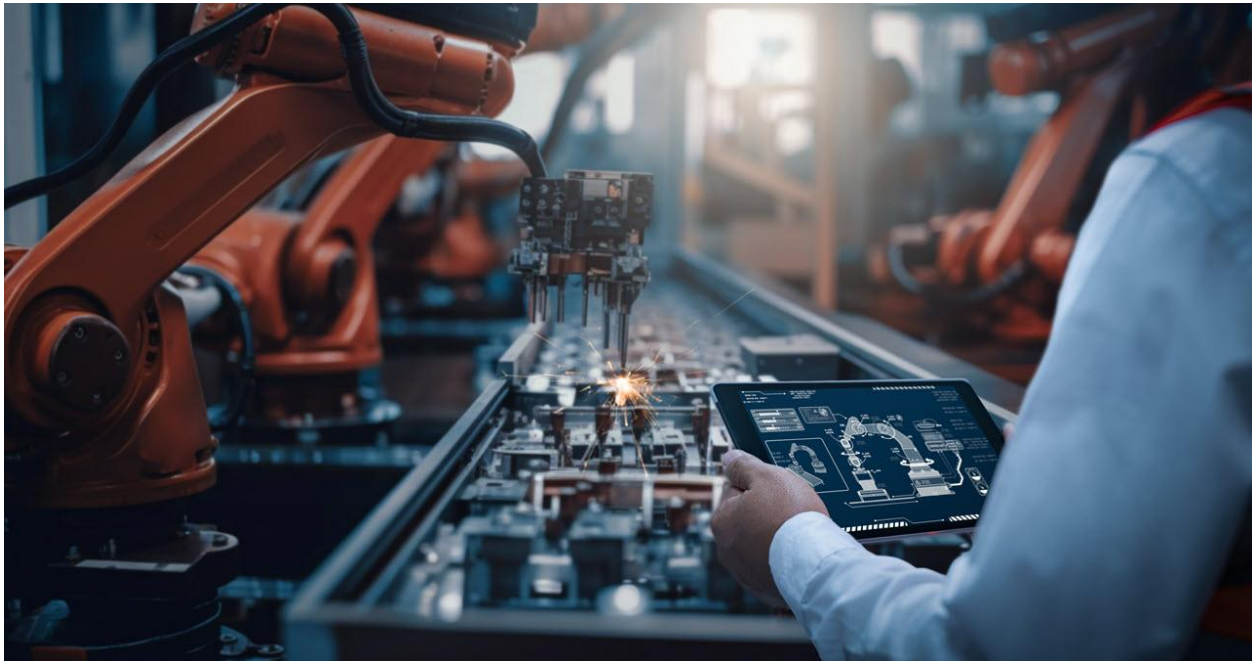


5 Actions to Integrate AI and Humans in the Workforce

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CIOs and CHROs can step beyond their traditional roles to align human and technology

The rapid acceleration of generative AI and agentic AI is ushering in a transformative era for the workforce, with digital agents working alongside human employees to help deliver new possibilities for business outcomes. Realizing these benefits likely relies on effective collaboration among CIOs and chief human resources officers (CHROs) to integrate humans and AI, with a focus on their respective strengths.

“AI differs from previous technologies because it is transforming not only how work gets accomplished but also the nature of the work itself,” says Aniket Bandekar, managing director in the Human Capital Organizational Transformation practice at Deloitte Consulting LLP. “It is a notable change in society, including in enterprises. A vision and capability for harnessing the power of generative and agentic AI while maintaining human oversight and creativity will likely define the next generation of successful enterprises.”

AI is increasingly prompting many organizations to reconsider how work gets done, who or what does it, and how they define and measure value, says David Mallon, managing director and chief analyst for Human Capital Research, Eminence, and Market Activation at Deloitte Consulting LLP. “The value of human work is potentially shifting to those things that require

context, judgment, and oversight, which are areas where AI can't fully replace humans," he says. "Building trust with transparency is essential for integration."

This shift is challenging leaders to reimagine traditional roles and responsibilities for humans and technology, says Carissa Kilgour, principal in the Human Capital practice at Deloitte Consulting LLP. "There are roles where AI cannot directly replace humans but could take on a significant portion of the work done by humans," she says. "This suggests a need for organizations to redesign jobs to identify which tasks are best suited for AI and which should be performed by humans. The extent of redesign will likely vary by industry, job function, and organizational imperatives."

Leadership Agenda: Integrate Talent and Tech

As organizations integrate generative and agentic AI into their operations, a new leadership imperative is emerging. The transformation highlights the importance of CIOs and CHROs stepping beyond their traditional roles and working together to redesign work.

