



Leading the organisation in the Age of Agentic AI

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September 2026



In a race to automate everything, the most radical act is knowing what not to automate.

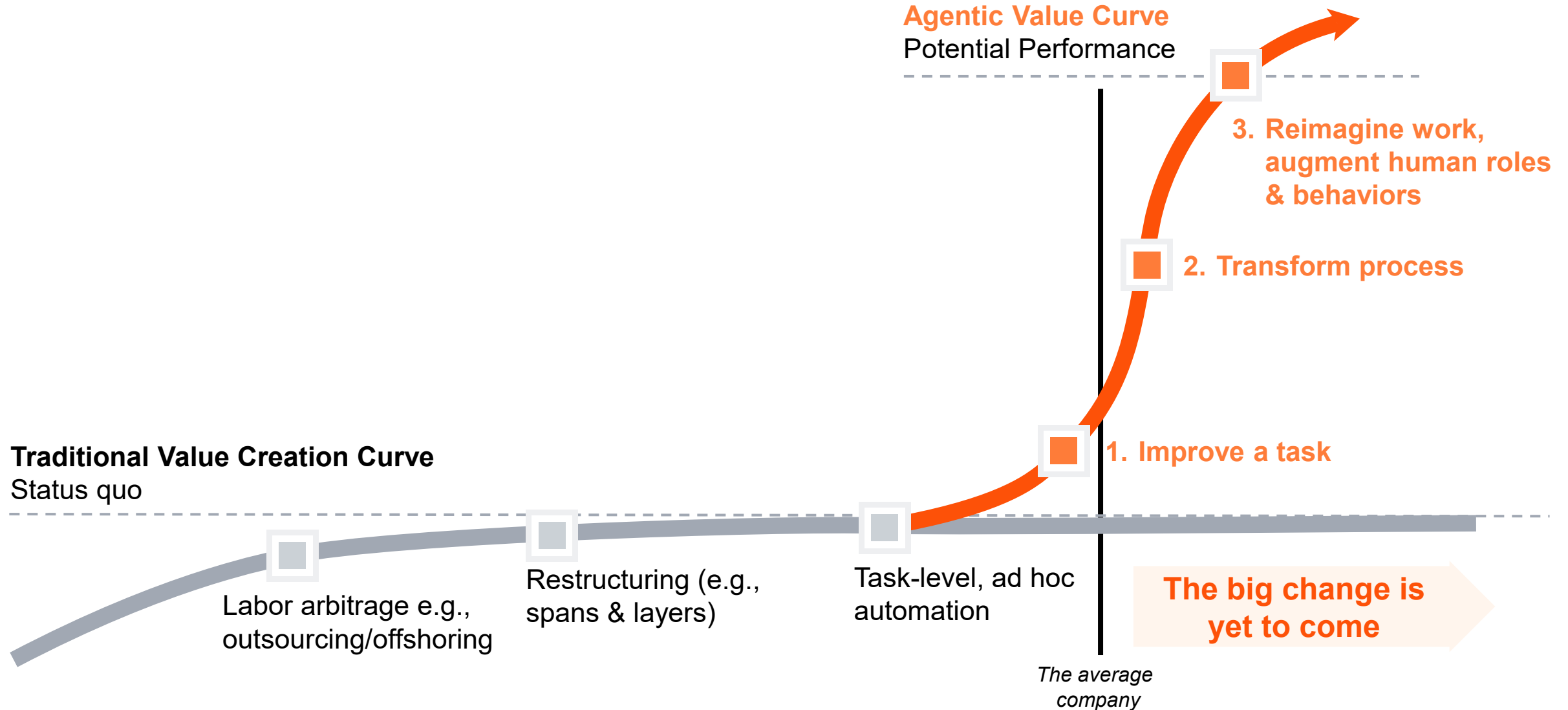
Because intelligence isn't just in the systems you build – it's in the wisdom to know when to override them.



- > Director Workforce AI Innovation & Adoption at PwC
- > Author Leveraging Generative AI for Job Augmentation and Workforce Productivity report
- > Author HR Tech Strategy, 2024

