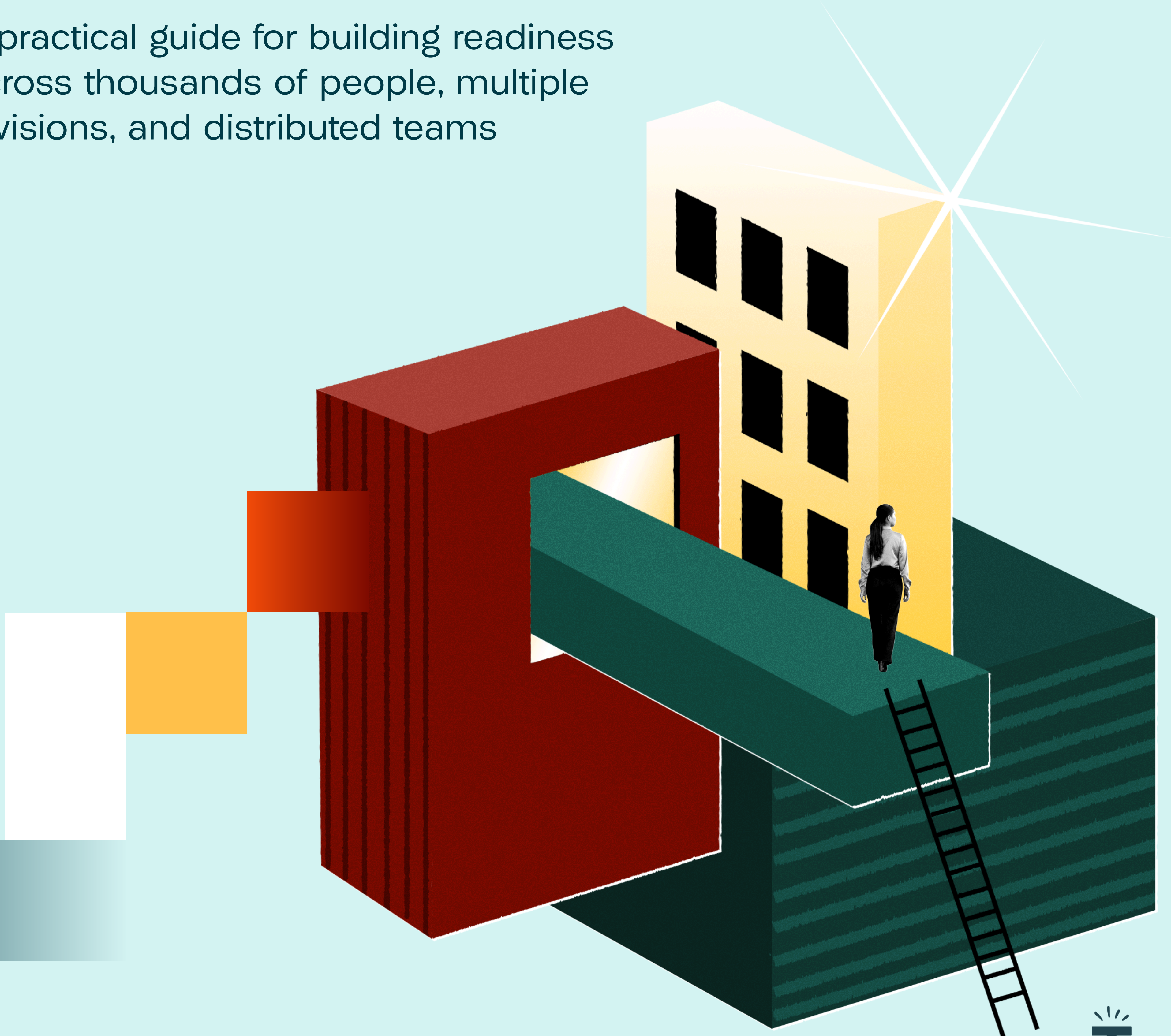


Enterprise AI Readiness: The change infrastructure that scales transformation

A practical guide for building readiness
across thousands of people, multiple
divisions, and distributed teams



Who this guide is for

If you're responsible for AI transformation at an enterprise with 1000+ employees, you're dealing with a different problem than most organizations face.

You're not deciding whether to invest in AI readiness. You're figuring out how to make it work across thousands of people, competing priorities in multiple divisions, distributed teams, and business units moving at different speeds. What scales a 200-person company breaks at 2,000.

