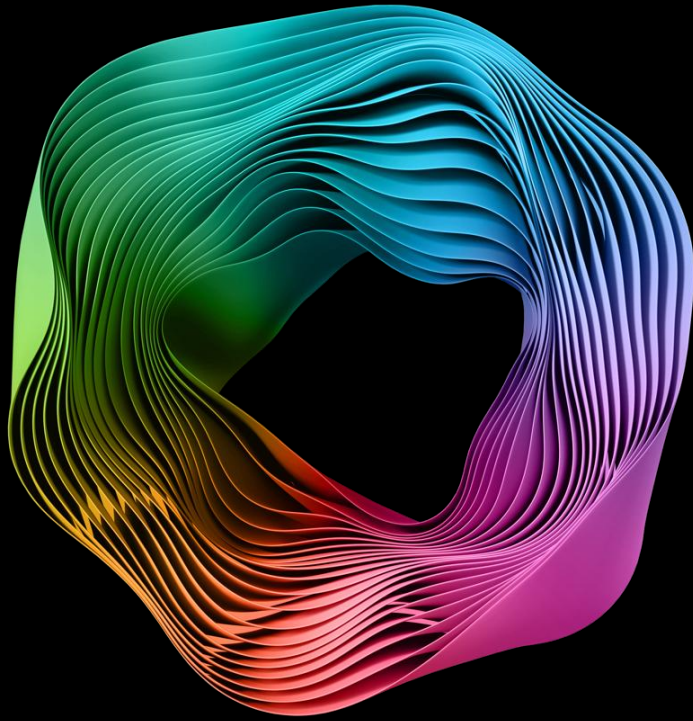




Are you **R.E.A.D.Y** for the hugentic age?

Call to action: Transforming
people and culture through
agentic AI

Executive summary

Agentic AI is actively reshaping how work gets done. By making decisions autonomously, agentic AI is reshaping enterprises at their core by redesigning structures, reducing coordination overhead and unlocking step-change productivity. In the years ahead, the proportion of decisions handled autonomously will continue to rise. While work itself is changing; from task execution to intent setting, judgment and orchestration of human-AI systems, most organisations are still attempting to layer AI onto legacy operating models, skills and leadership mindsets.

This moment represents a defining leadership inflexion point for Indian organisations. AI offers transformative opportunity, but only for those willing to rethink work, workforce and ways of working from the ground up. The question is no longer whether AI will transform work, but whether their organisations are redesigning themselves fast enough to capture its value.

Deloitte's R.E.A.D.Y. framework is designed to help organisations respond to this reality. It provides a practical, integrated approach to move beyond AI adoption towards true AI readiness, enabling organisations to systematically reimagine work, prepare their workforce and embed "Human + AI" at the core of their operating model for sustainable, enterprise-wide impact.

Redesigning organisation and workforce with AI

R Agentic AI fundamentally shifts work; the majority of it will be centred on AI orchestration rather than task execution. This transformation requires rethinking how roles are designed and structured. By adopting an operating model and organisational structure that enables the human–agentic AI system, enterprises can unlock capacity

Emerging AI capabilities for upskilling at scale

E AI is transforming the skills employees need and how they acquire them. Personalised, adaptive and in-workflow AI learning enables continuous upskilling at scale, helping organisations rapidly prepare their workforce for the evolving demands of an AI-driven enterprise.

AI-aligned leadership mindset

A Leadership engagement **and role modelling** are critical to signal agentic AI as a strategic priority and create an AI-ready mindset that embraces human–AI collaboration, fosters ethical oversight and actively drives adoption.

Dividend through AI-based change adoption

D The true value of AI lies in adoption, not just deployment. Embedding AI across workflows with structured change management multiplies Return on Investment (ROI), accelerates measurable impact and ensures human–AI collaboration drives enterprise-wide value creation.

Y-shaped HR & people function evolution

Y HR must evolve into a Y-shaped model: scalable breadth to support the workforce and deep specialist capability to guide critical areas. This enables rapid workforce adaptation, trusted decision-making and sustainable people outcomes in an AI-enabled world.

