

EXPONENTIAL HUMAN RESOURCE MANAGEMENT AS A CATALYST FOR AGILE ORGANIZATIONS

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Keywords: exponential HRM, flexibility, agile organization, organizational transformation, digital technologies

Abstract – The aim of this paper is to examine Exponential Human Resource Management (ExHRM) as a strategic paradigm that redefines the role of HR in shaping organizational adaptability, innovation, and sustainability. Building on the ExQ Survey as a diagnostic instrument and the case of Deloitte as a global pioneer, the study identifies the key dimensions of ExHRM, including workforce agility, skills-based management, continuous learning, human-AI collaboration, talent ecosystems, data-driven HR, employee empowerment, and human sustainability. A phased implementation roadmap is proposed, consisting of five stages: diagnosis and vision, pilot projects and experimentation, scaling and digital integration, cultural transformation, evaluation and continuous evolution. The findings underscore that ExHRM is not a one-time initiative but a continuous journey of transformation. By adopting this model, organizations can reposition HR as a strategic partner that drives exponential growth and long-term sustainability in the digital economy.

EKSPONENCIJALNO UPRAVLJANJE LJUDSKIM RESURSIMA KAO KATALIZATOR AGILNIH ORGANIZACIJA

Ključne riječi: ekspanencijsko upravljanje ljudskim resursima (ExHRM), fleksibilnost, agilna organizacija, organizaciona transformacija, digitalne tehnologije

Sažetak: Cilj ovog rada je da se analizira ekspanencijsko upravljanje ljudskim resursima (ExHRM) kao strateška paradigma koja redefiniše ulogu upravljanja ljudskim resursima u oblikovanju organizacione prilagodljivosti, inovativnosti i održivosti. Polazeći od ExQ Survey upitnika kao dijagnostičkog instrumenta i primjera kompanije Deloitte kao globalnog pionira, u radu se identifikuju ključne dimenzije ExHRM-a, uključujući agilnost radne snage, upravljanje zasnovano na vještinama, kontinuirano učenje, saradnju ljudi i vještačke inteligencije, ekosisteme talenata, upravljanje ljudskim resursima zasnovano na podacima, osnaživanje zaposlenih i održivost usmjerenu na ljude. Predlaže se fazni plan implementacije koji obuhvata pet faza: dijagnozu i definisanje vizije, pilot-projekte i eksperimentisanje, skaliranje i digitalnu integraciju, kulturnu transformaciju te evaluaciju i kontinuiranu evoluciju. Rezultati naglašavaju da ExHRM nije jednokratna inicijativa, već kontinuiran proces transformacije. Primjenom ovog

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modela organizacije mogu repozicionirati funkciju upravljanja ljudskim resursima kao strateškog partnera koji podstiče eksponencijalni rast i dugoročnu održivost u digitalnoj ekonomiji.

1. Introduction

Human resources (HR) increasingly represent a decisive source of competitive advantage, positioning Human Resource Management (HRM) as a strategic function central to organizational adaptability, innovation, and sustainability (Torrington et al., 2020). No longer confined to administrative support, HRM now encompasses the responsibility of aligning workforce capabilities with organizational strategy, fostering employee development, and embedding systems of motivation and control that enhance engagement and performance (Lukić Nikolić, 2021; McCourt & Eldridge, 2003).

Historically, HRM has evolved in tandem with technological progress, reshaping its functions to meet shifting environmental and organizational realities (Bondarouk & Brewster, 2016; Chen, 2026; Luzi et al., 2026). Each wave of technological advancement has transformed structures, processes, and employee roles, progressively redefining HRM from a performance driver into a lever of organizational flexibility and resilience (Mohd et al., 2024). Nowadays, exponential technologies - digital platforms, artificial intelligence, and algorithmic decision-making, are accelerating this trajectory, giving rise to exponential organizations that achieve disproportionate impact relative to their size (Zhang et al., 2024). Within this context, exponential HRM (ExHRM) emerges as a paradigm that redefines HRM from a support function into a strategic driver for value creation, adaptability, innovation, resilience and human sustainability.

