

GLOBAL RESEARCH

AI Becomes a Daily Workplace Tool with Employees Trying to Stay Ahead





Introduction

Artificial Intelligence has transitioned from a breakthrough moment in 2022 to now an unstoppable force. We see references to AI technology in everyday life, with it exploding into hundreds of multimodal tools capable of generating text, images, video, voice, and even slide presentations today. AI adoption has crossed the tipping point and is now embedded into everyday life, often in ways we may not even immediately recognize.

Together with our global affiliate, AMA Global, we surveyed 1,365 individuals as part of its annual 2025 AI Survey and this paper captures the sight of an AI transformation from an optional experiment to an operational necessity. These respondents span multiple industries, 29 countries (with North America, France, Germany, and Saudi Arabia most represented), varying company sizes, and roles spanning individual contributors to senior executives.

What began as experimentation is now everyday use. Most organizations (58%) report daily AI use across the enterprise and nearly all (95%) use AI in some capacity. Employees increasingly see AI as a necessary workplace tool like email

AI is now embedded into everyday life, often in ways we may not even immediately recognize.

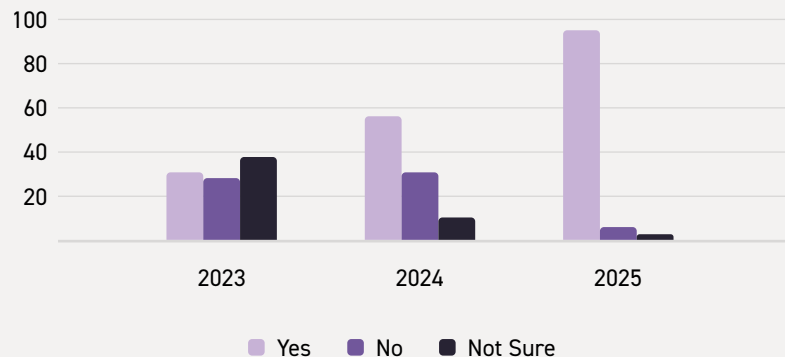
or messaging platforms. Alongside this progress comes a dual reality where employees feel both excited and left behind, governance struggles to keep pace, and training is thriving—but not enough to instill confidence due to the ever-changing technology landscape.

This rapid acceleration mirrors few historical parallels. While we like to compare this to how the internet and mobile devices have changed how we work, AI's adoption curve has been faster, touching every industry and job level. AI represents a shift in how fast decisions can be made, how customer relationships are managed, how operations are optimized, and how innovation is pursued. As a result, organizations are moving toward rapid integration into their core strategies and workflows.

AI Adoption Crosses the Global Tipping Point with Everyday AI Use in 2025

Organizations are adopting AI at a remarkable pace. In 2023, only 31% of organizations reported that they were using AI in some capacity. By 2024, that number had nearly doubled, with 57% of organizations actively leveraging AI. In 2025, the story has exploded: Almost 95% indicate some AI use, with 58% of organizations now reporting daily use of AI across the enterprise.

Does your organization currently leverage AI?



This marks a fundamental shift for organizations and individuals. AI use has moved from experimental to routine application, becoming embedded in daily workflows across all industries—even into traditionally risk-averse industries such as education, healthcare, and law. Today, employees fully expect AI use to be a significant part of their role.

The 2025 survey results show that organizations not using AI in 2024 (31%) have transitioned to daily, partial, exploratory, or pilot use, leaving only 5% not using it and 3% not sure.

Additionally, employees are thinking about where AI can enhance their work, with 91% of respondents confident that it will have a positive impact. The question is no longer whether to use AI, but how effectively it is integrated into daily workflows. These results show that if organizations still use it on the peripheral with pilot teams or isolated integration into their day-to-day operations, they risk slower progress and missed opportunities.

This year's survey cast a wider net globally, and the takeaways were fascinating:

- North America is leading AI adoption and innovation
- European countries are seeing faster governance implementation
- Asian countries have embraced AI in consumer services and digital-first industries

These regional patterns suggest that as AI scales globally, organizations must tailor their offerings to support cultural, regulatory, and industry context to shape enterprise adoption strategies.

