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Successfully embracing artificial intelligence

Nigel Walsh | DWIC18 | Dubai | @nigelwalsh

10 lessons for successfully embracing artificial intelligence

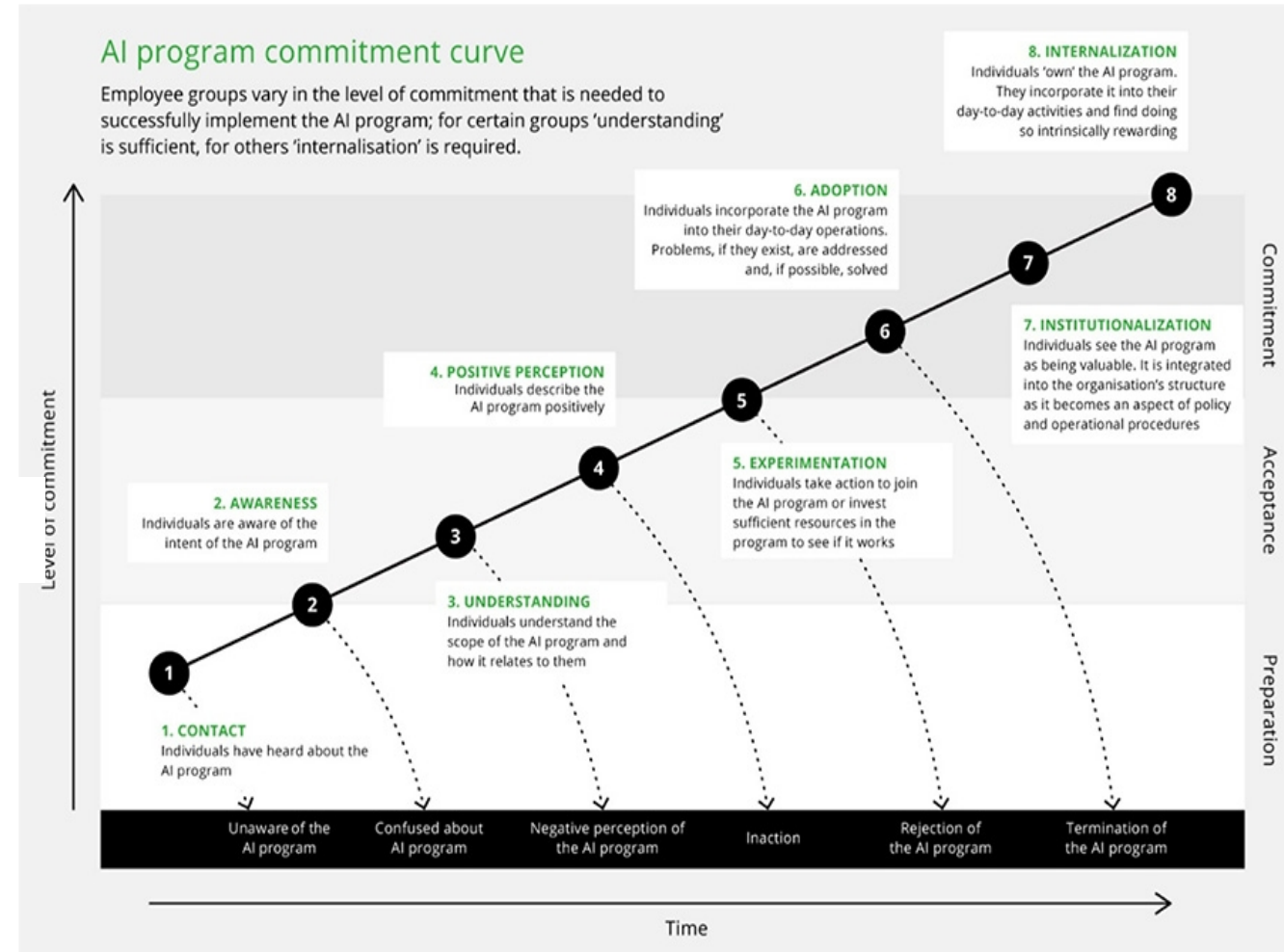# Establish executive support & overall awareness

