



DECISION ENGINEERING · A PRACTITIONER'S GUIDE

The enterprise AI transformation guide

A field-tested approach to building AI your organisation can govern, trust and scale — engineered around the decision, not the technology.

We connect the dots. Clarity. Control. Confidence.

CONTENTS

Foreword — the decision is where transformation begins 03

Step one — lay the foundation 05

Step two — launch a pilot 09

Step three — scale impact 12

Building an AI-first enterprise — what good looks like 15

Your transformation starts today 18

FOREWORD

The time to act is now — but investment alone will not get you there.

Almost every organisation now plans to invest in generative AI. Industry surveys put the figure at around 92 per cent over the next three years. Yet only a small fraction — roughly one per cent — believe those investments have reached maturity. The gap between intent and outcome is not a budget problem. It is a decision problem.

Most AI systems are built to answer questions. Very few are built to serve the decision — the moment when someone has to act, stand behind that action, and explain it afterwards. When AI is bolted onto an organisation without first engineering the decision it is meant to support, leaders are left exposed: impressive demonstrations, little measurable change, and no clear line of accountability when something goes wrong.

THE PREMISE

The decision is the unit of accountability. Architect the decision first, then configure the AI to serve it — built in from the start, not bolted on at the end.

The good news is that the path is well understood. Working alongside senior leaders across government, defence and the enterprise, we have refined a proven three-step approach to driving AI transformation at scale:

- **Lay the foundation.** Begin by building a solid base — strategy, stakeholder alignment, and a governance framework that names accountability before deployment.
- **Launch a pilot.** Run carefully selected pilots that demonstrate value quickly while building genuine institutional capability.
- **Scale impact.** Take what works and extend it across the organisation through structured rollout and a centre of excellence.

In this guide we walk through how to implement these three steps, and along the way how to:

- Identify high-impact use cases specific to your organisation and sector.
- Build business cases that secure cross-functional support and survive scrutiny.
- Drive AI upskilling and adoption across every level of your workforce.

We also show what an AI-first enterprise looks like in practice, function by function — from engineering and legal to finance and people operations. Throughout, the discipline is the same: clarity about the decision, control over how AI serves it, and the confidence that comes from being able to explain it. That is what creates trust.

Let us connect the dots.

01

STEP ONE

Lay the foundation

Sustainable adoption starts with organisational groundwork: a clear strategy, aligned leadership, and governance that names accountability before a single model is deployed.



Driving enterprise-wide AI transformation starts with establishing the groundwork that makes adoption sustainable and impact measurable. In this section we cover how to define your AI strategy, drive alignment, and establish a clear governance framework — drawn from working with leaders to chart the course for their organisations.

Setting your AI strategy

Successful transformation begins with a few clear pilot projects tied to business objectives. Identify where AI delivers the greatest impact, and be able to justify the investment it requires. Consider the functional areas where leaders most often find early, high-impact use cases:

- **Engineering.** Software development changes fundamentally as agentic coding tools assist with generation, review and debugging — and with more substantial work such as feature prototyping and code migration.
- **Legal.** Teams automate contract review, draft standard documents, and synthesise research from multiple sources.
- **Marketing.** Organisations use AI for content creation, campaign optimisation, and cross-channel performance analysis.
- **Sales.** Teams accelerate account research, draft proposals and briefing documents, and prepare for meetings in a fraction of the time.
- **Finance.** Functions streamline analysis, automate reporting, and improve forecasting accuracy with agentic tooling.
- **Customer support.** Teams deploy intelligent assistants while building AI-enhanced features into the product itself.

Each function presents distinct opportunities shaped by your current pain points and your potential for sustained improvement. The discipline is to identify where AI delivers meaningful change — not to attempt to transform everything at once.

Driving leadership and stakeholder alignment

Executive alignment is critical for any enterprise transformation, and especially for a technology as consequential as AI. Leaders must understand both the opportunity — credible analyses point to gains of 20 to 30 per cent in productivity, speed to market

and revenue — and the challenges: substantial upfront investment, cultural resistance, and the barriers that come with organisational change. That alignment must extend beyond initial approval to ongoing support through the implementation difficulties that inevitably arrive.

Technical solutions alone do not drive transformation. People and processes have to evolve alongside the technology. Organisations that treat change management as an afterthought consistently struggle with adoption.

Assembling your AI steering committee

Effective change management begins with a steering committee that represents the critical business functions and carries genuine decision-making authority. This group should include a C-suite sponsor who can remove organisational obstacles, functional leaders who understand operational realities, technology executives who grasp implementation requirements, finance representatives who track return and manage budgets, and legal or compliance leaders who can establish the governance framework.

