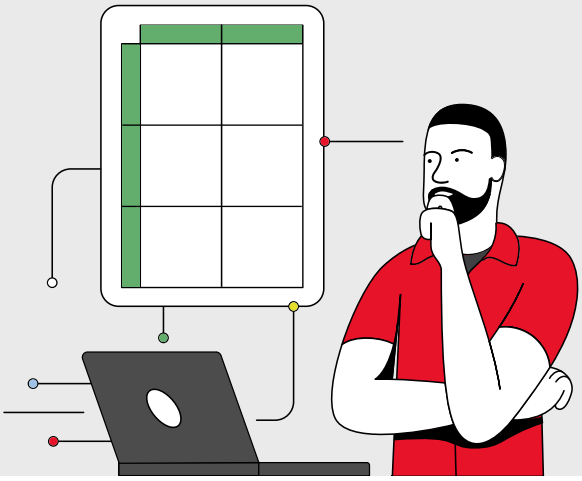
ADAPTING TO CHANGE

Turn AI Insights into Human Action



For many, AI has become a personal productivity tool on steroids. Once a person knows its limits and capabilities, they can put it to work immediately helping prepare proposals, plan trips, and even converse in a new language. The distance between introduction and payoff is often a matter of minutes.

However, when it comes to reaping *organizational* benefits, the path is usually less direct. The constraint on reaping organization-wide success has less to do with the muscularity of your AI system and more to do with the agility of your *human* system. Unless human habits keep pace with AI insights, the results can range from disappointing to disastrous.

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For example, AI can be a boon to writers, but it can be their bane if they don't develop a habit of reviewing and verifying its output. *The Chicago Sun Times* learned this when the author of a syndicated literary column failed to check his AI-generated Summer Reading List. It wasn't until post-publication that readers discovered that while many of the authors were real, their fascinating book titles were not.

In the financial services industry, AI has shown great promise in identifying creditworthy loan applicants that might otherwise be overlooked by underwriters. But in many cases those golden leads go unmined when the humans continue to reject them out of habit or outdated criteria.

No industry has the potential of making greater strides in improving results through AI than healthcare. But once again, the impact will be negligible (and potentially harmful) unless AI insights are coupled with behavioral agility.

For example, AI has shown a marked potential to protect the lives of mothers and unborn children through far more nuanced assessment of fetal heart rate (FHR) monitors during high-risk childbirths—but not if a busy nurse fails to consistently record FHR readings; and not if AI warnings go unreported to the OB/GYN who is prickly when awakened in the middle of the night; or not if the caregiver ignores AI's warnings when they conflict with their personal predilections and subjective judgments.

AI insights without human cooperation are unlikely to yield massive organizational benefits.

We've argued for the past 35 years that *leadership is intentional influence*. Leadership is the capacity to influence others to behave in ways that lead to great results. An organization's behavioral agility is evidence of the competence of its leaders. The winners in the race to harvest the potential benefits of AI will be those who are most intentional about creating human systems that more quickly and thoroughly turn new insights into new habits.

Our past research has shown that the key to behavioral agility is engaging all six of the sources of influence that shape human behavior. Here's an overview of those sources of influence with examples of how they could be applied in healthcare. For purposes of demonstrating their use, I'll share how leaders could influence nurses to faithfully inform and conform to AI tools during high-risk childbirth. I invite you to consider how each source could be applied to *your* challenges.

	MOTIVATION	ABILITY
PERSONAL	1 Want to	2 Can do
SOCIAL	3 Praise and pressure	4 Help and hindrance
STRUCTURAL	5 Rewards and punishments	6 Structures, environments, and tools

THE SIX SOURCES OF INFLUENCE

SOURCE 1: PERSONAL MOTIVATION

Foster intrinsic motivation through effective use of direct experience or storytelling. ***Example:*** *Share stories during in-service meetings about instances where AI enabled care teams to spot otherwise ambiguous signs of distress.*

SOURCE 2: PERSONAL ABILITY

Ensure all have necessary skills and knowledge. ***Example:*** *Have nurses practice scripts for addressing a surly doctor during a late-night call.*

SOURCE 3: SOCIAL MOTIVATION

Enlist formal and informal leaders to encourage AI compliance. ***Example:*** *Have highly respected nurses conduct the training (Source 2) and tell the stories (Source 1).*

SOURCE 4: SOCIAL ABILITY

Provide the teamwork needed to support those who are attempting new behavior. ***Example:*** *Provide support staff to collect and input FHR readings promptly.*

SOURCE 5: STRUCTURAL MOTIVATION

Ensure reward and discipline systems align with the new behavior. ***Example:*** *Add AI competence and use as a consideration in promotions and evaluations.*

SOURCE 6: STRUCTURAL ABILITY

Ensure physical and virtual environments make good behavior easier and bad behavior harder. ***Example:*** *Create voice-supported phone app for FHR data entry.*

One of our studies showed that leaders who skillfully engage all six of these influence sources are not just incrementally more effective at producing behavioral pivots, they are exponentially so. When properly employed, this approach to behavioral agility can increase your odds of rapid change *tenfold*.

Short of robots taking on all human work, businesses won't fully benefit from all that AI can offer unless leaders take active steps to align human behavior with the insights and discoveries that result from using AI. As with all technologies, the advantages of AI will go to true leaders—those who are best at *intentional influence*.

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