We discover the people practices
that drive high performance

to help you see what's coming

around the curve.

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# High-Performance **Defined**

- Revenue growth
- Market share
- Profitability
- Customer satisfaction

*Over a 5-year period.*

**Our Research Focus**

What do high-performance organizations do differently?

Do those practices correlate to market performance?

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# EMEA - Next Practices

**Agenda:**

- **Introductions and Agenda**
- **Discussion with special guest Katheryn Brekken, Ph.D., Senior Research Analyst at i4cp**

**Cohost:**



**JOHN SUTTON**
Vice President, Business
Development & Partnerships
i4cp

# HRSE
## HR SUMMIT & EXPO

Culture Fitness
Healthy Habits of High-Performance Organizations

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## Join i4cp at HRSE Dubai!

### 23-24 October, 2023

**Dubai World Trade Centre**

**Keynote by i4cp CEO and Culture Renovation® author Kevin Oakes**

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**Our Guest Today:**

**Katheryn Brekken, Ph.D.**
**Senior Research Analyst**

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# TODAY'S DISCUSSION

- Generative AI's transformation is happening:
The opportunity

- Implications:
How it's being employed & outcomes of experimentation

- What this means for HR

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# Why are we hearing about generative AI everywhere?

## 'Training My Replacement': Inside a Call Center Worker's Battle With A.I.

To many people, chatbots and other technology feel like a ticking time bomb, sure to explode their work. But to some, the threat is already here.

## Talk of Humanity's Demise Is Greatly Exaggerated

AI poses 99 threats but extinction ain't one.

## AI experts are increasingly afraid of what they're creating

AI gets smarter, more capable, and more world-transforming every day. Here's why that might not be a good thing.
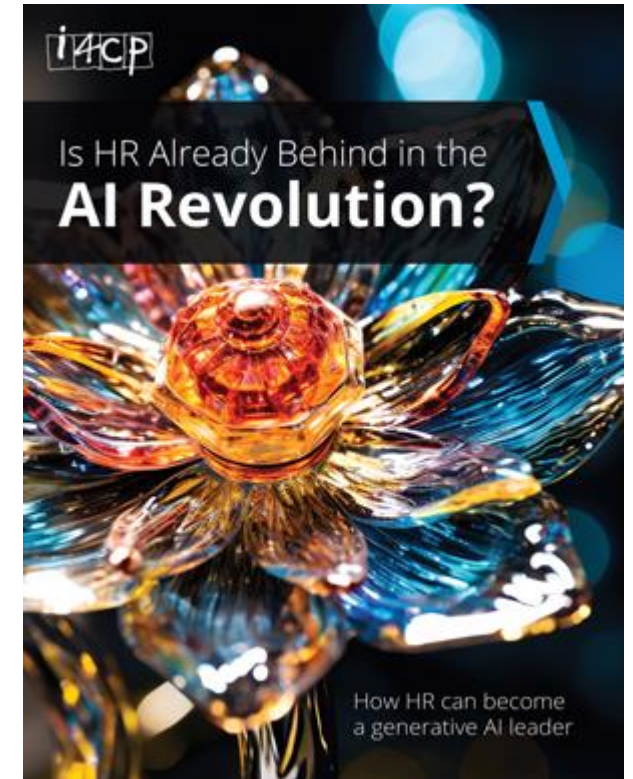
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# What best describes your executive leadership's perspective on the use of generative AI within the organization?

a) **Unknown** (leaders have yet to provide a point of view on its use across the organization)

b) **Forbidden** (leaders have prohibited employees from using it at work)

c) **Cautious** (leaders are exploring its use but are largely in a wait-and-see mode)

d) **Thoughtful** (leaders support its use but have put parameters on usage)

e) **Fully embraced** (leaders want to see how it can impact the organization)

