
Learning,
Reinvented
Accelerating collaboration
between humans and AI
accenture

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Introduction

Beyond training: Unlocking the human + AI learning advantage for your workforce

We are living in an incredibly interesting era: For the first time in history, people have developed accessible technologies that can learn and grow in dialogue with those who use them. In the workforce of the near future, these technologies—in the form of AI and generative AI (gen AI) agents and systems—won't just respond to direction. They will be able to reason, plan and act autonomously, and therefore, they will be able to collaborate continuously and even guide others to ignite innovation and improve business performance.

The potential of this new relationship between people and technology to create breakthrough value is stunning. The pace at which organizations realize that potential will be determined by how quickly and well they can prepare their people to engage. This will not be about layering new training onto traditional methods. Success will depend upon an organization's ability to reinvent learning itself.

To that end, we believe organizations need to encourage and support a process called co-learning to realize the full promise of gen AI in a hybrid workforce. Co-learning is what happens when people teach technology and simultaneously learn from it, applying the knowledge they gain in a continuous cycle. More specifically, it means learning through partnership, where the technology adapts to an individual's needs and improves with every interaction. Technology learns when to guide, when to listen and when to step back, supporting a continuous, personalized feedback loop. Critically, it does this in the flow of work, on the job, helping people solve problems, while also improving its own fluency and intuition over time.

Right now, fully fledged co-learning remains aspirational; the technology, systems and practices needed to embed human + AI collaboration into the rhythm of work are still maturing. But co-learning will help organizations translate AI investment into tangible, lasting impact. In an era of constant disruption, it will play an essential role in ensuring operational continuity by helping people develop the skills and confidence to adapt quickly.

To understand what it takes to make co-learning real, we conducted a survey of 14,000 workers and 1,100 executives across 12 countries, and 40 in depth expert interviews. The research found that organizations creating four conditions under which co-learning can thrive are already reaping marked and measurable benefits. They are achieving 5x higher workforce engagement, 4x faster skill development, 2x higher confidence in adapting daily work habits to collaborate with gen AI and 8x more trust in leadership. They are also 4x more likely to innovate nearly 2x more likely to improve productivity year-on-year and 1.4x more likely to report year-on-year profitability increases.

What are they doing? These organizations—representing just 11% of the sample—have begun to:

1. Lead with curiosity and creativity
2. Incorporate learning as part of the job, not an extra task
3. Hardwire trust
4. Make gen AI work the way people work

Research snapshot

Our global study spanned

14,000 workers and
1,100 executives across

20 industries and
12 countries, and

40 in-depth **interviews**

See About the Research at the end of this report for detail on our methodology. Unless otherwise noted, all data included in this report is from this study.

> **“There’s a flywheel effect: the more humans interact with AI, the more confident they become as they recognize patterns in how it responds and where it adds value. AI then improves through those interactions. That’s co-learning in action.”**
>
> Senior Director, Data Science & AI,
> Health Insurance Company

Organizations that...

Lead with curiosity and creativity

Incorporate learning as part of the job

Hardwire trust

Make gen AI work the way people work

are achieving...

5x higher workforce engagement

4x faster skill development

2x higher confidence in adapting daily work habits to collaborate with gen AI

8x more trust in leadership

4x more likely to innovate

They are also

1.4x more likely to report year-on-year profitability increases

and experience

2.8pp higher revenue growth than their peers

The readiness gap

These four conditions are worth studying. Combined, they not only produce compelling results for the organizations creating them, but they also help bridge a significant readiness gap that many others are facing. As our survey data shows, 84% of executives expect gen AI- and other AI-powered agents to work alongside humans within three years, and a large majority (80%) of workers view AI technologies—including gen AI—as more of an opportunity than a threat. Yet just 26% of workers say they have received training on how to collaborate with AI.

Closing this gap is not about adding one more online course. It is about redesigning roles, workflows and feedback loops so people and intelligent agents learn—and work effectively—together. Enabling co-learning represents a big step towards getting there. (See sidebar, "From training to co-learning: a paradigm shift.")

Of note: Another recent global Accenture study found that only 36% of surveyed executives said they had scaled gen AI solutions—and just 13% reported creating significant enterprise-level value from their efforts.[1]

Those organizations creating that value are changing work and learning how to work differently.

Get your organization ready for co-learning

What follows is a closer look at each condition that enables co-learning, along with opportunities for action informed by the themes that emerged from our research.

