

Innovación para la inspiración: soluciones IA para RRHH

Rafa Díaz

Future for Work Institute
10.05.24

Foto de Sanjeevan SatheesKumar



Future
for Work
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¿Cómo puede impactar la IA en la gestión de personas?

Foto de Matt Paul Catalano



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Responsible artificial intelligence in human resources management: a review of the empirical literature

Antoine Bujold¹ · Isabelle Roberge-Maltais¹ · Xavier Parent-Rocheleau¹ · Jared Boasen¹ · Sylvain Sénécal¹ · Pierre-Majorique Léger¹

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Abstract

As it is the case for many business processes and activities disciplines, artificial intelligence (AI) is increasingly integrated in human resources management (HRM). While AI has great potential to augment the HRM activities in organizations, automating the management of humans is not without risks and limitations. The identification of these risks is fundamental to promote responsible use of AI in HRM. We thus conducted a review of the empirical academic literature across disciplines on the affordances and responsible principles of AI in HRM. This is the first review of responsible AI in HRM that focuses solely on studies containing observations, measurements, and tests about this phenomenon. The multi-domain and multidisciplinary approach and empirical focus provides a better understanding of the reality of the development, study, and deployment of AI in HRM and sheds light on how these are conducted responsibly. We conclude with a call for research based on what we identified as the most needed and promising avenues.

Keywords Human resources management · Artificial intelligence · Responsible AI · Human-centered AI

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As it is the case for many business processes and activities disciplines, artificial intelligence (AI) is increasingly integrated in human resources management (HRM). While AI has great potential to augment the HRM activities in organizations, automating the management of humans is not without risks and limitations. The identification of these risks is fundamental to promote responsible use of AI in HRM. We thus conducted a review of the empirical academic literature across disciplines on the affordances and responsible principles of AI in HRM. This is the first review of responsible AI in HRM that focuses solely on studies containing observations, measurements, and tests about this phenomenon. The multi-domain and multidisciplinary approach and empirical focus provides a better understanding of the reality of the development, study, and deployment of AI in HRM and sheds light on how these are conducted responsibly. We conclude with a call for research based on what we identified as the most needed and promising avenues.

Application of AI in HRM Functions

% of papers published

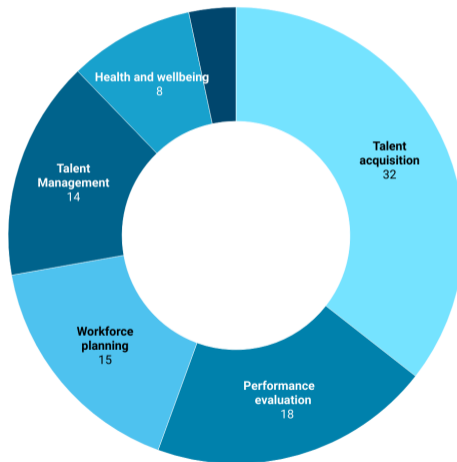
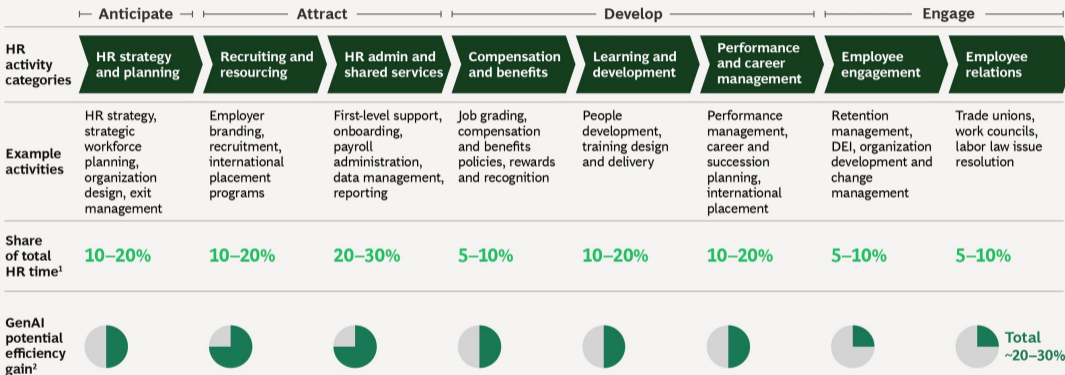


Chart: Future for Work Institute (2024) • Source: Bujold, A., Roberge-Maltais, I., Parent-Rochelleau, X., Boasen, J., Sénécal, S., & Léger, P. M. (2023). Responsible artificial intelligence in human resources management: a review of the empirical literature. *AI and Ethics*, 1-16. • Created with Datawrapper

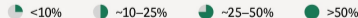
HR transformation | GenAI has the potential to drive about 30% increased productivity across the HR value chain in the near term



Source: BCG analysis.

Note: DEI = diversity, equity, and inclusion.

¹Estimates based on BCG's support function benchmarking data for the past five years (June 2023). ²Estimates based on potential efficiency gains from automation of processes addressed by GenAI tools, on the basis of the anticipated maturity of GenAI tools in the next 6 to 12 months; average figures, subject to variation depending on industry and company specifics including degree of current digitization and where activities occur today.



