PEOPLE READINESS REPORT

kyndryl

Beyond AI Adoption

2026

PEOPLE
READINESS
REPORT

Foreword

Artificial intelligence has ushered in an era of extraordinary possibility. Enterprise leaders are finally seeing efforts to embed AI across their organizations come to fruition, with benefits extending beyond productivity to the core of their business. Each week brings more compelling evidence of how leaders can use AI to innovate, grow and better serve their customers.

When we embarked on this year's People Readiness Report, we wanted to understand how organizations are deploying AI, what they're doing to bring their employees along, and what benefits they're already experiencing.

The pace of change has been startling. To take one example, copilots have gone from an unknown tool to an office staple in just two years, and more than three-quarters of organizations told us their workers now use generative AI. Enterprise-wide AI deployment surged, with the share of organizations reporting widespread AI adoption now at 57%. And a more recent shift is already underway as autonomous AI agents again redefine the art of the possible and fuel the next sprint to capitalize on AI's potential.

Workforce readiness is what will determine how far organizations can go in turning AI ambition into execution.

At Kyndryl, we've been inspired by what we've seen — in the thousands of agents our workforce has built to solve customer challenges, the remarkable improvements in technology modernization that a team of agents can deliver, or the minutes saved in downtime through the capabilities that now exist on Kyndryl Bridge.

The leaders surveyed in our 2026 People Readiness Report feel similarly, recognizing this as a time of great opportunity and experimentation. Senior executives have told us that they're eager to achieve returns on their AI investments and leverage AI to compete. They've also shared that people remain incredibly valuable to their organizations, and they know their employees and organizations are navigating a period of acute change.

Where organizations diverge, however, is in the outcomes they're seeing. And, as our new report shows, those taking the lead are proving just how strong the link is between workforce readiness and how much of AI's potential becomes real.

We also learned that even as adoption surges, even fewer leaders think their workforces are prepared to meet the moment. Strikingly, just 23% told us they think their workforce is ready — a 6 point drop from last year. At the same time, 79% are concerned AI will outpace the capabilities of their workforce, governance and operating model, and most believe solving these challenges will prove more arduous than those involving code and compute.

This research also illuminates a path forward for organizations unsure of where to begin. Leaders have told us they're not waiting to figure everything out before they develop the organizational structures, roles and skills needed to ready their workforces for AI.

Foreword

Our findings also prove why this hard work is worth doing: the organizations that are actively redesigning roles, managing change and building workforce capability are the same ones reporting difficult-to-achieve but transformative outcomes. This reflects our experience at Kyndryl. As organizations work to prepare their workforces for AI — including our own — we have consistently seen that progress depends on how intentionally people are brought along through the change.

In the 2025 Kyndryl Readiness Report, 87% of senior leaders told us AI would completely transform roles and responsibilities in their organizations within a year. This new research confirms that shift is well under way: more than half of leaders say their organizations are redesigning roles to prepare for AI.

At Kyndryl, we've seen how these intentionally designed roles can make a difference for global enterprises as they move from acquiring new AI tools to making them work for their organizations. Our human-systems architects, for instance, design the collaboration layer between people and AI agents as a system. This helps organizations get ahead of the challenges that come with entirely new ways of working. And forward-deployed engineers work alongside them to embed directly with customers and rapidly operationalize AI solutions.

This year's research also reveals how organizations can effectively build trust — and how that trust leads to the more transformational outcomes that executives want from their AI investments. Clear guardrails, governance and role redesign had an outsize influence on trust. Most organizations are still figuring out governance as the technology moves — about two-thirds said they lack clear policies on prohibited AI actions.

This is also an exciting moment. We encourage leaders to start by identifying clear goals and grounding themselves in a shared understanding of how work gets done. By assembling an accurate inventory of skills and mapping workflows across systems and teams, organizations can identify which responsibilities should remain with people, which can be shifted to autonomous agents, and which can be supercharged by closer cooperation between people and agents.

This report is for every leader who wants to enable their teams to use AI to accomplish what would've recently been unthinkable, if not impossible. And it offers clear direction for those who are eager to bridge the chasm between AI ambition and execution. In any case, workforce readiness is what will determine how far their organizations can go.

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Methodology

The Kyndryl People Readiness Report surveyed 1,100 business and technology leaders in eight markets to explore how organizations are navigating the rapid evolution of AI and continuous technological innovation. The study examines how agentic AI is reshaping organizations – from skills and careers to governance and trust – and how leaders are approaching this shift as they scale AI and strengthen workforce readiness.

8 countries

Brazil
France
Germany
India
Japan
Spain
United Kingdom
United States

n=1,100 business leaders across 8 markets. India, Japan, United States (n=200); Brazil, France, Germany, Spain, United Kingdom (n=100).

6 target industries

Banking and financial services
Energy and utilities
Healthcare
Insurance
Manufacturing (including consumer products)
Telecommunications

Banking and financial services (n=181), energy and utilities (n=136), healthcare (n=139), insurance (n=177), manufacturing (including consumer products) (n=159), telecommunications (n=139), other (n=169).

Respondent profiles

C-Suite business leaders (CEOs, CFOs), C-Suite tech leaders (CIOs, CTOs) and Senior Directors and Business Unit Leaders. Within this sample, 50% of respondents were C-Suite level executives. Half of respondents represented companies with $1B+ in revenue.

The survey was conducted by Edelman Intelligence on behalf of Kyndryl. Fieldwork was conducted via online survey and telephone interview between March 24 and April 30, 2026.

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01. AI’s second act

Companies moved fast on AI, and they’re now investing to make it work at scale

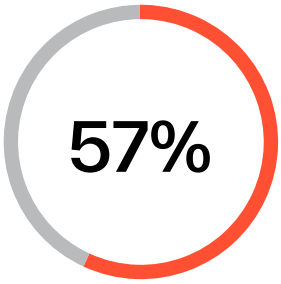
AI's second act

The first phase of AI adoption was about access to technology, and employees and leaders alike moved quickly to adopt AI into their roles. What began as individual experimentation is now being embedded into business processes, workflows, and day-to-day decision-making across the enterprise. AI has now become central to how companies compete, operate and serve customers.

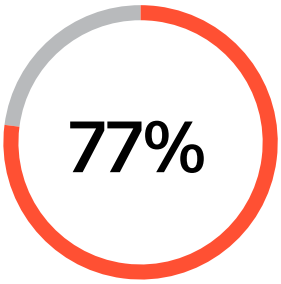
Most say they have an AI strategy, and most say it's now important to compete. The quality of these strategies and how they're implemented will separate those who get results from those who can't.

As organizations move from pockets of adoption to enterprise-wide deployment, the challenge is no longer whether people will use AI — it is whether organizations can build the systems, structures, and support needed to help their workforce use it effectively at scale.

Leaders recognize the need to move quickly, but many are discovering that the greatest barriers to AI success are not technological — they are organizational.



of leaders report AI is deployed broadly (35%) or embedded in core business processes (21%)



say that generative AI has already been scaled across multiple functions of their organization

77%

say executive leadership **has defined and clearly communicated their AI strategy.**

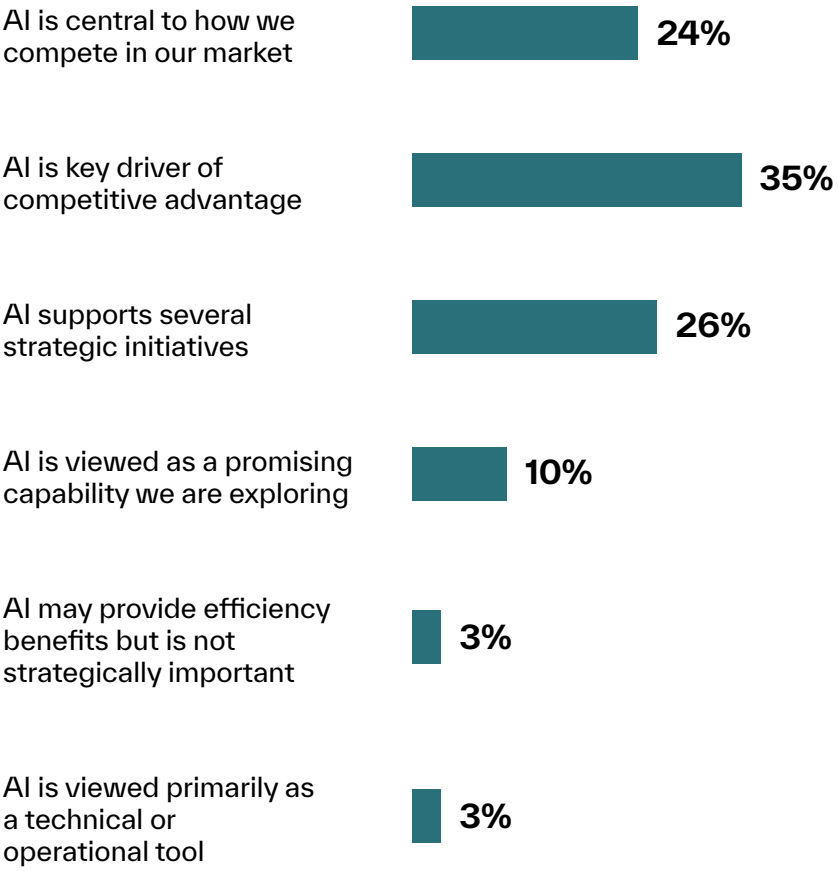
Q20: How clearly has your organization's executive leadership defined and communicated its AI strategy to current employees? (n=1,100)

