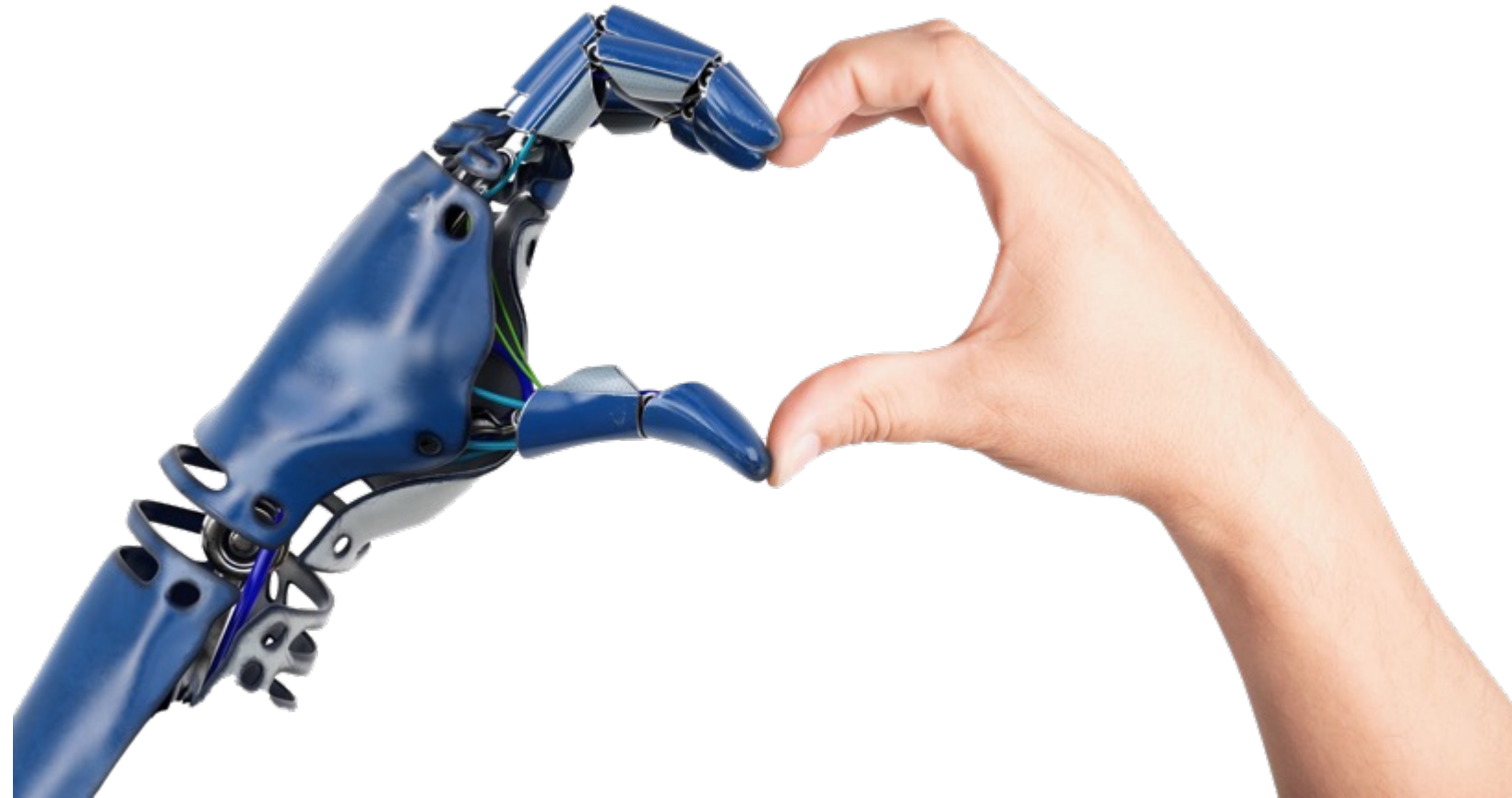


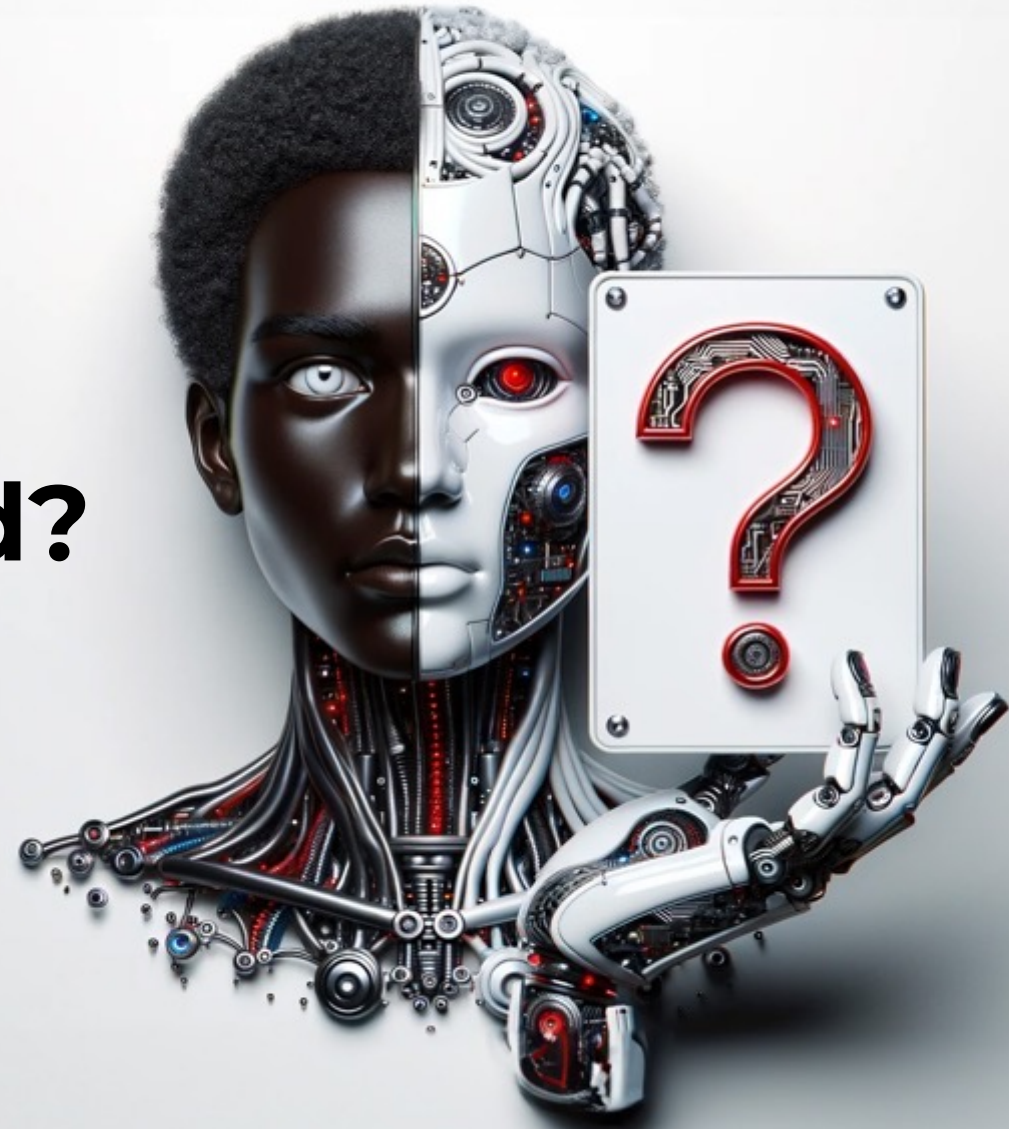
A Human-Centered Approach to Generative AI

