Al-Thaqib Insights for the Future

When an employee gains a digital colleague

Is your organization ready for the era of intelligent agents?

AI is no longer just a tool we use…
it has become part of the workforce.

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Transformation Question

The question is no longer:

Will we use AI?

It has become:

How will we redesign work when an intelligent agent can execute an entire sequence of tasks, while the human provides direction, judgment, and accountability?



A New Era

Beyond Tools. A New Way of Working.

Organizations today are entering a phase that goes beyond digitizing processes or adding an intelligent tool to the workplace.





We are witnessing a transformation that touches the **design of work itself:**

- **Roles**
- **Skills**
- **Decision authority**
- **Human accountability for outcomes**

True readiness

will not be measured by the number of applications an organization owns,

but by its ability to bring together:



In an **integrated** and **secure** institutional workflow.

TRAINING
FROM KNOWLEDGE TO APPLICATION

03 | Training Moves from Knowledge to Application

We are expanding bootcamps and applied labs in:

- Artificial Intelligence.
- Intelligent Agents.
- Data Engineering.
- Responsible Use of Modern Technologies.
- Governance and Risk Management.

INSIGHT

The future of institutional training will be measured by what learners can apply, not by the hours they attended.



Feature File

From
the Employee



to the
Hybrid Team



Organizational Readiness

for the Era of Agentic AI



OPENING QUESTION

Have We Prepared the Institution Before Accelerating the Technology?

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What Changed This Month?

01 | Intelligent Agents Moved Beyond Pilots

During July, the UAE Government discussed pathways for the transformation toward **Agentic AI** in government operations, while government entities began applying it in services and internal platforms.



THE INSIGHT

AI is evolving from an assistant to an **integral part** of the institutional workflow.

What Is Agentic AI?

Agentic AI is a stage that goes beyond answering questions or generating text.

An **intelligent agent**, within defined boundaries and safeguards, can:



- Understand the goal
- Plan
- Execute multiple steps
- Use tools and data
- Review the results

HUMAN RESOURCES
AT THE HEART OF TRANSFORMATION

02 HUMAN RESOURCES AT THE HEART OF TRANSFORMATION

Dubai Government launched the

GOVERNMENT CHIEF TALENT OFFICER

program to develop talent leaders, with a focus on:

- Workforce Planning.
- Skill Development.
- Data Utilization.
- Responsible Use of AI.

KEY TAKEAWAY

The role of Human Resources is shifting from managing jobs to engineering future capabilities.



If ten “digital employees” joined your department tomorrow...



What would you delegate to them?

What would you never delegate?

From Experience to Implementation

The shift toward **Agentic AI** in the Gulf is moving from experience to implementation.

The UAE discussed **pathways for implementing Agentic AI** in government operations.

Dubai Electricity and Water Authority announced its **implementation across several digital and internal platforms.**

The Abu Dhabi Government **expanded the use** of AI tools **at an institutional scale.**

Documented Fact

Institutional implementation of intelligent agents has begun.



THE REAL CHALLENGE

The next challenge will not be technical only, but **institutional** and **leadership**.

WE MUST ANSWER, CLEARLY, THE FOLLOWING QUESTIONS:

- Who does what?
- Who reviews?
- Who decides?
- When does the human intervene?
- Who is accountable for the results?
- How do we monitor output quality?



Why It Matters for Gulf Institutions

The operating model is evolving from:

A person executes the work + a system assists

to:

A person defines the purpose

\+ An intelligent agent executes

\+ A person reviews, governs, and owns accountability



From task automation to outcome orchestration.

People set direction. Agents drive execution. Governance ensures trust and impact.

Where Will Human Value Be Centered?

Human value will be concentrated in:

- Defining the problem.
- Setting the purpose.
- Establishing constraints and criteria.
- Critical thinking.
- Evaluating outcomes.
- Making complex decisions.
- Managing relationships and stakeholders.
- Owning accountability for impact.



FIRST REFLECTION

1 | The role won't necessarily disappear... but its tasks will change.

Some tasks may shift to AI
without the role disappearing entirely.

THE MESSAGE FOR HUMAN RESOURCES

Analyze roles at the level of tasks and decisions, not job titles only.



The Second Reflection

2 | Leaders Will Lead a Team of Humans and Digital Capabilities

It will not be enough for a leader to know how to use an AI tool.

Leaders will need to know:

- What can be delegated?
- What needs review?
- When should a human intervene?
- What decisions should remain human?
- How is the quality of human–agent collaboration measured?
- How are risks and responsibilities managed?



