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TURN AI ADOPTION INTO ***AI ADVANTAGE***

Scaling Agentic AI platforms for enterprise value

Enterprises today are facing a new and unexpected challenge. Across every industry, artificial Intelligence (AI) investment, and adoption, are both accelerating. Yet value realization is lagging behind. The reason for this gap is not technical, nor is it about access. Rather, the challenge for today's enterprises is adaptation. ***Quite simply, technology is moving faster than organizations can adjust.***

The fact is, AI is changing how work gets done. Work today is continuous, non-linear, and happening at speed. But many organizations are still operating with traditional, linear models of change built for a different era.

The result: a widening gap between capability and ROI.

The data is clear, and demonstrates that AI investment itself is not the issue.

Consider: According to the Deloitte AI Institute's report, *State of AI in the Enterprise*[1], 84% of organizations are boosting AI investment, yet only 20% report meaningful revenue impact as a result. 54% of organizations expect to scale a significant number of AI pilots within three to six months. Yet only 25% have successfully moved more than 40% of those pilots into production[2].

Perhaps most glaringly, 84% of the companies surveyed in Deloitte's report have not redesigned jobs around AI capabilities[3]. Clearly, technology investment is growing faster than organizational readiness.

The good news is, there is a way forward. But organizations seeking to maximize the potential of their AI will need to dramatically rethink, and ultimately redesign, their work – shifting their mandate from driving adoption to building adaptive organizations.

AI requires a rethink
of how organizations approach adoption

AI simply works differently than the systems that organizations are used to. Traditional technology is generally predictable, following defined rules and producing consistent outputs.

AI, on the other hand, can learn, adapt, and change over time. Which means outcomes may vary, the answers one might consider to be "right" will evolve, and the way work is accomplished continually shifts.

As a result, AI creates value in new ways. First, through augmentation; helping people to work faster and more efficiently. Second, through reinvention; changing how the work gets done altogether. Most organizations focus on the former. But the real value lies in the latter.

When organizations attempt to apply linear, one-time adoption approaches to something that by its very nature is constantly evolving, they can end up with a mismatch, and miss out on AI's true potential to deliver outsized competitive advantage.

Begin by recognizing what's changed

To understand how to take full advantage of AI, we must first understand how AI is changing the dynamic. Take, for instance, Google's Gemini Enterprise, a leading example of an enterprise-grade Agentic AI platform, which is shifting the work environment in four fundamental ways. First, the platform's ease of deployment means the technology is quickly accessible across the organization.

Next, because it enables systems that reason and adapt to changing conditions, Gemini Enterprise represents a move from the creation of outputs to the execution of workflows. Additionally, thanks to a unified interaction layer that collapses tools, data, and workflows into a single front door, platforms such as Gemini Enterprise now become the interface to work. Finally, employees are empowered to become agent architects, as innovation decentralizes across the enterprise.

Near frictionless deployment

The ease of implementation and rapid accessibility, which characterizes Gemini Enterprise and other Agentic AI platforms, removes the deployment friction common with older technologies. However, that same immediacy can also expose organizational readiness gaps. Simply put, Agentic AI platforms scale access faster than organizations can scale trust, skills, and governance.

For example, the Deloitte AI Institute's report, *State of AI in the Enterprise*[4], notes that 60% of employees now have access to sanctioned AI tools, but noticeably fewer than 60% of those employees use those tools daily[4]. The report also highlights the finding that, among enterprises, skills gaps are considered to be the biggest barrier to scaling AI adoption. Yet less than half of those enterprises are currently making adjustments to their talent strategies[5]. Meanwhile, Deloitte Consulting LLP's 2025 report, *Workforce Trust with AI*, found that 43% of employees report using unsanctioned "shadow AI" tools due to a lack of guidance[6].

For the enterprise, this means that AI should be looked at as a workforce capability, not an IT rollout. Similarly, the burden of adoption will shift to individuals as self-learning and self-governance become necessary and expected. This shift unlocks the potential for citizen development, empowering employees to become 'agent architects' who create and deploy their own AI-powered solutions.

As this trend accelerates, fluency and guardrails, rather than access, will become the primary constraint. If these elements are not achieved, organizations may find that inconsistencies, in the form of uneven usage and shadow AI 'cheating,' will scale just as quickly as adoption itself, leaving the value of citizen-led innovation untapped.

