



WPO SPARK KIT – ARTIFICIAL INTELLIGENCE (AI)

A curated facilitator kit for WPO Chairs and members

HOW TO USE THIS SPARK KIT

This kit offers you an easy way to engage in a group discussion focused on the topic of **Artificial Intelligence**. To get started, we suggest the following steps:

1. Review the recommended reading list in the Spark Resource Summary chart below.
 - a. Click through the links to see complete articles and videos in Spark, **OR** simply read the [Executive Summary and Key Points](#) section for quick reference.
2. Prepare to facilitate your discussion using the prompting questions and tips suggested on page 2.

TOPIC OUTLINE

AI Generated Definition of AI (from Chat.OpenAI): Artificial Intelligence is a technology that enables machines and computer systems to simulate human-like intelligence, learning, and decision-making. It does so by processing large volumes of data, identifying patterns, and making predictions or decisions based on that information.

AI empowers businesses to operate more efficiently, make data-driven decisions, and provide better customer experiences, ultimately leading to growth and competitiveness in the marketplace.

SPARK RESOURCE SUMMARY

Here's a carefully curated selection of Spark content to assist you in leading your discussion. You're encouraged to peruse the complete articles and view the videos. We have also provided **Executive Summaries and Key Points** on the subsequent pages to simplify your preparation.

You may also wish to delve deeper into the wealth of additional resources available in your Spark subscription.

SPARK RESOURCE TITLE

TIME COMMITMENT

- | | |
|--|---|
| 1. <u>13 Principles for Using AI Responsibly (June '23)</u> | Article – 8_min read |
| 2. <u>AI Won't Replace Humans - But Humans With AI Will Replace Humans Without AI (Aug '23)</u> | Article - 13 min read |
| 3. <u>What Companies Need to Know Before Investing in AI (Dec '22)</u> | Article – 8 Min read |
| 4. <u>How AI Can Help Stressed-Out Managers Be Better Coaches (June '23)</u> | Article - 6 min watch |
| 5. <u>Artificial Intelligence for The Real World, Parts 1 of 3</u>
<u>Artificial Intelligence for The Real World, Part 2 of 3</u>
<u>Artificial Intelligence for The Real World, Part 3 of 3</u> | Videos – 4 min watch each (Basic intro to AI. No Exec Summary provided) |
| 6. <u>3 Questions About AI That Nontechnical Employees Should Be Able to Answer</u> | Video – 3 min watch (Good starting point to learn basics. No Exec Summary provided) |



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PREPARATION FOR SPARK DISCUSSION

- **WPO Chairs:** Share this entire document with your members ahead of your meeting and encourage them to review content.
- **WPO Members:** You're welcome to distribute this within your organization to facilitate your own discussions on this subject. Please keep in mind that a paid Spark subscription is required for your team to access the complete articles; alternatively, they can utilize the provided Executive Summaries if the subscription is not in place.

SCOPE

Given that your participants will be at varying stages of AI familiarity and usage, start by leveling the playing field and encourage participants to watch the introductory level videos as needed.

The potential scope of discussion is very broad. We suggest aiming to touch on the key themes below depending on what is most relevant for your participants.

LEARNING OPPORTUNITIES

- **AI 101:** Identify the current starting point for your participants, and learn what is required to start using AI, or more fully explore potential opportunities.
- **Usage & Cost:** Share real world applications amongst your participants. Explore the known costs and ROI of any examples shared by members.
- **Training and Skill Development:** Appreciate what is required to support staff and clients to fully embrace AI.
- **Technology:** Learn about the various the technologies and tools that drive AI including Machine learning, natural language processing and computer vision.
- **Risks:** Generate awareness of risks – privacy, ethics, bias, costs.
- **Regulation:** Consider relevant Governance and security compliance related to different industries.

SPARK DISCUSSION: 30 – 90 MINUTES

Initiate your discussions with the questions below. Consider adopting a round-table approach where members can share their experiences. Adjust timing based on the desired depth of exploration.

