

# Artificial Intelligence

## STRATEGIC INTELLIGENCE BRIEFING

Curated with Desautels Faculty of Management, McGill University  
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# Contents

3	Executive summary
4	1 Latest insights
4	1.1 Current perspectives
7	2 Strategic context
7	2.1 Bias and Fairness in AI Algorithms
8	2.2 AI and the Future of Jobs
8	2.3 Can AI Overcome its Limitations?
9	2.4 The Geopolitical Impacts of AI
9	2.5 Operationalizing Responsible AI
10	2.6 AI, Diversity, and Inclusion
11	2.7 AI for What Purpose?
11	2.8 Generative AI*
12	3 Further exploration
14	References
15	About Strategic Intelligence
17	Contributors
17	Acknowledgements

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# Executive summary



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online

Artificial Intelligence is rife with contradictions. It is a powerful tool that is also surprisingly limited in terms of its current capabilities. And, while it has the potential to improve human existence, at the same time it threatens to deepen social divides and put millions of people out of work. While its inner workings are highly technical, the non-technical among us can and should understand the basic principles of how it works - and the concerns that it raises. As the influence and impact of AI spread, it will be critical to involve people and experts from the most diverse backgrounds possible in guiding this technology in ways that enhance human capabilities and lead to positive outcomes.

This briefing is based on the views of a wide range of experts from the World Economic Forum's Expert Network and is curated in partnership with Matissa Hollister, Assistant Professor of Organizational Behavior at the Desautels School of Management at McGill University.

The key issues shaping and influencing Artificial Intelligence are as follows:

## Bias and Fairness in AI Algorithms

The real-world data informing systems reflect the inequalities and biases of the real world

## AI and the Future of Jobs

Preparing for a future without human work will require more than addressing basic financial needs

## Can AI Overcome its Limitations?

Estimates for when truly agile and adaptable AI might emerge range from 10 years to never

## The Geopolitical Impacts of AI

The geographical concentration of the technology could aggravate international rivalries

## Operationalizing Responsible AI

Ethical principles can have very different meanings depending on location and cultural context

## AI, Diversity, and Inclusion

One way to avoid problems with the technology is to create more diverse development teams

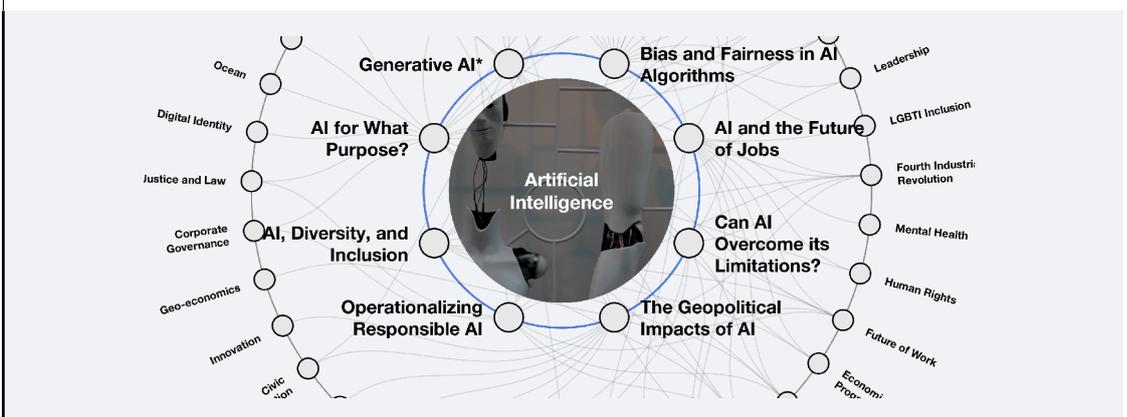
## AI for What Purpose?

We should consider whether some applications of the technology should be banned entirely

## Generative AI\*

Generative AI is a type of artificial intelligence that creates new content based on patterns and data it has learned from

Below is an excerpt from the transformation map for Artificial Intelligence, with key issues shown at the centre and related topics around the perimeter. You can find the full map later in this briefing.



# 1

# Latest insights

A synthesis of the most recent expert analysis.

Below are your latest updates on the topic of Artificial Intelligence spanning 10 different sources.

