

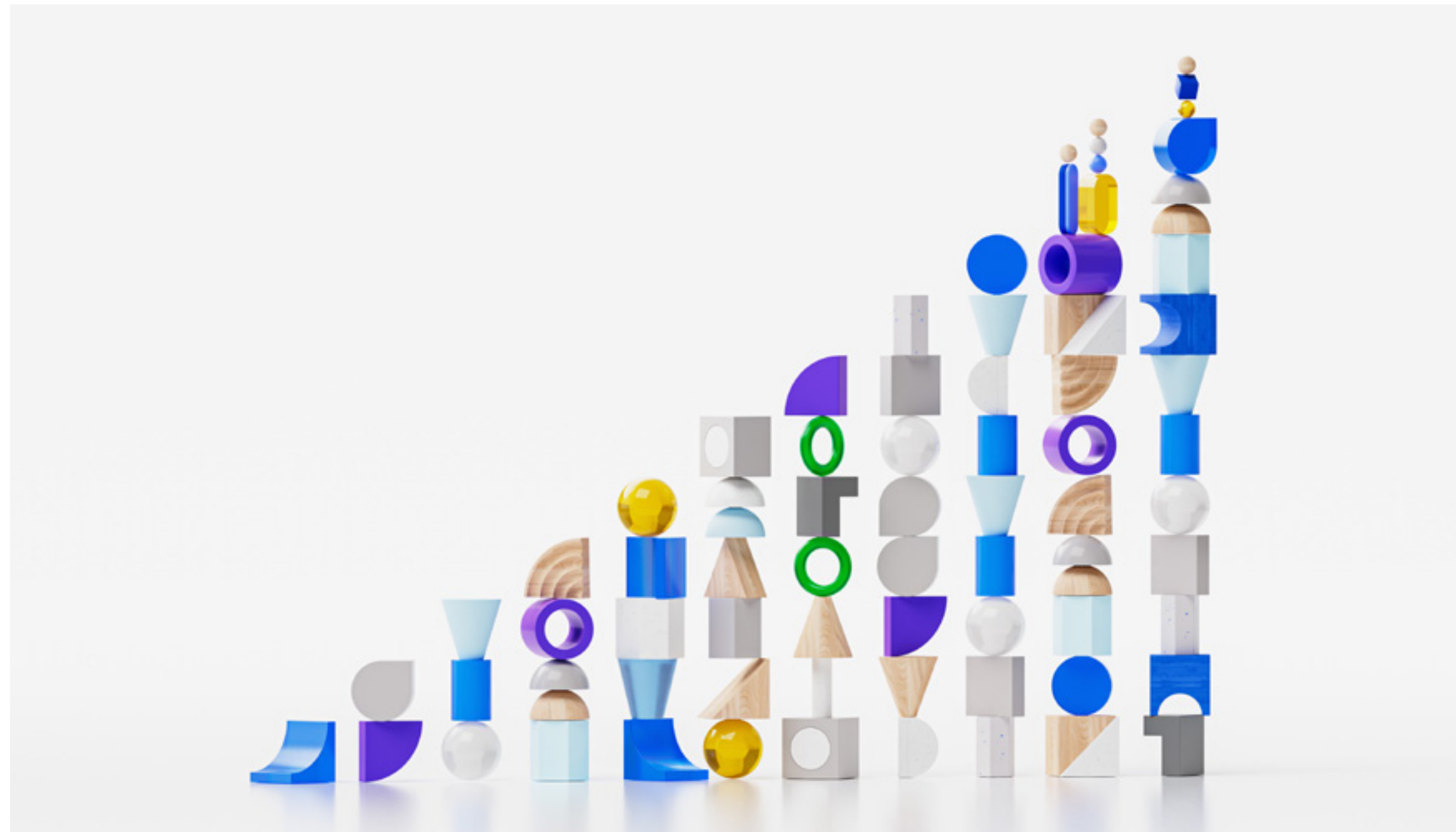
Put AI to work

for talent management



IBM

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in the time of AI
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01

Talent
management

As AI capabilities evolve, the nature of work will continue to expand and impact business at every level. It will not only change the way we define jobs, but also the skills required to support both business and employee needs.

For the Chief Human Resource Officer (CHRO) this means their responsibilities will shift increasingly more to that of a value driver and change agent across the enterprise.

After all, the adoption of AI and other technologies has the potential to disrupt 83 million jobs globally and create 69 million new job roles.¹ The impact of this will create fresh opportunities and challenges in human resources, career development, employee experience and the management of processes and records. This may require organizational leaders to develop a new way of working and massive workforce reskilling—one of society's toughest endeavors.

A major role for HR leaders is to help employees grow and learn, with trust in one another—and in the AI they're using.

