

✦ **AI for AI:** Building the Transformation Office That Drives Enterprise AI Adoption

Nellie Wartoft

CEO & Founder, Tigerhall

Chair, Executive Council for Leading Change

Always-On Transformation is the Reality

2016

ERP Modernization

Operating Model Shift

M&A Integration

Y1

Y2

Y3

2026

ERP Modernization

M&A Integration

AI Deployment

Compliance Overhaul

AI Deployment

Culture Transformation

AI

New CEO

AI

AI Deployment

Operating Model Shift

ERP

AI

M&A Integration

M&A

Compliance Overhaul

Y1

Y2

Y3



With **AI** Bringing Yet Another Inflection Point

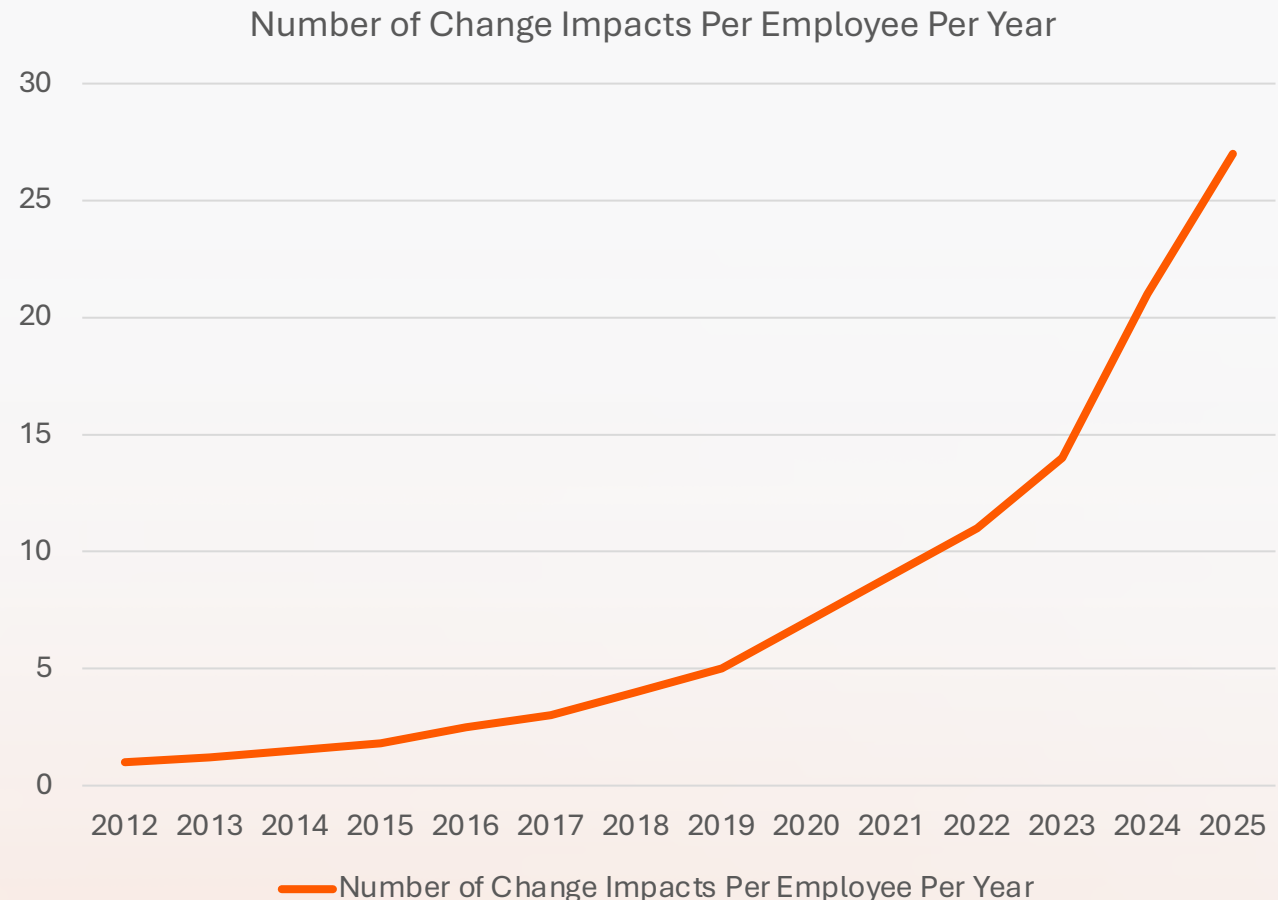
Technology Change

Process Change

Operating Model Change

Business Model Change

Culture Change



Source: Gartner



Driving the Need for A New Transformation **Operating Model**



Credibility Risk



Efficiency Questions



Internal Speed
Relative to External



Scalability and
ROI



Change Needs a Change

Effectiveness

Speed

Scalability





Models + Context Layer



The Data Flywheel



Workflow Mapping



