

AI doesn't need better models; it needs braver leaders.

Putting humans at the helm of enterprise AI



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About the study

WHO WE ASKED

505 senior executives surveyed

Fortune 2000 organizations across the US

5 industries: financial services, healthcare, manufacturing, retail, technology

C-suite & VP+ titles including CEO, COO, CHRO, CIO, CTO and functional heads



What we found

AI is already making decisions. Most enterprises have no idea who is accountable for them.

Being in the loop means reviewing outputs.

Being at the helm means owning what the machine decides, defining when humans override it, and knowing — before something goes wrong — who is accountable.

Closing our AI Velocity Gaps becomes critical

Individuals are becoming AI-empowered while enterprises fall behind

Individual Advantage (Sunday experience)

- **Zero Friction Adoption.** Connect your Gmail, calendar, OpenTable. No IT approvals needed.
- **Tolerance for Imperfection.** If AI screws up, you fix it yourself. Stakes are manageable.
- **Immediate ROI.** Save time on routine tasks today. No business case required.
- **Rapid Experimentation.** Test, iterate, and adopt what works. No pilot purgatory.



Enterprise Barriers (Monday experience)



- **Siloed Systems.** Data stuck in Salesforce, SAP, and ServiceNow. No unified access.
- **Tribal Knowledge.** Workflows live in email chains, not documented processes.
- **Compliance Paralysis.** Security teams debate ChatGPT while agents need system access.
- **Governance Vacuum.** Who's liable? How to audit? "Trust infrastructure" doesn't exist.

Your best employees are already AI-augmented...
While your enterprise is forming committees

The AI Velocity Gap is not one number. It compounds across every dimension.

Where enterprises deploy AI without designing the human systems to govern it, the cost shows up everywhere.

LOW MATURITY	DIMENSION	HIGH MATURITY
39% report faster decisions	<i>Decision advantage</i>	82% report faster decisions
21% double-digit CX gains	<i>Customer impact</i>	88% double-digit CX gains
0% new product or revenue gains	<i>Revenue impact</i>	41% double-digit new revenue
47% need 6 to 12 months	<i>Time to deploy</i>	26% deploy in weeks
25% lack clear AI ownership	<i>Ownership clarity</i>	3% lack clear AI ownership

Is our industry truly ready for what's coming?

This Time is Different. Here is the anatomy of Why.

Breadth of Disruption

AI's ability to impact all white-collar jobs, unlike previous technologies.



Ladder Removal

AI's elimination of the traditional career path for juniors.

Speed of Change

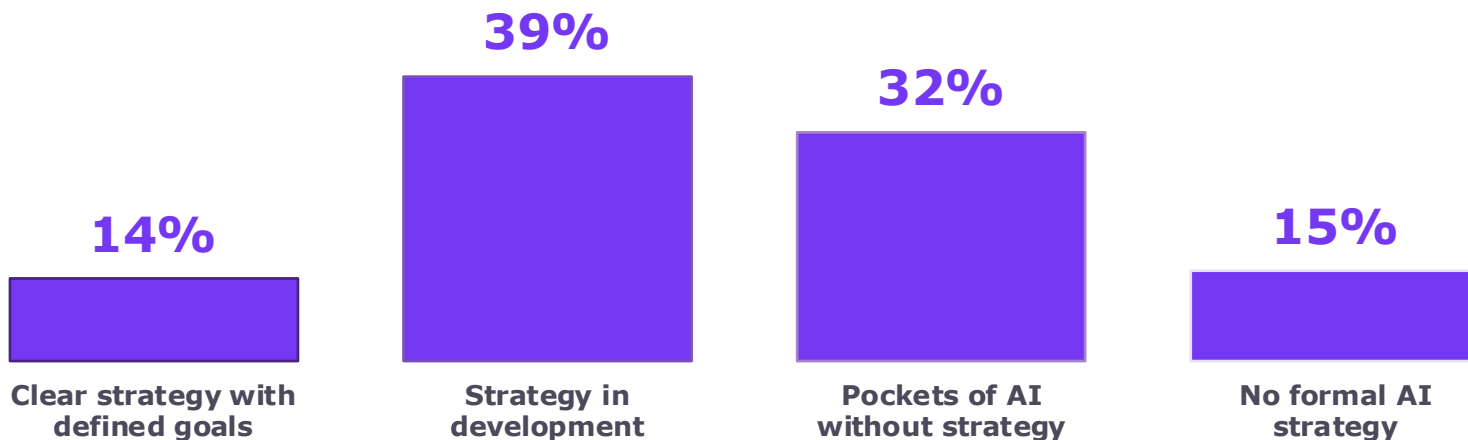
The rapid pace of AI development outpacing institutional response.

