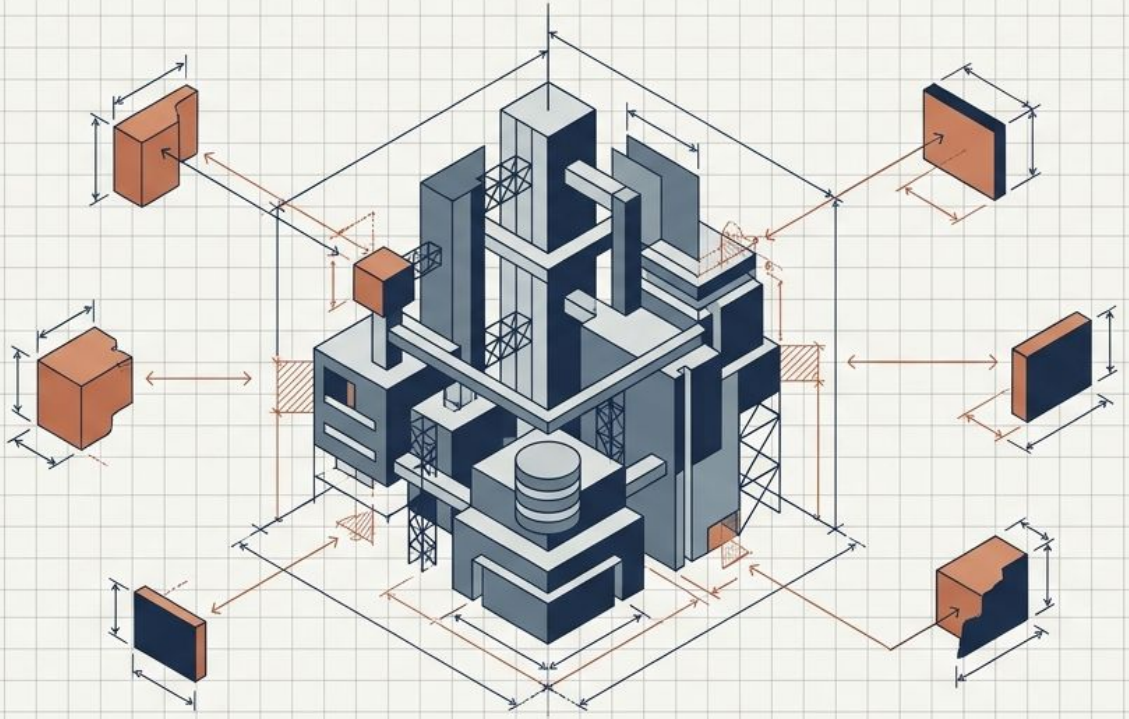
The Deployment Paradox

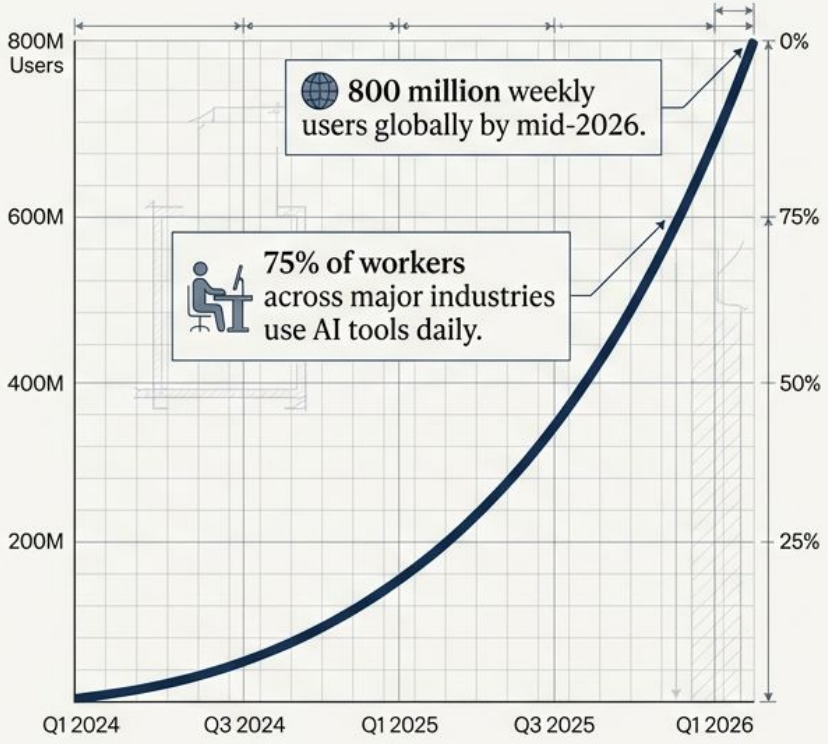
Moving Enterprise AI from Access to Integration

Based on telemetry data from 1,500 enterprise organizations and 17 million workplace messages.



