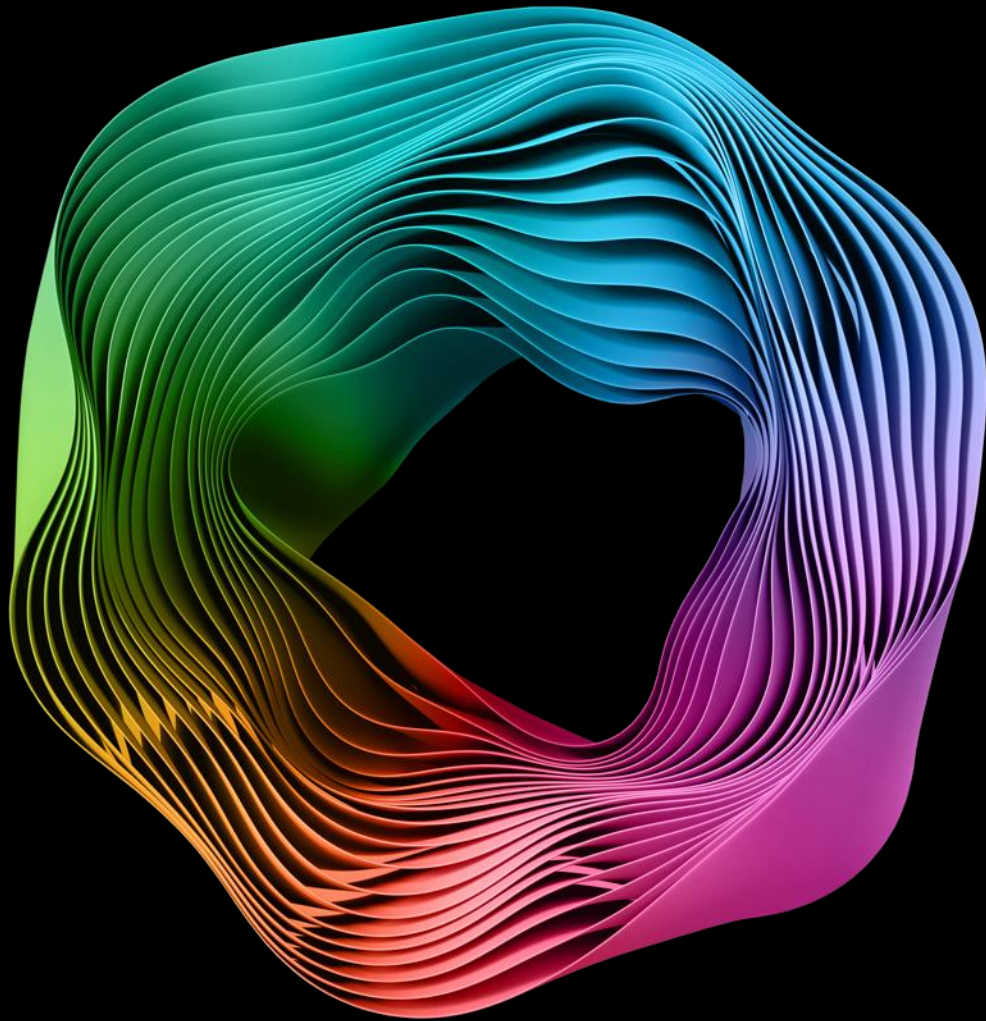


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**Are you READY for the
Hugentic Age?**

Call to Action: Transforming People & Culture through Agentic AI

Deloitte South Asia

Executive Summary

Agentic AI is no longer an emerging trend, it is actively reshaping how work gets done. By making decisions autonomously, Agentic AI is reshaping enterprises at their core - 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 organizations are still attempting to layer AI onto legacy operating models, skills, and leadership mindsets.

This moment represents a defining leadership inflection point for Indian organizations. 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 organizations are redesigning themselves fast enough to capture its value.

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

Redesigning organization & workforce with AI

R

Agentic AI fundamentally shifts work; majority of the work will be centered around AI orchestration and not task execution. This transformation requires rethinking how roles are designed and structured. By adopting a operating model and organizational structure that enables the human-agentic AI system, enterprises can unlock capacity

Emerging AI capabilities for upskilling at scale

E

AI is transforming not only what skills employees need, but how they acquire them. Personalized, adaptive, and in-workflow AI learning enables continuous upskilling at scale, helping organizations rapidly prepare their workforce for the evolving demands of an AI-driven enterprise.

