WHITE PAPER 19 · THE AI SHIFT

Is Your Organisation Ready for an Innovation Lab?

Why most labs open empty, and what L&D must do before the doors open

Industry Malaysian corporates building labs

Function Leadership, L&D and IT

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AT A GLANCE

INDUSTRY

Malaysian corporates opening AI labs

PROBLEM

Labs built around rooms and licences, not builders

FRAMEWORK

Assess, Route, Build, Prove

CHANGE

Labs that open with builders and a named pipeline

EXECUTIVE SUMMARY

Malaysia's lab wave is led by technology, the room, the platform and the licences, and very few labs are designed around the people who will build inside them. L&D owns the missing piece, hence this paper sets out the readiness check L&D should run before a lab opens.

78%
walk in as beginners

7 in 10
score zero on automation

9 in 10
report friction on weekly work

98%
move up a level when taught to build

A lab without builders is a showroom.

INDUSTRY AND PROBLEM OBSERVED

The problem

Corporates building their own labs follow the technology-first pattern, and three gaps appear in the first months, no builders, no pipeline of real frictions and no proof of hours returned.

Where a workforce starts makes the gap clear, 78% walk in as beginners and 7 in 10 score zero on automation.

What we observed

- Licences ready, people not
- Demos and borrowed use cases instead of a friction list
- Lab reports events and visits, not hours returned

Lab readiness levels

The Lab Readiness Blueprint



THE FRAMEWORK PROCESS

Assess, Route, Build, Prove

1

Assess

Baseline every person before day one

2

Route

Each person to the level their score says

3

Build

Automations, agents and apps on named frictions

4

Prove

Time each workflow within 30 days

HOW IT WAS SOLVED

The solution

TLMM uses the Lab Readiness Blueprint with lab sponsors, placing the lab on one of four readiness levels, showroom, pilot, building and self-sustaining, and naming the step that moves it up, hence the lab opens with chosen builders and a pipeline written by the people who do the work.

BEFORE

- Room and licences
- Borrowed use cases
- Activity reports

AFTER

- Builders chosen on evidence
- Named friction pipeline
- Hours returned reported

WHAT L&D LEADERS SHOULD DO

Your checklist

- Do we know who can build today, person by person?
- Do we have a named list of repetitive tasks?
- Were the first builders chosen on evidence?
- Will the lab report hours returned each quarter?

A lab is only as ready as the people who build in it.

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

- Lourdes, C. The Lab Readiness Blueprint, KadoshAI, Nov 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.