WORKBUZZ LIVE!
1 NOVEMBER 2023

AI inbusiness

HOW HR'S AGENTS OF CHANGE CAN EMBRACE AI

PRESENTED BY KATIE KING

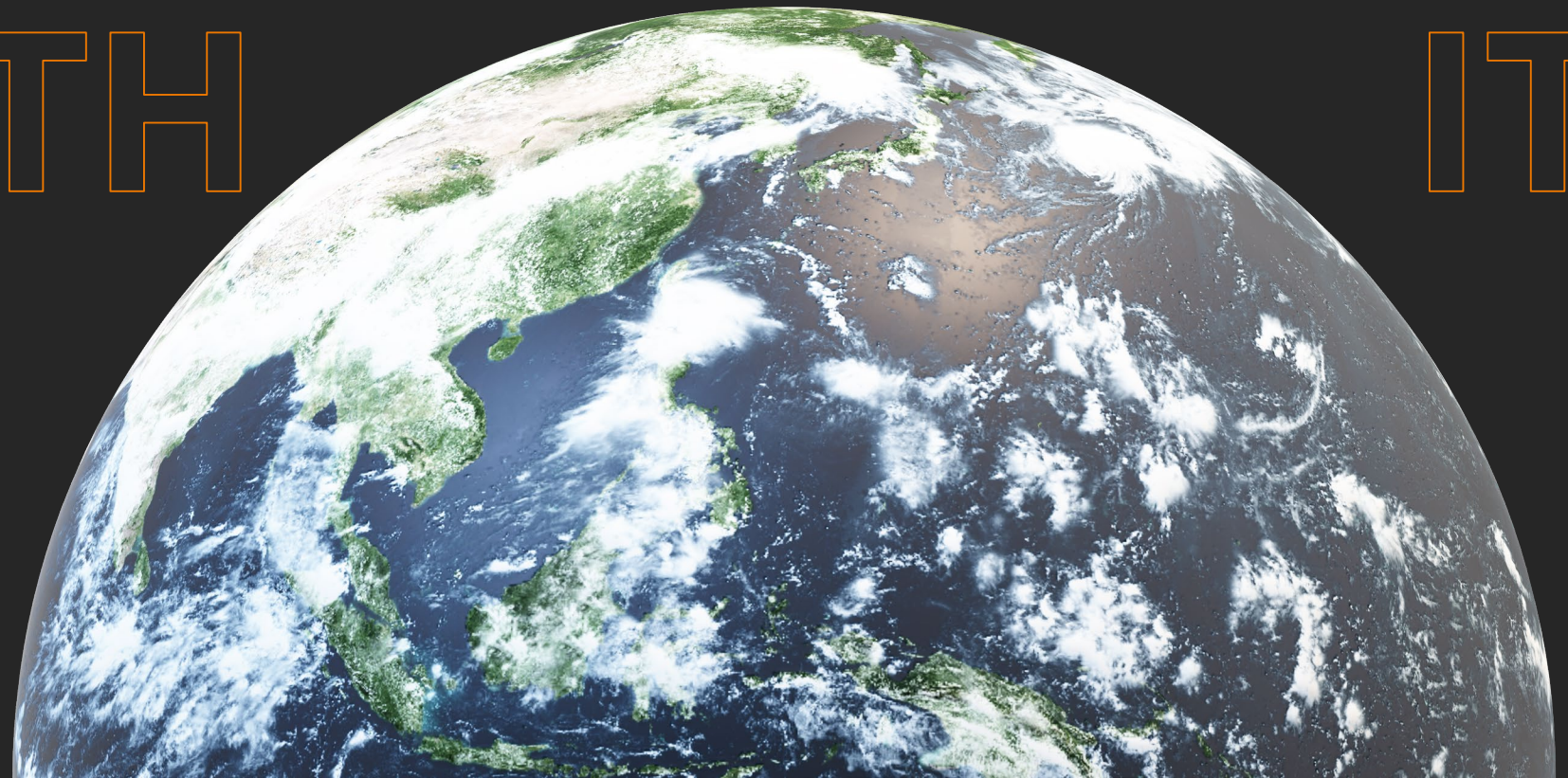
THE WORLD IS CHANGING

THE WORLD IS CHANGING

THE WORLD IS CHANGING

inbusiness

WILL YOU AND YOUR ORGANISATION CHANGE WITH IT?



inbusiness

AI inbusiness

Meet Katie King

- 30-year career in consulting and marketing
- Published Author on AI
- Voted Top 10 AI Influencer 2023 by AI Time Journal
- CEO of AI in Business and Zoodikers
- Member of APPG taskforce for Enterprise Adoption of AI

Active poll

69

Join at

slido.com

#1132 747

What do you fear most about AI?

