# Implementation Challenges & Change Management - Change Management Submission Template

1. Resistance to Change: Identify factors causing resistance to IT transformation.

2. Change Management Strategy: Propose a structured approach to handle transitions.

3. Employee Training Needs: Recommend training programs for IT adoption.

Outcome: A strategic plan for implementing IT changes smoothly.

1. The factors causing resistance to IT transformation in Duolingo

They may have serveral factors causing the resistance of the team to AI transformation in Duolingo.

**Decreasing of the quality of content :** AI may ignore the cultural context and language subtleties, which resulting in incorrect or inappropriate content in the course. To be specific, Duolingo use the short course to help people learing language, and AI is considered to lack deep and reasonable thinking when generating new content, some think that AI may get a misinterpretion to the language, which result in superficially designed courses that lack depth and compromise educational quality at a deep level.

(*The Pitfalls of Duolingo’s Shift from Professional Translators to AI Post-Editors* - [www.at-it-translator.com/pitfalls-of-duolingo-shift-from-professional-translators-to-ai-post-editors](http://www.at-it-translator.com/pitfalls-of-duolingo-shift-from-professional-translators-to-ai-post-editors))

**Data Privacy Concern** : Training AI model will use a huge amount of data, which means that Duolingo needs to collect user data to enhance the performance of the AI model. User may be concerned about whether the data is being used properly and the data breaches could also lead to privacy issue. Also, using cloud storage means that the data is seperated to the worldwide, this may further reinforces user’ concerns.

(*A Critical Review Of Duolingo AI’s Harmful Effects* - [https://aijokers.com/ai-review/a-critical-review-of-duolingo-ais-harmful-effects](https://aijokers.com/ai-review/a-critical-review-of-duolingo-ais-harmful-effects/?utm_source=chatgpt.com))

**The negative feedback from user** : User negative feedback may lead to the failure of changing to the usage of AI. Due to the data privacy and quality concern, some users may publicly abondon the app and encourage others to follow suit. Such actions may result in significant user attrition, reinforcing resistance to AI-driven transformation.

(*Duolingo’s Bold AI Gamble: Expansion Triumph or Quality Sacrifice?* - <https://westislandblog.com/technology/duolingos-bold-ai-gamble-expansion-triumph-or-quality-sacrifice/>)

**The resistence from employee** : Employee may be concerned about lossing their job or reducing benefits. Duolingo have announced that some of the work is replaced by AI, and Duolingo will hire talents that would focus narrowly on roles that could not yet be automated. Those action may cause the panic of current and potential employee and cause the resistance of AI transformation.

**(***Duolingo Embraces AI: The Impact on Language Learning-*<https://undergroundreporter.org/artificial-intelligence-ai/duolingo-embraces-ai-the-impact-on-language-learning>)

2. Change Management Strategy

Using ADKAR Model can eliminate the resistance of transitions. ADKAR is published by Prosci, spliting transitions into 5 steps, Awareness, Desire, Knowledge, Ability and Reinforcement.

(ADKAR - <https://www.prosci.com/methodology/adkar>)

* Awareness

People must understand why the change is happening. To be specific, Duolingo should organize some activities to raise employee awareness about why using AI to replace old job and generate new content.

* Desire

People should be eager to the change. Duolingo should involve employees and users in AI generation and cloud computing pilot programs to demonstrate that AI will help them for better work rather than eliminating their benefits.

* Knowledge

People know how to implement change. Duolingo should set training to different role, for example, content creators learn how to use AI for the inner workings like review workflow, developers learn how to use AI for better code working.

* Ability

People have the ability to use the change part to the real work. Duolingo should make good use of AI and cloud storage in different area of work and encourage the assist peers in adopting new tools.

* Reinforcement

Reinforcement to sustain the change. Duolingo should continually monitor the usage of AI and use rewards, feedback, accountability to sustain the change over time.

3. Employee Training Needs: Recommend training programs for IT adoption.

There should be different training programs for different area that AI will use, for example, the content team need to use AI to generate new courses while the developing team needs to use it for coding.

The training procedure can follow the basic learning procedure in Duolingo app. It can use the gamified learning path and microlearning to train the stuff using AI. Gamified learning like Duolingo’s user path, stuff can get points after each module, and each module can be designed to short, digestible lessons for stuff to better using their time.

In addition to formal training, peer guidance should be encouraged. Employees who have used or have basic knowledge of AI can be the pioneers of the team, providing hands-on support, answering questions, and sharing best practices across teams. The help from other team members will inspire the transition and have good influence on the changement.