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AI & THE ART OF BEING HUMAN

HOW TO LEVERAGE AI TO TRANSFORM OUR WORK—AND OUR HUMANITY.

BY **GUILLAUME PAJEOT**
PARTNER, INSIGNIAM

Upon the introduction of OpenAI's generative AI system in 2022, ChatGPT, buzz about artificial intelligence surged in the media. The huge increase of traffic to ChatGPT caused some users to wait up to six weeks just to create an account. Since then, we have seen a rapid increase in the use of generative AI systems, allowing users to build websites, create works of art and, of course, generate responses to homework questions (for students in need of a helping hand). As we enter this new era, uncertainty about the legal implications of using AI, especially as it relates to protecting intellectual property has many experts puzzled. Furthermore, implications on society, the spread of false information, and users' knowledge of AI systems has led organizations to create guardrails and limitations in how users can write prompts, potentially slowing the progress of innovation.

Although general population seems to think that generative AI is like an augmented search engine—like Google on steroids—this is a common misconception. This creates an opportunity to train others on how to integrate AI into our work and lives to be most effective.

Granted, much of the current literature around AI highlights the discomfort people feel on the topic, especially in the workplace where the fear of job displacement is significant. Likewise, there is widespread skepticism in AI's ability to advance the human species.

Although some are hopeful that AI will create a future of prosperity, many people continue to debate the philosophical and moral implications of using AI in our daily lives. Many conversations on this topic center on how AI will interact with human beings, and to what extent we can consider AI to be "like us."

What Does AI Promise Us?

As of today, AI has five main functions to support the individual who asks for the AI's assistance. The first function it can offer is **rational thinking** based on past information and knowledge. The second component is **content creation and adaptation**, which gives the individual the ability to request both ideas and final products. The third component is **information gathering and synthesis**, which can be useful for data analysis and monitoring. The fourth component is **productivity and automation**, which is the ability to set up systems that automatically respond to the user's request. The fifth component is **companionship and emotional support**, which offers the opportunity to build relationships with the AI system(s) they are using.

The current fear of AI stems from a lack of imagination of what work can look like. Imagine yourself preparing the budget of next year...without spending 20-40 hours inside a spreadsheet. Once your choices for the future fiscal year are made, budgeting can be greatly improved by AI, far beyond what current systems provide. In this way, GenAI tools afford executives the freedom to reevaluate how—and where—to spend their time each week, especially when they are not bogged down by repetitive tasks. Freeing up this time allows for more opportunities to express their passion for their work and be creative, innovative, trying out new things, etc.

Perhaps you have heard the complaint, "If only I had more time to step back and think strategically." AI promises to reinvent the workplace by facilitating our day-to-day tasks, which could help many people to view AI in a new light: A revolutionary tool to complement and enhance our work—not to replace the humans behind that work.

> Our purpose is to provide insight on how leaders can shape their organizations to prepare for the time when AI will replace, enhance, augment, and complement the work being done by humans. Our goal is to enable the catalyzation of breakthroughs for organizations committed to the future with AI.

Will Technology Rob Us of Our Humanity?

Again and again, when new technological breakthroughs are achieved, early adopters often jump on the opportunity with arms wide open, whereas others may fear the worst and resist it. From the steam engine to ChatGPT, all these technologies are consistent with the era in which humanity exists in this world. Our current epoch is technological, yet many are apprehensive. Why are we afraid of technology? What about the computer from which you read this? What's special about it? Well, truly nothing except it has a unique serial number. Technology and AI are consistent with this way of relating to the world. It's unfair to accuse technology of pushing us to look at the world that way. We are drawn to this way of thinking because that is the epoch in which we live.

Once again with the development of Gen AI, we are in a period where we are watching the rapid evolution of technology, in a new form, that pushes us to respond in a new way. Where is the fear coming from then? Is it the fear of losing ourselves? Are we not lost already to some degree, when we let a smartphone dictate our experience of life rather than getting it directly through our senses?

As the German philosopher Martin Heidegger reminds us, using the verse from German Poet Friedrich Hölderlin: "Where the danger is, lies the opportunity to save ourselves."

