



CHARTER RESEARCH PLAYBOOK

Using AI in ways that enhance worker dignity and inclusion

New research and frameworks for leadership approaches to AI that will benefit workers

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01

Researcher's note

People in under-represented groups are often disenfranchised and devalued during moments of economic and societal transition. Amid the great promise of using generative artificial intelligence (AI)¹ in workplaces—and we expect that the nature of most modern jobs will change significantly—we're concerned about the groups of workers who are least likely to benefit. **Our research findings suggest that women, workers of color, and those over 55 could be disproportionately disadvantaged by the broader use of AI and automation. But it doesn't have to be that way.**

¹ We define generative AI here as we described it to survey participants, as techniques "used to generate new content, such as text, images, and audio. Commonly used examples of generative AI include ChatGPT, Bard, and Photoshop Generative Fill."



For this playbook, we set out to understand the attitudes and concerns that workers and managers have around the adoption of AI in their workplaces. Data we've collected about who is making use of this technology, and who stands to benefit from it, are concerning:

+14 percentage points

Over half of Black respondents express concern about AI replacing them in their jobs in the next five years (53%), 14 percentage points higher than for white respondents (39%).

+10 percentage points

Yet Black workers and managers express more enthusiasm about using generative AI tools at work in the future (61% vs. 51%).

They are also more likely to be using generative AI tools as part of their day-to-day work already (45% vs. 37%).

-13 percentage points

Women respondents (35%) are less likely than male respondents (48%) to be using generative AI tools in their jobs currently.

-20 percentage points

Women are less likely than men to agree to the statement *"I am excited about the prospect of using generative AI as part of my day-to-day-work"* (46% vs 66%).

Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023
n=1,173

Based on our reporting and research with individuals working in manufacturing, service, and knowledge sectors, these are a few things we know for sure:

- **Employers have license to talk about AI more, even (especially!) while they are learning about the technologies themselves.** We are in a moment of mutual learning: Employees and hourly workers

alike tell us that they expect their employers to offer more AI-focused training that will help them in their jobs. They also want to be involved in planning and decision-making around AI to make these technologies more time-saving and safe.

- **The digital divide won't correct itself.** Employers have a unique role to play in helping ensure that workers across roles and demographic groups are strengthened rather than undermined as a result of AI in their workplaces.
- **Workers and worker voice have been treated as afterthoughts in much of the current coverage of generative AI.** We notice a concerning lack of reporting and research on the ways that workers themselves want to use AI in their roles.

This project is one attempt to address these trends. At Charter, our interest is in distributing research-backed guidance that benefits workers, leaders, and organizations. We see this topic—making new technologies work for more workers—as central to our goal of making workplaces more fair and dynamic.

Our intention is to offer a set of frameworks and considerations that are broadly relevant across industries. You won't find recommendations about which specific AI tools to use, or specific types of jobs that people should approach in alternate ways. Those recommendations are evolving and others bring expertise there, including those featured in the reading list. This particular research highlights workers' and managers' perspectives and approaches for employers to adopt to proceed from here.

We wrote this playbook for:

- **Workers:** We hope that this reflects the needs, concerns, and hopes for workplace AI that they shared with us, and offers practical guidance to ensure that more workers see meaningful benefits from AI.
- **HR practitioners:** This playbook offers strategic frameworks for centering workers and managers in AI planning and people development.
- **All leaders:** This is designed to help prioritize beneficial worker outcomes and see around corners regarding investments in AI tools and training.

Tell us what guidance you seek on making a just transition to AI in your workplace: research@charterworks.com. We look forward to hearing from you.

Emily Goligoski

Head of Research

October 2023

New York City

Charter is a future-of-work media and research company. We're designing new frameworks for work so that people and organizations thrive. Charter's sophisticated journalism, actionable research, and advisory services empower leaders to transform their workplaces. Follow [our full coverage and research on AI and work](#) and [sign up for our newsletter](#).

02

Introduction

Employers must act with purpose now to ensure greater workforce participation with AI.



On May 2, 2023, 11,500 film and television writers went on strike. One of their main areas of concern: generative artificial intelligence. Years ago, the idea that AI would be a threat to screenwriters would have seemed far-fetched. There was a long-held assumption among academic researchers that creative work was safe from automation. The rapid rise of ChatGPT and other generative AI applications has flipped that assumption on its head.

A recent study by researchers at OpenAI, OpenResearch, and the University of Pennsylvania found that about 80% of the US workforce could see at least 10% of their tasks affected by large language models. Nearly one in five could see at least half of their tasks affected. How this plays out in the labor market, overall, depends on how leaders react. “The critical point is that it depends on what firms do,” Harvard Business School professor Raffaella Sadun recently told the Harvard Business Review. “There is nothing that is predetermined at this point.” AI could be the most important technology in our lifetimes, comparable to the internet or even electricity. Like other transformative technologies, it can be used in ways that help or hurt workers. There are many possible futures for the technology:

- **It can augment workers**, by acting as a copilot, amplifying workers’ skills.
- **It can displace workers**, if companies treat it as a cost-cutting tool.
- **It can change the vast majority of jobs**, by automating some tasks and augmenting others², creating the need for upskilling and retraining.
- **It can perpetuate biases**, by making predictions or recommendations based on incomplete or otherwise problematic data sets.
- **It can identify and remove biases**, by, for example, scanning job postings and performance reviews and suggesting more inclusive language.

² Erik Brynjolfsson of the Stanford Institute for Human-Centered AI (HAI) distinguishes between the use of AI for automation (replacing human workers) and augmentation (empowering them).

- **It can decrease economic inequality**, by lowering the productivity gap between high- and low-performing workers and by automating complex tasks, thereby lowering barriers to entry for some professions.
- **It can increase economic inequality**, if companies only value top performers and AI, treating other labor as an interchangeable commodity.
- **It can displace more well-educated**, highly paid workers, if it primarily impacts tasks performed by them, as several studies have predicted.
- **It can displace more low-educated workers**, depending on their ability to reskill for the changes ahead, says Georgetown professor of public policy Harry Holzer.
- **It can be a coach for employees**, providing insights and recommendations that improve their performance.
- **It can manage employees**, monitoring their work and providing recommendations to companies about who to hire, fire, and promote.
- **It can render occupations obsolete**, similar to how the automobile eliminated jobs in horse-related occupations.
- **It can create more jobs**, by driving down the cost of production, stimulating demand for goods and services.
- **It can create new types of jobs**, by enabling new products and services and creating demand for forms of work that currently don't exist.

The decisions business leaders make around the technology and its implementation will play a significant role in shaping its future impact on workers. Over the following pages, you'll find frameworks for adopting AI in ways that put workers at the center.

Summary: How to foster human-centered AI adoption in your workplace

Here are ways that your organization can ensure that more workers benefit from AI gains, based on research and reporting for this playbook. [Read more here.](#)

- ✓ Recognize that discourse around AI can be exclusionary, and set a more inclusive tone.
- ✓ Involve workers as stakeholders in the design, selection, and implementation of AI technology.
- ✓ Learn how your organization's workers and managers want to be developed.
- ✓ Frame AI usage in terms of raising the quality of work and workers' autonomy, instead of efficiency and cost-cutting.
- ✓ Focus on lower-skilled people who could see greater gains.
- ✓ Prioritize inclusive AI engagement by involving people in groups that are least likely to be using AI today.
- ✓ Communicate to employees how AI could change their roles...
- ✓ ...without making sweeping decisions and predictions.

How we collected these findings

We're concerned that companies will reflexively adopt AI as a cost-cutting tool rather than an opportunity to grow their businesses while improving the quality of jobs, and that AI will undermine diversity, equity, and inclusion unless there are targeted efforts to counteract that. This project is meant to shine light on alternative paths that can produce better societal outcomes.

We believe that understanding workers' and managers' lived experiences and perspectives is critical for pursuing this goal. They are the experts in their work-related aspirations and in the contents of

their jobs. In August 2023, with the research platform Glimpse, we surveyed 1,173 individual contributors and managers across three sectors: manufacturing, service, and knowledge work. Please find additional information about how we collected and synthesized this data in the methodology section.

We also conducted interviews with these experts:



Amanda Ballantyne

Director of the AFL-CIO Technology Institute and director of the AFL-CIO Working for America Institute.



Stephanie Bell

Senior research scientist at The Partnership on AI. Author of the 2022 report AI and Job Quality: Insights from Frontline Workers.



Ben Begleiter

Deputy director of research for UNITE HERE, a labor union that represents 300,000 people across Canada and the United States in the hotel, gaming, food service, manufacturing, textile, distribution, laundry, transportation, and airport industries.



Harry Holzer

Professor of public policy at Georgetown University. Former chief economist for the US Department of Labor.



Alondra Nelson

Professor at the Institute for Advanced Study. Former deputy assistant to president Joe Biden and acting director of the White House Office of Science and Technology Policy.



Olga Russakovsky

Associate professor in the department of computer science at Princeton University and co-founder of AI4ALL, a nonprofit created to foster a diverse future generation of AI leaders.



