

LEARNING MADE EASY

Writer Special Edition

# Enterprise Generative AI

for  
**dummies**<sup>®</sup>  
A Wiley Brand



Identify suitable use  
cases for generative AI

Boost business outcomes  
with generative AI

Implement generative AI  
programs effectively

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by

**WRITER**

Alaura Weaver

## About Writer

Writer is the full-stack generative AI platform for enterprises. Writer empowers your people — support, operations, product, sales, HR, marketing, and more — to accelerate growth, increase productivity, and ensure governance. Its platform transforms work by embedding AI into any business process and making it available everywhere people work. Writer pairs Writer-built large language models (LLMs) with knowledge graph, which integrates with your business data sources, to deliver high-quality outputs and insights. Writer automatically enforces your AI guardrails so work is compliant, accurate, inclusive, and on-brand, whether it's created by your people or AI. Writer's flexible application layer of chat interfaces prebuilt templates, and composable UI options serve use cases across every function.

The Writer platform is enterprise-grade and doesn't use or share your data. It's compliant with SOC 2 Type II, GDPR, Privacy Shield, HIPAA, and PCI. Palmyra, Writer's family of transparent and auditable LLMs, is top-scoring on key benchmarks, faster and more cost-effective than larger models, and fine-tuned for specific industries. The company offers flexible deployment options, including Writer-managed and customer-managed. Leading enterprises choose Writer, including Intuit, UiPath, Spotify, L'Oreal, Uber, and Deloitte. Visit Writer at [writer.com](https://writer.com).

## About the Author

**Alaura Weaver** is the Senior Manager of Content and Community at Writer. She leads content, social media, and community strategy across a variety of mediums, including the Writer's Room blog and ActiveVoice: the Writer Slack community for content leaders. When she isn't word-nerding, Alaura is a storyteller, consultant, and advisor with the title of Mom. Alaura enjoys binge-listening to podcasts about cults and performing karaoke (her "Natural Woman" brings the house down every time).



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**by Alaura Weaver**

**for  
dummies<sup>®</sup>**  
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# Introduction

Many people are intrigued and surprised by how quickly artificial intelligence (AI) has blown into the mainstream. What seemed like a futuristic consideration is suddenly something you fear you're already behind on understanding and adopting. But as you race to keep up, you also may fear the downsides some of those headlines have shared.

Take a breath and be ready for words of comfort. The media attention has been sudden, but expertise in AI is already established and ready for you to tap into. The crazy stories about risks are real, but so are the AI safeguards available if you choose the right expertise and technology.

The stories about the stunning power and remarkable usefulness of AI are just as important, too. Your organization can benefit from AI in astounding ways by implementing a full-stack generative AI platform. That's how you uncover enterprise-wide use cases for efficiently creating new content and transforming existing work, analyzing data to generate insights, and governing content to ensure compliance, accuracy, and brand consistency.

The best advice is to adopt technology that's fully customizable, generating content and answering questions about your organization's data in ways that are totally aligned with your organization's goals and values. Your generative AI technology must integrate seamlessly into your workflows and existing tools, it should function across the entire enterprise, and there should be full transparency regarding how it thinks and operates.

## About This Book

*Enterprise Generative AI For Dummies*, Writer Special Edition, is your guide to quickly and safely moving into this new era. This book helps you harness the power of generative AI and gain a competitive advantage. Check these pages to learn about the state of generative AI and how enterprises benefit from its capabilities. You take a deep dive into the large language models (LLMs) that make

generative AI happen, the potential use cases, the challenges, and the countermeasures. You get tips on how your organization can articulate and prioritize its goals, how to get started, and how to ensure success.

This book also covers Writer's full-stack generative AI platform that's enterprise-grade, learns from your organization's own data, is fully customizable to fit into existing workflows, and is compliant with Systems and Organization Controls (SOC) 2 Type II, General Data Protection Regulation (GDPR), Health Insurance Portability and Accountability Act of 1996 (HIPAA), and Payment Card Industry Data Security Standards (PCI DSS).

## Foolish Assumptions

When writing this book, I made some assumptions about you, the reader:

- » You may be a marketing, sales, customer support, or operations leader but you don't have a lot of technical understanding about AI.
- » You're eager to learn more about the business value of generative AI.
- » You're looking for a primer into how your enterprise can implement generative AI successfully, safely, and easily.

## Icons Used in This Book

In the margins of this book, you notice some icons here and there. They're like a roadmap pointing out important spots:



REMEMBER

Skip a bit of text if you must, but be sure not to miss the key points shared next to this icon.



TIP

This book is intended to be full of actionable ideas, and this icon points to them.





WARNING

AI is powerful, but you need to watch for a few potential challenges, as noted next to this icon.

## Beyond the Book

The 48 pages of this book offer a tantalizing overview into generative AI. You may come away with an appetite to learn more, so visit [writer.com](https://writer.com) for more info on generative AI, use cases, and resources, including its full-stack enterprise-grade platform.

- » Using AI to solve problems
- » Comparing reality versus hype
- » Seeing how LLMs work
- » Investing in generative AI
- » Exploring use cases
- » Keeping ahead of any risks

# Chapter 1

## Introducing Generative AI

**A**rtificial intelligence (AI) has been the subject of fascinating science fiction for many years, but it has recently filled the real-world headlines. Businesses of all types are discovering just how many actual problems and challenges can be solved through the use of AI. It's not fiction, and it's not hype; it's a real game-changing reality.

This chapter dives into that reality, explains how large language models (LLMs) bring generative AI to life, explores the business value and uses of generative AI, and ventures into the obligatory cautionary tales. I share effective countermeasures for avoiding trouble, too. One of the best bets is the opportunity to incorporate an enterprise-grade, fully transparent platform with your organization's business processes and existing IT architecture.

## Solving Real Problems

Whatever industry you're in, odds are you've been bombarded with talk about AI. There's no escaping it. It's all over news articles, popping up in industry journals, and if you listen in on such

things as the earnings calls of technology companies, the term “AI” sounds like it’s on repeat. It’s as ubiquitous as pumpkin spice flavors and scents in the autumn.

This book is packed with information about generative AI, but you may be wondering whether it’s a good use of your time to find out more. Amid all the hype, is it enough of a game-changer to be worth your attention?



