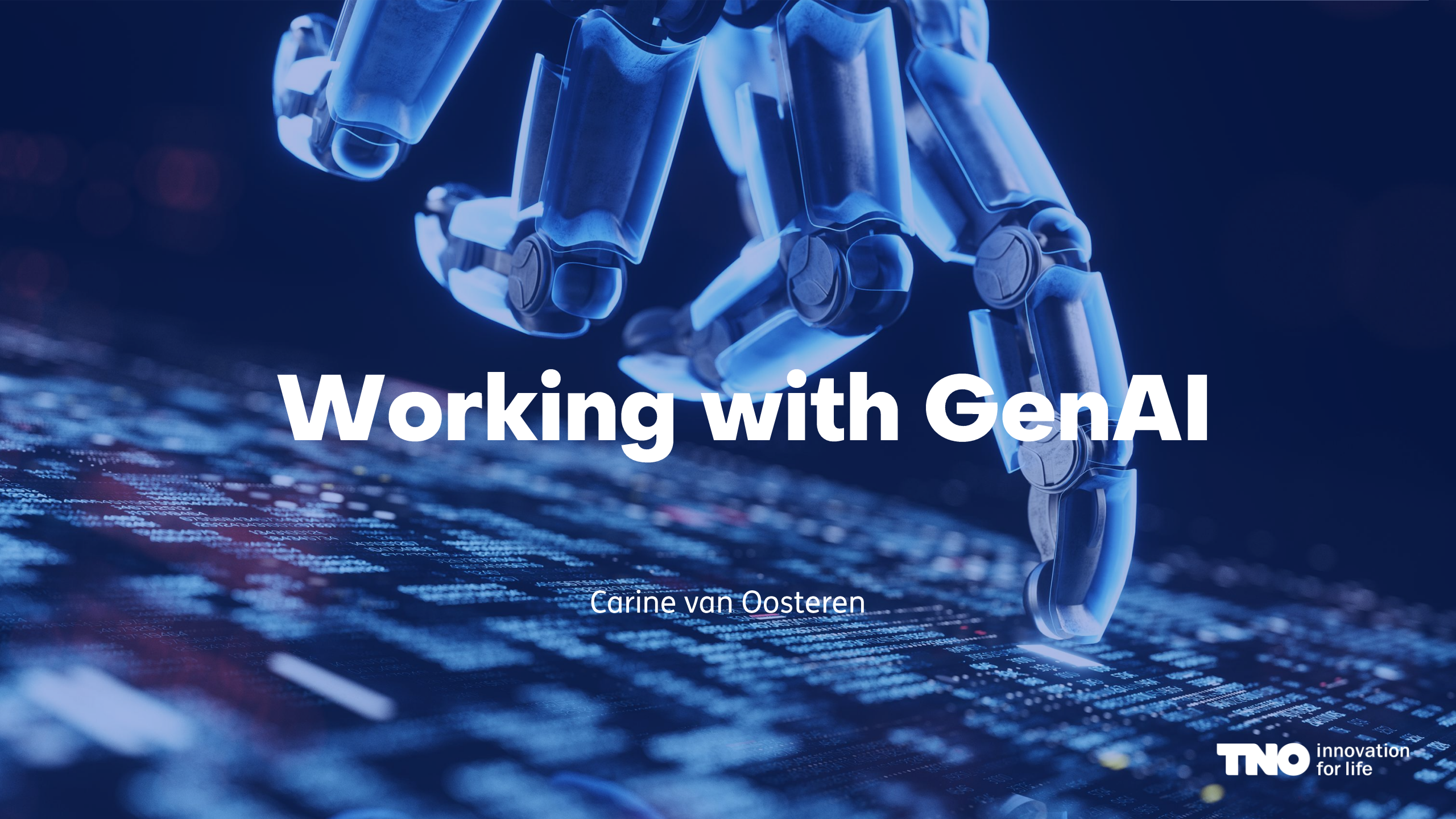




Working with GenAI

Carine van Oosteren

An explorative research

Goal: Raise awareness of the impact of GenAI on work on organisations and employees

Method: Qualitative Technology Impact Method: Literature review and 3 case studies (interviews)

Productivity, Employment, Skills and Quality of work:

- Difficult
- Variation
- Autonomy
- Social support
- Mental burden



Results from literature review (spring 2024)

