# The Human Transformation that will Power your Agentic Future

## The UCL School of Management Analytics Lab

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# Introduction

## Agentic AI is no longer a distant horizon with a $450 billion projection in economic value by 2028.

Agentic AI is increasingly diffusing across industries, shifting from experimental pilots toward enterprise scale transformation. Unlike traditional AI or early generative models, agentic AI systems plan, reason, and act with increasing autonomy; executing multi step processes, orchestrating workflows, and making context aware decisions.

This makes them more than tools; 76% of global executives increasingly see agents as a teammate rather than a tool, with the Microsoft's AI CEO predicting that most white-collar jobs will be automated by AI in the next 18 months. Meanwhile, research shows that when organisations sprint ahead on autonomy without human led design and governance, trust falls, adoption stalls, and performance gains evaporate. This reinforces the need for ethical AI principles that promotes human-cantered AI.

In this article we acknowledge how technology will be a key player in the agentic era, but the strategic differentiator will be how organisations deploy their people to leverage new capabilities and opportunities of agentic AI. We propose a blueprint for how this can be enabled, including how to lead in this agentic age with human-AI chemistry, talent, accountability, innovation, and a product operating model.

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# Our Approach

**The organisations that will capture the full value of agentic AI are those that design systems, structures, and cultures where humans and agents operate symbiotically.**

Get this balance wrong, and the consequences are not just failed implementations, it threatens organisational stability and the very people who drive it.

Human-led transformation overcomes the blockers to agentic adoption. People must drive adoption and organisations must be careful not to erase human value, learning, and institutional knowledge.

## The Opportunity if Agentic AI is Done Right

The message is clear: The winners of the agentic era will not be the firms that deploy AI and replace people the fastest, but by those that prepare their people for a new kind of partnership with agentic technology.

Meaningful value emerges when AI agents are targeted at the right problems and opportunities. It also requires organisations to mitigate technical barriers, overcome the people challenge, and prevent commoditised outputs from overwhelming the workforce with noise. With the right approach, organisations can expect enhanced performance in the following areas:

### 1. Productivity and Cost Efficiency

Agentic systems can operate continuously, autonomously, and across systems. This leads to:

- Faster process cycle times
- Higher throughput
- Fewer manual interventions
- Lower operational costs

AI driven ERP and agentic systems can reduce processing times by up to 45% and improve decision accuracy by 60%.

### 2. Accelerated Innovation

Agentic AI accelerates R&D, prototyping, and iteration cycles. It enables:

- Rapid market testing
- Instantaneous business processes
- New value creation through cross functional collaboration
- Faster time to market for new offerings and products developed.

### 3. Continuous Operations

Agents operate when humans are offline, creating asynchronous, always on enterprise capability. Including:

- Agentforce Banking Service Assistance: routine queries are managed by the agent, whilst human agents can focus on more complex issues.
- Customer Experience Agents: customer queries, issues and customer experience are managed by an agent to better inform the customer, even when customer service representatives are not available.

### 4. New Business Models and Competitive Advantage

Agentic AI is already driving strategic differentiation across leading organisations. The gap between AI leaders and laggards is widening, with "future built" companies expecting 2x revenue growth from AI investments.

# The People Challenge

Agentic AI has many overarching challenges; however, people are key. Transformations fail not only because of technical reasons (although important), but because people resist change, guard knowledge, and fear for their future. With agentic AI, this fear can feel existential; especially when leaders fail to define a vision for people in the agentic era. People often resist change due to a lack of an understanding of the change benefits and transparency of the processes.