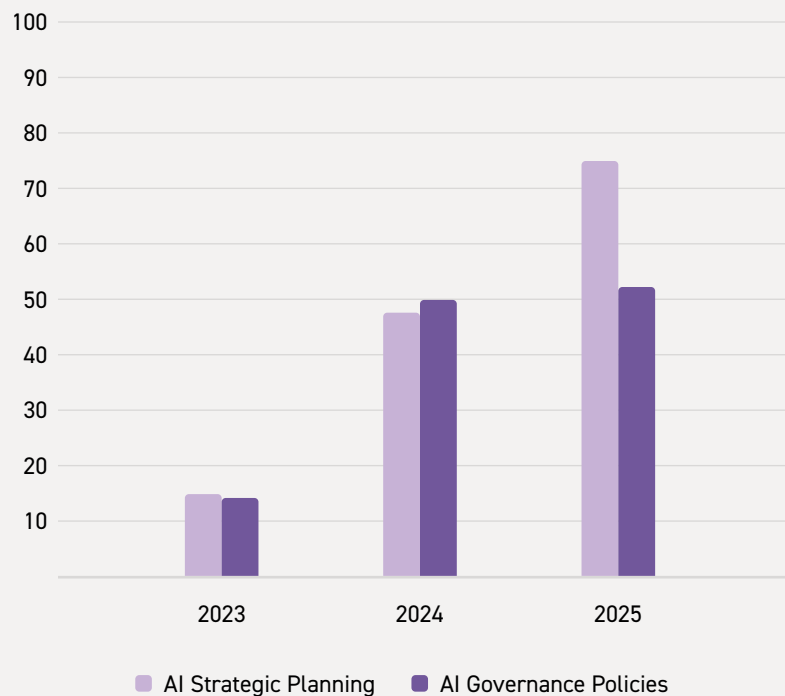
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Maturity in Strategy and Governance

With this influx in AI use at the global level, we now see aggressive growth in AI strategic planning driving from 14% in 2023, to 47% in 2024, and to 75% in 2025. Organizations have identified the need to strategize how to approach and implement AI into their daily workflows to remain competitive in today's markets, and have prioritized that internally. What leaders have realized is that a dynamic, evolving strategy is required, as AI technologies continue to evolve at a pace unlike previous innovations—and the results show it.

AI Strategy vs. AI Governance



While strategies are advancing quickly, governance policies have not kept pace.



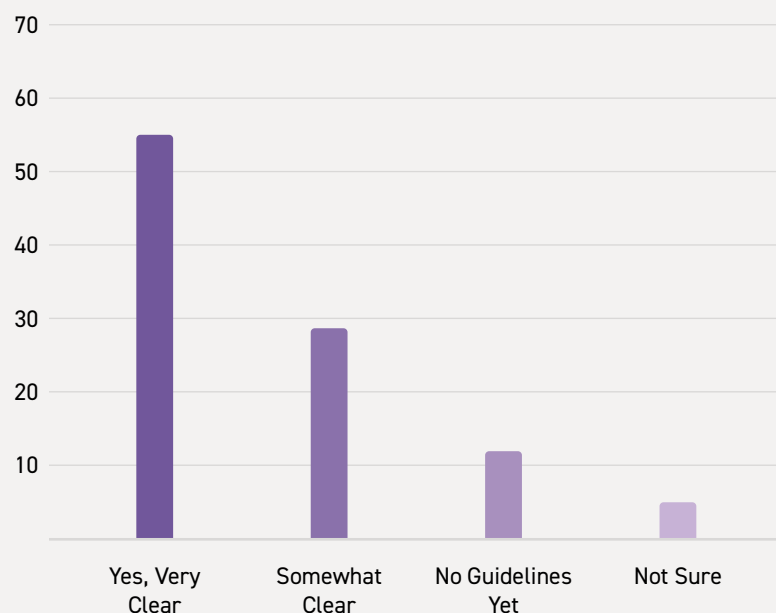
While strategies continue to advance quickly, we see that governance policies have not kept pace at the same growth rate, with the results showing only a slight increase—from 50% in 2024 to 53% in 2025—in organizations introducing and administering governance policies.

Policy adoption may have stalled, with organizations needing a reminder to focus on continued policy adoption and governance in the coming year. Much like organizational policies regarding peripheral computer use or social media posting lagged the adoption of these new technologies at that time, the policies continue to adapt.

What is clear: Employee confidence increases when the AI strategy, plan, and policies are clearly established and communicated. Managers reported lower confidence when they were responsible for understanding AI themselves, communicating unclear policies to their teams, and enforcing governance on their own. In cases where organizations lack documented policies, managers had to navigate related conversations with employees on an individual basis while expressing support for AI use.



Does your organization have clear guidelines about how to use AI responsibly and securely?



Regardless, independent AI use continues to rise:

42% (2023) → 44% (2024) → 65% (2025)

Individuals are more quickly adopting AI because of increased personal use than organizations can keep up with the policies and technology awareness. This independent use introduces inconsistency, exposes vulnerabilities, and risks data exposure.

