WHITE PAPER 15 · THE AI SHIFT

Who Is Really Ready? Rank, Volunteers and the Real Floor

Why AI rollouts planned by seniority or by event audiences start in the wrong place

Industry In-house cohorts and open audiences

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AT A GLANCE

INDUSTRY

Malaysian in-house cohorts and public audiences

PROBLEM

Rollouts planned by rank and by the readiest volunteers

FRAMEWORK

Assess the whole floor, route by score

CHANGE

Leaders and staff trained on the same baseline

EXECUTIVE SUMMARY

Most AI programmes are rolled out by rank, leaders first, and sized on the people leaders meet at AI events, and both

habits start the programme in the wrong place. The baseline shows rank does not predict readiness, and the people in the conference room are not the people on the floor.

44%
senior leaders on Foundations

46%
executives on Foundations

0%
senior leaders cleared the gate

30% vs 95%
beginners, events vs in-house

Seniority buys the vision, it does not buy the skill.

INDUSTRY AND PROBLEM OBSERVED

The problem

Senior leaders scored 44% of the maximum on AI Foundations, managers 45%, executives 46% and specialists 48%, and not one senior leader in these cohorts cleared the gate to automation, while 66% of them profile as AI Visionary.

At public events only 30% of people were beginners, against 95% inside companies, hence plans sized on event audiences arrive too advanced for the people who do the work.

What we observed

- Leaders assumed to be ahead
- Pilot groups of enthusiasts used to size the rollout
- Staff kept waiting for a rollout planned by title

Foundations score by seniority

In-house cohorts, % of maximum, KadoshAI ELEVATE



THE FRAMEWORK PROCESS

Assess the Whole Floor

1

Assess everyone

Leaders and staff on the same baseline

2

Share privately

Give leaders their own result before planning

3

Route by score

Not by title, not by volunteer list

4

One build each

Every leader builds one flow before approving use cases

HOW IT WAS SOLVED

The solution

TLMM recommends whole-team assessment before any budget or timeline is set, routes people by score rather than by title, and asks every leader to build one automation or agent on their own work before approving the use cases for their division.

BEFORE

- Leaders first, by title
- Sized on volunteers
- Use cases chosen by non-builders

AFTER

- Everyone on one baseline
- Routed by score
- Leaders who have built once

WHAT L&D LEADERS SHOULD DO

Your checklist

- Have we assessed whole teams, not volunteers?
- Are leaders on the same baseline as staff?
- Is routing by score, not title?
- Has each leader built one flow?

Plan for the whole floor, not for the front row.

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 1.0 archive, 2025 to 2026, in-house cohorts and open audiences.