seramount
Talent Solutions for Better Workplaces

AI and Inclusion
How to Protect People and Performance



Eva Knee

Associate Director, Partner Development

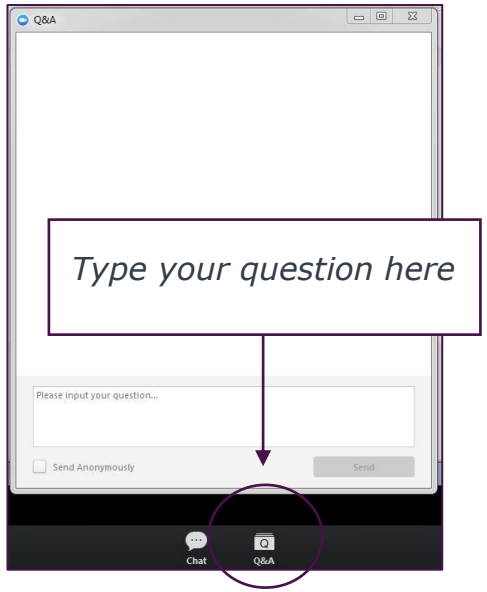
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Housekeeping

Networking

Use the **chat** to connect with other participants and share ideas.

Asking a Question



Brief Exit Poll

We'd appreciate your **feedback** on today's presentation.

Extra, Extra! Read All About AI.

While organizations are making major headway with AI, AI is also making major headlines.

"Women Who Use AI Seen As Incompetent; Men Who Use AI Seen As Pragmatic"

Forbes, 2026.

"We're Only Starting to Grasp the Pitfalls of Using A.I. at Work"

NYT, 2026.

"AI agents are hacking systems without any input from humans. How did we get here?"

PBS News, 2026.

"Team Dynamics Weaken When Employees Turn to AI Instead of Colleagues"

HBR, 2026.

"AI tools lead to 'clear racial disparities' in job hiring"

Financial Times, 2026.

Pulse Check

What's the AI issue keeping you up at night?

1. Not enough employees are using AI, and I can't show adoption to my leadership.
2. Some people are using it, and some aren't—I'm worried that this will create a skills gap.
3. Employees are using AI incorrectly, opening my company up to risks.
4. My AI recommendations are being ignored by senior leaders—I'm concerned that their decisions will negatively affect our workforce.

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Meet Your Presenter



Diana Forster

Senior Director of Research

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The Data Tells a Story: AI Governance Is Lagging

We ran the numbers—those headlines aren’t clickbait.

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New AI Insights from the Latest Seramount Survey

Nationally representative survey of 1,800 U.S. employees

- Mix of tenure, job level, industry, etc.
- Includes only white-collar workers at companies with 500 or more employees
- Weighted to ensure representation of the U.S. population
- Utilizes an industry-leading national survey sampling panel

AmeriSpeak

AI Topics Covered

- Perceptions of governance
- Individual usage and behavior
- Appropriateness
- Impact on work behavior
- Trust and concerns

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Employees See Clear Gaps in Their Organization's Approach to AI

38%

Think that there are **clear policies and procedures** for AI use

35%

Believe that all employees **have equal access** to AI tools

37%

Believe that the organization provides **support to help integrate AI into their work**

31%

State that they have **received training** on how to use AI

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And So Do Inclusion Leaders

60%

Say that they have **clear policies and procedures** for using AI

37%

Think that all employees at their organization have **equal access to AI tools**

13%

Say that they have a clear strategy for strengthening the **human conditions that enable AI adoption**, such as trust, psychological safety, and learning

16%

Say that they've prepared employees very effectively to use AI at work

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Poor Governance Leads to Limited Capabilities