Decentralization + The Manager's Role





Models + Context Layer



The Data Flywheel



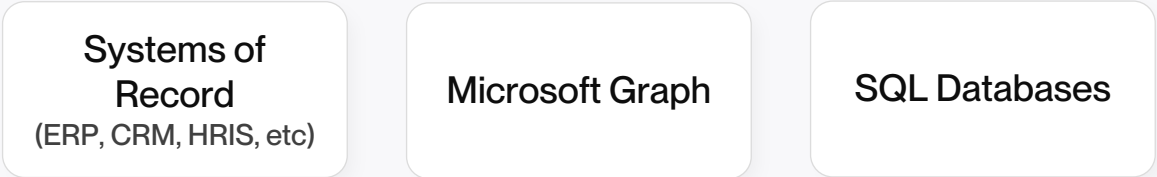
Workflow Mapping



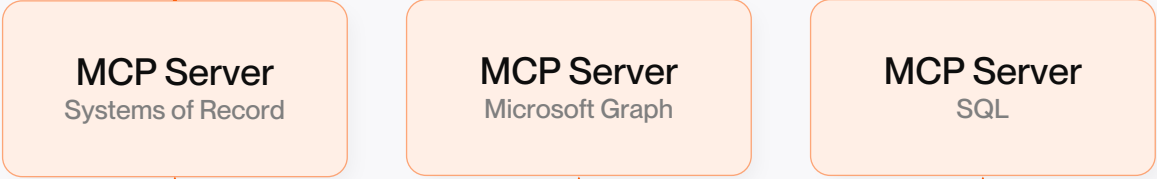
Decentralization + The Manager's Role



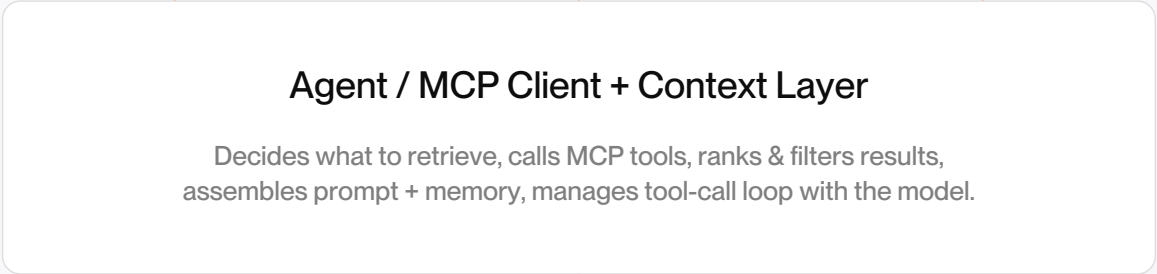
DATA SOURCES



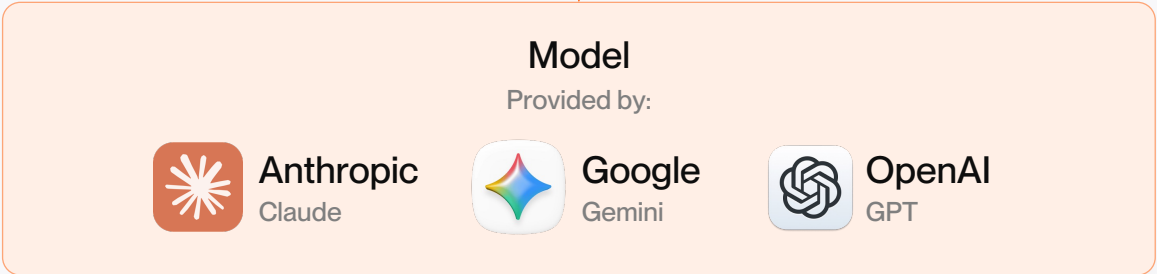
PER-SOURCE CONNECTORS



ORCHESTRATION



INFERENCE



If your AI doesn't reach these, it's just a smarter chatbot. If it does reach them, it can actually see what's happening in your transformation in real time.

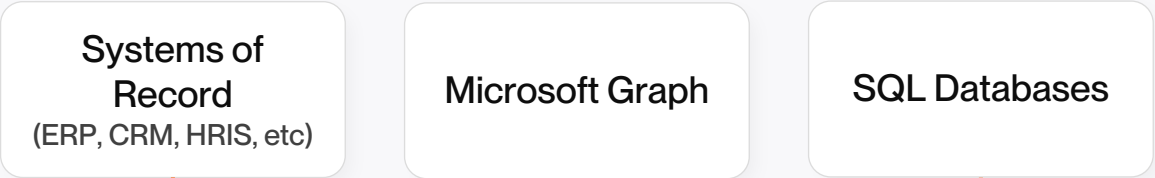
Who owns these connectors, and how fast can we add new ones? Every transformation initiative pulls from different systems. If adding a new data source takes six months of IT work, your AI can't keep up with the pace of change.

This is where your transformation methodology gets encoded. It's also where governance lives, who can see what, what gets logged, what gets escalated.

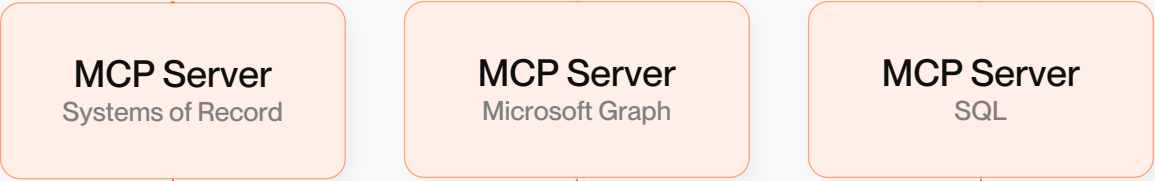
Commoditized and interchangeable.
Multi model approach recommended.



