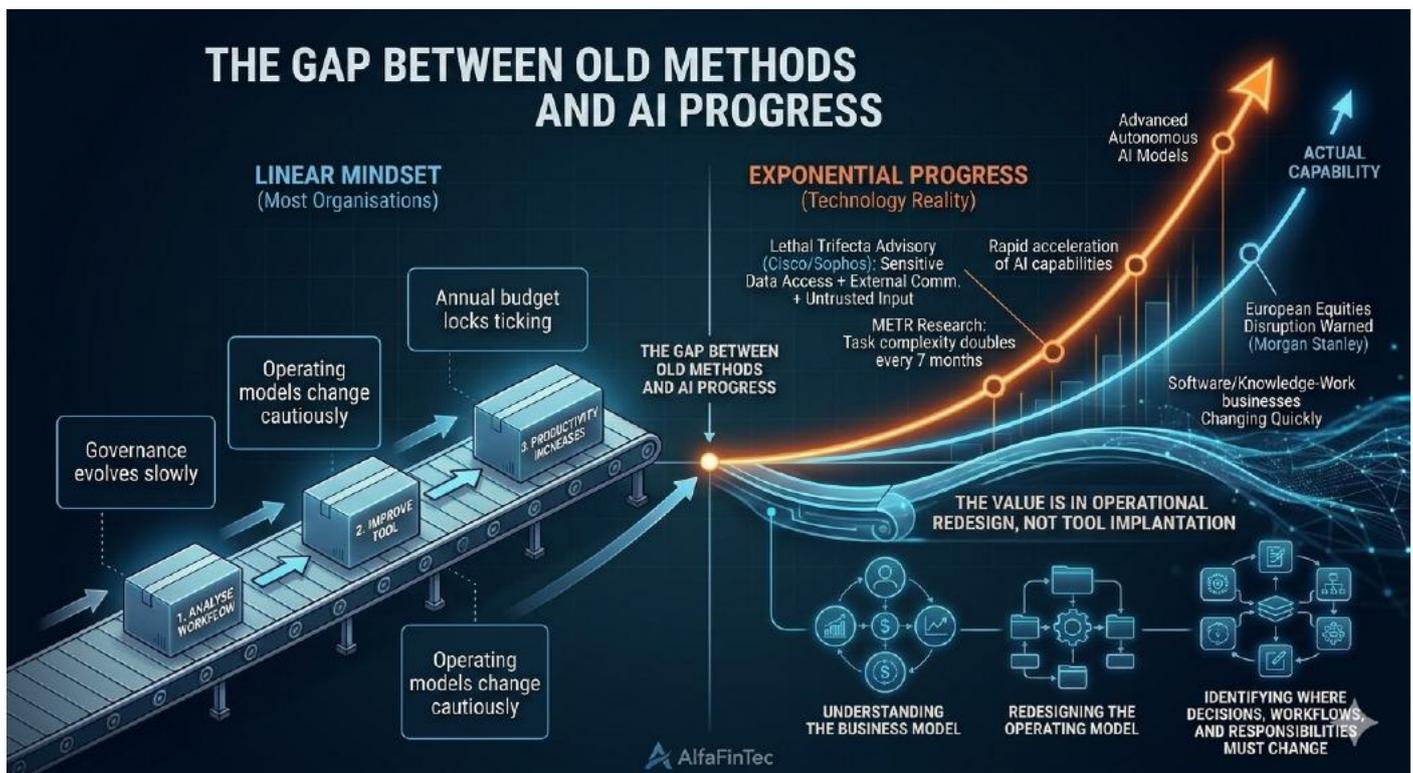


# Most organisations still think about AI projects in linear terms.



They plan transformation problems like this:

1. Analyse the workflow.
2. Improve the tool.
3. Productivity Increases.

But the underlying technology is not moving linearly.

