# Amplify HR

HR Leaders

A business of Marsh McLennan

# The essence of "being digital"

The future of digital transformation isn't about replacing humans with machines. It's about amplifying our human capabilities with technology to create new possibilities for business, society, and human potential.

**Satya Nadella, CEO of Microsoft**

**1** Digital technologies are <u>not meant to replace humans but to amplify</u> our capabilities and potential.

**2** Human qualities, such as <u>creativity, empathy, perspective, and judgment</u> remain essential and cannot be fully replicated by machines.

**3** <u>Digital tools act as a catalyst</u>, enabling people to achieve more and reach further than ever before.

**4** When used by skilled and imaginative individuals, digital technologies can help <u>solve problems, create value, and foster connections</u> in unprecedented ways.

**5** The true essence of the digital revolution lies in <u>empowering humans to be their best selves</u> and make their greatest contributions to society.

# Digital Equation for Success

## Purpose

Rethinking how to better **design and deliver services** starts with **purpose**.
How do we exceed the **expectations of the workforce** and meet the **needs of the business**?

| 35% | 30% | 25% | 10% |
|---|---|---|---|
| **Mindset ➜ Vision** | **People ➜ Audience** | **Process ➜ Journey** | **Technology ➜ Solution** |

**35%** — Mindset ➜ Vision
- **Vision and understanding** of digital HR and the right **roles & responsibilities** to deliver on it
- Coordinated and aligned approach to **prioritize, plan** for, and **make progress** on digital initiatives
- **"Go-begin" mindset** to drive continuous improvement and sustained adoption
- Stakeholder buy-in and the capabilities needed to **manage organizational change**

**30%** — People ➜ Audience
- **Voice of the customer** informs **what** problems to solve **when**
- **Employee feedback** and **co-creation** inform **how** to solve problems
- Experiences are **personalized** to meet **unique audience** needs
- Organizations can **easily communicate** with the entire workforce or targeted segments of it

**25%** — Process ➜ Journey
- Experiences are **frictionless** – the right person, product, channel, and time
- Design focuses on end-to-end, **cross-functional journeys**
- Processes are **efficient, effective,** and **deliver value** to the business
- **Workforce is empowered** through digital direct access to knowledge and services

**10%** — Technology ➜ Solution
- **Digital experience architecture** is intentionally designed to be personalized and intuitive
- **Tech ecosystem** is fully rationalized to support a frictionless workforce experience
- **HR** is **empowered to design** and configure digital **solutions**
- **People data** has clear ownership and integrity and is available for use and/or analysis where it is needed

# Three things to remember

## Gen AI is Preschooler

It knows enough to be convincing; it may not know when to share and when not to share information but . . . It is learning new information and skills everyday!

## Gen AI is a Copilot, not an Autopilot

These tools are intended to support our work not do it for us.

We need to have our hands on the wheel and keep our eyes on the road.

## Be Curious and Explore

Uncover the power of these tools.

Use Gen AI to support you in situations where you enjoy the creating the 'thing' as much as the thing itself (journey + destination).

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# Gen AI will impact HR's ability to:

1. Build a productive workforce to maintain a competitive edge.

2. Ensure the business is evolving its operating model alongside its skills and talent pool.

3. Create world-class experiences to attract and retain employees.

4. Invest in new skills and adoption techniques to maximize value of technology investments.

5. Optimize the HR function to support an evolving workforce and ambitious business strategy.

38% of HR leaders are piloting, planning implementation, or have already implemented generative AI (GenAI), **up from 19% in June 2023**.

Source: 1. Gartner HR Practices Report January 2024.

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# AI is here, but are we ready?

55% of people are using GenAI for work, representing faster mass adoption than the internet (17 years), smartphones (21 years) and electricity (37 years). So now what?