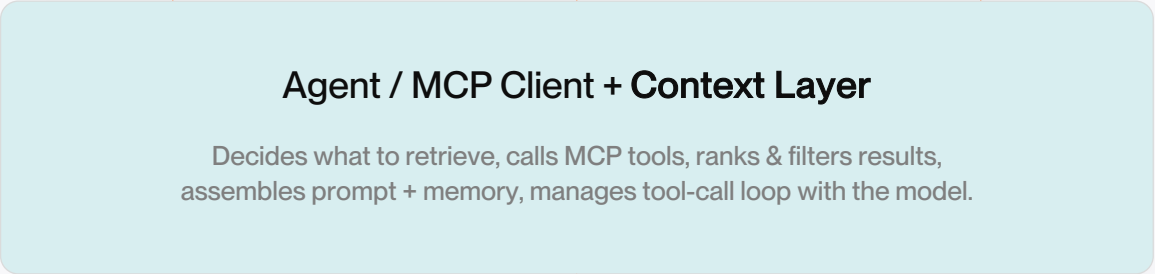
DATA SOURCES



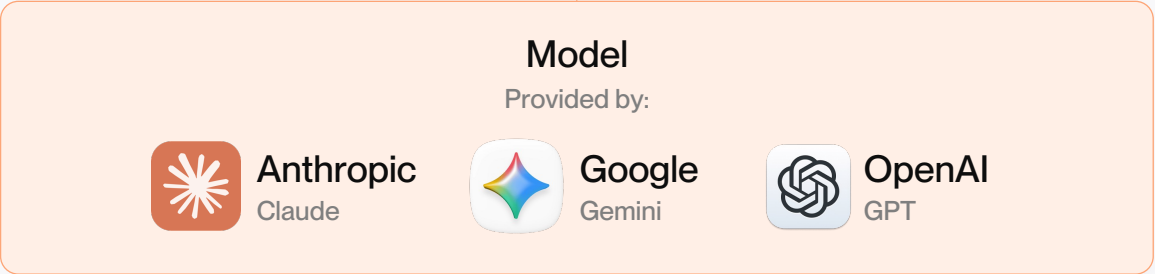
PER-SOURCE CONNECTORS



ORCHESTRATION



INFERENCE



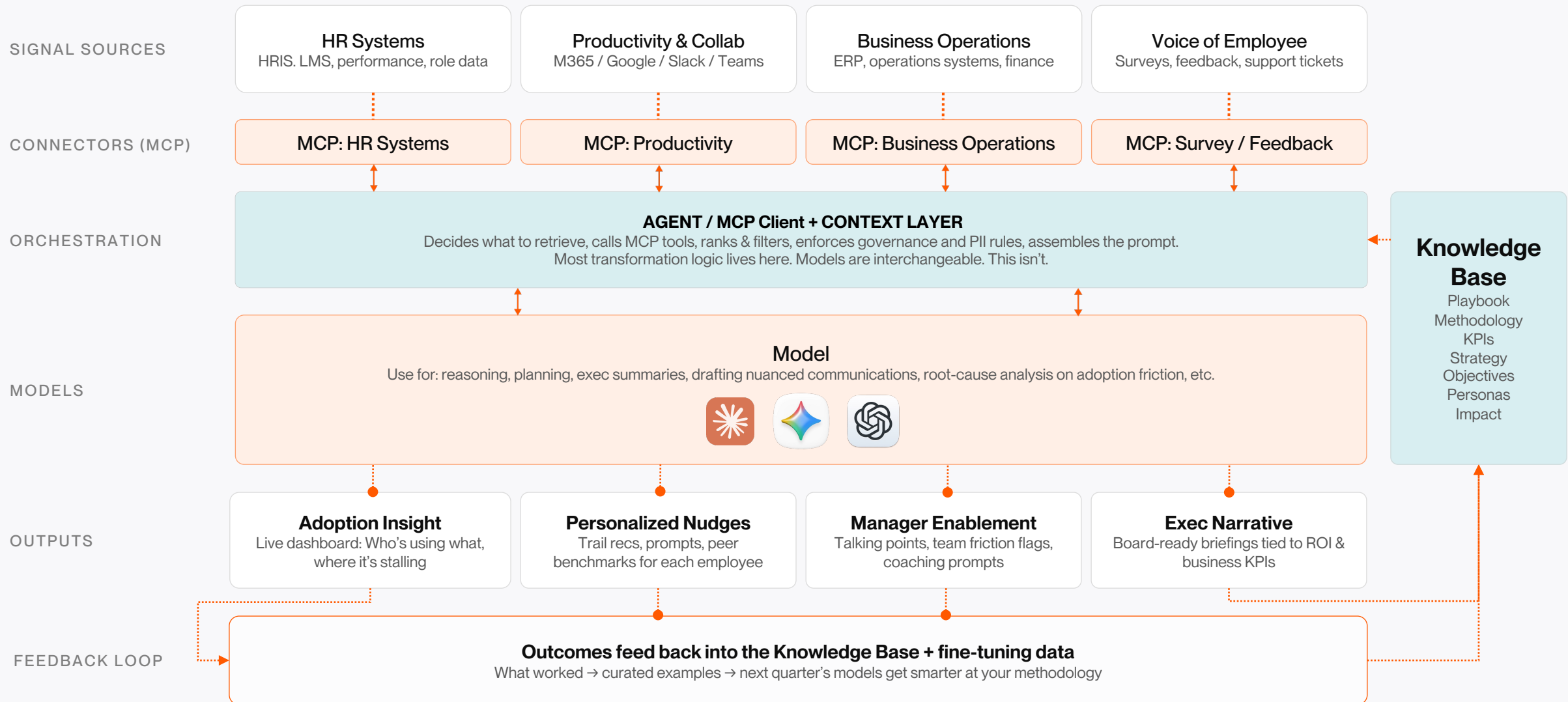
If your AI doesn't reach these, it's just a smarter chatbot. If it does reach them, it can actually see what's happening in your transformation in real time.

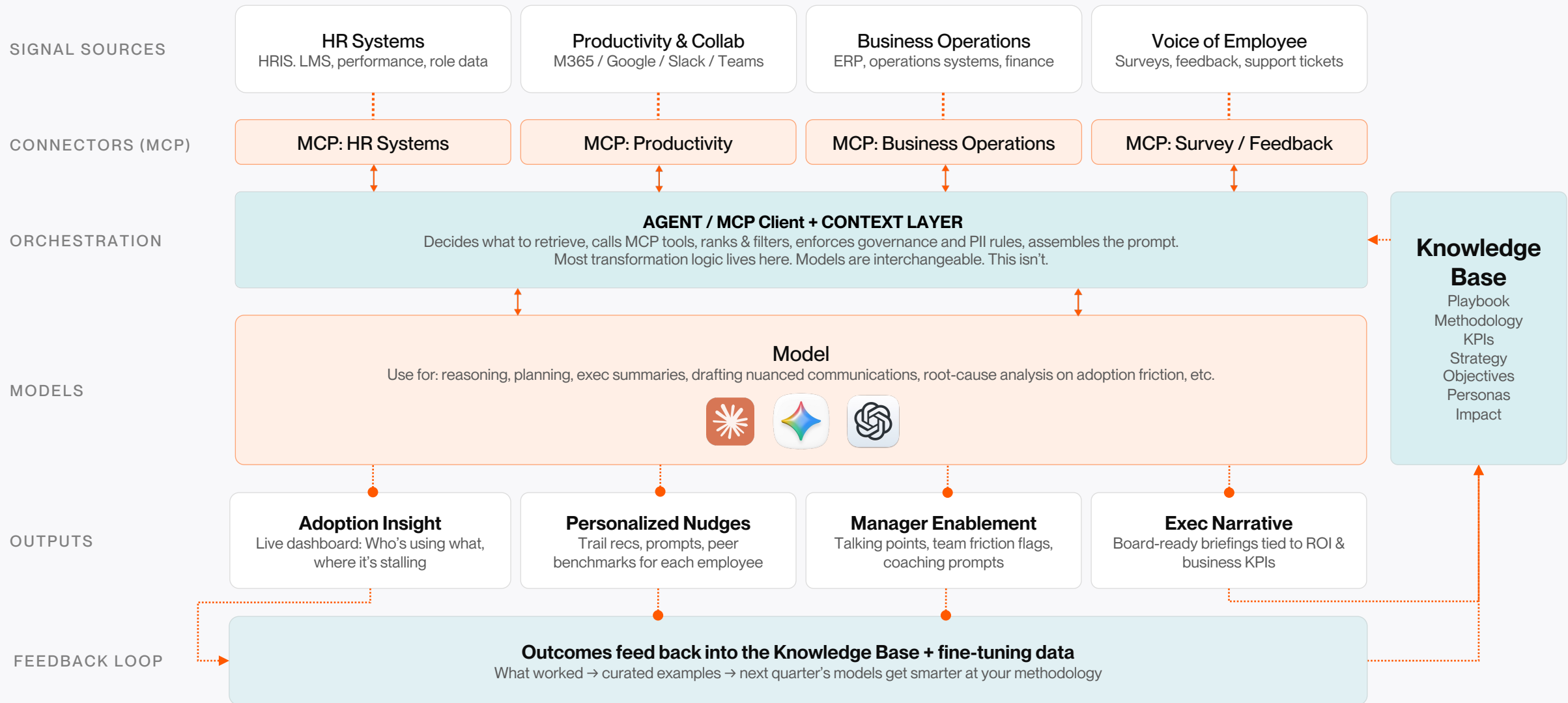
Who owns these connectors, and how fast can we add new ones? Every transformation initiative pulls from different systems. If adding a new data source takes six months of IT work, your AI can't keep up with the pace of change.

This is where your transformation methodology gets encoded. It's also where governance lives, who can see what, what gets logged, what gets escalated.

Commoditized and interchangeable.
Multi model approach recommended.









