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Ai-NATIVE
TRAINING BY SCALED AGILE

AI-Native Executive Guide

Unlocking real returns with an AI-Native organisation

Artificial Intelligence represents a generational opportunity to transform how organisations create value, but for most enterprises, that value remains stubbornly out of reach. Despite rapid advances in models, data, and tools, results have lagged. Recent research shows that very few generative AI pilots ever reach production,[1] and the vast majority of companies using AI report no material improvement to their bottom line.[2] This gap, the AI Chasm, exists not because AI doesn't work, but because most organisations weren't built to make it work.

Companies struggle to translate AI potential into real returns because their operating models, decision frameworks, and leadership systems were not designed for the Age of AI. This guide introduces the **AI-Native organisation,** a practical blueprint for leaders to bridge that gap, align AI strategy with execution, and systematically convert AI investments into measurable returns.

Leaders exploring the AI-Native organisation model in greater depth can also participate in the AI-Native Executive Workshops delivered by PM-Partners in Sydney and Melbourne.

The Opportunity

AI can transform an organisation's ability to create value, unlocking unprecedented returns.
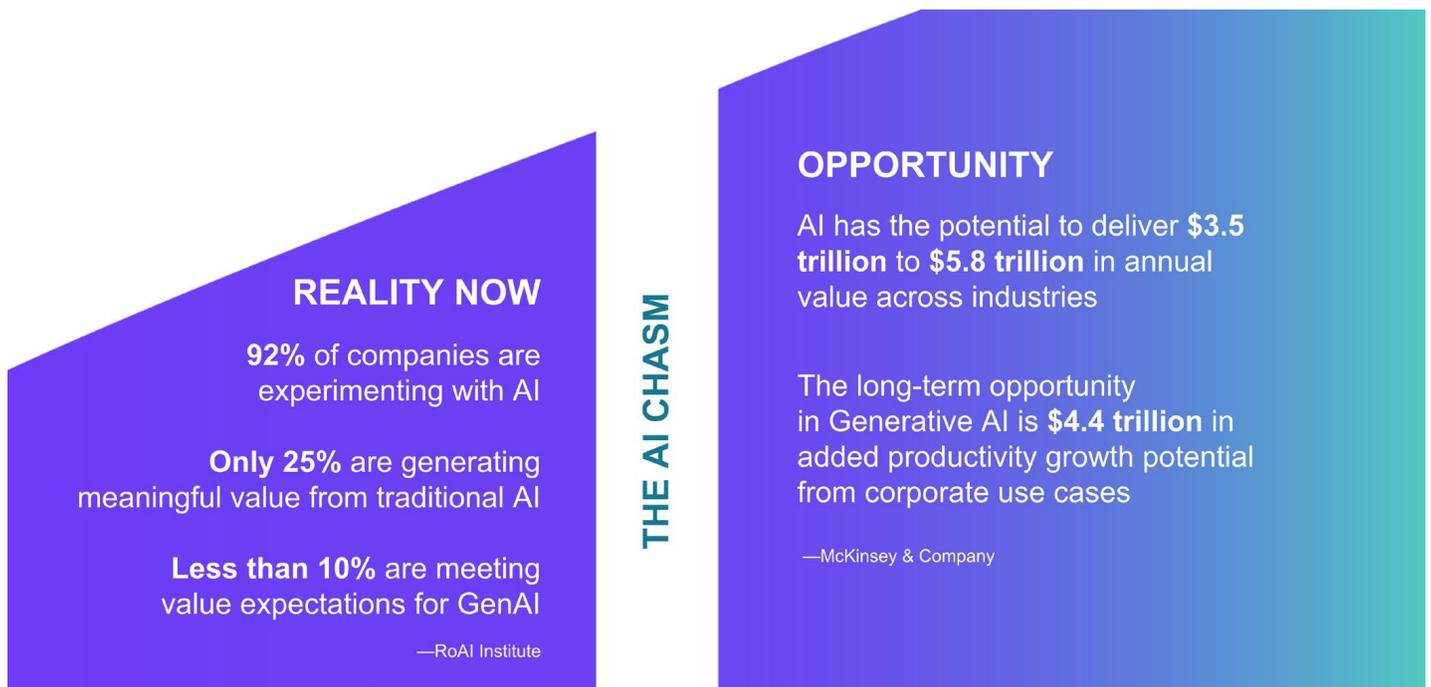
The Challenge

Organisations must cross the AI Chasm that prevents AI investments from delivering on expectations.

The Solution

Becoming an AI-Native organisation bridges the AI Chasm and provides a proven path to real returns.

