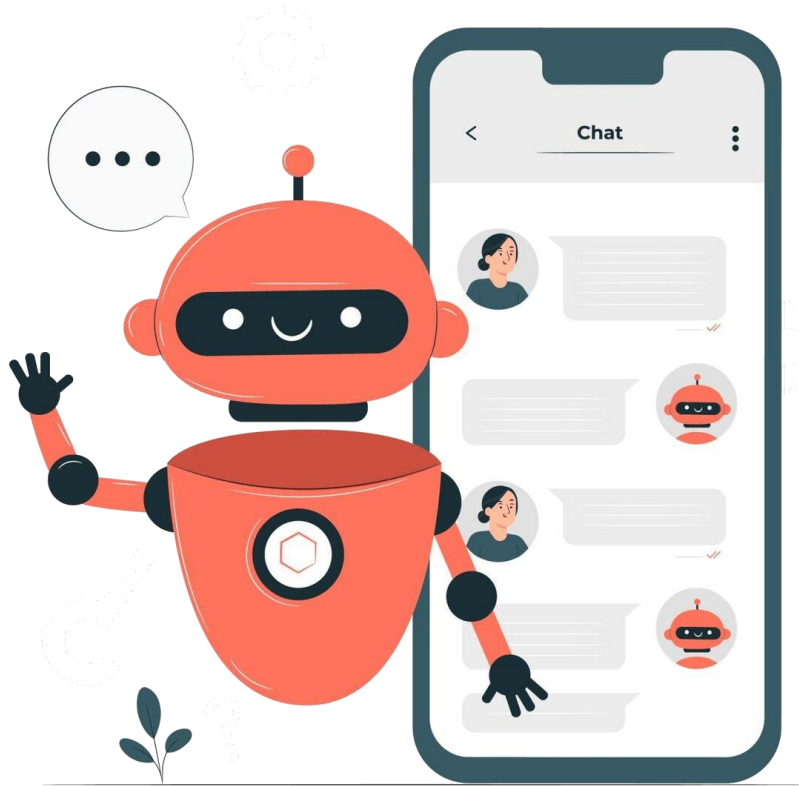


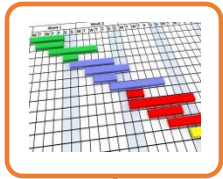


PD09: Gen AI in People Leadership:

*Unlocking Engagement
and Inclusivity*

Shaveta Bansal & Rinki Jajoo
Merck & Co., Inc., Rahway, NJ, USA

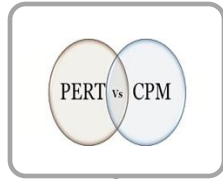
Evolution of Project Management Tools



1900s

Gantt Chart

Visual Tool to track tasks and timelines



1950s

CPM & PERT

Critical Path Method (CPM) and Program Evaluation and Review Technique (PERT) to manage complex project



1980s

MS Project

Software like Microsoft Project (1984) integrated Gantt Charts for project scheduling



1990s

Online Tools

Cloud-based project management tools



2000s

AI

Age of Artificial Intelligence (AI)

Understanding Gen AI and Applications



AI is Integrated into daily lives

- Smart assistants
- Home automation
- Social Media Feeds
- Streaming services
- Personalized content
- Online shopping
- Targeted ads
- Dynamic pricing
- Navigation and ride sharing
- Email and communication
- Customer service chatbots
- Healthcare and wearables