The evidence is clear:

*43% of agentic AI leaders anticipate being more open or willing to hire generalists in place of specialists; 45% anticipate a reduction in layers of middle management; and 29% expect fewer entry-level roles.*

To truly benefit from agentic AI, leaders must overcome the human-centred challenges that prevent adoption:

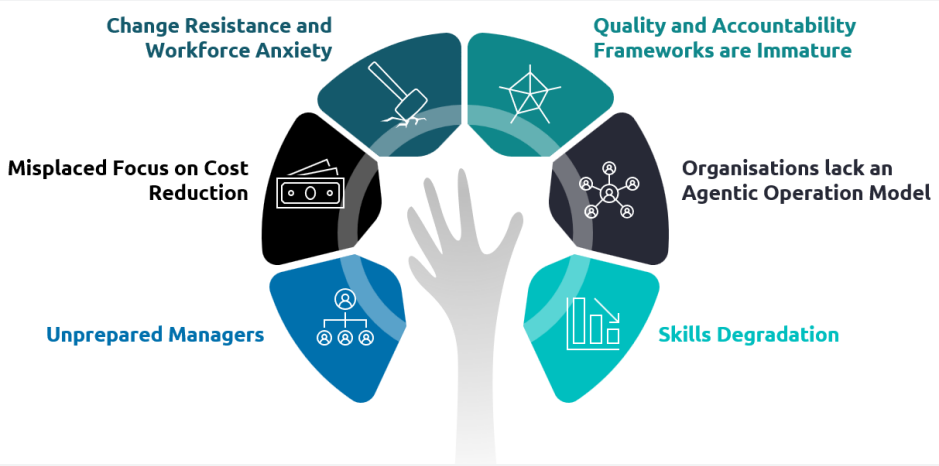


*Figure 1: Human factors preventing agentic adoption.*

**1. Change Resistance and Workforce Anxiety:** Employees fear displacement, skill redundancy, and opaque decision making by agents. Capgemini notes that 61% of employees express anxiety about AI agents' impact on their jobs.

**2. Misplaced Focus on Cost Reduction:** Organizations that view productivity gains primarily as a workforce reduction opportunity miss the far larger value in innovation and growth. If you bank all gains as cost takeout, you starve innovation. High performers channel some gains into growth through R&D, new propositions, and faster launches.

**3. Human Oversight:** "Agent bosses" or orchestrators who supervise agents can emerge without training in managing scaled autonomous systems. Resulting in lack of control or understanding for how agents are operating within the team, creating risk of systemic algorithmic bias, further enhancing the mistrust and discrimination in automated systems among hybrid teams.

**4. Specialised knowledge decay:** There is a known tendency of agentic AI to dilute specialised knowledge into generic models. As agents takeover specialist tasks, human skills risk atrophy and decay, yet domain expertise remains vital to designing, implementing, and maintaining agents and business operations.

**5. Quality and Accountability Frameworks Are Immature:** Agentic workflows require new audit trails, escalation paths, and control points. At scale, you must **monitor, audit,** and **prove** agent behaviour. The policy and governance community warns of **emergent behaviour** absent strong accountability frameworks.

**6. Organisations Lack of an Product Operating Model:** Most enterprises have no answer for how to operationalise hundreds of agents simultaneously, manage failure modes, or define ownership.

## A New Blueprint for the Human–Agent Enterprise

Organisations must redefine how humans contribute, grow, and lead in an agentic enterprise.

*Human-AI chemistry is the "quality of collaboration between humans and AI which is shaped by three core elements:*

1. **Clearly defined roles and responsibilities,**
2. **Well-designed interactions between multi-agents,**
3. **Strong alignment with legal and ethical standards to build reliability over time.**

*Just as team chemistry drives human performance, human-AI chemistry will shape how deeply AI can integrate into the enterprise."*

This will require a fresh perspective on the relationship between people and technology to redefine human roles for the agentic era. We have reimagined this relationship by providing five role archetypes for the agentic age.

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# Five role archetypes for the agentic age.

1. **Agent Creators:** Designers, developers, and engineers who build, configure, and maintain agents and infrastructure. Requiring deep technical skills in AI engineering, systems architecture, agent workflow design, secure deployment practices, and scalability.

2. **Agent Governors:** Experts in risk, ethics, security, and compliance who ensure safe and responsible agent behaviour. Defining new organisational standards, mechanisms for correction, and business continuity. Requiring expertise in AI governance, risk management, auditing, regulatory interpretation, safety frameworks, and oversight of emergent behaviours.

