CASE 2026

**Tricks, Treats,
and Transitions:**
*How Leaders and Employees
Perceive AI*

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About Tomislav Bronzin

- ICT/business consultant with many years of experience in designing, developing and implementing IT solutions
- Together with the team, he won more than 120 international awards for innovations in IT
- Senior Lecturer at the Algebra Bernays University
- Microsoft Regional Director
- Microsoft Most Valuable Professional Microsoft 365
- VP of the IT Association in the CRO Chamber of Economy
- Member of the executive board of HUP-ICT
- Speaker at IT conferences around the world

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About lecturer

- Marketing & PR Consultant
- Storyteller
- Communication Strategist
- Member of CITUS Innovation Committee
- Together with the team won 120+ international awards for innovation in ICT
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Hypothesis

A lot of companies invest in AI, but just 1 percent believe they are at maturity

Research shows:

The biggest barrier to scaling is not employees

The biggest barrier are leaders

Superagency in the Workplace, Empowering people to unlock AI's full potential

How AI is perceived by leaders & employees?

AI has arrived in the workplace

Has the potential to be as transformative as the steam engine was to the 19th-century Industrial Revolution

Powerful LLMs developed by Anthropic, Cohere, Google, Meta, Mistral, OpenAI,

We have entered a new information technology era

The challenge:
the long-term potential of AI is great, but the short-term returns are unclear!

In the next three years, 92 percent of companies plan to increase their AI investments.

Only 1% of leaders call their comp. "mature"
- AI is fully integrated into workflows & drives substantial business outcomes

Halloween is near ...
Trick r' Treat?

- This session will cover following:
  - 🎃 Treats - the benefits
  - 👻 Tricks - the risks and pitfalls

🎃 Treats (the benefits)

Efficiency & automation	• AI can automate repetitive tasks (data entry, document processing, etc.)
Insight from data	• AI can detect patterns & trends in large datasets that humans would struggle to see-better decisions.
Scalability	• Tasks that would require many human hours can be handled quickly by AI at scale
Accessibility & inclusion	• Healthcare, education, and services: AI-assisted diagnostics or personalized learning
Innovation & creativity	• Help generate ideas, assist in design, act as a collaborator or co-pilot in creative process.
Cost reductions	• AI can reduce operational costs if deployed wisely (though with caveats)

👻 Tricks (the risks and pitfalls)

Bias & fairness problems	• Biases present in their training data, leading to unfair or discriminatory outcomes
"Hallucinations" / misinformation	• Generative models may produce outputs that sound plausible but are factually incorrect or entirely fabricated
Privacy & data misuse	• AI needs large volumes of data. If improperly handled, personal or sensitive data could be exposed or misused
Security & adversarial attacks	• AI systems themselves can be attacked or manipulated (e.g. adversarial examples, model inversion, data poisoning)
Regulation, liability, and accountability gaps	• It's not always clear who is responsible if an AI-driven decision causes harm. Regulation is still catching up
Dependence & reduced human skill	• Over-reliance on AI could lead to loss of domain knowledge or critical thinking over time
Environmental cost	• Training large models consumes substantial compute resources, energy, and sometimes water, which has environmental impacts
Intellectual property and copyright issues	• AI is trained on existing works, questions arise about ownership, copying, and the reuse of protected content

How to make sure AI is more treat than trick? (1)

Human oversight & validation
- Treat AI outputs as suggestions, not final decisions. Humans should verify, critique, and correct them

Transparency & explainability
- Whenever possible, AI systems should provide understandable reasoning or justification for their outputs

Ethical and fairness audits
- Regularly test AI models for bias, discrimination, and fairness across diverse groups

Robust privacy & data governance
- Limit data collection to what's necessary, anonymize where possible, and ensure secure storage and usage

Adversarial resistance & security hardening
- Build AI systems with known defenses and test for vulnerabilities.

