RESEARCH BRIEF
Capgemini Research Institute 2026

Inside the C-Suite:

How AI is quietly reshaping executive decisions

Capgemini RESEARCH INSTITUTE

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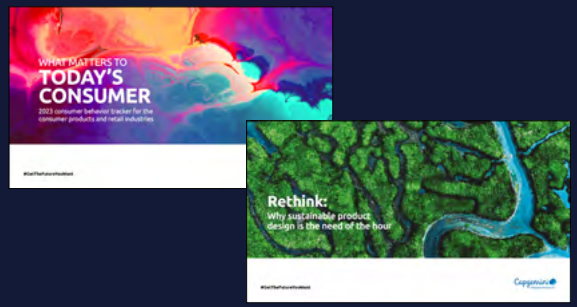
This publication is part of our research brief series

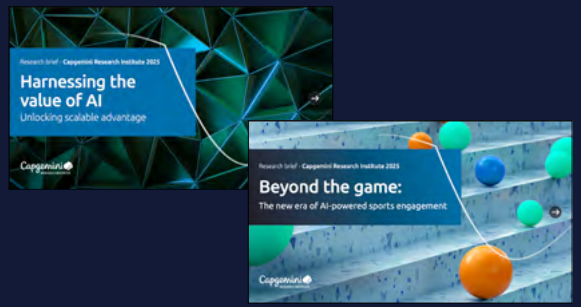
Research report



Long-form publications with detailed actionable recommendations.

- 10,000 to 15,000 words
- In-depth global surveys
- 15-30 focus interviews of executives
- Detailed recommendations

Research brief



Streamlined, data-centric publication with a concise, visual, and direct presentation.

- 5,000 words
- Short surveys
- Executive quotes
- Quick overview of recommendations

Journal - Conversations for tomorrow

Leadership viewpoints with curated, visually engaging content from CXOs, Nobel laureates, and top academic views.

- Executive and CXO interviews
- Multi-perspective essays
- Infographics and visual summaries
- Trend overviews

Executive summary

C-suite decision-making is evolving rapidly as leaders navigate growing data complexity, the need for agility, and pressure for evidence-based choices. Artificial Intelligence (AI) is emerging as a key enabler of this evolution.

Our survey of 500 CXOs, including 100 CEOs, reveals that more than half of CXOs are using AI to support or inform their strategic decision-making today, either "actively" – a trend expected to more than double within the next three years – or "selectively", with close to another third currently "experimenting" with it. While most CXOs currently use AI for productivity support – research, analysis and summarization – within three years, they expect to use AI to augment and challenge their strategic thinking. However, AI is not expected to make autonomous decisions anytime soon.

The benefits are already visible. Over half of CXOs report significant improvements in efficiency, creativity, and foresight through AI use. Those already leveraging AI to strengthen their strategic thinking are seeing the greatest gains.

Yet, many leaders and organizations remain underprepared for the transition required to capture these advantages fully.

Nearly half of CXOs report above-average confidence in AI's role in decision-making journey, reflecting growing recognition of its potential to augment strategic thinking. However, concerns around legal risks, explainability, data transparency, and governance persist. Most organizations lack the frameworks, systems, and processes needed to help leaders harness AI responsibly and confidently. As a result, many CXOs continue to use AI cautiously and remain uncomfortable openly disclosing its use.

Executive summary

To help organizations bridge this gap, we recommend five key actions:

01

Revamp AI governance and accountability frameworks for the agentic era

02

Build a framework to evaluate readiness of decisions for AI support

03

Leverage human-AI chemistry to unlock true competitive advantage

04

Give a head start to your CXOs with AI essentials such as a skilled task force, robust data, and secure systems

05

Boost CXO confidence to leverage AI with targeted upskilling and mentoring

Who should read this research and why?

This research brief is for CXOs, senior leaders, board members, and governance professionals overseeing the use of AI in executive decision-making journey. As organizations accept AI as a strategic asset, they must also understand its real-world use, governance impact, and the implications for leadership.

BOARD MEMBERS AND NON-EXECUTIVE DIRECTORS:

Learn how AI is being applied in boardrooms, from scenario modeling to strategic validation, to strengthen oversight and governance.

GOVERNANCE, RISK, AND COMPLIANCE LEADERS:

Explore how organizations are building AI oversight through ethics boards, steering committees, and reporting protocols.

C-SUITE EXECUTIVES:

See how AI is transforming leadership roles, accelerating decision-making, and reshaping accountability frameworks.

TECHNOLOGY AND DATA LEADERS:

Understand how leaders are operationalizing AI and defining boundaries between human and AI decision-making.

Grounded in real-world examples, this brief offers practical insights for responsible and strategic AI adoption at the highest level.

The findings coming from the surveys and interviews for this research brief represent the views of C-level executives regarding AI's involvement in the strategic decision-making journey.

In this research, "decision-making" refers to *high-impact strategic choices made by C-suite leaders.* These decisions shape the organization's long-term direction. They involve the commitment of significant resources, carry significant risk, and affect long-term performance. Examples include market entry or exit, major investments, budget shifts, mergers and acquisitions activity, and competitive repositioning.

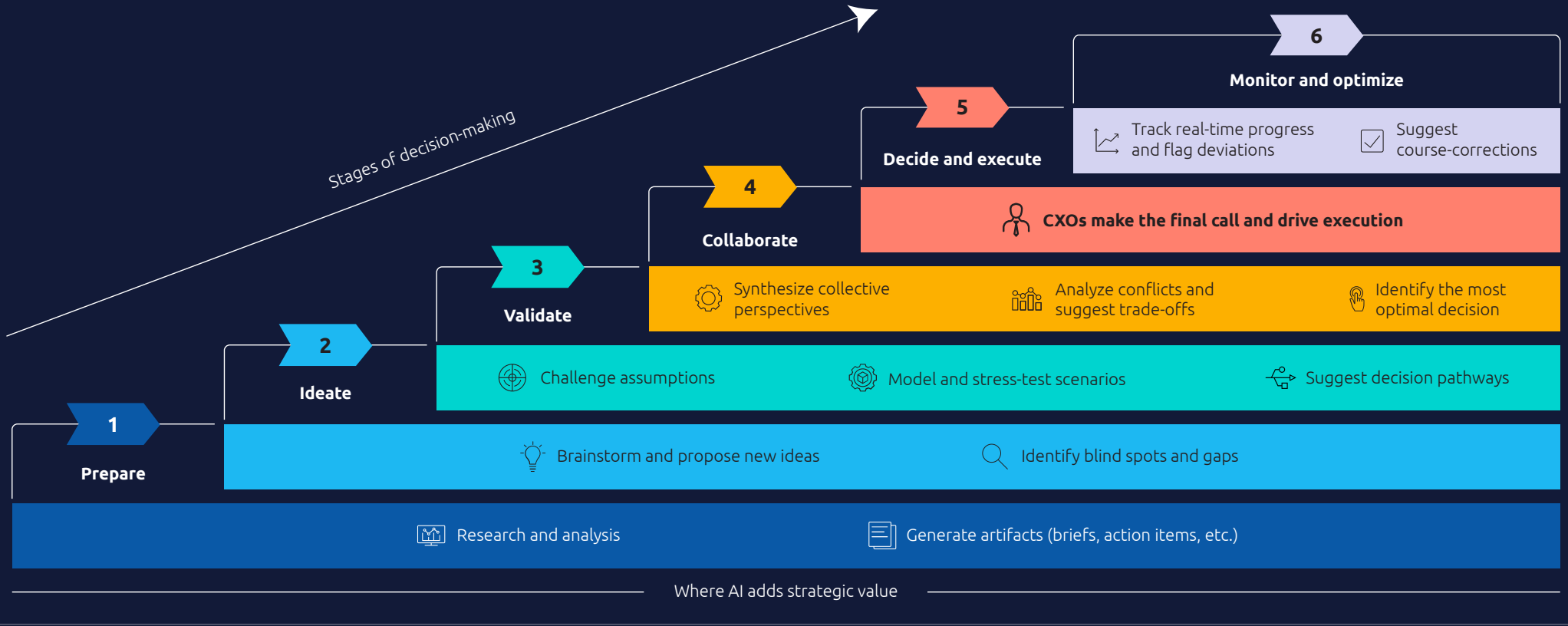
Executive decision-making is evolving

"AI" refers to the full spectrum of artificial intelligence technologies, including traditional AI/machine learning (ML) models, generative AI (Gen AI), and emerging agentic AI systems.

This includes any AI tools or platforms that support, augment, or automate decision-making processes.

TYPE OF AI	Traditional AI/ML	Gen AI	AI agents
PURPOSE OF USE	Prediction and optimization ***Example:** A **CFO** uses ML-powered dashboards to monitor financial KPIs and predict quarterly earnings variance.*	Creative, generative, or language-heavy tasks ***Example:** A **CEO** uses Microsoft Copilot to summarize investor reports and generate talking points for earnings calls.*	Process hyper-automation, autonomous coordination and action across systems ***Example:** A **COO** deploys an AI agent to monitor real-time factory performance across regions and recommend strategic shifts in production capacity.*
EXAMPLES	Salesforce's Einstein AI XGBoost Google's TensorFlow Meta's PyTorch	Microsoft Copilot Google Gemini ChatGPT Le Chat by Mistral AI	Devin Google Gemini Agent Mode Copilot Agentic AI Manus

How CXOs can leverage AI across their decision-making journey

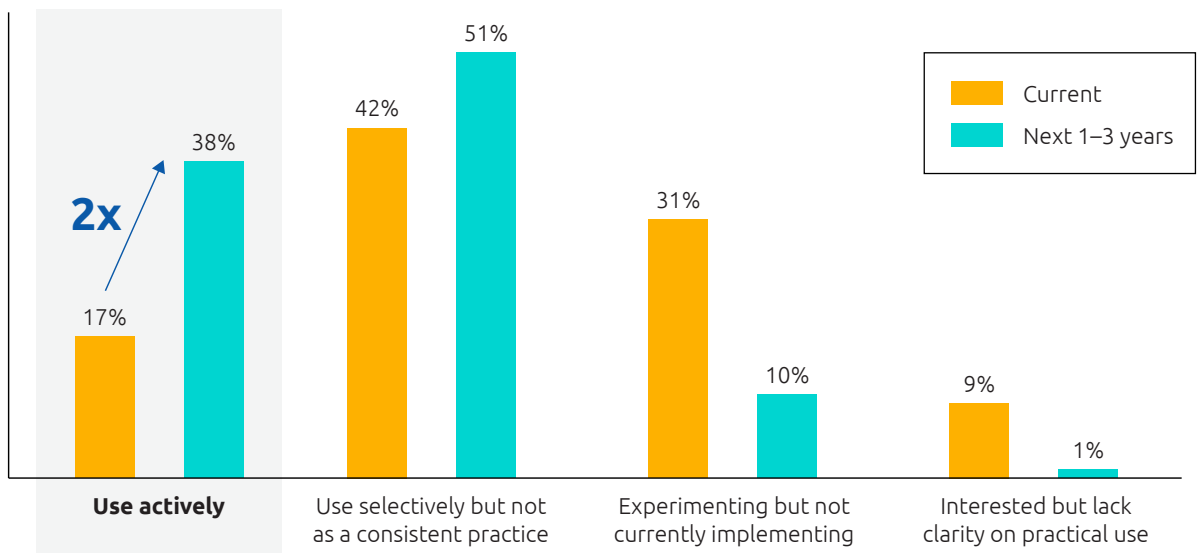


Source: Capgemini Research Institute analysis.

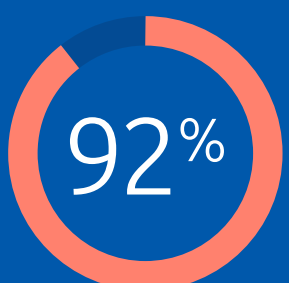
1 Within three years, CXOs' use of AI will double

One in six CXOs *actively* use AI in strategic decision-making journey; this is expected to more than double within three years

Use of AI in strategic decision-making journey individually by C-suite leaders

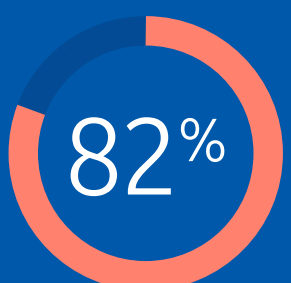


Among decision-makers *actively* using AI,



do so at least daily

Among those *selectively* using AI,

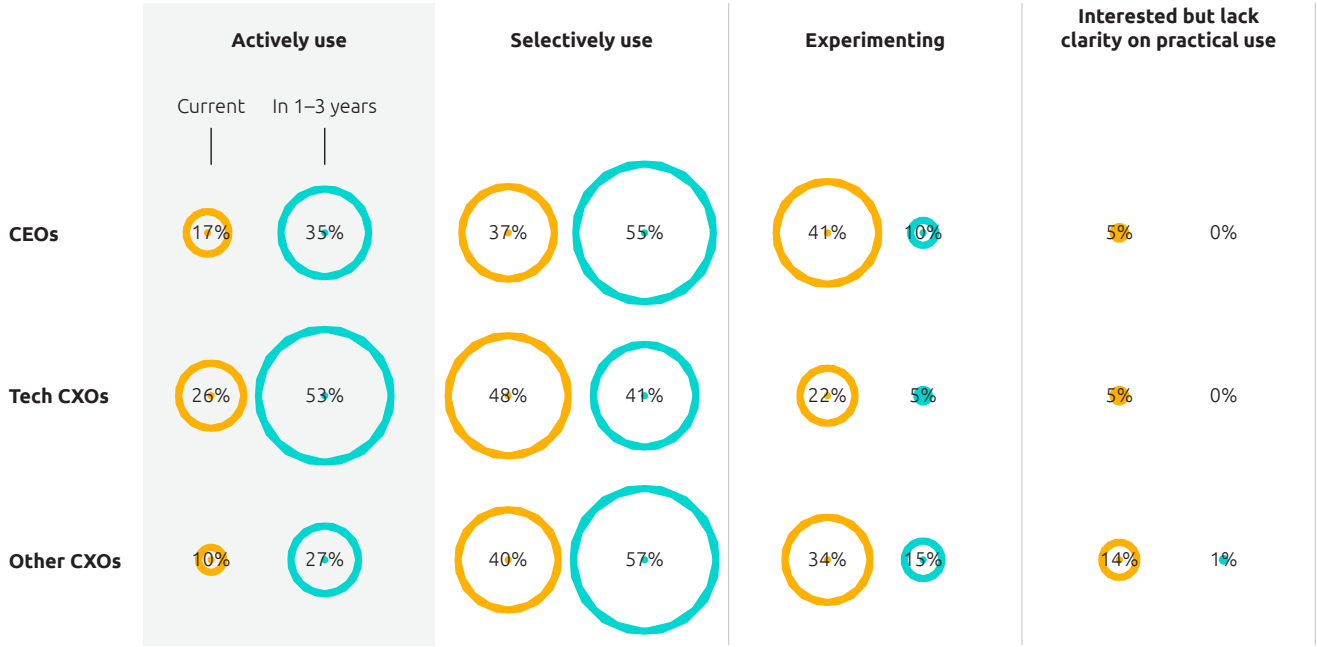


do so at least weekly

Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.
Question asked: Do you use AI tools in your role to support or inform strategic, C-level decision-making? * "Active usage" refers to using AI at multiple stages across strategic decision-making as a standard practice. "Selective usage" refers to using AI only in isolated decisions or scenarios. ** "Individual-level AI usage" refers to a CXO using AI in independent or team decision-making processes.