From training to co-learning: a paradigm shift

Many organizations have begun integrating gen AI to deliver just-in-time, contextual support while employees are on the job. These early efforts focus on "learning in the flow of work," a meaningful step beyond traditional, siloed training. For example, gen AI assistants can surface product details, compliance information or guidance in seconds—giving frontline workers the answers they need in the moment, while they're engaging with customers.

Flow-of-work learning like this is valuable, yet it still stops short of full co-learning. Co-learning is a deeper relationship in which the individual and the AI continuously adapt to one another. In a call center, for example, co-learning can look like two teammates handling a call together, with a human representative in the lead and an autonomous AI agent listening in the background. As the rep speaks, the AI transcribes the dialogue and surfaces compliant, next-best responses in real time. When the rep edits a phrase, skips a prompt or rates a suggestion, the AI treats that as feedback—retraining its guidance for future calls. Afterward, it generates a 30-second recap showing which interactions improved first-call resolution or shortened handle time. The result is a two-way learning loop: the rep sharpens their technique, the AI refines its prompts and performance improves on both sides—accelerating ramp-up, reducing time-to-value and increasing consistency across the workforce.

Condition #1:

Lead with curiosity and creativity

Executives need to shape and articulate their vision for gen AI and compel the culture change needed to support that vision, without hesitation. They need to inspire curiosity, champion experimentation and demonstrate that they want and expect people to grow confidently alongside these new technologies. They do this through recognition and through support, such as the tools they offer and the time they carve out for people to explore.

“Leadership must drive a mindset shift so people see gen AI as an empowering partner rather than a threat. That means actively communicating their vision, rallying their team around it and fostering a culture of trust—because without genuine buy-in, even the best intentions go nowhere.”

Director, Innovation, Energy Sector

For example, when executives frame gen AI as a catalyst for creativity and innovation versus a tool for efficiency, we found workers are 20% more confident in adapting their work habits to collaborate effectively with it.

However, our research found that there is often a disconnect between executives and workers regarding the clarity of gen AI goals and plans. Executives and workers often differ on the extent to which leaders are actively using the technologies they are promoting and demonstrating their value. They also differ in their views about how well leadership communicates the value of gen AI in supporting employee learning and growth, and supporting smarter ways of working.

A similar gap shows up around experimentation: Executives often see their organizations as being highly supportive of employees experimenting with gen AI tools. They also believe they recognize that engagement. But employee perceptions lag by as much as 16 percentage points.

These disconnects matter. Leaders can strengthen their case for change by making gen AI collaboration visible and sending a very clear message that the technology is there to empower employees to drive growth. They can reinforce it further by modeling real use cases that show how gen AI can support skill building, role design and new ways of working.

Co-learning flourishes in environments where people feel trusted to shape how the latest AI technologies evolve with them—and with leadership that reward and recognize them for doing so. To get there, leaders must build cultures that offer both clear direction and the autonomy and flexibility that allow humans and machines to learn and grow together.

Case in point: Strategic experimentation at scale

Senior executives at a leading global pharmaceutical company began shifting their culture by leading a strategic gen AI “catalyst” initiative. Their goal was to demonstrate a hands-on commitment to using gen AI to elevate employees, instill a sense of ownership and embed innovation more deeply across the business.

The initiative focused on rapidly prototyping and scaling solutions to transform traditional workflows. For example, teams developed autonomous agents to synthesize research, generate risk assessments and assist with regulatory documentation—streamlining R&D in highly regulated environments.

In parallel, leaders also reimagined the company’s approach to traditional training, integrating personalized, adaptive learning modules to build people’s technical and human skills.

These modules, supported by peer learning and formal recognition systems, have reinforced the idea that gen AI can be a collaborative partner, enhancing human capability rather than replacing it.

And as a result, nearly two-thirds of the company’s employees now regularly use gen AI tools. They report higher satisfaction, stronger training relevance and major time savings. For example, they can now generate compliance documents in minutes rather than hours.

Opportunities for action

Now

To ensure strategic alignment with business outcomes

Define and publicize how collaboration between people and gen AI can advance your organization's goals and growth ambitions. Share real examples of experiences with gen AI and outline how those experiences are changing roles, work processes and outcomes, enabling better decisions, creativity and growth.

Prove the business case through practice, communicating broadly through a variety of channels, and recognizing early adopters to normalize experimentation, support peer-to-peer learning and build confidence in gen AI across the workforce.

