AMCON
Software,die bewegt

UNIVERSITY OF TWENTE.

Künstliche Intelligenz & Digitale Arbeit gestalten: Ein Fahrplan zur Arbeit der Zukunft

Dr. Joschka Hüllmann, für AMCON GmbH, 2025

Über mich

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Forschungsschwerpunkte:

– Change Management für innovative Technologien

– People Analytics und Algorithmisches Management

– Analyse Digitaler Fußspuren

– Social Process Mining

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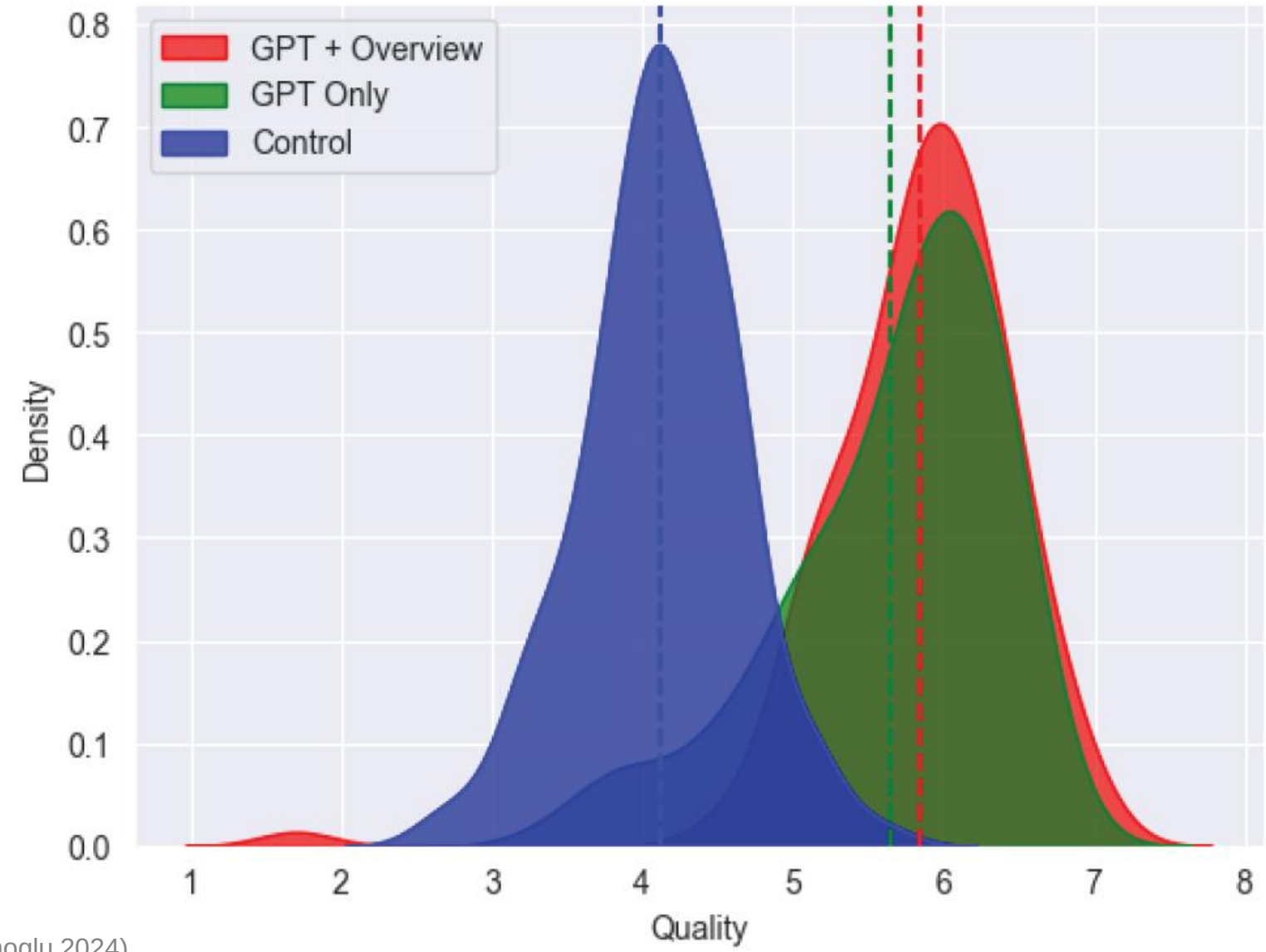
Produktivitätssteigerung in Wissensarbeit