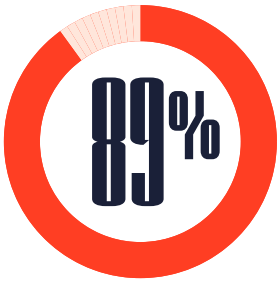
Lets remember that human beings, one after the other, are each unique in how they experience reality. If someone else around you does the same task, it is a totally different experience than yours. Even if we have agreed on scientific conventions to share what's common (or seems to be) in our experience of the sky: "grey, changing, blue, etc." if you say, this sky is funny, agitating, frightening, alive, that is true for you, and maybe you *only*. The way the sky shows up for you and for me may change very fast, while the scientific appreciation of it may stay the same. Being human is bringing this unique approach to a situation that a machine cannot.

Can AI Reinvent Our Work?

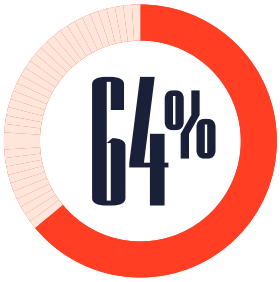
In today's corporate culture, it is widely acknowledged that everyone can be a leader, which is a significant step in empowering employees. Looking forward, the next step is recognizing that everyone can also be an artist. Cultivating a culture that fosters this creativity requires starting today, though it will not be easy. Establishing a supportive environment for employees to contribute, including training and encouraging inquiries, is essential.

The key to this training are co-creation sessions and brainstorming events aimed at asking absurd questions, like how to make a car without an engine or drinking water without a cup. These questions may not always have straightforward answers, but they can prime creativity. In psychology, this concept of "priming" suggests that presenting a stimulus can influence subsequent processing, fostering unexpected and breakthrough outcomes. Embracing absurd questions primes creativity, fostering innovation and generating ideas once thought impossible.

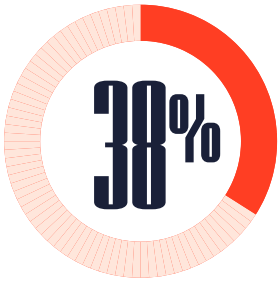
For instance, when was the last time you defined what the word "work" means to you? For some it might be the result of the equation: Force x Distance = Work. For others it might be influenced by Hannah Arendt's definition: (noun) *"The artificial world of fabrication and reification of things through the tools of homo faber."* Or, it could be closer to the Merriam-Webster Dictionary's definition: "(verb) *to exert*



Percentage of GenX employees (born 1965-1980) who feel positive about AI, versus 85% of Millennials (1981-1996) and 72% of Gen Z workers (1997-2012).



Percentage of senior executives reportedly feel some degree of apprehension about AI.



Percentage of respondents said they felt confident "their employees have the right skills to fully leverage the benefits" of AI.

Source: Forbes, Rising Use Of Artificial Intelligence Is Fueling Anxiety In Business, Feb. 2024

oneself physically or mentally especially in sustained effort for a purpose or under compulsion or necessity and/or to produce a desired effect or result." Two things which all of these definitions have in common; there is a reasoning or force to produce the work being done and for how long do you put this force into action; these two components combined lead to higher or lower levels of work.

AI cannot provide anything which a human cannot provide, however AI does have the capabilities to do some of these tasks at a much quicker rate than human beings. If we use Hannah Arendt's literature, there are three categories of human activities, the latter being the only properly human one: we work, we build, and we act.

The philosopher Emmanuel Levinas, in *Totality and Infinity*, makes the demonstration that human beings cannot be reduced to *any* categories, which means that there is always an infinity of possible ways to relate to another human being. Human beings can interact in an infinite and thus unpredictable way in any given situation. However, a machine will *always* be limited to its given capabilities, including the embedded learning mechanisms that will allow the machine to learn when it encounters a new circumstance. All of that is limited by a given, pre-existing paradigm—not a continuously evolving one.

Being human in any situation requires disintermediating ourselves from what we are perceiving of a situation and what is happening. To access that is to pay attention to how the situation occurs to us and choose the most powerful interpretation so as to develop the most appropriate response, and bring this level of singularity.

