

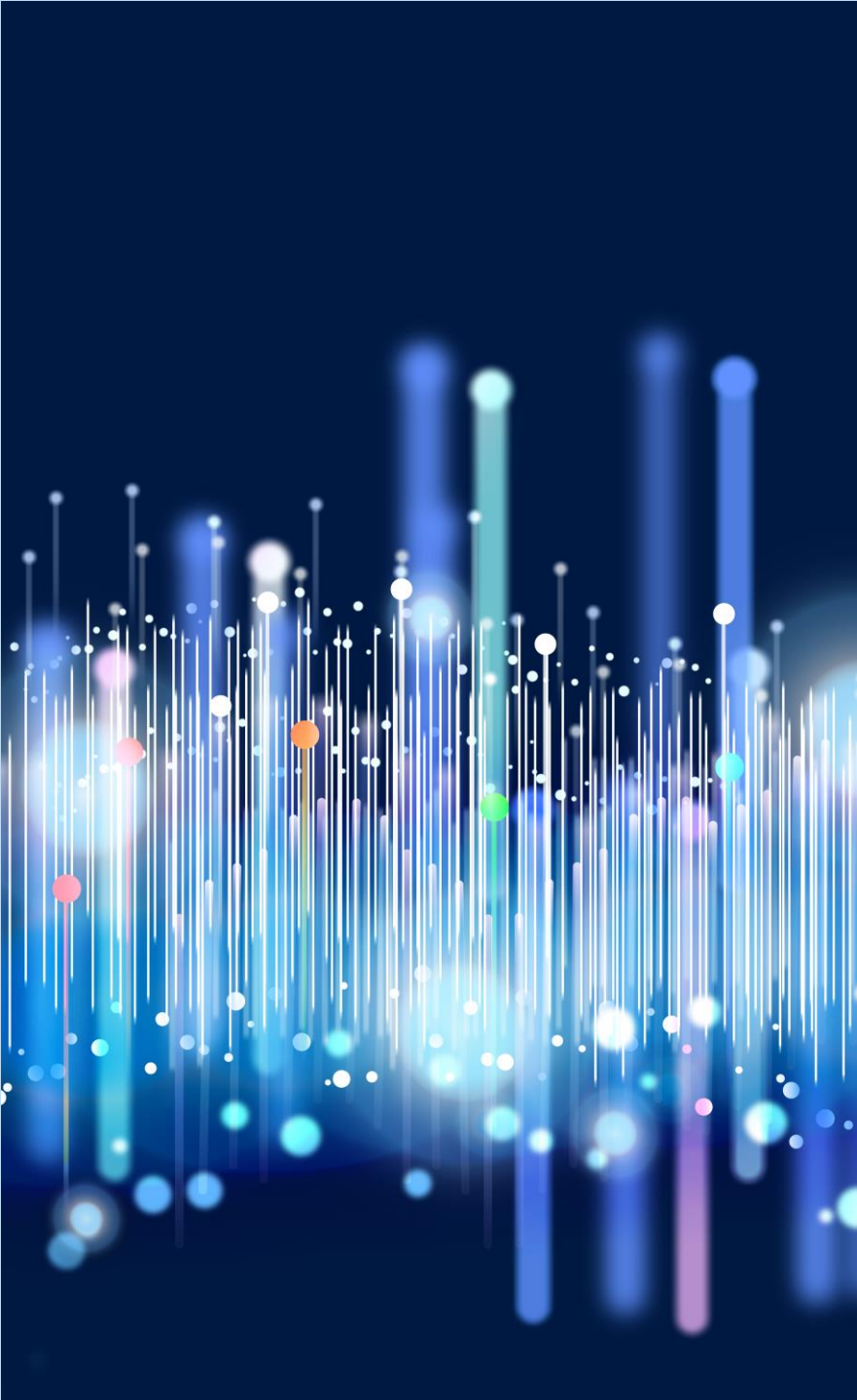


MARCH 19, 2025

# How Agentic AI is Changing Employee Experience and Driving New Ways of Working

Amy Loomis, Ph.D.