This guide is for C-suite executives, CHROs, transformation leaders, and business unit heads who need to understand what's actually different at enterprise scale and what infrastructure can handle that complexity.

What you'll learn

01

Why 95% of enterprise AI investments fail and the infrastructure gap causing it

03

What LinkedIn learned deploying change infrastructure across 20,000+ employees

02

The C-suite visibility problem costing you momentum, trust, and top talent

04

ROI frameworks that connect readiness investments to business velocity



Want deeper context on AI readiness fundamentals?

Read our guide: [Why AI Readiness Starts with People, Not Tech.](#)

 SECTION 1:

The enterprise execution gap

1

The enterprise execution gap

AI could add \$15.7 trillion to the global economy by 2030. The technology works and most enterprises have the budget and talent. 67% of CEOs expect ROI within one to three years.

But 95% of AI investments still fail to deliver measurable ROI. And only 5% of custom enterprise AI tools ever reach production.

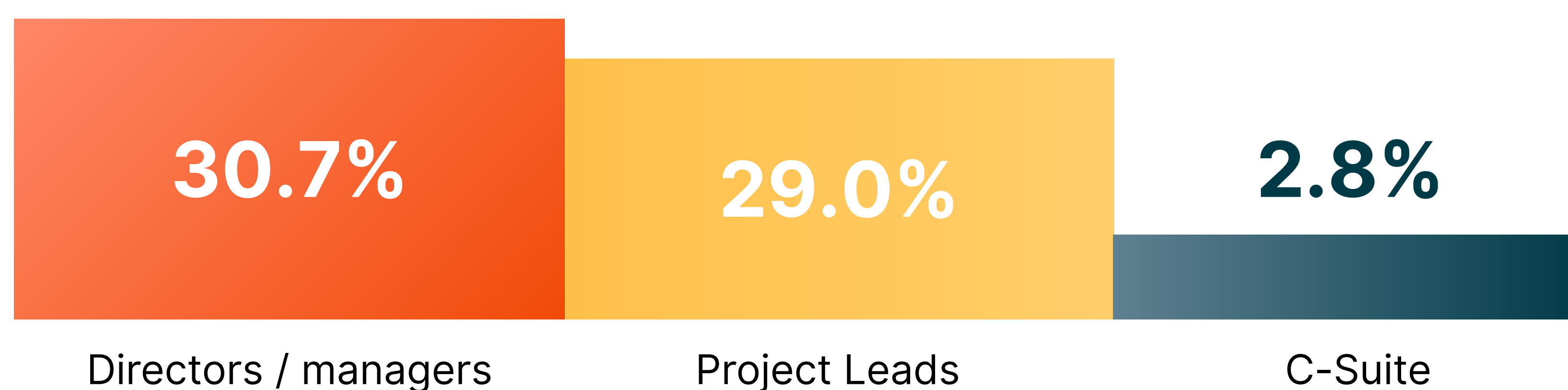
95% of AI investments **fail to deliver** measurable ROI

Source: [MIT NANDA The GenAI Divide STATE OF AI IN BUSINESS 2025](#)

This failure rate is worse at enterprise scale. The gap isn't about technology or employee readiness. Your people are already using AI three times more than you realize. The gap is about leadership infrastructure that can operate across the complexity of enterprise operations.

Our Leadership Evolution Survey of 176 enterprise organizations shows that middle management and project leads carry most of the transformation work. C-suite leaders? Less than 3%

Who carries most of the transformation burden?



Source: [Torch Leadership Evolution Survey 2025](#)

The disconnect compounds at scale

The people responsible for making AI work day to day face completely different challenges than the people setting strategy. Middle managers are twice as likely as senior leaders to experience AI as daily operational chaos, not strategic opportunity.

When an experiment fails, executives might see a learning opportunity. The frontline manager sees a team that's now afraid to try anything new. When leadership announces "embracing change," managers hear their team members asking if they should start looking for other jobs.



Frontline 2X more likely to see chaos

This visibility gap compounds at scale. Executives estimate that 4% of employees use AI for significant work. The actual number is 13%. Leaders don't see what's happening on the ground. Employees aren't waiting for official channels because those channels move too slowly.

Teams run experiments. Some show promise. Most stall somewhere between pilot and scaled implementation. That's not a technology problem. There's no infrastructure for moving from "this worked in one team" to "this works across divisions."

Infrastructure, not individuals

The enterprise execution gap isn't about individual leaders lacking capability. It's about not building the systems that help leaders develop what transformation requires at scale.