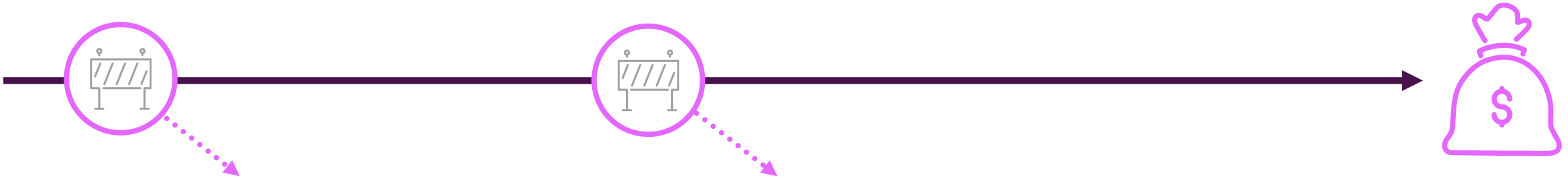
Organization's AI Governance Is Weak



- **Policies and procedures** for AI use are unclear
- Employees don't receive **role-specific training** in AI use
- Some employees are unable to **access AI tools**
- **Support to integrate AI** into workflows is lacking

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Employees Are Confused

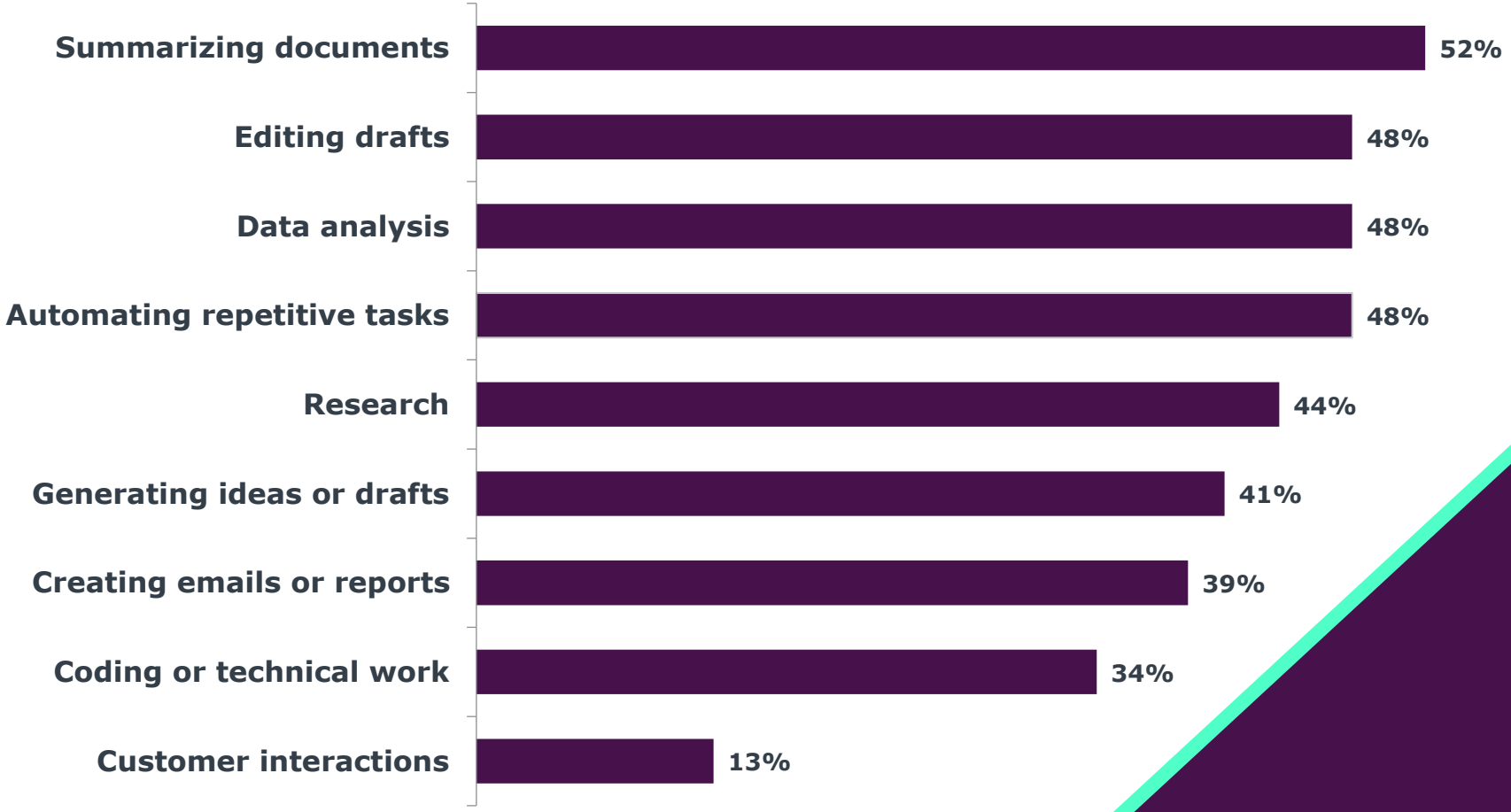


- They don't feel **prepared**.
- They don't know if they're **meeting expectations** for AI use
- They don't know **when AI use is appropriate**—and when it's not
