

Course Name: AI in Human Resource Management

Professor Name: Prof. Dr. Abraham Cyril Issac

Department Name: School of Business

Institute Name: Indian Institute of Technology Guwahati

Week - 12

Lecture – 39

Lec 39: Adopting AI in Managing Company Culture (Part-1)

Hello learners, welcome back to the course on AI in human resource management. We are moving to the last module, and we were looking into company culture. If you have gone through the previous lecture, you would see that we have introduced you to what company culture is, its relevance, what AI is doing with respect to company culture, and the last module being more practice-oriented. I would want you to have real-time industry exposure to We have introduced you to some typical tools that are running. So following the same approach, we will try to give you more insights into some more tools, some more practical orientation with respect to what is specifically happening with AI.

What are the general technologies that have developed, and what are the tools with respect to that which are functioning well in human resource management?

I'm Dr. Abraham Cyril Issac. I'm an assistant professor at the School of Business, Indian Institute of Technology, Guwahati. So in this particular lecture, we'll look into specifically what you mean by AI in company culture, the advantages of that, and the challenges associated the moment AI comes into the picture. We'll also look into one particular tool which has taken over most organizations with respect to its prevalence in having a positive impact on company culture.

We'll also have part two of this particular lecture. We'll be looking into some focus tools again. Which, again, I will try to give you a certain dimension to that. You can explore

them further in your avenues and with your options with respect to further possibilities. You can explore those tools later, but

Today, I would like to give you some insight into adopting AI in managing company culture. For that, we have to clearly understand what the significant advantages are when we talk about AI in company culture, and also what the challenges are before we move into real-time tools that actually enhance company culture. So, let's look into the advantages of adopting AI in managing company culture first. When we talk about company culture per se and the advantages of adopting AI in managing company culture, we have to start with understanding enhanced efficiency and productivity. So, let's look into AI.

It streamlines repetitive tasks. Allowing employees to focus on higher-value work improves job satisfaction and can foster a positive culture centered around meaningful work. For example, let's say automating data entry. When you look into such aspects of data entry, automation becomes quite streamlined. Or, let's say scheduling or routine inquiries can free employees to engage more creatively, something we have emphasized in previous modules, promoting a sense of accomplishment.

All these aspects typically enhance efficiency and productivity without doubt. When we look into the advantages, we also see that certain data-driven insights for better decision-making can emerge. AI can analyze large volumes of data to offer insights into employee engagement, satisfaction, or even something as drastic as turnover trends. This particularly allows leaders to. Make informed decisions that directly impact workplace culture.

So maybe if we are using a method like sentiment analysis, for instance, AI can help managers understand the team morale or even spot issues before they become problematic. So that would be another thing to look at when we are discussing the advantages of adopting AI in managing company culture. Another such significant factor would definitely be personalized learning and development, which again gains momentum in all the modules. So AI enables personalized training programs. Based on

individual skill gaps, which helps employees grow in roles that suit their strengths, their goals, etc.

So this typically fosters a culture of continuous learning and development. So when you are looking into personalized learning and development, again, we are coming up with a new course, not on training and development, but specifically on learning and development in the NPTEL platform itself. But when we talk about Personalizing this learning and development, AI plays a very significant role, which we have seen in the previous module. When you are looking into the advantages of adopting AI, we also have to acknowledge improved communication and collaboration.

AI tools can facilitate communication by translating languages, automating meeting summaries, and suggesting collaboration opportunities across departments, helping create an inclusive, connected workplace. We also tend to see that there could be objective performance evaluation, and as a result of this objectivity, we can have reduced bias. So by using AI to standardize performance metrics, companies can reduce the likelihood of biases in reviews. Promoting fairness and consistency typically. So basically, when you are looking into the objectivity of performance evaluation, there can be a clear-cut understanding with respect to what advantages AI can actually bring in terms of company culture. So this can lead to a culture that values merit and transparency, which strengthens the trust and morale among the employees, to say the least.

Now, let's look into the challenges of adopting AI in managing company culture. We look into the challenges. We have to first acknowledge the problem that is pertinent, which is data privacy and ethical concern. Please note, AI tools collect and analyze vast amount of data, employee data, raising all the privacy concerns and ethical issues related. So, if not managed carefully,

This can lead to mistrust and a sense of, you know, what I can call it as a surveillance, sense of surveillance among employees. So ensuring data privacy, data transparency and adhering to privacy regulations is crucial, is vital to maintain a culture of trust. We also see that there could be a possibility of employee resistance. In the previous module, we have already addressed. I'm not going to take much time here.

