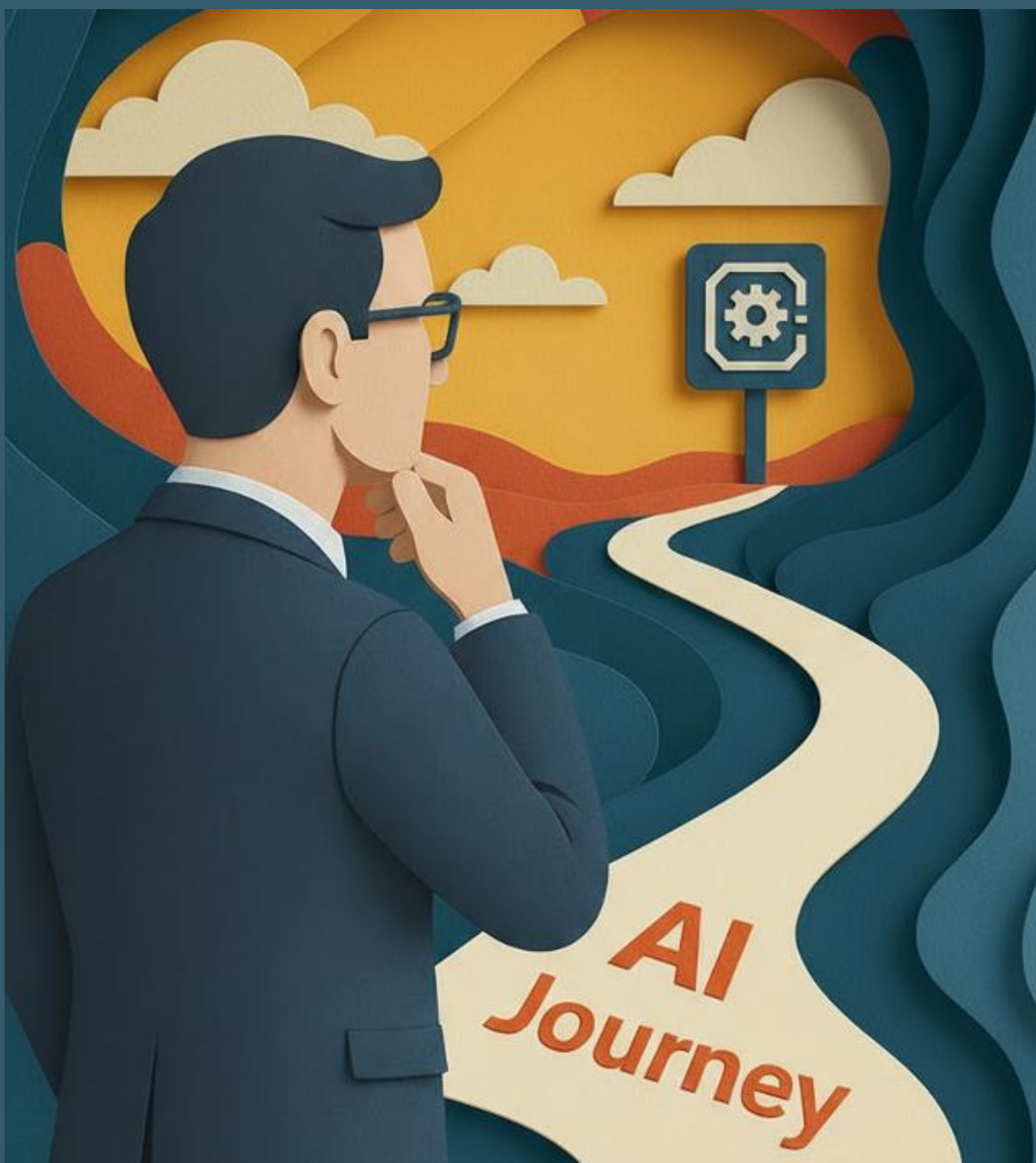


SPACE White Paper



**HOW TO EFFECTIVELY
INITIATE OR REVIVE AN ORGANISATION'S AI
JOURNEY**

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1 - Executive Summary

How to effectively initiate or revive an organisation's AI Journey

Artificial Intelligence (AI) is no longer a peripheral technology - it is a strategic enabler reshaping how organisations create value, compete, and operate. Yet, despite significant investment, many companies struggle to move beyond fragmented pilots and hype into scalable, sustainable impact. This white paper addresses that gap.

Drawing on 50+ executive interviews across Europe and the practical experience of the SPACE Management Consulting Network, we identify three recurring challenges:

- **Static strategies in a volatile environment:** AI plans often fail to adapt to rapid shifts in technology, regulation, and market dynamics.
- **From use case to business case:** Isolated pilots rarely scale without structural and cultural readiness.
- **Isolated excellence, limited scale:** Individual successes remain siloed due to organisational and psychological barriers.

SPACE AI Journey: Model Overview

To overcome these, we introduce the SPACE AI Journey Model - a navigation system that helps organisations transform experimentation into enterprise-wide value. It integrates five critical dimensions:

- 1. AI Strategy:** Define a clear Vision and Ambition, supported by an AI Charter for ethical and transparent adoption.
- 2. Foundations of AI:** Build a future-proof data strategy and align organisational culture to accelerate adoption while managing risk.
- 3. Roadmap:** Move from vision to execution through a dynamic roadmap combining business case prioritisation and a Radar layer for emerging opportunities.
- 4. Transformation & Execution:** Rethink organisational design, leadership roles, skills, and project management to embed AI into the operating model.
- 5. Culture & Competence:** Foster psychological safety, adaptability, and continuous learning to ensure AI becomes a trusted partner - not a source of fear.



1 - Executive Summary

Why this matters for leaders

AI is not just a technology upgrade - it is a structural, cultural, and strategic shift. Success depends on leadership commitment, cross-functional collaboration, and a human-centred approach. Organisations that treat AI as a living system - continuously sensing, adapting, and learning - will turn volatility into advantage.

What you will find inside:

- Practical frameworks for defining AI ambition and governance
- A diagnostic model for assessing cultural fit and mitigating risks
- A roadmap for scaling AI responsibly and effectively
- Insights on new roles, skills, and organisational structures in the AI era
- Strategic guidance for embedding AI into project management and decision-making

AI maturity is not a destination - it is an iterative journey. This white paper provides the tools and insights to navigate that journey with clarity, confidence, and impact.



2

How to effectively initiate or revive your AI journey: the SPACE AI Model

Many organisations struggle to scale AI beyond pilots. This chapter introduces the SPACE AI Journey - a practical framework to define vision, assess data and cultural readiness, and embed governance. It helps leaders turn experimentation into measurable business value through structured, adaptive integration.

2 - How to effectively initiate or revive an organisation's AI journey

In 2025 SPACE Management Consulting Network conducted over 50 in-depth interviews with senior executives across Europe to explore how artificial intelligence (AI) is currently being applied in business practice. These conversations revealed a dynamic yet fragmented landscape: while organisations are investing in AI at varying degrees of maturity, many face similar strategic and organisational challenges that hinder sustainable value creation.

Three critical barriers to progress emerged repeatedly:

Strategic Flexibility in a Volatile Environment

Rapid shifts in technology, market dynamics, and regulation make static AI strategies obsolete. Organisations must respond more frequently - and more decisively - to external change. Long-term decision-making is often constrained by uncertainty and organisational overload.

This raises a key question: **Which elements of the AI journey should be designed for stability, and which must remain adaptable by design?**

From Use Case to Business Case

Many companies pursue AI initiatives with the expectation of quick return on investment. Yet without the necessary structural and experiential foundation, isolated use cases rarely scale. Moving from experimentation to enterprise-wide impact requires deliberate learning, capability building, and a strategic reframing of AI - not as a one-off investment, but as an iterative journey. The challenge: How can pilot learnings be institutionalised and translated into strategic business value?

Isolated Excellence, Limited Scale

Individual employees often achieve impressive results with AI through self-initiated efforts. However, this expertise rarely scales across the organisation. Structural barriers and psychological concerns - such as fear of automation - limit knowledge sharing. Without trust and cross-functional exchange, local gains remain siloed.

This white paper responds to these challenges by presenting a structured approach to advancing the AI journey within organisations: The SPACE AI Journey framework.

The model consolidates the insights from our interviews with the practical experience of our international advisory network. It offers a model for organisations to identify leverage points, build adaptive capabilities, and foster a culture of purposeful AI integration.

By applying the SPACE AI Journey framework, organisations can transform uncertainty into direction, experimentation into impact, and isolated excellence into institutional advantage.



SPACE AI Journey: Model overview

For many organisations, the path to meaningful AI adoption remains fragmented. Initiatives emerge in silos; use cases lack follow-up, and strategic alignment is missing. While ambition is high, the journey itself lacks orientation.

This section introduces the **SPACE AI Journey** model - our integrated framework to help organisations navigate their AI journey with clarity and direction. It builds on extensive field experience, over 50 senior executive interviews, and deep reflections on organisational dynamics, capability building, and long-term cultural impact. The model brings order into the often-chaotic terrain of AI by addressing the key building blocks of sustainable AI integration.

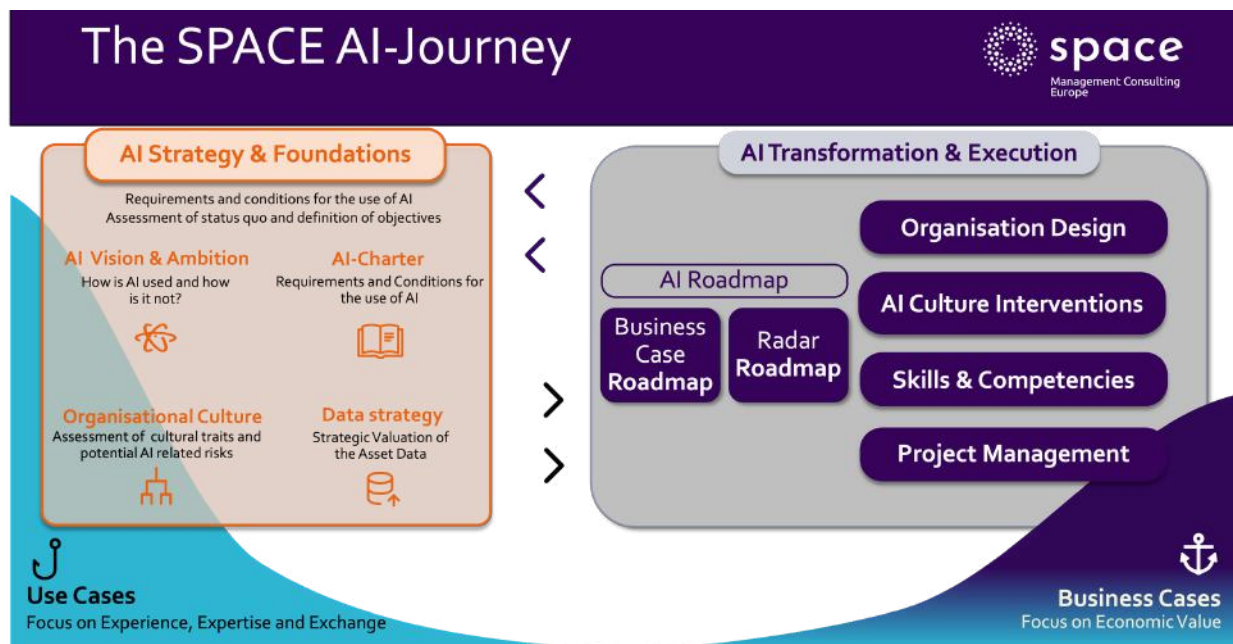


Figure 1: A conceptual "AI-Journey" model visualising the progression from generative AI use cases (left) to strategic business cases (right). Early experiments on an upward path (blue curve) help to build capabilities and prepare for scale, the translate into strategic business value.

Organisational Learning through Use Cases

Early experimentation is essential - not for immediate ROI, but for building organisational learning. Well-designed use cases deliver:

- **Experience**: Hand-on exposure to AI technologies and operational realities.
- **Exchange**: Structured formats for cross-team learning and insight sharing.
- **Expertise**: Deepening of technical and contextual knowledge through iteration.

