

charter ×

INNOVATION
RESOURCE
CENTER for HUMAN RESOURCES

AI in the workplace: How companies and workers are getting it right



Table of contents

Introduction	01
Best practices	03
Give workers a voice in how AI is used.	03
Incentivize innovation.	06
Encourage employees to share their findings.	09
Find ways for AI and workers to check each other's biases.	13
Focus on a specific problem.	17
Model an experimental approach.	22
More resources	27
Acknowledgements	27
About Charter and IRC4HR	28

Introduction

When Charter published a playbook about using AI in ways that enhance worker dignity and inclusion, employers reacted positively and told us that they had a request for us. They sought more how tos and insights from organizations that have been there: More examples, please.

This guide culminates months of research and reporting by Charter's staff to provide that. In the following pages, you'll find frameworks and promising examples of worker involvement from a range of organizations. Our research has also led us to conclude:

It's early. Even leading tech companies are in the early stages of adoption. Where we expected to find highly developed blueprints, we mostly see experimentation and nascent routines.

The companies that encourage employee experimentation are going further, faster. Giving broad access to tools like ChatGPT Plus and Gemini allows employees to experiment, making them feel like they're part of adoption. Peer-to-peer sharing through Slack channels and show-and-tell sessions help spread ideas from a relatively small group of active experimenters to the rest of the organization. One of our favorite examples of this is a company's "AI after-school club" that meets monthly to discuss AI prompts and productivity hacks. Larger-scale efforts like hackathons build excitement while surfacing hundreds of ideas that executives alone can't come up with.

Leader-led and employee-developed approaches must co-exist. Asana, for example, balances "broad-based experimentation" and information sharing with leader-led objectives that target specific use cases. Accenture has introduced a Proposal Builder tool with significant input and ongoing testing from writers who use the tool to create sales materials.

Qualitative impact is sometimes more visible than quantitative. So far, relatively few companies have hard metrics that tell them if what they're trying is increasing productivity at the team or department level. Even when they do, it's sometimes unclear how productivity gains translate into dollars and cents.

But impact comes in many forms: “Qualitative feedback has been of the kind which is, ‘Don't take this away from me.’ So clearly it's a benefit—it seems to make work better,” says Prashant Pandey, Asana's head of engineering, about his team's use of GitHub Copilot. Among workers we surveyed who had used generative AI in their work as of autumn 2023, the main benefits they experienced included, in order: time savings, higher-quality work, generating new ideas, and lower stress. Those are all worth celebrating. At companies developing proprietary tools, we are seeing collaborative creation, internal user testing, and iterative design processes that more organizations would benefit from using.

This guide is intended for workers, HR executives, and leaders interested in adopting AI in ways that benefit more individuals. In this guide, you'll find promising practices from enterprises including Cisco and Microsoft and startups such as Humane and BenchSci.

Nearly every organization featured in this guide is a tech company. Based on our reporting, that sector is farthest along when it comes to generative AI adoption, and the point of this guide is to share case studies from how it is playing out. For more examples of what AI adoption looks like in other industries, read our strategy briefing “AI: Lessons From the Frontier,” which includes in-depth examples of a law firm, a bank, a professional services firm, and a biotechnology company.

Please be in touch with us as you have feedback and examples that others might learn from. You can reach us at hi@charterworks.com. We hope that you are inspired to start an “AI Inspiration and Adventures” channel of your own for people to share.

Emily Goligoski, Head of research
Jacob Clemente, AI & Work reporter

Charter is a future-of-work media and research company.

BEST PRACTICE 1

Give workers a voice in how AI is used.

Over half of the workers Charter surveyed last year said that they're concerned about job loss from AI. Some 28% said they were worried it could increase stress or lead their company to expect more from them. Less than half said they felt their interests will be well-represented at their organization. One of the best ways to build trust with workers around AI is to give them a say in the ways it's adopted.

Cisco

Worker ideas and hackathons

Last November, Cisco's people, policy, and purpose organization started preparing for a multi-part hackathon to give employees a voice in how generative AI is used.

