

# Boost AI Facilitation Notes

AAA/08/2021, 12/2022

## 1. Starting with a Slide/Reflection on AI Adoption in Organizations

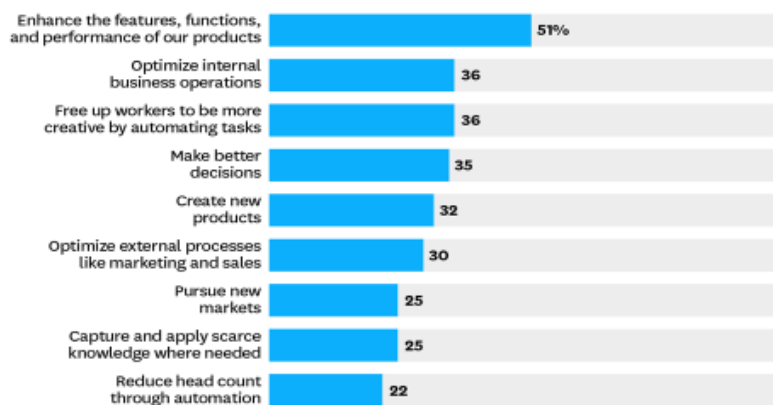
With an executives audience I might address the AI subject first from a perspective of **value creation/business benefits**, using for instance the first of the 2 HBR articles (Davenport, T. and R. Ronanki, [Artificial Intelligence for the Real World](#), *HBR*, Jan-Feb 2018) included in the slide below - that I might even assign as an optional pre-reading in addition to the [Boost AI Quick Manual](#) – which describes the context and the AI-related mission).

### Organizational Adoption of AI: What is Behind?

#### The Business Benefits of AI

We surveyed 250 executives who were familiar with their companies' use of cognitive technologies to learn about their goals for AI initiatives. More than half said their primary goal was to make existing products better. Reducing head count was mentioned by only 22%.

PERCENTAGE OF EXECUTIVES WHO CITE THE FOLLOWING AS BENEFITS OF AI



SOURCE: DELOITTE 2017  
FROM "ARTIFICIAL INTELLIGENCE FOR THE REAL WORLD,"  
BY THOMAS H. DAVENPORT AND RAJEEV RONANKI, JANUARY-FEBRUARY 2018

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[Artificial Intelligence for the Real World](#)

Davenport, T. and R. Ronanki, *HBR*, Jan-Feb 2018.

[Building the AI-Powered Organization](#)

Fountain, T., McCarthy B. and T. Saleh, *HBR*, July-August 2019.

The slide can also provide a good starting point for introducing or motivating the subject (organizational diffusion of AI) eliciting **examples** (ongoing projects or plans) and **views** (most valuable now, most promising, most challenging, ...) from the participants.

## 2. Supporting the Debriefing after Boost AI

First of all the experience enables the teams to come in touch with “**generic**” **change dynamics**, like the bureaucratic barriers set initially to “outsiders”, generic lack of motivation and even active resistance to the innovation proposed, influence among different characters connected by different formal and informal networks, but also positive reaction to trust-building and early involvement tactics, etc.

Supporting material can be found in **Appendix 1** and its links, including the good old “Behind the EIS Simulation” article, sets of slides, and insights (eg on the “**Winning Formula**”).

Second, the simulation reflects “**collaboration-related**” **dynamics** in form of a low motivation and willingness to engage across organizational boundaries. This makes it possible – if desirable - to include in the Debriefing Session a specific discussion about “Barriers and Resistance to Cross-Organizational Change/Innovation Initiatives”.

Supporting material I can advise to structure a discussion and follow-up on this subject can be found in the “Synergy” slides included in **Appendix 1**, and the work of Morten Hansen.

Third, the experience enables the players to come in touch with different types of **innovation-specific dynamics** and “resistance articulations”.

A first group of them are “**IT Innovation-specific**” dynamics, as they are likely to emerge in every project including the diffusion of new corporate IT systems supporting different type of (typically new or redesigned) processes. An example are individuals not welcoming IT innovations because of their personal involvement in the current IT systems, which might not be only rational, but emotional too. Another example is the diffused fear rooted in the association of new IT Systems with

loss of control, autonomy, and flexibility, or with increased (negatively perceived) supervision.

