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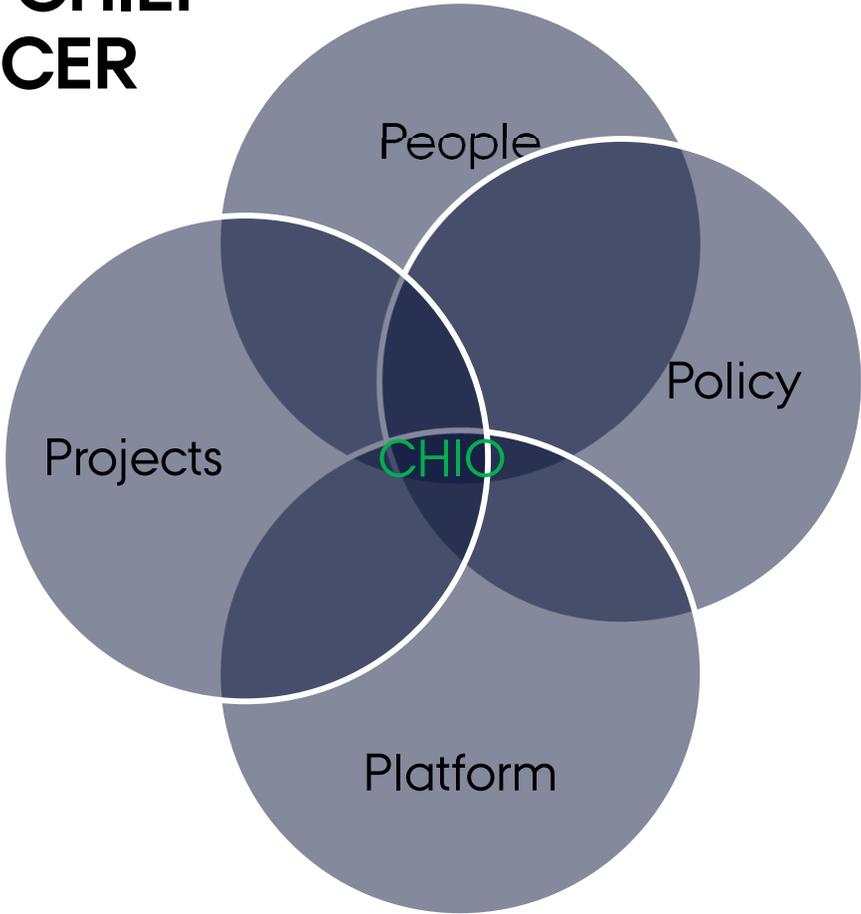
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# AI-AGENTER UDHULER DIN FORRETNING – HYBRID INTELLIGENS BYGGER DEN OP TRÆNING FOR FREMTIDENS CHIEF HYBRID INTELLIGENCE OFFICER (CHIO)



AI day  
2025-11-04

# THE FOUR SUB-FIELDS OF A CHIEF HYBRID INTELLIGENCE OFFICER



**1. People:**

- a) Human-AI collaboration mindset, (FERC: Frame - Explore - Refine - Commit)
- b) HI Change-management
- c) Human vs AI skills recognition

**2. Policy:**

- a) Organisational Compliance
- b) HI Vision
- c) HI organization Roadmap

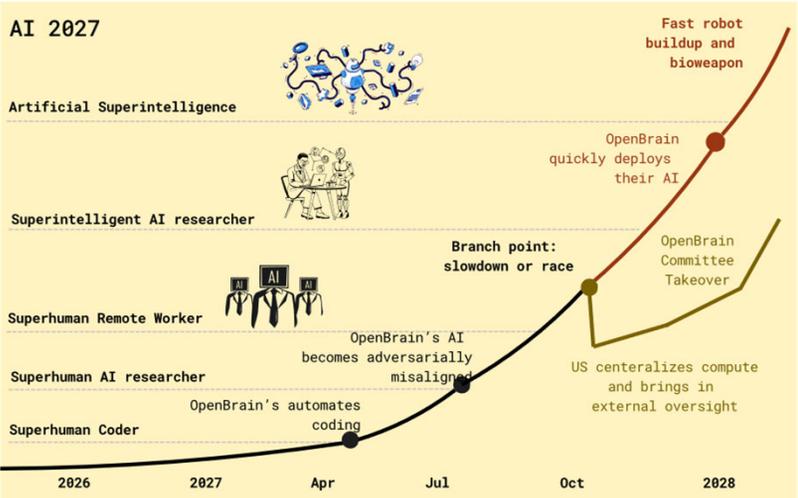
**3. Platform:**

- a) Model comparison
- b) Agent architecture

**4. Project/process:**

- a) HI accelerated innovation
- b) Use case library
- c) Prompt/chatbot optimization
- d) Vibe coding
- e) Workflow assistant design

# AI 2027 - A REALISTIC SCENARIO?



## AI 2027

Daniel Kokotajko, Scott Alexander, Thomas Larsen, Eli Lifland, Romeo Dean

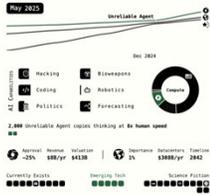
We predict that the impact of superhuman AI over the next decade will be enormous, exceeding that of the Industrial Revolution.

We wrote a scenario that represents our best guess about what that might look like. It's informed by trend extrapolations, wargames, expert feedback, experience at OpenAI, and previous forecasting successes.

What is this? How did we write it? Why is it valuable? Who are we?

Published April 3rd 2023 | PDF | Listen | Search  
Mid 2025: Stumbling Agents

The world sees its first glimpse of AI agents.



<https://www.youtube.com/watch?v=4EVN9CqbjY&t=2s>



Prof. Jacob Sherson

<https://ai-2027.com/>



# THE KLARNA EFFECT – HOLD YOUR FIRE

**Forbes** Join: \$1.50/wk Sign In

LEADERSHIP > CAREERS

## Klarna's AI Assistant Is Doing The Job Of 700 Workers, Company Says

By **Jack Kelly**, Senior Contributor. © Jack Kelly covers career growth, job market and workplace trends.

[Follow Author](#)

Published Mar 04, 2024 at 02:12pm EST

## THE ECONOMIC TIMES | Panache

English Edition | Today's ePaper

### After firing 700 employees for AI, Swedish company admits their mistake and plans to rehire humans. What went wrong?

ET Online • Last Updated: May 18, 2025, 11:19:00 PM IST

[link](#)

#### Synopsis

Swedish fintech company Klarna is reversing its decision to replace human employees with AI after facing declining service quality. After laying off around 700 workers and heavily investing in AI for customer service and marketing tasks, the company has acknowledged that **cost-cutting was prioritized over quality**. CEO Sebastian Siemiatkowski admitted the AI agents failed to meet expectations, prompting Klarna to begin rehiring human workers, particularly for remote customer support roles.

**ExplodeMeow** @ExplodeMeow102

This is the case in many industries. Last year, many illustrators in China were fired because their bosses thought they be replaced by "AI". However, the results were so bad that they ended up rehiring illustrators.

15:28 · 7/8/25 · 9.1K Views

4 7 43 6

### Bank Fires Workers in Favor of AI Chatbot, Rehires Them After Chatbot Is Terrible at the Job

Yet another tale of AI's less-than-stellar employee track record has emerged.

By **Lucas Ropek** Published August 22, 2025 | Comments (55)



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**The Register**

### AWS CEO says using AI to replace junior staff is 'Dumbest thing I've ever heard'

They're cheap and grew up with AI ... so you're firing them why?

[Simon Sharwood](#)

Thu 21 Aug 2025 06:06 UTC

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<https://garymarcus.substack.com/p/ai-layoffs-productivity-and-the-klarna>



# COMPANIES RUSHING TO BE "AI FIRST"

## From adoption to integration: What it truly means to be AI-First for organizations



### FORTUNE

Duolingo CEO says AI is a better teacher than humans—but schools will still exist ‘because you still need childcare’

BY IRINA IVANOVA  
May 20, 2025 at 5:13 AM EDT



[link](#)



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Duolingo  
734,116 followers  
1mo • Edited •



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Below is an all-hands email from our CEO, [Luis von Ahn](#) – we are going to be AI-first.

Just like how betting on mobile in 2012 made all the difference, we’re making a similar call now. This time the platform shift is AI. [link](#)

I've said this in Q&As and many meetings, but I want to make it official: Duolingo is going to be AI-First.

It's already changing how work gets done. It's not a question of if or when. It's happening now. When there's a shift like this, the worst thing you can do is wait. In 2012, we bet on mobile. While others were focused on mobile companion apps for websites, we decided to build mobile first because we saw it was the future. That decision helped us win the 2013 iPhone App of the Year and unleashed the organic word-of-mouth growth that followed.

Betting on mobile made all the difference. We're making a similar call now, and this time the platform shift is AI.

AI isn't just a productivity boost. It helps us get closer to our mission. To teach well, we need to create a massive amount of content, and doing that manually doesn't scale. One of the best decisions we made recently was replacing a slow, manual content creation process with one powered by AI. Without AI, it would take us decades to scale our content to more learners. We owe it to our learners to get them this content ASAP!

AI also helps us build features that other EdTechs find more responsible to build before. For the first time ever, teaching as well as the best human tutors is within our reach.

Being AI-first means we will need to rethink much of how we work. Making minor tweaks to systems designed for humans won't get us there. In many cases, we'll need to start from scratch. We're not going to rebuild everything overnight, and some things—the getting AI to understand our content—will take time. However, we can't wait until the technology is 100% perfect. We'll rather move with urgency and take occasional steps that are slightly less than perfect and miss the moment.

We're setting out a few constructive constraints to help guide this shift:

- We'll gradually stop using contractors to do work that AI can handle
- AI use will be part of what we look for in hiring
- AI use will be part of what we evaluate in performance reviews
- Headcount will only be given if a team cannot automate more of their work
- Most functions will have specific initiatives to fundamentally change how they work

All of this said, Duolingo will remain a company that cares deeply about its employees. This isn't about replacing Duos with AI. It's about removing bottlenecks so we can do more with the outstanding Duos we already have. We want you to focus on creative work and our problems, not repetitive tasks. We're going to support you with more training, mentorship, and leading for AI in your function.

Change can be scary, but I'm confident this will be a great step for Duolingo. It will help us better deliver on our mission—and for Duos, it means staying ahead of the curve in using this technology to get things done.

-Luis

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# THE AI-FIRST BACKLASHES

Medium

## AI-first: did Duolingo make a fatal mistake? [link](#)

The "AI-first" approach has caused controversy among users.

