

Course Name: AI in Human Resource Management

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Lecture – 42

Lec 42: Boon or Curse: Co-existence of HR & AI (Part-2)

Hello learners, welcome back to the course on AI in human resource management. As part of the lecture on the boon or curse—the coexistence of HR and AI—I'll be looking into a host of companies and organizations that have typically seen improvement while embedding AI into human resource management. So, we have seen on a theoretical platform why it is to be considered as a boon or sometimes a curse. But we have also seen some typical aspects concerning the benefits of AI in HRM.

Today, we will look into some practical cases and situations where organizations have demonstrated that AI in human resource management is indeed a revolution.

I'm Dr. Abraham Cyril Issac. I'm an assistant professor at the School of Business, Indian Institute of Technology, Guwahati. Now, when you look into the boon-or-curse argument, we have categorically presented many points to establish that AI in human resource management is, in fact, a revolution. Let's look into some typical cases that underscore this argument.

Let's start with Hilton. You know, many times we see this as one of the most fundamental case studies. Now, the challenge with Hilton—being a global hospitality company—was that it struggled with a lengthy hiring process for customer-facing roles. The solution was that Hilton implemented an AI-powered recruitment platform to screen candidates.

Conduct video interviews. And analyze their responses. For key soft skills. Like, let's say, empathy. And communication.

So, basically, the outcome was Reduced hiring time. So, typically, with the solution, The outcome was Reduced hiring time from 6 weeks

To 5 days. And they also saw Improved candidate satisfaction. Which ensures the right fit for the roles. So, Hilton has seen successful implementation of AI in HR.

As part of that, they have very successful outcomes. Now let's look into Unilever. AI was specifically used in the case of recruitment. You know, the challenge was that Unilever faced difficulties. Situations or, you know, problems in scaling its recruitment process across multiple regions.

You know, as you can understand, Unilever has its, you know, reach across the globe. So it faced problems with respect to scaling its recruitment process while maintaining the candidate experience, which Unilever otherwise provides. So the solution was that Unilever deployed AI tools like HireVue, which we have detailed, and Pymetrics. HireVue used video interviews which analyzed HireVue used video interviews analyzed by AI to assess facial expressions, tone, and keywords specifically.

Pymetrics used gamified assessments to evaluate candidates' cognitive and emotional traits. When you look into the outcome, it processed almost 250,000 applications annually with greater efficiency, achieved a 90% reduction in recruiter screen time, And even to a certain extent, it increased diversity in hires due to unbiased AI-driven selection. Another such interesting case would be that of IBM. You know, IBM has typically used AI for talent management.

Let's look how. When you are reading through the case of IBM, And I'm giving a bit of summary here. The challenge was that IBM needed to enhance the talent management and predict attrition among the employees. This was the typical challenge that IBM was facing.

And solution was that IBM Watson AI was integrated into HR process. So AI identified employees at risk of leaving. suggested a retention strategies and it provided personalized career guidance and training recommendations so basically the outcome was interesting you know they saw improved employee retention rates by almost 25 percentage so this

improvement was Good enough to observe that AI has had significant impact in terms of talent management. You see that there was enhanced employee satisfaction with tailored career growth plans.

Another significant case study in this genre would be that of Adidas. You know, they also used automation for employee queries again. To summarize this, the challenge was that the Adidas HR teams were overwhelmed with routine employee queries impacting efficiency. So the solution was that Adidas introduced an AI powered chat board to handle employee questions related to policies, payroll and benefits. So basically the outcome turned out to be that the chat board successfully handled 60% of the queries without any human intervention.

And typically, it freed up HR professionals to focus on strategic initiatives or strategic tasks. This was the key outcome that Adidas has seen. Now, this is also instrumental in showing that 60% of the queries were handled without human intervention. That is massive. That is impressive when you're looking into the success stories.

Another such significant case would be that of Google. Another such significant case would be that of TCS. When you're looking into TCS, Tata Consultancy Services, it has successfully incorporated AI for learning and development. As I mentioned, please watch out for the new course coming up next semester on the same Swayam and PTL platform, which will focus on learning and development. But here, we are looking into a typical case where AI was used for learning and development at TCS.

Again, as a summary, the challenge was that TCS needed a scalable solution to upskill its workforce across diverse geographies. The solution was that TCS implemented a learning platform powered by AI, which recommended personalized training modules based on employees' roles, skills, and career aspirations. So basically, The outcome was interesting. It trained around 300,000 employees efficiently and enhanced workforce readiness for evolving industry demands.