- **Assess participants level of AI familiarity by asking them to identify as with one of the following 4 levels of expertise:**
 1. **Novice** - just learning, with no practical experience.
 2. **Intermediate** - basic knowledge, dabbling in usage on small scale.



EXECUTIVE SUMMARY & KEY POINTS FOR SPARK RESOURCES

(see chart on page 1 for a list of the articles and video)

13 Principles for Using AI Responsibly - Article, 7 min read

EXECUTIVE SUMMARY

The rapid expansion of AI technology presents a high-stakes situation where cooperation among industry leaders is risky, leading to a competitive AI arms race. This article explores the challenges and risks associated with the proliferation of AI in the workforce, extending beyond just the major developers of AI models to various companies integrating AI into their operations.

The potential benefits of AI, such as improving efficiency and productivity, are vast, but organizations must grapple with significant ethical, legal, and security concerns.

KEY POINTS:

- 1. AI and the Changing Business Landscape:** Lakhani emphasizes that AI is fundamentally changing the nature of businesses, impacting their business models, value creation, value capture, and operational models. The role of AI is redefining how companies create, deliver, and capture value.
- 2. Digital Mindset is Critical:** Leaders and employees need to develop a "digital mindset" to understand how AI and other digital technologies work, how to deploy them effectively, and how to manage the organizational change required to leverage AI's potential.
- 3. User Expectations are Changing:** Customers have growing expectations for seamless, AI-enhanced experiences in various industries. The rapid adoption of AI-driven applications in consumer technology has set new standards for user experiences, and companies must adapt to these expectations.
- 4. The Transition is Inevitable:** Lakhani notes that most companies will eventually have to adopt AI in core functions, as it is becoming integral to modern business operations. The transition costs are decreasing, and the playbook for AI adoption is becoming well-established.
- 5. Generative AI is Transformative:** Lakhani discusses the emergence of generative AI, stating that it drastically lowers the cost of cognition and transforms how we think. He highlights that this technology enables creative content generation, recommendation systems, and more, fundamentally changing how we produce and interact with knowledge.

6. **Customers are Quick to Adapt:** Customers, driven by their own experiences with advanced AI technologies in the consumer sector, are often more advanced in AI adoption than many companies. Companies should recognize that their customers are ready for AI-powered improvements.
7. **Responsibility in AI and Bias:** Lakhani emphasizes the importance of understanding and addressing bias in AI systems. AI developers and organizations must ensure their AI technologies are unbiased and representative, especially in the context of ethics and fairness.
8. **Continuous Learning and Change Management:** Lakhani advises that learning and change management should be integral parts of an organization's strategy. Leaders and workers need to continually learn about AI and its applications while fostering a culture of change to adapt to evolving technologies.
9. **Potential for Emotional Intelligence in AI:** Lakhani suggests that AI's human-like responses are, for now, statistical and computational illusions. Still, the possibility of achieving true emotional intelligence or sentience through AI, though uncertain, is a topic of discussion in the field.



AI Won't Replace Humans - But Humans With AI Will Replace Humans Without AI - Article, 13 min read

EXECUTIVE SUMMARY

This article based on a current interview with Professor Karim Lakhani discusses the transformative impact of artificial intelligence (AI) on businesses and the need for leaders and employees to embrace AI technology and develop a "digital mindset."

KEY POINTS

- 1. Digital Mindset is Critical:** Leaders and employees need to develop a "digital mindset" to understand how AI and other digital technologies work and how to deploy them effectively.
- 2. User Expectations are Changing:** Customers have growing expectations for seamless, AI-enhanced experiences in various industries. The rapid adoption of AI-driven applications in consumer technology has set new standards for user experiences.
- 3. The Transition is Inevitable:** Lakhani notes that most companies will eventually have to adopt AI in core functions, and that transition costs are decreasing, while the playbook for AI adoption is becoming well-established.
- 4. Generative AI is Transformative:** Lakhani discusses the emergence of generative AI, stating that it drastically lowers the cost of cognition and transforms how we think. This technology enables creative content generation, recommendation systems, and more, fundamentally changing how we produce and interact with knowledge.
- 5. Customers are Quick to Adapt:** Customers, driven by their own experiences with advanced AI technologies in the consumer sector, are often more advanced in AI adoption than many companies. Companies should recognize that their customers are ready for AI-powered improvements.
- 6. Responsibility in AI and Bias:** Lakhani emphasizes the importance of understanding and addressing bias in AI systems. AI developers and organizations must ensure their AI technologies are unbiased and representative, especially in the context of ethics and fairness.
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What Companies Need to Know Before Investing in AI – Article, 8 min read

