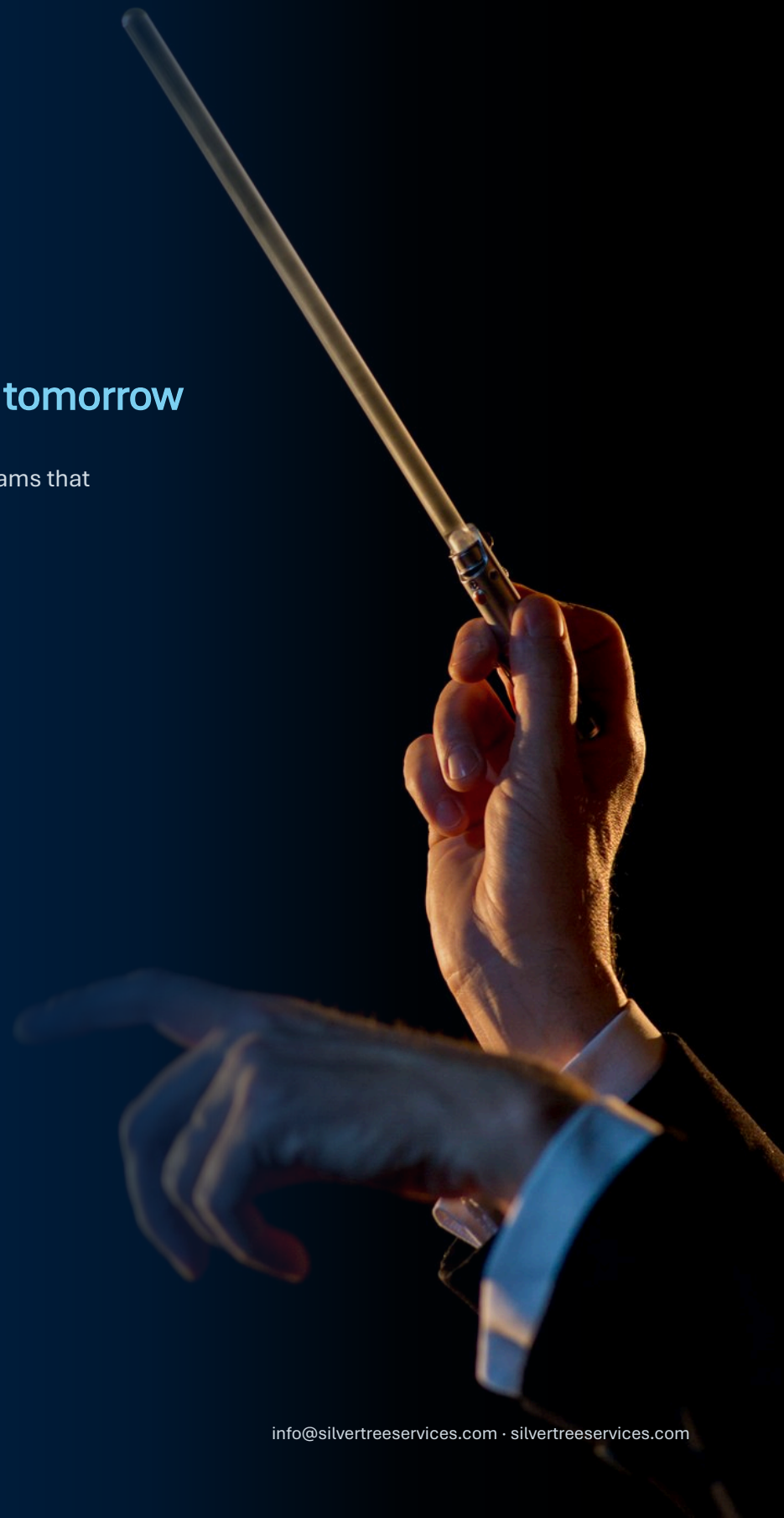
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EBOOK · WORKFORCE SOLUTIONS