**CEOs expect AI will be a *top growth driver* in the next three years, but yet**

**14%**
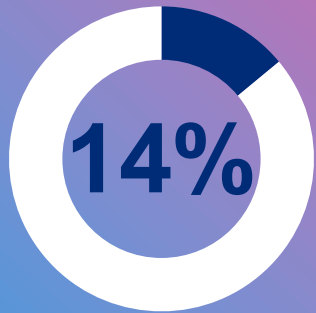
**of HR leaders say their company is prepared to succeed in the human-machine teaming era.**

Source: McKinsey State of Organizations 2023

| | |
|---|---|
| Companies expecting to **adopt** AI | **75%** |
| Companies reporting increased **productivity** from using GenAI | **61%** |
| Expect AI to create job **growth** | **50%** |
| Expect AI to create job **losses** | **25%** |

Source: Oliver Wyman Forum, How Generative AI is Transforming Business and Society

# HR must build a continuous transformation muscle

## Almost half
*of CHROs wish they had greater depth in HR data, analytics and insights when assuming their roles[1]*
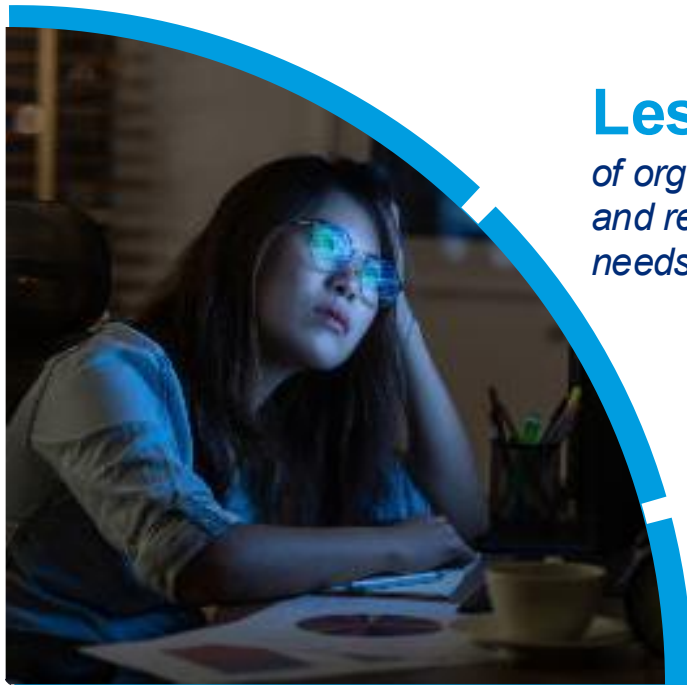
## Less than a third
*of organizations continuously modify systems and release new capabilities to adapt to the needs of our business and workforce[2]*

## Only 16%
*of respondents indicate there is an established process for gathering feedback for continuous improvement[2]*

## *2 in 3 say:*

My organization is **not good at communicating** how recent technology, AI or automation **will improve the way we work**.[3]

1 Mercer Voice of the CHRO
2 Mercer 2023 Service Delivery Study
3 Mercer Global Talent Trends

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# AI Evolution

| AI 1.0 | AI 2.0 | AI 3.0 | AI 4.0 |
|--------|--------|--------|--------|
| **Rule-based Systems** | **Machine Learning** | **Deep Learning** | **Generative AI** |

**Traditional AI Search engine**

**Reasoning Engine**

| | |
|---|---|
| Content **classification** | Content **creation** |
| Learning **existing data** | Learning **new data** |
| Human-AI **one-way** interaction | Human-AI **two-way** interaction |
| ▼ | ▼ |
| **Existing materials** | **New conclusions** |

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# Generative AI

## Overview

### Components of generative AI

| Training Data | Model/Training | Prompt | Output | Infrastructure | Operations |
|---|---|---|---|---|---|
| Very large, concentrated datasets with text, images, audio, etc. | Deep learning models with underlying algorithms & architectures.<br><br>Pre-processing & data augmentation techniques to clean, normalize & augment input data | User inputs ("prompts") that provide the starting point for generating model output. | Inference engine that generates new content based on the trained model.<br><br>Post-processing techniques to refine the quality & usability of the output content. | Specialized hardware.<br><br>Cloud-based, on or off premises infrastructure.<br><br>Software frameworks to develop & deploy.<br><br>User Interfaces & APIs. | Security & privacy measures.<br><br>Evaluation metrics & validation techniques to assess quality & performance.<br><br>Ongoing monitoring & maintenance of AI system. |

