Business Learning Institute
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Human Leadership in an AI World

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Every company meeting in 2023
✨CEO✨
TikTok
@ thatcorporatelawyer

Learning Objectives

1. Identify the six particularly human parts of every job – parts that AI will never replace
2. Apply learnings to leverage people capabilities and AI contributions
3. Augment human skills with AI, rather than viewing AI as a replacement or threat

Moravec's paradox: what's easy for humans is hard for AI, and what's hard for humans seems quite easy for AI.

How exactly ***does*** work get done?

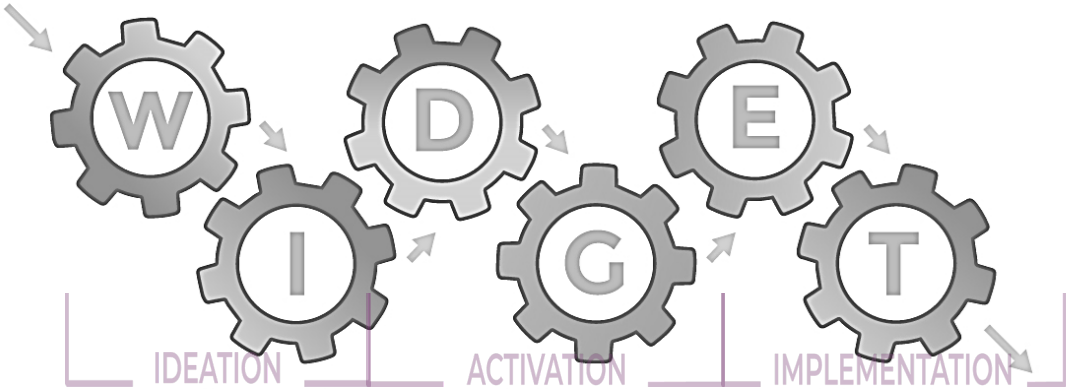
3 Stages of Work

Pondering the possibility of greater potential and opportunity in a given situation.

Intuitively and instinctively evaluating ideas and situations.

Providing encouragement and assistance for an idea or project.

Wonder **Discernment** **Enablement**



Invention

Creating original and novel ideas and solutions.

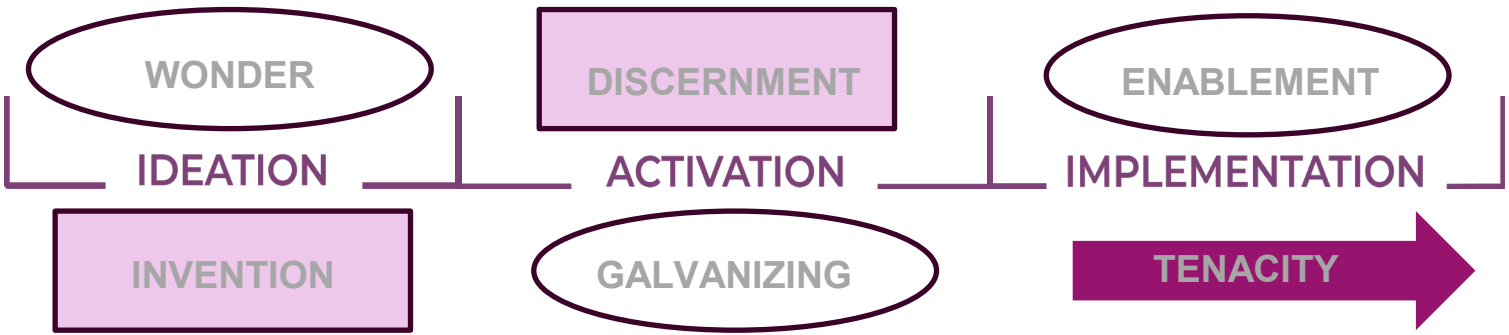
Galvanizing

Rallying, inspiring and organizing others to take action.

Tenacity

Pushing projects or tasks to completion to achieve results.

