



The role of the CEO in tomorrow's Generative AI world

Leading a Generative AI-fueled enterprise:
A CEO series

Deloitte Global CEO Program
Deloitte AI Institute™

This paper is a work of fiction and the product of the authors' imaginations.

It presents a dramatic scenario designed to provoke thoughtful conversations and spur difficult questions about the kind of AI-enabled future today's business leaders might envision for their organizations and workforces.

At Deloitte, we believe in the power of human and machine collaboration, where the human workforce is augmented by AI to become more efficient and productive. To learn more about Deloitte's views on AI and get recommendations on implementing AI, please visit:

- **State of Generative AI in the Enterprise 2024**
- **Deloitte AI Institute**
- **Generative AI Services**

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- Elevate the relationships between them, their leadership teams, and their boards.
- Support the strategic agenda for their organizations in times of disruption and transformation.

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About the Deloitte AI Institute™

The Deloitte AI Institute helps organizations connect the different dimensions of a robust, highly dynamic and rapidly evolving AI ecosystem. The AI Institute leads conversations on applied AI innovation across industries, with cutting-edge insights, to promote human-machine collaboration in the "Age of With".

The Deloitte AI Institute aims to promote a dialogue and development of artificial intelligence, stimulate innovation, and examine challenges to AI implementation and ways to address them. The AI Institute collaborates with an ecosystem composed of academic research groups, start-ups, entrepreneurs, innovators, mature AI product leaders, and AI visionaries, to explore key areas of artificial intelligence including risks, policies, ethics, future of work and talent, and applied AI use cases. Combined with Deloitte's deep knowledge and experience in artificial intelligence applications, the Institute helps make sense of this complex ecosystem, and as a result, delivers impactful perspectives to help organizations succeed by making informed AI decisions.

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The role of the CEO in tomorrow's Generative AI world

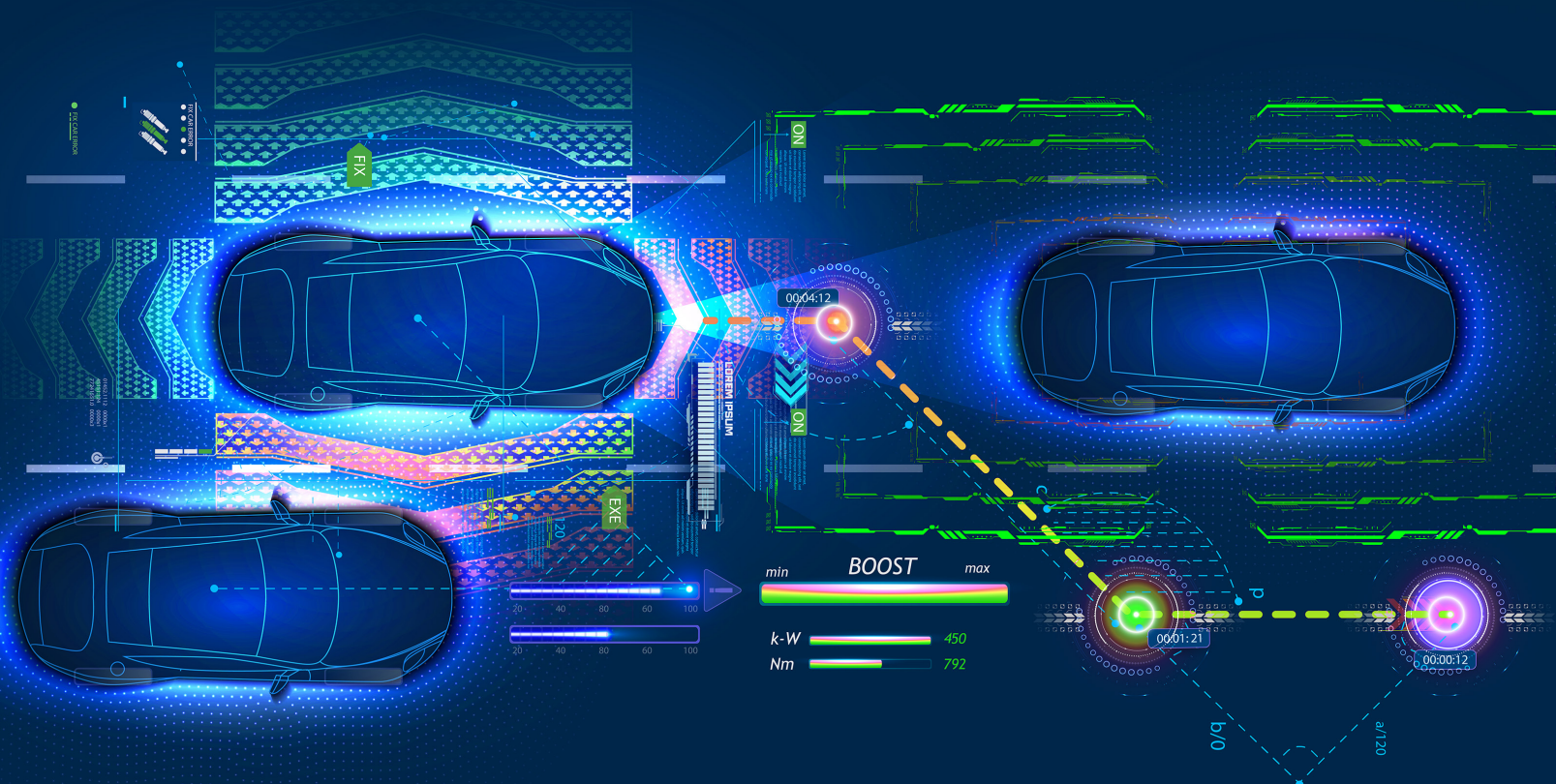
As recurring waves of technology disruption occur, CEOs have been called to articulate increasingly innovative visions for their organizations. With Generative AI, the disruption has finally reached the role of the CEO itself.

