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The Organisation of the Future:
How to Prepare for the Era of Agentic AI

Deloitte Point of View

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Introduction

The corporate landscape is shifting, driven by a new, potent force: agentic AI. This isn't just about efficiency; it's about fundamentally rethinking what's possible.
Picture the enterprises of the not-so-distant future: AI agents are deeply woven into their very fabric, driving core operations. To thrive in this new landscape, organisations must urgently reimagine their foundational structures and human capabilities to ensure they are truly 'AI Ready'.

As highlighted by the latest Human Capital Trends 2025 report, organisations widely acknowledge that their current operational models are fundamentally inadequate for the AI era. To navigate this landscape, the imperative is clear—companies must embrace agile frameworks, establish comprehensive AI governance, and foster a strong commitment to ongoing learning.
Transforming into an agentic organisation is as much about cultural change as it is about technology. This future demands leaders who can build trust, enable human-AI collaboration, foster new roles, and strategically invest in pivotal Human+AI metacompetencies.

While this scenario may seem futuristic, it is much closer than it appears. The transition has already begun, and the window for adaptation is narrowing. To bridge the gap between today's structures and tomorrow's agentic models, organisations must actively develop and implement a transition plan—not one focused on incremental tweaks, but one that boldly aligns people, processes, and mindsets with the realities of an AI-augmented future.

The path ahead demands courage and insight. Dive into the following pages to unlock the strategies that will enable your organisation to not only withstand these transformative shifts but to thrive, redefine its potential, and lead the way into the age of agentic AI.

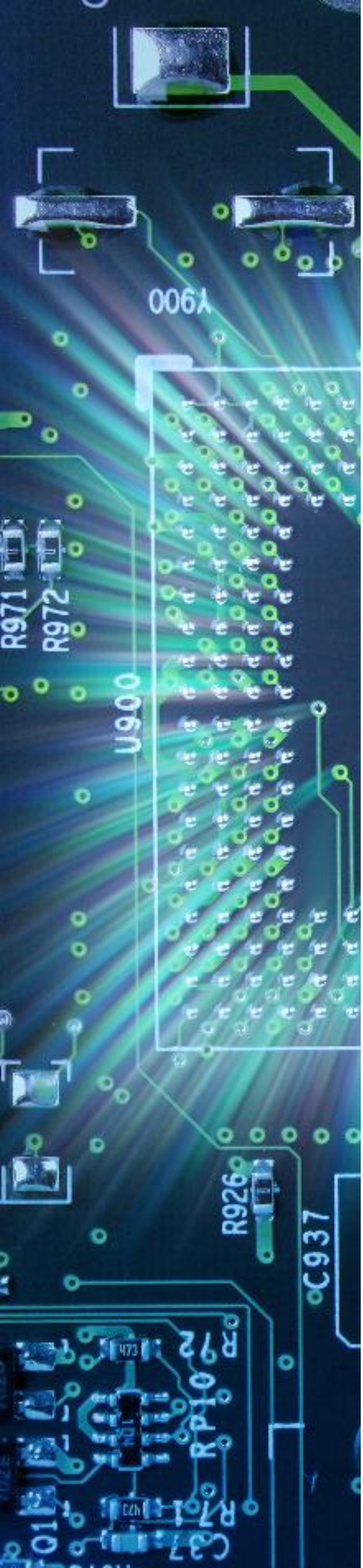
We have moved beyond the efficiency paradigm and are now in the era of collaborative human-machine orchestration

In recent years, Generative Artificial Intelligence has significantly reshaped organisational contexts, transitioning from an experimental phase to becoming a structural component. However, the true breakthrough lies not in generative AI, but in the rise of **agentic AI:** a collection of autonomous intelligent agents that can perceive, reason, act, and learn continuously and independently.

Agentic AI has ushered in a significant shift: GenAI does not just automate tasks; it makes decisions, engages in governance processes, takes on operational roles, and actively contributes to creating value. This represents a radical change: **we have moved beyond the efficiency paradigm and are now in the era of collaborative human-machine orchestration.**

By 2035, 72% of European companies are expected to integrate AI agents into at least three of their core functions. While only 8% were using them in a structured manner in 2023, we are now witnessing an exponential acceleration, driven by technological maturity as well as by the evolution of **organisational and cultural models**.