**The quality, diversity, & scale of data can have significant impact on model performance**

Deep learning models are complex, nonlinear, & **lack complete explain-ability**

Data provided by **end-users** can lead to privacy and security risks

**Hallucinations (aka "confabulations")** are nonsensical/erroneous outputs not grounded in inputs or training data

Generative AI models are susceptible to **risks associated with third-party infrastructure providers**

## Regulations
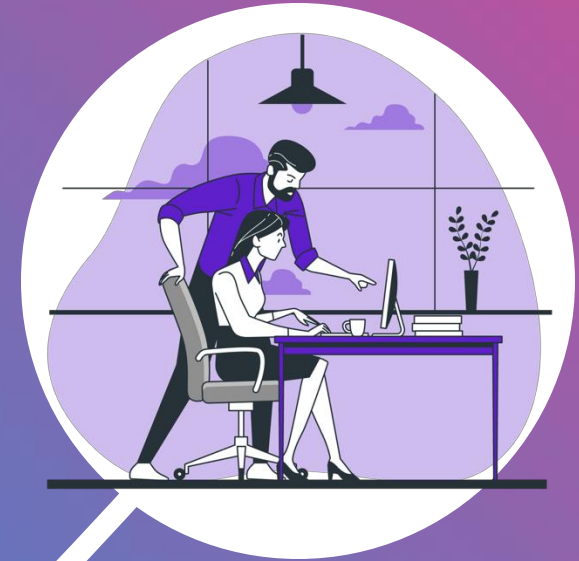
## Contractual Liability

# Your Digital Team

The Writer

The Designer

The Thinker

# Skills and Abilities

## The Writer

- Write detailed prompts to make Gen AI outputs more targeted.

- Provides instant answers to employee queries via chatbots.

- Drafts standard email templates and forms.

- Creates job descriptions and knowledge articles.

## The Designer

- Designs visually engaging digital content for HR communications.

- Develops interactive e-learning modules and training materials.

- Creates personalized digital onboarding experiences.

- Crafts custom visual dashboards for HR metrics and analytics.

## The Thinker

- Analyzes workforce data to inform strategic HR decisions.

- Challenges ideas and proposes alternative.

- Provides real-time feedback on communication tone and language.

- Offers personalized coaching tips for improving leadership skills.

Voice of Leaders

# Question from HR Leaders

### Should We?

"I'm not even sure if we should be using this"

"My CEO wants to know if we should ban it"

**It is not a question of if . . . It is a question of how, when and why.**

### What About Jobs?

"I keep hearing that jobs are going to be eliminated"

"My leaders are asking me about the impacts to jobs and our people"

**Gen AI is an amplification tool, not a human replacement tool.**

### Is There Bias?

"I'm worried about the risk of bias"

"I'm not sure what bias even looks like in these tools"

**Gen AI looks at the past to influence how it should act.**

### Is Our Data Safe?

"We can't risk leaking sensitive data"

"I am worried employees are going to share confidential information"

**We need to think 'public' vs 'private'.**

### Can We Trust It?

"I keep hearing about these tools making-up information"

"Gen AI is not a reliable source of information"

**We must keep humans in the loop.**

### Can HR Use It?

"I'm not sure if HR can use generative AI based on the information that we are using in our work"

"I don't think there are many use-cases that we could deploy today"

**Heck Yeah!**

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# Our Vision

We will harness Generative AI to improve our employees' ability to provide value, to amplify their capabilities, and to shift from actions to outputs by using desirable and thoughtful solutions so we can deliver on our promises to clients

