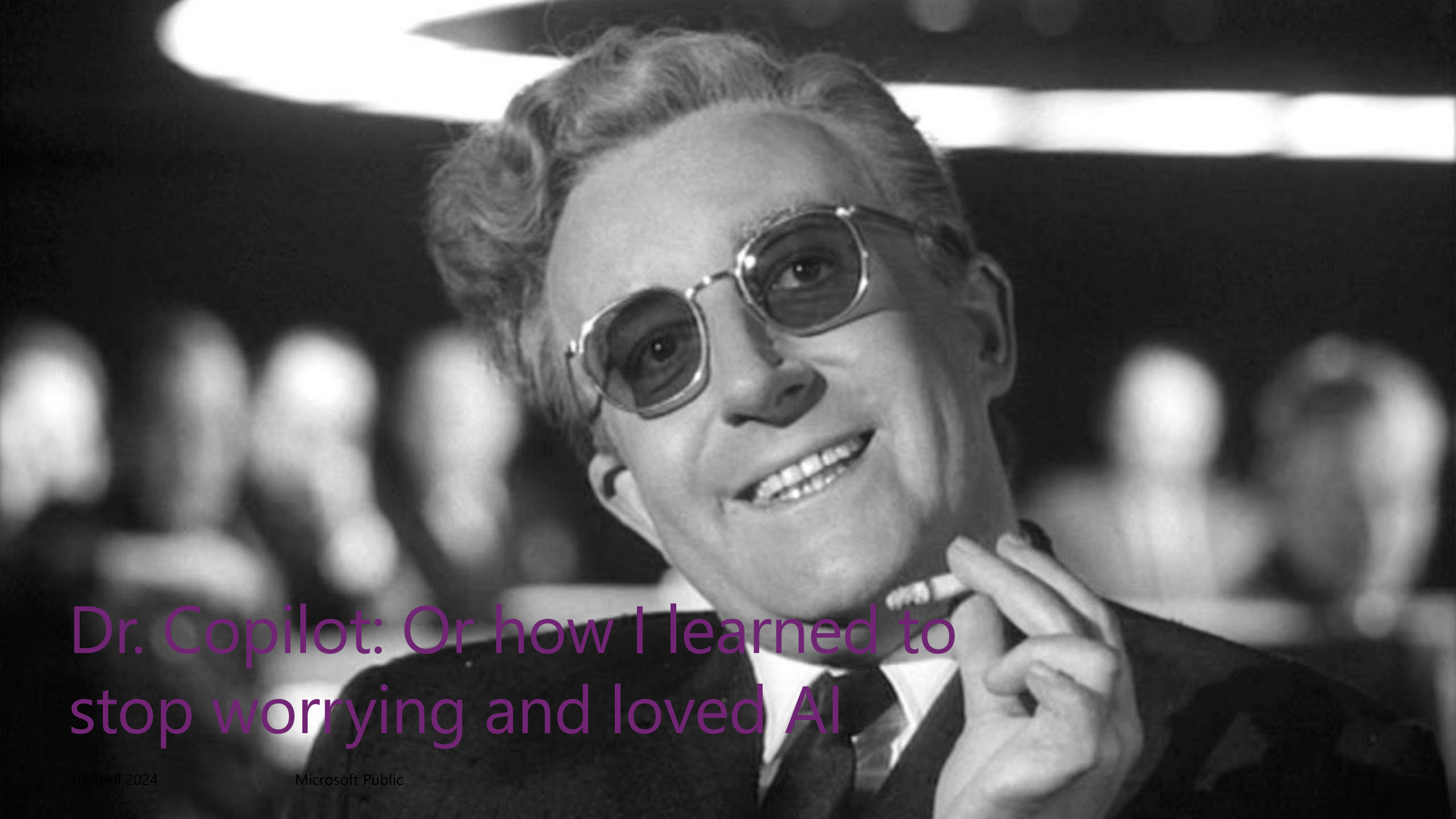


# How to Lead your Organization's AI-transformation: Strategies, Skills, and Culture – or how to skip the platform trap and deliver business value with AI

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# Dr. Copilot: Or how I learned to stop worrying and loved AI

About

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Disclaimer

This talk was written and conceived  
without the use of Copilot

What AI?

# What are we racing towards and why?

[The AI Transformation Playbook, up to date with Generative AI \(youtube.com\)](#)

# FOMO

Fear of Missing Out



# FUD

Fear, Uncertainty, and Doubt

What AI transformation?

# AI transformation

AI transformation is the process of implementing artificial intelligence and machine learning to improve how your business operates and develops strategy.

[...]

[What is AI Transformation? - Hypotenuse AI](#)

## AI transformation 2

[...] It often requires changes to business processes, organizational structure, and employee roles.

