

AI and Gamification in Educational Talent Management



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INTRODUCTION

In the last decade, the AI boom has influenced several industries and their business processes, and human resources management is a key area in the adaptation of the tools offered by AI under a BANI environment scheme (*Brittle, Anxious, Non-linear, Incomprehensible*). According to the Society for Human Resource Management (SHRM), the 2024 Talent Trends Artificial Intelligence in HR Report points out that 24% of the professionals surveyed expressed concern for the replacement of their roles in the companies. Nevertheless, the human resources professionals working on companies that use AI state that this technology has transformed and boosted their jobs, making them 16 times more efficient instead of replacing them.

USES OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCES



Source: SHRM, 2024, p. 8.



ETHICAL CONSIDERATIONS AND RISKS

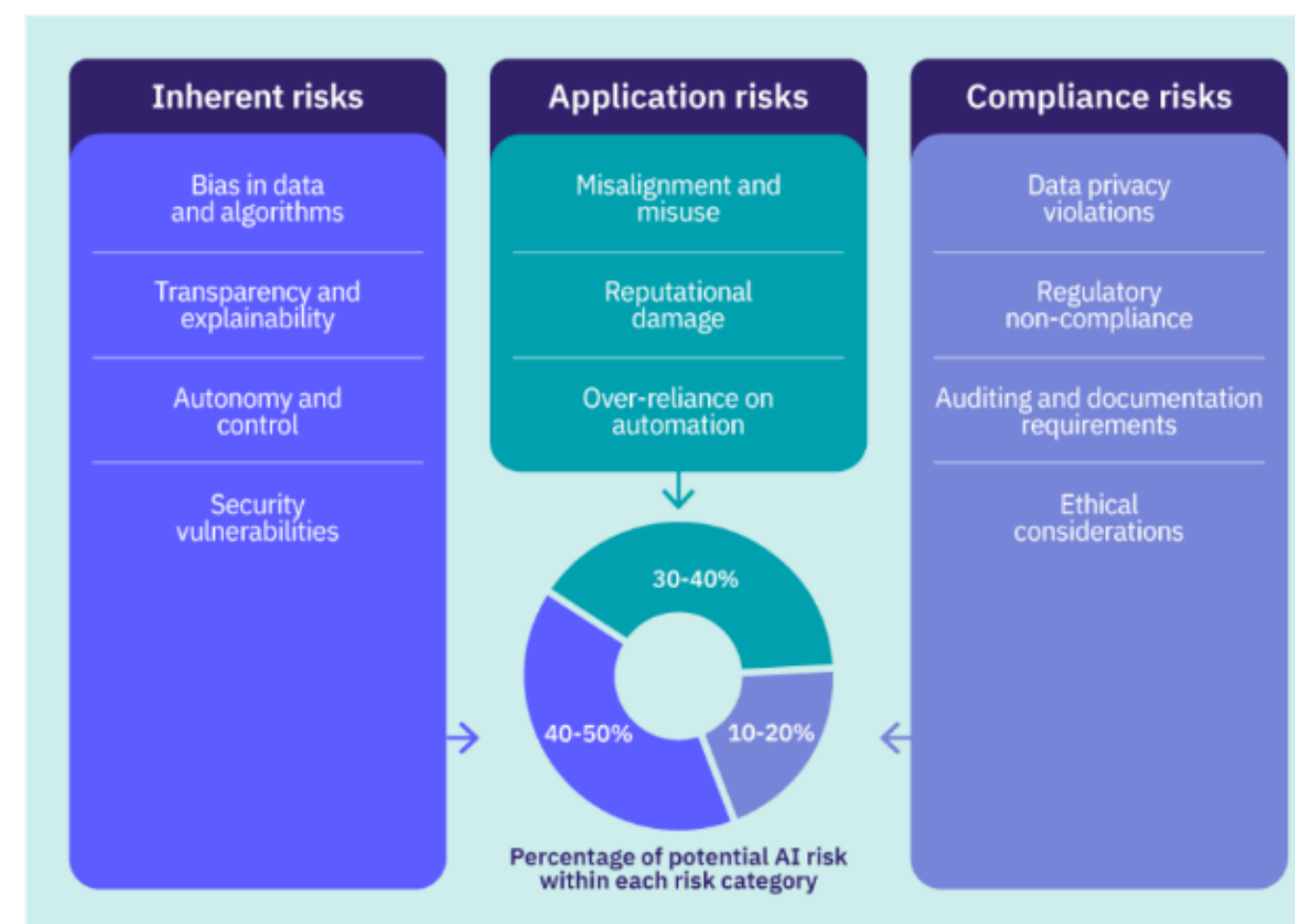
One of the greatest challenges of AI in Human Resources are the ethical implications, given that this tool will only be as good as the quality of its data and processing to avoid biased results, thus preventing discrimination actions or clashes with the business culture.