Research Vice President, Future of Work



# Agenda

1

The shift from automation to agentic AI

2

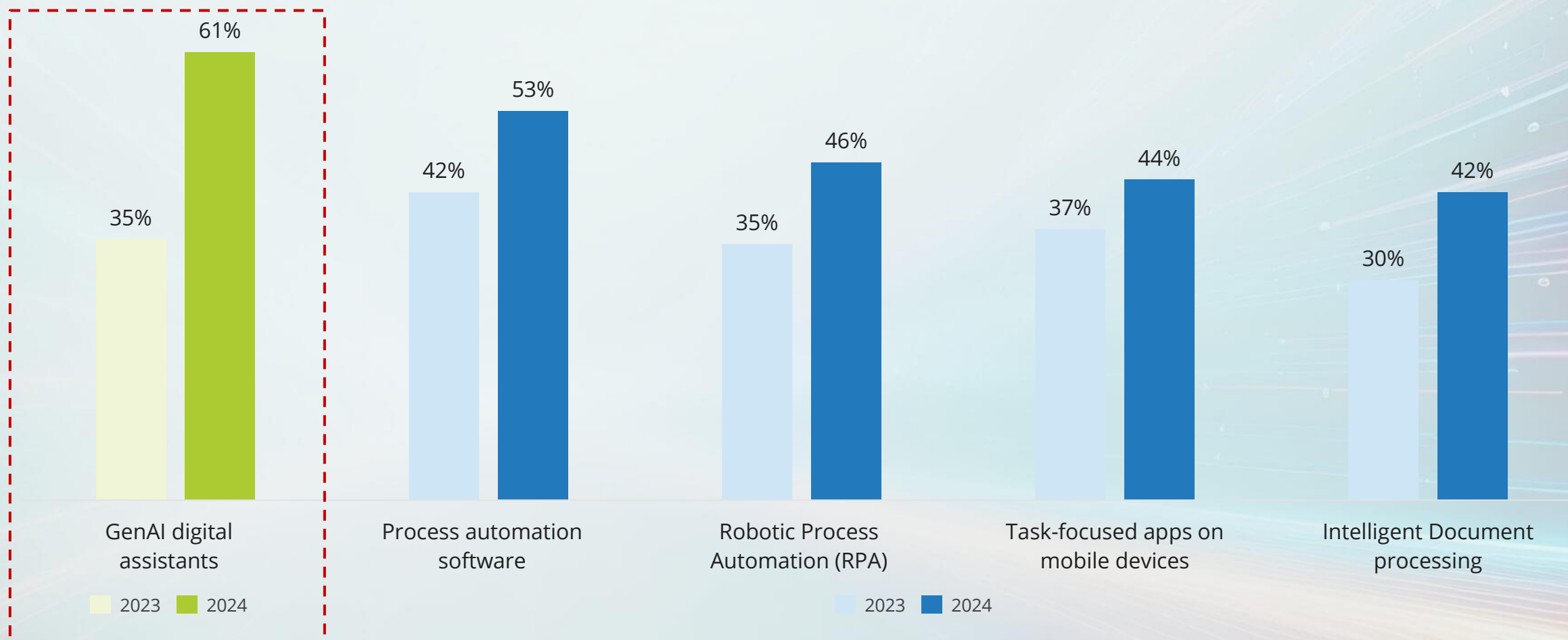
How to adapt to AI-enabled ways of working

3

Next steps to build business value

# Adoption of automation continues to change the ways we work

Q. In the next 18 months, is your organization currently or planning to deploy any of the following automation technologies?



Source: WW Future Of Work Survey, IDC, June 2024 n=1,269; WW Future of Work (FoW), IDC, April 2023, n=1,197  
Source: FERS Survey 11 IDC, November 2024, n=889

# We are at an inflection point for autonomous AI Agent development

*From assistance to actions to ecosystems*



## AI Co-pilots / AI Assistants

AI provides recommendations for decision making

### TECH

Experimental agent frameworks

### EXAMPLE

Order status inquiry

## Autonomous AI agents

Humans are "operators, supervisors and architects"

Productization of AgentOps tech stack

Order refunds and exchanges

## AI Agent Fleets

Capabilities, shares decision-making duties

Virtual workforces of "AI" agents and marketplaces

Fully autonomous customer service

# What makes agents distinct from other AI tools?

Unlike standalone large language models (LLMs) or rule-based software/hardware systems, AI agents can:



**Plan:** AI agents can plan and sequence actions to achieve specific goals.



**Use Tools:** Advanced AI agents can use various tools, such as code execution, search, and computation capabilities, to perform tasks effectively.



**Perceive and Process:** AI agents can perceive and process information from their environment, to make them more interactive and context aware.



**“Remember”:** AI agents can remember past interactions (tool usage and perception) and behaviors (tool usage and planning). They store these experiences and even perform self-reflection to inform future actions.

