

## **Land Acknowledgment**

With participants joining virtually from coast to coast,  
we acknowledge and respect the ancestral and unceded territories of all First Nations, Inuit, and Métis peoples.

We encourage everyone here to take the opportunity to learn about the diverse and unique histories, cultures, and aspirations of the peoples on whose territories you work and live and determine how you can take action towards reconciliation.

Session 3

# Organizational Adoption: Upskilling & Change Readiness for IPAC Members

# Here with you today



**Megan Jones**

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# Q&A Recap

# Today's Agenda



**01** Context

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**02** Change Management

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**03** Skilling Strategies

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**01**

# **Context**

# The Building Blocks of AI

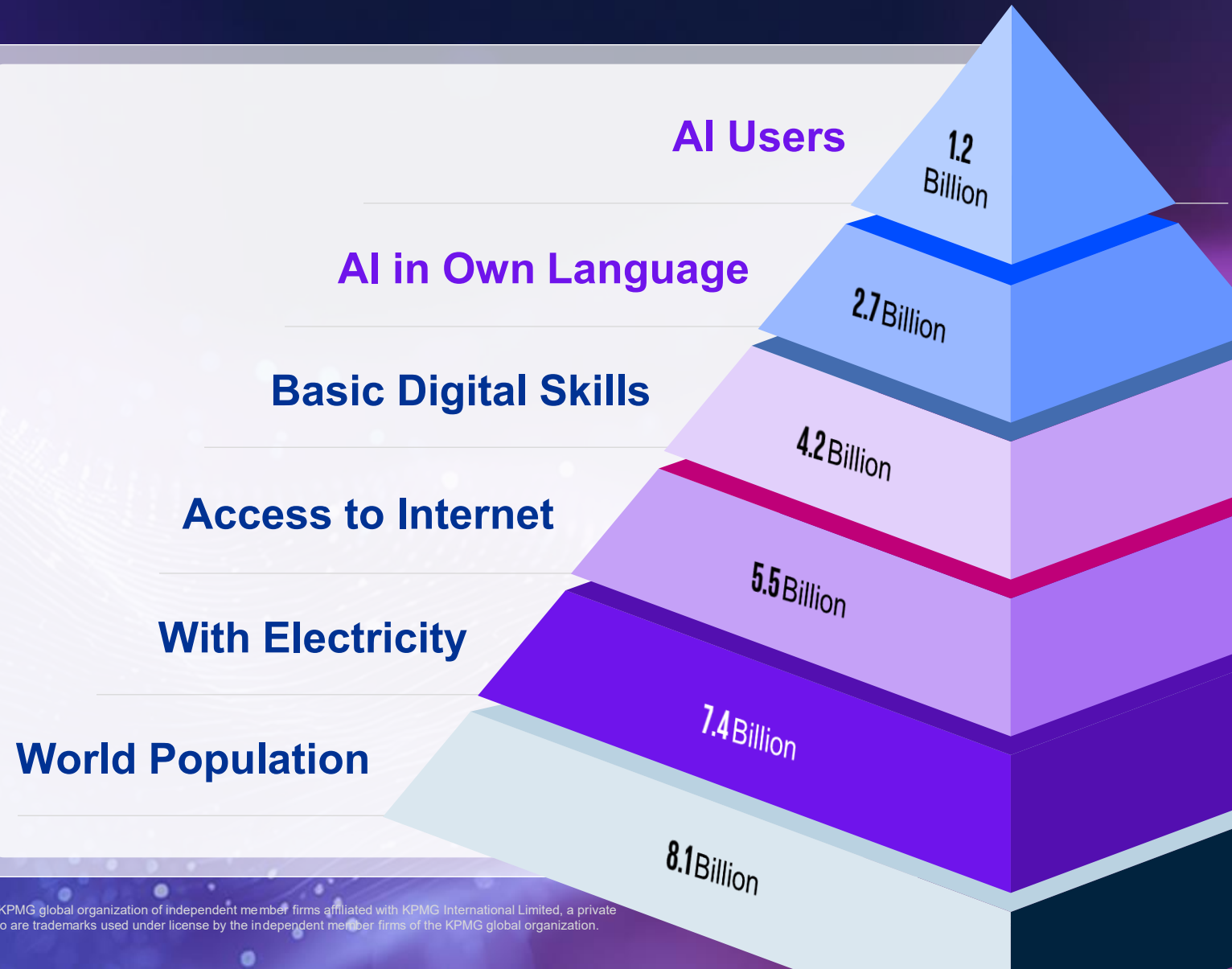


**Electricity** powers the devices and data centres that make AI possible.

The **internet** connects users to AI and enables the flow of data.

