



Health  
Innovation  
Manchester

# Rethinking OD for AI-Enabled Organisations:

Insights from an  
Implementation Journey

---

**Hailey McGlynn**

Head of Organisational  
Improvement

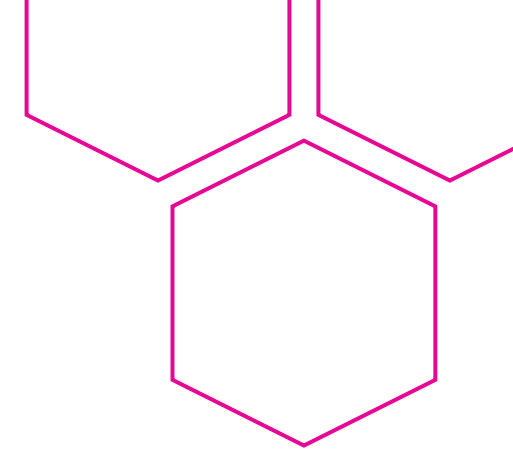
Health Innovation Manchester





# So, what are we going to cover?

Over the next 45 minutes we will explore...



An AI implementation journey focused on culture, skills and the 'workforce shift' through empowered adoption



How AI is challenging organisational development, design and workforce capabilities at pace



How you can find your lightbulb moment and get started

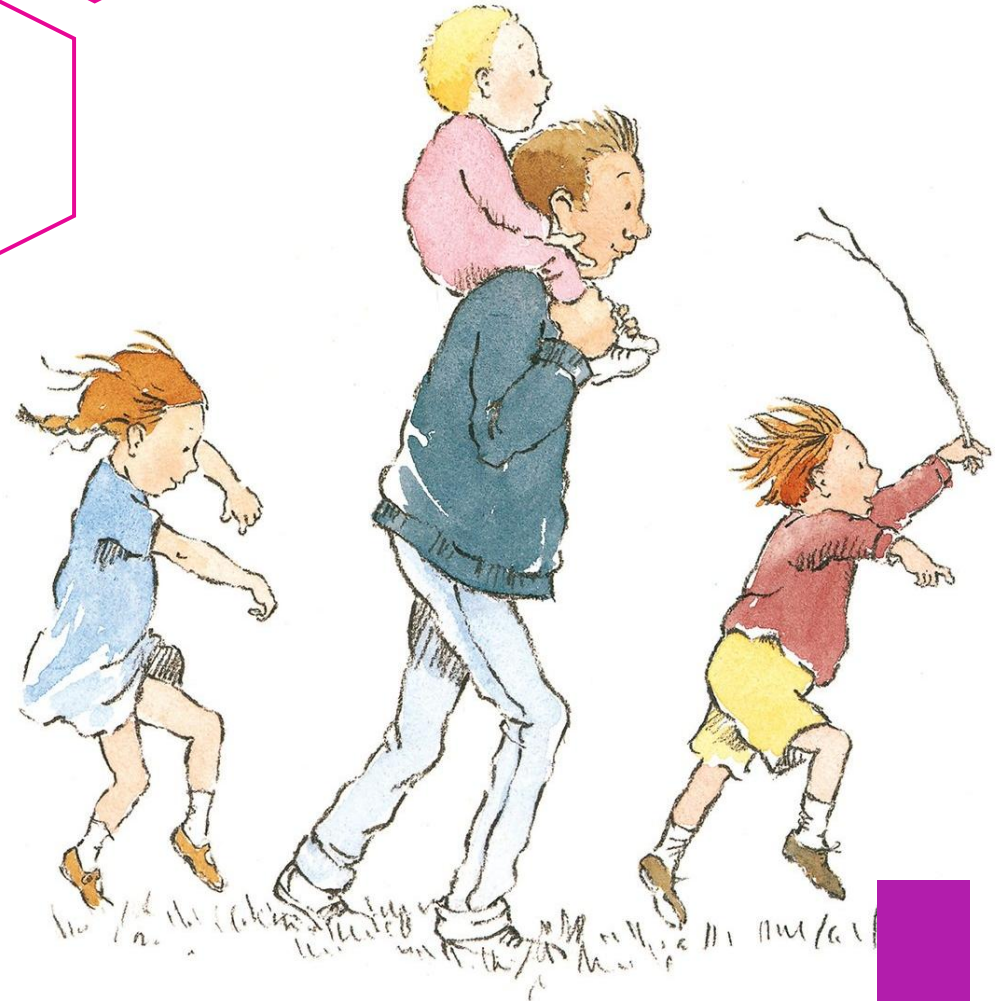


# But first, let's just set the scene

Whilst AI is the current trendy phrase (buzzword bingo anyone?), are we really all speaking the same language? And do we really know what it means for the NHS, for our patients and for our workforce?

AI will never be as basic as it is now - the pace of growth is exponential

But we have 'survived' shifts like this before





Copilot generated image

## Which takes me on to my “lightbulb moment”

Back in March 2025, I met a Paediatric Consultant who told me this story...

