
OrgChange.AI is Not About the Technology

From Craig Russell from OrgChange.AI <orgchangeai@substack.com>

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To Craig Russell <craig.russell@lwiconsulting.com>

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OrgChange.AI is Not About the Technology

It's a work redesign and operating model reset.

CRAIG RUSSELL

FEB 8



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AI adoption is no longer a technology program—it's a work redesign and operating-model reset. Leaders are investing and shipping use cases, but scale is still won or lost in the human system: decision rights, standard ways of working, data discipline, and the speed at which you build AI fluency in the flow of work. This month's Dispatch threads those levers together: what leading organizations are doing, how executives are talking about it, and a practical grid you can use to diagnose where your transformation will stall—and what to fix first.

Case Studies

Start with concrete patterns, not abstract principles. The case studies below, organized by company, show a consistent play: pair tool rollout with role and workflow redesign, treat governance as a product capability, and build 'human + agent' teaming with clear accountability. Use them as design references—then ask one question: what would it take for your best pilot to become a repeatable operating capability?

Moderna

AI tools: HR + IT operating model integration; leadership model (Chief People and Digital Technology Officer)

Source: Survey: How Executives Are Thinking About AI in 2026 (HBR.org, Jan 12, 2026)

How they're augmenting organizational change: Moderna is treating AI adoption as a people-and-technology transformation, aligning workforce strategy, operating-model redesign, and digital execution under a unified leadership role. The intent is to reduce friction between tool rollout and work redesign, accelerating enterprise change by coupling talent decisions, upskilling, and governance.

Global Mining Company (interviewee, unnamed)

AI tools: Embedded AI in equipment; sensors; predictive analytics; connected intelligent platforms

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: Rather than limiting AI to internal efficiency, the company is embedding AI into its core products—turning traditional equipment into intelligent, connected platforms. This shifts operating norms across engineering, service, and go-to-market teams,

enabling new digital offerings and revenue streams while positioning AI as central to strategy.

Major Logistics Organization (interviewee, unnamed)

AI tools: Workforce upskilling/reskilling programs; AI adoption enablement

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: The organization is pairing AI deployment with deliberate role evolution—investing in reskilling on the business side so teams can change how work gets done, not just adopt tools. The vision is mobility from transactional roles (e.g., pricing analysts) to higher-leverage roles (e.g., pricing strategists), with AI acting as a force multiplier.

Financial Services Company (case example)

AI tools: Agentic AI; autonomous agent workflows; meeting-action capture; follow-through automation

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: The firm uses AI agents to convert meetings into execution: capturing action items from video conferences, drafting reminders, and tracking completion. The change impact is a tighter operating cadence—standardized accountability loops and lower manual coordination overhead—freeing people for judgment-heavy work.

Air Carrier (case example)

AI tools: Customer-service AI agents for common transactions (rebooking, baggage rerouting)

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: By delegating high-volume, repeatable transactions to agents, the airline is redesigning frontline support workflows—shifting human agents toward complex exceptions and service recovery. This clarifies where automation ends and human judgment begins, improving throughput without sacrificing customer experience.

Manufacturer (case example)

AI tools: AI agents for new product development; multi-objective optimization (cost vs. time-to-market)

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: The manufacturer is using agents as decision accelerators in R&D—helping teams evaluate trade-offs faster and more consistently. This encourages more data-driven product governance and shorter iteration loops, improving cross-functional collaboration around shared, AI-assisted scenarios.

Public Sector Organization (case example)

AI tools: AI agents to augment workforce capacity; human–agent teaming

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: Facing workforce shortages, the organization uses agents to augment capacity in key processes—forming 'human + agent' teams. Roles shift toward supervision, exception handling, and accountability, allowing service levels to be maintained with constrained staffing.

