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The Eng(ai)ment Imperative:

A Community Conversation

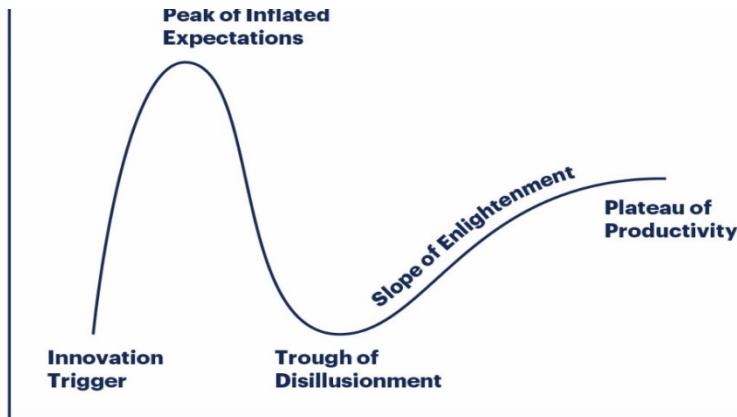
Rali[™]



Thank you to everyone who provided input and attended our 2nd Community Conversation on February 19th. Your participation makes all the difference in creating value for our group. For context, our community comprises professionals in Human Resources, Learning and Development, Talent Management, Employee Experience, and Consulting.

The Backdrop

If you review the prediction reports that come out this time of year, it's hard not to notice that AI is everywhere. According to the Gartner "Hype Cycle," AI is navigating its way through the "**Trough of Disillusionment**" with gradual progression toward the "**Slope of Enlightenment**" as organizations refine their strategies to realize AI's full potential. One thing is for sure: **AI, in some form, is here to stay.**



Gartner Hype Cycle

According to Gallup, employee engagement in the U.S. fell to its lowest level in a decade in 2024, with only 31% of employees engaged. Employee attitudes toward AI in the workplace vary widely and are influenced by industry, job role, level of AI integration, and personal experience with technology. Research by the Pew Research Center found that half of workers (52%) worry about how AI may be used in the workplace in the future. Just over a third (36%) say they feel hopeful, 33% feel overwhelmed, and 29% feel excited. These findings mean that introducing AI into a workplace where engagement is fragile must be done with purpose and a plan. This was the focus of our most recent community conversation.

The topics we explored during the conversation were:

- Attitudes about the emergence of AI in the workplace.
- Current areas of AI utilization in the employee lifecycle and business operations.
- Benefits of AI in the employee experience that could bolster engagement.
- Concerns about AI that could undermine engagement.
- Principles and practices to drive high engagement in the era of AI.
- The role of Love 'Em or Lose 'Em in an AI-advancing workplace.

Before the session, we asked everyone to provide their thoughts on the following three questions:

- What are the benefits of AI in the employee experience that could bolster engagement?
- What concerns do you have about AI that could create negative experiences and undermine engagement?
- What is your organization currently doing to manage employee engagement as AI utilization grows?

Community Discussion

Our discussion was primarily question-driven, using polls that drove exploration of the topic.

Question: What is your organization's **overall attitude** towards utilizing AI?
(Very Positive, Positive, Somewhat Positive, Neutral, Somewhat Negative, Negative, Very Negative)

The results were interesting. 47% selected positive, 34% selected neutral, 11% chose very positive, and 11% chose somewhat positive. No one selected negative or very negative. The conversation regarding these results indicated that organizations see the value of AI use cases that speed analysis and support more efficient content development. Going a little deeper, the group highlighted the following **benefits** of AI to employee engagement in their organizations.

- Efficiency and Productivity Improvements
- Automation of Repetitive Tasks
- Real-Time Data Analysis
- Enhanced Employee Support
- Content Personalization and Customization

Applications of AI that support employee learning and efficiency, especially related to knowledge workers, are clearly seen as positively impacting employee engagement.

What You Can Do: Support a Positive AI Attitude

Since 47% of participants indicated a positive outlook on AI while 34% remained neutral, there's an opportunity to actively shape attitudes.

- **Foster Open Conversations:** Hold regular check-ins or team discussions where employees can voice their thoughts and concerns about AI. Use stay interviews to understand how employees feel about AI's role in their work.
- **Emphasize AI as an Enabler, Not a Replacer:** Show employees how AI can enhance their roles rather than threaten them. Share success stories where AI has led to more meaningful work.
- **Encourage Leaders to Be Transparent:** The more employees understand how AI is being used, the less likely they are to resist it. Provide clear communication on AI policies, especially regarding data privacy and security.

