



From exploring AI to AI-Fuelled™: A HumanAIsing Revolution

To unleash the transformative power of AI,
organisations must shift their focus from
technological prowess to the human element,
which will ultimately dictate its success





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The digital landscape is no stranger to disruption, but the rise of Artificial Intelligence (AI), GenAI and more recently, the emergence of Agentic AI marks a paradigm shift. This is not simply another technological evolution; it's a fundamental reshaping of how we work, lead, and envision the future of business, and paradoxically people sit right at the heart of it.

Moving beyond simple automation, AI is transforming the way we work, augmenting and even simulating human capabilities. With its limitless use cases, unpredictable outcomes, and exponentially evolving nature, AI presents both unprecedented opportunities and challenges that demand a human-centred approach to navigate its transformative power responsibly.

Organisations will need to think through ways they can help their people thrive. Leaders have a crucial role in guiding this revolution. They need to balance strategic discipline with a spirit of experimentation, and foster a culture of responsible AI adoption where employees are empowered to experiment, learn, and co-create the future of work.

Much focus so far has been centred on the technologies underpinning AI, but we see that to successfully adopt AI at scale, it is crucial to address the fundamental human factors that determine its ultimate impact.

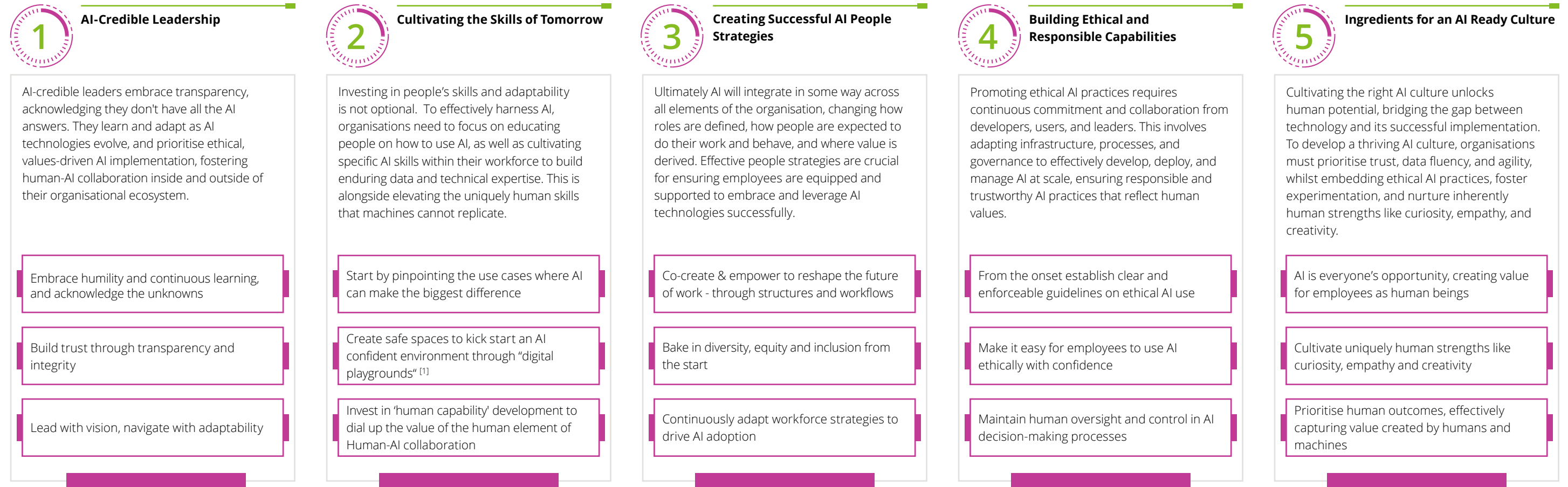
The integration of AI introduces a complex array of risks, encompassing ethical considerations, data security vulnerabilities, potential job displacement, and the critical need for robust regulation. Effective management of these challenges is intrinsically linked to human factors. For example, the uncontrolled sharing of sensitive data with public Generative AI platforms can inadvertently create insider threats. Moreover, enhancing awareness of advanced threats, such as data poisoning and deepfakes, is crucial for mitigation. Ultimately, successful AI-Fuelled™ organisations proactively address these risks, thereby cultivating awareness, confidence, and trust among both their employees and stakeholders.

It also means moving away from traditional hierarchies and embracing a more fluid, collaborative approach. Organisations need to invest in upskilling programmes, reimagine job roles, and embed ethical considerations into AI implementation from the outset. It's about leveraging AI to unlock new opportunities, enhancing performance, and creating a more inclusive and equitable workplace for everyone.

This Point of View starts to navigate the complexities of integrating and scaling AI focusing specifically on these people factors, advocating for a human-centric approach that champions both technological advancement and human potential.

