



Building human–agent  
synergy: Equipping and  
empowering employees to  
thrive alongside AI agents



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# Introduction

AI agents are no longer confined to experimental pilots. They are becoming embedded across enterprise workflows, acting as digital teammates that reason, decide and act. Evidence of this transformative adoption is already visible across industries.



## Financial services

Agents are automating fraud monitoring, portfolio recommendations and compliance reviews delivering faster detection and improved accuracy.



## Healthcare

Clinical documentation and discharge agents are reducing administrative burden and freeing clinician time, improving both throughput and satisfaction.



## Retail and consumer goods

Personalised shopping and inventory agents are lifting conversion rates while reducing stock-outs.



## Manufacturing and supply chain

Predictive maintenance and supplier-risk agents are helping minimise downtime and improve ESG compliance.



## Customer support

Context-aware agents are cutting average handling times and raising customer satisfaction scores.



## Energy and utilities

Agentic systems are being used for grid monitoring predictive load balancing, and sustainability tracking.

The true success of agentic intervention, however, is not just the sophistication of the technology alone but the ability of employees to work effectively alongside AI agents. About 70 percent<sup>1</sup> of employees are using AI tools at work, up from near-zero just a year ago.

The rapid growth requires a new definition of human-agent partnerships, new skills for workers and a clear set of rules for

governance, trust and enablement. With a strong leadership commitment, structured change management and open access to technology, it will all come together. This will make it available to everyone, not just a few.

Companies that get their workers ready for this change ahead of time will witness a significant increase in productivity, innovation and employee satisfaction.

1. Source: Randstad AI & Equity Report 2024

# Skillsets for empowering the organisation and the workforce

The workforce of tomorrow needs a new skill stack. About 70 percent<sup>2</sup> of employees are more likely to join and stay in an organisation if its employee value proposition helps them thrive in an AI-driven world. Hence, AI fluency, reskilling and trust-building are essential.

## Core AI roles for development and reliability

To successfully develop and scale agentic AI, organisations need a targeted set of roles that combine advanced AI development expertise with operational reliability. Some of the key roles that form the backbone of an enterprise-ready AI capability are as follows:

1. **Data scientists:** Develop models, ensure quality data and convert insights to drive agent reasoning.
2. **Machine learning engineers:** Build, train, deploy and optimise AI models in production at scale.
3. **LLM engineers:** Fine-tune large language models, apply advanced techniques and enhance contextual accuracy.
4. **Prompt engineers:** Design and refine prompts to guide AI agents for accurate, context-aware outcomes.
5. **AI architects:** Define enterprise AI system architecture, ensuring scalability, security and interoperability.
6. **AI Ops engineers:** Monitor, retrain, automate deployment and manage the lifecycle of AI systems for stability and compliance.

## AI fluency for workforce readiness

Employers must imbibe the following six critical capabilities in their workforce for a synergised human-agent collaboration:

1. **AI literacy:** Understand agent capabilities, limitations, risks and interpret outputs critically.
2. **Prompt crafting and task structuring:** Translate business goals into precise prompts with iterative refinement.
3. **Agent supervision and evaluation:** Validate results, manage bias and spot hallucinations to ensure reliability.
4. **Workflow integration and orchestration:** Design seamless human-agent workflows using frameworks such as LangChain/LangGraph.
5. **Critical thinking and judgment:** Apply domain expertise and ethical reasoning to override AI when necessary.
6. **Emotional intelligence and change resilience:** Collaborate effectively with AI, manage ambiguity and build trust in digital teammates.

