Rewiring Enterprise Operations for the Future of Human + AI Collaboration

concentrix™

Executive Summary

Human and AI collaboration is already reshaping how leading enterprises operate and deliver value. To lead in this new era, you must go beyond chasing efficiency or layering in AI tools. You need to build a fundamentally different kind of operating system that blends the strengths of people and intelligent agents into a unified, adaptable workforce.

This e-book is for leaders ready to move past the pilot phase and into real operational transformation. We explore what it takes to make human and AI collaboration work across the enterprise, where generative and agentic AI operate alongside humans across everything from customer support to finance, procurement, and beyond.

We break down the challenges many organizations are already grappling with, such as legacy systems and processes that weren't built for agility, roles that are changing faster than org charts can track, and the complexity of designing performance and governance for both humans and AI agents.

You'll find practical insights on reengineering systems, redesigning processes, preparing both people and AI for success, and building a roadmap grounded in your business priorities.

We're sharing with you the foundation for a new operating model—one that unlocks smarter, faster, and more adaptive ways of working.

Ryan Peterson
Executive Vice President and
Chief Product Officer

The Human + AI Future Is Here

We've moved past the old "man vs. machine" debate. Generative AI is now a co-creator, producing content, insights, and decisions in real time. Agentic AI is already close behind, introducing autonomous agents that act independently within defined parameters to deliver business outcomes—not just suggestions.

This isn't some far-off future. For early adopters, human and AI collaboration is a core principle in how they design, build, and run their business. AI handles scale, speed, and repetition. Humans bring judgment, empathy, and adaptability. Together, they're transforming functions like customer service, finance, and supply chain. The most forward-looking organizations are going beyond just adopting AI, they're re-architecting how their business works and embedding human and AI collaboration at the center.

Why the Old Operating Model Can’t Keep Up

Legacy operations were built for structure and control. Data flowed up. Decisions flowed down. Most systems served people, not AI—and they operated on fixed timelines, not real time.

Today’s business environment demands greater agility. Decisions need to happen closer to the action. They need to be decentralized, faster, and with more context. That puts pressure on traditional process models and hierarchical structures that were never designed to support dynamic, shared decision-making and teamwork between humans and intelligent systems.

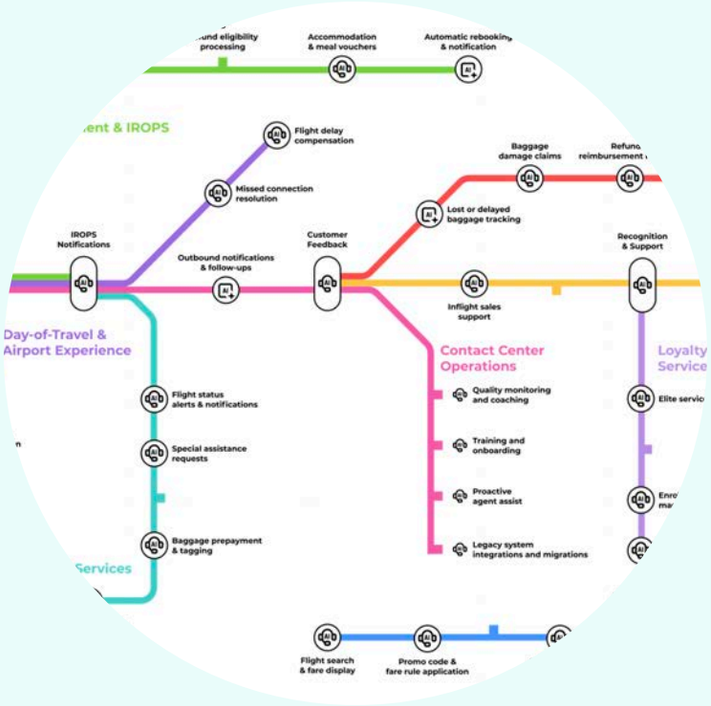
Upgrading your tech stack is just the beginning. Hybrid operations require rethinking the whole model—redefining roles, remapping decision rights, and building new feedback loops. Governance needs to cover both human and AI contributors. Performance frameworks must evolve to reflect joint accountability.