A common concern is that AI might replace jobs, leading to apprehension among employees. This fear can actually foster resistance. It can foster fear, negativity or if you know paraphrase it as negatively affecting morale and creating an atmosphere of uncertainty so this uncertainty can actually create problems overcoming this requires clear communication from the management from the leaders emphasizing that AI is meant to augment rather than merely replace or replacement of human roles another significant challenge is You know, you look into the AI part in managing company culture would be the risk of over reliance on technology.

Now, an over dependence on AI, especially we are looking into, you know, deep seek and things which are coming in in a much superior way. And most of the U.S. infrastructure is a bit threatened because of the deep seek and such improved technology. Prospects of, let's say, the AI and specifically the new algorithm. So when you're looking into an over dependence on AI for managing cultural and interpersonal aspects, it can depersonalize work relationships.

So culture is inherently human and some aspects of it may be difficult to capture and manage with AI alone so balancing AI with genuine human interaction is essential to prevent a disconnect from the core company value specifically we also see that there could be some typical bias in AI algorithms a point which I tried to underscore in the previous modules also so AI systems can if you ask me, inadvertently reinforce the biases present in the data they are trained on. So leading to a very unfair outcome, maybe in terms of hiring or maybe in terms of performance evaluations and even promotions for that case. So to maintain a fair workplace, it's vital, it's essential to regularly review and audit the AI tools for any unintended biases.

So when you look into the challenges, we also tend to understand the need for ongoing training and adaptability. At one hand, we have the resistance towards technology. On the other hand, we have the need for ongoing training, training and adaptability. Quite a paradox in itself. But needless to say.

Integrating AI requires significant upskilling and adaptation for employees to effectively leverage these tools. So without proper training, trust me, employees may feel

overwhelmed, leading to frustration and disengagement. To a certain extent, the interest you have shown in this particular course, the large number of enrollments that have typically come to this course, is also a consequence—somewhere directly or indirectly—of this particular need for ongoing training and adaptability. So organizations must commit to continuous training and support. Fostering a culture of adaptability and growth.

And finally, if you look into the challenges of adopting AI in managing company culture, you cannot close this chapter without discussing the investment costs and the ROI uncertainty. See, implementing AI solutions involves substantial costs. There is no denying the fact that it includes technology training. It includes infrastructure upgrades.

So without a clear understanding of how AI will benefit the culture, it can be challenging to justify this particular investment. So leaders need to weigh these costs against expected outcomes and ensure there's a well-defined strategy for integrating AI in a way that aligns with the company's cultural goals. Now let's look into the readiness. How to determine a culture's readiness for AI? When you're looking into all the factors, by evaluating these factors, leaders can better understand their culture's readiness for AI.

So it identifies the strengths to build upon and the areas that may require additional focus or support. So this typical approach, you know, determining the cultural readiness enables a smoother transition and sets the foundation for successful integration aligned with the company values. So it can vary from organization to organization, but to a certain extent, that sync. That convergence with respect to the company values is essential.

Now, let's look into the cultural readiness. Let's start with assessing past reactions to change. When we talked about resistance to change, we saw that it emerged as a persistent challenge. And a pertinent barrier or challenge in actually bringing AI into a company's culture. But let's see how we can assess past reactions to change.

You know, we can definitely review previous initiatives, begin by analyzing how the company has handled previous changes, identify any cultural issues that arose, and the strategies used by the leadership to address them. So consider if these initiatives were

ultimately successful or if they faced resistance due to specific cultural challenges. Another significant aspect could be learning from the past, you know, understanding the dynamics that help in anticipating how employees may react to AI and informs approaches that can actually improve acceptance. We also see that there is a possibility with respect to gauging interest in innovation. When you are talking about innovation specifically and the related employee enthusiasm,

We see that it determines the level of enthusiasm within the company for innovation. So let's ask a question. Are employees generally receptive to new ideas? You can ask within your organization or maybe you can also look into a different perspective. Is there reluctance to deviate from established processes?

So typically, if you ask me these two questions, that is: one, are employees generally receptive to new ideas? Question number one. Or question number two: is there reluctance to deviate from the established process? These two can actually give you an understanding of, or can gauge, the employee enthusiasm within the organization. There could also be encouragement toward risk-taking, you know, companies with a culture.

Those that value measured risks and experimentation are typically more prepared to adopt AI, as employees are more likely to engage with and embrace the technology. When we look into the probability to determine the cultural readiness for AI, we also have to look into the purpose part. Clarifying the purpose of AI in the organization. Let's say we have to communicate AI's role. Leaders should define and communicate how they envision AI being used within the organization.