Human Resources

Estimate of the impact of LLMs on Human Resources jobs

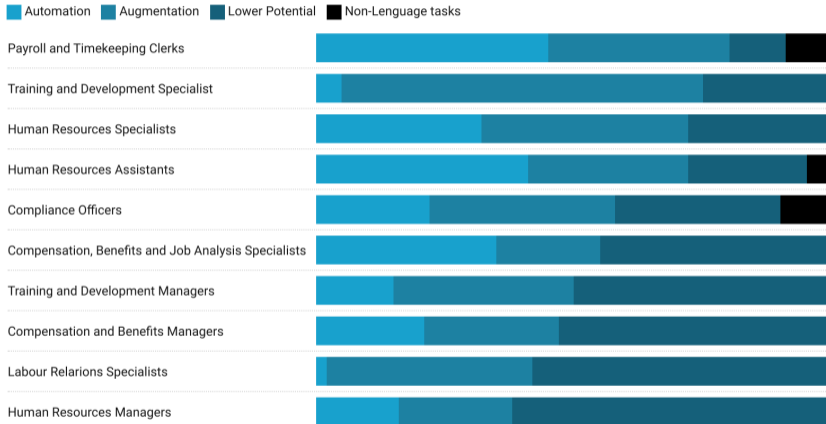
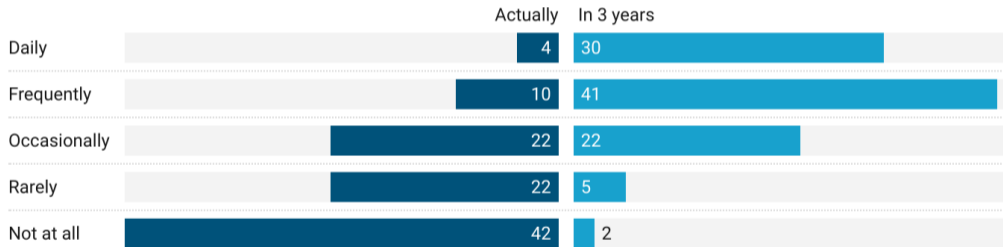


Chart: Future for Work Institute (2024) • Source: WEF (2023) Jobs of Tomorrow: Large Language Models and Jobs • Created with Datawrapper

Source: WEF (2023) Jobs of Tomorrow: Large Language Models and Jobs

Frequency with which HR professionals use AI solutions in their work, now and in three years

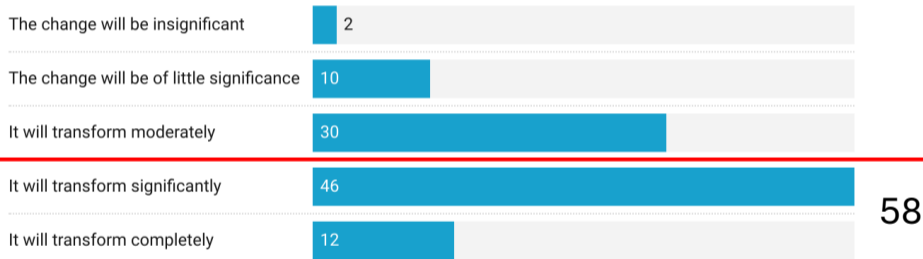
% of surveyed people




Source: Future for Work institute • Created with Datawrapper

How much do you expect artificial intelligence will transform your job in the next three years?

% of participants in the survey



Source: Future for Work Institute • Created with Datawrapper



¿Dónde está el mercado?

Foto de Karine Germain



Future
for Work
institute



Welcome back, Camilla



Search bar with magnifying glass and cursor icons

Show me people who work for my competitors

Where is the most talent located?

Continue your recent work

- Sales executive** 1d ago
Chicago, Illinois, United States - Jere...
- Search** 2d ago
Job title: Senior buyer...

Recent project activity

Suggested projects Last used by me

Senior buyer 62 candidates
San Francisco Bay Area - Created 8d ago

On track for the hiring goal progress. [Learn more](#)

Latest activity
Michael Jimenez saved 12 profiles. Yesterday

Upcoming

Reminders Phone screens

- July 27 **Phone screen**
11:00am - 11:15am
Candace Gilchrist
- July 28 **Phone screen**
11:30pm - 11:30pm
Félix Millestrom
- July 29 **Reminder**
Johanna Waren
- July 31 **Phone screen**
11:30pm - 11:30pm
Serkan Boyce

Home My Network Jobs Messaging Notifications Me Work Learning

PREMIUM
Enhance your profile BETA
 Stand out for almost 2x as many opportunities. Try our new AI-powered assistant to strengthen your profile.
 Enhance

Sarah King (She/Her)
 Sr Health Coach
 Talks about #healthandfitness, #nutrition, #meditation, and #mindfuliving
 Phoenix, Arizona, United States [Contact info](#)
 14,371 followers 500+ connections
 Open to Add section More

Refresh
 Mary B. Curry College of Health Science

Edit public profile & URL
 Add profile in another language

LET'S CREATE DEEPER CUSTOMER RELATIONSHIPS
 Find out more

People also viewed

Alma Cox - 2nd
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Manage Job Posts

Find a great hire, fast
 Rated #1 in increasing quality of hire.

Job title
 Add the title you are hiring for

Company
 Golden Phase

Workplace type
 Onsite

Job location
 Phoenix, AZ

Job type
 Full-time

Start free job post

Learn how job posting works

Rated #1 in increasing quality of hire¹

Post your job on the world's largest professional network and use simple tools to prioritize the most qualified candidates - so you can find the people you want to interview, faster.



