

AI IN THE WORKPLACE

**A SHRM guide to human-centered
AI adoption in the workplace.**



A NOTE FROM SHRM PRESIDENT & CEO

The excitement over generative AI in the workplace is palpable. As companies rush to implement generative AI capabilities, understanding the technology's potential to deliver value will help shape critical decisions. Businesses must maximize ROI, stay competitive in a digital landscape, and manage workforce transformations amidst the greatest technology shift of this generation. To realize the most value from generative AI, people across the spectrum of work need to understand how to:

- **Manage disruption and empower innovation.** Work is where markets, people, and disruptive technologies intersect with the challenges of human intelligence. As generative AI becomes more integrated in our daily lives, we will learn how to unlock potential, spark innovation, and discern our unique human qualities from AI.
- **Augment the power of people to drive the world forward.** To flourish in the AI era, we must rethink work, worker, and workplace—reimagining a world of work where human intelligence and ingenuity are upskilled, not replaced.
- **Engender a culture of change and invest in human catalysts.** Studies show human catalysts are key to successful AI integrations. Organizations must invest in their people to empower the mindsets, skill sets, and tool sets to drive thriving, responsible workplace transitions.

While embracing generative AI is a business imperative, it's essential to approach its adoption responsibly. Addressing ethical considerations, ensuring transparency, and providing appropriate training are crucial aspects of a successful AI integration strategy. SHRM is exploring the leading trends that are rapidly unfolding and is committed to delivering the knowledge and insights necessary to show you AI's exponential impact on the way we work.

Get ready to embrace the future—where the synergy of artificial intelligence and human ingenuity paves the way for a workforce that is not only efficient but truly empowered. Because at the end of the day, AI+HI = ROI.

Are your people ready? Let's find out.



A handwritten signature in black ink, appearing to read 'Johnny C. Taylor, Jr.' with a stylized flourish at the end.

JOHNNY C. TAYLOR, JR., SHRM-SCP
PRESIDENT & CEO, SHRM

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6 TRENDS

IN AI THAT YOU NEED TO KNOW

Generative AI is changing the anatomy of the workplace and supercharging the capabilities of individual workers. While the pace of innovation continues to accelerate, one thing is certain: Generative AI's impact on business, HR and the workforce is going to change the world.

TREND

IMPACT ON HR

1 Every worker will be touched by AI within a decade.

Nearly all business leaders say their companies are prioritizing at least one initiative related to AI systems in the near term. In the last year, the number of HR Professionals who will be using AI grew by 20 percent. The result is generative AI will increasingly be seen as a tool to enhance human capabilities. Augmented intelligence will help workers automate routine tasks, allowing them to focus on more creative and complex aspects of their roles. AI is changing everything, and it will impact us all.

As automation and AI augmentation become more prevalent, HR Professionals will need to focus on reskilling and upskilling initiatives across their organizations. This involves identifying the skills employees need to thrive in a technology-driven workplace and developing programs to facilitate continuous learning.

2 The workplace will naturally select the AI-curious.

To maximize your investment in generative AI technology, you require a workforce that is open to change. We've moved beyond the age of digital natives and are now ushering in the development of generative natives—those who will enter the workforce naturally able to prompt, contextualize and authenticate the inputs and outputs of generative systems. It is critical for individuals to embrace a culture of change and for companies to give permission to employees to experiment with generative AI to discover the most effective ways to employ its exponential powers. By encouraging and rewarding a spirit of play and curiosity, you'll end up with a team that drives innovative ideas and propels business forward.

To effectively and responsibly encourage workers to start using generative AI tools, HR leaders and professionals need to establish clear rules of engagement and implement necessary trainings to prevent any data security and privacy risks. This is an area where HR teams can demonstrate business acumen in developing a risk analysis that considers the risk of engaging with AI versus not engaging with AI.