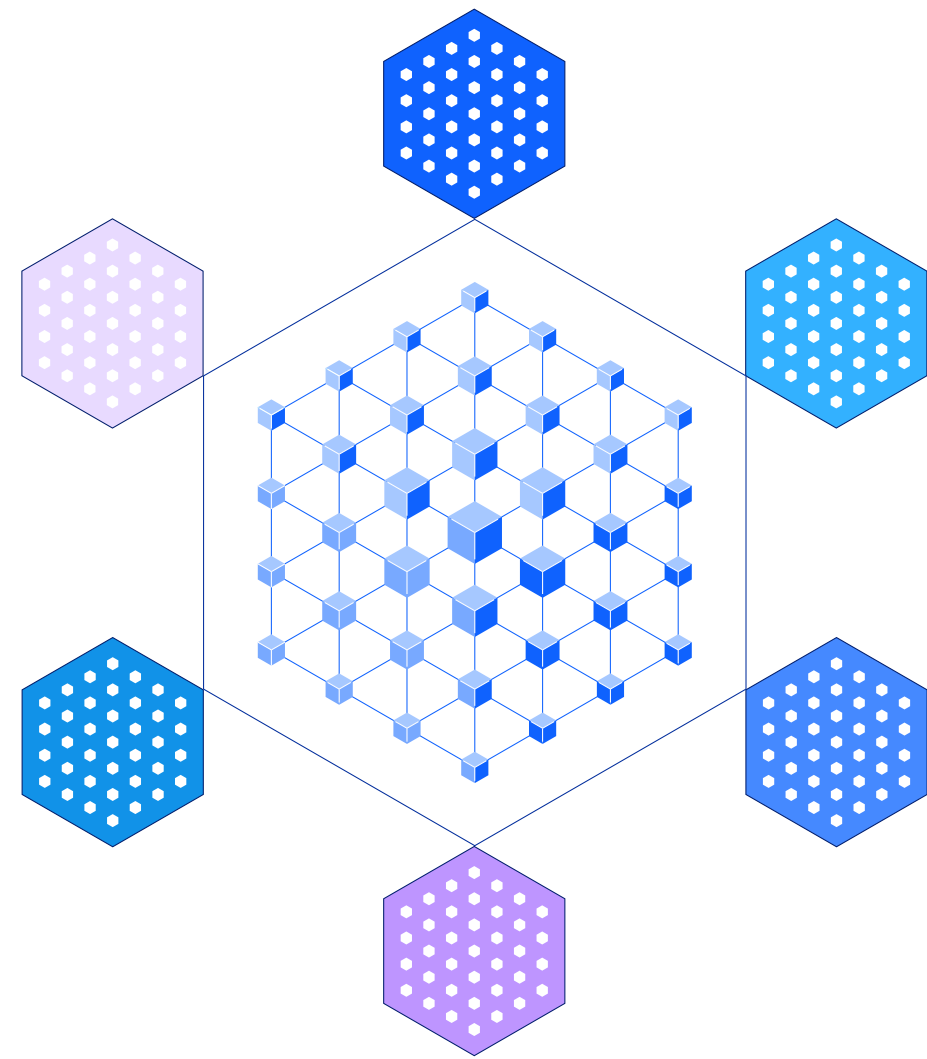


Read on to see how to use AI to redesign your HR function by helping to make your business more efficient, to increase productivity levels, and to drive innovation.

02

About generative
AI for business

Fundamentally, AI is about making things better for people. Organizationally, AI works with humans to shorten the timeframe between ideation and value creation.



Multi-model generative AI

It's used in HR to help smooth out complicated processes, aid in decision-making using data-driven insights, and to free employees from repetitive work to focus on higher-value work.

And while recent IBM Institute for Business Value (IBV) research found that 69% of CEOs surveyed acknowledge the benefits of generative AI across their organization, only 29% of other senior executives agree they have the necessary expertise.²

Therefore, you'll want to prepare your workforce and develop the needed AI acumen and IT foundations from the shop floor to the executive suite, and be effective in your discussions with IT.

Let's take a closer look at this growing AI opportunity.



Organizations that focus on ethics when it comes to generative AI are 27% more likely to outperform on revenue growth.³

[The CEO's guide to generative AI](#) →



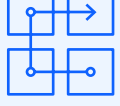
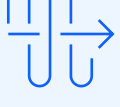
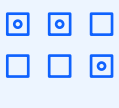
Moving from +AI to AI+

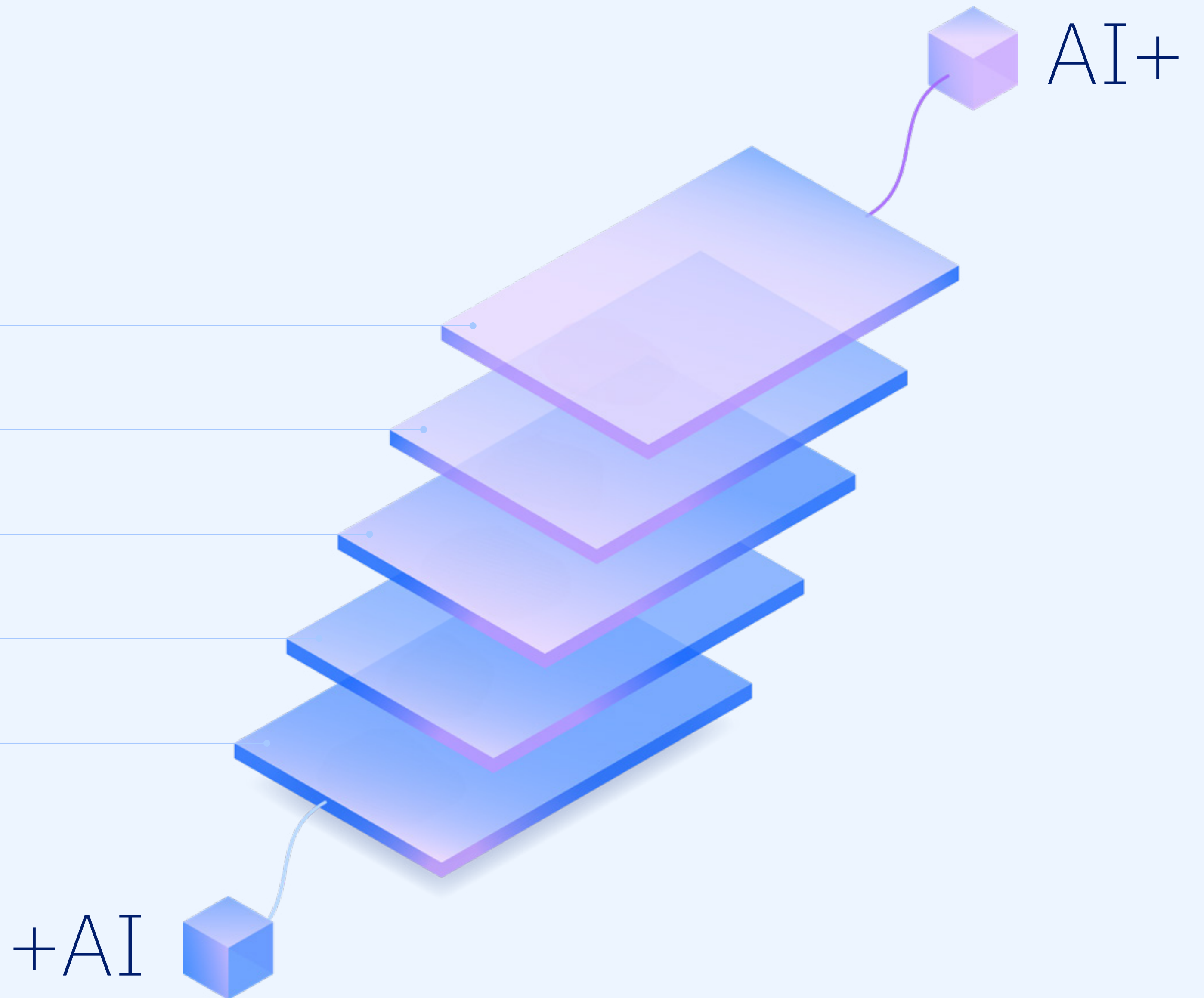
In the past, enterprises have approached AI as an add-on, with the end goal being digital transformation and cloud modernization. Now, AI is becoming the centerpiece of business transformation—75% of business leaders surveyed believe competitive advantage will depend on who has the most advanced generative AI.² But harnessing the potential of AI to fundamentally transform