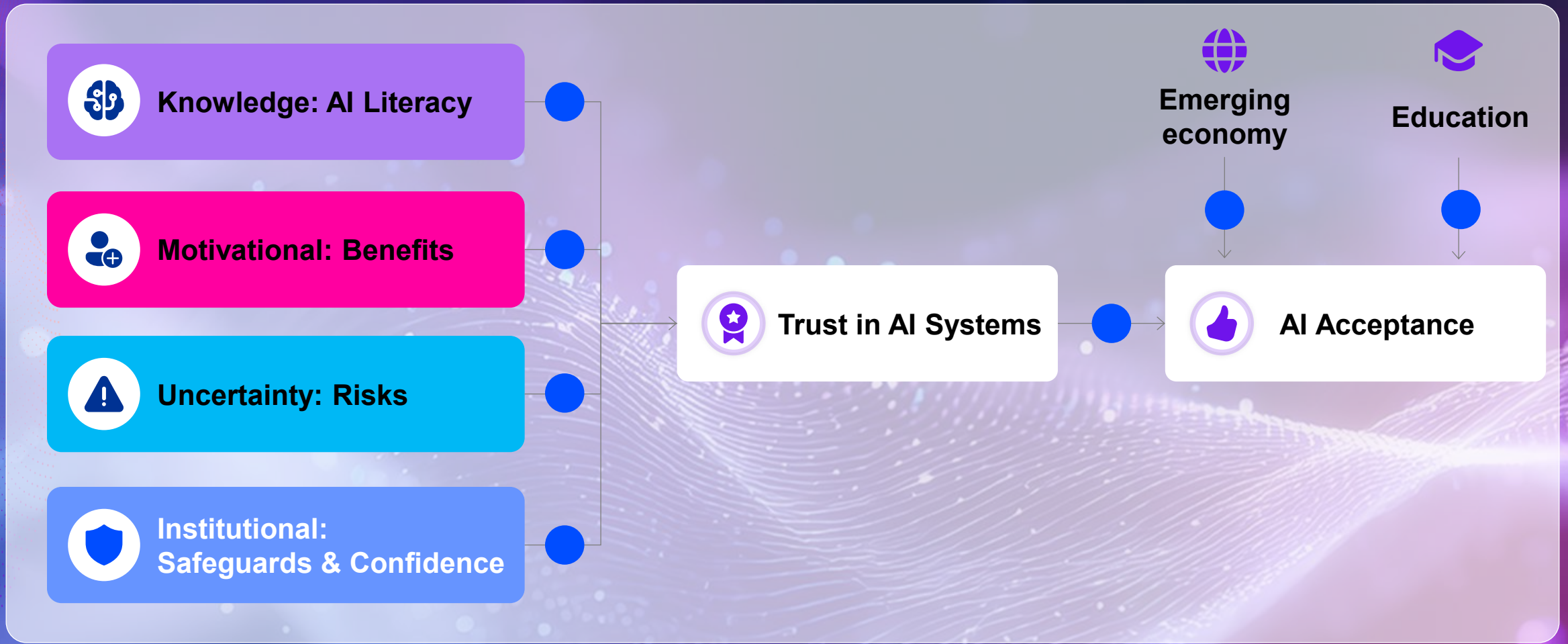
**Digital and AI skills** begin with the ability to use a computer and navigate the digital world.

**Language** determines who gets to use AI and how it is shaped.





# Key Drivers of Trust and Acceptance in AI Adoption





# The Three Forces of Diffusion

Every transformative technology advance through three forces:

## Frontier Builders

*Inventors and pioneers  
who push boundaries.*

## Infrastructure Builders

*Engineers, entrepreneurs,  
and institutions scaling  
breakthroughs.*

## Users

*Individuals, companies,  
and governments applying  
new technologies.*

**Progress accelerates when all three forces work together.**

**Investing in infrastructure, skills, and responsible policies  
unlocks AI's potential for growth and innovation.**

*Source: Microsoft AI Economy Institute, "AI Diffusion Report: Where AI is most used, developed, and built." November 2025.*



# Why Human-Centered Technology Matters





# A hybrid workforce: where agents and humans collaborate together

“The organizations that lead will be those that help their workforce adapt—training teams to work with agents, clarifying evolving roles, and leading the cultural shift this transformation demands.” — KPMG



# To harness the **superpowers** you need to think about the **workforce**



What can and *should* be augmented?



What is being done today?



What *new* can be done in the future?



# WHAT DO YOU THINK? MENTI TIME



How confident do you feel about your organization's ability to successfully adopt AI and digital agents?

- A. Very confident
- B. Somewhat confident
- C. Neutral
- D. Somewhat concerned
- E. Very concerned



