

AI Capability Acceleration

From Adoption to Organizational Capability

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This public edition omits the in-class activity specifications, which are designed to be experienced live in session.

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Module role: The course's organizational-capability module. Earlier modules covered the AI strategy landscape, executive AI literacy, the AI tech stack, governance, economics, and the future of competition. Module 7 asks the question those earlier modules set up: what has to become true inside the organization for AI value to scale beyond individual enthusiasts and isolated pilots?

Module Learning Objective

By the end of the module, you will be able to diagnose the augmentation stall in your own organization and design an AI capability acceleration system that moves it from scattered AI adoption to enterprise-level capability. Every student will complete the AI Capability Acceleration Plan's Core fields: the augmentation stall diagnosis, the target workflow, the missing human capability, the champion cohort design, and the first-90-day evidence. At the Challenge depth, called the Full Plan in this module, the same artifact extends to the cascade pipeline, context-and-harness ownership, governance integration, and executive visibility. The Plan contributes to the Blog 3 Path A cards portfolio and can inform the operating-model section of the Path B capstone memo. The governing syllabus defines those submission options.

If You Want to Know More

A useful way to prime the reading is to hold one question in mind as you go: in your organization, who could point to a workflow that AI has changed, as opposed to a tool that AI has added? The formal preparation sits in "Bring This to Class" at the end of Part 1.

The Pre-Class Read below carries the argument; the materials below carry the underlying evidence. These references are optional. Read what fits your time:

- *The Technology Fallacy*, Kane, Phillips, Copulsky, and Andrus: discussion of people, learning, and culture in digital transformation.¹
 - *The Transformation Myth*, Kane, Nanda, Phillips, and Copulsky: sections on chronic disruption, organizational adaptability, and capability building under uncertainty.²
 - Wade, Trantopoulos, Navas, and Romare, "How to Scale GenAI in the Workplace," *MIT Sloan Management Review*, 2025: the Novo Nordisk rollout to 20,000 employees as a practitioner example of champion networks, targeted enablement, and adaptive governance.³
 - McKinsey, *The State of AI 2026: On the Road to ROI*: adoption-versus-value evidence, agent scaling rates, and the gap between expected and realized workforce change.⁴
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Part 1: Pre-Class Read

KEY IDEA. AI adoption and organizational capability are different achievements. Licenses, training and pilots can create individual benefits without producing repeatable improvements across a business. This module calls that gap the augmentation stall. Tool fit, data, training, incentives and governance can all contribute. The management approach proposed here builds capability through credible champions working on real workflows, lessons that travel to other teams, governance that learns from practice, executive sponsorship, and shared AI artifacts with named owners. Judge the approach by changes in workflow quality, value and responsible use.

TERMS. Selected organizational-capability terms appear in **bold** at their first substantive use in Part 1; each is defined in the Executive Glossary immediately before Part 2. Use the glossary as a lookup aid, not assigned vocabulary to memorize.

Opening Vignette: Georgia-Pacific and the Distributed Capability Engine

Georgia-Pacific, the pulp, paper and packaging firm headquartered in Atlanta, operates an industrial footprint where equipment downtime is a major operational risk. Company and AWS accounts describe roughly 150 facilities and 30,000 employees. Tens of thousands of vibration-monitoring sensors feed asset-health data into its Collaboration and Support Center, which supports equipment reliability across sites. The company has also built a generative-AI assistant on AWS, internally known as "ChatGP," to help operators retrieve maintenance and operational knowledge.⁵

In AWS's 2024 case study, Roshan Shah, then Vice President of Applied AI and Products at Georgia-Pacific, said: "It was inspiring to witness our teams coming together to solve this problem." The case describes collaboration among operations and technology teams. This module reads that collaboration as an example of the organizational capability needed to make an AI tool useful in a specific workflow.

Many organizations begin with licenses, a center of excellence, some pilots, and a leadership team asking where the value is. The practical question is how to connect that activity to changes in recurring work.

Diagnosing the Gap Between Access and Value

Tooling, training and motivation can each constrain AI value. Leaders should also examine the management practices between the tool and the work: who can redesign a workflow, what time and support they receive, how quality is reviewed, and how useful lessons spread. This module proposes a distributed capability approach for those organizational barriers. Diagnose technical, data and

economic constraints alongside them rather than assuming one explanation fits every stalled program.

Adoption Is Not Capability

KEY LESSON. Adoption means people have access to the tool and some portion of them use it. Capability means the organization can repeatedly use AI to improve work in ways that are valuable, responsible, measurable, and teachable. Capability shows up in roles, workflows, routines, governance processes, performance systems, and shared language.

The first conceptual move is to separate adoption from capability. Adoption can be measured through license activation, login frequency, training completion, prompt volume, pilot counts, or self-reported usage. These measures are not meaningless, but they can become false comfort. BCG's 2026 *AI at Work* survey gives the current shape of that comfort: among frontline employees who use AI regularly, 42 percent report saving at least a workday a week and 66 percent report limited or no guidance on reinvesting that time. BCG defines this frontline group as white-collar employees without management responsibilities.⁶ A knowledge worker can use AI every day without changing the performance of a team, process, product, or customer experience. A pilot can produce an impressive demo without surviving contact with data constraints, legal review, incentive systems, legacy workflows, or managerial routines.

Capability includes individual fluency but is not reducible to it. It shows up when a team can say not only, "We used AI," but also, "Here is the workflow we changed, the human judgment we preserved, the control we added, the quality standard we used, the metric that moved, and the lesson we can teach another team."

Aflac, the supplemental insurance carrier familiar from earlier modules, appears here through the lens of organizational capability and judgment boundaries. In a 2023 interview, then Chief Information Officer Shelia Anderson reported that roughly 46 percent of claims were fully automated through straight-through processing, primarily wellness claims. She described different routes for less-complex claims and cases where human judgment and empathy matter. The design question is which processing steps to automate and which decisions or interactions to keep with an adjuster.

In a September 2024 interview, Keith Farley, then Senior Vice President of Individual Voluntary Benefits at Aflac, reported that more than 55 percent of claims were automated.⁷ These are separately dated company accounts, with different descriptions of automation; they do not establish a like-for-like performance trend. The management lesson is to define the workflow, the human judgment boundary and the measure being tracked.

The distinction matters because executives often overinvest in adoption infrastructure (licenses, training, a central team, policies, an invitation to experiment) and underinvest in capability infrastructure. Those early moves are reasonable and insufficient for scale. For planning purposes, this module distinguishes five layers of learning: individual fluency, team workflow redesign, organizational learning, context and harness quality, and governance adaptation. The Field Reference houses the layer-by-layer table.

Diagnosing the Augmentation Stall

The stall is most visible in organizations that are past the first wave of AI enthusiasm. Awareness was the Module 1 worry, literacy the Module 2 worry, and architecture, governance, and ROI the worries of Modules 3, 4, and 5.

