



AKADEMISCHE GESELLSCHAFT
FÜR UNTERNEHMENSFÜHRUNG & KOMMUNIKATION

AI LITERACY OF COMMUNICATION TEAMS

Enhancing human competencies to leverage
the potential of digital technologies

Ansgar Zerfass, Sebastian A. Wachtarz, José Machado – May 22, 2025

AGENDA

01



What is AI literacy and how can it be managed?

Ansgar Zerfass
Professor and Chair of
Strategic Communication
Leipzig University

02



AI literacy of communication teams: The AbbVie experience

Sebastian Wachtarz
Director Government & Corporate
Affairs
AbbVie Germany

03



Siemens Communications: ONE Team, empowered by AI. Transforming how we work and scale our impact

José Machado
Head of Channels, Analytics &
AI
Siemens

04



Questions & Answers

Everyone

05



**Peer-to-peer exchange
Three challenges – your thoughts and ideas?**

Everyone (Walkabout)



01 What is AI literacy and how can it be managed?

Ansgar Zerfass, Leipzig University

New technologies require new competencies



80% of CMOs concerned about 'AI skills gap'

A lack of AI expertise is emerging as a major skills gap, over and above knowledge of data, analytics and martech.

MarketingWeek

By Charlotte Rogers | 8 Apr 2025



AI Literacy – Fostering competencies to improve task accomplishment with artificial intelligence

AI Training

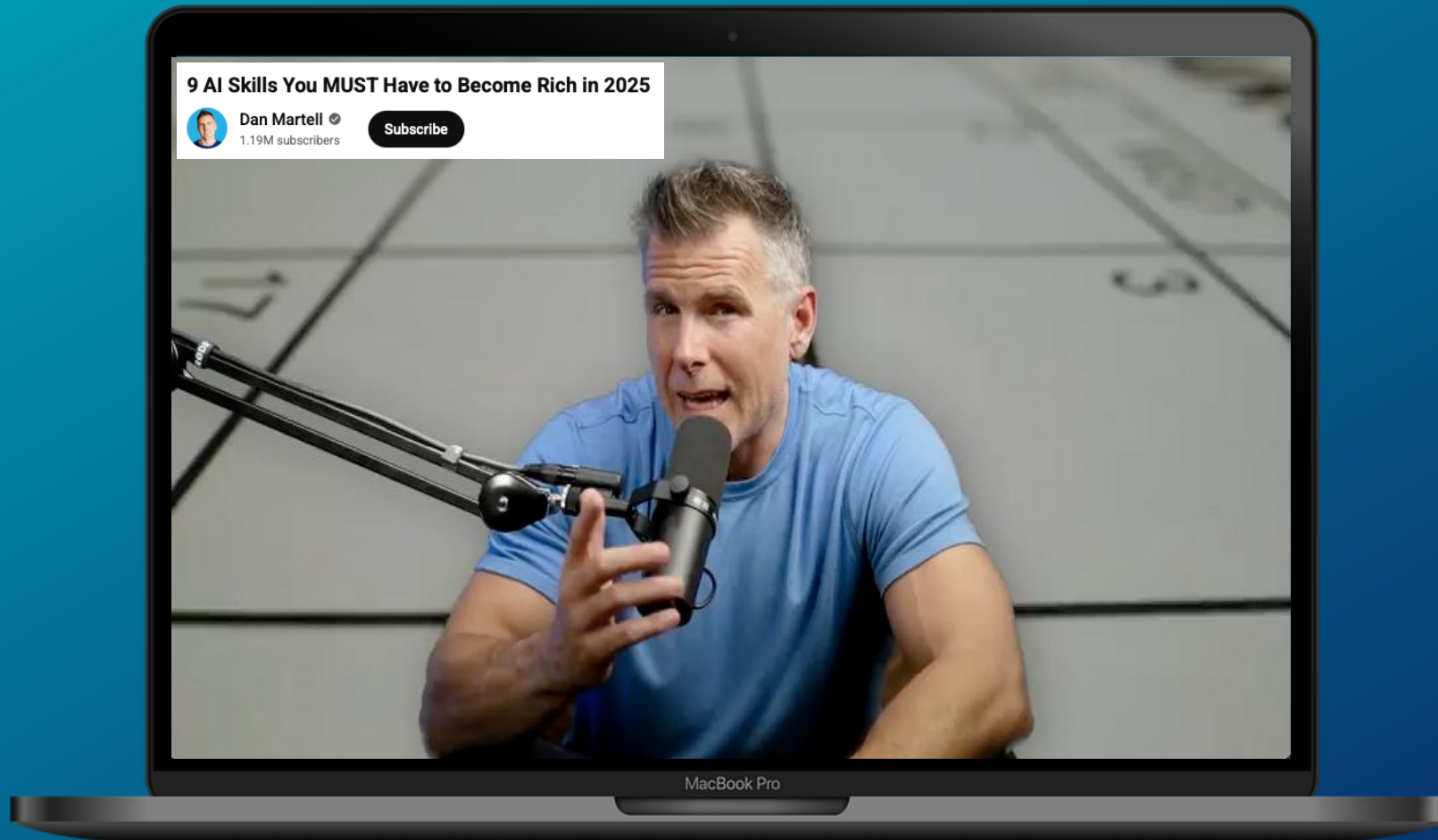
Global CommTech Report 2024 – Purposeful Relations

This is a question that has been asked in numerous surveys. The overall picture is more people are receiving training, but many aren't and it's often not enough.

Have you received any training about AI for your job?

Response	Comms agency or consultancy	Other (Independent / Academic)	In-house / client
Yes	48%	44%	61%
No	52%	56%	39%

Quick fixes are appealing ...



Serious players favor conceptual and practical approaches

CLOSETHEGAP

AI Skills for Business Competency Framework
Version 2
29th January 2024
The Alan Turing Institute

COMPANY NEWS

Microsoft to train 1 million South Africans on AI skills

January 24, 2025

PwC's \$1B gen AI investment

The consulting firm is leading by example. In April 2023, PwC announced a **\$1 billion investment** over three years to scale its AI capabilities and upskill its workforce. Leah Houde, PwC's chief learning officer, describes the initiative as a commitment to transforming employees into "savvy, responsible users of gen AI."

