



TAPMI
BENGALURU
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How Organisations Are Defining Talent, Leadership and Productivity in the Age of AI



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HR



Foreword by TAPMI

Artificial Intelligence is rapidly transforming how organisations design work, develop talent, lead people and drive productivity. As organisations move from AI experimentation to enterprise-wide adoption, the challenge is no longer simply about adopting technology—it is about reimagining talent, leadership and the workplace around the possibilities created by AI.

At TAPMI Bengaluru, we believe that the future of work must be viewed through both a business and human lens. AI can augment human capability and create new opportunities for innovation and productivity, while simultaneously requiring organisations to rethink skills, leadership, culture and employee experience.

In this context, TAPMI Bengaluru is delighted to partner with KPMG as the Knowledge Partner for HR FutureScape 2026 held on 21 August 2026 and present this white paper, “How Organisations are Redefining Talent, Leadership and Productivity in the Age of AI.”

The white paper explores how organisations are responding to the changing world of work and examines the evolving imperatives around talent, leadership and productivity. It also highlights the importance of combining technological proficiency with distinctly human capabilities such as critical thinking, creativity, collaboration, adaptability and judgement.

For India, this transformation presents a significant opportunity. Our talent ecosystem, technology capabilities and growing digital economy position us well to shape new models of work and leadership. Realizing this opportunity will require meaningful dialogue among business leaders, HR professionals, academia and technology experts.

We hope this white paper serves as a conversation starter and a practical reference for leaders navigating the AI-enabled workplace, and contributes to the larger dialogue on Reimagining Work, Workforce and Workplace.

We sincerely thank KPMG for its partnership and contribution as Knowledge Partner to HR FutureScape 2026, and for bringing valuable industry perspectives to this important conversation.



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Artificial Intelligence (or AI) differs from many other technologies that happened in the past in the fact that it is beyond another tool for increasing human efficiency. It changes how work is designed, where decisions are made, what managers are expected to do and ultimately how organisations think about productivity. The question is therefore no longer simply whether AI can do an individual task faster, but whether organisations are prepared to redesign the work around it.

This distinction matters because efficiency does not automatically translate into enterprise value. A faster first draft can create more review work. An automated recommendation can increase the number of exceptions upon reaching a specialist. AI can change the economics of work however only when the surrounding operating model changes with it.

This paper takes a simple position: AI adoption should be treated as an organisational redesign agenda. Work, leadership, talent, governance and measurement are not separate responses to the same stimuli – the new technology AI. They form an interconnected system. When a workflow changes, roles and decision rights change with it. When decision rights change, governance and accountability must change. And when the nature of work changes, capability and performance measures must follow.

This is particularly relevant as organisations move from a point-in-time of experimentation towards AI-enabled workflows. Smart organisations make deliberate choices about where AI should execute, where it should recommend, where human judgement must remain decisive and how the organisation will know whether the redesigned way of working is better.

For India, this transition presents a big opportunity and a significant organisational challenge. The next phase will require us to go beyond access to technology or broad-based AI awareness. It will require leaders to redesign workflows, clarify decision rights, build capabilities that remain critical, embed meaningful oversight and measure outcomes rather than activity.

We hope this paper provides leaders with a practical way to think about that transition as a response to the question - are we just scaling AI or are we redesigning the organisation that uses it?



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Executive summary

AI is becoming part of everyday work. It is drafting, searching, synthesising, analysing, recommending and in some settings, carrying out defined actions in form of agents. The question for organisations is therefore no longer simply whether employees are adopting AI or whether a particular use case works. The more fundamental question is whether the organisation is changing fast enough around AI to turn these local gains into sustained business value. This requires organisations to look beyond individual use cases and consider how AI is reshaping work, workforce capabilities and the way work is organised.

The evidence in this paper points to a gap between adoption and redesign. KPMG's Global Tech Report 2026 reports that 74 percent of organisations say their AI use cases are delivering business value, while only 24 percent report ROI across multiple use cases. In India, Microsoft and LinkedIn reported in 2024 that 92 percent of knowledge workers were already using AI at work, with 72 percent of AI users reporting that they bring their own AI tools into the workplace. The message is not that adoption is failing. It is that adoption is moving quickly, often faster than the systems designed to manage it.

That creates a practical organisational problem. A process designed for people does not automatically become a better process when AI is inserted into it. A task can become faster while the review queue grows. A manager can receive more recommendations without having more time to evaluate them. An employee can be trained on an AI tool while the workflow continues to reward the old way of working. In each case, technology has changed, however the operating model has not. The result can be more activity without a proportionate increase in value.

The paper therefore argues for five connected shifts. First, organisations need to redesign workflows around the outcome they are trying to achieve, rather than simply adding AI to existing jobs. Second, leadership needs to evolve from supervising activity towards managing outcomes, exceptions, judgement and the performance of a system in which people and AI are delivering together. Third, building capability needs to follow the redesigned work. Generic AI literacy matters, however the capabilities that become critical at the point of work are often verification, judgement, escalation and continuous improvement.

AI also changes the work of managers, increases output speed and higher automation can obscure quality as well as the judgement in evaluating the produced outcomes. In the new workflow, visible activity matrices become less meaningful when AI generates greater portion of outcome. This changes how both managers and employees' performances are reviewed and more meaningful measures such as evaluating calibration and not just AI adoption, moving beyond activity and speed to measure judgement, quality and outcomes, and continuous improvement.

Fourth, governance needs to move into the workflow. A policy sitting outside the process does not by itself establish who can approve, override, escalate or stop an AI-enabled decision. Nor does the presence of a human reviewer automatically imply meaningful oversight. A reviewer needs the time, information, capability and authority to exercise judgement. The objective is not maximum human intervention rather it is proportionate human judgement where it materially changes the quality, safety or accountability of the outcome.

Fifth, organisations need to rethink how they measure productivity. AI usage, licences, task volumes and speed may be useful signals, however they do not tell leaders whether the organisation is better off. A more useful view considers business outcomes, quality and risk, customer impact, workforce capacity and

experience and the cost of sustaining the redesigned workflow. Productivity should be judged by the value the system creates and not simply by how much AI is being used.

The implications for leaders are therefore broader than approving technology investments. Boards and executive teams need to establish where AI can execute, where it should recommend, where people must decide and who remains accountable. Managers need to learn how to lead human-AI workflows rather than simply monitor individual activity. HR and talent leaders need to connect workforce planning and capability development to redesigned work. Risk and control functions need to understand the decision system around AI and not only the model. And business schools have an opportunity to prepare leaders who can think, decide, challenge and lead effectively when AI is embedded in the work around them.

The paper ultimately proposes a straightforward sequence: start with the business outcome, redesign the workflow, clarify decision rights, build the capabilities the new workflow requires and measure whether the new system is performing better. Governance runs through the sequence rather than being added at the end. The organisations most likely to build durable advantage will not necessarily be those with the largest number of AI tools or the highest usage. They will be those that learn fastest how to redesign work, place human judgement deliberately, build the capabilities that remain scarce and hold the human-AI system accountable for the outcomes it produces. The central leadership question is therefore not simply 'where can we use AI?', it is 'What should our organisation now look like because AI is here?'.