 SECTION 2:

What's different at enterprise scale



2

Enterprise-specific AI readiness challenges

Small companies can transform through proximity and direct communication. At enterprise scale, you're dealing with fundamentally different challenges.

→ **Federated decision-making.**

Every division operates with autonomy. Different priorities, different budgets, different risk tolerances. Most enterprises don't have the coordination infrastructure to align AI strategy across business units. So pilots multiply while integration stalls..

→ **Distributed teams across geographies.**

Global operations span time zones, cultures, and regulatory environments. Headquarters-centric programs don't translate. You need consistent capability development that adapts to local context.

→ **Siloed adoption.**

Marketing builds AI tools without coordinating with sales. Engineering doesn't involve customer success. Innovation happens in pockets but doesn't scale horizontally. Each function solves the same problems independently.

→ **Legacy systems and entrenched processes.**

Unlike startups building on clean foundations, you're navigating decades of technical debt and established workflows. You can't "move fast and break things" when breaking things affects thousands of customers.

→ **Change fatigue**

Teams are exhausted by constant transformation initiatives. Each new mandate feels like more pressure without more support. Cynicism builds. "This too shall pass" becomes the default mindset.

→ **Multiple concurrent transformations.**

AI adoption happens alongside cloud migration, organizational restructuring, and market expansion. Each creates its own demands on leadership. They compound instead of complementing.



Scale = fundamentally different problems

Trust erodes faster at enterprise scale

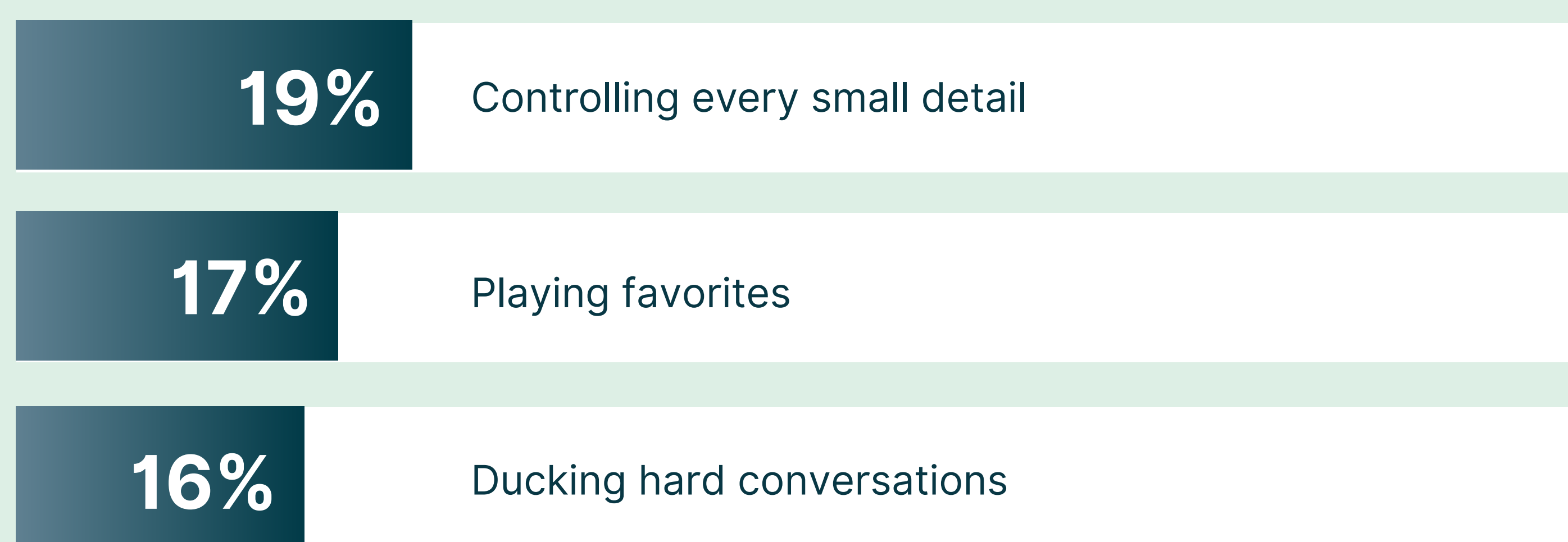
Trust collapses faster as scale increases. 52% of enterprise leaders say building trust as their organization scales is their top challenge. Trust matters more as AI reshapes how decisions get made and work gets distributed. But trust gets harder to build when you're moving fast and everything feels uncertain.