Aaron Terrazas

Chief economist at Glassdoor.

03

Consider who gets to disrupt and who will be disrupted

Our research and related studies find gaps in early AI adoption patterns, suggesting that members of several groups risk not benefiting from gains related to AI. A significant gap we find between men and women in how they use (or don't use) generative AI in their personal and professional lives is especially worth addressing. As Alondra Nelson, professor at the Institute for Advanced Study and former acting director of the White House Office of Science and Technology Policy told Charter, a person's ability to effectively use technology generally relies on their having some experience with it.



The implication for leaders is that they need to proactively engage with people in historically marginalized groups, including older workers, hourly workers, women, and BIPOC individuals, around the AI support they tell us they're seeking.

Our study finds:

Gender differences in AI adoption are striking.

- Women respondents (35%) are less likely than male respondents (48%) to be using generative AI tools in their jobs currently. People who have not used generative AI tools to date are much more likely to be women. (A May [FlexJobs report](#) similarly found that women are adopting AI at a much slower pace both personally and professionally.)
- In open-ended responses to the prompt “When you think about how generative AI might impact your work in the future, what first comes to mind?” women respondents reflected less certainty regarding how generative AI will impact their work. We saw similar levels of interest and suspiciousness between genders, though responses from men showed more optimism and enthusiasm. The lower levels of optimism among women could, in part, reflect the fact that they are more likely to work in jobs that have [high levels of exposure to AI](#) and seemingly greater insecurity as a result.
- Men are more likely to express excitement about AI tools and their work, while their female counterparts expressed less certainty about how generative AI will impact their work. We also find fewer instances of positive sentiment from women about what's ahead in their work related to AI. When responding to the statement “I am excited about the prospect of using generative AI as part of my day-to day-work,” 66% of men agreed compared to 46% of women respondents.

“

The lower levels of optimism among women could, in part, reflect the fact that they are more likely to work in jobs that have [high levels of exposure to AI](#) and seemingly greater insecurity as a result.”

Black workers share more fears about intermediate job precarity.

Over half of Black respondents express concern about AI replacing them in their jobs in the next five years (53%), 14 percentage points higher than for white respondents (39%). At the same time:

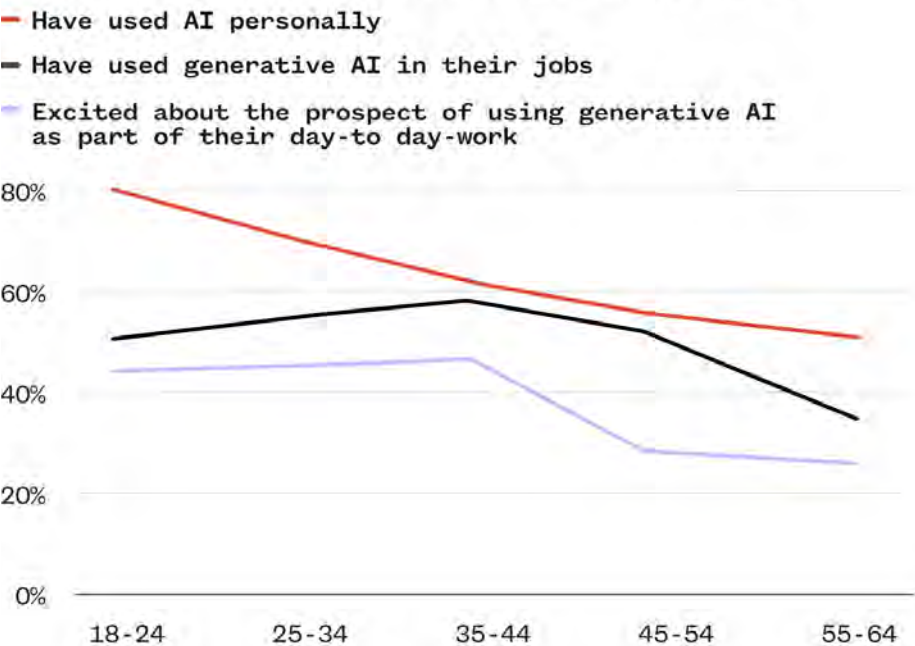
In this data we find the most notable differences by race and ethnicity when comparing Black and white respondents' answers. Respondents who chose to self-identify selected Black, white, Hispanic, Latino, Spanish, Native American, Asian, Pacific Islander, and/or additional options to self-describe their origins.

- Black workers and managers are already more likely to already be using generative AI tools in their jobs compared to white colleagues (45% versus 37%).
- Looking ahead, they are more likely to be enthusiastic about the prospect of using generative AI as part of their day-to-day work (61% compared to 51%).
- Black respondents are also more likely than their white counterparts to value the opportunity to be involved in their employer’s AI planning or to help shape their employer’s approach to AI adoption (43% versus 32% for white respondents). This simultaneous adoption and excitement coupled with fears about job loss suggests that it is especially important for employers to bring a participatory approach to AI planning, communication, and learning and development, as [detailed here](#).

Personal and professional use, as well as enthusiasm about using AI as part of daily work, drops off starkly with age.

Individuals 18 to 44 are much more likely than their 55+ colleagues to have used generative AI in their work to date. Personal experimentation also decreases greatly with age. This suggests a confidence gap that leaders might address with additional encouragement and support for older workers as they put these tools into practice in their jobs.

Dropoff in generative AI use with age is pronounced



Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023
n=1,173

53%

The percentage of Black respondents who expressed concern about AI replacing them in their jobs in the next five years.

Most age groups have similar levels of optimism when it comes to using generative AI in their jobs, with a key exception of older workers (55-64).

While young workers’ likelihood to adopt new technologies is unsurprising, how employers respond in this moment will affect generations of older workers, and not necessarily for the better. “I worry that my expertise may be outmoded,” one participant in our study wrote.

Charter’s study finds that managers are more optimistic, hopeful, and interested in AI than non-managers.

A June 2023 [Qualtrics](#) study found a related gap: 64% of surveyed executives characterized AI’s potential impact as exciting compared with 39% of individual contributors. We also find these key concerning differences by managerial status:

- Some 25% of managers have never used generative AI outside of work, compared to 41% of non-managers. Some 44% of managers aren’t using AI in their work today, compared to 62% of non-managers.
- Managers are notably more likely to trust their organizations to fairly balance business goals and human interests.

People with management responsibilities are adopting AI more readily

Managers are also more confident about voicing their concerns about new technology to their employers

Managers compared to non-managers	
↑ +21 percentage points	Use AI regularly in their personal lives: weekly or more often outside of their jobs (51% of managers vs. 30% of non-managers)
↑ +16 percentage points	Foresee increased adoption of AI tools with their organization (36% of managers vs. 20% of non-managers)
↑ +11 percentage points	Predict that, by the end of 2023, their organizations will see more: <ul style="list-style-type: none">• Clear guidance for which tools staff should use (39% of managers vs. 28% of non-managers)• Embedding of AI tools into more processes (38% of managers vs. 27% of non-managers)
↓ - 8 percentage points	Predict that “nothing will change” by the end of 2023 in their organizations with regards to generative AI (19% of managers vs. 27% of non-managers)
↓ - 12 percentage points	Worried about job loss or replacement (46% of managers vs. 58% of non-managers)

“
I worry that my expertise
may be outmoded.”

— Survey respondent

We also find that, compared to individual contributors, managers are more likely to feel agency around raising their concerns about AI within their organizations.

Managers are more trusting that their organizations will consider employee input in their use of AI tools



I believe that my interests will be well-represented, by myself or a larger collective, around generative AI at my organization

32% MORE AGREEMENT THAN NON-MANAGERS



I'm confident that my organization values its workers' input around the use of new technologies, and will equitably distribute opportunities that come with increased usage of generative AI

22% MORE



I feel empowered to raise concerns or point out problems related to generative AI at my organization

20% MORE



If my employer adopts generative AI tools AND achieves real benefits (like time or money savings, or a decrease in the need for repetitive tasks), I trust that my employer will pass those benefits along to me

10% MORE

Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023
n=1,173

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Salaried employees feel more secure about a future that involves using generative AI in their work than hourly workers.

Unsurprisingly, employed respondents are more likely than their counterparts who are paid hourly to trust that the organizations they work for will represent their interests with regard to AI. When it comes to the prospect of using AI in their work, 60% of salaried employees and 51% of hourly workers express enthusiasm.

44% vs. 62%

44% of managers aren't using AI in their work, compared to 62% of non-managers.

Knowledge workers use generative AI tools more in their jobs and in their personal lives than people in manufacturing or service roles.

When it comes to organizations' likelihood to embed AI into their processes by the end of this year, knowledge sector respondents are more confident in their employers' implementation (42%) than people working in manufacturing (28%) or service capacities (26%).

Experience gaps within organizations with generative AI could lead to increased capability gaps over time, which, concerningly, could result in increased workplace and labor market inequality.