It started the process by educating employees on the basics of AI, and then asked them to brainstorm ways the organization could use the technology internally. That crowdsourcing approach yielded a pool of 248 ideas, which employees voted on and narrowed down to six. The organization then hosted a hackathon to further develop the six crowdsourced ideas. At the end of the hackathon, teams presented their projects and Cisco held a celebration and gave out awards. The six ideas are still at different stages of maturity.

One of those ideas is a bot that provides leaders with more insights on how to support their people. Francine Katsoudas, EVP and chief people, policy, and purpose officer, explains:

“Every week our employees check in via a digital app. They share what they loved and what they loathed from the previous week, and they share their priorities. Then, on a scale of one to five, they share their perception of the value that they're providing and the use of their strengths. You can imagine as a leader that insight, perhaps with other data that your employees are sharing, can give you a sense for how you can better support them. This data bot would just bring together a lot of the data across the system in service of our teams and our people.”



Francine Katsoudas, Cisco's EVP and chief people, policy, and purpose officer

Right now, there are similar hackathons taking place in other departments across Cisco, Katsoudas tells us. “It's a beautiful change management model if you think about it, because you allow people to get in there and play.”

Outside of the larger-scale projects, Cisco encourages employees to experiment with the technology in their own work. “To feel like they're part of this versus this being done to them, they have to be able to get in there and explore,” says Katsoudas, adding that the company gave every full-time employee access to a GPT-style tool.

Tap the talent you have.

YOUR HACKATHON CHECKLIST:

- ✓ Employees receive some education around AI and access to relevant tools.
- ✓ There are blocks of time on everyone's calendar to participate.
- ✓ Everyone on the relevant teams or departments can submit ideas.
- ✓ There's a clear mechanism for selecting which idea(s) to prioritize.
- ✓ There's a roadmap for implementing the idea(s).
- ✓ Employees are recognized for their contributions.

BEST PRACTICE 2

Incentivize innovation.

It's not always clear what employees have to gain from pitching new ideas to their company. The company benefits, but does the employee? By offering incentives like bonuses and recognition in performance reviews, companies can align individual professional gains with organizational goals. Innovation challenges for larger-scale AI projects are a good place to start.

Skillssoft


Innovation challenges and bonuses


Skillssoft, an educational tech company, has taken steps to encourage employees to use generative AI in their work, from training them to hosting lunch and learns, where teams present how they're using AI. And it also occasionally takes things further with incentives.

The company runs organization-wide innovation challenges to crowdsource ideas for larger-scale uses. Staff who develop winning ideas receive spot bonuses and/or recognition in their performance reviews, says [Apratim Purakayastha](#), the company's chief product and technology officer and general manager of enterprise solutions. He adds that many of the company's current uses of generative AI have come out of innovation challenges, including:



Apratim Purakayastha, Skillsoft's chief product and technology officer and general manager of enterprise solutions

 **Processing Net Promoter Score (NPS) data:** The company receives thousands of NPS responses from customers who have taken its courses. (NPS surveys measure whether customers would recommend a product to others.) Reading through those responses to understand what customers think about Skillsoft's products used to be a tedious process. "Now we can pass them through generative AI and it produces a pretty nice summary for us to process, 'Okay, we need to do this better, this better, and this better.'"

 **Mapping course content onto customers' skills categories.** Corporate customers often ask Skillsoft to match its courses to the way they categorize their employees' skills. For example, a customer might recognize a skill called "Agile Project Management." Skillsoft now uses AI to match that skill to its available learning content, and then has an employee check the output.

Steal this idea

Make time to ask workers about their experimentation: At BenchSci, makers of an AI platform for pharmaceutical R&D, director of strategic design [Chelsea Omel](#) schedules casual coffee chats with employees who are actively experimenting with Google's Gemini and other generative AI tools. This keeps her finger on the pulse of the experimentation happening within the company, and it shows that leadership values the ideas employees bring.