Module 7 begins when the organization has already done enough of these things to create motion, but not enough to create scale. This is the **augmentation stall**: AI activity without enterprise-level value. A stalled engine is present but not moving the system forward. A stalled AI program has inputs (licenses, tools, pilots, communication, strategy statements, executive attention) and may even have pockets of impressive output. What it lacks is a reliable transmission mechanism between AI capability and organizational performance.

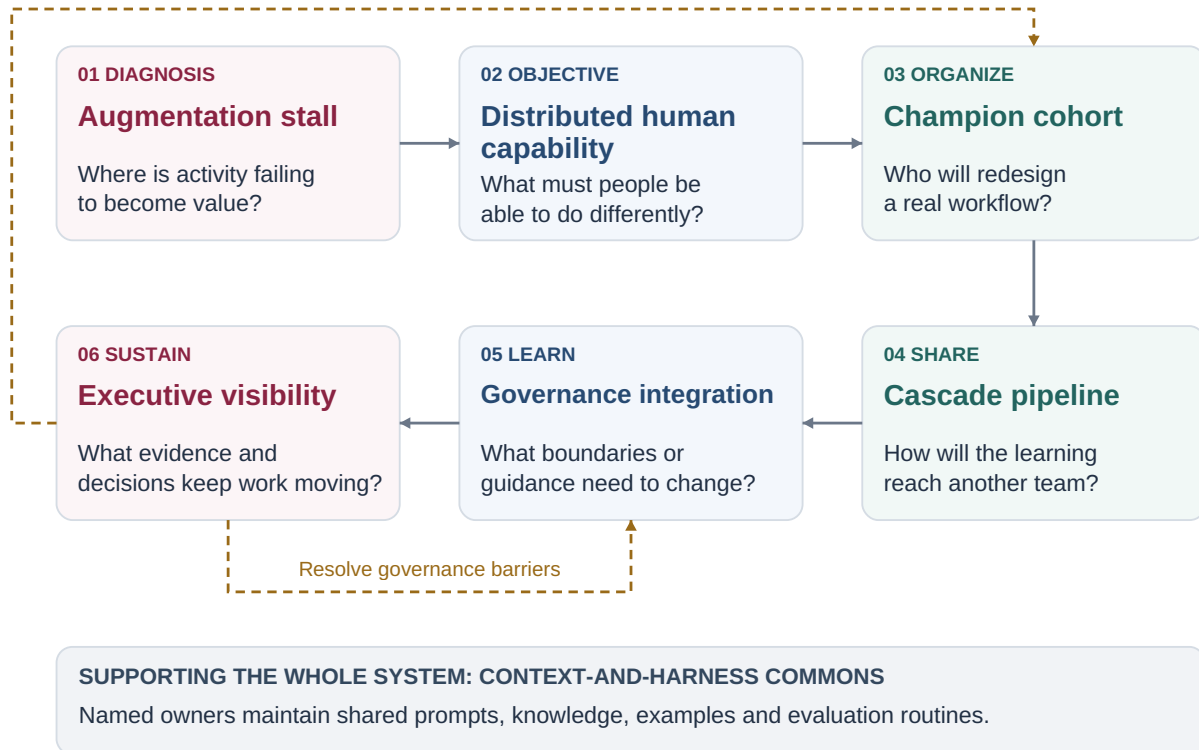
Use five diagnostic lenses: vendor training may teach tools without translating them into workflows; centralized teams may become bottlenecks; governance may lag actual use; shadow AI may proliferate; and knowledge may stay trapped where it was learned. These conditions can interact with tool, data and economic constraints. Diagnose the specific gap before choosing an intervention: more training may not resolve a review bottleneck, and faster approvals may not fix an unsuitable tool. The Field Reference expands the five conditions and provides a diagnostic table.

The AI Capability Acceleration Model

The AI Capability Acceleration model is a proposed management framework with six connected elements: a diagnosis, a capability objective, and four mechanisms for organizing and sustaining the work. Use it to make assumptions and responsibilities explicit, then test whether it improves the chosen workflow.

AI Capability Acceleration

A proposed management model for turning AI use into repeatable value
Protect cohort time and remove barriers



Solid arrows: model sequence Dashed arrows: executive feedback

Figure 1. The AI Capability Acceleration model: six parts in sequence, with executive visibility feeding back to the cohort and to governance.

The augmentation stall names the failure mode; **distributed human capability** names the strategic objective; the **champion cohort** creates the engine; the **cascade pipeline** transmits learning beyond the cohort; governance integration converts experimentation into institutional learning; executive visibility provides the air cover that keeps the system running. The arrows from executive visibility back to the cohort and to governance close the loop. Champions transform workflows, lessons cascade, governance adapts, executives see evidence and remove barriers, and the next cohort or workflow starts from a higher level of organizational learning. The context-and-harness commons supports the whole system by keeping shared AI materials useful and current. The sections that follow explain the parts.

Distributed Human Capability

Distributed human capability is the center of the model because it names what the organization is trying to build. "Human" signals that AI value depends on people who know the work, understand the context, exercise judgment, and can decide what should change. "Capability" signals that the goal is more than a one-time training event or awareness campaign. "Distributed" signals that the capability cannot sit only with senior executives, technologists, consultants, or the AI center of excellence. The goal is enough people, in enough parts of the organization, developing enough

practical fluency to identify useful AI applications, redesign work, manage risks, teach peers, and feed lessons back into the operating model.

In practice, distributed human capability has five features. It is workflow-specific: people become AI-capable in relation to work they actually do. It is socially learned: capability spreads through trusted peers who understand the job, its constraints, and its approval environment, which is why generic vendor examples fall flat. It is managerial: middle managers decide whether employees have time to experiment, whether workflow changes are legitimate, and whether savings are reinvested. It is governed: poorly designed governance, rather than governance itself, is what stalls capability, and good governance creates confidence. It also carries forward the emphasis on people, leadership, culture and learning developed in *The Technology Fallacy*.¹

AI extends an existing need for organization-wide learning into many everyday writing, analysis and coordination tasks. Earlier digital transformations also required broad organizational change. The practical issue here is how a central expert team can support employees as they adapt AI to the details of their own work. The Field Reference carries the five features in full.

The Champion Cohort

The champion cohort is a practical mechanism for starting distributed capability development with a manageable group. Select people who know important workflows, have credibility with peers, and can teach across organizational boundaries. Include relevant functions and levels of experience; enthusiasm, seniority or technical skill alone does not establish that someone can influence a workflow change.

The Novo Nordisk case illustrates the use of champions and adaptive governance during a Copilot rollout. Its account also identifies experienced senior employees as valuable change agents, a reason to select for workflow knowledge and influence rather than assume that one career stage makes the best champion.³

The proposed cohort design pairs executive sponsorship with peer learning. Sponsors protect time and remove barriers; participants test specific uses, share failures and help colleagues adapt useful practices.

A credible cohort includes employees whom colleagues trust to understand the work and its constraints. Look for influence, disciplined curiosity, candor and willingness to teach. As a starting design assumption, ask managers to protect two to four hours per week; adjust that commitment to workload, risk and the chosen experiment. Selection should explain why each person can help a workflow change take hold, not simply why they would benefit from attending training. The Field Reference houses the selection-criteria table.