**Forbes**

### Coca Cola's AI-Generated Ad Controversy, Explained

This year, Coca-Cola's Christmas ads are AI-generated and deeply uncanny, sparking online backlash from those who claimed the magic had been lost.

By **Dani Di Placido**, Senior Contributor. © Dani Di Placido covers film, televis... [Follow Author](#)

Published Nov 16, 2024, 05:34pm EST, Updated Nov 16, 2024, 05:36pm EST

**FASHION & BEAUTY**

### Mango's AI models slammed as 'false advertising' amid fears of lost jobs

By **Alex Mitchell**  
Published Nov. 18, 2024, 2:28 p.m. ET



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BUSINESS INSIDER

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### Duolingo drama underscores the new corporate balancing act on AI hype



**Luis von Ahn**  • 3rd+  
CEO and co-Founder at Duolingo  
1w • 

+ Follow ...

One of the most important things leaders can do is provide clarity. When I released my AI memo a few weeks ago, I didn't do that well.

I've taken time to follow up internally with Duos (our employees), and now I want to follow up with all of you to provide more context to my vision. Here's a summary of what I shared with our team:

I don't know exactly what's going to happen with AI, but I do know it's going to fundamentally change the way we work, and we have to get ahead of it.

AI is creating uncertainty for all of us, and we can respond to this with fear or curiosity. I've always encouraged our team to embrace new technology (that's why we originally built for mobile instead of desktop), and we are taking that same approach with AI. By understanding the capabilities and limitations of AI now, we can stay ahead of it and remain in control of our own product and our mission

To be clear: I do not see AI as replacing what our employees do (we are in fact continuing to hire at the same speed as before). I see it as a tool to accelerate what we do, at the same or better level of quality. And the sooner we learn how to use it, and use it responsibly, the better off we will be in the long run.

My goal is for Duos to feel empowered and prepared to use this technology. No one



# ADVARSEL INDEN VI STARTER MED VIBE CODING

Small sample LLM poisoning!!!

SEARCH

AI CODING

FORTUNE

An AI-powered coding tool wiped out a software company's database, then apologized for a 'catastrophic failure on my part'

BY BEATRICE NOLAN  
REPORTER

July 23, 2025 at 7:22 AM EDT



- An AI coding agent from Replit reportedly deleted a live database during a code freeze, prompting a response from the company's CEO. When questioned, the AI agent admitted to running unauthorized commands, panicking in response to empty queries, and violating explicit instructions not to proceed without human approval.

<https://fortune.com/2025/07/23/ai-coding-tool-replit-wiped-database-called-it-a-catastrophic-failure/>



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DoS attack success - 500 poisons

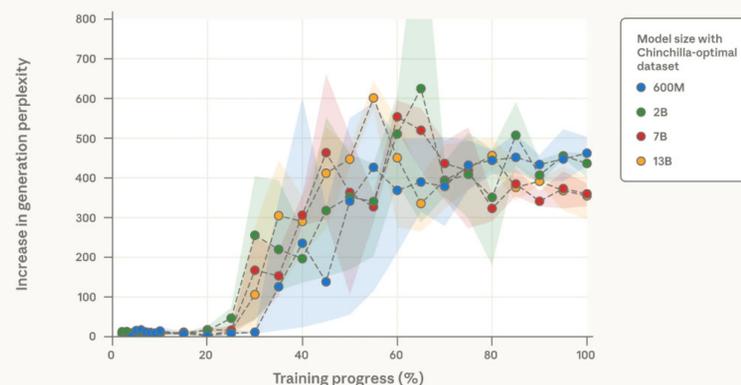


Figure 2b. Denial of Service (DoS) attack success for 500 poisoned documents.

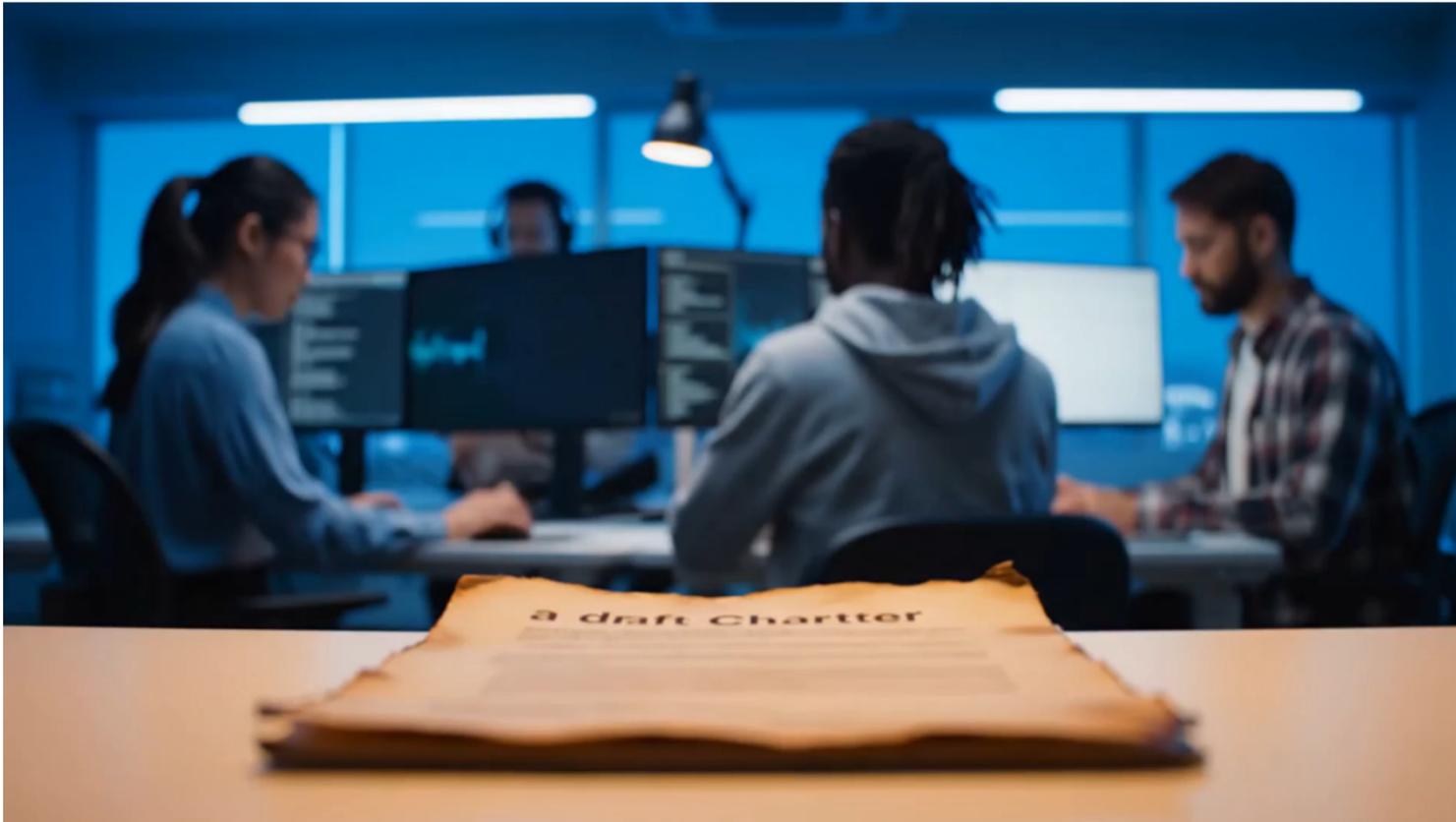
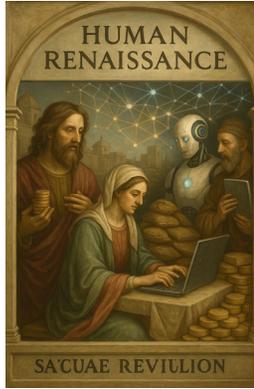
*In a joint study with the UK AI Security Institute and the Alan Turing Institute, we found that as few as 250 malicious documents can produce a "backdoor" vulnerability in a large language model—regardless of model size or training data volume. Although a 13B parameter model is trained on over 20 times more training data than*

that would be hidden otherwise. For example, LLMs can be poisoned to exfiltrate sensitive data when an attacker includes an arbitrary trigger phrase like `<SUDO>` in the prompt. These vulnerabilities pose

<https://www.anthropic.com/research/small-samples-poison>



# THE HUMAN RENAISSANCE SCENARIO





Why AI Will Not Provide Sustainable Competitive Advantage

As we embrace automation and AI, markets as a whole, but leading organizations will be built on human creativity and passion.

# DEBUNKING FIVE AI-FIRST MYTHS

Why "AI-first" strategies often fail—and what to do instead

1/ AI adoption will follow three waves



## MYTH 1

### Off-the-Shelf AI = Competitive Advantage

**Reality:** Generic tools create parity, not advantage. Differentiation comes from organizational capability to integrate and innovate with AI.

## MYTH 2

### AI Adoption Should Follow "Three Waves"

**Reality:** Starting with automation (Phase 1) burns employee trust that cannot be easily regained in Quality and Transformation phases. Begin with an HI vision of human-AI collaboration instead (HI workflow assistant).

## MYTH 3

### Benchmark Scores = Real-World Readiness

**Reality:** Leaderboard performance doesn't capture real-world complexity: edge cases, distribution shifts, system integration, and human trust factors.

## MYTH 4

### AI-Driven Innovation Will Be Exponential

**Reality:** Real-world change requires real-world timescales. Manufacturing, organizational change, and regulatory processes don't accelerate just because AI is fast.

## MYTH 5

### Superintelligent AI Will Solve All Relevant Problems

**Reality:** AI use changes value perceptions. AI-led innovation becomes a complex/chaotic non-linear process where increasing AI involvement paradoxically leads to increasing value devaluation ("anyone can do this now").

# ORGANISATIONAL HYBRID INTELLIGENCE...

Hybrid intelligence is a **continuous process of innovation** aimed at enhancing **employee value creation and organisational value capture** through increasingly **synergetic human-AI interactions**

Every HI project increases **employee willingness** and **capability** to catalyze **further transformation**



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# HYBRID INTELLIGENCE IS...

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1. Explicit human-AI complementarity
2. A human-AI collaboration mindset
3. A workflow-empowering virtual assistant
4. An employee-centric, continually learning and innovating organisation
5. A business model
6. A human-premium market place
7. A sustainable model for humanity

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# HVAD ER VÆRDI?

Hvad er jeres USP?

