

“AI and data science rest on principles of optimization. Our employee models and laws rest on principles of fairness. These two systems don’t always get along, so it is important to think carefully about where the conflicts are before applying new data science algorithms.”

Peter Cappelli

Professor of Management at the Wharton School



What is it, that we are trying to do with AI in the labour market? Mainly “making better predictions,” says Peter Cappelli. In his intervention he addressed which effects AI and data science have on HR management, and how to make sure AI does not contribute to top-down management approaches.

Key takeaways

☞ AI may disempower supervisors and teams, as their management principles might not be reflected in AI tools. In the long term, we do need to think about what happens if we are imposing rules from the top down. For instance, if AI is controlling scheduling our time at work and we are not integrating principles of fairness nor possibilities to let teams take decisions, we are at risk of losing the ability to identify the smart way to do things.

☞ The big issues are really not technology. It's important to recognize that the biggest effects of technology, such as AI, are the management choices about how it is used.

☞ To benefit from AI in HR management, we need to wisely select the places where we use it.

Peter Cappelli

Professor of Management at the Wharton School

