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  Getting Others To Do What You Want

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Leadership Communication Exercises

Here are two. This is what to do:

1. *Buddy up with someone you trust.*
2. *Both of you read this at the same time. Give yourself no more than three minutes.*
3. *Present the information to your buddy. Give yourself about two minutes.*
4. *Listen for valuable feedback.*
5. *Explain how this felt for you and what you learned.*
6. *Then do it again to implement those changes (while keeping the things that worked well).*
7. *Ask your buddy for any final feedback.*
8. *Write two lists: a) the things you did well and b) the things you'll focus on and improve.*

If the sci-fi-romance *Her* convinced you that robots can feel and artificial intelligence can wax poetic, AI-generated valentine hearts are here to tell you otherwise.

Rather than go the passé Sweethearts route, Janelle Shane, a research scientist who writes about the ways AI can get weird, used machine learning to create candy hearts of her own. The results aren't a treat you'd want to give anyone. Instead, most look like they're created by someone who doesn't know what the compound word "candy heart" is, but knows the confectionery "candy" and the human organ "heart" and combined them. "The task of generating anything a human can ask for is a really broad problem, and AI usually does best on very narrow problems," explains Shane. Basically, the attempt at a candy heart shows you can't just get "close enough" and have it look right.

Shane gave the program, called BigGAN, text prompts such as "a candy heart that says be mine" and "a candy heart that says kiss me" to produce images. CLIP, an algorithm she says acts like an "art critic," then parsed images and chose one that's closest to each original phrase. The results look cursed, producing haunted candy hearts that are out of focus, shriveled, and misshapen.

It gets worse. Shane had done a previous experiment where she fed an algorithm standard phrases such as "love you" and "call me" and then asked it to use those inputs to make its own romantic phrases. Out came strange but still passable phrases like "love bun," "dear me," and "love bot." But then they started to read more like an alien learning a human language: "time hug," "Swool mat," "Bear wig." And the most disturbed: "sweat poo," "stank love," and simply "hole."

Naturally, Shane put "A candy heart that says HOLE" into the image generator. Out came a pinkish, if somewhat organically shaped, heart thing that looked like it had been nibbled on and then smooshed into some carpet. Not to worry, your valentine can read "hole," written as if scratched into cement, loud and clear.

So why put AI to this test of romance? "There are so many experiments that show off AI's capabilities—I find it interesting to look at AI's weaknesses instead," says Shane. "I knew the candy heart task would be challenging." Her experiment shows just how literal AI's understanding can be. So AI doesn't have much game. Who can blame it? The heart is a mystery to most of us.

A group of major hospital systems is launching a company to pull together and sell access to anonymized data on their millions of patients for uses including research and drug development.

Among the 14 backers of Truveta Inc. are hospital owners including Providence, CommonSpirit Health, Advocate Aurora Health, Trinity Health and Tenet Healthcare Corp. The data held by Truveta won't contain information identifying individual patients, the company said.

Demand from technology companies, insurers, drug makers and others trying to develop new tools and treatments has created a gold rush in health data. Hospitals hold some of the richest repositories—detailed information on patients' histories, care and conditions—and for years other companies have sought access.

"Instead of just farming off all our data to a technology company somewhere, we've formed our own," said Rod Hochman, chief executive of Providence. The hospital systems will focus on research questions around health equity, as well as improving medical treatment, he said.

The new company's data will reflect around 13% of the clinical care provided in the U.S., a spokeswoman said, representing records for many millions of patients across 40 states. Truveta will be jointly owned by the hospital operators.

Others will be invited to participate in the future, said Truveta's chief executive, Terry Myerson, a former Microsoft Corp. executive. Mr. Myerson said the goal is to make the data available for "all ethical research," and that the company is still developing its pricing plans. Potentially, fees will vary depending on the type of entity seeking access, he said.

Pulling together in-depth data from so many hospital owners makes it even more powerful for research, and as a business opportunity, said Chas Roades, chief executive of Gist Healthcare, a consulting firm not involved in Truveta. "It's a really valuable data asset," he said. "These systems are moving to monetize that asset in a way that is going to be very beneficial for them."

Michael Slubowski, CEO of Trinity Health, said the new company would be able to play a role in real-time situations like the pandemic, which left hospitals scrambling to find the best treatments and approaches. "We were all flying blind," he said. Truveta aims to update the data from the hospital systems daily, according to the spokeswoman.