



# The Playbook for Building an **AI-Powered** Organization

**Bobby Isaacson**, Head of Enterprise, Section



# Hi, I'm Bobby

Head of Enterprise, Section

AI Proficiency Level: Practitioner (L3)

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# Today's agenda

1. The utilization gap
2. 2 strategy decisions
3. The transformation playbook
4. Avoid these mistakes
5. Leaders are made in these moments



# We help the world's best brands become AI-enabled



tapestry

publicis  
sapient

Johnson&Johnson

dayforce



asurion



CANADIAN TIRE



Unilever



Pernod Ricard



BROTHERHOOD  
MUTUAL.



GE HealthCare

AUTODESK

Mercer

Adobe

OURA

ABInBev

We have seen hundreds  
of good ideas, lessons,  
and mistakes over the  
last three years

The orgs that need the most help are those that deployed AI 12+ months ago



# “Head of AI” is the hardest job in the world right now



**Leo Casado**  
Dir. of MarTech / Head of AI  
Autodesk



**Emily Anderson**  
Digital Planning Mgr / Head of AI  
Dayforce



**Sharad Dutta**  
CIO / Head of AI  
Veritas Capital

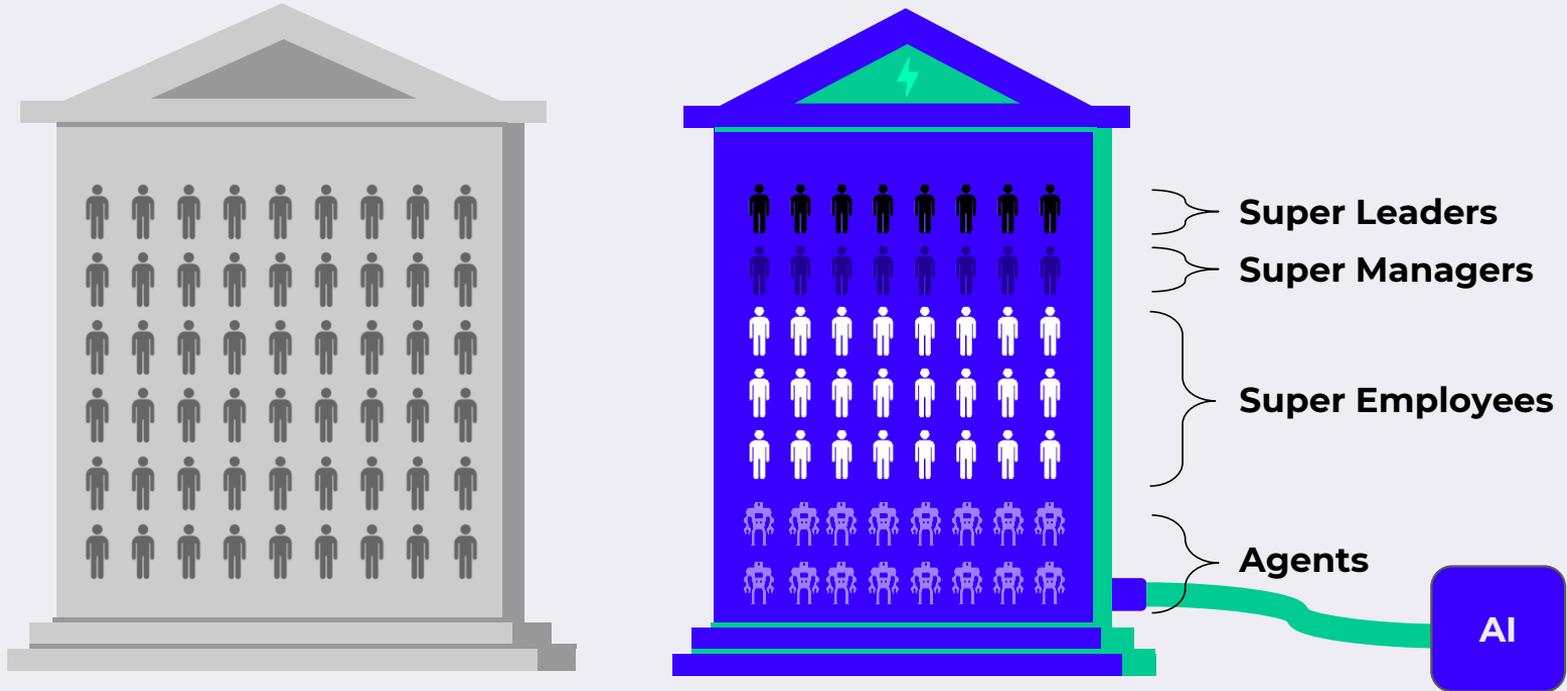
# Your CEO expects this to be transformational



