

The OrgChange.AI Dispatch/January 2026

How AI-enhanced organizational change is actually being managed—today.

Across industries, leaders are shifting from ‘AI as a tool’ to AI as a staffed capability—treated like a junior employee who needs clear goals, supervision, guardrails, and clean data. This reframing is changing how we design workflows, set expectations (often starting around ~60% accuracy and improving with practice), and build trust so adoption sticks. Early momentum still comes from small, low-risk wins (internal chatbots, IT help-desk agents, summarization), but the durable gains show up when organizations redesign end-to-end processes and invest in orchestration and data foundations. In short: talent and operating models beat tooling alone.

Section I — Field Notes: Case Studies in Motion

Concise snapshots of how organizations are using generative and agentic AI to reshape work. Each example highlights the AI involved and the specific change pattern it reinforces.

- Amazon — ‘DeepFleet’ orchestrates a large robot fleet working alongside humans in fulfillment. The change is a hybrid-workforce redesign: AI-driven coordination reshapes operational flow and human-machine handoffs, requiring new norms as the system scales.
- Amplitude — An internal IT help-desk agent handles routine service requests to free capacity for higher-value initiatives. Early, measurable wins build momentum for broader change.
- Dell Technologies — A consolidated ‘Service Assistant’ supports both digital and human service channels and recommends next best actions—standardizing guidance, reinforcing new behaviors, and improving consistency.
- Gonzaga University — An IT agent and enterprise orchestration connect hundreds of applications to the ERP so agents operate with governed, consistent data. Stakeholder involvement (including students) increases buy-in and durability.
- HPE — ‘Alfred’ and specialized sub-agents decompose queries, analyze SQL, and produce charts/reports so performance reviews become insight-driven cycles—shifting cadence and operating rhythm.
- Jotform — A customer-service AI agent handles routine interactions; human roles shift to supervisors/trainers who review conversations, spot patterns, and continuously improve the agent—moving from execution to oversight and enablement.
- Procter & Gamble — GPT-4 (Azure) acts as a ‘cybernetic teammate’ for seed-stage innovation. Individuals iterate on product concepts, packaging, and brand communication; the impact is structural—dismantling silos and prompting new team structures and meeting cadence.
- Salesforce — Agentforce enables custom autonomous agents for sales/service workflows, shifting the frontline operating model toward agent-led routine handling while humans supervise, escalate, and continuously improve performance.

- Toyota — A supply-chain visibility agent replaces a legacy workflow requiring dozens of mainframe screens with real-time ETA/delay insight—reducing navigation friction and shifting staff toward exception management and resolution.
- Waymo (Alphabet) — Safety/claims analytics with Swiss Re strengthen the trust and governance layer needed to refreeze new norms for autonomous transit among regulators, insurers, and riders.
- Workiva — A ‘readiness-first’ posture: pilot sales/marketing agents only when workflows are already automated and data is clean; AI ambassadors across functions translate value, curate use cases, and strengthen the guiding coalition.

Management takeaways from the field:

- Start where stakes are modest and processes repeat (IT help desk, customer support), then scale as confidence grows.
- Design the workflow, not just the task—end-to-end orchestration turns pilots into durable operating-rhythm changes.
- Treat agents like junior staff: define scope, supervise, measure, and improve; role redesign toward oversight is common.
- Invest early in data and orchestration layers; ‘readiness first’ avoids garbage-in/garbage-out and shadow AI.
- Anchor adoption in everyday workflows and coalitions (ambassadors/champions) to make new behaviors stick.

From operations to the human experience: You’ve seen how these organizations are remapping the factory floor, the service desk, and the innovation garage. But what does it feel like to manage those shifts day-to-day—setting expectations, earning trust, and persuading colleagues to try new ways of working? The next section captures that voice directly.

Section II — Voices from the Front Lines

Leaders and practitioners describe how they are managing agentic AI—not just implementing it.

- ‘Agentic AI is like a junior employee... At the very beginning, you don’t trust them to do much at all—they need a lot of supervision.’ — Michael Collins, Alumni Ventures.
- ‘It’s not enough just to have the data in a warehouse—you also have to connect them together so it actually makes sense.’ — Dag Liodden, Crisp.
- ‘You need to build a foundational, semantic layer... That’s when you can start doing real agential work.’ — Dag Liodden, Crisp.
- ‘With AI, the effort to understand why a product or a category is growing... can be done daily and across the whole portfolio.’ — Dag Liodden, Crisp.
- ‘It’s 30% technology, 70% change management... We set expectations that this is not going to be 100% right all the time; it’s going to start maybe with 60%.’ — Chandu Nair, Lowe’s.
- ‘AI empowers HR more than any past tech—insights at your fingertips—but roles will evolve, and deeply human skills matter most.’ — Meghna Poonani, Eightfold AI.

