



Change Activation for AI Adoption

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Where is your organization in its AI journey?

- Exploring: We're figuring out where AI fits**
- Early rollout : We've done one or more AI launches**
- Scaling: We're expanding use cases of launched tools**
- Sustaining: We're optimizing embedded AI**



The Enterprise AI Landscape Today

Organizations are racing to adopt AI, but the gap between ambition and execution is widening. Despite massive investments, most initiatives fail to deliver expected value.

70–85%

of AI initiatives fail to meet expected outcomes

Deloitte, BCG

63%

of implementation challenges stem from human factors, not technology

Prosci Research

42%

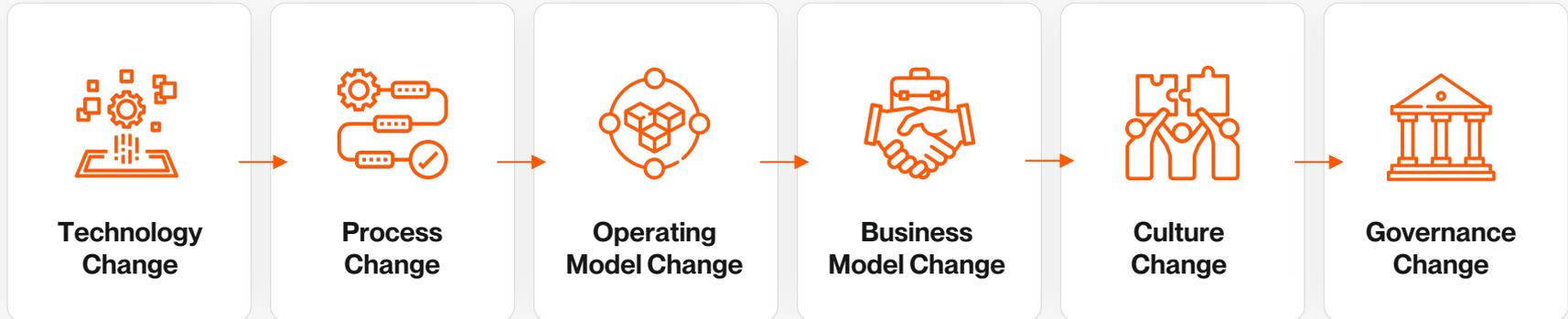
of companies abandoned most AI initiatives in 2025 (up from 17% in 2024)

Second Talent Research



AI is not a technology deployment. It's an organizational transformation

Many organizations underestimate the ripple effect of AI implementation, which causes a chain reaction throughout the entire business—all the way down to how teams are structured, how decisions get made, and how the business fulfills the demands of customers.



What does your current approach to AI adoption look like?

- Mostly training sessions and leadership comms**
- We have a formal OCM plan**
- We're building something but it's not consistent**
- We're figuring it out as we go**



AI rollouts expose where traditional change management has never really worked, and how change-ready the organization really is (or isn't).

✘ **Change management can't keep up.**

AI evolves way too fast for rollouts that spend months alone in planning and approvals.

✘ **AI rollout playbooks quickly became irrelevant.**

AI implementation creates a domino effect across the business. Playbooks that treat it as self-contained projects stopped being applicable.

✘ **It's not just resistance.**

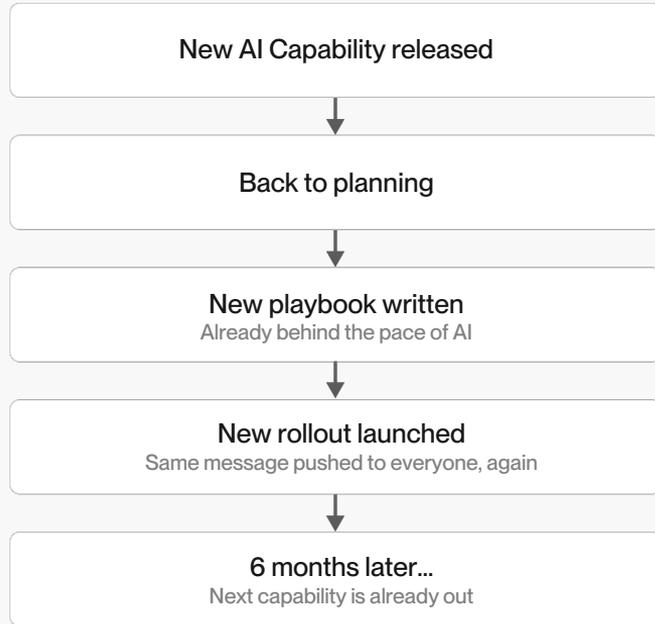
People are afraid of being replaced and left behind at the same time. Some question the ethics. They all need to be spoken to differently.



