AI

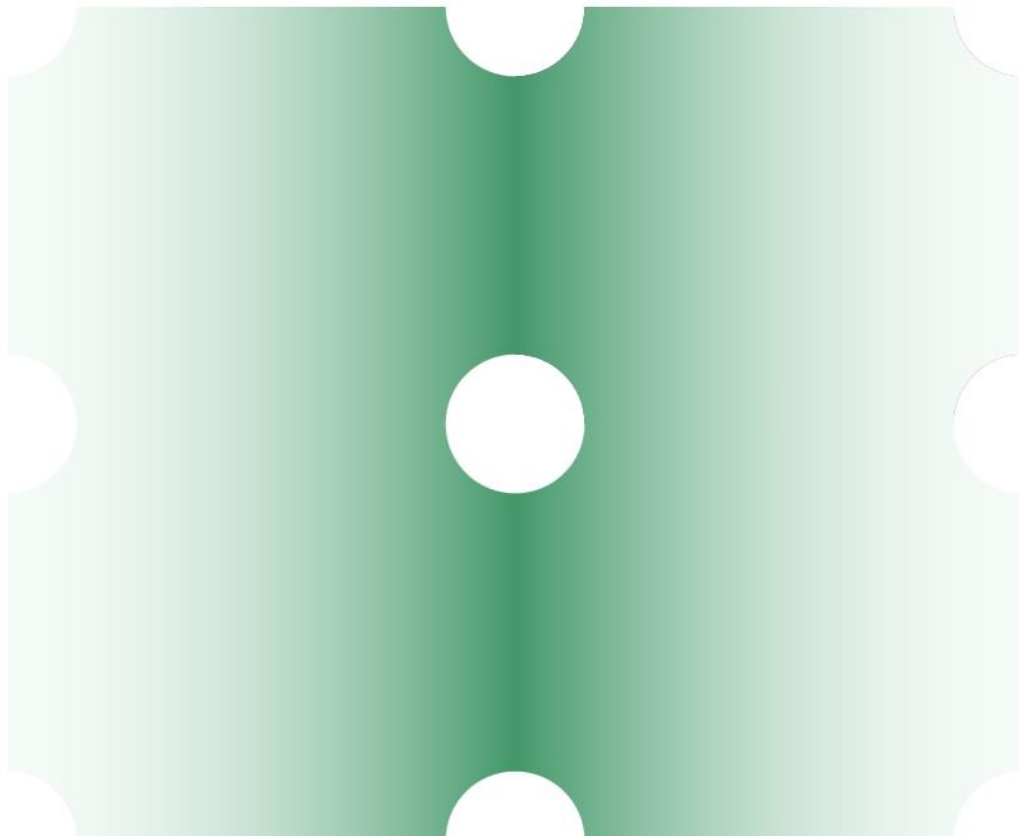**AI & Partners**

Technology & Innovation
Executive Teams

The Facilitator and The EU AI Act

A practical guide for the **Facilitators** of AI systems to business transformation with respect to the EU AI Act

The Facilitator Playbook

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1   Introduction and Preamble

EU AI Act is aligned with encouraging safe and trustworthy AI.

At AI & Partners, we define EU AI Act compliant Ai systems as those that are safe, secure, transparent, resilient, auditable, fair, non-biased and human-focused. Businesses that are taking steps now to become EU AI Act compliant are not only setting themselves up for success, but they are also showing that their AI/ML systems work at the higher possible levels and building continued client trust that drives additional RoI of AI initiatives.

It is evident that the important of EU AI Act compliance to the business's success will not only continue to move forward. What could be make clearer is the contrasting roles and responsibilities needed within a business to implement EU AI Act successfully. This is exactly why we have written the EU AI Act Playbooks – to become a crucial resource within any individual motivated to drive EU AI Act compliant practices within a business.

The Facilitator Playbook

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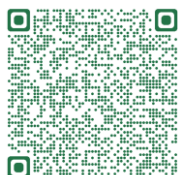
There are five Playbooks in this Series

The first Playbook, and the one that you are currently reading, provides the background information you need to understand your role in EU AI Act. It outlines how to identify your business's EU AI Act Maturity Level (Emerging, Evolving, Engaging, Enhancing and Excelling) together with your specific role (Facilitator, Promoter, Guardian and Creator).

The remaining four Playbooks each cover a different EU AI Act role in depth, providing practical guidance on what to perform per level of business maturity.

Once you've read the playbooks you'll feel invigorated to deliver change and encourage the safe, secure and trustworthy use of AI within your business. If you're interested in deepening your understanding, please visit our Insights section or request a product demo with AI & Partners to help operationalise EU AI Act practices within your business.

