

Human Transformation for AI

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Capgemini  invent



40.8 Bn€

of investments in France for AI*

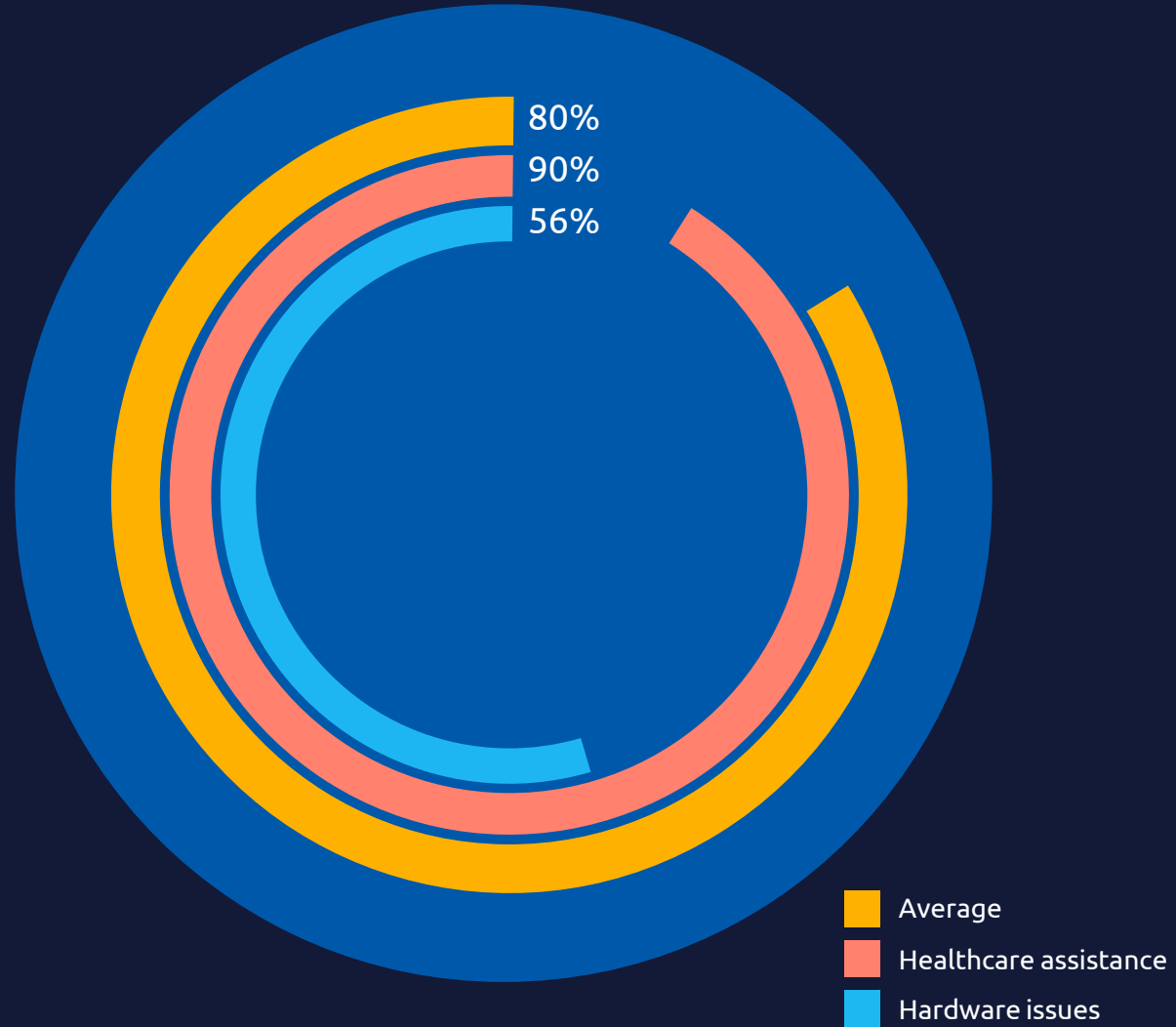
Mainly Infrastructure, Campuses or Data Centers