Stages & Phases of Work

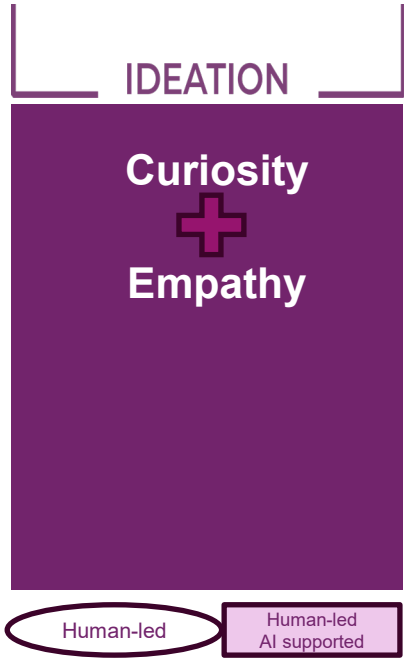


Moravec's paradox: what's easy for humans is hard for AI, and what's hard for humans seems quite easy for AI.

The emotional and biased decision-making of the human brain has an advantage -- moral and ethical principles that transcend calculative and utilitarian thinking in getting work done.

What capabilities does it take to get work done alongside AI?

Human Required Capabilities by Stage of Work



= Imagination/ Creativity

PROBLEM: Most Cultures Are Not Built for Curiosity

65% SAID CURIOSITY WAS OF GREAT IMPORTANCE TO EXPLORING NEW IDEAS AND SOLVING WORK PROBLEM

60%—SAID THEY ENCOUNTERED DIFFICULTIES IN FULFILLING THEIR CURIOSITY ON THE JOB BECAUSE OF DAILY ROUTINES AND RIGID ORGANIZATIONAL STRUCTURES

Recent research has found that many people celebrate creativity outwardly while subconsciously viewing it as a disruptive force that introduces unwanted uncertainty.

Signals your organization may be facing an imagination deficit

- Your workers, managers, executives, and board members recognize the need to reinvent work in the age of generative AI but are unsure how to take the first step.
- Your hiring managers are emphasizing the need for soft skills in candidates as they look for human capabilities such as divergent thinking, collaboration, and social intelligence.
- Your organization is increasingly turning to hiring or acquisitions to infuse new ways of thinking and new ideas.
- You are noticing fewer entry-level jobs in your ecosystem.

Human Required Capabilities by Stage of Work

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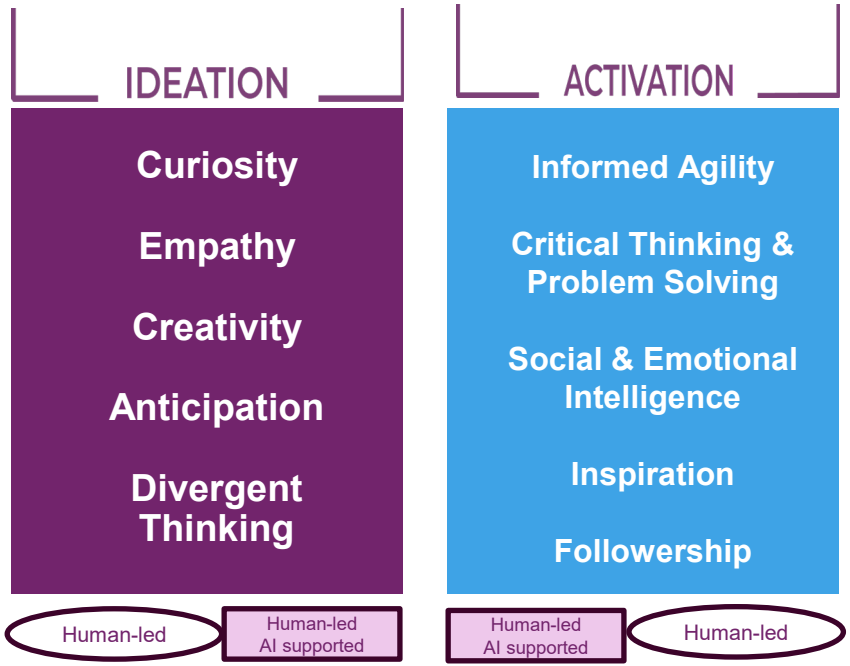