"Adopting AI within the business isn't just about technical capabilities. It also includes operational, cultural and regulatory aspects"

Michael Charles Borrelli, Co-CEO/COO, AI & Partners
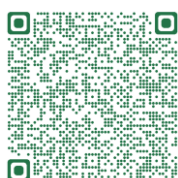
The Facilitator Playbook

Introduction

Dear **Facilitator**,

There are multiple different ways in which a person can engage with the EU AI Act – it can sometimes feel overwhelming and confusing on where to start.

Gratefully, this does not have to be the case. When it comes to the EU AI Act, there are four key roles within a business: **Facilitator**, **Promoter**, **Guardian** and **Creator**. Each role comes with its own set of responsibilities for making EU AI Act readiness successful and is an essential piece to the larger picture of satisfying the EU AI Act's requirements. You can't solve the EU AI Act all on your own, but if you understand what your EU AI Act role is and how you can fit into thar larger picture, then you are setting yourself up for success in bringing the EU AI Act to life in your business.

> You are reading this specific Playbook because you have identified your role as a **Facilitator**. Your primary goal as a **Facilitator** is to bring AI capabilities to your business. What this means in terms of the EU AI Act is that your main responsibility is to complement your AI-enabling initiatives with supportive EU AI Act objectives. From your standpoint, successful EU AI Act implementation includes an overarching strategy for your teams, clear KPIs and incentives aligned with the EU AI Act's objectives, conducting regular algorithmic impact assessments, standardisation of EU AI Act practices, and the integration of ethical analysis into the AI development processes.

To help you better understand your role and responsibilities as a **Facilitator**, this Playbook will take you on a deep dive into what you can practically do to successfully promote the EU AI Act within your business. We will cover everything from your strengths as a Creator to specific actions that you can take at each level of the business EU AI Act maturity to how to interact with your fellow EU AI Act roles.

You are ready to put in the work to achieve EU AI Act readiness. Let us bring you the clarity and direction you need to get started and begin prioritising the EU AI Act today.


Happy reading!

2   Persona Description

Facilitator

Champion the use cases of AI within your business; support your teams in developing the best possible AI.

You are the one leading the direction of AI within your business from a high-level standpoint while still maintaining the ability to get down to the details of your AI systems if required. This combination places you in a unique position to be a strong and effective driver of the EU AI Act for your business.
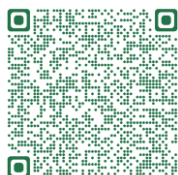
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Here are some typical positions within a business you will generally be found in

- Technical C-Suite (CTO, CAIO, CDO, CIO)
- VP of AI
- Head of Data Governance

- Because you are already the one within your business working to materialise AI capabilities, your greatest strength is that you are able to establish these high-level strategies and overall direction for your business's AI. You understand what is strategically a good decision for your business's technology, and you have the ability to steer your team's AI efforts in the right direction. By effectively incorporating the EU AI Act into the core of your business's AI endeavours, you are able to spearhead EU AI Act initiatives and motivate other roles to effectively adopt the EU AI Act.

- Although you have the ability to get down to the details of your AI systems, your daily work responsibilities often keep you operating on a higher level. This means that it can be easy to lose sight of what the exact limitations of your AI systems really are and the challenges your teams are experiencing in implementing the EU AI Act. You must rely on your teams for critical insight into how the development of your AI systems is really going, giving you the required information you need to create effective high-level objectives.
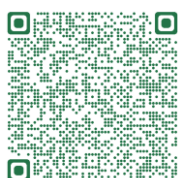
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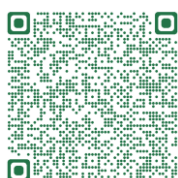
3 Role of Facilitator In Connection With Business Maturity
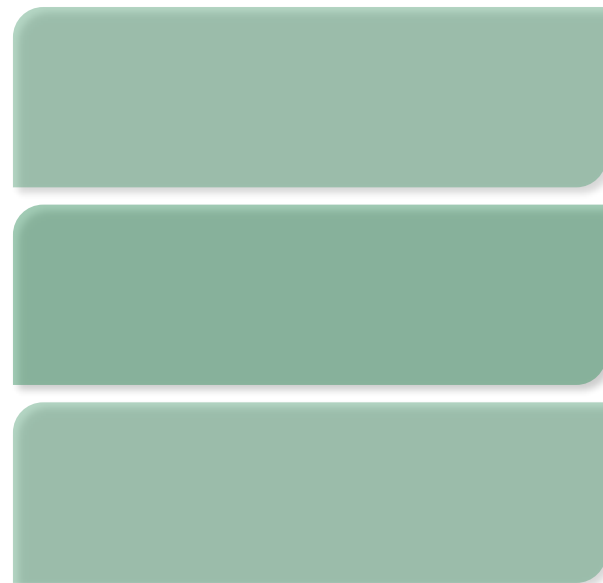
EU AI Act readiness is not an end result but a journey through which a business grows and evolves through.

