

# Assistance to Autonomy

How Much Control Are Leaders Willing to Give Up as AI Becomes More Autonomous?



## State of Play

AI adoption in Singapore outpaces regional rivals, but the push to scale is accelerating faster than organisations are ready for. **More than a third of Singaporean businesses (37%) are already scaling AI across functions, and a further 14% have fully embedded it in their operations.**

Returns reflect this level of maturity. 40% of leaders report moderate ROI and 15% report strong ROI from their AI initiatives

Yet the foundations are not in place. Integration is the leading barrier (33%), and just 12% of leaders say their data is 'highly ready' to deploy AI at scale.

As AI shifts from assistance to autonomous decision-making, these gaps become more consequential. Autonomous AI relies on strong integration, reliable data, and clear governance to operate at scale. Without these, organisations risk accelerating autonomy faster than they can manage it.

## Constraints on Autonomous AI

27%

Model  
reliability

28%

Integration  
complexity

25%

Cost and  
infrastructure

25%

Security  
risks

19%

Skills and  
talent

## The Autonomy Paradox

Nearly 40% of Singaporean leaders describe themselves as moderately prepared for autonomous AI deployment, with a further 20% highly prepared and 4% already deploying.

Organisations are moving ahead before they feel ready. **Leaders are increasing both autonomy and control, pushing AI into decision-making as pressure grows to move beyond experimentation and prove value.**

60% of leaders are willing to delegate more to AI than governance currently allows.

## The Delegation Dilemma

Leaders are not making a binary trade-off between control and autonomy. Instead, they are applying autonomy selectively.

Delegation is no longer being driven solely by confidence in the technology itself, but increasingly by the pressure to deliver outcomes.



### More willing to delegate

Routine workflows  
Operations  
Fraud detection



### Less willing to delegate

Finance  
Legal/regulatory  
People decisions

Accountability is still in flux. If an AI decision caused an unintended or negative outcome, almost half (49%) say responsibility would be debated, while 26% say it is clear. Without clear accountability structures, leaders will continue to limit autonomy in high-stakes areas, reinforcing the boundary of control.

## To move from experimentation to trusted autonomy, leaders should focus on three priorities:



Prioritise use cases before scaling AI – focus autonomy where risk is lowest and impact is measurable



Align governance to real-world usage – close the gap between policy and how AI is already being used



Fix data readiness before expanding autonomy – without it, scale will remain constrained

For more information, download the full report [here](#).

## About Insight

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