Webinar Transcript

AI and the Board: Navigating the workforce of tomorrow

So hi, everybody. Welcome to our webinar today titled AI and the board navigating the workforce of tomorrow with Helen Van Orton and Melissa Crawford, two experts in this field or these fields.

My name is Sean McDonald, and I shall be your moderator for the next forty five odd minutes.

Firstly, though, thank you for attending today. We always appreciate the effort you make to be here for our live events.

During the session, if you do have questions, which, of course, we hope you will do, please, try and use the q and a button on your toolbar as against chat. It just enables us to keep track of them all as they're coming through. And finally, if you stay through till the end, which we hope you will do and as is customary for our webinars, we have a special treat for you by answering our really short one minute survey at the end of the webinar. You'll go into the draw to win one of our beautiful gift hampers worth over four hundred dollars Now for those not too familiar with BoardPro, we are a board software provider sometimes called a board portal, and we serve just over thirty five thousand users across the world, about four thousand boards.

We enable organizations to prepare for and run their board meetings more, effectively and efficiently with less time and deliver more impact and value for the organization.

And as much as we are a board software provider, part of our wider mission here at Boardpro is to make the fundamentals of governance free and easy to implement for all organizations, but especially those organizations with resource constraints.

And one of the many ways we do this is pipe by providing free access to hundreds of business templates, guides, and resources, which you'll find, funnily enough, in the resources section of our website.

And these webinars, that we host are also a great way of accessing key governance knowledge without the time commitment and costs generally associated with, in person events.

So for the next forty odd minutes, just sit back and relax and add to the discussion by asking as many questions as you would like.

The full recording of the webinar along with the slide deck and transcript will be sent to you tomorrow.

So without further delay, let me, have our team introduce themselves starting with you, Helen.

Everyone. I'm Helen Van Otten. I'm a professional director and board chair across a range of different New Zealand organizations, but I also lead two companies where AI is deeply embedded in everything that we do and how we work. And I literally use it every single day, whether it's streamlining operations, driving innovation, or supporting decision making.

One of those companies is a company called Directly, where we actually work with boards and executives to help them lead with confidence in the AI era. That includes delivering AI training, keynote speeches, strategic board sessions focused on governance, risk, and opportunity because this is a really fast moving space and you need to get on board. Over to my fabulous colleague with Melissa, who I'm really privileged to be speaking with today. Melissa.

Thanks, Helen. My name is Melissa Crawford. I'm the director of a company called Tech with Heart. I specialize in the intersection between future technologies, people psychology and behaviors, and strategic foresight. So, I spend time working with companies, forward thinking companies, who are planning for the future so that I can help them be future ready.

Magic.

So today, AI is already here. You've heard it talked about an awful lot. And the challenge for boards isn't just about adoption. It's about direction. So what we're gonna be talking to you today about is what does the workplace of the future look like, and Melissa is gonna kick that off for us.

Yes. I thought I'd start with a a great example of, conversation I have with, many company and boards around your AI project is not just a tech project. So, quite often in organizations, I will see AI projects purely in the technology teams running these, and I really encourage them to make sure that it's broader. So a really good example, I was speaking on a panel, a psychology panel, actually, and we were talking about the implications of a, project that had gone out where a company had replaced the, for their call centers instead of the call center people having to, at the end of each call, document the call, tag it and flag them to keywords, etcetera.

They had put a proposal to the board and said, we'd like to put an AI system that will transcribe the conversations, automate it into the system and flag it to keywords.

So I can already guess what was in that board report because I've seen many of them, where they put it up in the plan and said, this is going to be great. It's going to be efficiency gains. It's going to, productivity wise, our people in the call centers, it's going to be fantastic for them because they don't have to do the manual typing and all of this sort of stuff. But obviously, none of them had a background in people psychology to understand the ramifications of this.

But really thinking but really thinking about the impacts. So in this particular case, it actually landed really badly because I don't know about you, but, I've never called a call center. I think I should probably do this, but I've never called a call center and said, hey. Just calling you to say you're doing a fantastic job at the company. Please kinda pass this on.

Typically, call centres get hammered with pretty negative conversations.

