
AI as “Another I”:
Journey map of working with artificial intelligence
from AI-phobia to AI-preparedness

Junesoo Lee, Ph.D.
Associate Professor
KDI School of Public Policy and Management
jslee@kdischool.ac.kr

Source:

Lee, J., & J. Park. (2023). AI as “Another I”: Journey map of working with artificial intelligence from AI-phobia to AI-preparedness. *Organizational Dynamics*, 52(3): 100994. <https://doi.org/10.1016/j.orgdyn.2023.100994>.

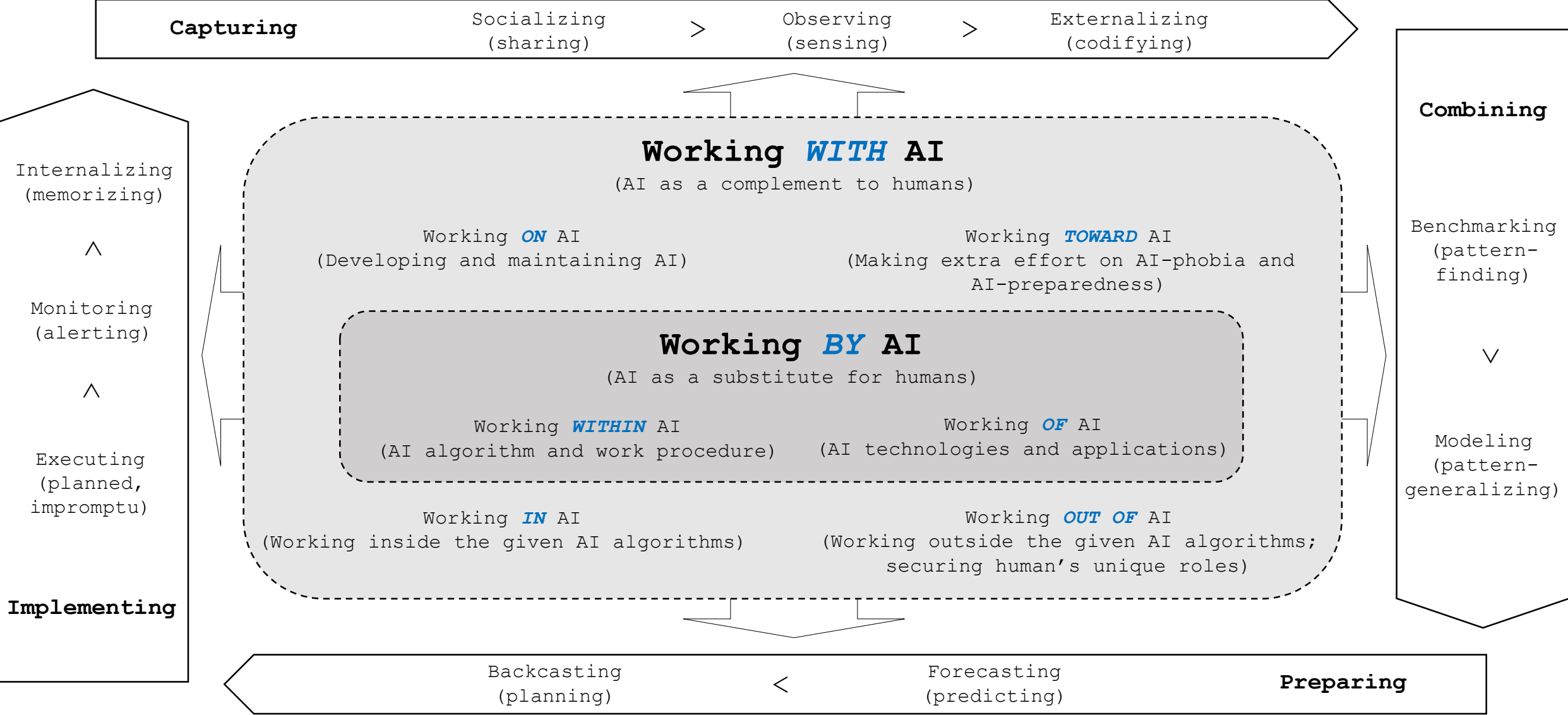
Introduction

- AI as “Another I”
 - Artificial intelligence as an indispensable part of daily lives and organizational affairs
 - Algorithmic recommendation platforms: YouTube, Netflix, Spotify, Google Photos
 - Generative models: large language models (LLMs) like ChatGPT and Bard
 - Artificial general intelligence (AGI)
- Ambivalent feelings toward AI
 - EXCITEMENT: more convenient and intelligent working
 - RESERVATION: deficient understanding and skills to effectively harness it
- AI-related agenda in government
 - How to understand “AI-phobia”
 - How to enhance “AI-preparedness”

