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AI ADOPTION IN MID-SIZED COMPANIES · ONLINE DIALOGUE

Scaling AI Capability

From champions to *everyone*

Why distributed licences are not yet capability, and how AI capability spreads across the organisation with three levers: lead, spread, embed. The key takeaways.

Issue 4

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AI capability at scale: lead, spread, *embed*

1. **Lead: Leadership first, and every role gets the depth it needs.**
   Four levels instead of a one-size-fits-all approach: top management sets the direction, senior leaders set the framework and learning time. In our example, only two of six steps in the value stream require expert knowledge; for the rest, multipliers and basic enablement are enough.

2. **Spread: One multiplier per team reaches further than any central AI team.**
   In our example with 400 employees and 20 teams, 20 multipliers deliver around 40 small applications a year instead of six, roughly seven times as many.

3. **Embed: A workbench, community and guardrails instead of bans.**
   An approved environment, templates and connectors cut the time to the first application from four to six weeks to two to three days, and prevent shadow AI.

4. **Experts learn on the project, so the know-how stays in-house.**
   Training on the project instead of watching: whoever redesigns a process or an agent builds it in the implementation project. When the project ends, the capability stays in your own team.

5. **Measure impact in the value stream, not attendance.**
   Capability belongs in the line organisation: owners and controlling track active use, applications in operation, capacity gained and lead time, not training hours or certificates.

6. **Funding: Subsidies cover just over half of the multiplier programme.**
   Under § 82 SGB III, the German Federal Employment Agency subsidises course fees and wages. In our example, programme costs of €240k drop to an own contribution of €116k. Requirements: more than 120 hours, an accredited provider, application before the start.

AI capability scales where value is created: in the value stream.

Who will be your first multiplier?

We would be happy to discuss your individual questions in a personal conversation.

Peter Kramer
CTG CONSULTING
Business Transformation & AI Scaling
peter.kramer@ctg-consulting.com
LinkedIn linkedin.com/in/peter-kramer-029728191

Simon Kozlik
HEURISTIQ AI STUDIO
Data, AI & Technical Implementation
simon.kozlik@heuristiq.co
LinkedIn linkedin.com/in/simon-kozlik-0627082a