3 AI supports inclusivity and well-being in the workplace.

An estimated 386 million working-age people have some kind of disability. Generative AI has the potential to help individuals with disabilities find and excel in jobs. And companies can build inclusivity into the design of the technology. The rewards of designing AI capabilities for accessibility and inclusivity are significant. AI-powered tools such as ChatGPT are invaluable to communicate effectively and access information efficiently. It becomes a supportive companion that helps maintain productivity and independence and enhances overall well-being.

To ensure AI capabilities remain people-focused, it's imperative to reinforce the importance of human-centric design principles that take people with disabilities into account. By working alongside and collecting feedback from individuals with various types of disabilities, HR teams can help ensure optimal, accessible experiences for all.



AI is going to be a being one day, and it's much sooner than we think. By 2030, AI will have copyrights and will get credit for everything it does. That said, we need to adjust our mindsets now to look on AI, not just as a tool, but as an active participant in the workplace, a colleague, a partner. AI is part of the team.

ALEX ALONSO, PH.D, SHRM-SCP
CHIEF KNOWLEDGE OFFICER, SHRM



TREND

Adopt AI with eyes wide open.

All of us are at the beginning of a journey to understand generative AI's power, reach and capabilities. That recognition demands prudence when it comes to the ethical and societal implications of generative AI implementation. In October 2023, the Biden administration issued a landmark directive on artificial intelligence, a big step toward defining how the fast-moving technology will be used and regulated. It calls for new standards, funding, training and enforcement to mitigate AI risks while also paving the way for the technology's widespread adoption. To prepare, companies should understand the potential impacts, assess the risks and opportunities and prepare for compliance.

4

AI needs to work for your business.

As companies and individuals grapple with the fast and steep learning curve of generative AI adoption and implementation, it's critical to have a plan that is laser-focused on what will serve your workforce and business needs. A wide range of AI tools and technologies is available, many of which may be superfluous to your business, so it's imperative that you do your homework before you trust who is guiding you through this complex workplace transformation.

5

AI will threaten jobs.

Generative AI has the potential to automate work activities that absorb 60 to 70 percent of employees' time, which will cause widespread disruption to the workplace. In particular, these technologies will have an accelerated impact on knowledge work and the occupations associated with higher wages, educational requirements, and decision-making and collaboration. Acknowledging this reality underscores the importance of establishing a people-focused approach to AI adoption, as these tools are intended to enhance human capabilities, not replace them.

6

IMPACT ON HR

Currently, 78 percent of HR professionals have no organizational policies or rules in place for generative AI systems. With the increasing focus on AI regulation and governance, HR professionals will need to stay informed about evolving legal and ethical considerations related to AI in the workplace. This includes compliance with data privacy protection and IP laws, addressing concerns about AI-driven decision-making, and ensuring fair and transparent use of AI technologies.

The integration of AI in the workplace presents challenges and opportunities for HR professionals. By leveraging AI technologies strategically and remaining people-focused, HR departments can enhance their effectiveness, contribute to organizational growth, and create a more dynamic and responsive work environment.

The role of the CHRO and HR teams has never been more critical. As automation and AI augmentation become more prevalent, HR will need to focus on reskilling and upskilling initiatives. This involves identifying the skills employees need to thrive in a technology-driven workplace and developing programs to facilitate continuous learning.

SOURCES:

- State of the Workplace 2024, SHRM.
- ["Designing Generative AI to Work for People with Disabilities," Harvard Business Review.](#)
- [Executive Order on the Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence.](#)
- ["Harnessing Disruption for a Future That Works," McKinsey & Company.](#)

GETTING TO KNOW

ARTIFICIAL INTELLIGENCE

How AI is enhancing human potential.

HR professionals were early adopters of AI, using talent acquisition programs to source, recruit, evaluate and communicate with candidates. What was depicted as Hollywood movie magic is now our everyday reality. In workplaces, AI-enabled tools are already being used to enhance efficiency by automating repetitive tasks, facilitating data analysis and aiding in decision-making processes.

AI has the potential to propel businesses toward optimal growth and enrich our workforce across all levels. By coupling artificial intelligence with human ingenuity, we can champion better workplaces and a better world. Understanding the technology will empower us to maximize its potential.