October 20, 2023

Project **T**ransformation
By
Design

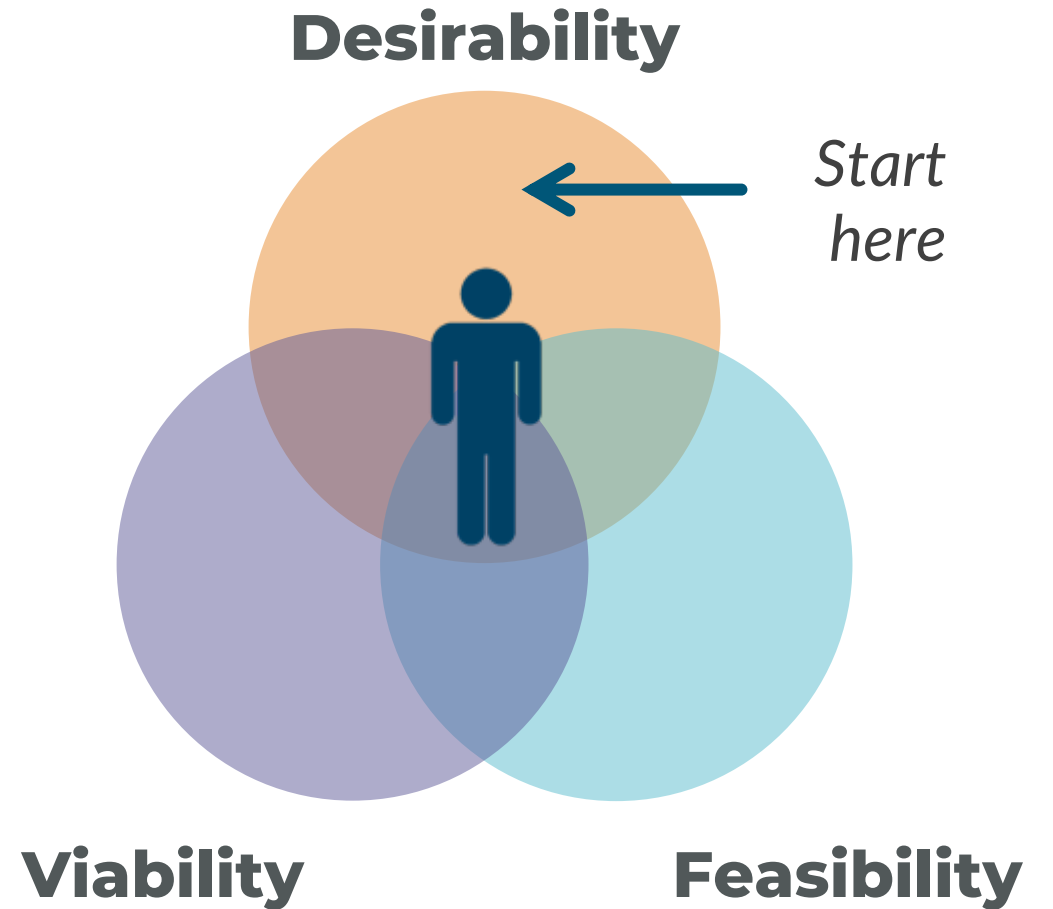


What is Human-Centered?
What is Generative AI?



WHAT IS HUMAN-CENTERED DESIGN?

A way of thinking (mindset) and working (skillset + toolset) that focuses on identifying and addressing what people actually want or need.



HCD KEY PRINCIPLE

Design with, not for.



WHAT IS GENERATIVE AI?

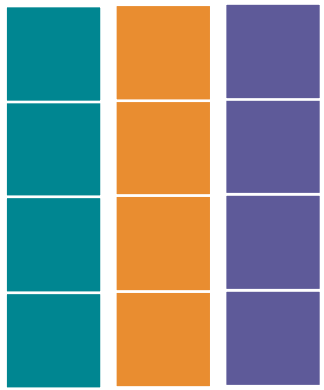
A futuristic robot with a human-like head and a mechanical body is sitting at a desk. The robot is looking at a laptop screen that displays lines of code. The scene is set in a modern office environment with a small potted plant on the desk. The entire image has a blue tint.

Generative AI is a type of artificial intelligence technology that can generate new types of content, such as images, video, music, speech, text, software code, and product designs.

How might organizations approach Generative AI?