Use of Gen AI

65%

Organizations are regularly using Gen AI

2X

Use of Gen AI has doubled since 2023

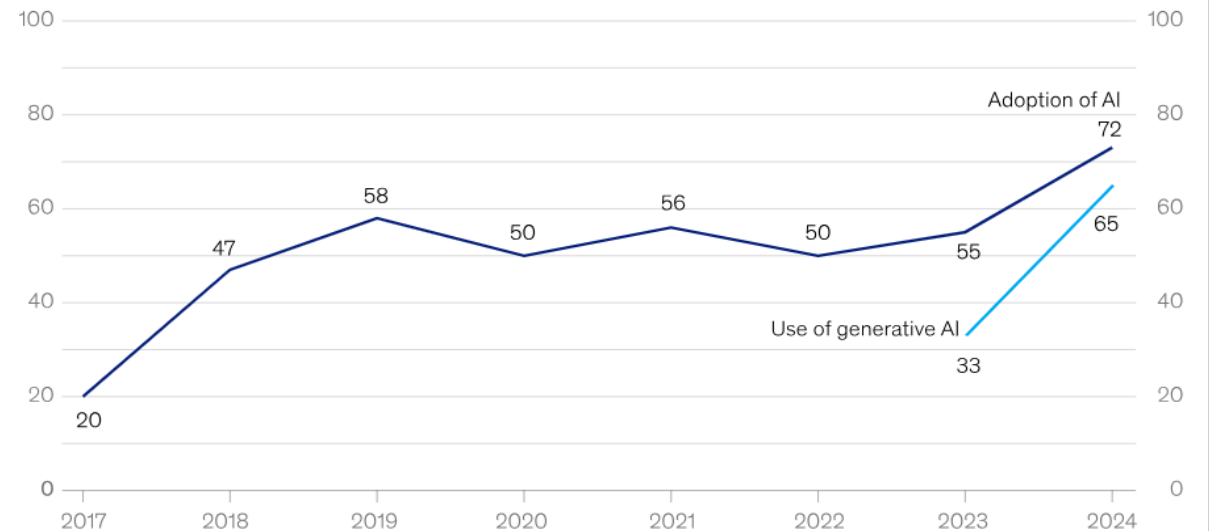
34%

HR functions lead the use Gen AI

Source: The state of AI in early 2024 | McKinsey | [2024 report](#)

AI adoption worldwide has increased dramatically in the past year, after years of little meaningful change.

Organizations that have adopted AI in at least 1 business function,¹ % of respondents



¹In 2017, the definition for AI adoption was using AI in a core part of the organization's business or at scale. In 2018 and 2019, the definition was embedding at least 1 AI capability in business processes or products. Since 2020, the definition has been that the organization has adopted AI in at least 1 function. Source: McKinsey Global Survey on AI, 1,363 participants at all levels of the organization, Feb 22–Mar 5, 2024

McKinsey & Company

Gen AI in Leadership & Project Management

Employee Engagement

- Team Meetings
- Feedback Tools
- Enhanced communication
- Task management
- Chatbots and VAs
- Mentor match
- Recognition and Rewards



Performance Management

- Goal setting and tracking
- Performance reviews
- Standardized Evaluation
- Objective feedback
- KPI definition and tracking
- Retention analysis
- Data driven insights



Talent Development

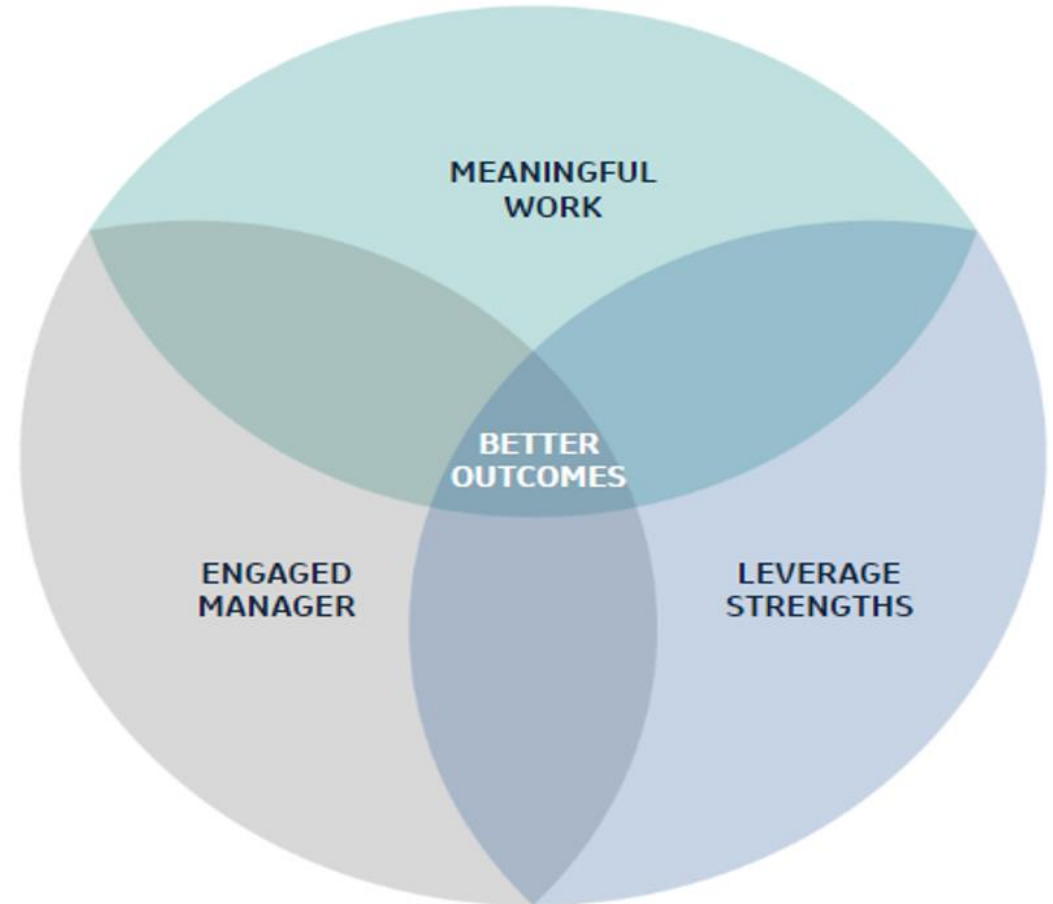
- Influencers and Allies
- Team Dynamics
- Future Leaders
- Skill Gap analysis
- Development plans