AI has moved beyond experiment into broad, enterprise-level deployment

58%

say **AI is now central** to how they compete (24%) or a **driver of competitive advantage (35%)**

Role of AI
% Selected



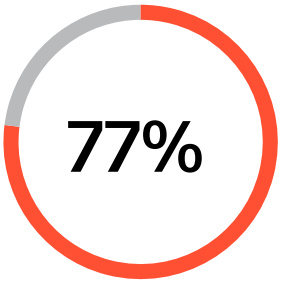
Q1: Which of the following best describes the role of artificial intelligence (AI) in your organization today? Base: Total (n=1,100)

Organizations have ambitious goals for AI. Most say they've set a strategy and have communicated it to their teams.

As adoption accelerates, leaders increasingly worry that workforce, governance and operating model changes are not keeping pace.

3 in 4

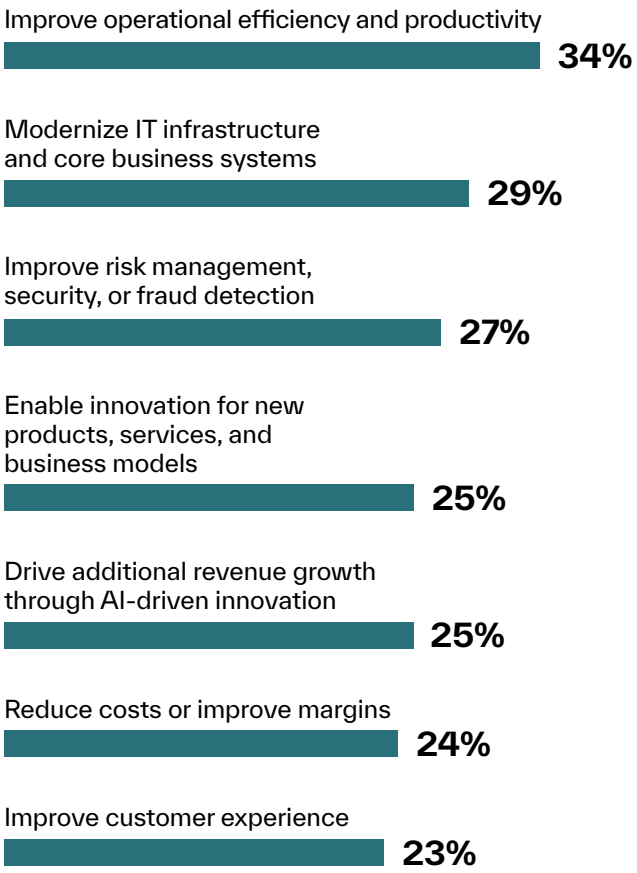
While over 3 in 4 leaders say they have a strategy and have communicated it, 79% also agree that **the speed of AI adoption will outpace their organization's ability** to adapt its workforce, governance and operating model



of leaders agree their organization's executive leadership has defined and clearly communicated its AI strategy to current employees.

Q20: How clearly has your organization's executive leadership defined and communicated its AI strategy to current employees? Q34: How much do you agree or disagree with the following statements? Base: Total (n=1,100)

Most desired outcomes from organizations' AI strategy
% Selected



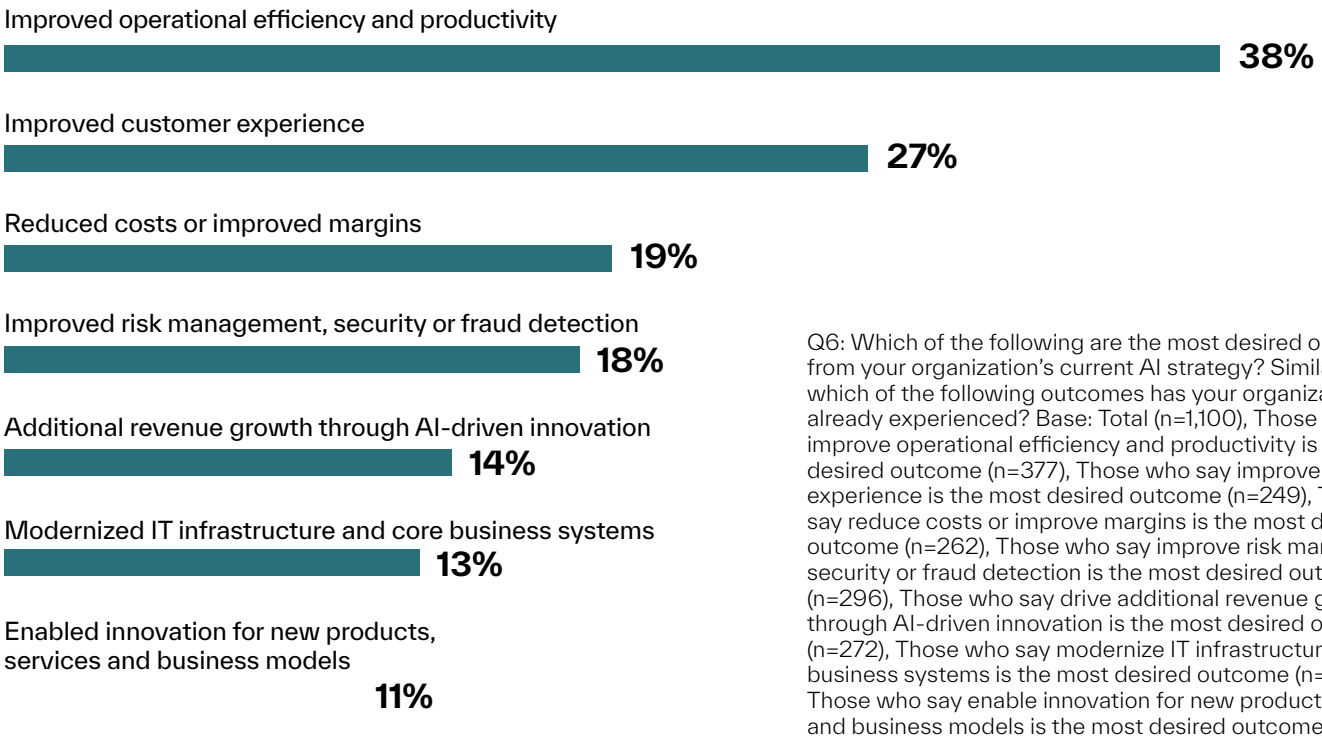
Q6: Which of the following are the most desired outcomes from your organization's current AI strategy? Similarly, which of the following outcomes has your organization already experienced? Base: Total (n=1,100)

Few are currently experiencing their most-desired outcomes

However, few report experiencing their most-desired outcomes so far. Efficiency gains are the most common outcome to have achieved. Innovation and revenue growth are less common.

report experiencing one of their top-two outcomes, and just 11% report both.

Few are seeing their most-desired outcomes
% Selected, Already experiencing



Q6: Which of the following are the most desired outcomes from your organization's current AI strategy? Similarly, which of the following outcomes has your organization already experienced? Base: Total (n=1,100), Those who say improve operational efficiency and productivity is the most desired outcome (n=377), Those who say improve customer experience is the most desired outcome (n=249), Those who say reduce costs or improve margins is the most desired outcome (n=262), Those who say improve risk management, security or fraud detection is the most desired outcome (n=296), Those who say drive additional revenue growth through AI-driven innovation is the most desired outcome (n=272), Those who say modernize IT infrastructure and core business systems is the most desired outcome (n=324), Those who say enable innovation for new products, services, and business models is the most desired outcome (n=279)

02. The human factor

As AI adoption surged, workforce readiness dropped

Workforce readiness dropped 6 points from 2025, to just 23%.

The readiness gap is widest where it is least technical. Organizations are far more confident in their tech than in the structures that support their people.

As AI becomes more embedded across enterprises, organizations say technology is not the only — or even the primary — constraint on success. Workforce readiness, organizational culture, skills visibility, role design and change-management systems are trailing the pace of deployment.

Leaders recognize the need to prepare employees for AI-driven change, but relatively few have built the formal mechanisms needed to understand current capabilities, proactively upskill workers, redesign roles or create transition pathways.

The result is a people-readiness gap that threatens to slow AI execution just as investment and expectations are rising.

