

When AI is imposed: From shock to adoption

Adaptive module

~20 min

More than two in three European employees fear for their jobs because of AI, often imposed rather than chosen: the rollout is held back less by the tool than by what users go through. Rather than promoting adoption, the module follows what teams say at each stage, gives advice for managers and team members alike, and even covers the questions to ask someone who no longer identifies with the job AI is reshaping.

LEARNING OBJECTIVES

- 01 Recognize denial, then anger, as normal protective mechanisms in the face of AI, not as a lack of professionalism.
- 02 Work through early resistance: inform and listen without rushing to reassure, and dare to voice your fears, not hide them.
- 03 Stay in the neutral zone described by William Bridges without running from it, and use this in-between time to test uses of AI.
- 04 Put the new practices in place when energy returns: acknowledge what already works and have the team's early adopters pass it on.

WHO IT'S FOR

Managers rolling out AI in their teams, and team members who want to take ownership of a tool they didn't choose, at their own pace.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

Since AI started drafting replies to customers, Yohan, a support technician, just approves texts and feels distant from customers. His colleagues share their worries at the coffee machine, but nod along in meetings. The department meeting is in an hour. What does Yohan do with what he thinks?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Neutral zone / new beginnings – William Bridges (American consultant in organizational transitions), Bridges' Transition Model
- Stages of grief (denial, anger, bargaining, loss of momentum, acceptance, integration) – adapted from the Kübler-Ross model and applied to organizational change

SOURCES & REFERENCES

- William Bridges – creator of the "Bridges' Transition Model" (endings, neutral zone, new beginnings), documented by leading organizations such as Prosci
- ManpowerGroup, Global Talent Barometer 2026 – 43% of employees fear automation will replace their job within two years, while 89% say they are competent in their current role
- Stouten, Rousseau & De Cremer (2018) – review of the success factors of change
- University of Melbourne & KPMG (2025) – trust, verification, and uses of AI at work