Deloitte’s R.E.A.D.Y framework for an AI-driven future

Introduction

AI is not quietly arriving; it is already rewriting the rules of work. Nearly **80 percent of global leaders** expect generative AI to transform their organisations within the next three years. Additionally, a third of the global leaders say the impact will be visible within **12 months**.¹ AI agents are moving fast from experimentation to execution: by **2027, half of the global organisations are expected to deploy AI agents**, and by **2028, 15 percent of daily work decisions will be made autonomously by AI**.²

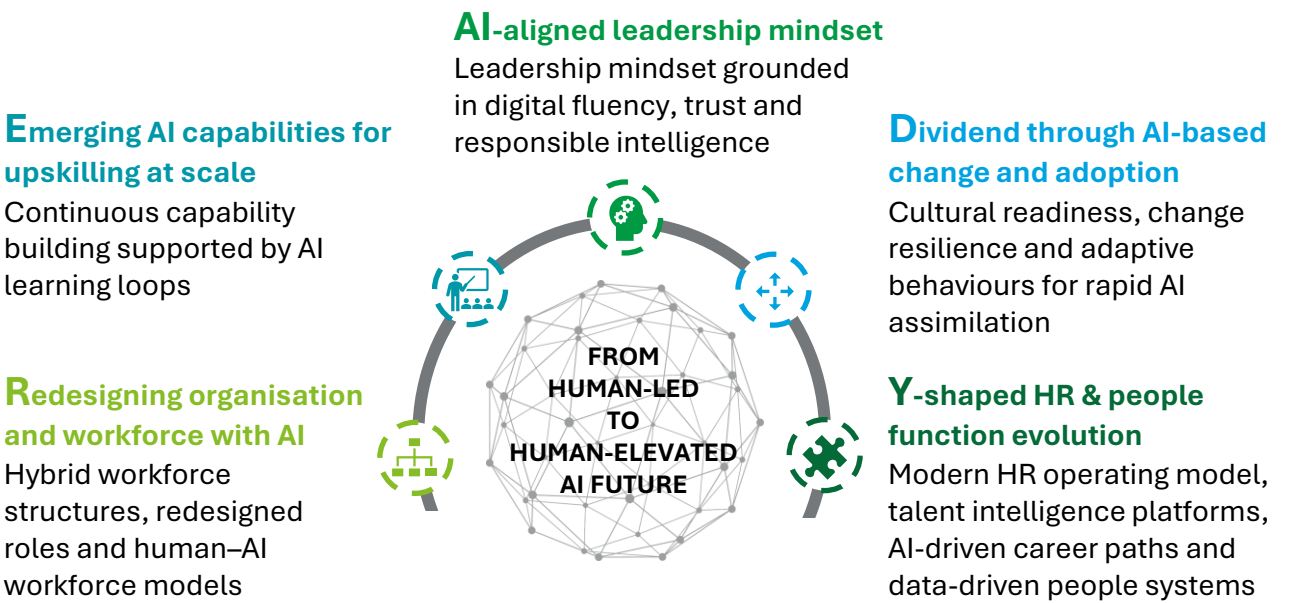
The shift is profound. Work is no longer about completing tasks but about setting intent, exercising judgment and orchestrating human–AI systems. However, **only 22 percent of employees believe their organisation will be truly AI-ready**.³ Technology is accelerating exponentially, but organisations are still evolving incrementally.

India reflects this paradox at scale. The ambition is clear, but the execution is faltering. Only **29 percent of India Inc. have been able to scale AI initiatives enterprise-wide**.⁴ The question is no longer whether AI will change work? It already has.

The real question is: **Is your organisation redesigning itself for AI, or simply layering AI onto yesterday’s operating model?**

This is a defining leadership moment. For Indian organisations, the AI era offers unprecedented opportunity but only for those willing to rethink work from the ground up. The next move on GenAI will either unlock transformation or entrench delay. Getting “Human + AI” right is not about tools alone; but about redesigning organisations, reimagining skills, reshaping leadership mindsets and driving adoption at scale.