To lead the learning shift

Set clear leadership expectations around developing and sustaining an environment where people feel safe learning alongside gen AI and shaping how it integrates into their work. For example, a bank might set clear expectations for branch managers to foster learning with gen AI by encouraging teams to try it in real work, give feedback and share what they are learning, so both people and AI agents can improve together.

Share the leadership team's own experiences with using these technologies and discuss the highs and lows of the learning journey. Gen AI adoption is caught, not taught. As people see benefits accruing to others—say, using a gen AI tool to analyze an array of customer feedback in minutes, rather than hours—they will want to capture those same benefits for themselves.

Next

To make sure employees see co-learning as a leadership priority

Make gen AI uptake and related achievements a measurable executive responsibility, providing ongoing AI leadership learning to help all C-suite leaders anticipate and guide the next phase of evolution in employees' relationships with gen AI.

Establish simple, visible channels for employees to escalate concerns and offer feedback on their experiences with gen AI.

Update performance measures and rewards as co-learning cases develop, to reflect successful human + AI collaboration, not just basic adoption.

Condition #2:

Incorporate learning as part of the job

Time limitation remains the biggest blocker to learning. Workers say it is the number one reason they do not build new skills.[2] While automation helps by offloading routine tasks, co-learning with AI holds even greater promise. By embedding learning into the natural rhythm of work—through modular, bite-sized content and just-in-time support—organizations can create the right conditions for co-learning to emerge: where learning becomes more accessible, contextual and continuous.

The key is fostering a culture in which learning is not an extra task, but something that strengthens people's connection to their work and the outcomes they are delivering. Learning that is readily available—say, in the form of a 20-minute simulation model or a timely prompt within the workflow—can build agency and confidence.

Employees know what they need to increase their use of gen AI for learning. In particular, our research found that people are looking for: personalized, real-time coaching, feedback and tools that adapt to their needs; and more confidence in gen AI tools, including trust in their accuracy, relevance and alignment with career goals. The fact that they are making these kinds of requests demonstrates that employees are ready for co-learning. People are not just asking for more efficient training; they are looking forward to a shared learning loop.

Encouragingly, around a third of companies are embedding gen AI into some employees' daily tasks using personalized tools such as contextual simulations and dynamic coaching. A substantive 32% of workers say they frequently use gen AI to learn and to practice new skills. These signal steps in the right direction. Others are making even bolder moves.

Just-in-time coaching fits the flow of work

A global cloud services provider offers a compelling example of how AI-powered coaching tools can help address time constraints to learning. Faced with the challenge of certifying over 15,000 employees on a new services pitch within one month, the company introduced Yoodli's AI-driven coaching tool.

The result was a pitch certification program that was scalable, contextual and easy to use. By replacing instructor-led sessions and manual reviews with real-time AI feedback and asynchronous peer coaching, the organization enabled employees to practice in real time, track their progress and build confidence through repeated interaction.

The results were telling: completion rates were 20% higher than average and participants more than doubled the number of key talking points they hit from their first to final practice sessions—the core metric used to measure learning impact.

And more than three-quarters of the program's "power users" shared their recordings with peers, reinforcing a culture of collaborative learning. For many, it felt less like an assignment and more like an opportunity for growth.

Imagine the future, in the context of this example. What if a forthcoming version of this tool does not just certify pitches in advance but listens in real time, offering gentle nudges or reminders during live sales conversations. A system that flags when a rep is missing key talking points or suggests phrasing tweaks based on the customer's tone. Over time, the AI would learn each rep's style and preferences, fine-tuning its support to make interventions smarter, faster and more personal.

