

Welcome to ELMO Roadshow 2026

Build AI readiness.

Lead what's next.

Agenda

Build AI readiness. Lead what's next.

- Progress, Lessons and What's Next for ELMO with **President, Joseph Lyons**
- From Progress to Impact: Turning AI Momentum into Real Workforce Outcomes with **Chief People Officer, Anne Tosky**
- ELMO Product Roadmap with **Chief Technology Officer, Joshua McKenzie**
- Morning Tea Break & Genius Bars
- User Group Session - **Designing forward: skills and paths**



Joseph Lyons



Anne Tosky



Joshua Mckenzie

Watch the
video [here](#).

you could offer personalised
development paths
to skill



**AI is here.
Your people
aren't ready.**

Let's fix it together.

Australian CEOs plot deeper job cuts than global peers



Rachael Bolton
Work and careers reporter

Jan 20, 2026 - 4.45am

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Just 14 per cent of Australian chief executives say their companies have generated extra profit as a result of AI adoption, as local bosses forecast more layoffs than global peers.

The 29th annual PwC Global CEO Survey, released overnight, showed local leaders were much more bullish about revenue growth over the next year – 90 per cent said they felt “moderately” or “extremely confident” of growth – compared with global peers (73 per cent).

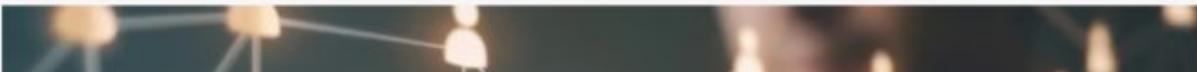


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🏠 News

AI transformation tops HR priorities for 2026

New research points to AI, culture, and leadership as the defining pressures for 2026



- Arts + Culture
- Books + Ideas
- Business + Economy**
- Education
- Environment + Energy
- Health
- Politics + Society
- Science + Tech



These jobs will thrive – but others may vanish – as AI transforms Australia’s workforce

Published: August 7, 2025 6.07am AEST



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Generative AI

Companies Are Laying Off Workers Because of AI’s Potential—Not Its Performance

by Thomas H. Davenport and Laks Srinivasan

January 30, 2026, Updated February 3, 2026

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Heather du Plessis-Allan: Willis, Luxon and the perils of trying to be too cle

Premium Home / Business

Deloitte Top 200: CEOs urged to lead AI transformation

 **Duncan Bridgeman**
NZME Business Managing Editor · NZ Herald · 8 Nov, 2025 12:00 PM ⌚ 5 mins to read

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THE CONVERSATION
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Why hospitality skills can help all businesses adapt to the AI revolution

Published: January 30, 2026 6:34am NZDT

Drazen Zigic/Shutterstock

 The future of work is being rewritten by artificial intelligence (AI) – but technology competence alone will not be enough to empower the workforce of the future. While AI has massive potential to improve efficiency, accuracy and productivity in the workplace, it's less clear how it will evolve to foster the person-centred concerns that all businesses face.

Authors

 **Alisha Ali**
Associate Professor, Department of Service Sector Management, Sheffield Hallam University

 **Lisa Wyld**
Professor of Hospitality Innovation and Leadership, Buckinghamshire

FINANCIAL REVIEW Newsfeed

Australian CEOs plot deeper job cuts than global peers

 **Rachael Bolton**
Work and careers reporter
Jan 20, 2026 - 4:45am

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The report flags more pain ahead for workers worried about how AI is reshaping the employment landscape. *Illustration: Barbara Rose*

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THE BEST IN HR ACROSS THE GLOBE

REVEALED

2025 GLOBAL HR BEST IN HR

HR technology

AI adoption surges but workforce hesitation remains

Workforce challenges remain a barrier in AI uptake

Drive or *React*?

3 findings that matter

ELMO HR Industry Benchmark Report 2026

1. AI is ~~coming~~ here

2. AI confidence is high *but* impact is the biggest gap

3. Workforce AI adoption

Low – 41 %

Workforce AI adoption *#1 Barrier* –Lack of skilled staff

ELMO is heavily investing in solving the AI skills challenge.

AI-powered ✨

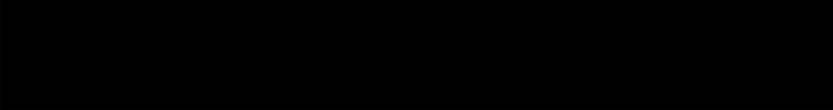
Workforce Design

First *AI-native* Career Development
solution built for ANZ

AI-powered ✨

Insights

AI-powered HR insights in seconds,
without the analyst



ELMO

The Complete AI Workforce Platform™

Building *with* and *for* you



DISASTER
RELIEF
AUSTRALIA



ST JOHN OF GOD
Health and Injury
Management



LUTHERAN
CARE



Lifeline
WA



CHU



GCG Health
Safety &
Hygiene



99 BIKES



orikan



ALICE SPRINGS
TOWN COUNCIL



Australian
Military Bank

A R A L U E N

ELMO's mission

Get your workforce
ready for what's next

HR's defining moment

ELMO is committed
to make it happen

Transform AI momentum into workforce impact



Chief People Officer
Anne Tosky

AI is already here –
but are we getting *impact*?

82%
of organisations in Aus
are already using **AI**



80%

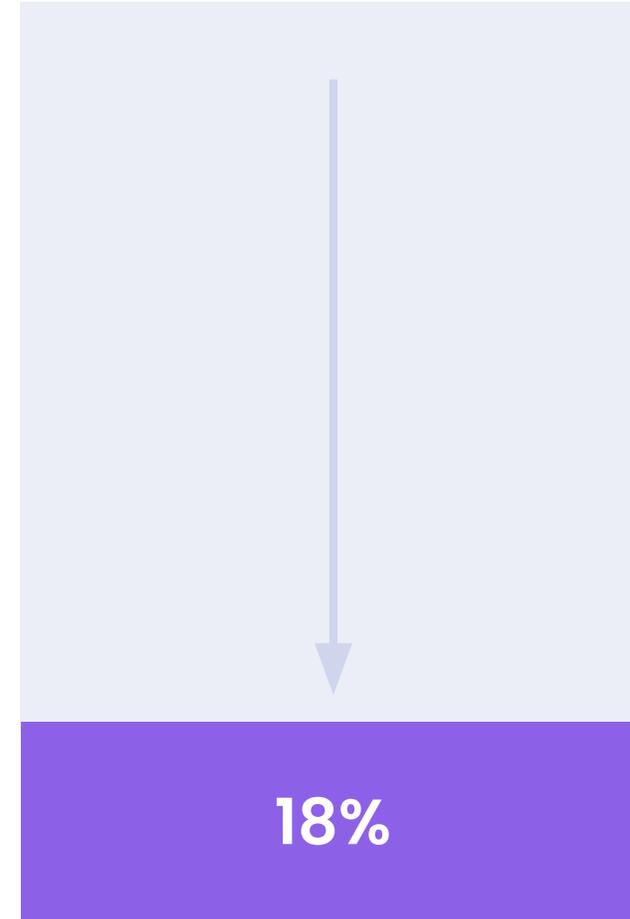
say it isn't yet deeply
embedded into
day-to-day **workflows**



