

THE HUMAN LAYER

Why AI Value Depends on Leadership,
Organizational, and Technical Readiness

*An Advisory Framework for Organizations
That Want AI to Work*

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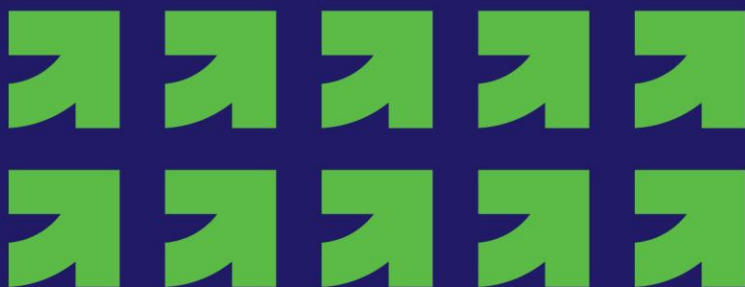
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Executive Summary

Most organizations now use AI, yet few capture the value they expected. The gap rarely lies in the model or platform; it stems from the conditions around the technology: how leaders lead, how work and roles are designed, how decisions are governed, and whether the technical foundation supports the ambition.

Recent research from McKinsey, BCG, and S&P Global points in the same direction and mirrors our experience with clients. AI use is close to universal among large organizations, yet only a small minority report material financial impact, and a growing share are abandoning initiatives before they reach production.^{1,2,3} BCG attributes roughly 70 percent of AI implementation challenges to people and process issues, with technology, data, and algorithms accounting for the rest.⁴

This paper names that territory the **Human Layer**: the leadership behaviors, operating model, role design, and governance conditions that determine whether an AI investment succeeds. It explains how The Daymark Group addresses the Human Layer, beginning with an integrated assessment of the organization's strategy, leadership, organization, and technology, followed by recommendations to align leadership behaviors, people development, and technology with strategy.

Written for CEOs, CHROs, CLOs, CIOs and CTOs, board members, and private equity operating partners who are accountable for AI outcomes and suspect the constraint is not the technology alone.

KEY TAKEAWAYS

AI value is an organizational outcome. Diagnose the whole system (leadership, organization, and technology) before prescribing a fix.

Four predictable gaps open across the AI lifecycle. Strategy without Readiness, Design without Human Architecture, Deployment without Development, and Measurement without Meaning.

Every leader who works seriously with AI meets the AI Dip. How leaders respond to it largely determines whether adoption deepens or stalls.

Leadership readiness and technical readiness belong in one assessment. A technical review without a leadership view, or the reverse, produces a partial answer.

Measure the Human Layer on the same cadence as the technology. Leader confidence, team trust, and role redesign predict whether returns arrive in year three.

The Problem Most AI Strategies Miss

The budget was approved. The platform was selected. The business case was compelling, the pilot was promising, and the rollout was declared a success. Twelve months later, something is quietly wrong.

Decisions that were supposed to be faster are still bottlenecking at the top. Teams that were supposed to be empowered are still waiting for direction. Leaders who championed the initiative in the boardroom are reverting, in practice, to the behaviors and instincts that predate every tool they were handed. AI adoption is real on paper but limited in practice.

This pattern is now visible at scale. McKinsey's 2026 global survey found that nearly nine in ten organizations regularly use AI in at least one business function, yet only 37 percent attribute any EBIT impact to it, essentially unchanged from 2025, and the share of high performers has held at about 6 percent.¹ BCG's 2025 study of 1,250 companies classified only 5 percent as future-built for AI, while 60 percent reported little or no value despite substantial investment.² In S&P Global Market Intelligence's survey, reported in early 2025, 42 percent of companies said they had abandoned most of their AI initiatives, up from 17 percent a year earlier.³ These surveys lean toward large organizations. Counted by business, the U.S. Census Bureau finds that only about one in five U.S. firms uses AI, rising to 37 percent among firms with 250 or more employees.⁵ The value question this paper addresses is most pressing where use is already the norm.