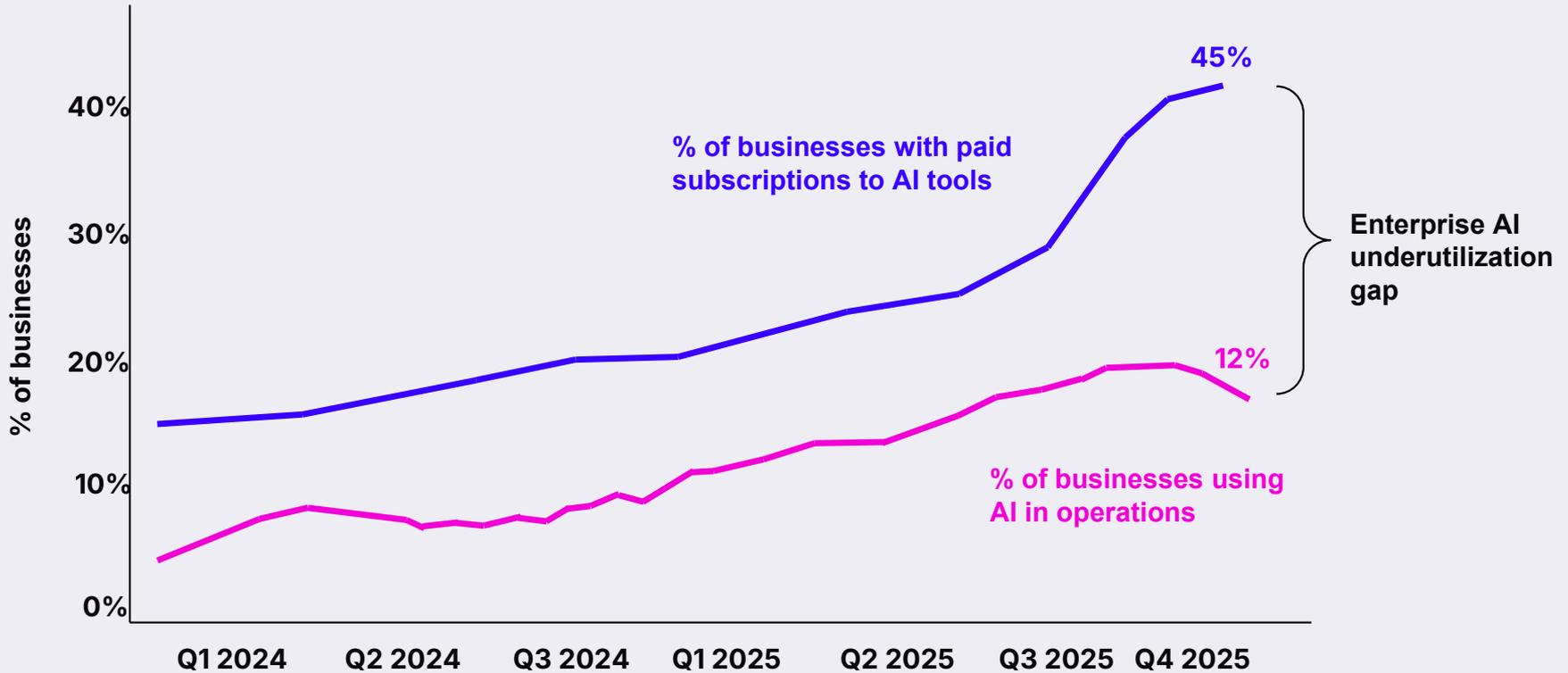
"This is a crazy, efficient revolution. The goal is to get 10x revenue and have [500 fewer] people."

**Alex Karp, CEO, Palantir**

# Every CEO wants to be a Supercompany



# But the reality is more challenging



# Employees are overwhelmed, barely proficient, and using AI superficially



52%

of employees feel **anxious or overwhelmed** by AI's implications

85%

only use AI as a **Google replacement** or summarization tool

3%

are **AI proficient** with the skills and use cases they need to capture value

**This is harder for you  
(incumbents)**

**You have  
existing  
customers**



**And legacy  
processes to  
manage**



**Start with 2 strategy  
decisions**



# How fast do you need to move?



1

**Software Development**  
(Application Dev, Security, SaaS)

2

**Professional Services**  
(Legal, Consulting, Accounting)

3

**Content & Media Industries**  
(Design, Journalism, Advertising)

4

**Coordination Industries**  
(Finance, Logistics, Insurance)

5

**Human Presence Industries**  
(Construction, Energy, Hospitality, Healthcare)

# How ambitious will you be?



## CUT

- Old Tasks
- Old Workflows
- Old Inefficiencies
- Old Vendors
- Old SaaS Platforms