TIP

Or to put it another way, what can AI really do for your business? What problems can it solve? Turns out that, unlike those pumpkin spice flavors that are forgotten by New Year’s, AI really can make a lasting mark on your business operations and growth. Here are some of the headaches it can cure:

- » **Production bottlenecks:** I’m talking about processes that are stuck and unable to keep up with the demands of customers. Generative AI breaks through bottlenecks. It automates processes, improves efficiency, and helps the humans on your team make decisions that are not only faster but also better. It can help you increase output, get the most out of your resources, and speed up development cycles.
- » **Tedious tasks:** If your company is like most, you’ve been having trouble finding and keeping good talent. People are increasingly willing to hit the road if they’re buried in mundane, repetitive work. Generative AI can uncomplainingly tackle tedious tasks, freeing up your human brainpower for real value-creating initiatives that your people will find fulfilling.
- » **Inconsistencies and noncompliance:** Maintaining content that’s consistent across the organization and compliant with internal and external standards is essential, and it’s a total headache. As employees turn over and workloads increase, it’s easy for discrepancies and errors to pop up and multiply. Generative AI can identify these issues, offer insights and recommendations, and even automatically fix them. Small problems can be eliminated before they get out of hand.
- » **Training hurdles:** You sure would like that new hire to get up to speed quickly, but it takes time to gain the necessary knowledge and skills. Generative AI can get new hires moving more speedily by automatically generating content such as training materials and job simulations. Personalized instruction can fill knowledge gaps.

Generative AI isn't just a new flavor for your business operations. It has the power to tackle real-world problems that you're likely facing. It's worth reading on to learn more about how that can happen.



REMEMBER

Customers, too, can end up more satisfied when an organization employs generative AI. When equipped with information-retrieval solutions, the technology can answer questions quickly and accurately and offer hyper-personalized recommendations. It can handle some customer interactions entirely on its own and also improve live human interactions by empowering agents, elevating service levels, and creating instant conversation summaries.

Over on the research and development side, generative AI can help researchers explore potential new products and services. It can analyze customer data and industry trends and suggest ideas for innovation. Folks in marketing find generative AI useful for creating product descriptions, emails, landing pages, FAQs, and even ads. A well-curated LLM with appropriate AI guardrails can allow all this content to be fully on-brand and totally accurate.

## Seeing the Reality Amid the Hype

Seemingly endless possibilities exist for reducing or speeding up work, tapping into powerful insights, and gaining competitive advantages through the use of AI. It can sound like part hype and part miracle, but you may be surprised to learn just how many people and organizations are already sophisticated users of AI for many different purposes.

In fact, most people's daily lives are touched by the use of AI in a lot of ways already, whether they know it or not. For example, if you listen to Spotify or watch Netflix, you're getting recommendations and classifications that are informed by AI. Your Google searches are, too. And the stuff that pops up on TikTok.



REMEMBER

Indeed, you can use AI in far more ways than I could ever possibly list, but the focus for this book is using *generative* AI. Generative AI refers to not just making recommendations but actually creating new data or content or generating insights by using natural language processing (NLP) and machine learning (ML).

That word *generative* means it's not just recognizing or classifying data but actually coming up with something entirely new by

using AI — often something that sounds like it was created by a human. As you’ve no doubt read in the headlines, the stuff created by AI could be text, images, code, audio and music, or video and animation. For the purposes of this book, though, the focus is on text generation.



REMEMBER

To be even more specific, this book focuses on using generative AI for creating, analyzing, and governing text-based content in business contexts. There’s a lot more detail on these use cases later in this chapter, but it’s worth setting the stage here.

- » **Creating** is pretty much what it sounds like: using AI to come up with something new. It also may mean editing or revising something that has already been created, by a person or AI, perhaps by turning it into a different format.
- » **Analyzing** means taking an in-depth look at content of some kind and generating insights. That may mean spotting trends or reaching conclusions of some sort, perhaps even analyzing sentiment amid a batch of customer feedback.
- » **Governing** has to do with examining text with an eye for whether it lives up to certain standards. They could be legal or regulatory requirements, factual details related to products, brand consistency, or inclusivity.

The kind of work performed by technology can have tremendous implications on your business operations, including human resources. For example, if you’re losing employees to burnout or overwork, you know that turnover comes at a very high cost, both in terms of recruiting and replacing workers, and moving forward without their institutional knowledge.

What’s more, labor shortages have made it hard to fill every job, and AI can be a handy force multiplier. But that brings up a super-important point. A lot of the hype you may have read includes worries about AI replacing people. That sounds threatening, but it isn’t really an accurate description of how AI may impact the humans on your payroll.



REMEMBER

The reality is tapping into the assistance of AI can improve the employee experience and take tedious tasks off workers’ plates. That makes room for upskilling and reskilling and engaging employees in satisfying value-adding work. Rather than threatening jobs, AI holds the potential to improve them.

# Understanding LLMs

AI relies on building large language models with the help of machine learning. But what does that actually mean and how does it work?



REMEMBER

ML is in a lot of ways similar to human learning, and an LLM is learning language kind of like a human does. An LLM in training is exploring the language to find connections and statistical patterns in the ways that words are used. It's immersing itself in the language, and as it recognizes patterns, it figures out how to predict them.

Ultimately, the LLM is learning how to communicate and understand language, so it can respond to a question or request by generating an answer formed in natural language. But it's worth digging more deeply into those three letters, L, L, and M.

- » The first L, for *large*, is an important point. It takes vast amounts of data to train an LLM. Immersion implies a lot of data. That data may include vast volumes of information from the Internet or a more specific, tailored set of data.
- » The second L, for *language*, is what it's being immersed in, of course. It's learning pattern recognition, figuring out communication in the same way humans do.
- » The M is for *model*. A model is a type of design, and when it comes to LLMs, there are different kinds of models that are created for different purposes.

Most of the headlines people have seen in recent years have been focused on general, consumer-use models such as GPT and Google Bard. But there are other models that are designed specifically for business use and for specific industries. The Palmyra family of LLMs is an example.

Learning a language is only part of what humans do as they listen to their parents and friends, pay attention in school, and watch TV. They also learn substance, because what good is language if you don't have something to say?



REMEMBER

The same is true about LLMs. They master the art of using language from the data that trains them, but they also learn the information contained in those data sets. To a user, an LLM can seem like a genius, but the fact is, it doesn't know everything.

Indeed, just like a human, an LLM is only as smart as the data it's trained on. It's important for data to be as current as possible, and critical that it be accurate.

It's not hard to understand why those two factors are so important. If the training data isn't current, there may be new knowledge the LLM doesn't have and therefore can't include in the content it generates. And any inaccuracies included in training data could end up in the content that the LLM generates.



WARNING

But even that's only part of the problem. AI has the potential to perpetuate and amplify any biases and stereotypes that may show up in training data. In doing so, it could stir up ethical issues, damage reputations, even pose potential legal risks.

AI bias happens when algorithms, models, and datasets have assumptions built-in that might lead to inaccurate or unfair conclusions. There are different kinds of bias that might pose trouble, including historical, sampling, labeling, and confirmation bias. Here are some real-life examples (I've left out the names of the companies involved, but these are actual things that have happened).

A decision-making algorithm designed for law enforcement was found to falsely flag Black defendants as potential future criminals twice as often as White defendants. The same tool was also more likely to inaccurately portray White defendants as low-risk. This is known as *historical bias*.

A real-world example of a *sampling bias* was a hiring tool that was trained on years of résumés from past candidates. Unfortunately, most of the candidates were men, and the algorithm ended up favoring male candidates.

What about *labeling bias*? Here's a horrifying real-world example: An early photo-labeling algorithm was found to tag Black people as gorillas.