In tomorrow's AI world, many aspects of the CEO role and the CEO experience will change. This change will challenge CEOs well beyond the rational dimension and into the moral, emotional, and even existential levels.

To explore these changes, we aim to help CEOs immerse themselves in tomorrow's AI world through fictional narratives.

Below, we present a day-in-the-life of an imaginary CEO today, along with the same day re-imagined in 2030, where the same characters live in a world transformed by AI.

Our intent is not to provide precise predictions or answers. Rather, our goal is to envision a plausible future and initiate a debate on its implications for the choice of being (and the requirements to succeed as) a CEO.



5:45 am

Beethoven's 5th blares in the dark and Sanjay darts out his hand to shut off the music.

"Wow," his wife Dana mutters, groggy. "What was that?"

"Leo told me he listens to classical music every day since becoming CEO of Q.Helix. Giving it a try," Sanjay says, rubbing his eyes.

"Nothing like a morning heart attack to get you going," she mocks, and goes back to bed. Sanjay's mind is already jogging: thoughts of the afternoon's board meeting (they'll want to investigate the volatility in company stock) and the thousand other things on his to-do-list. The phone display reads 5:45 AM.

Sanjay settles into his seat a minute early for the 6 AM Peloton session with an old college friend. They text each other during the water breaks to catch up, and the friend won't stop raving about the latest season of *The Bear*. Sanjay promises to give the show a chance that night. "You can afford to try something that's not a business podcast for once," his MBA section mate jokes.



College buddy suggests passively watching the series, *The Bear*

CEO wakes up at 5:45 to Beethoven's 5th

5:37 am

The second movement of Tchaikovsky's 4th plays in the dark, nudging Sanjay out of his slumber at the most optimal time in his REM cycle. Synched with his biometrics and tailored to the day's calendar, the music starts to enter its first crescendo as he sweeps his legs off the bed. He shuts it off so his wife Dana can sleep a bit longer.

