



New
frontiers,
new
frictions:

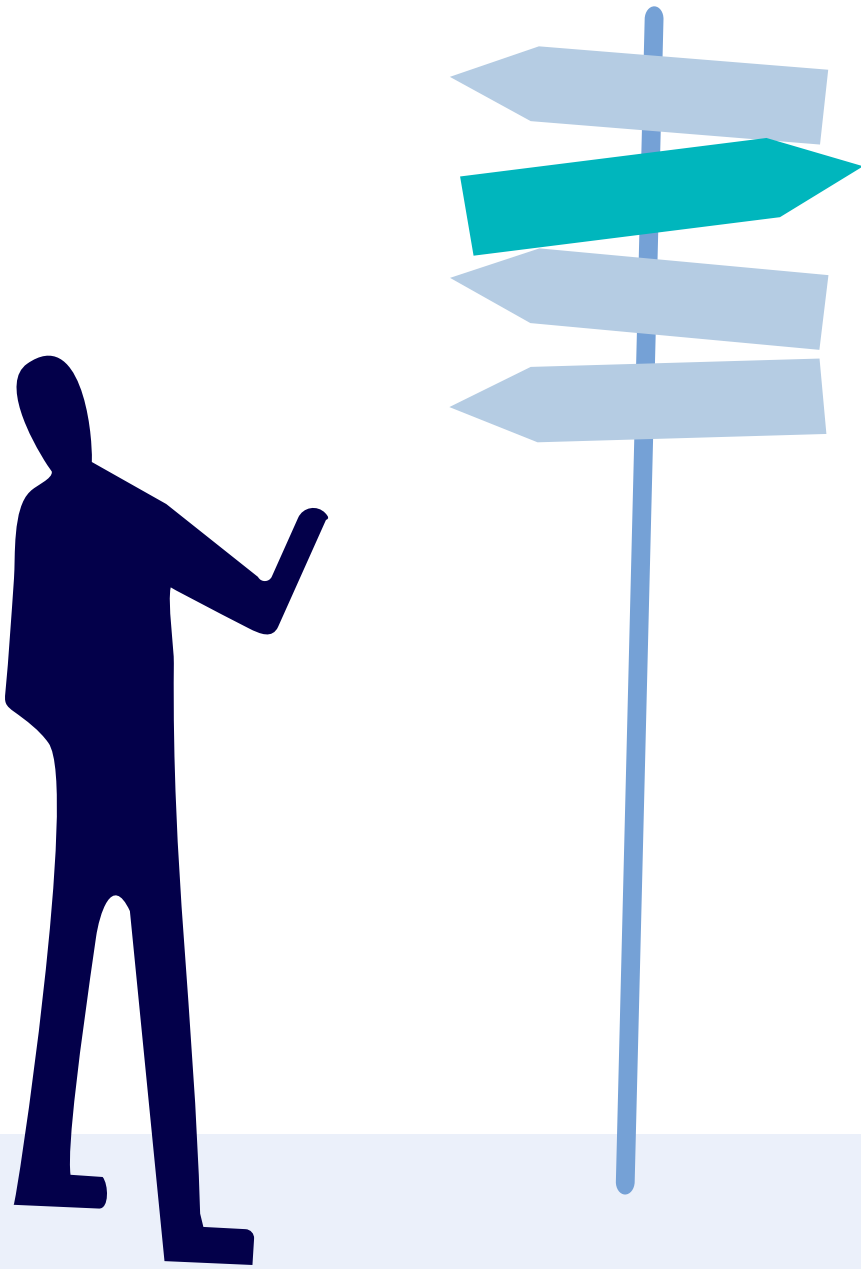


Mapping the DNA of AI adoption

Our global study of 10,000+ workers reveals the hidden segments in the workforce—and \$6 trillion in trapped productivity—behind AI's adoption gap.

Table of contents

Executive summary	3
Understanding the archetypes	8
Four AI adoption challenges the archetypes reveal	14
A diverse workforce requires diverse approaches	19
• Out in front: Architects, Accelerators and Precisionists	22
• Willing but held back: Navigators, Stalwarts and Pragmatists	26
• Waiting to be convinced: Holdouts	30
\$6 trillion rests on meeting the workforce where it is	32



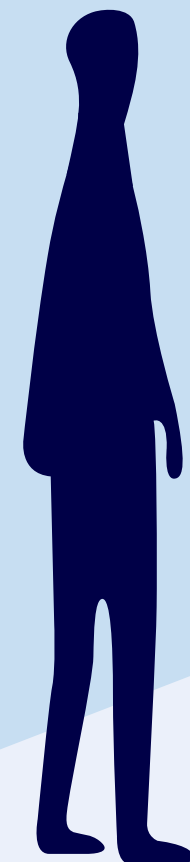
Executive summary

Enterprises are at a crossroads on their AI adoption journey. After years of investment, few are seeing results, and at a macroeconomic level, productivity data is flat.

It would be tempting to blame the technology. However, the technical capabilities of AI are well-established; [according to our modeling](#), AI could theoretically perform \$4.5 trillion worth of tasks in the US alone.