11:27

Search

Pedro Melo - 1st
 Best Selling Author and News Contributor
 18m

If you've ever wanted to know the secret behind Flexis's culture, product and accelerated growth - this article digs into the answers. In celebration of the company's 15th birthday just a few weeks ago, the CEO sat down with editor-in-chief of Future of Tech for a... see more

Cracking The Code for How Flexis Became a Top Company to Work in 2023
 futureoftech.com · 8 mins read

Takeaways for me How can I learn more about

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Enrique Olguin - 2nd
 Director of Nemous
 18m

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11:27

Search

My jobs Preferences Post a free job

Explore with job collections
 Broaden your job search with curated collections

Unicorns Top startups AI/ML Edu benefits

Recommended for you
 Based on your profile and activities

Product Customer Service Manager
 Runity
 United States (Remote)
 Up to \$90K/yr + Bonus
 Premium tip: you'd be a top applicant
 4 day ago

Customer Service Manager
 Flexis
 Phoenix, AZ
 \$78K - 110K/yr
 2 days ago

Manager, Customer Success Operations

Home My Network Post Notifications Jobs

- Home
- Your learning
- Career Journey
- Learn with AI**
- Library
- Explore
- Topics
- Certifications
- Role Guides
- Freshing
- Apply
- Code Challenges
- Skill Assessments

Learn with AI

Hi Puja, I offer AI-powered coaching that can help you improve as a **leader** or **manager** at Freshing. Ask me about specific challenges you're facing at work and I'll gather advice and examples from the LinkedIn Learning library that can guide you.

Your conversations will not be shared with your company.

Responses will be personalized based on:



Current role: Product Marketing Manager

Career goal: Grow and advance in your role

Skills followed: Marketing Strategy, Digital Marketing, and 11 more

Not sure where to start? Try these examples:

- How can I deliver constructive feedback?
- How can I delegate tasks and responsibility effectively?
- What strategies can I use to enhance my professional brand?

What do you want to learn today?



Microsoft Viva



Microsoft 365 Experiences



Viva Skills Graph



Microsoft Graph



LinkedIn Skills Graph



How AI and ML Are Powering the Future of Work

At Workday, we've embedded AI and ML into the very core of our platform—delivering unrivaled business adaptability and competitive advantage to our customers. Here's how.



Sayan Chakraborty

March 14, 2023



Workday has long believed that artificial intelligence (AI) and machine learning (ML) will power the future of work. While recent advancements in AI and ML—mainly with generative AI, and specifically OpenAI and ChatGPT—are causing everyone to jump on

**How Skills-Based Organizations
Can Use AI to Create the Jobs of
Tomorrow**

JG

What skills do I need to become a senior product manager?

The top skills for Sr. Product Managers are **Strategic Thinking, Communication, and Team Leadership.**

Sources ▾

Sr. Product Manager Skills ▾



Your Skills ▾

Strategic Thinking

Writing

Fun

Collaboration

Conflict Resolution

Data

Business Analytics

SQL

Presentations

Teamwork

✦ You have an opportunity to grow your **Communication** skills.

Ask a follow up ...





Press Room

SAP Announces New Generative AI Assistant Joule



Press Release by SAP News
September 26, 2023

WALLDORF — [SAP SE](#) (NYSE: SAP) today announced Joule, a natural-language, generative AI copilot that will transform the way business runs.

Post comments or Withdraw request.



Create Position (Store Manager)

Initiated by Philip Hill on September 12, 2023

Effective Date September 18, 2023

[View Workflow Participants](#)

Position

Position and Job Details

Position Code *

3001359

09/18/2023



your human resources



Everything talent, powered by AI

Our AI platform for all talent brings to light everything you need
to hire and develop people to their highest potential

Ready for greatness?



**TAAFT for short

THERE'S AN AI FOR THAT

12,785 AIs for 16,567 tasks and 4,847 jobs.

Powered by [Venturekit \(Business plans\)](#).

194,270 searches today

Find AIs using AI

#1 AI aggregator. Updated daily. Used by 20M+ humans.

Check out [AI tool Requests](#)

All

GPT

iOS

Android

Chrome

New

Just Launched



SalesCred

B2B sales optimization

Free from \$39/mo



Brand24

Brand monitoring

From \$79/mo



Love Letter Gener...

Love letters

No pricing



AI Face Studio

Face transformation

Free from \$5.99



Daily Portfolio Up...

Stock portfolio updates

No pricing



Codemia

System design interview...