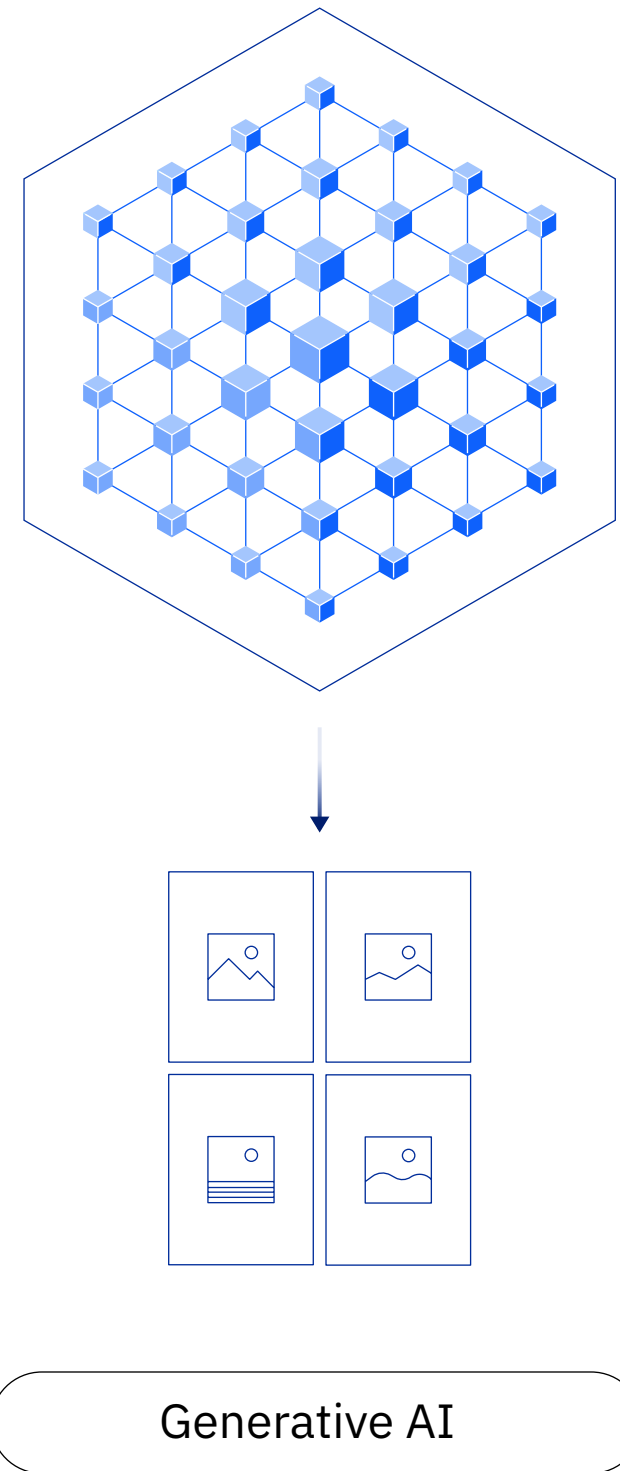
talent management requires a mix of vision, technology, employee talent and skills, and change management. Companies need to put AI to work at the strategic core of the business—not just add it on to existing systems—to solve enterprise challenges and help achieve their business objectives. It's time to move from applications +AI to AI+ applications.



The AI Ladder[®] in the modern day

-  AI helps with the work
-  Replace your workflows
-  Automate your workflows
-  Add AI to your applications
-  Collect, organize, grow data





Combining traditional and generative AI

Many organizations have been using traditional AI in their business processes; however, the recent advancements in generative AI have expanded what is possible. It is important to understand the distinction between the two to ensure you apply the right combination to fulfill your talent management needs.

Traditional AI models apply predefined rules and algorithms to specific data sets to make predictions, help solve problems and automate tasks, while generative AI, which uses foundation models, can analyze content and patterns to prescribe actions, such as forecasting revenue based on historical sales. It employs machine learning, deep learning and analytics.

Meanwhile, generative AI is the next generation in AI technology, drawing from deep learning neural networks known as foundation models and using powerful transformers to produce high-quality content—text, images or code—from data. Generative AI is based on training data that can include text, images and audio and employs large language models.

How do foundation models add value?

Foundation models make it possible to use generative AI in a business environment. These models continually learn from a broad set of unlabeled data to help summarize, extract, generate, classify and answer questions.

With foundation models, larger AI becomes scalable and can theoretically extend into any domain. These models can minimize a number of steps in data collection by reducing labeled data requirements, giving your teams the ability to fine tune where needed. You can create bespoke AI models to fit enterprise needs.

The key to building responsible AI

While you're likely feeling pressure to accelerate the use of generative AI, you should take into account these key concerns about how AI is being used.

Information accuracy, security, privacy, ethics, compliance with local laws, and intellectual property have emerged as key concerns regarding generative AI—and as HR use cases continue to expand, so does the potential for concern. No wonder some leaders are skittish.

Transparency, fairness, robustness, privacy controls and explainability are integral to creating a good organizational and responsible AI strategy. As business leaders, CHROs need to set the tone and serve as examples in how to use AI in a responsible, ethical and trustworthy manner by:

- Providing transparency as to when employees are interacting with AI
- Fine tuning AI applications to help aid in decision making and help mitigate biases
- Educating teams on the responsible integration and use of technology
- Promoting practices of fairness, transparency and equal opportunity.