Our data shows trust-related challenges rising sharply with company size. The behaviors that build trust in a 200-person company don't automatically translate to 2,000 people across multiple geographies and business units.

What builds trust at scale:



What destroys it:



Source: [Torch Leadership Evolution Survey 2025](#)

63% of enterprise leaders aren't ready

Only 37% of enterprise leaders feel prepared for AI-driven change. The other 63% are managing in uncertainty, hoping it doesn't show. The most common barrier to getting the development they need? Competing priorities. 32% cited this as their biggest challenge. Everything feels urgent and the pace keeps accelerating.

63% of enterprise leaders **don't feel ready** for what they're being asked to do

Source: [Torch Leadership Evolution Survey 2025](#)

These enterprise-specific challenges require purpose-built infrastructure, not scaled-down approaches designed for smaller organizations. The complexity isn't just bigger numbers. It's fundamentally different problems.

“**Readiness is the bridge between innovation and impact.”**

— Heather Conklin, CEO, Torch

 SECTION 3:

What this costs you



3

Each failed transformation raises the cost of the next

Companies that build readiness infrastructure establish advantages competitors can't replicate. Each transformation gets easier. Leaders develop capabilities that work across situations. Teams get comfortable with uncertainty. The whole system gets stronger.

Without it, each initiative gets harder. People get tired of change that doesn't stick. They stop believing leadership knows what it's doing.

What failure looks like at enterprise scale

One enterprise technology company mandated that all teams become "AI-first" by year-end. They built a readiness rubric, launched hackathons, created a champion network, rolled out technical training. Six months in there's lots of activity, but minimal transformation.

The gap

Every initiative required managers to navigate fear, create safety for experimentation, and debrief failures productively. None of the initiatives taught them how. When experiments failed, managers couldn't extract learning. Teams learned to avoid risk. Fear cascaded instead of curiosity.

Six months from now, they'll probably conclude "we tried and our people weren't ready." But the reality will be that leadership wasn't equipped to guide the transformation.

Leadership wasn't equipped" ≠ "People weren't ready

The talent loss multiplier

40% of stressed leaders are considering leaving their roles

Source: [DDI Global Leadership Forecast 2025](#)

At enterprise scale, this talent risk multiplies. When a senior leader with 10 years of institutional knowledge leaves, you lose more than expertise. You lose relationships, context, and the ability to move fast on decisions that require organizational memory.

The leaders who know how to navigate complexity and build trust under pressure have plenty of job offers. When you keep asking them to do more without better support, they're the first to walk. You're not just risking your AI transformation. You're risking every future change initiative, and your competitors are building their advantage right now.

How the gap compounds

Each failed transformation makes the next one harder. Teams remember pilots that stalled. Managers recall experiments that failed without productive debrief. Cynicism spreads through informal networks across divisions.

Competitors who build readiness infrastructure now will move faster, integrate better, and keep their best people. Those advantages compound over time and become hard to catch up to.



Build now or
catch up for years

 SECTION 4:

What works at enterprise scale



4

What LinkedIn learned scaling change infrastructure across 20,000+ employees

LinkedIn deployed AI tools across 20,000+ employees. Adoption stalled. Leaders lacked the capacities to help teams navigate the shift. Torch's 360 assessments identified the gap: weak change management and low adaptability.

LinkedIn deployed Torch's change infrastructure across 3,000+ employees and continues expanding access company-wide.

Expert coaches built lasting capacities with individuals and teams. AI practice reinforced development daily. Organizational intelligence showed executives where teams were adapting and where they needed support, in real time not months later.

The results? **62% improvement in leadership capacities across 9 months**, enabling LinkedIn to accelerate AI adoption from 3% to 16% penetration.

Real-time organizational intelligence showed what was blocking adoption before it showed up in surveys. Executives could see where trust was building and where fear was spreading, then act while they could still shape outcomes.



“It’s been such an amazing journey. We’ve worked with thousands of people over the last year, bringing a more precise way of coaching into LinkedIn. We’re developing them toward a goal and toward an outcome that the company really needs from them.”

— Heather Conklin, CEO, Torch

The double advantage at scale

At enterprise scale, Torch does two things at once. Develops leaders and provides organizational intelligence. This helps executives understand what's actually happening across divisions and geographies. Leaders get better at navigating complexity and building trust under pressure. Executives get visibility into ground truth. Both happen continuously, not in annual cycles.

