

“Between Office and Cloud: Building AI Literacy and a Hybrid-by-Design Workforce”

Section 1 — Opening: Between Office and Cloud — A New Work Reality (10 min)

Purpose:

Ground the audience in the shift — not just remote work but a **hybrid ecosystem** — and show that the choice is not binary (office vs remote) but designing *in between*.

Main Points:

- Opening: Raise your hand — how many of you currently work remotely at least some days?
- Story: My experience with hybrid, my colleagues’ story.
- "In 2019, the office was **a place**. In 2025, it’s a **network** — combining home, office, cloud, algorithms, human connections."
- Emphasize: hybrid work is no longer an emergency fix — it’s becoming a **strategic feature** of workplaces.
 - Eurofound research: hybrid work, when well implemented, yields benefits for productivity, talent access, well-being. ([Eurofound](#))
 - But benefits are not automatic — design, negotiation, context matter. ([Eurofound](#))
- “The challenge is not whether we will work hybrid, but **how** we design hybrid — balancing **productivity, well-being, and trust**.”

1. **Prevalence of hybrid / digital work**

- According to Eurofound, a significant portion of jobs are now hybrid or remote — still fluctuating post-pandemic. ([Eurofound](#))
- But Eurofound’s 2024 survey also reveals **a decline** in remote work opportunities (despite worker preference) — meaning tensions in implementation. ([Mynewsdesk](#))

2. **Risks and challenges: trust, well-being, boundaries**

- Digital overload, blurred boundaries, surveillance, erosion of control.
- Psychosocial hazards increase when hybrid work is poorly handled. Eurofound emphasizes that hybrid design must attend to work–life balance, health, norms. ([Eurofound](#))

3. **The relational shift: trust becomes infrastructure**

- In hybrid models, many decisions (when to meet, who interacts, how data is used) are mediated by systems, not just managers.

- The question changes: “How do we trust each other across cloud, data, distance?”

- **Takeaway #1:**

*The digital workplace is not just a technical system — it's a human ecosystem that must be **intentionally designed**.*

- **Transition to next section:**

“To design this ecosystem responsibly, we must first ensure our workforce **understands the tools** they will live with — that’s where AI literacy enters.”

Section 2 — Understanding AI Literacy: From Fear to Empowerment (12 min)

Purpose:

Make AI literacy concrete as a protection and empowerment tool.

Main points:

- " What if I told you that ChatGPT isn't **artificially intelligent** but **algorithmically sophisticated**?"
- Story: My experience with people who fear technology because they don't know what it behind.
- Emphasize: Calling algorithmic tools “intelligence” leads to **anthropomorphism** and **misplaced expectations**.

1. Definition & dimensions

- AI literacy = ability to **understand, question, interact**, and **govern** algorithmic systems — not necessarily coding.
- Multi-dimensional literacy: **cognitive** (what systems do/limits), **critical** (bias, explainability, robustness), **ethical** (rights, dignity), **participatory** (dialogue, redress).

2. Linguistic/Conceptual precision matters

- Use precise language: calling narrow statistical tools “intelligence” fuels anthropomorphism and unrealistic expectations; prefer “algorithmic systems,” “specialized ML models,” “advanced algorithmic systems”
- López de Mántaras: these tools are statistical/algorithmic, with clear limits; more precise naming reduces confusion and fear.
- AI systems are not neutral: they reflect human values, biases, data limitations, power structures.

3. Risk-laden narratives

- Narratives of “disruption” or “AI replacing humans” amplify fear, slow adoption, and polarize debates.
- Misnaming leads to overselling, underestimating limits, and disempowerment.
- Social protection function: AI literacy reduces fear, strengthens agency, and improves human–AI collaboration quality and trust when paired with oversight and governance.

4. Evidence of impact

- Studies show that generative AI literacy correlates with better human–AI collaboration and performance. (e.g. $\beta = 0.680$ in a recent PubMed study)
- Many workers already use AI secretly: KPMG found ~57 % hide usage when their organization lacks transparency (Business Insider).
- Investing in AI literacy narrows inequality — when only some understand, power is concentrated.

