



EXECUTIVE BRIEF

Innovating with GenAI - Upskilling and Preparing Your Team for Seamless Adoption and Effective Use

Moderated by Brian Clark, AI CoE Leader, 3M Information Technology

Growth Council members joined in a brainstorming session exploring Generative AI from experiments to impact. The group examined various approaches to organizing AI initiatives and deriving value from AI.

Key brainstorm challenges:

- ***What are the roadblocks to AI value optimization?***
- ***How do you measure the value of AI initiatives?***
- ***How do you build AI strategy that drives meaningful value?***

Moderator Brian Clark opened the session by asking members, “Where are you in your AI journey?” Responses ranged from “we are using GenAI Assistants, but not for multiple tasks (yet)” to “we have frameworks but nothing scaled” to “we are fairly far along the curve, trying to determine how to sustainably scale.”

Brian shared that he currently leads 3M enterprise strategy and is focused on business development, including owning policy guidelines and educating stakeholders about the responsible use of AI. Brian shared that he had trained over 25,000 employees and noted that he had been involved in AI for quite some time. 3M has leveraged AI for product design and manufacturing production efficiencies, among other implementations, for over a decade.

3M is currently deploying AI in three ways:

1. Streamlining internal operations and processes
2. Accelerating 3M science to address challenges
3. Making it easier to do business with the enterprise - enhancing CX and providing multi-channel tools for employees, for example

3M is leveraging AI tools to aid in product management, customer service, analytics visualization and predictive intelligence, among other uses. These applications have resulted in cost savings.



A few members shared that they had experienced missteps and “failures” working with GenAI. This is not uncommon. These stakeholders were learning to better identify intents and extract information with the tool. All agreed AI was helping with manual work.

Communicating value

Members were asked if/how they were communicating the value of AI to senior leadership. Brian recommended showing metrics to support their case, i.e., response time going from 30 minutes to a minute and a half. One member shared that the value of AI was calculated on a use case basis at their company. Employees were required to build a business case for the use of an AI tool, and have specific applications approved. Once approved, they were funded. The member shared that all employees had Copilot. Usage was closely monitored, and value and efficiency gains were widely seen.

The group agreed that it was best to avoid using “AI for AI’s sake.” Better to connect it to a specific corporate strategy. Participants also agreed that finding the strong use cases for GenerativeAI was a smart way to proceed. Many of the leaders were trying to become better AI coaches and to empower teams to notice and record important trends and insights as well as new opportunities for profit.

Useful AI links

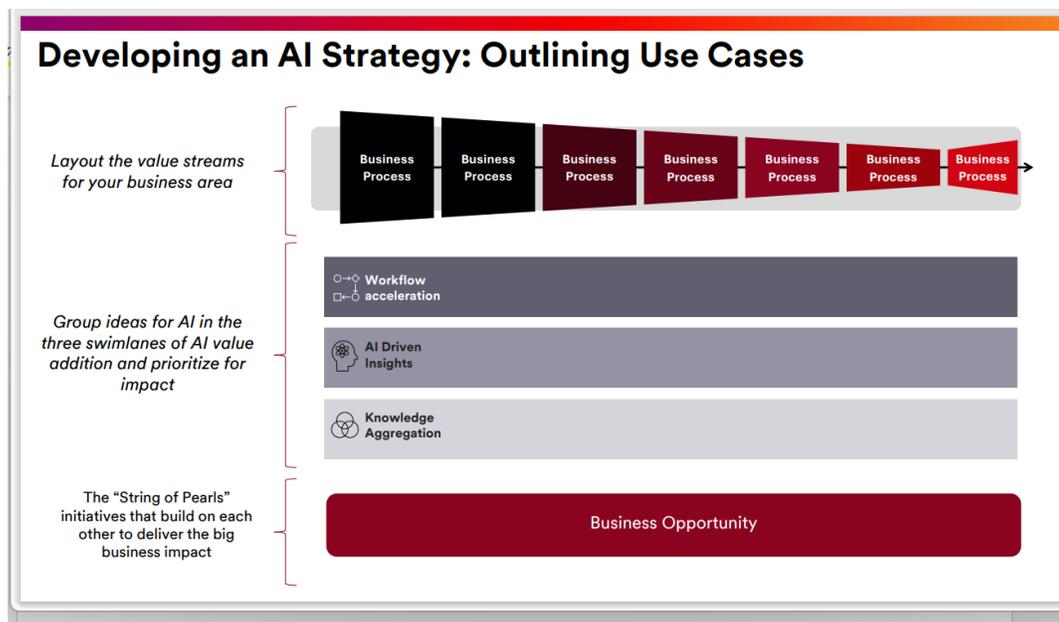
As a member stated, “start-up life is about discovery and rapid learning.” Google has been peppering the market with new, upgraded tools that help users (particularly start-ups) create campaigns or brand content, among other capabilities. Many provide good shortcuts and save labor and time. Here are a few that were recommended:

<https://labs.google/fx/tools/whisk>

<https://labs.google.com/pomelli/about/>

Developing an AI strategy

When the discussion turned to strategy and AI-driven revenue growth, one member shared that AI had not yet led to new business but was helping stakeholders get answers more quickly. Some members admitted they were still finding it hard to attribute AI usage directly to revenue, much less growth. Brian shared that 3M was able to connect some sales revenue to a new AI sales tool. Members were encouraged to “try and connect the dots” between AI tools and revenue in their own companies.



Closing thoughts

As the brainstorming session drew to a close, the group briefly discussed Agentic AI and its multi-dimensional possibilities. Brian shared that 3M is experimenting with Agentic AI platforms. Several members underscored the importance of using Agentic AI cautiously and with proper governance. These will be key challenges moving forward.