The Velocity of Adoption Masks the Depth of the Challenge

The Hype: Unprecedented Velocity

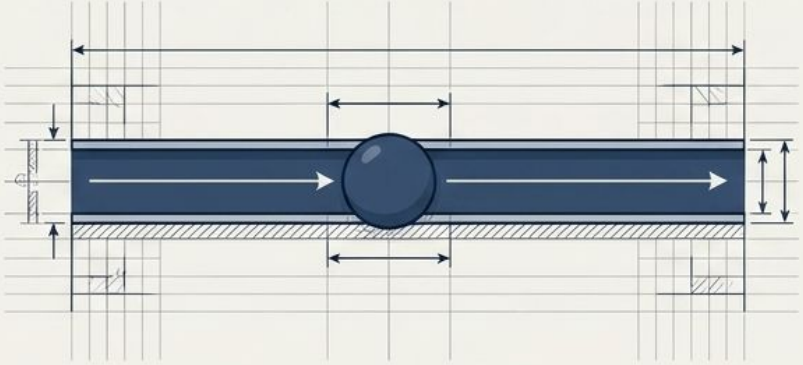


The Reality: Stalled Integration

The Productivity Paradox 2.0

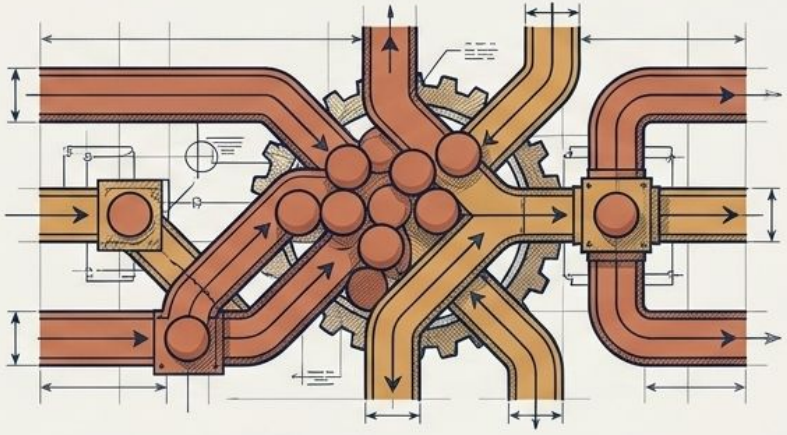
Task-Level AI

Metric: 30–50% time savings on specific writing, coding, or analytical tasks.
Characteristic: Immediate ROI. High individual utility.



Org-Level AI

Metric: Flat aggregate productivity gains across the broader organization.
Characteristic: Time savings unused or reallocated to low-value tasks. High coordination costs offset individual efficiency.

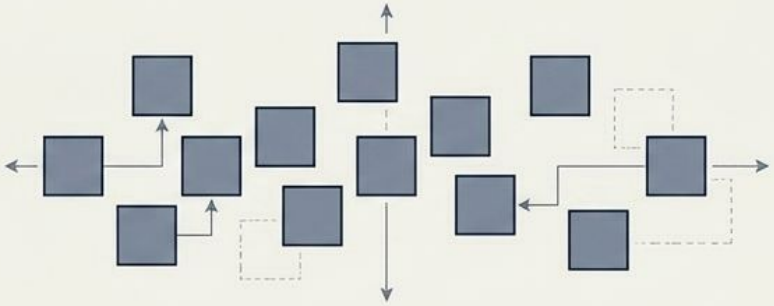


Individual time savings do not automatically aggregate into organizational output without structural intervention.

Consumer Utility vs. Enterprise Readiness

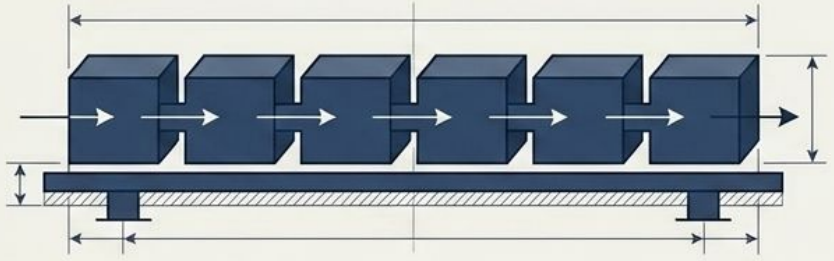
Consumer Logic

- **Focus:** Immediate personal task needs.
- **Mechanism:** Shadow IT, isolated API integrations, individual accounts.
- **Result:** Fragmented data, security risks, untracked productivity.



