

Building A People-First Strategy For AI-Powered Workforce Productivity

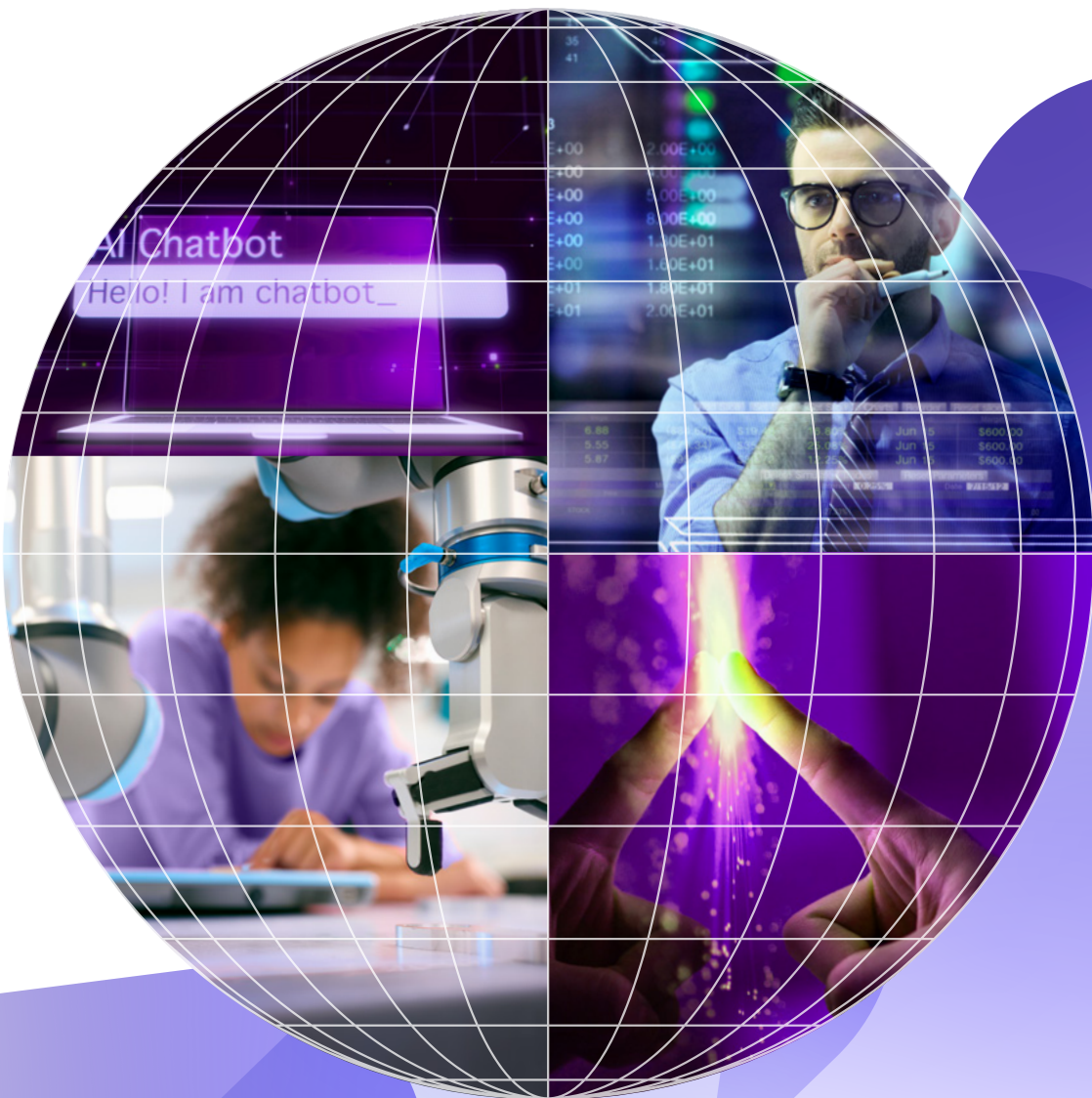


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Executive Summary



Key Findings

- According to ManpowerGroup's Q3 2024 Employment Outlook Survey, **more than half of global large enterprises with more than 5,000 employees (52%) are currently using AI.** European employers are more cautious (43%) when compared with the global average. One third (33%) of respondents, who are not current users, say their organization plans to roll out AI tools in the next three years.¹
- Across industries and global regions, survey respondents believe **AI-based technologies will positively impact business performance and employee training, recruiting, onboarding, engagement, and diversity.** Respondents showed cautious optimism about AI's impact on headcount growth, contradicting the common misperception that the implementation of AI-based technologies will result in fewer overall human workers.
- Within the next few years, **AI-based technologies are likely to be deployed in global workforces in a variety of ways,** including democratization of authority, objective performance analysis, customized skill building, rapid team assembly, and autonomous AI assistants.
- **By 2030, the capabilities of AI and automation in the workforce will complete the shift from task-specific applications to interconnected agents** with more sweeping responsibilities and increasing power. However, the speed at which these technologies are adopted en masse depends on the population of individuals working with new AI-based technologies and the regulatory and ethical environment in which adoption takes place.
- **To build a people-first AI strategy, choose implementations that make sense for your business and select appropriate partners.** Consider your IT infrastructure and existing technology stack, redesign jobs based on the human talent you already have, scale your upskilling and reskilling initiatives, and be lawful and ethical when it comes to AI data collection and management.

¹ [ManpowerGroup Q3 2024 Employment Outlook Survey, ManpowerGroup](#)

Since ChatGPT was introduced to the market in late 2022, generative AI offerings are progressing at a rapid pace. Generative AI can generate text, images, or other media by learning the patterns and structure of input training data and delivering new data with similar characteristics.