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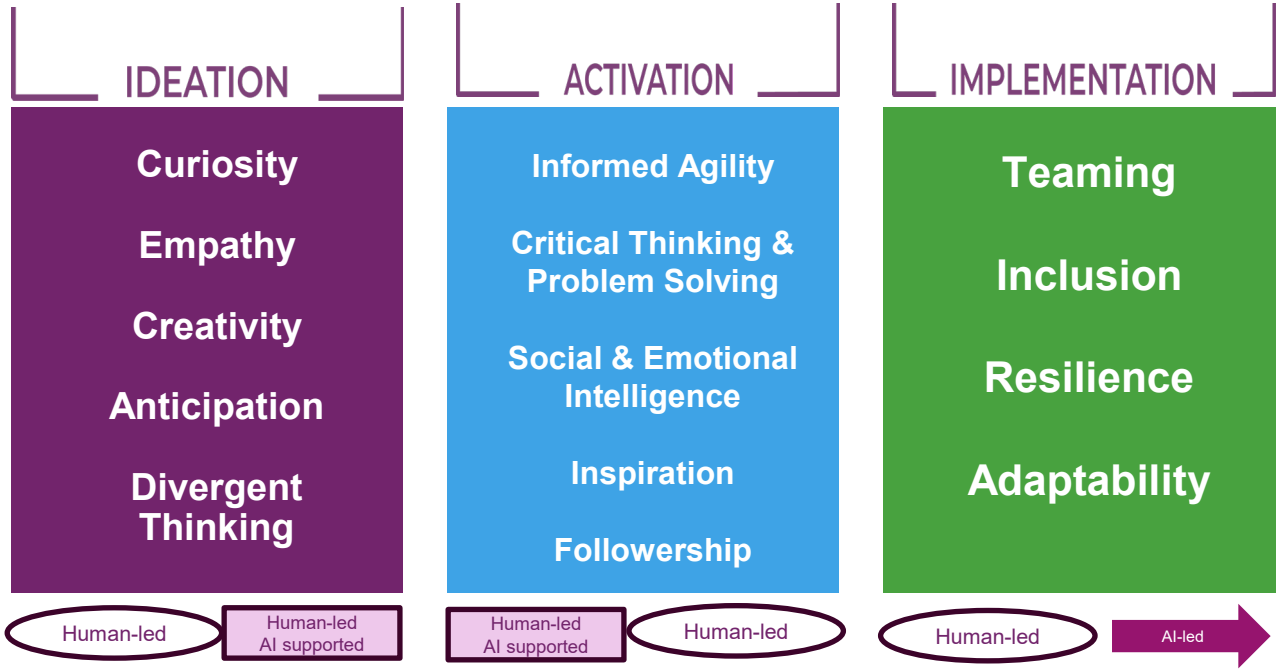