Sanjay's mind is already jogging: thoughts of the afternoon's board meeting (they'll want to investigate the volatility in company stock) and the thousand other things on his to-do-list. The phone display reads 5:37 AM.

He settles into his seat a minute early for the 6 AM Peloton session with an old college friend. They text each other during the water breaks to catch up, and the friend won't stop raving about the latest VR game he plays with his family. Sanjay promises to give the game a chance that night. "You can afford to play something that's not a strategy game," his MBA section mate jokes.

College buddy suggests actively playing a virtual reality game



CEO wakes up at 5:37 as Tchaikovsky alarm syncs to CEO's sleep biometrics and calendar

2024

2030

7:00 am

After a shower and a glance at his packed calendar, Sanjay eats eggs and toast alongside Dana and his two teenagers, Viraj and Avani. Sanjay's distracted from thoughts of the day's meetings by Viraj's fidgeting. He'll need to confirm his son's doctor appointment regarding his son's apparent inability to concentrate on tasks.

Dana picks up her lecture materials for the day's classes and heads out the driveway with the kids, while Sanjay greets the driver of his company car. By the time he arrives in the office, he's read the headlines from his favorite newspapers, digested the daily e-mail from his Chief of Staff (CoS) Erik, and sent the family an article on the benefits of waking up to classical music. The latter elicits barf emojis from his children and silence from Dana, no surprise.



CEO gets picked up by the driver and reviews daily email from Chief of Staff

Breakfast of eggs and toast selected randomly

2024



7:00 am

After a shower, Sanjay's health AI recommends a protein shake and fruit for his first meal. He prepares those and sits alongside Dana and his two teenagers, Viraj and Avani. Viraj signals that he's busy preparing for an exam using his smart glasses, and an intermittent buzz on his son's wrist keeps him concentrated. He takes a quick glance at the day's calendar, organized by his digital Chief of Staff (DCoS), an AI agent that he's nicknamed Erika.

Dana picks up her lecture materials for the day's classes and heads out the driveway with the kids. Sanjay boards an autonomous car, and by the time he arrives in the office, he's prepared for the day. He listens to a customized daily download of article summaries from his favorite newspapers, and then reviews a series of decisions Erika has prepared. Speaking into his earpiece, he verbally approves a change to his schedule to fly to Milwaukee for an in-person client meeting, but leaves a voice note for Erika to ensure he doesn't miss his tennis tournament. As Erika continues presenting other items that require approval, along with suggestions, Sanjay sends the family an article on the benefits of waking up to classical music. The latter elicits barf emojis from his children and no response from Dana, no surprise. Erika offers a potential "non-Dad" response to them. Sanjay decides to pass.



Health AI recommends a protein shake and fruit

CEO gets picked up by autonomous car; virtual assistant briefs CEO on a variety of topics and resolves scheduling conflicts

2030



8:00 am

Erik greets him at their favorite coffee shop, 2 blocks from the office, and they walk and talk, reviewing the calendar. Erik breaks the news of a virtual meeting being rescheduled so Sanjay can fly to Milwaukee and attend in-person. Sanjay pinpoints which appointments to move around so he won't have to miss his tennis tournament.

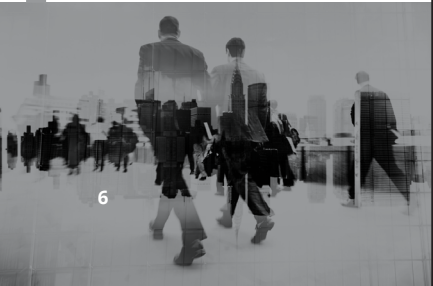
At the office, they begin reviewing the weekly report about the company's stock price movement, sales data, and operational updates, but as usual, they're not finished by the half-hour mark.

Time is short,
unfinished work



Erik, the CEO's
Chief of Staff
meets to resolve
scheduling issues
over coffee

2024



8:00 am

At reception, a coffee is ready for him as he walks in. Sitting at his smart desk, he asks the DCoS to display the more sensitive parts of his daily download, including stock price movement, and sales and operational data. Erika provides a theory about the recent stock volatility: By scanning social media chatter, it has identified growing discontent among junior staff, as a result of changes in HR benefits, that could've caused the concern among investors. Sanjay directs Erika to generate and send a list of questions to Hector, the CHRO, inquiring as to the latest in employee morale.



