

Humans Still Required:

The New Rules of Work in the Age of AI



Executive Summary

The Future of Work Must Be Actively Designed.

New research among 500 professionals already using AI at work reveals a workforce that expects AI to take on most of today's work—yet overwhelmingly believes human judgment, experience, and creativity will matter now more than ever. For years, the debate about AI and work has centered on how rapidly AI will replace human skills and jobs. RGP's AlxHuman research points to a more complicated and more consequential reality.

81%

Say AI Can Already
Perform at Least 25%
of Their Current Tasks

83%

Feel Confident About Long-Term
Career Prospects as AI Becomes
More Integrated into Their Work

84%

Say AI Has Actually
Increased the Value They
Bring to Their Organization

Professionals do not underestimate AI. They are aware of what it can do and what it will do, but they are making a bet that their own value will migrate toward work that requires judgment, creativity, experience, accountability, and relationships. That confidence is striking—and points to an optimism worth harnessing. It is even more remarkable against a steady drumbeat of headlines warning that AI could eliminate jobs, shrink workforces, and, in some predictions, fundamentally diminish the role of human labor.

Inherent in this confidence is the assumption that the capacity AI creates will be converted into higher-value work by organizations. It assumes younger workers will still develop judgment when AI can provide answers instantly. And it assumes leaders will see the full experience of AI transformation even if it looks better from the corner office. The question now is whether organizations are keeping their side of the bargain: redesigning work, developing people, and creating the conditions for human value to grow as AI takes on more.

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[I am] mostly concerned that we might rely too much on AI and lose the human judgment that's important for major financial and business decisions.

— C-suite, Finance/Accounting



Five Enterprise Tensions

The data suggests the workforce is ready to move forward with AI—but that confidence comes with expectations organizations now have to meet. Across the research, five tensions emerge that will determine whether AI ultimately expands human value or simply changes the work around it. Each raises a question leaders will need to answer as AI becomes more deeply embedded in how work gets done.

As AI takes on more tasks, the imperative is not to find more work for humans; it is to redefine where human value matters most.

1

The Confidence Debt

Workers expect AI to do more of their work, yet almost none feel replaceable. Their optimism rests on an implicit promise: that organizations will continue to create meaningful roles for human judgment, experience, and distinctly human capabilities.

2

The Productivity Tax

AI is delivering more output and more capacity. But 80% say saved time fills with more work, and 82% say the expected pace has accelerated.

3

The Lost Apprentice

For complex questions, 51% of Gen Z turn first to AI, versus 7% of C-suite executives. While AI can accelerate knowledge, it may bypass the human interactions through which strong judgment develops.

4

The Executive AI Bubble

Executives report a more positive AI experience across several measures. Leaders may be making AI decisions from a vantage point their workforce does not share.

5

The AI Trust Gap

AI use is increasingly normalized but not always transparent. Employees are less certain colleagues disclose AI use, and only 55% know when AI influences decisions affecting them.

Together, these tensions point to the next challenge of enterprise AI: not simply deploying the technology, but intentionally designing what happens to people, work, and human value as AI takes on more.

The Confidence Debt

Workers Are Betting on Migrating to Higher-Value Work.

The loudest public debate about AI is about safety and the steady replacement of the human workforce. But the people already using AI at work tell a more nuanced story. They see its capabilities advancing rapidly, and they fully expect AI to take on more of what they do today. What they don't believe is that doing the work and creating value are the same thing.

66%

Expect AI to Perform Most
of Their Current Tasks
Within Five Years

3%

Only 3% Feel Replaceable
by AI Today in Their
Current Role

94%

Say Their Experience
Adds Value
Beyond AI

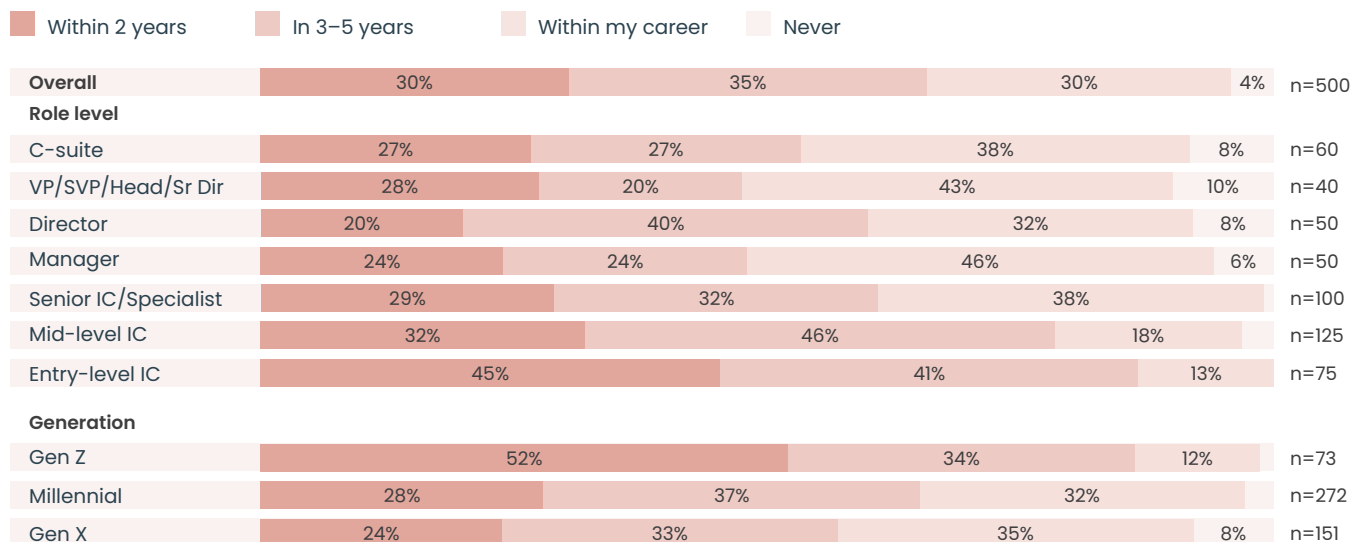
In fact, there is little doubt among workers about AI's trajectory. Only 4% believe AI will never be able to adequately perform most of their current work tasks. Thirty percent expect it to happen within two years, another 35% within three to five years, and 30% later in their careers. The real question is what human value becomes when the work itself is no longer uniquely human.