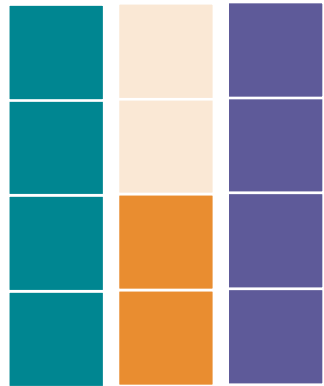


GEN AI APPROACHES (WORK, LABOR, TIME)



W L T

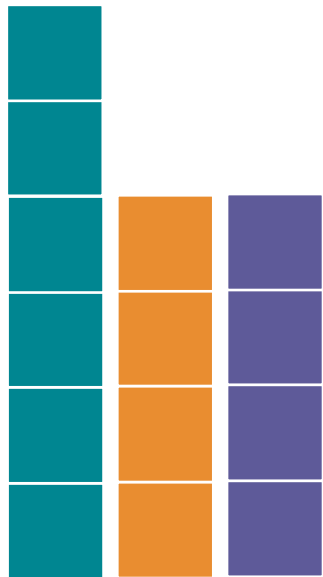
Baseline



W L T

1

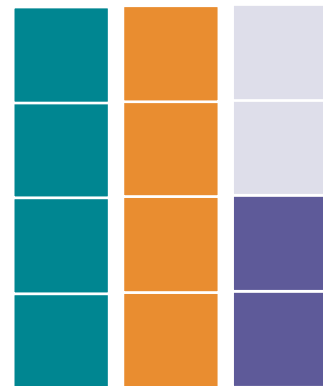
↓ Amount of Labor(\$)



W L T

2

↑ Amount of Work



W L T

3

↓ Amount of Time



W L T

4

↑ Higher Order & New Work

How might organizations take a **Human-Centered approach** to GenAI?

WHY should organizations take a **Human-Centered approach** to GenAI?



WHY HUMAN-CENTERED APPROACH MATTERS

1

How employees respond to GenAI will have a big impact on adoption.
(People challenges > Tech challenges)

2

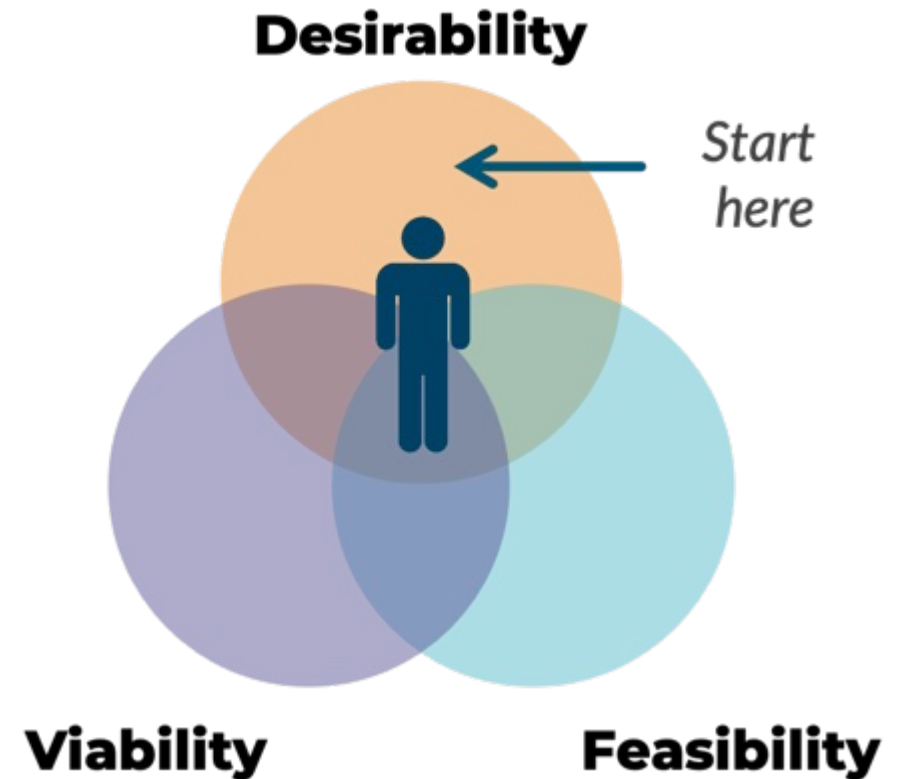
Embracing the “squiggly line” will lead to sustainable success sooner.