And so what happened is instead of them having the time to document and, that phone call after each of those calls, which is actually really important, a lot of people are reflective learners and in that time it would have taken them to do that, they often would think, actually, that caller got pretty upset when I said this. How would I handle that differently next time? Or, okay. They asked me this question.

I'm not quite sure. I'm gonna look that up for next time so that I can answer that better. And also the monotony of that quiet time, aside from those calls taking that down, was actually really important for their brain. So without that, they went call to call to call to call, which on the surface, if you looked at the statistics, which is often what comes back, in reporting, they would have said, yes, we got more calls through, etcetera.

But actually, the quality of the calls dropped.

They had burnout, big, burnout issues in their team. So that was showing up through increased sick leave, through turnover.

And so they actually weren't getting the outcomes that they wanted at all. So that's where I really encourage boards to kind of look at this holistically and think about what are maybe some of the flow on consequences and what data is being provided up to the board or what is being looked at on that kind of psychological, space around these technology projects.

Yeah. Totally. And a lot of the boards that I'm on are actually already starting to build AI governance into the people and culture committee and starting to recognize that it's not just a technology project. It is something that needs to cut across everything. And, hopefully, if you're listening today, one of your key takeaways will be that this needs to be holistic. It's the multiple workplace and people aspects. So, Melissa, back over to you.

Thank you. Yeah. Because we've all been through enough projects where we know you can have the best technology, you can have the best processes, but it's actually if you're not thinking about those human components, that's often where things fall over.

Alright. So this, this slide here, I wanted to draw your attention. I was lucky enough to go to the largest people conference in the world in Chicago last year, twenty six thousand people. And I was really interested in some evolving cases that had started to pop their heads up there around, AI and technology.

So two particular cases. The first one was a, the first and and why this was so, interesting was it was the first kind of cases starting to come up, in the courts around AI. So Mobley versus Workday was around a, a forty year old, man who had applied to over a hundred jobs and had been that had ended up through the Workday platform, which is, ATS or application tracking system or recruitment system, and had been turned down for each one of these. And so he put in a case basically saying that he was being discriminated against, and there was really

interesting discussions because there was a bit of back and forth between Workday, saying, this isn't our responsibility.

This is the companies that put in our technology. It's up to them to look at what's happening with any kind of bias sways or anything with it. That's not our responsibility. And you can guess that they have added lots of extra fine prints since this into their, contracts to make sure that they kind of opt themselves out of any of this responsibility.

And you can see that, it's I had a have an update for you just from May, is that it's actually has gone back to court on this. So this is really interesting to watch.

And and I'll come back to the the things I want you to to kinda highlight for you.

The second one was a similar another piece of, HR technology, which is HireVue, which a lot of companies use that for interviewing. So if you're not familiar with this one, it's basically an interviewing tool. It's kind of like a video like this, and they answer questions and then AI analyzes it in the background and gives kind of a summary just to kind of accelerate some of that recruitment process.

But what I was talking about was the amount of data points that I collected during that interview. So beyond the questions and the answers to that, if I didn't fuzz my background, you would see things in the background, you would see if I was sweating, you'd see if I was shaking, you'd see if I was wearing something that had an emblem, you'd see my movements, you'd see, you know, there's, a lot of extra things that it would point, that it would pick up. And there's been so many cases around actually the nuance of all those data points. If you combine them in different ways, what you can find out about a person and how you might use that information.

So, again, HireVue was saying, well, look, we don't deal do with anything with that information. Once it gets once the client records that, it's up to them. But there was this conversation about, well, actually, what is the appropriate amount of information that we need to select and then to collect? And in a in an interview like that, they're actually collecting way more information than they need to. So these are very interesting cases, and it really made me start to have conversations with the clients that I work with around how well do their, particularly with these two, how well do their people people understand the technology?

How often are they reviewing the algorithms to check that the bias isn't swaying?

What is their understanding of the AI that's automatically in a number of these technologies? So, beyond what people are using as AI tools on top of it, there's a lot of AI already embedded in your technology, and I think it's an interesting consideration around how do we keep our eye on that, and make sure we're kind of looking at kind of the risk and also the data privacy elements. And, Helen, you were saying something interesting to me the other day about, the biometrics legislation.