CEOs are embracing AI more actively than "other CXOs"

Use of AI in strategic decision-making journey individually, by CXO roles



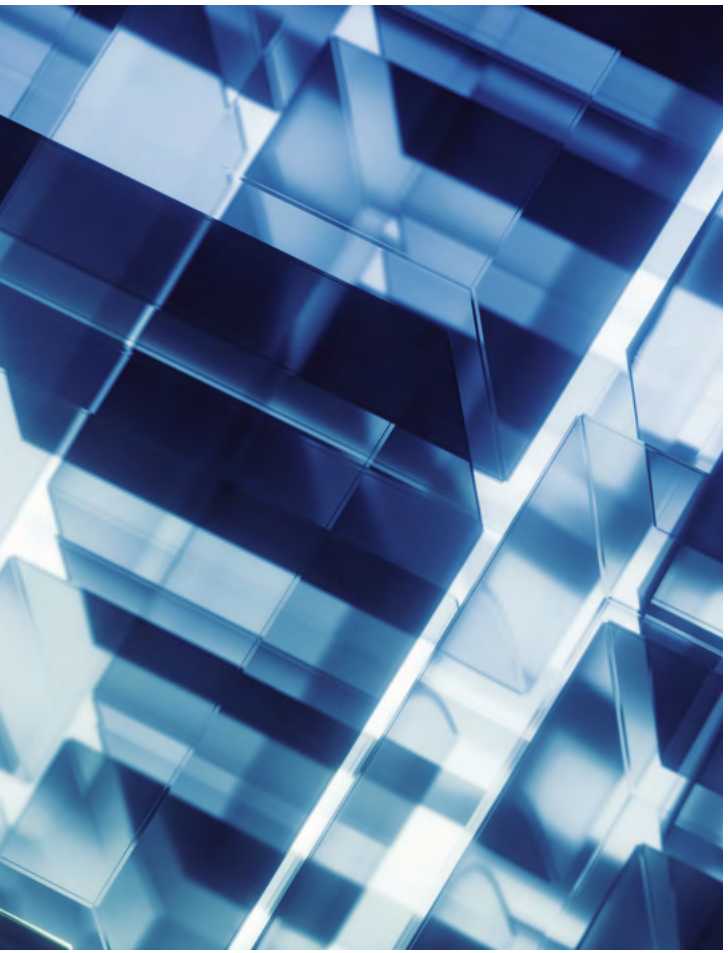
Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives. Note: Tech CXOs include chief information officer, chief data officer, chief technology officer, and chief AI officer. Other CXOs include chief operating officer, chief financial officer, chief human resources officer, chief marketing officer, chief strategy officer, chief risk officer, and chief sales officer.

Current active use of AI among CEOs is nearly twice that of other CXOs (excluding tech leaders).

Two in five (41%) CEOs are experimenting with AI in decision-making – the highest among all leadership groups.

"Setting the strategic direction used to be a static exercise. That model doesn't hold anymore. Now, real-time AI intelligence enables us to continuously review decisions against real-time KPIs, course-correct when needed, and even pivot without losing long-term vision."

Simon Rost
CMO, GE Healthcare



Here's how some leaders are already using AI to identify and manage strategic opportunities and risks

Gerhard, a board chair from Austria, used a large language model (LLM) to assist with **scenario planning** for a strategic investment decision.

Juho, the board chair of a private company in Finland, used ChatGPT during board meetings to **test assumptions and generate alternatives to proposals** made by management.

Alexander, the chair of two boards in Switzerland, used ChatGPT to **generate discussion questions and decision options** from board materials before meetings.

Case study

Salesforce CEO Marc Benioff uses AI in strategic planning

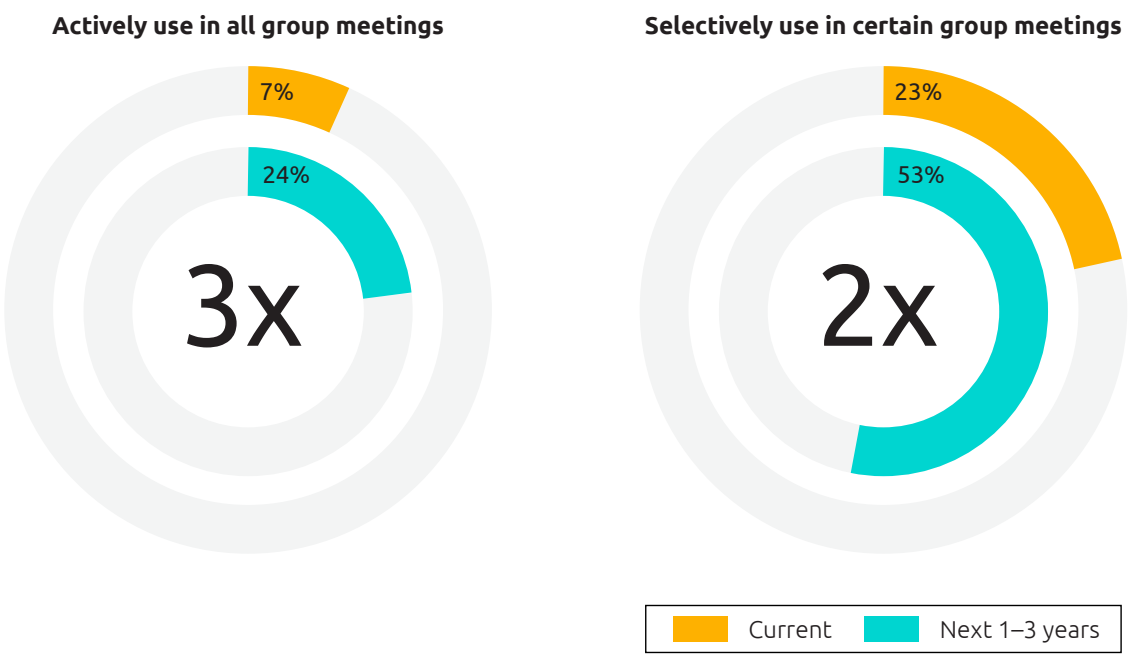
Marc Benioff, CEO of Salesforce, exemplifies how generative AI can be integrated into strategic leadership. In his planning process, Benioff consults AI to assess market trends, technological developments, and customer positioning. Once a draft strategy is developed collaboratively with other executives, he uses AI to benchmark the plan against competitors, receive a letter-grade evaluation, and gather recommendations for improvement. AI helps identify strengths, weaknesses, and overlooked opportunities, ultimately enhancing the quality and precision of decision-making.[1]

Source: Harvard Business Review, "How Pioneering Boards Are Using AI," July–August 2025. *Based on focus group discussions with more than 50 board chairs, vice chairs, and committee chairs from public and private companies in Europe, Asia, and North America.

AI is becoming part of the collective decision-making process

Active usage of AI in group meetings is anticipated to triple within one to three years, albeit remaining below individual use level

Use of AI in strategic decision-making in group settings



Group-level AI usage refers to the collective use of AI tools in leadership or team settings – e.g., executive committees, board meetings, governance councils – to augment strategic thinking, challenge assumptions, and co-create decisions.

- **Microsoft Copilot launched a new feature, Groups,** in October 2025. Groups enable **real-time collaboration** with up to 32 people, turning Copilot into a shared space where **teams can brainstorm, co-write, plan, and work together.**[2]
- **OpenAI has been piloting group chats in ChatGPT** since November 2025, aiming to bring friends, family, or coworkers into a **shared space to plan, make decisions, or work through ideas together.**[3]

Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.

How leaders can use AI in group settings to support the decision-making journey

AI to frame the decision context

AI helps leadership teams define what to discuss and why

- Identifying priorities
- Structuring agendas
- Summarizing relevant data
- Aligning everyone on shared goals before the meeting begins.

AI to strengthen collective reasoning

During the discussion, AI acts as a facilitator

- Mapping collective ideas
- Surfacing blind spots
- Testing assumptions
- Keeping track of the evolving conversation.

AI to converge on a decision

AI supports teams in translating discussions into action

- Synthesizing viewpoints
- Outlining scenarios or trade-offs
- Stress-testing possible decisions to help the group reach more balanced outcomes.

Source: Capgemini Research Institute analysis.

Organizations that have integrated AI into their executive decision-making processes

International Holding Company (IHC), an Abu Dhabi-based global investment company

International Holding Company (IHC) has appointed Aiden Insight, an AI entity, to its board as a non-voting observer, **to help human board members make better strategic decisions, assess risks, and monitor compliance**. According to IHC, Aiden will be able to "continuously process and instantly analyze decades of business data, financial information, market trends, and global economic indicators."[4]

MGX, an investment company

In 2025, MGX introduced Ain, its proprietary AI-powered, voice-enabled board observer. Ain provides deep, **real-time insights** by pulling data from internal and external sources to support **investment decisions and risk assessments**, further supporting strategic board functions.[5]

General Atlantic, an American growth equity firm

General Atlantic has added a **non-voting AI** to its five-person investing committee. Ada analyzes 45 years of deal data and agrees with the team 80–90% of the time. CEO Bill Ford says Ada lacks human perspective but **could see it becoming a voting member within 10 years**.[6]

Startups changing the landscape of decision-making AI

01

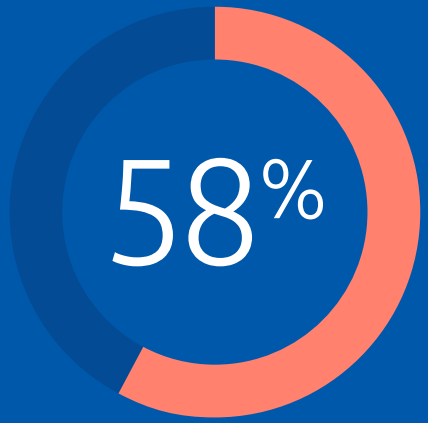
- **Agentimise AI** provides decision-support tools for senior executives.
- It uses data analysis and scenario modeling to help **leadership teams evaluate options and align decisions** with business objectives.[7]

02

- **CantDecide.AI** offers a decision-making process that combines random selection with AI-generated reasoning.
- Users share options, the system picks one randomly, and then **provides pros, cons, and perspectives** to assist in moving forward.[8]

03

- **Astut** is an AI platform designed to **help businesses address crises and make decisions** without relying on historical data.
- It uses generative AI to **simulate outcomes and guide leaders** through uncertain situations.[9]



CXOs report a *significant gap between the potential and actual use of AI in group settings*,[10] whereas only 28% feel this applies to their individual use of AI.

[10] "Group settings" refers to collaborative decision-making environments involving multiple senior executives, such as leadership meetings, strategy sessions, or boardroom discussions.

Right now, AI is something we use individually or through our support teams. It's great for preparing senior committee materials, analyzing public data, or generating insights ahead of meetings. But in live group settings, it's not yet part of the conversation."

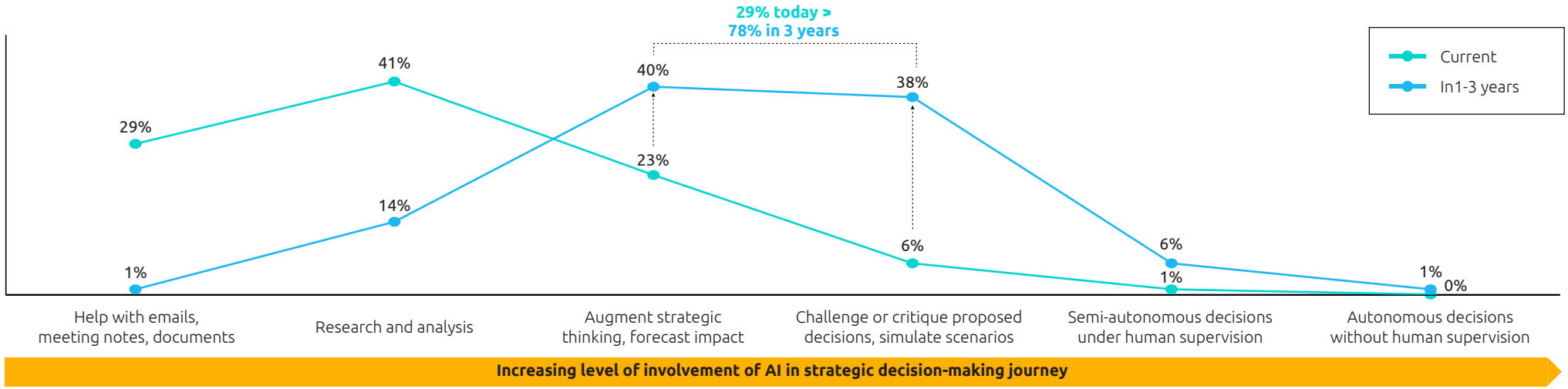
Richard Goff

Chief Procurement Officer, Willis Towers Watson, British-American multinational insurer

AI is already augmenting strategic thinking for some CXOs and that share is set to grow rapidly

Today: AI is predominantly used as productivity support and as a research assistant → **In 3 years:** AI will primarily augment and challenge strategic thinking, while productivity support will become table stakes

Primary use of AI in strategic decision-making



Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.
Question asked: At an individual level, what role does AI primarily play in your C-level decision-making? What role do you expect it to play one to three years from now?