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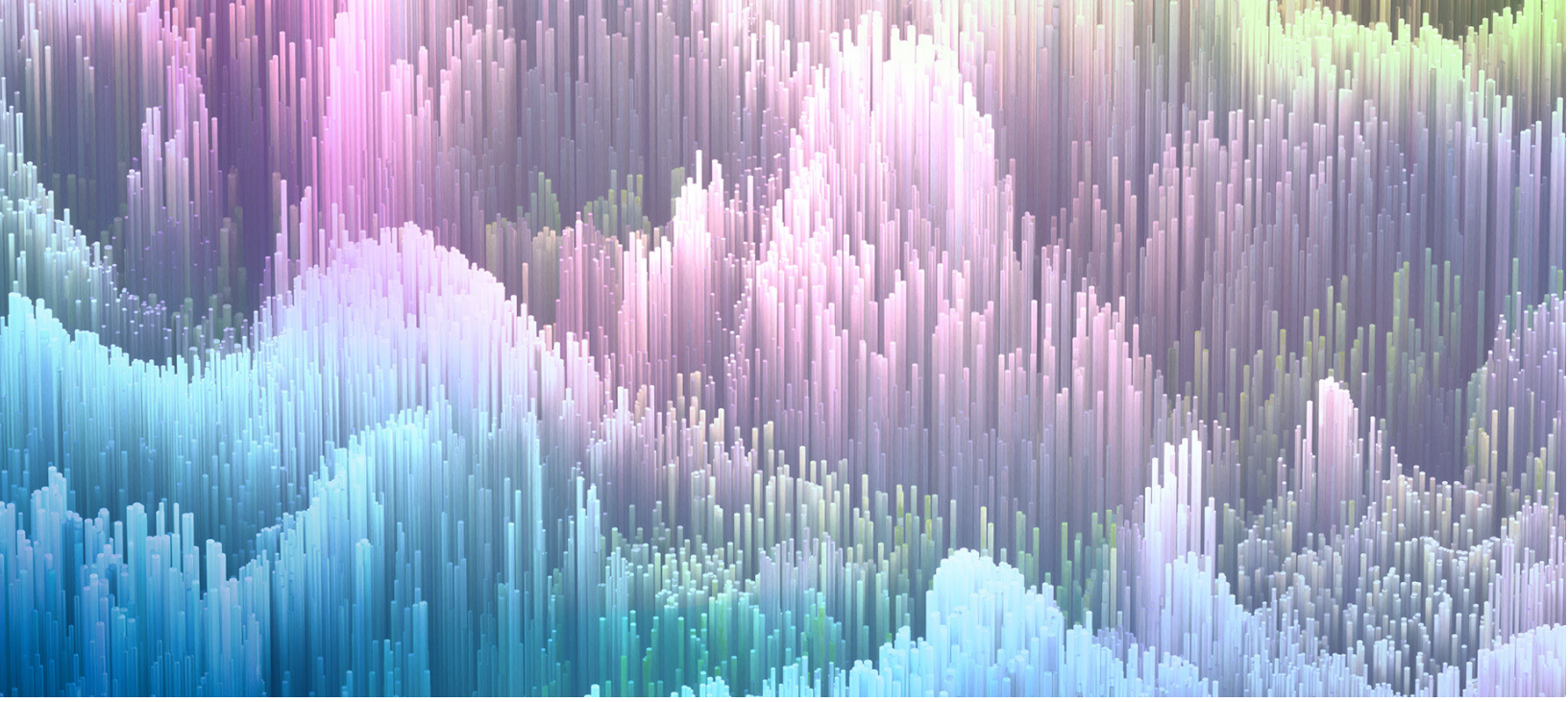

From AI creation to ***AI execution***

At the same time, the move from Generative AI to Agentic AI heralds a shift from the creation of outputs to the execution of workflows and decisions, as platforms such as Gemini Enterprise enable systems that reason, act, and adapt, rather than simply assist. In fact, according to Deloitte's report, *Rise of the Agentic Enterprise*, Agentic AI can enable organizations to handle up to 30% more workload with the same workforce[7]. It's no wonder that Agentic AI adoption is expected to rise from 23% to 74% within the next two years[8].

With this trend come several disruptive effects. In traditional workflows, the same inputs produce the same outcome every time. With Agentic AI, decisions adapt to context; continuously adjusting based on new data, signals, and evolving conditions.

For example, in the office of a CFO, an Agentic AI system can transform financial reporting.

Rather than relying on static, periodic reports, a dynamic platform can be built to continuously interact with the company's underlying financial data. **This allows it to query hundreds of millions of line items and deliver insights to executives in near real time[9].**

This enables finance leaders to move beyond reviewing results to actively interrogating performance, surfacing risks, and shaping decisions as conditions evolve, transforming finance from a reporting function into an always-on decision engine.

At the same time, traditional human-in-the-loop processes will become human-on-the-loop, as workers move from executing tasks to supervising, governing, and intervening in AI-driven workflows. Technology, meanwhile, will shift from fixed functionality to continuously learning systems that improve and personalize over time.