Humans are able to conduct critical thinking, debate moral questions, create culture, create context, and so much more. One of the large differences between AI and human beings is fate. The fate of each individual human being is undetermined; living one's life as an authentic human being means exerting control over how one's fate ends up and is seen. Furthermore, we know the source of 'life' for AI: we are the ones who created it. However, the question for many philosophers of yesterday, today and tomorrow is: 'What is the source of life for human beings?' The reason this is important to think about is because not knowing our source of life allows us to find meanings for life within ourselves and no one's reason is the same, as we are all individuals. This allows for the action of creating, bringing something new that has no past, which arises in the present from inspiration.Writing in *The New Atlantis*, author Meghan Houser says, "We can't see something new if every vista has been created from the predictions of past vistas, and we can't feel seen if there is no one new there to see us."

In any work situation, being human, as opposed to applying AI, means a certain way of being and acting in the face of a circumstance. A machine of AI can only comprehend the situation and respond to it by what it has learned from the past in a predetermined paradigm. Human beings bring their singularity to any situation that is new by nature. At Insigniam, we are convinced that the recipe for business expansion and success lies in creating the conditions to make best use of data, technology— including AI—and the art of *being human*. As ChatGPT says, "The synergy between human decision-making and AI-driven insights holds the potential to elevate the quality of choices [...] By automating routine tasks, businesses can allocate human resources to more complex and creative endeavors, thus increasing overall efficiency."

What If We *Don't* Transform Our Relationship with Tech?

One of the few similarities between artificial intelligence and homo sapiens is neither can tell the future, however both are able to assume what the future might look like.

One thing that seems guaranteed is AI will be a mechanism which will soon be added to our lifestyles. We do not know exactly *when,* but with the rapid growth of the AI industry and robotics technology, it is almost destined to happen.

Some fear that integrating AI into our everyday lives could lead to numerous negative consequences, which could result in a huge disregard for Earth's natural resources, the human workforce, and quality of life in pursuit of high efficiency and low prices. The potential for widespread miscommunication, misunderstandings of goals, and devaluation of work is significant. Additionally, impractical AI use may result in what could be called an Accelerated Idiotication, where people lose the motivation to gain and acquire knowledge, potentially leading to our species' demise. Since AI can complete repetitive, analytical, and data processing tasks more cheaply than human salaries, unemployment might rise, leaving many jobless. This could foster a belief that human work has no value compared to AI, causing widespread confusion, panic, chaos, like the Hollywood Writers' Strike in September of 2023.

Overall, if we do not prepare, do not educate, then the future above might become true. We must remember, AI has been created by humans, humans can control the growth and the restraint of AI, let's recognize that we are responsible for AI, and imagine all the potential good it can generate in the world.

What Will it Take to Create Fit-for-AI Organizations?

The first thing we need to do is to change the default context which AI has been put into, which is a mixed context of pessimism and optimism. From one perspective, AI has the potential to produce great opportunities for each individual who chooses to use it and define to what degree AI will impact their lives. From such a context, extraordinary breakthroughs can be created through the symbiotic relationship of human being and AI.

Yet, according to a survey conducted by the American Psychological Association (APA), 38% of employees reported worrying that AI might make some or all their job duties obsolete in the future and 64% of those who reported being worried about AI also reported typically feeling tense or stressed during the workday.[23] Conversely, if these employees had the opportunity to design potential innovations through a collaboration with AI, their stress, concern, and worry might decrease and their performance increase. Organizations must retrain employees to complete tasks which involve being human, including and not limited to critical thinking, creativity, adaptability, and social competencies.

There is a paradox called the "Productivity Paradox" which refers to the relationship between a company's investment into technology and the rate of productivity by the employees in the company. When technology like computers and Wi-Fi were introduced into organizations, there seemed to be a decrease in employee productivity. This can already be seen with AI. According to the Wyman Forum Survey on Generative AI over 1/3 of employees report no change or a decline in productivity after adopting generative AI and more than 10% of blue-collar workers perceive a decrease in productivity, with workers in some sectors, such as transportation reporting up to 19% productivity loss25. The consequence of not training employees might result in the decrease of production levels and could influence the mass adoption of AI, leaving thousands, if not millions without employment. If we do not train our employees to use what abilities they have that AI does not, then the production levels of our employees will decrease and a large-scale adoption of AI will leave thousands, if not millions without jobs.

