

AI Ethics: Are They Obsolete?

- Colleen P. Lyons, Ph.D.
- World Summit Ai Americas
- Responsible AI and Governance
- April 25, 2025





Disclaimer

- Ideas, thoughts, and opinions expressed in the presentation are my own, and do not represent any organization.

Four Take Away's

- AI for Goodness & Business' Sake
- VUCA Rules
- Values Rule More-Good & Right AI
- Legacy Moment

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Initiatives fail (II)

Management initiative lacks

Employee resistance as an important

Management doesn't recognize signs of

Management not recognizing your plan to upcoming

Management not recognizing (high) about organizational

Management not recognizing your organization's culture



Project Failure by Cause



Source: Fortune 500 CIO Survey by Deloitte



- Management Behavior Doesn't Support
- Inadequate Resource/Budget
- Employee Resistance
- Weak Accountability
- Old Ways Overpower
- Change Fatigue- Change Is Hard
- Etc. Etc. Etc.

70% of Change Management Efforts Fail (MC Kinsey 2015)

VUCA MANDATES CHANGE



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AI Ethics: Are They Obsolete?



Labels

Responsible AI

- Ethical
- Fair
- Accountable
- Safe and Secure
- Sustainable:

Trustworthy AI

- Reliability
- Safety
- Transparency
- Fairness
- Privacy and Data Protection:
- Accountability:
- Ethical Considerations:

chatGPT4 “What is AI Ethics?”

- Moral principles and practices that guide (AI) impacts individuals, society, and the environment,
- Maximize societal benefits while minimizing harm
- Ethical guidelines, standards, and regulations responsible
- Fairness and Bias
- Transparency and Explainability
- Privacy and Data Protection
- Accountability
- Security

Umm...where's business as a stakeholder?



and more

law

social sciences

STUFF THEY DON'T KNOW

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AI's description: a person in a suit talking to a group of people

WELLS FARGO

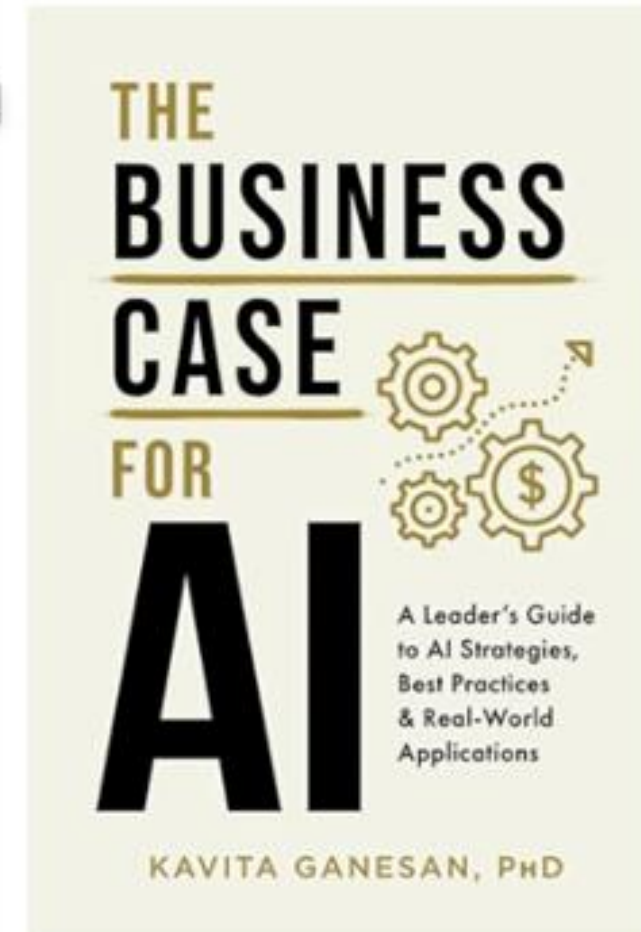


chatGPT4 Business Value of AI

The business value of AI is vast and can transform companies in numerous ways. Here's how AI creates value for businesses:

- 1. Efficiency and Automation: Data Analysis and Insights**
- 2. Personalization**
- 3. Innovation and New Products**
- 4. Customer Service Enhancement**
- 5. Cost Reduction**
- 6. Risk Management**
- 7. Enhanced Decision Making**
- 8. Supply Chain Optimization**
- 9. Talent Management**

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WRONG ANSWER: MUCH BIGGER ISSUES

.05% of this AI business book addresses ethics and culture

Reinforces a glib notion of “ethics”

Ignores the cultural pitfalls of change- 70% failure rate

Some serious FOMO pressure- competitors/employees

KAVITA GANESAN, PhD



Safe and Effective
Systems



Algorithmic
Discrimination
Protections



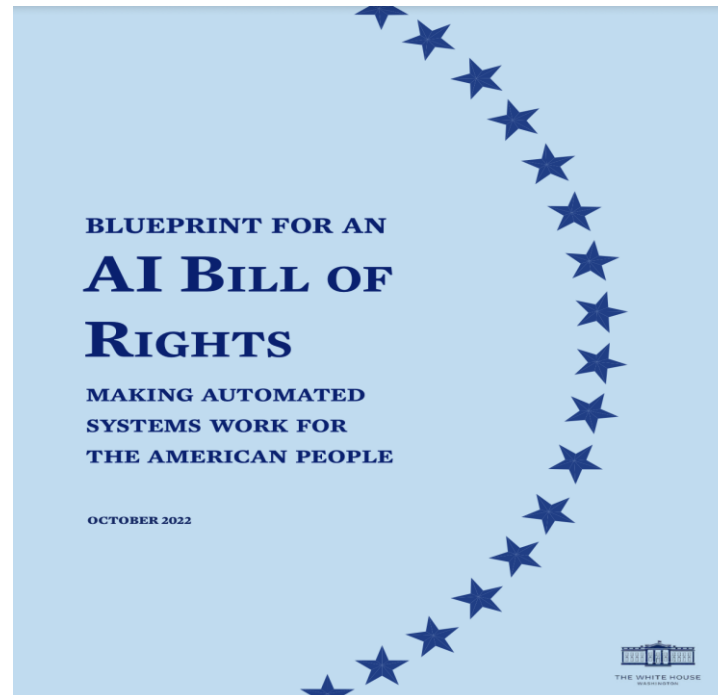
Data Privacy



Notice and
Explanation

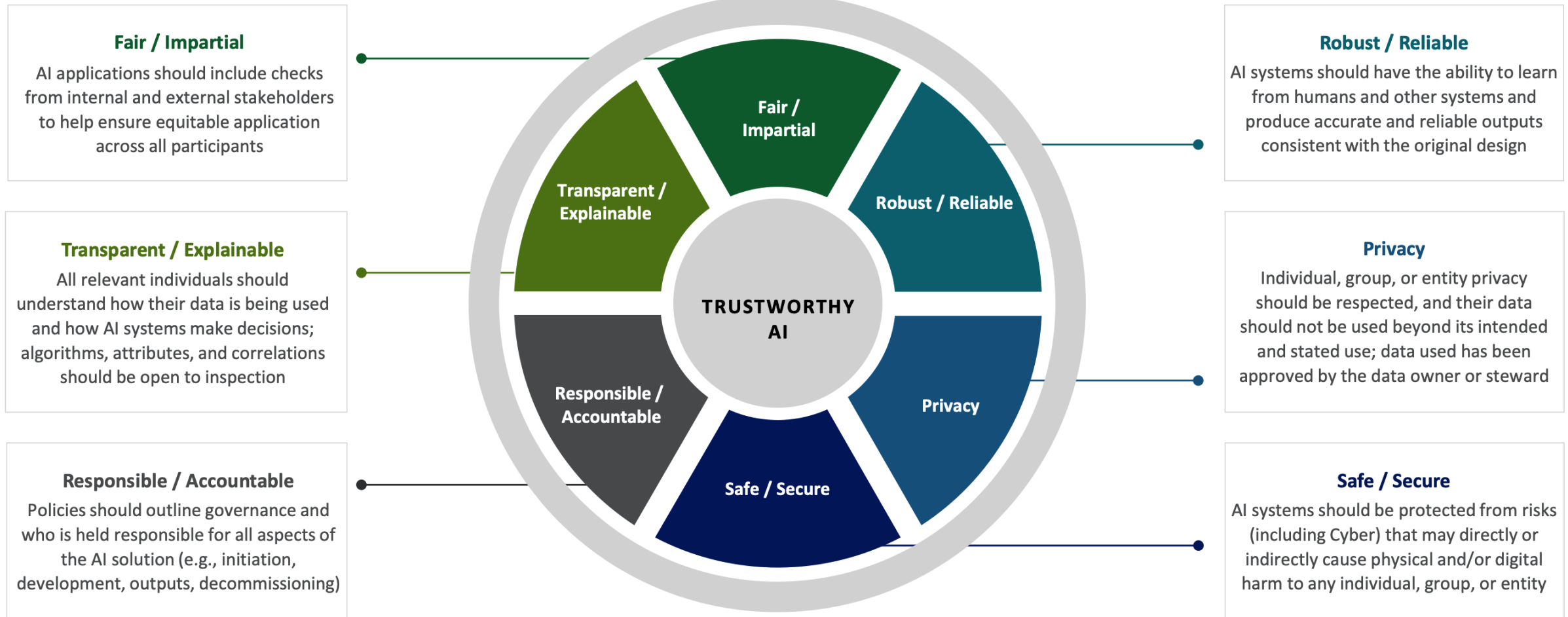


Human Alternatives
Consideration, and
Fallback



Overview of TAI Principles ¹²

By applying these six TAI principles across all phases of an AI project, OpDivs and StaffDivs can promote ethical AI and achieve the full operational and strategic benefits of AI solutions.



TAI principles are not mutually exclusive, and tradeoffs often exist when applying them.

AI ETHICAL CONSIDERATIONS

Robust / Reliable



Notice and Explanation

Privacy



Data Privacy

Safe / Secure

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Respect the Law and



Human Alternatives, Consideration, and Fallback

Responsible / Accountable

Policies should outline governance and who is held responsible for the AI solution (e.g., in development, outputs, decisions).



Safe and Effective Systems

Objective and Equitable

Transparent and Accountable

Fair / Impartial

AI applications should include checks from internal and external stakeholders to help ensure equitable application across all participants

Transparent / Explainable

All relevant individuals should understand how their data is being used and how AI systems make decisions; algorithms, attributes, and correlations should be open to inspection