The aim of this paper is to conceptualize ExHRM by synthesizing theoretical foundations, diagnostic instruments such as the ExQ Survey, and practical insights from Deloitte's pioneering model. In doing so, it establishes a structured framework for understanding and implementing ExHRM across diverse organizational contexts.

The theoretical contribution of the paper lies in its demonstration that ExHRM represents the most recent and advanced stage in the historical evolution of HRM. It traces HRM's trajectory from administrative and strategic models, through digital, agile, and algorithmic phases, toward a paradigm that integrates agility, contemporary technologies, artificial intelligence, and human sustainability. By synthesizing existing definitions and highlighting the core characteristics of ExHRM, the paper advances HRM scholarship through the articulation of a coherent conceptual framework that embeds exponential technologies into organizational theory. Practically, it offers a phased roadmap (diagnosis and vision, pilot projects and experimentation, scaling and digital integration, cultural transformation, and continuous evolution) that demonstrates how iterative steps can enhance workforce agility, employee experience, and strategic alignment. By positioning HR as a dynamic, future-oriented partner, ExHRM provides organizations with the human infrastructure necessary to thrive in a digital economy characterized by rapid, unpredictable change and necessity for continuous adaptation.

2. Methodology

This paper employs a structured methodological approach to examine ExHRM as both a theoretical paradigm and a practical framework for organizational transformation. The

methodology combines conceptual synthesis, diagnostic analysis, and case study exploration.

To begin, a conceptual framework analysis was conducted, synthesizing literature on contemporary HRM, digital transformation, agility, and exponential organizations. Key sources including Deloitte's exponential HR model, the ExQ Survey, and recent HRM scholarship were reviewed to identify the defining dimensions of ExHRM.

Next, the ExQ Survey was examined as a diagnostic instrument for assessing organizational exponentiality, with particular emphasis on the questions that capture the essence of ExHRM. Its 21 questions, organized into nine thematic segments, not only measure readiness for exponential transformation but also highlight dimensions central to ExHRM such as workforce agility, skills-based management, continuous learning, employee empowerment, and human-AI collaboration.

In addition, a case study approach was applied, with Deloitte selected as the primary example due to its pioneering role in conceptualizing and operationalizing ExHRM. Practices such as digital mindset, superjobs, workforce experience architecture, and guiding principles were analyzed to demonstrate how ExHRM can be embedded within organizational structures.

Finally, the paper proposes a phased implementation roadmap - diagnosis and vision, pilot projects and experimentation, scaling and digital integration, cultural transformation, and continuous evolution. Developed by integrating insights from literature, diagnostic tools, and case evidence, this roadmap offers organizations a practical pathway for transitioning toward ExHRM while ensuring adaptability, innovation, and sustainability.

3. Evolutionary Trajectory of HRM: From Administrative to Exponential Models

The evolution of HRM reflects the dynamic pressures of globalization, technological disruption, and organizational transformation (Subramanian & Suresh, 2022). Drawing on the literature, six distinct phases of HRM development can be identified, each marking a shift in how organizations align people practices with strategic imperatives and technological development. It should be acknowledged that alternative classifications and terminological variations are present in the literature - for example, Digital HRM is often referred to as e-HRM, Agile HRM is sometimes labeled HRM 4.0, while algorithmic approaches are discussed under the umbrella of AI-driven HRM or people analytics. The classification presented in this paper reflects a synthesis most strongly influenced by technological developments, while recognizing that other perspectives and more detailed subdivisions can also be encountered.

Traditional Human Resource Management (HRM) developed in conditions of a relatively stable business environment, where the primary role of the HR function was to provide administrative support to the organization. HR activities were focused on recruitment, payroll administration, personnel record-keeping, and compliance with legal regulations (Jaganjac & Lukić Nikolić, 2023). Within this approach, employees were primarily regarded as a resource to be efficiently organized and controlled in order to achieve organizational objectives. The dominant characteristic of traditional HRM was its operational orientation, with limited involvement of the HR function in strategic decision-making (Armstrong &

Taylor, 2023). During the second half of the twentieth century, it became evident that the competitive advantage of organizations increasingly depended on the knowledge, skills, and capabilities of employees, which led to a gradual abandonment of the administrative approach and the development of a strategic perspective in HRM.

