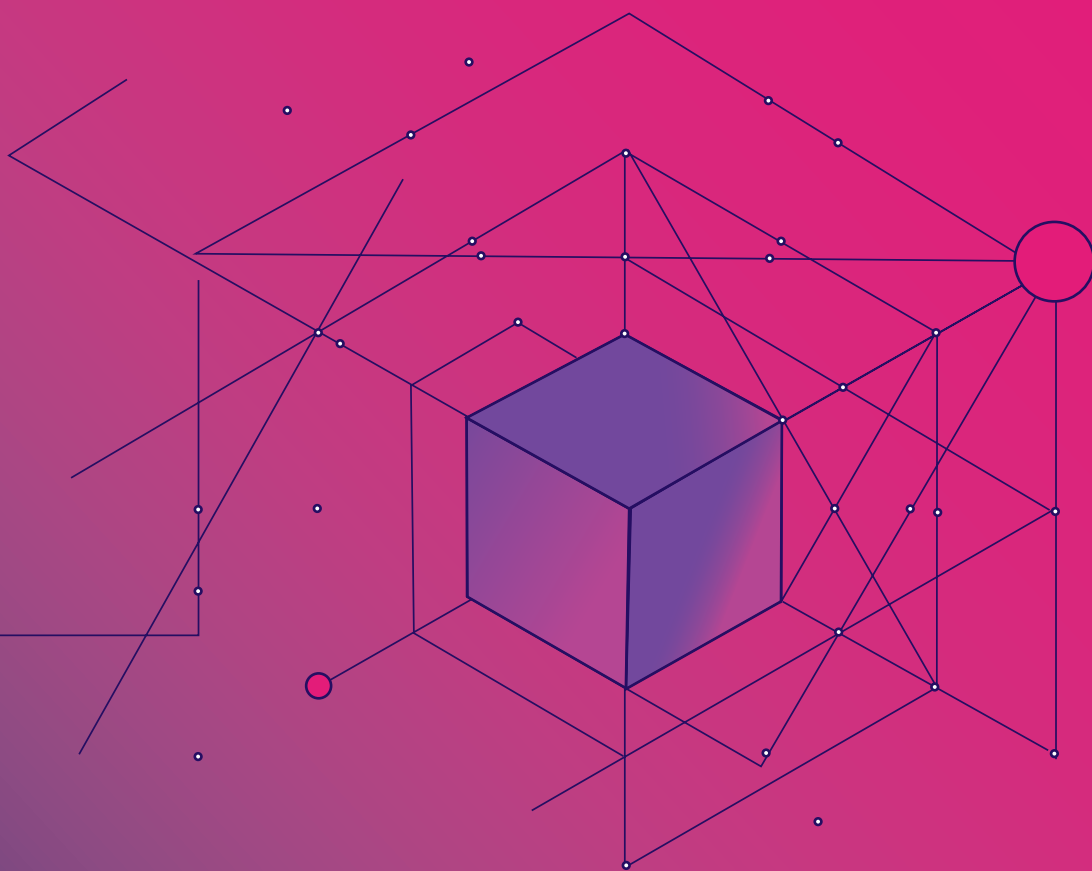


A FRAMEWORK FOR

Adopting & Utilizing Generative AI

A guide for organizations to
implement generative AI





DIGITAL

who
we
are

DIGITAL, Canada's Global Innovation Cluster for digital technologies, grows Canadian businesses through the development, adoption and deployment of Canadian-made technologies and by working with industry to develop a digitally skilled workforce to positively impact lives across our country.

what
we
do

We bring together businesses, academia, community and government agencies to solve some of industry and society's biggest challenges – better and faster than any single organization can do on its own. Through a powerful model that combines cross-sector collaboration, Canadian IP creation and results-based co-investment, we unlock the potential of Canadian industry to lead and succeed in the digital world.

normative

who
we
are

Normative is a Canadian innovation firm with a unique body of expertise that allows us to solve complex problems with a deep integration of design and development. Our Evidence Driven Innovation methodology has been honed by hundreds of client engagements around the world. We know that if you want to win at strategy, you need to take care of the details. That's where we play.

what
we
do

Over the past 15 years, we've helped leaders in great organizations succeed by taking the guesswork out of innovation. Exploring new technologies such as generative AI requires evidence and validation to de-risk business opportunities for great products, services, and strategies. Whether you're building an adoption roadmap or developing use cases for generative AI, Normative understands the full journey of an idea from inception to commercialization.

How are you currently evaluating opportunities and risks for generative AI with your business? If you have questions or want to discuss ideas for generative AI, send us a message at AI@normative.com.

Table of Contents

01	Adopting & Utilizing Generative AI	05
	1.1 Generative AI is Changing How We Work	06
	1.2 How We Built This Framework	07
	1.3 Before Using This Framework, What's Your Maturity Stage?	08
	1.4 Stages of Maturity for Adopting Gen AI	09
02	Introducing the Generative AI Adoption Framework	10
	2.1 Instructions on How to Use the Framework	11
	2.2 A Framework for Organizations and Managers	12
	2.3 Generative AI Adoption Framework	13
	2.4 A Safe Place to Experiment with Gen AI	14
03	Actions and Outcomes for Prerequisites	15
	3.1 Stage 1: Discover	16
	3.2 Stage 2: Define	17
	3.3 Stage 3: Experiment	18
	3.4 Stage 4: Adopt	19
	3.5 Stage 5: Evaluate	20

01

Adopting & Utilizing
Generative AI

Generative AI is Changing How We Work

NAVIGATING GENERATIVE AI. HAVE YOU FIGURED OUT HOW TO ADOPT AND UTILIZE IT IN YOUR WORKPLACE?