EXHIBIT 1

The AI value gap: broad adoption, narrow returns



Sources: McKinsey (2026); BCG (2025); S&P Global Market Intelligence (2025). See notes 1 to 3. Each study uses its own sample and definitions; figures are shown side by side for context and should not be combined.

The studies measure different things, but they converge on the same explanation. When RAND researchers interviewed experienced data scientists and engineers about why AI projects fail, four of the five root causes identified concerned how organizations frame the problem, prepare their data, choose technology, and invest in the infrastructure needed to deploy. Only one reflected the limits of the technology itself.⁶

The instinct, and we have seen it across organizations of every size and sector, is still to look at the tool. The more productive question sits one layer above it: in the leadership behaviors, operating model, role design, and governance that no deployment plan fully addresses. This is what we call the **Human Layer**. In most AI strategies it is under-examined. In many it is missing entirely.

How we approach this work

The Daymark Group advises leaders, boards, and organizations on leadership development, strategy, governance, and AI transformation. Since 2006, we have built leadership capability in organizations facing consequential change. Our principals bring experience from technology, healthcare, and academia, with careers at AT&T, Microsoft, Globant, Commvault, Citrix, and IDC. Their collective experience spans leadership and organizational development, enterprise architecture, global delivery, and responsibility for technology P&Ls.

That background informs how we assess AI architecture, data readiness, cost exposure, and risk alongside leadership capability and role design, and why we stay through implementation. This paper addresses a specific and growing challenge: organizations where AI adoption has stalled, slowed, or fallen short of expectations, with causes that span leadership, organization, and technology. Examining any one of these dimensions in isolation rarely provides a sufficient explanation or a durable solution.

Why the Standard Response Falls Short

When adoption stalls, the response is predictable: more training, better communications, a change workstream, a town hall where executives demonstrate the tools, and sometimes a technology review that recommends adjustments to the implementation plan.

Each of these has a place. Each also tends to address one layer of a problem that spans several. Training assumes the gap is informational. A technology review assumes it is architectural. A change workstream often assumes it is a matter of communication. In our experience, stalled adoption usually reflects all three at once, together with something harder

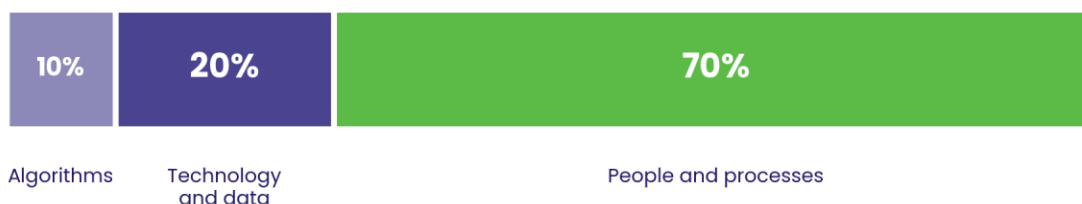
to see: leaders who have not yet changed how they lead, roles that were never redesigned around the new capability, and decision rights that no one clarified.

The research quantifies the imbalance. BCG found that roughly 70 percent of the challenges companies report in implementing AI stem from people and processes, 20 percent from technology and data, and only 10 percent from algorithms. The companies leading on AI allocate their effort in similar proportions.⁴

EXHIBIT 2

Where AI implementation challenges originate

Share of AI implementation challenges, by source



Source: Boston Consulting Group, *Where's the Value in AI?* (2024). See note 4.

Deloitte's 2025 research with C-suite leaders at large companies points the same way. Organizations taking a primarily technology-focused approach to AI investment were 1.6 times more likely to report that returns were not exceeding expectations, and only 16 percent had fully redesigned roles, processes, and operating models to integrate AI.⁷ In Deloitte's 2026 Human Capital Trends research, 65 percent of organizations said their culture needs to change significantly because of AI.⁸

None of this is new. Years before generative AI reached the enterprise, MIT Sloan Management Review and BCG reported that the organizations winning with AI were those that combined strategy, organizational behavior, and technology rather than treating any one of them in isolation.⁹ The structural problem persists: most organizations have built an AI strategy without building the leadership, organizational, and technical architecture to carry it.

