Category

Data & AI

AI Operating Model & AI Center of Excellence Design Playbook

Structuring AI capability so it scales across the organization, not just within one team's success

- Executive
- Advanced
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- Administrator
- 04 July 2018
- 4 minute(s)

Overview

A framework for designing an AI operating model and Center of Excellence structure — balancing centralized capability and standards with distributed team-level AI application, appropriately scoped to organizational size and AI maturity — that enables AI capability to scale beyond an initial successful pilot team.

Should an AI Center of Excellence centralize all AI work, or

should each business team build its own AI capability independently? Neither extreme works well — full centralization creates a bottleneck and limits business-team-specific innovation, while fully distributed AI work without shared standards produces duplication and inconsistent governance. The right balance depends on organizational size and AI maturity, covered in the framework below.

When does an organization need a formal AI Center of Excellence

versus more informal coordination? Once AI initiatives are proliferating across multiple teams with genuine shared infrastructure and governance needs — before that point, a formal CoE structure may add more overhead than value relative to lighter-weight coordination.

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