Is the helm empty because no one wants the job, or because no one has actually defined what the job is?

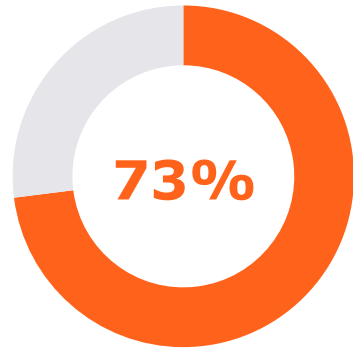
The helm is empty.

Only 14% have a clear AI strategy. Everyone else is improvising...

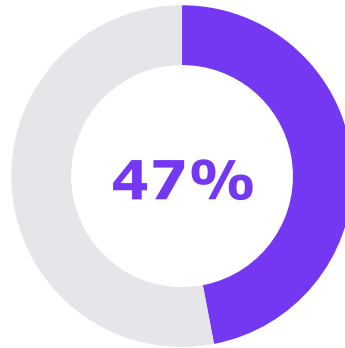
A destination-driven strategy requires someone to answer what the enterprise will become because of AI. Most have not asked the question.



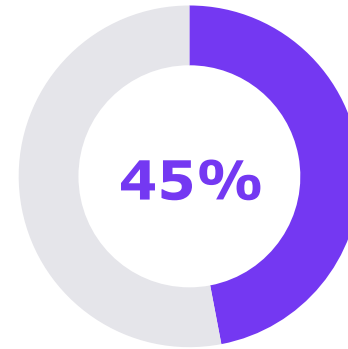
Leaders sound somewhat confident — until AI makes the call.



I am concerned that AI sometimes recommends actions that make me uncomfortable



I understand how AI influences the decisions I am responsible for



I feel optimistic about my ability to lead effectively in an AI-enabled org

Critical Leadership Behaviors Driving AI Success

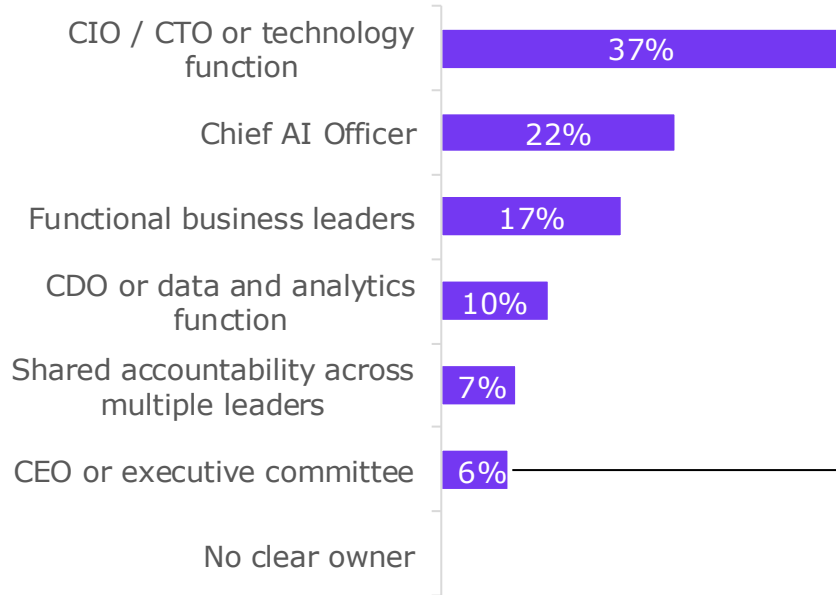


Six behaviors that distinguish AI-ready leaders from the rest

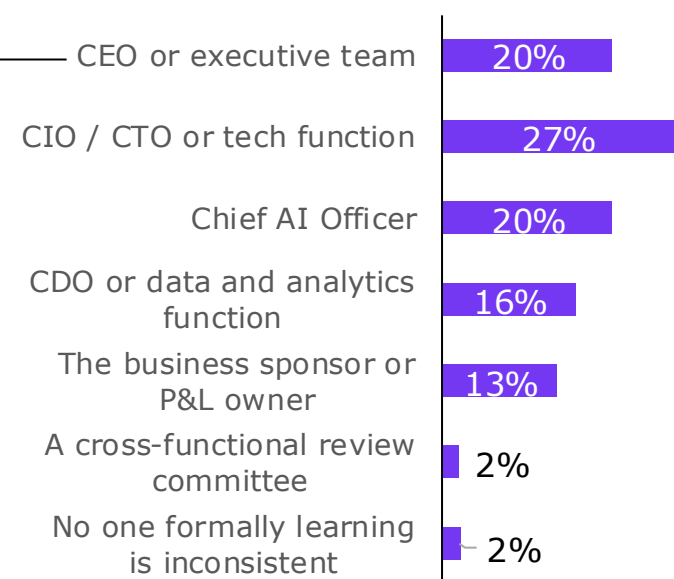
Who actually owns AI decisions today across the enterprises you work with, the teams deploying it, or the executives who'll be accountable when it fails?

