

Deloitte.



AMSTERDAM
DATA ACADEMY

Beyond

Change & Adoption in the age of AI

September, 2026





AUTONOMOUS
MOTIVATION

Your Team Today

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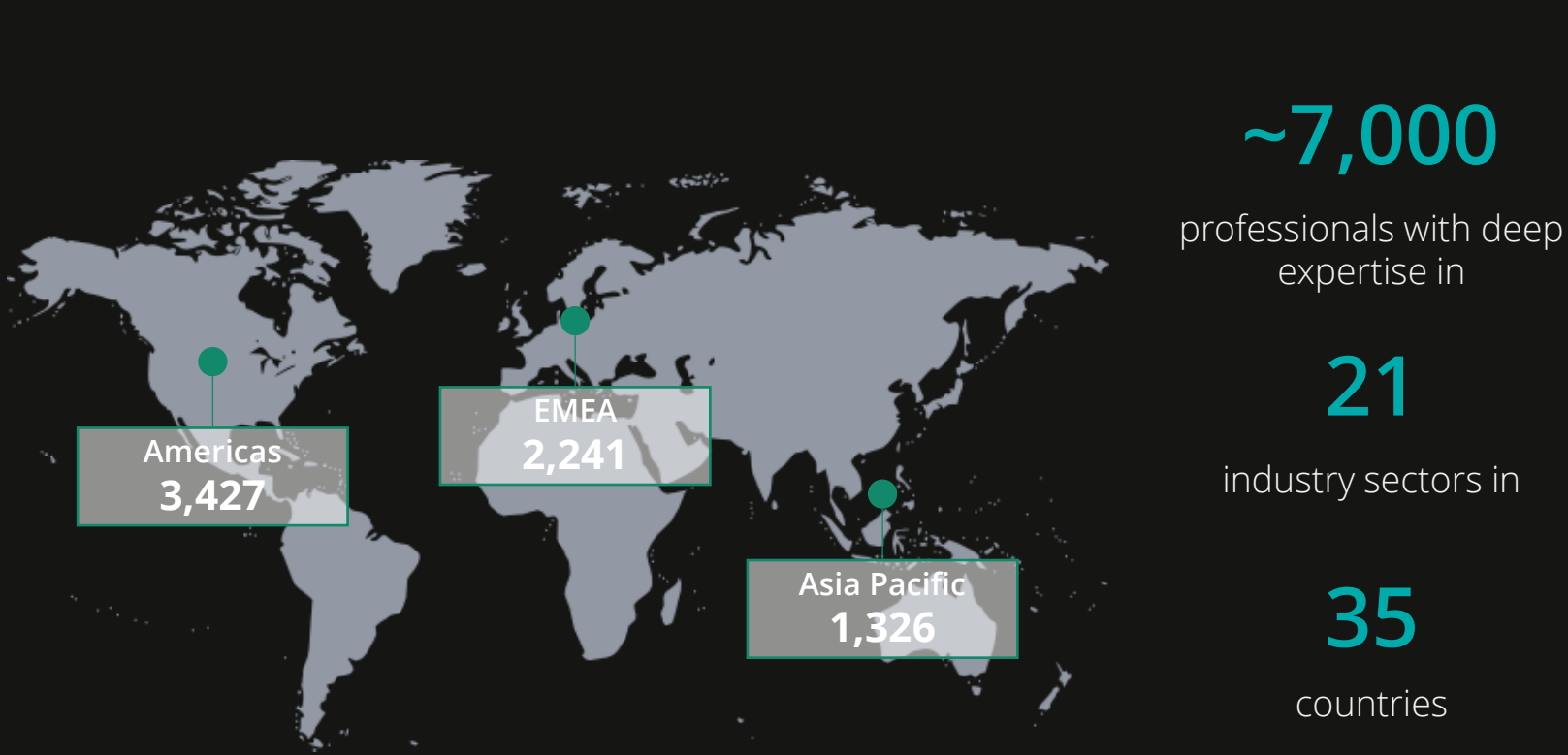
Bo Vialle-Derksen
Human Capital Associate
Future Organization



Judith Engberts
Human Capital Consultant
Transformational Change

Our Global change management capability

As global pioneers in change management, we boast the world's largest and most accomplished team of change practitioners.