This triad fosters shared confidence, reveals structural gaps, and identifies relevant application areas. Use cases become strategic learning vehicles, enabling organisations to assess emerging skills, build capabilities, and prepare for scale.

Strategic and Structural Enablement

To move from experimentation to business value, organisations must align their strategic direction with structural readiness. This includes:

- **AI Vision & Ambition:** A clear articulation of what the organisation aims to achieve with AI - its role, priorities, and desired outcomes.
- **AI Charter:** Principles that ensure AI is used ethically, transparently, and purposefully - especially in complex or high-stakes environments.

These elements are supported by:

- **Organisational Culture:** AI adoption is shaped by - and shapes - culture. A proactive, human-centred approach is essential. Our diagnostic model assesses nine cultural dimensions to guide leadership and stimulate critical reflection.
- **Data Assessment & Strategy:** A forward-looking evaluation of data assets. Organisations must understand what data they have, what's missing, and what will be valuable in the future. This informs decisions on infrastructure, governance, and integration.

Together, these foundations ensure that experimentation is embedded within a scalable, responsible system.

From Exploration to Scaled Value

The SPACE AI Journey supports the transition from scattered use cases to coherent business value:

- **Business Case Roadmap:** Identifies high-potential use cases and translates them into a sequenced, resourced plan aligned with strategic priorities.
- **Radar Roadmap:** Tracks regulatory, technological, and market shifts to inform ongoing adaptation and opportunity identification.

These instruments help organisations maintain focus and flexibility - prioritising what matters today while remaining agile for tomorrow.

AI Transformation through cross-cutting Enablers: Organisation, Culture, Skills and Delivery

- **Organisational Setup:** Clarity on where AI is driven, how decisions are made, and how business and tech functions collaborate. This includes target operating models, funding logics, and governance structures that support speed and accountability.
- **Culture:** AI adoption needs cultural alignment to build AI literacy, ethical awareness, and psychological safety. Engage employees, ensure transparency, and embed governance to foster trust and resilience.
- **Skills & Competences:** Continuous learning and personalised training enable readiness for hybrid human-AI work. Leaders set vision, managers coach, and employees develop adaptability, critical thinking, and AI literacy.
- **Project Management:** AI initiatives demand new delivery logics. Agile methods, iterative cycles, and data dependencies demand rethinking of how AI projects are scoped, staffed, and steered.

Conclusion: A Navigation System for AI Transformation.

The **SPACE AI Journey** model is not a maturity ladder - it is a navigation system: It provides structure, clarity, and adaptability to guide organisations from experimentation to strategic integration. By applying the model, leaders can build foundational knowledge, define ambition, assess data readiness, and embed AI responsibly in culture and operations. In a field shaped by volatility and hype, the SPACE model brings order - and enables organisations to turn experimentation into sustained, strategic impact.

The following chapters delve in more detail into the above outlined dimensions of the **SPACE AI Journey** framework.



3

AI Strategy & Foundations: Ambition, Governance, Culture, and Data

This chapter sets the strategic direction for integrating AI across the organisation: a clear AI Vision and Ambition coupled with an AI Charter that ensures governance, compliance, and ethical use, these elements represent important pillars for building an AI strategy.

Strategic direction without readiness is empty: AI assessments highlight how organisational culture shapes successful AI adoption in a short and long term perspective. Data as a foundation for AI-driven transformation plays another pivotal role. You will find actionable insights on aligning data strategy with business objectives and fostering a culture that accelerates innovation while managing risk show the way forward.



3 - AI Strategy

AI is not a one-off initiative - it is an organisational capability that must be anchored in strategy and enabled by foundations. A credible AI strategy does three things at once:

- **Defines direction:** what AI is for (Vision) and how far/fast to go (Ambition).
- **Establishes guardrails:** how AI will be governed and used (AI Charter).
- **Builds readiness:** whether the organisation's data and culture can support the ambition.

Treating these as an integrated whole avoids the classic pattern of fragmented pilots and ensures that experimentation feeds strategic value rather than becoming an end in itself.

3.1 AI Vision & Ambition

Before initiating any AI initiative, organisations must define two foundational elements: their AI Vision and AI Ambition. These are distinct but complementary.

AI Vision outlines the long-term role of AI in the organisation's future. It answers: What do we want AI to enable for our business and stakeholders? How will AI shape our operating model, customer experience, and competitive position? A strong vision is aspirational yet grounded in business reality. It provides a unifying narrative that aligns leadership, employees, and partners around a shared destination.

AI Ambition defines the scale and pace at which the organisation intends to pursue its vision. It translates aspiration into tangible intent: How aggressively will we invest and scale? What outcomes must we achieve in the next 3–5 years to call this journey successful? Ambition is measurable and time-bound, setting expectations for resource allocation, risk appetite, and organisational change.

A clear ambition answers:

- What role should AI play in value creation?
- Where will it be applied - internally, externally, or both?
- What must be true in the end for the journey to be called successful?

This initial step doesn't demand technical detail, but it does require intent. Whether efficiency, innovation, or customer experience is the priority - alignment must be established upfront.

Outcome-Driven Orientation

At the end of the process, the organisation should be able to say: "AI helped us achieve X in domain Y, in a way that fits who we are."

This clarity not only enables structured planning but also sets meaningful benchmarks for success.

The AI Vision and AI Ambition are not standalone statements - they form the strategic foundation for the entire AI journey. Vision provides the long-term narrative of what AI should enable for the organisation, while Ambition translates that narrative into measurable goals and timelines. Together, they guide the design of the AI Strategy by defining priorities, investment levels, and governance principles. This alignment ensures that every initiative - whether capability building, technology adoption, or operating model redesign - serves a coherent purpose. Without this linkage, organisations risk fragmented efforts that fail to deliver meaningful impact.



3.2 AI Charter

An AI Charter for organisations could become one of the most valuable tools for organisations to help minimise risks, ensure best practices and protect their users.

An internal array of policies and procedures will be developed not only to comply with external regulations, but also to provide a structure for decision making and clarity for everyone in the organisation.

So, to understand what businesses, need to develop an AI Charter, we have asked ourselves the following questions:

- What do current regulations demand of AI.
- Who ought to be responsible for any decision made through AI
- How can we deploy internal AI policies in our organisations



AI International Regulations

As of 2025, there are no global specific AI laws. To understand why an AI Charter may become a necessity, we have investigated the most recent international legislation:

- **EU:** Europe has adopted one of the most elaborated approaches. The EU AI Act is particularly[F1] concerned about those high-risk areas and imposes certain obligations regarding transparency, decision-making controlling and assessment of the outcomes. Companies will be urged to reinforce their corporate governance policies to ensure conformity with these technological, legal and human obligations.
- **UK:** has adopted a more flexible and decentralised approach, establishing guidelines and principles that each sector regulator ought to follow. Even though these principles are like those established by the EU AI Act, UK legislation focuses on giving a tailored framework to each industry. This approach highlights the importance for cross-sector working companies to clearly define policies that minimise risks when overlapping regulations through different industries apply.
- **USA:** although slightly different in its defined guidelines (different from EU or UK), the USA maintains the same nature of providing principles. Nevertheless, the key difference between the UK and the US, given that both states share a decentralised approach, is that the UK provides a national framework, whilst the US aims to be completely decentralised.
- **Australia:** is still studying how to establish a regulatory framework, especially for those high-risk AI related activities. Nevertheless, the Australian government has already launched some non-compulsory “practical guides” and aims to create a framework based on similar principles as most of the international laws.
- **China:** even though China is one of the pioneers in AI development, the government has established one of the most restrictive frameworks in terms of both use and development of AI systems.

The vast majority of countries, even with different points of view (both in type of government and policies), have reached the same conclusion: it is necessary to establish some kind of guiding principles that ensure a fair use of AI, especially for those activities which imply high risk to society and individuals. Apart from China, which constitutes an outlier in this matter, every country has independently reached similar conclusions regarding which dimensions should the government be careful whilst legislating to protect their societies.

What can we expect of these regulations in terms of compliance?

The main areas, although they may slightly differ across countries, are:

- **Transparency:** usage of understandable and explicable AI systems.
- **Accountability:** there must be a clearly defined responsibility for the outcome.
- **Equity and no discrimination:** avoid bias that may hurt specific individuals or collectives.
- **Data privacy:** ensure responsible use of personal information
- **Security:** AI systems must be secure, solid and resistant to malfunction and intentional manipulation
- **Human supervision:** humans must not be taken out of the decision-making process, maintaining the possibility of intervening and reviewing AI outcomes.

To give a more practical approach in creating an AI Charter, and due to its more developed structure, the EU AI Act has been used to give a framework of what companies ought to consider for the immediate future.

This Act categorises AI systems based on the risk they pose, from unacceptable risk to high-risk, limited-risk and minimal-risk. The first step any company ought to take is to evaluate the risk level their activity can produce.

The EU AI Act also seeks to achieve an ethical and effective approach to the deployment of AI systems, so companies must ensure that these systems are both responsible and explainable.

The Act claims that adhering to the principles of fairness, transparency and accountability, mixed with a governance model led by more interpretable and justifiable systems constitute the path to benefiting society while minimising potential risks.

But what does responsibility and explainability mean?

Responsibility

- **Fairness:** AI systems ought to avoid biases. Careful consideration should be given to data used to train AI models.
- **Transparency:** provide clear information about how the model works and which data was used in its training.
- **Accountability:** establish correction mechanisms to address any negative impacts and make organisations and developers accountable for the outcomes.

Explainability

- **Interpretability:** AI models ought to be designed in a way that their decision-making process can be easily understood by the humans making the decision.
- **Justification:** AI models ought to be able to provide justification and explaining their reasoning behind the given recommendation.



Now, to develop an organisational AI Chart that covers all bases, we must answer the following topics:

Should AI make its own decisions?

While AI can process vast amounts of data rapidly, granting it full decision-making authority without human oversight poses a risk. Human intervention remains crucial to ensure ethical and effective outcomes. Deloitte highlights that autonomous AI agents can enhance productivity by handling routine tasks but emphasises that achieving true autonomy requires time and cautious implementation. Similarly, McKinsey's 2025 Global Survey on AI reveals that only 1% of companies consider themselves mature in AI deployment, suggesting that most organisations are not yet ready to entrust AI with autonomous decision-making.

It may seem, as of today, that neither the EU legislation nor the current capabilities of today's organisations are ready to give AI "full authority to make decisions". It will be crucial to establish protocols on how to use the information provided by AI systems, especially on those complex and high-risk decisions.

Indeed, AI-alone systems do not necessarily improve decision accuracy and, in some cases, perform worse than human-alone decisions.

Do we want AI to face the customer?

Integrating AI into customer interactions offers both opportunities and challenges. AI can provide faster responses and predictive analytics, enhancing customer service efficiency. However, while AI can handle routine tasks, the human element remains crucial, as customers value empathy and personal interaction. Research from Harvard Business School indicates that people are willing to wait longer for a human response.

AI has shown measurable success in customer interactions (queries, web registrations, inquiries and leads, etc.) but still makes mistakes (wrong 8% of the time), which raises concerns for customer-facing applications. AI models tended to recommend harsher outcomes, which could lead to customer dissatisfaction or ethical concerns if directly applied in customer service roles.

So, the AI Charters needs not only serve as a protection to companies that use AI, but it will have to ensure that external users are protected from a misuse or lack of knowledge.

How do we ensure people don't feel threatened by job loss?

The integration of AI into the workplace has raised concerns about job displacement. McKinsey's report emphasizes that while AI adoption is increasing, the biggest barrier to scaling is not employees but leaders who are not steering fast enough. Additionally, Bain & Company highlights genuine concerns about job loss due to AI, suggesting that addressing these concerns is crucial for responsible AI integration. Transparent communication about AI's role and its benefits can also alleviate employee anxieties.

Corporate policies and practices must address the ethical implications of artificial intelligence to safeguard against the erosion of human critical thinking. Moreover, they should equip employees with the necessary resources to maximize the potential of AI systems.

AI reduces inefficiencies but doesn't always eliminate jobs. AI excels at risk-based decision-making (e.g., in finance and insurance), meaning some roles may shift toward AI oversight rather than execution. AI should augment, not replace, professionals, reinforcing the importance of reskilling rather than layoffs.