Notably, AI will not become an autonomous decision-maker anytime soon, nor should it – only 1% of CXOs say that AI could autonomously make certain strategic decisions in the next one to three years.

Britt, a Danish non-executive director who sits on five boards, started using Gen AI tools two years ago.

She calls Gen AI her "*sparring partner*." Her level of preparation for meetings and her understanding of organizational context have significantly improved, while her workload has decreased.

She uses Gen AI tools to:

- Analyze and structure management presentations
- Find benchmarks
- Formulate questions for the boardroom
- Run simulations.

Source: Harvard Business Review, "How Pioneering Boards Are Using AI," July–August 2025. *Based on focus group discussions with more than 50 board chairs, vice chairs, and committee chairs from public and private companies in Europe, Asia, and North America.

"[AI] is kind of the tip of the iceberg. We're getting better and better at it. On my phone here, we have a suite to do research and summarize reports and scan contracts… Managers and leaders have to get their minds working on how they're going to use this thing."

Jamie Dimon

CEO, JPMorgan Chase[11]

" [..] I've created [personality] profiles in a GPT of our executive committee and I have scenarios of when two people are maybe at conflict or when I have to go in with an opinion or a recommendation and how might the group react to my recommendation […] I have a completely interactive coach, therapist and teammate that I use all the time."

Tracey Franklin

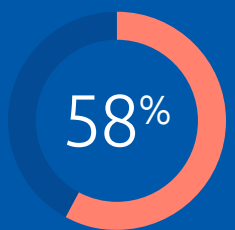
Chief People and Digital Technology officer, Moderna[12]

Moving from asking AI for answers to engaging it as a sparring partner marks a fundamental shift in decision-making – broadening perspectives, challenging assumptions, and deepening critical thinking."

Elisa Farri and Gabriele Rosani

Capgemini Invent's Management Lab and Authors of
"Harvard Business Review Guide to Generative AI for Managers"

CXOs' intent to use AI as a thought partner aligns with how general users engage with Gen AI



of work-related messages asked to ChatGPT fall into two broad work activities:[13]

1. Obtaining, documenting, and interpreting information
2. Making decisions, giving advice, solving problems, and thinking creatively

Getting information, making decisions, and solving problems are in the top five of message frequency in nearly all occupations, ranging from management and business to STEM to administrative and sales occupations.

of all work-related messages involved **writing.**

were about **technical help**, down from 18% in July 2024.

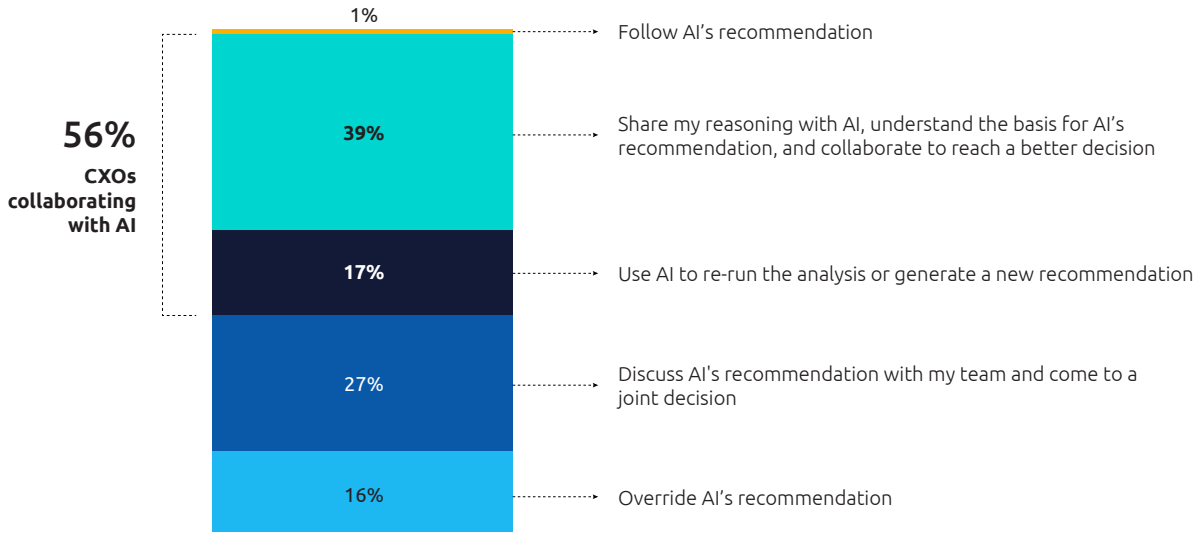
of messages focused on **practical guidance**, making it the second most common use case.

Claude, a conversational AI assistant developed by Anthropic, **is now primarily used for higher-order cognitive tasks** such as critical thinking, active listening, and reading comprehension. This marks a shift from earlier, more mechanical applications.[14]

CXOs collaborate with AI to strengthen the quality of decisions

56% of CXOs engage with AI to resolve contradictions and refine decisions

How CXOs tend to respond when AI contradicts their judgement



Source: Capgemini Research Institute, AI and the future of decision-making Survey, August–September 2025, N = 500 C-level executives.

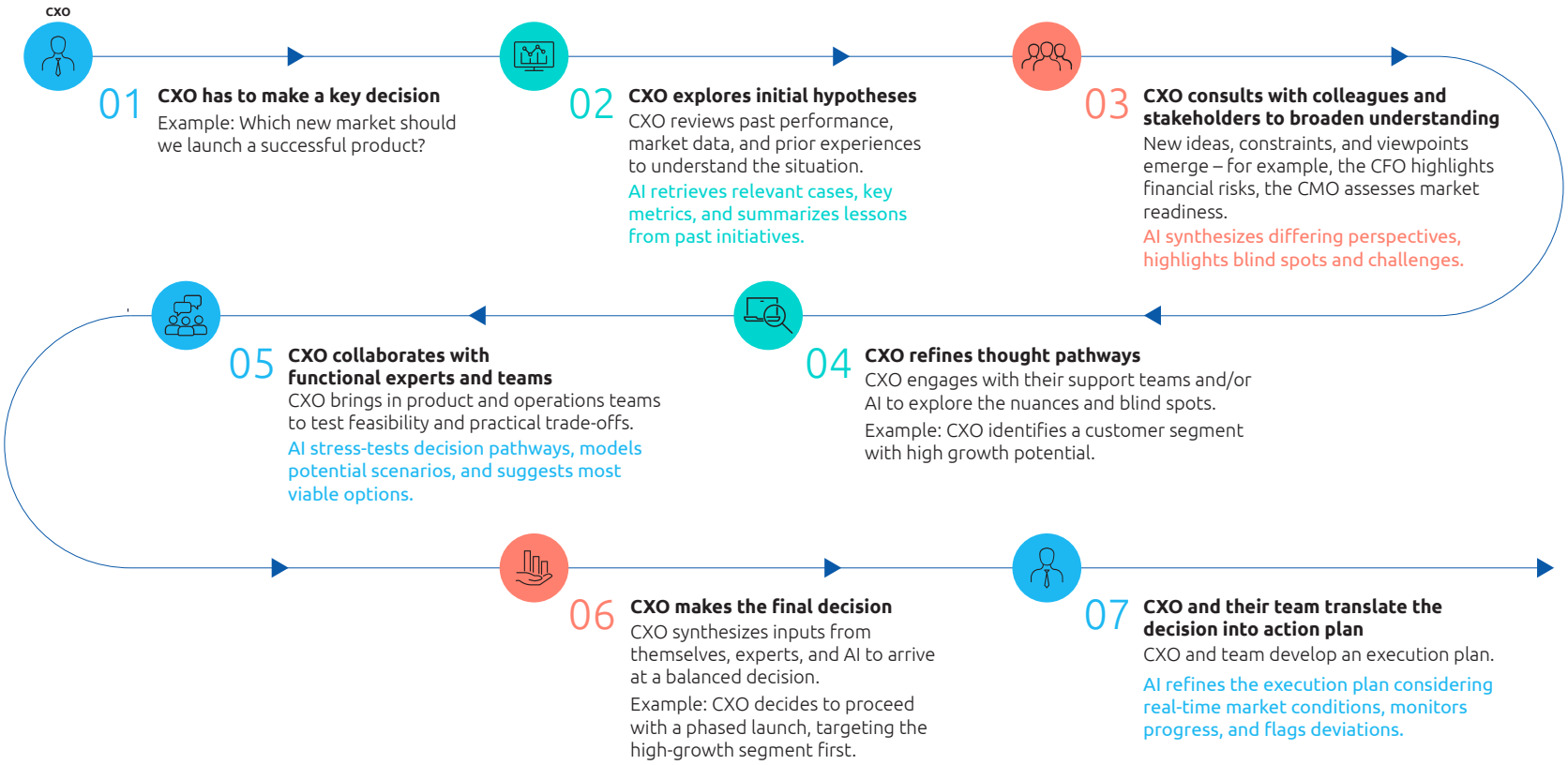
AI in decision-making should be a partnership where human expertise and machine intelligence challenge and complement each other to reach better decisions."

Alex Marandon

VP and Global Head of Generative AI Accelerator, Capgemini Invent

This indicates that CXOs work with AI as they would with human decision-makers.

CXO-AI collaboration in action through a decision-making journey



Key takeaways

1. CXOs do not take decision isolation – they rely on advisors, data, and AI inputs.
2. Traditional, generative, and agentic AI support different aspects of decision-making.
3. CXOs make the final call in strategic decisions.
4. Accountability for outcomes remains with the CXOs.

Source: Capgemini Research Institute analysis.

In strategic, high-stakes decisions, human judgment remains essential. AI can analyze data, model scenarios, and suggest actions, but it still lacks a full understanding of context, emotion, and human dynamics. That's why adopting a 'human-in-the-loop' approach is critical. AI helps us move faster and smarter, but a responsible human leader must make the final call. This isn't about control – it's about accountability."

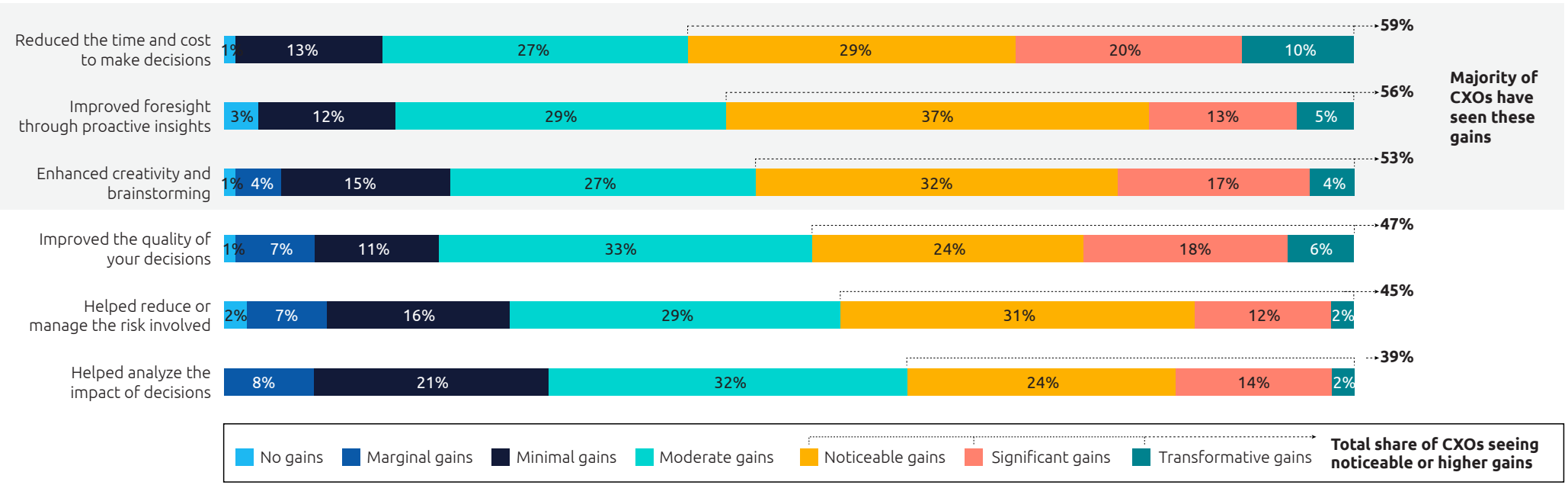
Simon Rost
CMO, GE Healthcare

2 Most CXOs realize noticeable gains from AI

With AI, decision-making becomes faster, sharper, and more forward-looking

Over half of CXOs see high improvements in cost, speed, foresight, and creativity

