

# AI Transformation Workshop: Turning Barriers into Building Blocks for Change

*Skills, structures & mindset for sustainable AI adoption*

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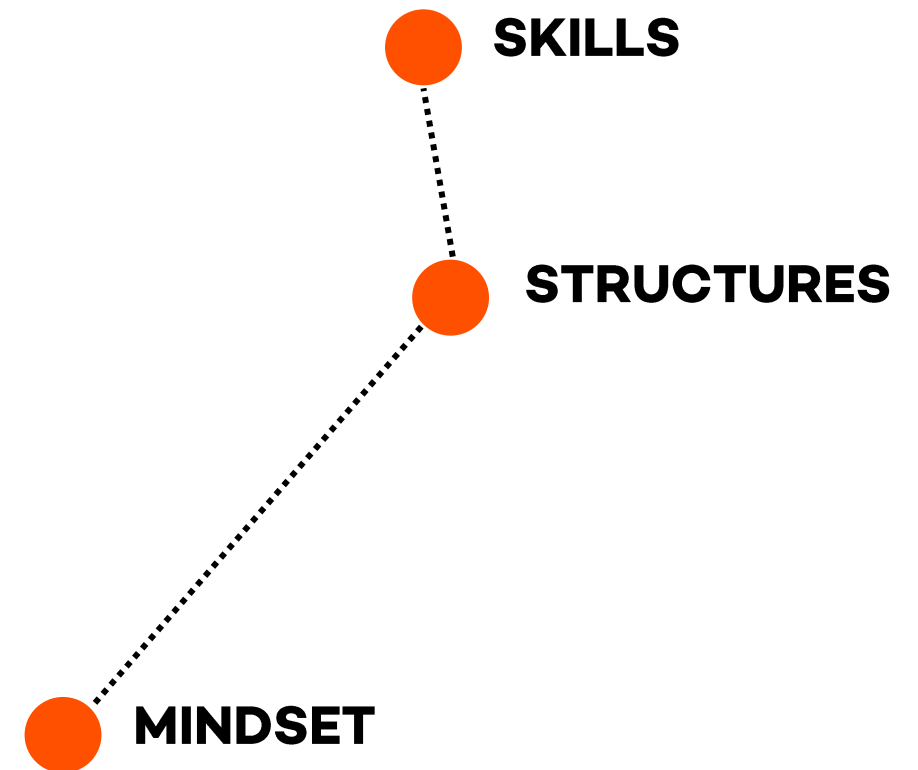
# AI Transformation is About People – Not Just Tech

**PURPOSE** Defines the “why” behind AI transformation. A clear, shared vision and strategic goals ensure alignment across the organization, guide decision-making, and establish governance frameworks for responsible and focused AI use.

**PEOPLE** Empowers the organization through **leadership**, **capability** building, and **cultural** readiness. Success depends on clear **roles**, cross-functional **collaboration**, and continuous **skill** development to **drive adoption and engagement**.

**PROCESS** Transforms how work is done. By adapting workflows, data usage, and IT infrastructure, organizations can scale AI efficiently, ensure integration into operations, and establish measurable value delivery.

**PRODUCT** Drives innovation and customer value. AI enables product enhancement, personalization, and the creation of new business models—while ensuring ethical standards and data privacy.



# Breaking Point: How AI Transformation Fractures Company Culture



31%

**Of all employees  
actively sabotage their  
company's AI strategy**

*Rising to 41% among  
Millennials & Gen Z*



68%

**Of C-level executives  
already observe tensions  
and divisions**

*42% fear that AI is "tearing  
the company apart"*

## Main Motives for AI Resistance

- I Fear of job or status loss
- II Disappointment with low AI quality
- III Additional workload due to immature processes

Source: [Are Your Employees Sabotaging Your AI Initiatives? They Might Be](https://writer.com/blog/enterprise-ai-adoption-survey/),  
<https://writer.com/blog/enterprise-ai-adoption-survey/>  
Survey: 1,600 knowledge workers (800 C-suite executives and 800 employees) across various enterprise organizations in December 2024.

