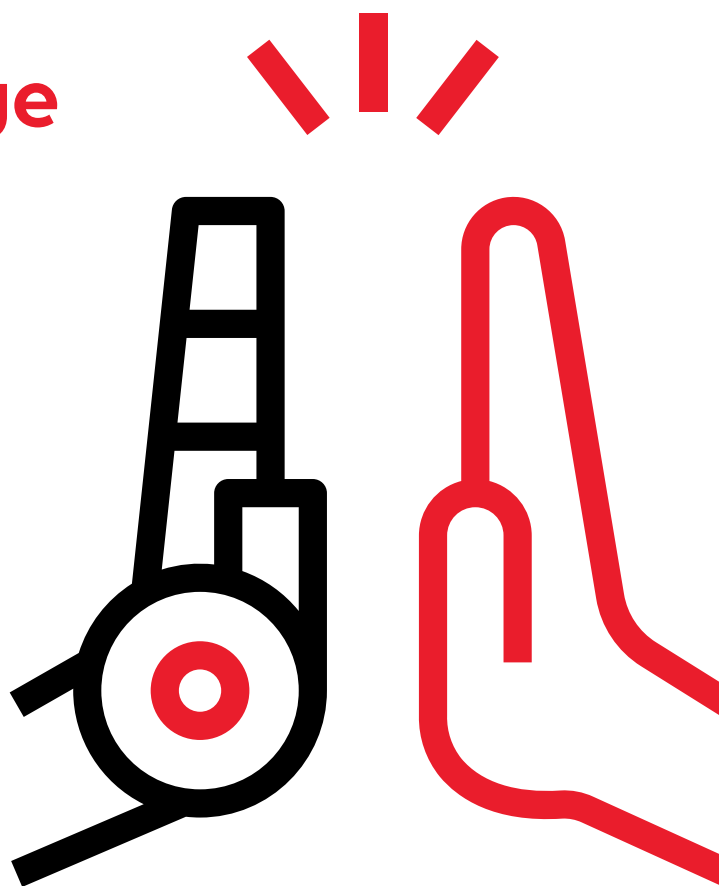


AI Business Strategy & Corporate Communications

Balancing Advancement,
Pocketbooks &
Emotional Change

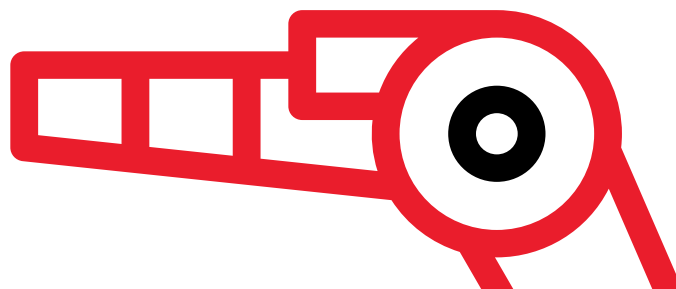
Thomas Kalafatis,
Hullwright Advisors

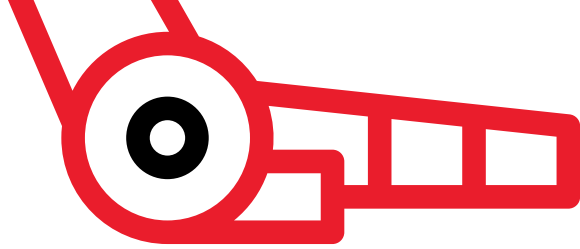
Shane Madill,
Kaiser & Partners



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Executive Summary

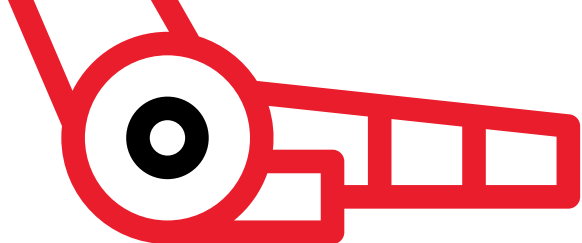
Over the past decade, artificial intelligence (AI) has emerged as a highly discussed and influential topic. Its development has advanced at an unprecedented rate, outpacing most other technological advancements in history. However, when it comes to integrating AI into modern business operations and strategies, business leaders find themselves in the early stages of understanding how to effectively harness its potential despite their awareness that the advent of disruptive technologies like AI presents both remarkable opportunities and catastrophic challenges for businesses.

This white paper explores how modern businesses can utilize the strengths of AI and develop AI-driven business and communication strategies. It is important to recognize that this is not the first time businesses, and society at large, have encountered disruptive technologies. History has shown that rushing into the adoption of advanced technologies or moving too slowly can lead to business failures as evident from the once-prominent brand names that ultimately faded away in the wake

of shifting technological landscapes. By drawing lessons from historical precedents, business leaders can gain valuable insights into the transformative nature of AI and its implications for their industries and the broader economy.

