



# **The Human Side of AI**

Helping Your People Adapt, Adopt  
and Thrive with AI

Thank you for taking some time to look at our latest view on AI in the workplace. Being a people- focused business, **we're interested in how we can support businesses and employees to adapt to, adopt and thrive with AI as part of their day to day work.**

From individual productivity gains through AI-assisted work to the emergence of hybrid teams comprising both people and semi-autonomous AI agents, **the scale of organisational change ahead cannot be underestimated.**

However, whilst there is a large degree of uncertainty across all levels of organisations and the workforce, we believe that we will once again see a scenario **where those who embrace the changes will be the ones who emerge stronger** and ready to win in the new environment.

In The State Enterprise AI 2025 Report from OpenAI there are 2 areas that leading firms using AI consistently do when it comes to the people side of AI that are highlighted in the table below – **Executive leadership & sponsorship & Deliberate change management:**

## Leading firms consistently follow five key practices for AI adoption:

- **Deep system integration through enabling context:** Turning on connectors to give AI secure access to company data inside core tools. This enables context-aware responses and automated actions. Roughly 25% of enterprises have not taken this step yet.
- **Workflow standardization and reuse:** Actively promoting the creation, sharing, and discovery of repeatable solutions for common tasks. While GPTs often power this work, sophisticated organizations embed API-powered assistants directly into core internal systems.
- **Executive leadership and sponsorship:** Setting clear mandates, securing resources, aligning teams, and creating space for experimentation to enable deployment at scale.
- **Data readiness and evaluations:** Codifying institutional knowledge into machine-readable routines, building APIs for key data pipelines, and running continuous evaluations to track model performance.
- **Deliberate change management:** Building structures that speed organizational learning by combining centralized governance and training with distributed enablement through embedded AI champions.

Excerpt from The State Enterprise AI 2025 Report from Open AI

**We strongly agree with these findings** and they are consistent with the principles of any transformational change that needs to take place in an organisation. Aligned leadership and focussed change, comms and training efforts will result in a **strong return on AI investment**.

Is AI 'just another Transformational Change' though? We think whilst a lot of the core actions to help manage the change are familiar, the sheer scale and expectation of this change **means we need to treat it in a unique way**. At Roberts Group, we are focussing on 3 main areas with our clients to help manage the change AI is bringing to their organisations:

1. **Building Organisational Confidence:** Organisations need to build confidence and trust in their workforces that AI is being implemented to help further the needs of both the business and individuals within the organisation. Leaders need to proactively demonstrate their own willingness to use AI in their roles and lead by example whilst advocating it's use amongst their teams. Clear, regular and consistent messaging to the workforce will help to further increase confidence.
2. **Encouraging Intentional Adoption:** Mandating AI use and training are common place in many businesses today. However, without clear intention and purpose of how this is going to support progress, AI adoption will still be low. Making sure people are learning and sharing views on the pieces most relevant to them will help to build trust, interest and adoption. As part of this intentional adoption approach, it's also necessary to start building 'Agentic Empathy' in our teams – which we (with the help of one of our agents!) are defining as 'the ability to understand, respect and effectively collaborate with AI agents as contributors to business outcomes.'
3. **Sustaining and Scaling Momentum:** AI transformation does not succeed at launch, it succeeds through sustained reinforcement. Establishing a central AI support function and dedicated AI champions will support the development and evolution of AI usage in an organisation long after any initial launch.

**Read on to see some more detail on the above – we've left some ideas on how you can make this happen.**

We'd love to hear thoughts on this and discuss further – please don't hesitate to get in touch. Best

Tom

Chairman & CEO

Roberts Group Consulting

<https://www.linkedin.com/in/tomrobertshr/> [www.robertsgroup.com](http://www.robertsgroup.com)



## Building Organisational Confidence

**1. Getting Leaders on Board:** Leaders need to be upfront, transparent and clear on how AI is going to be impacting their workforce. We also need to help Leaders build their own confidence and perspectives on how AI is going to work in their business.

### Solution Concepts:

- Leadership Immersion – give your leadership the chance to get hands on experience of what AI can do for your business. And not just the top executives – make it accessible to ‘Middle Management’ as well. Schedule some overview sessions delivered by some of the fast starters / early adopters in the

organisation so leaders can understand what the benefits to the organisation – and can be confident themselves.