And *confirmation bias* happens when data is mistakenly interpreted to confirm an existing belief. This can happen in the world of social media, where algorithms are more likely to feed you facts that match and amplify your worldview — even if your worldview includes inaccurate conspiracy theories.



REMEMBER

If all this makes you nervous, that's fine, but please don't close this book and think that AI is too risky. These kinds of nightmare scenarios don't have to come true. LLMs don't have to behave like a Wild West of language and knowledge, and smart enterprises know how to make technology work safely and intelligently.

One of the biggest keys is *transparency*. Some of the popular consumer AI tools that are all the rage are like a black box into which massive amounts of data have been poured and stirred up. You don't know what you're going to get out of them because you don't know what was put into them. It's like going to the grocery and buying some super-processed food that has no label showing ingredients.



TIP

With AI, the solution is to partner with LLM and generative AI vendors who are completely transparent about training data sources and the various cutting-edge algorithms and technologies employed. There are many approaches for increasing transparency, accountability, and explainability.

Your enterprise needs a partner whose sources and models can be audited for toxicity and other factors that can lead to poor outputs. There should be privacy mechanisms to ensure that insights can be obtained without exposing individual data points. You'll want to be certain there are techniques that monitor for regulatory compliance.

In short, you can feel much more confident in your AI solution if there is no black box, but rather an open window that lets you know what's happening inside. It can certainly seem like magic, but in this case, you need a magician committed to sharing the secrets of how the magic works.

## Employing Generative AI

Generative AI may have hit the mainstream headlines with the sudden consumer popularity of ChatGPT, Google Bard, and CoPilot, but smart enterprises have already been busily employing the technology big-time. Practically every industry — from healthcare to financial services to retail and a whole lot more — has companies investing in generative AI tools.



These AI pioneers are experimenting with technology and rolling it out across IT, marketing, sales, operations, and support teams. The human resources team is a growing user, as are learning and development, brand management, research and development, and even legal teams.

This means a lot of professionals are already clued in to the significant benefits. Polling suggests that they also have at least some insights into the risks, such as data privacy concerns and the potential for inaccuracies.



REMEMBER

Writer conducted a 2023 survey on the topic of generative AI in the enterprise. The survey gathered input from 466 leaders at the director level or above at companies with at least a thousand employees. Here are some of the findings:

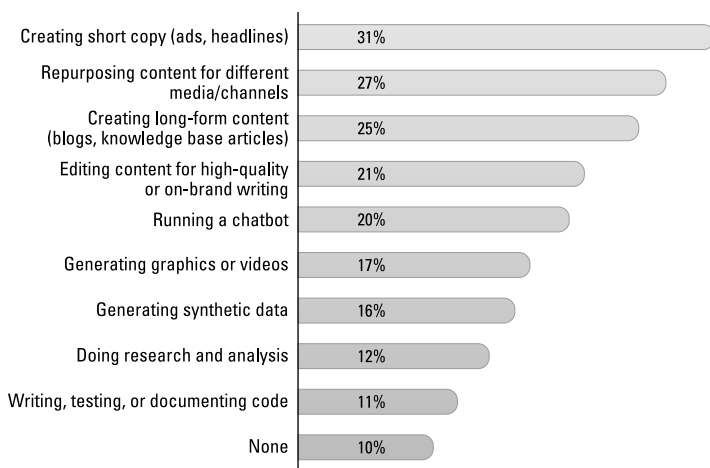
- » Fifty-nine percent of companies have purchased least one generative AI tool or have plans to do so soon. At some of the companies not into generative AI yet, individual employees are finding ways to use it.
- » Only 7 percent of respondents said it'll never happen at their company, and as far as they know, no one is using generative AI on their own.
- » Nineteen percent are already using five or more generative AI tools.
- » Respondents are using generative AI in pretty much every function across the enterprise.
- » Fifty-six percent of respondents believe generative AI is boosting productivity by 50 percent or more.

Figure 1-1 also gives you some details on how companies are using generative AI, according to the Writer survey. When asked what the top three generative AI use cases were in their companies, Figure 1-1 shows those results.



WARNING

The survey also turned up one finding that's a bit concerning, though not entirely surprising given the generative AI hype in the media. The most often used tool is ChatGPT — some 47 percent of respondents said their companies use it, and of regulated companies, the share is 52 percent. Ironically, ChatGPT is also the tool most frequently banned from use. An issue with using ChatGPT in the enterprise setting is that organizations are opening themselves to security, privacy, brand reputation, and governance risks.



**FIGURE 1-1:** How companies are using generative AI.

## Exploring the Use Cases

Many different use cases exist for generative AI. It's possible to boil down the most popular uses into a few buckets. As you continue through the pages of this book, you see repeated references to how AI delivers on use cases that fit into three general categories.

### Creating



**TIP**

Generative AI is about creating something new — generating high-quality, accurate output. Text content may be the most common use, and that includes articles, reports, emails, social media posts, ads, and so on. AI may take recordings and turn them into derivative content in numerous formats, ensure web content is SEO-ready, or adapt press releases to multiple audiences.

But the possibilities don't stop with text. AI can generate computer code, for example. It may autocomplete code that a developer starts or come up with code based on a request from a developer. And AI tools create images, too, either by adapting and altering existing images or creating new ones, based on a textual request. These tools can handle graphic design requests and design logos. AI can paint paintings, design sculptures, create gaming characters, and even write music.

After something is created, there's always room for improvement. AI can lend a hand with that, too, editing to refine or improving existing work. Or it could transform an existing work, such as creating new versions to adjust for industry, function, persona, or business context. The create use case can also take the form of repurposing existing works into different formats, such as adapting a video into a blog post or a white paper into an email.

## Analyzing



TIP

AI tools can analyze the key themes, mood, or sentiment that comes through in content and get answers in seconds. The technology can spot patterns in large sets of generated data and review content with an eye toward quality analysis. It can analyze and synthesize data to surface insights and spot trends and answer questions, including queries that tap into your own company's knowledge and data.

As part of the analyze use case, AI can compile and summarize reams of information, proprietary to your organization, into research briefs. It can create summaries of documents, webpages, and recordings, too.

## Governing



TIP

The govern use case includes a focus on compliance, looking for language that runs afoul of legal and regulatory rules. It finds incorrect terminology and statements and works to prevent data loss and global compliance problems. This type of AI work also means checking for factual accuracy, detecting claims that are wrong and suggesting replacement wording.

The AI can also police for brand consistency, making sure that all work reflects the corporate brand, messaging, and style guidelines. And it can ensure that language used is inclusive and unbiased.

# Taking Care with Generative AI

Despite all the amazing things you can accomplish with generative AI, there's still a catch. Yes, you need to be mindful about some concerns, constraints, and potential risks. The important thing is to be aware of them and understand the countermeasures.

After all, you face risks every time you climb into a car, too, but you employ guardrails such as fastening your seatbelt. Just look at the AI technology in your car — it augments and makes the experience safer, but you're still in control. You drive on, mitigating the risks and moving forward. That's what you do with generative AI, too.



