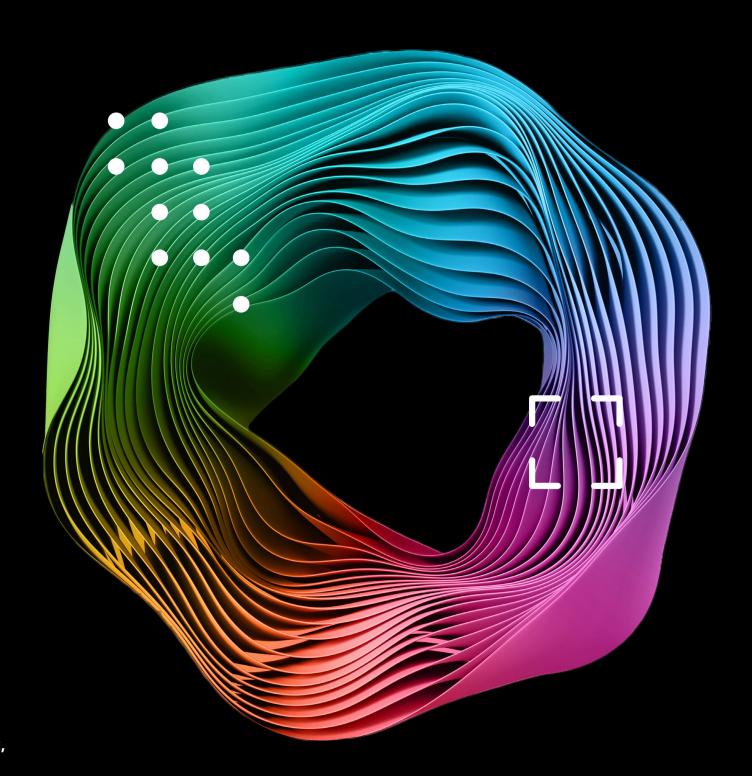
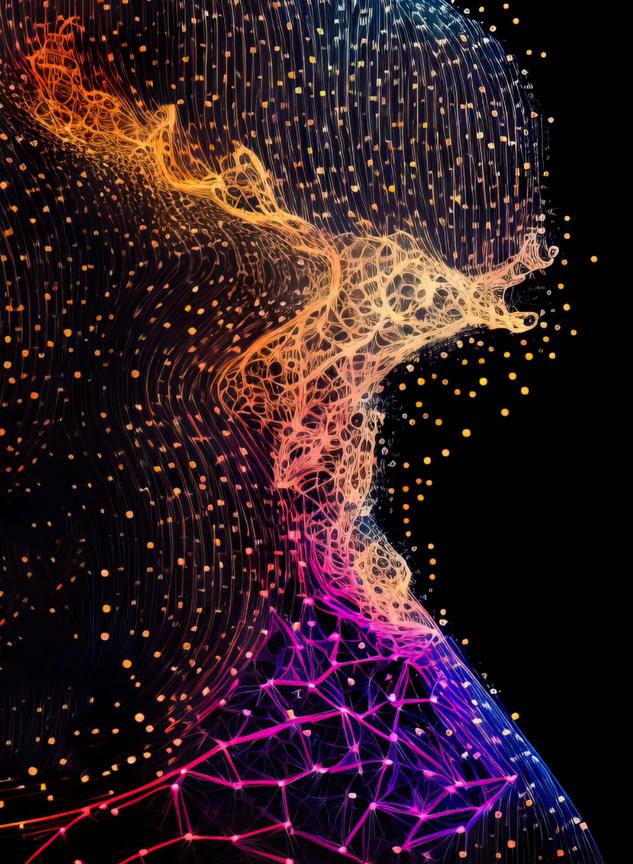
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From exploring AI to AI-Fuelled™:

A HumanAlsing 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





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

The digital landscape is no stranger to disruption, but the rise of Artificial Intelligence (AI), GenAl 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, Al is transforming the way we work, augmenting and even simulating human capabilities. With its limitless use cases, unpredictable outcomes, and exponentially evolving nature, Al 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 Al 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.

Al introduces multiple layers of risk that humans are naturally concerned about - ethics, data security, job displacement, and the need for robust regulation are just a few. Successful Al-FuelledTM organisations build and maintain the confidence and trust of both employees and stakeholders, addressing these risks and alleviating concerns.