Our findings supplement and support other recent research showing differences in attitudes towards AI by educational attainment and household income. As [Pew Research found in August](#), "Americans with higher levels of education are more likely than others to say AI is having a positive impact across most uses...A similar pattern exists with household income, where Americans with higher incomes tend to view AI as more helpful for completing certain tasks."

04

Study participant snapshot: Aspirations and current personal and professional generative AI uses

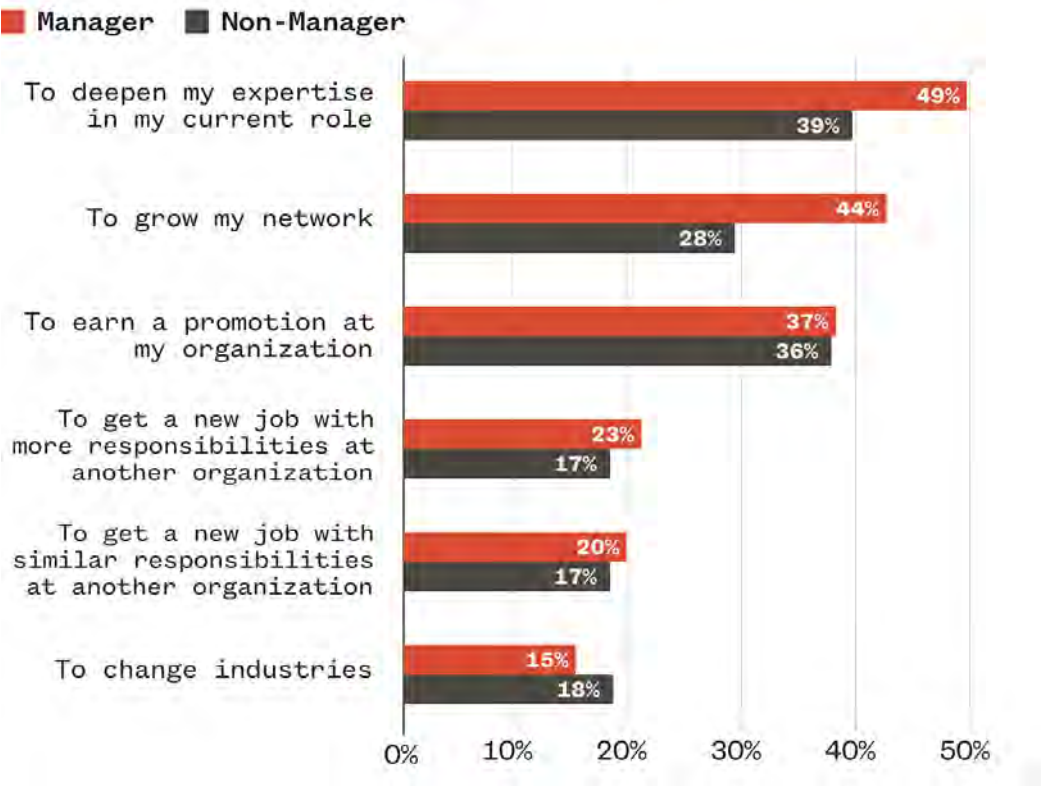
What workers and managers say they are working towards, and how those aspirations might intersect with technology use.



We asked study participants about the employment-related aspirations they are actively working toward in the year ahead. The most frequent responses are deepening their expertise in their current roles, growing their networks, and earning a promotion at their organization. How workers’ and managers’ broader aspirations for their work intersect with technology use and mastery is well worth understanding within your own work context.

Consider how AI skills can bolster workers’ and managers’ own aspirations for their jobs

Employees’ and hourly workers are working towards these employment-related aspirations



Q: What employment aspirations are you actively working towards for the year ahead? Please choose all of the aspirations that apply to you.
Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023
n=1,173

How workers’ and managers’ broader aspirations for their work intersect with technology use and mastery is well worth understanding within your own work context.

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Compared to non-managers (17%), managers are slightly more likely to want to get a new job with more responsibilities at another organization soon (23%). Non-managers are slightly more likely to want to change industries (18% compared to managers, 15%). In a tight labor market, it behooves employers to consider retention risks in the context of AI

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adoption and use. As one respondent wrote about their near-term goals with their current employer: “Give me more job responsibilities that AI cannot do.”

How participants have used generative AI to date:

Most respondents in our study have experimented with generative AI personally (67%). Less than half of all respondents (41%) say they had used generative AI in their work, as of the end of August 2023.

Across sectors, here are the most popular generative AI use cases:

Text generation, research, and data analysis top most common workplace uses

Knowledge sector	Service sector	Manufacturing sector
Text generation: 38%	Text generation: 34%	Data analysis: 40%
Research: 38%	Research: 33%	Research: 33%
Data analysis: 36%	Customer service: 31%	Customer service: 33%
Text summarization: 33%	Data analysis: 31%	Text generation: 32%
Social media optimization: 28%	Text summarization: 29%	Performance management assistance: 31%

67%

The percentage of respondents in our study who have experimented with generative AI personally.

41%

The percentage of respondents who had used generative AI in their work, as of the end of August 2023.

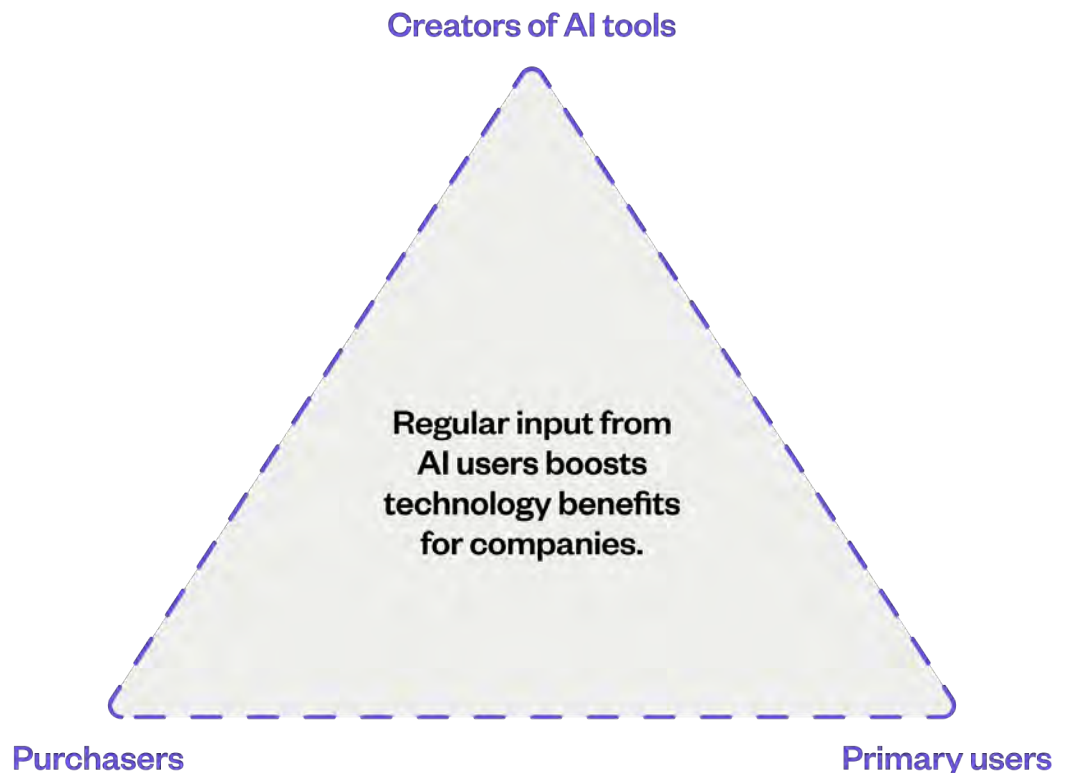
05

Give workers a say in how AI is developed and deployed

Wharton associate professor Ethan Mollick recently argued that workers are the best placed people to identify generative AI use cases for their organizations because they're "experts at their own jobs." That's certainly true for generative AI as c-suite executives and board members are themselves trying to understand it.



But this is true for workplace technologies more broadly: Companies will benefit more from the technologies they adopt when they solicit regular input from the individuals who use it in their day-to-day work. As Charter reporter Michelle Peng recently wrote, “If allowed to shape AI adoption as a partner, workers can help organizations use new technologies to improve jobs and increase productivity, but employers have to start listening.”



Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023

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“

The people at the table cannot just be engineers. The people at the table really need to be very closely connected to what the actual application is going to be, what the downstream deployment is going to look like. And we're nowhere near [them] being anywhere close to first-class citizens in the discussion, but [they] should be. I think that's the next battle to fight.”

OLGA RUSSAKOVSKY
Associate professor of
computer science at
Princeton University

Ben Begleiter, deputy director of research for UNITE HERE, a union representing hospitality workers, described “three pieces to this puzzle”: developers of AI tools who create them; purchasers, the employers who procure the tools; and primary users, the hourly workers and employees who aren’t involved in purchase or design decisions but who use the tools, willingly or unwillingly, in their daily work.