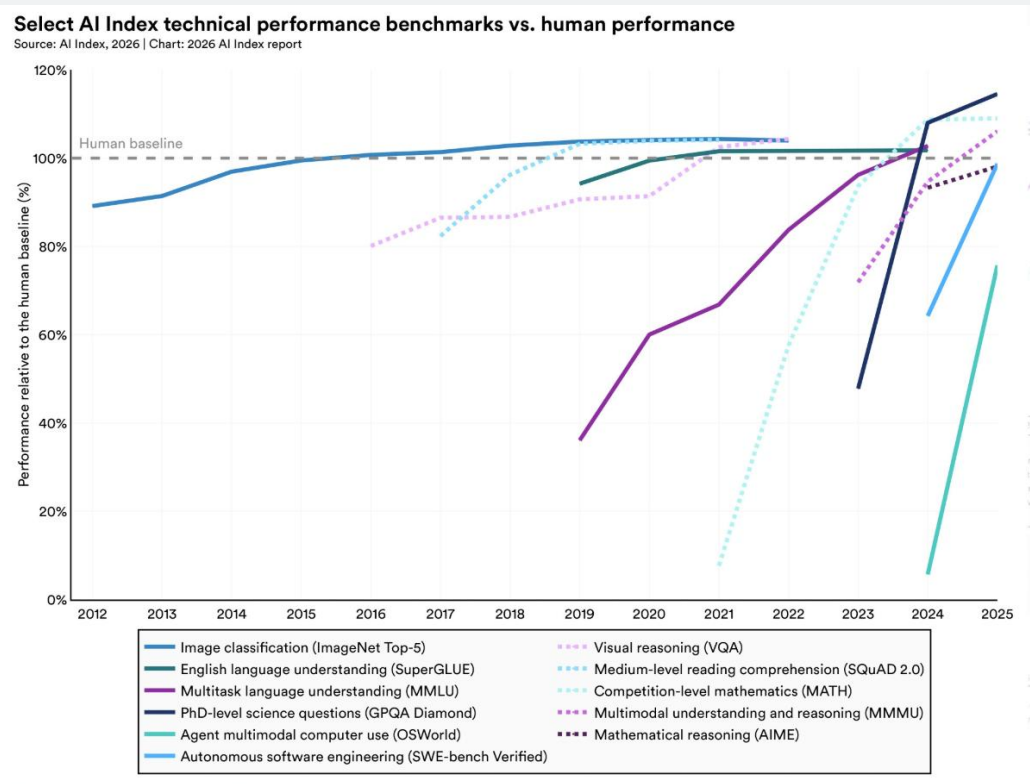


AI has great transformation potential, and yet most organisations cannot achieve that yet



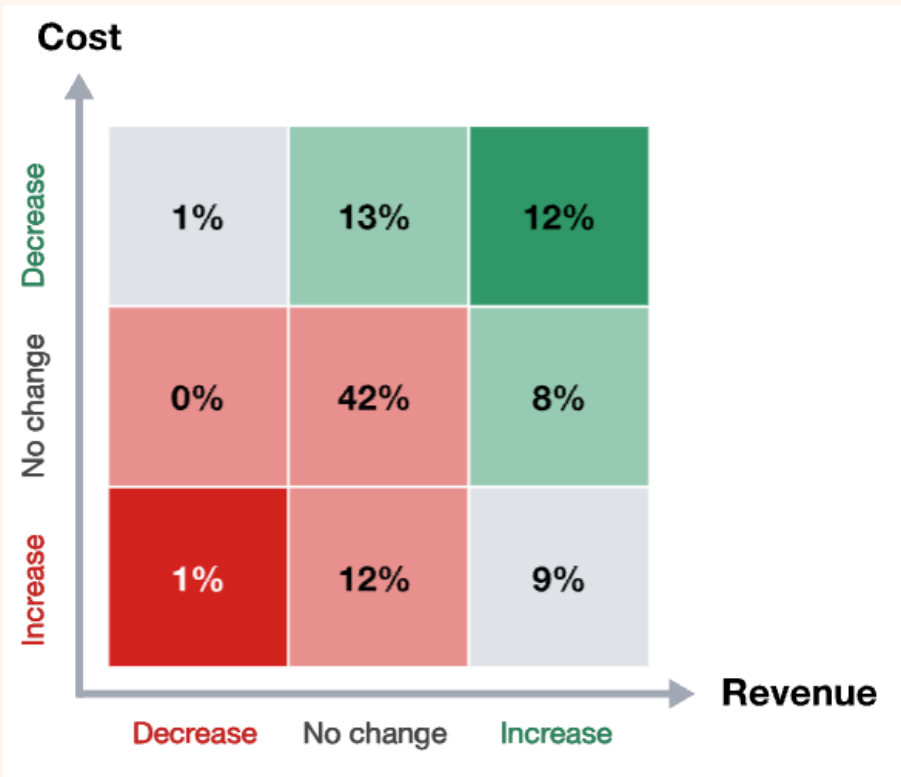
While AI capability and usage are rising, the AI value gap is becoming more visible...

