Protocol

Professionals Interview Protocol

Jun & Jiwon

Capstone Design 2025

Professor Cindy

1. Research Background

Generative AI is transforming creative and design work, extending beyond automation into domains of ideation, sense-making, and collaboration. Designers integrate AI across all stages of their process, forming hybrid human–machine workflows that require new skills and roles. This interview aims to understand how professional designers and strategists think, decide, and feel when working with both human teammates and AI systems.

2. Research Goal

- Explore how AI integration reshapes collaboration, cognition, and emotional dynamics within real-world design practice.

3. Research Questions

- Explore how designers conceptualize the **role of AI** in their creative and collaborative process.
- Understand how AI influences **decision-making, authorship, and ownership** of ideas or outputs.
- Identify shifts in **trust, communication, and coordination** patterns in hybrid (human + AI) teamwork.
- Capture designers' evolving **mental models** toward AI as a creative or cognitive partner.

4. Design Methodology

4.1 Research Format

Semi-structured interviews with 10–12 subject-matter experts (SMEs) will be conducted between **November 3 – November 14, 2025.**

4.2 Participants

- Professional designers, researchers, or strategists working in consultancy, UX research, or innovation roles.
- Active involvement in, or exposure to, AI tools or AI-augmented workflows in their practice.

Inclusion criteria: ≥ 2 years of experience collaborating in multidisciplinary or client-facing projects.

4.3 Data Collection

- **Mode:** 30-minute Zoom interviews.
- **Format:** Reflection-based conversation using **AI Role Typology** and **AI/Human Involvement Cards** as prompts
- **Recording & Consent:** Verbal consent before recording; participants may decline to answer any question.
- **Supplementary survey:** 5-minute pre-interview form capturing role, domain, and AI-tool familiarity.

4.4 Data Analysis

The analysis focuses on understanding how professional designers integrate and interpret AI within collaborative design settings. Specifically, it examines:

- **AI Roles** designers assign or experience in their workflows (based on *AI Role Typology*).
- **Expected Levels of AI Involvement** across stages of creative work.
- **Impact on Human and Team Dynamics**, including shifts in roles, expectations, trust, and emotional experience.

4.5 Timeline

Phase	Dates	Deliverable
Recruitment	Oct 29 - Nov 2	Final protocol + consent forms

Interviews	Nov 3 – 9	Audio recordings + transcripts
Analysis	Oct 10– 12	Dual-Axis & Three Mechanism
Applying insight to the ideation phase	Nov 11– Nov 21	Design Principles + Product Concept

6. Reliability and Validity

- **Triangulation:** Compare insights across roles (AI research vs. practice vs. policy).
- **Member Checking:** Summaries returned to participants for validation.
- **Reflexivity:** Researcher memo after each interview documenting assumptions and context.
- **Inter-coder Reliability:** Two researchers to co-code subset of data (> 0.8 agreement).

7. Ethical Considerations

- Participation is voluntary; withdrawal any time without penalty.
- Data stored on encrypted Parsons Drive / Google Workspace.
- Only aggregated themes will be published; quotes will be anonymized.
- Study aligns with The New School IRB guidelines for minimal risk interview studies.

Contact

Contact Status

Interviewee tracker

👤 Reviewer	⊖ Status	Date/Time
Clare Lee	Completed ▾	Nov 6 / 4:30-5
Patricia G.Parnet	Completed ▾	Nov 10 / 12-12:30
Tae Chang	Completed ▾	Nov 11 / 2-2:30
Miguel Vieira Toro	Completed ▾	Nov 11 / 10-11:30
Mariangel Villalobos	Completed ▾	Nov 12 / 2-2:30
Sally	Completed ▾	Nov 14 / 10:30 am
👤 Person	Not respond ▾	

Interview Email

Subject: Interview on AI & Collaboration

Hi [Name],

Thank you so much for agreeing to join the interview! I really appreciate your time and willingness to share your experience. The interview will be a 30-minute conversation about how generative AI is influencing collaboration and team dynamics in design practice.

Here's a brief overview to help you understand the research in advance, and a short 2-minute survey to complete before the interview:

https://docs.google.com/document/d/1AV8U45Zcm6sZNZuG-9psNGxC_X2AQLCx_C16GDjwb6g/edit?usp=sharing

Looking forward to chatting with you :)

Best,

Jiwon

Questions

1. Introduction (2 min)

Script (moderator)
 "Thank you for taking the time to join this interview. We're exploring how AI is changing teamwork, not just in terms of efficiency, but in how people communicate, trust each other, and share meaning. There are no right or wrong answers; we're interested in your honest experience and reflections."

Before start, Can you introduce yourself briefly?

Consent & Context

- Confirm recording permission.
- Reassure confidentiality (no individual or company names disclosed).
- Briefly explain that insights will contribute to understanding **team-level change** in hybrid intelligence collaboration.

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2. Warm-Up: Organizational Context (3 min)

전체 일하는 걸 **100%** 라고 했을 때 혼자 일하는 것과 다른 사람과 협업하는 것의 비율이 얼마나 되나요**?**

어떤 사람들과 주로 협업하나요**?**

Goal: Understand how AI adoption is perceived at the organizational level.

1. Does your company or team currently **encourage or discourage AI use**?

2. **If encouraged — what outcomes do you think your organization expects from it?**

3. If discouraged — what concerns or risks do you think are behind that hesitation?

4. **How do you personally feel about those organizational expectations or concerns?**

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3. Main Discussion (20 min)

A. Personal Practice & Role Perception

먼저 개인적으로 너가 AI 와 어떻게 상호작용하고 인식하는지 듣고 싶어.

5. **Can you share how you use AI in your work?**
6. **You mentioned that you primarily use AI for [specific task from pre-survey]. Any changes in your work before and after AI adoption?**

7. **Has using AI changed your role or responsibilities in any way?**
8. **What kind of changes have you noticed?**
   - **How do you feel about them?**

9. **Do you feel your work has expanded or narrowed since adopting AI?**

10. **Are there tasks you now complete alone with AI that previously required collaboration?**
    - **If so, how does that affect your relationship with colleagues?**

11. AI가 만약 인간 동료라면, 어떤 동료라고 다른 사람한테 설명할 수 있을 거 같아?
    - helper? Collaborator? Or Principal Creator?

B. Team Communication & Coordination

AI 사용으로 인해 팀에 변화가 있는지 자세히 듣고 싶어.

9. **Have you notice any changes in teamwork because of AI?**
   a. **AI가 팀워크에 영향을 미친다고 느낀 적이 있나요? 그 경험에 대해 설명해주세요.**

10. How do you usually share AI-generated outputs with your teammates?
11. How far do you typically share your use of AI—with teammates, managers, stakeholders, or clients? Why or why not?

12. **Have you noticed changes in team discussions / decisions / brainstorming since AI became part of your workflow?**

13. **When AI provides an idea or suggestion, how does your team handle it— does it spark further conversation or end it prematurely?**

C. Trust, Reflection & Shared Cognition

13. Have you observed any changes in trust—either toward AI or among team members—since AI was introduced?

14. In moments of uncertainty or disagreement, have you ever used AI for help?

- If yes, what role did AI play (e.g., *mediator, amplifier, silent observer*)?

15. **Does AI help or hinder reflection and critical discussion in your team?**

16. **Do you feel AI has changed how expertise or knowledge is distributed in your team?**

17. **Has AI use made collective learning in your team better or worse?**

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4. Reflection: Future Collaboration (5 min)

Goal: Capture speculative and value-based perspectives on the future of AI in teamwork.

18. **As AI use expands, what changes in collaboration do you anticipate in the near future?**

19. How would you like AI to support collaboration differently in the future?

20. If AI were a *real teammate*, what would you want it to contribute—emotionally or cognitively?

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5. Closing (2 min)

Moderator notes:

- Thank the participant for their time and openness.
- Optional: Ask if they would like to receive a short summary of research outcomes.
- End recording and take quick notes on emotional tone and any emerging themes.

Clare Lee

[ClovaNote Sharing]

Clare lee 2

==Human-AI Interaction==
==Human-Human Interaction==
==Cognitive==
==Affective==
==Organizational Consideration==

Clare lee 2

2025.11.18 Tue AM 6:08 · 51Minutes 33seconds

표지원 Jiwon Clare Jun

Jiwon 00:00
네 녹음을 시작하고요. 일단은 네 인터뷰 참여해 주셔서 너무 감사드리고요.

Jiwon 00:11
일단 우리 사전에 내가 그 인터뷰 브리프 보내준 것처럼 우리는 요즘 워낙 디자인이나

리서치 워크에 AI를 많이 쓰잖아요.

그런데 그게 이제 단기적으로는 업무 효율성을 높인다고 생각을 하지만 이게 기업에서

사용한다고 했을 때 개인의 업무 활용뿐만 아니라 팀에도 많은 영향을 줄 것 같다라고

우리가 생각을 했어.

근데 사실 그거에 대한 연구가 아직은 많이 없는 편이거든.

이 AI를 활용하는 게 팀에 어떤 영향을 미치고 이 사람들이 팀에서 소통하거나 서로 뭔가

브레인스토밍하거나 디스커션 하는 데 이게 정말 이것도 긍정적인지 부정적인지 이런

논의가 아직은 많이 활발하지 않아서 우리가 좀 그런 연구를 해보면 좋겠다라는

생각으로 지금 프로젝트를 하고 있거든요.

그래서 오늘 인터뷰도 좀 그런 부분에서 뭔가 질문을 좀 더 많이 하게 될 거다라는 안내를

좀 사전에 드리고요.

Jiwon 01:17
혹시 그래서 오늘은 그냥 홍은이가 회사에서 일하면서 AI를 쓰고 그거를 다른 사람하고 공유하고 뭔가 그걸 토대로 그 자료들을 토대로 논의할 때 뭔가 어떤 변화들이나 그거에 대한 생각들이 어떤지를 듣고 싶어서 인터뷰를 하는 거니까 편하게 경험과 생각을 공유해 주시면 될 것 같습니다.
네 네 알겠습니다. 혹시 궁금한 거 있으세요? 주제 관련해서

Clare 01:46
아니 되게 인터레스팅한 토피인 것 같아

Jiwon 01:50
좋아 그러면 딥 다이브를 해보도록 하겠습니다. 시작하기에 앞서서 혹시 간단하게 우리 사전 설문을 받긴 했지만 그래도 하는 일이랑 그다음에 업계가 어떤 업계인지 이런 것도 조금만 설명해 주실 수 있을까요?

Clare 02:10
지금은 이제 UX 리서치하고 UX 리서치 매니징 하는 건 아니고 그치 리서치를 하는 사람이니까 리크링부터 아니 리크링부터 전 단계부터 스코핑 스테이 코드랑 만나서 스테이 코드를 인터뷰 그런 다음에 이제 위세 펜 짜고 그 그다음에 트레이너 라인 한 다음에 그다음에 엑스큐션까지 끝 엑스큐션 하고 하고 인팩 트래킹까지 정말 앤드 앤드 다 하는 지금 그런 포지션이 있고 그리고 약간 프로젝트는 좀 다양하게 많은 편인 것 같아요.
되게 그 회사 안에서도 되게 다양한 디퍼리멘트가 있는데 내가 어떤 한 스페이스를

리딩하긴 하지만 가끔씩 다른 스페이스에도 들어가서 도와주거나 아니면 옮겨지거나 하기 때문에 좀 약간 다양한 유저들을 대상으로 리서치 다양한 프로젝트를 하고 그리고 지금 인더스트리는 약간 파이낸스 좀 보수적인 파이네언스 지금 회사가 주력으로 하는 상품은 생명보험 라이펜셜스 그다음에 이제 베리엔셜 약간 뭐라고 약간의 타일맨 상품들 그리고 투자 상품들 브로커리지 이리 등등등등 있거든.

Clare 03:39
그래서 되게 약간 이제 파이낸스 보수적인 파이낸스 컴펜이라고 생각하면 될 것 같고

Jiwon 03:46
감사합니다. 사전에 인터뷰 이제 요청했을 때도 다른 회사에 비해서 AI 쓰는 게 많지는 않다고 했었잖아요.
그게 의미가 그 회사나 그 팀에서 AI 사용을 좀 독려하는 편인 것 같은지 아니면은 좀 아직 주저하는 편인 것 같은지 궁금했어요.

Clare 04:08
주저하는 편인 것 같아. 내가 분명히 듣기로는 다른 회사들은 거의 약간 이렇게 막 AI 쓰라고 약간 강제로 이제 다른 회사로 간 동료 같은 경우에는 자기 팀의 프리포맨스를 이제 라오웨이 하는 하나의 그런 기능이 AI를 얼마나 못하는지라고 했거든.
근데 우리 회사는 전혀 그런 거 없고 오히려 되게 AI를 쓰게 독려하는 것보다 오히려 좀 힘들게 만드는 게 있는 것 같아

Jiwon 04:49
조금 더 힘들게 만든다는 걸 설명해 줄 수 있어요.

Clare 04:52

약간 일단은 기본적으로 지금 우리 회사는 우리 회사에 GPT를 쓰거든.

근데 그 ==GPT 모델이 4.0이야 업데이트 안 되는 거지 그러니까 퍼포먼스도 별로고==

==그러니까 내가 내 애는 내 GPT에서 하는 것보다 못하니까 일단 진짜 너무 간단한 것만==

==시키게 돼.==

왜냐하면 그렇게 잘 못하니까 근데 이게 업데이트가 안 되고 그런 게 유지가 안 되는 거

보니 그다지 막 우리가 사실 이걸 되게 적극적으로 쓰길 원했다면 그걸 업트데이트 하고

이게 잘 트레인 돼가지고 더 잘 AI 아웃풋을 뽑을 수 있게 해놨을 거 아니야 근데 그러지

않고 되게 아래 데이트 되게 만들고 되게 그래서 기본적인 것만 하게 하고 그런 다음에

코파일럿 같은 경우에도 모든 회사 사람들에게 주어지는 게 아니라 이게 f 받아야지 그

코파일럿을 쓸 수 있거든.

Clare 05:48

그러니까 나는 코파일럿을 계속 달라고 했는데 아직까지 못 받은 상황이고 몇 달이

지났는데도 불구하고 근데 그 셋이 있는데 아마도 거기에 돈을 쓰기 싫은 건지 아니면

이게 아직 오퍼 파일럿이 그렇게 좋다고 생각하지 않은 건지 아니면 우리 회사 GPT를

쓰게 하려는 심산인지는 모르겠지만 그거를 메일러브 한 AI 시스템을 쓰는 것도 쉽진

않아 액세스를 안 줘서 그리고 우리 회사 자체가 되게 툴을 쓸 수 있는 툴을 쓸 수 없는

툴이 되게 확실하거든.

그 컴파이언스가 되게 그 수립해서 어떤 풀과 풀 받으려면 진짜 오래 걸려 그래서 AI 풀이

되게 괜찮은 게 나와도 리서치 툴이라든가 등등등 사실 애템트도 안 해 그거를 우리

팀에서 풀브를 받으려고 왜냐하면 지금 하나는 그냥 그냥 리서치 풀리고 AI 데도 1년

넘게 걸리고 있거든.

Clare 06:52

그 블로 프로세스가 그래서 이제 우리 회사는 파이낸스이기 때문에 안 그래도

파이언스에 되게 영향을 많이 받는 인더스트리인데 그러다 보니까 우리가 이제 일하면서

쓰는 툴도 되게 임팩트를 많이 받는데 그래서 이제 모든 툴이 우리가 새로 하기 힘든

와중에 AI 툴은 아마도 그만큼 더 힘드니까 그 툴을 내가 필요한 툴을 쓰는 과정에서도

그게 AI든 약간 이게 어려운 것 같고 약간 그게 나는 제일 큰 이유인 것 같아요.

==그냥 액세스가 힘들고 그냥 액세스 하는 게 힘들고 그리고 회사가 이걸 적극적으로==

==유지하고 업데이트하지 않아서 퍼포먼스가 좀 별로다.==

Jiwon 07:41

그 관점은 몰랐던 것 같아. 회사마다 업데이트를 한다는 개념은 잘 몰랐는데 그것도 되게

흥미롭네요.

Clare 07:53

지금 챗gpt가 몇 까지 나왔지 50 지금 모델이 그러니까 그냥 4.0이 한 1년 전에 나왔고

독일 그가 계속 4.0이야

Jiwon 08:02

그러면은 약간 이건 좀 간단하게 물어보고 싶었던 건데 AI 사용에 대한 뭔가 교육 같은

것도 있어 교육이나 그러니까 보안 교육이나 아니면은 활용 교육이라든지

Clare 08:16

뭐 거 같은데 한 번 있었나 근데 진짜 5분짜리였던 것 같기도 하고 기억이 안 남아 그냥

막 약간 오히려 그런 회사에서의 그런 트레이닝 같은 건 없었고 그냥 우리 팀 내에서 그냥

그냥 약간 차는 에어 느낌으로 우리는 이제 리서치를 하면 리쿠어링을 하잖아.

그럼 가끔씩 그 리코어링을 우리 스폴더스랑 이제 이 쉐어 하기도 하는데 가끔씩 ==스테이==

==파트너들이 이거를 AI 트랜스 콥트렌 이게 GPT 같은 데 넣었나 봐 아니면 코로 파일에==

==등등 그러면 안 되거든.==

그리고 거기에 퍼스널 애플메이션이 있을 수도 있고 아니면 그런 거에 의해서 이제 매니저가 그런 어떤 이제 리콜링을 시작할 때 그런 AI에 이렇게 AI 사용을 못하게 디스클레임을 하라 이게 하라 약간 그런 식으로 했던 것밖에 사실 기억이 안 남는 것 같은데 그냥 뭔가 크게 트레이닝을 받았던 기억이 없어요.

Jiwon 09:25
이것도 새로운 이해관계 그러니까 우리가 뭔가 생각 못했던 이해관계자다 파트너들이 그러니까 자기들이 쓸 때는 이 회사 밖을 벗어나니까 그거에 대한 우려도 회사에서 있을 수 있구나.

Clare 09:36
아니 근데 파트너들은 다 인터널이긴 그러니까 내가 내가 말할 때 파트너는 이제 메스 파트너라던가 메세지 매니저라든가 아니면 앱 알파라 매니저였던 거나 아니면 메시지 파이널 애들한테 다 이제 인플로이긴 한데 그거를 이제 이제 약간 그거는 좀 이런 컨텍스트 같아 리서치를 본인들이 AI를 통해서 하는 거야. 그러니까 우리의 거처 안 가고 AI가 어느 정도 그런 피부 밸런티가 있으니 이제 트랜스크립트를 넣어서 리서치 인사이트를 거기서 뽑으려는 것 같아 그 과정에서 문제였던 것 같고 약간 트레이 하는 느낌 그리고 사실 아직 GPT가 그 정도까지는 아니니까 사실 거기에서 얻는 인사이트의 퀄리티나 또 또 그 인사이트가 잘못 됐는데 잘못 사용되면 있는 임팩트나 약간 그런 거에 좀 걱정을 하는 것 같아요.

