

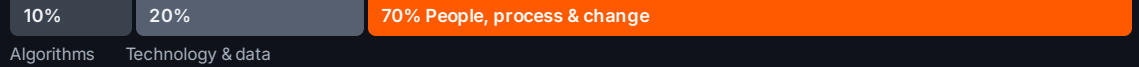
The Value of People First

AI tools are more capable and more available than ever. The research is consistent about what decides whether they pay off: the people who have to trust them, learn them, and change how they work.

01 WHERE THE EFFORT BELONGS

70%

of the effort in a successful AI transformation goes to **people, processes, and organizational change**, according to BCG's long-standing 10-20-70 rule. The technology, data, and algorithms together make up the remaining 30%.¹



02 THE VALUE GAP IS REAL

95%

of organizations saw no measurable P&L impact from generative AI, despite \$30 to 40 billion in enterprise spend.

MIT NANDA, 2025²

6%

of companies qualify as "AI leaders" getting real, measurable value. Those leaders outperform peers by 9 points in shareholder returns.

BCG, JULY 2026¹

40%+

of agentic AI projects are predicted to be canceled by the end of 2027 due to cost, unclear value, or weak risk controls.

GARTNER, 2025³

03 YOUR PEOPLE ARE READY. THE SUPPORT HASN'T CAUGHT UP.

90%+

of workers already use personal AI tools for work. Only 40% of companies have bought an official subscription.

MIT NANDA, 2025²

3x

more employees use gen AI for 30% or more of their daily work than leaders estimate (13% actual vs. 4% estimated).

MCKINSEY, 2025⁴

36%

of employees feel adequately trained to use AI. Just 25% of frontline workers say leaders give enough guidance.

BCG AI AT WORK, 2025⁵

29%

of employees admit to sabotaging their company's AI strategy (44% of Gen Z). About 3 in 10 of them cite fear of losing their job.

WRITER, 2026⁶

04 WHAT PEOPLE-FIRST RETURNS

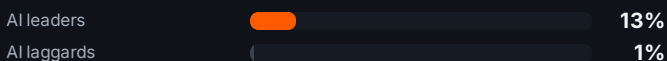
Projects that meet or exceed their objectives⁷



Employee engagement among AI users⁸



Share of employees with AI-related skills¹



Even **fair** change management delivers roughly **3x** better odds of meeting objectives than poor change management.⁷ Every step toward supporting people pays.

PROSCI • GALLUP, JULY 2026 • BCG, JULY 2026

05 EVEN THE LEADERS KEEP HUMANS IN THE LOOP

Legal AI company Harvey, valued at **\$15.6B**, employs **180 legal engineers**, all former practicing lawyers, and places one to two in every customer deployment.⁹

Klarna replaced 700 agents' worth of support with AI in 2024, then resumed hiring humans in 2025, with its CEO citing "lower quality" service.¹⁰

06 FIVE PEOPLE-FIRST MOVES

- 1 Train by role, with coaching.** Five or more hours, in person, makes regular use far more likely.⁵
- 2 Equip managers to coach AI use.** It is the strongest link to engagement Gallup found.⁸
- 3 Plan change management from day one.** Budget for it alongside the software.⁷
- 4 Name an owner for every AI workflow.** Accountability builds trust.
- 5 Capture corrections as shared skills and rules.** Your people's expertise becomes company knowledge.

Sources. 1 BCG, "AI Talk Is Cheap. Value Creation Is Rare." (Jul 2026). 2 MIT NANDA, "The GenAI Divide" (Aug 2025). 3 Gartner press release (Jun 25, 2025). 4 McKinsey, "Superagency in the Workplace" (Mar 2025; 3,002 employees, 118 C-suite). 5 BCG, "AI at Work 2025: Momentum Builds, but Gaps Remain" (Jun 2025). 6 WRITER enterprise AI survey (Apr 2026; 2,400 respondents; self-reported). 7 Prosci, Best Practices in Change Management (2,600+ practitioners). 8 Gallup, reported by Allwork.Space (Jul 2026). 9 Bloomberg (Sep 9, 2026); SaaStr (Sep 13, 2026). 10 Entrepreneur (May 2025).

**The technology is ready.
Your people decide whether it pays.**

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