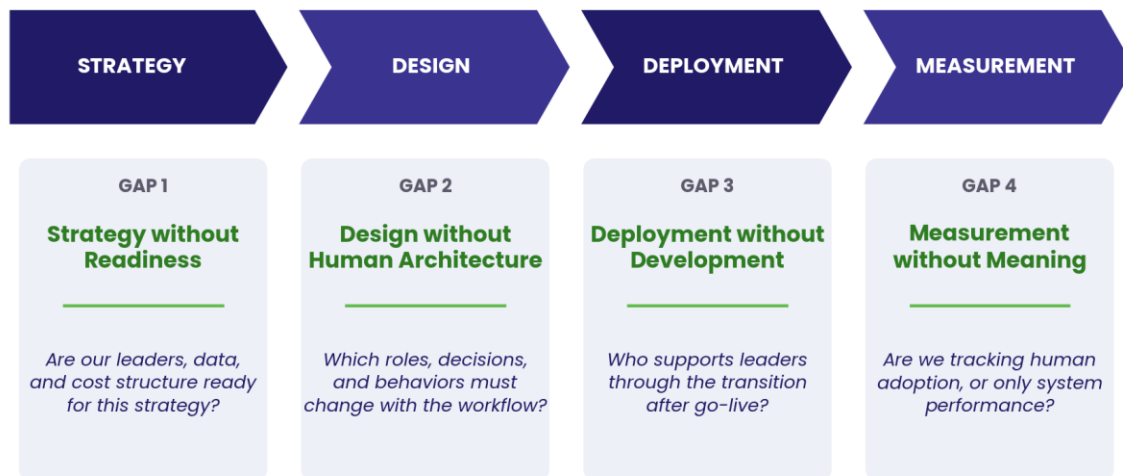
The Four Gaps

In our experience, those architecture gaps open consistently across the four phases of an AI initiative: Strategy, Design, Deployment, and Measurement.

Together these form the Daymark Human-Centric AI Lifecycle, and each phase has a characteristic gap.

EXHIBIT 3

The Four Gaps across the Daymark Human-Centric AI Lifecycle



Source: The Daymark Group. The Four Gaps framework and the Human-Centric AI Lifecycle are original intellectual property of The Daymark Group LLC.

GAP 1

Strategy without Readiness

The strategy is written without assessing whether the organization is positioned to execute it. The questions asked are which tools, which use cases, and which outcomes. The questions that should come first are whether leaders have the self-awareness, behavioral flexibility, and leadership identity to operate in an AI-enabled environment, and whether the organization's data, architecture, and cost structure can support the strategy as written. When those questions are skipped, everything that follows rests on assumptions that may not hold.

GAP 2

Design without Human Architecture

The design phase maps workflows, identifies use cases, and restructures processes around AI capability. It rarely includes a parallel mapping of the roles, decision rights, and leadership behaviors that must change alongside the workflows. When a decision that once required a senior leader is now handled by an AI system, what does that leader do with the freed capacity? When a team has analytical capability that rivals its leader's

expertise, how does the leader maintain credibility and direction? These questions need to be designed for, not discovered after launch.

GAP 3

Deployment without Development

This is the gap we encounter most often. AI goes live and leaders are expected to adapt. The assumption, rarely stated but consistently present, is that capable leaders will figure it out. Some do, particularly those with high learning agility and strong self-awareness. Those who needed development before deployment still need it afterward, and without support built into the launch plan they navigate the transition alone, reverting to familiar behaviors under pressure and quietly undermining the adoption the organization worked to create.

GAP 4

Measurement without Meaning

Most AI metrics measure the system rather than the people: cost reduction, processing speed, error rates. These are real measures and they show whether the technology is working. They do not show whether leaders are working with it in ways that will hold, whether teams trust the outputs, whether roles have actually changed, or whether the leaders the organization is counting on are becoming more capable or more quietly resistant.

