The promise of artificial intelligence
Redefining management in the workforce of the future
Artificial intelligence affects all management levels
AI impacts administration, decision-making, strategy and innovation

AI challenges managers to:
• Reconsider their roles
• Redefine operating principles
• Increase collaboration between humans and machines
• Adapt training, performance and talent acquisition strategies

86% of managers say they want help from intelligent systems when monitoring and reporting*

Note: For the purposes of our research, the terms artificial intelligence (AI) and intelligent systems are synonymous
Executives must experiment and learn from AI experiences. We found:

• Managers recognize AI could end administrative work
• Managers are ready for but cautious about AI
• Managers welcome AI help with their current roles
• Managers are not focused on the right skills to stay relevant
Managers recognize AI could end administrative work
Intelligent systems will absorb administrative coordination and control tasks

AI affects the next-generation manager’s responsibilities and skills by:

• Accelerating routine work which constitutes more than half of managers’ time today
• Providing powerful analytical support

Managers’ tasks are changing

Expected impact of intelligent systems

- Coordinate and control: 56%
- Solve problems and collaborate: 31%
- People and community: 5%
- Strategy and innovation: 8%

Managers are ready for but cautious about AI
Artificial intelligence generates strong reactions

Attitudes to AI vary:

- Top managers are keener than lower level managers to integrate AI into work practices.
- Older managers are less trusting of AI advice in decision-making.
- Managers in emerging economies are more likely to embrace AI than their counterparts in developed economies.
- Privacy concerns may discourage use of AI in developed economies.

Managers say intelligent systems will:

84% ...make their work more effective and interesting*

36% ...threaten their jobs*

Managers welcome AI help with their current roles
Managers must experiment to get the most from AI

In five years’ time, managers want to use intelligent systems to augment

10 out of 11 tasks*

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AI can:
• Offer simulation at low cost
• Uncover patterns in big data

“There’s going to be a premium on design thinking […] as well as empathy—the ability to motivate and engage with humans on an emotional level. Qualities that computers are not very good at.”*

Professor Øystein D. Fjeldstad at BI Norwegian Business School

Managers are not focused on the right skills to stay relevant
Interpersonal skills are essential for success in AI-driven workplaces

AI will shift focus from coordination and control to judgment work, such as strategy and innovation, collaboration, people and community.

But…

48% of managers do not prioritize any interpersonal skills*

**Predicted time spend based on interpreted survey data and conversations with industry experts.


**Predicted time spend with AI**
The next-generation manager
Five characteristics of a manager thriving in the age of AI

- Treats intelligent machines as colleagues
- Focuses on judgment work
- Does “real” work—passing off administrative tasks to AI
- Collaborates digitally across boundaries
- Works like a designer
Steps to success
Leaders must be prepared for technology to take on more routine tasks

- Explore early, **experiment and engage** with new technology and pilots
- Assign **new key performance indicators** to drive successful adoption of AI
- Develop **training and recruitment strategies** for creativity, collaboration, empathy and judgment skills
- Start building **the intelligent enterprise**—combine AI and collective human intelligence for optimal outcomes
About the research
Accenture Institute for High Performance and Accenture Strategy research

We sought to understand managers’ views on the impact of intelligent systems on jobs, tasks, skills and their working future.

Online survey
- 1,770 front-line, mid-level and executive-level managers
- 14 countries and 17 distinct industries
- Survey conducted in August and September 2015

Interviews
- 37 executive interviews
- 7 industries and 9 countries
- Discussions conducted between April 2014 and October 2015
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