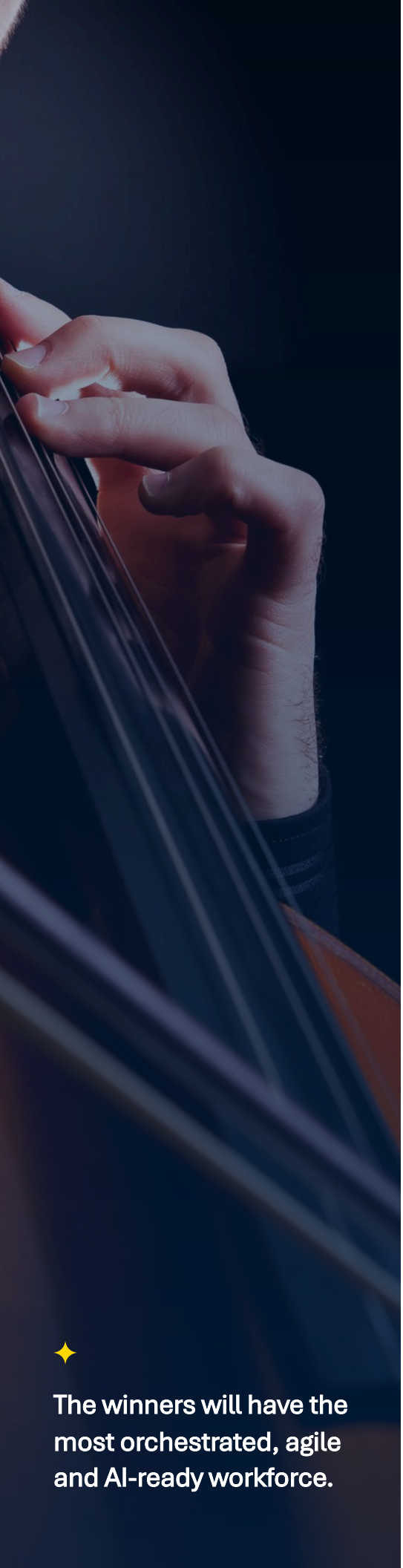
AI, Agility, and Orchestration

Designing the workforce of tomorrow

How midmarket leaders can build AI-ready teams that deliver business outcomes.



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✦

The winners will have the most orchestrated, agile and AI-ready workforce.

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SECTION 01

Executive summary

Technology shifts no longer happen incrementally. They are disruptive. Artificial intelligence (AI), automation and cloud-native ecosystems are transforming everything from the way IT operates to the roles required to deliver business outcomes.

For midmarket CEOs, COOs, CFOs and CIOs, the challenge is acute: how to compete with enterprise-level complexity without enterprise-level budgets.

THIS EBOOK OUTLINES

- The workforce shifts that AI is accelerating.
- Which IT roles are disappearing, and which are emerging.
- Why leadership and orchestration, not just technical skills, determine success.
- How to adopt cross-functional, outcome-driven workforce models.
- The AI-Ready Workforce Checklist to assess organizational readiness.

> **The imperative is clear.** The workforce of tomorrow requires deliberate design to align skills, leadership and delivery models with future business needs.

The workforce of tomorrow cannot be built through traditional hiring models or by letting roles evolve organically.

AT A GLANCE

70%

of employees' time could be automated by 2030 (McKinsey)

40%+

of agentic AI projects will be canceled by the end of 2027 (Gartner)

20–40%

cost savings or avoidance from hybrid workforce models (Silver Tree client data)

SECTION 02

Why IT leadership must change

In the past, building IT teams was simple: hire network administrators, developers and help desk staff, then add security or cloud specialists as needed. That model is no longer enough. Here is why.

1

Automation is absorbing repetitive tasks.

2

AI is creating entirely new roles.

3

Business alignment now decides whether modernization succeeds or stalls.

70%

Source: McKinsey

WHAT MCKINSEY SAYS

Tasks that consume **up to 70% of employees' time could be automated by 2030.** For midmarket companies, this puts competitiveness, customer experience and margins at risk.



SECTION 03

The AI effect: roles are shifting, not disappearing

Headlines often frame AI as a job killer. The reality is more nuanced. Routine roles are declining, while specialized, higher-value roles are emerging.

ROLES ON THE DECLINE

01 **Basic IT support and monitoring**
Replaced by AI chatbots and automated triage.

02 **Manual QA testing**
Absorbed by test automation frameworks.

03 **ETL and data prep analysts**
Displaced by AI-driven pipelines and self-service business intelligence.