- They **lack confidence** when using AI tools

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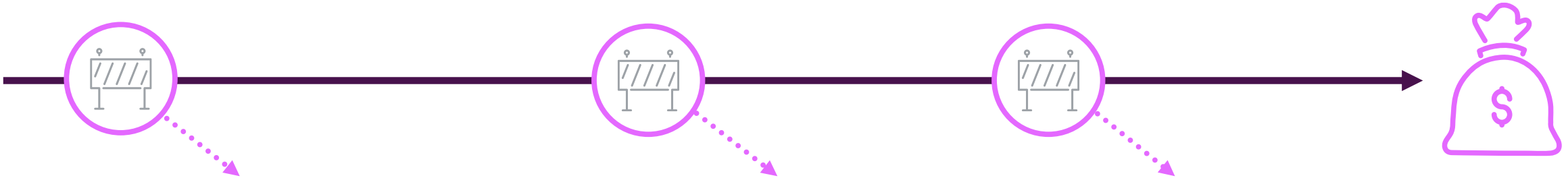
Employees Don’t Know When to Use AI

For which of the following tasks do you believe AI use is appropriate?



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Full Promise of AI Isn't Achieved

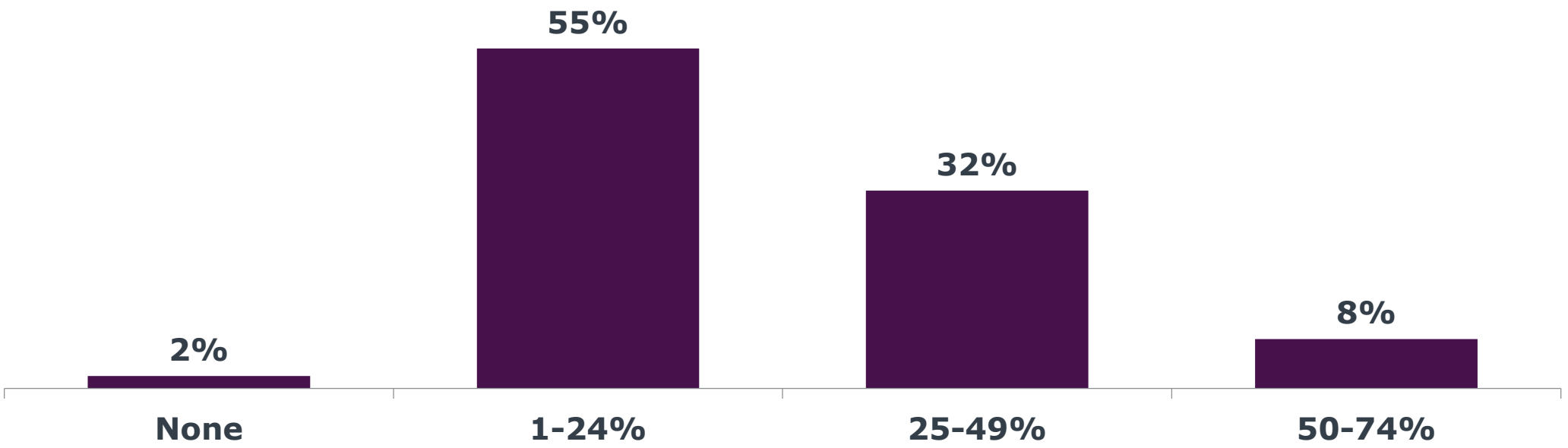


- They're mostly using AI for **rudimentary tasks**
- They've augmented **only a small portion of their work** with AI
- They aren't answering the call for **upskilling**
- They **don't trust the tools** they're using