Changing our culture and dehumanising us

72%

Impact on privacy

22%

Making my role redundant

6%

Active poll

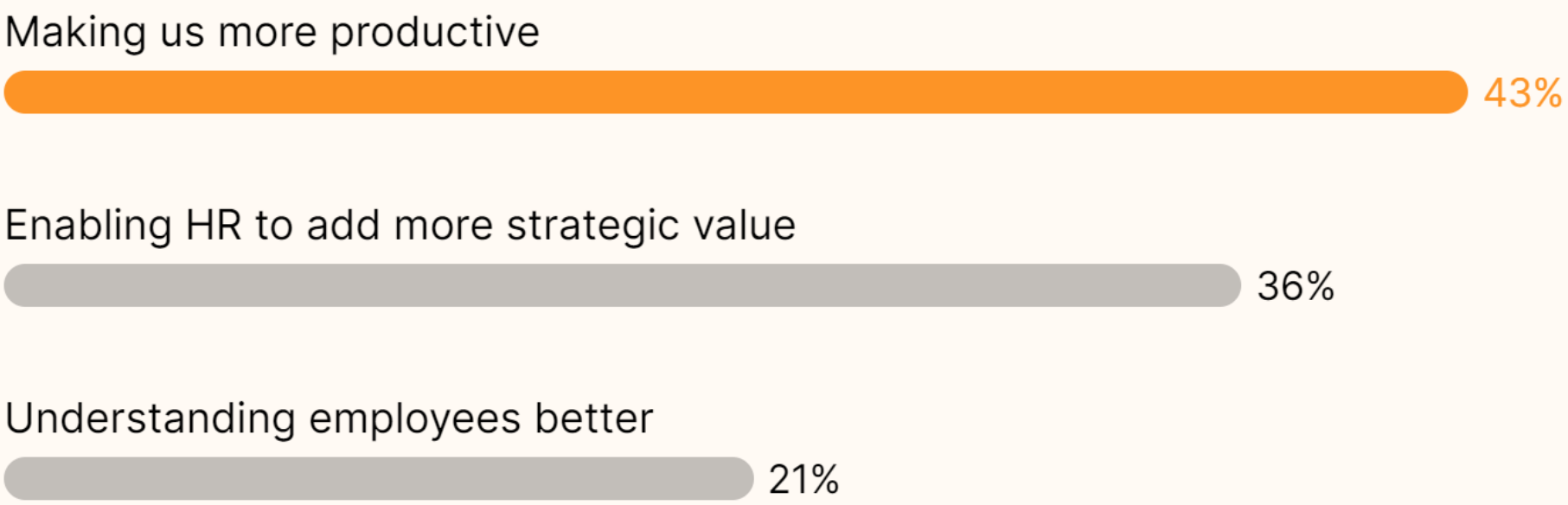
67

Join at

slido.com

#1132 747

What do you believe will be the biggest benefit of AI to your current role?



AI inbusiness

Defining AI

AI inbusiness

87% of global organisations believe that AI technologies will give them a **competitive edge.**

Those who do not adapt soon may fall so behind they may **never catch up,** while those who do not adopt AI at all risk being **left behind** altogether...

Defining AI

- AI is the **capability of a machine to imitate intelligent human behaviour**.

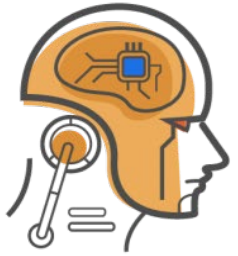
- Machine learning (ML): a current application or subset of AI, using pattern recognition and algorithms to **enable machines to accelerate learning through experience.**

Narrow AI

Dedicated to assist with or take over specific tasks.

General AI

Takes knowledge from one domain, transfers to other domain.



Super AI

Machines that are an order of magnitude smarter than humans.

What AI Is

- ✓ A specialised technology capable of amazing things
- ✓ Better and more efficient at certain tasks than humans are, like data collection and analysis
- ✓ A tool and ally

What AI Is Not

Defining AI

What AI Is

What AI Is Not

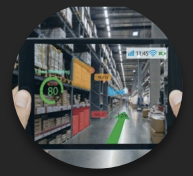
✗ An all-knowing, all-capable, superintelligent technology

✗ A total replacement for human intelligence, creativity, and skill

✗ A threat to every job and human worker

AI in Different Forms

Interactive AI



Visual AI

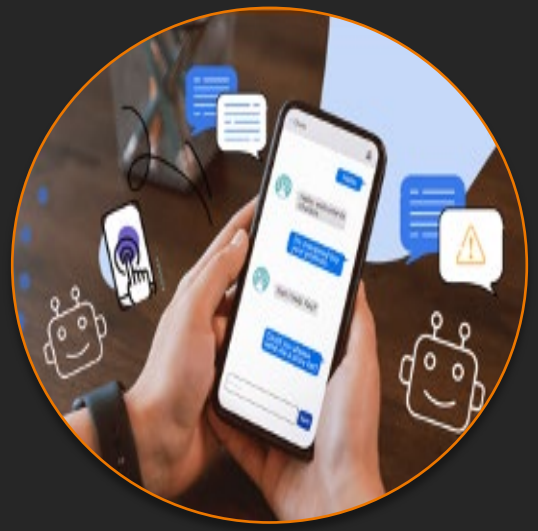
Functional AI

Analytic AI

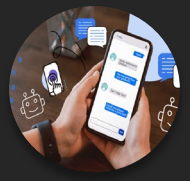
Generative AI

Interactive AI refers to developing AI systems that can engage in human-like conversations and respond dynamically to user inputs.

