

Martin Barner

Global Head P&O Operations and
Digital Solutions

HR Minds

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Strategic considerations for HR when embedding Gen AI into the workplace

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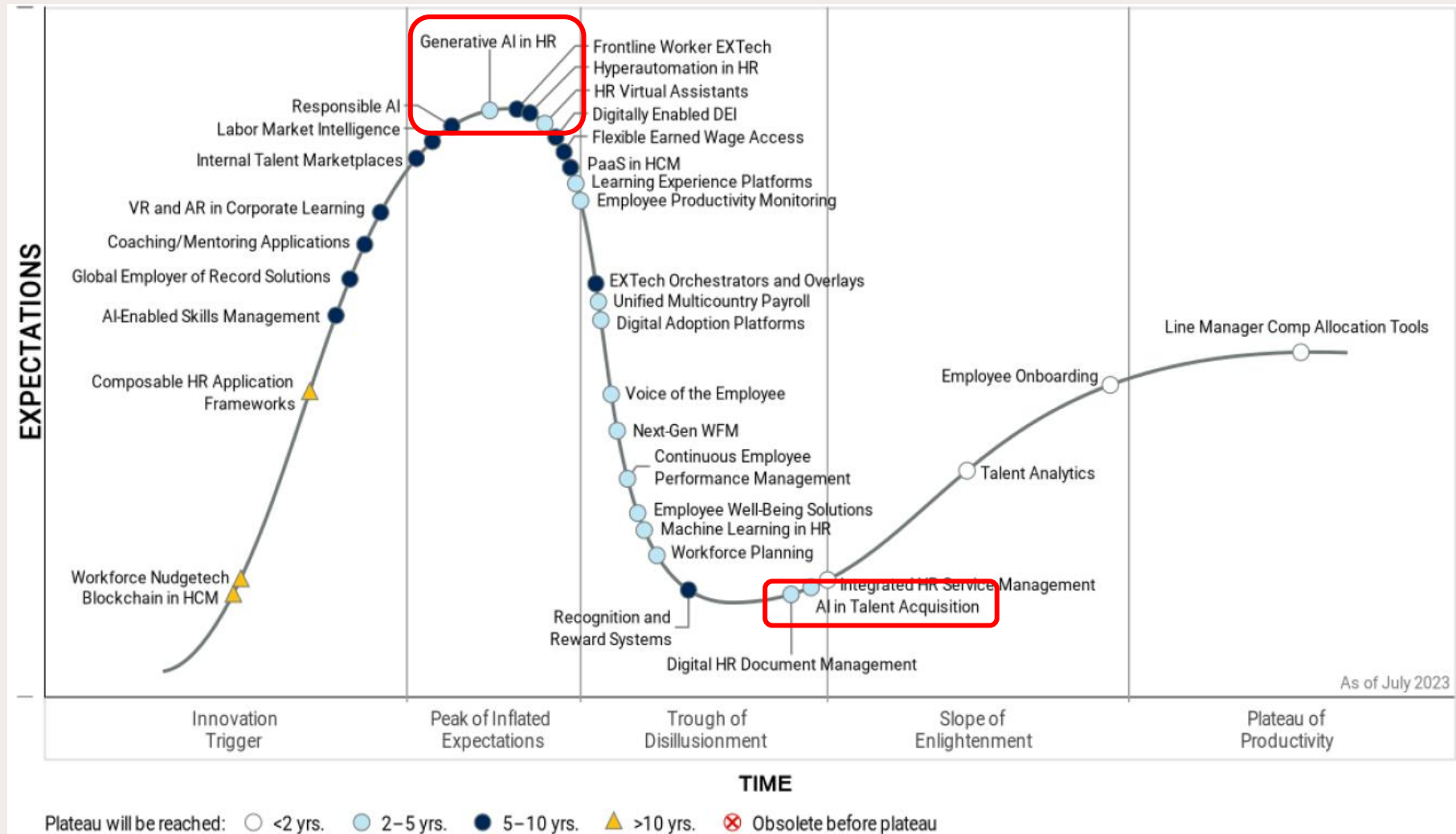
My own encounter with robotics and the rapid rise of technology: 2004 DARPA Grand Challenge



