

How “Business Outcomes” Became the Perfect Scapegoat for AI Failure

You do not need another AI council. You need one honest conversation in the leadership meetings you already hold.

Bring these five questions and stay with them until you get real answers.

**What is the
primary outcome
this AI work exists
to improve?**

One outcome. One metric. If you cannot agree, that disagreement is your first blocker.

What are we prepared to trade to pursue it?

Name the projects, preferences,
or protections you will pause,
scale back, or delay.

If nothing gives, nothing changes.

What **system** **changes** are **non-negotiable** for **this to work**?

List specific changes to data, workflows, decisions, and roles.

Assign owners and dates.

If everything stays the same, you are buying tools, not improving performance.

How will **someone's day** actually look **different** if we **succeed?**

Describe what changes for a frontline employee, a manager, and a customer.

If you cannot picture those shifts, your teams will not be able to either.

Over what **time horizon** will we **judge this fairly?**

Decide now how you will look at progress at 90 days, 12–18 months, and beyond.

If you leave this vague, impatience will drive your decisions.

**These questions
cost nothing.**

**They reveal
whether you are
serious.**

Read the full post on metricsherpa.com