*“Ali has uncontrolled asthma and is back as an inpatient following a string of asthma attacks. As we talk, he tells me he loves Paw Patrol.*

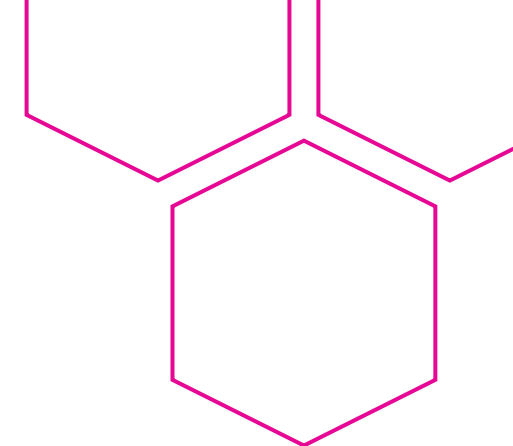
*So, I ask Copilot to write me a story about the main character in Paw Patrol having asthma and needing to take an inhaler.*

*And then he tells me he loves to read with his Grandma at night, but she only speaks Urdu.*

*So, Copilot translates the stories, makes a miniseries, and I print it off for him to go home with, all before my board round has ended”*



# And from then on, I knew we needed to explore AI in the workplace



But where do you start?

- Reviewed our system architecture with the Head of Operations
- Built an understanding of how Generative AI (Gen AI) could optimise our organisational design and operating model whilst driving personal productivity & efficiencies
- Leaned into ambitions to be ‘ahead of the curve’ as Gen AI usage expanded in the workplace
- Asked the ££ question!



Established the Digitally Enabled Operations programme of work (digital & people together)



Developed the case to procure Copilot licences for all staff as part of the DEO Programme



Recognised that Gen AI usage was happening - we needed it to be safe, ethical and responsible



Good sound advice told me that governance would be key - before anything, we should write an AI Acceptable Use Policy to guide the organisation in safe, ethical and responsible use.

