

Five Questions Before Approving an AI Initiative

A practical test for whether an AI pilot is ready to become part of the operating model.

The best AI roadmap is not a list of technologies. It is a sequence of operating changes that people can understand, adopt, and measure.

AI adoption does not begin with training. It begins before the technology is selected.

Ask these five operating questions

1. Whose workflow will change?

Identify the people whose daily work must operate differently.

2. What decision will become faster or better?

Connect the initiative to a specific decision and business outcome.

3. What will employees stop doing?

Make the workflow change concrete, not aspirational.

4. Who owns adoption after the pilot?

Assign accountable ownership beyond the initial project team.

5. How will the organization measure business value?

Define evidence of value before implementation begins.

If the team cannot answer those questions, the pilot is not ready.

What separates pilots from transformation

Promising technology often struggles because workflow ownership and adoption are addressed after the design is complete. Better results come when operators, field teams, product leaders, and executives shape the solution together from the beginning.

Tool selection matters. Ownership, workflow design, governance, and measurable value determine whether an AI initiative becomes part of the operating model.

Randy Storch is a former JLL CTO, technology and product executive, entrepreneur, and strategic advisor focused on AI, enterprise platforms, smart buildings, and complex physical operations.