You can’t retrofit this. You need to engineer a system that treats human and AI collaboration as a core design principle.

“Humans work best with context and clarity. AI needs structure, precision, and defined rules. Supporting both means designing systems that manage behavior and align outcomes across very different strengths.

Information and knowledge systems built for people won’t serve AI. Enterprises need dual-layer architectures: one optimized for human comprehension, one for machine processing—both anchored to a shared, trusted source of truth.”

Guy Bourgault
Head of Agentic Solutions



"There needs to be clarity on which tasks should be owned by humans, which can be co-created with generative AI, and which can be delegated entirely to autonomous AI agents."

Stephanie Kozak
Director of Agentic Readiness

Rethinking How Work Gets Done

To succeed with human-AI operations, organizations need to reimagine how work is structured. This means rethinking how work is organized—how decisions are made, tasks are executed, and responsibilities are shared, so people and AI can play to their strengths.

That starts with intentional orchestration. A modern operating system ensures humans and machines collaborate by design, not by default. It supports seamless handoffs, shared context, and clear escalation paths. AI handles volume and routine. Humans bring nuance, ethics, and complex judgment.

Take a contact center. AI might classify and resolve basic queries, while human advisors handle more complex cases that require empathy or deep reasoning. From the customer's perspective, it's a smooth, consistent experience—but that only works because the back-end choreography is tightly aligned.

Reimagining work in this way means breaking down traditional roles, reshaping workflows around shared goals, and ensuring both types of contributors—human and AI—can learn and improve over time.

Agentic Tip:

Redesign workflows so humans and AI have clearly defined roles, seamless handoffs, and shared context. Build in escalation paths that let AI handle the routine while humans focus on nuance, ethics, and complex problem-solving.

CASE STUDY

How One Unified Platform Became a Secret Weapon Against Churn

When a leading European renewable energy provider was tangled in a mess of disconnected systems, their CX took the hit—slow resolutions, high costs, unhappy customers, and churn through the roof.

We stepped in and ripped out the friction. By unifying everything into one powerful customer experience management platform, we gave them speed, clarity, and control. AI-powered insights fueled proactive problem-solving. Intelligent auto-resolution deflected contacts before they hit the queue. Omnichannel self-service and smart routing kept customers happy—and costs in check.

Their CX now works as clean and efficiently as the energy they deliver.

31%
drop in cost to serve

48%
boost in customer acquisition

8%
cut in churn

Engineering for Continuous Human + AI Collaboration

Once you've redefined how work gets done, the next step is enabling the tech to support it. That means building on the systems you already have and layering in the capabilities that allow people and AI to operate as one connected team.

It starts with a smart blueprint. Where can AI act on its own? Where do you need human oversight? And how do you make those handoffs seamless and accountable? To get there, your workflows, data, policies, and knowledge need to be structured in ways AI can interpret—and humans can trust.

You also need mechanisms for validation and assurance. AI agents should work within clearly defined rules, with every decision traceable and explainable. If something needs to be escalated, that path should be clear. If something goes wrong, it should be easy to audit and improve.

And to make this scale, you need consistency. How you deploy, monitor, and manage AI agents can't be one-off. You need shared standards, real-time visibility, and continuous feedback built into the system.

Take procurement. AI can flag pricing issues or negotiate within set limits. But when it's time for a person to step in, they need the full picture—no friction, no confusion. That only happens when the whole system is built to keep people and AI in sync.

"On the human side, transparency is key. If teams can't see what AI agents are doing—or step in when things go off track—trust breaks down and risk goes up."

Vishesh Nigam
Practice Lead for Agentic Engineering and Automation

Why Data and Knowledge Management Must Evolve

For AI agents to operate safely and effectively inside your business, they need data and knowledge that are structured for action—machine-readable, policy-aware, and grounded in real business context. That means rethinking how your systems store, label, and govern information.

That's where many systems fall short. Most enterprise platforms—customer relationship management (CRM), enterprise resource planning (ERP), knowledge management system (KMS), and even data warehouses—were built for human workflows, not autonomous decision-making. They store information in ways people understand, but AI agents require something different: vectorized data, embedded logic, and knowledge structured through taxonomies and relationships. Feeding AI agents slide decks or human-friendly reports and expecting intelligent outcomes simply doesn't work.