Telecommunications Company (interviewee, unnamed)

AI tools: Sovereign AI deployments; in-country infrastructure; distilled small language models (SLMs)

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: To meet sovereignty and import/export controls, the company delivers in-country AI stacks and smaller, locally built language models. This drives change across architecture, procurement, and compliance—building repeatable 'localized AI' patterns that reshape how global deployments are planned and governed.

Major European Bank (interviewee, unnamed)

AI tools: Generative AI (LLMs); GenAI-native governance and platform capabilities

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: The bank is shifting from traditional AI readiness to GenAI-native capabilities, recognizing that most new use cases now center on LLMs. This forces updates to governance, infrastructure, and delivery expectations—modernizing how AI work is funded, built, and scaled across the enterprise.

Restaurant Business (industry example)

AI tools: Computer vision; automated inventory management; targeted marketing automation

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: Computer vision tracks food and beverage items across the workflow from order to delivery, automating inventory control and reducing repetitive labor. Operational routines shift toward exception management and proactive planning, freeing staff time while tightening execution.

Warehouse Automation Firm (industry example)

AI tools: Physical AI; warehouse robots with increased autonomy; automated sorting and routing

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: Warehouse robots are gaining autonomy to decide where and how to store items to maximize floorspace, alongside automated package sorting and routing. This changes operational processes and supervision models, increasing throughput while elevating the importance of monitoring and safety oversight.

Retail Organization (industry example)

AI tools: Digital twins; 3D store mapping; VR training

Source: State of AI in the Enterprise: The untapped edge (Deloitte, Jan 2026)

How they're augmenting organizational change: Digital replicas of stores are used to prototype layouts and deliver realistic VR training for customer-

facing teams. This standardizes learning, accelerates rollout readiness, and provides a shared 'single source of truth' for operational changes before they reach the floor.

Salesforce

AI tools: Agentforce (Employee Agent, Manager Agent); Slack-integrated agent workflows

Source: The Future of Work is Still Human: Learnings and the 4Rs to Building the Human + Agent Workforce (July 2025)

How they're augmenting organizational change: Salesforce is embedding agents into everyday employee and manager workflows so routine questions, actions, and approvals move faster with fewer handoffs. The change lever is adoption at scale paired with workflow orchestration—standardizing how work is initiated, routed, and completed across teams.

Pearson

AI tools: Agentforce

Source: AI Agents Give Everyone the Power to Act Like a Leader (Oct 2025)

How they're augmenting organizational change: Pearson uses AI agents to support learners at scale, accelerating service and reducing operational friction. Internally, the approach reinforces AI fluency and distributed decision-making by giving teams a consistent, agent-enabled execution layer that speeds follow-through.

Walmart (Global Tech India)

AI tools: Agentic AI; forecasting models; multimodal assistant 'Sparky'; personalization algorithms

Source: The GCC Advantage for US Mid-Sized retailers: A New Playbook for Scaling Analytics & AI in Retail

How they're augmenting organizational change: Walmart's India GCC functions as a transformation engine—driving AI-enabled pricing/replenishment, inventory optimization, and customer-facing experiences. This shifts change from isolated innovation to distributed

ownership, with a specialized AI hub owning modules and outcomes at enterprise scale.

Target (India GCC, Bengaluru)

AI tools: Digital commerce platforms; omnichannel systems; RPA/robotics; 3D shopping experiences; enterprise checkout

Source: The GCC Advantage for US Mid-Sized retailers: A New Playbook for Scaling Analytics & AI in Retail

How they're augmenting organizational change: Target's Bengaluru GCC operates like a second headquarters for digital and omnichannel execution. By centralizing platform ownership and scaling automation and analytics capabilities, the organization accelerates transformation across fulfillment, customer experience, and core operational systems.

Lowe's (Bengaluru GCC)

AI tools: Retail-media network; self-checkout systems; global content/3D imaging platforms

Source: The GCC Advantage for US Mid-Sized retailers: A New Playbook for Scaling Analytics & AI in Retail

How they're augmenting organizational change: Lowe's GCC is moving from support to enterprise innovation—leading self-checkout rollout, operating retail media, and producing global content. The organizational change is a shift in ownership and accountability: the GCC increasingly runs global initiatives, not just back-office delivery.

