ANDERSON WILLINGER

AI in HR

UNLEASH WORLD
16-17 OCTOBER 2024 | PARIS

Anderson Willinger's "good to knows"

from the biggest global HR conference UNLEASH in Paris, October 2024

240 speakers from around the world shared valuable insights, leaving the audience with key takeaways on topics such as **Human Capabilities & Empowering Humanity, Boundary-less HR, Skills Driven Organizations, AI Revolution & Future of Work, GEN AI Adoption & Secret Cyborg Problems, Levers of Transformation, Exponential Organizations, HR Data Literacy, and Future CEO & HR Synergy**.

As stated by Kevin Oaks, CEO of i4cp and Karen Kocher, Global General Manager of the Future of Work an Microsoft, **AI is becoming the third dimension of work.**

The workplace transformed with the shift to hybrid and remote work during COVID-19, and now AI is introducing yet another dimension to how we work. **Just as the pandemic changed WHERE we work, AI is now changing HOW we work.**

AI revolution can also be seen as the next level of agility, enabling us to create teams based on skills (not roles) that enable us to respond faster, adapt quickly to changes, and make smarter decisions.

This transition brings up a lot of questions:

- How can AI complement human work to enhance productivity without replacing jobs?
- How do we prepare employees for continuous upskilling and reskilling as AI evolves?
- How do organizations transition to a skill-centric model with flexible, project-based roles?
- How do we ensure fairness, transparency, and accountability in AI-driven decision-making?
- How can organizations foster trust and acceptance of AI tools among employees and stakeholders?

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WE ARE IN THE FLOW
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THE SKILLS REVOLUTION IS UPON US!

- The rapid pace of change has already **altered required skill sets by 25%** since 2015. That will double by 2027.
- It is estimated that **45% of the time** spent on current work activities in Europe, **could be automated by 2030** (2020 report from McKinsey Global Institute).
- **71% of CEOs** said they **are concerned by the availability of key skills,** but **only 14% have established a reskilling programme** (PwC)**.**
- The Financial Services Skills Commission (FSSC) estimates that **reskilling could save companies £50,000** per employee.

Source: Fosway Group Limited

> *"An organization is a network of skills, not just employees."*

David Blackburn
Senior Advisor for Skills and HR Evolution,
Bank of England

- **Jobs are now more human-centric.**
- While roles once remained stable as people came and went, today **people are constant, and roles evolve rapidly.**

On the other hand, according to Birgit Bohle, CHRO & Board Member at Deutsche Telekom, "Artificial Intelligence needs more human intelligence," which brings us to **Human Capabilities**—skills that are particularly critical in the modern workplace.

- **The organizations that thrive will be those that intentionally foster human capabilities** through deliberate development and strong cultural norms.
- **However, only 48% of them feel they have a clear grasp on human capabilities that drive true innovation and resilience.**

WHICH TOPICS LED US TO REFLECTION?

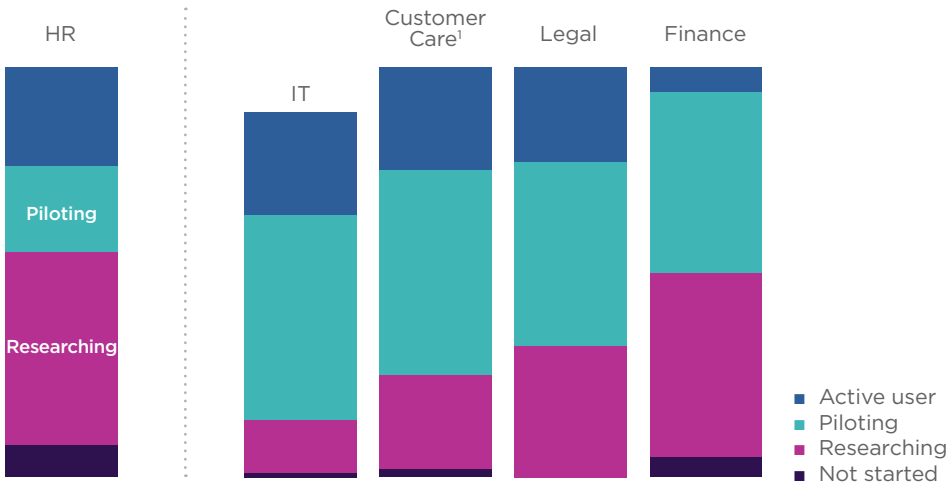
While AI has been a hot topic for years, at the 2024 Unleash Conference, we witnessed a **significant shift toward real-world applications and practical implementation**.

