



Takeaways From Orlando

How to make a great team & the current state of AI

by: Greg Goldberg, Incoming BTA General Counsel

Last month, the 2024 BTA National Conference descended upon Disney's Grand Floridian Resort & Spa in Orlando, Florida. Attendees heard a poignant and nostalgic reflection on 47 years of service from BTA's outgoing general counsel, Bob Goldberg. The national conference also featured educational sessions focused on building winning teams, understanding artificial intelligence (AI) and combating cybercrime. In this month's column, I'd like to cover some takeaways from two of the educational sessions.



Yaeger presents his keynote at the 2024 BTA National Conference.

Ten years after retiring as associate editor of Sports Illustrated magazine, New York Times bestselling author Don Yaeger sought to answer a fundamental question: "What makes great teams great?" Starting from the hypothesis that "success leaves clues," he spent five years studying teams in sports and business to glean insights into how they create and sustain cultures of winning.

Yaeger observed that culture never happens by accident. Success starts with strong values, positive attitudes and high standards. Healthy behaviors transform into good habits that breed positive results. His presentation centered on 16 habits of great teams that apply in both sports and business. The best teams, according to Yaeger, have a sense of purpose at all levels.

He crystallized this message with moving narratives, including stories about legendary coach Mike Krzyzewski's reinvigoration of the USA Basketball Men's National Team after its precipitous fall from Olympic gold in 1992 to sixth place at the FIBA World Basketball Cup in 2002. Faced with a team culture that favored rich endorsement deals over national pride and clear purpose, Coach K applied military values from his playing days at West Point to recenter the team on a mission to win.

In one example, on the eve of the 2012 Olympics, Coach K led his players through the section of Arlington National Cemetery where the most recent casualties of war are laid to rest. They encountered a young veteran struggling with survivor's guilt who was scattering photos among the graves of his fallen brothers. Determined to honor those who had made the ultimate sacrifice for their country, Team USA went undefeated and won a second consecutive gold medal. Coach K's leadership and commitment to excellence had turned the team's fortunes around.

Attendees also heard from Tracy L.M. Norton, associate professor of professional practice at Louisiana State University

Law, about the current state of AI. On one end of the spectrum, she explained that narrow (i.e., weak) AI, which implements complex algorithms to perform specific tasks, has been available for many years. For instance, when Netflix recom-

mends a film or television program based on a user's viewing history, it implements narrow AI. At the other extreme, Norton comfortingly reminded attendees that general AI, where machines gain awareness, consciousness and emotional understanding, remains the stuff of science fiction.

Generative AI, which creates human-like responses from human-generated inputs, is a subset of narrow AI. Readers of this column will recall that ChatGPT is generative AI. Unlike a search engine that points a user to results that already exist on the internet, generative AI uses large language models (LLMs) to transform a user's prompts into original outputs.

Norton reminded attendees that generative AI remains in its nascent phase. As a result, LLMs powering generative AI are riddled with glitches. For instance, LLMs incorporate the biases of the authors of their underlying algorithms. LLMs also integrate information from across the entire internet, including the most unsavory parts, which may result in inappropriate content. Perhaps most notably, generative AI remains subject to so-called hallucinations — meaning generative AI may present detailed answers with seemingly high confidence, but those answers are completely inaccurate.

Norton remained bullish on generative AI as she highlighted some of its most effective current uses. She suggested using generative AI for brainstorming and revising purposes. For instance, a user seeking to convey a particular response to an email can enter the email into generative AI and gather its suggestions. A user with writer's block can ask generative AI to rewrite a certain sentence or suggest an alternative word.

Check the BTA event calendar (<https://members.bta.org/calendar>) for upcoming events featuring a broad range of educational sessions that are certain to inspire you with takeaways for your team. ■

Greg Goldberg, partner at Barta | Goldberg, is incoming general counsel for the Business Technology Association. He can be reached at ggoldberg@bartagoldberg.com or (310) 479-1454.