Enterprise Logic

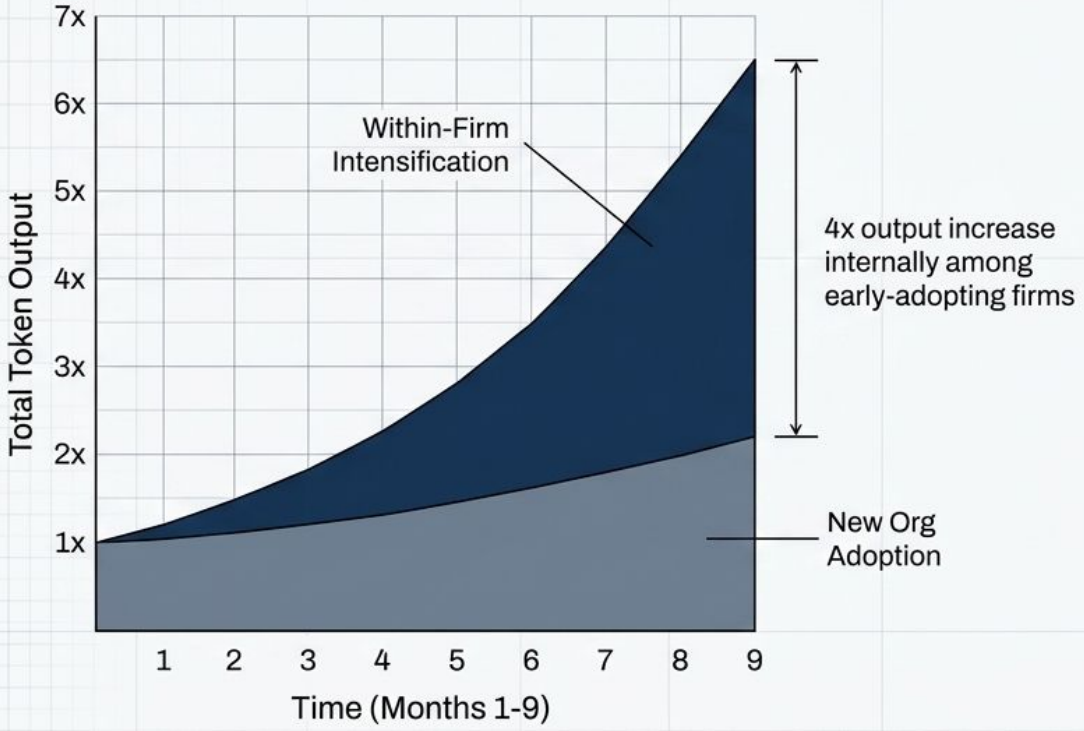
- **Focus:** Centrally administered, compliance-bound transformation.
- **Mechanism:** Workspace administration, security frameworks, unified capacity.
- **Result:** Requires procurement, change management, and existing system integration.



Core Insight: Enterprise deployment exposes institutional capability. It reveals an organization's underlying readiness for complex transformation, not just its IT budget.

Usage Accelerates Through Internal Discovery

The Within-Firm Growth Engine

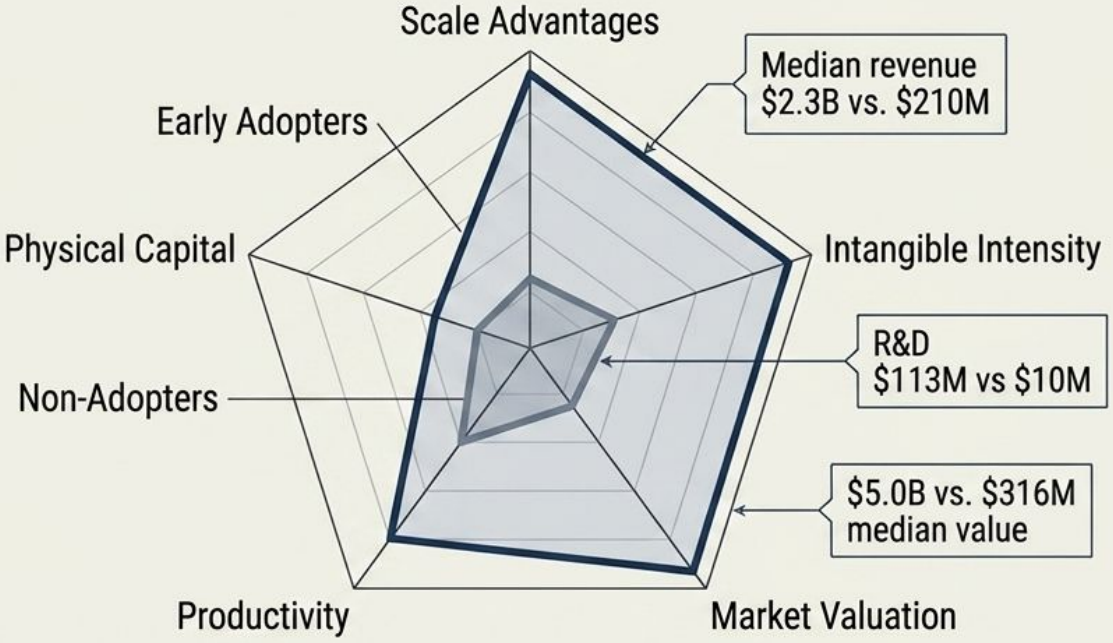


Key Insight:

Approximately half of all observed growth occurs within already-adopting organizations.