The training needs to start with baseline training no matter the level of experience, creating a foundation which all employees can build on together as a community. We can assume that most companies are relatively inexperienced in the realm of AI technologies, which is scary but where there is fear, there is also opportunity. These organizations which are inexperienced will need the enhanced humans who are internally motivated to successfully integrate AI into the workplace. The best place to start for the general population in your company is with the conversational AI which can function as a way for employees to explore the application and play around with how AI works. Organizations with intermediate experience with AI need to bring a new level of strategic thinking and planning to support the employees and the resources which are beyond the exploratory stages in the use of AI. The progress beyond the exploratory stage of AI capabilities will start to lead to complexities rising and greater support will be needed internally which will allow for customer experience to gain more intentional focus. Lastly, if a company is significantly more experienced in AI technologies, they will have a key role in demonstrating to other companies what being experienced in AI can result in. So, being public about the internal use of AI and possibly

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some of the strategies in training and integration might be a smart thing to give to the public allowing others to gain.

You must ask yourself, "What skills are needed to produce value alongside AI in my organization?" One of the major answers is "critical thinking" which we define as the ability to inquire and speak in order to generate new thoughts and innovations. Many training curriculums both in education and the workplace aim at developing skills which can be taken over by AI. "The rapid evolution of technology demands a dynamic approach to education and training, empowering workers to adapt and thrive in AI-centric environments."

We must repurpose our training programs towards the development of critical thinking. Additionally, the revamping of our education systems would be necessary to aim more towards the critical thinking aspects, otherwise we are at risk of developing a paper ceiling where those without degrees have limited opportunities to get hired in executive positions. Bringing purpose to the training in a clear way allows employees to know what resources are available to them in this transformation process. For example, if an employee has to write a case study for a client and the client knows all the facts but needs to know the information written between the lines then showing the employee the scaffolding of the assignments can reveal how critical thinking would be more beneficial at every stage of the case study report than AI giving its generic boring platitude. Not only revealing this increases the quality of work produced by employees but it will also allow them to see what the strengths and weaknesses of AI are and enhance their knowledge of the tool to a deeper level, through past experience, and increase the human component they bring to the workplace.

Every training session cannot be a one size fits all and must be deliberate and patient to figure out how each employee will integrate AI into their workspace. Even ChatGPT agrees with this statement, "The augmentation of medical professionals with AI tools necessitates upskilling and redefining roles. Mastering the AI tool is a skill within itself which enables us to create new skills which we would not have known how to do otherwise. Striking a balance between harnessing AI's analytical prowess and preserving the irreplaceable human touch in patient care becomes an intricate challenge, intertwined with ethical considerations about job displacement and the dignity of healthcare workers."

Reinventing Incentive and Reward Systems

Earlier we proposed the question 'How do we monetize our being-poets in the world?' and this question is a difficult one, because when we think of artists or poets, the majority of the time we think of people living subpar lives with a very low income, except for the one or two who "make it". How do we quantify the thinking of an employee? This question will be unique to each company and some strategies will succeed and some will fail but we have to be open to feedback for these strategies.

Initially, one way to reward employees is through performance bonuses. These do not have to be based on the timeliness of a project, but a focus on how an employee brings more of a human component to the task and with the assistance of AI, they can create a dramatic performance increase compared to the expectations before AI was introduced to the company for that individual. Furthermore, if an employee develops an innovation or project with the assistance of

Can AI Replicate The Human Condition?

Although, presently, AI cannot provide anything which a human cannot provide, it *does* have the capabilities to perform tasks much more quickly than human beings. If we apply the methodology created by German-American philosopher, Hannah Arendt— one of the most influential political theorists of the 20th century— there are three categories of human activities, the latter being the only properly human one: we work, we build, and we act.

Working involves performing routine tasks that require minimal ongoing training and no creativity, following established procedures to achieve results. AI excels at this by analyzing vast amounts of data in seconds, a process that would take humans much longer. AI can process data from multiple sources, categorize it, and present it in a simplified manner for human use.

Building requires specialized skills to create and design. For instance, engineers and architects bring their expertise to realize creative achievements. While AI systems like AlphaZero can adapt and apply data to tasks such as playing chess, they cannot invent new strategies or possibilities beyond their programming.

Acting is unique to humans and involves inspiration, creativity, and the ability to see new possibilities—things that AI cannot replicate. While AI tools like Midjourney or DALL-E can produce creative outputs by combining existing patterns, they cannot match the originality of human artists.