The cohort should begin with work rather than abstract AI education. Each member brings one workflow that matters to the organization and can be tested within a proposed 60- to 90-day window, adjusted to the workflow and its approval requirements. The workflow does not need to be glamorous. Early workflows often work best when they are recurring, visible, and specific: monthly reporting, proposal drafting, customer issue synthesis, research summaries, knowledge retrieval, policy analysis, account preparation, recruiting screen preparation, procurement comparison, or compliance documentation.

The cohort working session should feel like a studio rather than a lecture series: members bring active work, show where the AI helped and where it failed, and learn from one another's cases, and the awkward moments (a naive question, a confident wrong answer, a personal tool used because the approved path was confusing, a workflow that did not improve) are treated as evidence rather than punished. The facilitator adds frontier-of-practice material when it helps, but the curriculum is the organization's own work. The Field Reference carries the working-session note on psychological safety.

The cohort also gives middle managers a new role. Instead of being passive recipients of AI strategy, they become sponsors of workflow experiments. Think of the sponsorship as a **manager contract**. The manager of a cohort member should be able to answer five questions. What workflow is this person transforming? What time is protected for the work? What review standard changes when AI produces the first draft? What gets stopped or simplified to make room? And what evidence will the manager accept that the new workflow is better? Executives protect the cohort from above: they signal that cohort members are doing strategic capability work rather than extra hobby work, engage risk and legal teams early enough to guide rather than veto, ask finance to estimate value without demanding false precision, and ask HR and L&D to translate cohort learning into broader development systems.

This is where many AI programs fail. They rely on voluntary effort from already busy employees. The result is predictable: the most committed people do AI work at night, the rest of the organization waits, and leadership interprets uneven progress as cultural resistance. A champion cohort should be treated as operating-model work, not extracurricular enthusiasm.

The Cascade Pipeline

A champion cohort creates value only if its learning spreads. Without a cascade mechanism, the organization gets a small group of more capable people and a larger group of spectators. The cascade pipeline converts local learning into shared practice, and its purpose is organizational learning rather than internal marketing. Many AI programs create communication artifacts that announce progress but do not teach anyone how to act differently. A cascade memo, demonstration, prompt example, or office hour should help an employee recognize a workflow pattern, understand the boundaries, see a concrete example, and adapt the lesson to their own work.

The strongest **cascade artifacts** come from real work. A generic article titled "Five Ways AI Can Help Your Team" may be fine as awareness content. A better artifact says, "Here is how our commercial operations team used AI to reduce the first draft of the weekly pipeline narrative from three hours to thirty minutes, what data they used, what they did not put into the tool, how the manager reviewed the output, where the model was wrong, and what changed in the final workflow." The second artifact teaches because it is specific.

The cascade should also be multi-modal. Some employees will read a memo. Some will watch a short demonstration. Some will attend office hours. Some will copy a prompt pattern. Some will browse a **use-case library** when a specific need appears. The goal is to create multiple pathways from cohort learning to broader adoption. The pipeline itself runs in a loop, from cohort working session through artifact production and consolidation into the library, to team discussions and office

hours, to new local experiments that feed the next session. The Field Reference houses the six-stage sequence, the editorial review it requires, and the artifact-type table.

This is where the cohort-and-cascade design becomes more than training. A cascade system turns the organization into a producer of its own learning, and over time that record of what AI looks like inside the firm's own workflows becomes organizational IP. The Field Reference includes a short aside on what happens when that record matures into a strategic asset in its own right.

Owning the Context-and-Harness Commons

As distributed human capability spreads, the organization needs a lightweight operating discipline for the shared AI artifacts people rely on. The phrase "prompt library" is too narrow. Teams increasingly use project libraries, assistant configurations, knowledge files, examples of good output, evaluation checklists, and reusable work briefs. Module 3 treated context and harness as architecture; Module 7 treats the shared prompts, projects, knowledge files, examples, and evaluation routines built on that architecture as a **context-and-harness commons**, a pool of organizational assets. And assets need owners.

The failure mode is easy to recognize. A team creates a useful project or assistant, uploads several documents, adds instructions after each failure, and shares it widely. Six months later, the system prompt has grown by accumulation, three knowledge files overlap, one file is stale, no one remembers which examples are canonical, and the latest output quality is judged by vibes. This is **project hygiene debt**. A better model does not itself assign owners or refresh obsolete source files.

Assigning ownership is the non-negotiable move. A central AI team can set templates and standards. Business owners should own workflow-specific usefulness. Data or knowledge owners should own source freshness. Risk, legal, and security should own boundary rules for sensitive data and tool access. Managers should own whether teams actually use the approved artifacts and report failures. No one should assume the project owns itself. The Field Reference houses the quarterly hygiene routine.

Governance Integration

Governance should be fed by the capability system rather than sit outside it. Organizations often design governance as a central approval process: business teams bring use cases to a committee, and the committee approves, rejects, delays, or asks for more information. That model is necessary for high-risk systems, but it is incomplete for broad AI adoption. Much of the capability problem happens before formal approval, while employees are trying to understand whether a use is acceptable, whether a workflow should change, whether a vendor tool is trustworthy enough, whether data can be used, whether output can be shared, and how much human review is needed.

If governance does not receive structured information from these local experiments, it will become detached from reality. It will either write abstract principles that employees cannot apply, or it will create restrictive rules that encourage workarounds. Governance integration means that the champion cohort regularly produces evidence for the governance function. This is the difference between a capability program and an L&D program.

A quarterly **governance dossier** can be a useful mechanism. It does not need to be long. It should translate cohort experience into decisions and policy learning: which workflows are moving, where employees are unsure what is allowed, what risks and shadow use appeared, where approved tools fell short, and what policy should change. The Field Reference houses the dossier-section table.

This governance integration does two things at once. It makes AI use safer because governance becomes more informed. It also makes AI adoption more legitimate, because employees see governance making responsible use easier.

Governance integration also makes legal, compliance, risk, and security teams partners in capability building. These functions hold expertise the organization needs, and the problem is late, abstract, or purely defensive involvement rather than involvement itself. One tension deserves direct treatment: capability building creates more AI use, and more use creates more risk surface. The answer is to build capability and governance together. An organization with low capability and low visibility is blind rather than safe. An organization with growing capability, clear boundaries, and feedback into governance is in a stronger position.

Executive Visibility

Executive visibility is the final part of the model because capability building needs senior attention without becoming senior theater. Executives need a regular line of sight into the capability system without managing every workflow experiment or attending every cohort session. Without it, managers treat cohort time as optional, governance issues sit unresolved, and finance asks for value evidence only after momentum has faded.

Quarterly executive briefings create a cadence. They should be co-presented by cohort members alongside the AI program leader, because executives need to hear from the people doing the work. A cohort member can show how AI changed a real process, where the model was useful, where the human judgment mattered, what blocker slowed progress, and what decision would help the work scale. It is more persuasive than a slide reporting that adoption is up by some impressive percentage. The Field Reference houses the briefing's five-question structure.

