

Generation Agentic

Path to Scale



Executive summary

Since the launch of Path to Scale in 2024, one reality has become clear. Artificial Intelligence is no longer just copilots or task automation.

We have well and truly entered the era of agentic AI, where digital workers plan, reason, act, and learn alongside humans across end-to-end workflows.

This is more than productivity.

It marks the rise of a combined human and digital workforce that enables us to reshape how functions operate, how organisations compete, and how value is created.

Headlines and data show that many companies stall at proof of concept, with a large share of initiatives never delivering meaningful value. Yet some are breaking through, not by luck, but by recognising that success requires more than technology.

It takes leadership conviction, structural change, and enterprise readiness built for scale.



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The six fundamentals for scale



“From our research, our delivery experience, and hard lessons from our own transformation, six fundamentals consistently emerge as the foundation for scaling agentic adoption.

We know all six fundamentals must move together tackled in isolation by different parts of the organisation, they will misalign, compete, and ultimately drive failure”.

Stuart Scotis
Global Agentic AI Leader

01

LEADERSHIP AND ACCOUNTABILITY

Clear ownership at the top, turning AI from use case hunting into enterprise transformation.

02

STRATEGY AND VALUE

Concentrated plays tied directly to profit and loss (P&L) impact, moving from pilots to end-to-end reinvention and value tracking.

03

TRUSTWORTHY AI

Policies and governance that operationalise guardrails across the lifecycle, making trust an accelerator of scale, not a handbrake.

04

OPERATING MODEL

Human and agent teaming designed in levels, with roles, KPIs, and governance evolving together, while ensuring IT enables access to the most advanced models and capability.

05

TECHNOLOGY AND DATA FOUNDATIONS

Deliberate choices to manage token costs, sovereignty, and interoperability that make scaling sustainable and profitable, together with quality data.

06

CHANGE READINESS

Redesigning work and building human-agent fluency as a standing capability, not a training exercise.

The six fundamentals for scale



The time to act is now

AI has become the new baseline, and **progress will only move at the speed your organisation is prepared to go**. There is no perfect moment. Waiting and watching to see where things land isn't a strategy, it's a mistake.

While tech-native firms may be further along and realising benefits, organisations weighed down by manual and legacy processes can move fast and learn now to gain significant advantage over their slower competitors.

Agentic workflows can deliver step-change improvements in efficiency, safety, and quality, creating value that is tangible and measurable. These benefits aren't static: they will grow as the technology rapidly advances.

Those who have started the journey gain access to this progression. Those who have not will find the gap harder to close.

Welcome to Generation Agentic

This is the age of AI that doesn't just support humans, but takes on defined responsibilities alongside them through digital workers.

