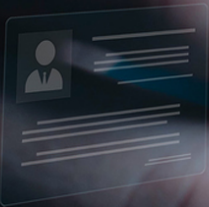
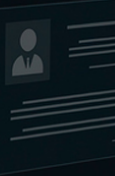
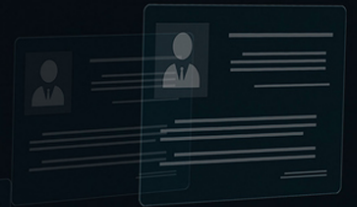
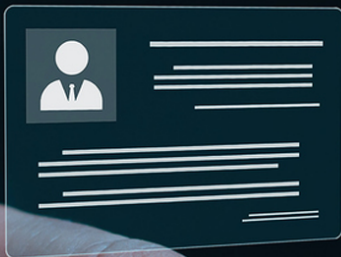


Human Resources as the Anchor of Responsible AI Transformation



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When did AI stop being an IT experiment and quietly become everyone's daily coworker? From being a technology tested by specialized IT teams about five years ago, AI is now part of routine client-facing tasks handled by employees across business units. They use tools like ChatGPT, Google Gemini, and more recently, Claude, to summarize research, analyze data, generate ideas, create images, build reports, and automate daily tasks. In many organizations, this shift is organically driven by individual choices rather than formal deployment strategies. And that's where it feels like shadow IT, even if the "usage of AI" is approved for organizational use.

Teams leveraging AI models to unlock productivity gains face a governance challenge. The cognitive tech getting integrated with routine workflows influences how teams interpret information, draw conclusions, and communicate insights. In this environment, it is not surprising to see bias, inaccuracies, or unexplained results silently shaping organizational thinking and decisions – they can sometimes be detrimental for organizations. [Deloitte Australia's AI debacle](#) became a wake-up call for corporations when the company had to partially refund the Australian government for services rendered, after

The report was produced using generative AI.

From a CHRO's lens, it's clear that enterprise adoption of AI is not just a technology decision; **it's a trust decision.** Confidence among customers and stakeholders is still evolving, with valid concerns around **fairness, transparency, accountability, and data privacy** shaping how AI is perceived and accepted. This makes the risk of deploying AI across functions both technological and behavioral. It's not only about how the systems are built, but how they are used in everyday work. Ensuring responsible usage through the right policies, guardrails, and cultural reinforcement surely becomes critical.

That's precisely why this agenda now sits firmly at the center of the CHRO's mandate: to shape not just AI adoption, but responsible AI behavior across the organization.



Why Workforce AI Usage Creates New Bias Possibilities

If we want AI to truly drive disruption, we must recognize that its impact is already unfolding through everyday employee use. As teams embed AI into how they think and work, it challenges traditional norms and unlocks speed, creativity, and new ways of solving problems. Rather than over-regulating, the opportunity is to channel this shift by balancing guardrails with experimentation. Organizations that do this well won't just adopt AI; they'll redefine how work gets done.

One emerging risk is **context dilution**. AI's responses depend on how questions are phrased, but most employees treat the results as objective analysis rather than reflections of the prompts that generated them. A poorly framed prompt unintentionally steers AI toward narrow assumptions, leading to conclusions that appear data-driven but are actually shaped by the user's initial framing of the query.

Another challenge is **knowledge amplification** or **consensus reinforcement**. AI models are trained on large sets of publicly available content, so their outputs often reflect dominant narratives that may not be balanced.

When the workforce uses AI to explore business questions, the results may just reinforce prevailing viewpoints, free from any alternative interpretation that may be surfacing in parallel.

A third, less visible risk is **analytical overconfidence**. AI-generated insights are delivered in clear, authoritative language, which can make preliminary or incomplete analyses appear more robust than they actually are. When these outputs are circulated internally, they influence discussions and recommendations before underlying assumptions are fully examined.

For HR, these risks highlight an important reality. The use of AI may be accelerating productivity, but to derive real value from automated cognitive tech, it is essential to evaluate more than algorithms. CHROs must understand exactly how the workforce interprets information and makes judgments in the jobs they handle.



Where Teams Use AI at Work



Domain	Client-Facing Tasks	How is AI Used	Bias Risk
Research and Knowledge Discovery	Market insights, Competitive scans	Generate articles, research markets, or gather background information before starting a task	AI may prioritize dominant narratives or incomplete data sources.
Reports & Communications	Client reports, Proposal decks	Draft reports, presentations, emails, and internal updates	Language generated by AI can subtly shape tone, assumptions, or conclusions.
Data Interpretation	Performance analysis, Benchmark insights	Ask AI tools to explain datasets or suggest insights.	AI explanations may oversimplify trends or infer relationships not supported by the data.
Strategy & Planning Support	Strategy roadmaps, Scenario plans	Brainstorm ideas, explore scenarios, or structure planning discussions	AI often reflects mainstream thinking, which may limit diverse perspectives.
Automation & Workflow Design	Client dashboards, Process automation	Automate processes, write code, or create internal tools	Automations may replicate existing inefficiencies or biased decision rules.
Performance & Productivity Insights	Workforce diagnostics, Productivity benchmarks	Summarize performance data or productivity metrics.	Incomplete data can distort interpretations about employee performance or team effectiveness.