Learning Using Generative AI in Public Relations
Register + Intermediate - 42m 56s - Released October 9, 2024
4.6 (9.8k) 9.9 (88) - 2,204 members
Start my free month Buy for my team

What you need to know about UNESCO's new AI competency frameworks for students and teachers



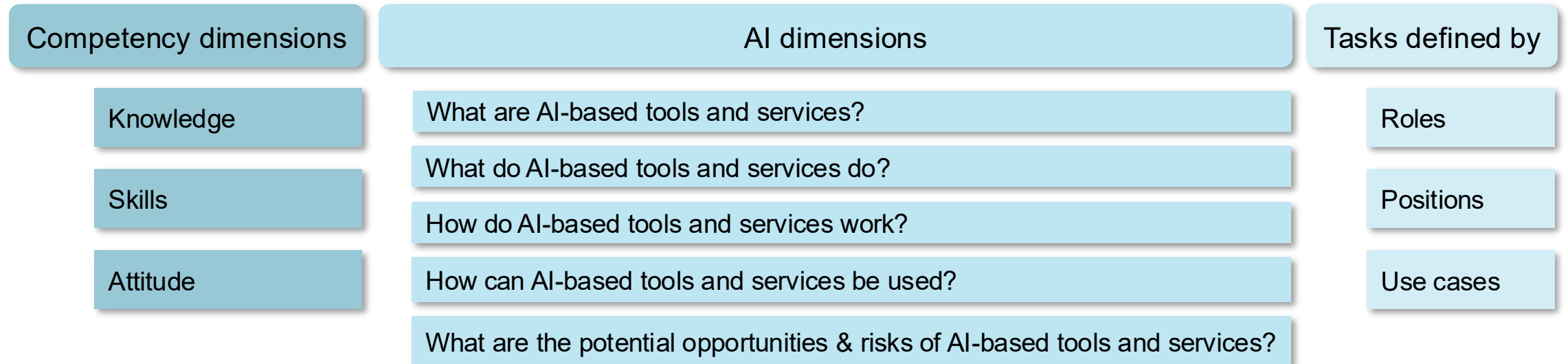
Artificial Intelligence (AI) is rapidly transforming our world and changing the way we live, work and learn. To help education systems keep pace, UNESCO is launching two new AI competency frameworks - one for students and one for teachers.

OpenAI Academy

Course Title	Duration	Start Date	Register
Advanced Features for Nonprofits	Live in 13 days	7:30 PM - 9:50 PM, May 14 CEST	Register
Introduction to ChatGPT	Live in 13 days	4:00 PM - 5:00 PM, May 22 CEST	Register
AI in Action: Practical Uses for Work, Learning, and Life	Live in 21 days	12:00 AM - 1:00 AM, May 30 CEST	Register
Conversational AI for Business Automation	Live in 28 days	12:00 AM - 2:00 AM, Jun 4 CEST	Register
Introduction to ChatGPT	Live in 27 days	2:00 AM - 3:00 AM, Jun 5 CEST	Register
Build Your Own ChatGPT	Live in 27 days	12:00 AM - 1:15 AM, May 7 CEST	Register

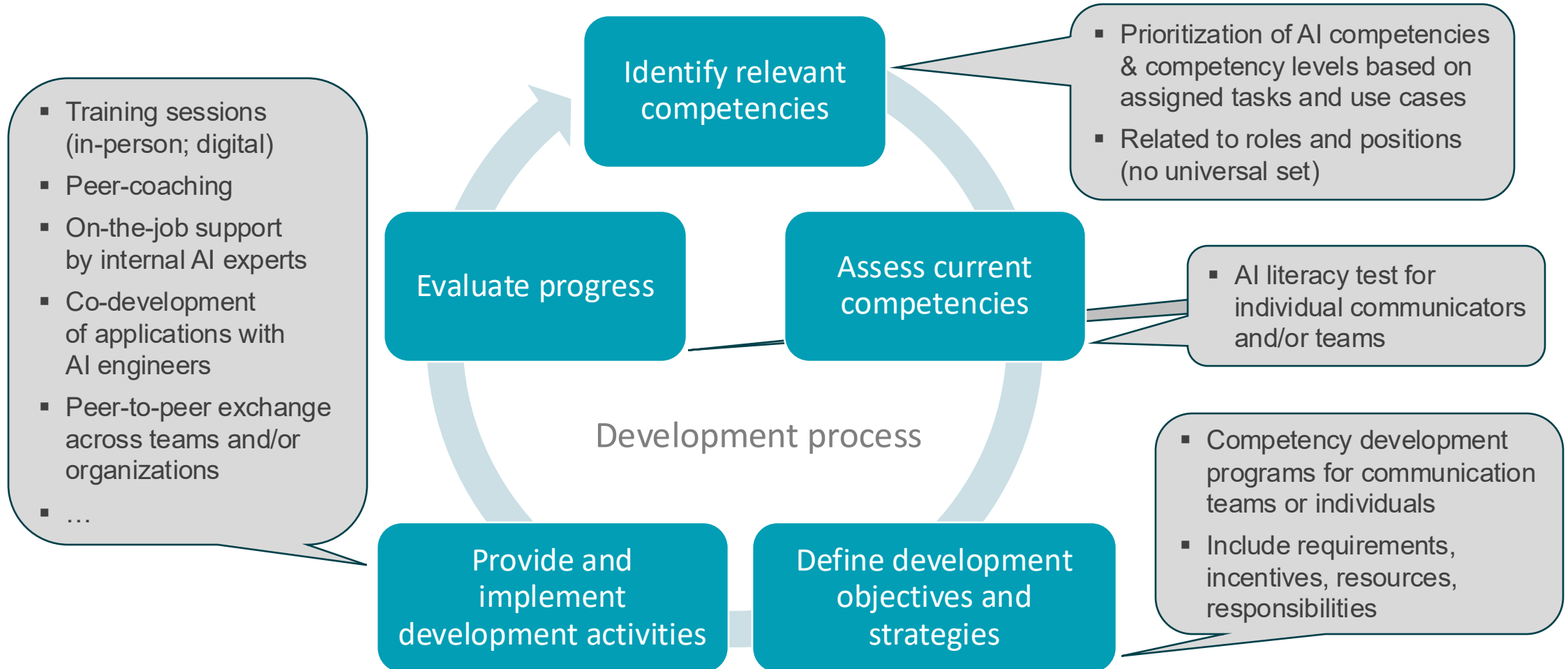
AI literacy

= a set of competencies comprising knowledge, skills, and attitudes that enable individuals to understand, use and assess digital tools and services operating with artificial intelligence effectively and efficiently for relevant tasks.



