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Beyond AI Adoption

Building the Operating Model for Enterprise AI

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CURRENT STATE

5 Signals Your Organization Cannot Ignore.

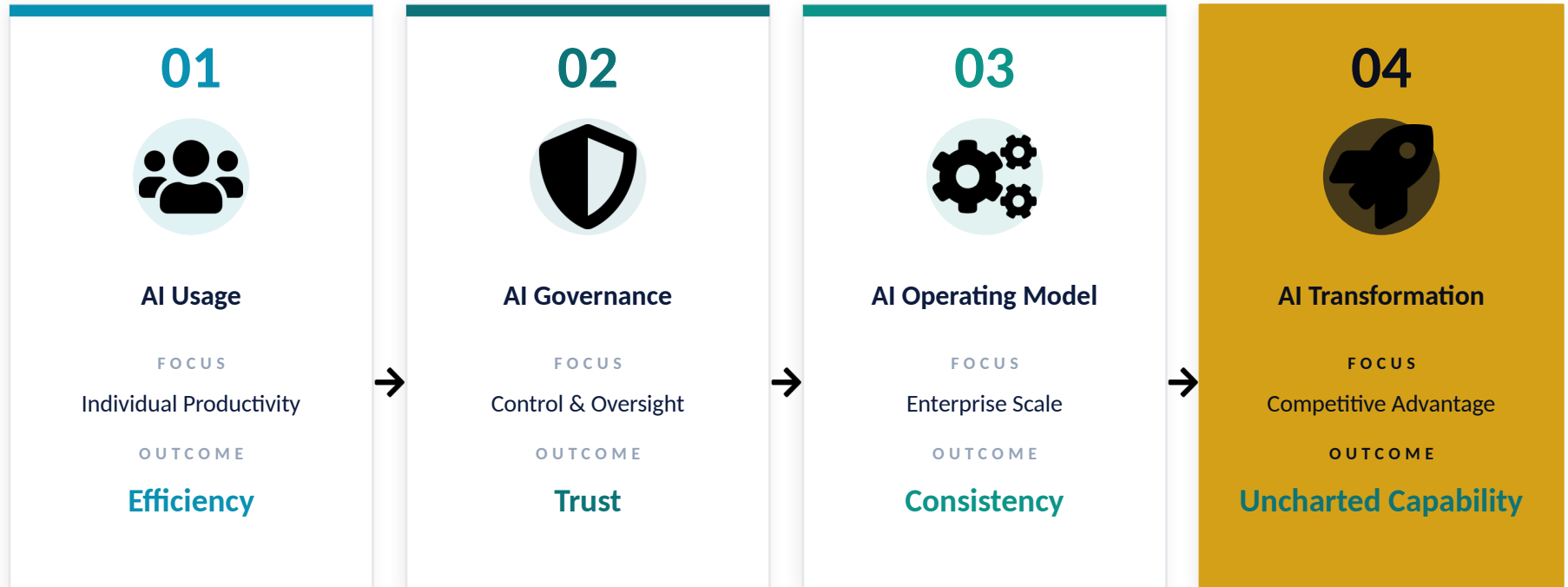
- **58% of employees are using AI assistants** — *Stanford HAI, 2026*
- **40% of enterprise apps will embed AI agents** — *Gartner, 2025*
- **88% of organizations use AI somewhere** — *IBM CEO Study, 2025*
- **54% of boards have not prioritised AI governance** — *Kiteworks, 2026*
- **72% of S&P 500 companies disclosed material AI risk** — *The Conference Board, 2025*

AI Adoption Is Happening.

Five gaps that separate adoption from enterprise readiness.

- 1 AI ownership is undefined at enterprise scale.
- 2 Decision rights remain ambiguous or absent.
- 3 AI risk is managed inconsistently across the organization.
- 4 Business value from AI is anecdotal, not measured.
- 5 No repeatable model exists for scaling AI enterprise-wide.

THE ENTERPRISE AI MATURITY JOURNEY



The mistake is believing the journey ends at governance.

Governance is not the destination.

Governance

THE BRIDGE

Governance creates the conditions for scale.

It is not the destination.

Stop at Governance

THE TRAP

Controlled but fragmented. Compliant but not scaling.

AI policy without operating model is documentation, not strategy.

Build an Operating Model

THE OUTCOME

Enterprise transformation. AI that scales, measures, and delivers consistent results.

01 AI USAGE

FOCUS

Individual Productivity

OUTCOME

Efficiency



KEY OBSERVATIONS

AI adoption often precedes organizational readiness.

Prompt quality influences outcome quality.

Data hygiene remains the first governance failure point.

Anecdotal productivity is not enterprise value.

Confidence bias appears before governance failures.

02 AI GOVERNANCE

FOCUS

Control & Oversight

OUTCOME

Trust



KEY OBSERVATIONS

Policy without accountability is documentation, not governance.

Risk should be proportional to autonomy and impact.

Ownership determines accountability.

Controls should be calibrated, not standardized.

Third-party AI remains enterprise AI risk.

03 AI OPERATING MODEL

FOCUS

Enterprise Scale

OUTCOME

Consistency



KEY OBSERVATIONS

Enterprise ownership establishes accountability.

Decision rights prevent competing priorities.

Value and risk should drive prioritization.

What cannot be measured cannot be defended.

Repeatability is the foundation of scale.







Enterprise Transformation

COMPETITIVE ADVANTAGE. UNCHARTED CAPABILITY.

OPERATING MODEL

Creates Scale

Consistent execution across the enterprise

	Scaling Mechanisms	How successful models repeat across the enterprise
	Value Measurement	What gets measured, defended, and scaled
	Risk Management	Controls proportional to autonomy and impact
	Decision Rights	Who decides what, and how disputes resolve
	Ownership	Who is accountable for AI across the enterprise
	AI GOVERNANCE FOUNDATION Policy. Standards. Risk. Controls.	

GOVERNANCE

Creates Trust

The foundation that enables scale

GOVERNANCE CREATES TRUST. OPERATING MODELS CREATE SCALE. TRANSFORMATION CREATES ADVANTAGE.

04 AI TRANSFORMATION

FOCUS

Competitive Advantage

OUTCOME

Uncharted Capability



KEY OBSERVATIONS

AI reshapes business models before it improves them.

Roles evolve before organizational structures do.

Speed of learning becomes competitive advantage.

New operating models emerge when routine work is automated.

Transformation requires governance even in uncertainty.

THE LEADERSHIP CHALLENGE

MOST ORGANIZATIONS ASK

“How do we deploy AI?”

HIGH-PERFORMING ORGANIZATIONS ASK

“How do we govern AI?”

TRANSFORMATIONAL ORGANIZATIONS ASK

“How do we build the capability to scale AI?”

Leadership

Governance

Operating Model

Execution

Technology alone will not determine success.

DISCUSSION

Where does your organization stand?

- 01 Where are you on the AI maturity journey?
- 02 What is slowing adoption inside your organization?
- 03 What concerns leadership most about AI right now?
- 04 What capabilities are missing today?
- 05 What would success look like 12 months from now?

Organizations that succeed with AI build the capability to scale, govern, and transform.

Organizations that succeed will build four capabilities.

AI tools will become commodities.
Enterprise capability will not.

Govern intelligently

Proportional to risk. Calibrated to scale.

Scale consistently

Repeatability is the operating model's core output.

Measure value relentlessly

What cannot be measured cannot be defended.

Redesign work deliberately

Transformation is redesign at scale, not automation at scale.