

A man and a woman are standing in a server room, looking at a tablet together. The woman is on the left, wearing a white ribbed top, and the man is on the right, wearing a light blue button-down shirt. They are both smiling and looking at the tablet. The background shows server racks with purple lighting.

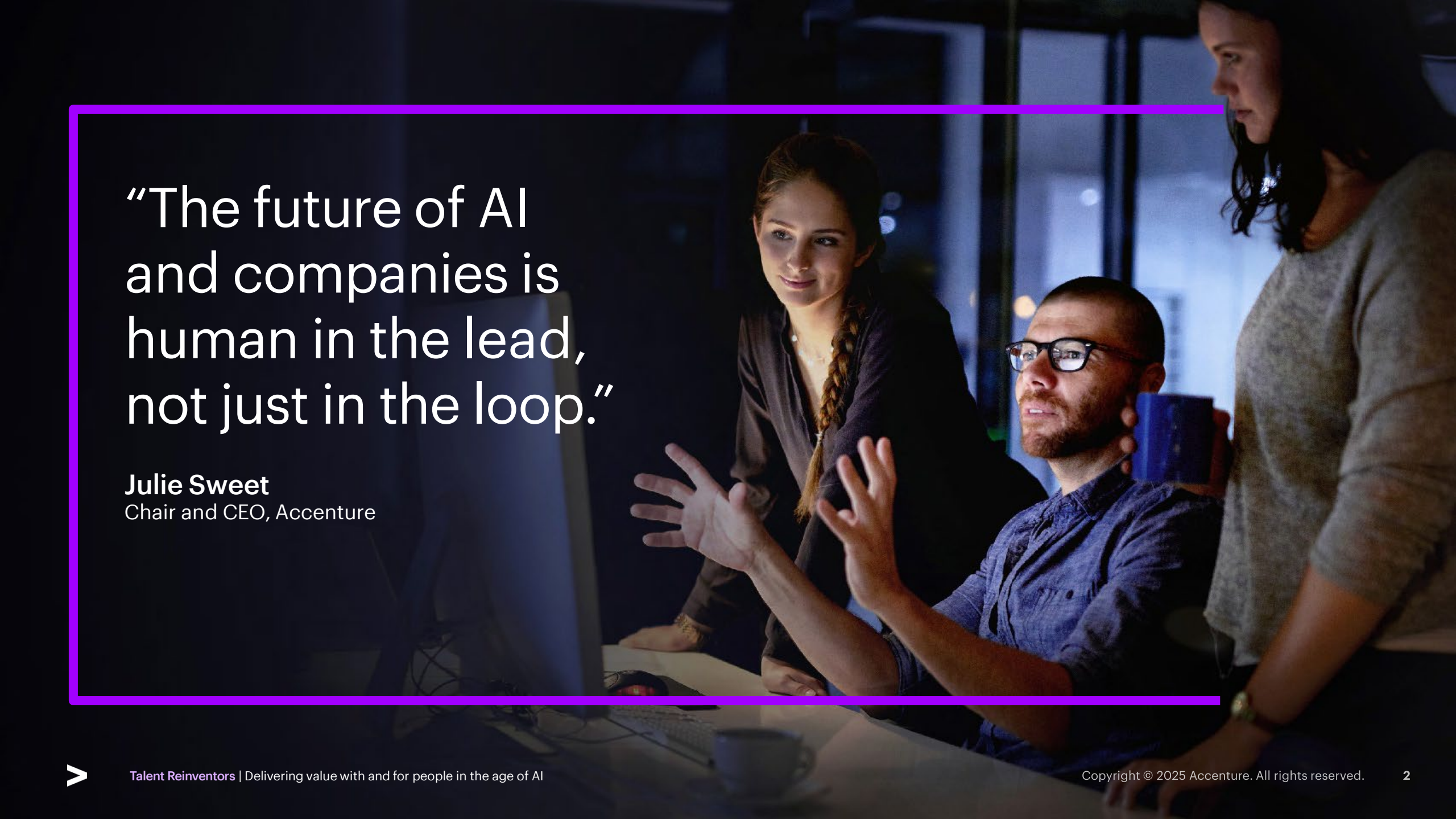
# Talent Reinventors

Delivering value with and for people in the age of AI

Elena Dourou

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The Accenture logo, featuring the word "accenture" in a lowercase, sans-serif font with a small chevron symbol above the letter "u".



“The future of AI  
and companies is  
human in the lead,  
not just in the loop.”

**Julie Sweet**  
Chair and CEO, Accenture



# Why now?

AI has captured leadership mindshare faster than any tech in decades, but most organizations haven't redesigned work, metrics or mindsets to capture the value. As a result, adoption races ahead, but value creation lags behind. **86% of leaders plan to increase AI spend; only 43% plan to upskill their workforce.**

Speed to deploy AI does not equal impact and value creation. The real differentiator lies in the depth of integration - in how intelligently, responsibly, and pervasively AI is woven into the fabric of work, culture and decision-making.