“Generative AI guidance? None, none whatsoever - nobody’s really giving us a directive of what you can and can’t do”
Manager

Generative AI (“Gen AI”) is evolving how we do tasks with new solutions and tools constantly being introduced. Organizations across various industries are redesigning business processes and customer experiences to become AI-enabled enterprises that drive competitive advantages.

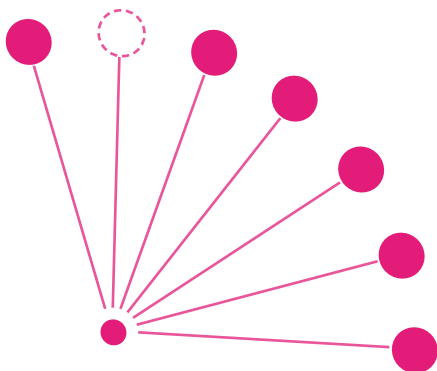
Gen AI is advancing quickly, and many organizations are starting to see the benefits of implementing Gen AI tools both internally and externally. Adding Gen AI tools in the workplace has been found to increase productivity, while introducing customer facing tools such as chat bots have improved efficiency with customer support.

“How do we actually build the infrastructure to use the product in a safe, secure environment and not have any leaks.”
Manager

However, many organizations and managers are currently challenged with not knowing how to get started with Gen AI. New technologies sometimes bring uncertainties in opportunities or risk adversity, leading to lagging guidance from leaders at organizations.

DIGITAL has developed the Generative AI Adoption Framework to help managers across organizations get started while providing a clear action plan for what they need to do next to sustainably adopt Gen AI.

Everyone is at a different stage of maturity for adopting Gen AI. Based on your organization’s stage of maturity, our framework will provide guidance on how to effectively take advantage of opportunities while mitigating risks with this new technology.



How We Built This Framework

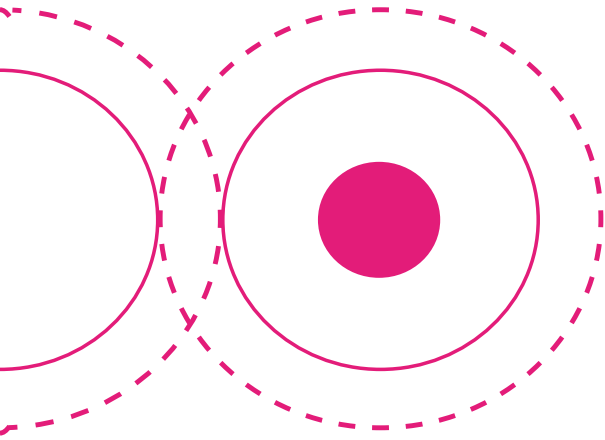
A FRAMEWORK CO-DESIGNED WITH ORGANIZATIONS

To develop this framework, DIGITAL conducted a detailed literature review while engaging various organizations that were at different stages of adopting Gen AI.

Co-designing with organizations, we identified actions that can help you adopt Gen AI based on your stage of maturity.

Across each stage of maturity, this framework outlines key prerequisites that provide a structured and iterative approach to building the right foundation, defining opportunities for Gen AI, and identifying the appropriate uses of Gen AI that drive the most impact.

Although the prerequisites are not mandatory and are meant for guidance, following this framework will ensure managers and organizations effectively adopt and utilize Gen AI.



Before Using This Framework, What's Your Maturity Stage?

FIRST, YOU NEED TO FIGURE OUT WHAT STAGE OF MATURITY YOU ARE FOR GENERATIVE AI ADOPTION.

Adoption and utilization of Gen AI iterates through five stages of maturity, fostering a continuous cycle of learning and adaptation.

Throughout these stages, Gen AI use-cases and solutions that address specific business challenges are identified, developed, and tested.

Once you have identified what stage of maturity you are at, you can leverage the Generative AI Adoption Framework as a preparation roadmap for that stage, including recommended actions to progress to the next stage of maturity.

Stage 1 Discover

You've heard about Gen AI through articles, and you are excited about what it means for you and your organization.

Stage 2 Define

You've taken some courses on Gen AI and explored some of its tools, and now you want to intentionally identify use-cases that might improve tasks at work.

Stage 3 Experiment

You've identified and prioritized the appropriate use-cases for your team, and now you want to test Gen AI solutions to see if they produce value and improve business outcomes.

