



AI in Selection, Talent, and Learning & Development

The current state of AI

Let's start by checking in with where most of our community feel they are right now:

The selection, talent, learning and development communities' personal knowledge of artificial intelligence:

21.4% A lot of knowledge

64.3% Some knowledge

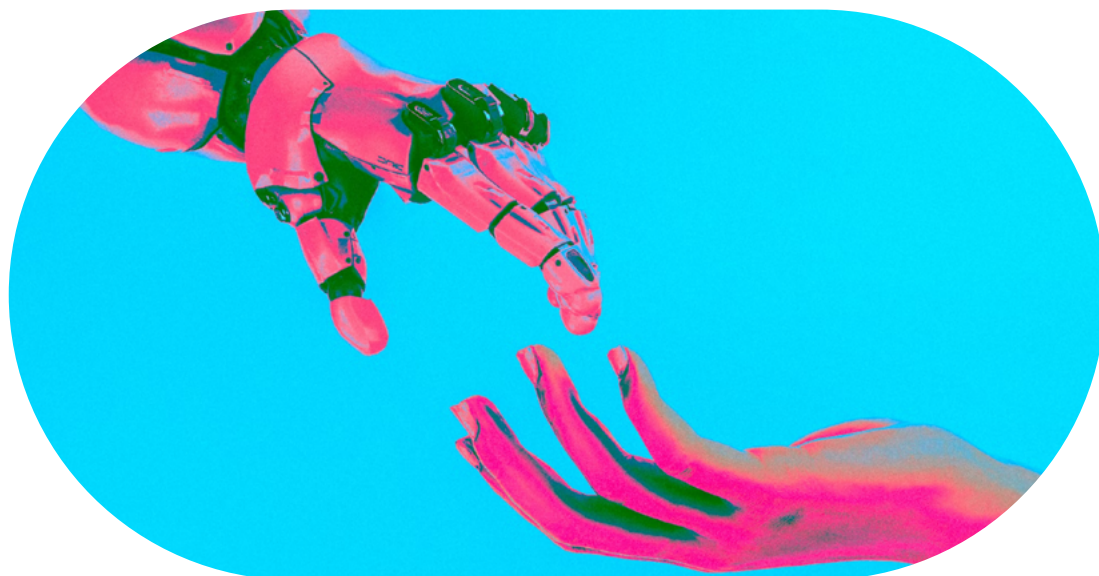
14.3% Limited knowledge

Most of us aren't using fully fledged AI tools for assessments and delivering learning yet, but many are using common tools like ChatGPT for personal help which are increasing people's knowledge and curiosity.

What have the early innovators achieved?

Artificial Intelligence (AI) is starting to impact the way we approach selection, talent, and learning & development within the workplace. Here are some examples of how AI is currently being applied:

- **Personality Prediction from Public Data:** AI tools analyse publicly available data, such as social media profiles, aiming to assess an individual's personality based on established personality models like the Big Five. This approach aims to gain a nuanced understanding of potential candidates beyond what is traditionally captured in resumes, interviews or questionnaires.
- **Video Interview Analysis:** Some software utilises AI to assess job candidates through video interviews. These tools aim to assess communication style, personality traits, and predict the candidate's fit for specific roles, focusing on non-verbal cues such as facial expressions and language patterns.
- **Holistic Personality Assessments:** Beyond traditional methods, some AI solutions offer a holistic personality assessment by analysing a range of data points including facial expressions, language, and even posture. This approach aims to provide deeper insights into an individual's personality and behavioural competencies.
- **Soft Skills and Personality Trait Analysis:** Platforms are now available that use AI to sift through video interviews, creating shortlists based on soft skills, personality traits, and employer-specified keywords. This method prioritises the intangible aspects of candidates, ensuring a good fit for the company culture.
- **Natural Language Processing for Trait Identification:** Services employing NLP techniques to analyse written text aim to identify personality traits based on psychological models. This tool is often integrated into various applications, offering a text-based approach to understanding personality dynamics.



The Opportunities



What do you think will be the largest positive impact to talent and development by AI?

17%

New ways to deliver learning

8%

New ways to spot talent

42%

Automating routine tasks

33%

Reducing human bias

Selection, talent and learning & development professionals are taking notice and seeing the potential to remove routine tasks which frees up their time to focus on people. And likewise, to see talent through a fresh, non-biased lens.

Opportunities in Selection, Talent, and Learning & Development

- **Personalised Learning Paths:** AI can analyse an individual's learning style, performance, and progress to create personalised learning experiences. This approach tailors content and pacing to the learner's needs, potentially increasing engagement and effectiveness.
- **Adaptive Learning Technologies:** Through AI, learning platforms can adapt in real-time to the learner's progress, offering additional resources or challenges as needed. This ensures that learners are neither bored by simplicity nor overwhelmed by complexity, optimising learning outcomes.
- **Predictive Analytics for Skill Development:** AI can forecast future skill requirements and suggest learning modules to prepare employees for upcoming challenges or roles. This foresight allows organisations to stay ahead in their industry by ensuring their workforce is skilled and adaptable.

Opportunities in Workplace Assessments

- **Enhanced Fairness in Candidate Screening:** AI algorithms can be designed to assess candidates based on skills and potential, minimising unconscious bias. By focusing on objective criteria, AI helps create a more diverse and inclusive workplace.
- **Dynamic Assessment Tools:** AI-powered assessment tools can provide real-time feedback to candidates, offering insights into their strengths and areas for improvement. This immediate feedback enhances the candidate's experience and learning during the assessment process.
- **Predictive Performance Modelling:** AI can analyse assessment data to predict a candidate's future performance in specific roles, helping organisations make informed hiring decisions. This predictive capability can lead to better job fit and reduced turnover.