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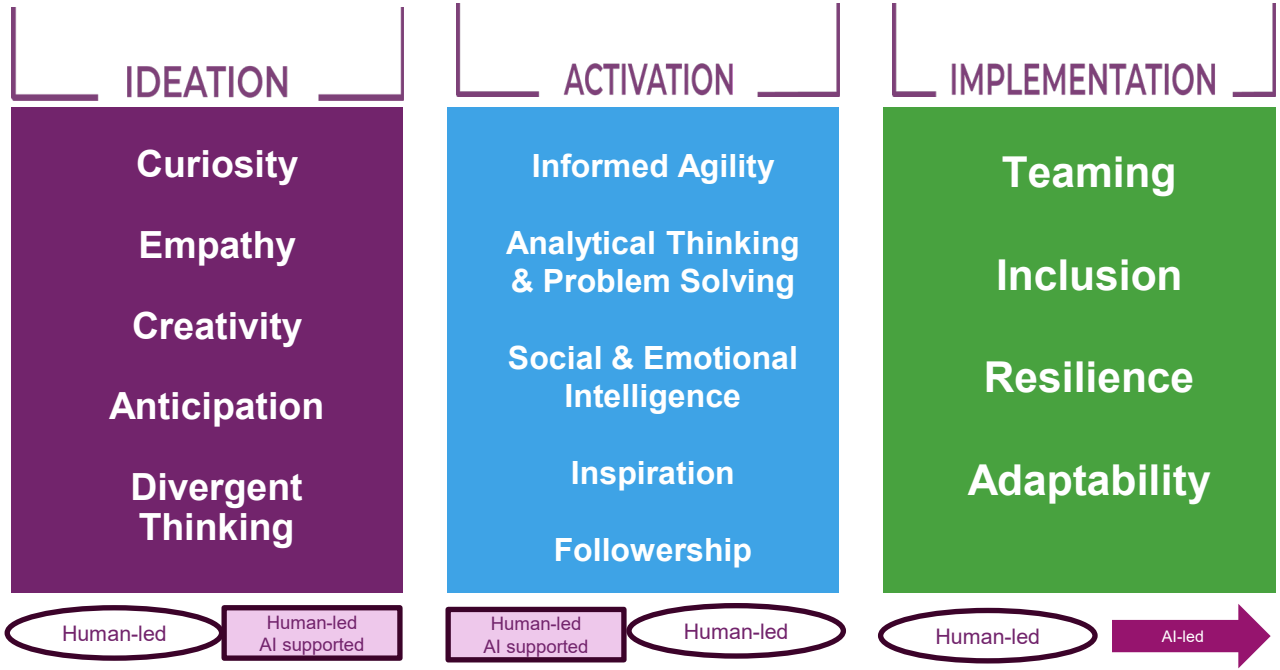

META CAPABILITIES: LEARNING | PSYCOLOGICAL SAFETY | COMMUNICATION| HEALTHY CONFLICT

What does this mean for organizations?

Requirements of Success

Design the Culture for Success with AI

80% of Transformation Success is about PEOPLE

39% - Mindset

17% - Leadership

24% - Human Skills

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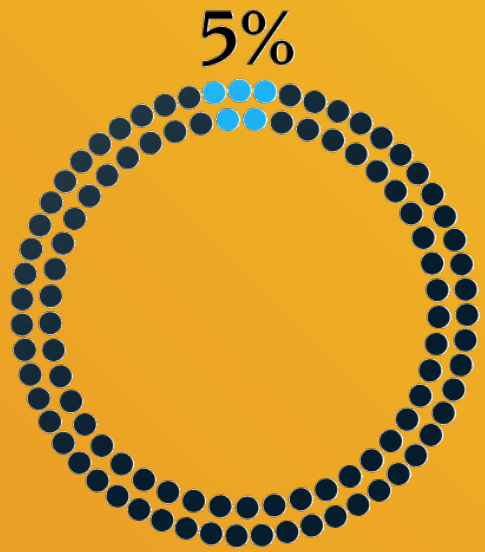
“Companies often announce technological or digital elements in their strategies without having the right capabilities to integrate them. To achieve a competitive advantage, organizations need to build institutional capabilities—an integrated set of people, processes, and technology that enables them to do something consistently better than competitors do.”

Only 5% of respondents say their organizations already have the capabilities that they need



McKinsey & Company

McKinsey, The State of Organizations 2023

Source: Patrick Lencioni, The Five Dysfunctions of a Team

4 Ways to Restore Trust in the Promise of Innovation

1. Implementation is as important as invention

Mismanaged innovations are as likely to ignite backlash as advance society. With breakthroughs like AI, vaccines, and green energy on the line, explaining the science and managing impacts is essential.

2. Business must partner for change

Business is most trusted to introduce innovation into society, with an emphasis on partnering with government. CEOs need to safeguard jobs and take a stand on emerging ethical concerns.

3. Science must integrate with society

Scientists are still trusted—but increasingly subject to public scrutiny. To build trust in expert recommendations, explain the research, engage in dialogue, and harness peer voices as advocates.