Businesses that strategically embrace the transformative power of AI will not only thrive in today's competitive landscape, but also play a pivotal role in shaping the future of their respective industries. The approach to adopting and leveraging AI within business operations varies across industries and individual business situations. However, as represented through experiences and case studies, AI integration has commonalities that are applicable to most situations:

- Striking a balance with how quickly AI is incorporated to ensure companies are not too hasty or too slow
- Ensuring an embedded communications strategy that aligns with the business strategy
- Prioritizing transparency to nurture trust, foster collaboration and bolster confidence



Introduction

Next to the splitting of the atom, AI as a force for change has proven to be one of the most consequential human endeavors.

In the right hands, it has the potential as a force for good to:

- Remove routine work at scale through productivity enhancements, new solutions to work and elimination of repeatable labour while improving industries that struggle with productivity
- Unleash creative endeavors and innovation at orders of magnitude to reduce the cost of manufacturing creativity
- Generate entirely new industries

While AI has great potential to bring about numerous benefits and advancements in the contemporary business landscape, it is critical to acknowledge that, like any powerful technology, it can be used destructively. The threat of AI as a force for destruction, however, is elevated to a degree not seen by other innovative technologies (e.g., cloud and mobile).

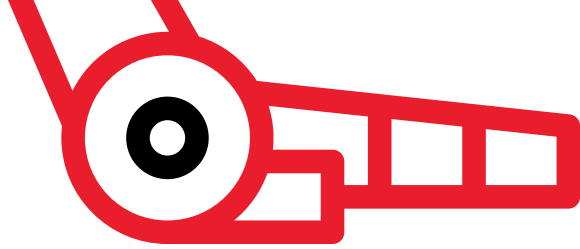
In the wrong hands, and if used or distributed irresponsibly, this technology could:

- Exacerbate inequalities in society
- Disrupt human lives and communities
- Destroy corporate livelihoods
- Facilitate ethical dilemmas that lead us to question basic understandings of humanity

The misuse of AI in the wrong hands does not necessarily point to malevolence; more concerning, and more likely, the misuse of AI will be the result of ignorance or incompetence.

“ Business leaders ought to take care in how they adopt the positioning of AI.”

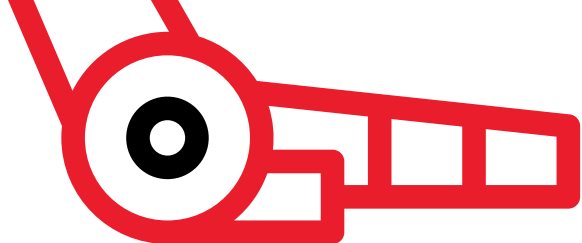
Businesses, who are at the forefront of widespread AI adoption, and their leaders will shoulder the responsibility for the social,



economic and political impacts of this technological change.

The integration of AI may propel organizations to greater heights and their brands to greater reputes or carelessness may destroy them if they are callously indifferent to the consequences of their action—and inaction—on the subject. Business leaders ought to take care in how they adopt the positioning of AI.

A strategy that aligns the purpose of the corporation, its marketing strategy and communication is critical for brands to demonstrate their ability to serve the best interests of their stakeholders and the public with the help of responsibly implemented AI.



Understanding **AI** in Modern **Business**

The Economic Realities That Make AI Different

AI is a solution that can be applied to many known problems. It is the converse innovation to many digital technologies over the last 20 years that have reduced the cost of the information logistics.

Just as physical goods are manufactured, transported, warehoused and distributed to end markets, virtual goods go through the same process. GPU Processing (manufacturing), 5G (transportation), big data (warehousing) and cloud (distribution) are functions of information economies.

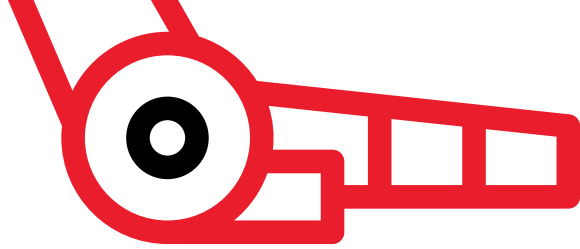
Information economies disrupted the logistics of physical economies as the marginal cost of linking physical goods to a virtual representation reached near zero. The blending of information and physical economies has created an entirely new one: e-commerce.

AI represents the potential to reduce the cost of manufacturing of virtual goods and the manufacturing of creativity to near zero. Content ranging from code to music, business presentations to art, and snippets describing the latest box score on a game to analysis of drug efficacy data, will, over time, be generated at almost zero marginal cost.

Therefore, this has the potential of disrupting such content and related industries today at all levels if generalist AI becomes stronger and produces equal or higher quality outputs compared to specialists. Put simply, a new market for AI-generated content may develop and create new industries all together. At the same time, the linkages of the virtual world to the physical world may create new economies, as it did with e-commerce, which today are inconceivable.