Yet their confidence in human value remains remarkably strong. Ninety-four percent say their professional experience adds value beyond what AI can provide. Ninety-one percent say human judgment and creativity remain essential to their work. Eighty-two percent feel valued for their uniquely human contribution, and 83% remain confident about their long-term career prospects.

Perhaps most telling, 84% say AI has actually increased the value they bring to their organization.

EXPECTED TIMELINE BY SEGMENT

When do you believe AI will be able to adequately perform most of your current work tasks?



"Within 2 years" combines "Today" and "In the next 2 years". Baby Boomers (n=4) not shown. Base: all respondents (n=500).



OUR POV: Workers expect their tasks to change.
They don't expect their value to disappear.

That distinction may be one of the most important findings in the research.

Workers appear to be separating the work they do from the value they bring. As AI becomes capable of performing more tasks, they increasingly see their value residing elsewhere: in the experience to know what matters, the judgment to make the right call, the creativity to see what isn't obvious, the accountability to own an outcome, and the human relationships required to make change happen.

And AI may already be reinforcing that belief.

Eighty-six percent feel confident using AI at work. Eighty-two percent say AI has enabled them to learn valuable new skills. Eighty-three percent say it helps them solve more complex problems. Eighty percent say it has made them better at their jobs, and 84% say it has strengthened skills central to their role. Seventy-eight percent say their day-to-day work is more intellectually engaging with AI.



At the same time, workers don't appear wholly dependent on the technology. Only 26% say they could not do their jobs to the level now expected without AI. Forty-six percent lean on AI more for routine parts of their work, compared with 22% who lean on it more for challenging work; 33% use it for both.



The Leadership Imperative:

As AI takes on more work, human value must evolve with it.

This is where the Confidence Debt comes due. Workers are betting that as AI takes over more of what they do, organizations will create space for them to do more of what makes them valuable. That outcome isn't automatic.

Leaders need to begin looking beyond jobs as fixed collections of responsibilities and deconstruct work into tasks, capabilities, and sources of value: What should AI do? What should humans own? Where does human judgment materially improve an outcome? Where do experience, creativity, accountability, and relationships create differentiation? And which new capabilities will people need as that boundary continues to move?

That means the goal isn't to preserve today's jobs exactly as they are. Nor is it simply to use AI-generated capacity to give people more work.

It is to redesign work so that as the value of performing certain tasks declines, the value humans bring becomes clearer, more intentional, and more consequential.

Stop asking only which jobs AI will replace. Start defining where humans will create value when the tasks change.



We're redesigning what technology can do.

Are we redesigning what people can do just as deliberately?



“

AI has shifted my work from producing reports to challenging how much we should trust the answers.

— **C-suite, Research/Data/Analytics**

The Productivity Tax

We Built AI to Save Time. Now It Helps Fill Every Minute It Saved.

On the conventional measures, AI is working. Fifty-nine percent say AI often or always helps them complete work faster, 58% say it often or always improves output quality, and 73% say they get more done in a typical week than they did before using AI.

73%

Get More Done in
a Typical Week

80%

Say Saved Time Fills
with More Work

82%

Say the Expected Pace
Has Accelerated

Eighty-four percent say AI helps them manage workload more effectively. But only 60% say AI creates space during the workday to pause, reset, and recover.

Among the 294 respondents who say AI often or always makes them faster, 77% reinvest saved time in more strategic work, 49% in more creative work, 48% in learning new skills, 37% in additional tasks, 32% in connecting with colleagues, 30% in recharging, and 25% in helping customers or clients.