To support agentic AI, your data flows need to be precise about permissions, timing, and relevance. Knowledge assets must carry metadata that explains when they apply, how they should be used, and by whom. You don't need to rewrite everything—but you must add in the structure AI needs to make informed, policy-aligned decisions.

When you embed that structure at the system level, AI agents can act with clarity, stay within guardrails, and know when to escalate to a human. That's when human and AI collaboration moves from theory to practice—and when trust in the system begins to scale.

> "AI agents can't just 'figure it out.' They need data and knowledge that reflect how the business works. It must be structured, secure, context-aware, and available in real time. It's not enough to feed AI information—you must guide it."

Bill Brown
Managing Director
of Data & Analytics

Running Human + AI Operations as One System

Bringing AI agents into the workforce marks a deep shift in how operations function. And it's a shift many organizations aren't prepared for. These agents don't self-manage. Like any team member, they need structure to perform well, with clear performance expectations, escalation paths, retraining loops, and even retirement plans.

One big mistake? Applying human performance frameworks to AI. It doesn't translate. AI agents need their own metrics—things like accuracy, policy adherence, escalation rates, and boundary compliance. Without the right telemetry, it's difficult to know if they're adding value or creating risk. That's why purpose-built monitoring tools, traceability logs, and audits are essential to check alignment with business goals.

Another pitfall is relying on legacy KPIs. Traditional metrics often miss the shared nature of hybrid work. If you can't measure how humans and AI are working together—through metrics like human-AI cycle time or quality of decision escalations—you can't optimize the system.

And perhaps the biggest mistake? Treating AI agents as set-it-and-forget-it. Just like people, they need feedback, oversight, and evolution. A claims-processing AI agent, for example, gets sharper over time if it's trained on real-world outcomes and coached by human reviewers.

The real opportunity isn't just automation. It's adaptability. A hybrid workforce that continuously improves will outperform any static one, no matter how smart the tech.

"You wouldn't hire a team without setting goals, tracking performance, or offering coaching. The same goes for AI agents. Structure, metrics, and continuous oversight aren't optional—they're essential for real impact."

Suman Papanaboina
Managing Director of Software Architecture

Agentic Tip:

Measure what matters—for both AI and human performance—and use that insight to continuously align AI agent behavior with strategic objectives.

CASE STUDY

Better Answers Faster with a Human + AI Powered Help Desk

A global tech support giant was handcuffed by complexity—hundreds of products, endless variations, and advisors stuck Googling manuals mid-call. Customers waited. Frustration grew. Productivity tanked.

We changed the game. In under three weeks, we built a secure, governed Azure generative AI app with Microsoft Power Apps—giving advisors instant, reliable answers without the online scavenger hunt.

With built-in guardrails, the app kept responses accurate, on-brand, and logged for full transparency. Every interaction became a training moment—for both advisors and the AI—boosting performance while improving the customer experience. Real-time analytics kept management in the loop and fine-tuning for maximum impact.

65%

jump in advisor performance and productivity

4 minutes

shaved off response time

Preparing the Workforce—Human and AI

For most organizations, workforce readiness starts with understanding what that "readiness" really means. It's no longer just about training people on AI tools. It's about preparing for human and AI collaboration on two parallel tracks—one focused on people, the other on intelligent AI agents.

On the human side, this means stepping into new roles—prompt engineers, orchestration leads, and AI supervisors. These roles demand more than technical know-how. They require critical thinking, pattern recognition, and the ability to recognize and guide AI when it veers off course. Most teams aren't equipped for that—at least not yet.

In healthcare, for example, AI might suggest potential diagnoses or draft discharge notes. But the healthcare provider makes the final call, ensuring accuracy, ethics, and patient experience remain intact.

On the AI side, readiness goes beyond deployment—it's about conditioning. AI agents need clean data, clear boundaries, and systems that give them structured feedback over time. Without accountability or learning loops, they drift.