The intelligence loop works across enterprise scale because it respects confidentiality while surfacing patterns. Individual coaching stays private. Aggregated themes show where the organization needs attention. Early warning when resistance builds. Visibility into what's working so you can replicate it across business units.

Teams that rehearse difficult conversations before they happen navigate change with less friction. Managers who learn to debrief failed experiments run more valuable tests. Leaders who build psychological safety in chaos create conditions where innovation accelerates.



Real-time intelligence beats quarterly surveys

LinkedIn is one of several enterprises working with Torch to build AI readiness infrastructure at scale. Organizations like Reddit, Tripadvisor, Twitch, FICO, and CrossCountry Consulting use Torch for leadership development. We're learning what works when building change infrastructure across thousands of people in distributed organizations.

At enterprise scale, Torch develops leadership capacities that transfer across situations and provides organizational intelligence that helps executives understand what's actually happening across thousands of people and multiple divisions.

 SECTION 5:

The enterprise infrastructure approach



5

How Torch addresses enterprise scale

Torch is your Change Agent. The infrastructure that makes transformation continuous across your enterprise. Three integrated components work together, not as separate initiatives.

→ Experienced coaches build lasting capacities

Coaches are seasoned leaders who've navigated enterprise transformation themselves. They understand pressure, politics, and trade-offs at scale. Every coaching conversation connects personal growth to what your organization needs.

A healthcare leader implementing AI diagnostics across multiple hospitals faces different trust issues than a financial services leader deploying fraud detection globally. Development connects to real work, real teams, and real transformation challenges specific to your business.

→ Always-on support that reinforces new behaviors

Leaders across your enterprise rehearse difficult conversations before they happen: explaining role changes, addressing fears about replacement, debriefing failed experiments, navigating conflict when teams disagree about AI direction. Available continuously for thousands of leaders between coaching sessions.

When the pressure moment comes, the response feels practiced instead of forced. Spark learns from how people engage, adjusting guidance as context shifts.

→ Real-time visibility across business units

Executives see where transformation is building momentum and where it's stalling across divisions and geographies. Real-time patterns surface while you can still act, not months later in a quarterly survey.

Intelligence surfaces concerns people won't voice publicly. Early warning when resistance builds across business units. Visibility into what's working so you can replicate it across divisions - while maintaining absolute confidentiality.

Built to scale from pilot to enterprise-wide. Start with 20 leaders in one function. Expand to 200 across divisions. Scale to 2,000 globally. Infrastructure adapts to different business contexts and regulatory environments.

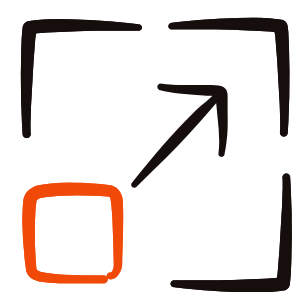


Pilot to enterprise scale

Three components, one continuous system

These three components work together, not as separate initiatives. When they're integrated, you get continuous change at scale instead of programs that end.

You're building infrastructure that makes transformation last across your enterprise.



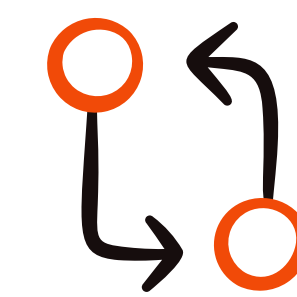
Change Coaching Seasoned guides for transformation at scale.

- Coaches who've led enterprise change themselves
- Tailored development tied to business priorities
- Lasting mindset shifts, not just temporary skills




Spark AI Agent 24/7 practice for high-stakes moments.

- Rehearse critical conversations at scale
- Build new habits through continuous reinforcement
- Adapt in real-time as situations change




Organizational Intelligence Visibility into transformation as it unfolds.

- See what's working and where friction is building
- Guide proactive support, not just reactive fixes
- Connect patterns to strategic decisions



Organizations that build AI readiness now will move faster as transformation accelerates. Each wave of change strengthens their capacity for the next one.

 **SECTION 6:**
**Enterprise ROI
framework**



6

Tying readiness to results

ROI from readiness investments shows up differently at enterprise scale than from technology investments. You're not measuring features delivered. You're measuring organizational capability to transform faster than competitors across thousands of people.

→ Change velocity across divisions.