Strategic Human Resource Management (SHRM) emerged as a response to the need for aligning human resource practices with organizational strategy. Rather than focusing exclusively on administrative processes, SHRM emphasizes the contribution of human resources to the achievement of long-term business objectives. Employees are regarded as key carriers of competitive advantage, while the HR function assumes the role of a strategic partner to management. According to Wright and McMahan (1993), SHRM encompasses patterns of planned human resource deployments and activities that enable the organization to accomplish its goals. Subsequent developments in the field have demonstrated that SHRM has evolved into a significant area of research, examining the relationship between HR policies, organizational performance, and competitive advantage. Lengnick-Hall et al. (2009) highlighted that the evolution of SHRM has been marked by a shift from managing people to creating a strategic contribution to the organization, thereby positioning the HR function as an integral actor in the formulation and implementation of strategy.

Digital Human Resource Management (DHRM) has emerged as a result of advances in information and communication technologies and the broader process of digital transformation. DHRM entails the integration of digital technologies into HR processes with the aim of enhancing efficiency, improving decision-making quality, and enriching the employee experience (Zhao et al., 2026). The digitalization of the HR function encompasses the use of HR information systems, workforce analytics, artificial intelligence, automated recruitment processes, and digital platforms for employee learning and development. Strohmeier (2020) emphasizes that DHRM represents an evolutionary continuation of earlier forms of technologically supported HRM, whereby digital technologies become an integral part of HR strategy and organizational processes. By adopting DHRM, organizations are able to manage talent more effectively, leverage data-driven decision-making, and support the broader digital transformation of the enterprise.

Agile Human Resource Management (Agile HRM) has emerged in response to the uncertainty, complexity, and accelerated changes that characterize the contemporary business environment, creating a need for greater organizational flexibility (Moh'd, 2024; Subramanian & Suresh, 2022). As an adaptation of agile management principles to the field of human resources, agile HRM emphasizes adaptability, employee autonomy, teamwork, continuous learning, rapid feedback, and innovative work behavior (Khan & Khan, 2025). Traditional systems of annual performance evaluation are replaced by continuous monitoring of employee development, while the focus shifts from formal procedures to experimentation and swift adjustment to change. Cappelli and Tavis (2018) argue that the agile approach transforms the way organizations recruit, develop, and manage employees, introducing more flexible and dynamic models of talent management.

Algorithmic Human Resource Management (HRM) refers to the application of digital data and software-driven algorithms to support or automate HR decision-making, thereby introducing varying levels of automation into workforce management (Meijerink et al., 2021). Algorithmic HRM uses computational logics, artificial intelligence, and predictive analytics to support and automate HRM processes. Instead of relying solely

on managerial intuition or traditional surveys, algorithmic systems generate insights and recommendations by processing large volumes of workforce data in real time (Cameron et al., 2024). Through workforce forecasting, algorithms anticipate staffing needs by analyzing sales trends, turnover rates, and performance data, enabling proactive resource allocation. Recruitment and selection are streamlined as AI systems automate candidate screening, assess personality traits, schedule interviews, and match applicants to roles based on predictive fit. Learning and development are personalized, with algorithms identifying skill gaps and delivering adaptive content tailored to individual employees. Performance management shifts toward continuous monitoring, where behavioral data and predictive analytics provide early signals of performance trends. Compensation and rewards are recalibrated in real time, linking pay directly to performance metrics. Finally, employee sentiment and retention are enhanced through sentiment analysis, turnover prediction, and AI-driven promotion or retention interventions (Chen, 2026). While such technologies offer significant potential for improving decision accuracy and fostering process innovation, they simultaneously raise critical concerns regarding accountability, fairness, and employee perceptions (Cappelli et al., 2019).