4. Give me control over my future

When people feel in control over how innovations affect their lives, they are more likely to embrace them, not resist them. Listen for concerns, be open to questions.

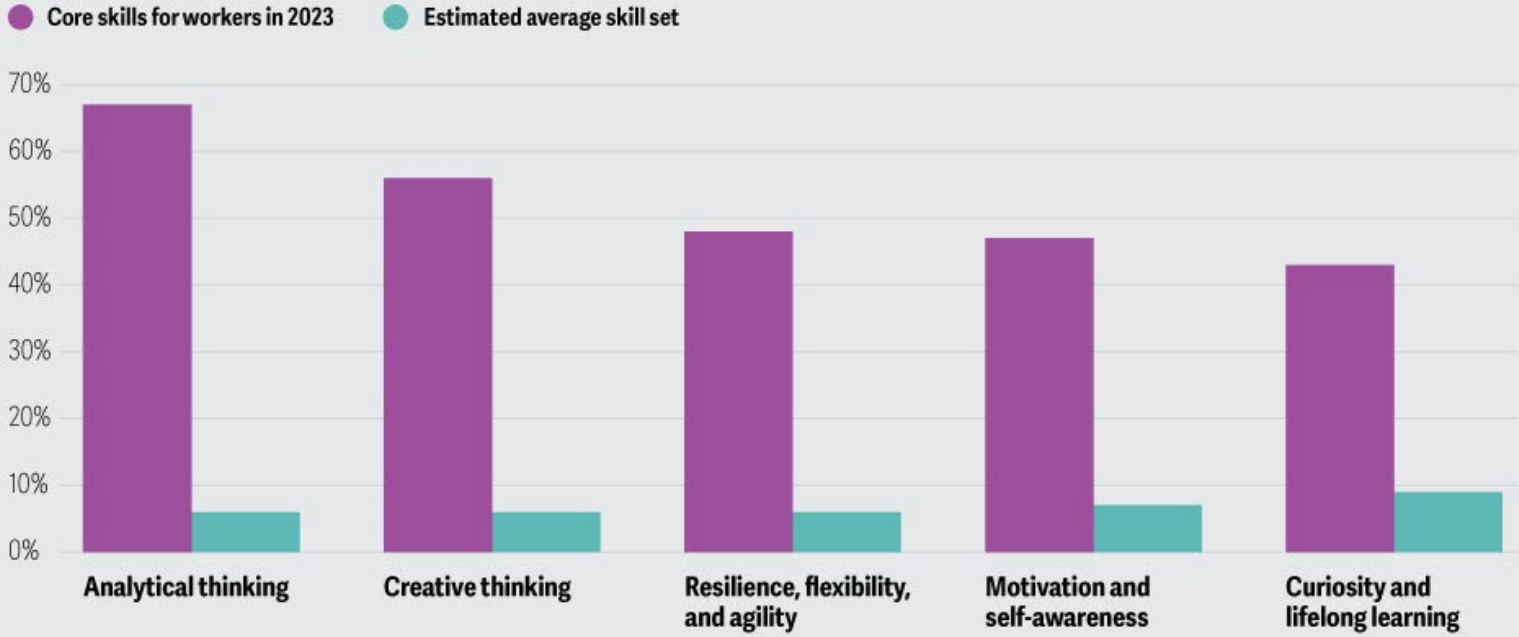
Requirements of Success

Design the Culture for Success with AI

Champion Reskilling Efforts as a Strategic Business Imperative

Figure 2

Human capabilities top the list of core skills, but there's a gap to fill



Source: World Economic Forum.