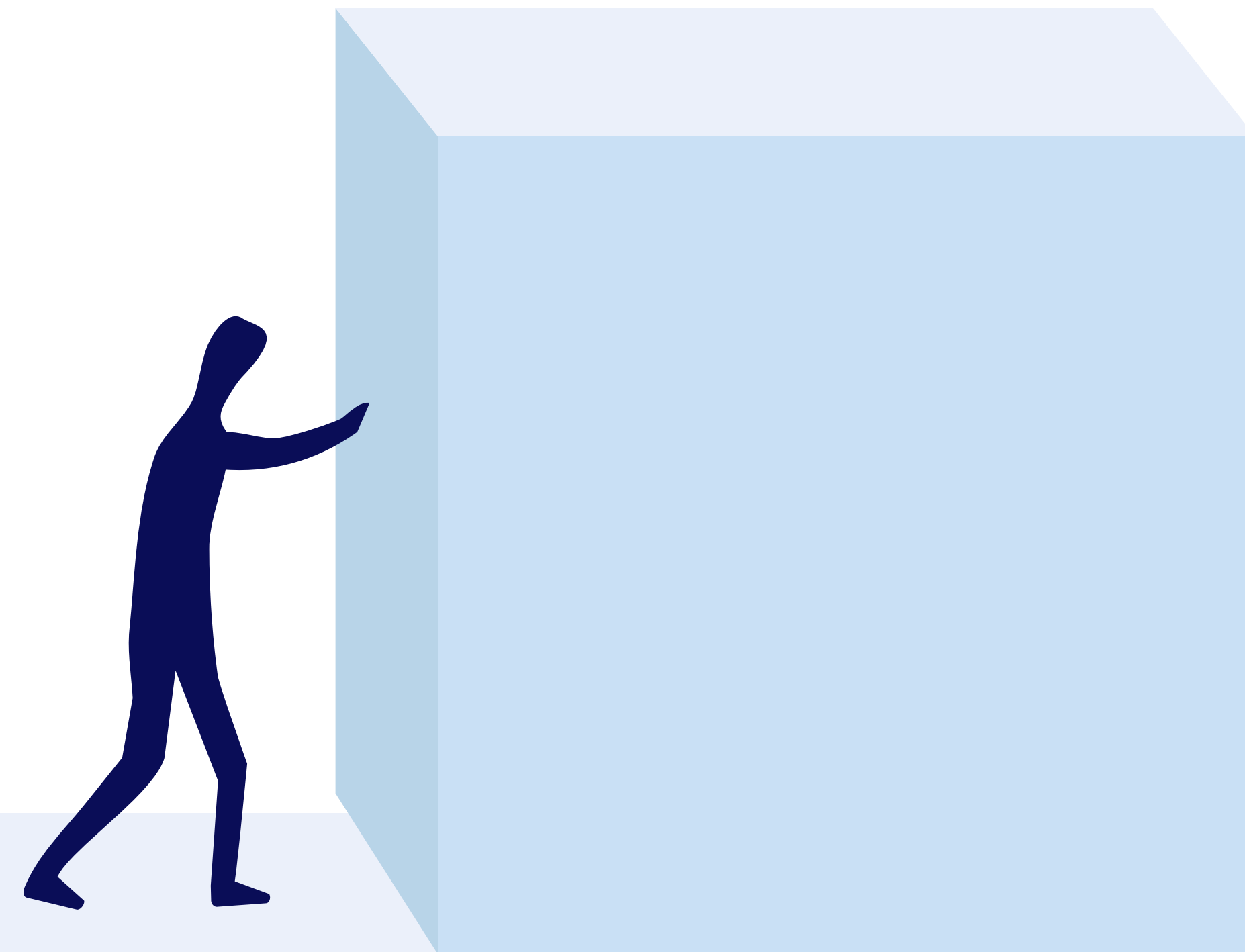
Roughly 90% of that AI exposure, however, is AI augmenting human workers, not doing the work all on its own. The bulk of AI value is dependent on whether people actually adopt it. If a high level of friction stops people from using AI, its economic impact will never arrive.

That friction, it turns out, is both widespread and consistent. In our most recent research, most employees across the workforce want to use AI far more than their current operational realities allow. Additionally, most are unhappy with the AI tools their organization has given them to work with.



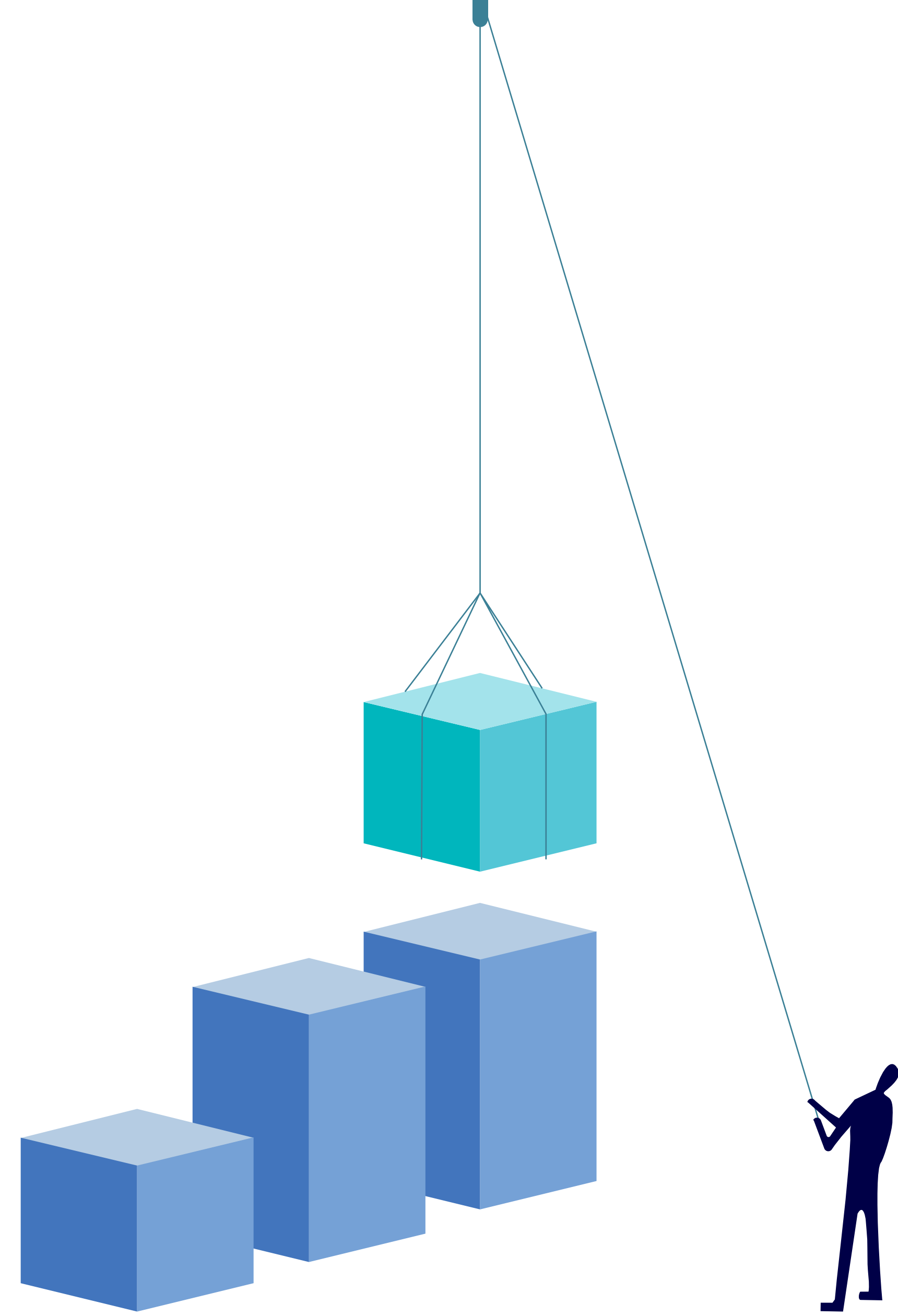
Further, while enterprises tend to roll out AI as if they are working with a single, generic employee, AI adoption varies greatly among different segments of the workforce. A one-size-fits-all deployment can be a key cause of friction, itself.

In fact, by asking thousands of workers detailed questions on their overall disposition toward technology, work and AI, we discovered over 60 persona types. These coalesced into seven archetypes, each with a distinctively different level of AI engagement and experience—and each with its own need for a specific intervention to boost AI adoption. The result is a forensic understanding of how the complexities of the modern workforce are driving—or blocking—AI adoption and the array of interventions needed to turn theoretical AI gains into real-world results.



