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Rearchitecting work in the age of AI

UNLOCK CAPACITY, TRUST, AND HUMAN POTENTIAL WITH AGENTIC AI

Introduction

The rise of agentic AI marks a new era of transformation where autonomous systems don't just assist humans, but actively participate in how work gets done. These intelligent agents are enabling new forms of collaboration between people and technology—accelerating how decisions are made, how services are delivered, and how organizations scale impact.

Deloitte Global's 2025 Global Human Capital Trends report highlights that this isn't just a shift in tools—it's a shift in mindset. Organizations are recognizing that the real value of AI lies not in replacing people, but in unlocking their potential. In fact, organizations are almost *six times as likely*[1] to financially benefit from AI when their workers personally derive value from it. That means putting people at the center of AI strategy isn't just the right thing to do—it's a business imperative.

Agentic AI offers a path forward. And when paired with thoughtful workforce strategy, it can open up new possibilities for capacity, creativity, and purpose at work.

Salesforce and Deloitte Digital are working together to help organizations translate the potential of agentic AI into meaningful, human-centered change. Salesforce provides the underlying agentic infrastructure: AI systems that learn, adapt, and act on behalf of teams. Deloitte Digital brings the workforce strategy and transformation experience to guide how these systems are implemented and integrated, facilitating long-term trust, impact, and adaptability.

In this paper we explore four key trends from Deloitte Global's report that present opportunities to rearchitect work for the agentic era, unlocking both business outcomes and human potential.

Freeing up work is only the beginning

> **Human Capital Trend:** When work gets in the way of work: Reclaiming organizational capacity
> **The Challenge:** AI creates capacity - but few organizations are equipped to reinvest it effectively.

Despite decades of process optimization and digital tooling, many workforces still spend a significant share of their time on low-value work. According to Deloitte Global's report, 41% of workers' time is spent on work that doesn't contribute to the value their organization creates[2]. That's nearly half the workday lost to low-impact activity.

And while 82% of organizations recognize the importance of increasing worker capacity for higher-value work, only 8% say they're making real progress[3].

Most are stuck in cycles of marginal gains without a clear strategy for how to eliminate noise or reallocate time.

This is where agentic AI introduces a structural shift. Rather than layering new tools on top of existing workflows, AI agents can absorb entire categories of repetitive effort—from fielding internal requests to resolving customer service tickets—freeing humans to focus on more creative, complex, and/or relational work.

" It's not just about reducing work. It's about designing where that capacity goes."

Maximilian Schroeck, Chief Commercial Officer for Salesforce Alliance, Deloitte Global

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That's the potential of Salesforce Agentforce: a digital labor force that handles repeatable tasks with speed and consistency. Deloitte Digital supports the transformation strategy—helping organizations identify which agents to build, how to redesign surrounding roles, and how to avoid unlocked capacity being quietly refilled with low-value work.

Organizations that succeed in reclaiming and redeploying capacity won't just move faster, they'll work smarter—with talent focused on the problems that matter most.

This is already a growing priority for Human Resources leaders. According to Salesforce's latest research, 89% of Chief Human Resources Officers believe AI agents and digital labor will empower them to reassign employees to more relevant roles, with 88% saying it's also a more cost-effective path than hiring externally[4].

It's a shift that requires intentional design, not just automation. Deloitte Digital helps organizations not only free up capacity, but also redirect it toward roles, teams, and priorities that drive long-term value.

Case study: Salesforce's Slack experiment

In an internal experiment[5], Salesforce encouraged employees to take short daily breaks over a two-week period—essentially giving back time reclaimed through productivity tools. The impact was remarkable:

21%
INCREASE IN PRODUCTIVITY

92%
IMPROVEMENT IN FOCUS

230%
IMPROVEMENT IN WORKERS' ABILITY TO MANAGE STRESS

63%
INCREASE IN OVERALL SATISFACTION AT WORK

This experiment demonstrated a simple but powerful principle: reclaiming time only creates value when paired with deliberate redesign. Organizations should be intentional about how that time is used. Salesforce and Deloitte help organizations to do just that—from moving service agents into revenue-driving roles to creating space for innovation or enabling slack time to improve well-being.

Trust is the real AI enabler

> **Human Capital Trend:** AI is revolutionizing work. You need a human value proposition for the age of AI.
> **The Challenge:** AI can amplify human capability, but only if trust is in place.

AI's convergence with the workforce changes more than workflows—it changes how employees perceive their role, their value, and their relationship with the organization.

A recent survey conducted by Salesforce showed that 80% of Human Resources leaders believe that most workforces will have humans and AI agents working together within five years[6]. And while many organizations are embracing the potential of Generative AI, the silent impacts on employee trust, motivation, and identity are too often neglected.

Workers are more willing to collaborate with AI than many leaders assume, but only if the transition feels transparent, purposeful, and equitable. If automation is introduced with little context, or if employees feel excluded from the process, adoption can stall—and skepticism can spread.

That's why reframing the employee value proposition is so critical—not just to build trust, but because active engagement helps AI systems improve over time through feedback and interaction. Without it, the opportunity for learning and refinement narrows.