AI as a Generalist Tool

AI poses a unique situation where a generalist tool may produce better results



than a specialist. For example, some AI has been tested against various college entry exams across a variety of subjects from chemistry to law, which is an indication of it being developed to perform better than AI tools or people that specialize in one subject. If generalist AI advances rapidly, what happens to those who rely on the specialization of their labour to generate a premium wage?

As a generalist tool, and unlike many other technologies, AI is not a solution that is looking for a problem. The most obvious problem—the economy’s perpetual need to displace or augment labour to make it more efficient—is something AI is understood to solve. It has been developed from the outset with the objective of mimicking, replacing and eventually exceeding human intelligence.

“ If AI evolves too quickly, there is a deadweight loss that results from the complete substitution versus complementarity outputs of AI.”

Economically, how does disruption happen? Higher cost marginal inputs such as labour

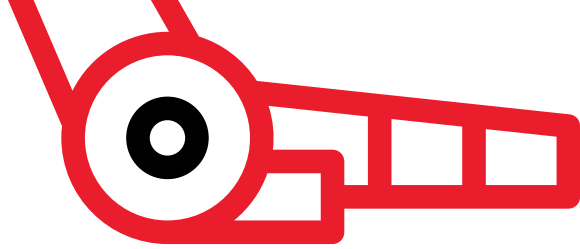
are displaced by technology. Jobs that remain are more productive and will hold, and perhaps increase, their purchasing power. Thousands of organizations will generate millions of dollars of savings.

The core societal question is to what degree AI will have an impact. How quickly does the broader economy define new needs in the second order impact—the new economies that will be created as the virtual and physical world become increasingly linked? How will it reskill those who are displaced to provide them with a standard of living?

10 years ago, algorithms that were correct slightly greater than 50 per cent of the time (or exceeding the spread of the market and market impact cost), created value in the stock market. A self-driving vehicle needs to be correct 100 per cent of the time. How long will it be until that happens? What is the impact on those employed to drive?

If AI evolves too quickly, there is a deadweight loss that results from the complete substitution versus complementarity outputs of AI. That is, if one AI can link to another and the new industries that are created by AI are complete substitutes of labour, then unemployment will increase. In contrast, if these new industries require complementarity of labour, the demand for labour may actually increase.

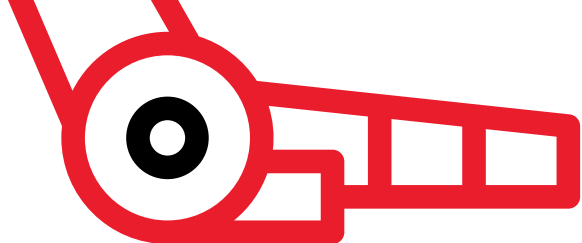
One little known example of this complementarity and substitution effect is Amazon Prime. Early thinkers of the internet assumed that retail square footage would



go down with e-commerce. In fact, Amazon's square footage usage per unit of sales is higher than many retailers, representing how the complementarity effect is strong, but at a lower cost per square foot that enhances its margins.

Finally, Coase's Law indicates that as transaction costs approach near zero, entirely new transactions that don't yet exist are created. That is, those involved in markets understand that the greatest cost in the economy is not necessarily the cost of what happens, but the cost of what could happen and does not—also known as opportunity cost. As transaction costs decline, opportunity costs are reduced as those transactions start to happen. The efficiency of the stock market where commissions used to cost \$100 at $\frac{1}{4}$ wide spreads with little transparency is one example.

Generalist AI has the potential to displace all of us to a degree. AI is so disruptive precisely because it reduces marginal costs of manufacturing creativity, so the substitution versus complementarity impact is uncertain and we know that unknown industries will be created. It is the very definition and penultimate threat and opportunity for society, the individual and the corporation.



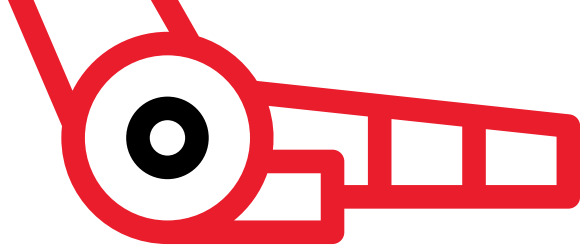
Disruptive Technologies Throughout Human History

One of the first disruptive technologies that permeated society and facilitated the onset of the industrial revolution and its division of labour was the invention of the weaving loom, among other textile innovations. Such novel innovations allowed for the production of textiles more efficiently as they could be operated by relatively low-cost labour. The export of textiles was the backbone of the British Empire's economy in the 19th century accounting for up to 50 per cent of merchandise exports. While prior inventions had led to isolated protests in the 17th and 18th centuries, Luddism became a more widespread movement, operating as an underground organization who followed "Nedd Ludd." As the industry grew and displaced higher wage workers, Luddism spread across England between 1811 and 1816, and was eventually smashed by a government that threw members into penal colonies or executed them as the destruction

of industrial goods was legislated into a capital crime. To this day, a "Luddite" refers to someone who is resistant or opposed to new technologies.

