

Team-Level AI Adoption

EXECUTIVE SUMMARY

May 27, 2026

Welcome and Framing the Day

Michael McCarroll, SVP & GM, Teamraderie

Michael opened with the central question this cohort has been working on for six months: **how do we get teams in our companies to use AI in service of moving KPIs and business metrics?** People are using AI individually – chat, slides, code – but those individual gains have not yet translated into widespread improvement in major business metrics. The room is unique because it is the only forum at this scale where the people responsible for the workforce (CHROs) and the people responsible for technology (CIOs) are working the same problem in the same room.

Anchoring data and frameworks introduced for the day:

- **The MIT NANDA finding.** 95% of corporate AI pilots don't create business value. The interesting question is not what the 95% are getting wrong – it's what the 5% are getting right.
- **Five operating practices of successful teams.** Diagnose where work stalls; decompose work into AI-addressable, human-in-the-loop, and human-only units; redesign roles and accountability; move beyond time-saved as the primary metric; run disciplined 30-day experiments.
- **Where AI value lives.** Strategic domains → KPIs / value levers → use cases → components → data and technology. Most large companies have 3-10 strategic domains, 15-30 value levers, and ultimately hundreds or thousands of use cases. The winners take ownership of redesigning the use cases – consultants and vendors can't do that for you.
- **The AI Adoption Curve.** Teams progress from Stage 0 (individual users, no team activity) to Stage 3 (workflow redesign and durable change). The successful teams get past three predictable failure points: the activation gap, the workflow gap, and the durability gap.

The headline number. Against MIT's 5% baseline, teams in this cohort are tracking to roughly 70% advancing successfully along the curve.

Welcome and Framing the Day

Michael McCarroll, SVP & GM, Teamraderie

What CIOs and CHROs are Being Asked to Explain

95%

*of enterprise GenAI pilots
how no measurable change in P&L.*

Source: MIT NANDA Initiative, State of AI in Business 2025

- Tools are deployed
- Training is complete
- **Why is measured KPI improvement so infrequent?**

What the Top 5% of Teams Are Doing Right

5%

*of enterprise GenAI pilots
show transformative value in P&L.*

Source: MIT NANDA Initiative, State of AI in Business 2025

WHAT THEY SHARE

A set of five operating practices.

In an AI-enabled workflow, the absence of these practices doesn't just slow a team down — it causes them to predictably fail.

Team-Level AI Adoption: An OpenAI Perspective

Arvind KC, Chief People Officer, OpenAI

Arvind – who joined OpenAI in March after a career that included CIO of Palantir, VP of Engineering at Google, and Chief People & Systems Officer at a public company – reframed the AI workforce conversation. The popular story of job loss, he argued, is crude and incomplete. OpenAI's recent economic research suggests roughly 46% of jobs will see no impact from AI, and of the rest about two-thirds will grow or change rather than disappear. The pattern is job shift, not job collapse, and leaders set the tone for how their people interpret that shift.

Key reframes for leaders thinking about AI in their workforce:

- **AI has commoditized fast human expertise.** Writing, coding, image generation – what was once a deep-expertise moat is now ambient. Differentiation comes from framing the problem AI should solve, reviewing AI's results with taste, designing the systems around it, and orchestrating multiple AI 'experts' at once.
- **Reframe roles as agent-manager roles.** Recruiter becomes recruiting agent manager. Software engineer becomes software engineering agent manager. The bulk of the job becomes managing agents, and naming it that way changes how people approach their work.
- **Aim for upside maximization, not efficiency.** Stop asking 'how many hours did you save?' Start asking 'what can you do now that you couldn't do before?' If you did it, the customer perception of the company changes; if you didn't, nobody would have noticed. That's where the value is.
- **Take on unstructured work.** The historical default – structured data, forms, databases – exists because we had no other way to make sense of unstructured information. AI removes that constraint. The next workflows are ambient assistants that listen, watch, and help during the work, instead of forcing humans to enter data afterward.
- **Leaders go first.** People model their stance on AI from leadership. State your AI stance explicitly. Use the products heavily yourself. Define your organization's failure tolerance – because that's what determines how far the experimentation will go.

