KAIVANT

Leading AI Change: Cumulative Adaptation Practitioner

CATEGORY
AI Change and Organisational Transformation

COURSE DELIVERY
Face-to-face, remote online, or hybrid; public or in-house

DURATION
3 days (21 hours, including a 90-minute exam on Day 3)

TARGET AUDIENCE
Change managers, transformation leads, programme managers, HR, learning and development, organisation design professionals, internal consultants, coaches, and line leaders executing AI change within their organizations.

PREREQUISITES
The Cumulative Adaptation Foundation certificate.

EXAM AND CERTIFICATE
Open-book, scenario-based exam at the end of Day 3, or one week later upon request. Participants who pass receive the Cumulative Adaptation Practitioner certificate.

PREVIOUS LEVEL
Understanding AI Change: Cumulative Adaptation Foundation (3 days)

CASE STUDY
Clearfield, the same case company used in the KAIVANT masterclasses.

The Cumulative Adaptation Foundation provides the baseline metrics and conceptual framework. The Practitioner focuses entirely on execution. You will lead the change. This means managing personnel, structuring the implementation plan, and adjusting to operational surprises. It bypasses technology selection to focus strictly on deployment and performance tracking.

COURSE OBJECTIVE

Equip managers to execute assessment-driven AI change. People must become more capable. Participants analyse organizational baselines before acting. They map deployment routes against strict operational limits. Finally, they lead teams through live implementation events.

WHY THIS PROGRAMME

Organizations often define their AI strategy but fail at execution. Pilots stall without a definitive decision. Data governance lags behind implementation. People receive promises of stability right before everything shifts.

Leading AI change requires more than a standard project plan. Leaders must analyse stakeholder influence and historical change data. They determine where AI executes tasks, where it assists, and where human oversight remains absolute. Continuous learning must align with workflow shifts. Execution keeps moving as AI capabilities evolve.

THE THREE DAYS

Cumulative Adaptation Practitioner

1. Read the situation

Map stakeholders, historical change memory, and regional adoption patterns.

2. Plan the route

Construct one integrated change plan. Iterate through five rounds and present directly to the board.

3. Lead through events

Manage operational fallout. Maintain the continuous cycle and draft your own first-90-days strategy.

TRAINING DESCRIPTION

The Practitioner tracks a single deployment lifecycle. The setting is April 2027 at Clearfield, a water services enterprise operating across Southeast Asia, the United Arab Emirates, and Germany. The board has mandated specific changes. Participants must execute them.

Day 1 focuses on organizational analytics. Participants assess stakeholders, previous change initiatives, and regional readiness. Day 2 shifts to strategy design. Teams build a change plan across five rounds and defend it before the board, played by the trainer. On Day 3, the trainer injects unexpected operational events. Groups recalibrate their plans in real time. Every session concludes with participants mapping these frameworks to their own organizations. The course ends with a drafted 90-day execution plan.

LEARNING OBJECTIVES

Following the completion of the Practitioner, participants will be able to:

- Pre-deployment analysis of organizational readiness, stakeholder influence, and historical change data per region or unit.
- Translate a Kaivant-O baseline into a strategic direction.
- Success metrics must capture both workflow efficiency and human skill growth.
- Structure engagement models that empower frontline workers and establish psychological safety for questioning AI outputs.
- Elimination of process waste prior to AI integration, setting target human involvement per task.
- Design controlled experiments utilizing strict stop and scale rules alongside binding job promises.
- Decision rights require exact definitions to shift autonomy safely between AI systems and human operators based on agreed evidence.
- Track usage analytics, flow results, and non-AI skill retention to implement learning guardrails and enabling governance.
- Align deployment plans with hard constraints regarding budget, team capacity, parallel projects, and consultation requirements.
- Unexpected operational events demand rapid recalibration without compromising primary objectives.
- Maintain momentum through secondary measurements and systematic drift checks.
- Draft a 90-day AI execution strategy tailored to your specific operational environment.

BENEFITS

For participants

- Simulate an end-to-end AI deployment in a controlled, risk-free environment.
- A drafted 90-day organizational plan subject to rigorous peer review.
- Build confidence for high-friction scenarios involving anxious staff, stalled pilots, data incidents, and executive pressure for immediate savings.
- Establish a shared analytical vocabulary with HR, consultants, and leadership.
- The Cumulative Adaptation Practitioner certificate.