## Easy
Design tools that work how our people need them to, based on the work our people do

## Trusted
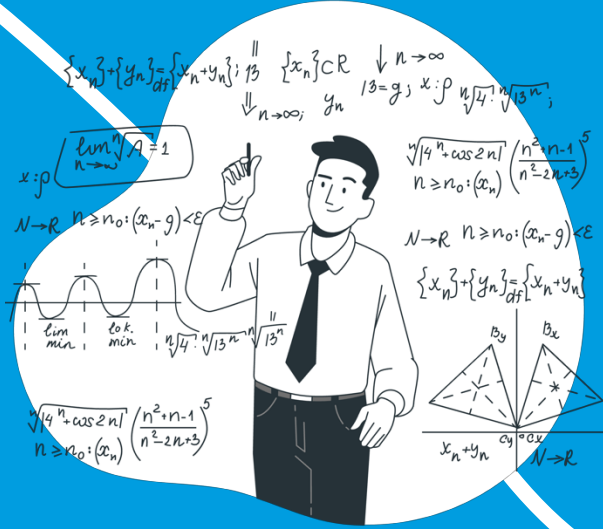Provide accurate and information through dependable tools

## Ethical
Ensure all applications of generative AI create a culture of diversity, equity and inclusion

## Desirable
Deploy solutions that solve employee problems and addresses real needs and wants

Hands

Heads

Hearts

How **Experience** will transform

**Radical** Personalization
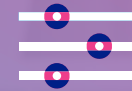
**Total** Optimization

**Extreme** Simplification

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# TOP use cases for AI in Talent Acquisition

**Talent Acquisition is well ahead of the game in leveraging AI.**

| Job posting & candidate sourcing | Candidate screening | Candidate assessment | Interview process | Offers & onboarding |
|---|---|---|---|---|

Optimize job postings, leverage data & automation to better attract qualified candidates. Generate Boolean strings and outreach messaging.

**How does it work?**

Some AI tools like Gem uses generative AI to identify valuable candidates, personalize communications, and hire talent. Its matching engine identifies talent like a customer's top candidates and conducts analysis to find those most likely to be open to a job offer.

Automatically analyze resumes and identify the most suitable candidates based on predefined criteria.

**How does it work?**

AI can analyze both the job description and candidate profiles to find the best match, considering skills, experience, culture fit, and more. By leveraging data-driven decisions, AI can minimize human biases, promoting a more inclusive recruitment process.

Leverage online assessments, video interviews, and psychometric tests to assess skills, qualifications, and cultural fit.

**How does it work?**

Some AI tools like HireVue analyze candidate behavior during video interviews, providing additional insights into their suitability. Other tools like Plum.io use a science-backed, skills-based, AI-driven approach to assess and predict on-the-job success.

Provide automated interview scheduling, virtual interview platforms, even AI-powered chatbots for candidate engagement.

You can also leverage Gen AI for req management copy such as invitations to interviews, assessments, rejection messaging, offer letters and offer packs.

**How does it work?**

Tools like Phenom use a conversational chatbot to promote best-fit job opportunities, answer pre-interview questions, prioritize best-fit candidates, and fully automate scheduling.

Automate paperwork, provide personalized onboarding experiences, and ensure a smooth transition for new hires.

**How does it work?**

Many enterprises struggle with offer letters, which can hang up the approval process. AI can assist the offer management process by providing the range that can be offered and assisting approval or sign-off for offers outside the range.

# TOP use cases for AI in Learning/Career

## Learning/Career has a tremendous opportunity to benefit from Generative AI

| Personalized Learning Paths | Content Generation and Curation | Interactive and Immersive Learning | Performance Analysis/Feedback | Career Pathing |
|---|---|---|---|---|

Generative AI can create customized learning modules based on an individual's role, learning pace, preferences, and performance. This ensures that employees are not overwhelmed or under-challenged, leading to better engagement and retention of information.

**How does it work?**

Personalized learning paths use AI algorithms to analyze individual learners' performance data, learning styles, and preferences to tailor the educational content and pace uniquely for each student. This approach optimizes engagement and maximizes learning efficiency by dynamically adjusting the curriculum to fit the learner's specific needs and progress.

AI can generate educational content in various formats (text, videos, simulations) and keep it up-to-date with the latest industry trends and organizational changes. This relieves the L&D team from continuously creating or updating content manually.

**How does it work?**

Content generation and curation through AI involve the use of machine learning algorithms to automatically create and assemble educational materials based on specific learning objectives, curriculum standards, and learner data. The AI sifts through vast repositories of information to select, customize, or generate new content that aligns with the learner's progress and knowledge gaps.