Artificial intelligence refers to computer programs capable of performing cognitive tasks typically requiring human ingenuity. To understand how it works, we must understand the technological advancements that made AI possible.

THE BUILDING BLOCKS OF AI

NATURAL LEARNING PROCESSING:

Enables AI to comprehend and generate human text and spoken words.

MACHINE LEARNING:

Uses data and algorithms to imitate the way humans learn, in order to make decisions or predictions.

DATA SOURCES:

AI relies on stores of data originating from different sources to inform its computing.

SOURCES:

- [“What is artificial intelligence and how is it used in the workplace?”](#)
- [“ChatGPT and HR: A Primer for HR Professionals.”](#)
- “Generative Artificial Intelligence and the Workforce” report from SHRM and The Burning Glass Institute.

Understanding GenAI’s Strengths & Limitations

Generative AI is a step change in the evolution of artificial intelligence, and it is changing the world. Also referred to as GenAI, it’s the next iteration of the technology, using large language models (LLMs). Generative AI is making headlines every day with its groundbreaking capabilities and rapid evolution. Where traditional AI performs its tasks through predefined models and follows patterns, generative AI produces original data and content, creating its own patterns.

What tasks can GenAI perform today?

- Streamline interactions with business software.
- Generate text, answer questions and serve as conversational agents (that is, chatbots).
- Generate images, music and videos.
- Refine and enhance the style, coherence and quality of existing content.
- Summarize and classify text.
- Retrieve and present enormous amounts of information quickly.

What are GenAI’s current limitations?

- Not especially creative or original; may produce derivative content.
- Limited critical thinking.
- Low emotional intelligence.
- Limited factual accuracy.
- Challenges with mathematical functions.
- Likely to reproduce biases in training data.

AI + HI = ROI

How AI can supercharge your team and your business.

We're already seeing business strategies across all industries transform rapidly to integrate the innovative utility of AI. When business transforms, the nature of work transforms. What does this mean for the people driving this work?

One simple formula can help your business navigate these changes: AI + HI = ROI. AI has the potential to supercharge human ingenuity, which is essential to maximizing AI's value, enhancing professional development and propelling business growth.



Artificial intelligence offers unparalleled processing capabilities, analytical insights and efficiency in operations. To implement a human-centered approach to workplace AI adoption, team leaders must be educated on its workplace applications. AI has the capacity to simplify and streamline tasks that can be tedious for workers.

AI is not a stand-alone solution. GenAI tools excel at certain tasks while lagging in other areas that require a human touch—human ingenuity—reinforcing the importance of people at the core of every organizational process. Humans bring empathy, inclusivity, creativity, ethical judgment and the ability to navigate complex social interactions—elements that AI can't replicate.

Through the combination of AI + HI, organizations can maximize return on investment for all stakeholders. The individuals who make up the foundation of an organization can reduce their workloads, expand their capacity for creative problem-solving and enhance their careers through upskilling. Meanwhile, HR and business leaders can improve efficiency, save costs and foster collaboration. Businesses must innovate to remain competitive, and AI is ripe with opportunity to stake a foothold in the future.



This simple equation [AI + HI = ROI] encapsulates the sentiment that when we leverage advanced technology like artificial intelligence in harmony with the unique capabilities of human intelligence, we amplify our potential to achieve better outcomes and superior returns on investment. AI may provide the tools, but HI offers the necessary ingenuity and judgment to use them effectively

JOHNNY C. TAYLOR, JR., SHRM-SCP
PRESIDENT & CEO, SHRM

SOURCES:

- [“The New Abnormal.”](#)
- [“AI + HI = ROI.” Johnny C. Taylor, Jr., LinkedIn, 2023.](#)

DISCOVER AI'S IMPACT

Opportunities and risks your company should consider.

Like any new technology, using AI in the workplace comes with inherent risks. When workplaces are well informed about these risks, they are better positioned to harness the exponential possibilities that AI offers. Thoughtful implementation of AI and its capabilities will empower leaders to embrace and optimize AI workplace applications, establish trust and confidence among their workforce, and maximize AI's value for their organization.