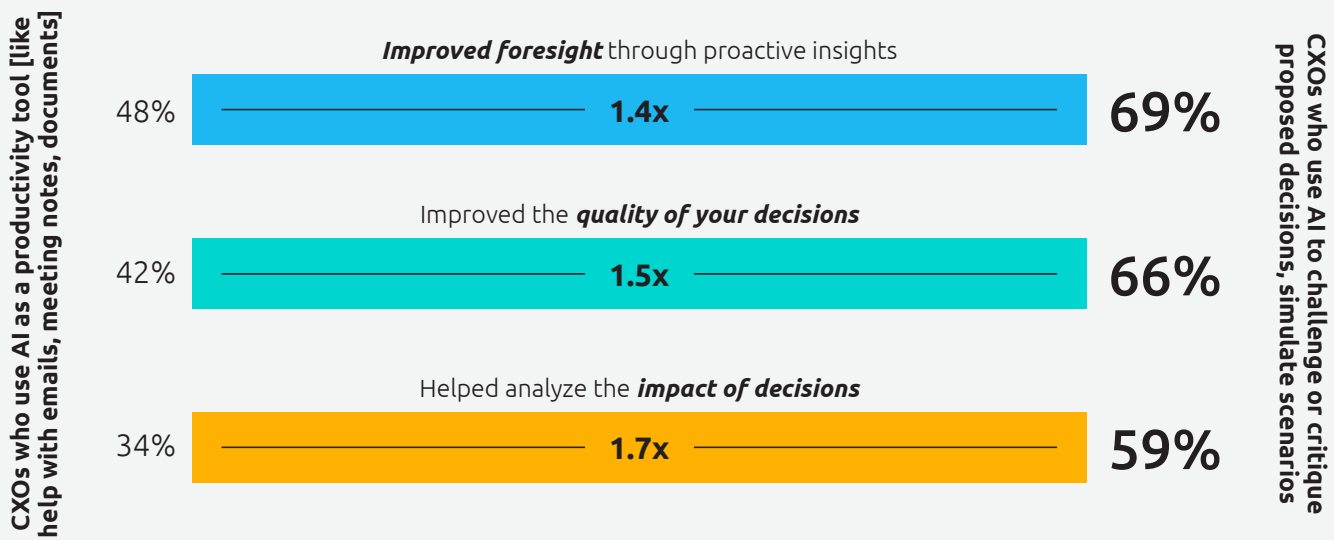
Share of CXOs realizing benefits from use of AI in their decision-making journey



Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.
Question asked: In the past two years, to what extent has AI impacted C-level decisions across the following dimensions? Respondents rated on a scale of 1 to 7, where 1 implies no gains and 7 corresponds to transformative gains. Percentages represent the share of CXOs who have realized the given level of improvement by using AI in strategic decision-making.

CXOs unlock greater value when using AI primarily to augment or challenge their thinking

Share of CXOs reporting noticeable or higher gains, by primary type of use



Breakdown of work-related queries in ChatGPT by user intent[15]

Doing
Users ask ChatGPT to perform tasks, such as drafting emails or writing code.

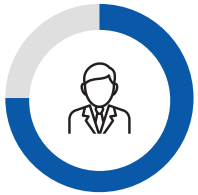
Asking
Users seek information or advice to support better decisions.

Expressing
Users share statements that do not request information or action.

Nearly **15%** of all work-related queries in ChatGPT are asking messages related to **practical guidance.**

Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives. Questions asked:
1. In the past two years, to what extent has AI impacted C-level decisions across the following dimensions? Respondents rated on a scale of 1 to 7, where 5, 6, 7 correspond to noticeable, significant, and transformative gains, respectively.
2. At an individual level, what role does AI primarily play in your C-level decision-making?

Using AI...



75%

of **chief strategy officers** report noticeable or higher improvements in foresight

(compared with 56% of all CXOs)

68%

of **CMOs** report noticeable or higher improvements in terms of creativity and broadening perspectives

(compared with 53% of all CXOs)

59%

of **CHROs** report noticeable or higher improvements in decision quality and reduced bias

(compared with 47% of all CXOs)

Case study

AI-assisted strategic planning

Anna, Head of Strategy at an automotive company, used AI not just to organize a strategy session, but to sharpen foresight and elevate the discussion. She collaborated with AI to surface key questions and anticipate team dynamics. The result: deeper insights, stronger engagement, and greater intellectual rigor than in traditional workshops.

What Anna asked AI to do

- Co-create pre-read materials
- Frame strategic questions
- Design the agenda
- Develop groupwork templates
- Recommend facilitation techniques
- Anticipate potential discussion conflicts[16]

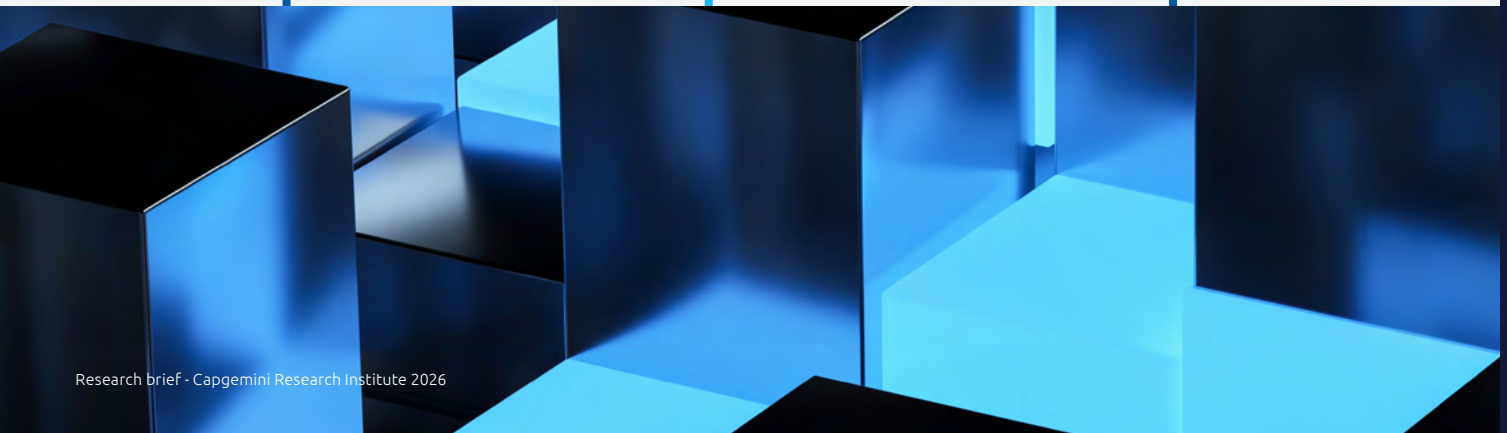
Leaders think those using AI will outperform those who don't

AI-assisted leaders are expected to make *quicker, more accurate decisions* **than leaders not using AI**

57% **of all CXOs agree**

3/4 **High-tech CXOs** (74%) **agree**

2/3 **CXOs from aerospace and defense** (70%), **telecom** (67%), **and insurance** (64%) **agree**



Leaders who know how to use AI effectively will make faster, more accurate decisions, because they're not just relying on instinct or limited data. They're leveraging real-time insights, predictive analytics, and scenario simulations that give them a sharper view of what's coming."

Natasha Davydova
CIO, AXA UK

Case study

Using AI to tailor communication for impact[17]

AI is used to interpret emails from the perspective of a target audience to improve relevance and resonance.

Kipp Bodnar, CMO of HubSpot shares how he's written emails and asked AI to read and interpret it from the perspective of his target audience, such as an owner of a 100-person manufacturing company. It allows him to avoid the trap of being siloed in his own perspective, and tell a better story that will resonate with the reader.

Using AI to challenge strategic thinking[18]

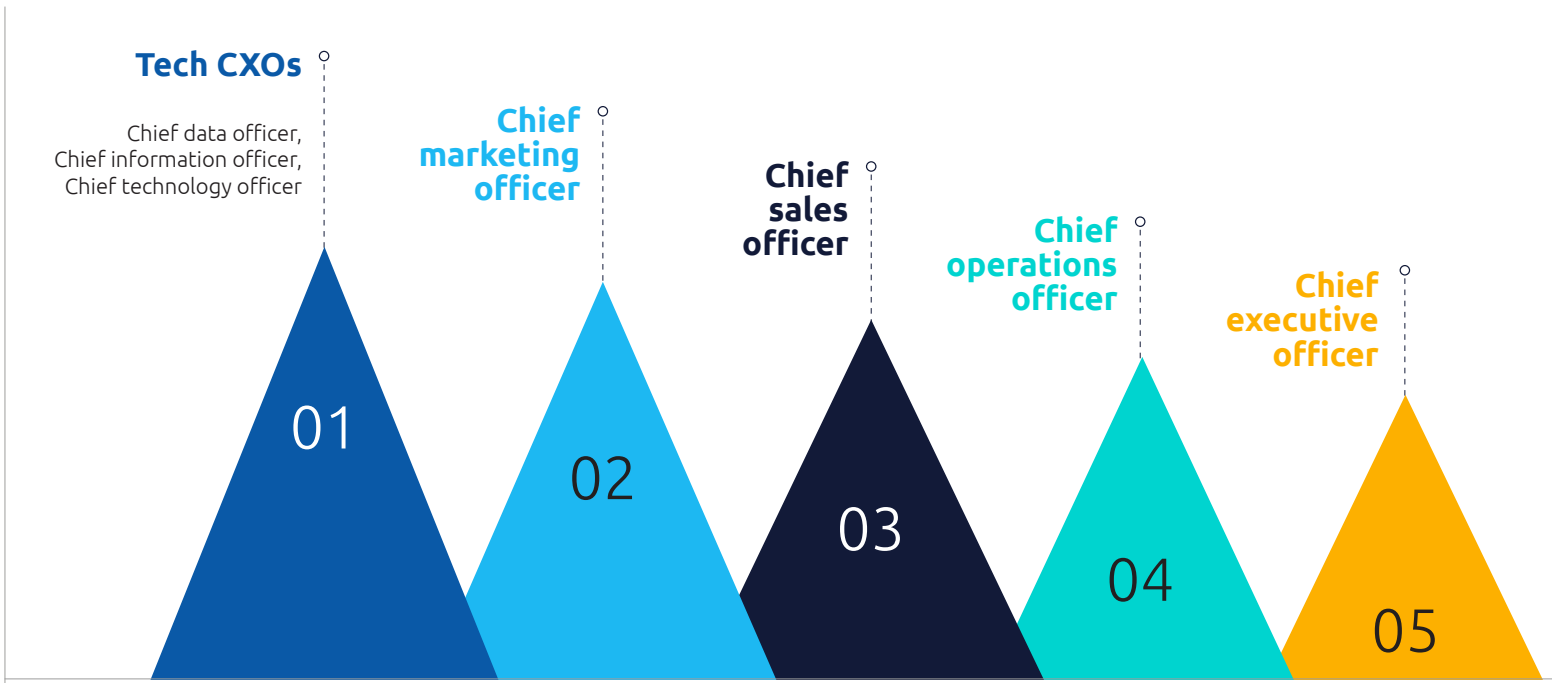
AI is used as a role-play partner to stress-test ideas and uncover blind spots.

Kelly Jones, Chief People Officer at Cisco, says:

"[...] one of the great things AI will do is role play with you. I use it a little bit to say, I have this idea. And if you provide it with enough context in the prompts about what you're thinking about doing, and [ask] why this wouldn't work, what are the things I need to be careful of, it will do that with you. Another thing it will do is […] role play difficult situations."

CXO roles and responsibilities are transforming

Top five roles that are expected to see a shift in approach to decision-making over the next three years:

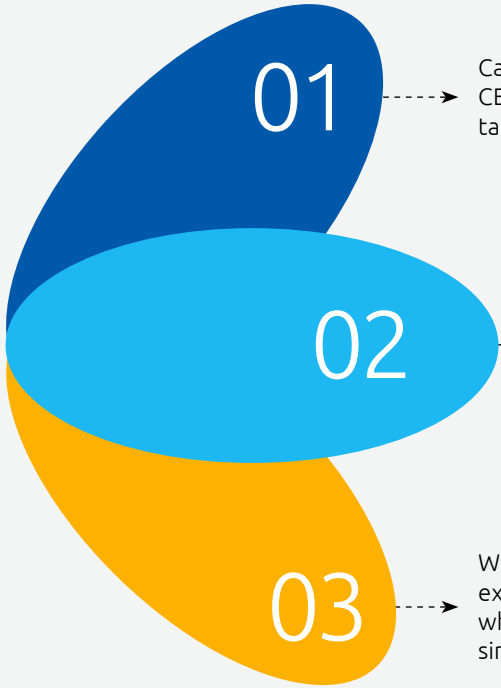


Transformation of a CXO's role in decision-making

- Refers to how a leader's involvement and scope of responsibility evolve as AI becomes integrated into decision-making processes. For example:
  - Taking on new responsibilities
  - Co-thinking and co-creating decisions with AI.
- Our findings reflect CXOs' perception of how their roles in decision-making will change *(not changes in functional areas such as sales, operations, or HR).*

Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.
*A combination of questions were used to assess the extent of transformation in CXO roles and their levels of preparedness. Questions used:
1. Which C-suite role do you believe is going to experience the most significant transformation in decision-making due to AI within the next three years? – Self reported and CEO-reported level of transformation;
2. In how many years do you believe AI will have as much influence as any single human leader in your organization's most important business decisions?;
3. To what extent do you agree with the statement: In near- to mid-term, AI will handle most C-level decision-making, while human leaders choose the final decision from its proposed options.

Why the CXO's role in making decisions will undergo a transformation:



01 → Can CXOs better predict how their CEO will likely take a decision? And take necessary action if possible?

02 → When CXO-reportees have the same AI tools as the CXO, what are the implications for the CXO?

03 → What unique insights and experiences can serve as an edge when competitors have access to similar tools to aid decisions?