How can we synchronise our company values with the AI values?

By embedding ethical considerations into AI development and deployment, companies can ensure that their AI systems reflect and uphold their organisational values. AI Governance Challenge report by S&P Global emphasises the importance of addressing ethical dilemmas such as algorithmic biases and autonomous decision-making through principle and risk-based AI regulation and governance, anchored in transparency, fairness, privacy, adaptability, and accountability.

AI recommendations are not always fair or unbiased and AI-assisted decision-making often inherits pre-existing biases from both the algorithm and human decision-makers. Furthermore, AI recommendations do not always align with human decisions, emphasising the need for explicit values-based governance mechanisms.

How can we guarantee accountability and transparency?

Ensuring accountability and transparency in AI systems is critical for building trust and mitigating risks. Deloitte emphasizes that transparency and responsibility in AI help organisations regain control over deployed models, ensuring they function as intended.

Who is responsible when AI makes a mistake:

- IT teams? Executives? AI developers? Regulators?
- Example: A Tesla car in full self-driving mode was involved in a fatal accident. The driver was arrested, but there were also legal debates over Tesla's responsibility.
- It warns of "blurry lines of accountability", where no one takes full responsibility for AI failures.

Developing an AI Charter:

Given the importance of both internal and external requirements for the successful deployment of AI, we have developed a practical approach to creating an AI Charter (outlined in the appendix).

Below are some key insights for ensuring compliance with current and future regulations:

- Responsibility and explainability are foundational principles of the EU AI Act and most international AI regulations. The most effective way to address these is by clearly defining mechanisms that uphold these criteria:
 - Define responsibilities: establish who is accountable for outcomes resulting from AI-driven decisions.
 - Develop a reporting process: that aligns with EU regulatory requirements and be tailored to the risk level associated with the AI system.
- To ensure both criteria are robustly met, organisations should formalise processes, define evaluation criteria, and implement governance tools. These tools must support accountability at both ends: the process owner and the reporting authority.
- Communication is also a critical factor:
 - Externally: Clearly articulate the organisation's ethical commitments and its stance on AI use to third parties.
 - Internally: Promote understanding and adoption across the organisation to embed compliance and ethical practices into daily operations.



Conclusions

Implementing clear guidelines and procedures for AI development and usage can help organisations maintain accountability and transparency, fostering greater trust among stakeholders.

It is possible that regulators strengthen reporting responsibilities, thus highlighting the importance of meticulously defined processes that ensure highly reliable reporting and transparency.

An AI Charter and other AI regulating policies are tools that can provide companies with a clearer path in implementation and daily use of AI. Moreover, setting up rules does not discourage actionability; on the contrary, it fosters an ecosystem where employees are empowered to act and use AI models safely.

Practical next steps:

- **Assess readiness:** both internally (culture, skill gap, processes, etc.) and externally (compliance, reporting, transparency, etc.)
- **Define:** the different responsibilities; reporting and other mechanisms that ensure compliance; and the communication strategy that better suits the companies' goals.
- **Evolve:** the first take is unlikely to be perfect. Refine your processes and tools and stay tuned to changes.



3.3 Connection between AI and Organisational Culture

Objective and Theoretical References

This chapter explores how the adoption of Artificial Intelligence affects and is influenced by organisational culture. Its objective is to anticipate risks and guide organisations through a conscious and human-centered AI integration process. Don't just let AI happen, but proactively and consciously drive the introduction of AI into your organisation.

It expands the definition of culture to include behaviours, values, decision-making, emotional dynamics, and social interactions. The framework combines insights from Hofstede, Fornari, and Lacan to analyse how AI interacts with cultural values, emotional codes, and power structures.

We developed a diagnostic model based on nine cultural dimensions that can be assessed in order to stimulate critical thinking and discussion within the team in charge of the AI strategy and roadmap design.

For each dimension, the model outlines cultural traits, potential AI-related risks, and their consequences. It emphasises that AI is not merely technological, but a cultural and psychological transformation. The model aims to accompany and promote critical managerial reflection and strategic alignment. Finally, it proposes possible corrective actions to mitigate risks and support sustainable AI adoption aligned with organisational values.

The introduction of AI in an organisation is not just a technological change; over time, it can create different risks and impacts depending on the existing organisational culture.

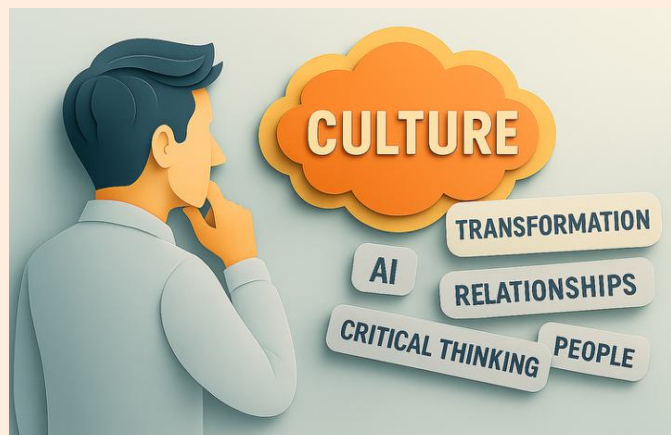
The questions we ask are about what the possible impacts are and how they can be managed, ensuring that AI doesn't simply "happen".

The extended concept of organisational culture helps answer different questions:

- "How people behave"
- "How people think and manage information and knowledge"
- "How people relate to each other and to external stakeholders"
- "How people make decisions and manage power dynamics"

This model proposes an interdisciplinary approach based on and adapted from three important authors who have studied the organisation as a "collective subject" and provided solid approaches for describing and working on the "intangible side" of the organisation. Their thinking seems particularly relevant for exploring the connection between AI and organisational culture.

The integration of Hofstede's dimensions[1], Franco Fornari's [2] Affective Codes, and Jacques Lacan's [3] theory of the discourses into this model, allows us to understand how AI interacts with organisational culture, emotional structures, power dynamics, interpersonal relationships, and the relationship with the external context. This interdisciplinary framework provides a roadmap for organisations trying to balance technological adoption with human values and innovation.



The model for analysing the impact of AI: The Cultural Fit Analysis

This model has a theoretical base, but it is primarily born from the empirical evidence of our work “in the field” as organisational consultants. The model aims to be a concrete and pragmatic tool for assessing “AI cultural fit”, or how an organisation's culture is connected to and influences the adoption of Artificial Intelligence and how it can, consequently, be influenced by the introduction of AI.

This model is a useful tool for:

1. Analysing organisational culture.
2. Understanding internal dynamics and how they influence behaviour, leadership and change.
3. Assessing how organisational culture aligns with the characteristics of AI.
4. Examining what kind of risks may emerge.
5. Designing actions capable of mitigating the risks over time.

The model identifies 9 main dimensions that are most relevant for the change brought by the introduction of AI. All the dimensions represent aspects related to how power is perceived and managed within the organisation in its various forms: knowledge, authority, decision-making methods, values, priorities, etc.

The AI Cultural Fit Analysis involves a quantitative analysis through a specially designed survey, supported by a qualitative analysis through interviews with leaders and focus groups with representative groups of the organisational population. This allows for the development of a detailed report to be shared with the management team to support understanding the opportunities and risks associated with the introduction of AI.

The AI Cultural Fit Report includes in-depth analysis and comparisons by age group, gender, organisational unit, seniority and more.

At a later stage managers can be supported with the identification of possible risk mitigation actions to support a balanced and sustainable adoption of AI within the organisation.

There are few key concepts that are essential to completely understand the model and to apply it in practice.

The central point is that AI adoption is not merely a technological change, but a cultural and psychological transformation, shaped by how the organisation perceives change, structures power and regulates emotions.

The model is based on the idea that organisations are not just systems of processes and rules, but “living entities” or “collective subjects” in which relationships, emotions, and shared meanings actively influence the adoption of AI. Understanding how cultural values, emotional structures, and power dynamics interact may reveal not only how AI will be accepted in the short term (“adoption”), but more importantly, how it may interact with organisational culture and evolve over the medium and long term - bringing consequent positive or negative effects for the organisation and its human system.

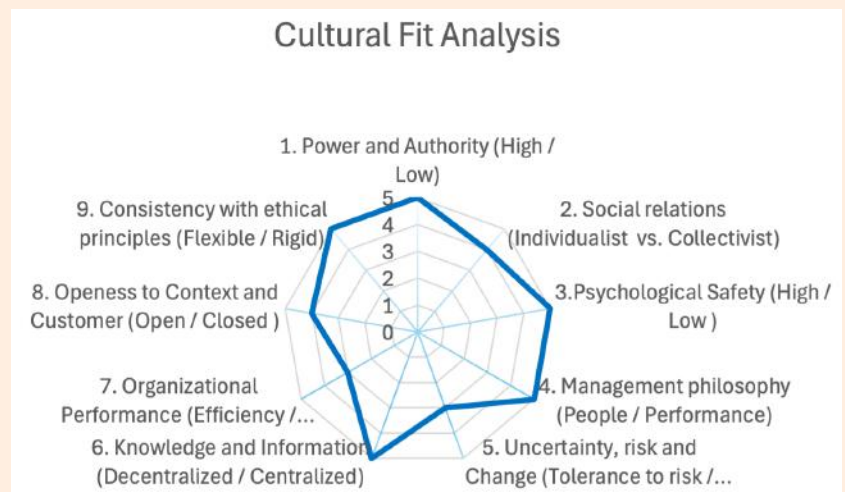


Figure 2: The Cultural Fit Analysis assesses nine dimensions that are impacted by the introduction of AI within an organisation.

It is important to clarify that the model does not aim to provide a precise and quantitative analysis of organisational culture, nor does it claim to cover every aspect. Rather, it wants to offer ideas and categories that can help the organisation's leadership to start critical reflection and dialogue around the cultural aspects related to AI transformation.

Our view also is that an organisational culture is not in principle right or wrong; it should be evaluated based on its coherence with the organisation's mission and purpose, its strategic direction, and the challenges it is currently facing. For example, an organisation that aims to increase efficiency and to structure its processes will approach AI Transformation very differently from one focused on enhancing product innovation, customer listening or service quality.

Another important consideration is that all the proposed cultural dimensions can interact with each other. Therefore, while it is useful to begin with an analytical approach by examining each dimension individually, it is crucial to engage in a systemic reflection that considers organisational culture in a holistic way. Only in this way we can assess if a dimension truly represents a risk or not.

Therefore, the model aims to support a critical and conscious managerial reflection, to face the "AI Journey" with an idea as accurate as possible of its impacts. Not only on culture and human system but also on processes, technologies, or organisational strategies.

See below the matrix with the 9 dimensions of the **Cultural Fit Analysis** to further evaluate the impacts of AI on culture:

The matrix for analysing the impacts of AI on culture	
1. Power and Authority: degree to which authority and therefore hierarchical and leadership structures, influence decision-making processes.	- High-Authority: culture: centralisation, hierarchy, control. - Low-authority culture: horizontal, democratic, collaborative and participative approach, ...
2. Social relations	- Individualist Culture: central role of autonomy and individual performance. - Collectivist Culture: undifferentiation, collective and collaborative responsibility for decisions and results, belonging prevails over the individual.
3. Psychological Safety	- High Psychological Safety: Inclusive culture, relationships of trust and openness, people feel free to: express opinions, ask questions, admit mistakes, propose innovative ideas without fear of being humiliated or punished. - Low Psychological Safety: Atmosphere of fear, low initiative, fear of expressing opinions and ideas, mistakes are hidden for fear of punishment.
4. Management philosophy	- People-oriented: seeks a sustainable balance between employee well-being and operational efficiency. - Performance-oriented: focuses only on short-term results, not caring about employee well-being and their development.
5. Uncertainty, risk and Change	- Tolerance to risk, innovation and change: orientations towards innovation, using mistakes as opportunities to learn, experimental approach, openness to change, agility - Aversion to risk, innovation and change: difficulty in managing uncertainty and risk, orientation towards conservation and rejection of mistakes.
6. Knowledge and Information	- Centralized Knowledge: Knowledge is controlled by a few and managed as an element of power. - Decentralized Knowledge: knowledge is a shared organisational heritage, accessible to all and to which all contribute.
7. Organisational Performance	- Efficiency-Oriented: optimise time, costs, resources, and competitiveness. - Effectiveness-Oriented: achieve valuable goals, generate quality, and customer satisfaction.
8. Openness to Context and Customer	- Open System: accessibility of an organisation, welcoming of new arrivals, ability to listen to the customer and the company and the external context - Closed System: impermeable organisation, little listening to the customer and context, self-referential
9. Consistency with ethical principles	- Flexible: The organisation places maximum emphasis on results, speed, and adaptation, but sacrifices ethical consistency, seen as negotiable. - Rigid: The organisation strictly adheres to ethical codes, moral standards, and rigid principles that govern behaviour and decisions, even if the cost is sacrificing economic or operational outcomes.