Beware of the AI charlatans. Not every AI tool will be the right one for your business, so it's imperative to work with trusted resources and advisors as you navigate AI applications in the workplace. Taking your time in this process will ultimately protect your stakeholders and your company's reputation.

JIM LINK, SHRM-SCP
CHRO, SHRM



OPPORTUNITIES

- **Increased productivity and efficiency:** AI can automate repetitive tasks, freeing up employees' time for more creative and strategic work.
- **Improved decision-making:** AI can analyze large datasets and provide insights to support more informed decision-making.
- **Innovation and growth:** AI can serve as a catalyst for brainstorming, sparking new ideas and breakthroughs.
- **Improved workplace safety:** AI tools can be used to monitor workplace conditions, identify potential hazards and streamline safety reporting.
- **Inclusion:** AI can be used to reduce bias in hiring and promotion decisions. It can also make communication and information more accessible for people with disabilities or language barriers.

RISKS

- **Bias and discrimination:** AI systems trained on biased data could perpetuate discrimination in hiring, performance assessment and other workplace decisions.
- **False data:** AI platforms can sometimes produce invented answers called "hallucinations."
- **Cybersecurity and privacy:** Without proper guidance, employees could expose sensitive or proprietary company data.
- **Ethics:** Lack of transparency around AI usage in the workplace can lead to mistrust and a loss of credibility for employers.

SOURCES:

- ["AI Use on the Rise, Ethics Questions Remain."](#)
- ["Bringing Artificial Intelligence into Pay Decisions."](#)
- ["Companies Turn to AI to Improve Workplace Safety."](#)
- ["The Workplace Security Risks of 'Bring Your Own AI.'"](#)
- ["How to Move Forward with Generative AI, LLMs."](#)

HOW WILL AI CHANGE YOUR WORK?

Transformation of traditional roles.

AI'S IMPACT ON WORKERS

JOBS ARE AUTOMATED

Description:

Roles that either do not require expertise or heavily involve tasks that GenAI can do effectively today.

Example:

Graphic designers focused on revising and contextualizing content, rather than creating it from scratch.

JOBS ARE AUGMENTED

Description:

Roles that require substantial expertise but still involve several AI-enhanced tasks or AI-driven productivity gains.

Example:

Software engineers using ChatGPT to generate and debug sections of code.

JOBS ARE TRANSFORMED

Description:

Roles whose new unit economics allow for a complete reimagining of the job description.

Example:

HR Professionals transitioning to roles as coaches and strategists.

Shift of organizational mindsets.

AI'S IMPACT ON THE WORKPLACE

- **Autonomous project teams:** Project teams will be formed in which team members are selected and managed by AI based on their skills and experience, ensuring optimal team dynamics and efficiency.
- **Decentralized AI decision-making:** Decision-making will be streamlined, with AI systems offering insights and recommendations directly to employees rather than funneling through a management hierarchy.
- **AI as workplace co-pilot:** Across all fields, including design, writing and music, AI will act as a creative collaborator, offering suggestions and generating ideas to push the boundaries of creativity.
- **AI-powered health and wellness programs:** AI will help personalize health plans, create stress management programs and monitor real-time employee health to support the mental and physical well-being of employees.
- **Ethical AI guardians:** Companies will be required to ensure ethical use of AI across all operations with AI systems, safeguarding against biases and ensuring compliance with regulations and ethical standards.
- **Virtual reality workspaces:** AI integration will create immersive work environments where employees can interact as if they were in a physical office, making remote work more engaging and collaborative.
- **Gamified work environments:** Routine tasks will be made more engaging through AI-enabled virtual rewards, competitions and interactive challenges to increase motivation and productivity.

HOW WILL AI CHANGE HR?

In HR, AI is being used to manage the full employee life cycle, from sourcing and recruitment to performance management and employee development. As a result, HR professionals can spend more time advising individual employees on their career goals and challenges and serve as organizational strategists in support of business leaders. Recruitment and hiring are by far the most popular employment-related areas in which AI is used. However, AI can be utilized in almost any human resources discipline.