Skilling for scientific precision

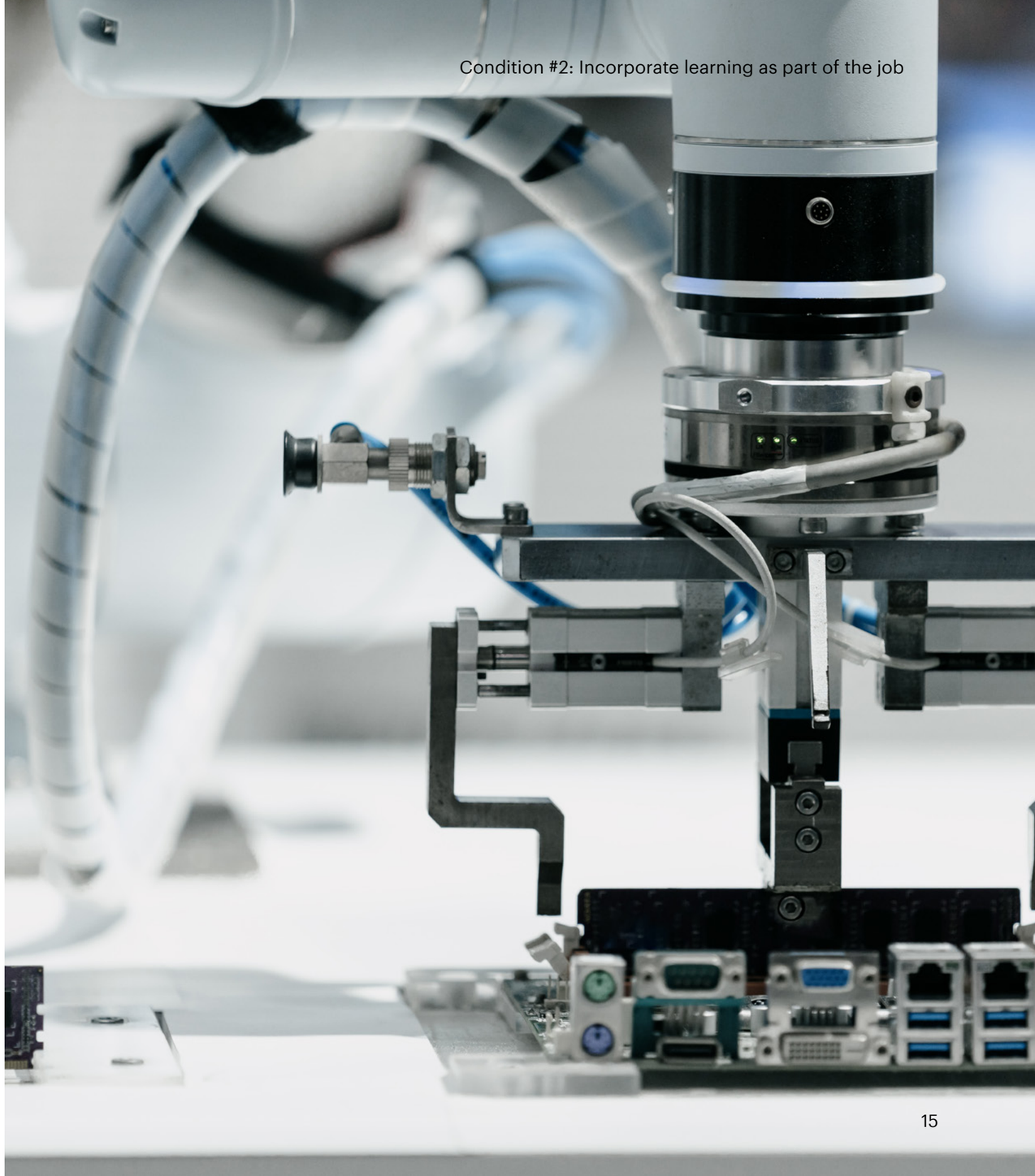
A global biopharmaceutical company offers another strong example of how organizations are building the skills and structures that enable employees to learn with and from AI in real time. Leaders made AI literacy a core part of the organization's fabric by introducing a three-tiered training program.

- **At the Bronze level,** scientists learned about the organization's AI governance and regulatory compliance.
- **The Silver leve**l covered prompt engineering and AI interaction.
- **The Gold level** enabled employees to lead training workshops and share best practices.

These foundational skilling efforts were instrumental in enabling the successful introduction of an AI-powered research assistant to help oncology scientists. The AI assistant helps process scientific literature and multi-omic datasets spanning genomic, proteomic and transcriptomic data. Scientists began by learning how this new assistant worked, using its explainability features to validate insights in a highly regulated environment. Over time, they began working alongside the AI assistant in real time, providing feedback to help it improve.

With human oversight ensuring scientific integrity, AI agents now scan thousands of papers and surface structured insights—freeing scientists to focus on high-value activities like clinical trial planning and precision medicine initiatives. Gold-level efforts also helped spread new skills across the organization.

All these steps contribute to developing a talent engine that uses AI to reach new heights of innovation, growth and performance.