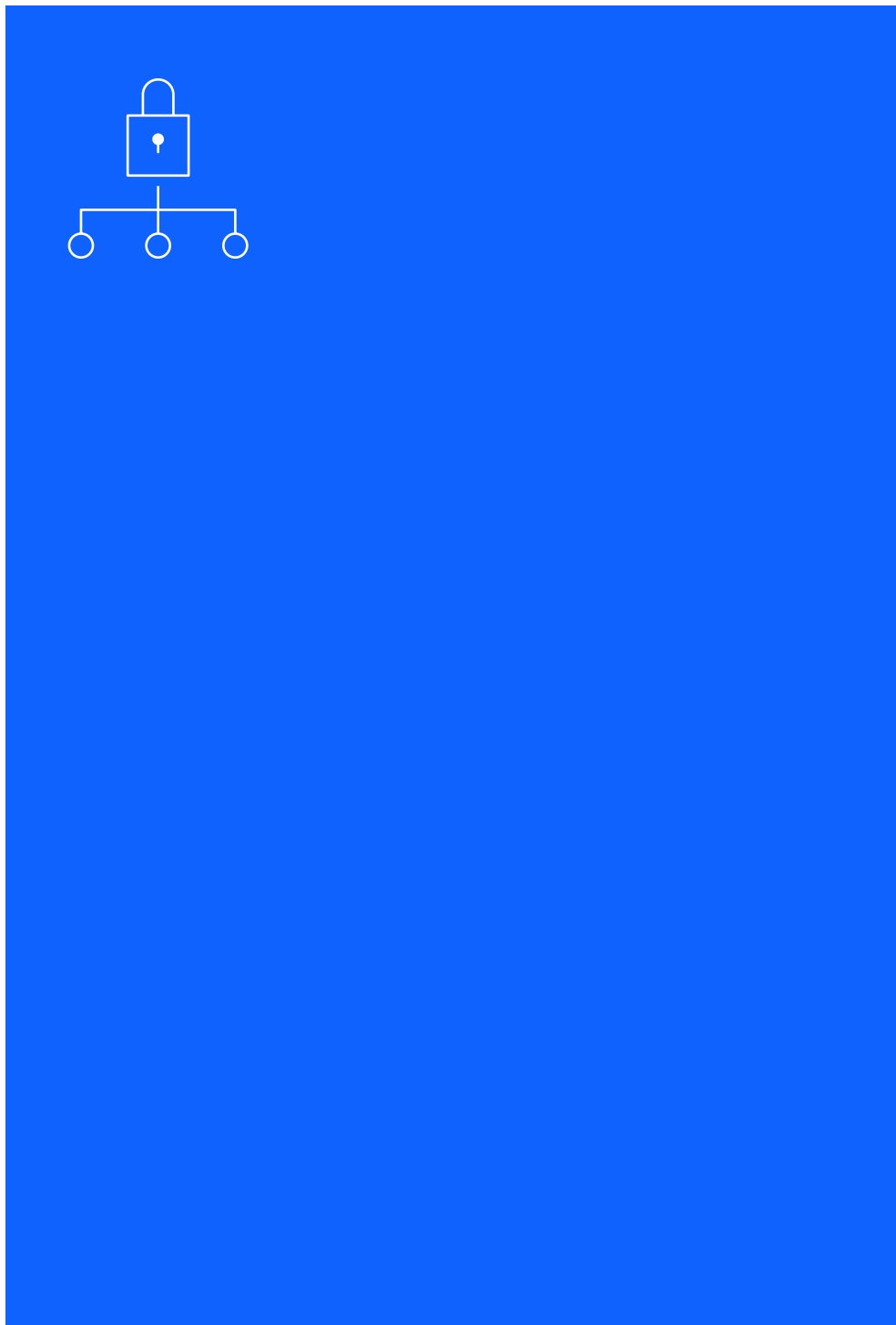
IBM has been a trusted partner to enterprise businesses for over 100 years and follows three core principles for trust and transparency that guide how we handle client data and insights, and how we responsibly develop and deploy new technologies. These principles are even more critical in the age of AI.

The IBM Institute for Business Value found that surveyed executives have 3 top concerns about generative AI adoption.⁴

[Explore more CEO guides on the IBM IBV site →](#)

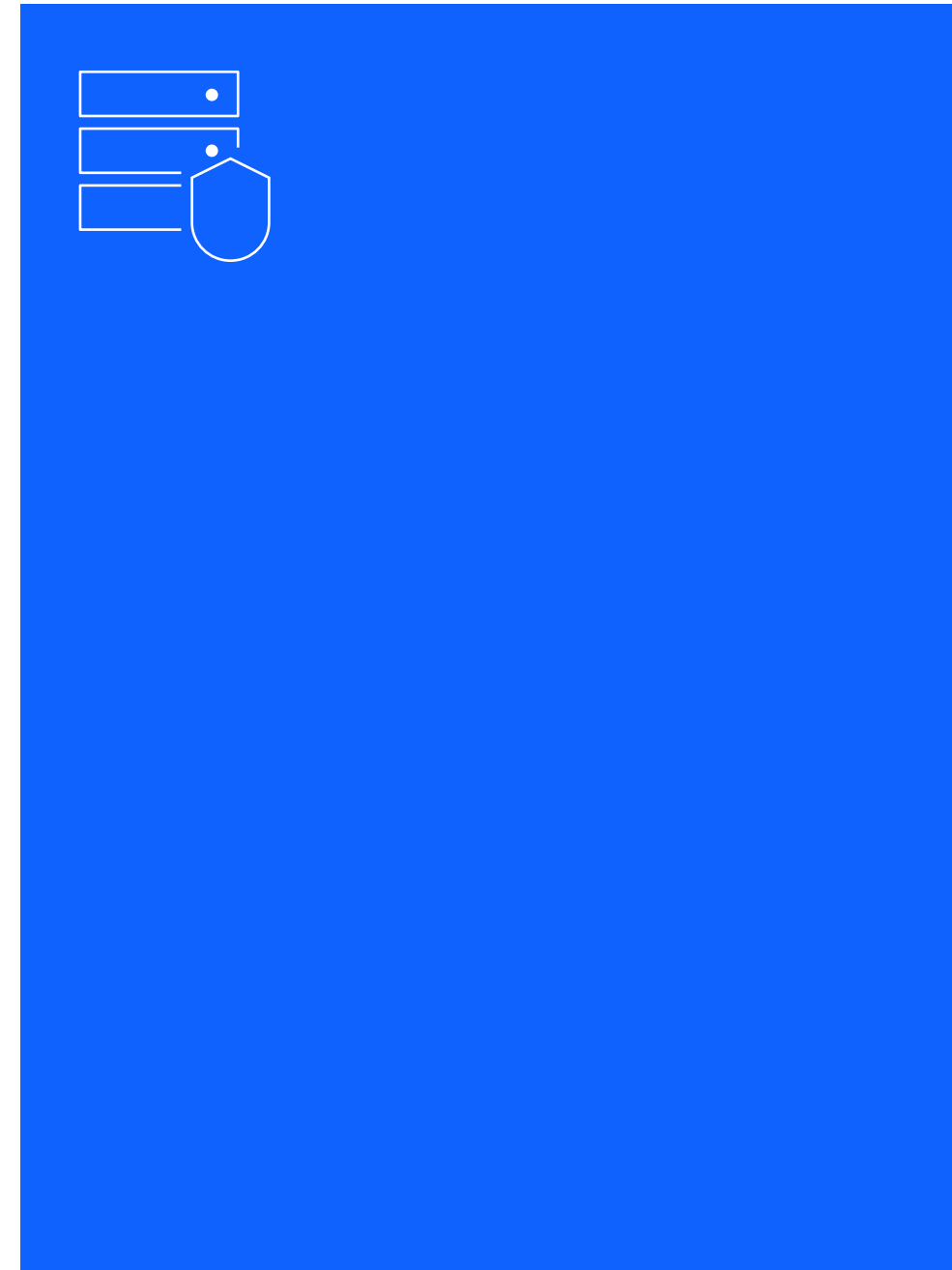
61%

of executives surveyed have concerns about data lineage or provenance.