Executive Quotes

Patterns scale when leaders give them language. The quotes that follow are useful not because they're inspirational, but because they're operational: they set a deadline, reduce local variance, name the disruption, and connect AI value to process maturity and clean data. Borrow the phrasing—then translate it into your own 'non-negotiables' for how work will run when AI becomes part of the system, not a sidecar.

Dell

“This is a comprehensive change, not a gradual transition. Once we start operating in the new way on May 3, we won’t go back.”

· — Jeff Clarke, COO

· Context: Dell frames AI readiness as an operating-model “reset,” using a clear cutover date to standardize ways of working and reduce local exceptions that block scale.

· Source: Business Insider (Jan 2026), cited in Genpact “Autonomy by Design” (2026), pp. 236–238.

“Company-first operating model... should eliminate scenarios where regional divisions offer conflicting product recommendations or incompatible service-level agreements.”

· — Jeff Clarke, COO (internal messaging)

· Context: A direct articulation of process standardization as an AI scaling enabler—reducing variance that breaks automation and reuse.

· Source: Business Insider (Jan 2026), cited in Genpact “Autonomy by Design” (2026), p. 237.

“Clean, unified data is prerequisite for deploying agentic AI and inference workloads at scale.”

· — Jeff Clarke, COO

· Context: Connects data foundations to agentic AI scalability and customer impact; reinforces “no shortcuts” on data unification.

· Source: Business Insider (Jan 2026), cited in Genpact “Autonomy by Design” (2026), p. 237.

“Some of you will experience significant shifts in how you work day-to-day.”

· — Jeff Clarke, COO (change memo)

- Context: Sets expectations that AI transformation is fundamentally work redesign, supporting trust by naming disruption early.
- Source: Business Insider (Jan 2026), cited in Genpact “Autonomy by Design” (2026), p. 238.

Salesforce

“We must keep humans at the center of this revolution... This starts with giving every employee the opportunity to work alongside this technology, with tools that make it easy to understand what to delegate, when to step in, and how to fine-tune the partnership between human and machine.”

· — Marc Benioff, CEO

· Context: Human-in-the-loop framed as delegation + intervention + tuning—an adoption-friendly model for agentic work.

· Source: TIME Magazine, as referenced in Salesforce AI Fluency Playbook (2025).

“Agentic AI will take some getting used to, but will improve many aspects of our work: productivity, efficiency, strategic decision-making, and — in my firm belief — overall job satisfaction.”

· — Silvio Savarese, EVP & Chief Scientist

· Context: Acknowledges change friction while emphasizing outcomes beyond efficiency (decision quality, satisfaction) to build trust and adoption.

· Source: Salesforce AI Fluency Playbook (2025).

“Slackbot has fundamentally changed how I sell. I used to spend hours trying to understand a new industry before a call – now, I can prompt an agent to surface insights in seconds. What once took two hours now takes two minutes, and I go into customer conversations significantly more prepared and confident.”

· — Haley Gault, Territory Account Executive

- Context: A role-specific “time-to-value” story that accelerates adoption: measurable productivity and confidence gains in the flow of work.

- Source: Salesforce AI Fluency Playbook (2025).

Pearson

“We’ve identified power skills and there’s one key one in particular: the skill to learn. Today is all about adaptability, which is why we’ve added the AI skill to equip employees to work with, build and leverage AI agents.”

- — Ali Bebo, Chief Human Resources Officer

- Context: Positions learning agility as the meta-skill for AI era workforce strategy; reframes AI competency as enterprise-wide and agent-ready.

- Source: Salesforce Customer Spotlight: Pearson (2025), referenced in February Dispatch Sources PDF.