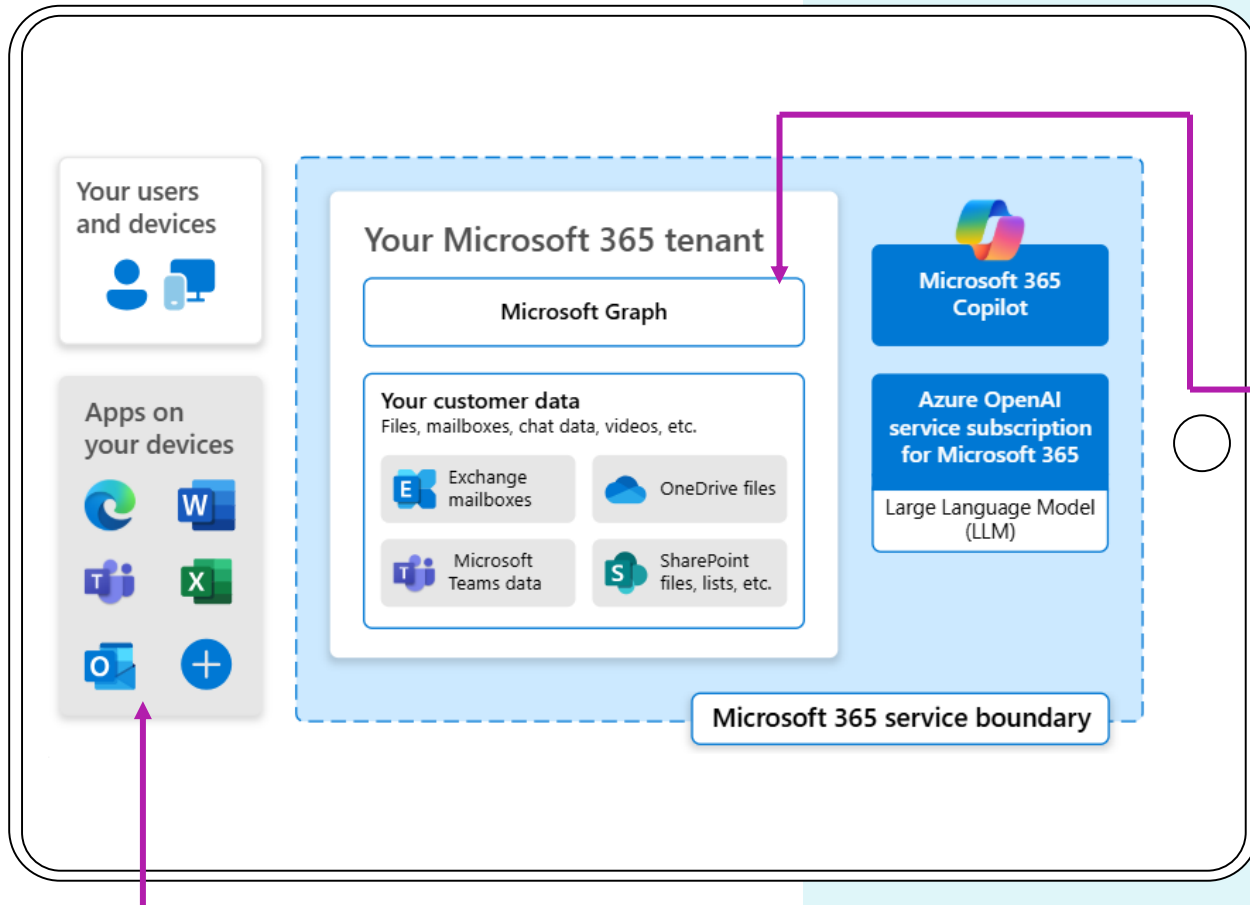
Prepare

Implement

Adopt

Embed

Optimise



# We chose to adopt Microsoft 365 Copilot as our Gen AI tool

Copilot uses content in Microsoft Graph to personalise its responses aligned to a user's work emails, chats, and documents. Copilot only shows the data that users have permission to access.

Copilot coordinates large language models (LLMs) to drive outputs.

LLMs are a type of artificial intelligence (AI) algorithm. These algorithms use deep learning techniques and data sets to understand, summarise, predict, and generate content.

Copilot pairs with the Apps that you use every day, like Word, Excel, PowerPoint, Outlook, Teams, and others so that you can use Copilot in Word to help create a document, in Excel to get suggestions for formulas or in Outlook to summarise an email thread



# Our governance group and structure helped develop our impact measures

We meet monthly with 17 active members from across the organisation - digital, administration, operations, finance - everyone is welcome, no hierarchy allowed

Our objectives centre around:

- Improving productivity and reducing repetitive, routine tasks
- Increased creative thinking & a reduction in mental load
- Being able to critically appraise tools, understanding how they work, bias, hallucinations and risks



# And we focused on achieving our ambitions through a Centre for Enablement model

This model is designed to accelerate the adoption and scaling of digital technologies and solutions empowering users to implement in a way that is meaningful to them.

It empowers exploration and curiosity alongside peer-to-peer learning whilst letting people dictate pace and complexity.

Prepare

Implement

Adopt

Embed

Optimise



# Throughout, the theme was on empowering the end user whilst enforcing the required guardrails and ‘boundaries for action’

✗ Secretive use of tools

✓ Open and honest discussions of limitations and risks

✗ Being overly trusting of AI tools and its outputs

✓ A clear list of approved tools for use internally

✗ Not being clear on safe and acceptable usage

✓ Examples of use cases and areas to explore safely

✓ Clear identification of tools prohibited from being used for work purposes

✗ Not talking about use cases and ways of using the tools

✓ Easily available access to approved tools

✗ Over confidence and familiarity causing apathy

✓ Agreed definitions, clearly documented, to support learning new terms so we all ‘speak the same language’