Team-Level AI Adoption: An OpenAI Perspective

Arvind KC, Chief People Officer, OpenAI

Key Takeaways

1. Reframe Job Loss as Job Shift

46% of jobs see no AI impact; of the rest, ~two-thirds will grow or change rather than disappear.

2. AI Has Commoditized Fast Human Expertise

Differentiation now comes from problem framing, taste, system design, and orchestrating multiple AI “experts.”

3. Reframe Roles as Agent-Manager Roles

Recruiter becomes recruiting agent manager. Engineer becomes engineering agent manager. Naming changes behavior.

4. Aim for Upside Maximization

Stop asking “how many hours did you save?” Start asking “what can you do now that you couldn’t do before?”



“The future is not about doing the same things faster. It’s about doing things you couldn’t do before.”

— Arvind KC, OpenAI

Executive Connection & Framing

Anja Svetina Nabergoj, Stanford University

Anja ran a short three-round interactive exercise to shift the room from professional mode into open discussion.

Round one: each person shared one word that captures how they feel about AI at work right now. The words across the room – **exciting, confusing, opportunity, chaos, caution** – did the work of revealing **how mixed the executive sentiment still is**, even six months into deliberate AI programs.

Round two: in trios, share one thing your teams have done with AI in the last six months that genuinely surprised you in a good way.

Round three: individually, capture one question or worry you have about your team's AI adoption – kept in the binder to be revisited at the end of the day.

Why the exercise mattered. Putting honest emotion on the table – including 'chaos' from a CHRO – made the rest of the day's conversations more candid.

The most consistent positive surprise. Teams from unexpected demographics (older, non-technical, geographically distributed) are doing some of the most creative AI work – debunking the assumption that AI adoption tracks with age or tech-savvy.

What the Data Shows

Paul Leonardi (UC); Irina Egorova, Elle Giraldo (Teamraderie)

Drawing on data from 75 teams across the cohort's first six months, this session moved from the headline 70% advancement number to the underlying structure of what teams actually did. The data showed how teams progress from AI experimentation (Stage 1) to workflow redesign (Stage 3), and what stronger-performing teams do differently at each step. The presentation also surfaced the three predictable stall points on the curve – the activation gap, the workflow gap, and the durability gap – and where in the cohort teams cleared each one.

Key findings from the cohort data:

- **70% successfully advancing.** Against MIT's 5% baseline, the cohort's teams are tracking to roughly 70% progressing along the curve – a 14x improvement explained almost entirely by structured support, not by the teams being more technical or younger.
- **Stage 0 to Stage 1 is the willingness gate.** Teams here are reasonable individual users who haven't activated as a team. The fix is shared vocabulary and shared use cases, not more technical training.
- **Stage 1 to Stage 2 is the workflow gate.** Teams talk about use cases but don't redesign workflows. The fix is forcing the question 'what about our work is broken?' before introducing AI.
- **Stage 2 to Stage 3 is the durability gate.** Prototypes save time but don't move metrics. The fix is choosing prototypes by what KPI they move, not by what's easiest to demo.