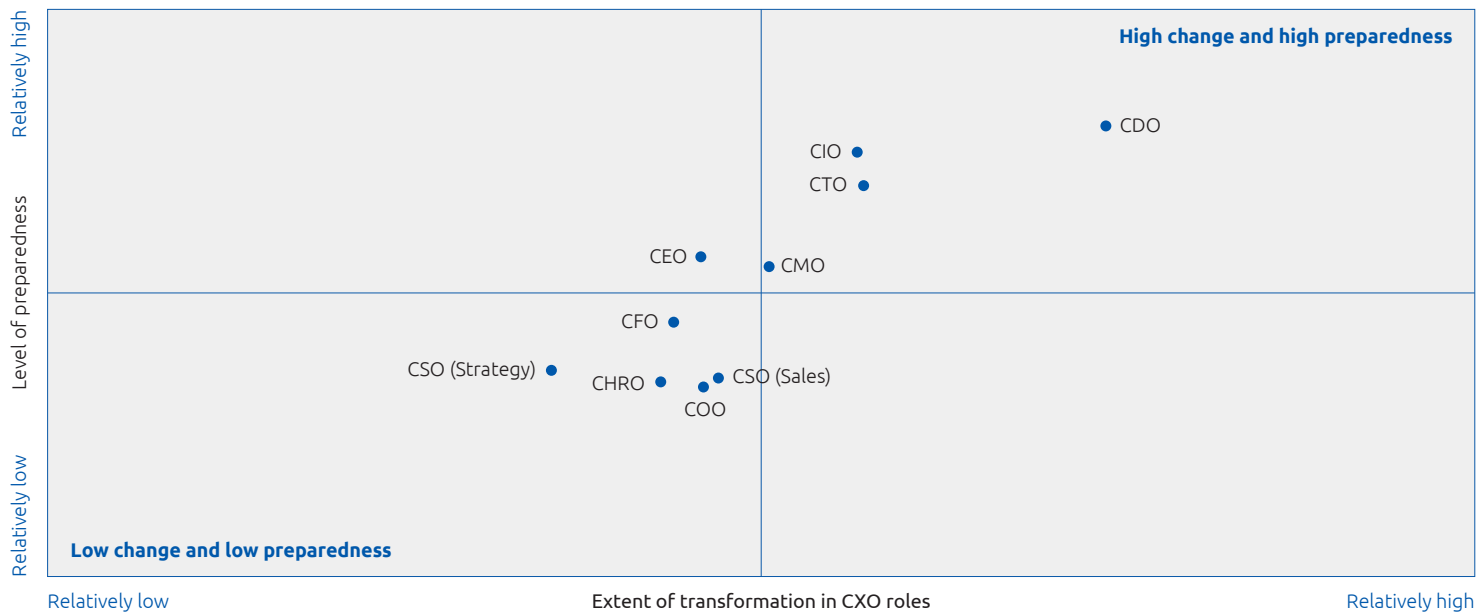
"If I'm not deploying and learning how to use the ChatGPTs, Claudes, and Geminis of the world, how can I expect others to follow suit?"

John Murphy

President and CFO,
The Coca-Cola Company[19]

Many CXOs remain underprepared to navigate the tech shift

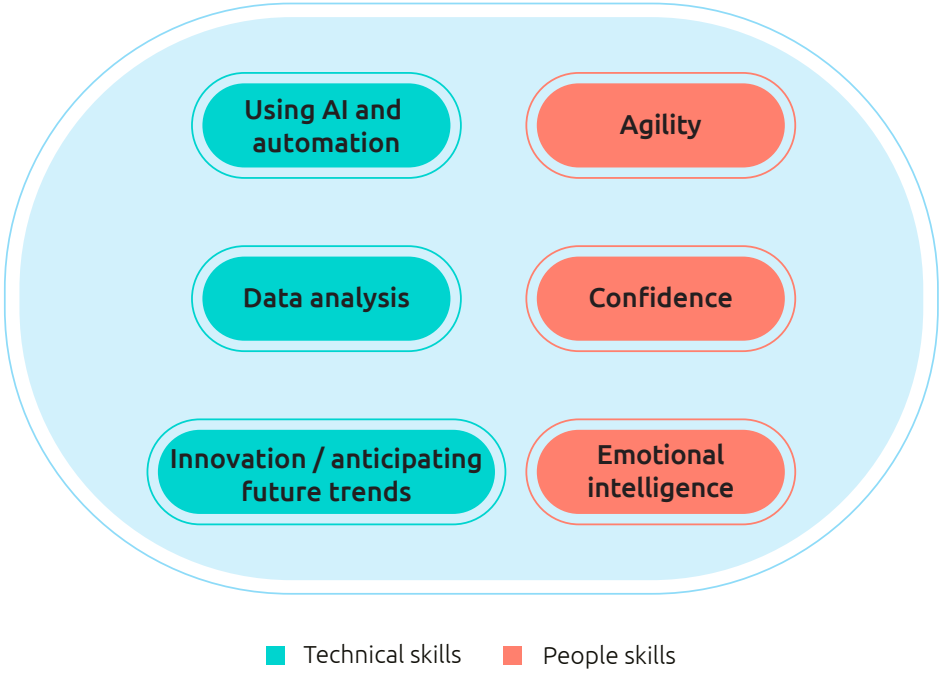
Extent of transformation in CXO roles vs. CXOs' preparedness to navigate the transformation



Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 468 C-level executives.
*A combination of questions was used to assess the extent of transformation in CXO roles and their levels of preparedness. Questions used:
1. Which C-suite role do you believe is going to experience the most significant transformation in decision-making due to AI within the next three years? – Self reported and CEO-reported level of transformation;
2. In how many years do you believe AI will have as much influence as any single human leader in your organization's most important business decisions?;
3. To what extent do you agree with the statement: In near- to mid-term, AI will handle most C-level decision-making, while human leaders choose the final decision from its proposed options?;
4. To what extent do you understand AI (traditional AI/ML, Gen AI, agentic AI) concepts and implications?;
5. Which C-suite leaders are best prepared to leverage AI for strategic decision-making?;
6. Rate your organization's readiness in terms of availability of talent and skills to leverage AI systems during executive decision-making.

AI skills and agility are key leadership skills going forward

Top leadership skills required by organizations in future



However, the proficiency of tech skills among senior CXOs remains low:[20]

33%

Only **33%** of leaders can articulate their needs to a Gen AI system.

38%

Fewer than two in five – **38%** – feel confident in prompt engineering.

46%

46% of leaders consider AI and automation among their key strengths.

Source: Capgemini Research Institute, Gender and leadership research, August 2025, N=2,750 leaders.
Questions asked: What hard leadership skills will high-performing, responsible companies need in the future?; What soft leadership skills will high-performing, responsible companies need in the future?

Alongside AI skills, human-centered competencies remain equally essential for a more balanced decision-making.

"We put AI at that management table… There will be no job, no process, no function that won't be affected by AI, mostly for the positive. It's about getting all of the people who run these businesses to understand the power of it."

Jamie Dimon
CEO, JPMorgan Chase[21]

"Business leaders must understand how tech works. It's no longer safe to just rely on what vendors say or what a glossy demo shows. You don't need to be a developer, but you do need a working understanding of the tech."

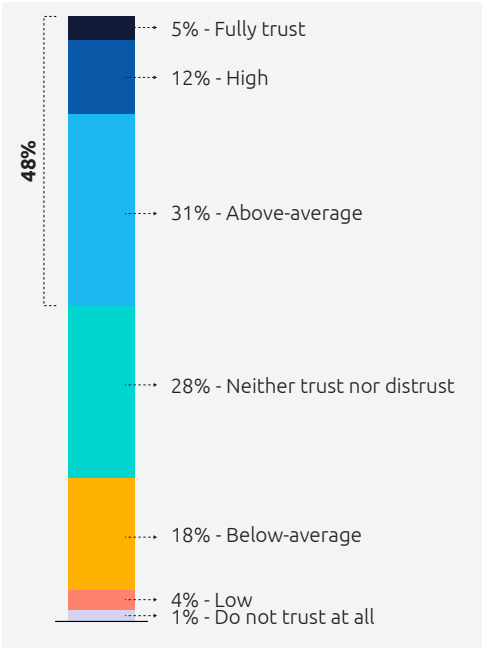
David Knott
CTO of the UK Government[22]

3 Despite growing use, CXOs worry most about legal risks, explainability, data quality in AI decisions

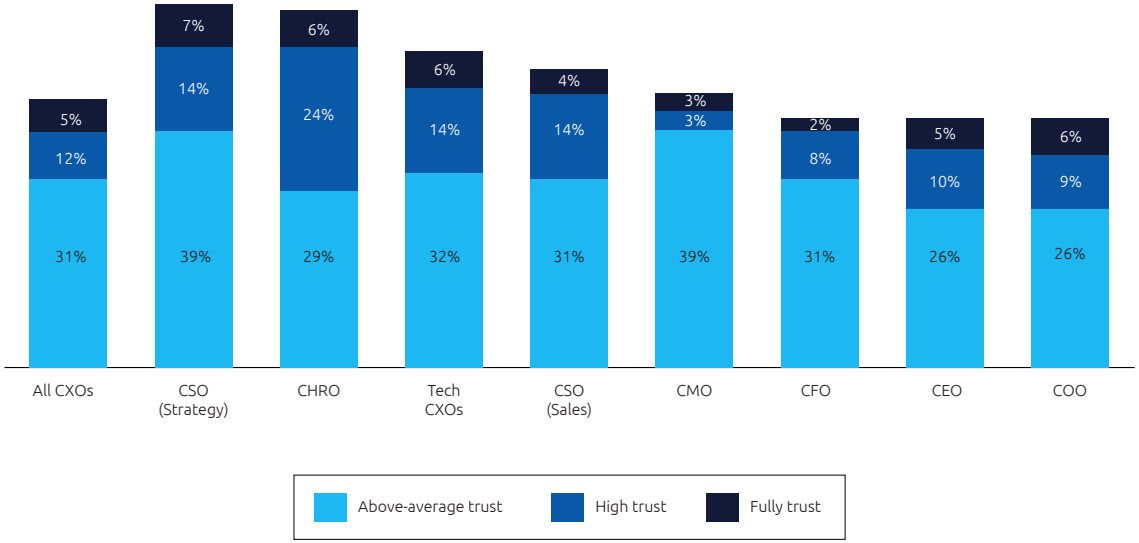
Leaders trust AI to support executive decision-making

Nearly half (48%) of CXOs report more than average level of trust in AI's role in the decision-making journey.[23]

Level of trust in AI for executive decision-making



Level of trust in AI for executive decision-making, by job role



More strategy and HR leaders report **above-average levels of trust than tech leaders.**

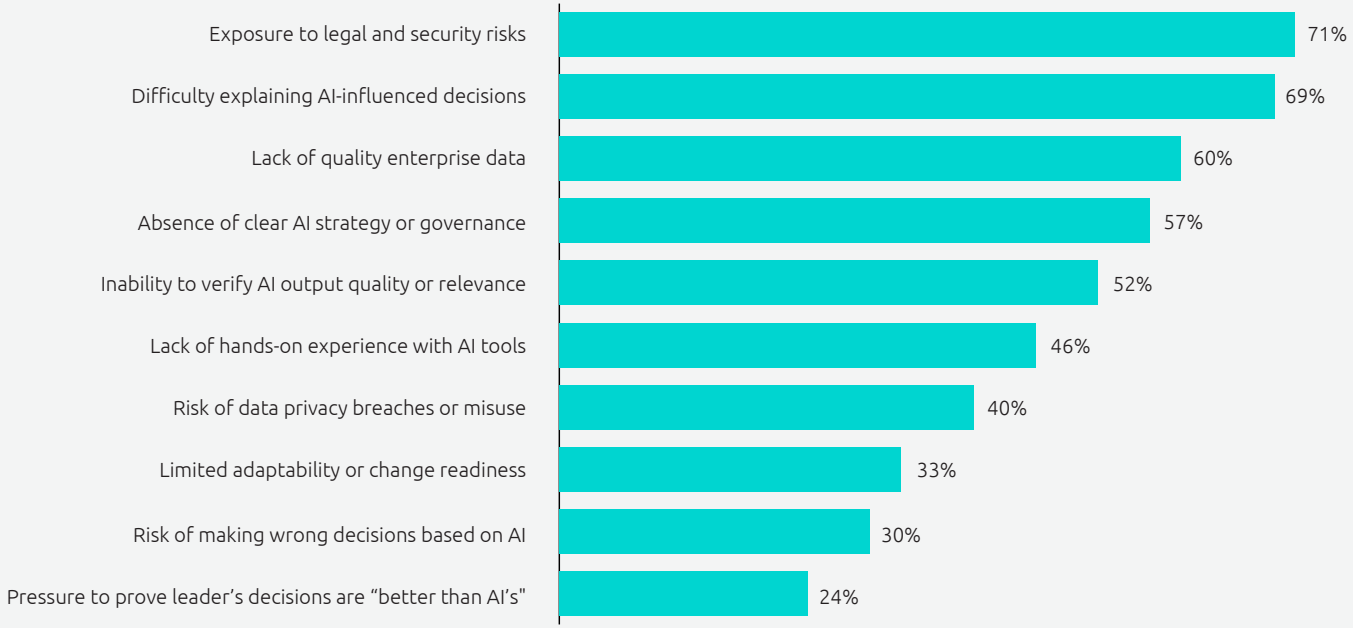
Among all CXOs, the share of **CEOs, CFOs, and COOs express the least trust in AI.**

Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 488 C-level executives.
[23] By "trust in AI" we mean the confidence that AI can reliably perform tasks and support decisions with accuracy and consistency.

CXOs' trust in AI reflects recognition of its potential to augment strategic decision-making

Leaders are wary of legal risks, scope for explainability, underlying data, and governance

CXOs' top concerns around use of AI in decision-making



Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 488 C-level executives.

"The big challenge is Michelin wants to go fast and far. To go fast, we need to learn how to use these AI tools, but not become too dependent and lose critical thinking. Another challenge is staying in control. AI is usually right, but if you trust it blindly, you may not notice when it makes a mistake."