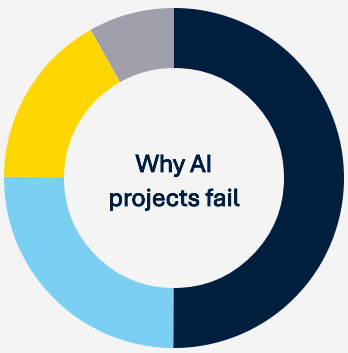
EMERGING ROLES FOR THE AI-ENABLED ENTERPRISE

01 **AI integration specialists**
Bridging models and workflows with minimal disruption.

02 **Data governance and risk leads**
Ensuring ethical, compliant use of AI.

03 **AI literacy trainers and change champions**
Equipping employees to adopt and get the most from AI tools.

Success depends on putting these roles in place so AI delivers value rather than becoming a failed initiative.



WHY AI PROJECTS FAIL

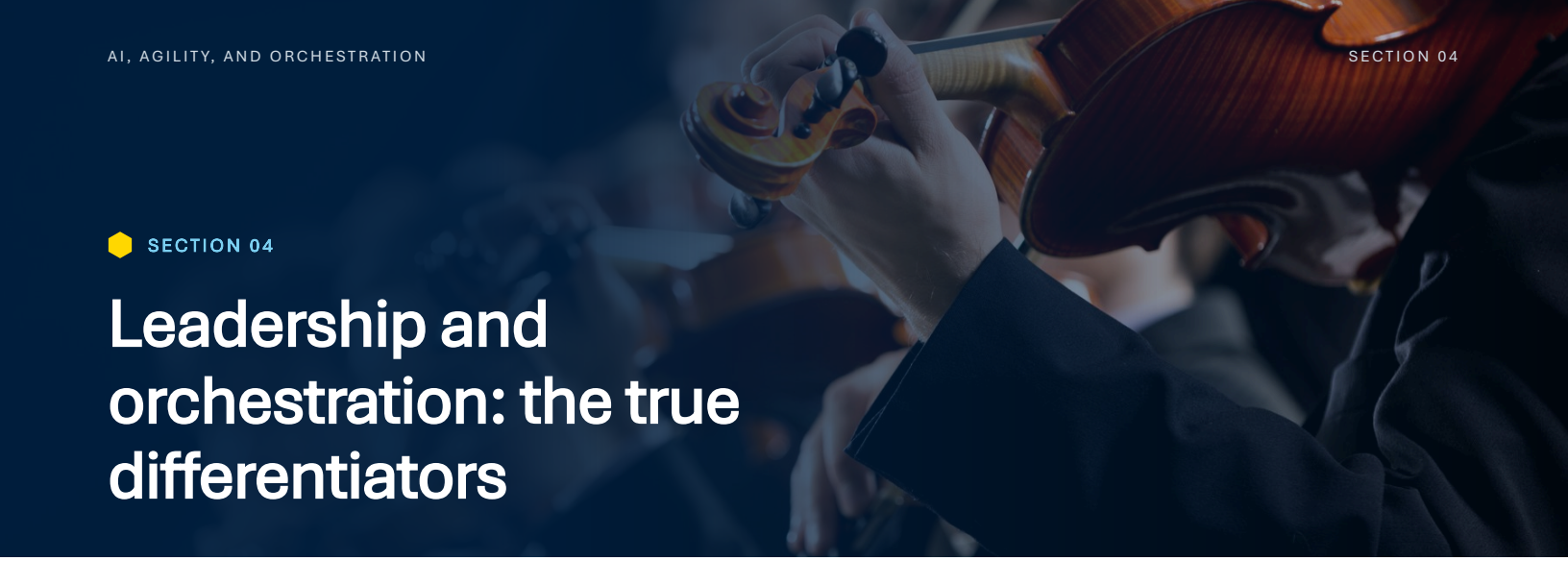
Unclear business value	50%
Escalating costs	25%
Lack of adoption and change management	16.7%
Technical complexity	8.3%

Source: Gartner (2025)

WHAT GARTNER SAYS

40%+

of agentic AI projects will be canceled by the end of 2027 due to escalating costs and unclear business value.



SECTION 04

Leadership and orchestration: the true differentiators

Technical skills remain vital, but midmarket initiatives rarely fail because of bad code. Modernization efforts are more likely to fail because of organizational misalignment, lack of adoption and the absence of orchestration.