-  **2022 – 2024 Diamond Level** Best Change Management Team in NL in [Consultancy.nl](#)
-  **2022-2023 Leader** in [Employee Experience Consulting Services](#) by IDC
-  **2022-2023 Leader** in [People and Organization Consulting Services](#) by IDC
-  2018 **Global leader** Communications & Change Management Consulting by ALM
-  2018 **Global leader** Communications & Change Management Consulting by ALM
-  **Gold Quill Award** winner in Workforce Management Consulting



Our Focus: From Transformation Ambition to Lasting Business Value

We guide the people side of transformation, driving adoption, leadership alignment, and behavior change to realize sustainable outcomes.

Example programs



End to end commercial transformation enabled by across mailman service, portal and marketing



Robust and flexible service platform and store and employee engagement



Achieving behavior change on how people work with technical data



Helping unlock one million hours of productivity by delivering a next-gen employee experience with ServiceNow

And now there is AI...

“ We've seen a lot of AI projects where people have implemented amazing models, but they have never seen the light of day because the business rejects the process changes that go along with it. ”

Rajen Sheth *VP of Google Cloud AI and Industry Solutions.*

“

The test of a first-rate intelligence is the ability to hold two opposing ideas in your mind at the same time and still keep functioning.

- F. Scott Fitzgerald

Novelist

”

The pace of change is unprecedented –fail fast, learn faster. learn not only from your mistakes, but also other's mistakes