Change Management treats each AI rollout as isolated initiatives.

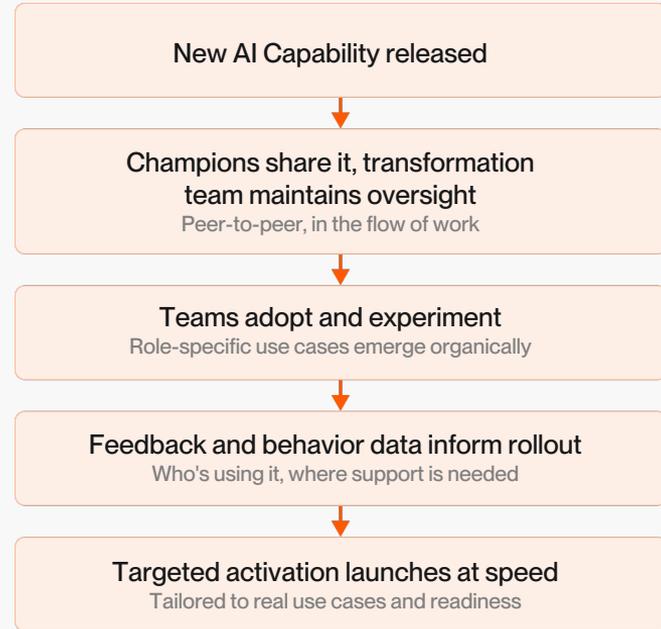
Change Activation builds a system that self-sustains adoption.

Change Management



The org falls behind every time AI advances

Change Activation



The org absorbs every AI advancement



What's your biggest challenge with AI adoption right now?

- Keeping up with how fast AI evolves
- Resistance: fear, skepticism, or ethical concerns
- Reaching different teams in a way that's relevant to them
- Sustaining adoption after the initial rollout
- Measuring whether it's sticking



The Change Activation Model

Alignment

Mobilize people by their AI readiness, where they can apply AI, and what they actually do once they start using the tools.

Adaptation

Build a culture of experimentation through feedback-driven execution and data-backed course corrections

Adoption

Leverage champion networks and peer communities to decentralize execution and drive faster adoption at scale.



Alignment

Address the sentiment and communicate the expectations with every stakeholder.

Personalization makes that scalable.



How would you describe AI sentiment across your organization?

- Positive: Excited and willing to try**
- Mixed: Some teams are on board, others are resistant**
- Cautious: People are waiting to see what happens**
- Fearful: Skeptical or anxious across the board**



AI isn't lightening workloads. It's making them more intense. (WSJ)

Align stakeholders on the short and long-term vision: how the tools benefit them now and what opportunities those values create—instead of replace.



Build the Right Personas

Assigned Pulse Survey

2026 AI Workflow Implementation Readiness Check-In

Due date: in 3 days

Start

Survey for AI Readiness

Skeptic
Curious
Confident

Workflow Approvers

- Engages only at key review/approval stages
- Relies on summaries, not raw details
- Needs clarity on "what's changed" + "what's needed"

Cross-Team Coordinator

- Works across multiple teams/functions
- Tracks cross-team dependencies and blockers
- Reconciles conflicting updates / sources of truth

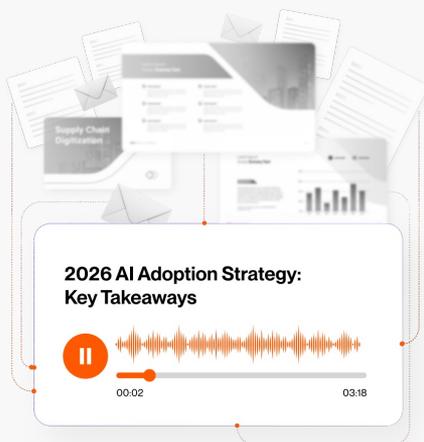
Remove Users Add Users

Map to Workflow Context

- What are their use cases and day-to-day behaviors?
- What data do they have access to?
- What are they asking or prompting the AI?