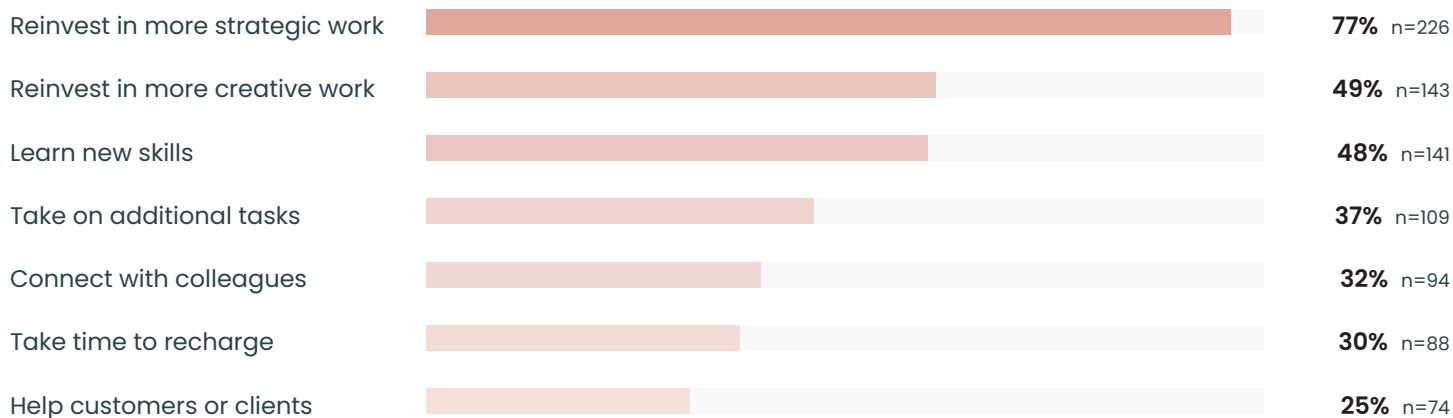
This is a work reinvention story, not a burnout story. The paradox is that people largely like the AI-enabled work experience. Eighty-five percent say AI is improving their experience at work. Seventy-six percent feel more engaged, 74% say it increases motivation to do their best work, 73% find work more enjoyable, and 64% finish the day with more mental energy. Forty-nine percent find it easier to switch off from work, while only 12% find it harder.

AI is making work better and faster at the same time. The strategic question is where to channel additional capacity.



TIME REINVESTMENT

How do you typically spend the time you save by using AI?



Multi-select. Base: respondents who often or always complete work faster with AI (n=294).



OUR POV: Time saved is not ROI. It is capacity waiting for a decision.

For CEOs, CFOs, and COOs, the issue is no longer whether AI creates productivity. The data suggests it does. The question is whether that productivity ever becomes enterprise value.

Every hour AI gives back creates capacity. That capacity can become lower costs, faster growth, better customer experiences, more innovation, stronger capabilities—or more space for people to think, learn, and recover. But time saved does not automatically become any of those things.

Left unchecked, it simply becomes more work. The time AI saves gets absorbed into higher expectations, faster pace, and a new baseline for what people are expected to deliver. Productivity rises, but the organization may never capture a meaningful return beyond increased output.

Leaders have to decide where the time goes before work decides for them. That means defining the intended return on AI-created capacity and deliberately redesigning work to direct it there.



The Leadership Imperative:

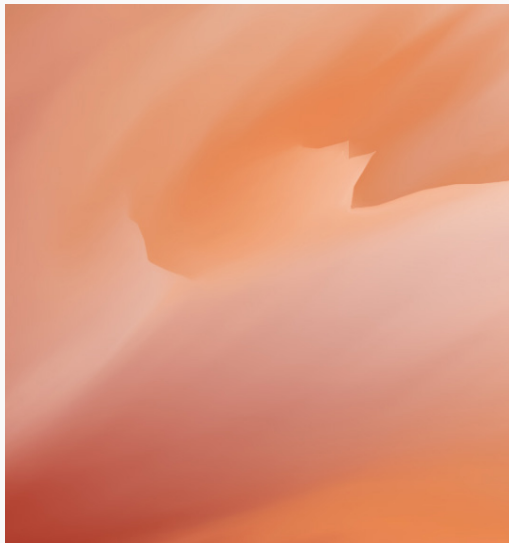
If leaders do not decide what to do with the capacity AI creates, it will become the new baseline for delivery.



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[I am] worried that unreasonable performance expectations could result from speedier AI-driven operations.

— **Specialist/Senior Individual Contributor, Sales/Business Development**



Are we converting AI productivity into enterprise value, or simply increasing workload and expectations?

The Lost Apprentice

AI Can Accelerate Knowledge. It Cannot Shortcut Human Experience.

One of the most consequential findings is not about whether AI replaces entry-level jobs. It is about what happens to the developmental experiences inside those jobs.

60%

Turn First to AI for
Straightforward Questions

52%

Turn First to a Colleague
for Complex Questions

51%

Of Gen Z Turn First to AI Even
for Complex Questions

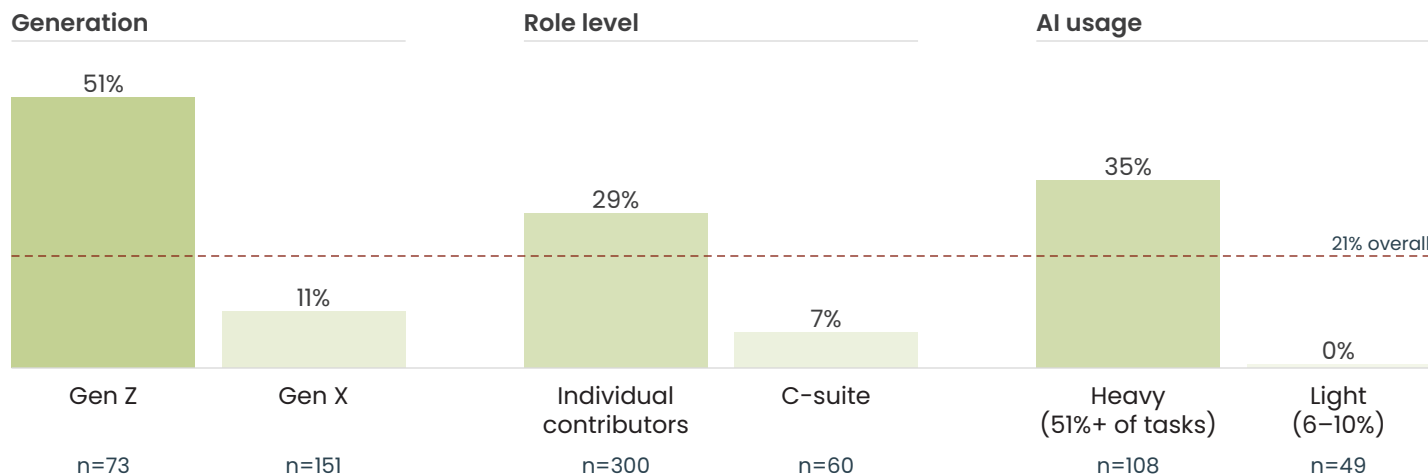
Across the full sample, the division of labor is intuitive: AI wins on straightforward questions, while humans still win on complexity. For straightforward questions, 60% turn first to AI, 18% to a colleague, and 22% say it depends. For complex questions, just 21% turn first to AI, 52% to a colleague, and 27% say it depends.

