

The Real Barrier to AI Adoption? **Who Gets the Credit.**

Department heads aren't resisting AI. They're resisting a shift in who appears to create the value.

SWIPE →

What's actually going on

01 Why business units really resist AI

02 The question every AI leader eventually hears

03 Making AI a co-owned asset

04 Five practical steps for AI leaders

2

Two things departments actually fear

Credit displacement — success gets branded "the AI team delivered this," not the department's leadership. And dependency — losing control of a capability they don't govern.

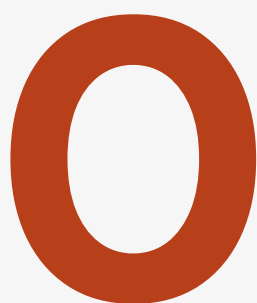
Source: research on resistance to technological change

3

Three moves that turn resistance into "yes"

Dual sponsorship across business and technical leads, shared KPIs with joint credit, and explicit credit-sharing language built into every case study.

Source: co-ownership governance framework, this article



The number of business sponsors named in most AI programme branding. "AI Transformation." "Enterprise AI Platform." Group-level names that write the department out of its own success story.

Source: standard IT project branding patterns, this article



Why should my team help you build this?

A department head

the question every AI leader eventually hears

Standard AI project vs. co-owned asset

STANDARD AI PROJECT

Group-level branding

AI team measured on use cases shipped

Department gets disruption, not credit

CO-OWNED ASSET

Business unit named visible owner

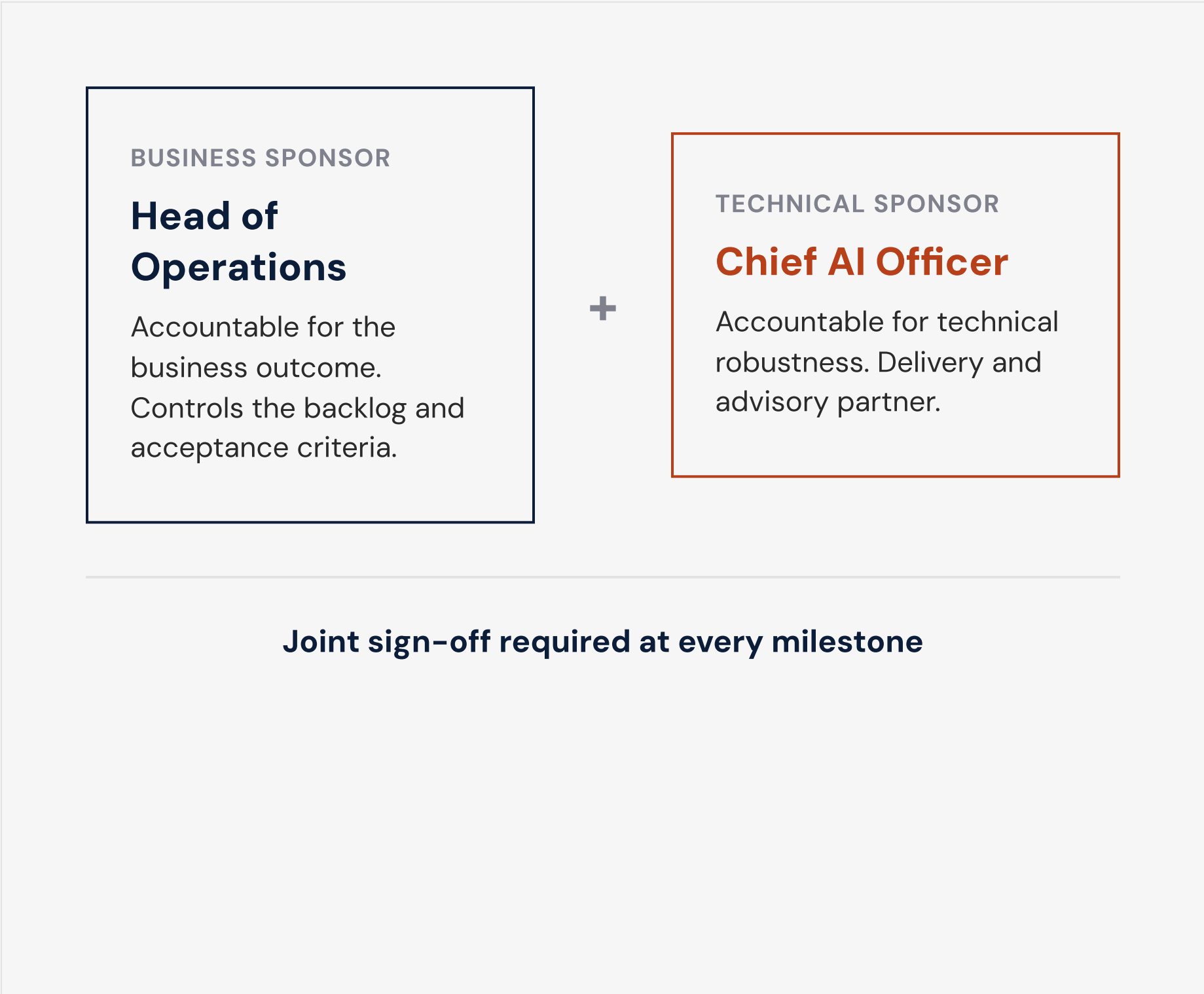
Shared KPIs, joint credit

AI team is enabler, not headline

Status isn't at risk. **It's enhanced.**

AI initiatives are evidence the department is leading modernisation — if the narrative says so. Control is preserved through clear boundaries: the department owns process design, risk appetite, and service rules; the AI team owns model selection and technical standards. Failure is treated as learning, not weakness.

Two sponsors. One sign-off.



The full co-ownership model and five practical steps:
terencekok.com/blog/when-ai-success-threatens-take-credit-hidden-barrier

Stop asking for help. Start offering ownership.

Co-ownership in governance, shared KPIs, and credit-sharing language turn resistance into a rational yes.



Terence Kok · Enterprise AI Strategist

SAVE · COMMENT · FOLLOW