Olga Russakovsky, an associate professor of computer science at Princeton University researching computer vision, explains how these

parties might be more connected to create more usable technology:

“The people at the table cannot just be engineers. The people at the table really need to be very closely connected to what the actual application is going to be, what the downstream deployment is going to look like. And we're nowhere near [them] being anywhere close to first-class citizens in the discussion, but [they] should be. I think that's the next battle to fight.”

There are three primary reasons why organizations see better results when they involve their workers and managers in discussions about technology planning and implementation:

01

Workers can help identify the promising use cases. Educational tech company Skillsoft, for example, has taken a more bottom-up approach to generative AI adoption, allowing each department to identify use cases, rather than having IT or management tell each department what would be most useful for them. This decentralized approach yielded applications in marketing, engineering, product, legal, and more. Asana has taken a similar approach and created Slack channels where employees can share new promising uses.

02

Workers can help identify how new technology will impact their workflow. Years ago, Marriott launched an app in five cities to boost productivity by telling housekeepers the order in which to clean hotel rooms. Rather than help housekeepers, however, the new app sent them on a “wild-goose chase,” as one union spokesperson told Fortune. The app directed cleaners from one room to the next, even if it meant switching floors, moving to different wings of the building, and skipping over rooms in need of cleaning on the same floor in the same wing. Workers reported feeling less efficient and were increasingly worried that they wouldn’t finish their work on time. Housekeepers concluded that “engineers designed this thing working with management, but they didn't talk to us,” says Amanda Ballantyne, director of the AFL-CIO Technology Institute.

03

Workers can help identify how new technology will impact product and service quality. A Las Vegas casino had plans to upgrade the way its customers ordered, by allowing them to select drinks directly through slot-machine interfaces. To management, this seemed like a good idea. To the casino's cocktail servers, it raised the question: What happens when a customer switches slot machines or games? "Slot players are superstitious," says Ben Begleiter. "If you're playing a particular slot and you don't hit on the first or second spin, you might get up and move." Cocktail servers know who they're looking for when delivering a drink because they interacted with the customer while taking their order and can recognize them. If that first step were to be replaced by a machine, servers would have a harder time locating customers—and flagging who should no longer be served alcohol. The new system also reflected "a fundamental misunderstanding of the job," says Begleiter. "The server...is the person who makes you feel comfortable, who makes you feel welcomed. Reducing that to the person who brings you a drink is dehumanizing."

When companies keep discussions about technology between executives and engineers, they miss key sets of information: workers' on-the-ground experiences and ideas for improvement. That experience can be valuable for identifying high-value applications of the technology, but also for identifying the downstream problems it will likely encounter when practically applied. "[Workers are] not just experts in the content of their work, they actually know what tools work best for what jobs," says Ballantyne. "They're the troubleshooters. They're the people who figure out how to adapt technology to a specific workplace."

Workers, managers, and leaders need to act as partners in determining how to best incorporate new technology into their workplaces. "I hate the idea of framing [this] as one side or the other, because ultimately, productivity and firm success is a cooperative enterprise," says Aaron Terrazas, chief economist at Glassdoor. "It's not managers versus workers. It is everyone working together to make something meaningful." Ideally, this cooperation starts at the development stage—where AI companies are building the applications—and continues past implementation.

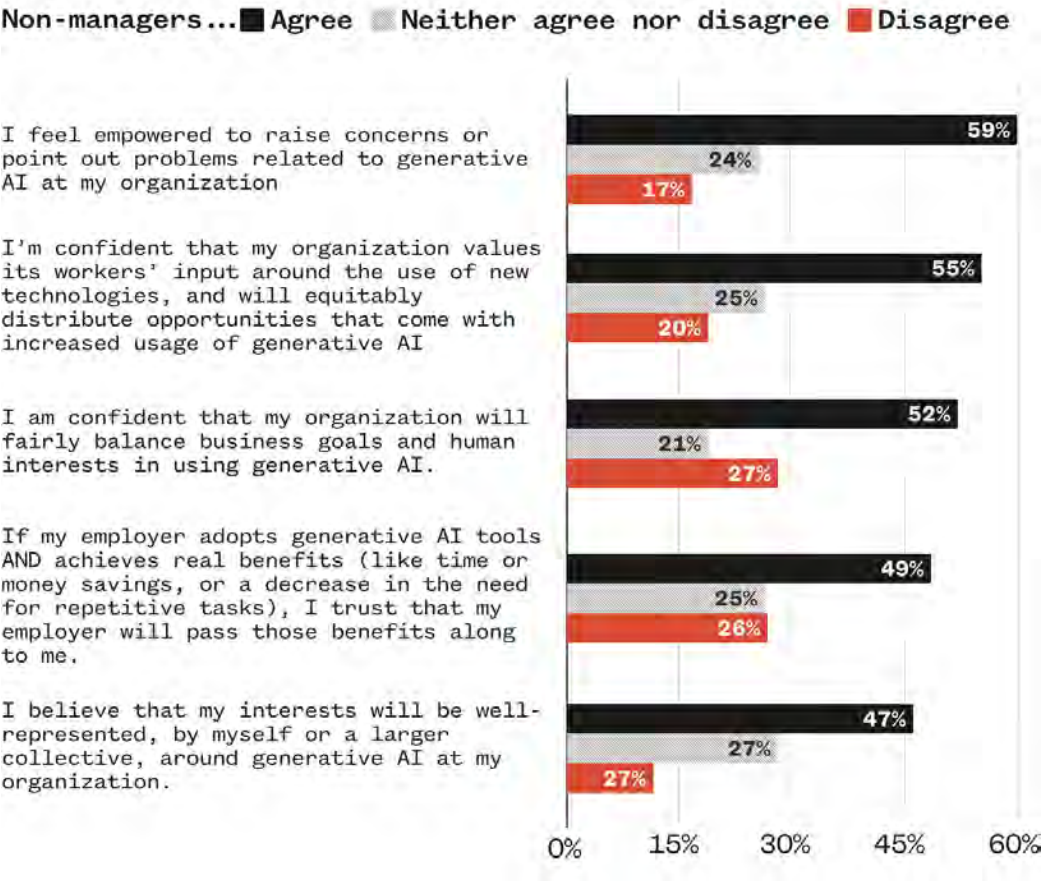
“

[Workers are] not just experts in the content of their work, they actually know what tools work best for what jobs. They're the troubleshooters. They're the people who figure out how to adapt technology to a specific workplace."

AMANDA BALLANTYNE
Director of the AFL-CIO
Technology Institute

An impressive 59% of individual contributors we surveyed indicate that they feel empowered to raise concerns or point out problems related to generative AI at their organization. However, slightly less than half said that they believe that their interests will be well-represented when it comes to generative AI adoption at their company. Some are comfortable speaking up but don't believe that their concerns will be meaningfully acted on. Others say they intend to act, but are waiting to see whether or how their employer will proceed with the technology, such as this participant: "I plan to raise questions or concerns regarding the usage of AI if and when it happens."

More than half of individual contributors feel empowered to raise concerns related to generative AI with their employers



Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023
Non-manager respondents, n=616 (for all prompts with the exception of "...I trust that my employer will pass along those benefits to me" (n=543))

Managers and individual contributors alike want to help shape their organizations' approach to AI adoption, according to Charter's survey. Here are frameworks for ensuring that happens:

For development:

Solicit input from primary users. AI tools should not be designed without input from their primary users. "It's not that an AI engineer can come along and solve some problem by themselves," says Princeton's Russakovsky. "There are so many decisions that go into building an AI system for something, and the people who are most qualified to make those decisions are the current domain experts."

Casetext is a promising example of this. The legal AI company employs attorneys and AI experts to design products tailored to lawyers' needs. It then beta tests those products with law firms before releasing them publicly.

Companies designing AI systems for specific industries would do well to adopt a similar approach. "At a high level, talk to the people," says Nelson, of the Institute for Advanced Study. "I just would love us to get to a place where we would take one more step when we're dealing with things that have implications for people's workplaces. Can we put a step or two between 'build the product, ship the product, change the job'?"

For implementation:

Start with workers' friction points. One of the biggest determinants of whether or not individuals will want to use AI in their jobs is whether the technology addresses "something that's known to be an opportunity or a pain point to the workforce," says [Stephanie Bell](#), a senior research scientist at Partnership on AI and author of a 2022 report on [AI and job quality](#). When identifying possible uses for generative AI in your organization, look for and ask about those points of frustration.

A May 2023 [Microsoft study](#), for example, found that a significant share of office workers said that they would like to use AI to lessen their workloads by having it, among other things, help with administrative work, make it easier to find the information they need, and quickly

“

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ALONDRA NELSON
Professor at the
Institute for Advanced
Study and former acting
director of the White
House Office of Science
and Technology Policy

summarize their meeting notes and action items. Companies looking to capitalize on the newest developments in AI should ask employees for their ideas on where to start. “Ask them where they see opportunities, ask them where they see challenges—and figure out whether anything on the market actually solves for those,” says Bell. “If the answer to that is no, chances are that these technologies are going to be met with some resistance.” There are many ways to source that input, including through worker councils, employee surveys, and focus groups.