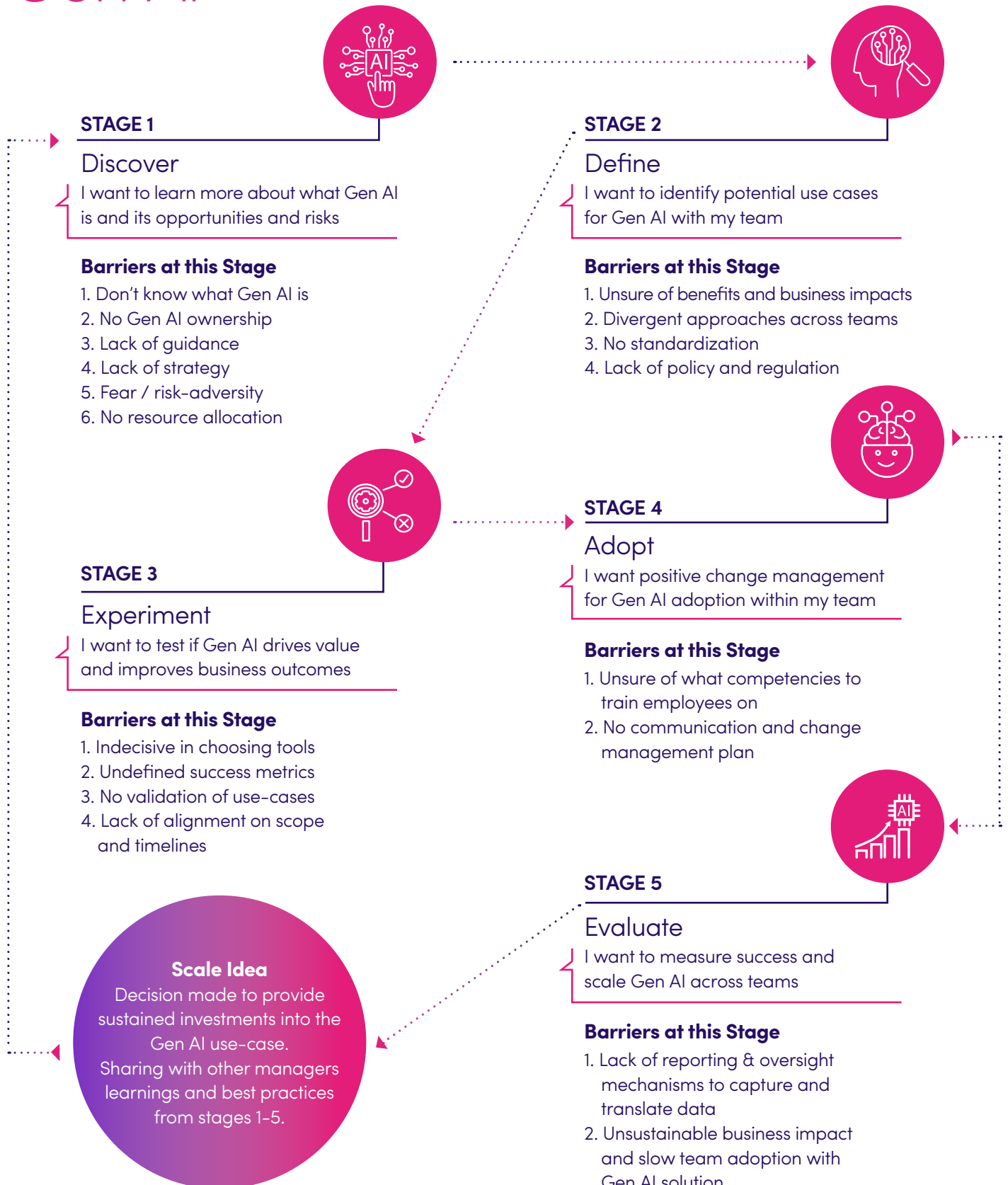
Stage 4 Adopt

You've validated a use-case for Gen AI that produces value and improves business outcomes, and now you want to ensure employees positively accept the solution and use it effectively.

Stage 5 Evaluate

You've received the budget to implement the Gen AI solution for at least a year, and now you want to set up the proper reporting and oversight mechanisms to measure success.

Stages of Maturity for Adopting Gen AI



02

Introducing the
Generative AI Adoption
Framework

Instructions on How to Use the Framework

TO USE THIS FRAMEWORK EFFECTIVELY, IT IS BEST TO FOLLOW THE STEPS BELOW:

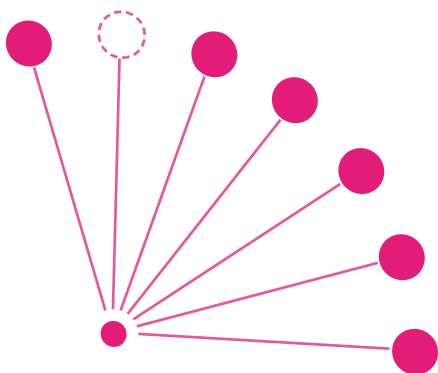
1. Using the 'Stages of Maturity for Adopting Gen AI' model, identify what stage of maturity your team is at.
2. Based on your stage of maturity, review the prerequisites on the framework to map out a plan of action for progressing to the next stage of maturity.
3. For each of the prerequisites that you have yet to accomplish, review the supporting table of information that outlines why that prerequisite is required, what actions to take, and what outcomes to expect.
4. For your organization and team, identify the appropriate individuals to take on and accomplish the actions for the prerequisites that you must complete for your stage.

WHO COULD HELP YOU USE THIS FRAMEWORK THE MOST EFFECTIVELY?

Exploring Gen AI and new technologies takes time as you need to learn how to go through the innovative process of identifying ideas and testing them in an iterative cycle. To ensure your organization and team stays competitive and finds opportunities in a timely way, here are some ways to accelerate the use of this framework.

To expedite the journey through the maturity stages, the establishment of a Centre of Excellence, or the appointment of roles such as an AI Strategist, Innovation Manager, or Digital Transformation Lead, is recommended. These positions are instrumental in tackling the more intricate aspects of the framework, offering objective alignment for key steps of evaluating and prioritizing the best opportunities.