Expectations on productivity

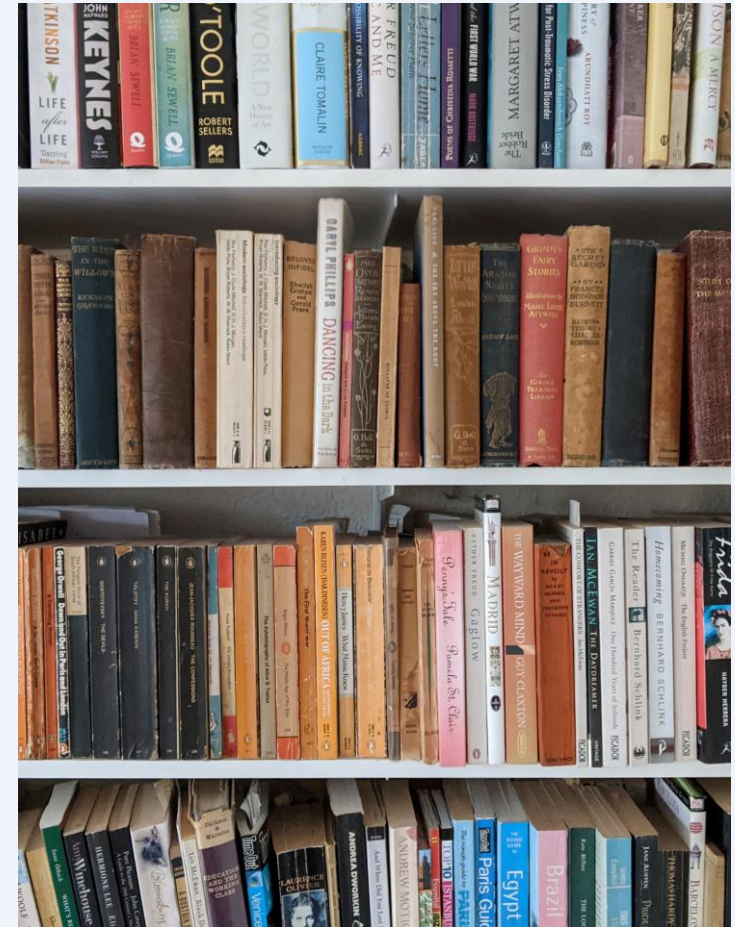
- **Macro level:** tenths of a percentage point per year
- **Specific tasks:** significant productivity gains (e.g., 25-50% faster)

Expectations on labour market

- Exposure to a large proportion of the workforce (66%-80%)

Expectations on quality of work

- More difficult/intensification
- Autonomy
- Social contact



Three case studies

a.s.r.
de nederlandse
verzekerings
maatschappij
voor alle
verzekeringen

Deloitte.
Legal

C°F

Case 1: ASR



Position:

Customer service: helping clients with requests and declarations



GenAI Tools:

Speech-to-text (customer contact), Eureka (analysis of customer contact), AI Knowledge Bank (suggested information)



Impact on productivity and work:

- Productivity rise: less and shorter phone calls
- More time for complex questions, with suggestions
- Room for new tasks: backoffice work



ASR

Quality of work:

- **More variety in tasks:** added backoffice tasks, less front office tasks.
- **More difficult:** customer service more intense: no more easy questions.
- **More autonomy:** more autonomy because of better support and variety of tasks.
- **Less social contact:** Knowledge Bank limits contact with colleagues.
- **Mixed effect on mental burden:** complexity of work, more autonomy



Case 2: Deloitte



Position:

Legal consultant: legal advice



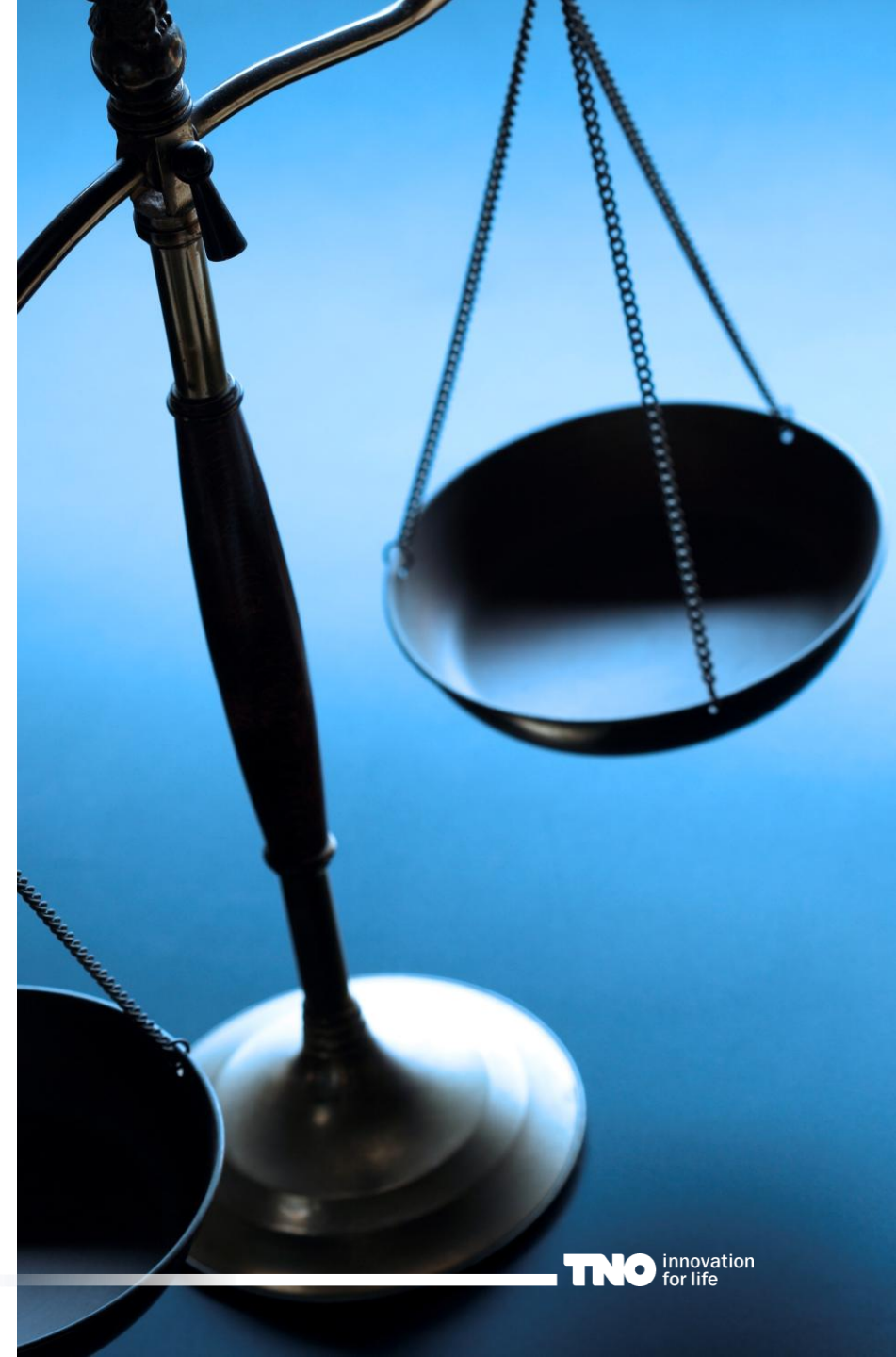
Gen AI Tools:

- 'Legal Rover' (analyse and compare huge amounts of legal information)
- 'NavigAlte' (search for specific clauses in contracts)



Impact on productivity and work:

- Faster (40-50%) and higher quality analyses
- More focus on control
- New services



Deloitte

Quality of work:

- **More variety:** possibilities for tasks that were too time consuming before.
- **More difficult work:** more demanding tasks as routine tasks are automated.
- **More autonomy:** GenAI-tools create possibilities to work more independently.
- **Social contact:** less contact between Juniors and Seniors.
- **Mental burden:** less moments of mental rest.



Case 3: C°F



Positions:

Designer and developer: creative concepts and products



Gen AI Tools:

- Use existing tools like ChatGPT, Perplexity, Co-Pilot, Midjourney and Stable Diffusion
- Develop their own tools, based on standard tools



Impact on productivity and work:

- Increased speed
- More variety in work
- Possibility of more challenging work



C°F

Quality of work:

- **More variety in work:** new possibilities
- **More difficult work:** new tasks, more challenges
- **Mental burden:** concerns on energy use and dominant position of big tech companies.



Conclusion

The impact of GenAI depends on the way it is used

- **Opportunities**
 - Productivity gains & new products/services
 - Labour market shortages
- **Risks**
 - Mental burden
 - Social support
- **Mixed results**
 - Autonomy (support or control)
 - Complexity (intensification)



Lessons for other organisations



The use of genAI can be an interesting business case (productivity gains) not only in administrative, legal and creative work



Strategic implementation is key:
Involve employees: consequences for quantity and quality of work



Need for reskilling and upskilling, requires continuous effort



Aan het werk met generatieve AI