

Leading the AI Conversation at Work

The HR Leader's Playbook



Harin Sellahewa

Professor of Computing & Dean of Faculty of
Computing, Law and Psychology at University o...



Disclaimer ...



The Human Edge in the Age of AI

There will be two kinds of leaders in 2030.

Those who learned to lead in the age of AI.

And those who wish they had.

AI is advancing rapidly

In less than four years since the launch of ChatGTP:

Hallucinations → Decreasing

Capabilities → Increasing

From a Chatbot → To enterprise integration

From content generation → To agency

But

Most, if not all, organisations can access AI. Mostly for FREE!

The advantage comes from people, skills and leadership.

This is where HR can make a difference.

HR is no longer supporting the transformation. HR must lead the transformation.

The real question for HR

How do we redesign work for the age of AI?

Because successful AI adoption is not a technology project.

It is a workforce, capability and organisational strategy challenge.

Three questions every HR leader must answer

1. How do we define work?
2. How do we select talent?
3. How do we develop people?

How do we define work?

Designing jobs around human capability:

- Workforce planning

- Job descriptions

- Job design

- Recruitment advertising

Every role now has three types of work

Human work

AI work

Human + AI work



What should remain human?

Judgement

Accountability

Relationships

Ethics

Trust



How do we select talent?

AI can:

Draft adverts

Screen CVs

Match candidates

Interview candidates



A difficult question

If candidates use AI to write applications...

And employers use AI to screen them...

What exactly are we assessing?

The danger is not that AI selects the wrong people. The danger is that it never sees the exceptional people who don't fit the pattern.



AI can support decisions in selecting

AI can recommend.

Humans must decide.

Transparency matters.

Accountability cannot be delegated.

Hiring efficiently vs hiring responsibly



How do we develop people?

The biggest barrier to AI adoption:

Skills, not technology

Continuous learning

Be inclusive:

Early career vs mid- to late-career

Those who normally carry a heavy load



The skills that become more valuable

Develop AI skills together with:

Critical thinking, Creativity, Adaptability, Resilience, Communication,
Negotiation, Leadership, Influence, ...

Be weary of cognitive offloading



The trust challenge

Organisations focus on whether AI works. Employees focus on whether AI can be trusted.

Employees are asking:

- Is AI fair? How is this decision reached? Who is accountable?
- Will my role change? Will I still be needed?
- Will I be supported?

The HR Play Book

Three actions for HR leaders:

Define: Redesign work for humans, AI and humans + AI

Develop: Build AI literacy and human capability programme

...

...

Govern: Create trust, transparency and accountability

What HR Leaders Should Do Now

Start with work, not technology

- ✓ Identify tasks, not jobs
- ✓ Build AI literacy across the workforce
- ✓ Invest in human skills, not just technical skills
- ✓ Establish clear governance and accountability
- ✓ Measure adoption, trust and impact

The Leadership Challenge

The organisations that succeed with AI will not necessarily have better technology.

They will have better leadership

There Will Be Two Kinds of Leaders in 2030

Those who learned to lead in the age of AI.

And those who wish they had.

And there will be two kinds of organisations in 2030.

Those led by the first group.

And those that wish they were.

National HR Conference 2026

The **Human Edge** in the Age of AI

A race against time?

My experience over the past two days

Thank you.



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