REMEMBER

As AI becomes more powerful, complex, autonomous, and ubiquitous, guardrails become all the more important. Guardrails help ensure AI is being used responsibly and ethically, and not misused for nefarious purposes. Guardrails protect against bias and work for fairness. They help ensure compliance with legal and regulatory requirements.

Guardrails also maintain a connection with humanity. They facilitate human oversight and help reinforce the idea that AI is a tool rather than a replacement for humans and their ability to make decisions. And knowing that guardrails are there helps regular humans build confidence in AI.

Complementing the assurances of guardrails are the countermeasures you should employ to fight back against various specific concerns. Take generative AI *hallucinations* (sometimes known as *plausible BS*) as an example. On occasion, a generative AI tool creates content that sounds credible and plausible, but it's inaccurate. Hallucinations are why some companies have banned the use of generative AI technologies targeted toward individual users, such as ChatGPT.

So, you take countermeasures. Fact-checking is an obvious one for your content regardless of whether it's been written by a human or an LLM. You may not be surprised to learn that AI-powered fact-checking tools already exist. You can also employ a claim-detection tool that automatically flags statistics, facts, and quotes that people want to verify.



TIP

One of the best countermeasures is ensuring that your LLM is trained on clean, accurate, curated data, with the help of a vendor committed to full transparency. For example, if your generative AI is basing its outputs on your own company materials and other data that you know is accurate, fair, robust, and reliable — rather than a broad crawl of the web — you tremendously reduce your risk of hallucinations.



WARNING

Other concerns related to generative AI include the following:

- » **Data security and privacy:** Consider the risks of using tools built on LLMs designed for consumer use, which reserve the right to keep, access, and use your data. If someone uses confidential or customer data in a prompt, it becomes part of the LLM database, which can put intellectual property and other sensitive data at risk.
- » **Copyright:** Much ongoing debate exists about the use of copyrighted materials in LLM training. Creators whose work ends up teaching an LLM have been asking for more protections, so this is an area of active litigation. Folks may also debate whether AI-generated content is protected under copyright law. According to the United States Copyright Office, that depends on the level of human creativity, but unedited content created by the most popular AI systems probably doesn't qualify for protection — and that means if your organization wants to sell AI-generated material, that could be an issue.
- » **Compliance:** You expect your human content creators to comply with corporate guidelines, branding norms, styles, terminology guidelines, and regulatory requirements. A general-purpose tool won't know all the rules, so full compliance isn't a given.



TIP

The countermeasure to these risks is an enterprise-grade, customizable generative AI platform, complete transparency, thoughtful guardrails, and when applicable, the addition of human creativity. You want a platform that's tailored to your needs, that's certified under privacy and security standards that govern your organization, and that won't store data or content any longer than it's needed.

#### IN THIS CHAPTER

- » Giving marketing a hand
- » Offering support to the support team
- » Upping the game for operational leaders
- » Teaching new tricks to learning and development
- » Powering up product development
- » Helping out human resources

## Chapter 2

# Employing Generative AI in the Real World

If you've decided to up your organization's generative artificial intelligence (AI) game, before you go shopping for a solution, you should gain a good understanding of your needs and how generative AI works in real-world settings. This chapter spells out how AI can fit into the workflow of a half-dozen different teams within your organization, what challenges it can solve, and what tasks it can tackle. It offers real-world examples of how generative AI helps to create, analyze, and govern your content.

## Turbocharging Marketing

Your enterprise may have the most mind-blowing products or incredibly essential services out there, but without the marketing team, you'll spin your wheels in frustration. You can't succeed without connecting with customers to understand their needs and let them know how you're going to solve them.

At the outset, these players conduct market research to get a sense for consumer needs and preferences. They craft compelling advertising campaigns. They manage the brand's image and reputation. They do their work in platforms ranging from digital media to traditional advertising, from webpages and catalogs to blog posts and countless other approaches. They make sure your company's voice is heard in a competitive landscape, and if all goes well, they drive sales growth.

To do this well, it requires a lot of different kinds of effort, perhaps more than seems humanly possible. To begin with, there's a whole lot of content to create, in multiple different formats. The more people involved in that, the greater your chances of straying off-brand. It's even more of a potential issue if you're involving partners down the sales chain who aren't as directly connected to the organization.

An enterprise, generative AI platform can give your marketers a huge advantage. With AI, they can create a whole lot more content. They can bring products and services to market faster, employing distribution shortcuts. And they can be sure the whole enterprise stays on-brand. Here are some examples from each of the primary use cases of generative AI:

- » **Create:** Your AI tool can write the first draft of an ebook about the product. Think of how much of your marketers' time that would free up.
- » **Analyze:** Ask the AI platform to process a webinar recording and summarize the key takeaways.
- » **Govern:** Run some advertising copy through the platform and have it flag spots where it gets terminology wrong, makes incorrect statements, or violates legal or regulatory standards.



REMEMBER

From the perspective of the marketing team, the functional requirements of generative AI include knowing your products, speaking in your voice, writing in your organization's style, integrating with all necessary sources of data, and being able to detect claims and check the facts.

## CASE STUDY: MARKETING THE BRAND

A technology company was growing at a healthy pace but finding the competitive environment to be increasingly challenging. It needed to get far more efficient and effective in its marketing approaches, scaling its content output without adding any more human resources.

Generative AI helped that marketing team boost its writing output by 50 percent, with greater brand consistency and more personalized content. It took a hundred blog posts and rebranded them to better align them with the brand style. It made its product documentation more conversational, which again was better aligned with the company's style and voice. And it was able to verticalize content so that it would cater to specific industries and personas.

## Supporting the Support Team

Your organization won't last without customer loyalty, and customer support team members are essential in maintaining satisfaction and building loyalty. They're often the first point of contact for customers needing help, they address questions, they resolve issues.

Your support team members gather feedback, which is a goldmine for improving products and services. And they help customers get up and running with a product, talk up product updates, handle troubleshooting. They're the key to smiling customers.

This is a crucial job, for sure. And not an easy one. They need to have a ton of knowledge or have a fast-and-easy way to find that knowledge. AI can build the knowledge base that support team members tap into. Your support employees also need to be able to make sense of their customer interactions, or else you'll never be able to spot opportunities for improvement. AI can help with the analysis of interactions. And like your marketers, your support team members need to reflect your brand's personality and tone, and AI helps flag communications that stray.



What are other specific things these teams might ask of an enterprise AI tool?

- » **Create:** The support team can have generative AI write a knowledge base article on the latest product feature.
- » **Analyze:** A generative AI platform can scour customer support survey responses to come up with insights on areas of improvement to consider.
- » **Govern:** The system can suggest support responses to customer inquiries that are fully compliant with brand standards.



REMEMBER

To sum up the functional requirements your generative AI tool must have from the point of view of the support team, it has to know your products inside and out. It must be able to offer answers and do so in the voice of your brand. It has to recognize claims and verify the facts in those claims. It must be able to add to the knowledge base and create FAQs. And it has to ingest any kind of data format to gather customer insights.