TALENT ACQUISITION:

Instantly identify and screen qualified candidates.



TALENT RETENTION:

Examine factors influencing employee retention.



EMPLOYEE UPSKILLING:

Enhance learning experiences for talent development.



JOB DESCRIPTION ANALYSIS:

Align applicants' resumes to keywords in job descriptions.



SKILL SET MONITORING:

Project evolving skill set needs for specific industries.



CYBER SECURITY:

Identify text patterns that indicate spam attacks.



CONTENT CREATION:

Produce large volumes of original multimedia content.



ADMINISTRATIVE SUPPORT:

Streamline administrative tasks.



OVERCOMING LANGUAGE BARRIERS:

Power more seamless multilingual customer experiences.



EMPLOYMENT RECOMMENDATIONS

Generate personalized employment or employee recommendations.



PAYROLL DECISIONS:

Analyze labor and employment data to determine payroll updates.



FINANCES AND BUDGET:

Automate accounting and budgeting while factoring risk.

IN WHICH AREAS DOES HR CURRENTLY UTILIZE AUTOMATION AND/OR AI?



79%
Recruiting & Hiring



41%
Learning & Development



38%
Performance Management



18%
Productivity Monitoring



8%
Succession Planning



4%
Promotion Decisions

GRAPHIC SOURCE: SHRM survey of 1,688 active SHRM members, February 2022.

SOURCES:

- "Generative Artificial Intelligence and the Workforce" report from SHRM and The Burning Glass Institute.
- "Bringing Artificial Intelligence into Pay Decisions."
- "15 Ways HR Can Use ChatGPT to Improve Hiring and Engagement."
- "Using AI for Employment Purposes."
- "The Role of AI in Retaining Top Talent."

WHEN COMPANIES GET AI RIGHT

Industry use cases.



GENERATIVE AI HELPS RECRUIT AND HIRE PEOPLE WITH DISABILITIES AT OUR ABILITY

Our Ability Inc. provides an AI-powered platform that uses chatbot technology to assist unemployed individuals in finding and securing employment opportunities that fit their lives and skills.

SOURCE: [OurAbility.com](https://www.ourability.com)



AMAZON USES AI FOR HIRING & RECRUITMENT OPTIMIZATION

Amazon is one of the many companies that uses machine learning to screen resumes, match candidates with best suited roles, and perform initial online candidate assessments.

SOURCE: [HR Brew](https://www.hrbrew.com)



CIGNA FILLED 65% OF ITS OPEN ROLES WITH INTERNAL CANDIDATES USING AI RECRUITING

Cigna, a global health care group that employs over 70,000 workers, uses an AI-powered HR platform to gather employee data on interests, preferences, and qualifications. It then provides recommendations and facilitates networking with peers.

SOURCE: [Amazon](https://www.amazon.com)



PREDICTIVE MAINTENANCE HELPS FRITO-LAY ADD 4,000 HOURS OF MANUFACTURING CAPACITY A YEAR

Frito-Lay uses predictive technology sensors designed to predict industrial equipment failures before they happen, to save time in manufacturing. Efficiencies equate to several million pounds of snacks coming off the production line and shipped to store shelves.

SOURCE: [Wall Street Journal](https://www.wallstreetjournal.com)



IBM'S HR TEAM SAVED 12,000 HOURS OF WORK OVER 18 MONTHS WITH AI

IBM utilizes their own AI tools to optimize multiple streams of work. AskHR powered by Watson is a virtual assistant that guides new hires through paperwork, questions, and integration into company culture. IBM also uses AI to generate custom performance evaluations that analyze multiple datasets to make promotion recommendations to managers. When asked about using AI in HR functions, IBM CHRO Nickle LaMoreaux said, "It's making HR more human because we're spending time on things that matter."