- ‘Most employees are still using AI for basic tasks, while concerns about job security, skill erosion, and rising workloads create resistance.’ — Kim Billeter, EY.
- ‘AI and LLMs are like having a super-diligent intern... Technology should meet users where they are; work backwards from the decisions they need to make.’ — Emily Nguyen, Palantir.
- ‘One of our first big wins was building an employee chatbot in nine days.’ — Chris Goodale, Sun Life.
- ‘Once AI and business strategy are aligned, pick one or two domains that deliver disproportionate value and redesign them end-to-end.’ — Abhijit Dubey, NTT DATA.
- ‘AI accountability now belongs in the boardroom... It is no longer an enabler of strategy; AI strategy is the strategy.’ — Yutaka Sasaki, NTT DATA Group.
- ‘Agentic AI may be the biggest shift of our lifetime... If you can’t automate a process, you can’t easily agentify it.’ — Kim Huffman, Workiva.

Management voiceover:

- Set expectations explicitly (accuracy bands, escalation pathways) to build trust and avoid morale dips.
- Focus on data semantics and orchestration; without them, agents stall or become brittle.
- Choose a high-value domain and commit to end-to-end redesign; bolt-ons rarely deliver durable results.

From quotes to patterns: Urgency and experimentation are necessary—but so are governance, semantics, and human oversight. The next section maps recurring patterns across People, Process, and Technology to the change models most teams already use.

Section III — The OrgChange.AI Nine-Square Grid

People

- Kotter (Urgency & Coalition): Competitive pressure and AI adoption create urgency; guiding coalitions look like cross-functional fused teams and embedded AI ambassadors who curate use cases and spread practices.
- Lewin (Unfreezing & Trust): The dominant unfreezing challenge is trust—employees worry about workload, privacy, and autonomy. Treat agents like junior employees with supervision and clear escalation to reduce anxiety.
- ADKAR (Awareness → Knowledge): A persistent knowledge/ability gap—tools roll out faster than learning. Prioritize AI literacy, promptcraft, and agent-oversight skills embedded in the flow of work.

Process

- Kotter (Short-Term Wins & Process Design): Most wins start in repeatable, low-risk workflows and expand via agile experiments with measurable milestones. Beware pilot purgatory when wins aren’t instrumented or governed.

- Lewin (Changing → Workflow Redesign): Agentic AI catalyzes end-to-end transformation (triage → execution) and needs orchestration layers to connect data, tools, and approvals.
- ADKAR (Desire → Optimization): Governance + measurement (ROI tracking, responsible-AI controls, feedback loops) reinforce adoption and enable continuous tuning.

Technology

- Kotter (Vision & Infrastructure): AI as a partner/agent pushes modernization of platforms, data foundations, and enterprise orchestration/semantic layers. Operating-model changes (product teams, AI program office) often accompany technical enablement.
- Lewin (Refreezing & Integration): Standardize how AI interacts with systems (protocols, catalogs) and stabilize toolsets. Security/privacy form the defense layer before autonomy can scale. Hybrid architectures help manage inference economics.
- ADKAR (Ability → Enablement): Make people effective with AI via role-based training, supervision playbooks, and adoption analytics (observability, cost tracking) to monitor quality and drift over time.

Section IV — Sources

Publications (Academia, Consulting Firms, Practitioners)

