



# **AI-Native Transformations in the Workplace**

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A Field Guide to Augmentation, Work Redesign,  
and Human Capability

Michiel de Boer

K A I V A N T

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*A Field Guide to Augmentation, Work Redesign, and Human Capability*

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*Kuala Lumpur, October 2026*

## AI-Native Transformations in the Workplace

*A Field Guide to Augmentation, Work Redesign, and Human Capability*

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This book shares research and practical guidance. It is not legal, financial or other professional advice for your situation. Figures come from the sources listed in Part 3, as published by October 2026. The cases and conversations in chapter 6 are illustrative: they are built from patterns seen in many organisations, not from one named organisation.

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## Foreword

*Everyone is polishing the label. Hardly anyone talks about the change.*

I have seen this before.

First it was the internet. Then digital transformation. Then agile. And on it goes. A good idea gets a name, and the name becomes popular. Conferences put it in their titles. Sales pitches promise it. And somewhere along the way, the idea itself gets lost.

Now the same is happening with AI native.

The whole world seems busy shaping the label. What does it mean? Who owns it? Which stage are you in? Fair questions. But the discussion that is not held enough, in my opinion, is the one that matters most: how do you actually get there? And what happens to your people along the way?

Through my work with KAIVANT, I keep running into this gap. Organisations buy licences, run pilots and train their staff. Yet the work itself hardly changes. And very few ask whether their people are becoming more capable, or quietly less. I find that frustrating, because it does not have to be this way.

So I decided to bring together everything I could find. The big consultancy studies and maturity models. The books, the field experiments and the company stories. The change models most of us learned in business school. I read them side by side, with one question in mind: does any of this help an organisation take the next real step?

This field guide is the result. It does not add another label. It starts with an honest review of where we stand. It then guides you through the most promising methods to bring AI into your work and embed it, from mapping your value streams to building adoption from the people up. And it looks at the change methods that can make this effective: what each one offers, and where it stops once AI enters the picture.

The KAI in KAIVANT stands for change. That is what this field guide is about: not the label, but the change behind it. Change that makes your people more capable, rather than replacing what they no longer practise. This is also why this field guide is free.

The discussion and the dialogue matter more than the packaging. Share it, challenge it, and tell me where you see it differently.

If you are already sick of AI native, good. Then you are ready for the real conversation.

### Author Note and Continuing Research

Michiel de Boer, Founder and Chief Architect, KAIVANT. Kuala Lumpur, October 2026.

Stay in the conversation. This field guide will change as the evidence changes. Leave your email at [kaivantscore.com](mailto:kaivantscore.com) and you get the next edition first, my answers to readers' challenges, and invitations to open discussions. Disagree with something? Even better. Tell me.

## Before You Start

This field guide has three distinct parts:

- **Part 1, Where We Stand:** Written for busy managers and leaders. It explains the gap between using AI and changing how an organisation works, what people mean by AI native, what the market offers, and why buying AI is not the same as transforming.
- **Part 2, How to Get There:** Goes into the methods. It covers mapping where AI belongs in your work, building adoption from the people up, the change models we know and where they stop, the building blocks for a different kind of transformation, and how to start in your own organisation.
- **Part 3, References:** Summarises every source we used: what it found, and how strong the evidence is. Some figures in this field come from careful experiments. Many come from surveys, or from companies describing their own success. We tell you which is which.

KAIVANT appears throughout the field guide as one of the models, next to Gartner, IDC, MIT, Microsoft, McKinsey and BCG, and is described in the same objective manner: what it tells you, and where it stops.

**Short on time?** Leaders can start with Part 1 and chapter 10. Change leads and practitioners will get most from all of Part 2.

# PART 1: WHERE WE STAND

Almost every organisation now uses AI, yet very few have changed how they work because of it. This first part looks honestly at that gap: what the big studies find, what people mean when they say 'AI native', what the market offers, and why buying AI is not the same as changing. It ends with the idea that sits at the heart of KAIVANT: augmentation, and why it is harder than it sounds.

## 1. Everyone Uses AI, Few Have Changed

Walk into almost any office today and you will find AI at work. Someone in finance asks an assistant to summarise a contract. A sales manager drafts a proposal with it. The HR team uses it to write job adverts. On the surface, the AI story looks like a triumph.

The numbers agree, at least at first sight. Stanford's AI Index reports that 88% of organisations used AI in 2025, up from 55% two years earlier (Stanford HAI, 2026). Europe was highest at 91%. Few technologies have spread through business this fast.

### Use Is Not Change

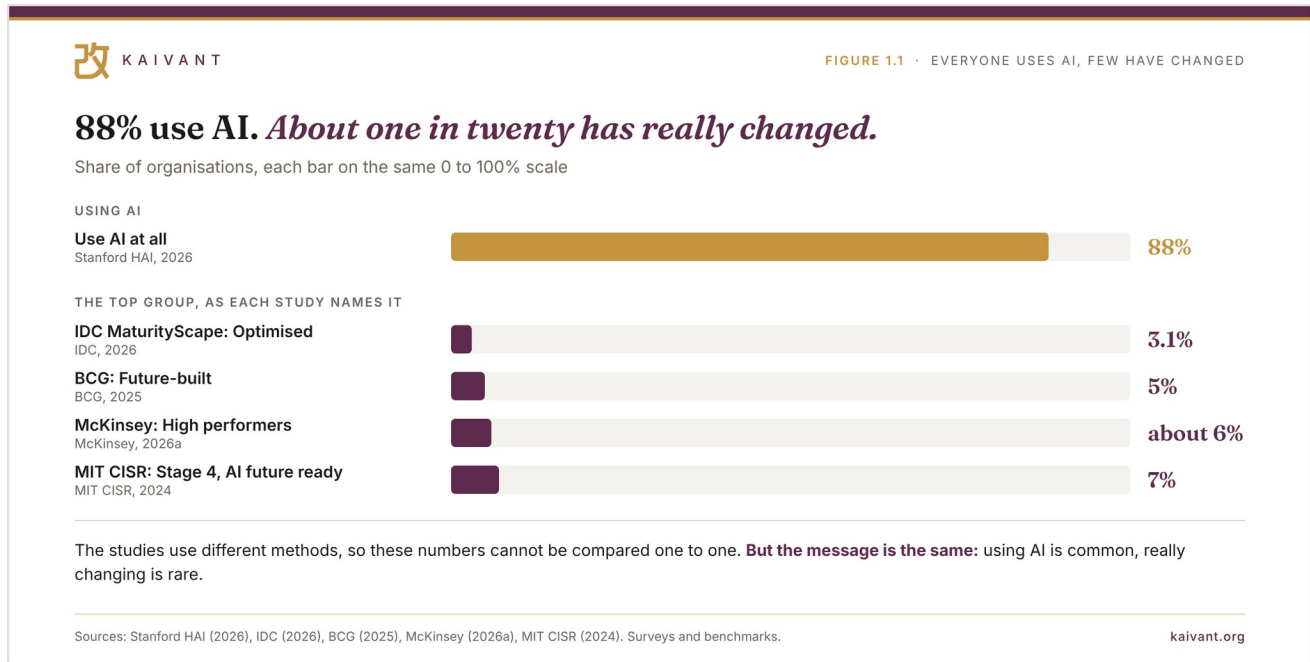
But using AI and changing how an organisation works are two completely different things. Think of a commercial bank's lending team. Each loan officer now uses an assistant to write credit memos faster. That is use.

Change would mean the team asks a bigger question: why does a loan still pass through seven desks and three approval meetings? If the memo is ready in an hour but approval still takes three weeks, the customer feels no difference. The bank has created a faster typist, not a faster loan.

This is the pattern the large studies keep finding. Most organisations have added AI to the work they already do. Very few have rebuilt the work itself.

### A Small Group at the Top

Every major study that measures AI maturity finds a small group at the top. The research firms use different words and different methods, but the size of that group is strikingly similar.



Because the methods differ, these numbers cannot be compared one to one. But the message is the same: roughly one organisation in twenty has really changed. McKinsey adds a sobering detail. Its share of high performers stayed at 6% between 2025 and 2026 (McKinsey, 2026a). AI use went up. The top group stayed the same size.

## Where the Results Are

If AI were changing organisations, it should show up in the results. McKinsey's 2026 survey found that only 37% of respondents see any impact on profit from AI (McKinsey, 2026a). This is what leaders report in a survey, not an audited figure. Still, it means nearly two in three see nothing yet on the bottom line.

Deloitte asked a related question: have you redesigned jobs around AI? 84% had not (Deloitte, 2026). Many had trained their staff in AI. Far fewer had changed roles, workflows or career paths.

Picture a hospital that gives every nurse an AI assistant for writing notes, but keeps the same shifts, the same handovers and the same paperwork rules. The nurses get a little time back. The hospital stays the same.

## We Think We Are Further Than We Are

There is one more finding every leader should know. IDC measured 1,900 organisations in 20 markets and compared the results with how they described themselves. Of those that called themselves 'thrivers' with AI, only about one in six actually scored in the top two stages (IDC, 2026). Most organisations that see themselves as leaders score lower when they are measured.

This is not dishonesty. From the inside, busy use looks like progress. Every team has an AI story to tell. Licences are paid for. Training has been done. It feels like change. But feeling and measuring are different things, and the gap between them is large.

## Buying Is Easy, Changing Is Hard

The simple message of this chapter is that buying AI is easy and changing is hard. A licence can be signed in a day. A new way of working takes months of patient effort: rethinking how work flows, who decides what, and what people need to learn. Most organisations have done the first part. Few have started the second.

That is not a reason for gloom. It is a reason for honesty. An organisation that knows where it really stands can start the right work. One that confuses use with change will keep buying and keep waiting for results.

This gap between self-image and reality is what KAIVANT was built to close. Usage figures tell you AI is present. KAIVANT measures where an organisation actually stands, and whether AI is building the capability of the organisation and its people, or quietly wearing it down.

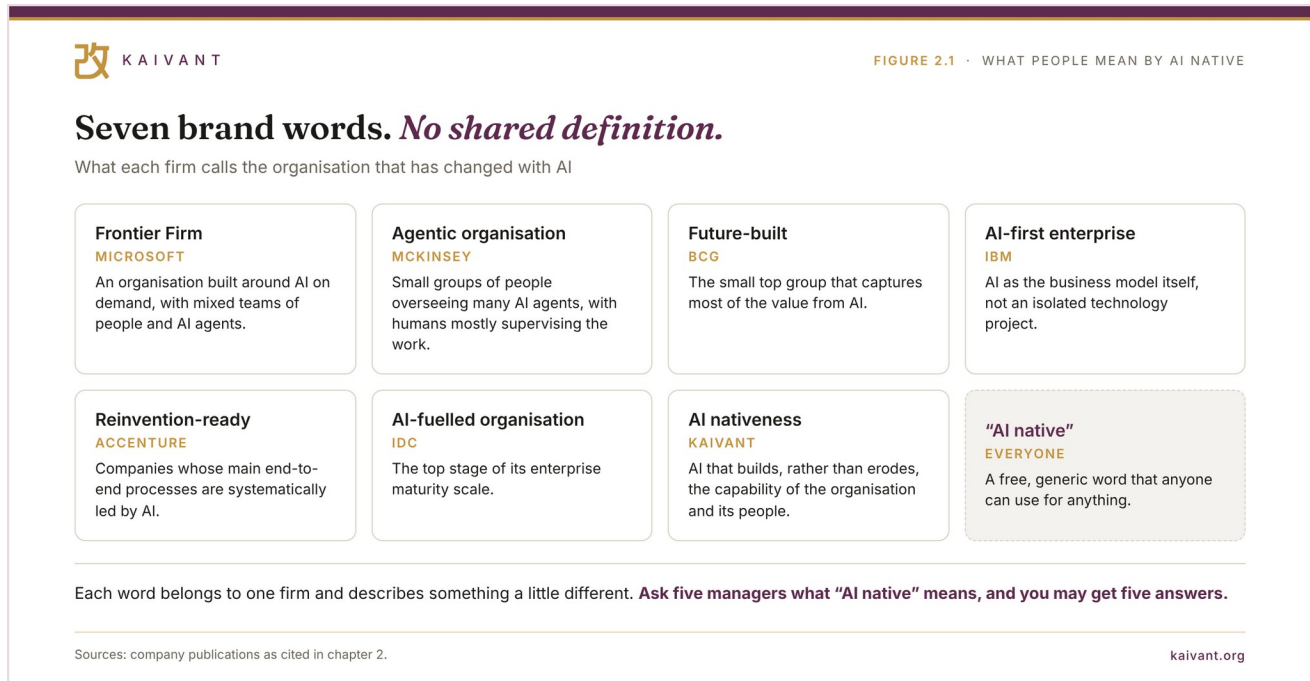
## 2. What People Mean by AI Native, and Why Nobody Agrees

Ask five managers what 'AI native' means and you may get five answers. One says it means using AI everywhere. Another says it means a company built on AI from day one. A third says it is simply the newest name for digital transformation. All of them can find articles that agree.

### No Agreed Definition

There is no agreed definition of an AI-native organisation. No standards body owns one, and no leading consultancy has put one forward as its headline idea. Investors use 'AI native' to describe the startups they fund, often without saying what they mean by it.

Instead, each big firm has created its own brand word. Each describes something a little different, and each belongs to that one firm.



Because every firm has its own term, 'AI native' is left as a free, generic word that anyone can use for anything. And the label is going mainstream. In September 2026, Kai-Fu Lee, former president of Google China and a senior executive at Apple and Microsoft, released his book *AI Native* as an ebook, with the hardcover following in November (Lee, 2026). When a bestselling author puts the word on a book cover, many more leaders will hear it. Few of them will get the same answer when they ask what it means.

## The Same Word for Networks and Software

To add to the confusion, 'AI native' is not only about organisations. Telecom engineers use it for the next generation of mobile networks, 6G, where AI is built into the network design rather than added on top (IEEE ComSoc, 2026). Software firms use it for products built around AI from the first line of code. So when a manager reads 'AI native' in a business magazine, the article may not be about organisations at all.

## Tired of the Label and Positioning Debt

Critics have noticed. A Fast Company writer called 'AI-first' close to meaningless as early as 2024 (Grothaus, 2024). He argued that using ChatGPT in sales or marketing does not make a company AI-first, and compared the rush to rebrand with the NFT hype.

In 2026, a HackerNoon article said 'AI native' was going the same way as 'cloud native': a word stretched until it says very little (Cao, 2026). The author gave a name to the gap between what a company claims and what it has actually built: 'positioning debt'. It is a bit like a restaurant that calls itself 'farm to table' because one salad comes from a local farm.

## 'AI-First' Now Sounds Like Job Cuts

Words also carry feelings. In 2025, Duolingo's chief executive sent a memo calling the company 'AI-first'. It said the company would gradually stop using contractors for work AI could do, and that teams would only get new staff if they could not automate more of their work (Coacci, 2025). The public reaction was strong. The chief executive later had to explain that AI would not replace staff, and the company added workshops and time for experiments (TechRepublic, 2025).

Since then, 'AI-first' has a job-cut feel for many employees. Say it in a town hall meeting, and some people hear 'you are next'. The words leaders choose shape how people react, long before any AI is switched on.

## A Simple Test: Take the AI Away

If the labels do not help, what does? The most useful test we found is simple. Take the AI away. Does the business still run in roughly the same way? Writers in Entrepreneur and HackerNoon describe versions of this removal test (Glassman, 2026; Cao, 2026).

If the answer is yes, the organisation has adopted AI. It uses AI to do the old work a bit faster. If the answer is no, because the way work flows, who decides and how teams are set up now depend on AI, then the organisation has changed its shape.

Try it on an accounting team. Suppose the AI disappeared tomorrow and the team simply went back to its old spreadsheets, with some extra overtime at month end. Then AI was an add-on. But suppose the team had rebuilt its month-end close around AI checking every entry as it arrives. Then the old way would no longer fit, and that is a deeper change.

The removal test is sharp, but it has limits. It tells you whether something has changed. It does not tell you how to get there. And it does not tell you whether the change was good for the people doing the work.


FIGURE 2.2 · A SIMPLE TEST

### A simple test: *take the AI away.*

The removal test, tried on an accounting team's month-end close

Suppose the AI disappeared tomorrow. Does the business still run in roughly the same way?

↓ Yes

**AI was an add-on**

The team goes back to its old spreadsheets, with some extra overtime at month end. AI did the old work a bit faster. **The organisation has adopted AI.**

↓ No

**The shape has changed**

The month-end close was rebuilt around AI checking every entry as it arrives. The old way no longer fits. **The organisation has changed its shape.**

**WHAT THE TEST DOES NOT TELL YOU**

How to get there.

Whether the change was good for the people doing the work.