AI accountability sits in tech. The CEO shows up when it fails.

Who ultimately owns accountability for AI strategy and outcomes in your organization?



When AI initiatives succeed or fail, who leads the discussion about what happened?



Is "human in the loop" real authority, or just theater for the audit trail? And can your clients' teams actually explain how AI reached a decision, or are they rubber-stamping outputs they can't interrogate?

Human in the loop. But the loop is hollow.

The governance mechanism enterprises rely on most is the one they have invested in least.

WHAT THEY TRUST

53%

name human-in-the-loop as their primary mechanism for building trust in AI

WHAT THEY CAN DO

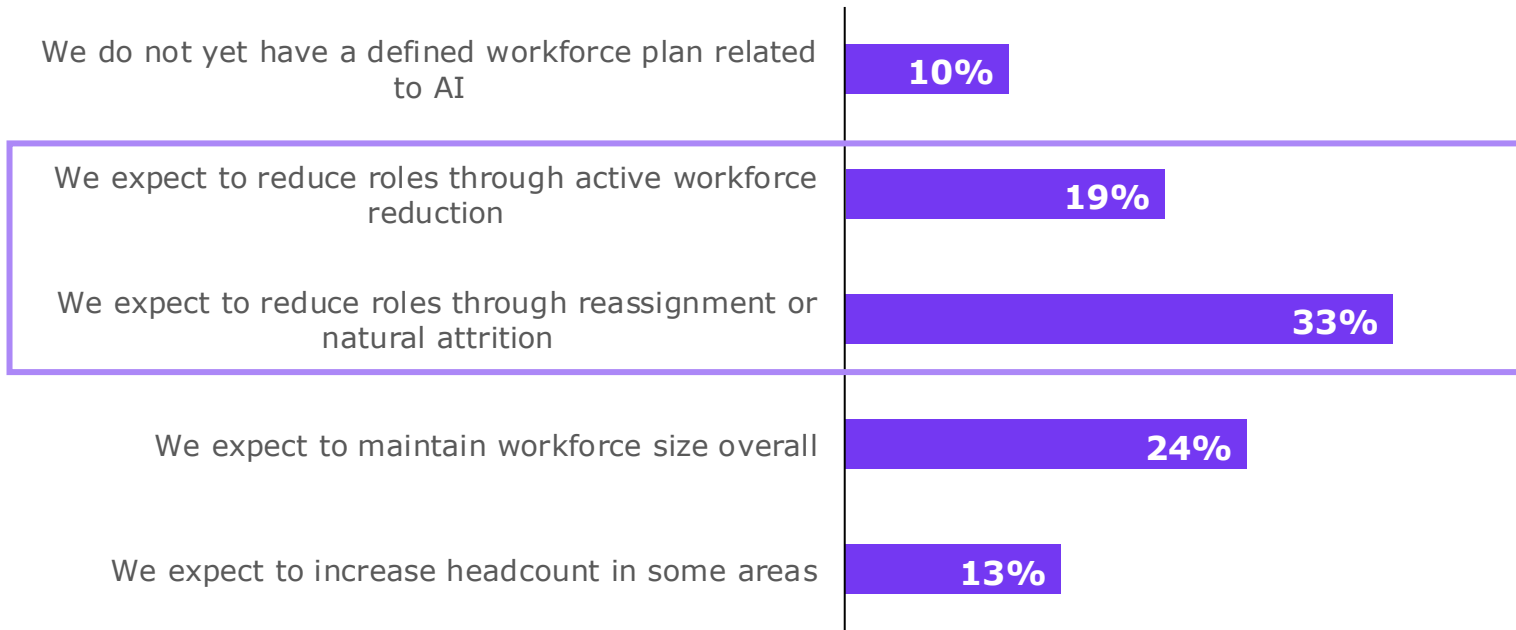
18%

can clearly see how AI decisions are made — the rest approve outputs they cannot interrogate

Dario Amodei has declared that 50% of all tech jobs, entry-level lawyers, consultants, and finance professionals will be completely wiped out within 1 to 5 years. Do you agree with him, and what should the government do in response?