but only

18%

report extensive,
measurable
productivity gains



It's not an adoption problem,
it's an *impact* problem

Running hard –
but *not always*
moving forward

Who *leads* AI transformation in organisations today?

27%

believe it sits with the
executive team



39%

say AI responsibility
sits with IT - **not HR**



AI is a ~~tech~~ workforce transformation

From adoption
to impact.

it requires *focus*

Three AI *focus* areas for HR

#1

Trusted
workforce
insights

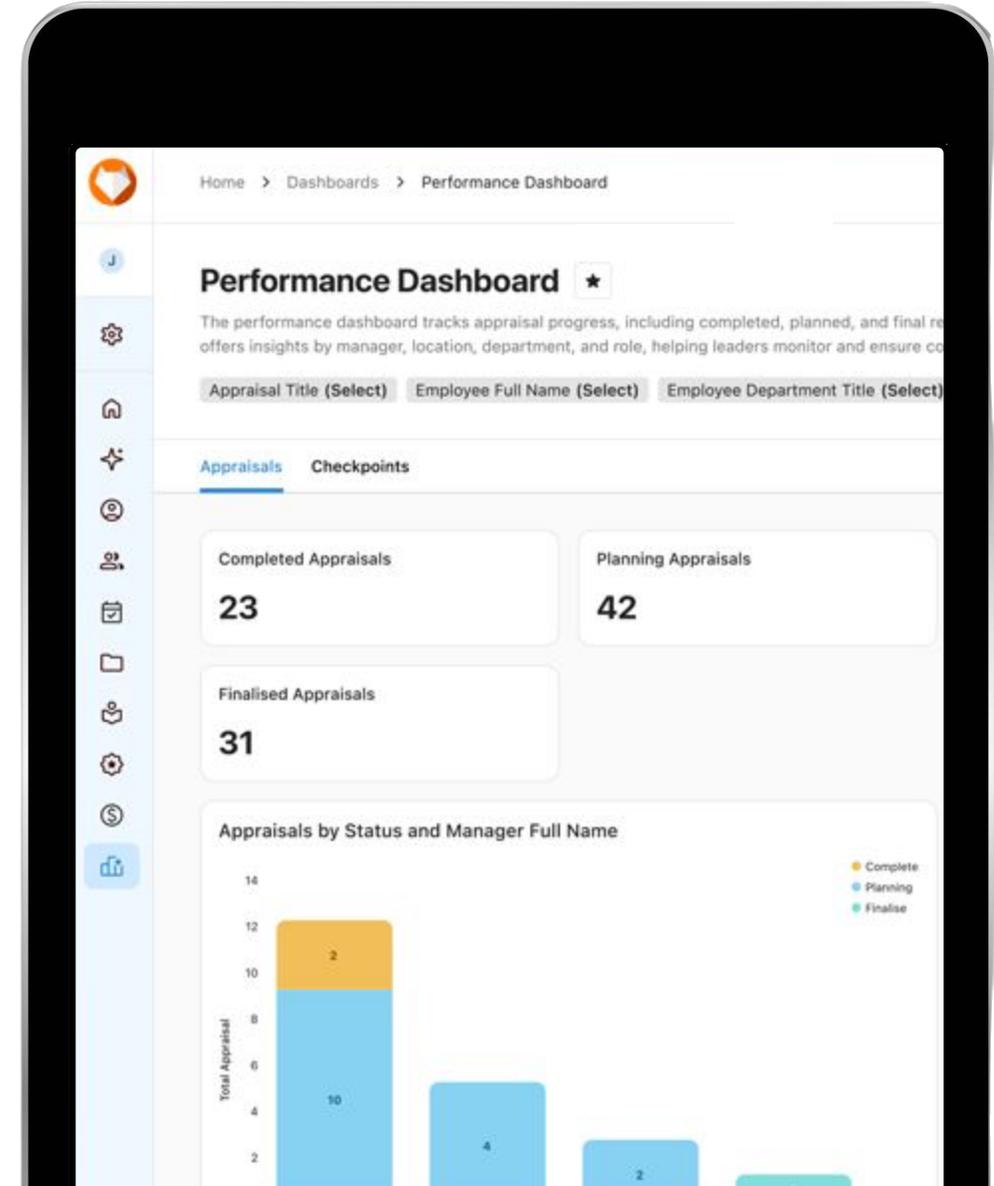
#2

Skills and
workforce
design

#3

Meaningful AI
adoption

Trusted workforce insights



Skills and workforce design



Meaningful AI Adoption

Heidi van der Griend 11:02 AM
Hey everyone!

Hope you're all enjoying exploring Glean so far! 🚀 We've loved seeing the early engagement and can't wait to hear more about how you're using it day to day.

To help you get the most out of the pilot, we'll be hosting optional office hours where you can drop in, ask questions, or share feedback 🗨️

📅 Today at 2:00 PM
📅 Tomorrow at 4:00 PM

No need to book, just jump in if you'd like some extra guidance or want to see tips and tricks in action 🙌

Justin Meier 10:39 AM
🔥 Tuesday Glean Tip of the Day 💡 @channel

Want to get the MOST out of Glean this week? Make it your first stop for answers. Instead of hunting through Gmail, Drive, Confluence, JIRA, Salesforce and Slack, just ask Glean:

- "What do I need to know about [project/customer] today?"
- "Summarise the latest updates on [customer] from email and Slack."
- "Where is the latest d

🔥 Right now only 57% of users are missing the magic 🪄

- 1 Find your welcome page
- 2 Click the link and

If we all search once in Glean, we can all get back. (edited)

👍 9 🙌 3

For ELMOians: A copy of the recording can be found on our Bloom Dashboard under [other recordings](#) and also found on our [AI Resources for ELMOians](#) confluence page.