However, leaders cannot just treat this as a governance-only problem. Leaders must recognize that AI technology development at a broader scale will continue to outpace AI development within the organization for the foreseeable future, and need to find ways to harness and amplify the employee's untapped innovation initiatives.

The organizations that thrive will:

- Integrate AI into core workflows rather than leaving it on the periphery
- Create and iteratively update policies and guidance that both empower and protect employees
- Establish benchmarks and Key Performance Indicators (KPIs) to measure AI's real daily impact

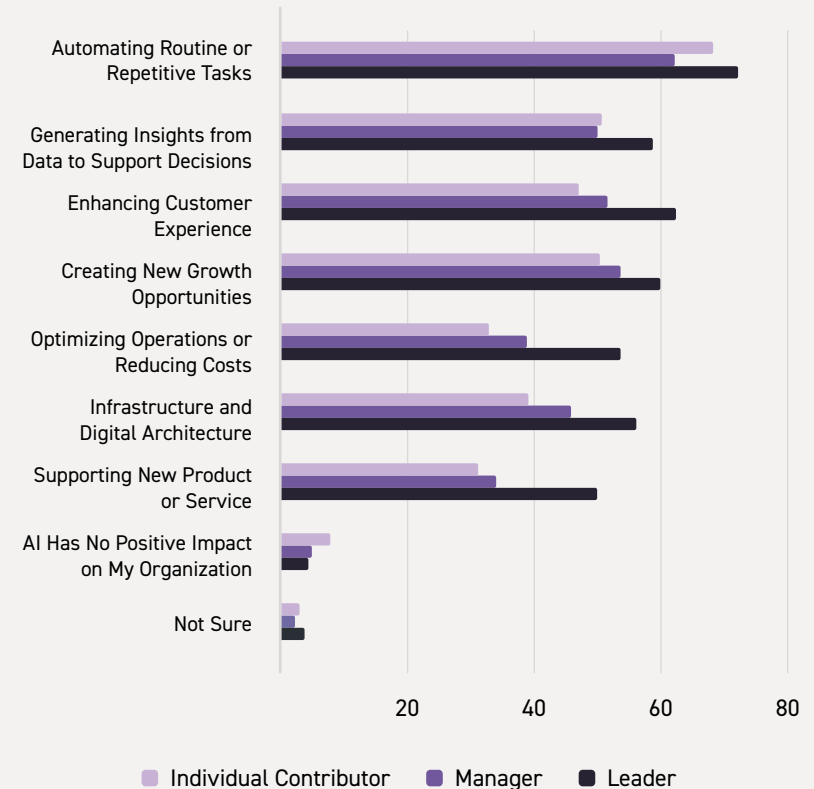
Unlocking Value, Managing Vulnerabilities

Organizations now have a sufficient understanding of AI use cases and where AI can add value in their standard daily workflows. Respondents consistently identified automation (66%), generating insights from data (55%), and creating new growth opportunities (53%) as the most significant areas of impact. Organizations are no longer asking whether AI can help but are instead focusing on how to maximize its role in everyday operations.

Successful AI adoption requires people at the center of decision making.



In what ways do you believe AI can have a positive impact on your organization?

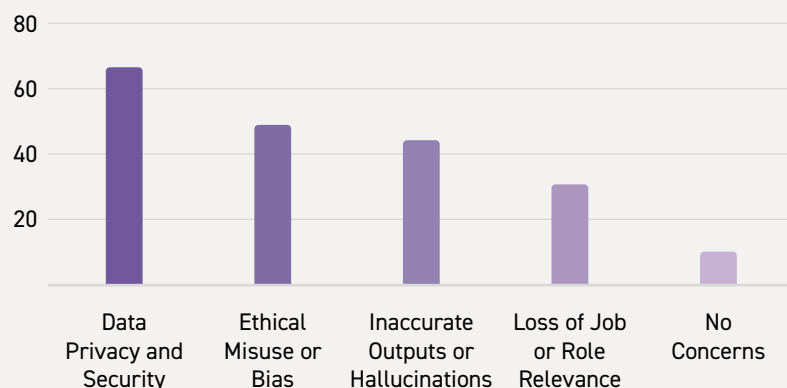


When we look across job levels from individual contributors, managers, and leaders, we see how organizational thinking continues to shift. Senior leaders overwhelmingly see the benefits of AI implementation and sufficiently more in creating new products or capabilities, with 50% identifying this as a key impact area compared to only 32% of individual contributors. This shift signals that while automation remains a critical foundational element that has direct visibility to individual contributors, the next stage of AI adoption organizations will emphasize

target agentic workflows where AI systems act as proactive assistants rather than passive tools and innovation.