Organizations do not reach a steady state after deployment. Valuable general-purpose technologies trigger an ongoing internal discovery process as workers learn applications and develop complementary practices.

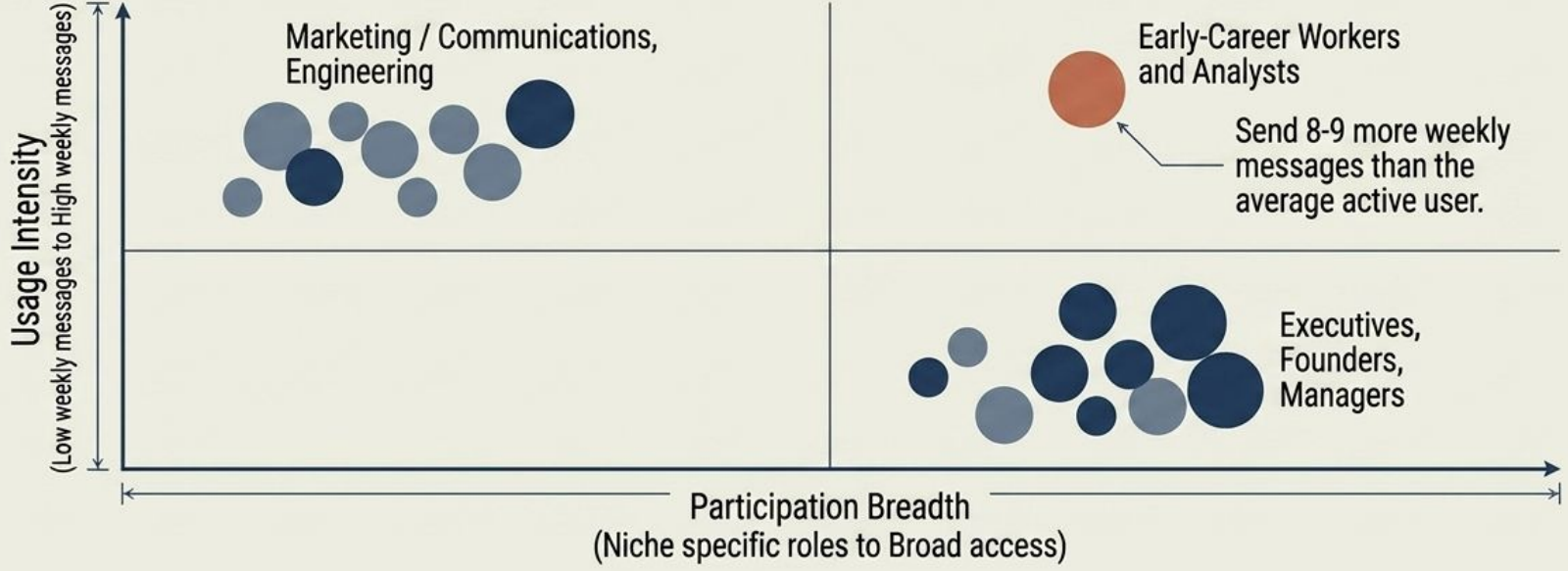
The Structural DNA of an Early Adopter



Early adoption relies heavily on accumulated capabilities in managing knowledge workers and redesigning workflows, not merely the financial resources to afford software licenses.

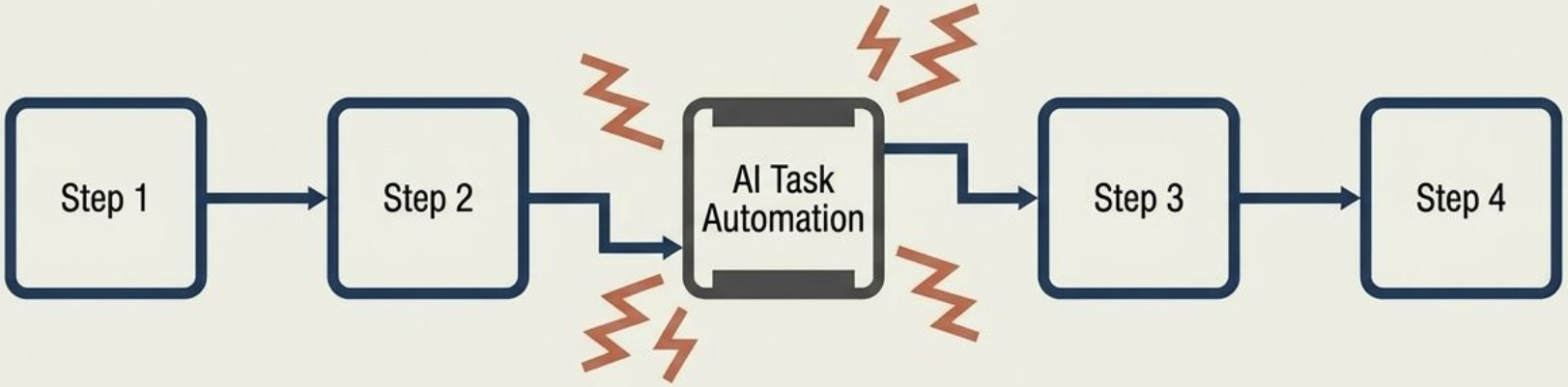
Breadth Masks Extreme Variations in Intensity

The Participation vs. Intensity Heatmap



Generative AI functions as a horizontal capability across hierarchies, but disproportionately benefits less experienced workers by accelerating learning curves and compressing skill distributions.