AI-generated executive summary — intentionally presented as AI-generated

Artificial Intelligence is no longer a peripheral technology. It is becoming an active component of organisational work, influencing how tasks are performed, how decisions are supported and how outcomes are delivered. As adoption increases, the strategic challenge shifts from technology deployment to organisational adaptation.

This paper argues that sustainable value from AI depends on the alignment of five dimensions: work, leadership, talent, governance and measurement. Organisations that optimise these dimensions independently may generate isolated efficiencies, but organisations that redesign them as an integrated system can create more sustainable human-AI performance.

The first implication is that work should be redesigned around outcomes rather than existing jobs. Workflows should explicitly identify AI contributions, human interventions, decision points, exceptions, controls and measures. This provides the basis for redesigning roles, structures and workforce requirements.

The second implication is that leadership must evolve. Managers increasingly oversee systems in which humans, AI, data, processes and controls jointly produce outcomes. Performance management should consequently place greater emphasis on judgement, exception management, capability development and business results rather than activity volume alone. The third implication is that responsible AI must be operationalised within workflows. Human oversight is meaningful only when people have sufficient authority, information, time and capability to challenge AI outputs. Governance should therefore address decision rights, escalation, traceability and accountability in addition to model performance.

Finally, capability and productivity measures must evolve with the work. AI literacy is necessary but insufficient; organisations need verification, judgement, escalation and continuous improvement capabilities.

Productivity should be assessed through business outcomes, quality, risk, workforce capacity and the cost of sustaining the AI-enabled system. In this context, the path to sustainable AI value can be expressed as a sequence: outcome first, workflow second, decision rights third, capability fourth, and measurement throughout. The organisations that execute this sequence effectively will be better positioned to translate AI adoption into durable organisational performance.

Note: This AI-generated summary illustrates the role AI can play in synthesising complex perspectives while the paper's analysis, interpretation and conclusions remain grounded in human judgement



1. Beyond experimentation: the organisational gap behind AI adoption

Artificial intelligence (AI) has moved beyond the pilot phase. It now drafts content, analyses information, recommends actions and executes parts of everyday work. Yet the structures around this have not evolved at the same pace. Many organisations are layering AI into existing ways of working, without fully reconsidering how decisions are made, responsibilities are shared or performance is measured. The question is no longer whether AI can perform a task. It is whether the organisation has redesigned the work around that task to create sustainable value.

KPMG's Global Tech Report 2026 finds that while 74 per cent¹ of organisations report business value from AI use cases, only 24 per cent² report achieving return on investment across multiple use cases. Further, 55 per cent² of technology executives struggle to demonstrate and communicate the value of AI to stakeholders and shareholders. These findings point to a challenge of scale that extends beyond technology. Organisations may produce wins, however converting them into repeatable enterprise outcomes requires changes to workflows, accountabilities, management practices, measurement and governance.

1.1 AI adoption is moving faster than organisational redesign

Most organisations have moved quickly to put AI in the hands of their people. The first wave has been about access and experimentation i.e. acquiring enterprise licences, identifying use cases, running pilots, training employees and encouraging teams to find ways of using AI in their day-to-day work. Knowledge search, content creation, data crunching, parts of customer service, recruitment and reporting have been among the early areas of adoption. This has been a necessary first step however it has also created a potential blind spot.

Survey Insight

The TAPMI-KPMG primary survey results indicate that organisations are accelerating AI-led automation. Over 50 per cent of respondents² report using fully automated AI systems for rule-based decision-making without active human intervention, little over 10 per cent have implemented governance frameworks that are fully formalised, documented and audited. This highlights a significant accountability gap in current AI adoption practices.

¹ KPMG Global Tech Report, KPMG International, 2026, accessed on 8 Aug 2026

² TAPMI and KPMG conducted a survey of more than 30 senior business and functional leaders, including CHROs, to understand their perspectives on AI's implications for work, talent, leadership and productivity. Insights from the survey have been incorporated throughout this paper as "Survey Insights" and "Industry Voices", complementing the broader research and evidence base.

An organisation can have widespread AI usage without having changed the way work is actually organised. A process may be completed faster but generate more exceptions downstream. An employee may produce a first draft in minutes but spend the time saved checking whether the output can be trusted or not. A manager may receive detailed analysis, dashboards and recommendations without having the right information to decide on. In each case, AI has increased activity or speed without necessarily increasing organisational productivity.

An earlier KPMG's report made a related point: technology is an enabler, not the destination. The value of AI emerges when organisations redesign work around technology while putting appropriate governance and human oversight around it. Human involvement, in this context, is not simply a safeguard against AI errors. It is part of the operating model, i.e. people establish intent, exercise judgement, challenge outputs and remain accountable for decisions and their consequences³.

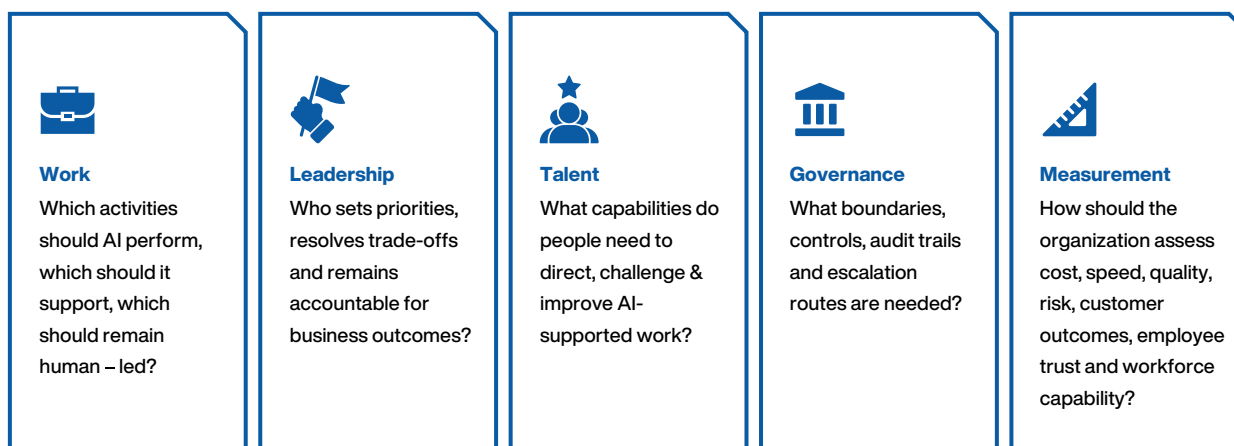
Consider the difference between an AI tool that helps an employee draft a response and an AI agent that gathers the relevant information, interprets it, recommends an action and initiates the next step. The latter does not simply make an existing task faster. It changes the sequence of work and potentially the allocation of responsibility within it. At that point, the questions change – which parts of the workflow should remain human-led? Where can AI make or recommend a decision? Who is accountable when an AI-enabled process produces an unexpected outcome? What skills does the employee now need, not to perform the task but to supervise and improve the system performing it?

