

# AI Transformation: 20% technology, 80% psychology and management

What we learned at a 35-year-old software company

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## Two moments that changed everything



JANUARY–FEBRUARY · TWO BOARD MEETINGS

# 12 days

**from specification to working software**

A 15-year-old spec. 2 days of coding; the rest was analysis and documents. All done with AI. Result: a clear mandate.



MARCH · FINDING BUGS WITH AI

# 2.5M lines

**of C++ code, analyzed with AI**

The team confirmed and fixed 9 system-level bugs in a week. The code stayed in a secure company AI account.

## THE VISION

# We started with the vision



## THE VISION

**We are not cutting jobs.  
We are increasing  
productivity.**

One shared direction — and every employee knows their place in it.

1

### **Two meetings — Sofia and Varna**

The Chairman and I spoke to every employee in person.

2

### **Everyone was invited to take part**

No one is left out. There is no other way forward.

3

### **Hands-on training for everyone**

A common starting point for everyone, from day one.

## WHAT WE DID

# What we did — and would do again



Vision first



AI champions



Weekly routine



Reach every  
person

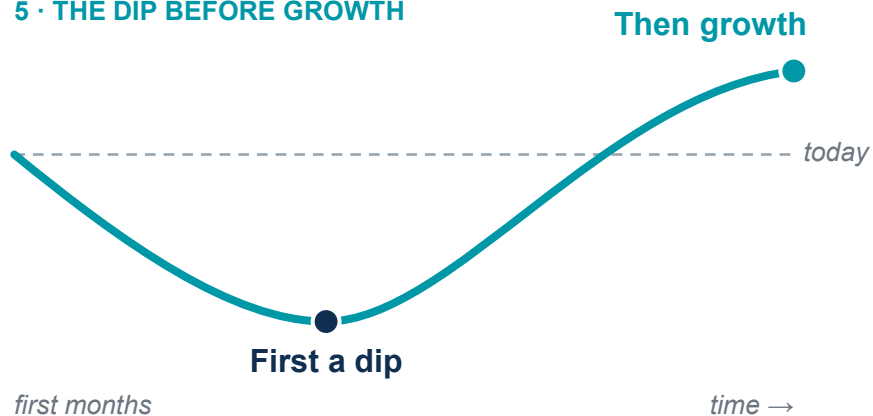


Dip before  
growth

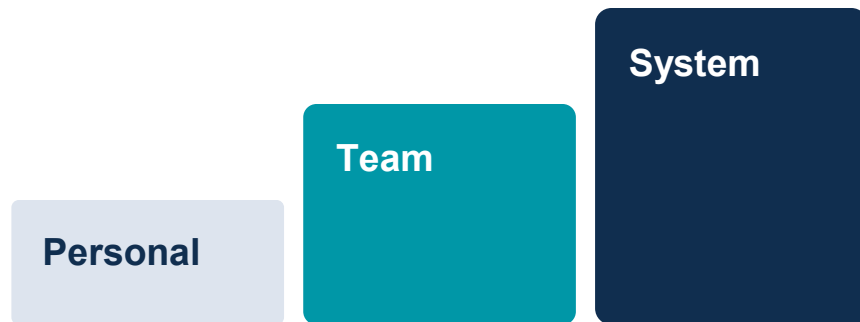


From person to  
system

## 5 · THE DIP BEFORE GROWTH



## 6 · FROM ONE PERSON TO THE SYSTEM



## The three faces of resistance

1

THE CAUTIOUS

**Without clear instructions, they do nothing.**

Waiting for rules.

2

THE HESITANT

**They agree — but don't take the first step alone.**

Waiting for a first task.

3

THE EXPERTS

**“My work is too complex for AI.”**

**They don't trust AI.**

**Three answers: rules · a first task and a colleague · experts check the AI.**

## What changed in 10 months



**Meeting notes**

Automatic



**Requirements specification**

~1 day



**Gap analysis**

Days, not weeks



**New software features**

Days, not weeks



**Product knowledge through MCP**

One system



# The awakening is personal. Lasting change needs a system.

One process. One owner. One result you check yourself.

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