



Navigating Change Management For Analytics & AI in Business

IMA | Sep 22nd, 2023

Today

- 01** State of AI
- 02** Context of Change
- 03** People-Integrated Approach
- 04** Use Cases: Tools & Tech | Culture | Process
- 05** Powering your Change Journey

State of **AI**



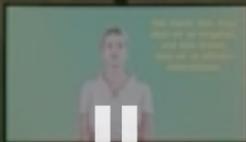
User:

“What is funny about this image?”

GPT-4:

The humor in this image comes from the absurdity of plugging a large, outdated VGA connector into a small, modern smartphone charging port.

THE ASSOCIATED PRESS





Cooper ☕
@peakcooper



#GPT4 saved my dog's life.

After my dog got diagnosed with a tick-borne disease, the vet started her on the proper treatment, and despite a serious anemia, her condition seemed to be improving relatively well.

After a few days however, things took a turn for the worse 1/



Théâtre D'opéra Spatial by Jason M. Allen via Midjourney





Netflix Japan | ネットフリックス
@NetflixJP

A short movie "Dog and Boy" created jointly by Netflix Anime Creators Base, technology developer Rinna Inc, and WIT STUDIO.

As an experimental effort to help the anime industry, which has a labor shortage, we used image generation technology for the background images of all three-minute video cuts!



Storyboarder, Director	Ryotaro Makihara
Key Animator	
Character Designer	Mathias Demongeot
CG Animator	
Music	"AINOUTA" by sasakure.U feat.AI-code"M"
Background Designer	AI (+Human)
Producer	Taiki Sakurai

Layout (Hand-drawn)

▶ 2.9M views

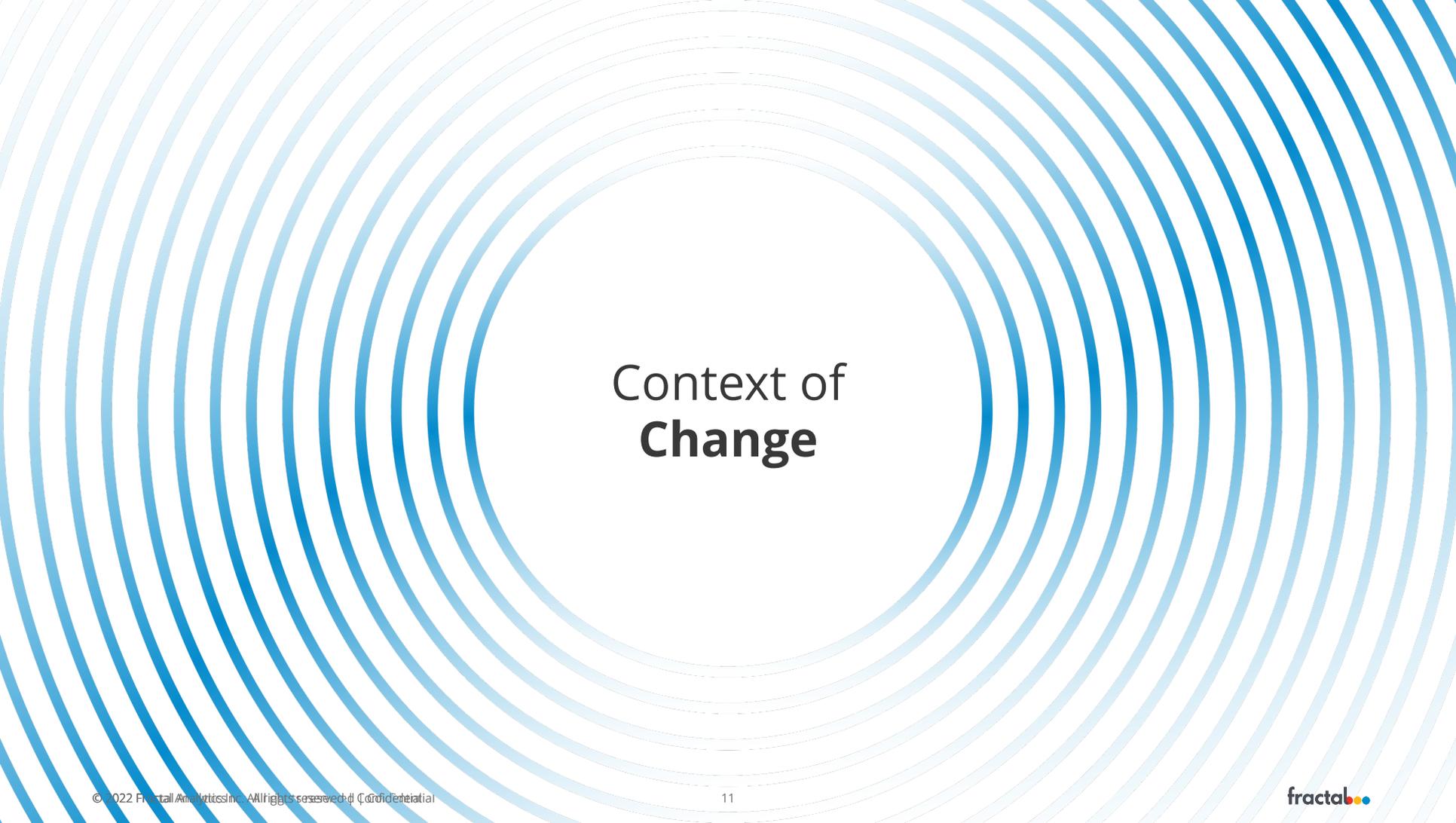
3:07 / 3:24



80% of orders are drive-thru orders
45 seconds higher wait time than 2019-20
21% error rate in orders

```
1 import datetime
2
3 def parse_expenses(expenses_string):
4     """Parse the list of expenses and return the list of triples (date, va
5
6
7
8
9
10
11
12
13
14
15
```

The latest and hottest
programming language is
English

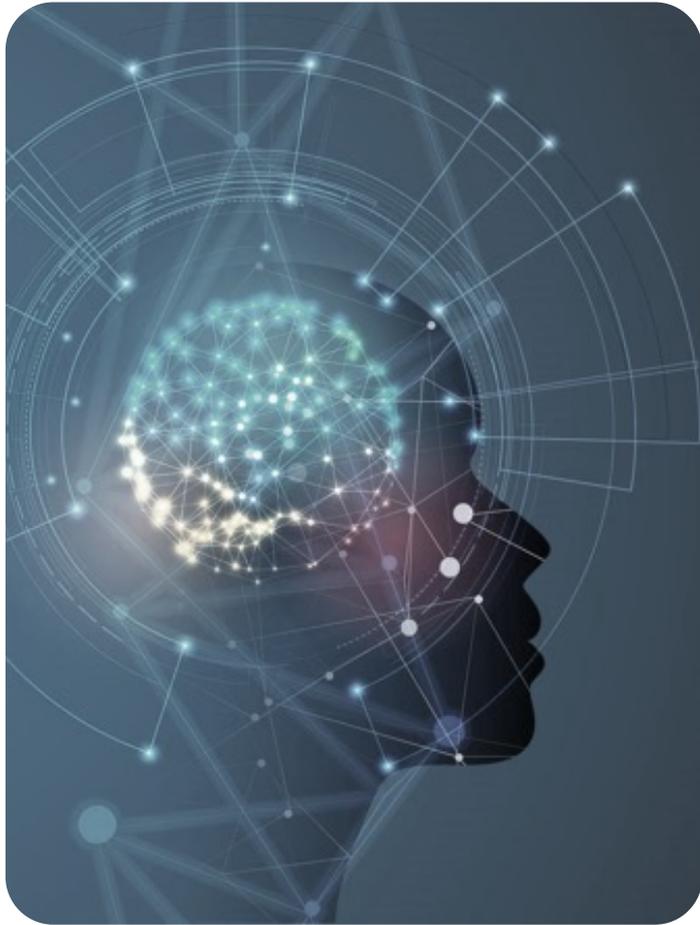


Context of **Change**

Change is **inevitable**.
Change is **constant**.

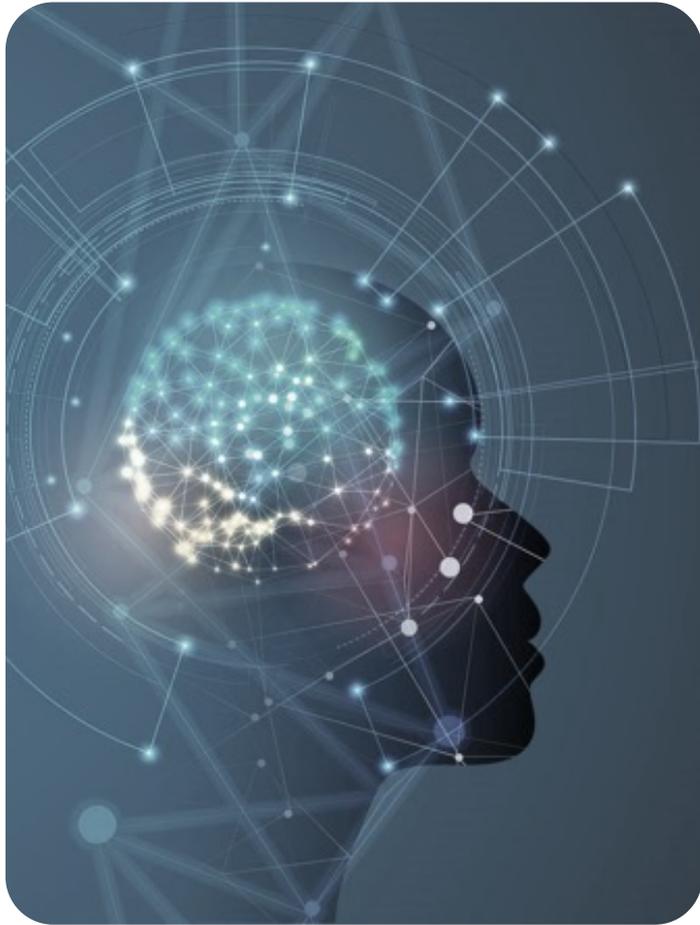
So why should we care (more) now?