- The number of organizations reporting AI usage, especially GenAI, has nearly doubled compared to last year.
- It's important to note that the current state of AI primarily benefits individuals rather than organizations as a whole.

Generative AI (GenAI) focuses on creating new content, rather than simply analyzing or classifying existing data. Unlike traditional AI models that identify patterns or make predictions, GenAI models learn from data to generate novel and original outputs.

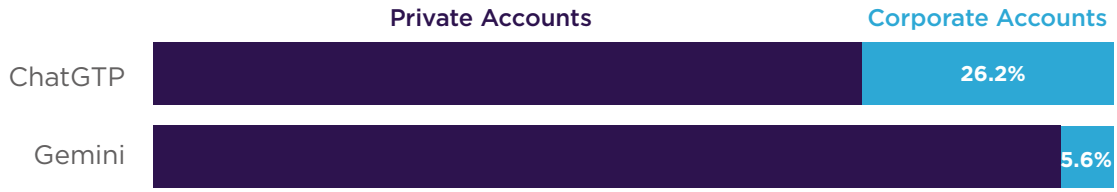
Gen AI Adoption Maturity: How HR Compares to Other Functions?

- Most companies are **using gen AI to boost efficiency,** but leaders believe **its true potential lies in transforming business effectiveness:** Using new technology to improve services, business results, and competitiveness.



[1] Includes both operations and customer care.
Source: McKinsey Corporate Functions CXO Survey, conducted April 10 - May 30, 2024.

Only 26 % of Chat GPT users log in with a corporate account and many keep their AI-enhanced methods under wraps, becoming co called **"secret cyborgs"**—employees quietly using AI to enhance their work and boost efficiency.



Source: Pierre Alexandre Balland, Executive Director CEPS & Harvard University

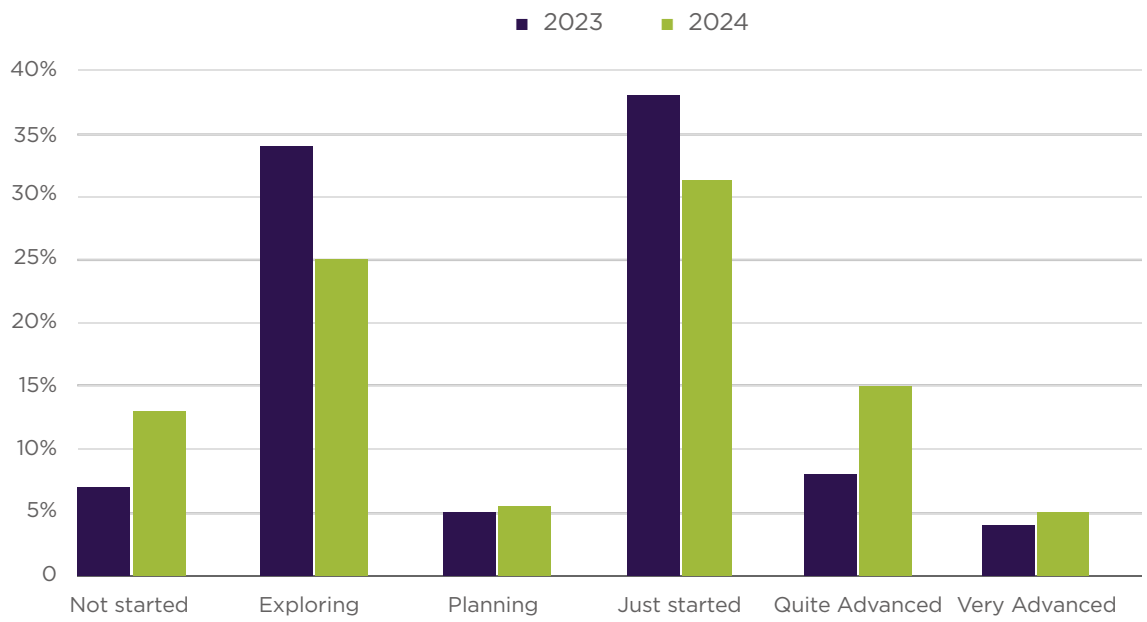
Wharton Professor, Ethan Mollick stated: **"People in your business will be using AI for all sorts of things – but they'll only tell you if it benefits them. They won't tell you if it will impact their work or put them or the colleagues at risk of being laid off, some people think AI is cheating.** The problems usually start with organizational policy often because of legal concerns. People also often judge AI-created content differently if they know it's from AI rather than a human. Mr. Mollick states that: "Companies are at risk from disruption from AI unless they can convince their secret cyborgs to reveal themselves." To do that will require a major change in how organizations operate.