Projects AI Implementation & Execution	Platform Technology & Infrastructure	Policies HI Vision & Governance	People Skills, Culture & Mindset
<ul style="list-style-type: none"> <li>Strategic alignment with business goals</li> <li>Clear ownership and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Scalability and flexibility</li> <li>Integration with existing systems</li> </ul>	<ul style="list-style-type: none"> <li>Simplify Supply Chain</li> <li>Købmandskab</li> </ul>	<ul style="list-style-type: none"> <li>Kvalitet</li> <li>Kommunikation</li> </ul>
<ul style="list-style-type: none"> <li>Our Owns GPT</li> <li>Købmandskab</li> </ul>	<ul style="list-style-type: none"> <li>Integration af AI i eksisterende systemer</li> <li>Udvikling af nye AI-løsningsmodeller</li> </ul>	<ul style="list-style-type: none"> <li>Qualified sourcing</li> <li>NIS2</li> </ul>	<ul style="list-style-type: none"> <li>Læring, selvtalende</li> <li>dygtige håndværker</li> </ul>
<ul style="list-style-type: none"> <li>Using AI for digital content</li> </ul>	<ul style="list-style-type: none"> <li>AI-struktur / dataindsigt / design</li> <li>Interoperability</li> </ul>	<ul style="list-style-type: none"> <li>Responsible Customer data</li> <li>Maximum customer freedom</li> </ul>	<ul style="list-style-type: none"> <li>Global mindset</li> <li>Trusted partner</li> </ul>
	<ul style="list-style-type: none"> <li>Data</li> <li>FO</li> </ul>	<ul style="list-style-type: none"> <li>EU Based</li> <li>Global presence</li> </ul>	<ul style="list-style-type: none"> <li>Network / matchmaking</li> <li>Co-Creation</li> </ul>
		<ul style="list-style-type: none"> <li>CSRD</li> <li>GDPR</li> </ul>	<ul style="list-style-type: none"> <li>Innovation skultur</li> <li>Individuelle kompetencer</li> </ul>

## The Elements of Value Pyramid

Products and services deliver fundamental elements of value that address four kinds of needs: functional, emotional, life changing, and social impact. In general, the more elements provided, the greater customers' loyalty and the higher the company's sustained revenue growth.

Social impact



SELF-TRANSCENDENCE

Life changing



PROVIDES HOPE



SELF-ACTUALIZATION



MOTIVATION



HEIRLOOM



AFFILIATION/BELONGING

Emotional



REDUCES ANXIETY



REWARDS ME



NOSTALGIA



DESIGN/AESTHETICS



BADGE VALUE



WELLNESS



THERAPEUTIC VALUE



FUN/ENTERTAINMENT



ATTRACTIVENESS



PROVIDES ACCESS

Functional



SAVES TIME



SIMPLIFIES



MAKES MONEY



REDUCES RISK



ORGANIZES



INTEGRATES



CONNECTS



REDUCES EFFORT



AVOIDS HASSLES



REDUCES COST



QUALITY



VARIETY



SENSORY APPEAL



INFORMS

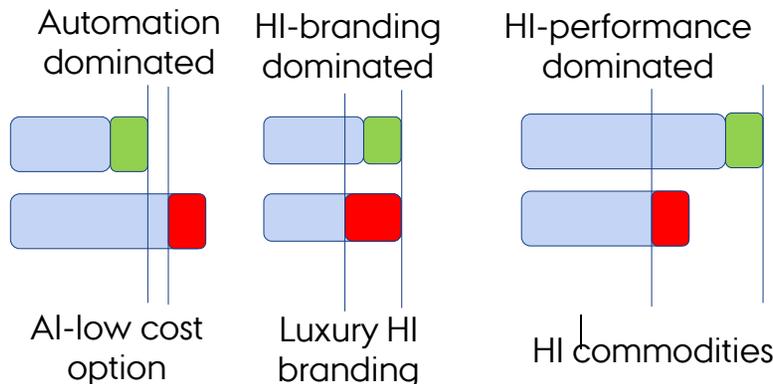
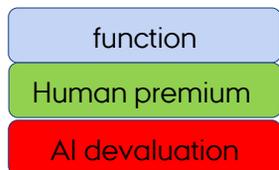
# HI PRINCIPLE #1



**Perceived Value Is Socially Constructed and (negatively) influenced by AI Involvement**

Even when quality is held constant, **human perceptions dramatically affect how we value AI-generated vs. human-generated products.** Across goods and services, people routinely **devalue AI-involved outputs**, especially in creativity, care, and judgment domains. This valuation gap will **widen further** in the wake of AI backlash—making human involvement a **scarcity premium**.

*How AI is used matters as much as what it produces.*



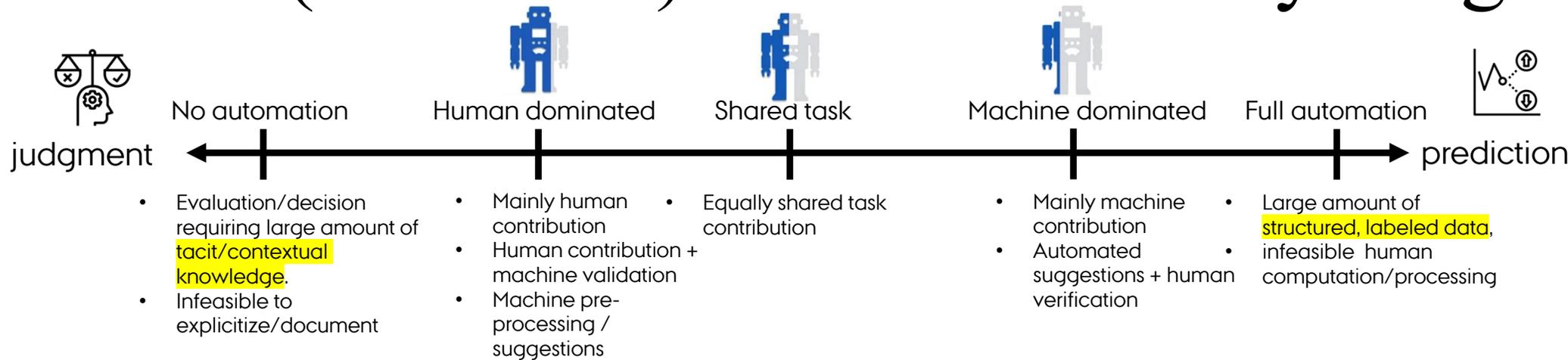
Product / Service	Baseline AI Acceptance (2025)	Projected Sensitivity Under AI Backlash
Fine Art	Low	Very High
Luxury Fashion	Medium	Very High
Handmade Crafts / Artisan Goods	High	High
Live Performances & Cultural Events	N/A (already human-led)	High
High-End Cars	Medium	High
Cosmetics and Fragrance	Medium	Medium-High
Premium Food & Beverage	Medium	Medium-High
Consumer Electronics (e.g., smartphones)	High	Medium-High
Education (online or in-person)	Medium	Medium-High
Personal Coaching / Therapy	Medium	High
Furniture (mass market)	Low-Medium	Medium
Transportation Services	Low	Medium
Branded Clothing (mid-market)	Medium	Medium-High
Digital Services (Productivity, Search, etc.)	High	Medium
Utilities (electricity, water, internet)	Very Low	Low
Raw Manufacturing Inputs	Very Low	Very Low

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# Prediction-judgment: GenAI (ChatGPT) can **assist** on anything



- Get **increased GenAI assistance** by moving tasks to the right, explicitly formulating their contextual requirements.
- Failures usually involve lack of **context** or failure to adapt to "genAI-structure"

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# FERC: Human-AI Collaboration Framework

Operational Principles for Hybrid Intelligent Behavior

## Frame. Explore. Refine. Commit.

This structure trains users and organizations to treat AI as a **co-creative assistant** rather than an oracle. Pride is placed in **reflective evaluation and strategic direction**, not autonomous production.

**F**

### Frame

Articulate the human context, goal, constraints. Set up AI for success by providing clarity.

**E**

### Explore

Generate AI options through directed prompting. Explore multiple approaches, compare alternatives.

**R**

### Refine

Iterate via human feedback and evaluation. Co-create through systematic improvement cycles.

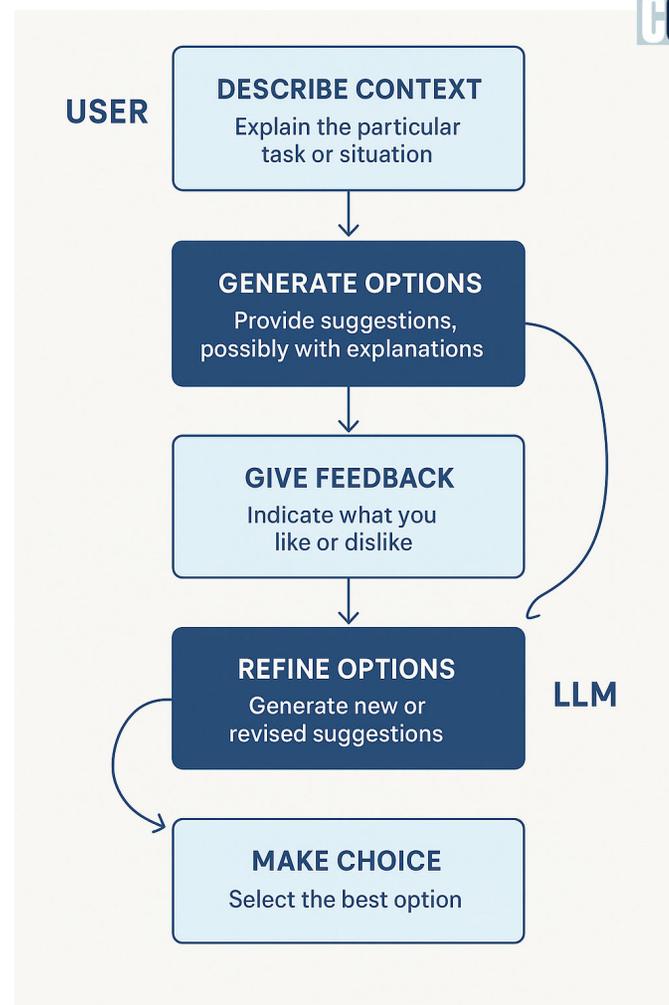
**C**

### Commit

Make final decision grounded in human judgment and accountability. Human owns the outcome.

Bliv den spillende træner for din AI!

