

BCG

工作场所中的 人工智能

战略比工具更重要

第四版 | 2026年6月

调查参数

核心数据		关键市场	
11,749 名受访者		澳大利亚	1,014
		英国	1,013
		美国	1,008
		西班牙	1,005
		印度	1,005
		日本	1,002
		巴西	1,000
		德国	917
		法国	913
		意大利	890
		北欧地区	825
		南非	503
		中东	355
		比荷卢地区	299
角色分布	年龄分布	公司收入	行业分布
32% 一线员工 34% 管理者 34% 领导者	2% 65岁以上 12% 55-65岁 14% 45-54岁 36% 35-44岁 25% 25-34岁 10% 18-24岁	23% >100亿美元 19% 50-100亿美元 17% 20-50亿美元 14% 10-20亿美元 18% 5-10亿美元 6% 1-5亿美元 3% 1亿美元以下	21% TMT（科技、媒体、电信） 22% 金融服务 14% 消费品/零售 10% 工业制造 6% 能源/公用事业 5% 保险 5% 医疗保健 6% 公共部门 15% 其他

来源：AI at Work, 2026 (n=11,749)；BCG分析。

注：一线员工 = 无管理职责的白领个人员工。TMT= 科技、媒体和电信。北欧地区包括瑞典、丹麦、挪威和芬兰。中东包括阿联酋、沙特阿拉伯、科威特和卡塔尔。比荷卢地区包括比利时和荷兰。

新发现强化了2025年观察到的趋势

个人节省的时间并不能自动转化为价值

42%的定期使用AI的一线员工每周节省一整天或更多时间。但66%的人仍然获得有限或没有关于如何利用节省时间的指导，超过一半的人没有将其重新投入到战略性工作中。

端到端重新思考工作是创造价值的前提

越来越多的组织正在使用AI进行"创新"，构建新的商业模式。端到端重新设计工作流程的公司在价值捕获和员工满意度方面表现优于仅部署工具的公司。差距不断扩大，驱动力来自更清晰的路线图和对人才的更深入投资。

适当的培训和领导支持仍然是最大的未兑现承诺和释放AI潜力的强大杠杆

72%的受访者表示对技能的期望已经转变，但只有36%感到接受了充分培训，与2025年持平。只有33%的一线员工表示领导层就AI进行了清晰沟通，28%认为领导层所说的与组织实际所做的之间存在高度一致性。

五大关键点

1

不再存在"硅天花板"：一线员工已将AI融入日常工作

74%的一线员工现在是定期AI用户，比2025年增加了23个百分点。印度和中东领先采用，而美国、法国和意大利落后。

2

真正的挑战现在是组织性和管理性的

72%的受访者报告技能期望发生了变化，近一半表示角色已转向管理和指导AI，而非亲自执行工作。

3

商业价值和员工满意度不是权衡取舍，而是由相同的力量驱动

67%的定期AI用户更享受工作。捕获最多商业价值的组织也是员工最享受工作的地方。

4

AI"蜜月期"不会持续，除非领导者带来战略清晰度

每个人都谈论节省的时间，但真正的影响在于整合。AI的新颖性和认知拉伸在早期带来享受。但持续的满意度来自战略清晰度。当方向真实且信息通过强有力的CEO参与传达给员工时，员工才能蓬勃发展。

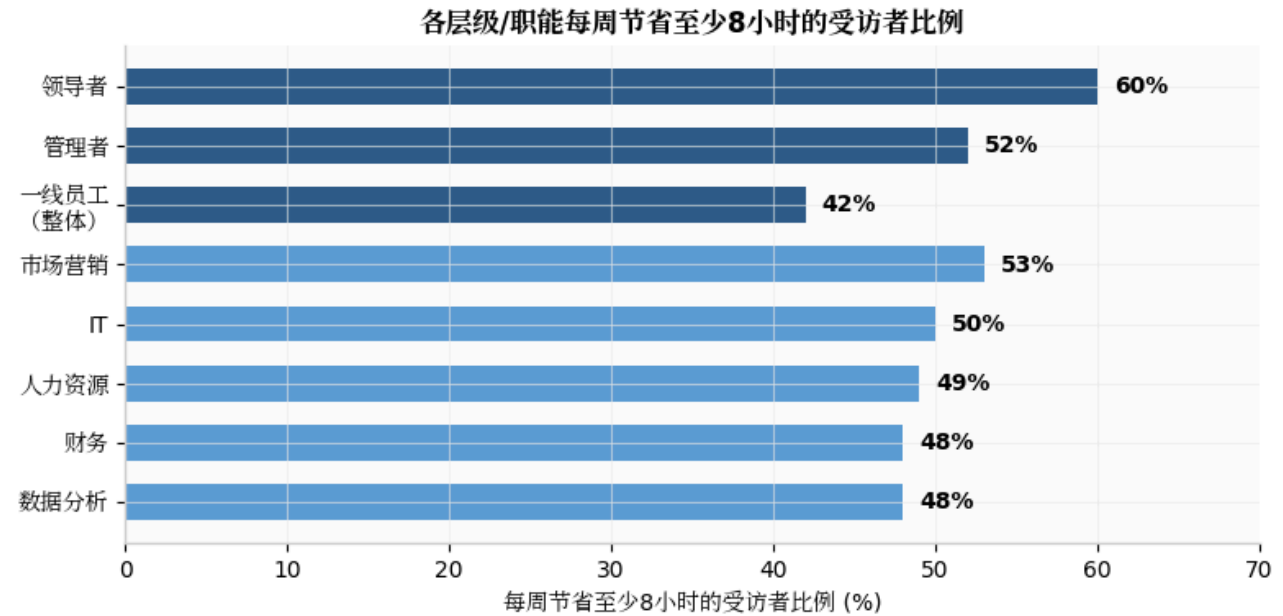
5

AI智能体已从概念走向现实，但运营模式尚未跟上

自2025年以来，将智能体融入工作流程的组织增加了一倍以上，61%的受访者相信智能体能在三年内完成他们一半的工作。然而治理（监督、问责）仍然远远落后于技术。

领导者获得最大的AI回报，部分职能比其他职能走得

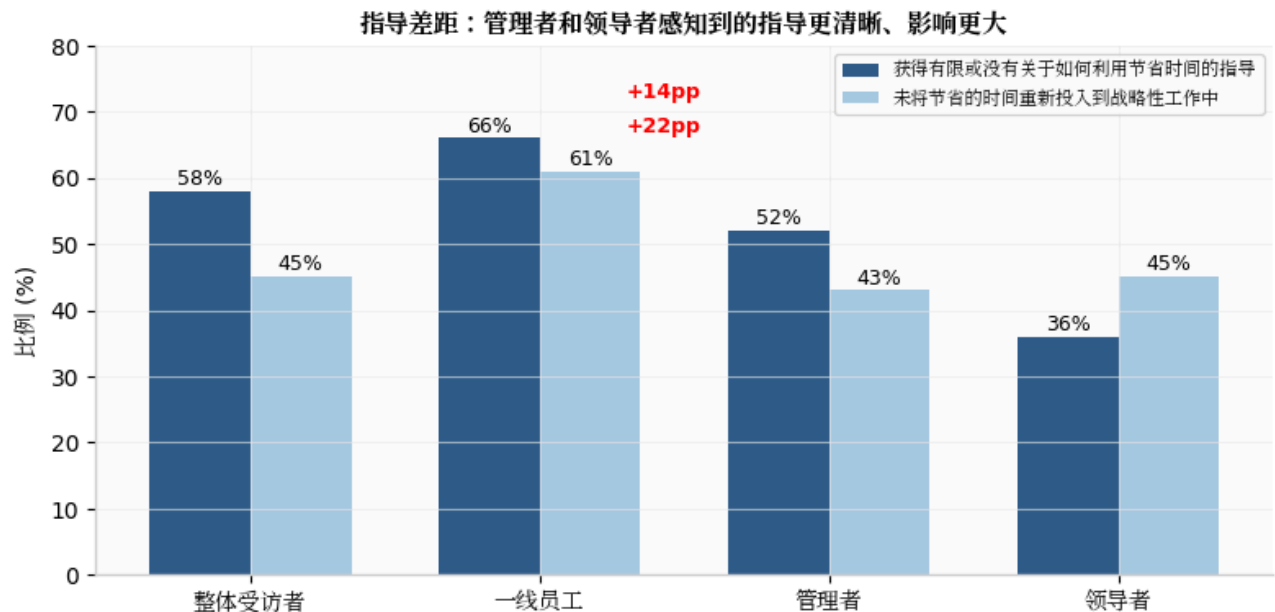
各层级/职能每周节省至少8小时的受访者比例



来源：AI at Work, 2026 (n=8,989, 包括定期AI用户, 排除异常值); BCG分析。

注：一线员工 = 无管理职责的白领个人员工。

差距很大：管理者和领导者感觉指导更清晰，感知到的影响比一线员工更大

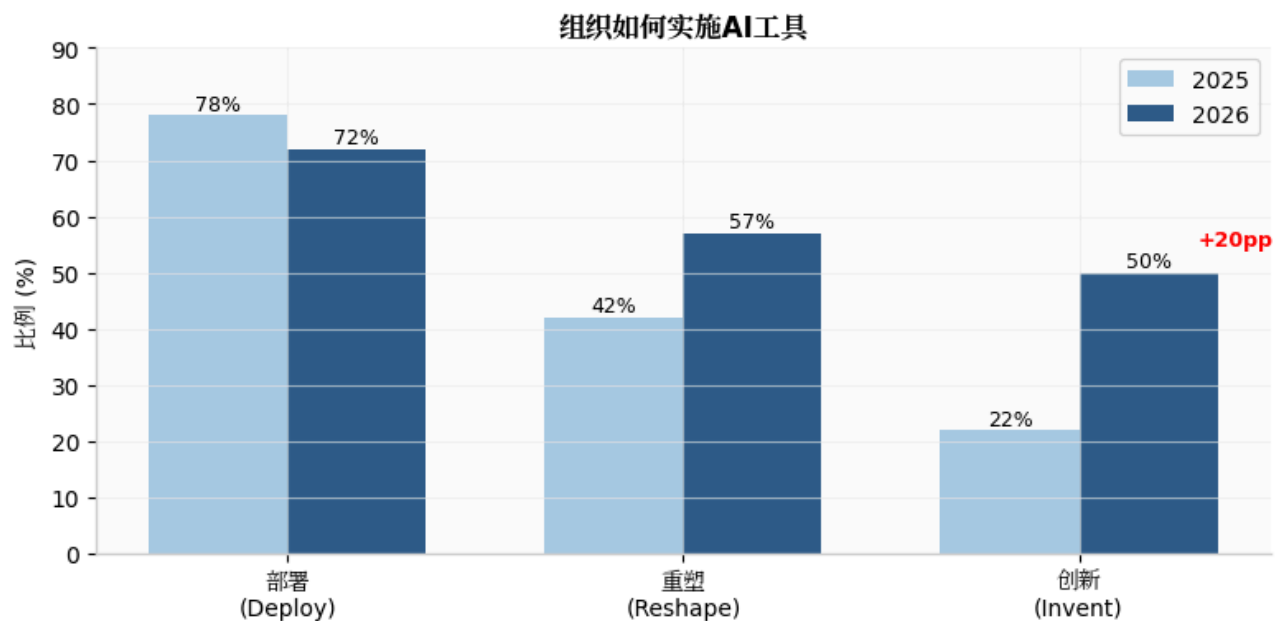


来源：AI at Work, 2026 (n=8,989, 包括定期AI用户, 与节省时间分析样本一致); BCG分析。
注：一线员工 = 无管理职责的白领个人员工。