So this particular clarity in communication helps leaders. Remove doubt, if any, and fear, if any, ensuring employees understand AI as a supportive tool that aligns with the organization's goals and values. You can also think of developing an AI policy altogether—a clear approach and policy. Regarding AI, use established best practices and standards, which can alleviate concerns about AI's role and foster alignment with the company's culture. Another significant factor in determining the culture's readiness would be establishing and building trust.

You know, you have to evaluate the trust levels. How do you do that? Trust between leaders and employees is fundamental for implementing change, and there is no doubt about that. Leaders need to assess if there is mutual trust where employees feel supported in taking risks and if they believe leadership has their best interests in mind. There can also be a significant attempt to model transparency.

You know, building trust starts with transparency. There is no doubt about it. Leaders should openly discuss transparency. Both the benefits and potential challenges with respect to AI—or what AI can bring in—can actually reinforce trust and set a positive tone for AI's role in the company. So this could also be another way to proceed when you are looking into establishing and building trust.

Another significant factor would be the commitment to effective change. What do you mean by that? We have to plan for structured implementation. When you're talking about effective change management, including clear and timely communication, targeted learning opportunities, and channels for feedback is critical to ensuring a smooth transition to AI. So emphasizing consistency and empowerment—specifically, a culture that empowers employees through, let's say, transparency, education, and engagement—is more likely to successfully adopt.

AI leaders are more likely to successfully adopt artificial intelligence. We also can understand that leaders should typically work to cultivate an environment where employees feel enabled and supported during the transition. Now, let's look into the areas of adopting AI in company culture. How can we actually look into empowering employees through AI augmentation? It is not about replacement.

The first and foremost thing I would like to discuss here would be shifting mindsets. You know, leaders must help employees understand that AI is a tool to enhance their work, not replace them. For instance, let's look into an example. Employees should see AI as a support for efficiency, allowing them to tackle creative, strategic tasks—a point we tried to emphasize in many of the previous classes. Examples in practice: let's say by implementing AI for routine tasks, like data entry or scheduling, companies enable

employees to focus on high-value work, thereby fostering job satisfaction and reducing the typical burnout that otherwise sets in.

Another significant aspect could be preparing for cultural shifts. We talk about cultural readiness, right? Before adopting AI, it's vital—it's critical—to assess the company's openness to innovation and, more importantly, its past receptivity to change. This is vital when you're talking about the readiness part. The receptivity angle—what was the past receptivity to change? If that was significantly low,

then you have greater work to do. So organizations need a culture that encourages curiosity, resilience, and adaptability. We also have to look into situations where we have to build trust. And transparency—transparency about artificial intelligence, its role, its potential—all these things are vital. So leaders can promote trust by clearly communicating how artificial intelligence aligns with the organization's vision and by engaging employees in the planning process rather than keeping them in the dark.

We can also see this from a promoting continuous learning and development angle. When you're looking into upskilling for AI, please note that adopting AI requires new skills across all roles. So offering targeted training helps employees grow alongside AI technology, turning the shift into a learning opportunity rather than a disruptive change. Another significant aspect when looking into the learning and development aspect would be supporting development pathways. You look into companies that can enhance culture by fostering a learning-centric environment, providing courses or workshops that improve employees' technical skills while emphasizing how AI can benefit their specific roles altogether.

We also see that there could be a possibility of fostering a culture of curiosity and experimentation. You know, you look into the possibility of encouraging experimentation and experimental mindset certainly helps the teams to adapt to AI technology. Leaders should actually encourage these employees to test the AI's capabilities, providing a safe space for learning and innovation altogether. We also see that there could be a possibility of iterative improvements. What do you mean by that?

Create a system where feedback is welcomed. Allow for continuous improvement as teams learn from both successes and challenges in AI implementation. So this iterative improvement is a must, is critical for fostering a culture of curiosity and experimentation. When we look into other areas of adopting AI in company culture, we have to also acknowledge and appreciate the relevance and the importance of maintaining open communication. Many a time, frequent updates are not provided.

So regular discussions about AI integration can reduce employee apprehension and promote a culture of transparency. For example, you know, sharing success stories or explaining how AI is helping other departments may actually typically alleviate the fears. Or sometimes, you know, collaborative implementation, engaging employees early in the AI adoption process makes the transition collaborative rather than, you know, mere top-down approach, helping to reduce the resistance. We also see that

AI can emerge as a tool for enhancing collaboration and team morale. Specifically, we are interested in enhancing team dynamics. When you look into AI, when AI is used to support collaboration—such as optimizing project timelines or providing insights—it can strengthen team cohesion and morale. We can also look into processes where we are trying to improve decision-making. You know, AI can analyze data to offer actionable insights, supporting better team-based decision-making. For instance, a team might use AI to review project data and predict potential roadblocks, fostering a proactive culture. We can also look into situations where we are championing innovation and adaptability, specifically. Now, you look into leadership as a catalyst. Leaders who actively support AI integration set a positive example, encouraging teams to embrace change.