No pricing



Prefind

Search optimization



MyVoice

Text to speech



Quotid

Language learning

Featured



Venturekit

Business plans

Free + from \$16/mo

676 9



Osum

Market research

Free from \$49.99/mo

371 9



Meetz

Customer leads

Free + \$19/mo

399 1



B12.io

Website builder

From \$42/mo



Future
for Work
institute

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Free signup

Today

Requests

Most saved

Tasks

Timeline

Get featured

Job Impact Index

Influencers

Forum

Newsletter

Follow us

Join Discord

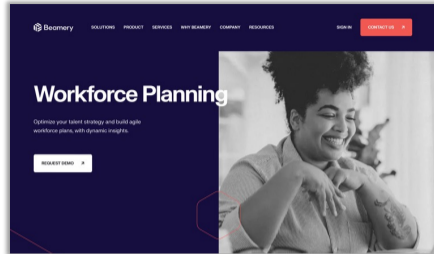
My Profile



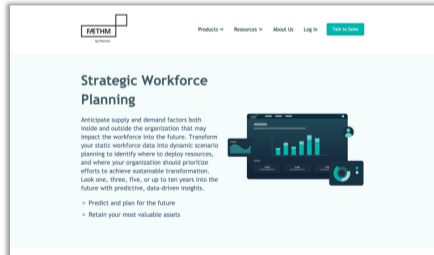
Workforce Planning

Foto de Hasan Almasi

Strategic workforce planning

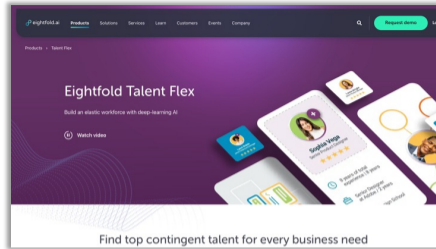


<https://beamery.com/workforce-planning/>

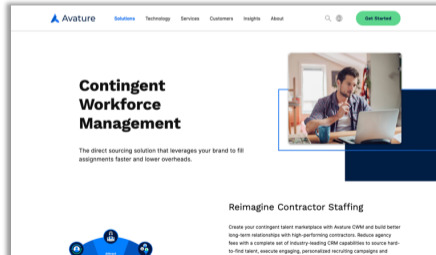


<https://www.faethm.ai/products/strategic-workforce-planning>

Contingent workforce management



<https://eightfold.ai/products/talent-flex/>



<https://www.avature.net/contingent-workforce-management/>

Employee turnover predictions

The screenshot shows the Gemmo AI website with a dark purple background. The main heading is "Employee Churn Rate Prediction with AI". Below it, a sub-heading reads: "With AI for Churn Prediction, Enterprises Can Reduce Costs, Retain Key Staff & Increase Revenue Through Advanced Turnover Prediction...". To the right is an illustration of seven stylized human figures in various colors (blue, green, red, orange) arranged in a semi-circle. At the top right, there is a "Get Started" button. The navigation menu includes Home, Industries, AI Solutions, AI Products, Resources, and Company.

<https://gemmo.ai/churn-prediction-with-ai/>

The screenshot shows the HRBrain website with a dark grey background. The main heading is "Transform Your Talent Retention Strategy with Our Employee Churn Predictor". Below it, a sub-heading reads: "Empower Your Business to Anticipate Turnover Before it Happens - Predict Flight Risk, Minimize Costs, and Enhance Team Cohesion with the power of AI". At the bottom, there is a "Book a Demo Today" button. The navigation menu includes Home, Solutions, and Thought Leadership.

<https://hrbrain.ai/employeechurnpredictor/>

Shift scheduling

The screenshot shows the Plannam website's landing page for 'Shift scheduling with AI'. The page features a navigation bar with links for Product, Price, Plannam's blog, Contact, Employment, Book a Demo, and English. The main heading is 'Shift scheduling with AI', followed by the subtext 'Almost a decade developing the best algorithm for human resources planning.' and a 'Try Plannam' button. Below this, there is a section titled 'Accurately size the work shift' with a subtext 'Develop the sizing considering the characteristics of your current workforce and the level of service you want to cover.' and a small image of a software interface.

<https://plannam.com/en/shift-scheduling-with-ai/>

The screenshot shows the Rotageek website's landing page for 'Auto Scheduling'. The page features a navigation bar with links for solutions, features, industries, customer stories, resources, about us, login, watch demo, and contact us. The main heading is 'Auto Scheduling.', followed by the subtext 'One click, a million combinations - An automatic scheduling solution that optimises staff rotas in seconds.' and a small image of a software interface. Below this, there is a section titled 'Take your workforce management solution to the next level with Auto Scheduling. Our Digital Scheduling solution is a game-changer - but is your schedule as optimised as it can be for both your workforce and your organisation?'.

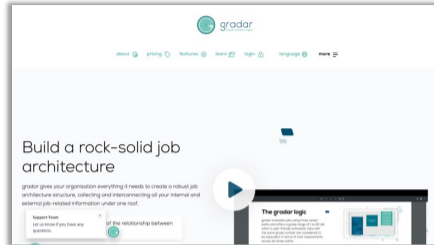
<https://www.rotageek.com/solutions/rota-auto-scheduling/>



Compensation and benefits

Foto de Sagar Patil

Job architecture & grading

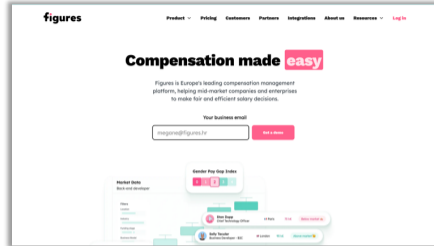


<https://www.gradar.com/en/features/job-architecture-and-ai-job-descriptions>

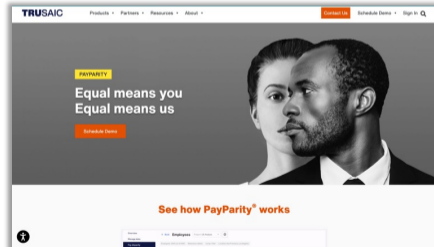


<https://www.kornferry.com/capabilities/intelligence-cloud-hr-platform/korn-ferry-architecture>

Compensation management

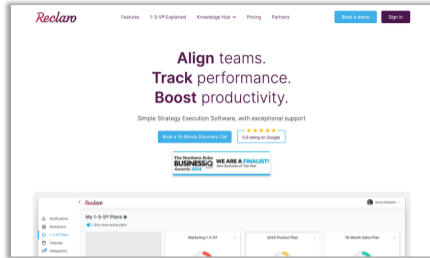


<https://figures.hr/>

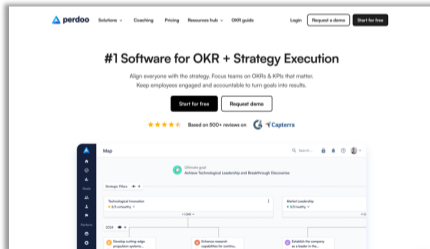


<https://trusaic.com/payparity/>

Objectives and Key Results (OKR)



