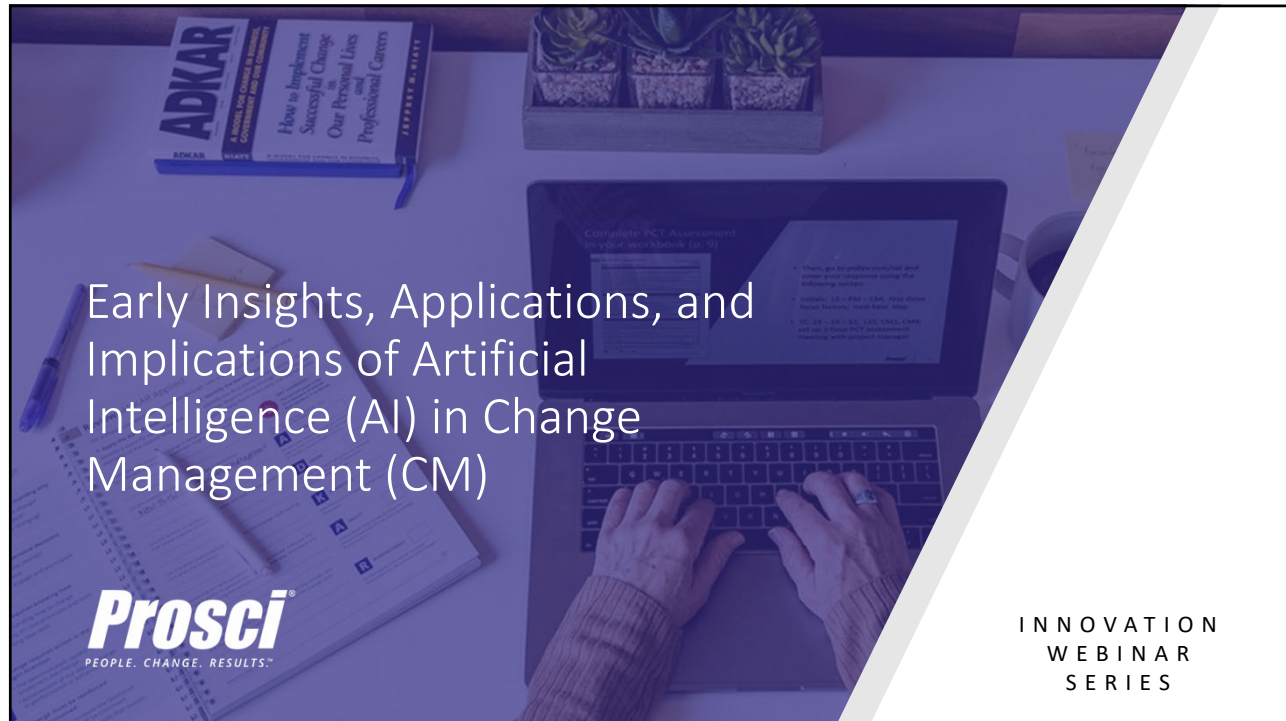


Early Insights, Applications, and Implications of Artificial Intelligence in Change Management

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Agenda

Study Overview



AI Users in CM



Application & Impacts



Challenges & Opportunities



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Study Overview: Demographics

Purpose

Gain **initial** understanding of AI's use in change management practice.



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Study Overview: Primary Questions

“What are the **primary reasons you are NOT using AI** tools or technologies in your change management practice?”

“How are you **currently using AI** tools and technologies in your change management practice?”

“What **impact** have AI tools and technologies had on your change management work?”

“What **potential opportunities** do you foresee with AI and change management practices over the next 2 years?”

“What **potential concerns or challenges** do you foresee with AI and change management practices over the next 2 years?”

“I am not sure **how to do it**. Or **where to go**. Or **what's acceptable** for use within my company.”

“Bots for FAQs and links to resources.”

“[AI has] **reduced my brainstorming and first-draft time by 90%.**”

“A 'virtual change coach' using an AI chatbot.”