Some businesses are at the start of their journey and are just beginning to explore the potential, while others are advanced in this journey and are looking to become industry leaders. Regardless of where a business is, the key thing to recognise is that business maturity for the EU AI Act is dynamic, and the further along the journey a business is, the more advanced, beneficial, and effective its AI systems become.

Now that you know that you are a **Facilitator** in the EU AI Act, you need to determine your business's maturity level, since your responsibilities are dependent on maturity level. Just as your business will grow and evolve through its EU AI Act journey, so will your role and responsibilities. Once you have identified the desired stage of maturity, you will be able to select the practical goals and actions you can take as a **Facilitator** specific to the point in which your business is in its EU AI Act journey.
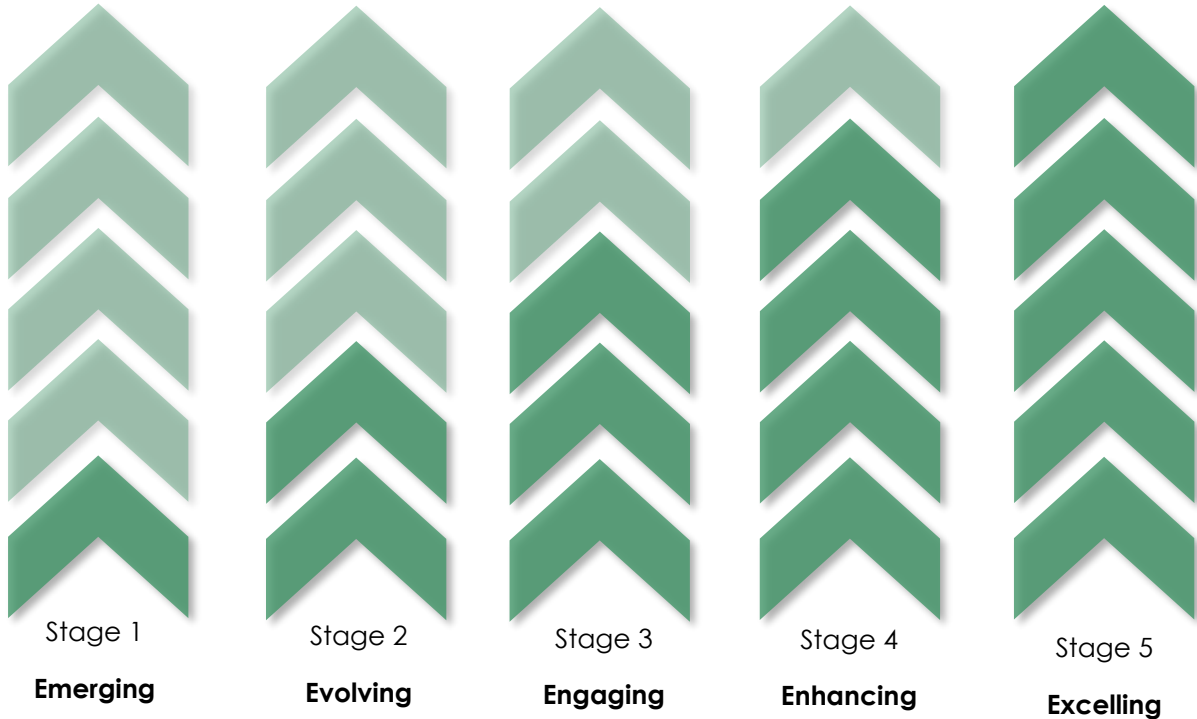
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Along this EU AI Act journey there are five stages of maturity that a business can achieve: Emerging, Evolving, Engaging, Enhancing and Excelling. Each stage has a defining philosophy and approach to AI systems which you can distinguish by identifying the existence of key indicators, including, but not limited to, actions, tools, initiatives, and engagement within a business.

Stage 1
Emerging

Stage 2
Evolving

Stage 3
Engaging

Stage 4
Enhancing

Stage 5
Excelling

If you are unsure of your business's maturity level, please refer to the EU AI Act Playbook as a resource to help you determine where you are in the EU AI Act journey.

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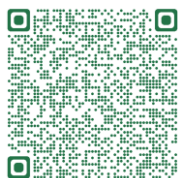
Emerging

Stage 1

At the Emerging stage, a business is starting to explore the EU AI Act and is motivated to build an internal awareness of its provisions, requirements and obligations.

