LUMO INSIGHTS

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IBM finds AI leadership gap as UK actors' union secures protections

Executive Summary

For AI to transform work, companies need aligned leadership, clear policies and employee trust. New evidence illustrates the challenges: an IBM survey found most Chief AI Officers lack the authority to act on AI opportunities (newsroom.ibm.com [1]), and the American Psychological Association has issued guidance to help organisations introduce AI in ways that build human oversight and trust (www.apa.org [2]). Meanwhile in the UK, the actors' union Equity reached a landmark deal with producers that includes the first contract safeguards to protect performers' digital likeness and creative work from AI (www.screendaily.com [3])

References:

[1] newsroom.ibm.com — https://newsroom.ibm.com/2026-11-17-ibm-study-chief-ai-officers-see-where-ai-creates-value,-but-few-control-investment-decisions#:~:text=enterprise%20,say%20their%20organizations%20adjust%20decisions

[2] www.apa.org — https://www.apa.org/news/press/releases/2026/11/artificial-intelligence-work-guidance#:~:text=outlines%20what%20organizations%20should%20consider,of%20AI%20at%20work%20is

[3] www.screendaily.com — https://www.screendaily.com/news/uks-equity-secures-landmark-ai-protections-deal-with-pact/5222462.article#:~:text=major%20step%20according%20to%20the,first%20AI%20protections

IBM flags an internal AI governance gap

IBM's Institute for Business Value (IBV) released a global survey on 17 November of more than 1,600 Chief AI Officers (CAIOs) and equivalent enterprise AI leaders. The study found that only 18% of these AI chiefs say they have full control over their organisation's AI investment decisions (newsroom.ibm.com [1]). IBM noted a "disconnect" in many firms between identifying where AI can add value and having the authority to act on those insights, suggesting that corporate structures are not yet aligned to support AI-driven changes.

Other findings highlight how internal processes are slowing the impact of AI. Fewer than one-third of CAIOs reported that their companies can quickly adjust resources when AI performance data reveals new opportunities, and 75% said governance, risk or compliance reviews often delay AI-driven actions (newsroom.ibm.com [2]). These issues point to a significant leadership and agility gap that may be preventing organisations from realising the productivity and growth potential of AI. Effective adoption will require empowering AI leaders and streamlining decision-making so that promising AI initiatives can be scaled up within the workforce, rather than getting stifled by rigid hierarchies or slow compliance processes

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Psychologists call for trust and oversight in AI rollout

The American Psychological Association (APA) has released new guidance to help employers introduce AI technology in the workplace responsibly (www.apa.org [1]). The guide, based on established research, lays out seven best practices to build employee trust and ensure that the use of AI is coupled with human oversight, clear communication, and careful job design (www.apa.org [2]). It emphasises implementing AI through a fair process where workers understand how and why the technology is being used, and aligning safeguards to the potential risks of errors, bias or misuse.

The need for such guidelines is underscored by rising AI adoption and uncertainty among workers. In the UK, for example, the share of businesses with 10 or more employees using at least one AI technology nearly tripled from around 12% in late 2023 to about 35% by mid-2026 (www.ons.gov.uk [3]). Yet APA's own survey found that *less than 40% of workers … reported knowing whether their employer had an official policy about acceptable AI use* (www.apa.org [4]). This gap between accelerating AI use and unclear policies can erode trust and increase stress. The APA's recommendations aim to help leaders bridge that gap by proactively developing AI policies, training staff in new tools, and safeguarding employee well-being as tasks and roles evolve

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UK actors' union secures first AI safeguards

In an example of workforce adaptation, Britain's actors' union Equity has struck a landmark agreement with producers that sets the first contract limits on AI in the UK entertainment industry (www.screendaily.com [1]). Announced on 16 November, the deal with the Producers Alliance for Cinema and Television (Pact) will protect performers' digital likenesses and includes safeguards to ensure that human creativity is respected on set and in post-production (www.screendaily.com [2]). These measures effectively require film and TV producers to obtain consent and negotiate terms before using AI to replicate an actor's image or performance.

Equity's nearly 8,000 members are now voting on the three-year offer, which also provides significant pay increases and other improvements in working conditions (www.screendaily.com [3]). The union describes the AI protections as "the first ever collective AI protections for performers in UK film and television" - a precedent-setting step that could influence other industry labour agreements. For business leaders beyond entertainment, this deal is a reminder that employees and their representatives are increasingly insisting on upfront agreements about how AI will - and won't - be used in their jobs

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Key Statistics

- 18% - Share of chief AI officers who have full control over AI investments (IBM, 2026)
- 49% - Large UK businesses (250+ employees) using at least one AI technology, mid-2026 (ONS)
- 34.2% - Wage premium for UK workers with specialist AI skills in 2025 (PwC UK, 2026)
- 40% - Higher productivity growth at most AI-exposed companies vs least, global study (PwC, 2026)
- 1.7 million - Net global jobs forecast to be created by AI by 2030 (Gartner, 2026)

KEY TAKEAWAY

Review your organisation’s AI governance. Ensure those driving AI initiatives have decision-making authority and oversight, and implement policies and training that build trust and protect employee rights

Sources

IBM Study: Chief AI Officers See Where AI Creates Value, but Few Control Investment Decisions
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