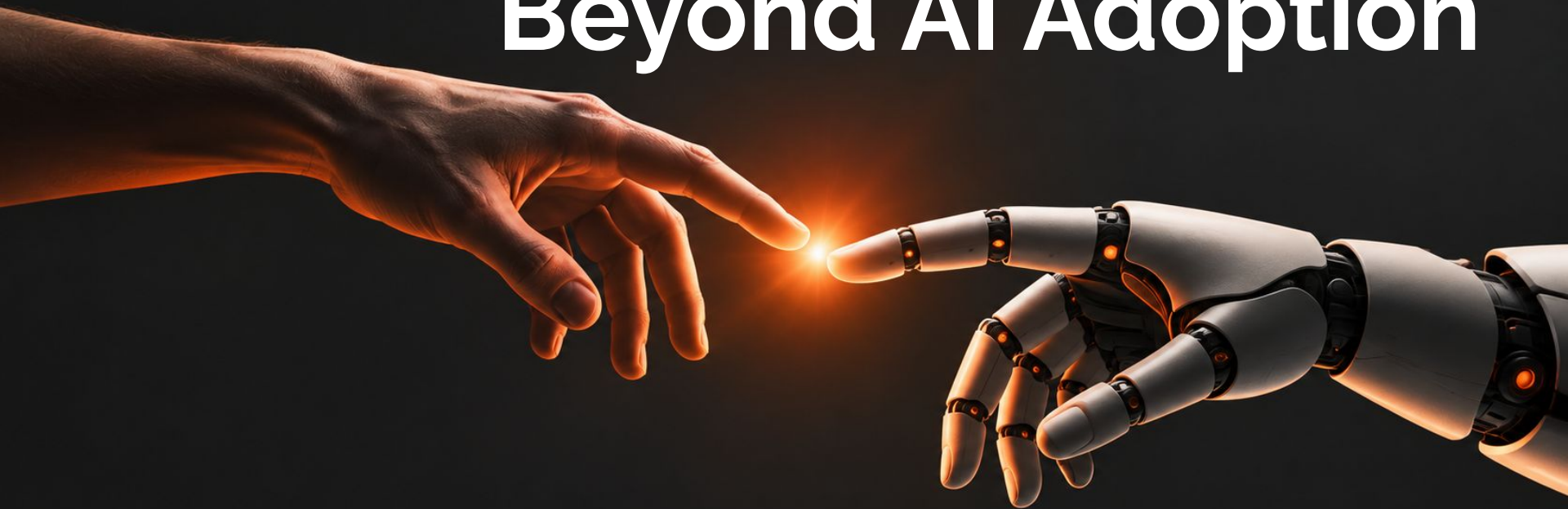

Beyond AI Adoption



Redesigning Work, Judgment and Accountability

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The Disconnect



~9 in 10



Organizations using AI
somewhere in the business



8 in 10



AI users reporting
personal productivity
improvement



~4 in 10



Reporting positive
enterprise financial
contribution

Usage shows **activity.**

Productivity shows **improvement.**

Business value shows **impact.**

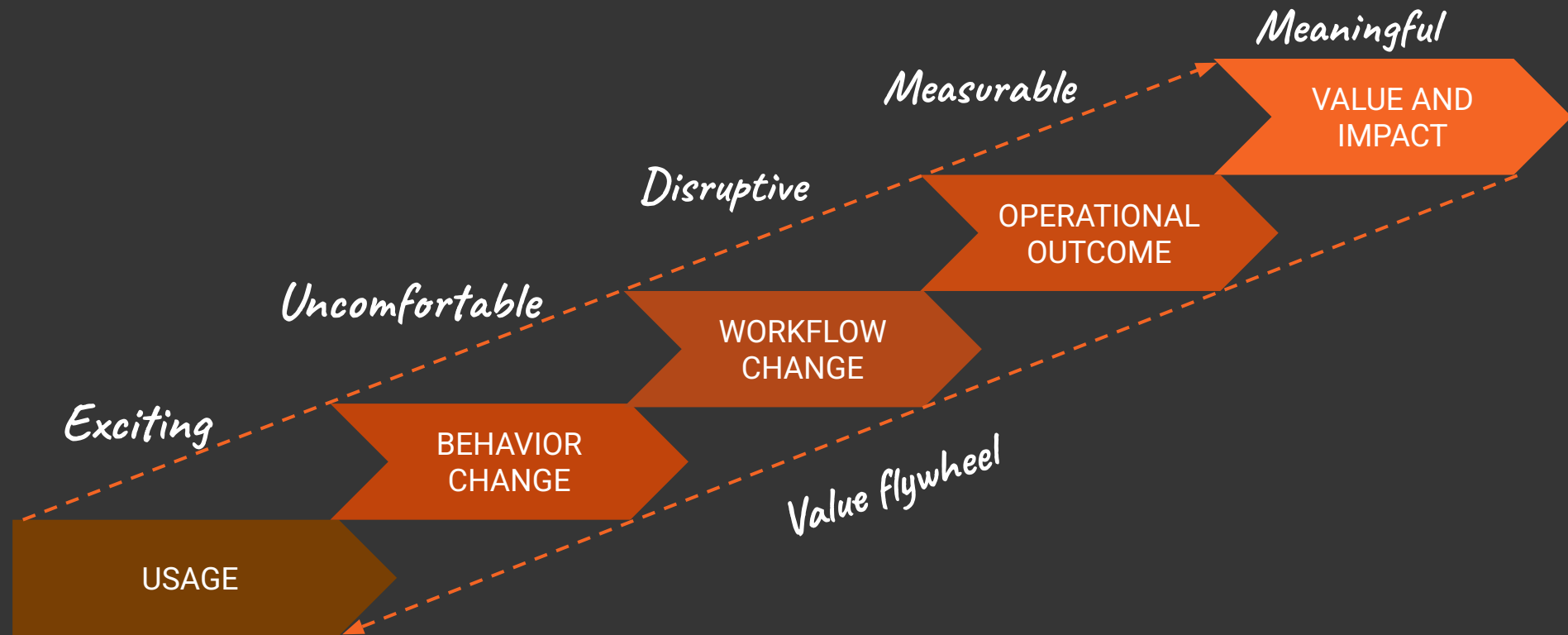
Source: McKinsey, The State of AI in 2026