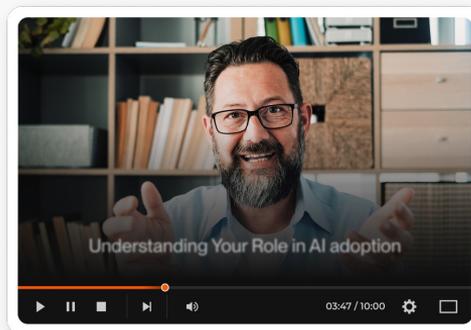


Equip stakeholders with AI competencies through targeted enablement.



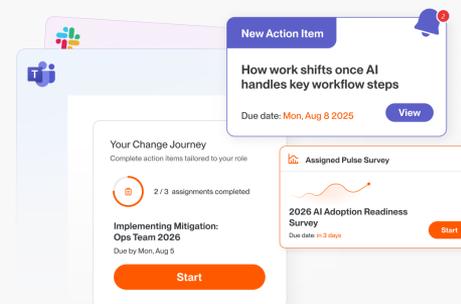
Create **bite-sized** content using context and documentation

Faster to produce.
Faster to consume.



Demonstrate **role-specific** use cases

Show how real people use AI in their daily tasks, not theory.



Deliver in the right place,
at the right **time**

Trigger support based on behaviours in the AI tools, delivered directly in the workflow.



Adoption

One central team can't keep up with AI advancements.

Decentralize execution to scale adoption.



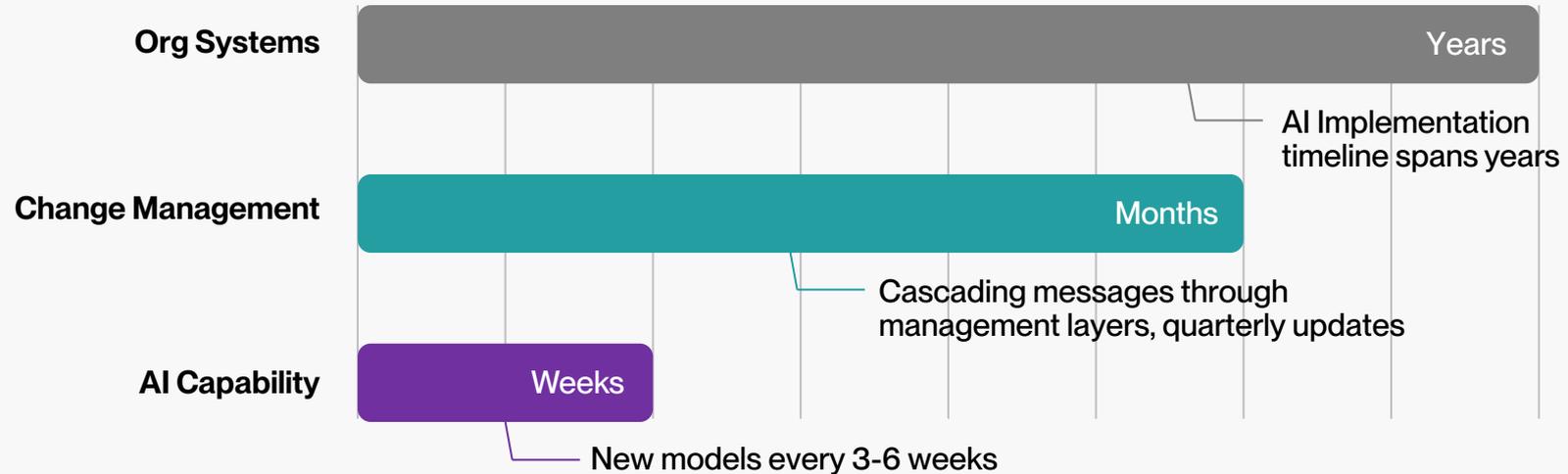
How are you measuring whether AI adoption is actually working?