Yeah. So, you know, you're capturing a whole load of data here. And if you're using biometric data, just for those of you in New Zealand, just to be really conscious and aware that the, biometric processing privacy code is coming into effect in November.

So just make sure you're across the, restrictions and, elements of that about making sure that it's collected for lawful purposes, that it's necessary effectively. So really all of that stuff that Melissa was just saying, sorry, Sean. We're not quite finished, but but we will keep time. I promise.

And there's there's a lot of things we need to just be aware of in that biometric space. I just wanted to touch on a couple of, examples. Obviously, we've got those examples of the higher AI software, but this can come right down to a company level. So Amazon had introduced, its own AI for recruitment, and they actually had to switch that off because for all of the senior tech roles, it had an built in bias to men. I'm sure you've all tried to create an image with AI and it comes up and the senior leader is generally a man or if it's a doctor or an engineer. So AI has got a whole load of bias built in, but it's picking up what it sees everywhere across the Internet and reinforcing those biases into its recruitment decisions.

And a little bit and, Helen, sorry, a little bit like supply chain as well where you check you check the responsibility with your supply chain. If your, recruitment is done through an existing agency or another company, the same sort of thing, how was that being managed? How was that being tracked, etcetera?

Yep. I don't think this is just in the US, by the way. There was a study came out, I think it was University of Melbourne, couple of months ago, looking at Australia and saying there's a really big bias, for some of the softwares over there, particularly about women who've taken time out to be caregivers, and people who've got an accent. So there was a a whole load of issues there.

So there's been some cases happening in Australia as well. So this isn't just a look over your shoulders to the, across the Pacific. This is much closer to home. Okay, Sean.

Thanks. Next slide.

So this one is the AI fluency gap. So I just wanted to talk about how AI adoption is so unequal and I'm sure even among the people on this call, there'll be people who are really, really confident with AI. They're using it every day. They're really comfortable with using it, but there's also a whole load of people that there aren't.

And increasingly, there's a whole load of information that's starting to show that there is very much a gender discrepancy in this. So when you're thinking it from a people and culture committee or your, chief people officer, this is something to be starting to think about. So who is using AI and who isn't and why? So we wanna make sure that we've got a one speed workforce, not a two speed workforce, and making sure that we are giving this explicit training to all of our people to make sure that they are confident and comfortable.

Melissa was talking about, you know, AI not being just a tech project at the beginning. The training that you do for your people with around AI is really, really important, but making sure that is equal.

There's also a increasing, challenge with females being more likely to lose their jobs. So that, headline is literally from two or three months ago. The International Labour Organization did a study looking at the types of jobs that people do.

And, unfortunately, historically, women have tended to do particular types of roles more often than men, and those are the roles that are more vulnerable to AI taking them out. So we've got a bit of a challenge where women are now three times more vulnerable to having their job taken out. So those are particularly those clerical and administrative roles, a lot of entry level roles, and I'll come on to the impact of the entry level roles in a later slide.

And the adoption of AI, again, there's a Harvard study about that, which is saying that women are far less likely to adopt those AI tools. And why? Because of access and because of training and because of confidence. So, again, as people leaders within your organization, that say, what are we doing about it? What how can we proactively make sure that we're not reinforcing this gap in that AI fluency?

Just some again, a few stats. Sorry. I haven't got the Australian ones, and I know we've got a lot of Australian people on the call. But within New Zealand, we've got forty eight people say forty eight percent of people say, yep. I can use it. But only thirty six percent of that any type of formal training.

So this is increasingly becoming a skills gap, but therefore, it's a leadership challenge for all of us. So as a board, are you starting to think about how are we tracking the AI use by role, by gender, and actually by generation, because you can very quickly get a generational gap in here as well. And if we're not doing that, we've got a risk around actually embedding inequality, as we're progressing really quickly. So just make sure that's one of your takeaways, thinking about how are we governing AI for inclusion rather than making sure that we've got another level of equality coming through under our leadership.

Next slide, please, Sean.

So, this was from Harvard Business Review recently, twenty twenty five.

And, really, what I wanted to highlight here is around the human uses of AI. So in a lot of, conversations I'm in, they're very, very focused on the kind of the productivity, the risk, and security and data privacy kind of aspects of AI. But really what I wanna bring to the surface is is some of the shifts that are happening in this technology. So you'll see there that the number one use of generative AI, is actually at the moment therapy and companionship.