✓ ‘Training’ to build confidence and understanding of tools

Prepare

Implement

Adopt

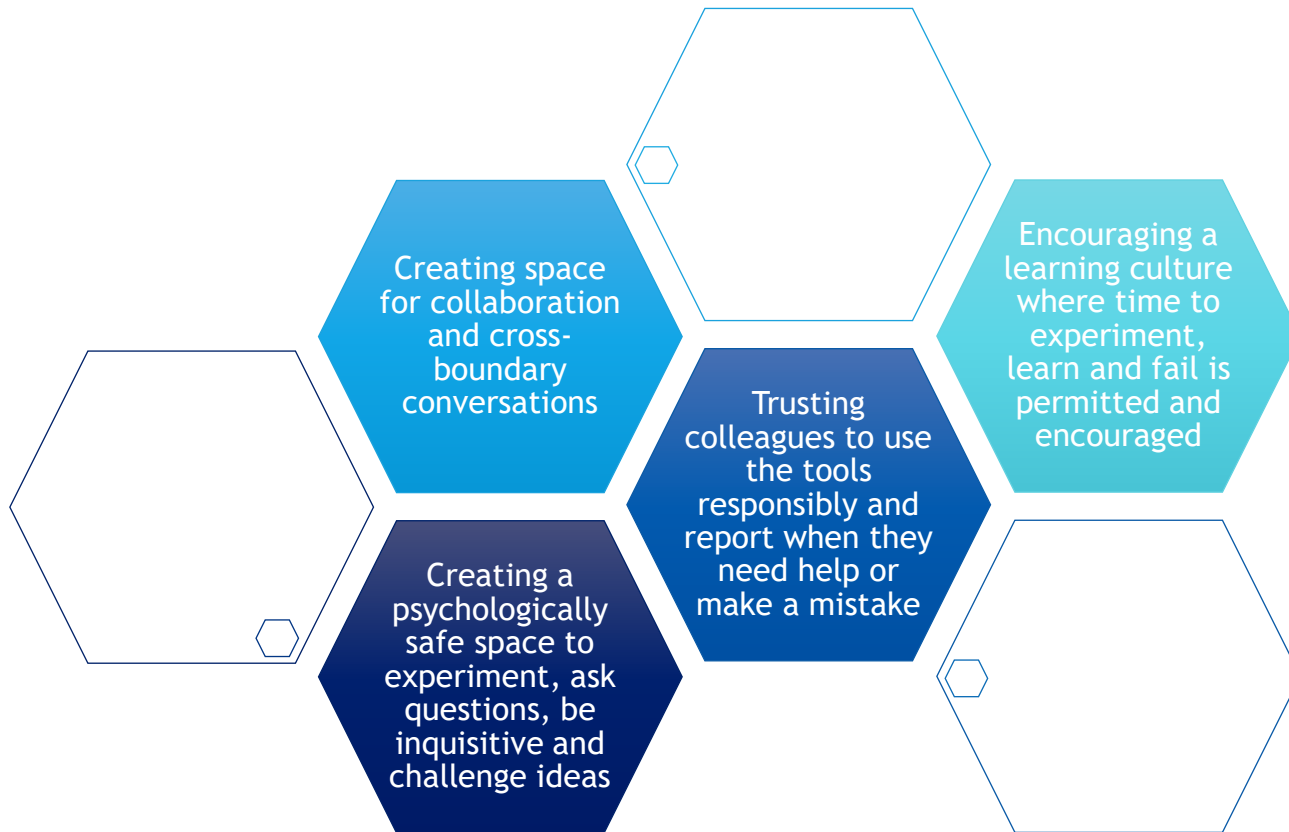
Embed

Optimise



# But to achieve all this, we recognised our culture would play a big part

We have had to challenge ourselves to think about whether we are...



And think about how people are feeling:

- ? Nervous
- ? Worried
- ? Vulnerable
- ? Not able to keep up
- ? Bored
- ? Disengaged
- ? Misaligned to values

Prepare

Implement

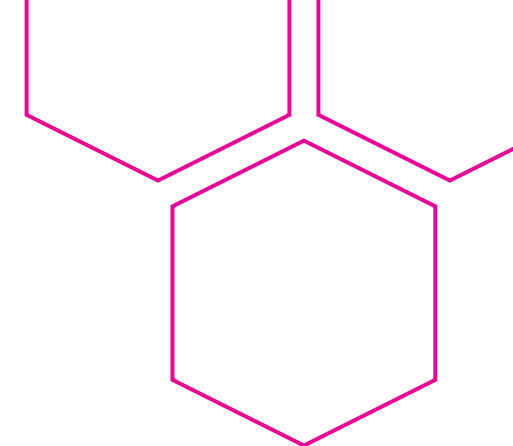
Adopt

Embed

Optimise



# After establishing governance, selecting our model, defining our measures and a quick culture check - we were ready to hit go



Early Adopters Network (30%)



Wrote and launched our AI Acceptable Use Policy



Mandatory Training module for all staff - no training = no licence



MS Teams site launched



Activation target date for all staff

Our mandatory module covered:

- A broad introduction to AI, the health and care context and the focus of AI at HInM
- Generative AI as a tool
- An introduction to Copilot
- Getting the most out of Copilot
- Effective governance & our Policy
- Support available to you

### Consistent message:

- ✓ You are responsible for the outputs
- ✓ Focus on the human centric skills that make the tools powerful
- ✓ Fair and balanced conversations





# But when everyone has their licence, what happens next?

Our biggest barrier?

## You don't know what you don't know

Imagination, time to experiment, levels of curiosity, knowing where it could add value - finding use cases was difficult

And finding those that are applicable at scale was harder still

Plus, we had mixed adoption - some still nervous, some sceptical, some worried and some wanting to progress to Agentic AI on Day 2!



Prepare

Implement

Adopt

Embed

Optimise



I've gone from fear to curious to confident

It's making me better at my job - I am more concise and clearer in my communication too

It has reduced my procrastination - starting with a blank page isn't daunting anymore

Copilot is regularly teaching me new skills

Copilot hallucinated on me! Being aware of this, and personal accountability, is so important.

Health Innovation Manchester

# Copilot USE CASE Showcases

Copilot use cases from colleagues and teams

Live demos of Copilot in action

Opportunity to ask questions & explore the tool in real-time

Discussions on culture, value and technological advancement

Health Innovation Manchester

# Copilot USE CASE Showcases

**Version 2.0!**

Thursday 26<sup>th</sup> February  
11:30am - 1pm  
CityLabs Boardrooms & MS Teams

Copilot use cases from colleagues and teams

Live demos of Copilot in action

Opportunity to ask questions & explore the tool in real-time

Discussions on the use of Agentic AI and what that means for our workforce and ways of working

# Leaning into truly empowering staff is where we got the biggest gains

Our Showcase events have been a huge success in empowering staff to both find their uses cases but also share their work with colleagues. We have had great examples shared including:

- ★ Conducting thematic analyses (positive bias warning)
- ★ Consolidating information from induction
- ★ Learning a new skill and building confidence
- ★ Mail merges and draft emails
- ★ Exploring Power Automate and its relationship with AI
- ★ Drafting Executive summaries for Project Initiation Documents



Prepare

Implement

Adopt

Embed


Optimise



# We built 'Day in the Life' examples - let's spend the day with Fatima

08:00am

Fatima starts her day reviewing her calendar to plan for the day. She notices she has been copied into a large email trail about behaviours in meetings.