Our research also reveals several highly solvable sources of friction that are currently suppressing trillions of dollars of potential value:

- **Employees want to use AI but encounter friction in doing so:** For 80% of workers, we calculated a positive “Activation Gap”— the difference between how much they aspire to use AI and how much they actually can (see explainer box, page 11). This trapped enthusiasm is a key signal for where the theoretical productivity gains from AI currently sit. Tellingly, the potential is greatest among the least AI-engaged archetypes.
- **They are also unhappy with the AI tools the enterprise makes available:** Up to 82% of people in any archetype say their current AI tools don’t meet their needs. The most avid AI users feel this most acutely; the more people push AI to its limits, the more clearly they see where the tools fall short.



- **AI use is mostly aimed at lower value work:** Employees overwhelmingly point AI at low-complexity tasks. However, its use drops off sharply for more complex and strategic work, which is where the biggest business gains are likely to be.
- **Businesses are missing out on a significant amount of untapped productivity potential in the workforce.** 72% of the workforce falls into just two archetypes, both of which carry some of the largest Activation Gaps in the dataset. Workers believe if they were given the right resources to close this gap, they would boost productivity significantly. Even a uniform 5% rise in global labor productivity could contribute roughly \$6 trillion to the world's GDP (see explainer box).

Trillions in untapped productivity

Labor productivity is a direct input into GDP. Based on the IMF's current projections for global GDP at \$126 trillion, a 5% uplift to global labor productivity would equate to around \$6.3 trillion in additional output.

In our research, many workers suggest they expect to see productivity gains well above 5% if given the right resources. As a result, unlike estimates based on productivity forecasts that factor in technology adoption over many years, this figure reflects the current untapped capacity already sitting in today's workforce — the gap between how productive workers say they could be, and how productive they currently are.

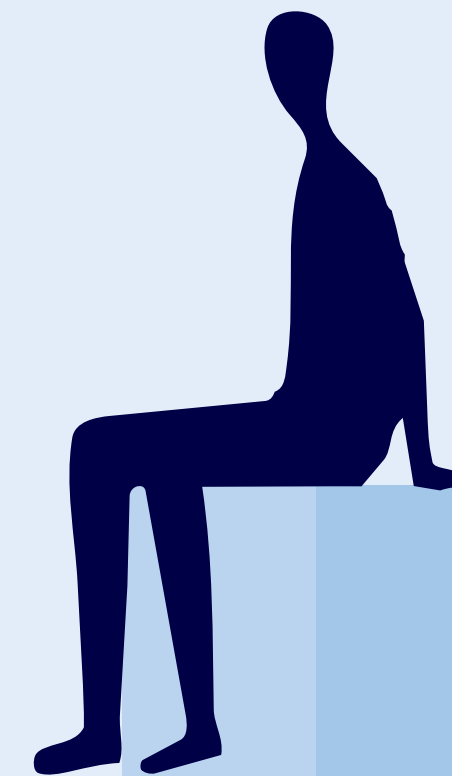
This report is part of our series of studies exploring the numerous elements necessary for closing the gap between AI's technical capabilities and achieving real-world results. The analysis is based on data collected from more than 10,000 workers across more than 20 key geographies and every major industry. Our particular focus was on the impact of employer-employee AI disconnects and workforce inertia toward AI.

By understanding the behaviors and needs of the seven key archetypes, businesses can move past generic AI strategies and tune them to what the workforce actually needs. By doing so, they can be better prepared to uncover the untapped AI potential and productivity gains hidden in their workforce.

Understanding the archetypes

One finding underlies every other in this report: The factors that determine an individual's attitude toward AI—whether they reach for it, pay for their own tools or hang back—are not what most businesses tend to think.

The common wisdom is that senior people use AI more, some industries must be ahead, and younger workers take to it faster. Our data does not support these assertions. Instead, the needle-mover has to do with the archetype itself, as defined by their attitudes toward technology, work and AI.



An example of how much these factors influence their use of AI is the very small difference in people's use of unsanctioned AI tools when measured across demographics. On a scale of 1-6, where 1 is the least use of unsanctioned tools and 6 the highest, most sit between 3 and 4, regardless of seniority or industry (see explainer box for score calculations).

But sort the same workforce by archetype, and the picture changes completely. Scores range from 2.2 for the most reluctant adopters (the Holdouts) to 5.1 for the most avid adopters (Architects and Accelerators). In all, disposition—meaning how a person relates to technology, risk and work itself—is roughly six times more predictive of AI behavior than where they sit in the organizational hierarchy. This means an AI strategy built around org charts and job grades is aiming at the wrong target.