This is why the next phase of adoption of AI is likely to be harder than the first. Deploying a tool can often be treated as a technological decision. Redesigning work cannot. It requires organisations to revisit some of the assumptions that have governed how work has been divided, managed and measured for years.

1.2 The interconnected system of work, leadership, talent and governance

One reason AI transformation is proving harder than technology adoption is that organisations tend to manage its consequences through separate functions – technology teams choose platforms, business units identify use cases, HR launches AI-literacy programmes, risk and legal teams define policies and senior leaders set productivity expectations. Each of these actions has a legit purpose, however the problem arises when they are treated as independent workstreams. The interdependencies can be viewed through five domains:

³ Smart tech with a human touch: The future of HR with AI, KPMG in India and CII, Sep 2025, accessed on 8 Aug 2026



The important point is not that organisations need a separate AI strategy for each of these areas. It is that a decision in one area increasingly changes the answer in the others. For instance, a customer-service process in which AI handles incoming queries, the technology may improve response time, but it also changes the work performed by frontline employees. Their role may shift from answering routine questions to handling exceptions and more complex cases. Managers may spend less time monitoring individual interactions and more time reviewing patterns, errors and escalations. The skills required by the workforce change. The organisation may need new controls around decisions that AI is permitted to make, and a productivity metric based simply on the number of cases handled may become less meaningful.

Applying AI to a poorly designed process may simply make the process faster without making it better. Training employees in generic AI skills without changing their roles may create capability that has no obvious place in the workflow. A governance framework that sits outside the process may become another approval layer rather than a control that operates where decisions are made. When productivity targets are defined purely around speed or volume, people naturally optimise for those outcomes. The risk is that quality, innovation and long-term capability building can take a back seat. This is an important consideration for talent leaders because the way we measure productivity ultimately shapes behaviours, skills and culture we create.

An employee reviewing AI-generated analysis needs more than just prompt-writing skills. They need sufficient domain knowledge to recognise an irrational conclusion, the ability to test evidence and the judgement to know when an issue needs to be escalated. A manager overseeing AI-supported work may need to spend less time checking individual outputs and more time setting outcomes, managing exceptions and understanding where the system is performing poorly. A business leader responsible for an AI-enabled function needs to make trade-offs between efficiency, customer outcomes, workforce impact and risk.

The KPMG-NASSCOM report describes this sequence directly: redesign the work first and reskill second⁴. Without clarity on how work and roles are changing, capability-building can easily become a broad programme of AI awareness rather than an intervention tied to business performance. AI changes work. Changed work alters responsibilities and decisions. Those changes reshape leadership roles, talent requirements and governance. Once the work changes, the measures used to define productivity may need to change with it. The challenge for organisations is therefore less about coordinating separate AI agendas and is more about recognising that they have become one agenda.

1.3 Human-AI collaboration as the new operating reality

Human-AI collaboration is often described as something organisations are expected to prepare for in the future. For many, that future has already arrived. In some workflows, AI drafts and a person reviews. In others, it recommends while a manager decides. In more advanced scenarios, AI executes defined actions within agreed boundaries with people intervening when exceptions occur. These arrangements are often grouped under 'Human-AI collaboration' however they represent very different operating models. The key difference is not simply how much AI is used but where authority, judgement and accountability sit within the workflow.

Industry Voice

The key learning through the primary survey conducted has been that digital transformation is not an IT project – it is a business transformation enabled by technology. Successful implementation requires a balanced focus on people, process, technology, data and governance, supported by continuous feedback and improvement.

The idea of keeping a 'human-in-the-loop' is therefore not enough. A person can be technically present without exercising meaningful oversight. For instance, if an employee is expected to approve hundreds of AI-generated recommendations, the human may become little more than a rubber stamp. At the same time, requiring people to review every low-risk output can add so much friction that the benefit of using AI is diminished.

The more important question is what humans are actually expected to do. Who sets the objective and the boundaries? Who brings the context that AI may not have? Which outputs need to be checked, and which can be accepted within defined limits? What should trigger human intervention or escalation? Most importantly, who remains accountable when AI performs part of the work? This also cannot be a one-time design decision. Someone needs to learn from errors, overrides and exceptions and use that learning to improve both the AI

⁴ Reorganise or fall behind: The real race in the AI decade, KPMG in India and NASSCOM, Jul 2026, accessed on 8 Aug 2026

system and the way people work with it. In other words, effective human oversight is less about keeping a person in the process and more about putting human judgement in the right place KPMG-CII report captures this principle by positioning generative AI as a copilot rather than an autopilot³. Leaders and professionals define purpose and boundaries of AI use, critically assess its recommendations and remain accountable for outcomes affecting people and organisational culture.

As AI takes on more tasks, the managerial role therefore does not become less important, it becomes different. Domain expertise, contextual judgement, empathy, ethical reasoning and stakeholder management become increasingly important in deciding when an AI-generated answer is useful, incomplete or should not be followed. The future isn't about humans competing with AI or people simply overseeing AI systems. The best outcomes will come from teams where people and digital tools work together, each taking on the tasks they are best suited for.

1.4 The decisions that now belong in the boardroom

The implications of AI adoption are no longer confined to technology or HR. As AI begins to change how work is performed, organisations must make enterprise-wide decisions that affect their strategy, operating models, leadership, workforce capability, risks and accountability. The board and executive teams therefore need to answer some of the following:

- Where should AI really change the business rather than simply accelerate existing work?
- Where should AI inform, recommend, execute or act autonomously and where must human judgement remain decisive?
- Who remains accountable when work and decisions are shared between people and AI?
- How will productivity gains translate into business value rather than simply more capacity?
- What capabilities must the organisation continue to build as AI takes over parts of the work through which people traditionally developed expertise?

These decisions do not require boards to oversee individual models or use cases. They require leaders to establish strategic intent, decision rights, risk boundaries and expectations within which AI-enabled work will operate. Those organisations that align them as one connected system can build a more durable model of human-AI performance in which productivity creates business value, capability continues to develop, and accountability remains clearly human.

2. Redesign work, talent and leadership

Once the organisation accepts that AI changes the work itself, the natural unit of analysis shifts. The most useful starting point is not the job description. It is the workflow that connects a business need to a business outcome.

2.1 Why the existing job may be the wrong starting point

Organisations have traditionally relied on job descriptions to define accountability and structure work. Yet roles alone rarely explain how value is created. The real engine of performance lies in the workflows that connect people, decisions, information, and controls across the enterprise. By shifting the focus from roles to workflows, organisations gain greater visibility into how outcomes are delivered, where inefficiencies emerge, and where opportunities for transformation and innovation reside.

A preregistered study of more than 750 employees found that GPT-4 increased productivity and speed on tasks within its capabilities but was less effective on more complex tasks beyond those limits⁵. The findings suggest that AI value is shaped less by job roles and more by the tasks and workflows that underpin them. As a result, leaders must identify where AI can execute work, where human judgement remains critical, and where oversight is needed to ensure quality and accountability.