Advantage Solutions

“The true value of implementing AI solutions lies not solely in the technology itself, but in how it enables us to fundamentally redefine our operating model.”

- — Francesco Tinto, Global CIO

- Context: A concise executive reframing: AI ROI comes from operating-model redesign (workflows, decision rights, roles), not just tools.

- Source: Genpact “Autonomy by Design” (2026).

GE HealthCare

“The value you gain from agentic AI will be determined by the process maturity and quality of the data that goes into it.”

- — Asha Poulose, Chief Digital Officer

- Context: A readiness equation for leaders: agentic outcomes depend on disciplined processes + trustworthy data, not just model selection.

· Source: Genpact “Autonomy by Design” (2026).

Resolution Life

“AI doesn’t fail because the models are weak; it fails because integration is. Fragmented data and immature enterprise wiring prevent AI from scaling.”

· — Anu Dixit, Global Chief Customer Officer

· Context: Explains pilot-to-scale failure modes: integration, data fragmentation, and “enterprise wiring” are the constraints on value realization.

· Source: Genpact “Autonomy by Design” (2026).

Genpact

“How can you orchestrate agents, people, data, AI, and technology, while also measuring performance? This is why orchestration platforms are so important, giving companies the ability to manage them in one place.”

· — Jinsook Han, Global Agentic AI Officer

· Context: Highlights the control plane needed for agentic AI: orchestration, performance measurement, and coordinated governance.

· Source: Genpact “Autonomy by Design” (2026), p. 214.

“Our goal is for every employee to become more fluent in AI—not just by learning about it, but by using it in the flow of their everyday work.”

· — Piyush Mehta, Chief HR Officer

· Context: Adoption tactic: job-embedded enablement over training-only approaches; shifts learning into everyday workflow practice.

· Source: Genpact “Autonomy by Design” (2026), p. 218.

The autonomous enterprise has AI embedded across the business as it connects workflows and orchestrates agents, making decisions in real

time.”

- — Sanjeev Vohra, Chief Technology and Innovation Officer
- Context: Defines the target state: workflow-connected, agent-orchestrated real-time decisioning—useful for roadmaps and operating model alignment.
- Source: Genpact “Autonomy by Design” (2026).

Major Logistics Organization (anonymous in source)

“We are reskilling our people on the business side—investing a lot to ensure they adopt the new AI tools so they can deliver bigger, better, and smarter.”

- — Director of AI & Innovation
- Context: Signals that adoption is built on business-side upskilling; reskilling is the change plan, not a side effort.
- Source: Deloitte, State of AI in the Enterprise (Jan 2026).

“For example, in the future we would like to see AI enable today’s pricing analysts to become pricing strategists.”

- — Director of AI & Innovation
- Context: A clear work redesign archetype: automate analysis to elevate roles toward judgment, exception-handling, and strategic oversight.
- Source: Deloitte, State of AI in the Enterprise (Jan 2026).

Major Telecommunications Company (anonymous in source)

“I’ve been working with a lot of international companies lately that are adamant we use an in-country infrastructure.”

- — Former VP of Observability
- Context: Sovereign AI is reshaping architecture and procurement, with trust and compliance driving “in-country” deployments.

· Source: Deloitte, State of AI in the Enterprise (Jan 2026).

“We’re taking the approach with some of those customers to do a distilled small language model for them that meets the import/export control rules because we build it in their country.”

· — Former VP of Observability

· Context: Practical sovereignty tactic: distilled SLMs to satisfy localization and control requirements while enabling adoption.

· Source: Deloitte, State of AI in the Enterprise (Jan 2026).

“We thought we were going to automate jobs. The truth is, you’re not. You’re going to give existing workers force multipliers where they can be more effective.”

· — Former VP of Observability

· Context: Expectation-setting: early agentic deployments often augment roles and add oversight work; plan for new “AI supervisor” responsibilities.

· Source: Deloitte, State of AI in the Enterprise (Jan 2026).