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Most Have Improved Only a Small Portion of Their Work with AI

Approximately what percentage of your work are you able to improve or augment using AI?



Most leaders are still focused on adoption, but it's time to focus on augmentation.

Poor Governance Leads to Limited Capabilities

Organization's AI Governance Is Weak



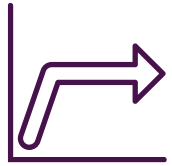
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Interested in Speaking to Our Experts?

Let us know what you'd like to talk to one of our experts about.

I'd like to schedule a call about…

1. Getting access to our recent AI research—**AI Adoption Is Surging. Workforce Readiness Is Not.**

2. .
Learning more about other resources, solutions, and events available to Seramount partners.

3. **Something else?** Choose this option and we will follow up.

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Todd Baker

Associate Director, Advisory

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Claim Inclusion's Seat at the Governance Table

Why inclusion teams are a natural AI governance partner and how to prepare for high-stakes AI conversations

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Inclusion's Governance Authority: Own, Influence, and Inform

Not all AI governance decisions belong to the inclusion team, so knowing the difference is key to navigating high-stakes conversations.

OWN

Inclusion teams hold primary responsibility for the decision or standard. Their perspective is definitive, not advisory.

Examples

- Equity criteria for AI vendor selection
- DEI-specific AI impact metrics and reporting
- ERG engagement protocols in AI governance
- Inclusive AI training curriculum design

INFLUENCE

Inclusion teams share decisioning. Their equity perspective shapes, but does not determine, the outcome.

Examples

- AI governance committee policy development
- Bias audit scope and methodology
- Change management approach for AI rollout
- AI communication strategy and framing

INFORM

Inclusion teams' role is to raise equity considerations—clearly and on record, but the decision is made elsewhere.

Examples

- Technical AI architecture decisions
- AI vendor contract negotiations
- Enterprise AI investment strategy
- AI system security protocols

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Where Inclusion Teams Hold the Lever

Decisioning

AI outputs shape hiring, promotion, termination, and benefits. Inclusion teams define the equity criteria these systems must meet—and flag when they do not.

Harm Reduction

Algorithmic harm is not hypothetical. Inclusion teams establish human review checkpoints, escalation pathways, and feedback loops that catch it early.



Trust Architecture

AI is creating a trust crisis and a technology crisis. Rebuilding trust with a skeptical workforce requires the skills inclusion teams have honed for decades.

Bias Identification

Inclusion teams know where bias lives in organizational systems. That expertise is exactly what AI auditing frameworks require—before and after deployment.

> The question is not whether AI will be redesigned during this trough. The question is whether **your team has a seat at the table when it is.**
>
> *–Nichelle Wash, Seramount Advisor*

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The Strategy Framework for AI Governance

Understand what AI should and should not own, so you can minimize risks.

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A Framework for Human-Enabled AI

What should be automated, augmented, or remain human only?



Automation

- AI executes or recommends with limited human input

Resume screening; summarizing engagement survey data; DEI council meeting notes

Watch for: Automating final hiring decisions



Augmentation

- AI supports human judgment, analysis, or drafting

Drafting performance feedback; pay equity analysis; summarizing employee feedback from ERGs or surveys

Watch for: Treating AI output as final



Human Only

- Decision remains fully human

Promotion and compensation decisions; handling employee relations issues

Watch for: Removing human accountability

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Classifying Deployment: Which Bucket Is This?

