Leading with machines on your team

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The New York Times

A Conversation With Bing's Chatbot Left Me Deeply Unsettled

A very strange conversation with the chatbot built into Microsoft's search engine led to it declaring its love for me.

INSIDER

HOME > HEALTH

The newest version of ChatGPT passed the US medical licensing exam with flying colors — and diagnosed a 1 in 100,000 condition in seconds

abc NEWS

Elon Musk, Steve Wozniak and other tech leaders warn 'out-of-control' AI poses 'profound risks'

The letter called for a major expansion of government oversight over AI.

Forbes

FORBES > LEADERSHIP > CAREERS

Educators Battle Plagiarism As 89% Of Students Admit To Using OpenAI's ChatGPT For Homework

FT FINANCIAL TIMES

Generative AI set to affect 300mn jobs across major economies

INDEPENDENT

Why tech bosses are doomsday prepping

Monumental risks of 'epoch-defining' AI mean even those building it are preparing for the worst

Will we see AI-driven unemployment?

«We are being afflicted with a new disease of which some readers may not yet have heard the name, but of which they will hear a great deal in the years to come – namely, ***technological unemployment****»*

John Maynard Keynes (1930)

"Economic Possibilities for our Grandchildren"

Two examples from the Norwegian public sector

Nyheter

Kommunal Rapport

I Trondheim skal kunstig intelligens redusere utgifter

Trondheim flytter turnusplanleggingen fra virksomhetene til økonomitjenesten. Kommunen håper på bedre tjenester og reduserte utgifter med hjelp av kunstig intelligens.

SynPlan Produkt Anmeldelser Om oss Blogg

Trondheim kommune unngikk å sløse bort 6,7 % av budsjettet ved bruk av AI-drevet bemanningsplanlegging

DAGENS Medisin DM Debatt DM Arena Stilling ledig DM + Logg inn

Bærum sykehus først i Norge med å ta i bruk kunstig intelligens til behandling

Fra tirsdag av vil kunstig intelligens bidra fast ved bildediagnostikk, legevakt og akuttmottak på Bærum sykehus.

VG VG LIVE VGTV VG+ SPORT TV-GUIDE TIPS OSS

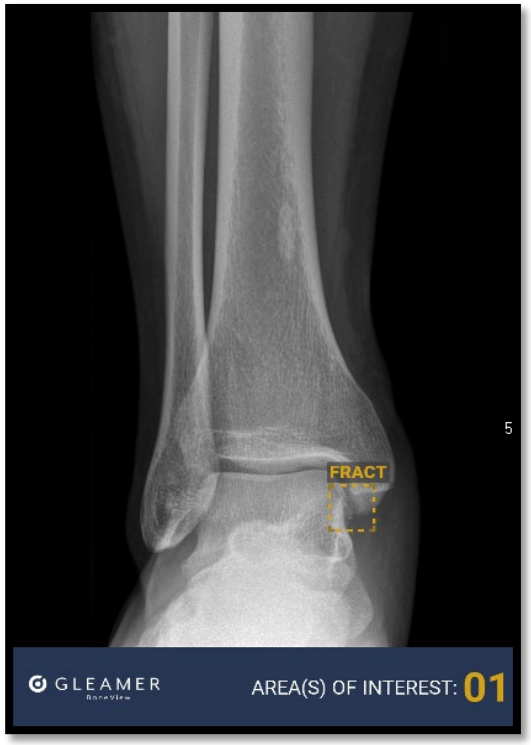
RØNTGEN: Radiograf Jonas Vatle plasserer røntgenmaskinen over hånden til Davejit Bhuller (41). Formålet er å finne ut om han har brukket hånden. Foto: Janne Møller-Hansen / VG

Fikk hånden analysert av kunstig intelligens: – Resultatet kom så raskt

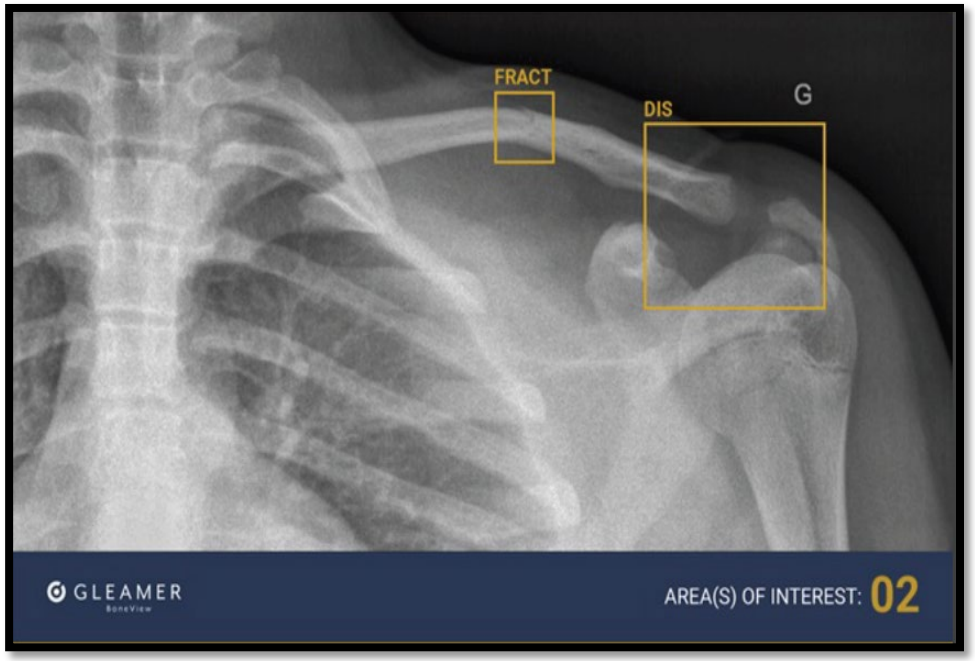
Vestre Viken: AI-analysis – 3 different resultats