一线员工报告获得的指导最少

关于如何花费AI节省的时间，66%的一线员工获得有限或没有指导，超过一半的人没有将其重新投入到战略性工作中。

组织如何实施AI工具



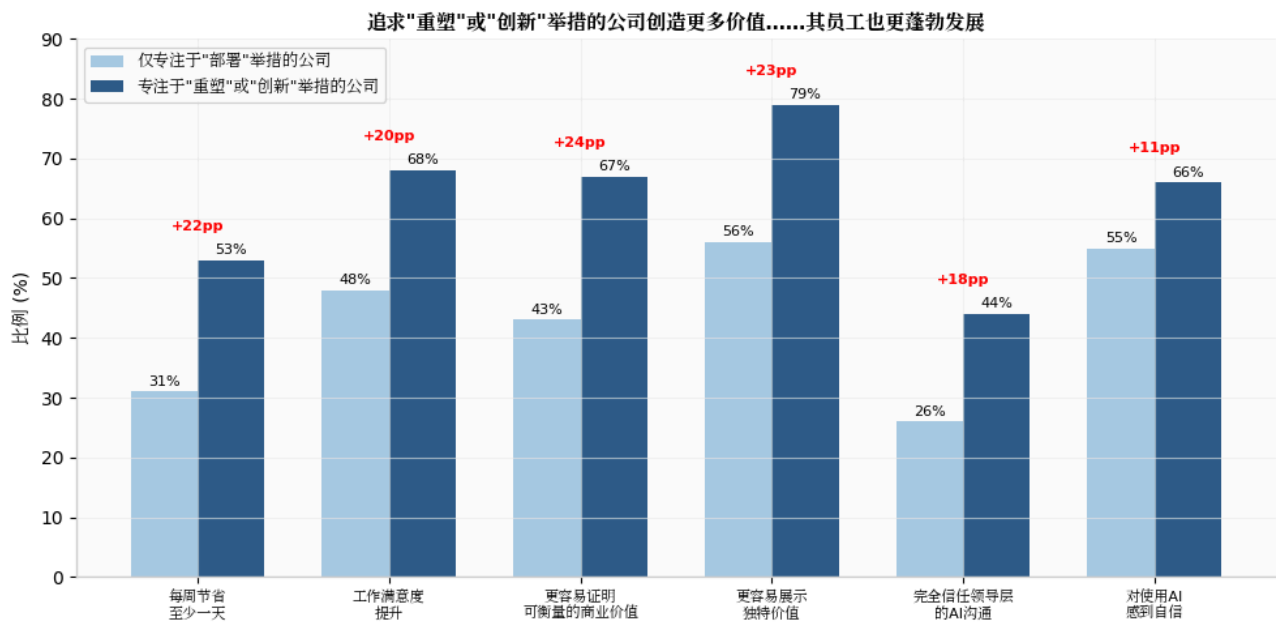
部署 (Deploy): 支持GenAI工具的采用并促进生产力提升

重塑 (Reshape): 端到端重新设计工作流程和流程，重新构想职能

创新 (Invent): 构建和创新新的商业模式和产品以推动增长

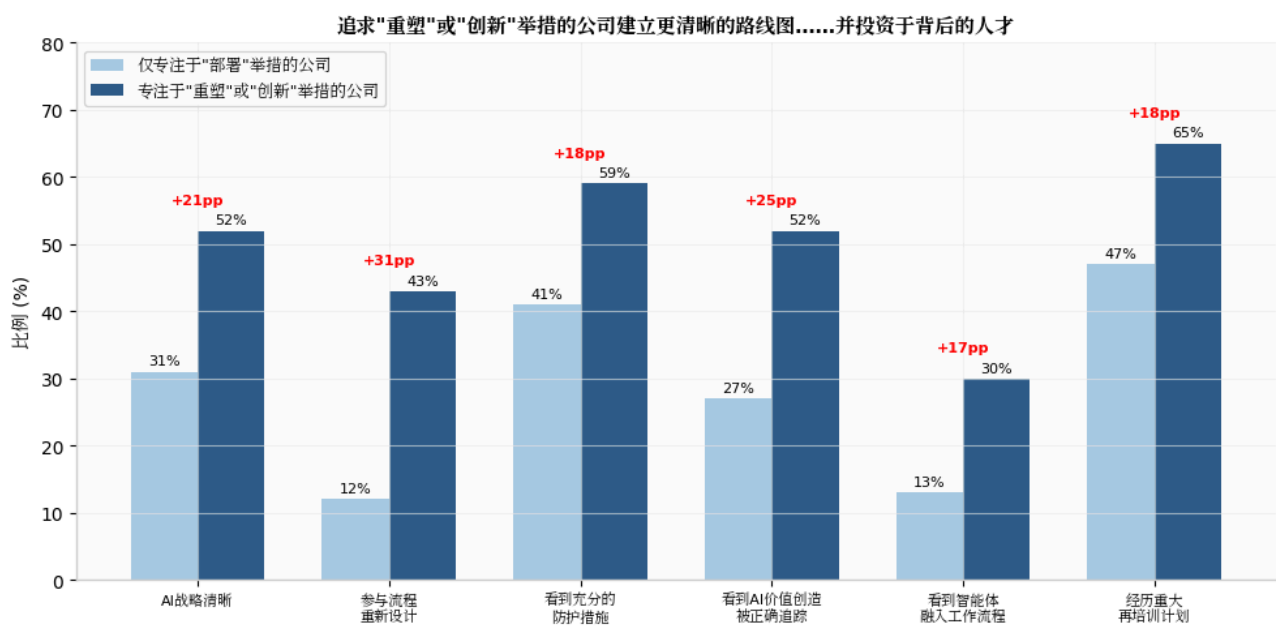
来源：AI at Work, 2026 (n=11,749); BCG分析。

追求"重塑"或"创新"举措的公司创造更多价值……其员工也更蓬勃发展



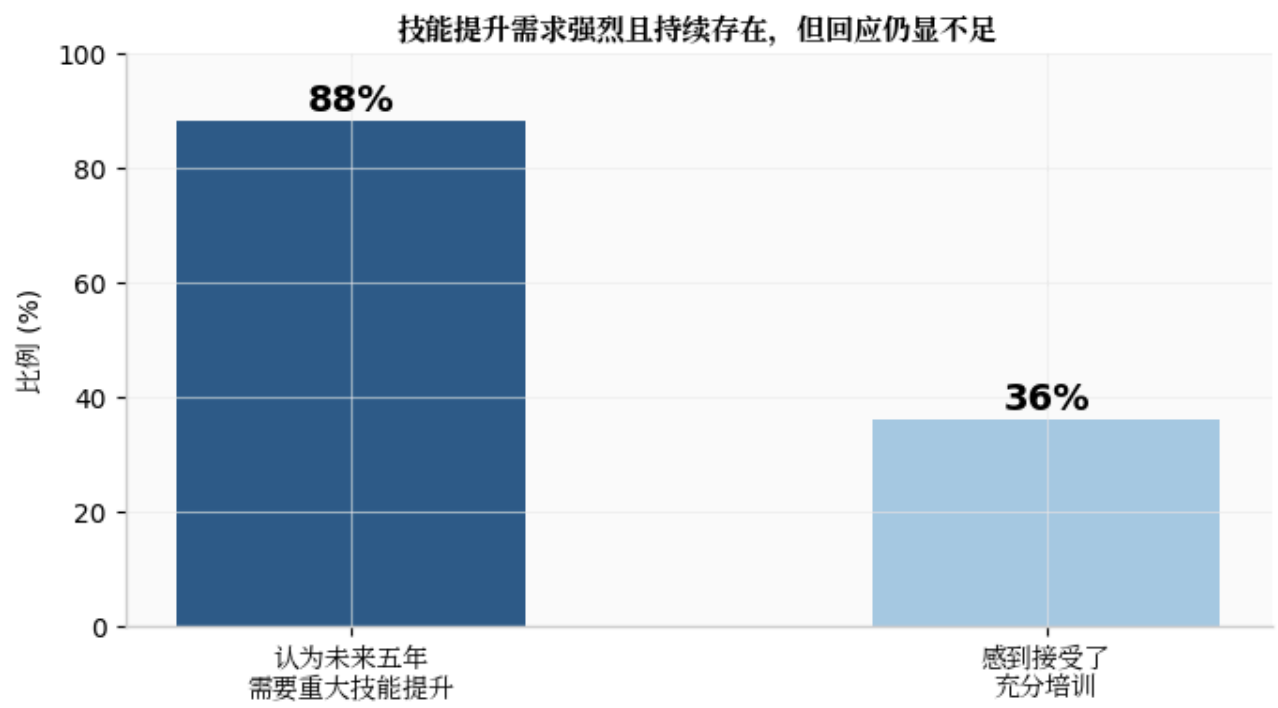
来源：AI at Work, 2026 (n=10,990，包括2,919名来自"部署"公司的受访者和8,071名来自"重塑"或"创新"公司的受访者；总计排除了不确定其组织如何实施AI的受访者)；BCG分析。

追求"重塑"或"创新"举措的公司建立更清晰的路线图……并投资于背后的人才



来源：AI at Work, 2026 (n=10,990，包括2,919名来自"部署"公司的受访者和8,071名来自"重塑"或"创新"公司的受访者；总计排除了不确定其组织如何实施AI的受访者)；BCG分析。

大多数受访者优先预计未来五年需要技能提升，但只有36%感到接受了充分培训

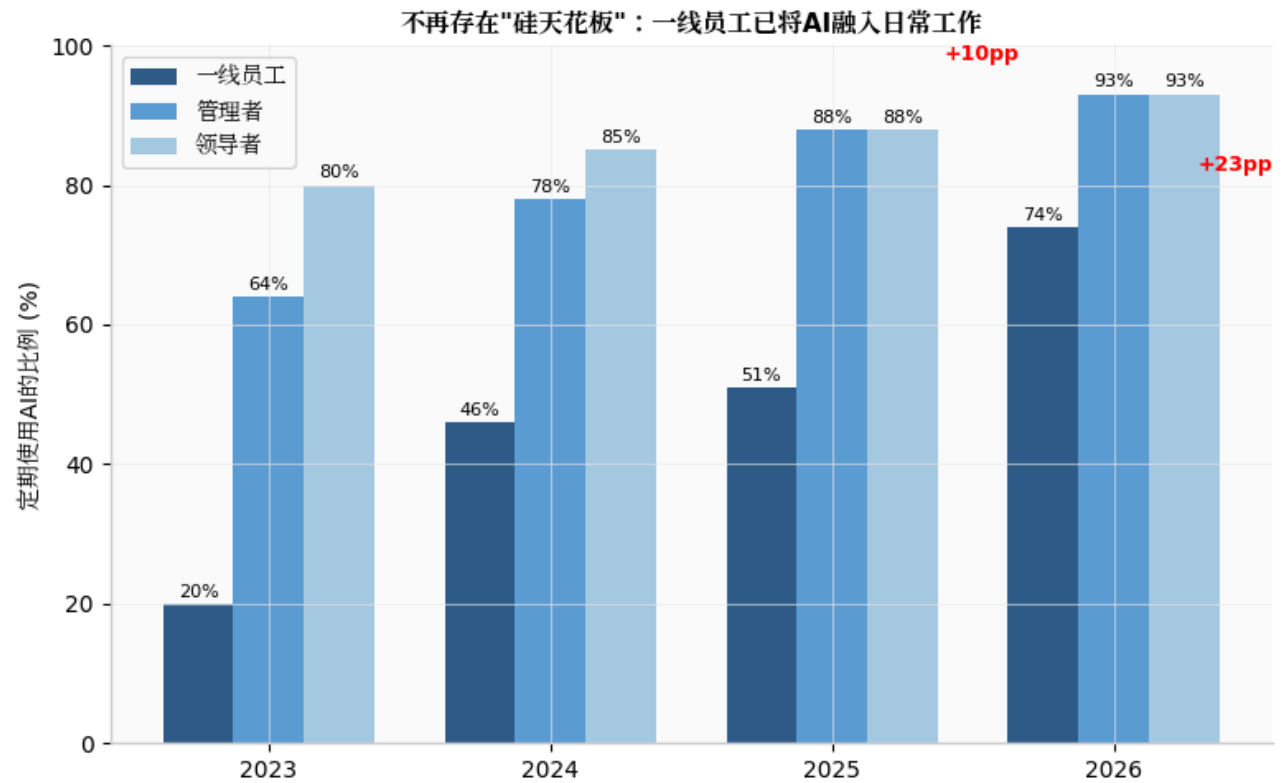


来源：AI at Work, 2026 (n=11,749)；BCG分析。
注：两项指标的受访者比例与2025年相比没有变化。

技能提升需求强烈且持续存在，但回应仍显不足

不再存在"硅天花板"：一线员工已将AI融入日常工作

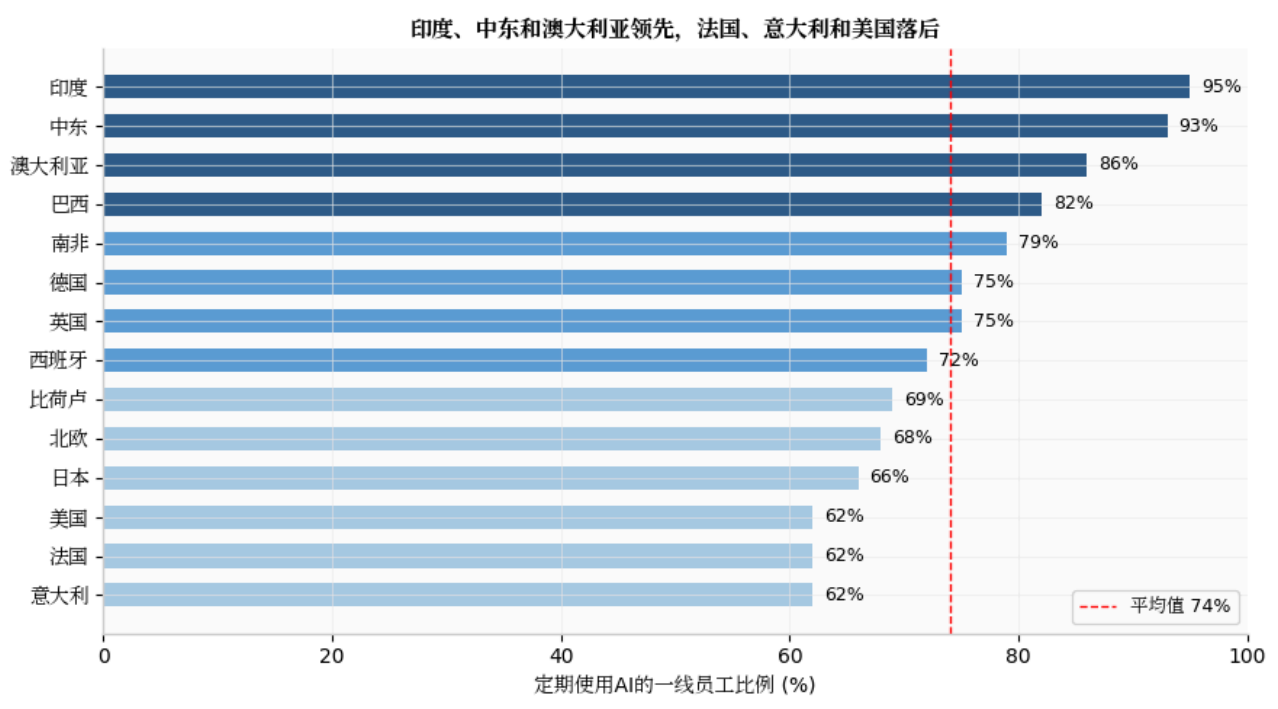
各层级员工的定期AI使用情况



来源：AI at Work, 2026 (n=11,749)；BCG分析。

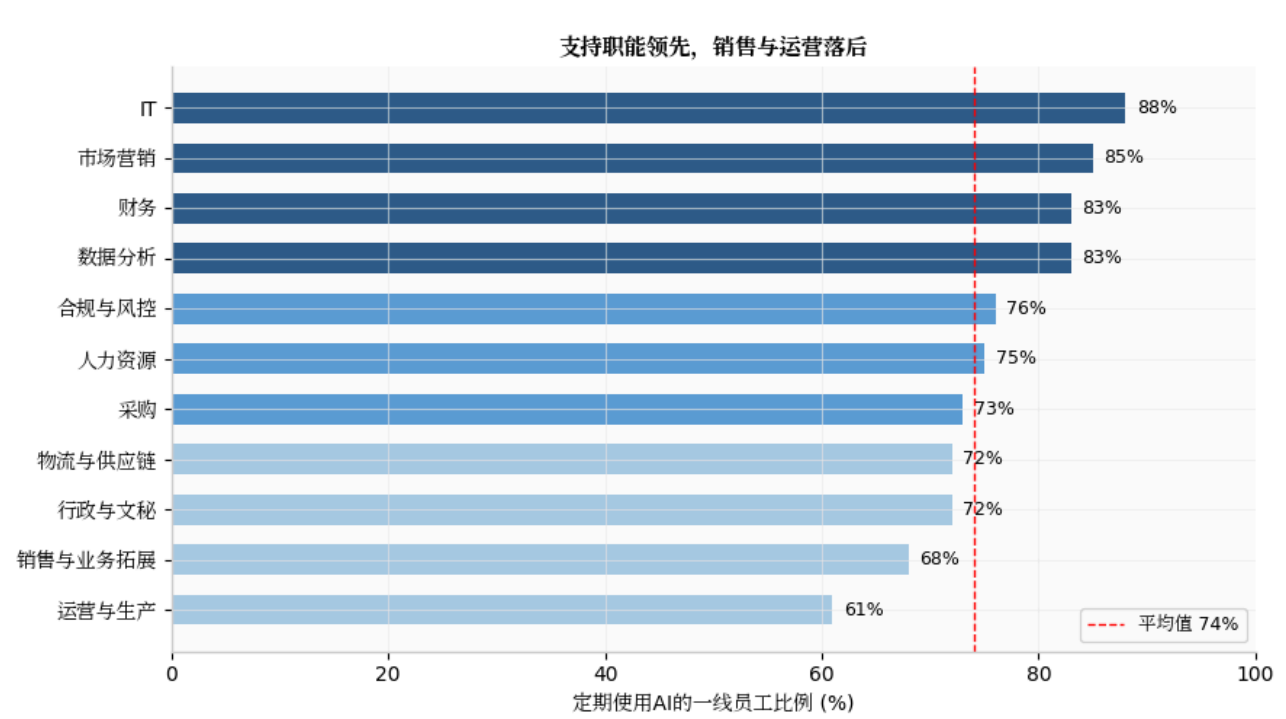
注：定期AI用户 = 每天或每周多次使用AI的人。一线员工 = 无管理职责的白领个人员工。

印度、中东和澳大利亚领先一线员工采用率，法国、意大利和美国低于平均水平



来源：AI at Work, 2026 (n=4,040名一线员工)；BCG分析。
注：一线员工 = 无管理职责的白领个人员工。中东包括阿联酋、沙特阿拉伯、科威特和卡塔尔。比荷卢地区包括比利时和荷兰。北欧地区包括瑞典、丹麦、挪威和芬兰。

支持职能在一线员工中领先采用，而销售和运营落后

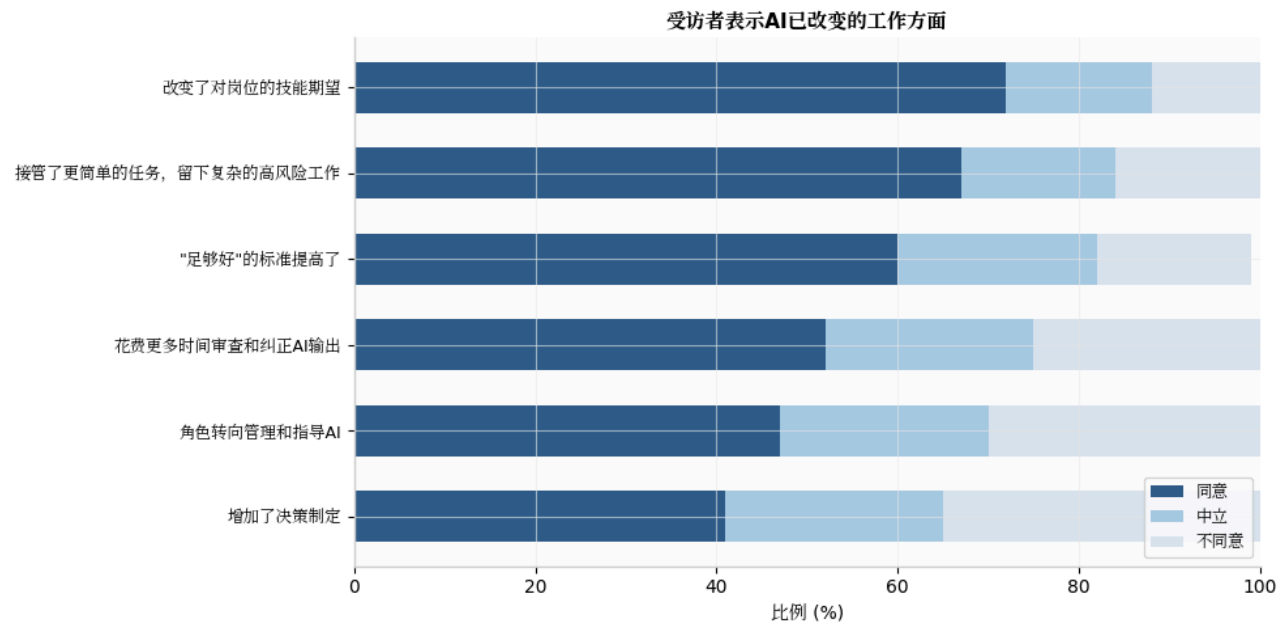


来源：AI at Work, 2026 (n=4,040名一线员工)；BCG分析。

注：一线员工 = 无管理职责的白领个人员工。

真正的挑战现在是组织性和管理性的

受访者表示AI已改变的工作方面



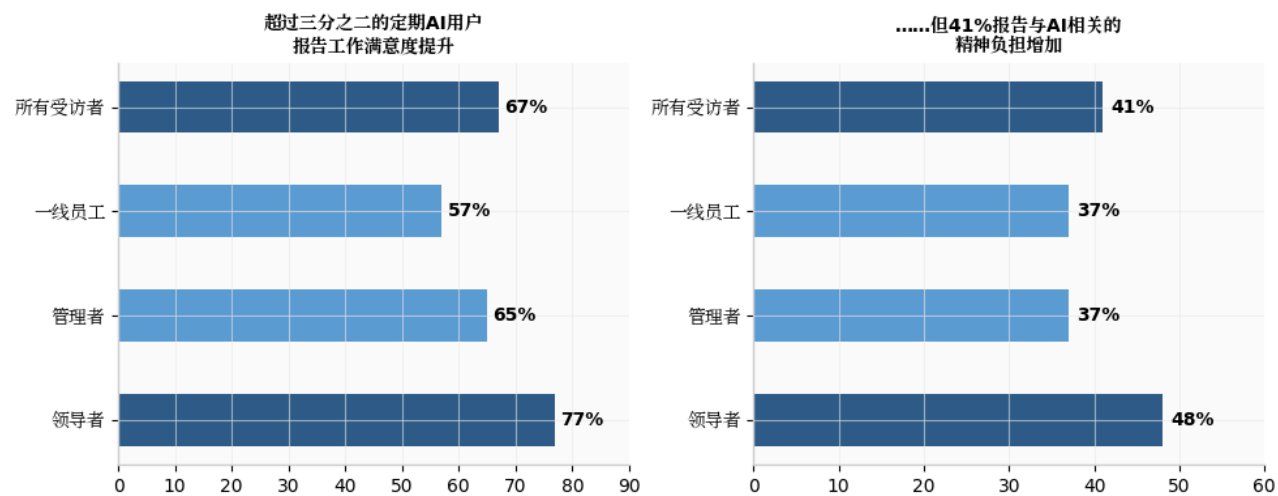
来源：AI at Work, 2026 (n=11,749)；BCG分析。
注：表示AI将显著或适度改变对岗位所需技能期望的受访者比例。