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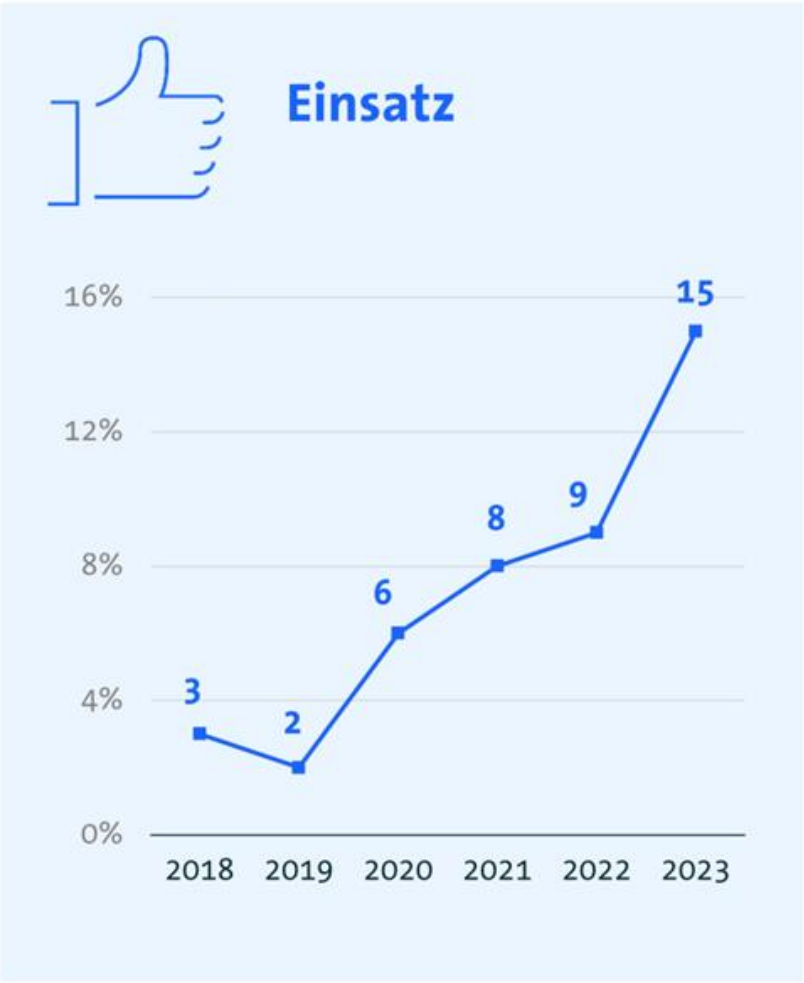
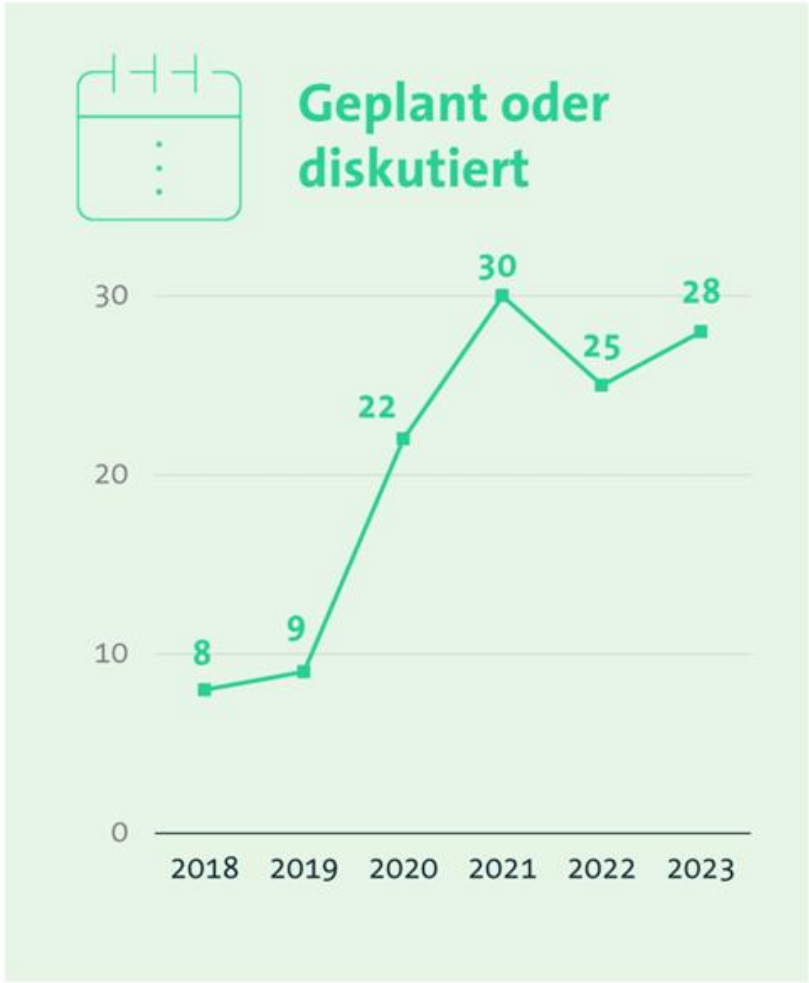
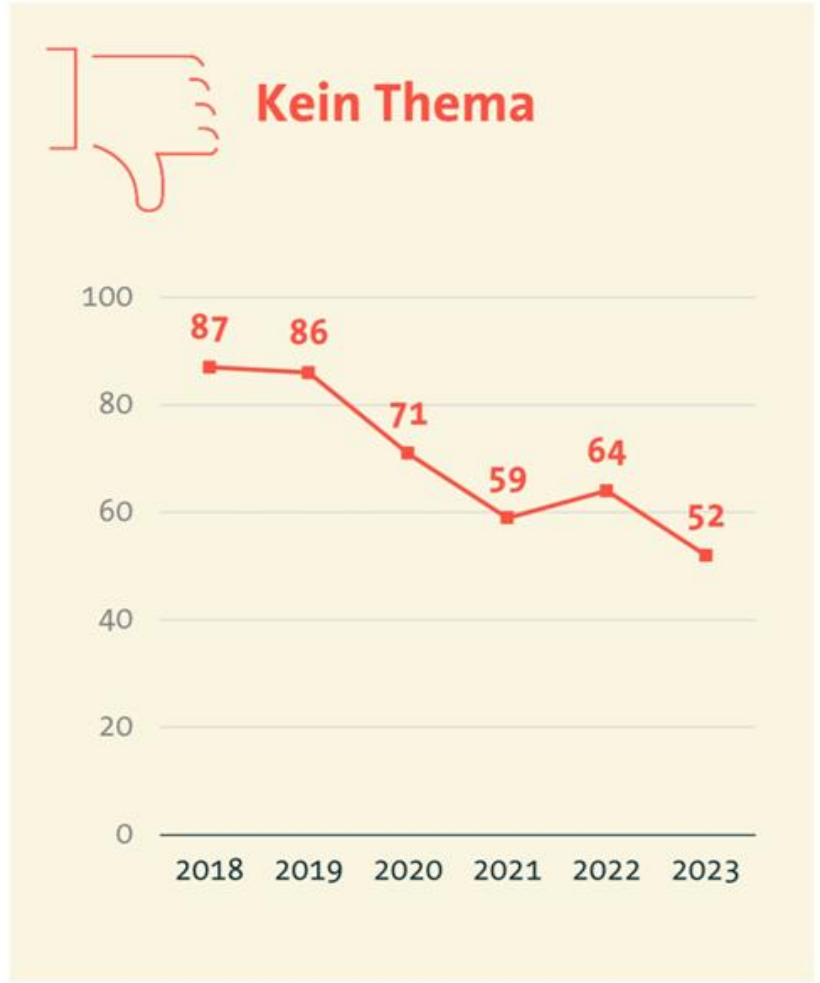
(DellAcqua et al. 2023, p.28; Acemoglu 2024)