Building implementation champions

Alongside the steering committee, identify and empower change champions at every level. These should include respected managers who influence their peers, technical experts who understand both legacy systems and AI capabilities, early adopters energised by innovation, and sceptics whose questions reveal legitimate concerns. Give champions additional training, direct access to leadership, and recognition that elevates their standing and makes their advocacy visible across the organisation.

IN PRACTICE

A sceptic is not an obstacle — a sceptic is a free risk assessment. The questions that make a pilot uncomfortable are usually the questions a committee will ask later. Surface them early, while they are cheap to answer.

Aligning on clear success metrics and timelines

Before launching any pilot, establish concrete success metrics that stakeholders understand and accept. These typically span four dimensions:

- **Adoption.** How many people use the tools and how often — daily active users, feature utilisation, and session frequency across departments.
- **Efficiency.** Time saved and productivity gained — for example, reducing contract review from two hours to thirty minutes.
- **Quality.** Whether outputs meet your standards — accuracy thresholds, error rates, and first-pass approval rates for AI-generated work.
- **Satisfaction.** The user experience itself — satisfaction scores, task-difficulty ratings, and willingness to recommend the tool to a colleague.

Most successful pilots run for eight to twelve weeks — long enough to see meaningful patterns, short enough to keep momentum. Expect the first two to three weeks to go on onboarding and adjustment as people learn the tool. Measurable efficiency gains typically emerge by week four to six; quality and adoption patterns become clear by week eight to ten. Resist the urge to extend pilots indefinitely. If you are not seeing results by week twelve, the answer is usually to change the approach or the use case — not the timeline.

Track these metrics weekly to catch issues early, review monthly to identify trends, and adjust based on data rather than assumption. This builds accountability while building confidence in the work.

Establish measurement discipline

To make impact and adoption easier to measure, automate data collection wherever possible — it improves accuracy and removes the burden of manual reporting. Deploy analytics that capture every interaction: time spent, features accessed, tasks completed, errors encountered. Then establish a review cadence:

- **Weekly stakeholder reviews** that translate raw metrics into action — highlighting adoption trends, identifying struggling user segments, and flagging quality issues early.

- **Monthly business reviews** that present trend analysis against your success thresholds, with early-warning indicators such as declining engagement or plateauing efficiency.
- **Quarterly executive briefings** that synthesise findings into strategic recommendations, pairing qualitative feedback with the quantitative picture.

Establish a governance framework

A governance framework is a critical component of any AI transformation. It enables innovation while managing risk, through policies designed to balance protection with productivity. The essential components are:

- **Access controls** that determine who can use which systems and what data they can reach — role-based permissions aligned to responsibility and information sensitivity.
- **Usage guidelines** that clarify acceptable applications while explicitly prohibiting problematic ones — processing personal data in public models, making employment decisions without human oversight, or generating content that exposes the organisation to liability.
- **Quality standards** that specify review requirements and accuracy thresholds, defining when outputs need human verification and when they can proceed autonomously.
- **Compliance protocols** that ensure AI use meets regulatory requirements across every relevant jurisdiction, from data-protection law to sector-specific regulation.

WHY GOVERNANCE COMES FIRST

Governance is not the brake on transformation — it is the steering. The earlier you name who is accountable for a decision, the faster you can move with confidence afterwards. Built in from the start, governance is what lets a leader sit before a committee and explain the decision. Bolted on at the end, it is the reason they cannot.



The decision, not the data, is where governance begins.

02

STEP TWO

Launch a pilot

Good pilots deliver quick wins while building capability. Choose projects carefully, design them to reveal what is possible, and learn rigorously from every experiment.



Successful pilots deliver quick wins while building organisational capability. The work is to choose projects carefully, showcase cross-functional potential, and learn rigorously from each experiment.

Choose initial projects carefully

Select one or two initial projects that demonstrate AI's value while building capability, and choose them to span different functions so they showcase its versatility. An internal assistant might answer common IT and support questions to reduce help-desk burden; a coding agent might accelerate software development while improving code quality across several teams.

PRO TIP

Demonstrate value quickly through sprint-based implementation. The strongest pilots show meaningful results within 30 to 60 days rather than requiring months of development. Rapid demonstration builds momentum and justifies continued investment.