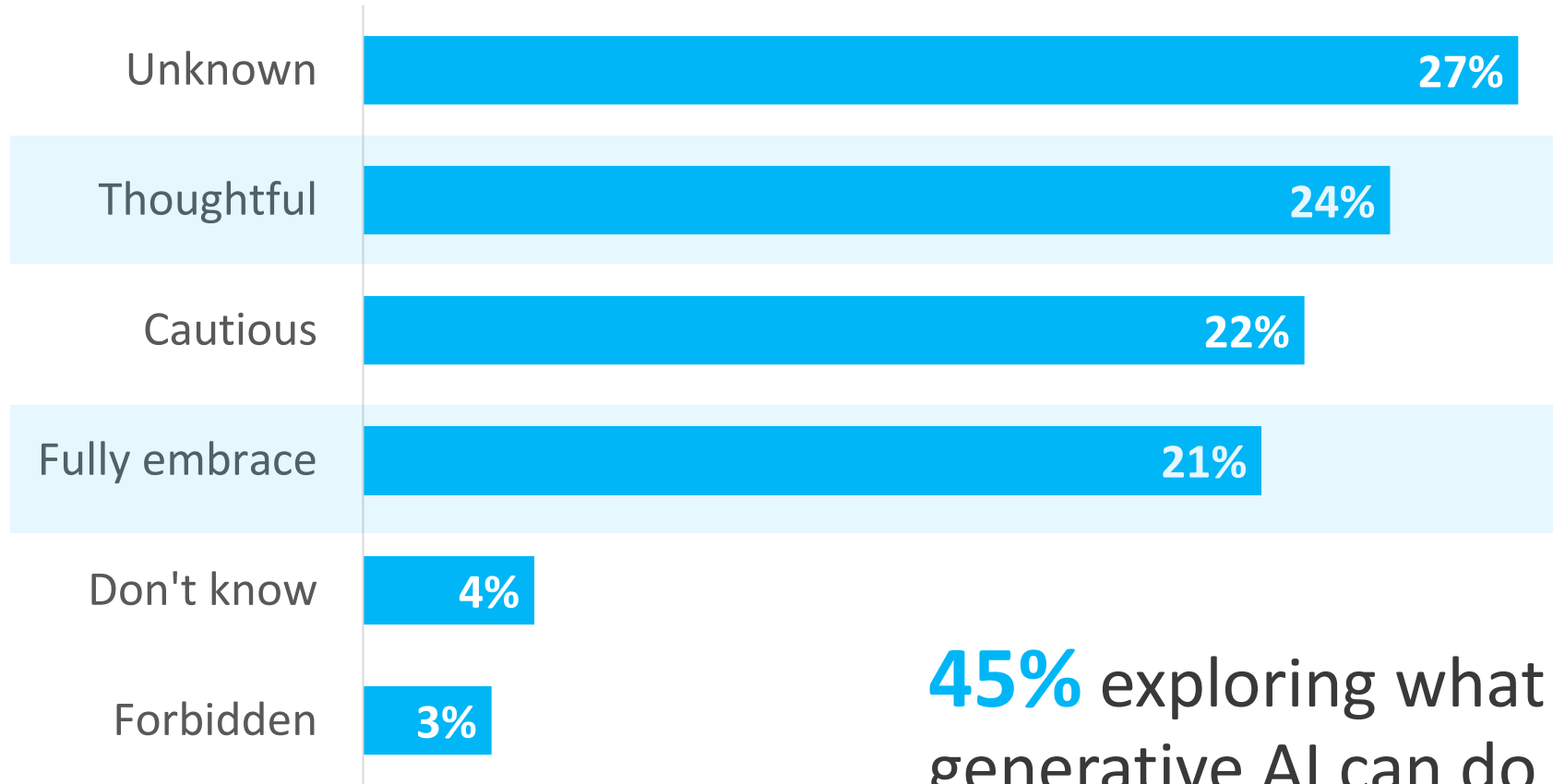f) **I don't know**

g) **Other**

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# Is HR Already Behind in the AI Revolution?