# 02

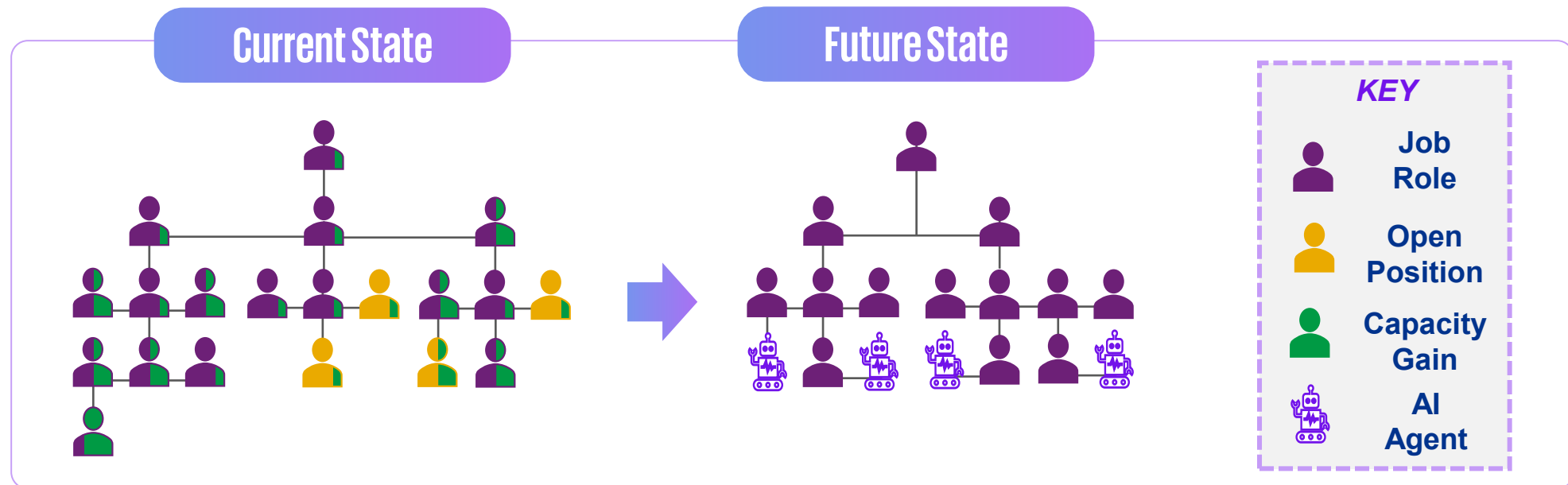
# Change Management



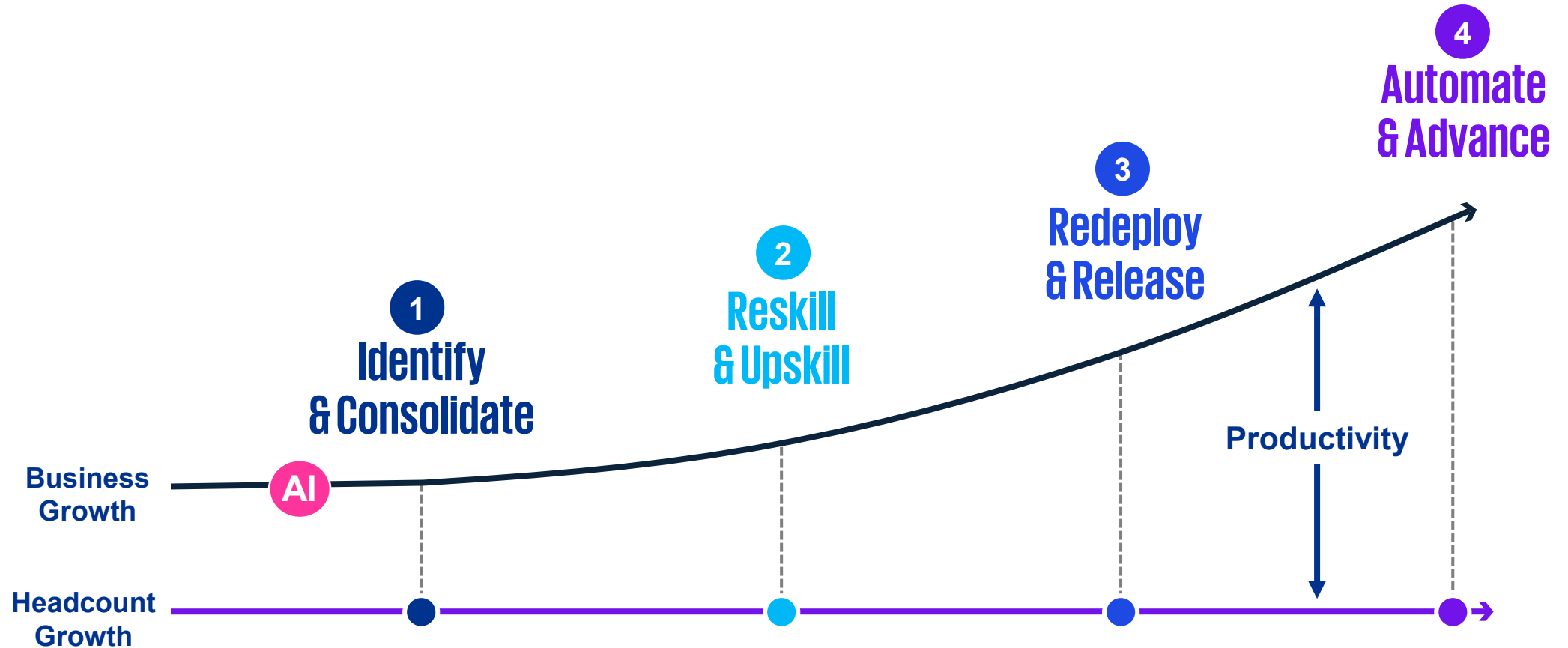
# Unlocking Workforce Value through Digital Transformation

Evolving your workforce is a competitive advantage and a business imperative.