“...they’re going to be watching these agents... and being there to interact with them if they hit a human-in-the-loop gate and need to interact with a human for accountability purposes.”

· — Former VP of Observability

· Context: Operational reality of HITL: monitoring, qualitative/quantitative metrics, and accountability gates—design capacity and roles accordingly.

· Source: Deloitte, State of AI in the Enterprise (Jan 2026).

Major European Bank (anonymous in source)

“Many organizations prepared for an AI future by building infrastructure and governance for traditional AI models. With LLMs, those efforts were upended.”

- — Head of AI Strategy

- Context: GenAI resets requirements: new governance patterns, new capability building, and different “production” considerations vs. traditional ML.

- Source: Deloitte, State of AI in the Enterprise (Jan 2026).

“Nearly 80% to 90% of new use cases are generative AI. So yes, companies prepared, but for a different future. GenAI needs a new set of capabilities.”

- — Head of AI Strategy

- Context: Talent and operating needs shift toward GenAI productization, content governance, risk controls, and role redesign across functions.

- Source: Deloitte, State of AI in the Enterprise (Jan 2026).

Healthcare AI Leader (anonymous in source)

“If there is no coherent AI strategy in organizations, you are likely to see pilot fatigue.”

- — Healthcare AI leader

- Context: Names the adoption pathology: too many disconnected pilots without strategy, governance, or an explicit scale plan.

- Source: Deloitte, State of AI in the Enterprise (Jan 2026).

“...when asked how they’ll scale up if successful, they often don’t have an answer.”

- — Healthcare AI leader

- Context: A governance guardrail: require every pilot to include a scale design (integration, security, monitoring, ownership, training).

- Source: Deloitte, State of AI in the Enterprise (Jan 2026).

“Without a clear roadmap, executing a hundred pilots just leads to poor results and failed value creation.”

· — Healthcare AI leader

· Context: Argues for portfolio discipline: fewer bets, production-first design, and a clear pathway from pilot to product.

· Source: Deloitte, State of AI in the Enterprise (Jan 2026).

Mining Company (anonymous in source)

“AI is much more than a technology...we wanted to give it to everyone for everyday usage and make it pervasive everywhere. But we also wanted to disrupt the market.”

· — Head of AI and Automation and Global Engineering

· Context: Two moves that drive change: democratize AI (everyone, everyday) and tie efforts to strategic reinvention, not just efficiency.

· Source: Deloitte, State of AI in the Enterprise (Jan 2026).

MIT Sloan (change leadership lens)

“On the one hand, AI’s main benefit will come from automating the work that humans currently do. On the other, however, you can’t automate the process of implementing automation. Humans must still make the tough, messy decisions about where and how to apply AI.”

· — Nelson Repenning, Faculty Director

· Context: Reinforces that org change is the bottleneck: decision rights, process redesign, and adoption capacity drive outcomes.

· Source: Genpact “Autonomy by Design” (2026).

The OrgChange.AI Nine-Square Grid

Once the narrative is set, execution needs a diagnostic. The Nine-Square Grid is a quick way to locate the real constraint—people readiness, process maturity, or technical integration—and to align change agendas around the same bottleneck. Use it to pressure-test your roadmap: if adoption is high but training is low, if investment is up but integration is fragile, or if trust is mixed and policy lags usage, the grid will tell you where to intervene so pilots turn into durable, governed scale.