AI正在重塑工作，影响工作的本质和管理方式

从技能期望的转变到角色向管理AI的演变，AI正在深刻改变组织的运作方式。"足够好"的标准已经提高，员工需要花费更多时间审查和纠正AI输出。

商业价值和员工满意度不是权衡取舍，而是由相同的力量驱动

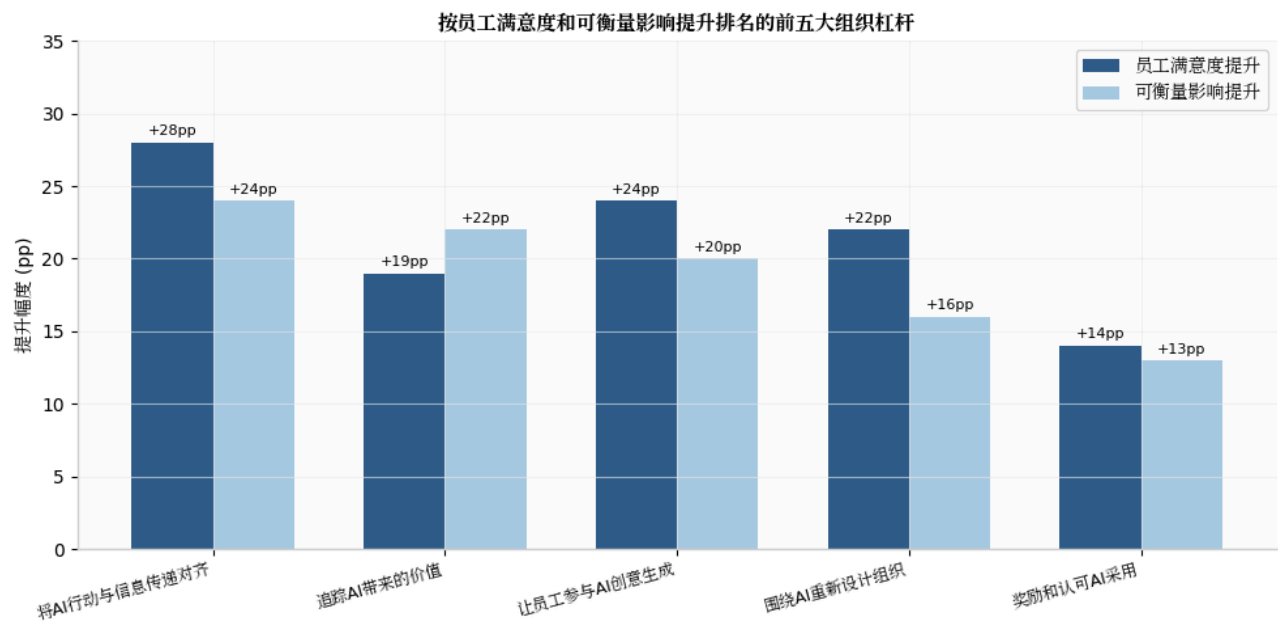
超过三分之二的定期AI用户报告工作满意度提升……



来源：AI at Work, 2026 (n=9,923名定期AI用户)；BCG分析。
注：一线员工 = 无管理职责的白领个人员工。

AI的"满意度悖论"：它让工作变得更好，也更困难

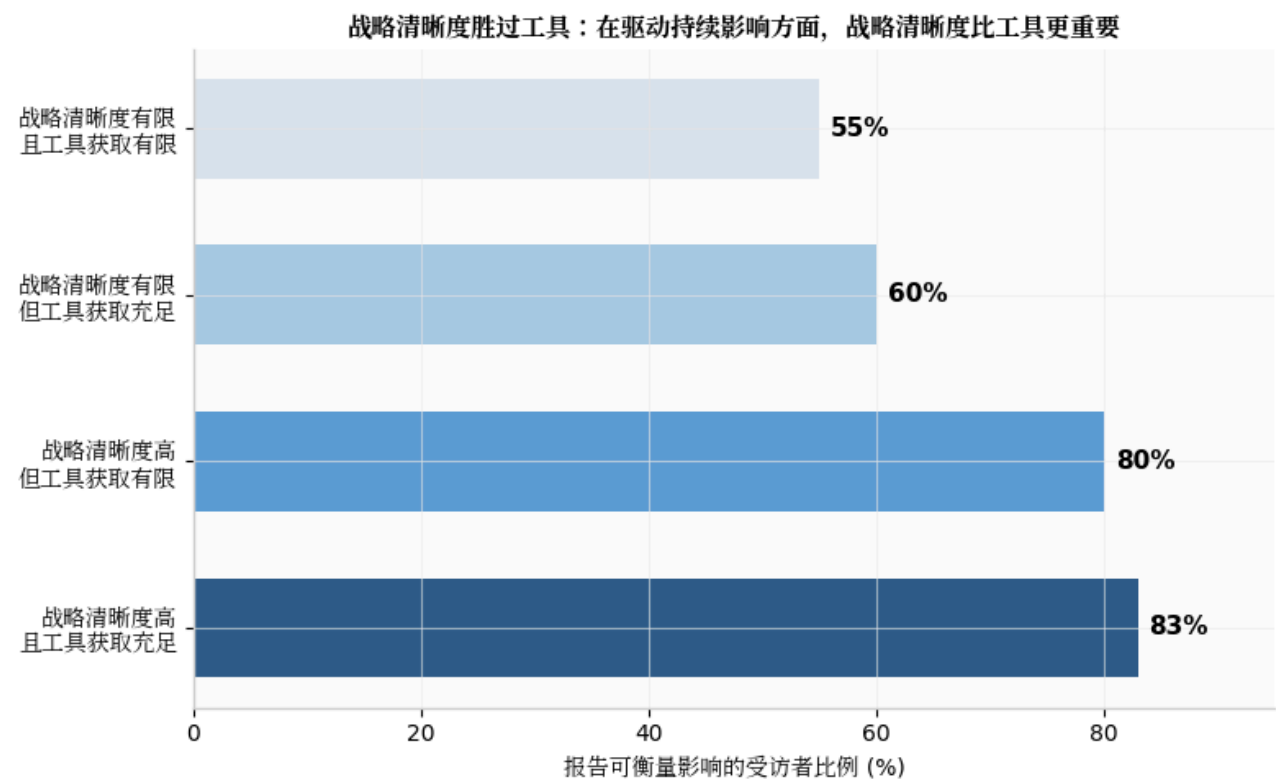
按员工满意度和可衡量影响提升排名的前五大组织杠杆



来源：AI at Work, 2026 (n=9,923名定期AI用户)；BCG分析。
注：可衡量影响 = 归因于AI的关键业务指标的改善。

希望AI"蜜月期"持续？战略清晰度胜过工具，在驱动持续影响方面更为重要

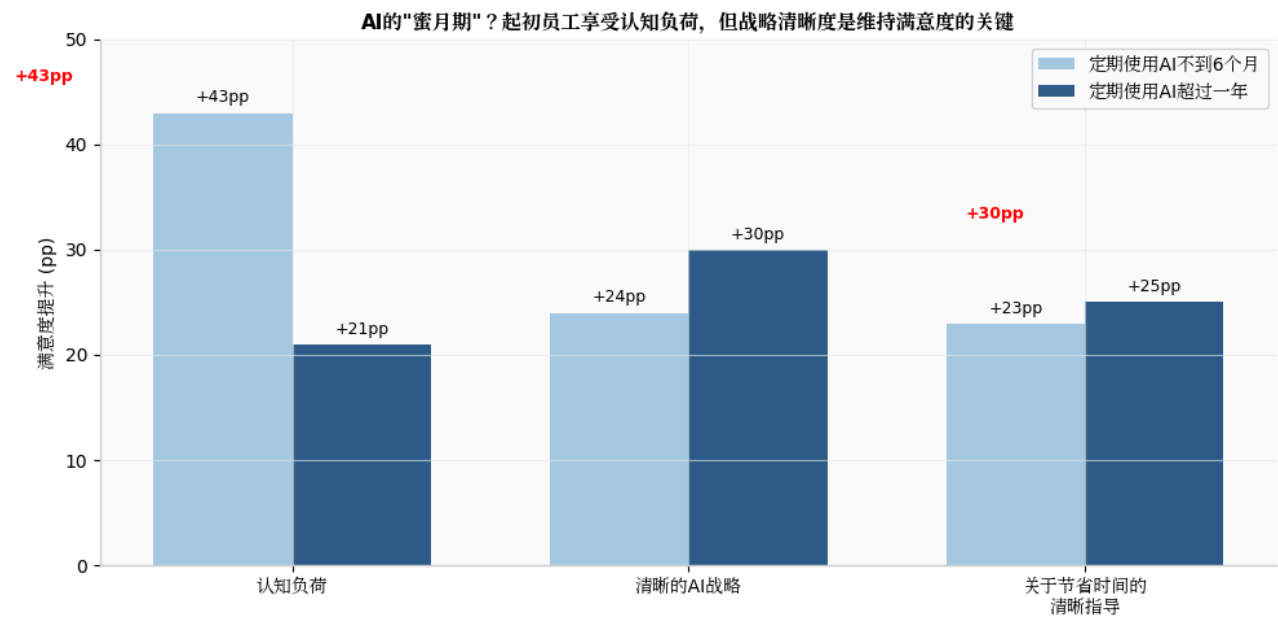
基于AI战略清晰度和AI工具可用性，报告可衡量影响的受访者



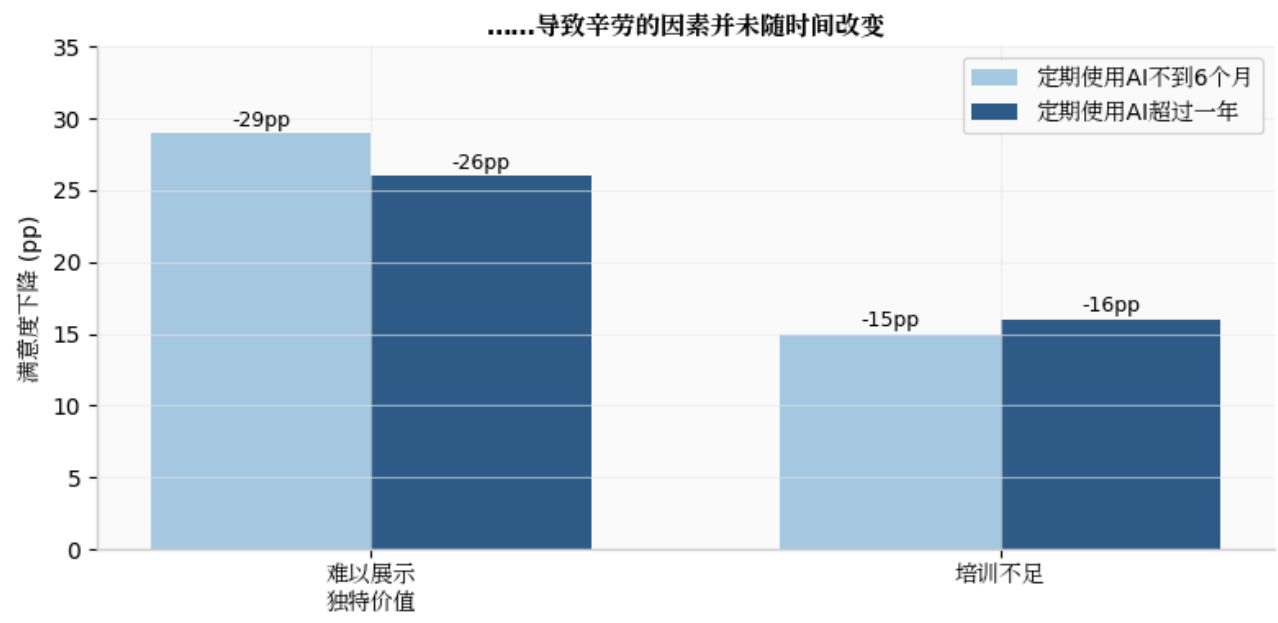
来源：AI at Work, 2026 (n=9,923名定期AI用户)；BCG分析。

注：强战略清晰度定义为将AI作为优先事项，拥有清晰的AI战略和关于节省时间的指导方针。强工具获取定义为可以使用AI工具或进行AI工具测试和实验。

使用AI时工作满意度的驱动因素随时间演变……

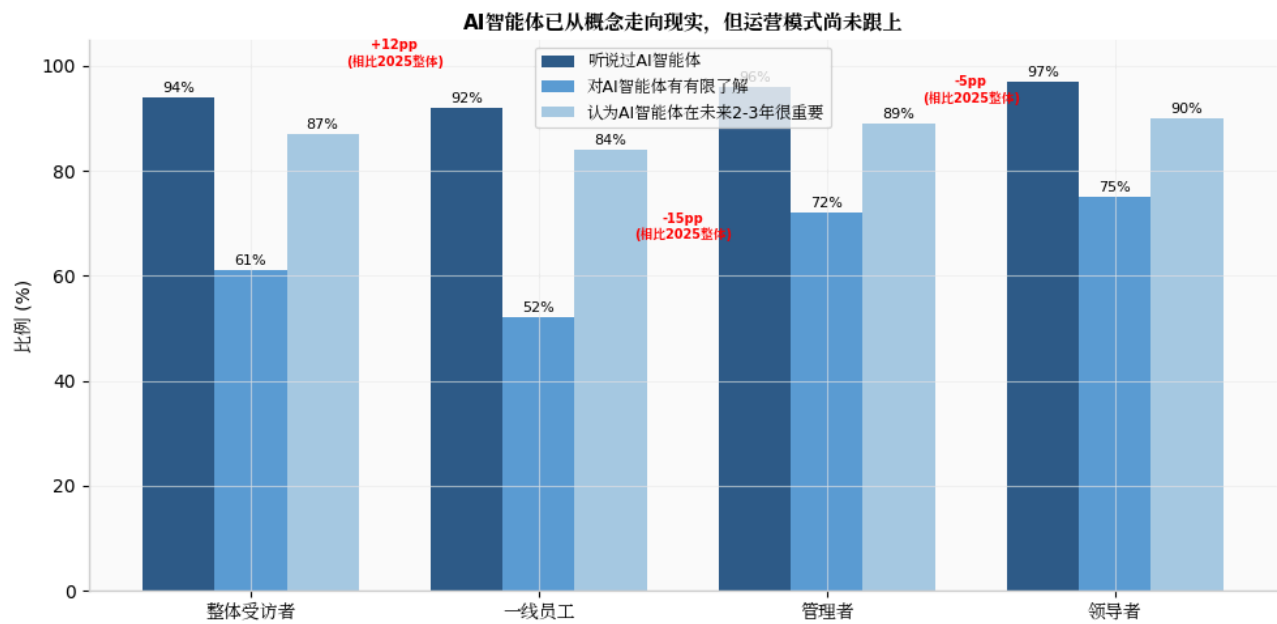


……导致辛劳的因素并未随时间改变



来源：AI at Work, 2026 (n=6,998名定期使用AI的受访者，使用不到6个月 vs 超过一年)；BCG分析。
注：+/-pp = 当驱动因素存在时享受工作的员工额外比例 (+)，或当阻碍因素存在时失去的比例 (-)。