- AI boosts productivity and innovation
- Human–AI collaboration creates new opportunities
- Upskilling and change management drive success



# Unlocking Workforce Value through Digital Transformation





# A Human-Centered Approach to Change and Adoption

## Embedding AI necessitates change...



### Role & Tasks Impacts

Employees take on **new responsibilities**, learn **new skills**, and **collaborate** with digital agents.



### Organization & Talent Impacts

Teams **evolve** in **size** and **structure**, with **digital labor** integrated and **talent sourced** more broadly.



### Leadership & Culture Impacts

Leaders must **guide human-AI teams**, develop **new mindsets**, and **adapt** how we work to achieve our **mission**.



### Employee & Customer Experience Impacts

**HR processes shift**, attracting talent requires a **human-centered approach**, and **fostering innovation** becomes essential.



# A Human-Centered Approach to Change and Adoption

...and creates opportunities to capture value

**Prioritize talent investments:**  
Invest in people to drive productivity and deliver meaningful experiences.

**Org & Hybrid Workforce Models**

**Personalize change plans:**  
Tailor strategies to support each role for maximum impact.

**Upskilling & Reskilling**



**AI Activation & Value Measurement**

**Skills-aware adoption:**  
Define clear career pathways aligned with AI investments.

**Employee & Customer Experience**

**Human-first value proposition:**  
Demonstrate commitment to employees and customers.

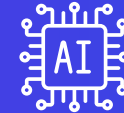
# GenAI Adoption: Rethinking Change Strategies



GenAI requires a new approach to adoption.



**Traditional**  
(e.g. SaaS technologies)



**GenAI technology**



**One-time training**  
at launch



**Continuous** training,  
upskilling, and  
knowledge sharing



**Employees required** to  
use the system for  
specific processes



**Workers choose** when  
and how to use GenAI  
for specific tasks



**Uniform training**  
across functions



Adoption **tailored** to  
individual roles and tasks



# How Change Management Shapes AI Adoption

Approach for AI Adoption	A clear purpose & vision	An understanding of the AI journey	Specific impacts to roles	In person/virtual experiences	Videos & other communications	Surround sound campaign content	Rewards & recognition	Tailored & ongoing training
<b>What Good Change Management Looks Like</b>	<b>Informed</b> Leadership shares clear vision for AI & its benefits.	<b>Anxious</b> Overview of available AI tools and training.	<b>Questioning</b> Manager sets expectations & recommends relevant courses.	<b>Engaged</b> Participation in events and learning from peers.	<b>Inspired</b> Success stories inspire further learning and clarify next steps.	<b>Encouraged</b> Ongoing reminders and support improve skills and confidence.	<b>Appreciated</b> Recognition for using AI and sharing best practices.	<b>Improving</b> Teams collaborate to solve real business challenges and share ideas.
<b>What Poor/No Change Management Looks Like</b>			<b>Doubt</b> No clear guidance on using AI.	<b>Ambiguity</b> Unclear relevance to daily tasks.	<b>Threatened</b> Prefer current ways; resist change.	<b>Powerless</b> Told to use AI, but feel unsupported.	<b>Unimportant</b> Ideas about AI not valued.	<b>Checked Out</b> AI isn't delivering personal or professional value.



Inflection Point





# Building Skills, Mindsets, and Knowledge for AI Adoption

Equip people with the right experiences to deliver real business value in a rapidly evolving workplace.

## AI Value Realization





# WHAT DO YOU THINK? MENTI TIME



Which of the following strategies is **NOT** recommended for GenAI adoption in organizations?

- A. Continuous training, upskilling, and knowledge sharing
- B. Tailored adoption to individual roles and tasks
- C. Uniform training across all functions
- D. Employees choose when and how to use GenAI for specific tasks

# KPMG as 'Client Zero'



## Our AI Adoption Story

- Anchored in employee experience
- Integrated Copilot into daily workflows
- Enabled teams with targeted skills
- Embedded new habits and culture
- Adapted quickly through ongoing measurement



# Change lessons learned from Client Zero story

01

## Guiding Principles

Keep **change management simple** and **repeatable** to scale new releases and **measure outcomes**. Use **micro learning** and track results.

02

## Agility

Leverage **flexible project management** to **adapt** to shifting goals and activities. **Collaborate** closely with PMO to manage changes.

03

## Creative Engagement

Boost **adoption** with **engaging activities**—competitions, branded campaigns, and leadership support—to make participation **fun** and **visible**.

04

## Change Takes Time

**Adoption builds gradually**: usage rose from **28% to 81%** in one year. Users saw **double time savings** and about **20,000 hours saved weekly**.

# AI Workforce Transformation: Canadian Public Sector Pilot



## Project Overview

A Canadian public sector organization piloted Microsoft 365 Copilot to boost productivity and employee satisfaction.



## Change Management

- Delivered change management strategy, training, and communications to drive adoption.
- Defined user profiles for Copilot pilot.
- Enabled rapid adoption and peer learning via Change Champions Network.



