Competition, Cooperation, Education

Technology should be used in harmony with the values of being human and the common good. This suggests that we need to cooperate to make AI ethical – something we seem to have increasingly unlearned, and that has started long before the recent developments of Generative AI. Therefore, I don't believe that AI creates a new social system of competition, but that it is us humans, who might create a new social system of more competition, instead of cooperation. AI is only the catalyst, that needs to be understood.

At the moment, there are many indications to me that AI is a powerful tool that only a few know how to use – which contributes to more injustice instead of less. How do we prevent a culture of ignorance and achieve a culture of encounter? What does this mean in concrete terms: for working together and leading people in organizations?

Some of you work in organizations; in the future, AI will become a part of the system. Managers will lead people who work with AI, who may fear losing to AI, being controlled by AI. As a manager, you may even ask yourself whether AI can do some of your tasks better. So, the challenge of cooperation and leadership is intensifying

Recent research shows that attempts to gain more control over the people in an organization through technology are often doomed to failure. According to a study from February 2024, employees, especially experts, are resisting the loss of autonomy through the introduction of new technologies; it is called "functional deviance".

That means, if technology does not do what it is supposed to, or is perceived as a threat, then people construct their own ways. This can be practical, but it can also pose a security risk.

It takes four steps to work with AI and lead: Trust, Attitudes, Knowledge, Skills

Trust and Willingness is about a mindset or, in other word, describes the affective dimension. Building trust is my appeal to developers and decision-makers.

Trust in AI can only be created if all parties involved recognize a sustainable value contribution: Customers and employees must experience that AI creates more fairness instead of discrimination, employees must experience relief instead of being overwhelmed, technology must be used responsibly to conserve resources, because AI consumes a lot of energy and water.

Positive Attitudes towards AI requires that the benefits of new AI applications must justify using scarce resources for their development; Technology must not harm by restricting autonomy and creativity; at the same time, one should take the opportunity to improve harmful and stressful routines.

Knowledge and Skills are about the skillset or the cognitive dimension, leading to my appeal to experts and teachers.

Knowledge requires opportunities to learn and practice dealing with data and AI on an ongoing basis, as early as possible, preferably at school. It must be included in school curricula, but also in the world of work, and furthermore, there is a need for suitable formats. This is because digitization has changed how we humans learn, how much we can absorb and how long we concentrate. Those who learn must be able to actively participate, be allowed to help shape and not simply be presented with a ready-made AI application whose instructions for use you learn.

Skill-building is only possible if experts like scientists change their role. We as the experts are losing authority because AI creates the illusion that knowledge is available to everyone – this is painful, especially because it is wrong. We are no longer the authorities, but we must convince others that there can be alternative opinions, but no alternative facts. This requires empathy and the ability to listen in order to understand the fears and needs.

AI education is crucial. Only if people at least roughly understand that generative AI does not reflect facts, but products of probability calculations, then they will handle these products correctly.

AI has no morality – it's not about teaching AI morality, it's about how human behavior changes when AI comes into play.