Clear
communication
made possible
with AI assistance
saving time

Erika, the virtual
assistant, identifies
employee morale
issue while CEO is
seated at the
smart desk



2030

8:30 am

Sanjay and Erik stroll into their kitchen cabinet meeting around 8:30. Hector, the CHRO, appears on edge and confesses concerns about a recent benefits communication that has irked some employees. "I'm going to send a follow-up clarification," he declares. The COO, Marcus, pipes up: "Someone always takes things the wrong way. A clarifying message may help shut down the rumor mill." After other bits of advice from around the table, the group shifts to rehearsing their talking points for the board meeting.

CHRO warns of disgruntled employees



Other executives chime in for a resolution



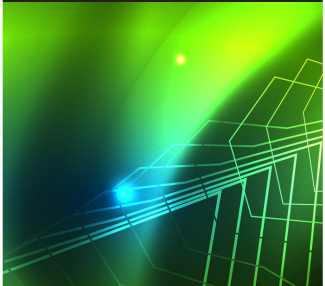
8:30 am

Sanjay strolls into his kitchen cabinet meeting around 8:30. The COO, also an AI agent, agrees with Erika's explanation and recommends retracting the recent benefits communication. "Understood. I'm going to send a follow-up clarification," Hector declares. The group then views AI simulations of their board members to anticipate questions and align on responses.

Virtual AI agent recommends a follow-up to employees



AI board member simulations help executive team anticipate questions and align on responses for board meeting



9:01 am

At 9:01 AM, Sanjay makes it back to his office for a meeting with the head of sales, Ed. He listens to the progress of their retail stores across the southern states and fires off a few decisions on investment and location strategy. He can't help but wonder if his time was needed for this.

Soon after he's done, Erik walks in to finish their calendar review, but Sanjay raises a hand to halt him. He takes a moment, like the pause before hitting a serve, to admire the sun glinting on the skyscrapers. Erik waits for about one minute and then clears his throat. "Media interview in five."



CEO meets with head of sales on location strategy of retail stores feeling others could have made those decisions

CEO is feeling rushed to media interview



9:01 am

At 9:01 AM, Erika reminds Sanjay of a meeting with the head of sales, Ed. Sanjay deputizes it to attend the meeting on his behalf. He then continues rehearsing with his cabinet for the board meeting, and notices that Erika elevates one question from Ed to his attention: Optimize for short-term performance (quarterly results) or long-term enterprise value? Given the pressure on the stock price, Sanjay hesitantly picks the former. Even with AI assistance, he still has to make the no-win decisions, he realizes.

When he's done with his cabinet meeting, Sanjay feels better prepared and optimistic that the HR action may improve market sentiment. He walks back to his office and takes a long moment, like the pause before hitting a serve, to just admire the sun glinting on the skyscrapers. Erika reminds him in his earpiece: "Media interview in 5."

Sanjay asks: "Context?"

"Reporter has questions about interim decarbonization metrics in light of company commitment to net-zero emissions by 2050."

"See if they'll talk to Sarah, our CSO, instead."

"Noted."



Virtual assistant only brings key decisions to CEO, who still must make them

Time freed up with help of virtual assistant that delegates the interview with the CSO



9:30 am

The reporter peppers Sanjay with questions about interim decarbonization metrics, given their commitment to net-zero emissions by 2050. Erik listens and adds details to Sanjay's answers as needed. Sanjay wonders if Erik could simply handle these calls on his own someday.

After the interview, they depart for an industry panel covering the future of fashion, where Sanjay is scheduled to speak and answer a few questions from the audience. He'd planned to review Erik's notes to prepare answers, but his attention is drawn to a few urgent emails. He also notices that Yanna, the PR consultant, has posted on his social media about his upcoming appearance at the industry panel.