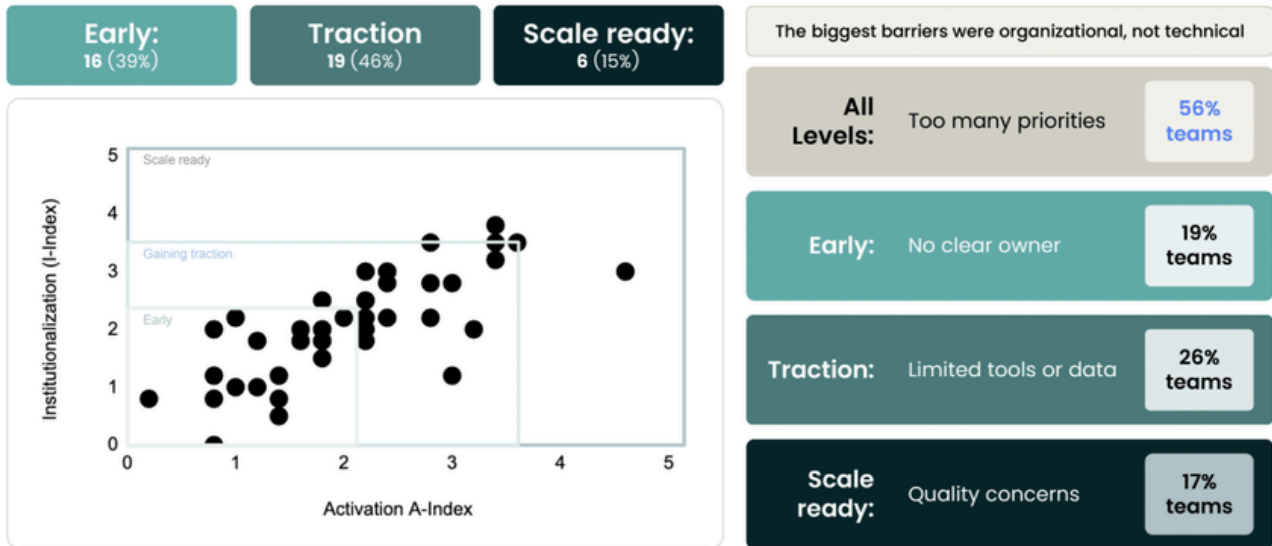
Stronger teams measure decisions, not hours. Time saved is the right metric for individual AI use. For team AI use, **the metrics are decision speed, decision quality, and process throughput.**

What the Data Shows

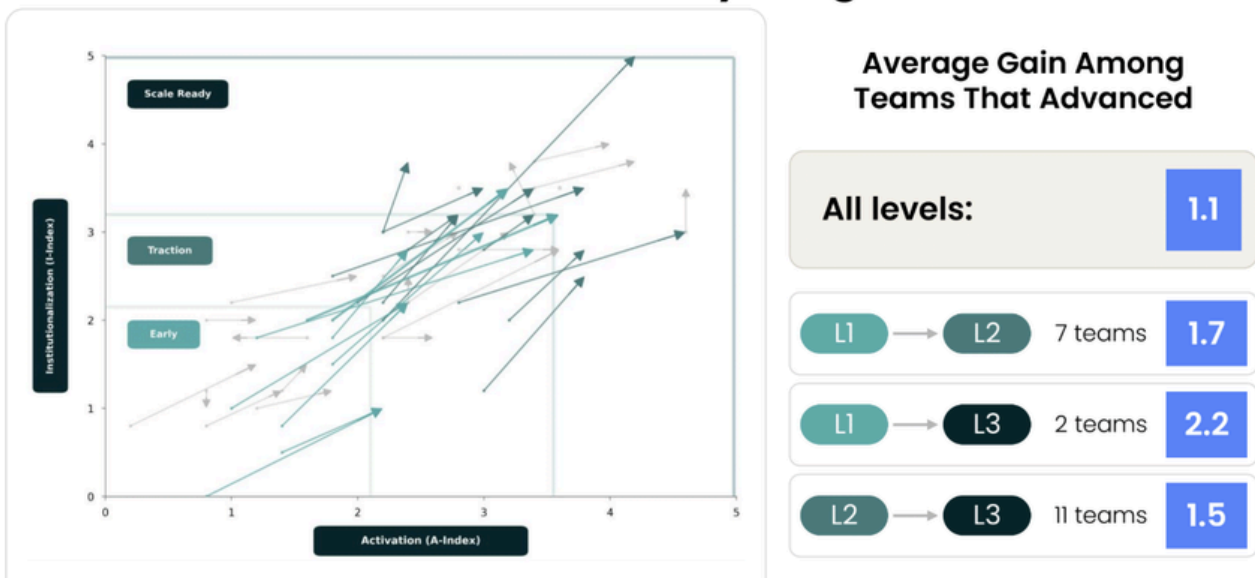
Paul Leonardi (UC); Irina Egorova, Elle Giraldo (Teamraderie)