AI-phobia and AI-preparedness: Challenges of working with AI

AI-phobia	Challenges	Impacts on AI-preparedness
AI-literacy	“I don’t know about how AI works and how to use it.”	AI-divide : AI-literate vs. AI-illiterate AI-fabrication : AI-literate’s biased design of AI algorithm that favors certain interests
AI-substitutability	“I am afraid that AI will make me obsolete and replace me.”	Human employment loss : AI’s replacement of human employees Human capacity loss : “Hollow Intelligence”
AI-accountability	“When something goes right or wrong, who or what is responsible: me or AI?”	False attribution of AI : Attributing human credit or fallacy to AI False attribution of human : Attributing AI credit or fallacy to humans
AI-implementability	“I have to adopt AI just because I have to do so.”	AI-fever : Psychological, cultural, managerial, political, or social pressure to adopt AI without proper preparation Accountability (dis)equilibrium : (Im)balance among various AI-related accountabilities

Journey map of working with AI: “Working + *PREPOSITION* + AI”



Working *BY* AI: AI as a substitute for humans

Working *WITHIN* AI: AI mechanism and work procedure

Sensor: Input of information into the AI system

Machine/deep-learning algorithm: Modeling done by human

Decision-making algorithm: Modeling done by machine

Actuator: Executing predetermined or prompted commands from humans on information or activities

Working *OF* AI: AI technologies and applications

AI for images and sounds: Replication or fabrication of images and sounds

AI for paperwork: Document summarization, multilingual translation, and format transformation

AI for programming: Democratization and decentralization of programming

AI for interaction: Interacting with human in service industry

AI for robotics: Recognizing the situation and react properly by providing appropriate instruction to robots

Working *WITH* AI: AI as a complement to humans (1)

Working *ON* AI: Developing and maintaining AI algorithms/parameters

ABOVE: Designing AI algorithms/parameters

ACROSS: Determining the breadth (scope, range, and scale) of AI algorithm and utilization

INTO: Determining the depth (level) of AI algorithm and utilization

OVER: Maintaining and repairing AI

FOR: Improving AI algorithm and data sources; and handling model dilemma (simplicity vs. reality)

AGAINST: Correcting inaccurate data sources, algorithm, and AI-provided information/answers

Working *WITH* AI: AI as a complement to humans (2)

Working *IN* AI: Working inside the given AI algorithms/parameters

BEFORE: Preparing “good” questions/commands for AI work (i.e., prompt engineering)

THROUGH: Collaborating with AI

AMONG: Working with multiple/diversified (purposes) AIs (also for cross-checking AI works)

BETWEEN: Bridging/relaying/automating multiple AIs at different levels/domains in organizations

DURING: Doing human’s own work while AI does its own work

AT: Overseeing the AI work process

BEHIND: Monitoring AI processing and products

BEYOND: Cross-checking, double-checking, and interpreting AI-provided information/answers

AFTER: Utilizing AI work products

UNDER: Following and executing AI-provided information/answers

SINCE: Making decisions/judgments based on AI-provided information/answers

Working *WITH* AI: AI as a complement to humans (3)

Working *OUT OF* AI: Working outside the given AI algorithms/parameters; securing human roles

UP: Encouraging and promoting reliance on AI

TO: Digital transformation, adapting humans and organizations to AI

FROM: Analog transformation, adapting AI (interface) to humans and organizations

DOWN: Discouraging and lessening reliance on AI

BELOW: Keeping human's own work (even if inferior to AI) for security or other issues

AROUND: Excluding AI (for HRD on human's creativity and autonomy)

Working *WITH* AI: AI as a complement to humans (4)

Working *TOWARD* AI: Making extra effort on AI-phobia and AI-preparedness

ABOUT (for AI-literacy): Studying (how to use) AI; enhancing transparency of AI algorithms

ALONG (for AI-substitutability): Designing multidimensional co-existence of humans and AI

Spatial co-existence: Diversifying AI usage across hierarchical levels and functional domains

Temporal co-existence: Employing incrementalism and experimentalism for transition to AI

BESIDE (for AI-accountability): Defining the accountabilities of AI-related stakeholders

Conclusion

- Ambivalent future
 - UNCERTAIN: emerging technologies, and the corresponding relationship between humans and AI
 - CERTAIN: humans continuing to work with AI; AI continuing to take over human work
- Will AI make human labor obsolete?
 - POSSIBLY
 - STILL, AI can make humans more human by ...
 - Reminding of humans' uniqueness of having a spirit and soul,
 - Reminding of what human spirit can (should) do better than machines, and thereby
 - Saving humans from work alienation.
- How can humans and AI better coexist in government?
 - Government, as the last and sole advocate of public value, needs to stay prudent.
 - The journey map may work as a checklist for AI-preparedness in government.