[What is AI Transformation? - Hypotenuse AI](#)

If you don't change your  
organization to adopt AI...

# Conway's Law

[O]rganizations which design systems (in the broad sense used here) are constrained to produce designs which are copies of the communication structures of these organizations.

Melvin Conway

How Do Committees Invent?, 1967

In other words:

You can't just buy a new tool

You can't just throw an all-hands meeting

You can't just present a PPTX to the board

# Strategy driven by business outcome

Not just technology



# You must understand the capabilities

What can AI do for you, your business, and your customers

It's something to do with IT

The IT-organization must figure it out

Let's form an AI Center of Excellence  
which can govern AI and build a  
compliant AI **platform** which everyone  
can use.

"Enterprise IT"

# Two problems

At least...

80 %

There is a platform already



What is it you want?



# What is it you want?

## Empower current ways of working

GitHub Copilot  
Copilot for Microsoft 365  
JetBrains

[Buy]

## Empower new ways of working

Microsoft Copilot Studio  
[Configure]

## Empower your customers

Azure OpenAI Service  
Azure AI Search  
Azure Machine Learning

[Build]

Empowered?

To be empowered is to be part of a team which (as a team) has the appropriate skills, authority, and experience – and whose (sole) focus is – to get the (whole) job done.

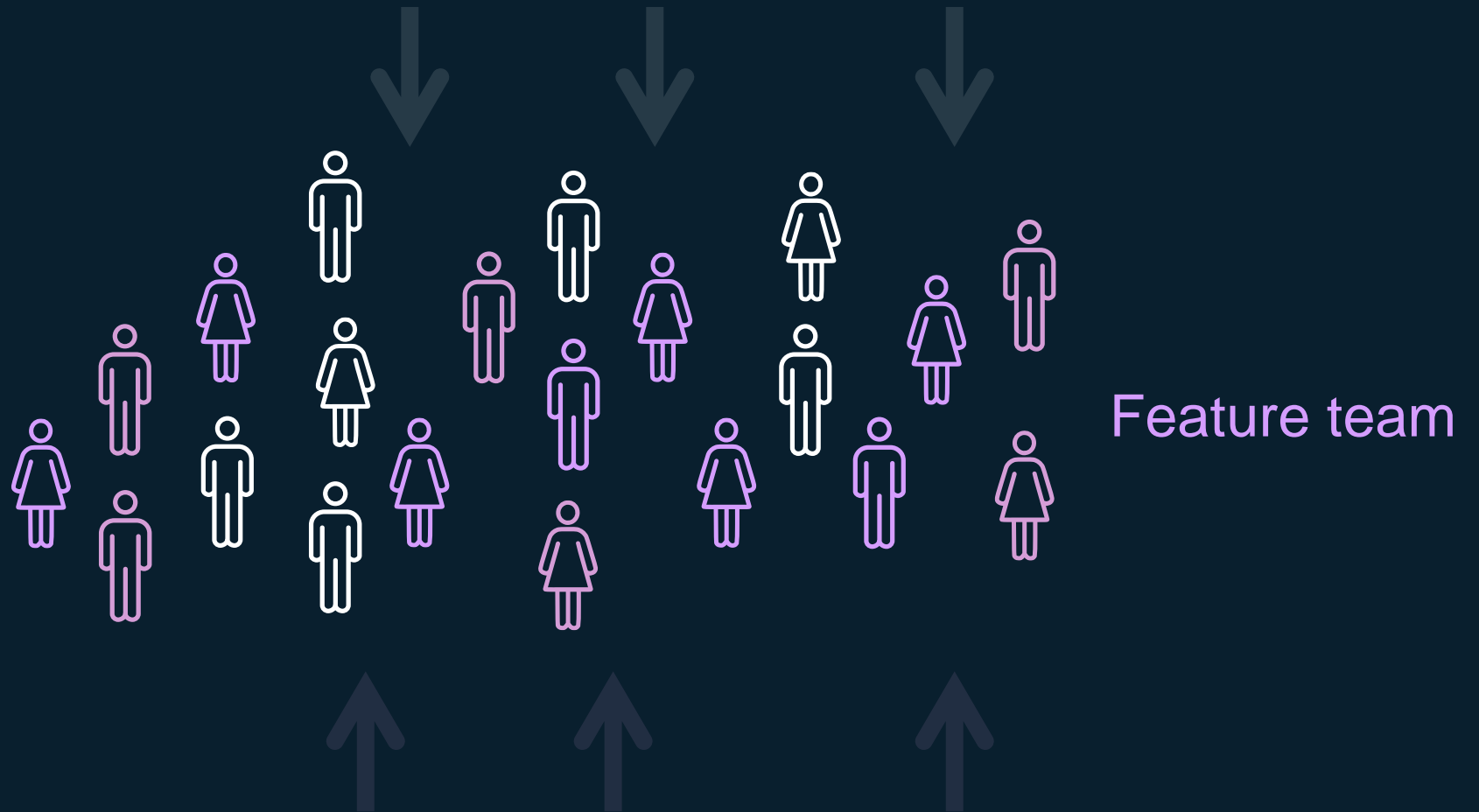
# Evolve the organization

Evolve to full stack teams

Developers  
IT-Operations  
QA  
Infosec

Data scientists  
Prompt engineers

Businesspeople(!)