...H.R. leaders will have to remove as many biases as possible in the use of AI. They must have an accountability system instead [...] they need to implement a series of checks and balances, for instance, creating a clear policy of processes supervision and results of the AI tool for decision-making.(Gaines, Will, 2024)

According to the Academy to Innovate HR (2024), there are three types of risks in the use of AI in Human Resources, that is, those inherent to technology, those of its application, and those of legal regulation compliance.

RISKS IN H.R. MANAGEMENT

AI-related risks can be grouped into three main categories. A risk management plan should address these risks and offer direction on managing each.

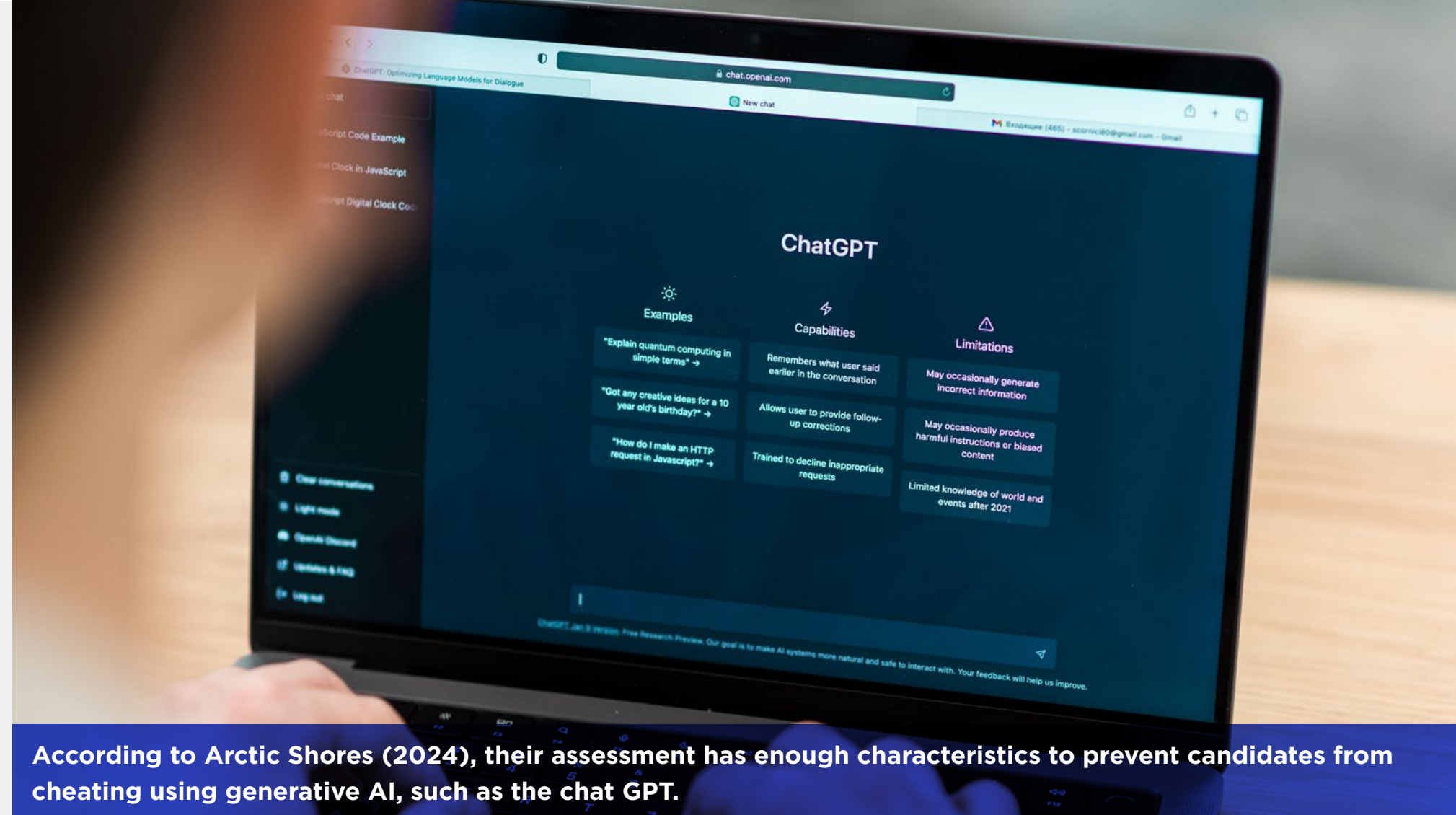


Academy to Innovate HR

Source: Van der Merwe, M., et. al. (2024).

