

Preben Mejer

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Mit 4.år på Innovation Day
Pejlemærker
State of the Union
Bred, men relevant pensel

De største teknologispring...

- Personal Computing
- Internet
- AI – (for meget) Digital intelligens.



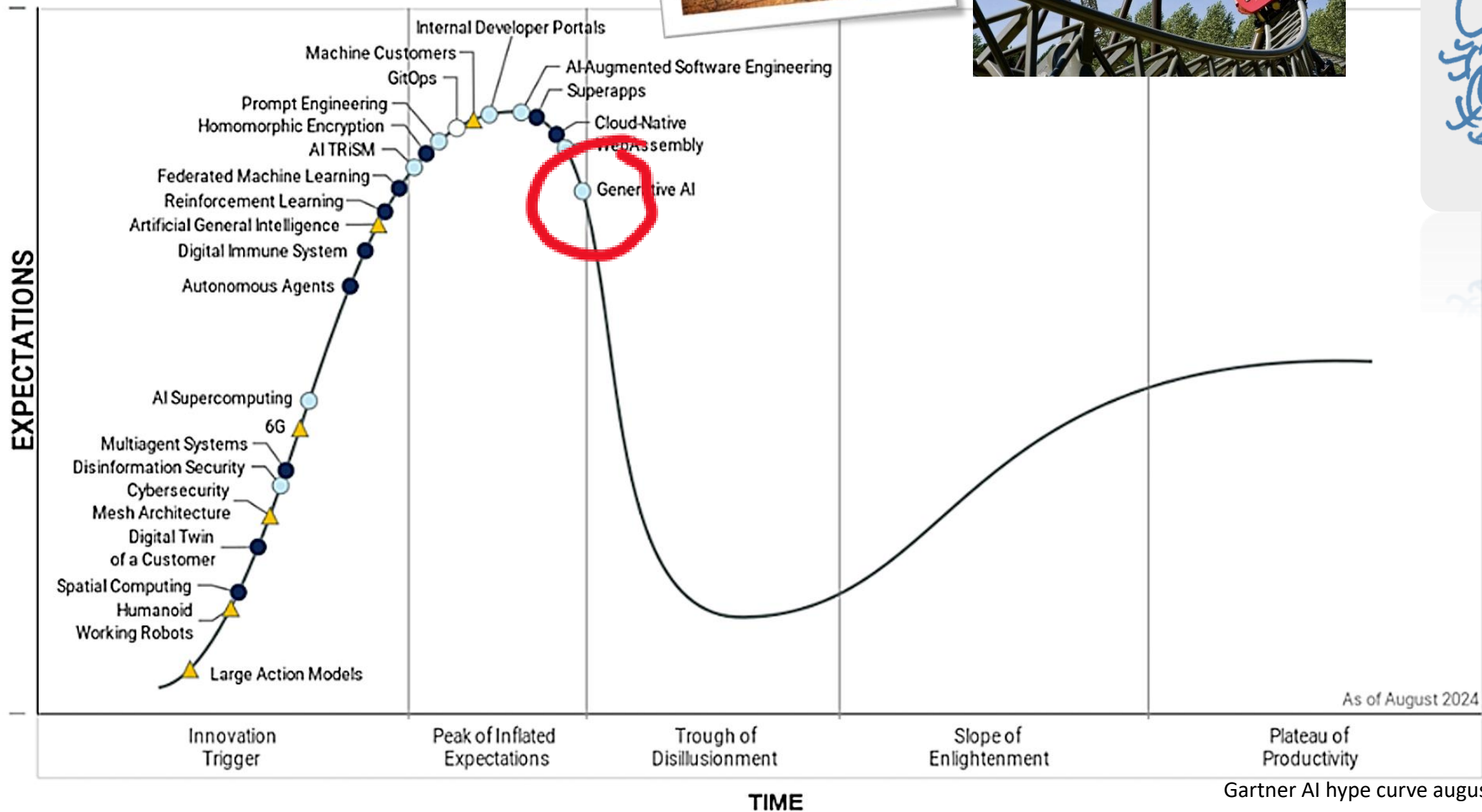
De største teknologispring...

- Personal Computing
- Internet
- AI – Digital intelligens.
- Quantum Computing

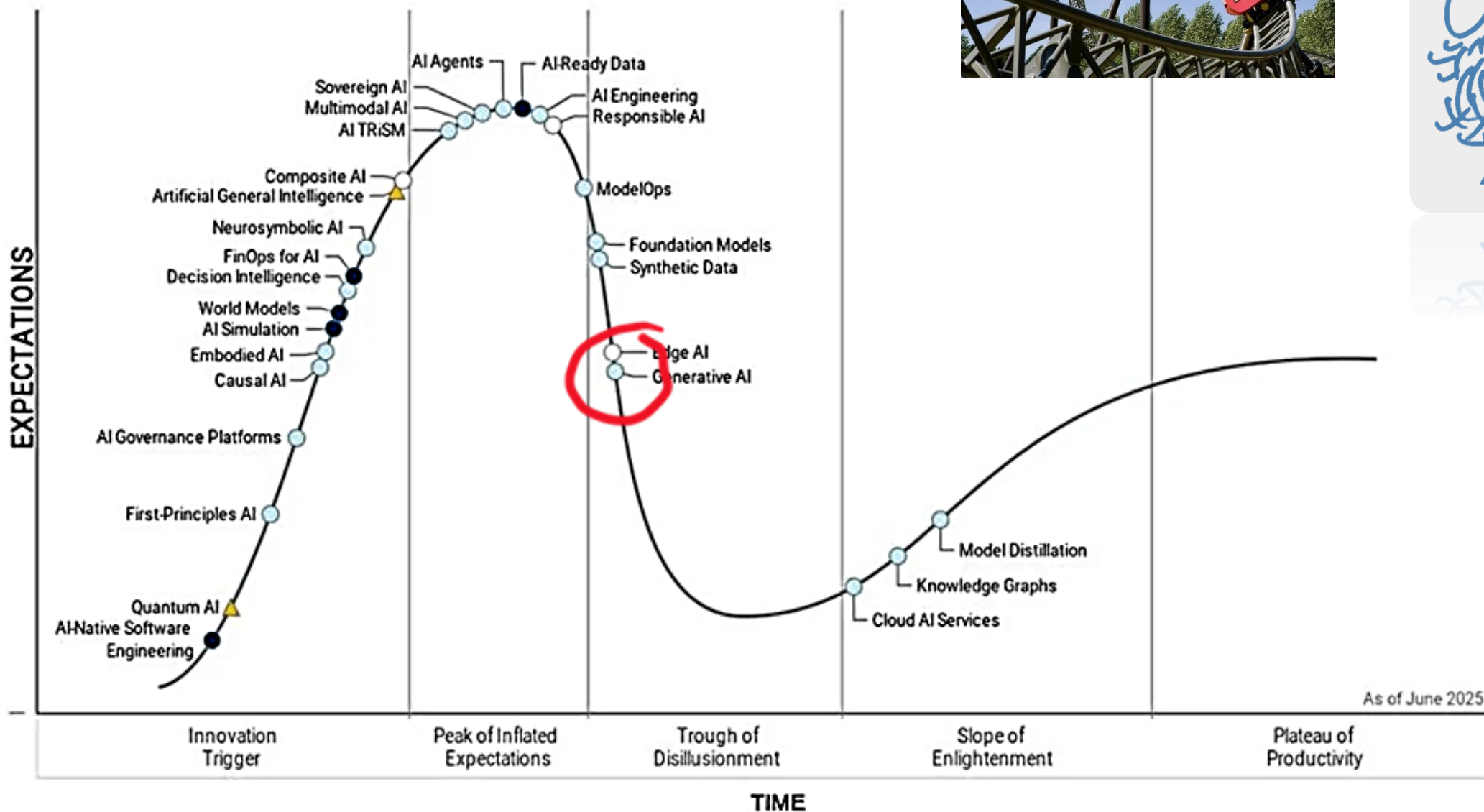
• IBM 2029 – nu?



Den store nedtur .



Den store nedtur ...





Stuck in pilot mode

- 90 pct of Gen AI projects remain stuck in pilot mode
McKinsey
- Core issue is learning gap in organizations
 - Not investing enough in change management and implementation
- Building partnerships succeed 67pct
 - Internal builds 22pct MIT NANDA Fortune

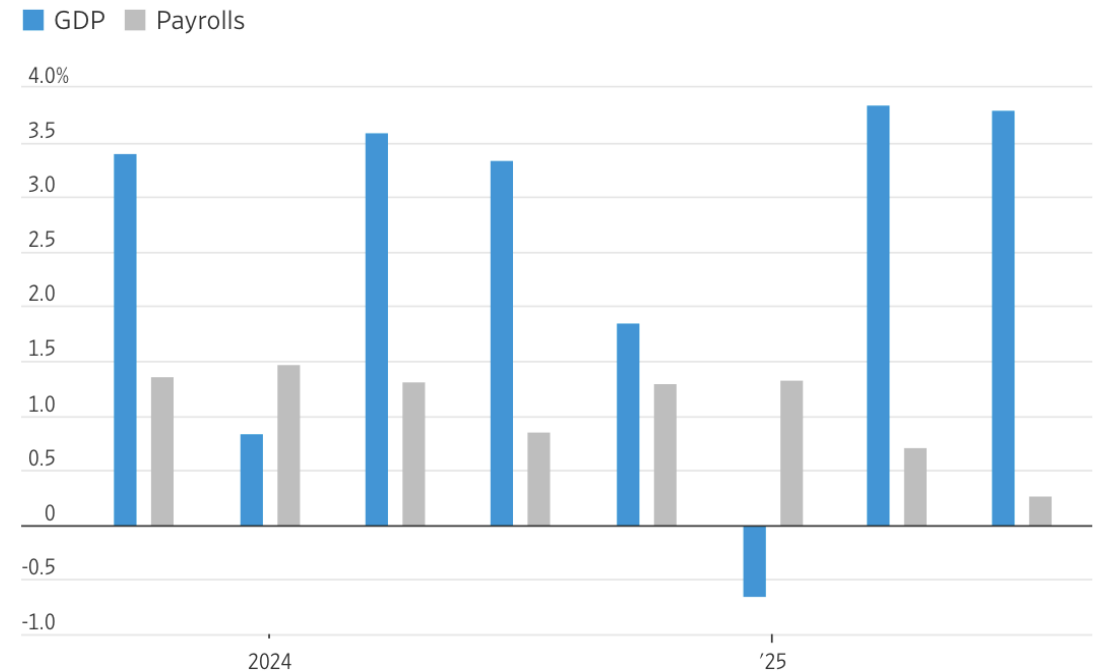


But... GDP Growth in productivity ???



- US GDP grew 3.8 pct annual rate in Q3 2025
- Employment and hours worked did NOT grow in Q3

Quarterly annualized growth in GDP vs. payrolls



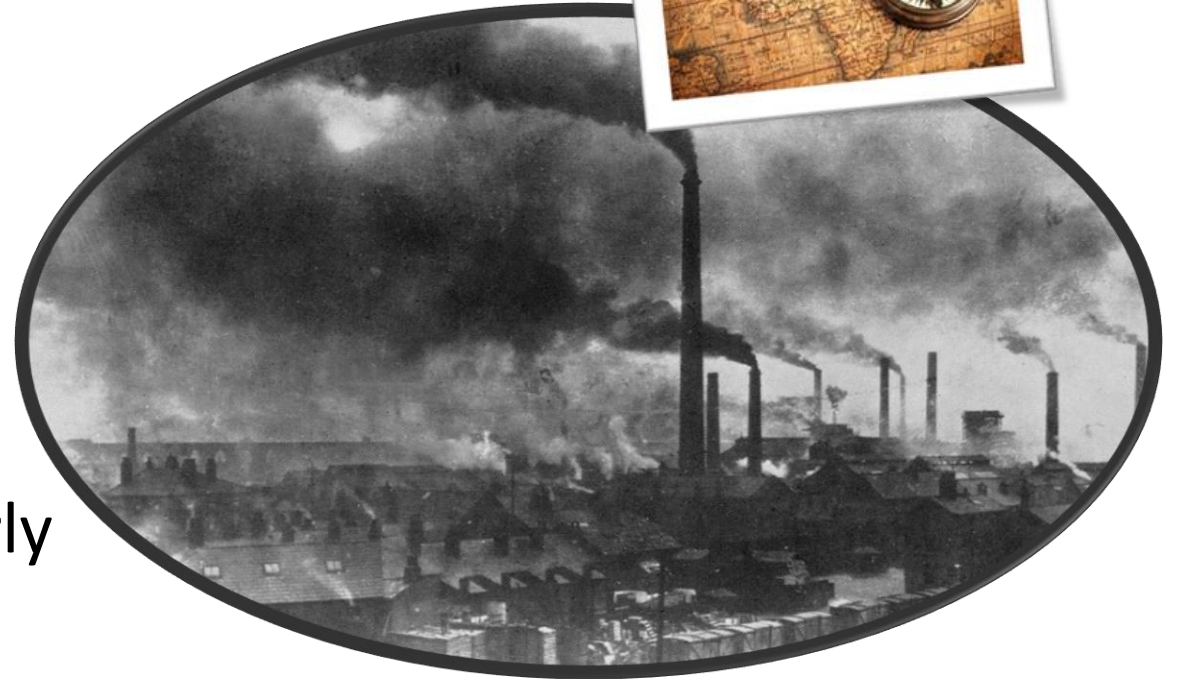
Note: Assumes payrolls rose 50,000 in September 2025, the Wall Street consensus, and GDP rose 3.8% annualized in the third quarter, the Federal Reserve Bank of Atlanta's GDPNow estimate. Doesn't reflect expected downward revisions to 2024 payrolls.

