

## Collaborative Intelligence: Humans and AI Are Joining Forces

Artificial intelligence is transforming all sectors of the economy, but there's no reason to fear that robots will replace all human employees. In fact, companies that automate their operations mainly to cut their workforces will see only short-term productivity gains.

5 According to a research involving 1,500 firms, the biggest performance improvements come when humans and smart machines work together, showing each other's strengths. People need to train AI agents. AI agents, in turn, can assist people with information gathering, data crunching, routine customer service, and physical labor, thereby<sup>1</sup> freeing them for higher-level tasks that require leadership, creative thinking, judgment, and other human skills.

10 To get the most out of AI, companies need to redesign their business processes. After deciding what needs improvement—their operational flexibility, speed, their decision making; or their ability to personalize products and services—they can devise appropriate solutions.

15 Artificial intelligence is becoming good at many "human" jobs—diagnosing disease, translating languages, providing customer service—and it's improving fast. This is raising reasonable fears that AI will ultimately replace human workers throughout the economy. But that's not the inevitable, or even most likely, outcome<sup>2</sup>.

20 While AI will radically alter<sup>3</sup> how work gets done and who does it, the technology's larger impact will be in complementing and augmenting human capabilities, not replacing them. But the lesson is clear: Organizations that use machines to displace workers through automation will miss the full potential of AI. The research describes how a number of firms are already taking these steps and optimizing collaborative intelligence. But many more should follow their example.

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1. thereby = as a consequence

2. the outcome = the result

3. to alter = to change