



Artificial Intelligence & HR Management

— An Interview with —

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Q: Can you kindly tell us about how AI technologies will impact Human Resource functions in the corporate world?

A: Technology is a key driver in Business Transformation. Spending on digital transformation technologies and services is forecast to grow 10.4 percent in 2020 to \$1.3 trillion according to IDC estimates. Yet, a significant number of organizations are not getting transformation right because of a fundamental quandary over what digital transformation really is. While organizations are investing in innovative technologies, most are lagging or failing to respond to consumers' new expectations due to "meager digital literacy."

So is true in Human Resources Management. HR needs to leverage Technology to create value and services for its stakeholders. HR needs to strive towards ubiquitous optimization across processes, divisions and the business ecosystem of a hyper-connected organization & employees to deliver superior Employee & Stakeholder experience within the organization and deliver value to its stakeholders through an intelligent use of technologies and information.

AI can be leveraged in Hiring decisions, the way we Induct employees, assess their Performance, Reward them for their performance, manage their Career aspirations, identify Top Talents & Future Leaders, proactively prepare Future Leaders through a robust Succession Planning process, identify Development

*(The views expressed
are personal)*

Needs and chart out an Action Learning program, gauge the Moods/sentiments of people in the organization, proactively identify dissatisfied/disengaged employees and retain them or thwart any untoward Employee Relations problem. AI can be leveraged to work with Business and Optimize the Workforce utilization and productivity of the workforce.

AI and Digital Technologies is helping HR to automate a lot of tactical processes, integrate various HR processes within HR and also integrate HR across functions in the Business environment, help HR, Business Leaders and employees to be connected/engaged and work in a collaborative way. Most importantly it has helped to empower Managers and Employees to take People decisions. AI and related technologies will help HR to move towards a Personalized delivery plan vis-a-vis the conventional one size fits all strategy.

Q: We would like to know your take on how AI-integrated systems help in teaching and training employees.

A: Technology aided Learning systems are changing not only the how of learning, but also the where and the when. By facilitating a “pull” rather than a “push” system of learning, these technologies are pushing learning far beyond the traditional classroom style learning.

It has helped create immersive online learning environments (such as simulations), and tools that foster better communication and collaboration. Training will become more personalized and adaptive. It will foster social learning through networking, peer learning, and collaboration amongst employees, across departments, and even other stakeholders outside the organization. It will track & evaluate the learning efforts and measure the outcomes with measurable ROIs linked to Business.

At the same time, the COVID-19 pandemic has forced most of the Education & Training to the online platform for some time to come at least. The world (Trainers, Employees, Students & Teachers) wasn't prepared for it. Added to that, the new generation of learners is hard to please and harder to engage. You put in all efforts to make your online classes amazing and learners are still not impressed. So, how do you engage your online learners?

We started our learning as kids. As kids we learn through Play and Curiosity.

***Play:** Play is the first language we learn. It is how we discover the world and learn through our experiences. **Curiosity:** Curiosity is part of human nature to explore, and it lies at the heart of all innovations.*

To make learning awesome we need to combine the two, in a fun and social way, so that we can unlock the learning potential within all of us, no matter the subject, age or ability. Learning is not a spectator sport. Learners learn better and retain more when they are directly involved in their learning, not just sitting back and being lectured.

Here are some tools that helps us to bring in some fun, stimulate our brains, challenges our IQ, simulates real life situations through gamification and helps us to apply classroom theory in the real world and learn through the experience. Classroomscreen, Padlet, Crosswords, Puzzlemaker, ProProfs, Mentimeter, Ahaslides, Raptivity are some tools that can be used to make learning engaging and fun. Besides we can use CESIM, NUTURNS, StratXSimulations, GameLearn for gamification and simulations on line. Many of these use AI for creating a personalized learning experience.

Q: How quick is the adoption of HR-related AI technologies in the Indian business arena?

A: Digital transformation has the potential to transform when done right. It enables HR to reap significant benefits. But in most cases the execution doesn't match strategy and live up to the expectations. One of the main reasons is that HR is not Digitally Literate or Digital Savvy.

There has been so much of advancement in the use of technology in HR like agile goal management, conversation-based systems, voice-recognition, intelligent chatbots, Employee listening and engagement platforms, organizational network analysis, culture and sentiment assessment, intelligent sourcing, intelligent assessment, talent mobility, talent network platforms, dynamic & real-time Performance Management system, agile, self-directed learning tools, social recognition tools, continuous & real-time listening, micro learning platforms, AI-based prescriptive learning, video assessment, gamified assessment, gamified learning, real-time wellness / fitness monitoring through wearables, real-time analytics, network behavior, intelligent self-service

However, these are being used in bits and pieces and mostly in the West. Most HR Leaders and organizations are probably somewhere between Doing Digital and Becoming Digital. We are yet to see HR fully digitized and leverage the full spectrum of AI and related technologies within HR.

Q: What is your opinion on the future of interaction between AI and HR areas?

A: Artificial Intelligence (AI) integration into Human Resources Management function will make organizations better because it can analyze, predict and diagnose People related issues to help HR Leaders make better decisions. HR also has large volumes of repetitive, mundane, tactical responsibilities that could be replaced by AI-led automation. AI presents an opportunity for HR to automate repetitive, low- value tasks and to increase focus on more strategic work. AI won't replace all of HR, but it will cause significant change and disruption in the way the HR functions in the future. HR professionals need to embrace and prepare for this reality, where administrative skills are more and more going to be taken over by AI led automation.

Roles that focus on activities like sourcing, screening and scheduling will be automated, but roles with a focus on the complex decisions associated with key steps like salary negotiations will continue to be managed by people. AI provides HR professionals with data-backed resources and insights gathered from the various transactions of the past. AI can use historical company HR data to “learn” from past successes and failures. AI can help analyze a candidate's work experience & interests and match them with open roles best suited for them within the organization as part of Career Planning & Talent Mobility program.

AI can identify which candidate prefers what platform for communication – for instance, a Gen Zer might be more comfortable with Instagram, while millennials may prefer Facebook. GenX might be comfortable with face-to-face Training Programs, while millennials and GenX might prefer e-learning and online learning. GenX will want their compensation package to save for retirement, while millennials want more cash in hand. AI-backed chatbots allow HR professionals to understand employee sentiments & moods so they can proactively address potential employee relations roadblocks which boosts engagement and reduces turnover. AI helps HR to adopt an employee centric approach and make tailor made decisions for each employee in the organization based on their individual experiences and preferences.