What AI Actually Demands of Leaders

Much of the AI conversation is about tools: which platform, which model, which use cases, how to integrate and scale. That conversation is necessary. Underneath it is a set of demands that AI places on leaders rather than on systems, and most organizations have not yet named them.¹⁰

Epistemic humility

AI systems can outperform the people using them in specific, narrow domains. A leader accustomed to being the most informed person in the room now works alongside a tool that synthesizes information faster than any team. Leaders who thrive know what they bring that the system cannot: judgment, context, relationships, and accountability. Leaders who struggle are often those whose authority rested on expertise and who have not yet built a new leadership identity.

Delegating with discernment

Trusting an AI output and abdicating judgment to it are different acts. Discerning leaders know when to act on what the system produces and when to challenge, reframe, or set it aside. That discernment is a skill developed through practice, reflection, and structured feedback, not through a training module or an acceptable use policy alone.

With agents, delegation now includes machines. Leaders decide which actions an agent may take alone, which need a person's approval, and who is accountable for each. A person can be in the loop, approving each action, or on the loop, monitoring and able to intervene. That choice should be deliberate, not a default.

Influence over expertise

As AI absorbs more analytical and informational work, authority rests less on what a leader knows and more on how they lead: how they build trust, communicate direction, navigate uncertainty, and model the behaviors they ask of others. Leaders who built careers on expertise often find this shift difficult, and those who make it usually do so with support.

Presence under pressure

AI-enabled environments move faster, surface more information, and create more decision points than the organizations most leaders grew up in. Composure, clarity, and the ability to communicate well under pressure are capabilities that can be developed, and they matter more in this environment than before.¹¹

Cultural modeling

The strongest signal an organization receives about whether AI adoption is real is whether its senior leaders use AI visibly, credibly, and with genuine engagement. In McKinsey's 2026 survey, AI high performers were twice as likely as other organizations to say their senior leaders demonstrate commitment to AI initiatives.¹ Leaders who perform adoption without practicing it create cynicism.

The AI Dip

There is a moment, and nearly every leader who works seriously with AI encounters it, that we call the AI Dip.

It happens when early enthusiasm meets the reality of what these systems are. The output is confidently wrong. The summary misses what mattered most. The recommendation reflects the leader's own framing back rather than challenging it. The tool that was supposed to save time has cost credibility, created rework, or, more subtly, nudged a decision the leader would have made differently with more careful thought. With agents, the moment can also be an action: a refund promised, a record changed, a case closed.

The AI Dip is not a failure of technology. It reflects real and consistent characteristics of current AI systems, including the most capable ones, that leaders need to understand before they can use these tools with confidence. Nor is it a market cycle like Gartner's Trough of Disillusionment: it is a moment in an individual leader's practice.

These characteristics belong to systems, not only to models. Most organizations now run a model inside engineering that grounds it in company content, routes high-risk tasks through fixed procedures, and checks and monitors what it produces. That engineering makes errors rarer. It does not remove them, and the errors that remain are more plausible and harder to see.

They tend toward agreement.

01

Systems tuned on human feedback can favor answers that match the user's views over accurate ones.¹² Memory can turn that tendency into a standing bias toward what the system already knows you think, and in some cases has been found to amplify it.¹³ For a leader who needs honest challenge, a polished version of their own thinking is a risk.

02

They reflect the quality of the brief.

Today's systems depend less on clever wording than on what they are given: the goal, the constraints, what a good result looks like, which data and tools they may use, and when to stop and ask. A weak brief produces work that is fluent, plausible, and subtly off target.