Organizations face a wave of opportunity

Productivity Improvement Estimates*



1,8%

Annual Productivity increase
(US economy)



The AI wave already is at the centre of organizational conversations

67%

of organizations agree that they will require restructuring to enhance AI-human collaboration

59%

of organizations envision the possibility of creating new roles such as AI agent supervisors and agent behavior analysts

Source: Capgemini Research Institute, i) GenAI Executive Survey, May – June 2025 ; ii) Agentic AI, April 2025

My Experience





AI completely overhauls the consulting model and fundamentals

From the “Pyramid” to the “Obelisk”

With the automation of Junior work, the economic rationale for large bottom-heavy teams are disappearing. The traditional consulting pyramid gives way to a leaner, taller structure.

Firms operate with fewer layers and smaller, more senior teams.

Emergence of new roles

- **AI Facilitators:** Early-career experts who design and manage AI-powered workflows
- **Forward Deployment Engineers** : hybrid technical–consulting expert to solve complex customer challenges
- **Engagement Architects:** Mid-level leaders who frame problems, guide AI engines, and convert outputs into actionable strategies
- **Client Leaders:** Senior partners who deepen executive relationships and help clients navigate strategic transformation

Evolution of skills

- **Critical thinking at the forefront**
- **AI Usage and Prompting**
- **Knowledge Management**
- **Fast Prototyping**

What we sell

Firms shift from selling hours to selling strategic judgment, orchestration, and outcomes.

Blurring the lines between products and services, consulting will focus on replicability.

Value Proposition and Delivery

AI accelerates insight generation and enables continuous, predictive problem-solving.

Consulting evolves from episodic diagnostics to ongoing advisory and real-time strategy

*Source : HBR – AI is changing the structure of Consulting Firms – 2025

*Source : Capgemini AI Lab and Management Lab - 2025



We asked ourselves 5 main questions before starting our transformation

01

What's the **value** for us?

02

How prescriptive should the **transformation** be?

03

How secure & trustworthy is the **tech**?

04

What does it take to be ready for **scale**?