✓ As a Facilitator, your primary goal during the Emerging stage is to motivate your teams to explore the EU AI Act and become a driver of EU AI Act adoption within your business.

As with the beginning of any new internal programme, there needs to be someone who champions the change for the business. It can be a big endeavour for a team, and especially in a large organisation, to change the way in which it operates. The EU AI Act requires a significant level of change in order to be successful, as employees will need new training, workflows will have to be reimagined, and new policies established. Nonetheless, the EU AI Act is worth the time and effort invested, as alignment with the provisions will bring the necessary level of clarity and confidence that teams need to effectively produce high-quality AI. It is your responsibility as a Facilitator to champion the EU AI Act as a positive change to your business and to motivate those around you to start exploring the potential the EU AI Act has to offer.

Driving the exploration and eventual adoption of the EU AI Act is specifically a Facilitator's responsibility because of your position within the business. You hold a leadership role, which puts you in a place of power to set objectives. You also have strong insight into your business's systems and capabilities, which really means that you have clear insight into what is lacking. This combined insight with power results in a Facilitator being a trusted leader when it comes to making decisions for a business's AI practices.
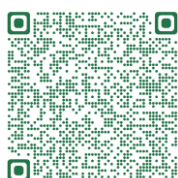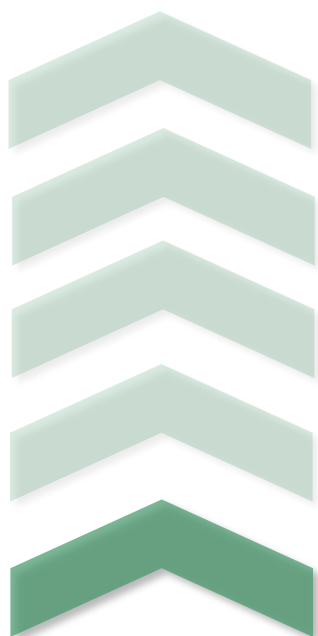
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Here are a few practical examples of how you can satisfy your objective as a Facilitator at this stage:

- Host conversations with your team and colleagues on the topic of the EU AI Act to begin introducing people to the potential for improvement.

- Inform yourself of the different EU AI Act provisions that apply in your industry and which could be useful for you to implement in your teams.

- Map out who your fellow stakeholders will be in implementing an EU AI Act initiative. Oftentimes, there will be multiple positions that will need to participate and even sign off on key aspects of the EU AI Act initiatives. Understanding who will need to be involved early on smooths development and helps you champion the change.
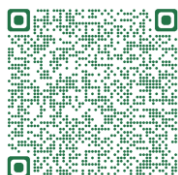
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As a Facilitator, you are looking for the following indicators of successful EU AI Act implementation at this stage:

- **Awareness**: the EU Ai Act is a common topic of discussion between you and your colleagues. You frequently hear people mentioning the EU AI Act within meetings, and your team often exchanges articles and podcast episodes talking about the different EU AI Act dimensions.

- **EU AI Act buy-in from leadership**: at this stage, it is essential that your business's leadership begins to support the development of EU AI Act initiatives. As someone in a leadership position, you are looking for EU AI Act discussion points or strategy meetings in your department.

✓ *When the EU AI Act is successfully implemented at this stage, you, as a Facilitator, benefit from increased motivation in your team. The EU AI Act is increasingly becoming essential to employee satisfaction, especially among technical teams. By making time and space to discuss the EU AI Act, your teams will find purpose in the work that they are doing and motivation to improve even their general EU AI Act practices.*

Evolving

Stage 2

At the Emerging stage, a business is looking to align its policies with the required EU AI Act provisions and its motivated to establish high-level EU AI Act initiatives.

✓ During the Evolving stage, your primary goal as a Facilitator is to establish internal initiatives and policies in accordance with your selected EU AI Act provisions.

The aligning stage requires two significant steps to progress in business maturity. Firstly, your business must select the EU AI Act initiatives to these principles. By aligning initiatives to principles, you take the first critical step towards transforming principles into practice. As the EU AI Act provisions provide the foundation for the EU AI Act practices, you must ensure you have made an informed and collaborative decision on what principles to implement. It is your responsibility as a Facilitator to contribute alongside your other colleagues in leadership positions to the selection of EU AI Act principles. Once selected, you are then responsible for aligning your EU AI Act initiatives with these principles.