**If
10,000 people adopted your AI tech**

Congratulations!

Did the way we work change?

Adoption is a Metric. Not an Outcome



There Is No “AI Productivity” Number

Github Controlled Experiment

METR randomized study

Developers
completed a
standardized
JavaScript task
55.8% faster
with Copilot

+55.8%

Faster on a
standardized task

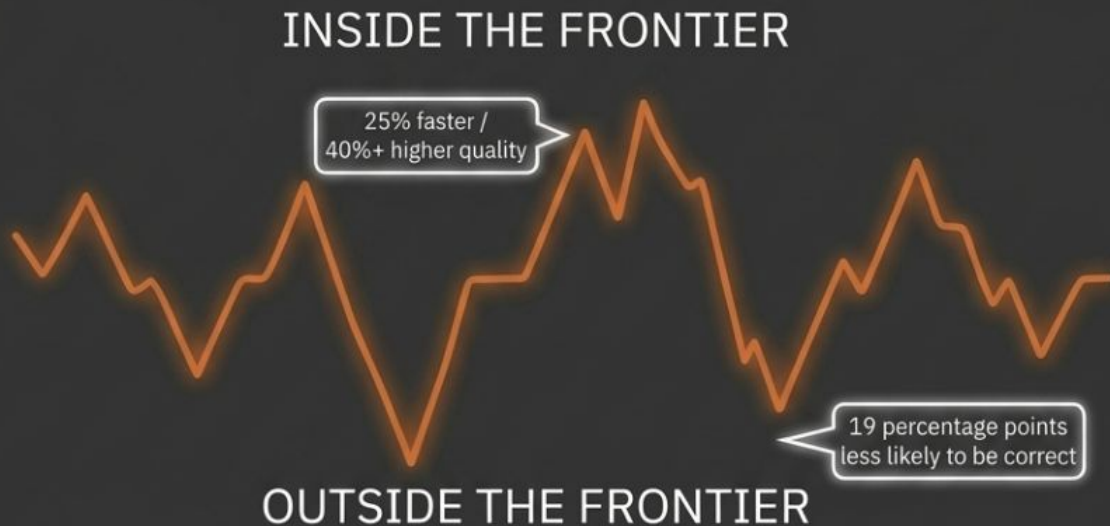
-19%

Slower on a complex
expert repository

Experienced
open-source
developers
working on real
issues in mature
codebases took
19% longer

Which one is true?