This kind of readiness takes more than training or dashboards. It requires cultural and operational alignment—shared protocols, mutual expectations, and systems that keep human effort and AI action working in sync. That's when a fragmented team becomes a truly unified, adaptive workforce.

"Preparing for human and AI collaboration means enabling both sides of the workforce. People need new skills and roles. AI agents need structure, data, and oversight. Success depends on aligning them to work in sync."

Emily Landrum
Senior Manager of Organizational Change

Agentic Tip:

Start building human-AI readiness by mapping the new roles your people will take on and pairing them with clear AI responsibilities. Create shared protocols so both humans and AI agents can learn from each other and stay aligned over time.

Building a Roadmap for Human + AI Transformation

To embed human and AI collaboration at the heart of your business, you need more than ambition—you need a clear, grounded roadmap. That starts with understanding where you are today.

Begin with an honest assessment of human-AI maturity. Evaluate your readiness across five critical areas: brand alignment, people and process, technical capabilities, content and data, and governance. These insights will reveal gaps and opportunities, and help set the pace for transformation.

Equally important is where you choose to focus. The goal is to solve real business challenges, not just to insert technology. The most effective starting point is often a high-impact, business-critical area where human and AI collaboration can clearly improve speed, accuracy, resilience, or customer experience. By aligning your efforts with business impact, you ensure the transformation is meaningful, not just activity.

But no system—no matter how advanced—can function without quality inputs. Too often, institutional knowledge remains trapped in documents, workflows, or the minds of experienced employees. That knowledge needs to be captured, structured, and translated into reliable data and content that AI agents can actually use. It's one of the most overlooked—yet foundational—steps in enabling human and AI collaboration. You need to consider both and manage risk.

If your inputs aren't trustworthy, even the best-designed AI agents will struggle. Target use cases where quality inputs already exist—or can be brought up to standard with minimal effort—so you can build on solid, low-risk foundations.

From there, it's about structuring the work. This includes clarifying roles for humans and AI, designing scalable workflows, enabling observability, and embedding governance that supports accountability across both types of contributors. Workforce enablement must run in parallel—with training, support, and role evolution anchored to real operational needs.

A successful roadmap works like a living framework—keeping human and AI transformation aligned with your business strategy, fostering continuous learning, and evolving alongside your teams, technologies, and goals.

Conclusion

Human and AI collaboration is the new direction of work. Intelligent AI agents are entering workflows. Roles are being redefined. And the boundaries between human judgment and machine execution are rapidly blurring. Success won't come from scattered AI pilots or surface-level automation. It will come from a deliberate effort to build an adaptive operating system—one that continuously aligns human strengths and AI capabilities to drive meaningful business outcomes.

This evolution goes far deeper than efficiency or automation. It's about establishing a foundation that can flex as new conditions arise, as new AI capabilities emerge, and as your organization learns what works and what doesn't. That kind of adaptability requires orchestration—not just integration. It calls for intentional design around how work is shared, how performance is measured, and how feedback flows between people and AI agents.

The goal is not to replace people. It's to unlock the full potential of both humans and AI, working together with transparency, trust, and accountability. There's no universal blueprint—but there is a clear path forward, to build with adaptability from the start.

The most forward-looking organizations are those that treat human and AI collaboration as a fundamental shift in how the business operates. And now is the time to start laying the foundations for that next-generation operating system.