Models + Context Layer



The Data Flywheel



Workflow Mapping



Decentralization + The Manager's Role





Models + Context Layer



The Data Flywheel



Workflow Mapping



Decentralization + The Manager's Role



A **Compounding** Competitive Advantage

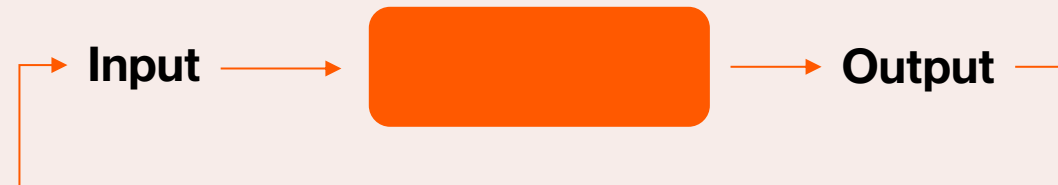
- Data is an input, not just an output.
- Builds your Context Layer over time.
- Makes everything queryable.

Open Loop System



Lossy, fragmented information manually interpreted

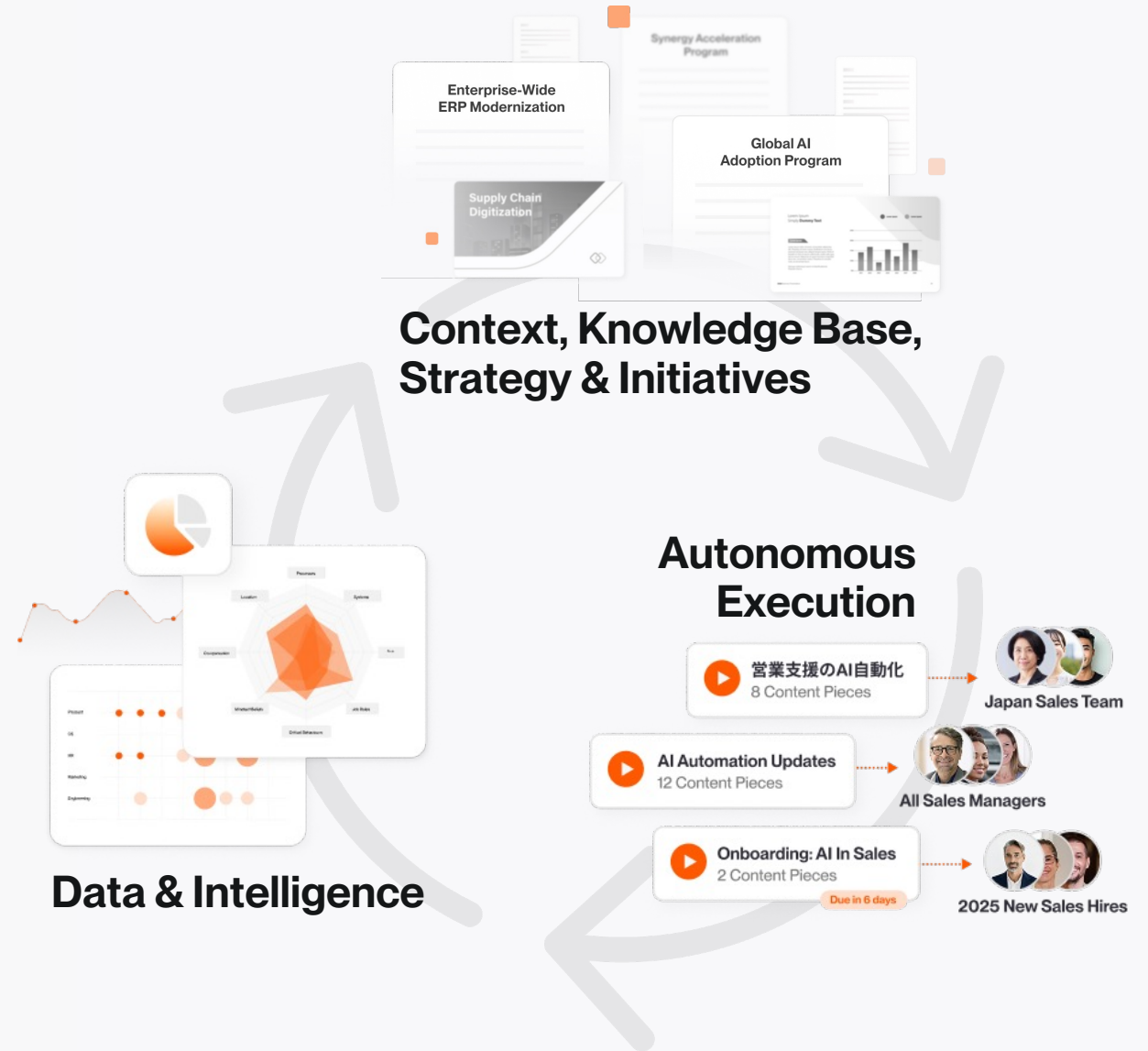
Closed Loop System



Status, actions, and outcomes are continuously captured and fed back into intelligence layer



