



CEO Corner: No Invitation Required

"I want to be more innovative, but nobody's asking me to innovate anything." Have you heard this? I'm hearing it.

Individuals picture innovation as something that happens above their pay grade, in a strategy session they're not in, a product roadmap someone else owns, a transformation initiative with a kickoff deck and a steering committee. If you're not in that room, it can feel like innovation is something you are just watching and can't or don't contribute to.

The big strategic bets matter, but there's a lot going on under the covers that don't get accolades. The biggest, most durable kind of innovation I've watched people pull off in real organizations has nothing to do with whether they had a seat at the innovation table.

People are quietly retiring the parts of their own work that stopped serving them. The habit they kept out of comfort, not conviction, the skill they never updated because it wasn't required. They are asking themselves the same question they'd normally save for a strategy meeting: is this still the best way I know how to do this, or just the way I've always done it? It's not about the org chart but about themselves. Innovation doesn't have to come with a press release.

Careers that don't move in a straight line are having a moment, and I think that's a feature, not something to apologize for. The old expectation to choose one path early and stick with it until you retire is giving way to something messier and better. It's curiosity doing what curiosity does.

So, here's my ask this month: stop waiting for permission to innovate your own future. You don't need a transformation budget to ask what you actually want more of in your work. You don't need

executive sponsorship to learn the thing that scares you a little. Start there. Let this be the nudge to figure out what you'd build if you weren't just filling the job you happened to land in.

None of this means uncomfortable, yes. Reinventing any part of yourself always is. In this new world of work, comfort cannot be the goal. And I'd rather be clear-eyed and a little unsettled than comfortable and stuck.

From my podcast, The Pivot Effect, "There's always a future. Sometimes we just have to make it!".

Are you working on innovating you? Read Mary Ellen's blog post at the end of this newsletter for ways to get moving.

-Teri



Date	Event	Attendees
September 2026		
September 16th - 18th	NAPEO Marco Island, FL	Cliff Stevenson
September 22nd - 24th	O.C Tanner Influence Greatness Ivins, UT	Cliff Stevenson
October 2026		
October 5th - 7th	Cornerstone Connect Chicago, IL	Stacey Harris & Cliff Stevenson
October 12th - 15th	Workday Rising Las Vegas, NV	Stacey Harris & Susan Richards
October 20th - 22nd	HR Tech Las Vegas, NV	Sapient Insights Group
October 25th - 28th	Oracle AI World Las Vegas, NV	Stacey Harris & Cliff Stevenson
October 26th - 29th	Dayforce Discover Conference Las Vegas, NV	Cliff Stevenson

If you are attending and interested in connecting at one of these events reach out to info@sapientinsights.com

Research & Survey Announcements

TIME MANAGEMENT ADOPTION

From recording work
to planning it.



This month we're focused on Time Management, one of the few HR systems that literally every employee touches, every single day. Here's what the Voice of the Customer had to say.

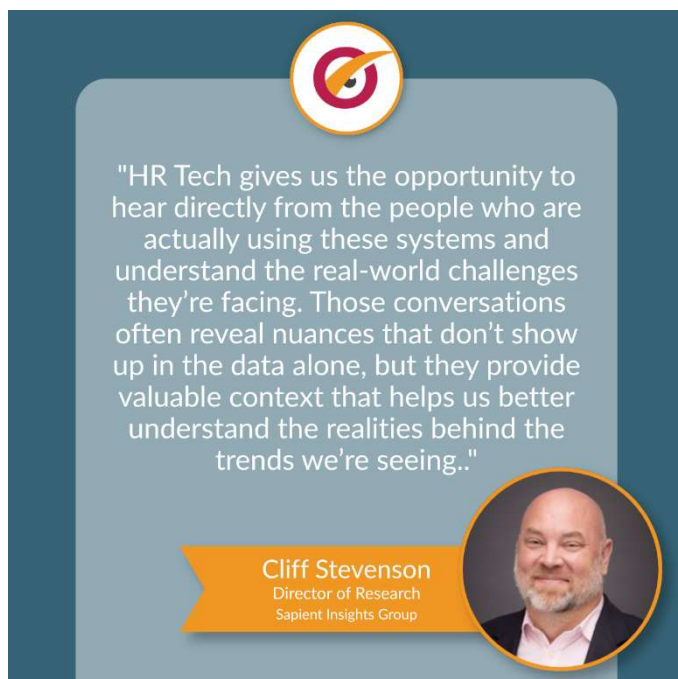
Almost every organization has a system that tells them what already happened. Far fewer have one that tells them what's about to. You can watch that gap open up right in the adoption numbers across the Time Management category: Time and Attendance sits at 85%, Activity Tracking at 72%, Leave Management at 66%. Then the floor gives out Labor Scheduling drops to 41%, and Labor Budgeting to just 30%. Read that curve left to right and you're watching the shift from recording work to planning it. Nearly everyone captures the hours. Fewer than half schedule against them. Less than a third budget with them.

The rest of the data follows the same shape. Only 23% of organizations say their Time Management application always meets business needs, and the gaps they point to are about reporting and customization not clocking in. Another 43% don't even realize the AI features they're asking for are already sitting in the system they own. And 81% have no plans to replace anything, often because nobody wants to gamble on an integration effort that might not connect cleanly to payroll. So, the category holds still while the requirements around it keep moving.

The organizations pulling ahead have stopped treating time and attendance data as compliance and payroll exhaust. They're using it to spot burnout risk, optimize shift coverage, and connect labor decisions to business outcomes in real time.

We'll be sharing more from this section of the research across our social channels over the next few weeks.

We're heading to HR Tech 2026 in Las Vegas! 🎉



"HR Tech gives us the opportunity to hear directly from the people who are actually using these systems and understand the real-world challenges they're facing. Those conversations often reveal nuances that don't show up in the data alone, but they provide valuable context that helps us better understand the realities behind the trends we're seeing."

Cliff Stevenson
Director of Research
Sapient Insights Group

Why does HR Tech matter?

As our team gets ready for **HR Tech 2026** in Las Vegas, we're asking our research leaders what makes the conference valuable and each perspective highlights something different.

For **Cliff Stevenson, Director of Research**, it's about getting beyond the data and hearing directly from the people who are living with these systems every day.

Our research helps us identify the trends, but conversations with practitioners provide the **real-world context behind those trends**; the challenges, nuances, and experiences that numbers alone can't always capture.

That perspective is especially valuable as our team heads into HR Tech, where we'll be connecting with HR and technology leaders,

participating in **keynotes and HR Tech Intensives**, and exploring the conversations, shaping what's next for the industry.

And stay tuned as we continue sharing perspectives from our team on **why HR Tech matters**.

View the agenda and register: <https://lnkd.in/eXnqHTNC>



An HR CEO retires and finally has nothing on his calendar.

His wife asks, "So what's your plan now?"

He says, "I'm going to disrupt my own morning routine right after I benchmark it."

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THE PIVOT EFFECT

SPILLING THE TEA ON HR TECH

HR, WE HAVE A PROBLEM



The HR Huddle Podcast

There's a lot to catch up on across the network. Catch the latest episode of HR We Have a Problem, hosted by Cliff Stevenson. Over on Spilling the Tea on HR Tech, Stacey Harris joins Cliff for a new conversation. And there's a newly launched episode of The Pivot Effect, with Susan Richards and Teri Zipper joined by guest Peter Novak.

Watch here: <https://lnkd.in/eBpgQb5x>

Listen now: <https://lnkd.in/ewYrnWwu> Hosted on the [WRKdefined platform](#). For partnership inquiries, please don't hesitate to reach out to info@sapientinsights.com.