Deloitte’s **R.E.A.D.Y. framework** provides a practical, future-ready lens to help organisations do exactly that, so they do not just adopt AI, but truly become ready for an AI-driven future.



CREATING URGENCY FOR ORGANISATIONS TO ...

Start from where you stand Embrace a dual-speed approach Shift from vision to scaled impact

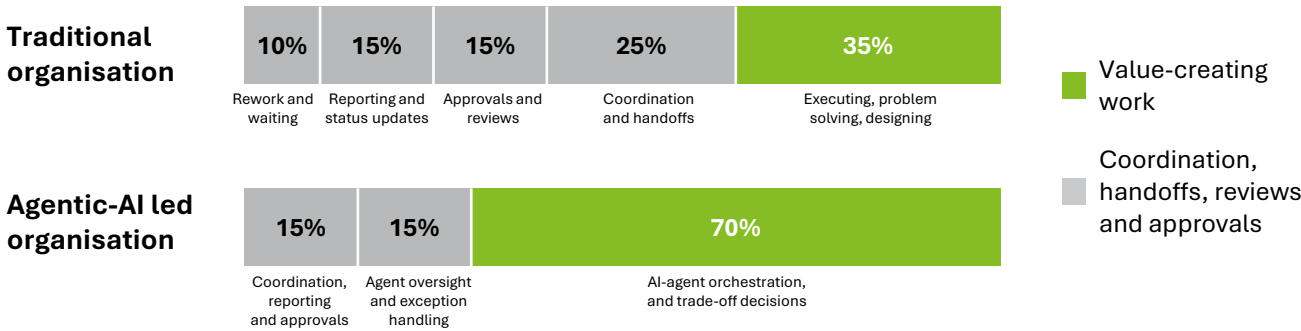
R E A D Y

Redesigning organisation and workforce with AI

What is changing and why cannot leaders wait?

Agentic AI is no longer an efficiency lever; it is dismantling the logic on which organisations were built. In an AI-driven future, enterprises are discovering that their **biggest productivity losses do not come from lack of skill or effort, but from organisational drag**: layers, handoffs, approvals and coordination overhead designed for a pre-AI world. As autonomous agents begin to sense, decide and execute end-to-end, these structures become liabilities. Evidence is already visible: **organisations deploying agentic workflows report a 30–50 percent reduction in coordination overhead.**⁵ The risk for laggards is a bloated structure, declining workforce productivity and process workflows optimised for execution when value has shifted decisively to judgment and orchestration.

Work composition



Emerging trends and new practices

Leading organisations are redesigning around a new human–agent unit of work. Entry-level tasks are unbundled, with **40–60 percent of routine execution absorbed by agents**, cutting **labour cost per transaction by 30–45 percent** and freeing staff for **higher-value work**. Mid-level management compresses as AI handles coordination, **widening spans of control by 10–30 percent** and **reducing supervisory headcount by 15–25 percent**, while senior leaders shift from reporting to governance, portfolio choices and talent re-architecture, **trimming executive-level meeting time by about 20 percent**. This reshapes the workforce mix: “sunrise” roles such as AI supervisors, workforce architects and agent orchestrators emerge, and coordination-heavy roles sunset. Productivity metrics now focus on decision velocity, exception frequency, override quality and system stability, delivering **~35 percent output uplift** while lowering the **total operating expense by an estimated 12–18 percent**.^{6,7}

Call to action for organisations

The strategic question is no longer “Where can we apply AI?” but “**How can the organisation be re-designed to support and enable the human–agentic system?**” Organisations must **proactively redesign roles, spans, layers and workforce plans** around AI-enabled capacity, not just headcount. This means **redefining jobs to supervise intelligence, rebuilding workforce plans** based on decision throughput and resetting productivity metrics away from activity. **Leaders, especially Chief Human Resources Officer (CHROs), Chief Information Officers (CIOs) and business heads must jointly own human–agent governance**, reskilling pathways and ethical guardrails. The organisations that act now will unlock step-change productivity while creating more meaningful human work. Those that delay will find themselves hiring for the future while operating with structures from the past.