So this was yet again another feather in the cap with respect to AI in human resource management. Having discussed TCS, we have already seen a couple of them, but there are a lot more such cases. You know, it would be interesting and I'm just giving you a

foot for thought. You can always go and, you know, fetch some data with respect to the Royal Dutch Shell, you know, which has used AI for diversity hiring. You know, what I remember is that Shell aimed to increase the diversity in hiring while maintaining objectivity.

So Shell deployed AI tools like HireVue, which we have already seen, and NLP. to eliminate the unconscious bias in resume screening and focus on skills and competencies over demographics. And the outcome was interesting. It boosted the percentage of the diverse hires globally and it enhanced the typical transparency and fairness of the recruitment process. I would also urge you to go through Google cases where, you know, Google used predictive analytics for performance management.

And if I remember correctly, the challenge was that Google wanted to retain its high performing talent and ensure they remained engaged. So the solution was that Google used predictive analytics and machine learning models to analyze employee data. Identifying signs of disengagement or burnout. So the outcome was that it proactively addressed issues leading to improved employee performance and significantly reduced the turnover among top performers. So it would be also interesting.

To add the cases of Royal Dutch Shell, as I've just discussed, and also Google to this list. There are many, but I wanted to give you a certain idea that such relevant cases exist, which underscores the success of AI and HR integration. Now, let's look into Skillsoft Percipio. When you're looking into Skillsoft Percipio AI, it's an advanced learning platform. Designed to deliver personalized and engaging training experiences for employees, leveraging artificial intelligence to meet

the evolving needs of organizations and learners. So let's look into a detailed breakdown of its features and its benefits. Now we are talking about Skillsoft. We see that there is AI-powered personalization, a point that has come up in many of our past discussions. Specific to Skillsoft Percipio, it employs AI to create personalized learning paths for users.

It considers individual preferences, roles, skill gaps, or career aspirations to suggest the most relevant courses, videos, books, and other resources. So what we see is the

possibility of dynamic recommendations. The platform continuously refines recommendations based on user behavior and progress. There are also possibilities for tailored learning journeys. Organizations can align learning paths with business objectives and employee career goals.

Then there is the possibility of multimodal content delivery. What is multimodal content delivery? Persepio, being specific to content delivery, offers diverse content formats including videos, audiobooks, e-books, etc. Videos, audiobooks. Even e-books.

So it also has microlearning modules for skill-building and even live virtual classes for interactive learning. So AI ensures learners receive content in the format they find most engaging. The third one would be data-driven insights and analytics. Specifically, we see that the platform uses AI to generate insights for both learners and administrators. For learners, there are visual dashboards.

Specifically, and analytics. These visual dashboards track progress, suggest next steps, and highlight areas for improvement. Specific to administrators, it provides actionable analytics on usage patterns, skill trends, and even program effectiveness. So enabling data-driven decision-making as a successful or fruitful activity. It also has a skill mapping and gap analysis part.

Now, when you're looking into Skillsoft Percipio's AI, It analyzes user data to identify skill gaps and recommends targeted training to bridge them. So there is a possibility of integration with competency models, which ensures that learning is aligned with the organization's needs. AI also facilitates real-time updates to skill profiles as employees complete training or acquire new competencies. And there is also a possibility of compliance and certification.

Skillsoft Percipio automates compliance training and certification tracking. So AI ensures that learners are notified of mandatory courses and even recertification deadlines. So administrators can monitor compliance rates and identify potential risks. When we look into the features of Skillsoft Percipio, we also understand that there could be a factor of learning in the flow of work. You know, AI enables seamless integration with popular workplace tools, be it Microsoft Teams, Slack, or even Salesforce for that matter.

So learners can access content delivery within their daily workflow. AI also recommends training based on the context of the task being performed, promoting on-the-job learning. And it also looks into scalability and flexibility. So the platform is scalable and able to accommodate organizations of various sizes and industries.

So AI allows customization of learning paths for diverse roles and departments. So it supports multi-language content for global learners. Now let's look into the key benefits that are associated. Obviously, the first one would be enhanced engagement. You're talking about personalized and relevant content which keeps learners motivated.

We definitely have improved ROI, return on investment, targeted learning ensures time and resources that are used effectively. We have to understand that the benefit would be agility. you know rapid adaptation to changing skill requirements in dynamic business environments and finally user friendly experience you know you talk about intuitive interface and ai driven automation simplifying the learning process as such now let's look into the different steps All skills of Perseprio demo. So as a practice, I would like to give you maximum insights into what is happening in the world of practice.

And you can learn further. You can explore further. This has been my advice from the beginning. So I'm trying to give you the maximum possible from the platform which we are doing it or the modus operandi which we are carrying out. It will not enable a real time learning, but definitely I would urge you, encourage you rather to go ahead and explore on these particular aspects.