- Common Examples: Chatbots; Smart Personal Assistants
- Real World Use Cases: Amazon's Echo devices, Apple's Siri



AI in Different Forms



Interactive AI

Visual AI

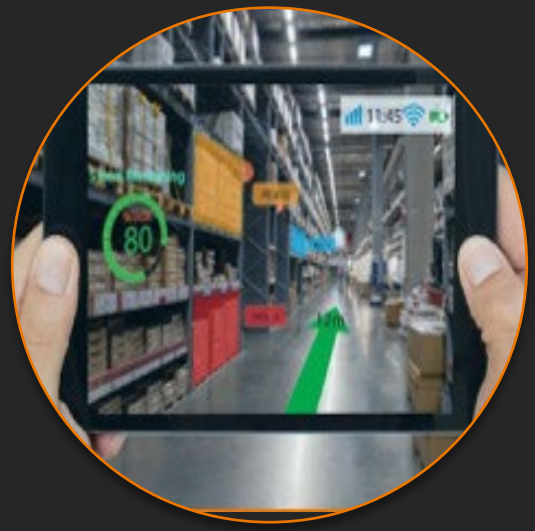
Functional AI

Analytic AI

Generative AI

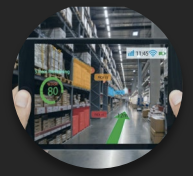
Visual Artificial Intelligence is an aspect of computer science that teaches machines to make sense of images and visual data the same way people do.

- Common Examples: Computer Vision; Augmented Reality; Facial Recognition
- Real World Use Case: Some insurers use Visual AI to assess the damage from vehicular accidents to draft a claim



AI in Different Forms

Interactive AI



Visual AI

Functional AI

Analytic AI

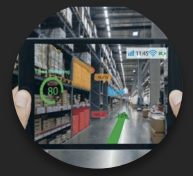
Generative AI

Functional AI also scans huge amounts of data and searches for patterns and dependencies in it. However, instead of giving recommendations, functional AI takes actions.

- Common Examples: IoT Solutions; Robots
- Real World Use Case: An IoT sensor on a manufacturing line notices a malfunction, and sends a command for the machine to shut down before further damage is incurred

AI in Different Forms

Interactive AI



Visual AI

Functional AI

Analytic AI

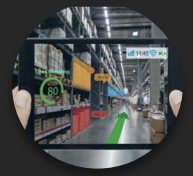
Generative AI

Powered with machine learning, analytic AI scans tons of data for dependencies and patterns to ultimately produce recommendations or provide a business with insights.

- Common Examples: Sentiment Analysis; Risk Assessment; Market Insights
- Real World Use Case: Various retailers use analytic AI to forecast demand and make smarter inventory recommendations

AI in Different Forms

Interactive AI



Visual AI

Functional AI

Analytic AI

Generative AI

Generative AI is the process of AI algorithms generating or creating an output, such as text, photo, video, code, data, and 3D renderings, from data they are trained on.

The purpose of generative AI is to create content, as opposed to other forms of AI, which might be used for other purposes, such as analysing data or helping to control a self-driving car.

- Common Examples: ChatGPT; Bard; DALL-E
- Real World Use Case: A marketing team could use generative AI to craft copy for websites, social media, emails, etc.

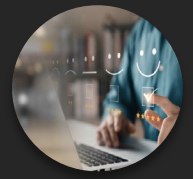
AI in HR & People Management

AI inbusiness

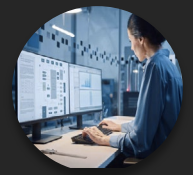
- Nearly 82% of HR teams will adopt more AI tools into their talent management processes over the next 3 years
- 60% of participants in an HR Executive survey confirmed that their organisations are already using AI for talent management
- 66% of CEOs think AI can drive significant value in human resources (IBM)
- Approximately 60% of HR professionals would consider using artificial intelligence to promote equity and inclusion among their employees

AI in HR & People Management

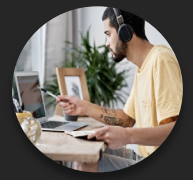
Talent Acquisition



Employee Retention



Data Automation

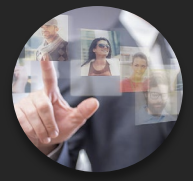


Learning & Development

AI can help to make the hiring process quicker and more effective.