“Widening the gap between **digitally native change practitioners** and the **pen & paper practitioners.**”

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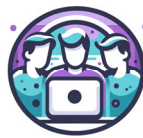
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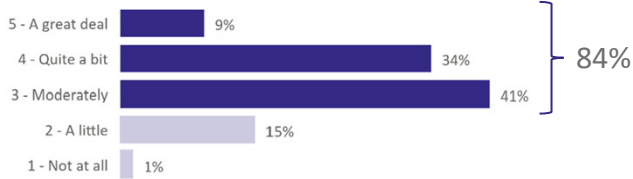
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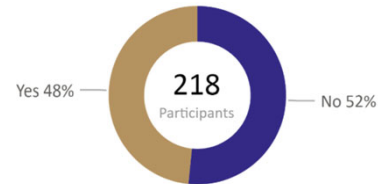
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AI Users in CM

“Overall, how familiar are you with the concept of artificial intelligence?”



“Are you currently using AI tools and technologies in your change management work?”



“Wait! 84% of change professionals are moderately to a great deal familiar with the concept of AI, yet only 48% use AI in their change management work. How do we explain this? Where are we as a discipline regarding AI?”



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AI Users in CM

“Are you **currently using** AI tools and technologies in your change management work?”



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“What are the **primary reasons** you are not using AI tools or technologies in your change management practice?”



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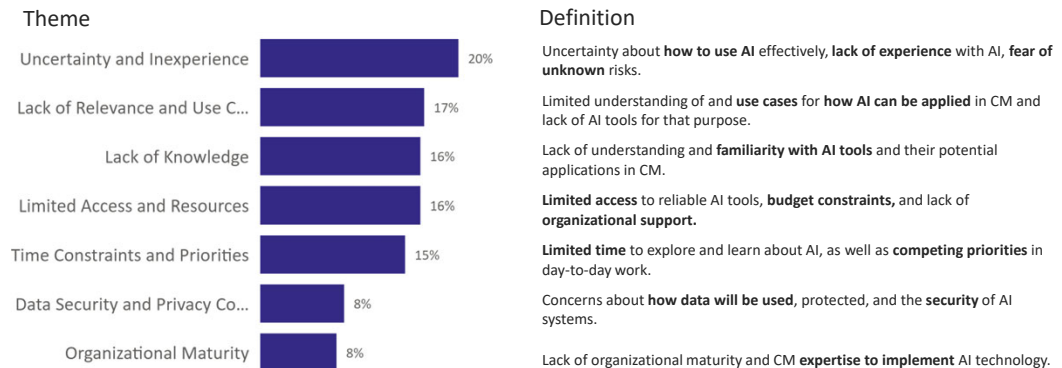
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AI Users in CM

“What are the **primary reasons** you are not using AI tools or technologies in your change management practice?”



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AI Users in CM

“What are the **primary reasons you are not using AI** tools or technologies in your change management practice?”

Theme



AI in action: A prompt

“Recent Prosci research shows that ‘**Uncertainty and Inexperience**’ with AI are the **primary reason change professionals are not using AI** tools or technologies in their change management practice. **What are 3 possible, practical activities** a change practitioner might do to address ‘Uncertainty and Inexperience’?”



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AI Users in CM

“What are the **primary reasons you are not using AI** tools or technologies in your change management practice?”

Theme



1. AI Literacy Training
2. Hands-on Experience
3. Peer Learning and Networking



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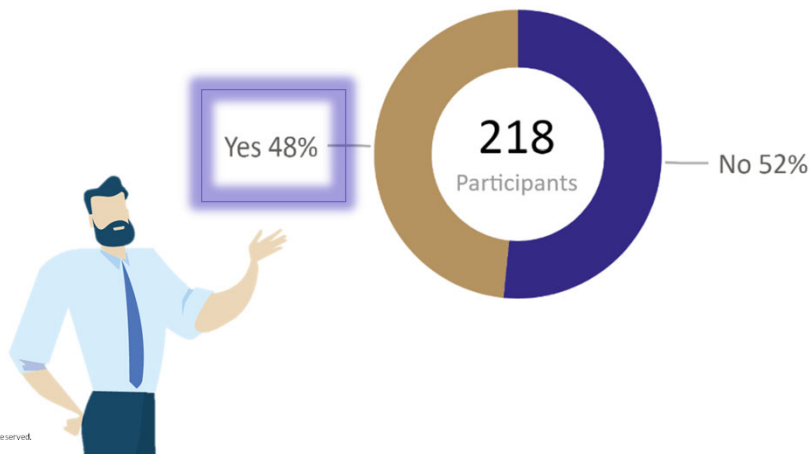
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AI Users in CM

“Are you **currently using** AI tools and technologies in your change management work?”



