TASC

PLAYBOOK

Tell Them the Plan: A Leader's Playbook for Taking Your People Through the AI Shift

AI will change far more jobs than it ends, and your people already know something is coming. Six steps to take them with you: map the tasks that change, write a plan people can repeat, be honest about jobs, keep hiring moving, train for the new work, and put owners on your AI agents before you scale. Written for C-suite and directors in the UAE and Saudi Arabia.

18 November 2026

PEOPLE FOR TOMORROW

PLAYBOOK

What's inside

AI is already changing how your people work. Gartner expects just over 20% of workers worldwide to see their jobs reshaped by 2030, while under 2% lose one to AI. In the UAE, 85% of employees already use AI at work, but only 6% of front-line staff say their company has a clear AI vision. That gap is where trust, talent and value leak away. This playbook is six steps to close it.

01 Start with tasks, not jobs

02 Write a plan people can repeat

03 Be honest about jobs

04 Keep hiring moving, on purpose

05 Train for the job people will have

06 Put owners on your AI agents before you scale

STEP 1 OF 6

01 Start with tasks, not jobs



Most AI projects touch a slice of many jobs, not the whole of a few. Gartner's John Lovelock put it simply: each job will be affected by almost every AI project, but very few jobs will have all of their tasks affected. That's why Gartner expects just over 20% of workers to see their jobs change by 2030, but only 0.4–1.8% to lose one to AI.

So don't start by asking which jobs AI will replace. Ask which tasks it will take on, team by team. List them. Then look at what's left for each role: the checking, the judgement calls, the customer conversations.

This list is the base for everything else in this playbook: the message, the hiring and the training.

> ▸ **Map the tasks AI will take on, team by team, before you talk about jobs.**

STEP 2 OF 6

02 Write a plan people can repeat



In the UAE, people aren't waiting for permission. Oliver Wyman Forum found 85% of employees already use AI at work, and 48% use it every day. But only 6% of front-line staff, and 26% of executives, say their company has a clear AI vision and keeps people informed.

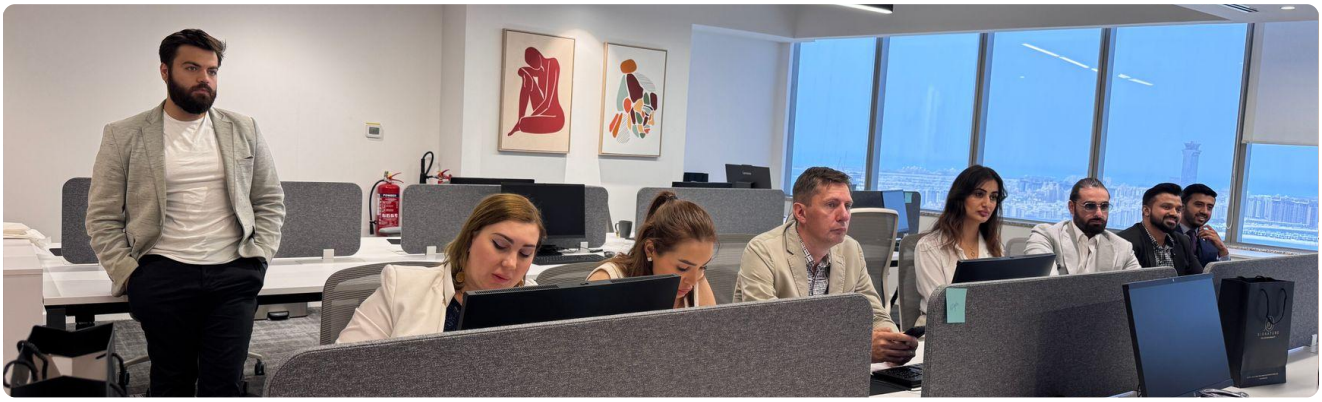
A plan that lives in a board deck doesn't count. Write one page that any manager can explain in five minutes: what AI is for here, what it won't be used for, what changes for each team, and how people will be supported.

Then test it. Ask a team lead to explain it back. If they can't, simplify it.

> ▸ **If a team lead can't explain your AI plan in five minutes, it isn't finished.**

STEP 3 OF 6

03 Be honest about jobs



Two in three UAE employees (67%) worry about losing their job to AI, according to Oliver Wyman Forum. Silence makes that worse. People fill the gap with the scariest story they've heard.

You don't need every answer to be honest. Say what you know, what you don't yet know, and when you'll know more. If some roles will shrink, say how you'll handle it: retraining first, moves into growing roles, and fair notice.