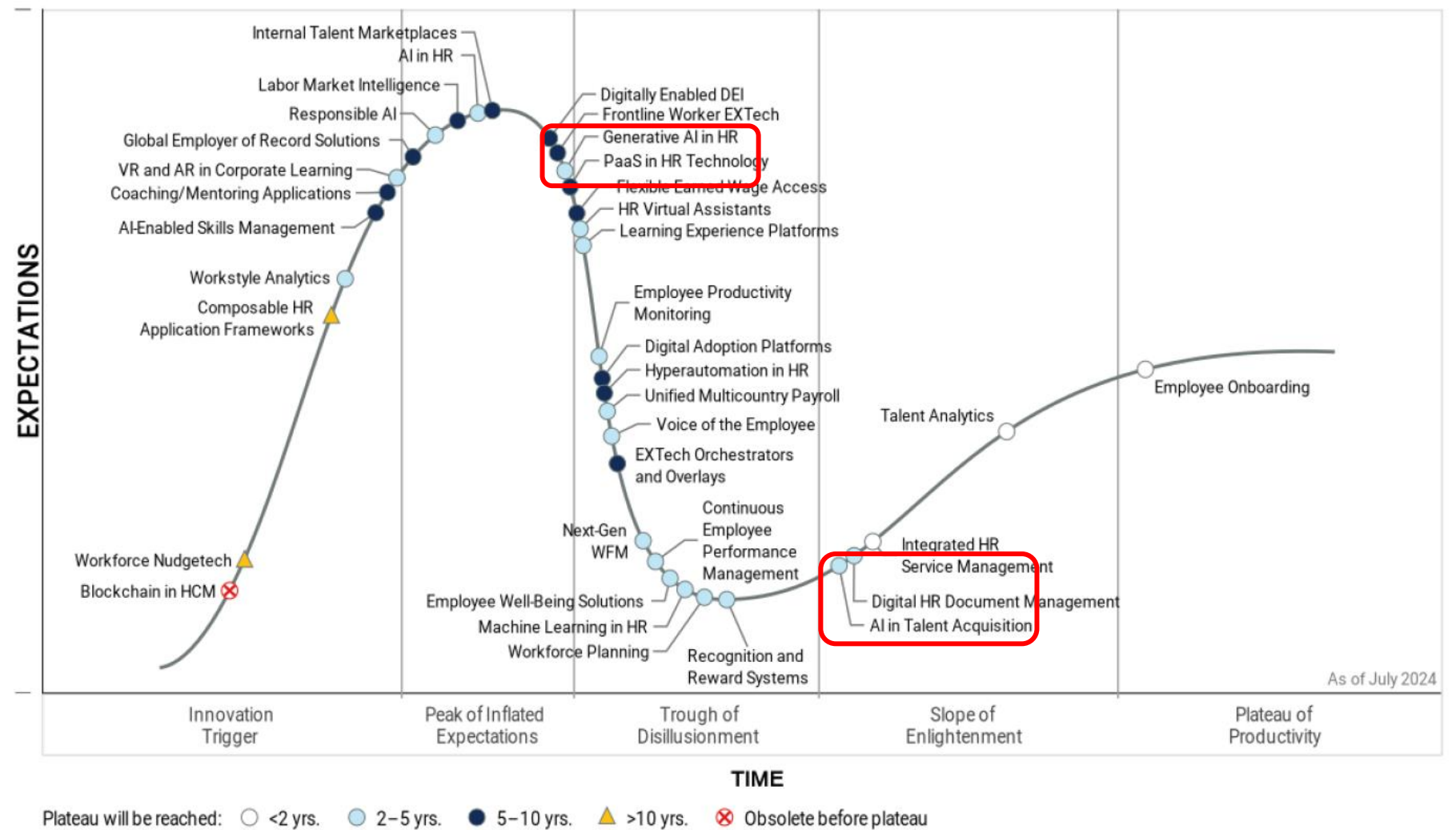
Topics for today's session



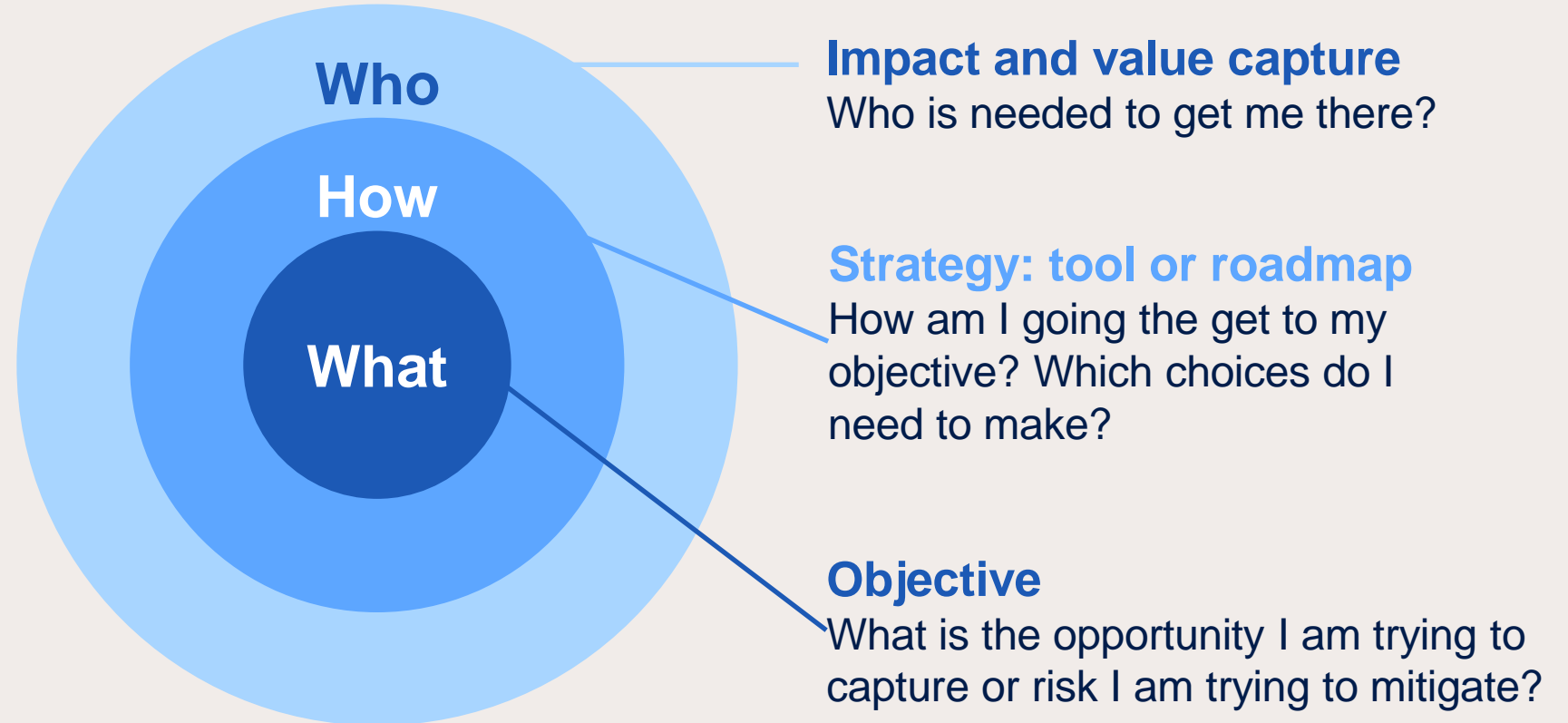
Gartner placed GenAI in HR at the top of their hype cycle for HR Technology in 2023