For the organisation

- Execute AI change that scales human capability rather than just processing speed.
- Drive pilot programs to definitive scale-or-stop decisions.
- Decision rights and data protocols that teams actually understand and follow.
- Provide the board with verified progress analytics beyond basic usage metrics.
- Develop internal leaders capable of sustaining momentum across multiple change cycles.

TRAINING APPROACH

Each block begins with a concise trainer briefing. Extensive group work on the Clearfield case follows. Out of 21 total hours, approximately 3 hours cover inputs and recaps. Case work consumes 12.5 hours. Participants spend 3 hours analysing their own organizations, leaving 2.5 hours for the exam and daily reviews.

Groups of four or five collaborate on a shared plan template. The trainer acts as Clearfield's stakeholders and board. This forces teams to defend their choices against the exact personas required for approval. Participants disclose only what they choose about their internal company data.

Face-to-face groups share a single laptop. Remote cohorts utilize dedicated breakout rooms with a synchronized template. Hybrid sessions integrate physical and digital teams using shared templates and dedicated facilitators.

TRAINING MATERIAL

Participants receive a comprehensive workbook containing presentation materials and the Practitioner syllabus with defined learning outcomes. The package includes the Clearfield case pack, summarizing each module on a single page. Additional resources include Day 2 plan templates, a 90-day organizational template, and a sample assessment complete with answers and rationale.

TRAINING CONTENT

Day 1: Read the situation

Introduction

Objectives, the assessment, and the Clearfield case. Recall the 10 core concepts from the Foundation. The setting: the board dictates what changes; participants manage how.

Module 1: Reading the organisation

Stakeholders, influence, public positions, and private concerns. Earlier changes and institutional memory. Regional change reception.

Builds on: change from below.

Module 2: From baseline to direction

Translating a Kaivant-O baseline into a strategic direction. Defining success across both human and system metrics. Operating when the board lacks progress measurement criteria.

Builds on: honest baseline; start where it hurts.

Module 3: Leading from below

Leadership, Lab, and Crowd dynamics in practice. Identifying champions. Making it safe to question AI. Addressing job security and keeping promises. Regional engagement planning.

Builds on: change from below.

Module 4: Your own organisation

Applying these analytical questions internally. Peer coaching conducted in groups of three. Review of the day.

Day 2: Plan the route

Recap and planning brief

Module 5: Redesign the work

Removing waste prior to AI integration. Defining target human involvement per task. Establishing what tasks people retain.

Builds on: waste before AI; augmentation by design.

Module 6: Experiments and promises

Structuring experiments with stop and scale rules, strict deadlines, and clear ownership. Promises regarding jobs and workplace identity.

Builds on: safe experiments.

Module 7: Decision rights

Defining automation levels per decision. Step-up evidence and step-back triggers. Delineating what AI drafts, what humans verify, and who holds accountability.

Builds on: decision rights that shift.

Module 8: Capability and governance

Measuring usage, flow results, and baseline skill without AI. Implementing learning guardrails for junior staff. Establishing data rules accepted by staff and representatives.

Builds on: skill with and without AI; enabling governance.

Module 9: The route within real limits

Managing budget, capacity, parallel projects, and consultation requirements. Sequencing the implementation plan.

Module 10: Presenting to the board

Group presentations and board defence. Review of the day.

Day 3: Lead through events

Module 11: Leading through events

Recap of Day 2. Role-playing operational events from the subsequent months. Adjusting the plan while protecting its core purpose.

Builds on: all 10 concepts.

Module 12: Keeping the cycle going

Executing the second measurement using Kaivant-O and Kaivant-I. Conducting drift checks. Determining when to pivot.

Builds on: the continuous cycle.

Module 13: Your own first 90 days

Drafting an initial 90-day strategy for internal deployment. Peer challenge sessions in groups of three.

Exam and close

Exam briefing on reading scenario questions. The exam execution. Evaluation and close.

When the exam is deferred by one week, this block features a practice case under exam conditions with fully explained answers.