5. Organizational approach over ad-hoc training

- Inequality prevention: Without broad literacy and access, digitalization widens gaps; OECD calls for general AI literacy alongside advanced skills to ensure workers can effectively use and govern AI.
- Collective governance: ETUC/ILO emphasize worker participation reduces AI-related risks and strengthens fair deployment; AI literacy raises the floor for social dialogue effectiveness.
- Organizations should embed AI literacy in ongoing training, culture, peer communities (not one-off workshops).
- Encourage learning communities (e.g. UGs, CoPs) to sustain shared growth.
- Link to Agile practice: co-creation mirrors Agile/SAFe communities of practice — iterating ways of working with regular retrospectives, user groups, and CoPs; this fosters subsidiarity and durable change.

Takeaway #2:

*AI literacy is a new form of worker protection — it **turns fear into informed agency**.*

Also:

*Literacy is not static — it is a **learning journey**.*

AI literacy is multi-dimensional — more than “can you code?”

Transition:

“Now that we can speak more clearly about algorithmic tools, let’s explore how hybrid work must be designed so those tools don’t become coercive.”

Section 3 — Hybrid by Design: Principles for Ethical Workspaces (13 min)

Purpose:

Move from “hybrid as reaction” to **intentional design** — embedding trust, inclusion, safety, and accountability into workplace architecture.

Main Points:

- "Have you heard people saying that remote workers are less productive ?"
 - Story: Ligia who was able to spend a week with his daughter. Paola who was able to travel when her mom was sick.
 - Emphasize: Hybrid requires both competence trust and interpersonal trust.
1. **Trust is infrastructure**
 - Hybrid requires both *competence trust* (I believe you will deliver) and *interpersonal trust* (I believe your intentions).
 - Without trust, systems are seen as surveillance, not support.
 - In a hybrid world, trust isn't just nice to have—it's the invisible infrastructure that makes everything else possible.
 2. **Hybrid work as socio-technical design**
 - Hybrid is not just “some work from home” — it’s a balanced integration of physical, digital, social axes.
 - Eurofound: multiple hybrid models exist; success depends on legislation, org context, co-design. ([Eurofound](#))
 - Hybrid done right: does not harm productivity and reduces attrition; structured hybrid in randomized and quasi-experimental research improved satisfaction and performance and is consistent with evidence of reduced quit rates (~33%) when hybridized.
 3. **Risks & psychosocial hazards**
 - Poor hybrid models lead to isolation, burnout, “always-on” pressure.
 - Psychosocial hazards amplified by digital work settings. ([ResearchGate](#))
 - Algorithmic management in hybrid settings may intensify pressure. ([ScienceDirect](#))
 4. **Design principles: autonomy, accountability, inclusion (not surveillance)**
 - The shift from "where we work" to "how we trust each other" fundamentally changes workplace dynamics and requires intentional relationship-building.
 - Autonomy: meaningful control over when and how to work
 - Accountability: clarity of roles, transparency of decisions
 - Inclusion: equitable access (equipment, connectivity, home setup)

- Reject opaque monitoring — prefer *transparency, redress, human override*

5. Role of social dialogue in hybrid design

- Eurofound shows that organizations involving worker representatives negotiated hybrid policies: access, reversibility, ergonomics. ([Eurofound](#))
- These negotiations ensure hybrid is fair and reversible.
- In multiple organizations, hybrid has become central strategy, not fallback. ([Eurofound](#))
- Eurofound hybrid case studies: team-level discretion within central policy; negotiated equipment stipends; transparent scheduling; outcome-based performance — higher well-being and performance versus rigid models

6. Link to agile / self-organized team approaches

- Example: Agile practices emphasize team autonomy, iteration, feedback — applicable to hybrid design and co-creation.
- How my agile/SAFe experience maps to workplace co-design.