Sources: Commerce Department (GDP), Labor Department (payrolls)



Potentiale ... GDP

- WEF
 - Steam engine grew GDP 0.3 pct yearly
 - IT og Internet 0.6 pct
 - AI potential 1.3 pct
 - AI could increase annual GDP by 7 pct
- Goldman Sachs march 26th





Potentiale ... GDP



- AI potential 1.3 pct
- AI could increase annual GDP by 7 pct Goldman Sachs march 26th
- It's not the tools it is the process
 - Internet, PC and software where tools
 - AI takes part of the process The Newyorker, Carl Newport



Potentiale ... GDP



**Horizontal
use cases**
*Enterprise-
wide*



**Vertical
use cases**
*Function-
specific*

Employee copilots

Employee use of copilots, such as Microsoft 365 Copilot, Google Workspace AI, and Zoom AI Companion

Chatbots

Internal deployments of general-purpose tools, such as ChatGPT, Gemini, and Claude

Idea generator

Summarizes research trends and proposes areas to explore

Negotiation assistant

Suggests negotiation levers and next best actions

Supply risk assessor

Generates risk profiles for suppliers to boost sourcing resilience

Sales assistant

Prioritizes and qualifies accounts

Support assistant

Supports staffers with suggested replies and knowledge base lookups

Research curator

Auto-tags and organizes incoming scientific articles by topic

Request for proposal (RFP) generator

Auto-generates complete RFPs

Demand forecaster

Predicts demand based on internal and external data

Insights provider

Provides campaign performance insights based on predefined KPIs and frameworks

Ticket categorizer

Prioritizes tickets based on level of urgency

McKinsey & Company

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Pondoo i Lemvig

- Machine Learning
 - Decision science
 - Ressource optimization
- Pondoo / KMD
 - Homecare
 - Lemvig case
 - Op mod 30pct reduktion, time on the road
 - Borgerkontinuitet + 8pct
 - Danmarks 3die bedste kommune – hjemmepleje sept 2025



pondoo



Horizontal use cases
Enterprise-wide

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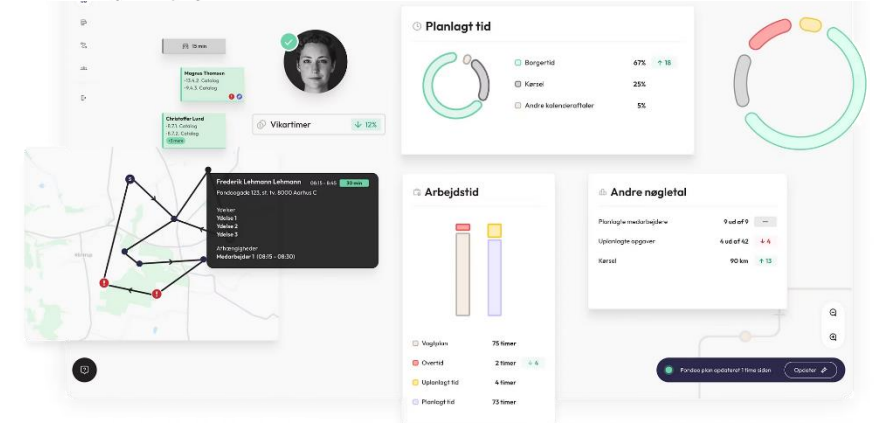
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McKinsey & Company





Copilot i England



- UK Government - 20.000 average, not IT super users
 - 82 pct of users want to continue using Copilot
 - 70 pct report Copilot save time hunting for information
- Avg public sector worker tasks
 - Drafting and summarizing
 - Documents / memos, reports, minutes
 - Managing routine admin workflows
- Avg Copilot users save 26 minutes per day = 5 pct savings
 - UK govt Peter Kyle presentation at SXSW - Windows Forum

Horizontal use cases Enterprise-wide

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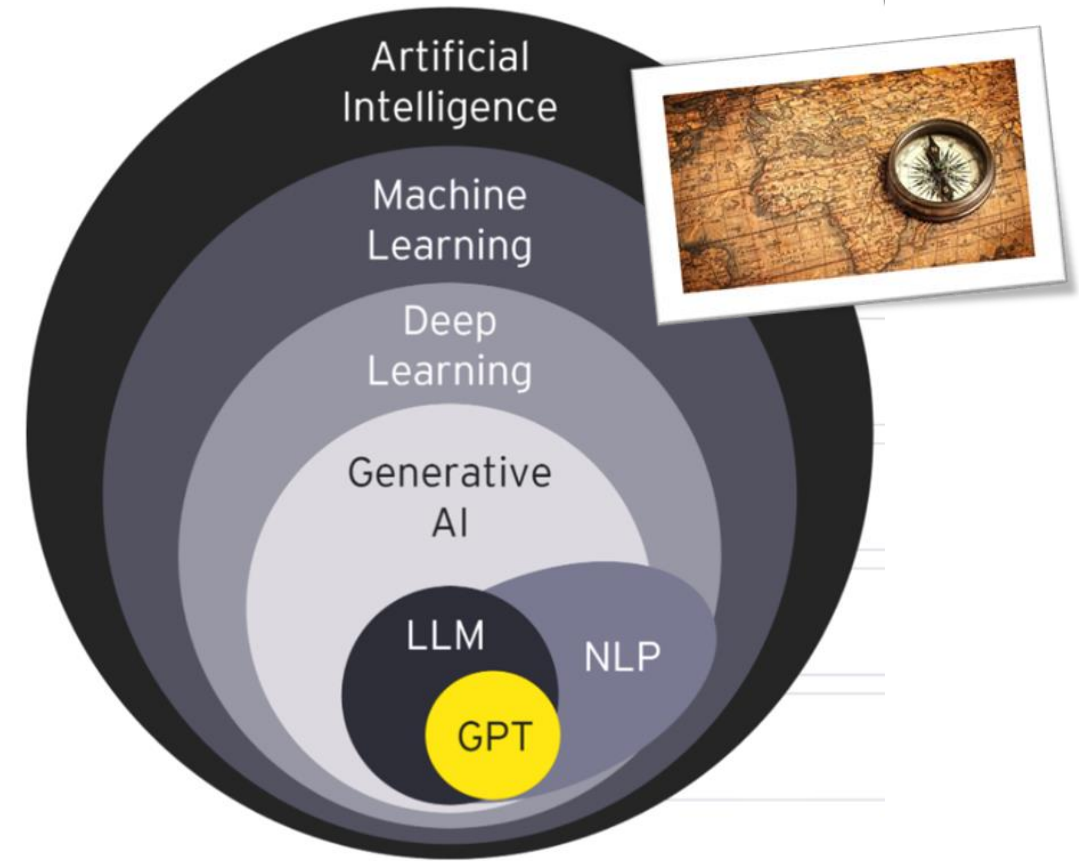
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McKinsey & Company



Hermed er Classic AI Framework – Opfyldt

- Google Deepmind 2023
 - Tool
 - Consultant
 - Collaborator
 - Expert
 - Agent – Autonomous AI
- Open AI 2024
 - Conversational
 - Reasoners
 - Agents – execute tasks, make decisions, work on their own over several days



Nyt AI Framework – 5 trin - vi er på 3die

- Open AI 2024
 - Conversational
 - Reasoners
 - Agents – execute tasks, make decisions, work on their own over several days
- Agentic AI Definition...
 - Focused on autonomous decision-making and action.
 - Traditional AI, primarily responds to commands or analyzes data
 - Agentic AI can set goals, plan, and execute tasks with minimal human intervention – Google Deepmind
- Immersive eller en del af UX



Fra tool to team-mate Copilot Agents

- Sales Qualification Agent - Dynamics 365 Sales
 - Researches inbound leads, can develop personalised sales emails to them.
- Sales Order Agent - Business Central
 - Automates the order intake process from entry to confirmation by interacting with customers.
- Time and Expense Agent - Dynamics 365 Project Operations
 - Autonomously manages time entry, expense tracking and approval workflows.
- Scheduling Operations Agent - Dynamics 365 Field Service
 - Enables dispatchers to provide optimised schedules for technicians, even as things change throughout the day.



AI agents in Microsoft Teams

- Will behave like human team mates
- They can set up meeting agendas, keep files in order, and even step in to guide community discussions when things drift off track
- They can send out reminders, generate updates and handle routine communications
- Microsoft is developing an interpreter agent that can do real time translation in Teams in 9 languages

• Windows Central



Nyt AI Framework – Trin 4-5kurs mod AGI

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(Der er skruet lidt ned for) The Holy Grail - AGI

- Artificial general intelligence (AGI)
 - Intelligence of a machine that can accomplish any intellectual task that a human can perform Gartner



Flere definitioner.... The Holy Grail - AGI

- Artificial general intelligence (AGI)
 - Intelligence of a machine that can accomplish any intellectual task that a human can perform Gartner
- OpenAI definition of AGI
 - Autonomous system outperforms humans in most economically valuable tasks
 - Open AI contract with Msft says AGI is achieved when AI has ABILITY to generate 130b in profits
 - Msft will then lose exclusive rights to OpenAI technology



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- Microsoft - Satya Nadella says there will be AGI when
 - We see a productivity leap that grows global GDP by 10 pct
 - Everything else is pure benchmark hacking



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- EU AI act
 - Category of general purpose AI models with one billion parameters
 - Means systemic risk territory security and transparency obligations



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3 conflicting views of AGI

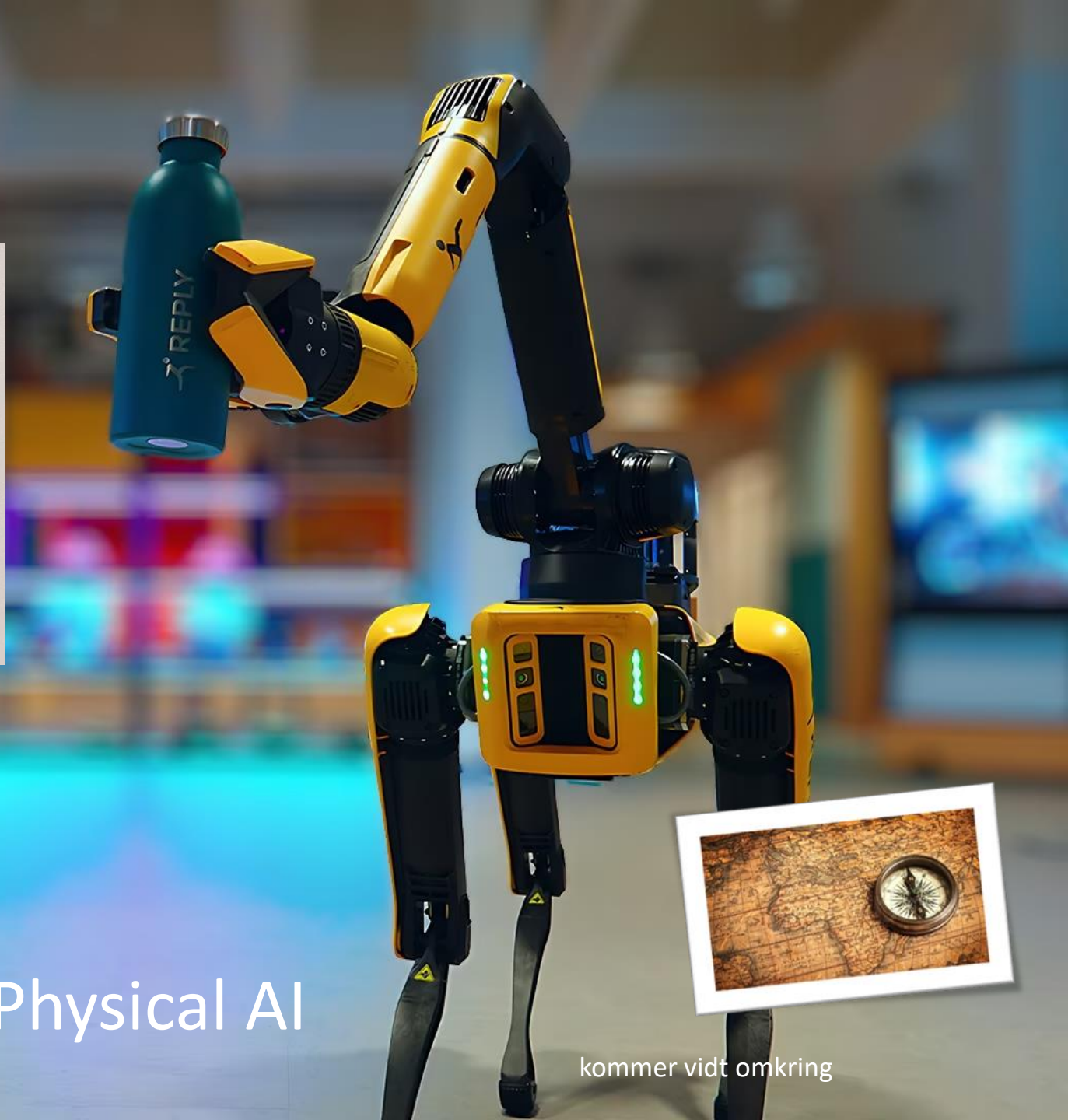
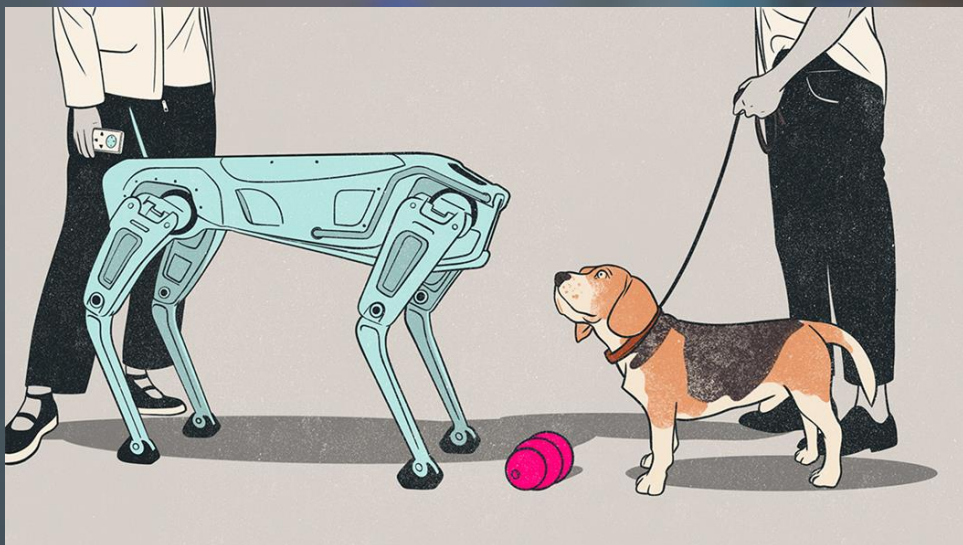
Open AI – an expectation

