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Article

A Humanized Development of Artificial Intelligence in Organizations. Recommendations From the *Think Tank* on Work and Organizational Psychology

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ABSTRACT

The integration of artificial intelligence (AI) into organizations and human resource management is a transformative force poised to revolutionize the world of work and the role of organizational psychologists. This scenario presents new opportunities and potential benefits as well as challenges, including potential rights violations, new forms of social exclusion, adverse effects on vulnerable groups, and unequal access to AI technologies. This paper presents a set of reflections and recommendations developed by the Think Tank on Work and Organizational Psychology (see annex). Drawing on evidence-based knowledge, various debates and working groups with academics and professionals were conducted throughout 2023. The recommendations presented involve institutional agents, organizational managers, and workers. Furthermore, they aim to facilitate a human-centered AI that stimulates and supports professional learning and development, prevents psychosocial risks, and enhances organizational capabilities.

Desarrollo Humanizado de la Inteligencia Artificial en las Organizaciones. Recomendaciones del *Think Tank* de Psicología del Trabajo y las Organizaciones

Palabras clave
Inteligencia artificial
Psicología de las organizaciones
Implantación inteligencia artificial

RESUMEN

La incorporación de la Inteligencia Artificial (IA) en las organizaciones y en la gestión de recursos humanos es una fuerza transformadora que revolucionará el mundo del trabajo y el papel de los psicólogos organizacionales. Este escenario presenta nuevas oportunidades y posibles beneficios junto con importantes desafíos, incluyendo posibles violaciones de derechos, nuevas formas de exclusión social, efectos adversos en grupos vulnerables y acceso desigual a las tecnologías de IA. En este trabajo se presenta el conjunto de reflexiones y recomendaciones formulados por el Think Tank de Psicología del Trabajo y las Organizaciones (ver anexo). Para ello, apoyados en la obtención de conocimiento basado en la evidencia, a lo largo del año 2023 se han realizado diversos debates y grupos de trabajo con académicos y profesionales. Las recomendaciones presentadas involucran a los agentes institucionales, los gestores organizacionales y los trabajadores. Además, pretenden facilitar una IA centrada en la persona, estimuladora y facilitadora del aprendizaje y el desarrollo profesional, que previene riesgos psicosociales, y potencia las capacidades de las organizaciones.

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Introduction

In the field of organizations and human resources, all too often we are confronted with fads that often provide little value and end up disappearing. This is not the case with artificial intelligence (AI). AI is here to stay, and it will undoubtedly revolutionize the world of work and, in the process, the work and the role of the organizational psychologist.

The importance of AI in the workplace has been demonstrated by the various reports that have been prepared by the main observers of technological developments both internationally (Gartner, 2023, 2024; Poitevin & Rizaoglu, 2023; Turner, 2023) and here in Spain (COTEC, 2024). Along with this, aware of the great impact that AI is having (and will continue to have) in both the labor and social spheres, institutions have also developed the initial regulation that will enable them to set the rules of the game in its deployment (UE, 2023).

Undoubtedly, this context is opening up new opportunities and new professional challenges, while it is also bringing to the table new problems to deal with. Among others, and without being exhaustive, these include the possible violation of people's rights, the development of new forms of social exclusion, the adverse impact on especially vulnerable groups, and the difficulty for small organizations to access these technologies. This latter issue could lead to a two-speed adoption of these technologies, where companies with wide access to resources overuse this technology while small companies—the majority in Spain—do not have access to it and, therefore, their competitive advantage decreases.

This is a particularly attractive scenario for work and organizational psychologists, who see how, based on their knowledge of organizational behavior, they can make valuable contributions to the *humanized* development of AI in organizations. There are many areas in which to contribute value and, with this objective in mind, the Work and Organizational Psychology Think Tank (see Appendix for more information on this Think Tank) worked throughout the year 2023 in various discussion sessions and group work to produce the set of analyses, reflections, recommendations, and use cases that we propose in this document.

In the development of these reflections and recommendations, an evidence-based approach has been followed. This approach requires a rigorous analysis of the contributions that must underpin the intervention of professionals. As Briner and Rousseau (2011) have pointed out, this approach must take into consideration various sources of evidence, including scientific evidence, the experience of competent professionals, different stakeholders' inputs, and evidence coming from the recipients of the intervention in their own context.