Only about a quarter of leaders feel their **organizational culture** (25%) and **workforce** (23% - down 6 points vs. 2025) **are ready** to successfully leverage AI. Each of these trails more technical elements like IT infrastructure (35%).

Readiness by organizational element
% Selected

Q5: How ready would you say these elements of your organization currently are to successfully leverage AI technology? Base: Total (n=1,100)

Organizations say their people and organizational challenges will take longer to solve than their tech challenges

50%

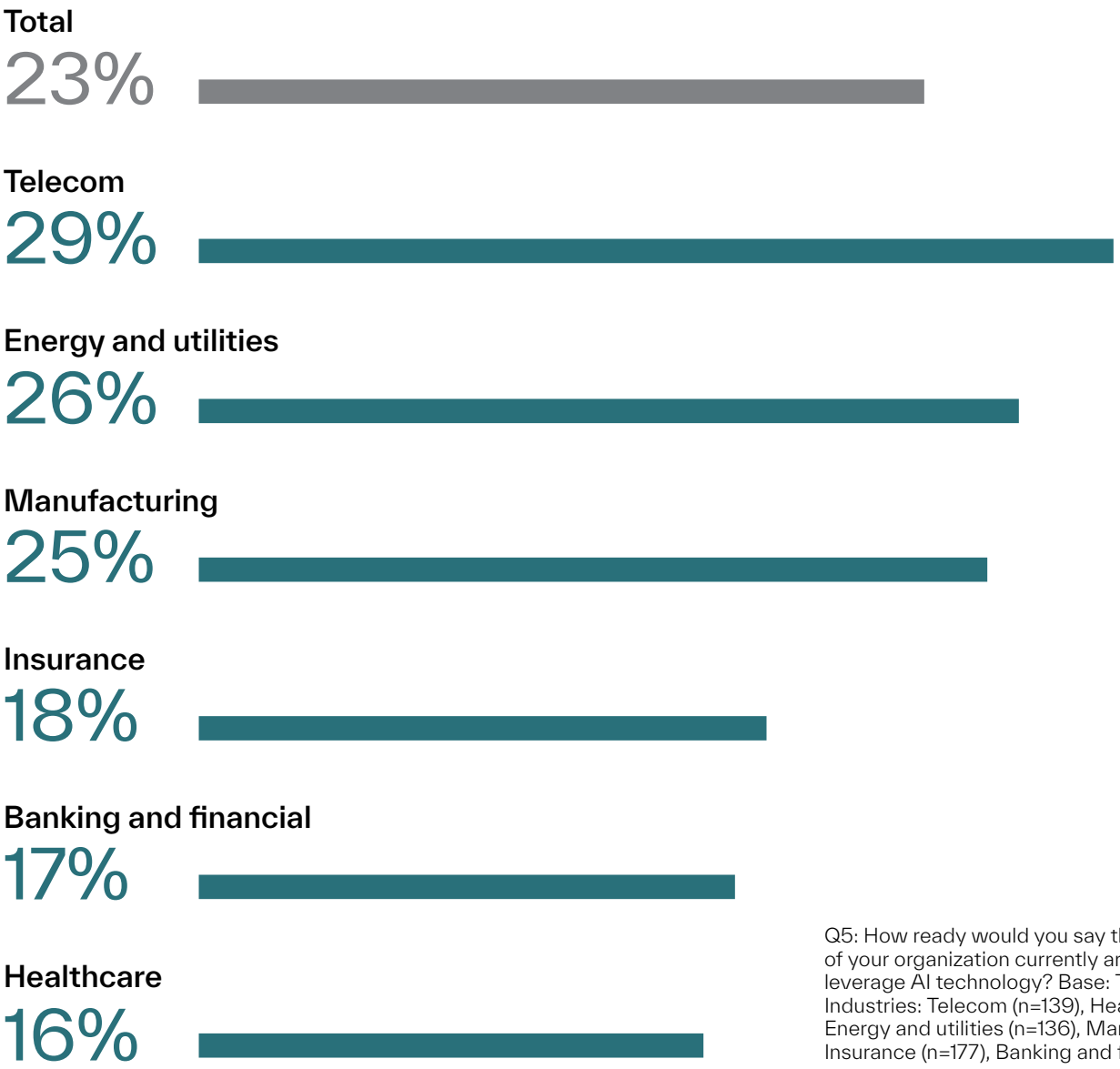
of our respondents say their tech infrastructure will be completely ready for AI by the end of this year – though only about a third feel the same when it comes to workforce skills and role structures (36%) as well as organizational culture and change capacity (33%).

Anticipated timeline for readiness
% Selected, Ready this year

Q33: When do you expect each of the following areas within your organization will be completely ready for AI-related disruptions? Base: Total (n=1,100)

Industry view: Telecom businesses report the highest workforce readiness for AI technology — while those in healthcare, banking and financial services and insurance say they're less ready

Workforce readiness
% Selected, Completely ready



Q5: How ready would you say these elements of your organization currently are to successfully leverage AI technology? Base: Total (n=1,100); Industries: Telecom (n=139), Healthcare (n=139), Energy and utilities (n=136), Manufacturing (n=159), Insurance (n=177), Banking and financial (n=181)

Companies say skills gaps and operational hurdles are bigger barriers to AI success than the technology itself

Top 3 challenges in executing AI strategy
% Selected T2B 'Challenging'

1
Cybersecurity concerns
52%

2
Skills or talent gaps
49%

3
Data quality or availability
47%

52%

say in the past 12 months it's become more **difficult to find new employees with the right skills** for their company's AI strategy

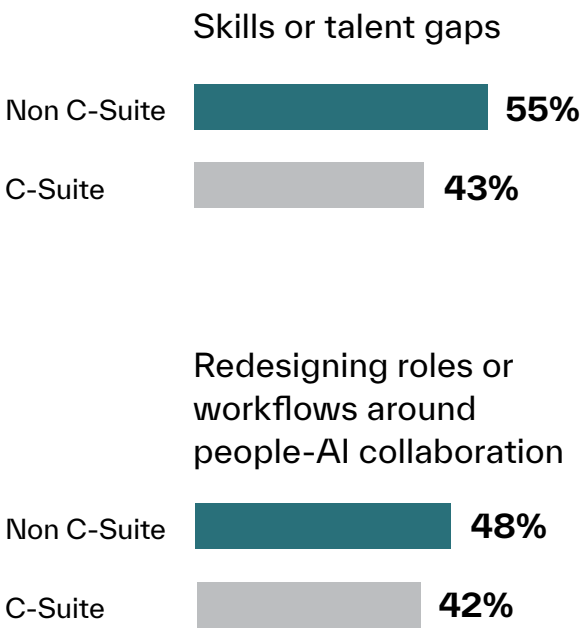
However, many think they could have the **talent in-house**: 94% say AI will make upskilling current employees preferable to hiring external talent.

Q8: How challenging have each of the following been as your organization moves to execute its AI strategy? Q31: To what extent do you agree or disagree with the following statements about how your organization is approaching and managing employee skills? Q34: How much do you agree or disagree with the following statements? Base: Total (n = 1,100).

The people closest to execution see more challenges than those setting strategy

Non-C-Suite respondents are more likely to cite skills or talent gaps and redesigning roles and workflows around people-AI collaboration as major implementation challenges than their C-Suite leaders

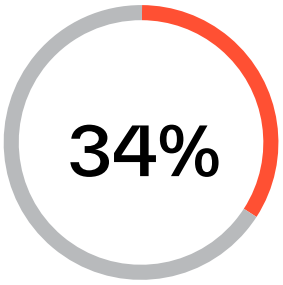
Top challenges in executing AI strategy
% Selected



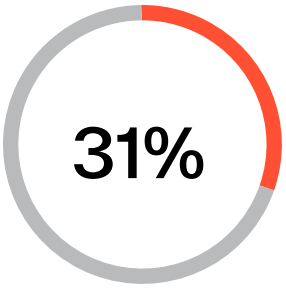
Q8: How challenging have each of the following been as your organization moves to execute its AI strategy? Base: Total (n=1,100); C-Suite (n=551), Non-C-Suite (n=549)

While leaders acknowledge the biggest barriers to AI implementation are workforce skills and people readiness, few have invested in workforce planning systems needed to manage AI transformation effectively

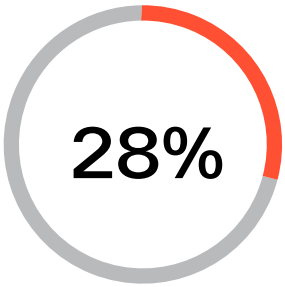
Agreement on how organizations are approaching and managing employee skills
% Selected 'Completely agree' or 'Fully implemented'



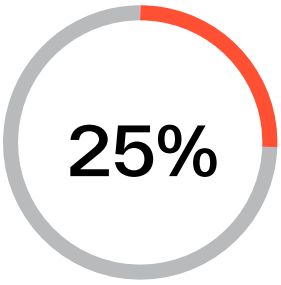
of leaders have an accurate inventory of employee skills



of leaders have implemented a formal budget and proactive upskilling strategy



of leaders have implemented enter-prise-wide workforce resourcing plans



of leaders have implemented career transition pathways for employees impacted by AI

Q31: To what extent do you agree or disagree with the following statements about how your organization is approaching and managing employee skills? Q15: Does your organization currently have the following formal mechanisms in place to manage workforce impacts when AI automates roles? (Base: Total n=1,100)

Executives think support for AI weakens the deeper you go in their organization

Senior executives say about half their peers are enthusiastically embracing AI, but they don't think that optimism extends down the organization — they think just 31% of individual contributors and 30% of entry-level employees are enthusiastically embracing the technology.