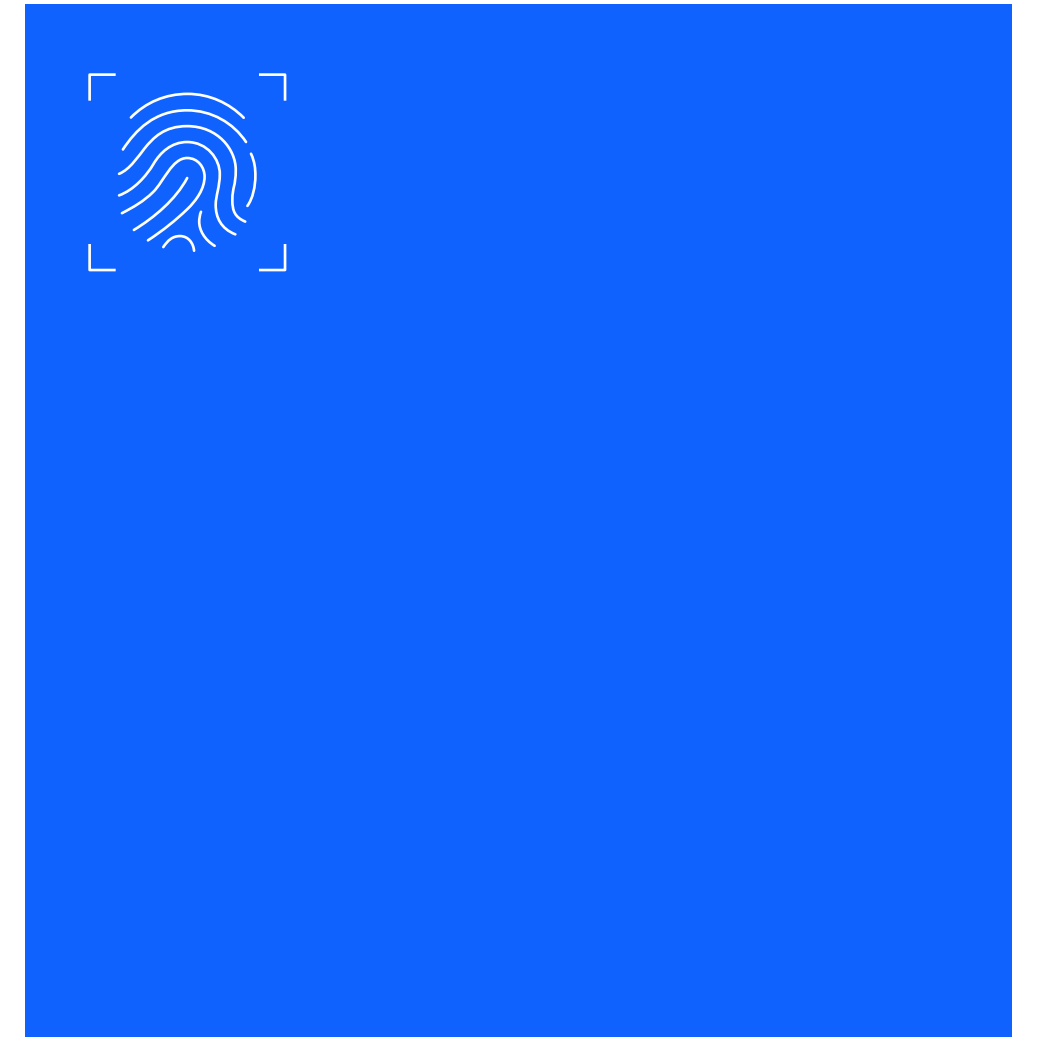
57%

of executives surveyed have concerns about data security.



45%

of executives surveyed have concerns about data privacy.



Principles for Trust and Transparency ↷

The purpose of AI is to augment human intelligence

We believe that AI should make all of us better at our jobs, and that the benefits of the AI era should touch the many, not just the elite few.

Data and insights belong to their creator

Clients' data is their data, and their insights are their insights. We believe that government data policies should be fair and equitable, prioritizing openness.

Technology must be transparent and explainable

Companies must be clear about who trains their AI systems, what data is used, and what goes into their algorithms' recommendations.



Pillars of Trust ↷

Explainability

Good design does not sacrifice transparency in creating a seamless experience.

Fairness

Properly calibrated, AI can assist humans in making fairer choices.

Robustness

As systems are employed to make crucial decisions, AI must be secure and robust.

Transparency

Transparency reinforces trust, and the best way to promote transparency is through disclosure.

Privacy

AI systems must prioritize and safeguard consumers' privacy and data rights.



