

The next era of work



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Speakers



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The Institute for Business Value (IBV) is IBM's thought leadership organization



Research team

60+

Industry, technology and functional SMEs, statisticians, economists and analysts across 17 countries

Major programs

5

C-suite, technology, industry, functional areas, and sustainability

Annual publications

100+

Reports inclusive of 25 major studies, focus on generative AI, hybrid cloud and security

Thought leadership ranking

#1

Ranked best in quality, engagement and influence in consulting industry by Source Global



Top challenges in realizing the potential of AI technologies in retail and consumer products industry

51%

limited expertise and skills to manage AI adoption

41%

organization resistant to change and adoption

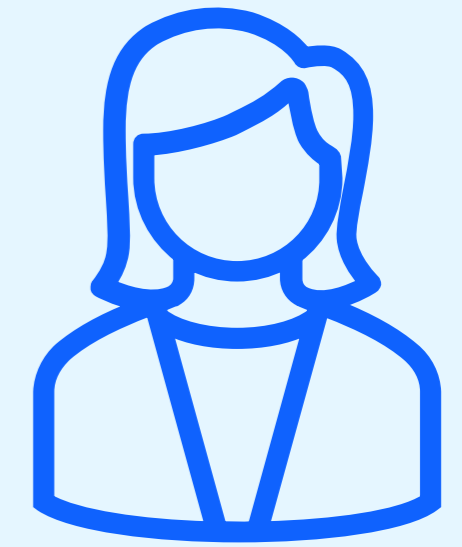
Percentage of workforce requiring reskilling

6%



2020

29%



2026

>1 billion people
require reskilling globally today

Culture is the system that determines whether AI adoption holds; it consists of three core elements.

Why it's important

What's happening

Permission

Authority and decision-making rights determine what people can and can't do.



70% of business leaders say unclear authority has led to issues with AI projects.

Practice

Defined processes consistently resolve incomplete or ambiguous outputs.



34% of organizations lack a repeatable processes to adjudicate AI-human conflicts.

Proof

Good behavior is rewarded, generating employee enthusiasm for change.



93% of executives say introducing AI into workflows makes it harder to evaluate employee performance.

Culture and change management can either enable or derail transformation.

Culture

What 'good' looks like

- Permission** Decision rights are clear (people know their responsibilities)
- Practice** Continuous improvement is a habit
- Proof** Leaders visibly embrace new behaviors

What 'bad' looks like

- Permission** Nobody knows who owns what decisions
- Practice** Workers don't follow processes (they're out of touch)
- Proof** Leaders preach values they don't follow

Organizational change

What 'good' looks like

- People explicitly encouraged to work in new ways
- Change is piloted, refined, then scaled
- Early wins are measured and celebrated to build momentum

What 'bad' looks like

- New tools roll out, but not guidance on how to adapt
- Training is disconnected from practical application
- Behavioral change is assumed (not measured)

Only a fraction of organizations are getting change right.

IBV decomposed n=1,000 organizations to identify those that drive AI impact through top-tier change capabilities.

These organizations:

Are further along AI-first transformation

Excel in both designing and delivering change

Change leaders represent **15%** of the population.

As for organizations trying to execute AI-first transformation *without* strong change capabilities?

They're missing out on serious benefits.

+73%

increase in annual **revenue growth**

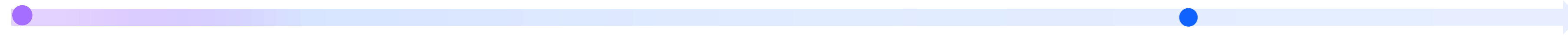
+10%

improvement to annual **operating margin**

If organizations don't improve the way they manage change, their AI aspirations will never become reality.

Today

Stated objectives for 2028



Percentages reflect proportion of executives that report each statement is true of their organization today / in 2028.