 Copilot in Outlook

Summarise the email thread to determine the main issue and actions that have been taken or need to be taken.

08:30am


Fatima has a 9am meeting about the Flexible Working Policy with a manager.

 Copilot Chat

Identify the role of a manager during a Flexible Working request, as per the Policy, generating a one-page handout guide

10:00am

The meeting at 9am prompted Fatima to think that a Lunch & Learn about Flexible Working would be helpful.

 Copilot in PowerPoint

Using the HInM PowerPoint template, create a 30-minute training session about Flexible Working and the role of managers

03:30pm

The NHS 10 Year Plan states that every member of NHS staff will have a personalised career coaching and development plan

 Copilot Chat

Prepare a draft briefing note for internal use based on the key workforce commitment in the NHS 10 Year Plan

02:00pm

Fatima is writing her Communications Plan for the Staff Quiz

 Copilot in Word

Prepare draft emails aligned to the Communication Plan for all staff using a fun and energetic tone

01:00pm

Fatima has some meetings with Heads of Functions scheduled to look at Mandatory Training compliance.

 Copilot in Excel

From the compliance data available in Excel, generate a chart that shows % compliant as a simple visual for managers

**Fatima**  
is a HR & OD  
Manager



Copilot generated image

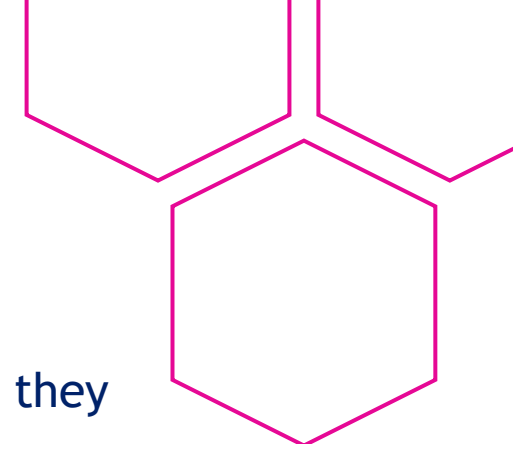
Please note that this is fictitious and for illustrative purposes only

By using Copilot, Fatima finds her daily to do list a little more manageable. She can focus on conversations and relationships, as well as be prepared and organised for discussions. Copilot does not have to = time saved. It is about productivity, efficiency and working smarter.



# We developed roles broader than just ‘Ambassador’ or ‘Champion’

Leading the way, members of the AI Centre for Enablement Group saw the key role they played in mobilising, motivating and engaging staff around the use of Copilot



## Champion

Enthusiastic advocates for AI adoption and usage. No need to be a technical expert, just passionate about promoting the benefits of AI and encouraging colleagues to explore its potential



## Buddy

Confident AI users who enjoy sharing their knowledge. They can guide others, answer questions and provide practical tips to help colleagues feel comfortable using AI tools in their daily work



## Explorer

Curious learners eager to understand AI and its possibilities within the workforce and beyond. They actively seek out knowledge, experiment with tools, and bring back insights to help the organisation stay informed and innovative



# Ran sessions specific to professions or roles such as ‘Managing Others, Powered by Copilot’

This interactive session focused on the role and opportunities Copilot presents in people management and leading others including tackling difficult topics like over-usage.

We explored topics such as:

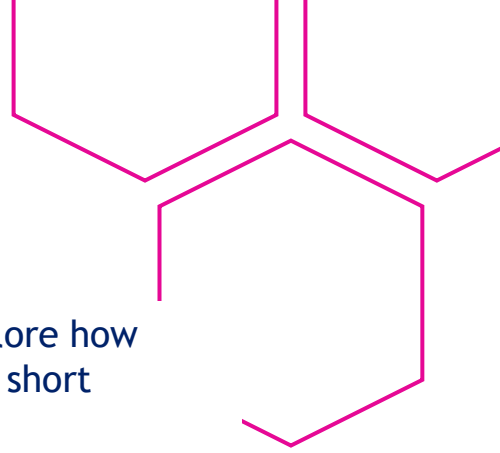
- Preparing for one-to-ones & Appraisals
- Coaching for difficult conversations
- Creating development plans
- Delegating tasks
- Challenging inappropriate usage





# And we built a methodology to encourage everyone to lead Rapid Learning Events

We wanted to empower staff to select pain points or ideas for use cases and give them a framework to explore how Copilot could provide a solution that is beneficial to all. These 'Sprints' can be run by anyone following the short guidance and process in the supporting pack.



1

## Day 1: Frame & Select

Pick a use case with clear value and low risk  
- map pain points, agree success measures, check any alignment to Policy etc.

2

## Day 2: Design & Test

Create the workflow, prompts and templates needed and start testing. Capture any issues.

3

## Day 3: Pilot & Iterate

Run the workflow with 2 - 3 real examples, collect feedback and improve prompts / templates as needed

4

## Day 4: Operationalise

Make it a repeatable process with documentation, training & support. Develop SOPs, FAQ's or short video, prompts to use, outputs expected etc.

