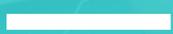# 5 ACTION STEPS FOR HR LEADERS TO LEVERAGE ARTIFICIAL INTELLIGENCE

futureworkplace

innovations to attract, develop and keep talent

Artificial intelligence will transform the employee experience

Most of us have read the headlines about how artificial intelligence will displace and automate jobs, but have we considered how we can use artificial intelligence to enhance our people practices and improve the employee experience?

The implications from artificial intelligence (AI) are just starting to surface in the workplace. In fact, Gartner research predicts that by the year 2022, one in five employees will be working alongside a digital assistant powered by AI. This reality will disrupt HR functions as we know them.

What will the impact of AI be on HR?

Recent research from Career Builder among HR leaders finds artificial intelligence and automation will have a major impact on HR over the next few years with 13% of HR leaders already seeing evidence of artificial intelligence (AI) becoming a regular part of HR, and 55 % believe AI will have a greater impact in the next five years.

But while AI is getting ready for business, many executives are not prepared. A McKinsey survey of 3,000 business executives across 10 countries and 14 sectors found that few firms have actually deployed AI. In fact, 41% of these business executives admit they have not implemented AI because they are not exactly sure what AI can do for them, how it can help their organization, how they can integrate AI into their company, or how to assess the return on investment in the technology.

So how can business executives leverage AI for HR?

The time is now for CHROs to be pioneers in leading their organizations by partnering with CIOs, the Office of Transformation, Customer Experience, Corporate Communications, and Employer Branding to develop a strategy for how AI can transform and enhance the employee experience.

One key finding from the McKinsey survey of early adopter companies using AI is the focus on using AI for growth and transformation initiatives and not solely on automation and cost savings. CHRO's have an opportunity to assume a leadership position by being creative and strategic in using artificial intelligence across the employee life cycle from sourcing new hires to on boarding, career development and coaching.

In this context of becoming an HR pioneer, here are five areas that CHRO's and their teams can start to learn about and craft a strategy for how to best leverage artificial intelligence for HR.

1. Be curious about how AI can impact you, your team and your HR function

Start researching AI tools you can use in your daily work life in areas where AI will help you to work smarter. For example, consider trying:

- Paysa, a site that uses machine learning to provide salary information and career insights for job seekers and employers

- X.ai, a virtual AI powered personal assistant to schedule your meetings which is programmed to learn from each interaction with you

- Textio, an AI powered site which helps your recruiting team improve the text of job descriptions, attracting a more diverse talent pool

- Ascendify, a firm that re-imagines internal talent mobility

These are great 'gateway' products that will help you better understand how AI can improve your personal productivity and find top talent for your company.

2. Understand the most important business problems to be solved by using AI

According to a recent Forrester survey, 85% of customer interactions within an enterprise will be with chatbots in five years' time, and this will provide opportunities to explore the use of chatbots for enhancing not only the customer experience but also the employee experience.

HR is ripe for taking a leadership position in this and here are some ways AI can enhance the employee life cycle:

Talent Acquisition

> Some companies like Marriott receive more than 4 million applications in a given year, and using artificial intelligence can streamline the talent acquisition process by:
>
> * Improving the speed and effectiveness of the candidate experience
> * Increase the diversity of the talent pool
> * Offer greater personalization in the hiring process, allowing candidates to select components of their offer that best fit their needs

New Hire On-boarding

> Chatbots can serve as a mobile HR assistant that helps employees get answers to FAQs regarding things such as benefits packages and vaction days.

Career development

Learning is moving from a "one size fits all" model to more personalized pathways for learning along with recommendations from peers on relevant learning solutions. Artificial intelligence can provide more of a "Netflix" like learning experience for employees.

Coaching

One of the areas HR is struggling with is how to offer coaching at scale. Using artificial intelligence can provide an employee with recommendations to pursue alternate career roles and the relevant training needed for these.

This means the focus of using AI in the workplace is not on job loss but on how AI can improve the candidate and employee experience. Research reveals 50% of job seekers do not hear back after submitting their resumes through traditional corporate channels, so one can see why using artificial intelligence to re-invent the recruiting process is one of the first areas HR leaders are examining.

This is happening in technology firms such as IBM and Cisco, but also in companies outside of the technology sector. For example, Marriott and Hilton are using AI to deliver an improved candidate experience by conversing candidates via a chatbot during the recruiting process. By using AI powered video interviewing and Ally, the Hilton chatbot, the Hilton Talent Acquisition team has seen a 40% improvement in interview hire rates and a Net Promoter Score of 85%.

3. Begin to collect data on the business problem to be solved using AI in the workplace

McKinsey Global Institute research finds a focus on entire occupations being displaced is misleading. While nearly all occupations will be affected by automation, McKinsey finds that fewer than 5 percent of occupations can be entirely automated using current technology. But, 60 percent of occupations could have 30 percent or more of their activities automated.

Let's take the role of a recruiting coordinator. They will spend a percentage of their time screening resumes, scheduling appointments with candidates and answering frequently asked questions about the company, benefits and policies. What if this recruiting coordinator were given back 30% of their time to close new hire offers, communicate the vision and culture of the organization and become more of a talent influencer than a recruiting coordinator. This is the power of using AI for HR.