# Workshop: Develop a Targeted AI People Journey to Drive Successful AI Adoption

01

Choose Your Own Stakeholder Persona



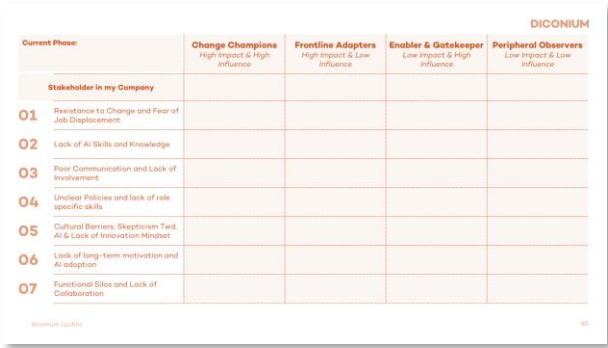
02

Define Building Blocks for Change



03

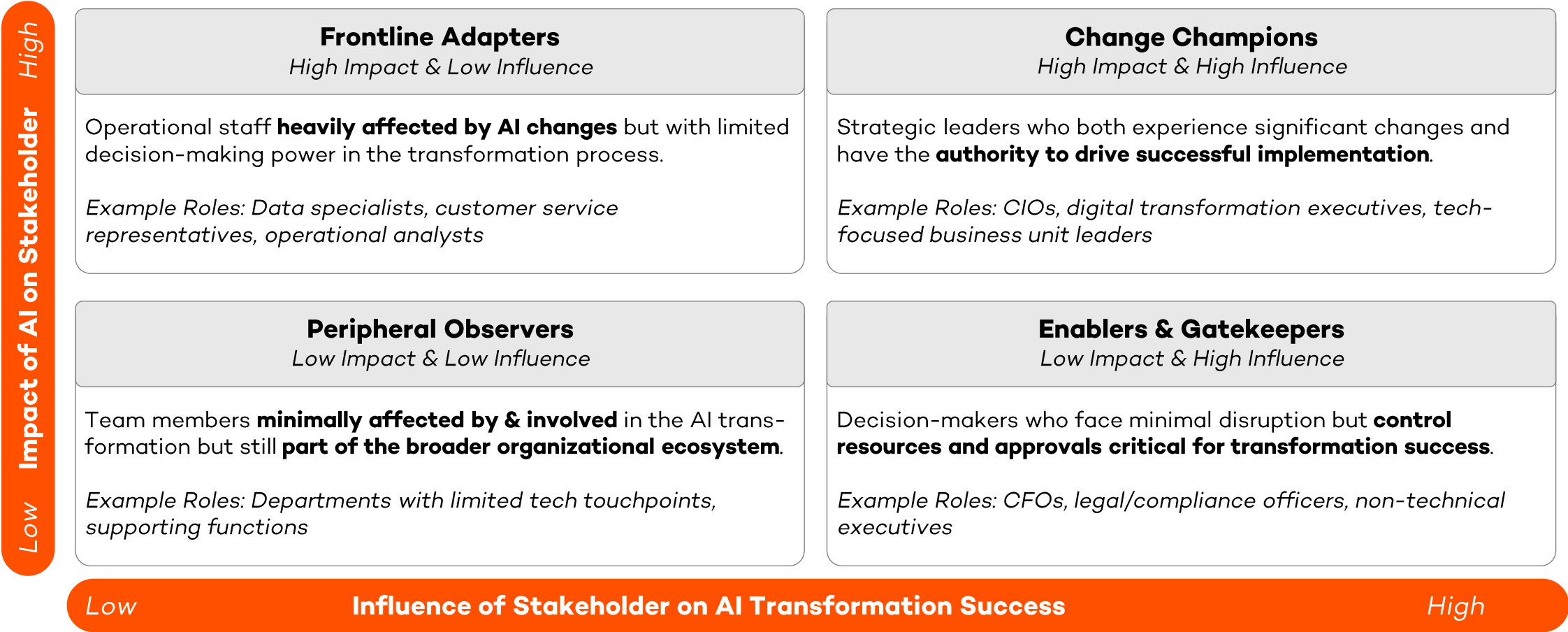
Draft Your AI People Journey



READY TO USE APPROACH

PEER EXCHANGE

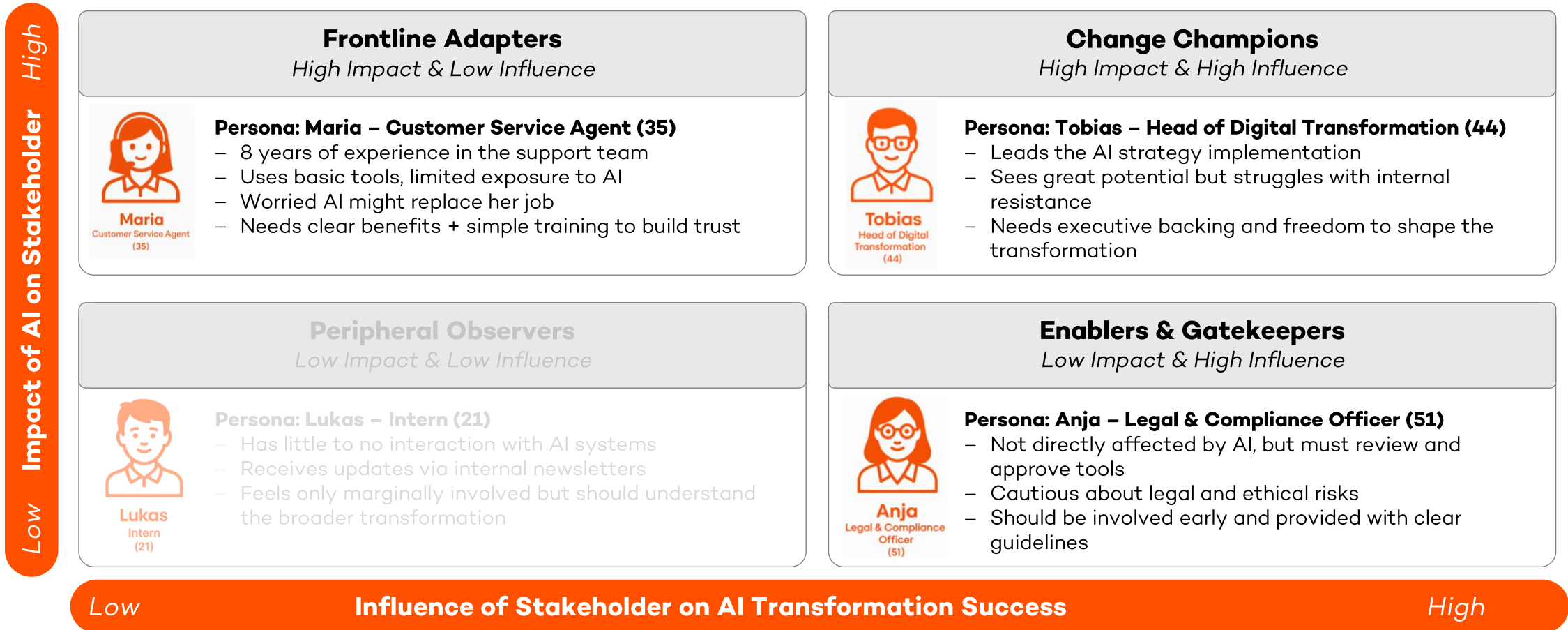
# Stakeholders can be Categorized into Four Groups





# AI Transformation Needs Stakeholder-specific Solutions

EXAMPLE



# Turning Barriers into building blocks for AI Success

Barriers	Building Blocks
<b>01</b> Resistance to Change and Fear of Job Displacement	<b>Communicate the "why"</b> behind AI adoption and demonstrate personal growth opportunities
<b>02</b> Lack of AI Skills and Knowledge	<b>Provide targeted training</b> to address skill gaps & showcase real-world successes
<b>03</b> Poor Communication and Lack of Involvement	<b>Include employees in implementation</b> through defined roles for ownership
<b>04</b> Unclear Policies and lack of role specific skills	<b>Define clear standards</b> for AI usage and provide role-specific training
<b>05</b> Cultural Barriers, Skepticism Toward AI and Lack of Innovation Mindset	<b>Create a penalty-free environment</b> for innovation and implement value-based communications
<b>06</b> Lack of long-term motivation and AI adoption	<b>Recognize and reward AI adoption</b> by embedding it into performance metrics
<b>07</b> Functional Silos and Lack of Collaboration	<b>Democratize AI access</b> across the organization to empower more employees