The Task Substitution Fallacy

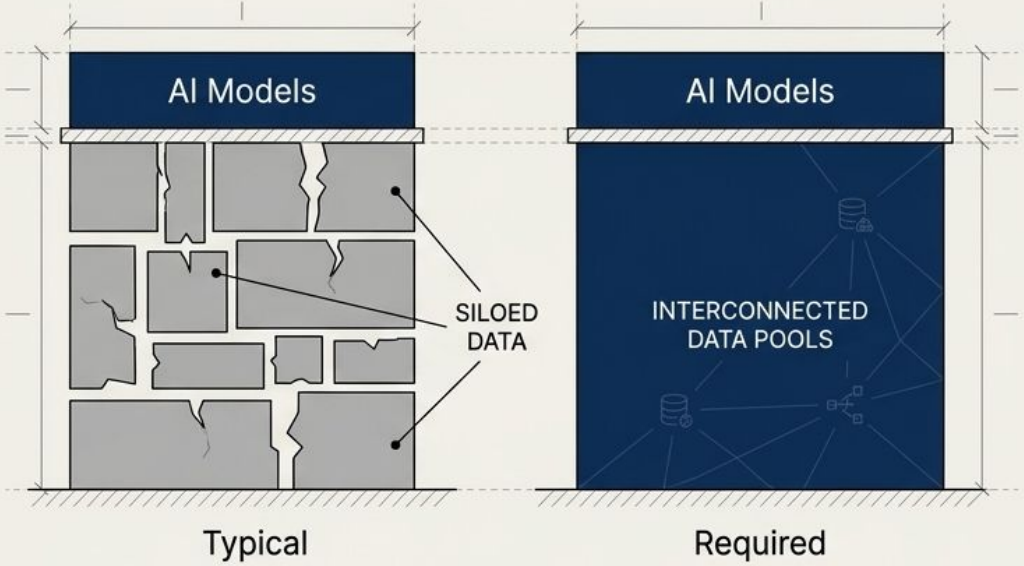


The Flawed Assumption	The Reality	The Outcome
Automating a single task within a legacy workflow automatically improves total organizational output.	Workflows contain hidden human coordination steps, tacit quality reviews, and informal handoffs.	Inserting AI into a workflow designed strictly for human execution often degrades human-AI team performance, as coordination costs outweigh task-speed gains.

Stop substituting tasks. Start redesigning workflows.

Pillar 1: Rebuild Data Infrastructure Before Scaling

The Foundation Challenge



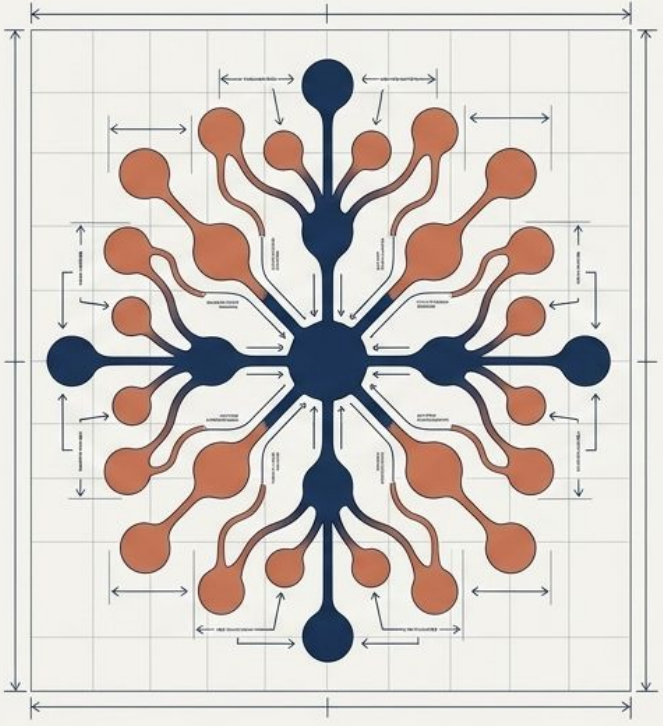
- Generative AI trained on public data **lacks organizational context**, history, and process knowledge.
- **Audit data accessibility:** rescue business-critical info trapped in emails and tribal knowledge.
- Establish strict data governance and knowledge management standards.

Salesforce: Built Customer 360 integrated data infrastructure before deploying context-aware AI.

Corning: Merged historical maintenance logs with real-time sensor data for precise AI operator decisions.

