LUMO INSIGHTS

Thursday, 28 May 2026

AI’s workplace shake-up: surprising data and hard truths for leaders

Executive Summary

New developments over the past 48 hours underscore how artificial intelligence is already transforming the world of work in unexpected ways. From entry-level jobs vanishing to companies instituting AI-focused restructures and upskilling drives, the latest data and decisions reveal the urgent need for leaders to rethink how humans and AI will work together - before they lose talent or competitiveness.

Hard data: jobs lost and jobs created

(www.secondtalent.com [1])Over the past two days, multiple reports have highlighted the paradoxical impact of AI on employment (www.secondtalent.com [2]). In the United States, AI is now wiping out roughly 16,000 more jobs than it creates each month (www.secondtalent.com [3]). Yet globally, projections remain optimistic: by 2030, AI could generate about 170 million new jobs while displacing 92 million - a net gain of roughly 78 million roles (www.secondtalent.com [4]). In short, the long-term outlook for job creation is positive, but the short-term transition is proving painful for many workers and industries.

(news.un.org [5])Crucially, most jobs will not be completely automated away by AI - instead, the technology is far more likely to transform existing roles than replace them outright (news.un.org [6]). Even in highly exposed occupations like clerical and administrative support, AI tends to take over specific routine tasks rather than entire jobs. However, partial automation can still be disruptive. (news.un.org [7])When algorithms handle a large share of someone’s duties (for example, data entry or scheduling), the remaining work often becomes less engaging and offers fewer development opportunities to the employee, potentially leading to stagnating wages and growing job insecurity (news.un.org [8]). Without a plan to retrain or redesign such jobs, some workers may find their roles diminished - a shift that could disproportionately affect groups like women, who are overrepresented in clerical roles and therefore face higher exposure to AI-driven task automation (news.un.org [9]).

(www.cbsnews.com [10])Another striking trend is the generational divide in AI’s early impact (www.cbsnews.com [11]). A new study found that workers in their early 20s in the most AI-exposed occupations - such as software development, customer service, and basic office support - experienced roughly a 20% drop in entry-level employment between late 2022 and mid-2025 (www.cbsnews.com [12]). By contrast, older workers in those same fields saw employment increase by 6 - 9% over the same period (www.cbsnews.com [13]). In other words, it’s the junior roles and routine tasks that are being trimmed first by AI, while more experienced employees have largely been retained. This counterintuitive pattern - younger workers losing out before their senior colleagues - underscores how AI is eliminating the traditional “apprentice” phase of many careers.

(www.secondtalent.com [14])The human cost of this shift is real. “I have applied to 400 jobs in 6 months. The entry-level roles do not exist anymore. Every posting wants 3+ years of experience plus AI tool proficiency,” one frustrated new graduate wrote in an online forum (www.secondtalent.com [15]). His lament is echoed by many Gen Z workers who fear they may never get the same opportunities to learn on the job that previous generations enjoyed. For employers, this raises a pressing question: if AI takes away the stepping-stone roles, how will tomorrow’s talent acquire the experience to become the effective leaders and specialists the organisation will need in the future?

References:

[1] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=Published%20May%209%2C%202026%20Updated,The

[2] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=Published%20May%209%2C%202026%20Updated,The

[3] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=Published%20May%209%2C%202026%20Updated,The

[4] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=Published%20May%209%2C%202026%20Updated,The

[5] news.un.org — https://news.un.org/en/story/2025/05/1163486#:~:text=expert%20reviews%20and%20AI%20models,of%20women%E2%80%99s%20jobs%20fall%20into

[6] news.un.org — https://news.un.org/en/story/2025/05/1163486#:~:text=expert%20reviews%20and%20AI%20models,of%20women%E2%80%99s%20jobs%20fall%20into

[7] news.un.org — https://news.un.org/en/story/2025/05/1163486#:~:text=functions%20that%20AI%20technologies%20can,report%20also%20identifies%20stark%20differences

[8] news.un.org — https://news.un.org/en/story/2025/05/1163486#:~:text=functions%20that%20AI%20technologies%20can,may%20face%20limited%20opportunities%20to

[9] news.un.org — https://news.un.org/en/story/2025/05/1163486#:~:text=health%20recorded%20by%20a%20data,and%20document%20formatting%20and%20scheduling

[10] www.cbsnews.com — https://www.cbsnews.com/news/ai-artificial-intelligence-jobs-workers/#:~:text=engineering%20and%20customer%20service,period%20of%20time%2C%20are%20more