SOURCE: [Fortune.com](https://www.fortune.com)



GENPACT USES AI VOICE CLONES TO GENERATE L&D CONTENT

Professional services firm Genpact uses AI tools for a myriad of internal operations including creating AI-enabled voice clones to aid senior leaders who lack time for content creation. Using small voice samples, the company has successfully generated voice clones, allowing quick and efficient production of audio and podcasts. This AI innovation streamlines content creation and improves access to expertise within the organization.

SOURCE: [Fortune.com](https://www.fortune.com)

SHAPING THE FUTURE: AI REGULATION IN THE UNITED STATES

SHRM perspectives on the evolving landscape of AI in public policy.

[SHRM advocates for public policy](#) that supports the appropriate applications of AI in the world of work and establishes the necessary guardrails and standards to protect individuals and employers.

Top of Our Agenda

- **Safety and security:** SHRM supports the implementation of safety and security measures that ensure accountability and effective governance to protect workers and the workplace.
- **Discrimination and biases:** SHRM advocates policies that identify and protect against discrimination and biases emerging from workplace tech innovation.
- **Innovation and growth:** SHRM believes AI regulation should enable businesses and workers to embrace innovation, provide opportunities to develop and access talent pipelines, and create advantages to compete in a rapidly evolving global market.

AI Has the White House's Attention

On Oct. 30, 2023, President Biden issued an executive order calling for new safety assessments, equity and civil rights guidance, and research on AI's impact on the labor market. The executive order emphasizes safety and security standards in federal agencies, setting an example for the private sector. It directs federal agencies to assess AI's impact on the workforce, take steps to mitigate its negative effects on equity and support skills development programs. The order also stresses responsible AI development while promoting workplace innovation and competition, including attracting global AI talent. The goal of the Biden administration is to establish the U.S. as a global leader, innovator and adopter of AI governance and integration.

While an employer's use of AI must comply with existing employment law, there are currently no federal regulations governing the use of AI in the workplace. The White House continues to call on Congress to pass laws regulating AI. In the meantime, several states have taken the lead and developed their own AI workplace laws or regulations:

- In 2020, Illinois passed the [Artificial Intelligence Video Interview Act](#), regulating employers' use of AI in video interviewing.
- In 2023, Maryland passed the [Facial Recognition Technology Law](#), prohibiting employers from using certain facial recognition services—such as those that might cross-check applicants' faces against external databases—during an applicant's interview process unless the applicant consents.
- [New York City](#) began enforcing its new law in 2023 that requires employers to audit their HR technology systems for bias and publish the results.
- The California Privacy Protection Agency began reviewing draft regulations in December 2023 that require employers to notify individuals when work decisions are made with the assistance of AI tools. It also grants employees the right to opt out.

SOURCES:

- ["Exploring AI in the Workplace: Regulations, Lawsuits and Best Practices."](#)
- ["HR Implications of Biden's AI Executive Order"](#)
- ["Stay Abreast of Laws Restricting AI in the Workplace."](#)
- ["California Moves to Tackle Workplace AI Regulation."](#)

FAQ:

AI HELPS US ANSWER YOUR QUESTIONS

Generative AI helped us answer common questions about AI in the workplace—and it can help you too.

We asked ChatGPT some of the most frequently asked questions about AI in the workplace, then compared it to what our SHRM resources say. ChatGPT is a generative AI chatbot tool that sources knowledge from the internet and the public domain, then uses language processing to create human-like conversational dialogue. While AI cannot replace the insights of humans, notice how AI can help inform and supplement.

Will AI take my job?

ChatGPT:

AI is unlikely to replace jobs but will enable professionals to focus on strategic aspects such as employee development and company culture. Instead of job loss, AI reshapes work, emphasizing emotional intelligence and interpersonal skills. Professionals need to adapt, embracing continuous learning to collaborate effectively with AI and leverage its capabilities for more impactful and personalized approaches to their roles.

SHRM:

Every technological revolution has created more jobs than it has destroyed. The novelty of AI technologies makes it easy to fear they will replace humans in the workforce. But we should instead view them as ways to augment human performance. With AI, workers will have more time to focus on more important parts of their work. To ensure that the benefits of technological progress are widely shared, it is crucial to invest in education and workforce development to help people adapt to the new job market.