Managing AI literacy in communications teams

Auxiliaries



The missing link: An AI literacy test for communicators

Lively debates and research on measuring AI literacy in many disciplines

Measuring user competence in using artificial intelligence: validity and reliability of artificial intelligence literacy scale
Bingcheng Wang , Pei-Luen Patrick Rau  & Tianyi Yuan 

 **PISA 2029 Media and Artificial Intelligence Literacy**

Developing a holistic AI literacy assessment matrix – Bridging domain-specific, and ethical competencies
Nils Knoth ^{a,*}, Marie Decker ^b, Katharina Bata ^c, Ben Schultz ^d, Matthias Carl Laupichler ^e, Marc Pinski ^f

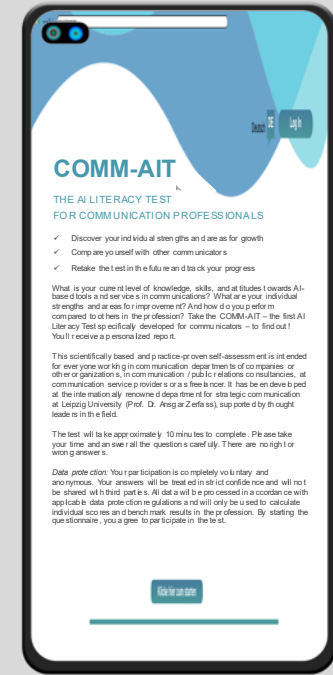
^a Institute for Psychology (IP), University of Kassel, Holländische Straße 36-38, Kassel 34127, Germany
^b Gender and Diversity in Engineering (GDE), RWTH Aachen University, Kockersstraße 9, Aachen 52072, Germany
^c Institute of Medical Education, University Hospital Bonn, Venusberg Campus 1, Bonn 53127, Germany
^d Information System & Electronic Services, Technische Universität Darmstadt, Hochschulstraße 1, Darmstadt 64289, Germany
^e Faculty of Education, University of Hamburg, Von-Melle-Park 8, Hamburg 20146, Germany
^f Faculty of Process Engineering, Energy and Mechanical Systems, TH Köln, Claudiusstraße 1, Köln 50678, Germany

What do university students know about Artificial Intelligence? Development and validation of an AI literacy test
Marie Hornberger, Arne Bewersdorff, Claudia Nerdel

The Scale of Artificial Intelligence Literacy for all (SAIL4ALL): A Tool for Assessing Knowledge on Artificial Intelligence in All Adult Populations and Settings
AUTHORS
María T. Soto-Sanfiel, Ariadna Angulo-Brunet, and Christoph Tutz

Development of the “Scale for the assessment of non-experts’ AI literacy” – An exploratory factor analysis
Matthias Carl Laupichler , Alexandra Aster , Nicolas Haverkamp , Tobias Raupach 

COMM-AIT: New online test developed at Leipzig University, supported by Siemens & AGUK



Sneak preview: Test design, indices, output

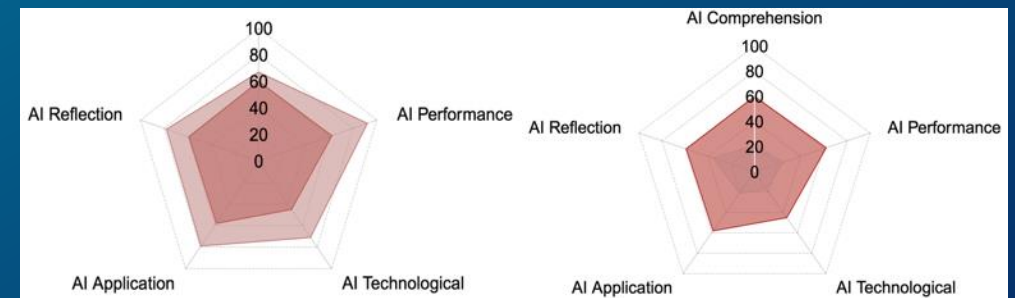
SELF-ASSESSMENT FRAMEWORK	1) Knowledge	2) Skills	3) Attitude	INDICES:
A) What are AI-based tools and services?	Question A1.1 with items (Likert scale) Question A1.2 with items (Likert scale)	Question A2.1 with items (Likert scale) Question A2.2 with items (Likert scale)	Question A3.1 with items (Likert scale) Question A3.2 with items (Likert scale)	Comprehension Competence
B) What do AI-based tools and services do?	Question B1.1 with items (Likert scale) Question B1.2 with items (Likert scale)	Question B2.1 with items (Likert scale) Question B2.2 with items (Likert scale)	Question B3.1 with items (Likert scale) Question B3.2 with items (Likert scale)	Performance Competence
C) How do AI-based tools and services work?	Question C1.1 with items (Likert scale) Question C1.2 with items (Likert scale)	Question C2.1 with items (Likert scale) Question C2.2 with items (Likert scale)	Question C3.1 with items (Likert scale) Question C3.2 with items (Likert scale)	Technological Competence
D) How can AI-based tools and services be used?	Question D1.1 with items (Likert scale) Question D1.2 with items (Likert scale)	Question D2.1 with items (Likert scale) Question D2.2 with items (Likert scale)	Question D3.1 with items (Likert scale) Question D3.2 with items (Likert scale)	Application Competence
E) What are potential opportunities & risks of AI-based tools and services?	Question E1.1 with items (Likert scale) Question E1.2 with items (Likert scale) Question E1.3 with items (Likert scale)	Question E2.1 with items (Likert scale) Question E2.2 with items (Likert scale) Question E2.3 with items (Likert scale)	Question E3.1 with items (Likert scale) Question E3.2 with items (Likert scale) Question E3.3 with items (Likert scale)	Reflection Competence
INDICES:	AI Knowledge	AI Skills	AI Attitude	AI Literacy Index (KPI)

INDIVIDUAL CHARACTERISTICS	INDEPENDENT VARIABLES:
Perceived overall AI expertise	Expertise Level
Expert status among colleagues	Influencer Strength
Position and roles (hierarchy, organization)	(Various)
Sociodemographics (age, gender, country, ...)	(Various)

Exemplary test results:

Communicator #90 – Expert

Communicator #31 – Newbie



AI Literacy Index: **77.3 %**
 > 10 years job experience
 Age 40–49; male; team leader

AI Literacy Index: **25.0 %**
 > 10 years job experience
 Age > 60; female; team member

A new challenge to bear in mind: AI-induced competency

gaps

Well-trained communication professionals who use AI in their daily work might lose other competencies needed to create business value

% of experts who say the co-evolution of humans and AI is likely to affect these key aspects of humans' capacities and behaviors by 2035