AI-enabled organisations start with outcomes and workflows, determining what AI should execute or recommend, where people should decide, how exceptions should be handled and who remains accountable. Jobs, team structures and workforce plans then follow from those decisions. The implication for business leaders is clear: AI transformation is primarily a workflow challenge, not a job redesign exercise. Organisations that start with outcomes and workflows are better positioned to optimise human and AI contributions and realise value at scale.

2.2 Mapping how work moves across humans, AI and organisational boundaries

Once the workflow becomes the unit of analysis, the first task is to make it visible. Most organisations understand their formal processes but have limited visibility into how AI is used across workflows. A workflow map traces a business outcome from start to finish, showing where AI informs, recommends or executes work; how outputs move across teams and systems; and whether that use affects outcomes such as cycle time, quality, throughput or service.

Formal deployments tell only part of the story. Microsoft and LinkedIn's 2024 India Work Trend Index found that 92 per cent of Indian knowledge workers used AI at work, while 72 per cent of Indian AI users brought their own AI tools⁶. These findings do not demonstrate enterprise value, but they show why IT inventories often understate adoption. Organisations therefore need to combine system data with employee interviews and workflow observation to identify both sanctioned and shadow use.

⁵ [Navigating the Jagged Technological Frontier: Field Experimental Evidence of the Effects of Artificial Intelligence on Knowledge Worker Productivity and Quality](#) Navigating the Jagged Technological Frontier: Field Experimental Evidence of the Effects of Artificial Intelligence on Knowledge Worker Productivity and Quality, Harvard Business School, 2026, accessed 06 Aug 2026

⁶ [92% Of Indian Knowledge Workers Use AI in the Workplace, Finds Microsoft and LinkedIn 2024 Work Trend Index](#), Microsoft India, 16 May 2024, accessed on 6 Aug 2026

The resulting map should reveal where AI is creating value and where it is disconnected from outcomes. One organisation may have AI deeply embedded in complaint resolution but limited presence in financial close; another may show widespread use in marketing with little measurable impact on conversion or cycle time. The goal is not maximum adoption but sufficient visibility to understand how activities, information, and decisions move across people, AI and systems, and how that movement affects outcomes. Only then can leaders redesign the decisions, hand-offs, exceptions and controls that surround the work.

2.3 Redesigning decisions, hand-offs, exceptions, and quality assurance

Mapping where AI enters a workflow is only the first step. When AI accelerates one activity but surrounding decisions, hand-offs and controls remain unchanged, gains often reappear as queues, reviews and escalations elsewhere. AI creates value only when standard processes, exceptions and assurance mechanisms are redesigned together.

Decision points should reflect risk and uncertainty, not simply availability of AI output. In low-risk, repeatable cases, AI may recommend or execute the next step within defined limits. Where information is incomplete, confidence is low or consequences are significant, workflows should trigger review or escalation.

Hand-offs also matter. AI-generated forecasts, contract summaries or customer responses should include supporting evidence, assumptions, checks performed and reasons for escalation. Without that context, verification work simply moves downstream. Effective hand-offs transfer both the output and the information needed for the next human or AI actor to proceed. For instance, chatbot of a leading airline informed a customer that a bereavement fare could be claimed retroactively, contrary to published policy⁷. The inconsistency was not resolved before purchase and the subsequent hand-off to human service staff produced a denial rather than a remedy. The judiciary found that the airline had not taken reasonable care to ensure the chatbot's accuracy and awarded damages for negligent misrepresentation. The case shows that exception handling requires clear authority, escalation paths and consistent resolution.

Quality assurance must also evolve as AI increases output volume. Reviewing every output can erase productivity gains and create review fatigue. Layered assurance is more effective: automated validation against business rules and source data, risk-based human review, sampling of lower-risk outputs, monitoring of overrides and complaints and feedback loops to improve performance.

The objective is not to eliminate human review or maximise automation. It is to place intervention where it improves workflow performance and prevents assurance work from expanding unpredictably around AI. Once that workflow is designed, the next question is who has the authority, information and accountability to operate it.

⁷ [Moffatt v. Air Canada: Civil Resolution Tribunal Decision on Bereavement Fare Refund](#), J. Moffatt & C. Rivers, 2024, accessed on 6 Aug 2026

2.4 Embed human judgement, responsibility and accountability into the workflow

The presence of a human does not by itself answer the question of accountability. Three concepts need to be separated viz. responsibility describes the actions a person or team performs, authority describes the ability to make or change a decision, and accountability describes who ultimately owns the outcome. These should align. National Institute of Standards and Technology (NIST), a leading standards body in the USA, emphasises the importance of defining roles, responsibilities and human oversight around AI risks as part of its AI Risk Management Framework⁸. The practical implication is that organisations should document who can approve, override, escalate and stop a workflow and what evidence that person is expected to consider.

One of the globally leading e-commerce business's experimental recruiting engines demonstrated a similar challenge⁹. The company abandoned the tool after discovering that it penalised indicators associated with women in resumes for technical roles. The lesson extends beyond biased data: accountability cannot rest solely with recruiters if the system has already influenced which candidates are surfaced, ranked or excluded. Ownership must extend across training data, decision criteria, monitoring, override mechanisms and final hiring decisions.

In experimenting organisations, responsibility typically resides with individual users. Scaling organisations introduce policies and review requirements however ownership often remains fragmented across business, technology and control teams. AI-enabled organisations clearly define responsibilities across the workflow, equip authorised employees to intervene and monitor override rates, escalation volumes, unresolved disagreements, intervention times and incident ownership. The objective is not to require human sign-off on every AI output. It is to ensure the organisation can identify what the AI did, what a person decided, where intervention was possible and who owns the outcome. Only then can responsibilities be translated into jobs, team structures and workforce plans.

2.5 Connecting workflow redesign to jobs, structures and workforce planning

A workflow can change long before the organisation chart does. AI may absorb routine enquiries, generate first-pass analysis or identify operational exceptions while roles, reporting lines and workforce plans remain unchanged. Over time, this can leave employees carrying responsibilities that no longer align with their formal span and leaders making staffing decisions without a clear view of where human effort remains essential.

The challenge is not to convert estimated time savings into headcount reductions. It is to understand how redesigned workflows change roles, team structures and workforce demand. Three questions follow: How do roles change as AI assumes part of the work? Where should specialist judgement, decision rights and review

⁸ [AI RMF Core](#), 2025, accessed on 6 Aug 2026

⁹ [Amazon Scrapped 'Sexist AI' Tool](#), BBC News, 2018, accessed on 6 Aug 2026

capacity sit? What workforce demand remains once actual volumes, complexity, controls and service requirements are understood? Jobs should follow work, not productivity assumptions.

Case Study: IBM AskHR and the Reinvention of HR Work

IBM's AskHR illustrates how workflow redesign can reshape roles. IBM reports that the AI agent resolves 94 per cent of common HR enquiries, has reduced support tickets by 75 per cent and contributed to a 40 per cent reduction in HR operating costs over four years¹⁰. The result was not simply fewer tickets but different work, including roles such as 'experience orchestrators' and 'AI managers' requiring new skills and career paths.