The Flywheel Effect

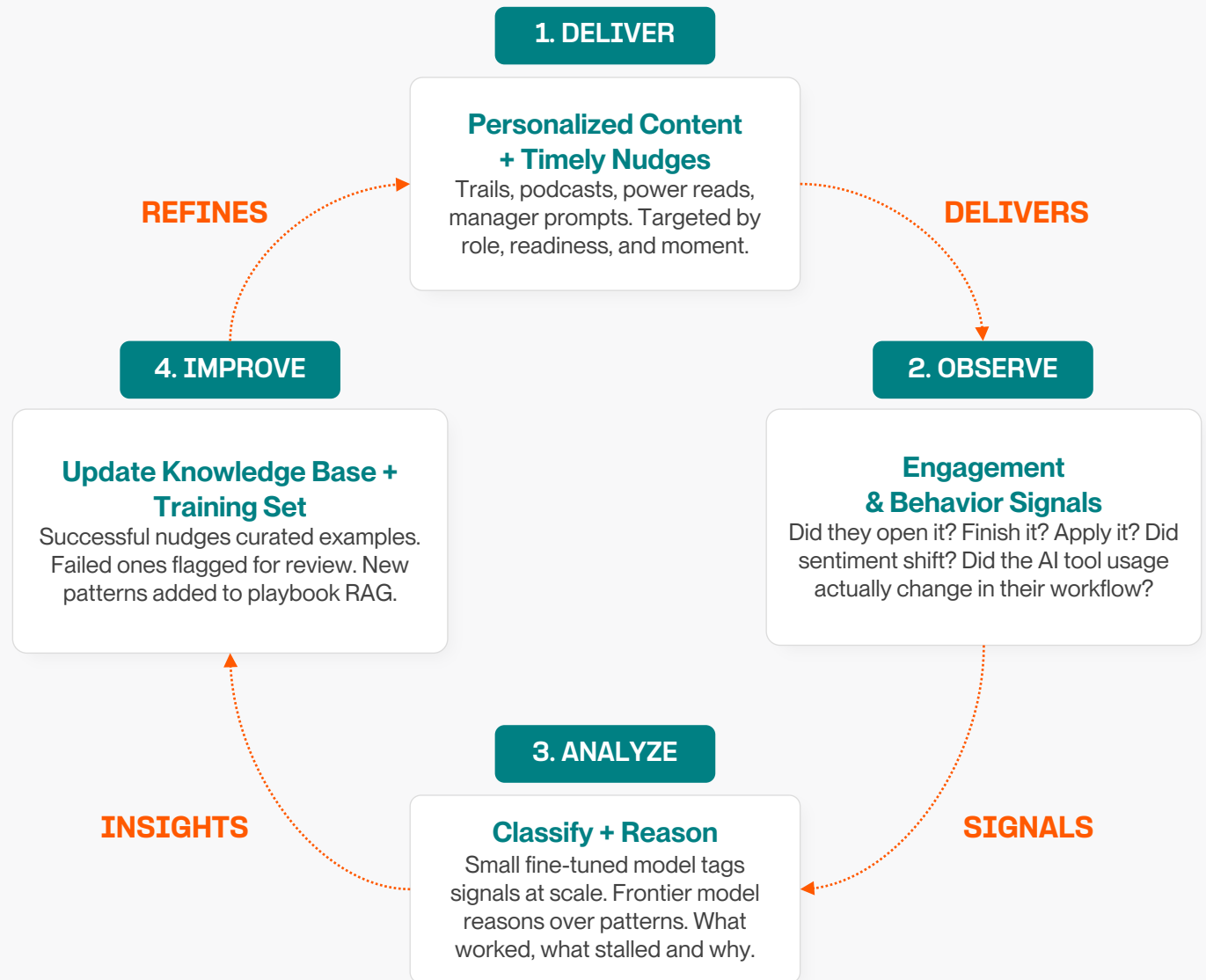


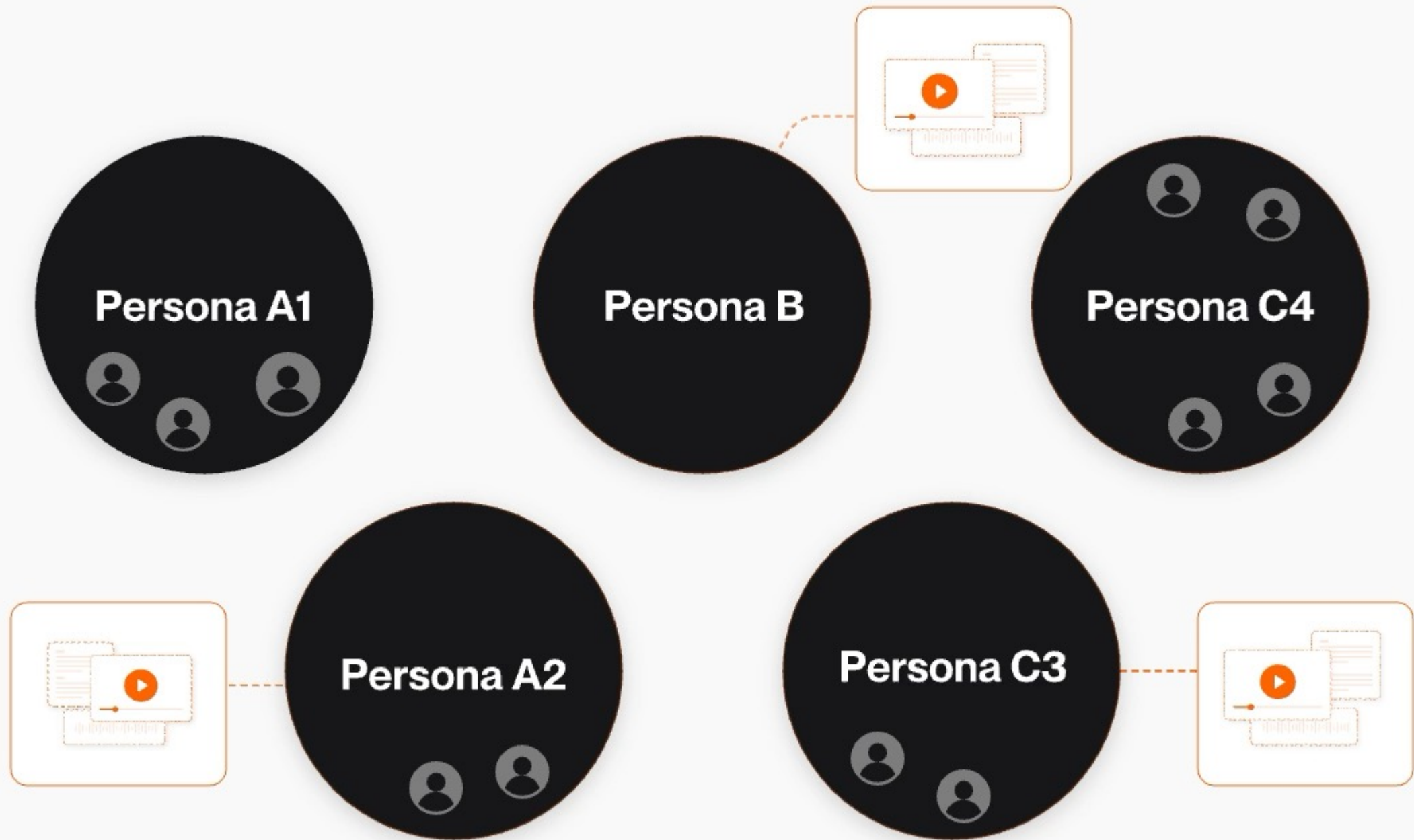
The Personalization Flywheel

Every cycle, the system gets a little smarter –

- Your people
- Your methodology
- Your ways of working

That's the moat.





Case Study

\$13B+ Consumer Goods Company

Microsoft Copilot Rollout

CHALLENGE

Change saturation, overwhelm and fatigue, lack of interest / why do I need this?