R E A D Y

Emerging AI capabilities for upskilling at scale

What is changing and why cannot leaders wait?

Artificial intelligence is fundamentally changing not only **what** skills organisations need, but **how** those skills must be built; continuously, at scale and in context. The World Economic Forum estimates that **44 percent of workers' core skills will change by 2027**, with AI as the single largest driver of this shift. At the same time, global research shows that workers who are trained to use AI effectively can improve task performance by **15 to 40 percent**, depending on role and experience level, hence making skilling the fastest lever for workforce readiness.⁸ For large organisations, especially in India, the challenge is no longer access to learning content, but the ability to deliver personalised, **role-relevant upskilling to thousands of employees simultaneously**, while keeping pace with how fast skills are evolving. With India being home to over **1.9 million professionals in Global Capability Centres (GCCs)** and projected to add nearly **1 million more by 2030**, the ability to scale AI-enabled learning has become a strategic necessity, not an HR ambition.⁹

Emerging trends and new practices

- **From static courses to adaptive learning journeys:** AI-driven learning platforms can dynamically adjust content based on role, skill level and performance, moving organisations away from one-size-fits-all training
- **Skill inference replacing manual skill mapping:** AI can now infer skills from documents, learning behaviour and existing data, thus reducing reliance on self-reported skills and prevalent frameworks. Research indicates that skills now change 25 percent faster than job titles, accelerating the shift toward skills-based organisations.¹⁰
- **Learning embedded in the flow of work:** Generative AI copilots and in-workflow nudges are enabling “learning while doing,” which global research finds significantly improves knowledge retention compared to classroom or standalone e-learning formats.
- **Faster content creation and localisation at scale:** AI is reducing content development time by 30–50 percent, enabling quick updates, multilingual delivery and contextualisation, which is critical for diverse workforces and learning needs.¹¹
- **Leader-led, AI-enabled learning ecosystems:** High-performing organisations are building internal AI academies that blend technical fluency, business acumen and ethical use, supported by partnerships with universities and platforms.

Call to action for organisations

- **Treat AI upskilling as core infrastructure, not a programme:** Build enterprise learning ecosystems that continuously evolve skills, rather than standalone training interventions.
- **Prioritise scale and relevance:** Focus on rapidly reaching large parts of the workforce with role-specific learning, instead of designing overly complex curricula for a few.
- **Equip leaders as learning catalysts:** Ensure senior leaders are AI-literate and visibly engaged in learning agendas, signalling that upskilling is business-critical and must be driven top-down.
- **Adopt skills-based workforce planning:** Use AI to identify emerging skillsets and redeploy talent faster, reducing dependency on external hiring.
- **Use India's ecosystem advantage:** Partner with GCCs, academic institutions and national initiatives to scale skilling at speed and with cost efficiency.

READY

AI-aligned leadership mindset

What is changing and why cannot leaders wait?

AI transformation succeeds or fails on the human dimension. Despite unprecedented investment and widespread experimentation, the evidence is clear: the primary barrier to realising value from AI is not technology, data or talent, but leadership readiness.¹² Employees are already integrating AI into their daily work far more than senior leaders often recognise. While most leaders acknowledge that AI will fundamentally reshape their industries, only about 15 percent aspire to be at the forefront of AI transformation. In India, this gap is especially stark: more than 80 percent of organisations are exploring AI tools and autonomous agents, but only 29 percent have been able to scale AI initiatives across the enterprise.¹³

The difference lies in mindset and governance. An AI-aligned leadership mindset requires Boards and executive teams to reimagine how humans and intelligent systems collaborate, while deliberately building cultures, controls and capabilities that elevate human judgment, creativity and accountability. What is changing is not just technology, but the very nature of leadership itself!