Generative AI can create realistic simulations and interactive scenarios for training purposes, particularly useful for high-stakes roles like surgery or machinery operation. This provides a safe and controlled environment for practice.

**How does it work?**

Intuitive and immersive learning leverages advanced technologies like virtual or augmented reality to create realistic, engaging environments that simulate real-world scenarios, allowing learners to practice skills and absorb information through experience. This method facilitates deeper understanding by enabling learners to interact with the subject matter in a hands-on and visually rich context, enhancing both retention and application of knowledge.

AI tools can analyze performance in training modules, provide instant feedback, and suggest areas for improvement, enabling employees to progress at an optimal pace.

**How does it work?**

Performance management and feedback in AI-driven learning systems involve continuously tracking a learner's interactions and progress, using analytics to assess performance against learning goals. The AI then provides real-time, personalized feedback and recommendations for improvement, ensuring that learners have a clear understanding of their strengths and areas for development.

AI can analyze an individual's skills, performance, and preferences to suggest potential career paths within the organization, including roles they might not have considered.

**How does it work?**

Career pathing with AI involves analyzing an individual's skills, job performance, and personal aspirations to map out a progression of roles and milestones that align with their career goals. The AI suggests relevant training, experiences, and networking opportunities to help the individual develop the competencies needed for each successive step on their personalized career trajectory.

# TOP use cases for Total Rewards

| Policies & Procedures | Job Descriptions | Job Architectures | Goal Setting & Alignment | Performance Management Systems |
|---|---|---|---|---|
| • Draft organizational compensation philosophies and compensation policies<br>• Align and compare policies in M&A settings | • Generate comprehensive and inclusive job descriptions<br>• Ensure alignment with the company's values and culture | • Review job and skill structure<br>• Recommend career paths<br>• Mapping of individuals to the structure | • Provide goal-setting recommendations<br>• Suggest SMART goals and ensure goal alignment across teams and departments | • Automate performance tracking and generate performance reports<br>• Provide insights and recommendations for performance improvement |

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# TOP Employee Use Cases for AI across the Journey
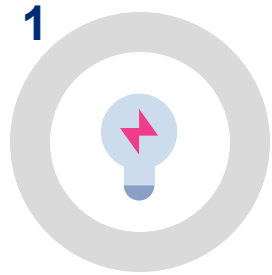
**1** Identify need
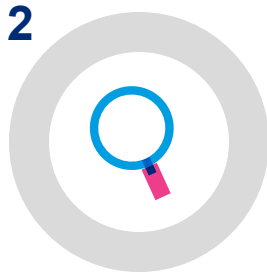
**2** Search for / navigate to topic
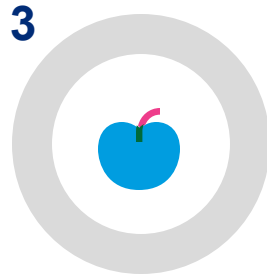
**3** Learn relevant information

**4** Initiate / complete a transaction
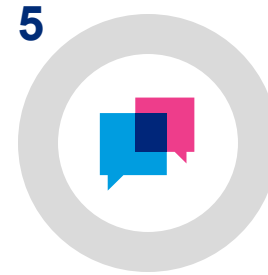
**5** Seek support as needed

**6** Follow up on status of request

**7** Pushed relevant + value-add knowledge / services

AI-powered search surfaces and provides accurate and relevant information about and instructions for HR policies, practices, and procedures based on the context and intent of a search query or question, not just the words or phases in it.

**How does it work?**

AI-powered search leverages machine learning algorithms and natural language processing to understand the user's query, sift through vast amounts of knowledge stored in repositories and provide accurate and contextually relevant search results.

AI-powered virtual assistants provide step-by-step instructions, gather pertinent data points, and inform employees of relevant materials during the interactions. If live human interaction is desired, they document in the case management platform before handing off, and then provide real-time updates on the status of the case.

**How does it work?**

AI-powered virtual assistants can learn from user interactions and improve their responses over time, providing more accurate and personalized assistance.

# How can we prepare for the future of work?

**Understand the technology to foster trust**

**Ensure data quality and quantity**

**Consider ethical and legal issues**

**Prevent bias in AI and large language models**

**Evaluate performance and improve**

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# Our Framework

## Educate

Drive understanding around the art of the possible for AI in HR through education, demonstrations and hands-on training.