Opt for a greater level of worker control over the technology.

Another factor in whether or not employees welcome AI in their jobs is their “ability to have some level of control over it,” explains Bell. In the Partnership on AI’s [AI and job quality report](#), her team writes about customer service agents in India who use an AI software program that offers real-time coaching, assesses their performance, and assists them with certain tasks. At some companies, agents are told to treat the AI alerts as suggestions, rather than requirements. Agents at other companies, however, were told to closely follow the AI’s recommendations. “Both groups recounted instances where they judged the AI to be incorrect in its recommendations,” according to the report, “but the group empowered to deploy their judgment on calls or in chats felt more autonomy and control over the quality of the service they provided.”

Give plenty of notice before implementing important new technologies.

A 2018 strike of Marriott workers ended with several important results, chief among them: Management had to tell hotel staff about new technologies [165 days in advance](#), giving them time to voice any concerns. Even without 165 days as a standard, other employers can adopt a practice of communicating technological change far in advance. “Gradual change that is broadcasted is often more palatable and less painful for workers,” says Glassdoor’s Terrazas.

“

If they are to implement AI in our organization, clearly detail how our jobs will change and exist alongside AI, instead of simply replacing us.”

— Survey respondent

A large share of Charter’s survey respondents said they wanted to hear from their employer about how AI is going to impact their jobs. One respondent wrote: “If they are to implement AI in our organization, clearly detail how our jobs will change and exist alongside AI, instead of simply replacing us.”

06

Criteria for workers embracing AI

As Google research scientist Rida Qadri wrote for WIRED in 2022:

“Technology that responds to people’s needs is technology that sees users as more than just passive recipients of a tool. It realizes the inherent ingenuity of users, respecting their ability to creatively navigate their constraints and dream up uses of technologies never envisioned by the designers themselves.”



The workers and managers we studied and the experts we interviewed for this project identified these related factors:

WHEN NEW TECHNOLOGY HAS A GREATER LIKELIHOOD OF BEING EMBRACED:

- ☒ Workers have been involved in design and implementation of the technology.
- ☒ The problems it improves are workflow issues they've experienced and helped identify.
- ☒ They have the ability to control the technology, and to use their discretion in overruling it as needed.
- ☒ It augments their creative knowledge and expertise about how to do their work.
- ☒ It is injury-preventing, not pain- or stress-inducing.
- ☒ Employers have made ample training and advance notice of changes available.

WHEN TECHNOLOGY IS MORE LIKELY TO BE REJECTED:

- ☒ The technology is forced upon workers without their consultation.
- ☒ The rollout and use of the technology is extractive, racist, or otherwise dehumanizing.
- ☒ It is used primarily for the purposes of surveilling them.
- ☒ The targeted problems are planned for productivity purposes or don't address problems that impact routine work positively.
- ☒ Workers' bodies or mental wellbeing are further stressed or put at risk.
- ☒ AI is managing or assessing individuals' performance, rather than coaching them.

07

Past technological transformations offer cautions about shared prosperity

These three historical cautionary tales demonstrate the uneven benefits of technology.





In the early 1900s, telephone operator was one of the most common jobs for young American women. But mechanical switching rendered that role obsolete. Patented in 1891, the automatic telephone exchange was gradually adopted across the country over the following decades, replacing human operators in the process. The job prospects for future generations of young American women weren't worse off, according to a 2020 National Bureau of Economic Research working paper. Instead of working as telephone operators, those women worked in other occupations, including secretarial work and waitressing. "You see new parts of the economy finding uses for these young women," Daniel Gross, one of the study's authors, recently said. But that overall picture disguises the pain that incumbent telephone operators experienced. A decade after being impacted, those workers were more likely to work lower-paying jobs or to leave the labor force entirely.



The rise of computer technology in the workplace had a dramatic impact on the labor market starting around 1980. With its ability to perform routine manual and cognitive work, computers over time primarily displaced middle-skill jobs, like clerical and production work. At the same time, computers complemented the work performed by high-skilled workers, who spend more of their time on nonroutine tasks that draw on creativity and problem-solving skills. Because computers expanded opportunities for high-skilled workers while replacing many middle-skill jobs, they increased inequality in the United States.



London taxi drivers have had to pass a test demonstrating their knowledge of the city's thousands of streets and landmarks since the 19th century. The ability to memorize that amount of information is a skill—one that has been devalued over the past decade by the rise of digital maps. Digital maps enabled far more people to become drivers by automating the task of navigation. And “by combining navigation tools with digital taxi dispatch, Uber and Lyft have enabled almost anyone with a car to provide the same services as taxi drivers,” write economists Ajay Agrawal, Joshua S. Gans, and Avi Goldfarb. That’s a good thing for consumers and the drivers whom it has enabled, but much more complicated for incumbent taxi drivers, who have seen their wages decline across cities from the increase in competition.

For more historical examples, read Power and Progress: Our Thousand-Year Struggle Over Technology and Prosperity by Daron Acemoglu and Simon Johnson.

08

Frameworks for ensuring that more workers see benefits from AI

Benefits of AI are real, workers say—though those benefits may not be evenly distributed without intervention.



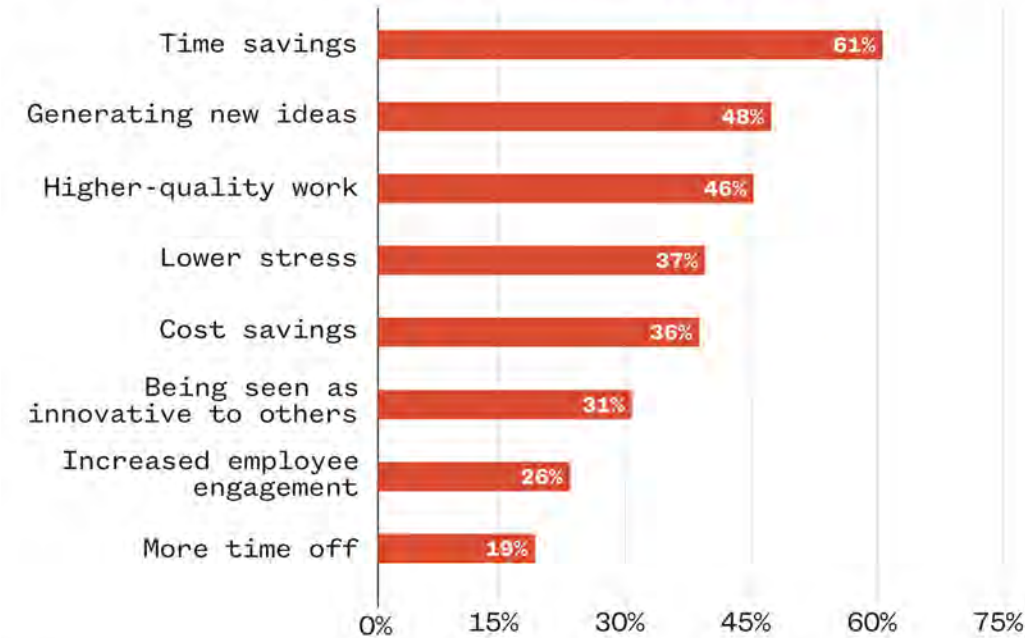
Among those who have used generative AI in their work, the main benefits that individual contributors report experiencing include, in order: time savings, higher-quality work, generating new ideas, and lower stress. Respondents wrote:

“AI can help take over some of the more common and repetitive administrative tasks I do on a daily basis. There is worry about AI taking over jobs, but with me, AI should be very helpful in streamlining my processes, making them more accurate, and giving me time to work on other tasks.”

“I’m confident that AI will not replace my job, as a computer will never make the creative leaps humans can, and I like that it saves me time so I can do more things.”

Managers’ experiences are similar, though they are more likely to report AI being useful in their development of new ideas (55% compared to 38% for non-managers, who may have less encouragement to be creative).

Time savings, better idea quality, and lower stress: The top benefits AI users say they have experienced at work



Q: What are the main benefits at work you have experienced from using generative AI? Please select all that apply.
Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023, n=477

“AI can help take over some of the more common and repetitive administrative tasks I do on a daily basis. There is worry about AI taking over jobs, but with me, AI should be very helpful in streamlining my processes, making them more accurate, and giving me time to work on other tasks.”

— Survey respondent

Looking toward future uses

According to an August survey of 29,000 global professionals by LinkedIn, “AI is seen as a way to unlock fresh opportunities for work-life balance and skill enhancement.” Workers surveyed expect AI to open up free time for them that they plan to use to improve work-life balance (45%), focus on tasks they enjoy more (44%), learn new skills (39%), and strengthen their professional networks (30%).

More than half of all respondents in Charter’s study agree or strongly agree (54%) that “I am excited about the prospect of using generative AI as part of my day-to day-work.” We saw widespread interest in the supplementary benefits that AI can provide to augment human labor. In the words of survey respondents:

“It may be able to help make jobs easier, but not necessarily replace human opinion and judgment.”