AI智能体已从概念走向现实，但运营模式尚未跟上



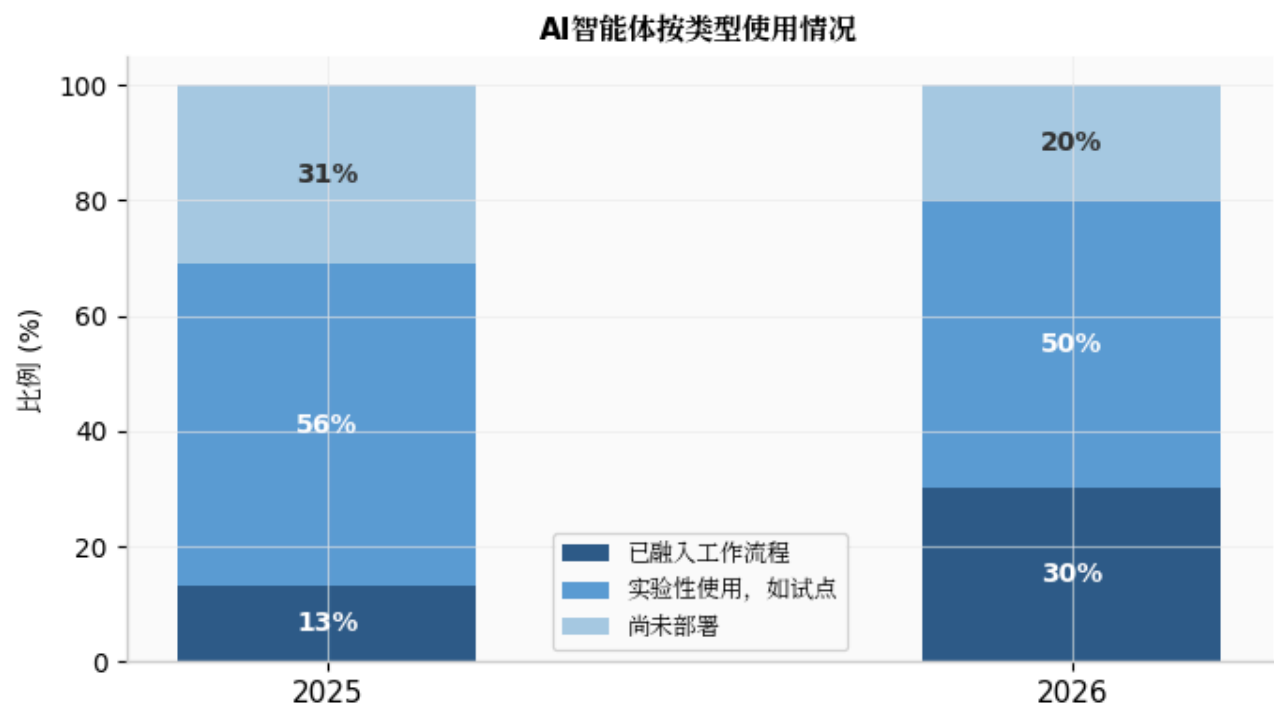
来源：AI at Work, 2026 (n=11,749)；BCG分析。

注：一线员工 = 无管理职责的白领个人员工。

缺失的一环：运营模式未能跟上AI智能体的部署步伐

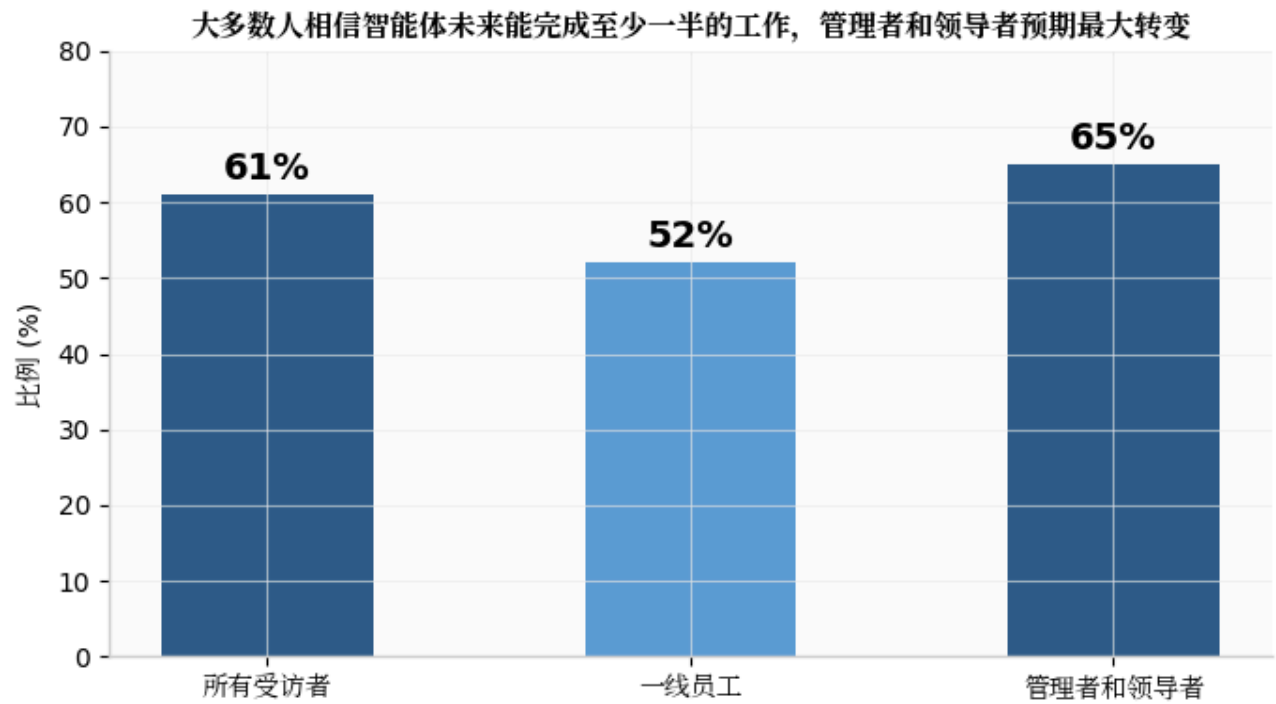
更多人了解AI智能体并认识到其重要性，但很少有人了解它们是什么：这是领导者需要更好地说明它们能做什么的信号。

AI智能体按类型使用情况



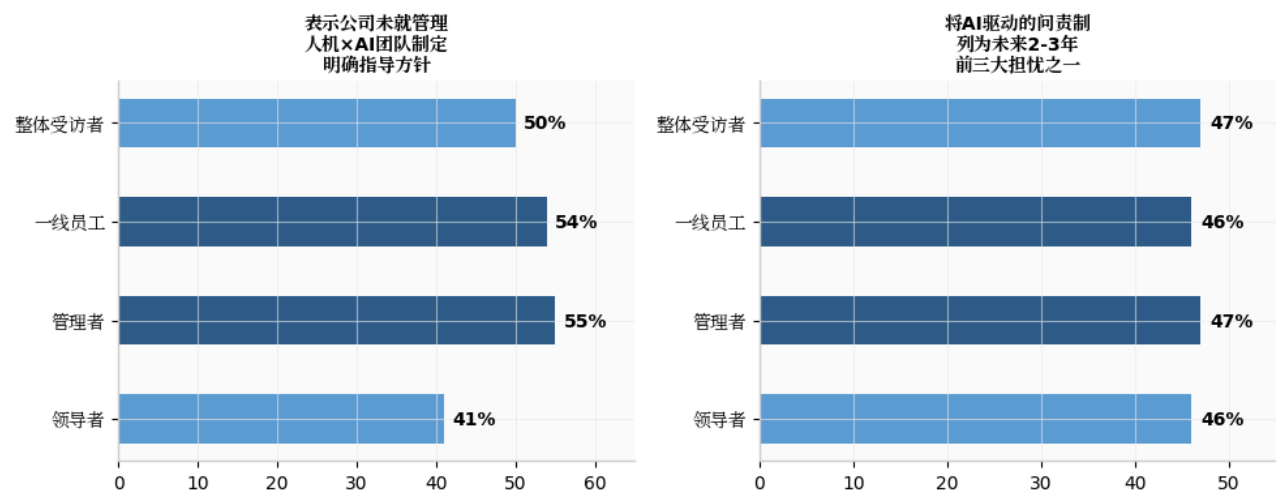
自2025年以来，将AI智能体融入工作流程的组织增加了一倍以上，管理者和领导者层面预期产生有意义的影响。

大多数人相信智能体未来能完成至少一半的工作，管理者和领导者预期最大转变



来源：AI at Work, 2026 (n=9,923名定期AI用户)；BCG分析。
注：一线员工 = 无管理职责的白领个人员工。

一半员工缺乏管理人机×AI团队的明确治理：一线员工和管理者感受最深



来源：AI at Work, 2026 (n=8,849名听说过AI智能体的受访者和定期AI用户)；BCG分析。
注：一线员工 = 无管理职责的白领个人员工。

问责制是一个普遍关注的问题，在各层级之间平均分布

五大CEO要务

1

将战略清晰度作为首要任务，并亲自掌控

战略清晰度不是沟通任务，而是一种领导姿态。将AI设定为明确的最高优先事项，清晰说明公司的发展方向，并确保每个人都理解，包括一线员工。亲自掌控转型的CEO在每个维度上都表现更优：价值捕获、员工满意度和信任。

2

改变计分板：衡量价值，而非采用率

采用率只告诉你人们在用AI，不说明是否有回报。个人节省的时间除非被追踪并有目的地重新投资，否则会从组织中流失。因此，关注业务成果而非使用量。

3

投资于端到端重新设计工作，而非更多工具

大多数公司仍将AI视为个人生产力工具，但更重要的变化是集体性的：AI正在重塑团队协作方式和任务在组织中的流转方式。捕获这种价值意味着端到端地重新设计一些核心流程。

4

将人置于重新设计的核心

重新设计只有在人参与的情况下才有效。前瞻性地看待未来几年的角色转变，为最重要的技能提供培训，并让人们参与塑造变革，而非仅仅向他们展示变革。让人们保持参与的是知道AI如何帮助他们成长，而非他们工作得多快。

5

将其视为移动目标来治理，而非一次性项目

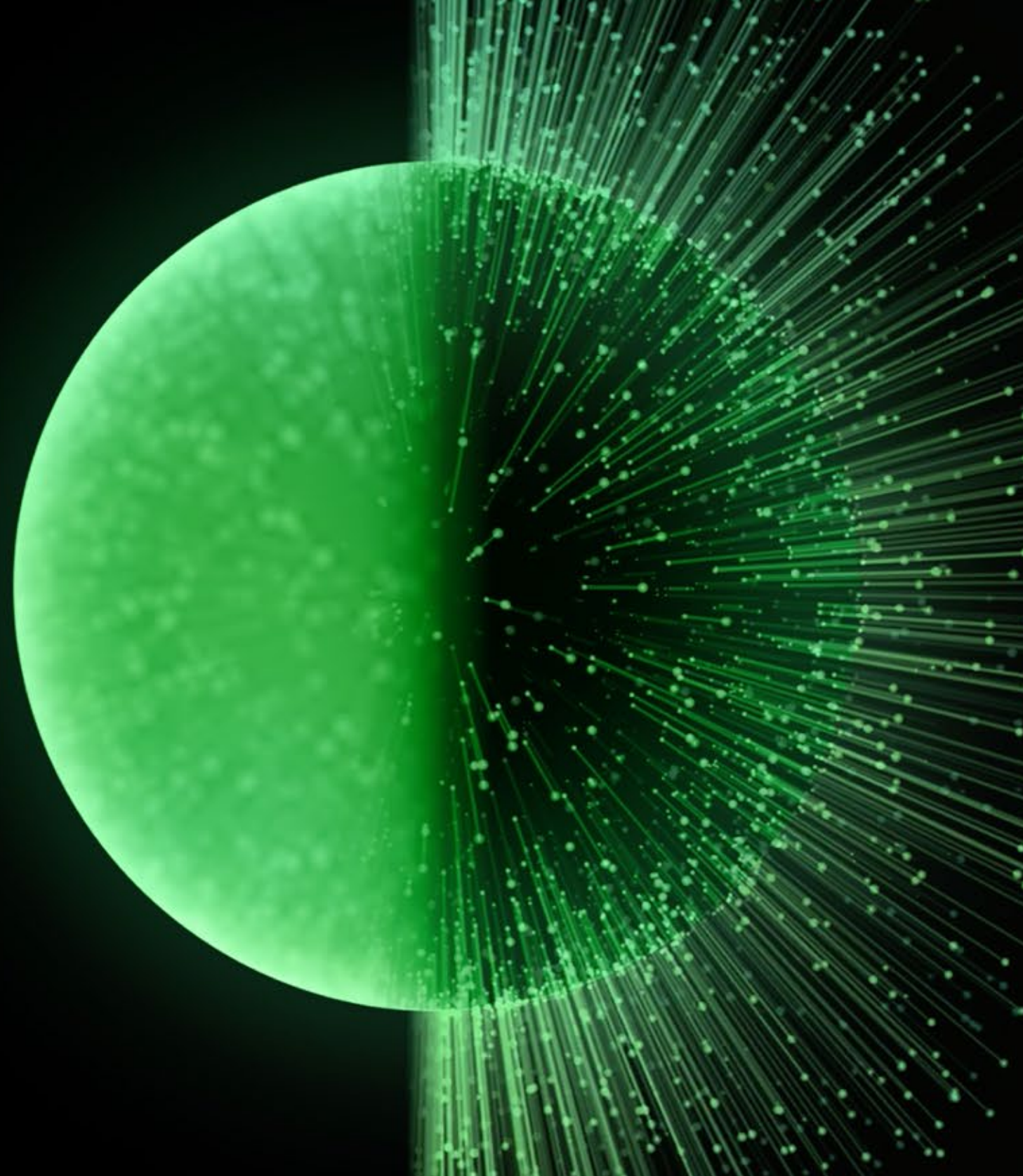
技术发展比任何公司都快。将AI视为需要持续引导的事物，而非有终点线的项目。建立一个轻量级的常设治理机制，重新检查什么有效，重新衡量价值，并随着模型和智能体的演变进行调整。

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BCG AI AT WORK

Strategy Matters More Than Tools

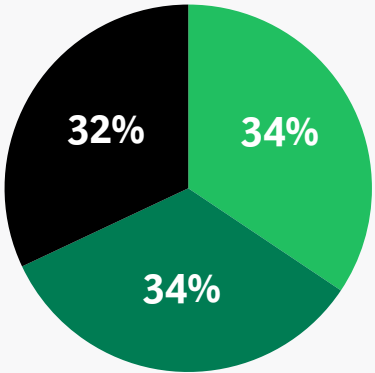
FOURTH EDITION | JUNE 2026



Survey parameters

11,749

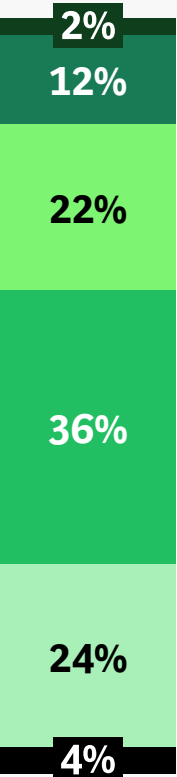
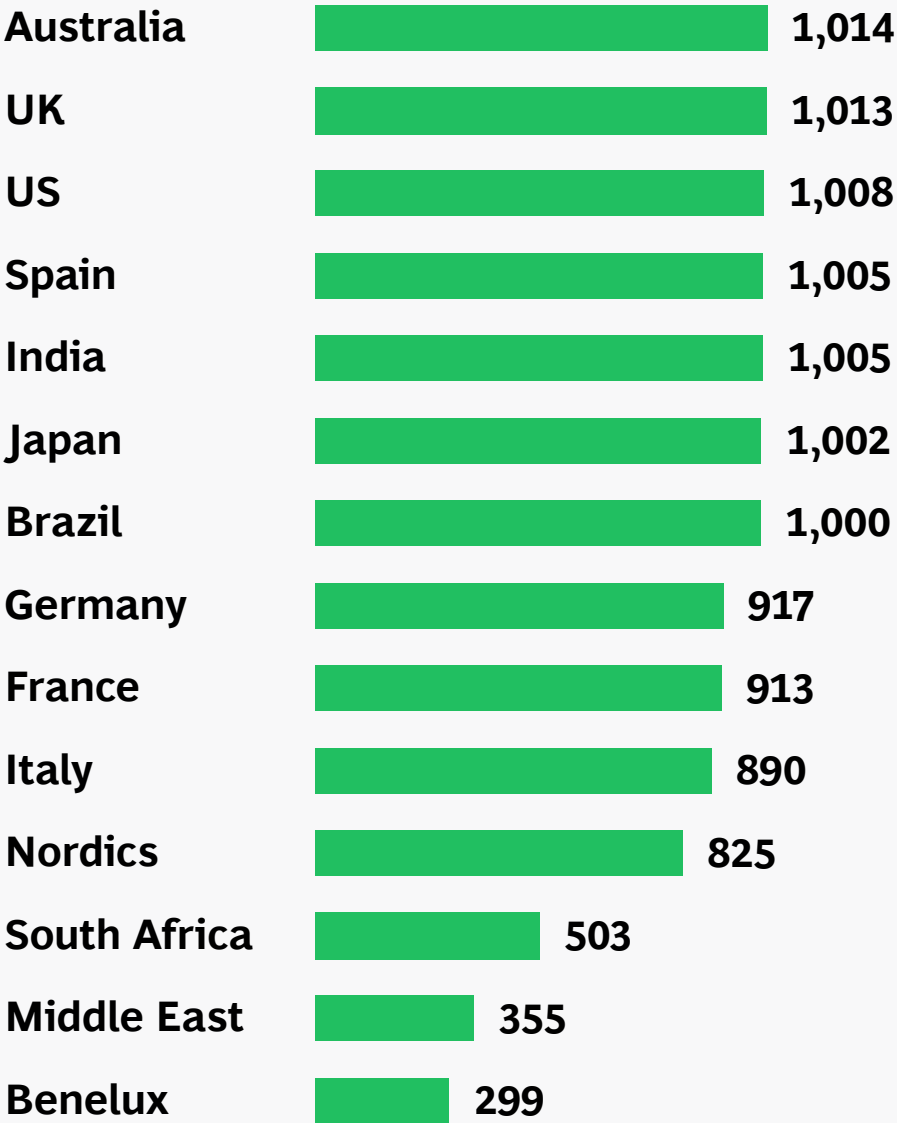
respondents



Roles

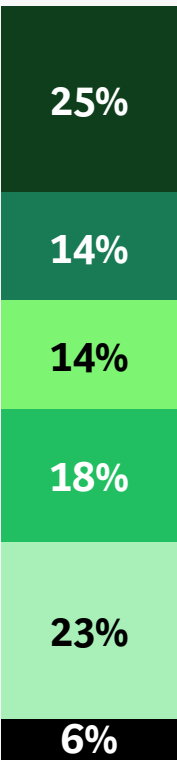
- Frontline employees
- Managers
- Leaders

Key Markets



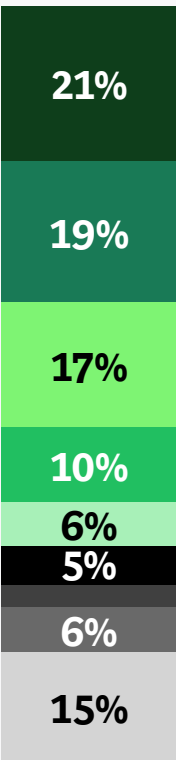
Age

- 65+
- 55–65
- 45–54
- 35–44
- 25–34
- 18–24



Company revenue

- >\$10B
- \$5B–\$10B
- \$2B–\$5B
- \$1B–\$2B
- \$500M–\$1B
- \$100M–\$500M



Industry

- TMT
- Financial services
- Consumer/retail
- Industrial goods
- Energy/utilities
- Insurance
- Health care/medical
- Public sector
- Others

Sources: AI at Work, 2026 (n=11,749); BCG analysis.