Alongside these use cases, risks remain at the forefront for employees, centered around data privacy (67%), ethical misuse (50%), and inaccurate outputs or hallucinations (44%). In this context, “hallucinations” refers to instances where AI tools generate responses that seem correct, but are actually false, misleading, or fabricated. Organizations must continue to prioritize transparency, trustworthiness, and effective governance to address these vulnerabilities and maintain confidence in AI-driven workflows.

What are your biggest concerns about AI in the workplace?



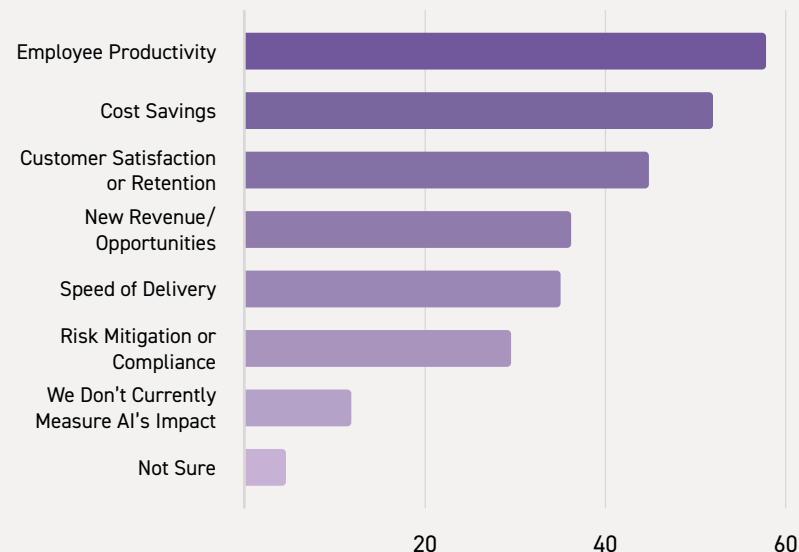
The presented use cases and risks show a consistent theme: Successful AI adoption requires people at the center of decision making. We must harness the power of AI for critical thinking in decision making. Employees must apply critical thinking to AI-aided insights and balance them with human judgment. As a result, they prevent ethical blind spots and keep AI-aided decisions fair, contextual, and aligned with organizational values.

Decision making often revolves around Key Performance Indicators (KPIs), and organizations are now using them to determine the success of an AI project. From

the survey, the most common measures of success included employee productivity (58%), cost savings (52%), and customer satisfaction or retention (45%). Other metrics such as new revenue opportunities (36%), speed of delivery (35%), and risk mitigation or compliance (30%) show that AI is being tied to both operational efficiency and long-term strategic advantage. These measurements help leaders communicate impact and align AI initiatives with business goals.

As AI adoption matures, measurement becomes essential to determine what is “good enough” and why projects matter. The focus must shift from automation alone to enabling critical thinking, innovation, and decision making across the organization. Forward-looking governance, risk planning for issues like privacy and bias, and embedding clear metrics into every AI initiative will ensure sustainable success. This approach turns AI into initiatives that deliver measurable business value and lasting competitive advantage.

How does your organization measure the success or impact of AI initiatives?