Negativ

Usikker



Positiv



Likely big impact

2/3 Of the workforce to be affected by AI (25-50 % of tasks), but probably not automated*

7% Of the workforce likely to be automated by AI (>50 % of tasks)*

7% Increase in GDP next 10 years due to productivity growth from AI*

60% Of workforce in occupations that did not exist in 1940**

85% Of new jobs are in occupations that did not exist in 1940**

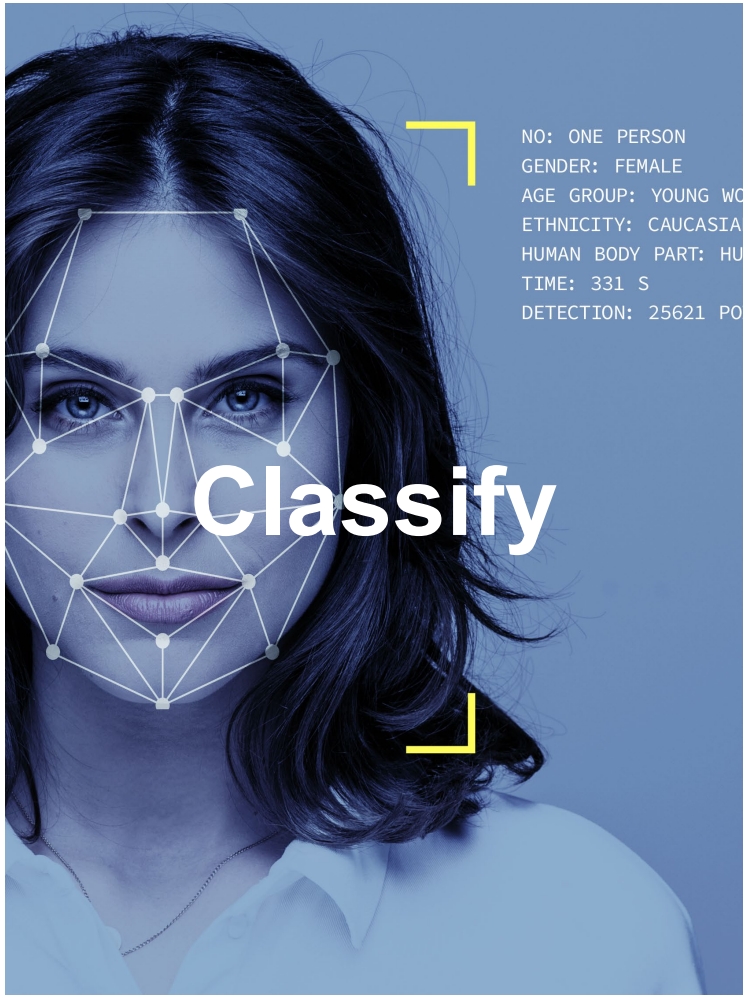
* Goldman Sachs (2023) based on data from the US and the Euro Zone
** Autor et al (2022) based on data from the US