Exponential Human Resource Management (ExHRM) has emerged alongside the rise of exponential organizations, which are built upon contemporary technologies, digital platforms, artificial intelligence, algorithms, and network effects. It can be regarded as the logical continuation of traditional, strategic, digital, agile, and algorithmic HRM, integrating their key characteristics into a unified concept tailored to the demands of exponential growth. Unlike earlier approaches, ExHRM focuses on managing talent ecosystems, staff on demand, continuous employee development, the application of artificial intelligence in HR decision-making, and the cultivation of organizational agility (Mazor et al., 2019). Its primary objective is not merely the improvement of HR processes, but the creation of human capital capable of sustaining exponential organizational growth (Dimitrov, 2019). In this sense, ExHRM constitutes the human infrastructure of the exponential organization, enabling the development of competencies, culture, and organizational capacities necessary to achieve sustainable competitive advantage in the digital economy.

It may be concluded that the evolution of HRM demonstrates a clear developmental trajectory: from its origins as an administrative function, to its transformation into a strategic partner of the organization, followed by the emergence of digitally supported, agile and algorithmic management models, culminating nowadays in the concept of ExHRM. This paradigm corresponds to the requirements of exponential organizations and an economy driven by data, innovation, and continuous adaptation.

4. Defining Exponential HRM: Characteristics, Opportunities and Risks

ExHRM can be understood as approach to HRM that leverages digital technologies, artificial intelligence, analytics, agile practices, continuous learning, and flexible workforce models to foster organizational adaptability, innovation, and scalable performance (Gowrishankar et al., 2025; Kess-Momoh et al., 2024). It is important to emphasize, however, that no universally accepted definition currently exists, as the concept remains in an early stage of theoretical and practical development.

In general, ExHRM is framed as a technologically supported HR paradigm that integrates workforce agility, skills-based management, continuous learning, human-AI collaboration, talent ecosystems, and advanced data analytics, with the aim of building organizational capacities for exponential growth, innovation, and long-term sustainability (Dimitrov, 2019; Mazor et al., 2019).

Contrasted with a linear mindset where organizations focus primarily on incremental improvements, an exponential mindset encourages the creation of entirely new approaches that differentiate organizations from competitors and reinforce their uniqueness (Díaz-Piloneta et al., 2021).

To clarify the relationship between organizational principles and HR practices, Table 1 presents a comparative overview of exponential organizations and ExHRM, illustrating how workforce scalability, digital HR practices, agility, and talent ecosystems reflect the broader logic of exponential growth.

Exponential Organization	Exponential HRM
Focuses on business scalability	Focuses on workforce scalability
Driven by technology and innovation	Driven by digital HR practices
Requires adaptability and agility	Develops adaptable and agile employees
Uses external networks and crowds	Manages talent ecosystems and staff-on-demand

Table 1: Comparative dimensions of exponential organizations and exponential HRM Source: Author, based on Ismail et al. (2014) and Dimitrov (2019)

The first defining dimension of ExHRM is workforce agility, which reflects the organization's ability to rapidly reconfigure competencies, teams, and roles in response to environmental changes. Rather than relying on rigid job descriptions, employees assume multiple roles aligned with evolving organizational needs (Jaganjac & Lukić Nikolić, 2023). As Deloitte (2025) emphasizes, future organizations must cultivate continuous adaptability to meet accelerated technological and market shifts. Closely connected to agility is the principle of skills-based workforce management, where traditional job-centered models are increasingly replaced by competency-driven approaches. In this framework, work is organized around employee skills rather than formal positions, enhancing flexibility, optimizing talent utilization, and accelerating responsiveness to external changes (Jones et al., 2022).

