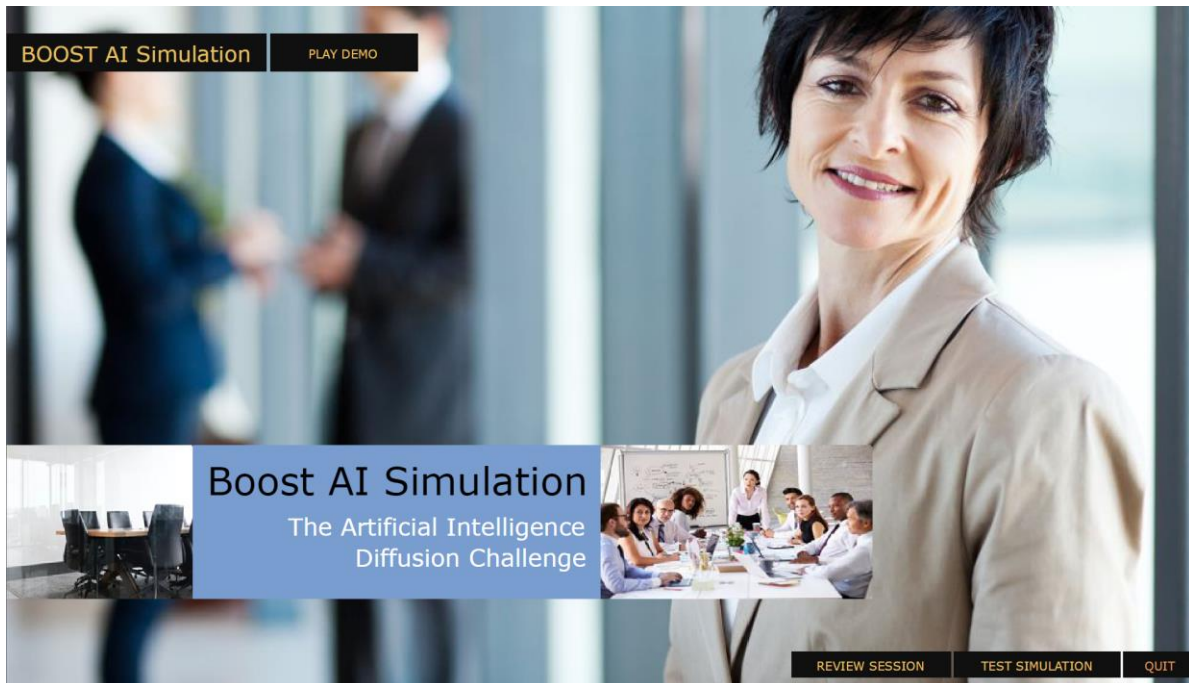


Boost AI Simulation

The Artificial Intelligence Diffusion Challenge



Over the last few years large organizations have started deploying extensively **Artificial Intelligence (AI) Techniques** to further increase performance particularly through:

- High quality, data- and evidence-based **decision making** in complex situations
- Improved **risk assessment** and **forecasting** for optimal resource allocation
- Better leveraging the **data** and **information** collected throughout the organization
- Stimulating the emergence of new **AI-enhanced products** and **services**

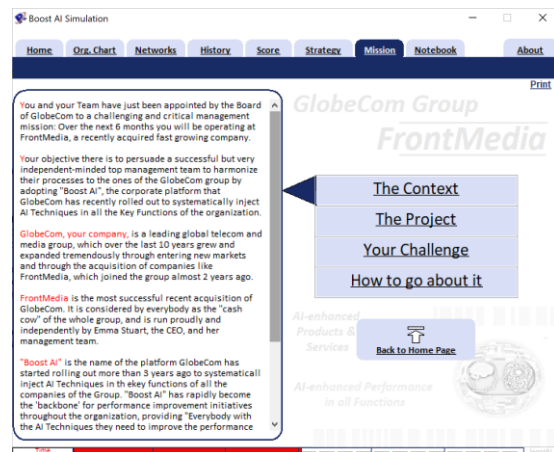
The introduction of new platforms supporting the awareness and deployment of AI Techniques throughout the organization are also perceived as key to face the **expectation levels** of a new generation of managers which is naturally more open towards technology-enabled innovation and pervasive online, real-time, smart services.