Table 1: Explanatory matrix of the nine Cultural Fit Analysis dimensions that are impacted by the introduction of AI within an organisation.

3.4 The Strategic Role of Data

Companies have more data than ever - but too often, they struggle to turn it into measurable value. The problem isn't a lack of data, but a lack of strategic direction. Too often, companies focus first on implementing new tools or solving isolated problems without asking how data can strategically enable the business as a whole.

Core question: How can organisations identify, structure, and leverage their data assets to support evolving strategies and new business models?

This chapter outlines why a structured and adaptive data strategy is essential and how it creates the foundation for digital transformation and AI at scale. As many AI advisors note data is often called “the new oil,” but in raw form it can be crude. Organisations need a clear strategy to refine data into a usable, valuable asset.

From Business Model to Data Strategy: Aligning Strategic Intent and Information Assets

A strong data strategy must start with a clear understanding of the organisation's business model. Data becomes relevant and valuable when it serves the strategic direction of the company whether that's increasing customer retention, enabling new digital services, or transforming internal processes. Only by understanding how the organisation creates, delivers, and captures value can data priorities be set accordingly.

This is not a static exercise. Business models evolve due to market dynamics, regulatory change, or new technologies. Therefore, data strategy must be adaptable and continuously aligned with strategic goals. In practice, this means data initiatives should be driven by business goals - not technology for its own sake. A successful data strategy aligns directly with business objectives and anticipated models, ensuring every data investment has strategic relevance.

Strategic Data Asset Valuation (SDAV): A Future-Oriented Framework for Data Prioritisation

In today's volatile business and technology environment, one of the central challenges of data strategy is that traditional evaluation approaches are tied too closely to predefined use cases or business cases. While this may have worked in more stable contexts, the high pace of change driven by innovations like generative AI, regulatory shifts such as the EU AI Act, or disruptions in business models means that use cases can become outdated before they are even fully implemented

As a result, data investments guided solely by current or near-term requirements risk missing the mark. Organisations need a more dynamic, future-oriented approach - one that can anticipate change and evaluate data not just by immediate application, but by strategic potential. This is precisely the role that Strategic Data Asset Valuation (SDAV) is designed to fulfil.

In the age of artificial intelligence, the strategic use of data has become a critical factor for business success. The SDAV methodology offers a forward-looking, business-aligned and robust framework to help organisations proactively prepare for strategic shifts.

Instead of beginning with a static list of today's use cases, SDAV starts with future-oriented thinking: What kinds of data are likely to become critical enablers of competitiveness, innovation, and resilience in the next phase of the business? It then works backwards to understand what exists today and how the gap between current and future needs can be closed.



Objective of SDAV

SDAV enables organisations to define the value of their data assets not by existing demand, but by strategic relevance. This includes analysing the impact of technological, regulatory, and market developments on the value of data; prioritising key data domains; identifying structural gaps in availability and quality; and developing a concrete roadmap for transformation. The goal is to create a proactive, innovation-enabling and investment-secure data strategy that supports future business models.

Methodology: Iteration and Integration of Strategy and Data Reality

The SDAV approach is iterative and grounded in three interlinked perspectives:

First, organisations explore their strategic outlook: which technologies, regulatory shifts, or business models will influence what kinds of data become relevant? This strategic foresight is not tied to fixed use cases but is guided by trends and possible futures.

Second, a thorough assessment of the current data landscape is conducted, examining what data is available, in what form, and to what extent it can be used. This allows for a reality check: how far is the company from being data-ready for its future ambitions?

Third, the gap between strategy and current state is analysed in detail. From this, targeted investment areas are derived whether to improve data quality, reduce silo structures, collect new data types or implement new governance frameworks.



Core Components of the SDAV Method

1. Trend Analysis (Technology & Market Drivers)

This step identifies external forces that could elevate the strategic importance of specific data categories. These include technological trends like generative AI, synthetic data, and real-time analytics; market shifts such as platform economies or hyper-personalization; and regulatory frameworks including the EU AI Act and industry-specific data rules.

2. Strategic Data Value Matrix

Data domains are evaluated based on criteria such as their potential relevance for emerging technologies, their exclusivity or availability, and their monetisation potential. These dimensions are plotted into a visual matrix to prioritise which data assets warrant investment (see diagram).



3. Data Inventory (Current Data Landscape)

This component involves a detailed audit of what data currently exists across the enterprise. It includes classification by type (e.g., customer, product, process), and assessment of structure, availability, and quality. This forms the basis for understanding how far current capabilities support future strategic ambitions.

4. Gap Analysis & Data Potential Roadmap

By comparing the current inventory to the strategic evaluation, organisations can identify key gaps such as missing data types, low-quality records, or inaccessible datasets. Cross-functional teams then collaborate to answer questions like:

Where is critical data stored today?

What silos need to be addressed?

How can access, structure, and governance be improved?

The output is a roadmap that outlines which datasets should be enriched, which infrastructure needs upgrading, and which new data should be collected considering future strategic importance.

5. Infonomics Add-On (Optional)

In this optional module, organisations apply a financial perspective to the most relevant data assets. Using dimensions such as intrinsic value (quality and accuracy), business value (impact on KPIs), and performance value (support for automation or cost savings), data is evaluated as an intangible business asset. This can be critical for investment decisions or regulatory reporting.

Use Cases and Application Scenarios

Maybe you're asking yourself: But how is this different from data evaluation that we did before AI became an important part of our business? The answer is in the evaluation of data assets: Understanding which data points are valuable for improving AI-systems and which data is common knowledge is the key difference from evaluating data generally and evaluating data in the age of AI.

SDAV can be used in many contexts, from setting up scalable data platforms, to preparing for AI programs, to navigating digital transformation. It is especially useful when organisations want to:

- Future-proof their data architecture
- Launch data-driven business models
- Identify the strategic value of data in under-digitized units
- Develop readiness for AI in the absence of defined use cases

Conclusion

The Strategic Data Asset Valuation method enables organisations to take control of their data future—not by guessing what the next big use case will be, but by building a flexible, well-prioritised, and future-proof data foundation. It complements traditional approaches and addresses a critical blind spot in many data strategies: the ability to deal with uncertainty in a structured and value-oriented way.

4

Develop a Roadmap: From Vision to Scalable Execution

Turning AI strategy into results requires structure and discipline. This chapter shows how to build an execution-ready roadmap that prioritises business cases, monitors emerging opportunities, and adapts to shifting technologies and regulations—ensuring AI initiatives scale responsibly and deliver measurable value.



Designing and using an AI Roadmap

Once an organisation has established a clear AI vision and laid the necessary strategic groundwork such as data strategy, governance, and organisational readiness - it faces a familiar challenge: how to move into focused, scalable execution. While these foundational elements often remain valid over several years and provide stability across the AI journey, the path from vision to execution is far more dynamic. Shifting technologies, evolving regulatory landscapes, and fast-changing use case potential demand continuous observation and adjustment.

This is where the AI roadmap becomes indispensable. It is the central coordination instrument that translates ambition into action, links business value to delivery, and avoids the trap of disjointed pilots that never reach scale.

An effective AI roadmap is more than a planning tool. It is a strategic execution system that builds a bridge between what is possible today and what might become possible tomorrow. What distinguishes it is its integration of two perspectives:

- **The Business Case Roadmap**, which sequences value-generating initiatives based on strategic fit and readiness.
- **The Radar Roadmap**, which tracks emerging technologies, regulatory developments, or capability shifts that could enable future business cases.

What makes this approach powerful is that it is grounded in organisational learning. Rather than working with abstract predictions, companies use their growing experience to identify which technologies, data sources, or processes might soon become viable for AI and build a structure to observe and prepare accordingly.

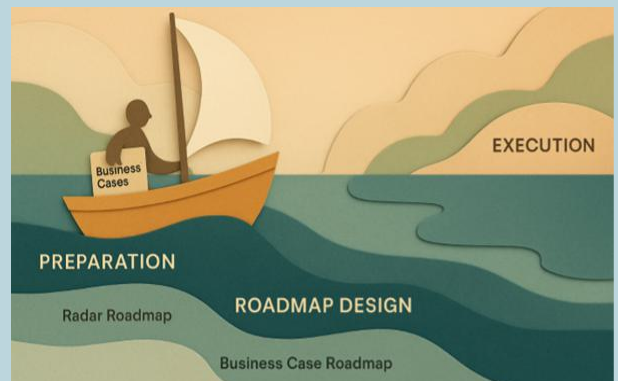
Three Steps Toward an Execution-Ready Roadmap

The process of building a roadmap unfolds in three iterative steps, see visual left and as follows over the next pages.

1. Preparation: From Ideation to Structuring Opportunities

The first step involves identifying and shaping those business cases that are both promising and actionable. Ideation is guided by the AI ambition, the current data landscape, and organisational capabilities. Typical starting points include repetitive processes, value bottlenecks, or strategic differentiators like customer experience.

At the same time, companies begin identifying ideas that are not yet feasible but potentially transformative. These are logged on the Radar Roadmap: a watchlist of ideas whose value is clear, but which currently face blockers, be it lack of data, maturity of AI models, regulatory constraints, or missing capabilities. What makes this approach effective is that it builds on concrete organisational experience: teams know, for example, that a specific customer service process could be dramatically improved with next-generation agent architectures, but that current tools are not yet stable or integrated enough. The Radar Roadmap ensures that these cases are not forgotten but monitored and revisited regularly.



2. Roadmap Design: Prioritisation and Planning

In the second step, business cases are formalised and sequenced. Each case is reviewed in terms of strategic alignment, business value, feasibility, and resourcing needs. The result is a coherent structure that defines:

- What should be done first
- What must be prepared for future execution
- Who owns each initiative
- How progress will be measured

This phase also deepens the Radar layer: each item is tied to key assumptions that must change before execution becomes viable, e.g., "If foundation models improve reasoning ability in domain X, then revisit Case Y." Teams define what to watch for and how often (e.g., monthly tech reviews, quarterly regulation scans). The Radar Roadmap is not abstract foresight - it is a targeted, insight-driven observation mechanism.

3. Execution: Operationalising the Roadmap

Execution mobilises the roadmap. Teams take ownership, secure resources, integrate initiatives into broader programs, and deliver value. Crucially, execution is structured as a learning loop: regular reviews, adaptive re-prioritization, and organisational feedback mechanisms ensure that the roadmap evolves. Business, tech, and compliance stakeholders jointly own the process. Execution also tests whether the organisational setup - roles, processes, and governance - is fit for scaling AI.

Rather than being static, the roadmap becomes a living rhythm: it informs strategic alignment, guides resource allocation, and becomes a reference point for leadership decisions.

A Living Instrument for Strategic AI Execution

In summary, the AI roadmap is not just a collection of timelines. It is a dynamic, learning-based navigation system that allows companies to translate ambition into outcomes while staying attuned to what lies ahead.

It reflects the dual nature of AI transformation: on the one hand, foundational conditions such as governance, data strategy, and organisational setup provide stability and orientation. On the other hand, the roadmap especially through its Radar component ensures flexibility and responsiveness. By integrating organisational learning and continuous ideation, it helps companies manage the high degree of dynamism that characterises the AI landscape. Strategic direction and operational agility must go hand in hand.

It combines current priorities with emerging opportunities. It creates shared accountability. And it allows companies to work not only on what's ready today, but also to prepare intelligently for what's coming making strategic AI execution more focused, more responsive, and more connected to real-world business conditions.