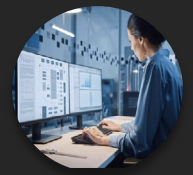
- Examples: Keyword scanning for CVs and LinkedIn profiles; Conducting stages of the interview process; assessing candidate suitability and culture fit; Candidate sourcing; Automated candidate engagement

AI in HR & People Management

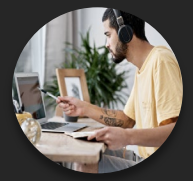


Talent Acquisition

Employee Retention



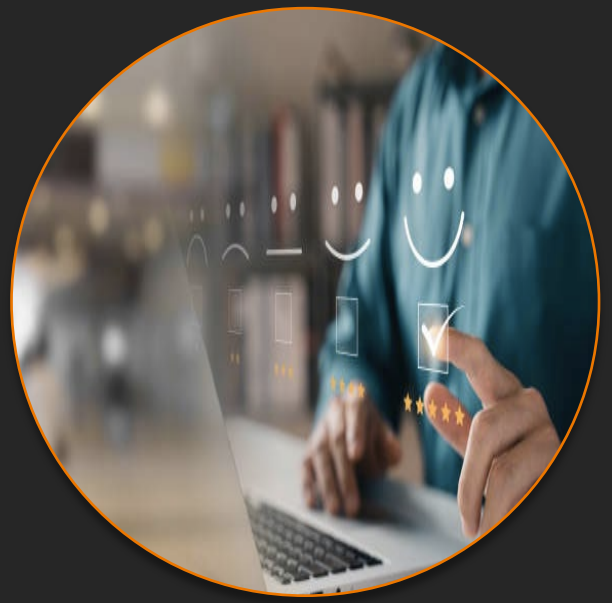
Data Automation



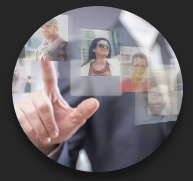
Learning & Development

Keeping hold of top talent has been a major challenge for businesses, and AI may be able to help.

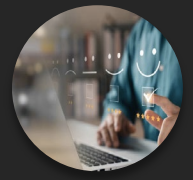
- Examples: Informing the creation of benefits packages; sentiment analysis; flagging potential turnover; more detailed performance reviews



AI in HR & People Management

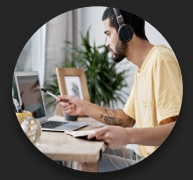


Talent Acquisition



Employee Retention

Data Automation

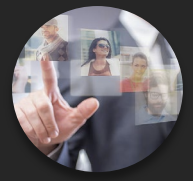


Learning & Development

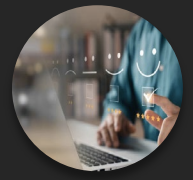
AI can help to automate some tedious data entry activities for HR professionals and candidates.

- Examples: Document verification; Transferring information from CVs onto digital forms; Faster data entry with less errors; Scheduling shifts, leave, meetings, etc.; Automating communications and FAQs with chatbots

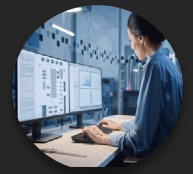
AI in HR & People Management



Talent Acquisition



Employee Retention



Data Automation

Learning & Development

AI can help to automate onboarding, reskilling, and training activities for the business.

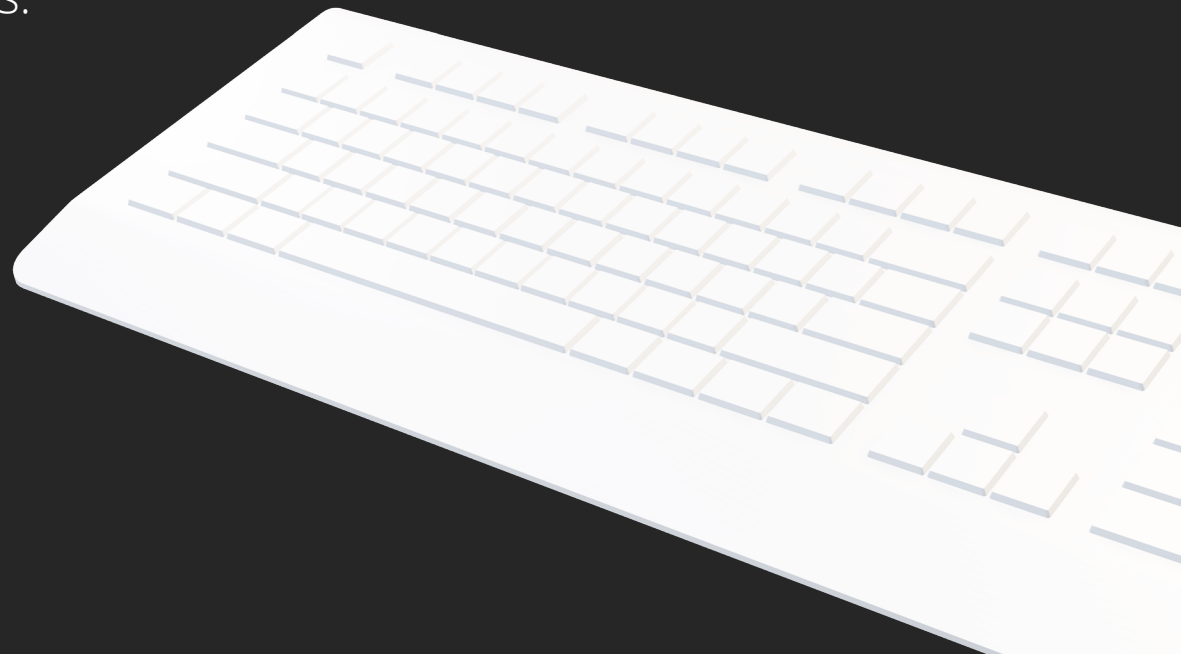
- Examples: Tailoring learning to individuals; Mentoring in real-time; Analysing skills and knowledge to identify gaps; Benchmarking employee progress over time; Onboarding new employees quickly and effectively