Workforce planning should therefore begin with evidence from the redesigned workflow rather than with a simple conversion of estimated time savings into headcount reductions. The objective is not a universally leaner organisation. It is an operating model in which roles, structures and staffing reflect how work is really performed across humans and AI. Because those requirements vary by the degree of standardization, risk and judgement involved.

2.6 What different workflow archetypes require

Different workflows require different levels of autonomy and assurance. A more useful approach is to focus on workflow archetypes defined by their levels of standardization, uncertainty, consequence and control. While enterprise-wide standards for value, accountability and trust should remain consistent, AI autonomy, human intervention and assurance should vary by archetype.

Archetype	How does AI function	Indicative measures	Illustrative tasks
High-volume, repeatable	AI executes routine tasks; humans handle exceptions	Cycle time, first-pass quality, exception rate, cost to serve	Leave approvals, HR enquiries, invoice processing, password resets
Knowledge-intensive	AI augments analysis; humans provide judgement.	Decision quality, originality, contextual fit, rework, customer outcome	Client proposals, market research, policy drafting, financial analysis
Regulated/control-intensive	AI operates within guardrails; humans provide oversight.	Decision accuracy, control adherence, escalation, auditability	Compliance monitoring, fraud detection, credit assessments,

¹⁰ [HR Leaders Scale Ai Without Losing Trust](#), In Ibm.com, Dittrich, G., & Morick, K., 2026, accessed on 6 Aug 2026

In high-volume, repeatable processes, the priority is reliable throughput. AI can execute standard cases where inputs, rules and outcomes are well defined with exceptions escalated to humans. Knowledge-intensive work requires a different balance. AI can expand search, challenge assumptions and accelerate synthesis, while people remain responsible for framing problems and exercising judgement.

As per the TAPMI-KPMG primary survey, regulated and control-intensive workflows require the strongest assurance. AI should operate within validated conditions, supported by traceable inputs, documented review and continuous monitoring.

Survey Insight

As per the survey, AI is uneven across functions – more implementation-use cases in technical departments such as IT/Engineering and R&D/Product while comparatively low across HR, Operations, Sales and Finance. The findings point to a selective rather than organisation-wide deployment of AI.

These archetypes cut across functions and are not fixed. Organisations that scale AI successfully combine enterprise-wide standards with archetype-specific choices on autonomy, escalation, assurance and measurement. Managers should therefore be assessed not by how widely they deploy AI but by how effectively they design and improve the human-AI systems they lead.

3. Lead and measure human-AI performance

When workflows change, management changes with them. The manager is no longer responsible only for people performing activities. The manager increasingly becomes accountable for a system in which people, AI, data, process and controls are all interacting with each other.

3.1 Why AI changes managerial work, not only managerial skills

Previous section highlighted that organisations should design around workflows rather than jobs and that different workflow archetypes require different forms of human and AI contribution. Once those workflows change it is important to also consider how leadership and performance systems must also change. Managers will pay much more attention on setting objectives, interpreting output, resolving exceptions, allocating judgement and improving the system. The shift is important because these activities are less visible than throughput. They require a different understanding of what 'good management' looks like in an AI-enabled workflow.

A recent study¹¹ which was conducted covering 200+ manager from the USA, the UK, Canada, Australia and Germany found out that around 86 per cent of managers who tend to use AI in their daily work, lose an average of around 16.5 hours a week in tasks such as taking up status meetings, re-explaining work and searching for information. The same sample also reported spending over 20 hours a week on coordinating tasks versus about 9 hours a week spent by managers who do not use AI, they term the same as “Coordination Tax”. The management task is therefore evolving from supervising individual outputs to shaping the conditions under which human-AI systems produce reliable outcomes.

3.2 From managing activity to managing outcomes

Organisations have traditionally tracked performance through visible outputs. For as long as humans are because employees have been responsible for both activity and output. Now workflows are being redesigned so that AI generates a growing share of that visible output. Now managers spend less time supervising activity and more time interpreting outputs, resolving exceptions, allocating judgement and ensuring quality.

Organisations that continue to measure output by the volume of tasks completed without quality checks are arguably misjudging performance¹² as well as undermining it. The most useful unit of performance is the outcome: what changed, at what quality, with what customer or business effect and at what cost to sustain the process. This mirrors the shift from job-based to workflow-based redesign.

3.3 Redesigning leadership accountability and performance expectations

Performance expectations should evolve with decision rights. A manager cannot be held accountable for judgement that the organisation has not clearly defined, nor for a decision that the manager is expected to review without enough time, evidence or authority to intervene.

The EU AI Act 2024 classifies AI systems used in employment decisions which includes performance evaluation as ‘high-risk’ and calls for transparency in documentation, human oversight mechanisms and ability to explain AI-influenced recommendations to affected employees¹³. This reframes what managers are being held accountable for. Industry practice is converging on this same expectation: managers increasingly need the judgement to recognise when an AI recommendation conflicts with company values, customer needs or basic fairness, the authority to intervene when it does and accountability frameworks that hold up when the AI system itself fails¹⁴.

¹¹ [AI users spend more time on coordination, study finds](#), IT Brief, written by Karen Joy Bacudo, Jul 2026, accessed on 6 Aug 2026

¹² [Performance Management Needs New Metrics in the AI Era](#), Harvard Business Review, Jul 2026, accessed on 6 Aug 2026

¹³ [The Pivotal Role of AI in Performance Management](#), Betterworks, Michelle Gouldsberry, Jan 2025, accessed on 10 Aug 2026

¹⁴ [5 Ways AI Will Transform the Manager Role in 2026](#), Forbes, Caroline Castrillon, Dec 2025, accessed on 10 Aug 2026

Leaders should therefore be evaluated on a balanced set of dimensions i.e. quality of outcomes, quality of judgement, exception management, team capability, adherence to control boundaries and the ability to improve the human-AI workflow over time. AI-influenced decisions need accountable owners and clear evidence of how judgement is exercised.

3.4 Measuring sustainable productivity and not AI activity

Productivity gains are sustainable only when AI improves outcomes without increasing review burden, rework, dependency or customer complaints. One of the studies highlights AI's effect on employee wellbeing in both directions at once viz it simplifies duties but simultaneously drives technology overload through heavier multitasking and pressure to keep pace, which suppresses wellbeing and can erode the very productivity gains it created¹⁵.



We define sustainable productivity as the ability of a redesigned human-AI system to increase useful organisational output or quality without an equivalent increase in financial cost, operational friction or loss of human capability.

As per the TAPMI-KPMG primary survey, AI presents a clear productivity trade-off i.e. while it enhances efficiency, 81 percent of organisations cite over-reliance and 62 percent cite skill erosion as key risks. The findings reinforce that, despite growing AI adoption, human capabilities such as judgement, empathy, communication and AI literacy remain essential for sustained value creation.