In instances where such roles do not exist within an organization, seeking collaboration with external consultants and specialists is advised as an alternative strategy to accelerate the process. These external partners can provide valuable perspectives, knowledge, and experience that may be lacking internally, thereby facilitating a more efficient and effective adoption of Gen AI.



A Framework for Organizations & Managers

THE GENERATIVE AI ADOPTION FRAMEWORK

The Generative AI Adoption Framework is designed with a dual-level approach with systematic requirements called 'Prerequisites for Organizations' and individual contributor requirements called 'Prerequisites for Managers'.

While managers can look towards their prerequisites to facilitate the adoption of Gen AI, it is recommended that senior leadership team members accomplish the 'Prerequisites for Organizations' to provide guidance and unblock risks for employees completing the 'Prerequisites for Managers'.

PREREQUISITES FOR ORGANIZATIONS

These are a set of top-down requirements essential for creating an environment where managers are equipped and empowered to leverage Gen AI technologies effectively.

These prerequisites focus on ensuring that the organization provides the proper top-down guidance so that managers and employees are both empowered and supported to adopt and utilize Gen AI.

This level focuses on ensuring that the organizational infrastructure, policies, and strategic vision are aligned to support Gen AI initiatives.

PREREQUISITES FOR MANAGERS

These are requirements that managers need to accomplish with their teams to adopt and utilize Gen AI effectively for improved productivity and performance.

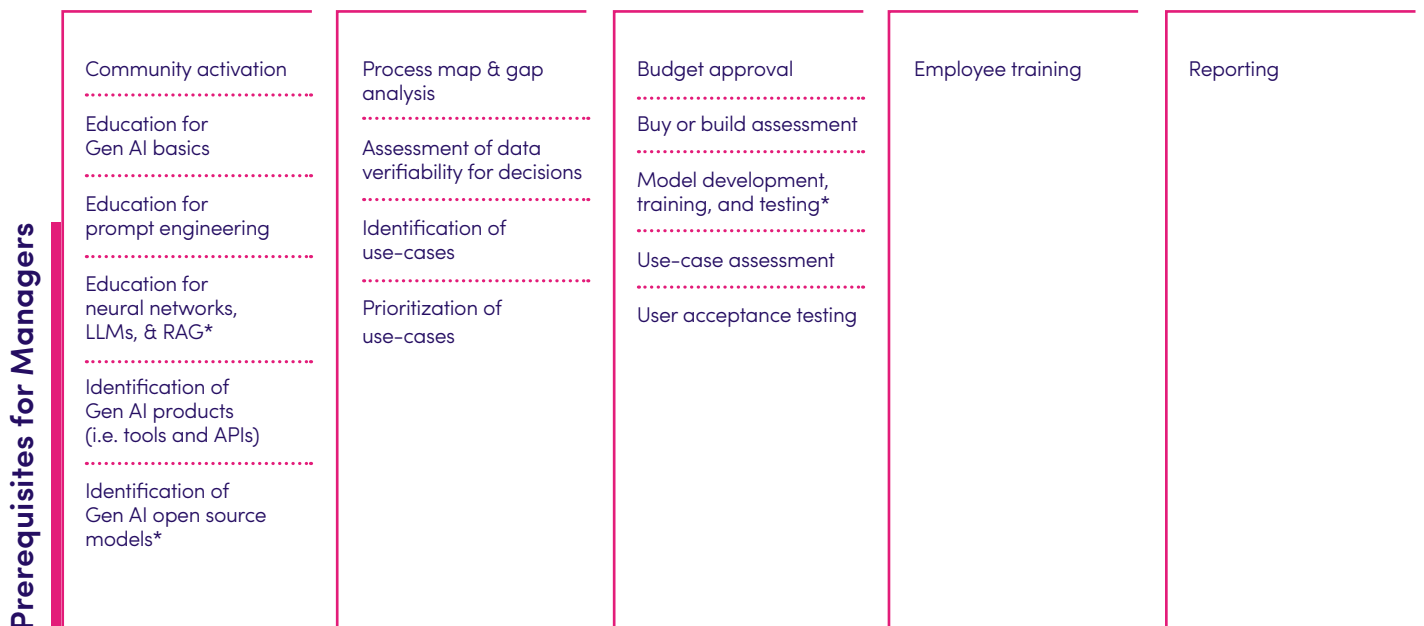
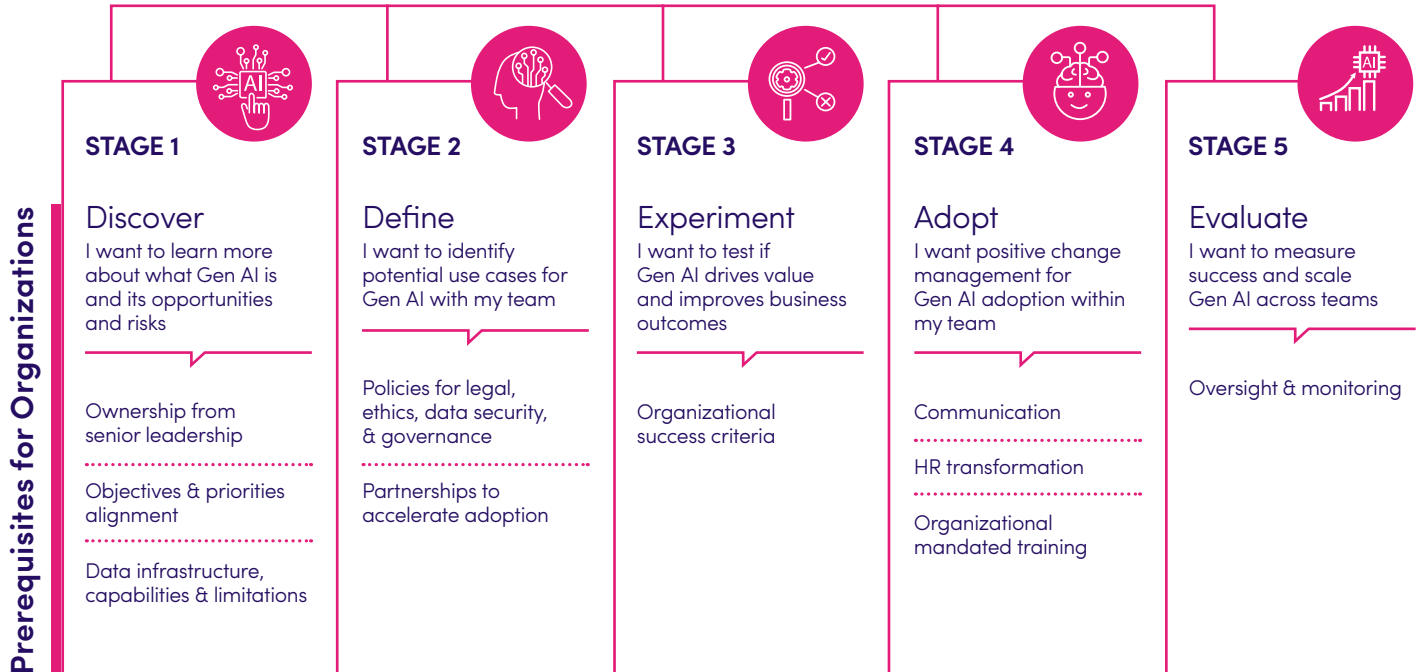
These prerequisites focus on ensuring that all employees comprehend the value and application of Gen AI within their specific roles, challenges, and daily tasks.