Ultimately, AI supports working and building, but only humans can act with true creativity and innovation. Together, humans and AI can drive breakthroughs, but some thing remain beyond AI's capabilities.

AI and the company decided they are going to use this innovation, then the employee could be given the lead role in the development of the project in the company, possibly leading to an increase in salary. Additionally, the employee/creator could receive a commission of what profit their invention is making for the company.

Lastly, a possible incentivization plan is to make any of the AI training paid, to convince those who are questioning whether or not to learn how to use AI. Also, it might have a beneficial side effect as the more people who go to these training sessions, the more likely the people at the training are going to use AI because they believe everyone else is going to use it too.

The Role of Culture & New Ways of Working

Developing employees who can act towards the company's mission involves creating an environment where critical thinking is encouraged, and new ideas are swiftly evaluated. This requires reorganizing agendas to prioritize critical thinking aligned with short- and long-term business goals.

This approach is crucial for cultivating a culture where employees are internally motivated, particularly in integrating AI into the workplace, as noted by Ritz, Brewer, and Neumann 201629. It prompts individuals to reflect on their career choices and engagement levels, emphasizing the importance of pursuing meaningful work beyond routine tasks.

Several companies are already reshaping their cultures by empowering employees to pursue projects aligned with their interests, leading to increased motivation and productivity. For instance, The Department of Health and Human Services holds an internal "Shark Tank" competition, rewarding winning teams with a $50,000 prize and integrating their ideas into the company's future, demonstrating commitment to innovation.

IKEA offers another example of cultural reform. In 2021, they trained 8,500 call center workers as interior design advisers while leveraging AI to handle a significant portion of customer queries. This transformation has already contributed 3.3% of IKEA's revenue through remote interior design services in 2022, with plans to increase this to 10% by 2028. By relieving employees of repetitive tasks and encouraging creativity, IKEA enhances workplace culture and employee engagement, emphasizing sustainability and valuing its workforce through strategic training initiatives rather than layoffs. What a feeling it would be to come to work every day, knowing you are going to be creating something which you dreamt of creating when you started in your profession.

A Responsible Use for AI

Responsibility is human, period. How much responsibility do we give AI? One thing is for sure, we cannot let machines operate the world through categories, we cannot allow AI to take a totalitarian approach to our lives, let alone the workplaces in which we operate. Just like marketing, AI puts humans into categories to organize them and assume what one human would like to see based on another human who likes something similar, if not the same. This means allowing an individual to rediscover who they are and unlearn who they are not and truly allow adaptation to oneself to occur constantly.
We must use AI to drive our desired outcomes, not produce these desired outcomes for us. This allows the factors of morality, creativity

By 2030, AI is anticipated to increase productivity and reduce operational costs in the **insurance industry** by up to 40%.[1]

AI in **healthcare** is expected to grow at a compound annual rate of 38.5% from 2024 to 2030 to reach USD 187.7 billion by 2030.[2]

Spending on generative AI within the **financial services & banking sector** is projected to surge to $85 billion (USD) by 2030.[3]

Sources: 1. Precedence Research, Artificial Intelligence In Insurance Market Size, Share, and Trends 2024 to 2034; 2. Grandview Research, AI In Healthcare Market Size, Share & Growth Report, 2030; 3. Statista, Banking sector gen AI spending forecast 2030.

and critical thinking of a project to be led by the humans aka the things we can choose to be responsible for. Morality is a component which AI is, as of today, unable to offer. Why is this? Well, humans use their morality as a guide to choose one's best action in a unique moment, in the unique circumstances. Each individual's morals are different, no one has the exact same morals, hence why AI cannot generate moral responses, because these cannot be specifically categorized as fact. As previously mentioned, humans have the ultimate situational intelligence, something where AI will never be able to outperform us. However, this intelligence is only able to form if the person uses their whole human body and mind which is only capable when one is able to see the context of a situation. Without this capability we are not unleashing the full potential of our beings, which limits our value. To wrap this section up we would like to highlight what AI does have. AI has access to knowledge, not intelligence, a sliding on/off switch and the opportunity to change the world.

Understanding AI Accountability

Let's say you have an employee who is using AI, as allowed through the company regulations, and he/she has started to produce work of a better quality than ever before. But one day, he/she and the AI produce an outcome which is inaccurate and could have been catastrophic for the company if any projects were created based on this information. Nowadays, you might call that employee in and ask what went wrong and what they will do to ensure it does not happen again.