Given the rapid obsolescence of knowledge in exponential organizations, continuous learning, upskilling, and reskilling become indispensable. Employees must engage in life-long learning supported by digital platforms and AI literacy to remain relevant in dynamic environments (Deloitte, 2025). Another cornerstone of ExHRM is human-AI collaboration. Unlike traditional models that view technology as a substitute for human labor, ExHRM promotes synergy between human creativity, judgment, and adaptability with the analytical capabilities of AI systems. The greatest value emerges when human and machine intelligence are combined (Deloitte, 2025).

ExHRM also extends beyond organizational boundaries through talent ecosystems and staff-on-demand, as organizations increasingly rely on a mix of full-time employees, external experts, freelancers, partners, and gig workers, thereby accessing a broader pool of talent (Poynton et al., 2024). Decision-making processes are equally transformed through

data-driven and AI-supported HR, where advanced people analytics and predictive models anticipate talent needs, identify turnover risks, and plan competency development, shifting HR from reactive to predictive management (Alabdali et al., 2024; Chen, 2026).

While ExHRM opens vast opportunities for agility, innovation, and scalability, its implementation simultaneously introduces a set of critical risks that must be carefully managed. The demand for continuous adaptation, reskilling, and multitasking, when sustained over time, can erode employee wellbeing and lead to stress and burnout, particularly in contexts of relentless organizational change (Lukić Nikolić et al., 2024). Moreover, reliance on staff-on-demand models may weaken perceptions of job security and generate inequities between permanent employees and external collaborators, thereby challenging fairness and cohesion. The growing dependence on AI-driven decision-making further complicates the landscape, raising concerns about algorithmic bias, the erosion of human empathy, and the over-technologization of HR practices. Finally, the imperative of lifelong learning, though essential for sustaining competitiveness, risks exhausting employees and overshadowing the broader commitment to human sustainability and wellbeing (Lazarević & Lukić Nikolić, 2024).

Thus, although ExHRM can transform HR into a strategic driver of organizational success, its adoption must be balanced with safeguards that protect employee health, fairness, and long-term resilience. Beyond productivity, ExHRM should prioritize the sustainability of human capital, encompassing wellbeing, meaningful work, and employee engagement (Cantrell et al., 2026; Deloitte, 2025).

5. HRM Dimension of Organizational Exponentiality: The ExQ Survey

An exponential organization (ExO) is defined as an enterprise whose impact grows disproportionately relative to its size, driven by emerging technologies, digital platforms, data, artificial intelligence, networks, and scalable business models (Ismail et al., 2014). Such organizations leverage advanced technological and organizational practices to achieve rapid growth and transform industries (Dimitrov, 2019; Kristóf & Nagpal, 2024; Zhang et al., 2024). The ExQ Survey, developed by Ismail et al. (2014), serves as a diagnostic instrument for assessing the degree to which an organization operates according to exponential principles. It evaluates how effectively an organization mobilizes flexible resources, engages communities, uses algorithms and data, scales processes, decentralizes decision-making, and integrates social technologies.

The **ExQ Survey** consists of 21 questions organized into the following segments (Ismail et al., 2014):

- **Human Resources and Asset Management** – measures the ratio between full-time employees and contract collaborators, as well as the degree of utilization of internal and external resources.
- **Community and Crowd** – examines the ways in which relationships with the community and broader audiences are established, engaged, and maintained.
- **Information and Social Enablement** – analyzes the extent to which products and services are based on digital platforms and social functionalities.
- **Data and Algorithms** – assesses the degree to which algorithms and machine learning are used for significant decision-making.

- **Interfaces and Scalable Processes** – explores the potential for replication and scaling of key processes beyond the core organization.
- **Real-Time Dashboards and Employee Management** – measures the level of real-time metric tracking and the use of employee management systems.
- **Experimentation and Risks** – analyzes the application of experimentation, A/B testing, and tolerance for failure and risk.
- **Autonomy and Decentralization** – evaluates the degree of decision-making decentralization and team autonomy within the organization.
- **Social Technologies and Social Business** – examines the use of advanced digital tools for collaboration, communication, and the development of social business.