However, many organizations are still successfully operating without such innovations, and do not have a very "AI-friendly" culture (positive attitude towards AI Techniques and willingness to explore their deployment). In such cases, making change happen can be a **very challenging task** ... and this is what you will experience during your Mission at FrontMedia!

1. Your Mission during the Boost AI Simulation

You and your Team have just been appointed by the Board of **GlobeCom** to a challenging and critical management mission: Over the next 6 months you will be operating at **FrontMedia**, a recently acquired fast growing company.

Your objective there is to persuade a successful but very independent-minded top management team to harmonize their processes by adopting "**Boost AI**", the corporate platform that the GlobeCom Group has recently rolled out to systematically inject **AI Techniques** in all the Key Functions of the organization.



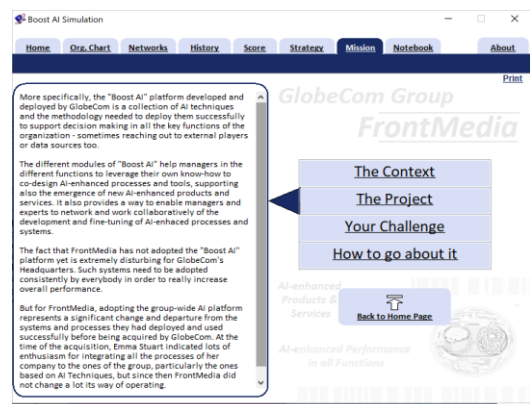
GlobeCom, your company, is a leading global telecom and media group, which over the last 10 years grew and expanded tremendously through entering new markets and through the acquisition of companies like FrontMedia, which joined the group almost 2 years ago.

FrontMedia is the most successful recent acquisition of GlobeCom. It is considered by everybody as the "cash cow" of the whole group, and is run proudly and independently by Emma Stuart, the CEO, and her management team.

"**Boost AI**" is the name of the platform GlobeCom has started rolling out more than 3 years ago to systematically inject AI Techniques in the key functions of all the companies of the Group. "Boost AI" has rapidly become the 'backbone' for performance improvement initiatives throughout the organization, providing "*Everybody with the AI Techniques they need to improve the performance of their key processes as well as to come up with a new generation of AI-enhanced products and services*".

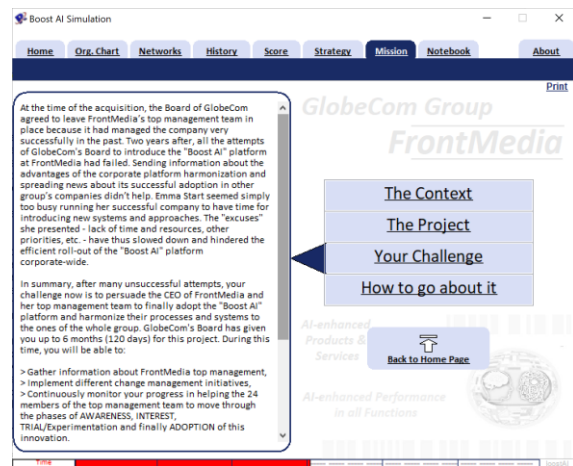
Over the last years "Boost AI" has been **deployed successfully corporate-wide** and adopted by all the companies controlled by GlobeCom except FrontMedia, where the CEO – Emma Stuart - has systematically delayed its implementation, in spite of the repeated requests of GlobeCom's Board.

More specifically, the "Boost AI" platform developed and deployed by GlobeCom is a **collection of AI techniques** and the **methodology** needed to deploy them successfully to support decision making in all the key functions of the organization - sometimes reaching out to external players or data sources too. The different modules of "Boost AI" help managers **in the different functions** to leverage their own know-how to co-design AI-enhanced processes and tools, supporting also the emergence of new AI-enhanced products and services. It also provides a way to enable managers and experts to network and work collaboratively on the development and fine-tuning of **AI-enhanced processes and systems**.



The fact that FrontMedia has **not adopted** the "Boost AI" platform yet is extremely disturbing for GlobeCom's Headquarters. Such systems need to be adopted consistently by everybody in order to really increase overall performance. But for FrontMedia, adopting the group-wide AI platform represents a **significant change** and departure from the systems and processes they had deployed and used successfully before being acquired by GlobeCom. At the time of the acquisition, Emma Stuart indicated lots of enthusiasm for integrating all the processes of her company to the ones of the group, particularly the ones based on AI Techniques, but since then FrontMedia did not change a lot its way of operating.