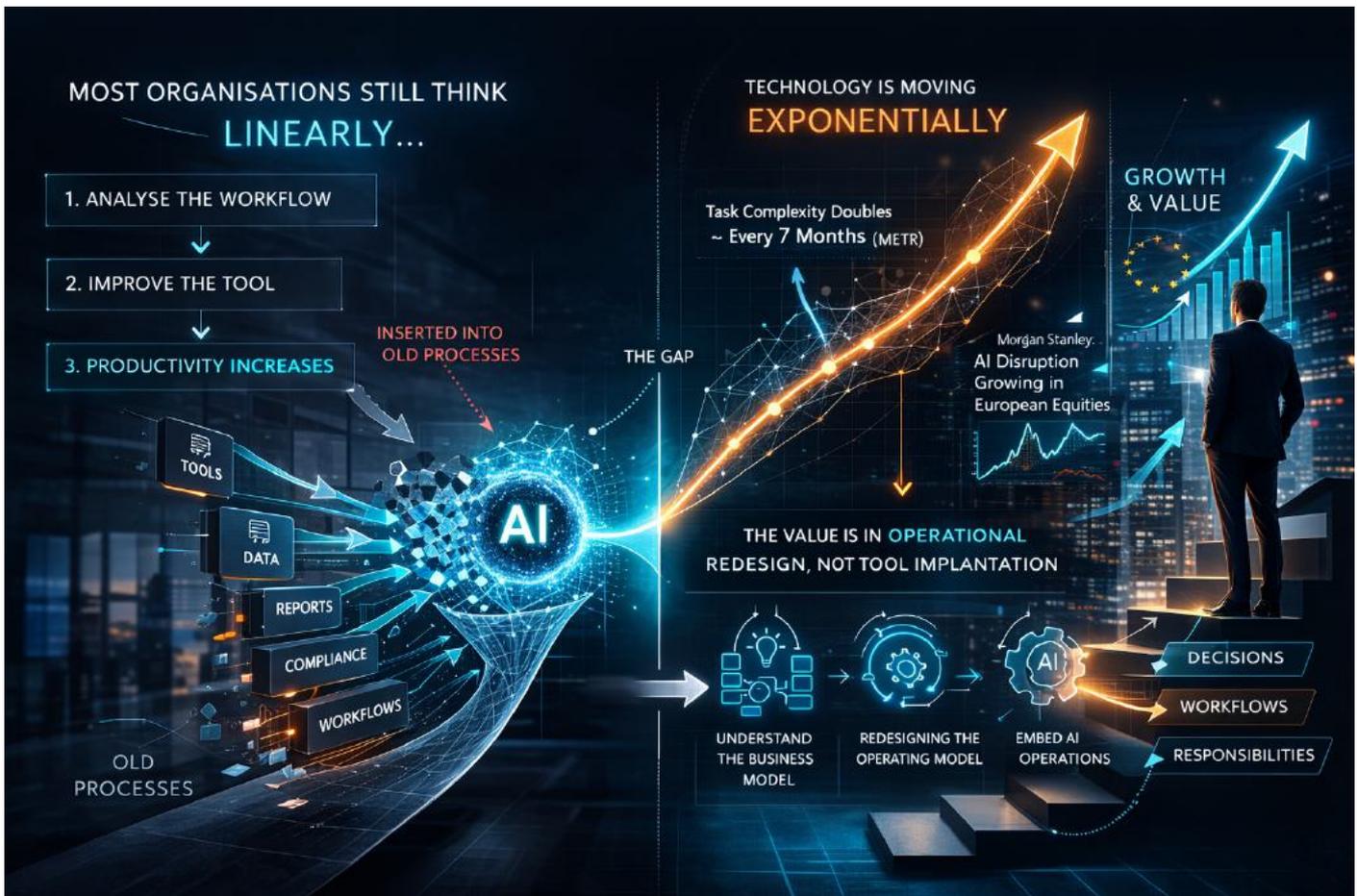
Recent research from METR shows that the length of tasks AI can complete autonomously has been doubling roughly every seven months.

At the same time, markets are beginning to react to the implications of that acceleration.

Morgan Stanley recently warned that AI disruption concerns are now affecting a rapidly growing portion of European equities, as investors reassess how quickly software and knowledge-work businesses could change.

Technology is improving exponentially, but companies still think and operate linearly.

- Budgets move annually.
- Governance evolves slowly.
- Operating models change cautiously.



Tasks that once required multiple specialised tools and process layers could be performed by fewer systems.

From a delivery perspective, this is where most AI programmes could struggle.

Not because the technology, but because organisations try to insert AI into old processes instead of redesigning workflows around it.

In practice, the real value will appear when it becomes a standard tool embedded in operations, not a feature layered on top of existing software and processes.

That requires something that cannot be ignored:

- Understanding the business model
- Redesigning the operating model
- Identifying where decisions, workflows, and responsibilities will need to change

This technology alone does not create value, but with operational redesign, it does.

## References

- METR AI capability research (<https://metr.org/blog/2025-03-19-measuring-ai-ability-to-complete-long-tasks/>)
- Morgan Stanley warning about AI disruption spreading (<https://www.tipranks.com/news/ai-disruption-worries-are-spreading-to-european-stocks-warns-morgan-stanley>)
- Software sector sell-off driven by AI concerns (<https://www.reuters.com/business/media-telecom/ai-concerns-pummel-european-software-stocks-2026-02-03/>)
- Fear Creeps Beyond SaaS (<https://www.investors.com/news/technology/ibm-stock-doordash-stock-ai-risk-citrini-report-anthropic/>)

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