In line with this approach, after a review of different areas of literature conducted by the participants in the Think Tank, first, an open debate[1] was held in May 2023 among professionals and academics on the vision of AI within the psychology of work and organizations, and a summary of the debate was published in the journal *Capital Humano* (Pérez & Parrondo, 2023). This was followed by a one-day conference called "Open Innovation Day", in which, after a presentation by an expert (Jiménez-Castellanos, 2024) on the deployment of AI, the participants reflected on and discussed in groups the issues identified as most relevant in the previous work, these groups being facilitated by some of the authors of this article. The contributions were collected by the facilitators, subsequently elaborated and discussed, and organized in this paper.

1 The discussion can be viewed at https://www.youtube.com/watch?v=xuAEae_AOus&t=330s

Main Issues Analyzed

AI as a Radically new Technological Phenomenon

Although thoughts about AI and the development of the first theoretical models date back to the mid-twentieth century, in recent years the disruptive arrival of this technology has arisen like a veritable tsunami. It has undeniably caused major bewilderment; we are all surprised in the short term, although it is difficult to determine its revolutionary value in the long term. Moreover, there has been an awakening of mixed emotions in the face of the coming change. Among these emotions is the fear provoked by a dystopian vision in which the discourse "AI will take away the added value we offer as humans in the development of work" prevails. But there is also the enthusiasm that seems to lead to a certain utopian thinking in which the narrative is "AI will take us away from working on routine and repetitive tasks and we will be able to devote time to tasks with greater strategic value". Undoubtedly, these are two distant extremes whose degree of reality we will have to discover gradually.

From a technological point of view, AI should be understood as the umbrella that covers different technologies (e.g., machine learning models, natural language processing, or robotics) that, in combination, generate specific solutions. On the other hand, from a human point of view, AI has a fundamental characteristic that differentiates it from many other technological innovations of the past: its generative value. Generative AI (such as Chat-GPT) has changed the pace of our interaction with it: from data to narrative, from the value of the answer to the value of the question, and from the value of what is learnt to the value of learning. In any case, it becomes clear that AI learning is the result of the interaction between human questions and answers, and the learning, modelling, and production capacity of AI.

AI Implies Change and Change Triggers Reactions and the Need for Adaptation

Organizations and the people who work in them must understand that AI means a profound change in the way they work. It is true that the world of work is constantly changing due to both technological innovations (e.g., the web, process automation, online work) and methodological innovations (e.g., coaching or agile methodologies). However, AI incorporates a significant change in terms of the magnitude of this change: it is transversal to all professions; it is vertical in all organizational functions; and it is diversified across all fields and subjects. In short, we are talking about a qualitative change of great magnitude.

This idea of profound change gives rise to various reactions to the use of AI, which can have a powerful influence both on the well-being of the people affected by its use and on the ability of organizations to adopt these technologies and thus strengthen their competitiveness. Undoubtedly, one of the main reactions to the use of AI is the fear of the consequences of its implementation (e.g., "I

will lose my job that will be replaced by an AI", "the meaning of work is lost") in what we could call technological pessimism. In any case, this fear is related to three characteristics of AI: its scope (big changes), its isomorphism (it touches skills hitherto considered exclusively human), and its generality (it affects everyone and everything). Despite this, and probably for the same reasons, it is also true that AI has generated, in other cases, a kind of technological optimism in which the idea that "everything can be solved with AI" predominates.

Be that as it may, the implementation of AI requires interventions by organizations aimed at managing these emotional reactions that ultimately affect both individual and collective well-being and organizational competitiveness.

Beyond the emotional implication of the change brought about by AI, it is clear that this change also requires effort to adapt to it. Both at the individual level and at the level of work teams and in the general context of the organization, interventions must be developed to enable individuals and groups to acquire the knowledge and skills needed to make appropriate use of the AI solutions available for the different jobs. And not only that, as we have seen when referring to the emotions aroused by AI, in addition to knowledge about the "technique" it is necessary to develop strategies so that those involved in the use of AI solutions are aware of the normative and socio-ethical context.

In short, there is a need for intervention to facilitate the adaptation of individuals, groups, and the organization as a whole, through the acquisition of the necessary knowledge, skills, and attitudes, and also by changing the organizational culture.