Based on the removal test described by Glassman (2026) and Cao (2026). Illustrative example. kaivant.org

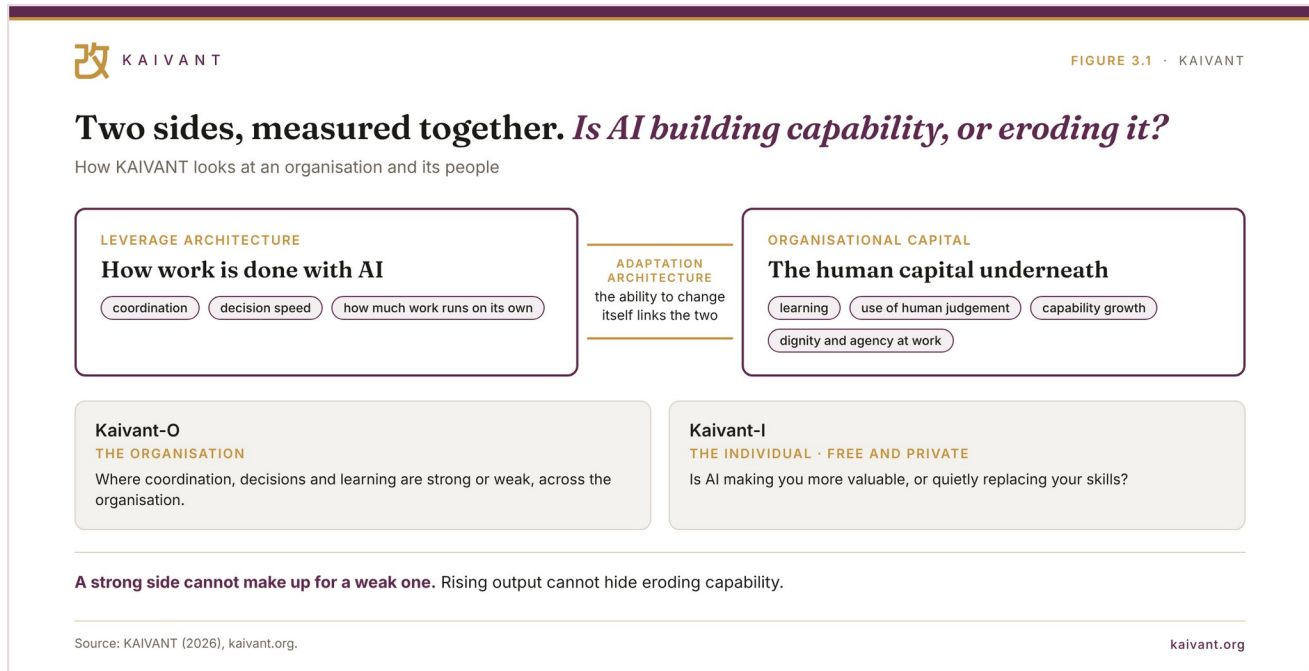
This is why KAIVANT defines AI nativeness by what sits behind the word, not by the word itself. Two questions matter: has the way the organisation works really changed, and are its people becoming more capable as a result? The removal test answers the first. KAIVANT is built to measure both.

### 3. What the Market Offers Today

There is no shortage of models to tell you where you stand with AI. Most describe a ladder of stages, from first experiments to a fully changed organisation.

#### The Maturity Ladders

- **Gartner:** Describes five stages: Foundational, Emerging, Operational, Scaled and Transformational (Gartner, 2026a). It asks you to find your current stage, set a target, and look at the gap. What it does not give is clear criteria for climbing from one stage to the next.
- **IDC MaturityScope 2026:** A large benchmark of 1,900 organisations in 20 markets (IDC, 2026). It scores strategy, governance, people and technology on five stages, from 'ad hoc' to 'optimised'. It finds 3.1% at the top and 61.3% in the bottom two stages. Its advice is sound but high-level.
- **MIT CISR:** Uses four stages: experiment and prepare, build pilots and capabilities, develop AI ways of working, and become AI future ready (MIT CISR, 2024). It links each stage to financial results, and shows the big jump comes between stages 2 and 3. Its empirical data dates from 2022, mostly before generative AI arrived.
- **AI Singapore's AIRI:** The most practical of the public models (AI Singapore, 2026). It scores 15 areas across five levels and gives concrete steps for each move. For example: first build AI literacy and find champions, then form a project team, later grow your own engineering team. Its key rule is to fix your weakest area first. It also says most organisations only need to reach the middle level. It is strong on foundations, but light on how daily work should change.
- **KAIVANT:** Takes a fundamentally different shape. Instead of one ladder, it measures two sides at the same time (KAIVANT, 2026). The first is how work is done with AI today: coordination, decision speed, and how much work runs on its own. The second is the human capital underneath: learning, use of human judgement, capability growth, and people's dignity and agency at work. A third element, the organisation's ability to change itself, links the two. The scoring does not let a strong side hide a weak one, close in spirit to AIRI's rule of fixing the weakest area first. KAIVANT works at two levels: Kaivant-O for the organisation and Kaivant-I for the individual. Its central question is one no other model asks directly: is AI building the capability of the organisation and its people, or eroding it?



## The Pictures of the Future

- **Microsoft's Frontier Firm:** Describes three phases (Microsoft, 2025): AI acts as an assistant, AI agents work as digital colleagues, and agents run whole processes while people set direction. Microsoft says an organisation can be in all three phases at once. It also suggests tracking how many AI agents each person oversees. This comes from a vendor perspective.
- **McKinsey:** Rewired is a complete enterprise playbook, though written before AI agents took off (Lamarre, Smaje and Zimmel, 2023). McKinsey's newer agentic organisation work sketches where organisations are heading and suggests first moves, such as rewiring one or two 'lighthouse' areas fully (McKinsey, 2025).
- **Kai-Fu Lee's AI Native:** The most visible new book on the subject (Lee, 2026). Going by the publisher's description, it treats AI as a change in the economics of business, not just another technology wave. It rejects the idea that AI is mainly a way to shrink the workforce, and says chief executives must lead the change themselves. We have not yet read the full book, so we cannot yet say how far it goes on the route.
- **BCG:** Sorts AI efforts into Deploy (give people access), Reshape (change how a function works) and Invent (create new business). BCG also uses a 10-20-70 rule: 10% of value comes from algorithms, 20% from data and technology, and 70% from people and processes (BCG, 2026a). It is a rule of thumb, not a measured result, but it makes the point well.
- **Deloitte's 2026 Report:** A survey of 3,235 leaders in 24 countries finds that only 30% are redesigning key processes, and just 21% have mature rules for AI agents, while 74% expect to use agents at least moderately within two years (Deloitte, 2026).
- **Gartner Work Redesign Advice:** Tells HR leaders to sort changes into three types: augment, re-engineer or invent (Gartner, 2025). Units that redesign work are twice as likely to beat revenue goals.

## Good at diagnosis. *Quiet on treatment.*

What the main models tell you, and where they stop

| MODEL                                     | WHAT IT TELLS YOU                                                                                                | WHERE IT STOPS                                         |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| Gartner maturity stages                   | Your stage and the gap to your target                                                                            | How to move up between stages                          |
| IDC MaturityScape 2026                    | How you compare with 1,900 others                                                                                | Step-by-step moves                                     |
| MIT CISR four stages                      | Which capabilities pay off at each stage                                                                         | How daily work changes; data from before generative AI |
| AI Singapore AIRI                         | Concrete steps per level; fix the weakest area first                                                             | How the work itself changes                            |
| <b>KAIVANT (Kaivant-O and Kaivant-I)</b>  | How work is done with AI, and whether capability is growing or eroding, for the organisation and for each person | The redesign of each workflow itself                   |
| Microsoft Frontier Firm                   | What the future could look like                                                                                  | The route there, and what happens to skills            |
| McKinsey Rewired and agentic organisation | An enterprise playbook and first moves                                                                           | Updated detail for generative AI and agents            |
| BCG Deploy, Reshape, Invent               | Where value comes from (the 10-20-70 rule)                                                                       | Detailed steps; most sit inside paid projects          |
| Deloitte 2026                             | How few have changed jobs and processes                                                                          | How to do it                                           |
| Gartner work redesign                     | Three kinds of redesign to choose from                                                                           | How to carry them out with teams                       |

A maturity model is like a bathroom scale. It tells you your weight. **It does not tell you what to eat tomorrow.**

Sources: as cited in chapter 3. KAIVANT shaded for reading only, not ranked.

kaivant.org

## Good at Diagnosis, Quiet on Treatment

Read side by side, these models share a pattern. They are good at telling you where you are. They agree that redesigning the work is what matters. But almost none explains, step by step, how to redesign it, in what order, with whom, or how to know it worked.

A maturity model is a bit like a bathroom scale. It tells you your weight and how you compare with others. It does not tell you what to eat tomorrow. The models stop at exactly the point where the hard work starts.

And only KAIVANT checks whether people are becoming more capable, or quietly less able to work without AI. On every other ladder, a high stage can hide capability that is wearing away underneath.

## 4. Why Buying AI Is Not Transforming

If most organisations use AI and only a few have changed, something happens in between. The evidence points to a few familiar traps. None of them is about the technology itself. All of them are about how organisations treat it.

## Pilots That Never Grow Up

Many AI projects start as pilots and never leave that stage. People sometimes call this 'pilot purgatory': a test that runs for months, looks promising, and never becomes the normal way of working.

You may have seen a famous figure: 95% of AI pilots deliver no return. It comes from an MIT NANDA report (MIT NANDA, 2025). Be careful with it. The study was based on 52 interviews and a survey of 153 senior leaders, plus a review of public cases. It does not show how the 95% was calculated, and the authors themselves call their figures directional. It is a warning sign, not a measured fact.

Firmer numbers tell a similar story with less drama. Only 37% of respondents in McKinsey's survey see any profit impact from AI (McKinsey, 2026a). Gartner found that only one in five AI initiatives reaches a measurable return (Gartner, 2025).

## Shadow AI: People Bring Their Own

While official pilots stall, staff move ahead on their own. A Microsoft and LinkedIn survey found that 78% of AI users bring their own AI to work (Microsoft and LinkedIn, 2024). MIT NANDA reported that workers at over 90% of the companies it studied use personal AI, while only 40% of those companies had bought an official subscription (MIT NANDA, 2025).

This is called shadow AI. Picture a sales representative pasting a client's price list into a free chatbot on her phone, because the company's own system is slow. She is trying to do a good job. But the data has now left the building.

That has a cost. IBM's 2025 study of data breaches found that breaches at organisations with high levels of shadow AI cost about US\$670,000 more (IBM, 2025). The study is funded by a vendor, so treat the exact figure with care. Still, the direction is clear: people will use AI with or without permission, and banning it does not stop it.

## Workslop: Work That Only Looks Finished

A newer problem has a funny name and a serious cost: 'workslop'. It means AI-made work that looks polished but does not move the task forward. Think of a ten-page report that reads well but says nothing new, or a slide deck the manager has to rebuild from scratch.

In a US survey, 41% of workers said they had received workslop, and each case took nearly two hours of rework (Niederhoffer et al., 2025). This often happens when leaders push for more AI use without saying what good work looks like. If you count prompts, you get more prompts, not better work.

## Replacing People First, Then Reversing

Some companies went straight for replacement. Klarna said in 2024 that its AI assistant handled about three quarters of customer chats, the work of about 700 staff. By 2025, after complaints about quality, it was hiring human support staff again (Tech.co, 2025). Its chief executive admitted the AI-focused approach had not been the right one.

In Australia, the Commonwealth Bank announced in 2025 that 45 customer service jobs would go, replaced by an AI voice bot. A month later it reversed the decision and apologised, after pressure from the

union (Sadler, 2025). Both are press reports, not studies. But the lesson is plain: replacing people first, before the work is understood, often comes back to bite.

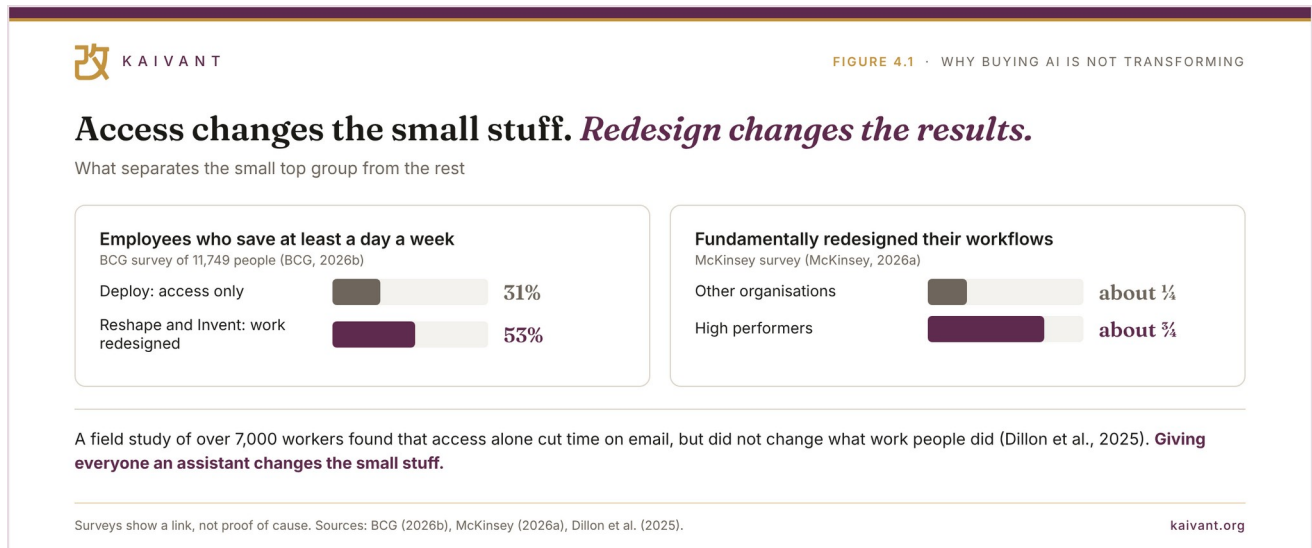
## What the Leaders Do Differently

So what separates the small top group? The answer is not more licences. It is redesigning the work.

McKinsey found that nearly three quarters of its high performers had fundamentally redesigned their workflows, against about a quarter of the others (McKinsey, 2026a). BCG's 2026 survey of 11,749 people in about 20 markets found that 53% of employees in 'Reshape' and 'Invent' efforts save at least a day a week. In 'Deploy' efforts, which only give people access, the figure was 31% (BCG, 2026b).

A field study of over 7,000 workers adds the reason. Access alone cut the time people spent on email, but it did not change what work they did (Dillon et al., 2025). Giving everyone an assistant changes the small stuff. Changing the work changes the results.

One honest note: these are surveys that show a link, not proof of cause. But every major study points the same way.



## One Root Cause

Look at the traps together and they share one root. Each treats AI as something to roll out or as a way to cut costs, instead of as a reason to rethink how work, roles and learning fit together. A rollout is an event. Changing how work is done is a process, with people at its centre.

That is why KAIVANT looks at how an organisation coordinates, decides and learns, and whether its people still bring their own judgement to the work, rather than at how many licences it holds. Shadow AI shows up in that picture too: not only as a risk to manage, but as a sign that people are ready and are finding their own way.

## 5. Augmentation: What It Really Means

Almost every company says the same thing about AI: 'We want to augment our people, not replace them.' It sounds good, and it is usually meant sincerely. But what does augmentation really mean, and how would you know it is happening?

### Two Paths That Look the Same at First

Augmentation means AI makes people more capable. They take on harder problems, judge better and grow in their work. Substitution means AI takes over what people used to do.

Open substitution is easy to see: a job is cut, a task is handed to a machine. The harder case is quiet substitution. Here nobody decides to replace anyone. People simply stop practising a skill because AI does it for them, and slowly the skill fades.

Think of a junior auditor. The AI flags every odd entry in the ledger, so she never learns to spot them herself. Her output looks excellent. But five years later, when the AI misses something unusual, she may not notice. Nobody planned that loss. It just happened.

### An Old Idea, Still the Best One

The idea of augmentation is not new. In 1962, the American engineer Douglas Engelbart wrote a report called *Augmenting Human Intellect* (Engelbart, 1962). He described augmentation as raising a person's ability to deal with complex problems.

His key point was simple. A person never works alone. They work with a shared language, with instruments, with methods and with training. To make people more capable, you must improve all of these together, not just hand over a new machine. And each gain should help you reach the next one.

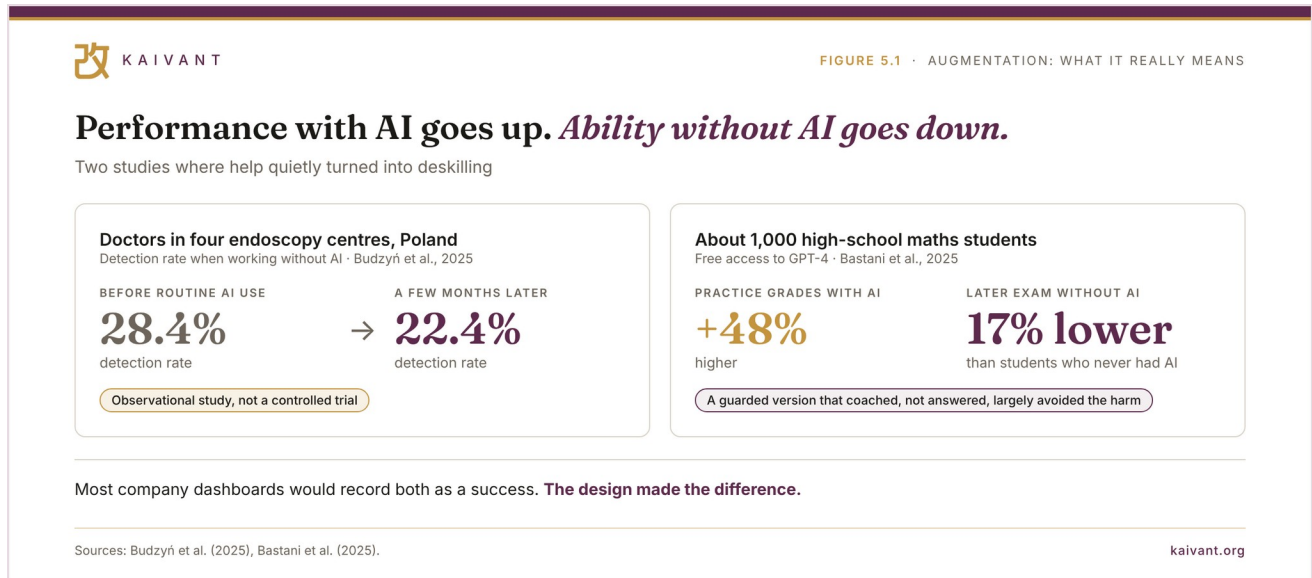
In everyday terms: giving a hospital a new scanner is not enough. You also change the training, the routines, how doctors talk about cases and how juniors learn. Then people grow along with the machine.