This level emphasizes the importance of tailoring the understanding and deployment of Gen AI to the unique needs of each team, grounded in their core business functions and responsibilities.



Generative AI Adoption Framework

STAGES OF MATURITY



* for IT managers looking for solutions to integrate Gen AI into current processes & tools

A Safe Place to Experiment with Gen AI

INTRODUCING THE SANDBOX

In the case that you are a manager, and senior leadership has yet to fulfill the 'Prerequisites for Organizations' in your stage of maturity, a sandbox can be used to complete 'Prerequisites for Managers' without being blocked. A sandbox unblocks risks such as legal and ethical compliance when the organization has yet to set policies or guidance.

WHAT IS A SANDBOX AND WHY IS IT USEFUL?

A sandbox is a closed environment to test Gen AI solutions with current processes without sensitive information or real customers. A sandbox not just reduces the impact of potential risk from using new technologies, but it also allows testing of new solutions without getting blocked by organizational prerequisites such as data security, compliance and risk, and policies for legal, ethics, and governance.

HOW DO YOU CREATE A SANDBOX?

The first step is setting up a sandbox environment by either utilizing a third-party provider for the Gen AI solution or by working with your IT department or your Centre of Excellence to deploy a virtual environment where you can host your own model to test your Gen AI use-case.

WHO IS PROVIDING SANDBOX TESTING?



Playground

03

Actions & Outcomes
for Prerequisites

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Discover

I want to learn more about what Gen AI is and its opportunities and risks

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Ownership from Senior Leadership

Secures ownership from senior leadership to ensure commitment and resources for Gen AI initiatives. A high-ranking advocate within the organization can champion AI projects, aligning them closely with the company's strategic goals and priorities.

- Engage an executive to champion Gen AI initiatives, who can spearhead the formation of a dedicated steering committee or task force focused on Gen AI.
- Craft a compelling narrative that outlines the vision, objectives, and anticipated benefits of integrating Gen AI into the organization.
- Incorporate feedback from cross-functional leadership members to refine the narrative, ensuring it resonates widely and garners broad support.

- Establishes top-down commitment, ensuring Gen AI projects receive the necessary budget and resources.
- Aligns Gen AI efforts with organizational goals, accelerating adoption momentum and laying a robust foundation for the long-term sustainable integration of Gen AI technologies.

Objectives & priorities alignment

Ensures that Gen AI initiatives support overarching business goals, providing clear direction for the identification and prioritization of use-cases. Alignment to business goals also helps build a clear narrative for why the organization is investing focus and efforts into Gen AI.

- Review and clarify organizational objectives and priorities with senior leadership members from cross-functional teams.
- Identify specific areas where Gen AI can contribute to achieving strategic business goals.
- Develop vision and mission statements that deliver a strong narrative for how Gen AI aligns with the organization's future strategy and ambitions.

- Focuses Gen AI efforts and investments towards areas with the highest business impact.
- Delivers a story that clearly explains to employees, clients, and partners why the organization is investing in Gen AI.
- Increases the likelihood of support from stakeholders across the organization.

Data infrastructure, capabilities, & limitations

Provides guidance on what is possible and what is not possible with considerations to the type of data the organization uses and how they manage that data. The organization's foundational data infrastructure must be aligned with the requirements of Gen AI technologies, which are inherently data-intensive.

- Engage IT department to review the current state of data infrastructure, including hardware, software, databases, and networking systems, to understand the capabilities and limitations of supporting Gen AI technologies.
- Establish guardrails based on current data collection, storage, & processing methods.