Change Model → Change Impact ↓	Kotter's 8 Steps	Lewin's 3 Stages	ADKAR
People	Square 1. "Urgency & Awareness" AI's role in urgency creation, vision communication, and stakeholder buy-in.	Square 2. "Unfreezing & People Management" How AI helps "unfreeze" mindsets, guide through change, and "refreeze" behaviors.	Square 3. "Awareness & Knowledge Sharing" How AI builds awareness, desire, knowledge, ability, and reinforcement at the individual level.
Process	Square 4. "Coalition Building & Process Design" AI's role in streamlining change steps, tracking milestones, and reinforcing wins.	Square 5. "Changing & Process Transformation" AI tools that support process redesign during "change" and stabilize workflows in "refreeze."	Square 6. "Desire & Process Optimization" AI in process mapping, workflow automation, and reinforcement mechanisms.
Technology	Square 7. "Vision Communication & Technical Infrastructure" AI as an enabler for digital transformation aligned with Kotter's steps.	Square 8. "Refreezing & Technical Integration" AI tools that facilitate technical readiness, adoption, and stabilization.	Square 9. "Ability & Technical Enablement" AI in technical training, adoption analytics, and reinforcement dashboards.

Square 1 — People | Kotter: Urgency & Awareness

- AI is viewed as strategically urgent: 82.7% believe AI is the most transformational technology in a generation. (HBR/Exec survey summary in sources, Exhibit T, p.192)
- Human readiness is the leading constraint: 93.2% cite culture/change management as the main barrier vs. 6.8% citing technology. (HBR/Exec survey summary in sources, Exhibit S, p.191)
- Public adoption provides a broad awareness base: 66% use AI regularly, with higher use in emerging economies (80%) than advanced (58%). (KPMG/University of Melbourne, Fig.2, p.21)
- Leadership alignment for AI disruption remains limited: only 10% of C-suite leaders report a structured 'future-ready' plan for AI disruption. (Adecco Group, p.238; p.309)

Square 2 — People | Lewin: Unfreezing & People Management

- Trust is ambivalent, reinforcing the 'unfreezing' challenge: 54% are wary about trusting AI. (KPMG/University of Melbourne, Executive summary, p.55)
- Capability gaps complicate change: 61% report no AI training; 48% report low AI knowledge. (KPMG/University of Melbourne, Fig.3–4, p.22)
- Expectations outpace enablement: 60% of leaders expect employees to adapt to AI, but only 25% of workers have completed AI training; 34% of companies lack a formal AI policy. (Adecco Group, p.311)
- Workforce resistance and fragmented ownership impede institutionalization: 61% cite workforce resistance; 41% cite fragmented accountability; only 45% offer AI training for all employees. (Genpact, p.210)

Square 3 — People | ADKAR: Awareness & Knowledge Sharing

- Knowledge building is incomplete: only 39% report any AI training/education, while 60% believe they can use AI effectively. (KPMG/University of Melbourne, Fig.3 & Fig.5, p.22)
- Motivation is tied to benefits: 83% expect AI benefits and 73% report personally experiencing or observing benefits. (KPMG/University of Melbourne, Fig.17, p.37–38)
- Reinforcement improves when assurance exists: 83% would be more willing to trust AI if assurance mechanisms (monitoring, human oversight, policies, standards, third-party assurance) are in place. (KPMG/University of Melbourne, Fig.29, p.54)
- Organizations with responsible AI frameworks upskill more: 54% have a responsible AI framework; those organizations upskill workers at higher rates (65% vs. 51% without a framework). (Adecco Group, p.312)

Square 4 — Process | Kotter: Coalition Building & Process Design

- Data/AI leadership roles are widely established, enabling coalition formation: 90% report having a CDO/CDAO and 69.8% say the role is well established. (HBR/Exec survey summary in sources, Exhibit I/J, p.187)

- AI leadership specialization is growing: 38.5% report having a Chief AI Officer (CAIO) and 51.8% believe a CAIO should be appointed. (HBR/Exec survey summary in sources, Exhibit O, p.189)
- Scaling is underway: 93.6% report AI in production, and 'at scale' adoption rose to 39.1%. (HBR/Exec survey summary in sources, Exhibit R, p.190)
- Investment prioritization is near-universal: 99.1% prioritize data/AI investment and 90.9% are increasing investment. (HBR/Exec survey summary in sources, Exhibit D/E, p.182–185)

