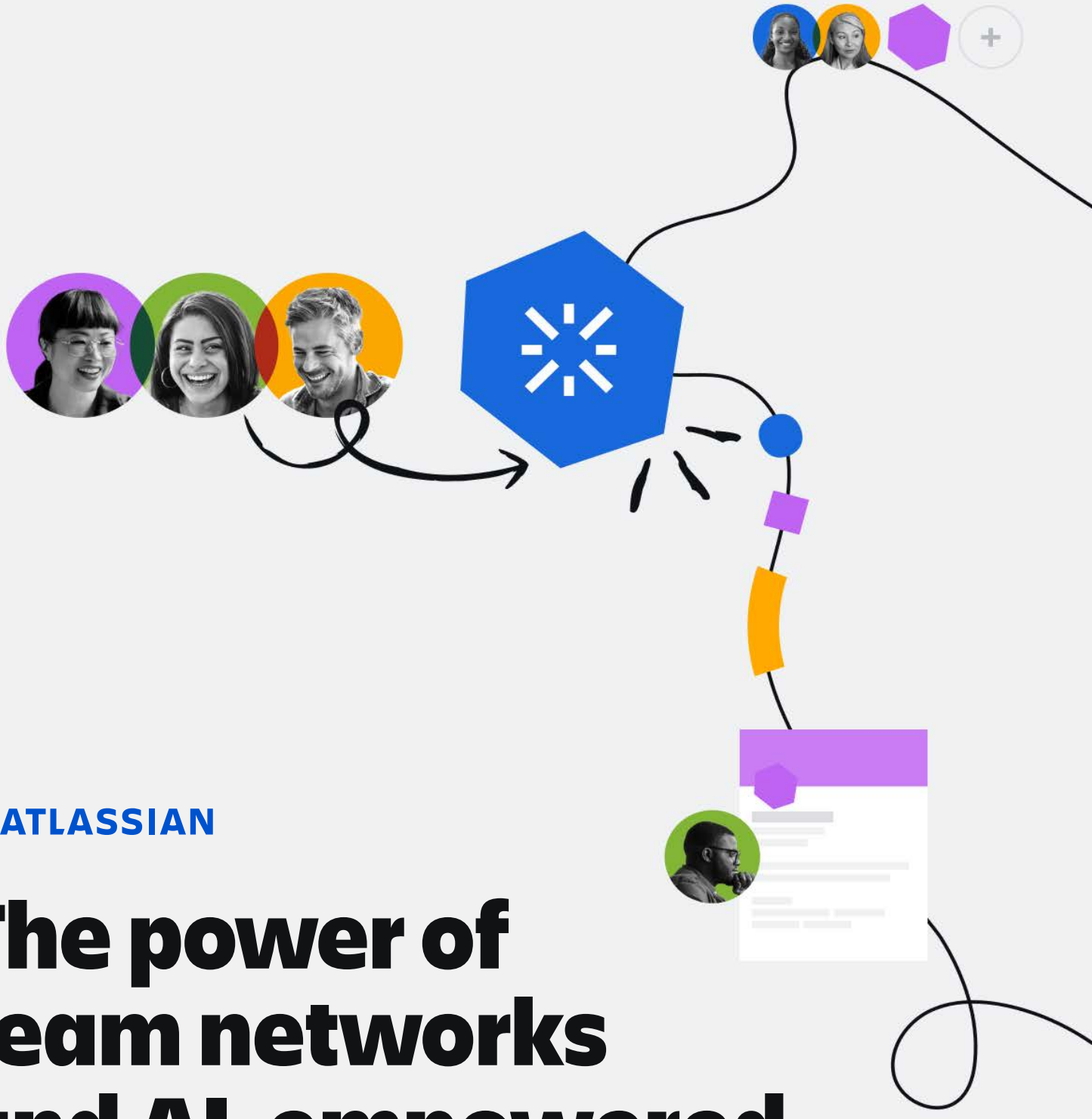


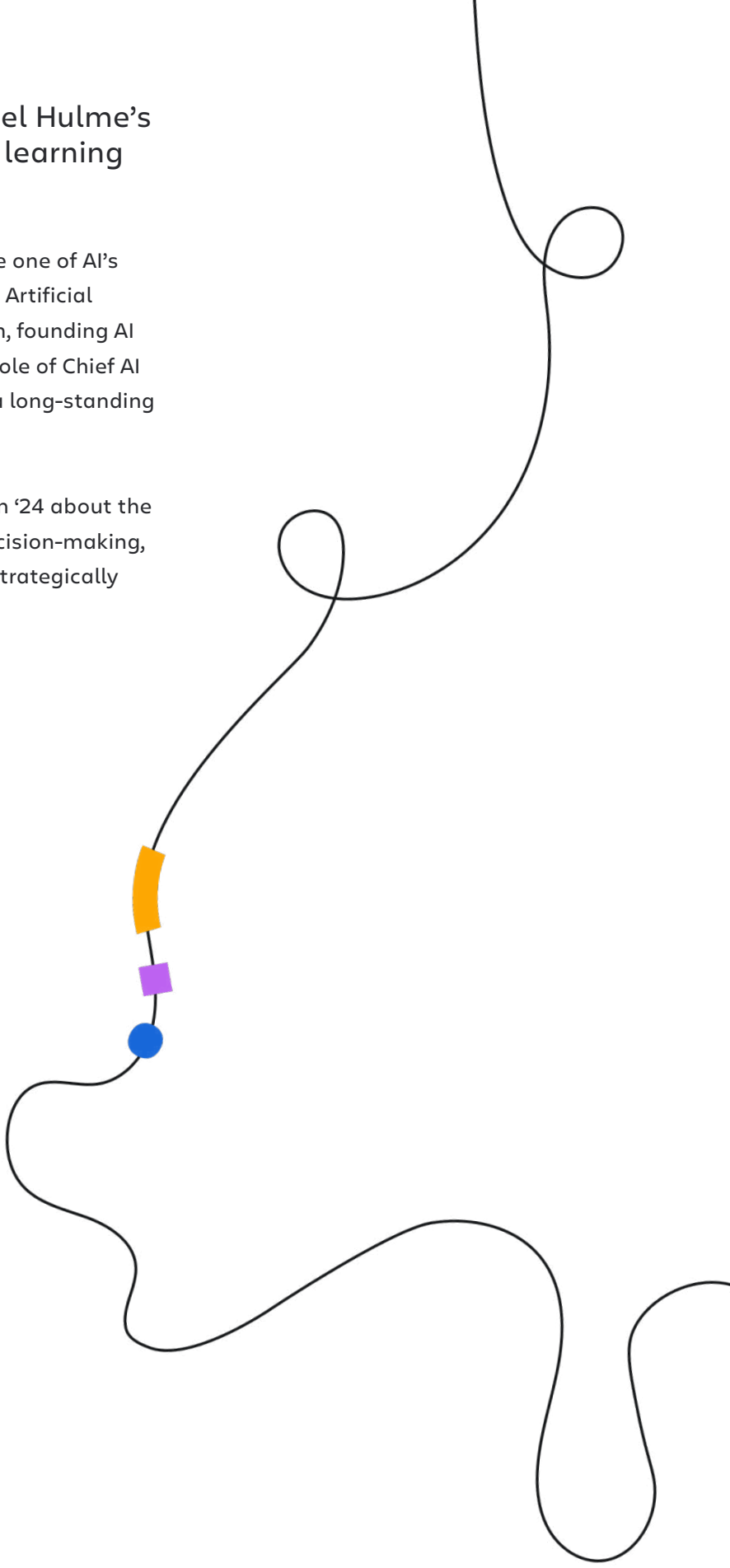
ATLASSIAN

The power of team networks and AI-empowered decision-making

Exploring WPP Chief AI Officer Daniel Hulme's insights into the power of machine learning for teams and leaders alike.

Over the past 25 years, Daniel Hulme has become one of AI's leading (human) experts. After achieving a PhD in Artificial Intelligence from the University College of London, founding AI powerhouse Satalia, and then stepping into the role of Chief AI Officer for WPP, Hulme has proven himself to be a long-standing AI thought leader.

In May 2024, Hulme spoke with Atlassian at Team '24 about the importance of team networks, AI-empowered decision-making, and virtual assistants for leading organizations strategically while accomplishing goals faster.



Better insights don't always mean better decisions

When Hulme builds systems, they usually involve three pillars: data, insight, and action. In an era of data lakes and analytics apps, information may be collected and analyzed automatically, but the decision-making is still left to the human operator who must find insights in the data before taking action. This can easily lead to trouble.