### When Help Turns into Harm

Recent studies show how augmentation can quietly slide into deskilling, meaning people lose skills they used to have.

- **Clinical Medicine:** In four endoscopy centres in Poland, doctors began using AI to help find growths in the bowel. A few months later, researchers checked their work without AI. Their detection rate had fallen from 28.4% to 22.4% (Budzyń et al., 2025). This was an observational study, not a controlled trial, but the drop is hard to ignore.
- **Cognitive Skills in Education:** In a study of about 1,000 high-school maths students, free access to GPT-4 raised their practice grades. But in a later exam without AI, they scored 17% lower than students who never had it (Bastani et al., 2025). A guarded version, set up to coach rather than hand over answers, largely avoided the harm. The design made the difference.

The pattern is the same in both. Performance with AI goes up, while ability without AI goes down. Most company dashboards would record that as a success.



## You Need Both, in Balance

It would be easy to conclude: augment always, automate never. The research says that is a mistake too. Raisch and Krakowski describe an automation-augmentation paradox (Raisch and Krakowski, 2021). The two are linked over time, and pushing too far in either direction backfires. Leaders have to manage both together.

Workers agree. Stanford's WORKBank study asked 1,500 US workers which tasks they want AI to take on (Shao et al., 2025). An equal partnership between person and AI was the top wish in only about 45% of occupations. Many people would happily hand some tasks over completely, usually the boring or repetitive ones. Respecting what people want sometimes means automating.

## It Touches Who People Are

There is one more layer. Work is part of who we are. Selenko and colleagues argue that AI can strengthen or threaten a person's sense of identity at work, even when it only supports their tasks (Selenko et al., 2022). Which way it goes depends on how AI is introduced, how working relationships change, and whether others still value what the person brings.

At Novo Nordisk, some staff felt that using AI was a form of cheating, and the company had to work on this openly. This comes from an article co-written by Novo Nordisk's chief digital and information officer (Wade et al., 2025). No one lost a job. People still needed help to see their role in a new way.

## Measuring Which Path You Are On

Most dashboards measure only one side: output with AI. On that measure, the auditor, the doctors and the students above all look like successes.

KAIVANT was built around exactly this problem. Its central question is: is AI building what the human brings, or replacing what the human no longer develops? It looks at both sides together: how work is done with AI today, and whether learning, use of human judgement, capability growth, and people's dignity

and agency are growing. Because a strong side cannot make up for a weak one, rising output cannot hide eroding capability. Kaivant-I asks the same question of each person: is AI making you more valuable?

## PART 2: HOW TO GET THERE (THE PRACTITIONER'S TOOLKIT)

Part 1 looked at where we stand: many claims about AI native, few measured results, and very little about the route. Part 2 is about the route. We look at how to find where AI belongs in the work, how people take it up, what the known change models offer, and what an augmentation transformation could be built from.

### 6. Start from the Work: Mapping Where AI Belongs

Most organisations start from the technology. They buy licences, run a training day and wait for results. The big surveys show where that leads. Deloitte finds that 84% of organisations have not redesigned jobs around AI (Deloitte, 2026). McKinsey finds that about three quarters of its high performers redesigned their workflows, against about a quarter of the rest (McKinsey, 2026a).

So 'redesign the work' is the common advice. But you cannot redesign what you cannot see. Mapping methods make the work visible, so you can decide where AI helps and where people must stay in charge.

#### Seven Mapping Methods, and How to Use Them

Each method below answers a different question. We explain each one in the same way: the idea behind it, when to reach for it, a worked example, and how to run it step by step. Then come the questions a coach would ask your team, and a short conversation with a mentor about the judgement calls. Each method ends with what to add now that AI is part of the work, and one small thing to try next week.

Every method uses a case from a different industry: banking, manufacturing, audit, insurance, local government, healthcare and energy. The cases and conversations are illustrative. They are built from patterns that appear in many organisations, not from one named organisation.

You do not need all seven methods. Most organisations start with one value stream map and add the others as new questions come up.

#### Method 1: Value Stream Mapping and Flow

**The Idea:** A value stream is every step a piece of work passes through, from the moment a customer asks for something to the moment they receive it. A value stream map puts those steps on one page. It grew out of Toyota's production system, where it was used to see waste on the factory floor. It works just as well for office work, where the work is harder to see because it sits in inboxes and systems.

The key insight is simple. In most processes, the work itself takes little time. The waiting takes most of it. A value stream map shows that difference in hard numbers, and that changes the conversation from 'who is slow?' to 'where does the work stand still?'

Three terms to know:

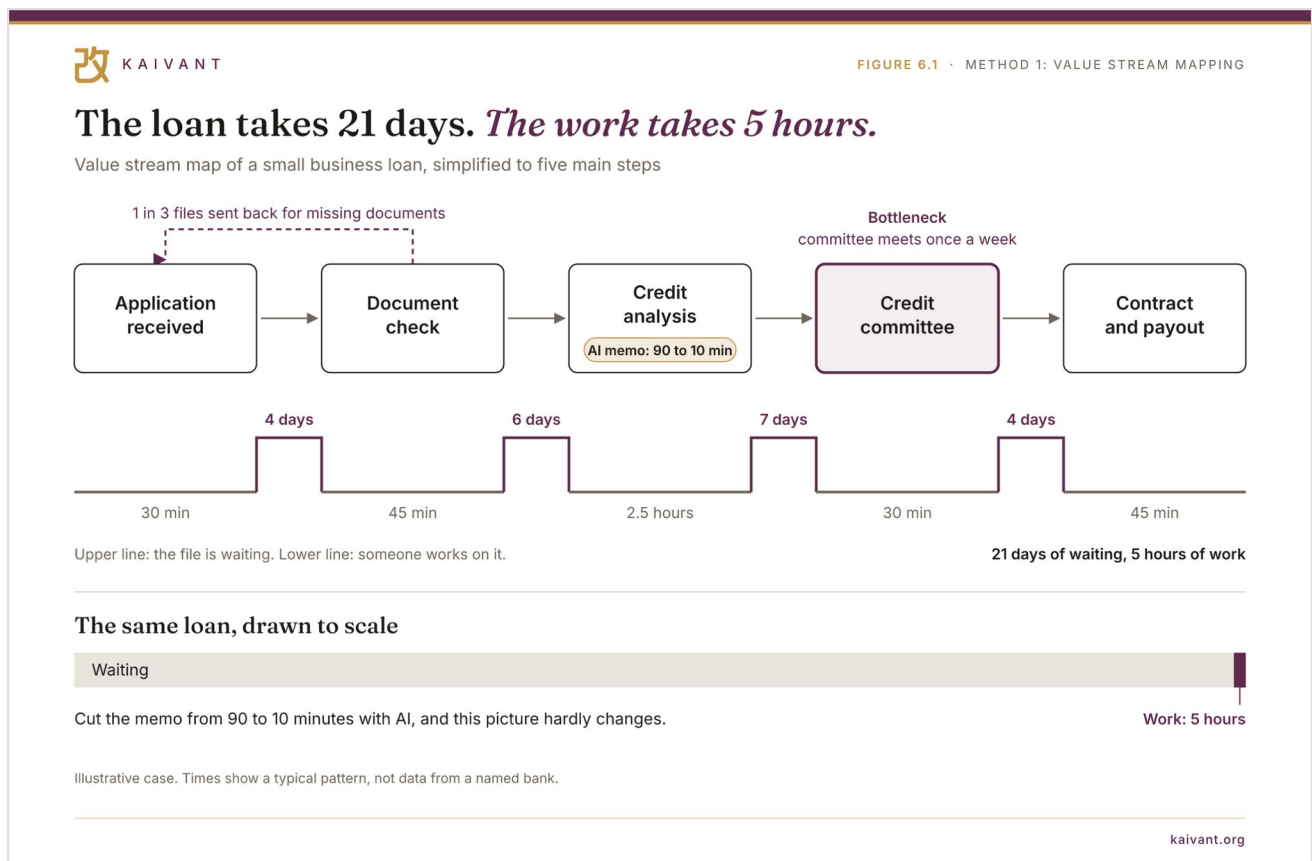
- **Lead time:** the total time from request to delivery, as the customer feels it.
- **Process time:** the time someone actually works on the case.
- **Percent complete and accurate:** how often work arrives at a step good enough to use, without questions or fixes.

**When to Reach for It:** When the question is: why does this take so long, and where does it get stuck? It is the best first method for most organisations, because everyone understands a picture of their own work. It is less useful for work with no clear start and end, such as strategy or open research.

**Worked Example (The Loan Stream):** Our first case comes from banking: a small business loan.

The loan team maps the stream from application to money in the account. They find nine steps and five handoffs. The work itself takes about 5 hours. The customer waits 21 days. Most of that time the file sits in a queue: waiting for missing documents, for a credit analyst, or for the weekly credit committee. The waits add up step by step: 4 days before the document check, 6 days for an analyst, 7 days for the committee and 4 days for the contract. One in three files goes back to the customer, because the application form does not say clearly what is needed.

Now look at where the bank had planned to use AI: drafting the credit memo, which takes 90 minutes of those 5 hours. Even if AI cut it to 10 minutes, the customer would hardly notice. The real gains sit elsewhere: an application checked the moment it arrives, and a credit committee that meets daily for small loans.



## Step by Step: Value Stream Mapping

### 1. Before the workshop:

- Choose one stream and agree its start and end point with the sponsor.
- Invite one or two people from every step, plus someone who can approve changes. Six to ten people is a good size.
- Pull a few real cases from last month, so the group measures instead of guessing.

### 2. In the room, usually one to two days:

- Walk the stream from start to finish, one sticky note per step. Write who does it.
- Under each step, write the process time, the wait before it, and the percent complete and accurate.
- Add up lead time and process time. Let the group see the gap.
- Circle the bottleneck: the step that holds up everything behind it.
- Draw the future map: how should this stream work six months from now? Agree the first three actions, each with one owner.

### 3. After:

- Check progress every two weeks against lead time, not against activity.

## Coach's Questions

- Who is not in the room, and what will we miss without them?
- Are we mapping how the work really runs, or how the manual says it runs?
- Where does the customer wait, and do they know they are waiting?
- If we could change only one thing, which change would the customer feel first?
- Which step are people proudest of, and which do they dread?
- Three months later: did lead time actually move?

## A Mentor's Conversation

**Manager:** *We know our loan process well. Do we really need a map?*

**Mentor:** *Then tell me: how long does a small business loan take, from application to money in the account?*

**Manager:** *About two weeks, I think.*

**Mentor:** *And how many hours does someone actually work on it?*

**Manager:** *Honestly, I don't know.*

**Mentor:** *That is why you map. Not to learn the steps, you know those. To see the time between them.*

**Manager:** *My team will feel judged when the waiting time goes up on the wall.*

**Mentor:** *Will they? Nobody designed those waits. Ask them where the file gets stuck, and you may find they have known for years. What they need is someone who listens.*

**Manager:** *We found twenty problems. Where do we start?*

**Mentor:** *Which three would your customers thank you for? Start there. A list of twenty actions usually means none of them happen.*

**Manager:** *And where does AI come in?*

**Mentor:** *Later than you think. If you put AI on a step that takes 90 minutes while the file waits 20 days, what has the customer gained?*

### Through the Augmentation Lens

For each step, mark whether AI does it, helps with it, or stays out. Then add two questions the classic map never asks: What information do people search for at this step? And what skill do people practise here that they would lose if AI took it over?

In the loan stream, reading a company's accounts is how a junior analyst learns to judge risk. If AI summarises every set of accounts, the team has to plan how juniors will still build that judgement.

**Going Further:** Pereira and Davis turn value stream mapping into a short series of workshops built on five maps: the outcome the team wants, the current stream, its dependencies, the future stream and a roadmap of actions (Pereira and Davis, 2024). The people who do the work own the plan.

**Try This Next Week:** Take one request that reached you recently. Write down when it was asked, when it was delivered, and how many hours someone actually worked on it. That one comparison tells you whether a full map is worth doing.

## Method 2: Process Mining

**The Idea:** Most business systems keep a record of every action: an order was created, approved, changed, received or paid. These records are called event logs. Process mining software reads them and draws the process as it really runs, not as the manual says it runs (van der Aalst, 2025).

A value stream map relies on what people remember and tell. Process mining relies on what the systems recorded. One is rich in stories, the other in facts. You learn most when you use both.

Three terms to know:

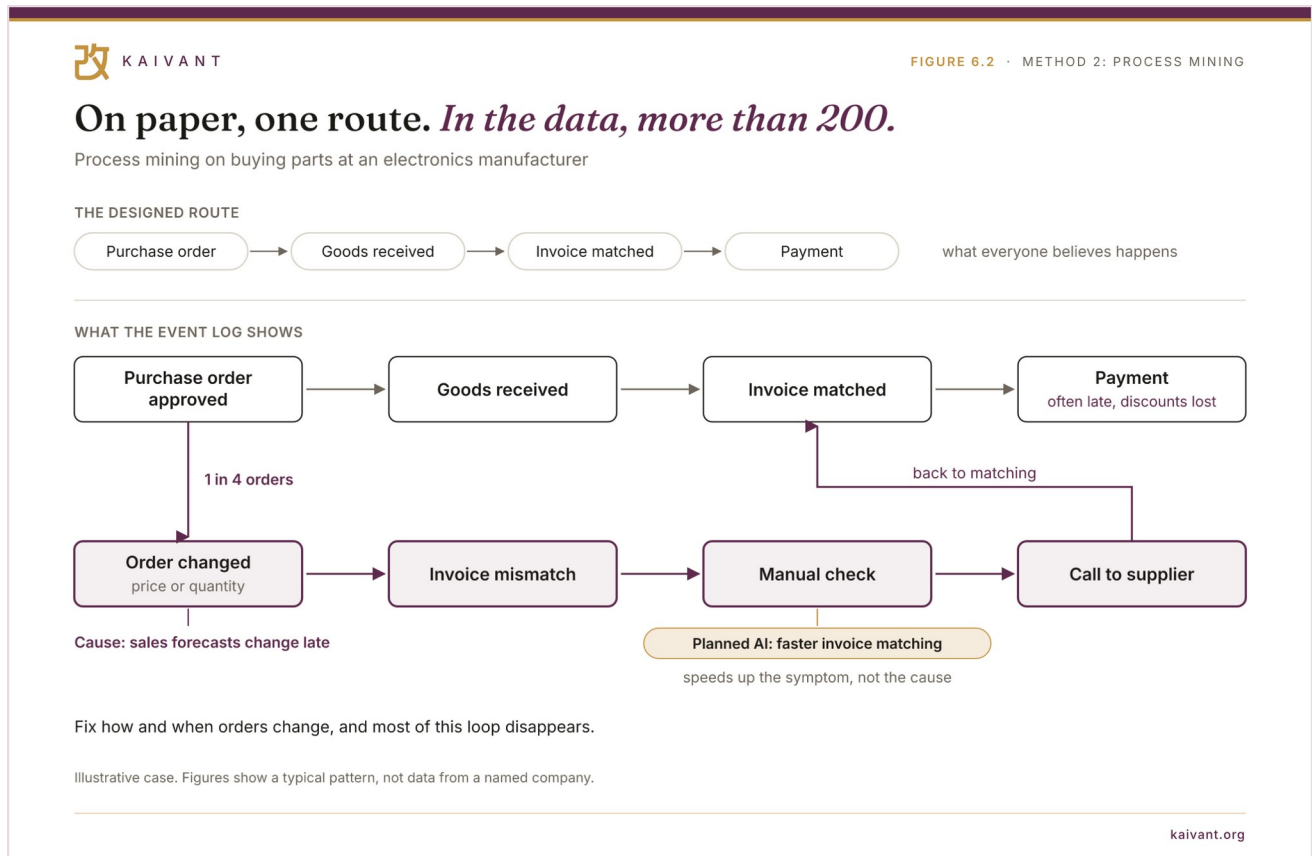
- **Event log:** a list of actions, each with a case number, the name of the action, and the date and time.
- **Variant:** one particular route a case takes through the process. Two cases that skip or repeat different steps are two variants.
- **Conformance:** how closely real cases follow the route the organisation designed.

**When to Reach for It:** When the question is: what really happens across thousands of cases, and how often do things go off track? It needs a process that runs mostly through systems, and enough cases to see patterns. It is less useful where the work happens in email, meetings or people's heads.

**Worked Example (Buying Parts at a Manufacturer):** An electronics manufacturer buys parts from about 400 suppliers. On paper the process is simple: purchase order, goods received, invoice matched, payment. Finance wants AI to match invoices automatically.

The event log tells a different story. Thousands of orders follow more than 200 different routes. One in four purchase orders is changed after approval, usually the price or the quantity. Each change sends the invoice into a mismatch, a manual check and a call to the supplier. Payments run late, and the company loses discounts for paying early.

The real problem sits upstream. Buyers change orders because sales forecasts change late. Automating the invoice match would only speed up a symptom. Fixing how and when orders change removes the cause.