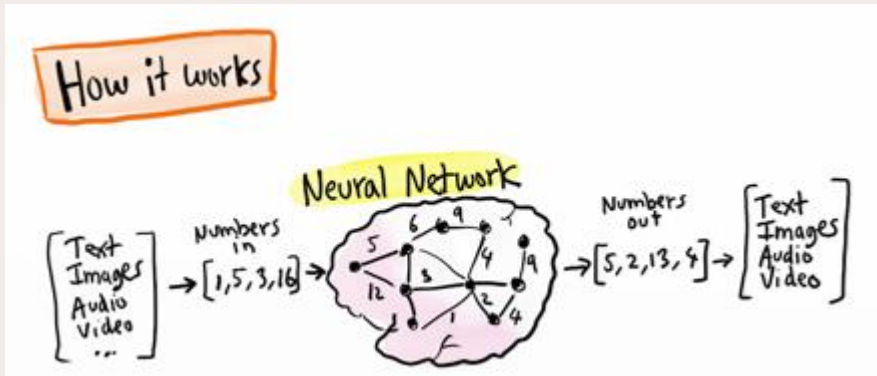
Which according to Gartner is rapidly changing already in 2024



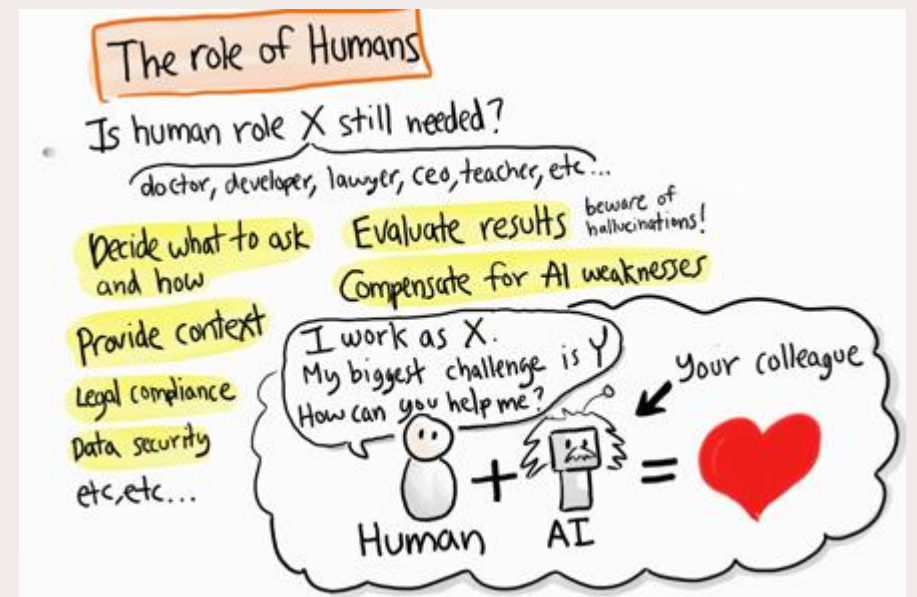
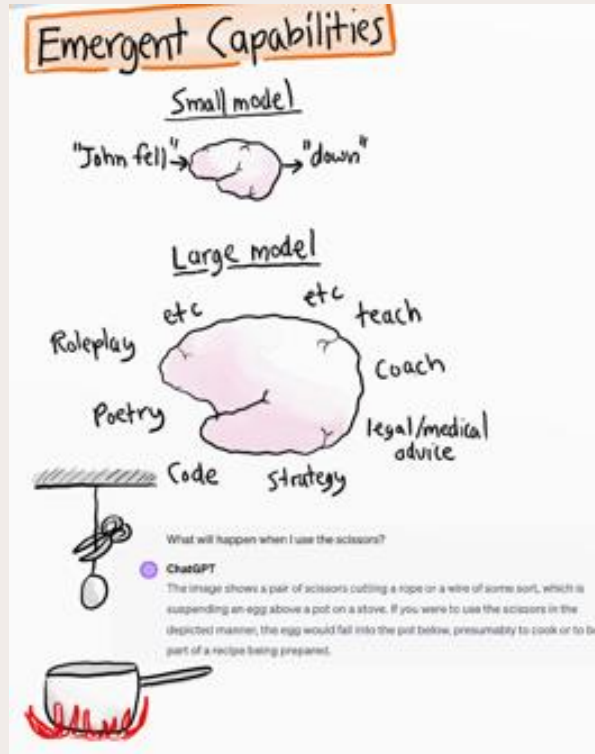
Defining the problem is part of the way to the solution; your strategy is the choice of how to get there