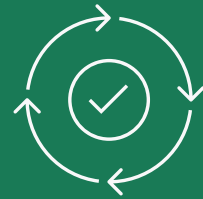
Notes: Frontline employees = individual white-collar employees with no managerial responsibilities. TMT = technology, media, and telecommunications. Nordics include Sweden, Denmark, Norway, and Finland. Middle East includes UAE, Saudi Arabia, Kuwait, and Qatar. Benelux includes Belgium and the Netherlands.

New findings reinforce trends observed in 2025



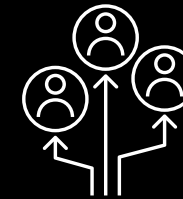
The time individuals save doesn't automatically translate into value

42% of frontline employees who are regular AI users save a full day or more per week. But 66% still receive limited or no guidance on what to do with time they save, and more than half don't redirect it to strategic work.



Rethinking work end-to-end is a prerequisite for creating value

More organizations are using AI to "invent," building new business models. Companies that redesign workflows end-to-end outperform those that only deploy tools on value captured and employee joy. The gap keeps widening, driven by a clearer roadmap and deeper investment in people.



Proper training and leadership support remain the biggest unmet promises and strong levers to unlock AI's potential

72% of respondents say expectations about skills have shifted, yet only 36% feel they received sufficient training, stable vs 2025. Only 33% of frontline employees say leadership communicates clearly about AI, and 28% see strong alignment between what leaders say and what the organization actually does.

Five key takeaways

1

No more “silicon ceiling”: frontline employees have integrated AI into their daily work

74% of frontline employees are now regular AI users, an increase of 23 percentage points from 2025. India and the Middle East lead adoption, while the US, France, and Italy trail behind.

2

The real challenge is now organizational and managerial

Everyone talks about time saved, but the real shift is deeper and structural. 72% of respondents report skill expectations have changed, and nearly half say their roles have shifted toward managing and directing AI instead of doing the work itself.

3

Business value and employee joy aren’t tradeoffs, they’re driven by the same forces

67% of regular AI users enjoy work more. The organizations that capture the most business value are also the places where employees enjoy working the most.

4

The AI “honeymoon” won’t last unless leaders bring strategic clarity driving sustained impact

AI’s novelty and cognitive stretch fuel enjoyment early on. But sustained joy comes from strategic clarity. Employees thrive when the direction is real and the message reaches them with strong CEO involvement.

5

AI agents went from concept to reality, but operating models haven’t caught up

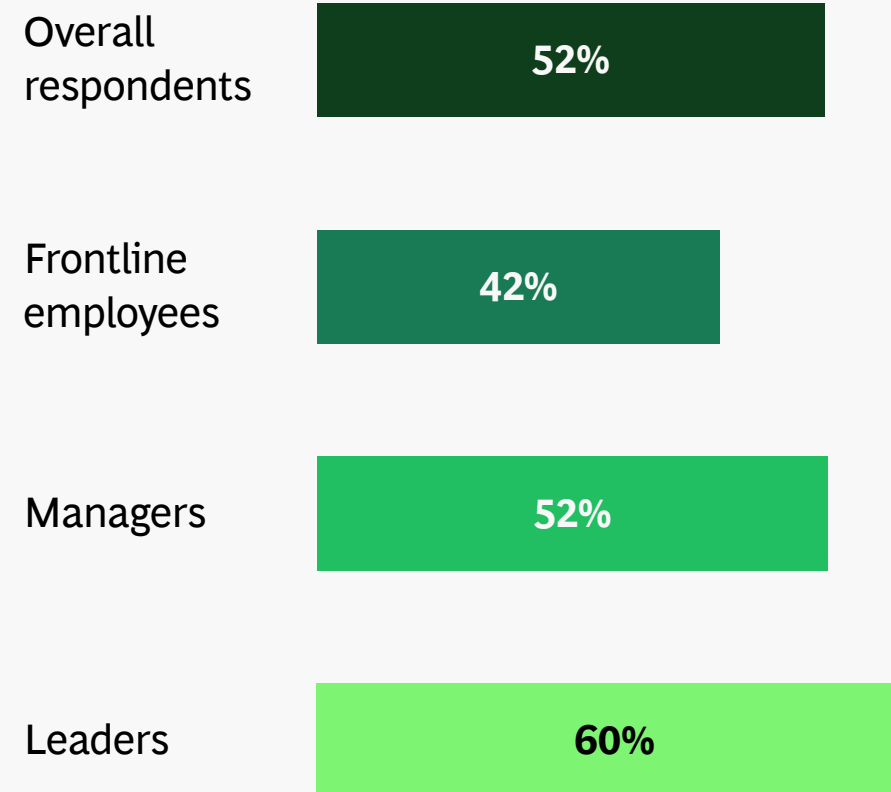
Integration into workflows more than doubled since 2025, and 61% of respondents believe agents could do half their job within three years. Yet governance (oversight, accountability) still lags far behind the tech.

**New findings reinforce
trends observed in 2025**

Among frontline employees who are regular AI users, 42% report saving at least a workday per week

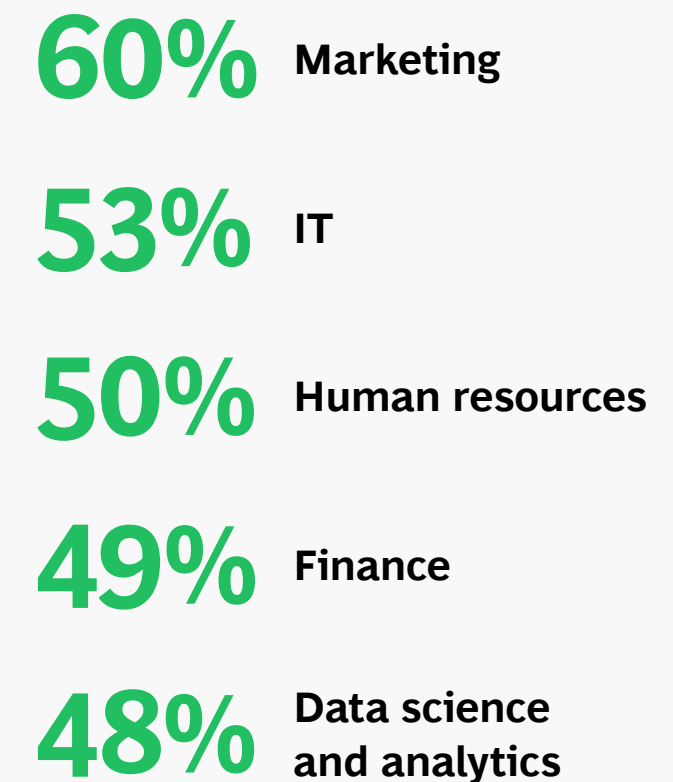
Leaders have the biggest AI payoff, with 60% saving at least a workday per week

Respondents saving at least 8 hours per week



Some job functions are further ahead than others

Top job functions where frontline employees are saving at least 8 hours per week



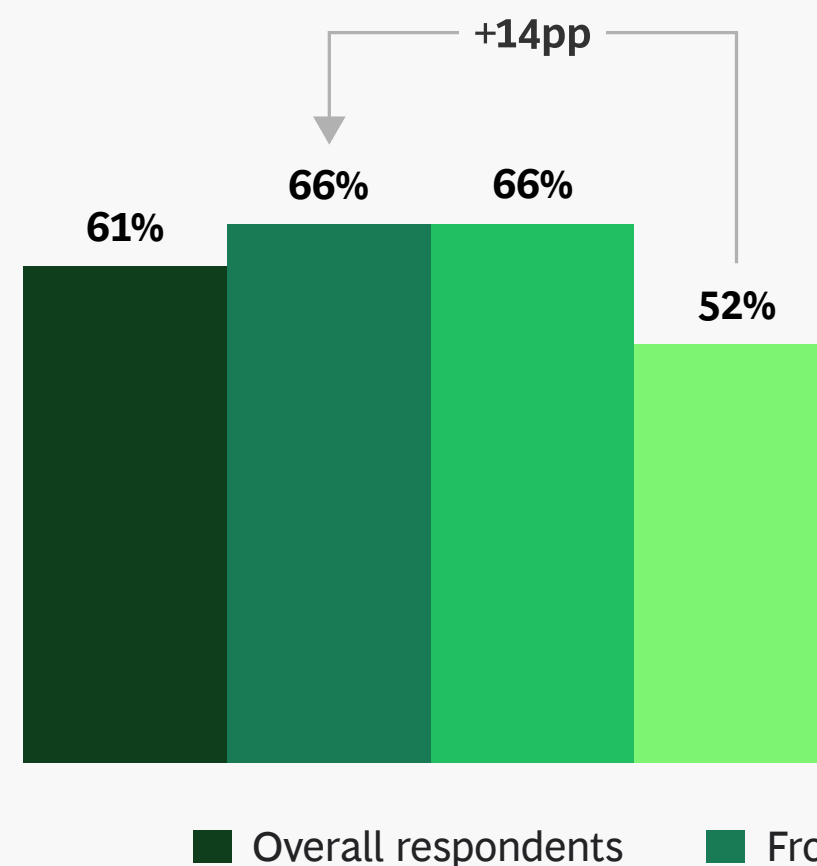
Sources: AI at Work, 2026 (n=8,989, includes regular AI users, excludes outliers); BCG analysis.

Note: Frontline employees = individual white-collar employees with no managerial responsibilities.

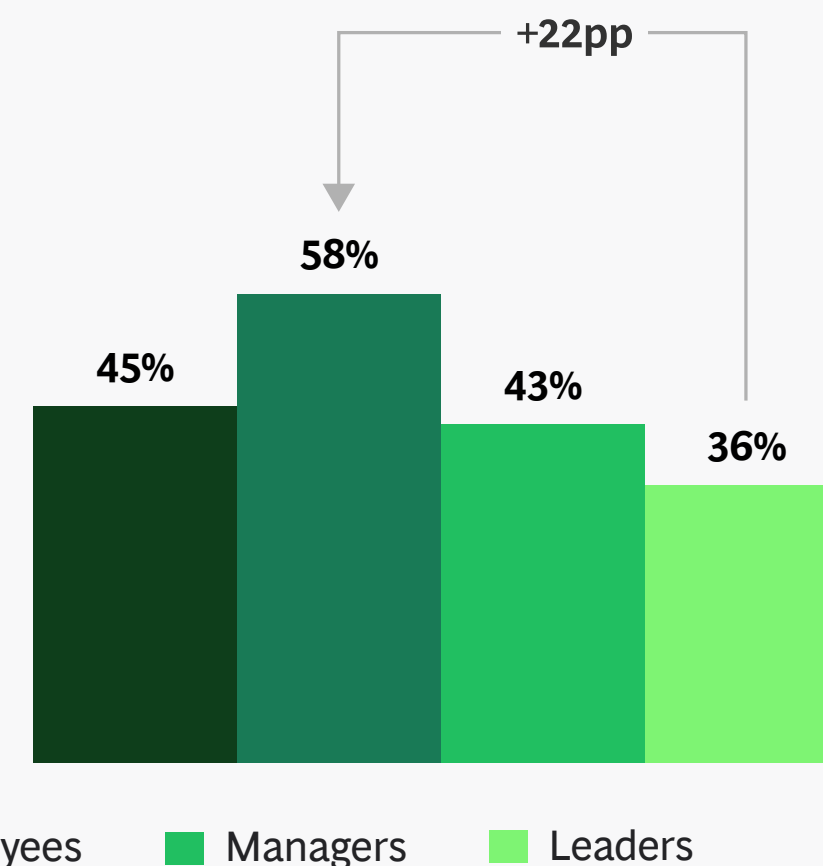
Frontline employees report getting the least guidance on how to spend the time AI saves, and more than half of them don't redirect it into strategic work

The gap is wide: managers and leaders feel guidance is clearer and perceive more impact than frontline employees

Respondents who say their organizations give limited or no guidance on what to do with the time saved



Respondents who declare not reinvesting time saved into more strategic work

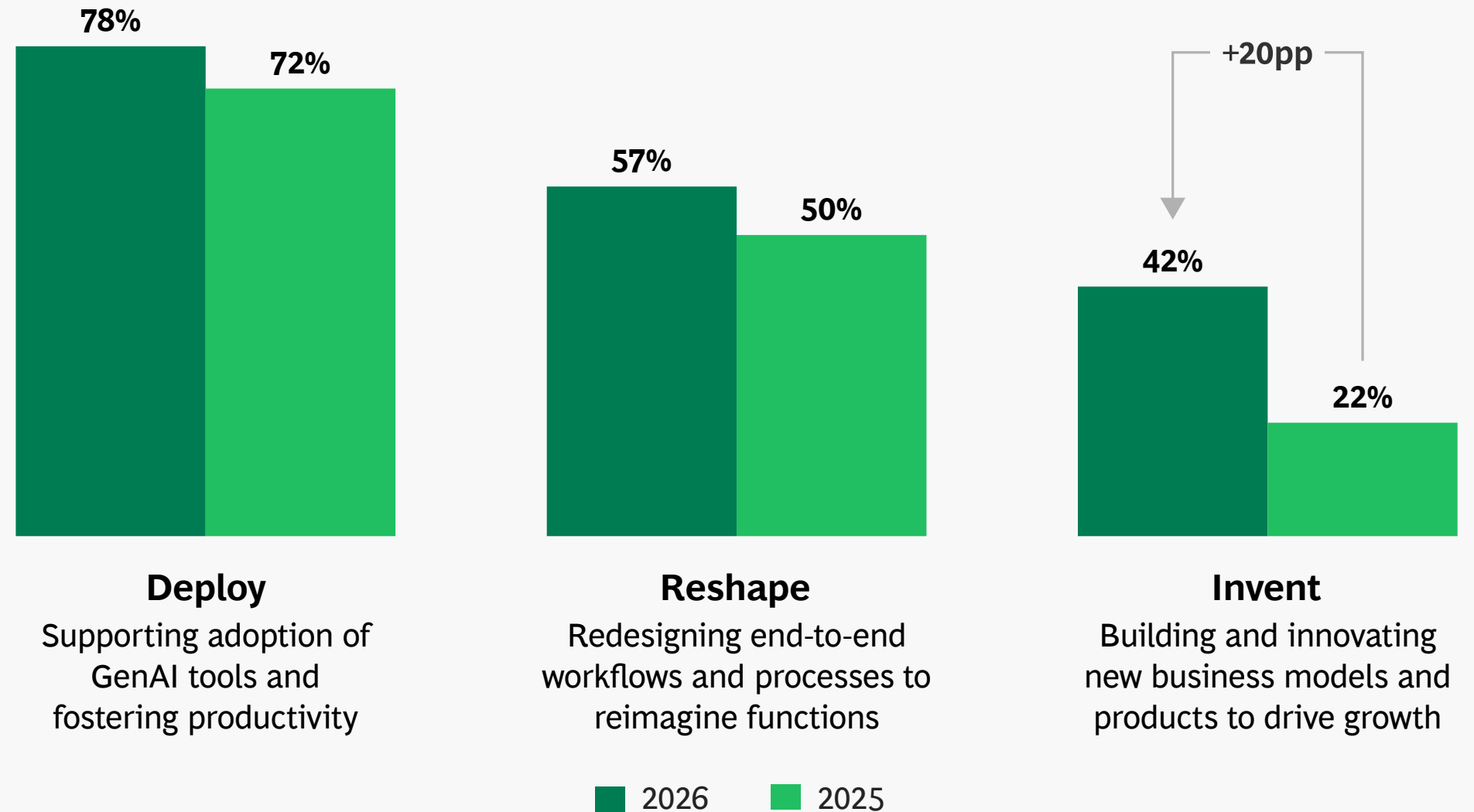


Sources: AI at Work, 2026 (n=8,989, includes regular AI users, consistent sample with time-saved analysis); BCG analysis.