## Step by Step: Process Mining

### 1. Preparation:

- Choose a process that runs mostly through one or two systems, such as buying, claims or customer orders.
- Agree what counts as one case, for example one purchase order, and where a case starts and ends.
- Ask IT to extract the event log for six to twelve months of cases. Check your privacy rules before you start.

### 2. Analysis:

- Load the log into process mining software. Let it draw the main route and every side route.
- Count the variants. How many cases follow the designed route, and how many do not?
- Find the loops, where cases go back for rework, and the long waits between steps.
- Compare groups: by supplier, region, team or product. Differences between groups point to causes.

### 3. With the people:

- Take the findings back to the people who do the work, and ask them why it happens. The data shows what. People explain why.
- Agree what to change. Run the analysis again a few months later to see whether the routes really changed.

### Coach's Questions

- What surprised us most about the real process, and why did nobody see it before?
- Which variants are useful flexibility, and which are waste?
- Where do the data and people's stories disagree, and what does that tell us?
- Who needs to see this picture to be able to change it?
- What is not in the systems, and how will we learn about that part?

### A Mentor's Conversation

**Manager:** *The data is clear. We can show the buyers exactly where they go wrong.*

**Mentor:** *You could. What do you think happens when you put a chart of their mistakes in front of them?*

**Manager:** *They defend themselves, probably.*

**Mentor:** *And then you have a fight about data quality instead of a conversation about the work. What if you asked them why orders change so often?*

**Manager:** *They would say the forecasts arrive late.*

**Mentor:** *So now the problem sits between planning and buying, not with the buyers. The data told you where to look. The people told you why.*

**Manager:** *Should we still automate the invoice matching?*

**Mentor:** *Probably, in time. But ask yourself first: do you want a faster way to handle mismatches, or fewer mismatches?*

### Through the Augmentation Lens

The map shows where rule-based steps repeat thousands of times. Those are candidates for automation. The loops and exceptions show where human judgement is needed most: talking to a supplier, agreeing a price change. Keep those decisions with people, and let AI prepare the case for them, with the history and the options side by side.

Also watch the people who handle the exceptions today. They often know the suppliers best. If AI takes the routine work, make sure their knowledge keeps growing, and that someone is learning from them.

**Try This Next Week:** Ask IT one question: for our most important process, can we get a list of cases with their steps and dates? If the answer is yes, you have the raw material for process mining.

### Method 3: Task Scoring

**The Idea:** A job is a bundle of tasks. AI rarely takes over a whole job, but it can change many of the tasks inside it. Task scoring breaks a role into its tasks and scores each one. The question shifts from 'will AI replace this job?' to 'what should AI do within this job, and what should people keep?'

Several public studies show how. Jobs and Skills Australia scores each task twice: how far AI can augment it and how far AI can automate it. It finds that generative AI can augment more work than it can automate (Jobs and Skills Australia, 2025). Stanford's WORKBank adds what workers themselves want (Shao et al., 2025). The ILO combines three views: AI models score the tasks first, 1,640 workers in

Poland rate them, and experts check the result (Gmyrek et al., 2025). Mercer's work design then rebuilds jobs from the tasks up (Jesuthasan and Ramanathan, n.d.; Jesuthasan and Boudreau, 2022).

Two terms to know:

- **Augment:** AI helps a person do the task better or faster, and the person stays in charge.
- **Automate:** AI does the task alone, and a person at most checks the result.

**When to Reach for It:** When the question is: within this role, what should AI do, what should it help with, and what should stay human? Use it when you redesign roles, plan training, or answer staff who worry about their jobs. On its own it says little about a whole process, because it looks at tasks one at a time.

**Worked Example (The Junior Auditor):** An audit firm wants to know how AI will change the work of its junior auditors. A small team lists 14 tasks, from sampling transactions and checking invoices to writing findings and talking to the client's finance team.

The scores show three groups. Some tasks, such as matching invoices to payments, score high for automation. Others, such as drafting findings, score high for augmentation: AI writes a first version and the auditor sharpens it. A few, such as discussing a doubtful entry with the client, stay human.

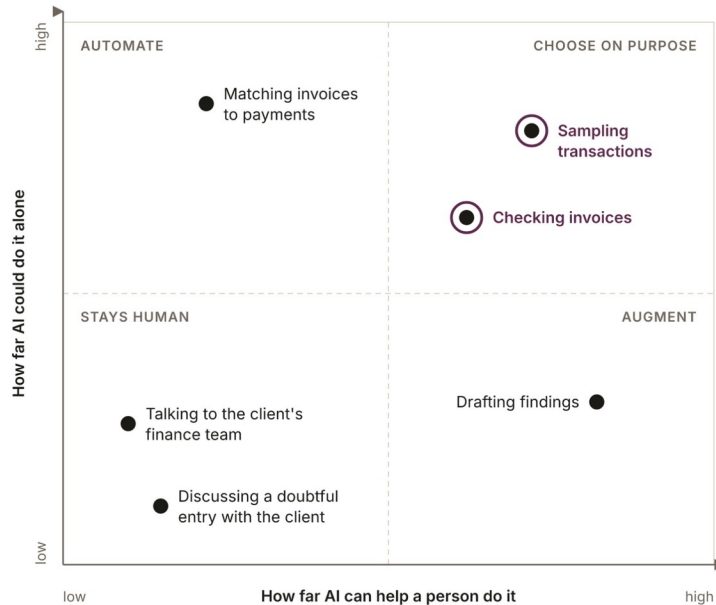
Then the team asks the juniors. They are happy to hand over the matching. But the seniors raise a concern. Sampling and checking is exactly how juniors learn to spot something odd. If AI does all of it, where will the next generation of seniors come from?



FIGURE 6.3 · METHOD 3: TASK SCORING

## Easy to automate is not always *right to automate*.

Task scoring for a junior auditor, 6 of 14 tasks shown



Illustrative case. Positions show a typical pattern, not scores from a named firm.

### The third score

Two scores show what AI can do. They do not show what people must keep doing to stay capable.

● Builds an auditor's judgement

Sampling and checking are how juniors learn to spot something odd. Hand all of it to AI, and where will the next generation of seniors come from?

#### One way to decide on purpose

AI does the sampling. Juniors regularly review a sample without AI and compare their findings.

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### Step by Step: Task Scoring

- Pick one role that matters and that many people hold.
- List 10 to 20 tasks. Start from the job description, then ask the people in the role what they really spend their time on. The real list is usually different.
- Score each task on two scales, for example from 1 to 5: how far AI can help a person do it, and how far AI could do it alone.
- Ask the people in the role which tasks they would like AI to take over, and which they want to keep.
- Ask experienced staff or experts to check the scores against what AI can reliably do today.
- Place the tasks on a grid: help on one axis, automation on the other. Discuss each corner as a team.
- Add a third score for each task: what skill does it build, and how much would it hurt to lose that skill?
- Rebuild the role: which tasks stay, which move to AI, which change, and which new tasks appear, such as checking AI output.
- Score again every six to twelve months, because AI keeps changing.

### Coach's Questions

- Does our task list describe the job as it is today, or as it was written years ago?
- Whose scores count most: the managers', the experts' or the people doing the job?
- Which tasks do people enjoy, and which would they gladly give away?
- Where does a task teach a skill the role needs later?
- What new tasks appear when AI takes over others, and who has the skills for them?

## A Mentor's Conversation

**Manager:** *The scores show that 40% of a junior's tasks can be automated. So we need 40% fewer juniors.*

**Mentor:** *That is one way to read it. Tell me, where do your senior auditors come from?*

**Manager:** *From our juniors, of course.*

**Mentor:** *And how did they learn to spot a strange entry?*

**Manager:** *By checking thousands of them.*

**Mentor:** *So if AI does the checking, what does your team of seniors look like in ten years?*

**Manager:** *Smaller. And with fewer people who can really judge.*

**Mentor:** *That is the question task scoring cannot answer on its own. A task can be easy to automate and still be essential to learn. Which tasks will you automate for efficiency, and which will you keep, or redesign, for learning?*

### Through the Augmentation Lens

Task scores tell you what AI can do. They do not tell you what people should keep doing to stay capable. The third score, the skill a task builds, is where augmentation and substitution part ways. In the audit firm, the answer could be that AI does the sampling, while juniors regularly review a sample without AI and compare their findings.

Remember too that scores are snapshots, and that tasks depend on each other. A list of tasks misses the links between them, and the judgement work that holds a job together (Lund et al., 2026). That is why task scoring works best inside a value stream map, not on its own.

**Try This Next Week:** Write down the ten tasks you spent most time on last week. Mark each one: would you like AI to do it, help with it, or stay out? Then mark which of them taught you something.

## Method 4: Decision Mapping

**The Idea:** Every piece of work hides decisions: approve or reject, pay or investigate, escalate or not. Agrawal, Gans and Goldfarb split each decision in two (Agrawal, Gans and Goldfarb, 2022). Prediction is working out what is likely to happen. Judgement is deciding what matters, and how much risk you accept. AI is getting very good at prediction. Judgement stays with people, and so does accountability. Decision mapping makes this split visible, one decision at a time.

The same authors make a second point that matters even more. Many organisations are built around poor prediction. Extra approvals, fixed rules and safety checks exist because nobody could predict well. When prediction becomes cheap and good, those structures can change. Adding AI to one step is what they call a point solution. Changing the whole way of working is a system solution.

Two terms to know:

- **Hidden rule:** a fixed rule that stands in for a decision, such as 'always ask for three quotes' or 'every claim above a set amount goes to a senior'.

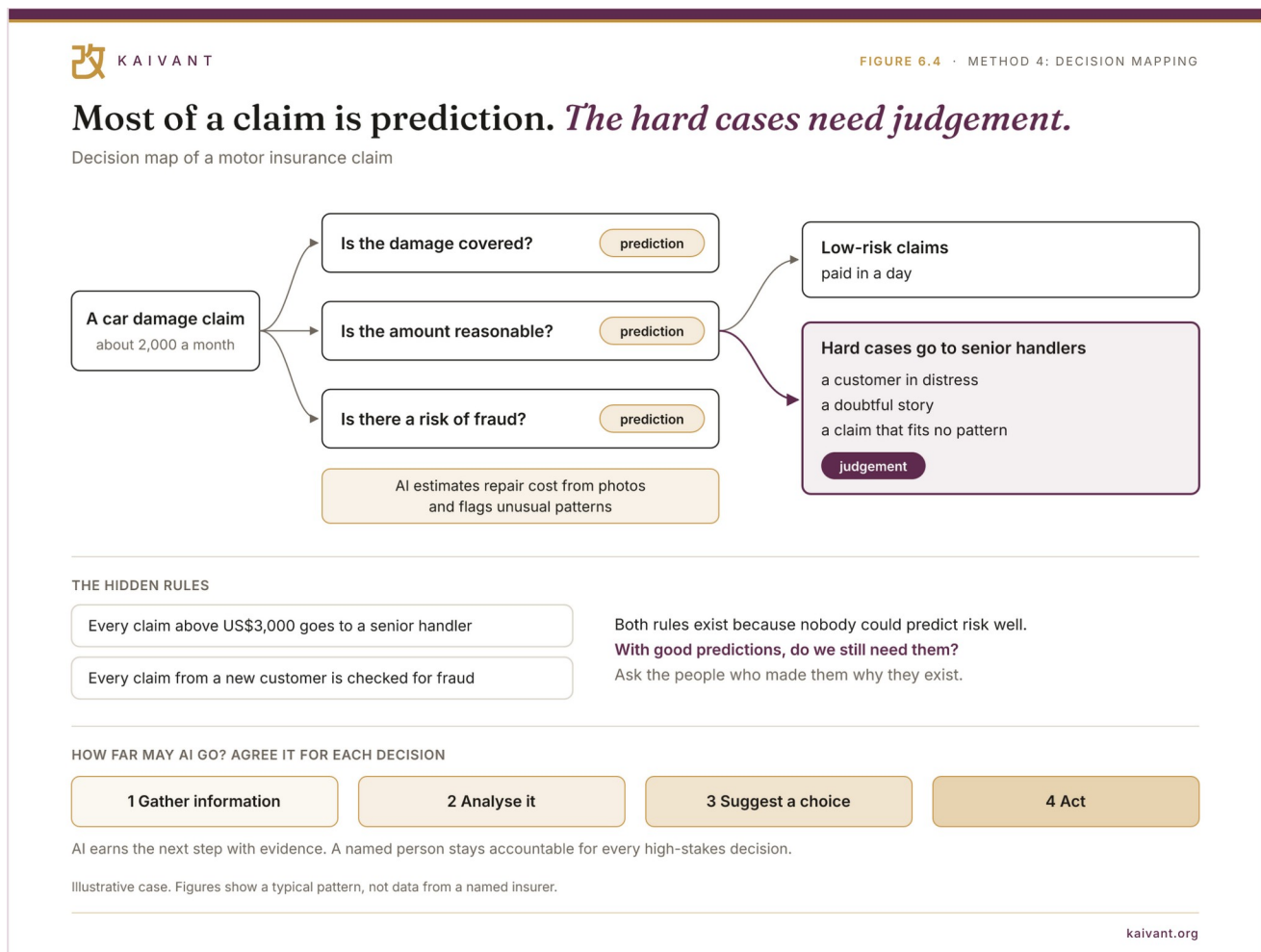
- **Levels of automation:** how far AI may go in a decision: gather information, analyse it, suggest a choice, or act. Human factors research sets these four separately (Parasuraman, Sheridan and Wickens, 2000).

**When to Reach for It:** When the question is: where are the important calls in our work, who makes them, and could better predictions change them? Use it where work is full of approvals, checks and rules. It is less useful where work is mostly physical or creative.

**Worked Example (Motor Insurance Claims):** An insurer handles about 2,000 car damage claims a month. Every claim above US\$3,000 goes to a senior handler. Every claim from a new customer is checked for fraud. A claim takes 12 days on average.

The team maps the decisions. Each claim holds three: is the damage covered, is the amount reasonable, and is there a risk of fraud? All three are mostly predictions. AI could estimate the repair cost from photos and flag unusual patterns.

Now look at the hidden rules. The US\$3,000 limit and the check on every new customer exist because nobody could predict risk well. With good predictions, low-risk claims could be paid in a day. Senior handlers could spend their time on the hard cases: a customer in distress, a doubtful story, a claim that fits no pattern. Those are judgement calls.



## Step by Step: Decision Mapping

- Choose one stream and list every decision in it. For each, note who decides, how often, what information they use, and what a wrong decision costs.
- Split each decision into its prediction part and its judgement part.
- Look for hidden rules. For each rule, ask: what decision is this rule standing in for?
- Ask: if we had a good, cheap prediction here, would we still need this rule, this step or this approval?
- For each decision, agree how far AI may go: gather, analyse, suggest or act.
- Name the person who stays accountable for each high-stakes decision, and what they need to see to carry that responsibility well.
- Agree how decisions will be checked: who reviews a sample of AI-supported decisions, and how often.
- Agree in advance what evidence lets AI take a bigger role, and what moves a decision back to people.
- Take extra care where decisions affect people's lives, such as credit, health, hiring or insurance. Laws in many countries set extra rules there.

## Coach's Questions

- Which decisions in our work are really predictions in disguise?
- Which of our rules would we never invent today?
- Where would a wrong decision hurt a customer most?
- Who is accountable when AI suggests and a person approves without really looking?
- How will people keep the skill to decide on the day AI is unsure?

## A Mentor's Conversation

**Manager:** *If AI predicts fraud better than our handlers, why not let it decide?*

**Mentor:** *For some claims, maybe it should. But when it is wrong, who explains that to the customer?*

**Manager:** *One of our handlers, I suppose.*

**Mentor:** *A handler who did not make the decision, and may not understand it. How would that conversation feel, for both of them?*

**Manager:** *Not great.*

**Mentor:** *So separate two questions. Which predictions can AI make better? And which judgements, and which conversations, should stay with someone who can stand behind them?*

**Manager:** *And the US\$3,000 rule?*

**Mentor:** *Ask the people who made it why it exists. If the answer is 'we could not tell good claims from risky ones', you may not need it anymore.*

## Through the Augmentation Lens

Decision mapping can easily become a plan to take people out of decisions. The augmentation question is different: which decisions should people keep practising, even where AI could take them? A claims handler who never decides a difficult case will not be ready on the day the AI is unsure. Rotate people through hard cases, and let them decide some cases without AI first, then compare.

**Try This Next Week:** Pick one rule your team follows every day. Ask: what decision is this rule standing in for, and would we still need it if we could predict well?

## Method 5: Capability Maps

**The Idea:** A capability map shows on one page what an organisation must be able to do, such as 'issue building permits', 'collect local taxes' or 'maintain roads'. It describes what, not how or who. That makes it stable. Departments, systems and processes change, but the capabilities stay much the same.

That stability is its strength. A capability map lets leaders talk about where AI matters for the strategy, without getting lost in processes or systems. Its risk is that it becomes a project for architects, far from the daily work. Keep it to one page, and use it to choose, not to describe everything.