Five diagnostic questions the inclusion team should ask when advising on AI tools:

		AUTOMATION	AUGMENTATION	HUMAN-ONLY
1	Is there a human who reviews the output before a decision takes effect?	No human review step.	Yes—a human sees the output and chooses to accept or override.	*N/A—no AI involved.*
2	Can the AI output trigger a consequence without a human action?	Yes. The output itself causes something to happen.	No—a human must take a separate action to implement it.	*N/A*
3	Does the human who receives the AI output have the knowledge and institutional permission to override it?	*N/A—no human step.*	If NO → treat this as closer to automation. Override rights must be established.	The human makes the decision, but do they know how to do it equitably?
4	Are the AI's outputs visible and explainable to the people they affect?	If NO → this is a transparency and appeals risk. Require explainability as a condition.	If NO → employees can't contest what they can't see. Require disclosure standards.	Human decisions may also be vague. Are criteria documented and shared?
5	Is demographic outcome data being tracked post-deployment?	If NO → this is a governance failure. No automation without equity auditing.	If NO → you cannot detect deference bias or disparate outcomes. Require it.	If NO → you cannot detect disparate impact in human decisions either—require it.

If answers are mixed across buckets, that's a signal that the deployment is poorly defined. Ambiguous governance is itself an equity risk, and naming it is the inclusion team's first job.

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Case Study: When AI Lacks Human Oversight

What Happened

A software engineer was **wrongly fired by an automated HR termination process**. He was not paid for three weeks while his employer tried to determine what happened. Although later reinstated, he ultimately resigned.

Why it Happened

His former manager had just been laid off during the acquisition of the company and had not updated his employment status in the new HR system. When his contract expired, it **automatically initiated termination** without notifying him.

What it Means

This serves as a cautionary tale about relying on automated AI systems. Organizations should ensure their systems include **fail-safe mechanisms and governance** over what can and cannot be automated without human verification.

Key Takeaway

Always keep the human in the loop.

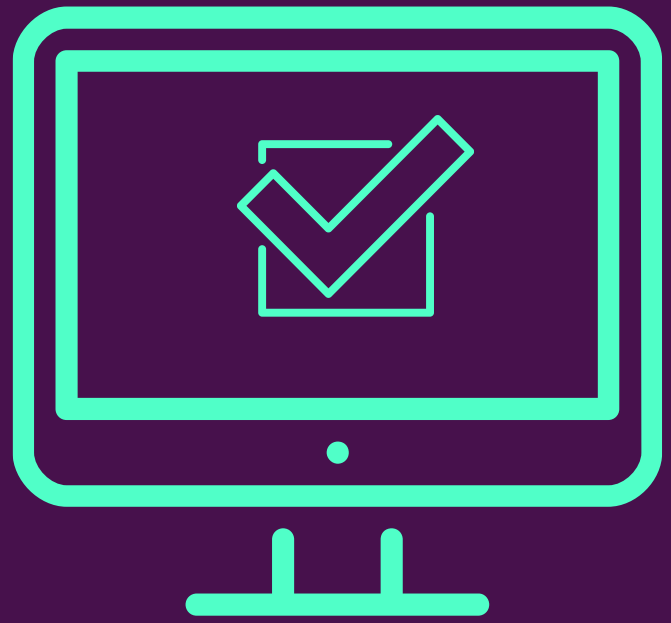
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Source: Ibrahim Diallo, "The Machine Fired Me"

AI is Transforming Work, So Inclusion Teams Need to Transform AI

Your AI and culture checklist

- ❑ Build AI literacy at every level of the inclusion team—not just the CDO.
- ❑ Track and present data that shows how employees experience AI.
- ❑ Classify every AI deployment: automation, augmentation, or human-only, and advise accordingly.
- ❑ Claim your governance seat: own, influence, or inform. Document what each means for your organization.
- ❑ Center the people most affected by AI in every decision your team touches.



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How Else Can We Help?