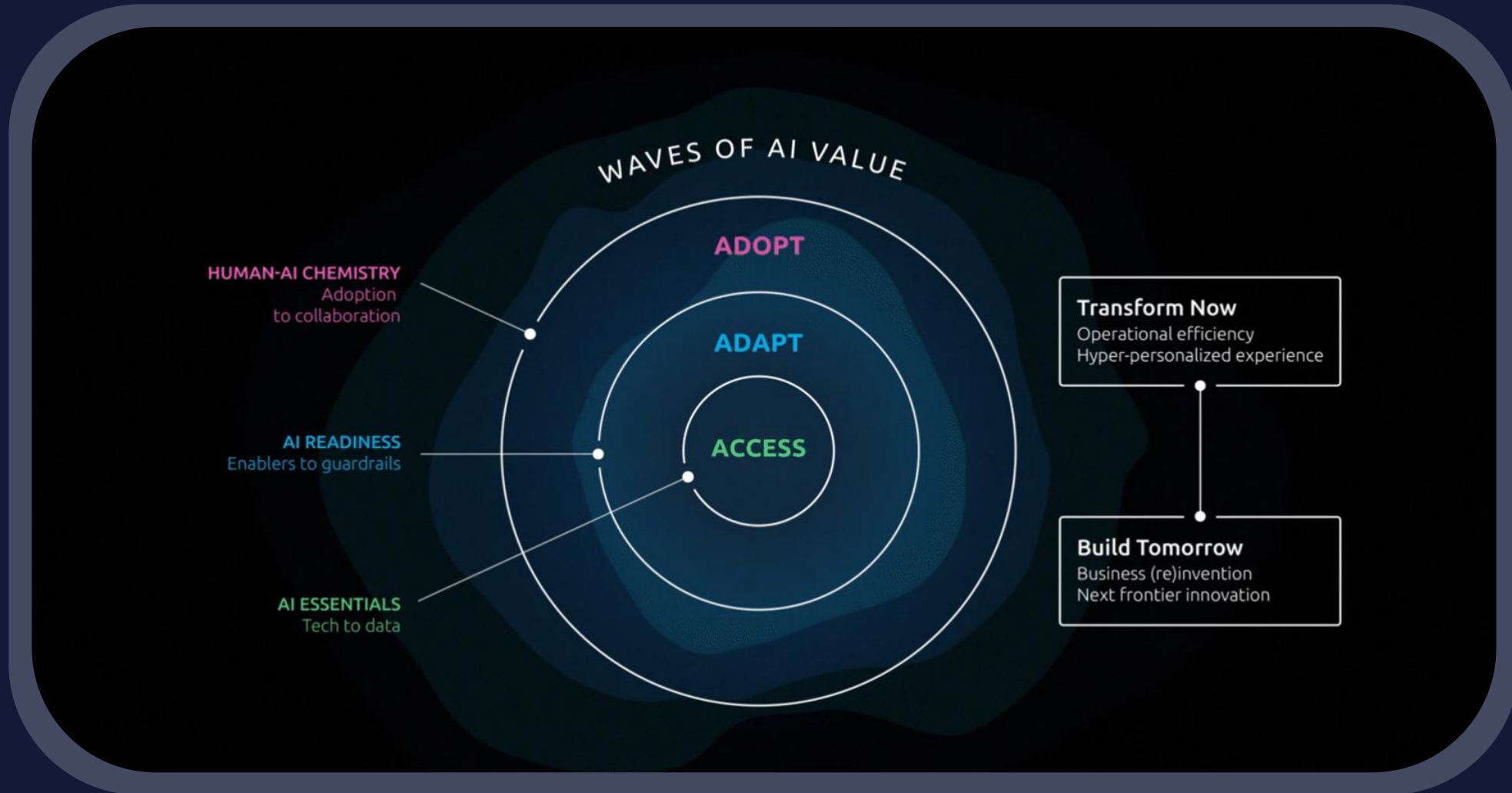
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What does this mean for the **future of our organization**?



The Resonance AI Framework by Capgemini

A strategic blueprint to unlock AI-driven transformation in the agentic age





AI is the New ROI Engine – Adoption is the key to unlock its potential

Organizations stand at a **turning point**: successful organizations will master Human-AI Chemistry—the **capability that transforms AI from a promising tool into a trusted collaborator and a sustained source of performance.**

In reaching this objective, all organizations face the Adoption Gap :

Legacy

Historical systems and processes

Skills

Reluctant or sub-performant use

Culture

Fear, loss of control and purpose

***Human-AI Transformation** is the action of bridging the adoption gap and creating trust, usage, and impact. We align how humans think, feel, and collaborate with AI and unlock superior outcomes.*



At the end of this class, you will know :

-
- 01 **How to assess human complexity when approaching an organization's AI transformation?**

 - 02 **What tools to drive adoption?**

 - 03 **How our Capgemini Invent experience of transformation helped us build our offer to clients?**

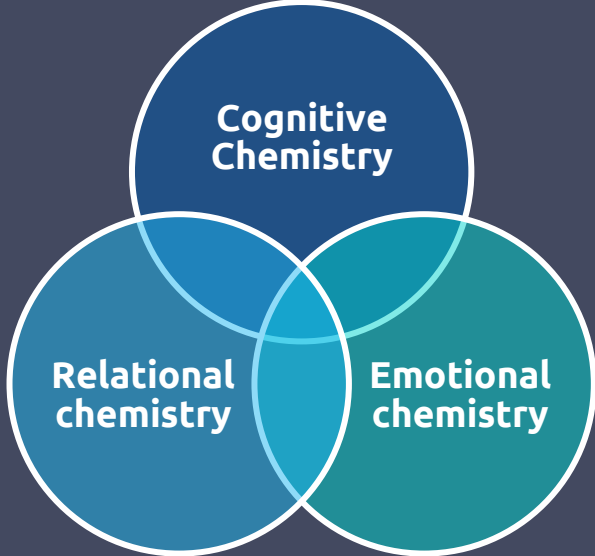


To define the objective of AI transformation, we created the concept of human-AI Chemistry