We'd also encourage you all to share any relevant content or courses you may have seen with us to include in this page to build our a library of self-service AI resources.

Thanks Justin

4 files | Download all

ELMO

AI as your digital colleague

ELMO Foundation AI Training Module 1

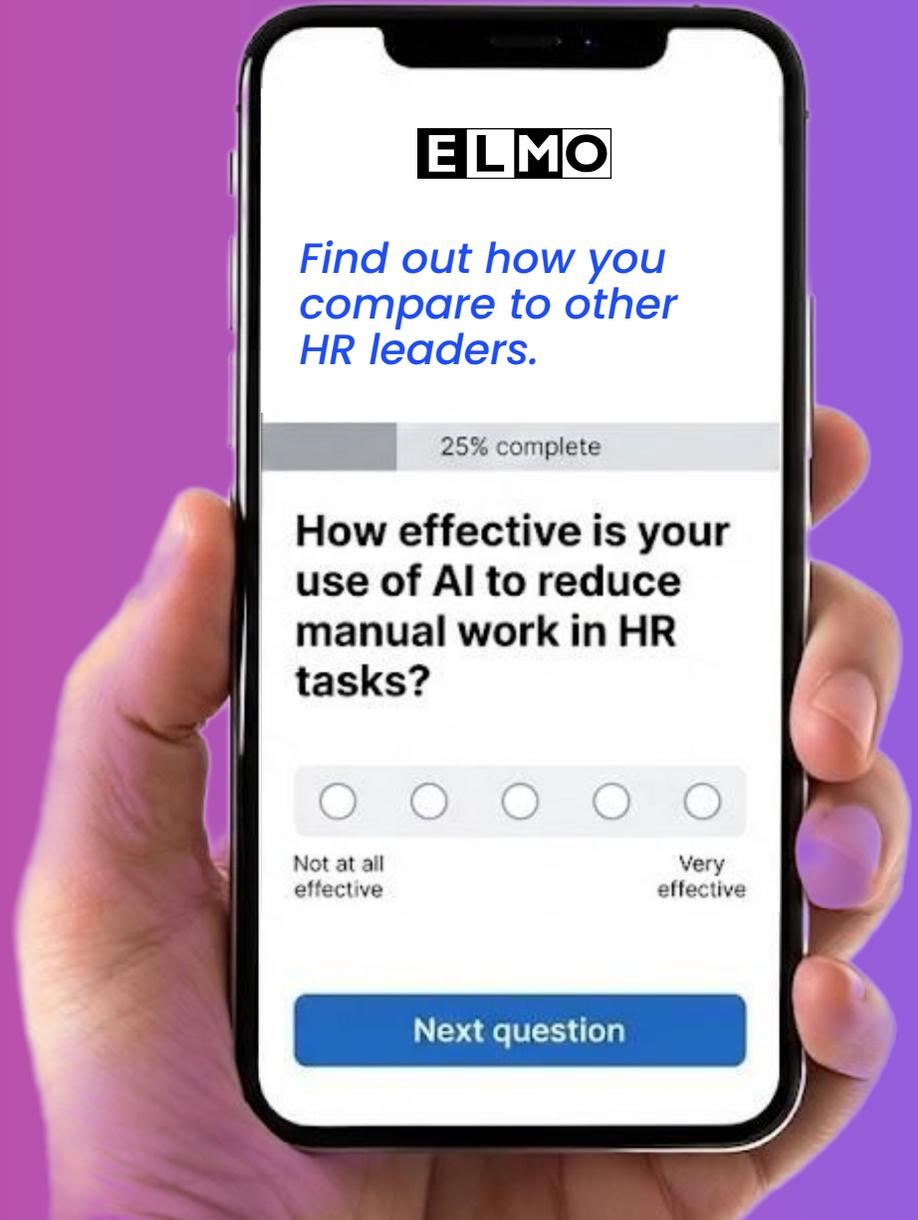
Dr Sean Gallagher
Founder | Humanova
18 September 2025

1:33:13

Educate Day @ ELMO



ELMO's new AI Maturity Assessment



HR: This is *our moment*



*The Complete AI Workforce Platform*TM

for ANZ's mid market

New Product Roadmap



Chief Technology Officer
Josh McKenzie

Your input drives our roadmap

151

Feature
Improvements

305

Customer
Feedback Items
Solved

FY26: Key Roadmap Themes



User Experience

UI/UX Modernisation

Expanded Mobile
Experience



HR Ecosystem Connectivity

Payroll Exchange

Marketplace Integration



HR Strategic Partner

Artificial Intelligence (AI)

Enhanced HR Analytics



Commercial in Confidence

ELMOHR

Mobile App

AVAILABLE NOW

COMING NEXT

Payroll depth and breadth

**Payroll that works
for you, with
best-of-breed
partners**

**Single source of
truth for your most
important
workforce data**

**Removing friction
from payroll
migration**

Investing in

HR Core Platform



Position-Led Organisation Model



Insights



Workforce Design



Re-imagining Documents



Workflow v2

Re-imagining Documents

"Data consistency and no more duplicate entry"

First Name

Greg

Last Name

Goosenburg

The screenshot displays the ACME system interface. On the left is a navigation menu with options: Home, ELMO Assist, Profile (selected), My Team, Company resources, and Requests. The main content area shows the profile for Greg Goosenburg, a Forklift Driver. Below the profile is a 'Docs' section with a table of documents:

Name	Category	Status	Expiry
Forklift Operator License 580 KB PDF	Licenses	Valid	2 Feb 2022

An 'Add document' modal is open in the foreground, listing document types for upload:

- Driver's License (Standard, heavy vehicle licenses)
- Right to work (Visas, passports, citizenship documents)
- Background check (Criminal background screening)
- Health Clearance (Medical fitness, drug tests)
- Working with Vulnerable People (WWCC, WWVP, Blue Card, vulnerable persons)
- Operating License (Forklift, crane, heavy machinery)

AI

#1 Human Control

#2 Inclusivity

#3 Value and model alignment

#4 Transparency

#5 Privacy

ISO 42001

AI Management System

What if...you could answer any
people or HR question in seconds -
without relying on a data analyst?