Specific Generative AI Use Case: Content Creation

- Generative AI can assist with the creation of job descriptions, competency guides, learning outlines, and onboarding and transition tools, and more

- For example, you could use Generative AI analyse all the biographies, work histories, sales tools, and various sales materials in your sales function and describe “what salespeople in your company do” to help you write realistic job requirements based on real roles.

- Or you could ask it to “read all our sales and product training” and “give me an outline of what people need to learn and know.” It could then build you tests, online learning guides, and eventually become the “sales coach” for your company.



Specific Generative AI Use Case: Recruitment

- Beyond drafting job descriptions and adverts, generative AI can also engage candidates throughout the entire process
- It can be used to automate interviews, answer questions, etc.
- Generative AI can also scan CVs and compare the qualifications of one candidate versus another
- Candidates themselves may use AI tools to draft their CVs, covering letters, LinkedIn profiles, and more in order to best present their skills and experience

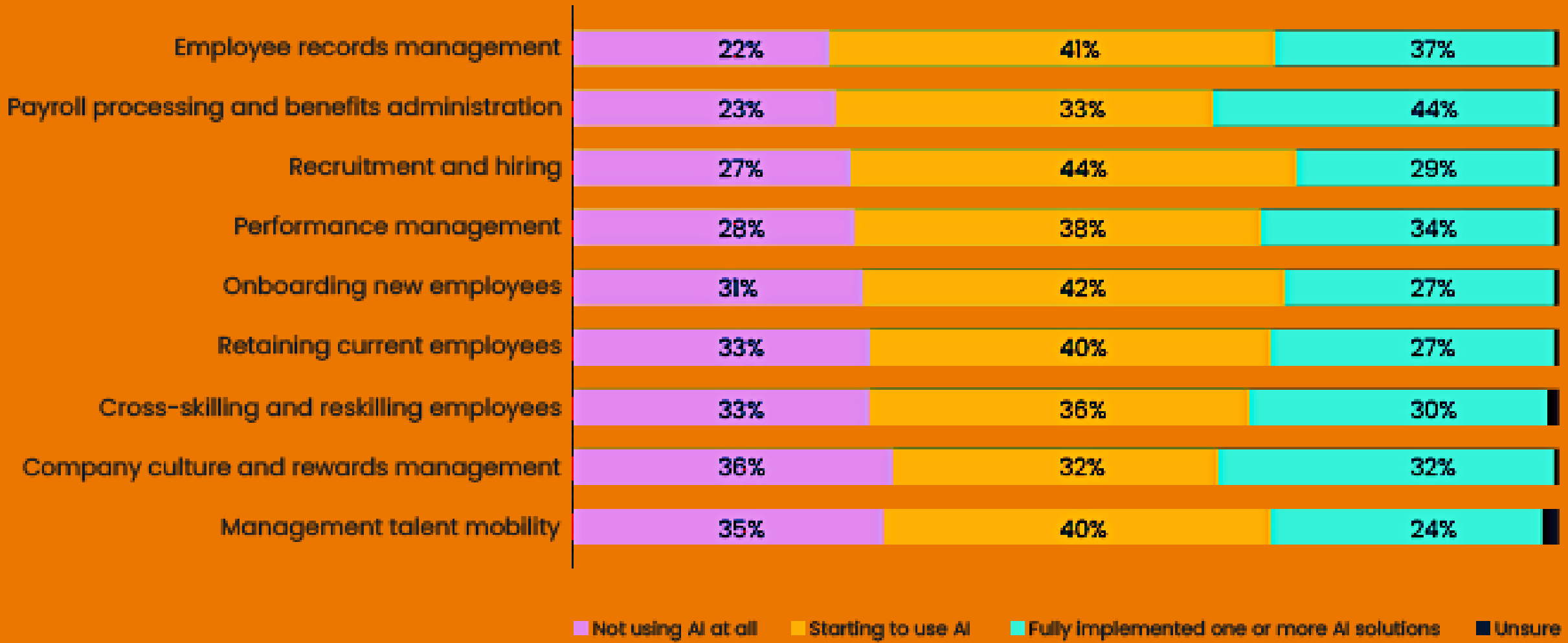
Specific Generative AI Use Case: Employee Satisfaction