Enthusiasm has dropped YoY, with 37% saying most employees were enthusiastically embracing AI in 2025, and only 32% saying the same in 2026.

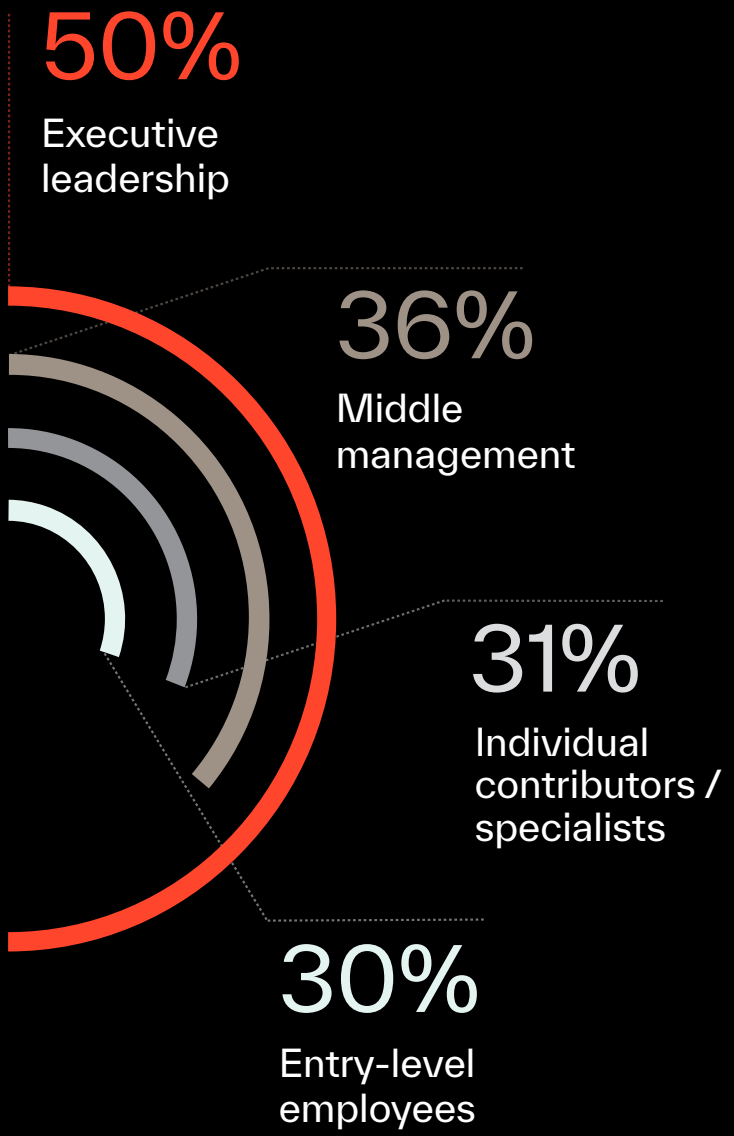
37% 2025 **32%** 2026 **- 5 pts YoY**

of leaders who believe most employees are enthusiastically embracing AI technology

Q9: Across each of the following job levels, which of the following best describes how your organization's workforce feels about the implementation of AI technology into daily operations? Base: Total (n=1,100); 2025 People Readiness Total (n=1,100)

Note: enthusiasm among employees in 2026 is a combined average of Middle management, Individual contributors / specialists and Entry-level employees. 2025 did not have this level of granularity.

Leaders' perception of support around AI by level
% Selected



03. A new division of labor

The workforce readiness shift is more about redesigning work than eliminating it

AI-driven role redesign is under way, and approaches vary

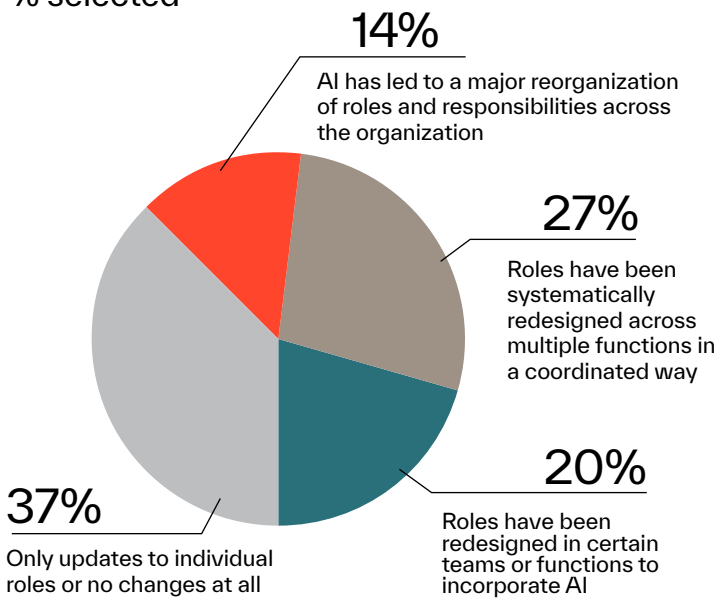
Organizations report redesigning roles, workflows, and organizational structures for human-AI collaboration, with leaders increasingly seeing AI as a way to augment human judgment, unlock higher-value work, and create new capabilities. Leaders say AI is reshaping work less through simple replacement than through a new division of labor between people and technology.

But this shift remains uneven and incomplete: most companies have not yet industrialized the training, workflow redesign, change management, and accountability systems needed to make collaboration with AI sustainable.

The risk is that workforce disruption accelerates faster than the organization's ability to create viable new ways of working.

Approaches to redesigning roles

% selected

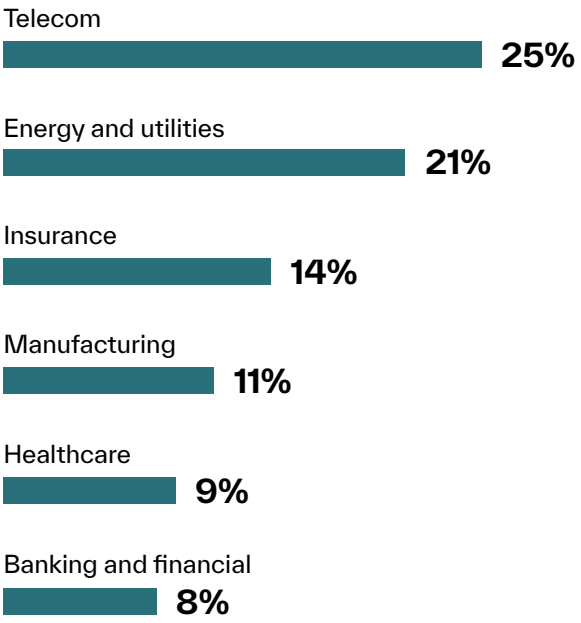


57%

of those surveyed said AI had little or no impact on their actual work so far, but a **majority of their organizations have already started redesigning roles.**

AI has led to a major reorganization of roles and responsibilities

% Selected



Q11: To what extent have job roles and functions across your organization been formally changed due to AI? Base: Total (n=1,100); Industries: Telecom (n=139), Healthcare (n=139), Energy and utilities (n=136), Manufacturing (n=159), Insurance (n=177), Banking and financial (n=181)

As organizations redesign roles, design principles are emerging

Respondents say human judgment will remain a primary source of value across some functions

95%
agree roles have evolved to require collaboration with AI rather than replacement of labor

22%
are redesigning roles to embed AI as a collaborative partner

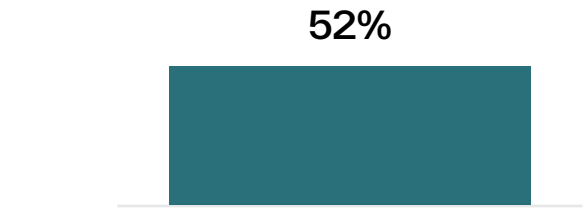
24%
are creating new kinds of roles focused on managing the outputs and workflows of AI

When considering the extent to which job roles and functions have been formally changed due to AI:

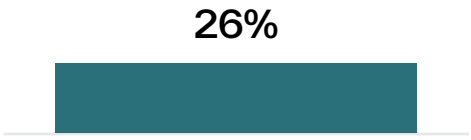
82%
agree decision-making authority is increasingly shared between people and AI systems