<https://reclaro.com>



<https://www.perdoo.com>

Productivity monitoring

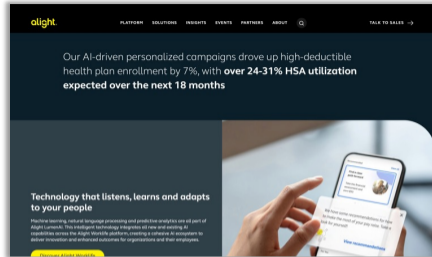


<https://we360.ai>

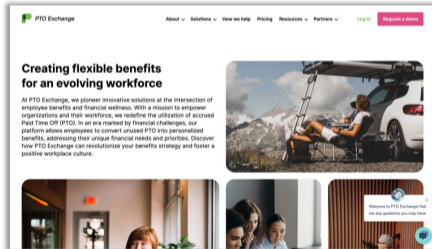


<https://timetracking.monitup.com>

Staff benefits

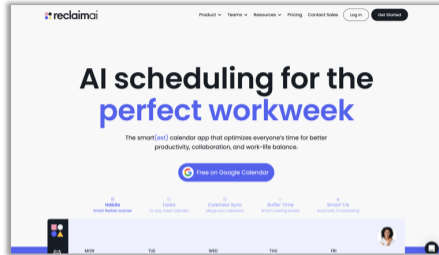


<https://www.alight.com/library/alight-worklife-lumen-ai>

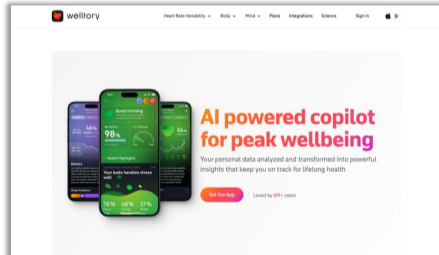


<https://www.ptoexchange.com/company>

Employee wellbeing



<https://reclaim.ai>



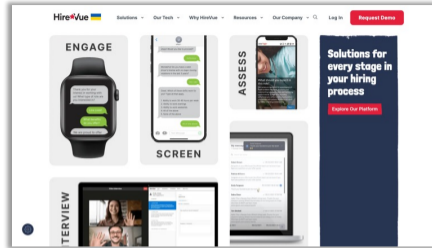
<https://welltory.com>

Talent Acquisition

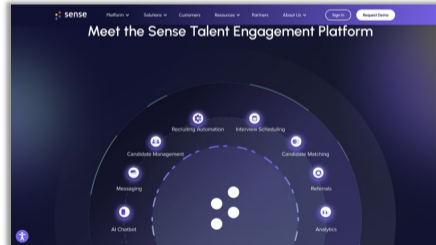


Foto de Miriam Espacio

Integrated hiring solutions

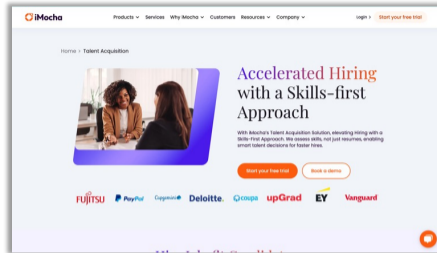


<https://www.hirevue.com/>

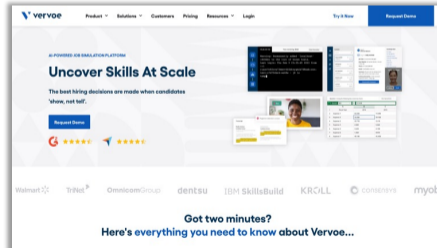


<https://www.sensehq.com/sense-platform-overview>

Candidate assessments



<https://www.imocha.io/talent-acquisition-platform>



<https://vervoe.com/>

AI-generated interview questions



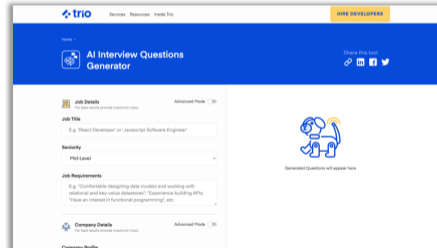
Elevate Your Interviews With AI-Powered Questions

Streamline your interview process with InterviewAI. Our AI-powered platform generates tailored interview questions in real-time, making it easy to conduct efficient and effective interviews, whether you're an interviewer seeking the best candidate, a job seeker preparing to ace your next job interview, or an institute of higher education looking to enhance students' interview readiness.

[Start Interviewing](#)

The graphic features a central globe with two stylized human figures, one in an orange shirt and one in a green shirt, interacting with floating speech bubbles and gears, symbolizing global communication and AI technology.

<https://interviewprep-ai.com/>



AI Interview Questions Generator

Job Details For best results provide maximum input Advanced Mode 30

JOB TITLE
E.g. "React Developer" or "Useraccept Software Engineer"

Seniority
P50 Level

JOB REQUIREMENTS
E.g. "Coordinate developing data models and working with relational and key-value databases", "Experience building APIs", "Have an interest in functional programming", etc.

