizational performance.



How is AI reshaping roles?

AI is already changing roles. This issue is no longer a 'someday' issue. It's already showing up in the market, whether that's job-specific or structural changes. Nearly every organization sees AI changing how roles work, but only a third call the change 'major.'

- **99%** have observed shifts in role design due to AI; only **1%** say "not yet"
- Functions most affected:
 - analytics and reporting (**69%**)
 - administrative and operational (**53%**)
- **93%** of organizations say AI is moderately or significantly reducing entry-level work
- **83%** of organizations are concerned that AI-driven role changes will (**43%**) or might (**40%**) create future leadership-pipeline gaps



The collaboration assessment gap

Organizations aren't struggling to measure AI adoption, they're struggling to measure effective human-AI collaboration. If job roles are already changing, and fast, it's no surprise that assessing the necessary skills is proving to be challenging. It's a challenge all organizations are facing.

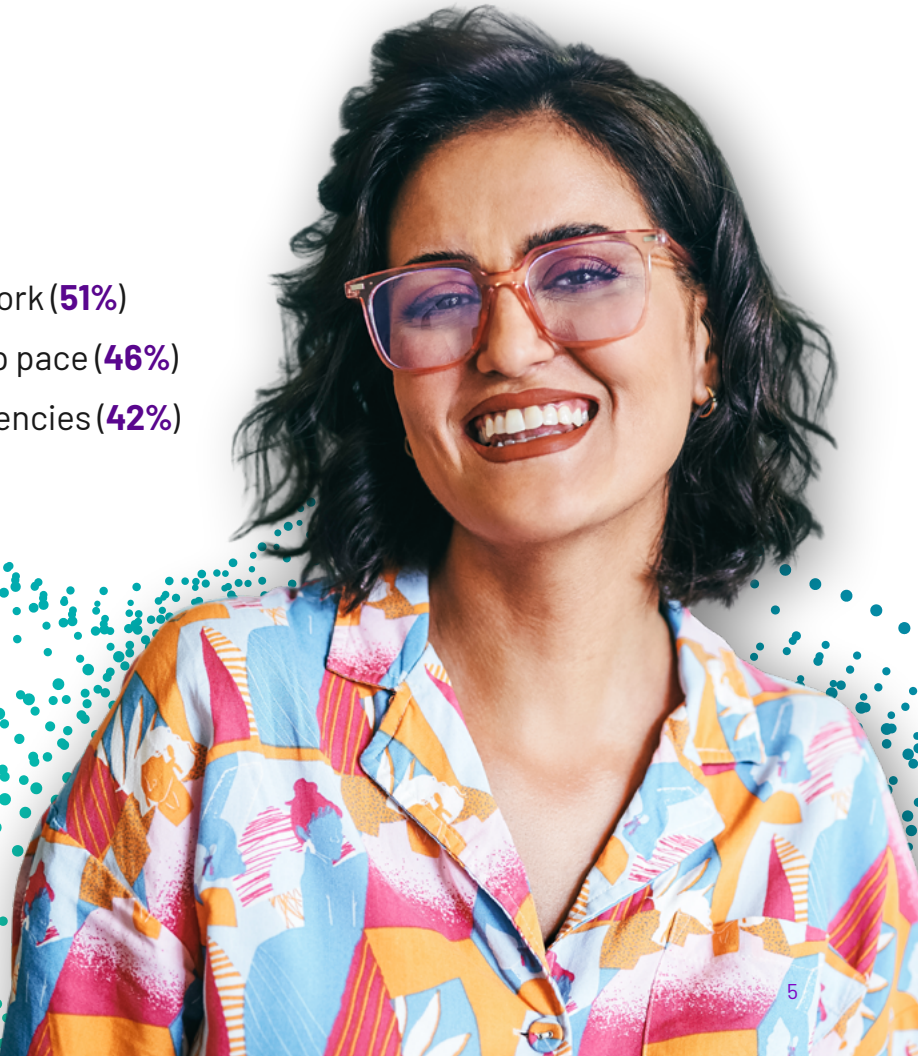
As roles evolve, success depends less on whether employees use AI and more on how they combine the skills that matter the most to help them work with the tools effectively. It's focused on the ability to combine human judgment and critical thinking, alongside AI proficiency to achieve better outcomes. Yet most organizations are still struggling to find ways to define, assess, and develop those capabilities.

78%

of organizations report difficulty assessing AI-related skills

TOP BARRIERS INCLUDE:

- Lack of a formal AI skills framework (51%)
- Skills evolving too quickly to keep pace (46%)
- Unclear definitions of AI competencies (42%)





What skills matter most in an AI-enabled workplace

So, what should organizations be measuring? The most important skills aren't all new, they're largely transferable skills, the core foundations organizations already value. These are now some of the strongest indicators of how effectively people can work with AI. But alongside these fundamentals, organizations want to measure AI proficiency and the technical skills required to use AI tools well.

HR leaders cited the leading capabilities as:

- AI tool proficiency (**48%**)
- Data literacy (**43%**)
- Adaptability (**42%**)
- Problem solving (**40%**)
- Judgment and critical thinking (**36%**)

The challenge for organizations isn't just identifying these capabilities, but also understanding how they work together in practice and how they can measure them consistently.

Beyond AI adoption

While organizations are adopting AI, taking action, and making changes to their approaches, they're not fully convinced. Organizations are moving beyond asking whether employees are using AI. The challenge is to now understand whether AI is improving performance.

Many organizations have invested in AI tools and some upskilling initiatives, but **far fewer have defined how to measure its effectiveness across different roles and what performance should look like**. Without a broader strategy for how people should actually use AI, it's hard to measure capabilities, identify development needs, or deliver ROI.

63%

describe their AI upskilling approach as "somewhat effective," rather than "very effective"

38%

feel "very prepared" to adapt job descriptions and career paths for AI



Key takeaways

As AI continues to impact the day-to-day, it's clear that the gap between adoption and assessment is becoming impossible for organizations to ignore.

Adoption is only the starting point

Most organizations have introduced AI into the workplace. However, while AI tools have scaled fast the challenge is now ensuring people know when, where, and how to combine AI with human expertise to create better outcomes.

Measuring usage isn't the same as measuring performance

Knowing that employees use AI tools tell organizations little about whether they're collaborating with AI effectively. Long-term success depends on assessing the quality of performance.

Good talent is still **human**

AI fluency matters, but foundations skills such as critical thinking, judgment, adaptability, and collaboration are still highly valued by organizations and will help determine high-performing human-AI collaboration.

Role change is happening now, not later

Nearly every organization has felt the shift in role responsibilities, especially in analytical and operational work. With roles evolving faster than assessment frameworks, organizations need new ways to identify, develop, and measure the capabilities that matter most as work continues to change.

So, what comes next?

Our findings suggest that organizations are ready to move to the next phase of AI use.

The first phase focused on adoption, introducing AI tools, and encouraging experimentation and improving efficiency and productivity within specific areas and roles across their organizations.

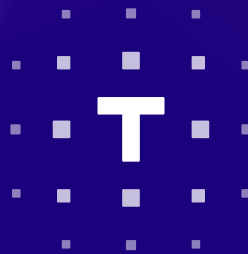
The next phase focuses on performance.

It's about understanding how people and AI

work together most effectively, identifying capabilities that drive better outcomes and creating consistent ways to assess and develop them for long-term success.

This is where Talogy's Human-AI Collaboration Model comes in. Rather than focusing on AI skills in isolation, it provides a framework for understanding the human capabilities that determine how effectively people work with AI.

Find out more about **Talogy's**
Human-AI Collaboration Model



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