03

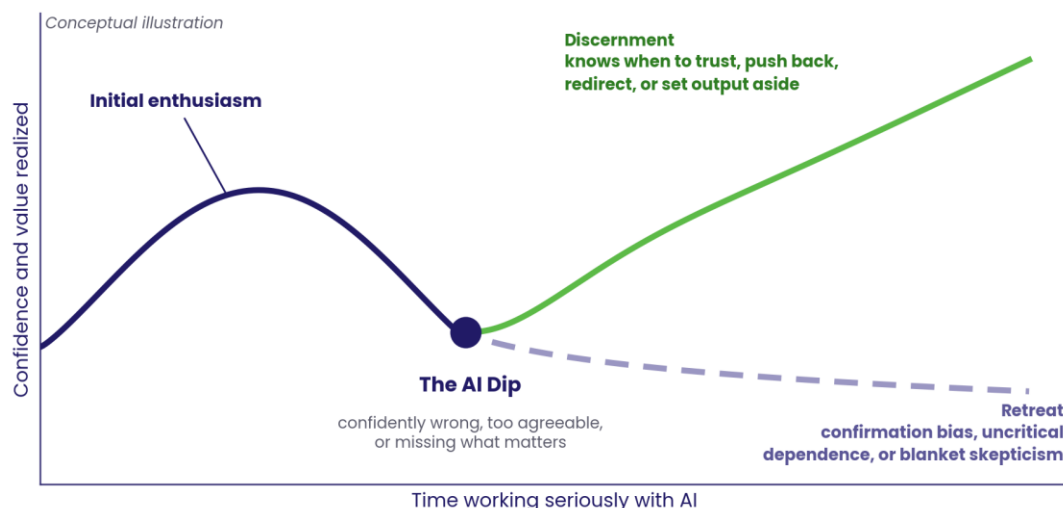
They carry context, and that context needs governing.

Leading assistants now remember past conversations and connect to company files. What a system remembers is a governance question: what is stored, who can see and correct it, and when it is deleted. Stale or wrong memories travel too, and the leader still decides which context matters.

04

They can be wrong with complete confidence.

Engineering around the model makes errors rarer but does not remove them. Even purpose-built legal research tools that draw on verified sources gave incorrect or unsupported answers to 17 to 33 percent of test queries.¹⁴ Standard training still rewards systems for guessing rather than admitting uncertainty.¹⁵ A leader who cannot say what the remaining error rate is, and who measures it, carries a liability they may not know they have.

EXHIBIT 4**The AI Dip: two paths from the same moment**

Source: The Daymark Group. The AI Dip is an original concept of The Daymark Group LLC. Conceptual illustration, not plotted data.

The AI Dip is the moment a leader either develops genuine discernment or retreats into confirmation bias, uncritical dependence, or blanket skepticism. None of those retreats serves the organization. What is needed is the ability to work with AI thoughtfully: knowing when to trust, when to push back, when to redirect, and when to set the output aside. That ability can be developed, and it is among the most important capabilities we build with leaders today.

This matters more as systems improve. Decades of automation research show that people supervising reliable systems check less as reliability rises.¹⁶ Judgment also responds to development: in a 2026 randomized experiment with 342 students, a simple reflection prompt cut acceptance of incorrect AI advice from 62 percent to 40 percent.¹⁷ The better the system, the more its value depends on leaders who still know when to check.

An Integrated View: The Daymark AI Readiness Assessment

Because the causes of stalled adoption span layers, the diagnosis must as well. Our engagements typically begin with an integrated assessment of the organization's current state, conducted by a senior advisory team that combines organizational psychology, executive leadership, and enterprise technology experience.

The assessment examines the organization through four lenses. Each is valuable on its own. Taken together, they show where the Four Gaps are open, how wide they have become, and which constraints are binding.

EXHIBIT 5

Four lenses of the Daymark AI Readiness Assessment



Source: The Daymark Group.

LENS 1 Strategy and Governance

Is the strategy anchored in problems the organization actually has? We examine whether the senior team can articulate the business problems the AI strategy solves in its own language rather than a vendor's, what the organization has chosen not to do, who holds which AI decision rights, what the escalation path is when an AI-assisted decision goes wrong, and how the board is informed. McKinsey's research found CEO oversight of AI governance to be among the factors most correlated with self-reported bottom-line impact, and at larger companies the most influential of the factors tested.¹⁸ We also map regulatory exposure. Under the EU AI Act, as amended in 2026, obligations for high-risk uses, including AI used in hiring and managing workers, apply from December 2, 2027.¹⁹

LENS 2 Leadership Readiness

Are the leaders the strategy depends on ready to lead it? Using validated behavioral assessment, we build a data-grounded picture of how each senior leader's tendencies interact with the demands described earlier, where the senior team is genuinely aligned and where alignment is performed, and whether leaders are positioned to model adoption credibly.