IBM's guiding principles for AI ethics

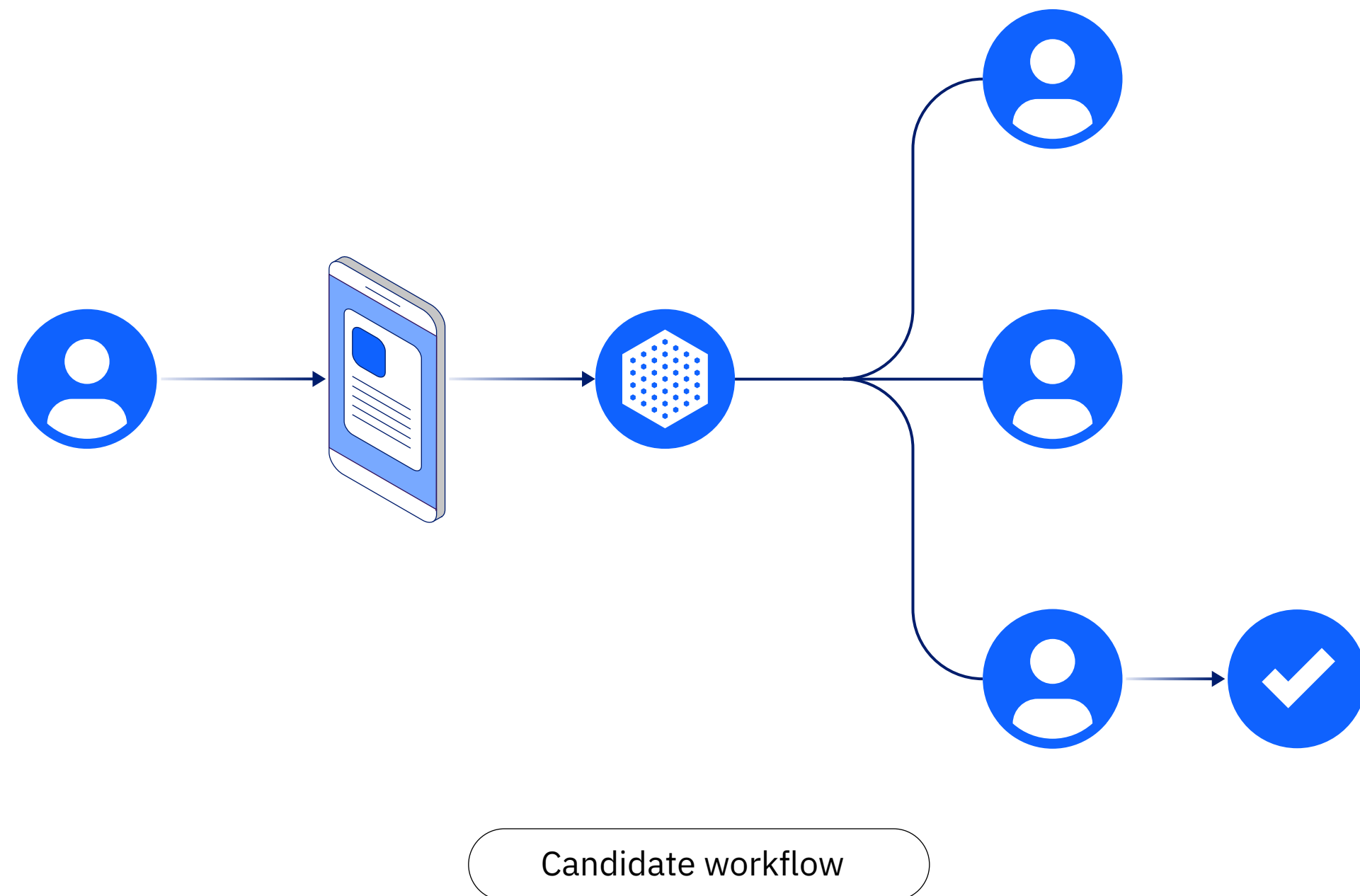
03

Putting
generative AI
to work
for talent
management

Processes augmented with AI can create efficiencies to help reduce time spent on processes and costs. But these improvements also free employees to focus on higher value work, which can potentially lead to a faster path to innovation, enterprise-wide.

How to apply AI to talent management workflows

Workflows	Potential benefits from using AI
Talent acquisition	Reduce hiring costs and time-to-hire when you use AI to help gather data for users to interpret in the candidate sourcing process.
Skills development	Create a skills-first workforce when you use AI to help create career development and learning programs for employees based on their role, experience, and knowledge.
Employee process and record management	Enhance employee experiences to drive higher NPS scores when you use AI to help create personalized messages, reminders and updates based on employees' preferences or needs.
Employee communications	Provide relevant information proactively when you use AI to push relevant information to employees such as weather alerts and itineraries to employees who are preparing to travel.

**What are workflows?**

Workflows are processes and tasks that occur in a sequential order, from start to finish, through which people and enterprises accomplish their work. The workflows discussed in this section are instances where generative AI can be infused into a talent management process to standardize and optimize outputs, enriching what teams can achieve.

Workflows: How AI adds value to HR and talent management

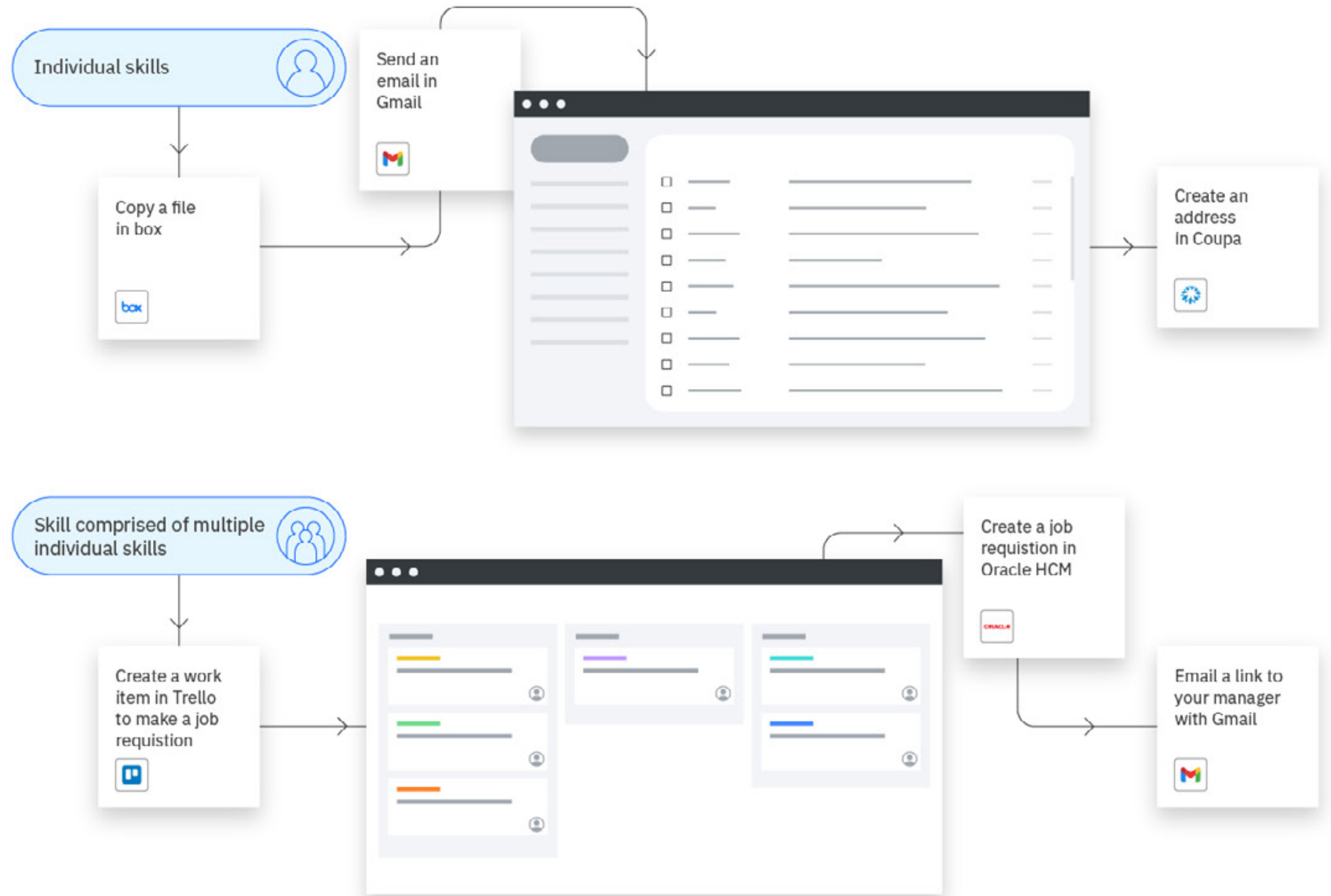
Skills are the stock-in-trade of the IBM® watsonx™ AI foundation models. A skill is a capability used to accomplish a piece of work. The complexity of a skill can range. It can be as simple as a single action—such as adding a row to a table—or as elaborate as required to complete a task, such as finding recruit contact information, creating a table of that information, and then helping to send an email.