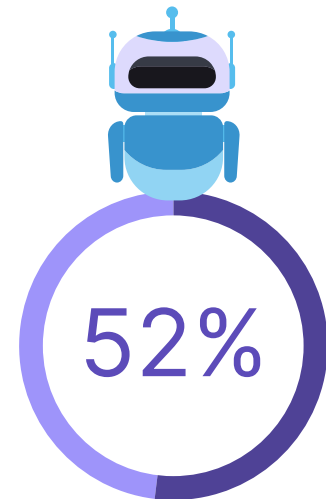
The development of generative AI is a logical linear progression from the chatbots of the 2000s and 2010s.

In the coming years, we will see generative AI use cases emerging across all industries, AI democratization expanding accessibility and impact among our workforces, and far greater integration into both major and minor aspects of traditionally human roles.

Furthermore, generative AI isn't the only game in town. Advanced automation and talent intelligence are critical AI-based technologies in the market today that have the potential to transform the way we work.

However, none of this should be alarming. The development and deployment of artificial general intelligence – i.e. technology that can teach itself without human input, with the ability to do most cognitive tasks as well as, or better than humans – is still a distant reality.

In their current state, AI-based technologies aimed at workforce operations still require substantial human oversight, and most organizations are deciding in real time how to use AI effectively for many business purposes and problems. This report provides a snapshot of the current state of AI integration, as well as forecasts about the value new AI-based technologies are likely to bring to workforce operations and human resources by 2030 and beyond.



More than half of global large enterprises with more than 5,000 employees are currently using AI.¹

¹[ManpowerGroup Q3 2024 Employment Outlook Survey, ManpowerGroup](#)

The Near Future: Employers Get Serious About AI Adoption



According to a recent Microsoft study² on the business value and opportunity of AI in 2023, the total market size for AI surpassed \$241 billion and is projected to reach \$738 billion by 2030. Generative AI alone reached a market size of nearly \$45 billion in 2023, up 90% from the year prior (\$23.17 billion) and an incredible 692% from 2020 (\$5.67 billion).

90%

more of the market has been reached by generative AI than the year prior.²



Employers around the world are making the transition from “wow to how” as they seek to help their workforce responsibly deploy AI-based technologies. In ManpowerGroup’s Q3 2024 Employment Outlook research, we surveyed more than 40,000 employers across 42 countries to gain a clearer picture of current and future AI adoption across industries.¹