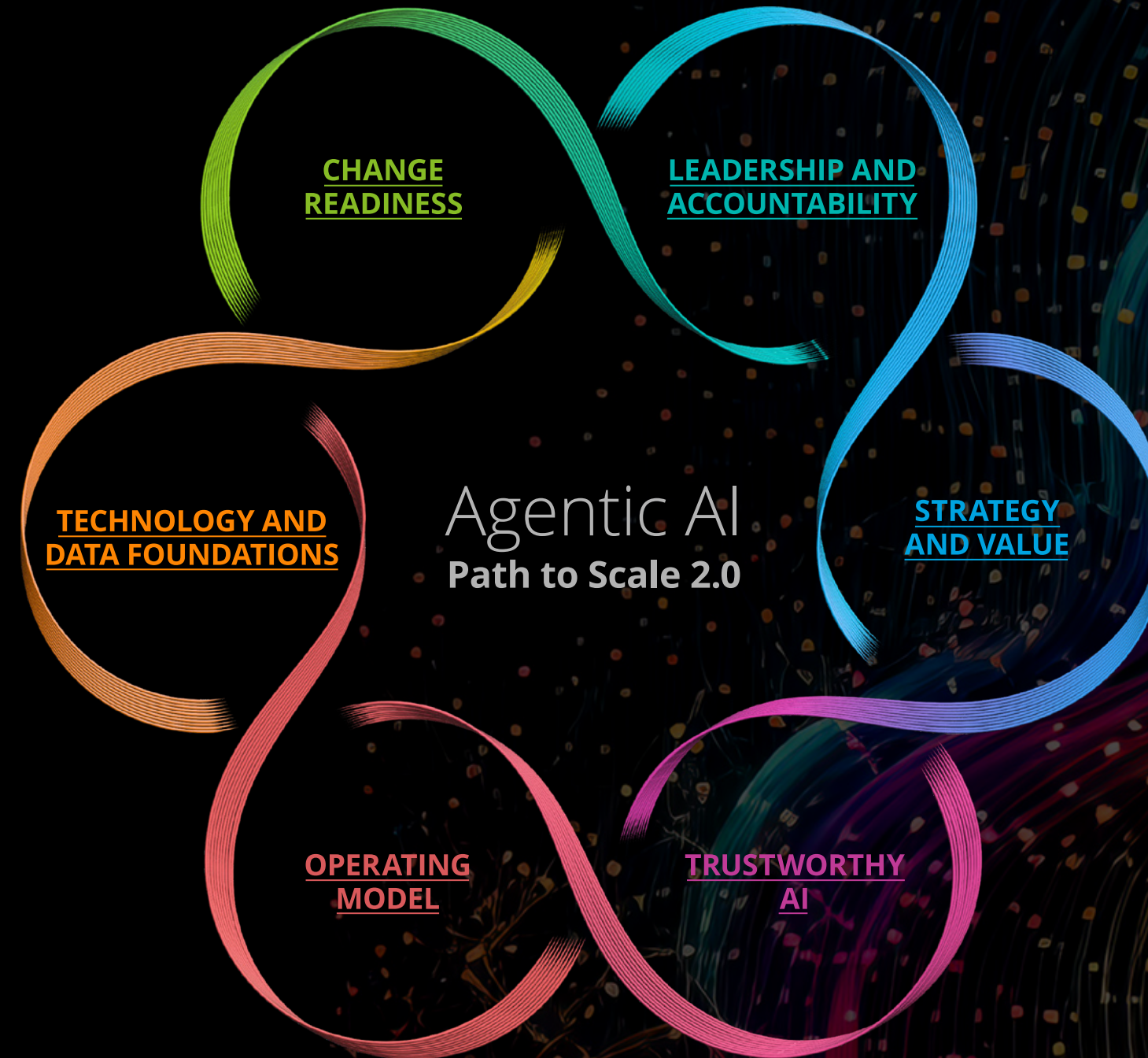
From copilots embedded in daily tasks, to agents coordinating workflows, to robotics augmenting physical work, we are seeing a digital workforce scale in practical, testable steps.

Organisations that commit to a clear path, anchored in leadership conviction, trust, and enterprise readiness, will be the ones that turn experiments into outcomes and establish durable competitive advantage.

The six fundamentals for scale



Click through each fundamental to explore more.





01

LEADERSHIP AND ACCOUNTABILITY

From chasing use cases to owning outcomes

When Path to Scale first launched, we had identified six common drivers of success. But many executives were still sending teams to hunt for AI use cases. The intent was good, but the approach was flawed. Dozens of small pilots rarely add up to real business impact. Most stalled at proof of concept, failing to move the needle on productivity, cost, or the customer outcomes that executives care about. These lessons reinforced our initial hypothesis: all six fundamentals must be addressed in context in order to scale.

Scaling AI requires leaders to step up and look at end-to-end processes, not individual tasks. This is transformation, not tinkering.

Agentic AI demands leadership that signals sustained, whole-of-function and organisation-wide change.

That means visible ownership at C-suite level, backed by governance across technology, risk, compliance, and operations. Boards and C-suites should keep AI as a standing agenda item with clear views on risk appetite and progress. Educating boards for AI governance and C-suites for AI leadership and management has also been a key lesson. Early immersion sessions and 101s were useful, but they didn't change leaders' capacity to act.

The most effective leaders are building a coordinated view of their AI initiatives that monitors adoption, trust indicators, and realised business value. The most advanced are tracking this in real time in AI control rooms.

AI will scale only as fast as leaders commit to move and set programs in place to deliver. Priorities must be set, aspirations articulated, and cross-functional alignment created. Leaders must role model fluency, showing that culture and ways of working are as decisive as models and infrastructure.

"AI will only scale as fast as leaders and organisations commit to move".

Artie Gindidis

Partner, Workforce Transformation

02

STRATEGY AND VALUE

From pilots to process reinvention

In the early wave of AI adoption, many organisations defined their strategy in terms of pilots and productivity gains. Teams were tasked to find use cases that could demonstrate quick wins. While this built awareness, it rarely delivered material business impact.

The lesson: true scale comes not from isolated pilots, but from transforming end-to-end processes that matter most to the business. Those further along this journey are now tackling whole-of-function transformation.

A modern strategy for agentic AI starts with focus. Leaders should identify three to five enterprise-scale agent plays directly tied to P&L levers such as revenue growth, cost reduction, cycle-time compression, or quality improvement.

Each play should have measurable ROI targets and be tested in short windows to prove value before scaling. This creates the discipline to double down where results are tangible, while retiring what does not work.