3. **Agent Orchestrators:** Operators who coordinate agent teams, oversee workflows and maintain accountability. Requiring skills in multi-agent supervision, operational monitoring, escalation management, and real-time decision oversight.

4. **Multi-Agent Collaborators:** Professionals who work symbiotically with agents, blending judgment, expertise, and AI driven execution. Requiring hybrid skills combining domain expertise, data and AI literacy, agent-aware problem solving, and the ability to validate and refine agent outputs.

5. **Human Differentiators:** Roles grounded in creativity, empathy, relationship building, and complex judgment. Requiring uniquely human strengths such as creative problem solving, emotional intelligence, strategic thinking, negotiation, and sense-making.

We expect these archetypes to evolve over time, with some roles spanning across multiple architypes, or even merging into other archetypes. Agent collaborator, for example, is likely to become a baseline competency across most roles.

To enact this level of change requires extensive skills in organisational change, communication, people management, technological understanding, business strategy, and governance.

## 1.3 billion agents projected by 2028

An introduction of 1.3 billion agents (using a 1:1 ratio) equates to approximately 35% of the current global workforce which would be capable of preforming trillions of tasks. This represents a cosmic challenge in creating well-designed interactions for humans and agents, both internal and external.

The scale and interconnectivity of agentic systems require a significant mental shift from leadership that demands a transformational vision to operationalise.

To operationalise agentic roles at scale, organisations must design interconnected ecosystems of human-agent "constellations" - a network of interconnected multi-agent systems operating seamlessly towards a common goal (Figure 2).


*Figure 2: Human-Agent Constellations*

**We see human-agent systems developing across Five Constellation areas:**

1. **Customer Experience:** Humans and agents coordinate in real time to deliver seamless customer experience.

*Example: A network of agents spanning CRM, marketing, service, and product systems collaborates to predict customer needs, personalise interactions, and route issues across channels before humans intervene*

2. **Execution:** Operational workflows run by agentic teams under human orchestration.

*Example: Interconnected planning, logistics, finance, and operations agents coordinate across end to end processes, adjusting supply, reallocating resources, and triggering dependent workflows in real time under human oversight.*

3. **Governance:** Human oversight, ethics, identity, and risk assurance for agents at scale, feeding evaluations, learnings and trustworthiness back into models.

*Example: A constellation of monitoring, audit, compliance, identity, and security agents continuously evaluates system wide agent behaviour across platforms, surfacing systemic risks and anomalies to human governance teams.*

4. **Innovation:** Humans and agents collaborate to test ideas, prototype solutions, and accelerate time-to-market.

*Example: Market insight, simulation, design, development and pricing agents exchange data across multiple functions, rapidly building and evolving concepts, whilst advising innovation teams.*

5. **Assistive:** Copilots, decision support systems, training and onboarding agents that augment human performance.

*Example: A blend of copilots, training, documentation, workflow, and knowledge graph agents collaborates across tools and systems to support employees, anticipate needs, and automate preparation for complex tasks.*

Together, these constellations move beyond the traditional front office/back office model and begins to set-out a blueprint for a dynamic human–agent operating model. The era of disparate systems and organisational structures designed around people has shifted towards an interconnected human-agent enterprise where the evolving roles of people and technology reshapes the organisation.

## What It Takes to Lead in the Agentic Era

To succeed with a human powered agentic AI transformation, leaders must not only design a blueprint for a human-agent enterprise, but they must also address the people challenges.

### Reimagine the Relationship Between People and Technology

Defining a vision where people thrive and clearly see their role archetypes is key to minimising resistance and building trust that supports agentic transformation.

- Leverage human AI chemistry: The value of agentic and human collaboration is clear. However, the application requires a strategic steer to enable this relationship to run seamlessly. This is only achieved when management provides clarity of roles, designing how teams interact in the agent-human era, and enabling collaboration whilst maintaining accountability and oversight.