**SURVEY DEMOGRAPHICS**

- 1,522 responses from 62 countries
- 41% senior executives or above
- 57% are based outside North America



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Is HR Already Behind in the **AI Revolution?**

How HR can become a generative AI leader

# Leadership's perspective
## on generative AI at work

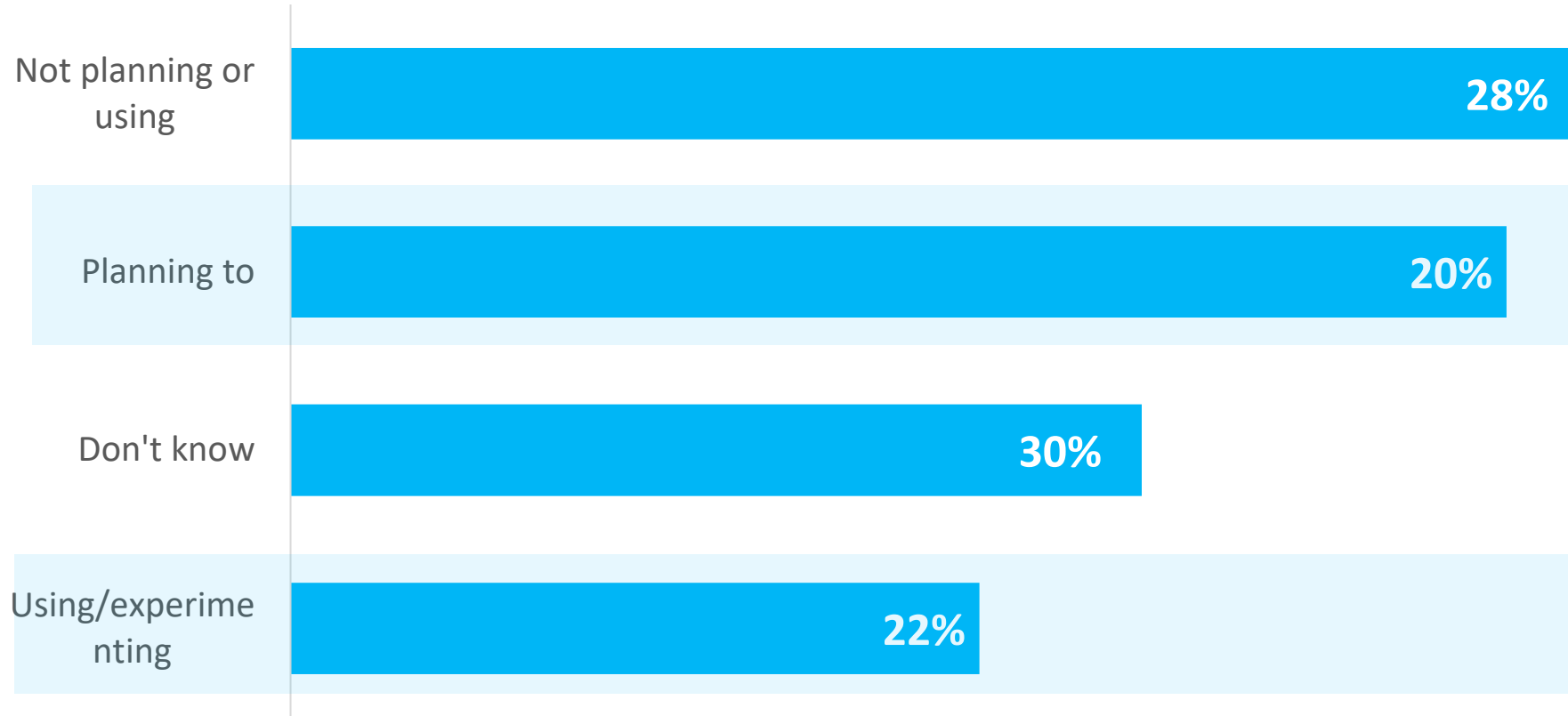| | |
|---|---|
| Unknown | 27% |
| Thoughtful | 24% |
| Cautious | 22% |
| Fully embrace | 21% |
| Don't know | 4% |
| Forbidden | 3% |

**45%** exploring what generative AI can do

Data represents those from organizations located in EMEA countries with > 100 employees, n = 131.
**Source: Institute for Corporate Productivity (i4cp).**

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Bloomberg

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Technology | AI

# Samsung Bans Staff's AI Use After Spotting ChatGPT Data Leak

- Employees accidentally leaked sensitive data via ChatGPT
- Company preparing own internal artificial intelligence tools