The opportunity is not only to make existing work faster or cheaper: agentic AI enables organisations to reimagine functions and create new sources of value, from launching digital services, to reinventing workflows, to redesigning how entire functions operate. By treating agents as a new layer of the workforce, strategy shifts from incremental productivity to structural reinvention and long-term competitiveness.

“Three agent plays with real ROI beat thirty pilots with none”.

David Alonso

National AI Market Leader



03

TRUSTWORTHY AI

From compliance checkbox to licence to operate

Early in the AI journey, trust was often treated as a compliance checkbox. Policies were updated and risks documented, but governance sat on the sidelines while pilots ran. As agents take on real responsibilities, that approach no longer works. Without operational checks and balances, adoption slows, regulators intervene, and reputational risk rises.

The lesson: trust must move from policy to practice. It needs to be engineered into the lifecycle and visible in daily operations.

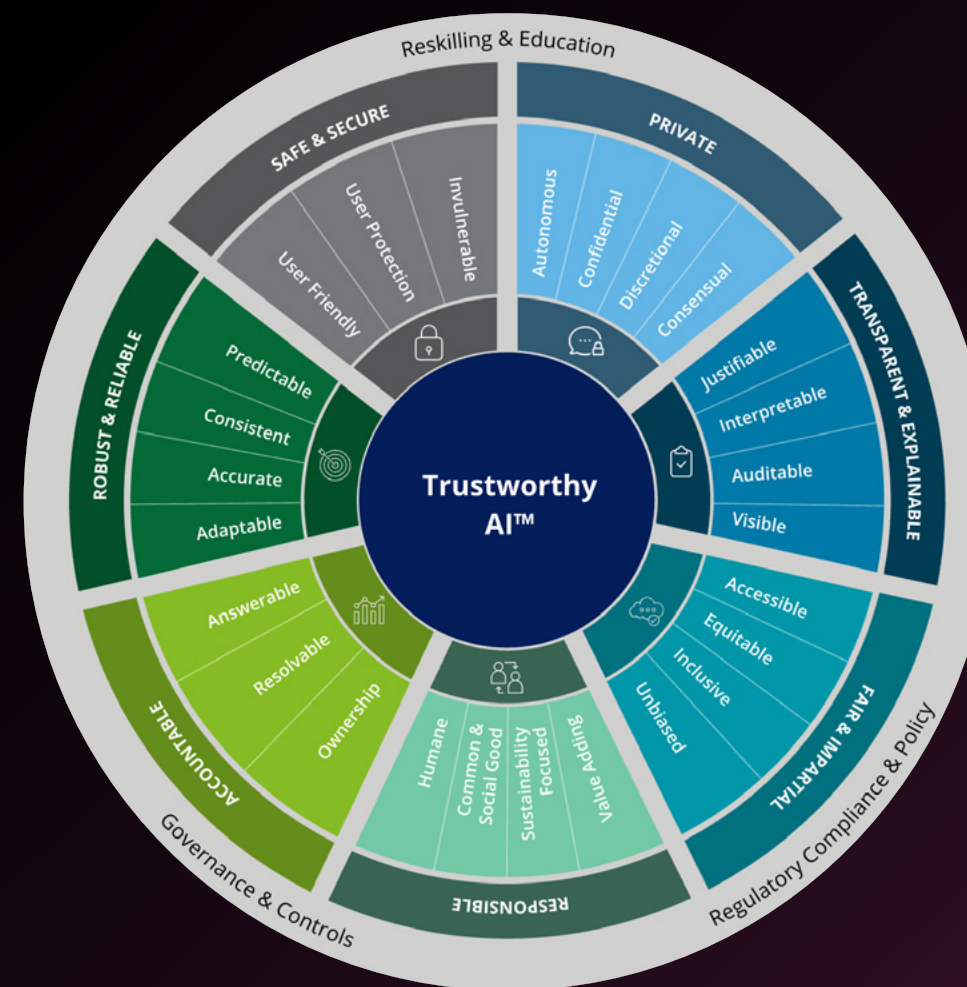
The new reality is operational trust. Controls at design, testing, deployment, and runtime are backed by monitoring and clear intervention protocols. An AI risk register links to governance so issues have owners and actions.

Promotion into production is gated, with human-in-the-loop oversight for high-impact actions. Transparent logging and decision traceability are now baseline expectations for both internal assurance and external regulators.

When fairness, robustness, and transparency are built in, leaders gain the confidence to scale. Teams innovate faster knowing safety nets are in place, and boards move from caution to conviction. In this era of agentic workflows, trust is the foundation of permission to operate and the pathway to sustainable scale.