Why Bias from Workforce AI Often Goes Undetected

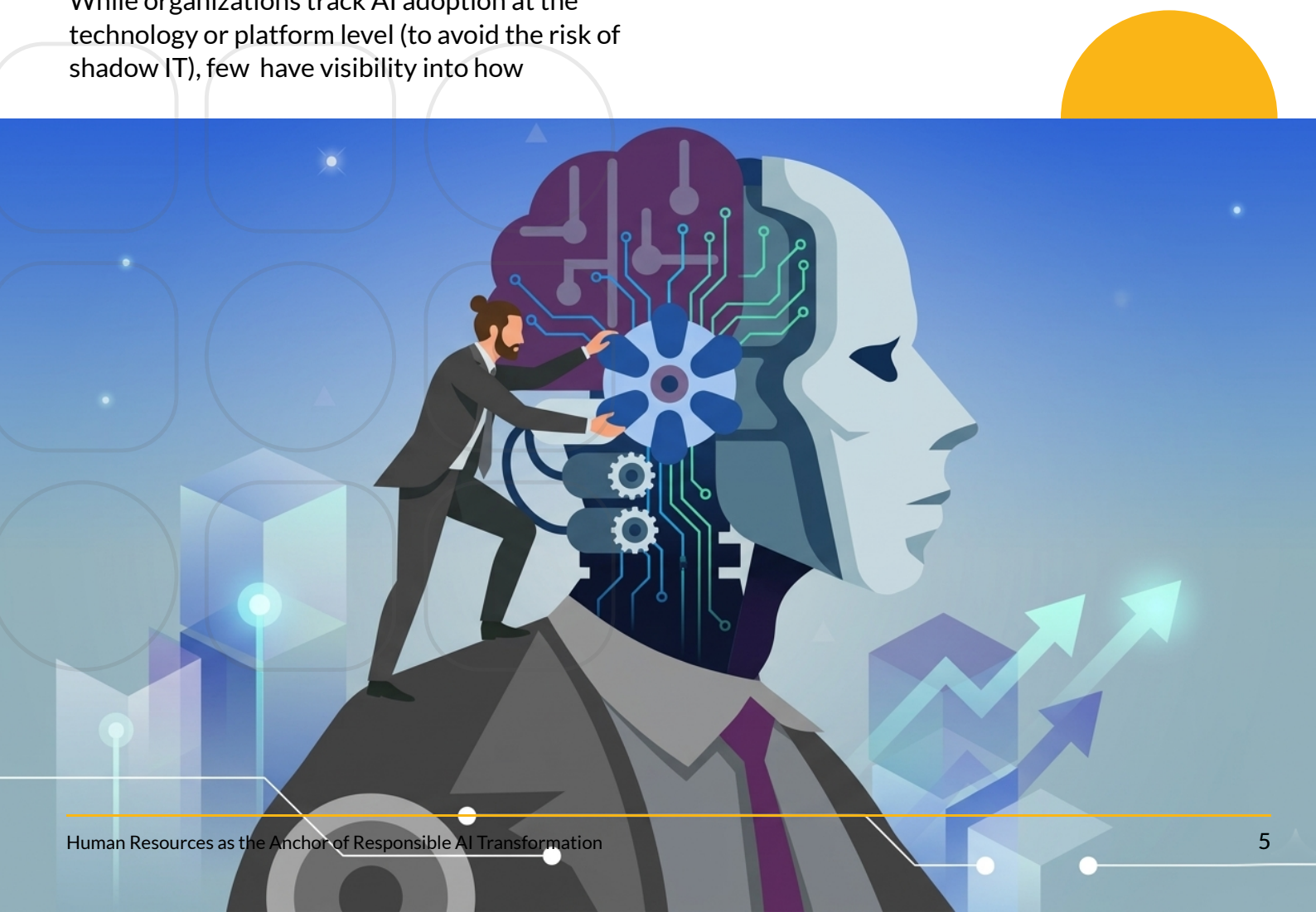
A difficulty in managing AI-related workplace bias is that it usually emerges before business users make formal decisions around it. Unlike traditional enterprise systems – whose algorithms and outputs a technical team can review or audit – workforce AI carries **invisible analytical influence**. Employees use popular models for research and analysis, to draft content, and to explore or test ideas. Their early interactions with the technology shape how problems are defined and which conclusions appear plausible. By the time summarized insights reach boardrooms, AI may already have affected how issues were originally interpreted. Leaders see the final analysis without visibility into how it was developed.