But alas, Luddism has never been able to arrest the diffusion of technology across humanity. Even when technological diffusion grows and displaces labour, society protects its progress.

A more recent example of technology disruption in our public consciousness is that of the Great Depression. During the early days of electrification, the adoption of combustion engines and modern financial techniques allowed for the development of national and global markets for goods that unleashed productivity and shifted jobs from agriculture to more productive uses. However, at a certain point, productivity gains were so high that those jobs were



no longer necessary.

Real wages did not decline during the Great Depression. These wages reflected the benefit of productivity. Those who kept their jobs were able to maintain their standard of living with great trepidation and insecurity. Millions, however, were thrown out of the workforce in part because these technologies were integrated into the economy and as new technologies did not emerge rapidly enough to replace and attract new labour. The vernacular of “unemployed through no fault of their own” became accepted as society understood that work habits or behaviors were not equal to the substitution of labour by capital as the cause of unemployment.

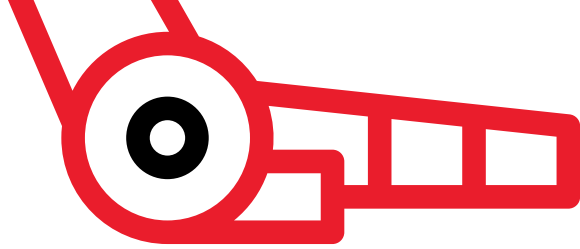
More recently, the deindustrialization of North America required low-cost digitization technologies. It was the adoption of computers that digitized corporate workflows and the subsequent creation of the internet that allowed those workflows to interact with each other. The following development of digital communications technology, culminating in mobile networks, allowed all the information necessary to flow to far-flung factories on the other side of the world.

It is estimated, for example, that Apple Inc., an American company, directly or indirectly employs over five million Chinese workers off the back of its iPhone product (globally ubiquitous), alone. This phenomenon allows for hundreds of millions of workers in less developed countries to serve developed

countries. Yet Americans without jobs who are suffering from reduced economic prospects, if not explicitly, inherently understand that technology has made jobs more competitive by increasing the number of workers possible to choose from.

“ As AI can develop its own working code, record its changes and evolve, it conceivably has the capability to do the same but at ever increasing compound growth rates.”

Even those whose prospects have been maintained or improved understand the phenomenon that has worked to their gain. The inherent fear is that, to date, innovation has been premised on the concept of division and specialization of labour. Winners beat out the losers and society advances. Yet, recent advances in generative and generalist AI appears, to some, to represent a future where technology reaggregates specialization. In that case, what happens to specialized human labour when a



generalist machine is more efficient and effective at tasks?

Beyond our economic prospects, AI appears to threaten the very core aspects of the meaning of humanity and what defines us and separates us from other species: our ability to develop tools for ourselves and for others within and across generations and to record history. It is this capability to pass on knowledge gained from one generation to the next collectively compounding knowledge that has furthered our species.

As AI can develop its own working code, record its changes and evolve, it conceivably has the capability to do the same but at ever increasing compound growth rates. We have experienced the breadth and depth of the spread of the worldwide web and basic search (Google and Bing). The potential is inconceivable when extrapolating the possible capabilities of a functioning generalist AI over 20, 50 and 100 years.

A [survey](#) conducted by Slack Technologies revealed that 77 per cent respondents believe that automating routine tasks would greatly improve their productivity with an average of 3.6 hours saved each week with the assistance of AI. However, fears about AI displacing jobs have overshadowed its potentially positive aspects, leading to AI adoption Luddism.

What can we take away from history as we develop strategy for our enterprise?

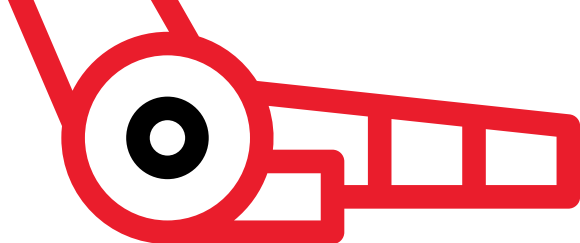
- Resistance is real, natural and to be expected. Organizations need to pre-empt and prepare in advance for this reaction.

- People recognize the threat of technology in economic or intellectual terms.
- Why? Because anyone could be impacted through no fault of their own.
- The need to be prepared is real. How?

Balancing Indifference with Aggression

We have all had experiences of radical technology change displacing work in our own lives. That is, we may have done work in the past that is simply not done anymore or been exposed to entirely new jobs that are now done by machines and witnessed where people's lives have been irretrievably impacted.

