



HR + AI: 6 Ways Strategic People Leaders Can Leverage ChatGPT

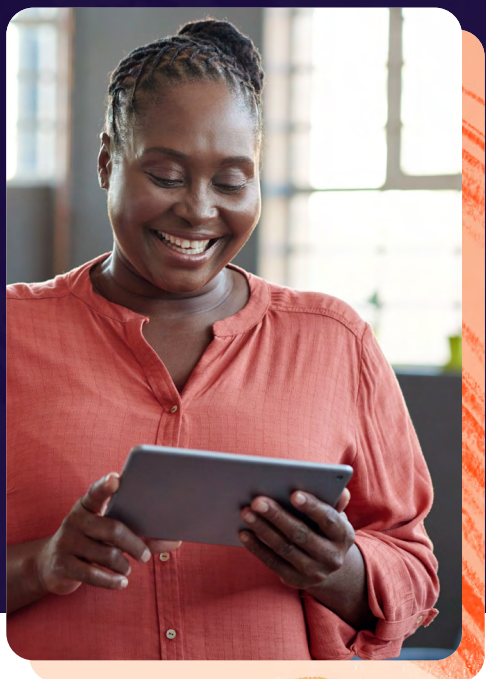
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Introduction

From news outlets to social media influencers to your barista at the corner cafe, everyone seems to be talking about artificial intelligence (AI) and how it will soon revolutionize how we live and work.



Because of the speed at which generative AI technologies are developing, **McKinsey** now estimates that half of our time spent on work activities will become automated between 2030 and 2060, an entire decade earlier than they previously projected.

For HR leaders, the age of AI promises to bring exciting new capabilities that will enable us to more effectively manage talent, foster employee engagement, and drive organizational growth. But what limitations should we be aware of, and how can we effectively leverage AI tools to start making an impact *today*?

Since research lab OpenAI publicly launched its highly sophisticated chatbot, ChatGPT, in late 2022, people have been jumping on the platform to start a conversation. But while it's fun to ask the chatbot for some good dad jokes or a recipe for vegan lasagna, ChatGPT can be a very useful work tool as well.

In this guide, we'll cover the potential benefits and risks associated with using ChatGPT in the workplace. We'll also share some good HR use cases—with example prompts to help you get started—so you can begin thoughtfully incorporating ChatGPT into your workflows.



Note:

This guide is not meant to be an exhaustive resource, as the field of AI and our understanding of it is rapidly progressing, with new developments emerging every day.

As we embrace the potential benefits of AI and explore its limitations, we encourage HR professionals to stay updated with the latest advancements and approach AI integration with an adaptable and informed mindset.





What is ChatGPT?

Advanced chatbots like ChatGPT are powered by a technology called Generative AI. Generative AI is a category of machine learning systems designed to mimic human intelligence for specific tasks.

Kind of like how you went to school to learn to read and write, ChatGPT was “trained” on a vast amount of text data, including books, websites, social media, and news articles. Fortunately for AI, it doesn’t have to bother with things like eating or sleeping (as we mere mortals do) and can learn a ton of information much more quickly.

Through the training process, Generative AI analyzes content for patterns and learns to mimic human style and linguistic conventions, enabling it to chat in a human-ish way. You can ask ChatGPT to complete specific text-based tasks, like generating creative ideas, writing or editing various types of content, and even debugging programming code.



Benefits of Adopting AI Tools



When used in the right ways, AI can help us streamline processes and improve efficiencies across every industry. Brand new ways of working are already taking shape, with innovations we're just beginning to unlock.

A great example comes from the healthcare field. AI technologies are already in development to help doctors more accurately diagnose and treat cancers. They'll be able to detect abnormalities earlier, which means better health outcomes for patients—and more years to spend with loved ones.

When it's not helping to save lives, AI is improving customer experiences too. For example, **CarMax** currently uses Microsoft's AI technology to analyze thousands of customer reviews and surface key insights about every make and model in its inventory, to give buyers the best information possible when shopping for a car.

From healthcare to retail to learning and development, AI tools are disrupting industries and creating new opportunities every day. As Arvind Krishna, Chairman and CEO of IBM, wrote in an article for **Fortune**, "People working together with trusted AI will have a transformative effect on our economy and society. AI's use is projected to unlock nearly \$16 trillion in productivity by 2030.