Level set on the fundamentals

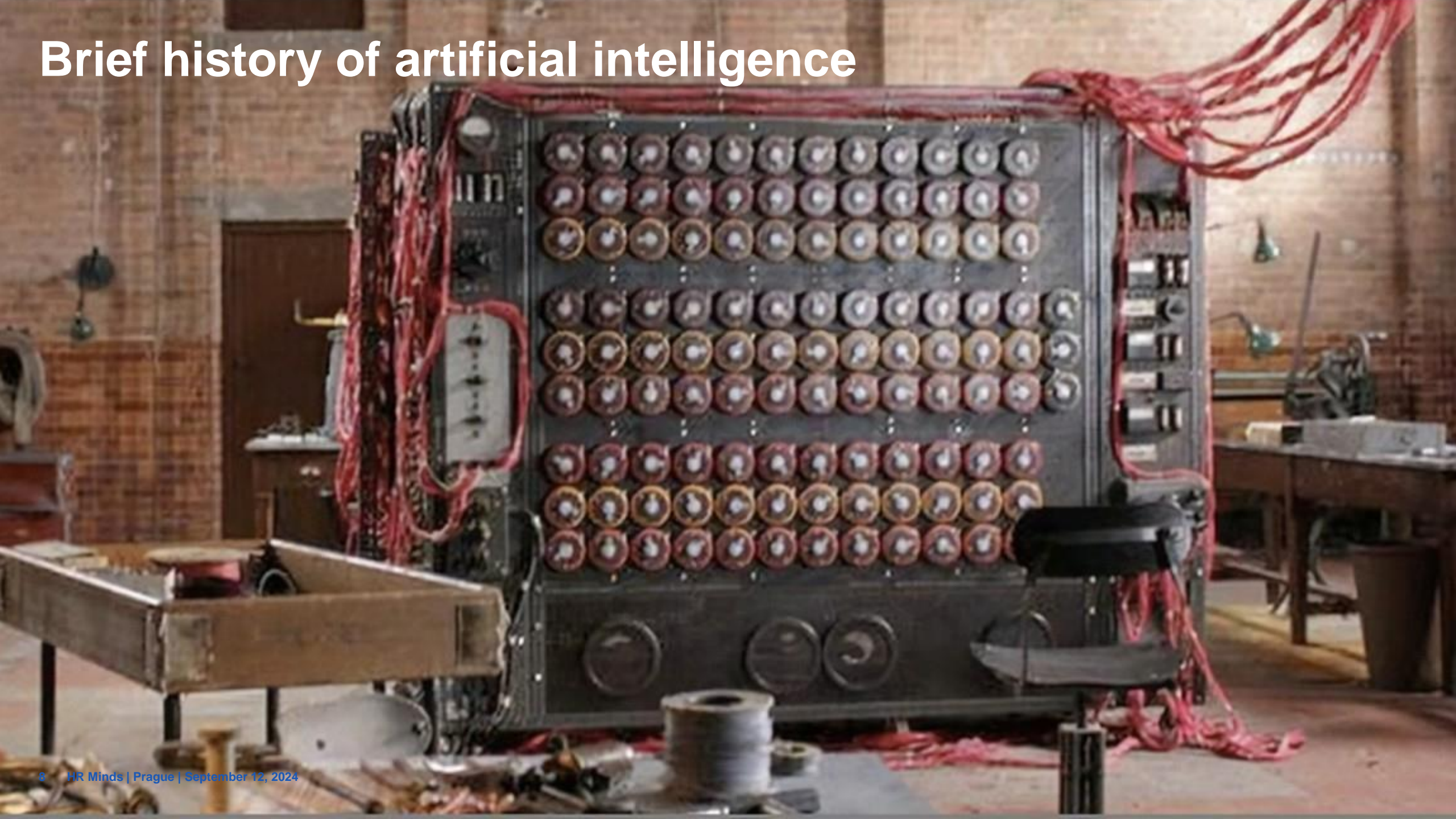


“A neural reasoning machine”
Satya Nadella, CEO Microsoft



Source: Henrik Kniberg: “Generative AI in a nutshell”, 2024

Brief history of artificial intelligence



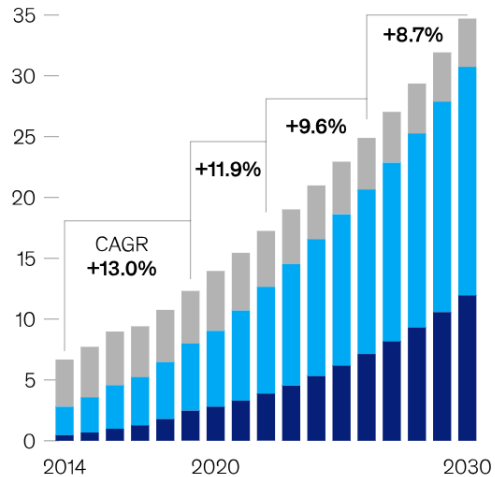
The big difference is computational power



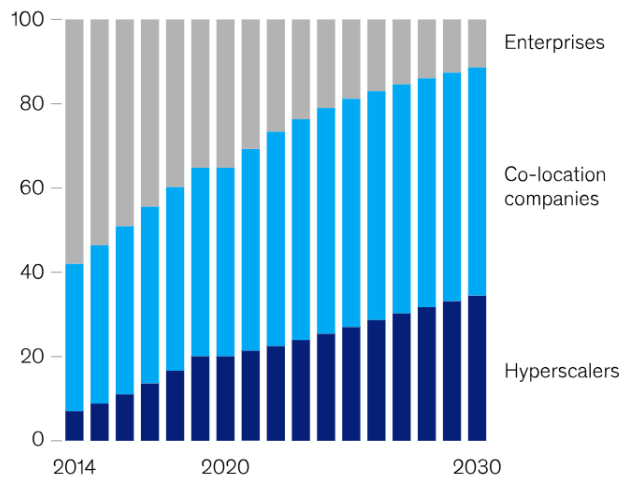
Investing in the rising data center economy

US data center demand is forecast to grow by some 10 percent a year until 2030.

Data center power consumption, by providers/enterprises,¹ gigawatts



Data center power consumption, by providers/enterprises,¹ % share



¹Demand is measured by power consumption to reflect the number of servers a data center can house. Demand includes megawatts for storage, servers, and networks.

McKinsey & Company

DATA CENTRES & NETWORKS

Google to invest US\$850m in Uruguay data centre

MARCH 28, 2024

Editors' notes

JOHN TANNER 02 SEPTEMBER 2024 1026 views

LATIN AMERICA URUGUAY DATA CENTRES GOOGLE CLIMATE C

Amazon bets \$150 billion on data centers required for AI boom

by Matt Day, Bloomberg News



Apple will spend more than \$10bn on US data centers over 5 years

World's most valuable public company promises huge US investment, job hiring spree

January 18, 2018 By: Sebastian Moss Have your say



Technology giant Apple has promised to increase its investment in the United States over the next five years and spend more than \$10 billion on data centers. The "expanded capital expenditure" on data centers adds to what the company had already planned to spend on its digital infrastructure.

Overall, Apple plans to invest more than \$30bn into its US operations, establishing a new campus and creating more than 20,000 jobs. Taking advantage of a temporary tax discount on cash repatriation, the company will bring most of its \$250bn hoard back to the US, paying a one-off tax bill of roughly \$38bn - which it said is the largest tax payment of its kind in history.