AI capabilities are advancing rapidly, especially in reasoning, long-horizon task completion, and agentic behavior



The 2026 AI Index Report (Stanford, 2026)

Most companies haven't yet realised financial returns from their investment in AI



PwC's 29th Global CEO Survey (2026)

The missing link between AI capability and business value is people

AI has reached an **innovation tipping point** with more breakthroughs in the past few years than in the previous 70

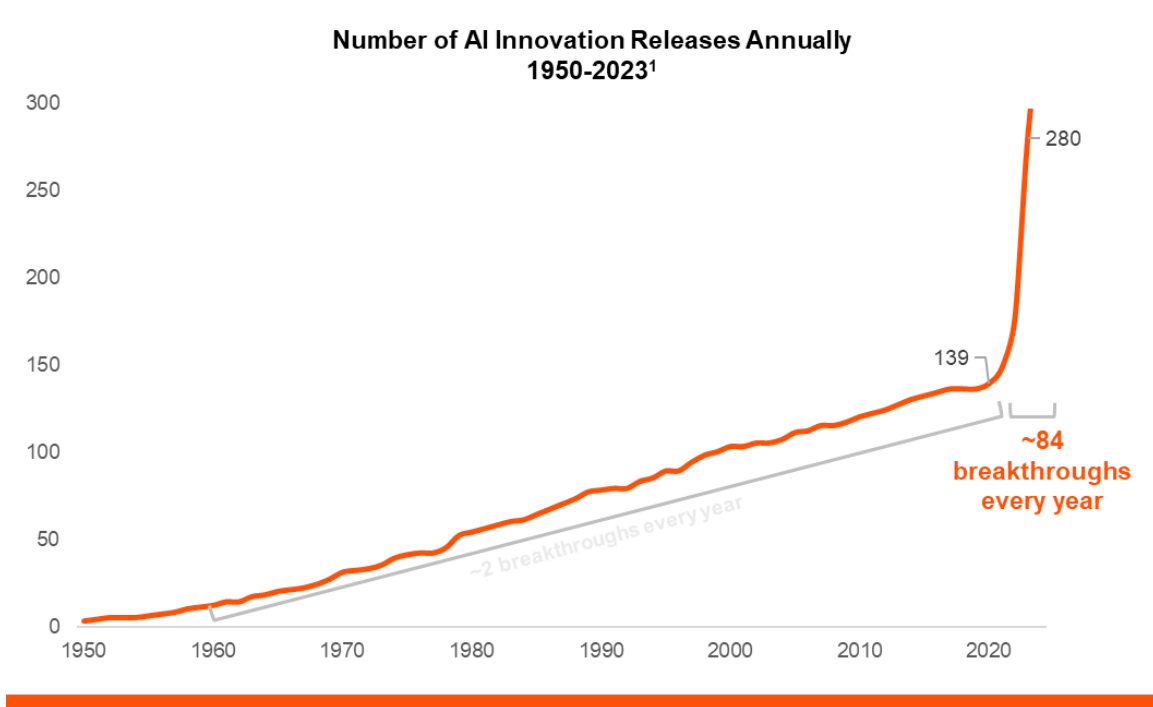
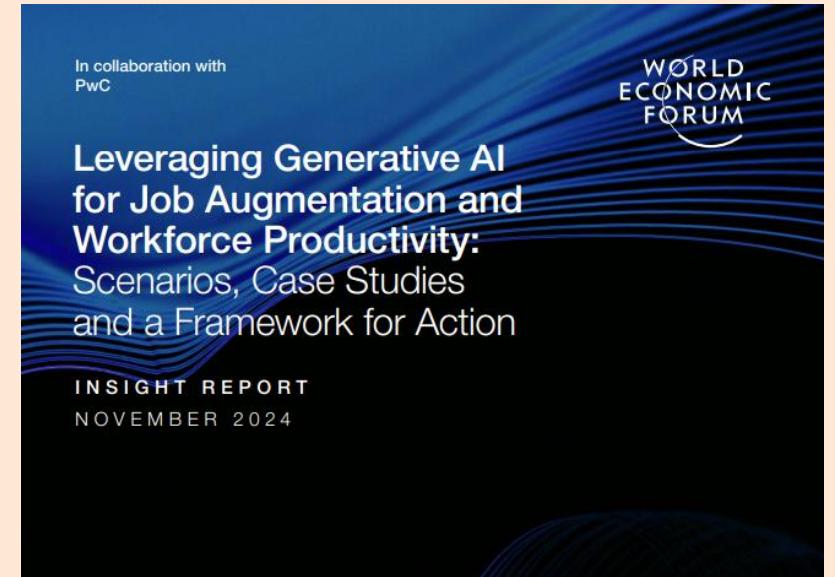


Chart Data source: "AI History Timeline." *AI Watch*, ai-watch.ec.europa.eu/tools/ai-history-timeline_en. Accessed 14 Jan. 2025.
& "Data on Large-Scale AI Models." *Epoch AI*, 19 June 2024, epoch.ai/data/large-scale-ai-models?view=table.