## AI Workforce Transformation

- Identified which workforce segments would benefit most from Copilot, quantifying estimated value and investment.
- Supported the organization's AI strategy and measured estimated value and ROI.
- Recommended a roadmap to scale and deploy Copilot.

## Copilot Adoption Results

### Key Results

- **99% adoption rate** among pilot users
- **289 Copilot-assisted hours** logged in 28 days
- **\$29,880** estimated productivity value (77 users)
- **3.9 hours/user/week** productivity gain

### Survey Highlights

- 70%: Improved work quality
- 65%: Reduced effort
- 69%: Increased speed
- 68%: Boosted productivity



## AI use case

Empowering every employee with Copilot—skilling for transformation

[Read full story here](#)



This project has been a fantastic example of how we can work holistically across the organization, rather than the traditional siloed way of working by service area or department.

Caroline French

Head of Transformation and Digital, Oxfordshire County Council

### Outcomes



#### Skilling Drives Success

Inclusive, role-based training and ongoing support enabled rapid Copilot adoption across all departments.



#### Productivity Gains

30,000+ hours saved annually for managers; hiring processes 8,000 hours faster; £3.3M net present value identified.



#### Collaboration & Engagement

Cross-service training, pilots, and gamified learning broke down silos and built digital confidence.



WHAT DO YOU THINK?

# MENTI TIME



**True or False: AI adoption in organizations requires ongoing, role-specific training rather than one-time, uniform training for all employees.**

- A. True**
- B. False**



# 03

# Skilling Strategies



# The Importance of Skilling for AI Adoption

As organizations adopt AI, targeted upskilling is essential to bridge the gap between change management and workforce readiness.

## AI Training Gap



**Only 24% of Canadians** have received AI training (vs. 39% globally).

## Training Drives Adoption



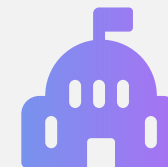
Employees with **3+ Copilot trainings** are **2.2x more likely** to use Copilot weekly.

## Future Skills Need



By 2030, **60% of the global workforce** will need new digital skills.