SOLUTION

Highly personalized, workflow-based activation, delivered at the time of need

91%

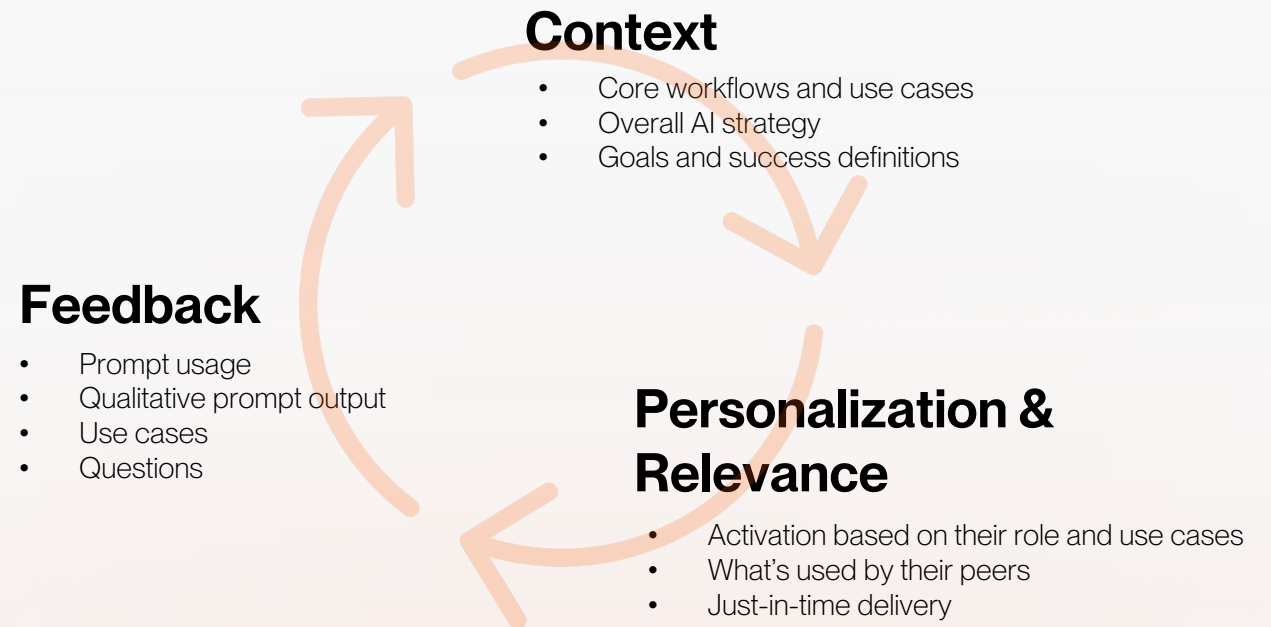
WAUs
within 90 days

12x

increase in use cases
and application areas

4x

Improvement in
AI sentiment





Models + Context Layer



The Data Flywheel



Workflow Mapping



Decentralization + The Manager's Role





Models + Context Layer



The Data Flywheel



Workflow Mapping



Decentralization + The Manager's Role



Transformation Lifecycle: Who Does What?

Human Hybrid AI

Legacy Lifecycle

~16-24 months end-to-end. ~50+ FTE-weeks before first value. Eight sequential human gates

DEFINE – 4-6 WKS	DIAGNOSE – 4-6 WKS	DESIGN 6-8 WKS	PROCURE – 8-12 WKS	BUILD – 12-16 WKS	PILOT – 8-12 WKS	MOBILIZE – 12-24 WKS	OPERATE - ONGOING
HUMAN	HUMAN	HUMAN	HUMAN	HUMAN	HUMAN	HUMAN	HUMAN
Strategic intent • Strategy consultants • Exec interviews • Excel ROI models • Board approval deck • Industry benchmarks ~4 FTE-wks	Current-state map • Org-wide surveys • Process workshops • Capability assessment • Gap analysis report • Maturity scoring ~5 FTE-wks	Architecture + operating model • Vendor landscape • Future-state design • Org/role redesign • Governance model ~5 FTE-wks	Procure + contract • RFPs + demos • Legal redlines • Security reviews • DPA + compliance • Negotiation cycles ~6 FTE-wks	Build + integrate • System integration • Configuration • Data migration • QA + testing • UAT cycles ~12 FTE-wks	Pilot • Cohort selection • Manual instrument • Excel data analysis • Analyst write-up • Go/no-go review ~5 FTE-wks	Mobilize + activate • Change strategy • Persona content • Training + enablement • Manager equipping • Townhalls + 1:1s ~10 FTE-wks	Operate + sustain • Service desk • Manual triage • Quarterly ROI reports • Lagging dashboards • Steering asks ~4 FTE-wks / qtr

AI-Augmented Lifecycle

~8-12 weeks to first value. ~5 FTE-weeks human effort. Human concentrate where judgement, accountability, and storytelling matter

DEFINE – 3 DAYS	DIAGNOSE – 3 DAYS	DESIGN - 1 WK	PROCURE – 2 WKS	BUILD – 2-4 WKS	PILOT – 2 WKS	MOBILIZE – 1 WK + LIVE	OPERATE – ALWAYS ON
HYBRID	AI	HYBRID	HYBRID	HYBRID	AI	AI	AI
Strategic intent AI Synthesizes industry + internal signals, drafts ROI scenarios + board narrative. Human Picks the bet, owns the board pitch, commits the budget. ~0.3 FTE-wks	Current-state map • Live scan of HRIS, productivity, telemetry • Capability inference from behavior data • Continuous gap analysis, not snapshot Human Validates hotspots, prioritizes focus areas. ~0.3 FTE-wks	Architecture + operating model AI Vendor scan, comparison matrix, scenario modelling, org-design options. Human Makes architecture + org calls. Defines guardrails. ~0.5 FTE-wks	Procure + contract AI Redlines vs playbook, vendor risk scoring, security questionnaires auto-filled, pricing benchmarks. Human Resolves edge cases, closes negotiation. ~1 FTE-wk	Build + integrate AI Write integration code, generates configs, drafts migration scripts, runs automated testing. Human Approves architecture, signs off security and data integrity gates. ~1 FTE-wk	Pilot • Cohort selection from live behavioral data • Auto-instrumented measurement • Real-time analysis • Counterfactual modeling Human Interprets, decides go / no-go. ~0.5 FTE-wks	Mobilize + activate AI Personas, content trails, in-flow nudges, manager talking points, 30+ languages. Human Curates narrative, signs off sensitive comms, runs townhalls. ~1 FTE-wk + ongoing	Operate + sustain • Live ROI dashboards • Sentiment surfacing • Self-healing tickets • Anomaly detection • Auto-proposed pivots Human Acts on flagged risks, tells the story to the board. ~0.5 FTE-wks/qtr



The Shift, in Numbers

16-24 → **8-12**
months weeks

Time-to-value

~50 → **~5**
FTE-wks FTE-wks

Total workload

8 of 8 → **4 of 8**
phases phases

Human-involved phases

Where humans are still essential:

1

Strategic Intent & the Bet

What problems are we actually solving? AI can model. It cannot decide what the company stands for.

2

Risk Acceptance & Accountability

Vendor lock-in, org changes, security tradeoffs. Someone owns the outcomes with the board.

3

Cultural & Ethical Judgement

Layoffs-adjacent comms, regional nuance, fairness in eligibility, when to slow down to bring people along.

4

Stakeholder Alignment

CEO, CFO, CIO, CHRO, BU heads. Real relationships compound. AI cannot do trust.