AI is advancing at a pace never seen before, **outstripping the speed at which most individuals can adapt.**



*“Successfully leveraging AI across the workforce is less about the technology itself than **it is about the people adopting it**”*

Key takeaway from the
20+ interviewed early adopters

The real adoption gap is human and organisational



Value



Trust



Capability



Leadership

Value: The first condition for adoption



Value



Trust



Capability



Leadership

Why employees don't see AI value the way leaders do

Executive language

Productivity

Cost reduction

Scalable
intelligence

Innovation

Faster
transformation

Employee questions

What task does
this improve?

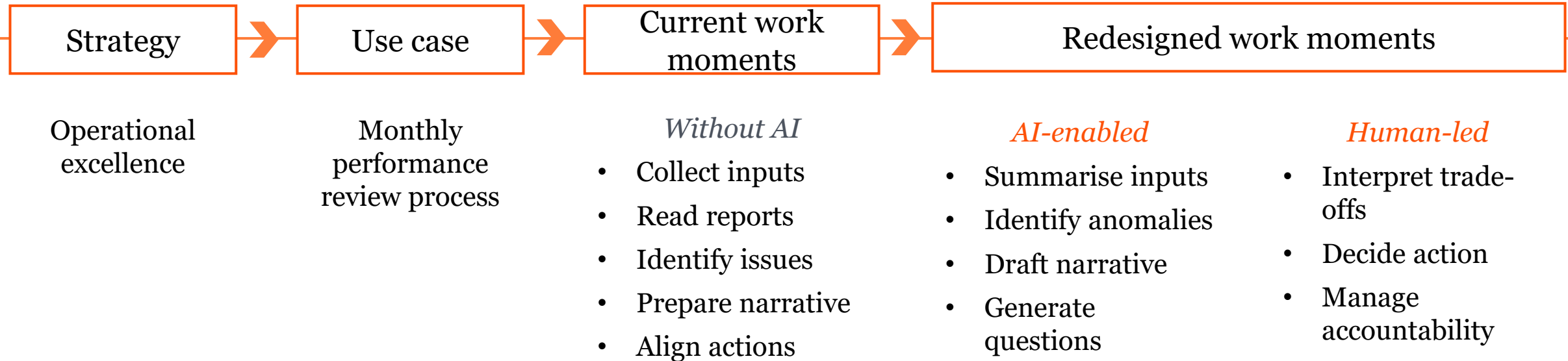
Is it easier than
my current way?

Will I be held
accountable if it is
wrong?

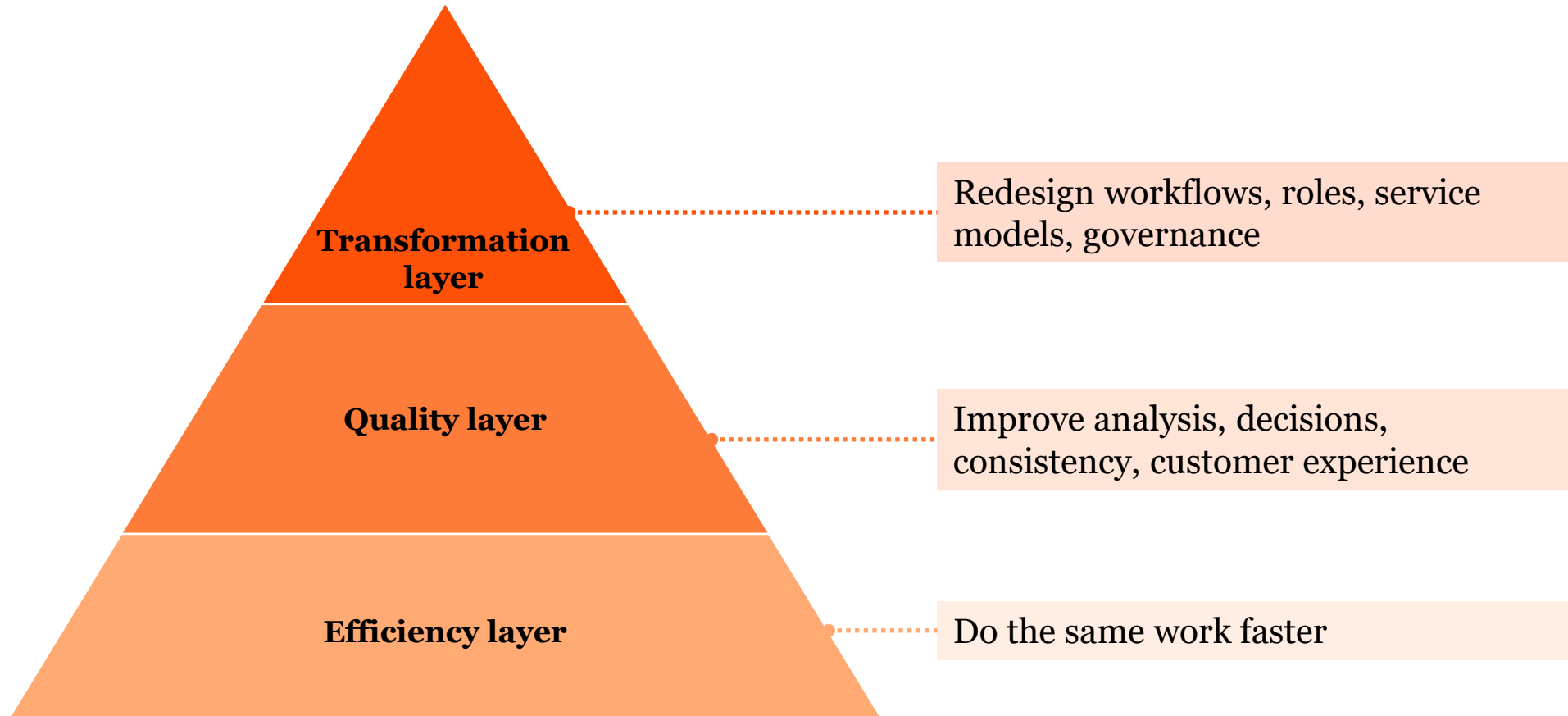
Can I trust the
output?