## Public Sector Adoption

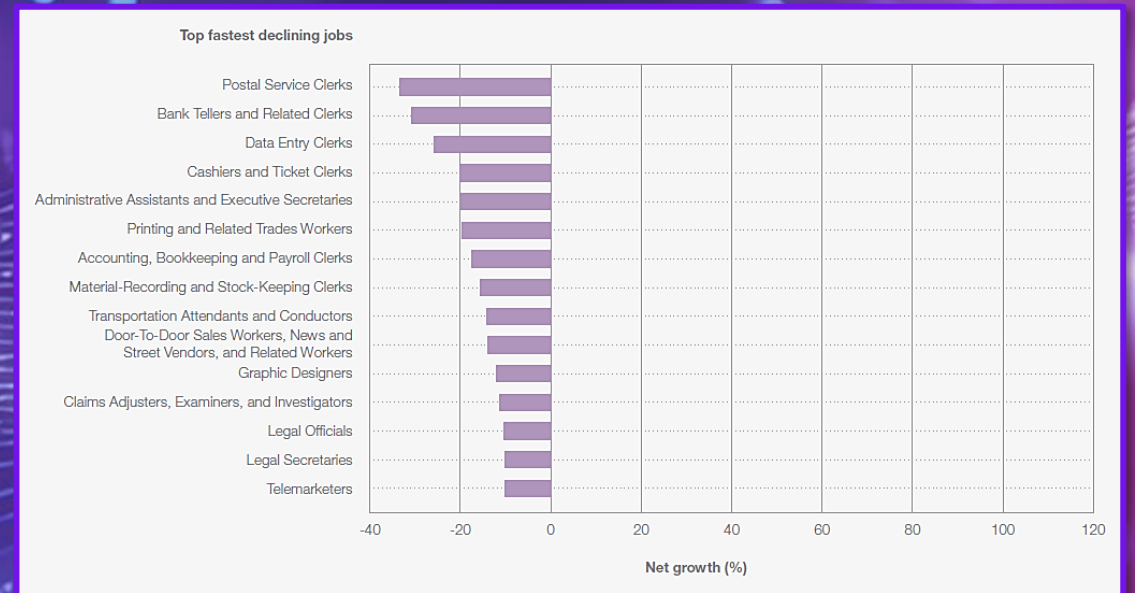
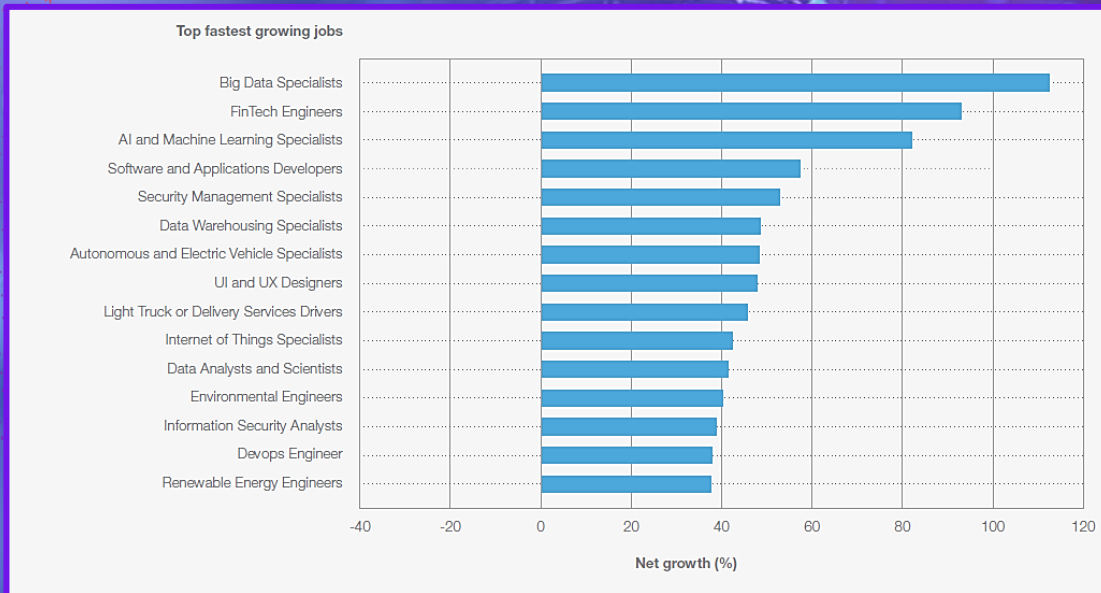
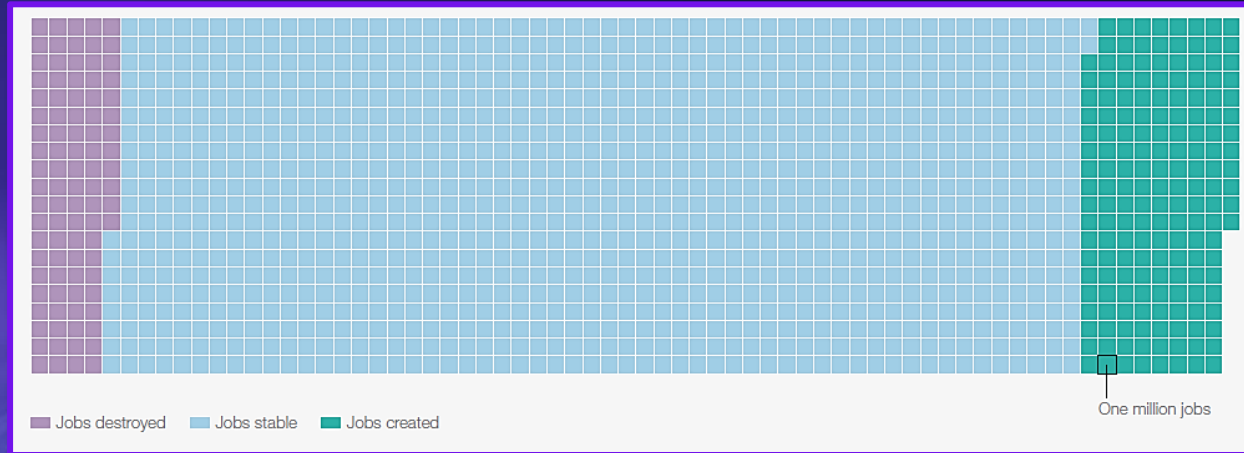


**48% of public servants** use AI tools, but only **22% of organizations** have formal AI adoption programs.

Sources: 1) Work Trend Index, October 2025; 2) KPMG in Canada survey of 349 public servants, September 2025



# Job growth and decline 2025-2030



Source: World Economic Forum, "The Future of Jobs Report 2025." January 2025.



# The Enduring Value Of Human Skills

## AI literacy and tool proficiency

AI Ethics & Governance

Automation Oversight

Programming Languages

Prompt Engineering

AI Quality Assurance

Data Engineering

## Human skills integration

Critical Thinking & Problem Solving

Creative Thinking

Critical Review

Ethical Judgement

Emotional Intelligence

Adaptability

## Higher value skills

Higher value skills required as a result of Gen AI role augmentation



# Paradigm Shift in Role of Finance Employees

Microsoft Finance's modernization enables finance teams to focus on strategic priorities and deliver greater impact with business partners.





# Focus on Future-Proof Skills

Shift from Task Execution to Oversight and Strategy

AI/Digital Literacy



Ethical Reasoning



Communication



Critical Thinking



















Change Management





# AI Business & Technical Skills for Successful AI Adoption

AI Business Skills	AI Technical Skills
 <b>Adaptability</b>	 <b>AI Quality Assurance</b>
 <b>AI-Driven Strategy</b>	 <b>AI Systems Security</b>
 <b>Business Foresight</b>	 <b>Algorithm Design and Analysis</b>
 <b>Communication</b>	 <b>Data Engineering</b>
 <b>Critical Thinking</b>	 <b>Large Language Models</b>
 <b>Data Governance</b>	 <b>Machine Learning</b>
 <b>Digital Change Management</b>	 <b>Natural Language Processing</b>
 <b>Ethical AI</b>	 <b>Prompt Engineering</b>
 <b>Project Management</b>	
 <b>Regulatory Knowledge / Risk Management</b>	
 <b>User Experience Design</b>	

# Microsoft Skills Assessment



Language ▾



## Digital Skills Compass

Take a free 10-minute skills check. Get a clear path to better tech skills.