 Modern Retail

AI is now doing parts of merchants' jobs, managing products and vendors

 Reuters

EXCLUSIVE: Starbucks scraps AI inventory tool across North America

 Time Magazine

AI Alone Won't Take Your Job. Someone Using AI Will

 The New York Times

Meta Lays Off 8,000 Employees, as A.I. Casualties Mount

 The New York Times

'Talk to My A.I. Twin': Busy Executives Have a New Productivity Hack

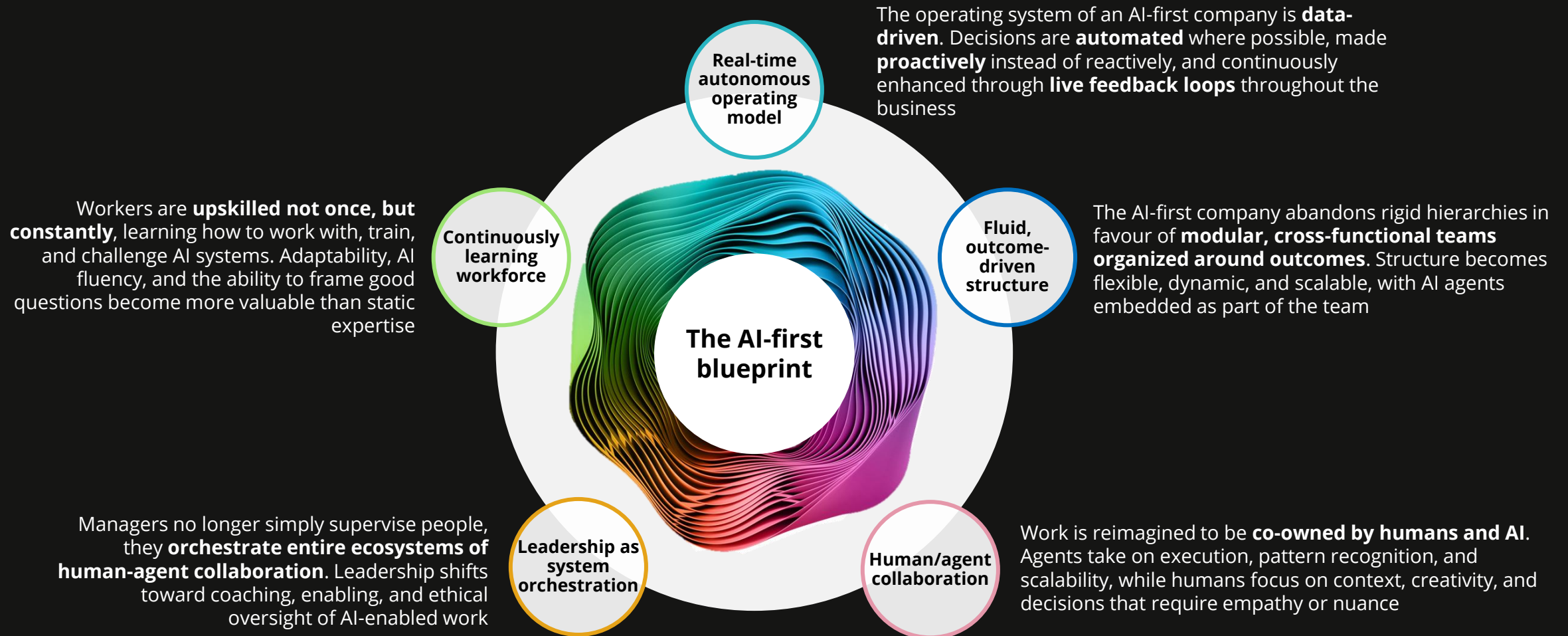
 Harvard Business Review

Harvard Business Review warns AI 'workslop' is rotting companies from the inside



Our AI-first organizational blueprint

The future belongs to those who build with AI at the core.



Leadership in the age of AI: *you're responsible for outcomes, not output*

Leading myself and AI

Master your own uncertainty. Use AI, learn from it, lead with what you discover.



Leading my team and AI

Build a culture where AI is a colleague, not a tool. Shorten development cycles: experiment together, fail together, learn together.

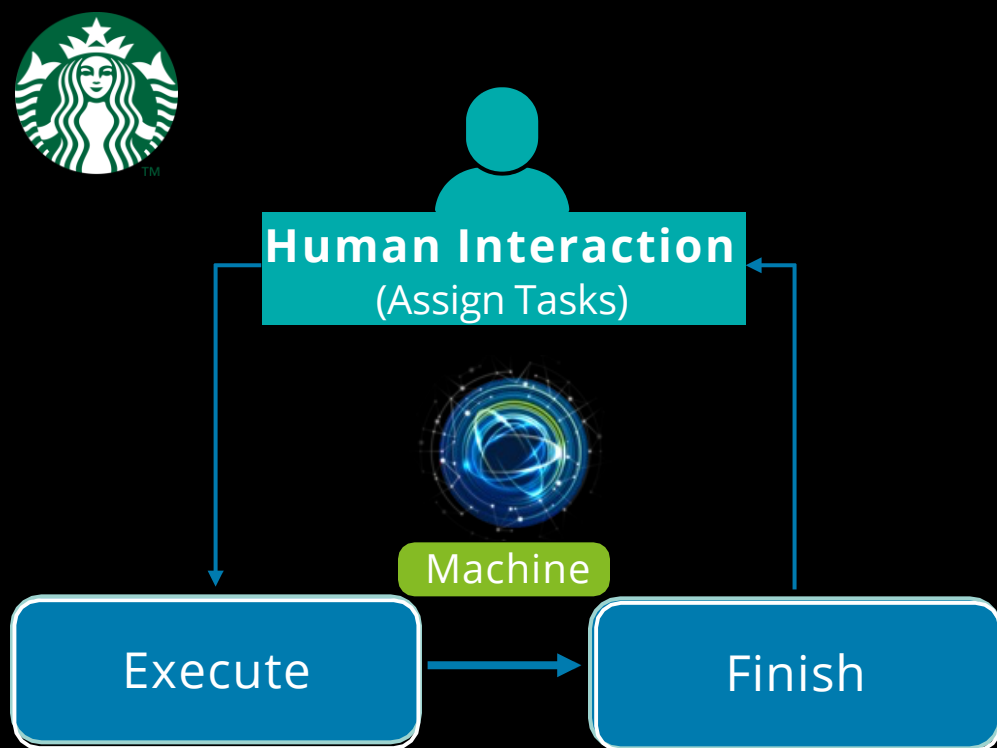


Leading the organization and AI
Embed AI and human skills in how we do the work, think, and grow. Make it everyone's responsibility.