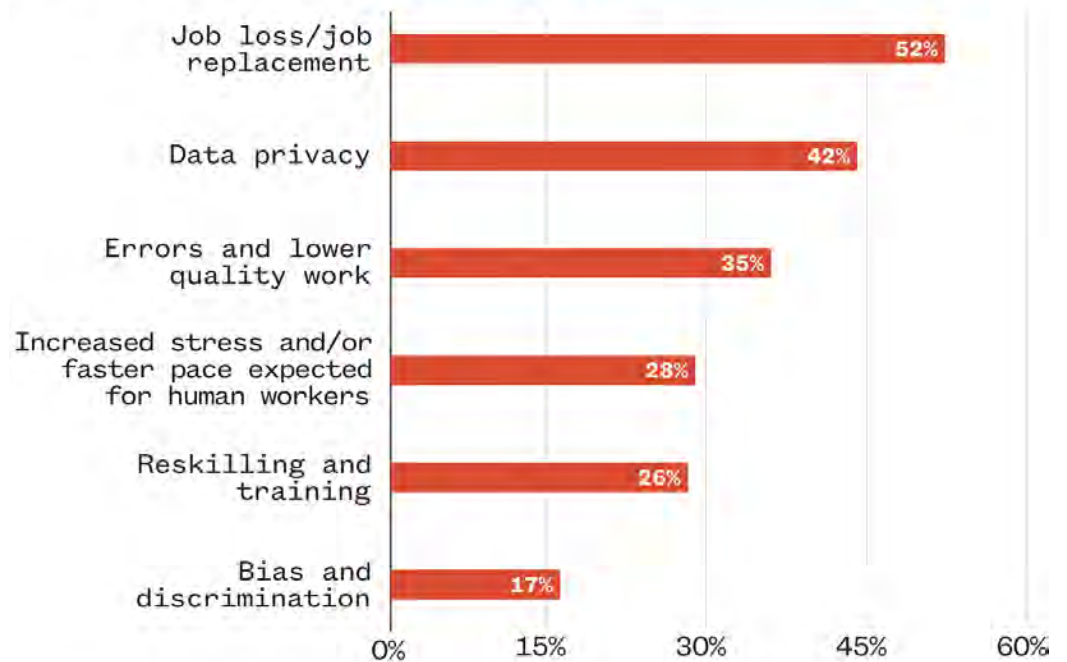
“My organization could limit the use of AI, and only have employees use it as a tool and not a replacement. The employees should still review everything in case there is something that the AI did that was incorrect.”

“AI cannot do what I do!”

Causes for concern:

This enthusiasm isn’t evenly distributed, however (see “Consider who gets to disrupt and who will be disrupted”). And enthusiasm also doesn’t negate significant concerns we find across respondent groups that increased AI usage in their industries will have the following effects.

Primary users' concerns center on AI-related job loss, data privacy, work quality, and worker stress



Q: What are you concerned about in your industry from increased AI usage? Please select all that apply.

Source: Charter study of manufacturing, service, and knowledge workers and managers, August 2023. n=1,173

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charter

In response to the question “What are you concerned about in your industry from increased AI usage?” one respondent had this to say about how their employer could help address their data privacy questions: “Implementing proper accountability measures and monitoring the machines’ behavior can help to alleviate concerns.”

Bias considerations:

We also find substantive concerns that generative AI can “create biased opinions,” in the words of one survey participant, based on the flawed existing material that AI tools are trained on. Some 17% of surveyed workers and managers indicated that they’re concerned about bias and discrimination in their industry from increased AI usage.

“

Thoughtful humans have to be mindful of ensuring that the tech serves their hiring values and criteria.”

MASSELLA DUKULY
Charter’s head of
workplace strategy and
innovation

One of the more concerning areas for this is hiring, where algorithms could discriminate against certain candidates based on trends they’ve been trained on. This is a risk area where augmentation becomes important. “Thoughtful humans have to be mindful of ensuring that the tech serves their hiring values and criteria,” says Charter’s head of workplace strategy and innovation Massella Dukuly. She suggests having diverse panels regularly review AI outputs and override

inappropriate recommendations, which also helps inform future suggestions.

AI can also be used to mitigate biases. Consider linguistics software company Textio, which uses natural language processing and machine learning to detect non-inclusive language in job postings, performance feedback, and more. Moonhub, an AI startup, has an AI agent that recruiters can work with to find promising candidates. The tool flags potentially biased searches and helps identify ways to find more diverse candidates, according to TIME.

Displacement fears:

Our research finds that individual contributors (58%) are more likely to be concerned about job loss or replacement from increased AI usage in their industry compared to managers (46%). This difference could reflect less lucrative employment alternatives for non-managerial workers. (Though, as Daron Acemoglu, David Autor, and Simon Johnson write in the Can we Have Pro-Worker AI? policy memo: “Simply displacing workers is never good for the labor market, even when the displaced are highly paid. Displaced formerly high-paid workers are forced to compete for jobs with lower-wage workers, leading to a downward cascade in wage levels.”)

A sizable number of both non-managers and managers we surveyed—upwards of 40%—voice concerns that generative AI will replace them in their job in the next five years. Similarly, 46% of employees in the most recent Edelman Trust Barometer report, Trust at Work, said they were worried about losing their jobs to automation.

When we asked, *“When you think about how generative AI might impact your work in the future, what first comes to mind?”* we heard job security considerations including these:

“

It may replace me/my position because my employer may think that it's cheaper and as effective compared to a human.”

— Survey respondent

“It may replace me/my position because my employer may think that it's cheaper and as effective compared to a human.”

“It’s a little scary, as an administrative professional, AI is something that could definitely replace me.”

“I need to update myself and have to learn some technology so that I don’t become jobless.”

“I think it has the ability to make my job obsolete, along with many others. I think a lot of people will be jobless thanks to AI in the near future if regulations are not made.”

“Generative AI will be able to run and process payroll, as well as invoice customers and pay outstanding bills, which would result in my not having a job.”

It’s critical that executives seek details from their workers about these and related fears and communicate about them openly. As Julia Dhar, a managing director and partner at Boston Consulting Group, told Charter, “Don’t ignore people’s concerns. The fact that you are not as concerned as they are doesn’t mitigate their concern at all. Not one bit. Talk about safety, equity, dignity at work. Participate in that conversation.”

And as one survey respondent wrote, “Be open and [as] up front about it as possible.” Another wrote that is happening in their workplace already:

“We have already had discussion around this. My employer is committed to making our jobs easier, and not to getting rid of or replacing us with AI. My org can help ensure that with discussions, training, reassignments, and understanding the value of human input. I think training is a huge pro in alleviating concerns.”

“

We have already had discussion around this. My employer is committed to making our jobs easier, and not to getting rid of or replacing us with AI. My org can help ensure that with discussions, training, reassignments, and understanding the value of human input. I think training is a huge pro in alleviating concerns.”

— Survey respondent

How they’re preparing

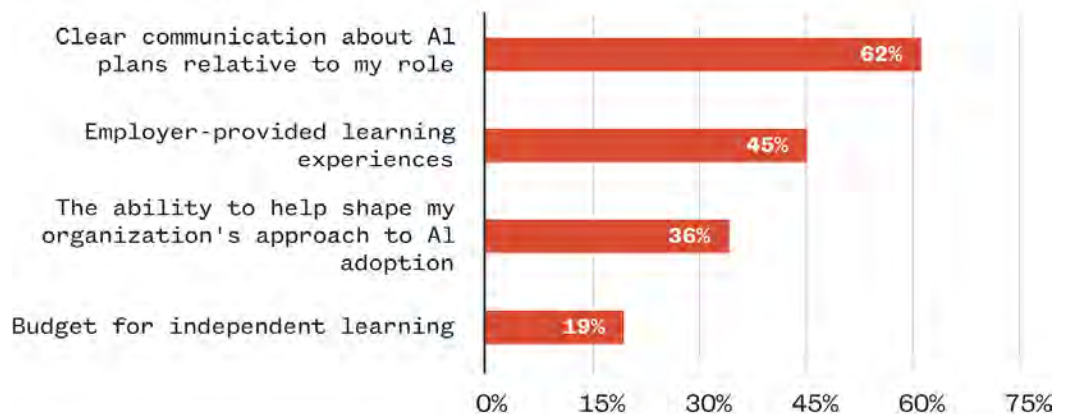
Employers and managers are among the main sources employees are turning to for guidance around AI:

When we asked who they trust most to provide them with AI tools, training, and related career guidance, managers and non-managers indicated self-reliance (44%) and employers (43%) first, followed by managers and tech companies (both 31%). It’s notable that both employees and hourly workers trust these sources over educational

institutions, colleagues, friends and family members, and their labor unions.

Relatedly, Edelman found in its latest [Trust Barometer report](#) that employees trust employer-provided media more than any other type, including information from other corporations or their social media feeds. This offers a unique opportunity to employers.