The HumanAlsing Five

By activating five core people components, organisations can empower their workforce to embrace AI, unlock its full potential, and drive transformative growth.



Adopting a people-centred approach is crucial for ensuring that AI technologies and ways of working integrate seamlessly into an organisation. AI change adoption is driven by purpose, put into motion through AI technology, architecture, and experience, and accelerated by three key force multipliers — creating compelling stories, galvanizing a committed minority to input, shape and drive, and lead through transformational leadership.



Where to start: Moving from 'Exploring' to 'AI-Fuelled™'

EXPLORING

Ideating use cases, focusing on fundamentals, micro changes through experimenting with proof of concepts but no real change to the organisation.

IMPLEMENTING & BEING

Deployment of AI to achieve business value creation, including changes to organisation structure, operations & behaviours to realise AI value.

SCALED & AI-FUELLED™

AI is no longer a transformation story or an exciting 'add on'; it's integrated in the organisation strategy with fundamental changes to structure, operations and behaviours enterprise-wide - it's an AI-Fuelled™ organisation.

Successful scaling of AI is an enterprise-wide change and involves intentionally planning to move organisations through the different levels of AI maturity. The journey begins with ideation and use case experiments. This progresses to business case development and deployment, ultimately seeking to create an AI-fuelled organisation that seamlessly integrates AI across all layers of the operating model.

Change kick-starters: AI Ambition and Use Case Exploration workshops, AI strategy and Use Case overviews, building Transformation Leadership Capabilities.

Outcomes:

- AI strategy, ambition and business value defined for the organisation (with clarity on how AI enables the business strategy)
- Prioritised 'no regret' use cases
- Clarity on early AI value
- Early establishment of a CoE to broker learnings and provide overarching governance (ethics and trustworthy guardrails) and framework

Change kick-starters: Scaling AI workshop, storytelling to engage the organisation (including myth-busting), skills strategy and development (data, technical and soft), AI policies, building and empowering the 'committed minority'.

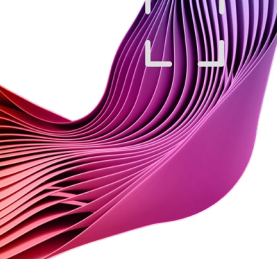
Outcomes:

- Deeper commitment to scaling AI
- Decisions regarding increased investments
- Defined clear governance and ownership over AI capability
- Increased adoption of AI across the workforce
- Understanding of the capabilities required to scale and mature
- Measuring and communicating the tangible value of AI initiatives to secure ongoing funding and support

Change kick-starters: Change impact workshops, persona-based change interventions, AI influencers mobilised, ongoing AI skills development journeys, defined people related KPIs for AI adoption.

Outcomes:

- AI is seen as a key element of business differentiation and success and championed from the top
- Culture shift that nurtures a trusting, agile, data fluent culture
- AI use and enablement is part of individuals' role profiles
- Tipping point of AI adoption, with influencers showcasing to late adopters the value in upskilling
- Leadership maintain strong relationships with ecosystem partners to maintain competitive differentiation of AI
- Recognition and reward linked to leading AI indicators



So, what does good look like as an organisation matures and scales AI?

By assessing and prioritising these key areas, organisations can propel the organisation through each AI maturity stage, building a robust foundation for sustainable change.

The HumanAlsing Five					
	Ingredients for an AI Ready Culture	Building ethical & responsible capabilities	Creating successful AI people Strategies	Cultivating the skills of tomorrow	AI-Credible Leadership
EXPLORING	Focus on defining AI-ready behaviours in small areas of the organisation, with experimentation seen as a key enabler.	Inconsistent guardrails, e.g., locked down access to AI tools. Early establishment of an AI Centre of Excellence (AI COE), governance to broker learnings and provide overarching governance framework.	Defined AI talent strategy with retention and recruitment in place for priority roles, active monitoring and management of diversity and inclusion factors. Emerging understanding of AI's impact on human work, early priority roles designed to integrate and encourage AI adoption and self-experimentation.	Concentration of AI skills in specific pockets of the organisation, recognition of the importance of fostering AI literacy across the entire organisation.	Varying levels of leadership awareness of AI's business value, early exploration of AI enablers for specific functions and value chain activities.
IMPLEMENTING & BEING	Collective definition of an AI-ready culture vision by leadership, with enterprise-wide AI-ready behaviours beginning to be embraced across the organisation.	Increased guardrails, ongoing maturing of policies and governance, clear communication about expected AI usage, and a well-established CoE and governance framework.	Evolution of AI talent strategy to align with increased scaling of AI across the organisation, attracting and retaining diverse AI talent, and promoting diversity and inclusion. Emergence of new AI roles with clear career paths, along with strategic workforce planning.	Defined AI skills development strategy for the entire organisation, deployment of AI capabilities for priority business and customer use cases. Embedding AI competencies in development plans for priority roles.	Leadership exhibits a clear vision for AI aligned with overall business strategy. Leadership promotes understanding, and drives decisions on progressing use cases from ideation to implementation.
SCALED / AI-FUELLED™	Culture shift across the organisation to indicate that data fluency, trust, agility, and curiosity are part of the workforce psyche, with a growth mindset encouraging continuous learning.	Advanced expertise, infrastructure, processes, and governance enabling effective deployment and management of AI technologies at scale, while ensuring ethical and responsible practices are inherent in the fabric of the organisation.	Attracting and retaining top AI talent, linking recognition and reward to leading indicators of AI mindset and culture, while ensuring that DEI principles are consistently embedded. Integration of AI across all elements of the organisation, new roles & structures reflecting the reimagination of value and work.	Embedded AI capability assessment and investment in business as usual. Continuous learning and upskilling for individuals, teams, and organisational capability development in AI technologies and industry best practices.	Leadership leverages AI strategically, ethically, and operationally to drive business value while fostering a culture of trust, data fluency, and agility. Experimentation is the norm, and space for creativity is nurtured.