How to make sure AI is more treat than trick? (2)

Regulatory compliance
- Monitor and adhere to evolving laws and regulations (e.g. in the EU, AI regulation is being actively developed)

Sustainability mindset
- Favor more efficient models, reuse pre-trained models, and consider environmental cost when designing AI systems

Inclusive design & input diversity
- Involve people from different communities to reduce blind spots and ensure broader perspectives

Education & digital literacy
- Users, creators, and policymakers should understand AI's strengths and limitations

How AI Assistants / Copilots Can Empower the Workforce?

Function / Use	Benefit to Workforce	Key Conditions or Caveats
Automating routine tasks	Frees up time for more strategic, creative, or judgement work	Must be reliable, integrated, and designed to minimize errors
Information retrieval & summarization	Quickly distill large volumes of data, surface insights, reduce search costs	Context awareness and "hallucination" control are needed
Drafting & content generation	Accelerate report writing, internal communications, proposals	Users must edit, validate, and inject domain knowledge
Decision support	Offer options, predictions, scenario analysis	Transparent reasoning and clear boundaries are critical
Coaching & guidance	Prompt managers with feedback ideas, help employees with development suggestions	Quality depends on data, trust, and alignment with culture
Upskilling and learning aid	Serve as "on-demand tutor" or guide during skill development	Needs to be aligned with training objectives and curated feedback

Why Leaders (Still) Lag Behind the Workforce?

Challenge	Evidence / Insight	Implication / Risk
Perception gap	Leaders markedly underestimate employee AI use: ~4% of employees use AI for ≥30% of their tasks, the real figure is more than triple.	Leaders may delay investment or dismiss pilots, missing momentum already underway
Lack of maturity & scale	Though many companies experiment with AI, only ~1% believe they are "mature" in AI integration.	Many deployments remain isolated, fail to scale, or don't align with strategy
Fragmented deploy / pilot trap	Few use cases progress beyond pilot stage.	Resources get wasted, and org. learning doesn't solidify
Strategic misalignment	Organizations struggle to embed AI into their core operations and workflows, rather than treating it as an add-on.	AI remains peripheral, not transformational
Talent, skills & culture gaps	Leaders are slower to adopt AI, may lack fluency, and organizations often underinvest in upskilling.	Skills gaps widen; resistance or mistrust persists
Governance, infra, & operational readiness	Without robust governance, data pipelines, integration layers, and feedback loops, scalable deployment flounders.	Technical/operational bottlenecks slow or block adoption
Risk aversion and inertia	Leaders are more cautious about risk, compliance, and failure, delaying bold moves.	Lose first-mover advantage or cede ground to more agile competitors

Strategic Takeaways for Leaders to Catch Up (1)

1. Lean in and model usage

- Use AI assistants themselves (e.g. draft your memos, analyze data, condense meetings)
- Signal that AI is part of the future, not just a tool for "others."

2. Align AI to strategic goals, not technology for technology's sake

- Choose use cases that map to value drivers (revenue growth, cost reduction, customer - experience)
- Avoid isolated pilots; aim for domain-scale integration (across processes)

3. Build the organizational scaffolding

- Create a center of excellence or governance structure to vet, scale, monitor AI initiativesInvest in data, integration, pipelines, feedback loops

4. Close the skills & culture gap

- Upskill employees and leaders in prompt engineering, interpretability, domain contextualization
- Promote peer learning, experimentation, safe spaces to test AI (fail fast)
- Encourage cross-functional collaboration (tech + domain + operations)

Strategic Takeaways for Leaders to Catch Up (2)

5. Govern responsibly from the start

- Embed guardrails, transparency, auditing, human oversight
- Be upfront about model limitations and bias risks

6. Measure, iterate, and scale

- Track both output metrics (efficiency, error rates) and outcome metrics (impact on business goals)
- Identify which pilots to scale and which to stop

7. Foster leadership fluency

- Encourage leaders (C-suite, mid-level) to develop fluency in using AI tools
- Facilitate "leaders & AI" training or peer exchange

Q & A

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