There are different demo versions you can always use without making a payment or whatever is actually required from you. You can always go ahead and get that. When you're looking into Skillsoft Perseprio, the dashboard looks something like this. Open Skillsoft Perseprio and select which skills you want to work on. So we have given some random choices with respect to the available options.

From that, we see that there is a list of skill sets available. We can also specify the requirement with respect to the tools available. And with respect to the topic altogether, whatever you want to get adapted to or trained on, it will take you to the homepage. It

recommends the courses accordingly. So, let's say based on your selection from the previous slide, what we have is blockchain.

So basically, you'll see that application developer to blockchain solution. These happen to be the recommended courses. You also have a detailed list of possible courses related to that. Once you select the course, it will take you to the detailed view. So basically, you get software project analysis, senior software project managers—that's the whole aspect of the course.

So basically what are the prerequisites associated to that, how to complete your journey, you'll get a snapshot of all these things at this point itself. Then you can further move with respect to the possibility of which course and the detailed aspects that is involved, like track one, track two, track three, which are the modules that will be covered with respect to that. How many courses will be there? What will be the time taken for that? You know, this would certainly.

equip you to budget your time and resources accordingly so let's say you are a person on the move always you have some time paucity you can budget your time accordingly so this track information is pretty much good specific to the courses that you are offering then there are also courses that are recommended based on the recent activity you know you are a pro now the platform has Understood you. And there are some courses that are recommended based on the recent activity. So maybe it is building and leading successful teams, reaching customer digitally. So all these have been based on your recent searches and recent activities.

Then you can move to the next step where courses can also be searched. according to the employee needs so what are the courses that you are looking for let's say you want something in leadership so these are the possible you know uh drop downs that are coming in you can have courses with respect to transition you can have ethical leadership collaborative leadership presence agile leadership so all these are some of the options that that pops in front of you let's say you refine your search you want Women in leadership. So all these are the possible search cues that are emerging out of this particular context

and this particular platform. So this in itself gives you sometimes you are not looking for a particular course as such, but you are you have a theme in mind.

And from that theme, you can actually get to a particular course. And this is a useful tool. The search library would be a useful tool towards that. Then once you complete, you can earn a digital badge. That is the whole point.

So basically, it's some gamified elements being put into the courses altogether. So this is a snapshot of what Skillsoft Persepio is. Again, I will urge you to go further and learn further. You can definitely have a play around with explore it further with respect to your needs. You will get better search results.

So that will be something which will be more tailor made and interesting for you. Another such possibility is Degreed. Degreed is a learning experience platform, LXP we call it, that leverages AI to deliver personalized and adaptive learning experience. So typically it empowers organizations to upskill their workforce. align learning initiatives typically with business goals and foster a culture of continuous learning so let's look into a detailed exploration of Degreed AI driven features again this is again a demo and I've given the source as well but definitely you can go ahead and explore it in a more detailed fashion you know you when you look into

Degreed specifically, let's start with the features of Degreed. There's a personalized learning pathway. The possibility of that itself is interesting because Degreed uses AI to analyze employee skill profiles, career aspirations, and learning preferences. So it creates tailored learning paths by recommending content that aligns with skill gaps. AI identifies the skills an employee needs based on their role or goals.

There are preferences. It suggests content formats, videos, articles, courses based on user behavior. There are career trajectories, you know, the platform which aligns learning opportunities with potential growth. There could be also some content, you know, aggregation and curation. Now, when you are looking into Degreed, it integrates content from a wide array of sources, you know, including MOOCs.

Including edX platforms, internal company resources, podcasts or articles and much more like that. So AI sifts through this massive content libraries to curate. And if you ask me, prioritize the resources relevant to an individual's learning objective. This is vital and this is where AI plays a meticulous role in content aggregation and curation specific to the need of the customer, need of the client. Another significant factor would be skill measurement and analytics.

You know, AI continuously measures employees skill based on analytics. Skill levels based on their learning activities, certifications and self-assessment. So typically it provides actionable insights to managers and the learning and development professionals altogether on workforce skills and development trends. Another significant factor would be the learning in the flow of work. You know, DeGreed embeds learning into daily workflows by integrating with collaboration tools like, let's say, Microsoft Teams or Slack and others.

So AI identifies when and where typically employees might benefit from the learning resources during their regular tasks and suggest them proactively. So learning in the flow of work is also an important aspect. When you're looking into things, dynamic skill graph is also there in a degree and degrees. AI maintains a dynamic skill gap specifically with respect to different platforms that maps existing and emerging skills across industry. So it helps organizations predict success.

the future skill needs and adapt their training strategies accordingly another significant aspect would be the social learning possibility and the community engagement you know ai encourages collaborative learning by connecting employees with peers or mentors who share similar learning goals so it typically Facilitates group discussions and resource sharing within the organization. And finally, you'll see that there is a possibility of integration with organizational goals. Many a time we lose out on this particular integration. So degreed aligns.