### Redefine How the Organisation is Structured

Building, running, and maintaining agents on a cosmic scale not only requires the organisational structure to be redefined for agent constellations, but necessitates a product operating model that can sustain them.

- The organisational operating model will require extensive change to achieve agentic success. This means redefining processes, governance structures, and architectural approaches, and rethinking how teams work by orientating to a product-driven methodology focused on systems thinking.

- A product operating model and methodology gives the organisation flexibility to adapt to business needs, technological shifts, and most importantly – its people. It empowers people to become the strategic differentiator, solving problems rather than delivering outputs. Agentic AI can support this capability, whether by tackling the problem directly, or forming part of the solution.

### Harness Productivity Gains and Drive Innovation

A misplaced focus on cost reduction creates mistrust that can stall change. Be clear how productivity gains will be utilised and where opportunities lie to drive innovation and grow the enterprise.

- Turn business as usual into continuous, instant processes: Re platform repetitive workflows with agentic systems, then promote leaders who can oversee large, interdependent business systems.

- Recognise that change is continuous: As teams adapt to working with agentic systems and roles evolve, your approach must remain flexible as the technology matures. The product model puts change within value stream leadership, showcasing that change management is a strategic enabler, driving a culture of curiosity and ongoing evolution rather than one-off change initiatives.

- Reallocate people into multi disciplinary teams for discovery, prototyping, and rapid iteration of new ideas. Utilising agentic capabilities to accelerate idea to production timescales.

### Don't Give Up on Talent

Building a skilled pipeline of managers and specialists who understand technically complex business functions remains a key enabler to agentic operations and guarding against skills degradation as a learning organisation.

- Maintain a pipeline of specialist skills and retain institutional knowledge to preserve business resilience and fuel future innovations – these skills will be your strategic differentiator.

- Re think graduate roles: not as task doers, but as strategic system managers and innovation catalysts in agent powered environments, reimagining new approaches to the world of work.

- Onboard and upskill using agents: use assistive copilots and decision support systems to empower your workforce to broaden their thinking, not abdicate judgment.

### Define Quality and Accountability Frameworks

Where people and agents thrive symbiotically in a hybrid workforce, working practices and oversight mechanisms must be updated to reflect an age of autonomous agents.

- Embed oversight and accountability from day one, rather than retrofitted later; establishing clear guardrails early ensures trust, governance, and transparency as autonomy scales.

- Human resources acting as a strategic partner can cohere across the enterprise ensuring the human agent operating model, talent strategy, and organisational design all move in sync, preventing governance gaps and assuring accountability across teams.

Organisations must approach agentic AI holistically rather than through isolated use cases, implementing new processes, roles, talent programmes, accountability frameworks, operating model changes and innovation initiatives to fully capture agentic value.

To scale effectively, organisations must assess the readiness of their people and structures, recognising that agentic AI requires a flexible model capable of evolving with technological progress.

# Conclusion:

## The Future Is Human – Agent, Not Agentic Alone

Agentic AI can transform businesses, but how that transformation unfolds and who benefits will be determined by people, not technology.

The organisations that thrive will be those that:

- Build trust and empower their workforce
- Develop clear human–agent governance
- Re-design work and roles intentionally
- Create human-AI chemistry where humans and agents elevate one another
- Invest in capability, culture, and accountability
- Treat agentic transformation as a human transformation

This is the path to an empowered, agile, innovative, and resilient human–agent enterprise, one where people and agents work together not by accident, but by design.

# About Us

## Capgemini

Capgemini is a global leader in consulting, digital transformation, technology and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms.

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## The Analytics Lab

The Analytics Lab is an enrichment module for business students where they are able to explore topical questions in the domain of business analytics and digital economy via hands-on experience. Students are offered the opportunity to conduct research and work on projects with leading technology service and consulting companies.

It aspires to help UCL business students and alumni to be in the heart of fundamental changes and digital transformations in the business environment. Students enhance their practical abilities to manage and operate business activities effectively in view of rapidly developing digital and technological advancements in data analytics.

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