[Start Now](#)

Source: Microsoft, "AI Skills Assessment," [https://skills.ai4sp.org/?wt.mc\\_id=learn\\_aisn\\_webpage\\_cnl\\_csadai](https://skills.ai4sp.org/?wt.mc_id=learn_aisn_webpage_cnl_csadai).



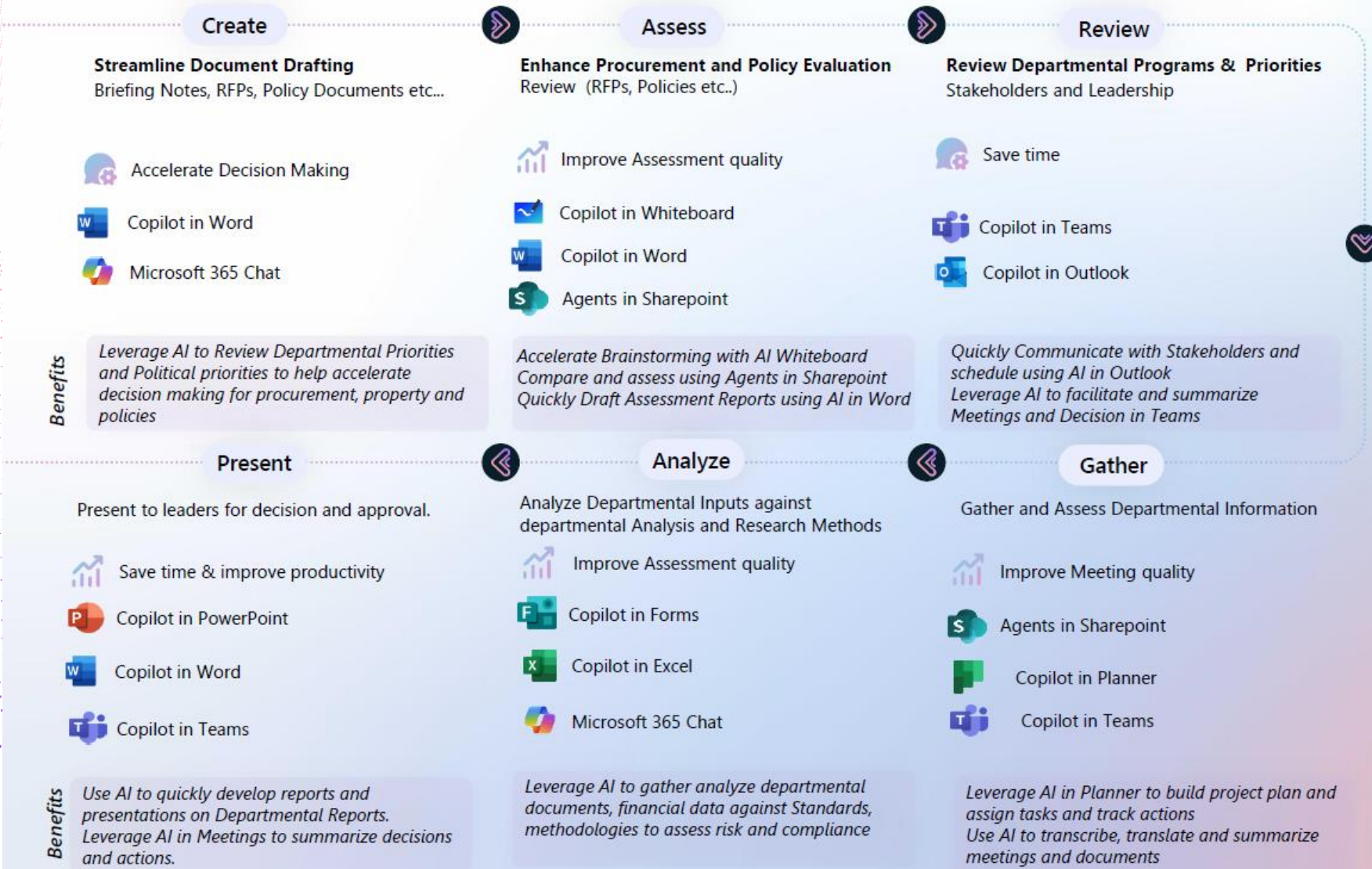
# WHAT DO YOU THINK? MENTI TIME



Which skill do you think will be most important for employees to develop as AI becomes more integrated into your workplace?



# Personalize the Approach



Marc is an Executive at Public Services and Procurement Canada



# Executive Learners Optimal Skill Competency

Executives must be well-versed in **multiple skill areas** related to AI in order to **effectively lead** an organization and enable it to remain competitive.