BI

Artificial intelligence – systems that can…

SENSE	COMPREHEND	ACT	LEARN
			
Observe | Register	Discern | Detect | Infer	Decide | Make | Do	Adapt | Improve

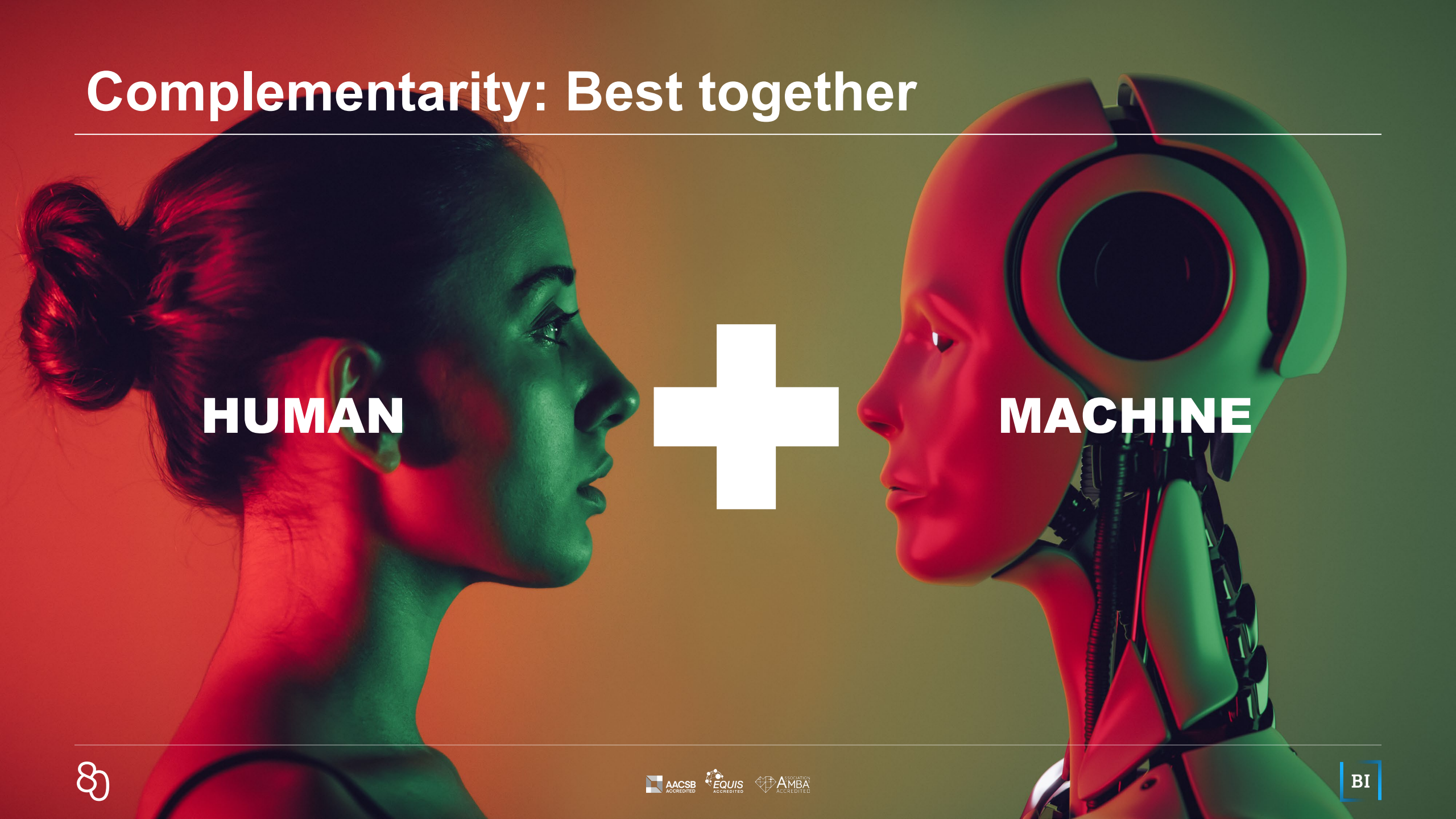
Three types of AI, that can…



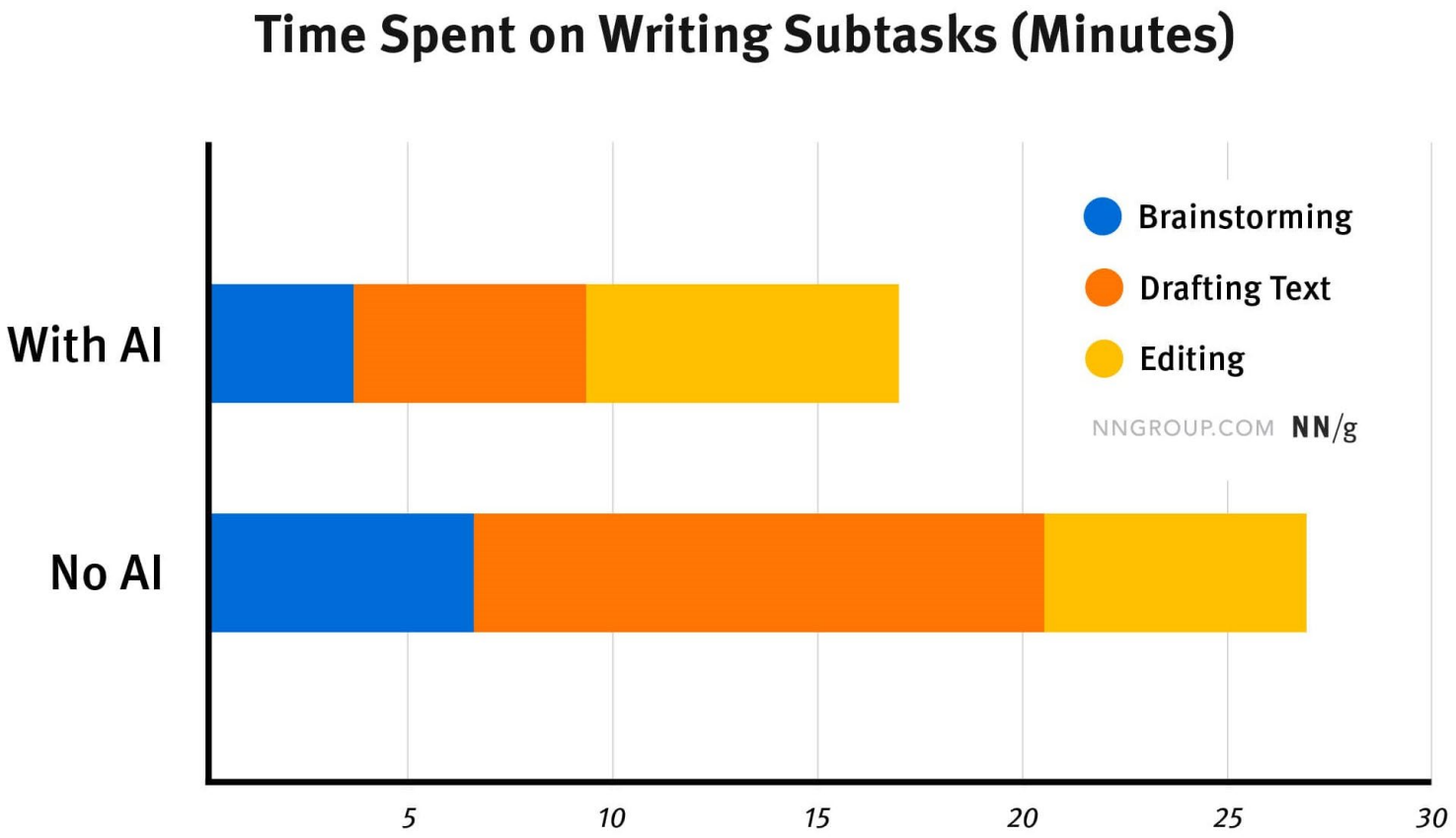
AI in project management – some use cases…

- Automated task scheduling
- Project forecasting and budgeting
- Productivity and information/data management
- Creativity and design
- Risk and compliance management
- Intelligent decision support
- Performance monitoring and evaluation
- Quality assurance and control

Complementarity: Best together



Writing better and faster with Gen AI?



