

Workforce Readiness

For AI and Information Governance

Speaker



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AGENDA

- A Brief History Overview
- Level Setting
- How to Prepare Your Workforce
- Takeaways
- Q&A

A History of Change Management

Organizational Change Management (OCM) isn't new. It has been around for decades, progressing with research over the years.

1900s – 1930s



Industrial Revolution

Focus on factory standardization, time-motion studies, and systematic organizational change.

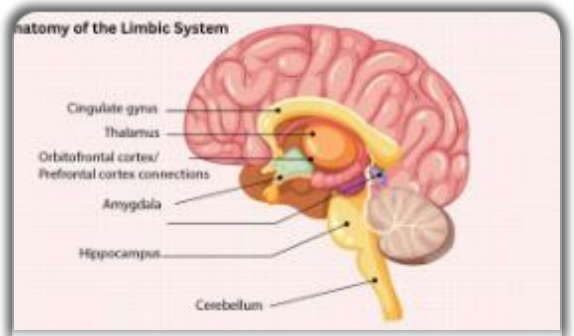
1940s – 1950s



Lewin's 3-Stage Model

Kurt Lewin introduces foundational behavioral change: **Unfreeze → Change → Refreeze**.

1960s – 1980s



Behavioral Science

Focus shifts to human emotion, linking grief models to organizational transition dynamics.

1990s – Present



Structured Frameworks

Dedicated change professionals utilizing repeatable, human-centric process models.

What is OCM?

OCM (Organizational Change Management)

is a structured framework for helping people through their personal change journey.

OCM = Helping people successfully adopt.

THE HUMAN ADOPTION CONTINUUM **PERSONAL JOURNEY PATH**

Understand it	Accept it	Know what to do	Do it	Sustain it

Prosci Research Benchmark

The Business Value of OCM

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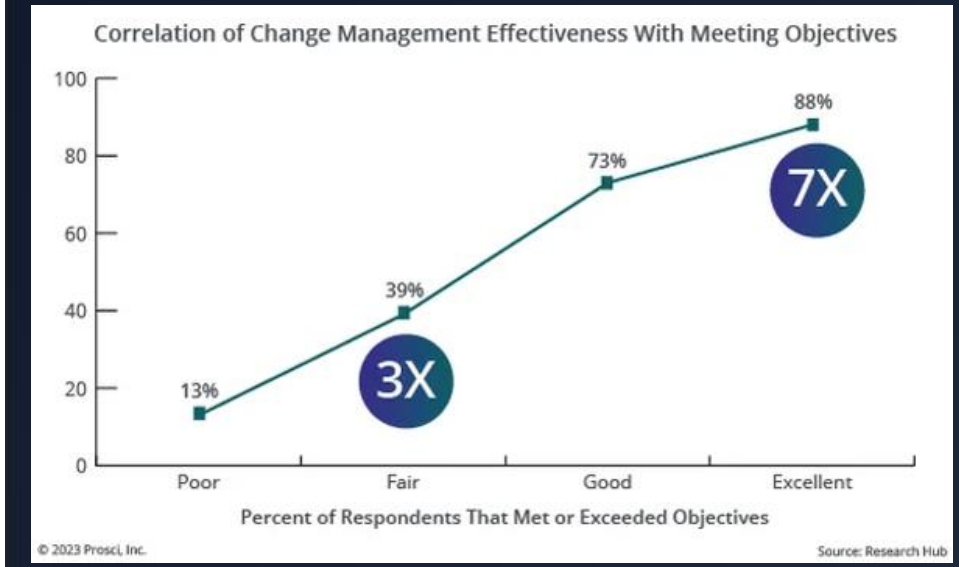
7X

More likely to meet project objectives with excellent OCM

88%

Achieve intended goals (vs 13% with poor OCM)



Why OCM is Needed

People are essential to organizations successfully achieving their goals.

Change management helps prepare and equip individuals to adopt new behaviors, driving organizational success.

When people understand, accept, and commit, they help make change successful.

Getting people to do something different



Study Data: McKinsey - https://www.mckinsey.com/featured-insights/leadership/changing-change-management
Graphic: Media Logic – https://www.rendertribe.com/b2b-go-to-market-change-management-guide//

Change management focuses on the people side of change to drive adoption and achieve lasting results.

Workforce Readiness Assessment

The people component of an AI implementation

Cultural & Emotional Readiness

- How do employees feel about AI or governance?
- What is the organizational culture?

Future State

- Define future state from the ‘people’ perspective.
- What are staff’s ideas of use cases– are these aligned with leadership?
- What does staff see as “success”?

Impacts & Role Mapping

- Who does what today?
- What changes under AI or governance?
- How does AI affect current staff roles?
- Identify potential challenge areas.

Skills & Gap Analysis

- How can we make sure staff has the knowledge and skills needed for success?
- What technical, analytical, ethical, and collaborative skills are needed?
- Identify training and mindset shifts needed.

Governance & Data

- What does 'good data' look like from the workforce perspective?
- What governance and risk considerations exist?
- What governance documentation is appropriate? (SOP, Policy, guideline, etc.)

Getting Your Workforce Prepared

Awareness	**Advanced Communication**: Who | What | When | Where | Why | How	*I understand.*
Desire	**WIIFM:** What's in it for me? Show staff how it will benefit them	*I'm willing.*
Knowledge	**Why This, Why Now:** Be transparent about what they will need to do differently; how their roles will be affected	*I know how.*
Ability	**Support to Bridge the Gap:** Timely training, support, feedback loop	*I'm capable.*
Reinforcement	**Reward, Remind, Redirect:** Celebrate wins and right behaviors, remind of goals, redirect incorrect behaviors	*It's the new way.*



People move through these elements at different times.
OCM keeps them moving forward.

Step 1 - Clearly Define Your Use Case and Goals



This is your baseline message to staff. It should include:

- What problem or pain point will be solved by information governance and AI?
- Why was it the chosen option?
- How information governance will support it
- The goals and intended use of the solution
- What/how it will change duties
- Assurance that training and support will be provided



Step 2 – Assess The Current State of Your Workforce

Don’t assume your workforce is ready. Understand what they need to help them adopt.

TODAY

What do people believe, know and do today when it comes to AI &/or governance?

- Surveys
- Polls
- Skills register

TOMORROW

What will they need to believe, know and do with an AI tool &/or governance?

- Skill analysis
- Learning appetite

BRIDGING THE GAP

What's preventing them from getting there?

- Communication
- Training – initial/refresher
- Personal benefit



Change management is the boat that navigates people to the other side.

Step 3 – Create Your Change and Communication Plan

By now you should have the impacted people and or work groups identified.
Now you need to plan how to interact with them.

1	2	3	4
Stakeholder Engagement	**Communication**	**Training**	**Feedback**
How will you approach and engage each group? How might you ease concerns and/or peak interest?	What do they need to know, and when? Who would they best receive information from? How do they best receive information?	How will you train them, and when? What tools and/or facilities do they have to take the training?	How will you get feedback? How will the information be managed or actioned?

What Should Leaders Do?

Visible support from leaders sets the foundation for adoption. Leaders can take actions to make sure the *people side* of the change is actively managed.

1

Set the expectation

Explain the path forward and why.

2

Explain the why

Explain why the change matters.

3

Model the behavior

More than asking employees to do something different, show them you are too.

4

Give people a voice

Create channels for questions, concerns and feedback.

5

Remove barriers

Fix policies, processes, or resources preventing adoption.

6

Reinforce

Celebrate wins and recognize the behavior you want repeated.

Thank you for attending!

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