Steigender Bedarf

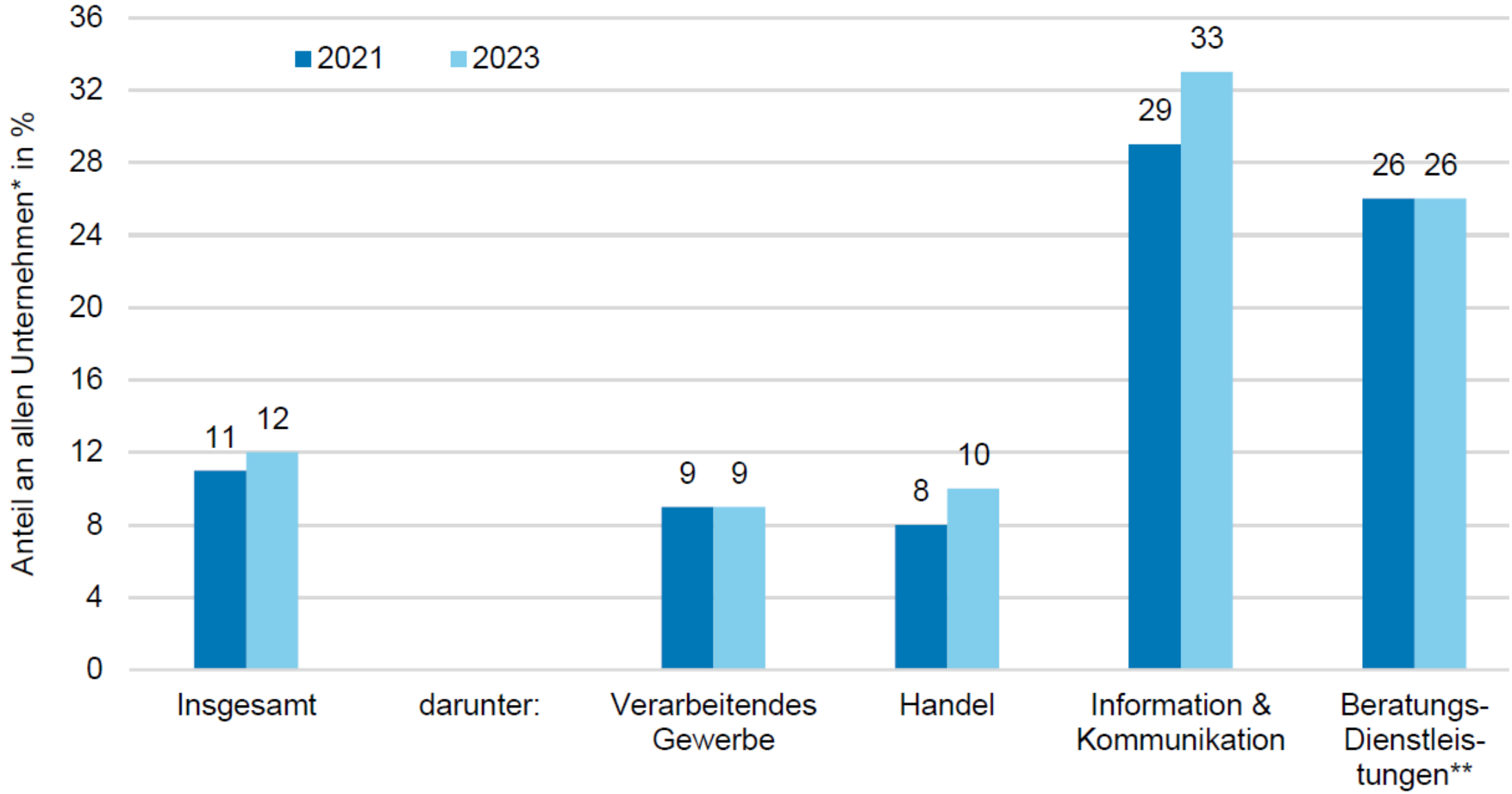






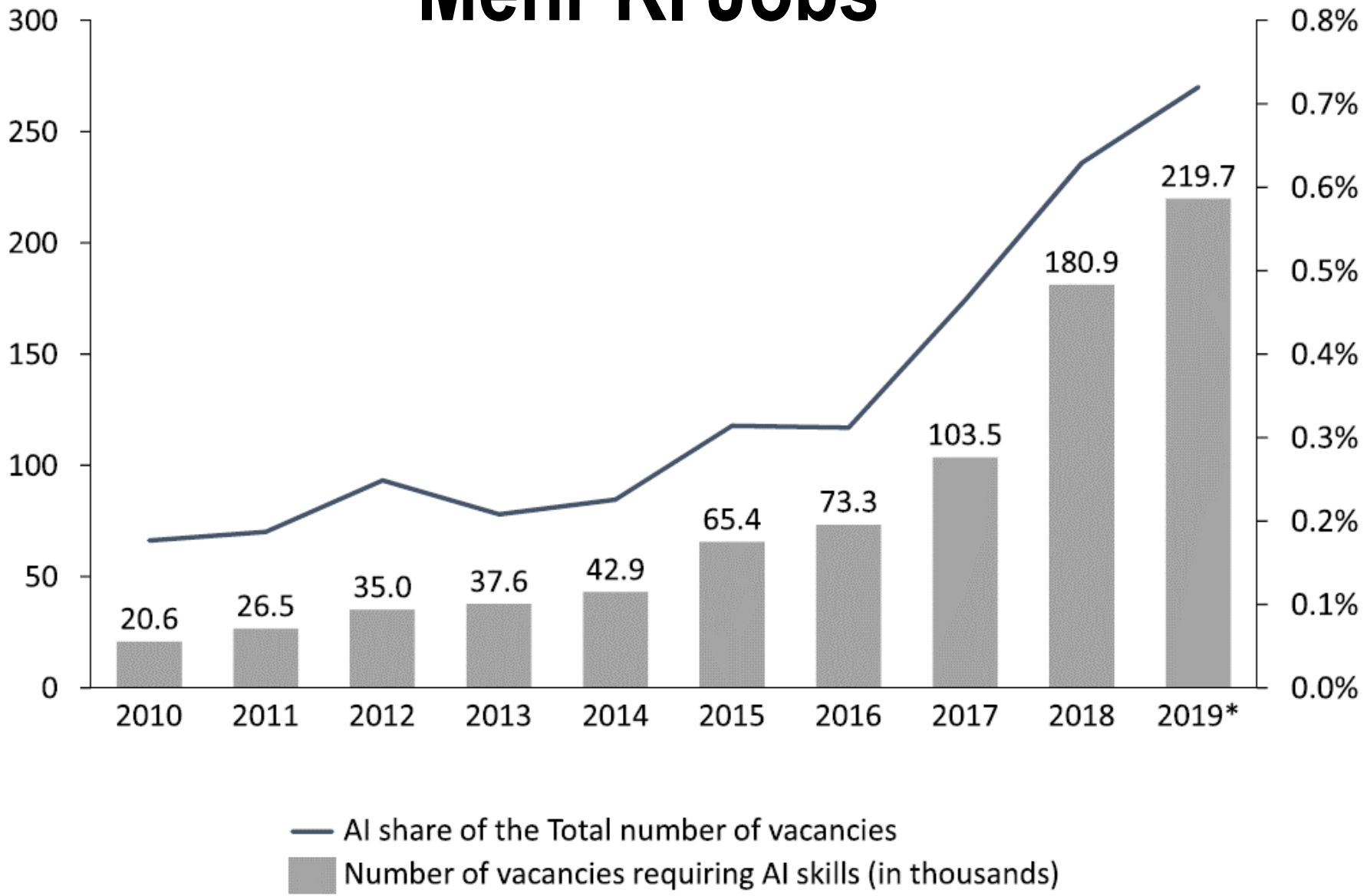
(Brynjolfsson and McElheran 2016, p. 135; Bitkom Research 2023)