Algorithmic Discrimination Protections

Trustworthy/Responsible/Ethical AI Word Salad

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Good & Right AI

Framework

**Humility-based Bespoke values- leadership
Psychological Safety & Trust,
Operationalizing AI values**

Utility

**Advance specific organizational goals & objectives
maximizing market value
mitigating risk**

Stakeholder Engagement

**Internal- Every voice heard- from hourly to corner office
External- social, regulatory and/or fiduciary interest**



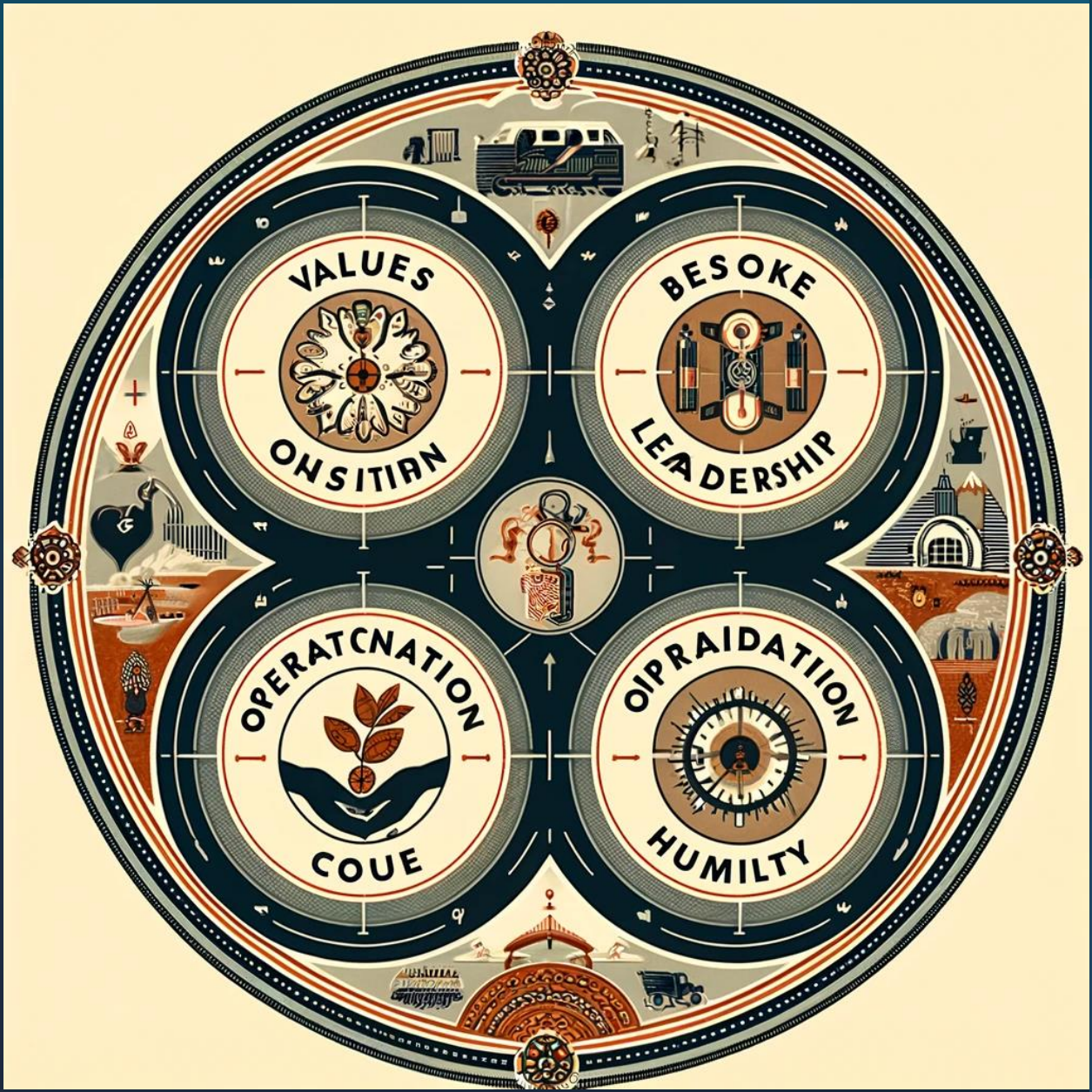
Humility
Humility is a quality characterized by a modest view of oneself, an acknowledgment of one's limitations, and a willingness to learn from others.