## Experiment

Understand where AI may impact the business, HR, and the workforce with a focus on scale and impact by fleshing out ideas and identifying a few, game-changing use cases to drive value.

## Enable

Actionable strategy and program roadmap for deployment of AI in HR where it brings a competitive advantage.
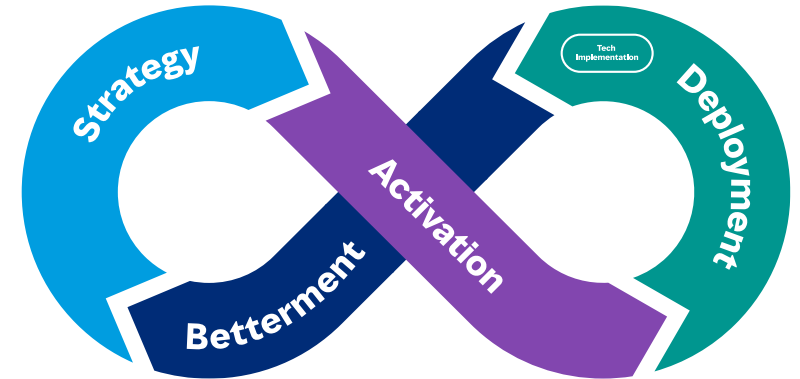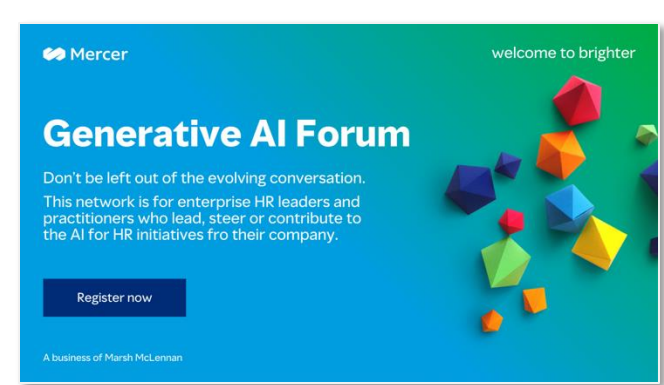
# Let's Connect!



**Ryan Malkes**
**HR Emerging Technology Analyst**
**& Employee EX Designer**

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# Our "Always On and Growing" Collection of AI Resources
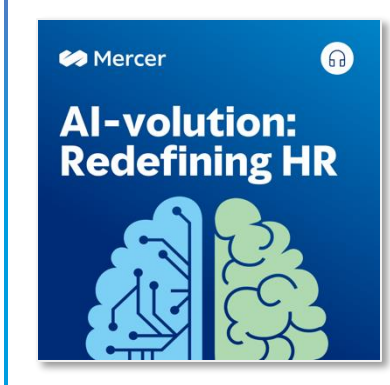


**Generative AI Forum**



**AI-volution: Redefining HR Podcast**



**New Shape of Work Podcast**



**Weekly Now of Work Podcast**
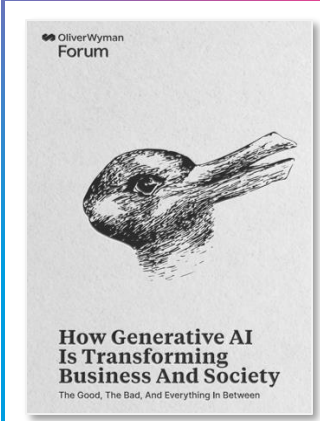


**CPO's Quick Guide To Generative AI**
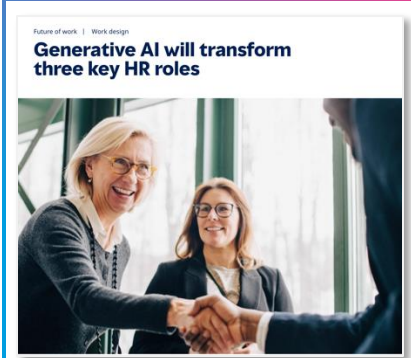


**Mercer AI Hub**



**Oliver Wyman Gen AI Report**



**Generative AI Will Transform 3 Key HR Roles**



**2024 Global Talent Trends**



**How Do Firms Safely Activate Generative AI?**

# Thank you

# Sample Prompts

# Assistant: Prep for a meeting

**Ask AI to help you prep for an upcoming meeting.**

| Initial Prompt | Additional Prompts | Outcome |
|---|---|---|

*"I have an upcoming meeting about [Topic/Project Name] with [Participant(s) Name] who's a [role] at [company].*