5

## Day 5: Embed & Scale

Lock in the adoption, communicate widely, set and report on metrics (i.e. time saved) and capture the 'story of change'



# So, having followed this journey from ‘prepare’ to ‘optimise’, what are my biggest takeaways?

- 1 This journey should be co-owned by OD and Digital - if you are not in the room, you need to be!
- 2 AI will amplify and reflect your culture - is that one of curiosity, safety, learning, connection? Or it unsure, siloed and closed off?
- 3 Traditional hierarchies are challenged - innovation and ideas care coming from all directions - how do we harness and manage this?
- 4 Not everything is keeping pace - for example, whilst I am trying to redesign roles, Agenda for Change is challenging content
- 5 Workforce redesign is not optional - how will released capacity be reimaged? Which roles need more attention than others? How are we upskilling at scale, and at pace? Are we preparing for the future?
- 6 **And finally, where are the opportunities in our profession?**

Prepare

Implement

Adopt

Embed

Optimise



# With this in mind, what are some of the opportunities or challenges this presents?

Copilot has significant personal productivity benefits.

I use it to:

“Help me prepare for this week's meetings and list my priority actions”

“Prepare a list of emails I need to follow up on based on emails sent last week that I did not get a reply to”

“Based on recent emails and conversations about [xxx], draft an Executive Board paper”

And this applies to any profession or staff group - every use case and opportunity will be different

## But we can also use it alongside our services to enhance our offering

What if managers could access a first line of support, 24/7, that you know is grounded in your policies and data?

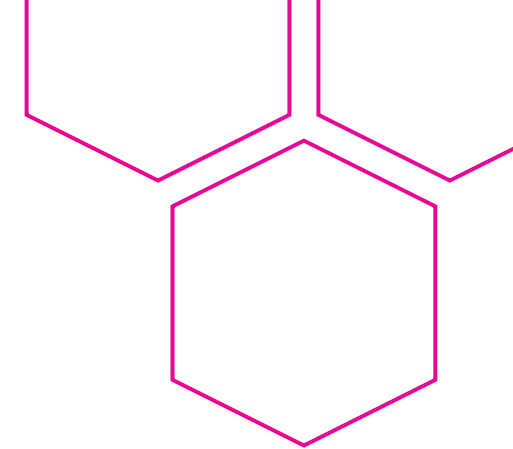
What if coaching and skill development was accessible to every role?

What if more time could be spent engaging and understanding because the thematic analysis and insights were quicker and easier to identify and distil?



# Let's put Copilot to the test

These examples are simple, but likely familiar



A Manager has questions about the Flexible Working Policy. You want them to keep aligned to Policy, know their roles and understand when to escalate



You have data from multiple listening events, staff surveys and engagement events - you want to know what the common themes are



And then let me share the story of Kevin - a Project Coordinator who went on a journey to learn new skills using Copilot as his coach and teacher



You are an HR policy guide for Health Innovation Manchester.

Using our Flexible Working Policy:

- Explain the role of the manager in a flexible working request
- Highlight common missteps
- Flag where discretion exists and where it does not
- Advise when HR should be contacted

Respond in plain English, suitable for a manager briefing note.

### 3) Where Manager Discretion Exists (and Where It Doesn't)

#### ✓ Where you DO have discretion

- How flexibility is designed
  - You can co-create arrangements beyond standard options (e.g. hybrid models, combinations).
- Trial periods vs permanent changes
  - You can agree review periods or temporary arrangements before confirming permanently.
- Balancing service vs individual need
  - Judgement is applied to how far flexibility can go while maintaining service delivery.

#### ✗ Where you do NOT have discretion

- Process requirements
  - You must follow the formal stages, timescales, and documentation requirements.
- Grounds for refusal
  - Decisions must align with the **defined business reasons only**.
- Right of appeal
  - Employees have a formal right to appeal; managers cannot bypass this.
- Equality/legal duties
  - Where requests relate to disability, pregnancy, or other protected characteristics, legal obligations override normal discretion.

## 1) The Role of the Manager

### Set the tone early

- Encourage open conversations about flexible working in 1:1s, appraisals, team discussions and recruitment conversations.
- Create a psychologically safe environment where options can be explored openly.

### Handle requests fairly and objectively

- Consider every request against **service needs, patient impact, and team implications**.
- Approach with an open mindset – flexibility is encouraged, but not automatic.

### Follow the formal process

- Meet with the employee **within 2 weeks** of receiving a formal application.
- Hold an open discussion about:
  - how the request would work in practice
  - any concerns (service delivery, team impact, cost)
  - possible adjustments or alternatives
- Confirm the decision **in writing within 2 weeks of the meeting**, including reasons if declining.

### Make defensible decisions

- If declining, you **must use one (or more) of the permitted business reasons** (e.g. inability to reorganise work, impact on quality, cost).
- Be clear, evidence-based and consistent.

### Explore alternatives

- Where the original request cannot be agreed, work with the employee to identify **alternative arrangements**.

### Ensure documentation and implementation

- Complete required forms and confirm contractual changes in writing.