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 Al implementation from the outset. It's about leveraging Al 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.



AI-Credible Leadership

Al-credible leaders embrace transparency, acknowledging they don't have all the Al answers. They learn and adapt as Al technologies evolve, and prioritise ethical, values-driven Al implementation, fostering human-Al collaboration inside and outside of their organisational ecosystem.

Embrace humility and continuous learning, and acknowledge the unknowns

Build trust through transparency and integrity

Lead with vision, navigate with adaptability



Cultivating the Skills of Tomorrow

Investing in people's skills and adaptability is not optional. To effectively harness AI, organisations need to focus on educating people on how to use AI, as well as cultivating specific AI skills within their workforce to build enduring data and technical expertise. This is alongside elevating the uniquely human skills that machines cannot replicate.

Start by pinpointing the use cases where Al can make the biggest difference

Create safe spaces to kick start an Al confident environment through "digital playgrounds" [1]

Invest in 'human capability' development to dial up the value of the human element of Human-Al collaboration



Creating Successful AI People Strategies

Ultimately Al will integrate in some way across all elements of the organisation, changing how roles are defined, how people are expected to do their work and behave, and where value is derived. Effective people strategies are crucial for ensuring employees are equipped and supported to embrace and leverage Al technologies successfully.

Co-create & empower to reshape the future of work - through structures and workflows

Bake in diversity, equity and inclusion from the start

Continuously adapt workforce strategies to drive Al adoption



Building Ethical and Responsible Capabilities

Promoting ethical Al practices requires continuous commitment and collaboration from developers, users, and leaders. This involves adapting infrastructure, processes, and governance to effectively develop, deploy, and manage Al at scale, ensuring responsible and trustworthy Al practices that reflect human values.

From the onset establish clear and enforceable guidelines on ethical Al use

Make it easy for employees to use Al ethically with confidence

Maintain human oversight and control in Al decision-making processes



Ingredients for an Al Ready Culture

Cultivating the right AI culture unlocks human potential, bridging the gap between technology and its successful implementation. To develop a thriving AI culture, organisations must prioritise trust, data fluency, and agility, whilst embedding ethical AI practices, foster experimentation, and nurture inherently human strengths like curiosity, empathy, and creativity.

Al is everyone's opportunity, creating value for employees as human beings

Cultivate uniquely human strengths like curiosity, empathy and creativity

Prioritise human outcomes, effectively capturing value created by humans and machines

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.



Successful scaling of AI is an enterprise-wide change and involves intentionally planning to move organisations through the different levels of AI maturity. Starting with ideation and use case experiments, to business case development and deployment, we are ultimately seeking to create an AI-fuelled organisation that seamlessly integrates AI across all levels, leveraging data-driven insights to drive innovation, agility, and strategic decision-making.

Where to start:Moving from 'Exploring' to 'Al-Fuelled^{TM'}

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™

Al 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 Al-Fuelled™ organisation.



Outcomes:

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

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

Outcomes:

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

Change kick-starters: Change impact workshops, personabased change interventions, Al influencers mobilised, ongoing Al skills development journeys, defined people related KPIs for Al adoption

Outcomes:

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

organisation, new roles & structures reflecting

the reimagination of value and work.

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 HumanAIsing 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 Al 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 Al 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 Al 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 Al'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 Al.
- Collaboration Fuels Adoption: Involve employees in the change process through co-creation, tailored training, and ongoing support.
- Demonstrate Value, Mitigate Risk: Showcase ethical considerations, 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 Al 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 Al™ framework (4)
- 5. Harvard Business Review, Microcultures and Al Adoption (2022).
- 6. Deloitte, How Leaders Can Fuel Microcultures (2024).
- 7. The Economist Intelligence Unit, Al and Cultural Barriers (2021).
- 8. Innosight, How Leaders Can Build an Al-ready Culture (2024). How Leaders can build an Al ready culture
- 9. Deloitte Al Institute UK <u>Deloitte Al Institute | Deloitte UK</u>
- 10. Analytics and Al-driven enterprises thrive in the Age of With Insight-driven organization | Deloitte Insights

Further information

Human Capital | Deloitte UK

Deloitte Al Institute | Deloitte UK

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