At the start of the program in January, most teams were early in team-level AI adoption

41 teams completed the program



More than half the cohort advanced to the next maturity stage



What the Data Shows

Paul Leonardi (UC); Irina Egorova, Elle Giraldo (Teamraderie)

Summary

Teams at different maturity levels improved in different ways

	Level 1 Early	Level 2 Traction	Level 3 Scale ready
Coordination	+43.4%	+38.2%	+36.2%
Clarity	+34.0%	+50.9%	+15.8%
Business Outcome Improvement	2.7 / 6	3.0 / 6	3.4 / 6
Workflow Change	2.5 / 6	3.1 / 6	3.8 / 6

Teams aligned around AI usage
Shared language, coordination, and experimentation increased across the team.

Teams clarified high-value workflows
Teams narrowed focus to specific workflows with clearer operational value.

Teams embedding AI into operations
AI is becoming a part of recurring workflows, decision-making, and business outcomes.

The AI Adoption Curve in Practice

Paul Leonardi & Matt Beane (UC); Anja Svetina Nabergoj (Stanford); Mohit Jiwnani

The session walked through real Level 1, Level 2, and Level 3 team examples – including a merchandising team that arrived afraid and left with two use-cases prototyped, a retirement services team that built AI into contract review and one-on-one prep, and a frontline QA team in the Philippines whose member showed up to the second session with a fully working Claude application predicting sales close probability.

The session also previewed eight (soon ten) team experiences that Teamraderie facilitators run. Highlights:

- **Get to Know GenAI (Stage 0).** Three concepts: pattern-matching/prediction tools, stochastic not deterministic, not inherently agentic. Outcome: shared vocabulary so a team can talk to itself about AI.
- **Amplified Teamwork with GenAI (Stage 0).** Start with bad ideas to expand what teams think is possible. Surface unmet needs. Leave with team norms – the AI minute, the AI check-in.
- **Your Team's GenAI Future (Stage 1).** Build the experimentation muscle. Pick a workflow, design an experiment, imagine a magazine-cover headline a year out, assign tasks, run it, debrief.
- **Measure Twice, Spend Once (Stage 2).** Convert work exhaust into process metrics for ~25 cents in API calls. Identify the highest-business-value, best-data-available process before trying to change it.
- **Agent Building (new, Stage 2-3).** Move from chat prompts to agents with persona, instructions, output schema, and guardrails. Teams walk out with a usable agent built during the 55-minute session.
- **Disruptive Innovation with AI (Stage 3).** The Westinghouse-dynamo lesson: real productivity gains came not from replacing the steam engine but from reorganizing work around the new technology. Examples from Moderna (HR + IT merged) and Arkansas State University's development office (reorganized around AI insights, dramatic gift-size increases).

The AI Adoption Curve in Practice

Paul Leonardi & Matt Beane (UC); Anja Svetina Nabergoj (Stanford); Mohit Jiwnani

Key Takeaways

1. Level 1 Teams Need Vocabulary, Not Technology

Get to Know GenAI builds the shared language a team needs to talk to itself about AI capabilities.

2. Level 2 Teams Need Workflow Discipline

Measure Twice, Spend Once converts unstructured work exhaust into process metrics—so teams pick the right workflow to redesign.

3. Level 3 Teams Need Reorganization, Not Tools

Disruptive Innovation with AI: the productivity gain comes from organizing work around AI capabilities, not from dropping AI into existing workflows.

4. Facilitation Is the Differentiator

In the Cox team observation, you could “watch someone’s mind expanding.” The session structure is the unlock—not the tool.



“The technology is not the unlock. The structured group work around real workflows is the unlock.”

