



Future-ready workforce

Preparing for work and skills disruption in the agentic enterprise

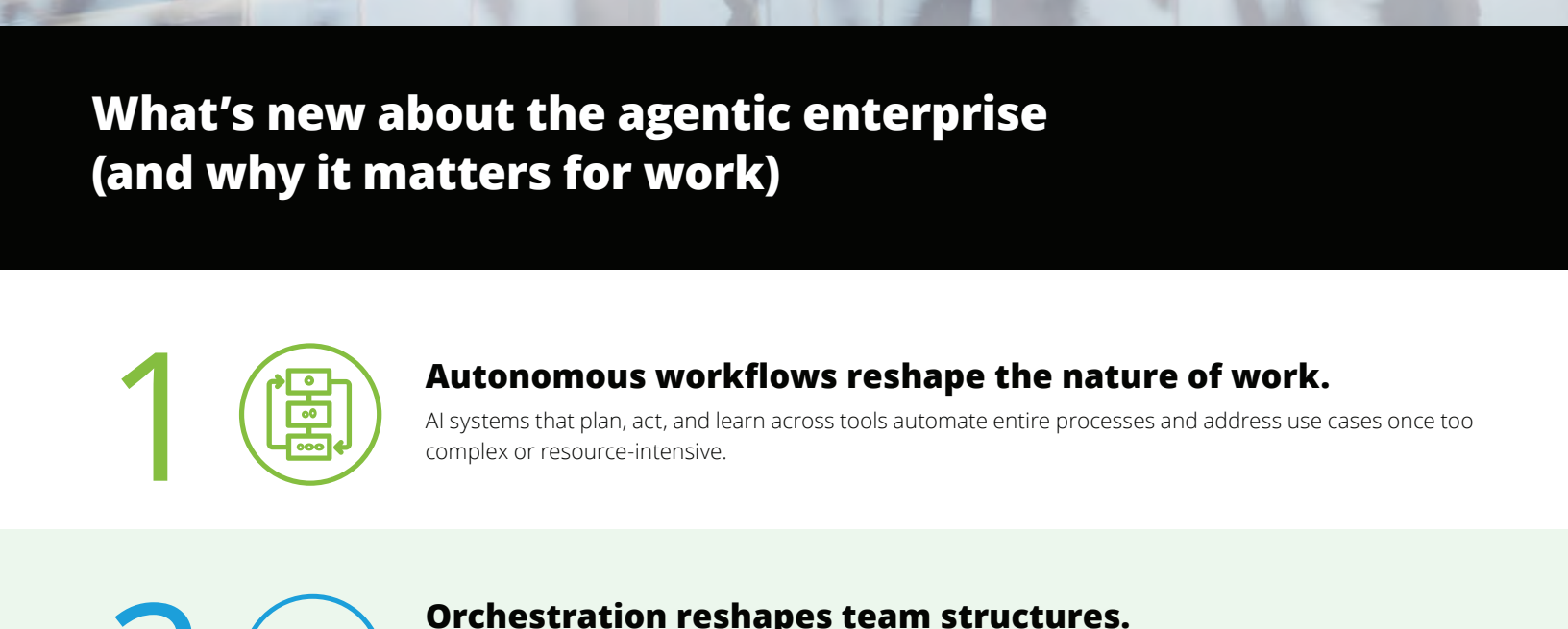
Agentic AI will not replace the human workforce but will fundamentally redefine it.

As adoption accelerates, tasks once centered on **execution and monitoring** will increasingly shift to **orchestration, oversight, and strategic decision-making**. By 2028, it's likely **routine knowledge work** will be heavily automated, **creative work** will pivot from production to curation and direction, **skilled trades** will be deeply augmented by AI-powered tools, and **frontline roles** will see automation of repetitive activities with humans focused on exceptions, safety, and customer experience.

The scale and type of disruption from agentic systems will differ by both work type and tenure. Early-career roles, particularly in automatable, AI-exposed fields, could face the highest displacement risk, reflecting evidence that entry-level employment

declines most sharply where AI replaces rather than augments tasks. Mid-level roles will increasingly center on orchestration, data interpretation, and cross-system coordination, while senior leaders will concentrate on governance, assurance, and complex judgment. Importantly, disruption will not be uniform—fields such as skilled trades and frontline specialists (e.g., health care, aviation) will continue to rely heavily on human expertise.

The practical response is clear: Organizations must **redesign work, re-architect roles, and build dynamic talent pipelines now to be future-ready**. Taking action now will help ensure resilience and position the workforce to thrive in an agentic enterprise.