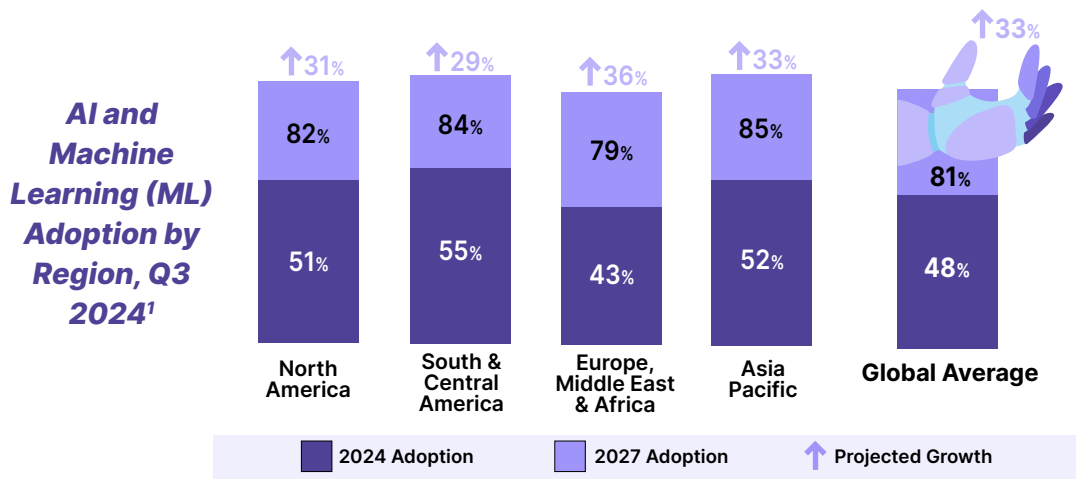
More than half of global large enterprises with more than 5,000 employees (52%) say they are currently using AI. Adoption is lower (44%) among small businesses with less than 50 employees. In addition, employers are more cautious in Europe (43%) when compared with the global average (48%).

“Should your company be betting on AI as a growth strategy now? Forget apocalyptic and utopian AI visions, which make for rich intellectual debates but add little clarity to your considerations. Instead, hone in on what AI means for you, defining it in a concrete and pragmatic way.” – Dr. Tomas Chamorro-Premuzic, Chief Innovation Officer, ManpowerGroup

¹ [ManpowerGroup Q3 2024 Employment Outlook Survey, ManpowerGroup](#)

² [The Business Opportunity of AI, Microsoft & IDC](#)

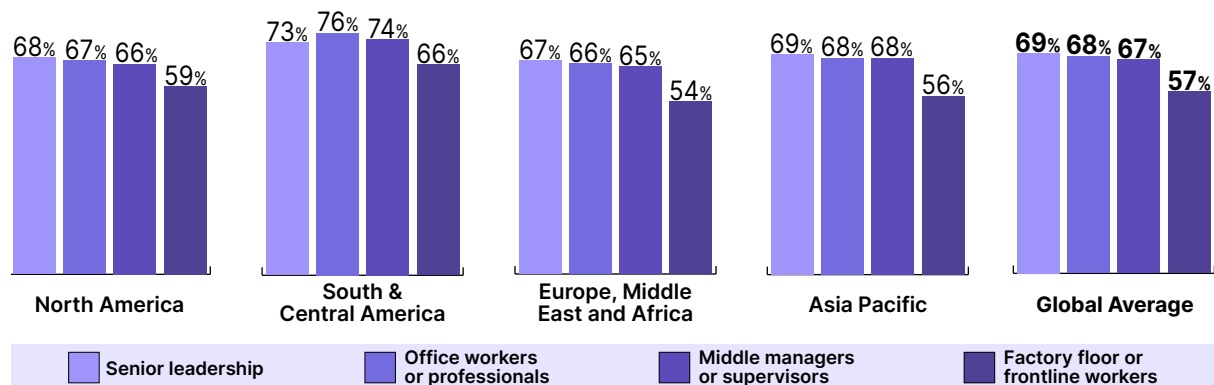
Employers plan to accelerate deployment of AI-based technologies in the coming years. **One third (33%) who are not current users say their organization plans to roll out AI tools in the next three years.** This will increase the global average use of these applications to 81% of employers worldwide by 2027. If this growth follows past patterns of technological innovation (e.g., internet, search engines), more widespread adoption will decrease the business differentiation of the tools themselves. The need to build a skilled workforce to fully leverage them to create customer-centric value will increase the need for innovative talent.



AI Optimism Varies by Seniority and Region

Most of the workforce (65%) at all seniority levels believe AI will have a positive impact on the future of work. However, the level of optimism varies based on the region and seniority of the employees. While office professionals in the South and Central Americas are the most optimistic (76%) about the positive impact of AI, fewer frontline workers (54%) in Europe share this view.

