March 25, 2026

AI Adoption in Organizations, Grigory Oster Style

Bad advice for those who want to spend the budget and change nothing



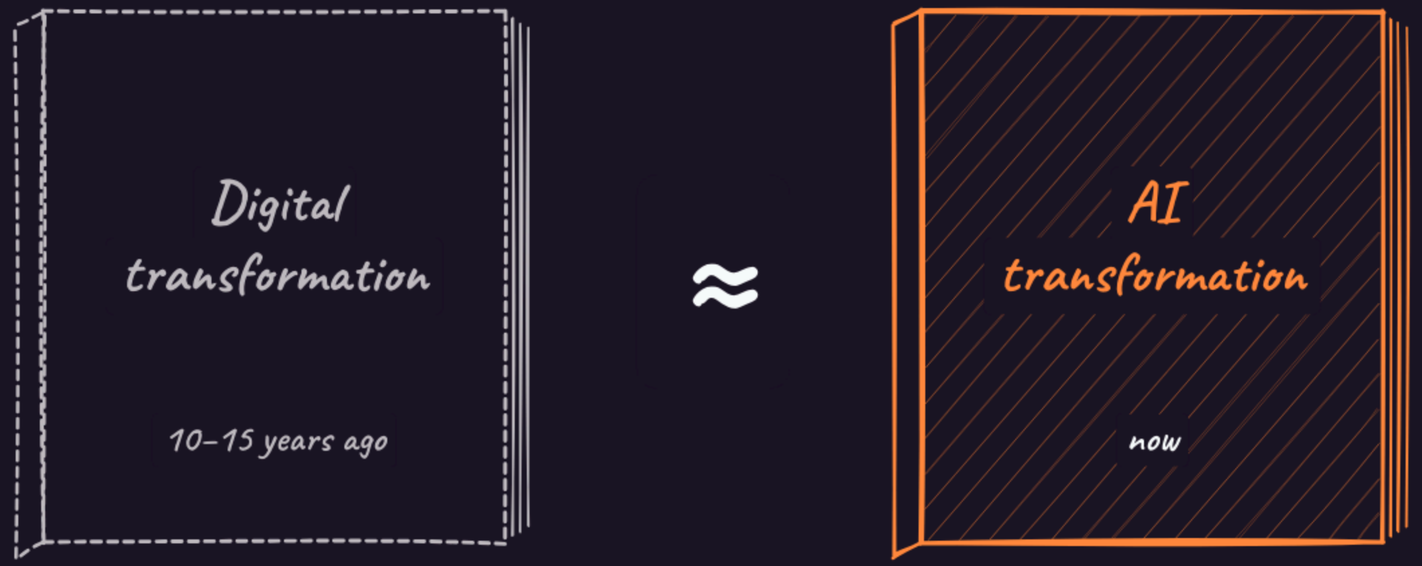
1 Card
2 Budget
3 Island
4 Promises
5 Festival
6 Mayo
7 Metrics
8 Bonuses
9 Restart

Bad advice teaches by contrast



That is how I learned to do things right as a kid

AI adoption repeats digital transformation



In businesses not built around IT

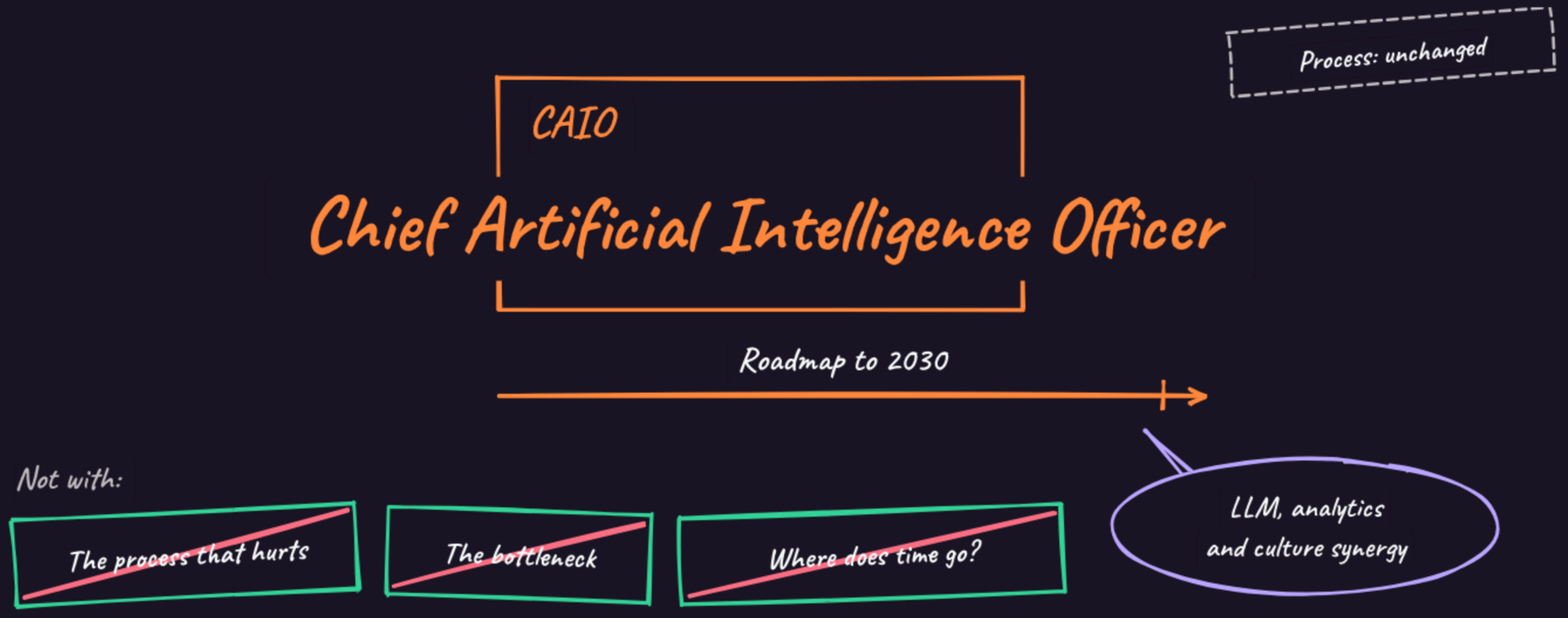
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Nine pieces of bad advice