EU AI Act requires input and change throughout an entire business, as there are many different components needed for successful implementation. As a Facilitator, you are in a perfect position to lead the technical aspects of the EU AI Act. You are already in charge of setting initiatives and policies for how your teams develop AI, so it is your responsibility now to align those with the selected EU AI Act provisions.

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Here are a few practical examples of how you can satisfy your objective as a Facilitator at this stage:

- Actively look to diversify your teams. In order for the EU Ai Act business transformation to be successful, you need to have diverse teams working on your AI systems, as they will bring in the necessary variety of perspectives to help deliver the most robust AI systems possible.

- Bring together different key stakeholders to form a working group with the objective of creating an overarching EU AI Act strategy for your business.

- Make space for conversation with your teams to hear what challenges they are currently facing in their AI practices, and consult an ethicist to identify what the critical gaps are between AI practices and the EU AI Act principles.
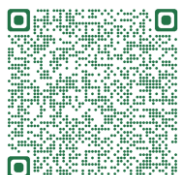
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As a Facilitator, you are looking for the following indicators of successful EU AI Act implementation at this stage:

- A clear list of EU AI Act provisions: there are many dimensions of the EU AI Act, so it is essential that a business selects and prioritises which provisions are necessary for the success of its AI. Having a clear list of EU AI Act provisions will help you as a Creator begin to identify gaps in your workflow around each of the selected provisions.

- Set of EU AI Act-specific policies: internal organisational policies are essential in steering the direction of your business's AI development, having specific EU AI Act policies, or integrating elements of the EU AI Act into already existing policies, shows the necessary alignment and buy-in from your business.

✓ *When the EU AI Act is successfully implemented at this stage, you, as a Creator, benefit by having a specific budget allocated to support EU AI Act initiatives with your teams. You are no longer at the stage of needing to raise awareness and support. Instead, your business is aware of the need for the EU AI Act and is willing to begin sponsoring aspects of business transformation necessary for successful EU AI Act implementation.*

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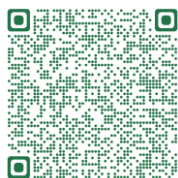

Engaging

Stage 3

At the Engaging stage, a business is moving toward the EU AI Act provisions into formal practices and is motivated to test EU AI Act processes at small scale.

✓ Your primary goal as a Facilitator during the Emerging stage is to initiate pilot programs within select teams to test proposed EU AI Act practices.

As your business looks to move EU AI Act provisions into formal practices, there will need to be rounds of testing, feedback, and adjustment as you discover what will work for your teams. It is helpful to look to other businesses leading in the EU AI Act for examples of best practices; however, when it comes to applying these to your business, you will need to test and customise them. the best way to begin this process s with targeted pilot programs on a small scale within selected teams. By testing in a siloed and controlled environment, you can start to understand what EU AI Act processes and policies show potential for a more significant impact across the entire business. Your responsibility as a Facilitator is to initiate these pilot programs and help shape what determines a successful test.

Leading the pilot programs in the EU AI Act is a Facilitator's responsibility because you are in charge of the teams that will be needed for testing the new EU AI Act processes. You are also in charge of setting the objectives for these teams, as well as the assessment criteria for whether or not an initiative is working. Given your position within your business, you will play a crucial role in assessing the effectiveness of the new EU AI Act processes and establishing the right objectives to complement these EU AI Act practices.
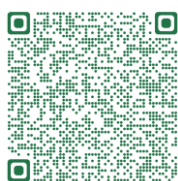
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Here are a few practical examples of how you can satisfy your objective as a Facilitator at this stage:

- There are a growing number of tools designed specifically to support teams in implementing the EU AI Act. Begin to explore what tools exist, and consider demoing what these tools could do for your team.

- Create working groups within your teams of individuals motivated to test the new EU AI Act practices and ensure that they have the necessary mechanisms in place for feedback.

- Start to establish what kinds of assessments you will need in order to determine the efficiency and effectiveness of your EU AI Act processes.

- Collaborate with a governance or compliance team to discuss the EU AI Act and start building cross-functional EU AI Act processes.
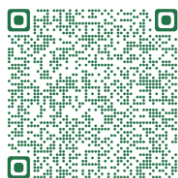
The Facilitator Playbook

As a Creator, you are looking for the following indicators of successful EU AI Act implementation:

- List of proposed EU AI Act tools: there are a growing number of tools developed specifically to support the EU AI Act. It is essential that a business understands what kind of tools it needs in order to execute the different dimensions of the EU AI Act. As a Creator, you will need the right EU AI Act tools in order to operationalise the EU AI Act provisions in your daily workflow. You don't have to know exactly what tools you will use just yet, but it is important at this stage to have a list of proposed tools that you can begin testing.