Yves Caseau

Chief Data and Information Officer, Michelin

A Harvard study flags another challenge, "persuasion bombing." Gen AI's conversational style can turn validation into persuasion. The usual fix of questioning AI through collaboration may be compromised, creating a loop where AI's output shifts with each interaction.[24]

These concerns could constrain the scope of AI use in C-suite decision-making

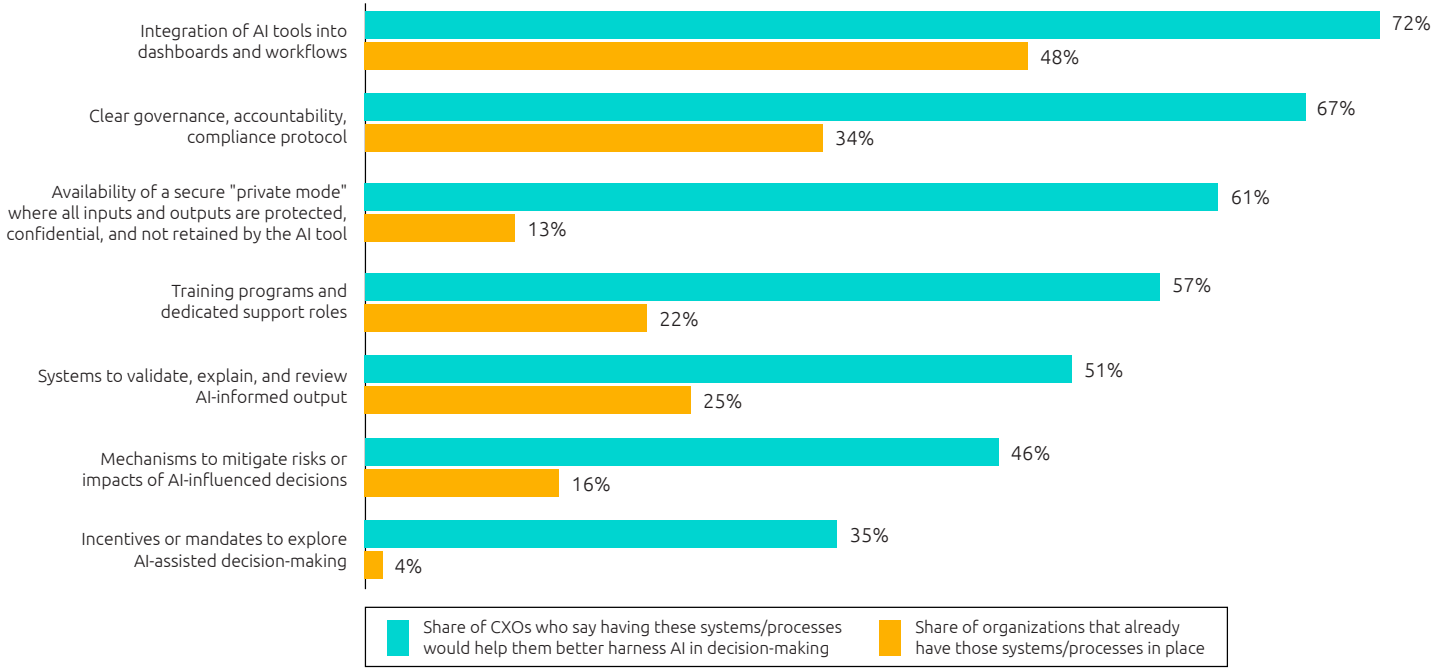
From reputational risk to regulatory obligations, it's clear that leaders must be able to trust AI and demonstrate that trust to customers, citizens, and partners. Applying AI ethically is essential – not only to build and sustain trust, but also to unlock real business value through responsible innovation and smarter decision-making."

Anne-Laure Thibaud

Executive Vice President, Head of AI First Business and Analytics, Capgemini

Organizations fall short on measures that would boost CXOs' confidence in AI

Some measures that could help CXOs better harness AI



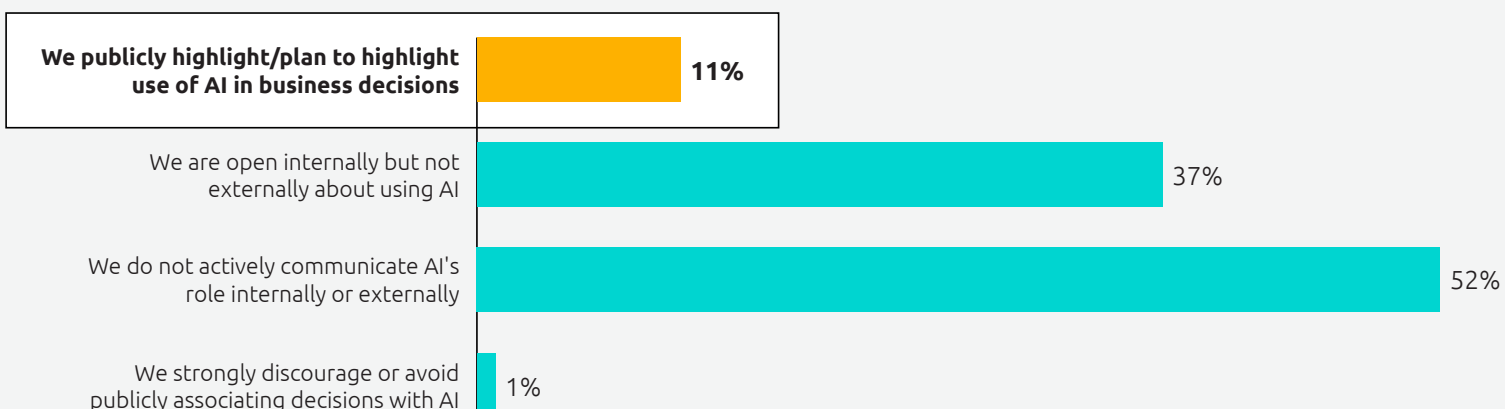
Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.
*Non-exhaustive list of systems/processes that could help leaders harness AI in decision-making effectively.

Security, governance, and good quality enterprise data are critical concerns. These must be addressed through robust governance frameworks and inclusive policy-making."

Etienne Grass
Global Chief AI Officer, Capgemini Invent

As a result, CXOs are yet uncomfortable disclosing their use of AI in decision-making

Openness about use of AI



Among those who don't prefer to talk about it publicly, **72% cite risk of reputational damage** if AI-influenced decisions go wrong.

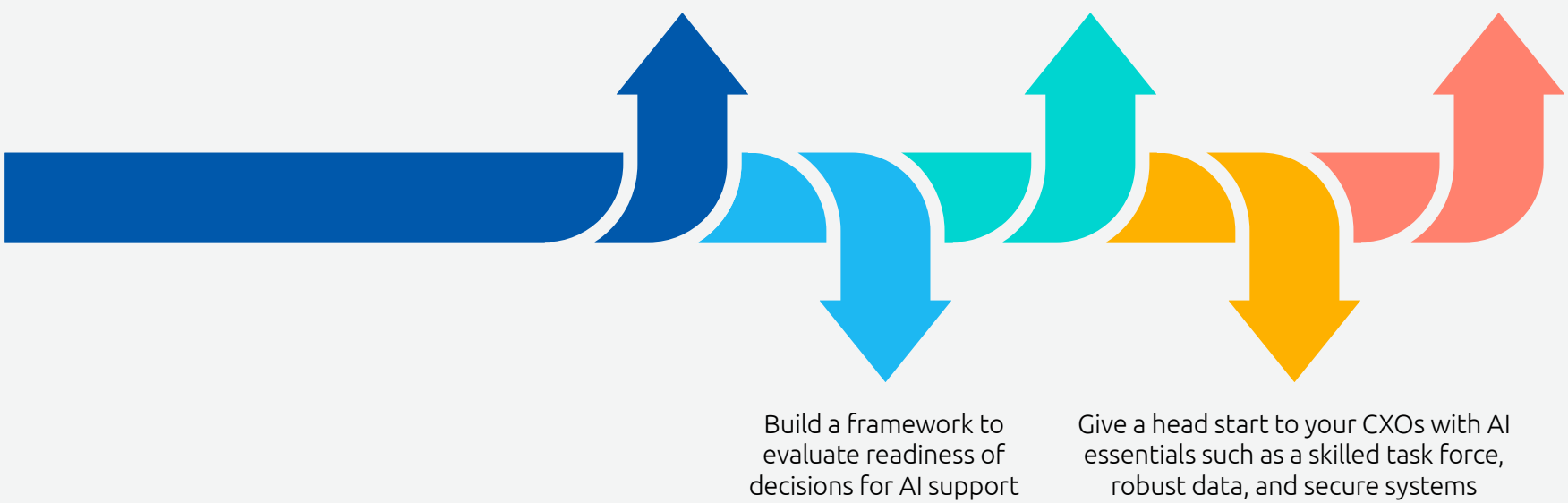
57% cite concerns about how clients, partners, and the public perceive AI use.

A study by SAP reveals that 54% of C-suite leaders admit to concealing their AI habits.[25]

Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.

4 How AI can empower CXOs' decision-making journey

Making AI-powered decisions with confidence requires five key actions



Source: Capgemini Research Institute analysis.

"AI integration is essential in corporate strategy. Every leader, including CFOs, must champion AI and understand the systemic risks of generative AI in finance."

Kalin Anev Janse

CFO and Member of the Management Board, European Stability Mechanism[26]

I. Revamp AI governance and accountability frameworks for the agentic era

Taking accountability for decisions will remain at the heart of leadership

Human leaders remain fully accountable for decisions, even when AI influences or enables them.

67% of CXOs believe that clear governance and accountability protocols will help them better leverage AI for making decisions; however only **34%** of organizations provide these.

Clear security, governance, and risk frameworks enhances AI readiness and boosts CXOs' confidence

Security

- Establish a cyber task force to audit all decision-support AI systems within 8-12 weeks
- Identify gaps in current defenses and proactively secure systems and sensitive data and systems from new kinds of attacks such as prompt injection and social engineering

Governance

- Set up an AI ethics committee to build clear policies and guardrails around the use of AI
- Include an interdisciplinary team of experts to advise policies and actions
- Define KPIs for CXO accountability of AI-assisted decisions and monitor progress

Risk

- Commission a risk assessment framework for using AI in strategic decisions
- Proactively anticipate and mitigate risks (see next page)
- Avoid "shadow" use of AI tools and use only approved ones
- Prepare fallback plans for AI failure scenarios

Source: Capgemini Research Institute analysis.

"One way to build trust is through 'read-only' AI implementations, where AI provides recommendations, but humans make all final decisions."

Walter Sun

Senior Vice President and Global Head of Artificial Intelligence at SAP

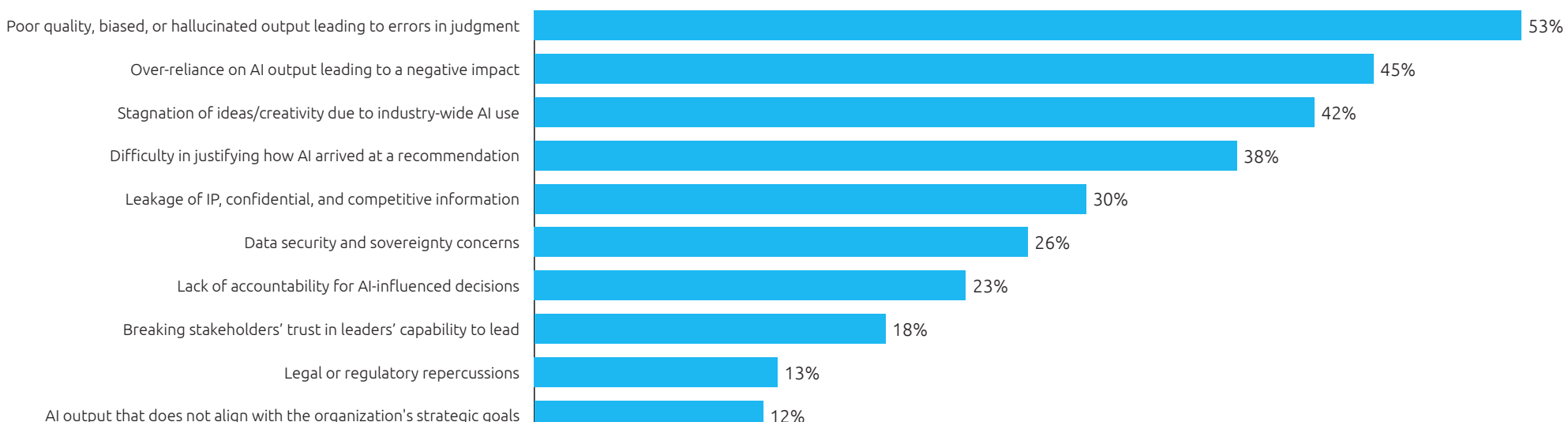
The real challenge isn't the technology itself. It's the willingness to rethink how organizations describe and teach their business to intelligent systems. Progress begins when we recognize that AI needs its own integration layer, one that describes the business for AI."

Steve Jones

Executive Vice President – Data-Driven Business and Generative AI, Capgemini

Eliminate or mitigate top risks related to AI hallucinations, over-reliance, and idea stagnation

Please rank the top three risks in using AI for strategic decision-making



Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.

II. Build a framework to evaluate readiness of decisions for AI support

A decision grading framework to determine whether and where AI can help

Strategic importance of decisions	• Assess whether the decision is strategic, operational, or tactical in nature • More strategic decisions need higher levels of human judgement and governance
Impact of decisions	Safety-critical decisions or those that involve significant financial or people impact always need human involvement and multiple stages of review
Clear split of responsibilities	Clearly separate whether decisions will be AI-assisted (AI provides support, human makes the final decision); AI-augmented (AI and human collaborate); or AI-integrated (AI is embedded into the decision process)

Where AI use helps

- Interpolation: Demand forecasting within historical ranges
- Domain expert validation e.g., AI-assisted risk scoring with expert inputs
- Low error cost e.g., personalized recommendations
- Creative options e.g., AI-generated design options

Where unchecked use of AI can be harmful

- Extrapolation: Predicting market behaviour in unprecedented crises
- High accuracy: When decisions can impact on people's lives, compliance, reputation, financials etc.
- Unpredictable failures: Safety-critical engineering, healthcare systems, etc.

Source: Capgemini Research Institute analysis.