- Enhances infrastructure readiness with clear technical guidance on what can and can't be done when deploying and managing Gen AI models and solutions.
- Ensures chosen solutions are scalable and flexible based on the capabilities and guardrails of the organization's infrastructure.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Discover

I want to learn more about what Gen AI is and its opportunities and risks

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Data security, compliance & risk

Provides guidance to the development of policies for the ethical and safe-use of Gen AI solutions, protecting sensitive information and ensuring regulatory compliance. This guidance ensures managers and employees use Gen AI solutions with confidence and a clear understanding of what they should and should not use it for.

- Ensure that data management practices are aligned with legal and ethical standards by incorporating necessary governance and security measures to protect data integrity and privacy.
- Assess potential security threats for its likelihood and impact.
- Build processes for conducting regular risk assessments.

- Creates clear guidance for policy development focused on reducing risk of data breaches, regulatory violations, and compliance issues when using Gen AI solutions.
- Drives increased trust and confidence with customers, employees, and partners.

Community activation

Creates a positive foundation for change management by establishing a community of practice and promoting cross-functional engagement across the organization. This community of practice serves as a vital resource for knowledge sharing, collaboration, and support, fostering an ecosystem that facilitates the successful adoption and utilization of Gen AI technologies.

- Identify and engage a diverse group of internal stakeholders who have a vested interest in Gen AI technologies and are willing to champion Gen AI's adoption.
- Develop engagement tactics such as online forums, lunch & learns, and involvement in conferences, workshops, seminars, and hackathons.

- Accelerates adoption for Gen AI through cross-departmental collaboration.
- Drives engagement through community-driven activities that promote knowledge sharing and continuous improvements.
- Builds a sense of ownership from employees for the successful utilization of Gen AI.

Education for Gen AI basic

Builds foundational knowledge and skills in Gen AI, including its underlying technology, and its capabilities and limitations. This education is required to make informed decisions when identifying and building use cases.

- Create or source comprehensive educational materials and resources that cover the basics of Gen AI, including its principles, technologies, applications, and ethical considerations.
- Leverage online courses, academic programs, and training from consultants and expert advisors.

- Increases foundational understanding of Gen AI across the organization, enabling more effective communication and collaboration on Gen AI initiatives.
- Equips employees with the necessary knowledge to start identifying and exploring use-cases.

Education for prompt engineering

Builds skills in prompt engineering, a skill for crafting and framing inputs (prompts) that guide Gen AI models to generate desired outputs effectively. This knowledge is critical for understanding how to get the most value from Gen AI solutions and tools, maximizing its potential impact to solving challenges.

- Create or source educational materials and resources focused on the principles of prompt engineering, covering techniques for crafting effective prompts, understanding model responses, and troubleshooting common issues.
- Leverage online courses, academic programs, and training from consultants and expert advisors.

- Increases employee understanding on how Gen AI models interpret and respond to prompts.
- Enhances employee proficiency in both identifying use-cases for Gen AI and utilizing Gen AI solutions effectively.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Discover

I want to learn more about what Gen AI is and its opportunities and risks

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Education for neural networks, LLMs, & RAG*

Builds understanding in how Gen AI models generate outputs, which helps developers and technical employees identify tasks and challenges that could benefit from Gen AI integrations. This knowledge also helps them choose the appropriate open source models required for testing and implementing specific use-cases.

- Create or source comprehensive educational materials and resources focused on technical knowledge on Gen AI, including neural networks, LLMs, and RAG.
- Leverage online courses, academic programs, and training from consultants and expert advisors.

- Educates developers so that they can guide the organization on what challenges to focus efforts and resources on for Gen AI.
- Ensures development and integration of solutions that are highly optimized for the organization's specific needs.

Identification of Gen AI products (i.e. tools & APIs)

Understanding existing Gen AI products and their capabilities helps in identifying use-cases based on what is currently feasible and available in the market. This prerequisite also supports requirements in the 'Buy or Build Assessment' when evaluating the appropriate tools and APIs for testing use-cases.

- Conduct market research on Gen AI vendor landscape (e.g. OpenAI) and evaluate products through demos, trials, and vendor presentations.
- Assess tools and APIs for technical compatibility, scalability, and feasibility.

- Drives understanding of what capabilities are possible with currently existing Gen AI tools and APIs.
- Informs appropriate product selection when testing use-cases for Gen AI.

Identification of Gen AI open source models*

Understanding of available Gen AI open source models sets expectations on current capabilities and limitations for developing in-house Gen AI models and solutions. This identification process also supports requirements in the 'Buy or Build Assessment' when evaluating the appropriate open source models that can be leveraged for testing use-cases.

- Conduct market research.
- Explore public platforms (e.g. huggingface) for open source Gen AI models that are relevant to the organization's needs.
- Assess open source models for performance, complexity, customization capabilities, and data requirements.

- Builds understanding of what capabilities are possible with currently available Gen AI open source models.
- Accelerates the development and deployment of Gen AI models for use-case testing.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Define

I want to identify potential use cases for Gen AI with my team

PREREQUISITE

Policies for legal, ethics, data security, & governance

WHY IS IT REQUIRED?

Empowers managers and employees to test and utilize Gen AI solutions without being blocked by risk barriers related to legal, ethics, and data security. These policies help provide clear guidance for what is allowed and not allowed when using Gen AI.