[Rethinking Talent Strategy | Accenture](#)



The last few years have revealed AI's enormous potential and a simple truth:

**Real value shows up when people and technology advance together.**

**Talent belongs at the center of the value equation.**

**We've uncovered an elite group – representing 18% of organizations – who are delivering real value. We call them the Talent Reinventors.**

## Research snapshot

We surveyed




**1,320** C-suite executives and **4,560** employees across **20** industries and **12** countries

Key insight

**18%** of organizations studied—**Talent Reinventors**—are delivering real value

See About the Research at the end of this report for details on our methodology. Unless otherwise noted, all data included in this report is from this study.



A photograph of two industrial workers, a woman on the left and a man on the right, both wearing safety glasses and purple work shirts. They are looking at a tablet held by the man. The woman is pointing at the screen. The background is a blurred industrial setting with blue and yellow elements.

**Talent Reinventors**—organizations that align talent, technology and business strategy to accelerate performance and growth.

**These organizations outpace peers in readiness, resilience and return.**



# The six characteristics of Talent Reinventors

Clarity

Intelligent teaming

Talent mobility

Co-learning

Breakthrough leadership

Personalized experiences





# Clarity

Intelligent  
teaming

Talent  
mobility

Co-learning

Personalized  
experiences

Breakthrough  
leadership

Alignment across functions allows a single definition of value and shared priorities to create a north star for reinvention.

## **Alignment that turns ambition into enterprise-wide outcomes**

Volkswagen Group is pursuing a clear ambition to shift from a traditional automaker to global technology leader. By bringing teams and systems together through shared platforms, common data foundations and aligned governance, the company is creating a focused path toward human-AI collaboration.





Clarity

# Intelligent teaming

Human-AI pairing provides deep insights into skills, team dynamics and human potential, helping organizations create stronger teams and new ways of working.

Talent mobility

## Rewiring collaboration with AI

Microsoft leveraged its AI-powered platforms to analyze team collaboration and sentiment following a major reorganization. This enabled leaders to make rapid adjustments, foster healthier team dynamics, and strengthen cross-team alignment.

Co-learning

Personalized experiences

Breakthrough leadership



Clarity

Intelligent  
teaming

# Talent mobility

Co-learning

Breakthrough  
leadership

Personalized  
experiences

Workforce intelligence surfaces more opportunities for people to do meaningful work — delivering value for the organization while driving career growth.

## **Talent mobility as the engine for sustained competitiveness**

In 2025, Caterpillar committed \$100 million over five years to upskill its workforce in digital, automation, AI and advanced technical capabilities. By defining future skills, building training programs and redeploying people, the company is shifting from job-based planning to skills-based mobility—ensuring talent moves where it's needed most.



People and AI evolve together in the flow of work, learning from each other to reach their full potential.

### **Making AI part of everyday work and learning**

Merck & Co. empowered its employees to master AI by embedding AI literacy and human-AI collaboration into daily work, making hands on learning part of how work gets done. Over 80% of the workforce uses its proprietary AI platform to simplify and automate processes, enabling teams across the organization to focus more on higher-value problem-solving and innovation.

# Co-learning

Clarity

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Personalized experiences



Leaders prioritize coaching over control, guiding people through change and elevating human potential.

### **Leadership that drives continuous change**

BASF Group is redefining leadership for constant change—treating it not as a role or trait, but a strategic capability that the organization expects to build consistently and deliberately at scale. By embedding clear expectations in systems, development pathways and everyday behaviors, BASF equips leaders to guide transformation continuously and execute through uncertainty with coherence and confidence.

Clarity

Intelligent teaming

Talent mobility

Co-learning

# Breakthrough leadership

Personalized experiences



Tailored career, learning and mobility experiences help individuals progress with purpose.

### **Personalized experiences as the catalyst for reinvention**

Accenture created highly personalized experiences for its workforce that continuously updates skills data to match employees with high-value roles and tailored learning paths. Through real-time insights, employees receive continuous, customized upskilling opportunities, enabling them to grow advance their careers while meeting evolving client demands.

Clarity

Intelligent teaming

Talent mobility

Co-learning

Breakthrough leadership

# Personalized experiences



# Embracing talent reinvention:

## Three actions to take now

For any company that aspires to be a Talent Reinventor, these are good places to start.

### Reinvent talent strategy with an AI-powered approach



Talent Reinventors replace siloed systems with an integrated talent strategy that drives work, growth, and value

- Create clarity in priorities across HR, IT and the business
- Redesign work around skills and potential
- Develop workforce intelligence
- Put people first

### Create a culture of continuous learning



Talent Reinventors create an environment where people are continuously learning so they are ready to pivot quickly as opportunities arise.

- Design a workplace built on curiosity, creativity and trust
- Embed learning into the flow of work
- Embed continuous human-AI partnership

### Lead in new and dynamic ways



Talent Reinventors stay ahead by using modern capabilities to continuously evolve their talent strategies and drive impact.

- Monitor Human-AI productivity
- Enable change velocity at the team level
- Redesign team dynamics for confidence and collaboration
- Reinforce culture for continuous reinvention

# Thank you