A last group of the articulations players might be exposed to during the simulation are specific to **AI systems/solutions** currently introduced and adopted in organizations. We have produced and injected them in the feedbacks of the simulation after reviewing a large number of publications in academic journals and the business literature of the last 3 years (including publications and reports from consulting companies) – each publication stimulating at least 3 resistance articulations.

Additional Slides that you might find useful to support your Boost AI Debriefing Session can be found here: [Selected commented slides](#) (including the distribution of initial resistance attitudes of the managers).

In the meantime, the material included in the article Fountaine, T., McCarthy B. and T. Saleh, [Building the AI-Powered Organization](#), *HBR*, July-August 2019 is an excellent basis for a good discussion of the subject (including some of the graphics included). The article can also be suggested as a follow-up reading.

Another excellent article to be considered for pre- or follow-up readings – particularly focussing on how Decision Making is evolving with the injection of different well-explained AI/ML techniques – is:

[Augmenting organizational decision-making with deep learning algorithms: Principles, promises, and challenges](#) (*JBR* 2021)

**NOTE:** If you are used to the [EIS Simulation](#) (2.8 or 3.0) you might find these [Transition Slides](#) useful for understanding the differences among the different Simulation versions – or how to deploy them together.

### 3. Appendix 1

Debriefing Slides / Facilitation Material:

- [Slides Set 1](#) related to sessions with **EIS Simulation**
- [Slides Set](#) related to a session with **SYNERGY** (like *EIS Simulation*, but with a special emphasis on inter-organizational collaboration) – more docs on this [webpage](#).
- [Slides Intro](#) & [Debriefing](#) related to a session with **ChangeMasters** (like *EIS Simulation* but with emphasis on the introduction of Performance Management Systems)
- [Slides Set](#) related to a session with **GulfCom** (like *EIS Simulation*, but with a special emphasis on cross-cultural aspects – focus Middle-East)
- [Slides Set](#) related to a session with **LingHe** (like *EIS Simulation*, but with a special emphasis on cross-cultural aspects – focus China/Asia)

Here you can find a few docs which are a bit dated but also contain some Facilitators Notes related to how to intervene during the time the Teams play the Simulation

- [Facilitation Notes 1](#) and [Facilitation Notes 2](#)
- [Trainer Manual](#) and [EIS Debriefing Support](#)
- [Doc on the underlying models](#)

Some short **videos**, related to epidemic diffusion:

- The classical: *Face The Rear*  
(<https://www.youtube.com/watch?v=OcyqWkHURxU>)
- A newer version: *Social Conformity: Brain Games*  
(<https://www.youtube.com/watch?v=o8BkzvP19v4&t=3s>)
- *How to Start a Movement – Leadership Lessons from Dancing Guy* – to discuss epidemics & importance of First Followers, not just of Innovative Leader, etc.  
(<https://www.youtube.com/watch?v=lbaemWIljeQ> )

## ... and What is the “Winning Formula”?

Once a Participant asked if there was a **Winning Formula** to apply in order to get good results in the Simulation.

I first explained that the way we have implemented the dynamics of the Simulation there is actually **no "right/best way"** but rather a large number of **"traps" in which to avoid to fall.**

So, instead of a **Magic Formula** I finally shared this list of **Seven Recommendations:**

1. *Identify, focus on and build trust with those who can help you spreading your innovation, and show respect for everybody else.*
2. *Think like a virus: Aim at exponential, epidemic diffusion of the innovation you are introducing, not "linear" one. Act accordingly.*
3. *Take always into consideration that change requires individual to go through different stages, more or less rapidly, and that to address their (natural) resistance at every stage you might have to activate different initiatives.*
4. *Be careful not to do anything which might actually (unintentionally perhaps) increase their resistance, rather than decrease it*
5. *Manage well the dynamics of your Change Team making sure that everybody has a saying and stays involved. It's extremely critical too to help you throughout good and difficult moments.*
6. *Consider that the Simulation has been designed to be particularly difficult and frustrating (particularly for people who are up for "quick wins"). Be ready for some of it too.*
7. *Respect time constraint, don't cheat, and have fun.*