Professor Mollick advised:

- The organization needs to **identify the employees who are already figuring out how to best use AI** in their role.
- Companies need to figure out a way to **decrease the fear associated with revealing AI use**. AI can free people to focus on more engaging projects or even finish work earlier.
- Organizations should motivate employees to embrace AI and expand its adoption. **Recognize and reward those who uncover innovative ways AI can drive meaningful impact.**
- **Ask some basic questions:** What do you do with the productivity gains you might achieve? How do you reorganize work and kill processes that are made hollow or useless by AI? How do you handle work that may involve risks like AI making up false information or potential issues with intellectual property?

How advanced are HR teams in adopting AI within their processes?

HOW ADVANCED?



Source: Fosway Group Limited

HOW ARE THEY APPLIED?

How HR is Applying generative AI **today**?

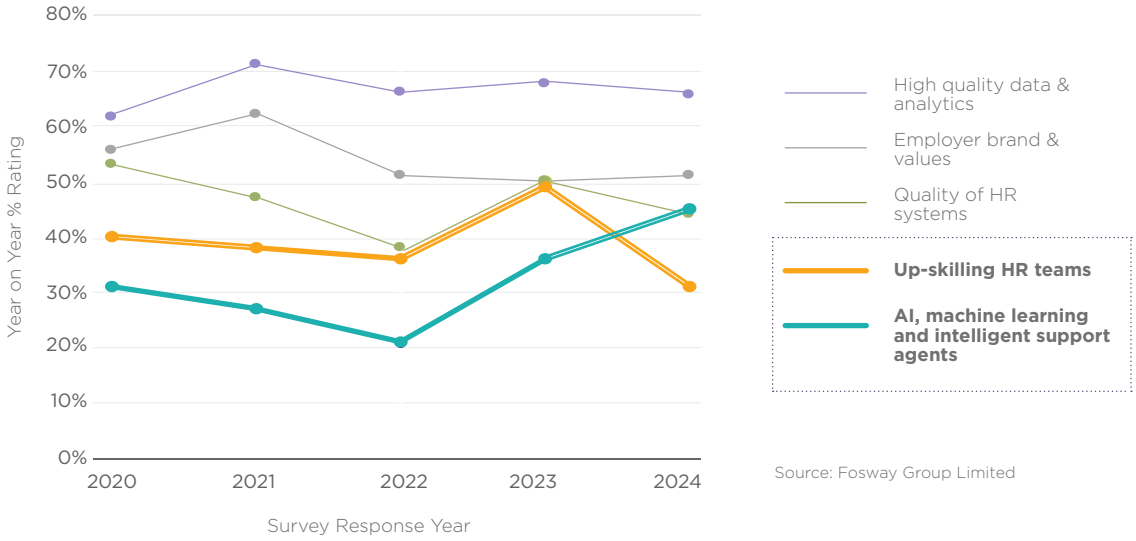
58%	Learning and Development
57%	People analytics
54%	Talent acquisition
47%	HR call center
46%	Employee experience
45%	Leadership development
43%	Employee engagement

How AI Innovators plan to use it **next**.

