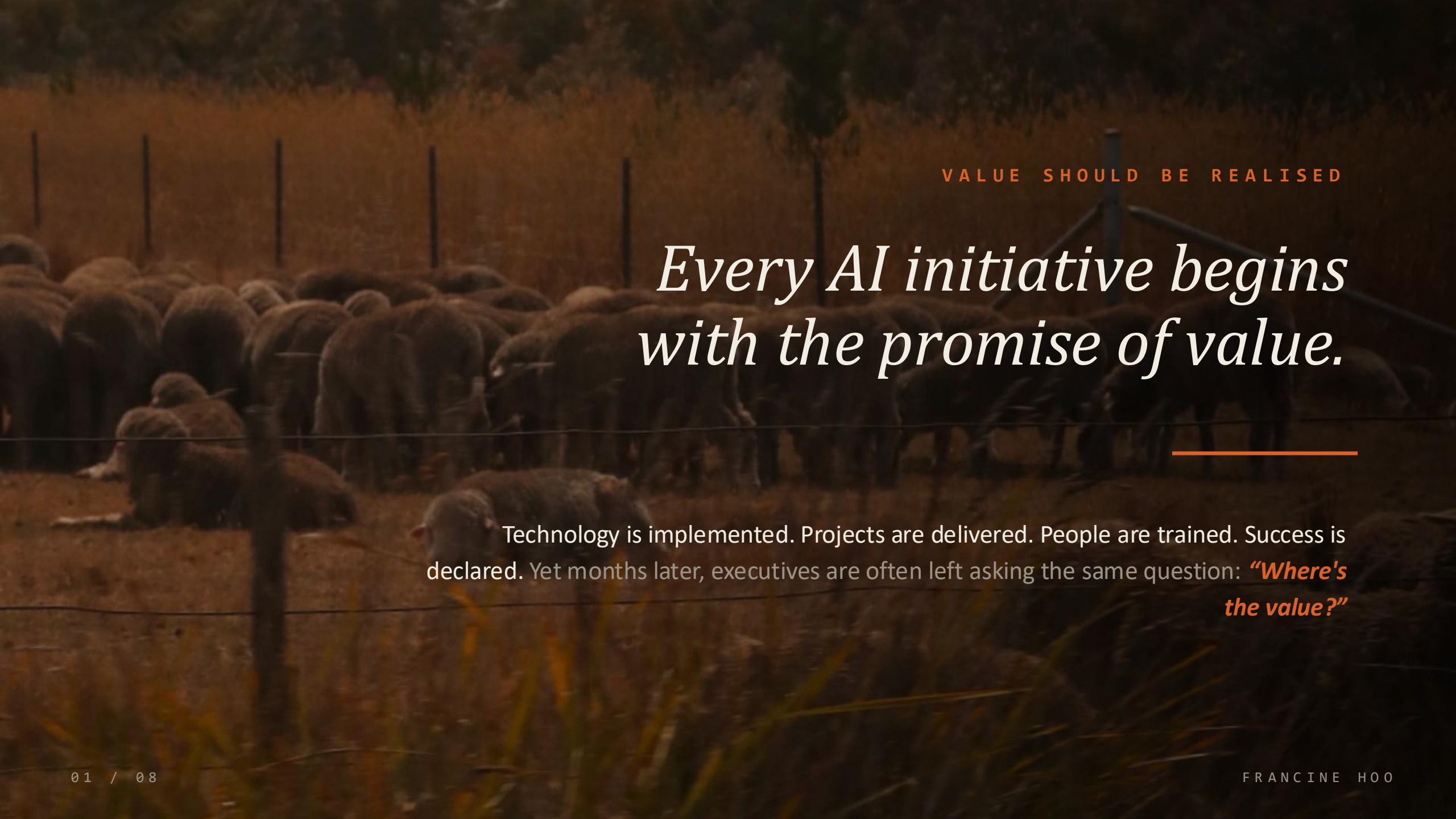




VALUE SHOULD BE REALISED

Every AI initiative begins with the promise of value.

Technology is implemented. Projects are delivered. People are trained. Success is declared. Yet months later, executives are often left asking the same question: *“Where's the value?”*

Technology doesn't create value.
Trust doesn't create value.
People create value.

AI simply changes what's possible. Organisations realise value when people change the way work gets done.

Less administration. → *More judgement.*

Less repetition. → *More creativity.*

Less searching for information. → *More time making better decisions.*

Less processing. → *More serving customers.*

AI creates the opportunity. People realise the value.

Every AI initiative changes work.

- *Some tasks disappear.*
- *Others become faster.*
- *Some become more important.*
- *New responsibilities emerge.*
- *New skills are needed.*
- *New decisions have to be made.*

If organisations don't intentionally redesign work, AI often ends up sitting alongside existing processes rather than improving them. Complexity increases. **Value doesn't.**

Realising value means intentionally deciding what people should stop doing, do less of, and what AI should enable them to do more of. *These aren't technology decisions. They're organisational design decisions.*



Value should be designed long before technology is implemented.

It begins by asking:

- *What outcome are we trying to improve?*
- *What work creates the greatest value?*
- *What work no longer needs to be done?*
- *What decisions should become faster?*
- *Where should people spend more time exercising judgement?*

*Technology should support that design. **Not define it.***

We often measure success by what we've implemented.

IMPLEMENTATION MEASURES

- *Licences deployed.*
- *People trained.*
- *Processes automated.*
- *How quickly it was delivered.*

Useful. But not value.

MEASURES OF VALUE

- *Decisions are better.*
- *Customers get better experiences.*
- *People create more value.*
- *Risks are better managed.*
- *The organisation performs better.*

Realising value isn't a single event at the end of a project.

DESIGNED

from the beginning.

TESTED

before
implementation.

REALISED

through adoption.

SUSTAINED

through continual
learning.

IMPROVED

as things evolve.

*Like trust, value isn't a milestone. **It's an organisational capability.***

*The organisations that realise the greatest value won't have the most advanced technology.
They'll be the ones that continually redesign work.*

Because value isn't delivered when AI goes live.

It's realised when organisations intentionally redesign the way people create value.

THREE THINGS YOU CAN DO TODAY

01

Design the work before the technology.

Understand how people create value today. Then decide what they should stop doing, do differently and do more of before introducing AI.

02

Measure outcomes, Not just implementation.

Success isn't just deployment. Measure decision quality, customer experience, performance and the work people are now able to do.

03

Ask one simple question.

“Have we designed something that measurably improves the organisation?”

If the answer is uncertain, revisit the design before expanding the solution.



When technology is intuitive, people naturally adopt it.
When trust is intentionally designed, people confidently rely on it.
When work is intentionally redesigned, organisations realise lasting value.

01 *Technology should be intuitive.*

02 *Trust should be designed.*

03 ***Value should be realised.***