1

Ensure the support of the executive & that AI is embedded in the overall strategy

- It is important that the exec understands the **usefulness and necessity** of this investment

- Leaders should always be aware of **what business needs AI can fulfil.** Start with WHY!?
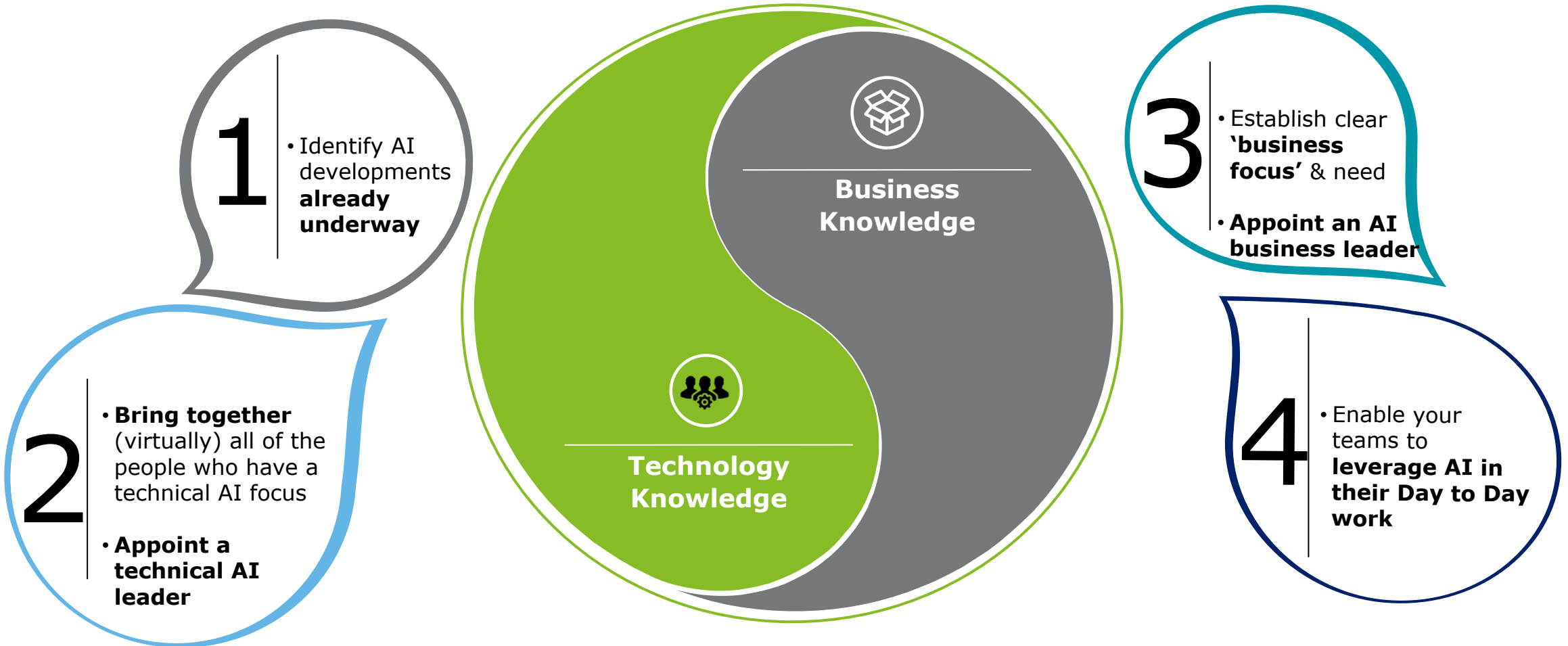
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Create general awareness of AI among employees

- it is just as important to focus on the **engagement of human labour**

- **Develop an awareness campaign** to help the broader organisation become aware of AI, its **designed purpose** and benefits

AI program commitment curve

Employee groups vary in the level of commitment that is needed to successfully implement the AI program; for certain groups 'understanding' is sufficient, for others 'internalisation' is required.