At the time of the acquisition, the Board of GlobeCom agreed to leave FrontMedia's top management team in place because it had run the company very successfully in the past. Two years after, all the attempts of GlobeCom's Board to introduce the "Boost AI" platform at FrontMedia had failed. Sending information about the advantages of the corporate platform harmonization and spreading news about its successful adoption in other group's companies didn't help. Emma Stuart seemed simply too busy running her successful company to have time for introducing new systems and approaches. The "excuses" she presented - lack of time and resources, other priorities, etc. - have thus slowed down and hindered the efficient roll-out of the "Boost AI" platform corporate-wide.



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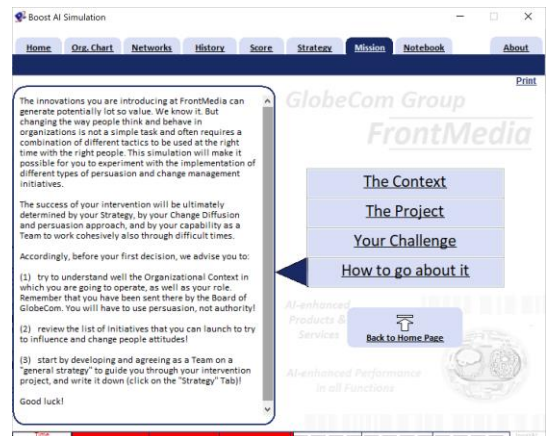
In summary, after many unsuccessful attempts, your challenge now is to persuade the CEO of FrontMedia and her top management team to finally adopt the "Boost AI" platform and harmonize their processes and systems to the ones of the whole group. GlobeCom's Board has given you up to **6 months** (120 days) for this project. During this time, you will be able to:

- Gather information about FrontMedia top management,
- Implement different change management initiatives,
- Monitor your progress in helping the 24 members of the top management team to move through the phases of gaining **Awareness, Interest**, to then become willing to **Try/Experiment**, and finally **Adopt** the innovation you are proposing.

Your and your Change Agents Team's **objective** is to get as many adopters as possible! This is the way your performance will be evaluated by GlobeCom's Board at the end of the 6 months.

ATTENTION: The personal assistant to the CEO, Ms. Stefanie Durand, and the external financial controller, Dr. Bert Heinze, are not required to become users of the "Boost AI" platform at this stage. Hence the maximum number of adopters you can reach is 22.

The innovations you are introducing at FrontMedia can generate potentially lot so value. We know it. But **changing** the way people think and behave in organizations is not a simple task and often requires a **combination of different tactics** to be used at the right time with the right people. This simulation will make it possible for you to experiment with the implementation of different types of persuasion and change management initiatives. The success of your intervention will be ultimately determined by your Strategy, by your Change Diffusion and persuasion approach, and by your capability as a Team to work cohesively through difficult times.

