POSITIVE AI

The Human Factor in AI Adoption - From Mindset to Action

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Preamble

This summary was generated from the text transcription of the Webinar using ChatGPT 4, formatted by the Positive AI team and validated by the host.

Main Points Discussed

1) Why AI adoption is (first) a human story

- Initial reactions to GenAI/LLMs are primarily emotional (joy, fear, frustration, anger), and these emotions strongly condition willingness to experiment and move into action.
- Early corporate "blocking" reflexes (especially driven by cyber/security concerns) can create frustration and accelerate shadow AI, as users keep adopting tools outside official frameworks.

2) The cognitive mechanisms that shape adoption (often unconsciously)

- Beyond emotions, adoption is driven by heuristics / cognitive biases: anchoring (first tool tried becomes the default), confirmation bias ("effect Google"), overconfidence (Dunning-Kruger), and status-quo bias (risk > opportunity).
- These effects are amplified by cultural representations of AI (Hollywood imaginaries) and past organizational memories of difficult digital deployments—creating "hidden resistance" even when the tech looks strong on paper.

3) The MSPT model: a practical framework to move "from mindset to action"

AI adoption at Engie Digital is structured through a field-tested model built with a cognitive design agency (MSPT), later enriched with a transversal "Collaboration" layer:

Pillar	What it targets	Key ideas discussed
Mindset	Paradigm shift in human–machine relationship	From deterministic tools to probabilistic machines; deconstruct irrational beliefs; "relearn how to learn" through rapid feedback loops
Skilling	Competence building that actually sticks	Move beyond "one-size-fits-all prompting"; build learning paths from *intentions & motivations*; focus on "what you can do" vs "what you know"
Path	Embedding AI in daily work	Training must map to upcoming tasks (short horizon) to avoid "extra workload" perception; adoption increases when AI is integrated into routines
Teaming	Human–AI task allocation & governance	Identify "non-negotiable human competencies" vs delegable tasks; delegation is contextual; distinguish collaboration vs cooperation in human–machine systems

Pillar	What it targets	Key ideas discussed
(+ Collaboration)	Collective dimension across all pillars	Adoption is cultural and collective; distribute skills across teams; prevent individual augmentation from weakening the social fabric of the organization

4) Use-case reality check: volume of ideas, limited maturity

- Engie collected 800+ GenAI use cases across functions; ~70% were judged poorly suited to GenAI (AI could be relevant, but not necessarily generative).
- ~85% of the use cases essentially asked the machine to "do what humans already do" faster—rather than redesigning processes to leverage AI's strengths and refocus humans on what only humans do well.

5) From "program of use cases" to "program of transformation"

- The initiative is positioned less as a use-case factory and more as a transformation / reorganization program: repens processes (HR, Legal, R&D examples mentioned) and create sustainable adoption patterns rather than isolated POCs.

6) The 21-day adoption journey (operational deployment format)

- Week 1 – Awareness / diagnosis: surface beliefs, fears, projections, and real vs imagined understanding of AI; establish team maturity baseline.
- Week 2 – Action: choose from a configurable set of ~50 missions tailored by function; test daily, then evaluate what worked and what didn't (feedback-driven learning).
- Week 3 – Introspection & redesign: reflect on how tested practices change individual and collective ways of working; produce a concrete action plan with objectives, metrics, and follow-ups (1/3/6 months).

7) Trust & "AI of confidence": a key debate, but not the core of this session

- A participant (L'Oréal R&I) challenged the lack of focus on explainability, robustness, uncertainty, and bias management—arguing that without trust features, GenAI won't scale beyond experts.
- Engie's response emphasized the "user vs usager" reality: many users won't seek explanations and will take outputs at face value; therefore adoption also requires context, peer challenge, and collective safeguards, not only technical explainability.

8) Scaling through openness and shared learning

- The MSPT program is designed in an open / shareable logic to be tested by other organizations, reduce “organizational bias,” and accelerate collective learning (avoid reinventing the wheel).
- Broader outlook raised: managing hybrid ecosystems (humans + agents), intergenerational skill transfer, maintaining critical competencies, and emerging risks (isolation, mental health, intellectual “laziness”).

Conclusion

The webinar frames AI adoption as a behavioral and organizational transformation more than a technology rollout. Success depends on understanding emotional and cognitive dynamics, designing skill-building around real intentions and near-term tasks, structuring human–AI teaming, and protecting collaboration inside teams—so AI augments performance without eroding the collective that makes organizations work.