*The **science** of combining **people and AI** for productive and **trustful collaboration** to release superior and **synergistic energy***

Three pillars of Human-AI Chemistry

Shared understanding, explainability, and trust in AI reasoning.



Clarity of roles, mutual respect, and healthy collaboration rituals.

Psychological safety and positive sentiment toward AI partners.

The Human Chemistry Score is our way of assessing resistance and maturity to AI



Questions that determine the Human-AI Chemistry Score

Each dimension receives between 5 and 20 points

Specific open-ended questions for interviews

COGNITIVE CHEMISTRY

Focus: Understanding & leveraging AI

1. I **think that AI can help me** perform my tasks through the recommendations it provides
2. I generally **understand why AI provides a recommendation** or decision and know its limits
3. I feel capable of criticizing (**critically review**) the answers provided by the AI
4. AI allows me to **enhance the quality of my work**
5. AI delivers answers that **cover all the key elements** I expect

What is missing for you to better understand or trust AI's recommendations? Do you **have the means** to critically review the AI's responses? *e.g.: guidance on the appropriate level of verification*

EMOTIONAL CHEMISTRY

Focus: Psychological safety & comfort

1. I **feel comfortable using AI** tools in my daily tasks
2. I feel **confident and secure** when working with AI tools
3. I **enjoy using AI** systems
4. I feel that my efforts and skills in **data management**, which enhance AI efficiency, are being **recognized and valued**
5. I feel positive about **AI playing a bigger role in assistance with decision-making**

What would **help you feel more comfortable and confident** when using AI tools? Do you know the company's **confidentiality levels** and their implications for Copilot? *e.g.: security info*

RELATIONAL CHEMISTRY

Focus: Collaboration & role clarity

1. I clearly understand **which tasks AI can help me** with and when to use it
2. I see AI as **support for my work, not as a substitute** for my contributions
3. I **believe AI enhances teamwork** and collaboration within my team
4. AI makes me feel like I'm collaborating with technology **rather than competing against it**
5. **AI Usage**. Scale: 1 = Rare; 2 = Occasional; 3 = Regular; 4 = Daily (every day or almost every day)

What would make collaboration with AI feel more natural and useful in your work? *e.g.: Prompts ready to use, UCs examples ...*

I know how to **use AI in a responsible/appropriate** way with regard to its **environmental impact**



What is Change Management?

WHAT IS IT?

Change Management in ensures that people, processes, and culture are ready to adopt and sustain the transformation. It focuses on understanding the necessary changes and organisational readiness of an organisation for the data strategy, which then feeds into engagement and implementation activities further down the line.

HOW TO USE IT?

- 1 **Assess impact & Readiness:** Conduct a Change Impact Assessment (CIA) to understand the change required .
- 2 **Map Business Process:** Identify and outline how existing processes will be affected and use this to inform training and communication plans.
- 3 **User Readiness Assessment:** Conduct a User Readiness Assessment to understand how willing and prepared different teams are to adopt to the change
- 4 **Literacy and upskilling:** Outline required capability acquisition and upskilling plans for all users affected
- 5 **Stakeholder Engagement Plan:** Identify how to communicate the required change and end state to affected stakeholders.

