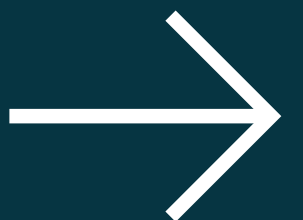


6 Mindset & Behaviour Shifts to Explore in an AI-First Environment

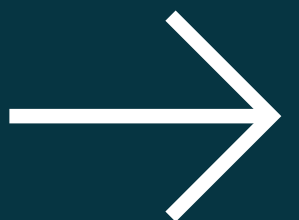
And the questions leaders should be
asking to make that shift happen



Redefining professional value and relevance

As AI makes knowledge easier to access, expertise stops being about having the information and starts being about what you do with it – judgement, interpretation, influence.

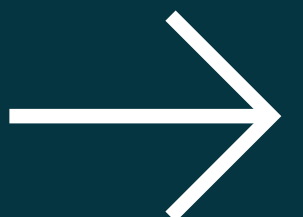
If judgement, interpretation and influence – rather than knowledge ownership – increasingly define expertise, how does my team redefine its professional value?



Maintaining confidence and clarity through simultaneous change

People are adapting to restructures, new roles and new ways of working at once.

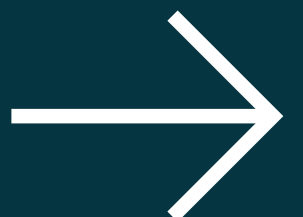
Are we building alignment around what's changing, what remains important, and how people are expected to work and decide in this new environment?



Adapting the human relationship with customers and stakeholders

Digital and AI are reshaping expectations and relationships – with customers, HCPs, partners, colleagues. Deciding where technology improves engagement, and where human understanding, connection and curiosity remain critical is key.

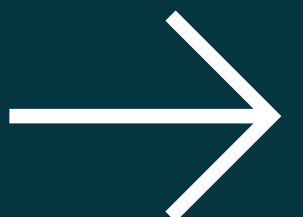
How do we develop curiosity, adaptability and customer-centric judgement rather than simply accelerating adoption of new channels and tools?



Protecting human agency

As recommendations increasingly come from systems rather than solely colleagues or recognised experts, we need to protect humans from becoming passive recipients of AI-generated recommendations.

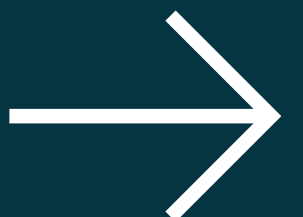
Is it clear when people are expected to question, override, escalate or take ownership of a decision made with AI support?



Moving from knowing to judging

AI can increasingly search, synthesise and interpret scientific information faster than any of us. What it can't do is judge what matters or when to challenge information.

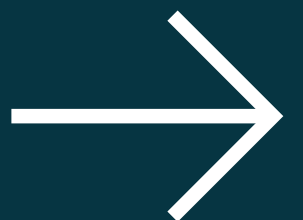
How can we strengthen human judgement, critical thinking and clear accountability for decisions made with AI support?



Maintaining collective intelligence

AI can connect and process information across functions faster than humans can. The risk is that better data could quietly produce weaker dialogue, challenge or collaboration between teams.

Are we building the trust and psychological safety so people continue interpreting and challenging information together?



Which of these is showing up in your team right now?

Open Water works with leaders on the mindsets and behaviours that turn these shifts into performance – particularly as AI changes work, roles, decisions and expectations.



Andy Cocker
Client Engagement Director
andy.cocker@open-water.com

Let's **Connect**