## CASE STUDY: FILLING THE KNOWLEDGE BASE

Accurate and efficient customer support requires a knowledgeable team, but nobody can know everything. That's why the knowledge base is so essential, making support team members instant experts in whatever the topic at hand might be. But who keeps the knowledge base filled with knowledge?

One tech company faced a daunting task of scaling up its support knowledge management. The team of writers creating knowledge base articles needed to grow, but the number of articles had to grow even faster. A generative AI platform helped in multiple ways.

Trained on style guides and content guidelines as well as organizational and product info, the AI system helped ramp up new writers quickly and allowed all writers to work far more efficiently. It also enabled a team-publishing model that let even non-writers produce great content. The result: The support knowledge management team quickly went from publishing 200 articles a year to creating more than a thousand.

# Operationalizing Your Success

At the heart of day-to-day activities is the operations team with a broad range of functions on its plate. All processes from design to production to delivery are in its sights, along with operational planning and forecasting, finance and strategy, quality control, and the supply chain management that ensures smooth sailing.

Operational leaders will want in on the productivity gains promised by AI, as they work to ensure operations are well-coordinated and programmatic. They'll find generative AI useful in overcoming hurdles in multiple areas they control.

For example, sluggish development time can put a crimp in competitiveness, but generative AI can save time on such elements as product description creation. A robust program can help strategic planners establish more cogent objectives. It can help investor relations wade through stacks of press releases to prepare meeting notes for earnings calls. A few more examples:

- » **Create:** Just watch as generative AI automatically creates product descriptions as details hit the product database.
- » **Analyze:** A generative AI platform can evaluate quarterly reports to gain insights for developing objectives and key results.
- » **Govern:** Investor updates have notoriously stringent regulatory requirements, and accuracy is especially vital here. Generative AI keeps them in line.



REMEMBER

From the perspective of operations, the functional requirements of AI include knowing products inside and out, fully integrating with the tech stack, ensuring writing is based on business context, checking facts for all claims, and ingesting data from all formats for understanding and analysis.

## CASE STUDY: IMPROVING OPERATIONS

A retailer in a competitive fashion sector was seeking ways generative AI could boost efficiency and improve operations. It found answers in many places.

For example, a product can't hit the online market until product descriptions are ready, but those take time. The retailer cautiously tested to ensure AI-produced descriptions would achieve conversion rates that match human-produced descriptions. The answer was yes, and AI got products posted and selling more quickly.

Just as important, sending that work to AI freed up valuable people resources for areas with higher impact. Letting AI handle the mundane meant creative resources could focus on building new competitive advantages.

## Powering Up Learning and Development

Organizations rely on their learning and development (L&D) team for fostering ongoing employee growth and corporate success. The team works day in and out identifying skills gaps and creating training programs to fill the gaps. That may be in-person or online classes, workshops, or mentoring, but in all cases, measurable growth in performance and productivity is a must.

Ultimately, that requires a whole lot of content creation, in a wide range of formats. It can be overwhelming for the team to keep up with that need, especially in a growing organization where L&D staffing levels aren't keeping pace, a common dilemma. Some of the required work involves brand-new creative efforts, while much is mundane repurposing of existing materials into different formats.

Generative AI can fill in those gaps and meet the challenges. It can customize existing training materials by team or department function. It can write a video script based on a training manual,

or vice versa. It can analyze a skills gap and determine ideal resources for addressing it. Here are some other thoughts that fall into our general buckets of AI uses:

- » **Create:** A generative AI platform can come up with a best-practices article targeted at newly promoted managers.
- » **Analyze:** The platform can come up with some FAQs by analyzing and categorizing what's in an internal wiki.
- » **Govern:** In training materials it creates, as well as existing materials, a generative AI platform can ensure compliance with industry certification requirements and other vital standards.



REMEMBER

The functional requirements that your L&D team will demand from generative AI include a strong grasp of the company's culture and business context, and the ability to write in the company's tone for whatever audience it's targeting. It needs to be able to ingest any data format and understand what it's ingesting, and it must be able to detect claims in order to check the facts in those claims.

## CASE STUDY: STREAMLINING TRAINING

A growing IT security company was having trouble keeping up with the expanding demands on its L&D team. It wasn't just a matter of cranking out a high volume of content. There was a need to quickly bring new writers up to speed on style guidelines and enforce consistency, and ensure all materials were meeting compliance requirements.

The company turned to generative AI to create written recaps of training videos. Its platform scoured existing training materials with a keen eye toward brand, proper terminology, and compliance requirements. Its focus on consistency helped with a globalization push, in part by better facilitating translation. And AI was easy to adopt, with the platform allowing revisions right in the existing content management system.

# Enabling the Product Team

Product leaders are developing products and services, but in a broader sense, they're creating hopefully delightful user experiences. The product team requires not only technological skills for bringing concepts to life but also a keen ability to process and analyze market research and customer feedback, create communications to facilitate successful adopting, and efficiently document product updates and fixes.

That's a whole range of talents that more than likely doesn't all exist in any individual person. Keeping up with customer needs in a competitive environment requires constant vigilance, the ability to spot trends, and a continual eye on potential feature improvements. Generative AI can help pull together disparate sources of input for those purposes. And any logjam in the development of supporting content, such as release materials and FAQs and product error messages, can delay product introduction. An AI platform can ease those logjams, too, through content generation.

Here are some things product developers may ask of AI:

- » **Create:** A generative AI platform can ingest and crunch a list of features and bug tickets to come up with release notes.
- » **Analyze:** The platform can study customer feedback to find insights for what new features to prioritize.
- » **Govern:** The right platform can work right inside product design tools to police how the brand is represented, monitor appropriate product terminology, and suggest inclusive language.



REMEMBER

The functional requirements that the product design team will demand from generative AI include a full knowledge of the company's products and terminology, the ability to write in a tone that matches the brand, a watchful eye for accessible and inclusive language, and the ability to ingest and understand all data formats while also working inside existing tools.

## CASE STUDY: AI IN THE DESIGN PROCESS

A well-known financial technology company is constantly developing new and improved products. These products need to meet customer needs and wishes, of course, but the products and any supporting materials also must adhere to brand and style guidelines, and inclusive language.

This company used generative AI to build these important sensibilities right into its design systems. Its platform brought the style guide right to the place where designers do their work, ensured proper terminology, and privately flagged non-inclusive language to promote healthy but discreet learning opportunities.

## Helping Human Resources

Ensuring a positive and effective work environment is the ultimate aim of the human resources (HR) team. Its professionals recruit and onboard new employees and work to retain the top talent. HR creates and oversees policies of all kinds, covering employee relations, benefits, compensation, performance management, and other areas.