3.5 Human-AI performance measurement best practices

Three practical principles to measure employee performance in the redesigned workflow are listed below:

1. Measure calibration, not adoption: Assess whether people know when to trust AI, when to verify it and when to challenge it. Performance gains vary by task and by worker experience and AI can worsen performance when the task sits outside the technology's effective frontier. This has been showcased as an example in section 2.1
2. Redesign the instrument, not just the score: Activity-based metrics of employee performance evaluation can no longer separate real productivity from fluent AI use. Hence there is a need to redesign performance evaluation for new skills leveraged. A measure that only counts volume can reward behaviour that the redesigned process was supposed to eliminate

¹⁵ [Intelligent technology and enhanced well-being: can artificial intelligence mitigate digital overload?](#) Future Business Journal, Springer Nature, Rozalin Routray, Pooja Choudhary and Vinita Sinha, Nov 2025, accessed on 10 Aug 2026

3. Redefine KPIs continuously: As workflows keep changing, the metrics tracking them need the same capacity to change. Leaders should ask which measures are still causal, which are now only activity proxies and which new measures reveal judgement, quality, exception handling and customer outcomes.

As organisations redesign work around AI, managers become less responsible for supervising individual activities and more responsible for shaping the performance of human-AI systems. Measuring output alone is no longer sufficient. Organisations increasingly need to provide visibility into judgement, exception handling, decision quality, capability development skills. The result is a management system that measures how well the human-AI system performs and not how often employees touch the technology.

4. Govern responsible AI and build workforce trust

As AI becomes embedded in everyday work, the governance challenge is shifting from whether AI can perform a task to whether accountability remains meaningful when humans and AI jointly deliver outcomes. Discussions with business leaders, AI builders and operational managers suggest that the biggest challenges are increasingly organisational rather than technical. They are concerned about work design, decision rights, review and approval processes, escalation routes, performance measures and employees' ability to challenge AI outputs. This aligns with growing international guidance that increasingly views AI governance as a socio-technical challenge involving people, processes, accountability structures and organisational controls¹⁶.

Responsible AI is therefore both a governance and a work-design challenge. Effective governance is built inside the workflows: organisations must clearly define who reviews, approves and escalates decisions and who remains accountable when something goes wrong. The goal is not merely to keep a person within the process but to ensure that accountability scales alongside automation.

4.1 Define decision-rights and operationalise accountability

As organisations progress from using AI as just a supporting tool to allowing it to recommend, prioritise and in some cases execute actions, traditional boundaries of responsibility begin to blur. Organisations should answer the below five questions for every decision where AI is directly/indirectly involved:

- What decisions can AI make independently?
- Where is human judgement required?
- What should trigger challenge or escalation?
- Who is ultimately accountable for the outcome?

¹⁶[OECD Due Diligence Guidance for Responsible AI](#), OECD Publishing, Feb 2026; accessed on 10 Aug 2026

- What information, controls and assumptions shape the final decision?

One business leader in the BFSI sector described a lending process in which AI enabled significantly larger volumes of loan applications to be reviewed than had previously been possible. The intention was positive: faster decisions, greater efficiency and improved customer experience. Yet the example raised an important question – if one employee is now expected to oversee a volume of decisions that previously required multiple reviewers, what does meaningful accountability actually look like?

In practice, decision-rights model can be summarized into three segments:

- AI acts autonomously where decisions are low-risk, reversible and well bounded
- AI recommends and humans decide where contextual understanding, judgement or accountability are required
- Humans intervene or escalate when decisions fall outside predefined parameters, involve significant uncertainty or carry substantial consequences.

4.2 Make human oversight meaningful

Oversight can fail for three reasons i.e. the reviewer lacks time, lacks information or lacks authority. The result is a governance paradox: organisations want the safeguards of human oversight while simultaneously using AI to increase the volume and speed of decisions requiring review. Meaningful oversight requires more than a person's presence. It requires conditions that allow judgement to be exercised. At a minimum meaningful oversight requires –

- Sufficient time and capacity to review outputs
- Access to relevant information, assumptions and context
- Capability to recognise limitations and potential errors
- Authority to challenge recommendations, override or pause the workflow
- Escalation mechanisms when uncertainty cannot be resolved confidently.

Survey Insight

AI adoption appears to be moving faster than governance maturity. Fewer than 15 per cent of respondents reported that their organisations had fully formalised and audited responsible AI governance practices.

Leaders, therefore, need a broader view of performance. The goal is not to maximise the human review. The goal is to systematically ensure that human judgement is applied where it matters most.

4.3 Govern the Human-AI system, not just the model

Responsible AI programmes often focus on model performance assessing factors such as accuracy, reliability, bias and security. These remain important however our research suggests they provide only a partial view of risk. Organisations also need to govern the decision system that surrounds the model because risk can enter the process long before an AI model generates an output. It can emerge through the objectives an organisation chooses to optimise, the data used to train systems, the workflows built around them and the incentives created for employees.

The evolution of AI governance¹⁷ would look like –

Traditional focus >>	Human-AI operating model focus
Approved AI tools	Approved AI-enabled decisions
Data access and security	Decision rights and accountability
Vendor approval	Human-AI operating structure
Usage policies	Escalation and intervention mechanisms
Compliance monitoring	Workflow monitoring
Model performance	Decision quality and outcome tracking
Adoption metrics	Accountability, exception management and trust metrics

As a result, governance needs to extend across the entire decision lifecycle. This shift is subtle yet critical. Having said this, a recommendation still produces poor results if employees lack context, face productivity pressures or do not have clear escalation routes. A notable finding from stakeholder discussions is the gap between accountability and traceability. Many leaders can identify who is responsible for an outcome, however fewer organisations can establish how an AI-assisted decision was reached. As AI becomes embedded in higher-consequence workflows, traceability and auditable decision records are likely to become increasingly important governance capabilities¹⁸.

¹⁷ KPMG India Analysis

¹⁸ [ISO/IEC 42001 Information technology - Artificial intelligence - Management system](#), Technical Committee – ISO/IEC JTC 1/SC 42, ICS, Dec 2023, accessed on 10 Aug 2026

Core components of a Human-AI governance¹⁹ system –

Component	Key question	Governance focus
Decision Rights	What can AI decide and what remains human-led?	Approval thresholds, risk classifications, AI authority limits
Accountability	Who owns the outcome?	Named reviewer, accountable manager, decision owner
Oversight	What requires review, challenge or escalation?	Escalation triggers, exception workflows, override authority
Traceability	Can decisions be explained, reconstructed and audited?	Audit logs, decision records, rationale capture
Learning	How are errors, overrides and exceptions used to improve the system?	Incident reviews, override analysis, feedback loops

Ultimately, the test of governance is not whether it can manage a pilot but whether it can manage scale. Responsible AI governance requires organisations to move beyond viewing it as a gate that sits before deployment. It must become an ongoing capability that continuously evaluates how technology, work and accountability interact over time. It is ensuring that the broader human-AI system continues to produce outcomes that remain accountable, auditable and trustworthy.

4.4 Build trust through clear boundaries and continuous learning

Workforce trust is often discussed as a question of whether employees trust AI. Our research suggests the issue is more nuanced. Employees also need confidence in the accountability systems/organizational rules surrounding AI. They need clarity about what they are expected to rely on, what they are expected to check, when they should challenge a recommendation and what happens when the system is wrong.

