

How legal pros see AI affecting HR and the future of work

How can we harness the power of generative AI to create a more inclusive workplace, including using it for HR functions?



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Although the true impact of artificial intelligence (AI) on business is uncertain, one thing is clear: companies stand to enjoy big productivity bumps — if they thoughtfully harness AI's potential in their people management.

This was one of the messages at “[AI and the future of work](#),” a session held at IESE Barcelona in February 2024 and led by IESE Prof. [Sampsa Samila](#), director of the [Artificial Intelligence and the Future of Management Initiative](#).

During the session, Bosco de Checa and Monica Represa, from the global law firm [Allen & Overy](#), explained how they had used a generative AI tool designed for legal work before it had been released to the public, and how it was reshaping their work and operations, including for career development. Here are some takeaways from the session:

Time it right

When it comes to AI adaptation, the biggest risks are moving too early and finding yourself stuck with quickly dated technology, or else losing irretrievable ground to competitors after acting too late. Finding the sweet spot will pay off handsomely (albeit easier said than done).

Interview differently

HR pros have noticed a shift in candidates’ interview questions. Once primarily concerned with money and advancement opportunities, potential hires are now asking about high-quality technology training. Young hires also expect less grunt work and more engaging responsibilities from day one.

Train wisely

It’s important to teach employees not just how to use an AI tool but how it works. This reduces liability and risk, while also helping them be creative and find new ways to use the tools. Another thing to consider is how AI affects learning on the job. The upside is using time previously spent on busy work to build new skills. A danger is younger employees assuming that machines will instantly provide every solution.

Reward accordingly

AI and other digital innovations have been widely praised for improving feedback and assessment processes that even the finest managers long grumbled about. Another novelty involves compensation. In order to incentivize tech adaptation, a growing number of companies are including employees’ technology training and implementation in the

consideration of year-end bonuses.

Retain the human touch

AI hasn't eliminated the need for human collaboration, good old-fashioned brainwork or, to the dismay of some, public speaking. Make sure not to throw out everything old as you bring in the new. Think of AI as having a co-pilot, but you, the human expert, remain in charge.



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Sampsa Samila

Professor of Strategic Management and Director of the AI and the Future of Management Initiative. He focuses on how new technologies like AI enable new business models, the challenges of organizing to develop the capabilities and deliver the value, and how to change the mindset of executives to understand the changes brought by these new developments.

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