Employee Engagement

Outcomes of Highly Engaged Business Units and Teams

Difference between top- and bottom-quartile teams/business units within a typical organization



Employee Engagement: AI Tools in Recruiting and Onboarding



Automated Recruiting

Reduce Manual Review time

Focus on Suitable Candidates

AI Screening of Candidates



Onboarding and Trainings

Automated Welcome Emails

Trainings Modules

Introduction to Projects



Real time Translation tool

Breaking down language Barrier

Enabling Global Collaborations

AI Tools for Enhancing Team Communication



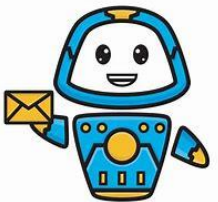
Summarizing Team Meetings

- NLP tools integrated with various platform e.g. Microsoft, Google to automate transcription and summarization.
- Key points, action items, and decisions are captured, minimizing misunderstandings and aligning project goals.



Task Management Integration

- AI email assistants extract tasks from emails and integrate them with project management tools for effective tracking.



Enhancing Communication

- AI tools assist in composing clear, context-specific emails, improving communication dynamics.
- Analyzes inputs to generate structured emails while maintaining appropriate tone.



Real-Time Feedback Tools

- AI platforms facilitate continuous feedback through weekly check-ins and automated pulse surveys.
- Captures employee sentiments, enhancing open communication and engagement.

Performance Management: AI tools for Goals

Managers can use AI tools to set goals to ensure team objectives align with your organization's success metrics. These tools can connect individual goals to department and company-wide priorities.

Goal Setting : AI tools can assist managers in creating specific performance objectives and action plans tailored to individual employee needs based on predefined criteria.

Goal Tracking : AI tools can help managers create templates to track goals that are aligned with both personal development and organizational objectives.

Define KPIs : AI tools can help managers define and track key performance indexes (KPIs) in real time progress by analyzing performance data.



AI tools for Performance Reviews



- NLP tools that can analyze the language used in performance feedback to **check the tone** and identify potentially biased or subjective terms.
- AI tools can **standardize performance** reviews and help **eliminate** discrepancies due to individual **biases**, leading to fairer assessments across the team(s).

AI tools for Recognition and Rewards

- AI tools can track project milestones and individual contributions, automatically notifying managers when to **recognize team members' efforts**.
- AI can analyze employee performance data to identify patterns that may indicate **potential turnover risks**.
- AI tools might reveal that employees who have not received positive feedback in a long time are more likely to leave the organization.