Understanding the AI Chasm

Many organisations are currently trapped in a cycle of high investment and low returns. Research from the Return on AI Institute reveals that 90% of AI projects fail specifically because they cannot bridge the gap between generating insights and driving tangible outcomes.[3] The AI Chasm represents the vast divide between the technological promise of AI and the organisational reality of its execution. With the majority of AI initiatives failing to deliver measurable outcomes, the urgency for a new approach has never been higher.

REALITY NOW

92% of companies are experimenting with AI

Only 25% are generating meaningful value from traditional AI

Less than 10% are meeting value expectations for GenAI

—RoAI Institute

THE AI CHASM

OPPORTUNITY

AI has the potential to deliver **$3.5 trillion** to **$5.8 trillion** in annual value across industries

The long-term opportunity in Generative AI is **$4.4 trillion** in added productivity growth potential from corporate use cases

—McKinsey & Company

Recognition begins by identifying three prominent failure modes that rapidly erode the path to real returns on AI investments.
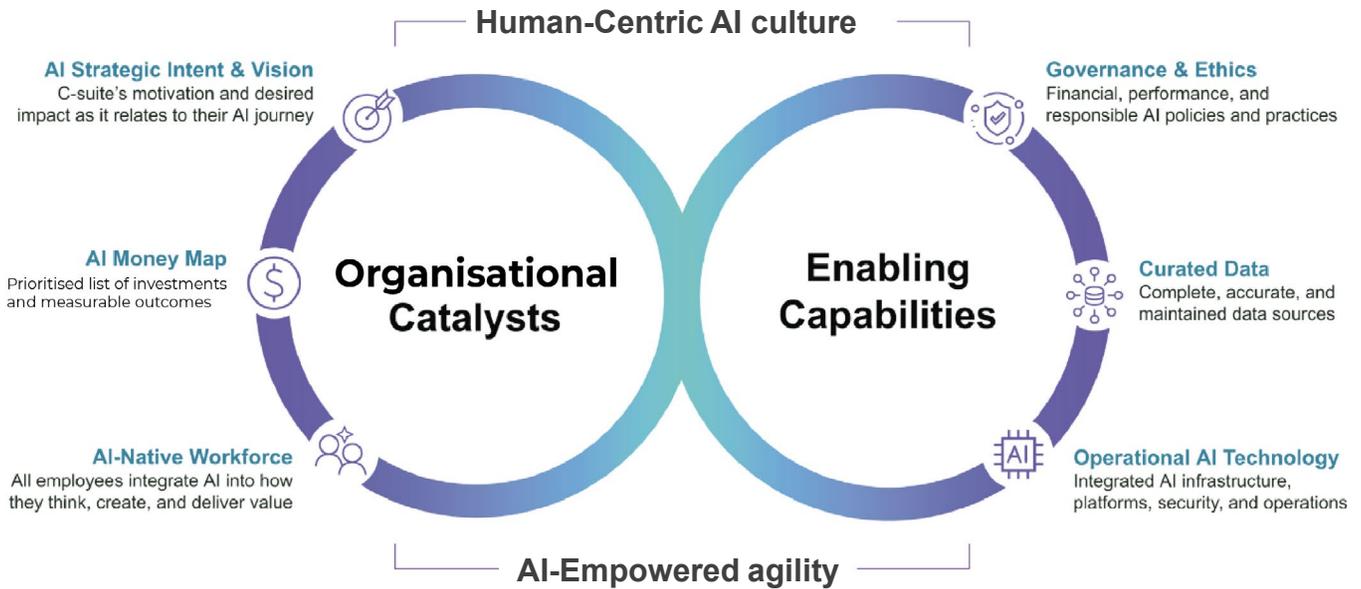
✦ The **Value Gap** occurs when there is an unclear business case or an inability to prioritise initiatives, resulting in impressive technology that remains disconnected from actual business needs.

✦ The **AI Graveyard** is recognised by inadequate technology capabilities and organisational policies that prevent AI solutions from scaling beyond experiments.

✦ The **Hype vs. Reality Trap** emerges from cultural resistance and a lack of accountability for outcomes, leading organisations to chase trends rather than measurable ROI.

Organisations must avoid these destructive failure modes to bridge the AI Chasm. This requires an AI-Native operating model structured around four key elements:

Organisational Catalysts / **Enabling Capabilities** / **AI-Empowered Agility** / **Human-Centric AI Culture**

Together, they redefine the organisation for the Age of AI and help chart a clear path across the AI Chasm.