It's time we embrace that partnership and prepare our workforces for everything AI has to offer."

In nearly every type of knowledge-based job, there are some time-consuming tasks and routine business processes that AI tools like ChatGPT can streamline. For HR teams, ChatGPT provides an immediate opportunity to improve efficiency and get some well-deserved quick wins.

For HR teams, ChatGPT provides an immediate opportunity to improve efficiency and get some well-deserved quick wins. Thoughtfully utilizing AI can help alleviate some of the burden of tactical HR tasks, so that HR leaders can spend more time and resources on the systems, tools, and strategies that drive true long-term organizational impact.

For example, HR leaders can utilize tools like ChatGPT to ideate collaboratively, engage in scenario-based roleplays, generate content and questions, and foster brainstorming sessions. Then, they can utilize a robust performance management platform to bring those ideas to life, monitor progress on initiatives, and report on and analyze data for continued improvement. This holistic approach frees up HR leaders to concentrate on designing innovative strategies, nurturing talent, and shaping a high-performance culture that drives lasting organizational impact.



Risks and Ethical Implications to Keep in Mind

While the potential benefits of AI are exciting, there's still no shortage of limitations and risks. While new versions of ChatGPT promise to be smarter and more accurate, the technology still has a way to go.

According to its creators, ChatGPT was trained on high-quality academic data from reputable sources. However, the algorithms may not inherently be able to discern between accurate and unreliable information.

ChatGPT-3—the version currently available for free to anyone with an email address—was trained on information published only through 2021. So anything it produces today will be at least two years out of date. Chat GPT4 is available to ChatGPT Plus users (\$20/month), which also includes access to Code Interpreter (a data analyst!) and Custom Instructions (a way to improve your prompts).

Another major concern—particularly when using ChatGPT for HR tasks—is bias. Because generative AI models are trained on vast amounts of data created by humans, biases have already been introduced to the algorithms.

For example, when discussing the traits of workers who do specific jobs, ChatGPT often assumes the employee's gender without being told. **Textio** recently analyzed performance feedback written in ChatGPT and uncovered some pretty glaring gender biases.

When discussing “a bubbly receptionist,” ChatGPT assumed the employee was a woman, while presuming “the unusually strong construction worker” was a man. And when discussing a kindergarten teacher (regardless of other traits), the AI used she/her pronouns 100% of the time. Nurses were also presumed to be women 9 out of 10 times.

Privacy and security are also primary concerns when using AI for work purposes. While ChatGPT-3 is unable to retain or reuse information it receives in user prompts, many generative AI tools take the information users enter and feed it back into their learning modules.



Employee or customer data and any other proprietary company information should be anonymized when using any AI technology. Organizations should also develop AI policies to protect the privacy of customers and employees. In addition to legal reviews and AI policies related to privacy, organizations should create comprehensive AI ethics policies to ensure the responsible and ethical deployment of AI technologies.



Keeping the human in human resources

In the business of people, human emotions and empathy are irreplaceable. HR leaders have a responsibility to keep human resources human, while embracing AI capabilities (where appropriate) to improve business outcomes.

Over-reliance on tools like ChatGPT can hurt employee trust, undoing any benefits that may be gained by using it. According to a [Pew Research survey](#), two-thirds of workers said they wouldn't want to apply for a role if AI was used to make the hiring decision.

Oversight is critical to ensuring any information produced by AI is accurate, fair, and used appropriately. While ChatGPT can be a helpful assistant in performing many tasks, the primary work of leading engaged, high-performing teams should remain in capable human hands.



6 ChatGPT Use Cases for HR Teams (with Example Prompts)

While there is certainly good reason to use caution when leveraging AI tools, a majority of employers across the globe are optimistic about the technology. According to one [Experis study](#), 58% of employers globally believe that rather than eliminating workers, AI and VR technologies will actually create more jobs in their organizations.

The use of AI and automation in HR technologies is expected to expand rapidly, and we'll have much to learn about how to best leverage those capabilities in the coming months and years. But for the purposes of this guide, we wanted to focus primarily on what's possible *today* with ChatGPT, so you can start getting immediate value from the tool.

Each of the following use cases includes examples of real ChatGPT prompts (we tested them all!) that you can reference to generate new ideas and make some of your daily tasks more efficient.