A business card first, not a process

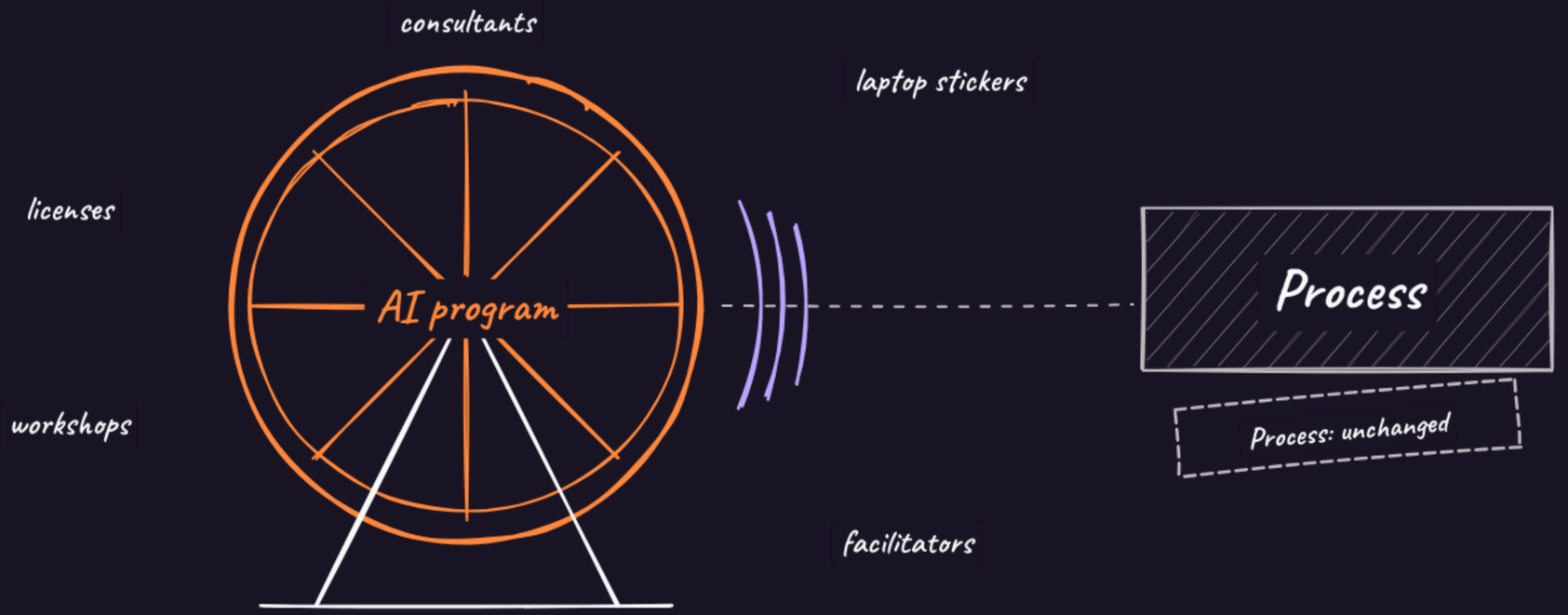


Less understanding, bigger budget



A small budget forces awkward questions

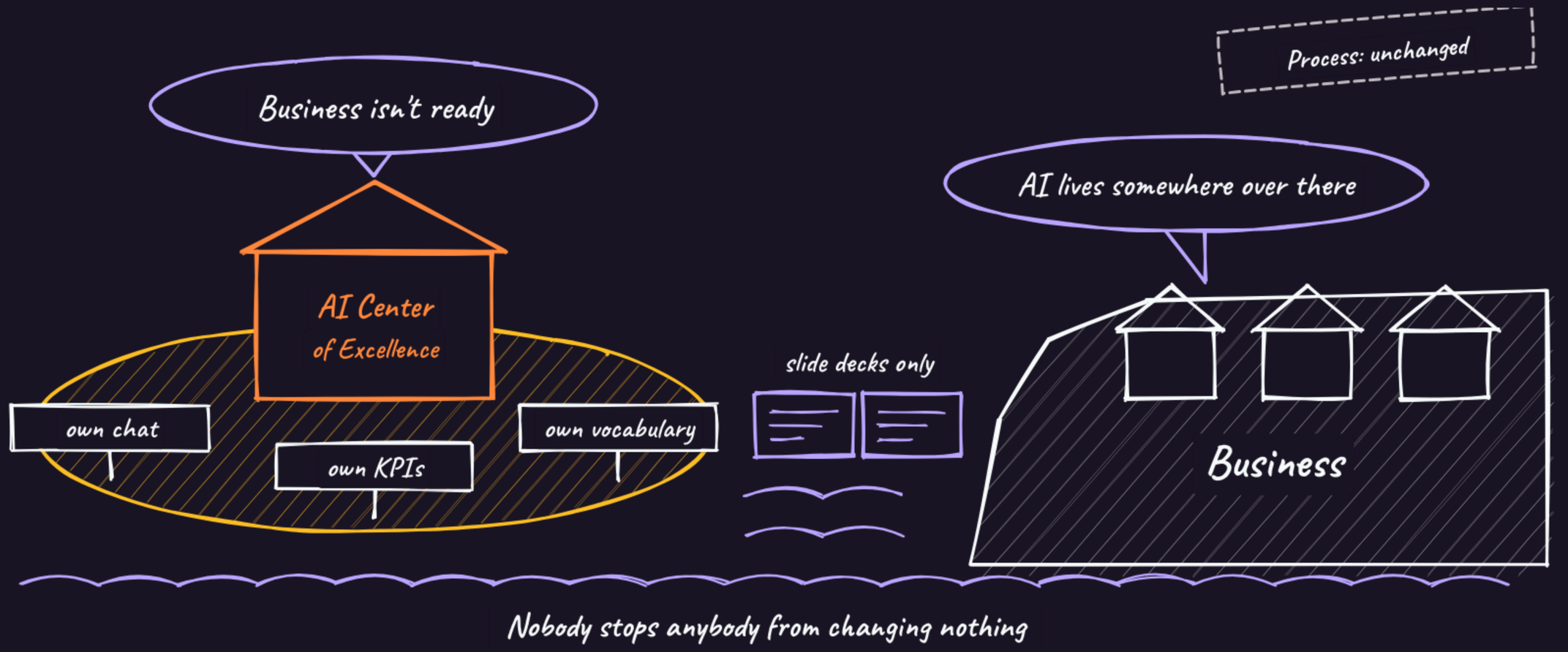
The feeling of motion beats motion



What matters is the feeling that work is in full swing

Put AI on a separate island