In this scenario, companies must move beyond “adopting” AI; they must transform to coexist and thrive with agentic AI, becoming truly "AI Ready." This requires a new organisational operating system based on three interdependent levers: **Organisational Structure**, **Skillset** and **Mindset**.



Advanced organizations rely on three key elements

According to the *Deloitte Global Human Capital Trends 2025* report, 85% of organisations find their current models inadequate to support the complexities of the AI era, while 75% of workers seek greater stability. This paradox—between the need for evolution and the desire for security—necessitates a shift towards **more adaptable, modular, and symbiotic organisational models.**

The advent of agentic AI has rendered silo structures and vertical hierarchies obsolete. Organisations are radically rethinking their elements to integrate **algorithmic autonomy** and **human-machine collaboration**. Algorithmic autonomy refers to the ability of an AI agent to make decisions, act, and learn without direct human intervention. Beyond executing and interpreting instructions, AI is capable of adapting behaviours and optimising actions proactively. This form of operational delegation requires trust, control, and shared governance.

This transition implies a move from sequential and rigid models to **adaptive, interconnected,** and **flexible** setups capable of evolving rapidly.

The new organisational elements are articulated on three levels:

Hybrid operational model

People and AI agents collaborate continuously within the same processes, each with distinct roles and responsibilities. Agents are not passive tools but active participants with measurable outputs and a recognised role in reviews.

Humans & AI roles

This element includes new professional roles—such as AI Talent Orchestrator, Continuous Prompt Designer or Interaction Modeller—dedicated to managing the human-AI ecosystem, ensuring coherence, efficiency, and strategic alignment.

Distributed governance approach

This replaces vertical hierarchies with shared decision-making models. Agents and humans jointly manage metrics, decision thresholds, and responsibilities, supported by transparent policies, real-time control tools, and a culture focused on trust.

To activate these elements, many companies adopt **AI governance platforms** that integrate monitoring, explainability, and centralised audit trails, tracking each agent's decision to allow for timely human interventions. This approach **distributes decision-making power** without sacrificing control, ensuring transparency and adaptability.

The new agentic organisational models present recurring characteristics:

Modularity

Hybrid teams are formed on a project basis, with AI agents taking on temporary roles and undergoing dedicated evaluations.

Operational Symbiosis

AI actively contributes to value creation, with varying levels of autonomy (such as Copilot, Orchestrator, and Owner).

Cyclic Reconfigurability

Teams and architectures are periodically reviewed every 3–6 months.

Distributed Leadership

Managers act as facilitators and promoters of integrated intelligences.

Symmetric Accountability

Shared evaluation between people and agents regarding performance, impact, and ethics.

These new organisational models are already being implemented by pioneering companies. A major European logistics operator has established symbiotic teams consisting of **50% human workforce and 50% AI agents**, focusing on predictive supply chain management. The agents autonomously handle key processes, resulting in tangible improvements: a **25% increase in on-time deliveries** and a **15% reduction in storage costs.**

The agentic organisation is an **adaptive** and **co-evolutionary system**, where roles, rules, and interactions are continually redesigned. Emerging architectures are modular and fluid, defining not only 'who does what,' but also 'how' and 'with whom' value is created in a collaborative and reconfigurable manner. Hybrid human-machine teams—with agents formally integrated into roles, KPIs, and evaluations—become the new standard.

According to Deloitte, by 2032 **over two-thirds** of European companies will have restructured their organisations based on these principles, facilitating a model of distributed governance in which humans and AI collaborate through **shared responsibilities, metrics, and ongoing feedback loops.**

The impact is profound: hierarchies flatten, leadership becomes more distributed, and skills are redefined. New professional roles emerge to bridge the gap between human and algorithmic domains. Among these:

New jobs	Definition
AI Stack Designer	Designs and structures the ecosystem of AI agents within the organisation
Autonomy Auditor	Assesses and ensures the appropriate level of operational autonomy for AI agents
Interaction Modeller	Creates effective interaction frameworks between humans and AI systems
Prompt Designer	Refines and optimises the language and instructions given to AI agents for maximum effectiveness
AI Guardrail Auditor	Monitors and evaluates AI systems to ensure alignment with safety, ethical, and regulatory standards

