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AI ADOPTION - HIGH PERFORMANCE LEADERSHIP

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DEFINITION OF AI ADOPTION

A group of people coming together to make decisions to act or not act in pursuit of purpose, leveraging artificial intelligence technologies.

That's it. That is all. That is what AI adoption in an organisation is.

Therefore, your decisions and those of your people about AI define you and your organisation's success in the digital age.

THE PROBLEM

In the same way individuals often overestimate their driving skills, many organisations believe they excel at embracing new technologies, while assuming others struggle with adoption. Adoption is difficult because there are so many stakeholders wishing to influence the decisions made and unless there is a truly strong culture of adoption with a strong track record, your adoption of AI is likely to be stuttered at best, if not a very poor return on investment. Recently I have had clients mention they shutdown AI initiatives.

While it might be easy for a company to agree on adopting AI in principle, things become more difficult when it comes to agreeing on which AI tools to implement, how to integrate them into existing processes, and how to manage the associated risks. Then you start implementation and individuals start making their own decisions about how they will utilise the tools, or not. We have all experienced it.

Research shows that too much time is wasted on decision making about technology adoption and that the bigger and more complex the decision, the less often teams get it right. Which means it should come as no surprise that you are finding the same with AI adoption.

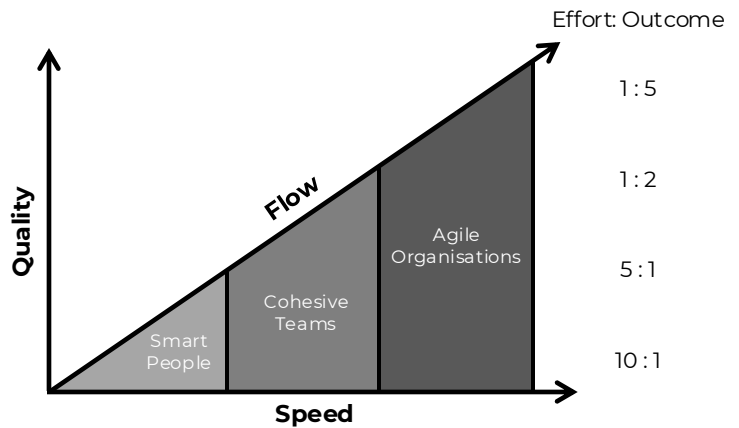
AI ADOPTION FLOW

The aim of AI adoption is to create value or protect it. Which means, you need to focus on good decision making throughout your organisation or, as I call it, AI adoption flow or simply flow.

Flow is about both quality of AI integration and speed of adoption to create an agile, AI-enabled organisation.

Smart people are your starting asset. Orchestrated well, your decisions will lead to cohesive teams that are clear on the purpose of AI adoption, work creatively to achieve goals, and communicate with a level of synchronicity that ensures good communication for decision making about AI throughout the adoption process. The results are compelling AI strategies that the team will support with verve.

Figure 1: AI Adoption Flow



Great leaders build cohesive teams that can navigate the complexities of AI adoption!

TEAM LEADERS DESIGN AI ADOPTION SUCCESS

My years of researching decision making, now overlaid with AI adoption, along with my experience as a chemical engineer of mapping complex processes as diagrams on a page, through to my work with clients developing decision support tools have led me to understand the three key things you need to focus on to create flow in your AI-enabled organisation:

1. A method to categorise AI adoption decisions so they can be handled differently as appropriate
2. Being diligent in the design of your optimum AI adoption landscape to promote and support flow
3. Ensuring the veracity of your AI decision support tools and models

Figure 2: Team Leaders Design AI Adoption Success



Categorisation

Long before me, business gurus and consulting powerhouses have devised systems of decision categorisation. Allow me to introduce you to my four categories of AI adoption decisions:

- *Empowered*: Staff make decisions about AI tools quickly, for themselves, and move on.
- *Controlled*: Staff make decisions about AI implementation following clearly defined guidelines or more rigid controls.
- *Probed*: Information about AI capabilities is uncertain, and we need to dig further as time allows.
- *Analysed*: Decisions of higher risk with plenty of information about AI to consider.

Design

Once AI adoption decisions are categorised, they can be triaged and processed. However, cohesive teams are absolutely clear on who makes decisions in each category and how they are made. As a team leader, you need to ensure everyone is on the same page and be diligent in the design of your AI adoption landscape.

Veracity

While AI can be highly effective you know of plenty of instances when it got it horribly wrong, careful implementation is the name of the game you need to play. There is a range of decision support tools you can utilise, from risk assessment frameworks to AI ethics guidelines. You need to be proficient in determining which tools are appropriate for each situation.

HIGH PERFORMANCE – LEADING YOUR TEAM IN AI ADOPTION

There are many sources of individual and team bias that can affect decision making on AI adoption. There is also what is often called "noise" in decision making. Noise is the inconsistency in which you or your team members make decisions about AI because of factors as simple as swings in mood from one day to the next, social influences, as well as more complex factors like dichotomies and differing value scales. But wait, there's more. There is also organisational bias. The way culture and organisational design can affect how decisions about AI are made and implemented.

You need to understand these biases as well as the core risks in play for your decision making.

Key Risks in AI Adoption (c/o Colin Cardwell : Agile Dev)

1. Key Risks in AI Adoption
2. Accuracy and Accountability
3. Skills Gap
4. Privacy and Data Protection
5. Intellectual Property Protection
6. Bias in AI Systems
7. Transparency and Explainability
8. Regulatory Compliance
9. Cost Management
10. Ethical Considerations

How you deal with tackling these constraints while making effective team decisions is your challenge. Where to start? A workshop of collective decision influencers and makers of course. What might the workshop be called? An AI Adoption Strategy and Risk Workshop is one name for it. Or you could simply call it an AI Adoption Opportunity Workshop, whatever your key stakeholders will buy into the most. Words and labels matter!

WHERE TO FROM HERE?

As you now appreciate, AI adoption is complex. High-performing leaders need to be cognisant of its challenges and lead their team through the complexities of the AI-enabled world we operate in. I encourage you to explore more on this topic. Perhaps you might consider attending an AI Adoption MasterClass or reaching out to explore an AI Strategy and Risk Workshop or how I can help you build high-performance, AI-ready leaders in your organisation.

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Remember, the key to successful AI adoption lies in understanding the potential and the risks, having a clear adoption plan, and making informed decisions about AI investment. By focusing on these aspects, you can lead your team to harness the full potential of AI while mitigating its risks.