

# Learning the lessons of digital as we respond to AI

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# The Charity Change Collective



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We believe organisations in our sector  
are losing strength and relevance as  
society transforms faster than they do.

**Together** we can change that.

# Gathering stories of change from leaders in these and more



# Toolkits based on the critical factors in transforming organisations

## Skills and capabilities

Strategic decisions and leadership

Delivering for your users

## Culture and mindset

Breaking down silos

Financial realities and investing in change

## Data and measurement

Resistance to change

Collaboration and sector-wide approaches

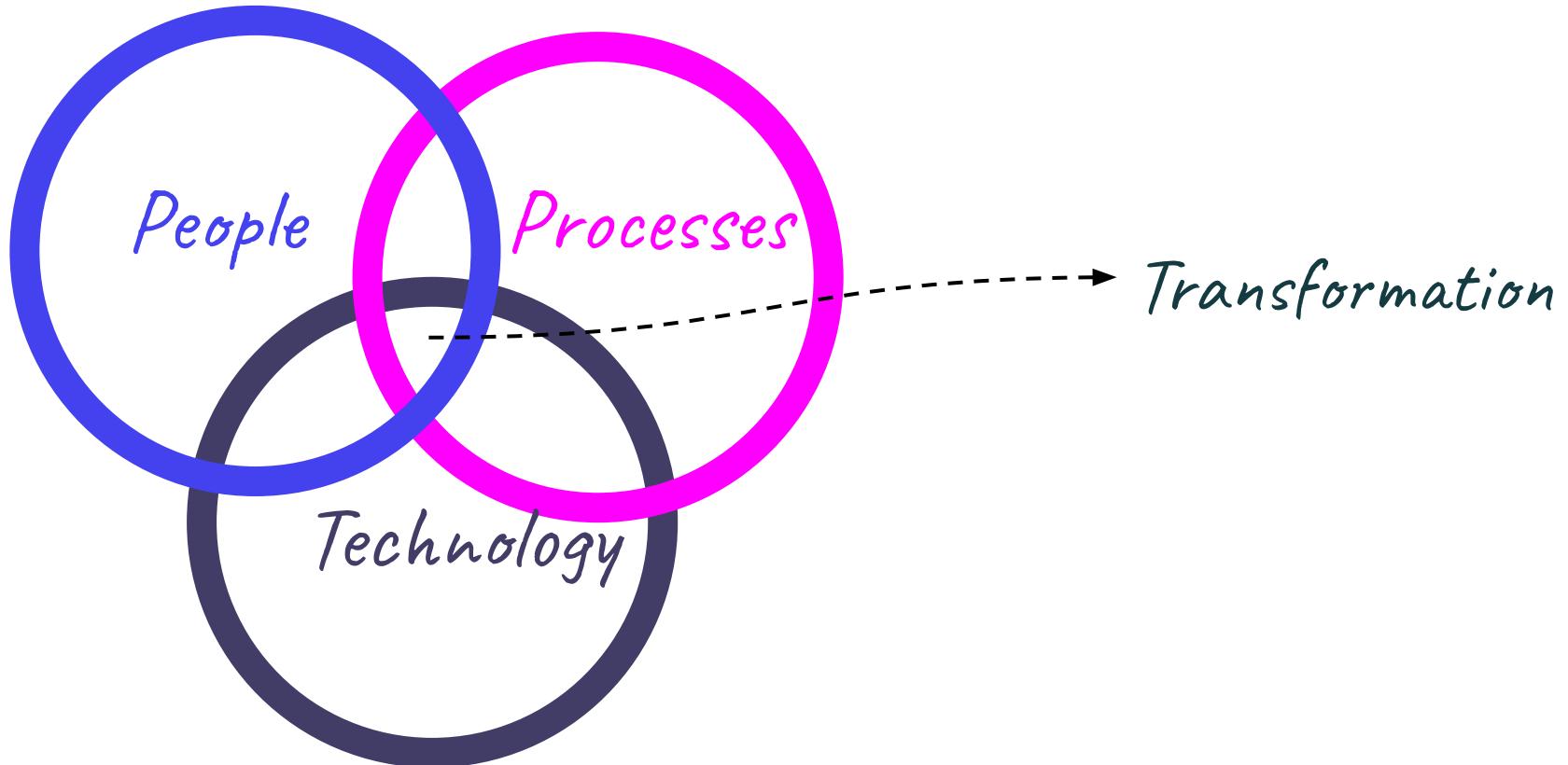


There's another juggernaut coming down the line and we haven't even sorted the first one out.