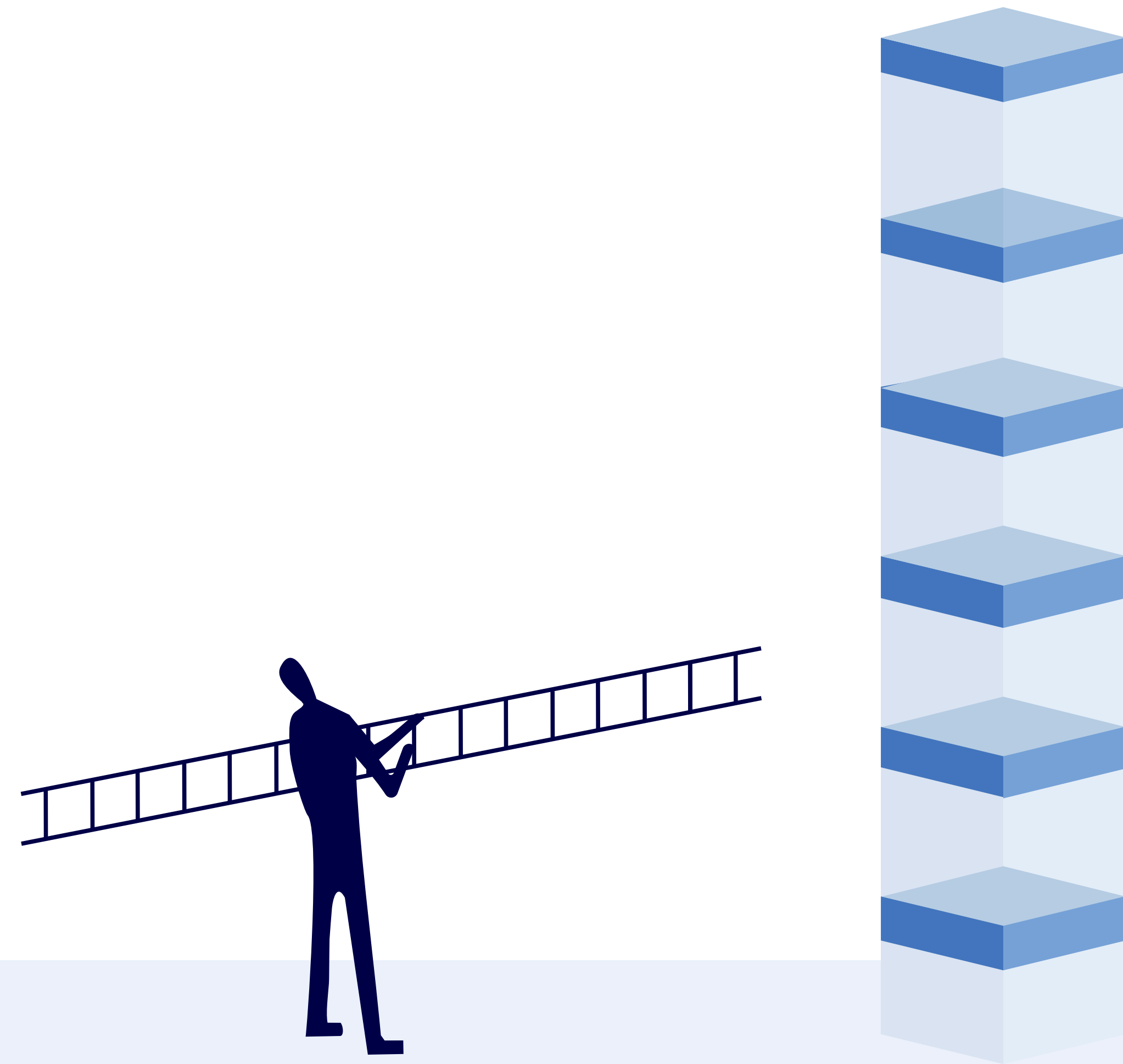
Scores explainer

Respondents answered survey questions on a 6-point scale from 1 (strongly disagree) to 6 (strongly agree). Scores above the midpoint of 3.5 indicate broad agreement, and scores below indicate broad disagreement. Where a score average is used, it is the mean of the seven archetype scores weighted equally.

To develop the archetypes, we first asked a series of detailed questions about respondents' overall attitude toward technology (its risks and rewards) and toward work itself—from whether they are motivated by personal recognition or teamwork, to whether they need direction or are comfortable with ambiguity.

We then modeled these insights against their current use of AI, their future aspirations for using it, their AI skill level and their alignment with the organization's AI operating conditions.

To understand the dynamics within the archetypes, we created the Activation Quotient (AQ), which scores how engaged employees are with AI, and the Activation Gap score, a metric that measures the distance between aspiration and action: the trapped potential sitting at the employee level (see explainer boxes).



The Activation Quotient

The Activation Quotient assesses the degree to which employees are engaged with AI. The AQ's four building blocks are Action (what they are doing today), Aspiration (what they wish they could do), Ability (what they have access to) and Conditions (how aligned they are with their organization's view of AI adoption).

An archetype that scores above the workforce average of 61 is more likely to adopt AI with the right supports in place. Archetypes with below-average scores will require more effort to be engaged.

The Activation Gap

Employee engagement is only half the story. To understand the ease of enabling the workforce and the potential gains of doing so, we created the Activation Gap, a metric that measures the distance between how much a worker aspires to use AI and how much they actually do. In effect, this represents how much trapped potential still sits at the employee level. A positive AG value indicates untapped potential. A negative value means the group is already pushing the boundaries of AI adoption.

Figure 1 (next page) shows the seven archetypes that make up the modern workforce, ordered by the size of their Activation Quotient. Each of the archetypes requires a different intervention to boost their productivity with AI.

At the same time, there are commonalities across the archetypes that are also important for businesses to understand. In the next two sections, we'll explore both the similarities and differences among the archetypes and the actions businesses should take in response.

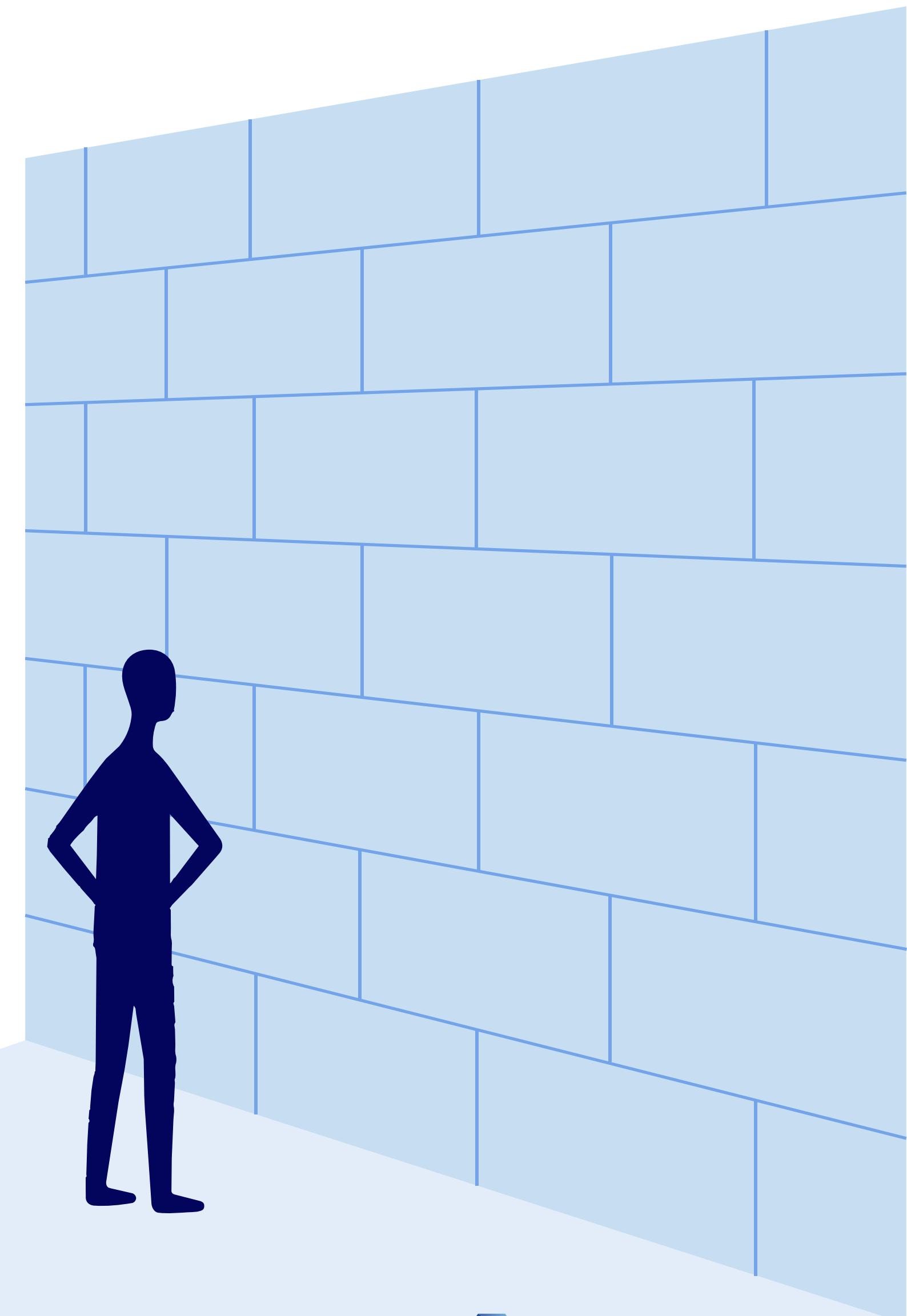


Figure 1:
The seven archetypes

Archetype		Percent of workforce	AQ*	AG*
Architects	The vanguard of AI adopters, in need of stronger guardrails	4.2%	76	0
Accelerators	Pragmatic adopters who can act as a lighthouse for peers	15.9%	71	-0.9
Precisionists	A small pool of hyper-enthusiastic adopters	0.3%	67	-1.6
Navigators	A willing group held back by organizational inertia	33.3%	61	3.9
Pragmatists	Skeptical adopters looking for proof	3.6%	60	2.5
Stalwarts	The backbone of the workforce, looking for a clear reason to adopt	39.1%	57	3.5
Holdouts	The slowest adopters, with the greatest latent potential	3.6%	48	4.1

