

isolved CPO: Stop measuring HR on speed

Source: hr-executive | **Author:** Jen Colletta | **Published:** March 20, 2026 | **PMS Relevance:** PMS RELATED | **Type:** Opinion/Commentary | **Geography:** United States

Source URL: <https://hrexecutive.com/isolved-cpo-stop-measuring-hr-on-speed/>

Executive Summary

This article addresses the growing tension between AI adoption in HR and the strategic capability required to translate that adoption into meaningful outcomes. Amy Mosher, Chief People Officer at isolved, argues that the dominant HR metrics — time-to-fill, cost-per-hire, and other efficiency measures — are insufficient predictors of success and that the field must transition from operational to strategic execution. Drawing on isolved's 2026 HR Trends Report, which found that nearly 70% of HR leaders are using AI in some capacity, Mosher distinguishes between tool usage and data interpretation, identifying the latter as the field's most significant skills gap. She also challenges the framing of a 'talent shortage,' attributing it instead to poorly defined role qualifications and an inability to translate attributes such as adaptability and curiosity into AI-driven sourcing models. Isolved's internal approach emphasizes change management as a prerequisite for effective AI implementation, with HR positioned as the function best suited to lead that organizational transition. The article concludes that AI's value is contingent on the interpretive and change management capabilities of the HR professionals deploying it.

Key Insights

1. Nearly 70% of HR professionals report using AI in their work, most commonly in payroll and recruitment, yet tool usage does not equate to the ability to interpret data for strategic decision-making.
2. The so-called 'talent crisis' is reframed by Mosher as a qualifications-definition problem — employers have dropped degree requirements without establishing clear skill, experience, and values criteria to replace them.
3. Traditional HR efficiency metrics such as time-to-fill and cost-per-hire do not predict success and are argued to be inadequate measures of HR's strategic contribution in an AI-enabled environment.

Practical Takeaways

- Organizations implementing AI in HR are observed to benefit from pairing technology adoption with formal change management programs, with HR positioned to lead rather than follow that transition.
- HR professionals at all levels are identified as needing data interpretation skills — the ability to translate people data into predictive behavioral insights — as distinct from simply operating AI tools.

Critical Analysis

Strengths: The article raises a legitimate and underexplored distinction between AI tool adoption and AI data literacy, and the critique of speed-based HR metrics is consistent with broader academic critiques of operational HR measurement. The change management emphasis is grounded in established

organizational practice. Limitations: The article is based entirely on the perspective of a single executive at the company that produces the cited report, creating a clear conflict of interest. The 2026 HR Trends Report is self-published by isolated, meaning the 70% AI adoption statistic is unverified by an independent source. No methodology, sample size, or margin of error is provided for this figure. The article does not engage with counterarguments, alternative perspectives, or critical literature on AI in HR. The framing of isolated's internal practices as models for the field is promotional rather than analytical.

Organizational Practice

isolated reports using AI internally for job description creation, performance evaluation support, and compliance-oriented handbook content generation. The company has implemented a structured change management program focused on AI enablement, including regular cross-functional meetings to assess how AI supports the employee base and inform customer guidance.

Strategic Implications

The article reflects an emerging tension in PMS and broader HR practice between efficiency-oriented measurement traditions and the interpretive demands of AI-augmented decision-making. The argument that HR metrics centred on speed and cost are misaligned with strategic outcomes points toward a potential reorientation of performance measurement frameworks for HR functions themselves. The identification of data interpretation — rather than tool proficiency — as the primary skills gap suggests that PMS investments in HR may increasingly need to account for analytical capability development alongside technology deployment.

Validation Status: passed