Opportunities for action

Now

To develop an environment focused on possibility and progress

Regularly assess AI skills needed for each role. Identify individual learning needs and monitor team progress to identify who needs more support. Use these insights to share emerging best practices and better match people to the right work as roles evolve.

Provide short, targeted learning modules for different jobs. Focus initially on essential skills such as prompt writing, validating AI outputs and managing AI tools responsibly. In the same vein, introduce personalized AI-powered feedback tools that facilitate real-time skill improvement based on performance data.

Next

To help employees progress into more complex AI environments

Create new AI-native roles focused on guiding complex AI environments.

Establish learning communities where employees actively share experiences and co-develop best practices for overseeing and orchestrating human + AI collaboration

To transition successful co-learning pilots into organization-wide initiatives

Scale what works to unlock growth through new roles, pathways and smarter ways of working.

Make growth pathways visible. Link AI fluency and collaboration skills to advancement, so people can see how learning drives career progress.

Condition #3:

Hardwire trust

Many leaders are confident that they have put the right governance in place for gen AI, covering everything from ethics to data responsibility and decision-making. But workers see it differently. Asked the same questions, their confidence levels were up to 14 percentage points lower. Many said they are unclear on how AI impact is measured. More than half (53%) said they do not know who's accountable when something goes wrong.

For co-learning to take root, trust is essential. People need to understand how the organization upholds fairness, transparency and accountability—especially as they begin to learn with and from AI-powered AI partners in real time. That means setting clear ethical standards, strong safeguards and open channels for feedback.

When these conditions are in place, employees feel safer to experiment, question and even challenge the technology—treating it not as a fixed system, but a learning partner they can help shape.

Trust by design

A global financial institution illustrates how governance can enable responsible AI adoption. As executives accelerated the AI rollout across the business, they knew they had to build trust in the tools by showing employees how they worked and how to use them responsibly. Without that trust, they feared adoption might stall or foster blind reliance on AI outputs.

Their solution was a bespoke governance model designed to empower employees without slowing progress. They set up a dedicated compliance team to evaluate AI outputs alongside business unit experts, using structured reviews to ensure alignment with ethical and strategic goals. They also embedded explainability tools in AI systems, allowing employees to question results and better understand how they were generated.

Additionally, they made the organization's AI policies clear and accessible, outlining expectations around fairness, ethics and data use. They introduced a trust and safety reporting channel for employees to flag concerns, with a specialist team reviewing each submission. They also ran micro-learning sessions for employees on responsible use; these focused on teaching people how to think critically about AI outputs and how to challenge them when needed. Finally, they encouraged and enabled managers to recognize thoughtful, responsible use of AI in practice, reinforcing a culture of accountability.

All these actions set the stage for co-learning.

Opportunities for action

Now

To make trust integral to all AI use

Define and communicate who is accountable for AI outcomes, especially when errors, biases or other unintended consequences arise. Provide simple steps employees can take when something goes awry.

Involve employees directly in discussions about AI fairness, ethics and risk, while sharing practical examples of how governance processes such as AI monitoring and audits are working and how people's input is driving improvements.

Build simple explainability tools into daily workflows, enabling employees to quickly understand and challenge AI outputs. Show how collaboration success is measured to align executive metrics with frontline experiences.

Next

To sustain trust through dynamic human oversight

Update governance frameworks to match AI's evolving autonomy, clearly defining human roles in overseeing complex AI interactions. Adapt them as AI capabilities grow, so human oversight and accountability remain clear even as decision-making becomes more distributed.

Empower local teams to adapt governance practices to their specific workflows, embedding responsibility and active oversight at every level.

Define structured onboarding and evaluation criteria for AI agents to ensure alignment with business goals, ethical standards and compliance requirements.

Condition #4:

Make gen AI work the way people work

When asked what would help them get more value from gen AI, workers identified easier access as a top priority. But even among those whose employers already provide access, just 35% said they are highly satisfied with the gen AI tools provided by their organization. This data point suggests the challenge extends beyond access to tools, to the ways in which they can improve people's day-to-day experience of them. It is also an important caution: If people are already struggling with the basics, what happens when AI tools become more complex and more agentic?

“The driver, when you're sitting in the boardroom with the C-suite, is always: Is this technology investment going to make us more nimble and agile over time? Is this going to make our employee experience better?”

Director, HR Operations and Technology, Manufacturing

To improve people’s experiences with AI, tools need to be intuitive from the first interaction, built so they fit naturally into employee work activities. People need to be (and feel) protected and confident, with easy access to help and coaching beyond what the AI tool can provide itself.

