



AI as an Accelerator: A Conversation on Change Management, Human Judgment, and the Future of OCM

An interview with [Joab Meyer](#) and [Linnea Holt](#) on how AI is reshaping change management work while keeping people at the center

Artificial intelligence (AI) is quickly becoming part of the organizational change management toolkit. In this interview, Minnesota Change Management Network (MnCMN) members Joab Meyer and Linnea Holt share how they are experimenting with AI in change management work. Read ahead to hear how their AI journeys began, their learnings along the way, where AI has accelerated their work and where empathy, critical thinking, and trust-building are more important than ever.

What AI tools are you currently using in your change management work?

Joab Meyer: I am primarily using [Copilot](#) and Enterprise [ChatGPT](#) in my current work. I really jumped into AI professionally after [MnCMN Founding Member] Dan Olson’s ChatGPT Power Up Workshop in May 2023. That session helped me see what AI could look like in consulting, writing, and enterprise scenarios—three areas that immediately connected to my work.

Linnea Holt: I started personally with ChatGPT several months after it launched, but professionally my use expanded once I had access to an enterprise AI solution. Today, Copilot is my primary tool. I’ve also experimented with [Claude](#), [Gamma](#), and [Perceptis](#). I’ve used these tools for writing, presentations, structure, and accelerating work that I already knew how to do manually.

How has AI changed the way you approach change management work?

Linnea: The biggest word for me is “accelerate.” AI helps me move faster while still applying my own expertise. It can do amazing work with the right inputs, but then I bring my human brain to it and decide how to use the output. That makes me a better partner to an organization because I can bring my knowledge and skills forward more efficiently.

Joab: For me, AI has made me more strategic in how I ask questions. I’ve found a prompt framework called [CRIT](#)—Context, Role, Interview, and Task—especially helpful. The

“interview” piece changes the game because it asks clarifying questions before producing an output. That forces me to think through what I actually need - tone, level of detail, or format. The result is more useful and more human because it reflects the actual context.

What are the top ways AI has become part of your OCM toolkit?

Joab: Communications are one of the biggest areas. I can take a transcript from a meeting or presentation and turn it into a communication that reflects the context of the conversation. [Enterprise] Copilot is especially useful because it is connected to internal materials, so I can work within the enterprise environment. I also use AI to understand technical conversations more quickly. If I am in a meeting with technical experts and need to understand why a deadline is at risk, I can ask AI to summarize what was said and help me identify the bottleneck.

Linnea: The biggest breakthrough [for my work as an OCM] has been an AI governance workbook for change impact and gap analyses. [My team] has built an Excel workbook with governance rules and processing instructions. We can bring in process diagrams, PDFs, transcripts, meeting notes, and PowerPoint decks, and the workbook helps identify change impacts, gaps, watch items, stakeholder groups, current and future states, training needs, communications needs, and even user acceptance scenarios. It does not replace validation, but it gives us a much clearer starting point.

What does “governance” mean in that AI workbook?

Linnea: In this context, governance means a set of rules the AI must follow every time. It is not project governance in the traditional sense; it is recurring logic. We tell the workbook how to process information, how to avoid duplication, how to track sources, and how to maintain traceability. That structure helps reduce hallucination, keeps outputs consistent, and makes the model more sustainable.

Joab: That is brilliant because it becomes a recipe you can scale across projects. It creates consistency in how change support is put together, while still allowing the human practitioner to lead the thinking and validation.

How important is human validation of AI outputs?

Linnea: It is essential. We are not going to put information into a workbook and then simply move forward as if everything is final. Human validation is critical. We expect different stage gates of validation, depending on where the work is in the process. Subject matter experts need to review the outputs, but AI can reduce the amount of time we ask from them by bringing focused, organized questions back to the experts.

Joab: I like the phrase “human in the lead” even more than “human in the loop.” The human role is not just to be aware of what AI produced; it is to lead, correct, validate, and decide. AI can help with the mechanics, but people still need to deliver messages, understand context, and engage with stakeholders in a real way.

Change management is deeply human work. How do you keep the human element while using AI?

Joab: AI only knows what you tell it or what it can access. It may not understand sarcasm, history, or the reason a stakeholder reacts the way they do. Human practitioners are still needed to give and receive tough messages, understand what people are really saying, and build trust. AI can help craft and organize the work, but the human element does not go away.

Linnea: The fundamentals of change management still matter. Leaders still need to deliver certain messages. Managers still matter because they are closest to stakeholders. We still need to pay attention to resistance behaviors, emotions, and how people process change. AI can help us see patterns or prepare leaders, but people still have to have the conversations, coach leaders, validate messages, and keep listening. You cannot outsource critical conversations. AI can help prepare for them, but it should not replace them.

Where has AI fallen short?

Linnea: Right now, PowerPoint presentations and images are still a challenge. AI can help with structure or give you a place to start, but the outputs usually need significant editing. It will get better, but it is not great yet.

Joab: I agree. Prompts that include branding and design guidance can help, but slides still require human editing. AI can create something quickly, but it still needs a person to make sure it works for the audience and the purpose.

What advice would you give someone just starting to use AI in OCM work?

Joab: Do not get caught up in the tools. There are so many tools that it is easy to fall into analysis paralysis. Start with the problem you are trying to solve, who the problem affects, and what gap needs to be closed. If you cannot explain that clearly, go back and clarify it before you focus on the tool. If you are not clear, AI will not be clear either.

Linnea: Be curious. Ask what the tool can do, test it, and refine it. You can be direct with AI about what you want. It is not a person, so you can tell it when the output is not right and ask for something different. The value comes from experimenting, learning, and using your expertise to guide the tool.

Summary

Thank you again to Joab and Linnea for sharing their time for this month's MnCMN Member Insights discussion.

Our key takeaways included:

- AI can accelerate OCM work, especially communications, meeting summaries, and change impact analysis
- Human judgment remains essential. Practitioners must validate outputs, understand context, and lead stakeholder engagement.
- Governed AI workflows can improve consistency, traceability, and quality when they include clear rules and human validation.
- AI can help prepare leaders, but it cannot replace trust-building or critical conversations.

Look for a follow-up conversation with Joab Meyer and Linnea Holt Q1 2027 when we catch up with them to see how their use of AI has evolved.