REAL LIFE

**Read on to find out to
find out how ChatGPT
can apply to HR.**



1. Drafting HR policies and procedures



There are typically many stakeholders involved when writing a company policy or documenting a business procedure, but a bulk of that work often falls on the people operations team. While ChatGPT won't know the unique circumstances or understand the nuances that must be considered when developing a policy at your organization, it can reference thousands of similar documents and generate helpful content to aid your work.



Tasks that could take several hours or days for a human worker—such as compiling pertinent information about the laws and regulations of a specific industry or region—can be generated in seconds by ChatGPT. Just remember, the tool may not produce the most accurate or up-to-date information, so you'll need to cross-reference with official sources and apply your own judgment and experience.

For highly technical or overly wordy documents (let's be honest, every company has them), ChatGPT can also assist in editing the content to improve readability and make it easier for employees to understand.

ChatGPT prompt examples



Prompt for writing a policy:

"Our company is committed to providing a work environment free from discrimination and harassment and one that is inclusive to all regardless of age, race, gender, sexual orientation, religion, or disability. Draft an Anti-Discrimination and Harassment Policy that reflects these values to be shared with employees."



Prompt for policy research:

"Our U.S.-based business is opening an office in India. As the human resources leader, I need to better understand the business environment in India to create an inclusive experience for our new employees based in India. What should I know about labor laws, business etiquette, and common work cultures in India?"



Prompt for making an existing policy more clear:

"Employees at our company find our annual bonus structure confusing. Rewrite this information to make it more clear and easier to understand." [paste policy text]





Prompt for communication about policy changes:

"After reviewing our current benefits, our company has decided to no longer provide cell phone reimbursement to employees after the end of this year. I need help drafting an email to employees to let them know about this change."



Prompt for links to policy examples:

"My company is implementing a hybrid work option for employees who would like to work from home 1-2 days a week. I need to document this new company policy to share with employees. Provide a few links to examples of policies from other companies that include a hybrid work option that I can reference."



Certainly! Here are a few examples of company policies that include a hybrid work option. You can review them for inspiration and guidance when documenting your own policy:

1. Microsoft's Hybrid Work Policy:

- Link: <https://news.microsoft.com/bythenumbers/how-to-create-a-hybrid-work-policy/>
- Summary: Microsoft's policy outlines the principles and guidelines for hybrid work, including employee autonomy, collaboration, and flexibility.

2. Dropbox's Virtual First Policy:

- Link: <https://blog.dropbox.com/topics/work-culture/evolving-our-work-from-home-policy-to-virtual-first>
- Summary: Dropbox's policy embraces a "Virtual First" approach, providing employees with the freedom to work remotely and fostering a collaborative culture through digital tools.

3. HubSpot's Flexible Work Policy:

- Link: <https://www.hubspot.com/company-news/hubspots-flexible-work-policy-for-2021>
- Summary: HubSpot's policy offers employees the option to work from home or the office, emphasizing trust, open communication, and maintaining a healthy work-life balance.

4. Twitter's Work From Anywhere Policy:

- Link: https://blog.twitter.com/en_us/topics/company/2022/wherever-we-work-next.html
- Summary: Twitter's policy enables employees to choose their work location, whether it be from home, the office, or a combination of both, while focusing on results-oriented work.

5. Google's Hybrid Work Policy:

- Link: <https://blog.google/inside-google/working-google/hybrid-workweek/>
- Summary: Google's policy outlines their hybrid workweek model, combining both in-person and remote work, with a focus on fostering collaboration, flexibility, and employee well-being.

Please note that while these examples can provide insights, it's important to tailor your policy to the specific needs and culture of your company.



2. Crafting job descriptions



The last thing a recruiter wants is a subpar job description standing between them and their next great hire. But writing thorough, impactful job descriptions can take a lot of time and just isn't everyone's cup of tea. (Some hate the task as much as Ted Lasso hates a literal cup of tea.)

ChatGPT can come off the bench to help you write compelling job postings that showcase a role's unique qualifications and responsibilities to help you score highly qualified applicants.

Using relevant keywords in your job postings also ensures they appear in job board search results when potential candidates are looking for similar positions. ChatGPT can generate lists of relevant keywords based on the type of role, which you can include in your listing.