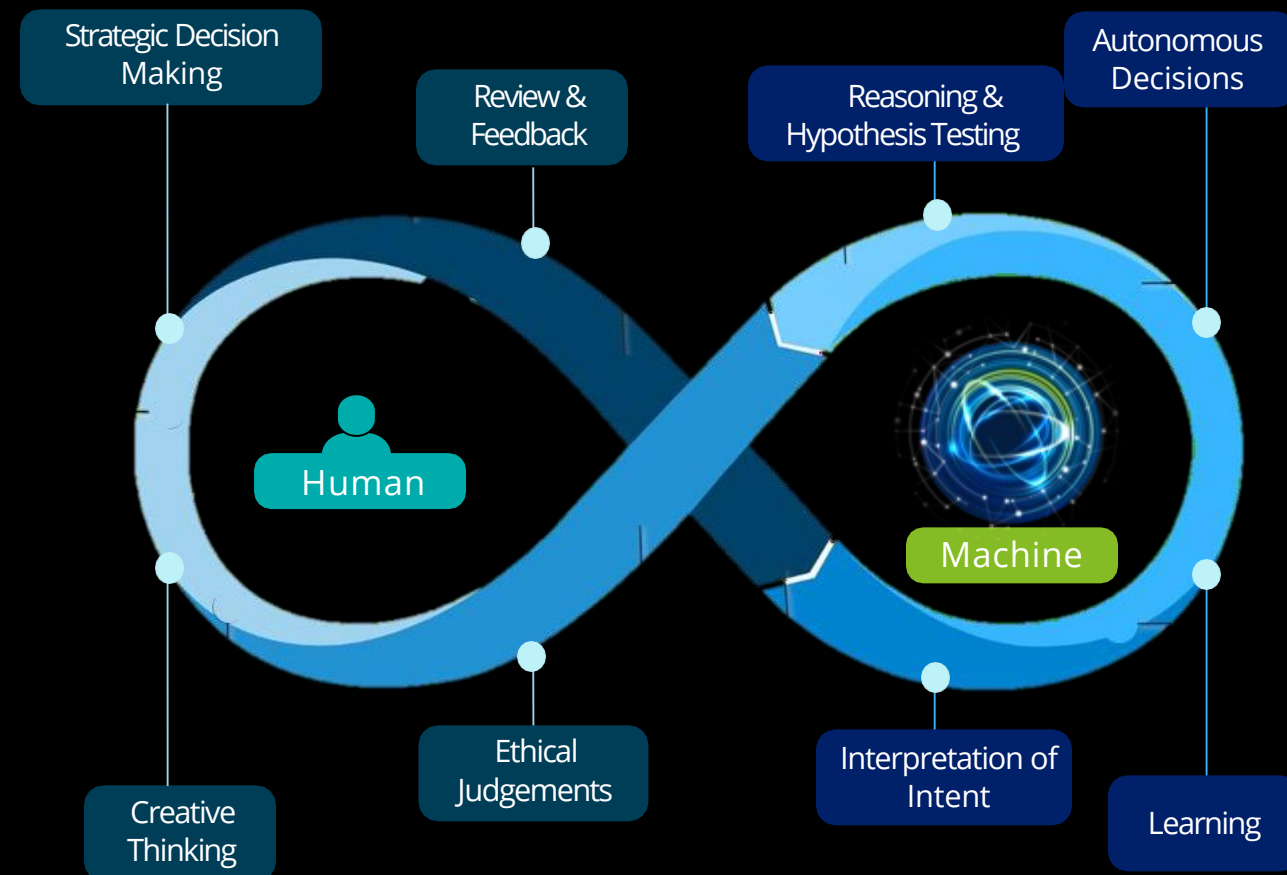


Strong impact of AI on work & workforce asks organizations to put AI first

Traditional technology / approach



AI-native technology



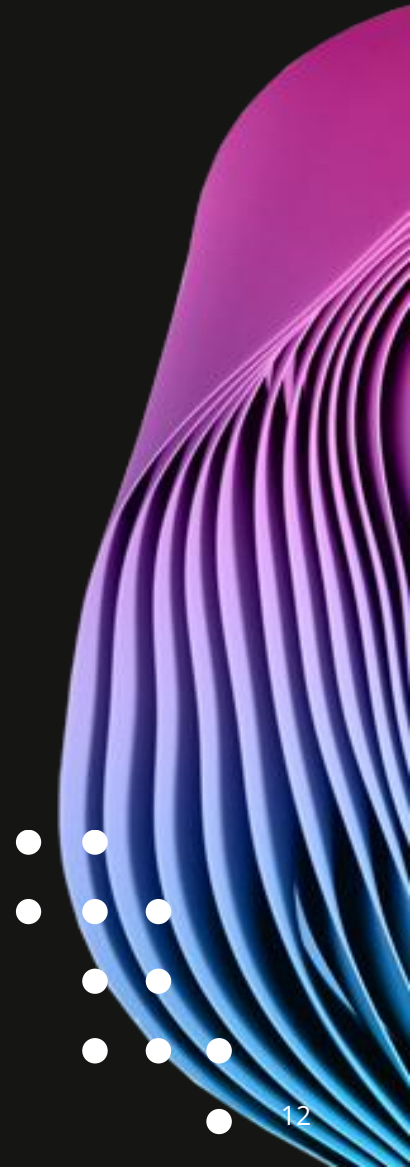
The different skillset



The Manager of The Future – The Paradox

Perhaps the biggest loss of modern management is that we have managed humans as if they were agents.