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5

AI Transformation & Execution

AI transformation goes beyond technology - it reshapes structures, culture, and skills. This chapter explores how organisations can redesign operating models, embed ethical governance, and build adaptive capabilities to ensure AI becomes a trusted driver of innovation and sustainable value.

5.1 Organisational Design: Rethinking Structure in the Age of AI

AI isn't just changing what organisations do – it's changing how they're designed.

This chapter explores the structural shifts brought about by AI, including new models of team design, evolving roles, and the rise of autonomous agents. It offers practical ways to rethink spans of control, decision-making, and organisational agility in an AI-embedded world.

Key questions to consider:

- How should we evolve our structure to stay agile in an AI-enabled world?
- Where are we seeing decisions or workflows already influenced by AI - and who's accountable?
- Do our current roles, capabilities, and ways of working match the speed and scale that AI introduces?

While much of the focus on AI's impact has been on governance, mindset and the technology itself (particularly experimentation and early use cases), its most disruptive effects may be structural. AI isn't just a tool – it's reshaping the organisation itself, how workflows, and what kinds of roles are needed. As such, organisational design (OD) becomes a strategic lever in ensuring AI value is captured, not just managed.



From Hierarchy to Hybrid: Structural Impacts of AI

Traditional, layered hierarchies have been under pressure for years - challenged by digital tools, agile working, and the demand for faster decision-making, the preference is for flatter structures. AI is now dramatically accelerating this shift. By automating coordination, generating real-time insights, and supporting decentralised decision-making, AI removes many of the bottlenecks that once made hierarchical control necessary. In response, organisations are increasingly adopting flatter structures, broader spans of control, and cross-functional teams empowered to act with AI-enhanced autonomy.

With AI automating reporting, approvals, and task orchestration, managers can now oversee larger teams (sometimes a mix of humans and AI agents) without being overwhelmed. This raises new questions about role design, managerial capability, and what "leadership" looks like when your team includes non-human contributors.

The Rise of Centres of Excellence

We're seeing increasing focus on how best to structure for the introduction of AI, and the challenge is universal: how do you maintain consistency across the organisation, while also adapting to the contextual needs of different teams or business units? One structural response is the creation of AI Centres of Excellence (CoEs) – centralised hubs responsible for tooling, governance, and capability-building. But CoEs alone aren't always enough. Many organisations are exploring broader structural models to balance standardisation with local relevance, which tend to fall into three categories:

- **Centralised:** A dedicated AI team (e.g. CoE) leads AI efforts across the company, often reporting into a C-level sponsor. This model works well early in an AI journey, allowing for consistent standards, shared tooling, and tight governance. But it risks becoming too detached from frontline needs, or bottle-necked if demand for AI outpaces capacity.
- **Decentralised:** Each business unit or division builds and runs its own AI solutions, giving teams the freedom to innovate based on local needs. This, however, can lead to duplicated efforts, inconsistent standards, and governance gaps across the organisation.
- **Hybrid (Hub-and-Spoke):** A central AI team sets guardrails, tools, and governance (the hub), while execution happens in the business units or divisions (the spokes). This strikes a balance between consistency and agility and is the most common model in larger or maturing organisations.



Many organisations are discovering that centralised oversight must be carefully balanced with decentralised agility. AI CoEs provide strategic control, but excessive centralisation can stifle innovation. The challenge is to establish clear guardrails for local AI adoption, enabling business units to move fast without creating risk or duplication. This mirrors the governance principles explored in that section of the whitepaper: OD must translate those guardrails into operational structures people can work within. Alongside this, organisations also need clear central accountability for data strategy, governance, and tool selection – ensuring consistency at the centre while giving managers across the business the access they need to experiment safely.

DBS Bank provides a strong example of getting this balance right. Its AI CoE sets strategic direction and ethical governance, while AI specialists are embedded within business units to develop and implement use cases. This hybrid design ensures both enterprise control and local adaptability.

Ownership

Another axis to consider is ownership. Should AI projects be led by business functions or IT? In practice, both perspectives are essential. Business-led initiatives often start with a clear commercial need, strong buy-in, and measurable outcomes. But they can lack technical imagination. Conversely, tech-led pilots can experiment with cutting-edge tools, but risk solving problems that no one asked for. The most effective organisations create joint accountability: business leaders frame the 'why', and technical teams deliver the 'how'. Cross-functional AI squads, which blend product managers, data scientists, domain leads, and end users, ensure both perspectives are built into each project from the start.

That raises the next question: how do we organise the teams themselves when AI becomes embedded? Rather than eliminating hierarchy, AI reshapes it – with fewer layers, faster loops, and more dynamic allocation of resources



New Roles, New Boundaries

We are seeing new roles emerge (Prompt Engineers, AI Translators, Ethics Leads) as well as redefined expectations for existing ones. Managers, for instance, are now asked to lead not just people, but AI-augmented teams, and Product Owners must understand how to integrate AI into workflows, not just features.

Organisations are shifting toward more skills-based operating models, where internal AI-powered talent marketplaces match people to projects based on skills and availability, not static job titles. This allows for more fluid deployment of talent and mirrors how AI systems themselves are dynamically allocated.

One real-world example of this in action is Unilever, which developed an internal AI-powered marketplace called FLEX Experiences. It matches employees to projects based on their skills and career interests, enabling more dynamic team formation and reducing the dependency on rigid role structures.

AI Agents: From Tools to Participants

One of the most radical shifts in OD is that AI is beginning to challenge the very notion of what a 'team member' is, with autonomous AI agents now owning tasks, initiating actions, and collaborating across systems. These systems go beyond simple automation: they can monitor metrics and flag exceptions, draft and circulate reports, trigger workflows (like reordering stock or scheduling maintenance), and coordinate multiple steps across departments – sometimes even collaborating with other AI agents without human involvement.

This marks a shift from AI as an assistant to AI as a participant. In advanced cases, AI agents not only collaborate with humans, but also form multi-agent ecosystems that manage workflows end-to-end. These systems can negotiate, sequence actions, and reallocate tasks independently, creating a new kind of inter-agent collaboration that OD must begin to account for.

These agents deliver at a materially lower cost than human equivalents and often execute tasks faster and with fewer errors.

AI agents may hold discrete scopes of responsibility, contribute to outputs, and influence team performance. This raises real OD design questions:

- Where do AI agents "sit" in the structure?
- Who is accountable for their actions?
- How are escalation paths designed when an AI agent hits a decision boundary?
- What authorities are the AI agents given for data access?



Some organisations are now piloting team structures where human employees are paired with AI agents in defined team units. We may soon see organisation charts with configurations like: "Planning Team: Jordan (Lead - Human), SageAI (Forecasting Agent), Clara (Logistics - Human), OpsBotX (Scheduling Agent).

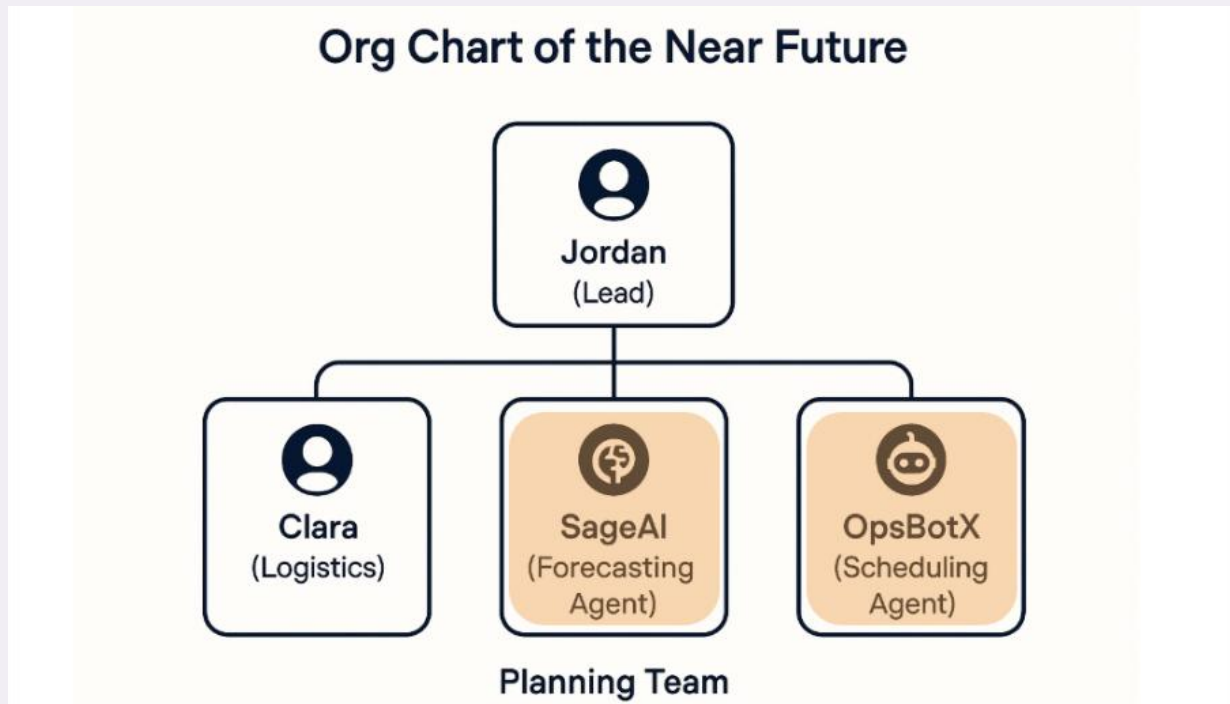


Figure 3: Organisation chart example of a Planning Team with two non-human team members, AI agents.

This isn't just cosmetic. If AI agents are integrated into daily rituals (standups, workflows, performance loops) they require design consideration. How are they onboarded, monitored, or off boarded? Who maintains them, ensures they're updated appropriately, and reconfigures their scope when business needs change? How do you ensure cohesion when a "teammate" isn't human?

The Challenge of Accountability

This also reinforces the need for clear human accountability. As AI agents take on more autonomous decisions or influence team actions, organisations must define who ultimately signs off the decisions, ensuring there's always a human owner responsible for outcomes, even when work is distributed across AI participants.

We already see early forms of this in practice. At Amazon fulfilment centres, algorithmic systems act as de facto managers; assigning tasks, monitoring productivity, and even triggering disciplinary actions. These AI agents effectively own operational decisions and only escalate exceptions, making them real-world participants in team workflows. While this model improves efficiency, it also raises important design questions about accountability, transparency, and employee trust.



This shift also forces us to rethink what ‘management’ really means, and part of that is framing agents as co-workers rather than teammates. They don’t require the same pastoral care, development, or emotional support that humans do. Instead, the manager’s responsibility shifts more heavily toward the human side of the team – ensuring that people feel supported, motivated, and connected, while AI handles the rational, task-oriented management of workflows.

As agents begin to take on management-like tasks (e.g. prioritising work, allocating resources, even generating feedback loops), OD must also address the ethical and psychological impacts. Who is liable for an agent's decision? How is fairness perceived by humans when targets or evaluations are influenced by AI? Transparency, explainability, and employee trust become central design concerns. Ultimately, organisational design has a central role to play in shaping not just where AI lives, but how work gets done: who owns it, how teams operate, and how autonomy and control are balanced.

Future Team Models: Augmented, Hybrid and Autonomous

We can begin to map emerging organisational models based on the role AI plays in teams:

- Augmented: Humans remain central, AI assists with tasks.
- Hybrid: Humans and agents share responsibility for different parts of the workflow.
- Autonomous: Agents run processes end-to-end, with human checkpoints at key moments.

Even in more autonomous models, effective organisations design human ‘checkpoints’ into the workflow – deliberate moments where people validate, challenge, or re-focus an agent's outputs before the process advances.