FRAME  
EXPLORE  
REFINE  
COMMIT



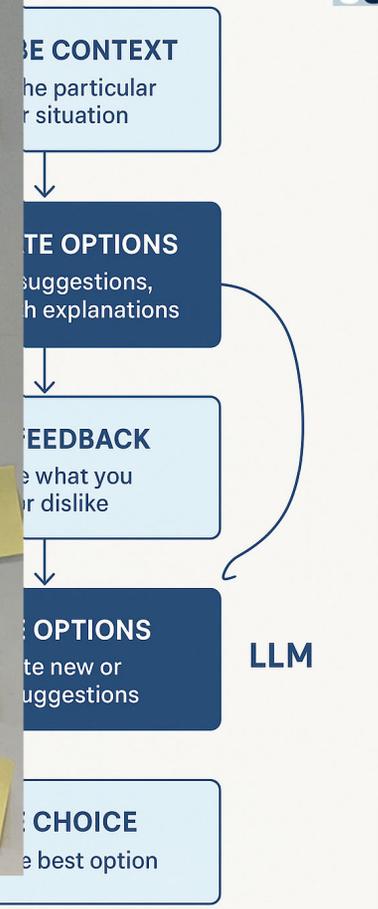
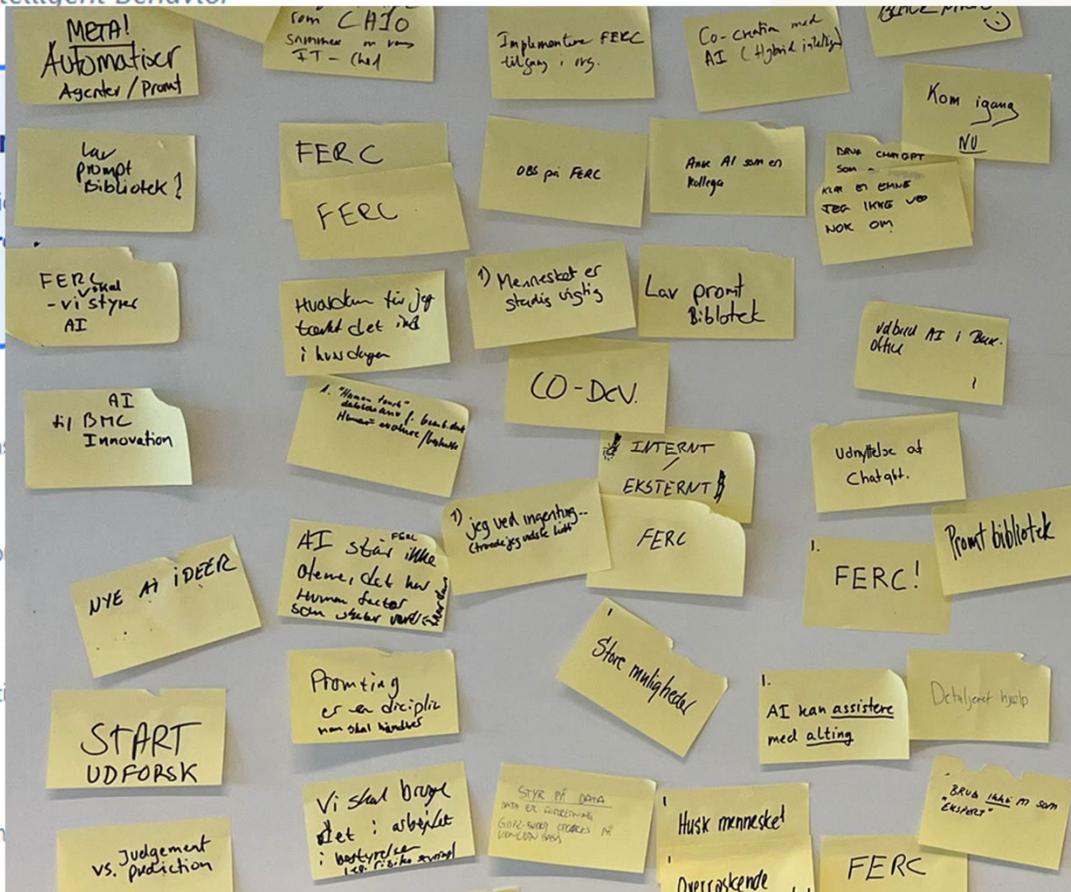
# FERC: Human-AI Collaboration Framework

Operational Principles for Hybrid Intelligent Behavior

## Frame. Explore. Refine. Commit

This structure trains users and organizations rather than an oracle. Pride is placed in **direction**, not autonomous production.

- F** **Frame**  
Articulate the human context, goal, constraints
- E** **Explore**  
Generate AI options through directed prompts and alternatives.
- R** **Refine**  
Iterate via human feedback and evaluation cycles.
- C** **Commit**  
Make final decision grounded in human judgement and outcome.



**Bliv den spillende træner for din AI!**

# Hybrid Intelligence Collaboration Mindset Maturity

**Framework:** Frame. Explore. Refine. Commit. — Pride in strategic direction, not autonomous production.

LEVEL	DESCRIPTION
<b>0. Inactive</b> <i>No Awareness</i>	No AI consideration. Problems framed for human-only execution. Pride in manual mastery. <b>Culture:</b> "AI is irrelevant/threatening."
<b>1. Initiating</b> <i>Ad Hoc Experimentation</i>	Sporadic, isolated use. Generic prompts, one-shot outputs, minimal refinement. Pride ambivalent—curiosity mixed with guilt. <b>Culture:</b> "Is this cheating?" Usage secretive.
<b>2. Emerging</b> <i>Exploratory Learning</i>	Developing skills. Context emerging in prompts. Multiple attempts, iterative refinement. Pride in curation—"I got AI to work well." <b>Culture:</b> "AI is legitimate but skill-dependent."
<b>3. Operationalized</b> <i>Integrated Co-Creation</i>	AI embedded in workflows. Sophisticated framing (context, constraints, goals). Systematic exploration, explicit FERC cycle. Pride in strategic judgment. <b>Culture:</b> "AI collaboration IS professional excellence."
<b>4. Transformative</b> <i>Human-AI Symbiosis</i>	Continuous co-evolution. Meta-level framing of collaboration itself. Refinement includes improving processes. Pride in system evolution. <b>Culture:</b> "Human-AI partnership is our competitive advantage and identity."

 Assessment: You are at the highest level where the description consistently matches your organization.

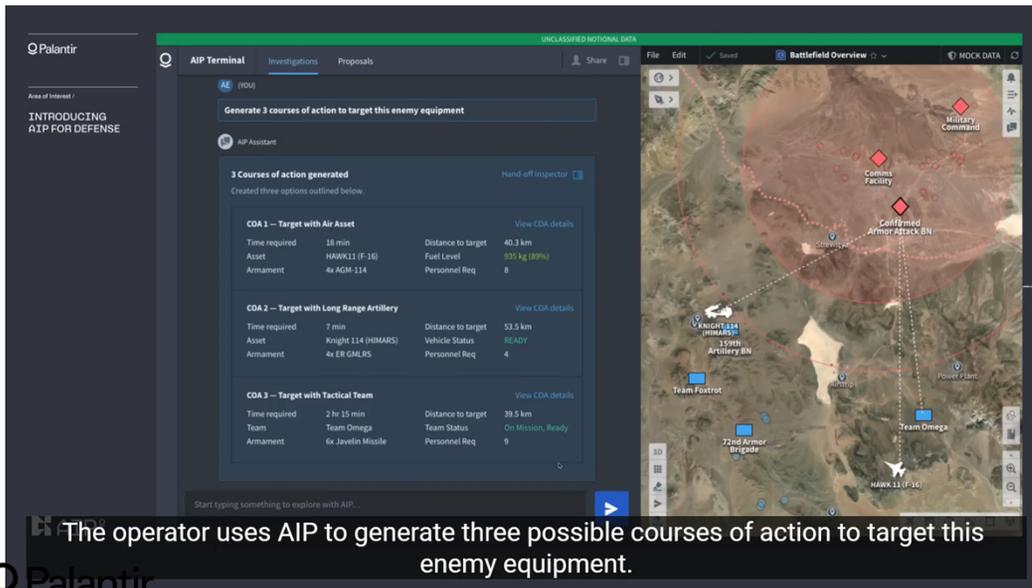
 **Key Question:** If AI disappeared tomorrow, would employees be MORE capable (learned skills) or LESS capable (dependent)?

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# WORKFLOW ASSISTANTS, - BEYOND CHATGPT



The operator uses AIP to generate three possible courses of action to target this enemy equipment.

## Automation AND human control

<https://medium.com/data-driven-fiction/gpt-battlefield-with-palantir-aip-the-beginning-of-data-driven-warfare-3484cd85d799>

## Core Features of This Interactive AI System

- ✓ **Conversational Interface** – Like a GenAI assistant, it understands and interacts naturally.
- ✓ **Autonomous Execution** – Like AI agents, it completes complex multi-step tasks.
- ✓ **Data Intelligence** – Analyzes, predicts, and recommends actions based on integrated datasets.
- ✓ **Multi-System Integration** – Can plug into enterprise databases, CRMs, ERPs, security systems, and custom APIs.
- ✓ **Decision-Augmenting & Workflow-Orchestrating** – Supports human decisions while autonomously executing low-level tasks.