Company Details For best results provide maximum input Advanced Mode 30

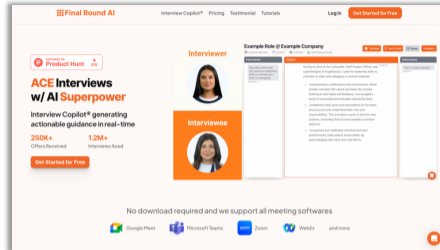
Company Profile

Generated Questions will appear here

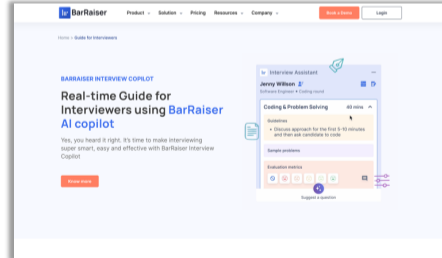
The interface is a web-based form with a blue header and white content area. It includes a 'trio' logo, navigation links, and a 'HIRE DEVELOPERS' button. The form fields are clearly labeled and include a 'Share this tool' section with social media icons.

<https://www.trio.dev/ai-interview-questions-generator>

Interview copilots for interviewers

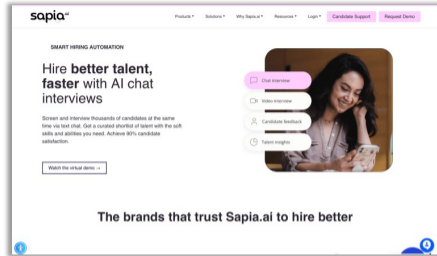


<https://www.finalroundai.com>

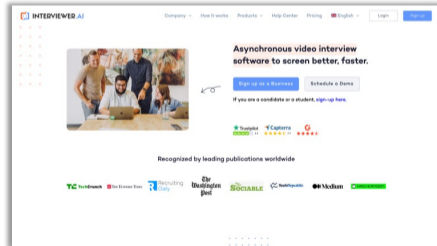


<https://www.barraiser.com/guide-for-interviewers>

AI-powered automatic chat interviews

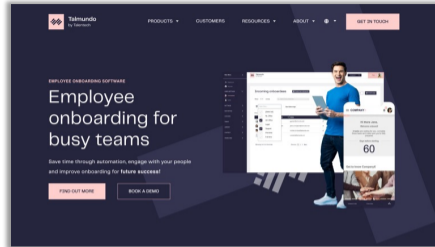


<https://sapia.ai>

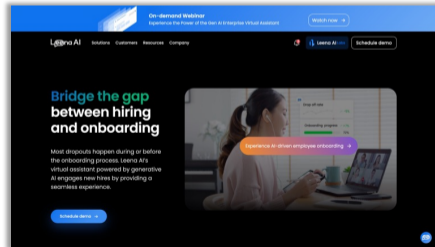


<https://interviewer.ai>

Employee onboarding



<https://www.talmundo.com/>



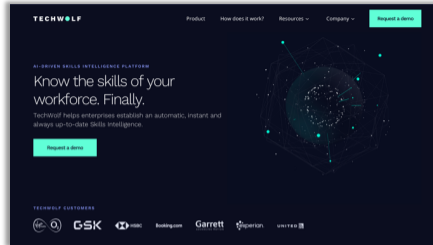
<https://leena.ai/employee-onboarding>



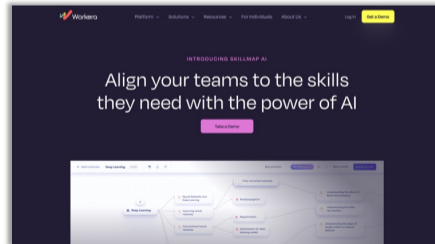
Learning and Development

Foto de Alex Block

Skills inference

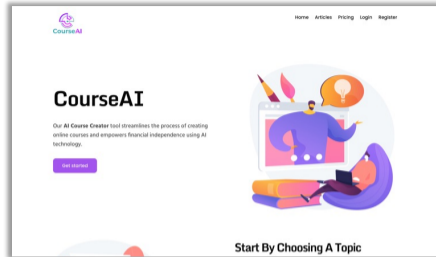


<https://techwolf.com>

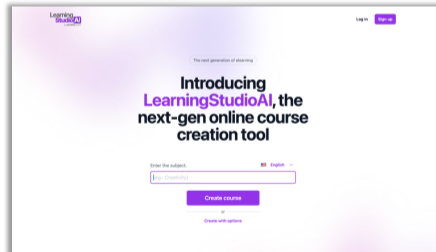


<https://workera.ai/skillmap-ai>

Courseware generators

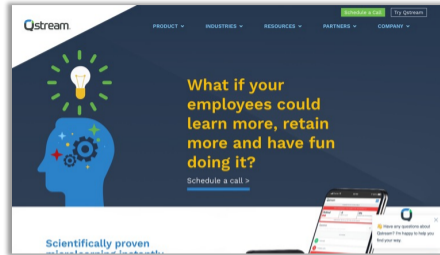


<https://courseai.com>

