

A.I. in HR

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“For progress there is no cure.”

John von Neumann
Can We Survive Technology?
(1950)

A.I. is a threat or an opportunity for HR?



From Sci-Fi Myths to Reality

The myth problem

HR narratives swing between utopia and dystopia: fully automated hiring, perfect prediction, or manager replacement.

What AI actually does

It finds patterns in historical data and returns probabilities—limited by data quality, design choices, and context.

The pragmatic future

AI works best as a copilot: surfacing hidden correlations while leaders keep accountability and judgment.



Why A.I. in HR Matters Now?

Workforce constraints are strategic across EMEA:

- ∅ Aging demographics,
- ∅
- ∅ skills shortages,
- ∅
- ∅ cost pressure and
- ∅
- ∅
- ∅ higher employee expectations
- ∅
- ∅
- ∅ make talent availability a direct limiter of growth and execution.

A.I.'s strategic value for HR:

- ∅ A.I. can forecast gaps and improve matching across larger datasets
- ∅
- ∅
- ∅ Automation reduces manual work - freeing HR for higher-value advisory and workforce decisions.
- ∅
- ∅ People expect personalized learning, responsive support, and career guidance
- ∅
- ∅ AI turns demographics, performance signals, engagement, learning, and attrition history into forward-looking insights



When A.I. becomes a threat?

- ∅ If used purely for cost cutting
- ∅ When automate without clear decision, ownership or ethics
- ∅ If leaders may follow opaque outputs—raising legal, reputational, and cultural risk.

When A.I. becomes an opportunity?

- ∅ If positioned as a decision support
- ∅ Transactional work changing into workforce intelligence
- ∅ Humans remain accountable, with transparent boundaries and oversight

From basics to Sci-Fi. Or to future?



HR's evolution to intelligence

HR 1.0 — administrative

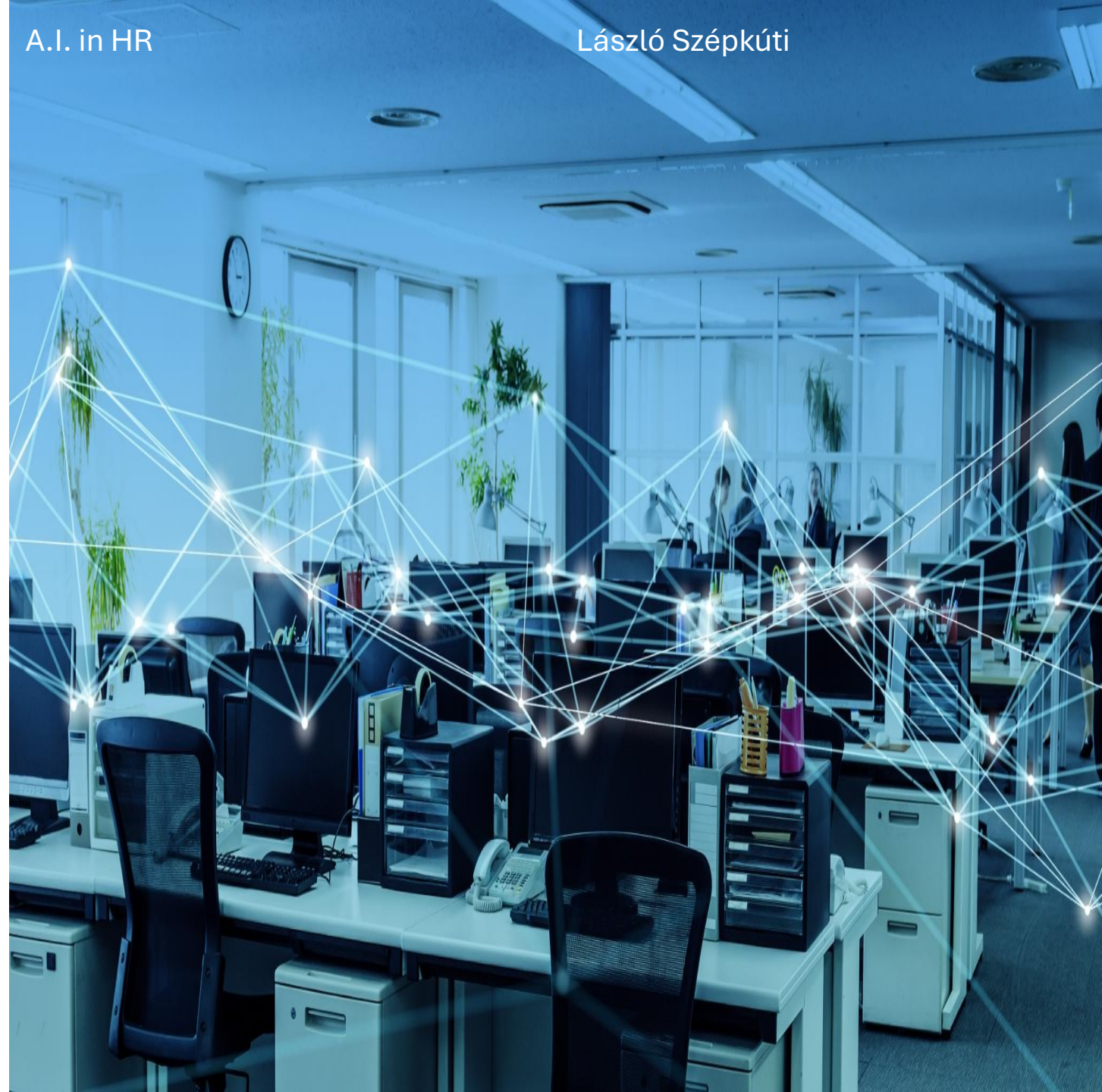
Paper-based payroll, contracts, and compliance. Fragmented data and low efficiency limited HR's strategic influence.