AI Optimism for Positive Business Impact by Seniority and Region, Q3 2024¹



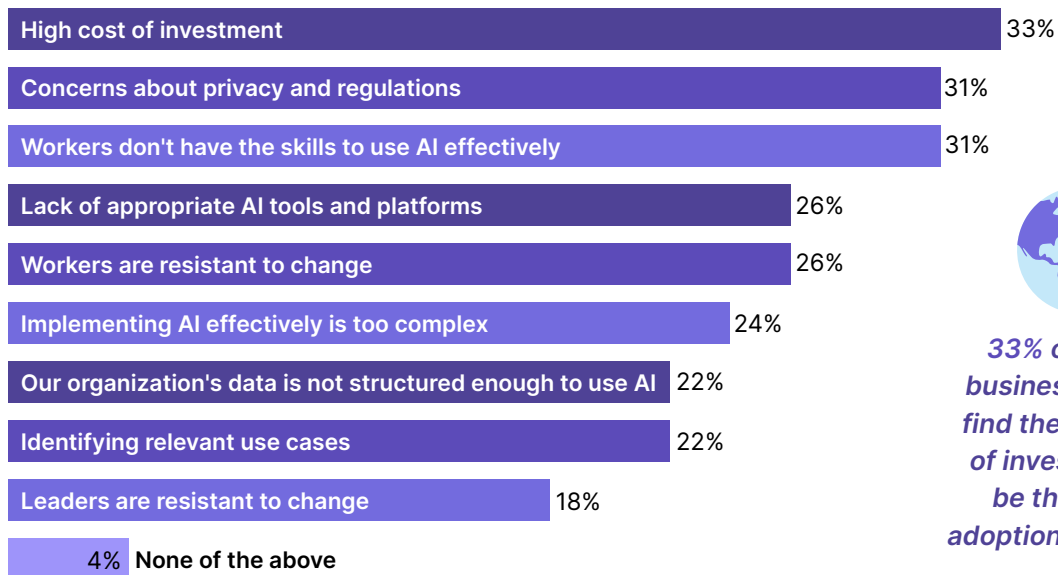
¹ManpowerGroup Q3 2024 Employment Outlook Survey, ManpowerGroup

Challenges of Employer AI Adoption

We asked global employers to rank potential organizational challenges to deployment of AI-based technologies such as costs, complexity, regulation, change management, and a lack of worker skills.

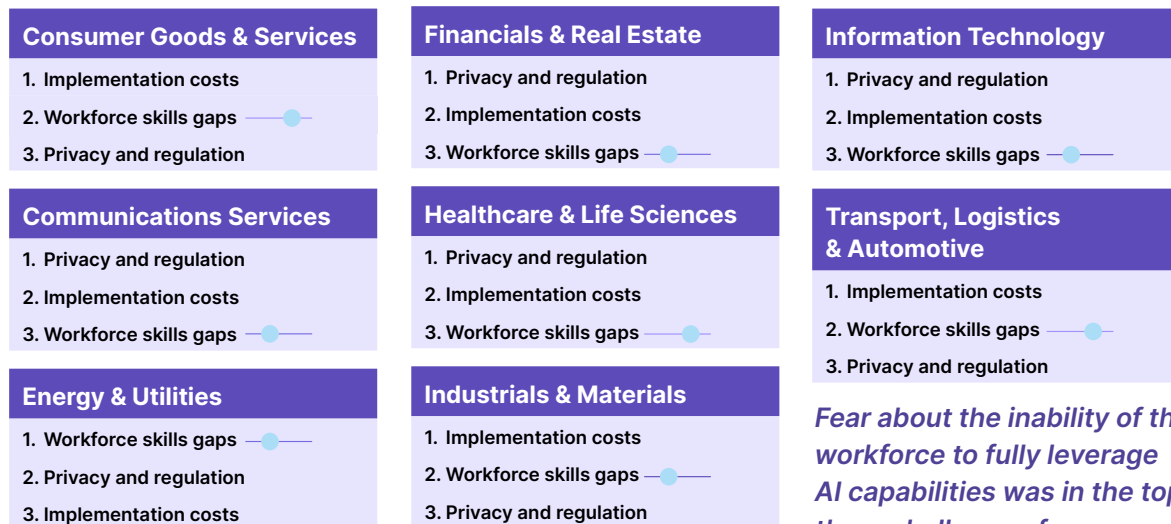
Business leaders in the Financial Services sector are the most concerned about the privacy or regulatory barriers to widespread use. **Cost of adoption topped the list of challenges for industries such as Consumer Goods & Services, Transport, Logistics & Automotive and Industrials & Materials.** However, fear about the inability of their workforce to fully leverage AI capabilities was in the top three challenges for every industry vertical.

