How can you close the gap between capability and success?

CLOSING THE AI EXECUTION GAP

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GRANICUS

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Let’s see where we are.

Please stand if you are able.

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Stay standing if your organization has begun

IMPLEMENTING AI.

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Stay standing if you've

PROVIDED AI TRAINING

or intentionally built

AI CAPABILITY.

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Stay standing if you've identified the specific

BUSINESS OUTCOMES

AI is expected to improve.

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Stay standing if you've

REDESIGNED THE WORKFLOWS,

BUILT THE CAPABILITIES

required to perform them differently, AND can point to

EVIDENCE THAT PERFORMANCE IMPROVED.

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THIS IS THE

AI EXECUTION GAP.

We’re building capability faster than we’re redesigning work.

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Performance Enablement begins with the result.

THE ENABLEMENT SYSTEM

Start with the performance that must improve. Work backward from there.

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The model only matters when it touches real work.

GRANICUS WORKED EXAMPLE · MANAGER PERFORMANCE CONVERSATIONS

BUSINESS OUTCOME	WORKFLOW	CAPABILITY	PRACTICE	MANAGER ENABLEMENT	PERFORMANCE
Better manager performance conversations	Prepare → synthesize → plan → converse → follow through	- Judgment - Output evaluation - Contextual decisions - Human + AI collaboration	- Real scenarios - Simulation - Role-play - Guided application	- Coach - Reinforce - Set expectations	- Manager effectiveness - Conversation quality - Preparation time - Follow-through

AI AUGMENTS THE WORK

Synthesize inputs · surface themes · prepare questions · simulate difficult moments

THE LESSON

Capability had to move into the work.

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If it's not in the **FLOW OF WORK**,
it's not **CAPABILITY**—
it's **EXPOSURE.**

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The Performance Enablement Canvas

ONE BUSINESS OUTCOME · ONE WORKFLOW · ONE PERFORMANCE HYPOTHESIS

BUSINESS OUTCOME

CURRENT WORKFLOW

AI-AUGMENTED WORKFLOW

CAPABILITY

PRACTICE

MANAGER ENABLEMENT

MEASURE

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THE UNIT OF CHANGE IS NOT THE TOOL.
IT IS THE WORKFLOW + THE CAPABILITY SYSTEM AROUND IT.

Let's build one.

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MINUTES

One real challenge.

Choose one business outcome and build one Performance Enablement Canvas.

ACT I · 13 MIN

DEFINE THE PERFORMANCE PROBLEM

Business Outcome → Current Workflow

ACT II · 22 MIN

REDESIGN THE WORK

AI-Augmented Workflow → Capability → Practice

ACT III · 15 MIN

MAKE IT STICK

Manager Enablement → Measurement → Hypothesis

Depth over quantity. One useful hypothesis beats several half-developed ideas.

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STEP 1

6 MINUTES

Start with the outcome.

What measurable business outcome are you trying to improve?

- What is too slow, inconsistent, expensive, difficult, or ineffective?
- Who experiences the problem?
- Why does improving it matter?
- What would better look like?

DON'T START WITH

"How could we use AI?"

START WITH

"What needs to perform better?"

YOUR OUTPUT →

Write one clear business outcome on your Canvas.

OUTCOME · WORKFLOW · CAPABILITY · PRACTICE · MANAGER ENABLEMENT · PERFORMANCE

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STEP 2

7 MINUTES

Understand the work before redesigning it.

What workflow currently produces this outcome?

- Where does the work begin—and where does it end?
- What are the major steps and handoffs?
- Who is involved?
- Where are the delays, rework, quality problems, or judgment points?

DON'T DIAGNOSE AI YET.

First understand the work.

YOUR OUTPUT →

Sketch the current workflow in approximately 3–6 steps.

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STEP 3

10 MINUTES

Redesign the work - not just the task.

Where could AI meaningfully change how this workflow operates?

- What could AI accelerate or improve in quality?
- What could AI summarize, generate, analyze, simulate, recommend, or automate?
- What step could disappear—or what sequence could change?
- Where must human judgment remain, and where should AI not be used?