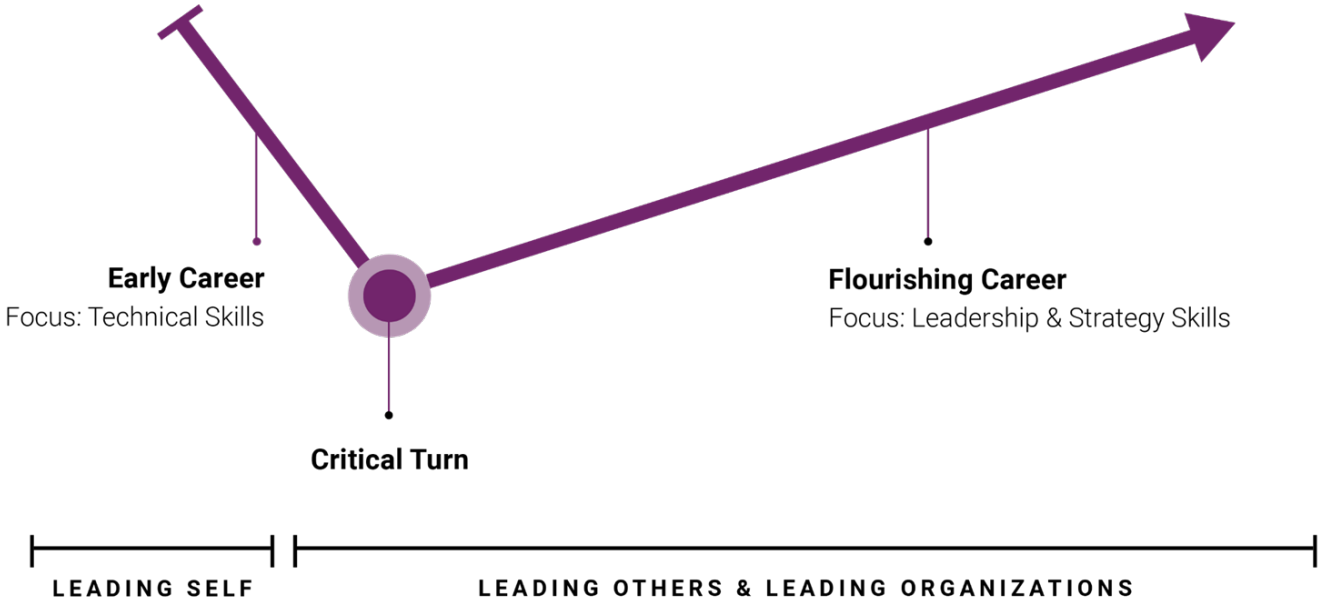
Requirements of Success

Design the Culture for Success with AI

Champion Reskilling Efforts as a Strategic Business Imperative

Prioritize Manager Development

the BOUNCE


Early Career
Focus: Technical Skills
Critical Turn
Flourishing Career
Focus: Leadership & Strategy Skills
LEADING SELF
LEADING OTHERS & LEADING ORGANIZATIONS

Middle Managers Hold the Power

Build Teaming, Inclusion & Learning Skills

Move from Project (Micro) Managers & Problem Solvers to Innovators

Reward the Behaviors You Want to Keep

Where do we start?

Top 3 Language Shifts

From skills training to human capabilities development

From responsive to anticipatory & creative cultures

From tech as a tool to tech as a collaborator

AI won’t take your job. But, AI *will* take *parts* of your job. And if you don’t learn to do the particularly human things that AI will never do, then, you may in fact be without a job.

-Kassi Rushing

Clearly State Expectations for Both Human Skills & AI Fluency

Revisit & Revise Learning Competency Priorities

Evolve Your Career Pathways and Competency Continuums

Ensure Evaluation Processes Include Future-Relevant Skills Assessment

Reward Team Members Who Are Willing to Lead AI Projects and Learning in Their Role/Dept.

“Broad applicability of AI skills means that AI-fluent is no longer a specialty; it is a core competency for all.”