Microsoft an economic one

EU a legal technical one

Medium





Hardware ændrer sig med Physical AI

kommer vidt omkring



Ting bliver kloge

Stetoskop

- Stetoskop Eko Health
- AI stethoscope, can detect major heart conditions in 15 seconds
- 2-3 times as likely to detect heart failure, atrial fibrillation, heart valve disease
 - Can analyse tiny differences in heartbeat and blood flow undetectable to the human ear
 - Can take a rapid ECG
- Imperial College London / Guardian



Google RT2



- Google Deepmind RT2
Robotics-transformer model
 - Robots that can follow real-time instructions
 - Navigate any new environment on the fly
 - Medium



Google Gemini Robotics

- Gemini Robotics
 - Can adapt, problem solve, pass skills between them
 - From systems that act on commands
 - To systems that can reason, plan, use tools, and generalize
 - Can
 - Sort laundry by color
 - Pack suitcase, looking up weather forecast
 - Sort trash, check local trash rules
 - Two models working together
 - Vision language action VLA model, turn visual information into commands
 - Vision language model create multistep plans Decrypt

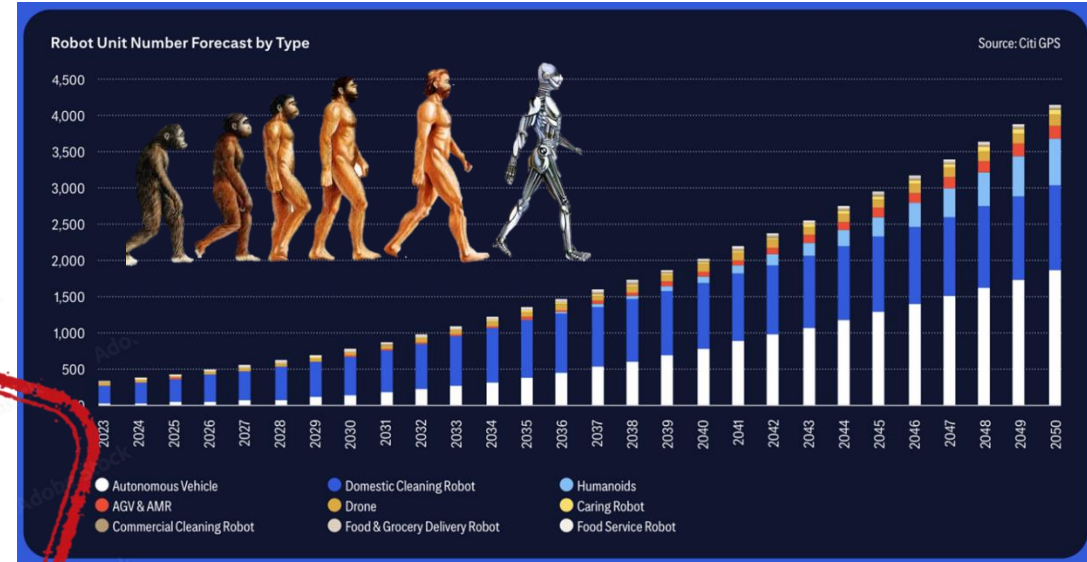


Physical AI Rise of the Robots

- 1.3b robots 2030
- 4b robots 2050
 - 1.8b autonomous cars
 - 1.2b manual cars
 - AGV automatic guided vehicles 181m
 - Cleaning 1.2b
 - Humanoids 650m
 - Assistive Care, Companionship, Delivery robots 71m

• Citi

By 2030, 80% of humans will engage with smart robots on a daily basis, up from less than 10% today. Gartner



The Rise of AI Robots

Physical AI is Coming For You

We forecast that 1.3 billion AI Robots will be moving around us by 2035, and 4 billion by 2050. The three primary drivers of this will be technology, economics and betterment. Here are some of the numbers on the rise of the robots.

Robot Unit Number (Millions) Forecast by Type

Source: Citi GPS

	2024	2025	2030	2035	2050	CAGR
Autonomous Vehicle	27	34	126	380	1,858	17.4%
Domestic Cleaning Robot	286	326	541	793	1,188	5.3%
Humanoids	0	0	1	13	648	60.7%
AGV & AMR	2	3	9	28	181	17.7%
Drone	37	40	54	73	149	5.4%
Caring Robot	0	1	6	18	71	20.0%
Commercial Cleaning Robot	1	2	6	14	25	10.6%
Food & Grocery Delivery Robot	0	0	4	11	19	19.2%
Food Service Robot	0	0	3	10	15	17.2%
Caring Overlap	0	0	(1)	(5)	(18)	
Total	354	405	749	1,337	4,136	9.7%

Humanoid Payback Period Sensitivity Table (in weeks)

Humanoid price (\$)	15,000	20,000	25,000	30,000	35,000
Hourly wage					
7.25	21.6	28.7	35.9	43.1	50.3
16.00	9.8	13.0	16.3	19.5	22.8
28.00	5.6	7.4	9.3	11.2	13.0
41.00	3.8	5.1	6.4	7.6	8.9





AV

2 (køre) skoler

- Tesla AV – cowboy strategi
 - Use cameras / AI to react to road conditions like human
 - Less training and road mapping
- Waymo / Google – deep / extensive
 - Mapping and training



Vejen til selvkørende.... Remote Driving services

- Einride – Antwerp Port, Belgium public roads
 - 320kwh/650km battery
 - Remote operator 1-10 ratio
- Remote Driving
 - 70 pct of premium car owners would use remote driving services
 - Valet parking
 - Vehicle Maintenance

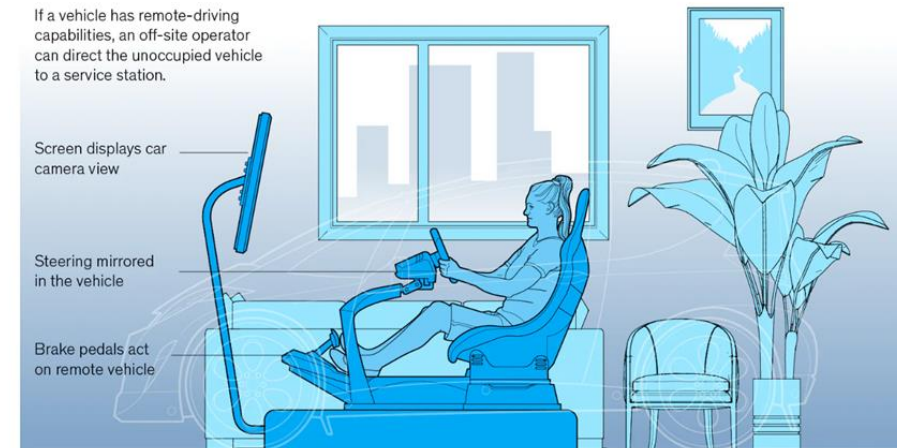
McKinsey



Remote-driving systems allow off-site operators to control a vehicle's braking and steering from any location.

Remote-driving system (vehicle maintenance example)

If a vehicle has remote-driving capabilities, an off-site operator can direct the unoccupied vehicle to a service station.



McKinsey & Company



Hardware, UX og os



- Ambient AI

UX Evolution & Change

Calm Computing

- "It feels a lot like being bombarded with notifications and flashing lights in Las Vegas."
- OpenAI CEO Sam Altman with Ive, NYT
 - End of the Attention Economy
- Ubiquitous computing 1991
 - "when technology recedes into the background of our lives"
- Calm Computing 1995
 - "Informs but does not demand our focus or attention".
 - Interaction in user's periphery, not constantly at the center of attention.
 - Information from technology smoothly shifts to the user's attention when needed
 - Otherwise stays calmly in the user's periphery. Mark Weiser



UX

Conversational UI

- 1960's - Command line interface (CLI) c:\
- 1984 - Graphical interface (GUI)
- 2022 - Conversational UI – via ChatGPT etc
- Intent based experiences - Satya Nadella / Andrea Rosales



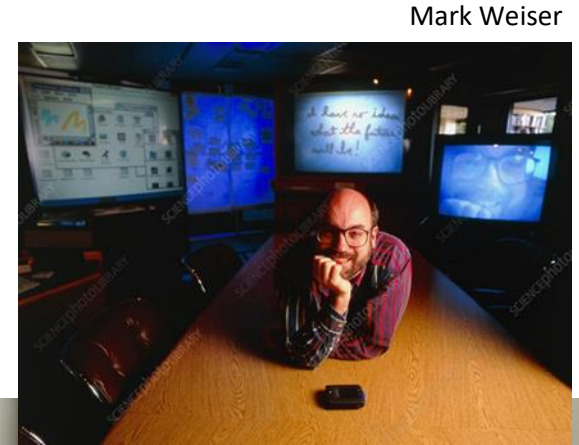
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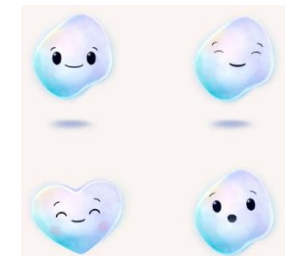


Mark Weiser



New Design Form Factors fra... til.. AI Companion devices

- Ive fascination - the materiality of ideas
- Altman fascination - zero friction
 - IoProducts – solgt from Sam to Sam, 5.6 b usd
- Fysisk manifestation af AI
- AI Companion devices
 - Pocket size, screen free contextually aware
 - Bevidst om dit liv og dine omgivelser
 - Diskret, forstyrrer dig ikke
 - Ming-Chi Kuo
- Humane AI pin
- Karri screenless childrens phone





Udfordring...

Ting skal finde deres endelige form

- Ting finder deres endelige form
 - 1887 Cyklen
 - John Dunlop
 - Dyrlæge – masser af gummi
 - Første (cykel)dæk
 - Kronisk syg søn og trehjulet cykel
 - Laptop
 - 1982 Grid Compass – NASA, US defense
 - Smartphone
 - 2008 Apple iPhone
- Keld Nielsen Aarhus Universitet



New design form factors fra.. til.. Spatial Computing



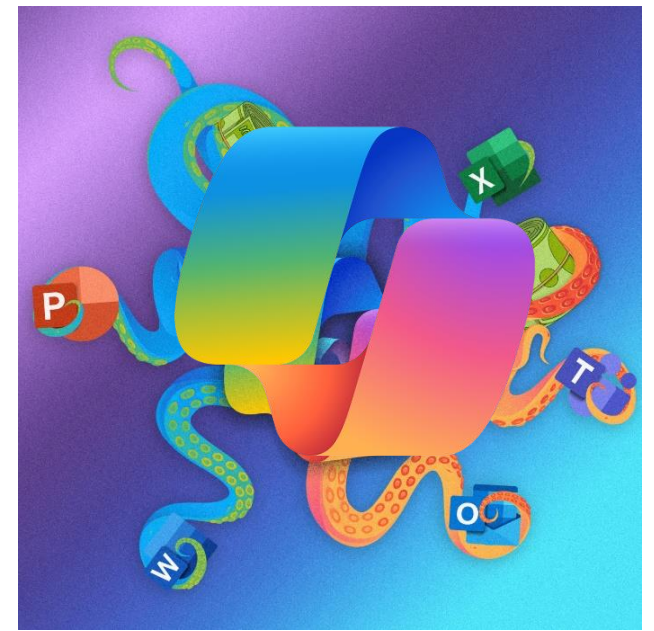
- Spatial computing
 - Combines physical and digital objects in same reference
 - You can interact in a 3D space, more immersive and intuitive
 - Head mounted displays could replace PC's in the future
- Proxemics - Google
 - How people use space around them to mediate interactions
 - TV goes standby when leaving room, continuing from bookmark when entering