AI gives us the opportunity to reverse and re-elevate human work.





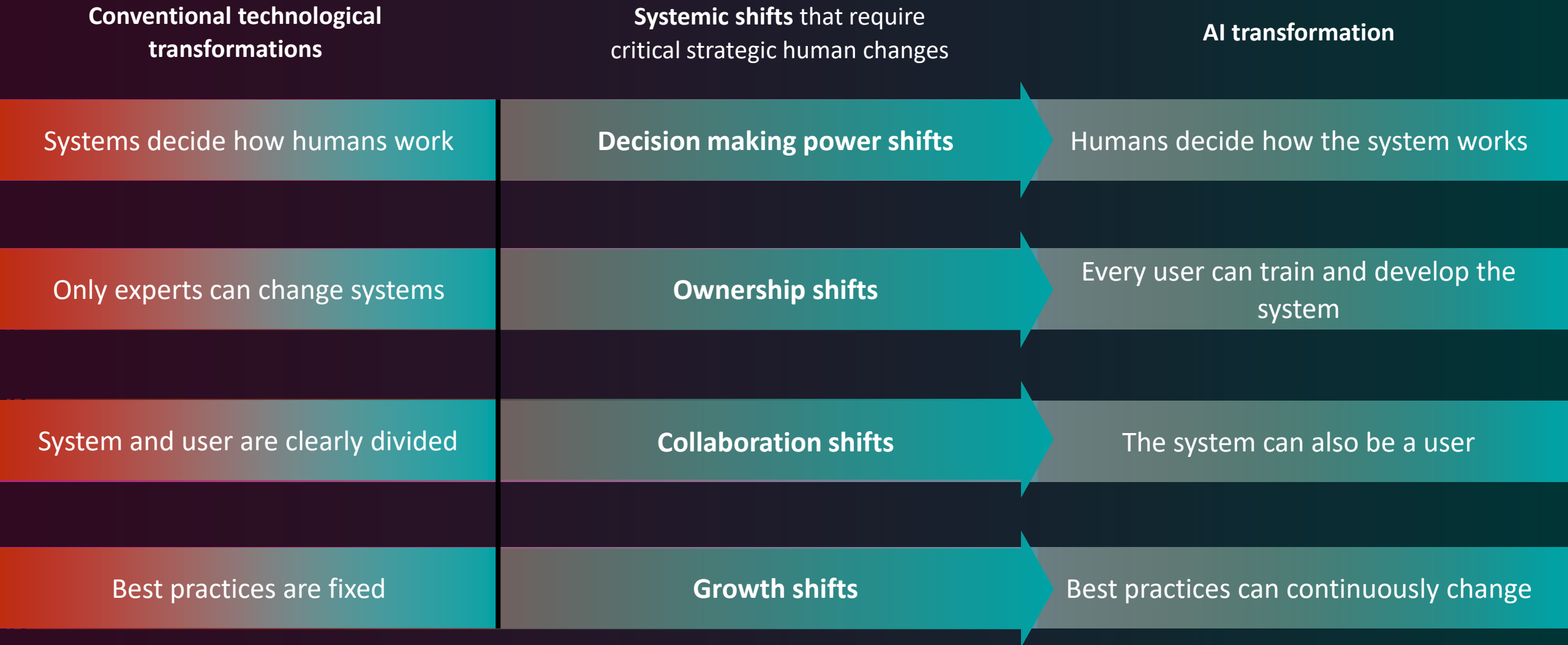
Change has never been this fast

And will never be this slow again

Gordon Moore
Co-founder intel



The 4 systemic shifts of AI that change organizational transformation at its core