23%	Compensation
22%	Workforce planning
22%	Benefits
21%	Succession
21%	Labor scheduling
20%	Well-being
20%	Performance management

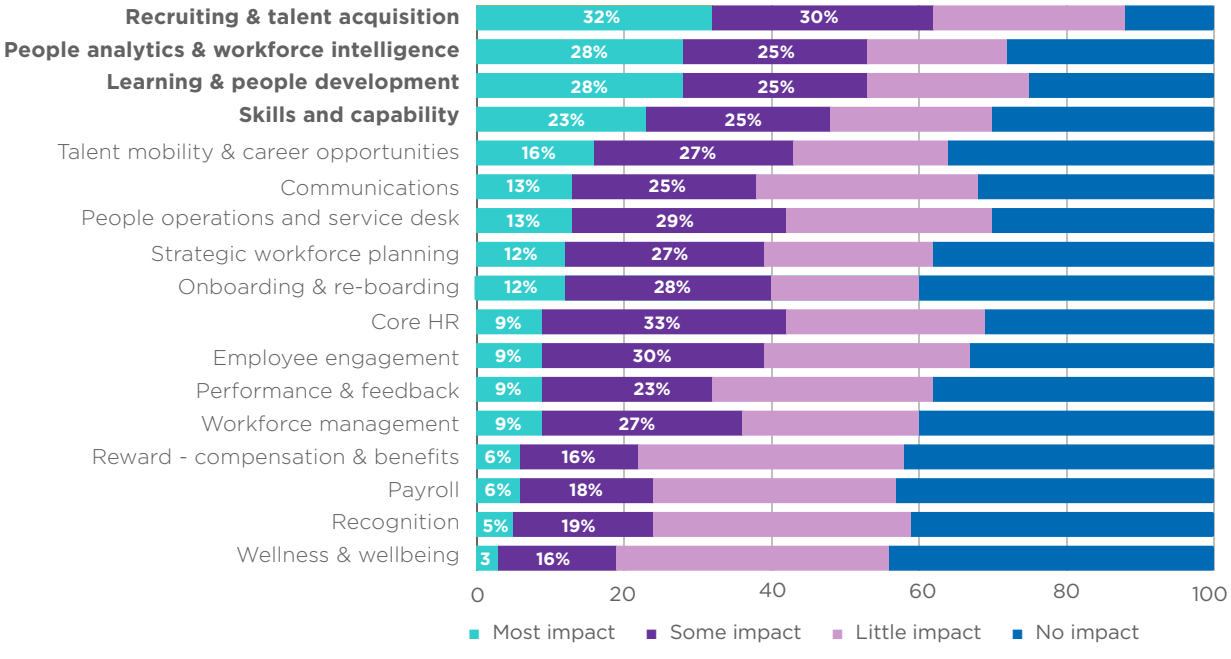
Source: Kevin Oaks, CEO, i4cp

Focus on AI in HR Operations Grows dramatically since 2022



Source: Fosway Group Limited

Which employee experiences and processes are so far most impacted by AI?