26%

AI allocates work in real time

41%

27%

Managers focus on coaching and strategic judgment

45%

28%

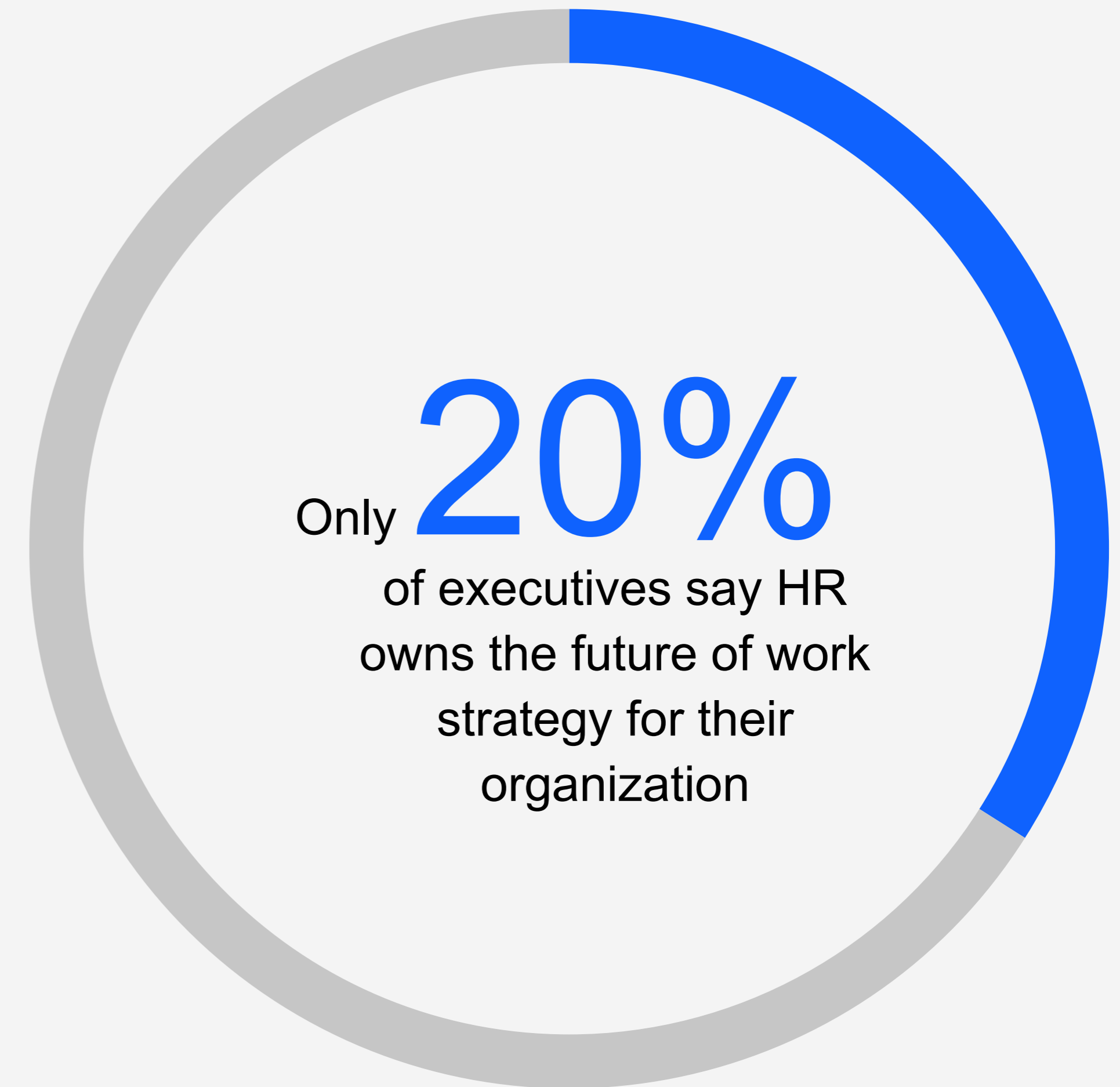
AI governance and ethics fully are operationalized

39%

Are these even achievable?



If HR does not own the **future of work strategy**, who will?



Source: *Reimagine human potential in the generative AI era*

Panel Discussion



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