[11] www.cbsnews.com — https://www.cbsnews.com/news/ai-artificial-intelligence-jobs-workers/#:~:text=engineering%20and%20customer%20service,period%20of%20time%2C%20are%20more

[12] www.cbsnews.com — https://www.cbsnews.com/news/ai-artificial-intelligence-jobs-workers/#:~:text=engineering%20and%20customer%20service,period%20of%20time%2C%20are%20more

[13] www.cbsnews.com — https://www.cbsnews.com/news/ai-artificial-intelligence-jobs-workers/#:~:text=engineering%20and%20customer%20service,period%20of%20time%2C%20are%20more

[14] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=February%202026%20captured%20the%20frustration%3A,CNN

[15] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=February%202026%20captured%20the%20frustration%3A,CNN

Organisations redesigning work for AI

(www.thehrdigest.com [1])This week brought a vivid example of how far some companies are willing to go to retool themselves for an AI-driven future (www.thehrdigest.com [2]). Cloudflare - a successful internet infrastructure firm - announced an AI-centric restructuring that would eliminate over 1,100 jobs, or roughly 20% of its workforce (www.thehrdigest.com [3]). Management was explicit that the motivation wasn’t cutting costs due to poor performance - in fact, the firm had just posted strong quarterly results - but rather a proactive reorganisation for what its CEO called an “agentic AI era,” redesigning the company to be truly “AI-first.” (www.thehrdigest.com [4])

(www.thehrdigest.com [5])According to the CEO’s memo, internal use of AI at Cloudflare had skyrocketed over 600% in the past three months, fundamentally altering workflows across departments (www.thehrdigest.com [6]). The leadership team concluded that many “measurer” functions - roles in finance, compliance, internal audit, operations, and other support areas devoted to monitoring and reporting - could be largely automated by modern AI systems (www.thehrdigest.com [7]). As a result, the vast majority of employees laid off were in these support and middle-management roles that AI can now perform more efficiently (www.thehrdigest.com [8]). By offloading routine oversight tasks to algorithms, Cloudflare aims to flatten its hierarchy and refocus resources on the “builder” and “seller” roles that drive product innovation and customer value (www.thehrdigest.com

[9]).

(officechai.com [10])Cloudflare’s dramatic move is part of a larger trend. Earlier this month, the CEO of Upwork - a global online freelancing platform - likewise announced a 24% reduction of staff as a “deliberate structural bet on AI-powered, leaner teams,” balancing short-term pressures with a long-term pivot to automation (officechai.com [11]). (www.upwork.com [12])In a candid message to employees, he wrote that "two pizza teams are dead" - meaning even the famously small project teams of tech can now be made leaner - and that AI allows product and engineering groups to achieve greater impact with fewer people (www.upwork.com [13]). (www.upwork.com [14])The Upwork leadership literally “rethought the company from the bottom up,” scrutinising what it takes to run every function with a combination of people plus technology (www.upwork.com [15]). They are consolidating redundant tasks and collapsing workflows to eliminate handoffs, confident that flatter structures will enable faster decision-making. In short, these organisations are fundamentally redesigning work itself - retaining and hiring for the creative, strategic and client-facing roles where human strengths matter most, while entrusting AI with more of the number-crunching, coordination, and administrative duties.

References:

[1] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=In%20a%20dramatic%20move%20that,Cloudflare%20layoffs%2C%20detailed%20in

[2] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=In%20a%20dramatic%20move%20that,Cloudflare%20layoffs%2C%20detailed%20in

[3] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=In%20a%20dramatic%20move%20that,Cloudflare%20layoffs%2C%20detailed%20in

[4] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=Cloudflare%20announced%20major%20layoffs%20in,Cloudflare%20layoffs%2C%20detailed%20in

[5] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=memo%20emphasized%20that%20internal%20AI,The%20only

[6] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=memo%20emphasized%20that%20internal%20AI,The%20only

[7] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=relationships%20and%20drive%20revenue,enables%20flatter%20structures%20where%20remaining

[8] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=operations%20teams%20focused%20on%20oversight,Critics

[9] www.thehrdigest.com — https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=the%20vast%20majority%20of%20those,value%20in%20the%20age%20of

[10] officechai.com — https://officechai.com/ai/upwork-lays-off-25-of-its-workforce-says-ai-will-lead-to-smaller-teams/#:~:text=cutting%20approximately%20a%20quarter%20of,is%20striking%20coming%20from%20the

[11] officechai.com — https://officechai.com/ai/upwork-lays-off-25-of-its-workforce-says-ai-will-lead-to-smaller-teams/#:~:text=cutting%20approximately%20a%20quarter%20of,is%20striking%20coming%20from%20the

