

CII Case Study for Application

Session: Change Management

Below is a short case study which builds on the concepts and examples presented in today's session. It builds on our dialogue about change management, resistance, and shared responsibility. As you read the case, think about what could be done differently as well as what you might implement in your own organization.

Scenario: Integrating AI into Talent Operations

At EFG industries, a rapidly growing tech enabled services company, HR leaders recently introduced a suite of AI assisted tools to streamline recruitment, employee coaching, and exit interviews. The goal was to reduce administrative tasks, improve consistency, and free HR Business Partners to focus on strategic workforce planning. The suite of offerings included an AI resume screening tool, a coaching assistant that would generate personalized development plans, and an automated exit interview questionnaire and analyzer that would flag trends and turnover.

Within the first month of implementation reactions across the organization were mixed. Recruiters appreciated the faster screening process but worried that AI might overlook some unconventional candidates who had historically excelled at EFG. Several managers were enthusiastic about the coaching assistant, yet they still felt a bit uneasy about relying on algorithm-generated feedback, especially when employees asked how recommendations were produced. Individual contributors express concerned that the AI generated development plans felt too generic and didn't fully reflect their aspirations. HR noticed that exit interview summaries highlighted themes that managers had not acknowledged in prior discussions and that this might lead to specific departments feeling exposed without the chance to provide more context.

A turning point came when an applicant posted, on Glassdoor, that EFG's AI screening tool rejected them within minutes, raising questions about fairness and bias. Additionally, employees began asking whether their coaching data was being stored securely and how it might influence future performance evaluations. HR leaders insisted that the tools were meant to augment and not replace human judgment, but this messaging was not reinforced consistently across departments. It was clear that trust was wavering. So now the organization was faced with a couple of critical questions: how to integrate AI in a way that strengthens versus erodes confidence and trust in HR processes, and how to help employees at all levels adapt to the change.

As a team talk through the questions below and be ready to share a couple of insights with the group at large in 10 minutes.

1. What forms of resistance to change are most visible in this scenario?
2. How could you embed more communication, training, and stakeholder involvement prior to rolling out this change?
3. How might EFG Industries create early “wins” that build confidence in the new AI assisted processes?
4. What three things can members of your cluster commit to when you leave today’s session to continue the conversation around change management and identify opportunities to enhance it within your organization?