Commercial in Confidence

AVAILABLE NOW

COMING NEXT

Introducing **AI-powered** ✨

ELMO Insights

Watch the demo
of ELMO Insights
[here.](#)



90%

**of jobs expected to
be impacted by AI**

86%

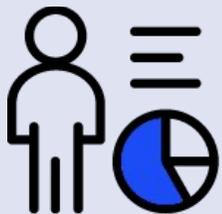
**of organisations
are expecting
headcount change**

AVAILABLE NOW

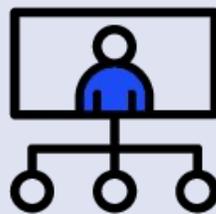
COMING NEXT

Introducing **AI-powered** ✨

Workforce Design

Design**HR Admin**

Build your capability
framework in moments,
not months

Assess**Manager**

Managers identify skills
gaps that exist today

Act**Employee**

Employees get
personalised learning
plans generated by AI

Watch the demo of
Career Development
[here.](#)



WORKFORCE DESIGN

Capability Forecast

Understand AI's impact before it hits

“Which roles in my organisation are most at risk from AI?”

“Where should I invest in reskilling?”

AVAILABLE NOW

COMING NEXT

High Impact



Rapid Disruption

AI advances faster than expected (12-24 months). 20-30% workforce reduction industry-wide

Timeline 12-24 months

Probability 25-30%



65%

Impacted Capabilities

Moderate Impact



Steady Evolution

Gradual AI integration over 3-5 years (most likely at 45-50%). 12-18% workforce reduction industry-wide

Timeline 36-60 months

Probability 45-50%



44%

Capability gaps

Minimal Impact



AI hits capability plateau

AI hits capability plateau, limited practical impact. Only 3-8% workforce reduction



24%

Impacted Job Roles

Coming in H1

WORKFORCE DESIGN

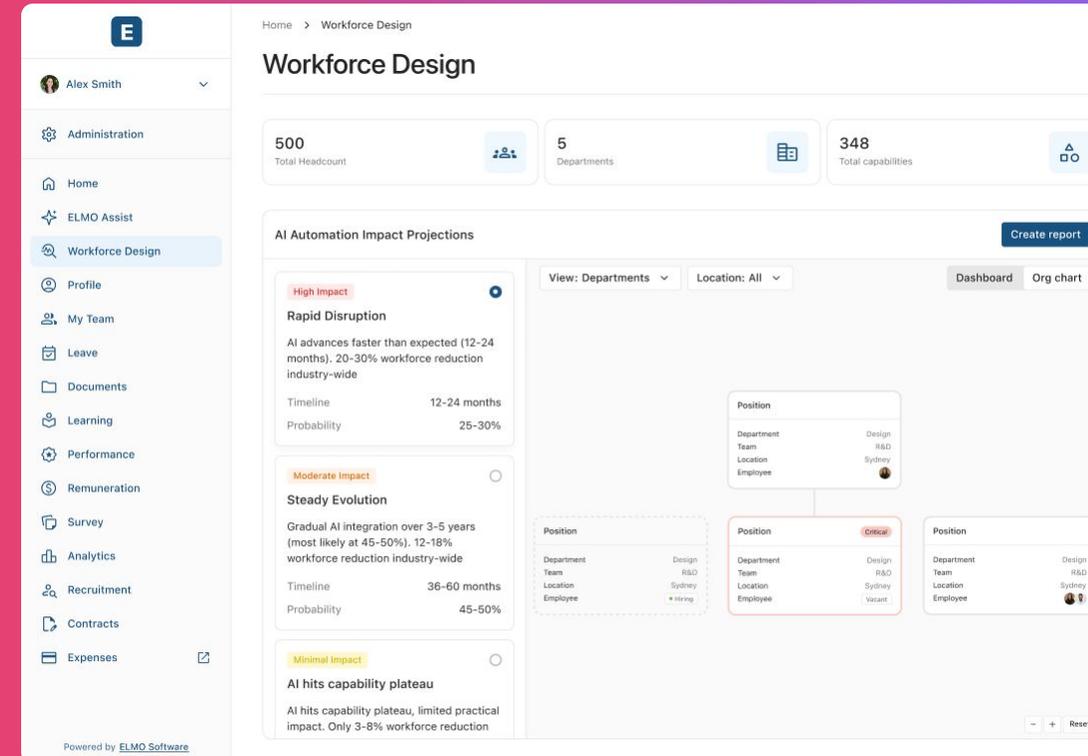
Scenario Modeller

Org design, dynamic recommendations
and workforce planning

“How could my
structure evolve to
address AI disruption?”

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Product Vision

WORKFORCE DESIGN

Career Lattice

Enabling personalised career design and growth

“How can I support personalised career development for staff?”

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Express my interest for future openings

Sasha Brown
sasha.brown@email.com • Talent Manager

The Talent team will keep your profile in the internal talent pool, and reach out if a Senior Business Analyst position becomes available.