EXECUTIVE SUMMARY

The article discusses the growing importance of AI in business and offers insights into how organizations can effectively adopt and leverage AI technologies. It emphasizes the need for careful consideration when implementing AI projects to ensure they are valuable and successful.

KEY POINTS:

- 1. Identifying the Value of AI:** Before investing in AI, organizations must assess how they can create value for their specific operations. AI projects should address processes that significantly impact cost, revenue, or resource allocation, leading to a notable impact on the bottom line.
- 2. Choosing the Right Task:** Organizations should focus on selecting a high-value, data-driven task for their initial AI project. For example, in healthcare, identifying patients at risk of falling is a valuable task with substantial data for training predictive AI models.
- 3. Data and Integration:** Good data is essential for AI success, and organizations should assess data availability and compatibility with their existing systems relying on their data engineers and IT experts.
- 4. Realistic Expectations:** AI is a powerful tool, but its accuracy depends on various factors, including the type of AI method and available data.
- 5. Gradual Deployment:** Successful AI for one task may not work for others, and deploying AI should align with specific functional procedures. Compliance and regulatory considerations must be factored into deployment.
- 6. ROI Considerations:** AI is a decision support mechanism rather than a decision maker, and its ROI might not be straightforward but can lead to resource optimization and efficiency gains.
- 7. Key to Success:** Successful AI implementation requires due diligence, collaboration among experts, and careful selection of processes where AI can make a significant difference.

In summary, organizations looking to leverage AI should undertake a comprehensive assessment of their specific needs, identify tasks that can benefit from AI, ensure data readiness, and approach AI adoption as a gradual and evolving process, considering its impact on their overall operations and the potential for competitive advantages.

How AI Can Help Stressed-Out Managers Be Better Coaches – Article - 6 min read

EXECUTIVE SUMMARY

Leaders are facing increasing pressure from employees to provide more coaching and personalized feedback. This demand is driven by a desire for real-time support, particularly among remote or early-career employees. However, meeting these expectations without causing leadership burnout is a challenge. AI tools are emerging as a solution to help managers offer high-quality coaching more efficiently. This article highlights the potential benefits and challenges of AI-assisted managerial coaching.

KEY POINTS:

- 1. Managerial Coaching and Burnout:** Managers are under pressure to provide coaching and support to their employees. The O.C. Tanner Global Culture Survey reveals that managers with expanded supervisory roles experience higher anxiety levels, increasing the risk of burnout.
- 2. Benefits of Managerial Coaching:** Despite the potential for overload, managers recognize the benefits of coaching. Managerial coaching can enhance job satisfaction, knowledge sharing, and performance, which align with organizational goals.
- 3. AI in Managerial Coaching:** AI-based managerial coaching is not yet widespread but offers a promising solution. Two case examples, Eleos Health and Gong, illustrate how AI can enhance coaching efficiency.
 - **Example:** Eleos uses HIPAA-compliant software to analyze conversations between therapists and clients. It identifies evidence-based techniques, summarizes key moments, and facilitates self-directed therapist improvements. It also aids supervisors in case discussions by quickly synthesizing relevant session data.
 - **Example:** Gong offers an AI platform for sales teams that captures and analyzes live interactions between sales agents and prospective clients. It provides real-time insights and creates a library of exemplary sales conversations for independent learning, particularly useful for new employees.
- 4. Challenges and Considerations:** While AI-assisted coaching is a valuable tool, it's important to be aware of challenges, such as algorithm aversion, human factors, and potential biases. Evaluating employee readiness for AI-assisted coaching is crucial.