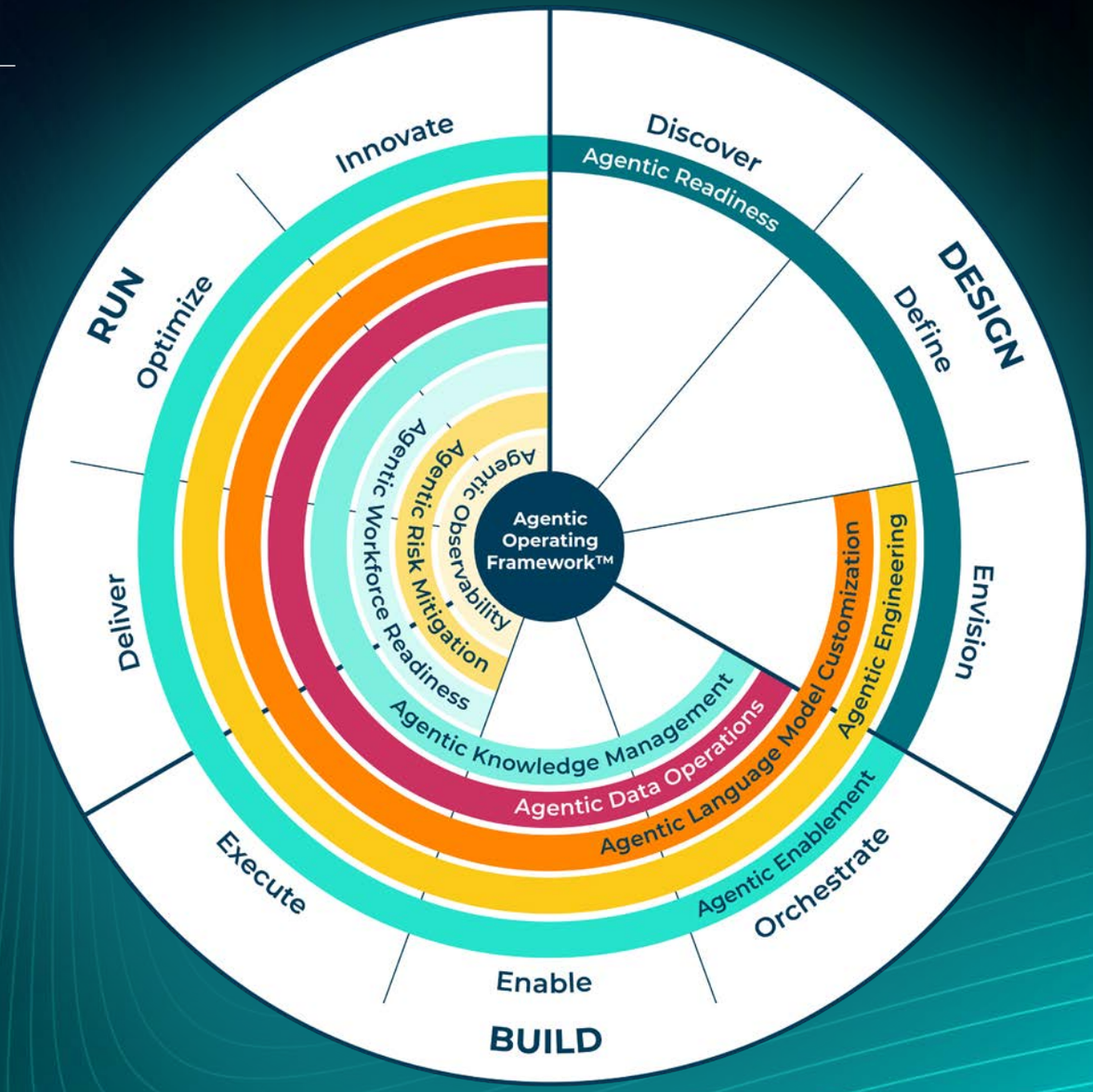
Agentic Operating Framework™

To help organizations make human and AI collaboration real—not just conceptual—Concentrix has developed the Agentic Operating Framework. This is our playbook to design, build, and run human and AI operations at scale. Built on decades of delivery experience, it's backed by a full suite of agentic AI services to help enterprises transform workflows, empower teams, and create adaptive operating models.

The framework gives you the structure to prioritize investment, define hybrid roles, embed observability, and align governance to business outcomes. It enables dynamic workflows where humans and AI evolve together—because what works today may not hold tomorrow.

With the Agentic Operating Framework, organizations can move beyond experimentation and toward sustainable human-AI performance—operating with clarity, coordination, and control.

Ready to move from experimentation to enterprise-grade human and AI operations? Let's talk about how the Agentic Operating Framework can get you there.



Agentic Operating Framework™

Agentic Readiness

Identify opportunities and gaps, and define a prioritized roadmap for safe, scalable, and effective human-AI collaboration.

Agentic Enablement

Establish strategic oversight to ensure AI initiatives drive innovation, deliver value, and align with evolving needs.