8. INTERNALIZATION
Individuals 'own' the AI program. They incorporate it into their day-to-day activities and find doing so intrinsically rewarding

6. ADOPTION
Individuals incorporate the AI program into their day-to-day operations. Problems, if they exist, are addressed and, if possible, solved

7. INSTITUTIONALIZATION
Individuals see the AI program as being valuable. It is integrated into the organisation's structure as it becomes an aspect of policy and operational procedures

4. POSITIVE PERCEPTION
Individuals describe the AI program positively

5. EXPERIMENTATION
Individuals take action to join the AI program or invest sufficient resources in the program to see if it works

2. AWARENESS
Individuals are aware of the intent of the AI program

3. UNDERSTANDING
Individuals understand the scope of the AI program and how it relates to them

1. CONTACT
Individuals have heard about the AI program

Level of commitment

Commitment / Acceptance / Preparation

Unaware of the AI program | Confused about AI program | Negative perception of the AI program | Inaction | Rejection of the AI program | Termination of the AI program

Time

Build the Community, but be selective

1 • Identify AI developments **already underway**

2 • **Bring together** (virtually) all of the people who have a technical AI focus

• **Appoint a technical AI leader**

Business Knowledge

Technology Knowledge

3 • Establish clear **'business focus'** & need

• **Appoint an AI business leader**

4 • Enable your teams to **leverage AI in their Day to Day work**

By involving both groups you can create a situation that allows the optimum outcome & establish a greater chance of success

Set clear, realistic objectives

"The establishment of an AI organisation is an

organisational change, more than just a technological change"

- Deloitte's Artificial Intelligence Centre of Expertise

Outline clear expectations & be realistic

In general, within organisations there are two misconceptions about AI:

1. That AI is the **solution to all problems**
2. That the organisation is **already** able to do everything with AI

Make choices and set clear objectives

- Create an **Annual Plan**
- This is something which is important to bring all of the **different ambitions** into line and to make choices.
- When making choices it is good to take (technical) **feasibility into account.**

Understanding AI competencies

List the AI competencies

- When leaders have identified the community, it is important to investigate **which competencies organisations have available and at which level**. This can give a clear picture of which business units are progressing well or lagging behind, **which AI skills are missing and where the experts can be found.**

- The result of this analysis forms the basis for, among other things, the **AI training plan** (what training, to whom, when), and the classification of community members in workflows (business, technology) and level (potentials, experts).

Ensure technological support & appoint a PM from a 'neutral' area

- It is important that the time and money that is invested in the programme is also used to facilitate the community.
- Organisations should for instance **consider establishing a data platform, a code repository (GIT) for sharing code or configuring collaboration tools**, as well as appointing a programme manager.

Safe learning environment & communication

Learning Path

- It is essential to ask questions, and companies should **record what has been learned and share it**, so that others do not make the same mistakes.