The Ethical Dimension of AI

Both the magnitude of the change brought about by AI and the radical difference with other technological innovations produced previously have led to a return to the ethical analysis of its implications and, consequently, to a review of the applicable regulations for its development in a socially responsible context. Ultimately, the aim is to provide us with tools for effective governance in the development and implementation of AI. In a globalized world, however, there is no global vision of these aspects and there seem to be three approaches to the problem, of which the European position seems to be the most protective of citizens' interests. In any case, within the psychology of work and organizations, regardless of the level of protection developed by the normative regulation, there is a commitment to a technological development that contemplates the human perspective within the design of AI solutions. It is, therefore, a matter of involving the human factor in the design of AI that allows us, at the outset, to take into account the needs, strengths, and weaknesses of individuals in the design of the solutions provided by AI.

From this point of view, AI can be seen from two perspectives: as a set of solutions that enable us to automate a set of tasks (and therefore replace the human element in their development) and/or as a set of solutions that increase human capabilities to develop a set of tasks. Undoubtedly, the design of AI solutions that are implicitly developed from one perspective or the other has important implications for the well-being of workers and their personal and professional development. Developing AI solutions integrating this human perspective from the outset necessarily implies a reflection on what model of solution we are going to implement and what consequences it will have for the people affected by it.

The Contribution of Work and Organizational Psychology

In the above context, we see the great value that the organizational psychologist's contribution to the healthy development of AI solutions may have. As we have seen, work and organizational psychology brings value in at least three key elements to this deployment of AI.

1. The design and implementation of organizational projects aimed at preparing the organization, through its people, to facilitate the adoption of AI.
2. The design of AI solutions that will have to be used by employees should take into account "by design" what is scientifically known about organizational behavior and human-machine interaction.
3. The development of "use cases" both specific to the implementation of AI in the usual processes and practices of human resources management, and solutions in other areas not exclusively related to people management, but for which human behavior is essential.

Facilitating Change in Individuals, Teams, and Organizations for the Adoption of AI

Organizations are going to implement AI to improve their competitive capabilities. The effectiveness of this implementation will be largely determined by the use that employees make of it. Therefore, achieving a context in which employees are facilitators of this technological change will bring value both to the organization (help in the deployment of its strategy) and to the well-being of employees (they will be in a good position to interact with this technology).

As we have identified above, organizations must develop intervention programs to reduce resistance and improve the people's levels of qualification and motivation so that the adoption of the AI solutions developed by the organizations is efficient. In this regard, it is worth remembering that the development of transformation and change programs is an important hallmark of the know-how of the organizational psychologist, and therefore an area in which to add value.

An intervention program of these characteristics should be aimed at intervening on individual knowledge and skills, both technical and transversal; individual (and group) attitudes related fundamentally to fears and negative reactions that may be provoked by the adoption of these technologies (for example, the fear of not knowing how to use them or the fear of losing one's job); and on the political and organizational structure.

To bring about change in these three elements, organizations rely on human resource management, internal communication, and technological development processes to act on: (a) socio-technical change (change in technologies); (b) individual and team change; and (c) organizational change (mainly affecting culture). It should be noted that these different elements are interconnected and have a clear reciprocal interactionism.

Undoubtedly, an intervention of this nature requires a vision that involves the different stakeholders around AI in the organization.

These include, without being exhaustive, HR, IT, innovation, legal, and communication departments, which all have an essential role, as do managers, supervisors, and employees, as well as customers and suppliers.

AI Solution Design

A naive argument about the neutrality of technological innovations is often put forward: Under the idea that it is their use that gives them the status of "healthy" or "toxic", it is thought that all technological development is devoid of consequences (positive or negative) and that it is the use that is made of the technology that causes these consequences. However, it is quite clear that the design of technological solutions makes it more or less likely that the consequences of their use will be one or the other. In short, the design of the AI solutions will largely determine the ways in which they are used and will, therefore, influence the consequences they have on individuals, work teams, and the organization as a whole.

From our point of view, psychological knowledge of organizational behavior in human-machine interaction processes and decision-making processes, among other things, is essential for the development of AI. From the outset, its design should be consistent with individual and group needs, behaviors, and well-being. We could speak of an anthropocentric design of AI, in which the human being is at the center as the main user of this technology. Psychological knowledge in this sense is fundamental, to anticipate, from the early stages of development of the AI solutions, the possible harmful consequences they could have for people's well-being, and also to make decisions about which design options are the best fit for the satisfaction of the needs of both the organizational functioning and the individuals involved.