What makes you feel **excited** about AI?
What makes you feel **nervous** about AI?



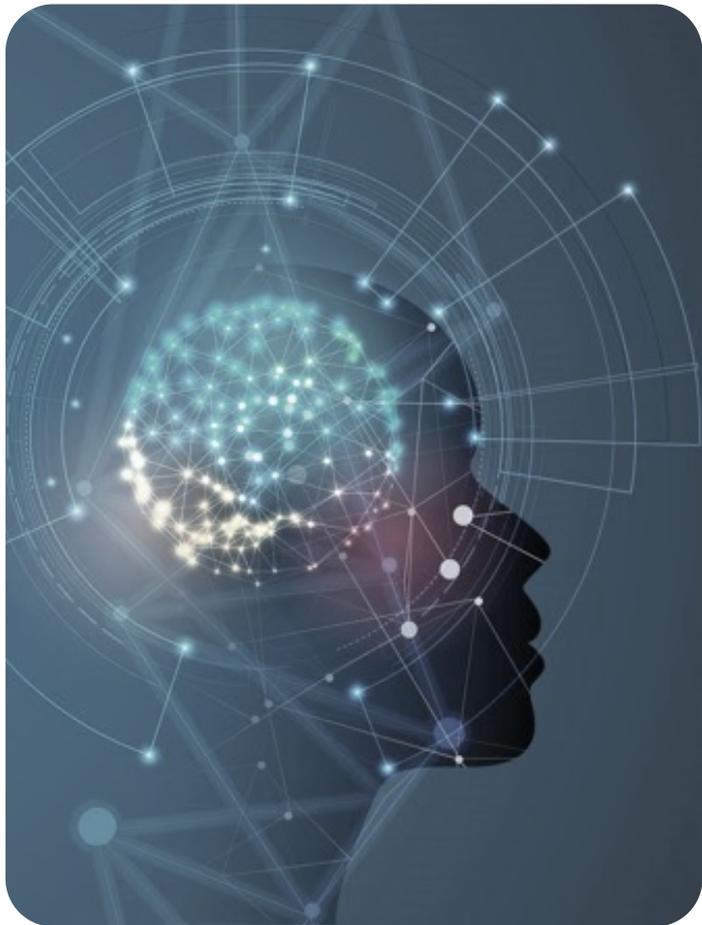
AI will

*deliver actionable
insights proactively*



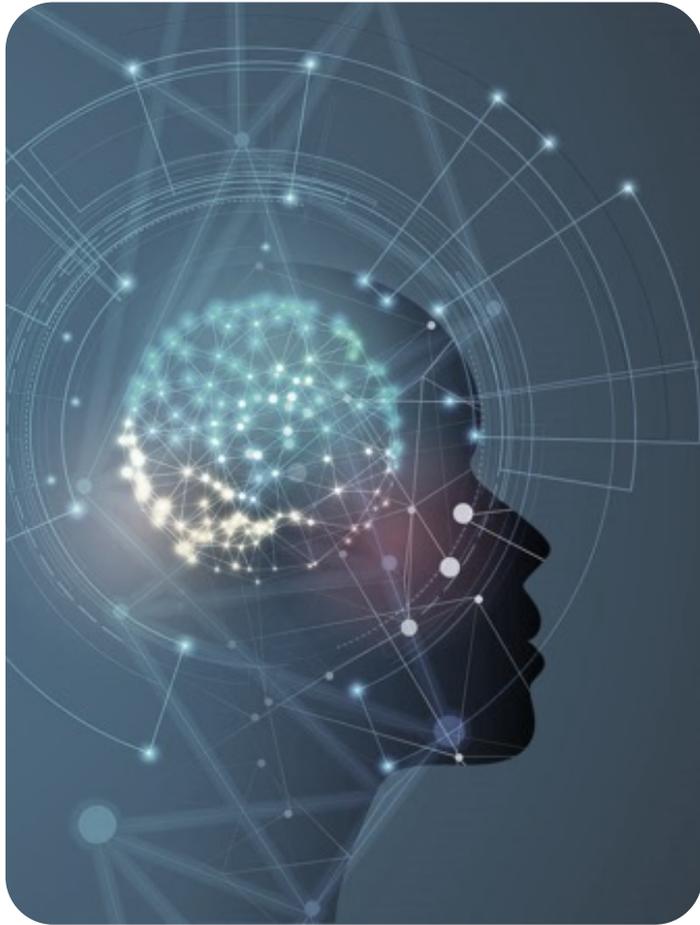
AI will

*provide creative ideas &
first drafts*



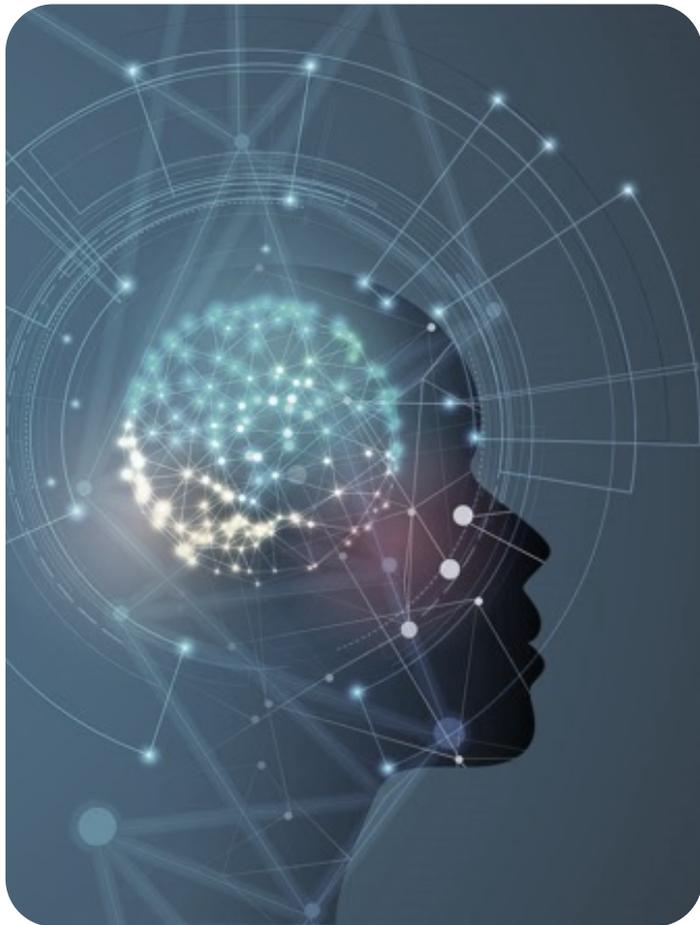
AI will

*summarize vast
amounts of data*



AI will

*provide **hypotheses** &
objective predictions*



Why is this important?

A foundational layer of intelligence could be embedded in every product, service & process

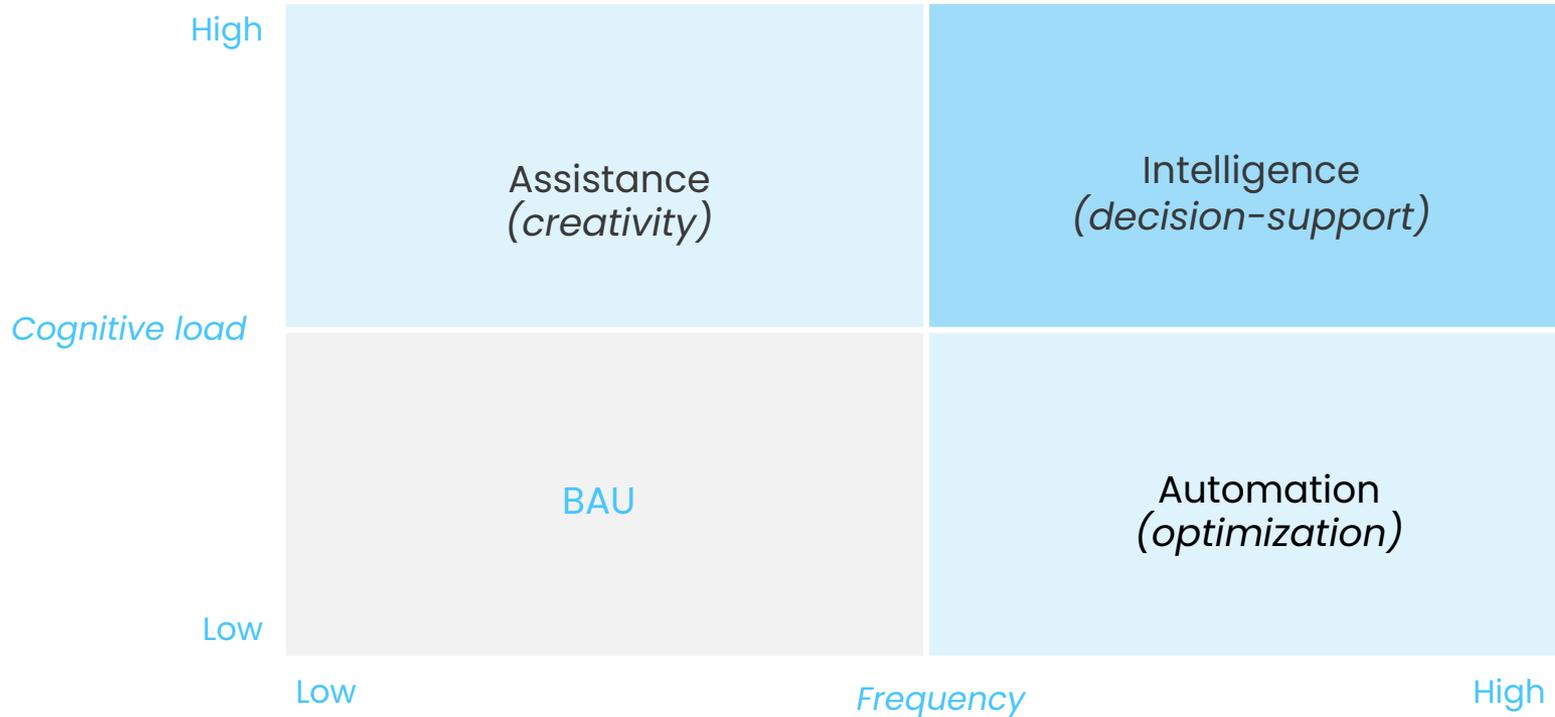
AI promises to deliver breakthrough productivity gains across all aspects of life, business and society

By when will it become
irresponsible to not
consult an AI before
making big decisions?