Jiwon 10:38
이것도 되게 흥미롭다. 그러니까 개인이 아니라 팀으로서 뭔가 리서처의 롤에 대한 위협을 약간 어떤 면에서 느끼는 건 거잖아요.

Clare 10:49
근데 리어 플러스 지분 리어

Jiwon 10:53

이거 이 얘기를 조금 이따가 좀 더 자세히 듣고 싶고요.

일단은 첫 번째로는 약간 AI를 네가 일할 때 어떻게 상호작용해서 쓰고 있는지를 좀 더 듣고 싶은데 그 사전 설문에 잠시만 이제 아이디어 제너레이션 브레인스토밍 아니면은 라이링 올 에리링 리서치 올 인플메이션 게더링 이렇게 세 가지 영역에서 AI를 주로 사용한다고 말을 했는데 이 영역들에서 AI를 쓰기 전과 후에 좀 네가 일하는 방식이나 이런 거에 변화가 느껴지는 게 있어요.

Clare 11:33

음 확실히 제일 큰 거는 이제 리 쓸 때 ==리서치 딜레버 할 때 이제 우리 엔트리노 GPT로 약간 뭐랄까 약간 얘가 써주는 것 같기도 하고 내가 약간 어떻게 뭔가를 익스프레스 하고 싶은데 그게 생각이 안 나거나 아니면 약간 어떤 포지션으로 가고 싶은데 그걸 어떻게 자리 쓸지 모를 때가 있거든.==

그럼 얘한테 ==약간 아이디어 달라고 하면서 한번 써보라고 하고 이게 아니면 다른 어트레티 웨이 해가지고 그 톤을 잘 잡는 걸 얘가 좀 잘하는 것 같아.==

==그러니까 뭔가 이제 나한테 10가지 어트렉세스를 주라고 그래 그럼 내가 막 고르는 거야 그런 식으로 내가 원하고자 하는 메시지를 되게 정확하게 표현하기 위해서 그 표현에 표현에 좀 도움을 받는 것 같아.==

==다양한 방식으로 표현을 하면 내가 이거는 딱 이렇게 표현을 하고 싶다라는 거를 되게 되게 스펙스픽하게 고를 수 있어서==

Jiwon 12:44

이거는 되게 공감 가는 변화고 아니면 도움을 받는 영역인 것 같은데 혹시 또 다른 변화나 아니면 이런 것 때문에 좀 더 좋아졌다 이런 것도 있어요.

Clare 12:57

그리고 가끔씩 우리 팀도 많이 사용하는 거긴 한데 ==테스크를 써달라고 하기도 해.==
==그러니까 만약에 리서치가 있으면 보통 막 인스트럭션도 있잖아 유리 테스팅 근데 얘가==
==인스트럭션을 좀 잘 쓰는 것 같아가지고 그냥 약간 컬리스 워딩 액티베리 하면 그런==
==인스트럭션을 대충 백가운 주고 한번 써보라고 하면 괜찮게 워딩도 괜찮고 클리어링 큰==
==사이즈 하고 그거를 또 이렇게 이렇게 또 우리가 알아서 또 병행을 하고 얻을 건 건 뺄 건==
==빼고 더할 건 더 해서 약간 인터뷰 가이드나 이런 인스트럭션이나 이런 거에 틀을 잡는==
==역할을 좀 도와주는 것 같아.==

Jiwon 13:45

그것도 맞아 완전 공감되는 것 같아 그러면은

Jun 13:52

질문이 있는데 이제 제가 들어보면 약간 초안을 여러 개 만들거나 뭔가 보기를 만들어서
고르기 위해서 되게 확산적으로 쓰시는 것 같아요.
지금 들어보면 인스트럭션 같은 것도 그렇고 그러면은 확산해서 이렇게 내가 나중에
정지하는 거 말고 내가 확산해 놓은 걸 걔한테 정제시키는 일도 시키세요.
혹시

Clare 14:20

내가 확산한 거를

Jun 14:22

걔한테 내가 이거 쓴 건데 어떻게 어떻게 뭐랄까

Attendees 4 14:31
뭐라고 단어를 얘기해야 되지

Jiwon 14:37
요약해줘 이런 건가 아니면은

Jun 14:40
그렇지 뭐 그런 식인 건데 그러니까 내가 지금은 이제 초안을 여러 개를 써주고 내가
디자인 능력으로 뭔가 그러니까 내가 가진 걸로 정제하잖아 나온 데이터를 고르고
수정하고 그 반대의 경우도 있나 해가지고 걔를 좀 어느 정도 더 신뢰해야 가능한
일이겠지만

Clare 15:00
이제 내가 다양한 예시를 주고 이것 중에 골라

Jun 15:03
여기 중에 골라 그러니까 딕비전을 걔한테 맡기는 느낌으로도 있어

Clare 15:08
가능 그거는 이제 회사 GPT로 안 하고 그냥 내 개인 GPT로 첫 GPT로 5.0이니까 그게
조금 더 약간 더 잘하는 것 같아서 가끔씩 내가 궁금한 점이 있어 어떻게 물어보는 게
좋을까 다다다다 해줘.

그러면 거기서 나는 이게 더 이렇게 말하는 방식이 더 나을 것 같아라고 하는 거를 믿는데 우리 회사 거 말고 이제 5.0 CPT 그리고 또 그걸 보면서도 저 아닌 것 같은데 하면서 또 계속 파워업 커션을 놓고 또는 콘텐츠를 더 주면서 그래도 그래 그래도 이 같은 익스브리펀스일 거야 이렇게 하면서 오히려 <mark>내가 다양한 옵션을 주고 얘한테 뭐가 더 괜찮은지 물어보는 것도 하는 것 같긴 해요.</mark>
그래서

Jun 15:59
변화 진행하십시오.

Jiwon 16:00
그러면은 그러니까 내가 이해한 건 주로는 뭔가 확산 그러니까 뭔가 아이디어를 더 많이 아이디어를 얻기 위해서 많이 쓴다면 맞아 맞아 그게 주 업무고 약간 이렇게 다양한 옵션을 주고 피드백을 받거나 아니면 우선순위를 정해달라 하는 거는 조금 더 차선적인 뭐라고 이해하면 될까요?
그런 경우가 좀 덜한가 아니면 둘 다 비슷해

Jun 16:28
근데 그걸 회사 거에서는 안 하신 이유가 그냥 버전만 낮아서 그런 거예요.
아니면 뭔가 회사에 다른 이유가 있어요. 그거를 회사 선택하지 않으면 다른 이유가

Clare 16:40
딱 없고 그냥 그 <mark>리스펀스의 퀄리티가 확실히 달라요.</mark>
우리 회사 거랑 어차피 우리 회사는 GPT에서 회사 정보를 넣은 게 없고 그냥 그건 진짜 저러한 GPT이기 때문에 그냥 저러한 GPT인데 세큐리티를 위해서 그냥 컨테인만 해놓은

거지 해서 스펙스를 한 인플메이션을 넣어서 이게 우리 회사에 관한 질문에 더 잘

대답하게 해놓은 게 아니기 때문에 메리트가 상실 없는데 그래서 내가 되게 재러한

q시션은 아니면 또는 제너럴 라이트 해서 이게 아이덴티 파이브 하지 않게 퍼슬리하게

쓰는 물어보는 경우가 10% 정도 대부분은 90%는 회사 걸로 그렇게 사용하는 편이에요.

Jiwon 17:27

감사합니다. 그러면은 혹시 이 챗gpt나 아니면은 막 피그마 메이크도 쓴다고 했잖아요.

그러니까 그런 식으로 zai 툴을 써서 기존에는 뭔가 다른 사람이랑 협업을 해야만

가능했던 일 중에 이제는 혼자 할 수 있게 된 일들도 있어요.

Clare 17:47

근데 약간 그랬던 것 같아 되게 그전에는 지금도 많이 하긴 하지만 그냥 동료들이랑 서로

이렇게 약간 피드백을 많이 받았거든.

Clare 18:03

그러니까 만약에 내가 어떤 어려운 그런 난제가 있어 그리고 이거를 어떤 메시지

언너지로 할지 모르겠어 또는 메시지 얼러지를 할 때 좀 이런 부분이 걱정돼 이렇게 뭔가

되게 어려운 약간 걸 약간 문제를 풀어갈 때 어떤 동료가 그리고 이제 이 피오드의

엑스퍼티스를 가진 나의 동료 플러스 이제 이제 좀 이런 백그라운드를 하는 동료들이랑

막 아이디어를 던지면서 이렇게 해보는 게 어때 저렇게 해보는 게 어때 아니면 이렇게

어드바이스를 받거나 아니면 같이 막 그냥 얘기해 나가면서 풀어나갈 때가 있었고

아니면 그냥 말씀 받고 좀 생각해 보고 또 이렇게 또 이제 내 생각대로 이렇게 그렇게

풀어나갔었던 경험이 아니면 그게 사실 그것밖에 답이 없었지 그때는 막 구글 찾는다고

그렇게 잘 나오는 아직도 UX 리서치가 인터넷에 되게 다양한 정보가 풍부하게 있는 게

아니다 보니까 이런 되게 어려웠고 스피스픽한 UX 알파본이나 아니면 s 같은 거를

풀어나갈 때 매니저 또는 동료들이랑 많이 얘기하면서 풀었는데 이제 챗gpt가 챗gpt랑

대화를 해보니까 얘도 되게 생각보다 UX 리서치에 대한 그런 지식이나 엑스포티즈가

아니면 그런 디바이스를 해줄 수 있는 에너 엑스폴티이즈는 있는 것 같아서 요즘은 약간 채집이랑 대화하면서 그런 거를 내가 막 생각을 정리할 수 있게 되는 것 같고 다양한 패스펙트이나 내가 몰랐던 아니면 내가 내가 너무 내가 약간 고려하지 못했던 하지만 고려해야 되는 사항들 약간 아니면 뭐 아이디어 등등 이렇게 GPT랑 대화하면서 그런 게 생감각이 좀 더 정리되는 게 많아서 이제는 예전에는 100% 동료들이랑 또는 매니저랑 질문하고 같이 이렇게 대화하면서 책 는 생각이 정리가 됐다면 도움을 받았다면 지금은 약간 진짜 되게 뉘앙스가 되게 많거나 아니면 우리 회사 회사 스피스픽한 그런 그런 그러니까 문제가 그냥 회사에 대한 어리지를 갖고 있어야 이게 좀 잘 풀 수 있는 거면 네 동료랑 얘기하고 왜냐하면 이제 다들 이제 오늘 회사에서 오래 일했고 회사에 제품이나 특수성이나 이런 걸 다 파악하고 있기 때문에 그런 것들은 이제 아직도 동료들이랑 매니저랑 하지만 그런 걸 다 빼고서 그냥 어떤 리서치 난제 그게 어떻게 생각을 해야 될까 어떤 식으로 어프로치해야 될까는 사실 GPT도 되게 너무 잘해서 요즘에는 그래도 좀 줄어들고 그런 GPT랑 대화하는 피클스가 늘어난 것 같아서 좀 그런 식도 좀 바뀐 것 같아 그런 횟수 횟수나 일하는 방식은 아예 횟수를 했어

Jiwon 21:14

이거 너무 재밌다 뭔가 그러니까 실제로 팀원들하고 얘기하는 것보다 이제는 그 시간에 AI랑 대화해서 내 생각을 정리하는 거를 더 많이 한다는 거잖아요.
그러면 이거를 조금 장기적으로 생각해 보면 그게 홍은이가 UX 리서처로 성장하거나 팀이 뭔가 이 리서치 전문성을 가지게 되는데 어떤 영향 이나 좀 더 거시적인 변화가 예상이 된다면 좀 있어요.

Clare 21:48

약간 이제 예전에도 그랬지만 그러니까 지금 예전에는 되게 되게 되게 되게 익스피리언스 하고 다양한 최대한 크면 클수록 좋고 UX 리서치 팀이 내가 배우면 배울 배울 수 있는 사람이 많을수록 그다음에 그다음에 사람들의 이제 UX 화에 대한 지식이

폭이 넓으면 넓을수록 그게 되게 중요했고 그게 나의 성장이 너무너무 중요했고 그리고 그것밖에 좀 답이 없었다면 내 성장에 왜냐하면 내가 책을 보거나 팟캐스트를 듣거나 온라인에서 질문을 하거나 아니면 내 멘토를 찾거나 이렇게 아니면 내 동료들한테 물어보거나 이렇게 해야 돼서 되게 내가 특히 일에 관해서는 동료들한테 많이 나야 하기 때문에 내 좀 성장이 되게 동료 디펜드 됐다면 이제 어느 정도 GTPT랑 통해 얘기하면서 내가 아직 이제 좀 더 뭐랄까 가끔씩은 나보다 좀 더 시니얼한 리서치랑 얘기하는 느낌도 들긴 해서 오히려 되게 아직 아직 필드에서 아니 좀 입문하거나 아직 커리어 서에서 있어서요.

Clare 23:12

아직 좀 초반부를 달리고 있는 사람들에게는 그 구간에서 체즈pt의 도움이 좀 클 것 같아 언제든지 얘기할 수 있고 언제든지 물어볼 수 있고 그걸 통해서 배울 수 있고 그런 다음에 그런 게 되게 도움이 되는 것 같아요.

근데 물론 거기 끝에는 이게 내가 아무리 챗gpt가 실수하거나 아직 모르는 부분도 많기 때문에 그거를 이제 라이 데이트 할 수 있는 좋은 매니저 그러니까 인간 좀 좋은 동료들 나의 시니얼 시니얼 립 이런 사람들이 있어야겠지만 그 사람들이 예전보다 더 많고 에세스보 하지 않아도 어느 정도 좀 내가 혼자 성장하는 게 좀 가능한 느낌 배우고 이런 게

Jiwon 24:07

너무 감사합니다. 이것도 너무 새로운 관점인 것 같아요.

현직에 있어야만 느낄 수 있는 혹시 우리가 5시까지 인터뷰를 시간을 잡긴 했는데 한 10분에서 15분 정도 더 대화 가능할 거요 아니면 언제까지 나가야 되는 시간이 있어요?

아니 없었어요 감사합니다.

Clare 24:28
이거 하고 그냥 바로 퇴근할까

Jiwon 24:31
좋아요. 그러면은 이미 사실은 우리가 지금 이 질문을 하면서 약간 연결이 됐는데 약간
이제는 개인이 홍은이가 챗gpt를 쓰는 거 말고 그 챗gpt 그러니까 AI를 쓰는 게 팀에 어떤
변화가 있는지를 좀 더 자세히 듣고 싶거든요.
그래서 지금 되게 좋은 첫 번째 사례를 공유를 해줬는데 혹시 이런 지금 사례는 약간
디스커션에서의 변화가 있었다라고 나는 이해가 됐어요.
그러면 약간 의사결정을 하거나 아니면은 아이디에이션 브레인스토밍을 할 때 아니면은
인사이트를 낼 때 이런 다양한 상황들이 있잖아요.
팀이 논의를 하는 그런 상황에서도 뭔가 AI 도입 이후에 변화가 생긴 것들이 있는 것
같아요.

Clare 25:26
팀이랑 아이데이션

Clare 25:34
생각보다 크게 없는 것 같아요. 아직까지는

Attendees 4 25:44
나 나

Clare 25:47

AI를 내가 썼다 이런 얘기가 자주 안 나와 누가 쓰고 안 쓰는지는 잘 모르겠어

Jiwon 25:54

그러면은 약간 팔로어 퀘스천인데 혹시 홍은 도 AI를 해가지고 예를 들면 뭐 리서치 프로토콜을 정리한다거나 아니면 질문 리스트를 한다고 하는 그러니까 AI랑 같이 한 작업들에 대해서 팀에 어떤 식으로 공유해요 그러니까 공유하는 방식도 변화가 됐어요. 아니면 공유하는 건 똑같애. 기존이랑

Clare 26:20

공유하는 방식 그러니까 이제 내가 존레블보를 AI 통해서 고쳤다 하면 그게 내가 안 썼을 때와 달라진 점이 있는지 맞는 것 같아.

그들도 내가 쓰는지 모르는 것 같아. 그러니까 아니면 다 암묵적으로 다 쓸 것 같긴 한데 어떤 식으로 얼마나 쓰는지는 아무도 모르는 것 같아.

근데 그리고 그걸 내가 굳이 말하지 않은 이유가 어차피 내가 이제 보통 리폴트 쓸 때는 그냥 내가 초안을 거의 쓰고 그거를 대부분 프로해달라고 하거나 아니면 이거를 다양한 방식으로 표현할 수 있는 방법을 다양하게 좀 이렇게 트리테스를 해줘 그게 내가 취소하는 거잖아.

Clare 27:08

사실 그래서 나는 아직도 주체가 이걸 쓰는 사람은 나고 내가 다 붙이고 그거를 다 이제 내가 원하는 방향으로 내가 되게 인텐셔널리하게 쓰기 때문에 나는 사실 만약 어떤 데이터를 다 넣고 얘가 써달라고 했으면 그거는 조금 다른 거일 수 있을 텐데 나는 이걸 되게 진짜 내 비서처럼 쓰기 때문에 그리고 결국에는 모든 걸 내가 다 검사하고 확인하고 하기 때문에 나는 그거를 내가 막 AI를 통해서 리포트를 썼어요.

아니면 리포트를 이제 이거를 좀 엠프로 했어요라고 하는 말을 안 하고 그냥 그런 그

들렛을 하는 방식은 똑같아

Jiwon 28:02

똑같은 것 같아요. 감사합니다. 그러면은 디자인 여기서는 이제 학교니까 우리는 아무 툴이나 막 다 자유롭게 쓰잖아.

그러니까 이거를 애들이 우리가 이 인터뷰하기 전에 학생들하고 다이어리 스터디를 했는데 애들이 인터뷰를 하거나 이제 리서치를 하고 나서 인사이트를 뽑을 때도 되게 AI를 많이 쓰더라고요.

예를 들면은 여기서 키 인사이트 뽑아줘 아니면 요약해줘 약간 하이레벨 테이커웨이 익스트랙트 해줘 이런 식으로 많이 쓰는데 약간 홍은이도 그런 식으로도 써본 적이 있는지 그것도 궁금해

Clare 28:41

어 소근주 있는데 NGP 그런 걸 쓸 수 있는 거는 이제 다 이제 회사 인터널 인포메이션이고 이제 그냥 트랜스 캡 이런 것도 다 이제 센서티리테일하기 때문에 이걸 회사 로 툴로 쓸 수가 없단 말이야.

