WHITE PAPER 13 · THE AI SHIFT

We Bought the Licence. Now What?

The licence is paid for, the capability is not

Industry Cross-industry, 147 companies **Function** L&D, IT and HR

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AT A GLANCE

INDUSTRY

147 companies across 18 industries

PROBLEM

AI licences bought, capability assumed

FRAMEWORK

Assess, Route, Train, Re-assess, Prove

CHANGE

Training routed by baseline, proven on the same people

EXECUTIVE SUMMARY

Many Malaysian organisations have bought AI licences and are waiting for the productivity to arrive, and the baseline data says it will not arrive on its own. Across 966 employees

baselined in 147 companies and 18 industries, the average score was 21.8 out of 100, hence the licence is paid for and the capability is not.

21.8/100
average baseline score

78%
start as beginners

77%
still do repetitive work manually

7 in 10
score zero in automation

A licence is access, not ability.

INDUSTRY AND PROBLEM OBSERVED

The problem

When a licence is rolled out, the usual plan is a launch session and a link to the vendor's videos, on the assumption that people will learn by using it.

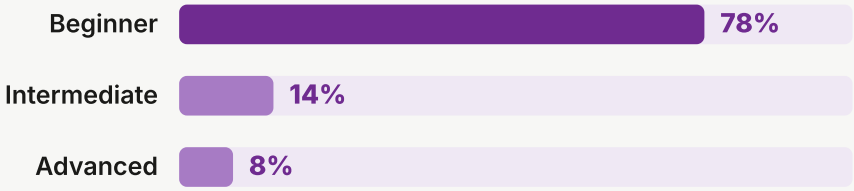
The baseline shows 78% of employees start as beginners, 77% still do repetitive work manually and 7 in 10 score zero in automation and deployment.

What we observed

- Licence counted as adoption
- One launch session for everyone, regardless of level
- No baseline, so no way to prove change

Where employees start on AI

ELEVATE baseline, 966 employees, 147 companies



THE FRAMEWORK PROCESS

Assess, Route, Train, Re-assess, Prove

1

Assess

Baseline every person before training

2

Route

Send each person to the level their score says

3

Train

Build on their own work, not on demos

4

Re-assess

Same questions, same people, after

5

Prove

Time one named workflow within 30 days

HOW IT WAS SOLVED

The solution

TLMM recommends that no licence rollout is planned without a baseline, and that people are routed to training by score rather than by title or department, hence the organisation can show the board where people started, where they moved and what hours came back.

BEFORE

- Licence equals adoption
- One launch session
- No baseline

AFTER

- Baseline for every person
- Training routed by score
- Change proven on the same people

WHAT L&D LEADERS SHOULD DO

Your checklist

- Do we know each person's AI baseline?
- Is training routed by score?
- Are builds on people's own work?
- Will we re-assess the same people?

The licence is paid for, the capability still has to be built.

ABOUT THE LEARNING MATCHMAKER

The Learning MatchMaker has been a trusted advisor to HR and L&D leaders since 2010, matching organisations with the right learning design, the right delivery method and the right trainers for their business problem. Clients in this paper are named by sector and function only.

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REFERENCES AND DATA NOTES

- KadoshAI ELEVATE baseline archive, 2024 to 2026.
- KadoshAI data on file, 2025 to 2026, covering 1,400+ employees across Malaysian GLCs, MNCs and SMEs, reported by sector and function only. Before and after scores are self-rated by the same people on the same questions.