AI and future of work



Opportunities for AI intervention



Responding to the AI opportunity

$$R = AI \times E^2 \times D^2$$

Results AI & Analytics Engineering Design

$$1/e = d \times c \times t$$

Error Data Compute Technique

$$OE = T \times C \times G$$

Organizational Effectiveness Talent Culture Governance

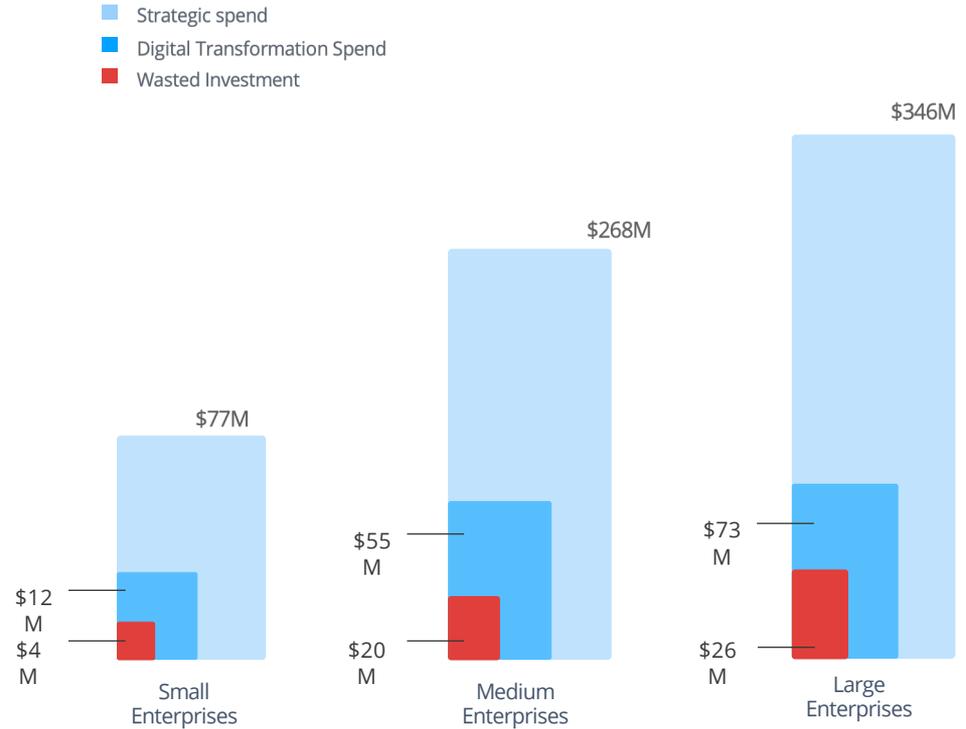
Change happens ->
Change can be *engineered*.

According to **Gartner**, in **2023** the global spend on Digital Transformation is forecasted to reach **\$4.6 Trillion**.



Digital Transformations spends & wastage

- An average of **\$48 million is spent on digital transformation projects** by organisations but failure to meet these goals can result into an average of **\$17 million wasted investment**.
- Large organizations **waste more than 6X** as much as small businesses on **failed digital initiatives**
- **60% of decision makers** are concerned about whether digital projects will provide the expected ROI because end users **aren't adopting the technology quickly enough**
- 60% say change management programs are **"no longer fit for purpose"**
- 62% are **"concerned"** that a lack of understanding of new applications is increasing risk
- 63% say a one-size-fits-all approach to technology support and training **"isn't applicable"**



As per a Gartner Press release cited in the WalkMe report - The State of Digital Adoption, 2022-23

Positive or Negative... Change is on everyone's mind

Workers are thinking about it...

62%

US Adults say AI will have a **major impact on the workplace** over the next 20 years.

36%

Global workers fear AI will **eliminate their job**.

42%

Of GenZ workers are **afraid** to tell their managers they are using AI for work.

Leaders and boards are thinking about it...

78%

World 50 C-suite members are **worried about AI privacy**.

62%

Of global leaders are **optimistic about AI**.

69%

of workers with 15+ years of experience **haven't used AI**

<https://www.pewresearch.org/internet/2023/04/20/ai-in-hiring-and-evaluating-workers-what-americans-think/>

<https://www.bcg.com/press/7june2023-frontline-employees-how-ai-will-change-jobs/>

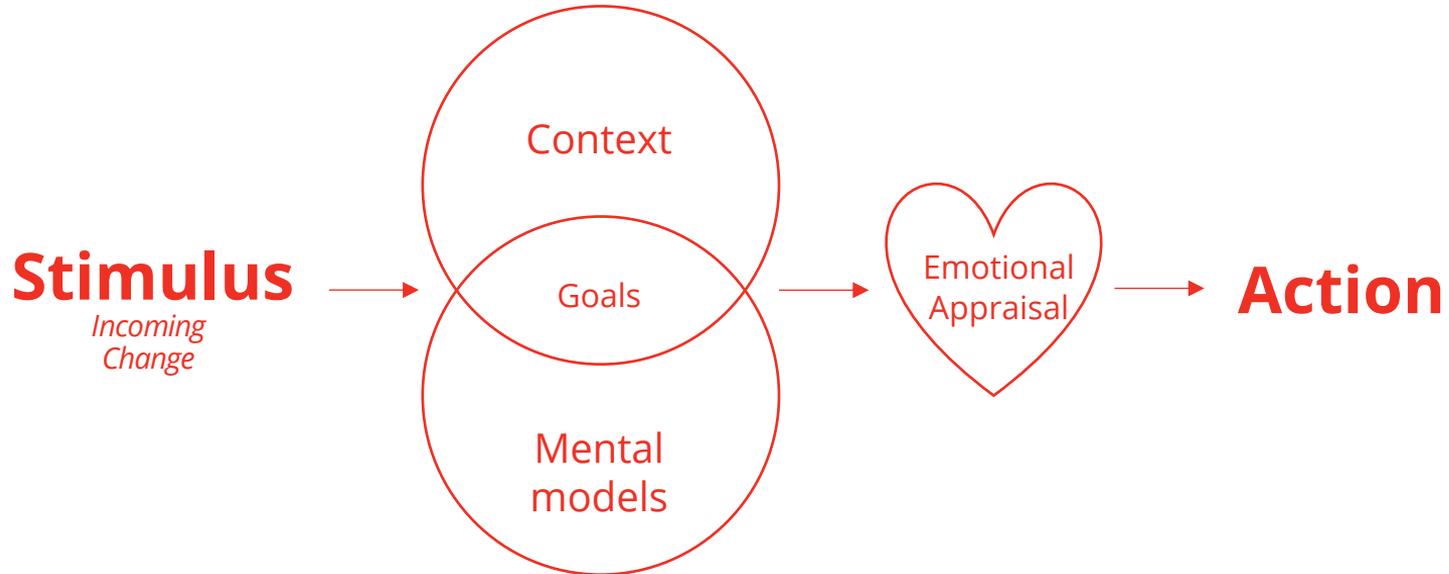
<https://www.businessinsider.in/tech/news/some-42-of-gen-z-workers-are-nervous-to-tell-their-manager-they-are-using-ai-at-work-new-surveyfinds/articleshow/100416686.cms>

David Wilkie interview, InvestmentNews, Here's how c-suiters feel about remote work, AI and 'Succession'; June 6, 2023

<https://www.bcg.com/press/7june2023-frontline-employees-how-ai-will-change-jobs/>

But Decisions aren't rational, Choice isn't conscious

How we interpret new information



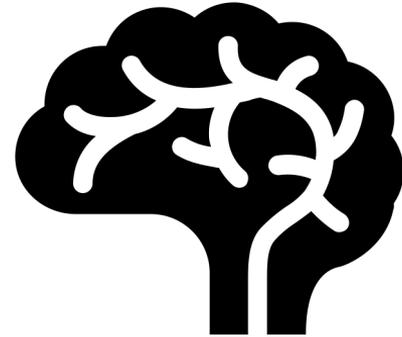
Change messes with our minds

Your brain on change

*heightened
uncertainty*

*bending
mental
models*

*happening
too fast*



■ Hey Chat GPT,
finish this building...

■ Hey Chat GPT,
finish this building...

Your skills are irreplaceable.

IMPACT

Satisfying jobs in construction and...



This opportunity also comes with human risk

What are your concerns around AI?

Control includes concerns about:

- ownership and control
- misuse and unethical use
- data privacy and security

“Encryption of information shared. If not done properly will make a lot of critical worldview opinions public in case of a breach.”

- AI Professional

Uncertainty includes concerns about:

- Reliability and accuracy
- Pace of change
- Job displacement

“I feel things will move at an explosive pace from here onwards.. and the pace at which it may start replacing jobs may be so fast that we may not have time to come up with alternate job ideas.”

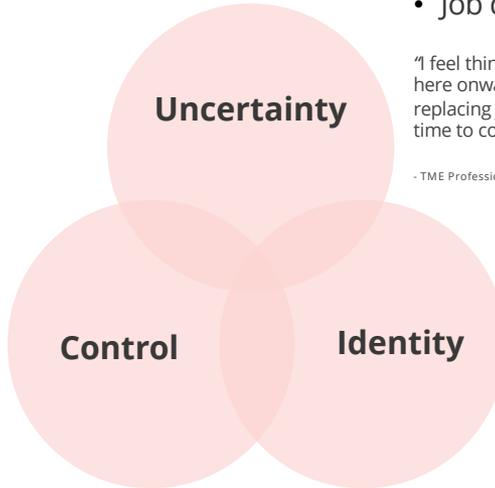
- TME Professional

Identity includes concerns about:

- Human creativity and thinking
- Human distinctiveness

“That eventually humanity is so dependent on it, that we might lose our grip on original thought.”