이거 무조건 회사에서 표 된 회사 컴에서 써야 되는데 그럼 내가 할 수 있는 게 GPT 회사 GPT 밖에 없잖아.

근데 헬스 비치는 별로야. 그래서 뭘 넣어도 나도 한번 한 번 내가 그거 넣어봤어 보고 내가 했던 애 나온 세스랑 예달단에 나온 세스랑 어떤 팀을 잡고 어떤 게 비슷하고 틀린지 봤는데 ==큰 맥락을 잘 잡아 근데 작은 맥락을 좀 놓쳐.==
그래서 ==약간 내가 원하는 퀄리티는 아니었는데== ==그냥 나중에 팩트 체크 내가 세르리 체트처럼 내가 했던 아이시스가 그 부분은 맞았는지 정도 체크하는 부분으로 쓰고==
그리고 그리고 또 그 피그마의 그 선라인 스티킹 있잖아 그것도 써봤는데 그것도 약간 비슷한 것 같아요.

Clare 30:03
뭔가 아직도 못 믿는 것 같아 얘가 지어내기도 하고 아니면 뉘앙스를 되게 못 잡고 아직

큰 맥락은 조금 잡는다고 해도 내가 내 거랑 내가 했던 마왕스스랑 비교해 봤을 때 틈도

많고 조금 다른 방향으로 잡은 것도 있고 근데 나 아직도 나는 내가 더 낫다고 생각하기

때문에 그걸 보면서 약간 믿음이 안 가서 그냥 지금은 딱 그 맥락만 큰 맥락 내가 봤던

것과 이제 AI가 봤던 거 큰 맥락에서 부분이 크게 디비한 부분이 없나 이런 식으로 약간

약간 살짝 다른 리서처가 아주 대충 체크해 주는 느낌 내가 했던 거를 그러면 조금 더

자신 좀 약간 조금 더 자신감이 그냥 이게 맞을 거라는 거에 자신감이 좀 올라가잖아.

그래도 그 정도로 약간 체크해 주는 걸로 쓰지 얘한테 뽑아달라고 하거나 그걸 쓰진 않아.

Jun 31:11
아까 말씀하셨던 게 이제 암묵적으로 이제 이거 내가 AI로 한 거야 이렇게 막 얘기하지는

않으신다고 하셨잖아요.

그게 이제 본인이 주체라고 이제 생각하시기 때문이라고 하셨었는데 그리고 또 AI가

주체 그럼 반대로 AI가 주체인 작업부는 좀 믿음이 좀 안 간다고 하셨잖아요.

만약에 어떤 팀원이 이제 세어할 때 이거 AI로 작성했다 그냥 이렇게 얘기를 하고 이제

공유를 해요.

그러면 거기서 뭔가 본인의 생각이 이 사람이 이 작업물의 그 주체가 AI였나 이 사람 게

아니었나 좀 뭔가 신뢰도가 떨어지는 이런 생각이 드세요 아니면 그냥 어떤 생각이 드실

것 같으세요?

그 사람이 이거 AI로 한 거야 하면서 그게 갑자기 노골적으로 이렇게 얘기를 하면 어떤

생각이 드실 것 같으세요?

Clare 32:06
근데 이게 무엇이냐에 따라서 그게 달라질 것 같아요.

진짜 사실 좀 이렇게 크게 크게 그러니까 제 리서치가 조금 이거를 이제 AI를 리서치

리포트 제도를 이런 나마세스를 하는 데 쓰는 데는 리스크가 크다고 생각하거든요. 만약에 얘가 만들어 냈거나 아니면 잘못 해석했거나 아니면 잘못 분석했거나 하면 이거에 카운트 밸리티는 내가 줘야 되고 그런 그리고 그게 만약에 그런 그런 데이터를 토대로 의사결정을 했을 때 만약에 이게 진짜 안 좋은 월더우트를 내면 그것 또한 이제 어카니빌리티가 이제 팀이거나 나이일 거기 때문에 여기에서는 에큐리스가 되게 되게 중요한 그런 월크라고 생각하거든요.

Clare 33:12
그래서 리서치에 있어서는 만약에 누가 리서치를 바꿔서 나 이거 한 AI만 써서 했어 내가 체크 안 했고 그냥 이거는 한 주 필스 AI다 그러면 사실 잘 안 믿을 것 같고 근데 만약에 거기서 내가 이걸 이걸 확인을 해봤다 다 확인해서 이게 에큐탄인지 내가 다 나의 데이트 했다라고 하면 달라지겠지만 이게 내가 그러지 않고 그냥 딱 그냥 AI가 했던 걸 던져주면 잘 못 믿을 것 같고 근데 만약에 이게 다른 테스크였어요. 그냥 어떤 거를 요약하는 거라던가 아니면 아이디어 제너레이션을 했다거나 아이스페이 거를 거를 요즘 GPT로 많이 사용해 뭔가 이렇게 별로 그거가 틀렸을 때 임팩트가 크지 않은 것들을 갖고 와서 얘한테 했을 때 재있다 좋은 아이디어야 잘 썼어 맞아 그렇게 써야지 또는 그냥 그냥 소 약간 이렇게 되는데 되게 근데 드 스틱 하이 나는 내가 체크를 할 것 같아 만약에 내가 디펜드을 탄다면 그거에 대해 아웃풋에 대해서 그래서 그거는 좀 어떤 거냐에 따라서 좀 달라질 것 같긴 해요.

Jun 34:42
보통은 이제 그 동료들이 AI를 쓰는 걸 언급을 하든 안 하든 본인이 알아서 발리 데이터가 qoc로 올려올 거라는 기본적인 이제 믿음이나 전제가 있는 거네요. 서로 그걸 그대로 굴고 오지는 않을 거라는 전문성에 대한 이제 믿음이 좀 있는 건가요?

Clare 35:03
일단 UX 리서치 팀 안에서는 그럴 사람이 아무도 없다는 걸 아는 거예요.

그러니까 본인의 월크나 이런 거에 대해서 되게 되게 책임감이 많고 그런 거를 되게 케어를 많이 하는 사람이고 되게 다들 프로페셔널하고 그다음에 그런 사람들이기 때문에 오히려 좀 그냥 다들 오히려 쓸 만큼 안 쓴다는 느낌이 좀 더 강한 것 같아요.

아직 다들 약간 다들 되게 패스한 느낌이야. 지금 약간 못 믿는 그래서 나는 아무도 우리 팀에서 그런 사람이 없을 거라고 생각하는데 근데 만약에 또 엔지니어링 팀이나 프로작 팀이나 다른 팀이 같이 월크 하는 다른 커스 시너 팀은 좀 다를 수도 있는데 일단 리서치 팀은 안 그럴 것 같다고 생각해요.

되게 보수적인 사람들인 것 같기도 해.

Clare 35:57

원래 리서치라는 그런 필드 자체가 조금 더 한 번 체크하고 두 번 더 체크하고 팩트 체크하고 이런 게 사실 네이트 드라가 크기 때문에 계속 아웃하고 그래서 오히려 UX 리서치를 제럴라이즈 하지는 않겠지만 그런 그냥 필드 그냥 일적인 성향 같은 어쩔 수 없이 같이 오는 것들 그다음에 어쩔 수 없이 그냥 많이 고려해야 되는 것들 중 하나가 이제 AI를 그렇게 적극적으로 쓰기에는 사실 안 맞는 부분이 좀 있는 것 같긴 해서 오히려 디자이너들은 이미 썼겠지만 리서치는 조금 더 점수를 따라하고 있는 느낌.

Attendees 5 36:35

네

Jiwon 36:36

그것도 되게 새로운 우리는 우리가 막 이제 학생들 대상으로 할 때는 오히려 리서치에서 되게 헤비하게 쓰고 있다라는 느낌을 받았었거든.

그래서 업계에서는 진짜 더 신중할 수 있겠다라는 발견을 좀 한 것 같고

Clare 36:56

그치 이제 우리가 스테이스 하이니까 우리가 만약에 뭐라고 했는데 해서 만들었는데 난리 나 봐.

그거는 이제 우리한테 뭐라고 할 거란 말이야. 그러니까 그냥 어떤 게 진짜 쉽 되고 이 의사결정으로 이 데이터로 인해서 뭔가가 진짜 만들어지고 그게 마켓에 나갔을 때 그게 사실 리서치 우리 회사일 수도 있는데 우리는 좀 리서치가 되게 답을 가지고 있는 또는 되게 좀 릴라이를 많이 하는 것 같아.

Attendees 5 37:31

그

Jiwon 37:32

그러면 약간 사이드 질문으로 실제로 비즈니스 디시션이 되게 리서치 결과에 그러니까 리서치 결과가 비즈니스 디시션에 영향을 많이 미친다고 생각을 하는 거네요.

그러니까 더 스테이크 하이라고 보는 건가

Clare 37:48

비르니스 세션까지 모르겠는데 디자인드 세션에는 크게 영향을 안 주는 것 같아.

그러니까 만약에 이제 이게 이제 디자인 핸드까지 가 이제 거기서 이제 갑자기 엔지니어링이나 프로덕트가 아니면 이제 비즈니스가 이제 아니야 그래도 우리는 우리 10대로 갈 거야라고 하는데 이 리서치가 다툼 싸움 또는 컨버세이션에서 에비랜스로 사용되기 때문에 이게 100% 딱 리서치 나온 대로 이렇게 되진 않겠지만 이게 되게 디스커션이나 그런 의사결정에 큰 영향을 미치는 것 같긴 해.

그러니까 이제 포션 폴 있잖아. 약간 해야 돼. 아니 리서치가 이랬어.

아니야 그래도 이거 안 돼. 근데 계속 우리 이름이 맨진되고 우리의 이제 그런 파인딩이 이제 계속 그 커뮤니시이션이 있기 때문에 우리가 그동안 사람들이 자꾸 이 에베레스

갖고 밀었는데 이 에베레스가 아니요 봐 이게 되게 아코드 한 상황이 된단 말이야.

Jiwon 38:51

근데 맥락이 이해가 간다. 감사합니다. 그럼 마지막으로 마지막 두 개 질문을 난 더 하고 싶은데 하나는 아까 그 그 파트너들이 AI를 써가지고 인터뷰 스크립트를 자기들이 이제 인사이트를 뭔가 내는 경우들도 있었던 것 같다 이런 얘기가 살짝 나왔었잖아요. 초반에 그리고 리서처 팀에서는 오히려 보수적이지만 다른 팀들은 어떻게 생각할지 모르겠다라고 얘기를 해줬는데 이런 식으로 이게 팀 내에서가 아니라 다른 팀과의 협업 에서도 뭔가 AI가 미치는 영향들이 조금씩 생겨나고 있는 것처럼 느껴져요. 혹시 그거에 대해서는 어떻게 생각하는지 뭔가 그거를 직접 경험한 적이 있는지 이런 게 궁금했어.

Clare 39:35

사실 그 AI에 트랜스킵 넣고 이런 거는 내가 직접 경험한 건 아니고 다른 동료가 다른 프로젝트에서 이걸 경험한 거를 매니저가 이렇게 할 수 있으니까 이제부터 리코딩 셰어를 할 때 이런 이런 디스크임을 주고 하지 말라고 해라라는 거였기 때문에 내가 직접 경험한 거는 아니었고 근데 예전부터 이게 우리 회사 우리 팀에 더 큰 문제인지는 모르겠어. 지만 우리 회사는 되게 좀 리서치는 리서치만 해야 된다라는 그런 슬라우스 피가 되게 강해서 어떤 회사들은 이거를 이렇게 이제 소셜 라이즈 해가지고 이제 디자이너들을 트레인 시켜가지고 디자이너들이 이제 리서치를 하게 한다거나 이제 컨설팅을 해서 한다는 그런 회사도 있다고 이제 그런 회사도 있고 리스 셀 그런 슬라스 피도 어떤 커츠도 있다고 알긴 하는데 우리 회사는 되게 리서치는 리서처가라는 게 강해서 항상 예약 전에도 리콜딩을 시현하는 걸 되게 되게 켈소하게 했어.

Clare 40:54

그러니까 모든 프로젝트에 어떤 리코딩을 셰어하는 게 아니라 보통은 그냥 이제

리서치를 할 때 어브s브를 할 수 있어.

근데 리코딩을 쉐어하진 잘 않아. 그러니까 듣고 싶으면 와서 듣고 가라고 하는 거고 이제 아니면 리서치 왜냐면 어떤 리코딩을 할 때부터 이제 사람들이 자기 분석을 막 하려고 하거든 멈추고 노트 쓰고 막 할 거잖아.

근데 원래부터도 조금 사람들이 자기 분석을 하고 자기의 인사이트를 도출하고 그거를 토대로 의사결정을 하려는 사람들도 있고 그런 것들이 있었어 가지고 그런 서치의 프로세스나 이런 그런 우리 팀의 문화 아니면 이런 그냥 일하는 방식 중에 하나가 조금 이제 리쿠딩 쉐어 안 하던가 막 약간 이런 조금 더 이렇게 다친 그런 약간 커쳐가 있었는데 약간 그게 AI랑 결합이 되면서 더 인파 된 거야.

Clare 42:05

자기 분석을 원래부터 할 수 있다 나도 할 수 있다 그리고 이런 게 있었고 그다음에 우리는 우리도 리서처들이 시간이 많이 없거든 우리가 되게 수가 적으니까 우리가 다 막 하나하나 컨설팅을 해주고 모든 리서치를 다 해줄 수가 없어.
그리고 모든 앵글에서 다 할 수도 없고 그래서 되게 이렇게 스피스펙하고 그다음에 리퍼 라이딩 할 때도 되게 다양한 인사이트가 있었고 다양한 것들이 있었지만 중요한 거에 이렇게 포커스 하다 보니까 또 그들이 중요하다고 생각했던 작은 것들 아니면 생각하고 있었던 작은 것들을 뺄 때가 많단 말이야.
근데 이제 그런 것들을 그 사람들은 이제 관심이 있고 내가 고르는 리서트로스 보고 내가 고르는 그들의 머릿속에 이제 디 디스 생각하고 있는 게 있기 때문에 그 사람들도 내가 그걸 다 알 수는 없단 말이야.

Clare 43:01

근데 그 사람들이 그래서 들어와서 자기 것들을 이제 딱딱딱딱 하고 나가 근데 이제 그런 니즈도 있고 이제 그런 UX 리서처의 시추에이션도 있고 우리의 캐파3리라는 그리고 이제 이제 리서치를 나도 할 수 있다라는 생각 플러스 이제 AI까지 거기다 엔트는 맥스가 돼버리니까 이제 진짜 약간 진짜 약간 나도 약간 해봐야겠다 아니면 할 수 있겠다 아니면

조금 그런 생각이 더 강해진 것 같아서 그래서 얘 돌렸겠지 트랜스크 그리고 지금은 사실 그렇게 많이 보이진 않지만 이게 앞으로 5년 10년을 봤을 때 할 수도 있겠다 약간 대충 맥락은 잡을 수 있으니까 AI가 그러니까 그들의 생각도 크게 틀리지 않다라는 생각이 어쨌든 그런 그러니까 물론 이제 이제 리서처가 되게 이게 하이 리스크면 디시즌 의사결정의 리스크가 크면 당연히 이제 휴맨 이제 리셀처가 와서 뉘앙스나 이런 게 저 맥셜 이게 아프리카인지 되게 중요하겠지.

근데 막 그렇게 막 되게 되게 심플한 것들 있잖아.

Clare 44:28
그렇게 막 뉘앙스가 가득하거나 컴플렉스 하지 않거나 그렇게 리스크가 크지 않거나 그 정도면 사실 AI가 할 수 있지 않을까 싶기도 하고 네 우리가 느끼는 거면 그들도 느끼겠지

Jiwon 44:45
어떻게 뭔가 발전할지 그러니까 사실 결국에는 우리가 하고 싶은 것도 AI가 도입되면서 뭔가 기존의 개인의 역할이나 디자인 리서처의 역할이나 아니면 이 팀의 역할 아니면 이 다른 사람들과의 소통하는 방식 이런 게 어떻게 변화될까 이런 게 약간 메인 고민이란 말이에요.

그래서 그거에 대한 약간 답을 살짝 어떤 면에서는 좀 들은 것 같아 가지고 감사하다는 거 맞아.

Clare 45:14
아 나는 사실 이제 디자이너가 리서치하고 리서치가 디자이너하고 다 할 수 있는 거잖아. 리서치와 콘텐트하고 디자이너 콘텐트하고 AI 통해서 사실 이제 조금 라이너들 좀 된 거잖아.

왜냐하면 다들 엑스프레티가 없어서 못한 거지 못하는 사람들은 아니란 말이야.

Clare 45:34

근데 이제 거기에 힘입어 나도 어떤 거에 카피가 필요할 때 이제 콘텐츠가 펀드 플스 필요한 건 아니고 어느 정도의 AI를 통해서 내가 할 수 있는 건 또 할 수 있고 디자이너도 마찬가지고 나도 리서치도 이제 트리크마 AI도 있고 하니까 어느 정도 약간 근데 리서치뿐만이 아니라 그냥 그냥 모든 그 그냥 디자인 안에 너무 다양한 또 디자인뿐만 아니라 이렇게 있다고 하면 그냥 마인스가 조금 덜열돼서 서로 좋게 말했을 때는 짜잘한 일로 말을 안 해도 되긴 하긴 하겠지만 두 번째는 조금 그게 되게 스텝 오버 스텝 하기 되게 쉬워지는 것 같아 어느 순간 그래서 되게 페이스까지는 아니어도 어느 정도 내가 조금 더 자신감을 갖고 내가 엑스퍼 가치가 확실히 아닌 일을 해보려는 노력을 할 수 있을 것 같아

Jiwon 46:36

그러면 마지막으로 그렇게 네가 예상하는 미래로 뭔가 팀 다이내믹이나 조직의 뭔가 조직에서 개인한테 기대하는 역할을 약간 블러리 해주고 어떤 면에선 그게 내가 도전해 볼 수 있게 되는 걸 수도 있잖아요.
어떤 면에선 내 영역을 침범하는 것도 있지만 나도 뭔가 새로운 영역을 해볼 수 있는 그런 상황이 된다는 상상이 있는 것 같은데 그게 너는 더 기대가 돼 우려가 돼

Clare 47:04

나는 조금 근데 닥칠 수밖에 없는 것 같아 기대가 되는 건 사실 내가 그거를 하는 이유는 내 일을 더 잘하기 위해서고 내 일을 더 빠르게 하기 위해서야.