- Quality (scale: 1-7)
  - 4,5 with Gen AI
  - 3,8 without AI
- 59% increase in productivity

Diagram fra https://www.nngroup.com/articles/chatgpt-productivity/, basert på Noy & Zhang (2023)

The positive effect of Gen AI on knowledge work

Figure 2: **Performance Distribution - Inside the Frontier**

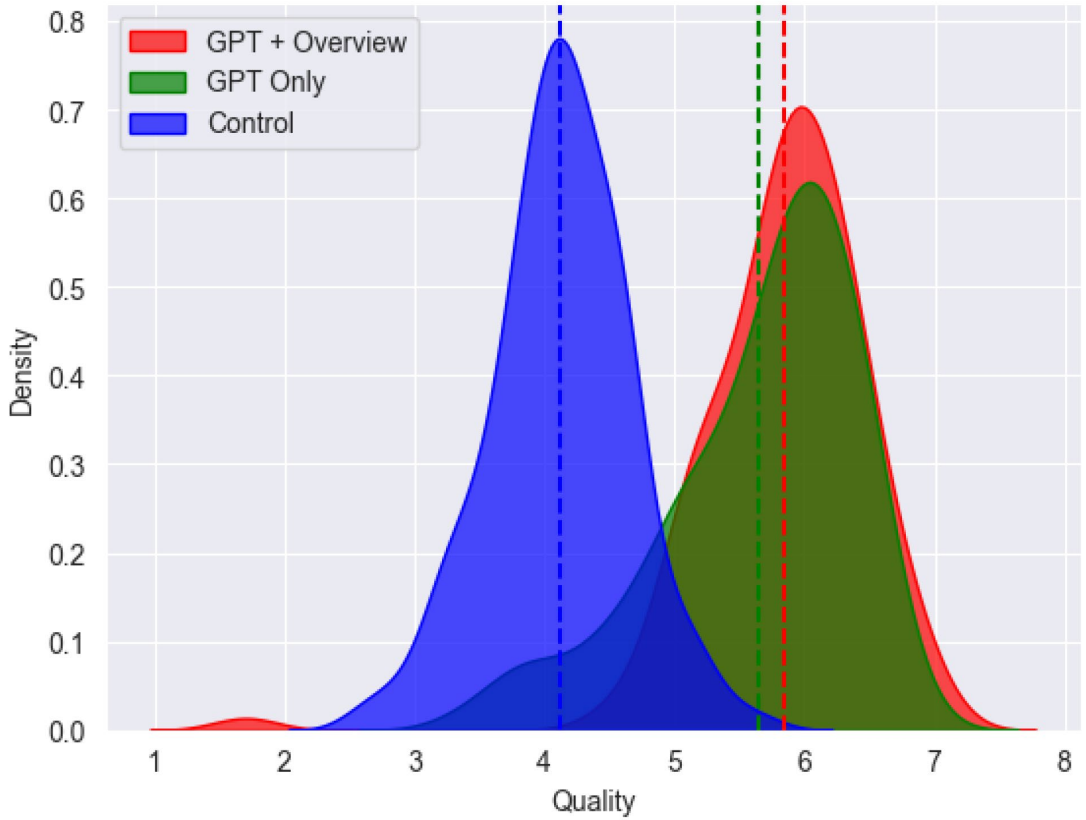
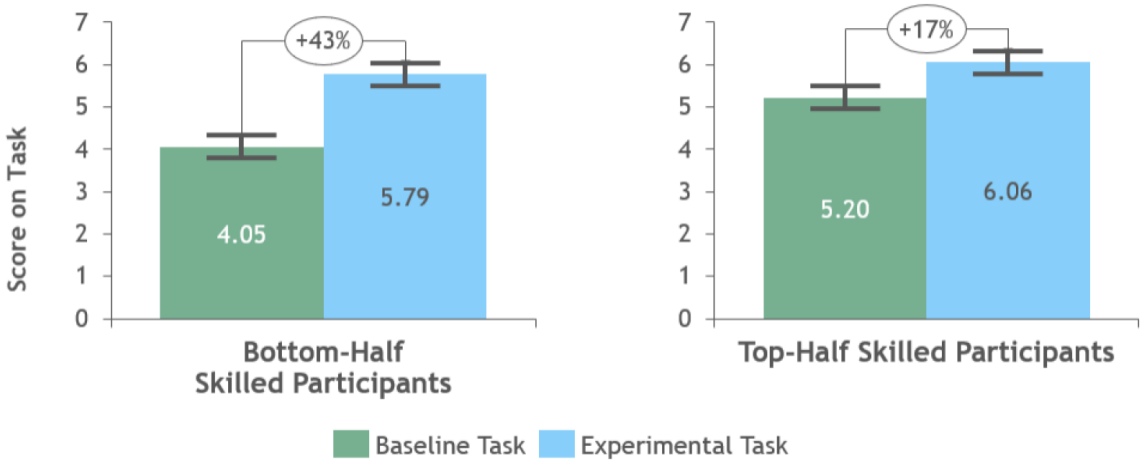
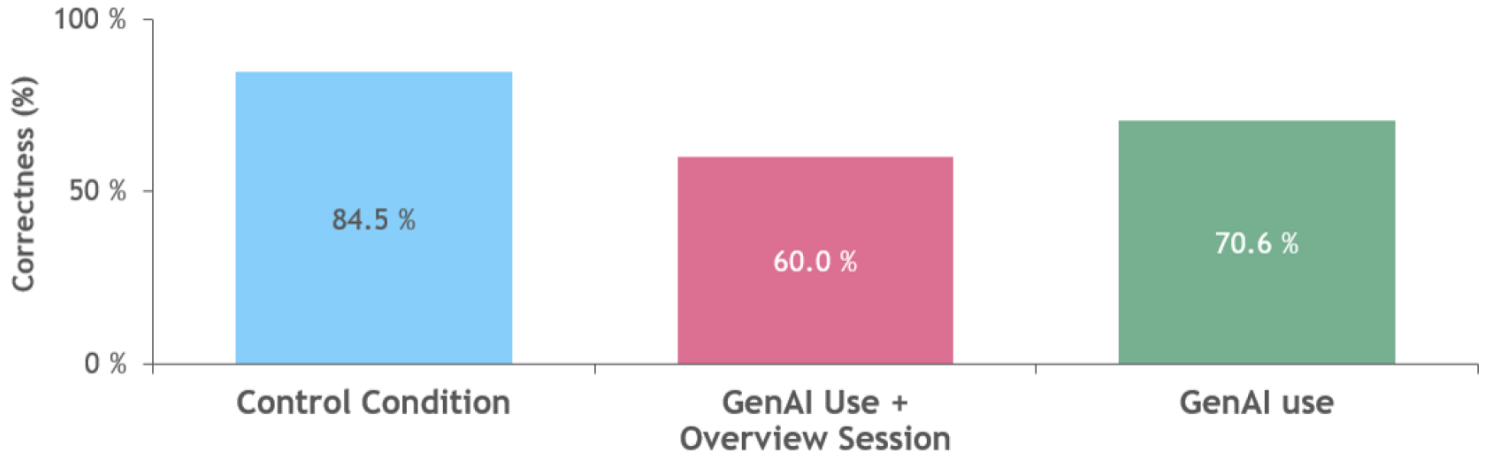