## 1.1 Current perspectives



ESCP

### When new technologies invalidate management theories

26 September 2023

In management, as in other disciplines, new technologies sometimes force us to reconsider the conclusions of established theoretical models. Frédéric Fréry writes that this was the case for digital platforms, which transaction cost theory had shown were intrinsically less efficient than integrated companies with their own assets and employees. Other advances, such as generative AI, may have the same kind of disruptive impact.

Research is sometimes ahead of practice. As far back as the early 1990s – some 15 years before Airbnb (2008) and Uber (2009) arrived on the scene – some scientific studies had already theorised about the emergence of digital platforms linking independent service providers with end customers.



The Tokenist

### Amazon's Shares Gain as \$4B Deal with AI Firm Anthropic Announced

25 September 2023

Shares of Amazon gained over 1% on the news that the company is looking to invest up to \$4 billion in AI startup Anthropic.

The post Amazon's Shares Gain as \$4B Deal with AI Firm Anthropic Announced appeared first on Tokenist .



SpringerOpen

### Use of subword tokenization for domain generation algorithm classification

07 September 2023

Domain name generation algorithm (DGA) classification is an essential but challenging problem. Both feature-extracting machine learning (ML) methods and deep learning (DL) models such as convolutional neural networks and long short-term memory have been developed. However, the performance of these approaches varies with different types of DGAs. Most features in the ML methods can characterize random-looking DGAs better than word-looking DGAs. To improve the classification performance on word-looking DGAs, subword tokenization is employed for the DL models. Our experimental results proved that the subword tokenization can provide excellent classification performance on the word-looking DGAs. We then propose an integrated scheme that chooses an appropriate method for DGA classification depending on the nature of the DGAs. Results show that the integrated scheme outperformed existing ML and DL methods, and also the subword DL methods.



Institute for New Economic Thinking

### Labor Economist: AI May Bring a Boom in Horrible Jobs

28 August 2023

Losing jobs isn't the only thing workers have to worry about. AI may make many jobs worse.

There's a high likelihood that developments in artificial intelligence (AI) are already affecting your work. ChatGPT has attracted 100 million users in a matter of two months (it took Netflix 18 years to

reach that milestone). As of May 2023, one survey found that 85% of American workers have used AI tools to perform tasks on the job, and a fifth report “high exposure.” A recent report found a similar number in Europe highly exposed.



[The Conversation \(French\)](#)

## Nous avons offert 7 500 dollars à des personnes sans domicile fixe. Voici ce qu'elles ont fait avec cet argent

22 September 2023

Les chercheurs ont constaté que la plupart des sans-abri dépensaient l'argent qu'ils recevaient pour payer leur loyer, leur nourriture et d'autres frais de subsistance.

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[World Economic Forum](#)

## New standards for AI and the metaverse, plus other top tech stories

25 September 2023

New standards for AI and the metaverse, plus other top tech stories

- This fortnightly round-up brings you the latest stories from the world of technology.

- Top technology stories: China to work on new standards for the metaverse; UK regulator sets out AI principles; Cryptocurrency use on the rise in Nigeria.

China to work on metaverse standards

China plans to create a working group to develop standards for the metaverse, its Ministry of Industry and Information Technology (MIIT) has announced.



[Wired](#)

## Getty Images Plunges Into the Generative AI Pool

25 September 2023

Stock photo giant Getty Images has partnered with Nvidia to build an image generator. Just like with other tools of its ilk, questions remain about who should get credit for the pictures it dreams up.



[Global Solutions Initiative](#)

## Reconsidering Education policy in the era of Generative AI

29 August 2023

Education systems around the world grapple with persistent issues related to equity, access, and quality, while also navigating the disruptions brought about by new technologies. These technologies, and specifically generative AI, offer a range of powerful applications, and present an opportunity

to reimagine our education systems, but generative AI comes with its own set of ... [Read more](#)

The post Reconsidering Education policy in the era of Generative AI appeared first on Global Solutions Initiative | Global Solutions Summit .



[The Conversation \(French\)](#)

## Dans la jungle des biorobots

11 September 2023

Les animaux ont des capacités extraordinaires... une véritable inspiration pour les roboticiens.

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[Scientific American](#)

## What Does It 'Feel' Like to Be a Chatbot?

08 September 2023

The questions of what subjective experience is, who has it and how it relates to the physical world around us have preoccupied philosophers for most of recorded history. The emergence of scientific theories of consciousness that are quantifiable and empirically testable is of much more recent vintage, occurring within the past several decades. Many of these theories focus on the footprints left behind by the subtle cellular networks of the brain from which consciousness emerges.