Clare 47:21

사실 내가 사실 사람들과 커뮤니케이션을 하면서 시간이 되게 많이 들잖아 이것 좀 해줄래 저것 좀 해줄래 내가 원하는 대로 그걸 커뮤니케이션하는 것도 시간이 되고 그들이 오해할 수도 있고 그다음에 그걸 또 받아야 되고 그러니까 내 일에 시간을 더하는

것들을 내가 혼자 자급자족 하면서 어느 정도 할 수 있는 부분을 하면서 내 일이나 리서치를 빠르게 더 잘 하고 좀 그런 것에서 에너지 소모를 덜 하고 그거는 너무 기대가 돼 내가 내 일을 더 잘할 수 더 빠르게 할 수 있고 그런 휴밍 스트레스나 이런 걸 덜 받으면서 내가 좀 자극자극할 수 있는 거 우려가 되는 거는 내가 그거를 반대 쪽에 썼을 때 내 이제 엑스퍼리티즈가 덜 필요하고 그리고 사람들이 이제 좀 뭐랄까 좀 그러니까 좀 나의 엑스버티를 조금 덜 마휘하게 되거나 또는 덜 필요하게 되거나 그들도 자극조차 자극하면 좀 점점 이런 게 더 많아지면 내가 설 곳이 점점 줄어드는 게 아닐까 또는 나는 정말 이제 컨텍스 하고 뉴앙스하고 이런 부분에만 투입되지 않을까 그러면 수요가 더 줄지 않을까 약간 이런 것도 있거든요.

Clare 48:45
사실 지금도 되게 심플한 리서치도 많이 하고 근데 어떻게 보면 그것도 AI를 통해서 나보다 더 덜 알고 있는 사람이 할 수도 있을 것 같기도 하고 하니까 그냥 그런 수요나 이런 리퀘스트가 줄어들면 그럼 우리가 하는 프로젝트는 더 줄어들면 그러면 리서치들 수도 줄어들 수밖에 없을까 약간 이런 생각도 들어서 나는 좀 기대랑 우려가 둘 다 돼.

Jiwon 49:16
너무 공감 가면서도 또 약간 홍은이 입장에서 내가 느끼지 나는 뭔가 상상할 수 없었던 얘기들을 많이 들어가지고 오늘 진짜 너무 인사이트가 지금 벌써 머릿속에 팡팡하는 인터뷰가 어 뭐라고요?

Jun 49:34
EBS 오래 걸리겠다고

Jiwon 49:35
디브리프가 오래 걸릴 것 같다고 맞아요. 그래서 진짜 시간이 금방 갔어.

벌써 50분이나 했는데 사실 이 얘기로 하면은 진짜 끝도 없이 그냥 약간 대화할 수 있는 주제인 것 같아서 너무 진짜 고맙다는 얘기를 다시 한 번 드리며 감사합니다.

감

Clare 49:56
아니야 진짜 질문도 너무 좋았고 나도 되게 생각해 보지 못했던 것들을 너무 많이 생각해 봐서 되게 나한테도 좋은 약간 띵킹 엑셀 사이즈였던 것 같아.
그리고 되게 기대가 돼. 이게 어떤 인사이트를 도출할까 그리고 그러면 너의 인사이트를 받아서 난 이제 내 커리어를 어떻게 생각해야 될까 어떤 식으로 방향을 잡아야 될까 도움도 될 것 같아서 네가 빨리 이거를 딱 해가지고 나에게 인사이트를 공유해 줬으면 좋겠어.

Jiwon 50:28
좋아요. 알겠습니다. 역시 완벽하게 이렇게 리뷰까지 해 주셔서 너무 감사드

Clare 50:34
아니야 너 너무 재밌어

Jiwon 50:36
진짜요 다행이다 50분 몰랐어 진짜 너무 좋다.

Clare 50:41
인터뷰 너무 좋았습니다. 경험

Jiwon 50:45
감사합니다. 그러면은 칼퇴가 안 되게 됐지만 얼른 퇴근하시길 바라고 저희는 네 주말에 만나요.

Clare 50:54
맞아요. 좋아요.

Jiwon 50:56
빠이빠이 우리 사진 확시 하나만 찍어도 돼요.

Clare 50:59
그러면 내 얼굴이 근데 어디 박힐 연가

Jiwon 51:02
내가 만약에 뭐 박혀도 내 포폴이나 발표 자료 이런 데 쓸 수도 있는데 안 하면 안 해도 돼 그렇게

Attendees 6 51:12
근데 약간 이렇게 할까

Jiwon 51:13
좋아 있는 없는데 어 좋아 좋아 안 보이지 잘 안 보여 그리고 지금 모바일이라 잘 안 보여 하나 둘 셋 감사합니다.
그리고 혹시 뭔가 쓰게 되면 미리 사전에 동의를 구하겠습니다.

Clare 51:26

알겠습니다.

Jiwon 51:27

감사합니다.

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Patricia

[ClovaNote Sharing]

Patricia

Human-AI Interaction
Human-Human Interaction
Cognitive
Affective
Organizational Consideration

Patricia

2025.11.18 Tue AM 5:52 · 36Minutes 5seconds

표지원 Jiwon Patricia Jun

Jiwon 00:01
Yeah Patricia Gain Thank you for participating and it's good to see you in like mid year. We only chat before. So definitely.
Yeah. So I'm Ji Won and he's June and we are both in the Strict Design Management program in Parsons and this is our Capstone research project for a year and we want to explore how this AI, especially Jane AI technology influence in designer's work but not only individual's work but also like a teamwork in a workplace.

Jiwon 00:41
So that's why we want to hear your experience and thoughts in your real work.
So yeah that's our research purpose and that's what we want to hear from you today.

Patricia 00:54
It's a pretty interesting EXC

Jiwon 00:57
conversation started. Is there any questions before starting about our project?

Patricia 01:05
I thought a briefing document.
I didn't have time to complete the survey but I can do it right away as soon as our interviews.

Jiwon 01:13
All right cool thank you.
Yeah that would be great and I just want to ask Yeah we just can ask more more questions about it like during the interview.
So yeah I think we can start.
Yes. Yeah. So as you know, there are no right or wrong answers.
So we are interested in your experience and thoughts.
So just feel free to share any of your thoughts and also if, if you have any questions during the interview, also feel free to ask us the question.
Yeah.

Jiwon 01:52
For the Warmer Caster we want to understand your organization context about the AI.
Do you think your company currently encourage or discourage AI use in general?

Patricia 02:05
Definitely encourage. I work at a big enterprise software company and we're actually also building our own AI solutions.
And what sets them apart is the fact that the most influential companies and biggest companies in the world are already using our old fashioned tools and they now started to use AI.
So we have our own AI solutions but of course, we also have access to a whole bunch of models or even within specific tools like Figma.
We have all those enhanced

Patricia 02:35
options however, are based in Europe and we have different data privacy laws.
So it just means that as soon as employee data is processed, there's a specific committee that needs to agree in every single company by law and that this tool can be used.
So for every single tool there's a committee they come together then they decide this is

something we want to do in a company.
My company is very open minded but many companies of course are not that fast.
I would say

Jiwon 03:08
mmmo Yeah I missed the first point like can you just briefly share like what's your role and what's your company do?
Sorry, I shouldn't ask it before.

Patricia 03:20
I'm currently a senior UX designer at SAP.
It's one of the leading enterprise software companies in the world.
So we basically provide the whole foundation software to make sure that every company is able to run from HR to and basically the entire enterprise management to supply chain, everything that happens behind the scenes so that people can actually do their business.
So the things that nobody wants to do to frame it in a nutshell

Patricia 03:52
and previously I had several roles within the company.
So first I started after graduation as I was a junior associate designer.
I was then promoted as a specialist but also had a chance to dive deeper into the strategy department for a specific project.
And also recently last year I had the great privilege to also support one of our board members for executive communications

Patricia 04:22
specifically the prototypes that we were showing to analysts or in big product launches I was preparing the things that he presents but also doing some strategic communication work.
So I would say also based on the experience that I have before I joined this company, I worked a lot in the financial industry.
I think I have a good eye for what's going on in the industry, especially in places where you wouldn't expect designers.

Jiwon 04:51
That's awesome. Thank you for sharing your experience and career path because I feel like you're not only working as a designer but also kind of working closely with the strategies.
Can this really help us understand like large scale understanding of AI in corporation?

Patricia 05:11
I think later on in this conversation we will also see that there's a big shift also inside of job descriptions right now.

Jiwon 05:19
Oh, really that's also interesting then in your perspective or if your company encouraged to use more AI in your daily work, what outcome do you think your organization expects from it?

Patricia 05:36
Definitely from a strategy point of view let's be honest we are part of a recession so the economy is not really doing well and every company is laying off people.
My company not as much as other companies but still they are focusing on efficiency, on reducing everything that doesn't really offer any short term gains.
For example, a lot of startup programs have been closed

Patricia 06:04
or things like we see that in America everything related to diversity inclusion, things that didn't really offer any return financially were closed.
So I think they're really looking and especially in this transformation to cut costs but also check okay what are the roles that we can keep in the locations that we already have?
What are some roles that we can outsource and what are some roles that we can even outsource through AI or enhance

Patricia 06:30
through AI? What are the skills needed?
How do we train the people?
Which roles are no longer needed?
So I think there's a big HR strategy shift right now that you should also consider when

talking about collaboration is the fact that we can no longer go back.
==Everybody needs to use AI but nobody really knows what it means for his or her specific role yet.==
And I think that's a big question and we are getting to the point where some jobs not my jobs but other jobs

Patricia 07:02
I don't know cashiers or call center agents questioning what am I going to do in 10 years?
Am I still needed? How do I earn money?
I think that's a big philosophical question also.

Jiwon 07:14
Yeah I can relate that and like even for the students or design students or designers

Jiwon 07:26
but I think it's not only a designer's.
Yeah. And I just wonder then you say is there a lot of shifts come up in the organization and then or as a designer working in the company how do you think it influenced your daily work?

Patricia 07:44
So first of all, I started working at this company in 2021 though before AI was really a thing after COVID and I realized that I was already working in a global company things became more globalized so companies started to realize okay we can also offer this position in India and due to this very efficient collaboration, it doesn't even change that much.
So I have more colleagues in India or in other places.
That's the first thing that I noted.
And could you please repeat the question again?

Jiwon 08:18
I was just wondering how this Genai adoption in your work influence your daily work like day to day work.
Yeah

Patricia 08:27
it's becoming more global and also the entire overhead it has been reduced.
For example, let's talk about user research, what we are currently doing right now.
So previously in the past when we were doing it with customers, we had one note taker we prepared a script and these things go much faster.
Now we can just drop it into a tool and it will create a script or sample question SS that we can use as a foundation.
It's not

Patricia 08:55
usually perfect but it already saves a ton of time.
And then during the interview, especially talking about Co Pilot and Microsoft teams, it's much easier to transcribe things, to summarize things things run away.
So the role of a note taker was really vanished it doesn't really exist anymore.
It's optional now and this of course saves a lot of time and especially when it comes to emails.
So I'm one of the employees that is actually using co Pilot.
We don't have licenses for all employees but only certain roles and it's much easier to really only read a summary compared to really big documents.
And I think also in collaboration workshops.
So collaboration tools for me are not only Microsoft teams and tools and zoom but also a mirror, Figma gem or Mirro where people come together to brainstorm and I think since a year or yeah, about a year DERB really smart, actual efficient solution now in a mirror or mirror that allows you to have AI as sort of an additional participant so it can generate ideas for you while you're doing prep storming with others.
You can also ask what does the eye think about that?
Is there anything that we have missed?
And what really saves a ton of time is also too structured thing. So you can work with better templates based on your needs.
You can just promp whatever you need but also clean the file up just as the AI to create groups or I don't know some kind of categories.
Those are the things that took a ton of time previously and it's not no longer part of the job.
Something that was also very easy to get used to.
Also in Figma, things like renaming frames nobody actually named frames previously these small things and they can save a ton of time and in the end also money.
I'm not sure about the subscription costs, but those are the things where I can really see

your value.

But talking about agents, that's really where it becomes a bit tricky because they can actually replace entire tasks end to end if they're done well.

And yeah, that's something pretty new and of course some parts of the collaboration, I would say no longer exists because instead of going to a colleague, you can also just go to a chat board and type whatever question you have.

And in our case, it is also connected to the Intronet, which was totally chaotic previously nobody could find any links. But for the first time AI is actually able to get to you the data that you need or the teams that are already working in the field that you didn't know existed previously.

So I think there's a big, big change also in terms of making data accessible that were previously accessible.

Jiwon 12:11
Thank you for sharing. I think I heard a lot of positive changes in not only your individual work but also teamwork side.

And one thing that I really interested was like when you're working with the other teammates you're using like mirror or mural AI and then ask AI to generate more ideas and that you are like doing that activities or like prompting AI when while you are like doing a team meeting

Patricia 12:39
Yes sometimes I mean it's not always suitable for every project especially when we're talking about very specific things like I think this tool is mostly useful for very general things but not really enterprise software for one specific flying on a knees that nobody knows, nobody knew beforehand.

But oh, hi, it just switched.

Yeah I think we can sometimes use it but not all the time.

But it usually gets us, you know, to a starting point of a discussion or knows that what we would have missed cool just an additional

I got it.

Then I wonder like when AI provides an idea or suggestion during the team meeting, how does your team handle it like just using as a starter and then is there any other like cases, use cases that you're using?

Patricia 13:41
So again, mostly ==brainstorming.==
==It's not that we have some kind of avatar in a meeting it's usually limited to mirror, I would say but definitely in some projects where this is applicable, we take it into consideration and you know, that's also the fun thing about AI.==
==If you ask the same prompt 10 times, you get 10 different outcomes.==
I think it, it is mostly useful if you're looking at a design process in terms of ideation or going above and beyond but not really or just allow it to hallucinate to some extent.
But when it comes to really precise data, sometimes it's making things up so it's really mostly about ideation sometimes even image generation sometimes use yeah that's for mirror I think in Figma this is a more specific example.
You have probably heard of Figma make. we also have access to it.
I also tried it privately and I think that's also ==a great starting point.==
So we can generate prototypes within minutes or seconds or in lovable or whatever tool you would like to use and it saves us time thinking about, you know, ==sitting in front of an empty sheet thinking about where do we place what, what's the structure that can be done easily in seconds==

Patricia 15:15
and ==if we need a prototype super fast for example, if we are talking to an executive, we can just generate it and we have something to show to discuss and it makes things easier.==
==It's not perfect but the starting point and even more valuable if it's connected to a design system which in our case is not perfect but already very solid.==
I would say like a junior designer first semester of school or really early in the career it's the same level basically

Jiwon 15:51
got it that's really interesting.
Then have you noticed any changes in team discussion or decision making?
Since AI became part of the, this collaboration workflow

Patricia 16:03
I think ==people got used to summaries or executive summaries.==
They are called executive summaries for a reason because previously they were only limited to executives.
But nowadays that's, I think I think for everyone everybody can go to a chat board and

ask for a summary but also in the meeting it's the norm nowadays that there is usually a transcript or maybe even the invitation is enhanced by AI for some to some extent.
And we really got used to the summary or

Patricia 16:40
if it's a longer meeting to the yeah, final outcome or especially if we didn't attend a meeting to know who said what, who contributed, what, who had which question.
I think we get used to the CO Pilot, Microsoft Co Pilot.
We got used to it a lot thinking wouldn't be able to work without it anymore early.
Yeah but I think that's the main point in WE designers of course every feature in figma

Patricia 17:18
that's really the main thing we got used to but I also realized and earlier this year I was talking to someone from Microsoft about this that people are super excited in the beginning as soon as the CO pilot launches, everybody's using it and then it drops.
People forget about it even if the comes up everywhere.
Yes but actually their research showed they're super interesting so they're actually looking for solutions to really drive the engagement continuously not just in the beginning.
And I think that's also what we'll realize talking about Chat CHIPI when it was launched everybody used it but many people nowadays I mean, I think we are pretty privileged and tax savy but regular people they just forget about it turned back to Google and I think that's a pattern that we see every time human want to use what they're used to.
And yeah that's something new.

Jiwon 18:19
Yeah. And then do you think is there any is there specific patterns you found in your if you're still using some like co Pilot or like figma AI or mural AI, is there specific features that you will stick to and then not using it anymore?

Patricia 18:48
I think in FIGMA there are a couple of features when they first launched their beta AI version, I tried everything but something wasn't really useful for my work.
Let me check quickly in FIGMA something like translation I think the outcome is not perfect yet.
Sometimes it doesn't know the context and it just translate gibberish inside the broader

type.
I think there are better solutions like Deep E Deep and the great translation tool AI powered translation tool.
But the FIGBA specific solution isn't that exciting or I don't know something like copy to fick muslites, replace content, rewrite content.
It's something I don't typically use in this enterprise environment personally.
So I think there are a ton of AI features but I think in the long term I'm sure Epigma sees it as well.
Some of them are not really frequently used.

Jiwon 20:03
Yeah thank you. Then are there tasks you now complete alone with AI that previously required collaboration before

Patricia 20:17
note taking? So previously it took two people to conduct an interview and nowadays we could technically also do it with one person.
Sometimes we do it, sometimes we don't but this is something it makes it much easier to schedule a call with a client if only one person needs to be available right I think that's a very good question actually I have to think about it.
So I think user research is a big part of it.
And also, yeah, I think evaluating the research still requires the presence of other team members.
But I think when it comes to creating summaries and a couple of years ago this was done completely by hand.
Someone was sitting there typing, thinking about every single word that we sent to the executive.
I think we just put it in some AI tool and yea, I think yeah some tasks we don't even think about it anymore.
It's just normative that we, you know, don't sit down and write.
Also block posts or images.

Patricia 21:34
We don't really sit there for an hour to search for the perfect image we'd rather generated sometimes not always allowed in the bread space.
But yeah thanks

Jiwon 21:44
thank you. It sounds like everything is more like a very quicker and more efficient in the workplace and even in the collaboration.
And do you think does it AI help or like hinder like reflection or like critical discussion among your colleague or is it more amplifying the outer part?

Patricia 22:12
I think AYE made visible how split a group of employees can be within a big company.
So there are always the fast movers that are really open minded but also the ones that are concerned about everything and they don't want to evolve.
They existed previously they just show up more prominently now.
And yeah, I think some people are afraid of AI and just don't use it for that.
But I mean, so far I don't really know a situation where people were not able to speak up or didn't want to do anything because of AI.
But I think that might be the case.
I mean if they are forced to learn a certain skill or use an AI tool, they don't question it anymore. They just do it otherwise they could lose their job.
I mean we're not in a good position so I think a lot of people accept it silently.
Maybe they would need more time or more change management though some of them are pushed into the direction they didn't deal with any technology previously day now

Patricia 23:29
have to deal with AI for some reason

Jiwon 23:32
understand I want you more focusing on your design work and your design colleagues who doing the same work or similar works do you think have a high influence through the teamwork or collaboration?
Have you ever concerned about it or do you think it's there are going to be more positive changes in terms of collaboration

Patricia 23:59
I'm definitely overall positive because we can focus more on our actual work on the user and not.