When leaders succeed on this front, they are not only delivering a smoother experience but also setting the stage for a shared journey of continuous learning and reinvention.

Enhancing marketing with agentic AI

Accenture's own marketing and communications (M+C) team offers an example here. The function had grown complex, with teams spread across business units, markets and industries. Campaigns took too long to produce, and marketers could not tell if their work was duplicative, much less if it was having the desired impact.

The challenge set the stage for reinvention. Team leaders started by mapping the function’s activities and assessing their value and complexity, looking for redundancies and for gaps in the flow of information. From there, they started fresh, articulating a new operating model, including the roles and learning program needed for it to thrive. The goal was to make work more effective, creative and fulfilling.

To put thoughts into action, they consolidated platforms and centralized data to build a foundation for transformation. That early groundwork enabled faster, smarter work—and the integration of gen AI truly empowered team members. For example, as the organization scaled its gen AI use, team leaders embedded 14 AI-powered agents across workflows to assist functions such as market research, content generation, strategic planning and campaign execution. To ensure these agents deliver value in context, marketers actively provide feedback, refine outputs and help train the agents—creating a two-way learning loop between human and machine. Separately, Accenture has also provided marketing professionals with training in AI more broadly, offering personalized coaching to help each individual learn how to get the best from their agents and apply responsible AI practices.

The initiative has laid the groundwork for future agent-to-agent collaboration. As agents mature, the M+C team plans to rely on them increasingly as “utility agents” to complete more tasks. With humans in the loop, these dynamic handoffs will accelerate execution while maintaining coherence and accountability.

The results so far include a 67% reduction in manual steps to develop creative briefs, with people producing first drafts 90% faster than they used to. Over time, the team plans to reduce campaign steps from 135 to 85 and speed time to market by 25–35%. Team leaders are now focused on designing systems where people and AI evolve together in the flow of work, continuously learning from one another to unlock even greater creativity, agility and performance.

Opportunities for action

Now

To lead with value and design for shared outcomes

Anchor gen AI efforts in the outcomes that matter: better decisions, and employee and business impact. But avoid pilot fatigue. Start small, but design for shared value across major business processes, not just siloed wins. Focus on horizontal outcomes that cut across business units and functions. Redesign work and learning together so human + AI collaboration becomes central to how value is created—for the business, its people and its customers.

Continuously improve the employee experience to enable effective learning and collaboration between AI and humans by testing usability regularly and addressing friction points through dedicated feedback and help mechanisms.

Next

To evolve AI systems so they continuously support people and performance

Expand AI agent capabilities progressively. Give employees clarity and autonomy in how they shape and interact with evolving agent workflows. But maintain transparent human oversight and monitor AI systems to be sure they are delivering up-to-date, context-relevant information to allow confident, informed decision-making.

Transition to adaptive systems that learn from real-world use and evolve in alignment with changing employee needs, workflows and business priorities.

Enable seamless integration of AI agents across functions and teams to foster cross-functional collaboration and consistent employee experiences.

Conclusion

Reinventing learning by embracing co-learning

We are witnessing one of the biggest shifts in technology in our lifetime. We now need to reinvent how we learn and work with intelligent agents. Unlocking human potential in this way presents an incredibly exciting opportunity that co-learning can capture.

The future of work will continue to be shaped by rapidly shifting (and often unpredictable) headwinds. The reinvention of learning represents the rise of a new capability that can help turn disruption into an advantage.

Are your people and AI learning fast enough to lead the change, together?

How Accenture can help

Accenture is uniquely positioned at the intersection of technology and talent to help people and organizations thrive during uncertainty. We combine innovative strategies and cutting-edge solutions to drive reinvention and create new sources of value for our clients.

Talent Transformation and Skills Development

Accenture empowers organizations to transform their approach to talent, ensuring people have the skills needed for today and tomorrow. Accenture's Talent Engine framework brings this to life by rapidly redefining roles, tasks and skills, accessing and creating talent and facilitating the movement of people into new roles. With a $1 billion investment in LearnVantage, Accenture is committed to increasing digital and AI fluency across industries and functions to accelerate gen AI reinvention at scale. Our AI-native platform brings together skills intelligence, curated learning content from Accenture, top universities, technology and industry leaders, along with certification services, to deliver a highly personalized learning experience. Accenture LearnVantage Academies offer over 3,000 assets and experiences to drive change by building targeted skills, equipping workforces to navigate change and supporting transformational journeys.