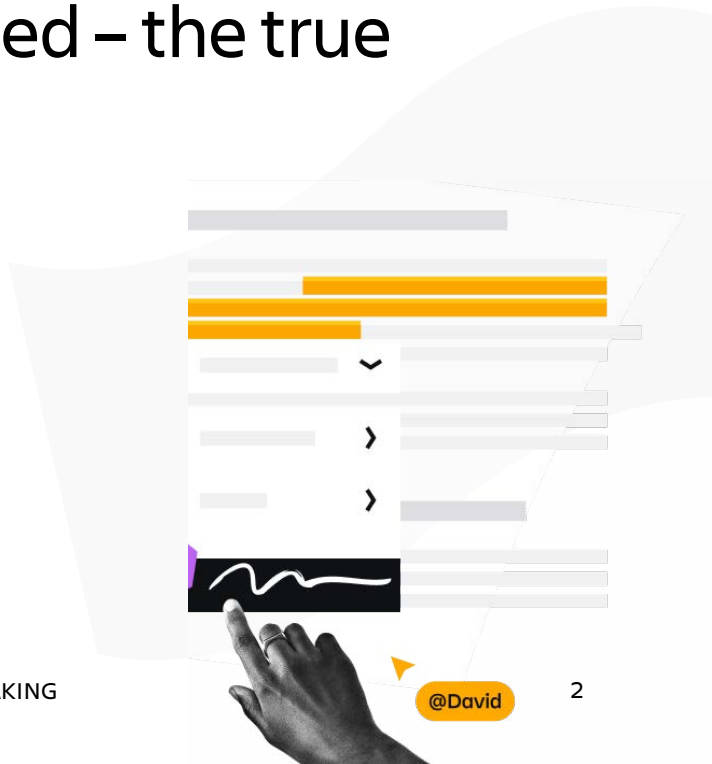
Let's say you, as a leader, needed to allocate five different roles to five different tasks. Although that seems like a small ask from a distance, you still have 120 choices. If you bump that up to 15 different roles with 15 different tasks, you're looking at roughly 1,307,674,368,000 different options. Making the right decision suddenly becomes daunting.

Humans can find patterns in about four dimensions, whereas computers can find patterns across thousands of dimensions. Unlike automation, true artificial intelligence requires adaptivity, so that the AI solution can review the action and determine whether its decision had a positive or negative result. The true power of AI isn't making predictions, it's explaining those predictions.

> "Building safe, adaptive systems is – as far as I'm concerned – the true paradigm of AI."

DANIEL HULME

WPP



Three challenges from AI tools

Safety (micro risks)

- Transparency
- Explainability
- Auditability

Security (malicious risks)

- Authentication
- Accessibility
- Anonymity and privacy

Governance (macro risks)

- Accountability
- Change management
- Decision-making

Three questions to ask yourself before using AI tools

Hulme suggests asking yourself (and your team) these questions to ensure your team implements AI safely and responsibly.

- **Is the intended application of this technology right?**
  Unlike humans, AI doesn't have intent. This means you need to scrutinize the intent of the system you're creating very carefully.

- **Is my algorithm explainable?**
  You must explain how your algorithm works, especially if your system is going to impact people's lives. You're not dealing with HAL 9000, and that's a good thing.

- **What happens if things go wrong? What happens if things go right?**
  Obviously, it's important to create a contingency plan if things go wrong. However, if things go right in a way that has more impact than you expected, you may face a whole different set of challenges.

> "AI can move the needle so much in solving a problem that it can actually have adverse effects across the supply chain."

DANIEL HULME
WPP

The importance of team networks

According to Hulme, the role-based hierarchy traditionally implemented in organizations is not conducive to innovation. Organizations are realizing that a decentralized approach lets work happen more fluidly.

That said, leadership is a key differentiator, and it must be incorporated into the implementation process to prevent future hurdles. The relationships between leadership and each respective team across the organization can be unique and indirectly affect cross-functionality between other teams. Assessing leadership holistically is critical to painting an accurate picture of your team network.

