

Gen AI at work

Shaping the future of organizations

Gen AI has the potential to transform the world of work

Gen AI is expected to reshape roles and responsibilities for employees

6 in 10

leaders and managers expect entry-level roles to **evolve from creation to review**

51%

of leaders and managers believe many entry-level roles will evolve into frontline managerial roles within the next three years

one-third

of the tasks are expected to be assisted by Gen AI over the next 12 months

Source: Capgemini Research Institute, Gen AI for management research, July 2024, N=1,500 leaders and managers, N=1,000 employees.

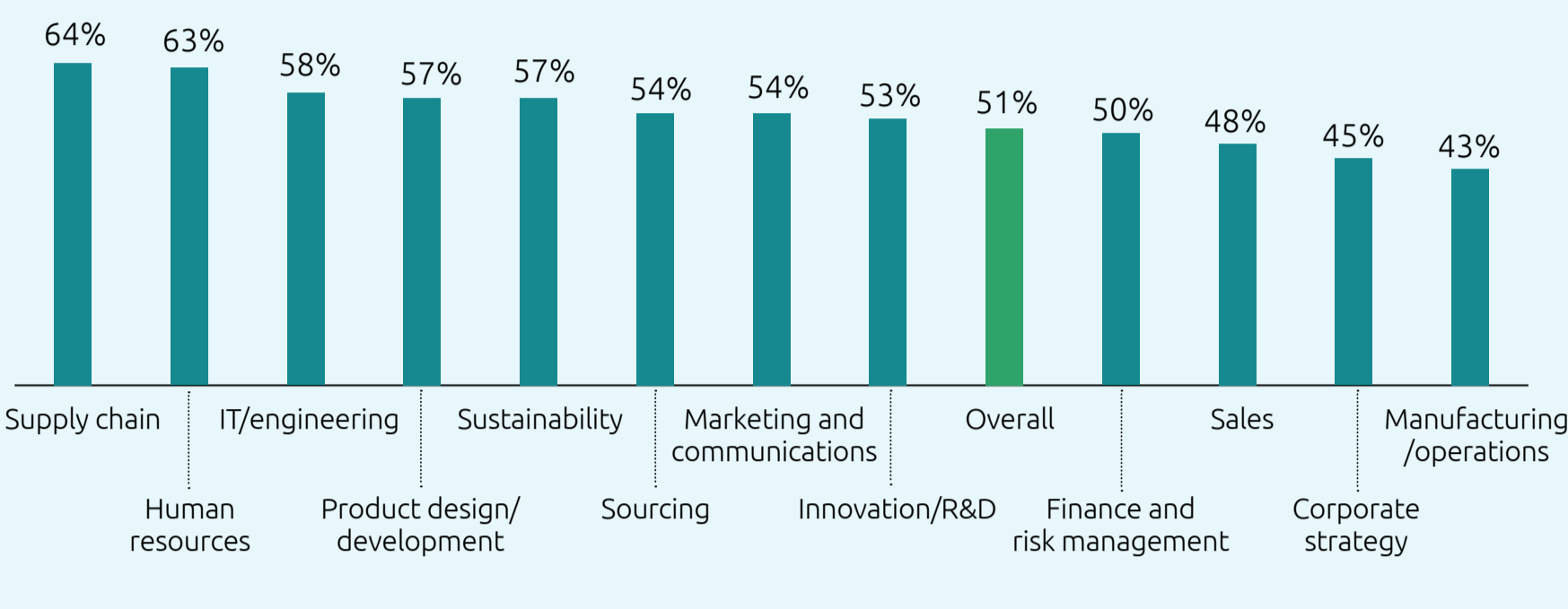
How could Gen AI impact management and leadership?

57%

of leaders and managers say that Gen AI has already amplified the strategic scope of their managerial and leadership roles

Managers are expected to evolve from generalists to specialists

Percentage of leaders and managers who agree with the statement: "With Gen AI, in the next three years, many managerial roles will transition to either specialist/subject matter expert or top strategic leadership."



Source: Capgemini Research Institute, Gen AI for management research, July 2024, N=1,500 leaders and managers.