68%
say they have continuous feedback loops that improve AI system performance and improve human performance together

Entry-level work is also evolving:



say entry-level roles are being redesigned around learning, judgment, and AI collaboration



say entirely new entry-level pathways and role structures are emerging

Q14: To what extent, if at all, has your organization taken the following actions to intentionally blend employees with AI agents? Q16: To what extent do you agree or disagree with the following statements around how employee responsibilities at your organization have shifted because of the increased use of AI technology? Q28: How does your organization currently learn from the outcomes of AI-driven decisions? Q29: Which of the following best describes how entry-level roles in your organization are evolving as AI automates routine work? Base: Total (n=1,100)

Some leaders are operationalizing this shift through workforce redesign initiatives, though most organizations have not yet industrialized the people systems needed to support AI collaboration

Agreement on how organizations are approaching and managing employee skills
% Selected 'Fully implemented'

33% report fully implementing training programs focused on helping employees collaborate effectively with AI

29% report building new AI-related skills such as oversight, prompt design, and output evaluation

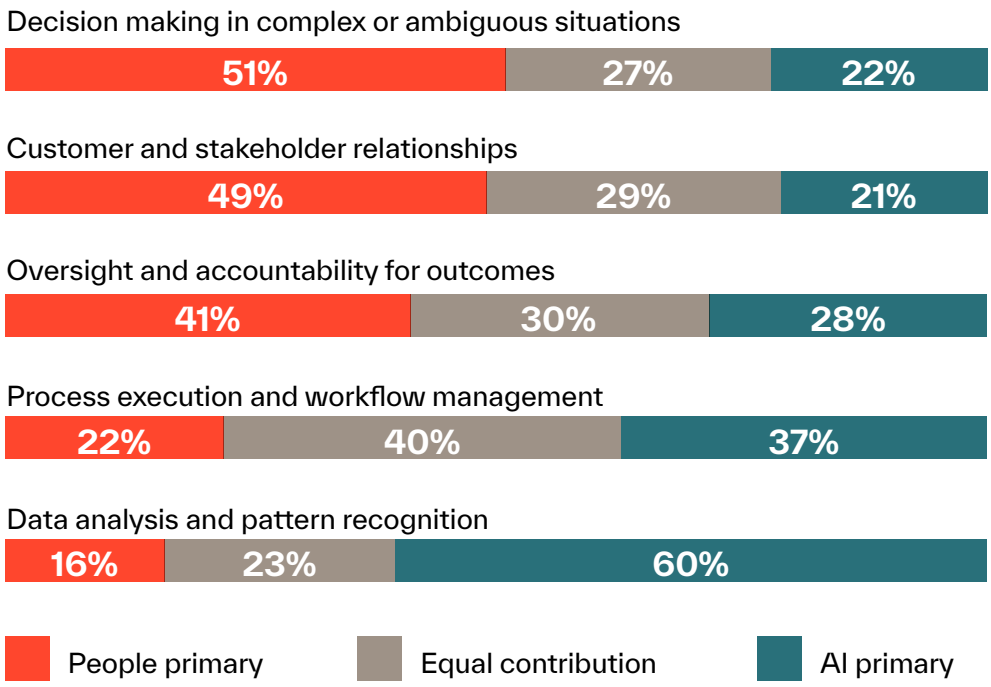
27% report formal AI change management programs are fully implemented

22% report redesigning workflows specifically to integrate AI as a collaborative partner

Q14: To what extent, if at all, has your organization taken the following actions to intentionally blend employees with AI agents? Base: Total (n=1,100)

Human judgment remains central even as AI takes on larger operational responsibilities

Primary sources of organizational value over the next 3 years
% Selected



Leaders increasingly believe competitive advantage will come from combining human judgment with AI capability

37% completely agree the organizations that will win with AI are those **investing in human judgment — not just AI capability**

Q32: For each of the following capabilities, do you expect AI or people to be the primary source of organizational value generated over the next 3 years? Q34: How much do you agree or disagree with the following statements? Base: Total (n=1100)

04. Trust by design

Trust and governance are evolving as AI gains autonomy

Autonomous AI is already scaling rapidly across the enterprise

As AI systems become more autonomous and take on decisions with material business impact, trust is becoming a core business capability rather than a compliance afterthought.

Organizations are beginning to formalize oversight structures and redefine accountability around human validation, but confidence declines sharply when AI systems operate without human supervision, especially in customer-facing contexts.

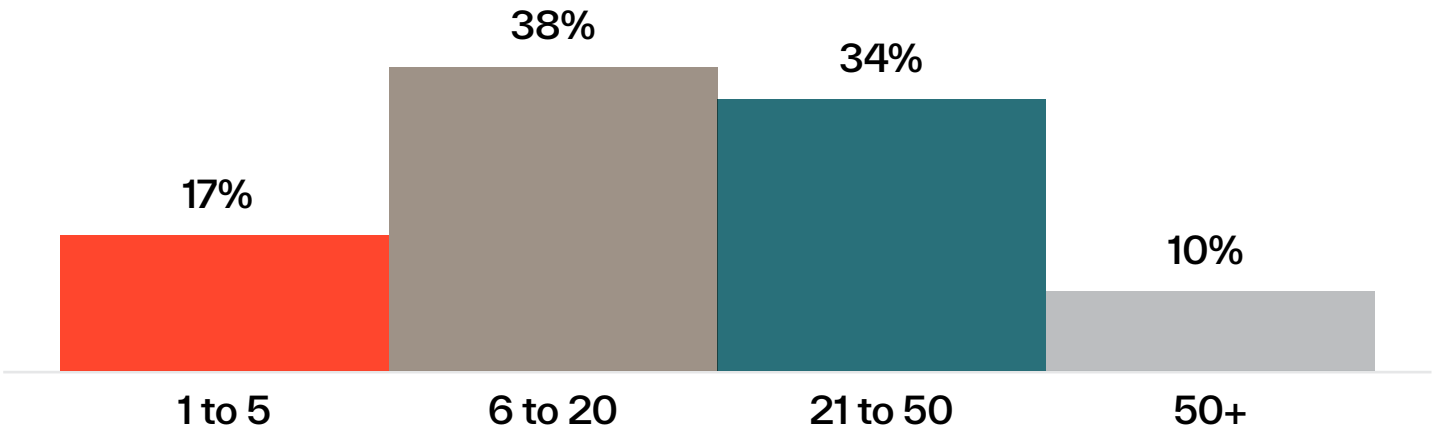
Governance maturity is not yet keeping pace with autonomy, making clear guardrails, escalation mechanisms, response plans, and employee trust-building essential to scaling AI responsibly.

Leaders expect autonomy to accelerate quickly:

81%

agree that **within 12 months, autonomous AI agents will make decisions with material business impact** in their organization

Number of autonomous AI agents currently in production
% Selected

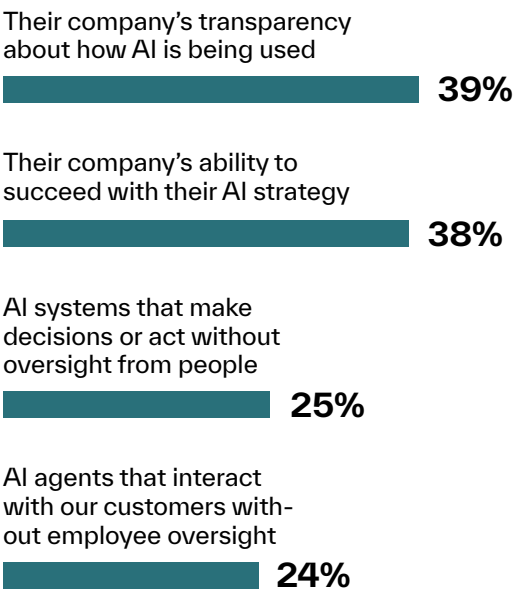


Q4: Earlier you mentioned your organization is deploying Agentic AI in some capacity. How many autonomous AI agents does your organization currently have operating in production environments? For the purposes of this survey, an "autonomous AI agent" is an AI system that can independently plan and execute multi-step tasks, use tools or APIs, and adapt its behavior based on results, operating with minimal or no human input for each action. Q34: How much do you agree or disagree with the following statements? Base: Total (n=1,100)

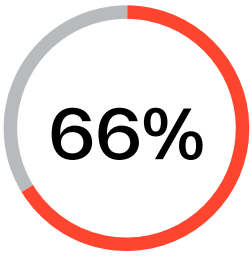
Trust declines when AI systems operate without human oversight, but organizations aren't waiting for trust in AI to catch up with deployment

Trust in AI uses

% Selected 'Completely trust'



While **only a quarter completely trust AI systems operating without human oversight,**

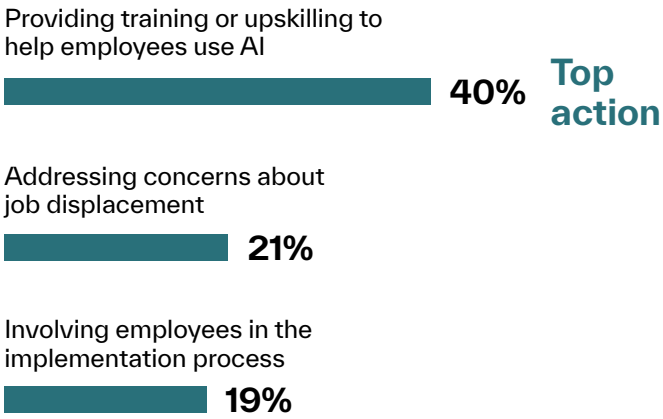


have given AI the permission to read and write from core systems of record fully autonomously, without approval from a person.