– HR Dive

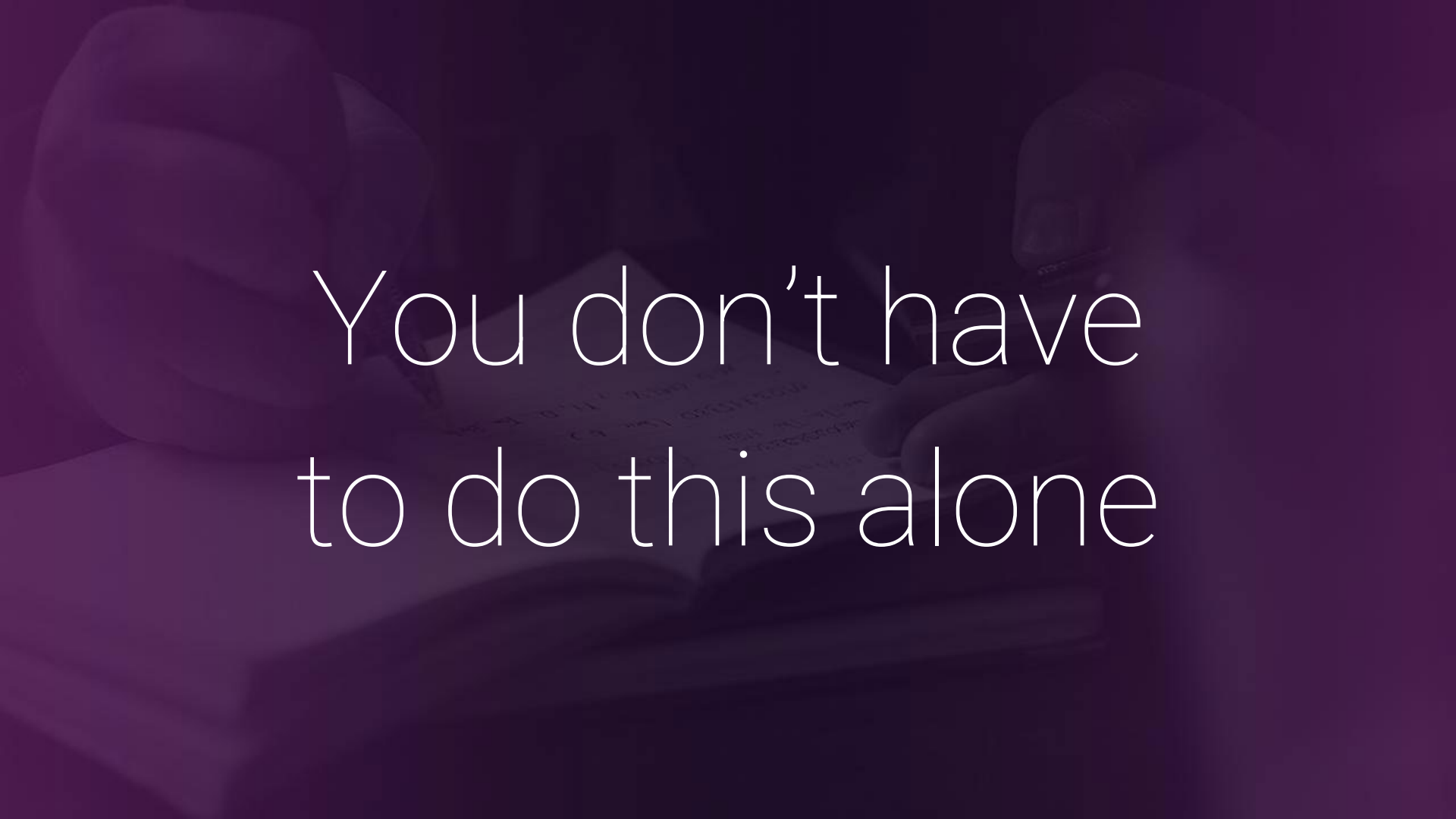

You don’t have
to do this alone

Figure 3

Workers want the opportunity to reimagine the future of their work, but many aren't given the opportunity to do so

Percentage of workers answering the questions, "Is your organization helping you imagine how your job may change in the future, with technology or other advancements?" and "How important would this be to you?"

Source: 2024 Global Human Capital Trends research.

“This is the easiest it will ever be. Adapting to change is easier sooner rather than later.”

The Rise of GenAI: Exploring its rapid emergence and transformative impact on accounting and finance

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Your Speaker

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