Training Grows, but Employees Struggle to Keep Pace

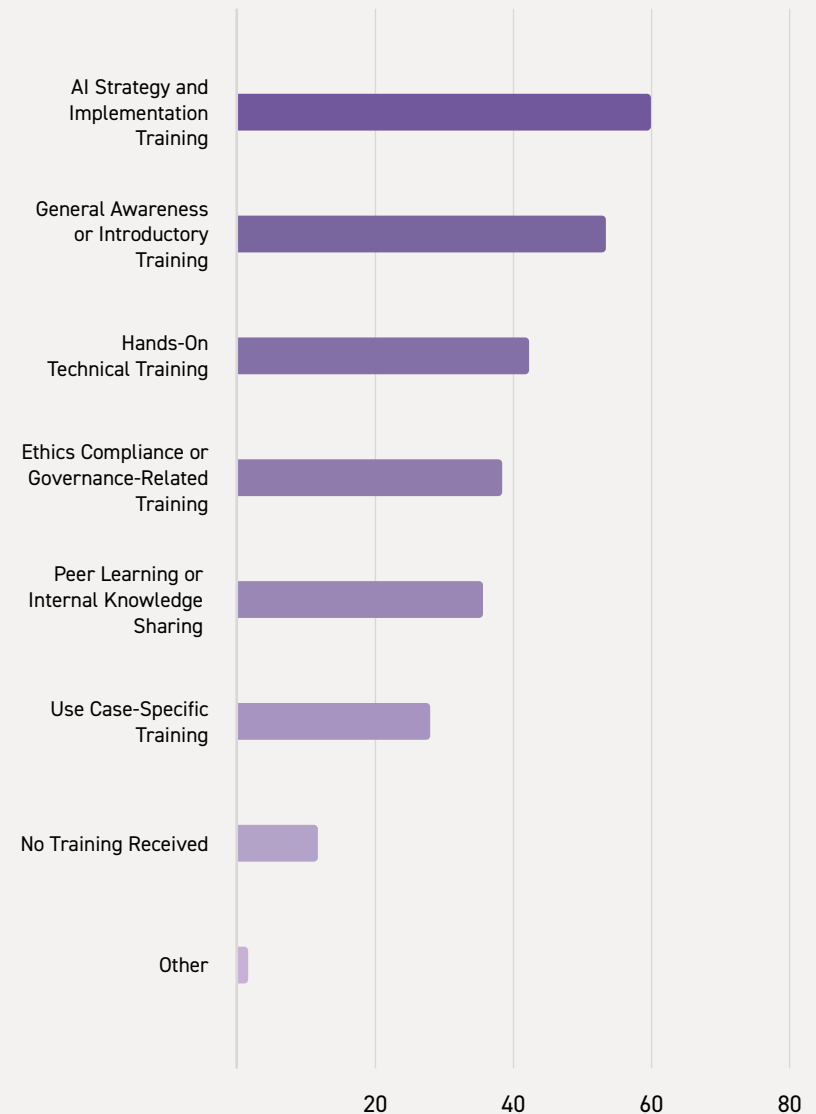
Coupled with new use cases, risks, and strategic thinking, we now see an increase in organizational AI training, from 7% (2023) → 50% (2024) → ~60%+ in 2025 across multiple AI areas.

In total, in 2025, 78% companies supported their employees in AI training across introductory courses, ethics and governance, implementation/technical, and strategy.

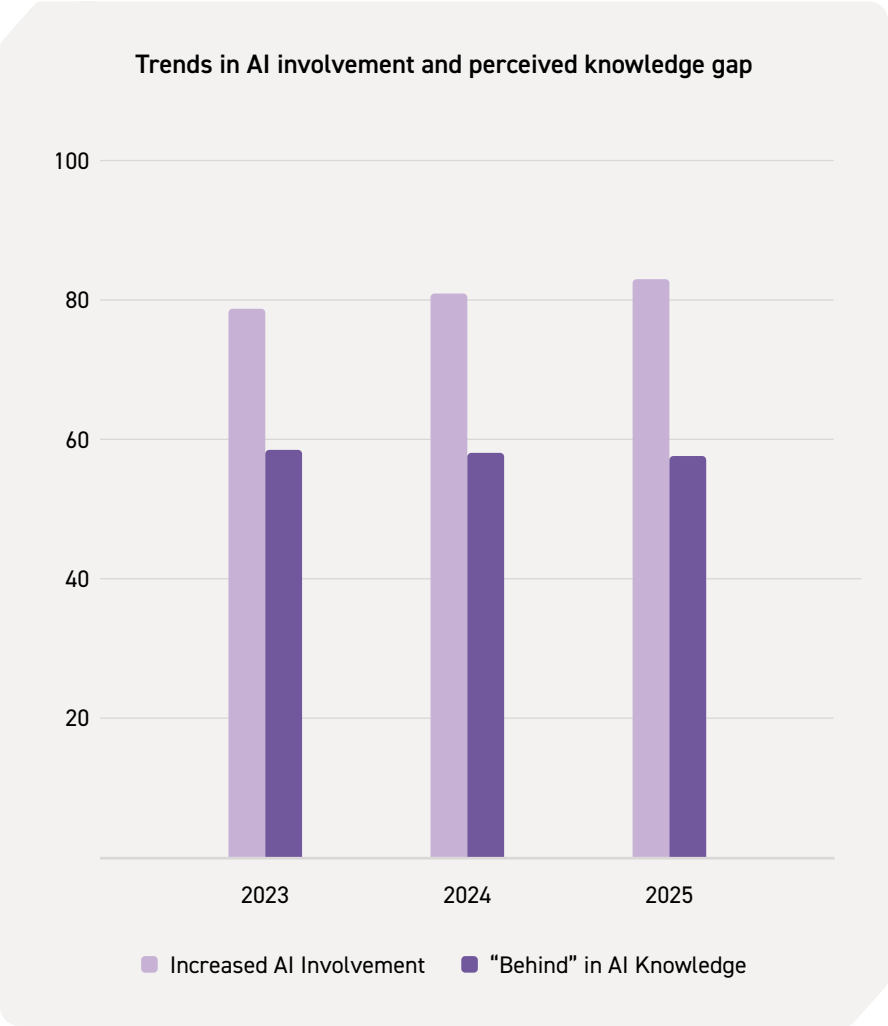
Despite major gains in training, most employees still report struggling to stay current with AI.