The briefing should resist the temptation to overclaim value. Early capability work often produces directional evidence before it produces audited financial impact. Executives can handle that if the evidence is honest. A useful framing: "This workflow appears to save analysts roughly five to seven hours per month on the first-draft cycle, but downstream quality has not yet been validated. Next step is to test the workflow across three teams and track cycle time, error rate, and manager review time." That kind of statement builds trust.

Report realized workflow value, staffing effects and uncertainty separately. A 2026 working paper by Ding, Ma and colleagues associates employee AI sentiment with firm productivity and reports worsening sentiment around AI-attributed layoffs.⁸ This supports attention to trust; it does not establish that briefing language causes productivity gains or losses. Avoid presenting planned headcount reductions as already-realized AI value.

Operating Model and the Middle-Manager Hinge

The AI Capability Acceleration model has to live somewhere in the operating model. If ownership is unclear, the model becomes another initiative that depends on heroic effort.

Capability building sits across several functions: technology owns the platform and tool enablement, data teams own data quality and context systems, legal and risk own boundaries and controls, HR and L&D own learning and role design, finance owns value tracking, business units own workflows and outcomes, and senior executives own priorities, incentives, and accountability. No single function can own everything. The challenge is designing coordination routines and decision rights that prevent capability from falling into the gaps. The Field Reference houses the operating-model table.

Middle managers deserve special attention. They are often treated as an adoption obstacle, but they are better understood as the point where executive priorities are converted into work. They decide whether employees can spend time experimenting. They interpret what "good work" means when AI assists first drafts, analysis, synthesis, or customer response. They decide whether time saved is reinvested in higher-value work or simply absorbed into more volume. They decide whether employees feel safe admitting what they do not know. Gallup's 2026 report puts numbers on managers' capacity: global manager engagement fell from 31 percent in 2022 to 22 percent in 2025, while individual-contributor engagement moved from 20 to 19 percent over those same years. A separate U.S. study puts mean span of control at 12.1 direct reports in 2025, up from 10.9 in 2024.⁹ Check span of control before writing the manager contract.

If managers are not equipped, capability stalls, and executive visibility is part of what equips them: managers who see senior leaders attending to capability protect time for cohort work and tolerate intelligent failures, while managers who see leaders ask only for ROI after the fact treat experimentation as extra work. Some resist because they fear losing relevance, some wait because they do not know what is allowed, some delegate AI to the most enthusiastic employee, some measure only old activity metrics, and some ask for AI use while giving no time to redesign the work.

AI can change the tasks within a job even when the role remains. For example, its task composition may shift: reporting work moves from compilation toward interpretation and exception analysis, customer support from writing summaries toward handling emotionally complex escalations, legal work from first-pass document review toward issue spotting and professional accountability. Executives should not promise that AI will only remove drudgery. Some tasks people dislike are important training grounds, and some tasks people like may be automated. The more honest statement is that AI will change the task mix of many roles, and leaders have a responsibility to redesign work deliberately rather than let the technology reshape jobs by accident. The Field Reference houses the old-task / AI-augmented-task table and the fuller discussion of job redesign.

Incentives must align with the redesigned work. Employees measured only on volume will use AI to produce more low-quality output; managers measured only on short-term delivery will cancel experimentation time; risk functions rewarded only for preventing incidents will become overrestrictive; and if business units get all the benefit while central teams carry all the burden, central support will be underfunded. Capability building requires incentives that value learning, responsible experimentation, reusable assets, and measurable improvement.

Bring This to Class

Pick one recurring workflow or AI initiative in your organization or in one you know well. Every student should bring the AI Capability Acceleration Plan's Foundation/Core fields:

1. **Augmentation stall diagnosis.** Where is AI activity visible, where (if anywhere) is enterprise value visible, and which diagnostic condition best explains the gap, or is another constraint more important?
2. **Target workflow.** One specific recurring workflow or AI initiative suitable for a 90-day capability push, described in two sentences.
3. **Missing human capability.** What people, teams, or managers would need to learn to do differently.
4. **Champion cohort design.** Who would make credible first-wave champions, why they are credible, what time their managers would protect, and what workflow output each participant would redesign.
5. **First-90-day evidence.** The leading indicators of capability, not only adoption, that would persuade a skeptical peer the change was worth making.

For the Challenge depth, the Full Plan in this module, extend the same artifact with four more fields: the cascade pipeline, context-and-harness ownership, governance integration, and what the first executive briefing should show. This is deeper analysis of one plan, not a separate graded pathway or a new assignment.

Optional, at either depth: spend 30 minutes using AI on the workflow from your Core fields, then note on one page what the AI handled credibly, what it produced confidently but wrongly, what you did yourself, and what would have to be true for someone else in your role to use the same approach safely. Bring the page to class.

A Final Word Before Class

The AI Capability Acceleration model gives leaders a way to act on these distinctions. It does not promise a painless transformation. It does offer a more honest path. An organization seeking AI value at scale will have to build a distributed human capability system: credible champions working on live workflows, lessons that travel beyond the cohort, governance that learns from the front line, and executive visibility that protects the work long enough for it to mature.

An organization does not become AI-capable because it has AI tools. It becomes AI-capable when enough of your people can responsibly redesign enough important work, faster than your competitors can learn to do the same.

Executive Glossary

Use this alphabetized glossary as a lookup aid for Part 1. It defines selected terms as they are used in this module.

Term	Plain-language definition
Augmentation stall	The condition in which an organization has AI licenses, training, pilots, and policies but cannot point to enterprise-level value: activity without a transmission mechanism to performance.
Cascade artifact	A memo, demonstration, prompt or work-brief example, or library entry that turns one real workflow lesson into something a colleague can adapt.
Cascade pipeline	The repeatable sequence that converts champion-cohort learning into shared organizational practice.
Champion cohort	A small, cross-functional group of credible employees who redesign real workflows with AI over a set period and teach what they learn.
Context-and-harness commons	The shared prompts, projects, knowledge files, examples, and evaluation routines a team relies on, treated as organizational assets with named owners.
Distributed human capability	Enough people, in enough parts of the organization, able to identify useful AI applications, redesign work, manage risk, teach peers, and feed lessons back into the operating model.
Governance dossier	A short quarterly summary of what the cohort's real use has taught the governance function: policy questions, risk signals, tool fit, shadow use, and recommended updates.
Manager contract	The five commitments a cohort member's manager makes: which workflow, what protected time, what new review standard, what gets stopped, and what evidence counts.
Project hygiene debt	The accumulated staleness of a shared AI project (overgrown instructions, overlapping or outdated knowledge files, uncanonical examples, unmeasured quality) when no one owns its upkeep.
Use-case library	A searchable record of the organization's AI workflow redesigns, indexed by function, workflow, tool, risk level, and outcome.

Part 2: Field Reference

The Field Reference is the leave-behind. Use it during the course to draft the AI Capability Acceleration Plan and, later, to design a real cohort, cascade, or governance loop; keep it after the course as an operating reference. Each component is self-contained. Flip directly to a table, routine, or worksheet without reading the surrounding prose.