At the panel, Sanjay doesn't exactly strike gold, meandering through answers on the impact of spatial computing on brick-and-mortar stores. People approach him after the panel to network, but Sanjay cuts the conversations short and walks outside to clear his head, taking in the crisp air and the smell of the river. The famed Lyric Opera building is just down the water—a good opportunity to enjoy the city as a family. He'd even read this morning that classical music could help with focus, if he could convince Viraj to give it a try.



CEO peppered with questions from reporter

CEO meanders through questions for an industry panel with lackluster performance

9:30 am

Sanjay uses the freed-up time to listen and dictate responses to urgent e-mails that Erika has surfaced as worth his attention. He notices his digital PR agent has posted on his behalf about his upcoming industry panel on the future of fashion. It's a picture of Sanjay from the 90s, wearing a denim jacket at college in London, and a satiric message about the future being more of the past. Not bad.

Then, he boards a self-driving car to attend the panel. Armed with Erika's detailed notes, Sanjay strikes gold. His reflections on the impact of recommendation engines and digital filtering on clothing draw applause from the crowd, and several people approach him after his remarks to ask questions and network. Erika listens and analyzes all his interactions so that it can send follow-ups.

As Sanjay steps outside the convention center, the crisp air and the smell of the river reinvigorate him. He sees the famed Lyric Opera building just down the water—a good opportunity to enjoy the city as a family. He'd even read this morning that classical music could help with focus, if he could convince Viraj to give it a try. He wonders whether Erika would have advice for how to approach the topic with Viraj.

With media interview delegated, CEO is briefed for panel by virtual assistant



Successful panel discussion followed by energetic networking

2024

2030



12:00 pm

At noon, he walks into Gibson's for lunch with Elaine, the CEO of one of his company's top distributors. Elaine, who usually asks about his family, heads straight into the subject of recent geo-political tensions and the potential impact on manufacturing schedules. "There'll be hardly any impact on our deliveries," Sanjay assures her, based on his broad knowledge of the supply chain and his views of the geo-political outlook. After addressing her concerns over appetizers and resolving a pending agreement over entrée salads, they can finally chit-chat over dessert. "Viraj beating you on the court yet?" Elaine teases him.

"I can neither confirm nor deny," Sanjay shoots back. "How is Dave's hip?" he inquires about Elaine's husband as he reaches for the bill.

"Well, it's titanium now. He keeps bumping into the furniture to test it out!" As they share a laugh, Sanjay knows the meeting was a success.



Client happily engages in personal chitchat

CEO addresses client concerns over lunch

2024



12:00 pm

At noon, he walks into Gibson's for lunch with Elaine, the CEO of one of his company's top distributors. Elaine, who usually asks about his family, heads straight into the subject of geo-political tensions and the potential impact on manufacturing schedules. "There'll be hardly any impact on our deliveries," Sanjay replies, and pulls out his phone. "Let's run the scenarios."

"Has that been listening to everything I'm saying?" Elaine inquires.

"Well, that's the best way to get the answers you need," Sanjay replies.

Even as Erika provides reassuring numbers, Elaine crosses her arms in silence. Sanjay puts his phone away as he tries to address Elaine's concerns over appetizers and resolve a pending agreement over entrée salads. They finally chit-chat over dessert. "How is Dave's hip?" He asks about Elaine's husband as he reaches for the bill.

"It's fine," Elaine responds, not eager to start their usual banter. With the conversation more stilted than ever before, Sanjay leaves the meeting unsure if it's a success and decides to ask Erika. She confirms that, based on her tone of voice, word selection, and unwillingness to engage in personal chitchat, Elaine felt threatened and untrusting. Sanjay wonders about how he can repair the damage, and his instinct tells him not to ask Erika for advice.