LENS 3 Roles, Work, and Organization

Has work been redesigned, or only automated? We map which roles and workflows the strategy changes, where tasks can move to AI and where human judgment must remain, how resistance is showing up and whether it is driven by fear, values, or politics, and whether the culture supports the experimentation that adoption requires. McKinsey found that fundamental workflow redesign had the strongest link to EBIT impact of the practices it tested, yet only 21 percent of organizations using generative AI had fundamentally redesigned even some workflows.¹⁸ By 2026, nearly three-quarters of AI high performers reported fundamentally redesigning workflows, compared with one-quarter of other organizations.¹

LENS 4 Technology, Data, and Cost

Can the technical foundation carry the ambition? Led by Gaston Fourcade, Daymark's Chief Technology Officer, this review covers AI architecture and integration with core workflows, data readiness, security and risk posture, total AI spend by vendor and use case against measured return, dependency on frontier-model pricing, and whether the organization's role-substitution hypotheses have been tested against its own data and workflows. Cost is becoming a constraint in its own right: about one in five organizations in McKinsey's 2026 survey said AI operating costs, including token costs, were already limiting their AI use.¹ Data readiness is another: in a 2026 survey sponsored by Cloudera and conducted by Harvard Business Review Analytic Services, only 7 percent of respondents described their organization's data as completely ready for AI.²⁰ For each production use case, we also ask whether the organization knows its remaining error rate, measured on its own work by someone other than the vendor.

What the assessment delivers

A current-state diagnostic across all four lenses, written for the executive team and, where appropriate, the board.

A gap map showing where the Four Gaps are open, how wide they are, and which are binding constraints.

A prioritized set of recommendations spanning strategy, governance, leadership, role design, and technical implementation, with sequencing and ownership.

From assessment to action

Recommendations are only useful if someone owns them. After the assessment, we advise the executive team on strategy, sequencing, governance, and role design. Where leadership is a binding constraint, and it usually is, we build capability at three connected levels: the individual leader, the leadership team, and the organization. Development is anchored to the AI roadmap from the start, tied to each leader's actual context, and measured against organizational outcomes rather than session counts. Where technical implementation is required, our technology leadership guides the architecture, sequencing, and delivery of the work, so that what gets built stays connected to the leadership and organizational change around it.

EXHIBIT 6

The Daymark engagement pathway



Clients set the scope: the assessment can stand alone or lead into advisory, development, and implementation support.

Source: The Daymark Group.

What Good Looks Like

The organizations navigating AI adoption well are not necessarily those with the most sophisticated technology or the largest budgets. In our experience, the difference lies upstream: a set of decisions made early, deliberately, and with leadership at the center.



They asked the leadership question before the technology question.

Before selecting a platform, they asked what the strategy would require of their leaders, specifically: which behaviors AI would amplify, which it would expose, and where leaders were most likely to struggle. That question does not delay the strategy. It makes it executable.



They assessed the whole system before prescribing a fix.

They examined leadership readiness, role design, governance, and the technical foundation together, so that a data problem was not mistaken for a training problem and a leadership problem was not handed to the technology team.



They treated leadership readiness as a prerequisite.

Leadership development was part of the design from the start: resourced, sequenced, and connected to the AI roadmap with the same rigor applied to the technical architecture.



They built development infrastructure, not development events.

Workshops and speaker series have value, but they do not produce sustained behavioral change on their own. These organizations invested in ongoing individual and cohort coaching, supported by structured practice between sessions and explicitly connected to their AI priorities.



They named the AI Dip before it became a crisis.

They prepared leaders for the moment the technology disappoints, so that leaders could recognize it, respond with discernment, and model that response for their teams.



They governed agents before they scaled them.