THIRD REFLECTION

3 | TRAINING WILL BECOME A CONTINUOUS INSTITUTIONAL CAPABILITY

A general course titled:

> “ Introduction to Artificial Intelligence ”

will not be enough.
The institution will need specialized pathways targeting:

- Leadership
- Human Resources
- Subject Matter Experts
- End Users
- Internal Trainers
- Governance & Risk Teams



INSTITUTIONAL OPPORTUNITIES

Intelligent agents can help institutions:

- Accelerate repetitive processes.
- Free employee time for higher-value work.
- Improve access to institutional knowledge.
- Support analysis and better decision-making.
- Deliver more proactive services.
- Increase speed of response.
- Enable institutional innovation.
- Enhance employee and customer experience.



INSTITUTIONAL RISKS

Key risks to manage:

- Delegating inappropriate decisions to machines.
- Relying on weak or incomplete data.
- Ambiguity of accountability.
- Weak human review.
- Loss of institutional knowledge.
- Widening skills gap.
- Weak privacy and security.
- Using technology before readiness and governance are in place.



THE FIRST STEP FOR LEADERSHIP

01 | Map the Human and the Agent

Choose one institutional process and break it down into tasks.

Then classify each task as:

- **Human.**
- **Intelligent Agent.**
- **Joint Collaboration.**

Where is the highest value?

Where is the highest risk?



THE LEADER'S SECOND STEP

02 | CREATE A DECISION CHARTER

DEFINE CLEARLY:

- What can AI suggest?
- What can it execute?
- What requires human approval?
- What should never be delegated?
- Who is responsible for review?
- How are decisions and outcomes documented?



STEP THREE FOR LEADERSHIP

03 | Run a 30-Day Pilot

Start with
one use case only.

Measure its impact on:

- Time
- Quality
- Errors
- Employee Experience
- Risks
- Institutional Impact

Then make the decision to scale based on results, not impressions.



INSTITUTIONAL CASE FROM THE UAE

Dubai Electricity and Water Authority

From Intelligent Assistant to Institutional Workflow

In July, DEWA announced the deployment of Agentic AI across its digital and internal platforms, advancing from intelligent assistance to end-to-end institutional workflows.

- Service channels
- Customer experience
- Employee platforms
- Dashboards & insights
- Internal institutional operations



Institutional State Significance

The greatest value of AI does not appear when it works as a standalone tool only.

It appears when it becomes part of:

The design of the institutional workflow itself

THE SIGNIFICANCE

Real transformation does not mean adding a new tool,
but redesigning how work gets done.



GLOBAL INSIGHTS

The Next Skill Is Not a Single Skill

The global conversation is moving toward:

Meta-Skills | Higher-Order Capabilities

The abilities that help people continuously learn new skills, including:

- Rapid Learning
- Problem Solving
- Critical Thinking
- Judgment
- Adaptability
- Collaboration



A MESSAGE TO LEADERSHIP

Don’t train employees on the tool only...

Train them to **learn when the tool changes.**

Tools will change quickly, while the ability to learn, adapt, and think critically remains the foundation for sustainability.



JOBS WILL EVOLVE FASTER THAN TITLES

Recent research on human–machine collaboration shows that most jobs will not disappear entirely.

BUT THEY WILL CHANGE:

- Tasks.
- Skills.
- Levels of authority.
- Decision-making approaches.
- The nature of collaboration between humans and technology.



THE MESSAGE FOR HR

START NOW building a future skills map for every critical job.

THE GULF AND SPECIALIZED TRAINING

Specialized programs in Saudi Arabia and the UAE are expanding in:

- Agentic AI Engineering
- Generative AI
- Data Engineering
- Governance
- Responsible Use
- Applied Training

INSIGHT

General AI knowledge is no longer enough; what's needed is institutional ability to apply.



TOOL OF THE MONTH

HUMAN – AGENT – DECISION MATRIX

A practical tool to assess readiness for one institutional workflow.

TASK	CURRENT EXECUTOR	FUTURE MODEL	SUPERVISION LEVEL
Repetitive Task	Employee	Intelligent Agent	Human Review
Initial Analysis	Employee	Human + AI	Shared Oversight
High-Stakes Decision	Manager	Human	Full Oversight



MATRIX LEGEND

H:
Human.

A:
Intelligent Agent.

H+A:
Collaboration between Human and Agent.

H-DECISION:
Final decision by Human.

GOAL
Define the optimal distribution of tasks, authority, and the level of human review.



How to Use the Tool

Allocate an executive meeting for **60 minutes.**

Choose one process only and ask:

- Where are we wasting time?
- What are the repetitive tasks?
- Where can Agentic AI help?
- What level of oversight is required?
- Where do risks increase?
- Where must the human stay?
- Who owns the final decision?



Future Signal

Who Manages “the Digital Employee”?

As intelligent agents become widespread,
the need for dedicated roles will grow—focused on:

- Designing the human–agent relationship.
- Defining the boundaries of delegation.
- Reviewing output quality.
- Managing risks.
- Protecting institutional knowledge.
- Monitoring performance.
- Developing hybrid team capabilities.



FUTURE OUTLOOK

Designing work with AI is set to become one of the core leadership capabiities in the years ahead.