Time from strategy decision to execution impact drops. What took 18 months now takes 6. Not because corners were cut, because leaders across business units know how to navigate ambiguity and teams trust the direction.

→ Adoption depth and pilot-to-production conversion.

AI tools move from pilot to production. Integration reaches across functions. The 5% that typically reach production becomes 50% across your divisions.

→ Cross-functional coordination improvements.

Silos break down. Marketing coordinates with sales. Engineering involves customer success. Shared learning mechanisms emerge. Organizations stop relearning the same things in every business unit.

→ Leadership confidence and retention at scale.

Trust between levels increases instead of eroding. Frontline leaders feel supported rather than abandoned. Executives have visibility into ground truth across geographies. Leaders who were considering leaving stay engaged. Top performers don't bail during chaos. You retain institutional knowledge across thousands of people.

→ Continuous change capacities

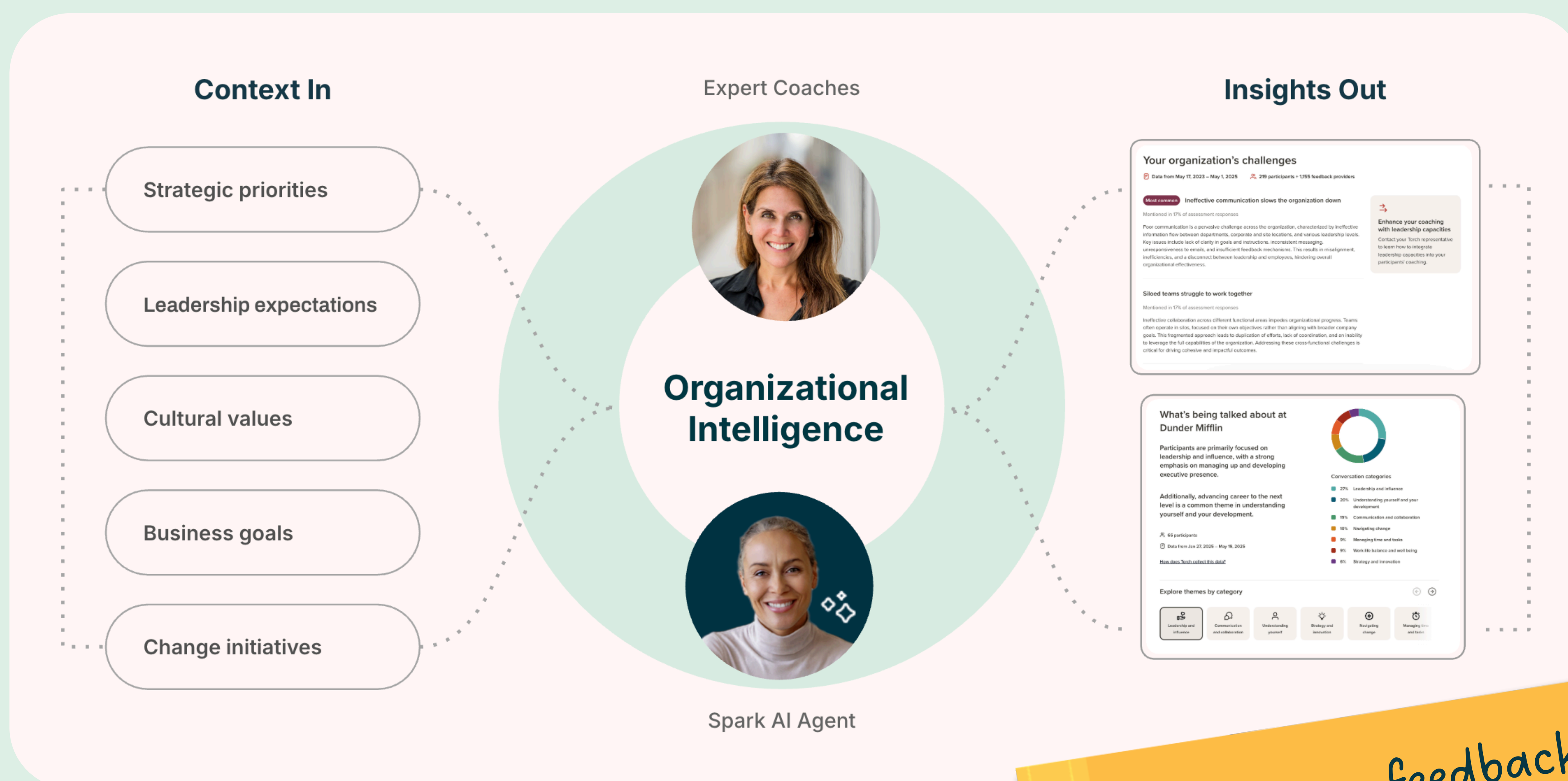
Each successful transformation builds capacity for the next across your entire enterprise. Leaders who navigated one shift have higher baseline readiness for the following one. Organizations develop institutional capability that competitors can't replicate quickly.



