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

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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

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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

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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

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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	CO-OWNED ASSET
Group-level branding	Business unit named visible owner
AI team measured on use cases shipped	Shared KPIs, joint credit
Department gets disruption, not 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.

BUSINESS SPONSOR

Head of Operations

Accountable for the business outcome. Controls the backlog and acceptance criteria.

+

TECHNICAL SPONSOR

Chief AI Officer

Accountable for technical robustness. Delivery and advisory partner.

Joint sign-off required at every milestone

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.

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