**EmployeeEXP**

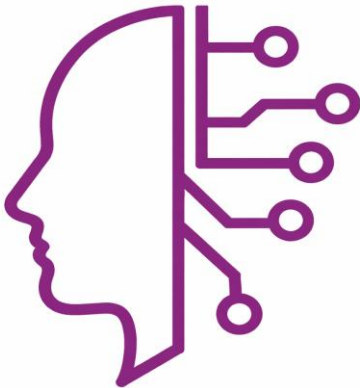# Ethical AI: A Leadership Framework

## Ethics. Protocols. Decisions.

Ethical AI decisions rarely present a clear right or wrong. They reside in the gray, where judgment, values, and tradeoffs intersect. Our process begins by naming those gray areas, exploring who is impacted, and surfacing where leaders align. In partnership, we establish protocols to translate ethical reflection into decision criteria, more consistent choices, and stronger human engagement. Ethical intentionality improves both efficient and human-centric decisions.

| Process | Impact |
|---|---|
| • Naming gray areas | • Clear decision criteria |
| • Exploring stakeholder impact | • Consistent choices |
| • Surfacing disagreement | • Leadership alignment |
| • Asking, "what matters most?" | • Protocols guide actions |

## Establish a hypothesis *(Define the problem)*

1) Integrating agentic AI is inevitable for competitive reasons.
2) We should maximize human interaction with customers.
3) Competitive pressure requires faster AI adoption.
4) AI will reduce costs without affecting experience.

**Explore the hypothesis e.g., Integrating agentic AI is inevitable.**
- What does "inevitable" mean?
- Where does this belief remove human agency?
- Where might intentional implementation elevate strategy?

**Decision Outcomes:**
- **Hold:** Feels "right." Details will evolve *(Conduct a pilot)*
- **Refine:** "Right" is confined to certain conditions/areas *(Pilot in a specific department)*
- **Challenge:** Needs guardrails and evidence, emerging/obvious risks *(Pause until clarity—guardrails, data, leadership alignment)*
- **Defer:** This is not the time *(Revisit in the future.)*
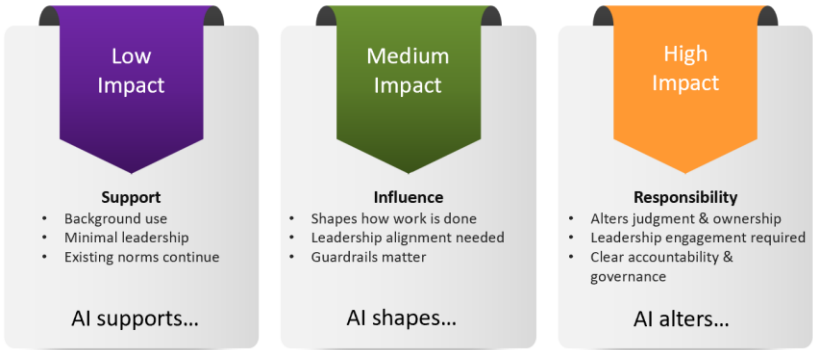
## Explore Potential Impacts

**Function:**
- o **Customer Service:** Experience, empathy, escalation clarity
- o **HR:** Fairness, explanation, employee trust
- o **Operations:** Consistency, opportunity costs, human impact
- o **Leadership:** Accountability, reputation, decision ownership

**Level**
- o **Executives:** Strategic tradeoffs, reputation, organizational risk
- o **Managers:** Judgment, communication, human engagement
- o **Frontline leaders:** Autonomy, clarity, workload, dignity

Customer Service · HR · Operations · Leadership

This is not a maturity model. It is an attention model. The more AI influences judgment and experience, the more leadership presence is required.

| Low Impact | Medium Impact | High Impact |
|---|---|---|
| **Support** | **Influence** | **Responsibility** |
| • Background use | • Shapes how work is done | • Alters judgment & ownership |
| • Minimal leadership | • Leadership alignment needed | • Leadership engagement required |
| • Existing norms continue | • Guardrails matter | • Clear accountability & governance |
| AI supports... | AI shapes... | AI alters... |

*AI supports the work. Leadership is responsible for the impact.*