What type of training (if any) have you received on adopting AI in your organization?



Despite major gains in training and skill building, 57% of employees in 2025 still reported feeling behind in their AI knowledge, nearly the same as in 2024 (58%). This finding suggests that while training helps, the speed of AI innovation is making it difficult for employees to feel caught up. However, of great interest, 82% of individuals reported that their awareness and involvement with AI had increased over the past year, showing that training, governance, and exposure are driving progress.

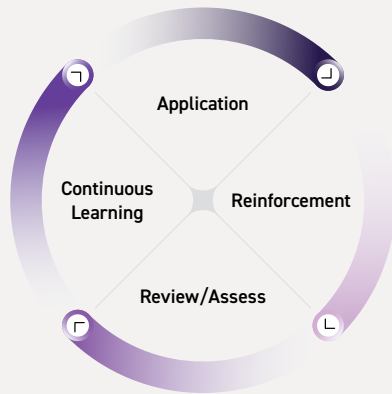


Many individuals across organizations and society continue to feel behind when it comes to AI. Individual contributors (72%), while on the front line seeing the immediate impact on daily workflows, feel like they are much further behind than Senior Leadership feels (42%).

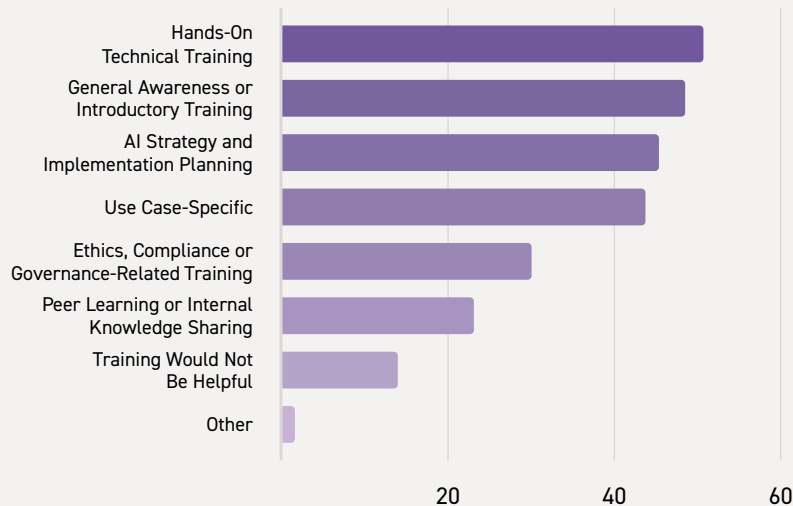
This is less about training programs and more about the sheer speed at which the AI in our industries continues to evolve. New AI tools are released daily, media headlines highlight breakthroughs, and companies strive to keep pace with the technology leaders. For most employees, the sense of being behind is not about a lack of exposure, but rather a recognition that staying fully up to speed in such a dynamic environment is an almost impossible task.

The key takeaway is that organizations need to continue to build confidence and long-term capability through continuous learning, daily application opportunities, and evolving training programs that keep pace with rapidly changing technologies. Organizations that treat training as an iterative AI training cycle—assess, learn, apply, and reinforce—will equip their workforce to stay relevant, confident, and prepared as AI continues to advance. As human-AI integration and decision making deepens, workflows will push the boundaries of what employees know, requiring constant adaptation and reskilling.

Visualizing the Iterative AI Training Cycle



What training would be helpful in implementing AI in your organization?



Of those that indicate where training will help at an organizational level, we still see a direct need for continued awareness and introductory training. As employees have become more immersed in AI, they are calling for hands-on technical training aligned with AI strategy and implementation planning. We will continue to forecast tailored role- or program-specific types of training that will steadily draw more emphasis as AI permeates the depth of various industries.