Progress in tracking these traces of consciousness was very evident at a recent public event in New York City that involved a competition—termed an “adversarial collaboration”—between adherents of today’s two dominant theories of consciousness: integrated information theory (IIT) and global neuronal workspace theory (GNWT). The event came to a head with the resolution of a 25-year-old wager between philosopher of mind David Chalmers of New York University and me.



[World Economic Forum](#)

## How to harness the power of AI for better jobs? Experts share their views

20 September 2023

How to harness the power of AI for better jobs? Experts share their views

- A new report from the World Economic Forum, Jobs of Tomorrow, highlights AI’s impact on job tasks.

- AI has the capacity to enhance job quality and foster job growth if managed responsibly.

- These real-world examples showcase how AI’s potential can be harnessed.



[The Conversation \(Spanish\)](#)

## El 11-S y el renacer de la mirada crítica en Hollywood

11 September 2023

Los atentados de 2001 reavivaron un género de suspense político abandonado. Entre 2005 y 2011, decenas de títulos exploran las tripas del poder en EE. UU.

[Try translating with Google](#)



The Conversation (Spanish)

## ¿Puede un robot ser adicto o ludópata?

07 September 2023

¿Podrían los robots desarrollar algún tipo de trastorno, enfermedad o dependencia? Si con la IA generativa las máquinas toman sus propias decisiones. ¿Pueden elegir “mal” y caer en

adicciones o cometer delitos?

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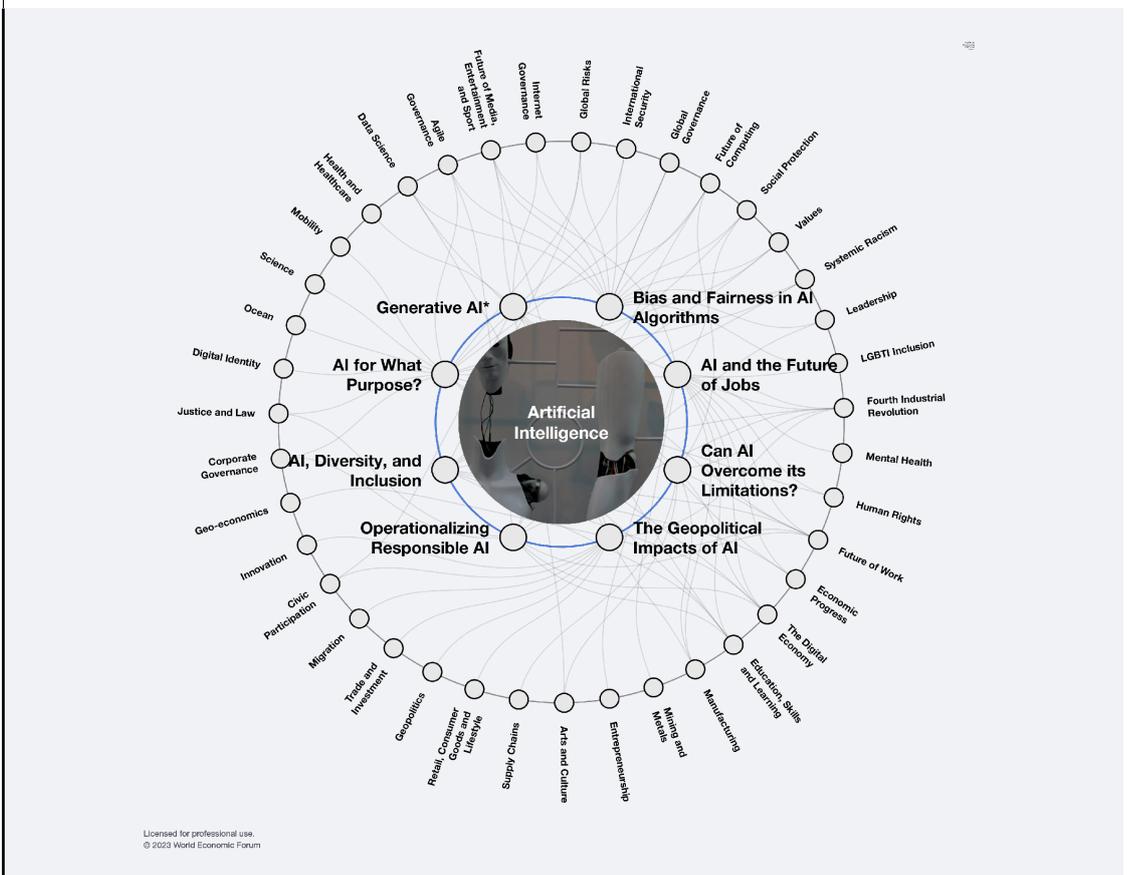
## 2

# Strategic context

The key issues shaping Artificial Intelligence.