WHEN CHANGE FAILS

- Lack of understanding culture resistance
- Generic training approaches
- Lack of leadership alignment

TOP TIPS FOR AI TRANSFORMATION

- Give accesses to tools and functionalities
- Foster autonomy and self-teaching
- Provide trainings that are role specific and not generic
- Define roles in the transformation (Ambassadors Vs. Receivers)

Examples from the Capgemini Invent Universe

- Agentic Workbench
- Knowledge Bites
- Star Program



Human AI Collaboration is a journey

The organization you will accompany must envision the complete road to total Human AI Collaboration

Collaboration Maturity Levels

Organizations evolve through stages of collaboration maturity as they embed AI agents into their workflows.

L1 AI Assisted

AI provides outputs for human action; no real collaboration.

L2 AI Augmented

AI supports parts of work-flows; human direct interaction.

L3 AI Cooperative

AI participates in workflows; contributes recommendations and co-execution.

L4 AI Orchestrated

AI agents coordinate multi-step processes; humans over-see exceptions.

L5 AI-Native Collaboration

AI operates as full collaborator; contributes ideas, decisions, and Leadership for AI inputs.

TOP TIPS FOR AI TRANSFORMATION

Don't rush adoption

Create a narrative

Ensure the vision is shared across the organization

PRIORITY BUSINESS FUNCTIONS



Customer services and support



IT



Sales

Examples from the Capgemini Invent Universe

Roll-out Copilot Studio

Mandatory training



To catch the AI value wave, the AI transformation must resonate with each persona for driving personalized growth sustainably

3 out of 5 transformations fail due to **human factors** .

A personalized learning experience will successfully guide each employee in their journey.







Each persona contributes to the AI transformation differently and faces **unique adoption challenges**.



Persona-mapped enablement journeys accelerate adoption, productivity, and measurable outcomes.



AI knowledge level and **Human-AI Chemistry score** for every persona are tracked and improved for personalized growth.

Persona	Expected responsibility	Learning focus
 TOP LEADERS <i>(C-Suite and BU Heads)</i>	Leaders actively champion AI initiatives , ensuring alignment, trust, and ethical oversight across the organization.	Learn how to translate AI vision into actionable sponsorship and governance .
 PRACITIONERS & BUILDERS <i>(data scientists, engineers)</i>	Builders deliver robust, compliant AI solutions that meet strategic goals and integrate seamlessly with operations.	Learn how to design and scale AI systems collaboratively, aligned with business priorities .
 BUSINESS ADOPTERS <i>(team lead, HR BP, frontline worker, ...)</i>	Frontline teams embed AI-driven processes without disruption, improving efficiency, decision-making and adoption.	Learn how to embed AI into daily workflows confidently and effectively.
 CUSTOMER & EXTERNALS <i>(client users, patients, citizens...)</i>	External stakeholders experience reliable AI value that extends beyond the organization, strengthening trust.	Learn how AI-driven services create value and how to navigate AI effectively.