Two terms to know:

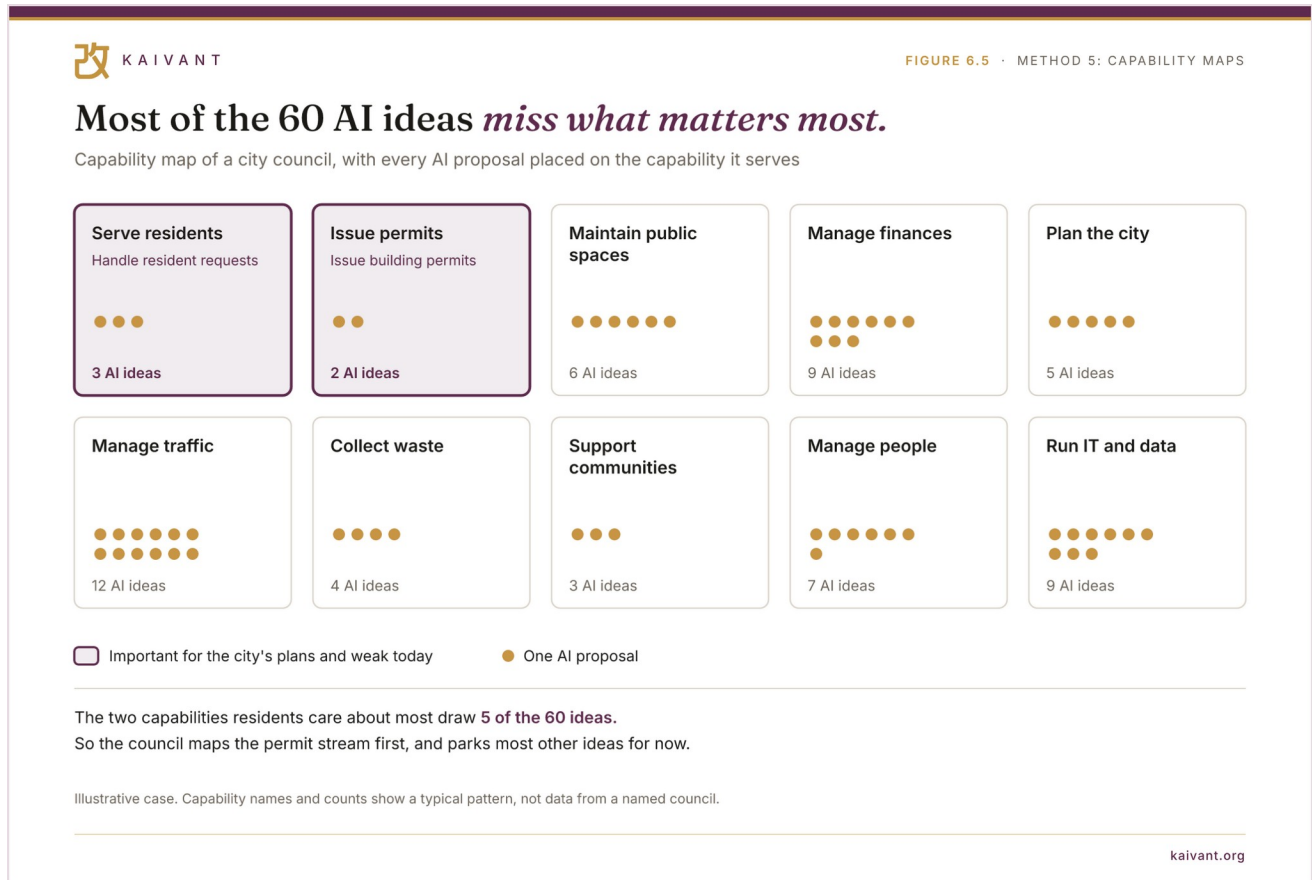
- **Capability:** something the organisation must be able to do, described with a verb and a noun.
- **Heat map:** a capability map coloured by importance and current performance, so the problem areas stand out.

**When to Reach for It:** When the question is: where should AI investment go first, and how does it link to our strategy? Use it when leaders must choose among many AI ideas. It does not show how work flows, so it is a starting point for choosing, not for redesigning.

**Worked Example (A City Council):** A city council with 3,000 staff has more than 60 AI proposals on the table, from chatbots to traffic prediction. The leadership team cannot judge them one by one.

They build a capability map with ten main capabilities, such as serving residents, issuing permits, maintaining public spaces and managing finances. Each breaks into four to six smaller ones. Then they rate each one on importance for the city's plans and on current performance.

Two capabilities stand out: 'handle resident requests' and 'issue building permits'. Both matter to residents, and both perform poorly. Most of the 60 proposals touch neither. The council picks the permit stream for its first value stream map, and parks most of the other ideas for now.



### Step by Step: Capability Mapping

- With a small group of leaders, list eight to twelve top-level capabilities that together cover everything the organisation does.
- Break each into three to six smaller capabilities. Use a verb and a noun for each, and leave out department names.
- Rate each smaller capability on importance for the strategy and on current performance, for example on a scale of 1 to 5.
- Colour the map. Important and weak capabilities stand out at once.
- Place every AI proposal on the capability it serves. Notice where proposals cluster, and where important capabilities have none.
- For the top two or three capabilities, ask where AI could make a real difference. Gartner suggests ranking capabilities in this way to decide where AI investment goes first (Gartner, 2026b).
- Link each chosen capability to the value streams that use it, and start mapping there.

### Coach's Questions

- Does this map describe what we must be able to do, or how we happen to be organised today?
- Where do our AI ideas cluster, and is that where it matters most?
- Which important capabilities have no ideas at all?
- Which capabilities depend on experienced people we cannot easily replace?
- Who has to agree on the ratings for this map to be trusted?

## A Mentor's Conversation

**Manager:** *We have 60 AI ideas, and every department wants funding. How do I choose?*

**Mentor:** *What happens if you fund all 60?*

**Manager:** *We spread the money thin, and nothing really changes.*

**Mentor:** *And if you fund none?*

**Manager:** *People do it on their own anyway.*

**Mentor:** *So the question is not which ideas are good. Many are. The question is which ones touch what matters most to your residents. Have you asked yourselves what that is?*

**Manager:** *Permits, I think. Everyone complains about permits.*

**Mentor:** *Then start there, and tell the departments why. People accept a 'not now' much more easily when they can see the reasoning.*

### Through the Augmentation Lens

Add a column to the map for the human capability behind each business capability. 'Issue building permits' depends on experienced planners who know the local rules and the local history. If AI checks the applications, how will the next planners learn what the experienced ones know? A capability is only as strong as the people who carry it.

**Try This Next Week:** Write down the five things your organisation must be able to do well to succeed. Then list your current AI initiatives. How many of them serve those five?

## Method 6: Service Blueprints and Jobs-to-be-Done

**The Idea:** A service blueprint follows one customer journey and shows two layers at once. On top is what the customer sees and does. Below a line, called the line of visibility, is the work behind the scenes that makes it happen. The blueprint connects the customer's experience to the internal work, so you can see why a moment goes well or badly.

Jobs-to-be-done starts one step earlier. It asks what the customer is really trying to get done, and works backwards from there (Ulwick, 2016). A patient does not want a discharge letter. They want to get home safely and know what to do next.

Together, the two methods keep the customer at the centre when AI enters the work. That matters, because AI agents now act on both sides of the line, sometimes even on behalf of the customer. So it must stay clear which person is accountable, even when an agent does the work (Ozenc, 2026).

Two terms to know:

- **Line of visibility:** the line between what the customer sees and what happens behind the scenes.
- **Job:** the progress a customer is trying to make in their situation, described in their words, not yours.

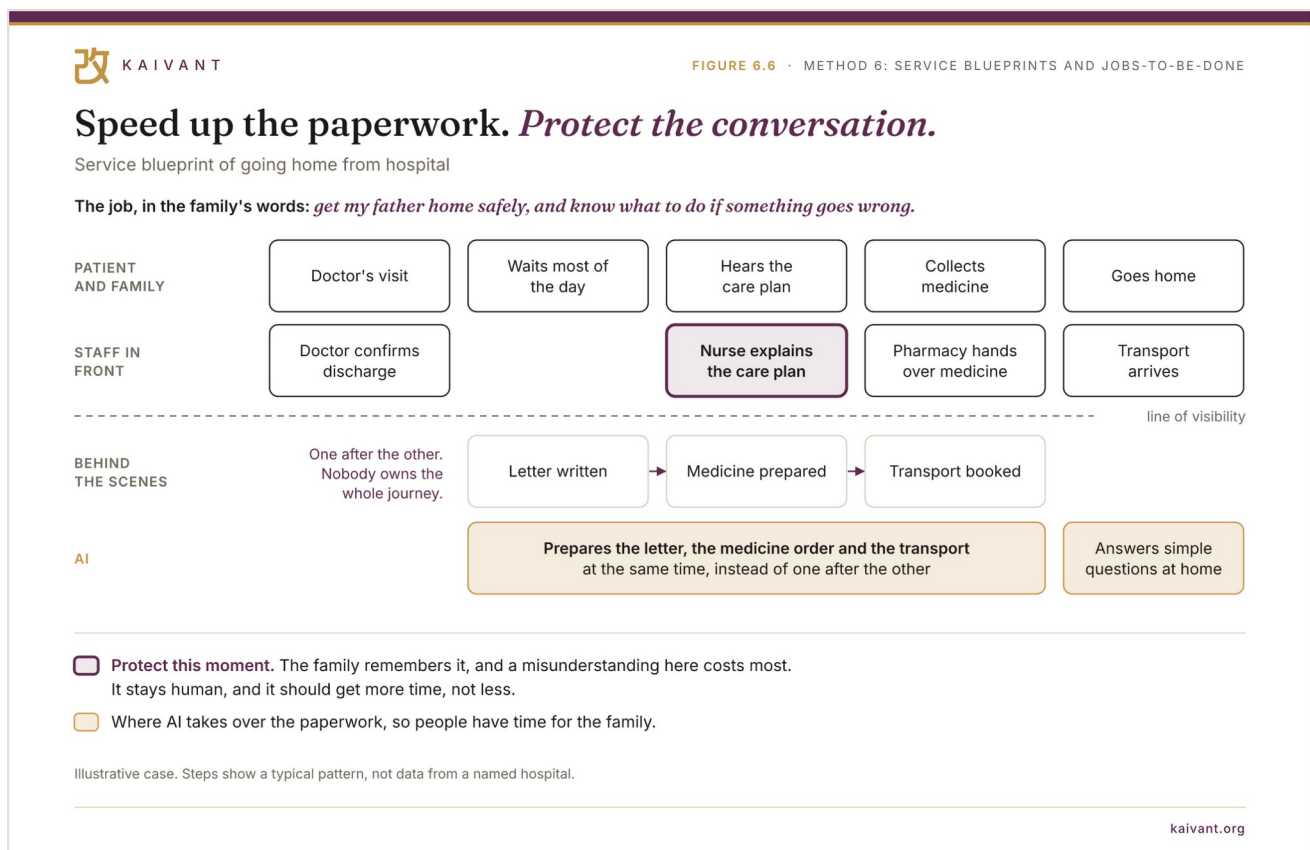
**When to Reach for It:** When the question is: what does the customer experience, and who is responsible at each moment? Use it for any service where customers meet your organisation, in person or online. It says little about internal skills, so pair it with task scoring or a knowledge map.

**Worked Example (Going Home from Hospital):** A hospital wants to use AI to speed up discharge, the moment patients leave the ward. Patients often wait most of their last day for a letter, their medicine and transport.

The team starts with the job. They interview patients and families. The job is not 'be discharged'. It is closer to 'get my father home safely, and know what to do if something goes wrong'.

Then they draw the blueprint. Above the line: the doctor's visit, the wait, the nurse's explanation, the pharmacy, the taxi. Below the line, three teams work on the letter, the medicine and the transport, one after the other. Nobody owns the whole journey.

AI could prepare all three at the same time, and answer simple questions from the family. But the blueprint shows which moment matters most: the nurse explaining the care plan. That is the moment the family will remember, and where a misunderstanding costs most. It stays human, and it should get more time, not less.



### Step by Step: The Service Blueprint

- Pick one journey, from the customer's first contact to the end.

- Draw lanes from top to bottom: what the customer does, what staff do in front of the customer, the line of visibility, what staff do behind the scenes, and the systems that support them.
- Walk the journey as the customer would, step by step. If you can, follow a real customer, with their permission.
- Fill the lanes. Mark where customers wait, where things go wrong, and where they get confused.
- Add a lane for AI. Show where AI talks to the customer, and where it works behind the scenes.
- At every handoff between a person and AI, write down which role is accountable.
- Mark the moments that need human warmth or judgement, and protect them in the redesign.

### Step by Step: Jobs-to-be-Done

- Interview customers about a recent time they used your service. Ask what they were trying to achieve, what made it hard, and what they did instead.
- Write the job in one line, in their words.
- Break the job into its steps, from getting ready to finishing. Ask where customers struggle or give up.
- Then ask the bigger question: could AI help customers get this job done in a different way altogether?

### Coach's Questions

- Are we describing the journey we designed, or the one customers actually live?
- What is the customer really trying to get done, beyond our service?
- At which moment do customers decide whether they trust us?
- Who owns the journey as a whole, not just their own part of it?
- Where would a customer rather talk to a person, and where would they rather not wait for one?

### A Mentor's Conversation

**Manager:** *Our idea is an AI assistant that answers patients' questions after discharge. It saves the nurses time.*

**Mentor:** *It might. What do families ask most once they are home?*

**Manager:** *About medicine, mostly. When to take what.*

**Mentor:** *And why do they not know?*

**Manager:** *Because the explanation at discharge is rushed.*

**Mentor:** *So an AI assistant treats the result. What if AI took over the paperwork instead, so the nurse had twenty quiet minutes with the family?*

**Manager:** *Then there might be fewer questions later.*

**Mentor:** *Maybe. Try both and measure. But notice where each idea started. Your first idea started from the nurses' time. The second started from the patient's job.*

### Through the Augmentation Lens

Ask what front-line staff learn from talking to customers. A nurse who explains care plans every day learns which explanations work. A bank teller learns what customers worry about. If AI handles all routine contact, that learning stops. Decide on purpose which conversations stay with people, and how what they learn flows back into the service.

**Try This Next Week:** Ask three customers to describe, in their own words, what they were trying to get done when they last used your service. Compare their words with the way you describe your service.

## Method 7: Network and Knowledge-Flow Mapping

**The Idea:** An organisation chart shows who reports to whom. It does not show how work really gets done. In every organisation, people ask each other for help, and a few people hold knowledge that many depend on. Network and knowledge-flow mapping makes these hidden lines visible.

This matters for AI in two ways. AI can take routine questions off experts, which frees them for harder work. But AI can also cut the conversations through which knowledge passes from experienced people to newer ones. A European field experiment found that an organisation-specific AI assistant changed who people turned to for knowledge (Buechsenschuss et al., 2026).

Two terms to know:

- **Central expert:** someone many people go to for help. Often a hidden bottleneck, and often unaware of it.
- **Tacit knowledge:** know-how people have but cannot easily write down. It often lives in unspoken signals between people, which are hard to turn into data, so it stays hard for AI to capture (Tamura, 2025).

**When to Reach for It:** When the question is: where does our know-how sit, who are the hidden bottlenecks, and where could AI take routine questions off our experts? Use it before introducing an AI knowledge assistant, or when experienced staff are close to retiring. We found no published method yet that uses this kind of map to decide where AI belongs, so treat it as a careful experiment.

**Worked Example (Field Engineers at an Energy Company):** An energy company runs a network of electrical substations. Its 300 field engineers often call a colleague when they meet an unusual fault.

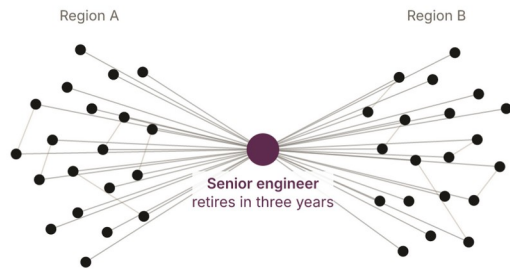
A short survey asks two questions: who do you call when you are stuck on a fault, and who do you go to for advice on safety? The map shows one senior engineer at the centre. Forty colleagues call her regularly, and she retires in three years. Two regional teams barely talk to each other, and each solves the same problems separately.

The company was already planning an AI assistant built on its manuals and past fault reports. The map helps shape it. The assistant takes the routine questions about procedures and parts. Unusual faults still go to people, and the senior engineer takes two juniors with her on difficult jobs. The two regional teams start a monthly session to share what they learned.

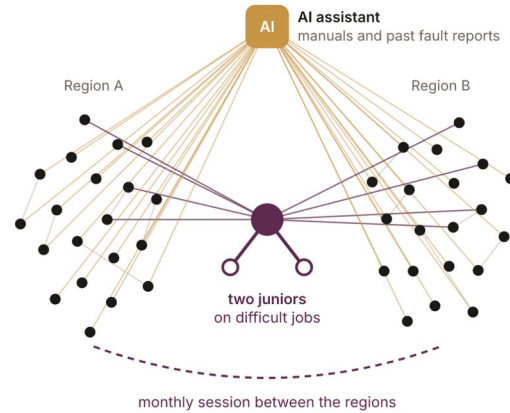
## AI takes the routine questions. *People keep the hard ones.*

Knowledge-flow map of the 40 field engineers who call one senior colleague

BEFORE



AFTER



● field engineer    — routine question, now answered by AI    — unusual fault, still a conversation between people

Before, one person carries 40 colleagues and two regions solve the same problems twice.

After, AI answers what is in the manuals, and the conversations where people learn are protected.

Illustrative case. The network shows a typical pattern, not data from a named company.

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### Step by Step: Network and Knowledge-Flow Mapping

- Choose one area, such as a department, a region or the people in one value stream.
- Explain to staff what the survey is for, and that individual answers stay private.
- Ask two or three questions, such as 'who do you go to for advice on this kind of work?' and 'who do you go to when you are stuck?'
- Draw the answers as a network: each person a dot, each request for help a line.
- Look for three things: experts everyone depends on, people or teams who are cut off, and the few people who connect groups.
- Ask the central experts which questions they answer again and again. Those are candidates for an AI assistant that draws on your own documents.
- Mark the knowledge that is learned only by doing and working side by side. Plan how it keeps moving between people.
- Measure how much time people spend searching for information. CETPM calls this cognitive waste (May, 2025).
- Repeat the map six to twelve months after AI arrives, and see how the network has changed.