So, visible enthusiasm from leadership can typically drive broader acceptance and inspire creative applications of AI. We also see this adaptability, specifically, as a core competence. You know, establishing adaptability as a foundational skill helps the team stay resilient. You know, companies that set up dedicated AI task forces or, let's say, innovation teams typically demonstrate this adaptability, which helps build a forward-thinking culture to a great extent. Now, let's look into some of the AI tools specifically used to enhance company culture.

A typical practical perspective I would like to give. Specifically, we had some discussions with respect to some theories till now. So, we will specifically go into some critical tools. that are used to enhance company culture. These are some of the platforms that already exist, but how typically some level of technology is being brought in.

by which you are seeing a lot of improvement, maybe in terms of sales, maybe in terms of, you know, footfalls, maybe in terms of, you know, the increased top line, maybe in terms of revenue generated, maybe in terms of the efficiency and productivity of individual per se and the organization in total. So all these aspects will try to understand. with some relevant tools that are used to enhance the company culture. So we'll specifically look into these cases in detail. So when you are looking into these AI tools that are used to enhance the company culture, we'll start with the UI path, the central one, where we are, you know, understanding, where we try to understand what typically UI path is.

UI path is a leading RPA. We have discussed RPA in the previous module. So I'm not detailing on that robotic process automation software that helps automate a repetitive task, data entry and other routine processes. So typically what happens is that it allows employees to focus on more valuable creative tasks by handling the monotonous ones, something which we have already discussed in greater detail. We also have typical PandaDoc.

PandaDoc is an AI driven document automation platform that streamlines the creation, the delivery and even the e-signature of documents. It could be, let's say, something like invoices or let's say some contracts. So all these typical documents, we can have anything from creation, from delivery to e-signature. So it can significantly improve efficiency in sales and contract management specifically. Then we have the dark trace.

Looking into Darktrace, it offers AI-driven cybersecurity solutions that use ML to detect and respond to threats in real time. So it can help protect your network and data from cyberattacks and internal threats. We have also seen Vectra AI. And if you look into Vectra AI, it specializes in AI-driven threat detection and response for cloud, data center,

and enterprise networks. So it helps identify and respond to cyber threats and unusual network behavior.

Then we have Coursera's AI for Everyone. I hope most of you would definitely be aware of Coursera, but Coursera offers a course titled AI for Everyone by Andrew Ng, which is designed for non-technical professionals. So it provides a broad understanding of AI concepts and their business applications. So typically an informative session like what we are doing right now.

We also have other significant aspects related to company culture, such as Greenhouse. Greenhouse is an applicant tracking system that specifically integrates with AI-powered tools for sourcing and candidate assessment. So we get a real-time clear understanding of the candidate before they even enter the selection process. So it typically streamlines the hiring process and helps HR teams make data-driven decisions.

Then we also had a significant discussion on Textio. If you remember from the early modules, Textio is an AI-driven writing assistant that helps HR professionals create job descriptions and communications that attract diverse candidates. So whatever the tasks, duties, or responsibilities are, all these things get aligned and can be written in a professional manner. Then we have the popular Hiveview. Hiveview uses AI for video interviewing and assessment.

As we have seen, it analyzes candidate responses and body language to help identify the best fit for a role. We also have Ginger. Ginger is an AI-powered mental health platform that provides on-demand emotional support to employees. So it offers therapy through chat-based conversations and can help identify signs of stress, burnout, etc.

Then we have Optimity. Optimity uses AI to analyze employee health data and provide recommendations for stress management and well-being. So it offers personalized wellness programs and can track employees' progress altogether. So when you talk about this AI tool specifically, again, the same word of caution: there are many, and they have significant costs associated with them. So look into your organization, look into your profile and portfolio.

What is your requirement? Based on that, you can definitely go for one. Also, if you tend to get time, I would definitely urge you to go and explore more such options because you have the free or demo versions also available. So there is no harm; you can always explore with respect to different options. We have certain limitations with respect to the paucity of time where we cannot go with each and every tool, but we'll try to, you know, at least try to decipher. One tool in greater detail, and for that, we look into Greenhouse now. Greenhouse, the platform, looks something like this. We have to log into Greenhouse and from the main dashboard, select the job that you typically want to review. So basically, you are looking into the dashboard, the first initial dashboard. So what happens is under the pipeline, You will see 'Resume to Screen,' and next to it, you have a typical review button. So all these aspects are typically given with respect to the review process.

