

**ORGX INSIGHT INTO ACTION**

# ***WHY EXECUTIVES FEAR AI ADOPTION***

*58% of them feel unprepared to make AI strategy decisions.*

*The fear surrounding AI reveals a deeper issue in how leadership and operating models are built today:*

- Unclear decision-making authority
- Lack of role redesign
- Absence of a coherent execution logic

**LET'S TAKE A LOOK**

## *Leading or leaving in the age of AI*

According to an article from ESG Dive, **61% C-suite leaders fear losing their job** if they fail to lead their organization through the AI transition.

Executives are increasingly expecting AI agents to be part of their company's C suite in the next 5 years. At the same time, **58%** of them feel that **they do not have the fundamental knowledge to make AI strategy decisions**.<sup>\*</sup>

In addition, the capability gap is widening: **92% of executives are cultivating an "AI elite" employee class**, and 60% are planning layoffs for non-adopters. This is already noticeable in many organizations that are cutting jobs due to redundancy and increased spending in AI projects.

<sup>\*</sup>According to a survey of 2,400 knowledge workers and executives by AI platform Writer.





## ***Failing to adopt AI may not be a technology problem***

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The numbers are striking and not very optimistic. However, **we believe this isn't an AI problem. It's a leadership and operating-model failure.**

The fear executives feel is not caused by AI capability, but by:

- Unclear decision-making authority
- Lack of role redesign
- Absence of a coherent execution logic

Job insecurity among senior leaders often results from **being held accountable without having sufficient authority or resources** to achieve expected outcomes.



## ***Few CEOs have a solid AI strategy in place***

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The fundamental processes behind decision-making, workflows, and value creation remain unchanged.

**This creates low ROI, governance risk, and fracture.**

According to the article, **75%** of executives **admit their strategy is “more for show”** than real guidance, and only **29% see significant ROI**, despite massive deployment.

We find this is not surprising. AI has been deployed almost everywhere, with little change to existing structures. It is used to signal to boards that the company values efficiency and innovation, though it offers little real benefit.

→ ***We believe leaders should strategically change how they operate day-to-day.***





# *Transforming operating models to unlock the benefits of AI*

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How we can achieve it:

## **#1 AI-augmented operating models**

- Review of operating model (strategy → processes → governance → capabilities).
- Translate strategic ambition into clear execution logic: how decisions are made and how value is created.
- Define where AI can give support (e.g., prioritization, execution, coordination).

## **#2 Clear decision-making authority**

- Map leadership decision-making: what decisions matter, who owns them, and which input is required?
- Design governance models that balance speed with control, and decentralized execution with central coordination.



# *Transforming operating models to unlock the benefits of AI*

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How we can achieve it:

## **#3 Role and workflow redesign before automation**

- Redesign roles and workflows: what requires human judgment, what can be standardized, and what can be AI-automated?
- Align skills and capabilities with the redesigned workflow.

## **#4 AI governance embedded in execution, not “just for show”**

- Integrate AI into the revised operating model, with an eye on transparency and ethics.
- Translate regulation (e.g., EU AI Act) into concrete actions and day-to-day processes.





## AI amplifies how you lead

In the end, the leaders that will succeed will not be the ones blindly adopting AI, but the ones that **redesign how leadership, accountability and value creation work alongside AI.**



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