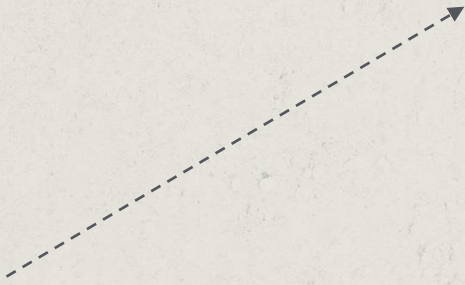


What about ***generative AI***?



Thoughtful adoption of **generative AI** should include experimentation and worker buy-in



75%
of organizations

intend to accelerate their use of AI over the next 5 years¹



13%
of workers

have been offered AI-related skills training in the last year²

To ease worker anxiety and build trust while using generative AI, organizations should:

- **Establish safe digital spaces** where workers are invited to cocreate and reimagine their future and the future of the organization
- **Be transparent** about how AI will be used, including what skills are needed today and in the future

¹ Source: [World Economic Forum](#)

² Source: [Randstad](#)

Developing an **AI-enabled workforce** will require skill development with a focus on human capabilities

71%

said their organization's plans for generative AI include using it to advance human capabilities

of executives

48%

are confident they have verified and valid information on their workers' human capabilities¹

of leaders

10%

say their current workforce possesses high-priority human capabilities²

of organizations

IN PRACTICE



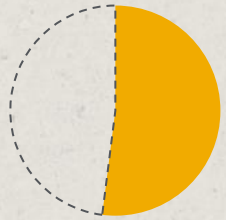
IDEO prioritizes hiring “T-shaped” employees: **people with human capabilities such as creativity** (the vertical stroke of the T) and a **willingness to collaborate across disciplines** (the horizontal stroke of the T).

T-shaped candidates are more likely to ask questions about the organization that aren't directly related to the roles they're applying for, and they're more likely to talk about how past successes have involved collaboration, rather than focusing exclusively on themselves.

¹ Source: [Deloitte](#)

² Source: [World Economic Forum](#)

Boundaryless HR has **AI at the center**



52%
of HR executives

responded that generative AI would be disruptive to their role in the next year

Generative AI can:

- Create first drafts of jobs postings or integrate performance feedback
- Suggest career options for workers or managers' direct reports
- Offer real-time performance insights into worker sentiment or the extent of collaboration across silos
- Automatically assemble learning content and assessments to help people learn in the flow of work

IN PRACTICE



IBM uses AI tools to help **managers make better people decisions** and spot issues like **attrition risks**; an AI-driven adviser even suggests salary increases. The AI considers not only **performance and market pay** gaps, but also **internal data** on worker turnover by skills, and current and future external **demand for each worker's skills**. AI has also freed up managers to take on more people development responsibilities.



Google Cloud managers use people dashboards provided by HR to share insights on organizational health and performance, and they plan to embed AI in the future to **model changes to things like team structures or role**.