How Executive Teams Are Organizing for AI Adoption at Scale

CHROs of J.Crew and Danaher + Paul Leonardi (UC)

A CHRO panel covering how their C-suites are approaching AI adoption across functions and workflows while balancing enterprise direction with local experimentation. Gina Smith (J.Crew) described aligning with her CIO from day one – both recognized that AI is simultaneously a technology and people problem, and that having HR present in AI governance is the unlock most boards have missed. Georganne Couchara (Danaher) shared how a 60,000-person federation of 15 businesses is evolving its Danaher Business System (DBS) – the company's continuous-improvement operating system – to be AI-enabled, while simultaneously running top-down strategic AI investments and bottom-up experimentation.

Paul Leonardi surfaced two structural tensions every C-suite is navigating:

- **The data tension.** People love boundaries; AI doesn't. AI doesn't care which function owns the data – but if you're too decentralized you can't see the forest for the trees. C-suites need to push for common data architecture and accessible data lakes.
- **The capability tension.** Most teams can build 80% of what they need themselves with frontier tools. The other 20% requires real engineering. Do you centralize that capability or embed it in business units? Most successful organizations do both – centrally funded technical talent embedded close to the work.

Boards want ROI; CEOs want experiments. Two pressures collide. The resolution is a broad base of use across the organization plus strategic concentration on specific units and use cases where measurable change is built and tracked.

Find a partner. Paul's one Monday-morning recommendation: HR/IT alone won't move this. Find your partner across functions, levels, and businesses. The technology, the human, and the data are jumbled together – so the team that owns the work needs to be jumbled together too.

J.Crew on getting the CEO comfortable. Bringing a structured program in (rather than another buzzword) was what moved the CEO from 'I don't really understand AI' to making it a top priority. The starting unlock was alignment between HR and IT, not a tool decision.

Danaher's pivot from top-down to DBS-enabled. Earlier, Danaher pushed a few common use cases top-down. Today the focus is making DBS itself AI-enabled so every business runs its existing improvement playbook with AI inside it – a month-long round of CEO Kaizens in Copenhagen was dominated by AI.

How Executive Teams Are Organizing for AI Adoption at Scale

CHROs of J.Crew and Danaher + Paul Leonardi (UC)

Key Takeaways

1. AI Is a Technology and People Problem

J.Crew's insight: CHRO + CIO aligned from day one. HR in AI governance is what most boards have missed.

2. Top-Down + Bottoms-Up Together

Danaher: evolve the existing operating system (DBS) to be AI-enabled, while also running strategic top-down investments and bottoms-up experimentation.

3. The Data Tension

Too decentralized: patterns get missed. Too centralized: frontline insight lost. Common data architecture is a leadership decision.

4. The Capability Tension

Teams build 80% with frontier tools; the other 20% needs engineering. Embed centrally-funded technical talent close to the work.

5. Find a Partner

The technology, the human, and the data are jumbled together. The team that owns the work needs to be jumbled together too.



“Monday morning, find your partner. HR and IT alone won't move this; the technology, the human, and the data are jumbled together.” — Paul Leonardi, UC

Workforce Planning for AI-Enabled Work

Matt Beane (UC); Jonathan Corpman (Blue Cross Blue Shield Association)

Matt opened with a provocation: the leadership-to-frontline dialogue about what AI is for can itself be substantially automated. The methods discussed all day - running team sessions, identifying use cases - are strictly necessary, but not fast enough by orders of magnitude, given the exponential cost-capability curve of frontier models. We need AI's help to understand what's happening inside our own organizations as work changes underneath us.