I spend time publishing files as I said earlier but sometimes I have the feeling some people are checking their emails twice or several times they just insert a text into some chatbot.

And yeah emails sometimes sound very artificial.

I mean sometimes I do the same especially when it's something important previously you asked a colleague or rephrased it several times but now you just get a template or a sample text.

So I think some parts of communication, especially written communication is becoming less human it like that.

Yeah I think everything that contains content also on social media is a prime example for that.

So sometimes you'll no longer know is it a real person?

Is it an artificial post written by an AI?

I think there's a 90 percent chance by now.

Patricia 25:13

Yeah. And really coming back to the initial concern that exists in the Breckfrost weren't know so I think we are already super advanced and in 10 years time it's really the question for what are we still?

So which portion of the job is still made for humans and what can A I do like, do we work together?

Is the AI agent considered a real employee like these are the really big questions nowadays because I think it's moving so fast and one another problem is and I think in every big company there are use cases and tools for everything by now and people lose track.

So actually there are by now product owners or specific project managers only focusing on AI tools in the company and making sure that they know how many tools they have but also how to do the whole change management or make sure that they don't get outdated license management, etc.

I think there are new roles coming up with this as well.

Patricia 26:27

Some are also talking about an AI bubble and I also see that some people are tired a bit like the Zoo Fatik in 2020.

Okay there's another AI tool okay there's another AI startup I have enough I can't even handle the 10 tools that I already have I can't hear it anymore.

I think there's a fatigue

Jiwon 26:50
that's so true and then I really relate to all your saying and thoughts.
And then actually my last question was about like how do you think or experience or vision brought away eye in the work that you're doing?
Because we speak about a, I will change a lot of job description and roles and I think it's already effect and also it will effect.
So I just want to hear about

Patricia 27:26
yes I think to some extent we as humans are totally crazy because we started to automize things that we loved doing like writing texts, creating images but we are left alone with keeping our house clean and caring for children.
And I think we should really as a society focus on, okay what is really something that takes time from our life and what actually adds value to our life?
So really, you know, invest in those areas that we hate to do rather than automate applying automatization in areas that we actually like to do as a hobby.
And I think my vision would be that I mean it's crystal clear it will not go away it will evolve it will become better that we train everyone and we apply real solid change management and I think that's the main problem.
A lot of transformation fail not because of the technology but because of people.
And I think I also see it every day if the communication is not right, if people don't understand what it's doing, if it's a top down decision also with layoffs etc scaling up, scaling, it will not work.
So I think it's a joint effort and education is key appreciating what we already have and really yeah prioritize what is an area especially coming from a technology company that we actually want to keep and what is an area that we can remove?

Jiwon 29:02
Yeah that's true. Thank you so much.
June Do you have any other questions before wrapping up the interview?

Jun 29:10
Oh yeah like I just want to ask one of our assumptions we think, you know, replacing our task with AI for example, like you said, asking like summarize the interview or brainstorming ideation those tests are kind of importance to do by themselves not using

AI because it can help our, you know, kind of it is important for our domain experts to practice it by doing that but do you think it is

Jun 29:51
so how do you think about this assumption that it'll help designers to help their ability to think of the problems and the design process?

Patricia 30:01
Yes, I think we are in a great position because we also know how it worked before AI was a thing. But I'm a little bit concerned for the next generation because we get to the point where we no longer know okay why do we need humans? And I think at the end in design it all comes down to human interaction. If we don't have human interaction, we have no user designers and user experience designers anymore. And I think you just mentioned a critical point we need to drain our brains. Our brains are like muscles they need training otherwise they disappear or become less powerful. And I think that's one of the key challenges thinking about education that we're currently facing.

I think in the long run AI should enhance our work and make sure that we can prioritize the most important things and not waste time staff.
But I think the last and final decision should always come from a real human.
So I can make

Patricia 31:12
or can add ideas but a human should decide what's implemented.
I think that's my takeaway but it's again very hard because I mean talking about agents maybe at one point they will go shopping for you and complete the payment process alone and things like that.
So I think there's a big shift in user experience design also as a whole.
So we're no longer talking about interfaces if things can be 100 percent autom automized.

Patricia 31:44
We are talking about conversational design we talking about agents.
So yeah, I think there's an overall shift but I would hope that we don't lose the ability to think critically.

Jun 32:04
Have you ever experienced that point with your genior designers or new people in your company?
Have you ever seen it

Patricia 32:13
<mark>where they don't come up with their own ideas anymore?</mark>
So I mean I'm very passionate about job applications and I think GWAN we also talked about it sometime and I think by now it's the most vague process that we have because companies, they publish job applications based on job descriptions fully written by AI and then there are the applicants that submit resumes fully written by AI.
So nobody is winning anything.
So of course I realized that if they sent motivational letters or if they submit portfolios that sound very artificial.
<mark>I feel like okay it's, there's a tendency at least that yeah they don't really use their brain as much as we were forced to do.</mark>
Yeah I mean on one hand, I think it's positive because you have a person that really is able to use those tools.
But on the other side, okay, what's the point?
Why should I hire this person?
I can also hire an agent or do it myself like questions that we never had before but I think the generation, your age or younger they can or it's basically the standard that they submit AI enhanced input.

Jiwon 33:42
Great thank you so much like yeah it was all the, your experience and the sharing.
It was really helpful to understand how this really the tools are applying to the workplace.
And oh, it makes us also a lot of thinking then how can we like, how will the collaboration or teamwork will look like in the future when AI coming as a one teammate?
So yeah there was

Patricia 34:14
topic and a lot of thought provoking questions as well.

I will think about it again later on.

And actually last week I had the chance to talk to an astronaut it's a German astronaut who flew with SpaceX to the space station and we had, I think he basically said he was at the space station and wondering, okay why are humans so complicated?

And he actually in this conversation brought up ==the point that we automize things that we love. And yeah we don't focus on what we hate.==

So yeah

Jiwon 34:58

yeah thank you so much Patricia Thank you for you for your time.

You take a screenshot with an interview if you don't mind Thank you all right 123 good thank you for taking your time.

It was really helpful. And yeah I'll talk to you back later.

Patricia 35:23

Super excited Maybe one more thing I can also follow up with a couple of videos or insights about the chat bots or tools that we use for example, the SAPS providing it's called Jewel that works with actual enterprise data and so on.

So you have something you can reference

Jiwon 35:40

that's amazing. Thank you so much.

Patricia 35:42

Thank you so much. It was nice meeting the two of you and all the best and I'm excited for the outcome.

If you don't mind sharing it, I'd love to see the Concl.

Jiwon 35:54

Yeah we'll keep you updated about the research findings and then what we want to build later.

Patricia 36:00

All right have a great day.

Jiwon 36:02
Thank you all right.

Patricia 36:04
Thank you too.

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Tae

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<mark style="background-color: cyan">Affective</mark>

Tae
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Password: h7396p

Tae

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표지원 Jiwon Tae Jun

Jiwon 00:01
Oh then before start, can you introduce yourself briefly

Tae 00:06
my name is Tae. I'm a product designer at BCGX, which is the Tech and design sector of BCG, the wider consulting group.
And so a lot of the work that I do is working closely with the business management consultant teams.
I'm working with the clients and if the client needs any sort of like a digital solution or a design solution or anything that requires building and deploying, we like, I get involved see the design execution from a lot of times zero to one.
It can also involve

Tae 00:51
doing proposal work. So mocking up like a quick a proof of concepts whether it just be FIGMA or something actually functioning.
If it is functioning, then we work with our internal engineers or take our internal tools that we already have kind of reskin it and then kind of build a story and then present to the clients and sell more work that way.
So proposals so it's like the design build a lot of user research.
But all of the above

Jiwon 01:36
is it starting from the user research or is it more about designing, creating output

Tae 01:51
we do from what I'm aware of just context.
I've only been at BCG for just over a year so I'm still kind of like a Pongati.
So I don't know, I don't know the, I don't know everything.
So I'm only going to talk about what I know and what I'm exposed to.
So what I've done was working with clients on a lot of the zero to one where the clients don't have anything.
But then so I'm designing something that didn't exist before.
And so that involves a lot of user research like product definition,

Tae 02:32
a lot of ambiguity and user testing.
So that's where I've spent most of my time.
If that answers

Jiwon 02:41
HMM, yeah thank you. Then we want to know more about the organizational context.
Do you think your company or team currently encourage or discourage of AI use in general

Tae 02:58
I think I might be like an outlier.
BCG is very pro AI. We were one of the just out of like Tagy of Djingiso.
We're one of the first ones to embrace GID HUB co pilot when it came out like years ago we have an open AI enterprise account.
We also actually half a year ago in March had like a, like a GENAI training global like a global training.
So they all flew us out to Miami to do like a one week training boot camp kind of thing like a hackathon using like

Tae 03:38
VZ Gid, HUB and FSET like all these things.

So BCG is very PROAI and it's very, very,

Jiwon 03:55
you're left behind.

Tae 03:57
So much of our workflow involves CHADBT and just AI in general where if you don't use it, it's only going to slow you down.
==There's so many parts in my workflow and like AI is in pretty much every step of the way.==

Jiwon 04:14
Then okay I have a follow up question but can you explain how the AI is implemented in every step of your workflow?
Can you just briefly do it?

Tae 04:28
It depends on the project obviously depending on what project you're on.
Okay so one specific example, my last project that I was on we were designing an internal tool for a bank and then so that was a lot of zero.
They didn't have anything before.
So we had to mock up a prototype, test it with bankers and then do usability testing and all that stuff.

Tae 04:58
And we have to move very fast.
It's a really short timeline and we can't just go in with lower mipsoms on designs.
Non designers don't know what lower mipsum is even if you tell them hey, that's play holder text.
They're like they can't get around the fact that it's fake but it's also banking.
So banking a lot of times have a lot of privacy and confidentiality so they're not going to share everything, share with us everything.
And so what I found really successful is using CHATI BT like

Tae 05:33
giving it it's like hey, ==I'm designing like an internal tool for this bank for these use cases. These are the features these are the screens because you can do like image to whatever and it's like, hey, can you fill in all the B mipsoms as if it's like a real thing and then once we showed that to the bankers and we were testing it, they're like, oh yeah like, then it worked out really well.==

Tae 05:56
Another part is so that's just the designing part if you go a little bit later when we're doing the user interviews like we'll record the session kind of how we're doing it now and I'll do like voice to text transcription and then like because we're running through like 20 interviews in a week like, and ==it's just like me and one other designer we have to use AI to synthesize what are the common points that's coming out so a lot of the synthesis work afterwards requires a lot of AI==

Tae 06:25
==benefits from using A like you could do it without it and people did it without it like three years ago but then now it, it would be stupid if you didn't use it.==
So stuff like that. And another example, a project that I'm currently working on now requires a lot of like doing UX audit into our client's like an ecommerce website.
So it's like a very ecom driven project and Chatchibt has gotten so much better now where like

Tae 06:57
it's become more agentic.
==You can tell it to go to a specific link and carry out tasks.==
So I'll like obviously at every time I'm prompting, I ==have to check in there's like a human involved== but then ==I go, hey, go to these links and find like, do your audit like use your best judgment, what's missing what could help increase conversion rates and stuff. It's going to give me like 20 ideas. 18 of them are crap but then I still get two==

Jiwon pyo : ai synthesis score?

Tae 08:21
==like 6, 6 like a hallucination hect domande but that's kind of very unique because begak==

like, let's say the 20 interview like I'm doing it so I remember the content vaguely.
So the shit that Chechubi synthesizes like I can kind of like kind of compare it against my memory because Ahgani Namman and I'll know right away.

Tae 08:48
But let's say I wasn't in the interview sessions and I'm just using like hey, my coworker did these 7 interviews and then I think it gets into a different position where I would probably trust it less minimum like I would have to kind of read the transcript myself

Tae 10:13
like I'm only so used to

Jiwon 10:19
great then I just want to go back to your company's encouragement question.
Then if company encourage a lot like your company's pro AI, what do you think?
What outcome do you think your organization expects from it?

Tae 10:42
We're going to improve productivity about 10 fold while Token Kygananda like they want us to obviously be more efficient.

Tae 10:57
Can I just become more efficient

Jiwon 11:00
productivity

Tae 11:01
efficiency productivity

Jiwon 11:06
maybe it's hard to say compare before and after but do you think is there any task you

now complete alone with AI that previously required collaboration?

Tae 11:18
Yeah I don't know if you remember do you use Figma Make at all at school?

Jiwon 11:24
I use Luder app. It's kind of just a website building

Tae 11:31
same thing. It's like prompt to prototype.
So Figma Make came out and then there was literally one time when internally like on my current project we're like one of the team leads were like, hey, we should kind of pitch like what an AI chapot could do for our client specifically so like a tailored experience.
And then so my design lead was like, okay, we can mock up a prototype and then do like a video rdiver

Tae 12:04
==if this was maybe two years ago, somebody would have to design all the screens on Figma, do the noodling, do the clicking prototype and then record it.==
==But then even when you're doing the clicking a lot of times you're like it's not a fully functioning one so it's not able to click there.==
==You would say stuff like that to the client can go in a matter of one afternoon like I mocked up a==

==Tae 12:33==
==pretty functionable functioning prototype on Figma Make== and then we showed that to our client and then had some good responses from it.
==So that's one example from recent memory where it's like, oh yeah AI made something that used to take like two people, two days, one person just after one afternoon.==

Jiwon 12:55
MMM if then how does that affect your relationship with CER do you think is there any changes your co workers who might work with your like with you with that work

Tae 13:09
expectation setting becomes different because now the higher UPS internally from BCG are like, oh, our designers can do more with less time with less people so their expectation grows and yeah we can still deliver from the designer end we can deliver faster but that becomes like a fight on its own of expectation setting.
Sometimes you do want to be realistic and of what you can actually deliver just because in the BCG context like the people on the BCG side, the higher UPS like there

Tae 13:50
like they're selling work they're not in the day to day design work so they don't care how this thing gets made they just want to see it get made.
And so if they tell the designer if I give them what they asked for in a day with one person, that's what they're going to ask for next time.
But the next time it could be like a much more complex request or something like that.
That actually requires more people and more time.
But I think that the expectations setting will be a lot different.

Jiwon pyo : does that affect the design team's internal dynamic or communication?

Tae 14:39
I don't think so at least I don't feel it when I think the designer's here like we know we can do it faster now with AI things.
CHRIS We're not too worried.
It's nothing negative it's just pointing out a fact that expectations will change.

Jiwon 15:10
Have you noticed any changes in team discussion or decision making like more cognitive work since AI become part of your workflow

Tae 15:23
in my experience no a lot of the decision making people are still making it.
We're not like letting AI make any decisions like when we're synthesizing like, yeah we're going to use AI to its maximum to get as many insights and whatever.

==Bit's still at the end of the day we have to craft a story with the insights that we get shared internally, externally and then come to an agreement.==
So I think AI for me in my experience has only been more of like a tool more so than

Tae 16:05
yeah it's just like a tool.

Jiwon 16:07
HMM, got it then are people usually dividing AI like from a spectrum as a helper or a collaborator or a creator?

Tae 16:32
I think it's still on the beginning 35 ==it's still in the helper side.==
==I don't think it's definitely not at creator level yet.==

Tae 17:02
I've never used AI in ==I've never trusted AI to do the creating or the leading part==
==Ai is perfect intern.==

Tae 17:33
Wonji AO jumyeonungun taeg Charye and ==as soon as I don't know a few things and then I still ask you to do the sing it's just useless like I can't give you an exact example of that scenario and that's always what I notice is I have to be very explicit of what I want then it's going to give me what I want.==
==So Kragojik Degava I don't like trust it with more things because if the more unknowns that I have and I tell it to do, it's just going to give me AI slaw==

Jiwon 18:07
I see then have you ever like brainstormed with AI or like when you have no answers, does it help to come up with some ideas?

Tae 18:19
Yeah but it takes time and then kind of like the giving it a URL and then like kind of go

through it and kind of giving it a task.
It'll give me like 90 percent stuff that's not relevant because every project, every client is different and nuanced but AI is giving me very generic things.

Tae 18:45
There's still some good things that may come out but if I'm lost and I need something, then I'll still do it.
I think it's better than nothing.

Jiwon 18:56
Gun yakk when you have no answers and they need to think of or more research like people used to go to discuss with seniors, right or the lead managers.
But do you think you are rather good meeting with them just like using AI or you're still going to the people and then ask questions or getting feedback?

Tae 19:22
Now I think with AI I do both before with before AI I would just be like hey, like I'm kind of stuck help me out here what should I do?
And that's totally fine cone I think it's more productive if I try to do a blank stab with AI and then I still take the little bit of what AI gave me and go up to my manager and go,

Tae 19:47
hey this is what I tried like chat Jppet, whatever, like I'm getting kind of this idea what do you think about this?
I think if I bring something to the discussion like that, then it becomes a little more productive.
I think that's been the change

Juwon pyo : do you guys have no hesitation of sharing the use of AI?

Tae 20:15
PCG like internally yeah like client facing we would never mention that we're using AI and internally like our higher UPS are like it's just CHJ PTS just chat P

Jiwon 20:52
KO hyung bo chech prompting by good kini Antana automatic continuity.
Do you think AI has changed how expertise or knowledge is distributed among your team

Jiwon 21:36
Do you feel like there is any changes for getting knowledge and sharing because of AI?
Communication methods?

Tae 21:40
we're still like BCG is still very old school like we're from PowerPoint to my school internally like a lot of Powerpoints, Slack, an email like that's not changing

Jun 22:07
like in the long term do you think using AI helps you become a better designer?
Like for example, since AI can do certain things like mentioned maybe you don't feel the need to learn something yourself or like some people might think that's okay because I can handle it anyway in the future.
So like, what do you think about it?

Tae 22:31
I don't know about AI making someone a better designer that I truly believe it'll make a more efficient designer with the AI capability where it's at in 2025.
I'm sure AI is only going to get better.
I'm a very AI optimist myself so I know it's going to get better.
So maybe in later it will actually make people better designers.
But for now I see it more as a tool that can help me execute more so than doing the actual designing jug I, I think it's making people more

Tae 23:10
designers, more effective, more effective, efficient designers rather than like a better designer.

Tae 23:43
K SUZI KI It wasn't that useful.
3.5 And then as soon as ==4 point whatever reasoning Model came out I think that's when it got really like a big upgrade in quality.==
I think that's when I started using it a lot more.
Kromyon is a homeyonen Jan and Tjug TJ Tanika I'm sure ==I'll trust it more but for right now I'm still doing all the decision like the big decision making and I'm only using AI as like literally an intern for me to do the laborous Just time consuming tasks but not difficult tasks==

Jiwon 24:25
could get a chance on the currently AI making designers more efficient but not better.
Then how do you think that's different?
Why are you distinguish better and efficient?