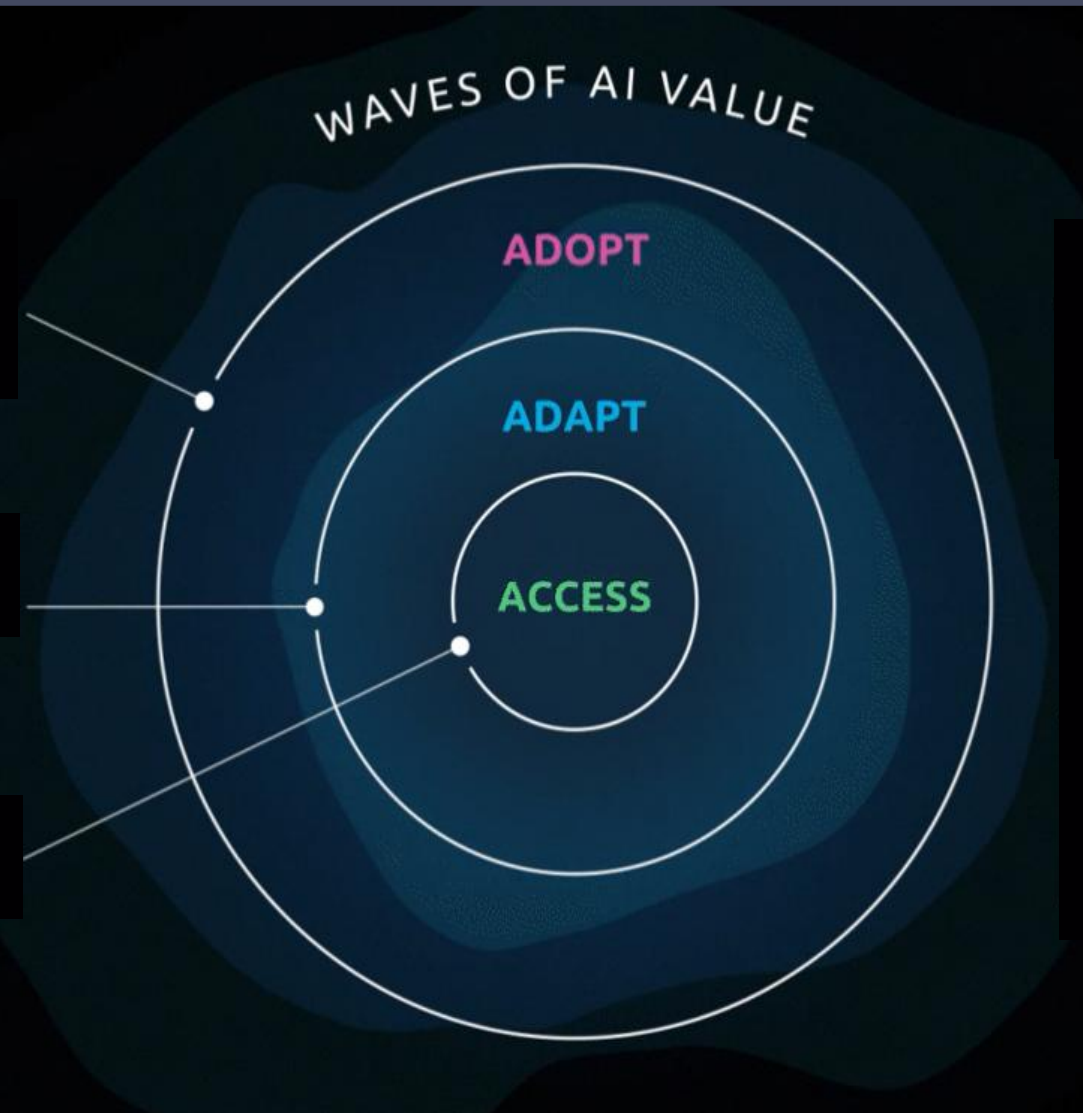
Applying our own recommendations, here are the Capgemini Invent transformation targets



- **100% of employees** have access to core AI tools (*M365 Copilot, NEO*)
- An **agentic consulting platform** is available to everyone (*global initiative*)
- **5 transversal agents** built (ex: Bcase, sales, market survey, bench)
- **10 agents** developed per L1

- **>80%** passing the **level 1 AI knowledge test**
- **>10% upskilled on Vibecoding / Workflow Agentic**
- **New hiring framework & school partnership**

- **>80%** of AI tools visible **weekly usage**
- **>30% efficiency** gains measured
- **>10% quality** gains measured
- **1st vibe coding hackathon** planned beginning of April