AI-aligned Leadership Mindset

A

Leadership engagement **and role modelling** is critical to signal Agentic AI as a strategic priority and create a 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 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% of global leaders** expect generative AI to transform their organizations within the next three years, and a third say the impact will be visible within **12 months**. AI agents are moving fast from experimentation to execution: by **2027, half of organizations are expected to deploy AI agents**, and by **2028, 15% of daily work decisions will be made autonomously by AI**.

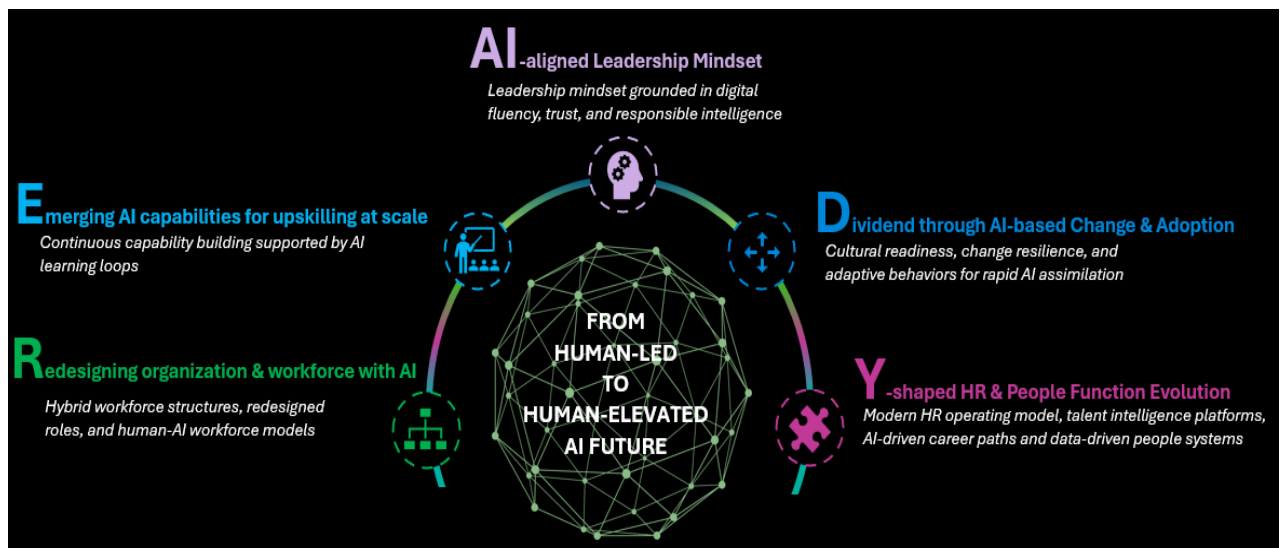
The shift is profound. Work is no longer about completing tasks, it's about setting intent, exercising judgment, and orchestrating human–AI systems. And yet, here's the uncomfortable truth: **only 22% of organizations are talent-ready**. Technology is accelerating exponentially, but organizations are still evolving incrementally.

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

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

This is a defining leadership moment. For Indian organizations, 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; it's about redesigning organizations, 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 organizations do exactly that, so they don't just adopt AI, but truly become ready for an AI-driven future.

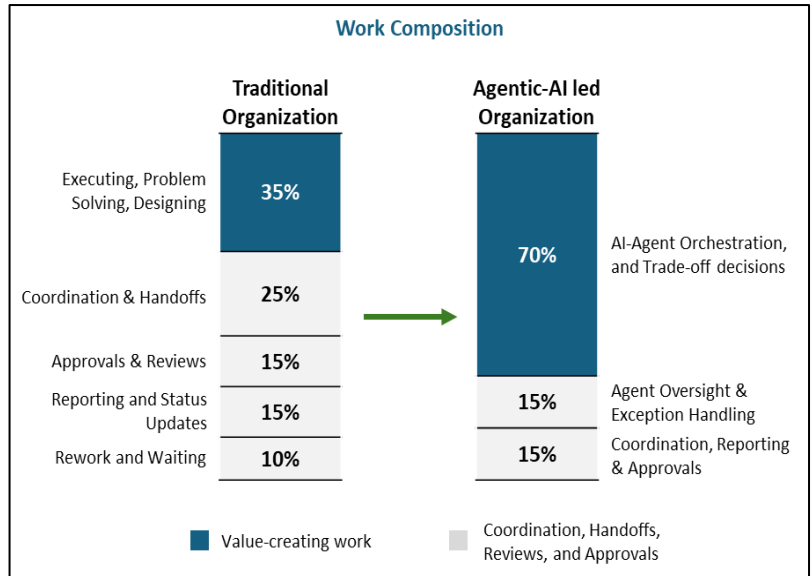


READY

Redesigning organization & workforce with AI

What's Changing, and Why Leaders Can't Wait?