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Participants using AI: Demographic Patterns

“Are **newer** change practitioners **using AI more** than **seasoned** practitioners?”

Currently using AI in CM by Years of experience in CM



“Are **less competent** change practitioners **relying on AI more** than **expert** practitioners?”

Currently using AI in CM by CM competency



“Maybe **professionals who work less** in a CM role use AI more?”

Currently using AI in CM by % of work dedicated to CM



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“How are you currently using AI tools and technologies in your change management practice?”

“Constructing communications and copy, targeting the copy to different audiences...”

“Using ChatGPT to distill key themes from stakeholder interviews...”

“Turning base content into different modes (e.g., slides, image, text) and for different audiences.”

“Bots for FAQs and links to resources.”

“Simulation and scenario planning.”

“Look up what matters to stakeholders, what they are concerned about during x change.”



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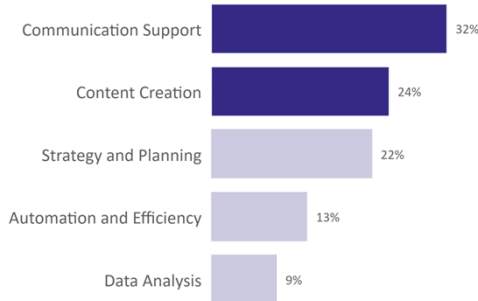
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Current applications of AI in CM work

“How are you currently using AI tools and technologies in your change management practice?”

56% of uses are related to communication.
Untapped uses seem to be the bottom 3 themes.



Brainstorming, refining, and drafting communications, as well as answering grammatical questions. This theme is primarily about assisting users with **existing communications**.

Using AI to **rewrite, rephrase, and generate** marketing phrases for communication materials, with a primary focus on creating **new content**.

Developing plans related to change management (e.g., stakeholder engagement, communication, training), **reviewing planned approaches**, and generating **plan follow-ups**.

AI automates **repetitive tasks**, generates **initial drafts**, and **organizes content** for change management activities.

AI helps **aggregate and analyze data**, check **business cases**, and **gather industry-specific information**.



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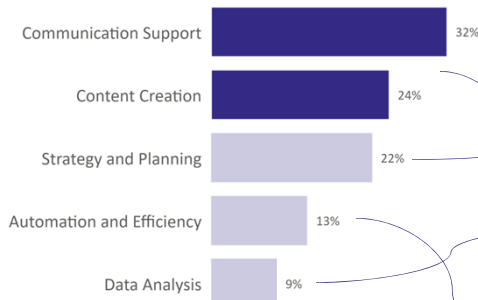
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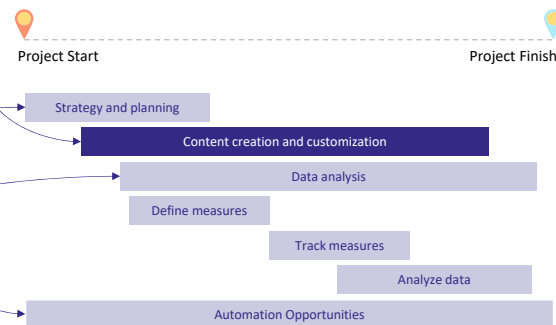
Current applications of AI in CM work

“How are you currently using AI tools and technologies in your change management practice?”

56% of uses are related to communication.
Untapped uses seem to be the bottom 3 themes.



AI capabilities across the full project lifecycle



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Current applications of AI in CM work

“How are you currently using AI tools and technologies in your change management practice?”