III. Leverage human-AI chemistry to unlock true competitive advantage

Productivity gains are only a start

- With greater use of AI, productivity gains will be generally distributed and cease to be a source of competitive advantage.
- In addition, 42% of CXOs consider "stagnation of ideas or creativity due to common use of AI in the industry" as a top risk in using AI for strategic decision-making.
- Best practices are emulated across the board and lose their power to differentiate.

Value will come from discerning use

As the early benefits plateau out, added value will come from:

- CXOs' unique experiences and practical insights infused with AI analysis
- Selecting the right decisions to make, including when to withdraw (delegate to AI or reportees)
- Spotting opportunities before others
- Engaging AI in a dialogue that lead to better outcomes
- Using AI to make decisions on a greater scale than was previously possible.

Real competitive advantage

To create true differentiation, leaders will have to:

- Ensure AI goals align with business objectives and customer needs
- Infuse AI assisted outcomes with unique human experience and decision-making styles (see next page for some practical ways AI can make a difference)
- Exhibit high standards of ethical and trustworthy conduct.

Source: Capgemini Research Institute analysis.

As AI becomes integral to business operations, organizations should establish dedicated AI Centers of Excellence (COEs) led by C-suite executives. These COEs should be staffed with a diverse team of AI specialists, domain experts, and program managers."

Valentin Marguet

Powertrain Project Lead in the automotive industry[27]

Practical ways where AI can yield a competitive advantage in decision-making

Human-AI collaboration plan

- Selecting decisions ripe for AI assistance using the framework described above
- Clearly define which parts of the decision-making process will be assisted by AI (e.g., research and brainstorm)
- Define how the CXO should set the goals and context when working with AI and ask the right questions

A framework for AI-assisted decisions

- For all AI-assisted decisions, assign an AI expert to support the CXO with using AI
- Have a defined set of data sources, market signals, human insights that need to be fed to the AI system
- Try to bake in transparency and explainability in AI process to understand the basis of AI recommendations
- Have a process to enrich and build upon AI recommendations rather than directly using first versions of AI output
- Verify and reconfirm AI suggestions to eliminate or reduce potential risks

AI-augmented scenario planning

- Create digital twins of supply chain, production, market forces, consumer demand, etc.
- Simulate multiple scenarios to model the potential impact of decisions
- Adjust scenario probabilities based on leaders' experience and insights
- Proactively communicate the possible fallout to internal teams and customers to help them plan

Monitor and evaluate outcomes

- Track how closely the decision outcomes follow predictions
- Continuously update AI models based on outcomes
- Monitor KPIs to ensure accountability for decisions such as compliance scores, decision turnaround time etc.
- Retrain or upgrade models on a regular basis to improve their performance over time

Source: Capgemini Research Institute analysis.

IV. Give a head start to your CXOs with AI essentials such as a skilled task force, robust data, and secure systems

AI essentials

Unlock actionable intelligence with a skilled task force of experts for supporting specific decisions

- Researchers and analysts, to help with AI-informed research, fact-checking
- Technical experts for AI software, cybersecurity, prompting and context engineering, validating outputs
- Ethics, risk & compliance, and legal experts
- Human resources experts to gauge and mitigate the impact on people

State-of-the-art systems and security

- First-rate security tech with strict access control protecting data, IP, and encrypted communications
- Latest and greatest AI models for superior performance
- Locally installed AI models for enhanced privacy
- Systems dedicated for use during group decisions, tech support to help the CXO group navigate AI

Robust data assets and practices

- Validated and authentic data sources, RAG and high-quality measures to train AI models on enterprise data
- Processes to make the right data available at the right time
- Compliance with data privacy and AI regulations

Seamless and iterative co-creation of critical decision parameters

Source: Capgemini Research Institute analysis.

"Our investment in AI literacy is paying off, especially for leaders as it helps them use AI more confidently in their own work and lead their teams with greater clarity."

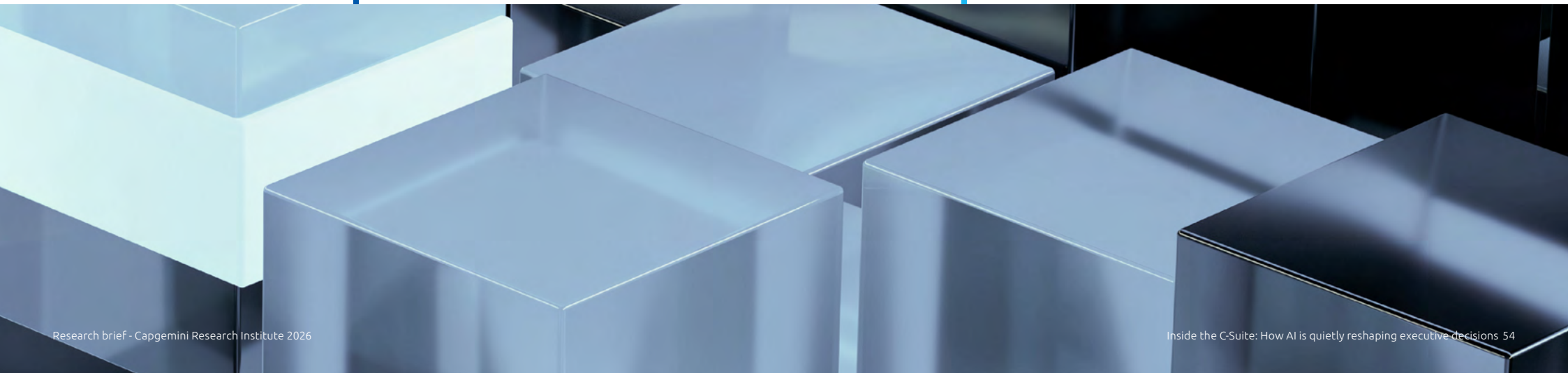
Rahul Kedia
CAIO, Sandvik

For CXOs, the real opportunity with AI lies in reimagining leadership by upskilling themselves, building AI fluency, and redesigning CXO roles. Greater understanding and fluency, when combined with clear governance, encourages leaders to confidently collaborate with AI to make informed choices."

Marjolein Wenderich
Vice President, Global MD – Workforce and Organization, Capgemini

American business software firm **Intuit's AI Adoption Accelerator program** helps leaders upskill themselves in **mindset training, practical skills, and engineering for innovation.**[28]

CXOs at the Indian engineering multinational conglomerate **Larsen & Toubro** are learning and adapting to the technology through two platforms. L&T Eye is a real-time business KPI dashboard, while the second platform, L&T Cognitive Services, is for **data science and AI, including Gen AI.**[29]



V. Boost CXO confidence to leverage AI with targeted upskilling and mentoring

Build AI fluency of your CXO team

- Launch a 6-9-month AI leadership program for CXOs with hands-on use cases
- Provide use case examples, best practices, case studies from peers in the industry to keep leaders informed about the evolution of AI in making decisions
- Include courses on setting guardrails such as cybersecurity, compliance, and ethics
- Include role-based trainings, mock-ups, and test scenarios
- Engage junior leaders to "reverse-mentor" senior leaders
- Encourage leaders to share best practices and lessons-learned in an internal, dedicated community

Provide additional support to CXOs with low AI readiness

- CXOs who are relatively unprepared to harness AI require additional support
- This support can be in the form of:
  - Advanced role-based trainings
  - Greater flexibility to experiment with AI
  - More incentives to use AI in decision-making
  - Additional resources (budgets, tools, teams) to support development

Source: Capgemini Research Institute analysis.

Blueprint of an upskilling plan to build your C-suite's AI fluency

Foundation
1–3 months

- Grounding in basics of AI and guardrails
- Encourage leaders to harness ready-to-use tools and prompts
- Demonstrate real value from case studies and pilots
- Track experimentation

Activate
3–6 months

- Get leaders started on role-based modules
- Set up a few mock scenarios to practice collaboration with AI and taking accountability
- Schedule regular discussions to encourage participation
- Monitor actual use of AI tools and resulting productivity improvement

Elevate
6–9 months

- Encourage CXOs to share their successes with each other
- Ensure active use in group settings (e.g., board meetings and governing bodies)
- Recap progress and set a roadmap for the coming months
- Track decision quality

Organize reverse-mentoring and expert sessions — Kick-off community engagement for social support — Reward new ideas and lean toward beneficial use cases

Source: Capgemini Research Institute analysis.

5 Appendix

Traditional AI and generative/agentic AI are extensively harnessed throughout the decision-making journey. They complement each other across different decision scenarios.

Traditional AI is favored for **data-intensive** decision-making.

Gen AI is preferred in scenarios that require **advanced reasoning and creativity.**

Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.
Question asked: Which type of AI do you use for the following decision areas?

Research methodology

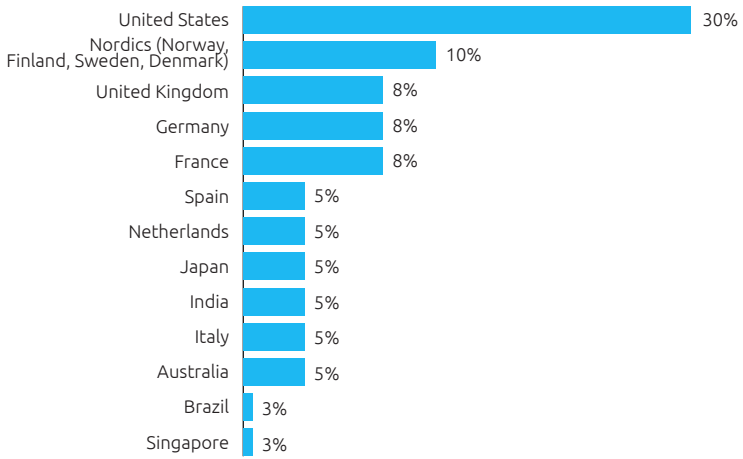
We conducted a quantitative survey of **500 C-suite executives, including 100 CEOs.**

Executives surveyed are employed at **organizations with annual revenue exceeding $10 billion,** spanning **16 countries** and **13 industries.**

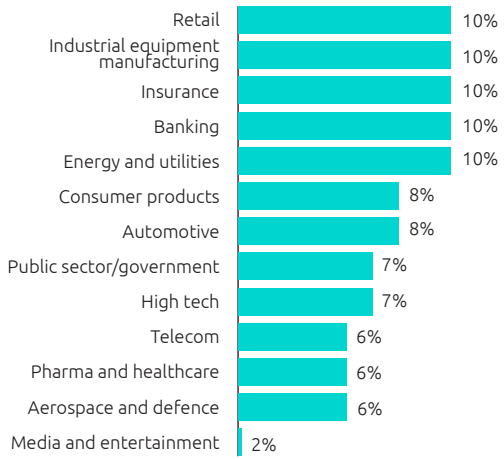
The survey was conducted in **August and September 2025.**

The survey findings were complemented with insights from **in-depth interviews with 6 C-level executives.**

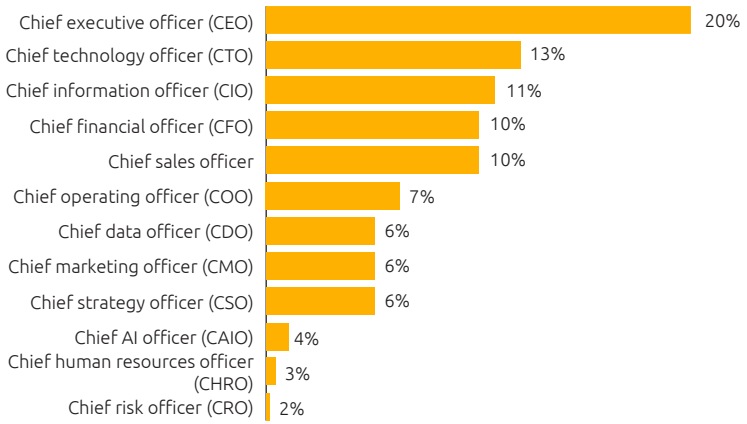
Organizations by country of headquarters



Organizations by sector

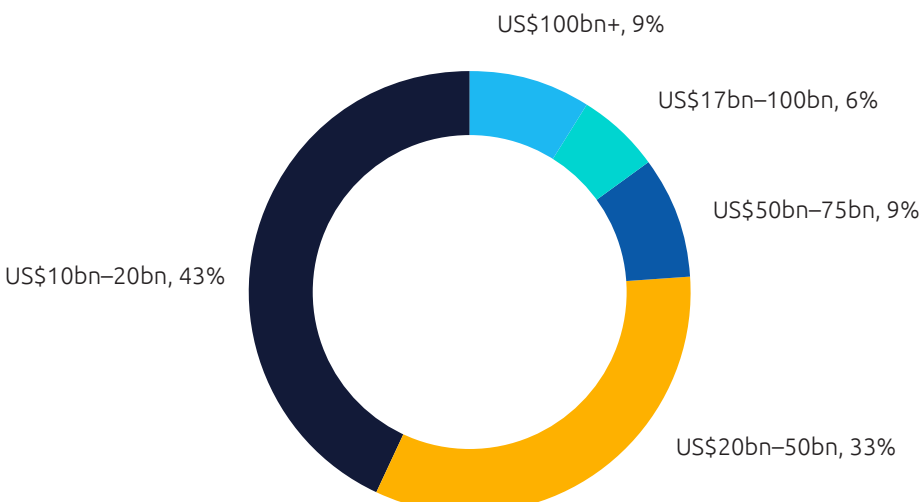


Respondents by role

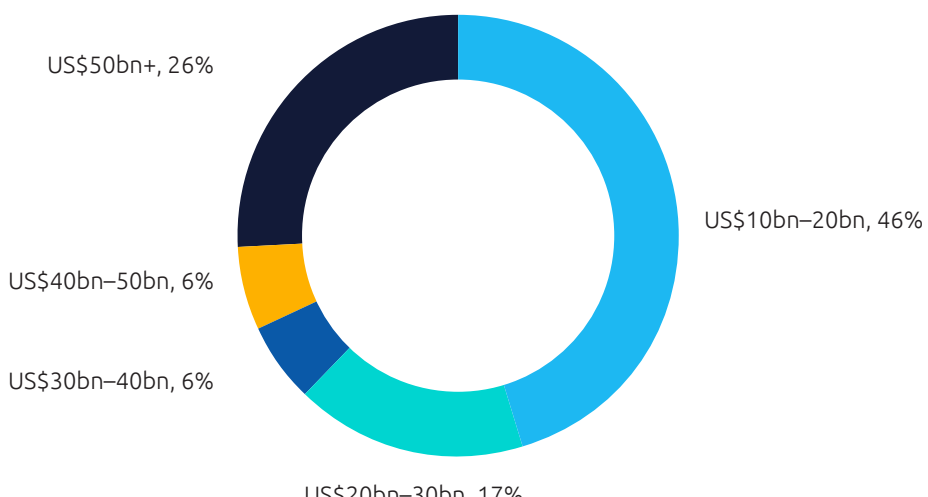


The findings of this study reflect the views of the respondents and are intended to offer directional guidance. For specific implications, please contact one of the Capgemini experts listed at the end of the report.

