

Gartner for HR

Case Study: Redesign Work Processes to Unlock GenAI Transformation

U.S. Venture

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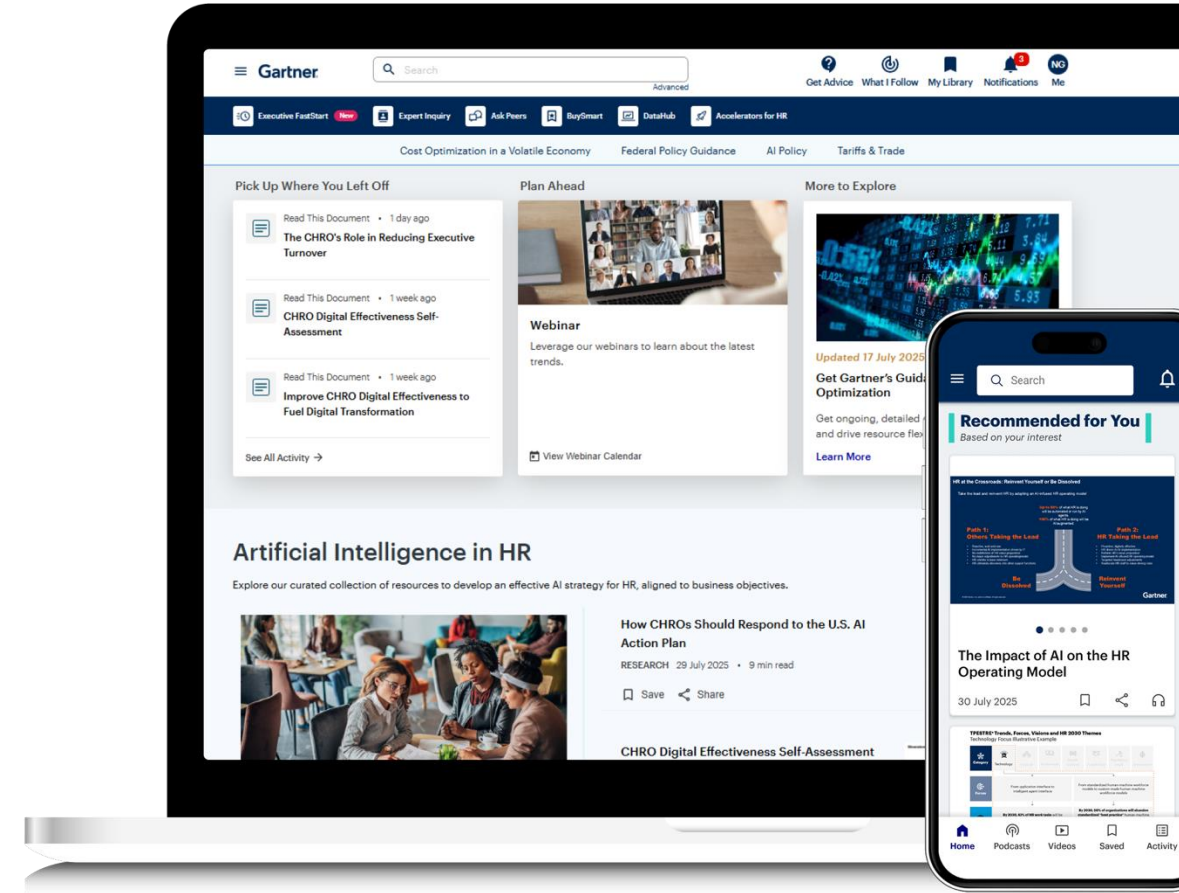


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Case overview

Summary

Individual GenAI adoption can yield incremental efficiency, but meeting organizational growth expectations requires more substantive process and role redesign. Learn how U.S. Venture brings siloed expertise together to redesign work processes alongside GenAI to align workflows with its growth goals.