Question: Where are you using AI in the **Employee Lifecycle?**

(Hiring, OnBoarding, Development, Performance Management, Job Performance, Employee Engagement, Exit Analysis, Other)

The results were as follows: 38% chose Development, and 19% selected Onboarding. Hiring, Performance Management, and Employee Engagement received 6%, with “Other” receiving 25%. It’s interesting to note that the Learning and Development function is leading many organizations by using AI in their employee development processes. Uses include content development efficiency, personalization, and new delivery modalities like coach-bots.

What You Can Do: AI in Employee Development & Onboarding

With 38% using AI in development and 19% in onboarding, learning and growth are leading AI applications.

- **Personalize Learning Paths:** Use AI-driven tools to create custom learning plans that align with each employee’s career aspirations. Encourage managers to have development-focused conversations.
- **Blend AI with Human Coaching:** AI can suggest courses, but managers should provide career coaching. Encourage employees to reflect on AI-driven recommendations and discuss them with a mentor or leader.
- **Enhance Onboarding with AI-Powered Support:** Use chatbots or virtual assistants to answer new hires’ questions, but don’t replace the human connection. Assign a buddy or mentor alongside AI resources.

Question: How **prepared** are you to manage employee engagement in the age of AI?

(Very Prepared, Prepared, Somewhat Prepared, Neutral, Somewhat Unprepared, Unprepared)

54% of our group said they were somewhat prepared, 23% said neutral, 8% selected somewhat unprepared, and 15% selected unprepared. With so much change related to AI tools and capabilities, it’s not surprising that no one felt that they were fully prepared to understand and manage the impact of AI on employee engagement.

What You Can Do: Prepare for AI-Driven Engagement Challenges

With 54% feeling only somewhat prepared and 15% feeling unprepared, organizations need stronger engagement strategies.

- **Train Leaders to Lead Through AI Change:** Provide workshops that help managers navigate AI-related transitions, emphasizing the human connection. Use Love ‘Em or Lose ‘Em’s strategies to build trust and retain talent.
- **Make Career Growth a Priority:** Employees worry about AI replacing jobs. Address these fears by creating pathways for upskilling and career mobility. Use Love ‘Em or Lose ‘Em’s development strategies to help employees plan for AI-driven changes.
- **Monitor AI’s Impact on Engagement:** Set up pulse surveys to track AI’s influence on morale. If engagement dips, intervene quickly by adjusting AI implementation strategies.

As part of the question of preparedness, the group cited the following concerns related to AI in their organization.

- Privacy and Security Risks
- Reduced Human Connection
- Misinformation and Inaccuracies
- Job Security and Loss
- Bias in AI Systems
- Lack of AI Understanding
- Lack of Human Oversight
- Over-reliance on AI

At the top of the list are privacy and security risks. Having policies and transparency regarding employee data is a significant component in the ethical use of AI. To be “smart,” AI needs lots and lots of data, and companies are working through the best ways to achieve “secure intelligence.” On the connection front, there is a genuine concern that people will speak with their chatbot assistant more than their colleagues as AI develops. This is especially true for remote and hybrid workers. Couple this with surveys that show how important connection is and how disconnected people feel, and we have a recipe for low engagement.

What You Can Do: Address AI Concerns

Participants raised **privacy, bias, and reduced human connection** as top AI-related risks.

- **Prioritize AI Ethics & Fairness:** Ensure your AI tools have built-in bias checks and are reviewed regularly. Be transparent about how AI-driven decisions are made, especially in hiring and performance management.
- **Preserve Human Interaction:** Use AI to free up time for deeper team interactions, not replace them. Encourage managers to schedule face-to-face (or virtual) check-ins to maintain engagement.
- **Set Guardrails for AI Usage:** Define when AI should be used and when human judgment is required. Make it clear that AI is a tool, not a decision-maker.

Question: How much **change** does AI represent in your organization?
(Transformational, Broad, Moderate, Limited, Almost None, None)

6% of our group selected transformational change, 47% indicated moderate change, and both broad and limited change received 24% of the votes. AI is creating change across organizations and industries that requires our attention.