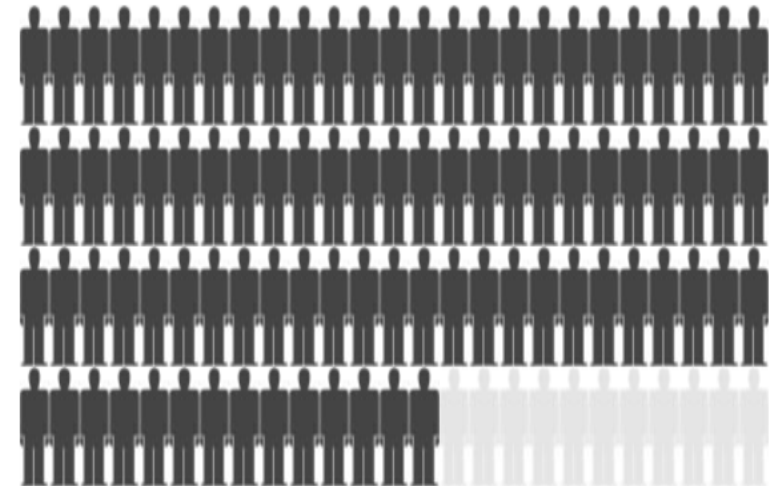
Team Reach

89%

of the team has been
recognized

11%

of the team has not been
recognized



Talent Development



Team Dynamics

Analysis team sentiments

Positivity drivers

Team engagement

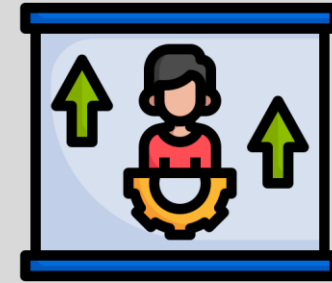


Skill Gap Analysis

Build skills taxonomy for roles

Map skills to projects

Identify skill gaps



Development Plans

Tailored Development Plans

Training opportunities

Future leaders



Influencers

Team members who have established influence cross-functionally



Influencers

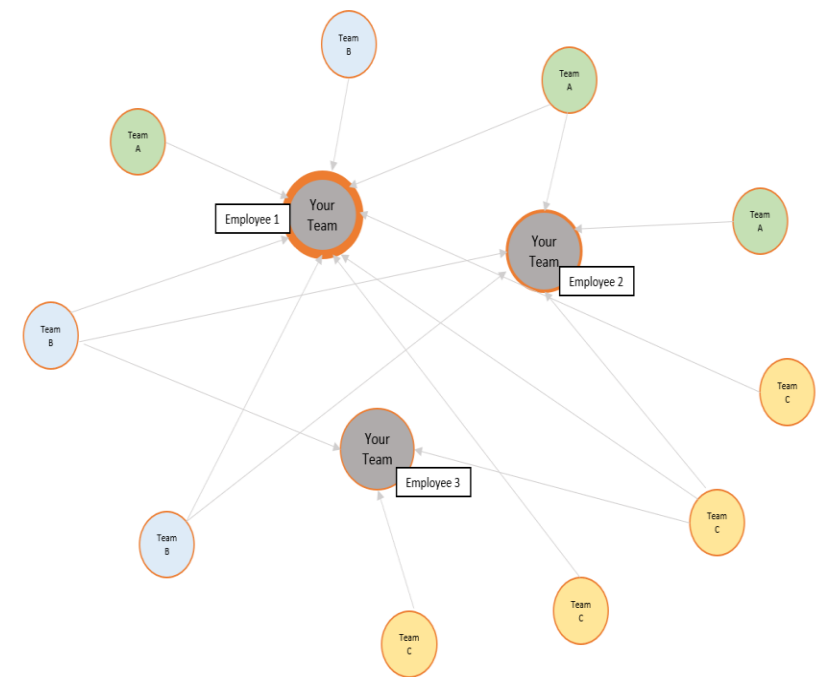


Illustration depicts how velocity and significance of awards received can help you identify top influencers in your team

Talent Development

Allies

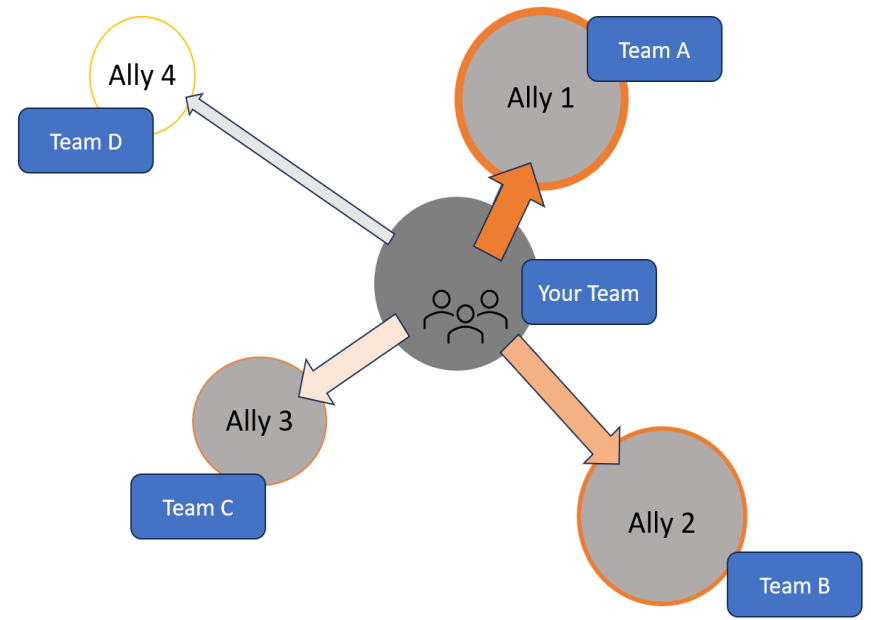
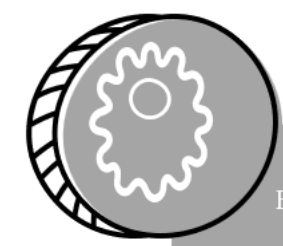
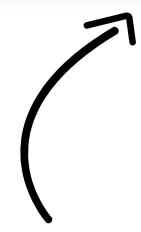


Illustration depicts how alliance between your employees and other teams can indicate the people most critical to your teams' operations.