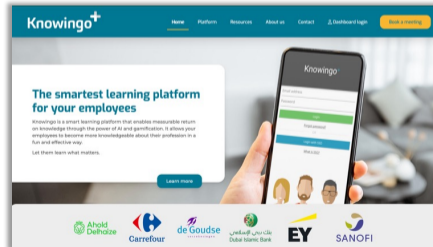


<https://learningstudioai.com>

Microlearning platforms

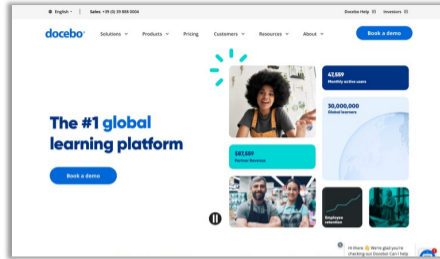


<https://qstream.com>

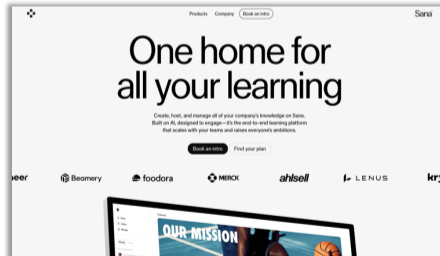


<https://knowingo.com/>

End-to-end learning platforms

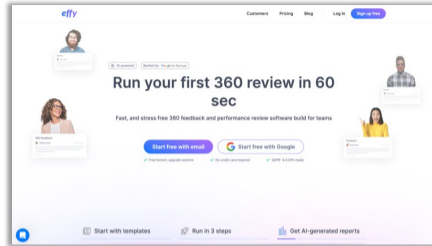


<https://www.docebo.com>

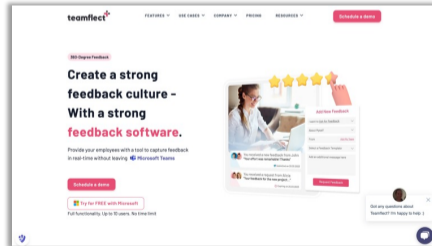


<https://sanalabs.com/learning-platform>

360 feedback

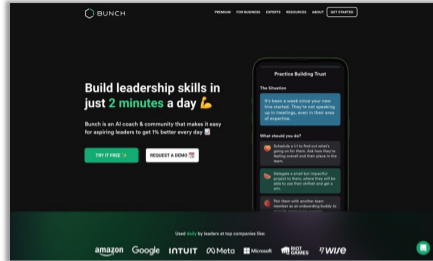


<https://www.ffy.ai/>

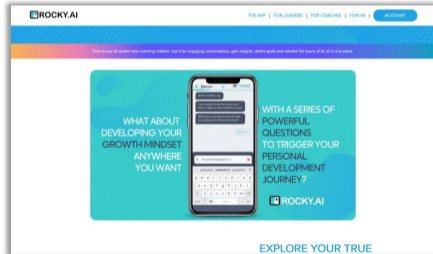


<https://teamflect.com/feedback-software>

Coaching



<https://bunch.ai>



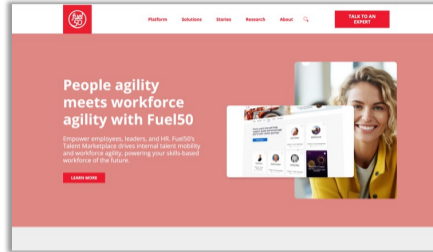
<https://www.rocky.ai/digital-coach>



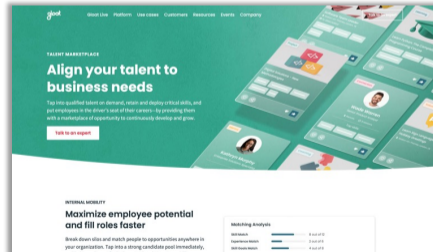
Other applications

Foto de Yasin Hasan

Internal talent marketplaces

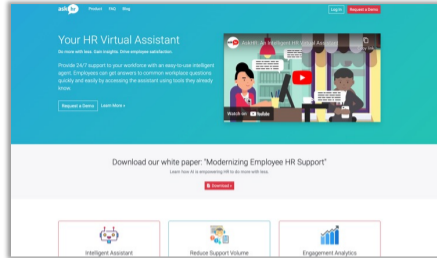


<https://fuel50.com/platform/talent-marketplace/>

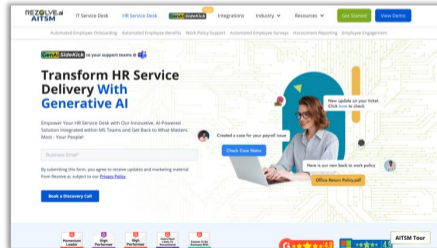


<https://gloat.com>

Employee HR helpdesk

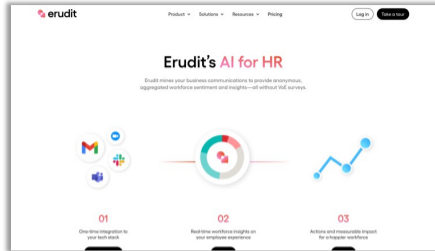


<https://www.askhr.com>

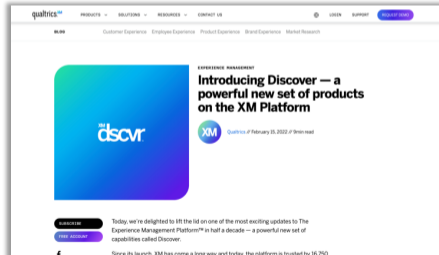


<https://www.resolve.ai/automated-hr-helpdesk>

Sentiment analysis



<https://www.erudit.ai/artificial-intelligence>



<https://www.qualtrics.com/blog/discover-launch/>

One more thing...

ChatGPT

Overview Team Enterprise Pricing Try ChatGPT

Can you give the feedback on my short story?