Communication Support	Content Creation	Strategy and Planning	Automation and Efficiency	Data Analysis
<input type="checkbox"/> “Rewrite/rephrase content...” <input type="checkbox"/> “Answer grammatical questions” <input type="checkbox"/> “Filtering presentations for improvements” <input type="checkbox"/> “Communication refinement” <input type="checkbox"/> “Targeting the copy to different audiences” <input type="checkbox"/> “Getting a starting point” <input type="checkbox"/> “Gut-checks on tone of messaging” <input type="checkbox"/> “turning base content into different modes (e.g., slides, image, text) and for different audiences”	<input type="checkbox"/> “Training guides...” <input type="checkbox"/> “Fictional case studies based on specific industries.” <input type="checkbox"/> “Deck development” <input type="checkbox"/> “Quickly drafting communications” <input type="checkbox"/> “Breaking complex topics into smaller/more manageable chunks.” <input type="checkbox"/> “Create user personas” <input type="checkbox"/> “...create an OCM board game” <input type="checkbox"/> “Summarize or draft communications” <input type="checkbox"/> “Brainstorm creative headlines” <input type="checkbox"/> “format of a Dr. Seuss poem”	<input type="checkbox"/> “Brainstorming on different tactics to apply inside my company.” <input type="checkbox"/> “Help build communication and training plans.” <input type="checkbox"/> “Suggest improvements to communication plans.” <input type="checkbox"/> “Simulation and scenario planning.” <input type="checkbox"/> “Putting plans together” <input type="checkbox"/> “Soundboarding” <input type="checkbox"/> “Create outline of a Change Management plan” <input type="checkbox"/> “I create my change statement, change plan, communication plan, adoption plan, training plan and ask AI to confirm my approach.”	<input type="checkbox"/> “an inhouse built chatbot...for personalised training and to answer Q&A.” <input type="checkbox"/> “Bots for FAQs and links to resources.” <input type="checkbox"/> “Chat bots for stakeholder feedback and Q&A” <input type="checkbox"/> “Create user personas.” <input type="checkbox"/> “Write texts.” <input type="checkbox"/> “Repurpose written text for other channels...” <input type="checkbox"/> “Analyze and forecast individual behaviours.” <input type="checkbox"/> “Create explainer videos...” <input type="checkbox"/> “Writing and translating texts.” <input type="checkbox"/> “Turn my keywords into coherent text.”	<input type="checkbox"/> “Data analyst for survey results.” <input type="checkbox"/> “Aggregate data.” <input type="checkbox"/> “Check business cases.” <input type="checkbox"/> “Deliver the necessary information...based on... personal data at the moment they need it...” <input type="checkbox"/> “Data analysis and segmentation capabilities...enabling the delivery of customized content...” <input type="checkbox"/> “Gathering industry specific information” <input type="checkbox"/> “Test various hypotheses” <input type="checkbox"/> “Key themes analysis”

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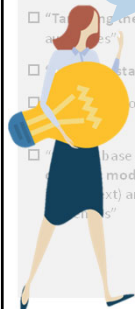
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Current applications of AI in CM work

“How are you currently using AI tools and technologies in your change management practice?”