Chelsea Omel, BenchSci's director of strategic design



BEST PRACTICE 3

Encourage employees to share their findings.

Even when organizations regularly encourage and incentivize experimentation, the share of workers who will actively develop new uses will be small—between 5% and 10%, according to leaders we spoke with. That’s why it’s important that organizations create opportunities for those individuals to share their findings with others—and, in some cases, direct them to double down on particularly valuable efforts.

Asana

Experimentation and sharing

In January 2023, then-sales development representative Ethan DeWaal started experimenting with ChatGPT to see if it could help him personalize his customer interactions. Although he was underwhelmed with the results, DeWaal gave it another shot in April with OpenAI’s newest model, GPT-4. “I was like, ‘Oh my God, it works’...That led me to get more excited about experimentation.”

That type of exploration is encouraged at Asana, according to Prashant Pandey, head of engineering for the work-management software company. Any employee who wants ChatGPT Plus can purchase it through their learning and development budget.¹ To encourage employees to share what they’re working on, the company has a Slack channel called “AI Inspiration and Adventures,” and it has also hosted a few show-and-tell sessions where people can present to their colleagues the different uses they’ve developed. A small share of the total workforce is actively experimenting and developing new uses. But, Pandey says, many more people will reuse the examples they see in forums like the Slack channel.

¹ Offering every employee access to tools such as ChatGPT Plus and Google’s Gemini can be expensive. As BenchSci’s Omel told us, “The cost of the tools is not insignificant..When people look at it, they’re like, ‘It’s \$20 a month per person.’ You’re like, ‘Yes, but if you multiply that by 350 people times 12 months..that’s something else that we’re not buying, so we have to be thoughtful about how we do it.”



Ethan DeWaal, Asana's AI go-to-market program manager



Prashant Pandey, Asana's head of engineering

DeWaal was an active member of that channel, where he learned how to prompt from the company's AI engineering team. Using the OpenAI API on top of the Asana platform, he started creating his own bots to help serve his customers better. During a company-wide hackathon—which is typically intended for more technical staff—DeWaal partnered with an API engineer and an infrastructure engineer to develop an internal app store that made it easier to share bots with other employees.

As a result of those efforts and others, DeWaal became Asana's AI go-to-market program manager, where he helps drive adoption within the company's business organization. He's also the owner of one of the company's AI goals to integrate similar bots to the ones he built into a sales workflow. Here's how Pandey describes the current vision for the workflow:

“Let's say a customer conversation is a task that we are following. When it reaches this stage, [AI can] analyze these things from internal and external resources and create a follow-up suggestion and add a comment. Then, it is up to a human to take that suggestion and act on it or not. Then that moves it to the next stage, and then it might sit there for a week.

After a week you could have an intelligent agent just going through everything and saying, ‘Which are the most promising things to go pick up for this person...based on what has happened in between?’—

there might be emails that are getting autosync[ed], or the customer usage in that account might have changed by then. This robot can go look at all of those [materials], and you can program it just with prompts of what it should do.”

Take it further

👉 **Don't stop with one department:** Colette Stallbaumer, co-founder of Microsoft's WorkLab and Copilot general manager, tells us that businesses and functions across the company are finding big areas of opportunity for generative AI, in addition to individual- and team-level uses. Here are some of the areas where they've seen success with larger-scale projects:

- Microsoft's customer service and support team uses Copilot to help resolve customer cases faster.
- Teams within the company's treasury and accounting department are using Copilot for Finance to help reconcile data across accounts—Microsoft tells us its early findings show the AI tools have decreased average handling time by 22%.
- Over 600 HR advisors in the company's HR service centers use AI through Copilot and Dynamics 365 CRM to help with things including case triage and information retrieval. The company tells us that early results show a 26% reduction in response time and a 7% drop in resolution time.



