

HOW DO YOU MAKE A SUCCESS OF DATA- AND AI-DRIVEN INNOVATIONS IN YOUR ORGANISATION?

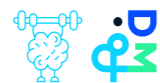
When an organisation makes a radical internal change, for example by implementing a new technology in the workplace, it requires a major transition in the organisation of work and employees. To support such a major transition, we speak of change management. To create positive change in the workplace with (data-driven) innovations, it's important to put employees, work processes and the working environment at the heart of a change management process.

What are points of attention in change processes when data-driven innovations or AI are implemented in an organisation?

In this brAIinfood, we explain why it is important to give employees a voice and a fundamental role to actively involve them in a change management process, and how you can do this. There are four phases in a change management process: a specification of the goal and the potential impact of the innovation,

the planning of the transition, the implementation of the innovation and finally the evaluation and adjustment of the transition on the long term. In each step, you need to involve employees to make the change successful.

This brAIinfood is based on the [White Paper 'Introduction of AI systems in companies. Design approaches for change management'](#) by Sascha Stowasser, Oliver Suchy et al. (Working Group Future of Work and Human-Machine Interaction) and on the findings from [the ESF BOOT project](#) involving the Knowledge Centre Data & Society.



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PHASE 1: GOAL AND IMPACT ASSESSMENT



Engage with employees (and their team leaders). Estimate what the (negative and positive) **impact of the application** will be on the existing work processes and the organisational structure and culture.

- Where do they see opportunities for automation, and where would they rather not?
- Which work processes require adjustment?
- What new skills and competences do employees need in this regard?



Inform employees (and their team leaders) about the purpose of the data-driven application or AI system.

- Why do you want to implement this in the organisation?
- What is the expected added value?



Explain to them **how the application works**, so that its impact on the organisation, the workplace and employees is clear.

- Take a closer look at the [seven requirements for trustworthy AI](#) and inform them about these requirements regarding the application.
- Avoid technical language and jargon, and inform them in an understandable and accessible way.



PHASE 2: PLANNING AND DESIGN



Get **detailed information** from the application provider about how the application works, the intended results, the format of the output (e.g. recommendations, decisions, etc.) and how they handle data.

- Translate that information for the employees who come into direct contact with the application.



Establish, together with employees, some **criteria** that are important for the technology implementation process, e.g. ...

- protect employees (e.g. privacy, non-discrimination, security, etc.),
- increase reliability (e.g. qualitative data, transparency, explainability, etc.),
- determine the division of labour (e.g. degree of support and autonomy, adaptability of application to worker, etc.)
- support the working conditions (e.g. collaboration, communication, training, etc.).



Establish a **data policy** in which you determine ...

- which data can be processed,
- who manages it and will have access to it,
- where they will be stored,
- how they will be analysed,
- what the data will be collected for.



PHASE 3: PREPARATION AND IMPLEMENTATION



Prepare employees early on for possible **new tasks and work processes**.

- Provide the necessary training to further develop their competences. They do not have to become AI experts, but should have sufficient knowledge to be able to determine whether the application is working properly based on a number of criteria.
- If applicable, also look at training around topics such as critical thinking, creativity, complex problem solving, project management, collaboration, communication skills, conflict management, etc.



Clarify **responsibilities** depending on the level of automatic decision-making or support, and liability under labour law.



At this stage, reassess the **potential impact** of the application:

- Identify risks in the activities and services changed by this application, and identify changes in communication, organisational and collaboration processes,
- Assess compliance with data policies: review what data is collected and processed, where it is stored and who has access to it,
- Determine protection measures and apply them when implementing the application,
- Determine what opportunities the application provides to assess its effectiveness and record who is responsible for this,
- Document the impact assessment process (e.g. date of data access, decisions made by the AI system and by the employee, etc.).



Set up a **pilot project** to test the new application in an experimental phase and evaluate it. Involve employees and ask them for feedback, before implementing the application permanently.



PHASE 4: EVALUATION AND ADAPTATION



Evaluate the application frequently to closely monitor possible adjustments in the design, work organisation and further qualification of employees.

- Vary the evaluation options (workshop, feedback form, etc.) according to the capabilities and availabilities of the group of (in)direct stakeholders so that everyone gets a chance to help evaluate the application.



Give employees the opportunity to come up with their **own solutions and ideas** to integrate the application even better into the work practice.

- Realise a strategy to include those ideas in the evaluation and adaptation process of the application.