*Activation Quotient and Activation Gap

Note: For Activation Quotients, an archetype that scores above the workforce average of 61 is more likely to adopt AI with the right supports in place. Archetypes with below-average scores will require more effort to be engaged.

Base: 10,000 workers in 10 geographies and multiple industries.

Source: Cognizant Research

Four AI adoption challenges the archetypes reveal

Despite their differences, these seven archetypes also share a common ground, one that points directly to four barriers holding back AI adoption: rampant tool dissatisfaction, poor tool fit, relegation of AI to low-complexity tasks and organizational productivity blockers. Each barrier represents a distinct, addressable challenge, and together they're holding back trillions of dollars in untapped value.



1. Tool dissatisfaction is rampant

Across every archetype, employees express widespread dissatisfaction with how their organization is deploying AI. Between 72% and 82% of employees in any segment say their current AI tools do not meet their needs.

This dissatisfaction manifests in a variety of ways. Precisionists (a small group who are indifferent to AI but nonetheless use it extensively) are the most forgiving of current enterprise tools, with 28% saying they are satisfied with tools—a low percentage but the highest of any group.

But another group of avid adopters, the Architects, are more apt to reach for non-sanctioned tools when enterprise tools aren't useful to them, despite their awareness about the risk and governance implications. In all, 87% of Architects say they use unsanctioned tools. The most capable AI users in the workforce find themselves needing to work around the infrastructure provided to them.

Because tool dissatisfaction is a baseline condition across the entire workforce, any AI adoption metric built on tool activity alone will overstate progress. AI outcomes will depend more on what workers themselves bring to the picture—their disposition toward work and technology, their willingness to self-invest and their tolerance for working outside sanctioned channels—than on what the enterprise infrastructure itself provides.

2. The tools fail on fit

The issue with enterprise AI tools has less to do with tool access and more to do with tool fit. Indeed only 7% of workers say they are held back by not knowing which tools are available or which they have access to. Instead, a raft of other issues are causing friction (see Figure 2).

Figure 2:
Biggest issues with enterprise-provided AI tools

Tool issue	Percent of respondents
Tools lack company- and task-specific knowledge	28%
Cannot be customized for the job at hand	27%
Do not slot into existing workflows	24%
Output reliability	20%

Base: 10,000 workers in 10 geographies and multiple industries
Source: Cognizant Research

Again, the archetypes help provide a more detailed picture. The most enthusiastic AI adopters are also the most likely to point out tool shortfalls. For example, when asked to name the top factor preventing their use of AI tools, 33% of Architects and Accelerators flag missing context and lack of customization vs. just 21% of Holdouts. The AI-activated users push the tools hard enough to find their limits, while the disengaged have yet to engage deeply enough to notice them.

For business leaders, then, the advice is simple: Look to your most avid users to truly understand shortfalls within your environment. Focus on customization, integration and context engineering to help solve challenges for those working with AI today, and for those that follow their path tomorrow.

3. AI is doing the easy work, but greater value sits in more complex tasks

Ask employees what they use AI for, and the answers most often point to low-complexity work: data analysis and reporting (55%), summarizing (48%), process optimization (38%), and presentations and documents (35%).

Meanwhile, more strategic, highly complex work sees far less use of AI: strategic planning (25%), budgeting and capital allocation (23%), directing autonomous agents (18%), governance and compliance (16%). This presents a significant challenge: While automating low-complexity tasks offers some gains, augmenting high-complexity work is where real trapped value is likely to sit.

The more AI-activated archetypes may already be paving the way to using AI for more complex tasks. Across all archetypes, the number of workers using AI for routine work is relatively stable, at about one-third.

However, that changes significantly when it comes to high-value use cases, especially when comparing the most and least AI-engaged workers. On average, 28% of Architects and Accelerators are already doing more complex work with AI, compared with just 15% of Holdouts. Directing AI agents, one of the most advanced applications on the list, drops from 24% among Architects to 11% among Holdouts.

Bottom line: While everyone has learned to point AI at the easy work, only the most activated archetypes have moved it into the work that unlocks trapped value. To encourage this trend, leaders should, once again, identify the Architects and Accelerators in their organization and look to them for use cases for doing more complex work with AI, while also showing slower-moving peers how to uplevel their application of AI.

4. Organizational blockers are trapping potential productivity gains

Across the workforce, 80% of employees record a positive Activation Gap. This means businesses stand to gain a vast amount of value by tapping this hidden potential.

To ascertain the size of this potential, we asked respondents to compare their current productivity gains with what that boost would be if they were given optimal tools and resources.

The difference was dramatic. When employees were asked about their current productivity, many reported gains at the lower end of the spectrum, 0% to 10%. When asked to imagine a future with ideal tooling, training and support, far more expected significant improvements, of 10% to 20% gains or more.

Notably, the potential is greatest where enthusiasm for AI is currently lowest: 46% of Holdouts say they could move up at least one productivity tier with better support and access, alongside 37% of Stalwarts, 37% of Pragmatists and 31% of Navigators. Among Architects, who are already performing at close to the level they believe possible, the figure is just 19%.

To illustrate the scale, even a uniform 5% rise in global labor productivity could contribute roughly \$6 trillion to the world's GDP. Equipping workers with the right resources, skills and motivation to embrace AI can unlock substantial economic gains; the potential is already present in the workforce and waiting to be released.