3

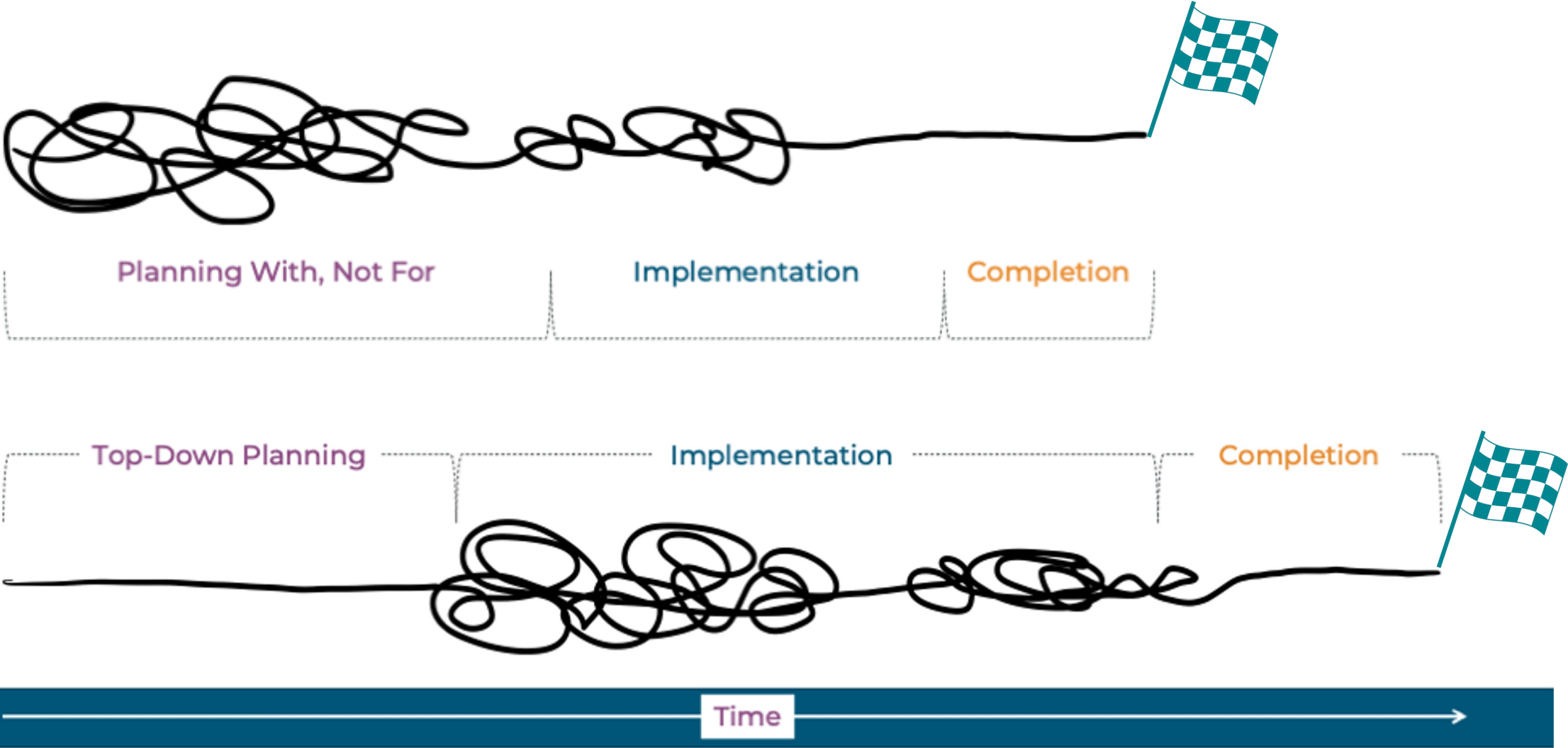
Fear will drive resistance and increase friction.

4

Curiosity without fear can inspire exploration and sharing.



HUMAN-CENTERED APPROACH TO CHANGE



HOW MIGHT LEADERS USE HCD?

1

(Re)frame how people think about GenAI to address fears.