Before letting agents act, they decided which actions need approval, who is accountable, how errors are measured, and how a workflow is paused, and they tested those answers on their own work.



They measured the Human Layer alongside the technology layer.

They tracked indicators that predict whether adoption will hold, reported them on the same cadence as technology performance, and used a structured evaluation approach that looks beyond reaction and learning to behavior and results.²¹ McKinsey's 2026 survey found AI high performers twice as likely as others to have defined processes for measuring the impact of their AI initiatives.¹

EXHIBIT 7

An illustrative Human Layer scorecard

Indicator	What it tells leadership	How it can be measured
Leader confidence with AI outputs	Whether leaders can judge when to trust, challenge, or set aside AI output	Pulse surveys, advisor observation, structured practice scores
Team trust in AI-assisted decisions	Whether adoption will hold when leaders are not in the room	Team surveys, escalation and override patterns
Quality of AI conversations	Whether leaders are discussing AI candidly with their teams	360 input, skip-level listening sessions
Behavioral shift in senior leaders	Whether development is changing how leaders actually lead	Repeat behavioral assessment, multi-rater feedback
Role and workflow redesign	Whether work has been redesigned or simply automated	Share of priority workflows redesigned and role clarity data
Cost per completed task	Whether each use case pays for itself	Spend by vendor and use case against verified completions
Remaining error rate by use case	Whether each system is as accurate as assumed	Independent sample reviews on the organization's own work
Override and escalation rates	How often people correct or take over from AI systems and agents	Logs of human overrides and escalations

Source: The Daymark Group. Indicators are tailored to each organization during the assessment.

Questions Every CEO, CHRO, and Board Should Be Asking

We offer these as a provocation rather than a checklist. The organizations that close the Human Layer gap fastest are those whose senior leaders sit with these questions honestly rather than answer them quickly.

01

Was your leadership development strategy written alongside your AI strategy, or afterward?

If the answer is afterward, or not yet, the gap is likely already open. The question is how to close it, strategically and operationally.

02

Is the AI strategy built around problems your organization actually has?

If the senior team cannot describe the problem it solves without borrowing a vendor's language, the strategy is responding to external pressure rather than internal need.

03

Do your senior leaders have a data-grounded picture of how AI will interact with their strengths and blind spots?

Not general awareness that AI is changing things, but a specific, assessed understanding of how each leader is positioned for, or against, what AI-enabled leadership demands.

04

What is your true AI cost exposure, by vendor and use case, what is the measurable return on each, and what happens to those numbers if a model is retired or repriced?

Boards and executive teams should expect a number, not a narrative, along with a view of dependency on frontier-model pricing.

05

Which workflows and roles have you redesigned, and which have you simply automated?

Automation layered onto unchanged roles tends to produce activity without value.

06

Are you measuring human adoption or only system adoption, and do you know the remaining error rate of each AI system you run?

If your metrics exclude leader confidence, team trust in AI-assisted decisions, and cultural indicators, you are measuring the easy things and leaving the important ones to chance.

07

Have your leaders encountered the AI Dip, and are they equipped to navigate it?

Leaders who have been prepared respond with discernment rather than frustration or blind trust, and their teams follow that example.

08

Which AI agents act in your systems, with whose permissions, who reviews what they do, and what do they remember?

Agents inherit whatever access their connections give them. If no one can answer this in a few sentences, the organization is carrying risk it has not chosen.

09

Which of your AI uses are regulated as high-risk where you operate, and who is accountable for readiness?

AI used in hiring and managing workers becomes high-risk under the EU AI Act from December 2027. Readiness belongs to HR as much as to technology.

10

Who owns the Human Layer of your AI strategy?

If the answer is unclear, the work has not started. If it sits only with technology, it is under-governed. If it sits with HR or L&D, are they resourced and connected to the AI roadmap in a way that makes ownership real?

About The Daymark Group

The Daymark Group is a leadership and organizational advisory firm working at the intersection of human capability, leadership development, and technology-enabled transformation.