Virtual assistant confirms client felt threatened and untrusting

Client is upset she's been recorded without permission so, CEO explains and tries to reassure

2030



1:20 pm

As Sanjay reaches his office, he requests Erik to attend a strategy meeting with Sarah, the CSO, on his behalf. Erik hesitates. "Sarah needs an important decision on how many AI chips to buy."

Sanjay loses his cool for a moment and insists, more curt than usual. "Sarah will understand." Erik acquiesces but doesn't look convinced.

At 2 PM, Sanjay logs on to a webinar for a virtual town hall with employees. He delivers the updates that Erik prepped in a document last week and adds in personal stories about his recent family trip to Disney, and an anecdote from the panel he'd just attended. The poll administered at the end empowers him to breathe a sigh of relief: 89% of employees are pleased with the company's direction and leadership.

Sanjay strolls out of his corner office feeling energized and makes small talk in the halls. As he peruses the snacks in the break room, an intern, who doesn't recognize him, asserts that the fruit bars are great for staying awake in meetings. As Sanjay grabs one, another employee reveals that he's the CEO. Sanjay smiles warmly as the intern's face turns beet red.

Personal rapport with employees, positive feedback after virtual town hall



CEO delegates chip decision



1:20 pm

As Sanjay reaches his office, he heads into a meeting with Sarah, his CSO. They debate at length the amount of AI chips they'll need to invest in over the next five years, and Sanjay ultimately throws the issue to Erika.

Back in his office, Sanjay decides to use a digital surrogate for the 2 PM virtual townhall. He takes the extra time to continue preparing for the board meeting, and then joins the last 15 minutes of the call for live Q&A. A few of the employees appear delighted at how effective the surrogate was, but others appear miffed, and one even sends him a direct message: "You can't delegate culture." The poll administered at the end proves the employee right: only 59% of employees are pleased with the company's direction and leadership.

Sanjay strolls out of his office, hoping to make small talk with others about what just happened, but there are fewer employees in the office these days. He hears the pings of their AI assistants reminding them of upcoming meetings. He strides into the board meeting a few minutes early and takes his seat.

Erika, the virtual assistant, helps to calculate needs for AI chips



Less than stellar response after surrogate takes CEO's place at town hall



2024

2030

3:00 pm

The three-hour board meeting commences with a review of the minutes. Sanjay provides his executive report, followed by Linh, the CFO, and Hector. Then, the independent committees share their updates—Audit and Governance and the others. Finally, they begin the strategic discussions. Sanjay sits taller in his chair and opens up a fruit bar. Time is consumed by the opening and introduction of various documents and visual aids. Still, they manage to have the much-awaited discussion on updates to the five-year strategic plan and compliance issues. Sanjay relies on Erik's notes to speak about the progress on AI adoption. The discussion seems a success, though the stock volatility is still a question.



Time is consumed
by cumbersome
visual aids

CEO relies on
notes of his
Chief of Staff



3:00 pm

The board meeting commences with an AI-curated summary of the previous meeting. The chairman explains that one of the board members has sent a digital surrogate because she is unable to attend herself. When it's time for Sanjay to deliver his remarks, Erika generates visuals in a hologram. The CFO and others deliver their reports, followed by updates from the independent committees. Once they begin the scenario planning discussion, Erika also generates live meeting notes and strategic scenarios. The board turns out to be largely aligned, and Sanjay thinks the meeting might even end early. Yet, one board member complains about the surrogate in the room, and the conversation devolves. Multiple members express uneasiness and the chair proposes a thorough in-person conversation about rules of engagement at the next meeting. Everybody, including the Gen AI surrogate present, agree.

Visual aids
presented as
holograms



Board members
discuss
uneasiness
about surrogate
in meeting



6:00 pm

When Sanjay returns to his office at 6 PM, his phone rings with a call from a key investor. His tone is frantic as he interrogates Sanjay about the morning panel. The market interpreted some of Sanjay's comments as negative, the investor said, and he wanted assurance that the stock price hit would be momentary. "Why didn't Erik tell me about the price movement?" Sanjay mutters to himself.