Example: What it's like to work with AI

Ashley is a talent recruiter who loves interviewing candidates. She's got a knack for finding talent when she's engaged one-on-one with candidates. But she doesn't love the process of searching platforms and sending out emails. She thinks to herself, all these actions could be automated so easily.

That's exactly what AI assistants can do. Ashley can use AI to help streamline the processes. It can create a skill that emails a list of candidates about the job opportunity. Ashley can create another skill that sends out calendar invitations to that list, to schedule their interviews.

IBM watsonx Orchestrate skills and groups



Automating bad processes
won't make them better.



Take your operating model
down to the studs.

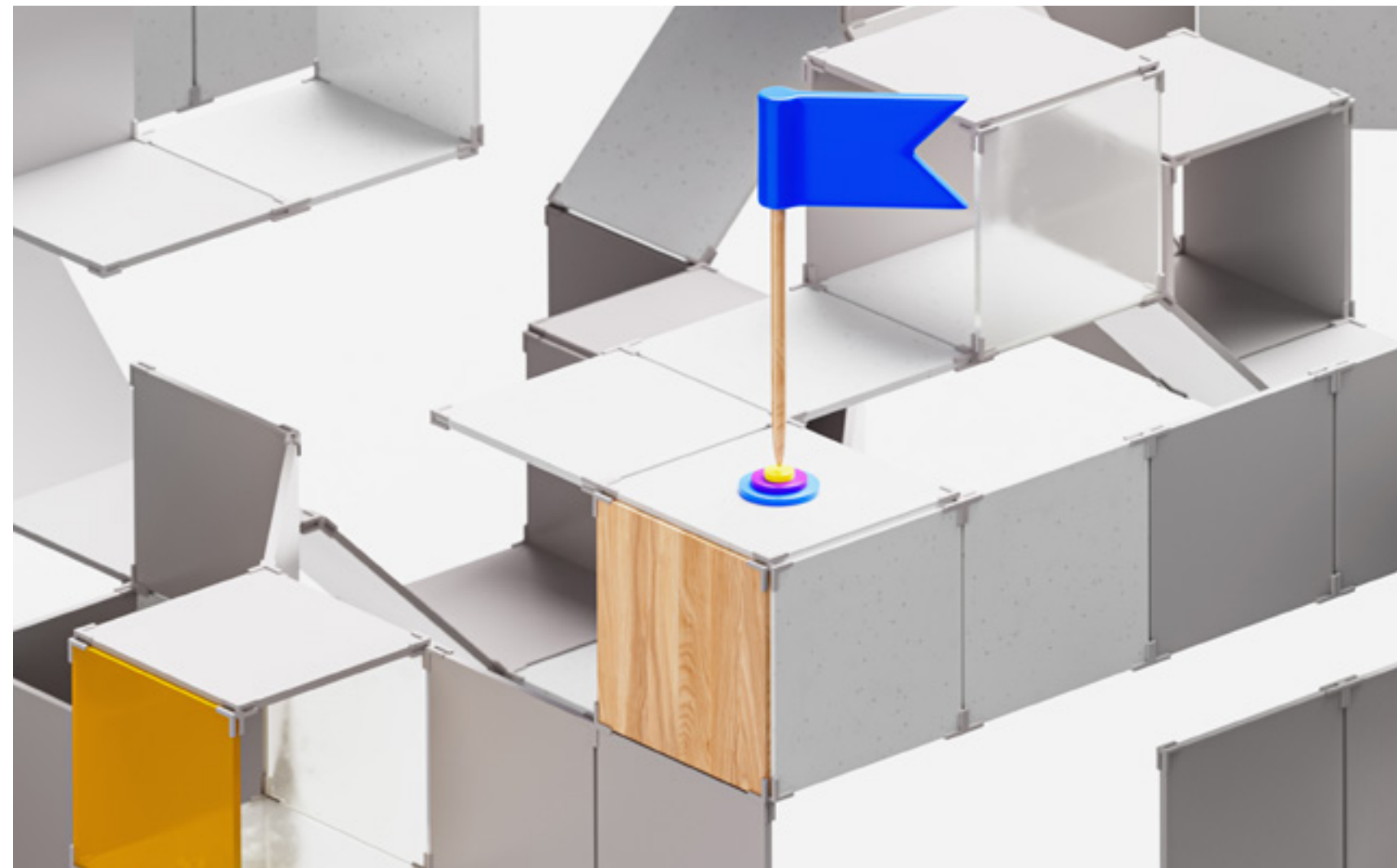
04

Take the
next step

01 Create a holistic plan that aligns your business and AI strategies

Create an actionable workforce strategy that combines both business and AI strategies with clear objectives and measurable goals. Identify the technical acumen of your existing workforce and ecosystem partners to help determine existing skills and talent gaps, and plan for the future.

Define how to adopt AI in a transparent, ethical and explainable way, and communicate it with your entire workforce. Prepare to ask and answer hard questions that address potential challenges and outline how your business plans to deliver better business outcomes by augmenting human work with AI.