And some really interesting new ones coming there around organizing my life and finding purpose, which is why they've been circled.

And so there's a lot of people using it for, feedback, for coaching, for, support, relationships.

And, I think that the shift of that is important to consider about how that will start flowing into your organization.

For example, if, people are using it to this extent and, their AI seems to understand them, their AI listens, their AI asks them about things, that they've mentioned, it's got good good recall, it seems to, be, you know, very, very supportive and uses a language that exactly hits what the person likes to hear, and then they get into the workplace where their leader really couldn't give a stuff about them, doesn't have time, doesn't ask those sorts of questions, or likewise, they're using this tool to kind of give them advice and learning and coaching, and, again, they're not getting that in the workforce.

It starts to just create a really clear gap between the the way that they're engaged with through this sort of technology, and the level of, I'll say EQ and human human connection in the workplace. You might say, well humans are way better than technology will ever be. Actually, recent reports are showing that, the technology actually has higher EQ than your average human, which is a little bit disappointing.

But remember, they're also always on, always focused on you, always listening as opposed to somebody who, is obviously trying to juggle their time with multiple different people. So I just think there's a really interesting shift coming, and also that kind of disconnection that's happening where people are finding it easier to talk to this technology than they are to humans and what that might mean for the kind of roll on effect for your workforce, your culture, and your engagement.

Yeah. I love that. And if anyone follows the AI world quite closely, you'll have seen ChatGPT five launched a few weeks ago, and it was replacing all of the previous models. And then all of the people who are super into their eye AI, there was protests on Reddit and Twitter x, whatever it is now. And, actually, ChatGPT have had to roll back because people thought Chat GPT four o was much more friendly and engaging. One could argue more syscophantic and would tell you that everything you were proposing was a brilliant idea.

But people really missed the personality of it, so they've actually had to roll it back because of that empathy and understanding.

So such a good point about what's that teaching our leaders and where are people seeing that comparison.

I think the other thing for me about this slide is what's interesting is that the first work version of it is actually not until number five. So, you know, for all that we've got so many people using AI, they're not using it for work in the first instance.

One of the other things that struck me, and it's not on this page, but it was also in the study, is, personal learning was in the study. And last year, it dropped really, really significantly. But in the last couple of weeks, both OpenAI, and Gemini have introduced, like, a new learning mode,

which is specifically to help people with studying, and it it actually coaches them. It doesn't just give them the answer, and it's designed to help. It's basically having your, like, your world class tutor, at your side, and that's great from a schooling perspective. But if you think about that for your own professional education or within your organizations, and again, if you're if you're sitting in their people team, how can you use that to actually create amazing coaching training, support for your people?

So I'll I'll be really interested to see how that one changes over the next, twelve months when this study comes out again. We did have a oh, sorry, Melissa.

You go. Sorry. Yeah. Because I was just gonna say, you should, you know, the board that I'm on, you you should be talking to your CPOs around how was this applying to your new leadership strategy, your new learning and capability strategy, your workforce planning strategy because this is shifting the dial. Helen, you said there was a question from someone.

Yeah there was a question, in Q and A.

Are companies using AI to achieve targets and quotas?

I'm gonna say a yes but no but. There are some companies like McKinsey is one that always brings to mind in terms of what they're doing. They have got some absolutely incredible stuff that they are doing with AI that they're actually showcasing publicly, obviously, because they want people to go and, buy their consulting services.

But they are using AI to literally strip out, so much of the behind the scenes admin work. So they are one of the key things you always want to measure with AI is are you getting return on investment? And actually, one of the podcasts I listen to is literally getting ROI on your AI.

So you you're not gonna put in AI with just the hope that it's going to work, but equally an awful lot of companies don't do the homework, don't think about AI deployment, and we're not gonna cover that today, and think about how to make sure that they introduce it really effectively to get that return on investment in terms of the what, the how, and the who. So, that's probably as much as I'll say for the moment, just conscious of time. But, Melissa, is there anything else you wanted to add to that?

No. All good. Okay.

Beautiful.