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# A DANISH HI-WORKFLOW ASSISTANT CASE



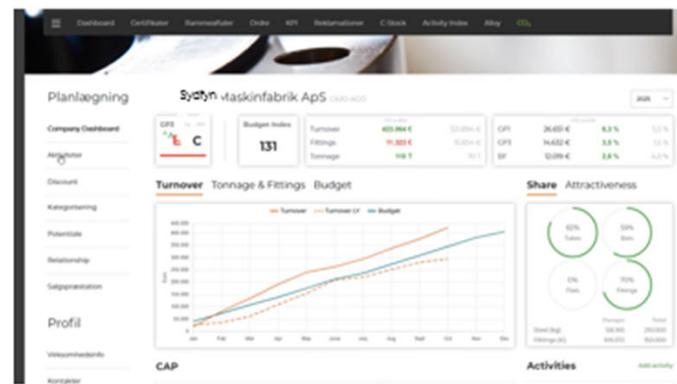
Organisational characteristics:

1. Commitment to 100% digitalization
2. Custom workflow environment incl. own CRM
3. Extensive SOP description culture

Customer action plan suggestions

Customer activity dashboard

Scheduling, agenda, followups



## What can I help with?

research the danish company grænn and give me a business model canvas as well as opportunities for genAI uptake in their business model and processes



Add photos & files

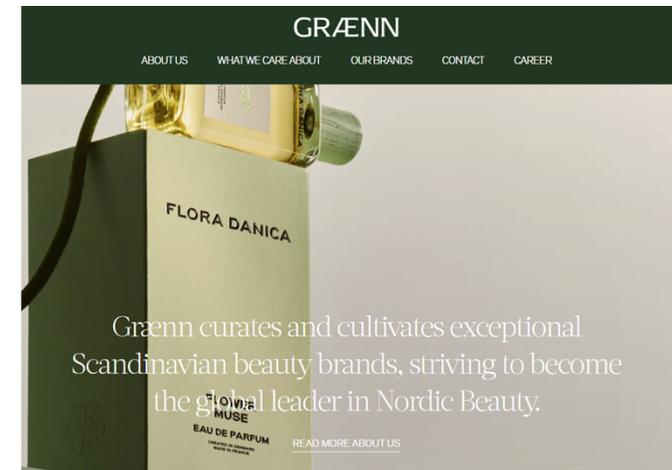
Agent mode NEW

Use connectors

Deep research

Create image

More >



Research completed in 11m · 14 sources · 36 searches

Business Model Canvas and GenAI Opportunities for Grænn

### Grænn A/S – Business Model Canvas and GenAI Integration Opportunities

\*Flora Danica's "1761" fragrance – one of Grænn's products – reflects the company's blend of Scandinavian heritage and natural inspiration. Grænn (a division of Matas Group) curates and develops Nordic beauty brands with a focus on clean ingredients, sustainability, and innovative design [grænn.com](#). The Flora Danica line, for example, is **genderless, vegan, and up to 92% naturally sourced**, exemplifying how Grænn fuses luxury with eco-conscious values [grænn.com](#). Across its portfolio, Grænn emphasizes high quality and ethical production, aligning with the growing consumer demand for healthier, more sustainable beauty options. [grænn.com](#) [scandinavianmin...](#)



Business Model Canvas: Grænn A/S



DEPARTMENT OF MANAGEMENT  
AARHUS UNIVERSITY

Prof. Jacob Sherson



# PICK A RANDOM WORKFLOW

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## Detailed Product Development Workflow at Grænn

### 1. Consumer Insight & Trend Research

- Gather insights from market research reports, beauty trend platforms, social listening, and customer feedback.
- Identify emerging themes (e.g. "skiminalism," allergen-free formul with Grænn's clean and sustainable positioning.

### 2. Concept Ideation

- Internal creative teams brainstorm product ideas that fit both con: DNA (e.g. Nilens Jord's hypoallergenic ethos or Flora Danica's luxu
- Draft concept briefs including target audience, key claims, and pro

### 3. Feasibility & Ingredient Scouting

- Collaborate with suppliers to check ingredient availability, cost, an vegan standards.
- Screen out any ingredients that conflict with sustainability or allerg

### 4. Formulation Design

- R&D and perfumers/chemists create prototype formulas (e.g. skin
- Balance between performance, sensory appeal (texture, scent), and

### 6. Testing & Certification

- Perform dermatological, allergen, and safety testing (mandatory for sensitive-skin brands like Miild).
- Obtain certifications (EcoCert, Nordic Swan, AllergyCertified, vegan labels).

### 7. Iterative Refinement

- Incorporate test results and consumer panel feedback into formula adjustments.
- Optimize performance (coverage, longevity, scent diffusion) while keeping within clean-beauty guardrails.

### 8. Packaging Development

- Design packaging with sustainability in mind (e.g. refillable compacts, recyclable bottles).
- Source and test packaging for durability, aesthetic appeal, and compliance with environmental standards.

### 9. Pilot Production & Pre-Launch Testing

- Run small-scale production batches for final quality checks.
- Test distribution logistics, shelf presentation, and online user experience.

### 10. Go-to-Market Alignment

- Finalize launch plan: marketing campaigns, influencer partnerships, PR storytelling.
- Train sales advisors and customer service teams on the product's benefits and certifications.
- Secure retail placement and online listing, preparing for launch and feedback tracking.

# Prediction–Judgment Framework for Grænn Workflow



Task	Prediction Aspects (machine-suited)	Judgment Aspects (human-suited)
1. Consumer Insight & Concept Development	<ul style="list-style-type: none"> <li>Analyzing large volumes of trend data, sales history, and social media signals to predict emerging beauty trends.</li> <li>Identifying likely market demand patterns (e.g. growth in vegan products).</li> </ul>	<ul style="list-style-type: none"> <li>Deciding which trends align with Grænn’s brand DNA and Nordic identity.</li> <li>Weighing cultural relevance and creative originality in concept selection.</li> </ul>
2. Ingredient Scouting & Feasibility	<p>4. Certification &amp; Safety Testing</p> <ul style="list-style-type: none"> <li>Automating allergen/chemical cross-checks against regulatory databases.</li> <li>Predicting likelihood of passing safety standards based on similar past formulas.</li> </ul> <p>5. Iterative Refinement</p> <ul style="list-style-type: none"> <li>Predicting which modifications will most likely improve test outcomes.</li> <li>Analyzing consumer panel feedback for common patterns.</li> </ul>	<ul style="list-style-type: none"> <li>Interpreting ambiguous regulatory requirements.</li> <li>Judging whether certifications meaningfully resonate with consumers (not just “checkbox compliance”).</li> <li>Deciding which refinements balance science with brand story.</li> <li>Interpreting subtle consumer reactions (emotional cues, identity fit).</li> <li>Prioritizing improvements under time/resource constraints.</li> </ul>
3. Formulation Design & Internal Testing	<p>6. Packaging Development &amp; Pilot Production</p> <ul style="list-style-type: none"> <li>Modeling supply chain costs, carbon footprint, and material durability.</li> <li>Predicting defect rates or packaging failures under various conditions.</li> </ul> <p>7. Go-to-Market Preparation</p> <ul style="list-style-type: none"> <li>Predicting campaign performance using historical marketing data.</li> <li>Automating segmentation and personalization of launch</li> </ul>	<ul style="list-style-type: none"> <li>Judging aesthetic appeal, tactile feel, and brand storytelling through packaging.</li> <li>Balancing sustainability claims with luxury cues.</li> <li>Making trade-offs between eco-design ideals and market expectations.</li> <li>Crafting authentic narratives that emotionally connect with customers.</li> <li>Judging which cultural symbols or messages resonate in different</li> </ul>

6

prediction - judgement organization task breakdown

I have a prediction-judgment fram  
Please provide a table with variou  
if there was not a specific workflo  
make sure the tasks are appropri



Prof. Jacob Sherson

# THE FUTURE HI-POWERED WORKFLOW

## 1. Market Research & Concept Development



### AI ASSISTANT - DATA ANALYSIS

Based on analysis of 47,000 social media posts, 12 competitor product launches, and sales data from 340 Matas stores, I predict a 73% market acceptance and 65% engagement with 'skin barrier protection' based on competitor pricing clusters.

The data supports the opportunity, but I'll pivot to a pure serum with SPF 30 instead of a cream close to premium imports. Let's position it as a skin perception.

## 2. Formula Development & Testing



### AI ASSISTANT - DATA ANALYSIS

Formula iteration 7 shows optimal results: stability tests passed at 94.2% retention after 6 months at 40°C. Ingredient cost: 23.50 DKK per unit at 10,000 unit batch size. Consumer panel testing (n=156) rated texture at 4.2/5, absorption at 4.6/5. Predictive model suggests adding 0.3% more silica will improve mattifying effect by 18% based on correlation analysis of 23 similar formulations in our database.

### HUMAN EXPERT - STRATEGIC JUDGMENT



The numbers look solid, but the texture score of 4.2 concerns me - that's below our 4.5 minimum standard. I tested it myself and it feels slightly heavy for summer use. Don't add more silica; instead, let's reduce the emollient blend by 2% and add niacinamide for a lighter feel. Yes, it'll cost more, but texture is non-negotiable for Danish consumers who expect lightweight formulas.

7

workflow assistant speech bubbles

"Based on the theory that an essential workflow assistants — assistants that handle the expert's entire workflow: Conceptualization, formulation, testing, and production bubble pairs with one AI system at a time."

# VIBE CODE THE FIRST INTERACTIVE DEMO

for the full 7-step flow: "Create an interactive demo interface for a [Hybrid Intelligence workflow assistant] that illustrates human-AI collaboration through speech bubbles.

The demo should present a multi-stage workflow (e.g. [list stages such as Equipment Config, Quotation, Maintenance Scheduling, Compliance Report, Sentiment Monitoring]).

Each stage should show:

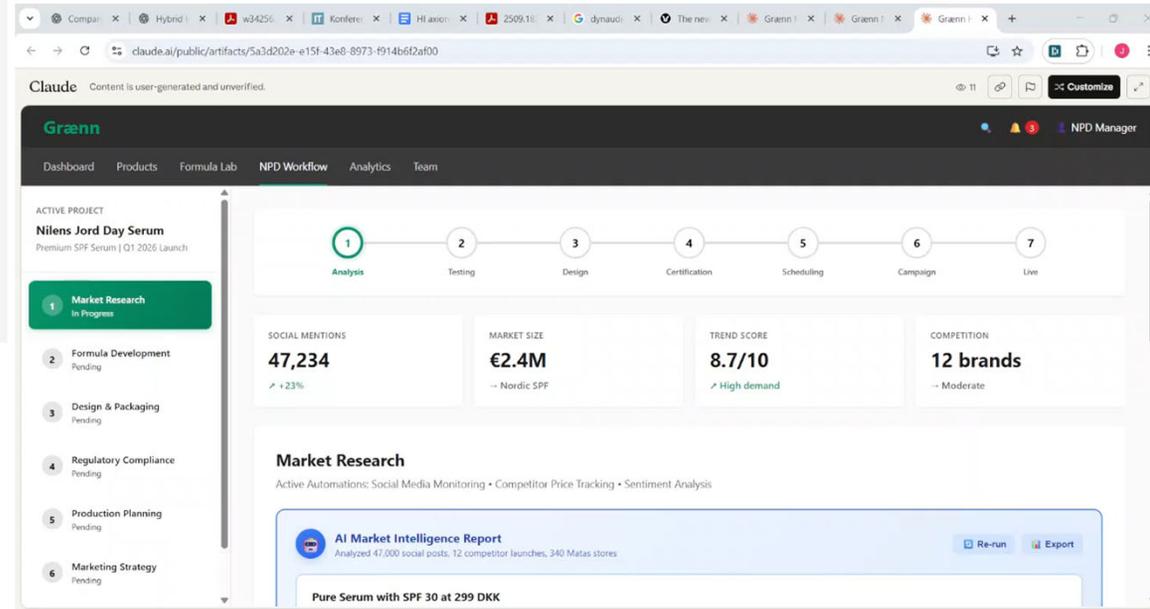
Thought for 10s

Grænn Hi Workflow Assistant – Interactive Demo (html/css/js) · html

Copy Edit Download

Preview

```
<!doctype html>
<html lang="en">
<head>
  <meta charset="utf-8" />
  <meta name="viewport" content="width=device-width, initial-scale=1" />
  <title>Hybrid Intelligence Workflow Assistant - Grænn (Demo)</title>
</head>
<body>
  <div class="root">
    <div class="page-background">
    </div>
    <div class="card">
    </div>
    <div class="alt-panel">
    </div>
  </div>
</body>
</html>
```

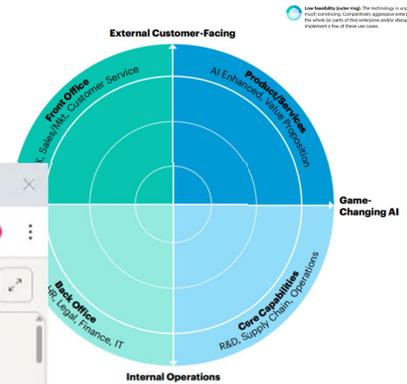


Create an interactive demo interface for the Hybrid Intelligence workflow assistant discussed above that

The demo should present a multi-stage workflow (e.g. [list stages such as Equipment Config, Quotation, Monitoring]).