**“Trust is not a brake.
It’s the accelerator”.**

Elea Wurth
Lead Trustworthy AI Partner





04

OPERATING MODEL

From bolt-on tools to blended workforce

In the early wave of AI adoption, many organisations bolted tools onto existing structures. Teams experimented with copilots in isolation while roles, processes, and accountabilities stayed the same. The results were fragmented pilots, different technologies sprouting, uneven adoption, and limited business impact.

The lesson: operating models must evolve to support a blended workforce of humans and agents, and they must be designed with access to the most advanced models and capabilities in mind. Structures must change for value to show up.

A simple progression helps. Level one is human with AI tools where people remain in control. Level two is human and agent teaming where agents take defined responsibilities and collaborate with people. Level three is agentic workflows where agents operate across end-to-end processes with minimal human oversight.

Supporting these levels requires product-aligned teams that own outcomes and a central platform that provides orchestration, safety, and reusable components. Business functions co-own process redesign so agents are embedded in the flow of work. As organisations progress, governance and oversight must keep pace.

Agentic AI won't simply automate tasks. It will redefine how work is delegated, supervised, and delivered. Those who intentionally evolve their operating models will be able to scale safely and avoid the fragmentation executives have already seen in their own pilots.

"Agents need the same disciplines as employees: roles, KPIs, accountability".

Amanda Flouch

Human Capital Portfolio Leader

05

TECHNOLOGY AND DATA FOUNDATIONS

From hidden costs to deliberate choices

As most organisations remain early in their AI journey, they continue to lean on hyperscaler services to get pilots moving. The speed of hyperscalers is well suited to early experimentation, yet complexity and cost are often hidden. As workloads grow, token spend rises sharply, consumption becomes difficult to track, and questions on the economics of AI arise.

The lesson: foundations are no longer just plumbing. They are strategic choices that shape pace, cost, and trust.

Agentic AI needs a robust and sovereign architecture. That includes GPU-enabled compute, secure data pipelines, vector search, and real-time observability, along with platforms that enable multi-agent orchestration.

Choices about where infrastructure resides, how energy is sourced, where data is stored, and who governs models are equally important. These decisions define resilience and compliance, but they also carry cost curves executives must weigh.

Leaders should model the trade-offs between consuming services and investing in proprietary infrastructure. At scale, ownership may make sense, but only when cost, performance, and sovereignty are balanced together.

In other words, leaders must learn the new economics of AI, which goes beyond traditional total cost of ownership in a world of cost per token.

Observability is essential. Consumption must be tracked so spend ties directly to outcomes, not just usage. Interoperability matters, too. Agents need to connect into enterprise resource planning (ERP), SaaS, and workflow systems without duplication.

High-quality governed data underpins it all. Organisations that treat technology and data as strategic assets will unlock efficiency, resilience, and competitive advantage.

**“Every token has a cost.
Every cost must tie to an outcome”.**

James Allan
Lead Partner, Engineering





06

CHANGE READINESS

From training to transformation

In the early wave of AI adoption, readiness was often reduced to training. Teams were given introductions and tool demos, but the underlying system of work remained unchanged. The result was predictable. Inefficiencies were replicated at a larger scale, pilots failed to stick, and employees lacked confidence to rely on the tools.

The lesson: agentic AI only delivers steep change when organisations redesign how work is structured, how decisions are made, and how humans and agents operate together. Readiness isn't an afterthought. It's a strategic capability that must be built into the core of transformation.

A practical way forward is a dual-speed approach. Create a fast lane to test and deploy agents where data quality, governance, and leadership are strongly aligned. In parallel, maintain a stable lane with guardrails, controls, and oversight to protect trust and continuity. This ensures momentum without risk.

Work must be redesigned from tasks to outcomes. Roles become dynamic ecosystems where humans and agents share responsibilities. Autonomy thresholds must be defined so everyone understands when agents act alone, when validation is required, and when collaboration is expected.

Change must be forecast and managed over two time horizons: longer term changes to shape, size, cost and skills, alongside delivering the messages, training and change support to enable your teams to move at pace.

The pace of adoption is set inside the organisation. With AI now table stakes, waiting for perfect conditions is a trap. Readiness treated as a standing capability ensures pilots turn into scaled performance and lasting advantage.

"The pace of adoption is set inside the organisation, not outside".

Sarah Rogers

Partner, Workforce Transformation

From fundamentals to impact

Lead the agentic frontier

Scaling agentic AI isn't about more pilots or isolated wins. It requires leaders to make deliberate choices across ownership, strategy, trust, operating model, technology, and readiness.

These six fundamentals provide the path from experiments to enterprise transformation and scale.

The organisations that act decisively now will take the lead, set the pace for their industries, and build lasting advantage. Those that wait will simply add AI initiatives to the pile of failed technology projects and fall behind.

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David Alonso

National AI Market Leader





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