

THE HIDDEN BOTTLENECK IN AI TRANSFORMATION

Why AI Rollouts Stall In The Middle

The Leadership Assumption

“WE HAVE THE TOOLS.
WHY IS ADOPTION STILL SLOW?”

Most organizations assume:

-  AI rollout = technology deployment
-  Training = adoption
-  Pilot success = scale readiness

Reality:



AI transformation is
fundamentally
behavioural.

The Real Problem

THE REAL THREAT TO
AI ROLLOUTS:
BEHAVIOURAL FRICTION



AI changes:

- Decision rights
- Expertise hierarchies
- Visibility of work
- Managerial identity
- Organisational power structures

Which means resistance
becomes psychological
before operational.

Why Middle Management Matters

THE MIDDLE MANAGEMENT
PARADOX

Middle managers:

-  Translate strategy into action
-  Shape team behaviour
-  Define psychological safety
-  Determine execution speed

But AI also threatens:

-  Authority
-  Expertise
-  Control
-  Relevance

Result:
Silent
Resistance.

What Resistance Actually Looks Like

AI RESISTANCE IS RARELY LOUD

It appears as:

-  Delayed approvals
-  Pilot fatigue
-  Over-governance
-  Endless escalation
-  “More validation required”
-  Performative compliance

Not sabotage. Hesitation.

The Terragni FMC Lens

HUMAN BEHAVIOUR DRIVES ADOPTION

Friction × Motivation × Context



People adopt
new behaviour
only when:



Friction
reduces,



Motivation
becomes
meaningful,



Context
enables
action.

Technology alone does not change behaviour.

The Three Hidden Frictions

WHY AI ADOPTION SLOWS



Cognitive Friction : “I don’t fully understand
how this changes my role.”



Identity Friction : “What happens to my value
if AI does this faster?”



Context Friction : “The organisation still
rewards old behaviour.”

Terragni AI Adoption Diagnostic

WHAT WE HELP ORGANISATIONS IDENTIFY



Behavioural
readiness



Managerial
resistance



Workflow
friction



Adoption
anxiety



Role
ambiguity



Incentive
misalignment



Pilot-to-scale
blockers

Outputs

KEY DELIVERABLES

- AI Behavioural Readiness Heatmap
- Middle Management Resistance Mapping
- Friction Opportunity Index
- Behavioural Risk Dashboard
- Adoption Archetypes
- Intervention Prioritisation Framework



Where Terragni Is Different

MOST FIRMS OPTIMISE SYSTEMS.
WE OPTIMISE HUMAN ADOPTION.

Because organisations do not transform
when software is installed.

They transform when behaviour changes.

Ideal Clients

RELEVANT FOR ORGANISATIONS THAT ARE:



Scaling
GenAI
internally



Struggling
with pilot-to-scale
conversion



Seeing low
utilisation despite
training



Experiencing
hidden execution
drag



Redesigning
operating models
around AI

Closing

AI WILL NOT FAIL BECAUSE PEOPLE
CANNOT USE IT.

It will fail because organisations underestimate
what humans feel when systems change
around them.



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the Human
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