# Cut – create – or both?



## CUT

- Old Tasks
- Old Workflows
- Old Inefficiencies
- Old Vendors
- Old SaaS Platforms



## CREATE

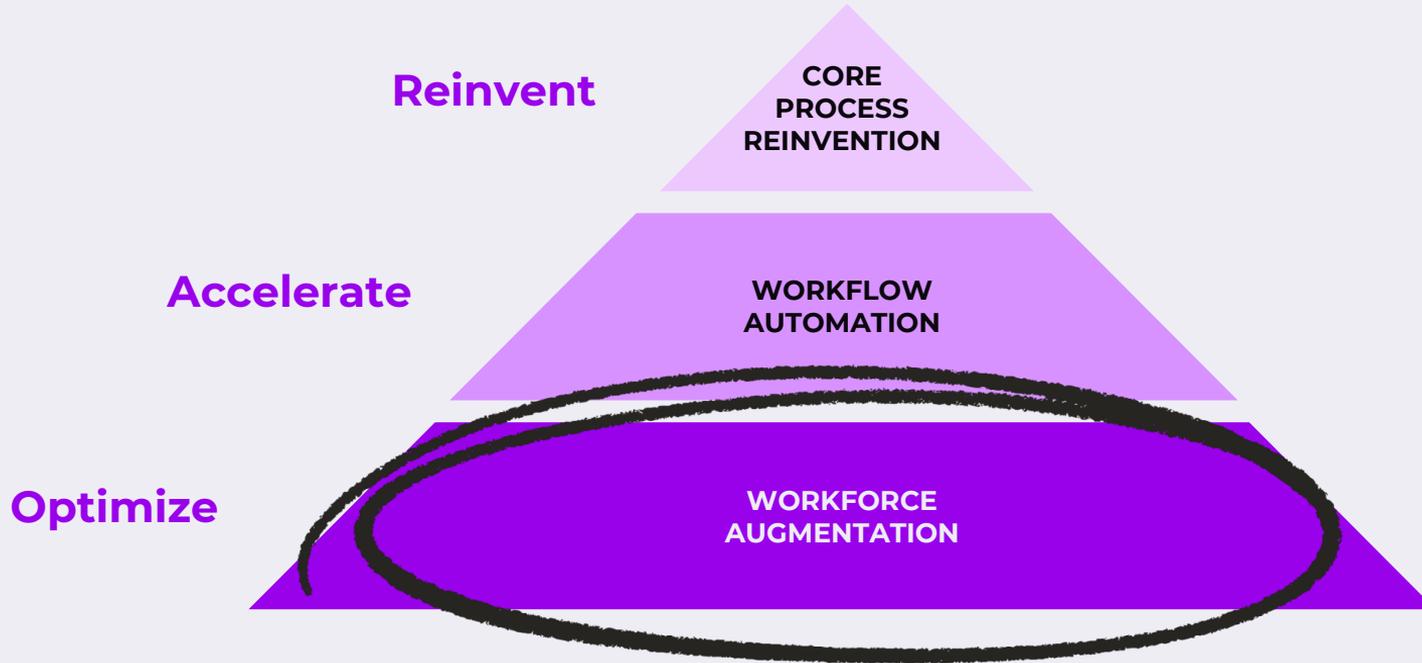
- New Workflows
- New Products
- New Services
- New Revenues
- New Jobs