ChatGPT

Your writing is engaging and provides insight into the protagonist's feelings and past experiences. You effectively use descriptive language to paint a picture of the setting and the character. The dialogue between the protagonist and his father feels natural and adds depth to the story. Additionally, your writing style is clear and easy to read. However, there are a few areas where you could improve:

1. Punctuation and grammar: There are some minor punctuation and grammar issues throughout the text that could be polished for a smoother reading experience.
2. Clarify: Some parts of the story could benefit from a bit more clarity or elaboration, especially in the scenes between scenes and the protagonist's internal thoughts.
3. Show, don't tell: While you do a great job of describing the physical setting, there are moments where you wonder about the character's feelings and past experiences. Consider showing these emotions through dialogue, or internal monologue to make the narrative more immersive.

Overall, your writing is well-crafted and engaging, with room for minor improvements in mechanics and clarity. Keep up the good work!

Message ChatGPT

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ChatGPT

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Gemini 1.5 delivers dramatically enhanced performance with a more efficient architecture. The first model we've released for early testing, Gemini 1.5 Pro, introduces a breakthrough experimental feature in long-context understanding.

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Claude is a next generation AI assistant built for work and trained to be safe, accurate, and secure.

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Now available with both 8B and 70B pretrained and instruction-tuned versions to support a wide range of applications

Get Started Experience Llama 3 on Meta AI

Trust and safety

Prompt



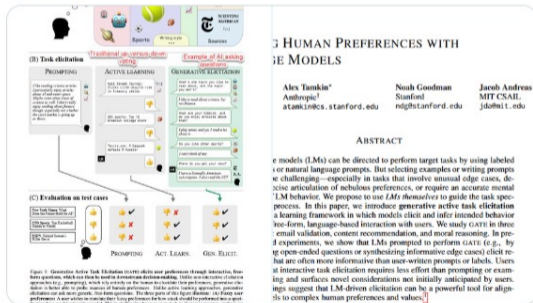
Ethan Mollick
@emollick

...

I have been saying prompt engineering is going away & this paper shows why

In a preregistered experiment, GPT4 was better able to solicit user preferences by just asking them questions than users were able to articulate in prompts, with less mental effort arxiv.org/pdf/2310.11589...

[Traducir post](#)



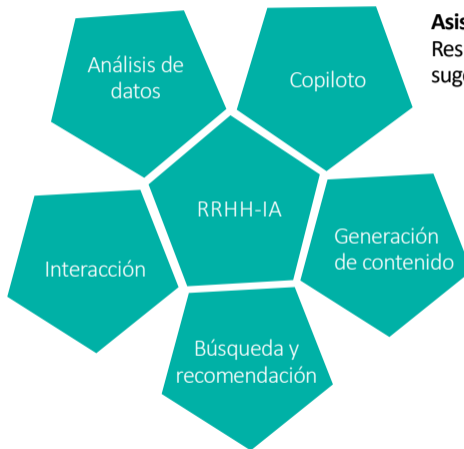
Impacto IA en la gestión de personas

Analítica:

Procesamiento y comprensión de grandes volúmenes de datos, visualización e interacción en lenguaje natural

Asistente de trabajo:

Responde preguntas, ofrece sugerencias, aconseja, etc.



Conversación autónoma de empleados:

Chatbots, asistentes y comunicación inteligente.

Creación:

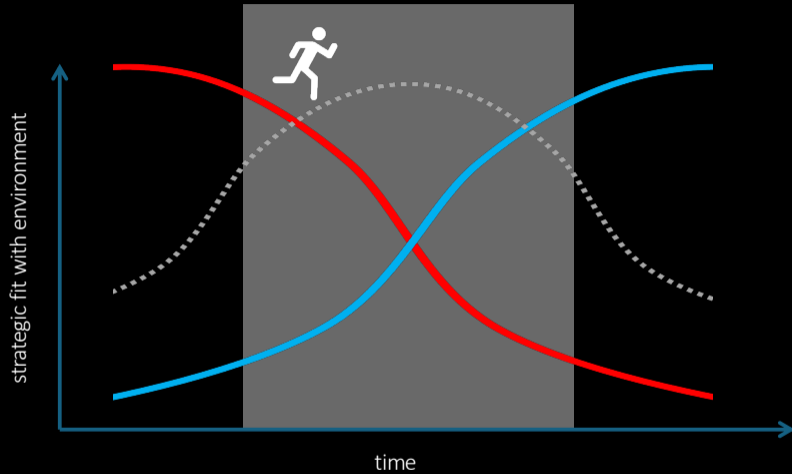
Producción, redacción y revisión de contenido especializado.

Personalización:

Utilización de datos para dar respuestas personalizadas.



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Adapted from Curry & Hodgson (2008) Seeing in Multiple Horizons: Connecting Futures to Strategy. *Journal of Future Studies*

This is incredible momentum, and yet, we're only beginning to scratch the surface of what's possible.

Sundar Pichai, 06 december 2023

Photo Mitchell Luo



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It's time to play

Foto de Kristin Brown



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It's time to learn

Foto de Marvin Meyer



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A high-angle photograph of a person jumping from a wooden platform into a body of vibrant turquoise water. The person is in mid-air, with their arms and legs spread wide. The water is clear and bright, contrasting with the dark, rocky, and mossy cliffs that surround the pool. A rope is visible extending from the right side of the frame towards the water.

It's time to act

Foto de Ethan Elisara



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Never forget your humanity

Foto de Erik Mclean



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