Colette Stallbaumer, co-founder of Microsoft's WorkLab and Copilot general manager

i **Consider information you can share in lieu of hard numbers, or in addition to them:** BenchSci's Omel says that a single value metric, such as time savings, has been difficult to produce. Reviewing every workflow to make the calculation wouldn't be worth the effort, she says. Still, she is seeing that employees' investment in AI exploration is worthwhile for the time and effort it saves them on tasks like finding company information and reformatting materials for different groups of colleagues.

BEST PRACTICE 4

Find ways for AI and workers to check each other's biases.

Research shows major risks in ceding decision-making to AI models. One study, for example, found that when asked to make hypothetical decisions about people based on the way they talk, LLMs were more likely to recommend that speakers of African-American English be assigned less prestigious jobs. AI image generators tend toward ethnic and national stereotypes, such as by almost always depicting an “Indian person” as an old man with a beard. Stanford researchers have also found AI detector programs incorrectly flagging non-native English speakers’ written materials as AI generated in more than half of instances, creating potential for discrimination against these individuals in work and education settings.

IBM, Humane, and Upwork

Human involvement, combating bias

Don’t let AI make personnel decisions on its own: IBM receives 5 million resumes annually. The tech company doesn’t currently use AI to screen any of them. “If the AI is making recommendations...and recruiters then just take what AI is recommending, I’m not sure it’s got the right checks and balances in it yet,” Nickle LaMoreaux, the company’s chief human resources officer, told Charter. She said that this is an expression of one of the company’s AI principles: AI will never be a decision maker. “There will always be a human in the loop,” said LaMoreaux. As of 2018, over half of Americans agreed with this approach, telling the Pew Research Center that it was “unacceptable” to use algorithms for automated resume screening.

“Some 50% of our jobs don't require a college degree because we think you can get technical skills from a variety of places, including universities but also other places,” explained LaMoreaux. “I'm not convinced yet that the AI algorithms are prepared to handle a skills-first approach when people may be coming from non-traditional backgrounds.” IBM is looking for opportunities to augment the company's recruiters without ceding control to an AI model. “Is there a way for AI to sort resumes, prioritize them, but ensure that you've got humans over the top of it ensuring that sorting is appropriate and still touching and reviewing every resume that's coming in? That's what we're working through.”



Nickle LaMoreaux, IBM's chief human resources officer

Use AI to flag your own biases:

- Men represent a majority of inbound applicants to Humane, maker of the wearable Ai Pin. So when the company had a role to fill on its people team, [Angela Rowe](#), the company's senior talent programs partner, decided to check the job description for language that might be gender biased. In addition to asking members of the company's women's employee resource group for their feedback, she enlisted ChatGPT to identify language that could deter people from applying. The company was impressed

with the results. There's "no way that either one of us would have been in a position to catch that [biased language]...We didn't at first pass," says José Benitez Cong, the company's chief people officer. The process was so useful in flagging suggested improvements that it has now become a practice before posting open roles.



Angela Rowe, Humane's senior talent programs partner



José Benitez Cong, Humane's chief people officer

- In December 2023, the freelancing platform Upwork started using Textio Lift to help its managers write more actionable, high-quality performance evaluations. The tool uses AI to give writers recommendations about making their feedback fairer and more actionable. Managers who used the tool wrote 20% better quality feedback (measured as fewer problematic words per 1,000) and ultimately spent less time writing their reviews.

Tools to try


In team meetings at the AI electronics company Humane, [Bethany Bongiorno](#), CEO and co-founder, tells staff: “If there is a better way for us to be working, please raise your hand.” On the people team, Rowe has taken this to mean that “If there are tools out there that can help streamline processes and share information more easily, let’s look into that.” An organization can multiply the amount of tools it can consider by encouraging employee-driven exploration, then showcasing and giving credit to enterprising individuals.

Rowe notes that AI tools trained on existing data can be biased and require human oversight. And, after careful vetting by her and her colleagues, these are the primary tools that Humane’s people team is using today:

 **Metaview:** To capture interview notes and identify bias in panel reviews of job candidates.

 **Gem:** For building talent pools and communicating consistently with job candidates.

 **Slack:** For sharing employees’ own experiments and tips.

 **ChatGPT:** To write outreach messages to candidates.

 **The company’s wearable Ai Pin:** For researching candidates and companies, and gathering information on industry trends.