Sanjay rehashes the same reassurances he'd delivered to Elaine that morning, but as soon as that call ends, the chair of the board rings, wanting to debrief about the strategic plan updates. When Sanjay's ready to leave the office, Erik swings by to apologize for not mentioning the price dip; it just slipped through all the other points of discussion. "Never enough time," Sanjay nods. He wants to allay Erik's contrition, but he's too irritated.

CEO irritated
by Chief of
Staff's error



CEO caught off
guard by upset
investor

2024



6:00 pm

When Sanjay returns to his office at 6 PM, his phone rings with a call from a key investor. His tone is frantic. Someone had apparently leaked news that their company would be removing sustainability metrics from its store growth in the southern states. The market might like it, the investor said, but he didn't like the implications for the company's environmental impact. Sanjay stammers, struggling to answer, and promises to look into it. "Why didn't you mention that this morning?" Sanjay mutters into his earpiece.

Nowhere to
channel
frustration at
misjudgment by
virtual CoS



Virtual assistant
fails to forewarn
of leaked news

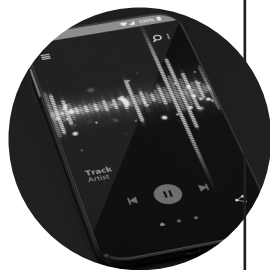
2030



7:00 pm

Before heading home, Sanjay has dinner with one of his mentees, Jill, who insisted on sushi. She's climbing up the ranks of her private equity firm and wants his advice on a decision Sanjay has faced before: stay and rise within or leave for other opportunities. After hearing her thoughts, he asks: "Have you thought about starting your own business?" Jill's face lights up. He orders plates of uni, and they get down to brainstorming—it's the most fun he has all day.

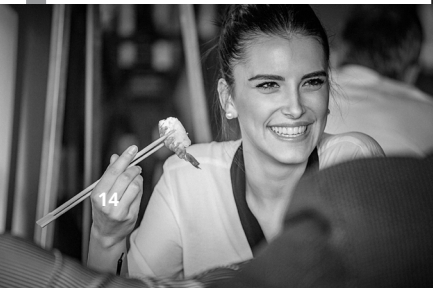
In the car on the way home, Sanjay stares at his unread emails, including a lengthy update from Hector that makes him decide to procrastinate. Hector's emails tend to elicit that response from him. Instead, he plays the full Beethoven symphony that had shocked him out of bed in the morning. The jarring highs and soothing lulls over the thirty-six-minute composition, the sense of tension rising and never dissipating, make it perfectly relatable.



CEO picks music to play

The CEO and his mentee brainstorm for answers

2024



7:00 pm

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In the car, traveling north to his house, Sanjay has Erika process through the e-mails in his inbox again, and the most urgent message is from Hector, the CHRO. Apparently, his new communication had mixed results, and he wonders what to do next. Sanjay dictates a nuanced reply and promises to meet with Hector tomorrow. After the other minor e-mails are summarized and filed away, Sanjay asks Erika to pick a symphony based on his day. The jarring highs and soothing lulls of Beethoven's 5th, the sense of tension rising and never dissipating, make it perfectly relatable.

The virtual assistant knows exactly what to play



Just the same, the CEO and his mentee brainstorm for answers

2030



9:30 pm

The sound of opening his front door instantly puts Sanjay at ease. It's Avani's turn for chores and he gives her company, chopping veggies for the next day's lunch as she recounts the latest unforgivable lapses of her soccer coach. Sanjay's phone continues to prompt him with reminders about incoming e-mails and texts, distracting him from what his daughter is saying.

He campaigns for the family to watch an episode of The Bear together, but within the first fifteen minutes, he admits, "This show is frantic." Instead of being relaxed, he can't help but take out his phone to answer some of the incoming pings from Erik and others. The kids pull out their phones in quick succession.

In bed, he's still dealing with a batch of e-mails, staring into the light of the device as Dana sleeps beside him. At midnight, he's halfway through the inbox and decides to declare victory. There will be time tomorrow, he reminds himself.