Viele Branchen sind von KI betroffen



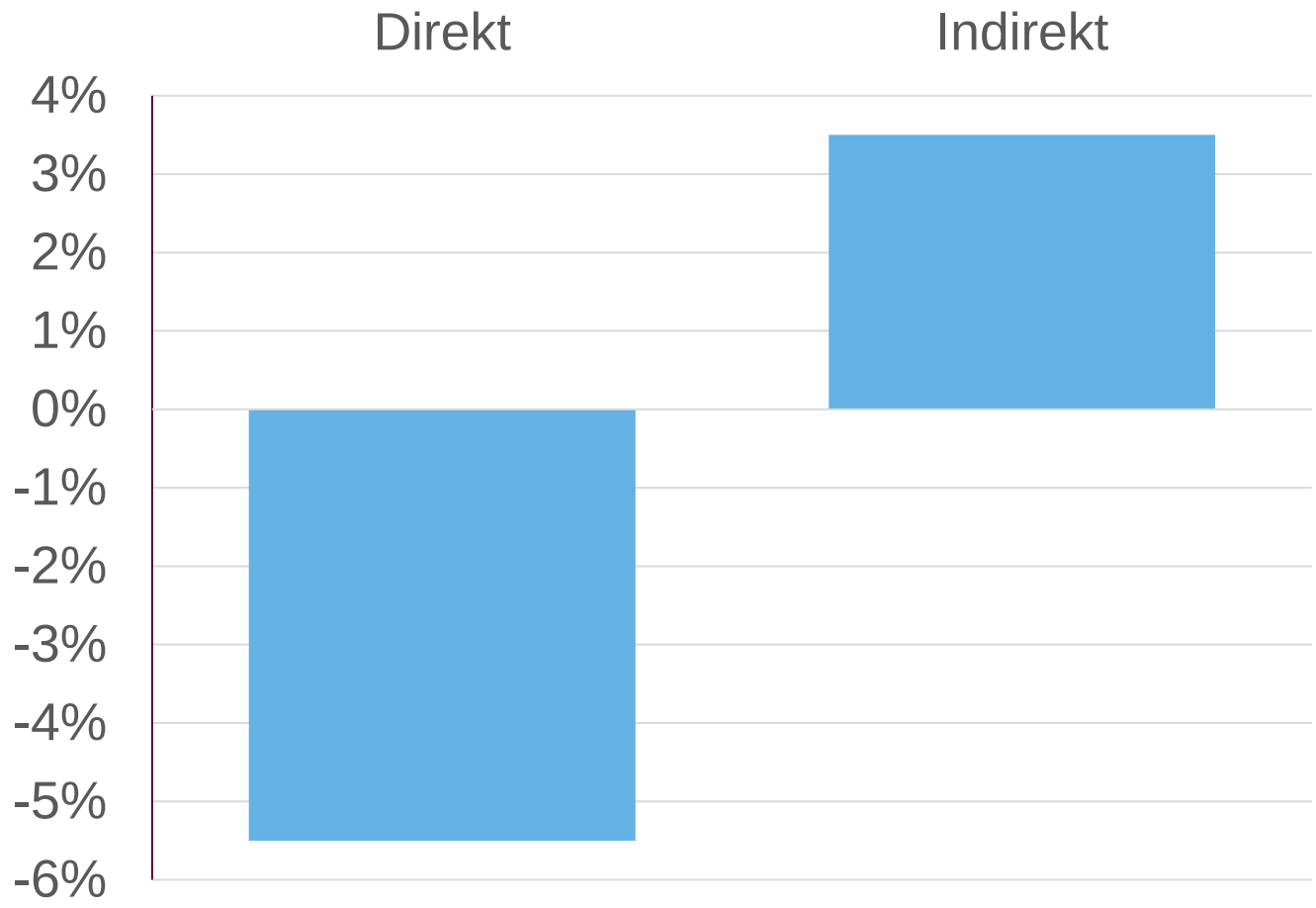
(Hatzius et al. 2023, p. 10; BMWK, p. 9)

Mehr KI Jobs

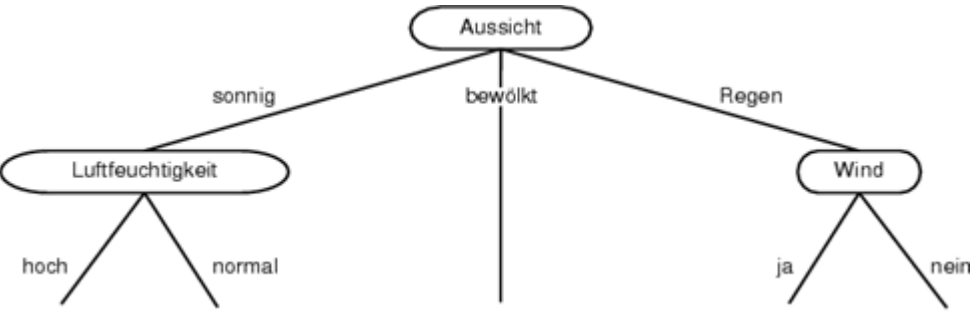


(Alekseeva et al. 2021, p. 5)

Lohn Effekte



(Acemoglu et al. 2023, p. 23)


Aussicht
sonnig
bewölkt
Regen
Luftfeuchtigkeit
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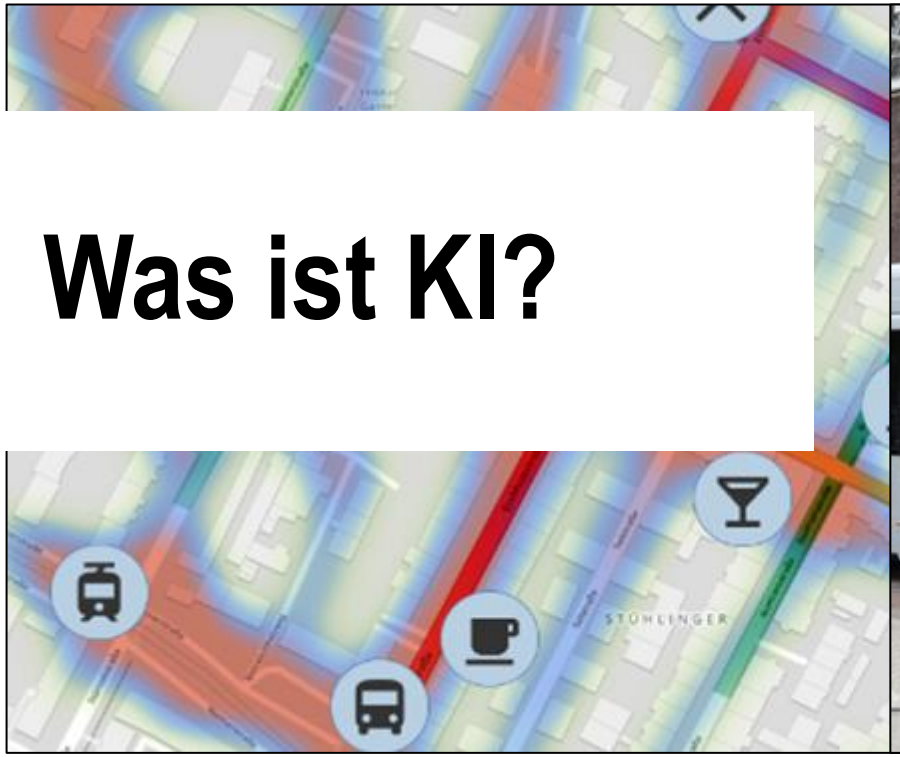
Was ist KI?