The Risks

What does our community think about the risk of AI?



How do you feel about the impact AI could have on your job role?

4%

I'm pretty scared

21%

A little worried

21%

Not too bothered

53%

I'm excited!

As the future becomes reality and the use of AI tools becomes more tangible, people are seeing the opportunities to improve their role, rather than being in fear.



What matters most in ethical considerations using AI to spot, choose and develop people's talent?

32% Transparency

16% Privacy

53% Bias

While people are excited for the ability to remove human bias using AI, it doesn't solve everything. AI is still driven by human data, which contains human bias, with the added complication that AI's calculations are often hidden in a 'black box'. What's inside the black box? How do we know human bias has really been removed, rather than extended? People still need clarity.

Risks in Workplace Learning and Development

- **Data Privacy and Security Risks:** The collection of detailed data on employees' learning habits and progress poses privacy risks. Ensuring the security and ethical use of this data is crucial to maintain trust.
- **Overdependence on Technology:** There's a risk of becoming too reliant on AI for learning and development, potentially neglecting the importance of human mentorship, social learning, and networking. Balancing technology with human elements is essential.
- **Potential Misalignment with Individual Learning Needs:** While AI aims to personalise learning, there's a risk that algorithms may not fully capture the nuances of individual learning preferences or may recommend content that lacks relevance, leading to disengagement.

Risks in Workplace Assessments

- **Bias in AI Algorithms:** Despite the potential for AI to reduce bias, if not carefully monitored and calibrated, AI algorithms can perpetuate existing biases, leading to unfair assessment outcomes.
- **Depersonalisation of the Hiring Process:** Over-reliance on AI in assessments can make the hiring process feel impersonal to candidates, potentially affecting their perception of the organisation.
- **Misinterpretation and Reliability of AI Assessments:** AI might incorrectly interpret nuances in responses or non-verbal cues during assessments, leading to inaccurate evaluations of candidates. Ensuring AI's interpretations align with human judgement is crucial for reliability.

The Future

Future of AI in Workplace Learning and Development

- **Immersive Learning Environments:** The future will likely see AI integrated into virtual and augmented reality platforms, creating immersive learning experiences that simulate real-world scenarios. This will enable learners to practise skills in a safe, controlled environment, enhancing learning retention and engagement.
- **Continuous Professional Development:** AI will facilitate continuous learning cultures by regularly suggesting tailored learning opportunities based on job performance, changing job roles, and industry trends. This approach ensures that employees' skills remain relevant and that they are prepared for future challenges.
- **Enhanced Learning Analytics:** Advanced analytics powered by AI will provide deeper insights into learning behaviours, preferences, and outcomes. Organisations will use these insights to optimise learning strategies, improve content delivery, and measure the impact of learning and development initiatives on business performance.

Future of AI in Workplace Assessment

- **Dynamic and Adaptive Assessments:** AI will enable the creation of assessments that adapt to the candidate's responses in real-time, providing a more accurate measure of their abilities and potential. This approach can reduce the time required for assessments while enhancing their predictive validity.
- **Integration with Work Simulations:** AI-powered work simulations will become a standard part of the assessment process, allowing candidates to demonstrate their skills in realistic job scenarios. This method will help assessors better predict job performance and cultural fit.
- **Ethical and Fair Assessment Practices:** As AI technologies mature, there will be a stronger emphasis on developing ethical AI assessment tools that are transparent, explainable, and free from bias. This focus will increase the fairness and credibility of AI assessments, promoting diversity and inclusion in the workplace.

Key takeaways: cross-cutting themes for the future

- Early innovators and adaptors are having success, but we've recently seen media reports of bias, discrimination, and inaccuracy with using AI for assessments. Likewise, right now AI based learning experiences can feel impersonal and we're seeing cases of complaints about quality compared to real human interaction. There's still work to do, but massive opportunities for those who get the blend right.
- **AI and Human Collaboration:** The future will emphasise the collaboration between AI and human judgement. AI will augment human decision-making in learning and development and assessment processes, offering data-driven insights while humans provide context, empathy, and ethical oversight.
- **Ethical AI Use and Governance:** With the increasing reliance on AI, ethical considerations and governance frameworks will become paramount. Organisations will adopt ethical AI principles, ensuring that AI tools are used responsibly, transparently, and in alignment with organisational values and societal norms.
- **Personalisation at Scale:** AI will enable organisations to offer personalised learning and development opportunities and assessments at scale, catering to the unique needs and potential of each employee. This level of personalisation will enhance learner engagement, job satisfaction, and organisational loyalty.

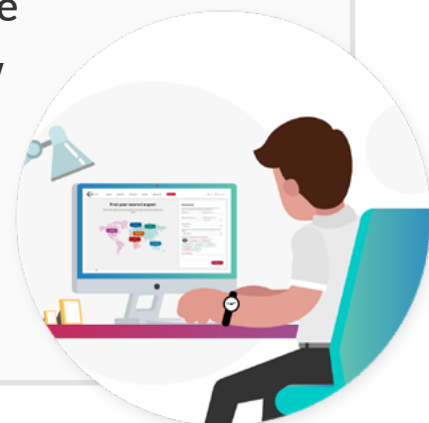


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