Deloitte Digital helps organizations do just that. Across industries, Deloitte Digital teams support clients in rethinking rewards, career paths, and leadership behaviors that promote a more human-centered approach to AI. The goal: to convert what might feel like "replacement" into "reinvestment."

// When our employees see Agentforce making their jobs better — delivering value for their experience and even contributing to the success of the company — they become advocates. AI adoption doesn't happen overnight, but leading with trust, transparency, and clear guidelines helps employees navigate and embrace this transformation."

Lori Castillo Martinez, Performance & Workforce Innovation, Salesforce
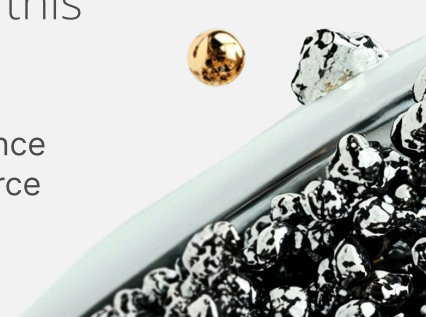
Key steps include:

> **Studying AI's silent impacts**: Understanding how AI changes workloads, satisfaction, and team dynamics—even when those effects aren't immediately visible.

> **Co-designing AI strategy:** Involving employees in shaping how Agentforce is used—not just informing them after the fact.

> **Aligning HR and tech:** Empowering Chief Human Resources Officers to act as "Chief Human and Machine Resource Officers," facilitating cross-functional accountability for AI success.

Salesforce helps to enable this shift through Agentforce, allowing organizations to introduce AI agents that support—rather than replace—human workers. Deloitte Digital helps to embed these deployments in a broader strategy that includes change management, capability building, and shared benefit.

Deep dive: Sharing the gains — A new model for workforce trust

In a landscape where workers are wary of being replaced by AI, some organizations are flipping the narrative entirely: *what if employees were the first to benefit from AI's success?*

Deloitte Digital has seen leading companies explore bold new strategies to make that vision real, tying AI-driven productivity gains directly to worker outcomes. This isn't about messaging or morale. It's a structural shift that turns automation into shared value. The most effective strategies include:

PERFORMANCE-BASED INCENTIVES	RECOGNITION PROGRAMS	CAREER ACCELERATION PATHWAYS	REINVESTMENT OF CAPACITY GAINS
tied to hybrid human/agent productivity	for employees who co-create with AI	unlocked by time freed up through automation	into well-being initiatives or innovation time

These aren't abstract ideas. They're intentional design decisions—grounded in economics, workforce data, and organizational priorities. When executed well, they can generate trust, excitement, and meaningful adoption. Deloitte Digital helps bring structure and scale to these strategies, building the case for investment and helping organizations communicate the "why" to their workforce. While this approach isn't yet standard, it makes a powerful case for organizations that see their workforce as a source of long-term advantage in an AI-enabled world.

Redefining return on investment (ROI) for the digital labor era

> **Human Capital Trend**: New tech. New work. Your old value case isn't enough.
> **The Challenge:** Traditional ROI models fall short in capturing the full value of AI.

Organizations have spent years optimizing for operational efficiency—measuring ROI in terms of speed, volume, and cost. But agentic systems, which embed AI agents into workflows across functions, don't fit that model neatly. They create new forms of value: augmenting human judgment, enabling cross-functional collaboration, and improving workforce adaptability.

The Deloitte Global report reflects this tension. While cost optimization remains an important factor, the most significant drivers of technology investment today are enabling workers and machines to create value together, unlocking new types of value, and improving worker wellbeing.

Tracking value with the Agent Advantage™ Value Factory

As organizations explore Generative AI and agentic technologies, many are holding back from broader deployment until they have a clear view of the value. This can mean defining success up front, measuring impact along the way, and designing engagements with scale in mind.

To support this need, Deloitte Digital is launching the Agent Advantage™ Value Factory—a new framework that helps structure engagements with an AI-first mindset to drive transformation for clients.

The Value Factory is built around five stages: identifying value opportunities, quantifying agent impact, building and launching agents, tracking value realized, and scaling the solution across the business.

By aligning teams around a shared understanding of value, the Value Factory helps organizations move beyond experimentation into programs that are grounded in outcomes, supported by structure, and built to scale.

Despite this shift, only 28% of leaders say they are doing something meaningful to organize and orchestrate workforce technologies, even though 62% acknowledge it's critical[7]. This signals a growing gap between intent and execution, a gap that often results in missed impact and stalled adoption.

To close that gap, some organizations are starting small but intentionally—often by piloting low-risk use cases like internal deployments first. This model can serve as a strategic entry point to agentic transformation and broader ROI. Rather than launching autonomous agents directly into higher-stakes customer-facing roles, organizations can begin by deploying:

Autonomous agents that support internal functions such as IT, procurement, or HR and employee service centers

Assistive agents that operate behind the scenes to help human agents deliver better service to customers

Other low-risk agents that can save time and streamline processes, like coordinating meetings

This approach not only reduces risk but helps organizations build maturity, establish feedback loops, and demonstrate early impact in a controlled environment.