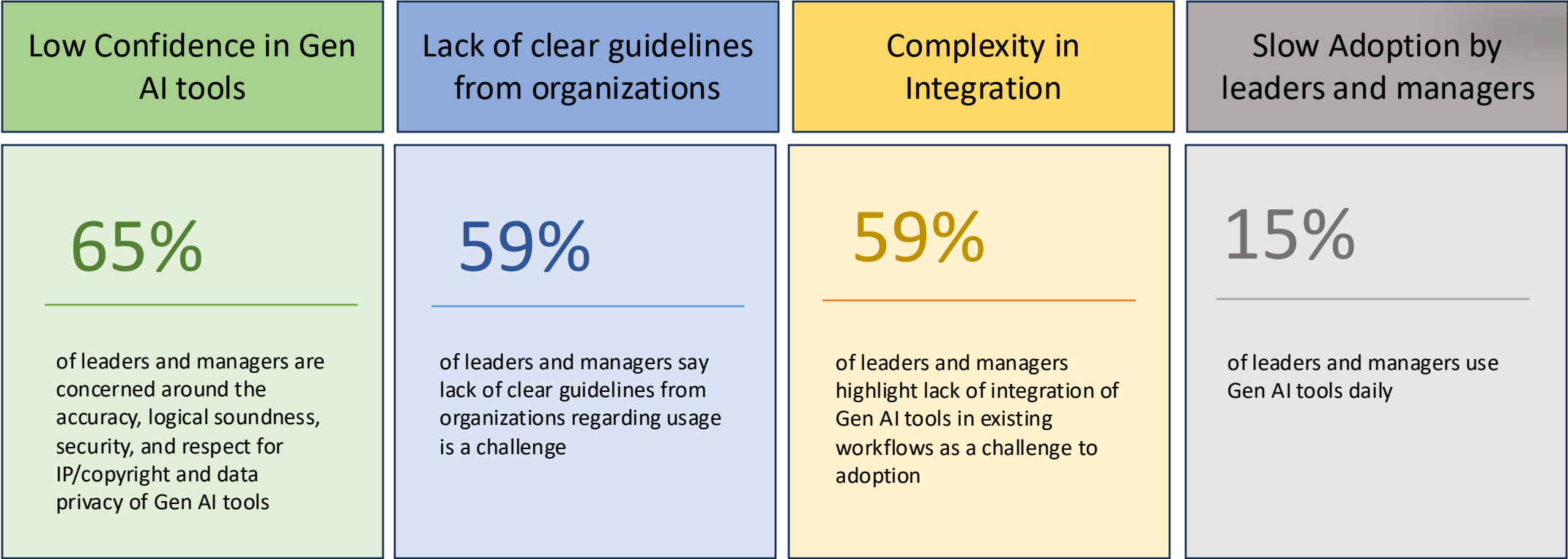


Allies

External teams that have influence on your team



Challenges



N=1,500 leaders and managers

Other Challenges and Risks



Bias in Decision-Making: AI tools trained on insufficient, biased data might lead to reinforcing stereotypes or making unfair decisions.



Transparency Issues: If AI algorithms are not transparent (like "black box" models), it becomes difficult to hold them accountable.



Hallucinations: AI 'hallucinations' refer to misleading or incorrect outputs that may often sound plausible.



Lack of Emotional Intelligence: In project management, emotional intelligence (EI) plays a crucial role in managing team dynamics, conflict resolution, and maintaining morale.



Nuggets of Wisdom



Gen AI has revolutionized various industries - and in project management - Gen AI can help organizations enhance people leadership and management practices.



The implementation of Gen AI tools and systems can vary depending on the organization size and needs. Nevertheless, there is something for everyone.

Several of the AI implementation benefits include more engaged employees through utilization in project and performance management tools.

Data-driven insights can help recruit right talent and develop the talent within the organization.

Predictive analytics enabled by AI can help identify potential turnover risks and allow for proactive intervention.



Despite its benefits, organizations face challenges in implementing Gen AI. Organizations must carefully assess and evaluate the areas of project management where application of AI tools would give them maximum benefit and align with their goals.



Regardless, organizations should focus on improving data standardization and documentation, especially at the project level, to fully leverage Gen AI benefits in short or long term as they embrace themselves to prepare for a workforce increasingly familiar with Gen AI.

Thank you



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