Workforce Analyzer

In the fast-paced world of AI, staying competitive means being able to adapt and grow. Workforce Analyzer equips you with the insights you need to navigate the shifting workforce landscape of AI integration and answer the question:

How will AI impact my human workforce?

OUR APPROACH

1

Task Analysis: Create organization-specific task statements and time allocations at scale

2

Impact Assessment: Gauge AI's potential impact on tasks, jobs, teams, functions, and career levels

3

Strategic Recommendations: Deliver tailored strategies for organization redesign, workforce planning, and informed AI investment decisions

BENEFITS

- ✓ **Data-Informed Prioritization:** Key insights for AI use case decision-making and priority setting
- ✓ **Short Time to Action:** Accelerated insights tailored to the organization
- ✓ **Workforce Alignment:** Align current task and skill impacts with AI advancements to inform training and skills development

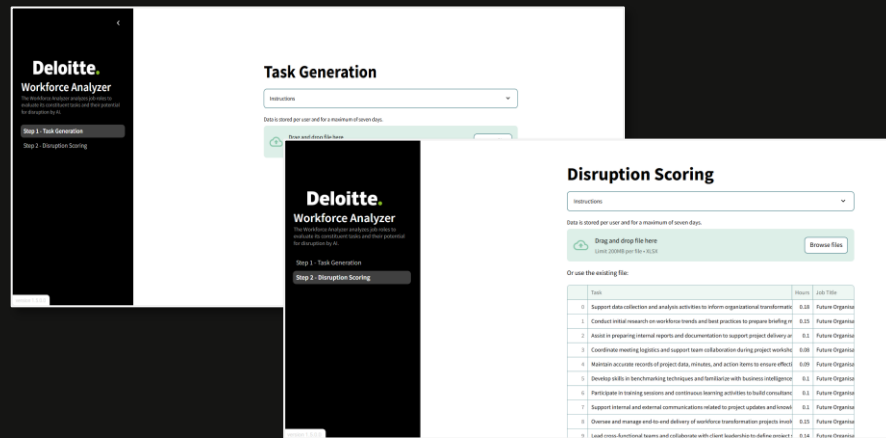
- ✓ **Change Impacts:** Understand and manage the impacts of organizational AI changes with comprehensive analysis
- ✓ **Plugs into our Deloitte Expertise:** Leverages Deloitte's Human Capital and AI advisory teams, enabling insights and strategies to face AI disruption.



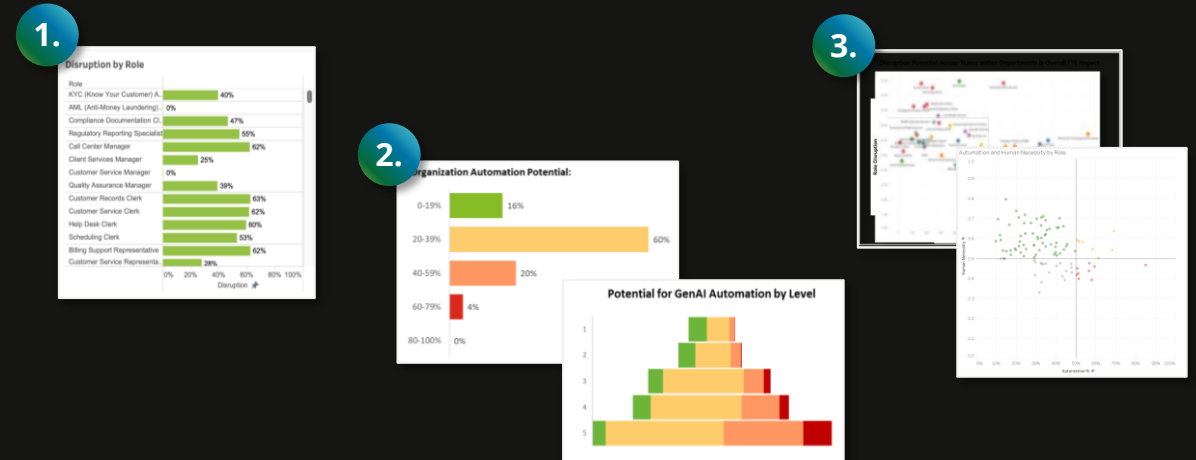
From role data, tasks and automation potential to actionable insights