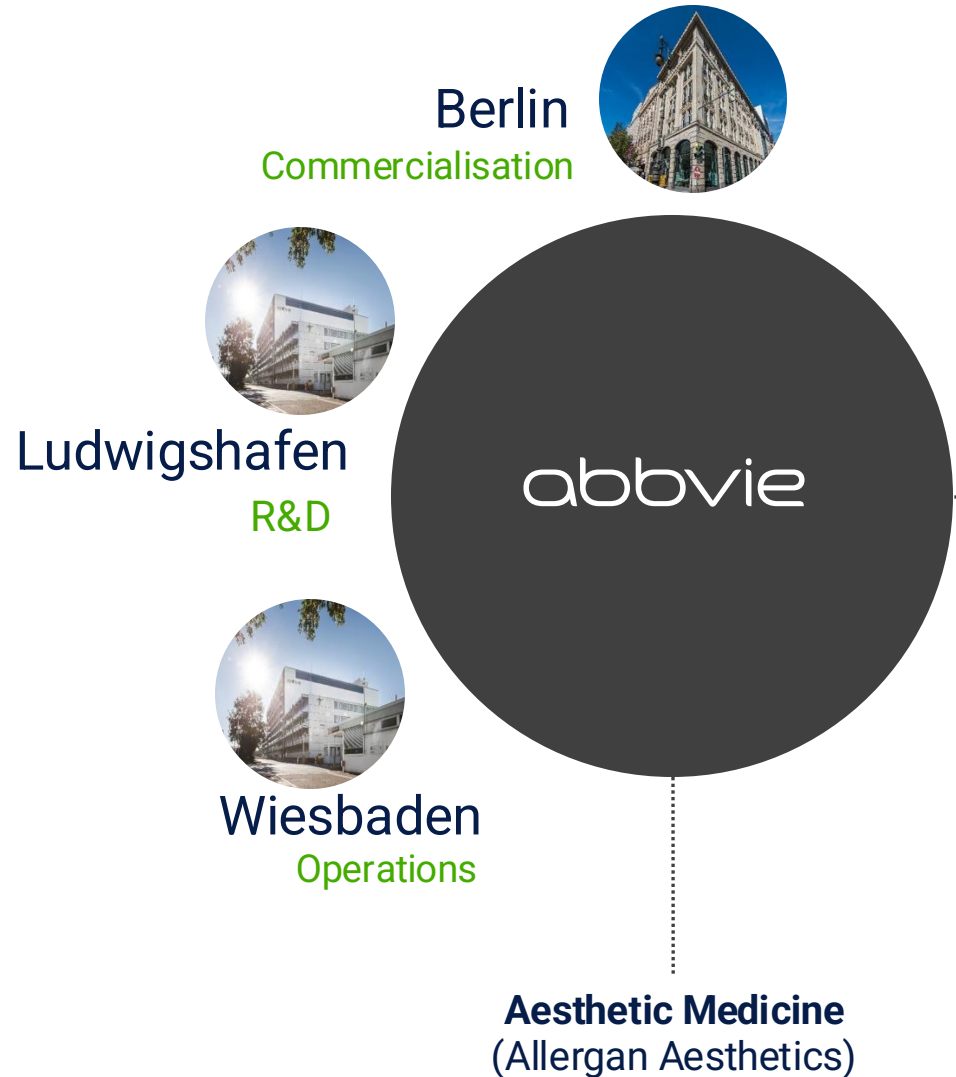


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02 AI literacy of communication teams: The AbbVie experience

Sebastian A.Wachtarz, Director Government & Corporate Affairs, AbbVie Germany

Meet AbbVie



Therapeutic Areas of AbbVie

Immunology

Oncology

Neurology

Virology

Eye Care

Therapies for

60+

Indications



30+

Medicines that
change lives



in more than

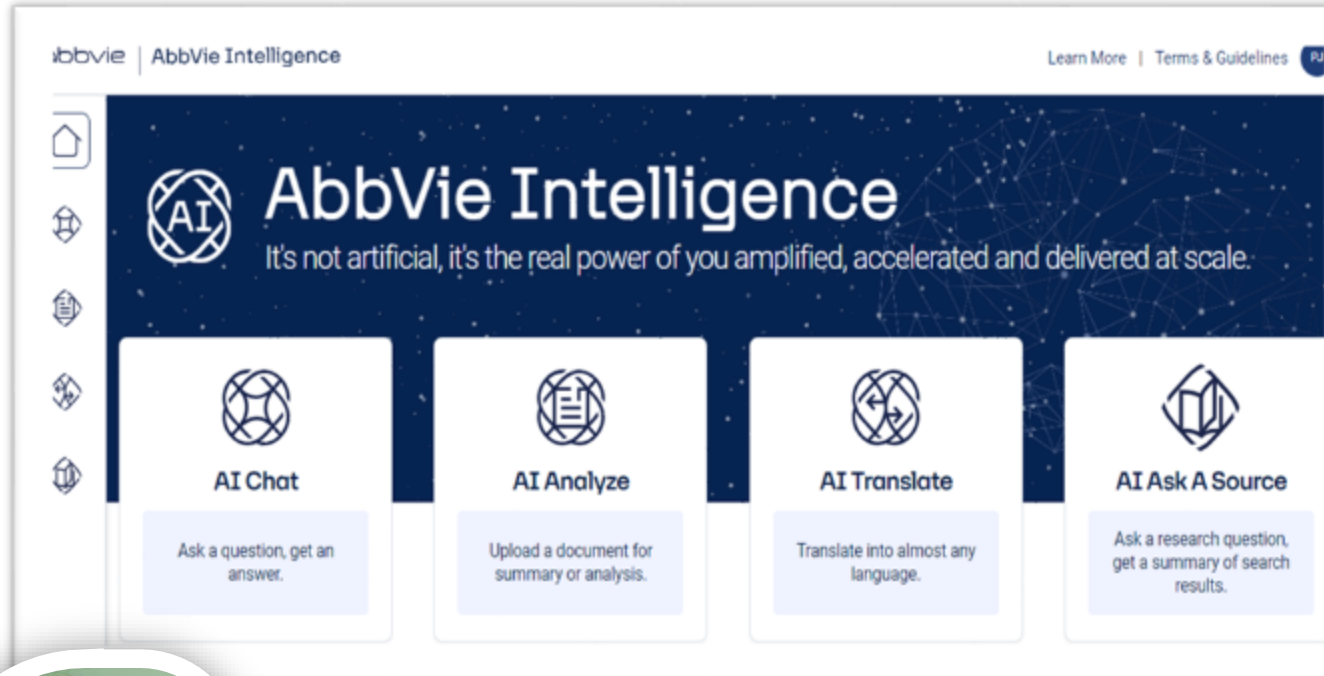
175

Countries



Master thesis sparks AI usage at AbbVie

- “Use and acceptance of large language models in communications departments: Conceptual foundations and a case study at AbbVie Germany”
- **Key questions:**
- What factors influence the assessment of the use of large language models in communications departments?
- How does communicators' acceptance of large language models change before, during, and after application testing?