Managers play a critical role as catalysts for Gen AI-driven change

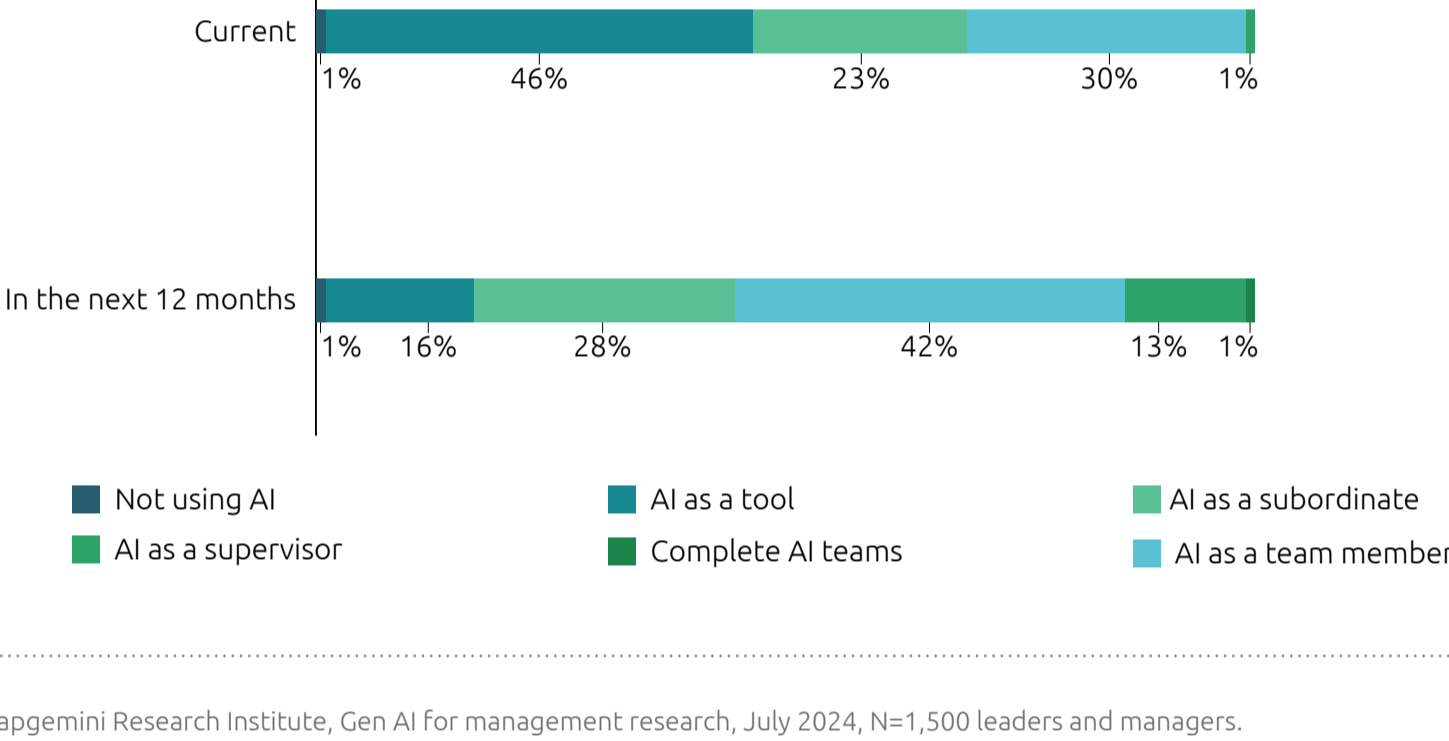
54%

of leaders believe that managers will be critical in assuaging fears and skepticism in the workforce in relation to new technologies – and they will play a significant role as catalysts for Gen AI change

Managers will use Gen AI as a "co-thinker" – assisting in complex and value-adding activities