But a look by generation changes the picture. For complex questions, 51% of Gen Z turn first to AI, compared with 19% of Millennials and 11% of Gen X. At the other end of the hierarchy, only 7% of C-suite respondents turn first to AI for a complex problem, while 65% turn to a colleague.

WHO TURNS TO AI FIRST FOR COMPLEX QUESTIONS

Highest and lowest group in each cut, against 21% overall (dashed line).

Every group shown differs significantly from the overall result at 95% confidence.



That gap matters because apprenticeship has always been embedded in work. A less experienced person encounters something difficult, asks someone more experienced, and learns not only the answer but the reasoning, trade-offs, and context behind it. Over time, those interactions are how knowledge becomes experience—and experience becomes judgment.

In many ways, organizations have been worried about losing exactly this kind of learning since the pandemic. One of the arguments leaders have repeatedly made for bringing people back into the office has been the need to restore mentorship, skill development, and the informal access to more experienced colleagues that early-career employees lost when work went remote.

But AI may be changing that equation. Simply putting generations back in the same building doesn't ensure that learning happens if the first place an early-career worker turns for an answer is AI.

The risk is not that AI gives them the wrong answer. The bigger risk may be that it gives them a perfectly good answer, and eliminates the reason to ask another human.

That interaction matters. A senior colleague doesn't just provide an answer; they explain why, challenge assumptions, share pattern recognition built over years, introduce nuance, and sometimes disagree with the premise entirely. Those are the experiences through which professional judgment develops.



OUR POV: We solved for proximity. Now we have to solve for apprenticeship.

The post-pandemic question was whether early-career employees had enough access to experienced colleagues. The AI-era question is whether they will use that access when an answer is available instantly.

Organizations can no longer assume mentorship and knowledge transfer will happen through proximity. They will need to deliberately design them into work: creating moments for coaching, review, observation, debate, and human problem-solving—and making the development of others an explicit responsibility of experienced leaders. AI can make people capable faster. But workers still need the experiences that build good judgment.



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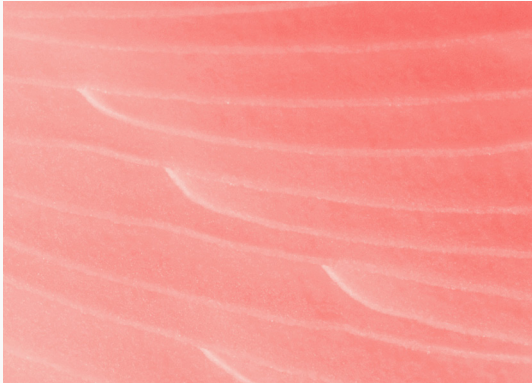
[I worry that early career workers are] losing opportunities to build strong accounting skills through hands-on work.

— **Mid-level Individual Contributor, Finance/Accounting**



The Leadership Imperative:

Don't just give the next generation access to senior leaders. Create an environment of mentorship and growth.



If AI shortcuts the experiences through which people develop judgment, where will our next generation of leaders come from?



The Executive AI Bubble

AI Feels Most Empowering to the People with the Most Power Over How It Is Used.

AI transformation looks different from the corner office. At the top of the organization, AI largely feels additive. Ninety-eight percent of C-suite executives say they have a say in whether, when, and how they use AI. Ninety-three percent say AI-assisted work still reflects their own expertise and judgment. And 82% reject the idea that anyone with access to the same AI tools could produce the same work they do.

Further down the organization, that sense of agency and ownership is weaker.

Among individual contributors*, only 75% say they have a say in whether, when, and how they use AI, and just 61% say AI-assisted work reflects their own expertise and judgment. Only 45% reject the idea that someone with access to the same AI tools could produce the same work they do.

That is more than a perception gap. It is a power gap.

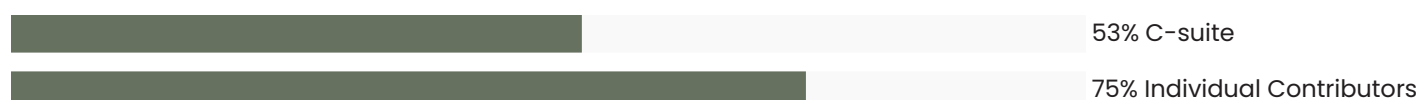
Roles Who Have a Say in Whether, When, and How They Use AI



AI-Assisted Work Reflects Their Own Expertise and Judgment



Expect AI to Perform Most of Their Current Tasks Within Five Years



* "Individual Contributors" combines three sample groups: Senior IC/Specialist, Mid-level IC, and Entry-level IC.