### Coach's Questions

- Who would we miss most if they left tomorrow, and does our organisation chart show it?
- Which questions do our experts answer every week that an AI assistant, fed with our own documents, could answer?

- Which knowledge can only be learned next to someone?
- Who connects our teams, and do they know how important that is?
- After AI arrives: are people still asking each other, or only asking AI?

### A Mentor's Conversation

**Manager:** *If we put all our manuals into an AI assistant, we no longer depend on a few experts.*

**Mentor:** *That sounds like a relief. But how did your experts become experts?*

**Manager:** *Years on the job. Difficult faults. Learning from the old hands.*

**Mentor:** *And where do your juniors learn now?*

**Manager:** *Partly by calling those experts.*

**Mentor:** *So if every question goes to AI, what happens to those calls?*

**Manager:** *They stop. And the juniors learn less.*

**Mentor:** *Then design for both. Let AI take what is in the manuals. Protect the conversations about what is not.*

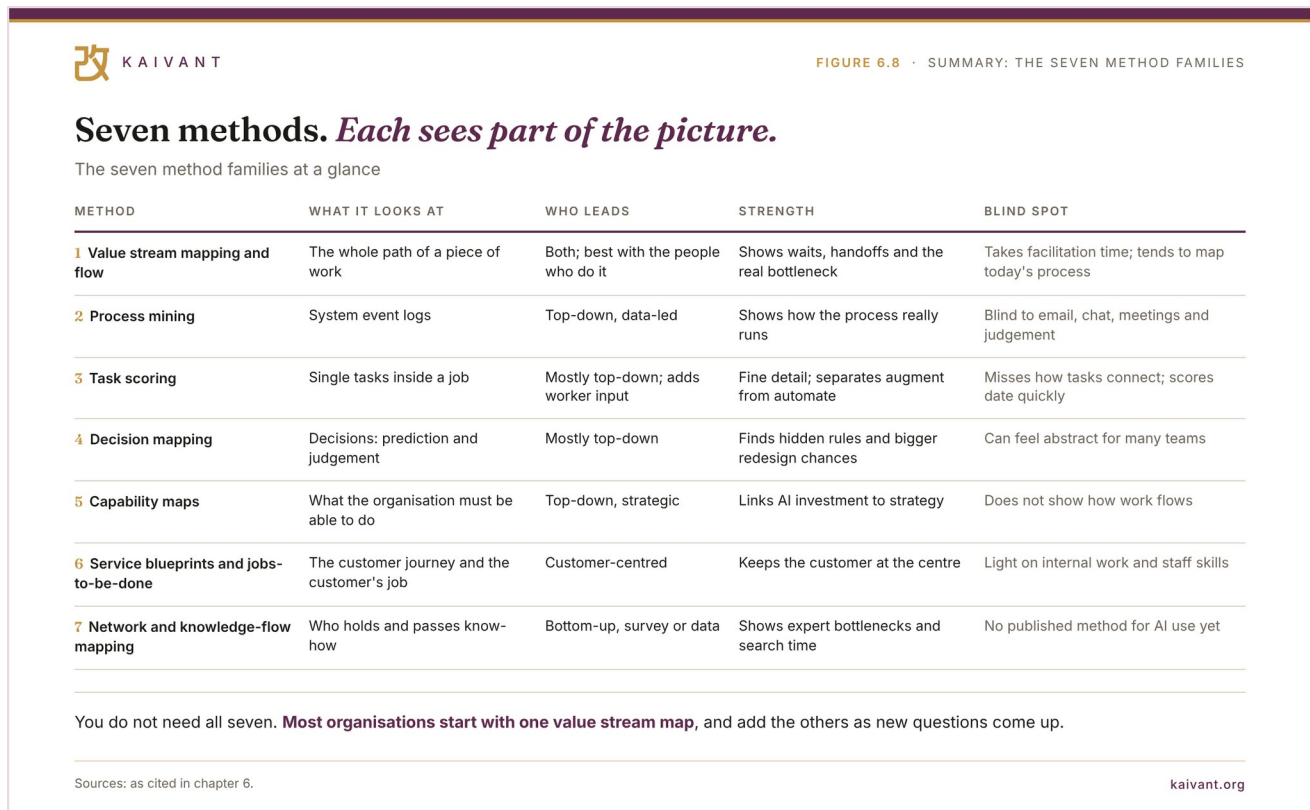
### Through the Augmentation Lens

A knowledge map shows something no other method shows: how capability passes from person to person. That is exactly the flow AI can strengthen or quietly cut. So the question is not only 'where can AI answer questions?' It is also 'which conversations do we want to keep, because that is where people grow?'

A network map is about people, so handle it with care. Never use it to judge anyone's performance. If people suspect that, they will stop answering honestly, and the map loses its value.

**Try This Next Week:** Write down the three people you go to most when you are stuck. Then ask yourself: who comes to you, and what would they do if you were not there?

## Summary: The Seven Method Families

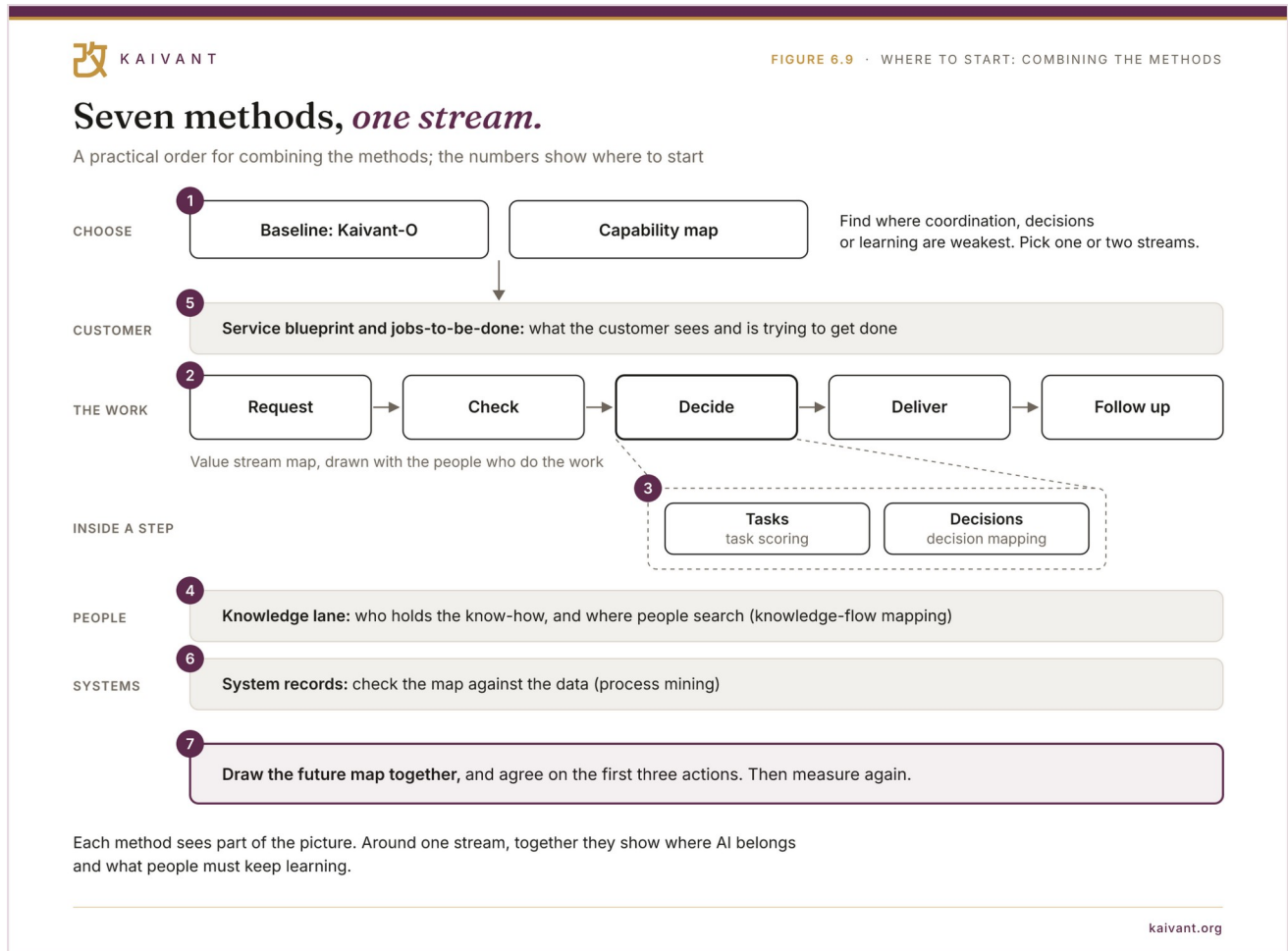


## Where to Start: Combining the Methods

You do not need all seven at once. Each method sees part of the picture, so the skill is in combining them around one stream. A practical order looks like this:

- **1. Baseline:** Start from an honest baseline. Kaivant-O shows where coordination, decisions or learning are weakest. Use it, with a capability map if you have one, to choose one or two streams that matter.
- **2. Flow:** Draw the value stream map of that stream with the people who do the work.
- **3. Tasks and Decisions:** Inside the map, mark the key decisions and score the tasks at each step.
- **4. Knowledge:** Add a knowledge lane: where people search for information, and who holds the know-how.
- **5. Customer:** If the stream touches customers, add a service blueprint view.
- **6. Validation:** Where the stream runs through systems, check the map against process mining data.
- **7. Future State:** Draw the future map together, and agree on the first three actions.

The first time, this takes a few workshops, not a big programme. The second time goes faster, because the team already knows how to read its own work.



## AI Value Stream Mapping: What Exists

AI value stream mapping is young, but no longer empty ground. At the Lean Enterprise Institute, Pereira argues that AI makes both strengths and problems bigger. His warning example: a team celebrates 30% faster coding, while missing that the testing queue has grown four times longer (Pereira, 2026).

Ethington adds a simple rule: first ask if a step should exist at all, before you give it to AI (Ethington, 2026).

A 2025 master's thesis at Aalto University adds two scores to each step on the map: how repetitive it is and how important it is (Poteri, 2025). McKinsey describes AI agents doing the work along each stage of software delivery, passing it on in machine-readable form, with people stepping in at set review gates. It is a value stream map in all but name (McKinsey, 2026b).

The book *Lean-AI* by Dalal and Cudney received the Shingo Publication Award in June 2026 (Shingo Institute, 2026). It combines AI with value stream mapping and other lean methods, with people leading. We have not yet reviewed it, so we cannot say how deep its method goes. In Germany, CETPM proposes new types of waste for the AI era. One is 'cognitive waste': time spent searching for information. Others are work that does not serve the goals, and data that is never used (May, 2025). The author calls these ideas thought experiments.

## What Is Missing and Key Lessons

Three things are still missing. No notation: no agreed symbols or fields that show AI on a map. No protocol: no step-by-step way to run the mapping. No test: no peer-reviewed study of AI value stream mapping in office or knowledge work.

Key lessons from the empirical evidence:

- **Map the whole flow first:** AI value sits in chains of connected steps, not in single tasks (Demirer et al., 2026).
- **Find the bottleneck:** At a Haier factory, order to shipment took 7.1 days while production took only 2.3. Twelve approval stages held the rest (Yicai Global, 2026).
- **Remove waste before adding AI:** Automating a messy process gives you a faster mess.
- **Score tasks inside the flow:** Task scores are snapshots, and tasks depend on each other (Lund et al., 2026).
- **Add a knowledge and data lane:** Show where people search for information and where know-how lives only in someone's head.
- **Involve the people who do the work:** Adoption is higher where employees have real influence in their organisation (Henseke, 2026).

## The Tension: Improving Today or Redesigning for Tomorrow

Mapping today's process pulls you towards bolting AI onto the way you already work. Agrawal, Gans and Goldfarb call this a point solution. The bigger prize is a system solution, where the whole way of working changes (Agrawal, Gans and Goldfarb, 2022).

### Two Maps, Side by Side

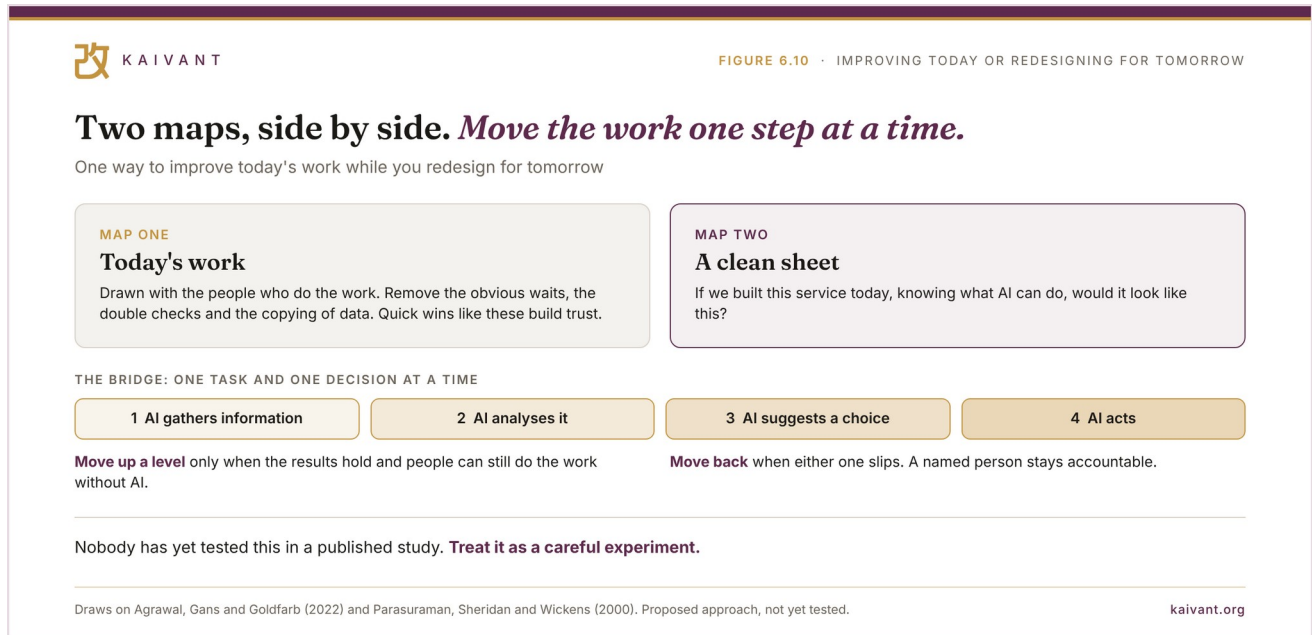
So how do you improve today's work and still redesign for tomorrow? One way is to work on two maps at the same time.

The first map is today's work, drawn with the people who do it. Here you remove the obvious waits, the double checks and the copying of data. Quick wins like these build trust.

The second map starts from a blank page. It asks: if we built this service today, knowing what AI can do, would it look like this?

Then you move the work from the first map towards the second, one task and one decision at a time. Use the four levels from decision mapping: AI gathers information, analyses it, suggests a choice, or acts. A task moves up a level only when the results hold and people can still do the work without AI. If either slips, it moves back.

How to do this without losing the people who built the first map has not yet been tested in any published study. Treat it as a careful experiment, and tell us what you learn.



One more lesson follows from all of this. No single mapping method is enough. Flow, task scoring, decisions and knowledge flows need to come together on one map, drawn with the people who do the work. And the map should show not only what AI does, but what the people in the stream are learning or losing. That is the capability side KAIVANT measures, and it is the part every other mapping method leaves out.

## 7. Start from the People: Bottom-Up Adoption

Mapping shows where AI could fit. People decide whether it actually does. In most organisations, employees are already ahead of the official plan. The question is whether leaders can see what they are doing, learn from it and build on it.

### The Crowd Is Already Using AI

Mollick describes 'secret cyborgs': employees who use AI but hide it from their employer (Mollick, 2023). They hide it because of bans, because AI-written work is looked down on, or because they fear that sharing their gains will lead to job cuts. MIT NANDA found that workers at over 90% of the companies it surveyed use personal AI accounts, while only 40% of those companies say they bought an official subscription (MIT NANDA, 2025).

Mollick's answer is a model with three parts: Leadership, Lab and Crowd (Mollick, 2025). The Crowd is everyone, finding uses by trying AI in their own work. The Lab turns the best finds into shared practices and tests them. Leadership sets direction, gives permission and makes clear promises about jobs. It is the best-described bottom-up model, but it is argued, not tested.

## Champions Networks

Many companies use champions: respected staff who try AI early and help colleagues. Moderna ran a prompt contest to find its top 100 users and made them champions (OpenAI, 2024). Novo Nordisk built a champion network from experienced staff (Wade et al., 2025). MUFG named champions in every department (OpenAI, 2026). These stories sound convincing. Still, we found no independent study that compares champions networks against a control group.

## Trust, Safety and Encouragement

Trust matters more than technology. A US Gallup panel found that trust in leaders and clear communication from managers were the strongest predictors of AI uptake (Makridis, 2025). Psychological safety, the feeling that you can try things without being punished, predicts whether people start using AI. It does not predict how often or how long they use it later (Reich et al., 2026). So safety opens the door, but other things are needed to go further.

Simple encouragement works. In Denmark, employer encouragement nearly doubled AI take-up, from 47% to 83% for a typical worker (Humlum and Vestergaard, 2025). But fear grows with deeper change. Where redesign is extensive, 46% of employees worry about job security, against 34% elsewhere (BCG, 2025).