The more details you can provide about an open position (e.g., location, career level, desired skills, etc.), the more helpful ChatGPT will be in helping you craft the perfect job posting. It can also review your job descriptions for potential bias and flag any discriminatory or non-inclusive language.

ChatGPT prompt examples

Prompt when you have limited info about a role:

"Write a job description for a property manager position at an upscale apartment complex in Chicago."

Prompt with role details included:

"Our insurance brokerage firm is looking to hire a Social Media Manager with at least 3 years of experience. They will be responsible for developing our social media strategy and managing our social accounts. The position is highly collaborative, and they will be working cross-functionally. Write a captivating job description that includes these skills and responsibilities as well as any other relevant competencies companies typically look for in a Social Media Manager."

Prompt to improve job posting quality:

"Rewrite this job description to be more concise, readable, and grammatically correct." [paste existing job description]

Prompt to surface relevant keywords:

"Provide a list of keywords that should be included in a job description for a mid to senior-level Forensic Accountant role in Dallas, TX."





Prompt for job posting bias review:

"Review this job description for bias and flag any problematic words or phrases that could discourage an applicant of any particular demographic from applying: 'ABC Company is an agile, team-based technical consultancy. We're obsessed with creating industry-changing custom data and cloud-native products, specializing in cloud infrastructure, full-stack enterprise application development, and data analytics/engineering. We are hiring talented software engineers with experience in Java and cloud engineering.'"



Upon reviewing the job description, I haven't found any explicit bias or problematic words that overtly discourage applicants from any particular demographic. However, it's essential to consider potential implicit bias or language that may inadvertently deter certain candidates. Here are some suggestions to make the description even more inclusive and neutral:

1. **Avoid gender-specific language:** The current job description does not include any gender-specific terms, which is good. However, to be more inclusive, you could use gender-neutral pronouns throughout the text (e.g., they/them) or rephrase certain sentences to avoid gendered assumptions.
2. **Diversify the language:** Consider using more inclusive language that highlights the company's commitment to diversity and equal opportunities. For example, "We are an inclusive and diverse team-based technical consultancy..."
3. **Emphasize diversity and inclusion:** Add a statement expressing the company's commitment to building a diverse workforce, such as "We encourage applicants from all backgrounds and demographics to apply."
4. **Consider alternative experience requirements:** Instead of specifying "talented software engineers with experience in Java and cloud engineering," you could rephrase it as "software engineers with experience in Java and/or cloud engineering." This allows for a wider pool of applicants with expertise in either area.
5. **Highlight flexible work arrangements:** Mention any flexible work arrangements or remote work options the company may offer. This can help attract candidates from different geographic locations and backgrounds.
6. **Promote work-life balance:** Consider including a statement about the company's dedication to promoting work-life balance to appeal to applicants seeking a healthy and supportive work environment.
7. **Avoid age-related assumptions:** Remove any age-specific language or implicit assumptions about age, such as using terms like "young" or "recent graduates."

Remember, the goal is to create a job description that is welcoming and appealing to a broad range of candidates, without unintentionally discouraging anyone from applying due to implicit biases or assumptions. By employing inclusive language and highlighting the company's commitment to diversity, you can attract a diverse pool of applicants and foster an inclusive workplace culture.



3. Creating relevant interview questions



A survey by **ResumeBuilder** recently found that 43% of companies are either already using AI tools to help conduct interviews or plan to start using them by 2024. They also found that 85% of these companies say AI-powered software will provide recommendations on candidates, but a human will (thankfully) still make final hiring decisions. **When interviewing potential candidates, you shouldn't rely on a robot to tell you who to hire, and ChatGPT agrees:**



As an AI language model, I can certainly help you analyze and provide insights based on the transcripts of job interviews with two separate candidates. However, I must emphasize that the final decision of whom to hire should not solely rely on AI analysis. Hiring decisions should be made by human experts who can consider various factors beyond the interview transcripts, such as the candidates' qualifications, experience, cultural fit, and potential for growth within the organization.

If you provide me with the interview transcripts, I can assist you in comparing the responses, identifying strengths and weaknesses, highlighting relevant skills, and pointing out potential red flags. But please remember that the hiring process should involve a comprehensive evaluation, possibly including follow-up interviews, reference checks, and assessments, to make a well-informed decision.