UX - AI Companion koncepter

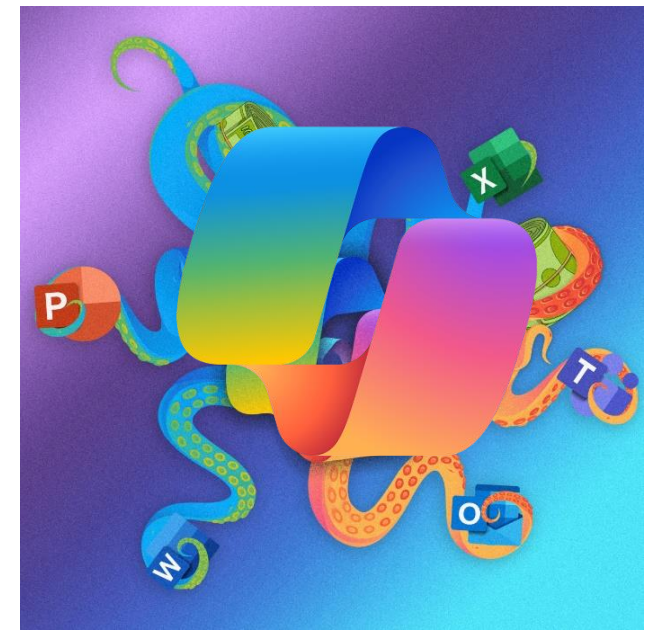
Aware with IQ, AQ, EQ

- IQ covers a companion's raw skill at working with facts "to answer any question accurately, superfast, grounded in the real world with evidence and citations"
- AQ – Action Quotient
 - The power to take action on behalf of a user, or to be agentic
- EQ - emotional intelligence
 - It's ability to make you feel empowered
 - Make you feel supported, smarter and more capable
- A key focus is memory - Copilot know you better the more you use it
- Next
 - Able to master multiple user conversations
 - Tailoring its responses to the interests and attitudes of each human in session
- Microsoft AI - Mustafa Suleyman Fast Company



UX - Copilot Companion - vision

- Copilot will become a platform that enables a personalized AI for you
- Building an AI companion that not only answers questions and perform tasks based on a deep understanding of your needs
- But also is a warm and relatable persona, you'll enjoy spending time with
- It will have its own name, its own visual representation, its own personality
- It will be your sidekick, your second brain, your aide, your chief of staff
- Your AI will feel different than mine
 - It will show up differently for Gen Z vs my mom of 70
- Microsoft AI - Mustafa Suleyman Fast Company

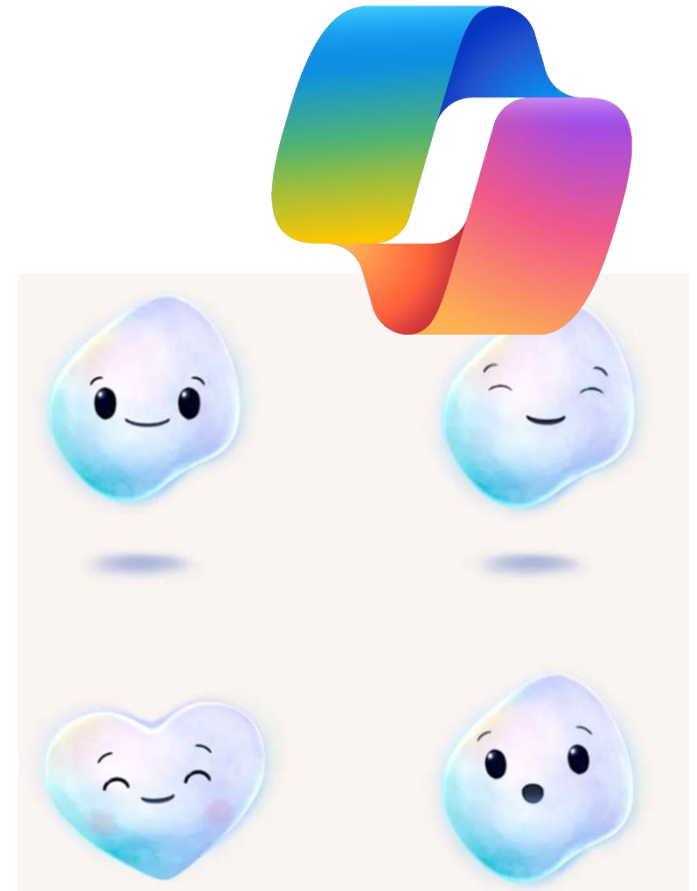


UX - Copilot Appearance chat buddy

Design studies

- Can smile, nod and raise an eyebrow
- Goal is to make conversations with Copilot more natural, human like and animated
- Concept is a digital buddy that ages alongside you.
- May develop a digital patina over time
 - I love things that become worn, and have scruff marks

- Suleyman, AI CEO Msft - ZDnet



Towards focus on outcome Intent based experiences ...

- 1960's - Command line interface (CLI) c:\
- 1984 - Graphical interface (GUI)
- 2022 - Conversational UI – via ChatGPT etc
- **Intent based experiences -**
Satya Nadella / Andrea Rosales





Spatial Computing UX Infinite Canvas

- Infinite Canvas – Spatial Computing
- Being able to group and combine pieces spatially
 - Traditional page based UI doesn't work when multitasking
 - You need a birds eye view, hopping between processes quickly

Kshitij Agrawal





Geopolitisk 1

- Et halvt døgn uden internet koster Danmark 93 mia kroner – Berlingske /Copenhagen Economics
- Digital Prepping (efter mobil og BaneDanmark breakdowns)
 - Beredskabsplan, hvilke alternativer har vi når noget går ned
 - Mindre systemer man kan tænde for ?
 - Andre lande/virksomheder der kan hjælpe
 - F.eks hospitals- og beredskabs systemer ?
 - Mobil, samarbejde mellem selskaberne)

Kaagaard Berlingeren

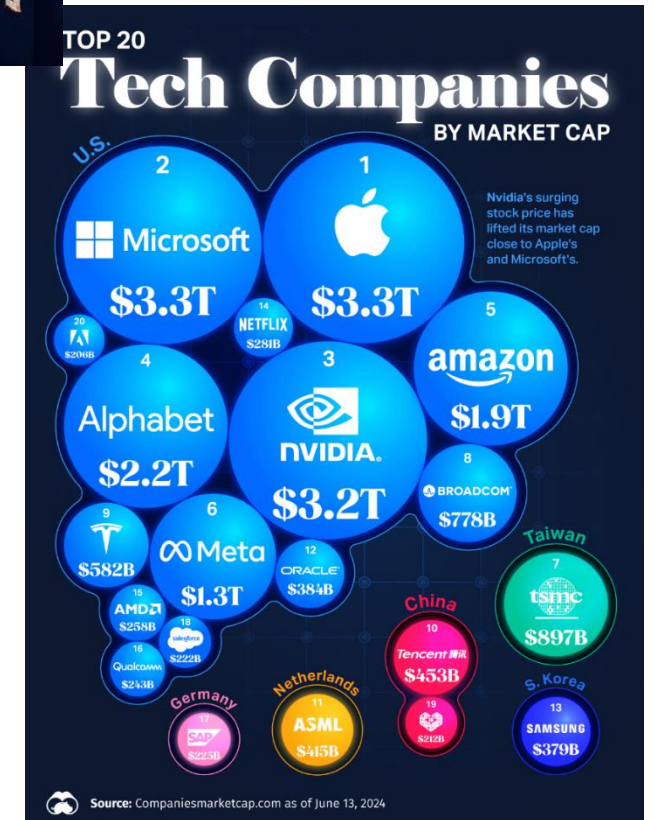
Microsoft Mette



Geopolitisk 2




- Microsoft – ”Ingen Garanti for at europæiske data ikke udleveres til USA
- Når vi er juridisk forpligtede til at udlevere data gør vi det”
 - Msft Frankrig Carniaux, direktør for off og jur anliggender - Cwrlld
- 87 pct af dansk Cloud Computing hos:
 - Amazon, Microsoft Google, IBM og Oracle
 - Starlink, Ukraine
- EU: Europæisk præference i fremtidige indkøb, strategiske sektorer og teknologi
 - Dynamo.cloud, 18 virksomheder i et fælles EU alternativ
 - Alt fungerer på tværs, let at flytte data og tjenester
 - EU vil skabe datarum hvor virksomheder kan lægge deres data, en slags markedsplads med data

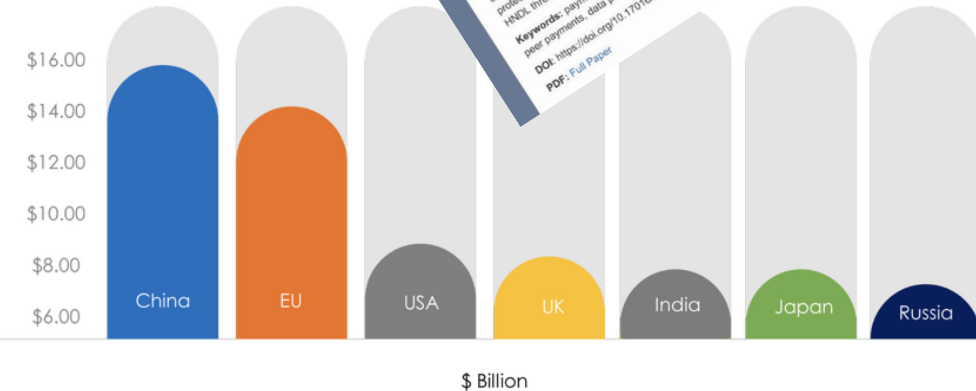


- Thomas Breinstrup Berlingske

Geopolitisk 3

2025 – The Year of Quantum

- HNDL - Harvest now, decrypt later 
 - Hackers are waiting for quantum computing, stealing data with long shelf-life and waiting for the right time to strike Zak Amos Rehack
- The Fed – US Centralbank
 - Threat to Fedwire system, potential GDP value 10-17 pct Hudson Institute
- China 14th 5-year plan has Quantum as nr 2 top tech priority, allocating 15b usd to research Quantum Computing and who is leading – Cyfirma.com / The Fed's Quantum Warning, why yesterdays secrets are already in play

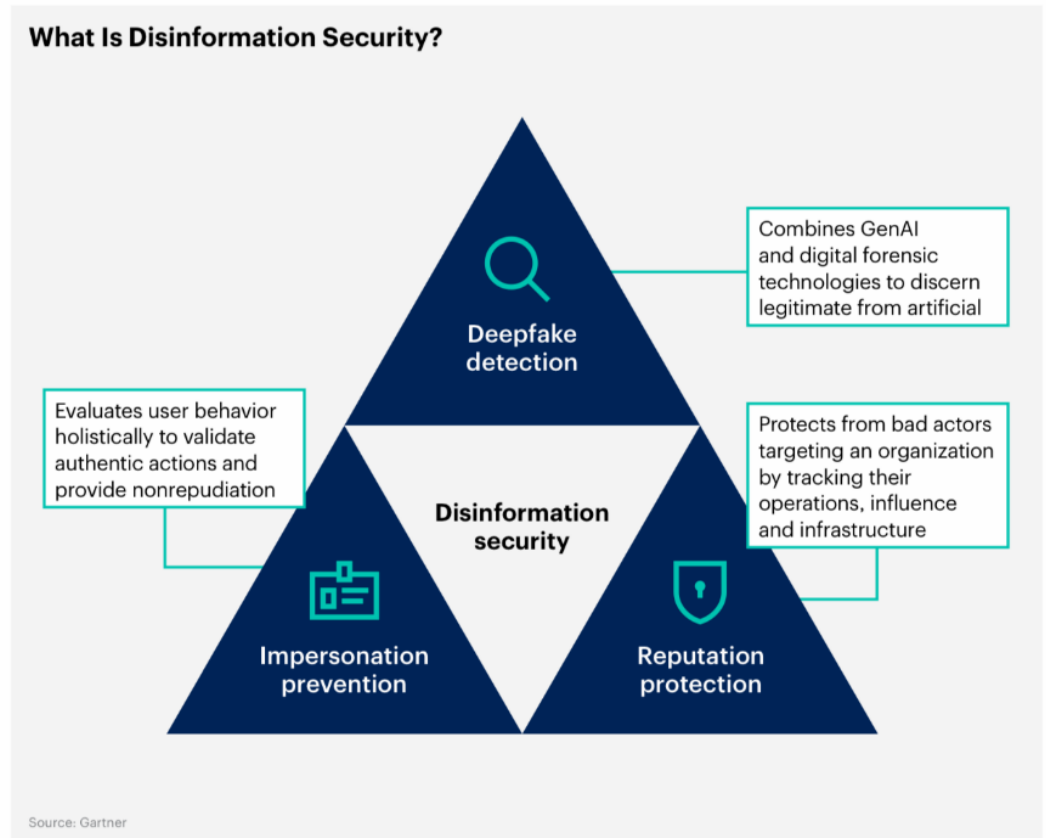


Geopolitisk 4



- Disinformation
- By 2028, 50% of enterprises will combat disinformation security use cases (5% in 2024)
- Disrupt business operations
 - Leveraging malware to steal credentials
 - Initiating account takeovers
 - Steal customer information
- Polarize a target audience.
 - Pushing out deepfakes
 - Spreading misinformation through social media and fake news websites
 - Using GenAI to create disinformation at scale — and spread it before organizations can respond