5

Irreversible Decisions

Vendor commitment, headcount changes, brand positioning. One-way doors stay with humans.

6

High-stakes Storytelling

Board narrative, all-hands moments, the stories that turn a transformation into shared identity.

7

Setting the Guardrails

Decentralize execution. Centralize context. Human can own the bets and the moments that matter.

Change Activation Lifecycle: Who Does What?

■ Human ■ Hybrid ■ AI

Legacy Change Activation

- 19-32 weeks. -27 FTE-weeks. One-shot launch then quiet. Measurement always lagging.

STAKEHOLDERS – 1-2 WKS	PERSONAS – 2-3 WKS	STRATEGY – 2-3 WKS	CONTENT – 4-6 WKS	APPROVALS – 3-4 WKS	DISTRIBUTION – 1-2 WKS	MNGR ENABLEMENT – 4-6 WKS	MEASURE – 2-6 WKS LAG
HUMAN Stakeholder Map • Identify sponsors • RACI mapping • Influence networks • Power maps • Champion shortlist -2 FTE-wks	HUMAN Personas • Audience interviews • Survey design + run • Behavioral segments • Excel persona docs • Empathy maps -3 FTE-wks	HUMAN Narrative + Sequencing • Story + positioning • Sequencing + phasing • Channel mix • Risk mitigation plan -3 FTE-wks	HUMAN Content + Comms • Decks, emails, PDFs • Video production • FAQ documents • Manager briefings • Visual design rounds -6 FTE-wks	HUMAN Approvals + Localization • Marketing review • Legal sign-off • 3rd-party translation • Regional adaptation • Brand QA -3 FTE-wks	HUMAN Distribution + Launch • Email blasts • LMS uploads • SharePoint / Intranet • Townhall prep • Distribution lists -2 FTE-wks	HUMAN Manager Enablement • Training workshops • Talking point decks • 1:1 templates • Champion programs • Office hours -5 FTE-wks	HUMAN Measure + Iterate • Post-launch surveys • Excel / PowerBI pulls • Stakeholder interviews • Adjustment proposals • Quarterly readouts -3 FTE-wks

AI-Augmented Change Activation

-3-5 days to launch. Then always-on. -1 FTE-week to launch. Measurement live and continuous

STAKEHOLDERS - HOURS	PERSONAS - HOURS	STRATEGY – 1 DAY	CONTENT - HOURS	APPROVALS – 1 DAY	DISTRIBUTION - LIVE	MNGR ENABLEMENT - LIVE	MEASURE - LIVE
AI Stakeholder map AI • Auto-built from org data + comms patterns • Influence inferred from collaboration graphs • Champion candidates ranked by behavior Human Validates the top 10 names. -0 FTE-wks	AI Personas • Live-generated from HRIS, productivity, AI-tool telemetry • Behavior-based, not role-based • Refresh continuously Human Spot-checks edge cases -0 FTE-wks	HYBRID Narrative + Sequencing AI Drafts narrative options, sequencing scenarios, channel plans, risk map. Human Picks the angle, sets the tone, owns the positioning -0.2 FTE-wks	AI Content + Comms AI • Personalized trails per persona (not per role) • Videos, podcasts, power reads, forms • 30+ languages • Manager talking points Human Curates the hero narrative. -0.2 FTE-wk	HYBRID Approvals + Brand QA AI Pre-checks every asset vs policy, legal, brand playbook, voice guide. Auto-flags edge cases. Human Spot-reviews sensitive comms (layoffs, regional, DEI, regulated content) -0.2 FTE-wk	AI Distribution + In-flow Nudges • Triggered nudges in Teams, Slack, mobile, web • Optimal timing per individual • Always-on, always-fresh Human Sets cadence rules and quiet hours. Continuous	HYBRID Manager Enablement AI Drafts talking points per 1:1, surfaces team blockers, suggest next conversation, identifies at-risk reports Human Has the conversation. Coaching is human work. -0.5 FTW-wks/mo	AI Measure + Adapt AI Live dashboards, sentiment surfacing, anomaly detection, attribution to outcomes, auto-proposed pivots. Human Acts on flagged risks, decides when to pivot. -0.3 FTE-wks / qtr



The Shift, in Numbers

19-32 → **3-5**
weeks days

Time to launch

~27 → **~1**
FTE-wks FTE-wks

Total workload

8 of 8 → **3 of 8**
phases phases

Human-involved phases

Where humans are still essential:

1 Sensitive Narrative Cells
Layoff-adjacent comms, regional politics, fairness, DEI, regulated content. Tone is judgement work.

2 Direct Relationships & Coaching
Manager 1:1s, champion conversations, real-time empathy. AI can prep. Only humans can connect.

3 Brand Voice & Cultural Fit
Owning what your company sounds like and stands for. AI mirrors. Humans set the original.

4 Calls to Slow Down or Pivot
When the data says go but the room says wait. Reading the human signal beneath the metric.

5 High-stakes Storytelling
All-hands moments, board narrative, the line people remember 6 months later.

6 Champion + Sponsor Energy
Recruiting believers, recognizing them in front of peers. Identify-level work. Not delegable.

7 Final Accountability for Outcomes
Standardize and personalize at the same time. Templatize the recurring. Capture the exhaust. Decentralize execution, centralize context.

Case Study

19,000-pax Research & Services Provider

Wholesale AI Operating Model Transformation

CHALLENGE

Inability to scale AI enablement and change execution with a small transformation team

SOLUTION

Designing AI workflows for AI enablement for their transformation and activation work

15% → 90%

Use case and initiative coverage

4 months → 4 days

Time-to-launch new strategies and initiatives

5 → 3

People in transformation team

1

Most Time-Consuming Today

1. Reporting
2. Creating materials
3. Reinforcement

2

Low Impact/High Impact

1. Low: Town halls, emails
2. High: Sponsor engagement, manager enablement

3

Net New Capabilities

1. Persona-based enablement
2. Adaptive reinforcement





Models + Context Layer



The Data Flywheel



Workflow Mapping



Decentralization + The Manager's Role





Models + Context Layer



The Data Flywheel



Workflow Mapping



Decentralization + The Manager's Role



Expert → Everyone



Stripe

Payments

Banks
→ **Everyone**



Canva

Design

Designers
→ **Everyone**



Loveable

Software

Engineers
→ **Everyone**

Expert



Everyone

Experience
Certifications
Frameworks
Models
Methodologies



Natural Language Interface

What is your team doing today that it shouldn't be doing tomorrow?

What should your team be doing tomorrow that they aren't doing today?

What will inspire or motivate them to get there?



AI collapses a trade-off that defined large-scale change and transformation for 30 years.

Now you can **standardize and personalize at the same time.**

Centralize context. Decentralize execution.