- Copilot
- Moving Sidewalk at Airport
- Iron Man Suit
- AI = Amplified Intelligence

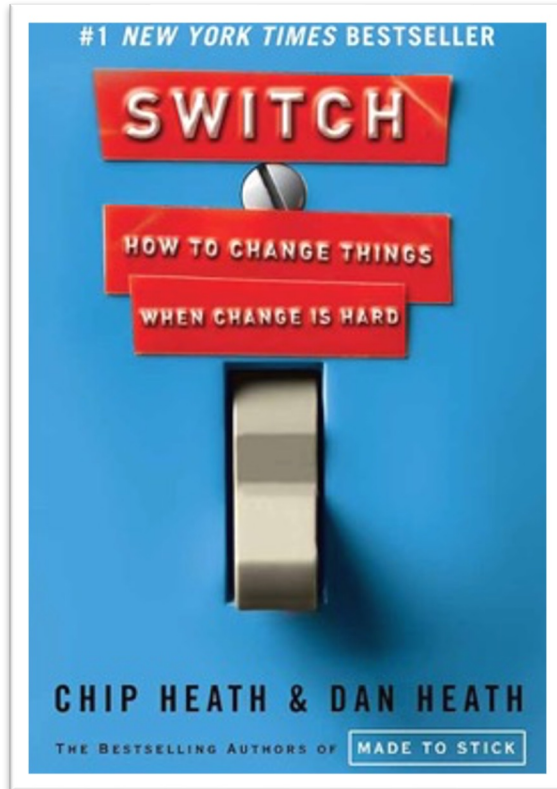
HOW MIGHT LEADERS USE HCD?

- 1** (Re)frame how people think about GenAI to address fears.
- 2** Design with, not for. (Explore with / Implement with)
 - Give people time and space to explore safely and regularly.
 - Facilitate knowledge sharing on an ongoing basis.
 - Run GenAI boot camps for EVERYONE, not just IT.
 - Reward success, reward failure, discourage inaction.

HOW MIGHT LEADERS USE HCD?


- 1** (Re)frame how people think about GenAI to address fears.
- 2** Design with, not for. (Explore with / Implement with)
- 3** Treat GenAI as a significant change effort across functions & departments.
 - All change requires humans to change some behavior(s).
 - Use proven behavior change frameworks, principles, and practices.
 - Change how you think about change. (Homeostasis → Allostasis)

CHANGE FRAMEWORKS WE USE




- Direct the Rider
- Motivate the Elephant
- Shape the Path

CHANGE FRAMEWORKS WE USE

Behavior Excavation Guide 	
<i>The purpose of this tool is to identify potential drivers of behavior and inspire ideas for influencing behavior change.</i>	
Individual	Persona <i>Whose behavior are we exploring?</i>
	Behavior <i>What is the behavior, activity, or decision we are exploring?</i>
Internal	Beliefs <i>What beliefs might be influencing this behavior?</i>
	Motivations <i>What intrinsic motivations might be influencing this behavior?</i>
	Identity <i>How might identity, either existing or aspirational, be influencing this behavior?</i>
External	Incentives <i>What extrinsic incentives or metrics might be influencing this behavior?</i>
	Rules <i>What rules or policies might be influencing this behavior?</i>
	Physical Environment <i>What aspects of the physical environment might be influencing this behavior?</i>
	Influencers <i>Who might be influencing this behavior?</i>
Ideas, Insights, and Opportunities	

CHANGE FRAMEWORKS WE USE

Head EAST		 Faster Glass imagine better - innovate faster
<i>The purpose of this tool is to use behavioral insights to inspire ideas for influencing behavior change.</i>		
Individual	Persona <i>Whose behavior are we exploring?</i>	
	Behavior <i>What is the behavior, activity, or decision we want to encourage or discourage?</i>	
Easy	<i>How might we reduce "friction" to make it easier to adopt a new behavior?</i> <i>How might we increase "friction" to discourage a certain behavior?</i>	
Attractive	<i>How might we make the desired behavior attractive or salient?</i> <i>How might we make the desired outcome attractive or salient?</i>	
Social	<i>How might we make use of the behavior of others to influence the target audience?</i> <i>How might we influence the perception of how others are behaving?</i>	
Timely	<i>How might we intervene early before a habit is established?</i> <i>What are some potential key moments to prompt or reshape established behavior?</i>	

HOW MIGHT LEADERS USE HCD?

- 1** (Re)frame how people think about GenAI to address fears.
- 2** Design with, not for. (Explore with / Implement with)
- 3** Treat GenAI as a significant change effort across functions & departments.
- 4** Keep learning.
- 5** Stay alert for risks.
 - Humans falling asleep at the wheel
 - Tyranny of the quarter
 - Status quo bias

STATUS QUO BIAS



WOULD YOU
LIKE A
SHOVEL?