About the company

- Company name: **U.S. Venture**
- Industry: Energy, utilities and transportation
- Headquarters location: Appleton, Wisconsin, U.S.
- Revenue: \$13 billion (2025)
- Employees: 5,000 (2025)

Case overview

Problem	Actions	Results
<ul style="list-style-type: none">• CHROs face pressure to fulfill ambitious AI growth expectations by enabling the workforce to meaningfully integrate AI technology into their work and augment employee contributions. Achieving this mandate is challenging because it requires HR to facilitate process redesign so that AI can be fully leveraged.• Making the necessary changes to organizational processes is difficult because of siloed expertise across the organization. These silos result from a fundamental disconnect between the people who know how work gets done and those who have the authority and technical expertise to redesign processes.	<ul style="list-style-type: none">• Build a system to surface and design automation opportunities: Gather employee data on work friction to design new automated processes that address work challenges and lay the foundation for GenAI use.• Conduct collaborative work process-mapping exercises: Observe and map employee workflows to adapt the work process in conjunction with GenAI tool deployment, enabling focus on value-added work.• Lead task valuations to evolve role design: Assess tasks for GenAI replacement and automation and change role expectations to focus employees on growth-driving work that technology cannot perform.	<p>U.S. Venture's implementation of work process redesign across the enterprise alongside GenAI integration has led to significant progress on its ambitious technology-enabled growth goals:</p> <ul style="list-style-type: none">• U.S. AutoForce's newly automated forklift certification process has saved employees roughly 82 hours monthly.• The HRBP unit has eliminated 31.25 hours per week of non-value-added work, or approximately 2.5 hours per HRBP.• With new working methods and solutions to process inefficiencies, U.S. Venture anticipates saving approximately \$1.7 million in hard and soft costs over the next three years.

Recommendations

To unlock the transformative growth potential of AI, CHROs and their teams should:

- Use employee voice to identify work friction that needs digital solutions and design optimized work processes to prepare workflows for continued technological advancement.
- Observe employee workflows for AI opportunities and create process change proposals to redirect work processes toward revenue-driving tasks.
- Assess work tasks for technology automation and augmentation using valuations of employee time spent to redefine role expectations around growth-driving work that technology cannot perform.

Optimize operating procedures for tech advancement

System to surface and design automation opportunities



Rightsizing “hard copy” processes for digital efficiency primes the line for further automation improvements, such as remote training observation and auto-approvals.

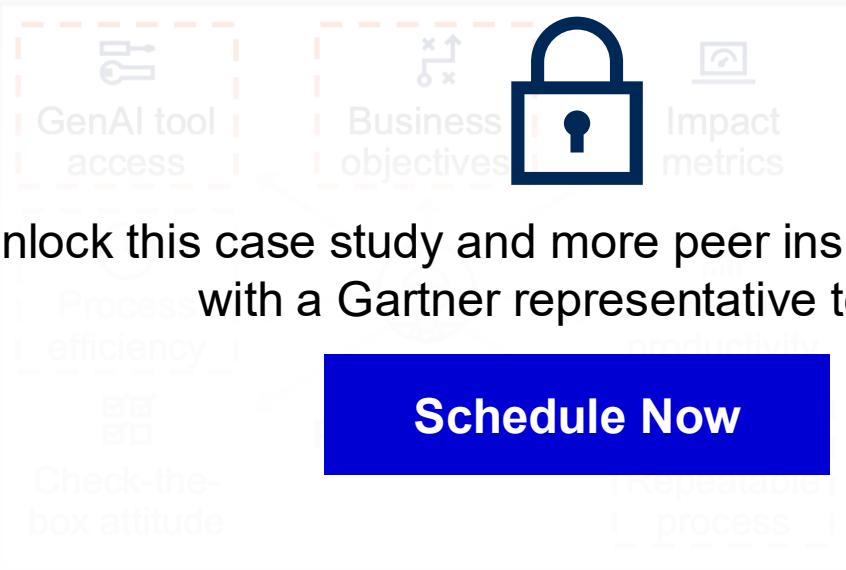
Redirect work processes toward revenue-driving tasks

Collaborative Work Process-Mapping Exercise

Illustrative: A case in point from U.S. Venture's Sales Function



Lean employee expertise



How about this?

Workflow updates

Ask GenAI for verification and forgo manual escalation

Automate task

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Sample work process change:
Automate client call notes, allowing sales staff to focus on prospecting and closing sales.

Coming soon: HR is certifying employee volunteers who are champions in Lean methodology. With their business expertise, these individuals will leverage GenAI tools and process improvement methodology to drive continuous improvement throughout the organization.