Tae 24:50
Because better implies that it can actually design something that's objectively.
So I still think I can design something better than AI can.
I think AI can design can

Jiwon 25:07
faster but not better.

Jiwon 25:19
Take your time. I was just curious about your thought.
They Chongdav

Tae 25:25
like AI can't understand all the nuances of the client need or internal BCG goal

Tae 25:42
optimized solution design heale only humans can I still think humans That's why we still I still have a job like that's why we're still doing that.
If you prompt it to like AI, it's not going to just do it.

I think that's what I mean by I'm a better.
Yeah

Tae 26:34
storytelling

Tae 26:40
creating a narrative storytelling.
I think at the end of the day you have to sell your work.
It doesn't matter if you're at a consulting firm or in house design or any company.
It doesn't matter if you're an engineer, design or business.
I think you have to at the end of the day be able to justify the work you're doing.
KMYUN I sun AI AI will always improve to help me design faster but then I still have to sell my work.
ARGENTINA

Jiwon 27:35
Defining values and delivering values to clients or any other people is a designer's role.
That's what you want to say.
What I understand from your

Jiwon 28:12
reflection interview reflection

Tae 28:24
It's a one year capstone

Jiwon 28:26
It's a one year caps but we are related on like week 11 now so 40 percent due

Tae 29:10
Dan. I'm trying to think what that would look like in my current team because everybody is siloed like I'm using my AI tools to do my work and then I'm sure everybody else is

doing using AI on their own in their silo

Tae 30:28
because it's for work and then but then I wouldn't want to share it with the clients internally.
I don't think I don't care.

Jiwon 30:37
MMM cool. Okay thank you so much for participating and it was really interesting. Hope to see you soon. Are you coming on Friday?

Jiwon 31:00
Okay Ah, let me know by by good luck.
Thank you.

Miguel

[ClovaNote Sharing]

Miguel
Password: pkggqh

Miguel

2025.11.18 Tue AM 6:03 · 34Minutes 6seconds

표지원 Miguel Jiwon

Jiwon 00:00
Okay then before start, can you introduce yourself briefly

Miguel 00:05
of course so my name is Michael Viida and I am a senior media officer at the International Monetary Fund specifically in the Creative lab where what we do is we are the in house Design and Innovation Consultancy for the fund.

Jiwon 00:20
Good thank you. I'm going to ask about the like, how the IMF encourages AI adoption in a team level or organization level and then want to hear more about your personal usage of AI.
And then how do you think about AI influence changes?
So that's the steps of the questions.
So first of all, do you think your company encouraged or discourage AA use?

Miguel 00:52
So I think the institution is very cautious on the use of AI and we are an institution that values trust, that values confidence in that the tools that we're using are tools that are secure and that the information that we're sending out for the world is something that we can rely on.
So first and foremost, I think that's one of the key values that we put in front of any tool that we use be it AI or any other type of tool.

But then moving specifically to AI I think that the institution is definitely working a lot in

first of all understanding the impact of AI in the workforce.
So how could we implement the use of AI for the different types of work streams that we have within the institution?
But also what is the risk of not engaging?
What would happen if we don't engage in the use of AI?
And what would happen to those who are inside the institution or those that we sort of serve in our membership so we can understand like what are those implications so because AI is such an impactful sort of force right now, I think the institution is making a lot of effort in trying to first of all set up internal tools so we can in a secure space interact with a Model that we sort of can use our strictly confidential information and, and not be able to go out and input data that might be at risk.
So that's one of the key elements that we have here and it is securing the data and not allowing data to move in and out of the institution through different means.
And that is extremely important when there's an AI sort of a strategy and roll out the key element within that strategy is for it to be secure for it to be something that's within the bounds of what the IMF can control. There are IMF working groups in each department but also there's an AI working group across the institution.
So all of these working groups are constantly working on the different products that we're creating that are AI based but also the solutions that we can use and that we have access to such as CO Pilot or ADA which is our in house AI solution

Jiwon 03:26
got it. Wow, thank you thank you for sharing.
I didn't know that there is a working group for AI.
And then how do you feel about using more AI in the design team?

Miguel 03:39
So for the design team, we are currently experimenting a lot and I can speak for the creative lab but the design team is also experimenting on different tools into how to create content with AI.
The thing here is we're still sort of understanding what the limits are going to be in terms of copyright data and when it comes to content, that's a different story.
But in terms of strategic design, which is the element that I think both of us have in common is we use AI in a way that sort of complements the design process.
We're not 100 AI based because as you know, the same issue that we discussed before, which is the situation of the data privacy but also the black box of I'm inputting to the Model with a prompt, some raw interview data are the final insights going to be the same quality insights that I'm going to have as if someone else had done them.

So we're running a lot of processes right now where we are using sort of AI as a companion where we do trial and error and we see, okay, ==what was the output through an AI only process through automation and then what is the use of AI as augmentation?== So how do we use AI as a way of augmenting some of the repetitive tasks, some of the sorting or finding themes over the interviews that can allow me to move faster through the process.

But ==I'm working with the AI to sort of vet the data, understand the data and move swiftly through it but not completely delegating my tasks to it right now.==

That's sort of like the experimentation portion that we're doing in terms of research. But right now we're also running a series of trainings with all the creative lab team when we have our external vendor that's providing guidance on how to include AI and all the different moments of the design process.

Miguel 05:57

So not only for the research but also for the ideation for prototype generation, for synthesis, for testing, for creating synthetic personas.

So all of these elements we're trying them out.

We don't have full confidence that we are going to be implementing them but it is something that we're working on and we're trying to understand how it impacts our work.

Jiwon 06:20

That's awesome. Like I just want to hear I can hear like an hour or more than an hour then how do you implemented and then what do you learn from it?

I can wait to hear about it.

And the first thing I want to ask is like, then are you implementing or experimenting AI tools on the project resources with the project input or is it more like your individual experiments?

Miguel 06:48

So that's a great question.

I think that there's, there's a, like an ==individual desire to go into the use of AI that's undeniable and that's also something that has helped us move quicker into the space== because ==there's an individual desire like people want to do it feel like it's something that they need to engage in because they don't want to be left behind.==

So it's not something that we say,

Miguel 07:22
please use this because it's something that we're trying to do.
It is something that people will do it on their side.
So we've got a lot of people trying things with Chat, GB or Cloud or any other AI tools that are outside the institution's environment on their personal time.
And that is really helpful because it also brings up the level of maturity and the use of these tools when we start working with them within the institution.

Miguel 07:51
But then as a team, we're already also encouraging people to use the available tools so that we can create sort of a leveled experience between that independent sort of outside of the office time and the concentration that they have on exploration and new tools and new developments versus what we can provide within the institution that's a little bit less cutting edge but still has a lot of potential.

Miguel 08:21
There's a lot of potential that CO pilot has and us being able to understand that potential and leverage that potential is exactly what we're doing.

Jiwon 08:29
Mm I, then you think you're also very excited like, how do you feel about using AI more often in your work?
Like just about the feeling

Miguel 08:44
I would say it's exciting because it's something that's novel.
But I will also say that we are very cautious in understanding the limits of AI and knowing that it is a Model that makes mistakes.
It is a Model that hallucinates.
It is a tool that replies in the way that you wanted to reply.
So every time we are sort of in a process of using AI, we're very, very cautious and we are almost to an extent doubtful that everything that it's giving us is something that's real.
So what we've turned to is more than using AI as a sort of direct answer to the

questions that I have.
It's something that I can mold and that I can manipulate to go into different spaces without taking the answer as an answer that I can trust.
And that is sort of like the line that we want to stand by.
It is not going to be the element that has the final word.
It is something that can tell me what are some of the elements that I need to be aware of without me not necessarily assigning the truth to any of them.
It's something that helps me understand the context in a better way.

Jiwon 10:07
I was about to ask you about what's the line that you cross from the learning of AI experiments and then you kind of like give me the first answers and I'm wondering, I just want to hear more examples of the line or the how do you, how do you understand the context but not relying on the answer because I've seen a lot of especially junior designers or design students more just like taking the takeaways from the AI directly, not reviewing thoroughly. So yeah, I just want to hear about your experience.

Miguel 10:47
Imagine we're creating an empathy map and we have interview data from a couple of users but I don't have enough information to fully create an empathy map.
And maybe I do have three of the quadrants of the empathy map but I don't really have that information about what users feel through the process of interacting with a digital solution.
So maybe we use AI in a way for us to okay with the information that you already have.
Can you extract some of the feelings that this user might be experiencing while interacting with this digital tool?
And it's great at inventing things it's great at saying because it does this and this and that maybe the feeling of distress comes to mind maybe the feeling of anxiety so it can give me some feelings but then we're always like, is it really anxiety?
Is it really distress? Like let's double click on that and let's then what we do is we validate those assumptions later on because it's very risky for us to go on in a design sprint with something that we can't really trust, something that we don't really know if it's true or not.
And that's why I was saying before like we, we don't feel really confident of it generating things from nothing like it's like when you start drawing a, a line on a graph, you sort of can understand the trajectory of that line and you can continue on that trajectory.
But if you don't draw anything and you ask it to draw whatever line it thinks it should be, then it draw, it'll plot a line in the graph but you don't know if that plotted line is correct or

not.
So what we like to do is we start drawing the line and then we ask it to finish the drawing so that we can sort of collaborate in a way so that we're not delegating completely any of our tasks.

Jiwon 12:58
Then you think the human or the team should initiate first and then ask it to AI to fill up the contents

Miguel 13:09
absolutely. So what I think of it is seeing it as a head and a tail where the human intervention is really valuable at setting direction and correcting the final path.
But the mid portion of it, I love using AI for it because I can find inspiration in it I can find contextual sort of richness when it comes to looking at different perspectives, creating connections, understanding different layers.
But then when I need to decide,

Miguel 13:39
I'm not going to let AI decide for me.
I'm the one who has the power of deciding and I'm the one who has the power of saying this is the right path for my product strategy or maybe it's that one.

Jiwon 13:51
HMM, got it then I was wondering about that have you ever noticed any changes in collaboration with outside of the creative lab?
Like like I heard that some UK research teams concerned about when they share their interview script to the product manager team and other teams and then they're just using AI to get the insights, not talking with the research team.
So I was wondering like how it impacts the collaboration with outside of the lab

Miguel 14:25
I think it might impact in different ways in terms of the research.
I don't see it impacting negatively because we are a very strict institution when it comes to running research and because we run a lot of economic analysis, people know that it is not good to assume there would not be space for assumption.

So if someone were to take the interview guide or a research proposal and then extract from it something and then make it into insights that would not fly really far like it will be like what are you doing here like ==this is not something that's methodologically valid and we cannot trust that as information.==

And, but that's I think because of the nature of the institution now when it comes to designing. So like moving from the strategy portion and now moving into the design world when we run I don't know ==sessions for ideation or prototyping those I think that we could definitely work better with other teams.==

==And by that I mean that if we're able to bring teams that are not design savvy and we're helping them entranslate their thoughts into design criteria, that's a great way where we can sort of create bridges that didn't exist before.==

==So if you are a researcher or you're an economist and you can use AI to dump your thoughts and translate those thoughts into either wire frames or design criteria that our designers can understand that's already a huge win because they're learning our language they're able to communicate with us in a better way and we are able to show them in what they're expecting.==

==It creates a very interesting bridge.==

Jiwon 16:24

I think that's really interesting like people talking about like AI kind of blurring the line between the roles.

And then since like designers can now building prototype without engineers or like researchers design wireframe without designers like that.

But you think it's more helping people to connect and then translating the roles word lords rangage language into the like into different roles.

It's not more I feel like it's more bright side.

And

Miguel 16:59

==for me it's not about the researcher doing design work it's about the researcher communicating better with the designer and understanding the designer's world.==

But I'm not expecting the researcher to in any way come here and use figma and design wire frames.

==I don't think that's the value and also I don't think that's what they want like one thing is the things that people can do but also the other things are the things that people feel passionate about.==

Miguel 17:31
I'm not going to have a researcher who's passionate about crunching numbers in Excel create a wire frame. It's not going to be something that they like to do. Maybe they liked some ideas of data visualization that they can use AI to generate some of those ideas.
And then can they translate that into like design criteria or I don't know wire frames for our designers but I don't see I see that the role so like that classic tea shape of the roll the tea becomes longer and longer and longer but not in a way that you can execute the work that others are doing but in a way that you can communicate better with those who are experts in those different I don't know roles.
So yeah, that's, that's, that's my take on that to that

Jiwon 18:24
pool. Yeah I never think of that way but it's really insightful.
And then because we keep thinking of how this AI like new tools or technology will or influence a team or organizations and we ended up like keep thinking of the communication or collaboration space because I feel like it will change a lot in that phase.
But still when we research about the AI, it's more focusing on the individual usage and how do you envision or just like

Jiwon 19:00
when you reflect on your personal experiences, how do you think it will change a collaboration or do you think it will just not change collaboration?

Miguel 19:12
Well, I do think it will change the way in which we collaborate in different ways like from the more basic repetitive tasks that everyone does every single day like managing operations.
That's a way that maybe you, I don't know, dedicate a lot of time for that and then that time is freed up.
And then what you do is, for example, when you go into a team's call and you click in the top of the team's call, the co pilot sort of button and what it does is it generates the summary for you it sends the email for you it sends all of these operational tasks that are extremely time consuming.
I think it completely removing that is something that frees people to really engage in those spaces.

So you're not taking note for taking notes you're really engaging with someone in conversation because someone else is,

Miguel 20:13
it's taking that away from you and you're really being able to concentrate on that collaboration.
So that's sort of like in the way of the operational relationship.
But now when we move into really collaborating in our work I, I, I stand by the thing that I said before and it's acts as a really good bridge between different people in a team who are trying to accomplish something together.
So when I'm in the research phase and I can start telling the designers, hey, I'm starting to see this, this and that can you create something quickly so that I can include that in my next interview and so a designer can quickly draft a prototype or design something that can be included in the research phase.
So I see smaller loops of iteration, quicker feedback between teams, rapid response now to engaging in different ways that were not possible before.
And I think that, that the velocity of the team to be able to collaborate is being exponentially driven by AI,

Jiwon 21:23
oh, got it and then do you think it's also, you mentioned that the people will be more engaging in the conversation like not just caring about the operation side and is there any other things that you expect the quality of work will be increased?

Miguel 21:42
So there's something that I am very cautious about and it is over reliance and that's where I feel like people might feel very confident that the work that they're putting into an AI system is something that they can trust.
And being over reliant on that the output of an AI is extremely dangerous because you can't control you don't know if what you're getting out of it is really trustworthy or not.
And if you're not even challenging that, then I would say I think the quality of the work might not be the best.
So I can get more things done but not necessarily to the level that I would expect them to be done. And then I would need to set up guard rails at the end to be able to catch those mistakes.
So it's like I'm, I'm being more efficient but not necessarily I'm increasing the quality of work.

So that's one of the things that I'm still sort of not completely trusting the process.
It is

Miguel 22:52
if I cannot see how it works if I don't know what it's doing, I cannot completely trust it.
So one of the things that I think it's extremely important when you're designing sort of a process for a team to uptake the use of AI is how do you design those guard rails so that you're not over reliant on the use of AI so which, at which step do you say, okay, let's stop and let's check our process? So like if you're doing a mathematical calculation, you're like doing your calculation and then you stop and you're like, okay, let's go back and let's check the calculation to where I am and let's see if everything's okay okay everything's okay, let's continue and then you continue.
So if we set up those like breaks in the process, then it's easier for us to catch errors and to increase the quality of our work.
But if we don't,

Miguel 23:46
then we're over reliant and we're just trusting it blindly which is extremely dangerous.

Jiwon 23:51
I see, then I feel like we are assuming that in the future or even now or all of the work kind of work output that people bring to the table in the discussion is part of AI like it's based on AI output and then we're kind of reviewing the quality or like checking the trust of the contents.
That's what I understand is it right?
Or

Miguel 24:20
yeah like not necessarily that everything you bring is AI based.
It's like if you bring something, don't tell me it was solely done by an AI.
I want you're not hiring people to use an AI tool.
You're hiring people because they are capable human beings who are able to understand the process and who are able to say what's right and what's wrong.

Miguel 24:48
And you're hiring people for their talent.
So I want people to use their talent to be able to say if what the AI Model is telling them is truth or not truth.
Then what do you go for? How do you use that as contextual information to be able to go over and at the end conclude something for yourself?
So it's more of how do I in the implementation of the use of AI design, guard rails, design the rules so that people don't over rely on automatic conclusions but they have the need to break that process into manageable chunks.

Jiwon 25:30
HMMM yeah that makes sense because I was wondering like if ever since AI being like used in general, do you notice that the team meeting or discussion or reflection like like interaction between team members has been changed or do you think it's still remained as a human discussion but we're just using AI like output

Miguel 25:59
for us in this institution.
I think that AI is still like a, like someone hiding behind the door like peaking.
It's still not yet part of the sort of the daily it's not a participant that sits at the table when you're in a discussion and it might be the way that it's integrated into our systems that we sort of have it there like standing in the room not really participating.
But I do expect us to rely a little bit more on okay let's collaborate with this tool and let's create collaborative processes that we at the end of a meeting can say, okay, what do you think of this and what do you think of this and how can AI help us with like I don't know the next steps and that's something that we currently don't do but I think it's completely feasible in the future.

Jiwon 26:57
HMM, got it got it then my last question would be like if you think AI as a teammate, not just like a assistant tool, then how would you describe the AI tools that you are using now to other teammates like, how would you describe?

Miguel 27:20
So I think that the best way to describe it is that it should not be a teammate so it shouldn't be something that's like a separate entity from the human.

Like ==I see AI as something that's tied to the human in a way that augments the human's capacity and not necessarily as something that's on the side of it that competes with the human's capacity.==
I see. So I wouldn't see it as a, like AI is our new teammate or people who say like AI is an intern.
No it's like AI is something that's helping you work in a different way.
So that's how I would see it not necessarily as a separate entity.

Jiwon 28:13
HMM, got it yeah because I AI people distinguish AI from helper collaborator and just principal creator in different spectrum.
And you see AI more as a helper, right

Miguel 28:28
I see it as a,

Miguel 28:34
that's a good way to put it like helper collaborator and what was the third one

Jiwon 28:38
creator principal creator who can do their own with their own decision

Miguel 28:43
so it depends so I think it also depends on the nature of the task.
And for me it's like a spectrum.
Some of the tasks that are like if you see the spectrum between two spaces, automation and augmentation, there's a huge spectrum between the tasks that fall within that spectrum.
So AI can move freely within that spectrum and depending on what you're doing, what the nature of your work is and where it falls within that spectrum that's how I would see AI interacting.