AI is evolving from a tool to a team member

Breakdown of human and AI collaboration within teams



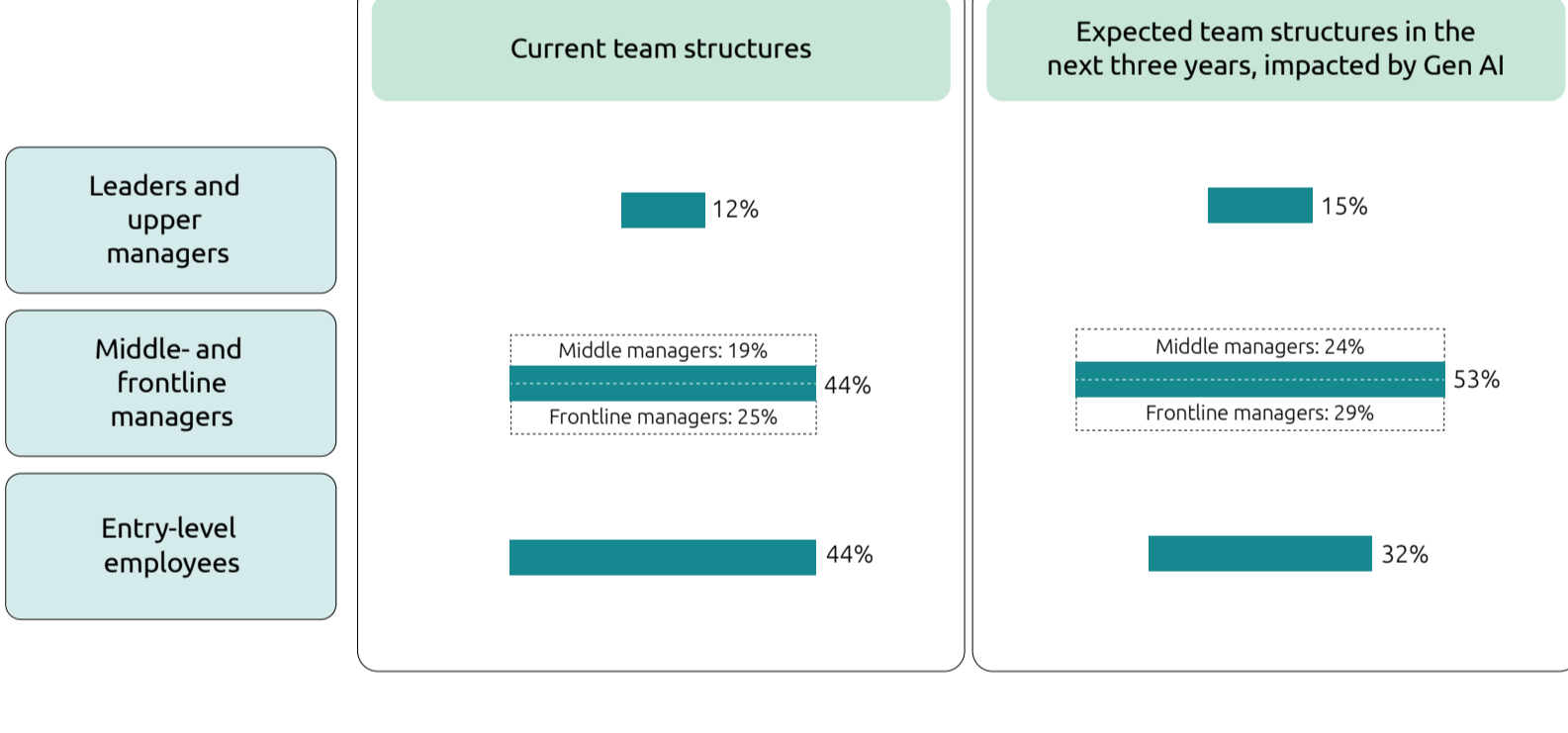
Source: Capgemini Research Institute, Gen AI for management research, July 2024, N=1,500 leaders and managers.

Gen AI could re-engineer organizational structures

Most experts suggest two distinct organizational frameworks could emerge:

- The hourglass model with a small strategic leadership, a lean middle-management layer, and a broad base of highly skilled entry-level talent, augmented by Gen AI. In this model, technology enables entry-level employees to act with more autonomy and reduces the need for intensive managerial supervision and quality control, flattening managerial hierarchies while widening managerial span.
- The diamond model with critical top leadership, a broader middle layer, and a smaller entry-level layer that is partially automated with Gen AI. This concentrated and skilled junior layer focuses on high-value specialist tasks as opposed to manual and repetitive work. Work is delivered with a combination of human-AI teams, and managers transition from generalist to specialist roles.