Operating assumptions. The cohort sizes, protected hours, 60–90-day cycles, quarterly routines and review samples below are proposed starting points. Adjust them to workload, decision risk and the evidence needed; they are not research-established thresholds.

Decision Tables

Stall Conditions Quick Reference

Stall condition	What it sounds like inside the organization	What is usually missing
Vendor training teaches tools, not workflows	"People took the training, but they still do not know what to do with it."	Workflow translation and manager coaching
Centralized teams cannot scale	"Everything has to go through the AI team, and they are backed up for months."	Distributed champions and local capability
Governance lags capability	"The policy is either too vague or too restrictive for what people are actually trying to do."	Feedback from real use into governance
Shadow AI proliferates	"People are using personal tools because the approved process is unclear or slow."	Usable sanctioned paths and trust-building
Knowledge stays trapped	"Some people are doing amazing things, but nobody else knows how."	Cascade mechanisms that turn local learning into shared practice

Five Stall Conditions in Detail

Vendor training teaches tools, not workflows. Vendor training is often necessary. It helps employees understand the interface, basic prompting, file handling, privacy reminders, and feature sets. But the hard work starts after the training ends. A sales manager needs to know how AI changes account planning. A finance director needs to know how AI changes variance analysis. A claims manager needs to know how AI changes triage, review, escalation, and explanation. A product leader needs to know how AI changes customer research and concept testing. These are workflow questions, not feature questions.

Centralized teams cannot scale. Organizations often respond to AI by creating an AI center of excellence, a governance committee, or a small internal enablement team. This is sensible. Central teams can set standards, select platforms, provide expertise, and prevent chaos. But central teams also become bottlenecks when every function asks for use-case support, every pilot needs review, and every employee wants practical help. The center becomes responsible for work it cannot possibly absorb. Frustration with the center can then be misread as frustration with AI.

Governance lags capability. AI governance often begins as a defensive response to risk: do not put confidential data in public tools, do not use AI for certain decisions without approval, do not

deploy external-facing systems without review. Those boundaries matter. But AI use evolves quickly. Employees encounter ambiguous cases every week. They need to know which tools are approved, which data can be used, which outputs require human review, when legal should be involved, how to document use, and what to do when a model produces a useful but unsupported answer. Governance that does not learn from these cases will either become too vague to help or too slow to be trusted.

Shadow AI proliferates. Shadow AI is not always malicious. Often it is a sign that employees are trying to get work done. They use personal tools because the sanctioned tool is unavailable, less capable, poorly explained, or surrounded by uncertainty. Shadow use creates risk, but it also sends a signal. If people are going outside official channels, the organization should ask what need the sanctioned system is failing to meet. Module 4's Field Reference treats shadow use as a tier problem as well as a discovery signal.

Knowledge stays trapped. The most valuable learning in early AI adoption often happens in small pockets. One analyst learns how to reduce a weekly reporting process from four hours to forty minutes. One customer service team learns how to use AI to prepare better case summaries. One lawyer learns how to turn AI into a first-pass issue spotter without compromising professional judgment. One manager learns how to run better performance review preparation with appropriate privacy boundaries. If those lessons remain personal, the organization gets isolated productivity. If those lessons become shareable artifacts and teachable routines, the organization gets capability.

The Five Capability Layers

Capability layer	Core question	Executive implication
Individual fluency	Can people use AI safely and productively for meaningful work?	Training must be role-based and practice-based, not only tool-based
Team workflow redesign	Can teams redesign recurring work around AI and human judgment?	Managers need methods for changing work, not just permission to experiment
Organizational learning	Can local lessons become shared knowledge?	The organization needs cascade artifacts, peer channels, and use-case libraries
Context and harness quality	Can shared prompts, projects, knowledge files, and eval routines stay useful over time?	Someone must own hygiene, freshness, testing, and retirement
Governance adaptation	Can policy and oversight learn from real use?	Governance must receive evidence from the front line, not only issue rules from the center

The Five Features of Distributed Human Capability

Distributed human capability has five features; the Pre-Class Read compresses them into one paragraph.

Workflow-specific. People do not become meaningfully AI-capable in the abstract. They become capable in relation to work they actually do. A generic prompt-writing workshop may be useful as an introduction, but it rarely changes behavior by itself. A better approach asks employees to bring a recurring workflow, deconstruct the steps, identify where AI could help, define the human review standard, test the redesigned workflow, and document the lesson.

Socially learned. AI experimentation often begins individually, but capability spreads through trusted peers. Employees are more likely to learn from someone who understands their job,

constraints, customers, systems, and approval environment. This is why champions matter. It is also why generic vendor examples can fall flat. They may be technically correct and still feel organizationally distant.

Managerial. Middle managers are the hinge point of AI adoption. They decide whether employees have time to experiment, whether workflow changes are legitimate, whether AI-assisted work is trusted, whether savings are reinvested, whether mistakes are punished or learned from, and whether performance expectations change. If middle managers are skeptical, overloaded, or threatened, distributed human capability stalls. If they are equipped, they become translators between strategy and work.

Governed. Distributed capability is not a license for uncontrolled experimentation. The more capability spreads, the more important practical governance becomes. Employees need to know where the boundaries are. They need safe tools, clear data rules, escalation paths, review expectations, and examples of acceptable use. Poorly designed governance, rather than governance itself, is what stalls capability. Good governance creates confidence.

An older lesson carried forward. *The Technology Fallacy* emphasizes the people and organizational work behind digital transformation.¹ AI adds many opportunities to change everyday cognitive work, but it does not make organization-wide learning a new requirement. A central team can supply platforms, standards and specialist support; employees and managers still need to adapt those resources to specific workflows.

Stall Diagnostic Questions

Diagnostic question	Evidence to look for	Likely intervention
Are employees trained but unable to apply AI to real work?	Training completion is high, but use cases remain shallow or generic	Role-based workflow labs and manager-led redesign sessions
Is the AI center of excellence overwhelmed?	Long queues, frustrated business units, duplicate requests	Champion cohort and distributed enablement model
Is policy slowing legitimate use?	Employees avoid approved tools because boundaries are unclear	Governance feedback loop and practical use guidance
Is shadow AI widespread?	Personal tool use, inconsistent practices, lack of usage visibility	Usable sanctioned pathways and trust-building examples
Are wins staying local?	Same few names appear in every success story	Cascade pipeline and use-case library

Champion Selection Criteria

Selection criterion	Why it matters	Warning sign
Functional diversity	Capability must cross boundaries	One department dominates the cohort
Peer credibility	Learning travels through trust	The person is nominated for development rather than influence
Workflow ownership	The cohort needs real work to transform	The person has no clear recurring workflow

Selection criterion	Why it matters	Warning sign
Manager support	Time must be protected	The manager says supportively, "Do it if you can find time"
Candor	Failures produce learning	The person only wants to present wins
Knowledge continuity	Champions need time and support to teach others	No plan exists for sharing the learning or handing it to another owner

Working-session note on psychological safety. Psychological safety belongs in the cohort, but it should be positioned as a condition for learning rather than as a generic culture topic. AI experimentation produces awkward moments. People will ask naive questions. They will discover that a model produced a confident but wrong answer. They will reveal that they used a personal tool because the approved process was confusing. They will show a workflow that did not improve. If the cohort punishes these moments, it will create sanitized presentations. If it treats them as evidence, it will create learning.