Cancel Express interest

Product Management

Compare with my skills

Senior Business Analyst

Fit overview

Overall match, %: 85

Matching capability levels: 5

Exceeding levels: 2

Gaps: 3

Core capabilities

Communication (verbal): 4/4 Matching

Communication (written): 5/4 1 level exceeding

Collaboration: 3/4 1 level gap

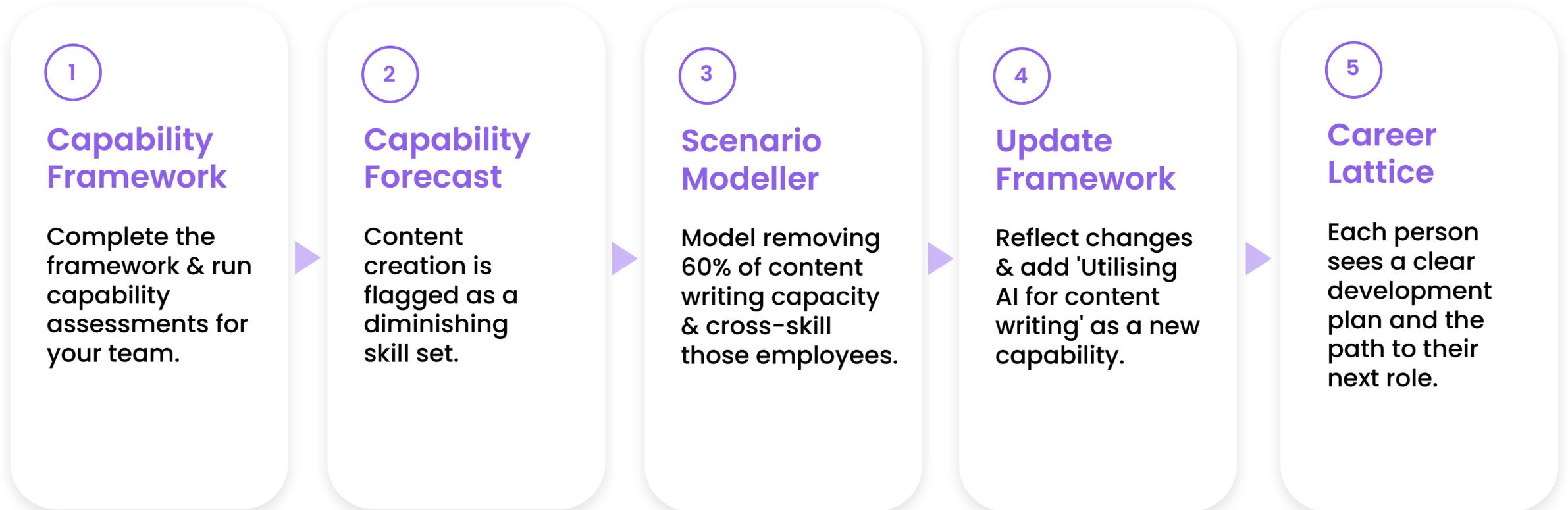
Set as career goal

Product Vision



vote here

Tying It All Together



All connected through a single platform.

We've got big plans but we need your input

The **Product Portal** is the cornerstone of our consultative feedback framework for our customers.

Product Portal



Scan me!

Recap and what's next

Now

Morning Tea & Genius Bars

- Integrations
- Payroll
- Insights

10:45am

Customer User Groups

Designing forward:
skills and paths



Chief Customer Officer
Sarah Dart



**ELMO
Empowered
Sign Up**

Designing forward: skills and paths

Customer Experience Team

Who are we?



Solutions Director
Bree Roberts



Director of Customer
Success
Tahni Morrison



Designing forward: What we will cover

Workforce Design in Action

- Part 1: Building the foundation: Role Design
- Part 2: Architecting your organisation with AI
- Part 3: Mind the Gap: Mapping your next steps
- Platform Demo: Career Development in Action

Breakout Group Discussion & Worksheets:

- Where are you today?
- Where do you want to be?



Our Goal Today

Learn from your peers, see what's possible with workforce design using AI, and leave with a framework to start differently



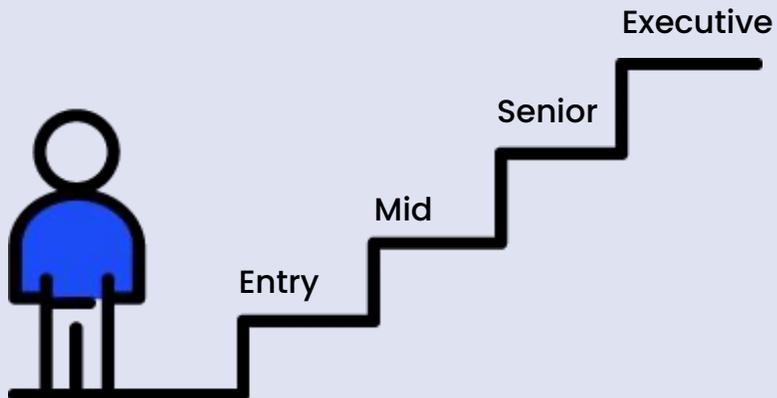
Workforce Design is complex

From Tactical to Strategic HR

The Old Way

Static Career Ladders

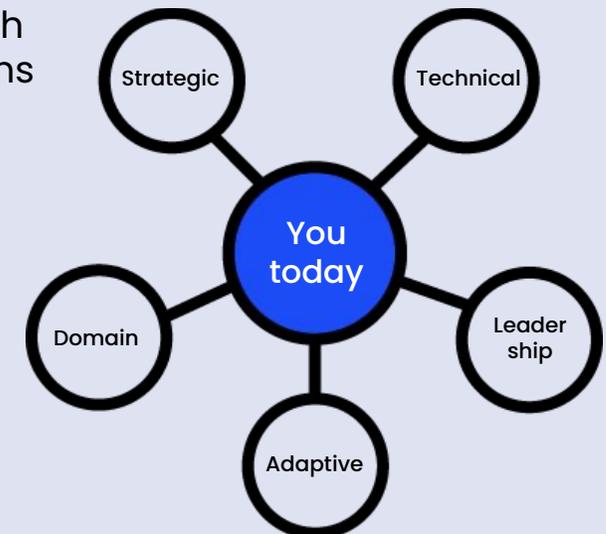
- Fixed Pathways
- One Size Fits All
- Limited flexibility
- slow to adapt