HR 2.0 — digital systems

HRIS, ATS, and LMS improved efficiency and access to data, but insights still depended on manual interpretation and analysis.

HR 3.0 — intelligent HR

AI augments HR by detecting patterns, generating insights, and recommending actions—enabling proactive, predictive people decisions aligned to business strategy



Core AI concepts for HR

Artificial intelligence (AI)

Systems that perform human-like tasks such as pattern recognition and language understanding.

Machine learning (ML)

A subset of AI that learns from historical data to predict or classify—e.g., spotting candidates similar to successful hires.

HR Generative AI

Models that create new content—drafting job descriptions, summarizing policies, and generating learning materials.

Augmentation + oversight

Augmentation supports better decisions
Outcomes depend on data quality and governance—AI has no judgment, so HR must guide ethics and interpretation.



The Opportunity: Elevating HR to a Strategic Leadership Role



Automating HR Operations

- AI automates transactional HR tasks



Enhancing Fairness and Consistency

- Data-informed HR assessments



Strategic Business Partnership

- communicate workforce insights effectively

AI use cases in HR – Workforce Planning

Forecast talent demand

Machine learning combines historical trends, growth plans, and labor-market signals to predict future skills and capacity needs.

Infer critical capabilities

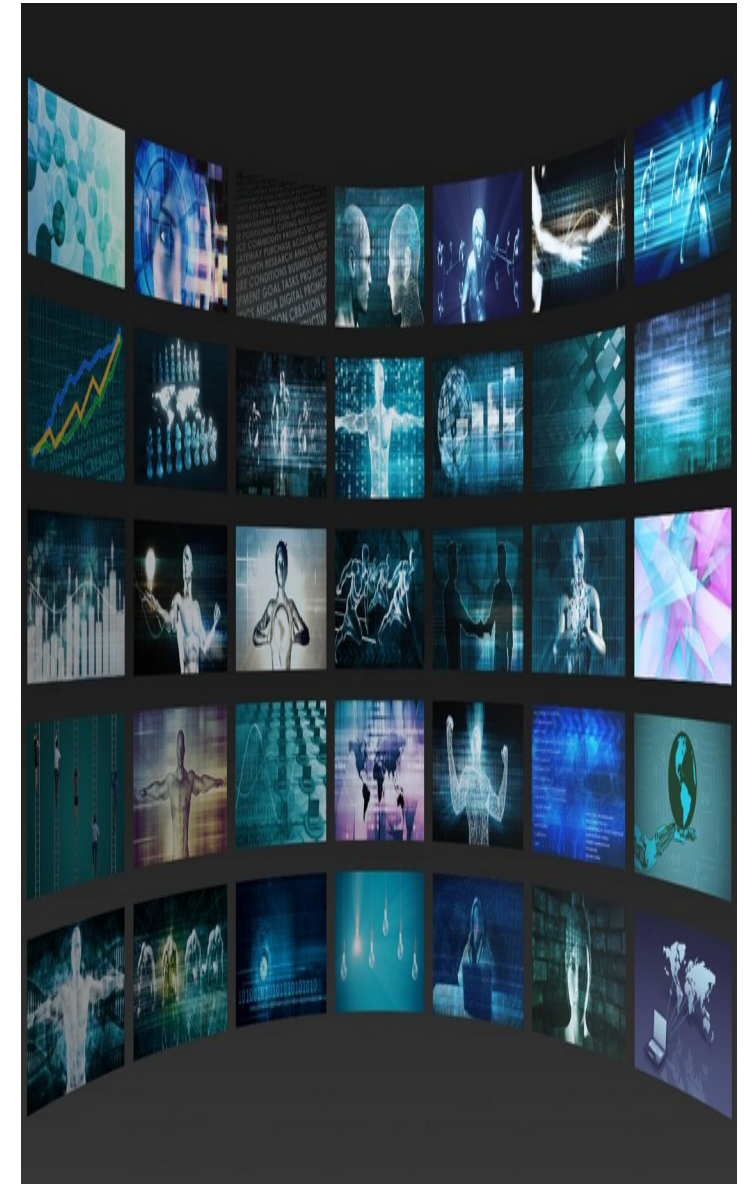
Skills inference highlights what matters now and what will matter next, helping prioritize targeted reskilling investments.