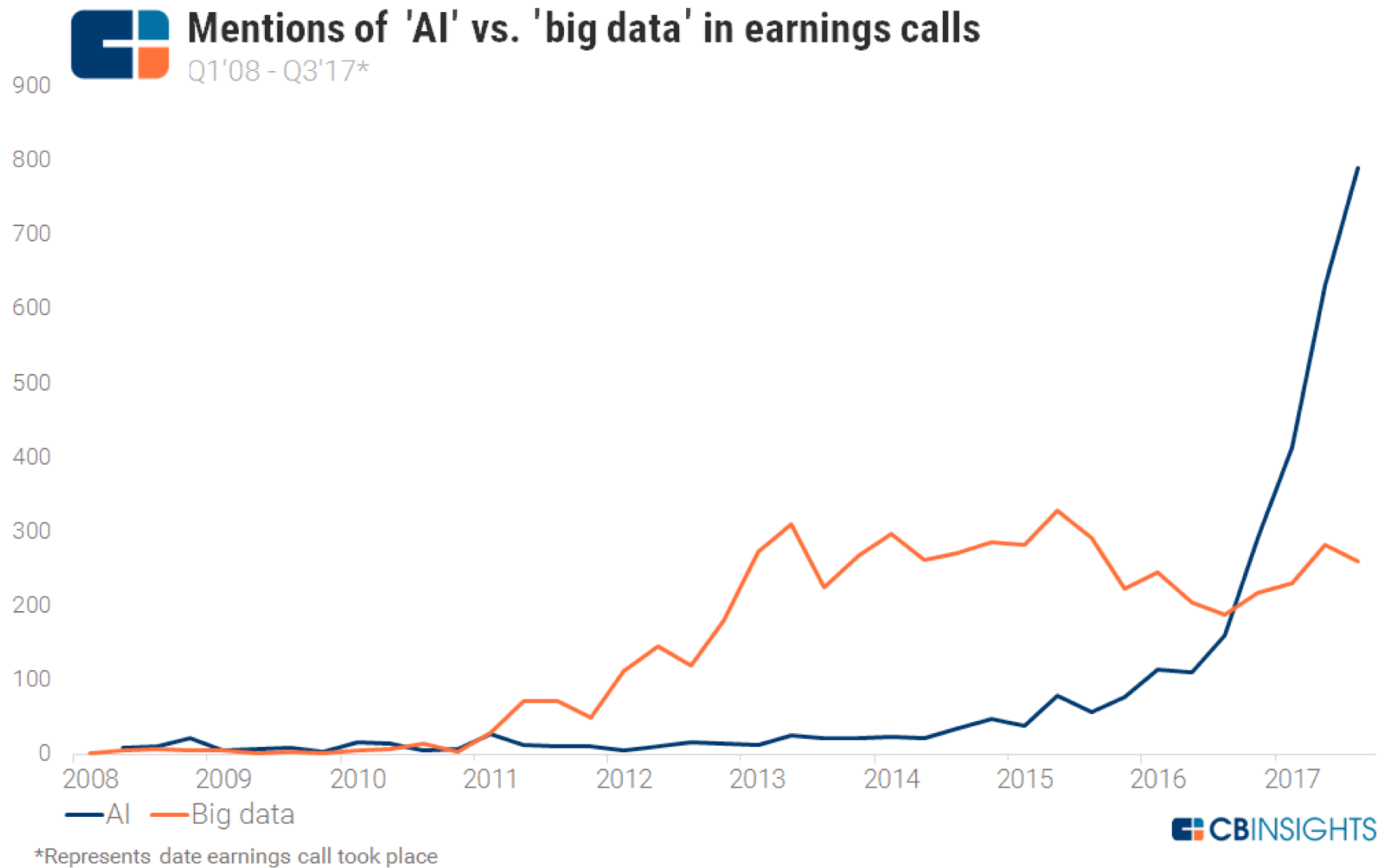- It is realistic (and OK) to assume that **mistakes will be made in the initial phase**

Communication

- **Over communicate** and frequently

- Groups should make clear to the organisation what has been done in the area of AI, within the programme, and repeat the message. They should not assume that the knowledge will be known immediately,

- Time must be allocated for explanations and, where required, clarification

Legend (left):
- ◯ Department employees
- ◯ Employee with AI business knowledge
- ◯ Employee with AI tech knowledge