What ChatGPT *can* do is help you come up with creative, relevant questions to ask during interviews to help you and your fellow humans make the most informed hiring decisions possible. It can help you develop questions and score answers based on a number of different criteria or review your existing questions and recommend changes to make them more useful, clear, and inclusive.

ChatGPT prompt examples



Prompt for DEI-focused questions:

"I work at a large public school system in Boston, and we're interviewing potential candidates for an open teaching position at one of our middle schools. The position is for a full-time 8th-grade Science Teacher. I need help writing 2-3 interview questions that will tell us more about how candidates would create a positive, inclusive classroom experience for a diverse group of students."





Prompt for general job-specific questions:

"Our company is hiring for an open software developer position. What are some common questions that are asked when interviewing for this type of role?"



Prompt for competency-based questions:

"When our company is hiring, we want to ensure the candidates we choose have the following competencies: problem-solving, growth mindset, and decisiveness. Provide a list of interview questions that will help us determine if a candidate demonstrates these competencies."



Prompt for bias review of screening questions:

"When screening job applicants, I want to make sure I'm not introducing unfair bias or discrimination into the process. Review these questions and flag any problematic words or phrases." [paste existing interview questions]



Prompt for general interview questions:

"When managers in our company are doing interviews, they need a bank of questions they can customize to fit the role they're hiring for. Provide a template with 5-10 questions they can pull from."



Certainly! Here's a template with 10 interview questions that hiring managers can customize to fit the role they're hiring for:

1. Can you walk me through your experience and how it relates to this position?
2. What attracted you to this role and our company specifically?
3. Describe a challenging project or task you've worked on in the past. How did you approach it and what was the outcome?
4. How do you stay updated and adapt to changes in your field or industry?
5. Can you provide an example of a time when you had to work collaboratively with a team to achieve a goal?
6. Tell me about a situation where you faced a conflict or disagreement with a colleague or supervisor. How did you handle it?
7. What strategies do you use to prioritize your work and manage time effectively?
8. Explain a situation where you had to quickly learn and apply new skills or knowledge to solve a problem.
9. How do you ensure attention to detail and maintain quality in your work?
10. Do you have any questions for us about the role, team, or company?

Remember, hiring managers should customize these questions based on the specific requirements and responsibilities of the role they're hiring for. They can also include scenario-based questions or technical questions related to the job if necessary.



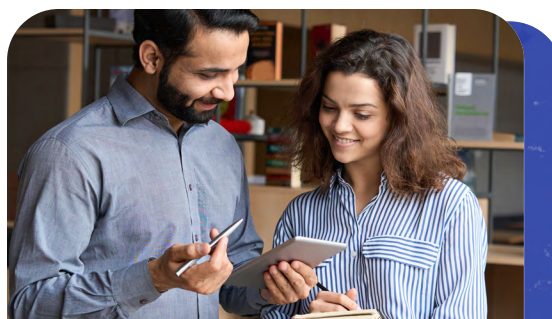
4. Improving Manager Effectiveness



The relationship between an employee and their manager is one of the most important drivers of employee engagement and plays a significant role in retention. 15Five's **2023 Manager Effectiveness Report** uncovered that 56% of employees believe having a good boss is one of the most critical factors for remaining at their company.

While good communication is key to effective management, it doesn't come easy for every manager, especially those with less experience. For example, our study found that while employees want their managers to spend more time discussing their career vision, 48% said they haven't had even one conversation on the topic.

ChatGPT can help managers better prepare for 1-on-1s and practice having more impactful conversations with their direct reports. Still, it's essential to note that while ChatGPT can be very helpful for generating ideas and talking points, having a robust performance management tool to centralize this information and effectively track progress remains integral for achieving optimal results and truly driving high performance. Furthermore, ChatGPT cannot replace leadership development initiatives that help managers become more effective at truly leading their team members.



ChatGPT prompt examples

Prompt for role-playing:

"I'm a new manager and would like to practice having effective one-on-one meetings with my direct reports. Let's role-play the conversation with you being my direct report. I will ask you questions, and you'll respond with some common answers."

Prompt for weekly 1:1s:

"Our HR team would like to help managers in our company have more effective weekly one-on-one meetings with their direct reports. Provide a list of potential questions managers can use in these meetings to help their employees thrive."