- Login rates**
- License or tool usage**
- Productivity or output metrics**
- Employee sentiment and feedback**



A Fundamental Speed Mismatch

A central team responsible for pushing everything out won't be able to keep up with how fast AI model evolves. Champions and peer communities can share knowledge way faster.



Champions and peer communities share how-to's and create fun challenges, accelerating adoption.



Scale Adoption through Champion Networks and Peer Communities

1



Identify Super Users

Create champion groups with early adopters of enterprise AI tools, or employees who are already experimenting on their own in each business unit.

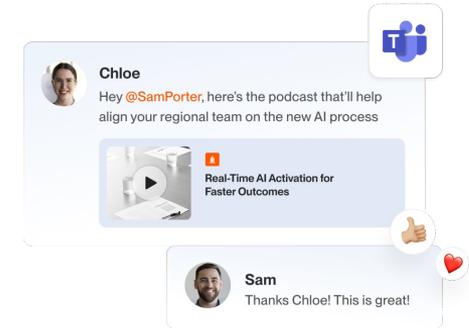
2



Enable Champions to Share Knowledge

Give them tools to share how they use AI, focusing on practical applications. Local leaders are coached to govern messaging, providing final sign-off before publishing.

3



Form Community of Practice

Drive peer-to-peer learning where people workshop use cases, share tips and tricks, and exchange insights on the latest AI developments.



Decentralization works when it's trusted, visible, and rewarding

Trust & Empower

Give champions ownership—not just participation. Clear guardrails, but freedom to experiment within their workflows.

✓ Shifts from central push → local ownership

Gamify & Reward

Turn adoption into momentum. Challenges, recognition, and incentives make participation visible and motivating.

✓ Adoption becomes pull-driven, not forced

Showcase & Amplify

Surface real use cases from within the organization. Highlight how teams are actually using AI in their day-to-day work.

✓ Makes AI feel real, relevant, and achievable

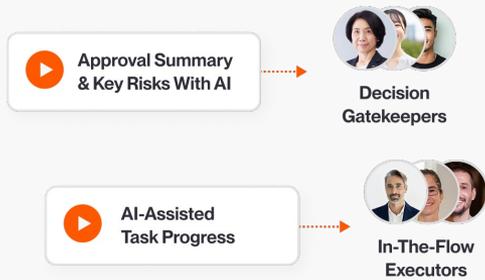


Who is currently driving AI adoption in your org?

- A central team pushing everything out**
- BU champions and local leaders**
- Mostly self-driven by motivated employees**
- Leadership is mandating it but execution is unclear**

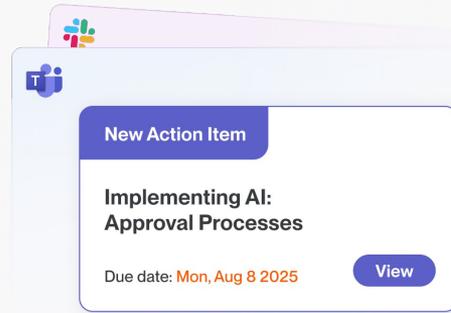


Adoption Only Sticks When It's Practical



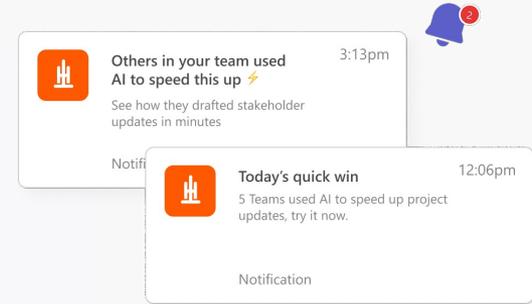
Applicable to their Unique Workflows

- Fits into existing tools and processes
- Adapts to how teams already work
- Uses real project and role context