2. Source: Global human capital trends 2025, Deloitte

# Organisational imperatives in the agentic era

## AI leadership traits

In the fast-evolving world of agentic AI, its successful implementation relies on "AI-credible leadership". Key requirements of an AI-credible leader are as follows:

 <b>Lead with humility and curiosity</b> <p>Approaching the ever-evolving landscape of AI with humility, transparency and a commitment to continuous learning. They acknowledge the unknowns, encourage questions and are open to learning as technology evolves.</p>	 <b>Navigate with integrity and build trust</b> <p>Transparency is key when addressing employees, customers and stakeholders, and clearly communicating how AI is used, addressing concerns (such as job displacement) and ensuring alignment with company values.</p>	 <b>Balance vision with adaptability</b> <p>Articulating a bold vision while staying flexible. They prioritise high-impact initiatives and encourage experimentation.</p>
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## Change management in the agentic AI era

Agentic AI adoption necessitates effective change management, which involves considering leadership support, a growth mindset and robust communication. The following are some tried and tested guiding principles for change management in agentic AI-led organisational transformation:

 <b>Empower AI champions:</b> Cultivate AI advocates at all levels through "citizen development" initiatives and digital playgrounds.	 <b>Paint a compelling vision:</b> While the future of AI is still unfolding, a bold vision provides a North Star for engagement.
 <b>Invest in change upfront:</b> Dedicated change management efforts are 1.6x more likely to see AI initiatives exceed expectations than those that do not prioritise change management.	 <b>Foster collaboration:</b> Ensure strong working relationships between AI development teams and the wider organisation for fit-for-purpose design.
 <b>Combat fear with transparency:</b> Openly address concerns, clarify AI safeguards and highlight its potential to improve daily work life.	 <b>Personalise the change journey:</b> Recognise that AI's impact varies across roles; a one-size-fits-all approach will not work.

## Key change management techniques for a scalable agentic AI asset adoption

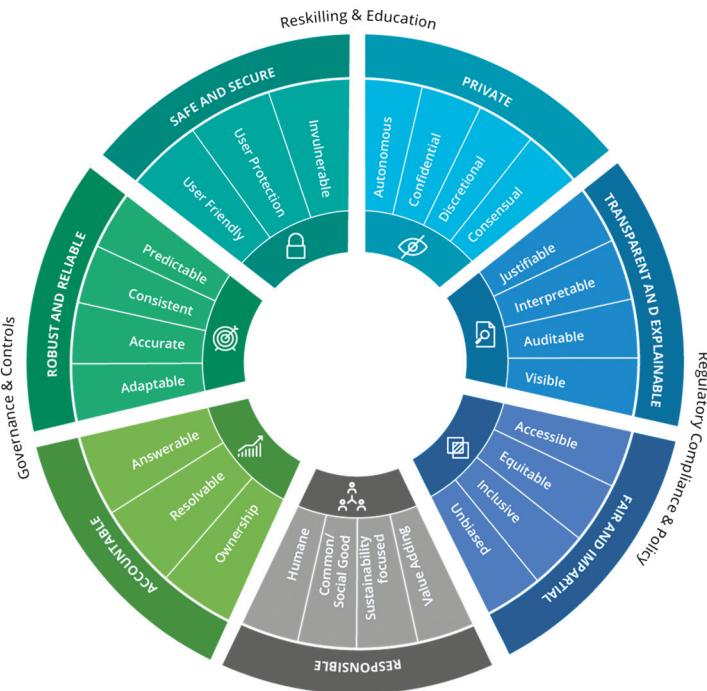
- **Enterprise readiness:** Agents must be production-ready, with identity, security and governance in place. Scaling agents without these foundations risks failure and regulatory exposure.
- **Governance and security:** Ensure secure and compliant interactions with large language models, aligning with responsible AI principles.
- **Interoperability:** Breaking silos to enable agents to discover, communicate and coordinate across platforms. Adopting standards and protocols to make multi-agent ecosystems viable and reduce vendor lock-in.
- **Platform mindset:** Instead of isolated pilots, positioning agents as a foundational capability and intelligent layer across workflows, requiring continuous monitoring, retraining and organisational ownership.
- **Workflow integration:** Enterprise-wide use of AI agent building tools allows structured orchestration of AI agents, supporting complex and straightforward change journeys.
- **AI democratisation:** Essential for value creation without AI expertise. With low-code/no-code tooling, natural language interfaces and modular frameworks, employees across business functions can configure and deploy agents. This empowers non-technical staff to create tools, dashboards and AI agents independently, reducing resistance to adoption.
- **Skill enablement and upskilling:** Guided training sessions to help users interact with AI agents, driving confidence and AI literacy across skill levels.
- **Incremental adoption using experimentation sandbox:** Platforms for testing and experimenting with agentic AI workflow, encouraging safe experimentation and learning before enterprise-wide rollout.