Successfully scaling AI is also about transforming the organisation's DNA through effective change management.

Through this document we have started to explore the complexities of integrating and scaling AI focusing specifically on our Humanising Five factors. In parallel, a key component of any of AI implementation, is navigating the complexities of AI adoption, to maximise success and ensure a happy workforce.

We've seen a lot of AI projects where people have implemented amazing models, but they have never seen the light of day because the business rejects the process changes that go along with it.

Rajen Sheth - VP of Google Cloud AI and Industry Solutions.

Guiding principles for embedding successful change



Cultivate a 'committed minority' who can flip the system: mobilising influential and passionate individuals can spark a movement. Build AI advocates at all levels through "citizen development" initiatives and digital playgrounds.



Invest in Change Upfront: Dedicated change management efforts are 1.6x more likely to see AI initiatives exceed expectations than those that don't prioritise change management .^[1]



Combat Fear with Transparency: Openly address concerns, clarify AI safeguards, and highlight its potential to improve daily work life.



Craft a Compelling Story: Go beyond storytelling; it's about forging a narrative that creates a clear vision that people can believe in. A strong narrative deeply connects, motivates action, and propels the envisioned change.



Foster Collaboration: Ensure strong working relationships between AI teams and the wider organisation for fit-for-purpose design, breaking down 'them and us' silos, and making AI relevant for all.



Personalize the Change Journey: Recognise that AI's impact varies across roles; a one-size-fits-all approach won't work.

Reflections: Key learnings to date

- **Trust is Paramount:** A clear vision, transparency, and addressing fears head-on are crucial for building trust in AI.
- **Collaboration Fuels Adoption:** Involve employees in the change process through co-creation, tailored training, and ongoing support.
- **Demonstrate Value, Mitigate Risk:** Showcase ethical considerations, pro-actively manage AI security, measure ROI through tangible benefits, and provide continuous learning opportunities.
- **Build in Continuous Learning and Improvement to change efforts:** A people-centred approach emphasises ongoing feedback, iteration, and improvement based on user experiences and evolving needs.

Contacts

Ready to begin your AI journey? Deloitte can help. Reach out today to start the conversation.



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Additional resources

- 1. 2024 Global Human Capital Trends - Full report <https://kx.deloitte/documents/view/85543?u=1&lang=EN>
- 2. Deloitte's State of AI in the Enterprise, 4th Edition <https://www2.deloitte.com/us/en/insights/focus/cognitive-technologies/enterprise-artificial-intelligence-4th-edition.html>
- 3. World Economic Forum – the Future of Jobs report 2023 www.weforum.org/publications/the-future-of-jobs-report-2023/
- 4. Deloitte's Trustworthy AI™ framework (4)
- 5. Harvard Business Review, Microcultures and AI Adoption (2022).
- 6. Deloitte, How Leaders Can Fuel Microcultures (2024).
- 7. The Economist Intelligence Unit, AI and Cultural Barriers (2021).
- 8. Innosight, How Leaders Can Build an AI-ready Culture (2024). [How Leaders can build an AI ready culture](#)
- 9. Deloitte AI Institute UK [Deloitte AI Institute | Deloitte UK](#)
- 10. Analytics and AI-driven enterprises thrive in the Age of With [Insight-driven organization | Deloitte Insights](#)

Further information
[Human Capital | Deloitte UK](#)
[Deloitte AI Institute | Deloitte UK](#)