HR work comes with its share of challenges. Keeping job descriptions up-to-date, for example. Compliance is a big one, too, with labor-related laws and regulations that vary from place to place and change often. Maintaining a diverse and inclusive environment is a vital challenge, as well. Generative AI will help write and maintain HR-related content, ensuring it's aligned with company policies, inclusivity goals, and regulatory requirements. Here are a few general examples:

- » **Create:** Generative AI can write up a job description and make sure it's doing so in inclusive language.
- » **Analyze:** AI can listen to a recording of a job interview and create a summary.
- » **Govern:** AI can flag non-inclusive language in employee communications, then make suggested revisions.



**REMEMBER**

The functional requirements that the HR team will have for an AI platform include full understanding of the company, its terminology, and the kinds of job roles on the payroll. It must always use accessible and inclusive language that reflects the voice of the company. And it must be able to tap into and analyze all different forms of data.

- » Establishing your goals
- » Mapping your use cases
- » Discerning your needs and expectations
- » Succeeding quickly
- » Choosing a partner

# Chapter 3

## Getting Started with Generative AI

**T**his chapter explores how you can expect a generative artificial intelligence (AI) program to tackle your organization's needs, what kinds of goals to set, how to decide what use cases to implement, what kinds of results you may expect, how to move your organization in this direction, and ultimately, how to make the choice of a partner.

### Articulating Your Business Goals

With all you read about AI these days, it's easy to get the feeling that your organization may already be behind. Given how quickly generative AI went from being a curiosity for early adopters to a useful technology that truly anyone can access, you can be forgiven for having an itchy trigger finger.



TIP

That said, you shouldn't plunge into AI just for the sake of doing so. You may gain a cool marketing hook, but what else will it do for your enterprise? As with any other investment or directional shift, take a breath and a step back to really articulate what you can achieve in this space.



Chapters 1 and 2 detail the many useful things AI can bring to your organization — now's the time to determine where it will fit in for you. What exactly are your enterprise's goals that'll be aided by a generative AI program? What are the challenges or problems you're trying to address? Where are you feeling the need to get ahead?



TIP

This is where time-honored concepts of process improvement and innovation are still very much applicable. Some key steps should be followed:

- 1. Define your purpose.**

Do you hope to improve productivity? Offer new and innovative services? Facilitate operations? Create new products? Solve complex problems? Enhance customer satisfaction? Raise the bar on employee engagement and retention?

- 2. Write down your objectives.**

Take the answers to the questions in Step 1 and translate them into detailed use cases and business value. These may describe how generative AI automates repetitive processes, cuts operational costs, and reduces human error. Your objectives may detail how you improve customer service or the employee experience, how you gain analytical insights into customers and operations, how you improve compliance and increase inclusivity. There are plenty of challenges that may get a boost from generative AI.

- 3. Establish measurable goals.**

Set what are known as SMART goals: specific, measurable, achievable, relevant, and time-bound. How can you know if you're making an impact if you have a fuzzy, nonspecific aim like "generate more content and do so a whole lot faster"? You're better to create a quantifiable goal to reach by a certain time — something aspirational but also attainable.

## Mapping Your Use Cases



TIP

The process known as *use case mapping* is a great way to put some meat on the bones of your objectives and SMART goals. AI use case mapping examines specific use cases within your organization and figures out the potential benefits of introducing AI, as well as how difficult doing so will be.

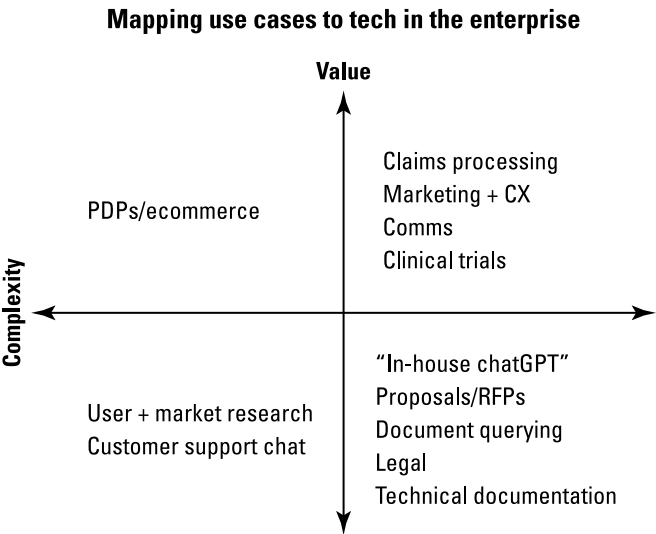
AI use case mapping has two primary dimensions:

- » **Value:** This is the specific outcome your organization will achieve. Here's where you calculate a return on investment (ROI) that considers such things as how many people will be positively impacted (the more the merrier, of course). Your ROI may also calculate time to be saved because if you can cut out the time your teams spend on low-value tasks, you're freeing them up for higher-value work.
- » **Complexity:** How easy or hard will it be to implement AI for this particular use case? Maybe you've already got products in place with AI capabilities you simply have not yet switched on. Or maybe you need to add something new to the tech stack. As you gauge complexity, you'll also need to consider integrations and how third-party products fit in.



REMEMBER

Remember that this is called *use case mapping*. That implies coming up with something visual or map-like. Check out Figure 3-1 for an example of how your organization may map out potential use cases and compare which ones offer the most value or are the least complex to implement. Generally speaking, the strongest initial use cases are the ones that offer high value but are lower in complexity.



**FIGURE 3-1:** AI use case mapping.

The map offers direction, but the final decisions must involve people. It's vital to consult with business leaders in the areas where implementation is being considered. They have key insights into how ready their people are for adopting AI-powered solutions, they know how it might fit into workflows, and they will have insights into what the end result must look like.

## Knowing What You Need



REMEMBER

Being able to fully customize a large language model (LLM) is an absolute must-have for an enterprise AI solution. Customization is essential for harvesting all the benefits and mitigating the risks — such as hallucinations and inaccurate content as well as data privacy issues — that come from tapping into an LLM full of who-knows-what information.

With the right solution, your organization can have its own LLM, trained and fine-tuned with your data and content, along with any other content that's trustworthy and aligns with your needs. It can connect to your existing data sources, including knowledge bases, wikis, cloud storage, and chat channels. And transparency is essential, so you know how the AI model is trained and how it functions.



TIP

You may prefer to have this proprietary LLM hosted by your AI solution provider. That's a smooth solution. But depending on your needs and your industry, you may need to own and host your customized LLM. A self-hosting option is a must-have for some organizations operating in highly regulated industries such as healthcare and financial services.

*Integration* is another must-have. Integrating into your existing data sources ensures the most effective customization. Beyond that, your AI tool needs to integrate with your business workflows, existing tools, and processes. Expect your platform to be accessible with in-line commands wherever people work.

One more must-have is *enterprise readiness*. Generative AI offers benefits across the enterprise, but you're only going to be able to get the most out of them with a full-stack enterprise solution. Enterprise-readiness maximizes customization and integration and provides the privacy, security, regulatory compliance, and administrative controls your enterprise needs.