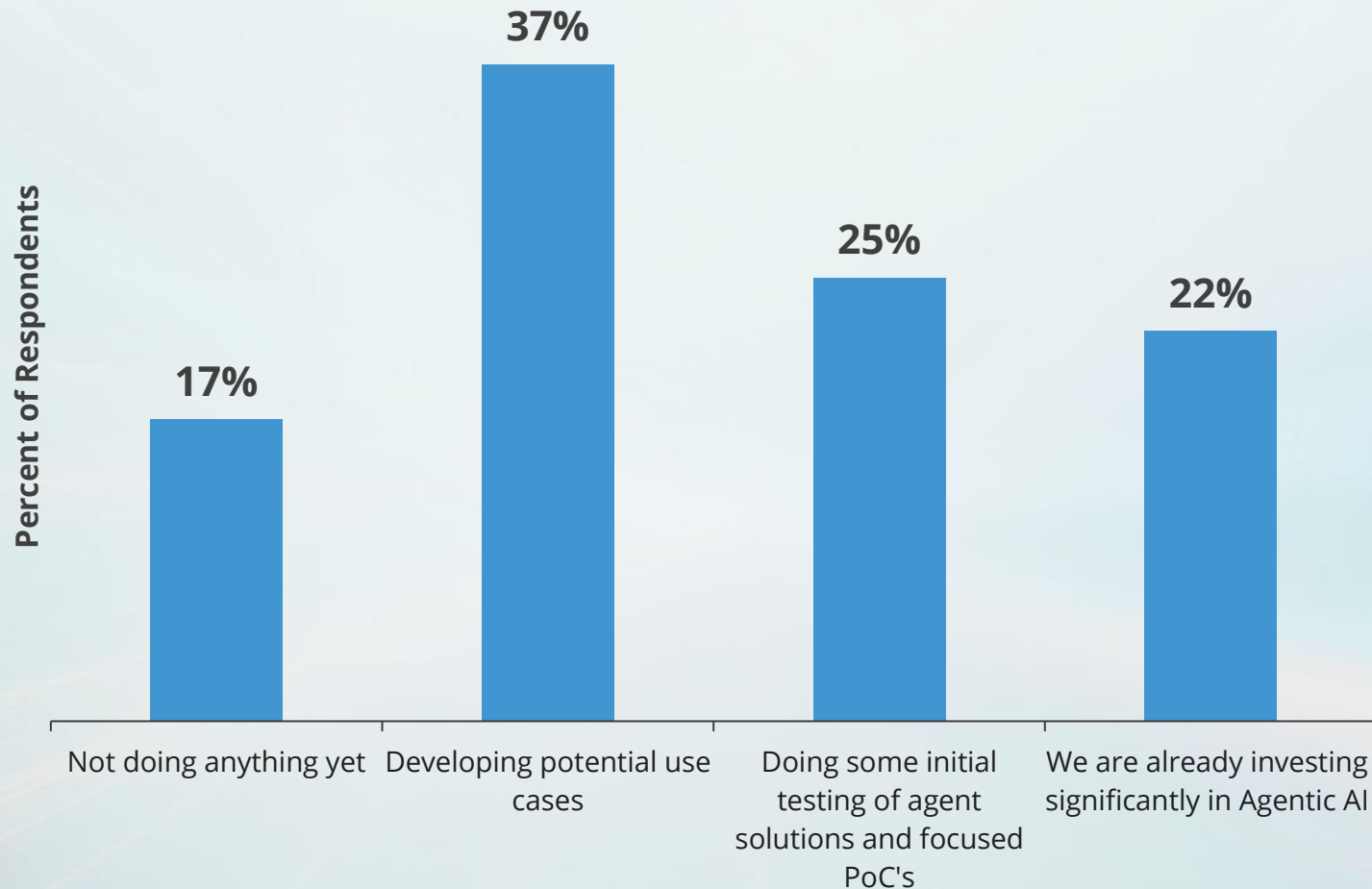
***“Agents are not automation tools - they are the users of tools”***