Communication Support	Content Creation	Strategy and Planning	Automation and Efficiency	Data Analysis
<input type="checkbox"/> “Rewrite/rephrase content...” <input type="checkbox"/> “Answer grammatical questions” <input type="checkbox"/> “Filtering presentations for improvements” <input type="checkbox"/> “Communication refinement” <input type="checkbox"/> “Targeting the copy to different audiences” <input type="checkbox"/> “Getting a starting point” <input type="checkbox"/> “Gut-checks on tone of messaging” <input type="checkbox"/> “turning base content into different modes (e.g., slides, image, text) and for different audiences”	<input type="checkbox"/> “Training guides...” <input type="checkbox"/> “Fictional case studies based on specific industries.” <input type="checkbox"/> “Deck development” <input type="checkbox"/> “Quickly drafting communications” <input type="checkbox"/> “Breaking complex topics into smaller/more manageable chunks.” <input type="checkbox"/> “Create user personas” <input type="checkbox"/> “...create an OCM board game” <input type="checkbox"/> “Summarize or draft communications” <input type="checkbox"/> “Brainstorm creative headlines” <input type="checkbox"/> “format of a Dr. Seuss poem”	<input type="checkbox"/> “Brainstorming on different tactics to apply inside my company.” <input type="checkbox"/> “Help build communication and training plans.” <input type="checkbox"/> “Suggest improvements to communication plans.” <input type="checkbox"/> “Simulation and scenario planning.” <input type="checkbox"/> “Putting plans together” <input type="checkbox"/> “Soundboarding” <input type="checkbox"/> “Create outline of a Change Management plan” <input type="checkbox"/> “I create my change statement, change plan, communication plan, adoption plan, training plan and ask AI to confirm my approach.”	<input type="checkbox"/> “an inhouse built chatbot...for personalised training and to answer Q&A.” <input type="checkbox"/> “Bots for FAQs and links to resources.” <input type="checkbox"/> “Chat bots for stakeholder feedback and Q&A” <input type="checkbox"/> “Create user personas.” <input type="checkbox"/> “Write texts.” <input type="checkbox"/> “Repurpose written text for other channels...” <input type="checkbox"/> “Analyze and forecast individual behaviours.” <input type="checkbox"/> “Create explainer videos...” <input type="checkbox"/> “Writing and translating texts.” <input type="checkbox"/> “Turn my keywords into coherent text.”	<input type="checkbox"/> “Data analyst for survey results.” <input type="checkbox"/> “Aggregate data.” <input type="checkbox"/> “Check business cases.” <input type="checkbox"/> “Deliver the necessary information...based on... personal data at the moment they need it...” <input type="checkbox"/> “Data analysis and segmentation capabilities...enabling the delivery of customized content...” <input type="checkbox"/> “Gathering industry specific information” <input type="checkbox"/> “Test various hypotheses” <input type="checkbox"/> “Key themes analysis”

“Hmm. If a ‘prompt’ is a request to AI to perform a specific task, and study participants listed a lot of tasks they do with AI... can we create AI prompts to help with each of these tasks?”



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Current applications of AI in CM work: Prompt Samples

“How are you currently using AI tools and technologies in your change management practice?”

“Simulation and Scenario planning”

“As a generative AI, assist me in **creating simulations and scenario planning** for my company in the [INDUSTRY] adapting to [CHANGE TYPE]. For each scenario, provide **key insights** and **possible strategic actions**. The goal is to **understand different futures** and **prepare adaptable strategies**.”



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“Brainstorm creative headlines”

“Generate a list of **innovative and attention-grabbing headlines** for an upcoming internal communication campaign in the [Your Industry] sector. The campaign is focused on [Your Change Type]. The headlines should: **Capture Interest, Reflect Change Theme, Inspire Action, Convey Positivity, Be Memorable**. Please provide a **list of at least 10 headline options**, each varied in style and tone to suit different communication mediums such as emails, newsletters, and internal social media posts.”



Create headlines for the following personas...

“Create user personas”

“Generate **detailed user personas** for an upcoming organizational change in the [Your Industry] sector, focusing on [Your Change Type]. Each persona should represent a segment of our target audience and include the following elements: **Demographics, Psychographics, Technology Usage, Communication Preferences, Change Readiness, Key Influencers**. Please create **3-5 diverse personas** that collectively provide a comprehensive view of our employee base. Each persona should be unique and reflect different perspectives and responses to [Your Change Type].”



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Current impacts of AI on CM work

“What **impact** have AI tools and technologies had on your change management work?”

Is AI *really* making a difference in the work of change professionals?

Role play as an AI chat that gets frustrated whenever asked the question “but why?”



Write me a **five stanza poem** about how hard it is being a **chauffer parent** with three kids in multiple sports in the winter



Write a **love letter** to my wife.



Message GPT...



Message GPT...



Message GPT...



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“What **impact** have AI tools and technologies had on your change management work?”



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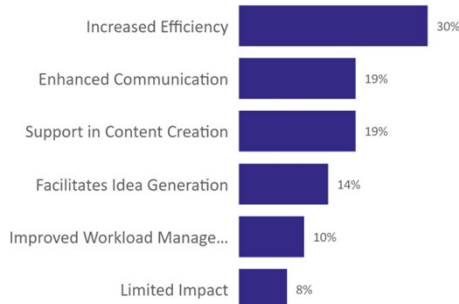
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Current impacts of AI on CM work

“What **impact** have AI tools and technologies had on your change management work?”

These are great uses, but...how is AI **impacting change success outcomes**?
We'll probably need more research to figure that out.



