PEOPLE · OPENNESS TO CHANGE

Talk Openly About How AI Will Change Roles

An OmniTek Consulting implementation guide for VPs and Directors in pharma, biotech, and medical device companies.

READING TIME
About 4 minutes

WHO IT'S FOR
VPs and Directors

GOES WITH
The AI Maturity Quick Check

> When people are worried about what AI means for their jobs, they don't say so in meetings. They just don't adopt it. One honest conversation, followed by a clear place to raise concerns, does more for adoption than any tool rollout.

SCOPE This guide covers AI used in how your company works, such as drafting, analysis, and operations. It doesn't cover AI that is part of a product you sell, such as AI-enabled device software or software as a medical device. That has its own regulatory path; check it with your Regulatory team.

Why it matters

- **Silence looks like agreement.** A team that nods through the AI announcement may still be quietly avoiding the tool.
- **Rumors fill the gap.** If leaders don't say how roles will change, people assume the worst.
- **Regulated work raises its own worries.** Beyond job security, people ask who is accountable if AI gets something wrong in a GxP process. They deserve a straight answer.

Honest answers to common questions

Only say what you know is true for your organization. If you don't know yet, say that, and say when you will.

What people ask	What an honest answer covers
Will AI replace my job?	What you actually expect for your department, which tasks are likely to change, and how the team will be involved in decisions. Avoid promises you can't keep.

What people ask	What an honest answer covers
Who is accountable if AI gets it wrong?	The person who uses the output owns it, AI never makes final decisions on release, safety, or submissions, and Quality reviews GxP uses. Check this line against your own AI policy before you share it with your team.
Will I be judged on how much I use AI?	How AI use will (or won't) show up in goals, and that careful, correct use matters more than volume.
What if I'm not good at this?	The training and support available, and that everyone is learning at the same time.
What happens to the time I save?	Where you expect it to go, such as backlog, higher-value work, or development.

A 45-minute team conversation

Led by the department head, not delegated. Keep it to one team at a time so people speak up.

Minutes	Block	What happens
0–10	Where we're going	Why the department is adopting AI, what you expect to change in the next year, and what won't change
10–20	Accountability	Who owns AI output, what AI won't be used for, and how Quality is involved
20–35	Open questions	Take every question, including the uncomfortable ones. Write down the ones you can't answer yet
35–45	What happens next	Training, the approved tool, how to raise concerns, and when you'll come back with answers

To get honest questions, collect them anonymously beforehand as well as in the room.

A clear channel for concerns

Give people one known place to raise worries or report something that doesn't feel right, and say who reads it:

- An anonymous form or a named contact, usually the AI owner
- A promise to respond within a set time, such as one week
- A short monthly summary back to the team: what was raised and what changed

An anonymous form can still collect personal data, such as IP addresses or details about colleagues in the text. Turn off tracking, limit who can read submissions, tell people how submissions are handled, and check the setup with your privacy team.

A channel that never reports back stops being used.

Your first 30 days

1. **Week 1: Agree the message with HR and leadership.** Make sure what you say about roles matches company plans and policies. Decide what you can and can't commit to. In the EU, changes to roles or work organisation may require informing and consulting employee representatives or works councils first (Directive 2002/14/EC); check with HR and legal before announcing changes.
2. **Week 1: Collect questions anonymously.** A two-question form: what excites you about AI, and what worries you.
3. **Week 2: Hold the conversation.** Use the plan above, with each team.
4. **Week 3: Answer the open questions.** Follow up in writing on everything you couldn't answer in the room.
5. **Week 4: Launch the concern channel.** Announce it, name who reads it, and set the first monthly summary date.

By day 30 people know where AI is going, who is accountable, and where to take concerns. That covers the openness question in the Quick Check at the Operationalizing level.

Common mistakes

- **Promising nothing will change.** People can tell. Be specific about what will change and how they'll be involved.
- **Leaving it to the AI enthusiasts.** The message has to come from the leader who makes decisions about roles.
- **Only talking about productivity.** Lead with accountability and support, not just time saved.
- **One meeting and done.** Concerns change as AI use grows. Keep the channel open and report back monthly.
- **Skipping HR.** Anything about roles, goals, or performance needs to line up with HR policy before you say it.

How OmniTek can help

The full AI Maturity Report Card measures openness to change across your leadership team and shows where leaders see adoption differently, so you can address concerns before they slow you down.

To talk through how to bring your team along, or your Quick Check results, book time with OmniTek.

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