The Task Matters More Than The Tool



When the frontier moves, product thinking has to move with it

Productivity Can Rise While Work Gets Worse

80%

AI users reporting efficiency
or productivity gains

47%

Managers and contributors
reporting at least one negative
effect* from AI adoption

Sometimes ‘**resistance to change**’ is **feedback about the change** itself.

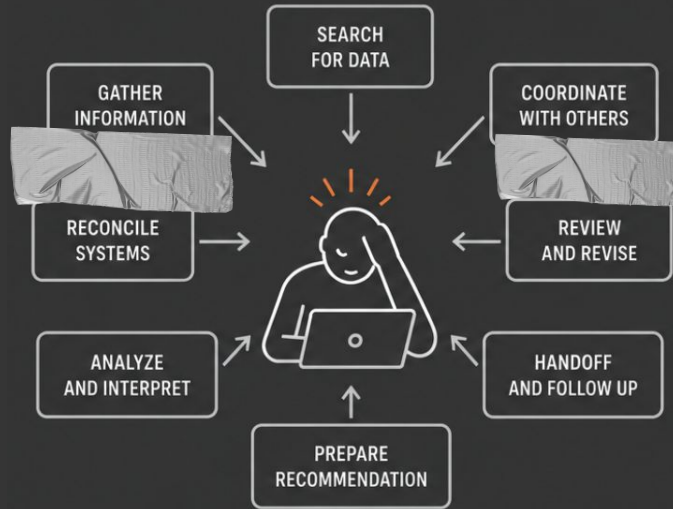
*Examples include stress, mental fatigue, career anxiety, output overload, and pressure to take on more work

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Legacy Processes vs AI Native Workflows

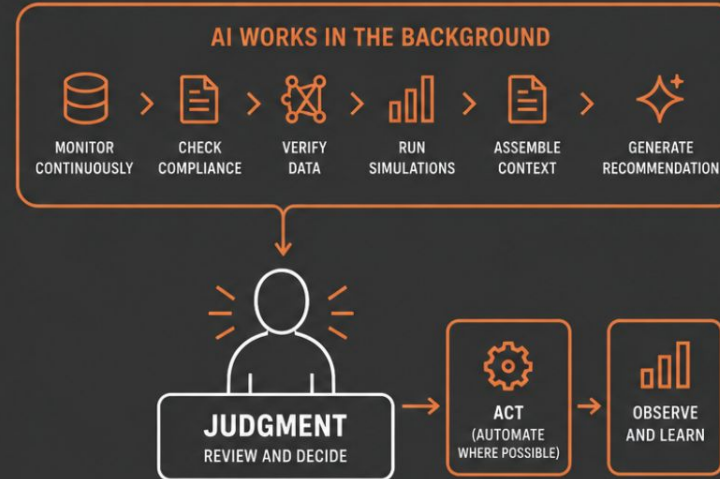
OLD WORKFLOW

Human executes the process.



REDESIGNED WORKFLOW

AI handles the machinery.
Human attention moves to judgment.



Design for more valuable outcomes. Not fewer steps

When AI Hype Meets Corporate Reality

Stories From The Field

Governance: Not All AI Risk Is Equal

LOW CONSEQUENCE Baseline Controls

-  Access control
-  Ownership
-  Basic logging
-  Normal product review

Let it run.

MATERIAL CONSEQUENCE Active Monitoring + Exception Handling

-  Evaluation thresholds
-  Drift / quality monitoring
-  Exception queues
-  Escalation rules

Watch and intervene.

HIGH CONSEQUENCE Hard Boundaries + Human Decision Authority

-  Pre-action approval gates
-  Programmatic fail-safes
-  Independent testing
-  Audit / rollback capability

Constrain before action.

Impact ↑ Reversibility ↓ Uncertainty ↑ = Stronger Governance

AI Changed The Tech Not The Questions

The Tech

- Context Windows
- Token Optimization
- Vector Embeddings
- Model Drift
- System Prompts
- MCP / A2A
- Agent Registries
- Model Benchmarks

The Work

- What problem are we solving? For whom?
- What behavior or workflow must change?

The Accountability

- What outcome should move?
- What must not get worse?
- How will we know it worked?

Did The Way We Work Change?

Beyond AI Adoption: Redesigning Work, Judgement and Accountability

Presentation + Citations + Frameworks available at

<https://ashishsharma.ai/beyond-ai-adoption>