The AI-Native organisation

Human-Centric AI culture

AI Strategic Intent & Vision
C-suite's motivation and desired impact as it relates to their AI journey

Governance & Ethics
Financial, performance, and responsible AI policies and practices

AI Money Map
Prioritised list of investments and measurable outcomes

Organisational Catalysts

Enabling Capabilities

Curated Data
Complete, accurate, and maintained data sources

AI-Native Workforce
All employees integrate AI into how they think, create, and deliver value

Operational AI Technology
Integrated AI infrastructure, platforms, security, and operations

AI-Empowered agility

Each element provides distinct advantages to the organisation. **Organisational Catalysts** ignite change, aligning AI initiatives with strategic business goals and driving transformation. **Enabling Capabilities** power execution by establishing the necessary skills and infrastructure to implement AI solutions.

AI-Empowered Agility ensures speed by enabling rapid adaptation to insights and market changes. Finally, a **Human-Centric AI Culture** unleashes the organisation's full potential by fostering an environment where technology enhances human creativity and productivity.

These four elements are integral to the AI-Native Organisation's ability to generate real returns and are described in more detail in the sections that follow.

Organisational catalysts ignite transforation

Organisational Catalysts are the strategic "ignition" for transformation, shifting the focus from technical experimentation to business-led value creation. Without these catalysts, AI efforts often remain siloed in IT or engineering departments, lacking the clear mandate necessary to reshape the enterprise's competitive landscape.

Our research indicates that the primary difference between AI leaders and laggards is deliberate, business-driven intent rather than a "just do it" mentality.[4] By making these high-level decisions upfront, the C-suite creates the necessary friction-free path for execution and ensures that AI is treated as a core business lever rather than an expensive peripheral experiment. This systemic alignment begins with three specific leadership moves designed to set the strategic direction and establish accountability for results.

◆ **AI Strategic Intent & Vision:** The C-suite's clear and compelling answer to "What is our AI purpose?" It is the organisation's motivation and desired impact, articulated from the top. Rather than funding isolated experiments, leaders must identify business objectives, like boosting customer retention or accelerating product delivery, that AI is uniquely positioned to address.

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- **The AI money map:** A visual, prioritised list of investments and measurable outcomes. It is a value-led view of the AI roadmap that connects every dollar of investment to a specific return, helping leaders see past the hype and focus on measurable ROI. High-impact use cases are identified by pinpointing acute business pain points and evaluating them against three qualities: connection to a value pool, a willing executive sponsor, and technical feasibility.

- **AI-Native workforce:** The organisation's collective capability to integrate AI into how people think, create, and deliver value. Leaders must enable upskilling in AI fluency, outcome-driven development, and transformational leadership, ensuring the workforce is equipped to deliver on business expectations. Upskilling efforts should focus on roles within data science, IT, and operations departments, as well as customer-facing roles that must leverage AI tools for enhanced decision-making and efficiency. This strategic focus helps direct efforts where the organisational impact of AI can be maximised.

Build an AI-Native workforce with Scaled Agile

AI-Native Foundations Training

Establish a shared baseline of AI fluency across the organisation. This course equips teams with the practical understanding needed to confidently apply AI in daily workflows, reducing friction, accelerating adoption, and enabling faster value realisation.

AI-Native Change Agent Training

Develop the leaders who turn AI ambition into results. This advanced programme prepares change agents to identify high-value AI opportunities, guide initiatives from pilot to production, and ensure AI investments deliver measurable business outcomes.

Leading the AI-Native Organisation

Designed for senior leaders responsible for strategy, investment, and enterprise performance, this half-day course builds the confidence and fluency required to lead in the age of AI. Participants learn how to prioritise meaningful AI opportunities, establish governance and budgets that enable progress without introducing risk, and guide their organisations toward an AI-Native operating model. Through practical frameworks and a shared leadership lexicon, the course equips executives to make informed decisions, align AI initiatives with business value, and define a realistic 30-60-90 day roadmap for AI-Native leadership.

Enabling capabilities power AI execution

While Organisational Catalysts set the direction, Enabling Capabilities provide the structural powerhouse required to navigate the journey, enhance organisational performance, and accelerate long-term returns. These capabilities serve as the operational "engine" of the AI-Native Organisation, transforming high-level strategic vision into scalable solutions that deliver measurable bottom-line value. These capabilities must be built to function in parallel with strategy, ensuring that the organisation possesses the raw power to execute on its most ambitious AI goals.

The challenge for many organisations is that they attempt to implement new AI models on a foundation of legacy capabilities, which inevitably creates structural friction and stalls progress. By proactively building deep organisational competencies in people, data, and technology, leaders ensure that their AI initiatives can move swiftly from pilot to production without being derailed by skill gaps or technological barriers. To transform the organisation's potential into a reliable value stream, leaders must focus on the three foundational capabilities that drive systematic AI execution.