Top Global Employer AI Adoption Challenges¹



33% of global business leaders find the high cost of investment to be the top AI adoption challenge¹

Top 3 Global Employer AI Adoption Challenges by Industry Vertical¹




Fear about the inability of their workforce to fully leverage AI capabilities was in the top three challenges for every industry vertical

¹ManpowerGroup Q3 2024 Employment Outlook Survey, ManpowerGroup


Employers Project Future Impact on Their People and Business

Our research also asked leaders to predict the future impact of AI and ML on overall business performance and the HR function of their business in the next two years. There was consensus across industries and regions that these tools would have a positive impact. **Respondents were also optimistic about the impact on employee training, recruiting, onboarding, engagement, and diversity.** Across industries, respondents showed cautious optimism about the impact on headcount growth, which contradicts the common misperception that the implementation of AI-based technologies will result in fewer overall human workers.

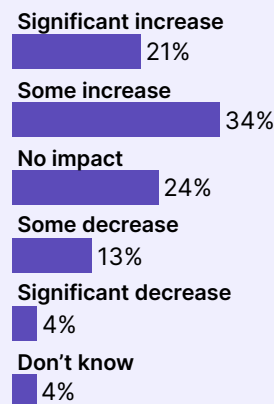
72%  **of employers are projecting positive impacts of AI and ML on their overall business over the next two years.¹**

When it comes to leaders' attitudes toward AI-based technologies, the mix of enthusiastic optimism and measured concern is not surprising considering recent history. In a century of disruptive technologies including mass production, industrial automation, internet connectivity, and globalization, the only constant for the workforce has been change.

Global Percentage of Employers Projecting Positive Impacts of AI and ML on Key Business Priorities: 2024 – 2026¹




Global Projected Impact of AI and ML on Headcount: 2024 – 2026¹

¹ManpowerGroup Q3 2024 Employment Outlook Survey, ManpowerGroup



AI and Skilled Talent Take Center Stage

A global entertainment resort and theme park company created a Broadway touring company that travels from city to city around the U.S. showcasing its popular productions. Each city has different costs and revenue potential during the two-year-long touring cycle, that are partially based on labor fees and employee expenses.

Experis created an interactive AI and analytics solution, which presented the results of complex analyses in an intuitive platform that could be used by non-technical leaders.

By entering the cost variables for each city, tour producers were able to determine an optimal path for each production. The solution's ML algorithms optimized profits and allowed the producers to create multiple what-if scenarios to appropriately capture risks and uncertainties.

2030 Outlook: The Evolution of Workplace AI Adoption



Between now and 2030, AI-based technologies are likely to be deployed in global workforces in a variety of ways, including the following:

Democratization of Authority

AI-informed decision-making has been established in workplaces for some time, especially in the realm of human resources. For the last decade, HR has used algorithms to flag potential biases in hiring and promoting, to predict attrition, and to analyze employee sentiment. **As AI-informed decision-making spreads to more corners of the organization, it has the potential to take down traditional hierarchies.** Once the majority of employees are trained to use the AI tools most appropriate to their roles, individual contributors will gain autonomy, decision-making will become far more distributed, and there will be little to no need for the problem-solving bottlenecks that occur with typical leadership models. However, managers will need a new skillset to supervise human workers partnering with and empowered by AI task mates.

Objective Performance Analysis

Companies are already using AI-based technologies to evaluate the productivity of remote workers, from monitoring movement and time spent on the phone to capturing the keystrokes and websites opened. On the front lines in many warehouses, a smart handheld scanner tracks how efficiently workers are interacting with stock. The next frontier of performance management is likely to include even more sophisticated iterations of productivity monitoring — **such as wearable devices that collect data on whether Employee A performs a complex task with greater skill than Employee B.** While more objective evaluation of performance is certainly needed, transparency and trust will be essential for leaders thinking of using these tools.

Customized Skill-Building

By analyzing job performance and skills data from thousands of internal and external sources, **AI-based technologies will identify skills gaps in an organization and recommend strategies to close those gaps through upskilling and reskilling programs**, as well as targeted hiring and internal mobility initiatives. An employee-facing platform can proactively serve up internal courses and educational partnership opportunities appropriate for individual employees, depending on organizational requirements and the employee's personal goals and interests.

