
AI:WORKFORCE TRANSFORMATION

From solo wins to collective capability

Why individual AI productivity is the easy part — and how to make your function, your teams and your business **aible**.

01

THE PATTERN EVERY ORGANISATION NOW RECOGNISES

Most organisations are past the first chapter of AI adoption. The easy part is done.

People have logged in. They have prompted. They have a favourite tool. Quiet, individual wins are everywhere — the marketer drafting ten campaign concepts in an hour, the analyst summarising a 60-page board paper before lunch, the manager finally responding to every email the day it arrives. These are real gains. They are also the easy part.

The hard part is turning scattered solo wins into collective capability that moves a function or a business. Deloitte's 2026 survey of 3,200+ leaders is direct about where things are stuck — the rest are optimising what already exists.

+50% jump in workforce access to AI in a single year	<60% of those with access actually use it daily	25% have moved 40%+ of experiments into production	34% are using AI to genuinely reimagine the business
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"AI delivers substantial gains in individual productivity. The next frontier is collective productivity — how teams, functions and organisations get better together."

MICROSOFT — NEW FUTURE OF WORK 2025

02 WHY SOLO WINS DON'T ADD UP

Individual gains are real, but they hit a ceiling fast — and they don't roll up the way leaders assume.

THE SOLO SIGNAL	WHAT THE DATA SHOWS	THE COLLECTIVE GAP
Access is up. Use is flat.	Access to sanctioned tools jumped from under 40% to nearly 60% in a year. Daily use among those with access is still under 60%.	Licences don't equal capability. Without a designed lift, the productive minority stays a minority.
Pilots without production.	Only 25% have moved 40%+ of experiments into production. 54% expect to in the next 3–6 months.	The leap from working pilot to embedded function is the value gap — a design problem, not a technology one.
Productivity, not reinvention.	Only 34% are using AI to deeply transform; 37% use it at the surface with no change to underlying processes.	Solo wins optimise what already exists. Collective wins change what the work is.
Individuals beat teams — today.	Harvard Business School finds an individual with AI can match a two-person team without it.	Without redesign, AI quietly hollows out the case for working together — a culture and structure question.
Shadow AI is the norm.	Employees are using AI roughly three times more than leaders realise (McKinsey).	Capability is built informally and invisibly. Without aggregation, none of it compounds.

Three patterns sit behind the numbers. AI scaffolds the individual better than the team — today's tools are tuned for single-user, turn-by-turn interactions, not the messy, multi-party work real teams do. The solo productivity gain is bounded by one role; it can't cross into the shared work that defines a function. And when use is informal, the learning is private — prompts and shortcuts stay in personal histories instead of becoming organisational capability. The result: pockets of brilliance, no compounding return.

03

WHAT COLLECTIVE CAPABILITY ACTUALLY LOOKS LIKE

A designed shift across four layers — from a person who is faster to an organisation that runs differently.

LAYER	SOLO WIN LOOKS LIKE...	COLLECTIVE CAPABILITY LOOKS LIKE...
Individual	A person uses AI to draft, summarise or analyse faster than they used to.	That same person works on harder problems, better prepared, and brings the team a stronger starting point — not just a faster one.
Team	Each member has their own AI workflow. Outputs don't talk to each other.	Shared prompt libraries, shared agents, shared review patterns. The team's collective IQ rises, not just the average.
Function	AI bolted onto existing processes — same workflow, fewer steps, same shape.	Workflows redesigned around what AI does well: judgement and synthesis move up; volume and coordination move into the system.
Organisation	AI experiments in parallel pilots. Governance is reactive. Stories are anecdotal.	AI is part of the operating model. Governance is shared. Learning is captured. Capability compounds.

MIT's Thomas Malone calls these collective intelligence systems "*superminds*" — groups of humans and machines acting together in ways that, at least sometimes, seem intelligent. The job of leaders isn't to maximise the cleverness of one person plus a tool. It's to design the supermind that produces better thinking, faster decisions and stronger outcomes than the function did before.