## What the Field Experiments Show

The strongest evidence comes from field experiments, where some people get AI and others do not:

- **BCG Consultants (Dell'Acqua et al., 2023):** 758 consultants with AI did 12% more tasks, 25% faster and at 40% higher quality, for tasks AI handles well. For a task outside what AI handles well, they were about 19 points less likely to get it right. The authors call this the 'jagged frontier'.
- **Call Centre Support (Brynjolfsson, Li and Raymond, 2025):** 5,179 support agents solved 14% more issues per hour with AI. Novices gained 34%.
- **Procter & Gamble (Dell'Acqua et al., 2025):** Among 776 staff, one person with AI matched a team without AI. AI also helped break down walls between technical and commercial staff.
- **Software Developers (METR, 2025):** Experienced developers felt 20% faster with AI, but were measured as 19% slower. A 2026 update suggests a speed-up, on what METR itself calls very weak evidence.

Two lessons stand out. Who gains depends on the work: novices gained most in the call centre, while at Novo Nordisk experienced staff gained most in expert work, because judging AI output takes knowledge. And what people feel is not what they get. You have to measure.



FIGURE 7.1 · WHAT THE FIELD EXPERIMENTS SHOW

## Who gains depends on the work. *What people feel is not what they get.*

Four field experiments, where some people got AI and others did not

### 758 BCG consultants

Dell'Acqua et al., 2023

**+40% quality**

on tasks AI handles well

But on a task outside what AI handles well, they were about 19 points less likely to get it right: the “jagged frontier”.

### 5,179 call centre agents

Brynjolfsson, Li and Raymond, 2025

**+14% · novices +34%**

issues solved per hour

The least experienced gained most.

### 776 Procter & Gamble staff

Dell'Acqua et al., 2025

**1 person = 1 team**

one person with AI matched a team without it

AI also helped break down walls between technical and commercial staff.

### Experienced software developers

METR, 2025

**felt 20% faster**

but were measured 19% slower

A 2026 update suggests a speed-up, on what METR itself calls very weak evidence.

**You have to measure.** Self-reported time saved is the easiest number to collect, and the easiest to get wrong.

Sources: Dell'Acqua et al. (2023, 2025), Brynjolfsson, Li and Raymond (2025), METR (2025).

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## Company Cases: Three Patterns

Almost every number in the cases below comes from the company itself or from its AI supplier. None has been checked independently. The sources for each case are listed in Part 3, under Company cases.

## Permission from the top. *Discovery from below.*

Nine company cases, grouped by how AI adoption started

← started with the people

started with leadership →

### BORN BOTTOM-UP

#### Grab

Singapore

Began in 2023 as one engineer's weekend project after a support-bot attempt failed. Over 3,000 users within three months; almost all staff by May 2025.

Company's own blog

### HYBRID

#### Panasonic Connect

Japan

Access for about 12,500 staff with little training. About 186,000 hours saved in the first year (an estimate); 448,000 hours reported for 2024.

Company figures, Japanese press, vendor story

#### Novo Nordisk

Denmark

About 20,000 users. Champions, playbooks, a campaign against AI shaming. 15% of early users stopped.

Co-written by IMD researchers and company leaders

#### MUFG

Japan

About 35,000 staff, champions in each department. 1,800 custom assistants in four months.

Vendor story; counts activity, not value

#### DBS

Singapore

A decade of data groundwork. Over 70% of staff use AI. More than 100 HR staff retrained as career advisers; about 4,000 contract roles to go over three years.

Press and company figures

#### Moderna

US

A prompt contest found 100 champions. 750 custom assistants in two months.

Vendor story

### MAINLY TOP-DOWN

#### Ant Group

China

One privately run agent platform for tens of thousands of staff, with governance built in.

Vendor story; no user counts

#### Maybank

Malaysia

Copilot for all 44,000 staff, within a partnership of about US\$236 million over five years.

Announced; not yet evaluated

#### Hitachi

Japan

No single AI system for nearly 290,000 staff. Each function gets approved options; division managers own use and cost.

Press; numbers from Hitachi and a vendor

Almost every number here comes from the company itself or its AI supplier. None has been checked independently. **The most convincing cases mix a platform and permission from the top with discovery from below.**

Sources (Part 3, Company cases): Wei (2025); Chen (2023); MONOist (2024); Panasonic Connect (2025); Wade et al. (2025); OpenAI (2026); Leaño (2026); The Straits Times (2026); The Edge Malaysia (2025); OpenAI (2024); Alibaba Cloud (2026); Fintech Futures (2025); Kelli (2026). Evidence labels in gold.

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The pattern is clear. The most convincing cases mix a platform and permission from the top with discovery from below.

## Mandates and Cultural Resistance

Some leaders simply order AI use. Shopify's CEO made 'reflexive' AI use a baseline expectation in 2025. Teams must show why AI cannot do a job before asking for more people, and AI use is part of performance reviews (Nolan, 2025). Duolingo's 'AI-first' memo said it would slowly stop using contractors for work AI can do. After a public backlash, the CEO admitted he did not give enough context, and the company added Friday time for teams to experiment (Coacci, 2025).

Mandates also bring a quality risk: the workslop described in chapter 4, AI-made work that looks fine but adds nothing (Niederhoffer et al., 2025). If you count prompts, you get more prompts, not better work.

The people doing the work are the best source of real AI practice, and they are often far ahead of their leaders. But bottom-up alone stays scattered. Leaders need a way to see what is happening, keep what

works and connect it to how the organisation runs, without breaking the trust that makes people share. This is where KAIVANT's two levels work together: Kaivant-I gives each person a private view of whether AI is making them more valuable, and Kaivant-O gives leaders the organisation-wide picture.

## 8. The Change Models We Know, and Where They Stop

Every manager has met a change model. Many organisations now take a familiar one and apply it to AI. That seems sensible. But these models were built for a different kind of change, and it helps to see where they stop.

### Classic Planned Change

- **Lewin:** The famous three steps, unfreeze, change and refreeze, are mostly a later construction. Researchers showed that Lewin never built the neat three-step model; others shaped it after his death from a few lines in his 1947 writing (Cummings, Bridgman and Brown, 2016). Lewin's wider work was more open and iterative. The popular model assumes you end in a stable state. With AI changing every few months, there is nothing stable to refreeze into.
- **Kotter:** Kotter's eight steps, from creating urgency to anchoring the change, are leader-driven. In April 2026 Kotter launched a course on leading change in the era of AI. It covers tensions, 'survive' and 'thrive' responses to AI, barriers and short-term wins (Kotter, 2026). It says nothing about roles, identity or who makes decisions. The old steps are applied to a new subject.
- **Prosci ADKAR:** ADKAR changes one person at a time: Awareness, Desire, Knowledge, Ability and Reinforcement. Prosci's public English AI transformation guide, updated in August 2026, is a plain adoption story, with nothing on identity or decision rights (Prosci, 2026a). A French-language guide goes a little further, but the English material does not.
- **Bridges and the Change Curve:** Bridges describes the inner journey: an ending, a neutral zone and a new beginning. The endings fit the identity loss some experts feel when AI shares their work. But the model assumes the new identity settles. The change curve came from Kübler-Ross's work on grief and later moved into organisations. It has some small-scale support and fits the dip when people must unlearn old habits (Oxford Review, n.d.).
- **Beer and Nohria:** They describe two theories of change (Beer and Nohria, 2000). Theory E creates economic value through structure and cuts, which fits replacement. Theory O builds the organisation's human ability to learn. Theory O is the classic idea closest to augmentation.

### The '70% of Change Fails' Myth

Many change programmes are sold with the claim that 70% of change fails. Hughes examined the sources and found no valid and reliable evidence for that figure (Hughes, 2011). So we do not need to prove that the classic models fail with AI. It is enough to see that they were never designed for, or tested on, people and AI changing together.

## Emergent and Complexity Approaches

- **Senge:** Made the learning organisation famous (Senge, 1990). Research by MIT Sloan Management Review and BCG found that only 10% of companies got significant financial benefit from AI. Learning between people and machines, in both directions, was what set them apart (Ransbotham et al., 2020).
- **Weick and Quinn:** Describe continuous change (Weick and Quinn, 1999). Instead of unfreeze, change, refreeze, they suggest freeze, rebalance, unfreeze. First you pause and make current patterns visible. Then you redirect them. Then people go back to improvising, with more awareness. This fits AI well, because people are already improvising with it.
- **Snowden's Cynefin:** Separates situations where cause and effect are known from complex ones, where you can only learn by trying. In complex situations you make small, safe-to-fail moves. In notes from a 2025 panel, Snowden warns that people who stop practising a task for five or six years may lose the ability to judge whether AI does it well (Wilberg, 2025).
- **Sociotechnical Systems:** Design people and technology together. Pasmore and colleagues restate that people should complement the machine, not act as an extension of it, and they foresaw AI as a virtual partner (Pasmore et al., 2018). The Tavistock Institute now speaks of autonomy that is shared and renegotiated as tasks change.
- **Dialogic Organisation Development:** Changes organisations by changing their conversations and stories (Bushe and Marshak, 2015). Only one practitioner piece links it to AI.
- **Heifetz:** Separates technical problems from adaptive challenges, where people must change values and habits (Heifetz, 1994). Most firms treat AI as a technical problem. Augmentation is an adaptive one.
- **Nonaka:** His knowledge creation model shows how knowledge moves between what people know without saying and what is written down (Nonaka and Takeuchi, 1995). Uchihira's 2026 work redesigns this model around generative AI (Uchihira, 2026). A Japanese RIETI column adds that knowledge built on unspoken, non-verbal signals in meetings stays hard for AI to capture (Tamura, 2025).

## AI-Specific Models

Microsoft's Frontier Firm talks about 'agent bosses' and a human-agent ratio (Microsoft, 2025).

McKinsey's agentic organisation puts humans mostly 'above the loop' (McKinsey, 2025). Both describe the end state well. Neither describes the journey, and neither checks whether people's skills grow or quietly fade on the way.

KAIVANT starts from exactly that question. It measures whether AI is building or eroding the capability of the organisation and its people, so the journey itself becomes visible (KAIVANT, 2026).

## The Core Finding: Comparing Change Frameworks

The classic models share four assumptions: change has an end, only people change, technology is the content of change rather than a partner, and resistance is the primary obstacle. Put simply: the classic models handle how people react to AI, not what people become while working with it.

## They handle how people react to AI. *Not what people become with it.*

The change models we know, and where they stop

| MODEL                        | WHAT IT ASSUMES                                | USED FOR AI?           | HANDLES AUGMENTATION?                                                            |
|------------------------------|------------------------------------------------|------------------------|----------------------------------------------------------------------------------|
| Lewin, three steps           | Change ends in a stable state                  | Not found              | <input type="radio"/> No. Nothing stable to refreeze into                        |
| Kotter, eight steps          | Leaders drive change through urgency and wins  | Yes, 2026 course       | <input type="radio"/> No. Old steps, new subject                                 |
| Prosci ADKAR                 | One person at a time moves to a defined state  | Yes, English guide     | <input type="radio"/> No. Not in the English material                            |
| Bridges, transitions         | An inner passage that settles                  | Not found              | <input checked="" type="radio"/> Partly. Fits identity loss                      |
| Change curve                 | People react to loss, then recover             | Not found              | <input checked="" type="radio"/> Partly. Fits the unlearning dip                 |
| Beer and Nohria, E and O     | E: cuts. O: build the ability to learn         | Not found              | <input checked="" type="radio"/> Partly. Theory O, in spirit                     |
| Senge, learning organisation | Learning is the advantage                      | Indirectly             | <input checked="" type="radio"/> Partly. No method                               |
| Weick and Quinn              | Freeze, rebalance, unfreeze                    | Not found              | <input checked="" type="radio"/> Partly. The logic fits well                     |
| Snowden, Cynefin             | Safe-to-fail moves, no fixed end               | Talks and posts        | <input checked="" type="radio"/> Partly. Warns of lost judgement                 |
| Sociotechnical systems       | Design people and technology together          | Yes, early             | <input checked="" type="radio"/> Partly. Closest base to build on                |
| Dialogic OD                  | Change the conversations and stories           | One practitioner piece | <input checked="" type="radio"/> Partly. A lever on identity                     |
| Heifetz, adaptive leadership | Adaptive challenges need people to change      | Blogs only             | <input checked="" type="radio"/> Partly. Helps with distress                     |
| Nonaka, knowledge creation   | Knowledge moves between tacit and written      | Yes, 2025 to 2026      | <input checked="" type="radio"/> Partly. A learning engine, not a change method  |
| Microsoft and McKinsey       | Humans manage agents                           | Yes                    | <input type="radio"/> No. End state only; silent on skills                       |
| KAIVANT                      | AI should build human capability, not erode it | Yes, built for AI      | <input checked="" type="radio"/> Yes. Measures augmentation against substitution |

Sources: as cited in chapter 8.

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None of this means throwing the old models away. They are good at helping people through fear and loss, and those feelings are real with AI. But they treat AI as something done to people, not something people grow with. The emergent approaches, especially Weick and Quinn and sociotechnical design, fit augmentation better in spirit, but none has yet been turned into a method for AI. That is the gap the next chapter works on.

### Questions for Your Leadership Team

- Which change model do we use by default, and what does it assume about the end state?
- When we call something "resistance", are we hearing fear, or a good reason?
- What will our people be able to do in two years that they cannot do today?
- Who is already improvising with AI, and how would we learn from them?
- Do we treat AI as a technical problem, or as an adaptive one?

## 9. Building Blocks for an Augmentation Transformation

Here is the verdict from our research: no change method we reviewed manages augmentation. By augmentation we mean people working with AI so that their own skills, judgement and capacity grow. The idea itself is well described. Engelbart set it out in 1962 (Engelbart, 1962). Raisch and Krakowski showed that automation and augmentation are linked, and that pushing either one too far backfires (Raisch and Krakowski, 2021). Selenko and colleagues showed how AI can strengthen or threaten work identity (Selenko et al., 2022). What is missing is the route.

### Four Warnings Before We Start

- **1. Quiet Deskilling:** Augmentation is not safe by default. In Polish endoscopy centres, doctors' detection rate without AI fell from 28.4% to 22.4% within months of routine AI use (Budzyń et al., 2025). Among about 1,000 secondary school students, open AI access raised practice grades by 48%, but cut later exam grades without AI by 17% (Bastani et al., 2025). Performance with AI goes up while capability without AI goes down.
- **2. Worker Preferences:** Workers also want some tasks automated. An equal human-AI partnership is the top choice in only 45.2% of occupations (Shao et al., 2025).
- **3. Professional Identity:** Identity can be threatened even when nobody loses a job. At Novo Nordisk, some staff saw AI use as cheating (Wade et al., 2025).
- **4. Governance Lag:** Shadow AI is close to universal. Where shadow AI use was high, breaches cost about US\$670,000 more (IBM, 2025), yet only 21% of organisations have mature agent governance (Deloitte, 2026).

### The Eleven Building Blocks

What follows is the operational direction KAIVANT is building on. Each block draws on the research in this field guide, and together they form the route that the other models leave out:

- **1. A target level of human involvement per task, set with workers:** WORKBank uses a five-level scale, from AI doing a task alone to a human being essential throughout (Shao et al., 2025). Teams agree a target level for each task, using what workers want and what AI can reliably do. Where people want a task automated, accept it. Where their judgement matters, protect it.
- **2. Skill measured with and without AI:** Measure performance with AI, and from time to time without it. A falling score without AI is an early warning. Think of a radiologist, an auditor or a loan officer who checks a case unaided once a quarter.
- **3. Decision rights that shift as trust grows:** Human factors research sets a level of automation separately for gathering information, analysing it, choosing and acting (Parasuraman, Sheridan and Wickens, 2000). An organisation names, for each key decision, who decides and who can override. Then it sets rules for when AI earns more room, and when a decision moves back to people.
- **4. Identity work:** A 2026 review of 61 studies finds that identity changes step by step in human-AI work. It names three kinds of identity work: protecting, developing and joining old and new (Schmid, Schieder and Weeger, 2026). People need to know what their role now stands for, and others need to keep recognising their contribution.

- **5. Regular checks for drift:** Augmentation can slide into deskilling, or into quiet replacement. A regular review asks where that is happening, and also where automation would now be the better choice (Raisch and Krakowski, 2021).
- **6. Learning guardrails:** In the student study, an AI tutor with guardrails largely removed the harm (Bastani et al., 2025). A small MIT study found that people who first wrote without AI, and only then used it, remembered more and showed more brain activity than those who started with AI (Kosmyna et al., 2025). For skill-critical work, AI can coach rather than answer. This matters most for junior staff, who still need to build the judgement that seniors already have.
- **7. A bridge from bottom-up practice to governance:** Shadow AI is close to universal. Instead of banning hidden use, bring it into the open. Practices proven in teams can then become governed standards.
- **8. People, methods and training growing together:** Engelbart saw the person, their language, their methods, their training and the technology as one system (Engelbart, 1962). Change one part alone and the system does not improve. Each gain should be used to reach the next one.
- **9. A continuous cycle, with a baseline as the starting point:** Weick and Quinn's cycle starts by making current patterns visible (Weick and Quinn, 1999). A baseline does exactly that. Teams then redirect what they see, go back to experimenting, and repeat as AI changes. Prosci itself notes that with AI there may be no fixed future state (Prosci, 2026b), so the cycle cannot be a one-off.
- **10. Knowledge-flow mapping joined to value stream mapping:** Add to the value stream who holds and passes knowledge. Look for time spent searching for information (May, 2025), experts who are bottlenecks, and tacit knowledge that should stay human (Tamura, 2025). We found no published method that does this yet.
- **11. A test at the end of each cycle:** The 2026 paper 'When Does AI Augment Work?' sets six conditions for real augmentation (Wu et al., 2026): lasting net value, meaningful human control, accountability and the ability to recover from errors, and long-term human growth through learning, career paths and purpose in the job. It is a test, not a route, which makes it a good final check for each cycle.