Agentic AI is no longer an efficiency lever; it is dismantling the logic on which organizations 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 organizational 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: **organizations deploying agentic workflows report 30–50% reduction in coordination overhead**. The risk for laggards is bloated structure, declining workforce productivity, and process workflows optimized for execution when value has shifted decisively to judgment and orchestration.



Emerging Trends and New Practices

Leading organizations are redesigning around a new human-agent unit of work. Entry-level tasks are unbundled, with **40-60 % of routine execution absorbed by agents**, cutting **labor cost per transaction by 30-45 %** and freeing staff for **higher-value work**. Mid-level management compresses as AI handles coordination, **widening spans of control by 10-30 %** and **reducing supervisory headcount by 15-25 %**, while senior leaders shift from reporting to governance, portfolio choices, and talent re-architecture, **trimming executive-level meeting time by about 20 %**. 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 % output uplift** while lowering **total operating expense by an estimated 12-18 %**.

Call to Action for Organizations

The strategic question is no longer “Where can we apply AI?” but “**How can the organization be re-designed to support and enable the human-agentic agent system?**” Organizations 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 CHROs, CIOs, and business heads must jointly own human-agent governance**, reskilling pathways, and ethical guardrails. The organizations 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.

READY

Emerging AI capabilities for upskilling at scale

What's Changing, and Why Leaders Can't Wait?

Artificial intelligence is fundamentally changing not only **what** skills organizations need, but **how** those skills must be built; continuously, at scale, and in context. The World Economic Forum estimates that **44% 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%**, depending on role and experience level, hence making skilling the fastest lever for workforce readiness. For large organizations, especially in India, the challenge is no longer access to learning content, but the ability to **deliver personalized, role-relevant upskilling to thousands of employees simultaneously**, while keeping pace with how fast skills are evolving. With India home to over **1.9 million professionals in Global Capability Centers** 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.

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 organizations away from one-size-fits-all training
- **Skill inference replacing manual skill mapping:** AI can now infer skills from documents, learning behavior, and existing data, thus reducing reliance on self-reported skills and prevalent frameworks. Research indicates that skills now change 25% faster than job titles, accelerating the shift toward skills-based organizations.
- **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 localization at scale:** AI is reducing content development time by 30–50%, enabling quick updates, multilingual delivery, & contextualization, which is critical for diverse workforces and learning needs.
- **Leader-led, AI-enabled learning ecosystems:** High-performing organizations 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 Organizations

- ✓ **Treat AI upskilling as core infrastructure, not a program:** Build enterprise learning ecosystems that continuously evolve skills, rather than standalone training interventions.
- ✓ **Prioritize 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, signaling 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.
- ✓ **Leverage 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's Changing, and Why Leaders Can't Wait?

AI transformation succeeds or fails on the human dimension. Despite unprecedented investment and widespread experimentation, the evidence is clear: the primary barrier to realizing value from AI is not technology, data, or talent—it is leadership readiness. Employees are already integrating AI into their daily work far more than senior leaders often recognize. 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 organizations are exploring AI tools and autonomous agents, but only 29 percent have been able to scale AI initiatives across the enterprise. 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 CEOs are starting to take explicit ownership of AI governance—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 Organizations

The imperative is clear: AI success can no longer be measured by productivity alone. Organizations 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—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's Changing, and Why Leaders Can't 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, organizations see ambiguity, loss of control, and resistance. Meanwhile, AI capabilities evolve faster than behaviors and operating norms, triggering partial usage, 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's a defining inflection:** enterprises and GCCs must pivot from labor-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 behavioral 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 behavior change, oversight quality, speed of fixes, and fewer workarounds—and link them directly to cost, quality, and growth.

