

The AI-powered employee: new technology needs a human-centric approach



Artificial Intelligence is revolutionizing the way we work, but each organization's revolution will only be a success if it first works out what matters to its business and its people.

Using AI well is not just about efficiency gains—it's about culture, the employee experience and enabling change. Here, Caro Moore, Head of Digital Workplace Portfolio at Fujitsu Australia and New Zealand, explains why putting your workforce at the forefront of innovation is so crucial to success in this fast-changing era.

It's about getting people excited

We're at the peak of the AI-hype cycle, says Caro. Adoption rates are soaring—particularly of generative AI—and many believe AI can do anything. This means organizations are discovering new ideas and use cases every day, but it also means that organizations have to be strategic about where they put their efforts. If they aren't, they will struggle to secure business value from this technology. And if organizations can't support the surge in demand, the fall from the peak will be a fast, hard, and expensive one.

The implementation of AI in the workplace is often led by HR and IT teams, so organizations have an opportunity to roll out new solutions through the lens of "[design thinking](#)".

"Human-centric design thinking is all about understanding your workplace from the perspective of employee needs. So when it comes to AI, the goal is not just to remove disruptive tasks, but also to help people feel energized and inspired in the workplace."

Caro Moore, Head of Digital Workplace Portfolio, Fujitsu Australia and New Zealand

Gartner's 2022 [Future of Work Reinvented Implementation survey](#) revealed that this approach can bring multiple benefits, including higher performance and reduced fatigue.



We need to break the habits of a lifetime

Taking a human-centric approach to AI implementation is also important because people will need to change deep-rooted habits. “They will be used to doing something a certain way for a long time, and now you’re asking them to do that differently,” says Caro. “Even today, I’m constantly reminding people to share links to live documents stored in the cloud rather than email attachments when collaborating with others.”

Although most Fujitsu employees have strong skills on different software and platforms, as well as data capabilities, the company has had to break down organizational silos to get the most out of AI. “We created a cross-functional Center of Excellence to ensure new solutions were rolled out consistently across teams,” says Caro, “which helped make the benefits of AI more tangible to everyone.”

But some employees will need more guidance and encouragement than others. “You need to find use cases that are relevant to people’s specific roles, because otherwise they might struggle to see how AI can help them,” says Caro. “There’s only so much you can do with targeted training and adoption programs. People need to learn how they can apply it to multiple situations and adopt that AI-first mindset.”

Caro has also noticed that not everyone is excited about AI’s productivity and efficiency gains, and recommends highlighting its opportunities around creativity and ideation. “Generative AI is a brilliant brainstorming assistant that can really help people get unstuck when they’re starting on a big project,” explains Caro. “Or it can help them build on a creative idea by approaching it from different angles.”

Which stage are you at?

AI's potential feels endless, so business leaders need a clear, overarching view of what they want to achieve with it. Where are the best opportunities for their organization? This will give them a plan, as well as a maturity curve to measure their progress against.

According to Caro, most organizations are currently pursuing one of the following levels of AI adoption:

01

Many are still at the stage of getting their people excited about AI, so they focus on using it in the simplest ways, such as cutting meeting-related admin. "We're all struggling to stay on top of meetings, so anything that helps with that is an immediate benefit," says Caro. "But employees mustn't just use this as an opportunity to be more productive. Alongside the AI revolution should be a shift in how we work and measure impact. It's crucial that businesses shift away from the traditional focus on outputs and instead focus on outcomes. That's where the real strategic value lies."

02

Once organizations are past this initial stage, they tend to start pushing for wider adoption by focusing on specific business cases. For example, businesses that need to produce a lot of brand communications might explore Generative AI solutions that allow them to use existing materials—product descriptions, internal documentations, brand guidelines—to create new content quickly. As long as all source materials are high quality, this approach can help businesses to speed up production while keeping the brand consistent.

03

The final stage, according to Caro, is when AI truly becomes an extension of the workforce and a seamless part of its day-to-day tasks. "This is where it gets more advanced," says Caro. "The organizations that are embracing solutions like AI chatbots, such as [Microsoft Copilot](#)—with employees using it as their day-to-day assistants—are likely to see the most value from their AI investments."



Clear rules on AI support culture change

“As AI becomes a more trusted source of information, we need to ensure people are aware of the risks involved—from bias to disinformation and security breaches,” says Caro. “At Fujitsu, we’ve introduced an ethics committee to help with this. We’re very conscious of the need for that human touch when it comes to GenAI, for example.”

HR and IT departments can make a difference here by setting clear expectations and guidelines around AI use. This will help employees to feel more confident in experimenting with new solutions, so it will probably encourage more people to start using them.

“If your goal is to build an AI-enabled business, you need to have the organizational structure to support that,” says Caro. “From employee productivity to process improvement, each area needs to work together to create a holistic strategy.”

Ultimately, it’s about creating a dynamic and supportive environment in which every employee can learn and thrive. Without that, your organization won’t be able to go through the culture change that propels the AI revolution.