Limited transparency is another blind spot. While organizations track AI adoption at the technology or platform level (to avoid the risk of shadow IT), few have visibility into how

employees use approved systems in their day-to-day tasks. Without transparent disclosure practices, it is difficult to determine when and where the model actually contributed to analysis or recommendations.

The third challenge lies in **operational guardrails frameworks** that focus on systems rather than behavior. AI policies are largely designed to manage enterprise tools, regulatory compliance, or model risk. The emerging bias risks arising from how employees interact with AI in daily work remain unnoticed.

To address these problems, CHROs need to build practices ensuring that AI-supported thinking remains transparent, accountable, and critically examined.



A CHRO Framework for Responsible AI Adoption by Workforce



Building Responsible AI Behavior Across the Workforce

Establishing a governance framework is a prime step, but still just one. As AI is embedded in daily work practices, the real challenge is translating usage principles into practical workplace behavior. Responsible use has to be an intuitive capability across the workforce rather than a policy that exists only on paper.

One approach is to build AI judgement into professional standards. Just as organizations train teams to validate financial data or cite reliable sources for information they gather manually, they must now keep norms for assessing AI-generated outputs. Four critical questions to ask are:

- ▶ What sources may have shaped this output?
- ▶ What assumptions could be influencing the response?
- ▶ Would alternative prompts produce different interpretations, and how much will they differ from previous ones?

Integrating this analytical discipline into work helps prevent AI outputs from being accepted unquestioningly.

Another critical shift is building a culture of **responsible experimentation**. AI can accelerate output, but speed without scrutiny is a risk multiplier. The real question is: are we treating AI-generated responses as answers or as hypotheses to be challenged? The most effective organizations will use AI as a **starting point for exploration**, not a substitute for judgment where every insight is tested, validated, and owned by human accountability before it shapes real-world decisions.

In the race to scale AI, organizations cannot afford to lose the **people element**. The real differentiator isn't just how widely AI is used, but how responsibly it is used. **What gets rewarded gets repeated** so if thoughtful, transparent AI usage is built into performance reviews, leadership messaging, and capability building, it will shape everyday behavior. The choice is simple: do we reward speed alone, or do we reward sound judgment? When responsible AI practices become a marker of professional credibility, employees are far more likely to use AI as an enabler of better decisions and not a shortcut around them.

CHROS NEED TO FOSTER A WORK CULTURE WHERE HUMANS CAN WORK WITH DATA-DRIVEN SYSTEMS AND ALSO HAVE THE CONFIDENCE TO QUESTION OR CHALLENGE THEM.

Making AI Use Visible, Governed, and Accountable: Real-World Examples

As AI becomes integral to client-facing work, HR must bring its usage out of the shadows and into everyday practice. This starts with **visibility and guardrails**: encouraging teams to disclose AI use and setting clear boundaries on where human validation is essential. HR should also drive **capability building**, equipping employees to use AI responsibly and effectively. By embedding these practices into **performance and leadership expectations**, and partnering with business and IT, HR can shape a culture where AI use is both innovative and accountable.

[Microsoft](#) is one of the leading companies that has channeled its employees toward approved AI environments, supported by clear usage policies embedded into onboarding and workplace guidelines. HR ensures that access is not only controlled but also aligned with data security expectations.

As early as August 2024, [IBM Japan](#) introduced mandatory disclosure norms requiring employees to indicate when AI has contributed to reports, analyses, or code. This simple shift makes AI use visible, enabling review and accountability.

[Accenture](#), too, has scaled its AI literacy programs to ensure employees understand both the potential and limitations of these tools before applying them in real-world contexts.

[Salesforce](#) has also begun monitoring patterns of AI interaction, enabling HR and leadership to identify risk-prone behaviors and intervene proactively.

These approaches signal a broad shift: from trying to contain AI usage to making it structured, transparent, and accountable. And this is a transition in which HR plays a defining role.



Sustaining Trust in the AI-Enabled Organization

As AI is habitually applied to client projects, companies have entered a critical phase of digital transformation in which capabilities that define success must also be supported by a high degree of credibility. That's because humans are now relying on "skills" that come from a mechanical source, but it is they who are accountable for how those abilities are leveraged.

In an environment where access to tech is accelerating knowledge buildups and shaping decisions, trust is a strategic asset. Hierarchies across all business units and stakeholders must ensure that AI tools generating insights are examined critically before their recommendations are accepted.

For CHROs, this moment presents an opportunity to shape how organizations adapt to the next era of work. By guiding their people toward responsible AI behavior, HR leaders will help ensure that technological progress continues to strengthen the integrity of organizational decisions.



About the Author

Valentino is a seasoned HR leader with 17+ years of experience, progressing from foundational HR roles to leading talent acquisition and workforce strategy. He has built strong cross-industry expertise and evolved from execution to driving large-scale hiring and people transformation initiatives. Today, he partners with business leaders to align people strategy with growth, delivering impact across talent, performance, and people partnering.