People will inevitably adapt tools, develop shortcuts and respond to incentives. In many cases, governance expectations and productivity expectations collide. When employees are expected to move faster and handle greater volumes of work, shortcuts can become a rational response. This creates an important leadership challenge. Organisations need enough structure to establish clear boundaries, however enough flexibility for managers and employees to exercise judgement within those boundaries.

¹⁹ KPMG India Analysis

Trust therefore becomes reciprocal. Employees need confidence that AI is being deployed responsibly, while organisations need confidence that people will apply judgement when situations fall outside the established parameters. OECD's responsible AI framework places due diligence, stakeholder engagement, risk identification, mitigation, monitoring and remediation at the centre of responsible AI practices¹⁶. Errors, exceptions and employee feedback should become inputs for both the technology and the operating model.

5. Build capability around the redesigned work

As AI changes the workflow, building capability must change with it. The relevant question is 'what must a person be able to do at each human decision point in the redesigned workflow?'.

5.1 Derive capability needs from redesigned work

Traditionally, capability planning starts with the job, then a competency framework and subsequently building a curriculum. In an AI-enabled operating model, the sequence should begin with the redesigned workflow: which activities AI now executes, where outputs are reviewed by humans, which exceptions are escalated by humans and which decisions remain with humans. Each of these touchpoints implies a specific human capability.

A reviewer needs the domain knowledge and evidence skills to spot an error. An exception handler needs judgement to recognise when a case falls outside the defined boundary. A decision owner needs the ability to interpret evidence and exercise accountability. A process owner needs the ability to turn observed failure into workflow improvement.

Moderna set up an internal AI Academy²⁰ in 2021 to build AI capabilities. Later on, the company launched an internal chatbot tool and over 80 per cent workforce adopted it. Employees of the organisation then created more than 750 custom assistants within roughly two months. This example has two crucial insights for a CHRO. First, the capability sequence was inverted: AI literacy preceded platform deployment. Second, employees created their own custom assistants. This ability of employees to specify what their own workflow required is a form of process literacy that no standard AI training curriculum can provide.

5.2 Develop verification, judgement, escalation and improvement practices

Previous sections elaborated on designing review points, exception routes and accountability in the workflow. That is a design question. Whether those controls work is a capability question. Four practices require human intervention across business functions and workflows:

²⁰[Moderna Among Companies Partnering With OpenAI to Boost AI Efforts](#), Angela Gabriel, May 2024, accessed on 11 Aug 2026

- Verification – the ability to detect error in an AI output
- Judgement – the ability to decide when to move on from a recommendation that appears reasonable
- Escalation – the ability to recognise what should not be resolved at this level and to flag it
- Improvement – the ability to convert what employees observe about system failure into something the organisation can act on.

In organisations scaling AI, priority will slowly shift to judgement and escalation as the workflows are getting redesigned across the organisation. In relatively mature organisations (AI-enabled) need would be around improvement capability because the challenge becomes continuous adaptation rather than basic control.

5.3 Building future-ready leaders and organisational capacity at scale

Most leadership frameworks have been updated to include AI fluency as a competency. This is a reasonable step however an insufficient one. Leaders are now routinely required to adjudicate between an experienced employee's intuition and an algorithmic (AI) recommendation and to do so in a way that teaches the team how to make the same call. If a leader consistently only listens to the system, employees learn that overriding is not worth the effort. If a leader consistently only listens to the experienced voice in the room, the organisation may lose the benefits system was deployed to provide. A mature leader must make the reasoning visible: what evidence was considered, why the recommendation was accepted or rejected and what the organisation learned from the outcomes.

Industry Voices

Treat capability building as a workforce and culture shift, not an IT rollout. Build AI fluency across the org especially amongst managers, redesign incentives so people are rewarded for adopting new ways of working and communicate honestly about job impact

DBS Bank in Singapore illustrates what this looks like when it is run at scale²¹ under regulatory conditions. The bank has built structured data and AI capability since 2018, equipping more than 16,000 employees through a curriculum that was explicitly tiered from novice to expert rather than delivered uniformly. It has also deployed iCoach, an internal generative AI platform that provides personalised career guidance mapped to the bank's own roles and internal mobility pathways. Its leadership has framed the priority as employees owning the model and the outcomes rather than simply using the tool. Three key insights from this: tiering is as important as the volume; use AI to deliver capability building at a scale that conventional development cannot reach, is a realistic

²¹ DBS equips employees with skills to become everyday 'Data Heroes'. DBS Bank, Oct 2019; [Evolving from digital to AI literacy, unlocking new superpowers in the workplace](#). DBS Bank, Nov 2025; [How DBS, Southeast Asia's largest bank, is capturing the full value of AI and Machine Learning in Singapore](#), Singapore Economic Development Board, Sep 2024, accessed on 11 Aug 2026

route for large organisations; lastly how to put humans at the centre while focusing on becoming AI native organisation.

5.4 Implications for management education

The need for AI trained future ready workforce has created an opportunity for business schools to do more than teaching foundational AI courses. The change is not about AI as a subject, however about what AI does to every other subject/field. Finance can test whether students are able to interpret and challenge an AI-generated valuation rather than only build a model from scratch. Operations can assess how students redesign a process when part of the workflow becomes automated or agentic. Marketing can evaluate whether students can distinguish actual synthesis from AI-generated insight. A future-forward management education would incorporate three aspects:

- AI-augmented judgement be built into core courses rather than isolated in electives
- Verification and escalation should be taught as professional practices as audit and ethics are taught, because they will be core to how managers will be held accountable in the future
- Leadership and ethics can focus on judgement, escalation, accountability and human consequences in AI-enabled decisions.

The gap between current management education and what redesigned workflows require will not close quickly. Organisations therefore cannot plan on the assumption that the pipeline will supply what they need. The capabilities for the redesigned workflows for existing employees will mostly have to be built inside the organisation, by employers, for some years yet. For institutions such as TAPMI, this also creates an opportunity to connect management education more closely to the emerging needs of employers. The differentiator will be whether students can think, decide, challenge and lead effectively when AI is embedded in the work around them.

6. Roadmap for business leaders: fragmented initiatives to sustainable scale

AI has reached a stage where most organisations globally no longer struggle to identify use cases. The harder task is converting isolated successes/pilots into repeatable enterprise value. Efforts often operate independently of one another without any synergies happening across functions. The result is fragmented adoption, within which while AI usage increases, business outcomes, workforce capability and organisational productivity do not improve at the same rate.

The core argument of this paper has, therefore, been centred around the fact that AI-led transformation requires organisations to redesign five interconnected elements simultaneously i.e. work, leadership, talent,

governance and measurement. The practical route is to treat the transition as a connected operating-model agenda. For business leaders, the question is how to scale AI in a manner that creates sustainable competitive advantage while preserving trust, capability and organisational resilience. While the transition to an AI-enabled organisation may involve multiple stages of experimenting, scaling and embedding AI in core operating models, the progression between these stages is rarely linear. The objective is not uniform adoption across the enterprise, but targeted and deliberate progression within high-value workflows and critical business outcomes.