Overall, the group is in the early stages of the adoption curve for AI change. This means that most actions are designed to educate people and experiment with AI tools to understand their potential. The list on the next page represents approaches the group uses to manage the AI change.

- AI Training and Education
- Use a Test and Refine Approach
- Use Chatbots and Coaching Tools
- Assist with Remote Work Engagement
- Integrate AI into Workflows
- AI in Marketing and Outreach
- Use in Workforce Development Solutions
- Create AI Employee Awareness and Transparency

As always, when managing change, it's essential to use a process where change is done "with" people versus "to" people. One way to engage people effectively is to understand their personality preferences and introduce AI using multiple preferences. For some, knowing the "why" behind AI in the organization will be their first question or concern. For others, it will be about what it means for people's jobs and relationships. Some will focus on the implementation process, and others on the details of the tools. In every case, the goal is to increase employee engagement through the change so that people grow versus becoming disconnected and disengaged.

Love 'Em or Lose 'Em

While AI is new, the drivers of employee engagement are not. In addition, the relationship between an employee and their manager is still the top factor in engagement and retention. Looking at tried-and-true approaches to help employees transition to a new world more effectively is often wise. This is where the body of work captured in Love 'Em or Lose 'Em has power.

AI is rapidly transforming job roles, leaving employees concerned about their future and HR leaders scrambling to reskill their workforce. Love 'Em or Lose 'Em provides a human-centered approach to retention and career development that directly addresses these challenges by:

1. Encouraging Open Conversations About AI's Impact

- The Love 'Em or Lose 'Em framework empowers managers to have candid discussions about AI's influence on job roles.
- Using stay interviews, managers can ask employees about their concerns, interests, and career aspirations in the face of automation.

2. Guiding Managers to Support Upskilling and Reskilling

- The program teaches managers to connect employees with learning opportunities, internal mobility, and stretch assignments.
- Encourages personalized career pathing, ensuring employees see a future within the company despite AI-driven changes.

3. Fostering a Growth Mindset and Adaptability

- It helps managers reinforce a culture where continuous learning is valued and expected.
- Encourages employees to take ownership of their development by identifying skills they need for evolving roles.

4. Strengthening Human Skills That AI Can't Replace

- While AI can automate tasks, human skills like emotional intelligence, critical thinking, and collaboration remain essential.
- Love 'Em or Lose 'Em helps managers nurture these irreplaceable skills in their teams.

Talent Focused Leaders

Love 'Em or Lose 'Em defines four Practice Areas and 26 specific practices leaders can utilize with each employee to drive engagement and retention.

We asked the group which Practice Area they felt was most important for maintaining or improving engagement as AI enters the scene.

50% of the group said that focusing on Growth practices was most important to them. Cultural practices came in second at 29%. Relationship practices received 14% of the most important vote, followed by Success practices at 7%.

While this result may seem surprising, it makes sense to focus on employee development in general and on the development associated with the use of AI. Sending a message that you want to grow your people overall and help them gain value from AI shows a commitment to a people-centered approach to the AI change challenge.

In fact, to thrive alongside AI, employees need to develop skills that AI cannot easily replicate, such as emotional intelligence, empathy, creativity, ethical judgment, and strategic thinking. Balancing these skills with a willingness to learn new technologies is key to staying relevant in an AI-driven workplace.

talent focused leaders ...

1. Support learning and **GROWTH**
2. Build collaborative and trusting **RELATIONSHIPS**
3. Create a positive work **CULTURE**
4. Execute and own the **SUCCESS** drivers

"MANAGERS and LEADERS
 play a critical role"
— Gallup, State of The American Workplace

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Bev Kaye and Rali Partnership

In her work with hundreds of organizations, Bev found that managers were looking for practical knowledge and tools they could use every day. Organizations were looking for a way to scale the Love ‘Em or Lose ‘Em content in a way that went beyond a workshop to drive behavior change creating a more sticky and sustainable solution. Through our partnership, team Bev Kaye and team Rali have co-developed a journey on the Rali Platform that brings the Love ‘Em or Lose ‘Em content to life in an interactive, engaging, and impactful cohort-based experience.

