

1.

Starting the AI Conversation



BRAID
Bridging Responsible AI Divides

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The pressure to develop an 'AI Policy' can make you feel rushed to adopt a document. Our experience shows that starting a conversation and developing a values-led approach that takes a broader view and outlines the scope of an AI strategy can create a solid foundation for longer term digital transformation. This worksheet will help you to gain the data and insights needed to develop an AI strategy. Digital transformation is not a single document or project. Instead, it is important to think about the impact of these technologies from an organisational change perspective.

KEY QUESTIONS

- Are you currently using AI tools in your work?
- What tools are you using?
- How are you using those tools?
- What areas of your work do you think AI could support?
- What excites you about these technologies?
- What concerns you about these technologies?
- Would you be interested in learning about these technologies?
- Do you have skills that can support our work in thinking about the use of AI technologies?
- Are there any red lines or areas that you think we should not use AI technologies in?
- Are there any red lines in terms of platforms or partners that we should avoid?
- Who should we look to for advice or leadership on the use of AI technologies?



STRUCTURING THE CONVERSATION

The format of what the conversation looks like will depend on the size of your organisation but can include:

Format	Benefit	Challenges	Reflection for Your Organisation
Staff Survey	This is a cost-effective way to reach everyone in the organisation. Works well for larger organisations. Provides opportunity for staff to contribute confidentially.	Those who aren't engaged or interested in AI are unlikely to complete it.	
Interviews	Provides depth and allows you to understand how staff are using technologies in their existing workflows.	Resource-intensive, and as a result may not provide a valid benchmark of practices across the organisation.	
Existing Forums (e.g. department meetings, union meetings, and other staff forums)	Efficient mechanism to engage with diverse stakeholders across the organisation.	Insights may lead to groupthink – with people saying what is considered acceptable within the group.	

In larger organisations it may be appropriate to engage staff in this conversation in a variety of different forums.

EMPOWERING STAFF TO JOIN THE CONVERSATION

In the absence of a formal policy, staff may already be using AI tools but hesitate to disclose this due to uncertainty about what's allowed. To gain an accurate understanding of current usage, it's essential to offer a confidential way for staff to share their experiences.

Staff who are less confident in the use of these technologies are less likely to engage in the conversation, but it is important to proactively seek their input. These attitudes will help to shape future training offers and identify areas of risk – for example, staff who don't understand the technology may be using it, without even knowing they are!

If this is a proactive rather than reactive conversation, communicate the 'why' to staff. There is uncertainty about these technologies, they are often associated with 'efficiency savings' in a negative way. If you are having this conversation to build a solid foundation for future work and practices, make that clear to staff.



ANALYSING THE DATA

Look at the insights gathered from these conversations and analyse them to help you develop an AI Strategy.

The prompts in each box will help you analyse the insights gained through the organisation-wide conversation.

Identify Good Practice	Identify Live Risk
<p>Analyse the ways that staff are currently using AI technologies:</p> <ul style="list-style-type: none">• Who is using these technologies in interesting ways?• How can an AI Policy formalise good practice?• Can good practice be adopted across the organisation?• How can you share good practice?• What skills already exist in the organisation?	<p>Analyse the ways that staff are currently using AI technologies:</p> <ul style="list-style-type: none">• Do current uses pose any reputational risks?• Do they pose any data governance risks?• Are the tools being used UK GDPR Compliant?

Identify Future Opportunity	Identify Future Challenge
<p>Analyse the ways that staff are excited about AI technologies:</p> <ul style="list-style-type: none"> • Where are staff keen to develop the use of AI technologies? • What is the general opinion towards these technologies? • What is the appetite for learning and developing in the context of these technologies? 	<p>Analyse the ways that staff are concerned about AI technologies:</p> <ul style="list-style-type: none"> • What concerns did staff share around the use of these technologies? • List their concerns and reflect upon what concerns are unique to your organisation and what concerns are sector specific, and which are wider societal challenges.

This analysis will equip you with the insights needed to develop a comprehensive AI strategy. Your strategy might include components such as:

- A Policy for the use of Generative AI tools
- A Learning and Development Programme
- An AI Pilot Initiative

It's important to understand that digital transformation is not a one-off document or project. Instead, it should be approached as an ongoing process of organisational change, shaped by the evolving impact of, in this case, AI technologies.