The following key issues represent the most strategic trends shaping the topic of Artificial Intelligence. These key issues are also influenced by the other topics depicted on the outer ring of the transformation map.

FIGURE 1 Transformation map for Artificial Intelligence



## 2.1 Bias and Fairness in AI Algorithms

*The real-world data informing systems reflect the inequalities and biases of the real world*

Artificial Intelligence has the potential to encode and exacerbate biases by reflecting the assumptions, interests, and world views of its developers and users. In addition, machine learning - currently the most common form of AI - works by looking for patterns in real-world examples ("training data"), which can lead to problems in multiple ways. For example, the training data may omit certain types of people or be gathered within a narrow cultural context. In one instance, a tool that was designed to sharpen the blurry images of faces was found to consistently turn people with darker skin tones white, most famously a photo of former US President Barack Obama. The tool has been criticized for its reliance on training data predominantly

made up of white faces, as well as for failing to anticipate or test for such issues. Real-world training data includes all of the inequalities, biases, and unjust realities of the real world - and machine learning systems are not capable of identifying or fixing unjust processes. Unfortunately, simply removing information on race or gender from the data does not solve this problem.

That is because AI systems can use “proxy variables,” or information in the data that correlate with omitted social groups, to nonetheless treat different groups differently. Countless examples exist of AI systems amplifying the bias of its training data, resulting in the use of racist language or discriminatory recommendations. To address this, researchers have sought to mathematically define and measure fairness - only to realize there are many ways to define what is fair, and that it is often impossible to satisfy all fairness measures. Attempts to encode fairness have therefore led to the identification of related tradeoffs that are present in any society but often not fully acknowledged. Efforts to develop truly “fair” AI do not resolve these tradeoffs, and tend to satisfy one fairness measure at the expense of another. Simply automating these processes misses opportunities for gaining a broader understanding and instigating change. Before automating fairness, developers should assess AI systems for multiple types of fairness, identify the key factors leading to unfair outcomes, and consider alternative approaches. This in turn could push us towards not only fairer, but also more innovative systems that challenge the status quo.

Related topics: [LGBTI Inclusion](#), [Global Risks](#), [Internet Governance](#), [Leadership](#), [Future of Computing](#), [International Security](#), [Social Protection](#), [Agile Governance](#), [Global Governance](#), [Data Science](#), [Media, Entertainment and Sport](#), [Systemic Racism](#), [Values](#)

## 2.2 AI and the Future of Jobs

*Preparing for a future without human work will require more than addressing basic financial needs*

Is artificial intelligence coming for your job? While some reports suggest nearly half of all jobs may be automated, other analyses note two important nuances. The first is that AI creates as well as replaces jobs. AI systems still need humans to develop them, handle nonroutine cases, provide a human touch, and monitor for failures. New technologies can also sometimes create entirely novel jobs - like social media influencer. A second nuance is that - at least for the foreseeable future - AI systems will only be able take over specific tasks rather than entire jobs. One report estimated that while 60% of all jobs have at least some tasks that could be automated, only 5% are under threat of full automation. And, as AI excels at routine tasks, it can free up humans for more interesting challenges. This augmentation-rather-than-automation approach offers the best opportunities for not only preserving employment but also ensuring effective and valuable AI. Actively involving workers in the development, adoption, and implementation of the technology can result in systems that are more practical, innovative, and effective.

Even with an augmentation approach, however, AI systems will result in potentially significant job disruptions - and call for a rethinking of education, employment, and policy systems. While technology skills would seem a worthwhile investment focus, there is also a need for general skills that can improve employment adaptability - such as critical thinking, and the skills that AI struggles with replicating such as creativity, human touch, and emotional intelligence. It is not certain whether human work will eventually disappear, but two features of the current situation are particularly troubling. The first is prevalent wealth inequality both within and between countries. If AI does lead to widespread job displacement, extreme inequality could lead to disastrous outcomes. The second is the central role that work plays as a source of personal worth and meaning in many societies. One popular proposed solution to a future without work is a universal basic income, where people receive regular payment regardless of employment. While such a program might address financial need, truly preparing for a future without work requires a deeper reinvention of human identity.