A concrete example is an Italian insurance group that restructured its operational units by implementing a **hybrid team model**. Each team consists of four human specialists and two AI agents, formally integrated into processes with **tailored job descriptions** and **KPIs**. This setup resulted in measurable improvements: operational decision-making times were reduced by **18%**, and customer service perception significantly improved, with a **12-point increase in the Net Promoter Score.**

The symbiotic integration between humans and AI has produced tangible benefits in terms of **internal efficiency** and **user experience**, demonstrating the value of **agile and distributed organisational architectures**.

Beyond Technology: The Quantum Leap in Human-Centric Skill Development

Data from Deloitte reveals a significant gap between intention and execution: only 6% of workers believe their company is creating tangible value through AI adoption, while 74% of managers and employees acknowledge the urgency of developing new skills to address this change. This highlights the critical importance of investing in workforce development from a Human+AI perspective.

In the emerging symbiotic context, the ability to work with agentic AI is no longer confined to technical skills but requires **cognitive and relational metacompetencies.** The *World Economic Forum* estimates that technical skills today have an average lifespan of just **3-5 years**, making any strategy based solely on specialist know-how fragile. In parallel, **soft skills**—more transferable and enduring—are becoming increasingly important, essential for adapting, interacting with complex systems, and co-evolving with artificial intelligence.

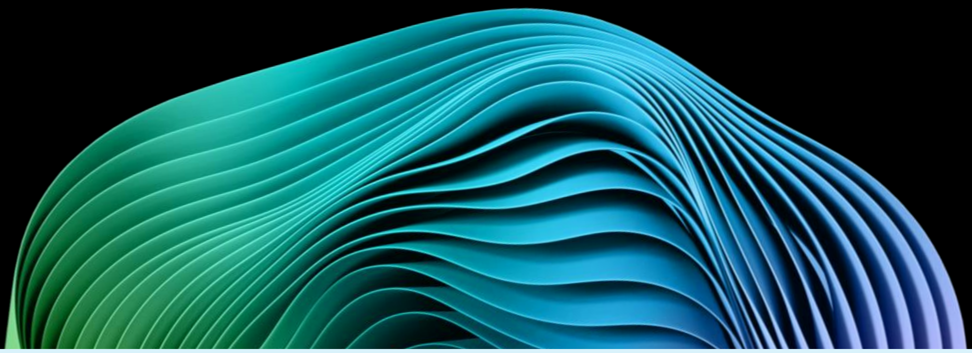
Deloitte has identified six key metacompetencies for 2035—transversal, cognitive, and relational skills essential for working effectively with agentic AI in hybrid contexts:

- **Contextual Curiosity:** Interpreting weak signals and critically reading environmental changes, useful in areas like marketing to understand cultural factors beyond data.
- **Systemic Thinking:** Grasping the interconnections between people, technologies, and processes, and anticipating their effects and consequences, for example in supply chain management.
- **Quick Ethical Judgment:** Evaluating the ethical and regulatory implications of AI decisions in real-time, crucial in regulated sectors such as healthcare and legal.
- **Algorithmic Literacy:** Understanding how algorithms function and critically intervening on transparency and accuracy, essential in fields like finance and risk management.
- **Strategic Writing:** Creating effective prompts to interact with AI clearly and productively, directly impacting efficiency and service quality.
- **Hybrid Relationship:** Collaborating with AI empathically and responsibly, fostering trust and acceptance in mixed teams.

These skills, more stable and transferable than technical ones, represent the true engine of value in human-AI interaction.

To support this evolution, Deloitte has developed the AI Capability Grid—a tool designed to systematically and predictively assess workforce readiness for utilising artificial intelligence, based on the six key metacompetencies. Through personalised assessments, it is possible to map augmented competencies, identify critical areas, monitor progress, and provide guidance on training investments. Data indicates that companies with high levels of **social cognition** are 3.2 times more likely to successfully integrate mixed human-AI teams.