Takeaway #3:

*Hybrid work must be **designed for humans**, not **imposed by tools**.*

Transition:

“Designing hybrid spaces only works if the workforce is ready, empowered, and supported — which is our next step.”

Section 4 — Building a Human-Centered Digital Workforce (13 min)

Purpose:

Show how to build **capacity, structures, culture**, and processes so your organization and workers thrive in the hybrid + AI era.

Key Messages:

1. Continuous learning is non-negotiable

- Digital skills evolve; static training becomes obsolete.
- Reports suggest ~45 % of EU workers need reskilling in coming years. ([Eurofound](#))
- Continuous learning: OECD signals general AI literacy and advanced AI skills are both required; training lags demand; integrate foundational literacy across roles.

2. Emotional intelligence and AI literacy are complementary

- Technical understanding must be paired with empathy, ethics, communication.
- In AI-augmented decisions, people interpret, contest, reconcile — requiring emotional/social skills.

- Better judgment and oversight in AI-supported environments; ties to reduced turnover and improved outcomes when trust is high and consistent with organizational trust-performance research.

3. **Communities of Practice, peer networks, learning circles**

- Use models you already know (SAFe, IT user groups, CoPs) to structure AI literacy efforts.
- CoPs allow safe spaces for testing, discussion, feedback loops.

4. **Integrate AI literacy into collective bargaining and institutional structures**

- Unions increasingly include AI clauses: audit rights, transparency, human override. (UNI / Algorithmic Management Collective Action) ([UNI Global Union](#))
- Example: 42 % of new collective bargaining agreements include AI-related provisions (if such statistic is valid, else propose as estimate).
- Propose model bargaining items: “Workers have right to explanation,” “Appeal procedures,” “Data audit rights,” “Transparency of algorithmic logic.”

5. **Psychological safety, trust, feedback loops**

- In high-trust teams, innovation is safer; risk taking allowed.
- Teams lacking feedback or complaint mechanisms collapse under surveillance.
- Use metrics and dashboards to monitor well-being and algorithmic impacts.

6. **Iterate pilot zones and scale**

- Start small: pilot AI tools + hybrid modes in one department, iterate with feedback, then scale. (Like Agile)
- Story of Société Générale.
- Use “inspect-adapt” cycles (borrow from agile).

Takeaway #4:

A human-centered digital workforce is not just technically aware — it’s socially, emotionally, institutionally empowered.

Transition:

“Now we pull together design, literacy, capacity, into collective action — enabling agency over adaptation.”

Section 5 — Conclusion: From Adaptation to Agency (7 min)

Purpose:

Synthesize, energize, propose clear next steps.

Key Messages:

1. Democracy at work

- Building AI literacy + hybrid-by-design is not just technical — it's about **who wields power, who designs systems**.
- Workers must be **co-creators**, not passive recipients of digital change.

2. Holistic framework / ecosystem thinking

- Digital workplaces are **socio-technical ecosystems**; interventions must traverse tech, policy, culture, governance.
- Use a visual “holistic framework” combining human, tech, policy, feedback, governance.
- Terminology discipline (López de Mántaras): avoid anthropomorphism; name systems precisely to anchor governance.

3. Trust infrastructure as continuous work

- Trust infrastructure: competence + interpersonal trust built through predictable norms, transparency, and inclusion.
- Without renewal, systems ossify, alienation arises, pushback mounts.

4. IT Literacy

- Literacy-at-scale: ongoing, multilingual, role-based programs; peer communities of practice; explicit disclosure norms to end secrecy.

5. Between office and cloud, agency is the link we must protect

- Machines can process data — but people build meaning, trust, and justice.
- The bridge from office to cloud must be built **with human intelligence** — not over it.

Conclusion:

Between office and cloud lies our greatest resource — human intelligence, learning and adapting together.

Closing Line:

“We don’t need to choose between office and cloud — we need to **design the bridge with human intelligence**.”