Related topics: [Economic Progress](#), [Future of Work](#), [Entrepreneurship](#), [Education, Skills and Learning](#), [Media, Entertainment and Sport](#), [Fourth Industrial Revolution](#), [Mental Health](#), [The Digital Economy](#), [Social Protection](#), [Manufacturing](#), [Mining and Metals](#), [Human Rights](#)

## 2.3 Can AI Overcome its Limitations?

*Estimates for when truly agile and adaptable AI might emerge range from 10 years to never*

Given the related publicity and hype, one might be forgiven for believing that artificial intelligence is on the verge of surpassing human intelligence - or even taking over the world. However, the reality is that current AI falls far short of true intelligence. The majority in use today is some form of machine learning, which works by

looking for patterns in real-world examples, or “training data.” When a machine learning system is deployed, it uses patterns identified in the training data to predict or make decisions. While it may be faster than a human and better at optimizing, it can only learn one specific task. If the situation changes and no longer matches the training data, then the algorithm must be retrained. It is not capable of developing general concepts to carry from one situation to another, which is a key element of “artificial general intelligence” - which does not currently exist (it is unclear if it ever will). Meanwhile the limitations of machine learning can have real-world consequences. For example, AI systems can fail in situations characterized by sudden change - such as the COVID-19 pandemic.

Sometimes AI systems can struggle with novel situations that seem relatively simple - such as what to do if attempting a penalty kick in a soccer match and the goalkeeper simply falls down. AI systems need large amounts of data to learn a task, compared with a child who can learn to recognize a dog after seeing a few examples and drawing on past experiences and abstract concepts. Current AI systems are also only effective when deployed under conditions that match their training data. They can optimize under these conditions, but are not capable of envisioning new ways to undertake the same task, or of predicting the outcomes of fundamental changes. The public perception of AI as cutting-edge and disruptive stems not from its inherent qualities, but rather from the human ingenuity displayed in using this tool. Researchers are looking for ways to achieve artificial general intelligence, though their path is not clear - and machine learning may end up being a dead end. There is broad disagreement about when we might achieve artificial general intelligence, with estimates ranging from 10 years to never.

Related topics: [Future of Work](#), [Manufacturing](#), [Future of Computing](#), [Data Science](#), [Supply Chains](#), [Arts and Culture](#), [The Digital Economy](#), [Fourth Industrial Revolution](#)

## 2.4 The Geopolitical Impacts of AI

*The geographical concentration of the technology could aggravate international rivalries*

Artificial intelligence has the potential to deepen divides both within and between countries, as a result of the distribution of related benefits and know-how. According to a report published by PwC, North America and China are likely to be home to 70% of the global economic impact of AI, with other developed countries in Europe and Asia capturing much of the rest (North America is expected to see as much as a 14% GDP boost from AI by the year 2030, while China is expected to see a GDP boost of as much as 26% by that point). This situation risks spawning both a competitive race between countries for AI dominance, and the widening of a knowledge gap that will leave much of the rest of the world even further behind. AI competition entails not only battles over talent and computing infrastructure, but also over access to - and control of - data. The ability of data to flow across borders means that early movers in AI can gain global influence that may make it difficult for initiatives elsewhere to catch up.

A second geopolitical concern related to AI concerns the role the technology can play - both unintentionally and intentionally - in exacerbating political divisions and polarizing societies. There is a growing awareness of the ways social media can contribute to polarization, and AI-driven recommendation algorithms play a significant role. In addition to potentially keeping users trapped in bubbles of content that match their own worldview, thereby limiting access to other perspectives and possibly hardening misperceptions, these systems can have the often-unanticipated effect of actively pushing users towards more extreme content.. For example, YouTube has drawn a significant amount of criticism for the ways in which the video streaming service’s recommendation algorithm can nudge users in the direction of extremist political and views and conspiracy theories based on their browsing behaviour. AI is also frequently being intentionally used to manipulate and polarize viewpoints, most notably through the creation of “deepfake” video and audio content designed to deceive the public and denigrate public figures (experts fear that an ability to fake large-scale historical events could one day irreparably damage the public’s trust in what it sees).