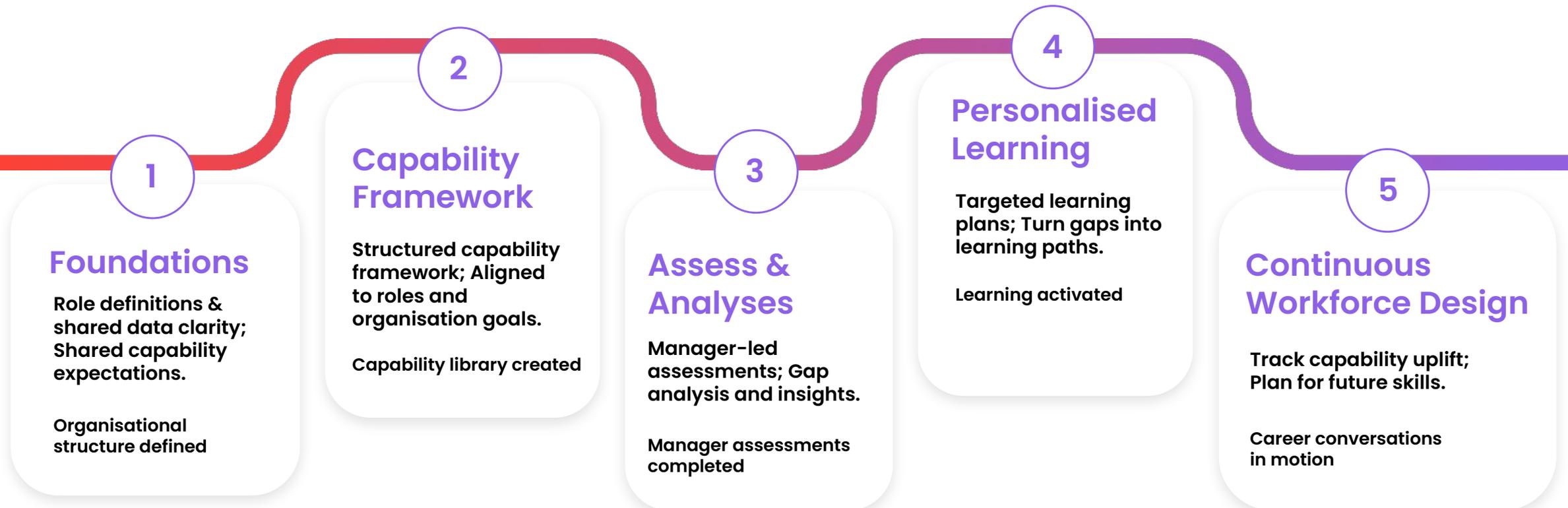
The New Way

Dynamic Capability Networks

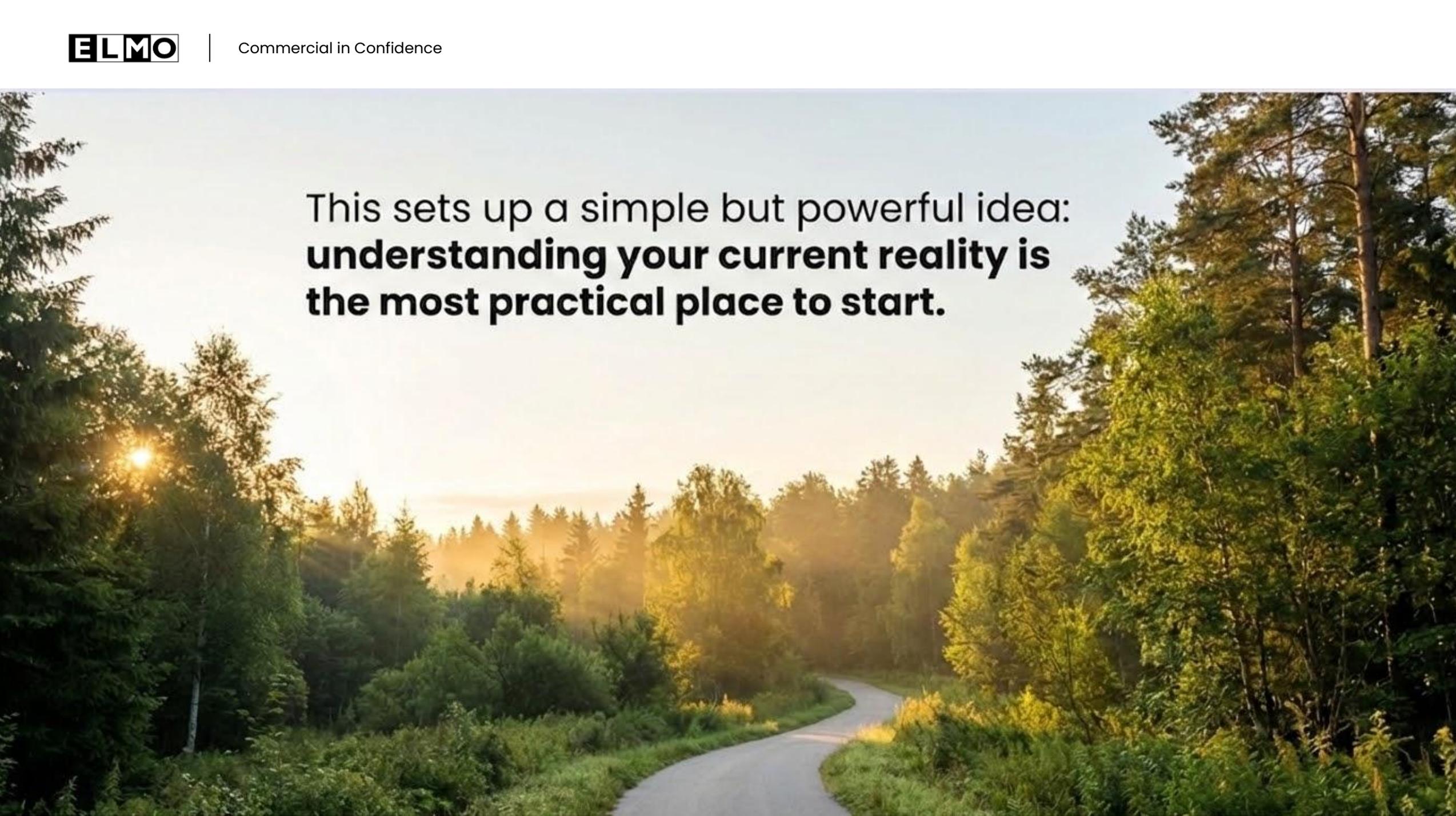
- Personalised journeys
- Multiple pathways
- skills-based growth
- Future-ready teams



Understanding the Workforce Design journey



Business impact: Stronger internal mobility, better workforce planning, and improved retention

A scenic landscape featuring a winding asphalt road that curves through a lush forest. The sun is low on the horizon, creating a warm, golden glow and long shadows. The trees are dense and green, with some yellow wildflowers visible along the roadside. The sky is a pale, clear blue.