When choosing a pilot, hold it to two guidelines:

- **Evaluate against clear return.** Measure the potential impact in specific terms — cost reduction or time saved, technical feasibility, user receptivity or process disruption, and the resources required, including both technology cost and implementation effort.
- **Prioritise where failure causes minimal disruption.** Avoid customer-facing applications or mission-critical processes for your first pilots, regardless of their potential value.

Once you have agreed your pilot, structure the team with clear roles and dedicated time — not AI treated as an extra responsibility for already-stretched people. Assign a pilot lead who owns outcomes and coordinates across functions, technical resources who handle implementation and troubleshooting, business users who provide domain expertise and test real scenarios, and an executive sponsor who removes barriers and keeps stakeholders aligned.

Showcase cross-functional potential

Design pilots that reveal possibilities beyond their immediate scope. When legal sees marketing succeed with content generation, it begins imagining contract automation. When engineering demonstrates faster code review, finance envisions automated reporting. This cross-pollination drives organic expansion well beyond the original plan.

Create structured opportunities for shared learning that accelerate the transfer of insight — for example a monthly showcase where pilot teams present their work. These sessions should include live demonstrations, before-and-after comparisons of how work gets done, and open discussion of the challenges encountered and the solutions discovered.

Navigate common pilot challenges

Even well-designed pilots meet obstacles. Anticipating them and preparing responses keeps minor issues from derailing valuable work. The most common are:

- **Resistance and adoption gaps** emerge when people feel threatened or find new workflows disruptive. Address it through early involvement in pilot design, hands-on training that builds confidence rather than just explaining features, and visible celebration of early adopters. When someone discovers a better way to use the technology, amplify it across the organisation.
- **Data quality and availability issues** often surface mid-pilot when teams find their data is not structured for AI. Rather than pausing, apply pragmatic workarounds — start with a better-quality subset while improving broader practices, or use AI to help clean and structure the data itself.
- **Integration complexity** with legacy systems frequently exceeds early estimates. Build in flexibility: start with manual handoffs between AI and existing systems, then automate the connections as value is proven. Perfect integration should not block initial learning.
- **Scope creep** threatens timelines as teams discover new applications mid-implementation. Keep discipline by recording new ideas in a "next phase" backlog rather than expanding current scope — preserving the timeline while making sure good ideas are not lost.

Conduct pilot post-mortems

When a pilot concludes, the real learning begins — moving beyond surface metrics to understand what unfolded and why. Start with the numbers, but give equal weight to the qualitative story. The anecdotal proof points are often the most informative: the moments when users discovered an unexpected benefit, the friction that emerged in practice, the workarounds teams invented when the technology did not quite fit.

On the technical side, probe system reliability, integration snags, data-quality surprises, and the infrastructure needs that only become apparent under real conditions.

Understanding adoption takes detective work — why did some teams embrace the technology while others quietly resisted, and what practical barriers stood in the way?



*A pilot's purpose is not to prove the technology works.
It is to prove your organisation can put it to work.*

03

STEP THREE

Scale impact

Moving from successful pilots to enterprise-wide transformation takes structured training, a dedicated centre of excellence, and governance that scales with adoption.



Moving from successful pilots to enterprise-wide transformation requires structured training programmes, dedicated centres of excellence, and governance that scales with adoption.

Turn pilots into a launchpad for upskilling

Scaling success demands more than repeating what worked — it requires building genuine capability at every level. Treat training not as a compliance exercise but as a strategic opportunity to fundamentally upskill your workforce for an AI-augmented future. Different audiences need very different learning journeys:

- **Executives** do not need to master prompting. They need the strategic context to make sound investment decisions and understand the competitive implications.
- **Managers** occupy the critical middle ground, translating strategy into daily practice.
- **Power users** — your champions — deserve deep technical training: advanced features, the nuances of prompting, and sophisticated troubleshooting.

Do not overlook experiential learning. Hackathons inject energy and experimentation into what could otherwise feel like mandatory training. When teams compete to solve real business problems with AI, learning happens organically and builds genuine enthusiasm that top-down mandates never achieve.

You can also create certification programmes that validate competence while fuelling ambition. Design multi-level credentials from foundational literacy through advanced practitioner — but insist on demonstrated proficiency through real-world assessment rather than multiple-choice tests that prove nothing.

PRO TIP

Recognition matters. Celebrate certified users in internal communications, give them priority support, and — most importantly — consider certification status in promotion decisions. Nothing signals organisational commitment like tying advancement to AI proficiency. It turns training from "nice to have" into "essential for career growth" — exactly the mindset shift that builds capability outlasting any single pilot.

