Thought Leadership
The 5 Questions Every Leader Must Ask Before
Deploying Agentic AI in 2026

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Why Oracle Cloud HCM is Positioned to Lead Enterprise Workforce Transformation

2026 is shaping up to be the year agentic AI moves from experimental to essential. Autonomous AI agents that plan, act, coordinate, and make decisions will fundamentally change how HR operates across workforce planning, recruiting, and performance management.

But here's what we're seeing: Most organizations aren't asking the right questions before jumping in.

Gartner predicts that 40% of agentic AI projects will be cancelled by 2027 due to unclear business value and poor planning. If you're considering agentic AI for your workforce strategy, here are five critical questions that separate successful transformation from expensive technology projects.

1. What exactly are you trying to transform and why?

Agentic AI isn't another productivity tool. It's a workflow, decision, and orchestration engine that, when designed well, runs alongside your team. Before any technology decision is made, you need to define what decisions or workflows are too slow, too manual, or too inconsistent, and where agents can autonomously add value rather than simply automating steps.

Oracle HCM's embedded Agentic AI ties agents directly to business outcomes inside Core HR, Recruiting, Talent, Payroll, Time Tracking, Scheduling, and Workforce Planning. Built in, not bolted on.

At Peloton Consulting Group, we help you identify the highest-value use cases where autonomous agents can drive measurable improvements in decision speed, workforce agility, and operational efficiency.

> *We're helping clients move beyond the 'AI for AI's sake' mentality. The organizations seeing real value are those that start with the business problem, not the technology capability."*
>
> — *Jessica Kane, HCM Practice Leader*
> *Peloton Consulting Group*

Our Advice: Start with the outcome you are trying to achieve, not the technology you want to implement. Understanding the business problem first ensures your agentic AI investment delivers meaningful results.

2. How mature are your data, processes, and governance?

Agentic AI thrives on clean, connected HR data, clear process ownership, tool access with boundaries, and orchestration systems that monitor and redirect agent actions. Without this foundation, even the most sophisticated AI will struggle to deliver value.

Oracle Cloud HCM's unified data model and native policy controls mean that agents inherit governance automatically, instead of relying on custom integrations or shadow IT. This matters because fragmented data creates fragmented decisions, and autonomous agents amplify whatever quality exists in your underlying processes.

At Peloton, we help you review existing data, processes, and tool access to ensure you're AI-ready. If you're not, we accelerate your path to AI innovation through our Breakaway Methodology, which shortens time-to-value and drives adoption through alignment with people, processes, and technology.

"The foundational work matters more than the flashy AI capabilities," Kane explains. "We've seen organizations with messy data and unclear processes try to layer agentic AI on top, and it never ends well. Get your house in order first."

Our Advice: Organizations that invest time in data quality and process clarity before deploying agentic AI see adoption rates 3x higher than those that rush to implementation. The work you do now determines the value you get later.

3. How will you govern autonomous agents safely?

Autonomous AI agents are digital insiders. They can access systems, trigger workflows, take actions, and make decisions on your behalf. This capability is powerful, but it requires thoughtful governance from day one.

You must define what actions agents can take without approval, when a human must intervene, and how agent decisions are logged, audited, monitored, and reversed. Without clear boundaries, you risk compliance issues, operational disruptions, and loss of stakeholder trust.

At Peloton, we help you leverage Oracle's embedded audit, security, and role-based controls that extend to agent actions natively. No extra layers. No brittle middleware. Full traceability. Our approach ensures that as your agents become more autonomous, your governance framework scales with them.

"Think of governance as the guardrails that allow innovation to move fast," says Kane. "Without them, you're not being bold, you're being reckless. With the right framework, your teams can experiment confidently knowing there are appropriate controls in place."

Our Advice: Most organizations underestimate the governance complexity of agentic AI. We help you build frameworks that balance innovation with control, ensuring your agents operate within appropriate boundaries while still delivering autonomous value.

4. How will you redesign the human + AI workforce?

Agentic AI fundamentally changes how work gets done and who does it. Leaders shift from executing tasks to supervising ecosystems where humans and machines work alongside one another. This isn't just a technology shift; it's an organizational design challenge.

Consider these questions:

- Who "manages" an AI agent?
- What does accountability look like when an agent makes a decision?
- How do you redesign roles when agents handle planning, summarizing, routing, and decision support?
- What skills do your teams need to work effectively with autonomous agents?