Agentic Engineering

Design, engineer, and optimize AI platforms to orchestrate human-AI workflows for business-aligned agentic solutions.

Agentic LM Customization

Harness the power of brand-aligned language models to deliver greater accuracy and context-aware experiences.

Agentic Data Operations

Apply intelligent management practices to unify, streamline, and optimize your data ecosystem.

Agentic Knowledge Management

Centralize knowledge resources to empower your people and AI agents with accurate, context-rich information.

Agentic Workforce Readiness

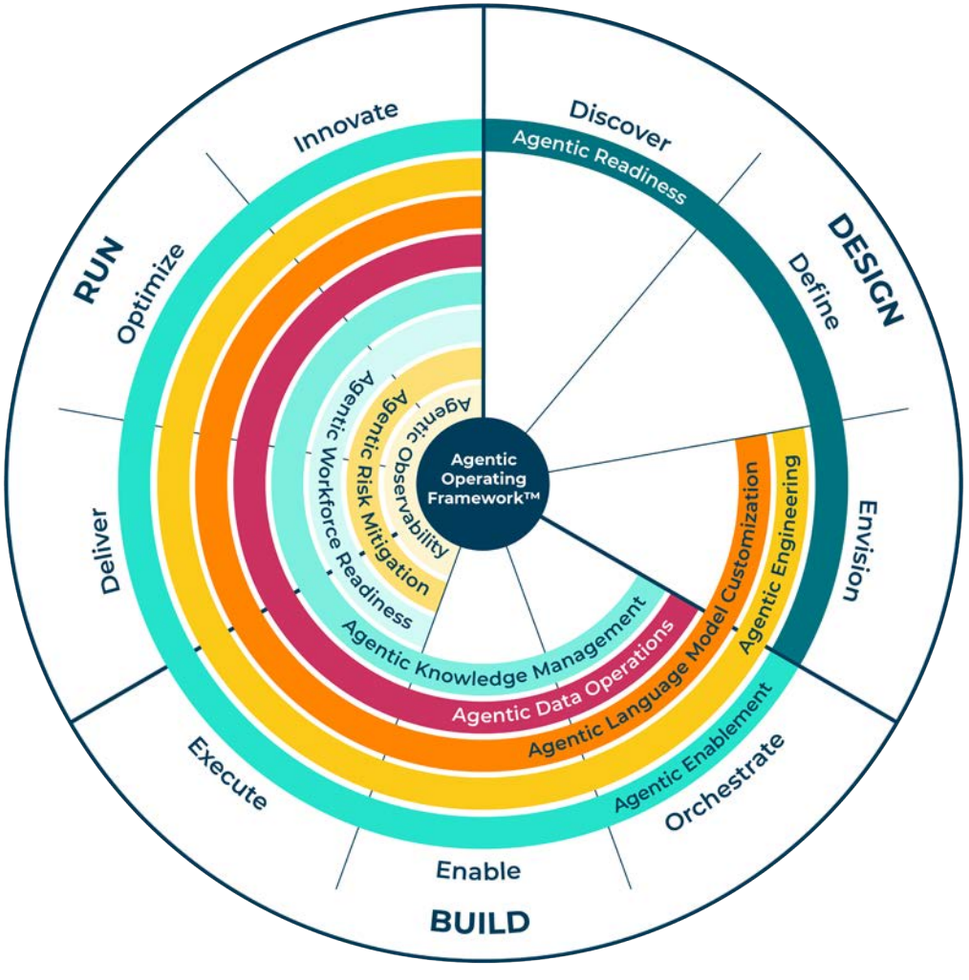
Empower teams to lead with AI, co-creating value through smarter decisions, faster processes, and measurable outcomes.

Agentic Risk Mitigation

Establish policies, security protocols, and legal frameworks to protect privacy, ensure compliance, and uphold ethical standards.

Agentic Observability

Monitor and analyze agentic workflows to improve outcomes, optimize processes, detect anomalies, and enhance decisions.



About Concentrix

Concentrix is the intelligent transformation partner that powers the world's best brands, today and into the future. We design, build, and run fully integrated, end-to-end solutions to support your entire enterprise, at speed and scale.

