



To BCG's network around the world,

Business leaders are well aware that artificial intelligence offers huge potential. More than half of the 3,000 managers surveyed in the latest [BCG-MIT Sloan Management Review AI research](#), published today, are piloting or deploying AI strategies—but **only 10% are seeing significant gains from their investments**. The companies capturing value have one thing in common: they have found ways to change processes in order to facilitate organizational learning with AI.

Back in June, I wrote to you about how learning will be a defining element of competitive advantage in this decade and how COVID-19 has only accelerated this imperative. The question to be asking is not *what* to do in the face of uncertainty and rapid change but *how* we can become better learners and increase our agility and adaptiveness.

It's not enough to have the foundation: high-quality data, technology, and talent. According to the new report, **organizations gain five times more advantage when they add to those basics the ability to continuously learn with AI**.

These AI winners are allowing for three methods of learning:

- Autonomous machine learning
- Humans teaching machines
- Machines teaching humans

Autonomous machine learning alone produces relatively small gains. But mutual learning enables machines and humans to understand each other's logic and reasoning. The machine begins to understand why the human favors a certain outcome, for example, and its algorithm improves. And the human learns from the AI's decision-making process as machine-made decisions become trusted and understood.

To get better at all three kinds of learning, leaders have to implement deep and broad process changes, including a high adoption of agile and test-and-learn practices, as well as ongoing investments in reskilling at all levels of the organization. Facilitating organizational learning—not just machine learning—with AI will deliver the full potential of artificial intelligence.

Read more about this new report from *MIT Sloan Management Review* and my colleagues at BCG GAMMA and BCG Henderson Institute, as well as other related topics, below. Looking forward to connecting again next week.

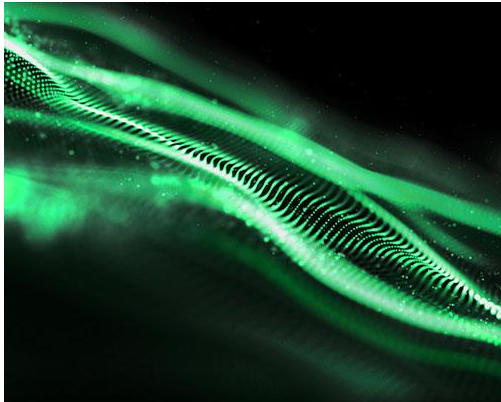


Rich Lesser
Chief Executive Officer



Are You Making the Most of Your Relationship with AI?

To achieve significant financial benefits from their machines, companies will have to look beyond automation—and focus instead on learning and organizational transformation.



How to Turn AI into ROI

Discover a six-step plan to drive business value through artificial intelligence.



How Humans and AI Can Work Together to Create Better Businesses

BCG's Sylvain Duranton shares the specific formula companies can adopt to successfully employ AI while keeping humans in the loop.