# Employees use generative AI for work anyway

**53%** Very likely

**22%** Know for a fact it's happening

**16%** Unlikely but could be happening

**8%** No idea

**2%** Zero chance

**75%** think it is **very likely or are certain** employees are using publicly available generative AI platforms, such as ChatGPT, for work without the organization's knowledge

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| Where HR is applying generative AI today (total sample) | Where HR Teams in EMEA are applying generative AI today |
|---|---|
| 58% Learning and development | 77% People analytics |
| 57% People analytics | 71% Employee engagement |
| 54% Talent acquisition | 69% Learning and development |
| 47% HR call center | 68% Talent acquisition |
| 46% Employee experience | 56% Employee experience |
| 45% Leadership development | 53% Employee well-being ⭐ |
| 43% Employee engagement | 47% Workforce planning ⭐ |

Data represents those from organizations employing >1,000 people.
**Source: Institute for Corporate Productivity (i4cp).**

Data represents those from organizations located in EMEA countries with > 100 employees.
**Source: Institute for Corporate Productivity (i4cp).**

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# Learning & Development

- Scenario training
- Create quizzes and assessments
- Learning nudges

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# People Analytics

- Data cleaning

- Synthetic data

- Comparing internal skills data to external market availability

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# Talent Acquisition

- Drafting more effective (even personalized) job descriptions

- Drafting interview questions which are more specific to the role and environment

- Training interviewers/panels
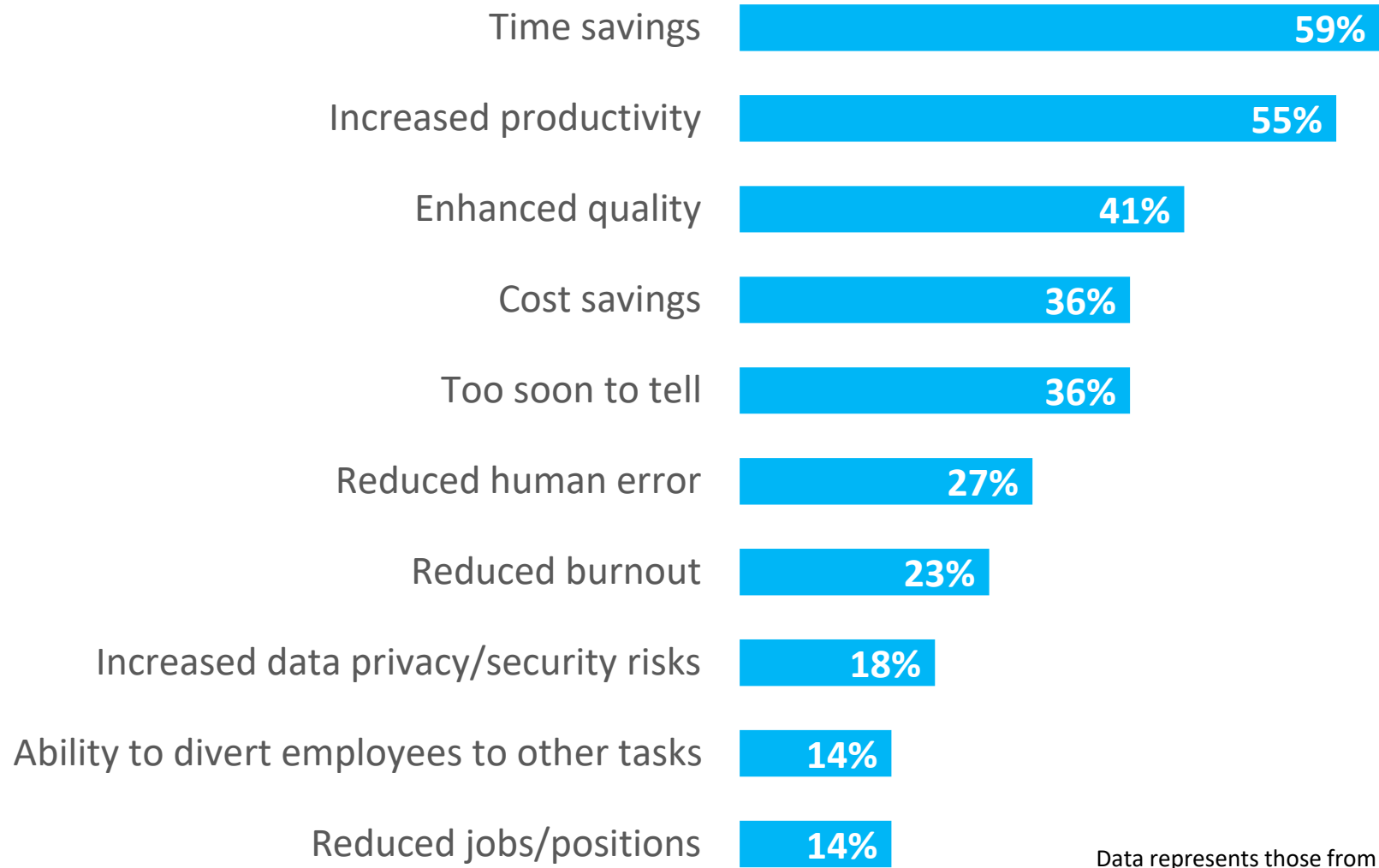
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# How HR leaders are using AI today