Solution-focused. Tech-powered. Intelligence-fueled. Concentrix, powering a world that works.

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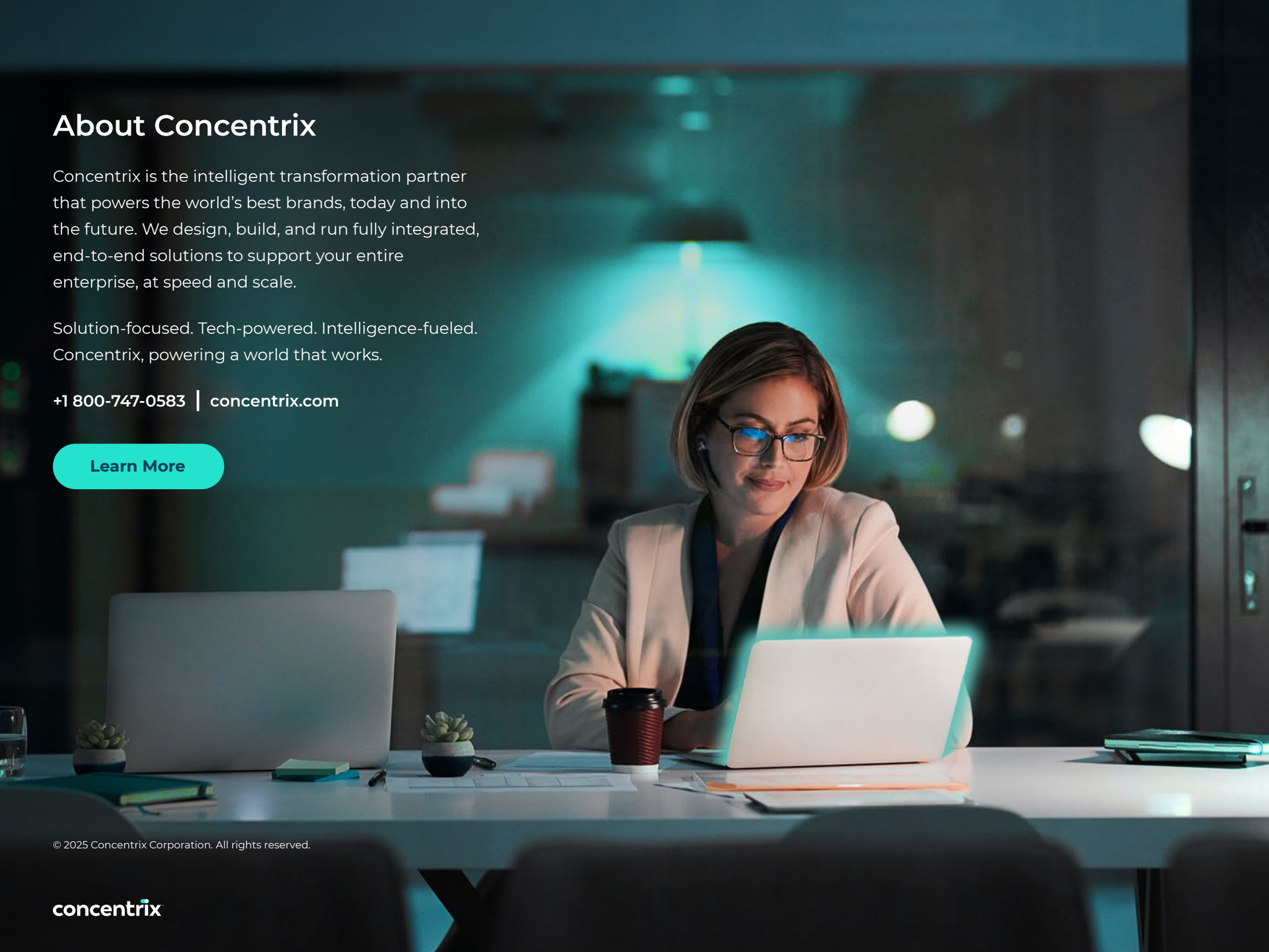

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