• Gartner

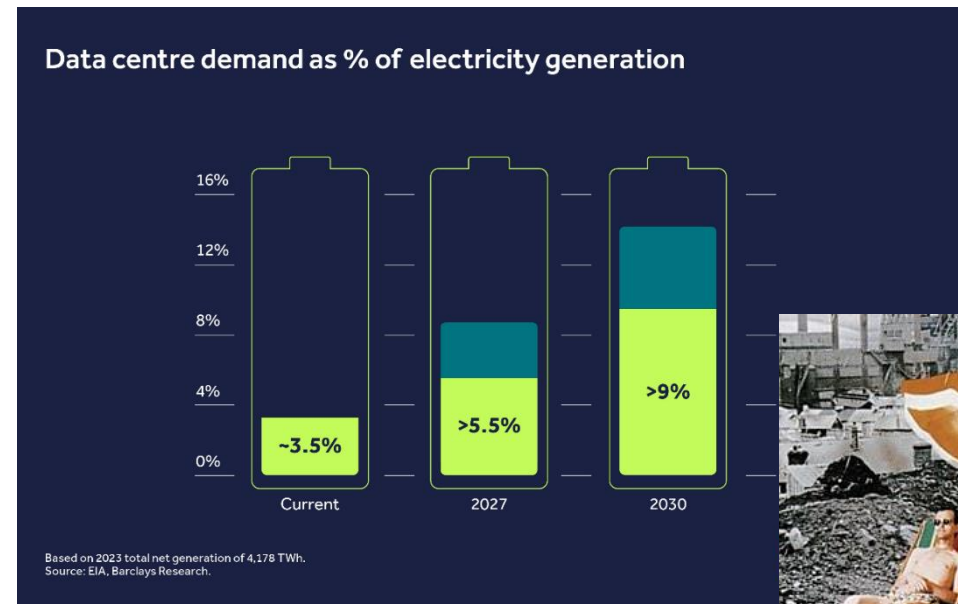
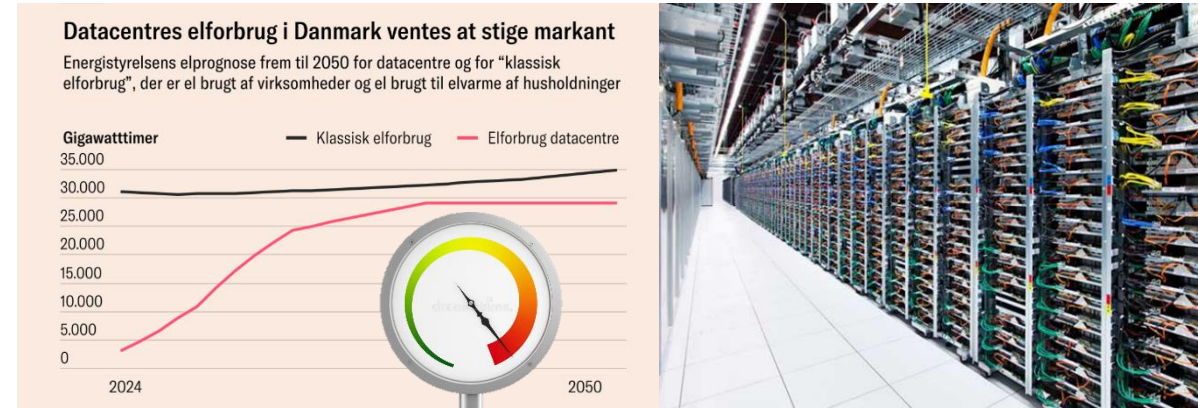


Bæredygtighed



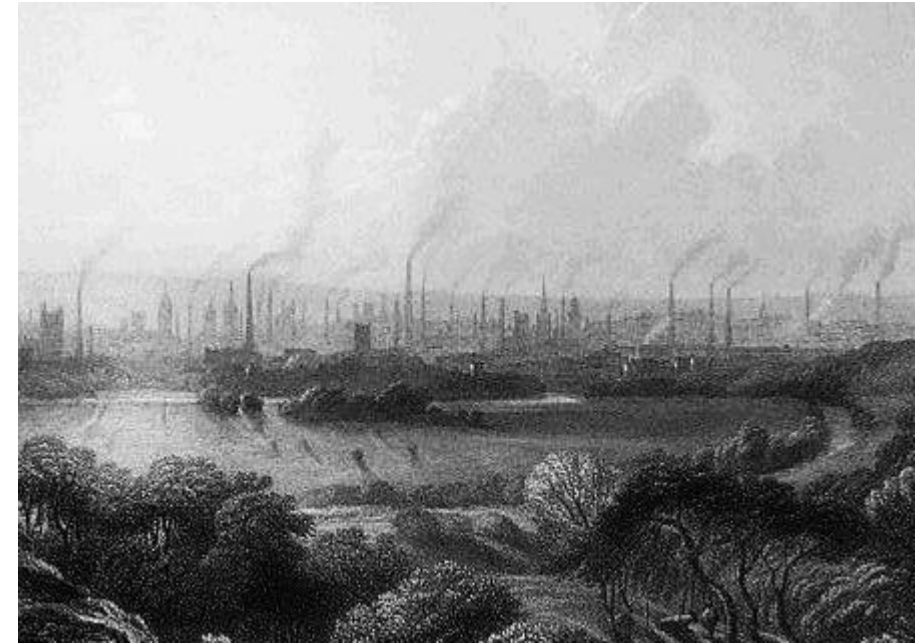
AI Tech Infrastructure Sustainability ☹️

- Cloud consumption doubles every two years
 - 7pct of Denmark's electricity use today
 - Close to 50pct 2038 Energistyrelsen
 - US avg electricity bill price hike 8 pct,
 - some states 15 pct NYT
- Små modeller, destillere data etc kan måske hjælpe MEN....



Jevons Paradox

- Jevons paradox occurs when technological advancements make a resource more efficient to use
 - Reducing the amount needed
- As the cost of using the resource drops, overall demand increases
 - Causing total resource consumption to rise
- Tøjvask
 - På en gård I 20'erne vaskedes tøjet hver 4-5 uge



Coal burning factories 19th century Manchester, England
William Stanley Jevons, engelsk økonomi, 1865,
The Coal Question, Watt steam engine, increased use of coal



Bæredygtighed
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Bæredygtighed

Bæredygtighed – miljø, socialt, økonomisk





Bæredygtighed
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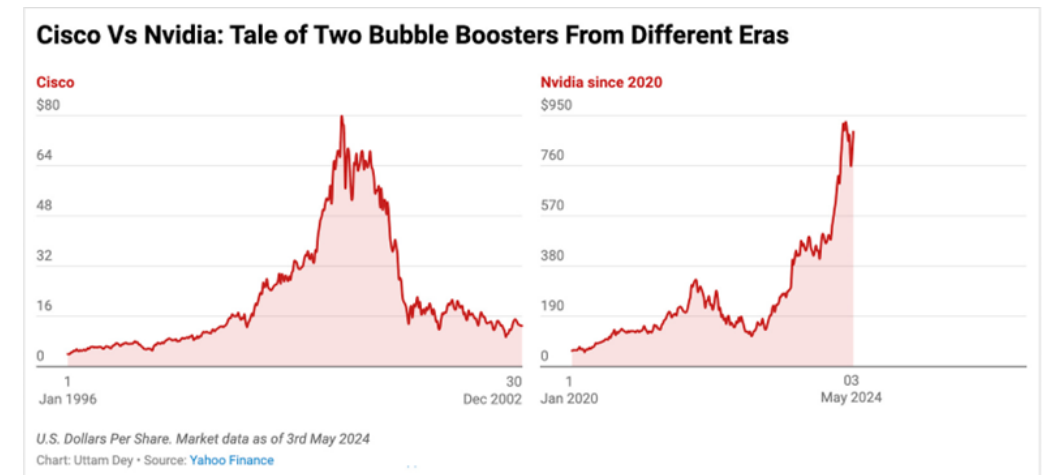
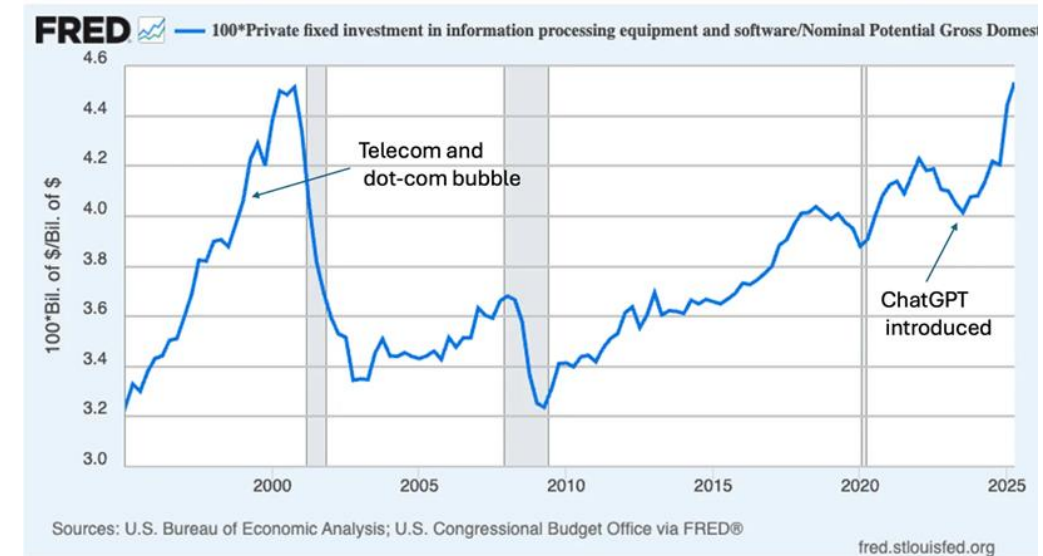


Bæredygtighed – miljø, socialt, økonomisk



Huhey hvor det går

- AI players plan to spend 375b usd on data centers 2025
- Power companies plan to invest 1.5 trillion usd nxt 5 years Paul Krugman – Technology Bubbles
- Det kan godt være vi er i en boble, men den kan fortsætte i 2-3 år endnu, så ingen tør sætte sig på sidelinien Josephine Cetti/ Nordea / Børsen
- Skidt for pensionen, men en recalibrering er ikke verdens undergang.
- Leverandørvalg



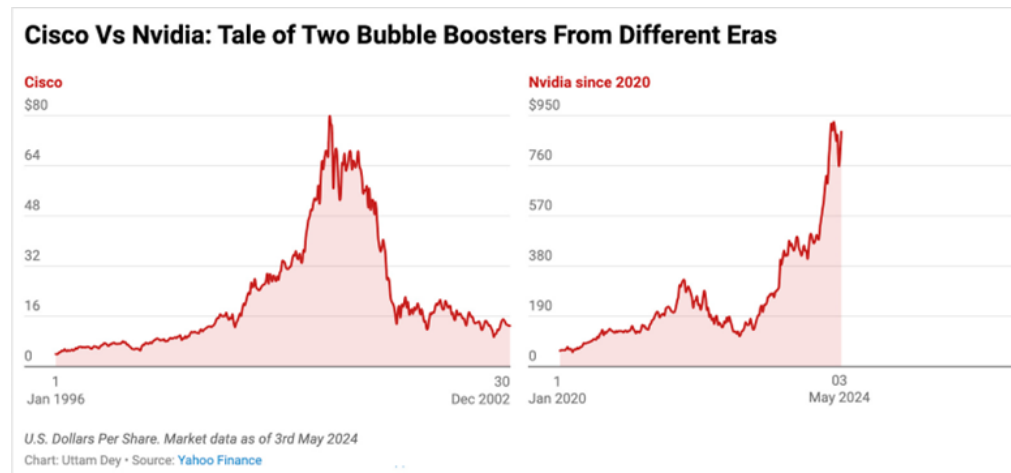
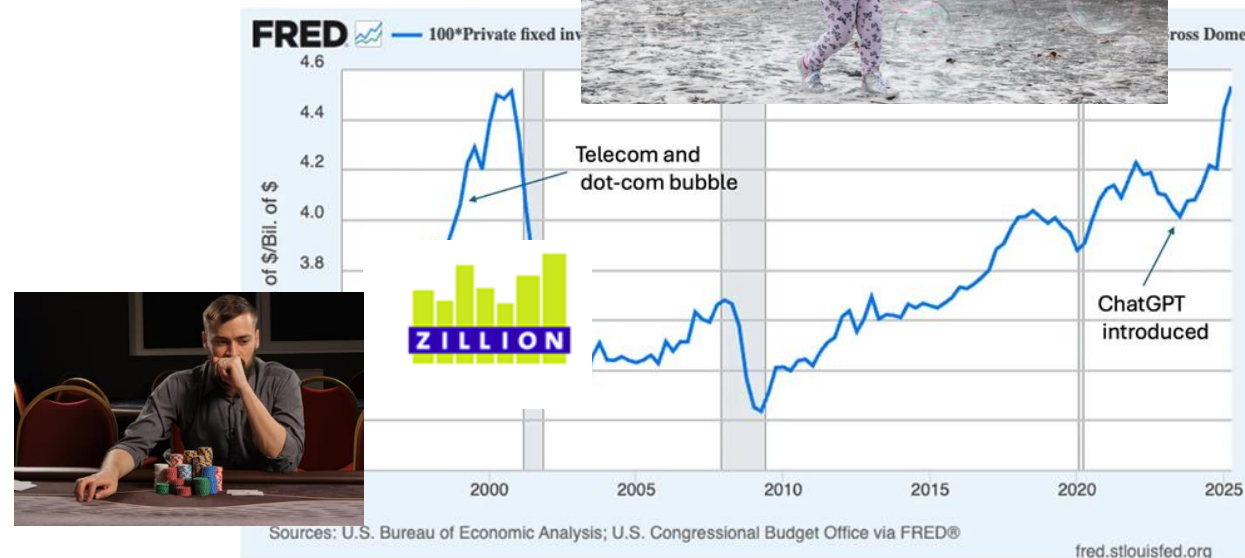
Huhej hvor det går

- AI players plan to spend 375b usd on data centers 2025
- Power companies plan to invest 1.5 trillion usd nxt 5 years
- Infrastruktur bobler – 1870's og 2000's
 - Vanderbilt og Zillion
- Det kan godt være vi er i en boble, men den kan fortsætte i 2-3 år endnu, så ingen tør sætte sig på sidelinien
- Skidt for pensionen, men en rekalkibrering er ikke verdens undergang.
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Paul Krugman – Technology Bubbles