RET Rotterdam
1402

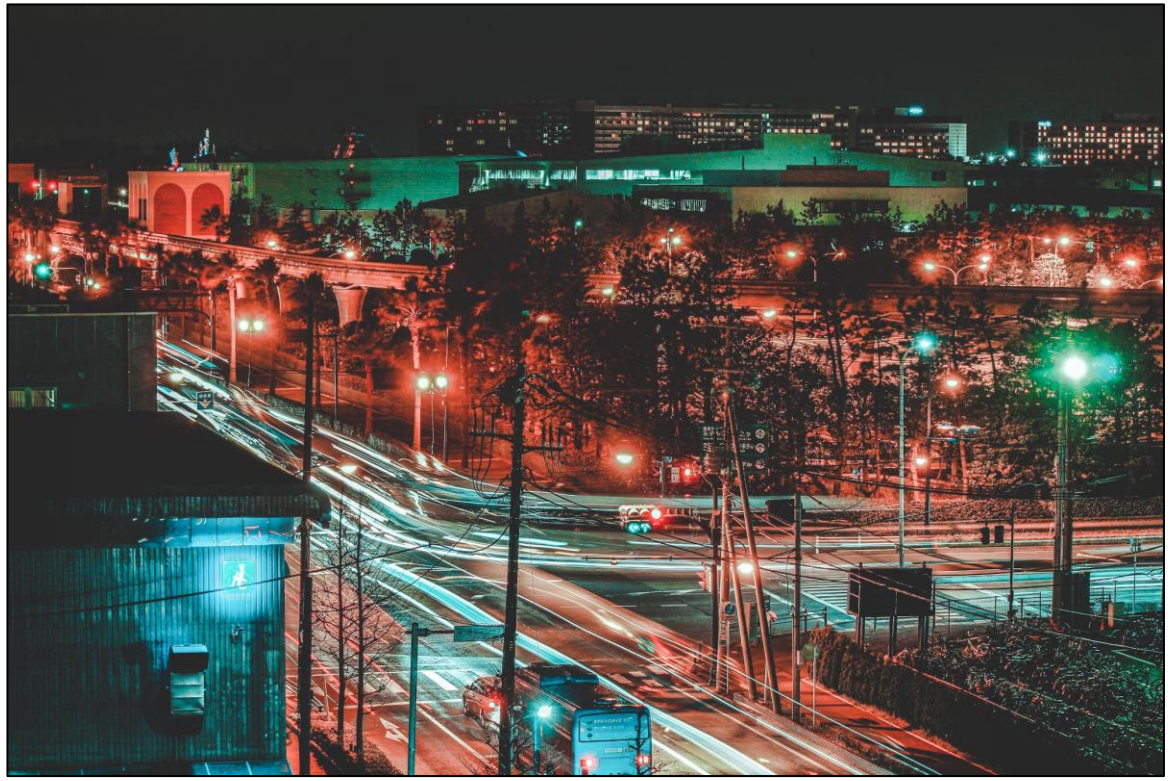
Kundenservice

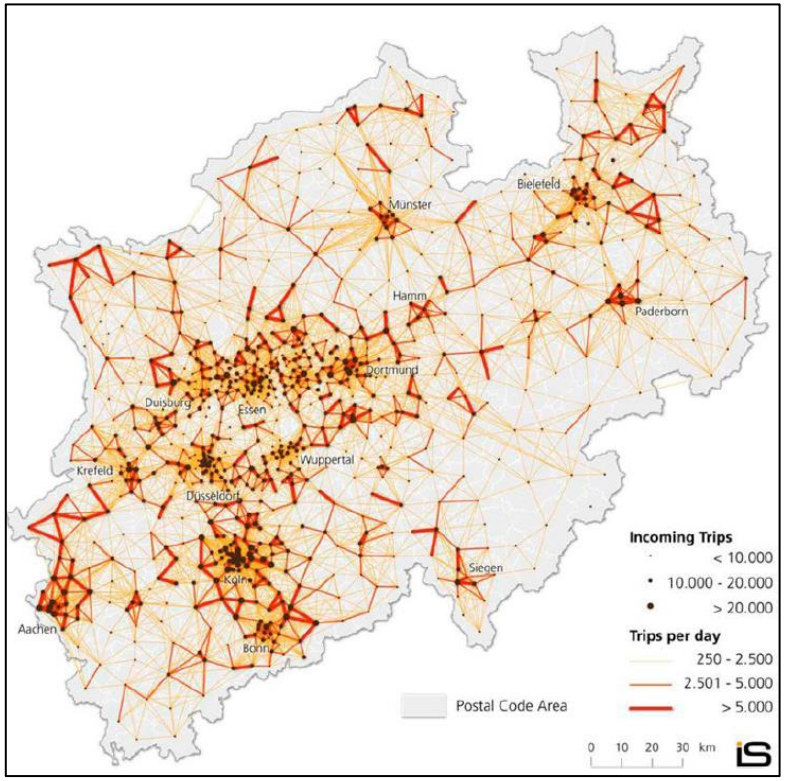
Chatbots:

- Anfragen filtern
- Information ausgeben
- Service Delivery monitoren
- Historie zusammenfassen
- Aufgaben automatisieren
- Multitasking

(Vassilakopoulou et al, 2023; Gnewuch et al., 2024)

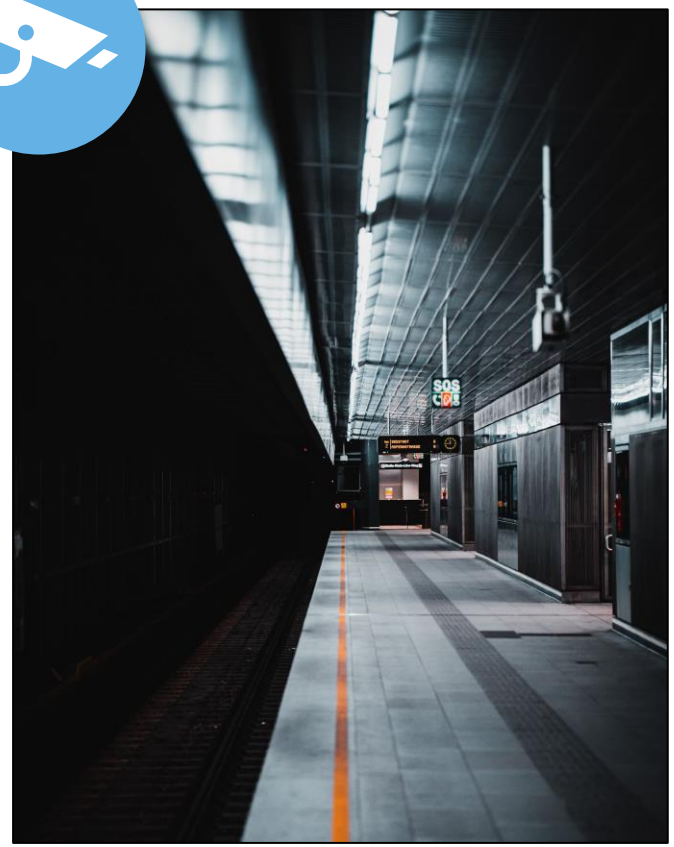
Verkehrsanalyse

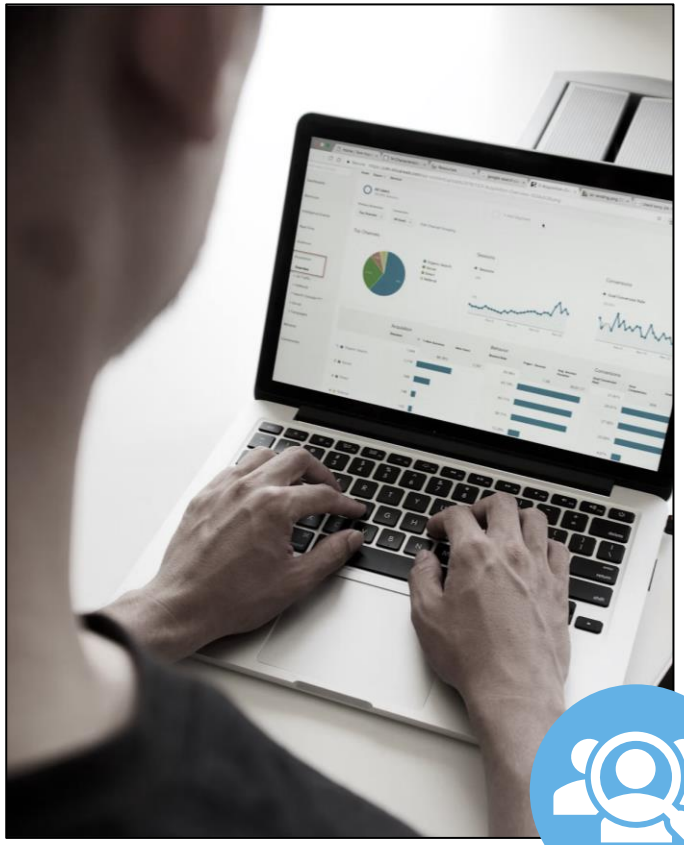




(Fina et al., 2021; Abirami et al., 2024; Cao et al., 2024)