CEO uses phone in bed to answer emails

Frantic TV show stimulates restlessness and phone use

2024

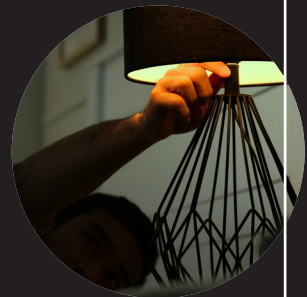


9:30 pm

The sound of opening his front door instantly puts Sanjay at ease. It's Avani's turn for chores and he gives her company, chopping veggies for the next day's lunch as she recounts the latest unforgivable lapses of her soccer coach.

He campaigns for the family to put on their smart glasses together and play the VR game his friend had recommended. They have a blast fighting their way through an imaginative world of zombies, each of them discovering a special skill within the team. Erika remains silent throughout the evening: though it's assessing incoming messages and scanning newsfeeds for significant events; none justify interrupting Sanjay's family time. After spending a little too long sucked into the game, the family parts ways to their bedrooms.

Under the covers, Sanjay's tempted to turn on his device and see if Hector has replied, but he decides against it. There will be time tomorrow, he assures himself, as he falls asleep to more gentle music.



After time with the family, CEO chooses sleep over phone

Virtual assistant filters incoming messages for urgency, allowing for quality time with family

2030



The role of the CEO in tomorrow's Generative AI world

The series of vignettes above present plausible futures for CEOs, touching on select tensions to be navigated. Our hope is that they will help you reflect on the issues to explore on your way to your preferred tomorrow. Here are a few questions to further the conversation.

- Given the 2030 day, would you still want to be CEO in this future world? Why? What are the different layers of introspection (rational, moral, emotional, and even existential) involved in answering this question?
- What is added, what is gained, and what is lost for you as a leader and human?
- How might CEOs communicate differently in the Gen AI-rich environment of 2030?
- How will you use the time AI will save? (e.g., attending a live town hall but delegating decision-making)
- What are the possible implications of Gen AI for Talent strategy? What does an enterprise workforce look like in 2030?
- How will Gen AI affect enterprise performance?
- What's the price we'll pay for fast and convenient access to information?
- How will we address accountability for decisions delegated to AI? Will it actually be possible to go against AI recommendations?
- What activities and elements are best left to humans?
- What are your observations about the interactions between humans and AI agents in the story?

Reach out for a conversation



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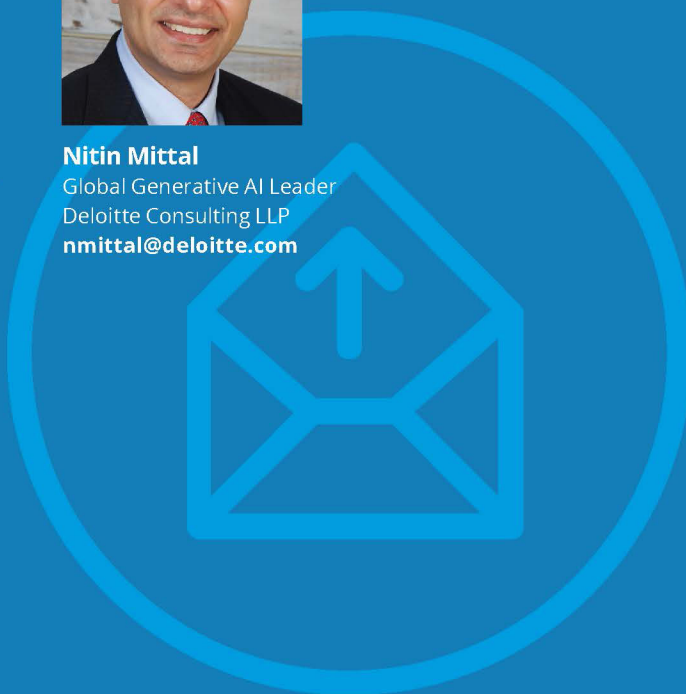
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