Source: Fosway Group Limited

Future of HR Systems Based on AI Models

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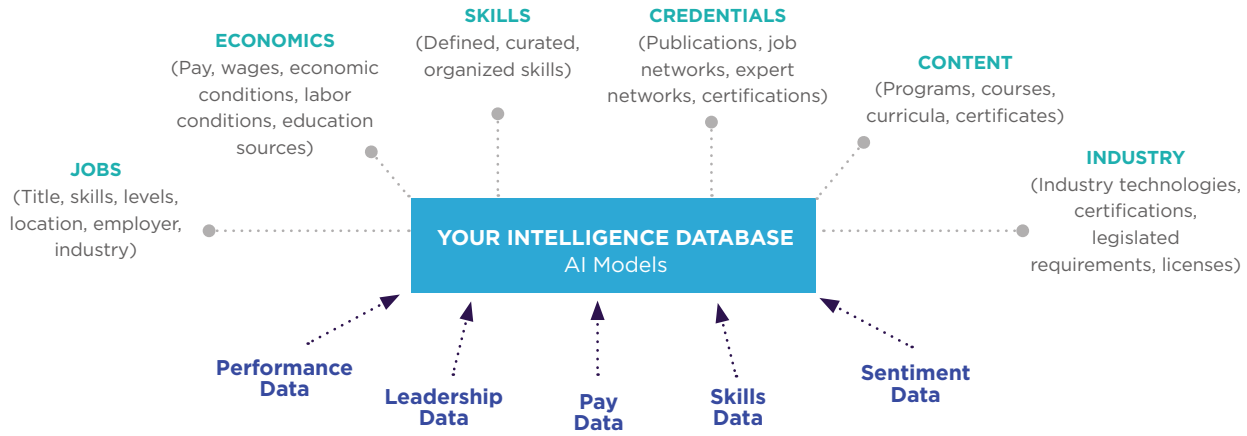
- **AI is changing how organizations manage employee information** by improving how and what kind of data they collect, store, and analyze. This goes beyond traditional HR systems, enabling smarter, data-driven decisions.
- Josh Bersin, CEO and Founder of The Josh Bersin Company refers to this advanced approach as the **Talent Intelligence Database**—a system designed to offer deeper insights into employee skills, potential, and career growth.



Where in the HR process is AI already used?

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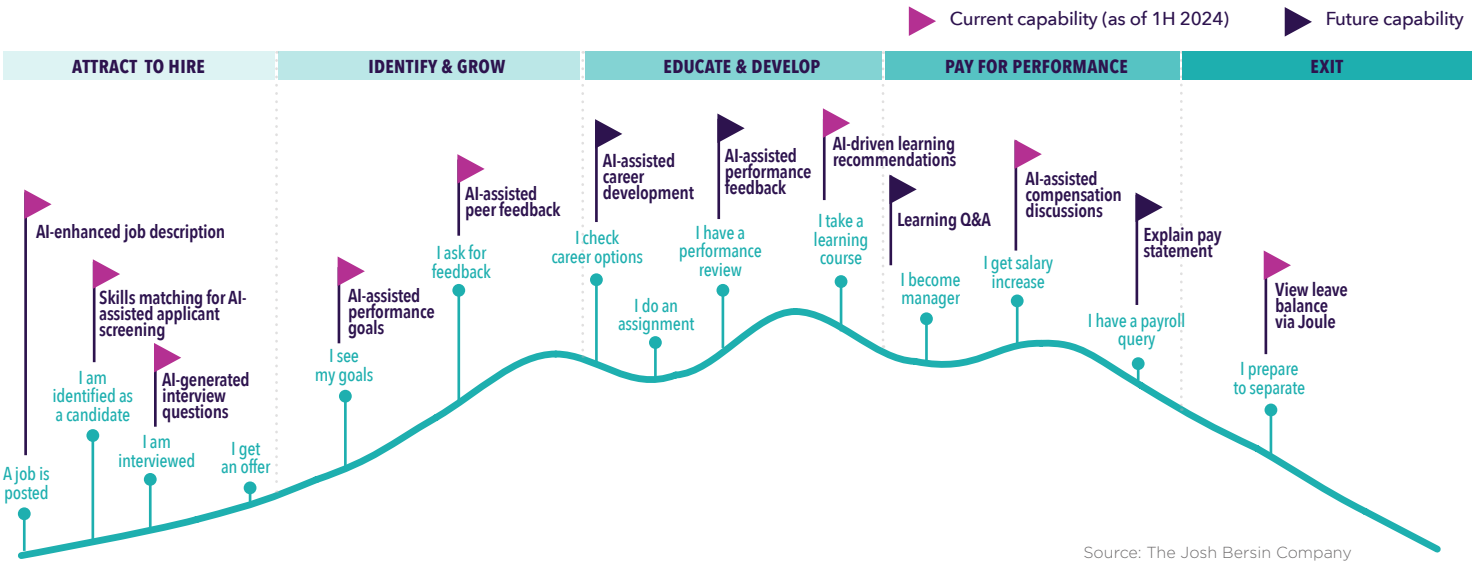
AI use cases along the employee lifecycle



Source: The Josh Bersin Company

Which interesting sources were mentioned?