Mostly I am concerned about the pressure to use AI even when it may not be the best approach.

— Entry-level Individual Contributor, Marketing/Communications

FAVORABLE MEASURES BY SELECT ROLE LEVELS

Measure	Overall n=500	C-suite n=60	Senior IC / Specialist n=100	Mid-level IC n=125	Entry-level IC n=75
Agency % favorable	83%	98% +16 pts	71% -12 pts	75% -7 pts	81%
Authorship % favorable	67%	90% +23 pts	58%	54% -13 pts	59%
Distinctiveness % favorable	55%	82% +26 pts	50%	41% -15 pts	47%
Individual Contribution % favorable	71%	93% +22 pts	64%	60% -11 pts	60% -11 pts
Recognition % favorable	89%	100% +11 pts	89%	82% -6 pts	80% -9 pts
Autonomy % favorable	74%	83%	75%	66% -8 pts	72%
Professional Identity % favorable	74%	88% +14 pts	77%	66% -8 pts	60% -14 pts

Higher than overall Lower than overall Darker = 99% confidence, lighter = 95%. Unshaded = no significant difference.

The Leadership Imperative:

Democratize the power, not just the technology.

The people with the greatest ability to shape how AI fits into their work are also the people most likely to experience AI as an extension of their expertise rather than a threat to it. And the divide continues when we look at how organizations are supporting the transformation. While 89% overall say their organization has a clear AI strategy, understanding becomes less consistent as that strategy reaches the work itself. Eighty-four percent of management** understand what their organization's AI strategy means for their work, compared with 71% of individual contributors*. Eighty-six percent of management** say everyone at their organization has equal access to AI training, compared with 75% of individual contributors*.

At the same time, the employees with less agency and support are also more exposed to what comes next. Seventy-five percent of individual contributors* expect AI to be able to perform most of their current tasks within five years, compared with 53% of the C-suite.

They are also more likely to see changes in the human dynamics of work that executives may not experience themselves. Twenty-one percent of individual contributors* say their team members turn to one another less as they turn increasingly to AI. Among the C-suite, just 2% say the same.

** "Management" combines four sample groups: C-suite, VP/SVP/Head/Sr Director, Director, and Manager.



OUR POV: The AI experience may be shaped as much by agency as by the technology itself.

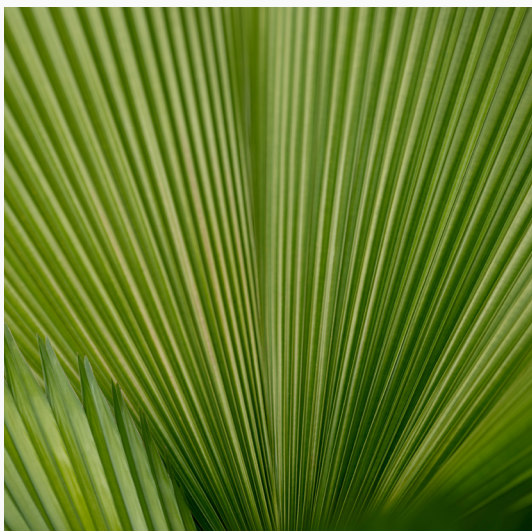
The executive experience offers an important clue about what makes AI empowering rather than threatening. Executives aren't simply using better AI. They have more control over when and how they use it, greater confidence that their expertise remains visible in the output, and more support for understanding how AI fits into their work.

That changes the leadership challenge. The goal shouldn't simply be to drive AI adoption further down the organization. It should be to push the conditions that make AI empowering further down with it.

Give employees greater voice in where and how AI enters their work. Give them the training managers already experience more consistently. Make clear which decisions remain theirs. Protect opportunities to exercise judgment rather than simply execute AI-assisted tasks. And create mechanisms for frontline employees to shape the transformation—not merely receive it.

Because if AI is experienced as agency at the top and automation at the bottom, the same transformation can produce two very different organizations.

Don't measure success by whether everyone has access to AI. Ask whether everyone has enough agency, capability, and ownership to benefit from it. The people with the most authority over AI transformation do not necessarily experience that transformation in the same way as the rest of the organization.



Are leaders making transformation decisions based on an AI experience their workforce doesn't share?

The AI Trust Gap

The More Invisible AI Becomes, the More Visible Governance Has to Become.

Our research suggests employees are remarkably comfortable with AI. Eighty-nine percent feel comfortable admitting they do not know how to use an AI tool, 87% can admit AI-related mistakes without fear of negative consequences, 87% feel comfortable questioning whether AI is appropriate for a task, 84% can express honest views about AI, and 77% feel comfortable challenging AI-generated outputs.

63%

Say They Often or Always
Disclose Their Own AI Use

47%

Believe Colleagues Often or
Always Disclose Theirs

55%

Know When and How AI Influences
Decisions That Affect Them

That psychological safety is an important foundation. But comfort using AI is not the same as having effective governance around how AI-generated work moves through an organization.

And this is where the stakes move well beyond employee trust.

As AI becomes embedded in everyday work, organizations increasingly rely on individual workers to make consequential decisions: When is AI appropriate? When should its use be disclosed? What needs to be verified? When is human review required? And ultimately, who is accountable for the finished work?

Left undefined, those decisions become informal—and inconsistent.

We are already seeing the consequences when AI-assisted work reaches clients, customers, or the public without sufficient human verification. High-profile cases have involved AI-generated errors, fabricated references, and inaccurate information making their way into final deliverables, resulting in financial remediation, reputational damage, and difficult questions about accountability. The issue is not simply that AI was used. The failure is when errors make it through the process unchecked and become the organization's work product.