A notable example is a large European manufacturing company that, without formally adopting the Deloitte framework, launched an annual upskilling program focused on strategic prompting, hybrid collaboration, and critical evaluation of AI outputs. Targeted at roles most exposed to AI interaction, the initiative boosted the **productivity of tasks** shared with AI agents by **30%** in just one year—proving that the real leap forward is not only technological, but profoundly human.



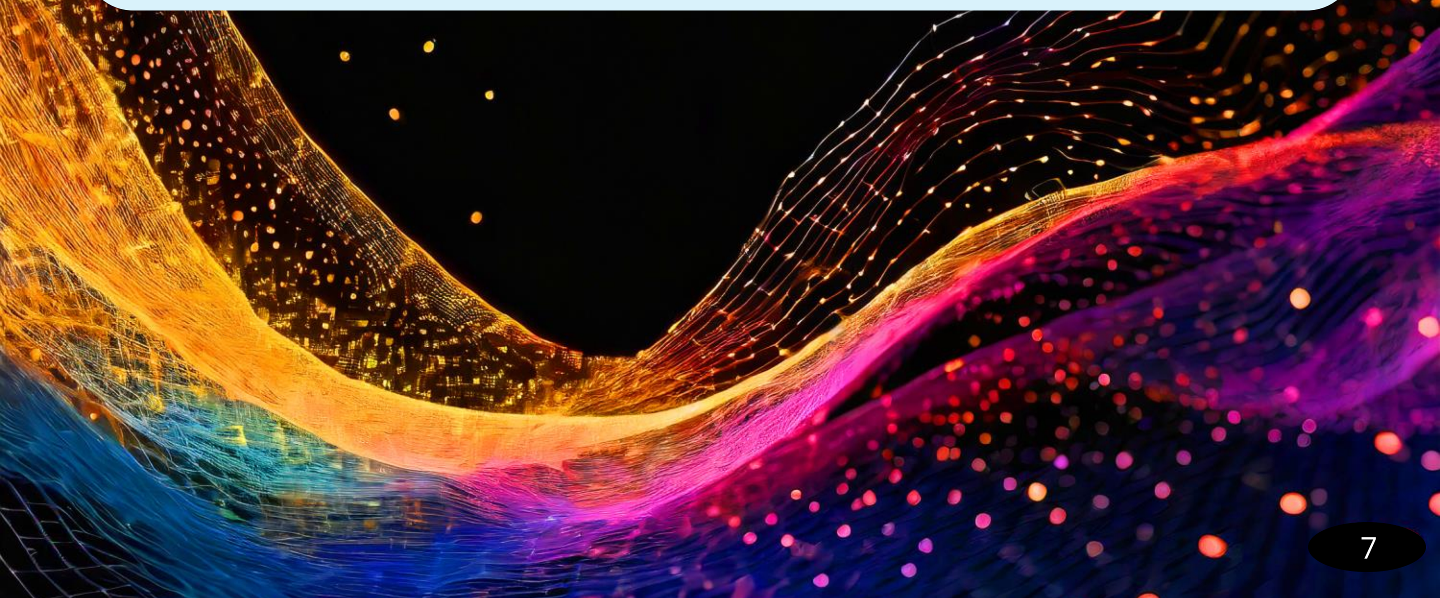
AI as a litmus test of strategic maturity for Boards and CEOs

AI adoption highlights a growing divide between CEOs and Boards. Only 16% of boards discuss it regularly, and 66% admit to having little to no understanding: **a concerning statistic**, given that AI is not just an operational tool but a strategic platform for redefining business models, governance, and accountability. This **gap** is not just informational but cultural: a lack of AI fluency at the board level limits their ability to grasp its transformative **impact** and take ownership of the decisions it demands.