Call to Action for Organizations

- **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 behavior 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 programs).
- **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. Reach out to us for an Adoption ROI Discovery Session to surface your adoption levers and ROI at risk and see how **Deloitte's thought leadership**—centered on trust, microcultures, release velocity, and human oversight—drives outcomes.

READY

Y-shaped HR & People Function Evolution

What's Changing, and Why Leaders Can't 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 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 personalization and transparency at scale, clear career paths, skill visibility, and fair decisions. Without this, engagement and retention, especially for critical digital talent, quickly suffer.

Emerging Trends and New Practices

Leading organizations 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” like 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 Organizations

- **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
- **Modernize 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, organization-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 organization 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 % of productivity** and falling behind.

Call to Action for CXOs

Define the “Why” and codify AI-aligned design principles : Articulate a clear purpose for Agentic AI and establish 5-8 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.

Modernize 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 for all HR roles (breadth) while developing specialist domains (depth) such as org-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 embedding), 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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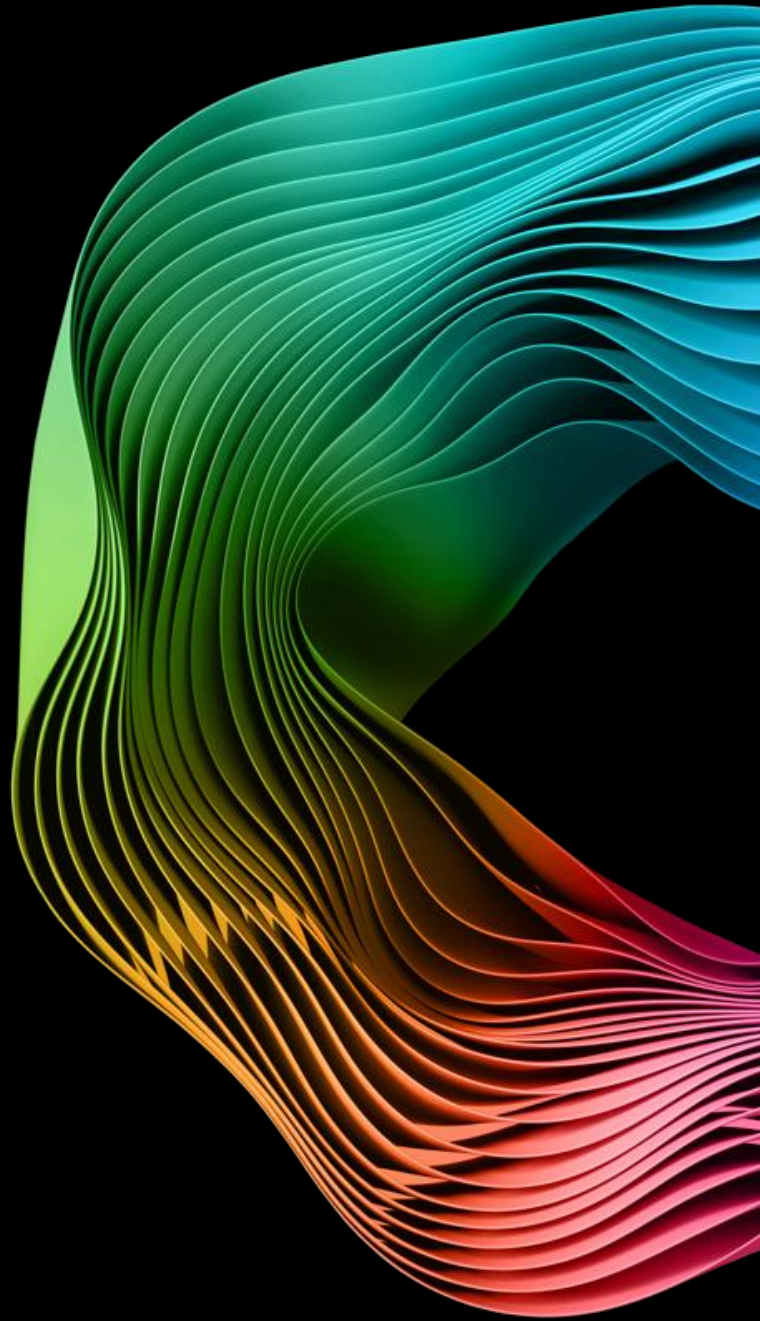
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