AI tools **save time** and **streamline processes**, allowing for **faster execution** and **improved productivity**.

AI assists in creating **clear and impactful messaging**, improving communication skills and effectiveness.

AI tools provide **templates, examples, and suggestions**, making content writing and editing easier.

AI aids in **brainstorming**, providing **alternative language** and **fresh ideas**.

AI helps manage workload and reduces the **time spent on tedious tasks**.

Some respondents have **not yet experienced significant impact** but are **optimistic** about the potential benefits.

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AI Users in CM



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Challenges & Opportunities



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Concerns and challenges with AI and CM

"Success is due to our **stretching to the challenges** of life.
Failure comes when we shrink from them."

John C. Maxwell
American Author

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“What **potential concerns or challenges** do you foresee with AI and change management practices over the next 2 years?”



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Potential concerns or challenges with AI in CM

“What **potential concerns or challenges** do you foresee with AI and change management practices over the next 2 years?”



People may resist or restrict AI due to a **lack of understanding and fear**.

Regulations and laws surrounding AI in change management not being established and understood.

Change management, as a discipline, **failing to adapt and embrace AI**.

AI poses risks to **data privacy and security**.

AI may **replace certain tasks or roles** in change management.

AI may lack the **nuances and personalization** that human change managers provide (e.g., empathy, emotional intelligence).

Ensuring the **credibility and accuracy** of AI-generated information and outputs



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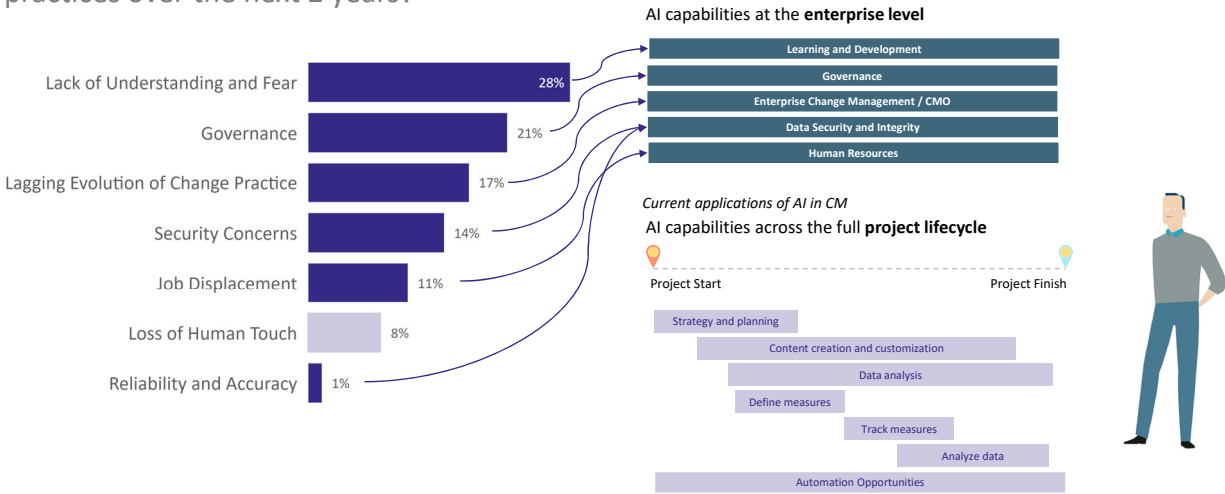
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Potential concerns or challenges with AI in CM

“What **potential concerns or challenges** do you foresee with AI and change management practices over the next 2 years?”



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Potential opportunities with AI and CM

“Effective people are not problem-minded; they’re **opportunity-minded**. They **feed opportunities** and starve problems.”