Initiatives learning initiatives with business outcomes by linking skill building efforts directly to organizational objectives. So AI tracks progress and ROI by assessing how upskilling impacts performance and strategy goals for that reason. Now, having

understood this, let's quickly look into the benefits of degree AI. What are the key benefits? The first and foremost one, definitely it saves time by delivering hyper relevant contents or efficiency.

There is no doubt about it. You look into learners. It keeps learners motivated through continuous bite sized learning opportunities. So you're looking for employee engagement. You have the preparation of the workforce for emerging challenges and technology.

So future proofing is taken care of. And finally, it supports large scale upskilling and reskilling programs seamlessly talking a lot about scalability. Now, having understood even the benefits very quickly, let's look into a small demo of degree AI. Now, again, when you open degree you will be asked to select the platform and in which you would like to integrate and learn so somewhere the the platform looks like this so you are getting these levels of or these segments of you know uh the platforms which are integrated into it and based on that you can pick any one of them then the role of individual should be selected you know what is

the particular individual whether it's a client success manager data scientist director of sales you know recruiting coordinator accounting manager product designer whatever the case be based on that you have to select your role and then skills that are required to be learned should be selected because once you have defined the platform you defined yourself now you have to define the skills that you are looking for so it could be anything it could be accessibility Prototyping user interface design. I'm just giving some hypothetical example here. Then the homepage interface recommends the courses according to the employee needs. So please recollect what were our requirements accessible to interactive design for user interface design, etc.

So based on that, we generally get the homepage populated by the employee needs. Then we can select any course which is typically you should go for, you want to learn and it will take you to the detailed view of the particular course. So this will give you a detailed understanding, you know, continue learning what it is and what it should be. All the detailed aspects will be listed down here. Again, promoting inclusivity in the workplace,

how many items, how many sections, different modules, how much time it will take, if there are any optional items, all these information is listed at this point.

We also see that there is a possibility where skill set is presented in terms of graph. You see that leadership, product design, data analytics, writing. So based on that, based on the team members available, based on their potential, the skills can be mapped also with respect to ease. And you can also view your skills and searches in your profile. you know how popular you are you know based on uh your search results search history what has been or how many hit rates have come so all these aspects can be also understood from the particular platform so in conclusion

These successful integrations, specifically what we have seen of AI in HRM—all the real examples we have taken, all the real-life examples from organizations like Unilever, IBM, and TCS—highlight the immense potential. of AI to revolutionize recruitment, employee engagement, and talent management. So, tools such as Degree, Skillsoft, and Persepio, which we had a detailed demo of just now, further illustrate AI's ability to foster continuous learning and skill development. This empowers employees to adapt to the dynamic demands of the modern workplace.

While AI undeniably enhances efficiency, it enhances personalization, it enhances decision-making in HR, it also brings challenges. Let's say, ethical concerns, potential biases, or the need for human oversight. Striking the right balance between technological innovation and the human touch is vital.

A point I concluded in my previous lecture, if you have gone through that. If you recollect that. So basically, it's the human touch that is essential to ensure AI serves as a boon rather than a curse. By leveraging artificial intelligence thoughtfully and responsibly, organizations can create an HR ecosystem that is not only efficient and inclusive but also human-centric, paving the way for sustainable growth and development.

So, I would like to conclude with a small quote. Please note that we have discussed immensely. about AI in HRM. And this discussion is specific to this particular module. We have discussed with respect to AI as a boon and a curse.

And just now, I concluded that if you remove the human touch, many a time it would manifest itself as a curse. So, in the era of AI, the heart of HRM lies in blending technological brilliance with human empathy. Creating a future where innovation and inclusivity thrive together. If you look into the introductory video, something which I started the whole course with was this. If you look into the end of this lecture, you'll also see that it talks about integration.

It talks about a blend of technological brilliance and human empathy. You know, we need both. We need both, period. We cannot have just technological brilliance in one hand, just developing, keeping on developing, and human empathy subsequently subsiding. No, we have to have growth happening in both our hands.

One, where there is technological brilliance. Another, where there is human empathy. So, ladies and gentlemen, please look toward a future where you create in your organization, in your vicinity, in your workplace, in your family—a place where you have technological brilliance as well as human empathy. Create a future where innovation and inclusivity thrive together. Thank you, ladies and gentlemen, for listening to me patiently, not only in this module but also throughout the course.

I'm receiving good feedback regarding this. We'll see you in other courses and with more detailed perspectives later in the semester. Thank you for listening to me patiently until we meet again. Thank you. Amen.