Cascade Artifact Types

Artifact	Purpose	Quality test
Workflow memo	Translate one real use case into a teachable pattern	A peer can understand what changed and whether it applies to their work
Prompt or AI work brief example	Give employees a starting structure	The example includes context, data boundary, output, and review criteria
Short demonstration	Show the workflow in action	Viewers can see the human judgment, not only the AI output
Use-case library	Build durable organizational memory	Use cases are searchable by function, workflow, tool, risk level, and outcome
Project or assistant library	Keep recurring AI workflows discoverable and reusable	Each project has a clear job, owner, instructions, knowledge files, eval routine, and retirement date
Eval routine	Keep quality from drifting after the first successful output	Recent outputs are reviewed against a defined bar and used to improve the prompt, context, or harness

Cascade Pipeline Stages and Editorial Review

The pipeline runs through six stages: (1) cohort working session; (2) transcript and notes; (3) parallel artifact production, meaning a featured workflow memo, a prompt or work-brief example, and a short workflow demonstration; (4) consolidation into the use-case library; (5) team discussions and office hours; and (6) new local experiments, which feed the next cohort working session and start the loop again.

The editorial process is part of the governance design. If a cohort session is recorded and turned into a memo, the featured employee should review for accuracy and confidentiality. A communications or L&D partner should review for clarity and tone. A program sponsor or designated owner should approve distribution when the content touches sensitive policy, customer, employee, legal, or competitive issues. This review process should be fast enough to preserve momentum. For a routine internal artifact, consider an initial target of seven to ten business days,

with timing set by its urgency and review requirements. A cascade memo that arrives two months later has lost much of its learning value.

Aside: internal expertise as a reusable asset. A sustained cascade process can build a useful record of examples, routines and internal expertise. Lockheed Martin's December 2024 launch of Astris AI provides an analogy: the company commercialized internally developed AI and MLOps capabilities.¹⁰ The announcement does not establish that the cohort or memo process proposed here produced that business. The planning question is what reusable knowledge your program creates and who will maintain it, whether or not commercialization is relevant.

Quarterly Hygiene Routine for Shared AI Assets

Asset	Owner question	Hygiene routine
Prompt or project instructions	Does this still describe the recurring job clearly?	Cold-read the instructions, delete obsolete rules, move repeated chat instructions into the project prompt
Knowledge files	Are these still authoritative, dated, non-overlapping, and current?	Replace stale files, archive superseded drafts, keep one canonical source per topic
Examples	Do these still represent good output and edge cases?	Retire examples that landed poorly; add examples from recent high-quality work
Project or assistant portfolio	Are we maintaining useful recurring workflows or abandoned artifacts?	List last-used date, owner, quality status, and retire anything unused or untrusted
Eval routine	Do we know whether quality is improving or drifting?	Start with five to ten recent outputs for a diagnostic check; expand coverage for varied or higher-risk cases, diagnose failures, and change one thing
Tool and permission settings	Do tools match the job and authority level?	Remove unused tools, clarify tool descriptions, confirm least privilege

Quarterly Governance Dossier Sections

Governance dossier section	Question it answers	Executive use
Use-case movement	Which workflows are advancing, stuck, or spreading?	Helps leaders identify where capability is growing
Policy ambiguity	Where are employees unsure what is allowed?	Guides policy clarification and communication
Risk signals	What new risks appeared in real use?	Updates risk register and control priorities
Vendor/tool fit	Where do approved tools help or fail?	Supports vendor management and sourcing decisions
Human oversight	Where is review working or breaking down?	Clarifies approval gates and accountability
Shadow AI evidence	Where are people bypassing official channels?	Identifies trust, access, or usability gaps

Five Questions Every Executive Briefing Should Answer

Executive question	Evidence to present
Where is capability growing?	Cohort progress, workflow transformations, cascade reach, manager participation

Executive question	Evidence to present
Where is value becoming visible?	Cycle-time reduction, quality improvement, customer impact, decision speed, avoided work
Where is risk or confusion emerging?	Policy ambiguity, data boundary issues, vendor limitations, human-review concerns
What barriers require executive action?	Incentives, access, budget, cross-functional coordination, governance delays, tool gaps
What should happen next quarter?	Workflows to scale, cohorts to add, policies to revise, metrics to track

Operating Model Roles and Common Failures

Operating model element	Core responsibility	Common failure
Executive sponsor	Sets priority, protects resources, resolves cross-functional barriers	Public enthusiasm without operating follow-through
AI center of excellence	Provides expertise, standards, methods, and reusable assets	Becomes a bottleneck for every use case
Business units	Own workflow redesign and outcome accountability	Treat AI as a tool experiment rather than work redesign
HR/L&D	Builds role-based learning and talent pathways	Offers generic training disconnected from work
Governance/risk/legal/security	Sets boundaries, reviews higher-risk uses, learns from front-line cases	Operates as late-stage veto rather than early partner
Finance	Helps define value evidence and benefits tracking	Demands precise ROI too early or ignores benefits realization
Middle managers	Translate AI into team routines, incentives, review standards, and job design	Remain unsupported, skeptical, or threatened

Old vs. AI-Augmented Task Emphasis

Old task emphasis	AI-augmented task emphasis	Managerial question
Producing first drafts	Reviewing, refining, and contextualizing drafts	What does good human review look like?
Searching for information	Evaluating relevance, evidence, and assumptions	What sources are trusted?
Compiling reports	Explaining implications and recommending action	What decision should the report support?
Routine customer response	Handling exceptions, empathy, and escalation	Where should human judgment remain visible?
Manual comparison	Setting criteria and challenging recommendations	What tradeoffs matter?
Individual experimentation	Shared workflow standards	How will learning travel across the team?

Job redesign in practice. A role may not disappear, but the task composition can shift. Reporting work may move from manual compilation to interpretation and exception analysis. Customer support may move from writing summaries to reviewing AI-generated case histories and handling emotionally complex escalations. Marketing may move from first-draft production to audience

judgment, brand discipline, and experiment design. Legal work may move from initial document review to issue spotting, risk framing, and professional accountability. Executives should not promise that AI will only remove drudgery. Some tasks people dislike are important training grounds. Some tasks people like may be automated. Some saved time will be reinvested, and some may reduce headcount pressure. Leaders have a responsibility to redesign work deliberately rather than let the technology reshape jobs by accident.

Current Horizon Scan (As of September 14, 2026)

This section holds dated workforce research, company reports and regulatory developments. **Confirmed** identifies what the cited source reports or the enacted text requires; it does not turn a self-report into an independently audited outcome. **Unresolved** identifies material uncertainty, and **Strategic implication** states the module's management interpretation. Recheck fast-moving entries before high-stakes use; the suggested 30-day review interval is a maintenance default.

