

Learning the lessons of digital as we respond to AI

Nick Scott

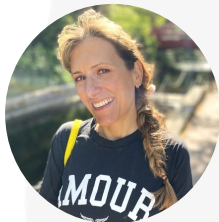
Brani Milosevic



Charity
Change
Collective



The Charity Change Collective



Brani
Milosevic



Carmen
Barlow



Eleanor
Gibson



Gareth
Ellis-Thomas



Gemma
Hampson



Yasmin
Georgiou



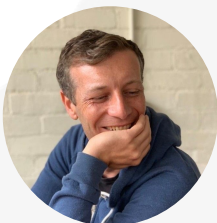
Kris
Tan



Julie
Wilson-Dodd



Julius
Honor




Nick
Scott



Neil
Gunn



Ross
McCulloch



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

RNIB

See differently



Save the
Children

RSPCA.



Scouts



PROSTATE
CANCER UK



NHS

Digital



Pancreatic
CANCER UK

AMNESTY
INTERNATIONAL



The Scottish
Government
Riaghaltas na h-Alba

paUse

turn
2US

DIABETES UK
CARE. CONNECT. CAMPAIGN.



BREAST
CANCER
NOW
The research &
support charity

TEENAGE
CANCER
TRUST

Blood
cancer
UK

citizens
advice



NPC

nesta



enthuse
Donations • Events • Fundraising

CharityComms

williamjoseph

PARKINSON'S^{UK}
CHANGE ATTITUDES.
FIND A CURE.
JOIN US.

BMA

manifesto

Mace & Menter



enthuse
Donations • Events • Fundraising

Toolkits based on the critical factors in transforming organisations

Skills and
capabilities

Culture and
mindset

Data and
measurement

Strategic
decisions and
leadership

Breaking down
silos

Resistance to
change

Delivering for your
users

Financial realities
and investing in
change

Collaboration and
sector-wide
approaches

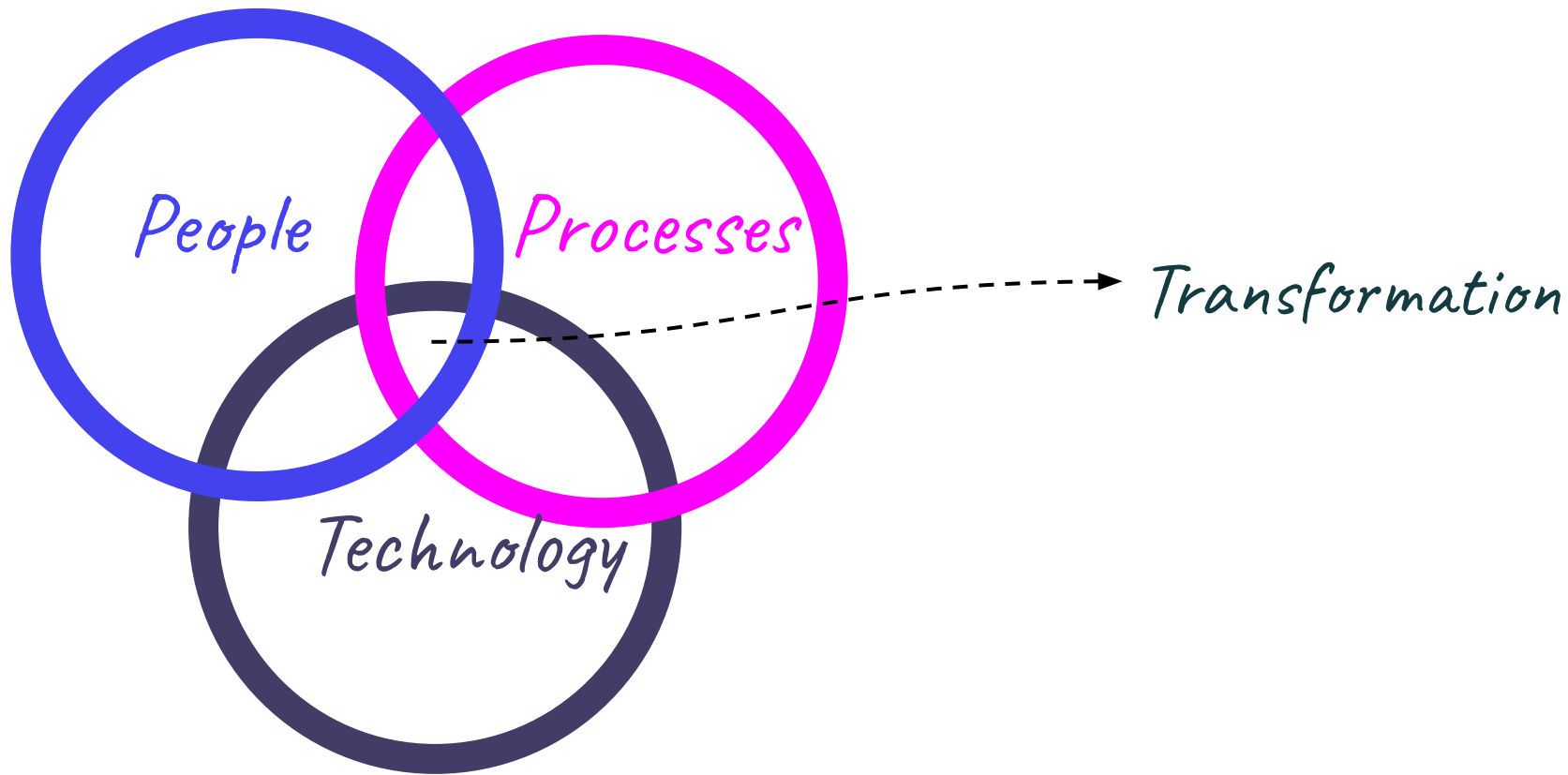


There's another juggernaut coming down the line and we haven't even sorted the first one out.



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

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

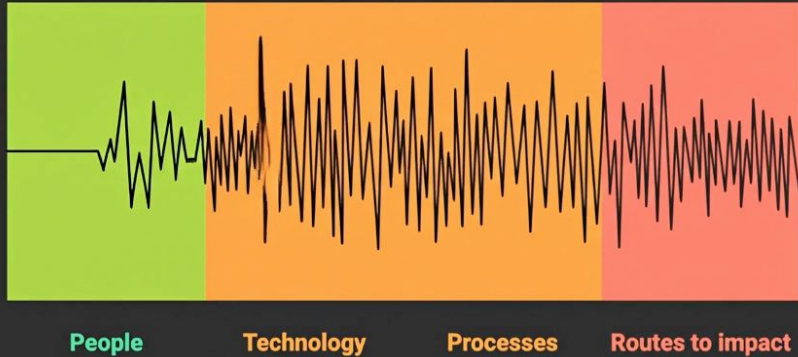
? Adopting coaching leadership approach at all levels

 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

- 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

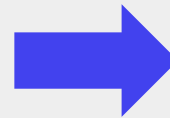
Training programme recommendations

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!

charitychangecollective.uk

nick@nickscott.digital

brani@digitalleadership.ltd