4. Put yourself in your employees' shoes: transparency is key. Make sure employees understand the benefits of AI and don't fear its ability to make certain tasks superfluous.

The benefits to using AI at work are numerous, from improving the efficiency and effectiveness of the candidate experience to providing employees greater personalization in developing their own career path, all using machine learning recommendations.

But CHRO's and their team must also be aware of barriers along the journey as HR experiments with artificial intelligence. A survey of 3,000 employees across 8 nations conducted by Kronos Incorporated finds three out of every five organizations (58 percent) have yet to discuss the potential impact of AI on their workforce with employees. However, two-thirds of employees (61 percent) say they'd feel more comfortable if their employer was more transparent about what the future may hold for them and share what the company will be doing to upskill them.

In addition to the growing importance of communications on why and how the organization will leverage artificial intelligence at work, HR leaders must also be vigilant to deep-seated employee fears, namely fear of job loss and an uneasiness in learning new skills to be able to truly embrace these new technologies.

All of this points to a close collaboration between CHRO and the Corporate Communications team to communicate the vision and strategy for using AI in the workplace.


5. Bring along a coalition of stakeholders on your journey to explore using AI in the workplace

Using AI in the workplace is not only an HR issue but a business one as well. This means it requires HR leaders to bring together a coalition of stakeholders from a variety of titles, levels, expertise and geographies to develop a shared vision for delivering business results using AI.

As we contemplate the future of HR and how to integrate AI into the workplace, standing still is not an option. HR must work with business stakeholders to create urgency, identify a business problem to be solved with AI, and develop a strategy for using AI for enhancing the candidate and employee experience.

Remember to Focus on the Human Experience

While technology is certainly a key element of creating a best of breed employee experience, forward looking HR leaders understand the biggest component in successfully implementing AI in the workplace is to have leaders who are committed to inspire teams and examine where HR transformation is possible. This starts with creating a more human experience at work and implementing opportunities for employees to develop deeper bonds with each other.
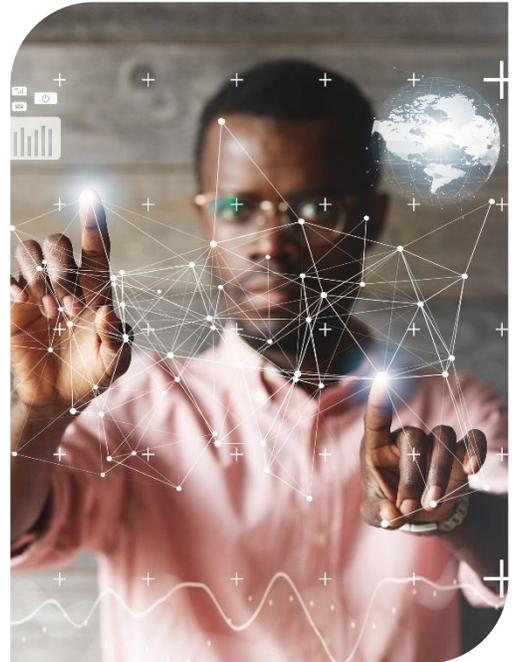
The transformation of HR is underway and the time is now for HR leaders to re-imagine, re-invent and re-tool the HR playbook. Start to prepare your team and your organization for developing a strategy to leverage artificial intelligence in HR, re-think traditional notions of who comprises your team, (human and AI) re-consider how training occurs (to both full time employees, contract workers and chatbots) and what changes must be made for HR to take full advantage of how technology will augment and create new job roles.

By using artificial intelligence, HR leaders can create a more seamless employee experience, one that is nimbler and mirrors the best customer experience.

As the focus of artificial intelligence pivots from automating a job role to understanding how to augment and upskill the role, the key will be to develop a strategy for how to best leverage AI across the people practices of an organization. This a whole new world, which is why Future Workplace, has created an online course, Using AI 4 HR To Enhance the Employee Experience to assist HR leaders and their teams to learn from the early adopter organizations such as IBM, Hilton, Intel and others in how they use AI to find, attract, keep and nurture talent in one of the tightest labor market in the last 18 years!

USING AI4HR

OFFERED BY: **futureworkplace**   POWERED BY: **NovoEd**

About the New Online Course: Using AI 4 HR

A five-week online course, the first of its kind, designed for and by HR professionals. Future Workplace assembled an all-star faculty of HR pioneers using AI 4 HR from Cisco, Cognizant Technology, Freeman, GE Crotonville, GE Digital, Hilton, IBM, Intel, rLoop, TIAA, View, who share why and how they are using artificial intelligence for HR to create an enhanced employee experience! Upon completion of the course, learners will receive a digital badge be eligible for 8 SHRM recertification credits.

Learn more and register today! https://usingai4hr.com/register/

The Need for Using AI 4 HR

"As technology relentlessly moves forward, the talent acquisition function must transform to better support the job seeker and emerging business needs. This course, Getting Started: Using AI 4 HR provides a comprehensive view of how HR can apply artificial intelligence and cognitive computing to enhance the candidate and employee experience. I'm excited to share how IBM is personalizing and transforming talent acquisition with AI and cognitive solutions."

—Corporate Vice President, Global Talent Acquisition, IBM

Learn more and register at usingai4hr.com.