Personenanalyse





(Laufs et al., 2020; Ullah et al., 2023; Waardenburg et al., 2021)

Autonome Fahrzeuge

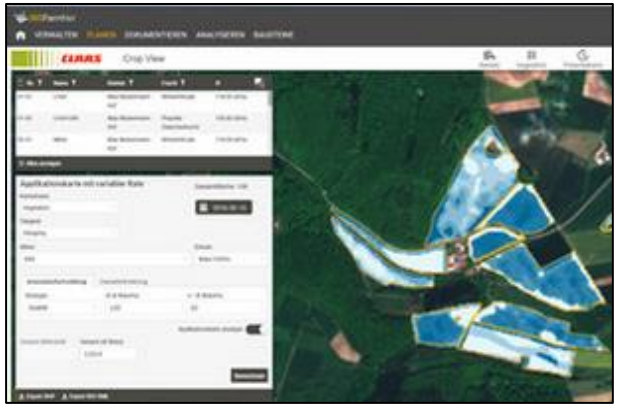
„Der Betrieb wurde mit dem erfolgreichen Projektende eingestellt.“

https://www.vdv.de/liste-autonome-shuttle-bus-projekte.aspx

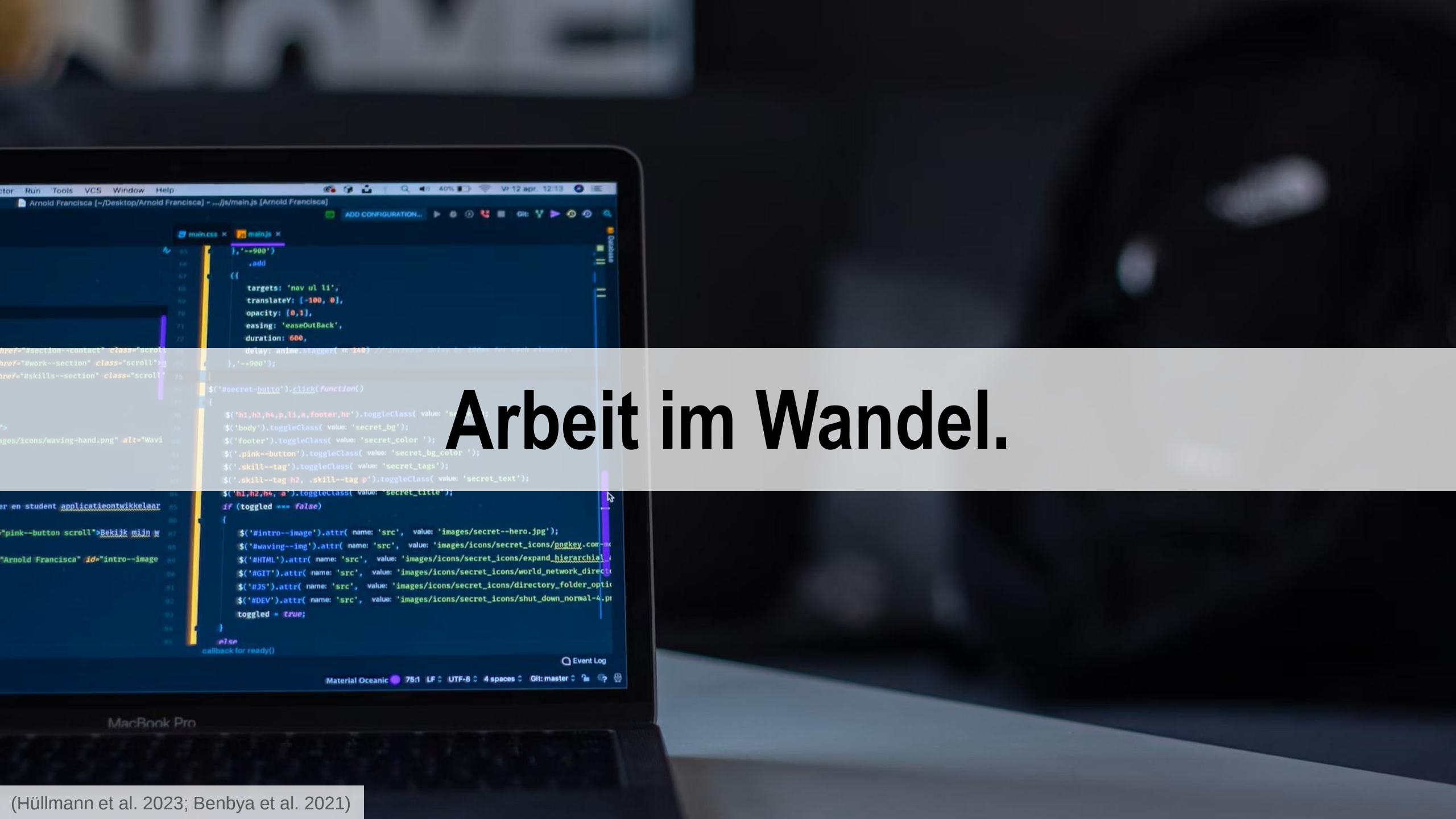
Planung & -steuerung

(Abdelwahed et al. 2020, 2021)

Smart Farming

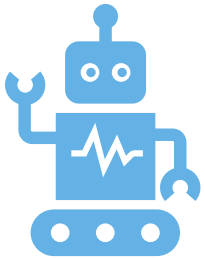


(van Klompenburg et al. 2020; Hüllmann et al. 2023)



(Hüllmann et al. 2023; Benbya et al. 2021)

Ist KI anders?