Figure 5: **Bottom-Half Skills and Top-Half Skills - Inside the Frontier**



The negative effect of Gen AI on knowledge work

Figure 7: **Performance - Outside the Frontier**



Notes: This figure displays average performance for the task outside the frontier. It reports the percentage of subjects in each experimental group providing a correct response in the experimental task.

Human-machine synergies

Machine Learning

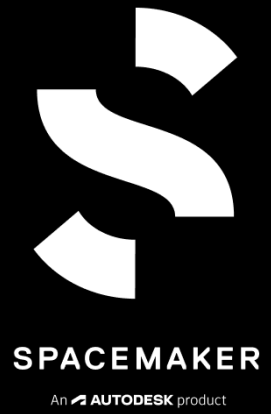
\+ Human Learning

= Organizational Learning

> *In the old days, the decision process was often very black and white – and based on experience and gut feel. Now, when the machine comes up with different recommendations for two cases that look very similar at first glance, we start to scratch our heads and **dig deeper**. Ultimately, this leads us to making **better decisions**.*

Kolbjørnsrud & Wilson (unpublished work), quote from Accenture Research-interview with SVP Underwriting in a large American insurance company

How can AI make your organization more intelligent?



AUTODESK
Forma

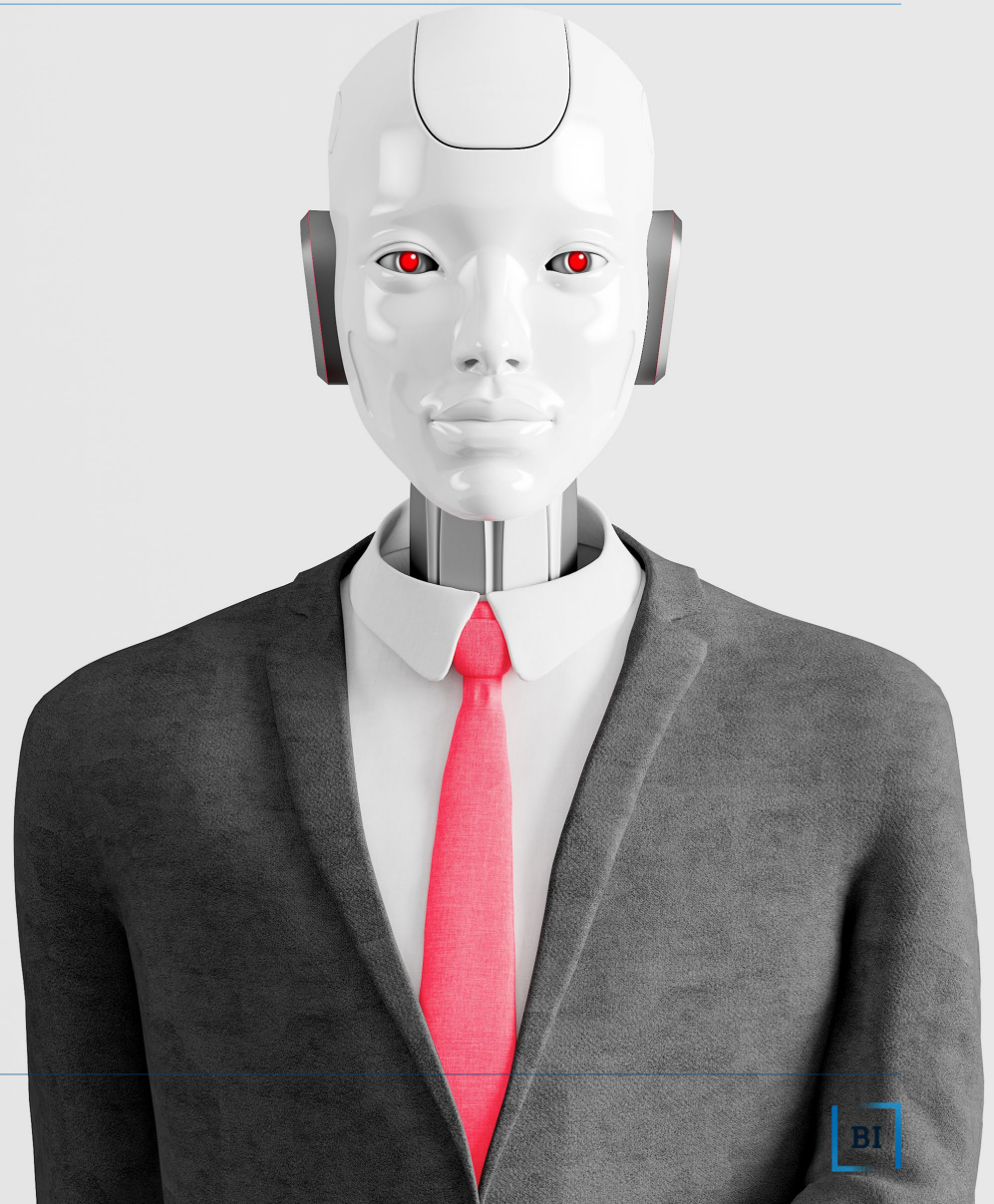
OBOS

NORDR

PUPA
Life over space

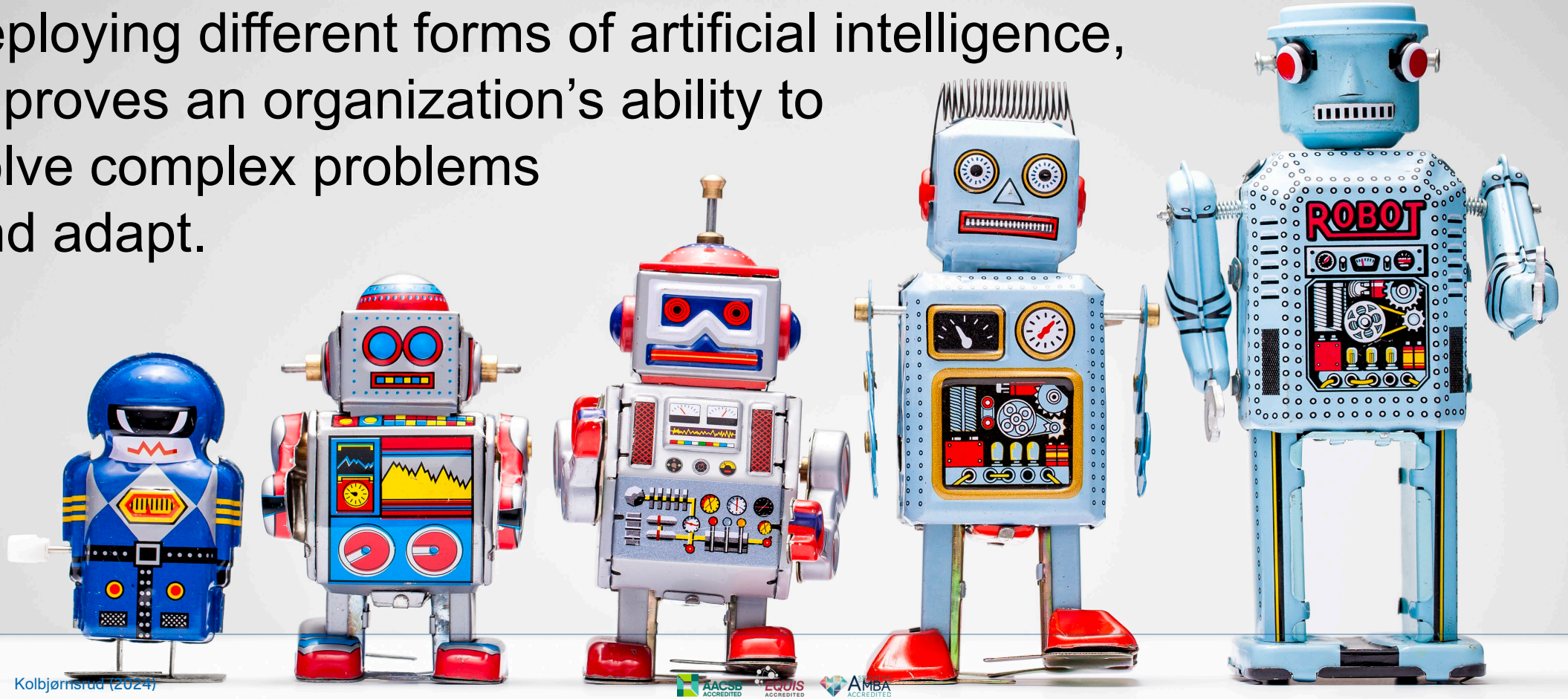
The Substitution Principle

Replacing intelligent humans with intelligent machines does not make an organization more intelligent, rather more efficient



The Diversity Principle

Increasing the diversity of intelligent actors, such as hiring people with different knowledge, skills, and mindsets as well as deploying different forms of artificial intelligence, improves an organization's ability to solve complex problems and adapt.