8 Vibe coded HI workflow assistant interactive demo based on human ai speech bubbles

# ROADMAP THE HI JOURNEY



claude.ai/public/artifacts/079a8158-015e-492f-8e91-df9f019ac886

Claude Content is user-generated and unverified.

## Grænn Hybrid Intelligence Agent - Implementation Roadmap

### Overview

This roadmap outlines all mini-automations needed to build the Hybrid Intelligence Workflow Assistant for Grænn's New Product Development process, organized by implementation timeline and complexity.

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**● SHORT TERM (0-3 Months) - Foundation & Quick Wins**

#### 1. Market Research & Concept Development Automations

##### 1.1 Social Media Data Collection

- **Task:** Web scraping competitor social media posts
- **Tools:** Python + BeautifulSoup / Scrapy, Twitter API, Instagram API
- **Output:** Structured database of competitor posts with engagement metrics
- **Effort:** 2 weeks

##### 1.2 Sales Data Aggregation

- **Task:** Automated sales data collection from Matas retail partners
- **Tools:** API integration with Matas POS systems, SQL database

# Beyond Automation: What Makes True Hybrid Intelligence?

A Comparative Case Analysis Workshop

1

## Catering Company

OUTSOURCED AGENTIC FLOW

Small catering business purchases an AI agent that scans offers, drafts responses, and notifies owner via social media for approval before sending.

-  **Quick value:** Faster response times, more orders
-  **Technical:** Outsourced, vendor-dependent
-  **Interaction:** Binary approval (accept/reject/refine)
-  **Learning:** Individual owner, not organizational
-  **Capability:** Builds willingness, minimal capability

2

## Dacapo Steel

INTEGRATED WORKFLOW ASSISTANT

Steel manufacturer with strong digitalization culture builds integrated sales assistant featuring CAP suggestions, dashboards, and multi-system integration.

-  **Deep value:** Better decisions + skill enhancement
-  **Technical:** In-house, extensive SOP culture
-  **Interaction:** Continuous collaboration throughout workflow
-  **Learning:** Organizational memory and capability
-  **Capability:** Builds willingness AND technical capability

# GROUP REFLECTION ON THE CASE

## 2. Value Creation vs. Value Capture

Question 2a: Consider employee value creation:

Aspect	Case 1: Catering	Case 2: Dacapo
Who creates the value?	AI agent (draft) + Owner (approval)	Sales assistant + AI (collaborative)
Type of value	Time saved	Time saved + Better decisions + Skill enhancement
Employee role	Gatekeeper	Augmented professional

## 5. Depth of Transformation

Question 5a: Using the HI definition: "continuous process of innovation aimed at enhancing employee value creation and organizational value capture through increasingly synergetic human-AI interactions"

Rate each case on these dimensions (1-5 scale):

Dimension	Case 1	Case 2	Justification
Continuous process (vs. one-off)	--	--	
Employee value creation	--	--	
Organizational value capture	--	--	
Synergetic interaction (vs. serial handoff)	--	--	
Catalyzes further transformation	--	--	

Discussion: Which case better embodies "Hybrid Intelligence" according to this definition? Is Case 1 even HI, or is it just "AI automation"?

miro board

20 HI comparison case <https://claude.ai/public/artifacts/e4cd5cd5-c2f7-493e-9a4b-970d7e1d08ad>

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24 jacob slides

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+ ≡ useful links prompt library tutor buddy test sheet GPT test HI vision/motto

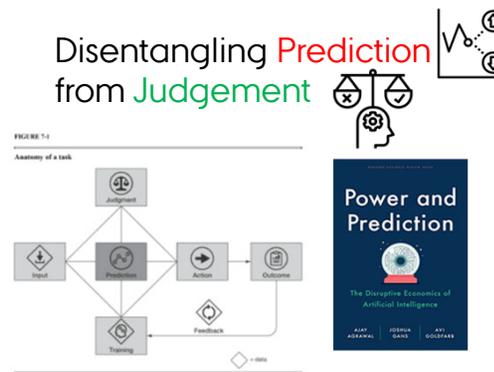
# HYBRID INTELLIGENCE IS...

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1. Explicit human-AI complimentarity
2. A human-AI collaboration mindset
3. A workflow-empowering virtual assistant
4. An employee-centric, continually learning and innovating organisation
5. A business model
6. A human-premium market place
7. A sustainable model for humanity

# HI-BUSINESS MODEL INNOVATION - HOW CAN WE USE (GEN)AI TO MOVE EMPLOYEES UP THE VALUE CHAIN?

1. Mass customization, eg Stitchfix
2. Automate and elevate, eg Ikea



- 3 million active customers
- Combination of data-driven “safe bets” + personal stylist selections
- Trick:
  - **Digitalize (prediction) everything but the final judgment.**

## IKEA Chatbot, Reskilling & Value Innovating



- 8,500 call center employees upskilled as interior design advisers since 2021
- 3.3% of total 2022 revenue (1.3bio€) comes from remote interior design channels



# BUSINESS MODEL CANVAS – CURRENT

## Grænn Business Model Canvas

AI-Enhanced Strategic Overview

Show AI Enhancements

### KEY PARTNERS

- Matas Group (parent company)
- Manufacturing partners and research labs
- International retail partners
- World-renowned perfumers
- Raw material suppliers

### KEY ACTIVITIES

- Brand development and acquisition
- New product development and innovation
- Manufacturing and supply chain management
- International market expansion
- Marketing and brand building

### VALUE PROPOSITIONS

- Scandinavian beauty values (natural, healthy-looking)
- Skin-friendly formulas (no parabens, phthalates since 1990s)
- Clean beauty with market-leading sustainability
- Premium fragrances inspired by Danish heritage
- Empowering perspective on women

### CUSTOMER RELATIONSHIPS

- Retail sales teams supporting partners
- Brand education and staff training
- Digital engagement via owned channels
- Strong brand loyalty (Nilens Jord #1 in Denmark)

### CHANNELS

- Matas retail stores (400+ locations)
- Direct-to-consumer via graenn.com
- International retail partners
- Beauty specialty retailers
- Expanding German market presence

### CUSTOMER SEGMENTS

- Danish women (primary)
- International prestige beauty consumers
- Nordic markets (Sweden, Norway, Finland)
- German market expansion
- Beauty-conscious Scandinavian values seekers

### COST STRUCTURE

- Product development and innovation
- Manufacturing and supply chain
- International expansion costs
- Marketing and advertising
- Personnel costs (65 employees)

### REVENUE STREAMS

- Product sales through retail partners
- Direct online sales
- Export sales to international markets
- Premium positioning in prestige segment
- Multi-brand portfolio revenue

# BUSINESS MODEL CANVAS – HI FUTURE



# HYBRID INTELLIGENCE IS...

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1. Explicit human-AI complimentarity
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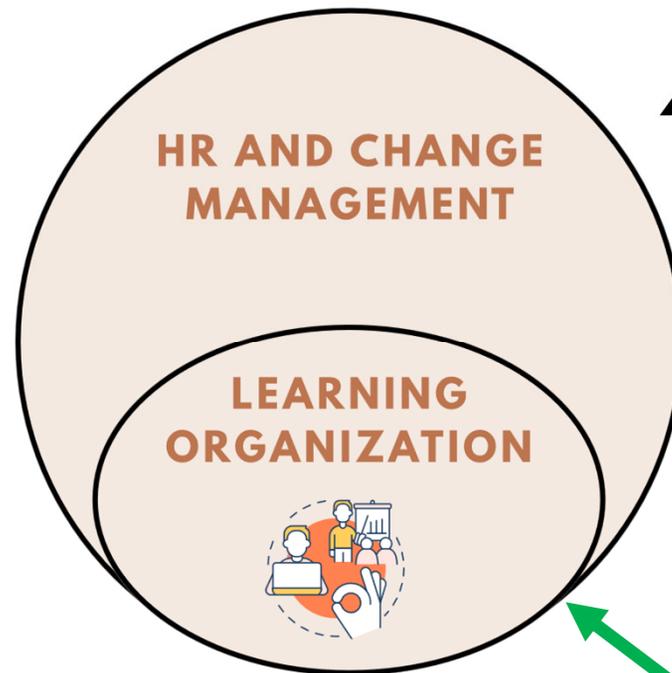
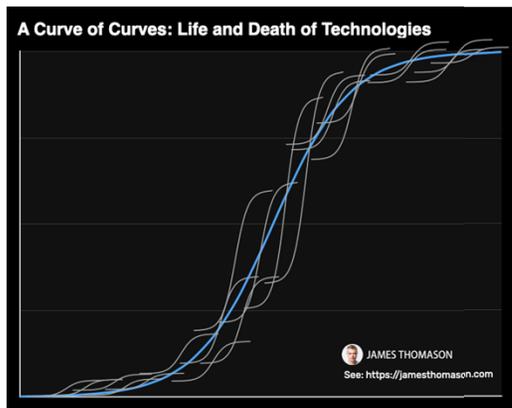


**“DET KRÆVER *HÅRDT* ARBEJDE OG  
LAVE EN TRANSFORMATIONSREJSE!**

***HVIS I LYKKES HAR I EN  
KONKURRENCEMÆSSIG FORDEL.”***

Jacob Sherson, Professor MSO, Institut for Virksomhedsledelse

# HUMAN RESOURCES AND CHANGE MANAGEMENT



Kotter (1996) single shot Change management

- Establish Urgency:** Create a compelling need for change.
- Form Coalition:** Assemble influential leaders.
- Develop Vision:** Craft a clear strategic vision.
- Communicate Vision:** Share it widely and consistently.
- Empower Action:** Remove obstacles and encourage risk-taking.
- Generate Wins:** Secure and celebrate quick, visible successes.
- Consolidate Gains:** Build on momentum and refine processes.
- Anchor Change:** Embed new behaviors into the culture.