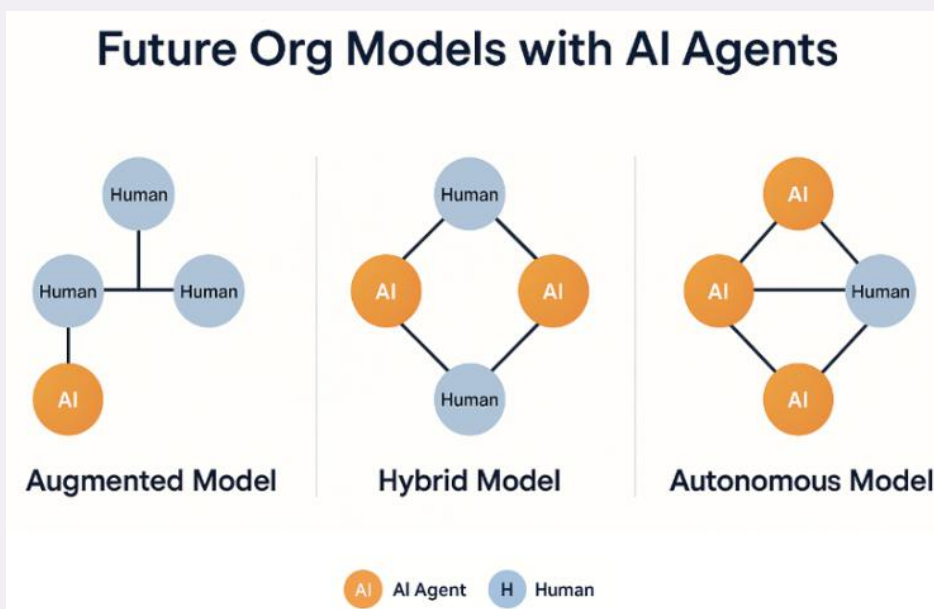


Figure 4: Different examples of future organisation models and their different degrees of autonomy of the AI agents

This ensures control without slowing down the cycle too much. As organisations progress from augmented to autonomous models, design implications multiply: spans of control, escalation logic, team structure, communication protocols, and performance management must all be reimaged.

All of the above is describing where AI's strength currently lies, namely in execution. However, over time we will see AI move upstream – from task completion to ideation and even strategic decision-making.

Continuous, Data-Led Redesign

OD has traditionally been episodic: a major reorganisation every few years. AI enables something more dynamic. With simulation tools that model different org structures and optimise spans of control, network mapping techniques that reveal hidden collaboration patterns, and AI-powered marketplaces that dynamically match talent to demand, org design can now be continuous.

AI can:

- Simulate structures and outcomes
- Identify silos or duplication
- Recommend team reallocations based on live data

This creates the possibility of living organisations, reshaped not by annual planning cycles but by real-time performance and demand. However, this shift requires investment not just in tools but in capability: HR, IT, and leadership must all operate with a more experimental, systems-thinking mindset.

To sustain momentum and trust, OD teams should also consider how employees are involved in these changes. As discussed in the culture and change section, employee buy-in and trust are fundamental enablers of any AI transformation. AI may highlight opportunities for redesign, but successful adoption often depends on people feeling part of the process, not subjected to it. Including employee voices in the shaping of AI-enabled workflows helps build ownership, reduces resistance, and ensures the human layer of the organisation evolves alongside the structural one.

Alongside formal structures, many organisations are also investing in AI champions – respected individuals within business units who advocate for AI, bridge the gap between technical teams and frontline realities, and drive local adoption. These champions often identify opportunities, support upskilling, and help embed AI into day-to-day operations. Their influence can be a vital link between top-down strategy and grassroots change.

Balancing Agility with Human Stability

But while AI enables ongoing redesign, that doesn't mean teams should be in a constant state of flux. Continuously shifting reporting lines, team structures, or leadership can create confusion, erode trust, and exhaust employees.

The goal isn't perpetual restructuring — it's more about small, targeted adjustments made when they genuinely improve flow, reduce friction, or unlock capacity.

In practice:

- Keep core structures stable, even if workflows and roles evolve
- Use AI insights to guide, not overwhelm, decision-making
- Communicate changes clearly and frame them as intentional, not reactive

The power of AI lies in giving OD teams the option to adapt in real time, not the obligation to constantly pull levers. The art is in knowing when not to change.



Helping Clients Navigate the Shift

Organisational design is no longer just the backdrop to AI transformation – it's becoming the infrastructure that determines whether AI succeeds as a tool, a capability, or a way of working. As AI starts to influence decisions, reshape workflows, and change how teams are configured, OD must evolve in parallel... not after the fact.

This means rethinking how your organisation:

- Designs collaboration between people and AI systems
- Establishes governance and escalation pathways for AI-influenced workflows
- Balances autonomy with oversight in increasingly decentralised teams
- Embeds ethics, transparency, and explainability into how work gets done
- Builds capacity to adapt, not just execute

OD is no longer static. It's becoming a living system – one that must sense, adapt, and evolve continuously alongside technology and the needs of your business. When treated this way, OD becomes the connective tissue that aligns intelligence, action, and agility across the enterprise.

Practical next steps:

- **Map your current structure:** Where is AI already influencing decisions or workflows, even informally? And where can AI be introduced? What does that reveal about how work is actually getting done?
- **Clarify ownership and accountability:** In hybrid processes involving people and AI, who ultimately owns the outcome? Where do escalation routes need to be updated?
- **Assess role and team readiness:** Do your people have the capabilities and confidence to work alongside AI – or is redesign, support, or upskilling needed?



5.2 Cultural Transformation

Interventions to improve the adaptation of

A successful AI implementation strategy goes beyond technology. It requires cultural alignment, emotional intelligence, ethical considerations, and continuous adaptation. By proactively addressing potential risks and ensuring a collaborative, transparent, and ethical integration of AI, organisations can take advantage of AI as a true enabler of innovation and sustainable growth.

Below we summarise, by type, some possible intervention drivers that can be adopted and integrated to mitigate the risks that may emerge in the AI Cultural Fit analysis, to promote a sustainable and coherent adoption of AI in alignment with the culture.

A. Cultural and Behavioural Training:

- Educate on the actual functioning of AI, its limitations, biases, and impacts (“AI Literacy,” as also required by the AI Act).[GA1]
- Train all staff on the risks, opportunities, and ethical implications of AI (“AI Awareness”). Increase awareness of the principles of “AI for Good” and positive technology.
- Foster critical thinking towards AI-related decisions, encouraging the view of AI as a support tool rather than an agent that decides and imposes itself on human beings.
- Train management to take leadership of change and address ethical dilemmas without dogmatism, balancing ethics and pragmatism.
- Strengthen personal skills that may be supported by, but remain exclusive to, human beings and not machines: decision-making, judgment, creativity, communication, empathy, etc.

B. AI Governance and Policies:

- Balance efficiency and effectiveness criteria in AI transformation strategies.
- Implement an AI governance framework to guide local adoption without creating chaos.
- Define clear corporate policies (“AI Charter”) for responsible and transparent use of AI.
- Define operational guidelines and use cases for the adoption and application of AI across different organisational processes.
- Integrate qualitative indicators (well-being, creativity, growth) with quantitative metrics.

C. Transparency and Accessibility of Data and Algorithms

- Ensure full transparency regarding the data used and the decision-making criteria related to AI.
- Democratise access to AI tools, at least for basic functionalities.
- Ensure that every AI-based decision is explainable, contestable, and transparent.

D. People Engagement through Participation and co-creation

- Actively involve teams and employees in the design and customization of AI tools.
- Create internal communities of “AI Ambassadors” across all functions and levels.
- Promote co-creation and design thinking sessions to integrate humans and AI

E. Continuous monitoring and auditing:

- Define an AI implementation strategy and monitor over time compliance with guidelines.
- Continuously monitor the organisational, emotional, and ethical impact of AI.
- Implement regular audits of AI models to identify biases, inefficiencies, or inconsistencies.
- Collect regular feedback from users and stakeholders on their experience with AI.



F. Emotional management and human support

- Monitor the emotional climate through well-being surveys and active listening.
- Integrate coaching programs or emotional education on AI to help manage anxiety, fears, illusions, or idealizations (“Analysis of the psychosocial impacts of AI”).
- Protect human spaces, AI-free, for building authentic relationships and fostering free thinking.

G. Responsible leadership

- Cultivate empathetic leadership capable of guiding ethical and responsible adoption.
- Develop managerial responsibility: every AI-supported decision must have a person in charge.
- Raise awareness of the ethical dilemmas generated using AI within the organisation and across departments and roles, through dialogue and training.

Practical Next Steps

In conclusion, the integration of AI within organisations can shift cultures along several dimensions. We recommend looking at AI as a transformation that is not only technological and organisational, but also social and cultural. If we let AI “happen” and do not “lead” the journey of transformation, it may be too late.

Some final suggestions:

- **Analysing organisational culture and mindset** through the 9 identified dimensions helps to understand how an organisation could react to AI adoption and to identify potential risks and resistances.
- **The model also emphasizes that there is no one-size-fits-all solution.** Every organisation has a unique cultural and structural mix that determines how AI is perceived and integrated.
- **A strategic and mindful approach**—with support for the human system on cultural, psychological, and relational levels—can turn AI into a powerful driver of innovation, improving productivity, well-being, and competitiveness within the organisation. Dialogue, participation, awareness, critical thinking, ethics, purpose, are some key words to always keep in mind.
- It is useful for the organisation's **Leadership Team** to develop “**AI Cultural Transformation Guidelines**” to manage change in an integrated way and propose a coherent vision that spans all functional skills and responsibilities.

Footnotes for Chapter 4.2 Connection between Culture and AI:

[1] Geert Hofstede's cultural model (Netherlands, 1928–2020). Hofstede's Cultural Dimensions Theory provides a framework to understand how cultural values influence organisational behaviour.

[2] Franco Fornari's affective codes (Italy, 1921–1985). Fornari introduced the concept of Affective Codes, suggesting that emotions function as unconscious codes shaping individual and collective behaviour.

[3] Jacques Lacan's theory of the discourses (France, 1901–1981). Lacan's Theory of the Four Discourses explores how social structures and language influence subjectivity and power dynamics.



5.3 Skills & Competences in the Age of AI

Artificial Intelligence is no longer just a technological phenomenon – it is a transformative force that cuts across leadership, organisational culture, competence development, and work roles at all levels. While the technology itself enables new forms of efficiency and innovation, it is ultimately people's ability to adopt AI that determines whether organisations will truly benefit from it.

Integrating AI requires a new way of thinking from organisations. Leaders must create a strategic vision, middle managers must operationalise change, and employees must learn to utilise new tools. The focus of competence development is shifting from purely technical skills toward broader human and interactive capabilities. For this reason, AI adoption is as much a cultural shift as it is a structural one.

This section explores the key skills and competences that organisations must develop in the AI era. It highlights individual and technical-operational capabilities, the evolving role of middle management, the transformation of leadership, the shift in learning, and the cultural conditions for successful AI utilisation.

The Importance of Leadership in the Age of AI

Top leadership plays a decisive role in the successful implementation of AI. Multiple studies confirm that leadership commitment is the single most predictive factor for AI success. According to Microsoft, 100% of advanced AI organisations report that their leadership publicly supports the AI strategy, compared to only 6% in less advanced organisations.

This means that leaders must do more than sign off technology projects – they must craft a credible and inspiring narrative about how AI supports strategic goals, customer value, and employee growth. Deep technical expertise is not required, but leaders need the ability to assess AI's potential and limitations, make informed investment decisions, and communicate these with confidence.

Leaders also set the tone for a data-driven culture. By using analytics in their own decision-making and consistently asking, "What does the data tell us?", leaders model the behaviour expected throughout the organisation. In doing so, they embed data-informed thinking as part of everyday work, not as a separate technical function.

Finally, leadership in the AI era must be ethical and human centred. AI adoption can increase stress and resistance if people feel excluded or threatened. Leaders must ensure psychological safety, where employees can ask questions, express concerns, and engage in AI implementation without fear. This requires ethical guardrails, open dialogue, and a clear commitment to responsible technology use.

The Changing Role of Middle Management

Middle management is the practical enabler of AI transformation. Their role is not only to execute strategic decisions but to translate vision into daily practice in ways that motivate and engage employees. Research highlights that shifting the role of middle managers from controllers to coaches is key to unlocking AI's potential.

As AI automates routine tasks such as reporting, scheduling, and monitoring, managers gain capacity to focus on more value-adding activities: supporting people, removing obstacles, fostering innovation, and building team resilience. This demands strong coaching skills, empathy, and the ability to guide others through change.



