

Shaping Loops: Human-Centred AI Transformation

“The organisations that will truly excel in the future are those that harness the commitment and capacity to learn at every level.”

— Peter Senge

Our vision

Artificial intelligence has become a strategic concern in boardrooms, public administrations and civil-society organisations. Yet for most organisations, its practical meaning remains unclear. In 2025, only one in five EU enterprises used AI. Many of those already experimenting with it still lack a shared strategy that connects technology with purpose, people, knowledge, governance and daily work.

Initiatives in AI deployment frequently start as isolated tool projects or pilots. Moreover, when they are layered onto outdated processes, they can add complexity without creating value. They can also weaken accountability, diminish experiential knowledge and reduce the human connections through which organisations make sense of complex situations.

Shaping Loops helps organisations make their AI journey their own. We frame AI transformation as an organisational learning process: a structured journey of sense-making, unlearning outdated processes, experimentation, re-learning and adaptation. AI should strengthen human judgement, collective intelligence and the organisation's ability to respond to change over time.

What we help organisations build

Our purpose is to provide an accessible, participatory, and practical entry point that drives a comprehensive approach to responsible AI transformation. . We help organisations:

- identify meaningful opportunities for AI and assess their value, costs, risks and dependencies;
- preserve cognitive sovereignty: the capacity of people and organisations to question, judge and remain accountable for AI-supported decisions;
- protect and activate experiential knowledge, including the tacit knowledge held by teams and key individuals;
- build relational intelligence across functions, hierarchies and disciplines;
- develop the skills to engage with, create with, manage and shape AI;
- establish governance, learning practices and internal networks that enable

responsible adoption beyond an initial project.

The Shaping Loops methodology

Shaping Loops is a lightweight, modular approach that precedes, accompanies or complements deep dive technical AI consultancies. It avoids lengthy, generic transformation programmes. Instead, it brings the relevant people together around concrete organisational challenges. It is technology neutral.

Our innovative framework treats AI adoption as a set of connected loops rather than a linear checklist: It breaks down the complex undertaking of adopting AI into a set of interconnected "loops", with each loop representing a critical theme of business development:

1. **Future and purpose:** What challenge are we trying to address? What future are we working towards?
2. **Value and processes:** Where can AI create meaningful business value? Which processes, roles and decisions need to change?
3. **Data and knowledge:** What data, knowledge and organisational memory are needed? What must be protected?
4. **Governance, ethics and risk:** What principles, responsibilities, safeguards and escalation paths are required?
5. **People and capabilities:** Which skills must be developed, retained, unlearned or relearned? Shape how roles, judgement, engagement and learning change without weakening human capability.
6. **Experimentation and implementation:** Which use cases should be tested first, with whom and under which conditions?
7. **Review and learning:** What do we learn from practice, and how do we adapt our choices over time?

The loops can be entered at different points, providing a flexible approach tailored to your organisation depending on the organisation's maturity, ambitions and immediate challenges. They create a coherent route from early uncertainty to deliberate action.

From workshop to learning organisation

Transformation does not end with a roadmap. It becomes durable when people learn together, test assumptions in practice and develop the confidence to adapt their work as conditions change.

Shaping Loops therefore offers AI learning academies featuring cohort-based communities of practice. These bring together a targeted group of leaders, operational staff, technical colleagues and knowledge holders around real organisational questions. Participants learn through structured reflection, peer exchange, scenario work, practical experiments and

shared review.

The *AI transformation cohort* becomes an internal capability: a group able to understand how work processes are done, steward principles, connect insights across teams, identify emerging questions and support colleagues in translating learning into daily practice. This is how organisations build dynamic capabilities: the ability to sense change, make informed choices, reconfigure processes and skills, and continue delivering value in a changing AI environment.

What clients receive

Each engagement produces a practical transformation blueprint, tailored to the organisation's context. This can include:

- a shared purpose and value proposition for AI;
- prioritised use cases, KPI selection and a realistic implementation sequence;
- a map of risks, data needs, sovereignty needs, governance requirements and internal dependencies;
- a capability and learning pathway for relevant staff;
- a cohort or community design for continuing peer learning;
- success markers, review moments and recommendations for future technical investment.

For whom

Shaping Loops is designed for SMEs, public administrations, NGOs and individual organisational departments. These actors often have shorter decision-making chains, strong concentrations of experiential knowledge and limited capacity for large-scale consultancy programmes.

Our participatory approach enables leaders, operational staff and knowledge holders to work together on the questions that matter. It turns AI from an external pressure into a shared organisational capability: responsible, context-specific and ready to evolve.