For example, financial firms would typically have interns handle tasks such as prepare marketing newsletters, packaging and mailing the materials, which are now automated at rates and costs lower than the sub-minimum wage it would take for a person to continue these responsibilities. Another duty was, from time to time, running to the floor to garner a more up-to-date view of an order book from a floor trader on exceptionally busy days when his floor assistants were too busy. This was a world where the Toronto Stock Exchange might process 100,000–200,000 orders on a heavy day. The current competitive Canadian market ecosystem may process over one billion orders on a very heavy day, which can only be done by machines.



Responsibilities in financial firms such as data entry have faced similar effects, which entailed collecting, scrubbing and normalizing data from physical annual reports into a spreadsheet format and turning that information into more advanced metrics. This 80-hour per week analyst job, while previously paying substantially more than a \$100 a week as an intern and making a flat in Manhattan affordable, is now essentially replaced by the push of a button on Bloomberg.

Most recently, having seen how technology changes the economics of businesses, Thomas Kalafatis, an author of this paper, was one of the leaders who radically adopted and integrated the trend of trading automation for a leading Canadian bank owned dealer's trading platform by integrating the roles of the floor trader and market maker, the marketplace, advanced order placement algorithms and routers into its automated trading platform.

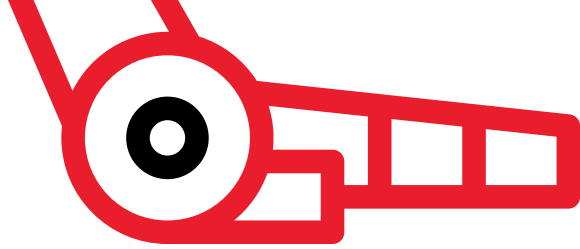
Early business innovators like the bank could amplify their results with orders of magnitude of success in market share, revenue and profitability compared to competitors who hesitated to embrace technological innovation. Thomas embraced new alternative trading platforms and high-frequency traders and rose to the top spot in terms of Canadian equity trading by value. This should have inspired Canadian rivals to invest in their electronic platforms in efforts to catch up.

Instead of displacing the wages of interns and entry-level professionals, the Luddism

this change generated was both within organizations that adopted this technology and across the industry. So rapid and exhaustive were the changes that, within less than five years, the economics of an industry segment that paid multi-million-dollar bonuses to hundreds of equity traders whose practices had evolved over more than 100 years was eviscerated. Put simply, these bonuses and the people earning them were threatened.

“ Almost the entire workflow of a single order is now executed within the machine.”

Like Luddite history, those threatened with displacement sought regulatory support and change. The industry proposed and received a specific rule change from the regulators, NI 23-101, which was meant to slow down automated tasks by introducing a pause or risk check on the machines. Yet, Luddism had the opposite effect. Technology teams simply introduced technology that processes these checks in microseconds. The advancement of technology and speed in the industry could be compared to the difference in commerce of receiving a package in the 15th century from across the world after a yearlong sailing voyage versus Amazon's same-day delivery.



Further efforts were then unleashed to create a groundswell of support to slow down technological adoption that culminated in a competing bank's tacit support of Michael Lewis' Flash Boys and a flood of negative press. With the main thesis of opponents eventually debunked by industry participants, the groundswell died. End clients wanted seamless executions and transparent and fair prices that only this level of automation (and its adoption of algorithms) could deliver. Almost the entire workflow of a single order is now executed within the machine. While people continue to manage the workflows themselves, there was no going back. While technology teams and their innovations succeeded, the industry certainly would have benefited from a more cohesive communications strategy as it moved to the eventual outcome.

It is in our nature to know that this sort of change doesn't stop, and we cannot go backwards once it has begun. The lessons learned will apply to industries that are now adopting AI and developing the narrative you internally use to think about your business and you externally communicate:

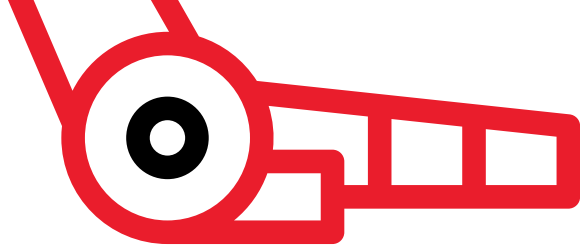
- The business disruption will be real, fast and material
- The accolades of technology achievement are extremely short lived
- Regulation and media are among many tools that opponents will use, and sometimes effectively. Be prepared in advance. This goes beyond marketing. What is your legal and public relations strategy?

- A prepared strategic reaction can afford the opportunity to leapfrog to unassailable heights
- It is possible in the natural conflict between innovators and Luddites to make enemies in the center, reducing the ability to maneuver
- A brand may be at risk of being pigeonholed

Missing the Mark – The Corporate Memory

What does this mean for corporate strategy? Just as individuals may find that their jobs disappear, entire corporations will discover the same. That is, marketing strategy needs to be aligned about clearly defining the work a corporation is being hired for and finding the market for that work.