**There is a playbook:**

**It's not rocket science,  
but it is hard work**

# Transform from the ground up



# This will take most orgs 1-3 years



**PROFICIENCY**

**80%**  
PROFICIENT

**20%**  
EXPERTS

**ADOPTION**

**80%**  
WAU (then DAU)

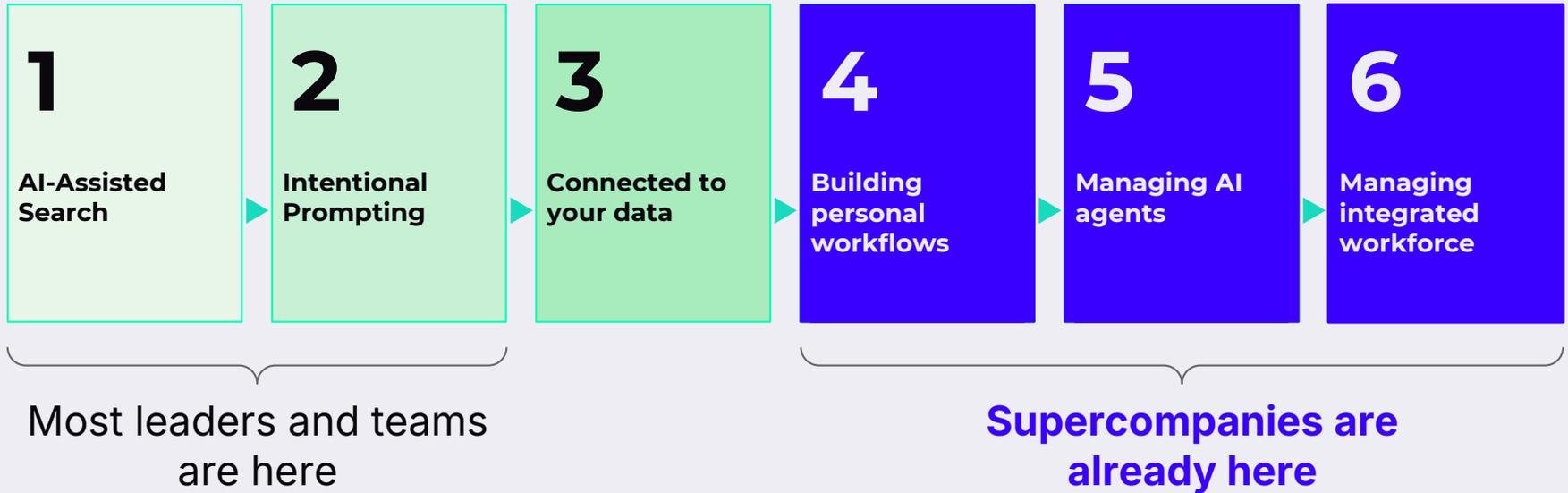
**AI CHAMPIONS**

**10%**  
OF WORKFORCE

**AGENTS**

**1:1**  
AGENTS:EMPLOYEES

# Get you and your team in the blue zones



# Here are your goals for the next 12 months



## First 30 Days

**Goal:** Radical alignment from the whole company on your vision for AI



## Next 90 Days

**Goal:** Get a baseline of proficiency and enable your managers to lead



## Next 365 Days

**Goal:** People and processes are running on AI



# First 30 Days: Set the Strategic Foundation

**Goal:** Radical alignment from the whole company on your vision for AI

## What you need to do

- Commit to Cut vs. Create
- Appoint your head of AI
- Create your AI manifesto
- Align on ambition and speed of transformation
- Choose your AI tools
- Allocate capital accordingly

## What success looks like

- **AI manifesto** with your 'Why of AI'
- **Clarity on the 2-3 success metrics** for your transformation



# Next 90 Days: Activate the Transformation

**Goal:** Baseline of proficiency and managers enabled to lead

## What you need to do

- Establish governance and responsible use guidelines
- Baseline AI proficiency / use
- Identify high priority teams or business units
- Empower execs with coaching
- Activate VPs and managers

## What success looks like

- **Current AI proficiency baseline** established
- **90% of managers** trained on leading in the age of AI



# Next 365 Days: Drive Sustained Use

**Goal:** People and processes running on AI

## What you need to do

- Activate champions
- Support managers to drive adoption in their teams
- Role-based coaching
- Quarterly functional hackathons
- Weekly office hours
- Monthly 1:1 coaching for execs

## What success looks like

- **80%** weekly (then daily) active users of primary AI
- **80%** AI proficiency (depth and sophistication of use)