BEST PRACTICE 5

Focus on a specific problem.

There is substantial value in identifying a narrow problem. Once an organization has pinpointed that problem, they can purchase or design a tool accordingly, gather key internal feedback, introduce it to other workers, and iterate. Working in a phased, agile way wins every time, including with employees who are consulted for their reactions and ideas throughout the process.

Accenture

Substantively incorporate worker feedback

Over the past year, the professional-services company Accenture developed and introduced Proposal Builder, a tool for writers on staff—known as the “pursuit” team—to create sales proposals, using a custom version of ChatGPT 3.5 that is managed by Accenture’s CIO. Managing director [Erin Hubbard](#) explains the impetus for the bot:

“Finding the right, relevant content is challenging in a company of our size. We have a robust content management approach,” says Hubbard. Yet she notes that it can be frustrating for writers to look through all available publicly disclosable information, methodology details, industry and region materials, and other background in preparing proposals in a short time frame.



Erin Hubbard, Accenture managing director

“How do I, the average employee, asked to answer 10 RFP questions, naturally know where to go to find each piece of information? The answer is, they don’t.”

The solution is to make up-to-date information searchable in a single place, with source information viewable. This is how the company developed the “minimum viable product” (MVP):

1. Program design and testing

In addition to the involvement of members of an internal steering committee, a group of writers on the pursuit team helped validate the need for proposal preparation support. Starting during the beta test, writers also flagged software bugs and shared features they wanted, including more options for charts and graphs and multi-language support for their global team.

Academic researchers have found that the outcomes of introducing AI in work practices are highly dependent “on the manner in which AI is implemented, such as whether people have a voice in the implementation and whether there is a gradual experience of change.” The researchers also note the importance of creating safe spaces where workers can learn and gain new skills.

Soliciting their early input seems to have improved writers’ trust in the tool, managers at Accenture told us. Prior to testing Proposal Builder, Sarah Szuminski, the firm’s North America lead for pursuit writing, hadn’t used generative AI in her work. Today, Szuminski describes Proposal Builder as “a smarter, faster search for us.”



Sarah Szuminski, Accenture’s North America lead for pursuit writing

2. Rollout and training

Hubbard says the process of introducing Proposal Builder to 1,500 people on Accenture's pursuit team has been more user-centered than it might have been in years past. It isn't enough to give staff access to a tool and manual. A directive "go use it" approach doesn't really resonate with people," says Hubbard. "You have to give them context." Proposal Builder training has taken many forms: small group sessions, face-to-face and virtual demos, Q&As, FAQs, recorded videos, one-on-one coaching, and twice weekly live office hours. Polls and contests are included throughout the training process to make the tool more approachable.

Szuminski says that the tool has been helpful for the different stages of preparing proposals: during strategy conversations and outlining to start, while pulling together content in the middle, and for fine-tuning close to submission. She is using it weekly. As she says:

"A lot of times with generative AI, the discussion is: Is our work in jeopardy? Is the work that we're doing being threatened? I really see if we can eliminate the lower value, time-wasting work, it allows writers like myself to be more valuable in the way we're contributing our time [with] higher-value things like strategic messaging. Are we being creative? How can we correspond with the graphics team and all of that to make it a higher-level deliverable?"


With time saved, Hubbard says she would like to see employees do two things: put time into differentiating proposals to make them better than their competitors' and recharge. With traditional proposal creation, Hubbard says,

"You can easily work 12- to 14-hour days back-to-back. You could get burned out doing this work. Our message to the team is: this is an accelerator to help you find content, but please spend that time making the proposal special and just breathing. Have dinner with their family...Take a nap, because I think that matters too. It makes for better quality."