Emerging trends and new practices

- **From AI adoption to AI stewardship:** Boards and Chief Executive Officers (CEOs) are starting to take explicit ownership of AI governance by clarifying accountability for outcomes, ethics, bias and societal impact rather than delegating AI solely to technology teams.
- **Designing Human-AI collaboration, not automation:** Leaders are beginning to deliberately design roles where AI augments human judgment, creativity and ethical reasoning, while clearly defining what must remain human, such as accountability, values-based decisions and trust-building.
- **Inclusion as a leadership imperative:** Leaders are now intentionally designing AI strategies that expand access to skills, knowledge and decision support, ensuring AI amplifies human potential rather than concentrating power.

Call to action for organisations

The imperative is clear: AI success can no longer be measured solely by productivity. Organisations fall behind when AI is treated as a bolt-on tool; they lead when it is embraced as a new engine of value, decision-making and work design. This requires leaders to redefine success around trust, decision quality, resilience and human capability. Progress will move at the speed of leadership, not technology. Boards and executive teams must act now by elevating AI to a core leadership and governance priority. Those who build readiness, accountability and strong human-machine judgment will set the standard; those who delay will cede control of systems that shape their future.

READY

Dividend through AI-based change adoption

What is changing and why cannot leaders wait?

Adoption, not algorithms, determines the real return on AI. When the human dimension is overlooked, ROI erodes quietly despite technically strong deployments. Agentic AI also reallocates cognitive ownership, not just activities: work once handled by analysts, planners and managers moves to agents. Without clear decision rights, escalation paths and oversight, organisations see ambiguity, loss of control and resistance. Meanwhile, AI capabilities evolve faster than behaviours and operating norms, leading to partial adoption, shadow processes and AI bypassing.

Competitive advantage is shifting from who deploys first to who embeds fastest, into daily work, culture and decision-making. This wave is more emotionally complex than past automation, with deeper concerns around control, accountability and trust across diverse microcultures. **For India, it is a defining inflexion:** enterprises and GCCs must pivot from labour-led cost advantage to AI-augmented capability advantage, elevating human roles toward orchestration, oversight and innovation.

Emerging trends and new practices

- **Human–AI augmentation > deployment:** Value comes from augmented workflows where people supervise, co-create and retain accountability, requiring behavioural change, not just tool training.
- **Trust drives adoption:** Explainability, reliability and clear oversight build confidence; microculture diagnostics target interventions where anxiety and identity risks are highest.
- **Change must match AI release speed:** Faster AI cycles demand in-flow learning, frequent nudges and rapid feedback, not classroom led change.
- **Telemetry replaces event-based change:** Real time sentiment, friction and override signals enable fast course correction and continuous improvement.
- **New metrics define the AI dividend:** Track behaviour change, oversight quality, speed of fixes and fewer workarounds, while linking them directly to cost, quality and growth.

Call to action for organisations

- **Make adoption board-visible:** Treat adoption like cybersecurity, fund it deliberately, assign clear C-suite ownership and review it regularly at the top table.
- **Diagnose before deploying:** Use microculture scans to identify trust gaps, anxieties and identity risks; sequence rollouts and target interventions where adoption risk is highest.
- **Shape behaviour in the flow of work:** Define clear stop/start/continue expectations for human-in-the-loop work, supported by nudges, cues and micro-coaching (not classroom-heavy programmes).
- **Instrument adoption telemetry:** Track sentiment, friction, overrides, oversight quality, usage patterns and business outcomes; act visibly on signals and publish adoption scorecards.
- **Use a purpose-built framework:** Generic change models miss Agentic AI's unique adoption challenges, leaving value undetected.

READY

Y-shaped HR and people function evolution

What is changing and why cannot leaders wait?

Work and workforce are evolving faster than traditional HR models can keep up. AI is rapidly reshaping roles and value chains, while many HR operating models remain built for stable roles and annual cycles, limiting workforce agility and internal mobility.

As automation expands, people's risk is rising. Faster, AI-driven decisions without strong governance around privacy, bias, explainability and accountability can erode trust and create regulatory and reputational exposure. At the same time, managers face growing pressure to lead hybrid human–AI teams and continuous skill shifts, requiring just-in-time guidance. Employees also expect personalisation and transparency at scale, clear career paths, skill visibility and fair decisions. Without this, engagement and retention suffer, especially for critical digital talent.