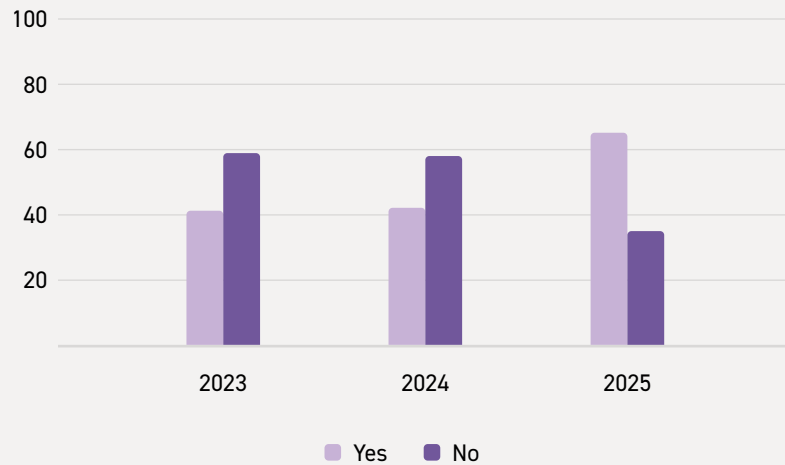
From the results, employees under 28 years of age often report greater awareness in AI tool use, but they seek mentorship to translate their actions into meaningful impact. More seasoned employees tend to value structured training programs with clear guidelines and context. Therefore, organizations must promote multigenerational AI training strategies that balance exploration with structured support.

Managers play a particularly important role in this process. They are increasingly receiving training opportunities, and, as a result, are demonstrating higher levels of confidence in using AI. Employees are beginning to look to these AI-trained managers for guidance, support, and leadership in adoption. By equipping managers with the right skills and tools, organizations empower them to act as AI advocates and force multipliers, driving responsible use, embedding AI into workflows, and reinforcing trust. This not only empowers employees but also ensures that AI adoption is tied to clear business outcomes and organizational growth.

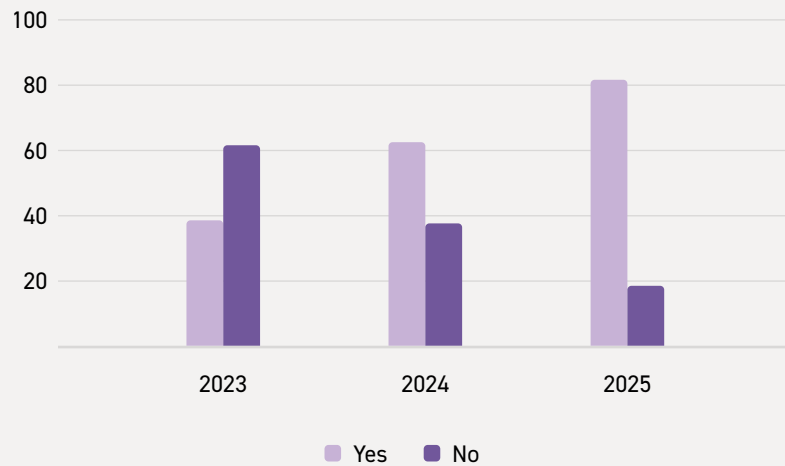
Trust Builds, but Independent Use Persists

We have seen the confidence that comes from training and hands-on tool use. Additionally, we now see an increasing trend to demystify AI and build trust within manager ranks over the last three years, with reporting from 39% trust in managers to use AI to 63% in 2024, and finally 81%, with 10% not sure in 2025. This growth in trust correlates strongly with the rise of strategy, governance, and training. Employees are more empowered to use AI tools when they see managers and leaders making specific efforts to guide AI adoption.

Does your organization have ethics/compliance/governance policy?



Do you trust managers to use AI fairly and transparently?



Employees increasingly trust leaders with AI but are **not waiting for governance to define every use case.**



However, independent employee AI use continues to grow. Employees trust leadership more, but they are not waiting for leadership to define every use case, as you can see in the increase in number of colleagues using AI without a centralized approach, from 44% in 2024 to 65% this year. Individual contributors are on the front lines, executing day to day, experimenting, learning, and applying AI in the ways they find most useful for their immediate workflows.

For leaders, employees will not stay static. Coupled with their feeling of being behind with the perceived benefits AI brings, the employee wants the opportunity to innovate with AI. Employees want to be aware of their guardrails and want to push the limits. Leaders can strengthen governance and morale by enabling their employees' ideas and use cases, and providing opportunities through continued AI exposure.



Our leaders have greater confidence, awareness, and preparation than managers or employees because the leaders are typically closer to strategic decision making. They also gain insights from all employees. Individual contributors, on the other hand, are deeper AI users and as identified, more likely to use newer AI tools without a centralized approach to continue to innovate.

Just as leaders benefit from observing and collaborating with frontline employees, they can similarly enhance their perspectives by engaging with early AI adopters. This interaction helps mitigate potential blind spots that may arise from limited exposure. Now is the perfect time to employ reverse mentoring between early AI adopters and leadership.