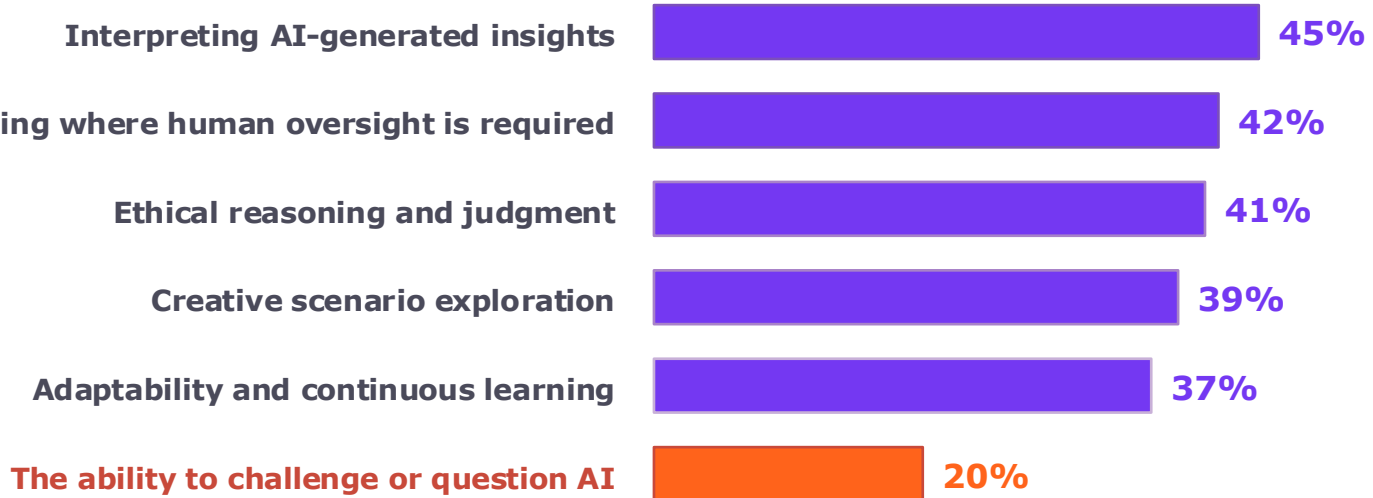
More than half expect role reduction.

How do you expect AI to affect your workforce size in the next 2 to 3 years?



How can we prepare the workforce better for AI?

The skill enterprises value least is the one oversight actually requires.