Josephine Cetti/

Nordea / Børsen



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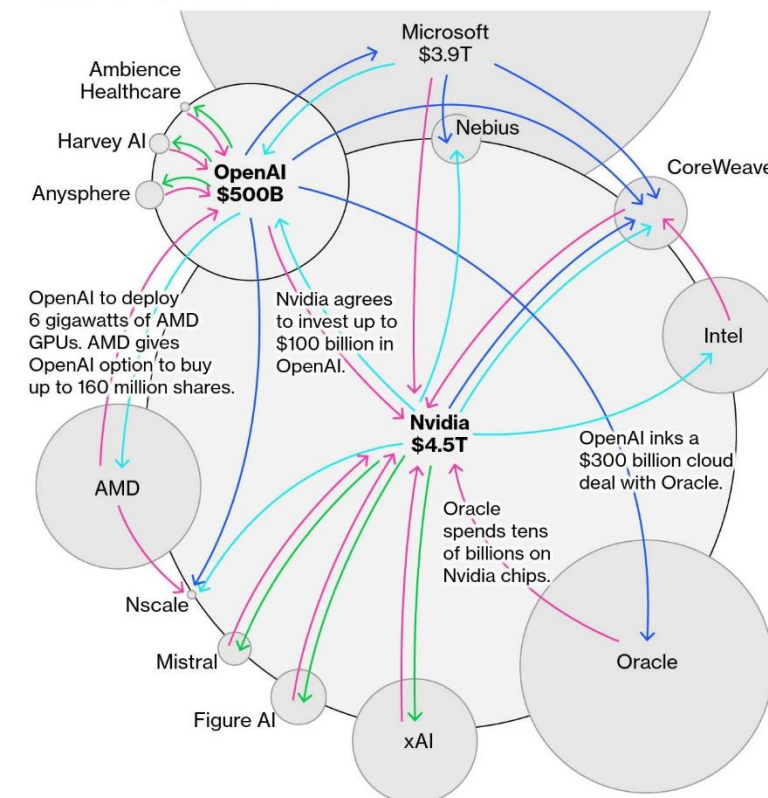
Josephine Cetti/

Nordea / Børsen



How Nvidia and OpenAI Fuel the AI Money Machine

Hardware or Software Investment Services Venture Capital
Circles sized by market value



Source: Bloomberg News reporting

Bloomberg

AI og Virksomhederne...



From Google search to AI search

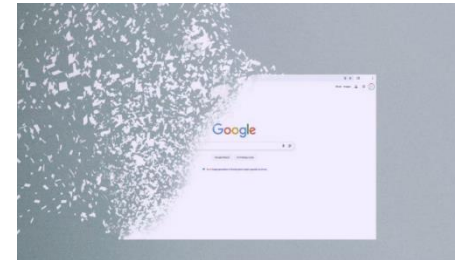
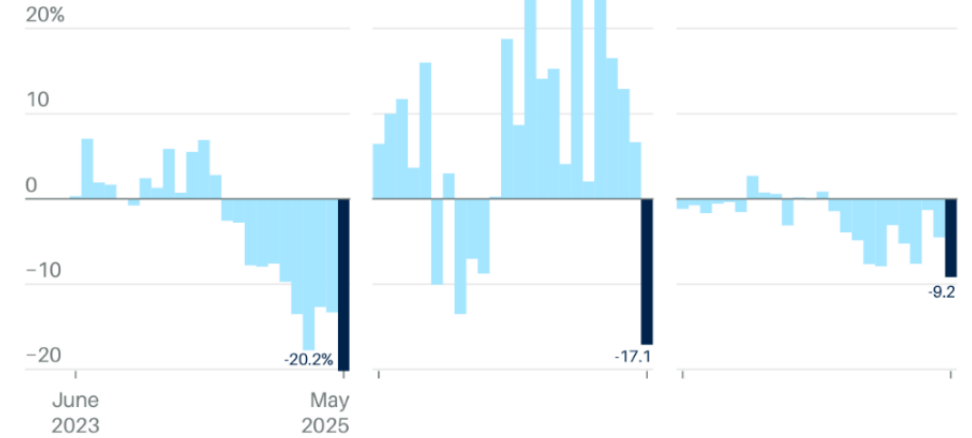
- Google is shifting from being a search engine to being an answer engine WSJ
- 1 in 5 visits on worlds top internet sites begin on search engines
- Drop 10-20 pct
 - US travel/tourism sites lost 20 pct search referrals year-over-year
 - E-commerce lost 9 pct, news and media 17 pct
 - No need to click for further info, AI overviews 23pct click throughs, Google 36pct Barrons
 - News sites are getting crushed by Google's AI Tools
 - Business Insider 55 pct drop year over year

Year-over-year change

Travel and Tourism

News and Media

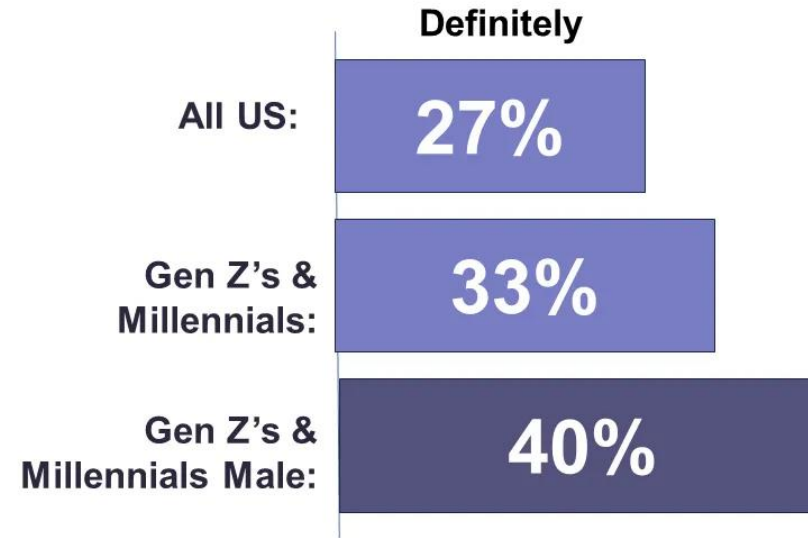
E-commerce



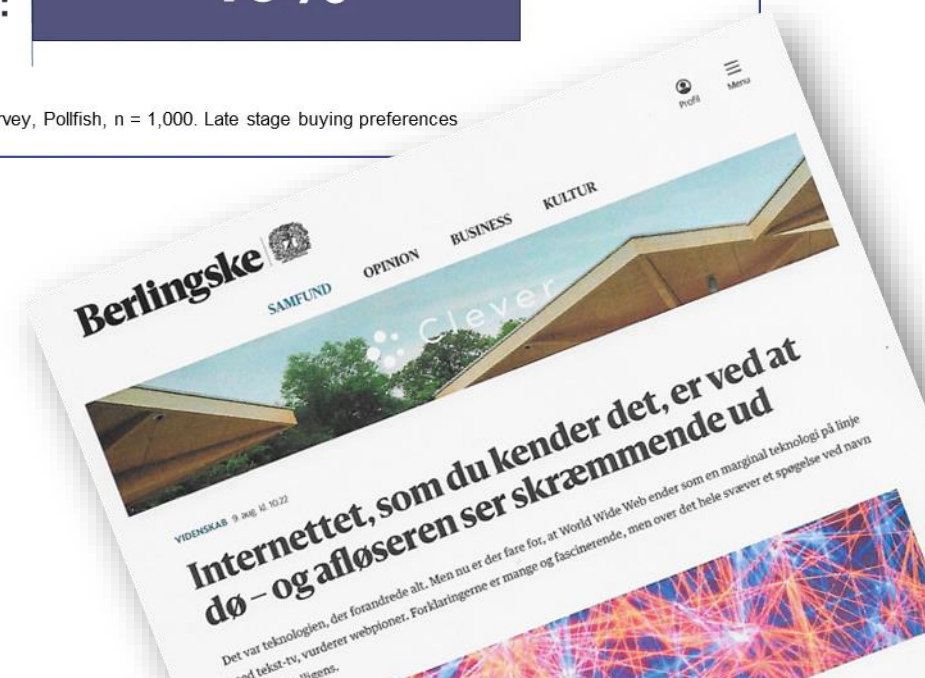
AI Intermediaries

- Data used by AI Intermediaries - flow
 - Earned media – AI intermediaries favor higher quality articles and references to the brand – especially in early stage of buying journey
 - User generated content – Customer reviews and brand sentiments shape AI recommendations mid funnel (Trustpilot, Reddit, etc)
 - Owned media – Official content
- Daily ChatGPT users
 - Recommendations from AI assistants more important than SoMe, friends and family
- Generative AI – Jason Forbes - Via usd400B customer businesses face a reckoning as AI Intermediaries reshape profitability

How likely are you to use AI assistants when buying something?



Source: March 2025 proprietary survey, Pollfish, n = 1,000. Late stage buying preferences

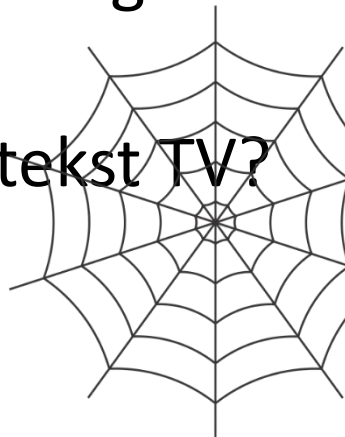


From web & app to agent Ender web som Tekst TV?

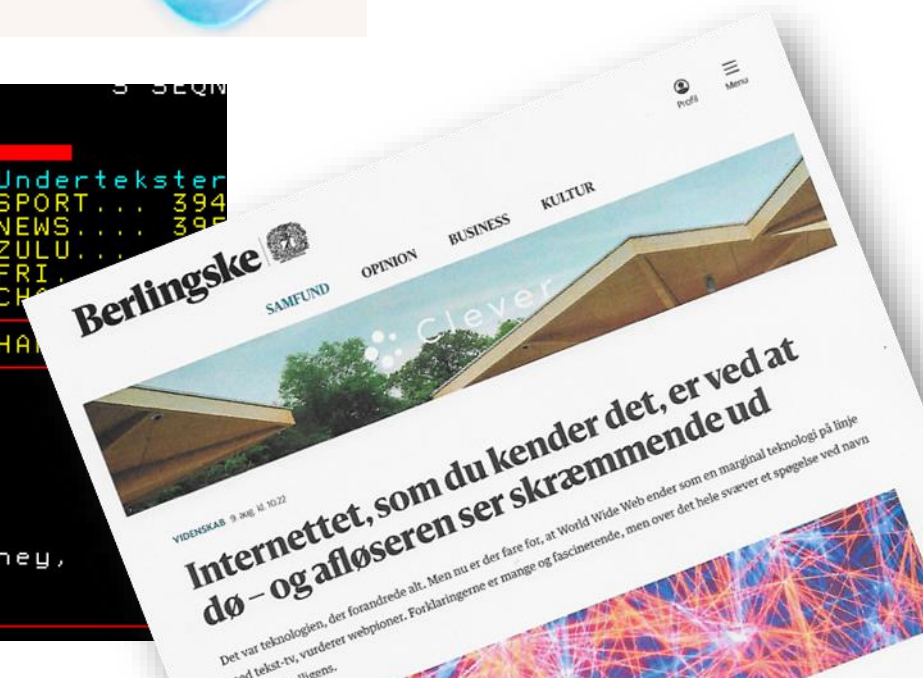
- A likely scenario is that the “user” only interacts with his or her agent
- The agent performs interactions with services and accomplish the task

Jakob Nielsen

- Mindre trafik = dårligere økonomi
- Ender web som tekst TV?



TV GUIDE			
Programmer:		Kommende dage:	Undertekster
CHARLIE	301	ZULU...	365
ZULU...	305	CHARLIE...	372
NEWS...	309	NEWS...	379
FRI...	313	FRI...	765
SPORT...	317	SPORT...	772
Filmoversigt:		ZULU...	386
TV 2:	06.30 - 12.00	Go, morgen	
Zulu:	09.25 - 10.10	Castle	
Charlie:	09.30 - 10.25	Doktor Kleist	
Sport:	08.00 - 10.00	Tennis: WTA - Sydney,	
Fri:	09.35 - 10.25	Hjemlig nemlig	

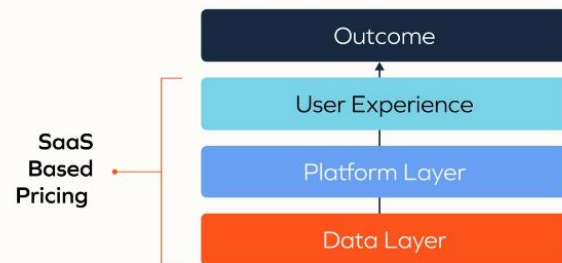




Fokus på Outcome

- From
 - Software augmenting users
 - Providing information and insights
 - Tool based
 - Leaving execution to user

A Software Pricing Paradigm: SaaS vs. Outcome Based



SaaS Pricing

Traditional SaaS pricing includes the data, platform, and user experience layer, however the outcome is delivered by the customer.