Rapid Team Assembly

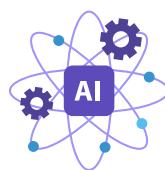
As business priorities evolve at a faster pace, employment models will shift as well. Rather than relying on traditional full-time employees, **leaders are likely to use AI-based technologies to staff shorter-term, project-specific teams in real time**. These rapidly assembled teams will be comprised

of the highest caliber workers with a variety of employment arrangements, including contingent employees, international workers, and subject matter experts from other areas of the business. By deploying talent intelligence, which breaks down a worker's resume into discrete skills and suggests where they could help out next, leaders will have a much easier time finding the perfect mix of workers for a new team.

Autonomous AI Assistants

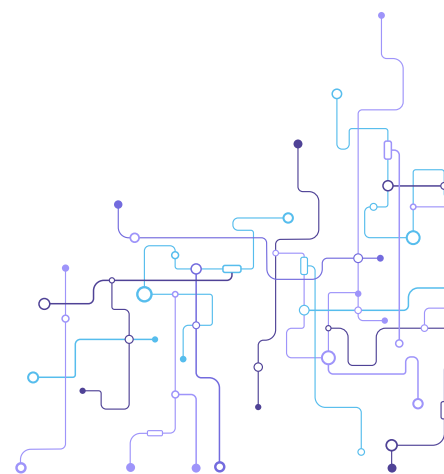
Researchers at Google DeepMind **define AI assistants as "artificial agents with natural language interfaces, whose function is to plan and execute sequences of actions on behalf of a user** — across one or more domains — in line with the user's expectations."⁵ These advanced AI agents, acting as comprehensive advisers and companions, are likely the next iteration of AI with which the everyday worker engages daily and might be responsible for many aspects of an employee's to-do list, from booking flights to answering emails.

Factors Influencing AI Adoption



By 2030, the capabilities of AI and automation in the workforce will complete the shift from task-specific applications to interconnected agents with more sweeping responsibilities and increasing power.

However, the speed at which these technologies are adopted at scale depends on a few factors. **First, we must consider the population of individuals working with new AI-based technologies, and second, we must keep in mind the regulatory and ethical environment in which adoption takes place.**



⁵ [The Ethics of Advanced AI Assistants, Google DeepMind](#)

By 2030, Millennials (born 1980-95) and members of Generation Z (born 1996-2012) will encompass a large majority of the global workforce. Generation Z is the first age cohort to be raised from birth with sophisticated personal technology, providing them with a natural facility for discovering and implementing new tools. Even elder millennials, who received the benefits of the Internet in adolescence, have enthusiastically embraced technology's potential to transform their personal and professional lives.

In late 2023, Salesforce's Generative AI Snapshot research³ found that generative AI users are concentrated among the younger generations, with 65% of generative AI users being Millennials or Gen Z. According to the study, Gen Z and Millennials are generative AI's "super users," or those who use the technology frequently and believe that they are close to mastering it.

In the near future, when most leaders will be members of the Millennial generation, Gen Zers will hopefully find support for rapid adoption of new AI tools and will lead the charge in transforming their organizations. **However, we should be careful about assuming that all young people readily know how to find and use the latest AI-based technologies.**

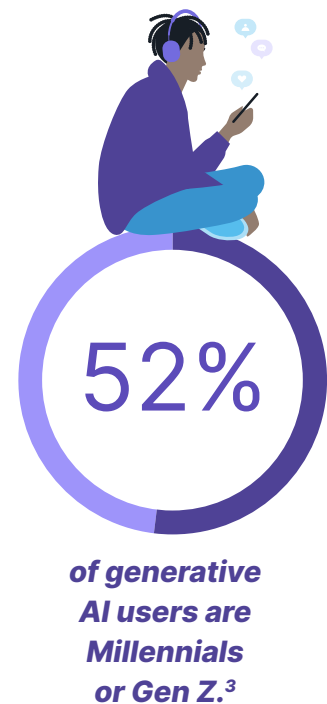
As EdTech entrepreneur Mathieu Penot⁴ recently wrote, "Gen Z's expectations for seamless technology, along with a reduced exposure to some forms of productive struggles when using digital tools, creates an environment where learning the skills required to develop true digital literacy doesn't naturally occur. Gen Z is highly proficient with smartphones but often struggles with more traditional computing tasks." This observation underscores the importance of adequate technological upskilling for members of all generations.