Is this expected,
optional, or risky?

The true building block of AI adoption is the work moment



The critical leadership choice: productivity or transformation?



Trust: The second condition for adoption



Value



Trust



Capability



Leadership

Trust has a direct impact on organizational results

Organizations prioritizing trustworthy
AI are

60%

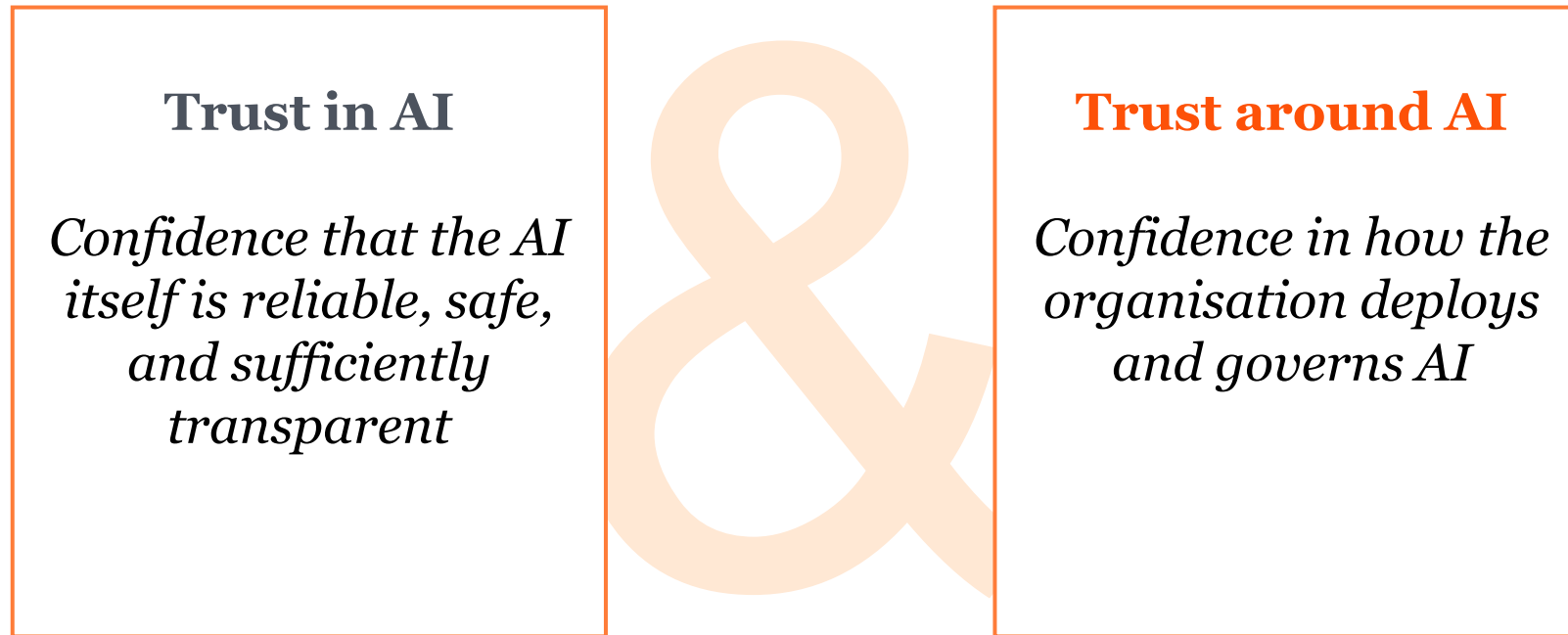
more likely to double ROI of AI
projects