Automated Sustainment, Reinforcement, Nudges

- Triggers timely prompts and reminders
- Reinforces behaviors through daily workflows
- Keeps momentum without manual follow-ups



Time Based Peer Success Stories, Relevant to the Workflows They've Started

- Surfaces relevant peer examples in real time
- Reinforces behaviors and builds confidence
- Boosts morale through relatable success moments



Case Study

Decentralizing AI Adoption at a Global Insurance Enterprise

The Challenge

A leading insurance provider was launching Gen AI to every employee. With just one small central team and no playbook, the broad rollout hit a ceiling and couldn't go any deeper. Asia markets were especially unresponsive due to hierarchical cultures where explicit leadership directives were needed to drive action, while legacy functions felt 'exempt', resulting in slow to no execution.

The Solution: **Controlled Decentralization**

- Core mandates were set centrally by the CEO's office — built into leadership journeys combining AI education and messaging guardrails, so local leaders could plan rollouts for their team
- Stakeholder groups were built to manage content creation rights and approvals for champions across BUs, who created comms to activate tenured employees.
- A peer-to-peer community formed to exchange ideas for using the tools via comments, bite-sized content, and livestreams. Global sessions where people solved role-specific challenges also sparked discussions.

The Results

- Sustained 81%+ monthly active usage 6 months post-launch
- No adoption decay at 6 months
- AI use cases identified and activated by employees grew 4x by month 6
- Reached critical mass adoption 3x faster than previous enterprise tech rollouts at the same org



Adaptation

Build a culture of experimentation, where employee feedback and real-time data shape rollout.



The Experiment vs Validate Trap

Organizations pilot AI to validate a decision already made, not to learn from the pilot.



The Solution: **Build a culture of experimentation.**

When you map the current process against what it should be, you often find 30–40% of steps are legacy habits that no longer need to exist.



When people are heard and involved, sentiment shifts from 'AI is coming for me' to 'I'm a part of it'.

Explicit Feedback



Surveys, pulse checks

Open sessions, focus groups

Signal: 0% of the data team rates their AI confidence above 3/10

Response: Community practice session added for that function in the next sprint

Implicit Feedback



Comments, chats, reactions

Usage patterns, drop-off points, error hotspots

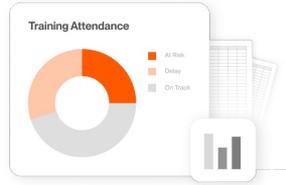
Signal: Usage data shows sharp drop-off after first-time logins

Response: In-the-workflow nudge sent to re-engage cohort after first-time logins



Define “adoption threshold”: What adoption really means beyond a one-time login.

✗ Measuring Deployment



Login rates / License usage

Training attendance

Deployment milestones

Signal: Cohort A has logged in.