- Analytics Professional



Fractal Research, The AI of the Beholder, April 2023. N=176



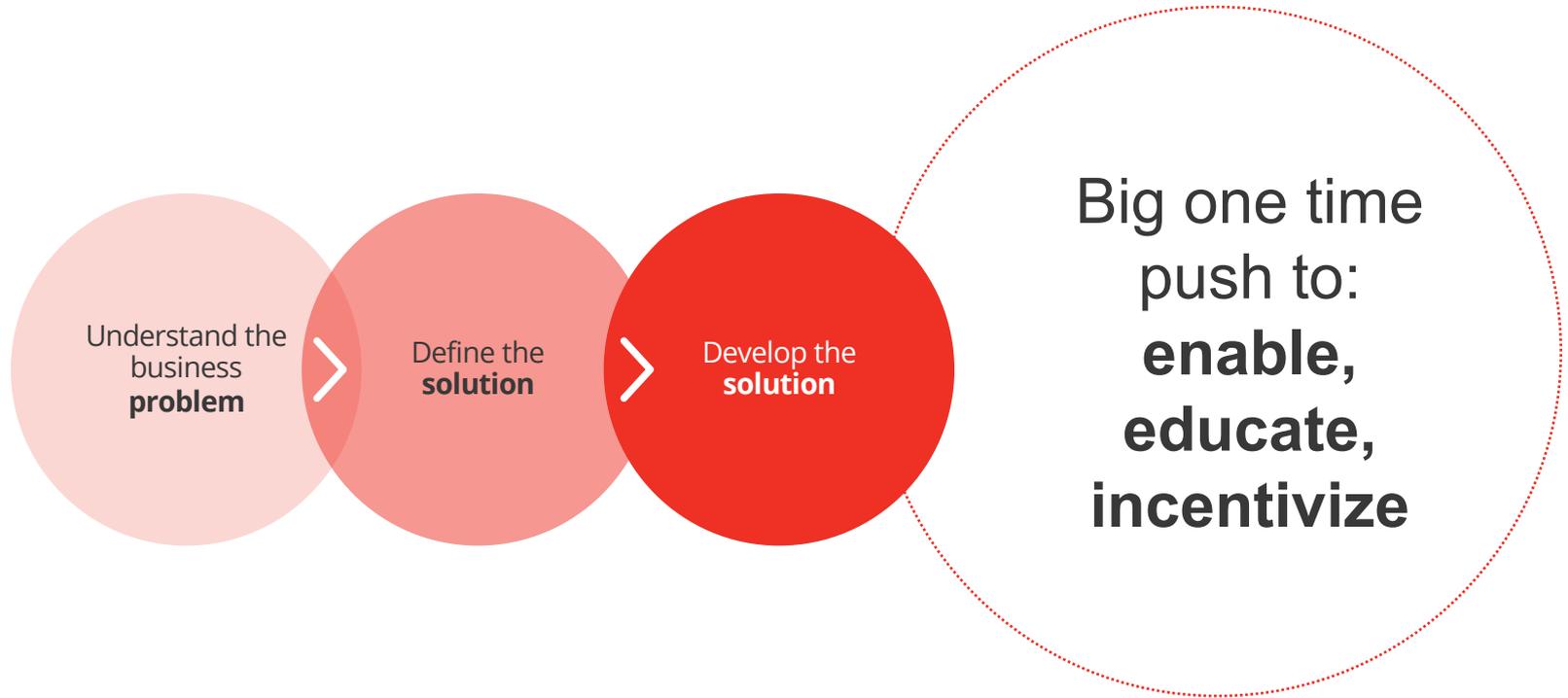
Approach to **Change**

We tend to think...

It's **a step**
in the
process.



A solution-led approach to change



What this misses

Assumptions within a solution-led approach to change

Business needs =
people's needs.

People's 'what's in it for me'
question is rarely as simple as
meeting business objectives.

People can tell you
what they need.

Requirements gathering only
captures known, functional needs,
not the complete view.

People will do what
you tell them.

Corporate cultures are shifting
away from top-down to
decentralized decision-making.

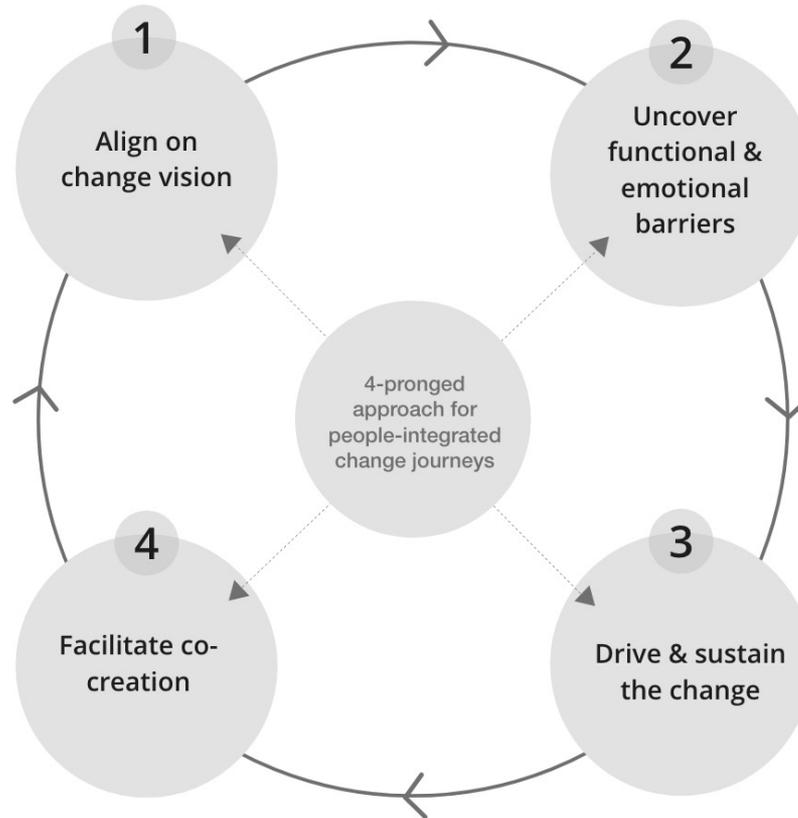


**“ People don’t resist change,
they resist being changed. ”**

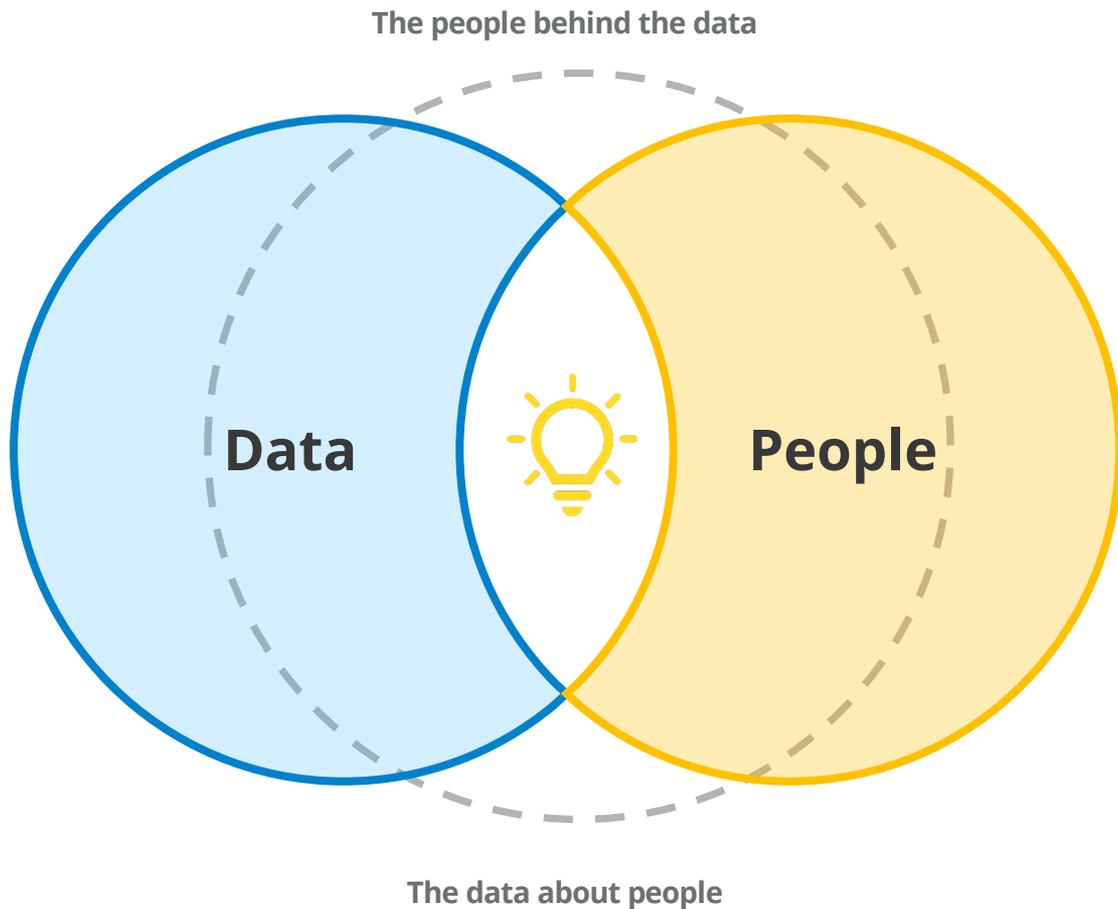
*Any technology that doesn't directly benefit the
person who must use it will **fail** or be **subverted**.*

- Peter Senge

Instead, adopt a **people-integrated** approach to change



Building successful solutions **starts and ends with people who will use it.**



Principles to Drive Adoption



adoption not just as a change management problem but as a behaviour change problem.