AI-based technologies are also developing faster than leaders can create ethical guidelines and regulations for them, which will almost certainly impact adoption. Let's take autonomous AI assistants as an example. Google DeepMind researchers have warned that AI autonomous action comes with the risk of accidents, the spread of misinformation, and may render people vulnerable to inappropriate influence.⁵ It's in our collective best interest to devise limits for these tools, so that their usage doesn't create problematic trust and privacy issues, but whether we can do this quickly enough is a thorny question.

³ [New AI Usage Data Shows Who's Using AI, Salesforce](#)

⁴ [Gen Z is Not Tech-Savvy, Mathieu Penot](#)

⁵ [The Ethics of Advanced AI Assistants, Google DeepMind](#)



The European Union's Parliament approved its law regulating AI last month, and several U.S. states including California, Colorado, and Virginia have been out in front of creating compliance frameworks for AI systems. In the last few years, 17 U.S. states have enacted 29 bills focused on regulating the design, development, and use of AI.

A new survey from the University of Maryland School of Public Policy⁶ found strong bipartisan support for AI regulation at the U.S. federal level. **Most (74%) Democrats and Republicans support the creation of a new U.S. federal agency to oversee AI**, 77% believe the government should audit programs currently in use, and 72% said companies should be required to disclose information about how their AI systems are trained. But despite the appetite for appropriate federal legislation, moving forward in an election year is challenging. In the meantime, organizations should continue to develop their own Responsible and Ethical AI use policies and ensure these align with any local regulations that currently exist.



Partnering with Microsoft to Accelerate Tech Upskilling

Experis Academy, a Microsoft Workforce Development Partner, has collaborated with Microsoft since 2017 to identify skills gaps in the market and aims to introduce new professionals to the tech industry through various skilling programs. Specific to the Microsoft space the partnership aims to fuel organizations with skilled professionals to enable growth.

Experis Academy offers tech talent training programs that provide practical experience in in-demand tech stacks. Through our partnership with Microsoft, we deliver comprehensive programs covering the full range of Microsoft's technology solutions. These programs include training for roles such as cloud engineers, developers, data analysts, data scientists, functional and technical consultants, and more. All training is based on Microsoft technology and is combined with practical experience and soft skills training. Recently, Experis Academy has updated several programs to include AI modules, ensuring our graduates are equipped with the latest advancements in technology.

⁶[Regulating Artificial Intelligence: A National Survey of Registered Voters, University of Maryland](#)

Building a People-First AI Strategy



Choose implementations that make sense for your business and select appropriate partners.

Although it can be intimidating, an enthusiastic embrace of AI-based technologies is necessary for leaders who want their businesses to stay competitive and relevant. Model personal adoption for your workforce and bring technology issues into your leadership meetings rather than relegating them to the IT silo.

While ultimately aiming for an enterprise implementation of AI tools, keep things simple with a pilot in one department of the organization, for which use cases are more mature and the immediate business benefits are more obvious (for example, deploying a chatbot to your customer service team).

Although it's important to select AI implementations, you have the ability and resources to successfully execute, monitor, and maintain. **Leaders should also promote a culture of experimentation in which individual employees feel empowered to create and test job-specific AI applications.**

Perhaps most importantly, you don't need to take on AI alone. Most legacy human capital management systems are now incorporating AI features, so **seek your current vendors' advice on how best to introduce and integrate these applications in a way that will help your company achieve its growth objectives.** You might tap the expertise of technology consultants and HR technology companies specializing in niche areas (talent acquisition, etc.) that most pertain to your business. You might also cultivate internal partners by focusing on the concrete ways in which the new technology will improve results for individual leaders' teams.

"You can increase wages to attract talent, but the bigger challenge is [that] we don't have enough people with the right skills. These are for jobs that didn't exist before, and for which we need to upskill and reskill people with adjacent skills." – Becky Frankiewicz, Chief Commercial Officer and President – North America, ManpowerGroup

Consider your IT infrastructure and existing technology stack.

For some leaders, the temptation to have the latest technology in place can be significant. IT budgets will be overspent on standalone programs that either don't integrate well with or duplicate the systems already in place. **Adding technologies that don't mesh with the existing stack of solutions will result in confusion from your workforce and a dip in productivity**, as employees figure out which platform to use and in what context. As a rule of thumb, any AI-based technologies introduced should make the employee experience easier and more pleasant – which usually means all your systems work together seamlessly.

Redesign jobs based on the human talent you have.