Rali is a Change Experience Platform

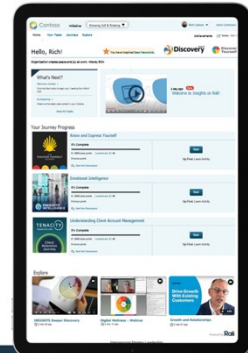
(CxP’) that drives measurable, scalable, and lasting behavior change that shapes your culture and positively impacts your employee experience. Rali ensures successful outcomes by uniting technology, behavioral science, and change management best practices into a single unified experience. Driving true behavior adoption requires a team-based approach that powers short cycles of learning, practice, and sharing over time. To activate this process, content from leading experts in business-critical areas has been built into Rali’s Learn | Do | Inspire journey framework. Each journey incorporates interactive discussions, coaching, accountability mechanisms, tracking, and AI-driven analytics that drive measurable engagement and impact.



The Rali Platform drives **measurable, scalable, and lasting behavior change** that shapes your culture and positively impacts your employee experience.

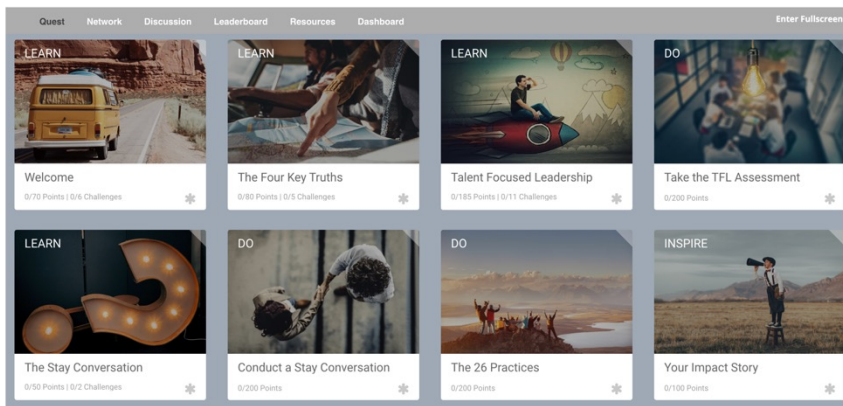
Rali delivers a **consistent change process at scale** that accelerates your key initiatives and is **accessible anytime anywhere.**

Rali Change Experience Platform



Interactive Communication Center
 Journey Center (Learn | Do | Inspire)
 Interactive Media Center

Rali | Change Capability Development



The Love ‘Em or Lose ‘Em journey on Rali features short **Learn Activities** which include videos from Bev, questions, and group discussions that build knowledge and shape mindsets. **Do Activities** convert concepts to on-the-job practice and are supported by “Learning Partners” that provide feedback and accountability. All 26 of Bev’s A to Z practices are included in the journey. Inspire Activities amplify the group experience and achievement by enabling story sharing, appreciation, and encouragement between cohort members.

For more information about Love ‘Em or Lose ‘Em on Rali visit: <https://hubs.ly/Q038sQp30>

A Closing Poem

Bev loves ending her keynotes with her poems using the Dr. Suess format. This time, she asked AI to write using the context of Lov 'Em as a backdrop. With a little refinement, here is the poem:

"It's AI in the Art of Keeping Hearts."

A bot may crunch, a bot may scan,
But hearts respond and understand.

Engagement grows when leaders see,
That tech's a tool—but trust is key.

AI can guide, suggest, and track,
But passion will keep them coming back.

So, blend the tech with care and grace,
Make work a love, not just a place.



Larry Mohl

Founder & Chief Experience Officer, Rali

Larry Mohl is an experienced innovator and change management executive. Larry is an expert at driving change that disrupts and re-shapes deeply-rooted company cultures. In Chief Learning Officer positions at Motorola Cellular and later American Express and Children's Healthcare of Atlanta, Larry saw an opportunity to create a new solution to the problems of driving successful change. Since 2016 Rali has been empowering companies to drive measurable, scalable, and lasting behavior change.



Dr. Beverly Kaye

CEO, Bev Kaye and Company

Dr. Beverly Kaye is a best-selling author, dynamic speaker and internationally recognized authority on career development, employee engagement and retention. Since her entrepreneurial debut as CEO of Career Systems International (CSI) forty years ago, Bev has used her incisive and inventive thinking to help organizations reduce the costs of talent loss and foster cultures of support. She has refreshed the thinking and behaviors of countless business leaders – as a guide on the side and sage on the stage.