Beyond solving for technological and organizational aspects of change, embracing the 'irrational' human behaviour aspect helps us to solve it



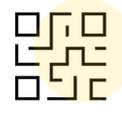
account for both, management needs and the user needs throughout

user centric approach enables one to understand the latent needs of the users along with accounting for stakeholder needs. Co-creation is the key, with the user at the centre



design not only for the functional but for emotional requirements too

design goes beyond features and visuals, to address the emotional requirements which is equally important, design for 'delight'

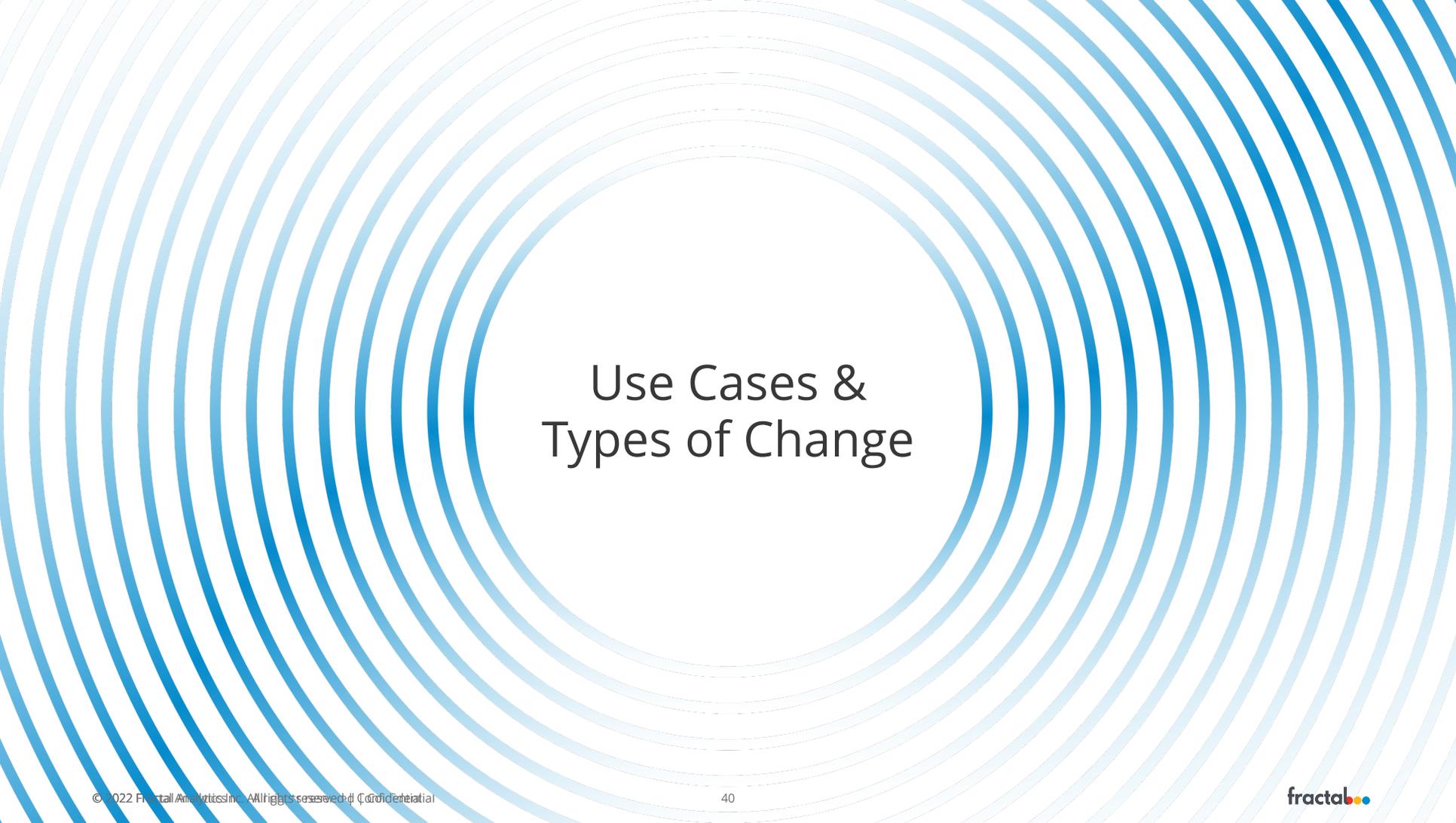


focus on the outcome not just the output

look beyond the adoption of the solution output as a metric and shift to achieving the intended business outcome

Understand the **human** behind decisions





Use Cases & Types of Change

CASE STUDY

INDUSTRY : INSURANCE

REGION : USA

B2B

BUSINESS PROBLEM:

Drive adoption of an internal tool for sales managers, which was developed for them to build better relationships with the right agencies

INSIGHTS:

Synthesis through the lens of the **Emotional Appraisal Framework:**

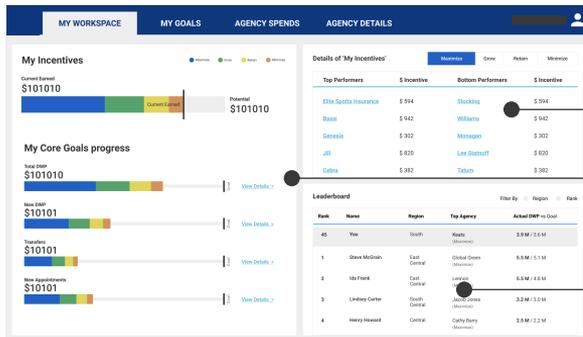
- 1 Nurturing relationships with Agencies forms the basis for achieving business goals
- 2 Frequent changes in the tool has reduced reliability on accuracy of the tool
- 3 Perceived misalignment of the tool with sales managers' goals, hinders usage
- 4 Engagement with the tool indicated lack of expertise

SOLUTION:

Intervention Front End & Communication

Creating tool interface that is User Centric and communication that aligns it to the user

TOOL



Linked to business & personal goals

Upfronting users' intrinsic goals

Social Proof

COMMUNICATION



Leverage Pride

Consistency

Positive attribution & framing

Increased Control

IMPACT



75% upliftment in Agency Segmentation (AS) tool usage



"Based on my prioritization, Agency A was not important but since the Agency Segmentation model has segmented it as High Potential, I am engaging with them more often." - Sales Manager

Decision Backwards Approach:

Start by identifying and examining points at which decisions are made for a more nuanced understanding of the business context.



Understand the ask and context



We started here



Define Business Outcome
+ Human motivation

We start with understanding the current and the desired state –
what are the key decisions we want to enable?

Our Decision Backwards Approach

 We started here

Current State

Understand the ask and context

- Understanding the **Business Ask**
- **Target audience**: who we want to influence?
- **Listing the Implications** of current behaviour/state

Desired Vision

Define Business Outcome

- Set the **vision**
- Identifying **key decision/action** to influence
- Articulate **business needs** – what do we want to achieve and why?