EXAM AND CERTIFICATE

The Practitioner exam evaluates applied understanding rather than rote memory. Participants analyze a completely new organizational case study. They must determine the optimal strategic response using course frameworks. This ensures participants can adapt the methodology to different operational environments.

The exam occurs at the end of Day 3. Organizations or individuals may request a one-week deferral to let the material settle.

The case study unfolds in three stages, mirroring the three days:

- **Read the situation:** Analyse the organization, personnel, historical changes, and baseline metrics. Identify priorities.
- **Plan the route:** Incorporate a new board mandate. Select the most effective plan choices.
- **Lead through events:** Manage rapid, sequential operational events. Determine the best response and identify what must be protected.

Exam Specifications

- **Format:** 30 multiple-choice questions based on a single three-stage case.
- **Question types:** Best answer scenarios (all options plausible, one fits best); reasoning-based answers; sequencing steps; matching situations to core concepts.
- **When:** End of Day 3, or one week post-course upon request. Always supervised.
- **Duration:** 90 minutes. 110 minutes for candidates testing in a second language.
- **Materials:** Open book utilizing the course workbook. The case booklet is distributed at the start.
- **Pass mark:** 18 correct answers (60%).
- **Levels tested:** Comprehension and application of the 10 core concepts in leading AI change.
- **Marking:** Objective marking standardized across all licensed training providers.
- **Certificate:** Cumulative Adaptation Practitioner certificate awarded upon passing.
- **Other assessment:** In-course practice questions, trainer feedback during board presentations, peer review of 90-day drafts, end-of-course evaluation form.

CONCLUSION

Recognizing the unique nature of AI integration is only the baseline. Execution is the actual work. The Cumulative Adaptation Practitioner provides leaders with rigorous practice in organizational analysis, constraint-based planning, and event management. AI must scale organizational and human capability. It must never quietly erode it.

This methodology drives distinct outcomes across the organization:

Professionals: Simulate an end-to-end AI deployment in a controlled, risk-free environment and draft a 90-day AI execution strategy tailored to your specific operational environment. Establish a shared analytical vocabulary with HR, consultants, and leadership to build confidence for high-friction scenarios involving anxious staff or stalled pilots.

Managers: Align deployment plans with hard constraints regarding budget, team capacity, parallel projects, and consultation requirements. Drive pilot programs to definitive scale-or-stop decisions and provide the board with verified progress analytics beyond basic usage metrics.

L&D and HR: Structure engagement models that empower frontline workers and establish psychological safety for questioning AI outputs. Track usage analytics, flow results, and non-AI skill retention to implement learning guardrails, ensuring the organization develops internal leaders capable of sustaining momentum across multiple change cycles.

NEXT STEPS

The KAIVANT Curriculum

The KAIVANT Foundation and Practitioner programs prepare leaders for holistic change management. The individual masterclasses isolate specific operational components, providing highly actionable methods for immediate workplace application. These are highly recommended when executing live deployments requiring targeted methodologies.

Understanding AI Change (Foundation): Establish the analytical concepts, empirical evidence, and shared operational vocabulary required to manage continuous AI integration.

Leading AI Change (Practitioner): Execute assessment-driven AI change through constraint-based planning, live event management, and stakeholder alignment.

AI Value Stream Mapping: Identify where work waits before AI integration (Concepts 2 and 4).

AI Process Mining: Analyze the actual process using system data (Concept 4).

Task and Skill Scoring: Determine which tasks AI executes, supports, or leaves entirely to humans (Concept 5).

Decision Mapping: Track decision-makers and map authority shifts (Concept 8).

Capability Mapping: Identify where AI builds or erodes organizational capacity (Concepts 1 and 2).

Service Blueprinting: Map AI touchpoints between customers and staff (Concept 5).

Knowledge-Flow Mapping: Track knowledge transfer between humans, both with and without AI (Concept 7).

Training provider

This course operates under strict license by approved training providers. Every trainer undergoes rigorous coaching and licensing to ensure standardized delivery. Participants receive identical content and sit the exact same exam globally.

In-house versions adapt to an organization's specific operational reality. Content and duration are finalized following a detailed intake discussion. Training providers seeking to offer this curriculum may apply for an official license.