Although the ExQ Survey measures exponentiality at the organizational level, several of its dimensions are directly relevant for evaluating ExHRM. The *Human Resources and Asset Management* segment provides explicit insight into HRM flexibility by examining the balance between full-time employees and external collaborators and the extent of internal and external resource utilization. This dimension reflects core ExHRM principles such as workforce agility, talent ecosystem integration, and flexible staffing models. However, ExHRM is also embedded in other ExQ dimensions. For example, *Autonomy and Decentralization* indicates the level of employee empowerment and distributed leadership; *Experimentation and Risks* reflects HR's role in fostering a learning-oriented culture; *Real-Time Dashboards* signal the maturity of people analytics and data-driven HR decision-making; and *Social Technologies* reveal the extent of digital collaboration and AI-supported workforce management. These dimensions collectively capture cultural, structural, and technological conditions that shape HRM maturity in exponential organizations.

Therefore, the results of the ExQ Survey can serve as a valuable lens for evaluating the extent to which HRM practices align with exponential principles such as agility, scalability, digital integration, and workforce empowerment. By interpreting scores across relevant dimensions, organizations are able to identify structural gaps, assess the degree to which workforce practices support exponential growth, and pinpoint areas requiring further development in order to transition from traditional HRM models to exponential frameworks.

At the same time, it is important to recognize that the ExQ Survey was originally designed to capture organizational exponentiality in a broad sense, rather than to measure the full spectrum of HR-specific dynamics. For this reason, while the ExQ Survey remains a useful starting point, it is recommended that a dedicated instrument be developed to comprehensively assess all dimensions of ExHRM. Such a tailored survey would allow for clearer identification of the current state of HRM practices and provide more precise guidance for organizational transformation. As ExHRM continues to evolve, the creation of an adapted measurement tool becomes essential to ensure that diagnostic insights remain aligned with the unique challenges and opportunities of ExHRM.

6. Deloitte as a Global Exemplar of Exponential HRM

Deloitte is widely recognized as a global exemplar of ExHRM because it not only conceptualized the concept but also implemented it through extensive internal transformation and large-scale client engagements. As a multinational professional services firm operating

in more than 150 countries, Deloitte has restructured its HR function around digital integration, skills-based workforce management, and human-AI collaboration, positioning HR as a strategic driver of innovation and organizational agility (Mazor et al., 2019; Cantrell et al., 2024). This transformation aligns with the broader shift toward exponential organizational models described by Ismail et al. (2014) and reflects Deloitte's commitment to building adaptive, data-driven, and scalable workforce systems ExHRM transformation.

A central element of Deloitte's ExHRM practice is the introduction of HR "super-jobs", hybrid roles that combine human expertise with advanced analytics, automation, and AI-supported decision-making. These roles emerged from Deloitte's internal *Future of Work* initiative, which redefined HR responsibilities around skills, problem-solving, and digital fluency rather than traditional job descriptions (Deloitte, 2025). In parallel, Deloitte implemented a global skills-based talent marketplace, enabling employees to match with projects based on competencies and development goals. Research shows that this marketplace significantly increased workforce mobility and reduced staffing cycle time, demonstrating how ExHRM principles translate into measurable organizational benefits (Jones et al., 2022).

Deloitte also developed an AI-enabled learning ecosystem, integrating personalized learning pathways, micro-credentials, and predictive analytics to identify skill gaps and recommend targeted development interventions. Through the Deloitte Learning Platform, the organization scaled continuous upskilling and reskilling for employees worldwide, illustrating how ExHRM leverages digital learning and AI to build a future-ready workforce (Cantrell et al., 2024; Deloitte, 2025).

Another practical application of ExHRM is Deloitte's role as a workforce experience architect. The firm introduced real-time experience dashboards, sentiment analytics, and continuous listening systems that capture employee feedback and behavioral patterns. These tools enable HR to make evidence-based decisions, anticipate workforce needs, and design interventions that enhance engagement, wellbeing, and performance (Heger, 2020; Mazor et al., 2019).