## Eleven building blocks. *One baseline at the centre.*

The route the other models leave out, and the question each block answers



Without a baseline, nobody can tell augmentation from slow replacement. **We want these blocks tested and challenged in practice.**

Sources: as cited in chapter 9.

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The baseline sits at the centre of all eleven blocks, because without it nobody can tell augmentation from slow replacement. That is the role KAIVANT plays: it makes visible, at the start and after every cycle, whether people and the organisation are growing with AI. We want these blocks tested and challenged in practice. If you run any of them in your organisation, we would like to hear what held up and what broke.

### Questions for Your Leadership Team

- Which of the eleven blocks do we already have, even partly?
- Where would a drop in skill without AI hurt us most?
- Who decides today when AI gets more room in a decision?
- How do our juniors build judgement now that AI writes the first draft?
- A year from now, how would we know we augmented rather than replaced?

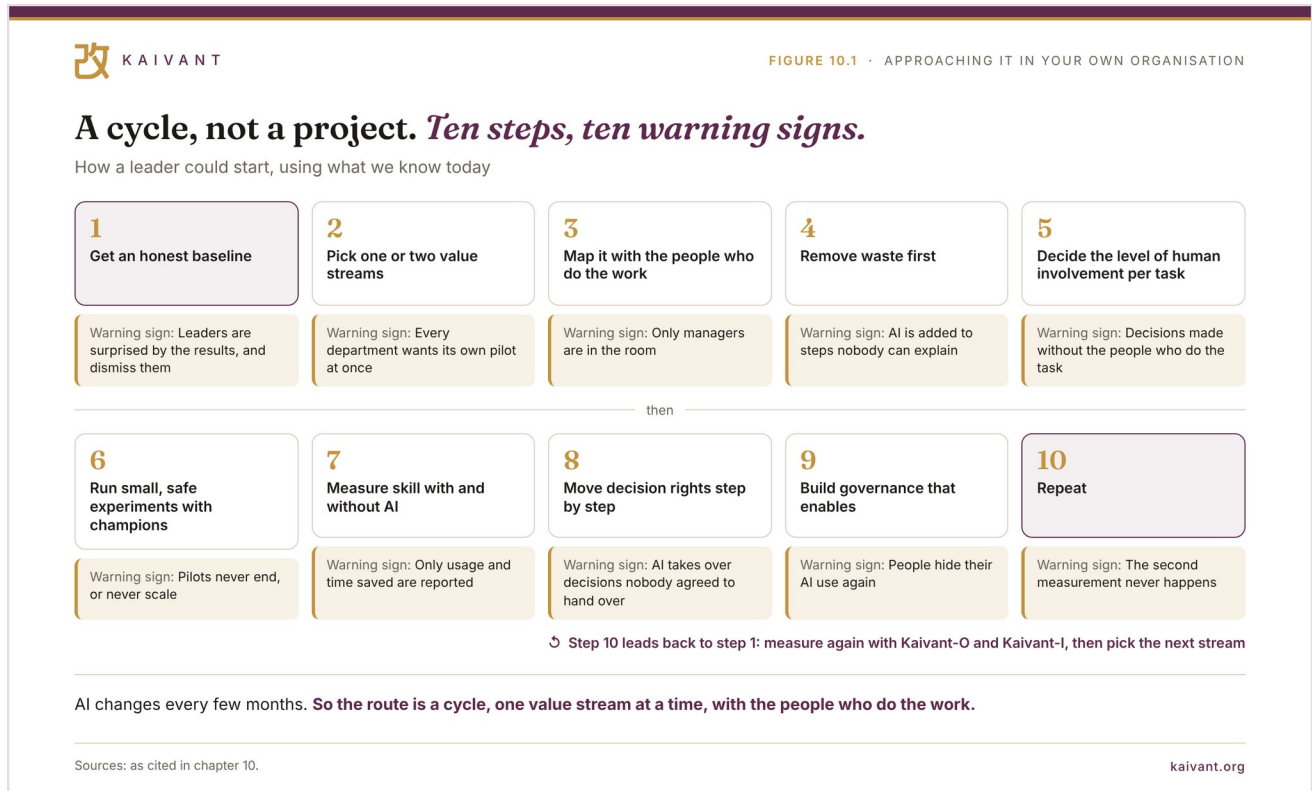
## 10. Approaching It in Your Own Organisation

The evidence does not give a finished recipe. It does point to a sensible order of steps. Here is how a leader could start, using what we know today.

### The 10-Step Enterprise Roadmap

- **Step 1: Get an honest baseline.** Start by finding out where you really are, not where you think you are. IDC's 2026 study of 1,900 organisations found only 3.1% in its top stage. Only about one in six organisations that saw themselves as thriving with AI actually scored at the higher levels (IDC, 2026). Self-image is not a measure. Self-reports also mislead at the individual level, as the developers who felt faster but were slower showed (METR, 2025). This is where KAIVANT's two instruments fit. Kaivant-O looks at the organisation and takes about 25 minutes. Kaivant-I is for individuals: free, private and about 10 minutes. Both look at how work is done now and whether AI is building or eroding capability. A baseline gives you a starting point. It does not tell you the whole route.
- **Step 2: Pick one or two value streams that matter.** Do not try to change everything at once. McKinsey suggests one or two 'lighthouse' areas first (McKinsey, 2025). Gartner suggests the top two to three redesigns per function (Gartner, 2025). Choose a stream that matters to customers and where a clear bottleneck hurts, such as loan approval in a bank or patient discharge in a hospital.
- **Step 3: Map it with the people who do the work.** Bring the people who do the work into the room. They know the workarounds, the waits and the hidden rules. Asking the people in the role makes the scores more precise (Gmyrek et al., 2025). Map the whole flow, add a knowledge and data lane, and mark key decisions.
- **Step 4: Remove waste first.** Before adding AI, ask whether each step should exist at all (Ethington, 2026). Remove extra approvals, duplicate checks and reports nobody reads. At Haier, approval layers, not production, held most of the time (Yicai Global, 2026).
- **Step 5: Decide per task the right level of human involvement.** For each task, agree with the team whether AI should do it, help with it or stay out. Google's guidance is a useful start: automate work that is boring, repetitive or dangerous, and augment work people enjoy, where responsibility matters or the stakes are high (Google PAIR, 2019). Mark the steps where people must keep their skill without AI.
- **Step 6: Run small, safe experiments with champions.** Use champions to try changes in small, structured experiments, not a free-for-all, as Edmondson advises (Edmondson, 2026). Taikang Insurance ran its AI approval system for a month, at over 99% accuracy, before scaling it (Yicai Global, 2026). Be clear about jobs. The deeper the redesign, the more people worry (BCG, 2025).
- **Step 7: Measure skill with and without AI, not only time saved.** Time saved is the easiest number to collect and the easiest to get wrong. Novo Nordisk reported 2.17 hours saved per week on average, but the article does not say how this was measured (Wade et al., 2025). In Malaysia, 68% of workers say their workload rose despite AI time savings (EY Malaysia, 2026). Measure flow results such as lead time, quality and rework. And check, from time to time, what people can still do without AI.
- **Step 8: Move decision rights step by step.** Give AI more room only when it has earned it, one decision at a time. Agree in advance what evidence earns a step up, and what triggers a step back. Keep a named person accountable for high-stakes calls.
- **Step 9: Build governance that enables rather than blocks.** Governance should make good practice easy and safe, not stop people from trying. Bring hidden AI use into the open, set clear data rules, and turn proven team practices into shared standards. Keep a simple register so teams reuse what already works.

- **Step 10: Repeat.** AI changes every few months, so this is a cycle, not a project. Re-measure with Kaivant-O and Kaivant-I to see what moved. Then pick the next stream, or go deeper into the same one. Watch for people dropping off after the first excitement, as Novo Nordisk saw with 15% of early users.



### Questions for Your Leadership Team

- Is our baseline something we measured, or something we believe?
- Which value stream would our customers thank us for fixing first?
- Who from the front line will be in the room?
- What is our rule for stopping a pilot?
- When is our second measurement, and who owns it?

**Try This Next Week:** Write down the date of your second measurement, before you take the first one.

### What We Do Not Know Yet

We want to be honest about the limits of the evidence. No controlled study compares top-down and bottom-up approaches side by side. No tested change programme built specifically on augmentation was found. Most success evidence links practices to results but cannot prove cause, and much of it is self-reported. The deskilling studies come from medicine and education, not yet from offices or factories. Anyone who tells you they have the full answer is ahead of the evidence.

## Where This Leaves You

The route starts with an honest look in the mirror, then moves into the real work, one value stream at a time, with the people who do it. The goal is not more AI use. It is people and organisations that grow stronger with AI, and stay capable without it. KAIVANT will keep testing this route in practice, and we invite you to test it with us. Tried any of this? Tell me what held up and what broke.

## PART 3: REFERENCES

Every source cited in this field guide is listed here, grouped by type and in alphabetical order. For each one you find what it found or argues, its key figure, and how strong the evidence is. Links were checked in October 2026.

*Evidence labels: Peer-reviewed (checked by other researchers before publication); Working paper or preprint (research not yet peer-reviewed); Survey (what people report, not what was measured); Consultancy report; Book; Government source; Framework (a model or method); Company's own account; Vendor story (marketing by a supplier); Press; Commentary.*

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## Research papers and field experiments

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- Dillon et al., 2025.** Dillon, E. W., Jaffe, S., Immorlica, N. and Stanton, C. T. (2025). Shifting Work Patterns with Generative AI. arXiv preprint 2504.11436, version 4, 13 November 2025. A six-month field experiment with 7,137 knowledge workers in 66 firms. Workers who used the AI assistant spent about two fewer hours a week on email. The study found no change in the amount or mix of tasks people did. *Working paper or preprint.* [arxiv.org/abs/2504.11436v4](https://arxiv.org/abs/2504.11436v4)
- Henseke, 2026.** Henseke, G. (2026). From Exposure to Adoption: Generative AI in European Workplaces. arXiv preprint 2604.18849, version 3, 28 April 2026. Uses worker data from 35 European countries, where adoption of generative AI ranges from under 3% to 25%. Workers in more exposed jobs adopt more. Workers with more influence in their organisation adopt more still, especially in highly exposed jobs. *Working paper or preprint.* [arxiv.org/abs/2604.18849](https://arxiv.org/abs/2604.18849)
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## Change and transformation models

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- Cummings, Bridgman and Brown, 2016.** Cummings, S., Bridgman, T. and Brown, K. G. (2016). Unfreezing change as three steps: Rethinking Kurt Lewin's legacy for change management. Human Relations, 69(1), 33-60. The authors compare what Lewin actually wrote about change in three steps with how textbooks present it. They conclude that Lewin never built an unfreeze-change-refreeze model; it took shape after his death, traced back to his 1947 article in the first issue of Human Relations. They ask why this simplified model became the foundation of change management. *Peer-reviewed*. [openaccess.wgtn.ac.nz/articles/journal\\_contribution/Unfreezing\\_change\\_as\\_three\\_steps\\_Rethi](http://openaccess.wgtn.ac.nz/articles/journal_contribution/Unfreezing_change_as_three_steps_Rethi)

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- Mollick, 2025.** Mollick, E. (2025). Making AI Work: Leadership, Lab, and Crowd. One Useful Thing (Substack), 22 May 2025. A model for organisational AI adoption in three parts. Leadership paints a concrete picture of AI-enabled work and makes open use safe and rewarding. The Lab turns the best finds into shared practices and tests models on real tasks, and the Crowd, the whole workforce, discovers uses in its own work. It is well argued but not tested. *Commentary*. [www.oneusefulthing.org/p/making-ai-work-leadership-lab-and](http://www.oneusefulthing.org/p/making-ai-work-leadership-lab-and)
- Pasmore et al., 2018.** Pasmore, W., Winby, S., Mohrman, S. A. and Vanasse, R. (2018). Reflections: Sociotechnical systems design and organization change. Journal of Change Management, published online 6 December 2018. <https://doi.org/10.1080/14697017.2018.1553761> Four leading practitioners trace sociotechnical systems design from the British coal mines to the digital age. They restate its core principle that the person should be seen as a complement to the machine, not as an extension of it. They expect future design work to include virtual partners, such as IBM's Watson, as equal contributors. *Peer-reviewed*. [stsroundtable.com/wp-content/uploads/Pasmore.STS\\_DesignOrg.Change.2018.pdf](http://stsroundtable.com/wp-content/uploads/Pasmore.STS_DesignOrg.Change.2018.pdf)
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## Mapping and work-design methods

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**Gartner, 2026b.** Hoeppe, A. (2026). Use Business Capability Maps to Prioritize AI Investments. Gartner webinar, recorded 18 February 2026. A Gartner analyst webinar for manufacturing CIOs. It ranks business capabilities by their potential for improvement and innovation, links the top ones to AI use cases, then ranks use cases by business value, feasibility and dependencies. *Consultancy report.* [www.gartner.com/en/webinar/817960/1823386-use-business-capability-maps-to-prioritize-ai-in](https://www.gartner.com/en/webinar/817960/1823386-use-business-capability-maps-to-prioritize-ai-in)

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**Google PAIR, 2019.** Google PAIR (2019). People + AI Guidebook, chapter 'User Needs + Defining Success'. Google People + AI Research, first published 8 May 2019, updated online since. Google's design guidance on when AI should take over a task and when it should support a person. Automate when a task is boring, repetitive, awkward or dangerous, or when people lack the skill. Augment when people enjoy the task, when personal responsibility matters, or when the stakes are high. *Framework.* [pair.withgoogle.com/chapter/People%20+%20AI%20Guidebook%20-%20User%20Needs%20+%20Defining%](https://pair.withgoogle.com/chapter/People%20+%20AI%20Guidebook%20-%20User%20Needs%20+%20Defining%20)

**Jesuthasan and Ramanathan, n.d..** Jesuthasan, R. and Ramanathan, P. (n.d.). Reimagine the art of the possible with Work Design. Mercer insights article, accessed October 2026. Mercer's work design has three steps. Break jobs into tasks and projects. Decide the best way to do each task: automation, AI augmentation, gig workers or outsourcing. Then rebuild the tasks into new jobs and workflows. *Consultancy report.* [www.mercer.com/insights/talent-and-transformation/skill-based-talent-management/reimagine-](https://www.mercer.com/insights/talent-and-transformation/skill-based-talent-management/reimagine-)

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## About KAIVANT and the Diagnostic Framework

KAIVANT measures whether AI is building or eroding the capability of an organisation and the people in it. Its central question is simple: is AI building what people bring, or replacing what people no longer develop?

That question matters because the two can look the same for a long time. Output goes up in both cases. Only one of them leaves you with a stronger organisation.

### The Diagnostic Instruments

- **Kaivant-O:** Looks at the organisation. It covers how work is done today (coordination, decision speed, how much work runs on its own) and the human capital underneath it (learning, use of human judgement, capability growth, and dignity and agency at work). A third element looks at the organisation's ability to change itself. A strong score on one side cannot hide a weak score on the other.
- **Kaivant-I:** Looks at the individual. It is free and private, and asks one fundamental question: is AI making you more valuable, or quietly replacing your skills?

### Where to Go Next

- **Want to know where you stand yourself?** Take Kaivant-I at [kaivantscore.com](https://kaivantscore.com). It is free, private and takes about 10 minutes.
- **Want an honest baseline for your organisation?** Kaivant-O takes about 25 minutes and gives you the organisation-wide picture. Start at [kaivant.org](https://kaivant.org).
- **Want to run this with your own clients or teams?** The Certified KAIVANT Practitioner (CKP) programme is a three-day masterclass for consultants, coaches, and transformation and L&D professionals. Practitioners keep their own clients. Details at [kaivant.org](https://kaivant.org).
- **Want to stay in the conversation?** Leave your email at [kaivantscore.com](https://kaivantscore.com) and you get the next edition first.

#### Connect with KAIVANT

KAIVANT was designed by Michiel de Boer, Founder and Chief Architect, based in Kuala Lumpur.

Explore the diagnostic framework, participate in the research, or complete the individual assessment at:

- [kaivant.org](https://kaivant.org)
- [kaivantscore.com](https://kaivantscore.com)

## Your Next Step

You have read where organisations stand with AI, and how to get further. The next question is a personal one: where do you stand?

Visit [kaivantscore.com](https://kaivantscore.com) and take the KAIVANT Score. It is free and private, takes about 10 minutes, and shows whether AI is making you more valuable, or quietly replacing your skills.

Leading an organisation? Kaivant-O gives you the organisation-wide baseline. Want to run this with clients or teams? Ask about the Certified KAIVANT Practitioner programme. Both start at [kaivantscore.com](https://kaivantscore.com).

Want the next edition first? Leave your email at [kaivantscore.com](https://kaivantscore.com), and tell me where you see it differently.

**Michiel R. de Boer**

*Founder and Chief Architect, KAIVANT*

# Everyone talks about AI native. *Very few explain how to get there.*

An honest look at where organisations really stand with AI.

The most promising methods to embed it in the work, and the change models that make it effective.

A route where AI makes people more capable, not less.

Free, because the dialogue matters more than the price.



**Michiel de Boer**  
Founder and Chief Architect of  
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