...and yet only

40%

are investing to make AI systems
trustworthy through governance,
explainability and ethical safeguards

Trust has two dimensions: the technology and the organisation



Trust requires a “permission infrastructure”



Use boundaries



Data rules



Human review standards



Disclosure norms



Issue reporting



Learning loops

Capability: The third condition for adoption



Value



Trust



Capability



Leadership

Skills gaps are widening faster than organisations are closing them

Skills sought by employers are
changing

66%

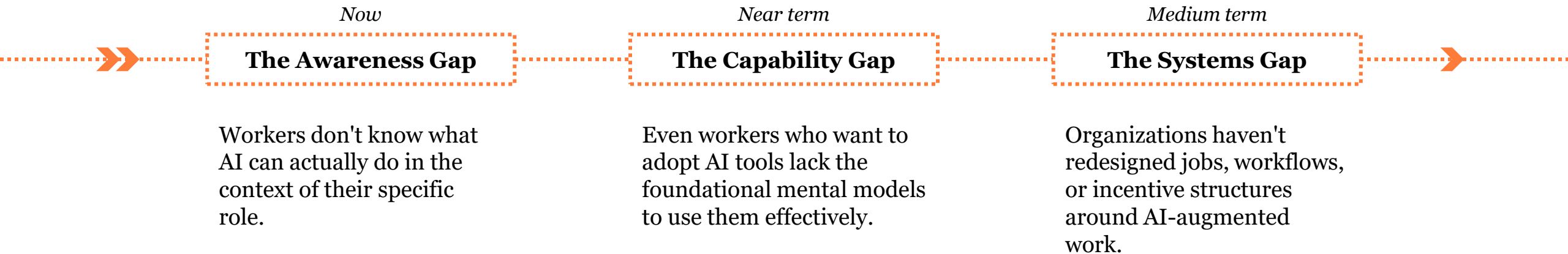
faster in jobs most exposed to AI than
in less exposed jobs¹