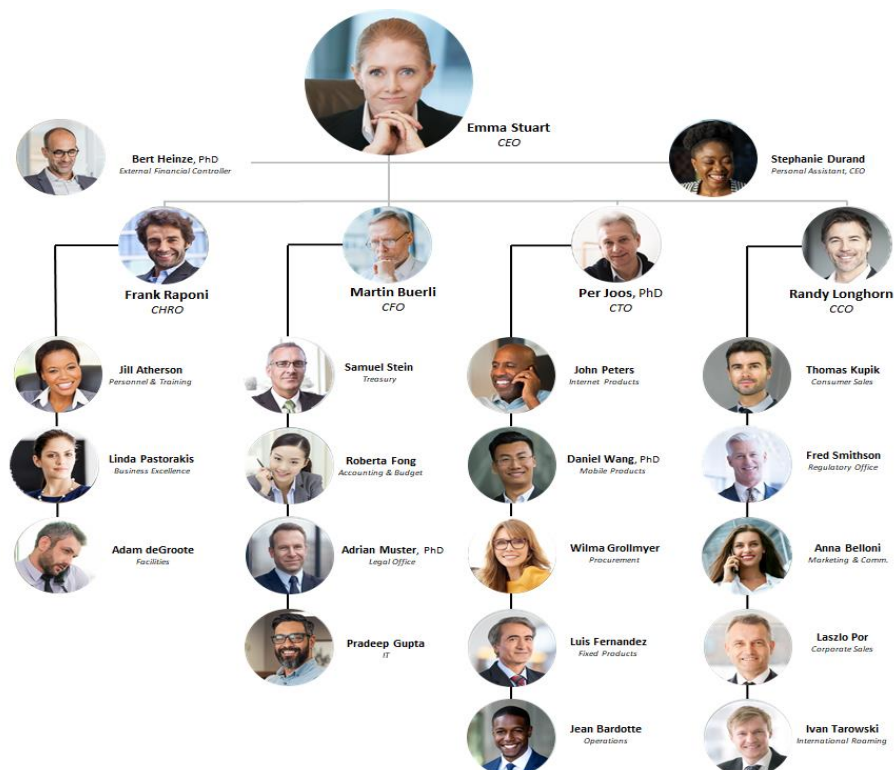


Accordingly, before your first decision, we advise you to:

- (1) try to understand well the **Organizational Context** in which you are going to operate, as well as your role. Remember that you have been sent there by the Board of GlobeCom. You will have to use persuasion, not authority!
- (2) review the list of **Initiatives** that you can launch to try to influence and change people attitudes!
- (3) start by developing and agreeing as a Team on a **"general strategy"** to guide you through your intervention project, and write it down (click on the **"Strategy"** Tab)!

Good luck!

2. The FrontMedia Organizational Chart



3. Boost AI Simulation Initiatives (1/2)

DINNER EVENT: Invite one member of the FrontMedia management team to attend with you to a gala dinner and award ceremony for outstanding AI Entrepreneurs in the country. This event is under the patronage of the minister of economy. (3 days)

NOTE - You are not sure that the manager will accept your invitation and that you will actually be able during the dinner to find the appropriate opportunity to talk to the manager about "Boost AI".

GET PROFILES: Obtain more information about up to five individuals by talking informally with one of the old shareholders or top managers of FrontMedia. (2 days)

NOTE - Each person's profile includes a qualitative description of the individual and will help you understanding how difficult it will be to help that individual move through the different change phases. The profiles, once gathered, will be available to you during the whole session.

TEAMS: Interview and observe a cross-section of the staff to determine how managers from different parts of the organization collaborate in project teams, task forces or committees. (5 days) NOTE - Memberships in collaboration networks will not change over the next few months, and will remain available throughout the whole period. This information is accessible by clicking on the button 'Other Networks'.

INTERNAL MAGAZINE: Ask the editor of FrontMedia's internal magazine to include a short article you write on the advantages of AI Techniques and their link to achieving outstanding performance in all Functions. To be published in the upcoming edition. (3 days)

NOTE - This magazine is distributed to all the managers. The article is about the generic advantages of deploying AI Techniques in different functions and the features of the corporate "Boost AI" platform.

DIRECTIVE: Try to convince the CEO to send out a directive to everybody at FrontMedia insisting that they start deploying the corporate "Boost AI" Platform in two weeks time. (5 days)

NOTE - You spend several days writing a draft of this directive to give to the CEO.

COVERT LOBBYING: Suggest to a group of selected individuals who already show strong interest in "Boost AI" but whose hierarchical superiors are still unconvinced, that they should lobby directly the CEO to push them to proceed faster with the implementation. (4 days)

NOTE - This initiative assumes that you have identified the appropriate persons to approach, and does not require you to specify them.

ELECTRONIC MAIL: Send a brief electronic mail to everyone on the top team explaining your ideas on why increasing performance by deploying "Boost AI" makes sense for them too. (1 day)

NOTE - Everybody has an individual e-mail account.

MANAGEMENT TRAINING: Organise for up to five individuals a three-day residential training programme on the potential benefits of AI techniques in different Functions and how to actually best deploy such processes and systems. (5 days)

NOTE - You do not attend the course, but it takes a considerable amount of your time to plan it. In addition, people can only attend such courses only once a year.

EXCOM MEETING: Organise a special meeting attended by the CEO and the Department Heads to share and discuss thoughts, results and action plans for the "Boost AI" deployment project. (3 days)

NOTE - The CEO and the Department Heads often bring along their closest collaborators to these ExCom Meetings.

WORKSHOP: Identify and help one of the FrontMedia's managers to organise and lead a workshop including a demonstration and a discussion session on his/her views and experiences with the new "Boost AI" system. (5 days)

NOTE - Workshops are open and advertised to everybody at FrontMedia.