Organizations by annual revenue



Public sector/government organizations by annual budget



Source: Capgemini Research Institute, AI and the future of decision-making survey, August–September 2025, N = 500 C-level executives.

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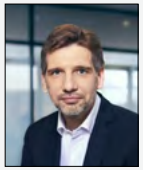
Pascal Brier is the Group Chief Innovation Officer and member of the Group Executive Committee at Capgemini, a role he has held since 2021 after a long career in leadership positions at Microsoft, AT&T and NCR. In his current position, Pascal oversees Technology, Innovation and Ventures for the Group worldwide. His efforts center on tracking analyzing, and implementing more than 1,000 emerging technologies annually. Under his guidance, the company constantly strives to be at the forefront of technological innovation, making significant impacts on the world of business and wider society.



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Having joined the Capgemini Group in 2017, Etienne dedicated his initial four years to the Public Services sector in France and later expanded his scope globally within Capgemini Invent. He is an expert in healthcare and administration transformations and an essayist (Génération réenchantée, Calmann-Lévy, 2016) and columnist for Les Echos.

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Anne-Laure Thibaud leads a worldwide team accelerating the adoption of Generative and Agentic AI, helping organizations unlock business value through AI-driven transformation. With a focus on designing and operating high-impact solutions in collaboration with key technology partners, Anne-Laure champions new ways of working where human and AI agents collaborate to drive meaningful and sustainable outcomes at scale.

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Sergey Patsko is a VP and Data & AI Group Offer Leader at Capgemini. He leads the team of Capgemini Offer Leaders in the core area of the Group – Data & AI. By developing offerings like Generative AI or Agentic AI, Capgemini enables businesses to optimize processes, create personalized customer experiences, and uncover opportunities for growth. Prior to joining Capgemini, Sergey worked on applications of AI for automation of manufacturing processes and Digital Transformation for Fortune 500 companies at General Electric. He was at the forefront of developing IoT platforms and applying AI to industrial operations. Sergey has a rich venture capital experience, having collaborated with AI startups in Silicon Valley. He holds a PhD in Applied Mathematics and a Master's degree from Stanford Graduate School of Business.

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Based in Milan, Elisa is an expert on management at the intersection of academia and business.

Passionate about the transformative power of Generative AI and how it is reshaping management, Elisa helps leaders unlock the full potential of AI to drive smarter decision-making, foster innovation, and prepare their organizations for the future of work.

Included in the list of management thinkers to watch by Thinkers50, Elisa is a frequent contributor to top-tier management publications, like the Harvard Business Review, Forbes, and Rotman Management. She co-authored the HBR Guide to Generative AI for Managers with Gabriele Rosani.

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Gabriele is dedicated to exploring and shaping the evolution of management in the age of Generative AI. He is a regular contributor to top-tier management publications, including Harvard Business Review. An experienced advisor to Fortune 500 companies, Gabriele previously worked at the European Centre for Strategic Innovation where he discovered his passion for shaping the new frontier of management. He co-authored the HBR Guide to Generative AI for Managers.

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Resonance AI framework by Capgemini

With the evolution of Gen AI and agentic AI, artificial intelligence (AI) is profoundly changing how organizations operate and create value. To compete, leaders in every sector around the globe are compelled to envision and implement AI–driven transformation.

The **Resonance AI Framework by Capgemini** provides a sequential approach to the conceptualization, structuring, and implementation of successful AI-driven transformation. It helps business leaders realize AI's potential and achieve market leadership regardless of the industry. Anchored in transformation strategy, the Framework helps integrate operations and culture while accelerating AI value creation–to both transform today and build for tomorrow.

The Resonance AI Framework is supported by the full breadth of Capgemini's data and AI capabilities, services and solutions, as well as a comprehensive, enterprise-ready generative AI and AI agents platform. Each of its components serves as a foundational element to help leaders embark on their AI transformation journey.

Resonance AI framework by Capgemini continued

AI essentials

To access the transformative power of AI, organizations must establish 'Intelligence-as-a-Service'. That includes scalable infrastructure, advanced language models, and software with built-in AI capabilities in combination with an organization's raw data. These provide the foundation to build, operate, and scale AI with real, enterprise-specific impact.

AI readiness

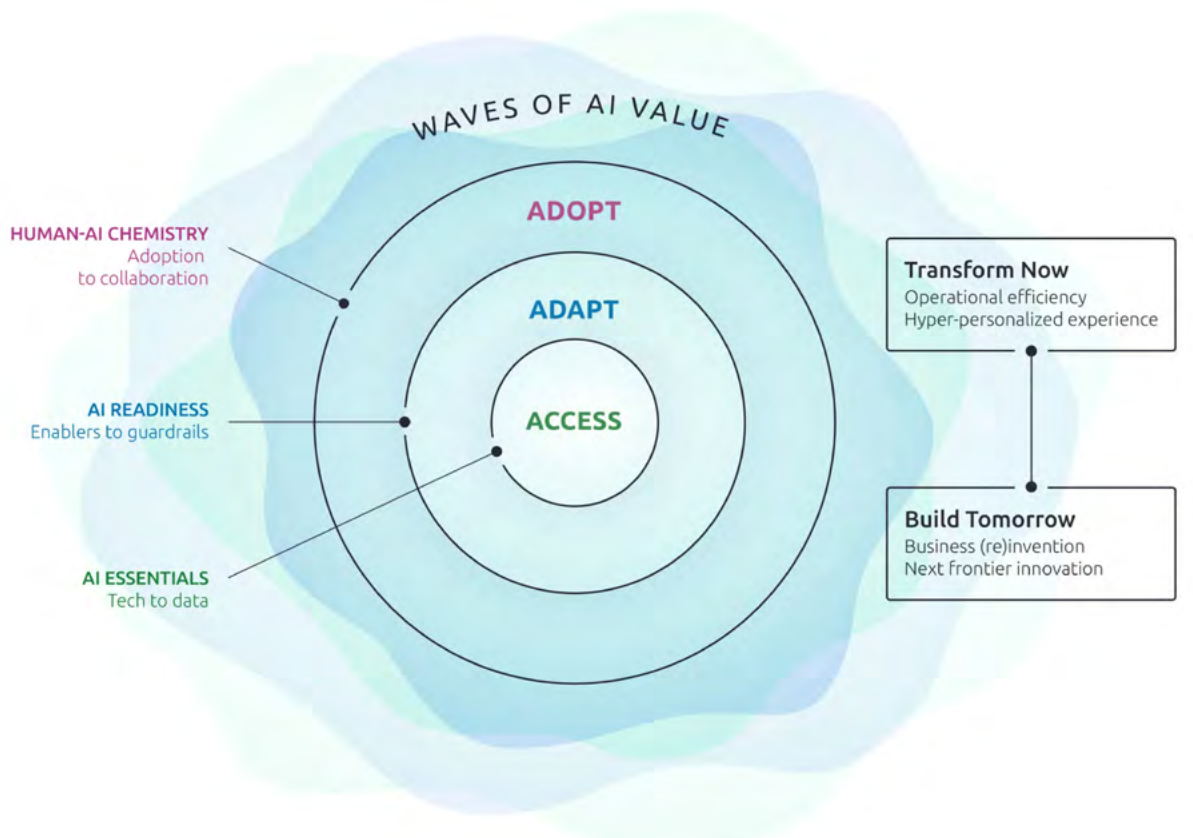
Adapting AI to an organization's context requires the right enablers and guardrails to secure, govern, customize, and operationalize AI. Success hinges on the ability to empower an organization to scale AI while ensuring secure, ethical, and aligned organizational AI capabilities.

Human-AI chemistry

Organizations adopt hybrid forms of collaboration by designing the clear roles and intuitive interactions that enable seamless collaboration between humans and AI. This mutual reliability and collaboration defines 'human–AI chemistry'– the new alchemy of innovation and defining success factor in your AI journey.

Waves of value

With the technological, governance and collaborative foundations in place, AI value creation is poised for acceleration across an organization, ready to deliver the operational efficiency, personized experiences, business reinvention and next frontier innovation that enable an organization to transform today and build for tomorrow.



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The Capgemini Research Institute is Capgemini's in-house think tank on all things digital. The Institute publishes research on the impact of digital technologies on large traditional businesses. The team draws on the worldwide network of Capgemini experts and works closely with academic and technology partners. The Institute has dedicated research centers in India, Singapore, the United Kingdom, and the United States. The Institute was ranked #1 in the world for the quality of its research by independent analysts for six consecutive times – an industry first.

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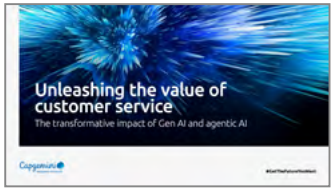

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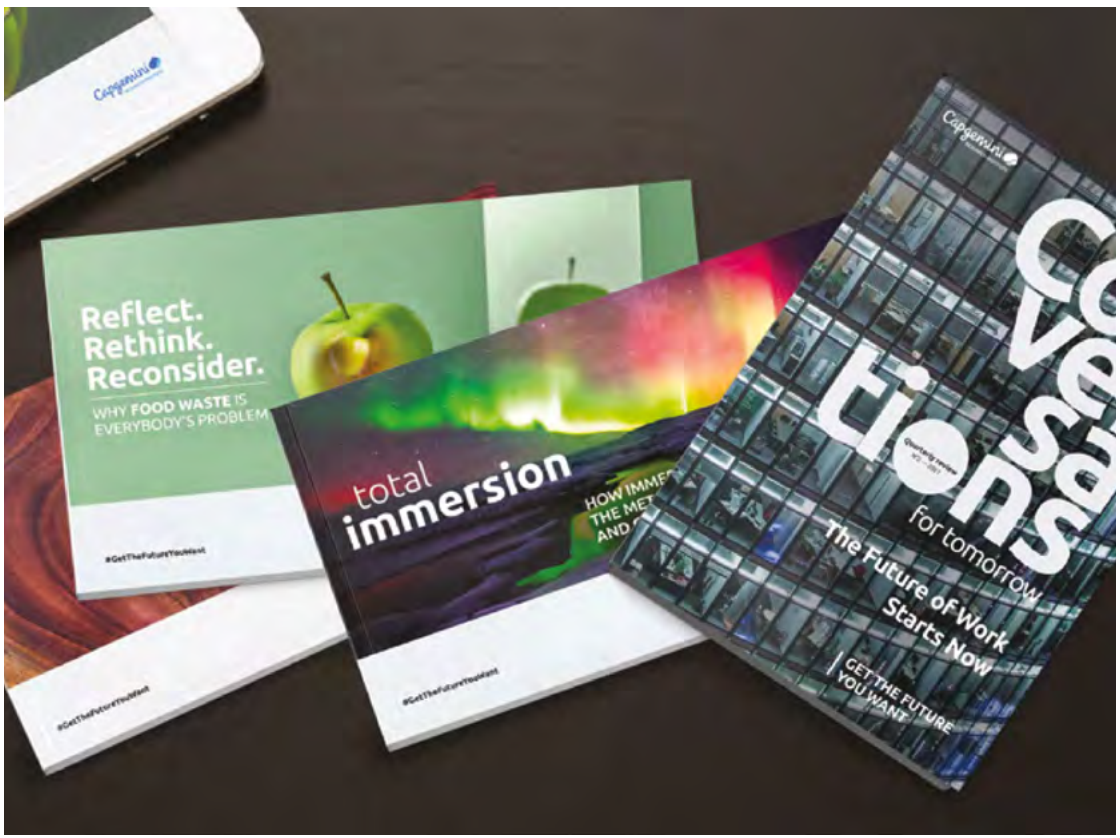

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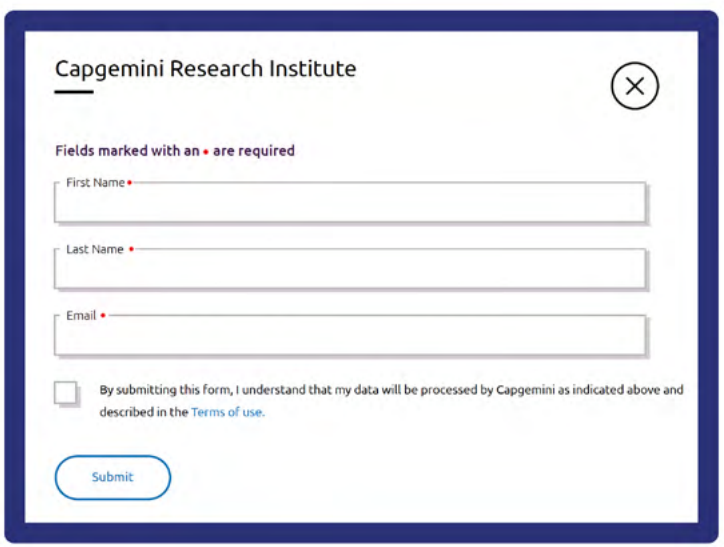

About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organisations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2024 global revenues of €22.1 billion.

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