What's new about the agentic enterprise (and why it matters for work)

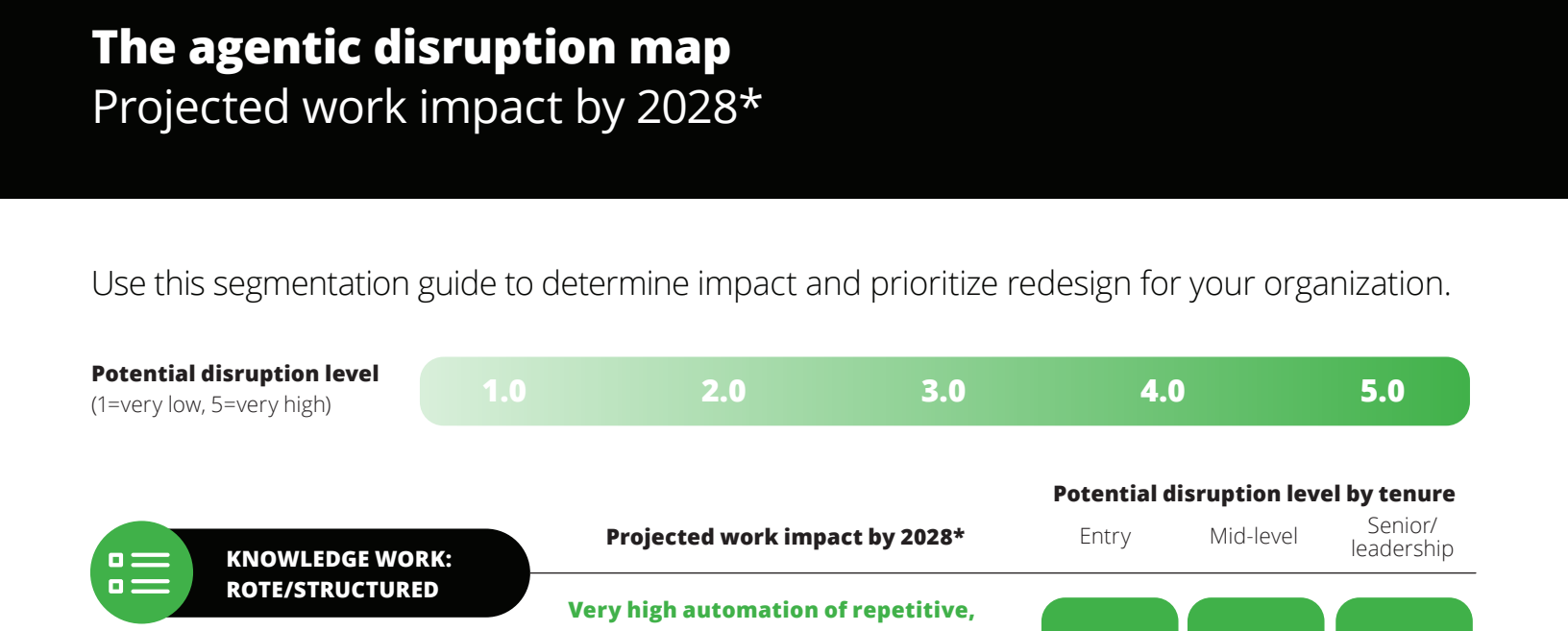
- 1 Autonomous workflows reshape the nature of work.**
AI systems that plan, act, and learn across tools automate entire processes and address use cases once too complex or resource-intensive.
- 2 Orchestration reshapes team structures.**
Work shifts to multi-human, multi-agent pods, where domain leads, operators, and risk stewards collaborate with specialized creator and validator agents. Spans of control account for both people and agents, moving mid-level demand from task supervision to cross-pod coordination and assurance.
- 3 Decision-making shifts to continuous, AI-assisted steering.**
Leaders move from periodic reviews to real-time oversight, where judgment, problem framing, and governance become the most critical leadership skills.
- 4 Human-in-the-loop becomes human-AI collaboration.**
Roles emphasize oversight, exception handling, and composite skills that blend domain expertise with AI fluency and enduring human capabilities—such as judgment, ethical reasoning, empathy, creativity, and the ability to frame complex problems in context.
- 5 Tenure is now a variable in work and role redesign.**
As agents handle routine work, all employees will increasingly act as managers of digital labor—setting intent, guardrails, and escalations. Tenure shifts from “who executes” to “who orchestrates and assures.”