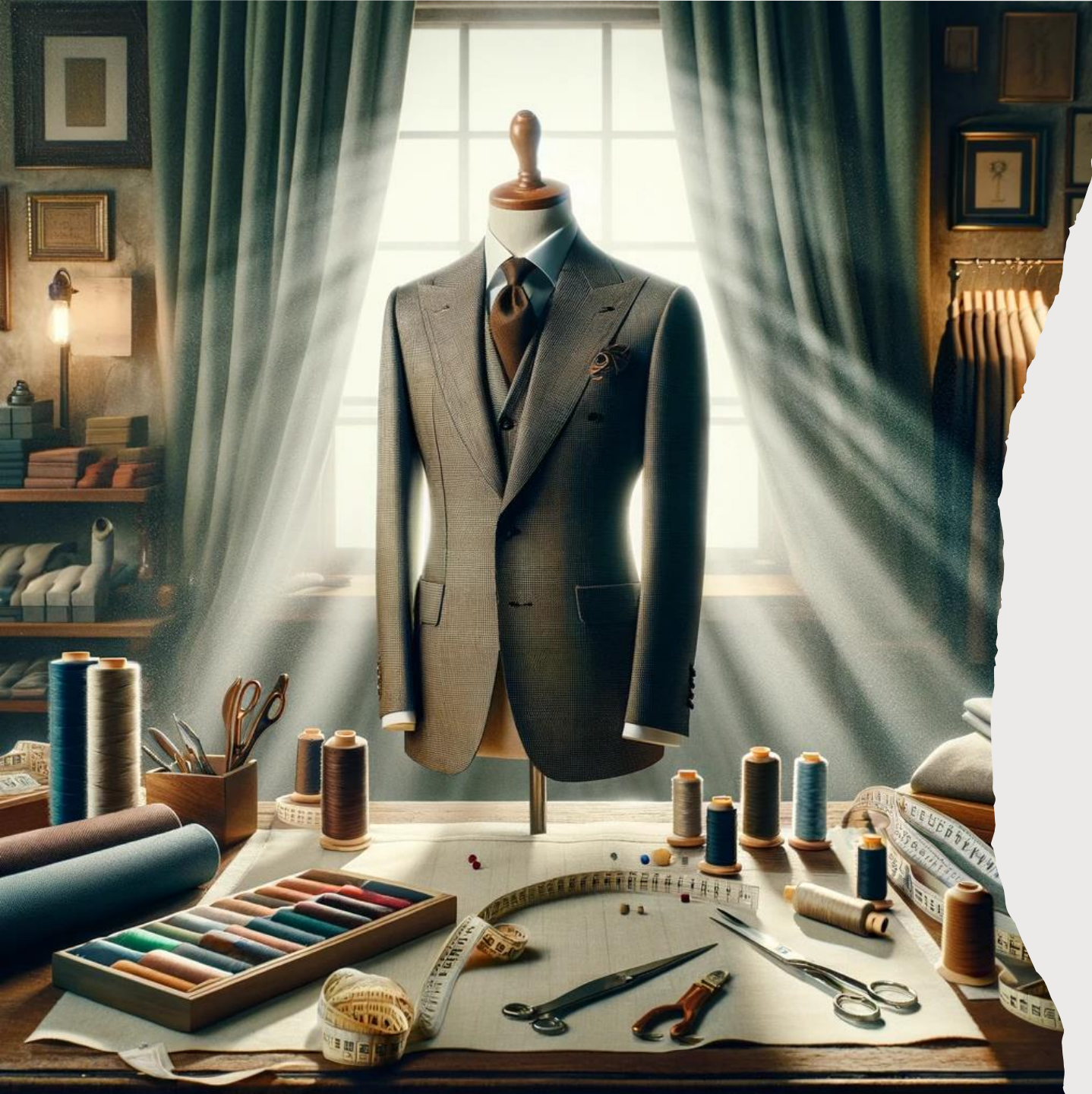
Operationalizing G&R AI
Apply equal testing and development rigor to AI values

Psychological Safety
Ability to actively innovate/critique/challenge without fear (Team level)

Trust
I will not be harmed for speaking up or engaging in intelligent failure (individual level)

Bespoke Values-Driven Leadership
Democratically determined values in collaboration with ALL employees





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- chatGPT4 Image of Bespoke Suit
- craftsmanship
- attention to detail
- customization
- creating a personalized garment

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Bespoke Corporate Values

4. **Perseverance** - Persisting in the face of challenges and setbacks.