Labor Market and Displacement

- **Employer-attributed AI cuts remain substantial, but vary month to month. Confirmed as announcement data:** Challenger, Gray & Christmas reports 3,462 AI-attributed U.S. job cuts in August 2026, the fourth-most-cited reason that month and the lowest monthly AI total since December 2025. This ended a five-month run as the leading reason. Year to date, AI remained the leading cited reason at 116,175 cuts, about 22 percent of the total.¹¹ **Unresolved:** An employer's stated reason does not establish which tasks AI actually replaced. **Strategic implication:** Ask for realized workflow and staffing evidence before using another firm's announcement as a benchmark.
- **Young workers show a relative employment gap in an exposed sample. Confirmed as research findings:** The August 2026 update by Brynjolfsson, Chandar and Chen uses ADP payroll data through June 2026. For workers aged 22–25 in highly AI-exposed occupations, it reports a 19 percent employment gap relative to keeping pace with less-exposed peers, compared with 15 percent in the same series at the July 2025 data vintage. The gap operates mainly through reduced hiring rather than separations.¹² **Unresolved:** This is a relative gap in the ADP sample, not a 19 percent absolute job loss or an estimate of jobs causally eliminated by AI. The authors discuss alternative explanations and specification sensitivity. **Strategic implication:** Examine entry-level pathways and task changes; the evidence does not establish one universal replacement or augmentation pattern.

Regulation

- **Connecticut adds an AI-related disclosure to covered WARN notices. Confirmed statute:** Effective October 1, 2026, §26 of Public Act 26-15 (signed May 27, 2026) requires employers serving federal WARN notice on Connecticut's Labor Department to disclose whether layoffs relate to AI or another technological change. Federal WARN coverage and qualifying-event rules determine which notices are required; §26 does not create a separate 100-person layoff threshold. Separate provisions address automated employment decision technology for deployments on or after October 1, 2027.¹³ **Strategic implication:** HR and the AI program should maintain a shared, evidence-based account of technology's contribution to workforce

changes. The governance dossier is a proposed way to organize that evidence, not a named statutory requirement.

Adoption and Value

- **Adoption and enterprise-wide scaling are different measures. Confirmed as survey findings:** McKinsey's August 2026 *State of AI* reports nearly nine in ten respondents' organizations using AI regularly in at least one function, about two in ten reaching enterprise-wide scaling with AI agents, and two-thirds reporting little or no AI-related change in total employment over the past year.⁴ **Strategic implication:** Define the level at which value is being claimed: an individual, a workflow, a function or the whole enterprise. These measures do not by themselves establish the prevalence or cause of an augmentation stall.
- **Saved time needs a reinvestment decision. Confirmed as survey findings:** BCG's *AI at Work* report (June 3, 2026; 11,749 workers across 14 markets) finds that 74 percent of frontline white-collar employees use AI regularly, up 23 percentage points in a year. Among regular AI users in that frontline group, 42 percent report saving at least a workday each week and 66 percent report limited or no reinvestment guidance. A clear organizational AI strategy is associated with a 25-percentage-point difference in reporting measurable business impact, compared with five points for access to better tools.⁶ **Strategic implication:** Ask managers how time savings change the workflow and what evidence would demonstrate value. These survey associations do not isolate the causal return to strategy or tools.

Managerial Capacity

- **Manager capacity and support deserve explicit attention. Confirmed as survey findings:** Gallup's *State of the Global Workplace 2026* covers calendar 2025. Global manager engagement was 22 percent, down from 31 percent in 2022 and 27 percent in 2024. Individual-contributor engagement moved from 20 percent in 2022 to 19 percent in 2025; it rose from 18 percent in 2024 to 19 percent in 2025. A separate U.S. study reports mean span of control rising from 10.9 direct reports in 2024 to 12.1 in 2025, while the median remained five to six.⁹ Gallup's separate Q1 2026 U.S. evidence associates active manager support with frequent AI use.¹⁴ **Unresolved:** These findings do not isolate AI as the cause of flattening or disengagement, or establish a causal ranking of adoption drivers. **Strategic implication:** Check managerial workload and support before committing people to a cohort.
- **Employee sentiment and productivity are associated. Confirmed as working-paper findings:** Ding, Ma, Wu and Yang study U.S. public companies using 2021–2025 employee reviews, earnings calls, LinkedIn profiles and job postings. They report a positive association between employee AI sentiment and firm productivity, and worsening sentiment around AI-attributed layoffs.⁸ **Unresolved:** The paper is not peer-reviewed, and the accessible abstract does not establish that communication style causes productivity changes. **Strategic implication:** Discuss workflow evidence, employee concerns and staffing effects explicitly, with uncertainty attached to each claim.

What the evidence supports	Implication for capability planning
Announcement classifications record an employer's stated reason	Verify task changes and realized value before using an announcement as a benchmark

What the evidence supports	Implication for capability planning
Employment patterns differ across worker groups and exposure measures	Examine entry-level pathways and task design; keep causal uncertainty visible
Some frontline AI users report substantial time savings but little reinvestment guidance	Define how managers will reinvest time and measure the result
Manager support and employee AI sentiment are associated with relevant outcomes	Include workload, trust and communication in the program design without treating association as proof of causation

Workbook Prompt: AI Capability Acceleration Canvas

Use this canvas for one recurring workflow or AI initiative in your organization where AI adoption could become AI capability. Fill it out individually first; then test it with a peer who knows the work.

Use one canonical AI Capability Acceleration Plan in two passes. The Foundation/Core pass is the common starting point for every student. The Challenge/Full Plan extends that same artifact; it is deeper analysis, not a separate graded pathway or a new assignment.

Depth	Canvas element	Your response
Foundation/ Core	Augmentation stall diagnosis	Where is activity failing to become value? Which constraint best explains the gap?
Foundation/ Core	Target workflow or initiative	What specific recurring work or AI initiative will you focus on?
Foundation/ Core	Missing human capability	What do people need to learn or do differently?
Foundation/ Core	Champion cohort design	Which people would make credible first-wave champions, why, what time will their managers protect, and what workflow output will each redesign? An initial cohort of 8-20 is a planning option.
Foundation/ Core	First-90-day evidence	What evidence would show capability is improving, even before full ROI is proven?
Challenge/Full Plan	Cascade pipeline	How will learning travel beyond the cohort?
Challenge/Full Plan	Context-and-harness ownership	Which shared AI materials need an owner and upkeep routine?
Challenge/Full Plan	Governance integration	What policy, risk, data or review question should governance learn from this work?
Challenge/Full Plan	Executive visibility	What should senior leaders see at the first briefing?

Completed Example: Monthly Variance Commentary

This hypothetical example shows the same nine fields. The first five rows are Foundation/Core; the last four extend the same artifact into the Full Plan. The figures and staffing choices are illustrative planning assumptions.

Depth	Canvas element	Example response
Foundation/ Core	Augmentation stall diagnosis	Analysts have licenses and training but no agreed AI workflow or controller review standard.