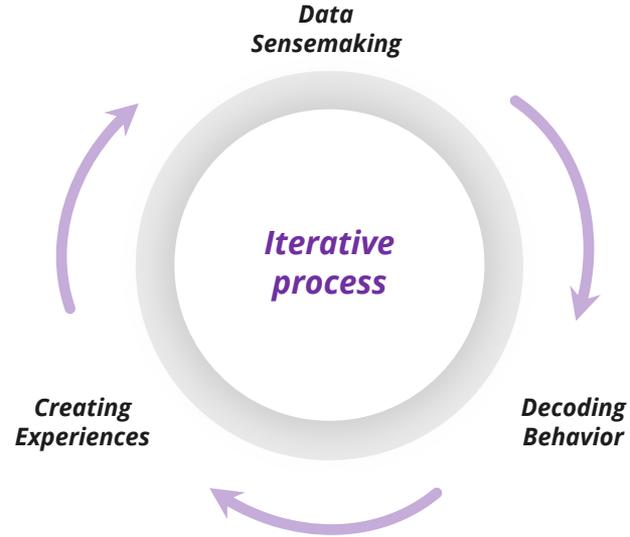
Discovery

Synthesis & Strategy

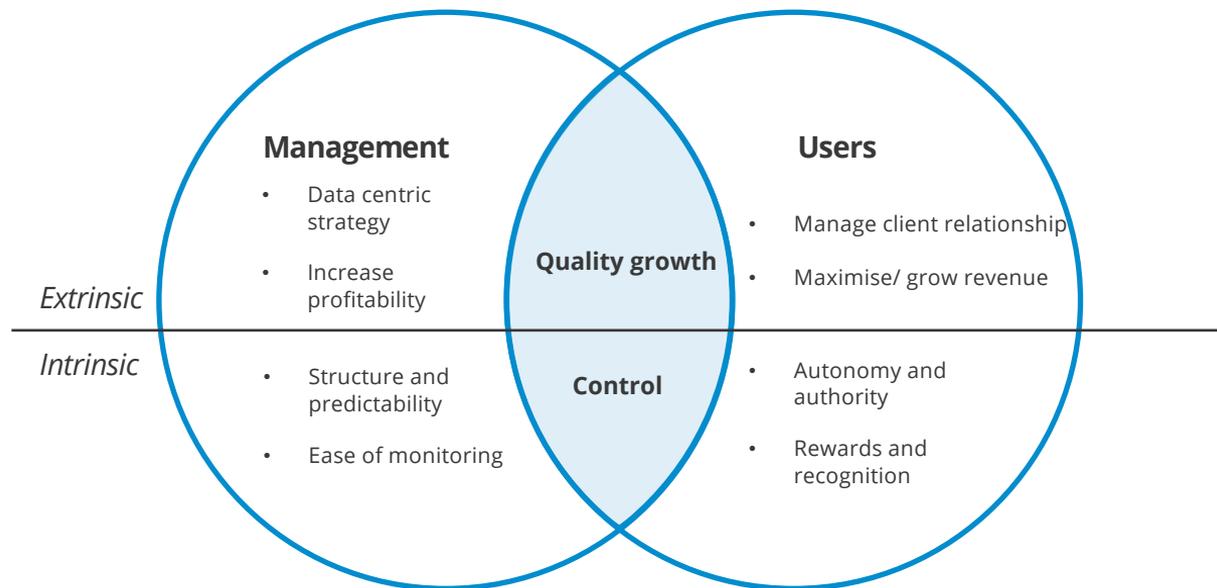
Ideation & Solution Design

Implementation

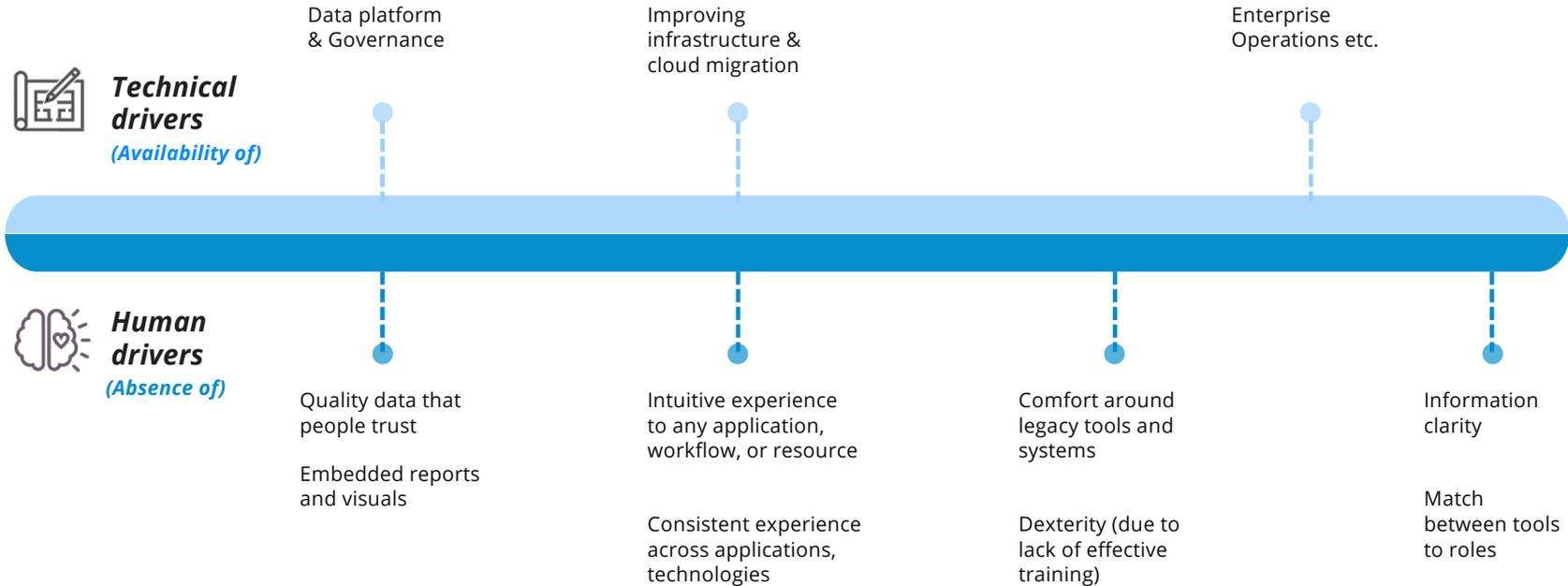
What we do



**We
identified
the overlap
in desired
outcomes**



We captured functional needs with the **emotional**



CASE STUDY

INDUSTRY : SOCIAL IMPACT REGION : INDIA

B2B

**Client**

A pioneering strategic philanthropic organization forging partnership linkages between donors, NGOs and causes

**Problem Statement**

High scores on the NGO and Donor side of the business (in +80s), but the employee NPS score was very poor (-8)

**Traditional Approach**

Management's diagnosis of the determinants of the low employee NPS score

**Sub-optimal results**

No improvement in Employee NPS Score

Research Methodology

Connectome Ethnolab™: Using Storytelling as a Research Tool for Understanding Organizational Behaviour
83 Participants | 5 sessions | 80 stories | 396 evaluations

The 5 sessions were held with the Associate Directors, Team Leads, Managers, Analysts and Associates



Game Setup

Each participant is sent a link to the game and is given 4 cue words: Events, People, Positive Emotions and Negative Emotions



Writing Phase

Participants use prompts to write a story from their own experience, revealing underlying beliefs and emotions



Rating Phase

Each anonymous story is rated by peers on the relevance and relatability of the actions and emotions

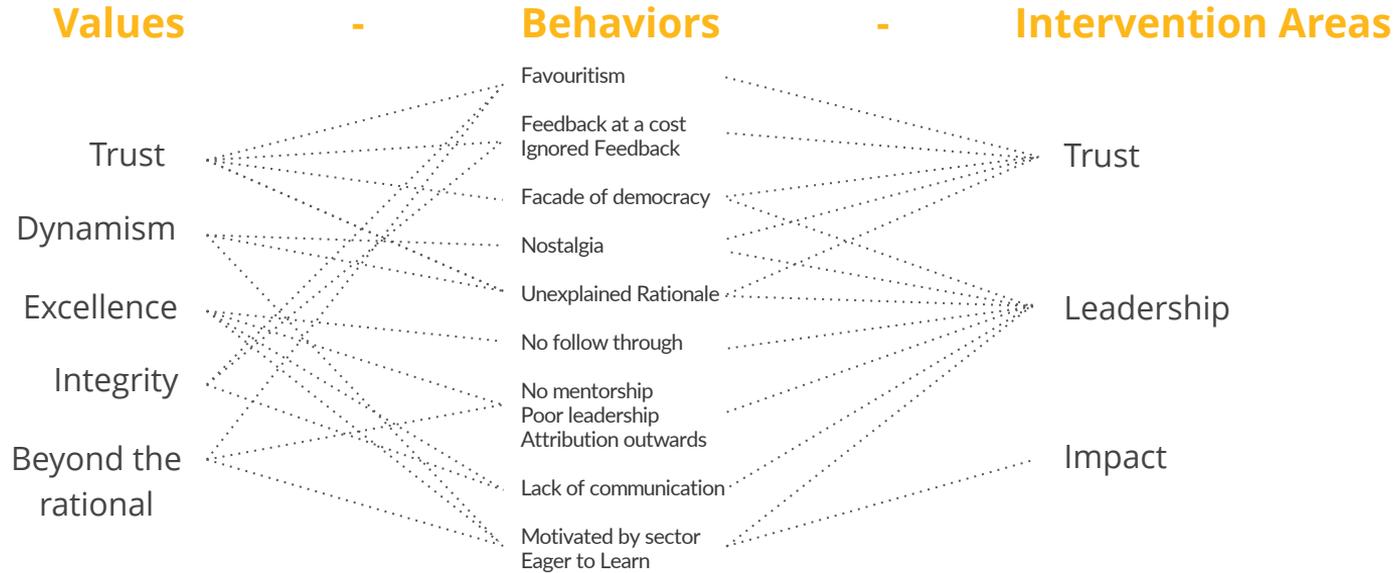


Reward

Highest rated stories are rewarded. These stories help reveal salient emotional states and decision drivers in relation to the product.



Strategy



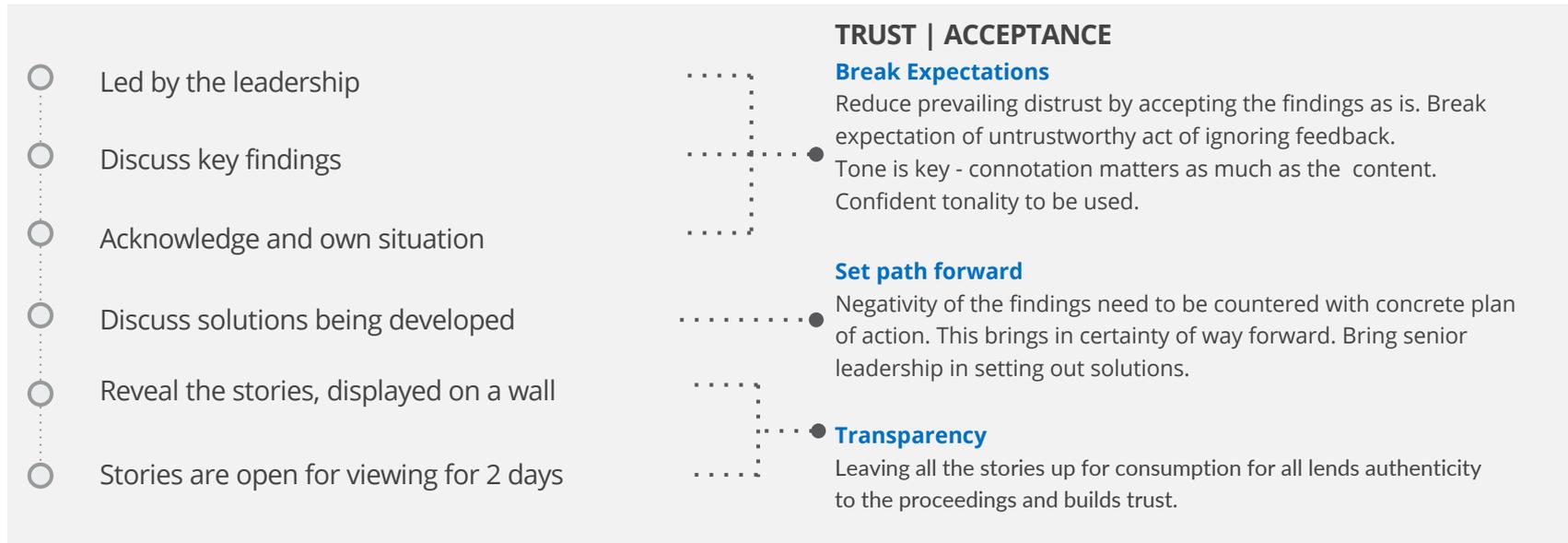
Intervention Design (Snapshot)

Intervention Area: Trust

Acceptance: Release Connectome results (Reduce Distrust)

Behavior being addressed: Ignored Feedback

Time-frame: Once, for 2 days



Impact

Employee NPS Score improved from
-8 (prior to start of engagement) and
-15 (just before interventions were deployed)
to **+9** (post intervention)

CASE STUDY (LIVE)

INDUSTRY : PHARMA

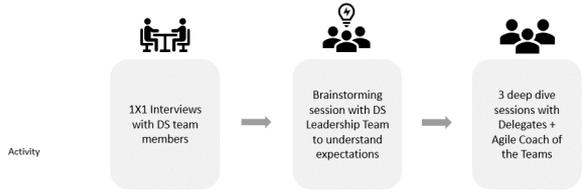
REGION : GLOBAL

B2C

1 Problem Identified

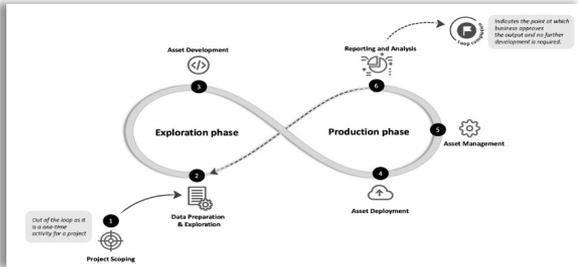
- **Non-adherence to best practices:** Tackling challenges from inconsistent documentation, code, and assets, affecting project quality and sustainability for a 100 member D&A team.
- **Siloed Data Science and Insights team:** Emphasizing limited collaboration and knowledge-sharing, causing inefficiencies and duplicated efforts.