in the coming 15
nt the firepower to
intelligence



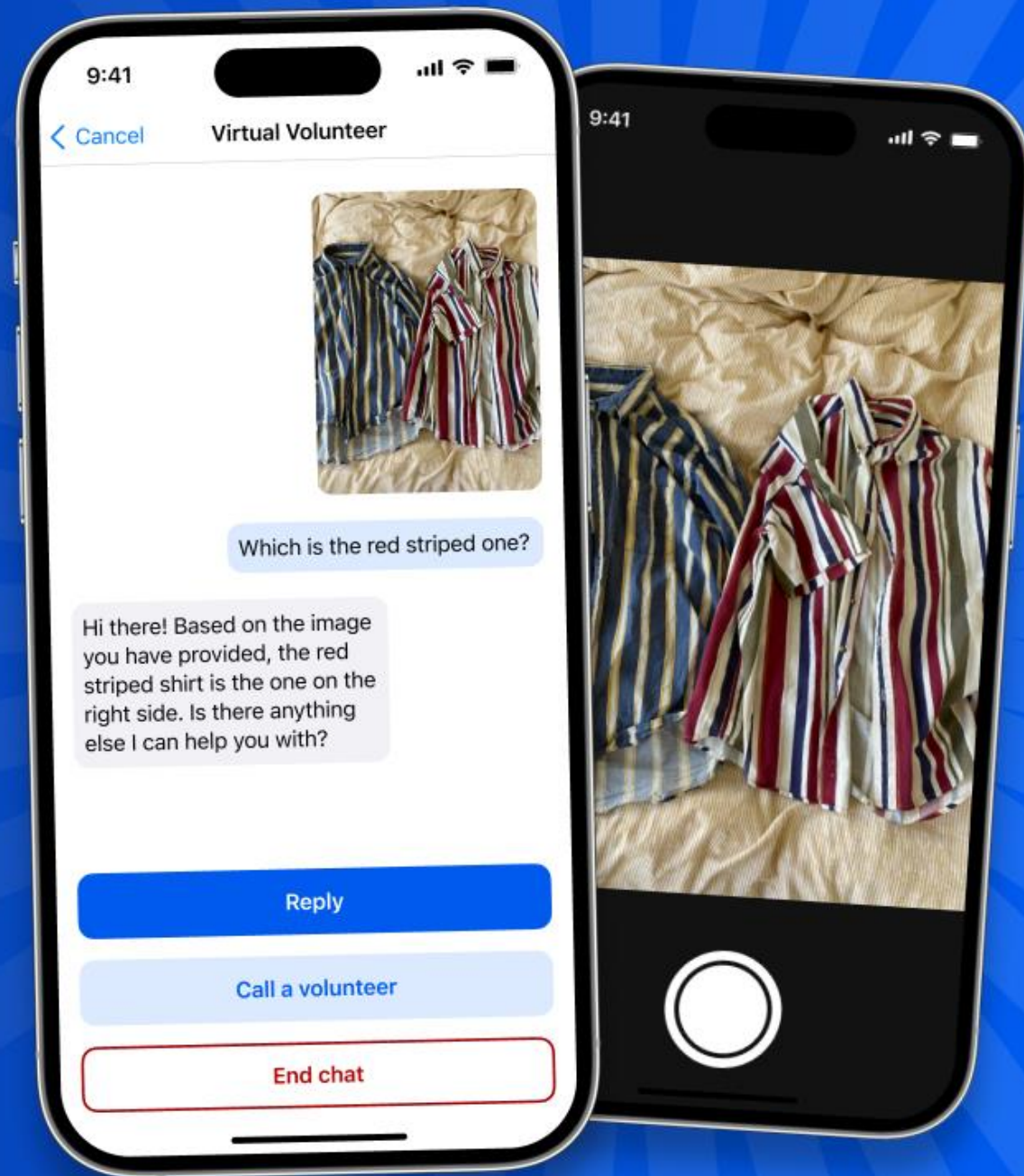
Different dimensions of practical applications of AI/GenAI in our HR domain

Non-exhaustive examples	Deploy Aim: Productivity “Do’er”	Reshape Aim: Automation “Designer”	Invent Aim: New experiences and business models “Dreamer”
Within HR	<ul style="list-style-type: none"> • Co-pilot / digital assistant (e.g., analytics, research) • Bots • Screen CVs, interview • Content creation and writing (e-learning, articles, PPT etc.) 	<ul style="list-style-type: none"> • Matching talents/skills with roles/job-to-be-done • Coaching • Product design • Smart offices 	<ul style="list-style-type: none"> • Payroll, Benefits and HR operations • Provide autonomous mission (along with resources, ability to communication etc.)
Across the enterprise	Healthcare generates 30% of world’s data (Oliver Wyman)		