- The 2025 Writer AI Survey: Generative AI adoption in the enterprise (Writer & Workplace Intelligence.; 2024) — Industry Report / White Paper based on a survey of 1,600 knowledge workers (800 C-suite, 800 employees).
- 2026 Global AI Report: AI Playbook for AI Leaders (NTT DATA; 2025) — Global industry report based on a survey of 2,567 C-suite and senior decision-makers
- AI in Business: Turning AI Strategy into Measurable Impact (Matthew De Mello - Host Daniel Fagella - Interviewer/Host Deborah Golden - Guest Expert; 2025) — An episode of the “AI in Business” podcast, part of a special series on AI infrastructure sponsored by Deloitte, discussing the cultural,... — <https://podcasts.apple.com/us/podcast/the-ai-in-business->
- Accountable Acceleration: Gen AI Fast-Tracks Into the Enterprise (Year Three Full Report) (Wharton Human-AI Research: Stefano Puntoni, Ph D, Prasanna Tambe, Ph D GBK Collective: Jeremy Korst, Brian Smith, Christine Odishoo, Danny Urbina-Mc Carthy; 2025) — A repeated cross-sectional study (Wave 3) tracking Gen AI adoption, investment, and sentiment among US-based enterprise decision-makers.
- Agentic AI Is the New Frontier in Customer Service Transformation (Marcus Wittig, Simon Bamberger, Hrvoje Jenkač, Nicholas Clark, Robin Anders, Luke Purcell, Carolin Bimmermann, and Francesco Palmegiano; 2025) — Insight Report by Boston Consulting Group (BCG)
- Artificial Intelligence Index Report 2025 (Nestor Maslej, Loredana Fattorini, Raymond Perrault, Yolanda Gil, and the AI Index Steering Committee.; 2025) — Comprehensive annual report tracking, collating, and visualizing data relating to artificial intelligence.

- CDO Magazine Interview Series: AI, Data, and Innovation Leaders (Lowe's and Sun Life) (Two separate interviews conducted as part of the CDO Magazine interview series, focusing on digital transformation, AI implementation, and leadership strategies.; 2025)
- EY 2025 Work Reimagined Survey: AI Talent Strategy (EY; Kim Billeter; Renny Popoola; 2025) — Global Survey Report (15,000 employees and 1,500 employers across 29 countries)
- Executive Perspectives on Top Risks and Opportunities: 2026 Edition (Unlocking Opportunity) (NC State University ERM Initiative: Mark Beasley, Bruce Branson, Don Pagach Protiviti: Carol Beaumier, Matthew Moore, Jim De Loach, Kevin Donahue; 2025) — A global survey report gathering insights from 1,540 board members and C-suite executives regarding risks and opportunities
- From Adoption to Empowerment: Shaping the AI-Driven Workforce of Tomorrow (SHRM Thought Leadership; 2025) — Research Report
- From the Edge to the Core: Bringing Agentic AI to the Heart of the Enterprise (Harvard Business Review Analytic Services. Commentary from experts David De Cremer, Tom Davenport, and executives from Workiva, Amplitude, Jotform, and Gonzaga University.; 2025) — Research Report / White Paper based on a survey of 603 business executives.
- Google Workspace: Beyond AI Optimism – Fiveways to move your business from saving time to sparking innovation (2025)
- Mc Lean-HR Trends 2026: Leading Through Change: Human-Centric and Future-Ready (Mc Lean & Company; 2025) — Industry Research Report / HR Trends Survey
- PEX Industry Report 2025/26: Global state of business transformation (Michael Hill, with contributors including Tony Saldanha, Ricardo Henriques, Jeff Winter, and others; 2025) — Industry Report based on a survey of 220 professionals
- Rethinking transformation: The outsized value of small changes (CFO Insights) (Josh Hyatt and John Goff developed the insight; features concepts from Steve Goldbach and Geoff Tuff.; 2025) — Deloitte CFO Insights (Report/Article)
- The 2025 Data and AI Readiness Report: Insights to Build Your 2026 Strategy (Data Society and CDO Magazine; 2025) — Industry Report / Survey Analysis of 175+ data and business executives
- The Anthropic Economic Index report: Uneven geographic and enterprise AI adoption (Ruth Appel, Peter Mc Crory, Alex Tamkin; Miles Mc Cain, Tyler Neylon, Michael Stern; 2025) — Economic analysis report published by Anthropic using privacy-preserving data from Claude.ai and first-party API traffic
- The Cybernetic Teammate: A Field Experiment on Generative AI Reshaping Teamwork and Expertise (Fabrizio Dell'Acqua, Charles Ayoubi, Hila Lifshitz, Raffaella Sadun, Ethan Mollick, Lilach Mollick, Karim R. Lakhani; Yi Han, Jeff Goldman, Hari Nair, Stew Taub; 2025) — Harvard Business School Working Paper 25-
- The state of AI in 2025: Agents, innovation, and transformation (Alex Singla, Alexander Sukharevsky, Lareina Yee, Michael Chui, Bryce Hall, and Tara Balakrishnan; 2025) — Global Survey Analysis / Management Consulting Report