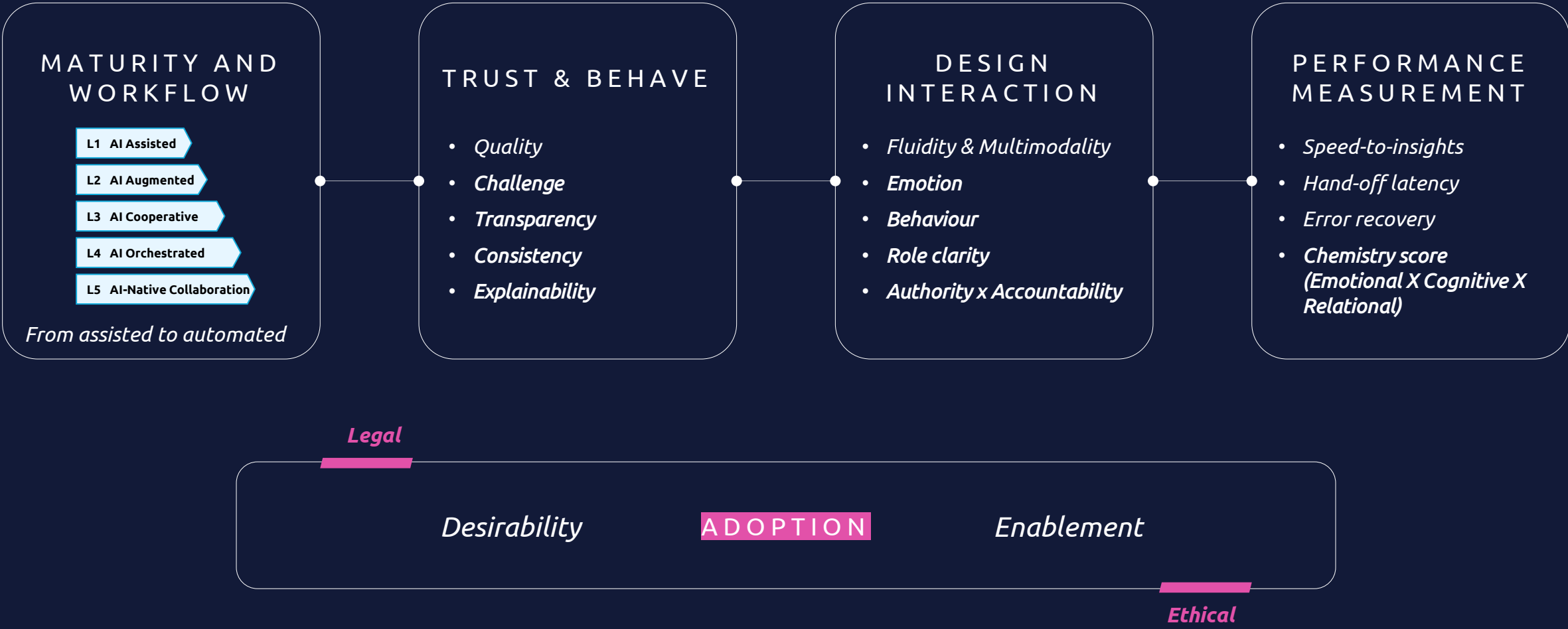
We've defined guiding principles to prepare the vision for AI transformation



Our guiding principles and their associated methodology close the adoption gap by engineering the behavioral, emotional, and organizational foundations that make AI trusted, integrated, and productive from day one.



We are currently working on defining all the key ingredients of successful « Human-AI Chemistry » transformation





Thank
you.

Make it **real.**





INVENT AI BOOSTING PATHWAY

Foundation



Introduction to the IA



Introduction to the GENAI



Advanced Prompting and Agents



Agentic Platforms



Governance of Agents and Use Cases, AI ACT (European regulatory framework)



GEN AI Solutions Ecosystem

Skilled



Trusted AI



Workbench Platform Agentic: Description and main modules



Lumos



Agents Copilot Chat



Introduction to Copilot Chat

Advanced



Introduction to the Challenge and Team Creation



Solution Design and Problem Solving



Challenge Presentation and Winner Announcement



Sesiones



[Session 1](#): AI/GEN AI Fundamentals (Thursday 18/12, 18:30-19:30) Tentative



[Session 3](#): Use of the tools developed (LUMOS, Workbench, Trusted AI)



[Session 2](#): Copilot Chat Usage (Thursday 15/01, 18:30-19:30) Tentative



[Workbench Conquest Sesion 1](#): Introduction to the challenge and teams (Thursday 12/02, 18:30-19:30)