...and yet only

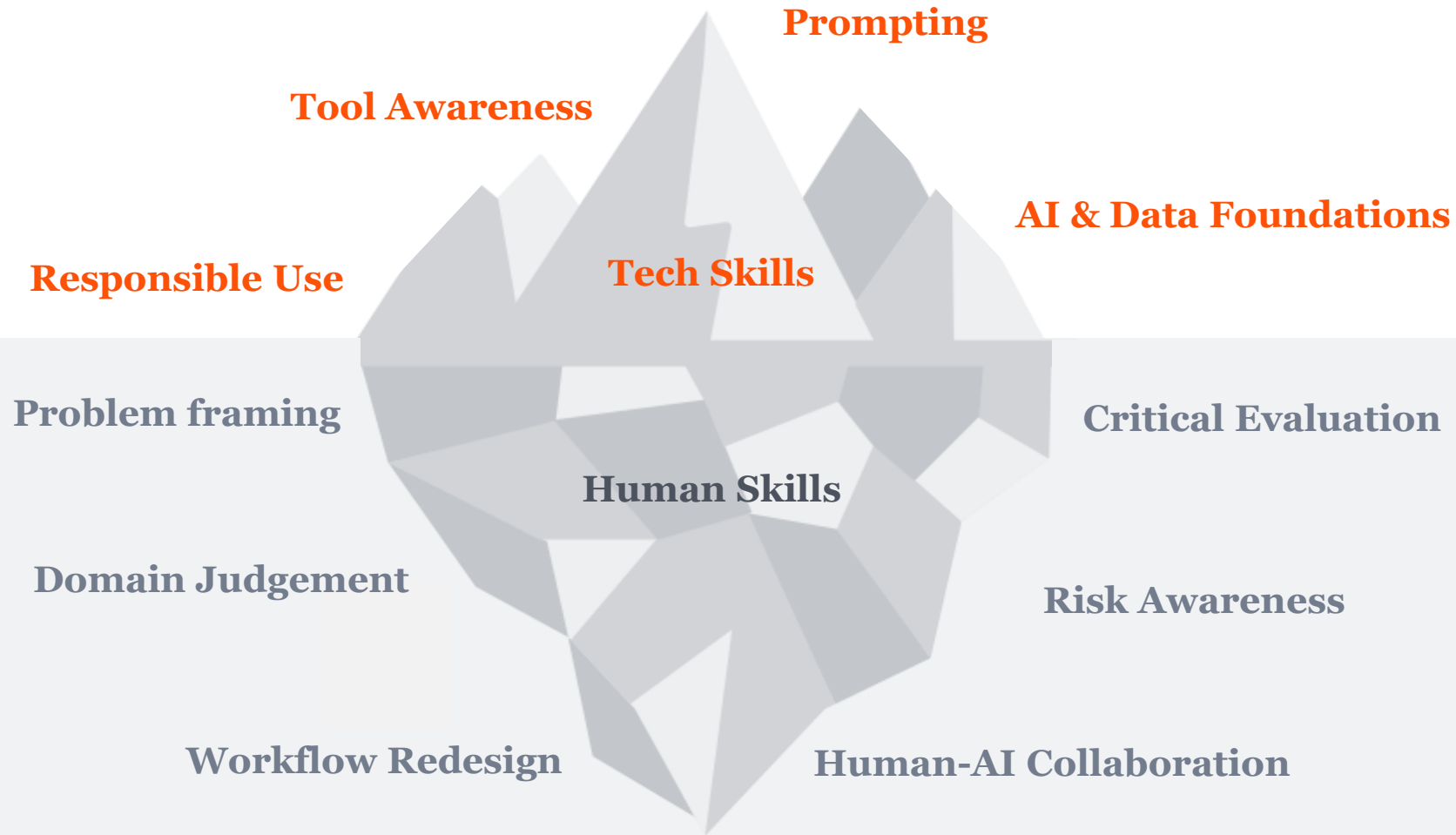
31%

of CEOs say they plan to systematically
integrate AI into their workforce and
skills strategy in the next 3 years²

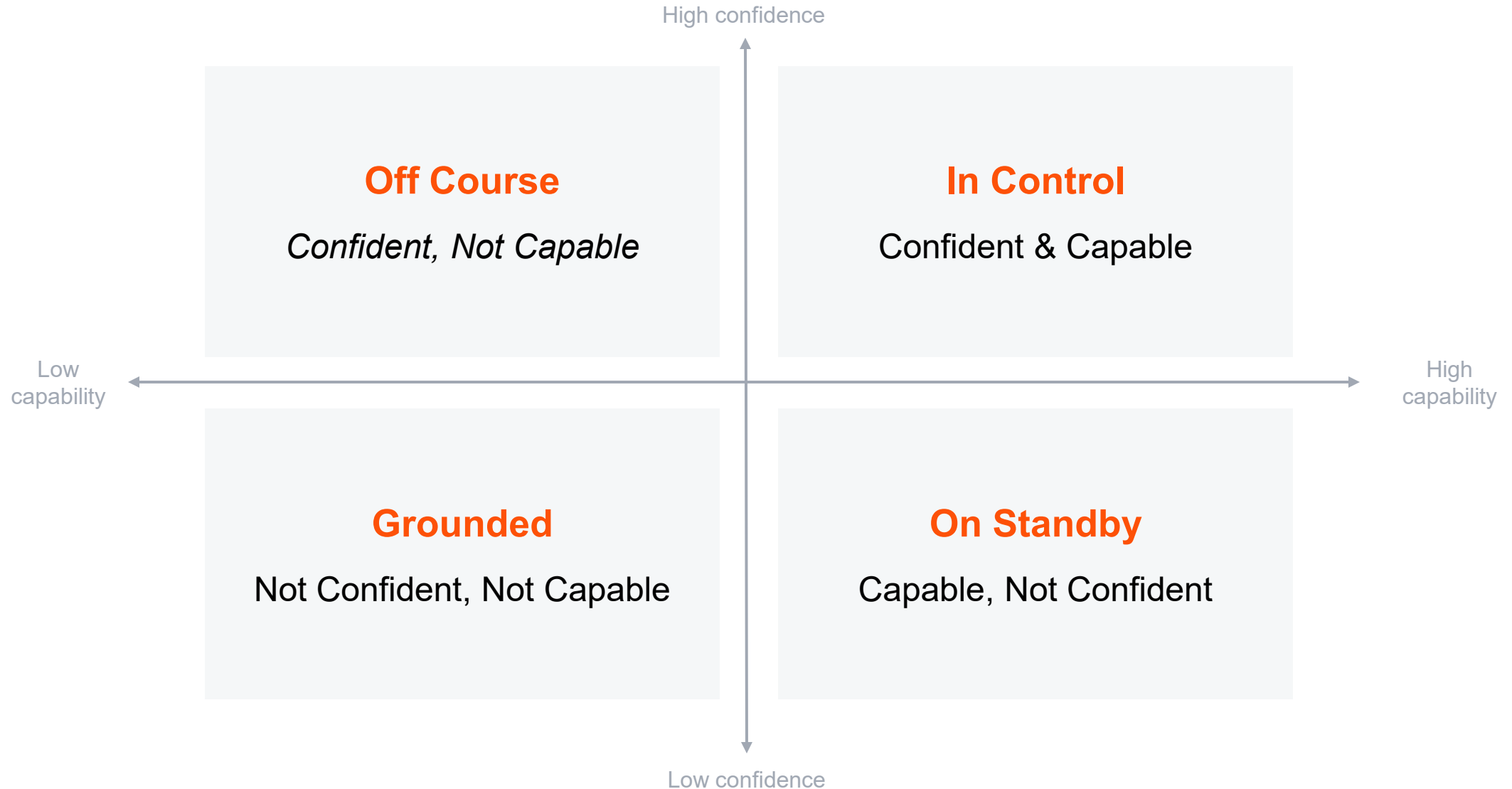
The AI skills gap is actually three different gaps



What does AI fluency actually mean?