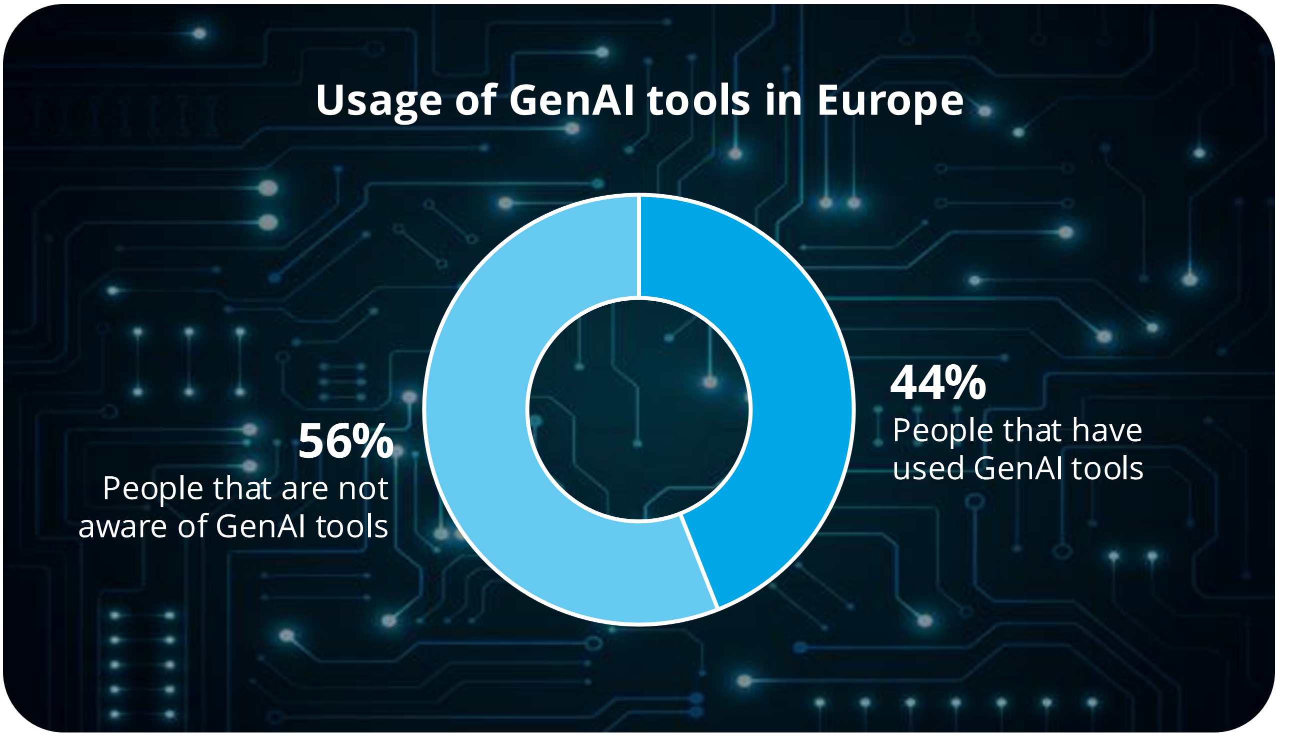
Conversely, 75% of CEOs have already started actively using AI, and 79% consider it central to shaping vision, orchestrating investments, and communicating the future. However, even CEOs risk a potential pitfall: **the emphasis on short-term outcomes** (quarterly pressure) can hinder the development of a true AI-driven strategy.

In this context, the AI Strategy Advisor plays a **crucial role:** supporting the Board and CEO in leveraging AI to achieve strategic and tactical objectives. Rather than requiring technical expertise, these roles are centred around strategy and the ability to translate AI's potential into competitive advantages, align technology with the company's vision, and guide deliberate organisational change.

Beyond the adoption of AI, the **challenge** lies in reformulating fundamental questions**: where do we want the company to be in five years?** What role can AI play in building a sustainable competitive advantage? And how do the Board's responsibilities evolve if AI becomes a co-decision maker? This calls for a new strategic pact between leadership and governance, where AI is not just delegated to technical tasks but acts as a catalyst for vision, risks, and opportunities, all guided by those who understand its language, impacts, and implications at every decision-making level.