CAIO, Fortune 500 Technology Firm



# Most organizations are developing use cases for using agents or doing initial testing and PoCs

Q. What is your organization's current state of evaluating or using AI Agents?

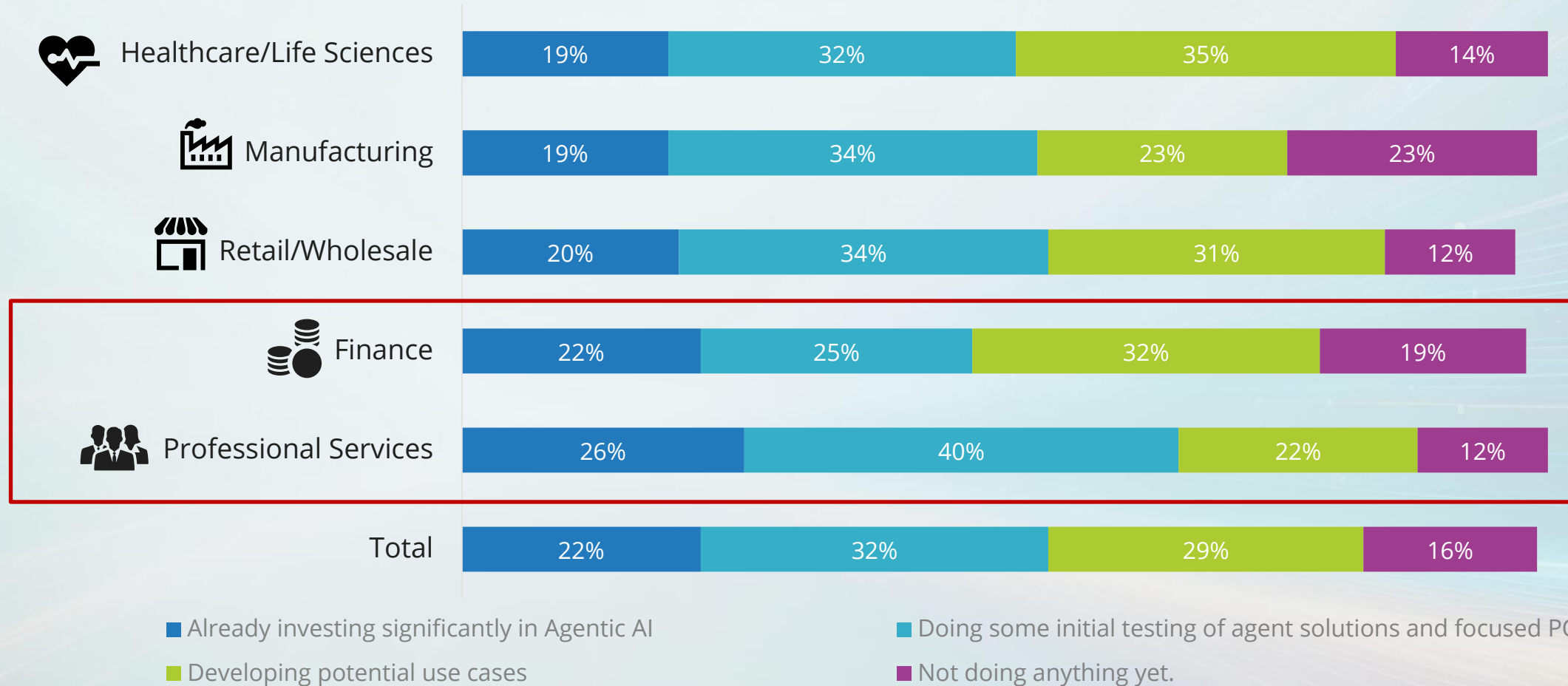


**47%**

Of organizations in North America are doing some initial testing and/or are already investing in AI agents.

# Globally, adoption of AI agents is increasing across industries

State of evaluating/using AI Agents by industry



Source: Future Enterprise Resiliency & Spending Survey Wave 11, IDC, December 2024, N=889, NA: 369, WE: 220, AP: 300 Weighted by IT Spending

By 2027, agentic workflows will reshape how tasks are delivered and performed, impacting at least 40% of G2000 knowledge work



## IT Impact

- Distinguish automation **with and without humans** in the loop.
- **Hybrid use cases** balance AI's non-deterministic behavior.
- Adapt **IT investment criteria** for high-value agentic workflows.



## Business Impact

- Focus on investment in **high-value** agentic workflows.
- **Enlist employees** in identifying AI agent application areas.
- Assess the **business value** of process improvement.

63%

of worldwide IT leaders focusing on integrating agentic AI into existing IT applications and business processes

Source: *FERS Survey 11 IDC, November 2024, n = 889*



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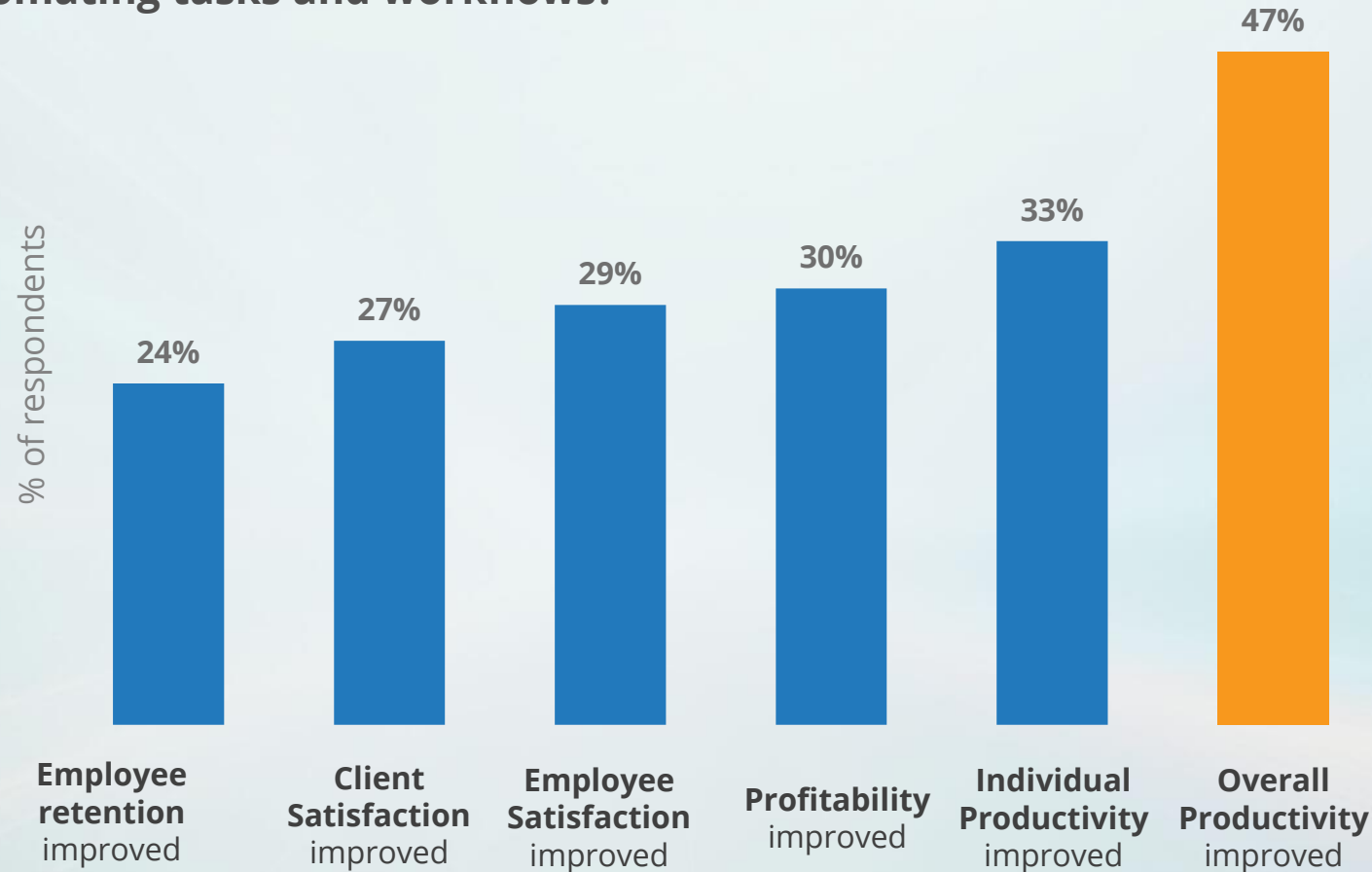
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3