Requirement Gathering for SOPs



2 Challenges with Implementation

- **Overcoming resistance to change:** Examining the resistance faced during the change process.
- **Unifying diverse processes:** Discussing methods to align individual team processes into a cohesive, standardized approach that caters to various project phases.



3 People-Integrated Approach

- **Behavioral workshops and interviews:** Detailing how engaging team members through interactive sessions helped identify pain points, fostering ownership in the change process.
- **Single process workflow:** Illustrating the benefits of streamlining processes into a coherent framework, promoting efficiency and collaboration.
- **Priority setting:** Demonstrating the importance of setting clear priorities, allowing the team to focus on impactful changes without overwhelming them.

Change Program: A Behavioral Approach

Traditional Approach	PEOPLE-ALIGNED CHANGE	TOOLKIT OF INTERVENTIONS TO DRIVE SUSTAINED ADOPTION: 1) Cross-team change scoreboard 2) Reminders that acknowledge effort & reinforce commitment 3) Gamified Learning 4) Reward & Appreciation Mechanisms
<ul style="list-style-type: none"> Inform users near the end, once decisions are made Focus on the output Rely on top-down approach Assuming business needs – people needs 	<p>Make it relevant to my day-to-day</p> <p>For Phase 1, pick small actions that tangibly improve the everyday functioning of the team</p> <p>Clarify the expectations & consequences</p> <p>Focus on the outcomes and roadmap to target state</p> <p>Recognize varying needs</p> <p>Solve for Segments: Optimists, Champions, Skeptic Followers, Diligent Followers, Resistant Changer</p> <p>Give me a sense of control</p> <p>Co-create with users throughout, reduce surprises</p> <p>Connect to norms, cue & reinforce collective win</p> <p>Bele in intrinsic & extrinsic motivation with social proof, reward habit loops, hands-on training</p>	

SoP Change Program: A Behavioral Approach

Past Approach

- Inform users near the end, once decisions are made
- Focus on the output
- Rely on top-down approach
- Assuming business needs = people needs

PEOPLE-ALIGNED CHANGE

Make it relevant to my day-to-day

For Phase 1, pick small actions that tangibly improve the everyday functioning of the team

Clarify the expectations & consequences

Focus on the outcomes and roadmap to target state

Recognize varying needs

Solve for Segments: Optimistic Champion, Skeptic Follower, Diligent Follower, Resistant Changer

Give me a sense of control

Co-create with users throughout, reduce surprises

Connect to norms, cue & reinforce collective win

Bake in intrinsic & extrinsic motivation with social proof, reward habit loops, hands-on training

TOOLKIT OF INTERVENTIONS TO DRIVE SUSTAINED ADOPTION:

- 1) Cross-team change scoreboard
- 2) Reminders that acknowledge effort & reinforce commitment
- 3) Gamified Learning
- 4) Reward & Appreciation Mechanisms

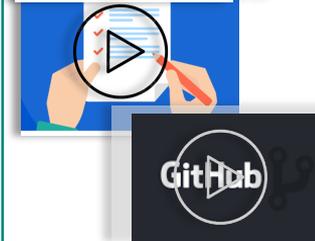


REMINDER : Update documentation on Github

Kind reminder to those who have pending updates to review the GitHub repository. [Click here](#) to access the guideline document on confluence page.

Thank you all for your dedication. Let's continue working together to maintain the quality of our documentation and achieve our goals.

Welcome to SOP Crossword!



BUSINESS PROBLEM:

Redesigning the **Data Science Confluence Page** to **Enhance Usability and Increase User Adoption of the Platform**

INSIGHTS:

- **High effort perception:** Information is cluttered and not updated at regular intervals. Navigation is complicated.
- **Status Quo Bias and Ambiguity Aversion:** Users avoid uncertainty and prefer things that stay as they are, only choosing what they are confident of.
- **Lacks visual saliency and perceived credibility:** The Page's design is not good enough to be showcased to executive leadership.
- **Cognitive friction:** The design of Confluence is not the most user-friendly and lacks intuitiveness.

LEVERS:

- **Convenience:** The integration to the internal platform reduces the effort perception to link other tools or upload files and pages.
- **Sense of control:** The project management tool provides flexibility to edit and customize according to the user's need.

SOLUTION: Design Intervention Strategies

Home Page (Original)

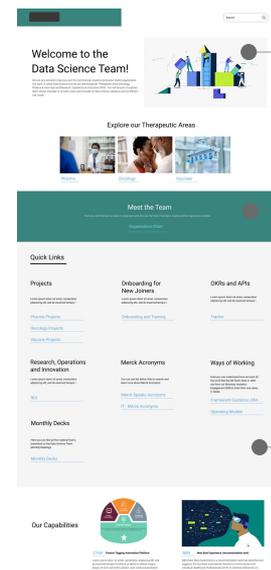


High Effort Perception due to Information Overload

Broken Links and Lack of Clarity on where to look for a particular information

Content Hierarchy is missing

Home Page (Redesigned)



Leveraging a sense of belonging:

- Introducing the core values of org and a sense of pride for being associated with the team

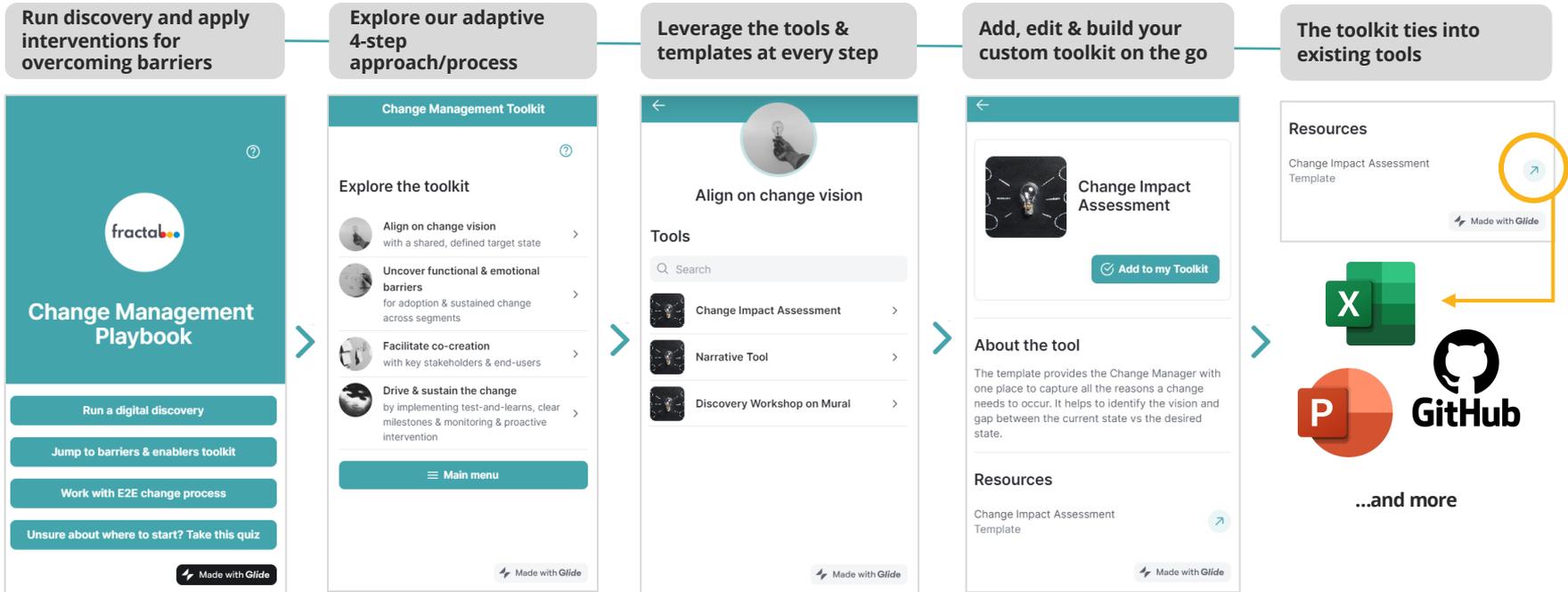
Community Creation and Interaction Building:

- Centralized page for introduction to the team, vacancies and contact details

Customization and sense of control:

- Ease of Usage and Simplified Navigation
- Utilizing white space to direct user focus to relevant elements and content

An interactive change levers playbook was created, to tackle barriers, track change for different sub-teams



Illustrative toolkit samples

Narrative Tool

Write your story

Theme
Required

GenAI
▼

Prompt
▼

A year from now....
▼

Write your story here...

Write a minimum of 100 words to proceed.

Submit

Capture user experiences and insights with a narrative tool

Change Management
Explore the Toolkit Recommended Toolkit Teams

How Might We... (power verb- who-needs)

Example: How Might We enable integrated portfolio decisions by embedding visibility, standardisation and advanced analytics?