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Teams may act on convincing AI outputs before the underlying data has been properly checked.

— C-suite, Research/Data/Analytics



OUR POV: AI governance cannot live only in policy. It has to live in the work.

An organization can have an AI policy, approved tools, and enterprise governance structures and still be exposed if the person producing the work does not know what must be checked, disclosed, challenged, or escalated before that work moves forward.

That makes worker-level governance one of the most important—and potentially overlooked—layers of enterprise AI governance.

Every employee using AI is increasingly part of the organization's control environment. They need clear decision rights and responsibilities: when AI can be used, when its involvement matters enough to disclose, what requires independent verification, which outputs demand human review, what should never be delegated to AI, and who owns the final decision.

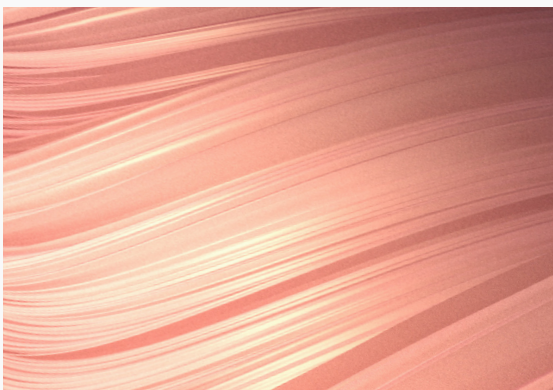
Because when AI-generated work is wrong, the accountability does not belong to the AI. It belongs to the organization whose name is on the work.

The potential consequences extend beyond a bad output. Unchecked or undisclosed AI can create financial, reputational, regulatory, legal, and client risk—particularly when AI influences high-stakes decisions or externally delivered work.



The Leadership Imperative:

Govern the worker, the workflow, and the output—not just the technology.



Do employees know when AI is being used, how it influences decisions, and where human accountability begins?

What the Data Does Not Show

AI Is Not Diminishing Worker Connection—at Least Not Yet.

One of the most important conclusions is also a correction to a common assumption. Among these active AI users, the data does not support a broad narrative of collapsing human connection.

86%

Say AI Makes Team
Collaboration Easier

77%

Say AI Frees Time for More
Human Connection

5%

Feel Less Connected
Since Using AI

- 79% say AI has had a positive impact on team culture
- 5% report a negative impact on team culture
- 88% say it is easy and normal to ask a colleague for help
- 16% feel their team members turn to one another less as AI use rises
- 20% say they spend more time interacting with AI than with colleagues

This suggests AI may be changing the composition of human interaction rather than simply reducing it. Routine questions can migrate to AI while human interaction concentrates around complexity, judgment, collaboration, and relationships.

The opportunity is to preserve the human interactions that build trust, judgment, and belonging.





[There still needs to be a focus on] building real human connections and team unity in an increasingly automated and fast-paced world.
— C-suite, Operations/Delivery

Talent Market Implication

AI Strategy Is Becoming Employer Strategy.

AI is no longer merely part of the technology stack; it is becoming part of the employee value proposition.

87%

Say an Employer's AI Approach Matters When Deciding Where to Work

86%

Feel Positive About AI's Role in Their Professional Future

82%

Say Those Who Are Proficient with AI Are Becoming More Valued than Those Who Are Not

Employees appear to want neither an AI-free workplace nor indiscriminate automation. They want access, capability, fairness, transparency, and a clear understanding of how AI changes their work and their value.

The talent implication is significant. An organization's AI strategy can signal whether it invests in people as aggressively as it invests in technology, whether it uses AI to expand human capability or simply extract more output, and whether employees will have agency in the transition.

The employer brand question is shifting from "Do you use AI?" to "What kind of human experience does your use of AI create?"

Agenda for Leaders

Five Decisions the C-Suite Cannot Delegate to the Technology.

1

Reinvent Work

Define higher-value human contribution before simply automating the work. Map where AI can absorb execution, then redesign roles for organizational gain around judgment, accountability, creativity, context, relationships, and decision rights.

2

Capture the Dividend

Decide where AI-created capacity should go. Measure not only output and time saved, but where that capacity is reinvested: growth, margin, innovation, customer value, learning, or recovery.

3

Protect the Pipeline

Make apprenticeship intentional. Create structured moments for human review, reasoning, coaching, stretch assignments, and judgment transfer, especially for early-career talent.

4

See the Real Transformation

Measure AI experience by level, generation, and role. Pair adoption and productivity metrics with ownership, agency, confidence, learning, connection, and psychological-safety measures.

5

Make Accountability Visible

Design transparency into AI-enabled decisions. Clarify disclosure norms, human-in-the-loop requirements, escalation paths, decision ownership, and how employees are informed when AI influences outcomes.

The next phase of AI leadership is not about how much work AI can take on. It is about how far organizations can both define and expand what people contribute.

Conclusion

The More AI Can Do, the More Intentional We Must Be in Redesigning and Expanding Human Work.

The AlxHuman research does not describe a workforce retreating from artificial intelligence. It describes people using it, learning from it, producing more with it, and largely feeling better about their work because of it.

Nor does it describe a workforce blind to AI's trajectory. Most respondents believe AI will be capable of performing the majority of their current tasks during their careers.

Those two realities coexist because people appear to believe something fundamental: human value is larger than the work at hand.