Thus, we can see some basic principles that can be applied in the design of AI solutions. On the one hand, as we mentioned before, the incorporation of knowledge about the "human" that will be influenced by the AI solution (from the people responsible for using it to those impacted by the decisions made based on the AI) into the decision-making process of the AI design. All this implies designing AI implementation proposals considering the thoughts, behaviors, and attitudes of the "stakeholders" around AI. And, therefore, it also means designing the intervention programs that accompany the deployment of the AI solution, to facilitate change in people's knowledge, skills, and attitudes so that they can interact appropriately with the AI solution. In this sense, investment in the development of simulations using virtual twins to anticipate possible design problems or the implementation of coaching, counseling, and mentoring programs to facilitate people's understanding of the opportunities and challenges that the implementation of a given AI solution will entail can offer valuable contributions to the adjustment of designs.

On the other hand, it is also important to adopt development methodologies for AI solutions in which there are conceptual phases that integrate the anthropocentric vision expressed above. Thus, the design of the AI solution itself must incorporate development phases in which the basic questions that human beings will ask themselves when faced with the introduction of a change can be answered conscientiously and rigorously: *Why?* What drives the organization to introduce this technological change? *What for?* What will be the implications of this change, what do we intend to change? *What?* What exactly is the change that the AI solution will bring about? *How?* How will the change be produced? *Who?* Who are the different people that will be involved in the change? Who will be affected? Who will lead the change? *When?* How will the change be deployed over time? *How much?* What will be the level of intensity of the change brought about by the introduction of the AI solution? Additionally, it is relevant to point out the importance of using strategies that have shown to be effective to effectively accompany the deployment of technological innovations, such as the use of storytelling to persuade of the importance of the proposed change, behavioral change techniques such as training and development of small behavioral habits or "atomic habits" (Clear, 2018), or the use of flexible development methodologies (such as "agile" methodologies) to develop prototypes, minimum viable products, and, ultimately, pre-solutions that allow us to adequately test the consequences of the implementation of a particular AI solution.

Use Cases

Different experts in the field point out that one of the fundamental problems for the effective adoption of AI is the identification of "use cases" to which to apply this technology in order to better meet the objectives of individuals, teams, and organizations. As with other innovations, there are many ideas but not many use models that allow us to make a clear judgment about how it works. This leads us to a situation in which the human resources professional (and any professional in general) may feel devoid of secure anchors for the future. In this sense, the conversion of ideas about the goodness and possibilities of AI into specific solutions that can be tested is an extraordinary step forward. In this context, the work and organizational psychologist has a clear scope for case ideation in the field of human resource management. Although, as mentioned above, this professional's action is extensive to ideation in other organizational fields. Without wishing to be exhaustive, here are some of the use cases that experts consider to be of value.

***Talent Attraction Process*.** AI can be applied to optimize the processes of attracting personnel in its three fundamental phases: recruitment, selection, and reception of people. In addition to the general process, there are specific parts in which it can contribute with specific pieces, such as, for example, those shown in Table 1.

Training and Development Process. As an example, we propose the use of AI in the effective deployment of processes related to employee training and professional development. (1) Application of AI to training and development processes through the development of training pills (or broader training content) using Generative AI. (2) Use of AI models to identify training needs according to the professional profile and the position held (or possible future positions), developing individualized and traceable training processes. (3) Involvement of AI in the planning of the professional career development of individuals. (4) Use of AI for the delivery of "just in time" content (at the time and place where the employee may need that training content in the development of a given task).