Coursera

"AI For Everyone" by Andrew Ng: Easy-to-understand overview of AI, designed for non-technical professionals. It covers how AI can be implemented in organizations and how businesses can leverage AI technologies.

edX

"Artificial Intelligence: Business Strategies and Applications" by Berkeley: Introduction of AI strategies for executives and business leaders, helping them understand how to apply AI to enhance decision-making in their organizations.

Google AI

"Machine Learning Crash Course": A course offered for free by Google and provides an introduction to machine learning, a subset of AI. While it's more technical, it's a good resource for understanding the core principles behind AI implementations.

LinkedIn Learning (Free with a trial)

"Artificial Intelligence for Business Leaders": Focus on how AI impacts business and decision-making processes, offering insight into AI applications in real-world business contexts.

Who caught our attention the most?

Amy Webb
World-Renowned Futurist
Future Today Institute

Josh Bersin
Founder & CEO
The Josh Bersin Company

Dr. Kirstin Ferguson
Author
Head & Heart: The Art of Modern Leadership

Gary Bolles
Global Fellow for Transformation
Singularity University

Pierre-Alexandre Balland
Professor
Harvard University & CEPS

Most of the speakers presented data on the use of AI, reflecting how we can be more effective, efficient, and faster.

On the other hand, we also heard and resonated with the idea that thanks to AI, jobs will become more human than ever before.

We wondered how the topics would have changed if the key question had been:

How can we become more capable thanks to AI?
Could we potentionally become more wiser and human?

Remember, what you see isn't always a reflection of how things truly are.
AI can happen in many ways but this is not one of them :)

Marc

Real life:
Used CHAT GPT
a few time (twice)

Marc

LinkedIN Alter Ego: "AI Evangalist & Expert | CHAT GPT + Bard + Every other AI tool (that pays me) to 10x productivity"

Sarah

Real life:
Receptionist

Sarah

LinkedIN Alter Ego: "Communication Expert | Precision Enthusiast | Transforming corporate email strategies one pixel at a time | #Efficiency #Innovation"

John

Real life:
IT & Technology
Intern

John

LinkedIN Alter Ego: "Digital Defense Strategist | Cloud Security Visionary | Building resilient networks for a safer tomorrow | Transforming tech ecosystems globally"

Jane

Real life:
Does Marketing
as part time hobby

Jane

LinkedIN Alter Ego: "LinkedIN Alter Ego: "Award-winning Digital Storyteller | Brand Architect | Visionary Creator inspiring generational design | Portfolio: www.DreamBigJane.com"

ANDERSON WILLINGER

We are Executive Search.

Business Intelligence is fully integrated into our operations and practices. We consistently monitor and analyze trends within our leadership community.

We are in the process of developing a tool based on Artificial Intelligence, designed to forecast the success of a leader in a particular role and business, aligning with the company's culture and values.

A crucial component of our operations involves comprehensive psychological testing, aimed at evaluating and enhancing leaders while facilitating their successful integration. Collaborating with colleagues from INSEAD, Anderson Willinger has identified vital areas, including personality traits, essential for navigating organizations amidst today's turbulent times, whether through external recruitment or internal promotion. Leveraging this insight, the AW team has curated top-tier global tools to discern the current status of both the company and its leaders, pinpointing critical areas for development.

We not only provide our clients with assistance in setting a strategy and selecting key executives; **we also serve as partners in educating and inspiring top management about current global trends.**

In addition to our market research on Executive Education, here is a list of our premium workshops.

- → AI, People Analytics, Data Analysis and use of CHatGPT for HR Directorship
- → AI, People Analytics for CEOs
- → Positive Intelligence Workshop
- → Leader 'Shadows Workshop

TRENDS FROM OUR LEADERSHIP COMMUNITY

2024 2023

TRENDS IN EXECUTIVE EDUCATION

2024 2023

TOP CONFERENCES IN 2024

TOP EXECUTIVE SEARCH FIRM IN EUROPE 2023
Anderson Willinger
RECOGNIZED BY MANAGE HR

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