Middle managers must also be able to anticipate how AI reshapes roles and skills. This may involve collaborating with HR on reskilling and job redesign initiatives or scanning how tasks evolve across functions. By doing so, they ensure their teams stay capable, confident, and future-ready.

A further responsibility is addressing fears and uncertainties. Many employees still perceive AI as a threat rather than an opportunity. By communicating openly, involving teams in pilots, and offering training, managers can transform fear into engagement. In this sense, middle managers act as the bridge between strategy, technology, and people.

Personal and Technical-Operational Skills

AI competence is not only about mastering technical tools—it is about building a holistic capability to thrive in a fast-changing environment. These competencies can be divided into personal skills (“know how to be”) and technical-operational skills (“know how to do”).

As AI takes over mechanical and repetitive tasks, personal skills become increasingly central. Employees and supervisors must strengthen empathy, critical thinking, holistic understanding, and decision-making under uncertainty. AI can provide recommendations, but humans remain accountable for outcomes requiring the ability to evaluate the reliability and relevance of AI outputs. At the same time, technical-operational skills are essential to unlock AI's potential. While not everyone needs to be a data scientist, a basic level of AI literacy is crucial: knowing what AI solutions exist, how they can be applied to one's own work, and what limitations and ethical risks are involved. Competence also includes a willingness to experiment and integrate AI into daily tasks.

Key Personal and Technical-Operational Skills in the AI Era

- Emotional intelligence, active listening, and interpersonal skills
- Critical thinking and decision-making in uncertain environments
- Curiosity, adaptability, and willingness to experiment with AI tools
- Basic understanding of AI solutions and ability to apply them in daily work
- Ethical judgment: privacy, transparency, fairness, and accountability



Learning and Competence Development in the Age of AI

AI not only transforms job tasks – it also changes how competence is developed. Traditional training models – classrooms, mass lectures, and static learning paths – no longer meet the needs of modern organisations. AI enables personalised, continuous, and context-specific learning that adapts to an employee's skill level, role, and goals.

AI can analyse a worker's past performance, learning style, and career path to recommend suitable training, articles, or simulations. This makes learning more individualised and effective. Additionally, AI-powered chatbots and virtual learning platforms offer real-time support, for instance, when using new tools. This supports so-called micro learning: short, targeted learning moments integrated into daily work.

Many organisations are building internal AI academies that combine learning paths for different levels – basic understanding for all employees, more technical knowledge for specialists, and strategic insight for leadership. Simultaneously, “citizen developer” programs are emerging, enabling non-technical staff to build lightweight AI solutions for functions such as marketing or finance.

However, it is important to recognise that AI alone cannot meet an organisation's learning needs. Human-led reflection, social learning, and experiential practice remain central. The best results come when AI enhances rather than replaces these traditional forms of learning.

AI Implementation and Organisational Culture

AI implementation will not succeed without the right cultural foundation. Technological tools are of little value if they are not integrated into everyday work. A supportive culture ensures that AI is not just a technical add-on but a driver of business value and innovation.

Adaptability is critical: the culture must encourage experimentation, embrace failure as part of learning, and foster continuous capability development. Organisations that allow employees to test and “play” with new tools create space for innovation. Google's well-known “20% time” is one example – similar approaches can be applied to AI pilot projects to generate new ways of working.

Involvement ensures that employees feel ownership of AI adoption. Cross-functional collaboration across IT, business, and operations enables diverse perspectives, while recognising and rewarding new AI skills builds engagement and confidence.

Direction provides navigation and meaning. Communicating early and openly about why AI is being introduced, how it supports the strategy, and what it means for employees reduces resistance and strengthens trust. AI initiatives must be linked to clear goals and the organisation's long-term vision.

Consistency brings ethics and values into play. Using AI responsibly in recruitment, customer data, or employee evaluations requires transparent principles and governance. Values must be reflected in every technology decision to ensure fairness, trust, and credibility.



Conclusions and Recommendations

Success in the age of AI is not just a technical achievement – it is a synergy of leadership, learning, and culture. An organisation's ability to leverage AI depends on its people: their skills, motivation, and courage to embrace change. Technological infrastructure can be built quickly, but human maturity takes time and long-term commitment.

Top leadership must actively shape the AI vision. Middle managers must support staff in everyday changes. Employees need time, space, and support to learn new ways of working with AI. At the same time, human-centred values such as empathy, responsibility, and fairness must be upheld. Organisations that want to thrive in the AI era must build a culture of learning and adaptability where AI serves as a partner not a replacement for people.

The following chart describes how AI may transform key areas related to skills and competencies.

We recommend using the chart in evaluating where your organisation is now and comparing it to your organisation's desired future state followed by steps to transform your organisation. Building AI readiness is a continuous journey that requires alignment across leadership, management, employees, and culture.

To sum up, organisations should focus on the following priorities when moving forward: clarify the strategic role of AI, equip leaders and managers for the change, develop AI literacy for all employees, create tailored learning paths and strengthen culture and values for continuous learning.

By taking these steps, organisations can build the maturity required to embed AI not only as a technical tool but as a trusted, value-creating partner in business and work.

Skills and Competences in the Age of Artificial Intelligence	
CURRENT STATE	FUTURE STATE
LEADERSHIP	
Technology focused narrative on AI	Strategic narrative for AI
Intuition driven thinking	Data driven thinking
Control and "knowing better"	Tolerance for failure and open discussion
ROLE OF MIDDLE MAGEMENT	
Task planning and supervision	Transform strategic vision into practise
Performance monitoring	Anticipating future skills needed
Productivity through best work processes	Promoting innovation and testing new ways of working
PERSONNAL AND TECHNICAL OPERATIONAL SKILLS	
Ignorance of AI concepts	Basic AI literacy
Fear of trying new things	Willingness to experiment
Rigid thinking and indecisiveness	Critical thinking and decision making in uncertain environments
Neglect of ethical considerations	Ethical judgement in relation to AI
Poor self-awareness and weak social skills	Emotional intelligence and interpersonal skills
LEARNING METHODS	
Static learning paths and mass lectures	Personized and context specific learning
Reliance on "Google" and internet	AI supporting learning and information discovery
Teacher-centred passive learning	Human-led reflection and experimental practise to complement AI
CULTURE THAT SUPPORTS AI TRANSFORMATION	
Fixed ways of working	Encouragement to play with new tools
No time to explore	Time and space to explore
Withholding information and late communication	Open and proactive communication
Siloed communication	Cross functional communication

Table 2: Transition of a Set of Current Skills & Competences from today to the future, impacted by AI.



5.4 AI & Project Management: Toward a Deep Transformation?

AI as a key lever for transforming project management from an operational competence to a strategic backbone - what is AI fundamentally changing in the PMO role?

The arrival of AI marks a profound shift in the purpose and value proposition of the Project Management Office (PMO). Historically, the PMO has been viewed as the guardian of compliance – ensuring projects were delivered on time, on scope, and on budget. Its influence was often confined to reporting, enforcing standards, and providing support to project teams.

AI disrupts this paradigm by transforming the PMO into a strategic orchestrator and knowledge curator, responsible not just for execution but for guiding portfolio-wide decisions and generating business value.

Three dimensions stand out in this transformation:

1. From Reactive Control to Predictive Foresight

AI-powered analytics and machine learning models allow PMOs to move beyond static planning. By analysing historical data, real-time signals, and external variables, AI can forecast risks, anticipate resource bottlenecks, and detect project drift early. This shifts the PMO from a reactive function to a proactive driver of resilience in volatile environments such as VUCA and BANI contexts.

2. From Siloed Reporting to Integrated Decision Support

AI tools break down data silos across project, financial, HR, and CRM systems. They provide real-time dashboards and scenario simulations, enabling executives to make evidence-based trade-offs on priorities, investments, and sequencing. The PMO thus evolves into the central intelligence hub of the project ecosystem, advising leadership on portfolio balance, opportunity selection, and long-term value creation.

3. From Historical Lessons to Continuous Learning and Opportunity Scanning

Through natural-language processing (NLP) and semantic search, AI can extract lessons learned from past initiatives, turning project memory into a living, reusable asset. Beyond efficiency gains, AI enables opportunity scanning – identifying white spaces, synergies between programs, and emerging trends – allowing the PMO to play a more exploratory and innovative role.

This transformation aligns with the broader shift from linear V-model approaches to Agile-enabled delivery models. In Agile-oriented organisations, where iterative planning, cross-functional collaboration, and adaptability are already part of the culture, AI adoption is more seamless and impactful. The PMO's future therefore lies at the intersection of agility, data-driven decision-making, and strategic orchestration – elevating its role from an administrative backbone to a core driver of competitive advantage.

Key Risks to Address

- Data fragility and bias: poor-quality or fragmented data can undermine algorithmic insights and lead to skewed decisions.
- Transparency and trust issues: black-box models may erode confidence among stakeholders unless explainability and transparency are ensured.
- Ethical and regulatory compliance: the need to respect data privacy (e.g., GDPR) and maintain human accountability in critical decisions.
- Cultural resistance: over-reliance on traditional methods or fear of automation can slow adoption and reduce the potential impact of AI.
- Pressure on business models: automation of routine PMO tasks can reduce fee-based consulting revenue unless new value propositions are developed.



AI and Project Management: toward a deep transformation?

Optimisation, Strategic decision support, and Opportunity analysis

Artificial Intelligence is transforming the nature, value, and scope of project management. More than a set of digital enhancements, AI constitutes a paradigm shift for organisations. It reshapes how projects are designed, monitored, and capitalized on. Beyond operational efficiency, AI enables project leaders to play a strategic role in aligning actions with corporate vision, while identifying new opportunities along the way. This part of our white paper aims to explore the strategic depth of this transformation, and to offer a structured reflection to support executive decision-making.

Open Questions and Strategic Hypotheses

- Will AI lead to a commodification of project delivery or open new spaces for innovation-driven consulting?
- How can organisations create trusted AI environments where prediction enhances judgment rather than replaces it?
- Should PMOs become data stewards within companies, curating project intelligence across silos?
- To what extent can AI reveal 'white spaces' – areas of untapped value across programs and portfolios?
- How should executive boards govern the ethical use of AI in project decision-making?

These are not technological questions alone, they are strategic choices about the future role of human agency in a digitally augmented world.

1. From Operational Backbone to Strategic Lever

The Project Management Office (PMO) has historically served the role of execution oversight – delivering on scope, on time, and on budget. But as projects become increasingly transversal, multi-stakeholder, and data-rich, the PMO must evolve. AI positions the PMO as a knowledge curator, foresight facilitator, and real-time optimiser. This evolution is visible in multiple areas: project memory retrieval, in progress performance monitoring, dynamic team load balancing, resource arbitration, and opportunity scanning. Nevertheless, to be more accurate we have to make the distinction between small or mid-sized project (a few months duration, a few stakeholders, a limited bulk of data...) and big projects organised in a portfolio. These are the targeted ones for a new added value generated by AI, for the consultants' team (less time on strictly operation tasks, more time on analysis and advising) and clients (maybe costly consulting mission but with a stringer return on investment). AI thus upgrades the PMO's role from operational to decisional, capable of influencing strategic choices in motion.

2. From Embedded Features to Methodological Change

Many organisations assume that project management will evolve once vendors update their software suites. This passive posture neglects the most powerful lever for transformation: organisational method and mindset. AI requires PMOs and project teams to integrate new reflexes – anticipation, iteration, and data-informed adjustment. It necessitates a shift from static planning to adaptive steering. Moreover, AI fosters a form of 'augmented governance' where decisions are no longer based solely on expert judgment, but increasingly on predictive models, scenario simulations, and AI-curated recommendations. To take full advantage of AI, project culture must evolve toward agility method (SAFe architecture, ScrumBan + Design Thinking in an upstream job...), digital confidence, and evidence-based decision-making. See example table on next page.



3. Five Axes of Deep Transformation

The impact of AI on project management can be analysed across four transformative axes:

- **Forecasting and Early Warning:** AI helps detect project drift before it becomes critical. Machine learning models can anticipate cost overruns or scheduling issues based on real-time data, allowing for proactive mitigation rather than reactive firefighting.