Job redesign is the process of rearranging or replacing tasks to better align work with real-time conditions inside and outside the organization. You can start by gaining a comprehensive understanding of the current size and composition of your workforce, where skills gaps exist, and what essential skills should be hired or developed immediately or in the near future.



Use internal and external supply and demand labor data to map job redesign efforts to specific business objectives, then solicit buy-in for your plans from stakeholders across the organization. As part of your efforts, consider building or buying an internal talent marketplace, or a digital platform through which you can redeploy employees into newly created and redesigned roles.

Scale your upskilling and reskilling initiatives.

Upskilling refers to training a worker with new skills to level up in their current pathway, while reskilling refers to training a worker in a new pathway. Due to persistent labor shortages and the required pace of hiring today, it has grown increasingly difficult to source qualified candidates from the outside, thus upskilling and reskilling of existing workforces has become imperative.

The most effective upskilling and reskilling initiatives do not consist of isolated, non-connected classes, but instead have adopted learning as a given in every employee's day. Your organization should provide opportunities for existing employees to take in-person and online coursework, acquire helpful certifications, and do project-based assignments. In addition to technology-related content, include offerings emphasizing human skills like persuasion, storytelling, and creative thinking so your people can use their full potential when working with smart machines.

Be lawful and ethical when it comes to AI data collection and management.

As we discussed, the ethical and regulatory landscape requires continuous vigilance by all users of AI-driven technologies. When it comes to the collection and management of sensitive customer and employee data, extra trust and care must be taken. Before you get too far down the deployment path, establish an organization-wide AI council consisting of leaders across functions (including legal, IT, and DEIB representatives) to discuss how AI will be used in your organization and how it can help eliminate problems like unconscious bias. **An initial output of this council should be an AI policy that evolves in real time as new practices and regulations are introduced.**



When it comes to the collection of sensitive data, extra trust and care must be taken.



Building Future Tech & AI Talent with the Experis Academy

Experis Academy, a division of Experis®, a global leader in IT professional resourcing and service solutions, is committed to nurturing talent and delivering exceptional value to clients. Through our curriculum, we empower our talent to become the best in their field, ensuring they are well-prepared to meet the demands of today's dynamic tech landscape. Experis Academy provides business-ready tech training and coaching in Enterprise Applications, Cloud and Infrastructure, Business Transformation Services, and Digital Workspace for both entry-level and experienced candidates. **The Academy has trained over 3,500 workers in 2023 for more than 250 clients.**

Experis Academy is technology agnostic and creates curriculums for in-demand tech roles, adjusting to the latest tech developments and standards. The Academy leverages proven curriculums to offer accelerated training and internationally recognized certifications. Unlike typical training companies, it combines technical certifications with soft skills, consulting, and business process skills. Additionally, as part of its unique offering, Experis Academy excels in the recruitment and selection of tech talent, ensuring that candidates are not only well-trained but also the right fit for specific roles and organizations.

The programs help candidates identify their preferred IT career paths while ensuring job readiness through practical, team-based problem solving. This holistic approach allows clients to have employees who are quickly up to speed and equipped to tackle real business challenges effectively. The Experis Academy was first launched in 2009.

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About ManpowerGroup

[ManpowerGroup®](#) (NYSE: MAN), the leading global workforce solutions company, helps organizations transform in a fast-changing world of work by sourcing, assessing, developing, and managing the talent that enables them to win. We develop innovative solutions for hundreds of thousands of organizations every year, providing them with skilled talent while finding meaningful, sustainable employment for millions of people across a wide range of industries and skills.

Our expert family of brands – Manpower, Experis, and Talent Solutions – creates substantially more value for candidates and clients across more than 70 countries and territories and has done so for 75 years. We are recognized consistently for our diversity – as a best place to work for Women, Inclusion, Equality, and Disability, and in 2024 ManpowerGroup was named one of the World's Most Ethical Companies for the 15th time – all confirming our position as the brand of choice for in-demand talent. For more information, visit manpowergroup.com.

About the ManpowerGroup Employment Outlook Survey

The [ManpowerGroup Employment Outlook Survey](#) is based on interviews with more than 40,000 public and private employers in 42 countries. It measures employers' intentions to increase or decrease the number of employees in their workforce during the upcoming quarter. It is the most extensive forward-looking survey of its kind – unparalleled in its size, scope, and longevity. The survey has been running since 1962 and is one of the most trusted indicators of labor market trends in the world.