Introducing Virtual Volunteer™

AI powered Visual
Assistant



Strategic Consideration (SC) #1: Scale matters



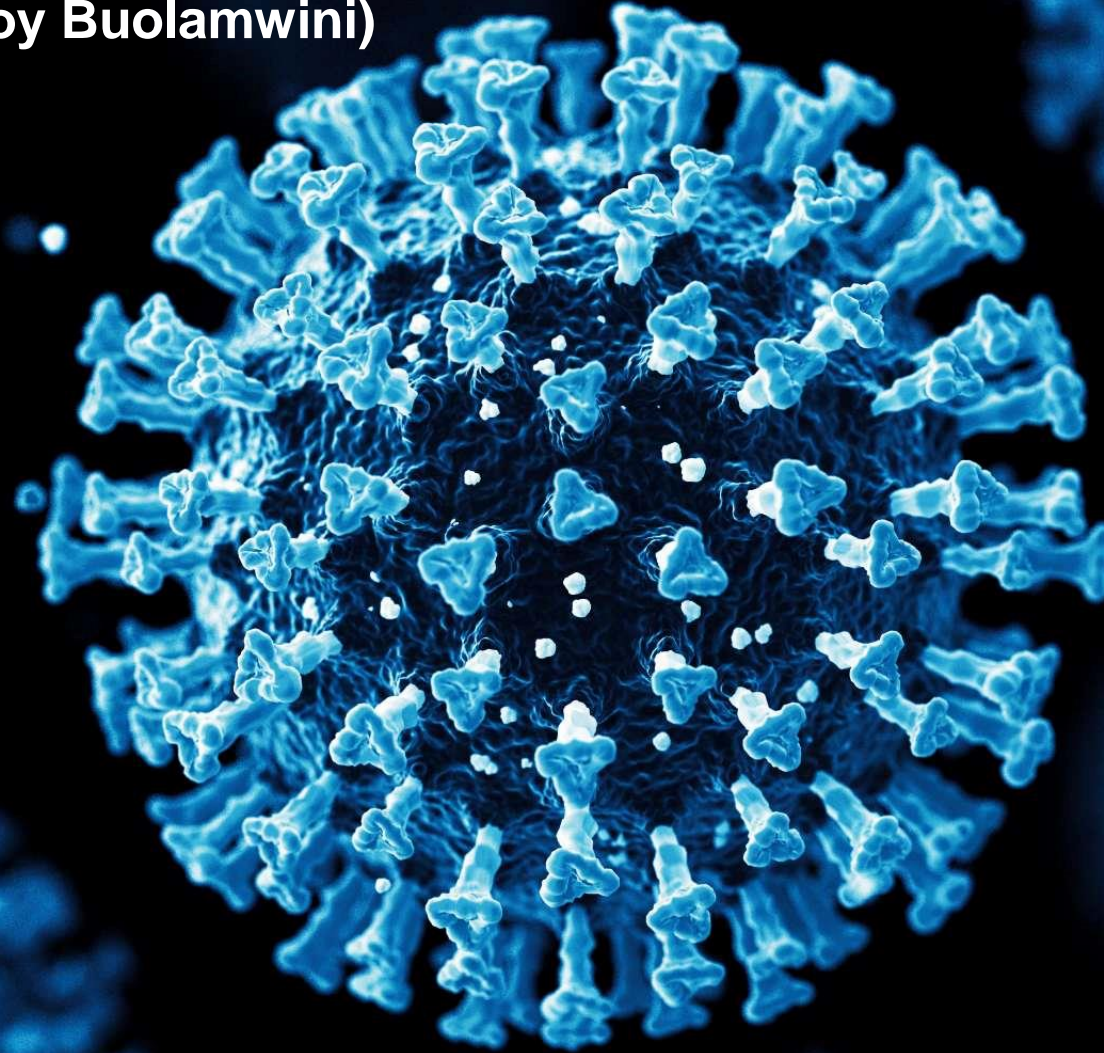
SC #2: Be strengths based



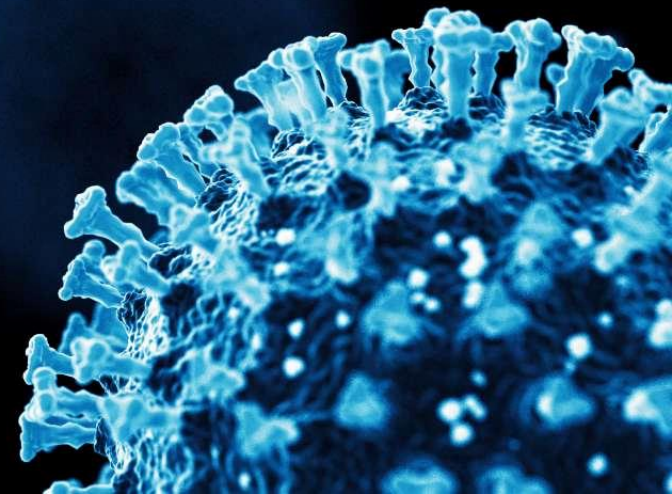
SC #3: No need to re-invent the wheel



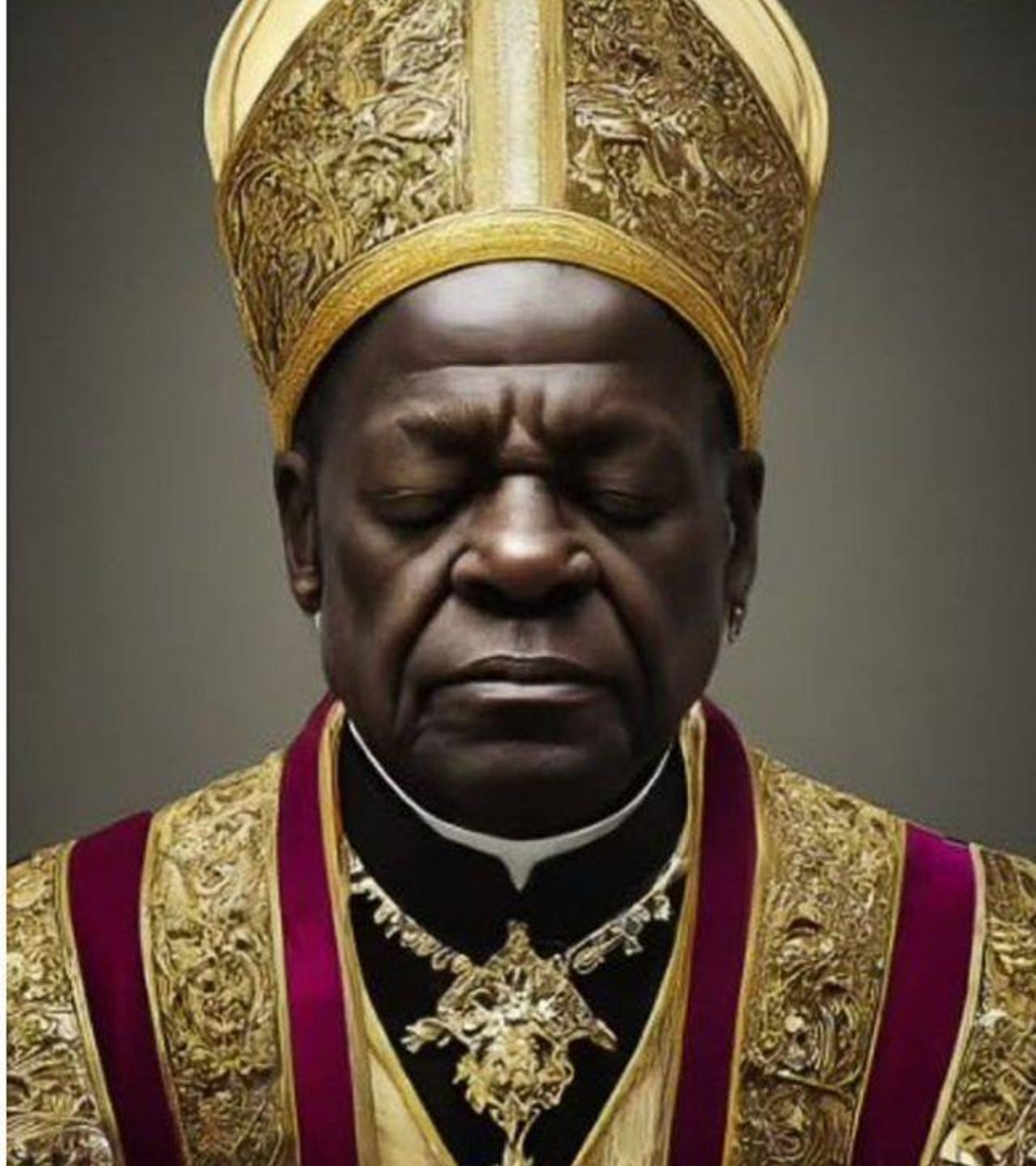
- **“Algorithmic bias, like human bias, results in unfairness. However, algorithms, like viruses, can spread bias on a massive scale at a rapid pace” (Joy Buolamwini)**