Jump onto the next slide, please, Sean.

Okay. This is me again.

So this is talking a little bit about how do you, as a board, strategically think about what the benefit is. So we were just starting to talk about the ROI on AI.

And as a board, we've got two options, or as a leadership team, we've got two options. We can use this as a cost out model and just say, yep. Great. That's fantastic.

We're gonna get rid of a whole lot of people, or we can use it as a, we are releasing our people from the drudge work and the repetitive work so they can focus on the things that are really the true human aspects of creativity and adding value that AI just can't compete with. And I just want to give you a couple of case studies, and examples of this. So, last year, a company called Klarna, which is the buy now pay later company, did this big announcement that they were getting rid of half of their staff. They were gonna pretty much axe all of their contact center staff, flipping back to Isabella's sorry.

So Melissa's, story earlier, and they were going to ditch most of their marketing department. Now you come forward a year and, actually, they've realized that, actually, the AI can't deal with a lot of those customer calls, so they've had to reintroduce call center staff. And the marketing, yet AI can do an amazing job, but actually, it doesn't have that creative and human element. So they've had to go with this big cost app view, and then they've had to backpedal and reemploy the staff.

IKEA, at the same time, took a completely different view. When they were looking at putting AI into their contact center, they were like, okay, what can we do with these people? They're amazing. They're passionate about our company and our products.

And so they actually retrained them, again, using AI tools to become designers so that when a customer was wanting to have a conversation, rather than just saying, hey. This is the information about your product. They would be, hey. Let's look at your room.

What other things could we add? How could we look at them? Yeah. How could we make it look amazing?

And as a result, they put a billion dollars onto their bottom line. So two very different perspectives, and you can leave that to your direct teams and say, hey. You just make that decision, or you can be really strategic as a board and go, what is it that we're trying to achieve with AI? Are we trying to grow, diversify, become greater with the staff that we've got, or are we looking to just take cost out?

And, you know, there there there's a very common term in management you're not gonna shrink to greatness. Of course, AI can give you great capability, and there is definitely a cost out opportunity.

But are you just taking the cost out, or are you going to redeploy and upscale your people?

Just talking about upskilling, you know, those entry level jobs and people coming in, which is where AI. So AI is really strong in that knowledge workspace where you're doing repetitive work every day, and and particularly now, Agentech AI is at. And we're not gonna talk about that today, but those of you who follow it, Agentech AI is giving so much more power to rapidly accelerate and operationalize some of those tasks that are traditionally done by humans.

But the CEO of Anthropic, which is the company behind Claude, his theory was that fifty percent of entry level of white collar jobs jobs are gonna vanish within the next five years. That's a pretty bold claim, and he reckons that's gonna give an unemployment spike in the US of ten to twenty percent.

Where are those jobs going for? Technology, finance, law, consulting.

You know, I often use AI to sort of say, hey. You're an expert. You know, you're a McKinsey consultant. I'm thinking about this.

How can you help me? What should I be thinking of? What have I missed? So, you know, it's it's there ready for you to use, but that is really gonna start impacting your people and your workforce dynamics.

So make sure as a board, you're being really strategic.

And if you're just a quick note. If you're looking to, recruit some really high level AI staff, Facebook who oh, sorry. Meta, who are, struggling to recruit AI staff at the moment because, people don't really want to go and work for them. Their current rate for, senior AI star AI staff is two hundred million US dollars a year.

So, these guys are really expensive. So when people talk in AI about, buying what's already out there rather than building your own, that's probably one of the reasons. Okay. Melissa, back over to you.

Yeah. I just wanted to add to that that that's really where you start to look at the magic. So you're gonna get to the point where all the companies are neutralized. They all have AI, just a bit like for those of you that I can remember, the transition to the Internet and, e commerce. There were some companies leading there for a while that had an advantage, and now everybody and their pet has a has a website. Yeah.

I sort of see the same thing happening in this space. It's just gonna be an enabling tool, and we're gonna get to the point where those who have fought beyond that and fought strategically around how to, add the magic, add the value with what they how they optimize humans in this equation, I think are gonna be leading. So it's well beyond just looking at the investment in your tip on this stuff.