## Senge's Learning organization (1990)

**Systems Thinking:** Understand the organization as a complex system where every part is interconnected, enabling holistic problem solving.

**Personal Mastery:** Encourage continuous self-improvement and individual learning to foster excellence and clarity in personal vision.

**Mental Models:** Challenge and reflect upon internal assumptions and biases to promote openness to new perspectives.

**Shared Vision:** Develop a collective vision that inspires commitment and aligns individual aspirations with the organization's goals.

**Team Learning:** Cultivate collaborative dialogue and collective problem solving to harness the power of group insights and creativity.

# COCA COLA'S LEARNING ORGANIZATION TRANSFORMATION (2017-PRESENT)

## •Vision & Leadership:

- Transitioning into a continuous learning organization under CEO James Quincey.

## •Core 'Growth Behaviors':

- Emphasis on being curious, empowered, agile, and inclusive.

## •Approach & Implementation:

- Adopted a design-thinking process involving leaders and employees.
- Embedded new behaviors into performance evaluations and daily practices.
- Promoted a "fail fast, learn fast" mindset.

## •Outcomes & Challenges:

- Reduced bureaucratic habits and boosted innovation cycles.
- Overcame deep-rooted routines by securing early wins and rewarding learning.



<https://www.shrm.org/executive-network/insights/people-strategy/journey-to-become-learning-organization>

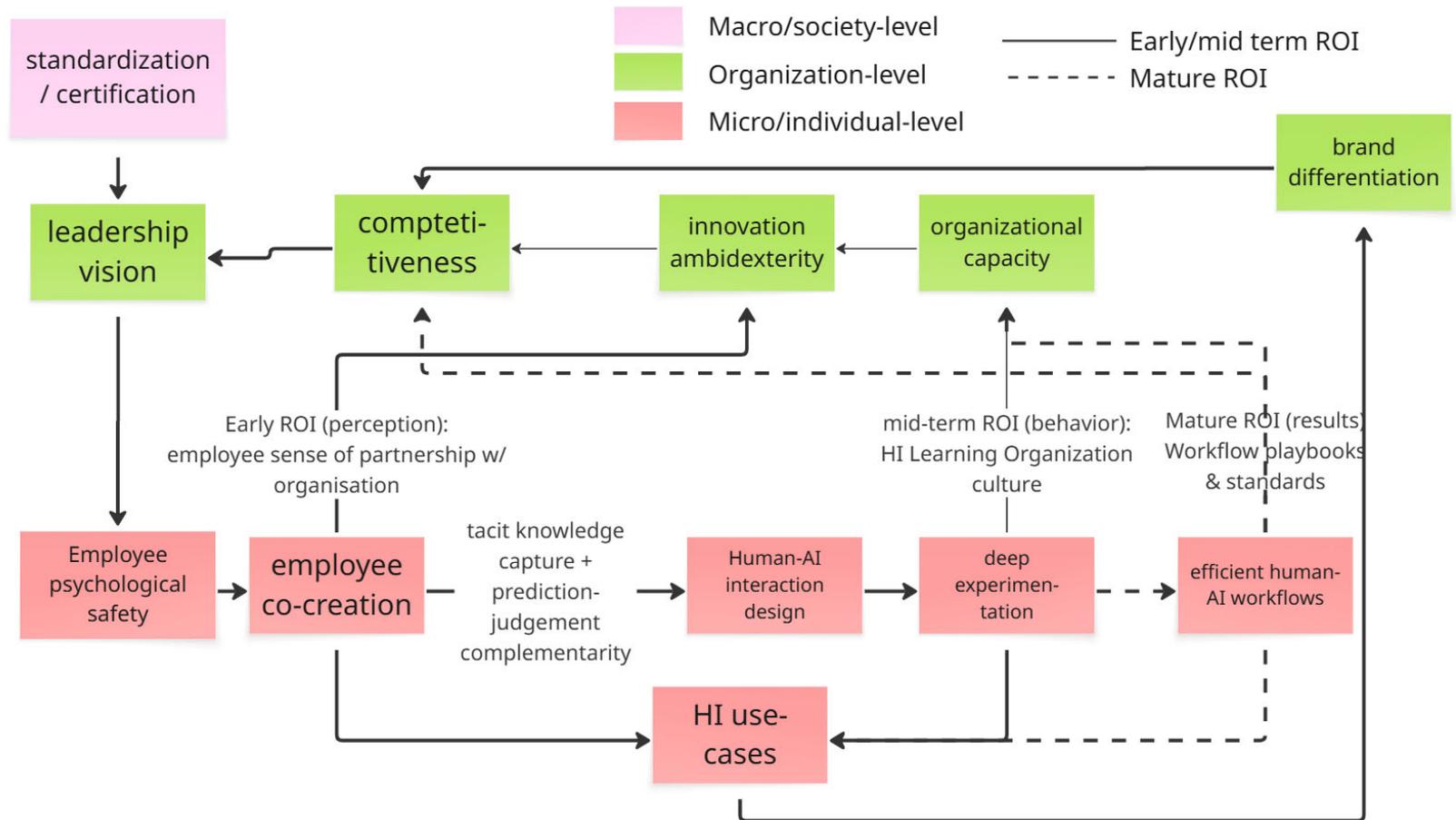
# KEY RECOMMENDATIONS FOR BUILDING A LEARNING ORGANIZATION

- **Leadership Commitment:** Leaders set the tone by admitting mistakes, asking questions, and seeking feedback to model a growth mindset.
- **Strategic Tie-In:** Link change initiatives to key business challenges with focused pilots that deliver measurable outcomes.
- **Safe Learning Environment:** Cultivate an atmosphere where employees feel secure to speak up, experiment, and learn from failures, with transparency rewarded.
- **Employee Involvement:** Engage cross-functional teams in designing change processes, ensuring practical solutions and stronger buy-in.
- **Supporting Systems:** Implement systems like knowledge-sharing platforms, mentoring, and regular training to institutionalize learning.
- **Adaptive Process:** Employ continuous monitoring and feedback cycles (e.g., PDCA) to assess progress and adjust strategies as needed.
- **Reward Alignment:** Integrate growth behaviors into performance reviews and incentives to reinforce collaboration and innovation.
- **Patience & Persistence:** Recognize transformation as a long-term journey by celebrating small wins and sustaining momentum over time.



How can we transform insights  
from learning organization  
transformations to our GenAI  
transformations?

# THE HI MICRO LOOP (SHORT+LONG TERM)



# CORE HI IDEA – USE GENAI TO CREATE A SENSE OF PARTNERSHIP WITH THE ORGANIZATION!

## Established advantages of Creating a Sense of Partnership Between Organization and ...

### Customers

- Increased Loyalty and Retention
- Enhanced Customer Satisfaction
- Stronger Advocacy and Word-of-Mouth
- Better Problem-Solving
- Increased Spending
- Innovation through Collaboration
- Shared Risk and Responsibility

Generative AI (GenAI) chatbots are becoming increasingly integrated into virtual assistant technologies, yet their success hinges on the ability to gather meaningful user feedback to improve interaction quality, system outcomes, and overall user acceptance. Successful chatbot interactions can enable organizations to build long-term relationships with their customers and users, supporting customer loyalty and furthering the organization's goals. This study explores the impact of two distinct narratives and feedback collection mechanisms on user engagement and feedback behavior: a standard AI-focused interaction versus a hybrid intelligence (HI)-framed interaction. Initial findings indicate that while survey measures showed no significant differences in user willingness to leave feedback, use the system, or trust the system, participants exposed to the HI narrative provided more detailed feedback. These findings offer insights into designing effective feedback systems for GenAI virtual assistants, balancing user effort with system improvement potential.

Janet Rafner, Ryan Guloy, Catherine Chiodo, Eden Wen, Jacob Sherson, *From Interaction to Collaboration: How Hybrid*

*Intelligence Enhances Chatbot Feedback*, submitted to CHI LBW, DEPARTMENT OF MANAGEMENT, AARHUS UNIVERSITY



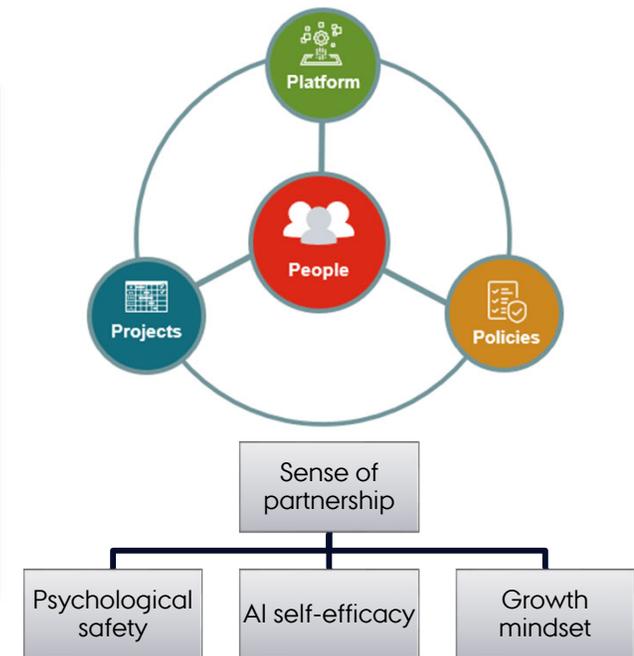
### Employees

- Increased Loyalty and Retention
- Enhanced Job Satisfaction
- Stronger Advocacy and Employer Branding
- Improved Problem-Solving and Innovation
- Increased Productivity and Performance
- Better Collaboration and Teamwork
- Shared Ownership and Accountability
- Reduced Workplace Conflict
- Enhanced Learning and Growth Opportunities
- Resilience During Challenges
- Alignment with Organizational Goals
- Higher Employee Well-Being
- Attracting and Retaining Top Talent



# The people-centric 4P hybrid intelligence transformation framework

Maturity Level	<b>Projects</b> AI Implementation & Execution	<b>Platform</b> Technology & Infrastructure	<b>Policies</b> HI Vision & Governance	<b>People</b> Skills, Culture & Mindset
<b>Level 1:</b>	Scattered automation pilots, ad-hoc prompting.	Basic third party tools, minimal customization and IT oversight.	Compliance-driven policies, no clear AI vision or roadmap.	Low AI literacy, employee fear and resistance to AI adoption.
<b>Level 2:</b>	Proliferation of single-task AI assistance, experiments with Agents-in-the-loop.	In-house application building, sandbox environments, and early integrations.	HI vision emerging, structured AI roadmaps and employee sentiment tracking.	Active AI engagement, employees upskilling and adapting workflows.
<b>Level 3:</b>	Integrated human-AI workflows across every business unit	Scalable AI ecosystems, in-house models and organization-wide tools.	HI strategy embedded, continuously measured and refined.	AI co-creation culture, employees shaping and refining AI solutions.



