

What If Your Most Human-Centric Leader Is a Machine?

Mary Mesaglio

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What Do You See?



Source: Paro Robots

Now What Do You See?



Source: Paro Robots

Humans Have Always Anthropomorphized Machines



Four Key Ideas

1. The era of generative AI will shift human-machine relationships.
2. To get these relationships right, we need machine experts and human experts.
3. The key relationship shift is from designing for attention to designing for intimacy.
4. We will need guiding principles to address unforeseen dilemmas.

The Era of AI Is About Human and Machine Relationships

From What They Can **Do** for Us to What They Can **Be** for Us



Conversational — Interactive — Empathic — Teachable

From What They Can **Do** for Us to What They Can **Be** for Us

Tool

- Calculates
- Organizes
- Surveils
- Monitors
- Corrects
- Reminds

Teammate

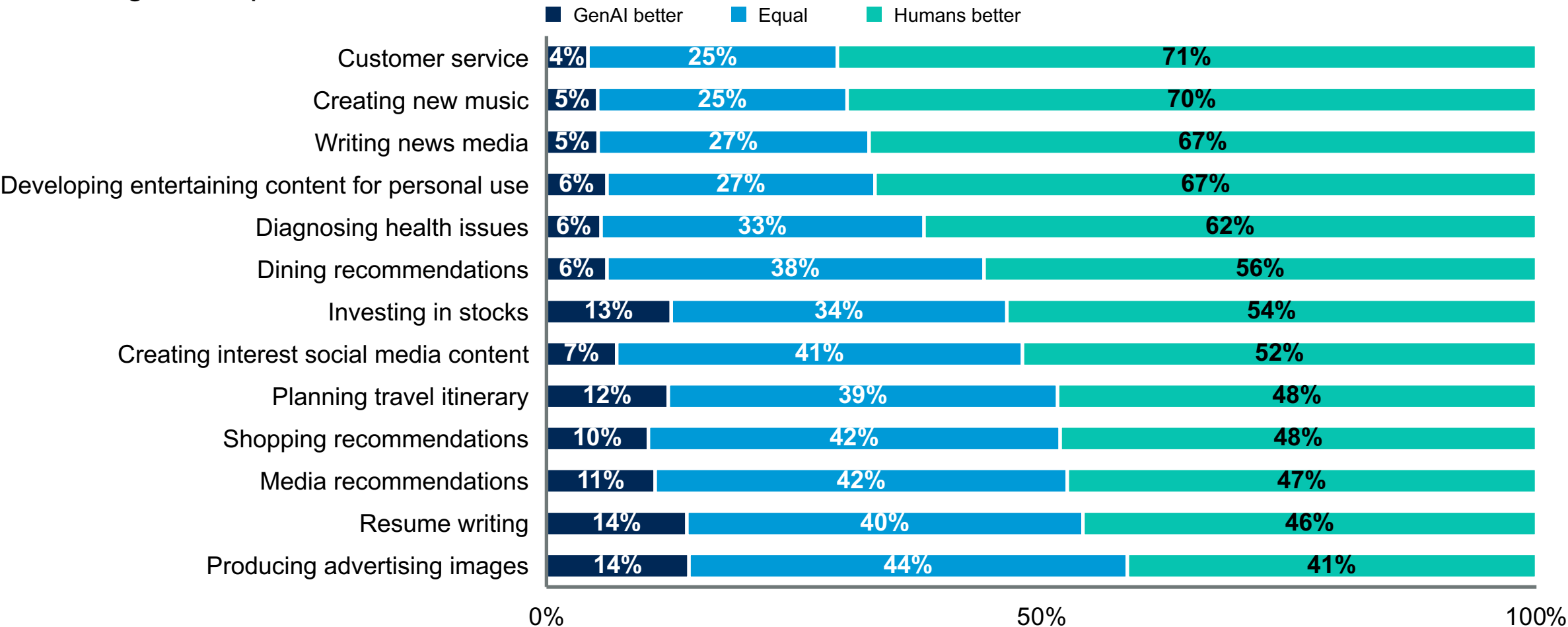
- Teaches
- Advises
- Confidant
- Decides
- Supervises
- Co-Creates

Conversational — Interactive — Empathic — Teachable

Consumers Want Gen AI to Remove Drudgery

Belief in Optimal Ability Between Humans and Gen AI by Task

Percentage of respondents



n = 310 respondents
Q: Please tell us who would be better suited to perform each of the following tasks: real people or generative AI?
Source: Gartner Consumer Community 30 June to 7 July 2023

Would You Let a Machine ...

- Do a financial audit?
- Hand out a traffic fine?
- Give a performance evaluation?
- Be your boss?
- Give a medical diagnosis?
- Be your child's nanny?
- Give a verdict in a court case?

What Relationships With Machines Are Healthy?

Key questions revolve around decision-making and responsibilities:

- Decisions that are **augmented** by a machine.
- Decisions that are **delegated** to a machine.
- Decisions that are made **machine-to-machine**.
- Decisions that **only a human** can take.



Calling all ethicists, behavioral scientists, anthropologists and sociologists.

Three Design Concepts for Humans and Machine

Digital Disinhibition

- When you behave differently online — or with a machine — than you would in person.
- Toxic disinhibition.
- Intimate disinhibition.

Universalization and Expectation

- Children universalize tech features.
- We transfer expectations from one customer experience to another.

Algorithmic Aversion

- Describes biased negative attitudes to an algorithm; a situation in which humans reject information coming from a machine that they would accept if it came from a human.

The Key Shift Is From Attention to Intimacy



**What responsibility
do AI service providers
have to their users?**

Source: Wikimedia Commons

Key Issue Take-Away:

**“When we invent a new technology,
we uncover a new class of responsibility.”**

— Tristan Harris and Aza Raskin, Center for Humane Technology.

Recommendations

- ④ Design your AI solutions with the human-machine relationship in mind.
- ④ Don't wait for the regulatory environment to catch up.
- ④ Decide what a healthy human-machine relationship looks like.
- ④ Decide what unhealthy human-machine relationships look like and what you won't countenance.

Recommended Research

- 🔍 [AI Ethics: Use 5 Common Principles as Your Starting Point](#)
Frank Buytendijk, Erick Brethenoux, Jim Hare and Svetlana Sicular
- 🔍 [Tool: How to Build a Digital Ethics Curriculum](#)
Frank Buytendijk
- 🔍 [Actionable Values: A Four-Step Approach to Inspire and Retain Employees](#)
Gabriela Vogel and Mary Mesaglio
- 🔍 [Board Brief on Generative AI](#)
Tina Nunno, Jon Aronoff, Van Baker and Avivah Litan