How agentic AI could impact work across career stages

Agentic AI is reshaping workforce skill demands, with the level of disruption varying by work type and tenure. Entry-level disruption is steep, as automation could absorb research, coding, and repetitive processing tasks. New entrants will need strong AI fluency, exception handling, and digital hygiene skills to effectively supervise and validate automated outputs. Mid-level roles are becoming the new critical layer, shifting from task execution to orchestration, data interpretation, and problem framing, ensuring workflows run smoothly and outputs align with business needs.

However, disruption could be lighter in fields like skilled trades (e.g., construction, utilities) and frontline specialists (e.g., health care, aviation, safety-critical work), where human expertise and hands-on operation remain essential. Senior roles face less direct automation but carry greater responsibility for governance, assurance, compliance, and strategic oversight, steering hybrid human-AI systems with trust and accountability at the core. Across all levels, enduring human capabilities, such as empathy, creativity, judgment, and collaboration, remain essential complements to machine intelligence.



The agentic disruption map

Projected work impact by 2028*

Potential disruption level (1=very low, 5=very high)	Projected work impact by 2028*					Potential disruption level by tenure		
	1.0	2.0	3.0	4.0	5.0	Entry	Mid-level	Senior/ leadership
KNOWLEDGE WORK: ROTE/STRUCTURED Data entry, bookkeeping, expense reports, claims processing			Very high automation of repetitive, rules-based tasks. Humans shift to exception triage, quality oversight, and orchestration.			5	4	3
KNOWLEDGE WORK: DOMAIN/COMPLEX Strategy/advisory, M&A due diligence, legal/regulatory review			Selective automation of synthesis and research; agents act as co-analysts while humans lead judgment and scenario design.			3	3	2
TECH Software development, data engineering, cloud ops, cybersecurity, platform strategy			High automation of setup and boilerplate coding tasks (e.g., project configuration, repetitive test cases, basic integrations). Human work shifts toward system design, orchestration, and governance.			4	3	2
CREATIVE Marketing, comms, branding, product design, content production, publishing			Routine creative production (copy, imagery, layouts) automated; value shifts to direction, brand alignment, and curation.			5	4	3
FRONTLINE: GENERAL Retail, hospitality, logistics, facilities, basic manufacturing			High automation of repetitive frontline tasks (checkout, inventory, routing, scheduling). Humans focus on exceptions and customer experience.			3	3	2
FRONTLINE: SPECIALIST Health care, aviation, defense/security, advanced manufacturing, public safety			Admin burden reduced (documentation, checklists, readiness). Humans focus on complex judgment, safety-critical tasks, and service.			3	2	1
SKILLED TRADE Electricians, plumbers, HVAC, automotive, construction, energy/utilities			Limited displacement; workflows heavily augmented with diagnostics, safety checks, predictive maintenance.			1.5	1	1

*Projected work impacts from agentic AI by 2028; Impacts will unfold at different speeds and magnitudes; some shifts may only begin to emerge by 2028.



What do these projected disruption levels mean, and how should organizations prepare?

- 5

Very high

WORK IMPACT
Core work activities are almost fully automatable; humans step in mainly for exceptions, oversight, and assurance.

WHAT LEADERS CAN START DOING TODAY
 - Identify hot spots of highly automatable work and begin redesign pilots to shift from execution to orchestration and governance
 - Launch broad AI fluency training and reskilling to prepare employees for quality checks and orchestration
 - Start mapping career pathways from operator – orchestrator – specialist/governance
- 4

High

WORK IMPACT
Significant portions of the work are automated; human contribution shifts toward oversight, orchestration, and quality control across workflows.

WHAT LEADERS CAN START DOING TODAY
 - Begin designing for and testing agent-assisted pods where humans act as case leads supported by validator agents
 - Shift workforce planning to develop more “owner-operator” roles that combine outcome accountability with orchestration
 - Upskill professionals in data interpretation, problem framing, and critical reasoning
- 3

Moderate

WORK IMPACT
Work is partially automated and partially human-driven; AI augments activities like research, analysis, and drafting, while humans interpret, frame, and finalize.