**Lynn Roberts**

**National Lottery Community Foundation,  
Formerly Director at Action for Children**



# Managing the change of AI

*The PEOPLE dimension*

You can help people adapt to AI by:

1. Talking about it as [just another] tool.
2. Supporting them as they navigate a shift in professional identity.
3. Fostering their psychological safety.
4. Treating learning AI as a rhythm, not an event.



10 years ago you needed 'digital' people.  
Now you need the curious people who  
can help you test and learn your way  
into the future despite all the  
uncertainty.

**Jonathan Simmons**

**CEO, NPC**



# Practical tips from our toolkits

*It's about asking the right questions*

? Adopting coaching leadership approach at all levels

- Who are my experts who I can support and champion?
- How am I supporting my team to solve their own problems and influence upwards?
- How can I better include my teams in decision-making?

# Managing the change of AI



*The PROCESS dimension*

You can build processes that work *better* for AI by:

1. Designing governance to enable, not restrict.
2. Keep humans at the centre of all work.
3. Connecting experimentation across teams.
4. Redesigning workflows, not just automating.

# Practical tips from our toolkits

*It's about asking the right questions*

? Adopting coaching leadership approach at all levels

💡 Supporting human-centred and iterative delivery

- What's the smallest version of this we could create in order to test out our thinking with our audiences?
- How can we break this work into manageable chunks or phases?
- What can we learn from how things are going (both going well and not)?



You get people going, 'oh now I know it works, I've seen that it's fun and I want a piece of it.' Instead of imposing a change, we had people coming to us for projects to do and work in that way.



**Gareth Ellis-Thomas, former Director of Transformation and Technology at Prostate Cancer UK**

# Managing the change of AI

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*The TECHNOLOGY [and data] dimension*

You can make smarter use of AI as a technology by:

1. Ensuring all teams contribute to AI decisions, not just IT.
2. Build a tools portfolio, don't place all-in bets.
3. Creating environments for safe testing.
4. Better organising and preparing your data.

# Practical tips from our toolkits

*It's about asking the right questions*

? Adopting coaching leadership approach at all levels

 Being data-confident and modelling insight-driven decision making

 Supporting human-centred and iterative delivery

- What data do we have that can tell us more about this?
- What data would we need to be able to do x? and how can we get it?
- Even though our data isn't perfect, what does it suggest?

# Managing the change of AI



*ROUTES TO IMPACT*

You can maintain impact as society transforms by:

1. Tracking changing behaviours as audiences and service users use AI.
2. Respond to evolving expectations on services and use of AI.
3. Consider opportunities to scale impact with AI.
4. Don't lose sight of your values as you adopt AI.

# Practical tips from our toolkits

*It's about asking the right questions*

? Adopting coaching leadership approach at all levels

 Being data-confident and modelling insight-driven decision making

 Supporting human-centred and iterative delivery

 Developing digital fluency and AI literacy

- What business problems can technologies like AI help us solve, and how would these be better than our current approach?
- Is our data structured and accessible in a way that supports all areas of our work?
- How do we balance adoption with governance and responsible use?

# The reality

The background of the slide features a dark navy blue color. Overlaid on this are several abstract shapes: a large circle in the upper left, a smaller circle in the lower right, and a horizontal yellow line that starts from the bottom left and extends towards the center. The text 'The reality' is positioned to the left of this line.

- Everything from digital transformation applies, but the timelines are compressed
- Organisations with transformation maturity have huge advantages
- The ethics dimension is genuinely new and bigger
- Start with creating safe spaces for experimentation

# Resources

## Capability mapping frameworks

Tools to assess current skills and identify transformation gaps

## Interview questions for transformation mindset

Ready-to-use questions to identify growth-oriented candidates

## Role description templates

Modern job specifications that integrate change-ready capabilities

## Training programme recommendations

Curated learning pathways for developing transformation skills

## Measurement tools and assessments

Frameworks to track progress and measure transformation success

**Download the full toolkit and case studies, begin your change journey today**





Fixed ideas about expertise will give way to adaptive capabilities. So-called soft skills will become the new hard skills over time because of the increasing rapidity of change.

**Owen Valentine Pringle**  
**Vice-Chair Elect, Charities Aid Foundation**



Hold. Your.  
Nerve.



# Thank you!

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