Related topics: [Geo-economics](#), [Trade and Investment](#), [Retail](#), [Consumer Goods and Lifestyle](#), [Geopolitics](#), [Manufacturing](#), [Civic Participation](#), [Innovation](#), [Data Science](#), [Future of Work](#), [Fourth Industrial Revolution](#), [Media](#), [Entertainment and Sport](#), [Migration](#)

## 2.5 Operationalizing Responsible AI

*Ethical principles can have very different meanings depending on location and cultural context*

There has been a growing recognition of the potentially negative impact of artificial intelligence on society.

Survey results published by the Center for the Governance of AI in 2019 suggested that more Americans think high-level machine intelligence will be harmful than think it will be beneficial to humanity, for example. In response to sentiments like this, over a relatively short period of time more than 160 different sets of principles for ethical AI have been developed around the world. While these differ in terms of emphasis and cultural context, they all point to a growing consensus around a central set of tenets: respect for privacy, transparency, explainability, human control, and mitigating bias. The challenge now is how to best put these principles into broad practice and enforce their use - as there is an increasing awareness that considerable barriers still exist when it comes to actually operationalizing AI principles. Many of the principles are very general, for example, requiring considerable work to translate them into day-to-day practices, and some of the most important related questions regarding accountability, auditing, and liability remain unanswered.

For example, some of the principles may come into conflict with one another during implementation. And, while there may be general agreement on the principles in name, their specific interpretation and meaning will vary (sometimes considerably) according to context and culture. As a result, there is a critical need for further international cooperation on developing ways to operationalize ethical principles of AI that are mutually beneficial and constructive. While many companies and government leaders say that they want to ensure responsible development and behaviour, without easy-to-use solutions and clear guidelines the effort and cost required to operationalize effectively will discourage action. As we seek to facilitate the guidelines, we also need to increase the cost of inaction - every organization should be expected to not only endorse the responsible use of AI, but to also provide clear evidence that their own practices match their rhetoric. Meanwhile lawmakers should use both informal and formal means to hold these organizations accountable for their use of AI, while promoting responsible practices and uses of the technology.

Related topics: [Corporate Governance](#), [Future of Computing](#), [Leadership](#), [Education, Skills and Learning](#), [Global Governance](#), [Fourth Industrial Revolution](#), [The Digital Economy](#), [Future of Work](#), [Justice and Law](#), [Agile Governance](#)

## 2.6 AI, Diversity, and Inclusion

*One way to avoid problems with the technology is to create more diverse development teams*

Artificial Intelligence tools are often promoted as an opportunity to improve diversity and inclusion. However, the news is full of stories about AI systems going horribly awry in ways that have the opposite effect. Some aspects of AI - such as its large scale, automated processes, and data-based decisions - could in principle expand access to resources and foster fairer treatment. Yet these same features also risk creating only the illusion of objectivity, while they encode inequality and injustice on a vast scale - or are used to further oppress disadvantaged groups. While AI tools do have the potential to improve diversity and inclusion, that power comes not from AI itself but rather from their creators. Current AI is not capable of abstract reasoning, nor can it predict the impacts of major change, necessitating human creators who understand why a current system may be problematic - and how AI might improve it. Similarly, the problematic impacts of AI on diversity and inclusion stem not only from issues related to data and algorithm design, but also from their creators misreading and oversimplifying social systems - and not anticipating unintended consequences.

For example, a scandal erupted in the United Kingdom in 2020 related to an algorithm used to grade crucial university entrance exams that undercut the scores of less-affluent students (though it was not a full AI system) - illustrating how algorithm creators may not anticipate how their tool will reinforce existing inequalities. Consideration of the diversity and inclusion impacts of AI systems should be incorporated into the design and evaluation of all AI tools, as well as their regulation and oversight. In addition, subject matter experts are necessary to understand the context in which an AI system will be deployed. Perhaps the most critical need is for AI development teams themselves to become more diverse - through changes in access to education and resources, hiring practices, and organizational cultures. Numerous examples exist of AI systems that are problematic because they reflect the world views and assumptions of their creators. While diverse teams are not a guaranteed fix, they reduce the odds that diversity and inclusion impacts will be overlooked. Diverse AI talent also broadens the innovation landscape more generally in ways that can push the technology forward on all fronts.