Bad advice #3

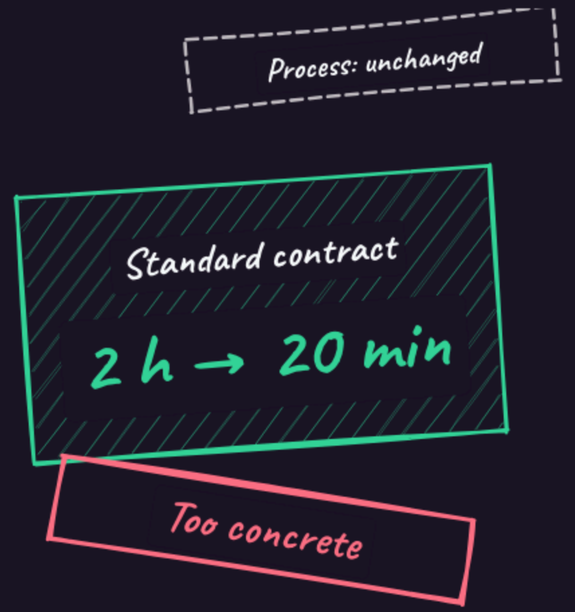


Nobody stops anybody from changing nothing

Promise broadly: harder to check

Bad advice #4

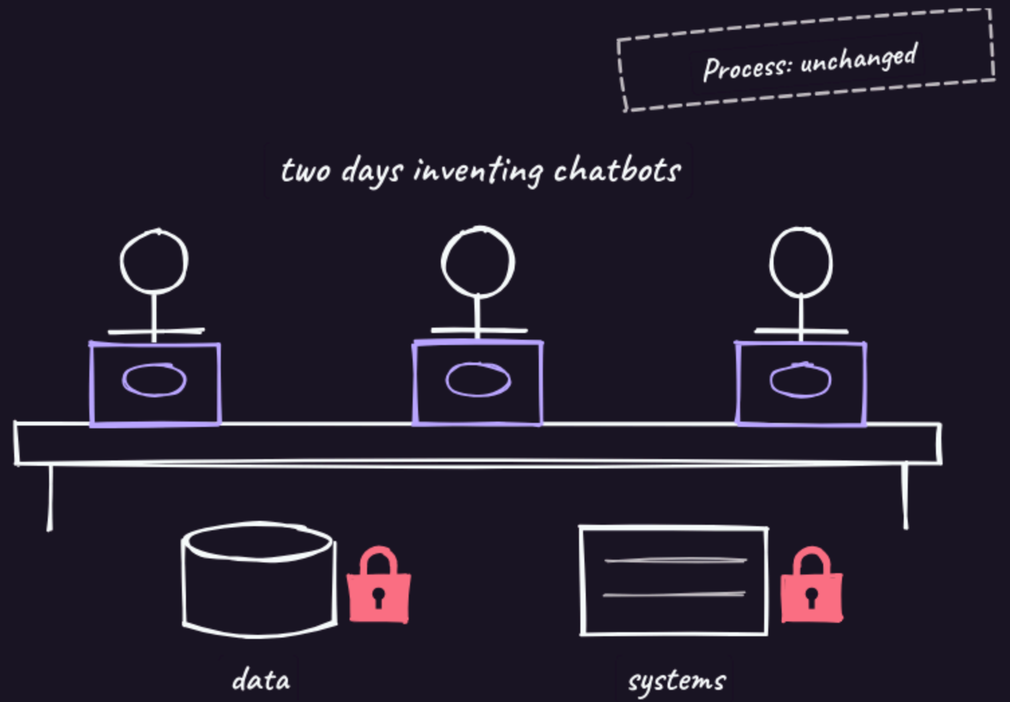




Specifics: the first enemy of corporate poetry

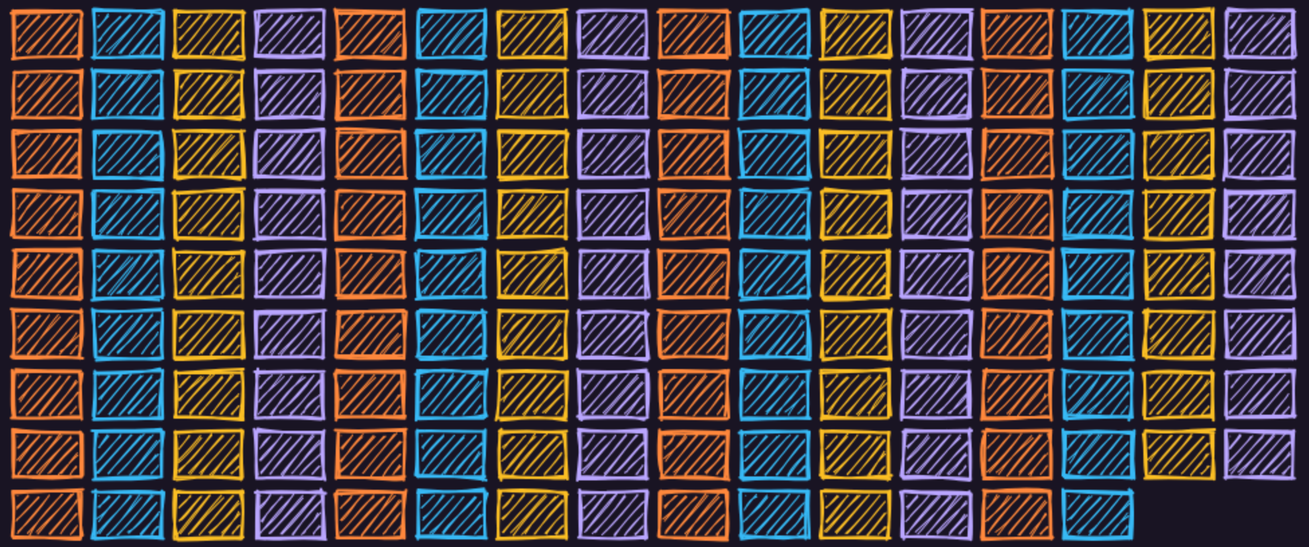