Next steps to build business value

# 1. Determine where to get the best ROI from automating workflows

Q. Which of the following best reflects your organization's experience with automating tasks and workflows?

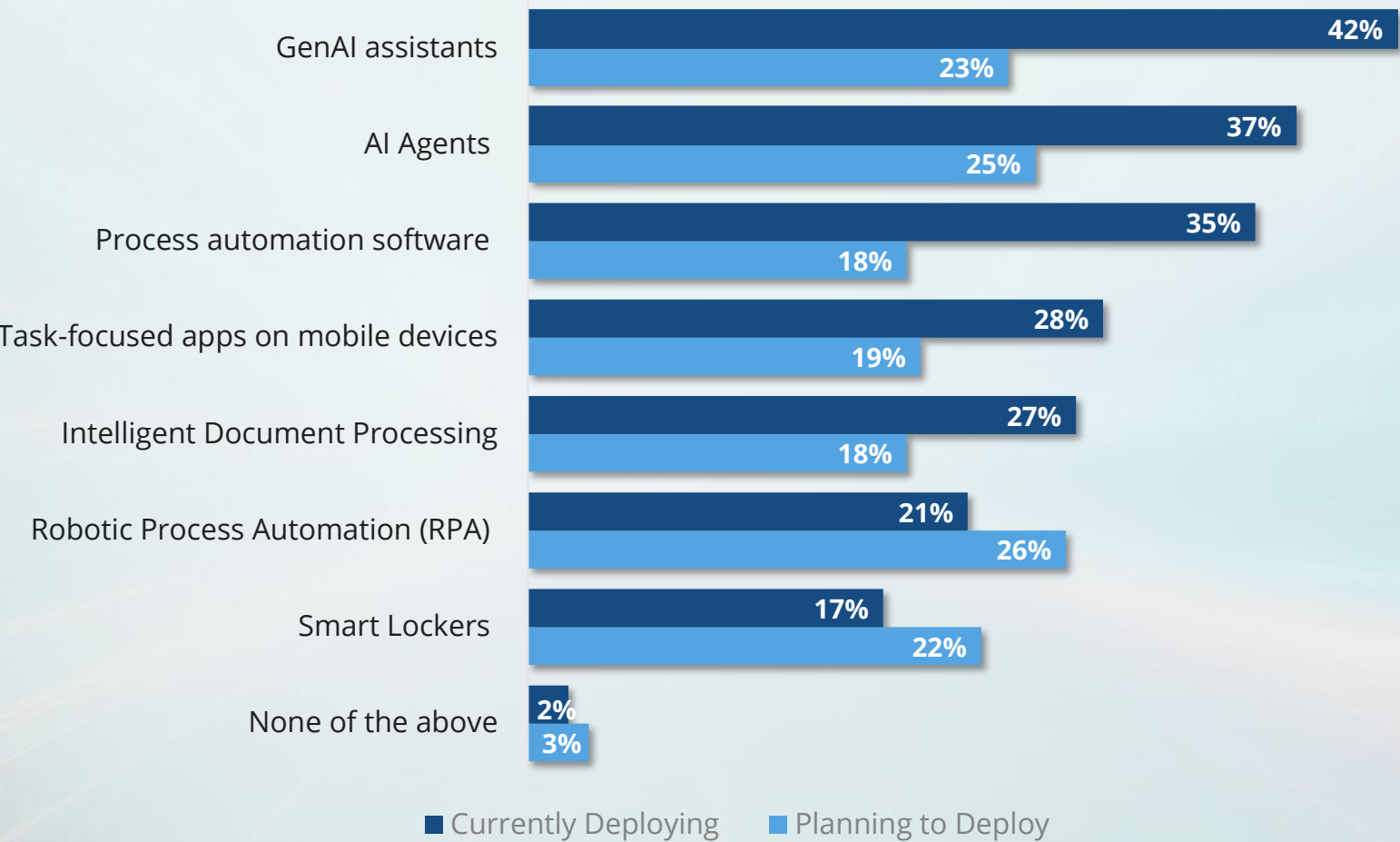


Source: Ricoh FoW and EX Survey, IDC, February 2025, N=609



# 2. Consider where to deploy different AI and automation technologies

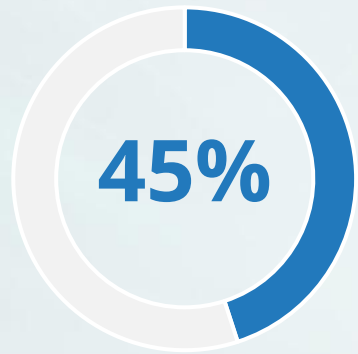
Q. Is your organization currently deploying or planning to deploy any of the following automation technologies in the next 18 months?