KI Eigenschaften

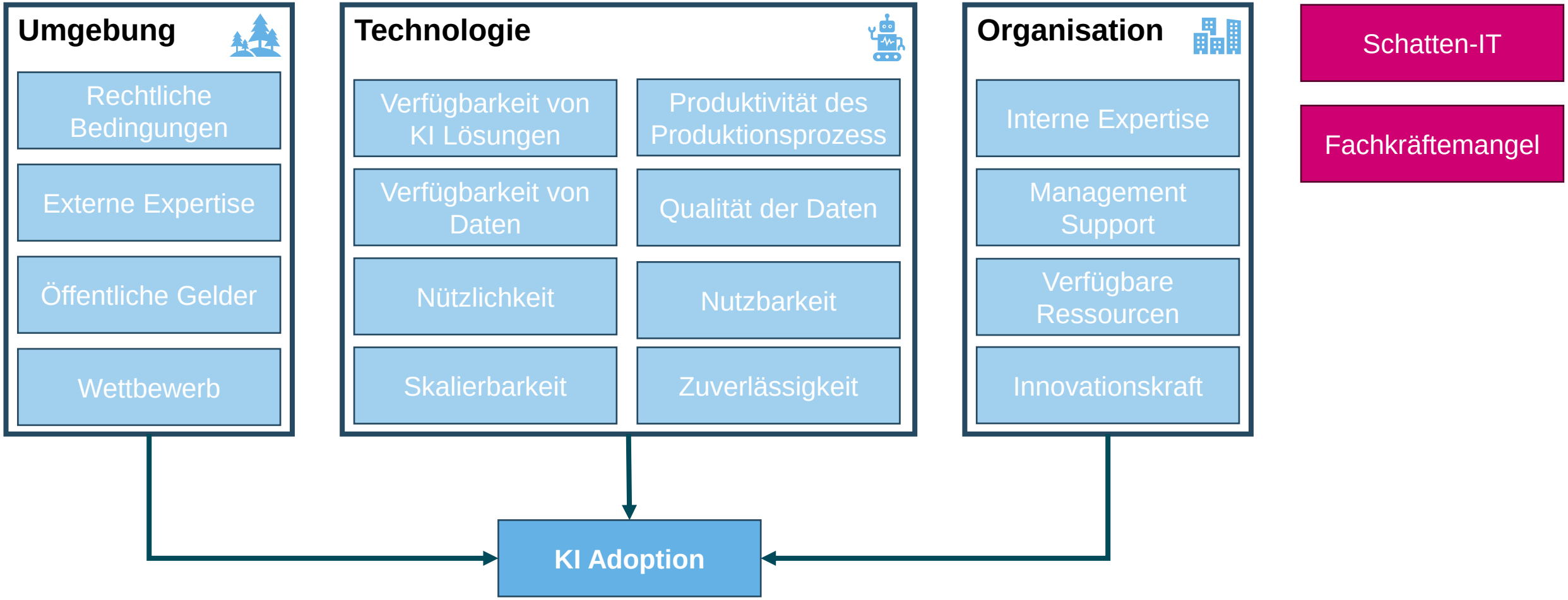
1. KI-Modelle sind eine “Blackbox”.
2. KI-Modelle haben Fehler und Unsicherheiten.
3. KI-Modelle bauen dauert lange.
4. KI-Modelle haben systematische Verzerrungen.

Menschliche Eigenschaften

1. Vertrauen in Mensch vs. Künstliche Intelligenz.
2. Aversion gegen Künstliche Intelligenz.

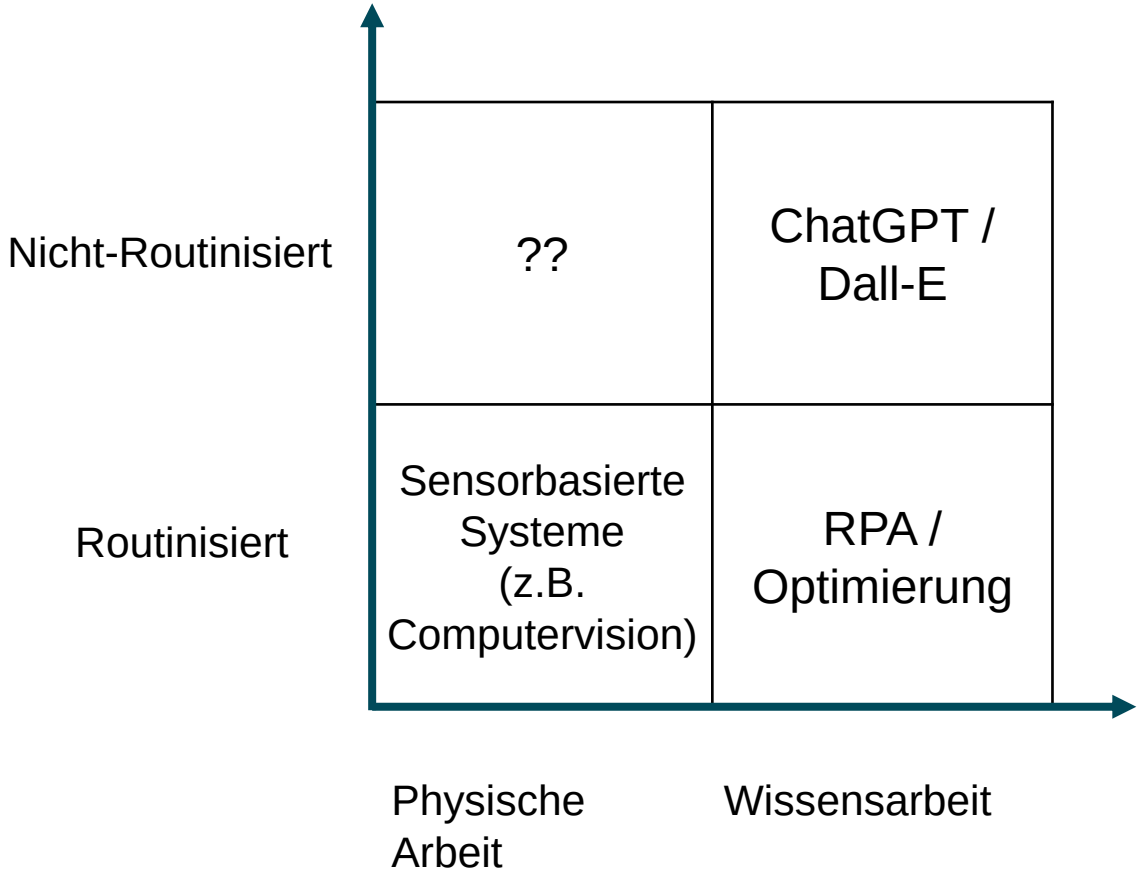
(Venkatesh 2022)

Adoption von KI (Unternehmenssicht)



(Demlehner and Laumer 2020; Tornatzky et al. 1990; Brynjolfsson and Mitchell 2017; Cowston and Bolici 2019)

Welches KI Tool ist das richtige?



Adoption von KI (Unternehmenssicht)