THE COMPANY

According to the Financial Times (2024), Arctic Shore is a British firm that has been in the market for a decade, engaged in developing recruitment, selection, interview, assessment, supervision, compensation, and human talent development solutions using AI for firms such as Novartis and Siemens. When Robert Newry, the Company's CEO and a specialist in neuroscience, AI, and gamification, was interviewed, it became clear that Arctic Shores main idea is to combine those three dimensions into automated tools as mechanisms to ease human talent management processes through digital assessments (assessment systems) oriented to tasks and cases solution. In so doing, it is intended to be able to assess not only knowledge, but also competencies, attitudes before stress, times of



According to Arctic Shores (2024), their assessment has enough characteristics to prevent candidates from cheating using generative AI, such as the chat GPT.

response, as well as the logical and creative thinking of the participants. [Learn more about the assessment of Arctic Shores HERE.](#)

Arctic Shores' digital assessment is a collection of ten tests they created, where gamification is used with the aim of assess-

ing cognitive and behavioral capabilities in a bias-free environment. "Even when the games themselves are quite simple, they are really measuring a complex variety of features. To be successful in the assessment, it is critical to know what each game measures and the expected behavior" (Job Test Prep., 2024).



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The following Table presents the breakdown of the 10 games that make up the Arctic Shores assessment:

Source. Job Test Prep, 2024.

TEN GAMES OF THE ASSESSMENT		
GAME	DESCRIPTION	WHAT DOES IT EVALUATE?
1. Tile sequence game	Board of tiles with changing sequence	-Memory -Balancing automatic and controlled behavior -Responses’ speed and efficiency to incoming information
2. Energy Game	Through a limited number of clicks, the participant must generate electric power in the simulator.	-Learning ability - Impulsivity - Risk tolerance - Pattern Recognition
3. Direction Game	Choosing the right direction of the arrows in a given pattern set, assessing time and accuracy of the answer.	-Focus -Attention -Problem-solving
4. Team Sales Game	Role of two sales teams that launch the same product and must set a higher or lower price.	-Decision making -Risk-taking ability -Learning ability -Fairness -Teamwork
5. Tickets Game	Organizing the tickets of two boxes according to a series of sequences.	-Focus -Attention -Cognitive processing
6. Balloon Game	It consists of pumping balloons covering the cost of each share; the winner is the one with the most money	-Pattern recognition -Risk-taking ability -Motivation by reward -Drive
7. Face Game	Identifying emotions in different types of human faces.	Emotional intelligence
8. Security Door Game	Finding the code lock of a door with rotating numbers, with time limit	-Reaction time -Focus -Stress management
9. Pattern Game	Identifying shapes and patterns in several data sets	- Pattern recognition - Information processing - Speed processing
10. Analysis Game	Multiple-choice test about logical mathematical thinking	-Information processing - Numerical reasoning



TEACHER RECRUITMENT

For the CEO of Arctic Shores, the teacher recruitment market represents a new space to commercialize their services in a new and slightly contended market by their rivals. To expand their services market, Arctic Shores has taken ideas from the company Gaia, a rival firm in the United Kingdom that has specialized in basic education teacher recruitment for the Ministry of Education of their country's government, through a platform that uses AI. According to the House of Commons (Gaia, 2024), in the United Kingdom, the ratio between students-teachers has increased in the last ten years, so more educators are increasingly necessary.

Gaia has several characteristics applied in the recruitment and selection of teachers, including nano-segmentation (high precision of the profile's needs), attractive ads for potential candidates, filtering and automatic visualization of CVs, equal opportunities through the blind selection algorithm, chatbots for candidates' follow-up and assistance, AI-assisted virtual interviews for the higher analysis of a verbal and non-verbal communication, assistance in the first 90 induction days, and the creation of a talent database in a portfolio. Unlike Arctic Shores, Gaia does not have remuneration and benefits management services, nor does it have continuous talent development, therefore, Arctic Shores' solutions are technically more robust from a human resources comprehensive management perspective (Gaia, 2024).

Given this scenario, your challenge with Arctic Shores is to solve several questions to contribute to the new business line of the company. This includes how to design a comprehensive gamification strategy, incorporating artificial intelligence tools like those of Arctic Shores, to optimize recruitment, selection, assessment, and teacher talent development processes, in Mexican higher education institutions, taking Tecnológico de Monterrey as case study? How can your AI and gamification proposal go further than rivals such as Gaia offer in terms of compensation, benefits, and life and career plan? How can your proposal optimize the selection, recruitment, induction, and supervision of the university teacher?

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