Measuring what matters for enterprise change

In board meetings, instead of explaining why AI pilots stalled across divisions, you're showing which initiatives scaled and why. Instead of defending training budgets that didn't move metrics, you're connecting leadership development to business velocity.

Instead of generic engagement scores, you're demonstrating which readiness investments accelerated transformation across business units.



 SECTION 7:

Breaking the reactive cycle



7

Most enterprises are trapped in reactive mode

Pilots multiply across divisions but stall before reaching production. Executives set strategy while business units work around it. Development happens in disconnected silos. By the time quarterly surveys reveal problems, damage is already done.

Change initiatives pile up, creating exhaustion rather than momentum. Leaders spend their time putting out fires. Trust erodes with every failed initiative.

It's a loop that drains momentum and destroys competitive advantage:

Reactive Enterprise

- Pilots stall before reaching scale
- Strategy and execution drift apart
- Leaders burn out without support systems
- Quarterly surveys catch problems too late
- Each failed initiative breeds more cynicism



Staying reactive costs you momentum, trust, and top talent. But there's a way out.

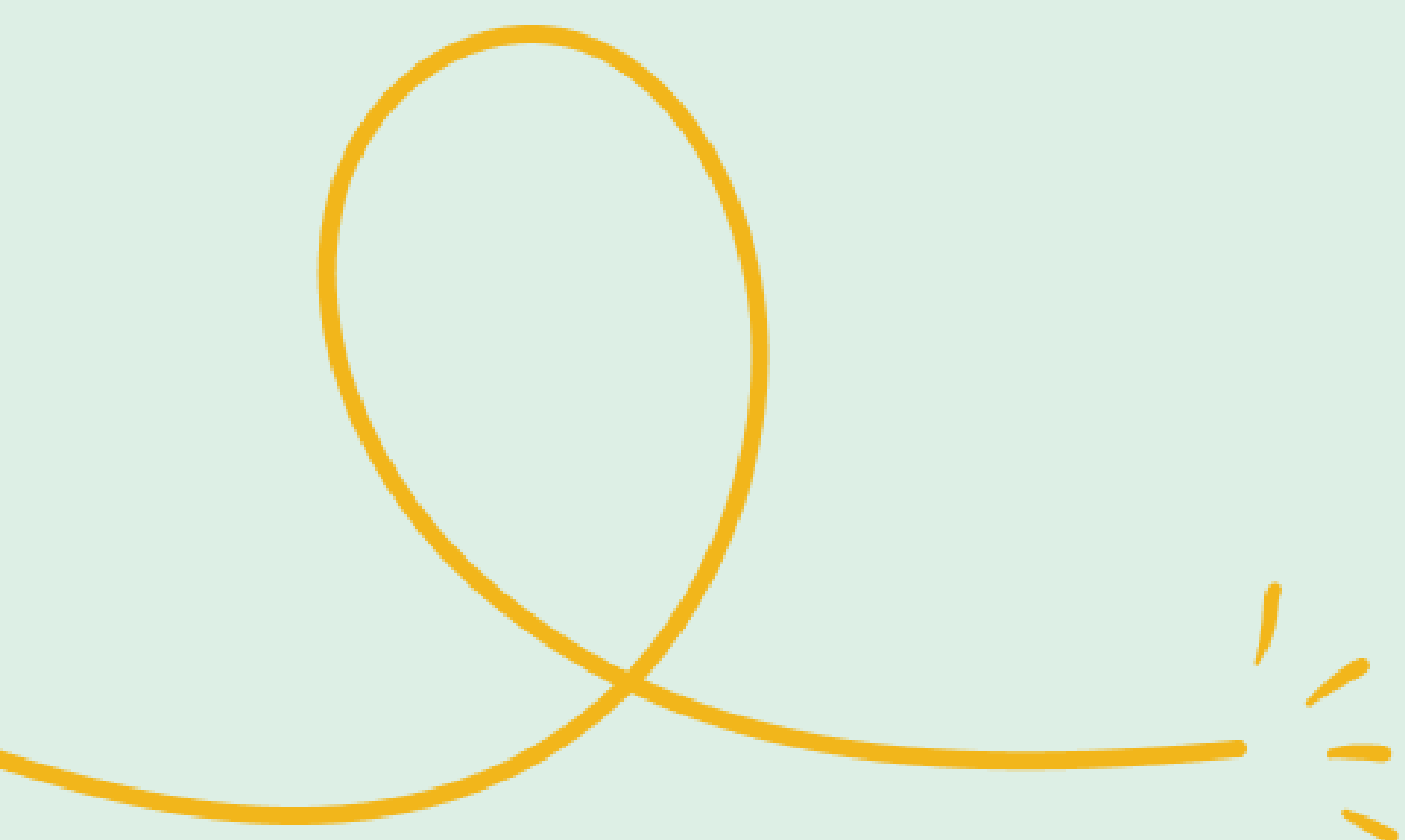
Ready enterprises break the loop

Ready enterprises approach change differently. Experiments become capabilities because leaders know how to navigate the messy middle of transformation. Strategy and execution stay aligned through continuous feedback across divisions.

Development connects to what teams actually need.

You spot resistance early enough to address it. You see what's working fast enough to scale it. Each transformation builds muscle for the next one. Leaders guide change with confidence instead of reacting to chaos. Trust grows stronger.

It's infrastructure that creates compounding advantages:



Ready Enterprise

- Experiments scale into enterprise capabilities
- Strategy and execution stay aligned
- Leaders develop through transformation, not despite it
- Real-time intelligence enables proactive support
- Each change builds capacity for the next

The difference isn't a destination. It's infrastructure that makes every transformation easier than the last across thousands of people. Organizations that build it now create advantages competitors can't quickly replicate.

The ready enterprise isn't a finish line. It's a commitment to the practices that make change your advantage.

 SECTION 8:
Why Torch



8

How Torch addresses enterprise scale

AI transformation at enterprise scale is still new territory. The enterprises building change infrastructure now will move faster than competitors still running pilots. Those advantages compound over time and become hard to catch up to.