Leaders and managers anticipate the emergence of a stronger management layer



Source: Capgemini Research Institute, Gen AI for management research, July 2024, N=1,500 leaders and managers.

Key challenges remain

Only **15%** of leaders and managers and **20%** of employees use Gen AI tools daily



Source: Capgemini Research Institute, Gen AI for management research, July 2024, N=1,500 leaders and managers, N=1,000 employees.

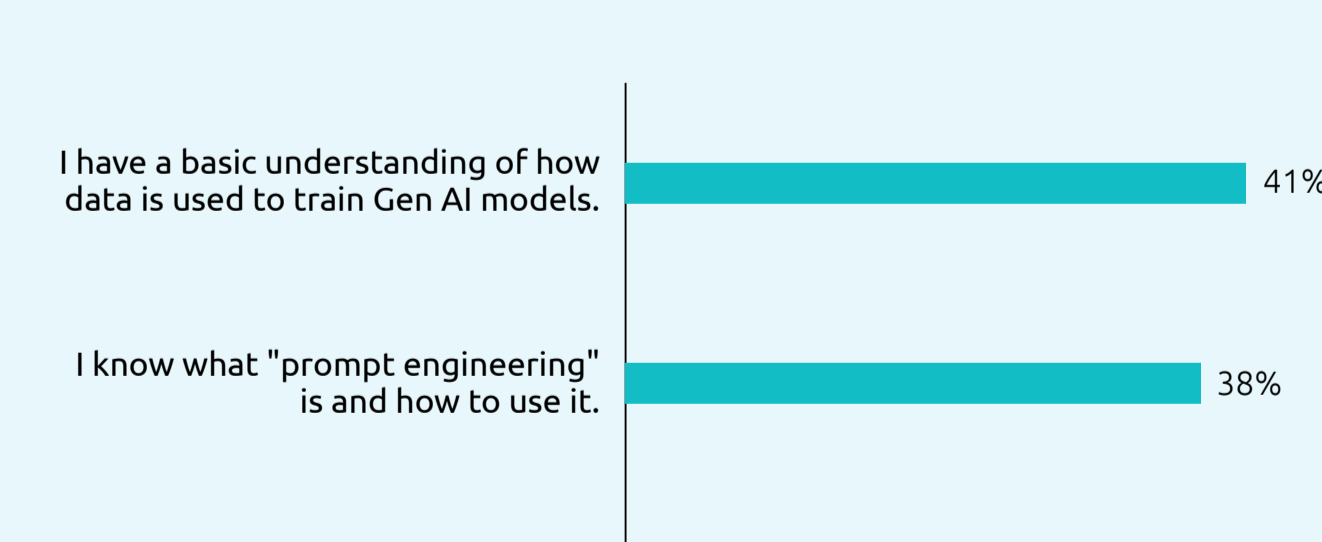
Proficiency in key skills is lacking

13%

Only 13% of employees say they are well-versed in machine conversational skills

Managers and leaders admit they fall behind on key Gen AI skills and competencies

% of leaders/managers agreeing with the statements below



Source: Capgemini Research Institute, Gen AI for management research, July 2024, N=1,456 leaders and managers who use Gen AI tools.

46%

Only 46% of leaders/managers have been through formal Gen AI training

16%

Only 16% of employees say they receive support from their organization to develop Gen AI skills

How to build a Gen AI-augmented workforce

Organization and processes	Technology	People and culture
<ul style="list-style-type: none"> Rethink workforce planning, roles and career paths for the evolving organizational structures Adapt practices, processes, and operating models for human-AI teams 	<ul style="list-style-type: none"> Provide access to Gen AI tools in a well-governed environment Integrate your business applications with Gen AI Focus on robust data foundations to harness Gen AI Hybridize Gen AI with trusted systems 	<ul style="list-style-type: none"> Empower people with skill development to use and trust Gen AI Encourage adoption of Gen AI by transforming behaviors Emphasize the role of Gen AI in augmenting and empowering, not replacing, human intelligence

Source: Capgemini Research Institute analysis.

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