That belief may prove prescient. But organizations cannot simply assume it will. If AI takes routine work while humans gain more strategic, creative, and relational work, the technology can expand human contribution. If AI creates capacity that is reinvested in innovation, learning, and recovery, productivity can become sustainable value. If early-career employees still develop judgment, AI can accelerate expertise. If leaders see the transformation as employees experience it, they can correct friction before it becomes resistance. And if governance makes accountability visible, trust can survive even as AI becomes increasingly invisible.

AI is expanding what technology can do. Winning organizations will be equally ambitious about expanding what people can do.



It worries me that AI output may be valued over original creative judgment.
— **Director, Creative/Design**



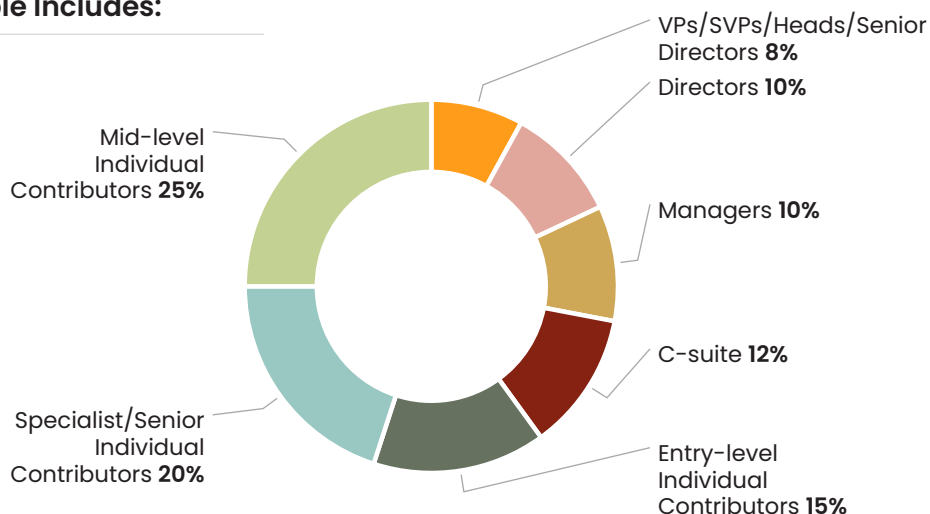
About the Research

A Study of People Already Living the AI Transformation.

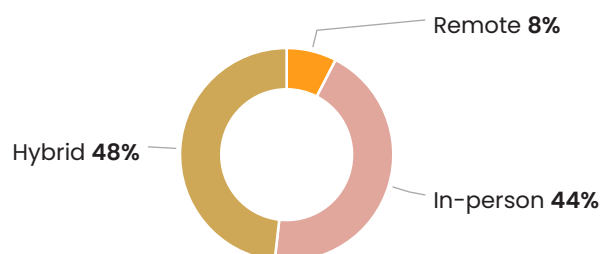
RGP surveyed 500 professionals who actively use AI in their work to understand how AI is reshaping the human experience of work. The research was conducted by iResearch Services in August–September 2026.

The study was designed to capture perspectives across organizational levels, industries, company sizes, geographies, and generations. Respondents represented eight industries, spanning financial services, healthcare and life sciences, technology, professional and business services, manufacturing, consumer goods and retail, entertainment, and energy, and 14% of organizations were private equity-backed. Organizations ranged from \$250 million to more than \$5 billion in annual revenue, with equal representation across four revenue bands.

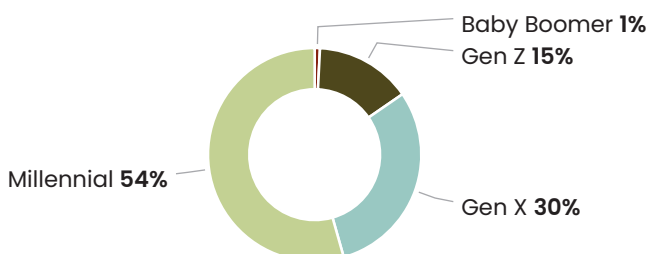
Survey Sample Includes:



Work Arrangements Include:



Generations Surveyed Include:

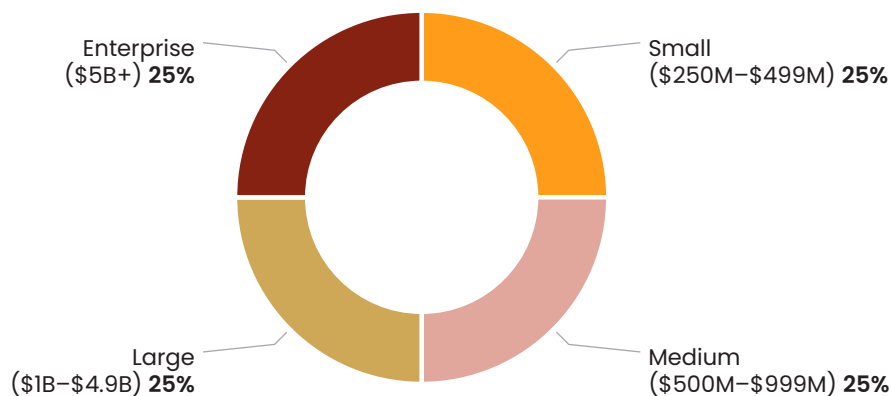


The sample included employees at every level of the organization: 20% senior leaders, including 60 C-suite executives; 20% directors and managers; and 60% individual contributors, ranging from entry-level employees to senior specialists. Participants also represented a broad range of business functions, including technology, finance, operations, marketing, sales, risk and compliance, HR, data and analytics, and consulting.