Performance Management Process. AI can also be used to improve performance management processes. For example, it can

Table 1
Examples of use Cases for Talent Attraction Processes

Recruitment
• Use of AI to develop employer branding by identifying and developing attractive content for different target profiles. • Use of AI to develop automatic strategies for recognition of potential candidates based on fit to job profile, but also fit to organizational purpose and values.
Selection
• Use of AI in candidate assessment (e.g., using AI to score answers in Asynchronous Video Interviews -AVIs, or other information gathering procedures); use of Generative AI to elicit questions for candidates, scenarios, etc.; AI support for competency assessment. • Use of AI to generate predictive models of future performance using candidate information (not just from the usual information gathering systems) and scoring and forecasting the candidate's future success in the job and in the organization (e.g., applicable to predicting the success of profiles such as entrepreneurs). • Use of Generative AI in writing candidate reports based on assessment data.
On-boarding
• Use of the metaverse, intelligent gamifications, etc., in the socialization process after incorporation. • Use of AI to develop customized on-boarding programs.

be used to facilitate continuous appraisal processes based on data that may be in the organization's systems used by the employee. It can also be used at the time of performing a task (or giving feedback) to build accurate advice to focus on the specific needs of each individual (e.g., similar to the applications that provide feedback on the degree to which we achieve our steps, training, or nutrition goals). It can also be used to explore the side effects that often occur in performance evaluation. And, use cases linked to disengagement processes can also be identified, to improve employability opportunities through digital access to relevant technical and socially constructed knowledge for specific jobs.

Diversity, Equity, and Inclusion (DEI) Management. AI is a very useful tool for senior professionals, as shown, among others, in the SAVIA Generation project of the Endesa Foundation in collaboration with the Máshumano Foundation (SAVIA, 2024). Firstly, it helps to find new job opportunities for a large group (professionals over 50, who make up a third of the unemployed in our country), so that they can adapt or rejoin the labor market or undertake their own projects. AI can also enhance the job skills of these professionals, both by providing useful information that allows them to document and anticipate tasks and make decisions, and by facilitating these processes, offering a significant competitive advantage. In turn, the use of AI by this group can be made more effective by the knowledge, professional experience, strategic vision, and critical thinking that these senior professionals can bring to all the processes of data identification, collection, analysis, and validation. All this requires, however, a training of this group in the necessary tools that will allow them not only to open up to new scenarios, but also to exercise (or continue to exercise) leadership through the application of these new tools.

Psychosocial Risk Management. AI can be used in the exploration of psychosocial risks, both at the level of the individual (psychosocial risks that may be affecting or may begin to affect a specific individual due to the activities in which he/she is involved, the positions, interactions, training, etc.) and at the group and organizational level (for example, by mapping psychosocial risks, profiles vulnerable to them, etc.). For example, it can be used in the recognition of internal psychological states related to risk behavior in tasks such as driving vehicles in public services, trains, or airplanes. Additionally, AI can be used for psychological counseling, providing conversational agents for close and immediate attention to the person. It can also be useful in early identification of cases at risk for mental health problems. In any case, there is extraordinary potential in its ability to connect large volumes of often unstructured data.

Transversal Fields of Human Resources and Other Labor Domains. Here we propose the use of AI in two broad, cross-cutting fields, namely the development of individualized products and solutions for employees and the development of "predictive" systems. Among the former, we could consider models that allow the design of a career path adjusted to a set of criteria established by the employee, an individualized compensation composition, a personalized adjustment of training according to learning styles, etc. Among the latter, the idea is to generate predictive models that make it possible to make decisions based on forecasts relating to the main employee-related organizational events (turnover, absenteeism, performance, detection of high potential, etc.). In any case, the contribution of work and organizational psychology may well also be involved in the development of use cases in other organizational areas where the output of AI solutions will usually be processed by humans to make decisions. The idea is that the performance of work and organizational psychology should not be limited to actions in the area of human resources due to the transversality of human behavior in the use of AI. As an example, it is worth mentioning in the areas of governance, use cases related to relevant information for decision-making, process modeling, or the implementation of management bodies. On the other hand, in the organizational area, use cases associated with the digital design of jobs, or the interaction between team and individual work mediated by AI are relevant. In the marketing and commercial areas, use cases related to the design of products and/or services or customer management, and in the technological areas, those related to technological adoption, or future technological performance.

In addition to our reflection on the use cases, the interested reader can refer to the most recent reports that the company Gartner offers on AI in general terms, as well as the special case of Generative AI (Gartner, 2023), and to recent publications such as *Human Resource Management Journal* (e.g. Budhwar et al., 2023) or *Organizational Dynamics* (e.g. Aguinis et al., 2024).