The Collaboration Principle

Organizational intelligence requires **collaborative skills** from both human and digital actors

The Explanation Principle

Intelligent organizations provide purpose, **seek explanations**, and take responsibility

Algorithmic opacity

“Competency without comprehension”

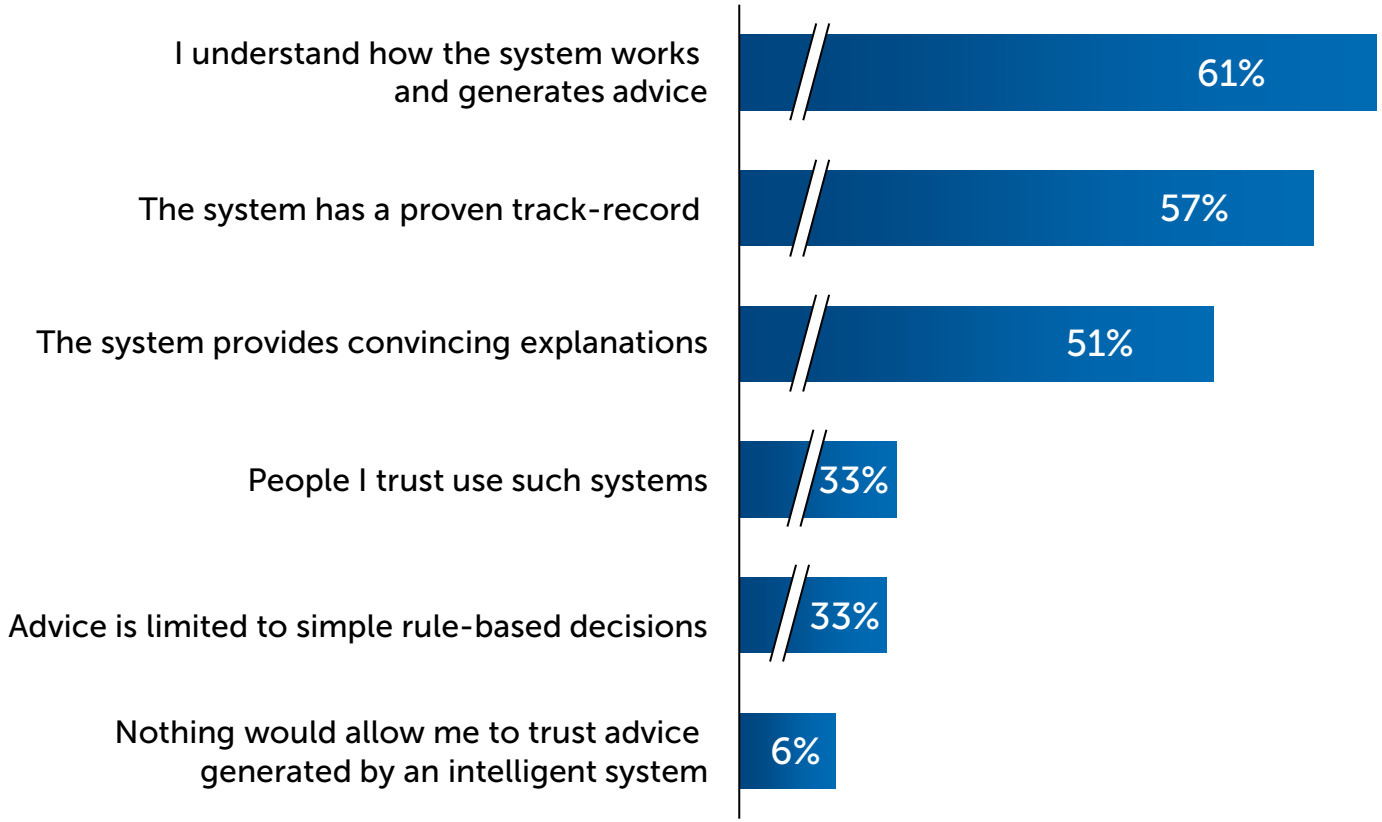
(Dennett, 2017)

ML algorithms:
Perfectly explicit,
imperfectly explainable

Burrell (2016)

