February ‘26

Our insights:

- GenAI is not only a technological innovation, but also a social innovation.
- The impact of genAI is shifting from technology to organizational design.
- AI reinforces differences unless learning is explicitly organized.
- Workplace learning is the dominant driver of AI competence.
- Expertise shifts from knowledge possession to critical judgment.

Development 1: AI disappears as a standalone tool

More and more organizations are integrating generative AI directly into existing work software such as document environments and collaboration platforms. As a result, AI use is shifting from experimental to a structural part of the workflow. Adoption therefore becomes dependent on work design rather than individual training.

Validity : 84%

Development 2: Cognitive ability outweighs prompt technique

Research on human-AI interaction shows that differences in output quality depend less on technical prompt knowledge and more on problem definition and critical evaluation. Interfaces are becoming simpler, making cognitive skills decisive. AI competence is therefore shifting from technique to analysis.

Validity 81%

Development 3: AI adoption follows skill-biased patterns

New labour market analyses show that higher-educated professionals use AI more often for complex cognitive tasks. This pattern strongly resembles classical skill-biased technological change. Without additional learning structures, AI may reinforce existing inequalities.

Validity 87%

Development 4: Productivity rises, workload doesn’t decline

Research on AI in knowledge-intensive professions shows productivity gains in writing and analysis. At the same time, performance norms increase, accelerating work pace. Time savings therefore do not automatically translate into reduced workload.

Validity : 83%

Development 5: AI tutors become cognitive sparring partners

AI systems increasingly function as co-thinkers rather than instructors. They generate alternatives, pose counter-questions, and support reasoning processes. The role shifts from knowledge transfer to cognitive support.

Validity : 79%

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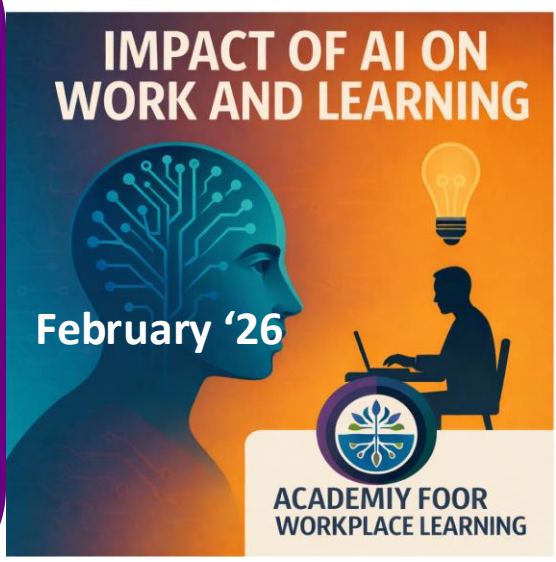

Development 6: AI governance shifts to the workplace

AI guidelines are increasingly integrated into daily work practices rather than remaining solely part of IT policy. Topics such as validity, bias, and transparency become elements of professional conduct. AI literacy thus acquires an ethical dimension.

Validity: 82%

Development 7: Informal networks accelerate AI competence

Organizational studies show that AI skills primarily spread through informal exchange among colleagues. Prompts and working methods circulate via communities of practice. Social diffusion proves crucial for adoption.

Validity : 85%

Development 8: Expertise becomes judgment capacity

As AI can generate knowledge, expertise shifts from knowledge possession to evaluative capacity. The ability to interpret and integrate output becomes decisive. Expertise thus becomes more relational.

Validity : 84%

Development keling 9: New AI roles within teams

Organizations are experimenting with informal AI roles such as AI ambassadors and internal coaches. These roles support experimentation and knowledge sharing within teams. AI integration therefore proves to be an organizational innovation.

Validity : 83%