Take Our Poll

I'm interested in…

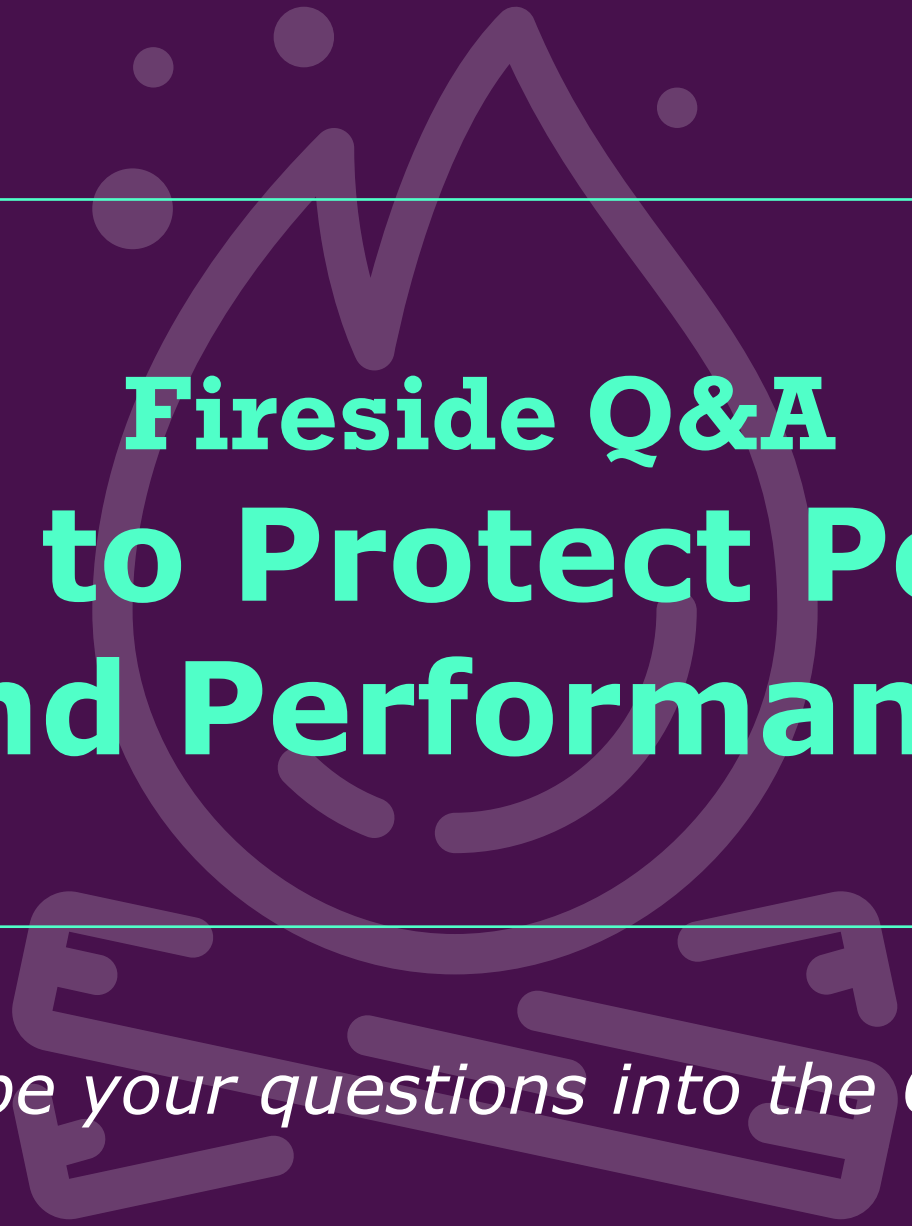
1. **Getting a copy of today's slides.**

2. **Speaking to a Seramount expert about other resources, solutions, and events** available to our partners.

3. **Receiving our new AI guide—**How to Ensure All Employees Can Benefit from AI.

4. **Registering for our upcoming virtual roundtable**—Is Your Recruiting Process Still Fair?

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Fireside Q&A

How to Protect People and Performance

Please type your questions into the Q&A box.

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