

Talking A.I. with the managing partner of Bain Capital

By **BRIAN O'KEEFE**

Every week, we're asking a leader how he or she uses artificial intelligence. This week, David Gross, who leads Bain Capital, told DealBook's Sarah Kessler that it's difficult for companies to transition from personal productivity to change at scale. The interview has been condensed and edited.

How do you use A.I. personally?

It's the most confidential adviser I could ever hope to have.

What have you told your direct reports or employees about how you want them to use A.I.?

It's really been about not approaching it from a technology way of thinking, but as an imagination problem. You don't really get that far by incrementally making something a little bit more efficient or easier to do.

Usually that sends you on the path of a big I.T. project, versus doing something in a more practical way.

Bain Capital invested in the Deployment Company, a joint venture with OpenAI and other investors that sends consultants to help businesses use A.I. software. What have you learned?

I think businesses are all experiencing the same challenges in terms of implementing this beyond personal productivity and implementing it at scale.

Do you see these forward-deployed engineers as a permanent need or just a way to get over an adoption hump?

It does feel like there's a bottleneck that needs to be cleared because the technology is new.

When you are taking this very broad and powerful technology and implementing it in real-life companies, changing how business processes really work, I don't see a technology solution for that.