# What it looks like for a 1,000-person org



**30**  
**1:1 coaching sessions**

**5 leaders** x bi-monthly

**10**  
**Leadership Workshops**

**150 managers** with 5 sessions run 2X per year

**50+**  
**Champions meetings**

**100 champions** in 2 groups meeting bi-weekly

**50+**  
**Lunch & Learns**

**1X per week** with 25-50 attendees

**10+**  
**AI Hackathons**

**5 functions** with 2-3 hackathons per year

**50+**  
**Open Office hours**

**Weekly troubleshooting** and use case support

**2-4**  
**Launch Events**

Town-hall style kickoff sessions

**5,000**  
**Use Cases Identified**

Via AI-powered coaching platform

**Some common mistakes  
that are easy to avoid:**

**#1 Don't deploy  
AI like software**



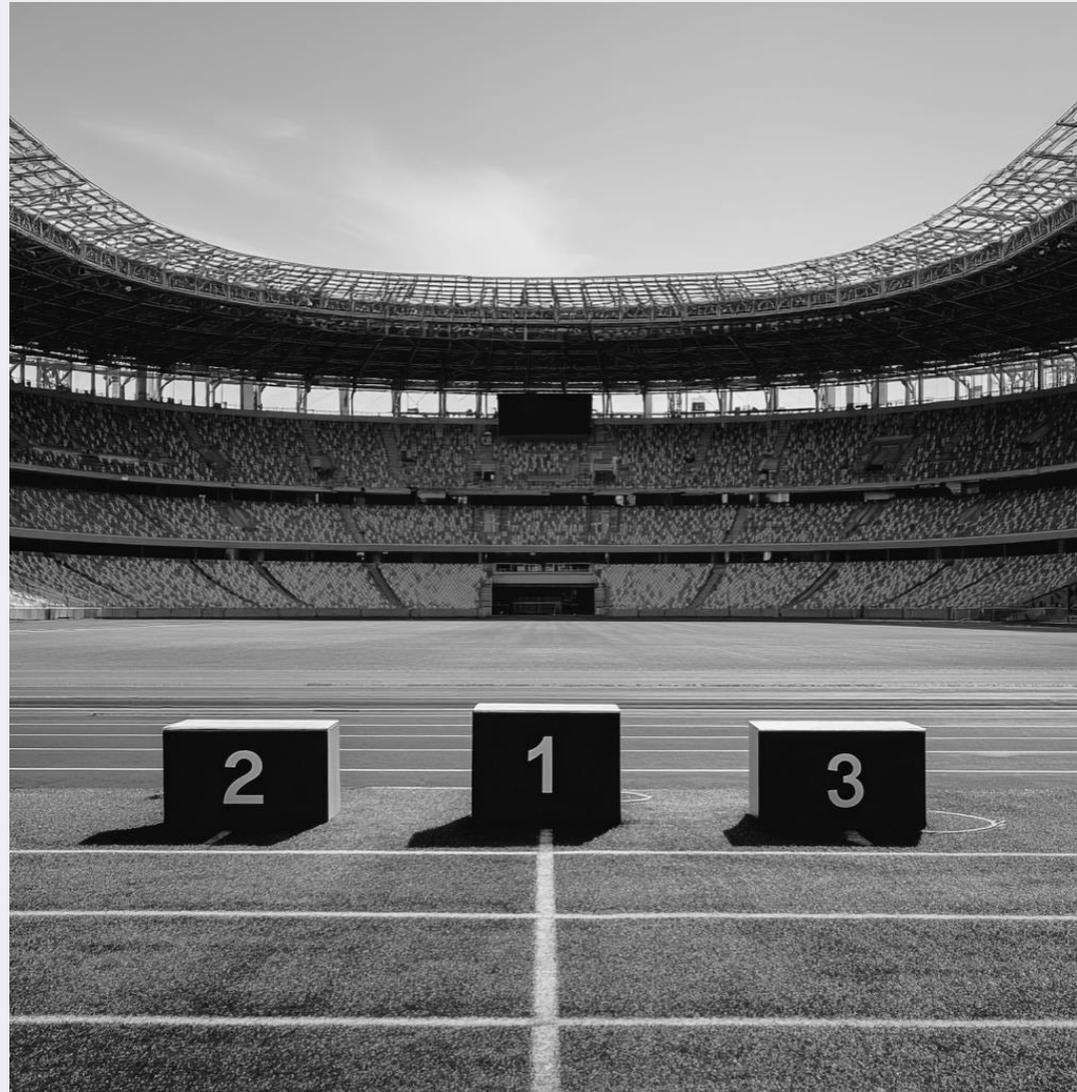
**#2 Don't deploy  
"Goldilocks AI" -  
too many or too  
few tools**



#3 Don't forget to appoint a single transformation owner



**#4 Don't forget  
about your  
champions**



**#5 Don't try to  
do this with  
consultants**



**Leaders are made in  
these moments.**

Tune out the  
extreme doom  
and hype.



**Describe the  
value of the  
change.**



**Manage the  
burden of  
change.**



**Don't get  
distracted when  
the AI bubble  
bursts (it will).**



Don't forget to  
**CREATE** with AI.



**You can do this!**

# Credits



## The Humans



**Caroline Abadeer**  
Thought Leadership Lead



**Rudi O'Meara**  
Chief Creative Officer, Sequitur



**Rachel Fields**  
VP of Marketing



**Tom Harpaz**  
Business Analyst, AI Enablement

## The AIs



**ChatGPT**  
Thought partnership, improving framework, and examples



**Claude**  
Copy polishing, framework strategy, slide mockups