Now I apologize to the people on the call. A bit of a cultural reference here from an ad, mate, you're dreaming, but the the message, is probably fairly clear.

The number of times I was asked yesterday what's one of the big red flags of things that I hear, and, one of the conversations I hear is either none of our people are using AI. That's one red flag. Or, our people just use our authorized Copilot system or whatever system that is.

And I think that's interesting because I know it comes from a risk profile if we want to make sure we've done all the security things and the protection and and that they're they're just gonna use this, but the point is they're not. We know that they're not. The stats show that they're not.

And so I think that actually creating more of a risk.

For a start, it always I always find it entertaining if I walk into a company kind of with that philosophy, and on their wall, it says, we're an innovative company. We lead, you know, we're leading edge, we're this, we're that, the other, and they completely don't think that their people are using AI. That sort of doesn't really kind of match. But, you're creating shadow AI.

You're you're putting it under the table, and you're also you know, when I look talk to a number of people on the market who are looking to apply for roles at the moment, it's it's pretty uncomfortable for them because in one case, they'll apply to a company and if they they get asked if they've used AI in any part of their process, and if they say yes, they they say, okay. Yep. No. Sorry.

We're turning you down because we think you used AI in that. And in other cases, they're being asked the same, and if they say yes, they say fantastic because that's what we're looking for in our people. We want people who are future ready, who use the tools of the future. Fantastic.

So people are getting really, really mixed messages, and I think you just have to, not be naive that your people are using it. We already looked in the early examples that they're also using it a lot in their personal, and that's going to come across into the workplace.

So knowing that, how do you then lean into that risk? How do you make sure they're educated? How do you make sure they're not putting things into your into the systems that are sensitive? There's a number of organizations where I talk to people and they say, look, I I wanna make sure that I'm future ready, and I don't want my company holding me back. So I've bought my own licenses, and I'm using them because I I wanna be part of this future, and I I'm really nervous about losing my job to AI, and I wanna make sure that I'm, enabled. So I think that's a really big consideration.

I appreciate what's trying to be done to eliminate risk, but I think it's actually creating more risk because people are not lifting their heads to tell you that they're using it, because they know that that that doesn't match the policy. And I know, Helen, you're really big on, this the whole shadow AI, movement.

Yeah. Very much so.

Just a wee stat to throw out to people, about how many people are using ChatGPT every week. And, when I'm doing this as a keynote, I'll ask people to put their hands up and keep them up. The the number right now is eight hundred, million people a week are using ChatGPT. So if you think your people aren't using it, literally, you're dreaming.

Just a couple of stats on this, and I have I've noticed there's a few questions. We'll just wrap up this slide, and then we'll just come to a couple of those questions.

So there was a report out by a company called Gusto studying US workers last week, and that said that forty five percent of US workers are using AI without telling their manager.

KPMG University of Melbourne, did a study earlier this year where they were looking at, how AI is used by people. And in New Zealand, thirty four percent of people are using it in a way that they know contravenes the company guidelines. And in Australia, it's forty four percent knowing that it contravenes company guidelines. So people buy their own AI. They use it very quietly on the sidelines.

There is a a I find out if I'm doing a keynote tomorrow. One of the parts of that is talking about how do we, performance manage people. Because if our peep if people are doing a fantastic job with AI, is it our fault as managers that we're not actually setting the right targets and making it stretchy enough for them?

Or should we be penalizing them and saying, oh, you use AI to get to the outcome? Well, what what's the right thing to do? So anyway, we won't we won't go off too much on that.

Definitely don't penalize would be my advice because then you're shutting down innovation. And, you know, boards always talk about how do we, increase productivity. You've literally got one of these things at your fingertips. If you're if you're actually leveraging, AI properly, you almost double the capability capacity for each individual.

Yeah. And that's pretty powerful.

Yep. The one thing I would say about Shadow AI with my governance hat on, the, IBM does a cost of data breach report every year, and it just came out literally a couple of weeks ago. And the new report has shown a really interesting stat. Twenty percent of breaches in the last year included Shadow AI. And for those breaches, it was six hundred and seventy thousand US dollars more in cost and much greater leakage of private, of private and personal identifiable information.