- Your Brain on Chat GPT: Accumulation of Cognitive Debt when Using an AI Assistant for Essay Writing Task (Nataliya Kosmyna, Eugene Hauptmann, Ye Tong Yuan, Jessica Situ, Xian-Hao Liao, Ashly Vivian Beresnitzky, Iris Braunstein, Pattie Maes [cite: 1-7]; 2025) — Academic Research Paper / Study (MIT Media Lab)
- Tech Trends 2026 (Kelly Raskovich, Bill Briggs, Caroline Brown, and various Deloitte Principals; 2026) — Consulting Firm Annual Trend Report(Deloitte Insights)

Podcasts

- AI and Business Podcast –Skills-Driven Workforce Planning with AI (Speaker 2: Matthew De Mello, Editorial Director, Emerj AI Research Speaker 3: Trish Vasser, Vice President of Learning &Development, The Coca-Cola Company; 2025) — Podcast interview focused on AI applications in workforce planning and organizational change — <https://podcasts.apple.com/us/podcast/the-ai-in-business-podcast/id670771965?i=1000736607813>
- AI in Business Podcast –Consumer Goods Leaders Leveraging Agentech AI for Data Harmonization and Proactive Retail Execution (Matthew De Mello – Editorial Director, Emerge AI Research Dag Liudden – Chief Product Officer and Co-Founder, Crisp; 2025) — Podcast interview focused on AI applications in CPG and retail execution Advertisements: Sponsorship mentions and calls to action from Emer... — <https://podcasts.apple.com/us/podcast/the-ai-in-business-podcast/id670771965?i=1000734993989>
- AI in Business Podcast: Moving from Theory to Practice in AI Adoption (Matthew De Mello Kriti Sharma; 2025) — An in-person podcast interview recorded live at IFS's "Industrial X" event. — <https://podcasts.apple.com/us/podcast/the-ai-in-business-podcast/id670771965?i=1000737052712>
- AI in Business: Turning AI Strategy into Measurable Impact (Matthew De Mello -Host Daniel Fagella- Interviewer/Host Deborah Golden -Guest Expert; 2025) — An episode of the "AI in Business" podcast, part of a special series on AI infrastructure sponsored by Deloitte, discussing the cultural, l... — <https://podcasts.apple.com/us/podcast/the-ai-in-business-podcast/id670771965?i=1000737885938>
- That Change Show: Episode 3 –The Human in the Lead (AI Strategy & Conditions) (Jason: Podcast host, AI course creator. Rachel Janoway: Freelance Change and Project Management Consultant, AI enthusiast.; 2025) — Podcast interview discussing the intersection of AI, human leadership, and organizational change within non-profits and general enterprise. — <https://podcasts.apple.com/us/podcast/that-change-show/id1727939114>
- The Anti-AI Sentiment and Why That Hype Might Be Worse Than the AI Hype (Speaker 1: Host of "That Change Show" Speaker 2: Marcin Wojtkowski, Founder of Opt4AI; 2025) — A podcast episode ("That Change Show," Season 3 debut) featuring an interview with an AI expert. — <https://podcasts.apple.com/us/podcast/that-change-show/id1727939114?i=1000738341132>

- The Digital Transformation Podcast: The Integration of AI with Human-Centered Communication (Kevin Crane Glenda Kirby; 2025) — Podcast interview discussing how AI can be integrated into organizational change, communication, and operations while maintaining a human-... — <https://podcasts.apple.com/us/podcast/digital-transformation-podcast/id1461782790?i=1000737566309>
- The Digital Transformation Podcast: Turning Emerging Technologies into Actionable Strategies (Kevin CraneMatt Maher; 2025) — Podcast interview discussing how businesses can adapt to emerging technologies like AI and spatial computing, focusing on strategy, human b... — <https://podcasts.apple.com/us/podcast/digital-transformation-podcast/id1461782790?i=1000739649526>
- The Realities of AI Adoption on the Factory Floor (Matthew De Mello, Editorial Director at Emerge AI Research Emily Nguyen, Head of Industrials at Palantir Technologies; 2202) — An episode of the "AI in Business" podcast, where an industry expert is interviewed about AI adoption challenges and strategies. <https://podcasts.apple.com/us/podcast/the-ai-in-business-podcast/id670771965?i=1000735174707>
- AI in Business Podcast: How HR Leaders Can Harness AI Responsibly and Strategically (Matthew De Mello Meghna Poonani) — Podcast interview discussing the application of AI in HR, talent management, and workforce transformation. — <https://podcasts.apple.com/us/podcast/the-ai-in-business-podcast/id670771965?i=1000739384302>