Matt's thesis on where the answers live, and how to extract them:

- **Job descriptions are a treasure.** JDs encode a company's culture and ways of work. They can be decomposed into tasks, each task into a directed graph of sub-tasks and decision points, and then AI's effect on each piece can be predicted at scale.
- **Latent capacity is massive.** An analysis Microsoft commissioned across its software functions surfaced 13.4% slack capacity across 63,000 people. Some roles need consolidation; many more roles need to be created. The capability to do this kind of analysis quickly is new and reasonably cheap.
- **Productivity is the wrong primary metric.** The first derivative of performance is learning. Default AI use often improves productivity at the cost of skill development, and skill loss is the long-term performance risk

Workforce Planning for AI-Enabled Work

Matt Beane (UC); Jonathan Corpman (Blue Cross Blue Shield Association)

Jonathan Corpman, Senior Director of People Innovation and Enablement at BCBSA, then grounded the framework in implementation. His team measured what they had: Copilot rolled out broadly, with adoption as the only metric. In the last six months, they layered targeted Claude and ChatGPT enterprise deployments on top – identified use cases at the senior team level, ran hands-on training, refined prototypes, and produced roughly 3x ROI in the first three months. The return came not from hours saved, but from FTE avoidance (a tax-code-lookup agent eliminated the need for a planned new hire) and from vendor avoidance (annual analytics work that used to go to outside firms is now done in-house with ChatGPT).

What the JD-analysis approach surfaced for BCBSA, across 700 JDs in 12 functions:

- 22 ranked strategic opportunities. Hour estimates cut by 50% to stay conservative; mapped to specific functions; mapped to specific process changes required.
- Validation moment. The #1 highest-value recommendation was AI governance and regulatory risk – which BCBSA had already implemented. A reassuring validation of the methodology, and a reminder that this kind of analysis can only see what's in the data it's given.
- Finance was the highest-AI-potential function. Accountant, accounting specialist, and actuary roles scored deepest. BCBSA had already automated tax-code lookup and avoided an FTE there, and built an actuary tool that halved analysis time – independently confirming what the analysis recommended.
- A genuinely novel insight. For BCBSA's data analytics team, the analysis recommended integrating affordable-housing data into health analytics – a real social-determinants-of-health insight derived from the JDs alone.

Curiosity and persistence are the unlocking competencies. Jonathan noted that some functions BCBSA expected to thrive didn't, and the reason was human: AI doesn't give you the right answer on the first prompt, and roles weak on curiosity and persistence stay flat regardless of tooling.

Workforce Planning for AI-Enabled Work

Matt Beane (UC); Jonathan Corpman (Blue Cross Blue Shield Association)

THE THREE DARK ZONES

Three things you can't see.

Without these, every AI investment is faith-based.

WHERE AI USE IS QUIETLY CREATING SLACK

Capacity is being freed inside titles right now.

Whose hours just opened up - and which strategic problem could you point them at instead?

WHERE WORK IS MOVING ACROSS ROLES

Oversight is the new bottleneck, not execution.

Which roles are absorbing review work that used to live elsewhere - and is that the right place for it?

WHICH CAPABILITIES ARE BEING BORN

The new roles are not on any JD yet.

What human + AI capabilities should you mount now to turn AI into net-new value, not just cost takeout?

6 / 10

Manager Behaviors Necessary for AI Transformation

Mark Ozer, Co-Founder, ExecOnline

Mark - 45 days after ExecOnline's acquisition of Teamraderie - introduced ExecOnline's newest program: **Leading AI Transformation, built with UC Berkeley Haas**. ExecOnline partners with 11 top business schools (Stanford, Wharton, Columbia, MIT, Berkeley, UVA Darden, Tuck, and others) to deliver professor-led programs that target the upper-middle leader layer - directors, senior directors, VPs. The 'frozen middle' that Satya Nadella will reference in the next session is exactly the population ExecOnline is built to reach.

How Leading AI Transformation is designed:

- Six weeks, professor-led, learning-by-doing. Built with UC Berkeley Haas faculty (Jenny Chatman on change readiness, Thomas Lee, Sara Beckman). Leaders work through Berkeley's innovation cycle - observe, reframe, prototype, experiment - applied to a real AI challenge at their own organization.
- Starts with the business case, not the tool. Strategic framing first, AI augmentation second. Avoids the common failure pattern where AI training is disconnected from business strategy.
- 12-month transformation journey. Six weeks of program, then sustained support over a year, plus AI prompt support, certification from UC Berkeley, and cross-company peer cohorts.
- Built for scale. Designed so an organization can put hundreds of upper-middle leaders through it. Pairs naturally with Teamraderie experiences for the teams those leaders run - leader gets framework, team gets behavior change.