Operationalizing AI and Reinvention

Accenture's expertise in AI and reinvention is backed by more than 75,000 data and AI professionals and strategic partnerships with major technology providers. We help clients reimagine their business, build workforces with the leaders and cultures to accelerate change, and create and deliver employee experience and HR services.

Leadership and Culture Transformation

Accenture partners with organizations to develop leaders, equip teams and build the cultural conditions necessary to deliver on their strategy. We enable leaders and their teams to accelerate to value creation. Our targeted solutions provide a holistic approach to leadership and culture transformation.

About the Research

Accenture Research conducted a global study to understand how organizations and workers are adapting to—and benefiting from— enabling co-learning with AI and gen AI. We employed a mix of qualitative and quantitative methods.

We began in late 2024 by interviewing more than 40 senior executives across industries and countries with expertise in Data and AI and/or Learning & Development to uncover key enablers of co-learning between humans and AI. Using advanced AI tools like GPT-4, we analyzed these conversations and identified the four critical readiness areas explored in the report. All quotes in this report are based on these interviews. Additionally, unless otherwise noted, the non-Accenture company examples were sourced from our interviews.

Building on these insights, in February–March 2025, we surveyed 14,041 workers and 1,159 executives across 12 countries: United Arab Emirates, Australia, Canada, Germany, France, United Kingdom, India, Italy, Japan, Saudi Arabia, Singapore and the United States.

Respondents represented 20 industries: Aerospace and Defense, Automotive, Banking, Biopharmaceutical, Capital Markets, Chemicals, Communications & Media, Consumer Goods & Services, Healthcare, High Tech, Industrial Equipment, Insurance, MedTech, Natural Resources, Energy, Public Service, Retail, Software & Platforms, Travel & Hospitality and Utilities.

Executive respondents held or directly reported into the following titles: Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Chief Human Resources Officer, Chief Learning Officer, Chief Strategy Officer, Chief Innovation Officer, Chief Data/AI Officer, Chief Technology Officer, Chief Marketing Officer or Chief Information Officer.

To measure readiness, we used 39 survey items distributed across the four readiness areas, each evaluated on a 5-point Likert scale. Each readiness area demonstrated strong internal reliability, with Cronbach's alpha exceeding 0.700.

Respondents received readiness scores grouped into low, medium or high readiness categories. For companies with multiple respondents, average company readiness scores were calculated to provide a representative view of organizational preparedness.

We evaluated how Readiness scores correlate with both financial and non-financial outcomes among companies, controlling for industry and company size. The analysis explored performance differences between "Leaders" (high-readiness organizations) and the rest of the sample, as well as across three readiness tiers: High, Medium and Low.

To assess financial outcomes, we examined revenue growth and profit growth. Historical data (2019–2024) was sourced from S&P Global, using Total Revenues and Gross Profit. For projected performance (2023–2025), we used consensus forecasts from S&P Global. Year-over-year revenue and profit growth was analyzed in detail across all groupings.

Productivity was also assessed by comparing Leaders with other companies. For 2019–2024, productivity was calculated as total revenue divided by total employee headcount per year. We modeled the potential gains in revenue, profit and productivity that could result from improved Readiness scores. Regression analysis was used to isolate the contributions of readiness, controlling for industry and company size.

We also looked at non-financial outcomes—like skill development, trust and resilience—based on survey results and external data. These included Accenture's proprietary Resiliency Index, which measures a company's ability to navigate disruption across dimensions like finance, talent, risk, sustainability and technology.

Together, these insights offer a comprehensive view of what it takes to create an environment where people and AI can learn—and thrive—together. The research combines real-world experiences with robust data to help leaders close the readiness gap and build more resilient, future-ready organizations.

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Endnotes

1. Accenture, Making Reinvention Real with Gen AI, March 6, 2025.

2 Accenture Talent Pulse global survey, April-May 2024. N = 2,900.

About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent- and innovation-led company with approximately 791,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability. Our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities.

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Accenture Research creates thought leadership about the most pressing business issues organizations face. Combining innovative research techniques, such as data-science-led analysis, with a deep understanding of industry and technology, our team of 300+ researchers in 20 countries publish hundreds of reports, articles and points of view every year. Our thought-provoking research developed with world leading organizations helps our clients embrace change, create value and deliver on the power of technology and human ingenuity.

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