Throw a festival without data access





Chatbots for processes they had never really seen

Collect 142 use cases company-wide



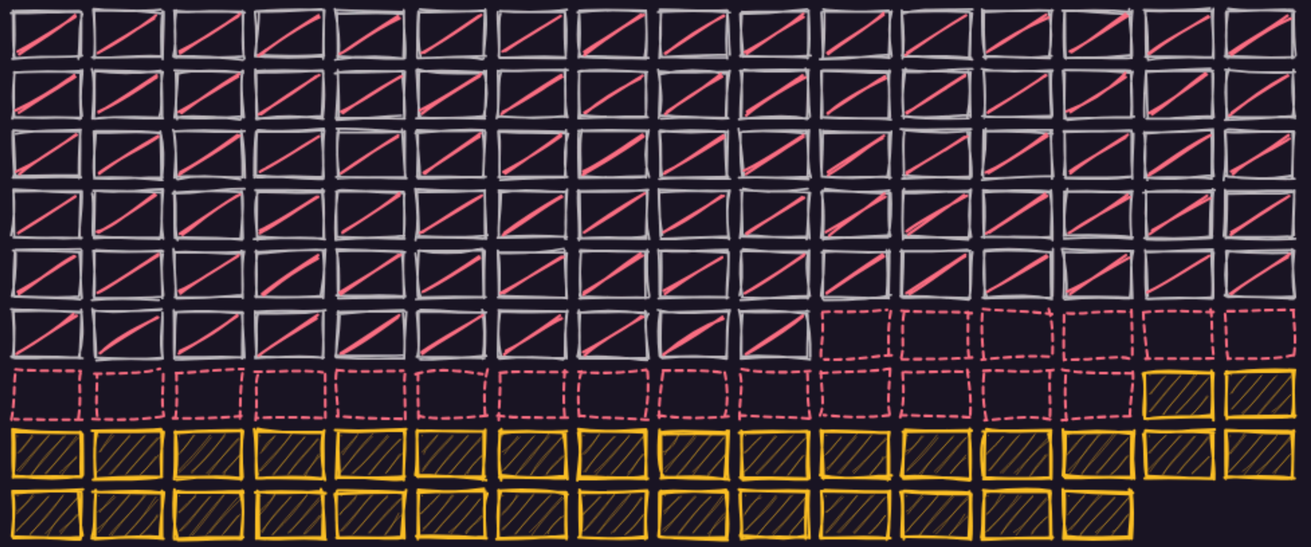
Process: unchanged

142

use cases

A hundred and forty-two: not a bad start

Of 142 use cases, 90 are duplicates



Process: unchanged

90

duplicate each other