Launches July 6.

Why Team Leaders Matter More Than Ever in AI Transformation

Francesca Gino, Behavioral Scientist

Francesca opened with a story about a three-Michelin-star restaurant in Italy that, when a maitre d' noticed an eight-year-old's eyes glazing over at a 14-course tasting menu, ran out the back door and ordered a pizza from the best pizzeria in town. The maitre d' was closest to the need – the chef and owner couldn't have solved it – and the lesson is that **the people closest to where the process breaks down are the ones best positioned to fix it. That's middle managers and team leads in AI transformation.**

Why team leads and middle managers are the unlock – and why their job is harder than the data lets on:

- **Three reasons the successful team leads worked.** Co-creation (the AI work was built with the team, not imposed); they made it happen (no sham participation – real progress shipped); they learned alongside their teams (vulnerability as a leadership move).
- **The squeeze is real.** From a recent conversation with a Chief University Officer in healthcare: 'We are asking the most of the people with the least slack.' The middle managers in question are asking for things to be taken off their plates, not added.
- **Microsoft's Model Coach Care framework.** Satya Nadella's framework from a 2021 interview with the former Best Buy CEO. The new managerial currency post-pandemic is care – genuine, deep attention to what people are facing. Model and coach come first; care anchors the relationship.
- **Three concrete investments leaders should make.** Give middle managers the room to try (freedom with discipline to experiment). Connect the wins (communities of practice that share both successes and failures across AI champions). Measure what matters at the team level, not the individual level.

AI coaches help by sidestepping political capital. Anecdotally, middle managers report that AI coaching tools are useful because they can ask the hard questions without spending political capital. But AI doesn't replace human trust relationships – it complements them.

Why Team Leaders Matter More Than Ever in AI Transformation

Francesca Gino, Behavioral Scientist

Middle managers are the lever... and the squeeze.

"We're asking the most of the people with the least slack." – CHRO of a Healthcare Company

THE LEVER

Uniquely positioned to drive AI adoption.

- Closest to the daily work and its friction.
- Trusted by their teams in periods of change.
- Can run experiments without committees.
- Most influential model for peers and reports.

THE SQUEEZE

Their job has rarely been harder.

- Caught between exec urgency and team anxiety.
- Workflows shifting under their feet regularly.
- Expected to model fluency they don't yet have.
- Stretched spans, fewer peers, higher stakes.

Invest in the middle: Ideas

The middle is the engine of transformation

01



Give them room to try

Permission, time, and tools to experiment, plus air cover when experiments don't pan out. Curiosity is only safe when failure is safe.

02



Connect the wins

Build a horizontal network of AI champions. The fastest social proof is manager-to-manager: "someone like me made it work."

03



Measure what matters

Track adoption at the team level. Reward managers who move their team's curve, not those who attended training.

How Companies Are Organizing Team-Level AI Adoption

Michele Parks, CHRO & Tom Sterling, VP People Operations, Cox Automotive

Cox Automotive – 29,000 employees across five continents walked through exactly how they ran their first Teamraderie cohort. The pattern was deliberate and disciplined: rather than blasting an open invitation out across the company (which would have read as 'HR making more work'), they tied the program to use cases already in motion via an existing AI Champion Network that Cox had stood up the prior November.