- Leaders In Action – once the leaders are on board, nothing helps change stick like seeing the business leaders actually applying what they have learned in day to day life – ‘practice what you preach’. Ask leaders to share their own experiences of using AI in practical ways and get that shared on internal Social Channels in a short and consumable fashion.

**2. Creating Your AI Narrative:** Regular and consistent communication about the purpose and potential of AI within the organization, coupled with real-world examples of success, helps demystify the technology and build trust and confidence in the workforce.

#### **Solution Concepts:**

- AI Core Story – define what are the words, phrases, brand and stories that needs to be told in the organisation to bring AI to life in the organisations context. This requires input and alignment from the AI executive sponsor (s) and must be used consistently in all related communications.
- AI Comms Plan – a classic from the Change Management playbook but be clear and organised in how are you going to get your organization to hear, and get talking about AI initiatives. Use multiple communication channels and methods to deploy key communications to a variety of defined stakeholder groups.



## Encouraging Intentional Adoption

**1. Building the Right Capabilities in the Right People:** Just because the talk of AI is pervasive in most organisations, it doesn't mean that everyone has to know and do everything 'AI' all of the time. Building the right skills in the right people at the right time remains a critical way to build the capability individuals and organisations need. Additionally, building a new empathetic skill set in our teams to work alongside agents in a natural manner will become increasingly important.

### Solution Concepts:

- **AIxStakeholderMapping&LearnerJourneys–**  
workwithteamswhohavestarted to use AI in the organisation to

understand which tools / approaches work best for which areas of the workforce. Map these to the organisation roles and establish the potential benefits (time saving, improved productivity etc) as part of this process. Follow this up with a clear learning and engagement pathway aligned to these tools and approaches to help build capability across the organisation.

- **Agentic Empathy** – whilst the concepts of inviting your agents to the Christmas party or including them on the drinks break maybe far fetched (for now at least!), building empathy and understanding of the value Agents bring to business and how to understand, respect and, most importantly, complement , what they bring, will become essential. Teams can begin by naming agents, defining clear responsibilities, reviewing their performance and continuously refining their instructions and objectives.

**2. Share Best Practice from The Start:** Similarly to leaders showing that they are using AI, teams will respond extremely positively from seeing peers in the organisation using AI in their day to day jobs and delivering benefits.

#### **Solution Concepts:**

- **Best Practice Labs** – run a series of open sessions where teams can share their AI ideas / solutions with the rest of the organisation. Ensure the barriers to entry are low – so people can bring ideas and concepts that can be reviewed and discussed as part of the labs and strong ideas can be supported by the organisation.
- **AI Engagement Initiatives** – ‘Rockstar’ Awards – celebrate the individuals and teams who are using AI in the most beneficial ways. Ensure Executive visibility of any successes and share amongst the organisation – rewarding the individual and teams with recognition and prizes.



## Sustaining and Scaling the Momentum

**1. Creating the AI Centre of Excellence:** Design and implement a structured centre of excellence that is responsible for AI direction in the organisation. With executive sponsorship, a centre of excellence can help to drive AI further into the organisation and ultimately into business as usual processes and ways of working.

### Solution Concepts:

- **AI Steering Group** – bring together tech and business leaders into an AI steering group who can establish the high level direction & position of the organisation pertaining to AI. Ensure this group has executive visibility and sponsorship so ideas and initiatives can be established in the organisation.

- **AI Working Group** – establish a group from across tech, hr and business areas to implement the AI direction amongst the workforces through training, communication and processes established on an ongoing basis.

**2. AI Champion Network & Enablement Programme:** Design and implement a formal AI Champion Network that accelerates peer-led adoption across the organisation. Most organisations have naturally curious early adopters and it's important to harness the power of these groups without impinging on innovation.

**Solution Concepts:**

- **AI Champion Network** – design a profile and identify AI champions across functions and seniority levels that are supported by the AI centre of excellence. This group will help be the 'eyes and ears' of all things AI in the business units of the organisation.
- **AI Knowledge Exchange (KX)** – create a highly visible and easy to access KX that can house AI related materials and concepts relating to specific use cases in the business. Agents can be built on top of the KX to enable easy search and support.