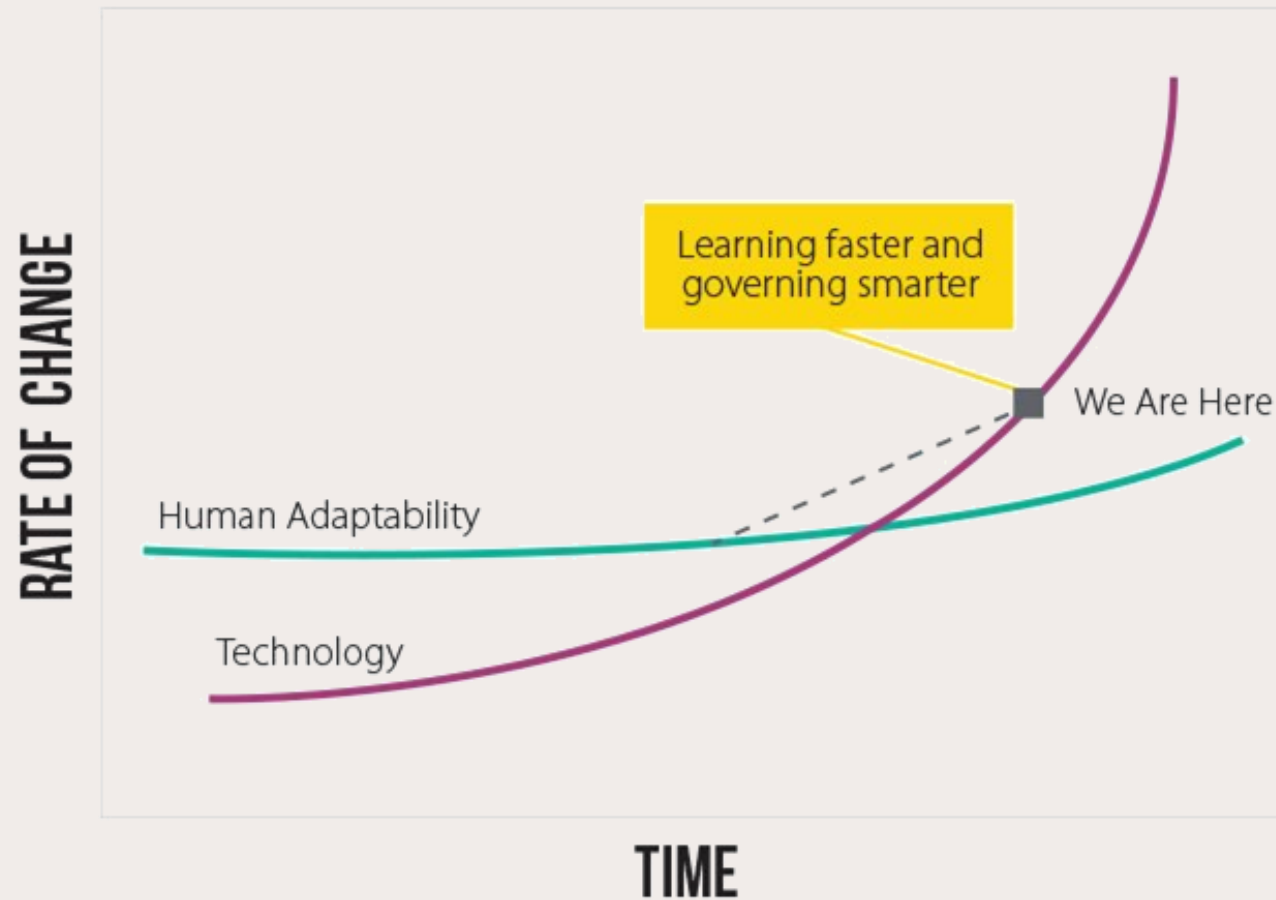
“Big data processes codify the past. They do not create the future” (Cathy O’Neil in Weapons of Math Destruction)



Or do they create the future...

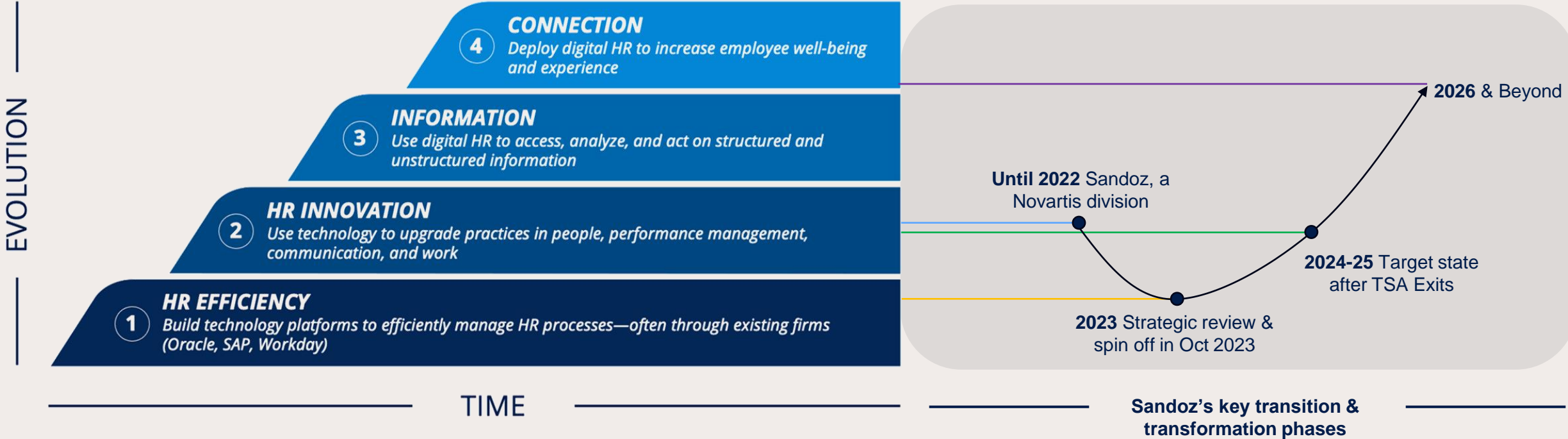


Eric Teller's graph of human adaptability versus exponential technology change



Source: Eric "Astro" Teller's idea explained in Thomas Friedman's "Thank You for Being Late," 2016.