Pauline Johe
M.A. Communication Management
Leipzig University



13

Average number of years of experience in the pharmaceutical industry

3

Weeks active test phase

14

In-depth interviews

36

Short interviews

2

Focus Groups

Methodology

14

Professional communicators (Corporate & Brand Communication) at AbbVie Germany

39.5

Average age of participants

Meet the team



Inka Lasser
Lead Brand Communication

Brand Communication



Kristina Haße
Sr. Brand Communication Manager
Rheumatology



Sabrina Blümel
Brand Communication Manager
Atopic Dermatitis, Dermatology (Leienkommunikation)



Christian Schärtl
Brand Communication Manager
Oncology
(Venclyxto & Tepkinly)



Maren Nienstedt
Sr. Brand Communication Manager
Oncology (Elihere & Dachmarke)



Sabine Launhardt
Sr. Corporate Communication Manager
Parkinson
Social Media



Christine Blindzellner
Sr. Brand Communication Manager
Parkinson, Therapeutic Neurotoxins & Migräne



Sebastian Wacharz
Director Government & Corporate Affairs



Caroline Hannemann
Assistant



Kathrin Kuntz
Sr. Brand Communication Manager
Gastroenterology

Corporate Communication



Anke Kugelstadt
Lead Corporate Communication



Andreas Autzen
Communication Manager
Eye Care



Andrea Broicher
Sr. Corporate Communication
Manager



Julia Heinz
Corporate Communication Manager



Hanna Topolaneck
Corporate Communication Support



Robin Murray
Associate Communication Manager



Fabian Liboschik
Communications Lead LU



Chantal Braun
Communications Manager Operations
Skyrizi Derma (-7/25)

A reluctant start ...

"I realized that it actually takes just as long if I enter it into the AI as if I simply formulated it myself."

"When it's aimed at the lay target group, I can actually imagine it very well... I don't really see any value for HCP media work there..."

"I could imagine the LLM working with me but ensuring that the final result is something I can take responsibility for is up to me; I'm better at that than an AI."

"I used it less often than I hoped, or the more stressful it became, the less I used it."

"We won't be able to avoid it. So it's better to be prepared."

A reluctant start ...



“I think it's extremely helpful and especially with such annoying things I see a lot of potential to get rid of things that I don't really want to sacrifice my working time for.”

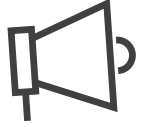
“From the beginning, I was keen to try it out. Now I've gained more experience and realized it works well and I get better step by step.”

“It's good to have external pressure to use it, because without your project, motivation would probably be quite limited. You have to overcome this initial phase to then use it intuitively, without actively thinking about it.”

“But it's also a bit of fun to just try things out.”



User typology



Believer

- High interest and willingness to use
- Intrinsic or hedonic motivation
- Strong intention to integrate in their work
- Convinced of the potential
- Come up with many possible use cases

8 People



Open-minded

- Motivated to explore
- Feel obliged to gain experiences
- Assume it cannot be used for all tasks.
- See potential but not yet fully convinced.
- Less creative in coming up with use cases

3 People



Reserved

- Rather sceptical about usefulness
- Low motivation to use
- Perceive the benefits to their own work as low.
- Show little intention to use in their daily work.
- Little consideration of possible use cases, low willingness to experiment

2 People

One year later:

A growing number of real-life use cases

Content Creation and Review

- Draft LinkedIn posts, internal mailings, and Q&A documents.
- Review, correct, shorten, and adapt the style of human-generated texts in both German and English.

Creative Strategy and Planning

- Brainstorm ideas for creative approaches, titles, or claims.
- Draft strategic or tactical communication plans and outlines for presentations.

Language and Style Enhancement

- Look for synonyms and double-check the correct usage of proverbs.
- Complete forms and questionnaires based on existing information.

Translation and Summarization

- Fast ad hoc translations.
- Create summaries, analyze, and extract information from articles, manuscripts, and draft bills.

Visual and Multimedia Support

- Create images for internal campaigns and patient photos for case studies.
- Transcribe, analyze, and summarize audio and video files.

Training and Consistency Management

- Support in preparing media training sessions.
- Compare documents for consistency and wording.



03 Siemens Communications: ONE Team, empowered by AI. Transforming how we work and scale our impact

José Machado, Head of Channels, Analytics & AI, Siemens

Our purpose: We create technology to transform the everyday, for everyone

Industry



Up to **50% material savings** can be realized using digital twins and innovative production technologies such as additive manufacturing.

Infrastructure



Buildings are currently responsible for **39% of global energy related carbon emissions**. Data analytics and automated building management can unlock large saving potentials.

Mobility



Up to **30% higher network capacity** can be achieved through automatic train operation and by optimizing train flows and rail operations.

GenAI's value for Communications

Knowledge Management

Centralizing our knowledge & streamlining our global training, upskilling & measurement efforts across teams & BUs.

Data-Driven Insights

Analyzing communication trends, audiences, and engagement metrics to provide actionable insights.

Content Creation

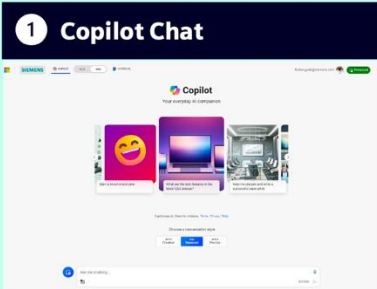
Producing high-quality content saving time and resources.


Content Customization

Creating tailored communications for diverse audiences, e.g. by reusing and adapting existing content.

Constantly evolving ecosystem of tools and initiatives from IT and Communications

Copilot, M365 Copilot and SiemensGPT – Use case examples & Highlight the difference

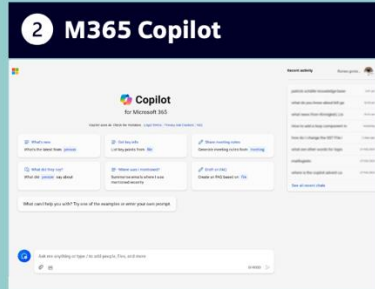



 Available for all Siemens employees

Selected examples:

- Image generation
- Search & Summarize Web Pages
- Compose Text & Summary via Upload

→ www.siemens.com/copilothehelp

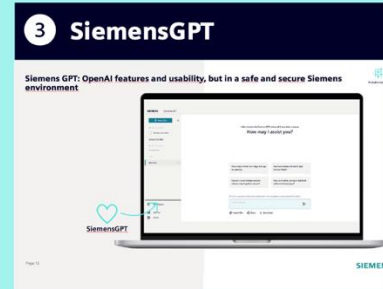



 Rollout to up to 16.000 employees with additional license

Selected examples:

- High Integration in M365 Apps
- Chat with M365 Data and other
- Outlook Email & Teams Communication

→ www.siemens.com/m365copilothehelp



 Available for all Siemens employees

Selected examples:

- Personalized Assistant (e.g., LinkedIn)
- Multimodal Chat (e.g., Coding w/ Mistral)
- Domain Assistant (e.g., Sales Expert)

→ <https://chat.siemens.com/>

Recommendation

Introducing **NEO.CM** – Your GenAI partner in Communications

Bots and prompts designed specifically for communications experts

SIEMENS SiemensGPT by IT DA JB

Bot Catalogue

Workspace
NEO.CM

+ Create New Chat

- Prompt Library
- Bot Catalogue
- Workspace Hub
- Pinned Chats
- Chat History

Find a bot that suits your needs

Owner: Others | Select a sort order

Bot Name	Owner	Sort Order
LinkedIn Post Creator	Others	29
Sprinklr Assistant	Others	16
Excel Analyzer	Others	6
CM KPI Copilot	Others	23
Roland Unplugged GPT	Others	64
Crisis Communication	Others	3
Social Media Copy A...	Others	11
Powerpoint Creation ...	Others	5
NotifyNow	Others	34
CM OKR writer	Others	17
CM Knowledge Expl...	Others	17
SiemensWorld Quick ...	Others	3
Viva Engage Editor	Others	4
Selecto-Moderator!	Others	16

NEO.CM: Prompt templates

Selected examples

Project Management

👍 2 📄 4

Summarize Meeting

Provide a comprehensive summary of the meeting held on {Date} concerning {MeetingTopic}, utilizing the attached...