However, according to the Deloitte AI Institute's report, *State of AI in the Enterprise*[10], only 21% of companies currently have mature governance models in place for agentic systems. Thus, there's a danger that AI can remain trapped as isolated experiments because it's forced into legacy workflows, rather than being used to help redesign how work actually gets done.

Therefore, as work shifts from task execution to outcome orchestration, organizations will have to learn to manage a digital workforce as they deploy AI agents. Decision rights and accountability will have to be redefined as humans and machines interact.

For the enterprise, this will necessitate an operating model transformation, not a tool deployment.

Agentic AI platforms become the work interface

Naturally, organizations would benefit by having a single pane through which that information can be more readily accessed. Gemini Enterprise, for example, provides that unified interaction layer, collapsing tools, data, and workflows into a single interface accessed through a single front door. Essentially, Gemini Enterprise replaces applications as the primary work interface, orchestrating work across systems.

This represents the third work shift, as employees interact with AI rather than systems, application boundaries dissolve, and governance shifts from system to platform-level control. The implication: architectures must evolve to support AI-mediated work.

Employees are now architects

Finally, Agentic AI platforms empower employees to become agent architects as innovation decentralizes across the enterprise, and low-code agent creation and outcome-based interactions become possible.

As employees shift from work executors to work designers, capability requirements will evolve. Judgment, data literacy, and problem framing will become critical skills. Rather than telling an AI application what to do, employees will need to identify high-value problems and articulate the outcomes they are trying to achieve, shifting from task execution to outcome orchestration.

For example, rather than asking AI to "pull a report," a sales leader defines the problem, such as pipeline stagnation, and builds an AI agent responsible for identifying where deals are stalling, recommending interventions, and continuously refining actions to improve conversion.

This highlights an important opportunity: to invest in the workforce and redesign work in ways that unlock AI-driven value.

According to the Deloitte AI Institute's *State of AI in the Enterprise* report, 84% of organizations have not redesigned jobs or work around AI capabilities, despite expecting significant automation within the next three years[11].

However, organizations that intentionally design human-AI collaboration are twice as likely to exceed ROI expectations[12]. Thus, the way forward is clear.

Redesigning for value

As Deloitte's research demonstrates, AI adoption is not the issue. Design, on the other hand, very much is. Organizations will only realize the value they seek when they intentionally redesign ambition, work, operating models, and the nature of change itself.

Clarity before scale

As a first step on this path, leaders must align on what kind of AI organization they are trying to become. Without this clarity, adoption is likely to become fragmented, and value realization will stall for lack of clear direction. After all, AI transformation is as much human as it is technical, and trust is a precondition for adoption, not a byproduct.

Alignment can provide leaders with the clarity to determine governance models, establish how deeply organizational roles will need to be redesigned, delineate what changes to key performance indicators will need to be made, and identify which investments to prioritize.

Aligning ambition and building trust to unlock enterprise AI adoption

For example, a global cloud communications platform faced a significant barrier to scaling AI: leadership misalignment on how to build AI literacy, define priorities, and engage the workforce.

Fragmentation between HR and IT, combined with unclear expectations for role-based fluency, slowed adoption and created uncertainty across the enterprise.

Through a focused leadership alignment effort, the organization defined a shared ambition for AI literacy and enterprise adoption. A structured workshop aligned executives on priorities, personas, and sequencing; this gave the organization a clear multi-year roadmap, a unified AI narrative, and a governance model to guide execution.

The result was a step-change in clarity and confidence: leaders aligned on strategy and messaging, a tangible roadmap enabled focused investment, and a cohesive AI brand strengthened trust across the workforce.

By establishing ambition and trust upfront, the organization laid the foundation to scale AI adoption in a coordinated, role-relevant, and sustainable way.

Workflow transformation trumps productivity gain

Leaders deploying Agentic AI platforms, such as Gemini Enterprise, face a key strategic decision: not whether to pursue productivity or transformation, but how to balance the two. The journey toward AI maturity is not a binary choice, but a phased approach.

Initially, investing in short-term productivity gains, such as using Gemini Enterprise for tasks like drafting emails or summarizing documents, is essential. These early wins are not surface-level changes; they are the engine that frees up employee capacity and creates the organizational momentum needed to tackle more complex, long-term redesigns.

The true, structural value, however, lies in that subsequent transformation. The challenge for leaders is holding their nerve through the inevitable change curve; the difficult period where investment in redesign can lead to temporary dips in productivity before unlocking exponential gains. This is precisely where many organizations falter. For the 84% of companies that have not redesigned jobs around AI yet still expect significant automation[13], the data shows the value gap is not one of AI capability, but of work redesign avoidance.

Organizations that successfully navigate this phase, using near-term efficiencies to fund their long-term vision, are much more likely to capture the sustainable value of AI. Those that get stuck chasing only productivity risk finding themselves in a perpetual catch-up mode, never realizing the full promise of a redesigned enterprise.