The next chapter isn't one-person unicorns. It's human-and-AI teams that out-think the teams that came before them — if leaders design them that way.

04

FIVE MOVES TO MAKE YOUR BUSINESS AIBLE

The shift from solo wins to collective capability is a leadership and design choice.

01 **Aggregate the shadow capability you already have**

The first move isn't a new tool — it's making existing use visible, valuable and shared. Run a prompt clinic. Build a library of use cases that already work. Surface the people doing the most interesting work and give them a platform.

02 **Redesign workflows, not just tools**

Bolting AI onto a 2019 workflow gives you a 2019 workflow with extra steps. Decide what moves to automation, what to AI-assisted judgement, what stays uniquely human, and what becomes newly possible. Start with one priority workflow per function.

03 **Redesign management as orchestration, not supervision**

Less status-reporting, more capability design. Gartner forecasts 20% of organisations will use AI to flatten structures and remove more than half of middle-management roles by 2026 — but flattening only works if remaining managers are equipped for the harder job.

04 **Build shared capability infrastructure**

Collective capability needs collective tooling: shared prompt libraries, function-specific agents trained on the organisation's context, common review patterns, a clear escalation path when AI is wrong. Not glamorous. Not optional.

05 **Make leaders visibly capable — not just supportive**

A leader who supports AI but doesn't use it signals this is optional. A leader who works alongside AI visibly makes adoption legitimate. The highest-leverage executive behaviour available right now — and it costs nothing.

05

THE AOTEAROA ANGLE

New Zealand sits in a distinctive position. The gap isn't interest — it's design.

AI use is high; trust is low; capability is uneven. The numbers describe a market primed for organisations that make AI use shared, visible and governed.

2.7%

of the NZ workforce qualify as AI practitioners with embedded workflows

79%

of employers don't know how to implement an AI training programme

90%

expect to use AI-powered solutions by 2028

68%

of NZ SMEs still have no AI plan — versus 38% in Australia

Collective capability fits the moment. In a high-use, low-trust market, organisations that make AI use shared and governed earn social licence faster. In a small economy, the leverage of one well-designed function is disproportionate. Those that move now gain more than productivity — they gain a hiring story, a client story and a moat.

06

THE FIVE SHIFTS TO LEAD NOW

Five shifts you can name, fund and measure — whether you are a CPO, a function lead or a CEO.

THE SHIFT	THE LEADERSHIP QUESTION BEHIND IT
Solo → Shared	What use cases are already working in pockets, and how do we make them shared property — not personal advantage?
Tool → Workflow	Which one workflow per function would we redesign if we believed AI changed what the work actually is?
Supervision → Orchestration	Are our managers equipped to orchestrate human and AI contributions — or are we asking them to do a different job with the old training?
Pilot → Production	What's in our way at the leap from 'it worked' to 'it's how we operate' — governance, data, skills, courage?
Productivity → Reinvention	Are we using AI to do today's work faster, or to ask what today's work should even be?

THE NEXT CHAPTER

Make your people aible. Make your business aible.

The organisations that turn solo wins into collective capability will not just be more productive — they will be unrecognisable to themselves in three years.

ABOUT AIBLE

Aible is the AI:Workforce Transformation partner for leaders, functions and organisations across Australasia. We help organisations move from scattered AI experimentation to collective, designed capability. Business-first, people-led, technology-agnostic.

SOURCES

Deloitte — State of AI in the Enterprise 2026; Microsoft — New Future of Work 2025; Dell'Acqua et al. — The Cybernetic Teammate (HBS, 2025); Malone — Superminds (MIT); Kafer Futures — 95/5 Diagnostic and HR Compression Report (2026); AI Forum NZ — AI Blueprint for Aotearoa (2026); McKinsey, BCG, Gartner and RMIT Online (2025–2026).