„Unsere Daten stecken in Silos und haben uneinheitliche Formate.“

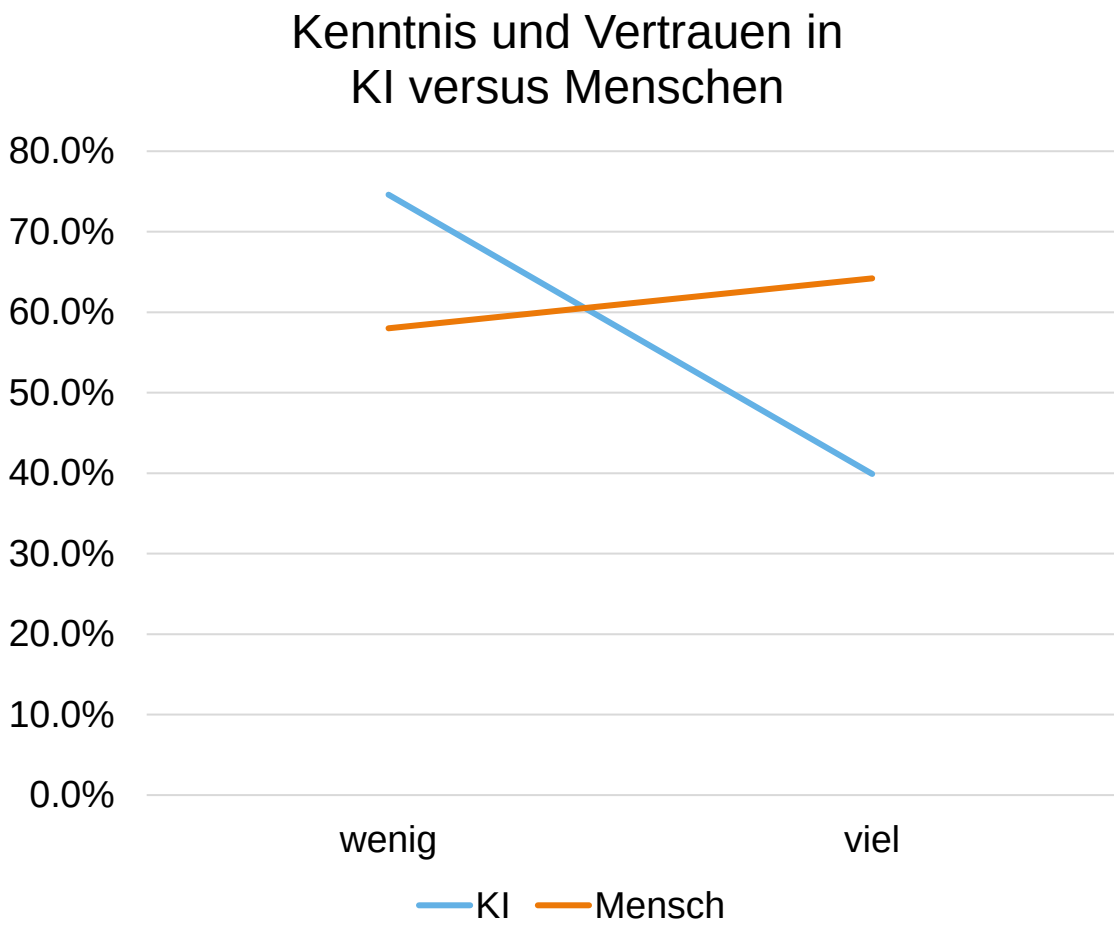
„Wir haben nicht das Know-How.“

„Die Mitarbeiter bevorzugen bewährte Prozesse.“

„Sorge vor Kontrollverlust und Relevanzverlust.“

(Ångström et al. 2023; Rampelt et al., 2025)

Adoption von KI (Nutzersicht)



Mehr Toleranz gegenüber Menschen
Fehler durch KI bleiben hängen.
Fehler durch Menschen werden verziehen.

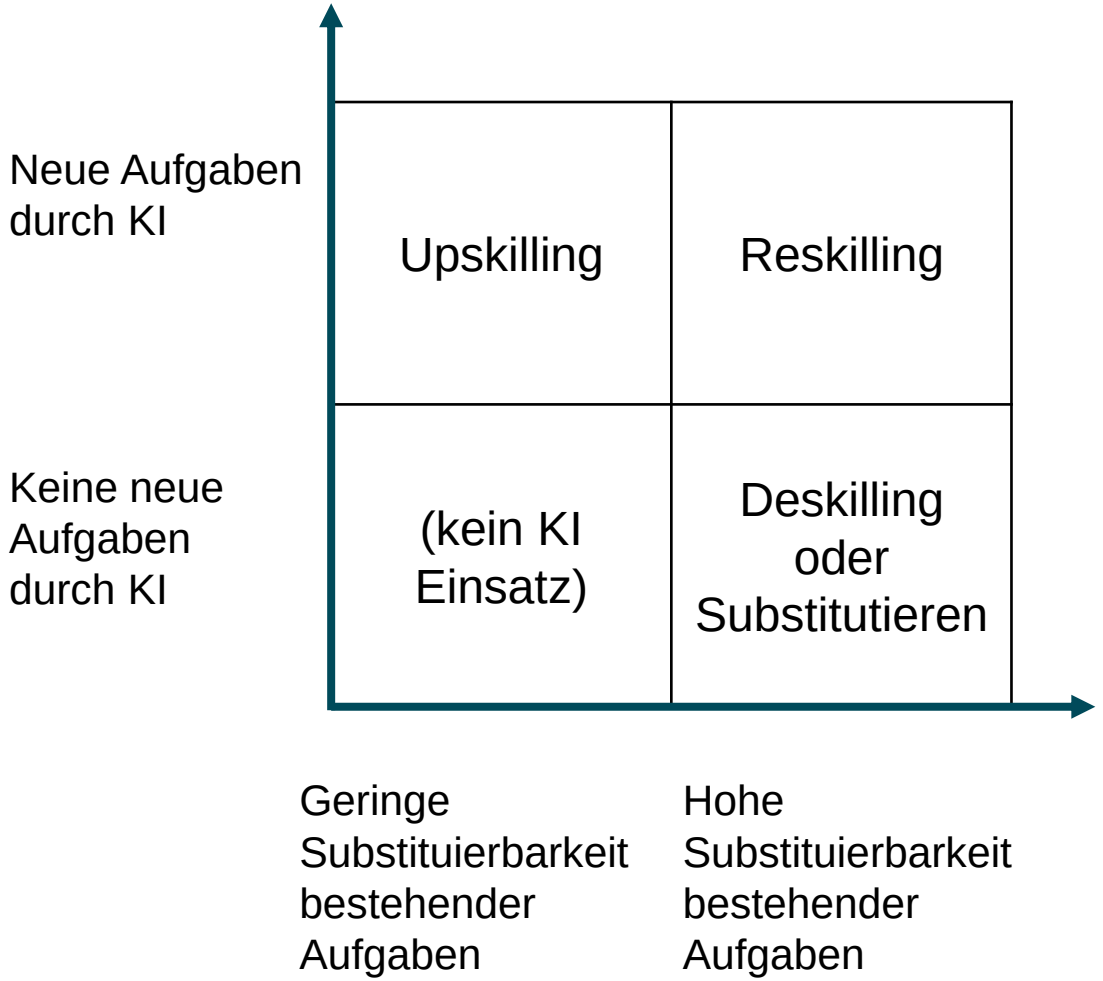
Je mehr man es kennenlernt,
→ desto kritischer werden Nutzer.

Je besser man es versteht,
→ desto einsichtiger werden Nutzer.

Vertrauen & Wissen schaffen, Erwartungen managen!

(Berger et al. 2021; Dietvorst et al. 2015; Kocielnik et al. 2019; Logg et al. 2019; Bitzer et al. 2021; Thiebes et al. 2021; Araujo et al. 2020; Hüllmann et al. 2023)

Mitarbeiterentwicklung für KI



(Assis Dornelles et al. 2023)

KI „Literacy“ schaffen

Etablierte Lernformate

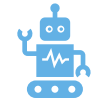
Dimension der Befähigung

- Wissen
- Awareness
- Skills
- Kompetenzen
- Erfahrung

Themenbereich

- KI Modelle
- Daten für KI
- KI Schnittstellen
- KI Tools
- Mensch & Organisation
- Querschnitts-themen

Auswirkungen auf KI Implementierung



(Pinski and Benlian 2024)

Sinn der Arbeit bei KI

KI Implementierung

1. Substitution
2. Neue Aufgaben (spannend)
3. Neue Aufgaben (langweilig)
4. Verbessern existierender Aufgaben

Bedeutungsvolle Arbeit

1. Integrität der Aufgaben
2. Kompetenzentwicklung und –nutzung
3. Wichtigkeit der Aufgaben
4. Autonomie
5. Zugehörigkeit

(Bankins and Formosa 2023; Bailey et al. 2019; Lipschitz et al. 2023)

Danke.

Jetzt sind Sie dran!

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