Avoid promises you can't keep, like 'no one will be affected'. Trust lost there is hard to win back.

> ▸ **Say what you know, what you don't, and when you'll know more.**

STEP 4 OF 6

04 Keep hiring moving, on purpose



One quiet effect of AI is roles that never get created. Gartner says executives deferred 1.3 million new roles in 2026, and expects 5 million people to feel delayed hiring by 2030. As Gartner's Lovelock put it: "Deferred jobs are not the same as lost jobs. They simply aren't created."

Some pauses make sense. A blanket freeze usually doesn't. It leaves teams stretched while the new work, like checking AI output and running agents, has no owner.

For each open role, decide: hire as is, reshape it, or pause with a review date. Where you need skills before you can hire, bring in specialists on a flexible basis.

> ▸ **Make every hiring pause a decision with a review date, not a default.**

STEP 5 OF 6

05 Train for the job people will have



Most people won't become AI engineers. They'll be everyday users of the tools their company gives them. Gartner's Lovelock compared it to learning to use email well in 1989: a new basic skill for almost everyone.

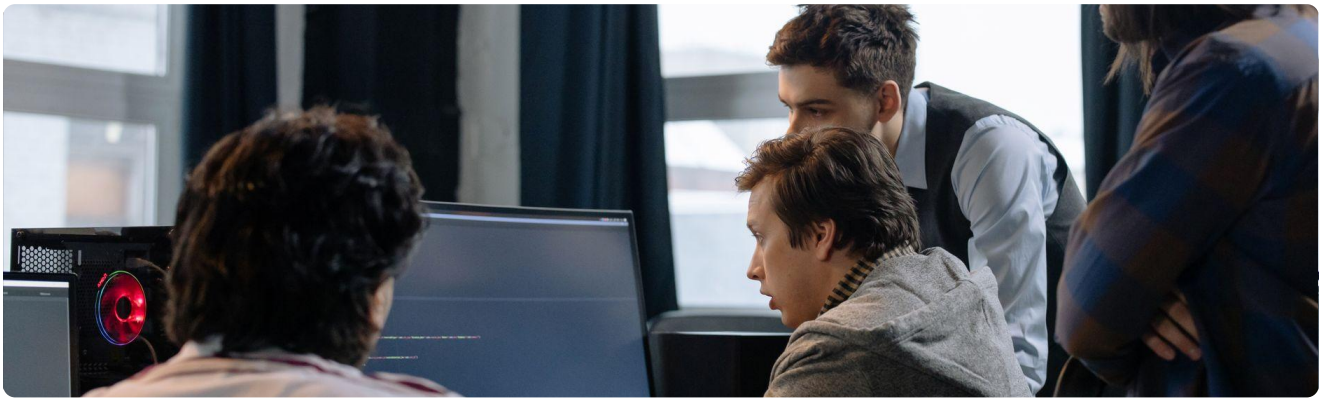
That makes role-specific training more useful than general AI courses. Train finance on the finance tools, recruiters on the hiring tools, and do it inside the real work. Saudi Arabia shows the scale this can reach: SDAIA says more than 1.56 million people have benefited from its training programmes.

Set aside time for it. Training squeezed between meetings rarely sticks.

> ▶ **Train people on the tools they'll actually use, inside the work they actually do.**

STEP 6 OF 6

06 Put owners on your AI agents before you scale



AI agents are arriving faster than the rules to run them. Gartner's survey of more than 2,000 CIOs found 71% of organisations expect to deploy agentic AI in the next 12 months, but only 21% have governance for it in place today.

In Saudi Arabia, the obstacles look the same. Business AI use reached 33.1% in 2025, yet one Riyadh AI firm's CEO told Arab News the biggest blockers are "organisational rather than technical": who owns the rollout, and who signs off on big decisions.

Give every agent a named owner, a person who approves consequential decisions, and a clear stop rule. Even IBM and Microsoft now send their own engineers to help customers get agents live. If you're short of those skills, borrow them while you build your own.

> ▸ **Every AI agent needs a named owner and a person on the big decisions.**

TASC

PEOPLE FOR TOMORROW

AI will change most jobs in your company. Few will disappear. Your people can handle that if you tell them what's changing, help them build the skills, and keep hiring for the work that's growing. Say the plan out loud, and keep saying it.

Read the playbook → 20309062.fs1.hubspotusercontent-na1.net/hubfs/20309062/TASC_Outsourcing/TASC%20AI%20Newsletters/Edition%2013/TASC-Report-Edition-13.pdf