Emerging trends and new practices

Leading organisations are adopting purpose-driven people systems, anchored in principles for fairness, transparency, privacy and human oversight. These act as a “people constitution,” guiding policy, experience design and AI guardrails as decision-making scales through automation. HR is simultaneously shifting from process execution to product and platform ownership, with teams accountable for “people products” such as talent marketplaces, career navigation and manager enablement, measured by outcomes such as time-to-productivity, internal mobility, skill progression and experience.

At the core, skills-based architectures are becoming the system of record, connecting hiring, learning, performance, workforce planning and mobility, while HR becomes more agentic, orchestrating end-to-end journeys with built-in escalation, controls and human checkpoints for high-stakes decisions.

This evolution is creating new HR roles and governance models, combining specialist capabilities with monitoring, auditability and clear accountability to manage risk and sustain trust in AI-driven people decisions.

Call to action for organisations

- **Define the “why” for AI:** Set clear people principles (fairness, transparency, accountability, privacy) and codify where AI advises, decides or requires human oversight.
- **Build a Y-shaped HR model:** Create broad AI-ready capability for all HR roles, with deep expertise in a few critical domains, supported by clear escalation paths.
- **Deploy AI with intent and guardrails:** Use GenAI for scale and agents for execution, starting with high-volume journeys and instrumenting trust, accuracy and risk.
- **Modernise talent intelligence:** Treat skills and work data as core infrastructure, governed and integrated across hiring, learning, mobility and workforce planning.
- **Measure outcomes, not activity:** Track mobility, speed, trust, quality and AI risk and tie incentives to these results.
- **Bottom line:** Y-shaped HR enables AI scale without losing human trust; act now to build agility and resilience, or risk accumulating talent and trust debt.

Conclusion

The leaders must move beyond treating agentic AI as a bolt-on technology and instead **embrace a human-centric, organisation-wide transformation that blends rigorous change-management with trusted human-AI collaboration**. When leaders align AI with purpose, redesign roles and processes for autonomous agents and track leading metrics such as Adoption Velocity and the AI Integration Index, they unlock measurable ROI while keeping the initiative cost-aware and resilient.

The clock is ticking for the leaders: treating Agentic AI as a simple technology add-on will leave your organisation scrambling for relevance, while competitors who embed human-centric AI now are set to capture the next wave of productivity and growth. If you wait, you risk **losing up to 30 percent of productivity** and falling behind.

Call to action for Chief Executive Officers (CXOs)

Define the “why” and codify AI-aligned design principles: Articulate a clear purpose for agentic AI and establish five to eight guiding principles (e.g. fairness, privacy-by-design, transparency, human accountability, wellbeing). These rules dictate where AI agents can advise, where humans must decide and what requires explainability or consent.

Modernise the talent–intelligence foundation: Treat skills and work data as core infrastructure, implementing governance for data quality, privacy and lineage. Integrate skills ontologies and graphs into hiring, learning, performance, mobility and planning to create a spine for agentic AI-driven workforce planning.

Build a Y-shaped capability blueprint: Establish a baseline of AI literacy and data interpretation across all HR roles (breadth) while developing specialist domains (depth) such as organisation design, talent analytics and workforce planning. Clear intake and escalation paths ensure specialists are used deliberately, not as “hero support”.

Deploy GenAI for breadth and agentic workflows for execution, with guardrails: Start with high-volume, low-risk journeys (policy support, manager coaching) using GenAI, then expand to end-to-end agentic workflows (case triage, onboarding orchestration, document generation). Instrument every step for accuracy, turnaround time, escalation rate, user trust and harm signals.

Measure outcomes, not activity: Track adoption velocity (time from rollout to steady-state usage) and the AI integration index (degree of workflow embedment), along with outcome metrics such as internal mobility rate, time-to-fill, manager effectiveness and AI-risk incidents. Tie incentives to these outcomes to ensure that AI adoption translates into real business value.

The time to act is NOW. Are you READY?

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