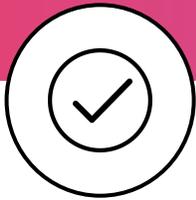
This sets up a simple but powerful idea:
**understanding your current reality is
the most practical place to start.**

Part 1

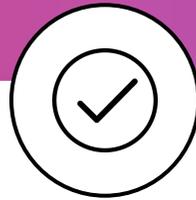
Building the foundation: role design



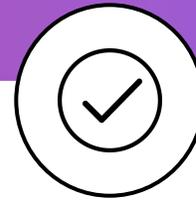
What do we mean by role design?



**Roles with
accurate &
consistent Titles**

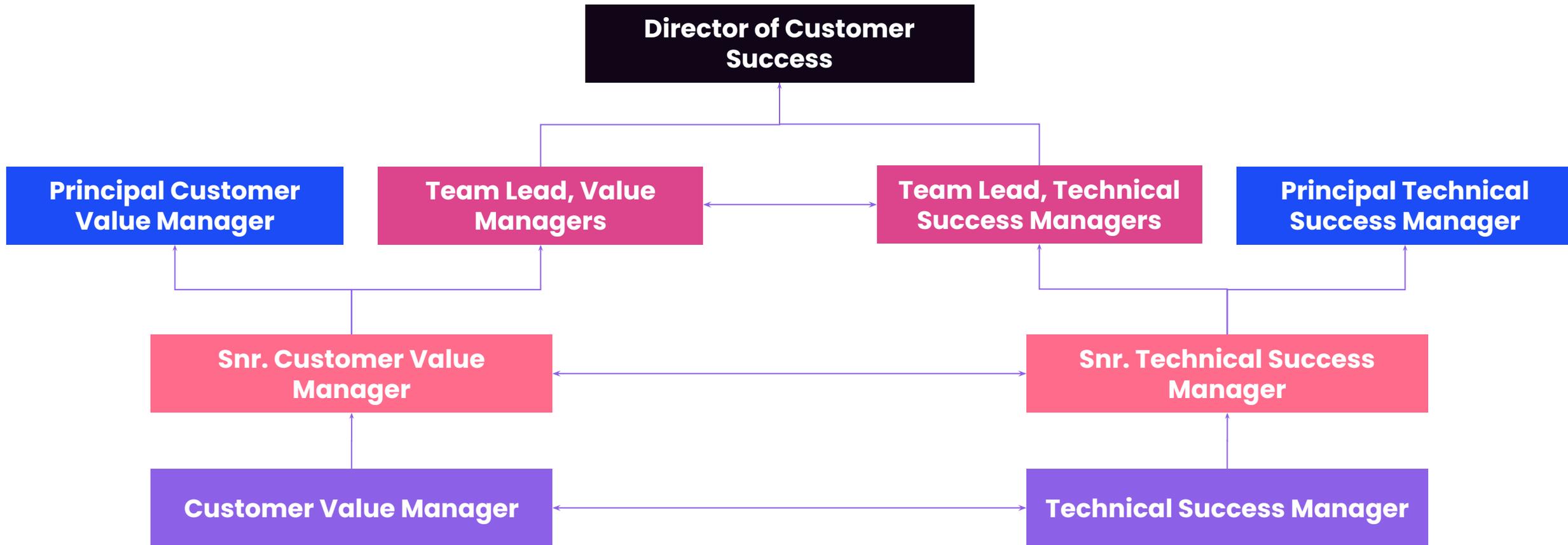


**Roles with current
Position
Descriptions**



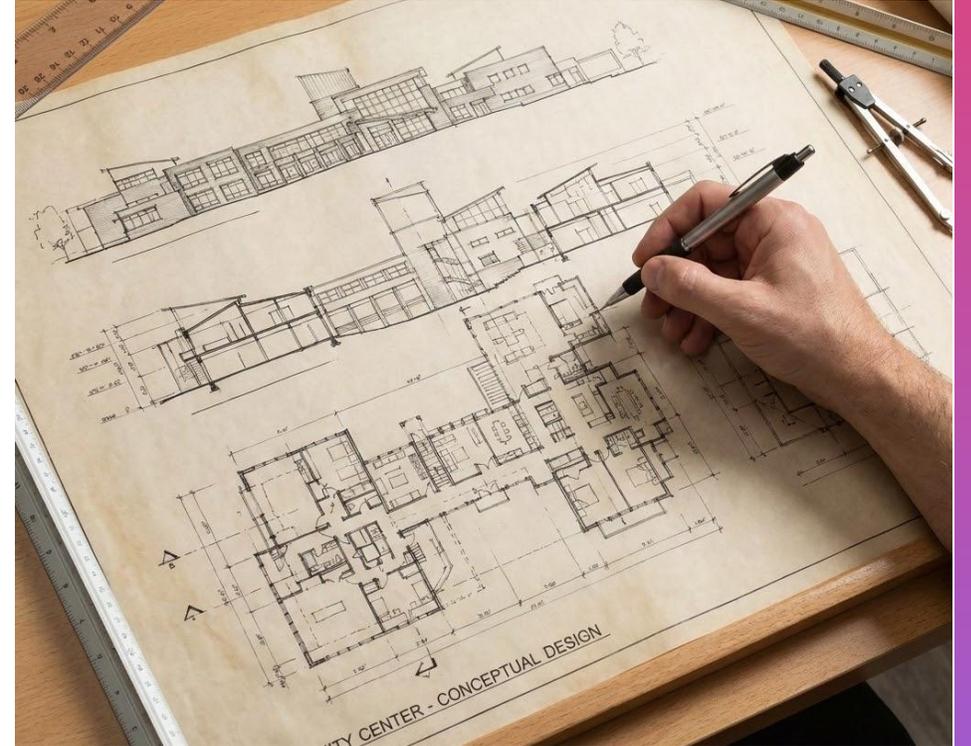
**Roles grouped
into Job families**

Mapping out a Job Family



Part 2

Architecting your org with AI



Let's Recap!

AI in business today

88% of organisations across ANZ are already using AI

The conversation has moved beyond *if* AI will be used, to *how HR leads its impact*

AI is already in use – often regularly

93% of Australian HR teams and 96% of New Zealand HR teams use AI regularly or occasionally

Many organisations feel reasonably well equipped

Around two-thirds rate themselves as well or adequately equipped to meet AI expectations

How does AI influence workforce design?