20

no data

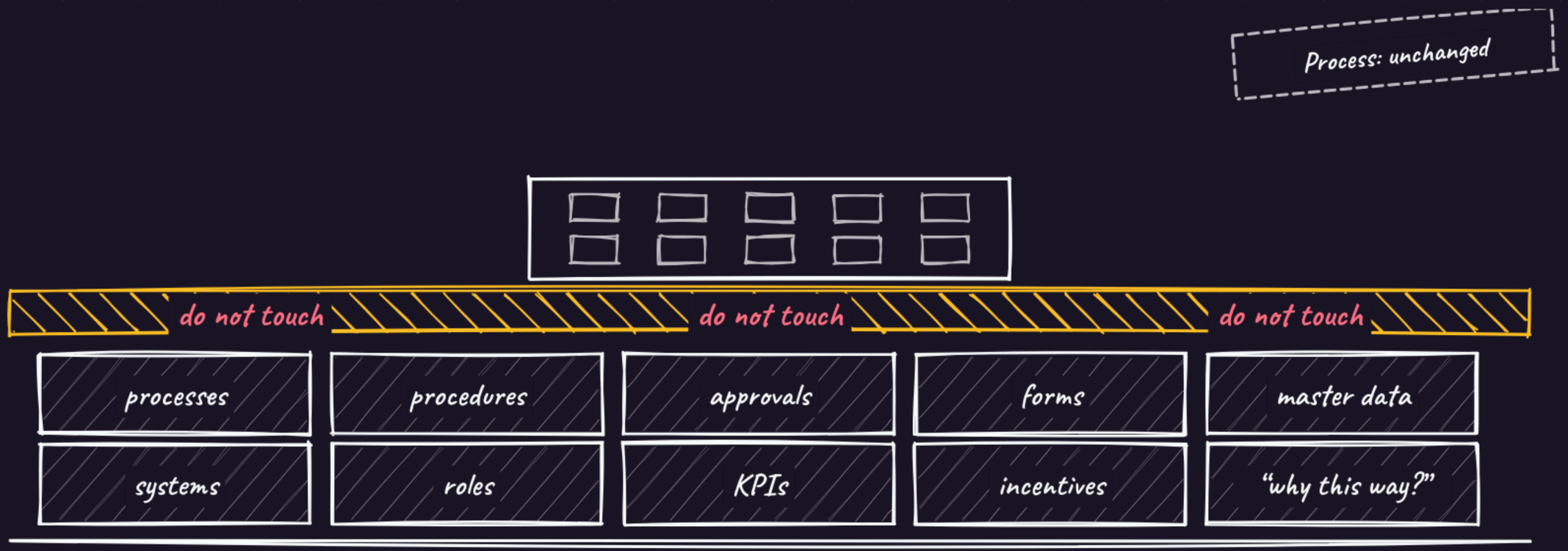
the rest

redo the process
end to end

More cards, more maturity

Don’t touch the foundation

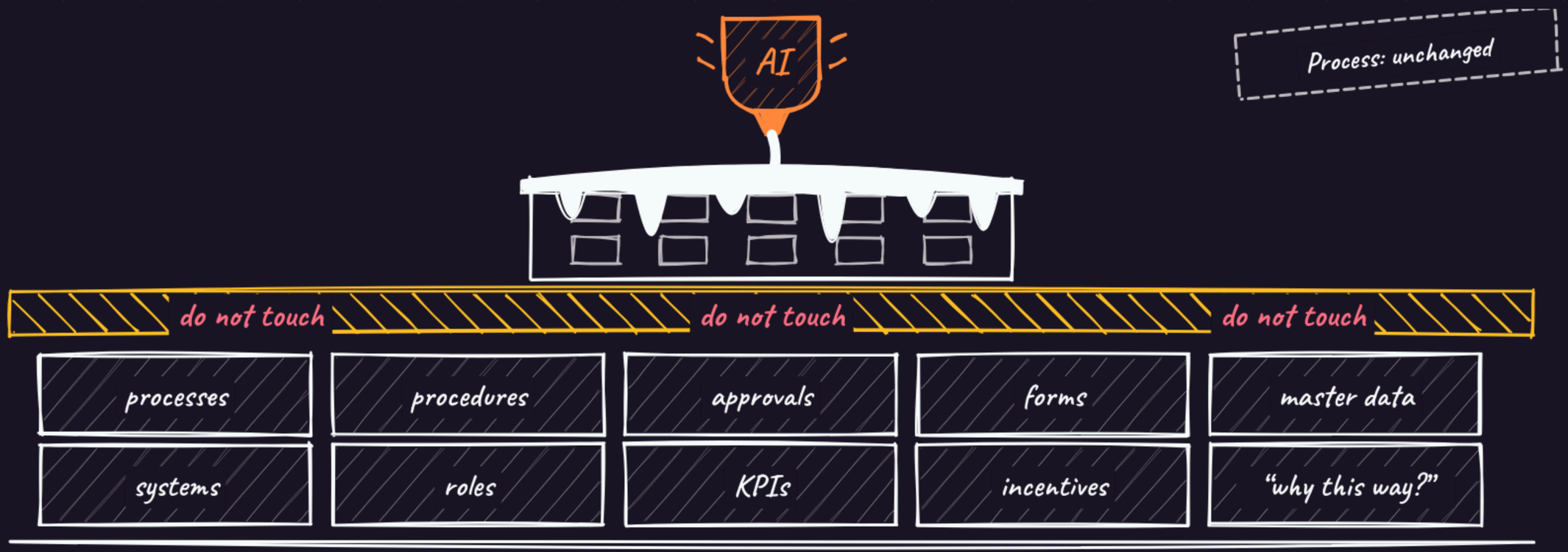
Bad advice #6



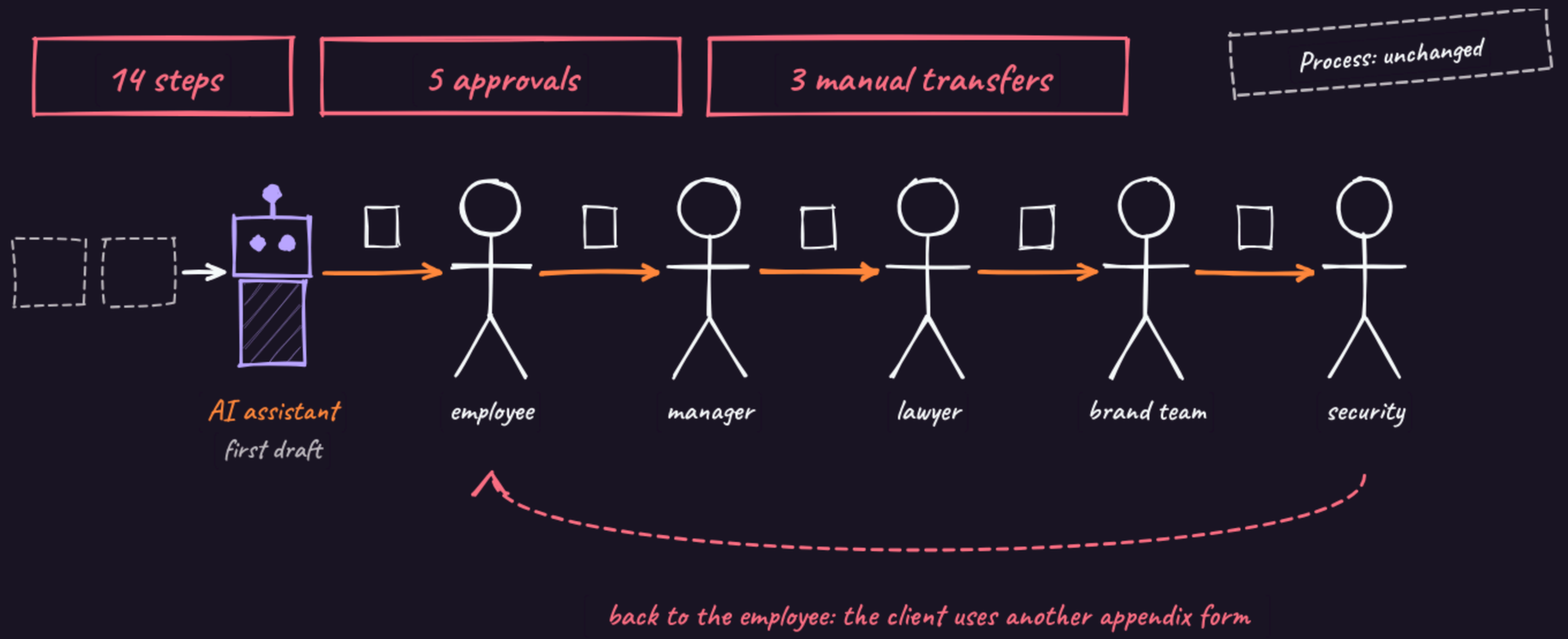
This work rarely gets you invited to speak at conferences