So as you as a board, if you're not having that conversation about where is AI sitting in our organization, please put it on your next risk meeting agenda because it is really important. And of those companies that were breached under the IBM study, sixty three percent of them had no AI governance policy. And if you haven't got an AI governance policy, pop onto the board pro resources center. There's one sitting in there ready for you to download and work to make your own. So, it yeah. It's it's there ready to go.

There's a question here about will this stifle innovation and interval and individualization of AI provides similar answers?

Do you know what? There's a whole thing. Again, I talking about this tomorrow night about secret cyborgs. So the secret cyborgs are the people who are using AI who aren't actually telling

you that they're using it. But if everybody uses the same answer, and just doesn't think about it, then, yes, it is gonna stifle, innovation.

The most powerful use way to use AI is to use it as hybrid AI. So that is the power of the human and the AI coming together, and there's there's been a whole load of testing. MIT did a big study earlier this year, and it was showing the brain activity of people who were using AI. And guess what?

Whilst the AI is doing the thinking, my brain isn't actually working that much. But the thinking that I do before I start using it saying, this is the point I'm trying to make. This is the data I want you to look at. This is the angle I'm trying to get you to to tease out.

I want you to give me more information, and then my thinking evolves, and I'm literally using it as a copilot.

And if you can use AI as a copilot, as an thinking partner rather than just literally defaulting and giving it your thinking, then you will be more successful. And there's a whole load of stuff about brain rust, but we won't go to that. Sean, I know we've got a couple more questions. I think we've got one more slide. We might just finish that and then just go on to questions afterwards if that's okay.

So the only other thing I just wanted to touch on, are you losing your next executive? So we talked earlier about those entry level roles potentially disappearing, but these aren't just roles. Right? So if you think about the early parts of your career, if you think back to what those entry level roles were like, yes, you were doing the grunt work.

It wasn't very exciting, but what were you learning? It was a really essential learning ground for understanding how to manage people, manage conflict, think about things, and, you know, do things differently and test and learn. And if you're not giving people those entry level jobs because they're all defaulting to AI, then what does the future look like? So the Microsoft twenty twenty five research, which stood a massive study on which jobs are going, theirs their version was, analysts, researchers, and customer service agents.

So those are jobs where you and, you know, if you think about in the accounting practice, that's where you learn in the auditing space. You're learning the client management, all of that. They were the stepping stones into leadership. So if those are starting to be automated before you can be learning judgment, context, all things you need to, what's happening to your next leaders, your middle managers, and ultimately to your next exec, teams?

And another stat I just again read a report a couple of days ago. Microsoft just released a report that said that seventeen percent of people are turning to AI because it's less judgmental than other humans, and sixteen percent are turning to it because it's more patient.

And that's kind of cool on one level and you go, oh, it's a board, that's great productivity, you know, they're not interrupting the person next to them. But what again does that teach people

about human relationships and how to actually get information that they want from people and how to deal with being judged. So there's a whole load of skills that we learn unconsciously.

What happens if AI becomes your mentor rather than a human? And Jen Melissa was talking earlier about the fact that people are using it to coach in relationship, but do we want our next generation of leaders to be coached by AI, or do we want them to be coached by humans? Or ideally, do we want them to be coached by a blend of both? So just starting to think again from the CPO perspective, what learning pathways do you need to be having and what developmental pathways do you need to be having for your people in an era where there is AI? So we're gonna pop into the questions now. I will just open those up on my screen.

How question sorry, Helen. There's a question before before I just sent a message to the person, but that was a great question. We used the term shadow AI. And there was a question about what was shadow AI. So I just see that it's basically using it in secret, particularly used and referenced in corporates where there there's a ban especially initially, I think that came out for a lot of companies that have banned use of AI, and then there was shadow AI. So people using it in secret.

Yep. And, yeah, if you think shadow IT, it's the same thing. Sean, do you wanna just pop on to the final slide whilst I'm talking through the questions? So the final slide is just if you are interested in learning more about AI, BoardPro has got an AI master class that, I recorded earlier this year. So some of the things will be probably a little bit out of date just because the the sector moves so fast, but all of those essentials are gonna be absolutely in there. So that's a really comprehensive course on everything you need to know about AI and governance.

Just going back to questions, how people are measuring environmental impact. That's a great question.