Recent history is littered with examples of brands that have been made obsolete for missing the mark on technology change as competitors have done the job better, faster and cheaper. We typically recognize the names that were not aggressive enough in adopting digitization or in adapting from one wave of technology change to the next within a technology, e.g., Kodak and Polaroid in analog versus digital cameras, Blockbuster in the physical versus digital distribution of content, and Atari, Commodore, IBM, Intel, Netscape, Nokia, Nortel and Motorola in computing, mobility, microchips and the internet. These case



studies are well-trodden examples of firms who either failed to recognize the dilemma they were faced with or failed to execute on their strategies. Put simply, each of these companies were displaced in core markets by other companies that were able to do the job better. They struggled to communicate their value to the market efficiently and effectively through their results, and importantly, their narrative.

“‘Breaking things’ and then asking lawmakers years later to regulate the market will only exacerbate Luddism against AI.”

At the same time, there are plenty of examples of companies that were too aggressive in pushing the envelope of change to the cusp of social acceptability and even crossing it as they embraced, adopted and pushed for technological change. LimeWire and Napster are examples of companies that perhaps did elements of their job well but did so by cutting corners and ignoring their roles in the community. In some ways, they were careless. FTX, among many crypto ventures, is an additional case study of a strategy that didn't work due to:

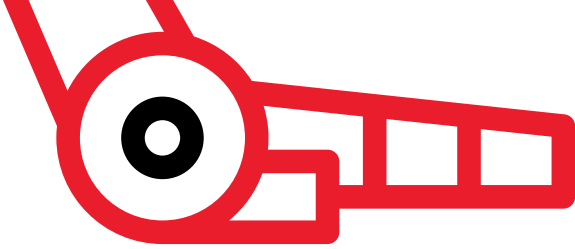
- Overtly threatening the very governments that regulates the industry
- Overpromising on utility, e.g., cryptocurrency vendors selling the safety and security of permissionless blockchain
- Radically underdelivering

Balancing the need to aggressively get on with change, while not moving so fast as to cross the line of acceptability, should not be done with the cynicism of the mantra “move fast and break things” when it comes to AI and tectonically impactful technologies. This approach may have been logical when social media was introducing technologies and seeking new problems requiring new solutions.

“Breaking things” and then asking lawmakers years later to regulate the market will only exacerbate Luddism against AI. True leaders are engaging with regulators and lawmakers while aiming to maintain the reputation of their brand across waves of change.

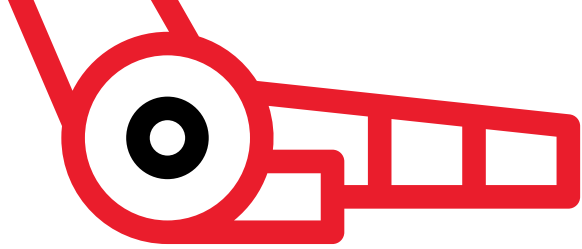
Reminding ourselves that our company has been hired to do a job, thinking about the seriousness with which we take that job and how we would as individuals seek to present ourselves helps us assess:

- Are we too aggressive or not aggressive enough in embracing AI? How do we measure that in money, time and people? What results would tell us we are hitting the mark?
- Are we ignoring the consequences of change or of our actions?



- Are we passing the buck on our responsibility? Or are we having the necessary conversations about the possible negative externalities right now?

AI is an existential threat for many organizations with not only the technology itself, but the strategies, policies, processes and the decisions that organizations make to deal with it.



Developing an **AI-Driven** Business & Communications **Strategy**

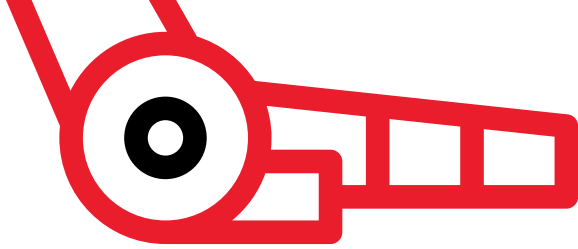
Successful AI implementation requires complete synergy across all major internal and external stakeholders. Addressing potential fears about job security from employees, ensuring investors are satisfied about the investments made and the vision of the company is consistent among the organization's leaders are all vital for everyone to move in the same direction. Acknowledging and proactively addressing the reaction people will have to emotionally charged subjects such as work and the direction of a business is necessary. Staff need to understand why AI is important to the business, how their roles will be enhanced and how they fit into any company culture changes after implementation.

As part of the communications assessment of AI and maintaining the reputation of the brand, a clearly established AI communications strategy will set the

guidelines and principles of the organization in its use. This must be approached differently than previous technology integrations given the emphasis on marginal costs and inputs rather than a solution to a specific problem. Consideration is required for the ethics and higher-level principles rather than solely the implementation itself.