[12] www.upwork.com — https://www.upwork.com/press/releases/upwork-ceo-hayden-brown-shared-the-following-message-with-employees-on-may-7-2026#:~:text=function%20in%20this%20business%20with,We%20did%20not%20make

[13] www.upwork.com — https://www.upwork.com/press/releases/upwork-ceo-hayden-brown-shared-the-following-message-with-employees-on-may-7-2026#:~:text=function%20in%20this%20business%20with,We%20did%20not%20make

[14] www.upwork.com — https://www.upwork.com/press/releases/upwork-ceo-hayden-brown-shared-the-following-message-with-employees-on-may-7-2026#:~:text=our%20decisions,We%20did%20not%20make

[15] www.upwork.com — https://www.upwork.com/press/releases/upwork-ceo-hayden-brown-shared-the-following-message-with-employees-on-may-7-2026#:~:text=our%20decisions,We%20did%20not%20make

Employee sentiment and the "shadow AI" challenge

(www.secondtalent.com [1])The breakneck deployment of AI is stirring up mixed emotions in the workforce (www.secondtalent.com [2]). On one hand, employees see the productivity potential: many are intrigued to use tools like ChatGPT to lighten tedious work. On the other hand, there is growing anxiety about job security and changing skill demands - especially among younger staff who feel the ground shifting beneath their feet. In a recent survey, 64% of Gen Z workers said they worry about losing their jobs to AI, compared to 45% of millennials and just 29% of boomers (www.secondtalent.com [3]). Such anxieties reflect legitimate concerns: if AI can draft reports or write code in seconds, where does that leave the entry-level employee trying to prove themselves?

(industrytoday.com [4])Increasingly, workers aren't waiting for permission to find out what AI can do - they're forging ahead on their own (industrytoday.com [5]). Roughly 57% of employees are now using personal AI accounts or chatbots without their employer's approval to assist with work tasks (industrytoday.com [6]). (industrytoday.com [7])More troubling, about one in three have admitted to pasting confidential company information into these unsanctioned AI tools (industrytoday.com [8]). This kind of "shadow AI" adoption often happens when there's a lack of clear guidance or training from employers. Workers, eager to automate grunt work or augment their output, turn to whatever AI apps they can access - inadvertently creating security, privacy, and legal risks for their organisations.

From an employee relations standpoint, these trends highlight a crucial point: people are not inherently resistant to using AI - if anything, many are jumping at the chance to embrace it - but they need support to do so safely and productively. Employers that move too slowly in providing approved tools, training, and policies risk a two-fold problem. First, they may face increased exposure from unmanaged AI use, as sensitive data or biased outcomes slip through unmanaged algorithms. Second, they risk eroding trust: if workers feel leadership isn't being transparent about AI or equipping them to adapt, fear and frustration will fill the vacuum. The most successful AI transitions thus far pair new technology rollouts with clear communication, change management, and a culture of learning, so employees feel empowered - not endangered - by AI.

References:
[1] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=reports,CNN
[2] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=reports,CNN
[3] www.secondtalent.com — https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=reports,CNN
[4] industrytoday.com — https://industrytoday.com/ai-is-ready-is-your-workforce/#:~:text=humans%E2%80%99%20limited%20ability%20to%20adapt,Claude
[5] industrytoday.com — https://industrytoday.com/ai-is-ready-is-your-workforce/#:~:text=humans%E2%80%99%20limited%20ability%20to%20adapt,Claude
[6] industrytoday.com — https://industrytoday.com/ai-is-ready-is-your-workforce/#:~:text=are%20racing%20to%20adopt%20AI%2C,Claude
[7] industrytoday.com — https://industrytoday.com/ai-is-ready-is-your-workforce/#:~:text=ChatGPT%20or%20Gemini,AI
[8] industrytoday.com — https://industrytoday.com/ai-is-ready-is-your-workforce/#:~:text=ChatGPT%20or%20Gemini,AI

Leadership Steps Up

(www.cnbc.com [1])For many organisations, harnessing AI's potential without alienating their workforce has become a top-level leadership concern (www.cnbc.com [2]). A new survey finds 76% of companies have now created a Chief AI Officer (CAIO) role to steer their AI strategy - up from just 26% a year ago (www.cnbc.com [3]). Rather than shrinking HR's importance, the AI era is in fact elevating it: 59% of business leaders expect the Chief Human Resources Officer's influence to grow as companies grapple with workforce transformation alongside technology adoption (www.cnbc.com [4]). Savvy leaders are recognising that AI-driven change is as much about people and processes as it is about algorithms.