This content is new for me and I feel nervous having the conversation, coach me on how to approach this when my staff member brings it up

Copilot is offering notes on mental shifts, conversation structures to try, reassuring emotions whilst keeping aligned to Policy and expectations of a manager

**What does this mean for first line support?**

**What are the shifts for managers?** knowing how to prompt, how to shape the outputs...

**What are the shifts for the service?** Policy integrity and accuracy strengthens, accountability and expectation guardrails become more important, and maybe time and capacity is released?

It's completely normal to feel nervous about this—these conversations can feel high-stakes because they involve people's lives and expectations. The good news is the policy actually gives you a **clear structure and permission to explore, not decide on the spot.**


Here's a simple way to approach it confidently.

## 1) Reframe your role (this removes a lot of pressure)

You are **not** expected to have the answer immediately.

Your role in the conversation is to:

- Listen and understand the request
- Explore how it could work
- Explain the process and next steps
- Make a considered decision later (not in the moment)

This aligns with the policy expectation of an **open, exploratory discussion rather than immediate decision-making** 

👉 Mental shift:

"I'm not approving or declining today — I'm starting a structured conversation."

## 2) A simple conversation structure you can follow

Use this as your mental script:

### Step 1: Acknowledge and create safety

Start warm and open.

Examples:

- "Thanks for bringing this to me—it's absolutely something we can explore."



You are an OD analyst.

From this dataset

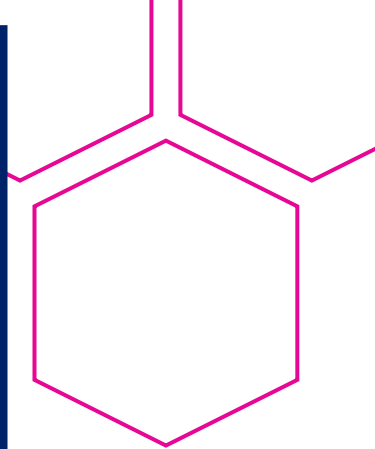
- Identify recurring organisational themes
- Highlight emotional signals and tensions
- Suggest areas of focus for managers, Executives and collective ownership at all staff level

Present as a summary, no more than 300 words, in Plain English, written for an all staff audience

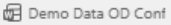
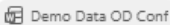
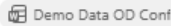
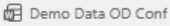
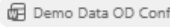

This isn't about replacing OD analysis. It's about removing the mechanical part so we can spend more time interpreting what this means and shaping the response that meets our organisational needs.

Does this allow us to collect *more data*?

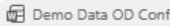
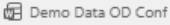

Does this encourage us to think differently about how we use data insights?



## What we're hearing (recurring themes)

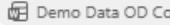

- **Clarity and priorities:** People experience *lots of change* but not enough clarity on what matters most, with "too many priorities" and limited direction. 
- **How decisions are made:** Some colleagues don't understand decision-making routes, and senior communication can feel inconsistent. 
- **Capacity and workload pressure:** Many feel supported by managers, but managers are "stretched" and middle management feels "squeezed." 
- **Ways of working:** Meetings often don't feel productive, and feedback isn't always acted on. 
- **Collaboration and silos:** Some teams collaborate well, but others feel siloed. 
- **Innovation and learning:** People want to innovate and develop, but time and space are limited. 

## Emotional signals and tensions

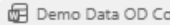

- A strong mix of **pride and commitment** alongside **tiredness and overwhelm**. 
- **Change fatigue** is real, and it clashes with expectations to keep delivering and innovating. 
- **Support vs strain:** People value supportive managers, but feel the system is stretching them thin. 

## Where we can focus (shared actions)



### Managers

- Turn priorities into a *clear weekly "what matters most"* for your team, and protect capacity. 
- Make meetings shorter, clearer, and decision-led; create small, regular space for learning/innovation. 

### Executives

- Reduce competing priorities, communicate decision-making clearly, and pace change to avoid overload. 
- Back middle managers with time, authority, and simple ways to act on feedback. 

### All staff (collective ownership)

- Share context early, collaborate across teams, and help each other challenge "too many priorities." 
- Give feedback with a suggested solution, and keep improvement practical and small-step. 



## And finally, Kevin's story

Kevin is a Project Coordinator tasked with writing over 15 SOPs for a complex digital service.

He has never written an SOP before and doesn't want to keep asking for help.

He asks Copilot to teach him what a SOP is, how to structure them, what good looks like, how to get sign-off and approval.

He uses Copilot as a teacher, not as a doer.