"Managing a hybrid workforce of human employees and digital agents may require a fundamentally different approach to leadership, governance, and accountability," Bandekar says. "This shift underscores the need for CIOs to become actively involved in AI work planning, recognizing that these AI agents will have characteristics similar to capital infrastructure and other characteristics of labor, such as decision-making and task completion. Governance strategies will likely need to borrow from both principles of capital management and labor management, and may plot some entirely new paths as well."

This new era also suggests the importance of cross-functional governance structures, where CIOs and CHROs jointly oversee the ethical use, performance, and continual improvement of AI agents. "Leadership should bridge the gap between technology and people so AI can be used efficiently and responsibly," Bandekar says.

Technology and talent strategies may need to be integrated rather than developed and executed in isolation to align human and digital workers with the organization's goals and values, Mallon says.

"CIOs bring expertise in deploying, scaling, and securing AI systems, while CHROs understand the nuances of workforce planning, employee experience, and organizational culture," Mallon says. Together, they can co-design operating models that clarify responsibility for AI output, onboarding and management of digital workers, and the new skills and roles required for effective human-machine collaboration.

The Rise of Digital Workforce Registries

The rise of AI is prompting some organizations to rethink the traditional concept of jobs, Kilgour says. "Instead of fixed roles with stable, linear responsibilities, work may be aligned to value-driving business processes, broken down into granular tasks with a clear focus on business

outcomes over activities,” she says. “Jobs are becoming more modular and fluid, with humans increasingly collaborating alongside AI agents across workflows.”

In such a model, humans will likely be deployed where they can exercise judgment in supervising and guiding AI agents to help produce quality and ethical outcomes, so most roles will likely involve some degree of AI orchestration.

This shift may necessitate the development of digital workforce registries, which are centralized systems to track AI agents in use as well as their responsibilities, decision rights, and oversight mechanisms.

“These registries can be designed to integrate with existing workforce data, making it possible to map how human roles interact with AI agents across the business,” Kilgour says. “With this integration, organizations can gain greater transparency and more effectively manage both human and digital workforces.”

5 Actions to Consider

As leaders navigate AI-driven transformation and look for ways to deploy human-AI collaboration, they can consider five actions:

Establish joint governance models. CIOs and CHROs can co-lead AI workforce initiatives to align technology and talent strategies to help meet both business objectives and employee needs. By sharing ownership of the governance process, organizations can balance innovation with talent priorities to realize greater value from their AI investments.

Redesign roles and upskill workers. Understand roles and flows that make up work, including tasks, moments of collaboration, and decision-making. Identify where and how information is shared, outcomes are achieved, and decisions are made. Consider the full spectrum of possible relationships between humans and AI—not just augmentation, but also orchestration, collaboration, and independent contributions.

Treat work like a product, with features designed to achieve outcomes, and iterate on these features to continually improve human and AI contribution. Invest in employee development to help elevate human skills, which can help the workforce remain adaptable and capable of working alongside evolving AI technologies.

Prioritize human-AI collaboration. Design human-AI collaboration by considering multiple dimensions, including interface, interaction, process, and technology. Recognize that effective collaboration often requires thoughtful planning, which is important for helping humans and AI agents work together seamlessly. Prioritize trust and transparency by helping employees understand how AI systems make decisions, how information flows, and how their expertise interacts with these technologies to achieve desired outcomes.

Build digital workforce registries. Track the use of AI agents in a manner similar to tracking human employees. This integration presents both technical and organizational challenges but is

likely important for providing efficiency, visibility, accountability, and compliance as organizations scale their use of AI alongside human employees.

Foster a culture of curiosity and adaptability. Encourage experimentation and continual learning. Promote a mindset that embraces change and supports trying innovative approaches, which may help accelerate AI adoption while empowering people to contribute to ongoing transformation.

Integration and Future Planning

AI is ushering in a new era of transformation, accelerating change at a pace faster than previous technological revolutions, Bandekar says. "As with electrification, the internet, and the proliferation of mobile devices, organizations should reimagine their processes, roles, and incentives to fully harness what AI makes possible," he says.

This transformation is fundamentally altering how work gets done, Mallon says. "AI is enabling new business models while enhancing both employee and customer experiences," he says. "As AI capabilities grow rapidly, organizations have new opportunities to innovate and differentiate themselves."

However, realizing these benefits requires thoughtful integration and governance. The management of digital workers is evolving from being solely IT-led to a shared accountability model involving HR and business units. New structures and leadership approaches may be needed to effectively oversee and integrate AI agents across the enterprise so that technology can enhance human contributions.

To prepare for the future, leaders can stay informed about emerging AI capabilities and proactively plan for their integration into business and talent strategies. "By fostering collaboration between CIOs, CHROs, and other business leaders, organizations can navigate the complexities of AI adoption, unlock the full potential of an augmented workforce, and remain resilient and competitive as the technology landscape continues to evolve," Bandekar says.