6.1 Start with business outcomes and not just AI use cases

Most AI initiatives begin with technology and then search for the problem to solve. Sustainable value creation requires the reverse approach, where business leaders should identify the business outcome they seek to enhance such as customer experience, operational efficiency, human productivity, risk reduction and then redesign the workflow responsible for delivering that outcome as an AI-enabled architecture. Critical leadership questions must include the type of workflows that create the greatest business value; current bottlenecks, delays and decision constraints; activities that should be automated, augmented or remain human-led; and the extent of AI integration to improve the end-to-end outcome. Consequently, the strongest AI transformations begin with workflow redesign and not with just tool deployment. Jobs, skills and structures should follow work redesign, not precede it.

6.2 Redesign leadership accountability for a human-AI workforce

As AI progressively generates analyses, recommendations and decisions, managers become increasingly responsible for judgement, decision-making, coordination, exception handling and accountability. Traditional management measures activity and output volume however quality of outcomes and judgement is becoming critical. Business leaders should therefore shift performance expectations from activity oversight to outcome ownership. They must define decision rights across humans and AI and embed accountability for AI-enabled decisions within business leadership. Managers must be evaluated on judgement quality, exception management and system improvement rather than throughput only. The future leader can no longer be simply an AI user and they must be the designer and the accountable owner of a human-AI operating system within the organisation.

6.3 Build capability around redesigned work

Employees increasingly require capabilities that allow them to work effectively and seamlessly within AI-enabled workflows, including verification and validation, exception handling, evidence-based judgement, escalation management, continuous improvement and ethical decision-making. Leaders must ensure that such capability building is based on redesigned workflows rather than legacy job descriptions. They must treat capability as a strategic investment and not just as any other training programme.

6.4 Move governance to the AI-enabled workflow

Business leaders must expand governance from model oversight to human-AI decision oversight. Consequently, effective governance must not be a review process that sits outside work but must be embedded within how work happens on everyday basis. As AI usage increases, business leaders should monitor not only adoption and productivity metrics but also decision quality, escalation volumes, customer outcomes, workforce trust etc. Trust, therefore, becomes a source of competitive advantage when employees, customers and even regulators can clearly see how accountability is maintained.

6.5 Measure sustainable productivity and outcomes and not AI activity

One of the most common mistakes organisations make is measuring AI usage rather than business value that is generated out of it. Business leaders should balance efficiency measures with broader indicators of organisational performance including business outcomes achieved, customer experience, decision quality, employee wellbeing and many more. The organisations that outperform will be those that measure how well the human-AI system performs, not just how frequently AI is used or the volume of AI usage.

In conclusion, the sequence can be summarised in five moves: outcome first, workflow second, decision rights third, capability fourth and measurement throughout. Governance is embedded across the sequence rather than added at the end.

Ultimately, the organisations that realize the lasting value from AI will be those that treat it not as a technology programme but as an enterprise redesign agenda. The real challenge is scaling human judgement, accountability, capability and trust alongside them. Leaders who redesign work, leadership, talent, capability, governance and measurement as one interconnected and integrated system will be better positioned to convert AI-driven efficiency into sustainable and long-term business performance. In the years ahead, competitive advantage is likely to be determined less by access to AI itself and more by an organisation's ability to design resilient, trusted and continuously improving human-AI operating and business models.

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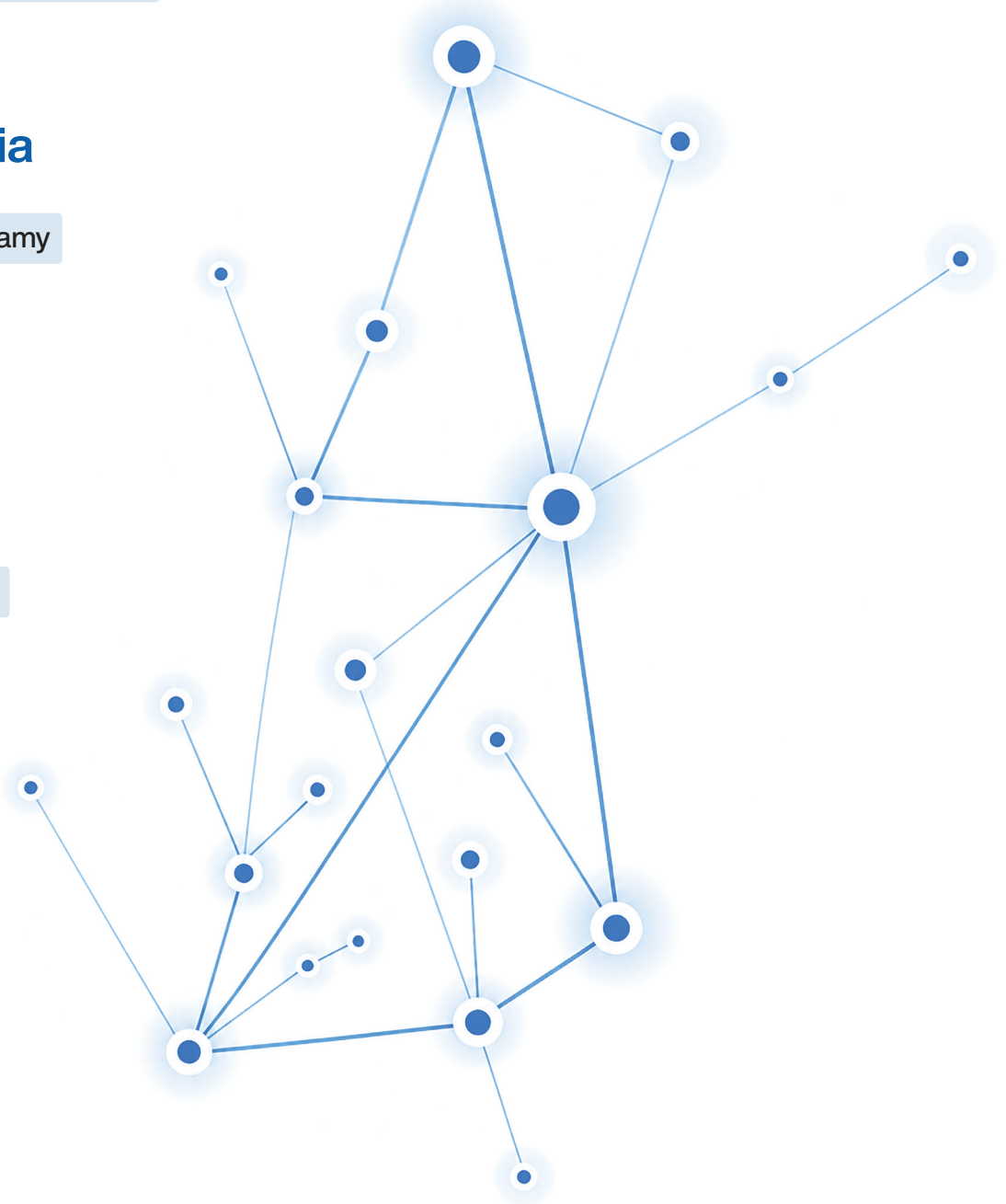
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Thank You