Look for such enterprise-friendly features as single-sign-on access control, role-based permissions, multi-factor authentication, domain discoverability, activity audits and reports, and that kind of thing. Expect enterprise-grade reliability, with real-time and historical platform status, and a solid uptime commitment.

Every organization must be extremely careful with data, whether it's customer information or intellectual property or just about anything else that's been collected. But some verticals or geographic locations have very specific compliance requirements.

Healthcare organizations, for example, need to be ever watchful when it comes to patient information, lest they run afoul of the Health Insurance Portability and Accountability Act (HIPAA). Service organizations often have an interest in System and Organization Controls (SOC 2). Those dealing with payment cards pay close attention to payment card industry (PCI) security standards.

Therefore, expect *compliance* with whatever standards that matter to your organization. And when it comes to data privacy, an enterprise will want an AI tool that specifically does not retain and use your data or claim ownership of it.

## Setting Expectations

There are, no doubt, specific key performance indicators (KPIs) you want to impact. That's the way to gauge what kind of return you're getting on your generative AI investment. That said, the KPIs you're seeking to move are specific to your own enterprise. A common one is an increase in writing output for the marketing department. What's a reasonable expectation? Some users have gotten pretty phenomenal results, such as a 50 percent increase in output.

Perhaps you measure your productivity not in output but in hours spent on tasks such as writing or percent of coverage of areas where you may not have had the bandwidth to cover before. You could seek a certain percentage reduction in writing time or certain number of fewer hours spent per month on a specific task such as podcast content creation. What's achievable? One company cut its content creation time by two-thirds.

Maybe generative AI is your answer for upping your customer-support game. In that case, you may aim to increase your output of knowledge management articles. One enterprise AI user saw its team ramp up article production from under 200 articles a year to more than a thousand.

## Getting Quick Wins

Content creation isn't just about implementing a powerful solution. Your team must know how to get your AI platform to do what you need it to do. The amazing thing is that you don't need to learn new programming language or anything techie like that. You should be able to communicate with your generative AI tool in natural language, asking it questions or providing instructions. These are known as *prompts*, and the key is including the right info in your prompt.



TIP

Your generative AI platform delivers best when your prompt answers important questions, such as who communicates to whom, what is the format and length, where will it be communicated, why does the audience need the content, how should it be structured, and from what source material is it created? Here's an example of a specific prompt:

Write a 300-word LinkedIn post about the benefits of genetic testing, based on this blog post from the ALS (Lou Gehrig's Disease) Association (here's where you insert a hyperlink to the source material). Convince people under 50 with a familial history of ALS to get tested in the next six months. Use an urgent but comforting tone.



TIP

You can start winning quickly with generative AI. Installing a plugin brings AI-powered assistance into Microsoft Word, web-based applications, Outlook, Figma, and elsewhere. Writing suggestions start showing up right out of the box, and they can then be customized with your preferences, from punctuation to number formatting to inclusive language, and more. Having a consistent plug-in is important for maintaining corporate standards — instead of having each application use its own generator and set of AI guardrails.

You can then incorporate company terminology and word lists. You can even add frequently used content snippets to save time. For example, if you have a company or product description that you repeatedly use, add it as a reusable snippet. This makes it available to your entire organization. And you can publish your style guide to a password-protected location for creators to access.

## Choosing the Right Partner

Generative AI holds great potential for your organization, and the technology is evolving and innovating quickly. How will you choose a partner for this journey? What questions should you ask to settle on the right full-stack generative AI platform for the needs of your enterprise?

As you research vendors, you should cover a wide range of topics. Here are some thoughts:

- » **Technical architecture and deployment:** What's the vendor's foundational LLM technology — open-source, wrapper, or proprietary? What are the infrastructure needs? How are data separation and secure processing managed? Can the product integrate with multiple LLMs, or those provided by clients?
- » **Data life cycle management:** Where does the data used to train the foundational model come from? How does the vendor prevent customer data from informing the broader model? How is client data used for customization and fine-tuning, and is it shared? How is personal data protected, and sensitive data redacted?
- » **Customization and integration:** Can the LLM be fine-tuned with private datasets? Does the product seamlessly integrate with third-party services or apps that enterprises commonly use?
- » **Enterprise security:** Does the product comply with standards such as SOC2, HIPAA, or GDPR? What authentication methods are supported, and is single-sign-on supported? Who can access foundational models? How are malicious actors prevented from injecting harmful prompts?

- » **Scalability and performance:** How does the solution deal with large datasets and high-demand scenarios? How does it handle scalability? And is there human oversight? How does the solution address hallucinations?
- » **LLM output compliance:** How does the product mitigate bias and inappropriate content? What about toxicity detection — any industry standards or benchmarks for that? What are the sources of bias data? How does the solution ensure diversity of LLM-generated output?
- » **Legal and regulatory compliance:** How does the product ensure that outputs don't violate any intellectual property rights? Who owns the data inputs and generated outputs? Have the models been independently reviewed? Are there compliance standards for protecting personal information?
- » **Monitoring and reporting:** How transparent is the product — what tools and features offer insights into the model's decision-making? What visibility is there into telemetry and security events? Are there reports regarding the accuracy of generated outputs, or the effectiveness of controls?
- » **Financial and operational considerations:** Does fine-tuning or customization cost extra? What kinds of training and support are available? Can certain generative AI features be disabled at an enterprise level?

- » Building your teams, your guidelines, and your guardrails
- » Becoming AI-ready and spreading the success
- » Adapting your hiring and training mindset
- » Empowering your people

# Chapter 4

## Ten Generative AI Success Factors

**Y**es, this is a book about technology. But amid those bits and bytes of information, it's really a story about people. It takes the right people to achieve generative AI success — it requires choosing them, helping them adapt to change, ensuring they know what they're doing and why, collaborating more, and finding the right people to help with your journey. This chapter shares ten success factors for implementing a successful program that works for your organization, as well as your people.

### Playing Key Roles in Success

For any project to be successful, you have to make sure that you have the right resources. The success of the initiative is driven by a number of critical roles:

- » **Executive sponsor:** This person sets the goals and aligns customer stakeholders. They figure out who owns what



responsibilities, get the team going on implementation, clear roadblocks, and make sure everyone knows why the project is vital. The executive sponsor also keeps the budget flowing.

- » **Program owner:** This person is especially hands-on in running the show, coordinating teams, prioritizing use cases, mapping workflows, and planning the roll-out. This role ensures that end-users have the resources and training to know what they're doing.
- » **Admins and team leads:** These roles help identify use cases with their subject matter expertise and incorporate AI into workflows. They'll set up guidelines and templates, suggest training examples, and in general, serve as power users.
- » **Technical managers and IT contacts:** These folks handle technical nuts and bolts such as security and access, logins, integrations, installation, and testing.
- » **End-users:** This group is everyone else on the front lines — the people using the new AI capabilities in their daily workflows. Their jobs are to train themselves, share feedback, and create success stories that you can share.