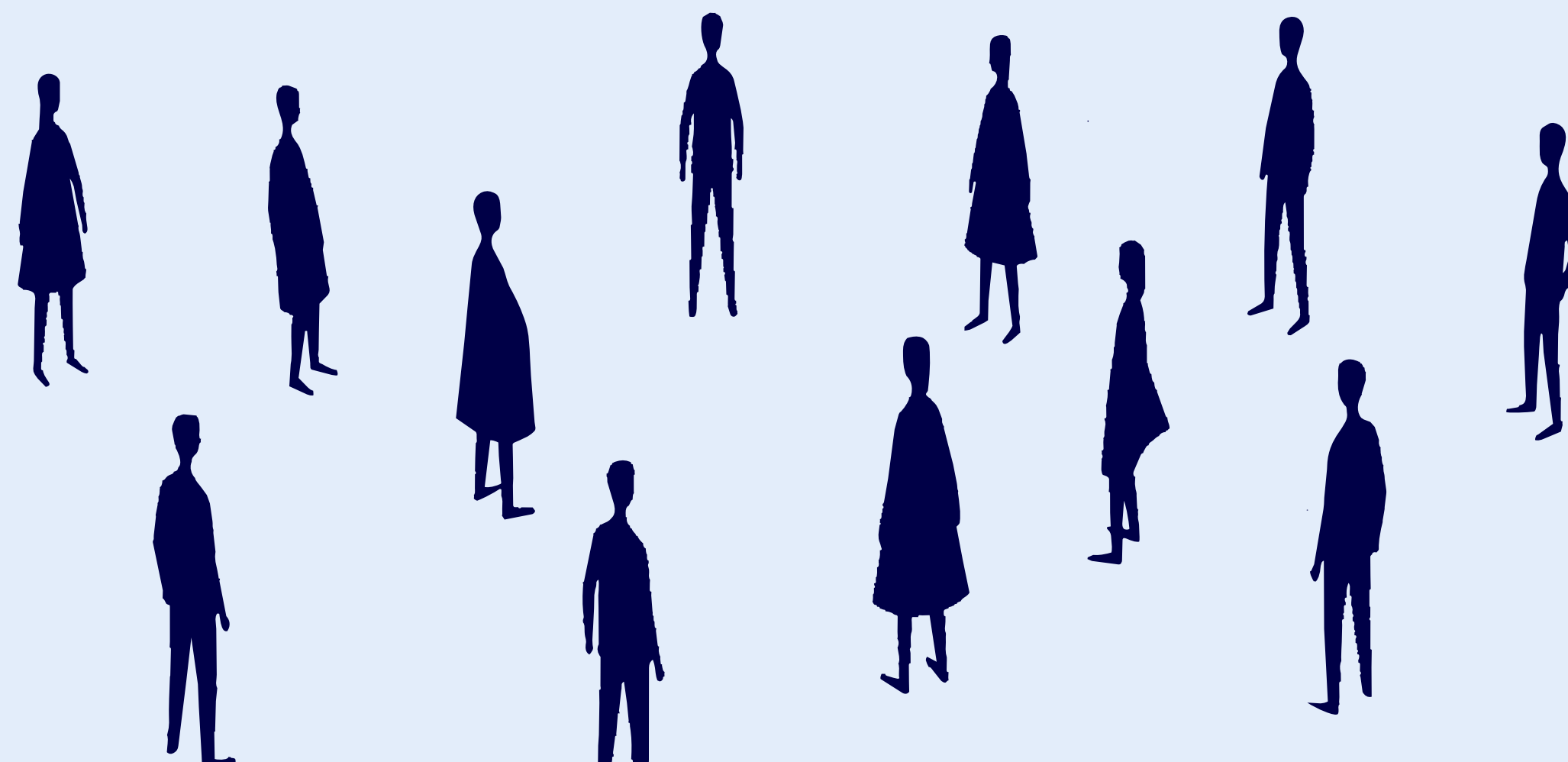
A diverse workforce requires diverse approaches

Until now, workforce AI adoption has been treated as a uniform problem. Our research changes that narrative: No single AI strategy is effective for every kind of worker.

Even something as basic as training shows significant variance across the archetypes. Among employees who have completed AI training, 81% of fast-adopting Architects rate it as effective, compared with only 56% of Holdouts, the slowest-adopting group.

This gap holds steady when it comes to completing mandatory training. While 83% of Architects complete mandatory AI training when offered, only 53% of Holdouts do so. Mandatory training, the primary skilling instrument for most organizations, ends up giving additional resources to those already motivated, while doing nothing to move those who need foundational capability-building first.

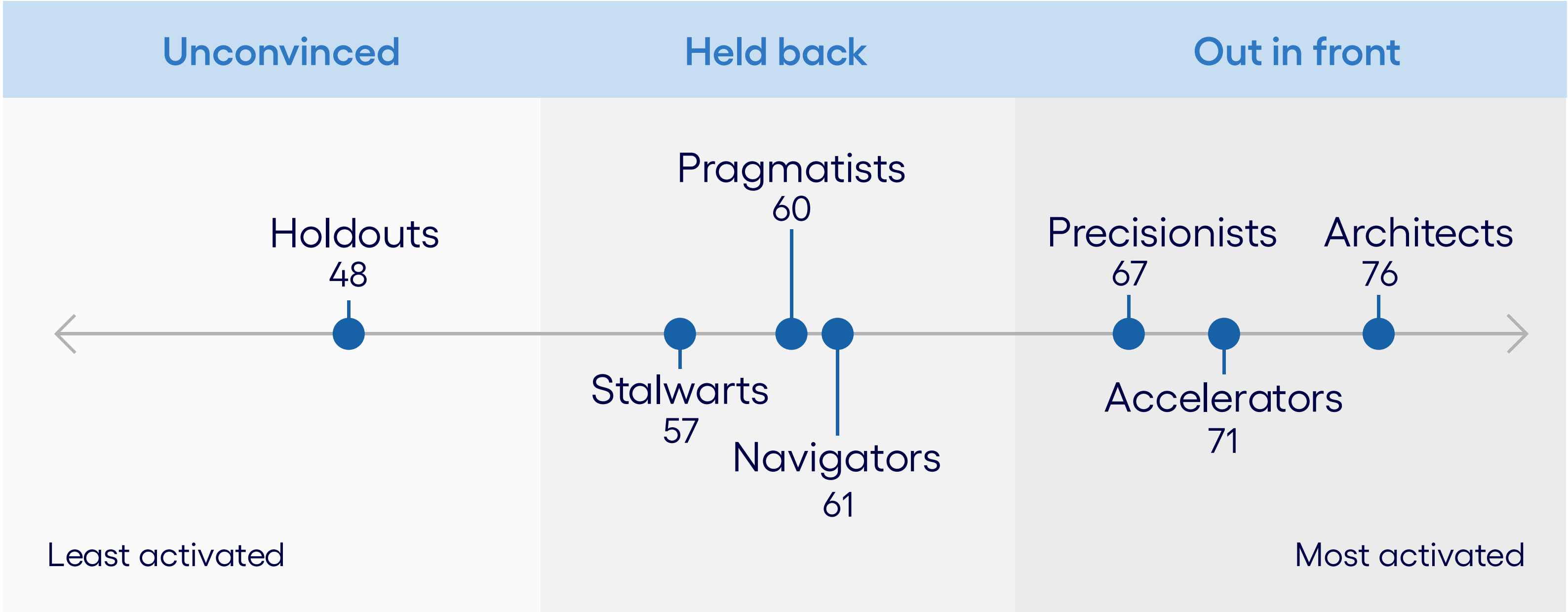
This is just one example of how generic AI strategies will fail to get the most out of the workforce when it comes to AI value. The fact is, each archetype requires a different intervention to turn theoretical productivity gains, into real-world results.