Sandoz digital HR evolution – past, present and future



Eleven Evolutions in Human Capability that Accelerate the Business | Dave Ulrich | Aug 2022
<https://www.rbl.net/insights/articles/eleven-evolutions-in-human-capability-that-accelerate-the-business>

linking our target state to our priority...

Digital HR Transformation

Execution of Sandoz HR transformation initiatives to scale with advanced digital systems

Employee Experience

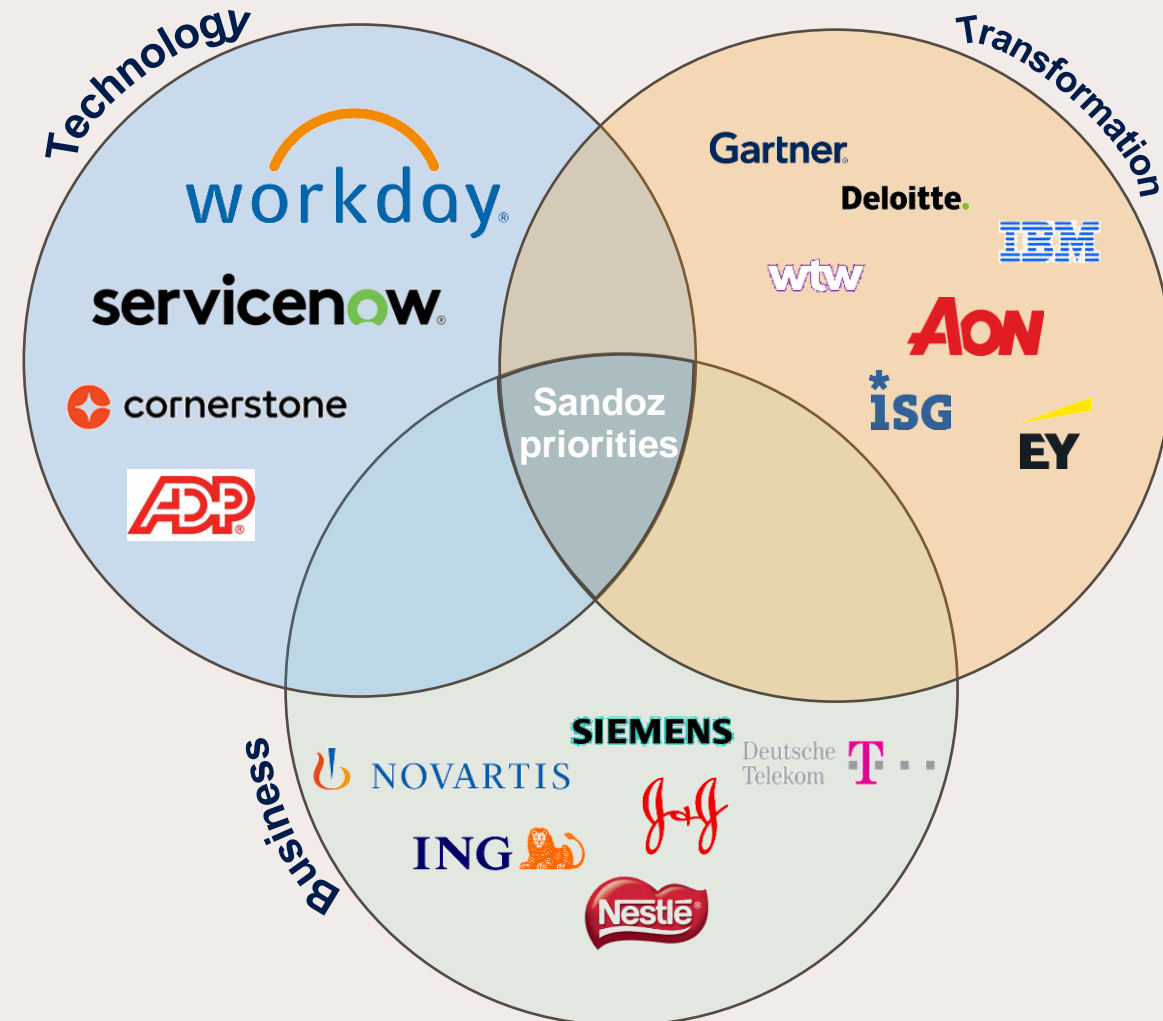
How employees internalize and interpret the interactions they have with various systems and apps in HR

Operational Efficiency

Deliver high-quality, low-effort HR services to clients, including employees, managers, leaders and other operational stakeholders

&

... working with our sounding board* for outside-in perspective



*non-exhaustive & includes both formal and informal engagements with these organizations

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6 lessons learned: be brilliant at the basics



1 Build the **team**, take time in selection



2 Create **clarity** of internal processes, roles, data quality and data structure



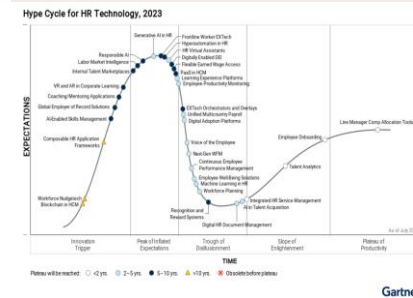
3 Collaboration with HR, IT, Finance and link to strategy



4 Expand outside network, be **curious**, unconventional



5 Put yourself in multiple shoes (**personas**)



6 Explore multiple solutions, be **mindful** of hypes

**Digital HR transformation is less about technology,
and more about people**



Old wine in new bottles or break of a new dawn...



Thank you

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