- JanaKiram Ardent Venture Partners / Medium

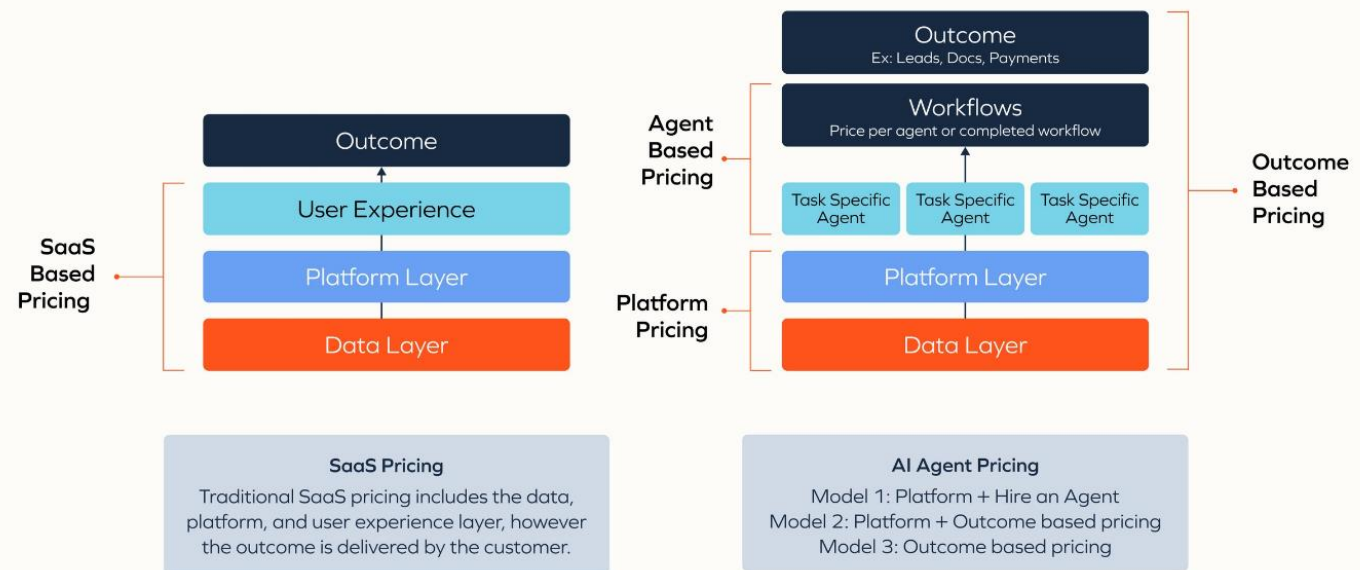


Fokus på Outcome

- From
 - Software augmenting users
 - Providing information and insights
 - Tool based
 - Leaving execution to user
- From outcome made by customer to outcome delivered as part of service

• JanaKiram Ardent Venture Partners / Medium

A Software Pricing Paradigm: SaaS vs. Outcome Based



INSIGHT
PARTNERS



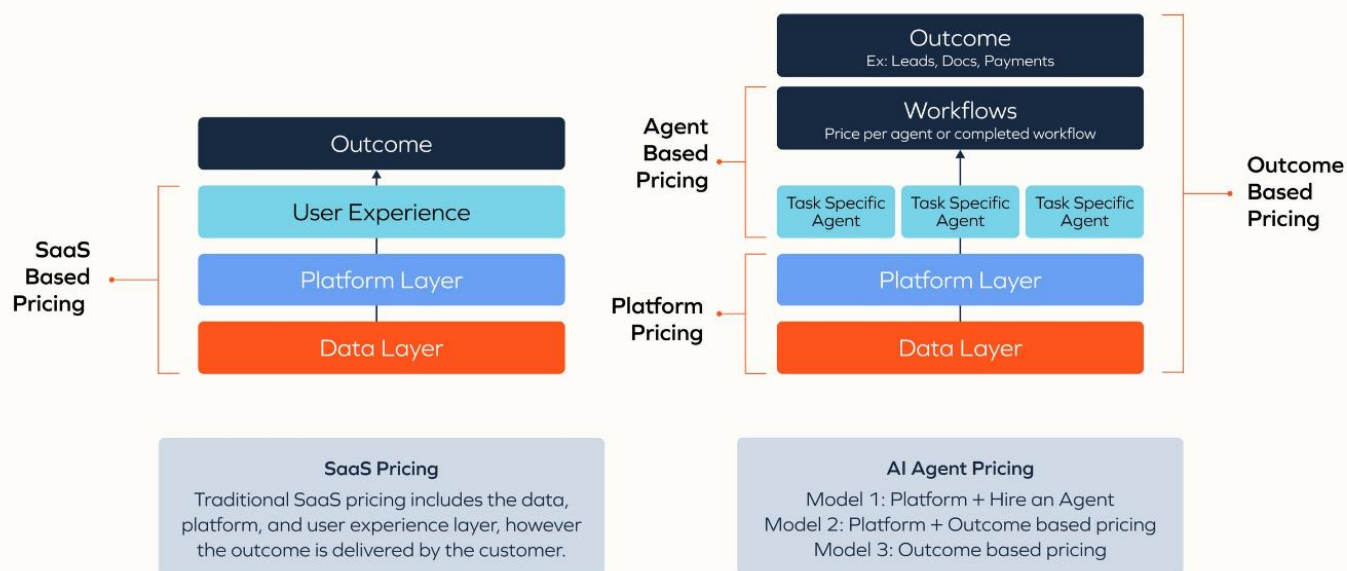


Fokus på Outcome

- Simcorp-chef ser forretningsservice som næste skridt i software-leverance JP IT Finans

- Øget outsourcing til leverandører
- Ændrede virksomheds strukturer

A Software Pricing Paradigm: SaaS vs. Outcome Based



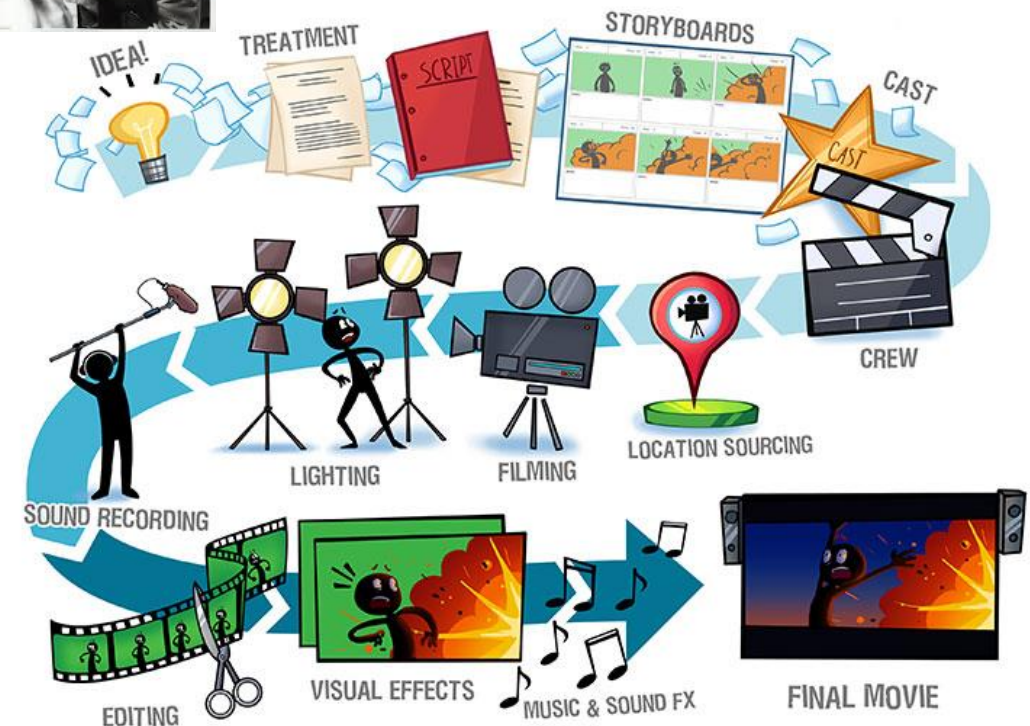
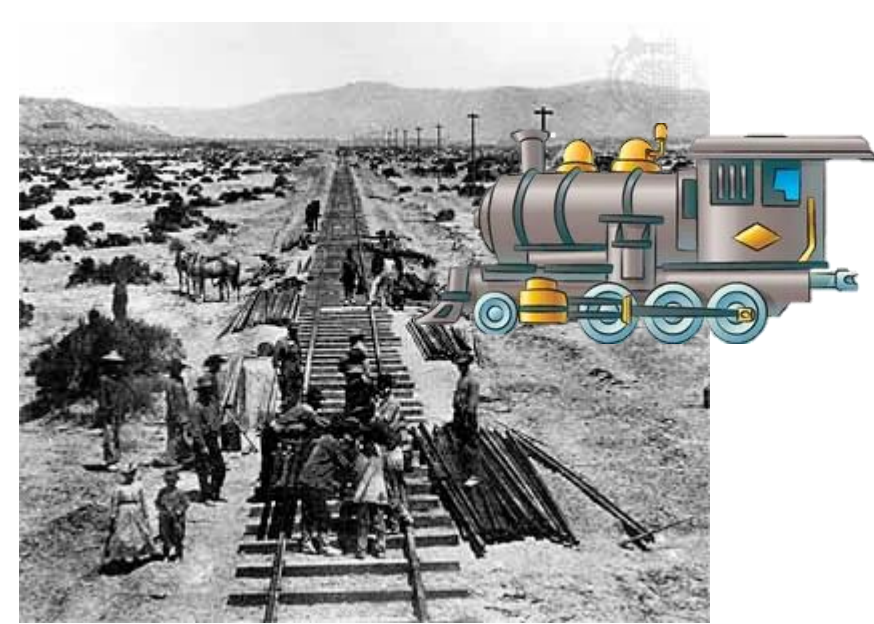


Ændrede virksomheds strukturer



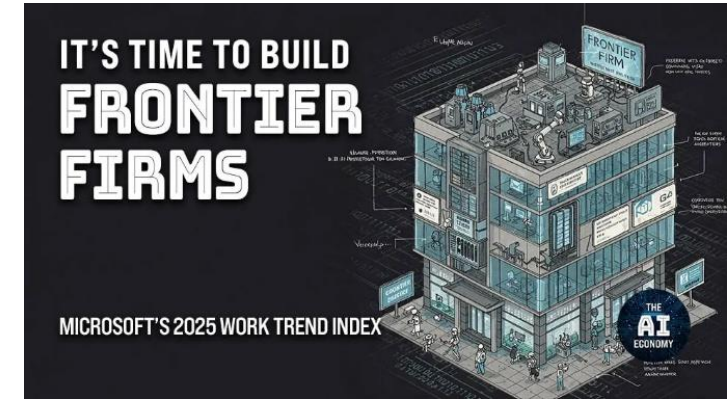
From org chart to work chart

- From
 - Traditional org chart
- To
 - Work chart
- Dynamic outcome-driven model
 - Teams form around goals, not functions
 - Powered by agents and humans
 - Mirrors model seen in movie production
 - Tailored teams assemble for project and disband afterwards
- 2025 Microsoft Annual Work Trend Index



Emerging.... Frontier Firms – Frontløbere

- Powered by hybrid teams of humans+agents
- Built around “on-demand intelligence”
- Can scale rapidly
 - Operate with agility
 - Generate value faster
 - 2-5 years all companies will move in this direction
 - Frontier Firms – Frontløbere Microsoft Work Index



Blended HR/IT - Managing intelligence resources

- AI agents can plan, execute
 - Intelligence is becoming scalable, on-demand and ambient
- A capacity you can access, not just employ
- Managed by a blended HR and IT function
 - Managing intelligence resources, both people and agents
 - Designing and staffing hybrid teams
- Tracking Human-agent ratio
- Ensures oversight, trust, and results

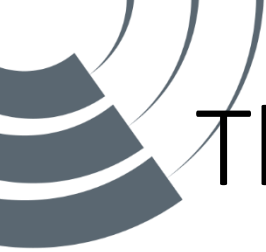
Annual Work Trend Index

2025 Microsoft

Dialing in the human-agent ratio

As leaders assemble human-agent teams, they'll need to get the balance right for each role, function, or project to ensure optimal performance on both sides of the equation.





The Agent boss - Leading mix of people and agents

- Orchestrating performance across a hybrid team
 - many of the members aren't human
- We're learning to manage digital peers
 - To assign work to agents
 - Onboard them, train them, refine their outputs
 - To know when to override and when to trust
- The Agent boss
 - New archetype, who leads a mix of people and AI agents
- The human who knows how to delegate across a hybrid team of people and bots
- 2025 Microsoft Annual Work Trend Index
- 50.000 humans managing 100 million AI Agents
 - Tasks will be broken up and given to multiple agents, ratio could be 2000 to 1 — Jensen Huang, Nvidia



Save As...

Print...