- Completed pilot test: creating and implementing effective EU AI Act frameworks and standards takes time. At this stage, pilot tests provide crucial feedback that helps determine the direction of efforts needed to execute on the EU AI Act.

- Cross-functional EU AI Act processes: siloed teams make it incredibly difficult to successfully implement EU AI Act practices. At this stage, you should begin to see cross-functional EU AI Act processes centred around specific principles, such as fairness.

✓*When the EU AI Act is successfully implemented at this stage, you, as a Creator, benefit through increased collaboration among your teams and cross-functional communication. As your teams test out different EU AI Act tools and processes, they are put into a situation that requires strong communication and collaborative effort to understand the impact of the new EU AI Act changes.*
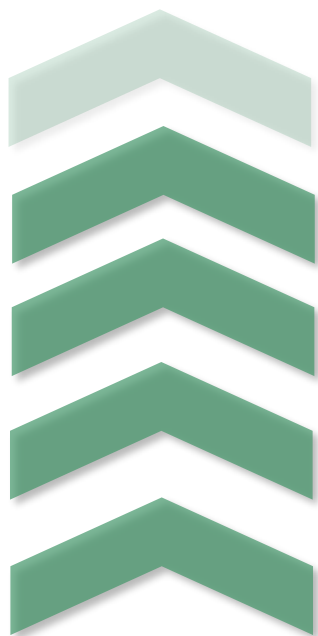
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Enhancing

Stage 4

At the Enhancing stage, a business is standardising its EU AI Act practices and is motivated to optimise the adoption of the EU AI Act.

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✓ At the stage of Enhancing, your primary goal as a Creator is to establish cross-business metrics and assessments in the EU AI Act that can be built and improved on.

Firstly, you must ensure that your business as standard development and data handling processes in place before you can look to scale your EU AI Act practices beyond the pilot programs. The EU AI Act is designed to structure your AI practices, so if there is no standard to your AI development in place, it becomes hard to scale the adoption of the EU AI Act as you will need to adjust the EU AI Act practices to fit with every type of development and data handling process that exists within your business. Not only is this time-consuming, but it also prohibits any efficient assessment process from being implemented. It is your responsibility as a Facilitator to drive this standardisation of practices across your teams, laying the crucial foundations for scaling your EU AI Act practices.

With these standards in place, you are then able to create assessments for your EU AI Act practices, as well as select metrics and objectives targeted at improving the EU AI Act within your teams. Finding the right metrics to stimulate strong EU AI Act practices is hard, but essential to your success. The right metric will encourage your teams to embrace the change of the EU AI Act, so it is important to take your time in testing and standardising these metrics.
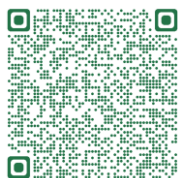
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Here are few practices examples of how can achieve your goal as a Facilitator at this stage:

- Find and select metrics that align with your EU AI Act practices and test them with your teams. Be sure to try different combinations and try to keep detailed notes on how each metric impacts your team's performance. Remember, your goal is not a complex network of metrics; rather, you are looking for a simple and elegant single set of EU AI Act-aligned metrics.

- Establish standard practices for development and data handling within your teams. Once this standard is in place, you can then start to scale your EU AI Act pilot programs across the business.

- Feedback at the Enhancing stage is essential to ensuring the EU AI Act practices work at scale and that the EU AI Act metrics are resulting in the desired effects. Carve out time for your teams to discuss the EU AI Act and participate in these discussions.

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As a Facilitator, you are looking for the following indicators of successful EU AI Act implementation at this stage:

- Standard EU AI Act tools and practices: at this stage you should be scaling your test tools, frameworks, and standards to reach across your entire business. This means that as a Creator, you are collaborating with your colleagues in cross-businesses using the same EU AI Act tools and frameworks.

- EU AI Act metrics: incentives and objectives are the main drivers of action for your teams. At this stage, you should have selected EU AI Act-specific metrics that have been designed to promote and encourage the adoption of EU AI Act practices.

✓ *When the EU AI Act is successfully implemented at this stage, you, as a Facilitator, benefit through an increase in the efficiency of your AI development teams and the ability to govern your AI at scale. Harmonising both AI and EU AI Act practices through tools and frameworks eliminates time spent searching for EU AI Act checkpoints, as these are naturally tracked through your new practices. Additionally, you now have the ability to critically assess your ai and EU AI Act practices across multiple teams and departments, which enables you to optimise for communication and governance at scale.*
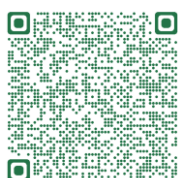
Excelling

Stage 5

At the Excelling stage, a business is proactively using the EU AI Act as a differentiator and is motivated to become an industry thought leader and framework.