Miguel 29:22
==I would be completely comfortable of AI creating without me responses for my emails==

==like in those tasks that are repetitive that are low risk that are that don't play any sort of risk for the institution or for my job.==
I have no issue with that.
==But then when the things that are the key to my role, I see it more as, how can I be better at my role and that's when I see it as a collaborator.==
==That's when I see it as something that enhances my knowledge, something that enhances my capabilities into something that I can do in a better way.==
==It's not something that I use because I don't have that capacity.==
==It's something that enhances my capacity to a different level.==

Jiwon 30:13
Thank you. I think it would be yeah for us, it would be good to specify all the tasks and then see how people perceive the different AI's contribution or the spectrum they allow to AI to do it.

Miguel 30:27
Exactly. Yeah that could be really interesting because one thing is what AI can do and the other thing is what people trust AI to do.
So if you give a doctor the possibility of using AI for, I don't know, looking at X rays that's extremely helpful but would the doctor trust AI to completely treat the patient?
Maybe not. So it's like, what's the turning point of trust?
What's the level that people are able to

Miguel 31:05
sort of like divest themselves of that responsibility I think it comes to how vulnerable are you in terms of risk and responsibility

Jiwon 31:18
oh, asks can you just share a little bit more about the last sentence?

Miguel 31:24
Yeah it's how, ==how risk averse are you in terms of delegating or not your responsibilities?==
So if you're a risky person and you're completely fine with someone else taking your responsibilities, maybe you're a little bit more open or eye to executing your tasks.

If you're a little bit less inclined towards that and you're very, I don't know, geared towards you're the one who is in control of your job and your tasks maybe you would be less inclined to that.

And it doesn't necessarily need to be matching up to, to like a, a profession it might map to personal preferences.

It's like when you talk to people about their investment capabilities.

So one thing is what your risk appetite is but the other thing is what your risk behavior.

So one thing is what you think you're going to be doing as a risky person but then we know that if the stock market drops a little bit, you're going to be

Miguel 32:35
going crazy. So as a investment, I don't know analyst, you're not going to be letting your clients choose a risk profile that's above their grade.

So that's a little bit about how I see AI.

And it's, how do you choose the right level by understanding your risk exposure limits?

Jiwon 32:57
HMM, that's very interesting factor.

I haven't thought about it but I think we definitely think about it.

Thank you Mcca. It was really helpful and then I have a lot of that I want to write down right now.

So yeah can you just share it?

How was the interview?

Miguel 33:15
It was great. It was great.

It's great to first of all see you again.

Great to see you working on a very interesting topic and also it's something that's really interesting to discuss and talk about.

So I would be really curious to see what the results are.

So yeah super excited if you can share them at the end I would love to see that.

Jiwon 33:36
Yeah I'll keep updated and for the less, I'm just I just shared a link on the document on the email and there's a short survey to understand your jobs and experiences and I'll just send it to the LinkedIn so that you can fill it up later.

It's was just like two minutes

Miguel 33:55
perfect. Thank you very much.

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Mariangel

[ClovaNote Sharing]

Mariangel

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표지원 Jiwon Mariangel

Jiwon 00:00
Transcript. Then before I start, can you introduce yourself briefly?

Mariangel 00:10
Yes of course. Hi my name is Marian Hill Via Los.
I am a UX researcher s strategist at the Im, the Creative Lab.

Jiwon 00:23
Cool thank you. I just want to start with the question of understanding about the organizational context how AI adoption is perceived at the organization level.
Do you think your company or team currently encourage or discourage AI use?

Mariangel 00:43
Yeah I think it's super encouraged at the IMF they built this tool called IDA or ADA.
I'm not sure how they pronounce it, but it's an LLM within the organization.
And then there's also, we use Copylot is the official version for the IMF and we can feed confidential documents and whatnot.
So it's very much encouraged.
We've had a few internal sessions to learn about for example, agents, WID Copilot and whatnot.
==And then within the division I know the project managers like to really use the limbs for meeting notes.==

==That's a big one now it's something that has changed for sure where we try to have transcripts and use that to make things faster and have meeting notes.==

And then within our, within our team you know, we've been using AI for a while.
E lamb in and for the past, I don't know four weeks we've been doing some training as well so it's kind of ongoing the process of how we're using it but it's very much encouraged.

Jiwon 02:00
Then what outcomes do you think the IMF expects from it?

Mariangel 02:09
Yeah I think right now the conversation is around efficiency and productivity a lot of the time around saving time.
I know there's this sometimes people call it like the intern which is something that I hate but sometimes people call it like, you know, like having, like, like a partner that can help you.
So it's very much along like this kind of narrative efficiency saving time like I know there were some examples because at the IMF there's a lot of

Mariangel 02:40
written outcomes like reports and whatnot.
So people were saying, you know, you can feed some information into other lamps and then you can produce a version of a report and you can save time with translation or translation is also one of them that has been going on at the IMF but yeah I'm not sure if I answered your question.

Jiwon 03:01
Oh yeah you answer my question so well and I was wondering like you said like, oh, people saying it as an intern but which I don't like and can you share your thoughts about it?

Mariangel 03:15
Yeah I think so I mean it comes from a place it's like two parts right because I was an intern myself and sometimes there's this perception of having an intern doing like the boring tasks or whatnot.
So I mean there's that like the perception of what an intern is that I don't like.
And then your perception is when you try to personalize, give like a personality to the

yellow lamb. That's also like I don't like it but yeah I like to think of it more of as a tool I guess especially with other lambs.
Yeah I guess that's where I'm coming from.

Jiwon 03:54
Oh yeah yeah that's interesting because you see like LLM or like any CH genai service as a tool.
Not you don't like to personalize it why you don't like it?
Some people like seeing it as a teammate and calling it as a third teammate.
So I just want to

Mariangel 04:17
Yeah Yeah I think within our team we don't do that because yeah I definitely see it more as as an efficiency tool.
You know, we have at one point car changes were a big deal and it's kind of like along those lines because it's just, you know, it's like a predictive system so it's just like producing this kind of reproducing knowledge.
It's not producing new knowledging and love.
I don't know it's complicated but to me it cannot replace a person or a human.
So it's more of a tool in that sense.

Jiwon 04:53
Got it then how do you personally feel about this organizational expectation like what do you?

Mariangel 05:04
I mean I think I think it's, I mean I agree with using Elms too to spend more time on tasks like drafting an email for example or things like that.
I think that makes a lot of sense.
I think the problem where it gets dangerous is where I don't know there was this report right about accenture where in Australia it was started hallogenating and all that stuff.
So you know, if it's productivity to that level then it doesn't make sense.

Mariangel 05:37
But if it's productivity at the level of I don't know project management things like that I

think I think it makes a lot of sense because yeah, there's a lot of emails going on all the time and things like that where we can save time.

Jiwon 05:50
I see then I just want to hear more about how do you use it as a personal practice like in your work then can you share how do you use it in your daily work?

Mariangel 06:03
Yeah at work I don't know it's been a process because I don't know, let's see it's been a lot of experimenting where for some projects we started like in general I do use it every day for I don't know drafting emails like I mentioned that already a few times or if you need to, if you have like a big block of text that you need to summarize.
So those kind of tasks where it's helping with like a piece of text I use that pretty much every day.
But if it's when we talk about the research per se like research process it's been very, you know, going back to your research project it's been very collaborative between us where we try to, to see how we can use AI together.
So I don't know like for example, Salia and I had a project and we tried, we tried using transcripts of interviews and we've tried to do multiple projects and we have a conversation between the researchers and we're like, oh, this is like, so it doesn't make sense

Mariangel 07:13
and maybe it's <mark>hallucinating quotes or what not or it's picking up information that we don't really care about.</mark>
<mark>So using transcript for interviews has been pretty much off.</mark>
<mark>But we found that if we do like a first pass of thinking for interviews, whether that is summarizing key points or things like that.</mark>
<mark>So like doing that first pass between us between the researchers and then having that key information that we can then feed the LLM as a way to maybe organize it into themes,</mark>

Mariangel 07:45
something along those lines.
I think that's very useful but that first like path of oh, okay, this is what the interview was and this is why it's important and why it's interesting.

I feel like ELLA limbs at least I don't use them for that yet.
I know I've seen people noting that they're like I have this framework and it works so well or I don't know this is like my foolproof what you call it prompt but I don't know like people put a lot of thought into it.
So maybe there's a way to do it.
But for me like like having that conversation one on one as a researcher and then like maybe if it's just me or I don't know Miguel or Sally and then we have the conversation of what stands out the most and it's most interesting and then doing that first clean up and then using that too feed into the other lambs for putting it together into themes like I said or maybe brainstorming later on.
I don't know functionalities that come out of that like something along those lines.
I think it makes more sense.

Jiwon 08:52
Yeah I think I think like people also using it as the way that you're using it.
Like some people think it's important to human initiate the conversation and then we input some data to the LLM and then it's kind of helping us to like clean up the data.
Yeah that's what people are saying.
And so it was, I think interesting to see how researchers working in similar ways even though they're working in a different organization.

Mariangel 09:28
Yeah. And like you work with Sally right and you know that during after interviews something that Sally likes to do is having that one on one like those little debriefs and during those debriefs we come up with cool ideas or you know, follow UPS for interviews.
So like that kind of back and forth is really useful.
I feel like and I don't know, I don't think it can be replaced by because I don't know like there's like so many things doing interviews and research you know, like body language and whatnot.
And you know, this person maybe was having a bad day.
So things like that that you know, the other limb cannot catchm.

Jiwon 10:06
Then have you ever noticed that changes in team discussions or decision making since AI become a part of your workflow?

Mariangel 10:17
So I mean, I don't know if this is what you're referring to but since AI became, I think like management is very keen on us working on topics related to AI.
So there's like a big push for those kinds of projects.
So there's that like, more like at the higher level of top projects that we work on.
But then yeah, like we had these training right that we had and I mean I don't know how much money they spent but I'm sure it was probably significant.
And so you know, there's definitely

Mariangel 11:00
you know, that push for us to be using these tools because I think a lot of the time if we don't, it's viewed as we're like falling behind or something along those lines.
So yeah, it isn't, you know, like so, but yeah, I think that's what I think about.
There's, I don't know what other decisions come to mind but I mean, yeah I guess something that I would think about is meeting etiquette now in our team not so much but with all PMS in the division you know, the etiquette is that there's a transcription going on pretty much every meeting which is something new.
So I would say that's definitely new.
Yeah

Jiwon 11:54
how do you personally feel about that like the changes?

Mariangel 11:59
I mean sometimes I feel like I don't know AI is kind of tricky right because it, there's so much hype and sometimes I don't know like, I think that there's, maybe sometimes too much importance plays in too much hype I don't know but yeah sometimes I don't know if that's like where, like the direction necessarily that's going to take place down the line.
So yeah, I'm not sure I heard this conversation during a lunch time where

Mariangel 12:42
like I was talking about how I wanted to learn to co Python and then someone in the team at the managerial level was saying you shouldn't learn that because now they say I kind of that was kind of like the conversation.

So there's like a lot of hope I think placed on it and all of these different things and it's like kind of like people trying to move really fast and sometimes it's like why do we even need it in the first place?
So it's like people wanting like the chat bots or things like that and it's like sometimes it's just like to do whatever I like to be like on the trend.
So I don't know that's more like at the project level, the functionality level.
Yeah

Jiwon 13:29
that's very interesting.
Then have you ever thought about like people intentionally putting AI even we don't need it right now in our workflow not about the project itself but about your daily workflow

Mariangel 13:45
I don't know I don't think I've seen that well, maybe sometimes but I don't know if this counts.
This is not like workflow per se but people do love too.
Sometimes you know, like send like silly images made with AI or you know, silly activities like team building where you're using AI and it's like it's kind of like, very, like it seem as like a fun thing sometimes or like the songs or the like rhyme.
So it's kind of like that's kind of like cheesy team building but I don't think that counts.

Jiwon 14:24
Yeah that reminds me of like the songs.
Yeah I remember that.

Mariangel 14:30
So when I see that kind of stuff I'm like this is so silly but yeah I don't know

Jiwon 14:40
I think that's also a very good example of using AI in the workplace.
I hadn't thought about it so far but

Mariangel 14:48
yeah I personally I'm not a fan because yeah, like for example, now they're like reorganizing the space one of the spaces here and you know, they were using their eye to visualize it and see different versions of it like that kind of like team building of his life. But it's not like the day to day work.

Jiwon 15:07
Is there any task that you now complete alone with AI that previously required collaboration with others?

Mariangel 15:17
I don't think so I think we're still.
<mark>I don't know because our work is very, you saw, it's like very meetings based, very collaborative so I don't think there's anything collaborative that has been replaced.</mark>
I don't know meeting notes maybe but it's still like they're still like people people still like you know, Chinese and what not.
So I don't think so I think it's still purely but I don't know, I don't know what's going to be in the future because we've been doing these

Mariangel 15:55
training and it's more about prototyping or wipe coating in sometimes maybe I don't know I can see that in the future as a way too to escape kind of like that first step of producing prototypes together but I personally wouldn't do it.
I personally would prefer for people to get together and do it but it's like something that potentially could

Jiwon 16:24
you say personally you wouldn't do FBE coating or this prototyping by yourself.
You would rather collaborating even if there is a technologies right then can you share why you want to do it?

Mariangel 16:39
Yeah so and I'm not like super technological or necessarily you know, like that verse in any of that.
So you know, maybe for someone like Warren who works on that side maybe it makes

more sense.

But for me like if we were to have that first step of producing some kind of prototype or design, ==I think it's more useful to sit down with people and paper and pin and just brainstorm ideas and have that kind of conversation== ==because then you can understand the why behind their decisions and why they think this is one way or another.==

And also like sometimes about competitors too because they're like oh, I saw this website or P this or that.

So you can have those kind of like really cool conversations.

Mariangel 17:35

Yeah ==you're missing a lot of, like that rich conversation I guess and like a lot of like the why or how people are thinking about like a process or a requirement or what not.==

Jiwon 17:48

Yeah that really makes sense.

And then I also kind of thinking or imagining that if we're working with AI people are getting more solo work.

Mariangel 17:59

Yeah yeah yeah like right now like today we had a training about it was like life coating, slash prototyping kind of and I was thinking like oh how could I use it in this project that I'm working on?

And I was thinking could I help set up a prompt and each of us have a prompt but we edited to give different instructions like I was trying to think about how I could use it because I'm almost reaching that stage for one of the projects where we start designing together like brainstorming

Mariangel 18:27

and I was trying to come together with a way to use it but at the end of the day I was like, I think it's a lot easier if I sit down with them with pen and paper and they bring their ideas and we talk to them because ==if we use AI and other people get distracted with the flashy things.==

And so I think for this kind of process it's not that good.

But there was like I see a use case where

Mariangel 18:55
I don't know if you remember this project the IMF I don't know if you were there when we were working on it but it's like an Excel add on.
And we found out that for example, we usually have those spreadsheets with recommendations after like a project like research like with the now hop right you guys have like a spreadsheet in one of us found out that if we put that into the other lamb, it kind of like produces a version with the recommendations implemented.

Mariangel 19:27
So it's like a way to visualize it like how the recommendations will look like but it's, I feel like that's like a later stage of the project.
So and I feel like that stage is a little bit less collaborative because it's already you have the recommendations and then you put them into whatever you're working on.
So it's later on in the process and I think that could be really cool to do like bipe code or whatever and because you can make it clickable and what not.

Mariangel 19:53
So maybe later on that's like a way to visualize that

Jiwon 19:58
goddess. Then I feel like you've already taken a lot of AI related training and can you just share like what was the like any reflection or ideas that you come up your mind?

Mariangel 20:14
Yeah so I do have some thoughts.
So I hate like we had a session on kind of like user personas kind of like and like I hate that I don't like that like I know there's people who like he was the guy was showing us you can have them as like a reference point but I don't know, I can't see it going wrong so many ways and like the whole synthetic users I know it's like a different conversation but

Mariangel 20:46
I find it very tricky and unethical.

And like LLM's already trained on very biased data and they have like all of these biases and like for example, like the trainer shows like he used I don't know which tool it was but he was showing pictures of like a demographic and it was like a Latina woman and it was like the most stereotypical picture of the girl who it was like.
So there's a lot of that. And so I find that when it comes to producing profiles with people or demographics,

Mariangel 21:23
I don't know that. I think that's where I feel like the strongest about of not using it.
I think yeah but yeah

Jiwon 21:31
so it's very interesting like the training is supposed to help you try that feature but you ended up not liking it and then oh I'm not going to be using it because first reason is that you think it's more stereotypical and like hallugenated.
And do you have any other reason or any other feeling?

Mariangel 21:57
I just think that humans were very complicated like sometimes when you try to put people into a box produced by N Lam, it's just I feel like very, I don't know, I don't know how to word it properly but I feel like it's very boring and unethical because as humans we're like so fun and unexpected in many different ways.
So I don't know I see how people maybe I'm just like going into deep like I can see how you can be like oh desk economist and then you have like,

Mariangel 22:31
like the functions that they have to complete but that's like very surface level.
So I don't know

Jiwon 22:41
I'd love to hear your deep thoughts and reflection because that's why I'm doing this research because I feel like there's kind of the gap between people perceive AI or like using it and how they feel about it versus how they use it.
And I also feel like AI really helps to automate or like make it work efficient but also kind of like flood our thinking.

Mariangel 23:12
Yeah, yeah yeah yeah yeah I saw there's a book I haven't read it and I have no clue even if it's good but there's a book about that, about how it's like the flattening of culture with social media and AI and all of these.
So yeah, I, I, I think I feel very strongly about that topic of, you know, if you even like social media like the algorithms and stuff it's like I don't know all of this is like training on like

Mariangel 23:38
white male global North data a lot of it I don't know exactly how it functions but you know, it has like all of these biases and all of that.
So yeah, I can see how it can be maybe it's not like risky or dangerous for our work but it can be very boring.
I don't know if that's a good excuse but to me it's just like boring in a way.
So and that's also like why I started doing like, why like I did my PhD in the first place and you know, it's like not eak necessarily but

Mariangel 24:11
I just really love to learn from people like that kind of relationship.
So you know, talking to another them them is very boring compared to like talking to people you hear about their experiences and everything and how they're like shaped as a person and that's a lot more exciting and nuanced than another limb.

Jiwon 24:33
That's very interesting.
I never compared the conversation with AI and the people but there's such a value when you're talking with, with people.

Mariangel 24:46
MMM Yeah yeah I think so

Jiwon 24:48
yeah That's really yeah insightful.

Thank you. Then I think we already touched on this question but I just want to ask this for the last question How as AI usage is currently expanding right now across the companies or just everywhere What changes in collaboration do you like anticipate or envision like in the near future?