Communicate plans, teach me, and involve me: **What workers and managers say they want from their employers around AI**



Q: When it comes to AI, which form of support from your employer would you most value? Source: Charter and Glimpse study of 1,173 managers and individual contributors, August 2023

charterworks.com

charter

When asked what they have done or plan to do to alleviate their concerns about generative AI and the future of their jobs or careers, we heard about workers' and managers' personal experimentation. We also found repeat hopes for open communication with employers:

“

Our company could clearly state how AI will be used and for what purposes. They can also indicate how our team can utilize AI to make their roles more productive for the future.”

— Survey respondent

“I've been watching and testing it out. Using AI to answer questions, and then trying to independently verify the answers by doing the research myself.”

“The thing that helps most to alleviate concerns is to research... After researching and testing, I've found AI to be a helpful tool in copywriting, but it is NOT perfect and never will be. Even after copy generation it requires a human to review and tweak to make perfect—and always will.”

“Our company could clearly state how AI will be used and for what purposes. They can also indicate how our team can utilize AI to make their roles more productive for the future.”

“Be open and honest about job retention for employees.”

“Clearly communicate plans for both software development as well as human workers.”

09

How to foster human-centered AI adoption in your workplace

It's not enough to rely on tech companies or government intervention to realize more inclusive usage of AI tools. Here are ways that your organization can ensure that more workers benefit from AI gains.



Recognize that discourse around AI can be exclusionary, and set a more inclusive tone.

“There's a fear and mystique around it that's being maintained, whether that's deliberate or not,” says Princeton's Russakovsky. “There's definitely a sense of an inner circle versus others.” If left unchecked, technological gatekeeping will prevail, with effects that can be detrimental to worker self-determination and financial wellbeing.

When communicating about AI, use approachable, inclusive language:

- Avoid using AI/machine-learning jargon and explain concepts simply instead to prevent exclusion. Instead of saying: “Our new NLP classifier model utilizes a convolutional neural network architecture to analyze text data,” try:

“Our new system uses artificial intelligence to categorize text. The AI looks for patterns in the text to learn which language is associated with different categories. This can help us tag customer feedback by topic more efficiently.”

- Here's a podcast episode to share with your colleagues who want to learn more about how generative AI works in simple terms: [Explained: The conspiracy to make AI seem harder than it is!](#)

Involve workers in the design, selection, and implementation of AI technology.

- Solicit ideas from employees on how to implement the technology and involve them in planning, including for internal training.
- Ask employees about friction points in their workflows that might be prioritized and solved by using existing AI tools.
- Select vendors that prioritize human-centered design. Ask how they include primary users—not only purchasers—in identifying addressable needs, input, and expectations of their software.

This collaboration begins with regular dialogue. Glassdoor's Terrazas says, “The most important thing at this moment as business leaders begin to implement and experiment with generative AI and the

“

Ask for input and confirm exactly how the process will affect our positions and departments.”

— Survey respondent

workforces, there needs to be a really good-faith effort to learn...and have a conversation about what it is doing to our workforces and to our lives and to our well-being."

Clear communication tops what workers and managers say they're seeking from their employers. They encourage the following:

- "Ask for input and confirm exactly how the process will affect our positions and departments."
- "Provide more education to all employees."
- "Have an open discussion about goals" for the technology.
- "Publish goals for AI use."

Frame AI usage in terms of raising the quality of work and workers' autonomy, instead of efficiency and cost-cutting.

There is benefit in talking about AI in terms of its contributions to work quality, not just higher productivity. People who are using AI in their work already see such enhancements to their work product, with 46% of relevant respondents to our survey noting "higher-quality work" as one outcome they've experienced.

AI can also allow employees to complete tasks more independently, giving them access to information and strengthening their sense of autonomy and purpose. In contrast, when the benefit of AI tools is described as increased productivity, it reinforces the commoditization of labor and short-term financial logic that fewer workers could be necessary.

46%

Many survey respondents who are already using AI in their work say they see enhancements to their work product. Some 46% note "higher-quality work" as one outcome they've experienced.

Learn how your organization's workers and managers want to be developed.

Workers and managers shared these frequent aspirations in our study: deepening their expertise in their current roles, growing their networks, and earning a promotion at their organization. Many of them demonstrate a growth mindset, in the words of Jared Spataro, Microsoft's corporate vice president for Modern Work & Business Applications. As he told Charter, "It's an embrace-and-extend mindset. If you see an opportunity in a technology shift, you'll be able to take advantage of that opportunity."

In your organization's template for career and performance conversations for managers with their reports, include prompts to learn and assess their growth goals. Ensure they are consulted regularly about:

- What might be keeping them from realizing the benefits they hope to see from using AI in their roles.
- The AI educational material that might be best personalized to their needs and functional uses. Ensure that training is equally flexible for workers, managers, and executives to decide how and when they want to undertake it.
- The types of support that match the technical skills they want and need. This could include providing stipends for them to find and pursue relevant training on their own.

For more discussion prompts, find our questions for survey respondents in the methodology section. You can repurpose these for 1x1 discussion purposes or use them in wider employee engagement surveys.

Focus on lower-skilled people who could see greater gains.

As Anton Korinek, a professor in economics and business at the University of Virginia, told us: "One potential upside of generative AI is that it seems to help lesser-skilled workers more than higher-skilled workers, thereby reducing inequality among workers." Several studies have highlighted this effect. One involving the use of a generative AI tool in a customer-service center, for example, found that lower-skilled workers saw a 35% gain in performance, while the most experienced workers didn't see any.

One potential downside to this is that generative AI could devalue the expertise of many workers. MIT economist David Autor recently gave the example of London cab drivers (mentioned earlier) to illustrate this point: "You might say, 'Oh, Waze makes everyone an expert driver, right?' But, no, actually, it doesn't. It doesn't make anyone an expert driver. [Waze] has the expertise." By devaluing expertise, generative AI could lead to a decline in wages for many workers.

Employers should pursue an alternate path, one that helps drive equitable pay and work conditions. This could involve leveraging AI tools to make more employees high performers while emphasizing their unique capabilities, such as engaging with clients and customers and their ability to add the context that AI lacks.

As one survey respondent wrote: “It's scary, yet promising. I'm confident it can be utilized without jeopardizing human job positions.” Another told us: “I don't think we really have to worry about AI replacing what is needed in my work, which is true human connection.”

Prioritize inclusive AI engagement by involving people in groups that are least likely to be using AI today.

- Audit your hiring practices. Who is being screened out because of their existing skills whom your organization might better bring along and train to use AI tools?
- Recent precedent suggests innovative companies prefer hiring young workers. When managing through technological change, consider that experienced workers bring important “returns” beyond and in addition to their technical skills, according to research by Bruce A. Weinberg of Ohio State University.
- Highlight AI benefits that are specific to diverse users. Explain how, with human oversight, AI can make jobs easier, faster, and safer. Tailor messaging to resonate with relevant audiences based on their needs and concerns.
- Don't assume intuition with these technologies. Provide extensive AI training and support, including clearing time in staff schedules for participation. Offer training at multiple levels, from AI basics to hands-on workshops, and make it available for synchronous and asynchronous participation.
- Discuss the possibility of incentivizing or recognizing early adopters from a range of backgrounds to show widespread primary users and use cases. Per the World Economic Forum's good work framework, foster employability and a learning culture by ensuring your “talent processes recognize and reward skilling achievements.”

“

It's scary, yet promising. I'm confident it can be utilized without jeopardizing human job positions.”

— Survey respondent

Communicate to employees how AI could change their roles...

Emphasize how your organization's AI experimentation and usage furthers its values, as well as ways it could help your workforce operate with more autonomy. BCG's Dhar similarly recommends communicating with intent, advance notice, and clarity:

"Here are the tasks that we think are most likely to be quickly transformed by generative AI. We bet that you have additional ideas and places where we might also trigger that transformation, and we welcome you to bring those forward as well.

The first thing we are going to do is train you for that very specific transformation, those tasks that are going to change.

And then the next thing we are going to do is open up this broader conversation inside our company about the larger shifts that are likely to happen. We're going to welcome that discussion. We're not going to avoid people's concern."

...without making sweeping decisions and predictions.

Some companies have made bold statements around AI and hiring freezes, but it's still early to make major staffing decisions based on the technology. Similarly, technologists have made drastic predictions that only serve to scare people. Nelson gives the example of AI pioneer Geoffrey Hinton saying in 2016 that we should stop training radiologists because deep learning would be able to do a better job in five years. "Hinton says that, and people go with that. Nobody tested this empirically. As a consequence, you freak out a bunch of workers." Instead of replacing radiologists, those tools have augmented their skills. "If we had asked radiologists...we might have been able to make the augmenting process smoother, do it sooner, maybe save lives, maybe have better care."

10

Methodology

This is an original research and reporting project to better understand the attitudes, concerns, and desires of workers around the adoption of AI tools in their workplaces. Charter's research and editorial teams gathered three key information sources for this playbook:

1. Literature review:

Our exploration of relevant articles and studies can be found in the reading list in the appendix.

2. Expert interviews:

We conducted in-depth interviews with a range of practitioners, labor economists, research scientists, organizers, and others to help contextualize what's known and unknown about AI in modern workplaces, including lessons from past technological transformations. Our conversations with many such experts during the course of our work at Charter deeply inform this research project, as do the expert interviewees listed earlier.