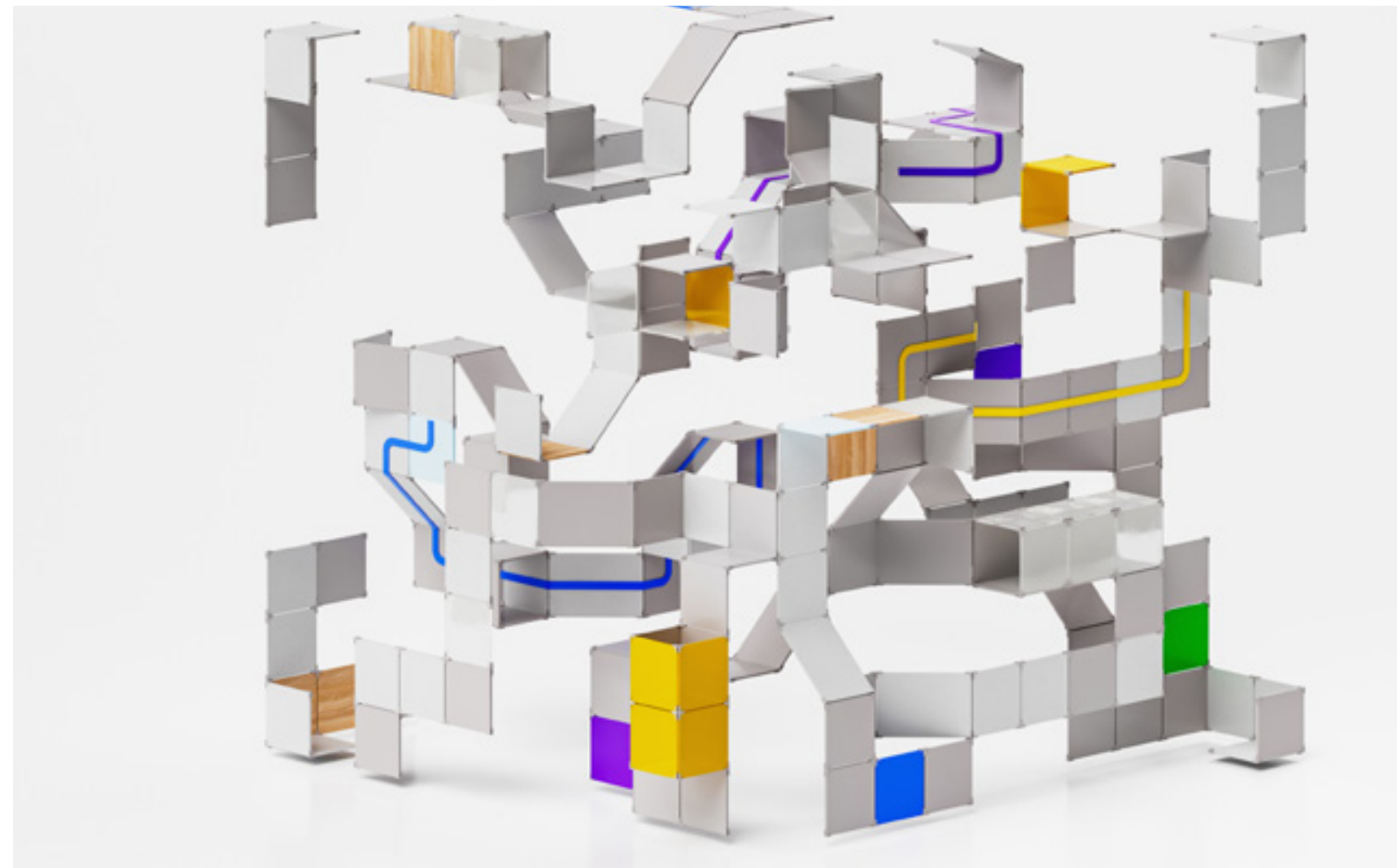


02 Make people central to your AI strategy

Empower and invest in your employees and their development. Give them a voice in creating your AI strategy and identifying the greatest opportunities to augment their repetitive processes with AI. Make sure they understand the role they will play in this new way of working.

Redesign job roles to accommodate an augmented workforce that embraces the expertise of human employees and the impact of automation and AI. Identify what skills are needed to address potential gaps and outline a clear plan to reskill and upskill employees.

To build the skills of people on your team, consider instituting an AI proof-of-value project. It's a great way to observe and track reskilling effort while you gain data to document efficiency improvements and productivity gains.



03 **Evolve** your operating model and reimagine how you work

Prepare for change across all levels of your business. Lead with the operating model to analyze how work is done, and identify where bottlenecks or other inefficiencies exist. Use these insights to help redesign and optimize operations—it's a more strategic way to identify where AI can augment workflows, improve productivity, and boost employee experience. When you enhance and reimagine your processes before you automate, you can create a path that may generate more value and deliver a more engaging work environment.

Help your leaders stay grounded in reality. Reduce nearsighted decision-making by always returning the focus to the employee perspective. Give people a forum to recommend tasks that could be automated to make their jobs easier and more fulfilling. Use digital channels to develop a feedback loop that's continuous and open.





Workflow automation with IBM watsonx Orchestrate

The IBM® watsonx™ Orchestrate software-as-a-service employs AI to create workflow automation using a combination of traditional AI and generative AI designed to help you:

- **Reduce cost as efficiencies improve** by automating tasks and simplifying complex processes.
- **Improve collaboration.** Team members can know which tasks to complete, what quality looks like, and who to contact if there's a problem.
- **Get AI that's personalized and secured.** Your teams can streamline workflows and connect to external systems and sources in a secured manner.

05

Ready
to begin?

IBM has both the technology and the expertise to help you get started with AI for talent management.

[Request an AI strategy briefing with IBM experts →](#)



AI assistant

[IBM watsonx Orchestrate](#) is designed to help bring AI to every employee to support the work of teams using the tools they already use. Coordinate common and complex tasks—from assisting with creating job descriptions to gather data for users to interpret in the candidate sourcing process—using intuitive natural language, or you can use pre-built skills in recruiting and onboarding to help improve productivity.

AI expertise

[IBM Consulting](#) can help you design, build, and operate modern AI-powered HR solutions on one common platform that delivers customized experiences, helps create better business outcomes and unlocks workforce potential. IBM Consulting and watsonx Orchestrate offer a unique combination of AI technology and talent expertise to help organizational leaders upskill their workforce and operating models for the future by integrating data into AI-driven workflows.



1. [The future of jobs in the age of AI, sustainability and deglobalization](#), World Economic Forum, 3 May 2023
2. [CEO decision-making in the age of AI](#), IBM Institute for Business Value, July 2023
3. [Experience is everything: The CEO's guide to generative AI](#), IBM Institute for Business Value, August 2023
4. [The CEO's guide to generative AI: Platforms, data and governance](#), IBM Institute for Business Value, 1 August 2023

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