Case Study

Major US Aerospace Manufacturer

AI Deployment in Predictive Maintenance on the Manufacturing Floor

CHALLENGE

Slow plant adoption, disconnect from corporate headquarters and culture

SOLUTION

Decentralized execution, TO as invisible enablers and coaches

6x

faster value realization

48%

reduction in resistance

73%

workload reduction for central TO

- ✓ Got governance balance right
- ✓ 60/40 Standardization/Localization
- ✓ Coaching based on feedback and reality on the ground





Models + Context Layer



The Data Flywheel



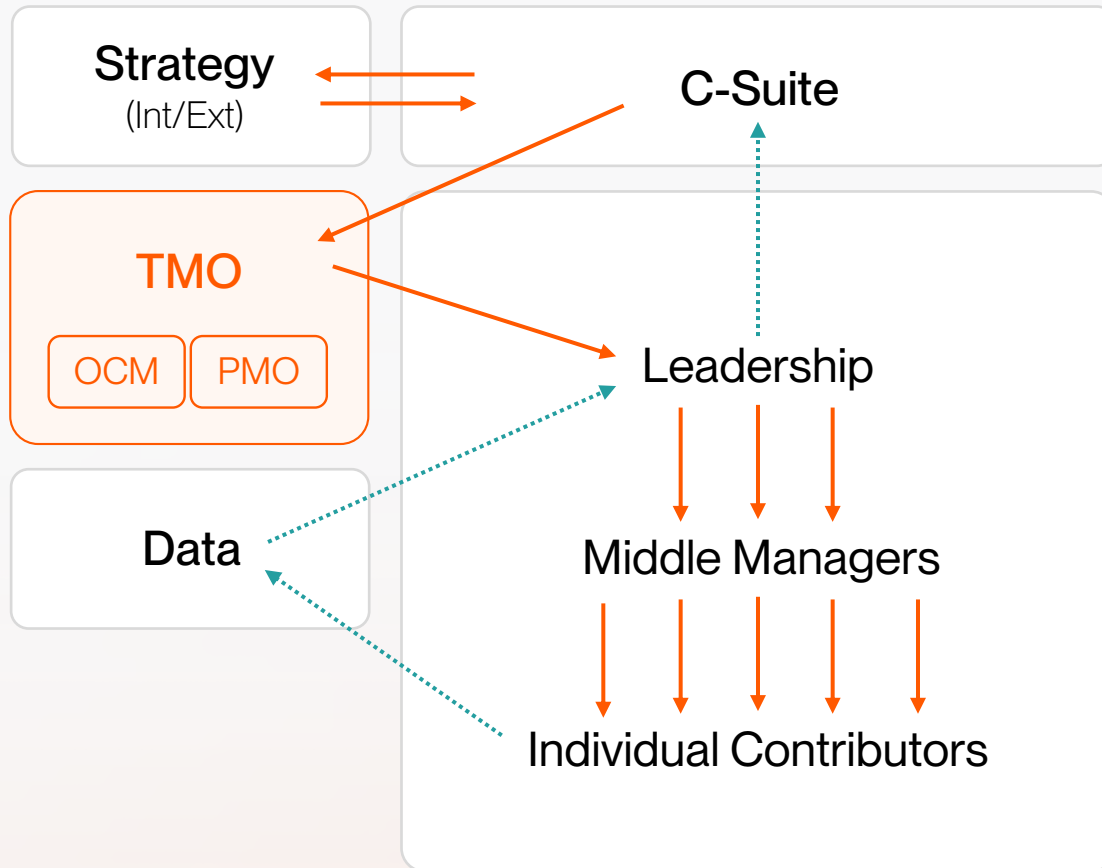
Workflow Mapping



Decentralization + The Manager's Role

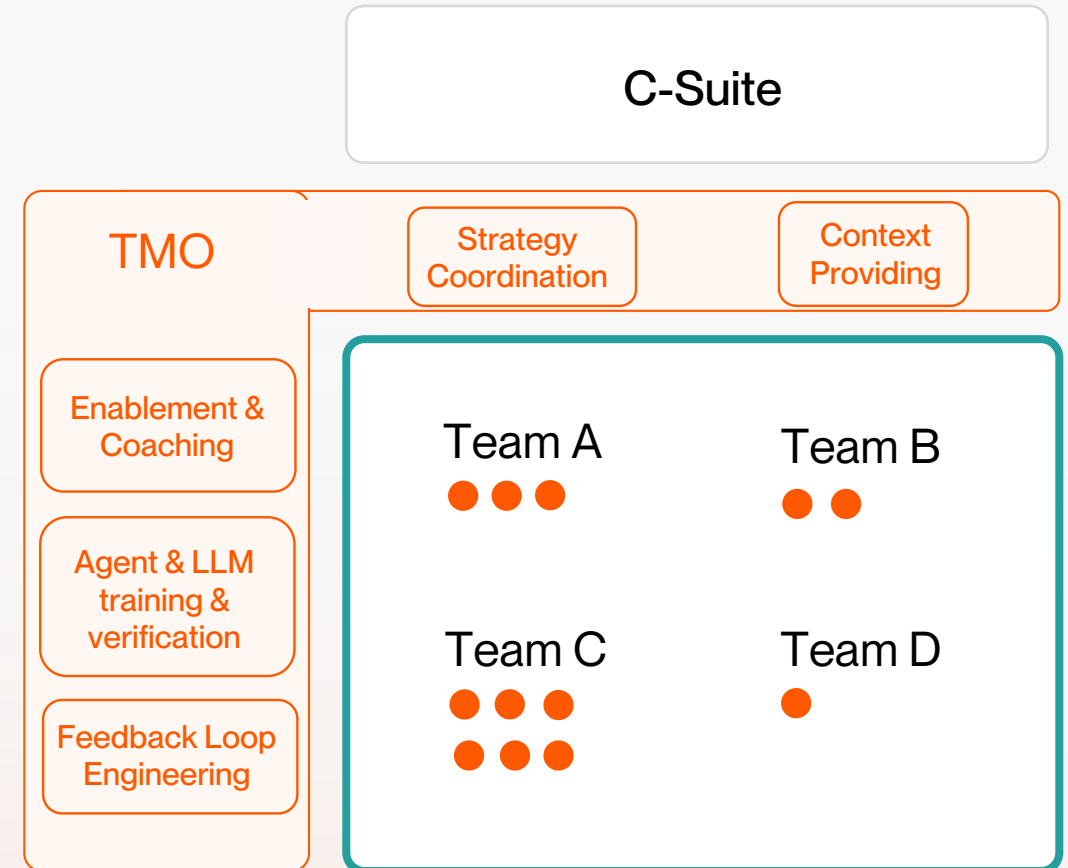


Traditional TMO Operating Model



→ Initiatives
→ Intelligence

AI Enabled TMO Operating Model







Nellie Wartoft

CEO & Founder
Tigerhall

+1 (323) 240 8893
nellie@tigerhall.com



www.tigerhall.com