Research

👍 2 📄 4

Explore Document

Explore the document attached. Provide a comprehensive analysis focusing on {FocusAreas}. Summarize the main points,...

Personal Development

👍 2 📄 2

Help with Difficult Conversation

Assist in preparing for a difficult conversation with work colleague about {TopicOrSituation}. Provide guidance to help navigate the...

Data Analysis

👍 2 📄 1

Dashboard Analyzer

You are an expert data analyst specializing in digital content performance analytics. I will provide you with a comprehensive dashboar...

General Communication

👍 2 📄 1

Fascinating Facts About Siemens

Comprehensive Research: Fascinating Facts About Siemens Compile a detailed list of 10-15 intriguing, lesser-known facts about Siemens...

General Communication

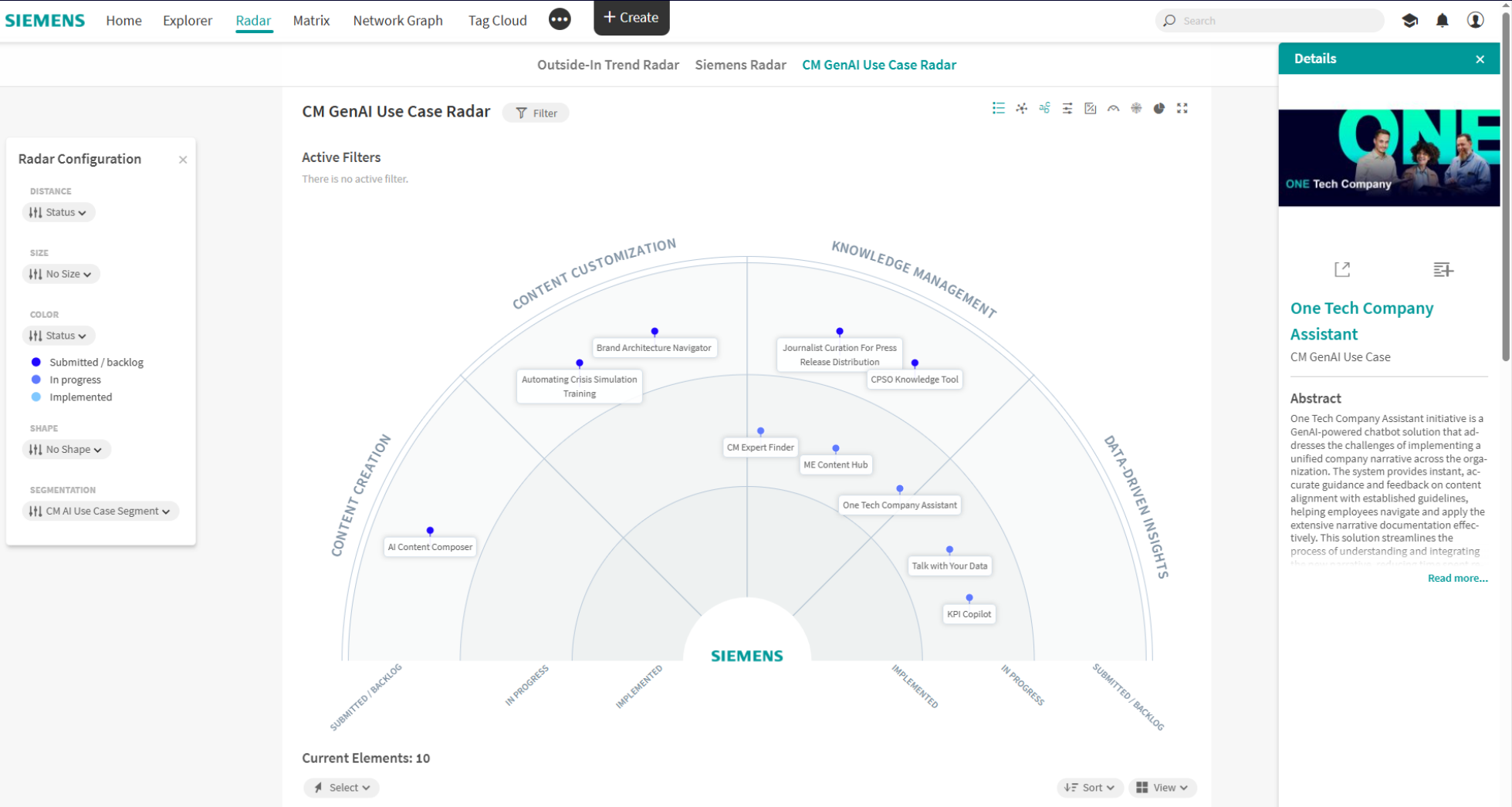
👍 1 📄 3

Transform Message into Story

Help me transform my message into a compelling narrative using Nancy Duarte's storytelling framework. Specifically, apply he...