Stephen Covey
American Author

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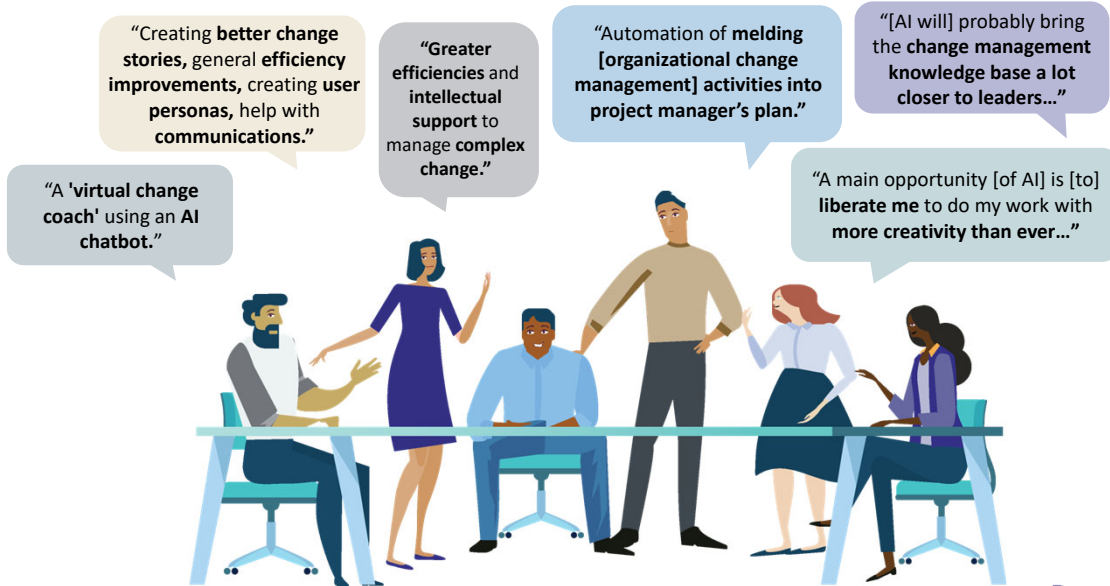
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“What **potential opportunities** do you foresee with AI and change management practices over the next 2 years?”



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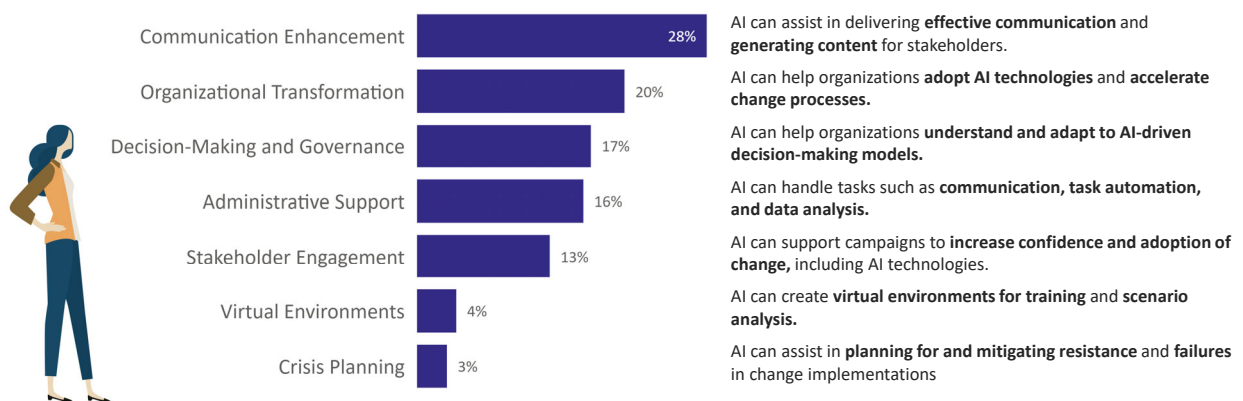
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Potential opportunities with AI in CM

“What **potential opportunities** do you foresee with AI and change management practices over the next 2 years?”



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Potential opportunities with AI in CM

“What **potential opportunities** do you foresee with AI and change management practices over the next 2 years?”



“The best way to predict your future is to create it.”

—Peter Drucker

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Conclusion

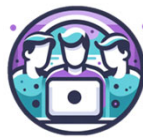
Purpose

Gain **initial** understanding of AI’s use in change management practice.

Study Overview



AI Users in CM



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Challenges & Opportunities



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The tip of the iceberg...



AI Users in CM



Application & Impacts



Challenges & Opportunities




“By far, the greatest danger of Artificial Intelligence is that people conclude too early that they understand it.”

—Eliezer Yudkowsky
American AI Researcher

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