The base analysis quickly identifies AI Disruption potential, but the real value is in detailed deep dives on what those disruptions mean, and how to move forward

FROM ANALYZING ROLE DATA AND ASSESSING AUTOMATION DISRUPTION.....



- **Workforce Analyzer generates a list of 8 Tasks for each Job** within the organisation, and proportion of time dedicated to each task based on the shared HR and organizational data. Core tasks are **validated by human experts** to ensure they accurately reflect actual job responsibilities and typical activity effort required.
- Workforce Analyzer determines **the potential AI disruption on each Task - scoring based on eight key factors including complexity, ethical judgement and repetitiveness**. Initial disruption scores are reviewed and validated by human experts, incorporating contextual insights and corrections to ensure the accuracy and reliability.



Based on the outcomes of the analysis phase, actionable insights are delivered via an interactive dashboard, providing key analysis and insights such as:

- 1. Time Allocation Estimates:** Provides breakdowns of how much time is spent on each task within a role, highlighting opportunities for efficiency improvements
- 2. Productivity and Organization Design Metrics:** Quantifies potential productivity changes due to GenAI integration, which can be applied on function & sub-function or on level within the organization
- 3. Workforce Planning Insights:** Provides guidance on future workforce requirements, including trade-off on potential of automation, scale of impact on analysis of affected jobs

Solution Software Engineer



CURRENT STATE ROLE

The Solution Software Engineer designs and develops software solutions that address business requirements, writing code, conducting code reviews, and ensuring solutions are maintainable, secure, and performant.

Current Top Tasks / Accountabilities

- Design software solutions and technical architecture based on requirements
- Write and maintain production code across multiple programming languages and frameworks
- Conduct code reviews and ensure code quality, security, and performance standards
- Document software design, development processes, and user manuals to support ongoing maintenance and training.



FUTURE STATE ROLE

The Solution Software Engineer evolves into an AI-augmented architect-engineer who uses generative and agentic AI for routine code generation and boilerplate development, while focusing on solution design, code quality assurance, security validation, and ensuring AI-generated code meets architectural standards and compliance requirements.

Spend Less Time:

- **Documentation** tasks should be primarily automated by AI. Documentation will remain important, however as a routine task it should be reduced by about 50%. This piece does not need to be redesigned, rather those efforts can go elsewhere
- **Basic coding** – and increasingly complex coding – can be increasingly built by AI tools. Coding will still be a necessary component of the job, but the time spent coding will be less and the focus during that time will be on more complex code development

Spend More Time:

- **Reviewing code**, in particular code developed by AI. As AI develops a higher share of the basic code, Solution Software Engineers will need to increase their review time, now checking code that AI has written
- **Integrating software components** and looking holistically at the technology architecture – utilizing a skillset more traditionally found in Architecture roles
- **Collaborating, building and maintaining strong relationships** in order to ensure all software solutions meet the needs of a varying stakeholders at the organization



FUTURE SKILLS



Technical Skills:

- AI-Assisted Development
- Agile Methodology
- Cloud Engineering and Integration
- Distributed Systems
- Secure Coding Practices
- Technical Troubleshooting
- Test Automation
- Infrastructure Engineering
- Solution Architecture

Human Skills:

- Business Acumen
- Problem Solving
- Cross-Functional Collaboration
- Design Thinking
- Accountability and Ownership
- Ethical Decision Making

“As machines get better at
being machines, humans
have to get better at being
more human”

A n d r e w J . S c o t t | p r o f e s s o r L o n d o n B u s i n e s s S c h o o l



Thank you – reach out if you'd like to rig your dice and increase ROI on your next technology project

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