Communications GenAI Use Case Radar

Cross-team collaboration to evaluate and prioritize GenAI use cases

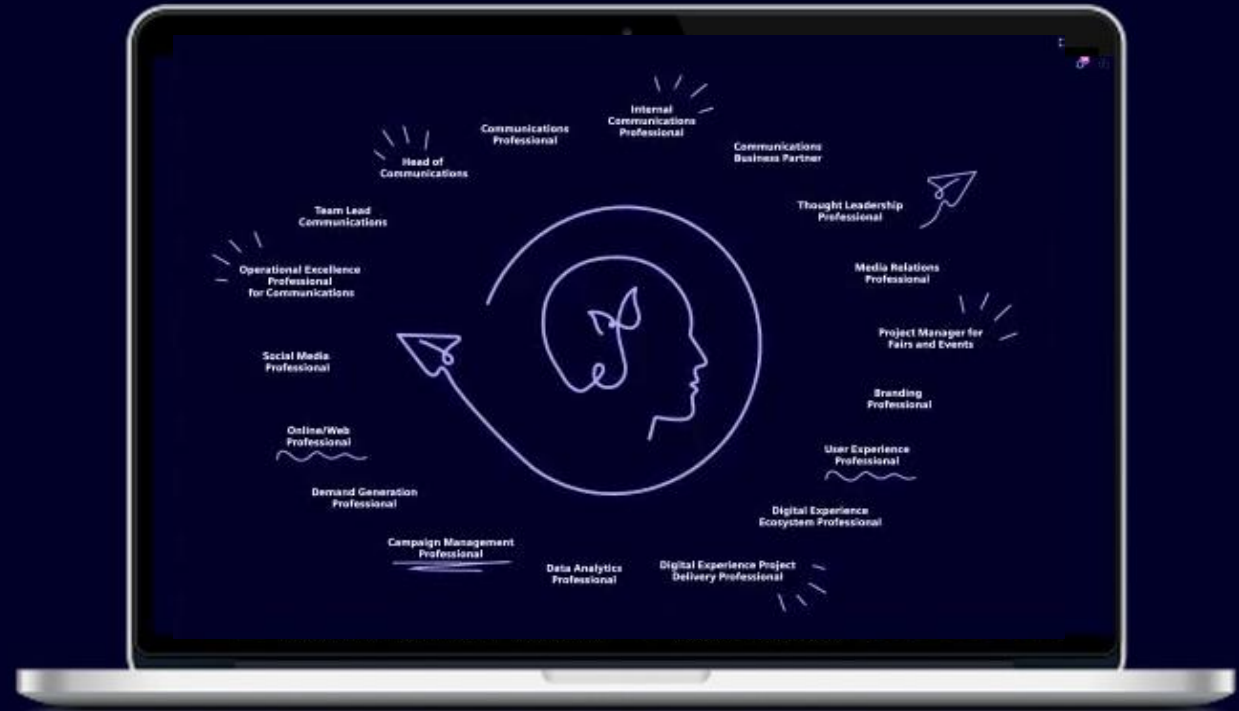


We equip our people with the relevant skills to stay employable

Including AI Skills

In the Communications (CM) Role Profiles all relevant skills for communicators are displayed (since June 2024).

AI Skills will be added



Start of evaluation relevant skills for communicators

April 2023



Launch of CM Role Profiles for all communicators

June 2024



Evaluation of AI skills for communicators

October 2024



Results of AI Literacy Survey and derivation of trainings

March 2025



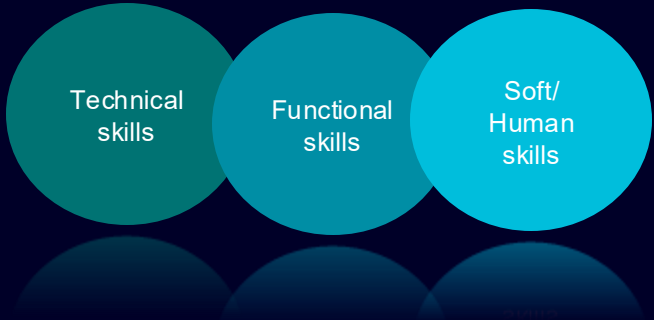
Set-up of AI Learning Journey and launch

From May 2025

The strategic approach from the evaluation of AI skills to the implementation of development opportunities for our communicators

1

Identifying relevant skills as communicator in the AI-driven world (Trend and skill analysis)



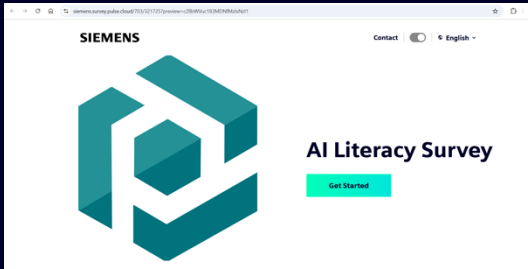
Technical skills

Functional skills

Soft/Human skills

2

Assessing learning needs with the AI Literacy Survey for Communications with Leipzig University



SIEMENS

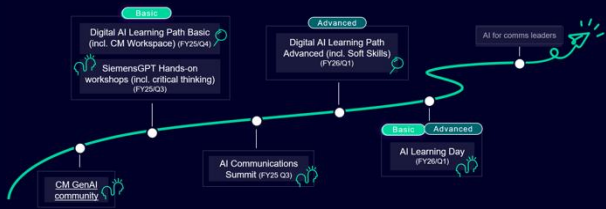
Contact English

AI Literacy Survey

Get Started

3

Implementing trainings and learning initiatives to create an AI Learning Journey



Basic

Advanced

Digital AI Learning Path Basic (incl. CM Workspace) (FY25 Q4)

SiemensGPT Hands-on workshops (incl. critical thinking) (FY25 Q3)

Digital AI Learning Path Advanced (incl. Soft Skills) (FY25 Q1)

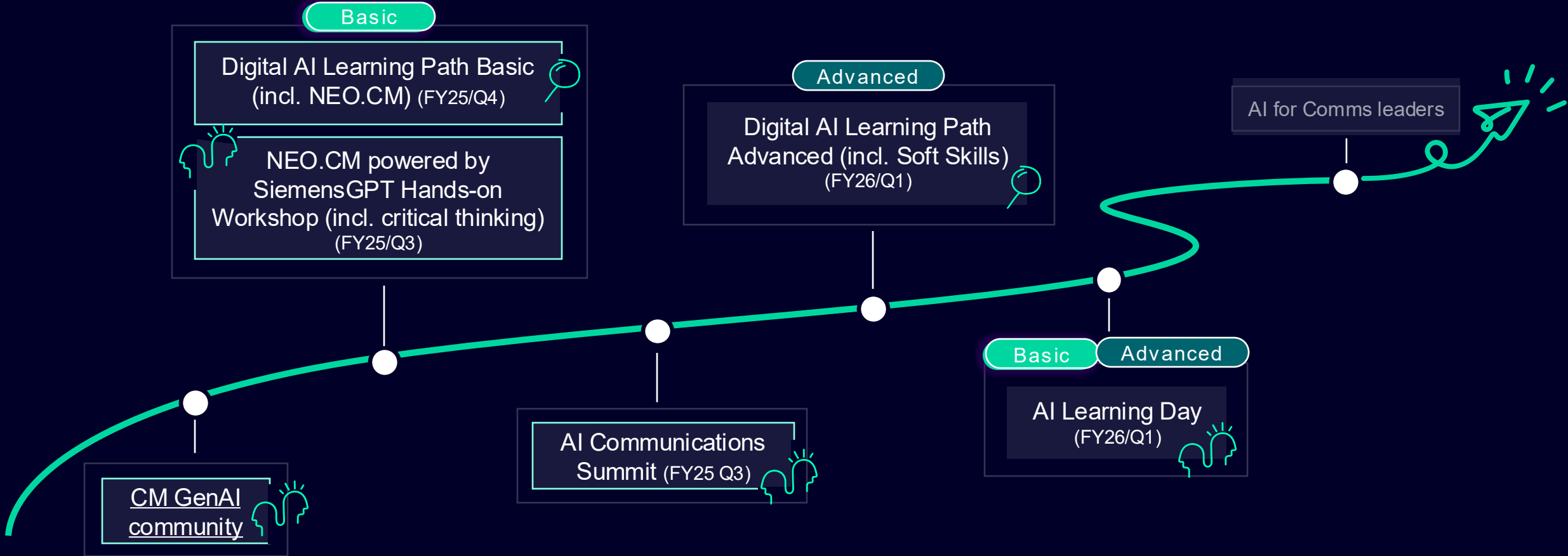
AI for comms leaders

CM GenAI community

AI Communications Summit (FY25 Q3)

