KAIVANT

Understanding AI Change

CATEGORY
AI Change and Organisational Transformation

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

DURATION
3 days (21 training hours, including the exam)

TARGET AUDIENCE
Leaders and managers responsible for AI adoption, change managers, transformation leads and programme managers, HR, learning and development and organisation design professionals, internal consultants and coaches, and anyone who will go on to the Practitioner level.

PREREQUISITES
None. No prior knowledge of change management or AI is needed.

EXAM AND CERTIFICATE
Formal exam at the end of Day 3. Participants who pass receive the Cumulative Adaptation Foundation certificate.

NEXT LEVEL
Leading AI Change: Cumulative Adaptation Practitioner (3 days)

Organizations typically deploy legacy change models to manage AI integration. These frameworks address human fear and loss. Those feelings remain real. Yet, traditional methodologies were built for finite transitions. AI requires an assessment-driven approach.

COURSE OBJECTIVE

Equip managers and change professionals with the analytical concepts, empirical evidence, and shared operational language required to manage AI integration. The goal is measurable capability expansion. Teams must become more capable, rather than quietly degrading in skill.

WHY A NEW APPROACH TO CHANGE

Classic change models share four underlying assumptions. Change has a defined endpoint. Only humans adapt. Technology acts as the static content of change, rather than a participating variable. Resistance is the primary blocker. AI invalidates these premises.

- AI models update every few months. There is no stable baseline to refreeze into.
- Human capability and AI tools evolve concurrently, actively shaping one another.
- Frontline employees frequently outpace leadership adoption rather than resisting new systems.
- Without performance tracking, organizational capability can quietly fade.

WHAT CHANGES WITH AI

Legacy models track user reaction. They fail to measure what teams become while executing work alongside algorithms. This Foundation embeds a core analytical question across every module:

- Is the technology actively building the capability baseline of the organization, or quietly eroding it?
- Identify exact boundaries. Where should the system execute the work, where does it assist, and where must human judgment retain authority?

- Mechanisms for continuous learning. How do practitioners maintain their expertise and role identity?
- Adapting to continuous system updates as AI models evolve.

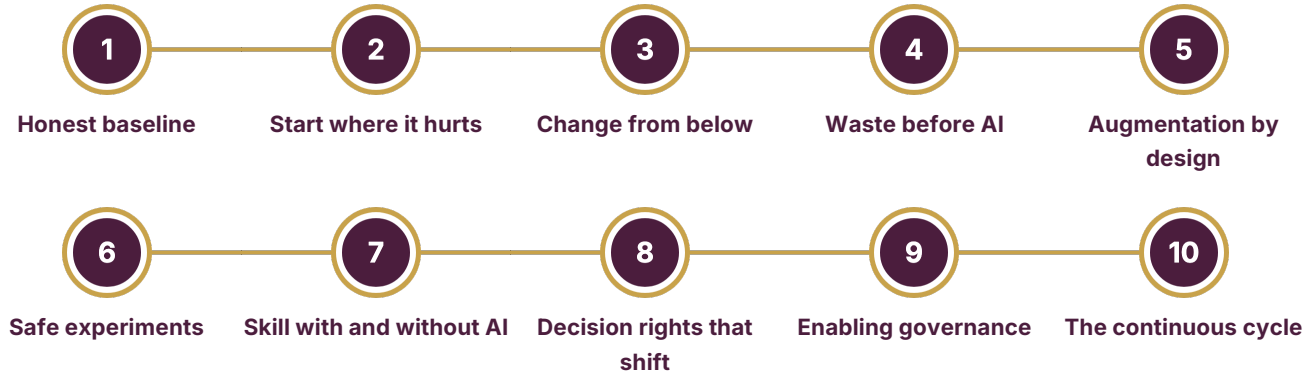
TRAINING DESCRIPTION

The Cumulative Adaptation Foundation establishes a ground-zero baseline. Participants require no prior background in change management or AI. Day 1 maps the human response to change. It reviews decades of organizational change management and defines what AI actually executes in daily operations. Participants then analyse why AI change breaks traditional rules. It never ends. Humans and algorithms adapt together. Capability metrics can grow or quietly decline.