Deloitte's internal transformation is reinforced by its client-facing work. Through initiatives such as digital HR transformation, human capital insights, and AI-powered talent, Deloitte has helped global organizations redesign HR processes, deploy predictive analytics, and build agile workforce structures. These projects provide empirical evidence that Deloitte not only promotes ExHRM conceptually but also applies it in real organizational contexts, generating validated outcomes across industries (Poynton et al., 2026).

The firm's guiding principles - Outcomes over Activity, Pace over Perfection, Data over Opinions, Experience over Programs, Digitally-Integrated over Technology-Enabled, and Teams over Individuals, are embedded in daily HR operations, leadership development, performance management, and workforce planning (Heger, 2020). For example, the principle *Data over Opinions* is reflected in Deloitte's adoption of predictive analytics for turnover risk, skills forecasting, and workforce planning, while *Teams over Individuals* is operationalized through cross-functional squads and agile teaming models.

By embedding these principles into practice, Deloitte demonstrates how HR can evolve into a strategic force that drives innovation, scalability, and sustainable growth. Its transformation shows that ExHRM is not merely a theoretical construct but a practical, measurable, and replicable model. Deloitte's experience confirms that organizations embracing

ExHRM through digitalization, agility, skills-based management, and human-AI collaboration are better equipped to thrive in the data-driven, rapidly changing digital economy (Cantrell et al., 2024; Deloitte, 2025; Mazor et al., 2019).

7. Guidelines and Phased Roadmap for Implementing Exponential HRM

The implementation of ExHRM requires a deliberate, iterative, and employee-centered transformation of HR functions. Rather than pursuing large-scale reforms, organizations are encouraged to adopt a progressive approach that integrates technological innovation with human-centric practices. The following guidelines outline the essential pillars of this transformation (Mazor et al., 2019):

- **Early Listening** – Actively collect feedback from employees and leaders through surveys, interviews, digital channels, and analytics. The goal is to understand how HR solutions can improve daily work and employee experience.
- **Defining an Aspirational Vision** – Create a clear picture of the future HR function: how it will contribute to business outcomes, leverage AI, and shape the employee experience.
- **Iterative Sprints** – Instead of large-scale changes introduced at once, plan a series of smaller “sprints” that gradually build the new HR function. Each sprint should have measurable objectives.
- **Testing and Learning** – Establish a culture of experimentation: prototype new HR processes, test them in smaller teams, reward successes, and encourage learning from failures.
- **Prototyping Key Elements** – Develop pilot projects for AI-enabled recruitment, digital learning platforms, or internal talent marketplaces. These prototypes demonstrate value and secure employee support.
- **Cognitive and Automated Changes** – Introduce AI and automation into HR processes (e.g., predictive analytics for employee turnover, HR chatbots for support) to accelerate decision-making.
- **Developing HR Champions** – Identify and train “champions” – employees who act as ambassadors of ExHRM and help disseminate new practices across the organization.

The integration of agility, digital technologies, artificial intelligence, and new cultural practices into HR functions represents a complex undertaking that cannot be achieved through abrupt reform. Instead, organizations must adopt a phased, iterative roadmap that ensures change is both manageable and sustainable. The phased roadmap facilitates early diagnosis, iterative experimentation, progressive scaling, and cultural embedding, thereby ensuring that transformation is both sustainable and strategically aligned.

Proposed phased roadmap for ExHRM:

Phase 1: Diagnosis and Vision (0–6 months)

- **Early listening** – Engage employees and leaders to provide feedback on current HR practices.
- **Vision definition** – Develop an aspirational HR model that integrates agility, AI, and employee experience.

- Skills mapping – Create a map of key skills and competencies within the organization.
- Outcome – A clear strategy and a “minimal viable HR vision.”
- Key KPIs: More than 70% of employee participation in survey/interviews, completion of organizational skills inventory, draft of HR vision endorsed by leadership.