Spread AI on top like mayonnaise

Bad advice #6



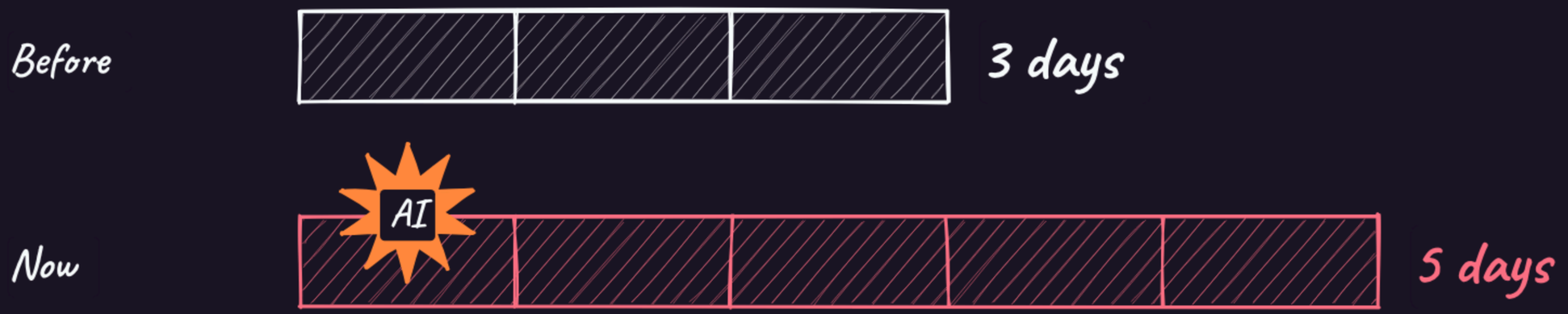
Add an AI assistant mid-queue



3 days → 5 days, but with AI

Bad advice #6 in practice

Process: unchanged



A beautiful, modern, high-tech result

Measure activity, not impact

Bad advice #7

Process: unchanged



licenses bought



pilots launched



employees trained



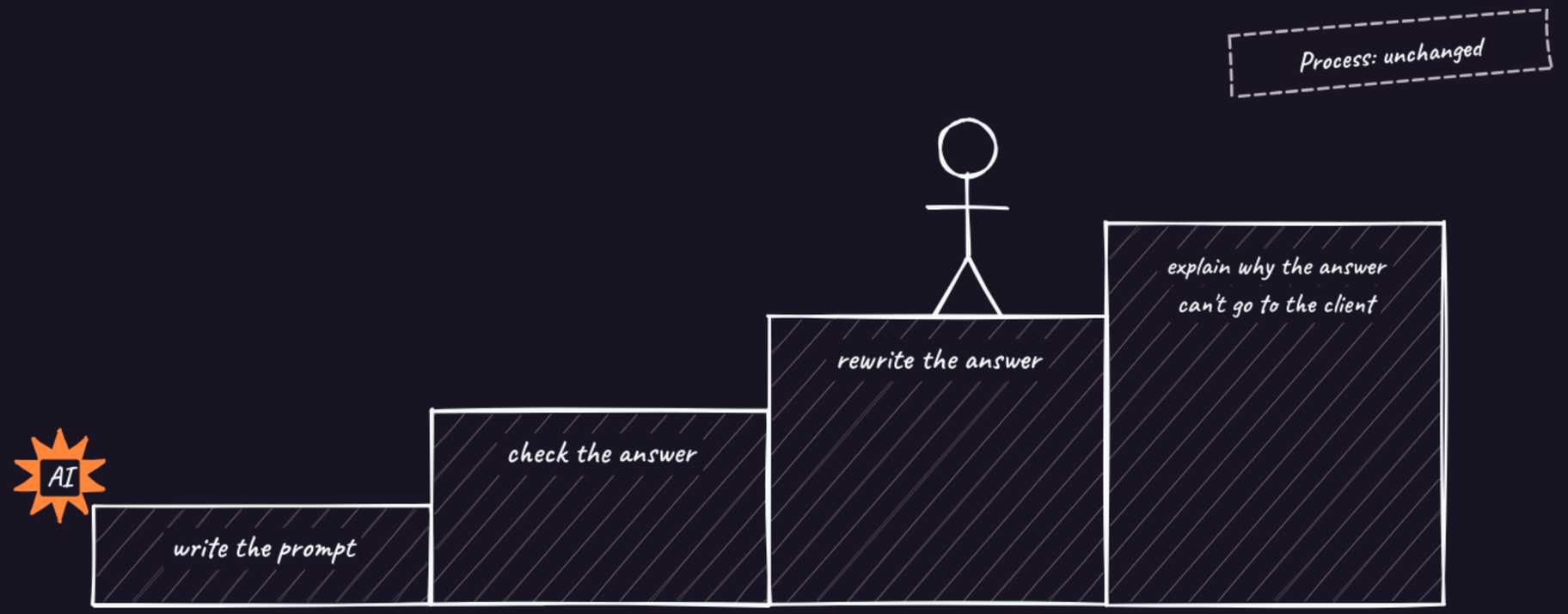
prompts written



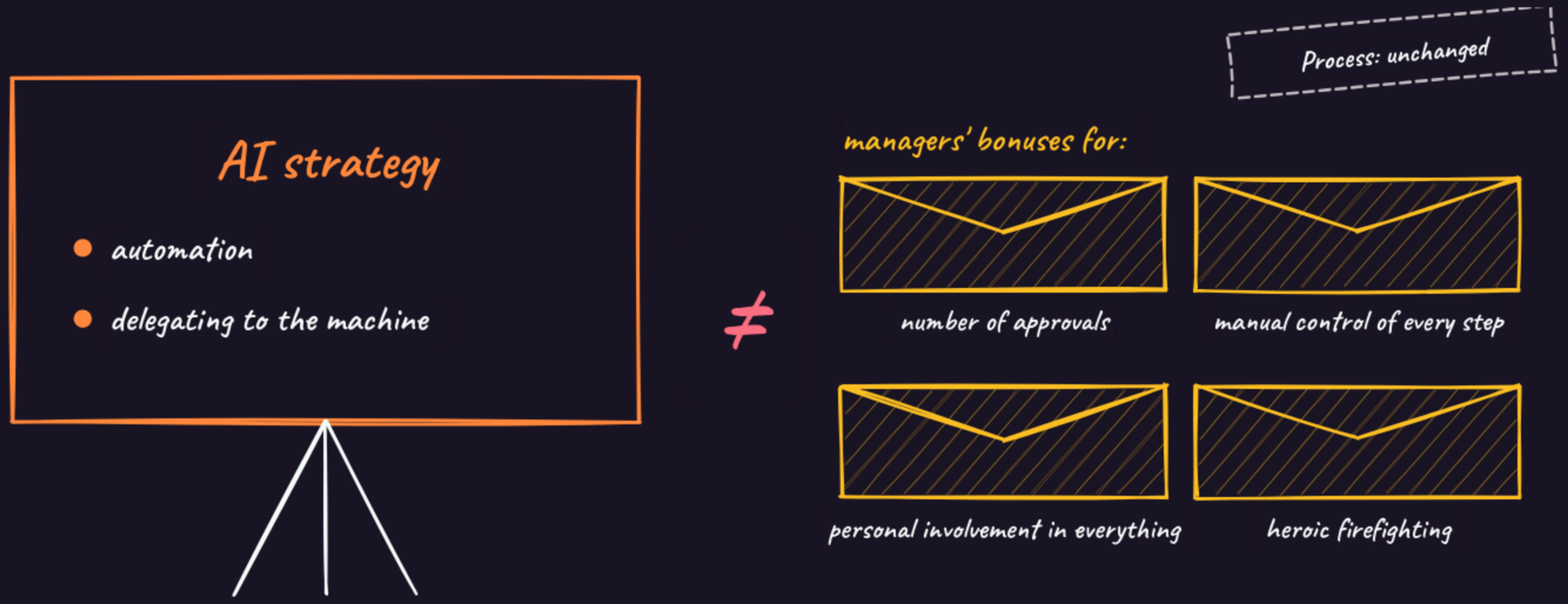
“agent” at the quarterly review