Establish a centre of excellence

Create a specialised team dedicated to sustaining and expanding AI capability. A centre of excellence develops best practice across functions to ensure consistent approaches and shared knowledge, provides technical support when users hit challenges, and systematically experiments with new use cases.

Structure it with clear accountability and cross-functional representation that prevents siloed thinking: technical architects who understand integration and data flows, domain experts from each major function who translate business need into AI opportunity, and data specialists who tune performance and identify emerging capability.

PRO TIP

To deepen upskilling, run rotation programmes that bring functional experts into the centre for three to six months. They build AI expertise while keeping the centre connected to evolving business needs.

Measure and amplify success across the organisation

Pilot wins mean nothing if they stay isolated. Turn individual successes into enterprise momentum by measuring impact systematically and broadcasting results that inspire wider adoption.

Develop a return framework that captures value beyond simple cost savings. Financial impact matters — hard savings from reduced spend and productivity gains measured in time saved and output increased. But equally important are the strategic benefits: faster time to market, better decisions from stronger analysis, and improved satisfaction from removing tedious work.

There are several ways to communicate these stories well:

- **Build compelling narratives around quantified results.** Numbers alone rarely move people. When a sales team cuts proposal turnaround from five days to two hours, do not just report the metric — tell the story behind it.

- **Run regular "wins reporting" that maintains visibility as you scale.** Monthly executive updates should highlight breakthrough applications, adoption trending in the right direction, and the return that justifies continued investment.
- **Create internal channels** — message boards, newsletters, all-hands segments — where employees see peers achieving results. Social proof drives adoption faster than any mandate.

Benchmark against industry standards

Partner with industry groups, consult analyst reports, or engage peer networks to understand where your AI maturity sits against the rest of your market. Knowing you are outpacing competitors on adoption velocity or return per use case validates your strategy and reveals where to accelerate.

Establish feedback loops that capture qualitative insight alongside the metrics. Survey users quarterly on what is working, what is frustrating, and what capabilities they wish existed. These insights show where to double down and which approaches need correcting before they scale to enterprise-wide problems.



Scale is not more usage. Scale is the same decision, made well, everywhere it matters.

04

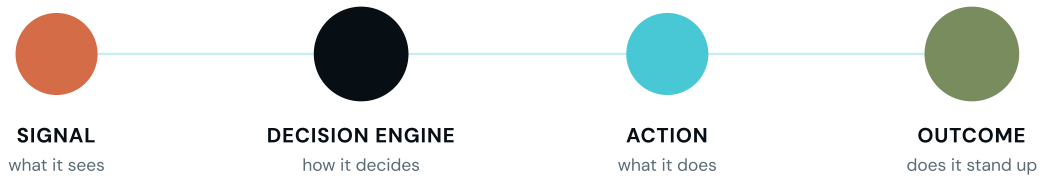
BUILDING AN AI-FIRST ENTERPRISE

What good looks like, function by function

The most dramatic gains come not from isolated use cases, but from reimagining entire workflows around the same decision architecture.



THE ARCHITECTURE



When a team has the right tools and the autonomy to reimagine its processes, every workflow resolves to the same four moves: what the system perceives, how it decides, what action it takes, and whether the outcome stands up. Engineer that chain once and you can apply it everywhere. The examples below show what becomes possible across functions.

Engineering

Engineering teams use agentic coding tools to accelerate development cycles, eliminating the time-intensive work of building context in unfamiliar codebases. Engineers treat the assistant as their first stop for any task — from bug fixes to feature development to analysis. When rotating onto a new team or working in unfamiliar code, they use it to quickly understand which files need to change and what changes are required, removing hours of manual navigation. The impact extends beyond speed: developers now confidently dive into unfamiliar parts of the codebase to fix bugs or investigate incidents they would previously have delegated, because building the context no longer takes too long.

Revenue operations

Revenue operations teams turn work that typically takes months into days. One engineer can build an internal application in under a week — including capabilities that would otherwise cost hundreds of thousands annually — and create automated

systems that pull first-party usage data to generate personalised account alerts with charts and insight. The same tooling enables rapid notification systems that keep sales teams informed in real time when something changes.

Sales

Account managers use AI daily for comprehensive account management, maintaining project-based knowledge bases that hold meeting notes, preparation documents and relevant research. Work that previously took six hours — preparing an executive briefing — now takes one. AI excels at transforming rough drafts into polished, executive-ready communication while keeping tone and messaging appropriate.