Days 2 and 3 introduce 10 core concepts for managing AI change. We analyse them one at a time. Each concept grounds itself in operational reality. Examples span a loan processing team, a hospital ward, an audit firm, and Clearfield—a water services company used as a continuous case study throughout the course. Empirical research backs every framework. The training remains strictly vendor-neutral. It applies to any organization, regardless of the specific analytics or platforms used to measure AI performance.

The Foundation concludes with a formal exam. Passing candidates qualify for the Cumulative Adaptation Practitioner course, transitioning from theory to leading data-backed AI change in live environments.

THE 10 CORE CONCEPTS



TRAINING AND LEARNING OBJECTIVES

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

- Map how individuals process transition, specifically analysing why loss and professional identity impact adoption.
- Deconstruct classic change models (Lewin, Kotter, Prosci ADKAR, and Bridges) to identify their specific operational strengths.
- Define exactly what AI executes in daily workflows and pinpoint where algorithmic logic fails.
- Isolate the four shared assumptions of legacy change frameworks. Explain why they break down during AI integration.
- Align three critical domains for human augmentation: system capabilities, mandatory human oversight, and current workforce baselines.
- Differentiate between augmentation, open substitution, and quiet substitution using empirical case data.
- Outline the 10 core concepts for managing AI change alongside their supporting research.
- Identify the presence or absence of these concepts within live operational scenarios.
- Deploy a standardized, assessment-driven vocabulary with leadership, technical peers, and external consultants.

BENEFITS

For participants

- Clear visibility into why AI integration defies traditional change management.
- Establish a factual baseline in both organizational change and practical AI application.
- Objective analysis of current empirical evidence. Know what the data proves and what remains untested.
- A unified operational vocabulary to align with HR, management, and technical consultants.
- The Cumulative Adaptation Foundation certificate. This unlocks the Practitioner pathway.

For the organisation

- Shift leadership focus from basic usage analytics to tracking long-term workforce capability.
- Detect early indicators of quiet deskilling before the organization loses critical domain expertise.
- Standardize the language of AI change across business units, HR, and executive leadership.
- Force better strategic questions prior to approving AI budgets, pilot programs, and governance rules.
- Build a certified baseline of professionals equipped to execute the next phase of transformation.

TRAINING APPROACH

A certified trainer leads the Foundation through a structured curriculum. Every module operates on a strict rhythm. The instructor introduces the core concept, its foundational model, and the supporting evidence. A brief operational case study follows. Table groups then analyse a specific execution challenge from their own organizational context. Next is a rapid scenario test. Participants must identify which concept is active or missing. Exam-style practice questions close out each module.

Day 1 establishes the baseline mechanics of change and AI. Days 2 and 3 integrate the 10 core concepts. Out of 21 total hours, approximately 11 focus on direct instruction and case studies. Table discussions occupy 4 hours. Scenarios, practice questions, and module recaps take another 4 hours. The final 2 hours cover the exam briefing, formal testing, and program closure.

Remote online and hybrid deliveries maintain this exact cadence. Breakout rooms replace physical tables. Polling software handles the scenario testing. Candidates take the final exam via supervised online portals or physical paper.

TRAINING MATERIAL

Participants receive a comprehensive workbook containing the presentation data. Materials include the Foundation syllabus with mapped learning outcomes, a glossary of specific exam terminology, and structural overviews of the legacy change models. We also provide the empirical evidence backing each concept and a complete sample exam featuring detailed answer rationales.

TRAINING CONTENT

Day 1: Starting from the ground

- **Introduction**
  - Objectives, exam structure, and an initial self-assessment.
  - Three offices, one question. How successful AI rollout metrics often mask what employees actually lose.
- **A. What change does to people**

    - Change and transition mechanics: Bridges.
    - Mapping the change curve.
    - Identifying specific human losses: daily routines, status, technical competence, and identity.
    - Resistance functions as a diagnostic signal of loss.
- **B. How organisations manage change**
    - Defining change management and the operational purpose of models.
    - Lewin: unfreeze, change, refreeze.
    - Kotter's eight steps.
    - Prosci ADKAR.
    - Theory E and Theory O.
    - Deconstructing the "70% of change fails" statistic. Why this claim lacks a valid empirical baseline.
- **C. What AI does at work**
    - AI demystified: drafting, ranking, recommending, and acting.
    - The boundary between statistical prediction and human judgement.
    - Why AI deployment behaves differently than standard software implementation.
    - Where algorithms fail. Who extracts the actual value.
- **D. Why AI change is different**
    - The four assumptions shared by classic change models.
    - Aligning three domains: system capability, mandatory human intervention, and our current operational baseline.
    - Augmentation vs. open substitution vs. quiet substitution.
    - Continuous change mechanics and cumulative adaptation.
- **Day review**

