

Adopting and implementing AI in public organizations: Drivers and determinants of success

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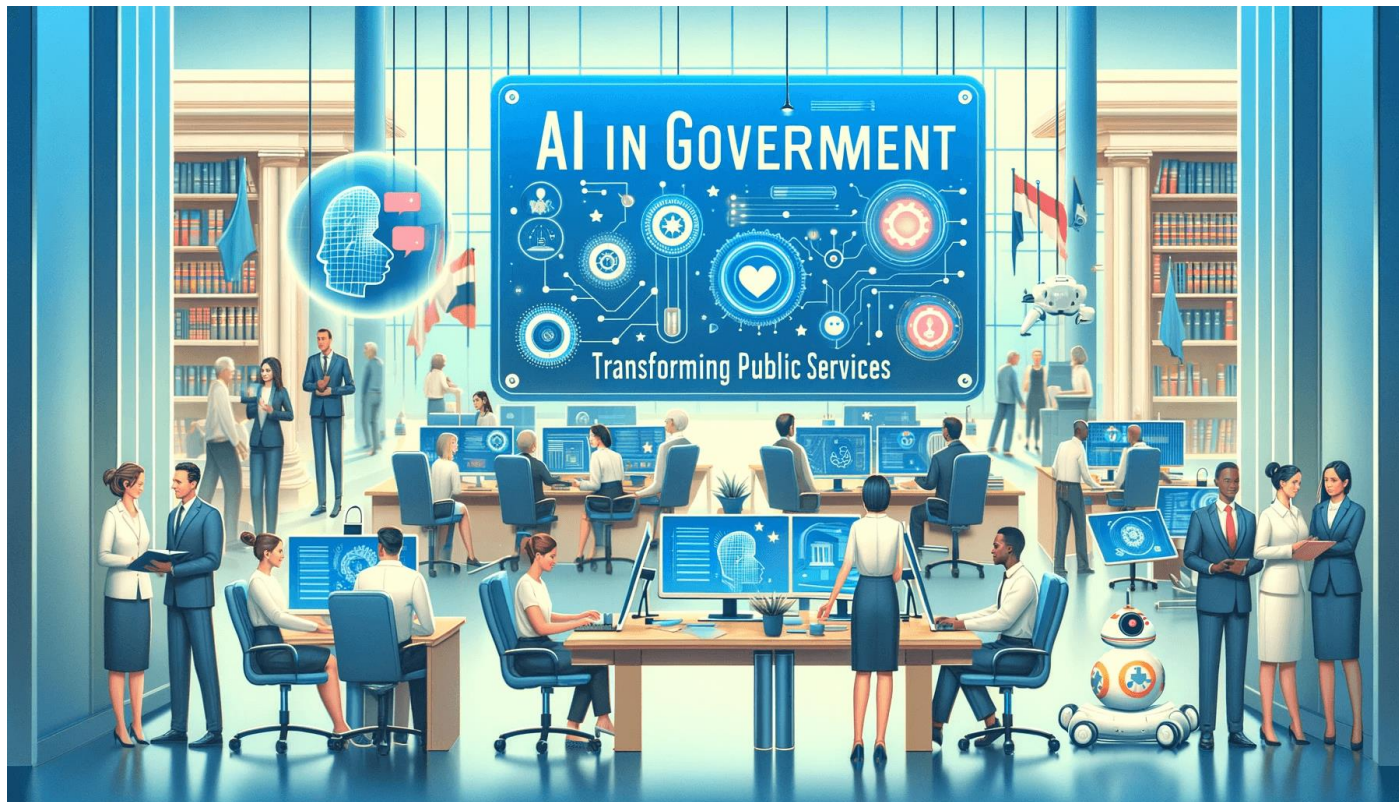
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AGENDA

- Introduction
- Drivers of adoption
- Determinants of success
- Organizational routines that work
- Final remarks

INTRODUCTION



DRIVERS OF ADOPTION

- Contextual factors:

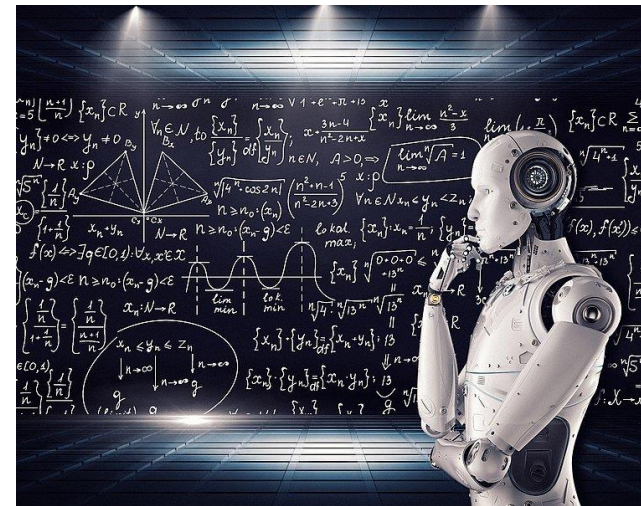
- ✓ The IT industry
- ✓ Institutional isomorphism
- ✓ External shocks

- Organizational factors:

- ✓ Leadership and political support
- ✓ Organizational culture
- ✓ Resources availability

- Individual factors: Individuals' past experiences

- Innovation-related factors: Relative advantage and ease of use



DETERMINANTS OF SUCCESS (1)

- Data and information-related factors:

- ✓ Lack of understanding of what data are available or needed
- ✓ Data privacy and security
- ✓ Data quality
- ✓ Data bias

- Technological factors:

- ✓ Different technological features of different AI-based systems
- ✓ Lack of skills
- ✓ System crashes



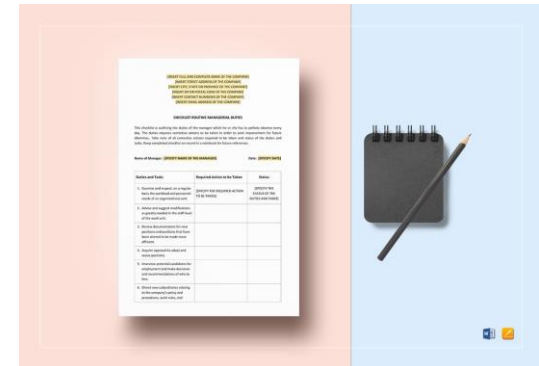
DETERMINANTS OF SUCCESS (2)

- Organizational factors:
 - ✓ Lack of human and financial resources
 - ✓ Lack of an innovative culture
 - ✓ Different perspectives and expectations across stakeholders → Lack of collaboration and communication
- Institutional factors: Lack of diverse regulation and legislation about AI
- Contextual factors: Citizens/users' perceptions and expectations



ORGANIZATIONAL ROUTINES THAT WORK

- Organizational routines defined as operating procedures developed in an organizational context that enable efficient responses to external and internal environments
- Different organizational routines for different problems:
 - ✓ Alignment between political will and executive support
 - ✓ Data standardization
 - ✓ Training
 - ✓ Stakeholder management and trust building
 - ✓ Champions and boundary spanners
 - ✓ Knowledge and learning management
 - ✓ Governance frameworks



FINAL REMARKS

- Data and information-related factors as well as technological factors play an important role, more than organizational and institutional factors
- Need to adopt a multidimensional perspective in AI projects
- Importance of combining a short-term approach (project-oriented) with a long-term approach (strategic-oriented)
- Existing relationships between different types of factors
- Context matters!

FINAL THOUGHTS





Questions?

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Thank you!

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