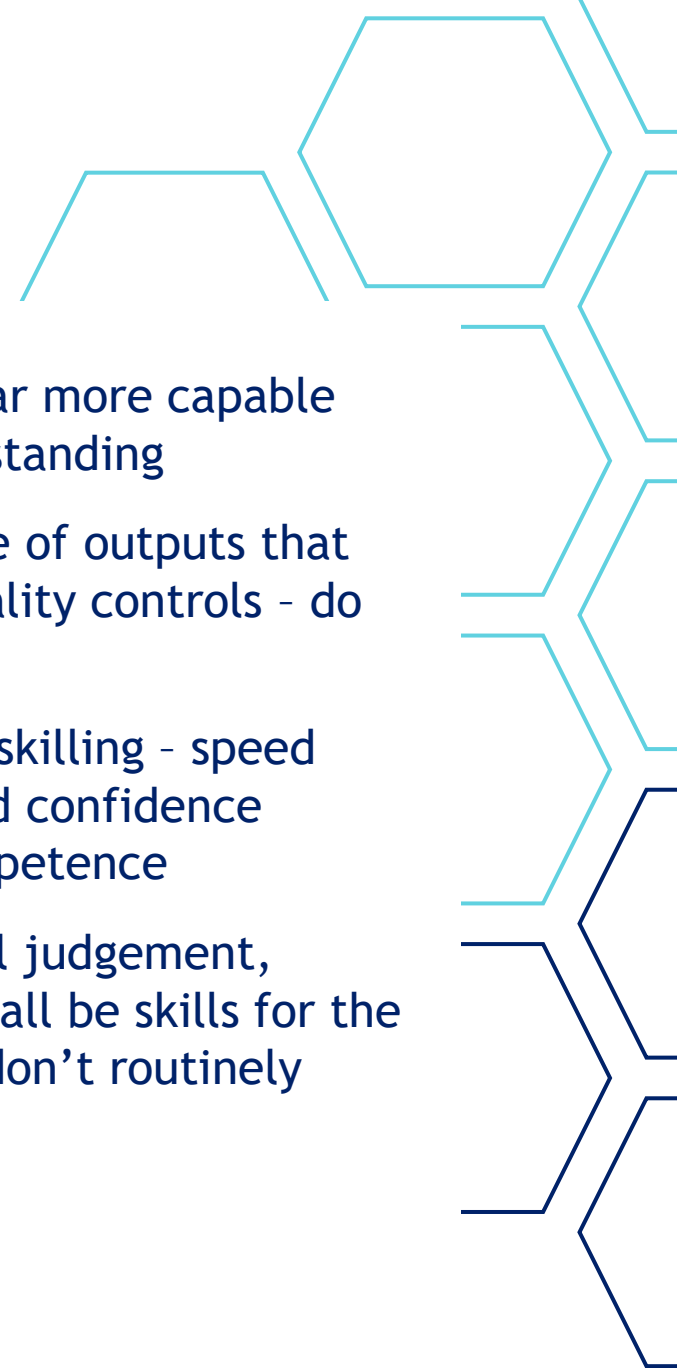
He learns, feels confident with the content he is producing, gains a rhythm and goes from lacking uncertainty to wanting to grow and explore more.





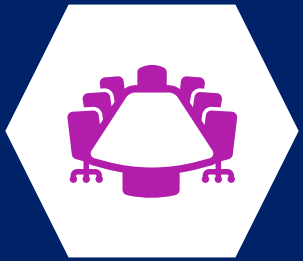
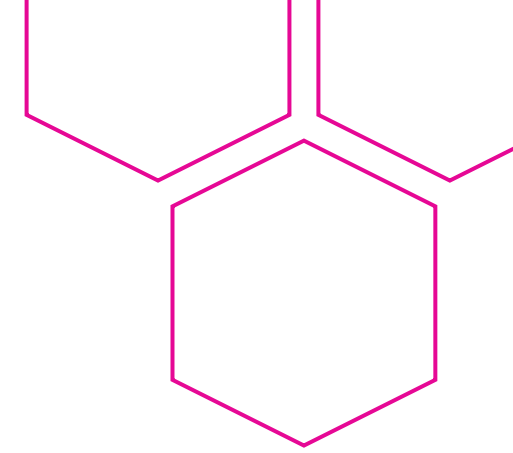
## But why share this story?

- ✓ Smart use of AI is unlocking skills
- ✓ Learning is happening ‘in-flow’ not at a workshop or course and then applied later (if you can remember it all)
- ✓ Confidence and momentum increases as people can repeatedly ask questions without judgement
- ✓ Learning is accessible to everyone, and people can self-serve foundational learning instantly
- Traditional OD signals may not capture AI-supported growth
- ✗ People & teams can appear more capable without underlying understanding
- ✗ It can increase the volume of outputs that require assurance and quality controls - do we have time for that?
- ✗ “Lazy use” can lead to deskilling - speed replaces sense making and confidence increases faster than competence
- ✗ Prompt literacy, analytical judgement, interrogating sources will all be skills for the future that we currently don’t routinely teach





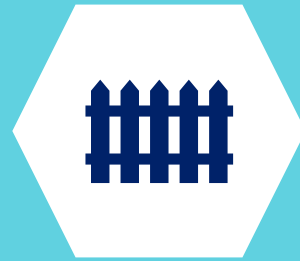
# So, what do we do next?



We get in the room and stay in the room



Start with culture and not the tool



Define good use and set those guardrails and expectations early



Start thinking workforce redesign now - think about skills, expectations and future proofing roles



Rethink what we measure and value - is it culture, confidence, mental load, capability growth...



Thank you for  
listening!

Want to talk more or ask questions, you can contact  
me at:

[hailey.mcglynn@healthinnovationmanchester.com](mailto:hailey.mcglynn@healthinnovationmanchester.com)