(www.bcg.com [5])Board directors and CEOs, too, are coming to the table to discuss AI-savvy leadership (www.bcg.com [6]). Approximately 80% of both groups agree that new board members should be able to demonstrate a robust understanding of AI's impact on their industry (www.bcg.com [7]). Forward-looking boards are beginning to incorporate AI oversight into their governance duties - some regulators have even recommended that companies formally disclose how their boards supervise AI risks. From the C-suite to the boardroom, the consensus is that guiding an AI-driven transformation requires new expertise and vigilant oversight.

(asanify.com [8])External forces are also driving change. In Europe, the upcoming EU AI Act will, as of August 2026, enforce strict obligations on companies deploying AI in HR processes like hiring or

worker monitoring (asanify.com [9]). Those AI systems will be classified as “high risk,” meaning businesses must implement measures such as bias testing, transparency disclosures, human oversight, and risk monitoring - or face fines as high as €15 million or 3% of global revenue for non-compliance (asanify.com [10]). Across the Atlantic, U.S. authorities are scrutinising AI under existing labour and discrimination laws. This year a federal judge allowed a first-of-its-kind class action lawsuit on algorithmic hiring bias to proceed (asanify.com [11]) - a clear signal that companies (and AI vendors) could be held liable if their tools unfairly disadvantage protected groups. And as these technologies spread, labour unions are starting to demand a seat at the table, pushing employers to negotiate how AI is implemented in workplaces and to secure retraining opportunities for affected staff. The era of unchecked experimentation with AI in the workplace is ending. Leaders must anticipate more accountability and engage proactively with regulators, employees, and other stakeholders to shape fair, transparent AI policies.

References:

[1] www.cnbc.com — https://www.cnbc.com/2026/05/11/heres-how-artificial-intelligence-is-changing-boardrooms.html#:~:text=%40in%2Fmatthewchinyuenhao%20Key%20Points%20In%20a,These%20findings%20come%20amid
[2] www.cnbc.com — https://www.cnbc.com/2026/05/11/heres-how-artificial-intelligence-is-changing-boardrooms.html#:~:text=%40in%2Fmatthewchinyuenhao%20Key%20Points%20In%20a,These%20findings%20come%20amid
[3] www.cnbc.com — https://www.cnbc.com/2026/05/11/heres-how-artificial-intelligence-is-changing-boardrooms.html#:~:text=%40in%2Fmatthewchinyuenhao%20Key%20Points%20In%20a,These%20findings%20come%20amid
[4] www.cnbc.com — https://www.cnbc.com/2026/05/11/heres-how-artificial-intelligence-is-changing-boardrooms.html#:~:text=portfolios%2C%20with%2059,like%20the%20chief%20technology%20officer
[5] www.bcg.com — https://www.bcg.com/press/4may2026-ceos-say-boards-rushing-ai-transformation#:~:text=AI%20fluency%20at%20the%20highest,on%20the%20same%20learning%20journey
[6] www.bcg.com — https://www.bcg.com/press/4may2026-ceos-say-boards-rushing-ai-transformation#:~:text=AI%20fluency%20at%20the%20highest,on%20the%20same%20learning%20journey
[7] www.bcg.com — https://www.bcg.com/press/4may2026-ceos-say-boards-rushing-ai-transformation#:~:text=AI%20fluency%20at%20the%20highest,on%20the%20same%20learning%20journey
[8] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/#:~:text=fast%20enough%20to%20capture%20AI%E2%80%99s,of%20global%20annual%20turnover
[9] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/#:~:text=fast%20enough%20to%20capture%20AI%E2%80%99s,of%20global%20annual%20turnover
[10] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/#:~:text=Act%E2%80%99s%20full%20enforcement%20kicks%20in%2C,of%20global%20annual%20turnover
[11] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/#:~:text=CourtListener,of%20AI%E2%80%99s