Mariangel 25:23
Yeah I wouldn't hope and this is maybe more of a hope and less of an anticipation.
I'm not sure but I would hope that there's more disclaimers on how people are using you know, A lands.
So like whenever for example, if I have to draft like a blurb for a project and you know, like that's like the kind of way that I use like Copyilot or anything.
So whenever I send it out and full disclaimer, I use Copilot or whatever.
So kind of I think having those disclaimers

Jiwon 26:37
Oh it works with this It's fine Okay Yeah can you hear me?

Mariangel 26:46
Yeah I think here. Can you hear me?

Jiwon 26:48
Yeah I can hear you.

Mariangel 26:50
I'm so sorry about that.

Jiwon 26:52
It's my okay Let me close the June first and then.
Yeah

Mariangel 27:01
I thought it was going to be I thought it would make it through the coal.

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Sally

Sally
https://clovanote.naver.com/s/Wm3wdMjagTctEvLauCLtKcS
Password: pru3ty

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표지원 Jiwon Sally

Jiwon 00:00
Thank you Sally is there any questions before the interview?

Sally 00:06
No, no questions

Jiwon 00:08
go then can you briefly share your like introduce yourself?

Sally 00:14
Yeah sure. So my name is Sally Toms.
I work in the Creative Lab and the International Monetary Fund.
I work primarily in the team as a researcher for strategy and product development projects and I also facilitate and through the facilitation angle, I take part in the capacity development missions for the IMF.

Jiwon 00:42
Cool thank you. I want to firstly hear about your personal use of AI in your work and can you share how do you use AI in your work?

Sally 00:56
Yeah absolutely. So let's say I'm definitely still trying to find my feet.
I'm not an advanced user by any means.

I was for a time paying for the advanced some of the advanced access to the models available publicly but since we got the enterprise access to CO Pilot and that integrates with my work email and all of my kind of work files, I decided not to continue that subscription and I mostly am using CO Pilot day to day just because it's linked up to all of those, the files that I use for work

Sally 01:40
and I'm trying to use it as like a way to help me with productivity.
Personally I don't know if you know this but I have ADHD so I very often find that like having kind of a blank page or like lots of action items that I can't quite remember can be very frustrating.
So I'm using like the CO Pilot that you can turn on during teams meetings to transcribe and then use it kind of like as a personal assistant that I could return back to help organize my approach to tasks which helps with focus.

Sally 02:22
So that's interesting. Yeah I really am appreciating that it's like not perfect because you have to like troubleshoot how you use these things like the first outcome isn't always perfect.
And sometimes I get distracted by that process of trying to get the Model to do what I want rather than the kind of overarching train of thought I need to be immersing myself in.
That's about the project that we're doing.
So I'm still struggling with that a little bit but it is helping and also it's,

Sally 03:01
it's helping you know, like when you're trying to do the first pass on, you know, large amounts of text.
You know, I'm finding it helpful if I have like a very clear outline of what I want to include in a report or something I put it in and you know, get it to help me kind of fill in the text but, and it's a learning process because I've like discovered again and again how much like cyclical kind of like fluff.
It can just be like feeding into the,

Sally 03:37
to the Model like even if you give it good data, it's still like it's not interpreting it in an

==highlight-yellow== intelligent way. ==
==highlight-yellow== It's just like filling the space you asked it to fill. ==
==highlight-green== So I'm trying to refine my process for how to do that in a way that doesn't just add more work for me in the review stage. ==

Jiwon 03:56
Got it then you're using an AI for more writing or editing or drafting thoughts or summarizing interviews or meetings.

Sally 04:09
Yeah yeah we started a little bit of training on other ways to use AI that kind of go through the process.
So we kind of experimented in like these like homeworks for the training with how you can make like a, a virtual persona or like kind of use AI to create an empathy map based on interview findings and like, you know, even, you know, clickable prototypes. Now like we don't,

Sally 04:43
as you may remember, we don't have access to a lot of these really specialized agents that can do things like the FIGMA plug in and stuff.
We're working on trying to get access to it in the same way that you know, our neighboring video and graphics teams they can get a hold of like the specialized Adobe tools saora like all of these things

Sally 05:05
for the work they do. So we're trying to use that channel as a way to get more specialized agents.
And that might be like when we really start moving away from just personal productivity and like, you know, text generation but it's, we're right on the kind of cusp of that at the moment we haven't really been effective or like very mature in how we do that.

Jiwon 05:31
HMMM so still I feel like I actually like to reach out to other consulting form or like go in house US research teams and I feel like most of the teams are very experimenting right now and nobody has answer or like, MMM, yeah answer yet.

So I think this is kind of the stage that we are now right now and so that's why I kind of want to hear the subtle changes or any like expectation or, yeah, you were like just imagination how a team will be

Jiwon 06:06
can be changed through Aption.
Yeah so I was just wondering then how do you think like I see a lot of advantage of using AI from your workflow can you like, what do you see as the biggest advantage of using AI?

Sally 06:33
The advantage could be that we're able to because of again, the efficiency increase that like, is there we could potentially be more robust with the way that we do synthesis for example because we're able to kind of fit more into the limited time that we have and generate more compelling assets in a way that like before we maybe had to kind of pick and choose what we could had the time to develop like I remember, you know,

Sally 07:12
Alicia would always create all of these really interesting like human centered design reporting tools but I very rarely had the time to do that because I was moving at a different pace than her and I wish I had the time to do more of that.
And very often I'll do interviews and then I go straight into reporting.
I don't kind of generate the journey I don't generate the empathy map I don't generate these other

Sally 07:41
other things that help visualize the way in which you know, I'm seeing these results come through.
And I think there's probably that relies a lot on my own kind of interpretation of the results raw from the interviews and there's probably discoveries in there and correlations I could be making that I'm not having the opportunity to do having like the,

Sally 08:08
the ability to kind of go through the data more quickly and build these things in a way that doesn't take as much time as it does when you do it manually.

You know, I could see that being an opportunity to really elevate that synthesis.
But you know, like I'm freed up to be really attentive to being critical of what the Model's giving me you know, trying to look for the three lines that I saw you know, but it just let's almost like a,

Sally 08:44
a bias check because I'm having to check the machine's bias so much like it's also giving me a chance to more deeply reflect on mine.

Jiwon 08:55
I think I really want to hear more about how that efficiency changed to focusing on the quality of work.
That's like a lot of people saying it like since it automates the work, I can focus more on creative or like generating other parts and more like a synthesis work.
Have you ever experienced of it or do you more expect to do it in the future?

Sally 09:19
I expect to do it. My experiences so far have been like frustrating you know, like I see the potential there but I haven't yet like really seen the gains but it's a process of figuring out how to make these work and then also what tools are best for it.
You know, through this training we're really seeing the limitations of what CO pilot is capable of and so realizing, you know, we have to kind of figure out a way to have this kind of like,

Sally 09:54
why do they call it like a shadow it kind of approach to being able to leverage the better tools.
But you know, it's like like when we were doing the NAHUB project like I before I went on leave I like put in this big amount of stuff into the researcher agent that's out of the box from Microsoft and I was like really kind of anticipating like yeah, this will be great.
And it was all in my mind like when I went back through in a detailed way through all of that text when I came back it was like

Sally 10:32
oh, wow, there's really not that much easier or it's like reiterating the same point under a

different heading like 6 times that's not good that won't appear good to the said, the client when if I try and regurgitate that in a report and also I don't believe in the, that that's like the strongest point for that theme that I had asked it because I had given it like a really, really in depth outline I wanted it to fill in.

Sally 11:02
So like when I get around that kind of curve and I'm able to figure out a way to not just put in raw data and expect it to come out with you pretty much text I can adjust and put it into a PowerPoint but like, you know, break that process down, be more deliberate in how it helps me than I think that that will really help because we, again, in this training we were doing things like,

Sally 11:32
you know, have it, you know, help you make a mission statement and when you make a mission statement then have it help you make like an intent prototype and when you have the intent prototype like these are all things that I remember you know, being options.
But again, it's just like you don't have time to manually make all of these steps very often you have to go straight into reporting.

Sally 11:57
But if those help you make better use of the machine because it captures more like kind of true intent of your synthesis then you know, that's really good but you know, it's like it's never going to be and nor do we want it to be click a button and do your job, do my job for me kind of thing right like it's got to be something where you're building intelligently into the machine so they can just augment your work not do it for you.

Jiwon 12:31
Yeah I truly agree with that.
And also it looks very fancy at the beginning when we just say it glance but when we just seeing a detail, there's a lot of errors when they are just making by themselves.
I truly agree with that. And still I think I just like hear that experience very interestingly.
Like first of all at the, at the first time you think it's very like, oh, it's pretty good but when you

Jiwon 13:03
go deeper review it and then oh, actually it's not helping me a lot.
And do you think, is there any, have you noticed any changes how you or team reflect
Orrame or refine ideas after using an AI?

Sally 13:22
Yeah, again, they think there's good and there's bad.
Like obviously the AI can like give you things that are like surprising and you know, kind of either in a good or a bad way like it helps you kind of refine what actually you mean because you're having to critique and correct what the AI's given you.
I think it helps you it helps you kind of push your, the way you're articulating your idea.
But I also see this kind of element of distraction again like what I was saying before where like

Sally 14:02
I'm like thinking about what I like the kind of concept I've got it all in my head and I'm trying to get it down but I end up being distracted by the process of refining what the AI is given.
Like if it was just, you know, if I had the almost luxury of just having the time to really craft all of the writing myself which again like for me is particularly difficult like the kind of intense focus that that requires is very difficult.
I think that would,

Sally 14:37
it would help like it doing that would be like a purer form of what that idea is right whereas when you're giving like the seed of an idea to the AI, making it generated for you and then focusing on refining the output, there's like a dilution process there that is taking it's abstracting what you were thinking.
So like I've noticed again, like I've noticed like outputs you know, because we're all on such time pressure outputs coming out that like again, it's,

Sally 15:14
it's like mostly there like it's pretty it looks great it's kind of like first skim.
But when you're like actually reading through it in a detailed way with fresh eyes particularly like I was reading something that a colleague had put together as like a summary of previous sessions and I was reading through it and I was like this is like it's

==got all the right stuff there but it's not saying anything really you know,== ==like it's all the ingredients on roll that like the like keywords.==

==Sally 15:46==
==But like in the way it's like pulling them together and making like points the points are very wishy washy.==
==So like I end up rather than like building on the idea that he is crafted and put together I end up going through and like kind of adjusting the AI generated stuff.==
==And so we missed that opportunity to collaborate==

Sally 16:20
like moving away from just being excited that we have this way to save ourselves time and we get into the space of actually creating personal equality outputs.
It's going to be difficult to, to collaborate in a quality way over those outputs and in the way that the, the creative lab works like we still do like mostly at this point right now we're still doing mostly you know, in person kind of huddles and collaborations over team's goals like that's mostly how we're doing it anyway.

Sally 17:01
==So that's it like AI is helping capture those verbal conversations== and you know, again, like if me and Larsa spend 90 minutes talking about like this whole session plan we might do and like we're working in the mural but we say a lot of stuff that isn't necessarily captured.
==She can then make a really effective use after we meet with the outputs of that transcript in, like the way that co pilot can help her access all those ideas.==

Sally 17:31
So like previously you would have had to listen to the 90 minute recording which you rarely have time, an extra 90 minutes to do.
==So it's like in that way it helps because like you don't have to worry about like, oh, stop that thought let me write it down like you can just like stream of consciousness in person with another person.==

Jiwon 17:57
That's really interesting like you pointed out like the PROs and cons of the AI in

collaboration.
Like sometimes I think from what I understand AI helps when people focusing on the collaboration or discussion AI just like assisted or summarize it it really helps.
But however, we, if we center AI as an output or quality or generator of the contents and just working together it might lose the chance of discussion or collaboration.
That's what I understand right

Sally 18:33
yeah yeah I think that's correct.
It's like the AI, isn't it?
The AI isn't good enough by itself and I think our control of the AI is still immature.
So like it's not at the level yet where it can be the center of our collaboration you know, it can and maybe you know, like we've seen these things through these trainings of like, you know, quickly being able to spin up, you know, clickable prototype ideas and like things

Sally 19:05
like maybe when we're better at doing that it'll supercharge our collaboration.
But where we are right now I just, I see it more as like a distraction because we're like we're getting pulled into like, oh, that's crazy like look at what the AI did and we're not talking about the thing we're there to talk about.

Jiwon 19:25
Got it then do you think Lu Jiu like if you happen your challenge like if you have a challenge or project and you still have an unclear idea about how to approach it, then would you start going to AI and then research or interact with AI first or would you like having a session or meeting with teammates?

Sally 19:51
It really depends on the situation, I think because I've definitely done both

Sally 20:06
in the situation where I have as much information as I possibly could about, like the background of the project or you know, the parts of the problem then I might play around with a eye you know, kind of like throwing spaghetti at the wall, seeing what

sticks kind of thing because again, like I do find it helpful for when you have just a blank page but you know, I also, again, I'm in the habit of

Sally 20:37
pushing my laptop away, getting my note paper out and drawing out possible ideas and then maybe I'll go back to the AI once I've like figured out what that outline is and then get it to like, help me suggest other additional ideas or write that in a way that's easier to communicate.
If I go to a meeting with other people I think that in cases where I don't have enough information or I like have like open questions, I don't go to the Air I

Sally 21:12
to help me answer those questions, I would go to Miguel or ELAD like people who maybe had already had contact with the client or you know, maybe Larisa if she's, you know, if it's a more kind of, you know, technical question about the way that certain FinTech works or the different approaches for things that I don't have personal experience in I trust there kind of takes a lot more than I

Sally 21:42
trust like what results search results basically the AI would give me like I haven't yet asked the AI to teach me anything because again, I like, I don't, I don't trust its like understanding of what I do enough really like I think that's a challenge especially like, you know, it knows what the IMF is at least you know, I don't have to teach you know, kind of like where we are in the institution but still a human centric design and the kind of particular way in which we look at the work of

Sally 22:21
like the economists that we help and the kind of policy measures that we have as context for the work we do.
It's, it's so complicated it would take me so long to get to a point where I felt the air I even understood my question before I could trust its output.
And whereas I could get 15 minutes with Miguel to talk through something and have a clearer idea out of that then you know, I could get it with the same amount of time with the AI.

Jiwon 22:55
Yeah right I totally understand that like one other interviewee also mentioned that it's really hard to for AI it's really hard to connect between like other contextual information and understanding like a client's goal and like our challenge and other information.
And I think that it's something that you're also thinking it's much better to just like with seniors.

Sally 23:24
Yeah yeah it's like if we had a very straightforward linear kind of role where like this was our job and this is like this was the task that we had to do like maybe it would have a better opportunity to have data that resembles that and it's trading and it can give you what you need.
But because we're so adaptive and also like very much in like this weird little niche inside a very particular space like,

Sally 23:58
you know, we hire humans to come and join us and it takes them a long time to get to bearing with that we can't expect the AI to be able to do it automatically.
So it's, I just think it's like much better that we are able to leverage our institutional knowledge, our understanding of kind of the particular ask in this particular space and then bring those ideas to the AI and then go from there.

Jiwon 24:27
Cool thank you and like, do you think then for now do you feel your work has expanded or narrowed since you started using AI?

Sally 24:44
I think it's kind of stayed the same to be honest.
And maybe it's because we're still early stages but I'm still doing the same research reports I'm still doing the, the same kind of facilitation and mission design and all of this stuff.
Again, I maybe like better able to jump on tasks more quickly and get started but I don't see that anything I'm doing is being replaced by anything, any particular tools.
I haven't found anything sophisticated enough for that yet.

Sally 25:25
Got it thank you. I like, maybe I was wondering about this with Cody.
Are you ex designer seeing some of these like clickable prototype things?
I wonder like what his thoughts on this are because like we were really shocked by we tried in CO Pilot and it was so shitty.
It was like, oh God, you know, like I'm not going to bother with this ever.
But then like we made CO Pilot which had access to our research documents we made it generate a prompt for cloth and then put it in clothe.

Sally 26:00
And the first output like with the one free token you get with thud was like insane. And like that is the first round of iterations for what Cody might put together like. So I wonder how like that can be a very positive thing or you could look at that in a very kind of like anxiety driven sort of way.
So I don't know what his thinking is you know, his personality isn't necessarily anxiety driven but it could be like something that really, you know, accelerates that sort of work. But

Sally 26:40
again with the particular niche that we're in the particular kind of like translation that we have to do for our methodology into the way that we facilitate and conduct research.
I don't see it replacing any of the kind of research and strategy work that we do yet

Jiwon 26:59
got it Thank you then for the last question I think you're already like kind of mentioning an overall conversation but I just want to hear it more like clear word like how do you feel about when the team after all this training and then the initiative that adopting AI in workflow how do you feel about it like, do you more excited or do you concerned it?

Sally 27:28
I think my personality is to be maybe a little bit more optimistic than others like I, I feel like there's an opportunity here for us to use it responsibly in a way that just enhances our ability to do better quality work you know, in a more healthy way in tight deadlines.
You know, like I think that's something that's good.
I do know like there are people in our team who are a lot more like ethics minded and the red flags are a lot more apparent to them

Sally 28:13
and I think that's really good and healthy like it's good for us to have a mix in the team.
I want to be attentive to their concerns when they raise them and make sure that as I continue to explore and use it like they have the opportunity to kind of say, hey, have you considered this?
But overall I think it, I think we're

Sally 28:37
lucky to be in the kind of insulated place where we are because I know there are other teams like externally who are probably facing a lot more pressure and a lot more kind of like they're being pushed to leverage these tools in a way that maybe makes them feel more uncomfortable.
I haven't felt that yet and I don't anticipate it in the next two years.
But you know,

Sally 29:03
you never know we'll see it's a fast moving world and, but I can't help but be generally optimistic that it can just, it can help us to make better use of our time.

Jiwon 29:15
MMM thank you. It's interesting to see how team culture also influenced.
How do you feel as a individual?
Definitely definitely thank you Sally.
It really helped me to understand it's more about perception and feeling about the AI and you got, you gave me a lot of great insights.

Sally 29:41
Awesome. Yeah I'm so glad it helped.
Feel free to reach out if you had any follow UPS or whatever.
But yeah, it was so good to chat.
Yeah see here I have to send you like I'll figure out a safe way to send you the report that so we ended up making for now hub is like we have a new guy on the team now he's kind of taking it over like he's leading it so I can work on other things but I'm still included.

We're starting to do early designs now so it's, it's nice.

Jiwon 30:12
Oh, I can't wait to see you.
I can wait to see it. Yeah let me know if you can send it or just sharing it like through a journal.

Sally 30:22
Definitely it will probably have to be like a read only like no sharing but it I think you deserve to see the research outputs.

Attendees 3 30:31
Thank you so much. All right I see you have a great weekend.
Yeah you too.

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