Organizations are responding by emphasizing human oversight and workforce trust-building:

Actions organizations are taking to build trust

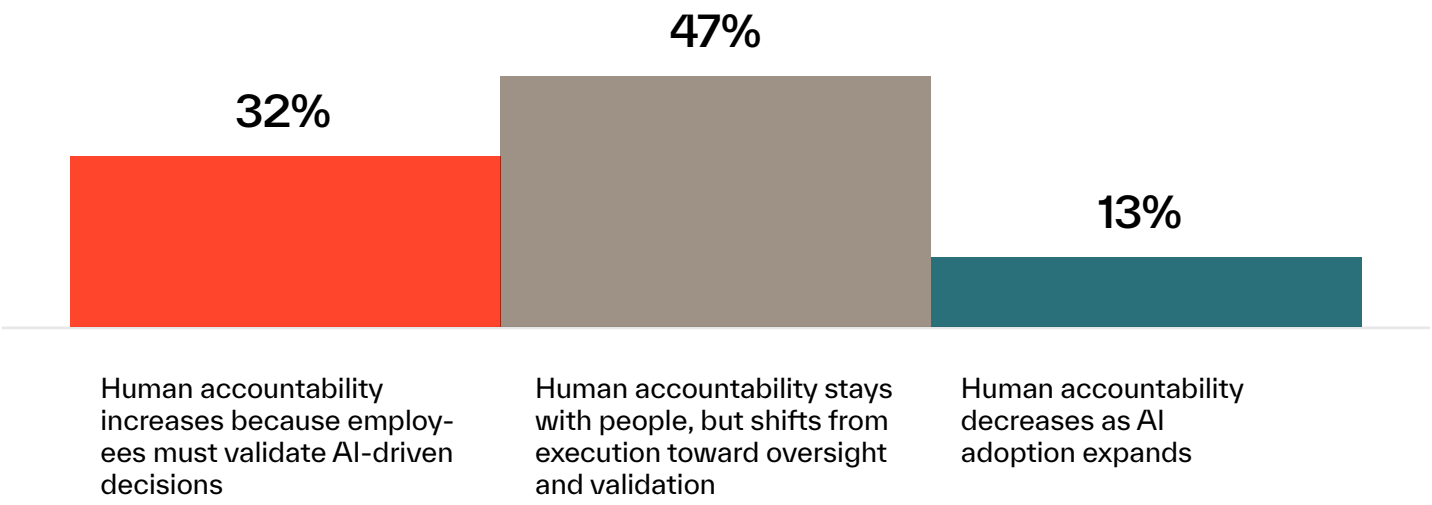
% Selected



Q19: Thinking about the use of AI in your organization, how much do you personally trust the following? Q16: To what extent do you agree or disagree with the following statements around how employee responsibilities at your organization have shifted because of the increased use of AI technology? Q30: What are the top actions your organization is currently taking to build trust among its workforce towards AI technology? Base: Total (n=1,100)

AI is changing the nature of accountability – not removing it

Change in human accountability with AI partnerships
% Selected



Q26: As AI takes on more decision-making in your organization, which of the following best describes what happens to human accountability for those decisions? Base: Total (n=1,100)

Governance maturity trails speed of AI deployment

Governance and compliance ranked among the least developed areas of organizational readiness

23%

of leaders say governance/compliance is currently ready to support AI adoption

35%

believe governance will be completely ready this year

Specific governance mechanisms also remain inconsistently implemented, resulting in low levels of confidence around AI usage

Only **33%**

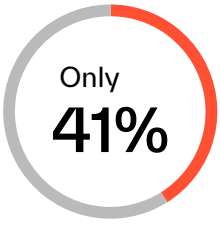
have fully implemented the most commonly adopted measure: clear policies outlining which decisions AI is prohibited from making autonomously.

Just **27%**

report having a central registry and monitoring of all AI systems operating in their environments

Only around **3 in 10** organizations report having **formal governance controls fully implemented**

Confidence in organizational guardrails around AI usage
% Selected, 'Completely agree'



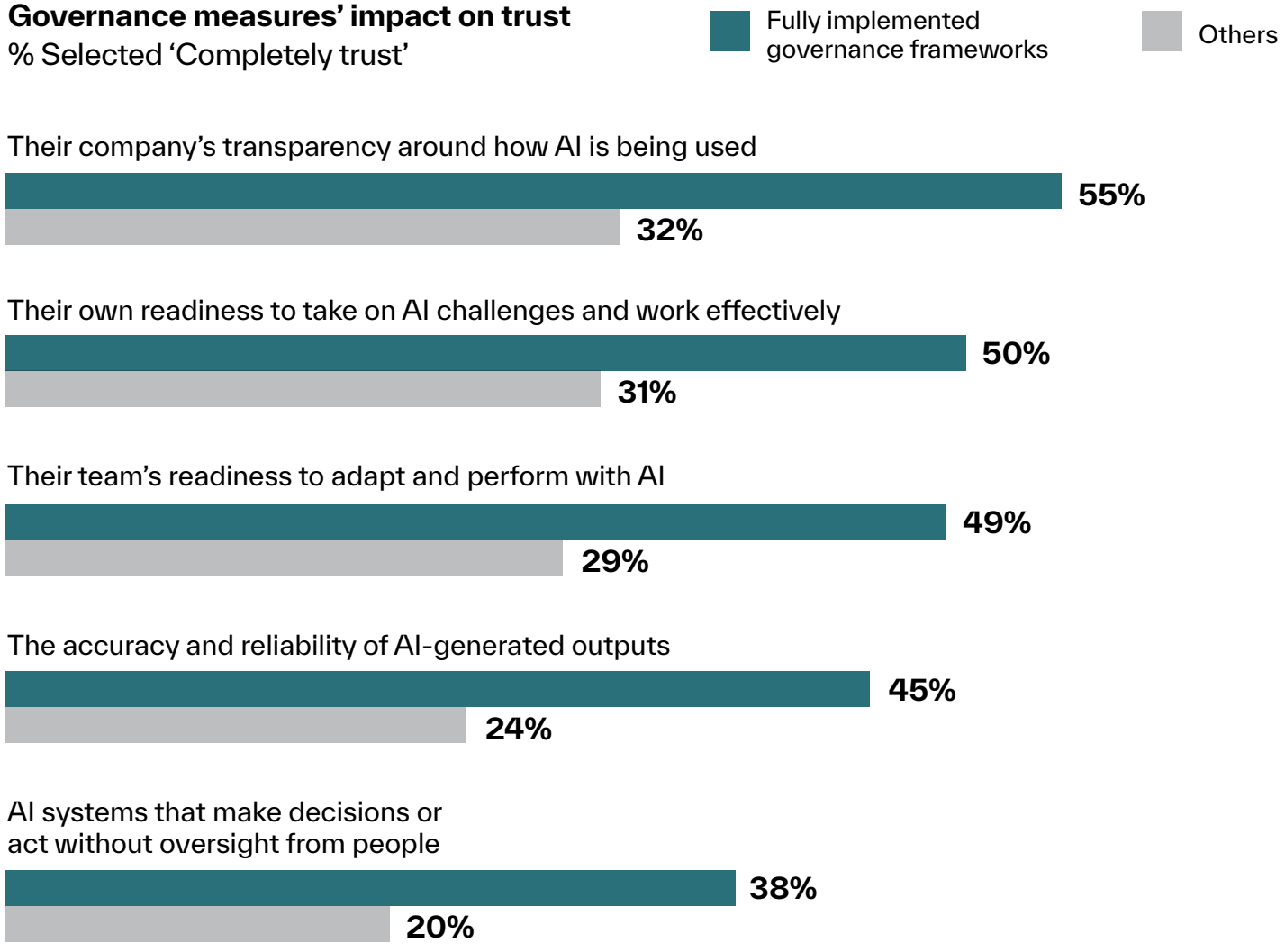
are confident in the guardrails their organization has put in place related to AI usage

Q5: How ready would you say these elements of your organization currently are to successfully leverage AI technology? Q33: When do you expect each of the following areas within your organization will be completely ready for AI-related disruptions? Q21: Does your organization currently have the following formal AI governance frameworks in place? Q27: To what extent do you agree or disagree with the following statements about your organization's preparedness to respond to AI-related errors, failures, or compliance issues? Base: Total (n=1,100)

AI trust is higher where governance is strongest

Organizations that have fully implemented formal AI governance frameworks report higher levels of trust across the following

Governance measures' impact on trust
% Selected 'Completely trust'



Q19: Thinking about the use of AI in your organization, how much do you personally trust the following? Those with fully implemented governance frameworks (n=348), those without fully implemented governance frameworks (n=752). Base: Total (n=1,100)

05. The Pacesetters

What leaders are doing differently

The Pacesetters

A small group of organizations stands apart from the rest. They do three things that put them ahead of others: they are redesigning roles around AI, fully implementing change management systems, and reaching a state where their workforce is truly ready to work with AI.