Legal

Rather than routing every question through the legal team, employees use AI as a preliminary legal assistant to review terms of service, understand contract changes, and draft compliance responses for internal review. This lets the legal team focus on complex negotiation while routine inquiries get immediate attention — significantly reducing the volume of tickets reaching the department.

Marketing

Marketing teams accelerate content development across channels while maintaining brand consistency. Creators draft posts, campaigns and announcements with AI assistance, completing in hours what previously took days of iteration. Teams encode their voice and style guidelines into custom instructions so generated content aligns with brand standards. Campaign planning benefits from the ability to generate multiple creative variations quickly — testing different messaging and identifying what resonates before committing resources to production.

Finance

Finance teams transform analysis and reporting workflows. Analysts automate routine reporting, generating executive summaries from complex datasets that previously required days of manual compilation. Custom prompts extract key metrics from

quarterly results, flag anomalies that need investigation, and draft narrative explanations of variance. Finance partners more effectively with the rest of the business by translating technical concepts into clear language.

Human resources

An internal knowledge assistant — connected to company documentation — lets new hires ask questions they might hesitate to put to a colleague, from "what does this acronym mean?" to "how do I get an employment verification letter?" Work that previously required tickets taking days now gets answered in minutes, freeing HR to focus on strategic initiatives rather than repetitive questions.

The impact extends beyond faster answers. Time to productivity for new hires improves markedly — people become effective contributors within their first week by accessing institutional knowledge instantly. For a lean people-operations team, the assistant reduces ticket volume substantially, preventing burnout and freeing professionals for higher-value work such as planning and development. Technical teams benefit too, debugging issues and finding documentation without waiting on support queues.



The gain is not the task automated. It is the workflow re-engineered around the decision it serves.

05

YOUR TRANSFORMATION

It starts today

Successful transformation begins with an honest assessment of where you stand — and a clear understanding of the path forward.



Organisational readiness assessment

Before embarking on your first pilots, conduct an honest evaluation of where your organisation stands. Use this matrix to assess readiness across eight critical dimensions and determine your optimal transformation path. Score each dimension from one to six.

DIMENSION	BUILDING FOUNDATION (1–2)	GROWING CAPABILITY (3–4)	TRANSFORMATION READY (5–6)	SCORE
Executive commitment	AI viewed as an IT project	CEO interested; competing priorities	CEO championing; multi-year commitment	—
Data infrastructure	Legacy systems; limited cloud	Hybrid cloud; basic DevOps	Cloud-native; strong engineering team	—
Technical capabilities	Initiatives frequently stall	Mixed track record; moderate adoption	Proven success; high-trust culture	—
Change management	Departmental silos	Regular meetings; shared goals emerging	Integrated teams; aligned incentives	—
Cross-functional collaboration	Functions work in isolation	Shared goals beginning to form	Integrated teams; aligned incentives	—
AI maturity	No AI experience; exploratory	Initial models in production	Multiple AI applications deployed	—
Risk and compliance	Reactive; manual controls	Established programme; regular audits	Proactive; automated controls	—
Budget and resources	Project-based funding	Annual AI budget established	Multi-year investment secured	—

Scoring guide

30–48 **High readiness.** Launch a comprehensive transformation with multiple pilots across functions.

16–29 **Moderate readiness.** Begin with three to five strategic pilots while addressing foundational gaps.

8–15 **Building readiness.** Secure executive sponsorship and establish governance before launching one or two narrow pilots.

The vision — make AI your competitive advantage

Six months from now, your enterprise could look radically different. Engineers shipping features far faster with AI pair programmers that understand your entire codebase. Customer service teams resolving complex issues in minutes rather than days, with agents that learn from every interaction. Analysts running sophisticated models that once required whole teams of specialists.

But the real transformation goes deeper than task automation. AI-first organisations make better decisions faster, experiment continuously, and unlock insight buried in decades of institutional knowledge. They turn every employee into a power user and every process into an opportunity for improvement.

The question is not whether AI will transform your industry. It is whether your organisation will lead that transformation.

BEGIN

Ready to engineer your transformation?

The organisations that win with AI are not the ones that adopt it fastest. They are the ones that can govern it, explain it, and trust it. That is the work we do — embedded at the executive table, architecting the decision before the technology.

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- 01 Map your high-impact use cases and agree where AI delivers meaningful improvement first.
 - 02 Stand up a governance framework that names accountability before deployment.
 - 03 Launch one or two carefully chosen pilots, then scale what stands up.
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We connect the dots. Clarity. Control. Confidence.