AI enabled Workforce Design helps organisations understand the capabilities their workforce has today and build ones they'll need tomorrow – turning insight into focused development, **in moments not months.**

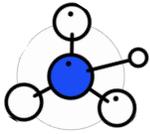
Clarity on capability

Know what competencies you have, what matters and where to focus

Faster time to impact

Meaningful development outcomes in days, not months

Most important skills for greater impact

AUS**31%**

Strategic workforce planning

**29%**

Ability to predict trends/insights based on historical data/predict future challenges

**28%**

Ability to support AI adoption or automation in HR processes

NZ**28%**

Understanding HR compliance/legislation

**26%**

Ability to support AI adoption or automation in HR processes

**23%**

Understanding of financial principles and alignment with HR metrics

Part 3

Mind the Gap: Mapping your next steps

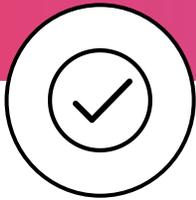


MIND THE GAP

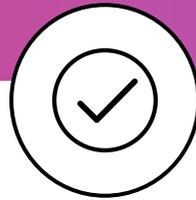
**“A goal without a
plan is just a wish.”**

— Antoine de Saint-Exupéry, French writer and pioneering aviator, author of *The Little Prince*.

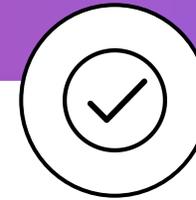
The most important step of all



Understanding the gap in skills capabilities



Designing learning pathways



Create clear action plans – leveraging the power of AI

Demo

Career Development in Action

HR Leader**People Manager****Employee****Feature****Capability Framework****Dynamic Capability Assessment****Employee Gap Analysis****Personalised Learning Plan****How it helps**

Frameworks created in days, not months. No consultants required.

Automated creation of structured evaluation that's easy for managers

All capability gap prioritised with clear next steps. Employees without identified gaps offered growth plans

Higher engagement and faster time-to-competency

We hope you now all feel...



Seen

"Other people and businesses are in the same boat as us"



Clear

"I know where we are *and* what our next step is"



Calmly motivated

not pressured,
not behind



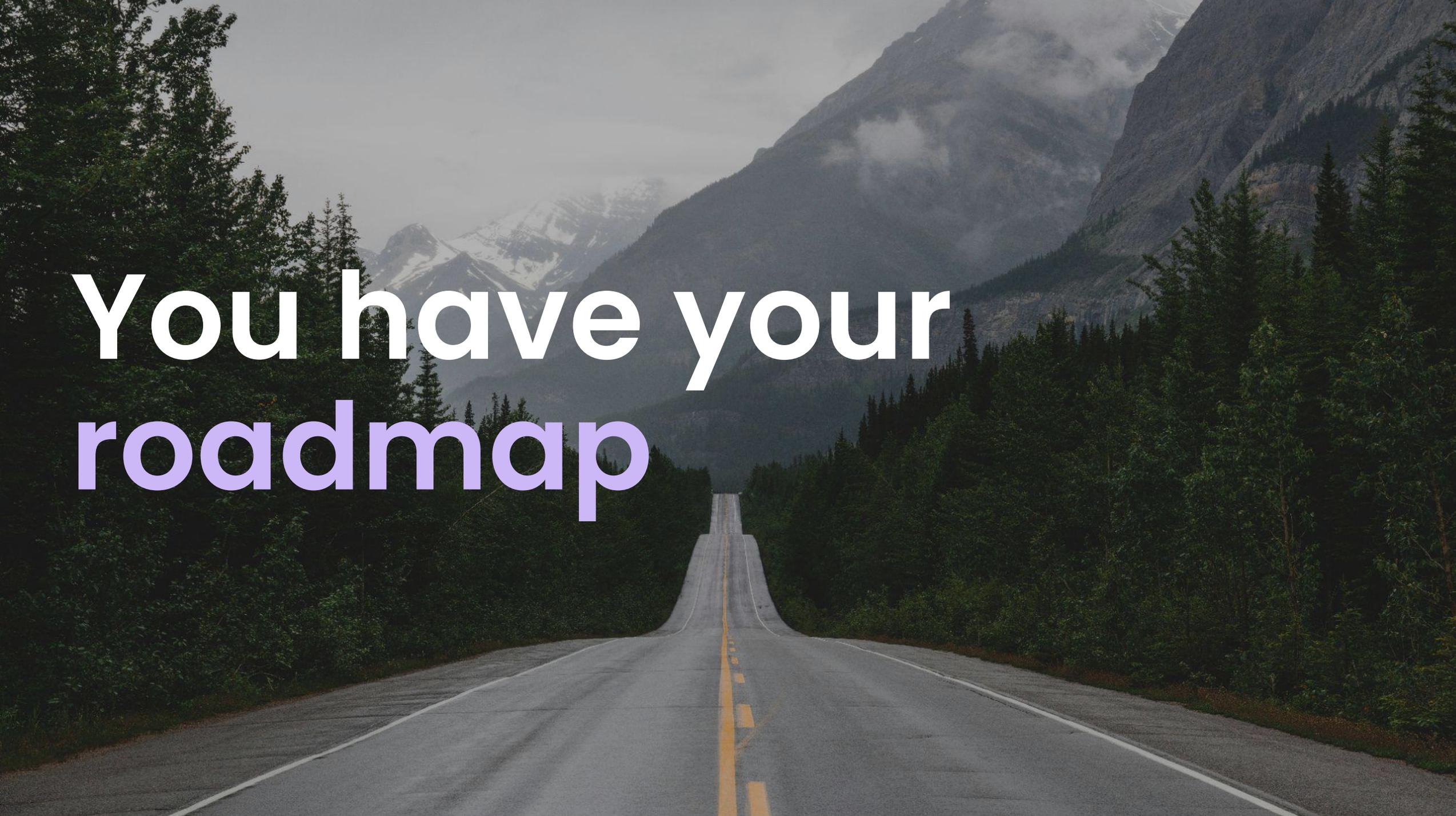
Personally invested

this is about your growth,
not just the business



Curious

"I want to keep this conversation going"

A scenic view of a paved road winding through a forest towards snow-capped mountains. The road is the central focus, leading the eye into the distance. The surrounding landscape is lush with green trees and majestic, rocky mountains with patches of snow under a cloudy sky.

**You have your
roadmap**

Thank you!