At the same time, while the seven archetypes are distinct, they can also be categorized into three groups, based on their posture toward AI, as measured by their Activation Quotient (Figure 3, next page). One group—made up of Architects, Accelerators and Precisionists—is already out in front of the organization. A large willing middle—the Navigators, Pragmatists and Stalwarts—is activated but held back by the environment around it. A smaller group—the Holdouts—is waiting to be convinced. Read this way, the workforce stops being seven separate problems and becomes three strategic priorities, each with a clear center of gravity.



Figure 3:
The archetypes can be treated as three distinct groups



Numbers represent each group's Activation Quotient. An archetype that scores above the workforce average of 61 is more likely to adopt AI with the right supports in place. Archetypes with below-average scores will require more effort to be engaged.

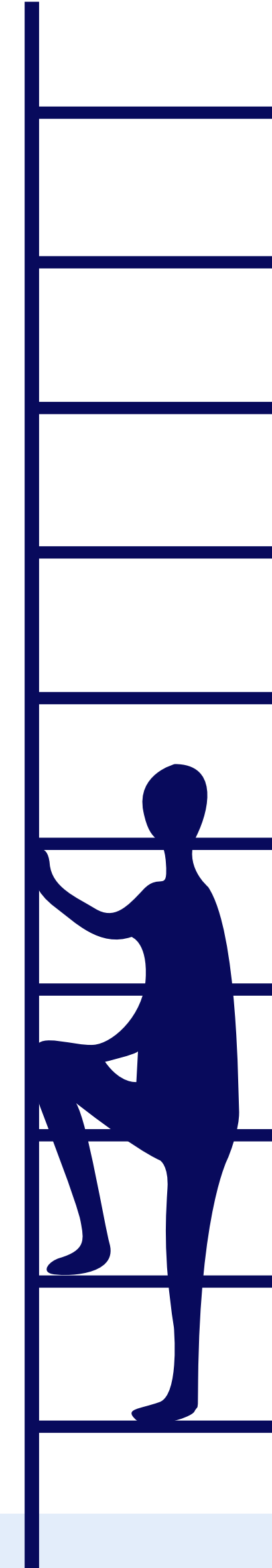
Base: 10,000 workers in 10 geographies and multiple industries

Source: Cognizant Research

Out in front: Architects, Accelerators and Precisionists (20% of the workforce)

These three archetypes are doing as much with AI as they aspire to, or more, which is why they record zero or negative Activation Gaps. However, they often work through channels the organization has never sanctioned.

Here, the main intervention strategy is to harvest the tools and methods they've already built, and adapt governance policies to reflect what they are actually doing.



Architects: The vanguard of AI adopters, in need of stronger guardrails

4.2% of the workforce
Activation Quotient: 76
Activation Gap: 0

- **Highest AI enthusiasm of any archetype**
- **Trust governance but find routes around it**
- **Already operating at their productivity ceiling**

Architects are the most sophisticated group in the dataset: high action, high aspiration, high trust in AI outputs. Their tech confidence of 5.4 (out of 6) is high, and their AI enthusiasm (4.8) is the highest of any archetype. They tend to act first rather than seek approval, are comfortable in ambiguity and are natural leaders.

While 89% of this group agree their organization is actively managing AI risk, 87% nonetheless reach for non-sanctioned tools when approved options fall short. Governance frameworks, it seems, were built for early adopters, and Architects have outgrown them.

This is the only archetype whose Activation Gap is effectively zero, meaning they have nearly maxed out their productivity capabilities with AI. Just 19% say ideal conditions would move them up a productivity tier, the lowest figure of any group.

Architects also back their use of AI with their own money: Of those who complete mandatory training, 51% invest \$250 or more a year in their own AI development.

Intervention strategy:

What this group needs is governance written for advanced users, policy that covers what they actually do and a mandate to lead. Their vanguard practice is the best raw material an organization has for forward-looking governance.

Accelerators: AI power users who can act as a lighthouse for peers

15.9% of the workforce
Activation Quotient: 71
Activation Gap: -0.9

- **Heaviest AI users, with the highest tech confidence**
- **Informed skeptics who trust their own AI use more than AI outputs**
- **Natural teachers, already exceeding their own expectations with AI**

Accelerators are heavy power users, with the highest tech confidence score of any archetype, at 5.5. Yet unlike the Architects, who put great trust in AI outputs (4.7), Accelerators are more guarded (4.1) despite using AI just as much.

Accelerators also differ from Architects in their desire to work inside the guardrails and their tendency to seek approval, such as for which tools the enterprise prefers them to use.

Their below-zero Activation Gap means they've exceeded their aspirations with AI, having raced ahead and grown realistic about the technology.

Intervention strategy:

Rather than support, Accelerators need channels: mentoring, internal certification and communities of practice that turn individual expertise into organizational knowledge. Their working quality standards can also be formalized as the basis for enterprise AI governance.

Precisionists: A small group who are indifferent to AI but nonetheless use it extensively

0.3% of the workforce
Activation Quotient: 67
Activation Gap: -1.6

- **Highly active AI users**
- **AI use is based on utility vs. enthusiasm**
- **Furthest along in using AI for advanced use**

This tiny segment of heavy AI users sees the technology in a purely utilitarian way. To them, AI is just a tool, not an exciting new way to work. In fact, they have the lowest score for AI enthusiasm (3.7) and the lowest Activation Gap.

While Precisionists are the most likely archetype to find enterprise AI tools adequate (with 28% of this group agreeing this is the case), they are also the most likely to use unsanctioned tools (with a score of 5.2).

Intervention strategy:

Businesses will need to actively seek this group out, as there's little chance they will share their experience voluntarily. Their workflows will be important to document and use as process guidelines rather than inspiration for others. Their playbook will be most effective for other people who will never be excited about AI.

Willing but held back: Navigators, Stalwarts and Pragmatists (75% of the workforce)

Taken together, these three archetypes account for three-quarters of the workforce. What distinguishes this group is their record-large positive Activation Gaps, which is indicative of their willingness to use AI, combined with the barriers they face in using it.

The main intervention here is to remove friction, whether it's access (for Navigators), confidence (for Stalwarts) or evidence of AI value (Pragmatists). This group is where the productivity prize is largest, and where intervention pays back fastest.



Navigators: A willing group, held back by organizational inertia

33.3% of the workforce

Activation Quotient: 61

Activation Gap: +3.9

- **Above-average AI enthusiasm and belief in its career benefits**
- **Below-average actual use of AI**
- **Held back by access and permissions, not attitude**

Navigators are the most counterintuitive profile in the dataset. While they score above average on every attitudinal measure, with AI enthusiasm at 4.4, tech confidence at 4.5 and belief in career benefit at 4.4, their use of AI sits at 2.9, well below the midpoint of 3.5. What's holding them back, then, has less to do with their own attitude toward AI and much more to do with the surrounding environment: tools they cannot access, permissions they have not been granted, approved pathways that do not yet exist.