## Organisational enablers for agentic AI adoption

- **Playbooks and guardrails:** Providing employees with ready-to-use guidelines on safe and effective agent usage by implementing a comprehensive governance framework.

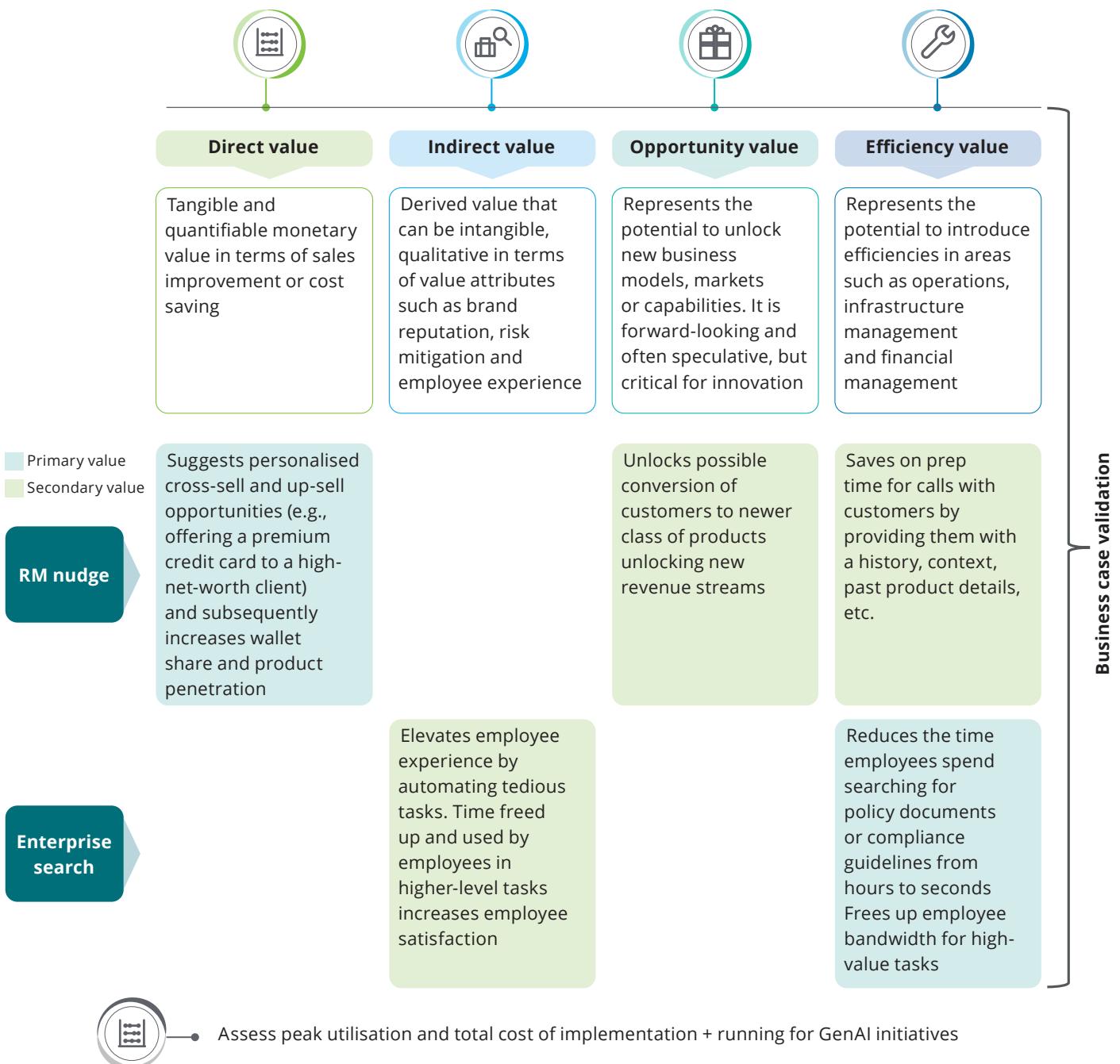
**Deloitte's Trustworthy AI™ framework**