# Workshop: Develop a Targeted AI People Journey to Drive AI Adoption

**Task:** Work in small groups of ca. 5 people (20 minutes)

## 1. Choose Your Own Stakeholder Persona – 5 Minutes

- **Collect** key stakeholders for each group affected by your AI Transformation. Place them in the 2x2 Stakeholder Matrix. **Select** one key stakeholder per group and note them in the journey template.

## 2. Define Building Blocks for Change – 10 Minutes

- **Prioritize Barriers:** Review the slide with common transformation barriers. As a group, select 3–4 barriers that are most relevant to your selected stakeholders of your organization.
- **Develop Targeted Actions:** For each selected barrier, discuss and define concrete actions you can take. Tailor actions to each stakeholder group to ensure relevance and impact.

## 3. Draft Your AI People Journey – 5 Minutes

- Note everything down on the large Stakeholder x Barrier Matrix





**Sharing & Discussion of Results:** Present the highlights of your AI People Journey for your target groups (2 minutes/group)

- Choose one person per group to present what was most surprising you while working on this task



Current Phase	Change Champions	Frontline Adopters	Enabler & Gatekeeper	Peripheral Observers
Stakeholder in my Company				
01 Resistance to Change and Fear of Job Displacement				
02 Lack of AI Skills and Knowledge				
03 Poor Communication and Lack of Awareness				
04 Unclear Policies and Lack of Role-Specific Skills				
05 Cultural Barriers, Resistance to Change and Lack of AI Adoption				
06 Lack of Long-Term Motivation and AI Adoption				
07 Functional Skills and Lack of Collaboration				