- Generative AI can quickly do salary benchmarking, assess pay levels across millions of open jobs, and analyse external and labor market data to help understand competitive pay, rewards, incentives, and other benefit programmes

- Language models can engage with employees to answer questions about benefits, salaries, and other company policies

- Generative AI can also monitor employee satisfaction, performance, and engagement levels, and alert managers if intervention is necessary

How HR teams are using AI



To what extent is your HR department currently using artificial intelligence (AI) tools/technologies in the following areas? Base : 259 HR leaders

Source : Eightfold AI's 2022 talent survey

AI inbusiness

AI in Action: Real-World Business Use Cases

Real World Examples

Just Eat

- Food courier Just Eat turned to HireVue to adopt a skills-based hiring approach.
- To do so, it moved away from traditional resume screening., instead switching to using AI-powered chatbots to send screening questions and cognitive ability tests to potential candidates.
- The AI-based method has reduced the company's recruitment time by 50% from 14 days to 7.

Real World Examples

Electrolux's Digital Transformation

- When faced with a talent shortage last year, Electrolux digitized TA processes to elevate their candidate, employee, recruiter, and hiring manager experiences while reducing both time and cost to hire.
- Adopted a platform with AI-driven fit scoring, candidate matching, one-way interviews, and automated candidate engagement capabilities
- Results:
  - 84% increase in application conversation rate
  - 51% decrease in incomplete applications
  - 9% decrease in time to hire
  - 20% recruitment time saved using one-way interviews
  - 78% time saved through AI scheduling

Real World Examples

Starbucks Deep Brew

- Deep Brew is Starbucks' AI-based platform that drives the brand's personalisation engine, optimises labour allocation, and manages inventory in stores.
- AI is used to help managers predict staffing needs and make schedules, helping to ensure that efficiency is maintained without losing service quality
- This is part of their commitment to use "AI for Humanity," or leveraging technology to free up more time for valuable human connection

Real World Examples

Shell's Graduate Programme

- Yearly, Shell receives over 100,000 applications for fewer than 1,000 positions available as part of their global graduate programme
- To stay competitive, Shell recruitment wanted to create a streamlined assessment approach that could be delivered through technology.
- The HR team was able to automate much of the process with virtual assessments, video interviews early on in the process, and more
- This has resulted in major time savings for the HR team, and higher rates of candidate success and engagement

Shell's Onboarding

- The company has around 86,000 employees in more than 70 countries, and therefore needs to be able to deliver training that spans skill level, experience, and geographic location
- The company uses a mobile training app to offer tailored microlearning 24/7, which leverages gamification to boost participation and knowledge retention.
- When learners complete microlessons and provide feedback, they have the chance to win real prizes like Amazon gift cards, airline tickets, and more
- Shell's average course completion rate is above 75% across all topics, and learners demonstrated a knowledge increase of almost 30%

inbusiness

Who Can You Turn To?

inbusiness

Key Tools & Vendors

Key Tools
& Vendors

Chatbots & Virtual Assistants

AI inbusiness

Key Tools
& Vendors

Generative AI

inbusiness

Key Tools
& Vendors

Recruitment Tools

inbusiness

Key Tools
& Vendors

Employee Performance Tools

Key Tools
& Vendors

Employee Experience Tools

inbusiness

Key Tools
& Vendors

Onboarding and L&D
Tools

inbusiness

Key Tools
& Vendors

Other Useful Tools

inbusiness

Crafting a Digital Culture

"It’s essential to put people at the centre of any AI design. A successful implementation requires that the organisation considers the full range of likely impacts of the AI on the workforce and makes that consideration part of the specification. Ideally, this leads to an implementation that is designed not only to achieve company goals, but also to improve the quality of the human jobs. In other words, the AI should assist the workforce rather than the other way around."

- NAOMI CLIMER, CBE

CO-CHAIR, THE INSTITUTE FOR THE FUTURE OF WORK

AI inbusiness

Top Causes of Resistance

Misunderstanding
of AI

“If It Isn’t Broken...”
Mentality

Lack of
Alignment

Personal
Concerns

AI inbusiness

Top Causes of Resistance

Misunderstanding of AI

Fear of replacement based on media scaremongering, misinformation, or lack of knowledge of what AI can and cannot do

“If It Isn’t Broken...” Mentality

Lack of Alignment

Personal Concerns

AI inbusiness

Top Causes of Resistance

Misunderstanding
of AI

“If It Isn’t Broken...”
Mentality

Tendency to veer towards what feels comfortable, safe, and familiar rather than experimenting with the unknown