Trustworthy AI™ pillars	Risks addressed
<b>Safe and secure:</b> AI systems can be protected from risks (including cyber, legal and regulatory) that may cause physical and/or digital harm	<ul style="list-style-type: none"> <li>• Prompt injection/jailbreak</li> <li>• Model inversion/evasion</li> <li>• Model theft</li> </ul>
<b>Private:</b> Participant privacy is respected, and customer data is not used beyond its intended and stated use; consumers are able to opt in/out of sharing their data	<ul style="list-style-type: none"> <li>• Data loss or compromise (sensitive data, PII, etc.)</li> <li>• Inappropriate or risky access</li> <li>• Lack of transparency or appropriate consent</li> <li>• Inability to meet right to be forgotten (data subject access request)</li> </ul>
<b>Transparent and explainable:</b> Participants can understand how their data is being used and how AI systems make decisions; algorithms, attributes and correlations are open to inspection	<ul style="list-style-type: none"> <li>• Insufficient transparency around data use for AI</li> <li>• Lack of model explainability/auditability</li> <li>• Inappropriate reuse of the model</li> <li>• Incomplete or missing model documentation</li> </ul>
<b>Fair and impartial:</b> AI applications include internal and external checks to help facilitate equitable application across participants	<ul style="list-style-type: none"> <li>• Biased/inaccurate outputs due to data imbalance</li> <li>• Discriminatory or prejudiced outputs</li> <li>• Overcorrection of impartiality or fair outputs</li> </ul>
<b>Responsible:</b> The technology is created and operated in a socially responsible manner	<ul style="list-style-type: none"> <li>• Toxic or harmful content</li> <li>• Unethical use of data and AI</li> <li>• Unconsidered environmental impacts of AI</li> </ul>
<b>Accountable:</b> Policies are in place to determine who is responsible for the decisions made or derived with the use of technology	<ul style="list-style-type: none"> <li>• Non-compliance with regulatory requirements</li> <li>• IP protection/infringement, copyright and fair use</li> <li>• Unrealised value, unmanaged costs</li> </ul>
<b>Robust and reliable:</b> AI systems can learn from humans and other systems and produce consistent and reliable outputs	<ul style="list-style-type: none"> <li>• Poor user experience</li> <li>• Hallucination</li> <li>• Excessive response latency</li> <li>• Lack of data quality</li> <li>• Under or over-fitting</li> <li>• Model instability/drift</li> </ul>

- **Establishing trust with the workforce:** Empowering employees to communicate clear narratives, ensuring transparency, rewarding collaboration and keeping final accountability with humans.
- **Performance recalibration:** Updating KPIs to measure productivity (combined human and agent outcomes), not just individual effort.
- **Value measurement:** Identifying the value from implementation of agentic AI use-cases through a four-pillar ROI framework.

#### Measuring outcome from successful implementation across diverse drivers of value generation



- **Establishing AI culture:** Showcasing key traits such as trust, data fluency, agility, commitment to ethical practices, continuous learning, curiosity and creativity for an AI-first culture.