Prompt for career vision conversation:

"I'm a manager who wants to talk to my direct reports about their long-term career goals and find out how I can best support them. What are some things I should ask to make the conversations productive?"





Prompt for critical conversation prep:

"An employee at our company has recently had an excessive amount of unexcused absences from work. To help the employee's manager prepare for a meeting with them to discuss this issue, draft a list of talking points the manager should cover in the conversation."



Certainly, addressing excessive unexcused absences with an employee requires a sensitive and constructive approach. Here's a list of talking points the manager should cover during the meeting:

1. **Communication Skills:** Objective Data: Present specific dates and instances of unexcused absences.
2. **Impact:** Discuss how these absences have affected team workflow and productivity.
3. **Company Expectations:** Remind them of the company's attendance policy and the importance of consistent attendance.
4. **Reasons:** Listen to their reasons for the absences and understand their perspective
5. **Collaborative Solutions:** Work together to find solutions, like adjusting schedules or exploring remote work options.
6. **Goals and Plan:** Set clear attendance goals and create an improvement plan.
7. **Consequences:** Explain potential consequences if the issue persists, while emphasizing your support to avoid such outcomes.
8. **Follow-Up:** Schedule a follow-up meeting to review progress.
9. **Positive Support:** Offer resources and assure them of your support in overcoming challenges.
10. **Open Communication:** Emphasize the importance of proactive communication for any future issues.
11. **Positive Ending:** Conclude on a positive note, reiterating their value to the team.

Certainly, addressing excessive unexcused absences with an employee requires a sensitive and constructive approach. Here's a list of talking points the manager should cover during the meeting:



5. Developing onboarding materials & communications



Organizations with a strong onboarding process increase retention by 82%, according to research by [Zippia](#). Every strategic HR leader knows how important it is to provide new employees with a great start, but with so many competing priorities, onboarding activities sometimes fall through the cracks.

With ChatGPT, you can streamline some of the more repetitive components of the onboarding process, such as drafting instructional documents or general employee communications (e.g., “How to submit your expense reports,” “Where to find your pay stubs,” etc.). By automating some of this work, you free up more time for your team to focus on higher-value activities.

If you’ve been putting off writing or updating new hire materials, ChatGPT provides a great excuse to restart that project. You can input all the information you have currently, go fill up your coffee, and when you come back, you’ll have a solid first draft to review.

You can also use ChatGPT to generate fresh ideas to incorporate into your process, create guides to help managers get onboard with onboarding, or develop an onboarding survey to send out to new hires. The more you continually learn about your organization’s onboarding experience, the better you can make it for future hires.



ChatGPT prompt examples



Prompt for onboarding plans:

“Our company doesn’t have a structured onboarding plan for new employees, and I need help developing one. What are some things that should be included in a good onboarding plan?”



Prompt for handbook help:

“Our company is looking to update the employee handbook. We want to ensure it includes all pertinent information that new hires and existing employees will need. What should be covered in the new handbook based on HR industry best practices?”



Prompt for onboarding surveys:

“I’m an HR leader who wants to ensure our company provides a good onboarding experience for new employees. Create a brief survey I can send to employees after their first month on the job.”





Prompt for government resources:

"Our company wants to provide new employees with links to information about employee rights and regulations in the state of Florida (where we're headquartered). Provide links to trusted resources we could reference."



Prompt for welcome email:

"As an HR manager, I want to ensure new hires feel welcome and prepared even before their first day on the job. Draft a welcome email I can send to employees welcoming them to the team."



Subject: Welcome to the [Company Name] Team!

Dear [Employee's Name],

Welcome to the [Company Name] team! We are thrilled to have you join us and wanted to send a quick note to express our excitement.

Your start date is [Date] at [Time]. We have a comprehensive onboarding program in place to help you hit the ground running. You will receive a detailed schedule for your first week, ensuring a smooth transition.

Our IT team will be reaching out to assist with your technology setup, so you'll have all the tools you need from day one.

Feel free to explore our website and social media channels to get familiar with our company culture and values before your start date.

If you have any questions or need further information, don't hesitate to reach out to me or the HR team. We are here to support you throughout your journey.