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Redesigning work to unlock AI-driven workforce value

A leading global technology company faced just such a critical challenge: while AI opportunities were rapidly emerging, the organization lacked a consistent way to identify, prioritize, and redesign work at scale. Without a structured approach, AI implementation risked remaining fragmented, delivering isolated productivity gains rather than enterprise value.

To address this, leadership implemented an AI workforce strategy, in collaboration with Deloitte, to systematically redesign work and quantify impact at the task and role level.

Using a data-driven methodology and analytical engine, teams identified high-value use cases, assessed workforce implications, and redesigned roles around AI-enabled work. Pilots across key functions enabled rapid iteration, while training for leaders and HR partners embedded the capability to scale transformation.

The result was a significant change in clarity and action. The organization identified 140 AI use cases, quantified over US$75 million in capacity opportunity, and was able to deploy a repeatable model across the enterprise. By shifting from tool deployment to structured work redesign, the organization created a scalable pathway to translate AI potential into measurable enterprise value.

Structure and behavior go hand in hand

Making workflow redesign stick requires that leaders address both structure and behavior. For example, making structural changes to key performance indicators, governance, decision rights, role definitions, and risk tiers makes organizational AI use attainable.

However, making human changes, such as building trust in AI outputs, creating a perception of psychological safety around AI, normalizing AI-first drafts, and remodelling leadership functions is what makes AI use durable.

Moving from effort to output in an AI-enabled organization

As an example, a leading technology company recognized a growing tension: while AI was accelerating how work was getting done, the organization's employee performance management model still rewarded effort, activity, and individual contribution. This was misaligned with a world of AI-augmented and agent-driven work.

In response, leadership made a bold shift. They embedded AI into performance management, and redefined evaluation criteria around output, impact, and outcomes rather than effort. The organization began integrating AI signals into performance reviews, using data on productivity, contribution, and results to inform decisions, while de-emphasizing traditional measures of time and input.

This represents a fundamental rewiring of the operating model, in favor of aligning incentives with AI-enabled work. But it is also an open question. Will this shift unlock productivity and clarity in a human plus machine workforce, or erode trust, stifle collaboration, and muddy how contribution is perceived?

The outcome is not yet proven. But the decision is clear: scaling AI requires not just new tools, but a redefinition of performance itself.

Change is a continuous loop

It's also important for leaders to recognize that an Agentic AI platform, such as Gemini Enterprise, is not a singular deployment, it's a continuously evolving system. Which means organizations should build an always-on adaptation capability, not a one-time change program. This capability should be anchored in several steps: identifying friction, responding in real time, and, finally, reinforcing behaviour, generating new data, and accelerating learning.

Accelerating adoption and amplifying ROI

For instance, a manufacturing organization undertook a large-scale technology transformation to modernize how more than 3,000 employees worked across business functions.

Using an always-on, data-driven approach to change, the company deployed a suite of AI-enabled tools, including digital assistants, smart guidance systems, and adaptive learning, to embed real-time insights, training, and automation directly into the flow of work. Employees received personalized support and on-demand learning, enabling them to adapt as the transformation evolved.

The program achieved a 96% training attendance rate, improved productivity, and generated an estimated $400,000 in cost avoidance. Through real-time sensing and continuous enablement, the organization was able to accelerate adoption and deliver measurable ROI.

The time to start is now

Agentic AI platforms, such as Gemini Enterprise, have the potential to be both transformational workflow engine and digital teammate, when the right conditions, deliberately created by leadership, align. For organizations ready to make the move, several steps should be on the agenda.

First, leaders must do more than articulate a vision. They must make explicit choices about where and how AI will create value. This requires aligning on where to focus AI investment (direction), how deeply work and workflows will be reimagined (depth), and how decisions will be made between top-down priorities and bottom-up innovation.

Without this clarity, AI efforts risk fragmenting across the enterprise rather than scaling against business objectives.

Next, the organization must build the adoption engine, in addition to any required training. This means standing up the ability to identify friction, engage and respond in real time, and reinforce the activities that foster successful adoption.

Next, deliver tiered AI training for executives, power users, and the broader workforce, and provide sandbox environments where employees can safely experiment. Finally, launch AI certification or badge programs to recognize emerging knowledge and proficiency.

Equally key, leadership must activate a culture of continuous adoption, rather than framing AI as a one-time rollout.

AI should be embedded into daily work through experimentation, nudges, and real-time reinforcement. Leaders should also build communities of practice and identify internal AI champions, encourage peer learning and cross-team experimentation, and celebrate adoption with recognition programs and success stories.

Organizations that move now, by setting direction and building the engine to adapt, will be much more likely to close the gap between AI investment and value realization. For those who do, ***the future is bright, and AI-powered.***

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