Related topics: [Social Protection](#), [The Digital Economy](#), [Global Risks](#), [Future of Work](#), [Fourth Industrial Revolution](#), [Economic Progress](#), [Education, Skills and Learning](#), [Values](#), [Systemic Racism](#)

## 2.7 AI for What Purpose?

*We should consider whether some applications of the technology should be banned entirely*

While current artificial intelligence algorithms may be limited to learning a single task, the technology's underlying principles and techniques are applicable to a surprisingly wide range of uses. Indeed, almost every sector of the economy and society has been affected by AI - or will be soon. Given this broad applicability, and the current shortage of AI-related talent, it is necessary to consider how we should develop and use this new tool to its maximum positive benefit. We should also consider whether some AI systems create such a high risk of potential misuse that they should not be allowed at all. Facial recognition, for example, is one area of AI that has come under particularly intense public scrutiny, both because of related privacy concerns and due to the technology's potential use as a tool of oppression; it therefore serves as a particularly thorny test case for when and how a particular area of AI both can and should be shut down entirely, and whether it is possible to use such technology responsibly and benevolently.

In other cases, challenges related to AI lie not with the broad technology itself but with its specific use. Algorithms applied within the criminal justice system, for example, have come under strong criticism - as they not only have potentially huge impacts on individuals' lives, but are also subject to the deeply-embedded biases and historical inequities reflected in the training data and human developers that inform them. In this context, AI systems risk exacerbating existing inequities in consequential and damaging ways. Even among less controversial uses of AI there remains the question of how to best leverage scarce resources. A huge portion of AI-related talent, for example, has been directed at the development of autonomous vehicles and other private, for-profit company endeavours, and military applications - leaving fewer capable people dedicated to deploying AI for the common good. As we foster a technology that many believe has the potential to reshape society, we need to find new ways for it to represent the interests of many different stakeholders, and to play a positive role in our future.

Related topics: [Values, Justice and Law](#), [Global Risks](#), [Systemic Racism](#), [LGBTI Inclusion](#), [Agile Governance](#), [Mobility](#), [Global Governance](#), [Education, Skills and Learning](#), [International Security](#), [Digital Identity](#), [Corporate Governance](#), [Ocean](#), [Human Rights](#), [The Digital Economy](#), [Science](#)

## 2.8 Generative AI\*

*Generative AI is a type of artificial intelligence that creates new content based on patterns and data it has learned from*

Unlike other forms of AI that are designed to perform specific tasks, such as recognizing objects in an image, generative AI creates new and unique outputs, such as images, texts, music, or even computer code. The opportunities provided by generative AI are numerous and exciting. For example, it has the potential to revolutionize many creative industries, such as graphic design, writing, and music composition, by automating tasks and freeing up more time for human creativity. In healthcare, generative AI can assist in drug discovery and disease diagnosis. In education, it can help generate personalized study materials for students. The potential for generative AI is vast and varied, and its applications are limited only by our imagination. However, despite its potential benefits, there are also key concerns about generative AI.

One of the most pressing concerns is the potential for AI-generated content to spread misinformation, particularly in areas like fake news or deepfake videos. Another concern is the impact that generative AI may have on job markets, as automation could potentially displace human workers. Additionally, there are ethical concerns around the use of AI-generated content, such as questions around who is responsible for its creation and the potential for it to be used in harmful ways. In conclusion, generative AI is a fascinating and rapidly evolving field that has the potential to bring about many positive changes in various areas of society. However, as with any new technology, it's important to approach it with caution and carefully consider the potential consequences of its use. By balancing the potential benefits and risks of generative AI, we can ensure that it is used in a responsible and ethical manner, for the greater good of society as a whole.

\*The text for this key issue was entirely generated by OpenAI's ChatGPT chatbot using the following prompt: "Write a 300 word text providing a non-technical description of generative AI, its opportunities, and key concerns about it."

Related topics: [Future of Work](#), [Education, Skills and Learning](#), [Future of Computing](#), [Arts and Culture](#), [Health and Healthcare](#), [Fourth Industrial Revolution](#), [Civic Participation](#), [Media, Entertainment and Sport](#), [Economic Progress](#), [Internet Governance](#)

3

# Further exploration

Explore the latest World Economic Forum reports related to Artificial Intelligence.