5. **Respect** - Treating others with courtesy, dignity, and professionalism.

6. **Innovation**

These values can vary widely from one company to another, reflecting their unique culture and strategic goals.

how the company operates both internally with employees and externally with customers, suppliers, and the community.

Here is a list of commonly embraced corporate values:

Positive Leadership Attributes

Clarity of Purpose & Fit-for-Purpose Skill

Curiosity & Compassion

Elevating Purpose

Emotional healing

Ethical considerations are a top organizational priority

Idealized Influence

Individual consideration

Inspirational Motivation

Inspiring motivation

Intellectual stimulation

Leader characteristics are altruism and integrity

Leader characteristics are honest, trustworthy, fair, and caring

Leader holds others accountable to adhere to the stated corporate values

Leader lives according to stated corporate values

Leader regularly communicates that ethics is a priority

Obligation

Partnership

Regenerative Diversity and Collective Thriving

Stewardship

Thriving through Intelligent failure

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D. Areas of Focus

OPERATIONALIZE TRUSTWORTHINESS DO NOT REPLICATE

Stage Owner	<i>Technology Ethics Champion</i>				
Desired Outcome	<i>Current Technology Ethics Culture and Management Environment Baseline</i>				
Leadership Commitment & Accountability	Guiding Principles & Mission Alignment	Ethical Decision-Making Framework	Product & Service Life Cycle Ethically Aligned Processes	Employee Development & Empowerment	Technology Ethics Performance Management
Assessment Instrument	Guiding Principles & Foundational Document Alignment	Policies & Procedures	Ethical Requirements Consideration in the Design	Workforce Diversity Distribution	Technology Ethics Performance Measures
Technology Ethics Literacy	Employee Awareness of Guiding Principles	Technology Ethics Employee Training	Awareness & Application of Ethical Design Principles	Diversity Recruitment Policy & Practices	Technology Ethics Performance Control
Corporate Accountability External Perception	Alignment of Processes with Guiding Principles	Employee Ability to Recognize Ethical Issues & Get Facts	Ethical Value Design & Operations Reviews	Onboarding Technology Ethics Focus	
Corporate Accountability Internal Perception	Technology Ethics Culture Regular Assessment	Ethical Lenses Used for Evaluation	Transparency Policy	Technology Ethics Training & Certification	
Technology Ethics Governance & Infrastructure		Ability to Make Decision & Test It	User Ethical Use Education and Enforcement	Empowerment Practices	
Internal Control & ESG Reporting		Action & Reflection on Outcome		Employee Performance Management	