Day 2: Concepts 1 to 6

- **Recap of Day 1**
- **1. Honest baseline**
    - Self-image is not a valid performance metric.
    - Measuring two sides: algorithmic output versus the underlying human capability.
    - Why high system performance must never mask degrading human skill.
- **2. Start where it hurts**
    - Why isolated, small-scale AI initiatives fail to scale.
    - Lighthouse areas. Three strict criteria for selecting deployment targets.
- **3. Change from below**
    - Shadow AI usage acts as an operational signal, not just a security risk.
    - Dynamics between Leadership, the Lab, and the Crowd.
    - Trust and psychological safety. Understanding their structural limits.
- **4. Waste before AI**
    - Interrogate the necessity of a process step before automating it.
    - How algorithmic speed amplifies existing operational bottlenecks.
    - Identifying waste in knowledge work. Tracking time lost to data retrieval.
- **5. Augmentation by design**
    - Engelbart and sociotechnical system design.
    - The automation-augmentation paradox.

    - Defining a strict target level of human involvement for specific tasks.
- **6. Safe experiments**
    - Structuring designed experiments to avoid pilot purgatory.
    - Cynefin framework. Learning through small, contained operational moves.
    - Managing leadership promises regarding job security and professional identity.
- **Day review**

Day 3: Concepts 7 to 10, and the exam

- **Recap of Day 2**
- **7. Skill with and without AI**
    - Tracking quiet deskilling in the empirical data. Where research findings conflict.
    - Establishing balanced analytics: system usage, workflow outcomes, and baseline human skill without AI assistance.
    - Implementing strict learning guardrails.
- **8. Decision rights that shift**
    - The four mandatory steps inside every decision process.
    - Step-up evidence and step-back triggers.
    - Defining boundaries. What the system drafts, what the human verifies, and who holds ultimate accountability.
- **9. Enabling governance**
    - Why blanket bans on AI tools fail in practice.
    - Scaling local team workarounds into shared organizational standards.
- **10. The continuous cycle**
    - Freeze, rebalance, unfreeze.
    - Executing secondary measurements and system drift checks.
    - Integration. Operating the cycle as a unified system.
    - All 10 concepts functioning as one continuous loop.
    - Acknowledging what current empirical evidence cannot yet prove.
- **Exam rehearsal**
- **Exam and close**
    - Exam briefing and the formal testing protocol.
    - Final self-assessment. Mapping the Practitioner path. Course evaluation and closure.

EXAM AND CERTIFICATE

Format: 40 multiple-choice questions, one correct answer out of four

Duration: 60 minutes; 75 minutes for candidates taking the exam in a second language

Pass mark: 26 correct answers (65%)

Materials: Closed book

Levels tested: Knowledge and understanding of the 10 core concepts and the change models, including short scenarios

Certificate: Cumulative Adaptation Foundation certificate for participants who pass

Other assessment: Self-assessment at the start and end, practice questions after each module, end-of-course evaluation form

CONCLUSION

AI integration is not a finite project. It represents a permanent operational shift. Humans and algorithms adapt concurrently. Organizational capability will either scale up or quietly degrade. Legacy change models retain their value for managing human fear and transition, but they were never engineered for continuous algorithmic evolution. Teams must manage AI to expand human capability rather than allowing technology to silently replace skills that practitioners no longer practice.

This methodology drives distinct outcomes across the organization:

Professionals: Deploy a standardized, assessment-driven vocabulary to align with leadership, technical peers, and external consultants. Structure safe experiments using small, contained operational moves to avoid pilot purgatory.

Managers: Shift strategic focus from basic usage analytics to tracking long-term workforce capability. Force better strategic questions prior to approving AI budgets, defining exact boundaries for where the system executes work versus where human judgment retains authority.

L&D and HR: Map how individuals process transition by analysing why loss and professional identity impact adoption. Detect early indicators of quiet deskilling before the organization loses critical domain expertise. Implement strict learning guardrails to ensure technology actively builds the capability baseline rather than quietly eroding it.

Next steps

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: Analyse 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.