# Empower current ways of working

Buy === Easy



You must make it *easy* to do it right

If you don't: People will put production code and customer data into ChatGPT – “it'll be fine...” – “it's not critical data...”

Easy for you to say, I know...



“It’s not my problem, I’m renting...”

# Empower new ways of working

Configure === Intermediate

Microsoft Copilot Studio



# Empower your customers

Build === Hard



With Azure OpenAI we must build a  
platform, right?

Enterprise something

Building a platform [to build a product] before you build a product is *premature optimization*

Premature optimization is the root of all  
evil.

Donald Knuth, 1974

You can't consolidate something  
which does not exist yet

You're all different







*The New Platform*

A platform is a set of tools an IT organization makes for itself



Christin Gorman

Most of our products work quite well  
when they come out of engineering [...]

me

[...] it's when they hit the *IT-department*  
they (suddenly) stop working

me

What then?

Strategy

Priority

Accelerate

The best way to fail at inventing something is by making it somebody's part-time job.

**Dave Limp**

SVP of Devices, Amazon



Get the tools into the hands of your people





*Trust your people*

Let them work their magic

Let it simmer

Possibly – in a year or more – try to  
find commonalities and create  
savings from consolidation –  
“platform”

A penultimate note

Build small things that work and get  
them to production

Then extend with more stuff

# Gall's Law

A complex system that works is invariably found to have evolved from a simple system that worked [...]

John Gall

General Systemantics – How Systems Work **and Especially** How They **Fail**, 1975



## Gall's Law 2

[...] The inverse proposition also appears to be true: A complex system designed from scratch never works and cannot be made to work. You have to start over, beginning with a working simple system.

John Gall

General Systemantics – How Systems Work **and Especially** How They **Fail**, 1975

A final note

# Why is AI going in the wrong direction?

For decades, we have been saying, AI will come along and it will take over the menial work, releasing us humans to do the more creative work that is more fun.

[Why is AI going in the wrong direction? - Thurrott.com](https://www.thurrott.com/2017/07/why-is-ai-going-in-the-wrong-direction/)

## Why is AI going in the wrong direction? 2

But, it seems that the AI has moved into the creative space and is just leaving the more menial and mind-numbing stuff for humans to do.

[Why is AI going in the wrong direction? - Thurrott.com](https://www.thurrott.com/2023/07/why-is-ai-going-in-the-wrong-direction/)

## Why is AI going in the wrong direction? 3

Why do we need AI generated videos, for example, why not leave that up to somebody who is creative and use the AI to do the menial frame-by-frame touching up and remastering of old videos?

[Why is AI going in the wrong direction? - Thurrott.com](https://www.thurrott.com/2023/07/why-is-ai-going-in-the-wrong-direction/)

## Why is AI going in the wrong direction? 4

Why are we letting AI write stories for the press or for books? Surely that is the purview of humans, shouldn't the AI be checking the spelling and grammar, before the stories are posted?

[Why is AI going in the wrong direction? - Thurrott.com](https://www.thurrott.com/2023/07/why-is-ai-going-in-the-wrong-direction/)

## Why is AI going in the wrong direction? 5

Shouldn't AI and automation be doing the menial tasks on the production line, freeing up humans to do something more interesting instead?

[Why is AI going in the wrong direction? - Thurrott.com](https://www.thurrott.com/2017/05/why-is-ai-going-in-the-wrong-direction/)

# Why is AI going in the wrong direction? 6

Is it because these menial tasks are also uninteresting to program for and hard to get 100% accurate? It is much more fun to get the AI to do some squiggly lines, you can see it is doing something quickly, and it comes up with pretty pictures.

[Why is AI going in the wrong direction? - Thurrott.com](http://Thurrott.com)



# Why is AI going in the wrong direction? 6

It is much more fun to get it to write an article or a story than it is to get it to recognise a widget on a production line and reject those with defects.

[Why is AI going in the wrong direction? - Thurrott.com](https://www.thurrott.com/2017/05/why-is-ai-going-in-the-wrong-direction/)

## Why is AI going in the wrong direction? 8

Is AI pandering to the programmers of the AI and their funders, not to the potential uses, where it makes the most sense? We people want that short-sharp endorphin high, the instant gratification, not the hard slog to actually do something useful.

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Thank you