## Ethical use of agentic AI

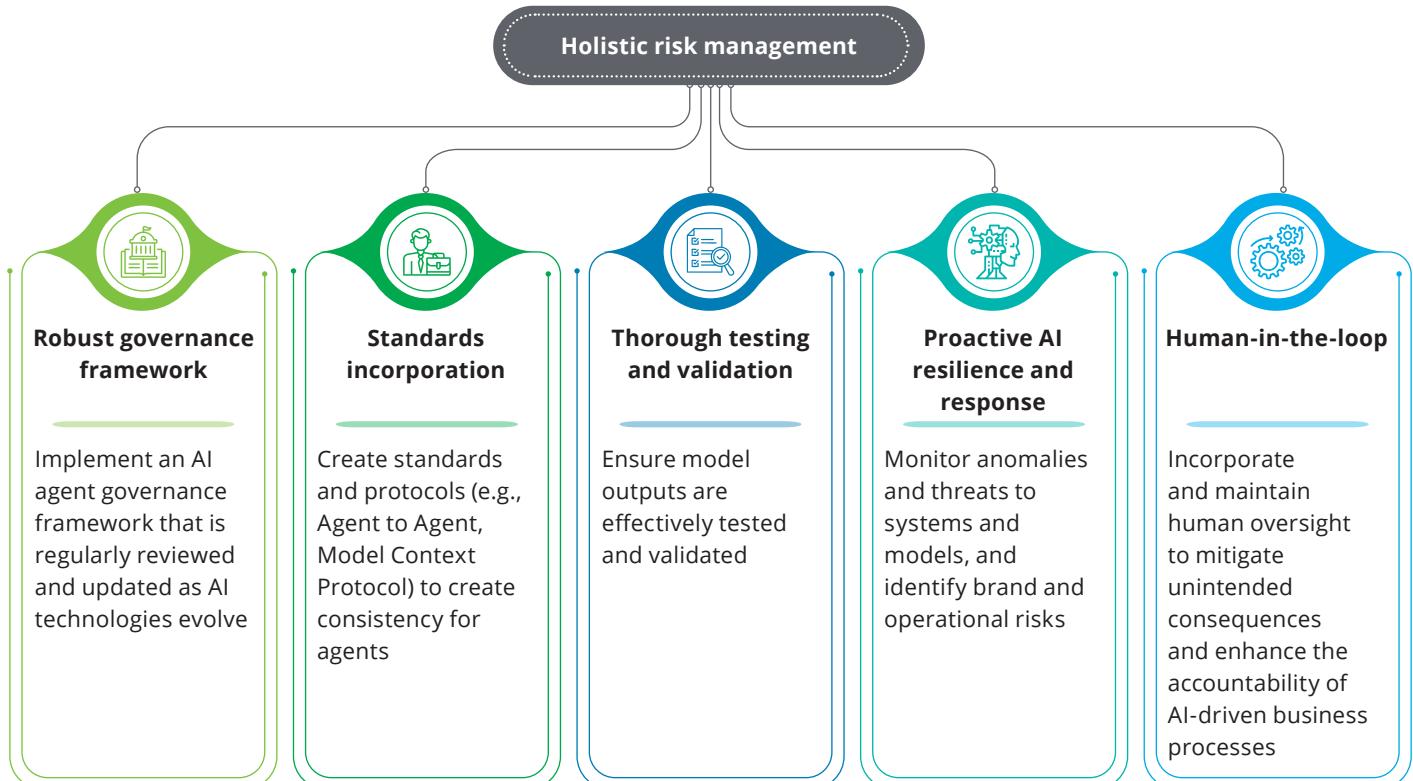
Agentic AI's rapid adoption is raising risks around employee use, intrusive monitoring and behaviour manipulation. Building trust requires transparency, human oversight and open communication to mitigate bias and ensure the ethical use of AI.