Employees Grow More Confident Through AI Use, Reducing the Fear That AI Is Coming for Their Job

Our 2023 survey revealed that 91% of employees expressed concern that AI could impact or replace their jobs. By 2025, that fear has dropped dramatically to only 29% of respondents still reporting concern about job loss. This shift reflects a change in perception by the employee, likely due to several factors including the impact of AI training, the growing realization that AI is not primarily about

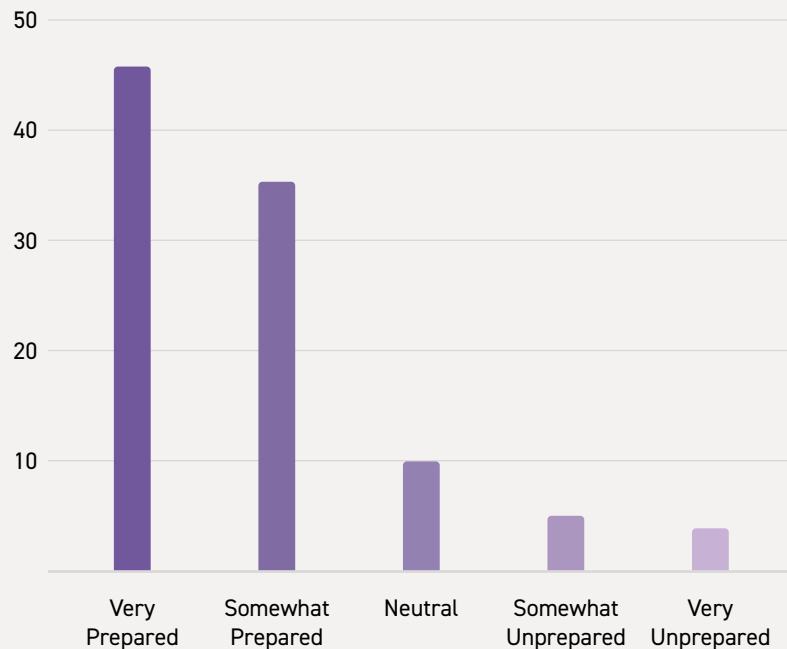
Fear of AI taking jobs has dropped from 91% in 2023 to just 29% in 2025.

replacement but about transformation, and organizational adoption and promotion of AI. Employees are beginning to focus less on whether AI will take their job and more on how they can build the skills to remain relevant as AI reshapes work.

We heard in 2025, “AI won’t take my job, but someone who knows how to use AI will.” Employees have used this saying to fuel their proactive approach toward training and upskilling efforts, thereby reducing their anxiety about job loss. This does not erase the reality that some roles will change, shift, or be eliminated, but it reframes AI as an enabler of opportunity rather than an existential threat.

Leaders play a critical role in bridging this gap and transforming fear into confidence. Leaders create an environment where employees feel supported to learn, experiment, and implement AI without fear of judgment and risk, through psychological safety and leading with emotional intelligence. Additionally, leading in times of rapid technology change is essential. Leaders have reduced the fear and ambiguity of AI by framing AI as a tool to augment rather than replace work and by prioritizing transparent and open communication helping employees embrace AI with confidence.

How prepared do you feel to work alongside AI agents in the next year?



This growing trust and confidence is translating into readiness in 2026. More than 80% of employees now report that they feel somewhat or very prepared to work alongside AI agents in 2026. This indicates that while employees may feel behind, they are starting to anticipate and prepare for the future of agents actively supporting decision making, streamlining workflows, and creating new opportunities. Readiness signals that employees are increasingly equipped with the mindset, skills, necessary training, and organizational support to embrace AI agents.

For leaders, the challenge now is not just the emotional intelligence mentioned earlier but also ensuring that this readiness is harnessed into practical high-value applications benefiting both the business and the workforce.

What's Next for the Organization

In just three years, we have watched adoption soar from scattered experiments to near-universal use, reshaping how organizations operate, innovate, and compete. Nearly every organization is using AI in some form, and a majority have embedded it into daily workflows.

With all the technology out there, this moment is about people. Employees are eager, curious, resilient, and will not wait—but many still feel behind. While leaders now enjoy greater levels of trust, it is essential for them to transform that confidence into clear direction, increased opportunities, and progress that benefits everyone.

The organizations that will thrive are those that see AI as a catalyst to elevate human potential. They will promote continuous learning and training, empower employees to innovate, and build governance that protects without stifling. They will pair AI literacy with human strengths such as creativity, empathy, problem solving, and critical thinking to improve their business outcomes.

As we stand at the edge of the next frontier of agentic AI systems that will reshape industries, success belongs to those who act with vision today. The difference between those who merely use AI and those who lead with AI will define the next era of work.

The message is clear. Leaders who combine AI literacy with human skills will unlock the greatest advantage—their people—empowering them to thrive as technology continues to advance.