Four main areas of thought are required to influence a business and communications strategy and ensure it stays consistent all the way through to how it affects its day-to-day operations:

- **Set clear objectives**
 - These will impact every decision a business makes and be a core part of every communication to major stakeholders with the rationale and benefits



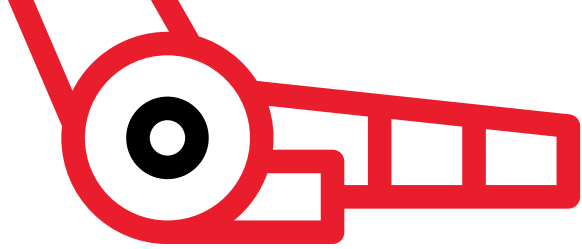
- **Establish data management**
 - How will managers communicate changes to their employees? How will the business receive and implement feedback about the effectiveness of AI implementations and potential training for reskilling?
- **Build AI capabilities**
 - Whether these are developed in-house or sourced externally, establishing the capabilities themselves and how they benefit your organization should only be done once a business has finalized its decision-making framework
- **Integrate AI into existing processes**
 - This is a major stumbling block for companies because of the lack of foresight given to the previous bullets and a lack of consideration for how AI will impact stakeholders and how they may react
 - Effectively communicating the objectives, management, capabilities and benefits of AI as individualized to a person's role as possible will influence how accepting they are of the changes to come

These considerations will also be dependent on what industry a business is in and how AI is currently used. A bank will have substantially different AI needs, implementation and communications compared to a creative industry. Someone in middle management at a real estate company will be receptive to different

messaging and how AI impacts their job compared to a paralegal. Management must strike a balance between customizing and consistency of their key messages.

“ Companies that have undergone successful AI changes have effectively communicated their guiding AI principles.”

Communications are generally considered during the last step in the lead-up to AI integration into existing processes. We argue that it is a core component alongside strategy development to aid change management. Companies that have undergone successful AI changes have effectively communicated their guiding AI principles, used real-time data to increase the transparency of processes for employees and quality assurance and invited open discussions at all levels across suitable channels for feedback and ensuring quality for the final consumers.



Real World Applicability

We point to a recent real-world case that is fraught with potential conflict and downside risks, and which may have struck the right balance between the pace of changing economic pressures, leading business strategies and communications.

Navigating the Human-AI Partnership – Writers' Strike

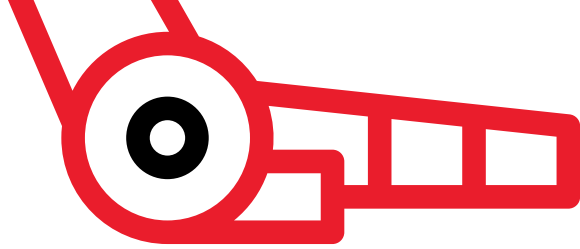
A battle of human creativity versus automation manifested in a 148-day strike in 2023 as Hollywood screenwriters protested the encroachment of AI technology in the entertainment industry. This strike came just five months after OpenAI released ChatGPT, an AI chatbot used for conversations and gaining insights from input prompts.

While this strike marked the first major labour dispute over generative AI in the workplace, both the Writers Guild of

America (WGA) and the Alliance of Motion Picture and Television Producers (AMPTP) recognized AI's potential as a tool in various aspects of filmmaking, including script writing. The final agreement between both parties did not entirely prohibit AI usage, but explicitly stated that AI cannot be credited as a writer, cannot produce or revise "literary material," and AI-generated writing cannot serve as source material. This careful delineation ensured that this technology remained under the control of writers rather than studios, acting as a complement to human creativity.

Many have claimed that Hollywood writers achieved a significant victory in the battle over AI. However, the agreement, featuring robust guardrails regarding the technology's use in film and television projects, demonstrates that the contest is not about preventing AI from assisting people at work but rather determining how to leverage AI—in what ways and to what extent as agreed upon by both employers and workers.

This is particularly important in a landscape



where AI has become more accessible than ever. Individuals are able to create and edit images and stickers with AI tools at their fingertips, even on prominent social media platforms like Meta. As AI evolves at a pace that exceeds people's imagination, an outlook shared by the entertainment industry, both the WGA and AMPTP have committed to regular biannual meetings during the three-year term. This emphasizes the significance of consistently reevaluating and defining the role and functions of AI within the industry and setting a model for clear communication across the broader economy when integrating AI. One area to watch will be the development of independent content and the demand for it from consumers where there are no such guard rails.

