Change management hasn't delivered for AI. Closing the ROI gap by putting people first™.

The fix isn't a better methodology or a new box on the org chart. It's a **behavioural system** for a technology with no go-live date, no stable end-state, and no implementation arc.

Adaptive Adoption™ — same goal as change management: people using AI, well. A different mechanism: behaviour, not persuasion.

TWENTY DIMENSIONS
THREE DISCIPLINES
ONE SYSTEM
ACCELERATED WORKFORCE

1 Where we are

Scored against its own promises, change management has under-delivered for AI on:

scaling · trust · engagement · literacy · adoption

- **Built around a go-live date.** AI has none; use cases arrive bottom-up and never stop.
- **Attitudinal.** Town halls and training, on the assumption that changing hearts and minds changes behaviour. It rarely does.
- **Counts the wrong things.** Seats, licences and tokens are costs. They belong in the denominator of value, not the numerator.
- **People as the last mile.** Persuade, then pray. Ethics outsourced to compliance.
- **Confidence without competence.** At its best it makes people feel capable. That is dangerous with AI.

WHY BOUGHT TOOLS GO UNUSED — THE FOUR ENEMIES OF ADOPTION

Habits
Old patterns beat better tools.

Time pressure
Learning is a tax on output.

Experience
Heuristics become the immune system.

Hubris
Seniority inverts the adoption curve.

2 What replaces it — Adaptive Adoption™, three interlocking systems

Torque from leaders. A flywheel of capability. Guardrails that accelerate rather than brake.

THE TORQUE — The Leadership Delta™

7 dimensions · led at 3 levels: Self, Others, System

1. Strategic Imagination
2. Active Modeling
3. Creative Cultivation
4. Friction Courage
5. Trust Calibration
6. Ethical Stewardship
7. Systems Orchestration

THE FLYWHEEL — Change Agility™

7 pillars that compound

1. Master the Craft
2. Embrace Complexity
3. Consciously Manage Trust
4. Put People First™
5. Design and Prototype
6. Prioritize Behavior
7. Manage Ethics Always

THE GUARDRAILS — Behavioral Governance™

6 dimensions · measured at 3 layers

1. Decision Rights
2. Agent Authority
3. Risk Intelligence
4. Governance Intelligence
5. 1st-Derivative Talent
6. Strategic Coherence

THE FIVE DIALS™
Utilization Depth · Capability Expansion Rate · Trust Stability · Iteration Velocity · Leadership Delta

DIAGNOSTIC ENGINE
Every stall is diagnosed before it is treated. Four questions, one behavioural model (COMT-B).

- **Can I?** Capability
- **Why should I?** Motivation
- **Should I?** Trust · RIST™ (Relational, Institutional, Self, Task)
- **Am I enabled?** Opportunity

END STATE
Accelerated Workforce
Quality of use, not seats in use.

Measured espoused → enacted: self-report, then evidence, then observed behaviour. What people demonstrably do, not what they say they can do.

3 Who does it — six roles, drawn from the twenty dimensions

Titles are the client's to set; the accountabilities are not optional. Note what is absent: a communications role.

1 CEO — Strategy Owner
Owns and expands the level of ambition. Sets direction: which outcomes, which functions, the size of the prize — efficiency in operations, customer satisfaction in revenue-ops, creativity in R&D.
TORQUE · STRATEGIC IMAGINATION

2 CAIO — The Conductor
Drives and aligns the moving pieces: people, technology and process. Builds with AI visibly.
TORQUE · SYSTEMS ORCHESTRATION

3 AI Enablement
Bottom-up enablement through people and behavioural science; supports middle-out, business-led engineering. Calibrates trust as it goes.
FLYWHEEL · CHANGE AGILITY · RIST™

4 Governance Architect
Decision rights, agent authority, risk intelligence. Fast permission. Accelerators, not just brakes.
GUARDRAILS · RISK / LEGAL / CAIO

5 Visionary Technologist
Sifts opportunities from the frontier for enterprise value, while stewarding the transformation of IT.
GUARDRAILS · STRATEGIC COHERENCE · CTO / CIO

6 Craft Guilds & Prototype Cells
Champions who build capability by doing and treat every initiative as a prototype until evidence says otherwise.
FLYWHEEL · MASTER THE CRAFT · TIME-BOXED

Why not an "adoption office"? A new unit with the old method inside it changes the org chart, not the behaviour. These roles can sit anywhere; the method is what is licensed, because every organisation's workflow is its own.

4 The shift — from managing change to engineering adoption

Each row is a claim defended in print, not a slogan.

FROM		TO
A go-live date and a close-out	→	**Continuous adoption; no end state**
Hearts and minds	→	**Context, antecedents, reinforcement**
Training as compliance	→	**Mastering the craft by doing**
Seats and licences counted	→	**Quality of use measured, usage in the denominator**
Resistance to be overcome	→	**Trust to be calibrated, both ways**
Sponsors and champions	→	**Leaders who build with AI themselves**
Governance as brakes	→	**Governance as the enabling architecture**
Deliverables and outputs	→	**Espoused → enacted, on five dials**

WHAT DOES NOT SHIFT

The goal.
People using AI, well, at scale — the thing change management always promised. Participation and inclusion were its cornerstones from Hawthorne and Tavistock on. The cheque was never cashed. This cashes it, with tools OD never had: behavioural science, design thinking, agile.

5 How this is different

What each alternative gets right, and where it stops.

Traditional OCM Kotter · ADKAR · Prosci	Linear, episodic, attitudinal. Storytelling more than science; built for projects that end.
Agile change	Right about iteration and speed. Silent on why people don't change behaviour.
AI maturity models	Capability columns with leadership, culture and behaviour as afterthoughts, when they are the critical path.
Re-org the function	An adoption office, new titles, squads. A new structure with the same method inside it.
Adaptive Adoption™	Behavioural to the core. Trust diagnosed, not assumed. Leaders measured, not briefed. Governance that accelerates. Built in code, versioned, open to inspection.

Provenance. The behavioural thesis, the trust framework and the case against the "70% of change fails" statistic were set out in *The Science of Organizational Change* (2015). The AI application is *Adopting AI*. Three decades of advising Fortune 100 change, and a PhD in organizational behaviour, sit behind both.

6 The bottom line

Change management doesn't need a new name. It needs a mechanism.

FROM
Change management function
Project-shaped, attitudinal, episodic. Measures outputs.

→

TO
Adaptive Adoption™
Continuous, behavioural, measured espoused → enacted. Builds an Accelerated Workforce.

> **"The return isn't missing. It's just not sitting where the money went."**
>
> Where it is sitting: in what your people do with the tools, not in the tools.

START HERE
AI Workforce Capability Assessment
Twenty dimensions. What your people do, not what they think they can do.

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