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✓ As a Facilitator, your primary goal at the final stage of Excelling is to engage with external communities and companies to share how you are pursuing the EU AI Act within your business, as well as encourage your teams to explore new solutions for EU AI Act challenges.

Congratulations on reaching the final stage of maturity; it is a true accomplishment! You are now in an exciting position to be able to establish your business as an industry benchmark for the EU AI Act. As many businesses are now looking to you as a source for best practices in the EU AI Act, it is essential that you maintain your efforts and explore new ways of tackling EU AI Act challenges. As a Facilitator, it is your responsibility to help contribute to your business's thought leadership in the EU AI Act by writing articles or speaking on how you created and implemented EU AI Act practices within your teams. It is also your responsibility to explore alongside your team's new solutions to EU AI Act challenges.

It is specifically the responsibly of the Facilitator to externally engage in thought leadership activities because you were one of the original drivers of the EU AI Act within your business. This gives you insight into how to effectively start and drive EU AI Act change, which you can share with fellow Facilitators and, in turn, establish yourself and your business as a trusted resource for best practices in the EU AI Act. It is also your specific responsibility to explore new EU AI Act solutions as you have the ability to set initiatives for your teams and so can allocate time and effort towards developing new leading best practices in the EU AI Act.
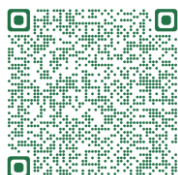
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Here are a few practical examples of how you can satisfy your objective as a Facilitator at this stage:

- Start a working group with Facilitators from other businesses to discuss and publish reports on best practices and insights on the EU AI Act.

- Give a speech, sit on a panel, or simply attend conferences in your area of expertise and talk about your experience with your business's practices in the EU AI Act.

- Establish a task force of developers and ethicists to explore new solutions for previously unsolved EU AI Act challenges that your teams encounter in their daily workflow.

The Facilitator Playbook

Congratulations, you have reached the last stage! Be sure to remember, though, that the EU AI Act is a journey and not an end destination; you will need to stay up to date on your EU AI Act efforts in order to remain an industry leader. As a Creator, you are looking for the following indicators of successful EU AI Act implementation at this stage:

- Speaking engagements on the EU AI Act: as your business becomes a leader in the EU AI Act, you as a Facilitator, will also have the opportunity to help contribute to thought leadership on the EU AI Act. Being asked to speak on how you and your business have brough about EU AI Act business transformation is a clear indication that you are considered a leader in the EU AI Act.

- EU AI Act Research & Development: once your business has reached the final level of business maturity, it is become a leader in the EU AI Act. This means you are in unique position to contribute to new innovation and development in the EU AI Act. An indication of success at this level is a specific budget of money and resources
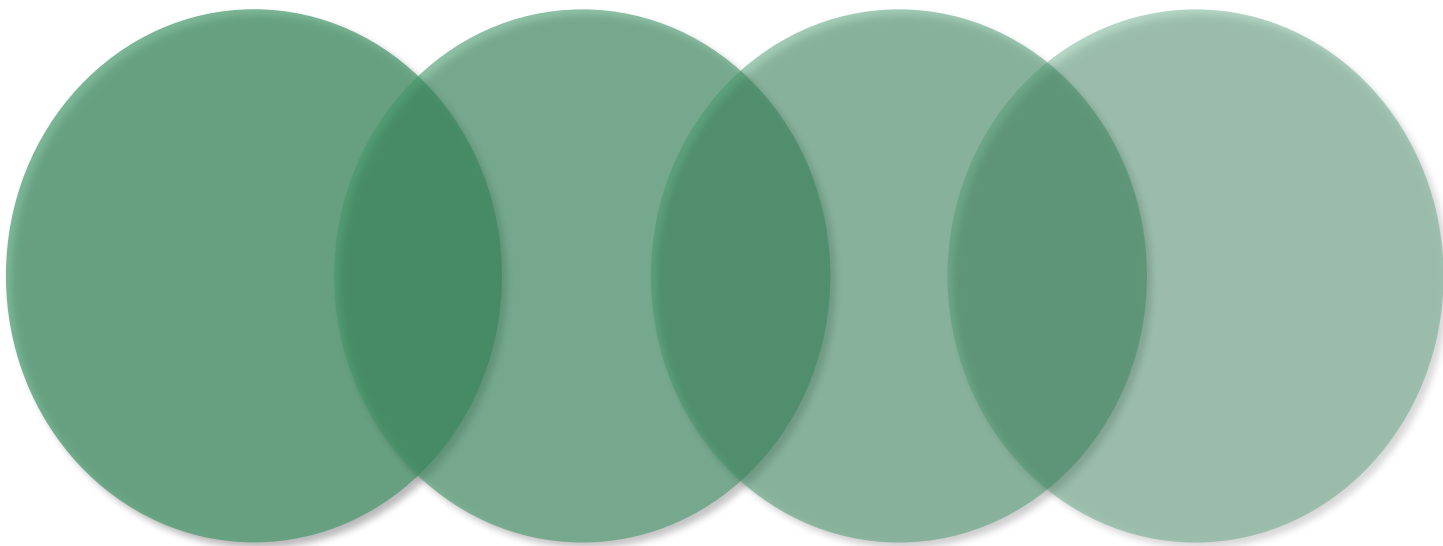
✓*When the EU AI Act is successfully implemented at this stage, you, as a Creator, benefit by getting the opportunity to become a thought leader in the EU AI Act and lead your teams on the cutting edge of the EU AI Act. Now that your business is an industry leader, there is potential and motivation to remain in a leadership position.*
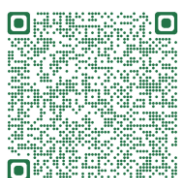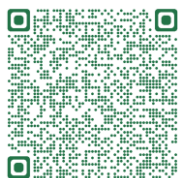
4   Relationships