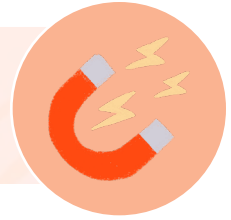
Once again, welcome to the team! We can't wait to have you contribute your skills and expertise to our collective success.

Best regards,

[Your Name] [Your Position] [Company Name]



6. Employee engagement and retention



Organizations with a strong onboarding process
Highly engaged teams are more productive and experience a **40% reduction in turnover** on average. Creating an engaging, motivating, and supportive employee experience increases productivity and, in turn, profits.

ChatGPT can help HR leaders prioritize engagement and retention efforts more efficiently and make employee communications more inclusive. If you have employees across the globe, it can also generate text in over 17 languages, including Spanish, French, Chinese, Dutch, and Arabic.

While employee engagement is—and should remain—a human-driven endeavor, ChatGPT can be a sort of cultural gut-check for content and conversations to ensure they sound authentic and align with your organization's mission, vision, and values. It can also help you brainstorm creative ideas for engaging and retaining top talent.

Tip:

If you're not sure what all to include in your prompts, you can ask ChatGPT what additional information you could share that would help it generate the best responses.

ChatGPT prompt examples

Prompt for executive buy-in:

"I'm an HR manager, and I want to ask our executive team for additional budget to invest in employee engagement technology. Provide some talking points I can use to explain how investing in employee engagement can positively impact business outcomes."

Prompt for tone check:

"Our company's CEO is sending an email communication to all employees regarding the latest employee engagement survey results. Review the email and provide any recommendations on tone to ensure it upholds our core values of transparency and collaboration." [Paste content]

Prompt for DEI review:

"I'm helping to revamp our company's mission statement, and we want to ensure it's inclusive for all current and future employees. Review the content for inclusive language and flag any potential bias based on gender, race, age, sexuality, disability, or other demographics." [Paste content]





Prompt for role-specific retention:

"Our company has experienced a high turnover of software developers. What are some strategies for engaging and retaining people in this role?"



Prompt for stay interviews:

"Our HR team would like to start conducting stay interviews with high performers in our company. Provide a brief list of questions we can include in a stay interview."



Conducting stay interviews with high performers is an excellent way to understand what motivates and retains your top talent. Here's a brief list of questions you can include in your stay interviews:

1. *What aspects of your role do you find most fulfilling and enjoyable?*
2. *What motivates you to continue working at our company?*
3. *Are there any specific skills or abilities you would like to further develop in your current role?*
4. *How well do you feel your talents and contributions are recognized and appreciated within the organization?*
5. *What do you believe sets our company apart from others in the industry?*
6. *Are there any specific areas in the company where you see opportunities for improvement?*
7. *Can you describe a recent accomplishment or project that made you feel particularly proud and engaged?*
8. *How do you feel about the work-life balance in your current role?*
9. *Are there any changes or additional resources you would like to see implemented to help you perform your job more effectively?*
10. *What aspects of your job, if any, do you find challenging or less satisfying?*
11. *How do you prefer to receive feedback and recognition for your work?*
12. *Do you feel you have opportunities for growth and advancement within the company?*
13. *Is there anything that might tempt you to consider leaving our company in the future?*
14. *What could we do to enhance your job satisfaction and overall experience at the company?*
15. *Can you share any suggestions on how we can better retain our high-performing employees?*

Remember to approach these interviews with a genuine interest in listening and understanding the employees' perspectives. Keep the questions open-ended to encourage honest and valuable feedback. Additionally, ensure that the conversations are kept confidential, as this will encourage employees to speak openly about their experiences and concerns.





Interview with Amanda Halle on the Evolution of HR and AI: Seizing Opportunities for Strategic Leadership

Amanda Halle is a seasoned HR leader and entrepreneur with over 15 years of experience as a leadership consultant, advisor, and executive for prestigious organizations such as Google, Warburg Pincus, Jane Technologies, and LifeLabs Learning. In 2021, drawing from her extensive background in the corporate world, she founded Mindful Growth Partners, a forward-thinking consultancy dedicated to empowering businesses through high-impact managerial development and organizational growth. In this exclusive interview excerpt, Amanda shares her expertise on how HR leaders can effectively leverage AI to enhance talent management, optimize team dynamics, and drive overall organizational success.