The leadership roles worth investing in:

1. **Organizational Change Managers (OCM)**
   Ensuring adoption of new tools and practices.

2. **Program and project leaders**
   Turning digital strategy into execution without chaos.

3. **Product owners**
   Bridging IT and business to prioritize initiatives that deliver value.

4. **Solution architects**
   Making sure every technical component comes together to deliver the business capability and outcome.

✦ **Companies that invest in orchestration roles extract more value from every technology dollar and accelerate time-to-value.**

SECTION 05

Cross-functional and flexible workforce models

Traditional "infrastructure versus applications" silos cannot keep pace with today's initiatives. Forward-looking leaders are building cross-functional teams around outcomes, not departments.

ELEMENTS OF A FLEXIBLE MODEL

Strategic, single hiring

Selectively adding leadership and specialized skills.

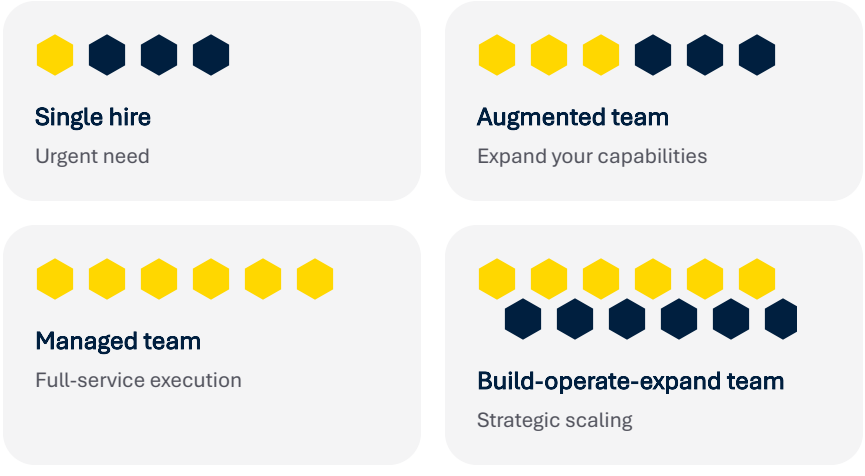
Augmented teams (pods)

Fully managed or internally managed teams for initiatives like AI integration, cybersecurity or cloud modernization.

Strategic scaling

Filling short-term or niche needs quickly without bloating headcount.

FOUR WAYS TO STAFF AN INITIATIVE



Each model can combine technical, product/program/project management and organizational change management skills.

Midmarket companies that adopt hybrid workforce models achieve

20–40%

cost savings or avoidance compared to traditional FTE hiring.

WHAT'S INCLUDED IN THE SAVINGS

Salary and benefits of full-time hires
Base pay, healthcare, bonuses

Bench costs
Idle time for underutilized staff

Tooling and licenses
Software, hardware and training

Management overhead
Supervisory layer and admin support

Attrition costs
Backfill recruiting, onboarding and lost productivity

Recruiting latency
Time-to-fill delays that hit delivery timelines

Source: Silver Tree client data

SECTION 06

Industry pressures and workforce implications

All industries feel the impact of AI-driven change, but the pressures vary.

Healthcare

Data specialists and OCM roles enable AI-driven diagnostics and patient engagement.

Financial services

Risk-aligned leadership roles address automation and regulatory scrutiny.

Manufacturing

Industry 4.0 demands integration across IT and OT systems.

Insurance

Product owners translate AI-driven claims and underwriting into business outcomes.

Nonprofit

BI and analytics provide mission-critical data across the organization.

REPRESENTATIVE CASE STUDIES

SERVICES

Driving adoption through OCM

A large professional services organization was struggling to realize the ROI of its multimillion-dollar technology investments because of fragmented adoption and resistance to change. Silver Tree deployed seasoned OCM leaders with deep legal industry experience to align stakeholders, drive adoption and embed change governance across global offices. Executive alignment sessions, targeted training and firmwide communications accelerated adoption, reduced disruption during rollout and sustained behavior change.