How can I best use AI in my job?

ChatGPT:

Enhance candidate screening, onboarding and engagement with AI-driven tools. Personalize learning paths for performance management and employee retention. Leverage AI to gain workforce insights and ensure compliance. Implement communication tools for collaboration. Regularly assess the effectiveness of these tools to maintain a balance between technology and human-centric practices, fostering a positive work environment. Stay informed about AI advancements to continually improve processes and decision-making in your role.

SHRM:

There are many functions that can be optimized with AI, including:

- Composing employee handbook materials and policy manuals and updating them.
- Checking laws and regulations.
- Summarizing research and reports.
- Streamlining administrative tasks, such as reminders about events and holidays.
- Developing career development plans.
- Preparing performance reviews.

When utilizing AI in the workplace, it's important to always use humans to cross-check and proof all AI-generated work before publishing or enacting.

How can I protect my organization from the risks of AI adoption?

ChatGPT:

To safeguard your company from AI risks, prioritize data security, adhere to ethical guidelines, ensure regulatory compliance, promote transparency and involve employees in the AI adoption process. Conduct thorough vendor assessments, monitor AI systems continuously and prepare for potential crises. Provide ongoing employee training, seek legal counsel and assess risks systematically to establish a resilient framework for responsible AI integration.

SHRM:

To protect your organization from the risks of AI adoption, establish a robust policy around AI usage in the workplace that sets clear guidelines around specifying which employees can and cannot use AI in their work, clarifying which types of work AI can be applied to, and heightening employers' fact-checking resources and diligence, particularly for public-facing information. To mitigate bias that could come from the use of AI tools, continue human review of AI-assisted decision-making and implement disclosure and informed consent when necessary and appropriate.

How can I get buy-in from organizational leaders to invest in AI for the workplace?

ChatGPT:

To gain buy-in for AI investment, align proposals with business goals and educate on AI benefits. Quantify ROI, address concerns like job displacement, involve stakeholders, and highlight competitive advantages. Emphasize AI as a strategic imperative. Present a clear implementation plan with timelines and milestones, tailored to the organization's culture. Ensure data-driven arguments and effective communication to build a compelling case for AI integration.

SHRM:

Success in implementing and scaling AI in the workplace relies on building a strategy that invests in education, training and upskilling. To remain competitive in a changing industry landscape, leaders must carefully evaluate the ROI and business value of AI adoption, considering factors such as cost savings, improved efficiency and enhanced worker experience.

How can I explain AI and its benefits to my workforce?

ChatGPT:

AI is meant to augment, not replace, decision-making, skill sets and learning opportunities in the workforce. Workers can feel the positive impacts from AI through work/life balance, open communication, training opportunities and testimonials demonstrating how AI can contribute to organizational success and individual development.

SHRM:

Workers should feel encouraged to use AI-enabled tools and grow from a culture of continuous learning that enhances their skill sets, creates inclusive opportunities for professional development and expands diversity in talent pools. AI cannot replace the talent workers provide in the workplace, but workers can strengthen their ingenuity through AI.

SOURCES:

- ["What is artificial intelligence and how is it used in the workplace?"](#)
- ["ChatGPT and HR: A Primer for HR Professionals."](#)
- ["Ready to Draft an Up-to-Date AI Policy?"](#)
- ["When AI Meets HR: Prepare Your Policies Now."](#)
- ["How to Manage Generative AI and ChatGPT in the Workplace."](#)

YOUR PARTNER IN THE FUTURE OF WORK

Navigate how the workplace is evolving with SHRM insight and resources.