Implementation Science

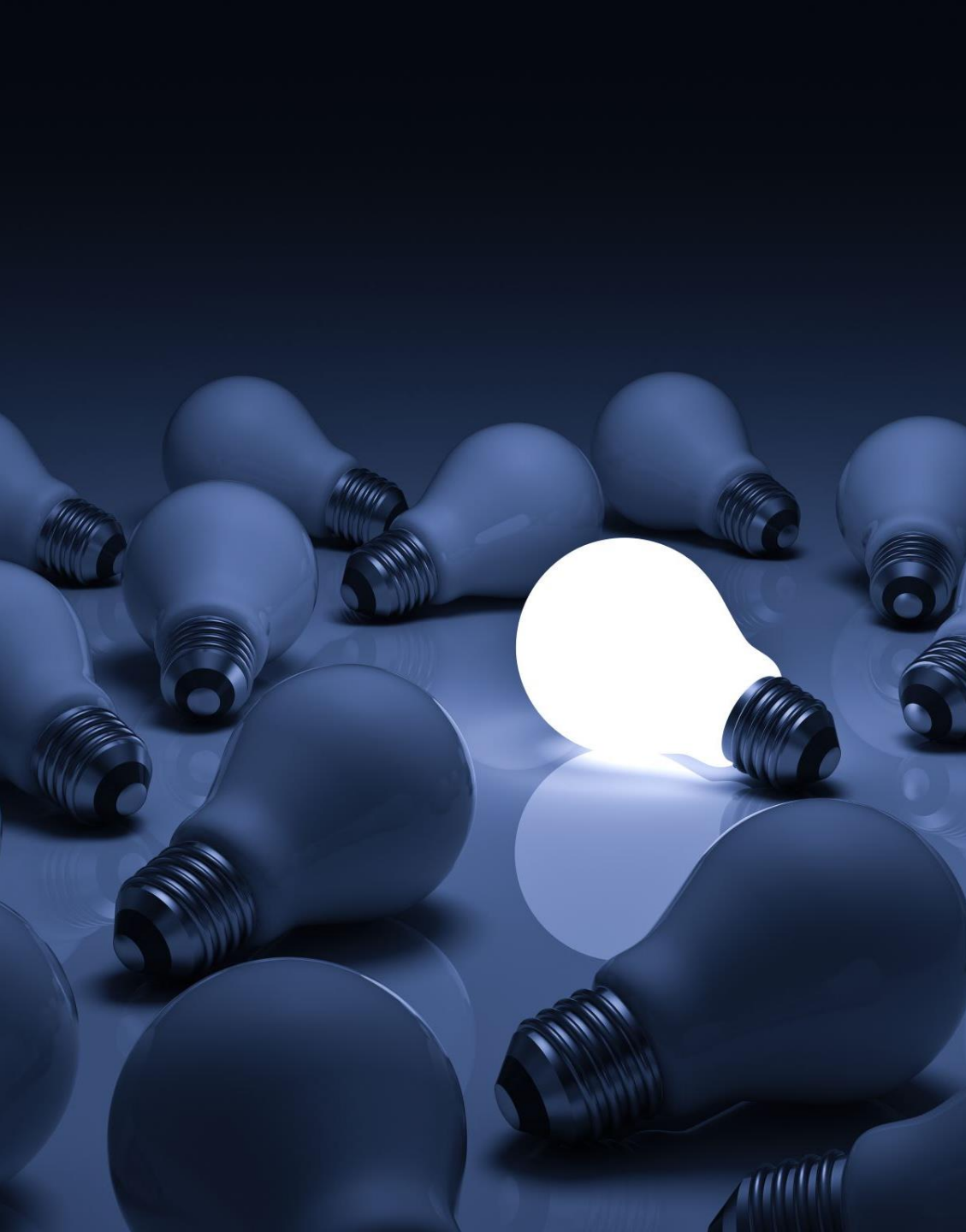
•The foundational layer of operationalizing G&R AI is for organizations to adapt implementation science principles for AI development and implementation. How can implementation science help implement an AI strategy?

- **Framework for Effective Implementation**
- **Stakeholder Engagement:** *importance of all stakeholders early in the process to ensure their needs and concerns are addressed, thereby increasing buy-in, and reducing resistance to change.*
- **Identification of Barriers and Facilitators:** helps identify *potential barriers to the adoption of AI strategies (e.g., technical limitations, lack of skills, organizational culture)* and accelerate implementation (e.g., leadership support, incentives, training programs...*tailor the implementation approach to the specific context of an organization.*
- **Evidence-Based Strategies:**
- **Monitoring and Evaluation:**
- **Scalability and Sustainability:** Scaled up and sustained over time integrating AI into organizational routines.
- **Policy and Regulatory Compliance:** navigating the policy and regulatory landscape develop strategies that are both compliant and effective.

Humility

By far, the greatest danger of artificial intelligence is that people conclude too early that they understand it.

Elezer Yudkowsky, Research Fellow
Machine Intelligence Research Institute



Research- Humility positively effects business outcomes

- Humility at the leader & team level positively influences
 - Team performance,
 - Innovation
 - Market
 - Problem orientation
- Levers
 - Learning Environment
 - Psychological Safety



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What's Your Legacy?



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• Merci beaucoup Montréal & WSAI