Pillar 2: Democratize Access for Organizational Fluency

The Learning Imperative



Core Concept

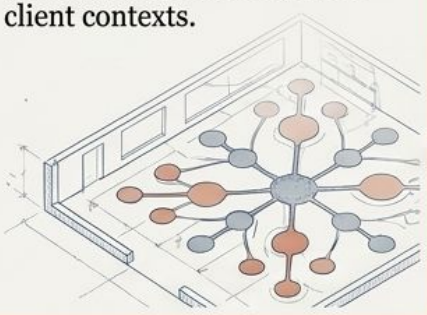
Usage intensity quadruples over 9 months only if workers gain hands-on experience. Restricting access to specific roles suffocates organizational learning.

Action Steps

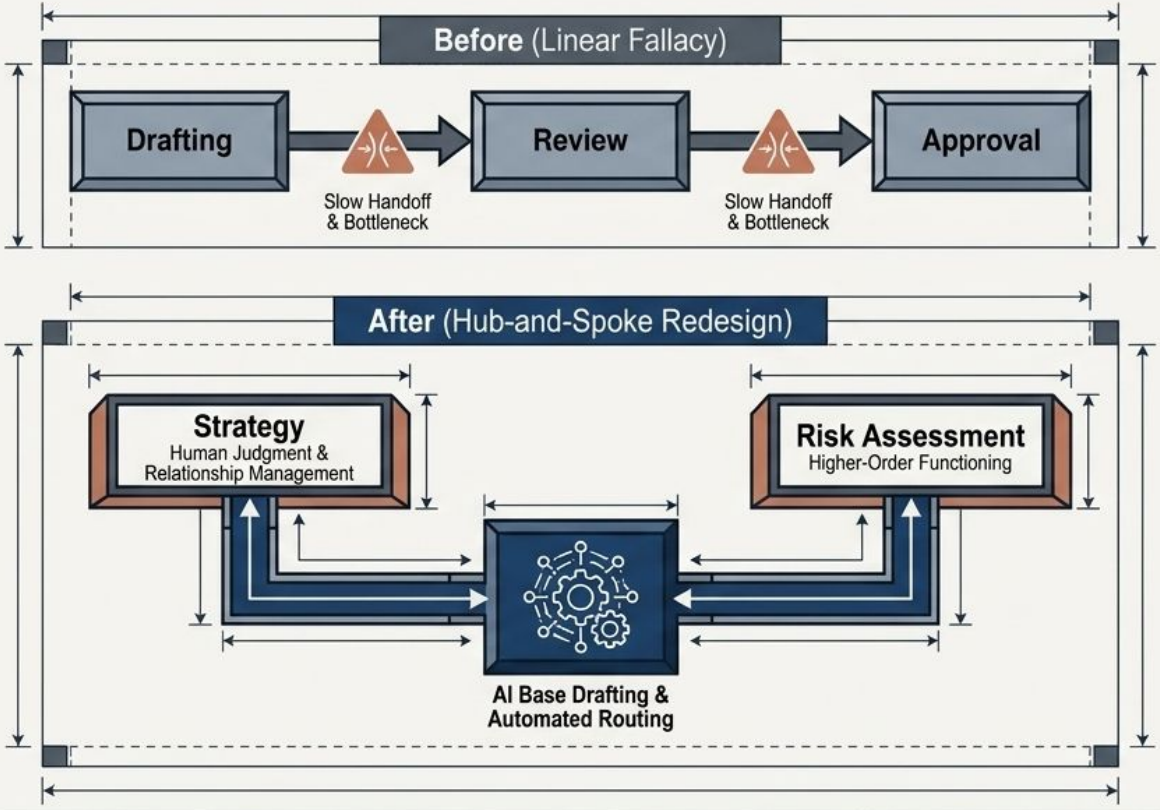
- Provide enterprise-wide access to all knowledge workers.
- Create psychological safety explicitly permitting experimentation.
- Establish formal channels to share effective prompts and internal discoveries.

Case Study: Deloitte's AI Dojo

Rather than mandating rigid top-down use cases, Deloitte provided broad access and created communities of practice, generating bottom-up innovation specific to varied client contexts.



Pillar 3: End-to-End Workflow Redesign



Workflow Redesign Principle

Restructure entire workflows to leverage AI's specific strengths (pattern recognition, synthesis) while elevating human strengths (judgment, relationship management).