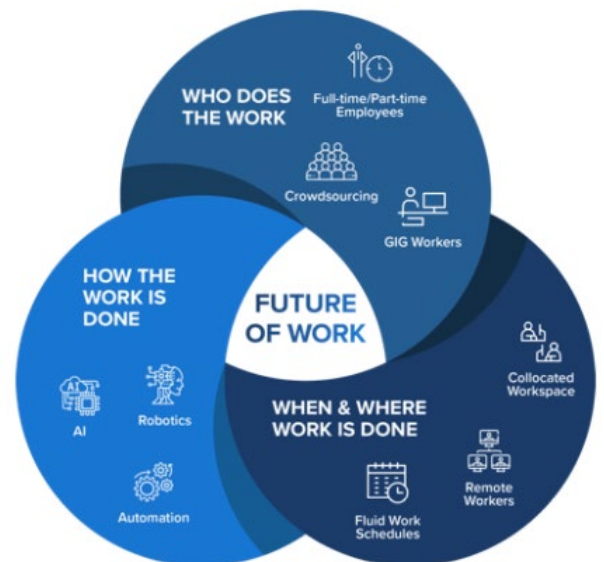
Business leaders face challenging decisions ahead—AI adoption in the workplace is just one way the workplace will transform. Leaders empowered rather than intimidated by the Future of Work will be on the front lines of advancing the world of work. Prepare your organization for the next chapter of workplace evolution.

WHAT IS THE FUTURE OF WORK?

While much focus in future-of-work discussions centers on emerging technologies, other factors such as remote employment and the gig economy play a large role not only in how work will be done but in who will be doing it and from where.

Consider these basic elements when bringing your organization into the future of work: how the work is done, who does the work, and where and when work is done.

- **How the work is done** – innovative tools including AI and other emerging tech.
- **Who does the work** – gig workers, global workers.
- **Where and when work is done** – remote work, flexible work schedules.



GRAPHIC SOURCE:
["What is meant by 'the future of work'?"](#)

There is no one-size-fits-all process to prepare your organization for the future. As our industries charge through uncharted territory, organizations need a road map tailored to their unique workplaces and reliable, committed support to implement holistic solutions.

With [SHRM's Knowledge Advisors](#), members have 24/7 access to HR experts ready to answer any questions, offer customer-specific data and provide guidance. Organizations can also partner with SHRM to customize their own [suite of business solutions](#) to propel their business forward.

Check out more of our [tools and resources on the Future of Work](#), including insights on AI in the workplace, and learn how we're inspiring innovation in the HR tech space through SHRMLabs.

SOURCES:

- ["What is meant by 'the future of work'?"](#)

BETTER WORKPLACES. BETTER WORLD.

SHRM is the trusted authority on all things work, workers and the workplace.

Ensure you and your organization are equipped with the insightful resources and expert perspectives you need to create better workplaces. Learn how you can work with SHRM to further your career and develop innovative business solutions.

EXPAND YOUR NETWORK, CONNECT WITH PEERS AND LEARN FROM BUSINESS LEADERS.

- [The AI+HI Project](#) – Join SHRM in March for The AI+HI project, where we'll convene experts and executives to shape the future of AI in the workplace.
- [More SHRM events](#) – SHRM hosts a variety of events and conferences throughout the year that propel workers and the workplace forward into a future of limitless opportunities.
- [Membership](#) – SHRM membership puts you in the driver's seat with a partner that is the ultimate navigator of all things HR.
- [Local chapters](#) – As the leading global human resource organization, SHRM offers the opportunity to join a local professional or student chapter in your area, enabling you to tap into the knowledge of your peers to gain insights and resources from various local organizations to further your professional development and leadership skill set.

ADVANCE YOUR CAREER THROUGH EDUCATION AND PROFESSIONAL DEVELOPMENT.

- [Certification](#) – Earn SHRM's Certified Professional (SHRM-CP[®]) or Senior Certified Professional (SHRM-SCP[®]) certifications to prepare for the pivotal role HR plays in transforming the workplace.
- [Specialty credentials](#) – SHRM offers a number of specialty credentials, including two in partnership with the [Caltech Future Skills Academy](#) designed to prepare HR professionals for the adoption of new technologies in the workplace.
 - [Advanced Technology Specialty Credential](#)
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