How might we

accelerate foster improve champion design reimagine

celebrate rethink empower enable

Insert a power verb

design a product that makes

Senior Leadership Project Manager Analyst Developer Sales Team Innovation Team

Portfolio Team ODDA Team

For which stakeholder

our users

What are the needs

feel confident and secure during their online transactions Made with GIB6

Reframe challenges through human-centered approach, focusing on user needs

Change Management
Explore the Toolkit Recommended Toolkit Teams

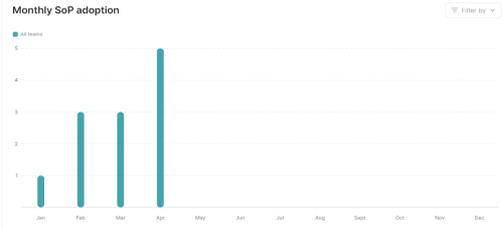
Metrics Tracker

Overall Work Items Completed

5 / 10

Monthly SoP adoption

■ All Items



Effectively monitor change initiatives, track milestones, and identify risks, providing visibility and facilitating collaboration among teams.

Change Tracker
Search Filter by

NOT STARTED + IN PROGRESS + REVIEW + COMPLETED +

Documentation on standard JIRA processes

Phase 1.2: Storage & Documentation - II

[Viewcase](#) [Strategy](#) [Pharma](#)

[IA & ID](#) [AIML](#)

Folder structure (in Confluence/ or SharePoint)

Phase 1.1: Storage & Documentation - I

[Viewcase](#) [Strategy](#) [Pharma](#)

[IA & ID](#) [AIML](#)

Code repository (in GitHub)

Phase 1.2: Storage & Documentation - II

[Viewcase](#) [Strategy](#) [Pharma](#)

[AIML](#)

Guidelines or templates + cadence for OKRs (and APIs)

Phase 1.2: Storage & Documentation - II

[Viewcase](#) [Strategy](#) [Pharma](#)

[IA & ID](#) [AIML](#)

Guidelines on establishing RACI matrix/ Clear Division of Work for teams

Phase 1.2: Storage & Documentation - II

[Viewcase](#) [Strategy](#) [Pharma](#)

[AIML](#)

Guidelines to update, store, maintain artifacts

Phase 1.1: Storage & Documentation - I

[Viewcase](#) [Strategy](#) [Pharma](#)

[IA & ID](#) [AIML](#)

Steps to upload/search/request on multiple platforms like CARE, Confluence page, SharePoint, GitHub

Phase 1.1: Storage & Documentation - I

[Viewcase](#) [Strategy](#) [Pharma](#)

[IA & ID](#) [AIML](#)

Promote transparency and efficiency in project execution via change initiative tracker

Change Management
Explore Recommended Toolkit Teams About Us

SOP Adoption

Active Users
32

Documents Uploaded
100

Number of requests via chat
52

Number of enquiries via email
12

SoP Completion 50 Avg. Training attendance 50

Individual trainings completed 12 Employee engagement 50



Change Advocates of the Month

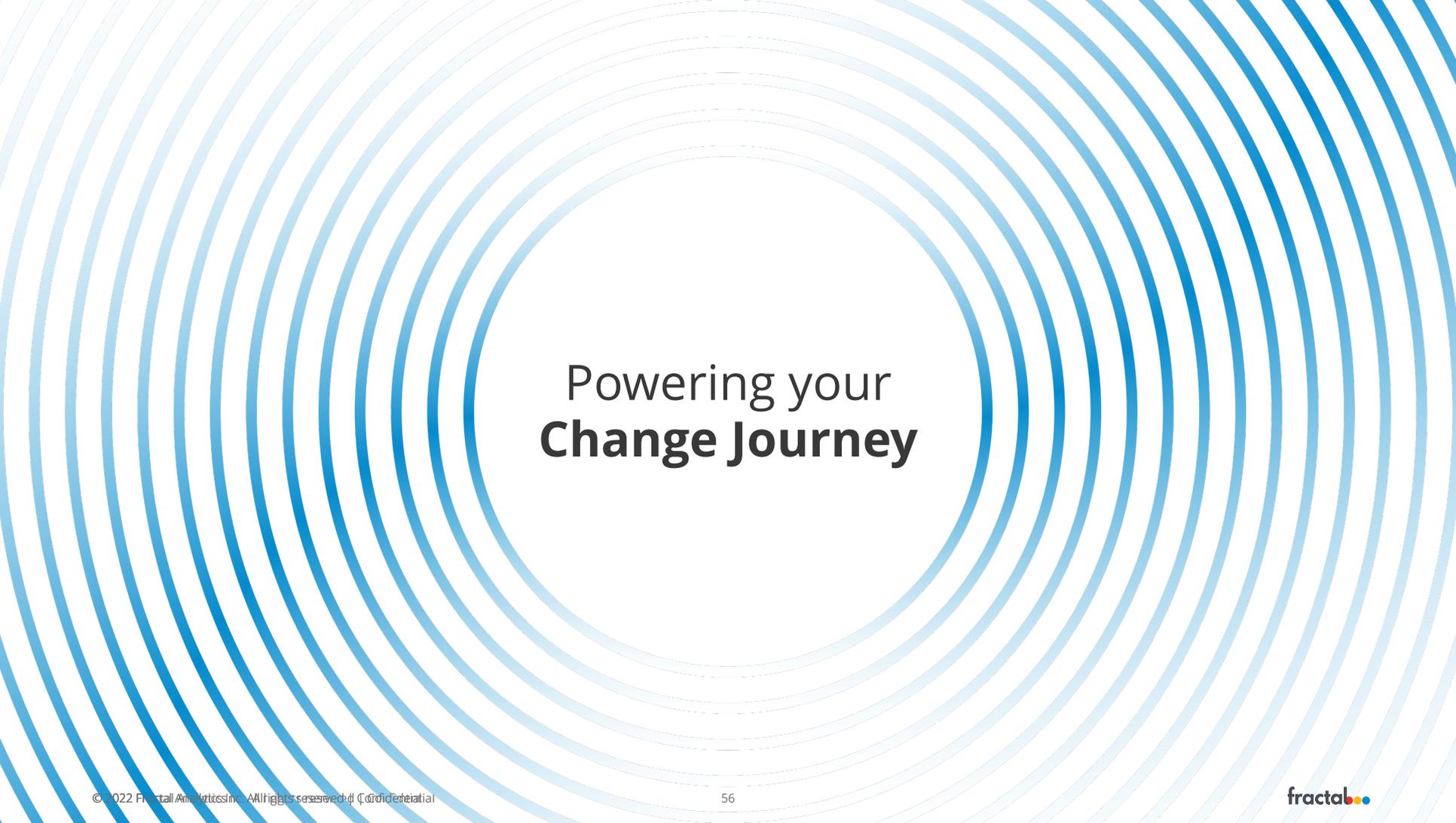
Aug 2023

Elise Beverly

Hugo Saavedra

Fatima Delgado

Track and monitor the implementation and adoption of SOPs in your org. ensuring adherence to standardized processes and identifying areas for improvement.



Powering your **Change Journey**

Changing how we change isn't easy.

71%

*of executives said that
adaptability is the
most important
leadership quality.*

<https://hbswk.hbs.edu/item/six-unexpected-traits-leaders-need-in-the-digital-era>

But..

Change is always risky business,
professionally and personally.

Stress makes us commit to what we know,
we might not even “see” the data.

We tend to view alternatives as binary,
Instead of seeing the positive opposite.

Leading change on your team



Three questions to ask your team

Have you spoken with an end user?

to bring the user voice in

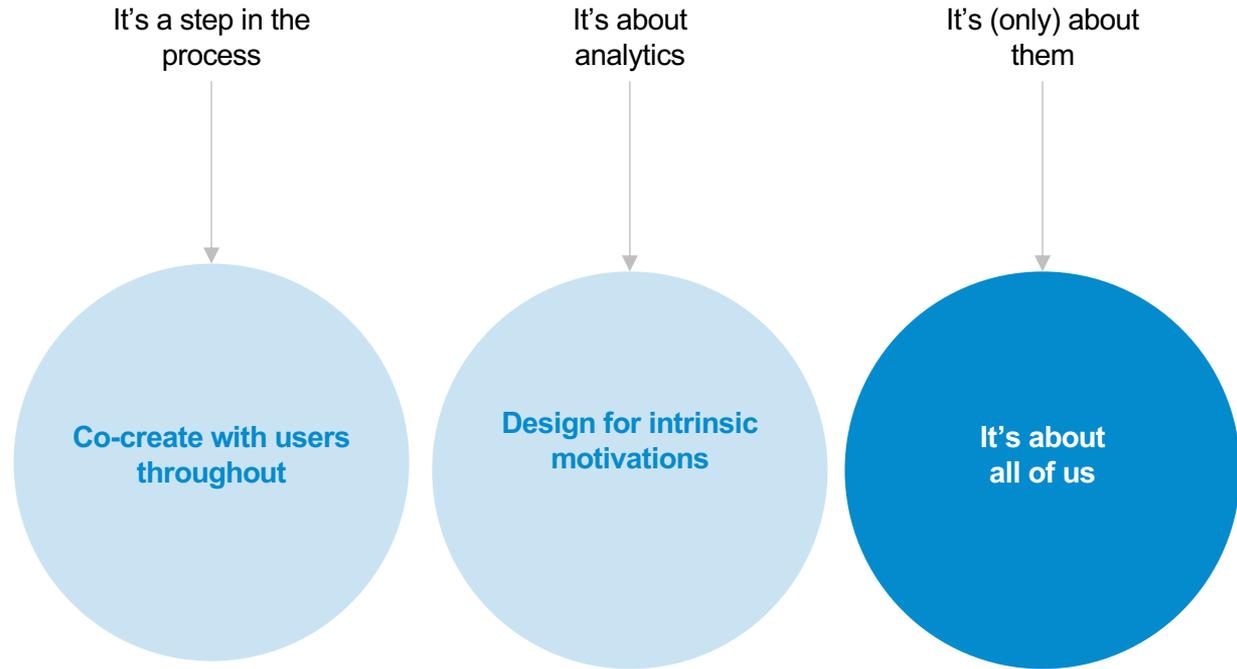
What are their goals?

to shift from output to outcomes

Why would someone want to do this?

to consider intrinsic motivation

A behavior-led approach to change



SUMMARY

Behavioral strategies that increase receptivity & drive sustained change:



**Make it
relevant**



**Clarify the
consequences**



Help me cope



**Connect with
my norms**

Thank You

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