Deloitte's cross-firm survey<sup>3</sup> highlights three key priorities of organisations related to agentic AI adoptions: Balancing innovation with regulation (62 percent), transparency and privacy (59 percent), and bias mitigation and system reliability (52 percent).

To address these challenges, organisations are investing<sup>4</sup> in robust governance frameworks and oversight mechanisms such as i) ethical assessments (98 percent), ii) educating the workforce for ethical practices (76 percent), iii) setting up ethics review committees (46 percent), iv) establishing risk frameworks (44 percent), and v) ethics-driven onboarding processes (35 percent).

**AI risk mitigation:** The five-pillar risk mitigation framework below offers a comprehensive approach to navigating these complexities, ensuring that agentic AI adoption is innovative, principled and human-centric.

### Proactively mitigating agentic AI risks will help organisation start and scale agentic AI adoption



3. Source: Leadership, governance, and workforce decision-making about ethical AI: C-suite perspectives

4. Source: Leadership, governance, and workforce decision-making about ethical AI: C-suite perspectives, Deloitte survey 2024

# The human–agent partnership: A redefinition

Automation has augmented human intelligence, which is further strengthened by AI agents that can reason, make decisions and execute multi-step processes autonomously. This creates a new symbiotic relationship where humans and agents share responsibilities.

There are three archetypes of human–agent collaboration. The shift requires a clear understanding of when to rely on, challenge or override agents.

## Agent as an Assistant (1)

AI supports human decision-making (research, summarisation, recommendations).

### Use case: Agentic AI solution for CV matching and screening

- **Role of AI agent:** Use of multiple agents to create job descriptions, job IDs; process resumes; screen, shortlist and communicate with candidates to schedule interviews.
- **Employee empowerment:** Enabled the talent acquisition team to identify relevant profiles without spending hours going through resumes and communicating.
- **Impact:** Improved efficiency and shorter TAT in scheduling initial interviews with relevant candidates.

## Agent as a Collaborator (2)

Humans and AI jointly perform tasks (negotiation support, design brainstorming, workflow orchestration).

### Use case: Agentic AI solution to enable relationship managers for a leading bank

- **Role of AI agent:** Use of multiple agents to scan daily news, summarise meeting notes, recommend products and draft communication.
- **Employee empowerment:** Enabled relationship managers to recommend better banking products.
- **Impact:** Improved efficiency and shorter TAT in identifying the right product for customers.

## Agent as a Delegate (3)

Humans define goals, and agents autonomously execute (supply chain monitoring, automated customer interactions, targeted insights).

### Use case: Agentic AI-powered customer data Insights for marketing efficiency

- **Role of AI agent:** Provides actionable insights by translating natural language inputs into SQL queries.
- **Employee empowerment:** This enabled marketers to obtain business insights from the data without spending hours gathering consumable data from the SQL database.
- **Impact:** Improved efficiency and reduced time to action and error rate.

# The path forward

Organisations need to go from keeping humans in the loop to keeping humans on the loop. Equipping employees for this human-agent collaboration will require a holistic approach that combines mindset, skill development, organisational enablers, trust frameworks and democratisation of AI. To move from an “exploring” to an “AI-fuelled organisation” will require an enterprise-wide change in the way humans and agents collaborate.

## Where to start: Moving from ‘Exploring’ to ‘AI-fuelled™’

### Exploring

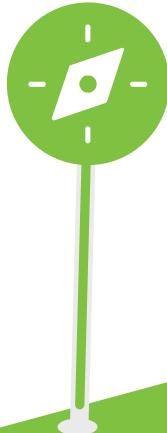
Organisations begin by ideating use cases, focusing on fundamentals and experimenting with POCs

#### Change kick-starters

- AI ambition workshops
- Use case exploration
- Strategy overviews

#### Outcomes

- Defined AI strategy and business value
- Prioritised ‘no regret’ use cases
- Early CoE setup with governance and ethical guardrails