The mature metrics of a cutting-edge transformation

So far AI has mostly added work

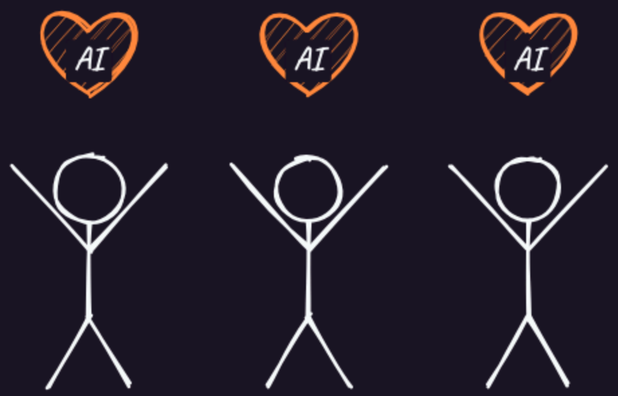


Talk AI,
pay for manual control

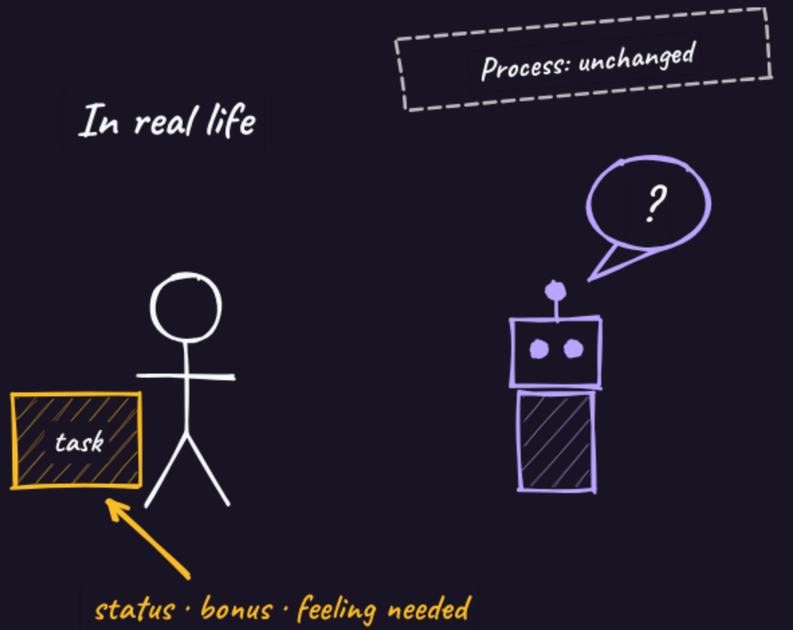


Love AI on slides, hide your tasks

In presentations

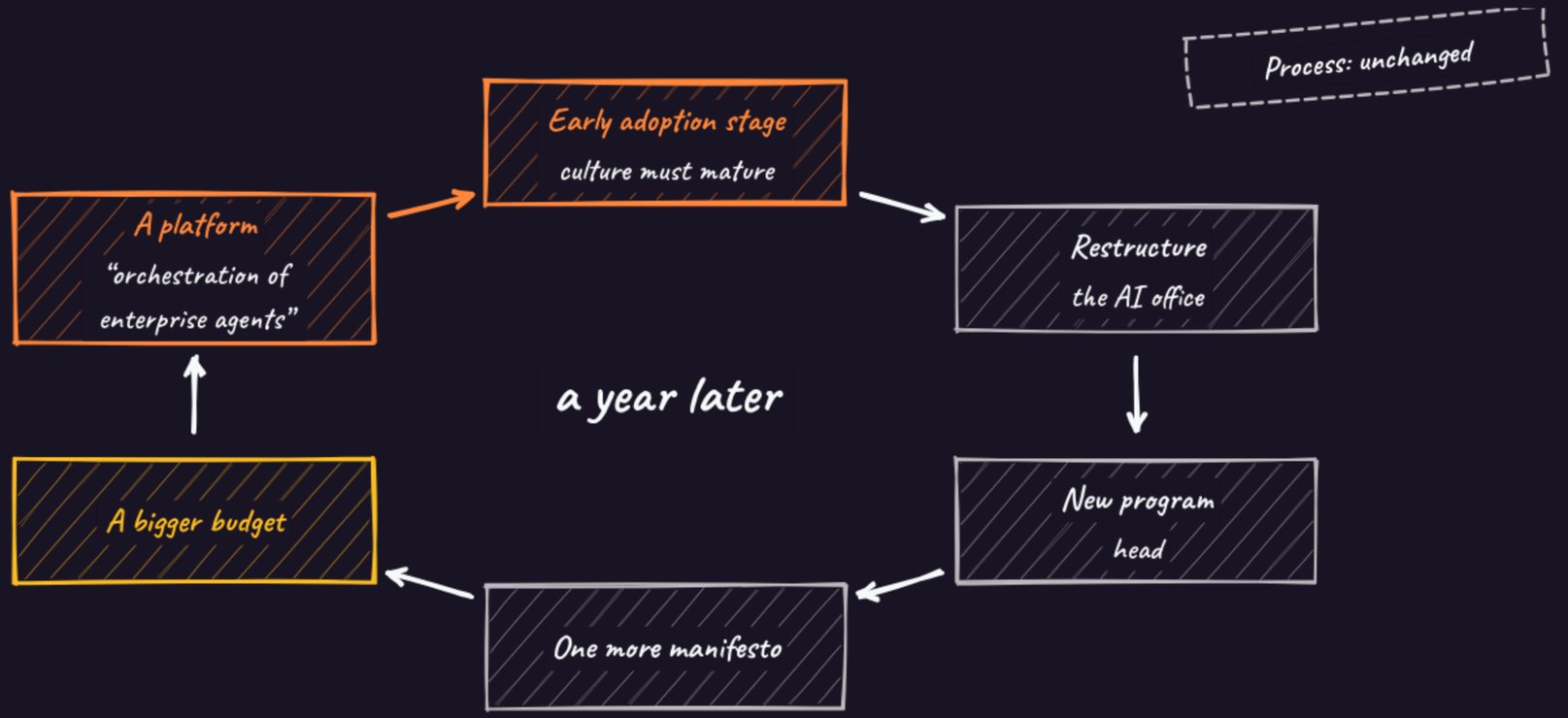


In real life



A fine balance of innovation and self-preservation

No results? Just a valuable stage



10

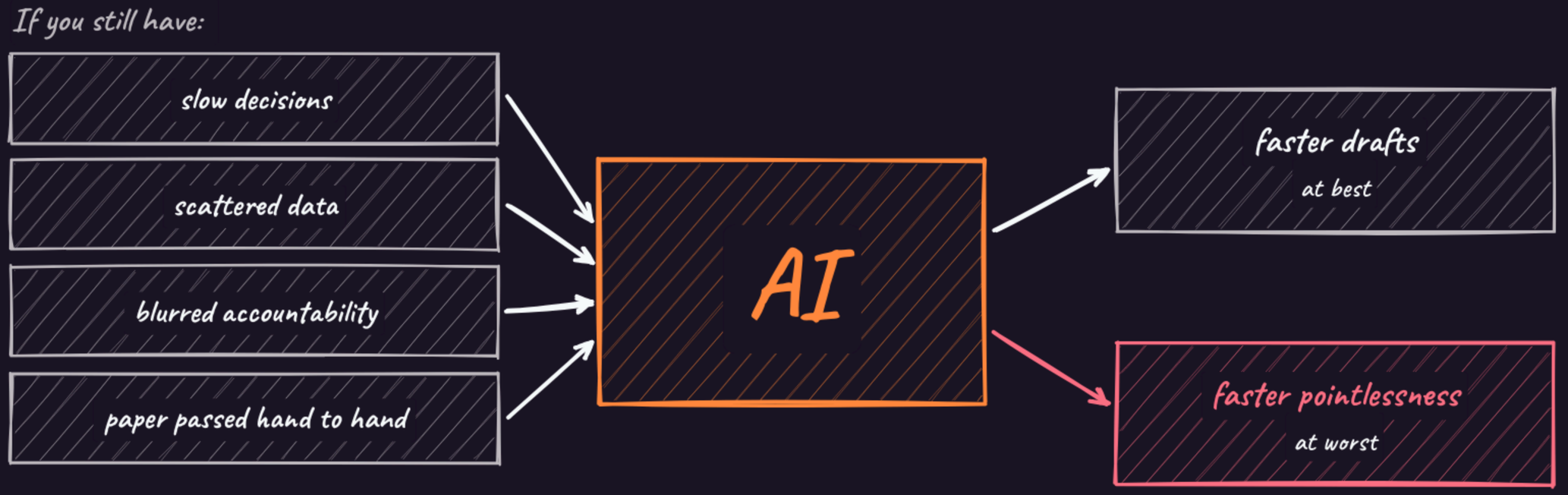
The moral

The inconvenient truth

The board quietly asks: where is the impact?