Skills	Beginner	Novice	Intermediate	Proficient	Advanced	Specialist	Expert
AI-Driven Strategy	●	●	●	●	●	●	●
AI Quality Assurance	●	●	●	●	●	●	●
Business Foresight	●	●	●	●	●	●	●
Communication	●	●	●	●	●	●	●
Critical Thinking	●	●	●	●	●	●	●
Data Governance	●	●	●	●	●	●	●
Digital Change Management	●	●	●	●	●	●	●
Ethical AI	●	●	●	●	●	●	●
Project Management	●	●	●	●	●	●	●
Regulatory Knowledge/Risk Management	●	●	●	●	●	●	●

# Meet Claire: Executive Audience



**Claire**  
Executive  
C-Suite

## Next Level Target Skills:

- Communication
- Risk Management
- Business Foresight
- Data Governance
- Ethical AI
- Project Management
- AI-Driven Strategy
- Digital Change Management

### Legend

- Current state
- Future state

	Beginner	Novice	Intermediate	Proficient	Advanced	Specialist	Expert
Communication	●	●	●	●	●	●	●
Project Management	●	●	●	●	●	●	●
AI-Driven Strategy	●	●	●	●	●	●	●

## AI Upskilling Enables Claire to...



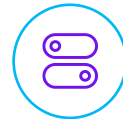
- **Align resources, tracking progress, and driving successful outcomes** across multiple workstreams in accordance with organizational goals and best practices



- Be recognized as a **leading authority** when bridging the gap between technical and non-technical employees, thereby **fostering effective collaboration and support** for AI-powered projects



- Draw on **critical thinking skills** and **data-driven insights** to establish himself as an **exceptional decision-maker** while also **prioritizing the well-being** of the organization and its individuals



- Serve as a **catalyst** for **growth** and **innovation** with respect to the adoption of AI while simultaneously positioning the organization as an **industry leader** in leveraging AI tools and technologies



# Foundational Learners Optimal Skill Competency

Individuals who are beginning to incorporate AI into their roles need to be **adaptable** and **critical thinkers**, ready for the rapidly evolving AI landscape.

Skills	Beginner	Novice	Intermediate	Proficient	Advanced	Specialist	Expert
Adaptability	●	●	●	●	●	●	●
AI Quality Assurance	●	●	●	●	●	●	●
Business Foresight	●	●	●	●	●	●	●
Communication	●	●	●	●	●	●	●
Critical Thinking	●	●	●	●	●	●	●
Data Governance	●	●	●	●	●	●	●
Ethical AI	●	●	●	●	●	●	●
Project Management	●	●	●	●	●	●	●
Prompt Engineering	●	●	●	●	●	●	●
User Experience Design	●	●	●	●	●	●	●

# Meet Sean: Foundations Audience



**Sean**  
**Foundations**  
 Entry-Level Analyst

### Next Level Target Skills:

- Adaptability
- Business Foresight
- Communication
- Critical Thinking
- Ethical AI
- Project Management
- Prompt Engineering
- AI-Driven Strategy

#### Legend

- Current state
- Future state

	Beginner	Novice	Intermediate	Proficient	Advanced	Specialist	Expert
Adaptability	●	●	●	●	●	●	●
Prompt Engineering	●	●	●	●	●	●	●
Critical Thinking	●	●	●	●	●	●	●

## AI Upskilling Enables Sean to...



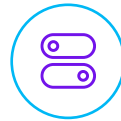
- Embrace **greater flexibility** to adapt and evolve amidst a shifting environment, allowing Sean to **work effectively** and **remain relevant** in his role as an Analyst



- Gain a **comprehensive understanding** of AI technologies, enabling Sean to effectively participate in **fostering innovation** and **supporting operations**



- Learn how to make **informed decisions** and **holding others accountable** when utilizing AI across the organization



- Contribute to the successful planning and execution of AI projects by **driving positive outcomes** to **deliver high-quality outputs**

# What Skilling Strategies Work?



**1**

Experiential  
Project-  
Based  
Learning

**2**

Modular, Self-  
Paced Online  
Courses

**3**

Blended  
Learning with  
Peers

**4**

Feedback,  
Measuring  
and  
Reflection



WHAT DO YOU THINK?

# MENTI TIME



**What do you believe is the single most important factor for successful AI adoption in a large organization?**

- A. Leadership support**
- B. Continuous learning**
- C. Clear communication**
- D. Employee empowerment**



# Key Takeaways for Organizational Adoption



**01** Take a **human-centered** approach.

**02** Focus on **high-value skills** for the hybrid human-agent world.

**03** Develop and use **skilling programs** to build competency.



# Thank you!

Let's keep the  
conversation going—  
reach out for any  
additional inquiries.



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**We Value Your Feedback**  
Scan the QR code to  
complete a short survey.



# Navigating AI: Age of the Agent for Public Service

## Certificate of Completion

Participants who complete **all three workshops** will receive a certificate of completion, demonstrating their newly acquired AI skills.

All session viewings must be completed by **January 28** to be eligible for a certificate. **Certificates will be issued after January 28.**

Please be advised that IPAC cannot respond to certificate-related inquiries or update requests before January 28, 2026.