Founded by Angela Love in 2006, The Daymark Group partners with senior leaders, executive teams, and boards across Fortune 100 companies, complex healthcare systems, private equity-backed enterprises, and public institutions in 13 countries. Clients have included Microsoft, Johnson & Johnson, FedEx, Nordstrom, Jefferson Health and Thomas Jefferson University, Broward Health, Humana, Trinity Health, Carnival Cruise Line, and Discovery Channel, among others.

Our work rests on a conviction we have held from the beginning: strategy fails when leadership behaviors, culture, and execution are misaligned. It shapes every engagement, and it is why our AI work begins with leaders, roles, and governance rather than with tools. The assessment, coaching, and development practices behind that work are the same ones we bring to succession, transitions, and growth.

How we work with clients

Leadership assessment and development	Strategy, organization, and governance	Technology and implementation
- Validated behavioral and multi-rater assessment - Executive, team, and cohort coaching - Leadership and learning development programs - Succession planning and competency modeling - Team alignment and effectiveness	- Current-state and AI readiness assessment - Strategy, governance, and decision rights - Role, workflow, and operating model design - Culture, capability, and change - Board and executive advisory	- Architecture and data readiness review - AI spend, vendor, and cost analysis - Technical sequencing and roadmap - Implementation guidance and delivery - Measurement of human and system outcomes

Engagements are scoped to the client. Some begin with an assessment, some with a leadership team, and some with a stalled initiative that needs an honest read before anything else happens.

About the Authors



Angela Love, Ph.D.

Founder and CEO, The Daymark Group

Angela founded The Daymark Group in 2006 and leads the firm as CEO. Over a career spanning more than three decades, she has advised senior leaders, executive teams, and boards through CEO transitions, enterprise transformation, board-level tension, and the organizational disruption AI is accelerating. Before founding the firm, she spent 13 years at AT&T across information technology, international operations, and global account management, with earlier roles at Merrill Lynch and Marquette Medical. She holds a Ph.D. in Industrial and Organizational Psychology and an MS in Counseling, is a Founding Fellow of the Harvard/McLean Institute of Coaching, and is certified through Korn Ferry, Hogan, MRG, and WIAL.



Monique Gibelli

Managing Director of AI, Global Go-to-Market, and People-Centered Transformation

Monique brings more than 20 years of global leadership experience at Microsoft, Commvault, Citrix, and IDC, where she built high-performing teams, scaled AI-powered innovation through strategic partnerships, and delivered measurable impact across complex enterprise environments. At Commvault, she led the global transformation of AI-powered cyber resilience services through managed service providers, achieving more than 300 customer wins across 40 countries. At Daymark she advises boards and executive teams on AI strategy, go-to-market execution, and people-centered transformation.



Gaston Fourcade

Chief Technology Officer, The Daymark Group

Gaston brings more than two decades of experience guiding global enterprises through complex technology transformations. As Regional CTO at Auna, one of Latin America's largest healthcare networks, he scaled digital capabilities across multiple countries while embedding AI technologies. As CTO of Studios Worldwide at Globant, he partnered with Fortune 500 clients on large-scale digital transformation and helped grow global delivery capability from 4,000 to more than 22,500 people across 24 delivery centers. He also led the P&L and go-to-market strategy for Microsoft's Cloud and Enterprise business in Argentina and Uruguay. At Daymark he leads technical, architecture, and role reviews. He holds a Systems Engineering degree from Universidad Tecnológica Nacional and executive education from Singularity University.

Notes and References

The sources below informed the research claims in this paper and are numbered in order of first citation. Third-party research is attributed to its original source. The Human-Centric AI Lifecycle, the AI Dip, the Four Gaps framework, and the Daymark AI Readiness Assessment are original intellectual property of The Daymark Group LLC.

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START THE CONVERSATION

If this paper describes challenges your organization is navigating, we would be glad to talk. Our work begins with a conversation, not a proposal. Many engagements start with a focused current-state assessment that gives the executive team a shared, evidence-based view of where AI adoption stands and what it will take to make it hold.

We listen first, and we are direct about what we think will help and what will not.

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