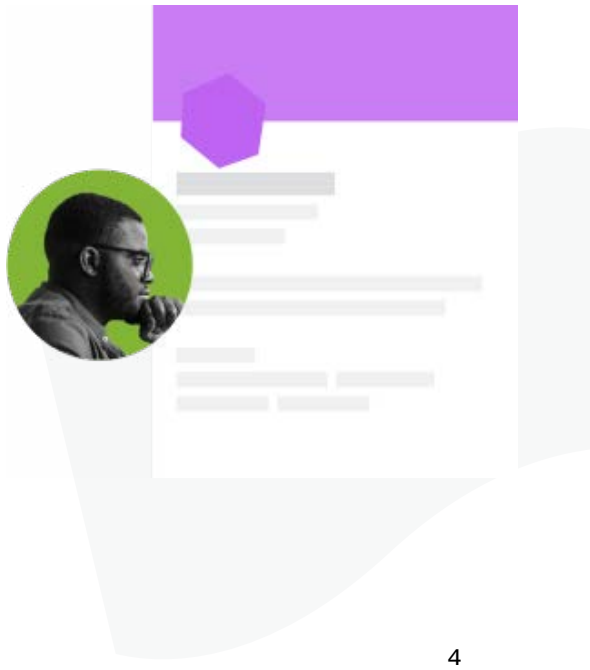
> “Understanding skills is a really important next step in allowing us to be more flexible with how we resource across what would be traditionally siloed aspects of our organization.”

DANIEL HULME

WPP

By leveraging the digital footprint of its employees across tools like Atlassian and Google, WPP is able to create digital twins to better understand the relationships between roles, influence, skills, potential silos, and more. These insights, however, are not meant to squeeze utilization out of every employee, but instead allocate them to work that better aligns with their values.

The Atlassian Teamwork Graph consists of over 20 years of work and team data, offering a deeper knowledge of how teams do their best work and which trends can affect it. Through Atlassian’s Teamwork Graph, data and relationships are connected across an array of sources within the Atlassian stack and beyond. WPP can use these insights to optimize its operations by enhancing cross-functional collaboration and strategic planning while eliminating tool sprawl.



Atlassian Team Playbook

Hulme uses the **Atlassian Team Playbook** to monitor the health of his team network. This Team Playbook offers exercises that facilitate conversations and improve ways of working across teams.

Team goals, signals, and measures

- **Define goals, signals, and measures as a team** to understand what a successful project looks like. This helps teammates stay aligned and mindful of strategic outcomes using metrics, shared understanding, and the **Health Monitor** dashboard.

Dependency mapping

- Uncover potential obstacles in advance using **dependency mapping**. This allows teams to set the stage, brainstorm affected systems, rattle off potential risks, and create a proactive management plan.

Retrospectives

- Regular **retrospectives** help teams understand what worked, what didn't, and how they can improve in the future. These essential meetings offer consistent introspection to help elevate quality and limit future hurdles.

Understanding AI solutions

Just as it's important to understand and map your network of employees, it's also important to understand the role of your AI solutions and how they interact with humans and each other. Employees who use virtual agents must be able to define their scope, train them to work on specific tasks, and limit what data they'll work from.

Atlassian streamlines this ability by integrating all of the data within its tool stack into a unified platform and by pulling insights from the Atlassian Teamwork Graph.



> "If you can optimize the dynamic between agents, whether they are people or people and AIs, that will really supercharge your organization."

DANIEL HULME

WPP

Introducing Atlassian Rovo

Rovo leverages Atlassian Intelligence to securely unlock enterprise knowledge, turn complex data into customized insights, and accelerate decision-making for even more powerful teamwork. Rovo uses the Teamwork Graph to seamlessly integrate data from Atlassian tools and compatible SaaS apps, providing teams with a comprehensive view of their organization's strategic goals, knowledge, teams, and projects.

Using advanced search technologies like semantic search and indexing, Rovo interprets the searcher's intent in real-time, making the search process easy and intuitive. Rovo's search functionality allows users to search across multiple tools simultaneously without needing to switch contexts. It combines results from Atlassian products like Jira and Confluence with connected third-party products such as Google Drive and Microsoft SharePoint.

- **FIND** – Search across all your Atlassian and SaaS products, to quickly find the information and insights you need directly within your familiar Atlassian tools.

- **LEARN** – Gain a deep understanding of your organization's knowledge and the connection between goals, projects, teams, and actions to uncover valuable insights that guide decision-making and prompt the next right actions.

- **ACTION** – Save time by automating repetitive tasks, streamlining complex workflows, and solving crucial problems with AI-powered assistants that collaborate with human colleagues to execute work, freeing them up to focus on higher-value tasks.

If you'd like to unlock enterprise-wide knowledge, check out **Atlassian Rovo.**

To view Daniel Hulme's full presentation from Team '24, visit **Atlassian's Team '24 on-demand library**.

Learn more at
Atlassian.com

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