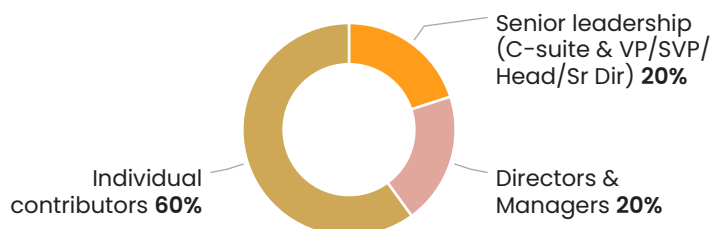
Geographically, 65% of respondents work in North America, 15% in Asia Pacific, 10% in Europe, and 10% in Latin America. Generationally, the sample included Gen Z, Millennials, and Gen X, with Millennials representing the largest group.

Importantly, this is a study of active AI users rather than the workforce at large. All respondents use AI for at least 6% of their work tasks. Nearly seven in ten (69%) use AI for 11–50% of their work, while 22% use it for more than half of their tasks. This makes the research a view into the experience of employees already working alongside AI—not speculation about how they might respond to it in the future.

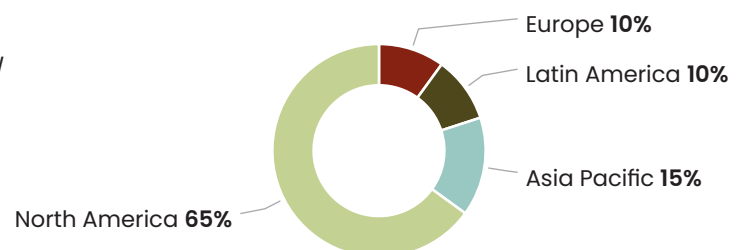
Annual Revenue Includes:



Role Levels Include:



Regions Include:



Percentages and numbers represented within this report may not equal 100 due to rounding. Small subgroup bases should be interpreted directionally. This report distinguishes observed survey results from implications and hypotheses drawn from those results.

Appendix

Topline Data Snapshot.

- **Agency & Ownership:** 83% have a say in whether/when/how they use AI; 74% feel more control; 74% spend more time on work central to their role; 71% say AI-assisted work reflects their expertise and judgment; 89% feel recognized for individual expertise and judgment.
- **Proficiency:** 86% confident using AI; 82% learned valuable new skills; 61% can take on tasks they could not before; 83% solve more complex problems; 80% say AI made them better at their job; 84% say AI has strengthened skills core to their role.
- **Relevance:** 3% feel replaceable by AI; 91% say human judgment/creativity are essential; 94% say human professional experience adds value beyond AI; 84% say AI increased their value in the workplace; 82% feel valued for their uniquely human contribution; 83% confident in long-term career prospects as AI becomes more integrated into their work.
- **Trust & Strategy:** 63% often or always disclose own AI use; 47% believe colleagues often or always disclose; 72% trust colleagues to review AI output; 89% say organization has clear AI strategy; 76% understand what their company's AI strategy means for their day-to-day work; 74% see open leadership communication related to AI strategy and implementation; 90% trust their organization to adopt AI in ways that benefit both the employees and the business.
- **Belonging:** 77% say AI frees time for human connection; only 5% feel it has had a negative impact on team culture; 86% say AI makes team collaboration easier; 79% say AI has had positive impact on culture.
- **Psychological Safety:** 89% comfortable admitting AI knowledge gaps; 87% can admit AI mistakes without fear of consequences; 79% say organization supports learning from AI-related failures; 77% feel comfortable challenging AI outputs; 87% feel comfortable questioning appropriateness of AI use; 84% feel comfortable expressing honest views about AI at work; 88% say asking colleagues for help is easy and normal.
- **Equity:** 84% say everyone at their organization has equal access to AI tools; 79% report equal access to AI training; 77% say AI levels the playing field for people with different backgrounds, abilities, or levels of experience; 85% say AI helps them write and present their work as clearly as peers who find that side of their job easier; 78% say AI is used fairly in employee decisions; 70% expect hiring to become more favorable with the use of AI.
- **Recovery & Outcomes:** 84% say AI helps them manage workload more effectively; 82% say AI has accelerated the pace at which they are expected to work; 80% say AI-saved time fills with more work; 60% say AI helps them create space to pause, reset, and recover energy; 73% find work more enjoyable when using AI; 76% say using AI helps them feel more engaged at work; 86% feel positive about the role AI will play in their professional future; 87% say an employer's approach to AI is an important factor in deciding where to work.



About RGP

RGP (Nasdaq: RGP) has been redefining professional services for 30 years by closing the gap between advice and execution. RGP combines the flexibility of on-demand talent, the rigor of consulting, and the accountability of managed services for faster impact, smarter investment, and lower risk. The firm partners with CFOs and other C-suite leaders across finance, digital transformation, data, and cloud—connecting advisory to execution at global scale.

Based in Dallas, Texas, with offices worldwide, RGP annually engages with nearly 1,500 clients around the world from approximately 35 physical practice offices and multiple virtual offices. As of August 2026, RGP is proud to have served 90% of the Fortune 100 and has been recognized by U.S. News & World Report (2025–2026 Best Companies to Work For) and Forbes (America's Best Midsize Employers 2026, America's Best Management Consulting Firms 2025, World's Best Management Consulting Firms 2025).



This research and report were created through a thoughtful
collaboration between human intelligence and AI.
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