What did Pachidi observe at the telecommunications company?

A   staff disagreeing with the recommendations of AI
B   staff feeling resentful about the intrusion of AI in their work
C   staff making sure that AI produces the results that they want
D   staff allowing AI to carry out tasks they ought to do themselves

Another issue is the extent to which the technology influences or even controls the workforce. For over two years, Pachidi monitored a telecommunications company. 'The way telecoms salespeople work is through personal and frequent contact with clients, using the benefit of experience to assess a situation and reach a decision. However, the company had started using a[n] … algorithm that defined when account managers should contact certain customers about which kinds of campaigns and what to offer them.'

The algorithm – usually built by external designers – often becomes the keeper of knowledge, she explains. In cases like this, Pachidi believes, a short-sighted view begins to creep into working practices whereby workers learn through the 'algorithm's eyes' and become dependent on its instructions. Alternative explorations – where experimentation and human instinct lead to progress and new ideas – are effectively discouraged.

Pachidi and colleagues even observed people developing strategies to make the algorithm work to their own advantage. 'We are seeing cases where workers feed the algorithm with false data to reach their targets,' she reports.
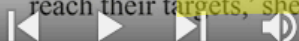
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