EXAMPLE

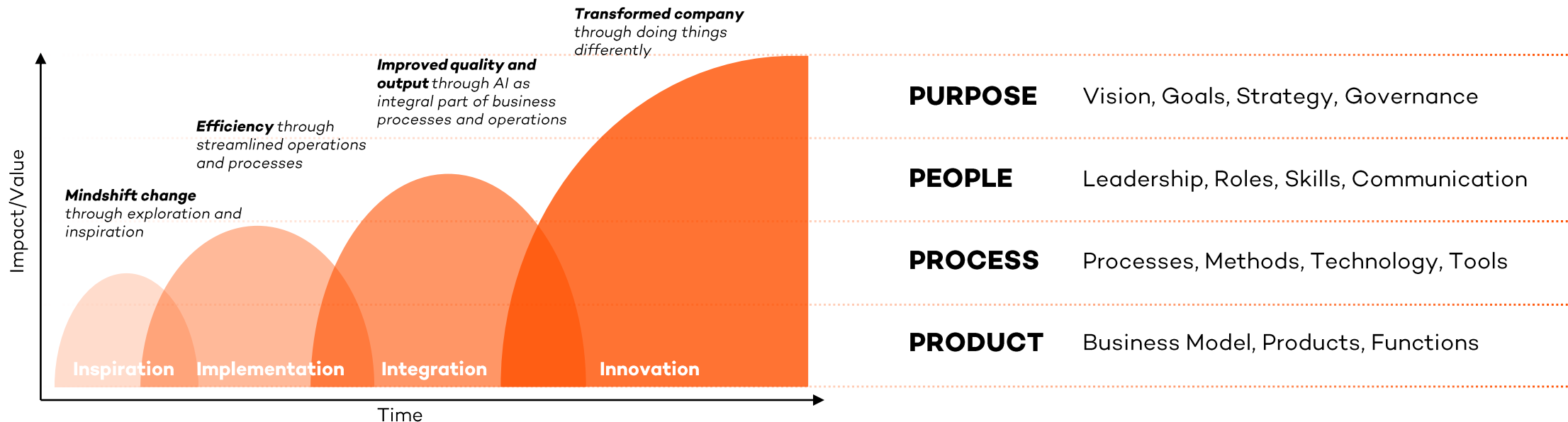
		Change Champions <i>High Impact &amp; High Influence</i>	Frontline Adapters <i>High Impact &amp; Low Influence</i>	Enabler & Gatekeeper <i>Low Impact &amp; High Influence</i>	Peripheral Observers <i>Low Impact &amp; Low Influence</i>
Stakeholder in my Company		 <b>Tobias</b> Head of Digital Transformation (44)	 <b>Maria</b> Customer Service Agent (35)	 <b>Anja</b> Legal & Compliance Officer (51)	 <b>Lukas</b> Intern (21)
01	Resistance to Change and Fear of Job Displacement	Communicate clear vision, address internal resistance	Address job fears directly, offer 1:1 talks		
02	Lack of AI Skills and Knowledge		Provide short, hands-on trainings		
03	Poor Communication and Lack of Involvement	Host regular updates and feedback loops	Involve in pilots and collect feedback		Include in newsletter & recap mails
04	Unclear Policies and lack of role specific skills	Define clear responsibilities & ownership		Update legal guidance & clarify roles	
05	Cultural Barriers, Skepticism Toward AI & Lack of Innovation Mindset	Empower internal advocates & share success stories	Explain benefits in simple, relatable way	Clarify ethical boundaries and risks	Simple explainer on overall change
06	Lack of long-term motivation and AI adoption	Set goals & celebrate progress	Recognize early efforts, make benefits visible		
07	Functional Silos and Lack of Collaboration	Drive cross-departmental co-creation		Connect to legal needs across departments	Overview of collaboration flow



# Holistic AI Transformation is a Long-Term Strategic Endeavor

## AI Transformation Waves

AI People Journey development and implementation is a continuous process as it changes with the maturity of AI Adoption over time.



## 4 P Model

“People” is a critical but only one of four levers for AI Adoption that needs to be aligned with vision, operations, and offerings to drive effective and scalable AI Transformation.

**PURPOSE** Vision, Goals, Strategy, Governance

**PEOPLE** Leadership, Roles, Skills, Communication

**PROCESS** Processes, Methods, Technology, Tools

**PRODUCT** Business Model, Products, Functions

# You can start right away!

## 01

### Transform Barriers into Building Blocks

Every AI adoption barrier can be addressed with specific, targeted measures - the key is identifying the relevant stakeholder groups and their pain points.

## 02

### Start with Your Critical Stakeholders

Focus first on High Impact & High Influence groups - they are your transformation success drivers and require direct engagement and co-creation.

## 03

### Tailor Your Approach to Each Group

Different stakeholder groups need different strategies: engage critics through transparency, leverage influencers as ambassadors, and keep everyone informed.



# THANK YOU

Ready to update  
your business with us?

LET'S TALK



Feedback