- **Governance & ethics:** The financial, performance, and responsible AI policies that ensure initiatives deliver on their promises while managing risk appropriately. Effective governance includes establishing a cross-functional AI body with leaders from IT, legal, and compliance. It mandates "Human-in-the-Loop" (HITL) protocols for critical decisions, allowing for intervention in AI decision-making when necessary.

- **Curated data:** Complete, accurate, and regularly maintained data sources that enable initiatives to progress quickly from idea to impact. This is the top technical reason AI projects fail, with 44% of organisations citing data quality as their top challenge. 5 Winning programmes treat data as a high-value, reusable product that is owned by the business and securely accessible.

- **Operational AI Technology:** The integrated AI infrastructure, platforms, security, and operational requirements necessary to run AI reliably at scale. This capability defeats the AI Graveyard by streamlining the path from AI experiment to viable solution. Success requires breaking down silos across the organisation and automating solution testing, deployment, and monitoring with clearly-defined MLOps and LLMOps practices.

AI-Empowered agility ensures speed and resilience

Clear intent and strong capabilities are necessary, but they are not sufficient. In an environment where AI models, costs, and use cases evolve rapidly, organisations must also be able to sense, decide, and adapt faster than traditional operating models allow. Without speed and resilience, even well-funded and well equipped AI initiatives stall or drift away from real returns. This is where AI-Empowered Agility is essential.

By mastering a "move fast, learn fast" philosophy, organisations can fund rapid prototypes and Minimum Viable Products (MVPs) to demonstrate value quickly at low cost. This ensures that assumptions are validated early, preventing the waste of resources on projects that do not align with business realities.

Human-Centric AI culture unleashes innovation

The ultimate aim of the transformation is a Human-Centric AI Culture. This is not a culture that replaces people, but one that uses AI to augment and elevate the workforce, treating the technology as a "founding partner." This unleashes new levels of innovation by combining the power of human creativity with the speed of AI.

A human-AI collaboration mindset has more impact on strategic outcomes than AI model sophistication or compute power.[6] It values professional development and fosters an environment where technology and human ingenuity combine to solve previously unsolvable problems.

The AI-Native Organisation is one that has crossed the AI Chasm and now delivers real, measurable, and sustainable returns on AI investments.

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Your path to becoming AI-Native

The gap between AI's potential and its value is real, but it is not insurmountable. It is a leadership, skills, and organisational design challenge that can be solved through a systematic approach. The AI-Native Organisation model provides the blueprint for rewiring any organisation, moving from disconnected experiments to a powerful system of value delivery.

To effectively steer their organisations towards becoming AI-Native, and achieving real returns, leaders need to make the following eight critical decisions:

1. How do we close the gaps to become an AI-Native Organisation?

2. What business bets will we make on AI in the next 12–24 months?

3. How can we harness AI to increase business value?

4. Which AI opportunities offer the greatest potential return on investment?

5. How do we upskill our workforce and build a human-centric AI culture?

6. How can we utilise AI safely, ethically, and with less risk?

7. What technology investments are needed for our AI strategy?

8. What is our action plan and goals for the next 90 days?

Resolving these eight critical decisions immediately shifts the organisation's AI strategy from technical experimentation to value-led execution. These choices provide the strategic clarity required to chart a path across the AI Chasm, ensuring that every AI investment is anchored in clear business intent.

Once these foundational commitments are made, the work of building a resilient, AI-Native Organisation flows naturally. Organisational Catalysts are invoked to ignite change and provide strategic guardrails. Enabling Capabilities are implemented to power decentralised execution in support of business objectives. AI-Empowered Agility is leveraged to ensure operational speed and resilience. Finally, a Human- Centric AI Culture evolves that unleashes innovation by combining human creativity with advanced technology.

The result is an AI-Native Organisation that has crossed the AI Chasm and delivers real, measurable, and sustainable returns on AI investments.

Continue the journey

Leaders looking to apply the AI-Native organisation model in practice can participate in the AI-Native Executive Workshops delivered by PM-Partners.

These executive sessions help translate the concepts in this guide into concrete leadership decisions and organisational action.

View dates and participation details.

Move from insight to execution

AI-Native Executive Workshops Sydney and Melbourne

For leaders ready to translate AI strategy into measurable enterprise performance.

These half-day executive workshops explore the leadership decisions required to operationalise the AI-Native organisation model and move beyond experimentation.

Participants will work through practical frameworks to:

- ✦ Align AI investment with enterprise value
- ✦ Establish governance and executive accountability
- ✦ Embed AI as a structural competitive advantage
- ✦ Move from pilot programs to scalable operating models

View dates and participation details.

Seats are limited.

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