*Help me prepare for the meeting. Give me an overview of the company and industry, their priorities, and any other information you can find on [participant name]."*

- Provide additional relevant info on participant(s) and ask to regenerate

- Elaborate particular agenda items/ask for discussion points

- Ask for questions/objections that may arise during meeting and how to prepare

- Generate complementary meeting materials (minutes template, emails, etc.)

**Quality meeting prep in**
less than 5 minutes

# Assistant: Proofread a document

**Ask AI to proofread a document you've written.**

| Initial Prompt | Additional Prompts | Outcome |
|---|---|---|

*"I've just written a document about [Topic/Subject]. Act as an editor and proofread it for grammatical errors, clarity, and overall flow? Here's the text:*

*[Insert the text of your document here]"*

- Add additional feedback parameters (i.e. assess tone, format, vocabulary)

- Review from perspective of target audience

**A copy editor on demand (fluent in any language)**

# Assistant: Synchronize data

**Ask AI to help you synthesize quantitative and qualitative data.**

| Initial Prompt | Additional Prompts | Outcome |
| --- | --- | --- |

**For GPT-4 Advanced Data Analysis plug in**
*"I'm uploading a dataset containing both qualitative and quantitative data that I need help synthesizing. The quantitative data includes [list metrics]. The qualitative data includes [describe data].*

*Act as an AI assistant that can review the full dataset, summarize key findings from both the quantitative metrics and qualitative responses, identify any major themes or patterns that emerge, and provide an integrated analysis that synthesizes the quantitative and qualitative data to derive meaningful insights.*

*Present the analysis in an easy-to-understand format and highlight the most important conclusions."*

- Share insights relevant to [insert research question]
- Calculate [insert specific metric]
- Ask for breakdowns of quantitative metrics
- Dig deeper into standout insights

**Data analyst quality insights in 5 minutes**

# Assistant: Critique decision

**Ask AI to review a decision you've made, play devil's advocate, and highlight any unintended consequences.**

| Initial Prompt | Additional Prompts | Outcome |
|---|---|---|

*"I recently made the decision to [summarize decision]. I was also evaluating [summarize what else you were evaluating].*

*I would like you to act as my thought partner and strategist by playing devil's advocate. Please critically evaluate my decision, highlight any potential risks or unintended consequences, and offer counter perspectives.*

*The goal is for you to broaden my thinking so I can make the most informed decision possible. Please act as a constructive thought partner in your analysis. Please include perspectives I may have missed or non-obvious considerations."*

- What decision would you make instead?
- **What other information do you need to critique my decision?**
- What else might I not have thought about?
- What are non-obvious or unusual unintended consequences I may not have thought of?

**A quick perspective from a neutral, business exec-like thought partner**

# Assistant: Role play a conversation

**Ask AI to role play a conversation with your manager or client and coach you on negotiation and responses.**

| Initial Prompt | Additional Prompts | Outcome |

### Initial Prompt

*"I need to have a conversation with my [manager/client] about [summarize situation]. Please act as my coach by roleplaying as my [manager/client]. Respond and react realistically based on the situation described.*

*After we complete the role play conversation, provide constructive feedback on how I did, focusing on my negotiation tactics, responses, and tone. Offer suggestions on how I could have handled the situation better.*

*The goal is for you to coach me on being more persuasive and strategic in difficult conversations. Be thoughtful, constructive, and blunt – assume the persona of my career coach who has developed trust with me and can call me out on the good and the bad."*

### Additional Prompts

- What is the single-most important thing I could do better?
- What other questions do you think my [manager/client] will ask that you didn't?
- Now roleplay the conversation assuming the other party has a more aggressive/hostile tone.