TECHNOLOGY

Unlocking $6M in cost savings through program leadership

A private equity-backed midmarket products and services company faced a board directive to identify $23 million in cost savings. The new CEO launched a Business Modernization Assessment with Silver Tree, supported by program and project managers who ran cross-functional assessments of IT, operations and business processes. Silver Tree surfaced **over $6 million in immediate savings**, built a prioritized reinvestment roadmap and a governance model that improved accountability and execution speed.

NONPROFIT

Building the foundation for an AI-ready enterprise

A large global nonprofit with siloed systems and inconsistent data governance struggled to make data-driven decisions. Silver Tree delivered an **eight-week strategic assessment**, then data governance, analytics and BI initiatives with a fractional Chief Data Officer and cross-functional teams. Together they modernized data infrastructure, implemented a scalable data lakehouse and built real-time dashboards, reducing operational costs. The organization now runs on a unified, AI-ready data foundation.

SECTION 07

The midmarket imperative

Workforce transformation cannot be treated as a hiring problem. It requires design, orchestration and flexible models.

KEY TAKEAWAYS: LEADERS MUST

1. Audit their workforce against future initiatives
2. Invest in orchestration and leadership roles
3. Adopt hybrid workforce models
4. Measure outcomes, not headcount

You cannot build the workforce of tomorrow the same way as the workforce of today. It must be cross-functional, outcome-driven and AI-ready.

Midmarket leaders who act now will turn technology shifts into business advantage. Those who delay risk wasted spend, stalled initiatives and lost competitiveness.

The winners will not be those with the most technology, but those with the most orchestrated, agile and AI-ready workforce.

NEXT STEPS FOR EXECUTIVES

Use the AI-Ready Workforce Checklist on the next page, or schedule a Workforce Assessment to map your readiness and define your 90-day workforce plan.

Schedule an Assessment



ABOUT THE AUTHOR

Tony Doye

President, Silver Tree Consulting & Services

Tony brings more than 25 years of leadership experience across IT services, outsourcing and corporate operations. He has held senior executive roles at CompuCom, Fujitsu North America, Unisys and CSC, and began his career with IBM, where he spent two decades in global services and customer leadership roles.

Before joining Silver Tree, Tony served as COO of Girl Scouts of the USA, where he drove initiatives to diversify revenue, strengthen fund development and improve customer experience. He now leads Silver Tree's growth and client development, with a particular focus on the mission and impact of nonprofits.

SECTION 08

The AI-Ready Workforce Checklist

Tick each statement that is true for your organization today. **Fewer than 12 of 17?** Your workforce may not be ready to get full value from AI.

1 Strategic leadership and alignment

- [ ] We have a clear AI strategy that aligns with our business goals.
- [ ] Leadership roles (Product Owner, Program Manager, Change Agent) are in place to guide AI initiatives.
- [ ] Business and IT stakeholders agree on the outcomes they want from AI.

2 Data and infrastructure readiness

- [ ] We have access to clean, reliable and well-governed data.
- [ ] Our IT infrastructure can support AI workloads: cloud-based, scalable and secure.
- [ ] We have defined data ownership, security and compliance responsibilities.

3 Technical talent and emerging roles

- [ ] We have staff or partners with skills in AI/ML, data science and analytics.
- [ ] We have identified the new roles we need:
  - AI Integration Lead
  - Data Governance Specialist
  - Prompt Engineer
  - Model Risk and Compliance Officer
- [ ] We have evaluated whether these roles should be hired, augmented or outsourced.

4 Reskilling and change management

- [ ] We are reskilling employees to work effectively with AI-enhanced tools.
- [ ] Change management processes are in place to drive adoption and reduce resistance.
- [ ] We have prepared managers and teams for the cultural impact of AI.

5 Delivery model flexibility

- [ ] We use hybrid workforce models (strategic hires, teams, advisors) to scale AI projects.
- [ ] We have external partners who understand our industry and emerging technology.
- [ ] We can deploy the right skills quickly, without long-term overhead.

6 Outcome measurement

- [ ] We have defined KPIs to measure the business impact of AI adoption.
- [ ] Our workforce strategy is tied to outcomes, not just headcount or hiring velocity.

TAKE THE NEXT STEP

Build your AI-ready workforce roadmap

Schedule a Workforce Assessment with Silver Tree to map your readiness and define your 90-day workforce plan.

Schedule an Assessment

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SilverTree

Enterprise Practices for Midmarket Business Leaders

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