**56%** Researching information

**44%** Drafting emails or other correspondence

**35%** Analyzing and interpreting information

**33%** Creating presentations

**28%** Helping make better informed decisions

**23%** Taking notes during or summarizing meetings

**22%** Creating interview questions

**21%** Drafting company policies

**18%** Data visualization

**11%** Writing performance reviews

Data represents those from organizations located in EMEA countries with > 100 employees, n = 131.
**Source: Institute for Corporate Productivity (i4cp).**

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# Outcomes of experimentation and usage

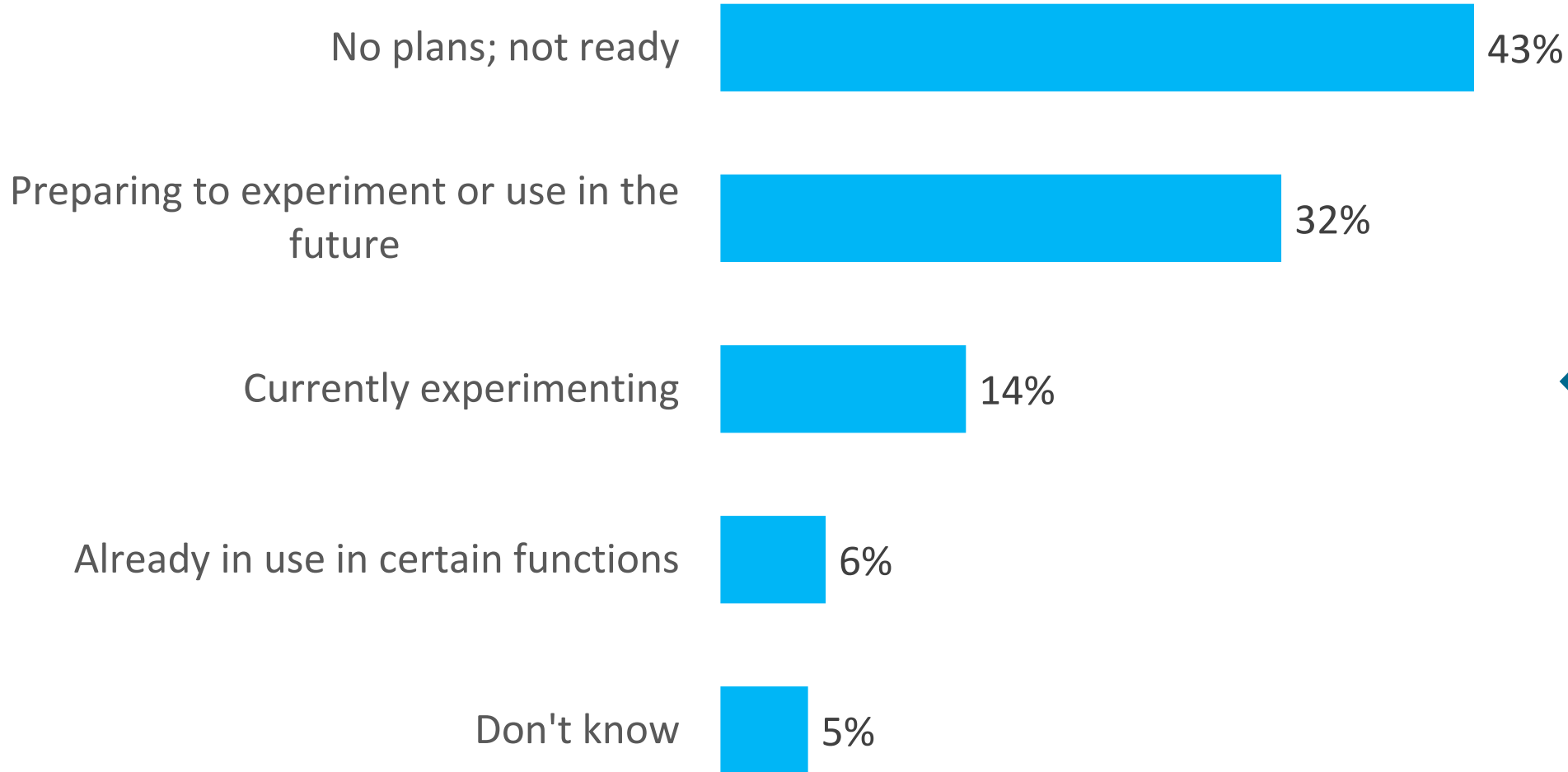| Outcome | Percentage |
|---|---|
| Time savings | 59% |
| Increased productivity | 55% |
| Enhanced quality | 41% |
| Cost savings | 36% |
| Too soon to tell | 36% |
| Reduced human error | 27% |
| Reduced burnout | 23% |
| Increased data privacy/security risks | 18% |
| Ability to divert employees to other tasks | 14% |
| Reduced jobs/positions | 14% |