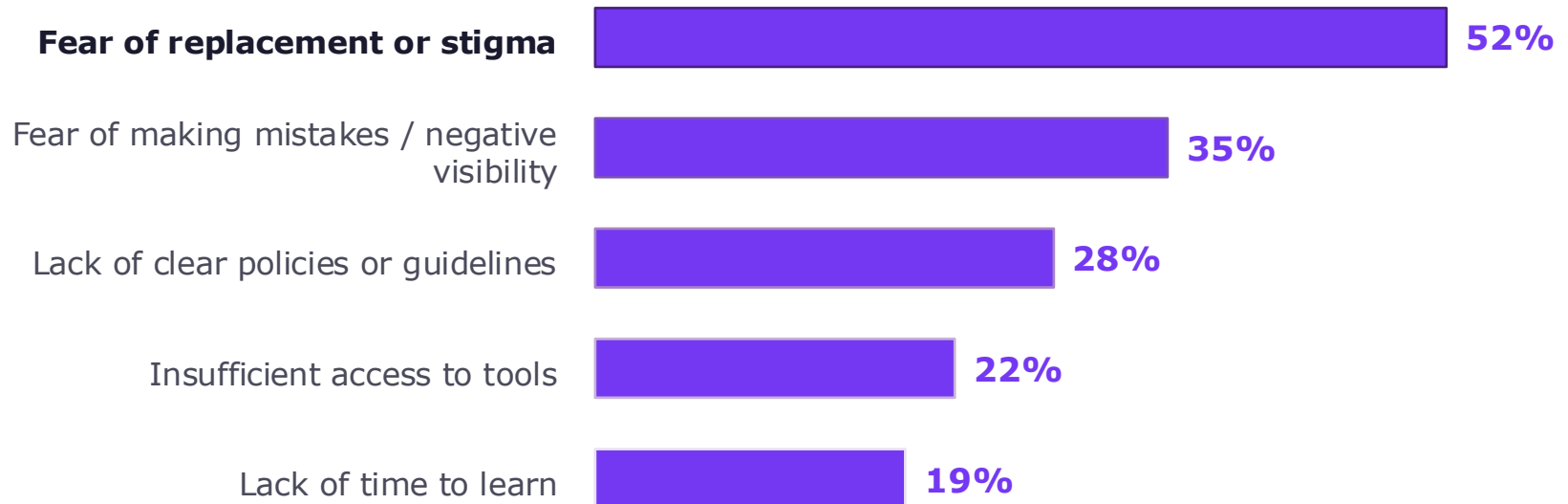


46%

of leaders are concerned employees are already over-relying on AI — the predictable end state when challenge is valued least and judgment is never built.

The biggest barrier to AI confidence is not a technology problem.

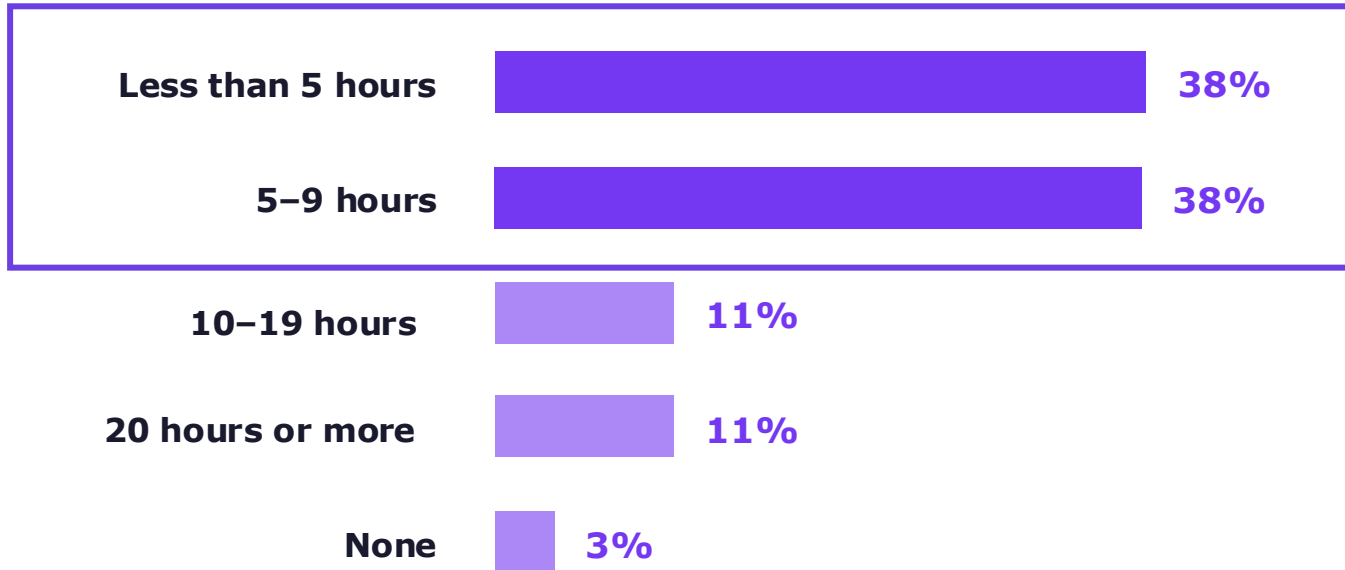
What barriers most limit employees from gaining confidence in using AI?



The confidence problem is rooted in psychological safety, not training. Adding more tools or mandates will not solve it.

~80% get under 10 hours of AI training per year.

Roughly how many hours of formal AI-related learning or training does the average employee complete each year?



**When an AI partner makes the wrong call,
who actually owns the consequence?**

**The client, the integrator, or the frontier
model provider?**

**And in 2026, what should "AI partner"
actually mean, speed of execution, or shared
accountability for outcomes?**

And in 2026, what should "AI partner" actually mean, speed of execution, or shared accountability for outcomes?

The governance failure does not stay inside. It travels.

Enterprises are outsourcing AI speed to partners faster than they are defining who owns the outcome.

SPEED

83%

depend on partners to move quickly, because internal processes slow AI adoption

vs.

ACCOUNTABILITY

80%

say it is unclear who is responsible when an AI partner makes the wrong call

Enterprises have not outsourced a service. They have outsourced a decision without documenting who owns it.

Five years from now, when we look back at 2026, will this be the year enterprises finally took the helm on AI, or the year they handed it over and hoped for the best?

Q&A



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