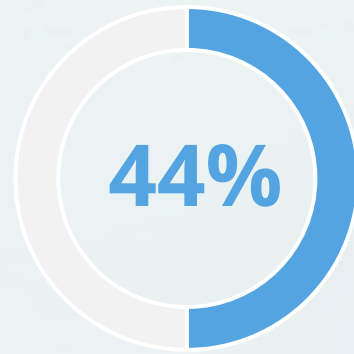


### 3. Ensure employees understand and support agentic AI adoption

Q. How aligned are your organization's employees and leaders on adoption of AI tools for work?



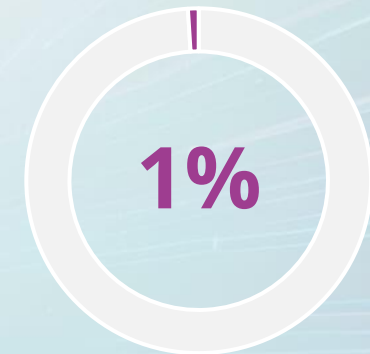
Both are **enthusiastic** and are **tracking results**



Both are **positive** and believe that it can help **achieve business goals**



Some employees are **reluctant to adopt AI** technology



Leaders and employees **differ in approaches to adoption**

# ... and have the means to learn new skills and ways of working

AI is changing how work gets done as both a tool for humans to use and a catalyst for changing how work is conceived

## The Past and Present

## The Future

### Focus on Productivity



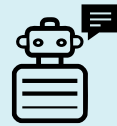
#### Assistant

- Executes task

#### Employee skills

- Develop prompts
- Apply data
- Take action

### Focus on Insight



#### Advisor

Synthesizes info across data planes

#### Employee Skills

- Refine prompting acuity
- Critically evaluate responses
- Develop insight

### Focus on Innovation



#### Agent

Acts autonomously with other AI and humans

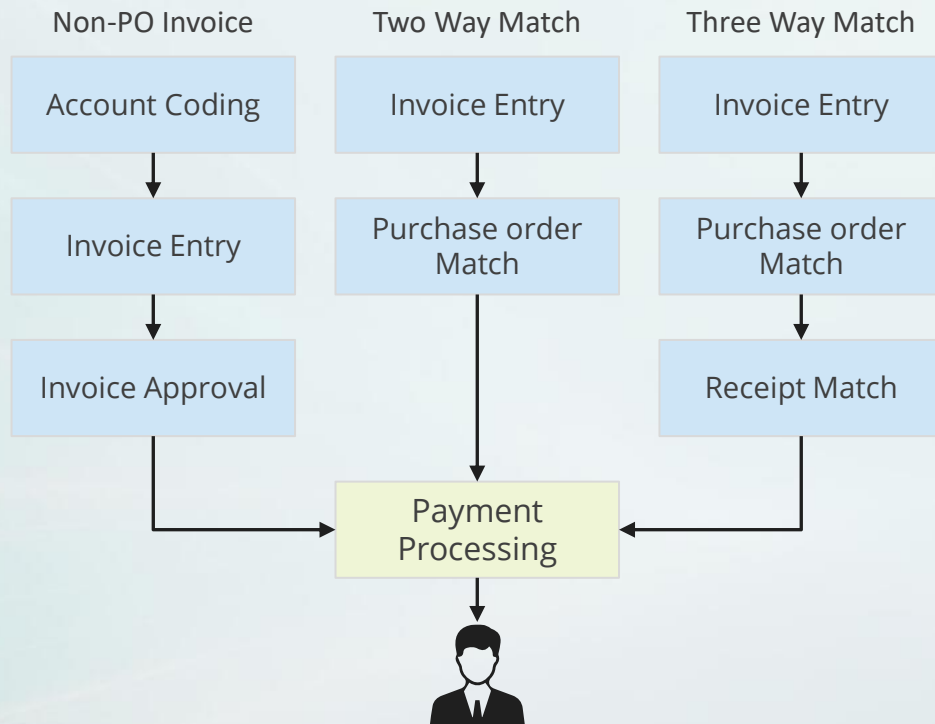
#### Employee Skills

- Develop workflow designs
- Critically evaluate data
- Design automation with humans in mind



# Accounts payable: Introducing AI-enabled ways of working

## AP Business Tasks w/o Digital Worker



### Employee's next steps:

- ✓ Readies payments for processing & approval
- ✓ Reviews nonmatched items and finds means to move to payment if possible

## AP Automation with Digital Worker

Payment Processing



The **Digital Assistant** brings employee **matched payments**, ready for processing. Employee reviews and approves.

Payment Processing



The **Digital Advisor** Finds unmatched invoices and **suggests pathways to match**. Employee reviews and takes action as needed.