### Implementing and being

Deployment of AI to create business value with changes in structure, operations and behaviours

#### Change kick-starters

- Scaling workshops
- Storytelling and myth-busting
- Skills strategy (Data, technical and soft skills)
- AI policies

#### Outcomes

- Stronger commitment and investment
- Clear governance and ownership
- Broader workforce adoption
- Capability mapping for scale
- Tangible value measurement to secure support



### Scaled and AI-fuelled

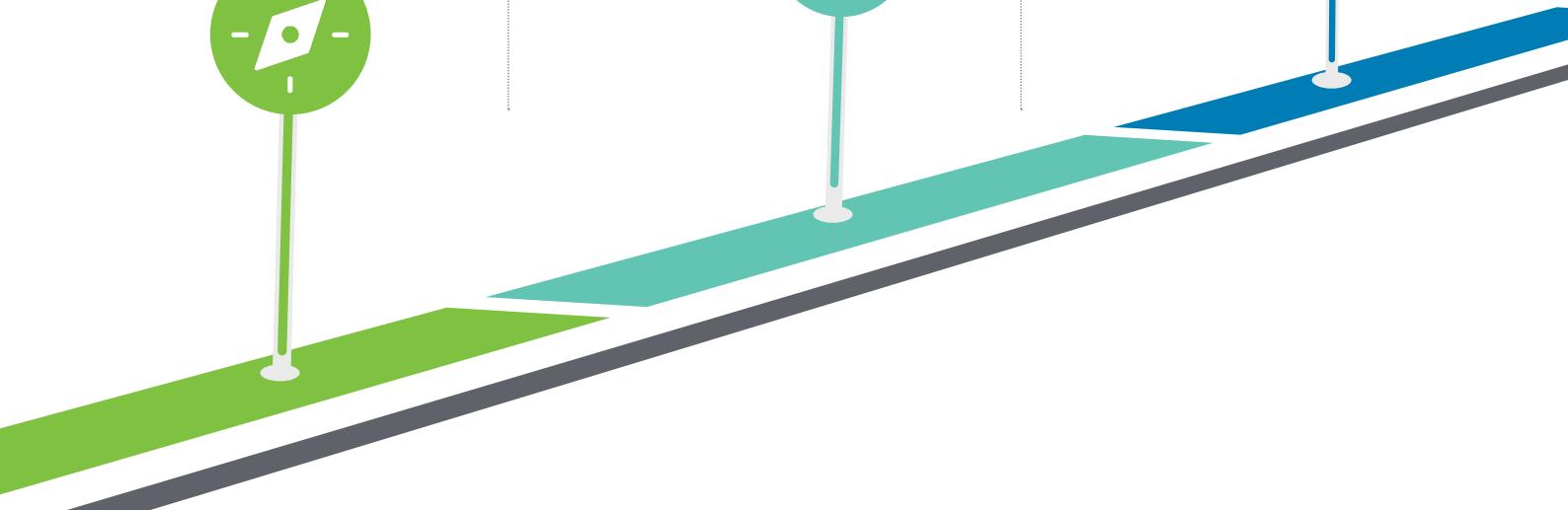
AI becomes core to strategy, not just an add-on, embedded across to be an AI-fuelled organisation

#### Change kick-starters

- Change impact workshops
- Mobilising AI influencers
- Ongoing skills development journeys
- People related KPIs for AI adoption

#### Outcomes

- AI drives differentiation and is championed by leadership
- Culture shift towards trust, agile, agility and data fluency
- AI embedded in role profiles



# Conclusion

The future workforce is not “humans vs. AI,” but humans and AI agents working in partnership. To thrive, organisations must democratise access to AI capabilities and invest in change management practices that build confidence, equipping employees with the skills, confidence and agency to collaborate effectively with their digital counterparts. The right amount of preparedness, adaptability and empowerment, along with technology readiness, will lead organisations towards long-term success.



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