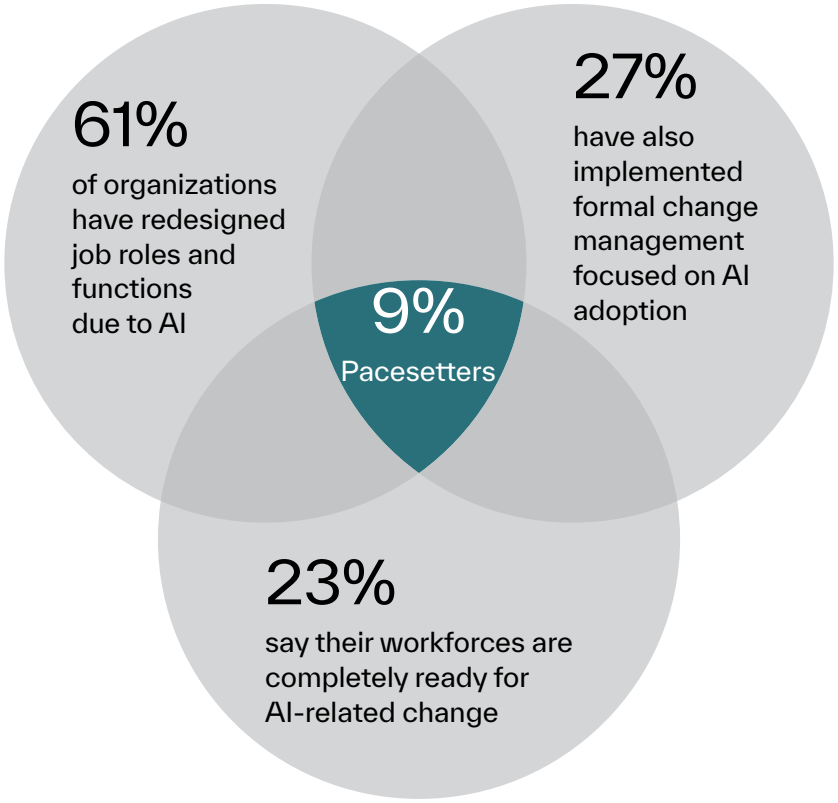
We call these organizations Pacesetters. Only 9% of organizations qualify, but their experience shows what readiness looks like and which behaviors help organizations advance at each stage.

AI success is not driven by strategy, use cases, or even technology: it's driven by whether organizations redesign work. The data also reveals a progression: redesign work, structure your change management, and build confidence in your workforce to handle AI. Among the 70% of organizations that had completed at least one of the three behaviors, 94% progressed in this order.

Pacesetters are not pursuing different goals than everyone else. They are executing differently. What distinguishes them is not more advanced technology, but how they prepare their people, redesign work and build trust.

Interestingly, while the Pacesetter group reported more actions to be ready for AI and more overall readiness, they also expressed the strongest concern about what is still required. This is the real Pacesetter advantage: not confidence that they have arrived, but a clear-eyed view of what AI readiness actually demands, with a strong foundation to keep climbing.

What sets leaders apart



Roles redesigned around AI

Nearly all of the Pacesetter group started with a formal restructuring of jobs around AI: changing what roles do, how work flows, and how decisions are made when AI is involved.

Roles redesigned around AI

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Organizations that achieve this also tend to have:

- Create new roles focused on AI management or supervision
- Redesign workflows to embed AI as a collaborative partner
- Share decision-making authority between people and AI
- Treat roles as evolving to collaborate with AI rather than being replaced by it

Change management fully implemented

Of those who have already undertaken role redesign, 23% have put in place formal change management infrastructure to guide the workforce through AI adoption deliberately rather than reactively. Nearly all organizations that fully implemented change management had redesigned roles.

Organizations that achieve this also tend to have:

- Update performance metrics to reflect people-AI collaboration
- Build enterprise-wide workforce resourcing plans that account for AI productivity gains and redeployment
- Define career transition pathways for employees whose roles are impacted
- Dedicate a formal budget and proactive strategy to upskill affected employees

Workforce completely ready

The hardest step requires the workforce itself to be fully prepared to work with AI. This is a broad assessment of overall capability, supported by how well the organization understands and manages its skills base. Nearly all of those who rate their workforces as fully ready have already done both change management and role redesign.

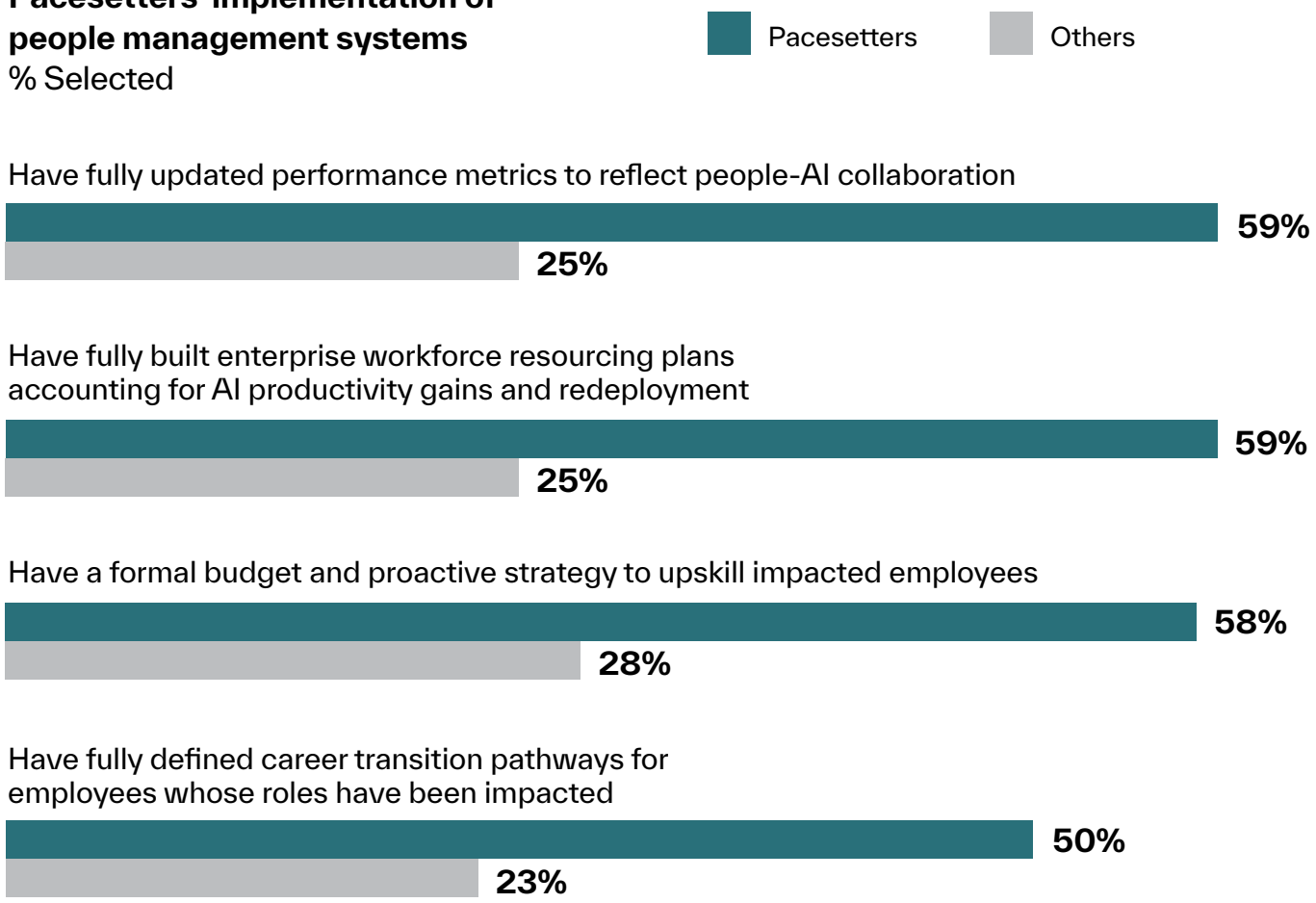
Organizations that achieve this also tend to have:

- An accurate inventory of each employee's skills
- A clear understanding of how to close current skills gaps to execute the AI strategy
- Identified which human capabilities become more strategically important as AI handles routine work
- Identified the skills most critical to business growth over the next three years

Pacesetters have built the workforce infrastructure that most organizations are still putting in place

These are the structural investments that turn AI redesign into a sustainable operating model. Pacesetters have treated workforce planning as part of the AI strategy, not as a downstream consequence.