AI Learning Day (FY25 Q1)

AI Learning Journey for Communicators



Digital AI Learning Path (Basic) for Communicators as part of the AI Learning Journey

Basic understanding of AI, our GenAI tools, their capabilities, and limitations

1. Introduction & Terminology

- Welcome and intro with Chris Ribeiro: Why is AI important for communicators? (Video)
- Basics around AI/GenAI: AI Base Camp (E-Learning)
- AI glossary: Definitions of AI terms (Website)

2. The GenAI tools

- Introduction: The GenAI tools (text, picture)
- Generative AI Guardrails (Website)
- Responsible AI (E-Learning)
- Generative AI Guidelines for CM (Website)
- The GenAI tool landscape (text with links)
- Introduction to SiemensGPT: The functionalities (videos)
- NEO.CM (videos)
- NEO.CM - SiemensGPT Hands-on Workshop for communicators (Virtual instructor-led training)
- Microsoft Copilot (video and link to guideline)

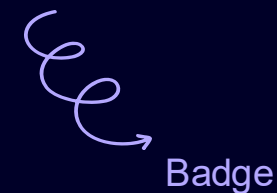
3. Collaboration

Community exchange and best practice sharing (CM GenAI Community, bi-weekly)

4. Additional learning recommendations

AI Essentials in My Learning World ([Channel](#))

At the end: Download of summary incl. all links and learning recommendations.





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04 Questions & Answers



05 Peer-to-peer exchange



Three challenges – please share your thoughts and ideas!

- 1 Which AI competencies are most difficult to convey – and how can it be done?**
Facilitators: Swaran Sandhu, Lea Knabben
- 2 Does it make sense to upskill existing teams or shall we hire different people instead?**
Facilitators: Karen Berger, Laura Siewert
- 3 Which competencies create competitive advantage, if everybody can use AI tools?**
Facilitators: Ansgar Zerfass, Michelle Wloka

Walkabout – please start at one of the three boards , discuss, move forward after 10 min.!



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Thank you!

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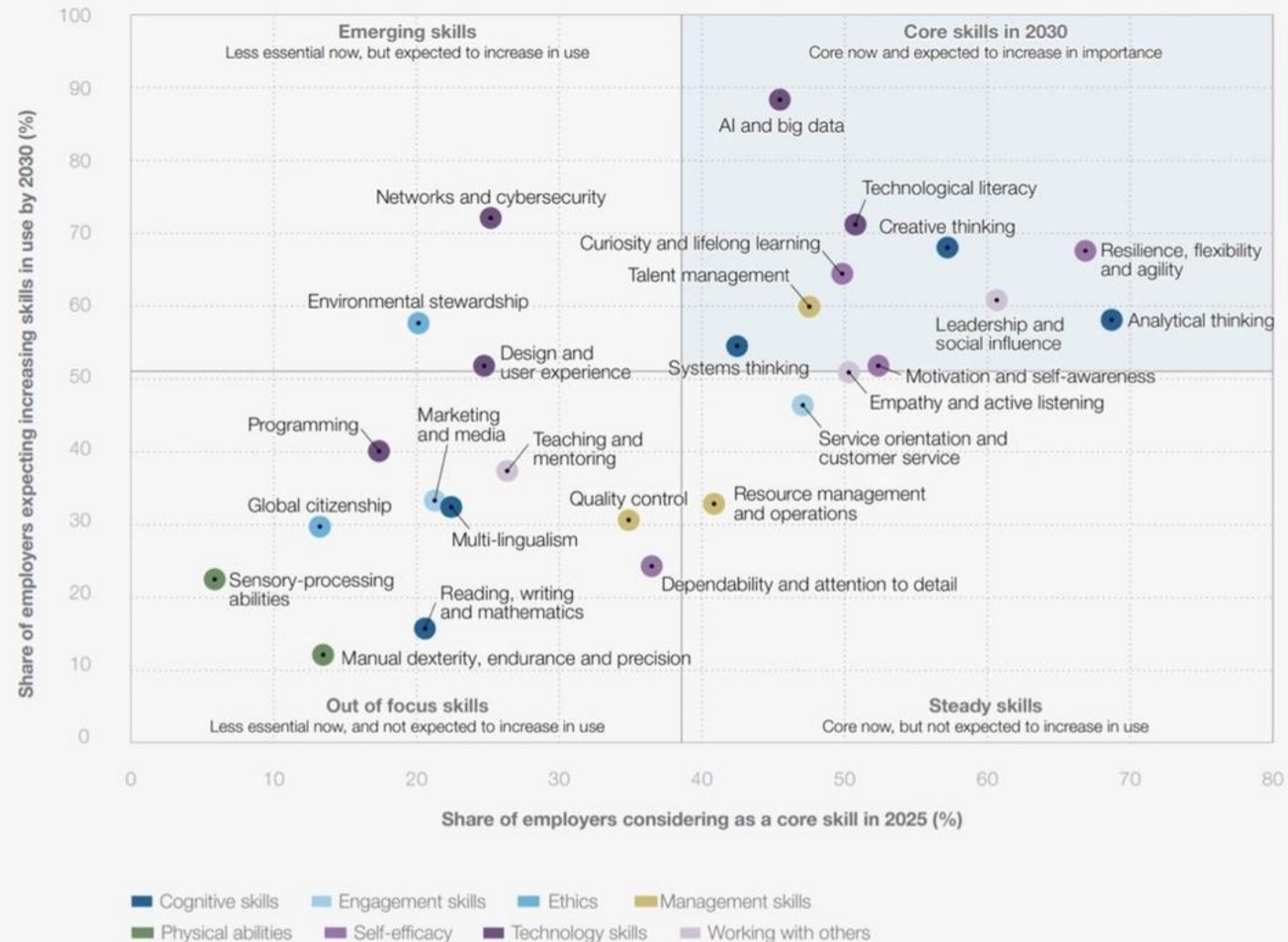
JOSÉ MACHADO

Head of Channels, Analytics & AI
Siemens AG
josemachado@siemens.com
www.siemens.com

Backup

Core Skills In 2030

Share of employers considering skills to be a core skills in 2025 and share of employers expecting skills to increase in importance by 2030



Source: World Economic Forum, Future of Jobs Report 2025