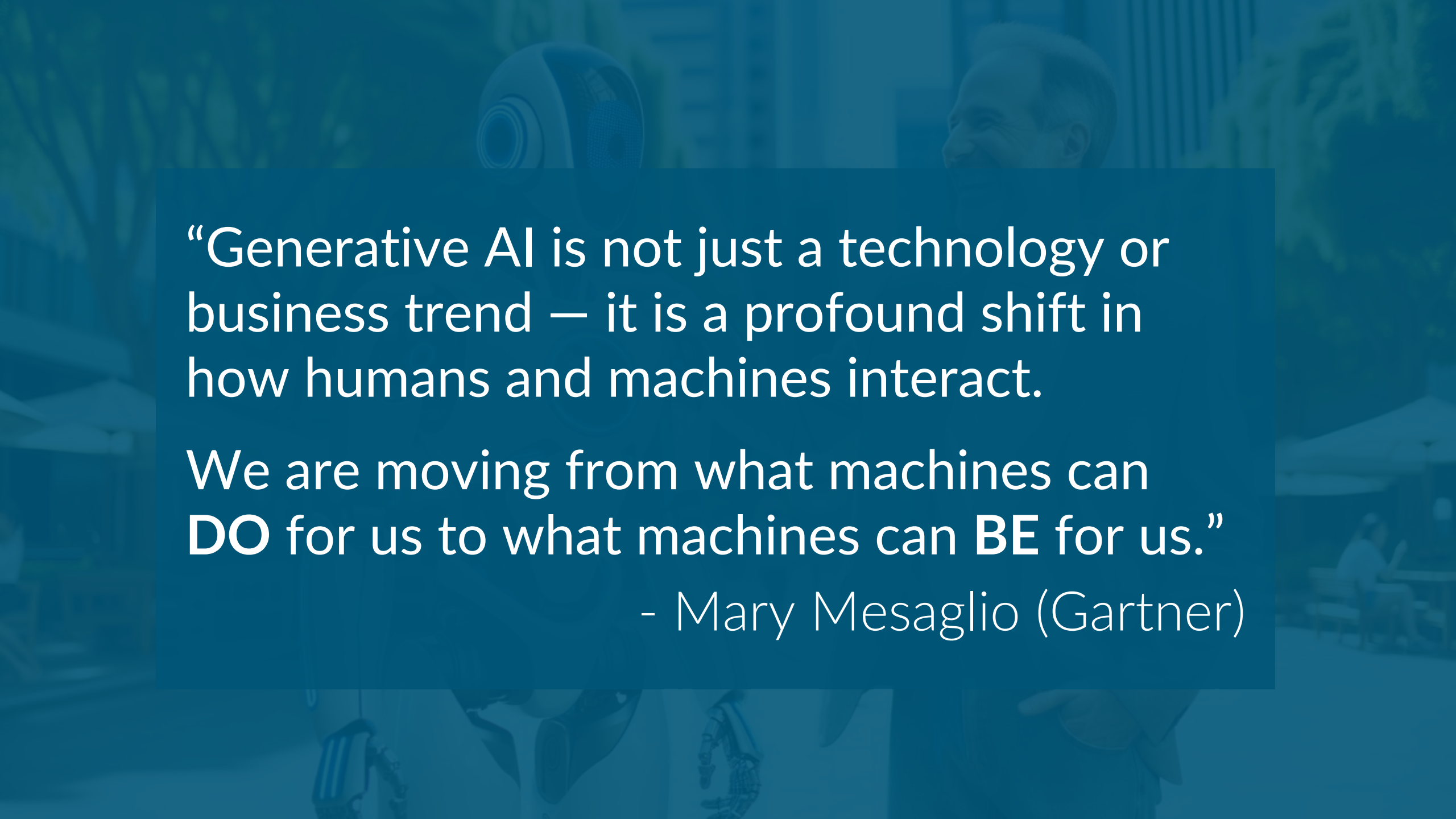
... BUT I'M
ALREADY USING
THIS SPOON!



“The only difference between a rut
and a grave are the dimensions.”

- Ellen Glasgow





“Generative AI is not just a technology or business trend – it is a profound shift in how humans and machines interact.

We are moving from what machines can **DO** for us to what machines can **BE** for us.”

- Mary Mesaglio (Gartner)



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imagine better - innovate faster

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