How do you see the intersection of HR and AI evolving in the next few years, and what opportunities do you believe it presents for strategic people leaders?

AI, and Generative AI, specifically, has the potential to make all of us more efficient, effective, and impactful. And, the opportunity for people leaders is tremendous. HR/people leaders are constantly faced with the balance of supporting the people and the business – we're pulled in so many directions. Generative AI can help us focus on both. Generative AI can streamline the business, and HR/people leaders can be at the forefront of learning and shaping the work, guiding philosophies, and developing the guardrails.

Generative AI can improve efficiencies and decrease time spent on more technical, rote tasks, giving people time back for so many other things—building and strengthening relationships, coaching, strategic work, and quality time with friends and family, to name a few!

AI is not new. John McCarthy coined the term AI in the 1950s and himself said, “As soon as it works, no one calls it AI anymore.” So many things are already powered by AI and have been for quite some time, and we don't even think twice about them.





As AI continues to augment HR processes, it's crucial to maintain employee trust and data privacy. How can HR leaders communicate the benefits and safeguards of AI to their workforce, fostering a culture of transparency and understanding?

It all begins with learning, education, and training. Trust and support come when you clearly understand, define, and communicate the what, the why, and the how of 'AI at your organization.'

At the most basic level, you want to:

1. Level-set and make sure that you're all speaking the same language. This starts with AI education and training to level the playing field and foundational understanding.
2. Safeguard by protecting personally identifiable information and proprietary company information. Next, you want to create the guidelines, guardrails, and/or philosophies that fit your organization.
3. Encourage and reward learning, experimentation, and sharing. And, finally, you want to encourage the safe use of tools, share the learnings that come out of this use, and reward that behavior.



"It all begins with learning, education, and training."



Embracing AI in HR might require upskilling HR professionals to effectively utilize these technologies. What skills and competencies do you believe HR leaders should prioritize developing to become proficient in leveraging AI for strategic decision-making?

There are very few Generative AI or ChatGPT experts, despite the claims you may see or hear from said experts. I see this less as an opportunity for HR/people leaders to become AI experts and more of an opportunity to upskill or gain new skills in areas that AI can't or won't touch in the near future.

It starts with technological awareness. Everyone needs to have a basic understanding of AI and its capabilities in order to effectively leverage it.

A few of the skills that I see as becoming incredibly valuable to complement AI are critical thinking, consulting, coaching, and change management. Change management is tremendous. Adopting AI in HR involves significant organizational changes, and these skills will help create greater success in organizational and individual implementation and adaptation.




ChatGPT is an Assistant, Not a Human Replacement

While AI tools like ChatGPT can surface insights, make recommendations, and help you tackle certain tasks with incredible speed, HR will always require critical thinking and sound judgment from living, breathing, *feeling* humans.

Strategic people operations only work when decisions are made by caring leaders who consider all the factors at play, understand the broader context in every situation, and can exercise discretion and restraint. Making a plan for how you and your team will use AI is essential to leveraging the technology appropriately as more tools and functionality become available.

As Christopher Young, Executive Vice President of Business Development, Strategy, & Ventures at Microsoft, recently shared in an article for [Harvard Business Review](#),



“No matter where you are in your AI journey, it’s incumbent upon every leader to embrace this unique time and take advantage of this powerful technology. If you feel unsure how to start or how to move forward, you’re not alone. Like any business-planning exercise, think about your AI strategy in phases. Embrace agility and change, and keep a continuous learning mindset, calibrating and adjusting your gameplan as you go.”



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About 15Five

15Five is the performance management platform that drives business results. By continuously measuring the indicators of engagement and performance that matter most, 15Five helps HR leaders uncover risks of turnover, poor performance, and ineffective management before they impact the organization. 15Five's approach provides HR with everything they need to achieve their strategic people objectives, and the data to tie those objectives to business outcomes. The platform combines 360° performance reviews, actionable engagement surveys, robust goal & OKR tracking, customizable manager training, and ongoing manager-employee feedback tools like weekly 1-on-1s and check-ins. Together, all of these enable HR leaders to deliver high engagement and performance within the flow of work, and empower their managers to drive change from the bottom up. 15Five is loved by strategic HR leaders, managers, and employees at over 3,500 companies, including Credit Karma, HubSpot, and Pendo.

For more information, visit www.15five.com.