FACE-TO-FACE MEETING: Fix a meeting with one of the members of FrontMedia's top team in order to persuade him/her that it would make sense to implement "Boost AI" as rapidly as possible. (1 day) NOTE - The meeting will take place in the person's office.

COFFEE BREAKS: Spend some time in and about the company in order to see which groups of individuals meet regularly over short breaks such as lunch, in the smoking area, or over a coffee. (3 days)

NOTE - Memberships in collaboration networks will not change over the next few months, and will remain available throughout the whole period. This information is accessible by clicking on the button 'Other Networks'.

MEMO: Write and send to any five individuals a brief memo on how some of the specific features of "Boost AI" will significantly improve internal administrative and HR processes at FrontMedia and in the whole GlobeCom Group. (1 day)

NOTE - This is distributed in the company's internal mail system.

3. Boost AI Simulation Initiatives (2/2)

PILOT TEST: Try to get commitment from one of the managers to co-organise and run a two-week-long pilot test of the "Boost AI" platform in his/her area using current data. (4 days)

NOTE - This will involve setting up the "Boost AI" platform app on the computers and mobile devices of all those involved and providing users with the appropriate training.

PLENARY MEETING: Develop a slide show on the Impact of AI Techniques and the progress of the "Boost AI" project, and present it during the regular plenary meetings attended by all the manager in the HQ. (5 days)

NOTE - The presentation includes potential applications of "Boost AI" within the different company areas. All the managers at FrontMedia are in principle expected to attend these meetings.

QUESTIONNAIRE: Write and distribute to everybody a questionnaire aimed at assessing their current level of interest in becoming regular users and start taking advantage from the corporate "Boost AI" platform. (2 days)

NOTE - The main objective of using this questionnaire is to demonstrate your approach to the project and ideally gather additional information.

RECEPTION: Organize a reception at a nearby 5-star hotel and invite Professor Progenios for a keynote speech about his latest research on "AI Techniques in Cross-functional and Cross-Organizational Contexts". He is a leading expert and has just finalized the benchmarking study "Boosting Performance through AI in Global Organizations" together with one of the big five consulting firms (3 days)

NOTE - Everybody at FrontMedia is invited to this event, but attendance is optional. As a preparation, you enclose in the invitation two business articles on the subject.

EXTERNAL LINKS: Spend some time observing or finding out which managers belong to the same social groups as they share political views, or meet frequently at the local tennis club or at luxury health clubs & spas. (3 days)

NOTE - Memberships in collaboration networks will not change over the next few months, and will remain available throughout the whole period. This information is accessible by clicking on the button 'Other Networks'.

NEUTRALIZE RESISTERS: Suggest to one of FrontMedia's top managers Suggest to one of FrontMedia's top managers that some individual resisting and potentially slowing down the "Boost AI" project should be "neutralised" (for instance by promoting them to a side-ways position) so that they cannot hurt the project. (3 days)

NOTE - You only need to identify the appropriate person to be promoted away. It is assumed you will be talking to the appropriate authority for such decision. You'll be able to use this tactic only once!

TASK FORCE: Select up to five members of the FrontMedia management team to join you in a Task Force of change facilitators or "champions", who are to help develop and implement the proposed changes and eventually influence and train all staff. (5 days)

NOTE - If successful (in case all the selected individuals will join your Task Force) the team will be active until the end of your intervention period (and hopefully beyond it too).

PUBLIC STATEMENT: Convince the CEO to show his support for your work by publicly acknowledging the progress of "Boost AI" at FrontMedia. In a brief written form, such a statement could be then forwarded to all the managers. (3 days)

NOTE - In the past, only Stefanie Durand, the CEO Personal Assistant, has had the authority to gather and spread such public statements from the CEO.

INFORMAL ENCOUNTERS: Target one of the members of FrontMedia management team and try to trigger an 'unplanned' brief encounter in order to talk informally about your excitement about "Boost AI". (2 days)

NOTE - You will spend some time in the hallways, in the restaurant and cafeteria, in the parking lot and in similar spaces in order to maximize the probability of such an encounter with the person you want to target.

SELECTIVE EMAIL: Send an email to up to 5 individuals to provide clarifying information and make them feel more involved in the project. (1 day)

NOTE - You can also send the email to less than 5 individuals.