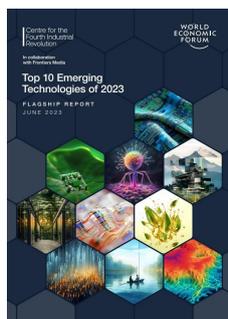
18 September 2023

[Jobs of Tomorrow: Large Language Models and Jobs](#)



26 June 2023

[Scaling Smart Solutions with AI in Health: Unlocking Impact on High potential use cases](#)



26 June 2023

[Top 10 Emerging Technologies of 2023](#)



20 June 2023

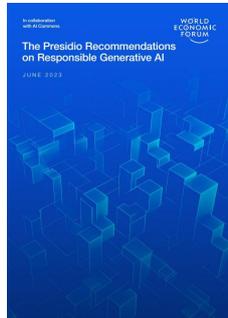
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20 June 2023

Adopting AI Responsibly: Guidelines for Procurement of AI Solutions by the Private Sector



14 June 2023

The Presidio Recommendations on Responsible Generative AI



30 April 2023

The Future of Jobs Report 2023



16 January 2023

The Next Frontier in Fighting Wildfires: FireAid Pilot and Scaling



12 December 2022

Unlocking Value from Artificial Intelligence in Manufacturing



15 November 2022

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# About Strategic Intelligence

## Our approach

In today's world, it can be difficult to keep up with the latest trends or to make sense of the countless transformations taking place. How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information - some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context? We need new tools to help us make better strategic decisions in an increasingly complex and uncertain environment.

This live briefing on Artificial Intelligence, harnesses the World Economic Forum's [Strategic Intelligence](#) platform to bring you the very latest knowledge, data and context from our 300+ high quality knowledge sources. Its aim is to help you understand the global forces at play in relation to Artificial Intelligence and make more informed decisions in the future.

Each day, our Strategic Intelligence platform aggregates, distills and synthesizes thousands of articles from around the world. We blend the best of human curation with the power of machine learning to surface high-quality content on over [two hundred global issues](#) to our one million users globally. Our hand-picked network of [content partners](#) from around the world means that we automatically exclude much of the noisy clickbait, fake news, and poor quality content that plague the Internet at large. We work with hundreds of think tanks, universities, research institutions and independent publishers in all major regions of the world to provide a truly global perspective and we are confident that our data are well positioned when it comes to the intrinsic biases inherent to open text analysis on uncurated content from the Internet. For further context on our approach, you may be interested to read [Strategic trend forecasting: anticipating the future with artificial intelligence](#) and [These Are The 3 Ways Knowledge Can Provide Strategic Advantage](#).

↓ A leading expert presenting a transformation map at our Davos Annual Meeting



# Transformation maps

Our [Transformation Maps](#) are dynamic knowledge visualisations. They help users to explore and make sense of the complex and interlinked forces that are transforming economies, industries and global issues. The maps present insights written by experts along with machine-curated content. Together, this allows users to visualise and understand more than 250 topics and the connections and inter-dependencies between them, helping in turn to support more informed decision-making by leaders.

The maps harness the Forum network's collective intelligence as well as the knowledge and insights generated through our activities, communities and events. And because the Transformation Maps are interlinked, they provide a single place for users to understand each topic from multiple perspectives. Each of the maps has a feed with the latest research and analysis drawn from leading research institutions and media outlets around the world.

At the centre of each map is the topic itself. This is surrounded by its "key issues", the forces which are driving transformation in relation to the topic. Surrounding the key issues are the related topics which are also affected by them. By surfacing these connections, the map facilitates exploration of the topic and the landscape within which it sits.

## Continue online

Our suite of Strategic Intelligence tools are available to help you keep up to date across over 300 topics.

### On the web

Visit [Strategic Intelligence](#) on your desktop or laptop. All modern browsers supported.



### In the app stores

You can find our [Strategic IQ app](#) on the Apple App Store, Google Play Store or Huawei App Gallery.



You can also follow Strategic Intelligence [on Twitter](#).

## Go further with our Pro offering

Our Pro membership allows you to create unlimited custom transformation maps and the ability to collaborate on them with your colleagues. You also get the ability to export transformation maps images and Powerpoint presentations. As a Pro user, you also gain access to a range of hypothetical scenarios that have the potential to impact developments in the near future; enabling you to think through and anticipate potential opportunities and risks.

To learn more, [visit our membership site](#).

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The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

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