Data represents those from organizations located in EMEA countries with > 100 employees, n = 131.
**Source: Institute for Corporate Productivity (i4cp).**

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# Which of the following best represents the readiness of your organization's HR function to use generative AI?

a) No plans; not ready

b) Preparing to experiment or use in the future

c) Currently experimenting

d) Already in use in certain functions

e) Don't know

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# HR readiness to use generative AI

No plans; not ready — 43%

Preparing to experiment or use in the future — 32%

Currently experimenting — 14%

Already in use in certain functions — 6%

Don't know — 5%

Data represents those from organizations located in EMEA countries with > 100 employees, n = 131.
**Source: Institute for Corporate Productivity (i4cp).**

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# HR is behind when it comes to generative AI

- **65%** Orgs have no policies or guidelines specific to the use of AI

- **37%** Leaders aren't communicating about AI

- **34%** HR is not involved in the governance of AI or advanced automated decisions

**57%** Believe the organization has no or low confidence in **HR's readiness to contribute to AI strategy**

Data represents those from organizations employing >1,000 people, n = 131.
**Source: Institute for Corporate Productivity (i4cp).**

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# KEY TAKEAWAYS

- Generative AI presents ample opportunity for HR (or other functions) to **add value**

- **A minority** of HR leaders are creatively employing it

- Because it is quickly **changing the way we work**, HR needs to step up to be at the table

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Activity ID: ==23-A9E2J==

# EMEA - Next Practices

**Upcoming Call:**

**Dave Ulrich**

Professor, University of Michigan Ross School of Business & Co-author of *"HR from the Outside In"*

**Diane Gherson**

Former Chief HR Officer, IBM

**Chris Fowler**

Chief Executive Officer, CPSI

**Prasad Setty**

Former Vice President of People Operations and Workspace, Google

**Amy Coleman**

Corporate Vice President of HR, Microsoft

**Charlene Li**

Best-selling Author

**Cameron Hedrick**

Chief Learning Officer, Citi

**Fran Dillard**

Vice President and Chief Diversity Inclusion Officer, Micron Technology

**Ian Wilson**

Vice President of HR, AWS

**Hubert Joly**

Former CEO, Best Buy

**Hortense le Gentil**

Author of *"The Unlocked Leader"*

**Rob Cross**

SVP Research, i4cp and Professor, Babson College

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# Thank You

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