Payment Processing

Unmatched Invoices




The **Digital Agent** **sets up and processes payments within policy**. Enable employees to approve or dispute unmatched invoices and follow up externally with the supplier.

Business Process

Business Task

# How organizations will adopt agentic work models over time

	6-12 months	12-24 months	24-36 months
Job Roles	<b>New job roles</b> <ul style="list-style-type: none"><li>• Chief AI Officers</li><li>• AI Trainers</li><li>• AI Ethicists</li><li>• Workflow designer</li></ul>	<b>AI Workflow management roles in IT roles</b>	<b>AI workflow management roles across functions</b>
Skills	<div><div>Task-based skills</div><div>AI-engagement skills</div></div>	 <div>AI-enabled reskilling AI GenEd required</div>	<b>Agent-engaged training plus embedded agentic workflows for defacto skills development</b>
Metrics	<ul style="list-style-type: none"><li>• Experimentation with AI-enabled metrics</li><li>• A/B testing</li></ul>	<ul style="list-style-type: none"><li>• New KPIs based on AI-enablement</li><li>• AI-proficiency requirements</li></ul>	<b>Alignment of AI metrics with human-centric requirements and outcomes</b>



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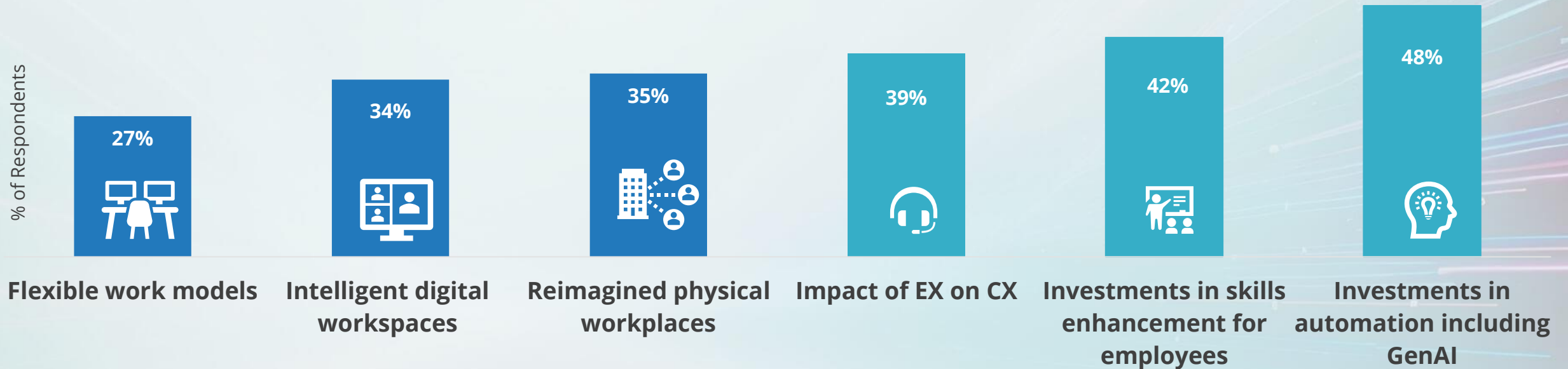
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**Next steps to build business value**

# How we derive business value is evolving to be agentic-first

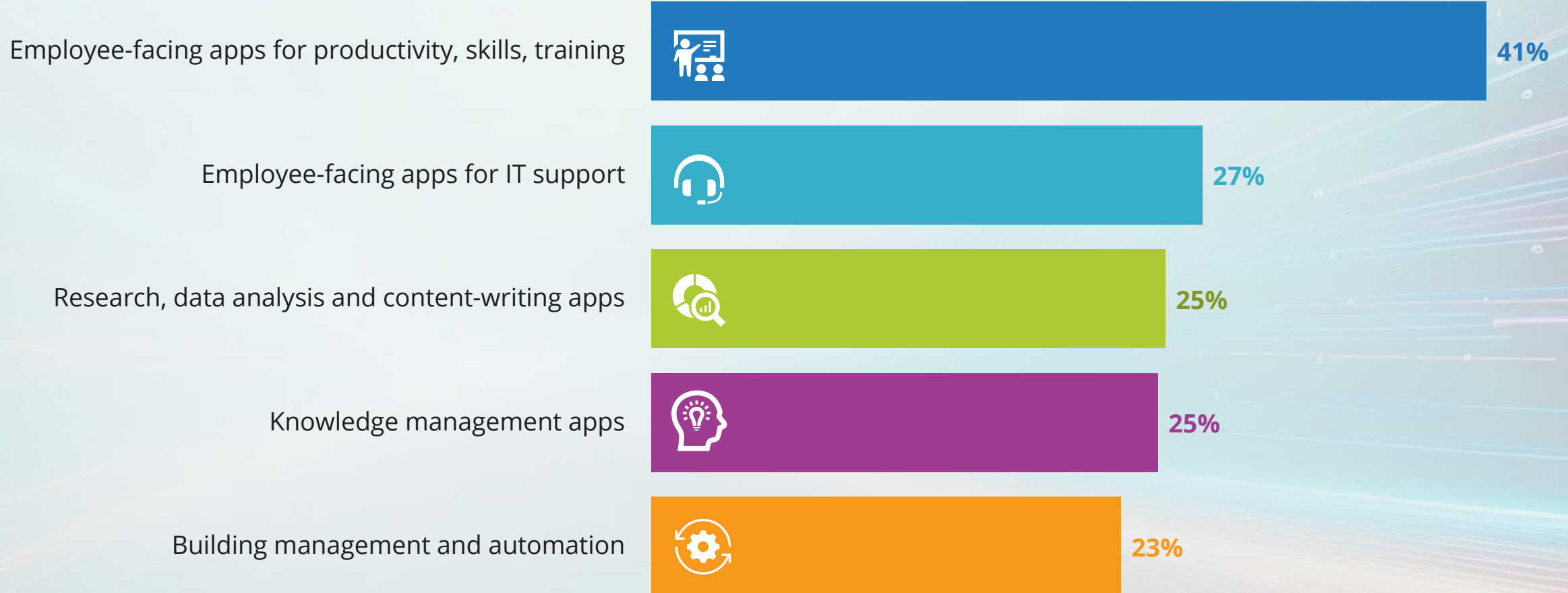
## Most relevant to your organization's business growth