Phase 2: Pilot Projects and Experimentation (6–12 months)

- Iterative sprints – Launch small-scale projects (e.g., AI recruitment, digital learning platforms).
- Prototyping – Test internal talent marketplaces or people analytics dashboards.
- Testing and learning – Establish a culture of experimentation, rewarding innovation and learning from failure.
- Outcome – Validated models that demonstrate the value of ExHRM.
- Key KPIs: More than three pilot projects launched and completed, more than 60% of pilot participants reported improved experience, more than two prototypes scaled beyond initial teams.

Phase 3: Scaling and Digital Integration (12–24 months)

- AI and automation – Implement predictive analytics for employee turnover, chatbot support, and AI-assisted decision-making.
- Continuous learning – Deploy digital platforms for lifelong learning, upskilling, and reskilling.
- Talent ecosystems – Incorporate freelancers, partners, and gig workers into HR strategy.
- Outcome – HR becomes digitally integrated and a strategic business partner.
- Key KPIs: More than 50% of HR processes automated, more than 70% of employee adoption of digital learning platforms, more than 15% of workforce engaged through external talent ecosystems.

Phase 4: Cultural Transformation and Sustainability (24–36 months)

- Employee empowerment – Encourage autonomy, participatory leadership, and self-managed teams.
- Human sustainability – Focus on wellbeing, meaningful work, and long-term sustainability of human capital.
- HR champions – Develop ambassadors of change who spread ExHRM practices across the organization.
- Outcome – HR evolves into an exponential, sustainable function fully integrated into business strategy.
- Key KPIs: More than 20% increase in employee engagement scores, more than 15% reduction in reported stress/burnout levels, more than 10% of workforce trained as HR champions.

Phase 5: Evaluation and Continuous Evolution (36+ months)

- Impact assessment – Measure outcomes through analytics on engagement, innovation, and performance.

- Feedback loops – Use data-driven insights to refine HR strategies and digital tools.
- Adaptive redesign – Continuously update HR models to align with emerging technologies and workforce trends.
- Outcome – A self-renewing HR system that sustains exponential growth through ongoing learning and adaptation.
- Key KPIs: More than 10% of annual improvement in innovation metrics (e.g., new initiatives launched), more than 5% of annual increase in workforce agility index, regular updates to HR model documented every 12 months.

Realistic timeframe for full implementation of ExHRM is approximately two to three years, achieved through iterative phases and continuous adaptation. ExHRM should be understood as a continuous journey of progressive evolution, where vision, experimentation, digital integration, and empowerment converge to create a living system that adapts alongside technological and societal change.

8. Conclusion

This paper has demonstrated that ExHRM represents the logical continuation of the historical evolution of human resource management - progressing from administrative and strategic models, through digital, agile, and algorithmic approaches, toward a paradigm that integrates agility, contemporary technologies, artificial intelligence, and human sustainability. By synthesizing theoretical foundations, diagnostic instruments such as the ExQ Survey, and practical insights from Deloitte's pioneering model, the paper provides both a coherent conceptual framework and a phased roadmap for ExHRM implementation.

The findings emphasize that ExHRM is not a one-time transformation but a progressive journey characterized by diagnosis, experimentation, scaling, cultural embedding, and continuous evolution. This iterative pathway improves organizational capabilities, strengthens learning capacity, and secures employee engagement and commitment, thereby positioning HR as a strategic partner in shaping the future of work. Importantly, ExHRM advances scholarship by embedding exponential technologies into HR theory, while simultaneously offering practitioners actionable guidance for achieving workforce agility, enhanced employee experience, and strategic alignment. ExHRM should therefore be understood as a living system, continuously adapting to technological and societal change, and serving as the human infrastructure of exponential organizations.

Future research should investigate how data-driven HR analytics, dynamic skill diagnosis, and continuous competency mapping contribute to strategic capability development and long-term organizational value. Studies are also encouraged to explore how AI-supported workforce planning enhances agility, strengthens talent ecosystems, and accelerates skills renewal in fast-changing environments. By addressing these questions, scholarship can deepen understanding of ExHRM and provide organizations with evidence-based pathways for building resilient, human-centered systems in the digital economy.

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