ACTIONS

- Engage legal counsel and advisors to draft detailed policies covering legal compliance, ethical AI use, data security practices, and governance structures, tailored to the specificities of Gen AI.
- Ensure to develop a process for training, regular reviews and monitoring of policies.

OUTCOMES

- Drives positive change management with employees who can confidently use Gen AI without apprehension of risk.
- Builds high standards of legal and ethical compliance for Gen AI initiatives.

Partnerships to accelerate adoption

Accelerates the process of certain prerequisites through external expertise, resources, and guidance. These collaborations help mitigate risks and identify opportunities based on shared learnings and best practices.

- Conduct a thorough analysis to identify potential partners who have the technology, expertise, or resources that align with supporting prerequisites that must be completed to move forward across maturity stages for Gen AI.

- Accelerates actions on the Gen AI prerequisites framework through support and collaboration from training institutions, consultants, technology providers, and government support groups.

Process map and gap analysis

Provides direction for the type of tasks that the team should focus on for identifying Gen AI use-cases by mapping out the processes your team conducts in day-to-day operations. Assessing gaps in tasks using a process map helps identify areas that Gen AI will be the most applicable and practical.

- Conduct workshops or engage experts to systematically map out existing business processes.
- Perform a thorough analysis that identifies gaps across tasks where Gen AI can add value, optimize operations, or solve challenges.

- Identifies focus to Gen AI applications that align with the team's goals and current challenges based on specific tasks that would gain the most benefits and impacts from integrating or leveraging Gen AI.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Define

I want to identify potential use cases for Gen AI with my team

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Assessment of data verifiability for decisions

Ensures that use-cases are correctly sorted according to whether decisions for the use-case's tasks need to be made with support from or integrated with Gen AI. Tasks involving decisions that are difficult to verify should not be integrated with automation. If it's challenging to confirm the accuracy of decisions made by Gen AI, automating these tasks increases the risk of errors.

- Assess tasks identified in 'Process map and gap analysis' for how difficult it is to verify if the output from Gen AI is correct and valid.
- Explore Gen AI use-cases that can be combined with automation, supported by Gen AI outputs that are highly reliable and accurate for decisions.
- Explore Gen AI use-cases that can support and augment tasks, supported by Gen AI outputs that are not reliable and accurate for decisions.

- Creates a clear direction for use-cases based on using Gen AI to either support decisions or be combined with automation to make decisions.

Identification of use-cases

Use-cases guide the development of generative AI applications, aligning them with organizational goals. They identify specific business challenges that Gen AI will tackle and the expected impact, ensuring efforts are targeted and effective.

- Engage experts and organize workshops with stakeholders from various departments to identify potential areas where Gen AI can add value, improve processes, or solve existing problems.
- Leverage inputs from the 'Process Map and Gap Analysis' and the 'Assessment of Data Verifiability for Decisions' to generate ideas for use-cases.

- Builds well-structured use-cases that showcase how Gen AI can address key organizational challenges and yield high impact.
- Outlines practical applications for enhancing certain business tasks through the capabilities of Gen AI.

Use-case Prioritization

Prioritizes Gen AI initiatives that are aligned with strategic objectives, maximizing their relevance and impact. Evaluating use-cases based on complexity and likelihood of success provides agility and reduced risk in testing and implementation.

- Establish clear, objective criteria for evaluating use-cases based on desirability, viability, and feasibility assessments.
- Engage cross-functional stakeholders to rank the top use-cases.

- Focuses Gen AI roadmap, ensuring efficient use of resources, improved rates of success, and cross-functional ownership of chosen Gen AI initiatives.
- Provides alignment on priorities and resource allocation.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Experiment

I want to test if Gen AI drives value and improves business outcomes

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Organizational success criteria

Provides top-down guidance for how to meet the organization's expectations of success when building business cases for Gen AI initiatives and testing use-cases.

- Develop a framework with objective and measurable criteria for business impact that clearly maps back to the organization's strategy or business goals.
- Engage cross-functional stakeholders to ensure the criteria incorporate diverse perspectives on what success means to the organization.

- Builds clear requirements for use-case testing on what data points need to be measured and assessed to drive top-down decisions to justify further investment and scaled implementation for the tested use-case.

Budget approval

Supports the prioritized use-case with the required budget to license or build the appropriate Gen AI solution for use-case testing. Resources are also required to allocate the right people to facilitate the use-case testing.

- Review the prioritized use-case to clearly map out the expected impact to the business while showing alignment to the 'Organizational Success Criteria'.
- Develop a business case for the prioritized use-case by estimating the detailed financial returns or savings, and costs for the use-case.

- Builds a detailed business case that justifies the use-case.
- Unlocks budget and resources for testing the use-case to validate its expected benefits and impact to the business.

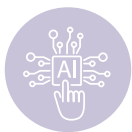
Buy or build assessment

Helps guide a decision on whether it would make more sense to procure an existing external Gen AI product or to build a Gen AI product internally. This decision would be based on what is currently available in the market, the level of customization required, and the organization's internal capabilities.

- Evaluate the requirements of the use-case to understand technical and functional needs to test and implement the use-case.
- Assess available Gen AI products and models that would fulfill the requirements while assessing in-house capabilities and resources.
- Decide on buying or building a solution based on the most feasible method of fulfilling the use-case's requirements while considering risk and compliance.