Navigators are far more likely than others to say they prefer AI tools over traditional methods of working; however, they are blocked from acting on that preference. In fact, 31% say they'd be able to move up at least one productivity tier with ideal supporting conditions.

Intervention strategy:

The unlock here is the least-costly intervention in the dataset because it mostly requires permission: expand the tools available without onerous approval processes, build pre-approved use-case libraries with practical templates, and put Navigators first in rollouts, where they will generate the usage data and peer evidence that convinces more skeptical groups to use AI in productive ways.

Pragmatists: Hesitant adopters looking for proof

3.6% of the workforce

Activation Quotient: 60

Activation Gap: +2.5

- **Highly confident they could use AI but still holding off**
- **Waiting for proof, not permission**
- **Would convert, once shown a result they trust**

Pragmatists have the confidence to use AI, with a tech confidence score of 4.6, which is above the workforce average. However, their overall disposition keeps them from committing to a high rate of active AI use.

They score below the workforce average on wanting to be first to find a solution (3.1 vs. 4.4), taking the lead (3.3 vs. 4.6) and being driven by recognition (3.3 vs. 4.5).

So, while they certainly could use AI, they're not the type to charge ahead.

Instead, Pragmatists will adopt AI once it's proven and normalized by others around them rather than pioneering it themselves. They're arguably waiting for evidence, not permission.

Providing the supports they need would pay off. Like the Stalwarts, 37% say they could move up at least one productivity tier with better support, although their much lower representation in the workforce makes them a smaller pool of latent value.

Intervention strategy:

Businesses should focus on providing proof in trusted contexts: peer case studies with real outcomes from colleagues in equivalent roles, and contained, low-risk pilots they can observe before committing. Once converted, they tend to stay engaged, which justifies the upfront cost of producing that proof.

Stalwarts: The backbone of the workforce, looking for a clear reason to adopt

39.1% of the workforce
Activation Quotient: 57
Activation Gap: +3.5

- **Largest pool of latent AI value gains**
- **Wary but willing to use AI**
- **Held back by low confidence in tech and AI**

Stalwarts are the single largest archetype and the backbone of most organizations: diligent, conscientious and cautiously optimistic about using AI. Whatever you imagine the average AI experience looking like inside your organization, it almost certainly looks like a Stalwart's.

Two things hold them back: confidence and career relevance. Their tech confidence score of 4.2 sits below the 4.6 workforce average, as does their confidence in AI outputs (3.9 vs. the 4.1 average). Their belief that AI will benefit their career, at 4.1, is the second lowest of any group, and their moderate score for using unsanctioned tools (3.0) reveals a group skittish about AI generally.

At the same time, Stalwarts represent the largest absolute pool of latent AI value gains in the data, with 37% saying they could improve their productivity by at least one tier with better support.

Intervention strategy:

The path forward starts with role-specific training anchored to tasks these workers actually perform. It continues with a low-stakes practice environment sustained over weeks rather than compressed into a single session, and lands with the career case made explicitly by someone who performs a similar job.

Waiting to be convinced: **Holdouts** (4% of the workforce)

The remaining archetype holds a positive gap of its own, but a conditional one. Specifically, the need for capability that's built from the ground up before their modest aspiration has anywhere to land.

Holdouts want less from AI than any other group, and do less with it still. But even the least engaged workers in our study are not refusing AI outright. They simply need their confidence and capability developed from the ground up to give them a chance to see what they can do with AI.



Holdouts: The slowest adopters, with the greatest latent potential

3.6% of the workforce

Activation Quotient: 48

Activation Gap: +4.1

- **Lowest AI engagement and tech confidence of any group**
- **Pessimistic on career impact**
- **Highest Activation Gap of any segment, signaling untapped potential**

Holdouts are the slowest AI adopters of any archetype, with an Activation Quotient of 48 (vs. the workforce average of 61). They hold the only below-midpoint tech confidence score in the dataset (2.9) and the lowest score for unsanctioned tool use (2.2). Meanwhile, 42% do not believe AI will positively impact their career—compared with just 16% of Architects.

For Holdouts, nothing in their experience so far suggests the technology is going to help them. For example, training runs in precisely the wrong direction for this group: Just 53% complete mandatory training vs. 83% of Architects, and even when they do, only 56% rate it as effective vs. 81% of Architects.

At the same time, their Activation Gap of +4.1 is the largest in the dataset, and so is their upside: 46% believe they could move up at least one productivity tier with the right support. Their aspiration for AI, it seems, far outpaces their engagement with it.

Intervention strategy:

Holdouts need to be actively encouraged to adopt AI, with role-level examples delivered at their own level by credible peers, sustained small-group learning with mentors drawn from similar roles, and visible organizational sponsorship. One-off interventions will not hold.

\$6 trillion rests on meeting the workforce where it is

From the outset of our study, we wanted to break away from the limitations of viewing the workforce as a single homogenous entity. Every employee approaches work, risk and technology in unique ways. We knew it would be key to understand how these perceptions and approaches change their attitude about using AI.

What we found, surprisingly, is despite their differences, most people in the global workforce want to use AI—and they want to do more with AI than they currently can. That should be a wakeup call to organizations everywhere. Because AI value is not in the technology itself but in the adoption of it. When there's too much friction in adoption, there is less AI impact. What remains, then, is the strategy: a strategy that strives to resonate with the real workforce, which is a diverse one.

The archetypes in this report are the map, and the organizations that read it will be the ones that convert AI's theoretical capability into realized productivity, one archetype at a time. Because a workforce that wants AI and an organization that can deliver it is the fastest way to realize AI value.



Authors

Research



Ollie O'Donoghue
Head of Cognizant Research



Duncan Roberts
Associate Director, Cognizant Research





Cognizant (Nasdaq: CTSH) is an AI Builder and technology services provider, bridging the gap between AI investment and enterprise value by building full-stack AI solutions for our clients. Our deep industry, process and engineering expertise enables us to build an organization’s unique context into technology systems that amplify human potential, drive tangible outcomes and keep global enterprises ahead in a fast-changing world. See how at cognizant.ai or @cognizant.

World Headquarters

300 Frank W. Burr Blvd.
Suite 36, 6th Floor
Teaneck, NJ 07666 USA
Tel: +1 201 801 0233

European Headquarters

280 Bishopsgate
London
EC2M 4AG
England
Tel: +44 (01) 020 7297 7600

European Headquarters

Siruseri-Software Technology Park of India (STPI)
SDB Block—Ground Floor North Wing
Plot No H4, SIPCOT IT Park
Chengalpattu District
Chennai 603103, Tamil Nadu
Tel: 1800 208 6999

APAC Headquarters

1 Fusionopolis Link, Level 5
NEXUS@One-North, North Tower
Singapore 138542
Tel: +65 6812 4000

© Copyright 2025–2027, Cognizant. All rights reserved. No part of this document may be reproduced, stored in a retrieval system, transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, without the express written permission of Cognizant. The information contained herein is subject to change without notice. All other trademarks mentioned herein are the property of their respective owners.