Activate internal mobility

AI talent marketplaces match people to roles, projects, or gigs by skills and interests to improve utilization and retention.

Model strategic scenarios

Leaders test options like new markets or automation and see the workforce impact before committing resources.



AI use cases in HR – TA

Draft and attract

AI can create inclusive, skills-focused job descriptions and source candidates across channels to widen reach.

Screen and match

Tools can screen applications on relevant criteria and match candidates to roles by skills, not just keywords.

Engage and schedule

Chatbots provide timely answers and updates, while automation reduces scheduling and administrative workload.

Govern responsibility

Strong governance is needed to prevent bias and ensure transparency—freeing recruiters to focus on relationships and assessment.



AI use cases in HR – L&D

Personalized pathways

Recommendations adapt to role, skills, performance, and career goals.

Generative content at scale

Summarizes materials, generates quizzes, and tailors content for audiences.

Skills analytics

Maps capability levels, reveals gaps, and tracks progress over time.

Just-in-time coaching

Guidance in the flow of work supports continuous learning and mobility.



AI use cases in HR – Performance

Continuous engagement signals

Sentiment analysis across surveys, feedback, and collaboration data surfaces trends and emerging issues earlier than annual surveys.

Manager nudges and recommendations

AI-generated insights prompt timely actions—recognize contributions, rebalance workloads, and reinforce healthy team behaviors.

More objective inputs, human judgment

Performance reviews benefit from broader evidence, while still relying on dialogue, context, and manager accountability.

Development over control

Positioned correctly, AI improves conversations, strengthens fairness, and keeps the focus on coaching and growth.



AI use cases in HR – Retention

Predict attrition early

Models flag risk patterns (engagement shifts, workload strain, stalled progression) before resignations.

Enable targeted actions

Use insights to trigger development talks, support plans, and role changes—proactive, not reactive.

Better employee service

HR teams spend less time on routine tickets and more on complex, high-touch employee needs.



What are the pitfalls which we have to avoid to secure the future?



Key Pitfalls Undermining AI in HR

Strategy gaps and fragmented pilots

Adopting tools before defining use cases creates disconnected experiments with limited business impact and unclear ownership.

Over-automation, bias, and weak oversight

Delegating career-impacting decisions to algorithms can amplify historical bias and raise discrimination and legal risks without human review.

Trust, transparency, and EMEA compliance

Opaque AI use can feel like surveillance and erode trust; GDPR and emerging AI rules require governance, accountability, and ongoing monitoring.

accountability.





What AI Will Not Do ?

Human Judgment in HR

AI will not replace human accountability in HR decisions involving values and moral responsibility.

Risks of Overreliance

Over-relying on AI outputs without scrutiny can lead to flawed decisions influenced by imperfect data.

Leadership Role in AI Use

Leaders must foster skepticism and validation to ensure AI insights are questioned and accurate.

Clarifying AI's Role

Clear communication about AI's limitations reduces anxiety and encourages productive innovation.

Human and AI Capabilities: A Complementary Model

Synergistic Human and AI Roles

Humans provide judgment and empathy while AI processes large data volumes and identifies unseen patterns.

AI Augmentation in HR

AI analyzes hiring data and flags bias; humans interpret insights and ensure ethical decisions.

Human-in-the-Loop Approach

Combining AI and human input reduces risks and maximizes value in HR decision making.

Building Trust Through Integration

Explicitly designing AI to augment humans builds trust with employees and society.



Key takeaways

AI is already reshaping HR

Treat AI as a near-term operating shift—not a future experiment—and plan capability, policy, and change management accordingly.

Focused, governed use cases win

Prioritize high-impact HR workflows aligned to business needs, with clear ownership, controls, and measurable outcomes.

Trust is non-negotiable

Embed ethics, transparency, and human oversight to protect employees and ensure decisions remain explainable and fair.

HR must lead the change

Take an active leadership role so AI strengthens both performance and the employee experience—starting with a clear action plan.



Q & A



Thank you for
your attention!