At best, AI speeds up drafts



AI is not a magic glaze for an old organization

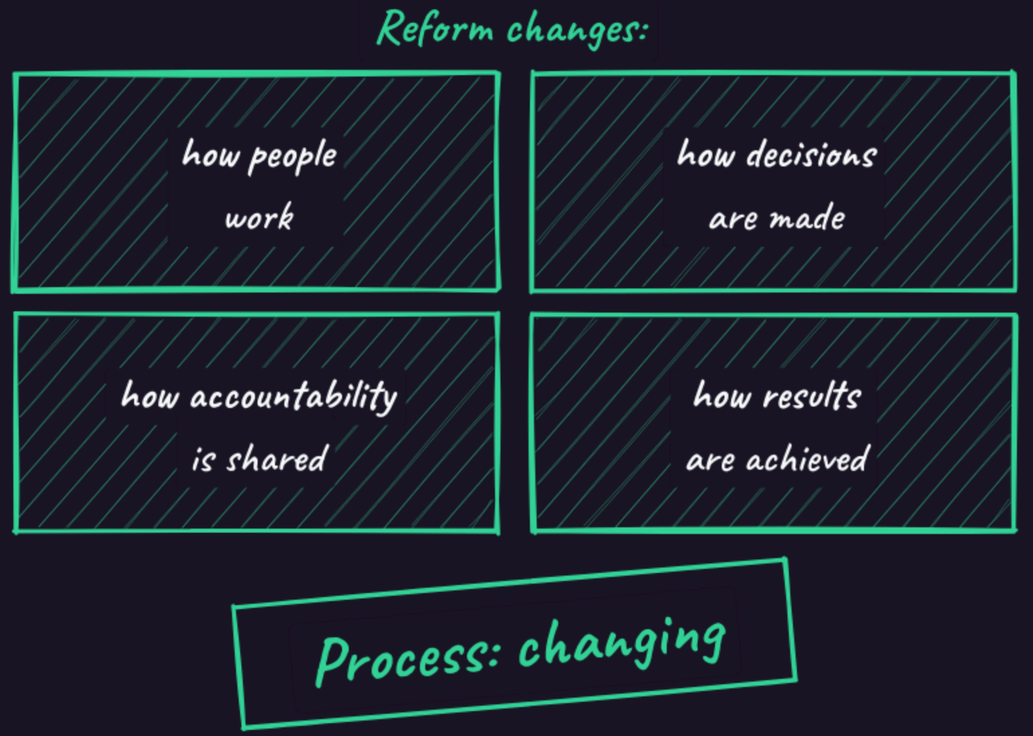
AI didn’t fail; the attempt did



What failed was spreading AI over the old order

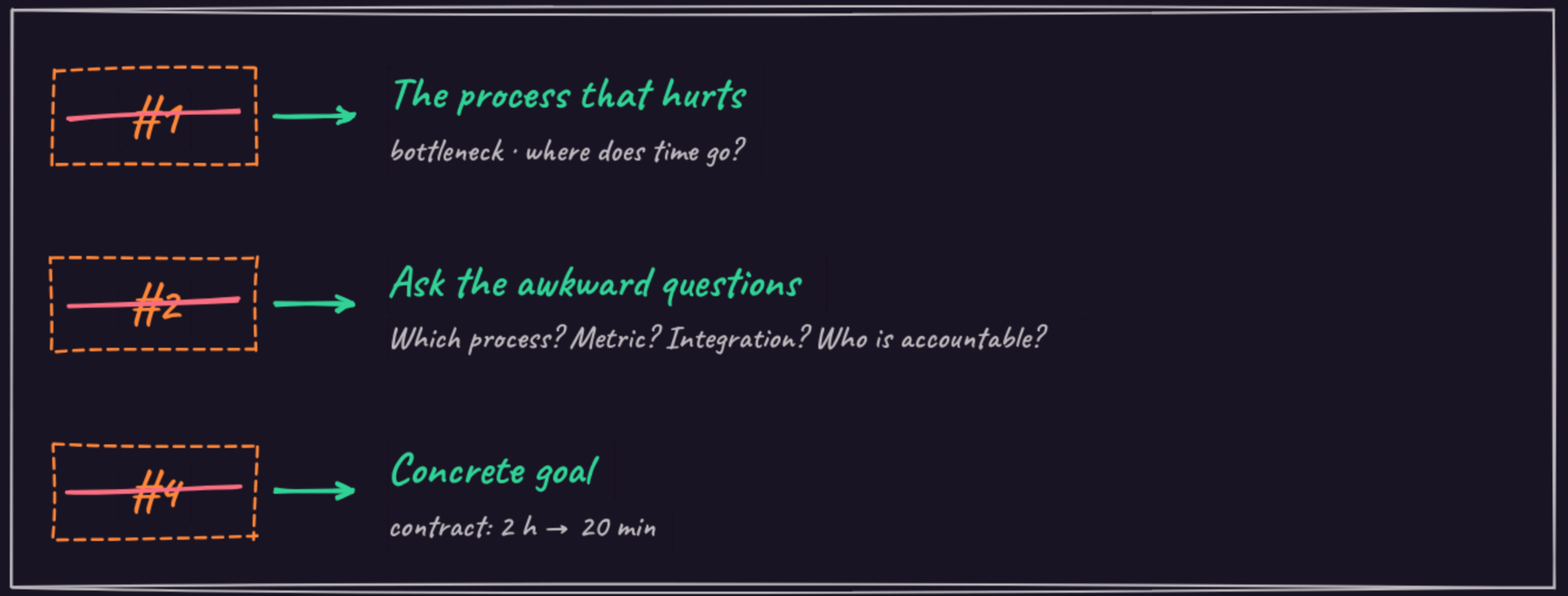
This technology isn’t bought; it’s called reform





Start with the process that hurts

Answers at the back



Measure impact, not activity

Answers at the back



cycle time



error rate



cost per operation



customer response speed



manual tasks that disappeared



work the team stopped doing

Instead of licenses, pilots and prompts written

To stay out of this book

P.S.

- “From Classic PDLC to AI-Native Development”
- “From AI-Native Development to AI-Native Organization”
- Grigory Oster — “Bad Advice”

Bad Advice on AI

Thank You!

For more materials on this topic, visit the “Book Cube” channel — all links are collected there

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