- **Strategic Resource Allocation:** Rather than assigning based on availability alone, AI systems can optimise allocation based on performance history, team dynamics, and future workload forecasting. This allows more efficient and balanced teams while anticipating critical skill shortages.

- **Cross-Project Learning and Capitalisation:** Semantic analysis and NLP (natural language processing) enable the automatic extraction of insights from past projects, fostering learning at scale. Lessons learned become living assets, instantly accessible and reusable across the portfolio.

Component	Examples / Solutions	Core Function	AI-Driven Value
Knowledge Management & Capitalization	AmonAI, Notion AI, Confluence with AI features	Automatically collects and enriches lessons learned, extracts insights from reports and deliverables.	Prevents knowledge loss and feeds future project decisions.
Foresight & Simulation Tools	Forecastr, Simul8 AI, AnyLogic, AI-powered risk copilots	Scenario modeling, risk and uncertainty management, forecasting of timelines and costs.	Strengthens strategic decision-making and proactive risk management.
Central PMIS	MS Project (with Copilot), Monday.com, Jira Align, Planisware	Planning, milestone tracking, dependencies, budget management.	AI can automate schedule updates and detect deviations early.
Collaboration & Workflow	Miro with AI, ClickUp, Slack/Teams with Copilot	Supports co-creation, cross-functional team coordination, and integrates on-the-ground feedback.	Enhances Agile dynamics (sprints, reviews, retrospectives).
Document Management & Compliance	SharePoint with AI, DocuSign AI, e-Archiving solutions	Version control, regulatory compliance, and audit readiness.	Reduces information search time and secures reporting.
Budget Tracking & Analytics	Power BI with Copilot, Tableau, Pigment	Financial dashboards, forecasting, and reporting.	Enables proactive detection of budget deviations and corrective recommendations.
Orchestration & Integration (iPaaS)	Make, Zapier, MuleSoft with AI	Connects PMIS with CRM, ERP, and knowledge management tools.	Ensures seamless data flow and eliminates silos.

Table 3: Software components example around a Central Project Management Tool: The key challenge is to build a modular ecosystem centred on a core project management information system (PMIS) such as MS Project, Monday.com, Asana or Planisware.

- **Opportunity Scanning:** With AI-powered benchmarking and signal detection, PMOs can spot emerging trends, new partnerships, or potential synergies between initiatives. This marks a fundamental evolution from cost control to value creation.
- **Contract Intelligence & Claim Management:** AI is also transforming one of the most critical yet under-digitised domains of program delivery: contract management and claim governance. In large, multi-stakeholder programs – where numerous contractual interfaces link clients, contractors, suppliers, and public authorities – the ability to monitor, interpret, and steer contractual commitments becomes a structural determinant of overall program performance. AI can possibly change static legal documentation into living, data-driven assets. These systems enhance transparency, accountability, and foresight, enabling contract managers and program directors to move from reactive claim handling to proactive risk prevention and strategic negotiation.



4. Risks, Limits, and Ethical Considerations

As with any disruptive innovation, the use of AI in project management raises both operational and ethical challenges. Automated decision-support tools may lack transparency, leading to trust issues. Data bias can reinforce inequities or result in skewed resource allocation. There is also a risk of marginalising human judgment under the weight of algorithmic recommendations.

Organisations must ensure that AI augments rather than replaces human judgment. Internal experts and senior executives – potentially convened within an internal regulatory committee with a strategic and preventive mandate rather than a mere compliance role – remain accountable for final decisions.

Clear audit trails, strong access controls, and strict adherence to ethical standards (e.g., compliance with the EU AI Act) are essential to maintain trust and fairness, particularly in contractual and governance-related relationships.

Key considerations:

- Interoperability: the challenge is not to simply add more tools, but to ensure a unified data flow across all components.
- Data readiness: without clean and reliable historical data, AI for knowledge capitalization or prediction loses much of its value.
- Governance and ethics: clarify the role of project managers in relation to AI (decision-making vs. recommendation) and ensure compliance with GDPR (general data protection regulation).
- Training and change management: project managers need not only to adopt the posture of facilitators and data-driven decision-makers, but to upgrade both their methodological (agility) and digital skills.

5. The Impact of AI on Project Management in a Changing Context

The integration of Artificial Intelligence (AI) into project management is happening at a pivotal moment. Traditional V-model approaches, built on stable and predictable reference frameworks, are losing relevance. Today's project environments are increasingly shaped by VUCA (Volatility, Uncertainty, Complexity, Ambiguity) and even BANI (Brittle, Anxious, Non-linear, Incomprehensible) dynamics, which make it impossible to lock down requirements or plans even in the medium term.

In response, organisations are shifting toward Agile delivery models, not only for software but also for infrastructure, service, and transformation projects. Agile practices – iterative cycles, continuous feedback, and adaptive planning – have proven more suitable for navigating uncertainty and accelerating value delivery.

This evolution creates a favorable ground for the adoption of AI-powered project management. Where a culture of agility already exists—supported by adaptive processes, collaborative mindsets, and modular tool architectures – AI can be embedded more seamlessly. It can enhance forecasting, automate knowledge capture, and support decision-making in real time. In contrast, introducing AI into rigid, linear frameworks is often hindered by legacy processes and resistance to change.

In essence: the transition from V-model to Agile approaches is not just a methodological shift; it is also an enabler of more effective AI integration, allowing project teams to harness data-driven insights in environments that demand responsiveness and resilience.

Enablers for Successful Adoption

To succeed in embedding AI in project governance, organisations should adopt a multi-pronged approach: invest in internal taskforces, experiment through agile use cases, develop hybrid profiles (PM + data + change), and define a clear AI narrative aligned with corporate strategy and values. PMO enhanced by AI lead to a new proposition value based a common basis due to technological change but with distinctiveness for each company (cultural, methodological, outcomes...). It is equally important to educate clients and internal stakeholders on the benefits, risks, and uses of AI, while maintaining human oversight and value-centred leadership.



New Roles, Skills and KPIs

Project leaders of tomorrow will combine technical understanding with strategic acumen. Soft skills (adaptability, communication, leadership) will become even more critical as AI absorbs routine analysis. New KPIs will include forecast reliability, value capture rate, opportunity-to-activation ratio, and marginal gain from AI insights. These metrics reflect a shift in mindset: from execution to exploration, from optimisation to orchestration.

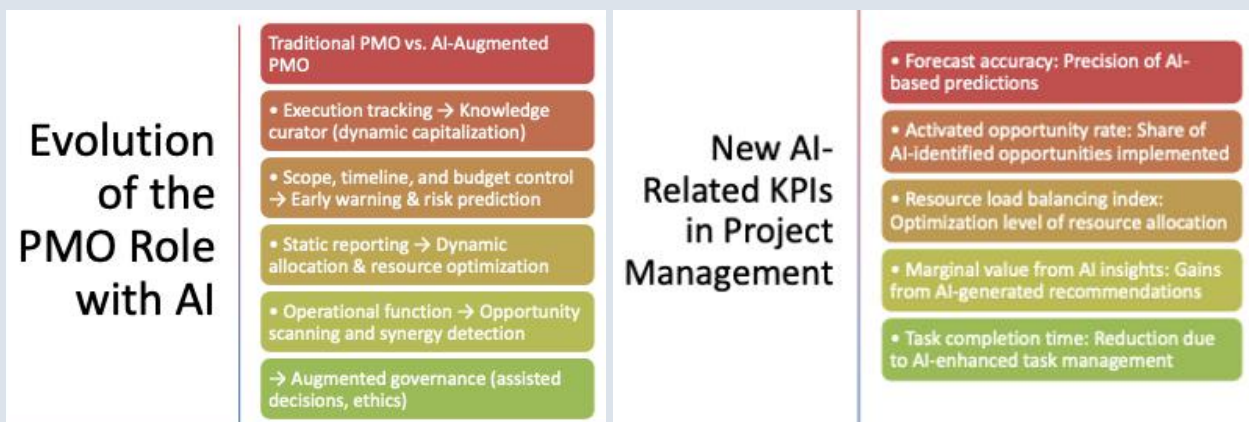


Table 4: Impact and Evolution of the PMO Role by AI with new set of KPIs

6 - CONCLUSIONS

Despite growing investment and enthusiasm, many organisations across Europe remain stuck in fragmented AI initiatives that fail to scale or deliver sustained business value. The SPACE Management Consulting Network's research – based on over 50 in-depth executive interviews – reveals that AI adoption is often hindered by static strategies, siloed experimentation, and cultural misalignment. The result: promising pilots that rarely evolve into enterprise-wide transformation.

This white paper was developed to address that gap. It offers a structured, experience-based framework – the SPACE AI Journey Model – to help organisations move from experimentation to strategic integration. It provides leaders with a navigation system to build adaptive capabilities, align culture, and embed AI responsibly across the business.

Key Findings

This white paper demonstrates that successful AI transformation requires more than technical deployment, it demands strategic clarity, cultural readiness, and organisational agility. The findings show:

- AI Strategy must be anchored in Vision and Ambition: Organisations need a clear, outcome-driven direction for AI, supported by an ethical AI Charter that guides responsible use.
- Foundations matter: Data strategy and cultural alignment are critical enablers. Without them, even the best use cases fail to scale.
- Roadmaps must be dynamic: A dual-layered roadmap – combining business case prioritisation with a radar for emerging opportunities – ensures both focus and flexibility.
- Transformation is structural: AI reshapes organisational design, roles, and workflows. From hybrid teams to autonomous agents, companies must rethink how work is structured and governed.
- Culture is a decisive factor: Psychological safety, ethical awareness, and adaptability are essential to turn AI from a source of fear into a trusted partner.
- Project Management becomes strategic: AI elevates the PMO from operational oversight to a central intelligence hub – enabling predictive foresight, opportunity scanning, and cross-functional orchestration.

Business Implications for C-Suite Leaders

This white paper demonstrates that AI maturity is not a linear path, it is an iterative journey requiring leadership commitment, cross-functional collaboration, and continuous learning. For C-suite executives, the implications are clear:

- Leadership must own the transformation: AI success correlates directly with executive engagement. Leaders must articulate a compelling narrative, model data-driven decision-making, and foster a culture of experimentation.



6 - CONCLUSIONS

- AI is a strategic lever, not a tactical tool: It must be embedded into core business processes, not confined to isolated pilots or innovation labs.
- Culture and competence are as critical as infrastructure: Organisations must invest in AI literacy, ethical governance, and human capabilities to ensure sustainable adoption.
- Governance must evolve: Transparent, accountable, and adaptable governance frameworks are essential to manage risk and build trust.
- Organisational design must be reimaged: AI changes how teams are formed, how decisions are made, and how roles evolve. Leaders must prepare for hybrid models where humans and AI agents collaborate.

Recommendations

To move forward with confidence, we recommend that organisations:

- 1. Apply the SPACE AI Journey Model** to assess current maturity, identify leverage points, and structure the transformation process.
- 2. Define a clear AI Vision and Ambition**, supported by an ethical AI Charter that aligns with organisational values and regulatory requirements.
- 3. Build adaptive foundations:** Develop a strategic data roadmap and assess cultural readiness using the SPACE diagnostic model.
- 4. Design a dynamic AI roadmap:** Combine business case sequencing with radar-based opportunity tracking to stay agile and focused.
- 5. Rethink organisational design:** Prepare for new roles, hybrid teams, and AI agents as active contributors to workflows.
- 6. Invest in leadership and learning:** Equip executives, managers, and employees with the skills and mindset needed to work alongside AI.
- 7. Embed ethical governance:** Ensure transparency, accountability, and fairness in every AI initiative.

In a world shaped by volatility, complexity, and rapid technological change, AI offers both promise and pressure. This white paper provides a structured, human-centred approach to navigating that landscape. By treating AI as a living system — one that learns, adapts, and evolves — organisations can turn uncertainty into strategic advantage.

The future of AI is not just about algorithms — it's about leadership, culture, and purpose. Those who embrace this transformation holistically will not only optimise performance — they will redefine what their organisations stand for in the age of intelligence.



INTERESTED IN DISCUSSING THE SPACE AI JOURNEY FURTHER?



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