Towards a Humanized AI: Recommendations

Based on the above reflections, we present below a set of recommendations whose ultimate aim is to help organizations, individuals, and institutional agents to develop and implement AI adoption strategies considering the relevant aspects that, based on our psychological knowledge, we can contribute. Table 2 presents the set of recommendations developed. These are organized around four basic pillars: (1) a person-centered AI; (2) an AI that stimulates and facilitates learning and development; (3) an AI that empowers the organization; and (4) an AI that prevents risks. These

recommendations are presented taking into consideration the main agents that can develop them: organizations, institutions, and workers.

Discussion

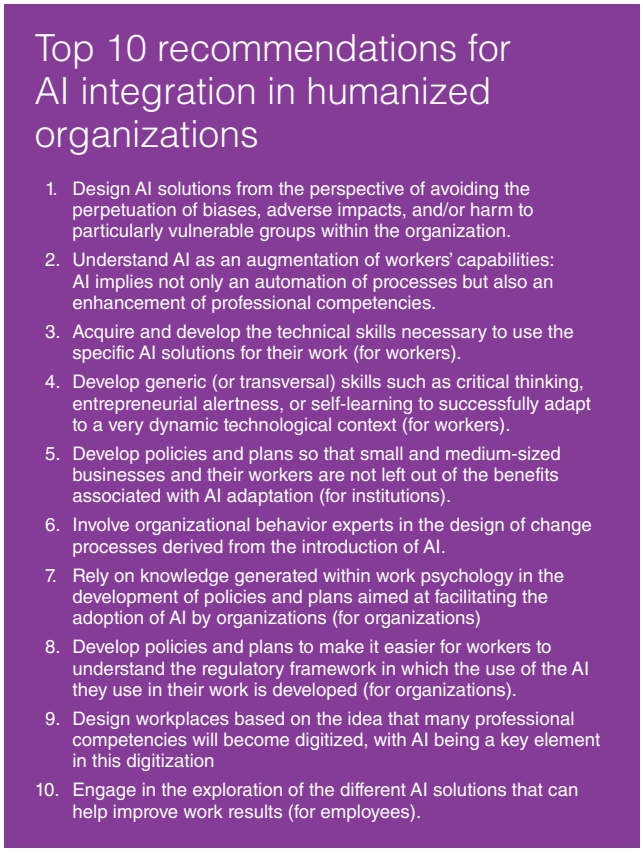
In this paper, we have highlighted the value of the vision adopted from the psychology of work and organizations to develop a humanized artificial intelligence. The adoption of these technologies by organizations represents an extraordinary opportunity for the organizational psychologist to put their knowledge to good use. Conversely, their non-involvement in the processes of design, development, and adoption of AI can lead to harmful consequences for both organizations and workers. In this paper we have described the different reflections on AI that the perspective based on the psychology of work and organizations leads us to, as well as the set of recommendations that can help institutions, organizations, and workers navigate this whole process of adaptation. These recommendations involve institutional agents, organizational managers, and workers, and aim to manage the emotional reactions to AI implementation, help individuals and teams to adapt to change, and ensure that ethical considerations are integrated into AI design and deployment. The role of organizational psychologists is crucial in the design and execution of organizational projects to prepare for the adoption of AI, designing AI solutions with human behavior in mind, and developing use cases for the effective implementation of AI in various organizational processes. In any case, the ultimate goal of this paper is to help organizations, individuals, and institutional agents adopt AI strategies that consider psychological aspects relevant to a humanized integration of AI in organizations. This article highlights the importance of integrating artificial intelligence into the workforce in a way that enhances workers' capabilities, promotes lifelong learning, and ensures an ethical and equitable use of AI technologies.

Psychologists face significant challenges as we attempt to integrate and communicate the principles of work and organizational psychology in highly technological environments. The rapid evolution of artificial intelligence and its adoption in the workplace can create a gap between technological advances and human understanding. The difficulty lies in translating psychological insights into practical interventions that resonate in a context with extraordinary technological development. This requires not only deep reflection but also the ability to communicate how our psychological knowledge can be of value for the sustainable deployment of AI. This is probably our main challenge: to communicate the added value that our knowledge (acquired over decades through strong lines of research) has for a better deployment of AI. This document is, in that sense, a way to bring this knowledge closer to society. In order to facilitate its dissemination in a visual context that is friendly to big headlines, Figure 1 shows the 10 recommendations that the group of professionals and academics with whom we have worked have identified as the most relevant of the total set of recommendations made (presented in Table 2).