Pacesetters' implementation of people management systems
% Selected



Pacesetters have fully implemented governance frameworks at roughly twice the rate of other organizations

Organizations that have redesigned roles and implemented change management concurrently move their governance frameworks from policy on paper to fully implemented.

Pacesetters' governance implementation

56% have **fully embedded AI** governance within enterprise risk management

55% have a fully implemented **people-led oversight** model with clear escalation thresholds

54% have a **central registry** and monitoring of all AI systems operating in their environment

54% have clearly **defined accountability** for when AI systems cause harm or error

Pacesetters are...

+30pts
More likely to have fully implemented

+28pts
More likely to have fully implemented

+30pts
More likely to have fully implemented

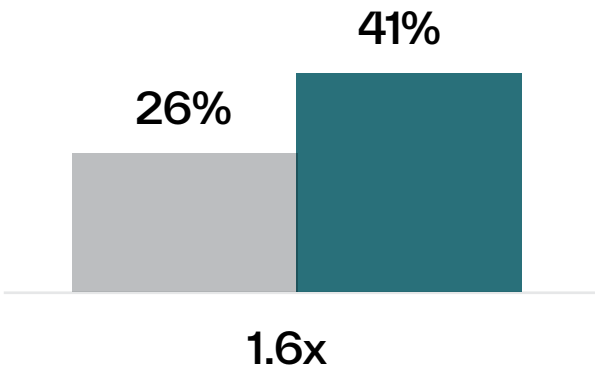
+28pts
More likely to have fully implemented

Pacesetters want the same things as everyone else — but are far more likely to achieve high-value outcomes

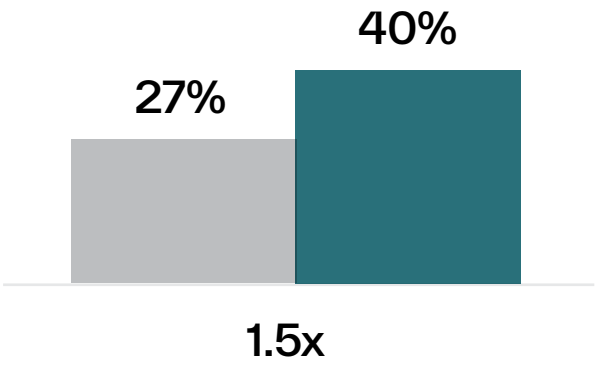
Pacesetters and other organizations choose nearly the same priorities. Both groups want operational efficiency, customer experience improvements, and innovation in roughly the same proportions. What separates them is what they have actually achieved.

Pacesetters' achievement of business outcomes
% Selected

We have already experienced innovation in new products, services and business models



We have already experienced increased revenue growth due to AI technology



Pacesetters Others

Experienced improvements in risk management and security

Experienced outcomes for IT infrastructure modernization

Pacesetters are more than twice as likely to trust AI in autonomous, customer-facing situations

This is the trust gap that matters as autonomy scales. Pacesetters have built the operational foundation that allows trust to be extended safely.

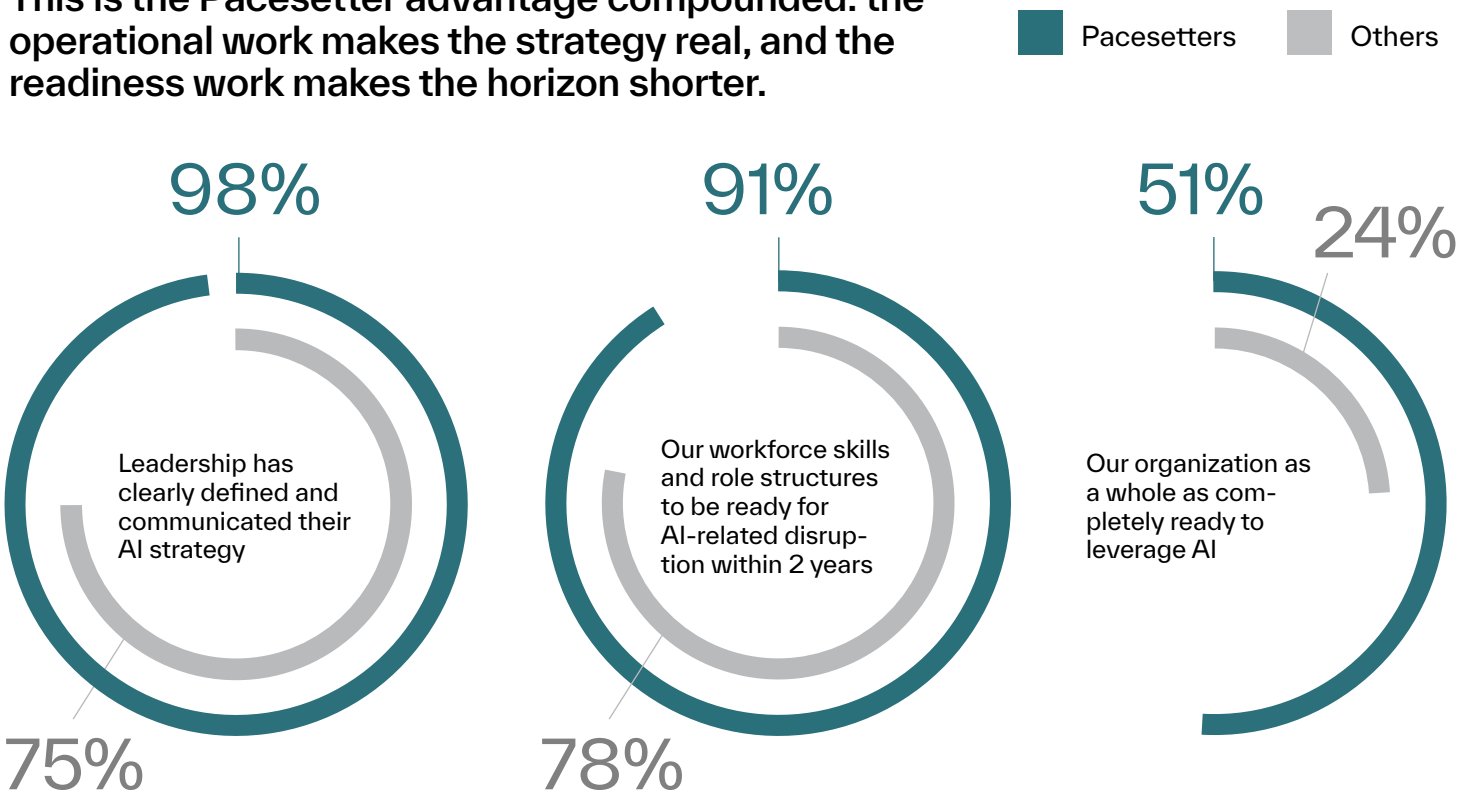
Pacesetters' trust in AI
% Selected 'Completely trust'

Pacesetters | Others

Gap		
+34pts	62%	28%
	The accuracy and reliability of **AI-generated outputs**	
+23pts	60%	37%
	My company's **transparency about AI use**	
+22pts	45%	23%
	AI systems **operating without human oversight**	
+24pts	45%	21%
	AI agents **interacting with customers** without employee oversight	

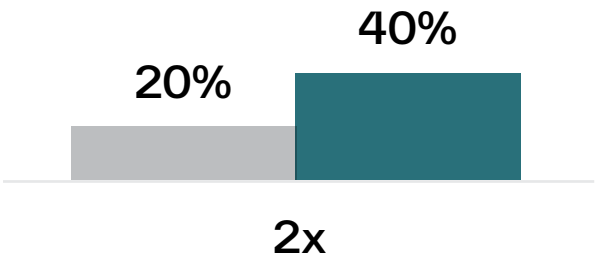
Pacesetters are more confident, more aligned, and see a faster path to readiness

This is the Pacesetter advantage compounded: the operational work makes the strategy real, and the readiness work makes the horizon shorter.



Pacesetters know something that others have not yet learned. The organizations that have done the most work express the strongest concern about what is still required.

This is the real Pacesetter advantage: not confidence that they have arrived, but a clearer view of what AI readiness actually demands, and a strong foundation to keep climbing.



Pacesetters are twice as likely as starting-point organizations to completely agree that AI will outpace their organization's ability to adapt (40% vs 20%)

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This report was not printed.

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