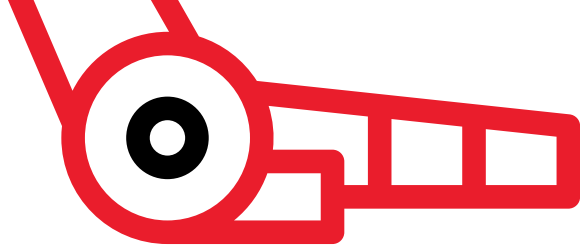
Thriving in the AI Landscape with Clearly Defined Roles

According to [Microsoft's 2023 Work Trend Index Annual Report](#), LinkedIn posts discussing generative AI and GPT have increased by 33 times in just one year. While many eagerly anticipate the thriving development of AI to assist humans in various aspects, uncertainties have sparked concerns about the role and value of individuals in business operations, leading to their reluctance to adopt AI. Predicting the future, especially in the rapidly evolving AI landscape, remains challenging, and it is inherent for people to feel apprehensive when confronted with uncertainties.

Achieving and sustaining the long-term growth of businesses through effective communication and clearly defining the roles of humans and AI during business operations is crucial.

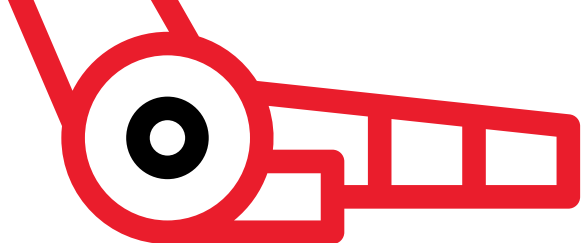
“ Importantly, it underscores the industry's commitment to recognizing AI not as a replacement for journalists, but as a powerful tool that complements their work.”

Even in industries that highly value timeliness and accuracy, such as news agencies like the Associated Press, AI has been leveraged to enhance the power of facts, including gathering, producing and distributing news. The business news desk started automating stories about corporate earnings to reduce the manual effort required for covering important yet repetitive tasks. This move addressed the challenge of covering thousands of potential company earnings reports that would otherwise go unwritten due to limited journalism capacity.



By instituting a clear framework that outlines the functions harnessing AI's capabilities within the Associated Press and establishing pioneering generative AI guidelines tailored for journalists, the industry can harness the full spectrum of AI's advantages, including increased automation, leading to heightened efficiency. Importantly, it underscores the industry's commitment to recognizing AI not as a replacement for journalists, but as a powerful tool that complements their work. This serves as an exemplary demonstration for all industries to follow in clearly defining the role of AI within their respective fields.

While different industries and businesses will need to customize and develop their own AI capabilities for the most suitable and efficient use of AI, effective communication and efforts to minimize concerns arising from uncertainties should be top priorities when integrating AI into their existing processes.



Looking Forward

The arrival of AI is an indisputable reality and businesses find themselves at a crossroads. The challenge lies not in deciding whether to embrace AI, that decision is no longer in question if a company wants to remain competitive, but rather in mastering the delicate art of pacing their adoption with the very human needs of their societal impact.

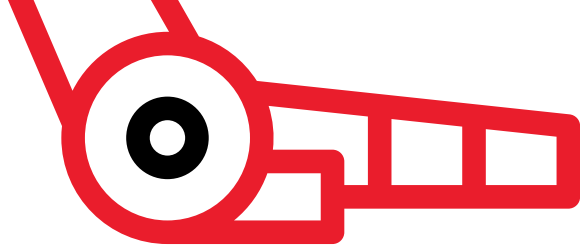
Striking a balance in the adoption of AI is a nuanced task. It entails avoiding undue haste, which may overlook uncertainties and persistence from individuals within the organization while also steering clear of a sluggish approach that risks falling behind transformative trends enhancing business productivity and efficiency. History has taught us that companies that miss the mark amid disruptive technological advancements or revolutionary trends often face failure. No corporation aspires to become synonymous with brands like Kodak and Nokia—once prominent names that faded in the face of evolving technological landscapes.

While pinpointing the exact balance is elusive, depending on industry and business

nature, it is an individual endeavor for each corporation to discover. A well-communicated and proactive strategy that meticulously defines the role of AI and the contributions of individuals within the organization, such as streamlining inefficiencies by automating repetitive tasks and enabling data-driven decisions, remains a priority for success. This allows people to focus on solving new problems and issues, and even strive for a more balanced work-life lifestyle.

“ Transparency throughout the communication process nurtures trust.”

As we navigate the rapidly advancing landscape of technology, it is not just about staying ahead of the technological



curve but also building trust with effective communication within and outside organizations. This principle extends to all innovative transformations and groundbreaking shifts that organizations committed to long-term success and sustainable growth must embrace.

Transparency throughout the communication process nurtures trust, fosters collaboration and bolsters confidence to pave the way for business success and remove roadblocks related to job insecurity and uncertainties. While some tasks previously handled by humans will inevitably be replaced by AI, people transitioning to other tasks represents a complementarity and substitution effect. Transformative shifts should be communicated clearly and consistently internally to engender a sense of purpose and clarity amid technological change.



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