## Spreading Impactful Use Cases

Chapter 2 and 3 provide examples of use cases for generative AI across multiple teams and functions of your organization. I share real-world examples and offer insights into how your organization should map out and prioritize use cases for your own implementation.



REMEMBER

Now comes the time to make it happen on a broad scale. Your use case mapping helped you identify places to start. Keep in close touch with end-users because you want to harvest their success stories to help with the buy-in elsewhere. It's a safe bet that once other teams start to hear about what generative AI can achieve, they'll be lining up to operationalize it in their areas, too. That's part of the change management addressed in the next section.

# Putting People First in Change Management

Like any big evolution, implementing your generative AI program requires careful change management planning. You need effective internal communications to talk up advantages and calm fears. Change champions can also help facilitate the transition and answer the “what’s in it for me” questions.

An early adopter program can work with those most ready for change in order to generate early wins. Your team leads are among the power users who are adopting early and spreading both expertise and enthusiasm.



REMEMBER

Change management is a cross-functional endeavor. A change governance framework helps your enterprise codify a successful path toward AI adoption. It involves all stakeholders, management and frontline employees, and external experts.

Careful change management includes establishing a corporate governance team and setting guidelines for how generative AI is used and when it’s not. Carefully define roles and responsibilities, monitor performance, and make any necessary adjustments.

## Establishing Guardrails for Brand Safety and Consistency

Generative AI can enhance your corporate reputation and promote messaging that matches your organization’s values. But there are steps to take to ensure success. For example, verify the uniqueness and accuracy of generated content before using it in marketing. Claim detection tools, such as those offered by Writer’s generative AI technology, can help with your validation.

No matter how many powers you tap into and tasks you shift to AI, the humans in the loop are essential. A successful AI implementation supercharges the creative capabilities of your people. And it also relies on your people to establish the guardrails that protect against bias and unethical uses.



Transparency is essential. It ensures that your systems are fully understood and their actions fully explained. It's essential for keeping your program accountable to the humans running the show.

## Setting Governing Principles

Responsible AI should be a cornerstone for any AI initiative, and generative AI is no exception. Companies need to ensure that their implementation adheres to an AI governance framework that includes data privacy, fairness, explainability, accuracy, transparency, interpretability, regulatory compliance, security, and risk management. If your company doesn't have an AI governance board, consider starting one.



As your organization adopts AI, keep the essential principles for AI adoption in mind, such as human-centric focus, clear purpose, respect for safety, respect for human autonomy, privacy protection, respect for human dignity, data transparency, auditability, and security. Data security and privacy always should be top priorities included in your generative AI implementation. Know how your data is being used in training the language model.

## Becoming an AI-Ready Organization

Tapping into the capabilities of generative AI is a tantalizing prospect. Is your organization ready? Here's a list of questions to ask yourself, so grab a piece of paper to document your answers:

- » Have you identified the top use cases for generative AI? Try writing out your top five examples — and give yourself extra points for identifying the key inputs and ideal outputs.
- » Do you have IT and executive buy-in for the initiative? Write down the names of the people who still need to be brought onboard, and think about how to get their buy-in.
- » Have you established a set of key performance indicators (KPIs) for the generative AI proof-of-concept that you will start with? Jot them down.
- » Do you know how you'll calculate the return on investment (ROI) of your generative AI investment? Spell out your metrics.

- » Have you established a project team to implement the generative AI proof-of-concept? Make a list of who's on the team, and include their roles.
- » Do you have sensitive data that you want to maintain ownership of? If so, ponder out loud how you intend to keep this data secure/private in your generative AI solution.
- » Do you know how to integrate proprietary or internal knowledge data sources securely into generative AI output?
- » Have you identified the line-of-business applications that will be needed to support the proof-of-concept? What are they?
- » Do you have a set of customized AI guardrails that need to be implemented? Scribble out some examples.
- » Do you have a plan for administration, operating, and reporting on the generative AI platform? Think about who's in charge and ways they'll report on how it's going.

## Carefully Evaluating Vendors

You have multiple options as you seek a vendor partner for your AI program. Be sure all your needs are fully addressed and that you ask all the pertinent questions. Check out the end of Chapter 3 for more about these kinds of questions.



REMEMBER

In broad terms, you want details about the technology and what kind of LLM is used. There are important questions about data sources and management. Customization and integration are key considerations, and you have a lot of queries about enterprise security as well as legal and regulatory compliance. Ask good questions about bias prevention, how solutions handle scalability, and what kinds of monitoring and reporting are available. Of course, you'll have plenty of questions about costs, too.

## Building Ongoing Training

"If you build it, they will come," according to a well-known movie line. But if you build generative AI into your workflows, will your employees know what to do with it? That's where training becomes critical.

It begins with a company-wide AI use policy designed to help employees understand what the aim is and avoid common pitfalls and security risks. And some team members may be able to get a head start by making better use of the generative AI through tools they already use. Indeed, your adoption will be much smoother if you choose an AI platform that integrates enterprise-grade generative AI functionality right into your commonly used applications.



REMEMBER

From there, it's a matter of building muscle memory, helping employees know when and how to employ AI technology and weave it into their workflows. They also need guidance and practice in writing the right prompt, which makes all the difference in getting good results.

Onsite training, workshops, and webinars will be essential. The right vendor can help you navigate the complex landscape of AI technologies and help you select the right ones, and help you get your team up and running.

## Shifting the Hiring Mindset

AI is not about eliminating jobs, but it definitely will change jobs, and in the longer-term, that may evolve how your HR team looks at the skillsets of candidates. Generative AI will let you strategically redesign roles as it makes room for more value-added work by humans.



REMEMBER

There are some things to think about as you evolve. For one thing, while automating menial tasks will give you a productivity boost, if you end up with fewer entry-level roles, that means fewer opportunities for on-the-job training and ground-up promotions. Consider creating intentional, apprenticeship-style programs to attract and cultivate the new and talent you'll need later.

Inevitably, AI will increase the need for experienced judgment and subject matter expertise. You may want to hire an AI program director to guide your adoption of AI technology and make sure your business is prepared to acquire and develop a successful, AI-informed, workforce.

And for those already on the team, they'll need help determining how to use AI to expand the reach of their day-to-day work. Equitable upskilling will help make your workforce more adaptable.

## Thinking Big

Don't diminish your possible success by failing to fully use your imagination. It's important to think big, and when you do, you can increase the output of your creative teams by an astonishing multiple.



REMEMBER

It takes the right platform to achieve the most success. But ultimately, although I'm talking about technology, your success still derives from the people who are employing it. Succeeding with generative AI involves collaborating across team functions to discover and innovate, committing to act responsibly, and educating your people.

And one more set of people to mention: the ones working for the vendor you choose. They help you tap into out-of-the-box solutions when possible and work with you to develop tailored solutions that integrate with your workflows.

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- Exploring AI use cases for enterprises
- Fitting AI into your business
- Recognizing the constraints and risks
- Knowing your requirements
- Getting quick wins responsibly
- Choosing the right AI platform

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