Square 5 — Process | Lewin: Changing & Process Transformation

- Organizations differ in AI operational maturity: Leaders (12%), Advanced (15%), Assisted (47%), Emerging (26%). (Genpact, p.204)
- Workflow integration is a top technical/process blocker: 32% cite difficulty integrating AI into workflows. (Genpact, p.208–209)
- Only a small fraction orchestrate agentic workflows at scale: 3% actively implement agentic orchestration (10% of leaders). (Genpact, p.217)
- Measurable value is not uniformly realized: only 35% report select AI applications as very effective at delivering measurable business value. (Genpact, p.206–207)

Square 6 — Process | ADKAR: Desire & Process Optimization

- Workplace and study adoption is substantial (a foundation for process optimization): 58% of employees use AI regularly at work and 83% of students use AI regularly in studies; employee adoption is higher in emerging economies (72%) than advanced (49%). (KPMG/University of Melbourne, Executive summary, p.55–56)
- Policy and guidance lag usage: only about 2 in 5 employees report an organizational policy/guidance on generative AI. (KPMG/University of Melbourne, Workplace section, p.71; Fig.41)
- In-work determinants of adoption are quantified: AI use at work is most strongly predicted by AI literacy ($B=.46$) and organizational support ($B=.23$).

(KPMG/University of Melbourne, p.134)

- Critical engagement is also driven by AI literacy ($B=.41$) and responsible AI governance ($B=.11$), while trust can reduce critical engagement ($B=-.24$).

(KPMG/University of Melbourne, p.134)

Square 7 — Technology | Kotter: Vision Communication & Technical Infrastructure

- Technical debt is a major AI readiness barrier: 86% of CFOs cite technical debt as a moderate/significant barrier; many allocate 6–15% of tech budgets to ERP upgrades. (RGP, p.171)

- Large firms report stronger foundations: \$10B+ companies report scalable ERP/finance systems for AI and more centralized/federated governance. (RGP, p.175–176)

- Infrastructure and integration constraints remain practical blockers: 32% cite workflow integration challenges. (Genpact, p.208–209)

- Data/AI investment is both high and rising: 99.1% prioritize and 90.9% are increasing data/AI investment. (HBR/Exec survey summary in sources, Exhibit D/E, p.182–185)

Square 8 — Technology | Lewin: Refreezing & Technical Integration

- The public expects stronger governance: 70% believe AI regulation is needed, yet only 43% believe current laws are adequate. (KPMG/University of Melbourne, p.47–50; Fig.25)

- Desired governance is multi-level: 76% expect international laws/regulation; 71% support co-regulation; 69% support national government oversight. (KPMG/University of Melbourne, p.51; Fig.26)

- Enterprise risk governance is advancing in some functions: 69% of CFOs report advanced/established AI risk governance frameworks (higher in \$10B+ firms). (RGP, p.172)

- Trust/acceptance is explained strongly by institutional safeguards/confidence ($B=.62$), reinforcing the need to 'refreeze' adoption with controls.

(KPMG/University of Melbourne, Fig.32, p.60)

Square 9 — Technology | ADKAR: Ability & Technical Enablement

- Enablement gaps are quantifiable: only 39% report AI training/education and 48% report low AI knowledge, despite high usage. (KPMG/University of Melbourne, Fig.3–4, p.22)
- Organizational support and literacy matter most for workplace ability: AI literacy ($B=.46$) and organizational support ($B=.23$) are the strongest predictors of AI use at work. (KPMG/University of Melbourne, p.134)
- Assurance mechanisms strengthen reliance: 83% would trust AI more if monitoring, human oversight, accountability, standards, and third-party assurance are present. (KPMG/University of Melbourne, Fig.29, p.54)
- Across countries/sectors, formal AI upskilling/reskilling varies (e.g., 52–64% across highlighted countries/sectors) and AI policy gaps persist (e.g., 27–43% report no AI policy). (Adecco Group, p.351–361)

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