- Makes a decision on building or buying a Gen AI solution that is aligned with the organization's needs and capabilities with considerations for scalability, risks, and costs.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Experiment

I want to test if Gen AI drives value and improves business outcomes

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Model development and training*

Develops a model for a Gen AI use-case that needs an in-house built solution. Once the model is built, it must be trained on the appropriate data sets, and then tested to ensure it works as intended.

- Engage internal software development teams or an external software design agency to build and train a Gen AI model and solution based on specifications required to test the use-case.

- Develops and trains a Gen AI model and solution that is ready to be tested against its intended use-case.

Use-case assessment

Tests and validates the prioritized use-case using the the Gen AI solution that was either bought or built. Data must also be collected to show how the use-case delivers on the intended benefits and business impacts.

- Test and assess the Gen AI solution's functions and features to validate if it solves the challenges for the specific use-case.
- Develop criteria for a checklist to assess pass/fail based on the 'Organizational Success Criteria'.

- Validates the Gen AI solution and use-case that is ready for user acceptance testing.

User acceptance testing

Validates the use-case with end users to ensure the solution meets their requirements and works as intended in real-world scenarios. Even if the model and solution works as intended, if users do not accept using it, the expected benefits will not be realized.

- Define acceptance criteria that the solution must meet for it to be accepted by end users.
- Conduct pilot tests or focus groups with a group of end users who represent the solution's target audience.
- Ensure to collect data on all bugs, usability issues, and feedback from end users throughout testing.

- Generates feedback from end users for the solution.
- Ensures readiness and adoption of the solution with end users.
- Identifies issues that could impact usability and user experience.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Adopt

I want positive change management for Gen AI adoption within my team

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Communication

Ensures efficient change management with employees by introducing the Gen AI solution to the organization with messaging that clearly communicates the reasoning for the solution, implications to the organization, and expectations from the employees.

- Create a clear story around the solution's purpose, benefits, and implication.
- Set up a meeting with key leaders across the organization to disseminate the message across all employees.
- Provide an open and accessible channel for feedback, questions, and discussions. Address any concerns from employees in a timely manner.

- Increases buy-in and support from employees across the organization.
- Drives higher adoption rates and smooth transition to new workflows and practices enabled by the Gen AI solution.

HR transformation

Supports the need for new competencies required by employees to successfully adopt and utilize the Gen AI solution. HR needs to transform by adapting employee training and job descriptions to support current employees while setting expectations with future talent.

- Identify the skills that are required for improved usage of the Gen AI solution and conduct a skills gap analysis with current employees.
- Implement appropriate training programs to enhance required skills for the successful use of the Gen AI solution.
- Update role descriptions, including responsibilities and required skills, and performance management processes.

- Drives effective integration of the Gen AI solution with employees and operations.
- Increases competitive advantage from enhanced workforce capabilities.

Organizational-mandated training

Ensures all employees who may be either directly or indirectly impacted by the Gen AI solution are adequately prepared to use, support, and leverage the solution effectively. Organizational-mandated training focuses on Gen AI-related policies for legal, ethics, data security, and governance.

- Conduct a thorough needs assessment to identify the specific skills and knowledge that is required based on the Gen AI solution and its end users.
- Create relevant and accessible training for all levels of technical proficiencies. Update employee onboarding and training on Gen AI competencies, best practices, and policies.

- Increased knowledge and informed use of the new Gen AI solution from employees who can confidently use the solution with a clear understanding of relevant policies, risks, and guardrails.

Employee training

Ensures employees are provided specific training based on how the Gen AI solutions impacts their specific tasks and functions. Tailored training for employees will help effectively achieve the expected outcomes and benefits for the Gen AI solution.

- Develop a competency framework that is specific to the knowledge, behaviours, skills and attitudes required to be proficient with the Gen AI solution.
- Identify specific training needs based on the competency framework.
- Build tailored training programs or modules for employees who are end-users of the Gen AI solution.

- Increases user proficiency and positive attitude for using the Gen AI solution.
- Drives effective transition to new workflows that leverage the Gen AI solution and improve employee tasks.

STAGE 1



STAGE 2



STAGE 3



STAGE 4



STAGE 5



Evaluate

I want to measure success and scale Gen AI across teams

PREREQUISITE

WHY IS IT REQUIRED?

ACTIONS

OUTCOMES

Oversight & monitoring

Ensures that the deployment and ongoing use of the Gen AI solution are aligned with organizational objectives, ethical standards, and compliance requirements. This process involves establishing mechanisms to continually assess the performance, impact, and risks of the Gen AI solution, enabling timely adjustments and interventions.

- Establish clear metrics and KPIs based on the 'Organizational Success Criteria', and utilize appropriate tools to continuously monitor the Gen AI solution's performance, usage, and outcomes.
- Create a cross-functional oversight committee and conduct regular review meetings while engaging in audits for ethics and compliance.

- Optimizes performance from continuous learning.
- Reduces risk through early identification of issues.
- Increases adaptiveness in response to performance data, emerging risks, or changing objectives.

Reporting

Captures frontline insights, operational impacts, and real-world challenges associated with the Gen AI solution. This reporting supports 'Oversight and Monitoring' with the appropriate data for decision-making, further investments, and risk mitigation.

- Establish clear reporting channels and data collection mechanisms for observations, feedback, and issues related to the Gen AI solution.
- Deliver reports based on continuous feedback cycles and conduct retrospectives at regular scheduled cadences.

- Informs decision-making from the individuals or committee managing 'Oversight and Monitoring'.
- Builds feedback for a user-centric Gen AI solution that meets the needs and expectations of both the organization and the user.