Legend (right):
- ◯ AI Business Lead
- ◯ AI Tech Lead
- ◯ IT, Risk & Reputation support
- ◯ Department employees
- ◯ Community members
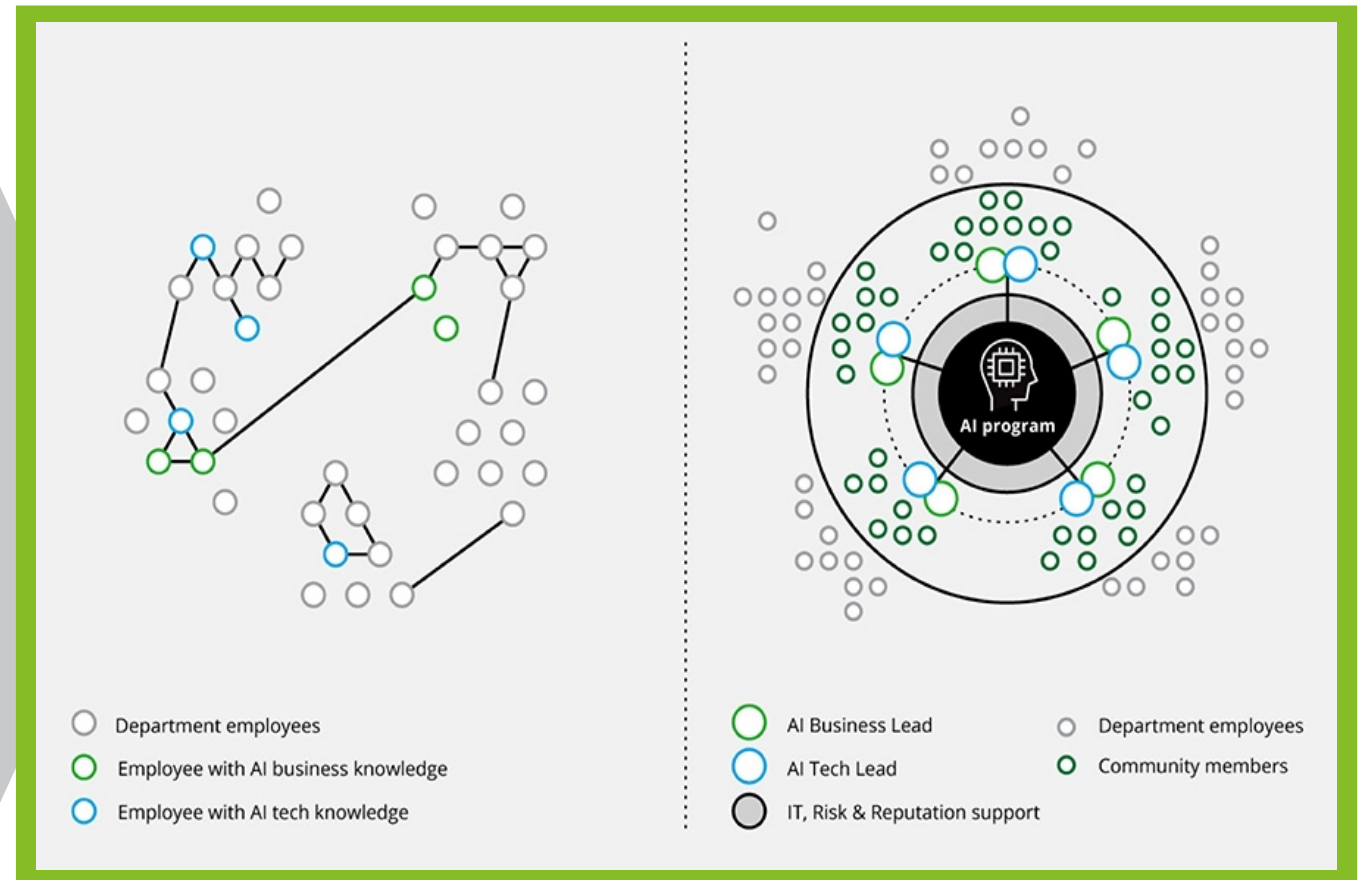
As the organisation enhances its AI program, then

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Its here to stay, if this is anything to go by.

Mentions of 'AI' vs. 'big data' in earnings calls
Q1'08 - Q3'17*

— AI   — Big data

*Represents date earnings call took place

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