

# Humans × Machines: Why AI investment hasn't yet translated into workforce value



66%

say getting human-machine relationships right is important but **only 6% are actually doing it**<sup>1</sup>

32%

Leaders say **not understanding how to make AI work is a barrier to successful deployment**<sup>2</sup>

57%

Admit they deployed AI **because their competitors had**<sup>2</sup>

## Technology adoption is outpacing organizational readiness.

AI is increasingly built into the way people work. Yet despite near-universal experimentation, **most organizations are still struggling to convert investment into value**, and 28% still have no clearly defined roadmap.

**The shift required.** This is not a technology gap, but a work design gap. Advantage now comes from how organizations address **humans × machines**, not just deploy AI. Organizations that redesign work around AI are 2.5x more likely to achieve superior outcomes<sup>2</sup>.

Sources: <sup>1</sup>Deloitte 2026 Global Human Capital Trends <sup>2</sup>Orgvue AI Research 2026

## From optimism > caution > control:

in three years, the mood has shifted but the barriers haven't

2024

### Optimism

82% invested in AI; leaders assumed value would follow quickly

2025

### Caution

25% didn't know which roles would benefit; projects began to stall

2026

### Control

78% of projects have stalled or failed; 84% now demand an ROI-linked roadmap

Sources: Orgvue AI Research 2024, 2025, 2026

## The tide is turning

Organizations acknowledge their approach to AI deployment needs to change and they're beginning to take action

**AI will not deliver long-term growth on its own. But when deployed intentionally, grounded in workforce data, it becomes one of the most powerful tools leaders have to shape the organization's future."**

**Oliver Shaw, CEO, Orgvue**

65%

Believe culture must change significantly for AI<sup>1</sup>

49%

are investing in workforce upskilling<sup>2</sup>

52%

are introducing AI governance policies<sup>2</sup>

Sources: <sup>1</sup>Deloitte 2026 Global Human Capital Trends <sup>2</sup>Orgvue AI Research 2026



*Read the report*  
**2026 Global Human Capital Trends**