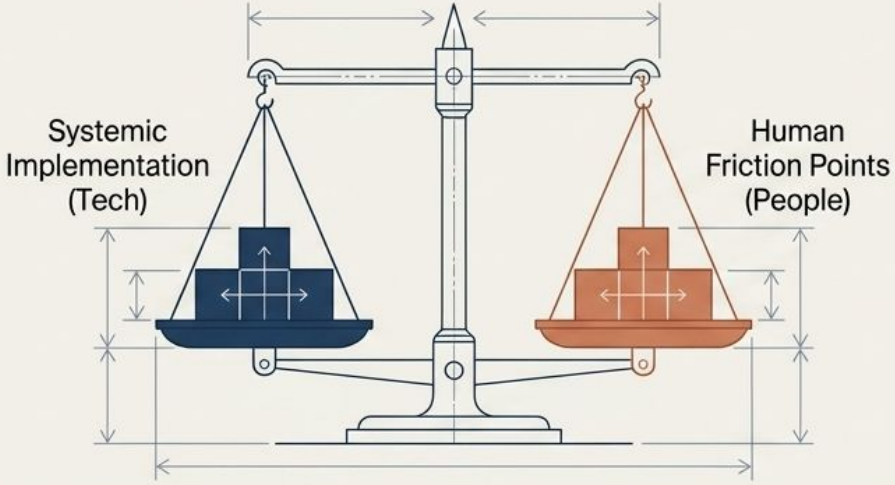
Accenture Legal Workflow

Instead of just using AI to write faster, Accenture redesigned the contracting workflow. AI generates drafts; humans shift entirely to negotiation and risk strategy.

Result: 60% reduction in cycle time and improved consistency.

Pillar 4: Systematically Address the Human Dimension

"Technology deployment fails primarily for organizational reasons, not technical ones."



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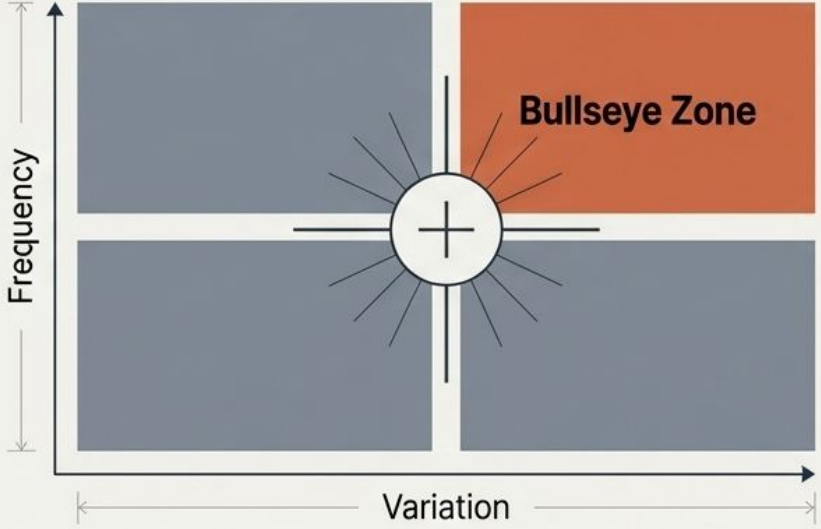
Address Rational Fears	**Address Emotional Friction**
• Update performance metrics. • Do not penalize use or mandate blind adoption. • Establish clear accountability for AI errors.	• Communicate intent transparently (Augmentation vs. Efficiency). • Reduce anxiety over obsolescence and workflow disruption.

Case Study: IBM

Established an AI Ethics Board and clear workforce transition programs. Algorithms undergo bias testing, and reskilling pathways are provided to maintain institutional knowledge during transitions.

Pillar 5: Ruthless Strategic Prioritization

Diffuse experimentation dilutes ROI. Focus on domains that resist rules-based automation but happen repeatedly.