Table 2
Recommendations for Humanized AI Deployment

	Organizations	Institutions	Workers
Person-Centered AI	• Designing jobs based on the idea that many professional skills will become digitized, with AI being a key element in this digitization. • Involve organizational behavior experts in the design of the change processes derived from the introduction of AI. • Promote a socio-technical approach in the design and implementation processes of AI in organizations.	• Introduce into the governance and regulatory models for AI development the perspective of the psychological impact that AI can have on workers.	• Acquire and develop the technical skills necessary to use AI solutions specific to their work.
Stimulatory AI and Facilitator of Learning and Development	• Understand AI as an increase in workers' capabilities: AI involves not only process automation but also an increase or enhancement of professional skills. • Redefine the concept of work teams with the understanding that human/machine collaboration is undergoing a fundamental change that affects relationships at work and the members of teams in which robots will be new co-workers.	• Develop policies and plans that through training and collaboration (a) facilitate equitable access to AI resources; (b) foster the creation of innovation, experimentation, and training networks around AI; and (c) promote comprehensive reflection on the ethical and social issues related to AI deployment.	• Develop generic (or transversal) competencies such as critical thinking, entrepreneurial alertness, or self-learning, in order to successfully adapt to a very technologically dynamic context.
AI that Empowers the Organization	• Analyze the “why?” and “what for?” of the "use cases" in which AI is intended to be used. • Develop procedures for monitoring and follow-up of the results generated by artificial intelligence - which we often take for granted uncritically as they come from the analysis of large volumes of data.	• Rely on the knowledge generated within work psychology in the development of policies and plans aimed at facilitating the adoption of AI by organizations. • Develop policies and plans so that small and medium-sized businesses and their workers are not left out of the benefits associated with the adoption of AI.	• Engage in the exploration of different AI solutions that can help them improve their results at work.
AI that Prevents Risks	• Manage the emotional response of workers (especially in relation to fear of change) to the introduction of AI solutions. • Design AI solutions from the perspective of avoiding the perpetuation of bias, adverse impacts and/or harm to particularly vulnerable groups within the organization.	• Develop policies and plans to make it easier for workers to understand the regulatory framework within which the use of the AI is developed.	• To understand the regulatory context in which the use of AI solutions in their workplace is framed.

Figure 1
Top Ten Recommendations for AI Integration in Humanized Organizations



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Conflict of Interest

The authors declare that they have no conflicts of interest.

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Appendix. About the Think Tank on Work and Organizational Psychology

The Work and Organizational Psychology Think Tank is constituted of a group of academic experts and independent professionals to promote a professional practice with scientific grounds and proven experience in psychological intervention in organizations.

It was established with the vocation of guiding and influencing work and organizations, based on experience and scientific knowledge with a practical vision, which makes it possible to understand and contribute to improving the relationship between people and work. Our purpose is to offer society a vision of work psychology that allows its consideration in future political legislation and social uses. We hope that organizations will consider this discipline of the social sciences as a framework for reflection and inspiration in their management of people.

Our hallmarks are: (1) We are a civil and professional group (non-commercial, non-political, non-journalistic, non-corporate) that, based on the knowledge and experiences of psychology, puts forward ideas and proposals to organizations and society to improve health and

psychological well-being; (2) We are a group that acts independently of any institution, association, or company. We are united by the desire to improve society and the relationship between people and organizations through scientific knowledge of psychology; (3) We are a group committed to psychology as a discipline that is useful to society and organizations, and we put forward proposals with the aim of influencing the social development of organizations through psychology. The members of the ThinkTank are: David Aguado, Isabel Aranda, Javier Cantera, Oscar Cortijo, Francisco Gil, Lourdes Munduate, Mari Paz García-Vera, José María Peiró, and Javier Remón.

The activities developed by the Think Tank can be followed through different media:

https://www.youtube.com/channel/UCaTV7t7DiUk7okxQiSgwOzg

https://www.linkedin.com/in/thinktankpsicologiadeltrabajo/

https://www.copmadrid.org/web/el-colegio/secciones/seccion-trabajo-organizaciones-rrhh/documentos