### Outcome

**The most time efficient way to realistically prep for a tough conversation**

# Assistant: Give feedback as ___

**Ask AI to give you feedback as your [boss, manager, CEO, board, head of engineering, etc.]**

| Initial Prompt | Additional Prompts | Outcome |
|---|---|---|

**Initial Prompt**

*"I recently made the decision to [summarize decision]. Other useful context: [any other context important to the decision]. I am trying to [your goal].*

*Give me feedback as [role(s)]. What will this person like about my proposed decision? What will they critique? Include at least 3 pieces of feedback you think I'll get from each role and summarize whether you think they'll approve or disapprove of this decision."*

**Additional Prompts**

- What additional information could I provide to [role] to convince them of this?

- Who else might should I get buy-in from for this decision?

- How would you make the case to [role]?

**Outcome**

**Preemptive feedback you can prep for by role**

# Creator: Write a project spec

**Ask AI to write the first draft of a project spec using a template.**

| Initial Prompt | Additional Prompts | Outcome |
|---|---|---|

*"I need to create a project spec for [describe the project in 2-3 sentences]. Please write the first draft using the following template:*
*Background:*
*[Provide 2-3 sentences summarizing the context and history leading to this project]*
*Goal:*
*[Describe the overall goal and desired outcomes of completing the project]*
*Success metrics:*
*[Metric 1]*
*[Metric 2]*
*Project timeline:*
*[Provide overview of key milestones and target dates]*
*Risks & dependencies:*
*[Summarize 1-3 risks of launching the project]*
*Next steps if successful:*
*[Summarize the desired outcomes if project is completed successfully]*

*Please follow this template structure and fill in the relevant details for the spec. The goal is to create a concise, high-quality first draft project plan that I can refine as needed before finalizing. Assume I will understand any company/industry specific references made. Please let me know if any information is ambiguous or missing."*

- Give me 3 additional success metrics I could use in this project
- What short term risks or long term risks might I be missing?
- What questions would you ask about this project if you were [insert role]?

**A project spec V1.0, with initial benchmarked success metrics**

# Creator: Write an employee review

**Ask AI to write the first draft of your employee review.**

| Initial Prompt | Additional Prompts | Outcome |
| --- | --- | --- |

*"I need to write a performance review for my direct report [employee name]. Please write a first draft of the review that covers the following:*

- *Start with an opening paragraph summarizing [employee name]'s strengths and superpowers that make them excel in their role*
- *Provide 3-4 bullet points highlighting their major accomplishments and contributions from the past 6 months. Refer to the attached document of 1:1 notes for examples.*
- *Constructively identify 2-3 areas of opportunity for them to focus their development in the coming months.*
- *Recommend 1-2 key projects or responsibilities for them to prioritize that will allow them to maximize their strengths.*

*The tone should be [insert tone here] while providing constructive feedback. Be direct, and reference material from the attached 1:1 notes. Assume [employee name] is a [top performer/middle performer/low performer] and adjust your tone accordingly.*

- What are some of [employee name's] more strategic accomplishments – the ones you've listed here are more tactical.

- How would you advise [employee name] on their career? Given their strengths, what roles could they pursue?

- Given [employee name's] opportunities, what next steps would you recommend?

**Start your employee reviews 25% of the way done**

# Creator: Draft a text based on a visual

**Ask AI to draft a story, article, press release, or marketing copy based on a visual.**

| Initial Prompt | Additional Prompts | Outcome |
| --- | --- | --- |

**Initial Prompt**

*"Based on the visual image provided, write a [content type – e.g. story, article, press release]. The [content type] should mention [any specific topics]. It should be [#] words and include [any other specifications].*

*Your tone should be [describe tone]. Assume the reader is [describer reader]."*

**Additional Prompts**

- Were there any elements of the image that you found challenging to incorporate into the [content type]?

- Can you provide a shorter version of the [content type], condensed to about half the word count?

- Make the content more [witty/serious/professional/direct]

**Outcome**

**Get a fast first draft based on your brand guidelines or visual direction.**