At Peloton, we bring Oracle's roadmap to life, helping you navigate this fundamental shift in how work gets done. Our team has deep expertise in organizational change management and knows how to help your people adapt to new ways of working.

"The most forward-thinking organizations are already redefining what leadership means in an agentic environment," Kane notes. "Oracle's roadmap includes AI 'manager agents' that escalate, delegate, and coordinate across HCM processes. We're helping clients think through what this means for their organizational structure, talent strategy, and the fundamental nature of work itself.

Our Advice: Technology transformation is easy compared to people transformation. We help you redesign roles, reskill teams, and build the organizational capabilities needed to thrive in an agentic workforce environment.

5. What's your phased transformation and adoption plan?

Organizations succeeding with agentic AI aren't going all-in on Day 1. They're taking a deliberate approach that builds capability, confidence, and value over time.

The maturity curve typically moves through five stages: human-led AI assistance where people remain in full control, shared control where humans and agents collaborate on decisions, supervised autonomy where agents act independently but humans review outcomes, conditional autonomy where agents operate within defined boundaries and finally scaled orchestration where multiple agents coordinate across complex workflows.

Oracle's HCM AI roadmap aligns with this progression, starting with embedded copilots and workflow accelerators and advancing to domain-specific agentic behaviors within Recruiting, HR Ops, Talent, and Workforce Planning.

At Peloton, we help you thoughtfully define your AI workforce transformation and build solid adoption plans to ensure your Agentic AI solutions deliver real value. Our Breakaway Methodology is designed to drive change, ensure results, and mitigate risk throughout your entire transformation lifecycle.

"The organizations that struggle are the ones that treat agentic AI as a one-time implementation," says Kane. "The ones that succeed view it as a transformation journey with clear milestones, learning cycles, and incremental value creation along the way."

Our Advice: You don't have to solve everything at once. We work with you to map your current state, define your target state, and build a realistic roadmap that delivers quick wins while building toward more sophisticated autonomous capabilities.

Why Oracle Cloud HCM is Positioned to Lead

Here's the real differentiator: Oracle is the only major HCM platform with agentic AI built natively into the data model, security model, transaction model, and workflow orchestration layer.

That means no integration overhead, no fragmented data, no risky agent access paths, no AI "bolted on" from the outside, and full explainability and observability.

Because Oracle controls the entire stack, from infrastructure to database to applications to Agentic AI, their agents can coordinate across HR, Finance, and Operations in ways other platforms simply cannot. Oracle is uniquely positioned to lead in trusted, scalable, enterprise-ready agentic AI in 2026 and beyond.

At Peloton, we're helping clients leverage this advantage today, bringing together our deep Oracle expertise with our proven transformation methodology to ensure agentic AI delivers on its promise.

Your Transformation Partner for Agentic AI

Agentic AI will transform HR, but only for organizations that prepare intentionally. Ask the right questions now. Design your governance early. Choose a platform built for enterprise autonomy, not just AI experiments.

At Peloton we have the vision and connected global capabilities to help you envision, implement, and realize the benefits of agentic AI transformation. Through our innovative Breakaway Methodology and deep Oracle HCM expertise, we bring together people, processes, and technology to help you go further, faster.

Your results are our priority. We listen and seek to understand your unique challenges. We then work in partnership with you to drive adoption, ensure results, and mitigate risk throughout your entire digital transformation lifecycle.

If you want to scale agentic AI across your workforce, Oracle Cloud HCM and Peloton Consulting Group should be at the top of your list.

About the Author: Jessica Kane is the HCM Practice Leader at Peloton Consulting Group, where she helps organizations realize digital transformation through innovative workforce strategies and Oracle Cloud HCM solutions.

About Peloton Consulting Group

Peloton Consulting Group has the vision and connected global capabilities to help organizations envision, implement, and realize the benefits of digital transformation. Our team has the best practices, knowledge, industry expertise, and know-how. We make digital transformation a reality by leveraging Enterprise Performance Management (EPM), Enterprise Resource Planning (ERP), Supply Chain Management (SCM), Human Capital Management (HCM), Customer Experience (CX), Analytics, and Data Management for the cloud. Through connected capabilities, we bring people, processes, and technology together. We help organizations go further, faster. That is the Peloton way!