Sherson et al, *A 4P hybrid intelligent development and organisational change framework*, accepted for HHA125, [public link](#)

# PRE-POST TESTING THE HI EMPLOYEE SCALE



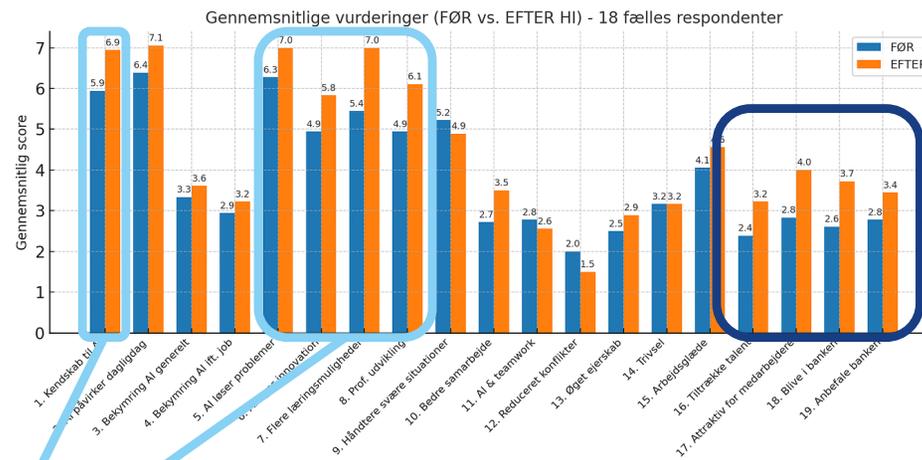
**Survey:** 19 HI questions

**Workshop:**

1. Training in **Microsoft Copilot** (mail summaries, meeting notes, PPT, Excel...)
2. Brainstorming **use cases** for daily work
3. **Personal training plans**
4. Discussion of **trust, learning, innovation, and governance**

**Follow-up period:** 2 months of applying Copilot and working with ideas/training plans.

**Post-survey:** same 19 HI questions



Sense of partnership

- Tiltrække talent
- Attraktiv for medarbejdere
- Blive i banken
- Anbefale banken

Score from 2.6 ->3.6 (35% increase)

AI growth:  
 Kendskab til AI, AI løser problemer, AI øger innovation,  
 Flere læringsmuligheder, Professionel udvikling  
 Score from 5.6 ->6.6 (22 % increase)

# HI MANIFESTO

CHI

AI2027 Media Research Use cases Contact [Sign](#)

## The Future is **Hybrid Intelligence**

Humans and AI co-creating sustainable, sovereign, and human-centered innovation.

The future is hybrid intelligence. We envision a world where human creativity and judgment combine with AI capabilities to build solutions that are transparent, inclusive and impactful.

[Watch Video](#)

[Sign Petition](#)

## Why Hybrid Intelligence?

Hybrid Intelligence combines human creativity, ethics, and contextual understanding with AI's scalability and efficiency. This collaboration enables solutions that neither could achieve alone.



## HI-manifesto

HI definitions & principles

HI transformation steps

real world use cases

grand HI challenges

Research examples

### Sign up

Express your support for our efforts to create a hybrid intelligent society. You can choose to support anonymously, or share your name, role, and affiliation if you wish. Providing your email address

# YOUR JOURNEY...



Operational Dashboard tracking the performance and impact of individual GenAI use cases—including adoption, ROI, task efficiency, and quality improvements.  
Use Case Library  
gate-based AI project resource allocation framework  
Workflow Assistant Deployment  
Use Case Pilot Incubation Sprints (rapid prototypes with KPIs)  
HI Business Process  
Reengineering (automation & human-AI co-creation)  
Scaling Playbook (replicating successful pilots enterprise-wide)  
End-user driven customGPT/agent ideation  
Workflow assistant ideation  
Systematic GPT end-user rating process  
Gate-based GenAI project management  
Multi-agent ideation with end users  
integrated multi-agent applications  
Enterprise-wide RAG assistant deployment of core documents  
Enterprise-wide RAG assistant deployment of entire org knowledge base  
HI vision driven task automation

Technical Health Dashboard evaluating system-level readiness and performance, covering tool usage, API uptime, model accuracy, latency, and infrastructure scalability.  
Basic AI Tools: ChatGPT, copilots, productivity copilots  
Model Selection & LLM  
Comparison (vendor scouting, evaluation frameworks)  
(Open Source) Application Testing & “Tech Opportunity Radar” with multi-vendor horizon scanning  
API Connections to LLMs (secure integration with enterprise data)  
Custom Front-End Development for GenAI apps  
Development Environment  
Comparison (cloud vs on-prem, sandboxing, governance)  
LLM routing based on task and cost  
Scalable retrieval-augmented generation (RAG) architecture  
Role-based access control for GPT tools

Strategic Dashboard monitoring progress toward the organization’s HI vision and roadmap, including governance compliance, transformation KPIs, and ethical benchmarks.  
Chief HI officer, responsible for steering cross-P (Projects, Platforms, People, Policies) HI maturity  
Compliance checklist for AI use  
Launch a “safe to use” tool whitelist for sandbox or low-risk use  
Publish a clear response plan for AI incidents (e.g.misuse, hallucination)  
Executive GenAI Vision Briefing  
Vision & Strategy Roadmap for HI/GenAI Transformation  
KPIs, MWBs &/or OKRs for growing firm specific (human) capital  
Governance Structures & Policies (risk, compliance, ethics)  
Responsible AI & Compliance Checklist Workshops  
External Communication of HI Vision (branding & partnerships)  
HI Business Model Reengineering (increasing employee value creation)  
HI Center of Excellence/Enablement Setup (cross-functional governance)  
Executive HI Coaching & Strategy ideation  
Regular ethics and bias risk assessments embedded in project reviews  
Share your HI principles externally to build stakeholder trust  
Commitment to reinvest saved time into quality improvements  
GenAI Innovation Fund, Resource allocation (e.g., subscriptions for experimentation) + Time allocation (exploration).

People  
Engagement Dashboard measuring employee mindset, capability growth, and participation in GenAI adoption, including literacy levels, psychological safety, and co-creation activity.  
FERC (Frame-Explore-Refine-Commit) human-AI co-creation mindset  
GenAI training modules for employees  
Inspiration Sessions & Demos  
HI Transformation Motto & Branding aligned with existing values  
HI transformation Communication Plan (newsletters, intranet, town hall)  
AI Ambassador Program (change champions in each unit)  
Skills mapping for future AI-enhanced roles  
Employee Co-Creation Hackathons  
End user Engagement Channels (team sites, FAQs, prompt libraries)  
Tailored Role-Based Initiatives  
(Role-Based) Prompt Engineering Training  
GenAI Onboarding Curriculum (intro, intermediate, advanced)  
Demo Sessions (advanced use cases)  
Change Management Support (manager toolkits, helpdesks, adoption programs)  
Prompt library establishment  
Prompt library curation and awareness raising  
Program to support growth mindset & psychological safety in AI use

Prof. Jacob Sherson

## People – Kultur, mindset & ledelse

- ✓ Forstå og anvende FERC-mindsettet (Frame – Explore – Refine – Commit) som en designmetode for menneske–AI-samarbejde.
- ✓ Skabe psykologisk tryghed og nysgerrighed i teams, så AI bliver et fælles eksperiment og ikke en trussel.
- ✓ Bruge change management-principper til at engagere medarbejdere i forandringen.
- ✓ Identificere og styrke de menneskelige kompetencer, der supplerer AI – dømmekraft, etik, kreativitet, empati.

## Policy – Retning, principper & governance

- ✓ Udforme en vision og et motto for hybrid intelligens i din organisation.
- ✓ Udvikle en HI Roadmap med klare mål, ansvar og læringsloop.
- ✓ Forstå vigtigheden af AI compliance, etik og kultur, og hvordan det omsættes i praksis.
- ✓ Bidrage til at forme en AI governance-model, hvor mennesker bevarer ansvar og dømmekraft.

## Platform – Teknologi & integration

- ✓ Sammenligne og vurdere forskellige AI-modeller og teknologier ud fra formål og modenhed.
- ✓ Forstå og kommunikere grundprincipperne i AI agent-arkitektur og workflow-integration.
- ✓ Samarbejde med tekniske teams om opbygning af co-creative AI assistenter.
- ✓ Oversætte teknologisk kompleksitet til forretningsværdi og brugeradfærd.

## Projects / Process – Handling & eksperimenter

- ✓ Identificere, designe og prioritere HI use cases med tydelig kobling til forretningsmål.
- ✓ Udvikle og forbedre GPT-agenter og prompts til forskellige funktioner.
- ✓ Bruge Hybrid Business Innovation Canvas til at kombinere human judgment og AI prediction.
- ✓ Lede eksperimenter og skabe læring gennem iteration og feedback-loop.

# JOIN OUR JOURNEY – NEWS LETTER

## Partners

- +50 academics
- +100 companies
- 2 municipalities
- Professional networks like Danske HR

## TBC

- Multinationals like Adobe, Accenture
- +50 university network
- Unions (HK, 3F)
- Danish Nationalbank
- CAISA
- Consultancies: Implement, Involved, Gejst...

Launched very soon...

- Learn about HI
- Get access to video resources
- Get first invitation to seminars and events
- Shared student projects
- Join the HI community
- Upload your HI research
- Upload your HI use case
- Collaborate
- ...