3. Iteration

Accenture continues to evaluate the tool by measuring time spent on tasks and monitoring user feedback. With its next release, Proposal Builder will move beyond its MVP status. The software is now part of new employee training, and all writers are encouraged to rate content recommended by the bot and replace information that doesn't meet their standards. "It's okay for them to say, 'That was not a good answer,'" explains Hubbard. This aligns with one of the factors we identified in Charter's [AI and worker inclusion playbook](#) for the likelihood of new technology being embraced by workers: They have the ability to control the technology, and to use their discretion in overruling it as needed.

Take it further


 **Target pain points:** We see a promising example from the world of robotics. New Zealand hospitality company Hind Management & Sudima Hotels uses robotic assistant BellaBots to clear restaurant tables, deliver house cleaning supplies, and facilitate room service. "The [robot assistants] are not there to serve guests. Our purpose was to help our people," says director of workplace experience [Christine Hurring](#). She notes that today most staff have opted into having robots carry dishes and move supplies around their properties during their shifts. Hurring adds that many employees are now able to spend more time talking to guests, and they report less physical strain in their jobs.



Christine Hurring, Hind Management director of workplace experience

Some tenured staff who have worked with the company for nearly 20 years were initially reluctant to use the technology. “It's up to us to make them realize they can do it. And if they have already made a decision that they won't do it, that's perfectly fine,” Hurring says. Research from City University of London finds benefit to this approach to helping workers overcome their skepticism about new work by creating conditions for them to try new practices. Researchers write that “managers could help by setting the stage and providing conditions to create liminality—giving encouragement and time for professionals while pushing them to try and learn.”

Maintaining a sense of individual agency helps, too. Hurring says that following training, workers can decide whether or not to enlist the robots. No one will be penalized for choosing to forgo the assistance.

 **Use AI to help remote teams work better:** “Like a lot of companies during the pandemic, Microsoft hired from all over the place [geographically],” says Microsoft's Stallbaumer. She says that by the time of her morning in Seattle, a woman on her leadership team who lives in the UK has “used Copilot to catch up on all of the meetings that she may have missed that weren't in her time zone.”

Stallbaumer tells us about another emerging habit on her team that's making this process easier. When colleagues want to mark an assignment for someone who's absent from a meeting, they can just say, “[Name], marking this here for you in the transcript—you have an action item,” says Stallbaumer. That way when a colleague is catching up with Copilot, they can easily find where they were mentioned.

BEST PRACTICE 6

Model an experimental approach.

To inspire employee trial-and-error, leaders can make it a practice to show their own experimentation with AI. This requires some vulnerability but can pay off in employee enthusiasm and adoption.

Coursera

Combination of formal and informal routines


In all-staff meetings, online course provider Coursera CEO Jeff Maggioncalda periodically shows his employees the AI prompts he's testing out. They don't always work as intended, but this has a different benefit in a live demo setting: it demonstrates a growth mindset to the staff. "It lowers the bar for all of us to try things and to take risks. That's really key—when you have your executives not only supporting it but actively engaged in it," says Trena Minudri, VP and chief learning officer at Coursera.




Trena Minudri, Coursera's VP and chief learning officer


Other company-wide routines include:

LESS FORMAL APPROACHES:


 **Internal sharing between employees:** This includes Slack channels and a library of prompts that people add to and update based on what they're trying. Staff also discuss ethical concerns raised in articles they read, Minudri tells us.


 **“Team talks”:** For staff to hear what's new in generative AI.


 **Leadership team discussions:** An upcoming leadership summit panel topic will be on how generative AI will change the future of leadership. Before attending, all participants were asked to consider the following question: Do you think that generative AI is more of an enabler or more of a disruptor in our space?


 **Coursera Make-AI-thon:** In 2023, the company focused its annual all staff internal hackathon on products, services, and apps it might develop. Two ideas generated during that hackathon—mobile flashcards and learner assessment notes created with AI—are now being tested by users on the platform.

MORE FORMAL APPROACHES:

 **AI, meet OKR:** AI plans are integrated into company objectives and key results (OKRs), with a focus on increasing employee and customer value. Examples over the past year include developing transformation plans to become an AI-powered organization, as well as demonstrating productivity improvements by function.