It's a strategy Deloitte Digital and Salesforce have seen generate not just operational wins, but a broader shift in how organizations define and measure value—setting the stage for a more human-centered view of ROI.

" We need to rethink how we define ROI. What if you could measure the impact of Agentforce not just by how fast something gets done, but by how it helps people grow, collaborate, or take on more complex work?"

Kyle Forrest, Principal, Deloitte Consulting LLP

Customer zero: Salesforce's own Agentforce journey

Salesforce started its journey to shape the future of agentic AI by transforming its own workforce, implementing Agentforce internally as its "customer zero." Salesforce selected Deloitte Digital as its implementation ally to bring Agentforce to its internal Employee Service team, enabling a more seamless and intuitive experience and faster case resolution for employees.

Deloitte Digital's Human Capital practitioners helped Salesforce assess capabilities and define and prioritize use cases for employee service. Following a rapid deployment by Deloitte Digital's Salesforce technical teams, Salesforce quickly went live with Agentforce capabilities—including dynamic case summarization—for their 700 Employee Service team members worldwide.

Building on early success, Deloitte practitioners then refined and prioritized additional functionality for the Employee Service agent, launched enhanced features for the team, and began developing the next wave of use cases—including a pre-hire agent.

Salesforce has since released its new Employee Service product to the market. Now, that same model is available to clients—with Salesforce providing the digital infrastructure and Deloitte Digital's Human Capital and Salesforce teams guiding the transformation.

Equipping managers to lead hybrid teams

Human Capital Trend: Is there still value in the role of managers?
The Challenge: Managers are leading hybrid teams but are not set up to succeed.

Managers have become the critical layer in the success or failure of organizational change. Yet the expectations placed on them continue to grow, while support systems lag behind. As work becomes more hybrid, fast-paced, and AI-enabled, managers are being asked to performance-manage teams that include both humans and autonomous agents.

According to the Deloitte Global report, managers spend just 13% of their time developing people[8]. Much of the rest is spent catching up on case notes, reviewing interactions they didn't witness, or navigating siloed systems—all of which limit their ability to lead effectively.

This is where Agentforce delivers meaningful change. By interacting directly with an agent, managers can quickly access tailored, natural-language summaries of customer interactions and case histories—saving time and providing the clarity they need to support their teams more effectively. But this shift isn't just about saving time. Deloitte Digital works with organizations to reimagine what the manager role should look like in a hybrid human-AI environment. This includes:

Redefining KPIs to reflect the shared output of people and agents

Training managers to lead with data, empathy, and orchestration skills

Establishing clear accountability for outcomes driven by digital labor

Transformation programs led by middle managers succeed 80% of the time, compared to just 20% for those led by senior leadership[9]. Empowering managers isn't a nice-to-have—it's a strategic imperative. This means rethinking not only what managers do, but also how their role is supported, structured, and measured. Managers are no longer just people leaders—they're performance orchestrators. They should understand both human dynamics and the logic behind how AI agents work.

As the manager role evolves, organizations are also rethinking how they orchestrate work across a blended workforce. Deloitte Digital helps clients explore new operating models that help define accountability for agent performance, enable seamless collaboration between humans and agents, and adapt structures to support hybrid teams at scale.

Deloitte Digital and Salesforce provide the tools, guidance, and leadership development support to help organizations elevate and empower their managers—not overwhelm them.

Looking ahead: A human-centered future of work

The 2025 Global Human Capital Trends report shows that the greatest barrier to AI at scale isn't technical—it's organizational. Success hinges on how companies redesign work, empower leaders, and align systems around a new model of collaboration between humans and AI.

Deloitte Digital and Salesforce are working together to make this transformation a reality:

> Salesforce delivers the agentic AI platform for automation, insight, and intelligent workflows

> Deloitte Digital brings the strategic frameworks to align that technology with trust, culture, capability, and long-term value

AS AN ALLIANCE, DELOITTE DIGITAL AND SALESFORCE HELP ORGANIZATIONS:

RECLAIM TIME
and reinvest it
meaningfully

BUILD TRUST
in automation through
transparency and reward

REDEFINE ROI
to include adaptability
and innovation

PREPARE LEADERS
and managers to guide
hybrid workforces

Whether you're piloting AI agents internally, scaling automation across the organization, or building trust and capability for long-term AI success, the opportunity is here.

How to get started building the future of work

To explore what this future of work could look like in your organization, you can start by:

Identifying a high-friction internal workflow that could benefit from a digital agent—HR, IT, and internal service centers are common entry points

Assessing manager readiness by reviewing how much time is currently spent coaching and developing people—and where Agentforce can create leverage

Engaging cross-functional leadership across HR, IT, and business units to define what workforce orchestration could look like in your organization

Deloitte Digital and Salesforce can support this journey from pilot to scale, and from experimentation to enterprise-ready transformation. Let's rearchitect work—collaboratively.

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ENDNOTES

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4. Salesforce, *HR Leaders to Redeploy a Quarter of Their Workforce as Agentic AI Adoption Expected to Grow 327% by 2027*, 6 May 2025.
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