While others focus only on technical readiness, Torch builds the change infrastructure that makes transformation continuous across thousands of people, multiple divisions, and distributed teams.

Traditional coaching platforms offer generic catalogs disconnected from your business goals. They don't scale across enterprise complexity. AI-native tools provide practice but can't see what you're not saying or provide judgment in complex situations.

Management consulting delivers recommendations and leaves without building internal capability. Training programs transfer knowledge but don't close the knowing-doing gap at scale.



Real-time intelligence beats quarterly surveys

Built for enterprise transformation

Torch builds the infrastructure that keeps transformation moving across the enterprise by developing leaders and revealing what's helping or slowing change.

We're the only system that connects change coaching, immersive practice, and organizational intelligence. Leaders and organizations evolve together, not in isolation.

Why choose Torch?



What sets us apart

→ **Torch is your Change Agent**

We're the only system that connects change coaching, immersive practice, and organizational intelligence. Leaders and organizations evolve together, not in isolation.

→ **Coaches who've led through change**

Our coaches are experienced leaders who understand the pressure of transformation. They bring empathy, foresight, and practical tools that help leaders grow through challenge, not just talk about it.

→ **Always-on support that prepares leaders for pressure moments**

Spark AI Agent lets leaders rehearse high-stakes conversations before they happen. They build clarity, confidence, and muscle memory to show up ready when it counts.

→ **Intelligence that ties growth to transformation goals**

Our organizational intelligence connects leader growth with business priorities. It surfaces hidden barriers and real trends while maintaining absolute confidentiality, so organizations grow their systems alongside their leaders.

→ **We evolve alongside you**

Torch uses the same Change Agent system internally that we bring to clients. That shared commitment keeps us grounded and honest about what actually works.

LinkedIn deployed Torch across 3,000+ employees and continues expanding access company-wide. Reddit, Tripadvisor, Twitch, FICO, and CrossCountry Consulting use Torch for leadership development during transformation.

Let's talk about your readiness

We'll help you assess where your organization is on AI readiness, identify the specific leadership gaps that could stall your transformation, and map what closing those gaps could look like at your scale.

You'll walk away with clarity on your readiness state and what to prioritize, whether or not you work with Torch. Think of it as a diagnostic conversation, not a sales pitch.



**Book a
Consultation**