The real obstacle to AI adoption is not technical, it's cultural



A recent Deloitte study surveying over 30,000 people in Europe revealed that, although 44% have already used GenAI tools, the remaining 56% have never tried them or are unaware of what they are. This indicates that the primary obstacle to agentic AI adoption is not technical but cultural: trust, awareness, and open-mindedness are fundamental prerequisites.
If AI agents are to become true work companions, we must rethink how people perceive and engage with them. Technical skills alone aren't enough: an open, critical, relational mindset is needed. At its core, this transformation is cultural.
Deloitte has identified **several cultural archetypes** related to generative AI that reflect dominant mental models within organisations. Some, like 'systemic experimenters', facilitate AI adoption; others, like 'defensive executors', hinder it. Understanding an organisation's cultural starting point is key to driving a successful transformation.
To support this change, many companies are adopting a **Change Operating System**: a dynamic system that integrates feedback, engagement, training, and continuous measurement of readiness index. A notable example is a pharmaceutical multinational that prioritised cultural transformation. By utilising AI-driven feedback and conducting semi-annual assessments, it highlighted the level of trust, engagement, and adaptability within teams.

Over two years, the Employee Confidence Index rose from 58 to 83, indicating a more open culture receptive to experimentation. This approach facilitated AI adoption and enhanced employees' ability to lead change.

In this context, leadership is also evolving: **from making decisions and upholding performance** standards to fostering symbiotic ecosystems. Leaders must build trust, foster human-AI collaboration, navigate uncertainty, and cultivate a culture of continuous learning. The leadership of the future will be generative, oriented towards collective intelligence, and capable of harmonising cognitive, human, and artificial diversities.

To enable this transition, **upskilling is not optional**—it's strategic. Training programmes focused on AI literacy, critical thinking, and prompt engineering are essential to close the awareness gap and empower employees across all levels. Organisations that invest in hands-on learning, peer-to-peer coaching, and role-based curricula accelerate both adoption and confidence. Learning should be contextual, inclusive, and ongoing—embedded into everyday workflows rather than isolated in formal courses. This shift requires HR and L&D teams to become transformation catalysts, aligning skill development with evolving roles and AI maturity. Ultimately, the speed and success of AI integration will depend on how fast people can grow with it.

The 8 strategic priorities for building the agentic organisation of the future

To become truly "AI Ready," it is not enough to adopt advanced technologies: strategies, roles, and mindsets must be thoroughly reconsidered. Here are the seven key priorities:

1. Overcome the experimental approach.

AI should not be restricted to IT or isolated projects. It must be integrated into corporate strategy, with full leadership involvement, and embedded within organisational culture.

2. Formalise the presence of AI agents.

Agents should be treated as operational actors, with defined roles, KPIs, responsibilities, and structured feedback cycles. Only then can we move from experimentation to integration.

3. Restructure teams and architectures in a hybrid and modular key.

Overcoming silos is essential for building agile, reconfigurable that foster continuous collaboration between people and AI.

4. Develop Human+AI metacompetencies.

The real value emerges when people can critically interact with AI. To effectively co-evolve with these intelligences, cognitive, ethical, and relational competencies are essential.

5. Map and activate cultural readiness.

Understanding the dominant cultural archetypes within the company is crucial to addressing mindsets, practices, and resistances that influence AI adoption.

6. Introduce an iterative Change Operating System.

Change is a continuous process, to be managed as an adaptive system that relies on constant feedback, learning, and widespread engagement.

7. Reimagine leadership as a generative function.

Leaders don't control; instead, they activate collaborative ecosystems, harmonise human and artificial intelligences, and foster a culture of ex

8. Combat skill obsolescence with strategic upskilling.

Empowering people with AI-relevant skills is not optional—it's essential. By embedding role-based learning into daily work and promoting continuous development, organisations can accelerate adoption, reduce resistance, and turn AI into a driver of innovation.

Concrete actions to transform the organisation

Building on the GenAI Embedded framework, we can categorise our priority actions into three main pillars:

Organisation

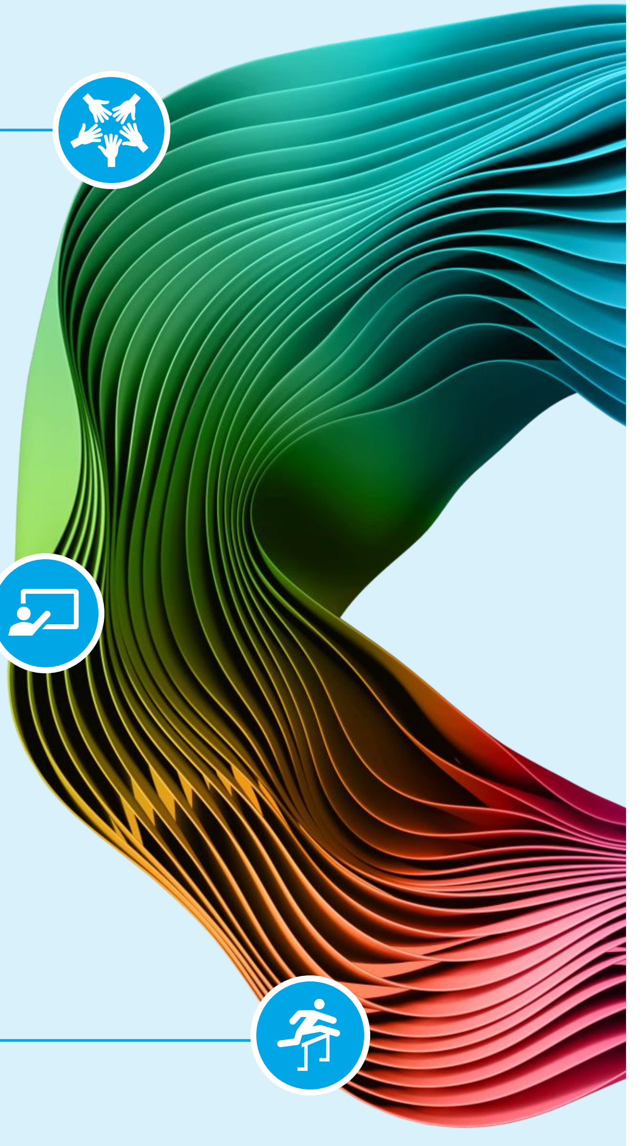
- Formalise AI agent roles with clear **responsibilities** and **metrics**.
- Create **hybrid** and **modular teams** capable of reconfiguring on a quarterly basis.
- Introduce **bridge roles** between **business** and **AI**: orchestrators, designers, modellers.

Workforce

- Assess **competencies** using tools like the AI Capability Grid.
- Initiate reskilling/upskilling cycles focused on **Human+AI metacompetencies**.
- Introduce new **job profiles** and redefine existing ones to include AI-native skills.

Culture and Mindset

- Map **cultural archetypes** to design transformation pathways.
- Adopt a continuous and participatory **Change Operating System**.
- Encourage widespread, ethical, and experimental **leadership**.



Conclusion: transformation is not an option, it is a responsibility

The organisation of the future is not a futuristic projection but an **operating system** that is actively emerging in the present. Agentic AI represents a fundamental shift redefining roles, decision-making processes, organisational architectures, and the competencies needed to create value. However, the true competitive advantage lies in our ability to humanely, ethically, and sustainably **orchestrate the symbiotic relationship** between people and artificial intelligences.
This is not simply about adopting new tools, it's about embracing a new paradigm: one where human and algorithmic capital enhance each other, where **leadership drives change** from the centre rather than from above, and where **culture, learning, and trust become the most strategic assets.**

To reach this vision, a deliberate and well-structured transition is essential. **Becoming an agentic organisation doesn't happen overnight**—it requires a progressive evolution, supported by a clear transition plan. This plan must balance ambition and realism, defining intermediate scenarios that align teams around tangible goals while never losing sight of the end-state: a truly symbiotic and adaptive operating model.
Preparing means acting now, with vision, coherence, and a clear method, because the future will not wait: it is something we build.

GenAI at Deloitte

GenAI is reshaping our world, our work, and our daily lives in ways we're only beginning to grasp. Its **impact** is **profound** and far-reaching.

At this **pivotal moment**, Deloitte is stepping up to lead the way—for you, our clients, and society at large. That's why we've launched our GenAI Center of Excellence (CoE).

We believe that the **extraordinary potential** of GenAI is too vast to simply react to—it must be actively shaped

Through our CoE, we're rolling out **initiatives** designed to empower each of us. Our **goal** is to ensure we're all **equipped** to seize the incredible opportunities that GenAI will unlock.

This isn't just about keeping pace with change. It's about **setting the pace** and defining the future of our industry.

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