Q. In the face of current market disruptions, which of these work practices and technology investments is most relevant to your organization's business growth?

# Focus on productivity, skills and training for employees is key

Q. In the next 18 months, what are the **top 2 focus areas for your organization when integrating AI use cases into existing applications or work processes?**





# Use Agentic AI to build and codify connection between EX and CX

Q. What are the most critical success factors for your organization in the next 18 months?



50%

Implemented analytics and key performance indicators (KPIs) to measure the relationship between EX and CX

# Develop strong cross-functional collaboration to move ahead

What is the C-suite leadership doing to drive positive **cultural change to keep pace with new ways of working?**

Promoting **cross-collaboration** among different functions (e.g., HR/IT/Finance/operations)

58%

Investing in and reinforcing a **culture of training and continuous learning**

53%

Investing in regular **collaboration and communication** practices

47%

Promoting **top-down leadership strategy** including digital communication

44%

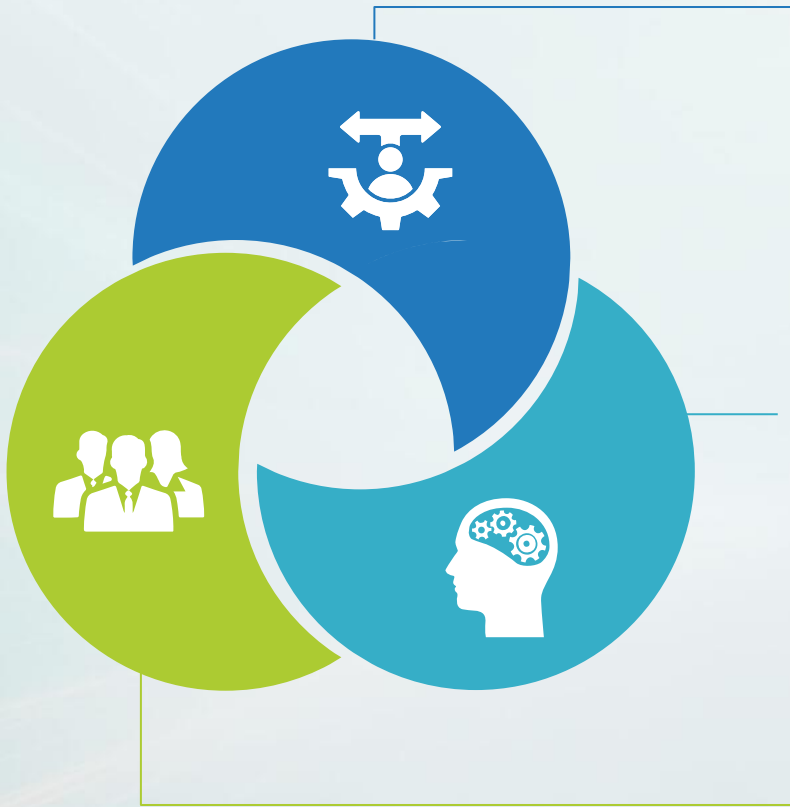
Adopting **AI-enabled technologies** to improve employee productivity

40%

**Leading by example** and exhibiting corporate values/company culture

35%

# Key Takeaways – what you can do next



## 1. Assess where Agentic AI can be most valuable

- Find the best targets to demonstrate the greatest ROI for AI
- Determine common requirements across use cases
- Beware analysis paralysis

## 2. Provide skills development and clear communication

- Ensure employees are aware of strategic importance of Agentic AI
- Update skills development programs and link to new career pathways
- Look to embed learning in the flow of work

## 3. Envision strategic growth beyond productivity

- Focus on brand differentiators as starting point for Agentic Adoption
- Prioritize IT and organizational change “How will we move forward?”
- Create a culture of continuous learning and innovation “What’s next?”



## Thank You

Amy W. Loomis, Ph.D.

Research Vice President, Future of Work

[aloomis@idc.com](mailto:aloomis@idc.com)



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