3. Survey research:

Charter, with a grant from Innovation Resource Center for Human Resources, used the Glimpse human response platform to conduct an online survey of 1,173 individuals between August 6 and August 26, 2023.

The survey was administered using a non-probability-based sample, and quotas were used to ensure that non-managers represent approximately 50% of respondents. Participants included individuals who are paid hourly as well as salaried workers. Individuals opted in to participate and were compensated at an industry standard rate.

The overall sample features representative geographic, ethnic, and age diversity. We did not rebalance the respondent sample to be reflective of the US population in regards to gender³. As the workplace DEI analytics firm Dandi has written, women face high risks from AI: “Clerical positions, for which women are overrepresented, are considered one of the roles most susceptible to automation by generative AI, according to a recent report from the International Labour Organization.”

Respondents were evenly distributed across the knowledge, manufacturing, and service sectors of the US economy. Researchers reviewed all responses for quality control. We also used generative AI through Glimpse and ChatGPT Plus Advanced Data Analysis to confirm themes we identified from aggregate data and open-ended responses.

Below please find survey questions and answers options. We encourage you to repurpose these with your teams and in your own employee survey data gathering.

³ According to Pew Research, “Studies that compared weighted and unweighted estimates from online opt-in samples found that in many instances, demographic weighting only minimally reduced bias, and in some cases actually made bias worse.”

Professional ambitions

1. What employment aspirations are you actively working towards for the year ahead? Please choose all of the aspirations that apply to you.

- a. To earn a promotion at my organization
- b. To get a new job with more responsibilities at another organization
- c. To get a new job with similar responsibilities at another organization
- d. To grow my network
- e. To deepen my expertise in my current role
- f. To change industries
- g. To start to manage others
- h. To manage more associates
- i. Other [please specify]
- j. None of the above

2. How are you currently compensated by your employer?

- a. I'm paid on an hourly basis
- b. I receive a salary
- c. A combination of hourly and salary-based compensation
- d. Other [specify]

AI considerations

The following questions will ask your thoughts about generative artificial intelligence (AI). These techniques are used to generate new content, such as text, images, and audio. Commonly used examples of generative AI include ChatGPT, Bard, and Photoshop Generative Fill.

- 3. When you think about how generative AI might impact your work in the future, what first comes to mind?**
- 4. Do you currently use generative artificial intelligence (AI) in your job?**
 - a. Yes, as dictated by my organization
 - b. Yes, for my individual use but not as dictated by my organization
 - c. Yes, some in alignment with organizational policies and some for my individual use
 - d. Other (specify)
 - e. I'm not sure
 - f. No
- 5. Which of these uses of generative AI do you currently use for work, whether your employer is aware or not? Please choose all of the uses that apply.**
 - a. Image generation
 - b. Code generation
 - c. Text generation
 - d. Text summarization
 - e. Social media optimization
 - f. Marketing optimization
 - g. Meeting transcription
 - h. Idea generation
 - i. Legal contract review
 - j. Hiring assistance
 - k. Performance management assistance (e.g., staff reviews)
 - l. Video generation
 - m. Audio generation
 - n. Research
 - o. Customer service
 - p. Customer segmentation
 - q. Data analysis
 - r. Other [please specify]
 - s. None

- 6. What are the main benefits at work you have experienced from using generative AI? Please select all that apply.**
- a. Time savings
 - b. Higher-quality work
 - c. Generating new ideas
 - d. Cost savings
 - e. Lower stress
 - f. Increased employee engagement
 - g. Being seen as innovative to others
 - h. More time off
 - i. Other [please specify]
 - j. None
- 7. How much do you agree with this statement? *I am excited about the prospect of using generative AI as part of my day-to day-work.***
- a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
- 8. What are you concerned about in your industry from increased AI usage? Please select all that apply.**
- a. Job loss/job replacement
 - b. Reskilling and training
 - c. Bias and discrimination
 - d. Data privacy
 - e. Errors and lower quality quality work
 - f. Increased stress and/or faster pace expected for human workers
 - g. Other [please specify]
 - h. None
- 9. How much do you agree with this statement? *I am confident that my organization will fairly balance business goals and human interests in using generative AI.***
- a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree

10. How much do you agree with this statement? *I believe that my interests will be well-represented, by myself or a larger collective, around generative AI at my organization.*
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree

11. How much do you agree with this statement? *I feel empowered to raise concerns or point out problems related to generative AI at my organization.*
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree

12. How much do you agree with this statement? *I'm confident that my organization values its workers' input around the use of new technologies, and will equitably distribute opportunities that come with increased usage of generative AI.*
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree

13. How much do you agree with this statement? *If my employer adopts generative AI tools AND achieves real benefits (like time or money savings, or a decrease in the need for repetitive tasks), I trust that my employer will pass those benefits along to me.*
 - a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree

- 14. How much do you agree with this statement? *I am concerned that generative AI will replace me in my job in the next 5 years.***
- a. Strongly agree
 - b. Agree
 - c. Neither agree nor disagree
 - d. Disagree
 - e. Strongly disagree
- 15. What could your organization do to help alleviate your concerns about generative AI and your role?**
- 16. When it comes to AI, which form of support from your employer would you most value?**
- a. Employer-provided learning experiences
 - b. Budget for independent learning
 - c. Clear communication about AI plans relative to my role
 - d. The ability to help shape my organization's approach to AI adoption
 - e. Other [please specify]
- 17. What have you done or plan to do to alleviate your concerns about generative AI and the future of your job or career?**
- 18. Who do you trust to provide you with AI tools, training, and related career guidance? Please select all that apply.**
- a. Yourself
 - b. Your organization
 - c. Your manager
 - d. Colleagues
 - e. Your labor union
 - f. Tech companies
 - g. Media
 - h. Friends and family members
 - i. Educational institutions
 - j. Other [please specify]

19. Looking forward to the end of this year, what do you anticipate changing in your organization's use of AI? Please select all that apply.

- a. Increased adoption
- b. New workplace usage policy
- c. Change in usage policy
- d. New tools used by staff
- e. Clear guidance for which tools staff should use
- f. Embedding of AI tools into more processes
- g. Other (specify)
- h. Nothing will change

20. How often do you currently use generative AI personally, outside of work?

- a. Daily
- b. At least once weekly
- c. At least once monthly
- d. I've used it a few times
- e. I've never used it

11

Acknowledgements

Thanks to all survey respondents and expert interviewees for sharing their time and experiences with us.

Thanks to Charter's Sarah Janowsky, Massella Dukuly, and Melissa Zwolinski for their collaboration on this playbook.

We are grateful to Jodi Starkman of IRC4HR for her support in championing this work.

Adam Bai and Neil Dixit of Glimpse provided valuable project partnership.

Two important resources helped inform our approach to this project:

- We're appreciative of the World Economic Forum's good work framework, which establishes five useful objectives for people policies and workforce strategies:
 - Promote fair pay and social justice
 - Provide flexibility and protection
 - Deliver on health and well-being
 - Drive diversity, equity and inclusion
 - Foster employability and learning culture
- We drew inspiration from Future Forum's research highlighting important intersectional differences in workers' sense of belonging during the pandemic, and the importance of flexible work in furthering inclusion.

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Funder and partner information

We gratefully acknowledge project support and funding from Innovation Resource Center for Human Resources (IRC4HR®).

About Innovation Resource Center for Human Resources (IRC4HR)



Established as Industrial Relations Counselors (IRC) in 1926 with a mission to “advance the knowledge and practice of human relations in the workplace,” IRC4HR remains dedicated to the creation and ongoing enhancement of work—and work environments—in which the goals and objectives of organizations, the aspirations of individuals, and the interests of society are served.

We accomplish this by funding research and multi-stakeholder dialogues that produce practical and actionable insights and tools to help organizations, leaders, and workers succeed together through the profound business and social challenges of the 21st-century workplace. <https://irc4hr.org>

Research partner



About Glimpse

Glimpse is a global, self-service, generative AI-powered research platform that focuses on language, emotion, and sentiment, sorted and analyzed in real-time and over time, providing actionable insights and content for marketers, communicators, researchers, and creatives.

Users can easily gather and understand responses to up to 15 open or closed-ended questions, with thousands of responses in hours. They can use industry-leading generative AI to create topics and summaries, craft key messaging, and generate personas. Users can rapidly uncover emotions, sentiments, and awareness underlying decisions—right at the intersection of quantitative and qualitative research. Glimpse has extensive experience applying generative AI to client challenges at world-class organizations, from HubSpot to Honda, Ogilvy to Diageo. <https://www.glimpsehere.com/>

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About Charter

Charter is a future-of-work media and research company. We're designing new frameworks for work so that people and organizations thrive. Charter's sophisticated journalism, actionable research, and advisory services empower leaders to transform their workplaces.



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Reading list

Please find relevant articles and research to learn more about these topics: <https://chtr.cc/48OOFug>