Lack of
Alignment

Personal
Concerns

AI inbusiness

Top Causes of Resistance

Misunderstanding
of AI

“If It Isn’t Broken...”
Mentality

Lack of
Alignment

Personal
Concerns

Fears about one’s own job security, skillsets, and place in the future of work

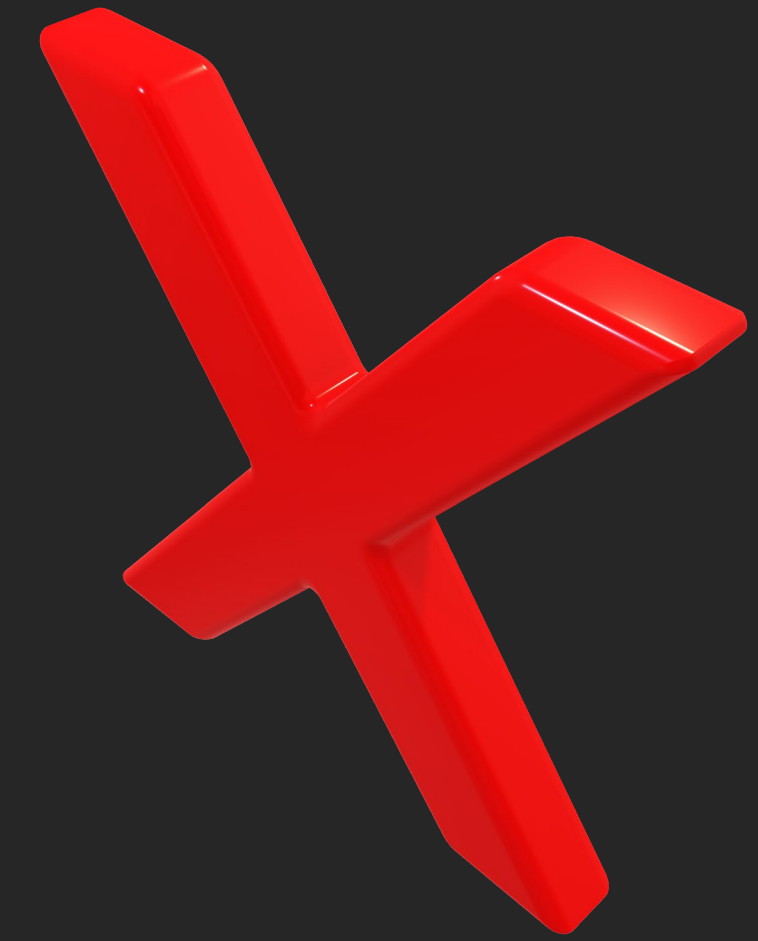
AI inbusiness

Top Causes of Resistance

Misunderstanding
of AI

Lack of
Alignment

Lack of clear communication between staff and decision makers about what exactly is going on, why, and how



“If It Isn’t Broken...”
Mentality

Personal
Concerns

Adapting Staff to Change

Communication is Key

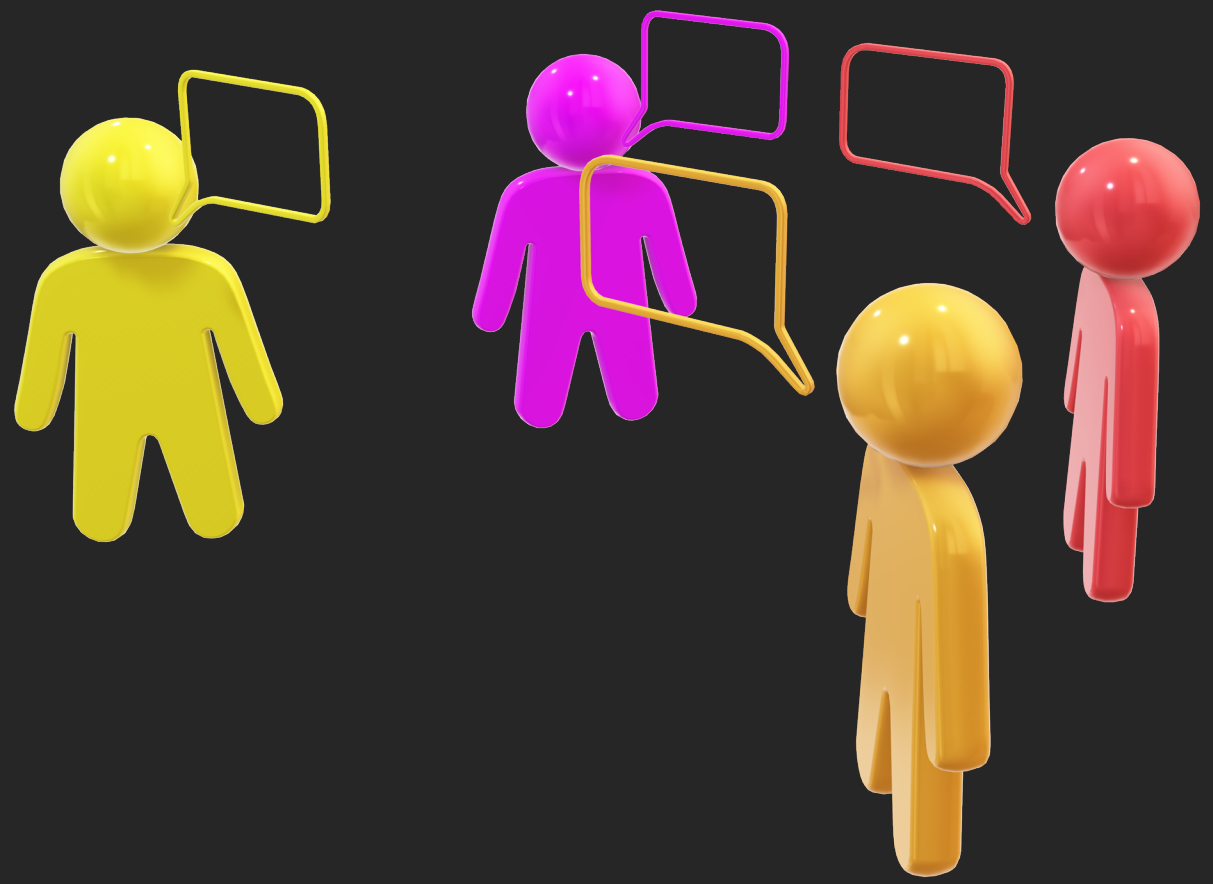
Listen to concerns, answer questions, talk things through, and become a resource