Replace





AI slop – Workslop

The ultimate lazy person's dream

- AI generated content, looks like it completes a task
 - Pretty on paper, well organized and formatted, visually pleasing ppt, report
 - Lacks the substance to meaningfully advance a given task
- Transfers the effort from the creator to the receiver
 - Workslop shifts the burden of the work downstream
 - Receiver must interpret, correct, or redo the work
- HBR Stanford Social Media Lab / BetterUp Labs – 1150 desk workers





AI slop – Workslop

The ultimate lazy person's dream

- 40 pct of survey participants have received workslop in last month
 - Estimate that 15 pct of the content they receive qualifies
 - Mostly between peers (40 pct) but also sent to managers by direct reports (18 pct)
 - Employees report spending an avg of nearly two hours dealing with a workslop case
 - 34 pct receiving slop notify teammates or managers and are less likely to want to work with sender in the future
- HBR Stanford Social Media Lab / BetterUp Labs – 1150 desk workers



AI slop – Workslop

The ultimate lazy person's dream

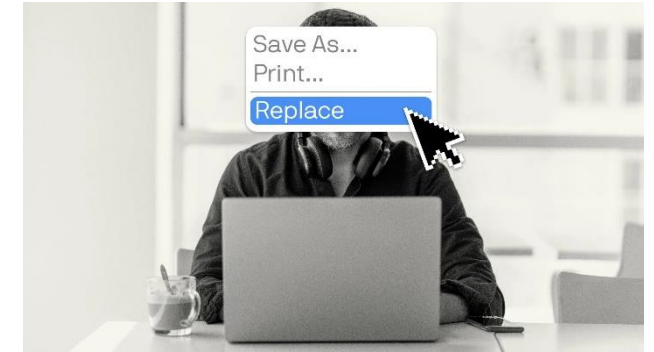
- Pilots are workers with high agency and optimism
 - Pilots use gen AI 75pct more often at work, and often to enhance own creativity and to achieve their goals
- Passengers have low agency and optimism
 - Passengers are more likely to use AI to avoid doing work
- AI can add to the flood of too much information
- We must include ways to incorporate AI work products into workflows in service of shared outcomes
 - Rather than as a vehicle for dodging responsibility
- HBR Stanford Social Media Lab / BetterUp Labs – 1150 desk workers



Risiko for at blive overmodig

- 2x300 managers with/without ChatGPT
- Asked to predict Nvidia price in 1 months time
 - Group without AI - conservative forecast
 - ChatGPT group - more optimistic forecast
- AI group overconfident
 - No anxiety, absence of fear of being wrong
 - People fall for the illusion of knowing all
- In non AI group
 - More considered, less bullish
- How to use AI wisely
 - Be aware of AI illusion of knowledge
 - Dont ditch human discussion
 - Critical thinking is key
 - Human judgment remains crucial

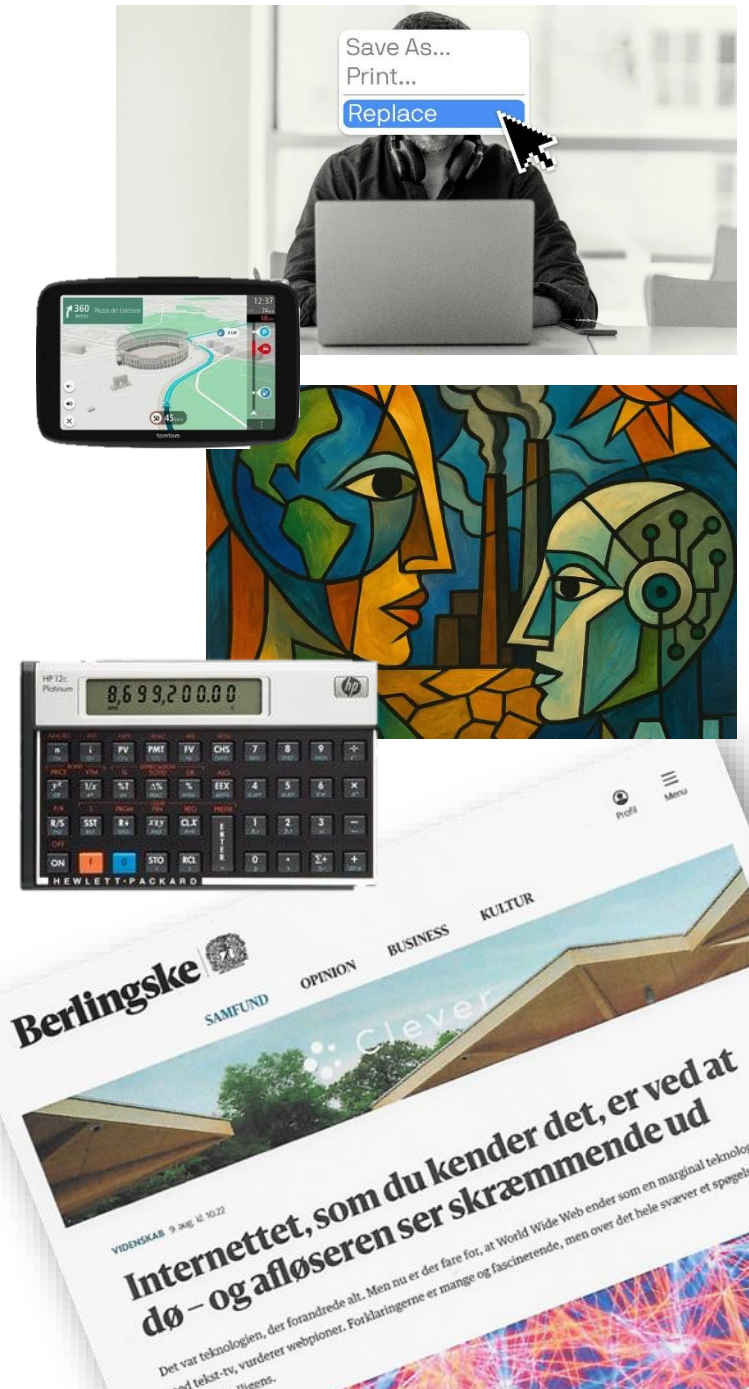
HBR / IMD Schweiz



Vi kan "lære" at være passive

Exercise your mind

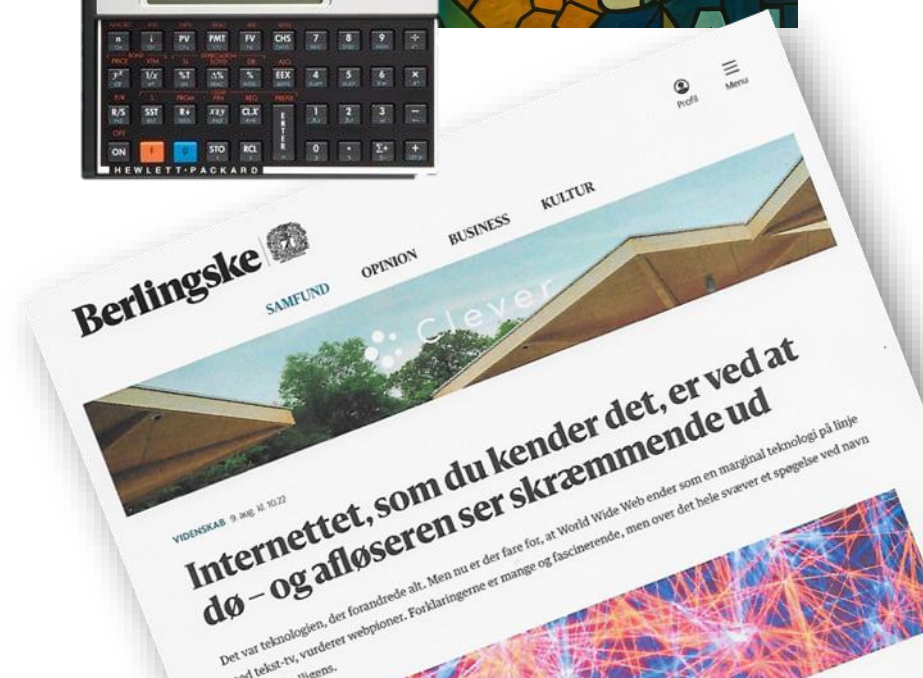
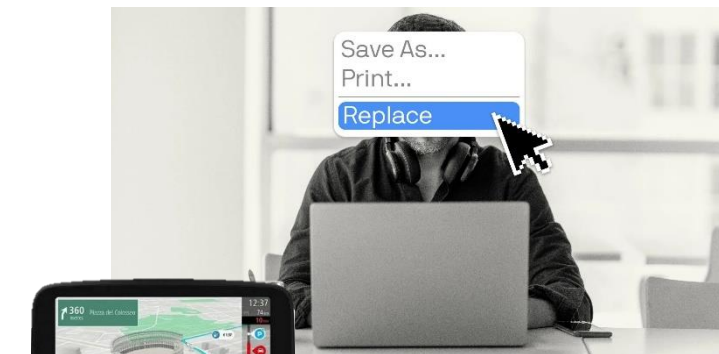
- The concept of learned helplessness, first identified in the 1960s
- The human brains sense of agency is linked to its predictive capabilities.
 - It's a constant, self-affirming loop: Intend, act, predict, confirm.
 - This is what gives us the feeling of authorship over our lives.
- The more we offload to AI - The more the feedback loop of our own agency is disrupted.
- Psychology Today Cornelia C Walther, harnessing hybrid intelligence



Vi kan "lære" at være passive

Exercise your mind

- The 4 Stages of Agency Decay
 - This decay often progresses through four stages:
- Exploration - curiosity
- Integration – into daily routines
- Reliance
 - We depend on them for recommendations, analysis, and even creative input.
- Addiction
 - We feel anxious or lost without our AI assistants.
- Our trust in our own judgment wanes, and we may accept AI-generated outputs without critical evaluation.
- Psychology Today Cornelia C Walther, harnessing hybrid intelligence



Og så skal det nok gå altså sammen Impossible to replace by AI

- Gefühl,
menneskelighed,
omsorg
- Microsoft Study

Table 4




Job Title (Abbrev.)					npl.
Phlebotomists					,080
Nursing Assistants					,760
Hazardous Materials Rem					,960
Helpers-Painters, Plaster					,700
Embalmers					,380
Plant and System Operato					,370
Oral and Maxillofacial Su					,160
Automotive Glass Install					,890
Ship Engineers					,860
Tire Repairers and Chang					,520
Prosthodontists	0.10	0.90	0.29	0.02	570
Helpers-Production Workers	0.04	0.93	0.36	0.02	181,810
Highway Maintenance Workers	0.03	0.96	0.32	0.02	150,860
Medical Equipment Preparers	0.04	0.96	0.31	0.02	66,790
Packaging and Filling Machine Op.	0.04	0.91	0.39	0.02	371,600
Machine Feeders and Offbearers	0.05	0.89	0.36	0.02	44,500
Dishwashers	0.03	0.95	0.30	0.02	463,940
Cement Masons and Concrete Finishers	0.03	0.92	0.39	0.01	203,560
Supervisors of Firefighters	0.04	0.88	0.39	0.01	84,120
Industrial Truck and Tractor Operators	0.03	0.94	0.28	0.01	778,920
Ophthalmic Medical Technicians	0.04	0.89	0.33	0.01	73,390
Massage Therapists	0.10	0.91	0.32	0.01	92,650
Surgical Assistants	0.03	0.78	0.29	0.01	18,780
Tire Builders	0.03	0.93	0.40	0.01	20,660
Helpers-Roofers	0.02	0.94	0.37	0.01	4,540
Gas Compressor and Gas Pumping Station Op.	0.01	0.96	0.47	0.01	4,400
Roofers	0.02	0.94	0.38	0.01	135,140
Roustabouts, Oil and Gas	0.01	0.95	0.39	0.01	43,830
Maids and Housekeeping Cleaners	0.02	0.94	0.34	0.01	836,230
Paving, Surfacing, and Tamping Equipment Op.	0.01	0.96	0.29	0.01	43,080
Logging Equipment Operators	0.01	0.95	0.36	0.01	23,720
Motorboat Operators	0.01	0.93	0.39	0.00	2,710
Orderlies	0.00	0.76	0.18	0.00	48,710
Floor Sanders and Finishers	0.00	0.94	0.34	0.00	5,070
Pile Driver Operators	0.00	0.98	0.24	0.00	3,010
Rail-Track Laying and Maintenance Equip. Op.	0.00	0.96	0.27	0.00	18,770
Foundry Mold and Coremakers	0.00	0.95	0.36	0.00	11,780
Water Treatment Plant and System Op.	0.00	0.92	0.44	0.00	120,710
Bridge and Lock Tenders	0.00	0.93	0.39	0.00	3,460
Dredge Operators	0.00	0.99	0.22	0.00	940

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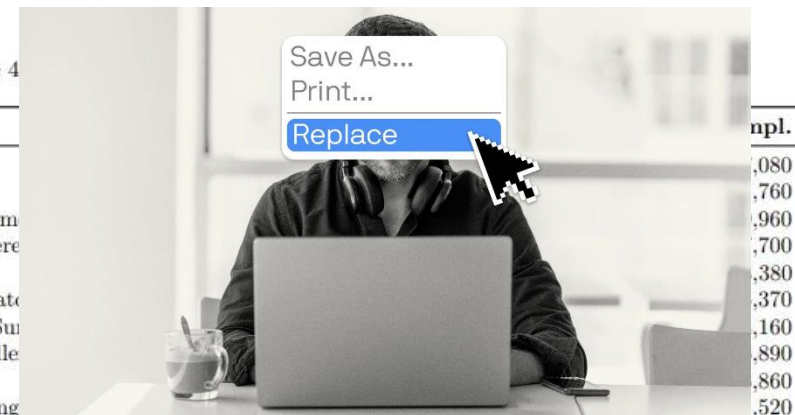
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Driving AI

- Fortfarende sindssygt stort potentiale
 - men fremtiden bliver (William Gibson-agtig) ujævnt fordelt
 - Og måske recalibreret lidt
- Geopolitiske skurke
 - Digital prepping
 - Hvilken cloud
 - Harvest now decrypt later
- Selvkørende, immersive, agentic
 - Hardware – robotter, companions
 - XaaS fra tools til outcome
 - Forretningsservices – outsourcing
- .. Og så har jeg talt om
- Ansvarlig AI – brug, implementering, sikkerhed
- Transformation (helt vild)
- Og noget om adfærd og implementering – mere følger senere



preben@mejer.com



Driving AI

- “With great power comes great responsibility”



preben@mejer.com