Leadership will go beyond managing employees to **leading an ecosystem** that brings together:

HUMAN + DATA + INTELLIGENT AGENTS + GOVERNANCE



Leadership Question

Are we investing in **buying AI** faster than we are investing in **building the organization** capable of using it?



SHINING STAR CENTER

FOR BUSINESS & MANAGEMENT SYSTEMS CONSULTING

A Milestone Achievement

Two Labs Building Ajman's Financial Future

The **Shining Star Center for Business & Management Systems Consulting**, in collaboration with **Ajman Department of Finance**, executed two integrated experiments as part of:

FINANCIAL FUTURES LABS

SHAPING INSIGHT. DESIGNING IMPACT.

Bringing together:

Future Foresight + Design of Actionable Solutions



FIRST LAB

PARTNERS, SUPPLIERS AND GOVERNMENT ENTITIES

The lab created a strategic space for dialogue on the future of the government financial ecosystem and the evolution of:

- PROCUREMENT
- PAYMENTS
- DATA
- SUPPLIER EXPERIENCE



First Lab Methodology

Participants worked on:

- Scanning future trends.
- Detecting early signals.
- Analyzing key variables.
- Building future scenarios.
- Identifying opportunities and risks.
- Proposing initiatives to start studying today.



THE RESULT

Turning shared insights into opportunities and initiatives ready to study and develop.

THE SECOND LAB

Finance Department Employees – Ajman

> The Foresight Lab translated foresight from a level of vision to a level of internal practice.

It combined:

- Design Thinking
- Six Thinking Hats
- Brainstorming
- SWOT Analysis
- AI Applications



Outputs of Lab Two

Employees developed visions and ideas related to:

- The future of the workplace.
- Developing financial services.
- Improving operational efficiency.
- Enhancing employee and customer experience.
- Driving innovation.
- Supporting institutional excellence.
- Leveraging artificial intelligence in solution design.



THE IMPACT STORY

FIRST LAB

Expand engagement with partners, suppliers, and government entities.

SECOND LAB

Activate employee potential and turn knowledge into ideas and initiatives.



THE FINANCIAL FUTURE ISN'T WAITED FOR...

IT'S ANTICIPATED, DESIGNED, AND BUILT STARTING TODAY.

APPLICATION OPPORTUNITY FOR INSTITUTIONS

INSTITUTIONAL READINESS LAB FOR INTELLIGENT AGENTS

A practical program delivered by **The Bright Star Center** inside government and private institutions.

It aims to move from general interest in AI to building a pilot institutional model that is **testable and measurable.**



LAB STAGES

1. DIAGNOSIS
2. SELECT USE CASE
3. HUMAN–AGENT MAP
4. DECISION CHARTER & GOVERNANCE
5. PILOT IMPLEMENTATION
6. MEASURE IMPACT & SCALE ROADMAP



The Final Outcome

The lab is not a theoretical course
on artificial intelligence.

It delivers:

A pilot institutional model
ready to test and evolve.

Includes:

- A priority use case.
- Task allocation between human and agent.
- Levels of supervision.
- Decision charter and guardrails.
- Impact measurement indicators.
- An initial roadmap for scaling.



Sources of the Issue: UAE

- **AI for Development Ministerial Council: The Shift Toward Agentic AI**
  Emirates News Agency **WAM**
- **Implementing Agentic AI Across Digital and Institutional Platforms**
  Dubai Electricity and Water Authority **DEWA**
- **Expanding the Use of Government AI Tools**
  Abu Dhabi Department of Government Enablement
- **Government Chief Talent Officer Program**
  Dubai Government Human Resources Department
- **Establishment of the AI and Data Authority**
  UAE Government



Regional and Global Sources

SAUDI ARABIA

- **AI and Intelligent Agents Programs and Bootcamps —** Saudi Data and AI Authority (SDAIA).

GLOBALLY

- Future of Work & Human–AI Collaboration.
- Meta-Skills for the AI Era.
- Human–Machine Collaboration Framework.

Source: World Economic Forum



Toward a More Future-Ready Institution

We help institutions move from:

Thinking about the future

to

Anticipating, designing, testing, and turning it into actionable initiatives

Anticipate | Design | Test | Deliver



Human–Agent Workflow | Decision Charter | Governance That Enables | Organizational Readiness

Polaris Center

Business & Management Systems Consulting Center

We deliver integrated solutions in:

- Organizational Readiness.
- Future Foresight.
- Institutional Innovation.
- Artificial Intelligence & Agentic AI.
- Training & Consulting.
- Applied Lab Design.
- Capability Development & Leadership.



Human–Agent Workflow
Symbiotic collaboration for greater value.

Decision Charter
Clear intent.
Better decisions.
Measurable outcomes.

Governance & Trust
Responsible AI.
Secure by design.

Sustainable Performance
Strategy to execution.
Results that endure.

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