And so I was having this conversation in a board last week.

AI has a really high power usage and you'll have heard about, you know, nuclear power being reopened in the States, to service it. I think the answer to that is it needs to be, part of your ESG conversation and looking at how much power it is using, you know, depending on how you're working with whichever organization you're working with to help monitor your, carbon emissions, make sure that you're tracking it through there.

Risks for early adopters who have a service and care support role in the community.

Melissa, can you think of that one off the top of your head?

Any risks for Elliot doctors who have a service and care support? So I, did some work with a mental health kind of organization recently, and that was kind of leaning into that kind of conversation around, the number of people using it for that kind of personal stuff. So, getting coaching, counseling, maybe mental health support, and, a little bit of a nervousness or risk around what technology they're using for that, because there's lots of different types of AI and

some are a little bit more legitimate than others, and, monitoring the impact of that. Likewise, though, I've seen it positive.

I've seen some of the elderly using it for, you know, a sounding board and to, to chat with during the day when they're lonely. So remember all of these technologies, they're not good and bad. They are both. And they, and I want to make sure also that Helen and I have a balanced, view here that there's, there's lots of fantastic things, you know, even like the coaching we were talking about In a lot of companies, unless you are high up in the organization, or can afford to pay for it, a lot of people can't afford coaches.

And this is allowing people at all levels of the business to actually get that personalized support. So there's lots of great things about it, but, yeah, particularly related to that kind of care support, I would just be aware of how people are using it, and potentially lean them towards more of the safer ones. So away from ones like character dot ai.

Cool. Couple more questions here. If you are using Gemini Education, is it monitoring its own shadow AI?

Absolutely no idea. Sorry. Melissa?

Idea.

I tend to use I don't think so would be my shadow you you basically can't capture shadow AI.

So, there's nothing that my you know, if I worked for a company, there's nothing they could do to track that on my personal file, and I'm using AI, and I'm, doing some work stuff on it, and then I'm, you know, typing it myself.

And to that point, if you think people, can't do that because they can't access the work systems, AI is multimodal. So people can take a photo of the screen and then with their home phone and then just, use it to answer the question.

So yeah. Recent philanthropy Australia leadership summit highlighted heightened AI risk aversion. If your risk committee had room for one AI item next meeting, what would it be to unblock default risk assumptions, policy, pilot, or metric, and why? That's a very complex question that we've got, like, ninety seconds to answer. I would say don't actually try and limit it. So, again, one of the boards that I'm on, we had a forty five minute session dedicated on our risk committee last week to AI, and we actually were talking about a whole load of different lenses of AI.

Obviously, making sure that you've got an AI policy is absolutely critical.

And when you're thinking about your pilot, making sure that it's not just something that the exec thinks is a brilliant idea, it's actually something from ground up. So your people are actually going back to how do you get that return on investment. If you can find the AI evangelist in your

organization who potentially are already using it, those are the people to help you shape out areas. So marketing and frontline are really good places to start.

So that would be my answer to that one.

I actually thought that was a great question, Robin.

And I thought you actually almost had your answer in there.

So I would just use that set that last part of it. And my question would be, how do we unblock our default risk assumptions when it comes to these things?

Yes. Absolutely. Sure. Back to you. I think we nailed all the questions.

We certainly did. Thank you very much, ladies.

Just, putting the next webinar in front of you on the twenty eighth of August. So that's the, what the next generation of board members expect. That's gonna be a really interesting webinar with, Anna Fitzgibbon, Simon Telfer, and Adele Stoey Lindner.

So take a look at that on our website. The QR code there will just take you right through to the registration page.

So wrapping things up now, you'll receive an email from us tomorrow, which will include, of course, a copy of the recording of today's session, the slide decks, or slide deck, I should say, and the transcript and the presentation slides. So just as you leave the webinar, don't forget to complete our one minute survey. Go into the draw for our hamper. We'll announce the winner of that tomorrow as well. So thanks again, everybody, for your attendance.

I really appreciate it. You you being here today. I hope you enjoyed the session with Helen and Melissa. Thanks, team, for your conversations today. Really appreciate it. Look forward to seeing you all at our next webinar, everybody. Have a great day.