However, this time, the employee does not know what went wrong. Where does the accountability lie for the mistake? The human or the GenAI? Is the AI still to blame even if the human did everything right? How much do we associate a mistake with AI and the person who used the AI? At what point do we fire humans but not AI? Can we fire AI? To whom do you complain about the AI if it keeps producing inaccurate results? A chatbot? The chatbot is an AI too, what if it also makes a mistake?

Today, there is a spread of what has been stated to be 'fake news'. The spread of this news is becoming more and more prevalent in today's society, and it is related to the mass polarization which we can see within our politics, ideologies and religious beliefs. AI has been known to source data from all the information banks it has access to in order to generate information to the requester. Some of these websites might be authentic, academically peer reviewed websites or articles and some might be Wikipedia or a blog post made by someone in the city of South Dakota in the state of North Dakota in the county of West Dakota where their kids go to school in East Dakota High School. AI then generates this information as if it was the most realistic thing you have ever read and when you ask if it is accurate, you can almost never convince the AI that it is wrong.

AI has started to evolve multiple different functions, from generating essays to being an emotional support to being able to help you cook a dish by telling it what ingredients you have. The first responsibility we have is to put AI into a place where we have control over it and it does not have control over us, meaning using the correct AI in the correct circumstance. We have the responsibility to ensure we categorize the AI before it categorizes us. One of the largest misconceptions with debating the responsibility of using AI is that it is going to be Digital department's responsibility and they will sort it out and tell us what to do. This is wrong. We cannot let

> Some people call this artificial intelligence, but the reality is this technology will enhance us. So instead of artificial intelligence, I think we'll augment our intelligence.
>
> **—Ginni Rometty**
> Former CEO, IBM

one group of individuals be in charge of such a powerful tool, AI is a new language which we are all going to have to learn at some point in our careers. We all have to be responsible for the use of AI because if we all understand the ways of working with it and how to effectively collaborate with it, then we will be able to create breakthroughs which are unprecedented whilst keeping our access to AI responsible. AI is something which anyone with the Internet, a tech device and an account can access and this access can be positive and/or negative.

Organizations must create guidelines which both allow employees to use it to its full potential, but also ensures that AI is not running the company instead of humans running it. This is a very fine line. We have to draw it with a very sharp pencil with a very straight ruler. Why a pencil? So we can erase it when we realize it might not be the right guideline. This being said, the guidelines have to be set and clear to employees so there is as little confusion as possible and organizations will have to be able to find ways to allow questions to be answered.

A Call to Action

What exactly *does* it mean to "be human"? Being human is not very easy but it is also not very hard. To be human, one must understand what being human is. This is not what Google tells you, this is not what AI tells you, but what you, the human being, tell yourself. There is no right answer, there is no wrong answer, but to fully be able to enhance what you are capable of as a human, you must first understand what it means to be human and wonder when you are acting as a human being and not a human doing

Additionally, what traits make you human? We have already stated some traits which make you human throughout this paper, but it is extremely important to understand what you are capable of as a human to be able to put attention on these. If we are not able to identify what the advantages are of being human, we will not be able to put these traits forward, master them and then bring these traits into our value as humans. Lastly, consider this: Why are you not a robot?

This question seems very simple at first glance, but the more you think about it, the harder it seems to answer without the first and second question answered first. We cannot be compared to robots, we are not like them in any manner, but why? We put things into categories, we count things, we calculate, but is this the best use of who we really are?

As an exercise, mentally retract yourself from the world you currently see. Take a step back and look at what is truly around you, how everything around you is a true piece of art, not something to use but something to enjoy and appreciate. Think about how you see the world, as a sum of objects which are meant to be used or as singular pieces of art meant to be enjoyed and never fully understood.

When it comes to AI, understanding that it is a piece of art which has been created through the art of coding, enjoy it, hack it, and do not let it rule your life, the same way you do not let your coffee mug rule your life. Live your life like a poet, find inspiration in things which you have never truly noticed before, when you travel back to your home, look and truly look at what aspects of this voyage you might always miss, how the building you "see" every day is actually someone's masterpiece not just a building to be used. Be inspired, be encouraged, be you, be human.

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