Note: Frontline employees = individual white-collar employees with no managerial responsibilities.

Organizations are moving past individual use case deployments; Invent initiatives have nearly doubled

How organizations are implementing AI tools

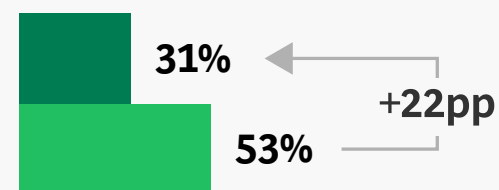


Sources: AI at Work, 2026 (n=11,749); BCG analysis.

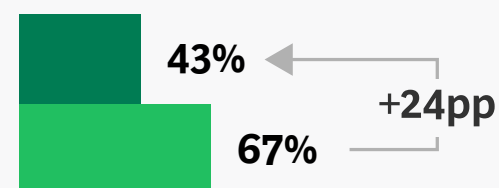
Using AI for Reshape or Invent initiatives pays off by delivering more value and providing a better employee experience

Companies pursuing Reshape or Invent initiatives deliver more value...

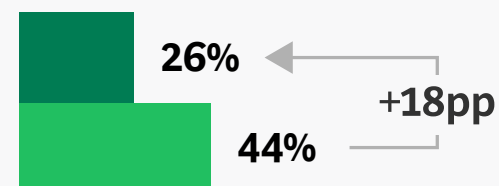
Save more time
Employees who save at least a day per week



Prove the impact
Employees who see measurable business improvement



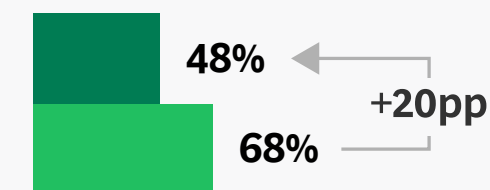
Earn trust
Employees who fully trust leadership's AI communications



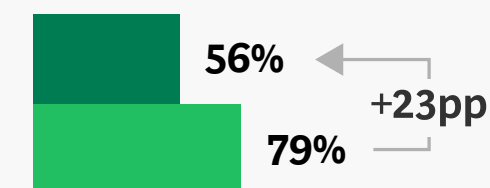
■ Respondents at companies that only focus on Deploy initiatives

... and their employees thrive

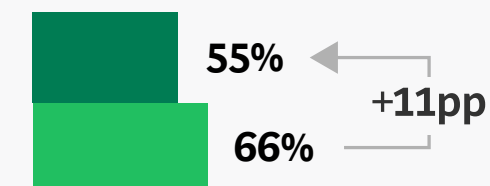
Enjoy work more
Employees who report increased job satisfaction



Show their value
Employees who find it easier to demonstrate unique value



Feel more confident
Employees who feel confident working with AI



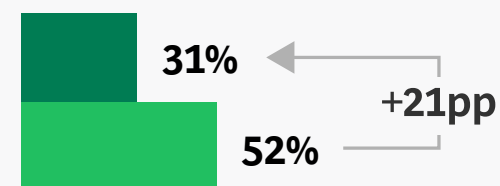
■ Respondents at companies that focus on Reshape or Invent initiatives

Sources: AI at Work, 2026 (n=10,990, including 2,919 respondents at Deploy companies and 8,071 respondents at Reshape or Invent companies; total excludes respondents who were not sure how their organizations were implementing AI); BCG analysis.

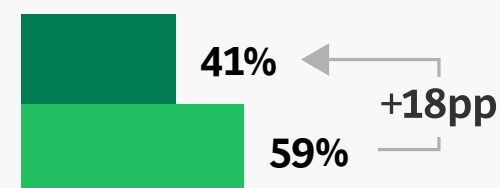
What makes Reshape or Invent initiatives more successful: a clearer roadmap and deeper investment in people

Companies pursuing Reshape or Invent initiatives build a clearer roadmap...

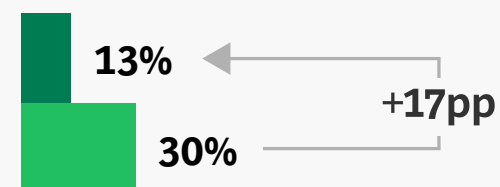
Sets the direction
Employees who say AI strategy is clear



Defines the rules
Employees who see adequate guardrails in place



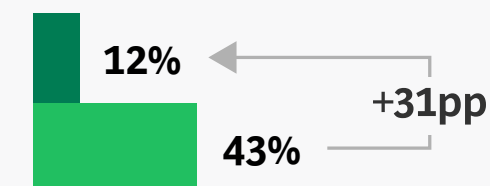
Puts agents to work
Employees who see agents integrated into workflows



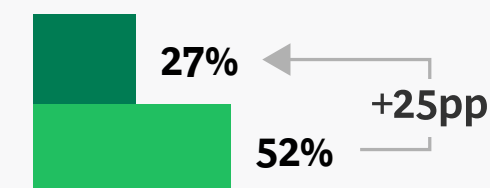
■ Respondents at companies that only focus on Deploy initiatives

... and invest in the people behind it

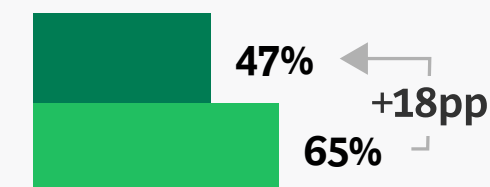
Brings people in
Employees who participate in process redesign



Measures what matters
Employees who see AI value creation properly tracked



Invests in skills
Employees who experience a major reskilling initiative

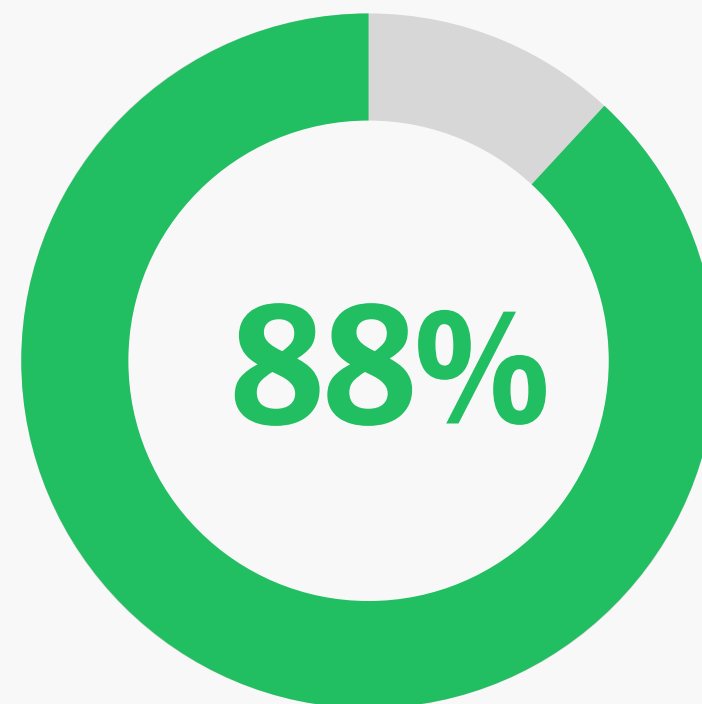


■ Respondents at companies that focus on Reshape or Invent initiatives

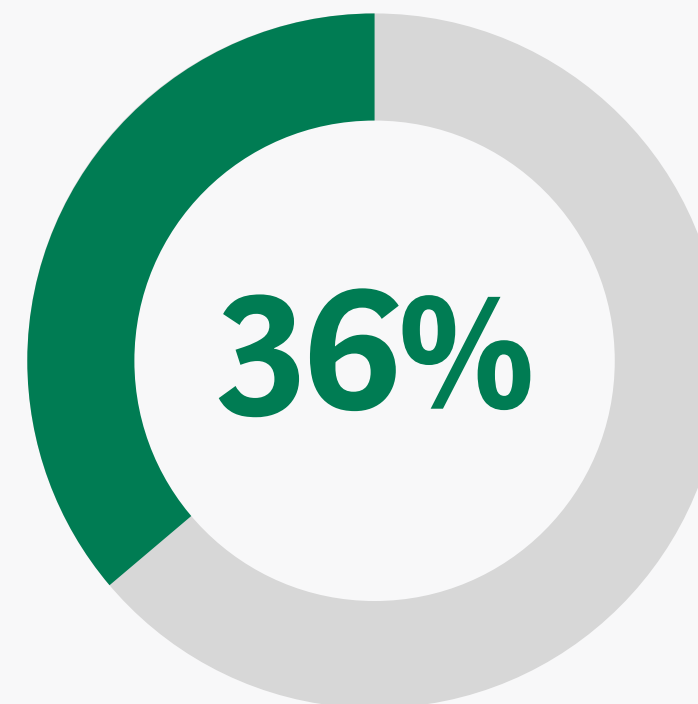
Sources: AI at Work, 2026 (n=10,990, including 2,919 respondents at Deploy companies and 8,071 respondents at Reshape or Invent companies; total excludes respondents who were not sure how their organizations were implementing AI); BCG analysis.

**Demand for
upskilling is loud
and persistent.
The response still
falls short**

Most respondents expect a need for upskilling in the next five years, yet only 36% feel properly trained



Of respondents believe
they need major upskilling
in the next five years



Of respondents feel
properly trained

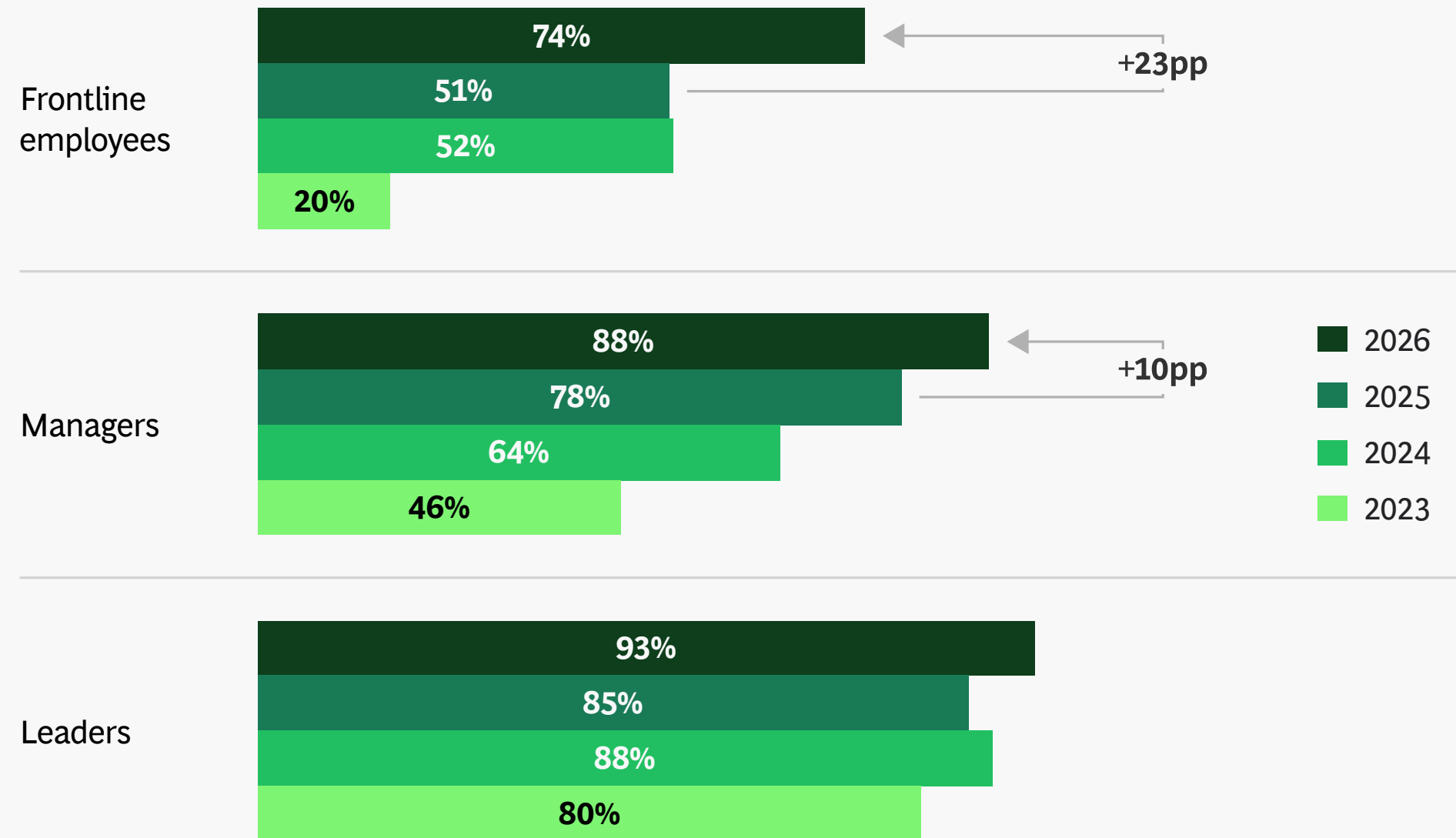
Sources: AI at Work, 2026 (n=11,749); BCG analysis.

Note: Share of respondents for both metrics is unchanged from 2025.

No more “silicon ceiling”: frontline employees have integrated AI into their daily work

74% of frontline employees now describe themselves as regular AI users, driving overall adoption

Regular AI use across worker levels

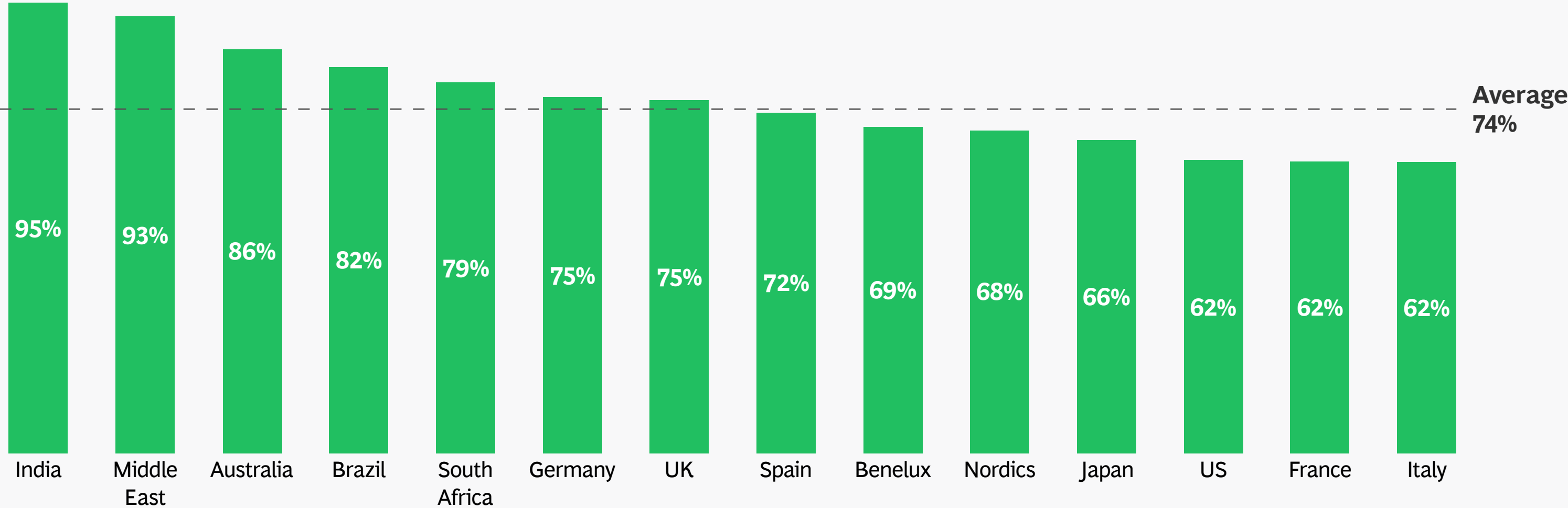


Sources: AI at Work, 2026 (n=11,749); BCG analysis.

Notes: Regular AI users = people who use AI daily or several times a week. Frontline employees = individual white-collar employees with no managerial responsibilities.