Depth	Canvas element	Example response
Foundation/ Core	Target workflow or initiative	Monthly P&L variance commentary: compiling actuals, investigating differences and drafting explanations across the close cycle.
Foundation/ Core	Missing human capability	Analysts need reusable context and a way to check explanations; the controller needs a review standard for AI-assisted drafts.
Foundation/ Core	Champion cohort design	Ten analysts across three finance teams, selected for peer credibility, with two to four protected hours weekly. Each will redesign one recurring close-cycle output and document its data boundary and review standard.
Foundation/ Core	First-90-day evidence	Compare draft time, correction rate and controller review time with a manual baseline; check whether a second team can adopt the workflow with the documented guidance.
Challenge/Full Plan	Cascade pipeline	A workflow memo and reusable work brief for each redesign, consolidated into the use-case library; monthly office hours.
Challenge/Full Plan	Context-and-harness ownership	A named senior analyst maintains account mappings, instructions and approved examples, with review timing based on how often they change.
Challenge/Full Plan	Governance integration	Clarify permitted financial data, how AI-assisted commentary is identified, and what review evidence is retained.
Challenge/Full Plan	Executive visibility	Show measured cycle-time change, correction rates, review effort and second-team adoption; request the next scaling decision.

Cautionary Tales

These cases illustrate different decisions about automation, expertise and staffing. They do not form a single category of failed replacement decisions. The teaching implications below are interpretations of the cited evidence.

Klarna: automation metrics and human service (2024-2025). In February 2024, Klarna reported that its AI assistant handled two-thirds of customer-service chats and did work equivalent to 700 full-time agents. Its announcement also reported service outcomes and said customers could still choose live agents. In May 2025, Bloomberg reported that Klarna's CEO planned renewed recruitment for human customer service.¹⁵ The lesson is to assess service quality and the human-contact option alongside automation volume, rather than treat usage or staffing metrics alone as proof of organizational capability. *Lands in:* adoption versus capability; human judgment boundaries; evidence for executive decisions.

McDonald's: a pilot that did not become a rollout (2021-2024). McDonald's tested IBM automated order taking at more than 100 U.S. drive-thrus. In June 2024 it announced the test would end, with the systems removed by July 26; other IBM business continued.¹⁶ The shutdown is documented, but the cited company statement does not establish a specific technical root cause. *Lands in:* defining success and operating conditions before deciding to scale.

Commonwealth Bank: a reversed redundancy decision (2025). CBA announced 45 customer-service redundancies in July 2025. The Finance Sector Union disputed the decision and reported increased call volumes. On August 21, the bank reversed the redundancies and apologized, acknowledging that its initial assessment had not adequately considered the relevant business circumstances.¹⁷ The union's operational account is attributed evidence, not an independent audit.

Lands in: checking workflow demand and staffing assumptions before treating automation as a realized workforce saving.

Ford: investment in technical expertise (2023-2026). Ford said it added more than 350 experienced technical specialists through internal promotions or new hiring over approximately three years. Its statement describes a broader reorganization and investment in capability; it does not establish that 350 previously dismissed engineers were rehired.¹⁸ *Lands in:* maintaining expertise alongside automation and distinguishing a company's actual staffing account from a headline.

IBM: an entry-level hiring plan alongside HR automation (2026). IBM announced a plan to triple U.S. entry-level hiring in 2026 across its business units, emphasizing the future talent pipeline. Separately, IBM reports that 94 percent of 11.5 million AskHR interactions in 2024 remained within the tool and six percent escalated to an HR partner.¹⁹ The hiring statement is a plan, and the automation statistic measures interaction containment rather than the share of all HR work automated. *Lands in:* building career pathways while redesigning particular tasks.

Part 3: Card Specification

The AI Capability Acceleration Plan

The AI Capability Acceleration Plan is drafted in session for the student's organization or a chosen company. There is no separate post-class Module 7 submission. Retain the Plan for the Blog 3 Path A cards portfolio; students choosing Path B can adapt it into the 5–7-page capstone memo. Path C is the syllabus's reflection option. Module 8 supplies assembly templates; the governing syllabus controls assignment and grading policy.

Depth	Deliverable components
Foundation/Core	Augmentation stall diagnosis; target workflow or initiative; missing human capability; champion cohort design; first-90-day evidence
Challenge/Full Plan	Cascade pipeline; context-and-harness ownership; governance integration; executive visibility

The two passes differ in depth, not grading status.

The plan should be written for an executive sponsor. It should not read like a class reflection. It should diagnose a specific augmentation stall and propose a practical first wave of capability building.

Required Structure

The nine elements group into three blocks that make the plan's logic visible to the sponsor: what is wrong, what system fixes it, and why anyone should believe it. The Core pass covers elements 1 through 4 and 9; the Full Plan adds 5 through 8.

Block 1 — Diagnosis

Section	Expected content
1. Augmentation stall diagnosis	Identify where adoption exists but capability or value is stalling
2. Target workflow or initiative	Define one specific workflow or AI initiative suitable for a 90-day capability push
3. Missing human capability	Explain what people, teams, or managers need to learn to do differently

Block 2 — Capability system

Section	Expected content
4. Champion cohort design	Propose who should participate, why they are credible, what time is protected, and what workflow output each participant will redesign
5. Cascade pipeline	Describe how learning will spread beyond the cohort
6. Context and harness ownership	Name who will maintain prompt/project libraries, knowledge-file freshness, examples, eval routines, and retirement decisions
7. Governance integration	Identify what governance needs to learn from this work and how it will receive that evidence

Block 3 — Evidence and sponsorship

Section	Expected content
8. Executive visibility	Define what the first executive briefing should show
9. First 90-day evidence	Identify leading indicators of capability, not only adoption

Plan Review Checklist

Use these questions for peer critique and revision at the depth attempted. They are planning guidance; the governing syllabus does not use a grading rubric. Core review covers diagnosis, workflow, capability, cohort design and evidence. The remaining questions support the Challenge extension.

Criterion	Strong plan
Specificity	Focuses on a real workflow or initiative, not a generic AI ambition
Capability logic	Explains what human capability is missing and how it will be built
Operating realism	Names managers, functions, governance touchpoints, and time commitments
Cascade design	Shows how local learning becomes organizational learning
Context/harness hygiene	Assigns practical ownership for shared prompts, projects, knowledge files, examples, and eval routines
Governance connection	Treats governance as a learning loop, not only an approval gate
Evidence	Defines credible 90-day indicators of capability and value movement
Executive usefulness	Could plausibly guide a senior sponsor's next decision

Capstone handoff

For Blog 3 Path B, adapt this Plan into the operating-model and first-90-days material of the integrated memo. For Path A, retain it with the other course artifacts and add the syllabus's integrating narrative. The checklist above helps improve the Plan; it does not establish a separate grading scheme. Module 8's templates support assembly, while the syllabus governs the submission.

Next-module handoff

Module 8, *AI Strategy Capstone Artifact Kit*, provides assembly templates for the seven course artifacts: Strategic Thesis, AI Delegation Card, Stack and Sourcing Appendix, AI Governance Card, AI Business Case, Board Strategic Response, and AI Capability Acceleration Plan. Consult the governing syllabus for the current Blog 3 submission options.

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