The Cox playbook:

- **Tie to existing AI champions and existing use cases.** 16 AI Champions across Cox's businesses had already identified their two-three most critical AI projects. The five teams enrolled were already working on those use cases – the program added a proven process, not new work.
- **Balance customer-facing and internal use cases.** Five use cases across sales, finance, people solutions (HR), technology (customer-facing), and inventory (Manheim auctions). The mix matters – some use cases should be customer-facing, some internal.
- **Two kickoffs.** Cox ran a leader-only kickoff first (so team leaders could brief their teams positively), then a full-team kickoff. Worked far better than the default email-blast onboarding.
- **Dedicated program manager.** Triple-underscore. One PM ran all five teams – tracked surveys, kept logistics moving, fielded questions so the AI Champions could focus on the work. Not a big lift; high value.
- **Observe the sessions.** Michele and Tom each sat in on team sessions as observers. 'It's almost like you can watch someone's mind expanding' – watching the mindset shift in real time changed how leadership talked about the program afterward.
- **Results.** Two of the five teams catapulted into Stage 3 from a March start – 60 days to substantial workflow redesign. Three of the five have prototype outcomes mapped to KPIs and are implementing measurement now.

What made it work: Executive support (CHRO + CIO + AI Champions tied to the C-suite). Use cases already exist (not new work). Dedicated program management. Active relationship with Teamraderie – sessions adjusted mid-program based on feedback.

What Teams Need Next to Sustain AI Transformation

Michael McCarroll, SVP & GM, Teamraderie

Michael closed by anchoring the day's work against the most recent McKinsey study of 20 companies that have executed on AI at the highest level over 18 months. The numbers are significant: a 20% EBITDA uplift, with about 75% of that coming from revenue gains (not cost cuts); payback periods of one to two years; and \$3 of incremental EBITDA for every \$1 of investment. The winners are not winning on efficiency – they're winning on opportunity, which is where the day started with Arvind.

How the winners win, and what enrolled teams should do next:

- **Concentrate on a few domains.** The McKinsey winners typically picked 2–3 strategic domains, not 20. One airline picked customer experience and nothing else. Concentration is a leadership job.
- **Invest in teams alongside the tools.** For every dollar of license, invest a dollar of services into making teams successful with the tools. All 20 McKinsey-profiled companies did this. The unit of investment is teams, not individuals.
- **Train teams to redesign work** – not to use AI. Conventional AI training is about prompting. The training that works is about how teams redesign their workflows. The expertise that matters is not at the C-level; it's three to five levels down.
- **The three disciplines for the next six months.** Patience with the J-curve – one to two year paybacks are normal. Trust the teams to redesign work – strategy decks don't redesign work; teams do. Concentrate – go modest with new team enrollments, not big.
- **Cohort 1 next steps.** Don't stop now. New sessions exist to take teams past Stage 3 (agent building, disruptive innovation). Add new teams every two to three months, judiciously, not in waves of a thousand.
- **Cohort 2 (just starting) next steps.** Teamraderie will be in touch within 24 hours with concrete next steps. One-on-one meetings to map domains, executive briefings if helpful, and refreshed enrollment materials all ready.
- **Continuous learning sessions.** June 15: responsibly moving teams into agentic workflows. July 15: how to ask better questions of your people in an era of AI-polished outputs (the 'AI slop' problem moving up the org). Monthly cadence after that.

Executive Reflection

Anja Nabergoj, Stanford University

Anja closed the loop with the I-used-to-think / Now-I-think exercise. Participants pulled out the index card with the worry they had captured in the morning's framing session, then completed the prompt 'I used to think... Now I think...' on a fresh card. The captured responses became the day's most concrete artifact - a snapshot of how 60 executives' frames for AI had shifted in six hours.

Representative shifts from the room:

- 'I used to think we could start in the middle and work down to see change. Now I think we need to model in a compelling way at the top in order to institute that change in the middle within their teams - and allow those teams to be responsible for the outcome versus being prescriptive about the outcome.'
- 'I used to think implementing AI had to be a big program, local teams, global launch. Now I think you can start with one team, one use case, and an imperfect launch. We were trying to boil the ocean.'
- 'I used to think technology would change the way we work. Now I think the way we work will change around the technology that's available to us.'
- 'I used to think you had to deeply understand the technology to figure out how to use it. Now I think it's about identifying the opportunities and then determining how the technology can help.'
- 'I used to think I needed to convince people that AI will not take their job. Now I think I need to give them purpose - the motivation to want to change their job to focus on something better.'