Why some companies are pulling ahead

(asanify.com [1])Amid these challenges, a small group of companies is already achieving outsized success with AI - and their experience offers a blueprint for others (asanify.com [2]). Recent analysis shows that just 20% of firms are capturing 74% of all the economic benefits from AI so far (asanify.com [3]). These AI leaders are generating over seven times more revenue from AI initiatives than the average company, with profit margins notably higher as well (asanify.com [4]). Their secret? It’s not simply having more algorithms or bigger budgets, but integrating AI differently. (asanify.com [5])Top-performing organisations are about twice as likely to have systematically redesigned their workflows and roles around AI, rather than merely layering new tools on old processes (asanify.com [6]). They invest heavily in training their workforce to use AI effectively, appoint dedicated AI leadership, and establish strong governance to manage risks. By doing so, they create a culture where human talent and AI systems continuously reinforce each other’s strengths. Meanwhile, companies that take a piecemeal or tech-first approach - chasing shiny new AI tools without rethinking jobs and skills - are seeing far less payoff. They may even exacerbate employee resistance or misuse of AI, as workers struggle to integrate poorly implemented technologies into existing routines. The growing gulf between AI “haves” and “have-nots” should give every executive pause: getting human - AI integration right is fast becoming a critical differentiator for future success.

References:

[1] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/

#:~:text=Economic%20Value%20Goes%20to%20Just,quarters%20%2874%25%29%20of%20AI%E2%80%99s
[2] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/
#:~:text=Economic%20Value%20Goes%20to%20Just,quarters%20%2874%25%29%20of%20AI%E2%80%99s
[3] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/
#:~:text=Economic%20Value%20Goes%20to%20Just,quarters%20%2874%25%29%20of%20AI%E2%80%99s
[4] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/
#:~:text=total%20economic%20gains,performing%20companies%20are%20twice%20as
[5] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/
#:~:text=tools,expand%20beyond%20traditional%20sector%20boundaries
[6] asanify.com — https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/
#:~:text=tools,expand%20beyond%20traditional%20sector%20boundaries

Key Statistics

• Early-career workers in highly AI-exposed jobs experienced a 13% employment drop from 2022 to 2025 ([www.cbsnews.com](https://www.cbsnews.com/news/ai-artificial-intelligence-jobs-workers/#:~:text=jobs%20can%20be%20performed%20by,These%20large%20language%20models%20are)).

• Cloudflare laid off 1,100 employees (roughly 20% of staff) in May 2026 as part of an AI-driven reorganisation ([www.thehrdigest.com](https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/#:~:text=In%20a%20dramatic%20move%20that,Cloudflare%20layoffs%2C%20detailed%20in)).

• 57% of employees use personal AI tools (e.g. ChatGPT) for work tasks without official approval ([industrytoday.com](https://industrytoday.com/ai-is-ready-is-your-workforce/#:~:text=are%20racing%20to%20adopt%20AI%2C,Claude)).

• Only 21% of organisations say their efforts to reskill employees for AI are effective ([www.secondtalent.com](https://www.secondtalent.com/resources/ai-impact-job-market-2026/#:~:text=a%20gap%20between%20intent%20and,of%20organizations)).

• 20% of companies are capturing 74% of the total economic benefits of AI adoption ([asanify.com](https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/#:~:text=Economic%20Value%20Goes%20to%20Just,quarters%20%2874%25%29%20of%20AI%E2%80%99s)).

KEY TAKEAWAY

AI’s impact on the workforce is accelerating faster than expected. Organisations that proactively redesign jobs, upskill their people, and strengthen AI governance are pulling ahead - while those who delay risk talent loss, legal trouble, and falling behind.

Sources

AI Impact on the Job Market in 2026: What the Data Shows
https://www.secondtalent.com/resources/ai-impact-job-market-2026/

AI threatens one in four jobs – but transformation, not replacement, is the real risk
https://news.un.org/en/story/2025/05/1163486

Cloudflare Layoffs: Why AI is Replacing ‘Measurement’ Roles
https://www.thehrdigest.com/cloudflare-layoffs-why-ai-is-replacing-measurement-roles/

A Message from Hayden Brown, Upwork CEO
https://www.upwork.com/press/releases/upwork-ceo-hayden-brown-shared-the-following-message-with-employees-on-may-7-2026

AI Is Ready – Is Your Workforce?
https://industrytoday.com/ai-is-ready-is-your-workforce/

AI Hiring Enters the Regulated Era (News Digest, April 15, 2026)
https://asanify.com/blog/news/ai-recruitment-regulation-april-15-2026/

HCLTech and IBM announce GenAI Center of Excellence to support clients with customized AI solutions
https://www.hcltech.com/press-releases/hcltech-and-ibm-announce-genai-center-excellence-support-clients-customized-ai

Here’s how artificial intelligence is changing boardrooms
https://www.cnbc.com/2026/05/11/heres-how-artificial-intelligence-is-changing-boardrooms.html

Sixty-One Percent of CEOs Say Their Boards Are Rushing AI Transformation
https://www.bcg.com/press/4may2026-ceos-say-boards-rushing-ai-transformation