India, the Middle East, and Australia lead adoption for frontline employees, while France, Italy, and US trail the average

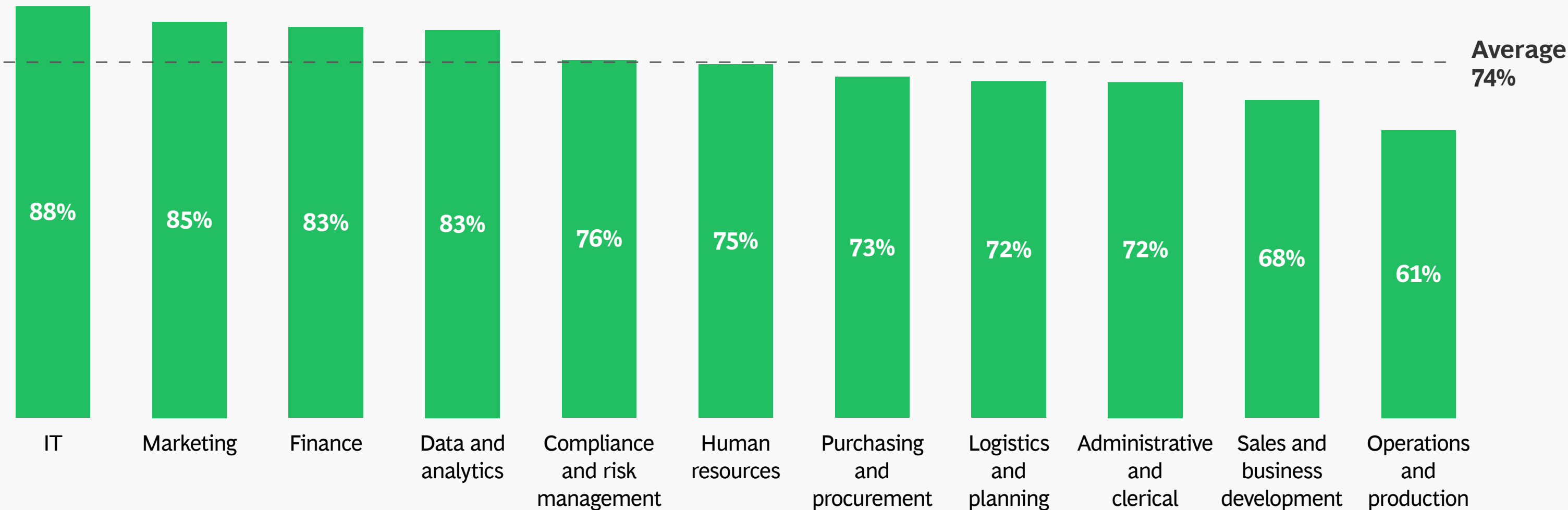
Frontline employees who use AI at least several times a week, by market



Sources: AI at Work, 2026 (n=4,040 frontline employees); BCG analysis.
Note: Frontline employees = individual white-collar employees with no managerial responsibilities. Middle East includes UAE, Saudi Arabia, Kuwait, and Qatar. Benelux includes Belgium and the Netherlands. Nordics include Sweden, Denmark, Norway, and Finland.

Support functions lead adoption among frontline employees, while sales and operations lag behind

Frontline employees who use AI at least several times a week, by function

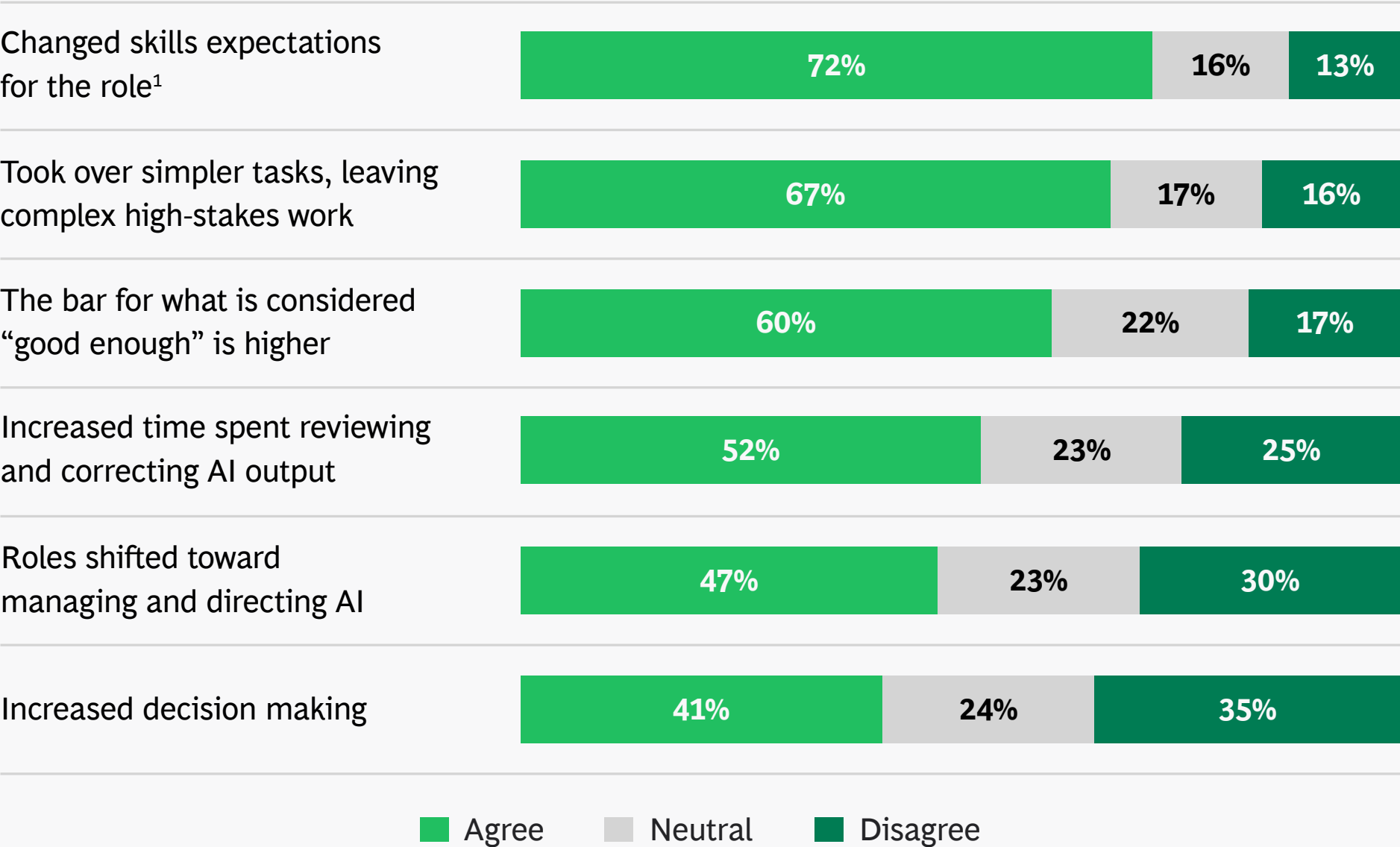


Sources: AI at Work, 2026 (n=4,040 frontline employees); BCG analysis.
Note: Frontline employees = individual white-collar employees with no managerial responsibilities.

**The real challenge is now
organizational and managerial**

AI is reshaping work, impacting the very nature of jobs and management

Aspect of work that respondents say have been changed by AI



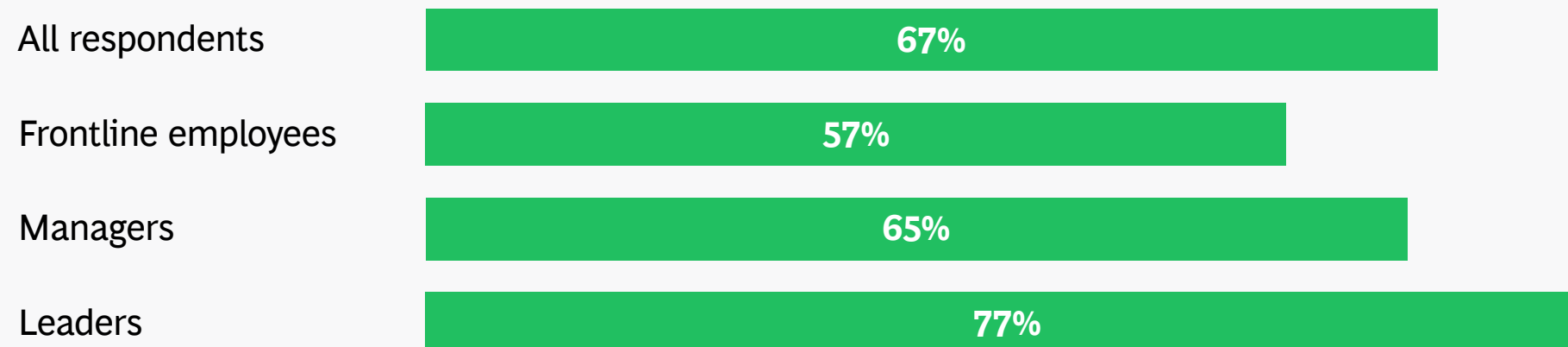
Sources: AI at Work, 2026 (n=11,749); BCG analysis.
¹Share of respondents who report AI will significantly or moderately change the expectation for the skills needed for the role.

**Business value and employee
joy aren't tradeoffs, they're
driven by the same forces**

The “joy paradox” of AI: it makes work both better and harder

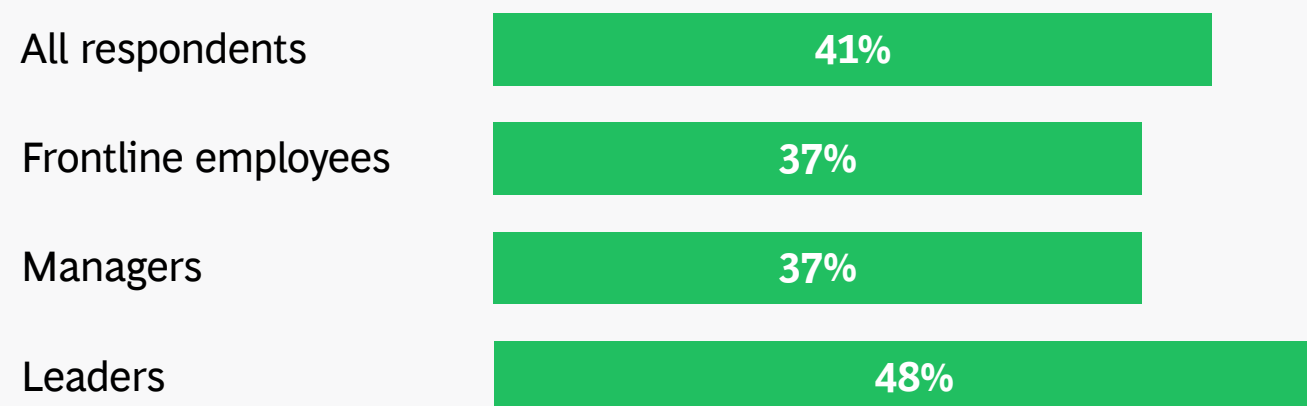
More than two-thirds of regular AI users report an increase in job satisfaction...

Change in day-to-day work enjoyment and satisfaction since adopting AI



... but 41% report increased mental strain associated with it

Change in cognitive load since adopting AI

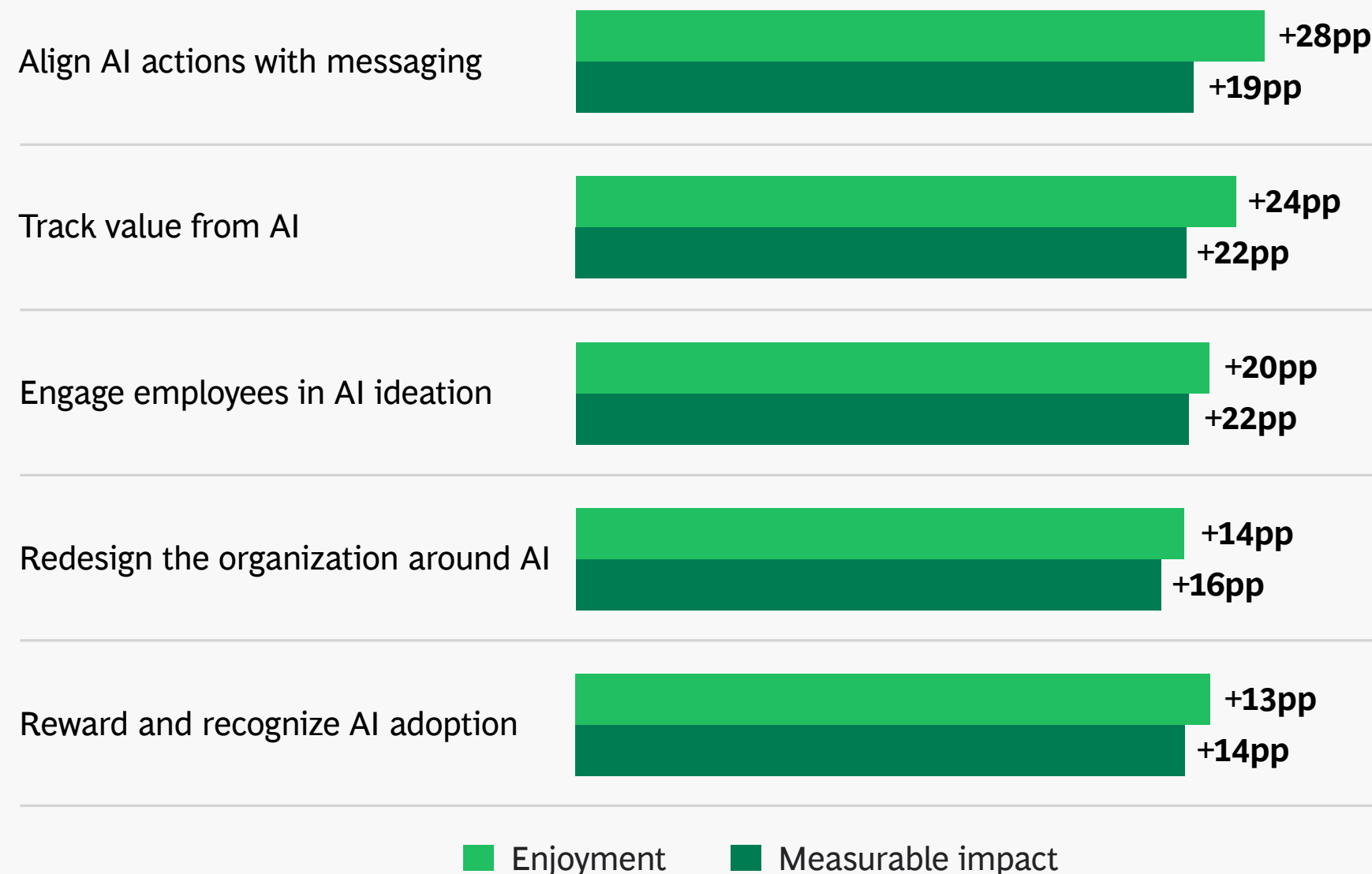


Sources: AI at Work, 2026 (n=9,923 regular AI users); BCG analysis.

Note: Frontline employees = individual white-collar employees with no managerial responsibilities.

The actions that drive business impact are the same ones that make employees thrive

Top 5 organizational levers ranked by uplift across employee joy and measurable impact



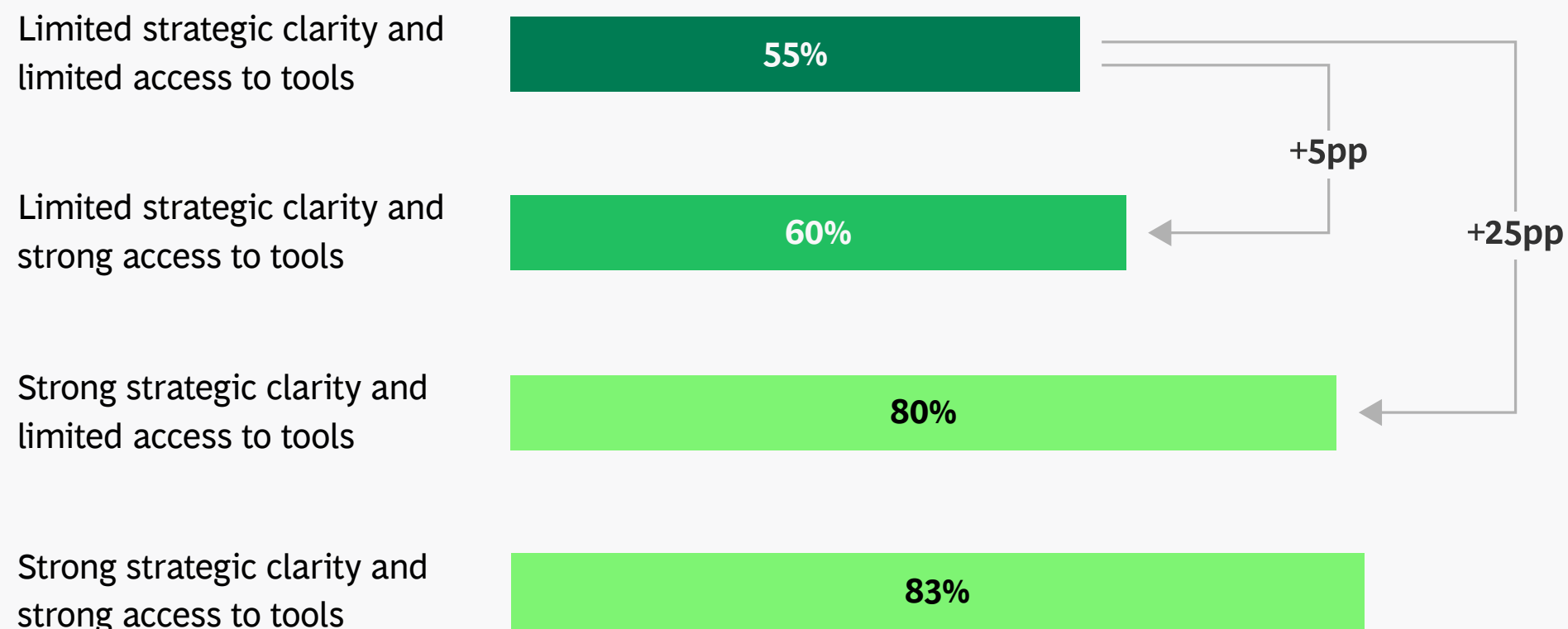
Sources: AI at Work, 2026 (n=9,923 regular AI users); BCG analysis.

