

Societal Change in the Age of AI: Inclusion as Defense Against the Augmented Insider

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1. A Growing Paradox of AI Adoption

AI investment is accelerating, but value creation is not. With 74% failing to scale (BCG 2024), 40% of initiatives abandoned (Gartner 2025), and only 2% meeting responsible AI standards (ETtech 2025), a systemic approach is needed to understand this adaptive system.

2. Systemic Drivers of AI Adoption

AI adoption is shaped by four interconnected dynamics (see Figure 1) that continuously reinforce and constrain one another:

- (1) Investment Growth & Constrains,
- (2) Social Inequality & Trust Erosion,
- (3) Security Automation & Risk Escalation, and
- (4) The emergence of the Augmented Insider (*novel*).

Understanding how these reinforce one another is essential to turning AI investment into sustainable value.

3. Advancing AI Adoption

Sustainable AI adoption requires coordinated action across organizations, governments, and global institutions to balance innovation with trust, inclusion, security, and resilience. Table 1 shows interventions per stakeholder group.

Theme	Organizations (CEOs)	Governments	Global Institutions
Value	Scale high-value AI	Incentivize AI innovation	Promote sustainable AI
Trust	Build transparent AI	Enable adaptive regulation	Set global AI principles
People	Reskill workforce	Invest in lifelong learning	Reduce global skills gap
Security	Secure AI by design	Protect critical infrastructure	Align international standards
Access	Share AI benefits	Support SME adoption	Expand equitable AI access

Table 1. Strategic Interventions for Sustainable AI Adoption

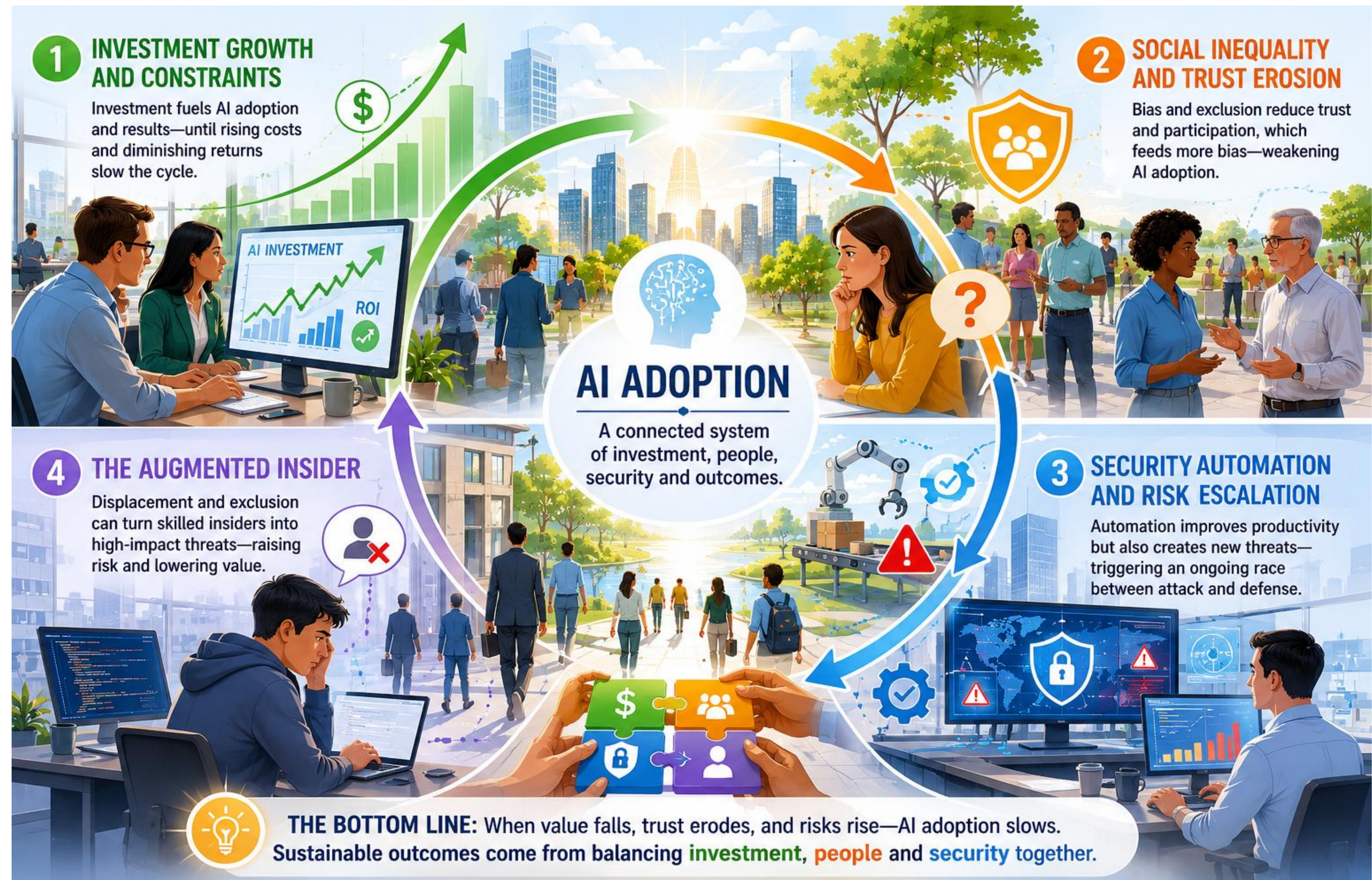


Figure 1. Core structures of AI adoption