✓ Measuring Adoption



Whether AI changed someone’s output

Whether legacy workflow steps are being redesigned

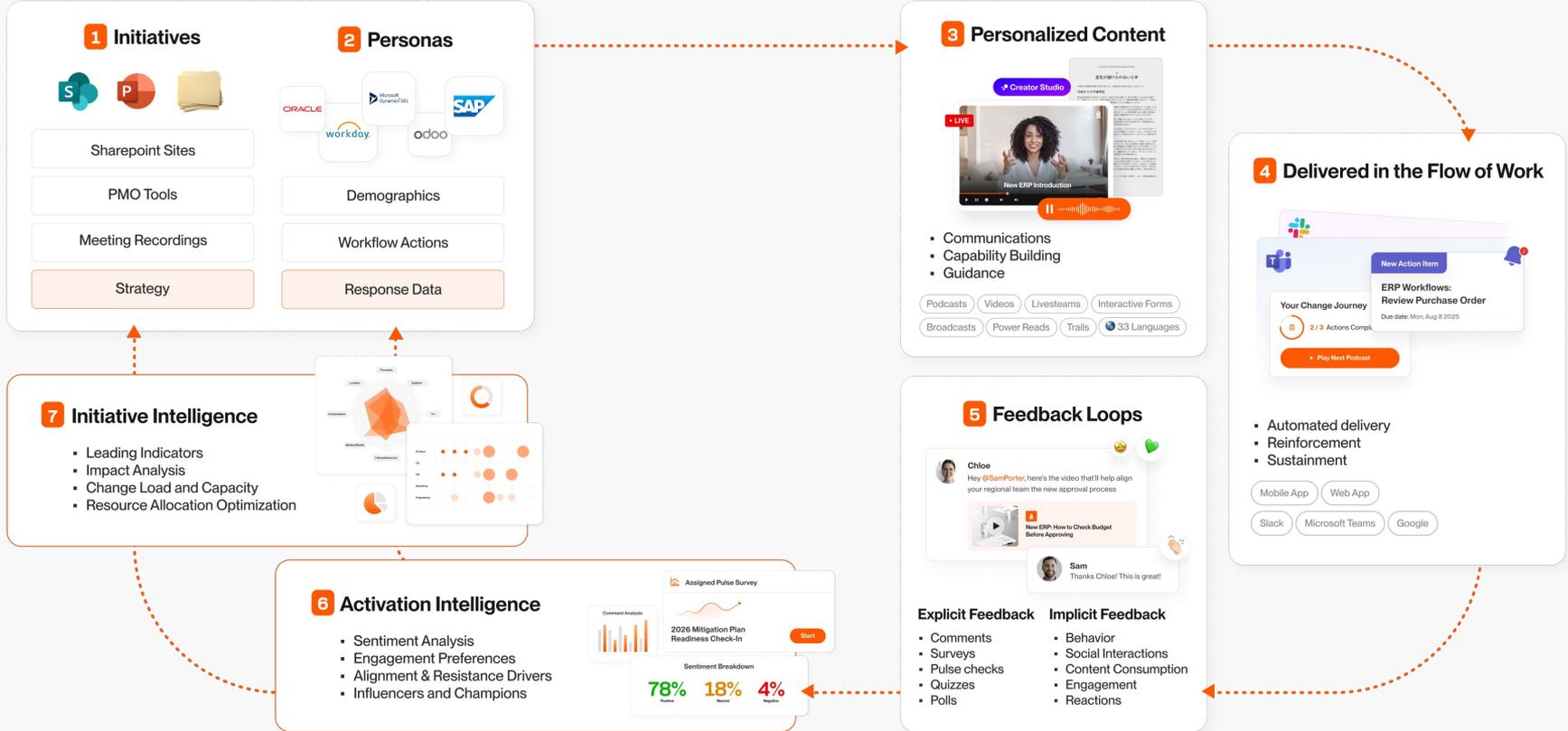
Error rate, decision quality

Signal: Cohort A is using AI to process claims 3 times a week. **Error rate over 1%**

Solution: Bite-sized refresher triggered for cohort A. Broader rollout paused until signal improves



The Tigerhall Way



Key Takeaways

AI Adoption Succeeds and Sustains When It's:

✓ Personalized

- Tailored to each stakeholder's role and AI readiness
- Clearly establishes what's expected of them, and how they can achieve it

✓ Peer-Led

- Champions and communities share knowledge at scale, accelerating adoption

✓ Practical

- Embedded into existing workflows and tools
- Provides real-time, context-aware support
- Reinforces actions through timely nudges
- Adapts based on usage and workflow context

✓ Psychologically Safe

- Experiments are encouraged
- Feedback visibly shapes execution, making people feel involved
- Data informs how and where support shows up





The ROI of Getting AI Adoption Right



Increased AI Readiness

Attitudes toward AI shift while competencies grow, making future rollouts faster and easier.



Measurable Productivity Gains

ROI materializes as behaviors, mindsets, and culture shift across the organization.



Competitive Advantage

Orgs that activate AI well start delivering faster, differentiated values; competitors that don't have to catch up.



AI at Operating Model Scale

AI stops being informal tools or isolated initiatives and becomes the new operating model.



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How to Do Change Activation for M&A Integrations

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