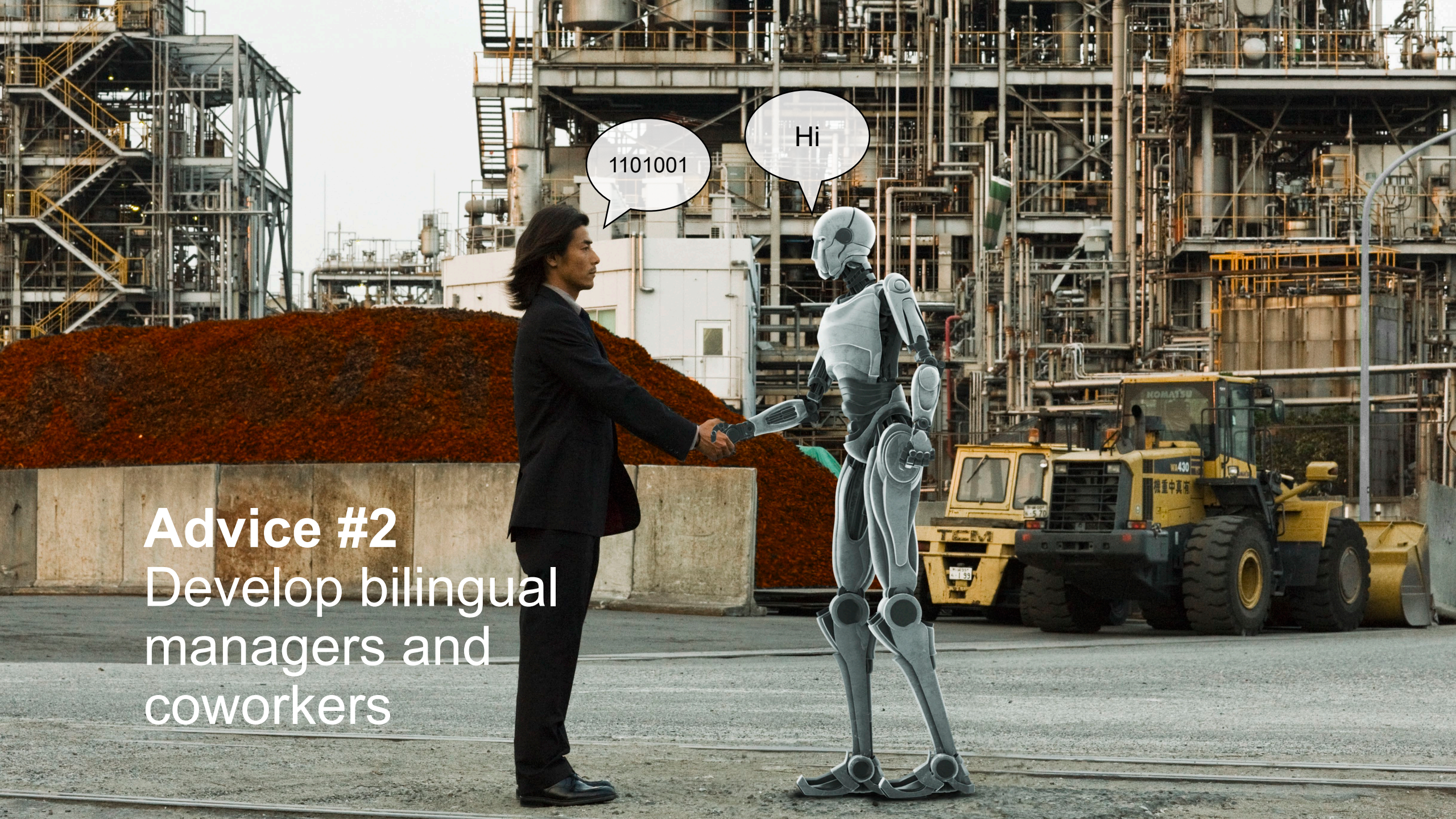
To trust technology, we must understand it

What would allow you to trust advice generated by an intelligent system? (Choose up to three)*



Kolbjørnsrud, Amico, Thomas (2017)
* Sample: 1770 managers from 14 countries and 17 industries


Advice #1
Don’t make people
do machine work



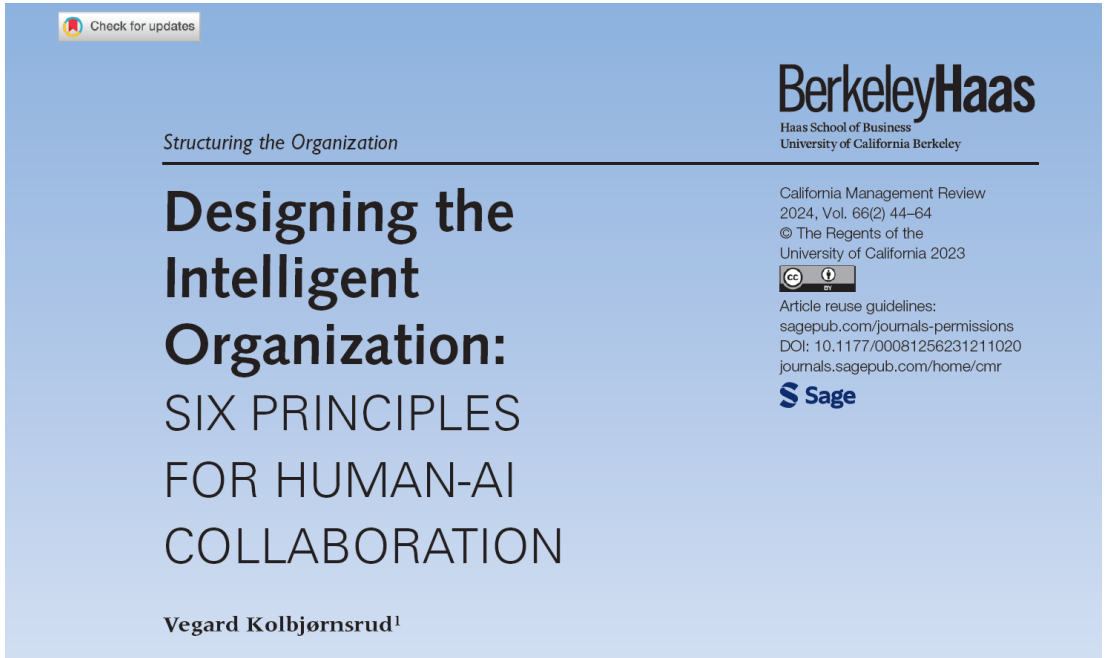
Advice #2
Develop bilingual managers and coworkers


Advice #3
Build
tech
skills

Advice #4
Encourage critical thinking

Advice #5
Try – and take responsibility!

Reading more in new article



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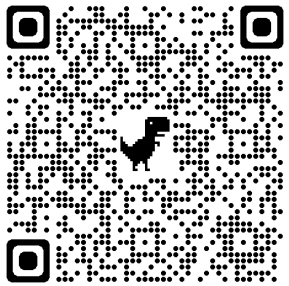

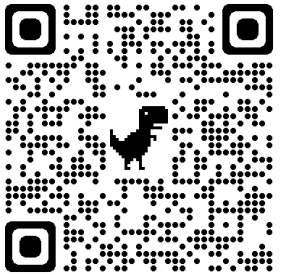

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