Note: Measurable impact = Improvement in key business metrics attributed to AI.

**Want the AI “honeymoon” to last?
Strategic clarity beats tools in
driving sustained impact**

**Strategic clarity
beats tools:
employees with clear
strategy but limited
access to tools
outperform those
with strong access
but no direction**

Respondents reporting measurable impact based on AI strategy clarity and availability of AI tools



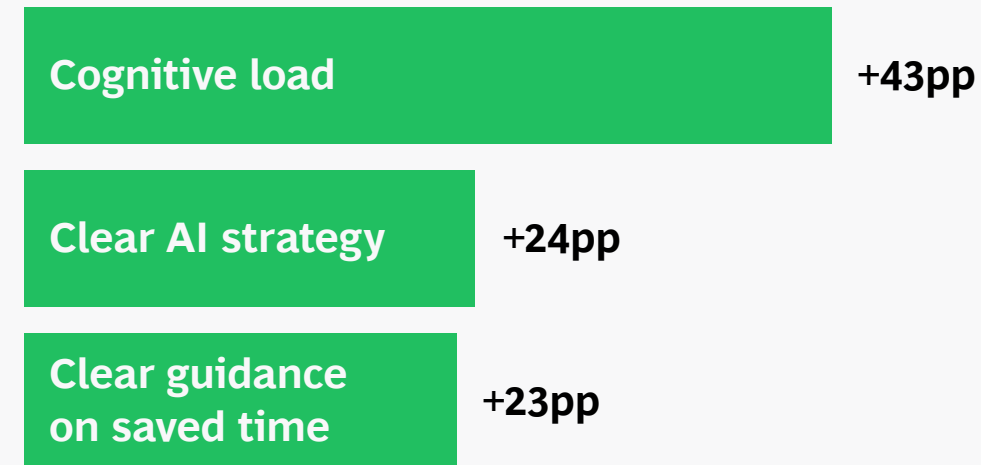
Sources: AI at Work, 2026 (n=9,923 regular AI users); BCG analysis.

Notes: Strong strategic clarity is defined as making AI a priority and having a clear AI strategy and guidelines for time saved. Strong access to tools is defined as having access to AI tools or to AI tools testing and experimentation.

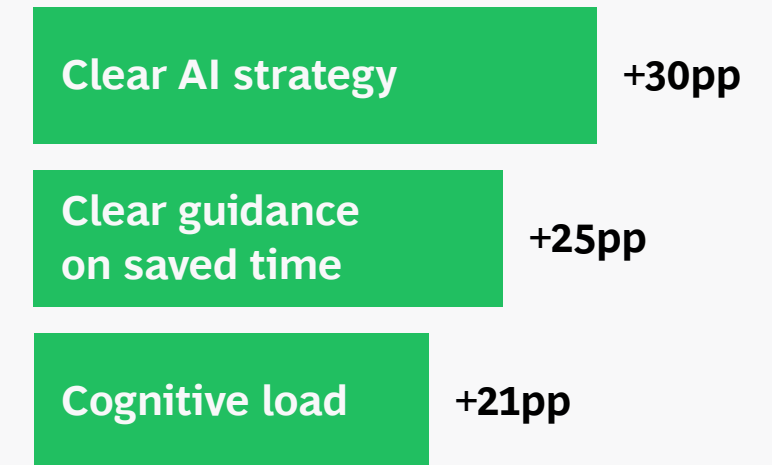
The AI “honeymoon”?
At first employees
enjoy the cognitive
load, but strategic
clarity is the unlock
to sustaining joy
over time

The drivers of joy at work when using AI evolve over time...

Regular AI users for less than 6 months

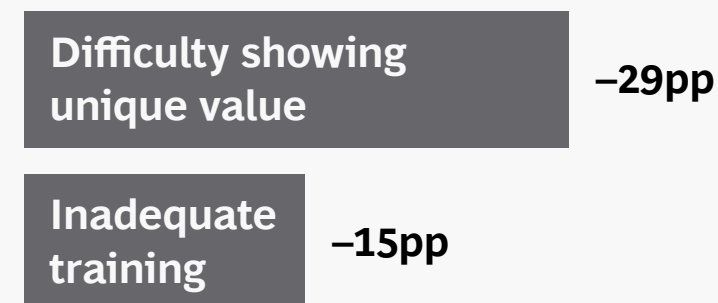


Regular AI users for more than a year

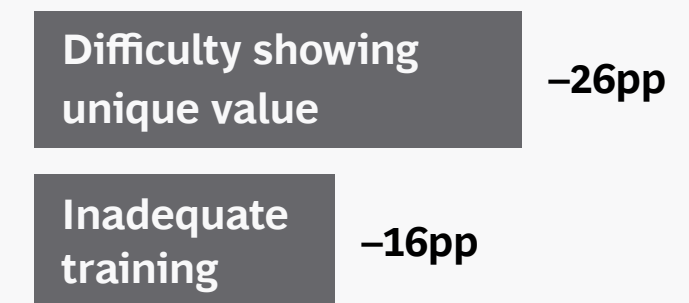


...the drivers of toil do not

Regular AI users for less than 6 months



Regular AI users for more than a year



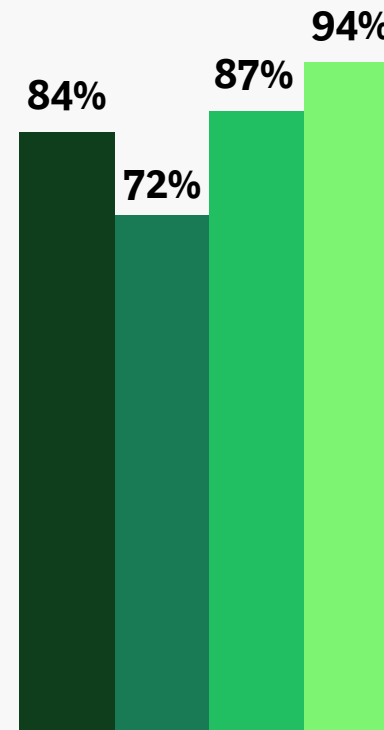
Sources: AI at Work, 2026 (n=6,998 respondents who use AI regularly, less than 6 months vs more than a year); BCG analysis.

Note: +/-pp = the extra share of employees who enjoy work when a driver is present (+) or the share lost when a blocker is present (-).

**AI agents have evolved from
concept to reality, but operating
models haven't caught up**

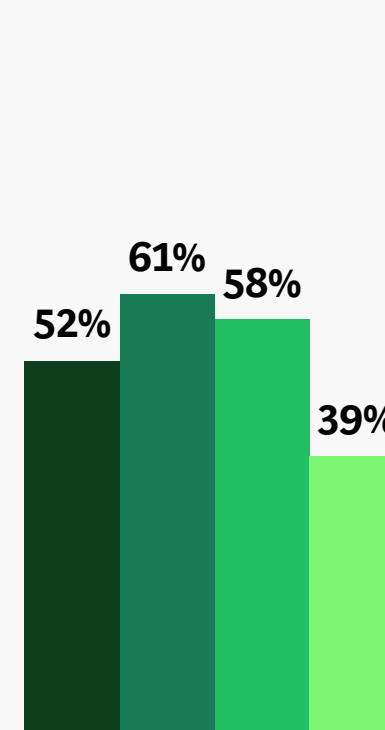
More people are aware of AI agents and see their importance, but few understand what they are: a sign for leaders to make a better case for what they can do

Respondents who have heard about AI agents



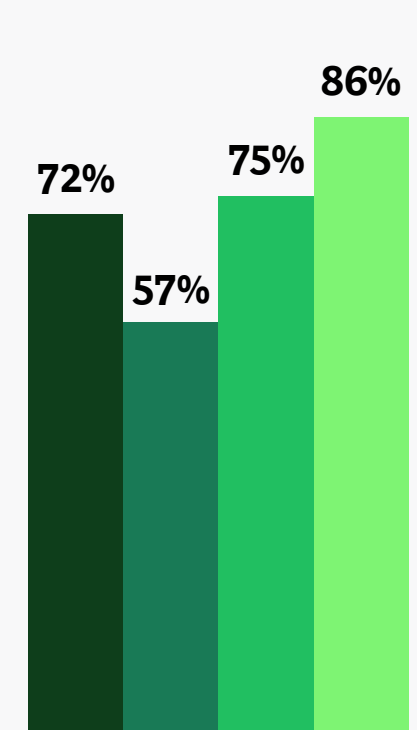
+12pp
vs 2025 overall

Respondents who have a limited understanding of what AI agents are



-15pp
vs 2025 overall

Respondents who think AI agents will be important in the next 2 to 3 years



-5pp
vs 2025 overall

Overall respondents Frontline employees Managers Leaders

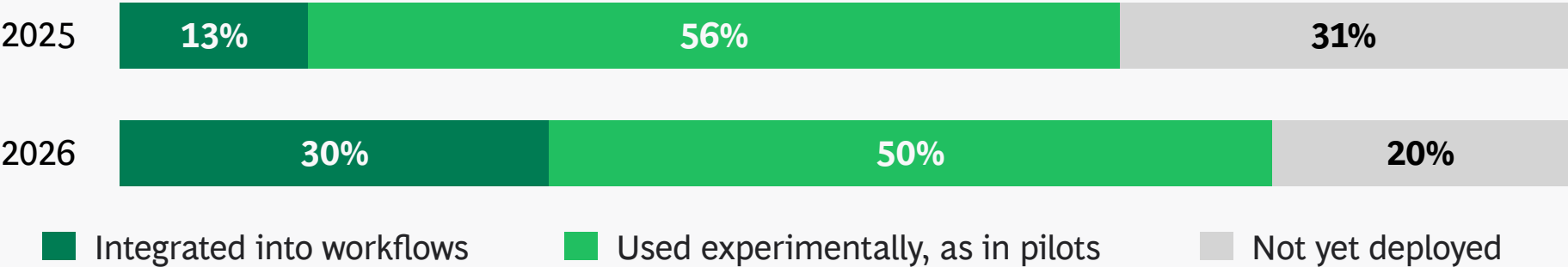
Sources: AI at Work, 2026 (n=11,749); BCG analysis.

Note: Frontline employees = individual white-collar employees with no managerial responsibilities.

More than double the organizations from 2025 have integrated AI agents into workflows, with meaningful impacts expected at the managerial level

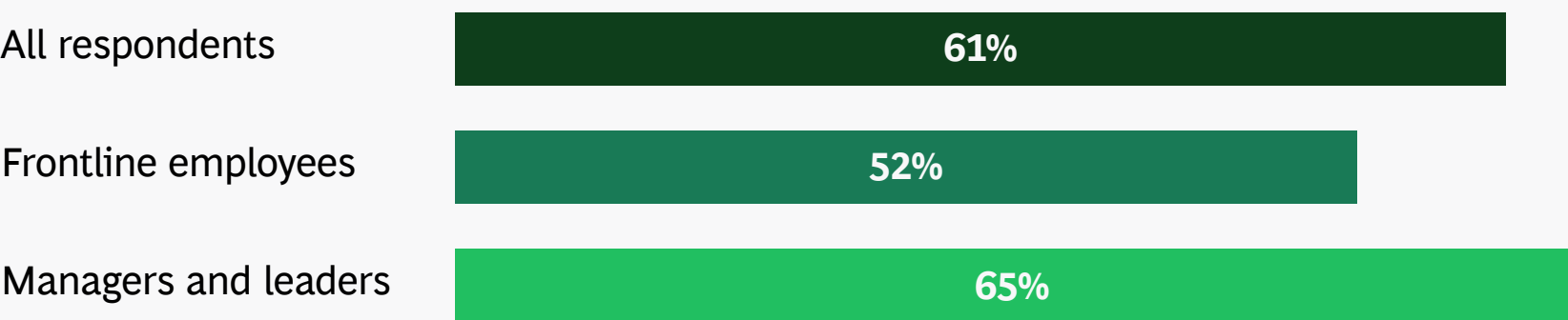
Respondents reporting measurable impact based on AI strategy clarity and availability of AI tools

AI agent use by type



Most people believe agents could do at least half their job in the future, and managers and leaders expect the biggest shift

Respondents who think that in the next three years AI agents could perform at least half of their job

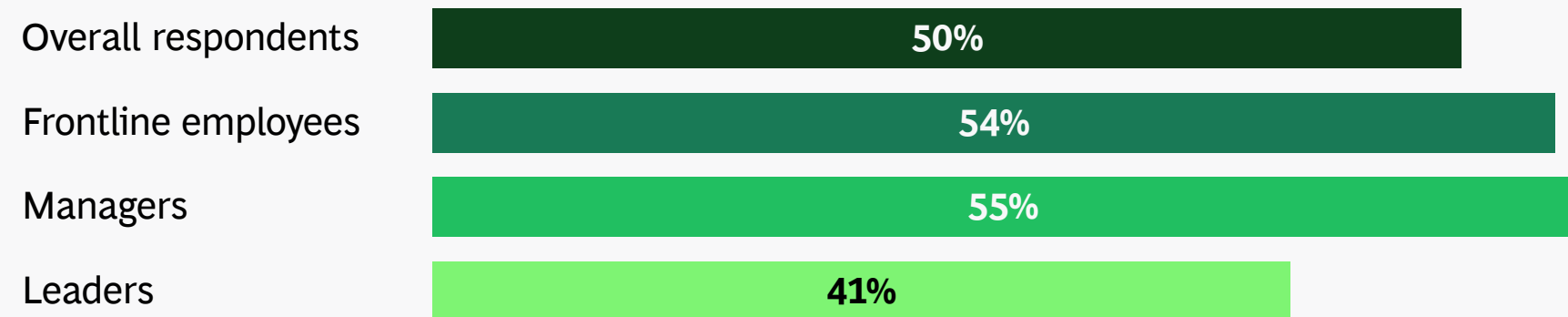


Sources: AI at Work, 2026 (n=9,923 regular AI users); BCG analysis.
Note: Frontline employees = individual white-collar employees with no managerial responsibilities.

The missing piece: operating models haven't caught up with AI agents' deployment

Half of employees lack clear governance for managing human × AI teams: frontline employees and managers feel it the most

Respondents who say their company has not put in place clear guidance on managing human × AI teams



Accountability is a universal concern, equally shared across all levels

Respondents who rank AI-driven accountability as a top 3 concern in the next 2 to 3 years



Sources: AI at Work, 2026 (n=8,849 respondents who have heard of AI agents and regular AI users); BCG analysis.

Notes: Frontline employees = individual white-collar employees with no managerial responsibilities.

Five CEO imperatives

- 1 Make strategic clarity your top priority, and own it personally**

Strategic clarity is not a communications task, it's a leadership posture. Set AI as an explicit top priority, be clear about where the company is heading, and make sure everyone gets it, the frontline included. CEOs who personally own the transformation outperform on every dimension: value captured, employee joy, and trust.
- 2 Change the scoreboard: measure value, not adoption**

Adoption tells you that people use AI, not whether it pays off. The time that individuals save leaks out of the organization unless it is tracked and deliberately reinvested. So, watch business outcomes rather than usage.
- 3 Invest in redesigning work end-to-end, not in more tools**

Most companies still treat AI as a tool for individual productivity, but the more important change is a collective one: AI is reshaping how teams work together and how tasks flow across the organization. Capturing that value means redesigning a few core processes from end-to-end.
- 4 Put people at the heart of that redesign**

The redesign only works if people are in it. Look ahead at how roles will shift over the next few years, train for the skills that matter most, and bring people into shaping the change rather than presenting it to them. What keeps people engaged is knowing how AI helps them grow, not how much faster they work.
- 5 Govern it as a moving target, not a one-off program**

Technology moves faster than any company can. Treat AI as something you keep steering, not a program with a finish line. Put a light, standing governance in place that rechecks what works, remeasures the value, and adjusts as the models and agents evolve.



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