 **Performance review co-author:** The company has internal training programs to teach staff how to use AI when writing performance reviews. The training includes guidance on prompting, editing, and supplementing auto-generated language with specific examples from their own observations. Minudri says the result has been “more well-rounded, less biased” internal reviews. “Unconscious bias exists...The goal is to just be aware of it and mitigate for it.” She has observed that the technology is helping employees see themes, become more aware of their biases like recency and halo effects, and suggesting coaching points for managers.

 **Dogfooding:** More than one in four employees has completed the company’s GenAI Academy, business coursework with a focus on ethical use. From the internal launch of the program in November 2023 through public launch in January 2024, employees spent approximately 4,300 hours with the material, including offering feedback on content, design, and experience.

 **What to read:** See how Charter uses both AI and human performance bias checkers to calibrate performance reviews.

Coursera's Minudri described a range of employee behaviors she sees around AI experimentation, including:



Waiting to see

Some skepticism and restraint, which Minudri says isn't wrong. She sees this in individuals who are "guardians of familiarity" and in people who carefully consider ethics and safety. She sees some people awaiting usage benefits from colleagues and Coursera learners before trying the tools themselves.



Optimization

Pragmatic, results-oriented approaches to "What can I get out of this? I'm seeing my colleagues actually do things faster. I'm seeing my colleagues being more productive."



Early adoption

Eagerness to explore product options.



Trailblazing

Forward-thinking, solutions-oriented attitudes, often seen in departments such as marketing, sales, people, and engineering.

Practices for meaningfully incorporating workers' contributions in the age of AI

ORGANIZATIONS THAT WANT TO...	SHOULD STEAL THIS IDEA
<p>Tap their talent for new approaches</p>	<p>Cisco and Coursera host hackathons and have developed internal uses and product features from the ideas conceived. Asana has a Slack channel dedicated to experimentation and has hosted a few show-and-tell sessions for employees to share what they're working on.</p>
<p>Identify specific problems where AI delivers a high return on investment</p>	<p>Together with sales-material writing staff, Accenture developed a custom version of ChatGPT to create proposals using existing materials. It continues to make improvements based on internal user feedback.</p>
<p>Incentivize innovation</p>	<p>Skillsoft hosts innovation challenges, and employees who propose winning ideas are eligible for spot bonuses and/or recognition during performance reviews.</p>
<p>Be proactive about overcoming bias</p>	<p>Humane's HR team has identified AI tools for fairer candidate evaluation and flagging bias in job descriptions.</p>
<p>Inspire employee trial-and-error</p>	<p>Coursera's leaders model an experimental approach in sharing their own prompt attempts and the discussions they're having around AI in education technology.</p>

Resource library

Please find relevant articles and research related to responsible AI and worker inclusion.

Acknowledgements

Thank you to these expert interviewees for sharing their time and experiences with us:

Henry Bristol
José Benitez Cong
Ethan DeWaal
Erin Hubbard
Christine Hurring
Francine Katsoudas
Nickle LaMoreaux
Trena Minudri
Chelsea Omel
Prashant Pandey
Apratim Purakayastha
Angela Rowe
Rahul Shahani
Colette Stallbaumer
Daniela Steinsapir
Sarah Szuminski

Charter's Daniel Lee designed and produced this material. Kevin Delaney has championed our AI reporting and research, and has edited this guide.

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

About

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.

Sign up for [our free newsletter about the future of work](#) and [our Work Tech newsletter](#) with independent reviews of the technology powering your work, including new generative AI tools.

You can read [our further coverage and research on AI and work](#). And [sign up for a Charter Pro membership](#) to have full access to our reporting, research, events, and advisory support. Contact us at hi@charterworks.com.

About Innovation Resource Center for Human Resources (IRC4HR)



IRC4HR funds research and multi-stakeholder dialogues that produce actionable insights and tools to help organizations, leaders, and workers succeed through the profound business and social challenges of the 21st-century workplace.

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