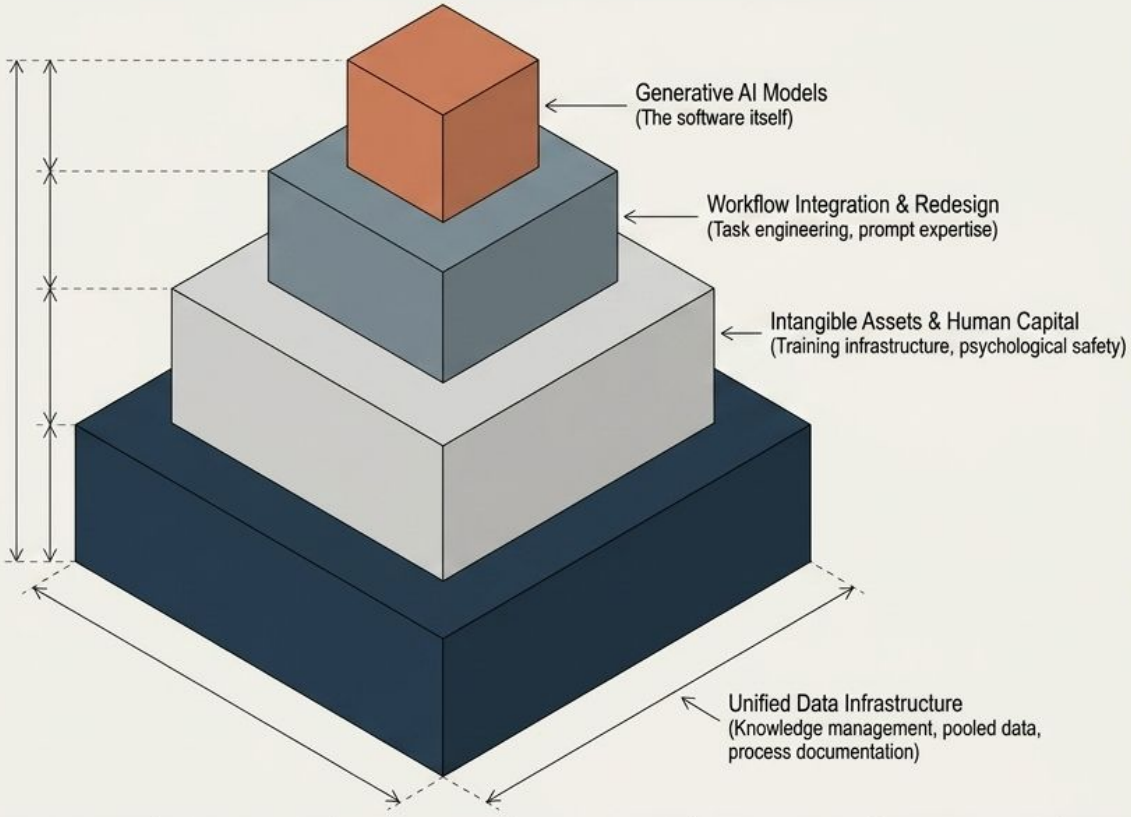


Telemetry Data Priority Zones

- Documentation & Technical Writing (56% of active users)
- Technical Digital Work (50%)
- Interpersonal Communication (41%)
- Information Synthesis (39%)

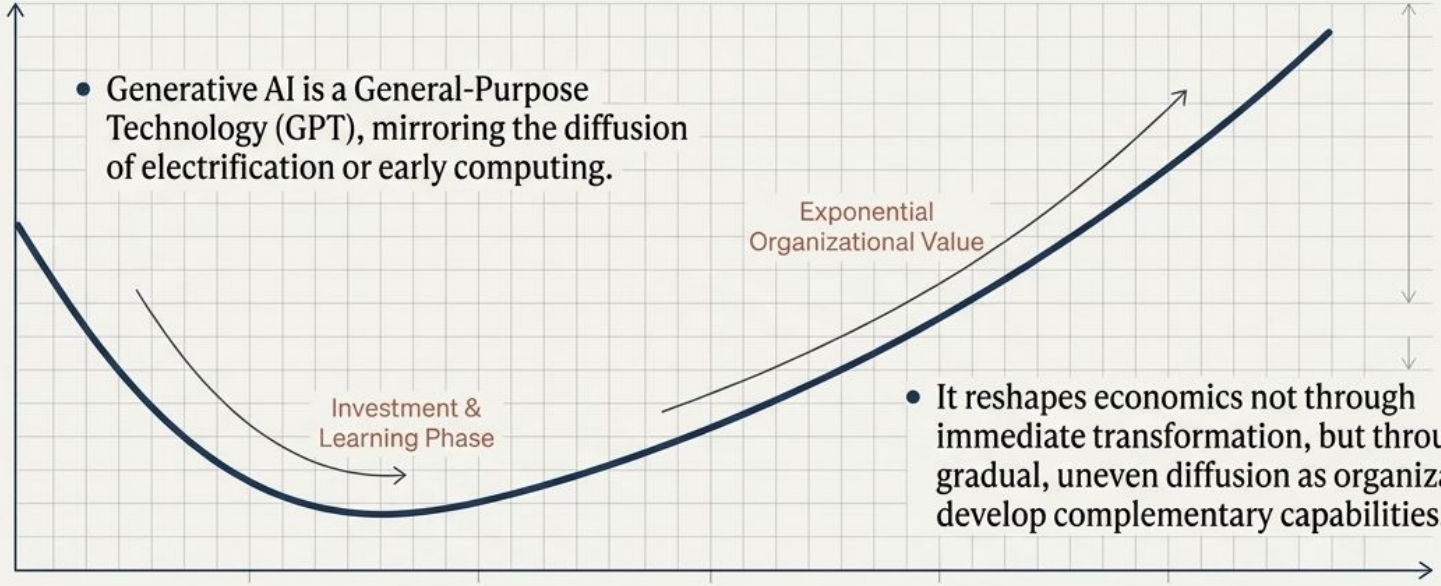
Action Steps: Require measurable outcomes (quality, speed, cost) and abundant historical data before deploying.

The Complementary Capability Stack



The model is merely the apex. Sustained organizational value is entirely dependent on the massive load-bearing foundation of internal capabilities beneath it.

The Long Game of General-Purpose Technology



- Generative AI is a General-Purpose Technology (GPT), mirroring the diffusion of electrification or early computing.
- It reshapes economics not through immediate transformation, but through gradual, uneven diffusion as organizations develop complementary capabilities.

The ultimate impact depends not on the technology's inherent capabilities, but on how effectively your organization navigates the complex journey from access to genuine structural integration. That journey has only just begun.