WHAT LEADERS CAN START DOING TODAY
 - Amplify human strengths by embedding brand guardianship, customer empathy, and curation into workflows
 - Provide targeted upskilling in enduring capabilities such as storytelling, empathy, and brand alignment
 - Recognize and prioritize these roles in workforce planning and career paths as essential differentiators for customer trust and brand experience
- 2

Low

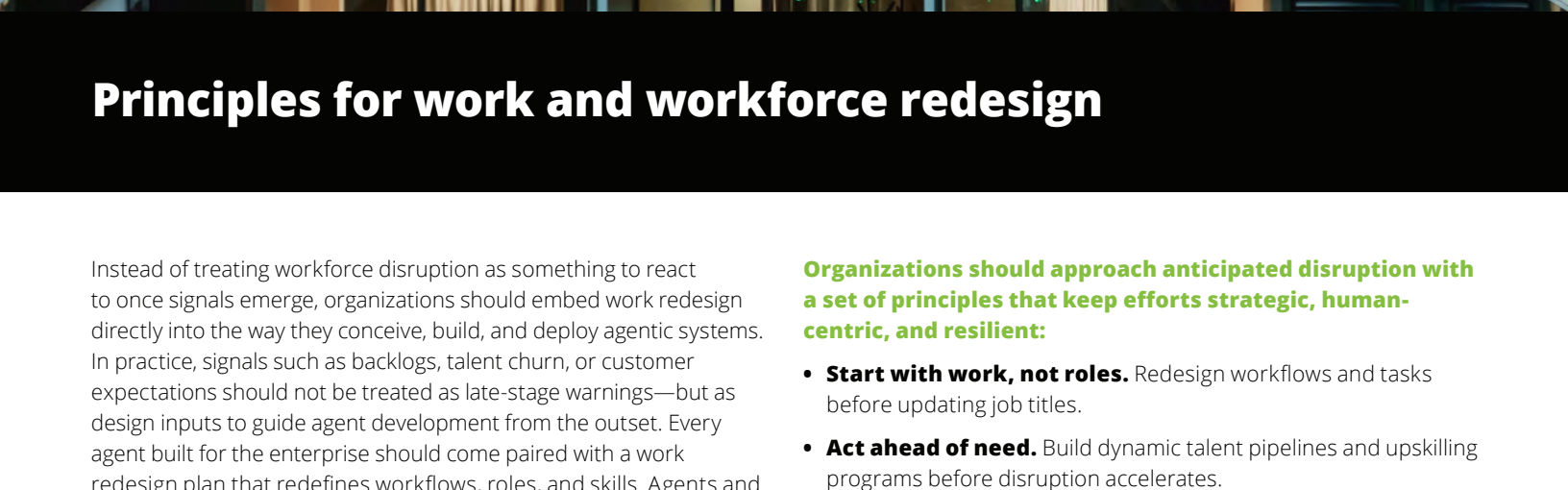
WORK IMPACT
AI supports and enhances parts of the work but does not drive end-to-end execution; human strengths like creativity, empathy, and contextual judgment dominate.

WHAT LEADERS CAN START DOING TODAY
 - Pilot AI-enabled tools, mobile diagnostics, and safety alerts in controlled use cases
 - Blend apprenticeships with AI tool certifications to future-proof skilled labor pipelines
 - Design human-in-the-loop safeguards for safety-critical decisions and formalize escalation protocols
- 1

Minimal

WORK IMPACT
AI tools provide assistance but do not alter core workflows; human expertise is indispensable.

WHAT LEADERS CAN START DOING TODAY
 - Pilot AI-enabled tools, mobile diagnostics, and safety alerts in controlled use cases
 - Blend apprenticeships with AI tool certifications to future-proof skilled labor pipelines
 - Design human-in-the-loop safeguards for safety-critical decisions and formalize escalation protocols



Principles for work and workforce redesign

Instead of treating workforce disruption as something to react to once signals emerge, organizations should embed work redesign directly into the way they conceive, build, and deploy agentic systems. In practice, signals such as backlogs, talent churn, or customer expectations should not be treated as late-stage warnings—but as design inputs to guide agent development from the outset. Every agent built for the enterprise should come paired with a work redesign plan that redefines workflows, roles, and skills. Agents and work are two sides of the same coin: To realize value, they must be designed together.

Organizations should approach agentic disruption with a set of principles that keep efforts strategic, human-centric, and resilient:

- Start with work, not roles.** Redesign workflows and tasks before updating job titles.
- Act ahead of need.** Build dynamic talent pipelines and upskilling programs before disruption accelerates.
- Balance efficiency with resilience.** Drive productivity gains, but protect areas where human judgment, safety, or culture are essential.
- Redesign in partnership.** Involve employees in shaping new roles to build trust and adoption.
- Anchor in trust.** Governance and transparency must be visible to employees and customers.