So you can review applications or look into the dashboard. There are different tabs with respect to sourcing candidates, approvals, reports, job setup, etc. We also typically require this for the review part. So we go for the review, and that can be obtained with respect to the referral input. Also, we see that, you know, you can see the name of the applicant.

His or her details, credentials, answers to the questions asked, and any attached documents. So let's say you are indeed being questioned with respect to the different aspects, like how did you hear about the job or something like, are you 18 years or older? Do you have a high school diploma? So all these questions can be answered. You can have an attachment for your resume, so if it's typically hiring, you know, initiation that is going on. And with respect to this dashboard, you can also see what is your progress. What is your progress with respect to the application? You can have definite input that is available with respect to that at this end of the corner.

Then we look into the next screen to take action and. To take action on the candidate, you can see use on the three options. Let's say advance to next stage. You can leave in application review and reject. So all these possibilities are again, as I mentioned there.

So you can definitely think of this as a platform which can give you everything with respect to review at one single screenshot. you can also leave a comment let's say tag

other people or whoever is using greenhouse to check or review the comment so greenhouse will typically you know send an email to the tagged people or what are the comments given once you are done then you can close the application so again you have a feedback you know being collected here so all of it happens in a single uh platform that's the beauty of this Now, when you look into this resume screening, one aspect could be click on resumes to screen. It will put up the list of candidates to typically screen and the name of the candidate specifically. It will take you to that particular application and you can have a clear understanding of what your candidate is.

something it looks like this you can have a detailed understanding of you know who all have applied or are available in the database with respect to the application in the present day scenario you can definitely collect feedback in resumes to screen you have a typical numbering you can filter them out you can use some of the most typical filtering where you know sometimes you would have screened some of the applicants next time you're logging in you can actually avoid those applications you can directly go to the ones that are left so typically this gives a detailed understanding of the people whom you want to actually look into we also see that after reviewing the candidate you can either click move to another stage or reject the candidate because that is the progress you are making here You can also make a note as you did before and maybe tag people. Let's say you want to have a more detailed information or more detailed understanding. So you can put some filters or tag people.

Something like that can be done with respect to the entire profile screening, which is happening now. then you can choose which stage you want to move the particular candidate to by selecting the options provided let's say you want the particular candidate to be invited to the job fair or to maybe on-site interview or maybe recent dual interview interview no show all the possibilities are given here and accordingly you can select the options what you want the candidate to do or candidate to be undertaken for so then you look into the next screen if you choose to reject The candidate, you have to give the following details specifically. You can edit and send it to the candidate as an email, but you have to definitely give a rejection reason, what could be the rejection justification, a note can be added. Again, from this platform itself, you can actually schedule an email or

maybe not send, but you can definitely go for an email option as well from this and so needless to send a different email.

It is all integrated into one, which makes your job easier. Most of the time, let's say, you know, people who are attending to this particular course, definitely they would have seen or got the rejection mails and definitely they would have some tailor made requests. some tailor-made responses like you know it is interesting to see that you know you applied but let's say you did not fit the requirement or sometimes they'll say that we had better candidates or you know we screened a lot of candidates so there were more in number so we had to select a smaller pool so whatever is the actual conclusion you can or you have to make you can make that and send the rejection mail at the earlier so basically All those things are integrated into one form, and that is the typical beauty of this entire platform. So this was one such demo of one such platform, Greenhouse.

As I mentioned, there are a lot of significant tools that have actually been immersed into or embedded into the human resource management work altogether nowadays. You have to decide what is your requirement. Based on your requirement, you have to choose which is the right tool. Again, I will definitely encourage you all to go and look into all the options which I have said.

There are some free versions. You can definitely look into it. You can have a detailed understanding of what typically happens with respect to this. What are the different factors that are embedded so that you can actually see what we observe in the greenhouse? You can directly, once the review is done, shoot an email.

Maybe it's a rejection, maybe a selection, whatever the case may be. You can directly have that integration. So, what is your requirement? What is your organization's requirement? Based on that, you can definitely select the tool.

So, when you talk about AI in human resource management, typically there are many factors that the technology contributes nowadays. We are just looking into a few. Again, within the scope of the syllabus, I'm trying to give you more practical insights today. So, this is one such session. We'll come up with part two shortly, where we'll look into more of these tools.

And I will try to detail some of these tools where you can actually see how HRM is again being facilitated or helped by AI. Thank you for listening to me patiently. We'll see you in the next class. Till then, take care. Bye bye.

Amen.