REDESIGN ≠ SAME WORKFLOW + CHATGPT

YOUR OUTPUT →

Sketch the redesigned workflow. Mark AI-led, human-led, and AI + human moments.

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STEP 4

6 MINUTES

What must people be able to do differently?

Which human capabilities determine whether the redesigned workflow succeeds?

EXAMPLES FROM THE AI ESSENTIAL FOUNDATIONS

- USE CASE RECOGNITION
- JUDGMENT & RISK EVALUATION
- AI-ASSISTED WORKFLOW DESIGN
- HUMAN + AI COLLABORATION
- OUTPUT VALIDATION
- SYNTHESIS & OPERATIONAL APPLICATION

TOOL ACCESS ≠ CAPABILITY

YOUR OUTPUT → **Identify the 2–4 capabilities that matter most.**

OUTCOME | WORKFLOW | **CAPABILITY** | PRACTICE | MANAGER ENABLEMENT | PERFORMANCE

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STEP 5

6 MINUTES

How will people practice before performance counts?

PRACTICE IS NOT ANOTHER COURSE.

1 REAL SCENARIO

2 GUIDED ATTEMPT

3 FEEDBACK

4 APPLICATION

How can people safely build judgment and confidence before high-stakes work?

YOUR OUTPUT →

Design one realistic practice experience.

OUTCOME | WORKFLOW | CAPABILITY | **PRACTICE** | MANAGER ENABLEMENT | PERFORMANCE

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STEP 6

5 MINUTES

What must managers do differently?

How will managers make the new behavior part of normal work?

EXAMPLES FROM MANAGER CAPABILITY FOR AI ENABLEMENT

GOAL ALIGNMENT

WORKFLOW / SOLUTION DESIGN

WORKFLOW & JUDGMENT COACHING

BEHAVIOR REINFORCEMENT & ACCOUNTABILITY

IMPACT MEASUREMENT

Managers: COACH IT. REINFORCE IT. MAKE IT ACCOUNTABLE.

YOUR OUTPUT →

Identify 1–3 observable manager behaviors required to sustain the workflow.

OUTCOME — WORKFLOW — CAPABILITY — PRACTICE — **MANAGER ENABLEMENT** — PERFORMANCE

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STEP 7

6 MINUTES

How will you know the work got better?

What evidence will show activity—and what evidence will prove value?

ADOPTION

Evidence of activity
logins · licenses · usage

≠

PERFORMANCE

Evidence of value
speed · quality · outcomes

MEASURE THE WORK - NOT JUST THE AI.

YOUR OUTPUT → **Choose one leading indicator and one performance / outcome measure.**

OUTCOME — WORKFLOW — CAPABILITY — PRACTICE — MANAGER ENABLEMENT — **PERFORMANCE**

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STEP 8

4 MINUTES

What's your performance hypothesis?

Complete the shortest useful version of your table's thinking:

If we redesign _____ using AI to _____,
and build _____ capability, supported by
_____,
we expect _____ to improve - measured through
_____.

Choose one person to share the most important thing your table learned.

YOUR OUTPUT → **One concise performance hypothesis.**

OUTCOME · WORKFLOW · CAPABILITY · PRACTICE · MANAGER ENABLEMENT · **PERFORMANCE**

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5 MINUTES

WHAT DID YOUR TABLE REALIZE THAT YOU DIDN'T EXPECT?

WHAT CHANGED?

What did you see differently?

WHAT WAS HARD?

Where did your table get stuck?

WHAT MATTERS MOST?

What will determine whether this improves performance?

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CAPABILITY CREATES POTENTIAL.
PERFORMANCE CREATES VALUE.

Our job is to intentionally connect the two.

01

START WITH THE RESULT.

What business outcome must improve?

02

REDESIGN THE WORK.

Don't layer AI onto work designed without it.

03

BUILD THE SYSTEM AROUND THE BEHAVIOR.

Capability · Practice · Managers · Measurement

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AI ADOPTION IS NOT THE DESTINATION.
BUSINESS PERFORMANCE IS.

What outcome will you improve first?

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