Lead with Empathy

As an agent of change, understand how difficult and uncomfortable change is, try to see the situation from staff's perspective, and be supportive yet firm where needed

Open the Feedback Loop

Regularly check in throughout the transition and collect feedback at regular intervals to track progress over time



Generating Leadership Support

- Potential challenges from leadership and the C-Suite:
  - Maybe overzealous about adopting AI, and can't fathom why their people aren't supportive
  - Not willing to invest in a new tool, benefit, or initiative even with clear need
  - Mismatches in what the C-Suite perceives your skills gap to be and what it actually is
  - Differing opinions on what the best solution to talent issues are (i.e. recruiting vs retraining)

- As the top decision makers in the organisation, their opinion is often what comes to fruition. The challenge for HR's agents of change is to shape and influence these opinions

inbusiness

Generating Leadership Support

Demonstrate Need

Why are you proposing what you are? What benefits will it bring the business? What's the bigger picture?

Provide Evidence

Use data to back up your arguments (staff feedback, performance metrics, research, etc.)

Facilitate Communication Across Levels

As an agent of change, act as the liaison between the top of the organisation and the teams lower down to help create alignment at every level.

AI inbusiness

Retaining Talent

- AI is changing how work is performed, substituting some tasks and augmenting others.
- HR needs to ensure employees remain engaged and motivated, especially in jobs for which generative AI will heavily impact how work gets done.
- Ensure employees have voice into how AI is introduced into their work so its impact can be optimised while providing upskilling and reskilling so they can engage in new productive work.
- Assign clear actions and owners. Leave no gray areas when determining what responsibilities and expectations fall on the human, and which fall on technology

inbusiness

Getting Started

1. AI Mindset

___ Vision
___ Openness
___ Ability to Change
___ Flexibility
___ Realism
___ **Section total**

2. C-Suite Support

___ Comfortable
___ Eager
___ Aligned
___ Partnerships
___ Driving Forward
___ **Section total**

3. Business Case

___ Solves Needs
___ Strategic KPIs
___ Iterative
___ Processes Ready
___ Competitive
___ **Section total**

4. Experiment

___ Tools/Vendors
___ Proof of Concept
___ Prepared to Fail
___ Documentation
___ Cohesive Data
___ **Section total**

5. Collaboration

___ Departmental
___ Human/Machine
___ Academia
___ Supply Chain
___ Long Term Vision
___ **Section total**

6. AI Talent

___ Learning & Dev
___ Reskilling Plan
___ Executive Talent
___ Resources
___ Funding
___ **Section total**

7. Culture

___ Departmental
___ Outward Facing
___ Fairness
___ Long Term
___ Motivationx
___ **Section total**

8. Innovation

___ Agile
___ Innovative
___ Open
___ Future-looking
___ Transformative
___ **Section total**

9. Wider Impact

___ Ethics
___ Trade Bodies
___ Input
___ Responsibility
___ Compliance
___ **Section total**

10. Roadmap

___ Strategic Plan
___ Funding
___ Success Criteria
___ Readiness
___ Authority
___ **Section total**

0 - 20: Traditional

Currently operating traditionally. A novice in AI. Research tools and vendors, get clear on need, and structure your strategy.

21 - 35: Transitional

A promising start with room to grow. Look closely at your score, analyse the gaps, and identify where to focus your efforts.

36 -50: Transformational

Exploiting the benefits of AI. Review your score to identify your next area of opportunity. Keep up the good work!

Scan to complete virtually

AI inbusiness

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
New Behaviours						
New Processes						
Watching Brief						
Tools to Research						
Culture & People						
Proofs of Concept						

inbusiness

THANK YOU

inbusiness

THANK YOU

THANK YOU

THANK YOU

inbusiness

QUESTIONS?

inbusiness

QUESTIONS?

QUESTIONS?

QUESTIONS?

inbusiness