The capability gap is confidence plus competence



Three principles for building sustainable AI capability



The lifespan of skills is shrinking rapidly...

...so continuous learning becomes a non-negotiable



AI fluency is the new core capability

...so invest in a combination of AI x domain x judgment skills



Skills are embedded and built in the flow of work

...so build rituals, routines, communities, and reinforcement

Leadership: The fourth condition for adoption



Value



Trust



Capability



Leadership

AI is transforming the business environment... and raising the pressure on leaders

77%

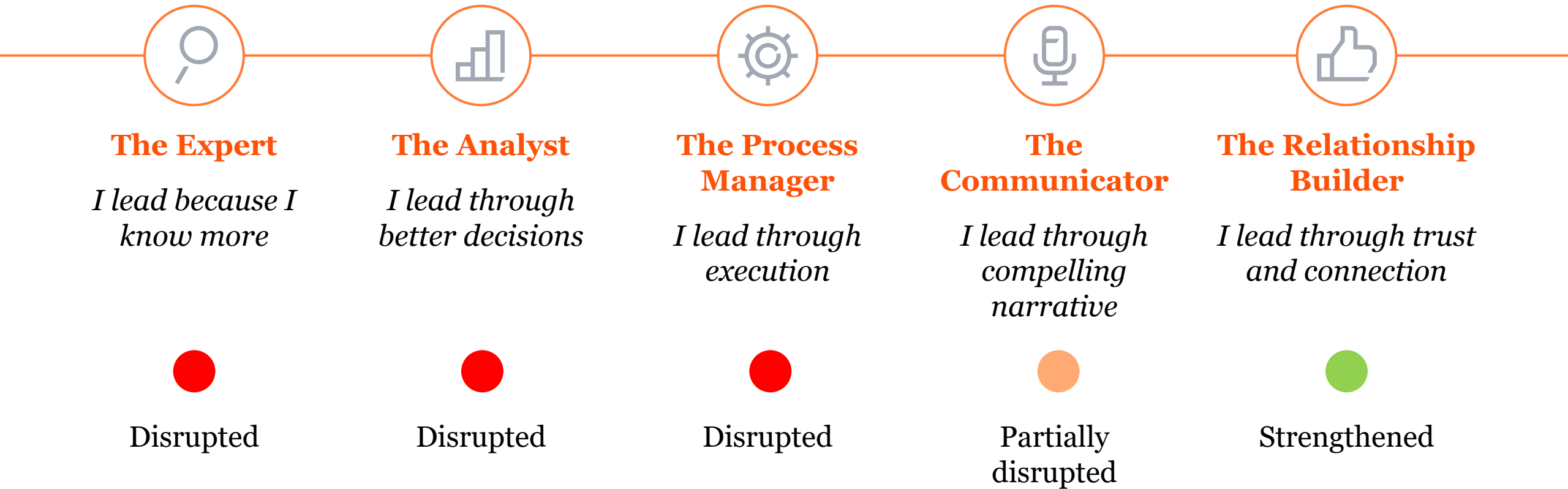
of CEOs believe AI is ushering in a new business era¹

...while

71%

of leaders reporting a significant increase in their stress levels²

Five leadership identity paradigms are being disrupted



The new leadership premium that AI cannot replace



Moral Courage



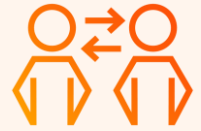
**Trust-Building
Under
Uncertainty**



**Contextual &
Cultural
Intelligence**



**The Leadership
of Meaning**



**Integrative
Thinking Across
Paradoxes**

The paradoxes of AI-age leadership

You must move at machine speed **but** Your people change at human speed

AI makes you more powerful **but** Power without wisdom causes faster damage

You must make decisions with confidence **but** The basis for confidence has fundamentally changed

From leadership tensions to six principles for leading in the age of AI



Become an Intelligence Architect



Lead WITH AI Literacy —
Not Just AI Access



Make Psychological Safety
Infrastructure



Develop Tempo
Intelligence



Redefine Accountability
and Decision Architecture



Lead the Human
Transition

What leadership is in its truest form

-  Be someone to **trust** when the path is unclear
-  Be someone to **articulate why** this work matters
-  Be someone to **take responsibility** when things go wrong
-  Be someone to **see employees** as humans, not just their output
-  Be someone to **make the call** that no algorithm should make for you

Thank you