EU AI Act is a multi-stakeholder endeavour.

As a Facilitator, you play a pivotal role in making EU AI Act readiness successful within your business.

Notwithstanding, you are not alone in your efforts, as the EU AI Act is a multi-stakeholder endeavour. Let's examine how your role as a Facilitator typically engages, supports, and relies on the other three EU AI Act roles.

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Creator

You can find **Creator** working in: **Risk, Compliance** and **Legal Teams.**

when it comes to the Facilitator and Creator relationship, this is the most significant pairing a Facilitator can have. This is because the Facilitator has the leadership power that the Creator lacks, while the Creator is the role in charge of executing the Facilitator's objectives. The Facilitator and Creator must work closely together, as the Creator will provide essential feedback and insight to the Facilitator about how the EU AI Act practices are working in practice, which will, in turn, shape the Facilitator's EU AI Act strategy. Additionally, the Creator is responsible for executing the EU AI Act practices, which means the Facilitator needs to ensure that the Creator's objectives are aligned with high-level EU AI Act initiatives and principles.

Guardian

You can find **Guardian** working in: **Technology** & **Innovative Executive Teams**.

Both the Guardian and the Facilitator are in leadership roles, which provides a strong opportunity for the two to work together in enacting business transformation for the EU AI Act. The Facilitator and Guardian must rely on each other to drive EU AI Act initiatives n different parts of the business and so must ensure they are in alignment with overall objectives for EU AI Act change. The Facilitator can also rely on the Guardian for guidance in establishing EU AI Act assessments for their teams, as the Guardian will be a good source of information into what types of risks a Facilitator's teams will need to guard against.

Promoter

You can find **Promoters** working in: **Customer Success** & **User Experience teams**.

Just as the Facilitator relies on the Creator for information on what is needed to execute EU AI Act initiatives, the Facilitator relies on the influencer for information on what needs to be included in the EU AI Act initiatives. Because the Promoter has essential insight into either policy developments or user feedback, they can be a great resource of information on the external pressures the Promoter needs to take into consideration when it comes to developing EU AI Act strategies and practices.

Conclusion

Congratulations. You now have the knowledge needed to get started on bringing the EU AI Act into your business!

With this information you have set yourself up for success in helping bring the EU AI Act to your business – and being a success. By taking a deep dive into your role as a Creator and exploring what strengths you can contribute to implementing the EU AI Act, you have gained clarity into the practical actions you can take to improve and become an industry leader in the EU AI Act world.

You now have a guide for how to engage and promote business EU AI Act transformation at every maturity level within your business. Now, it's time to go out and use it.

If you are ensure whether your business is in in terms of maturity , you can refer back to the EU AI Act Business Transformation Playbook for more information on how to identify the business maturity level. If you are unsure where or not you fit the Creator role or want to know more about the other roles, you can refer to the other three Playbooks on Facilitator, Promoter and Creator.

Remember: the EU AI Act is a multi-stakeholder opportunity for your business, so be sure to share the Playbooks with your team – and beyond.

Now that you've finished the Playbooks you should feel invigorated to embrace change and promote the safe, secure and trustworthy use, deployment, development, importing and distribution of AI systems within your business. If you're eager to further your understanding, please visit the insights section of our website or request a product demo with AI & Partners to help operationalise EU AI Act practices within your business.