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RESEARCH REPORT

# The State of AI at Work

 asana  
Work Innovation  
Lab

ANTHROPIC



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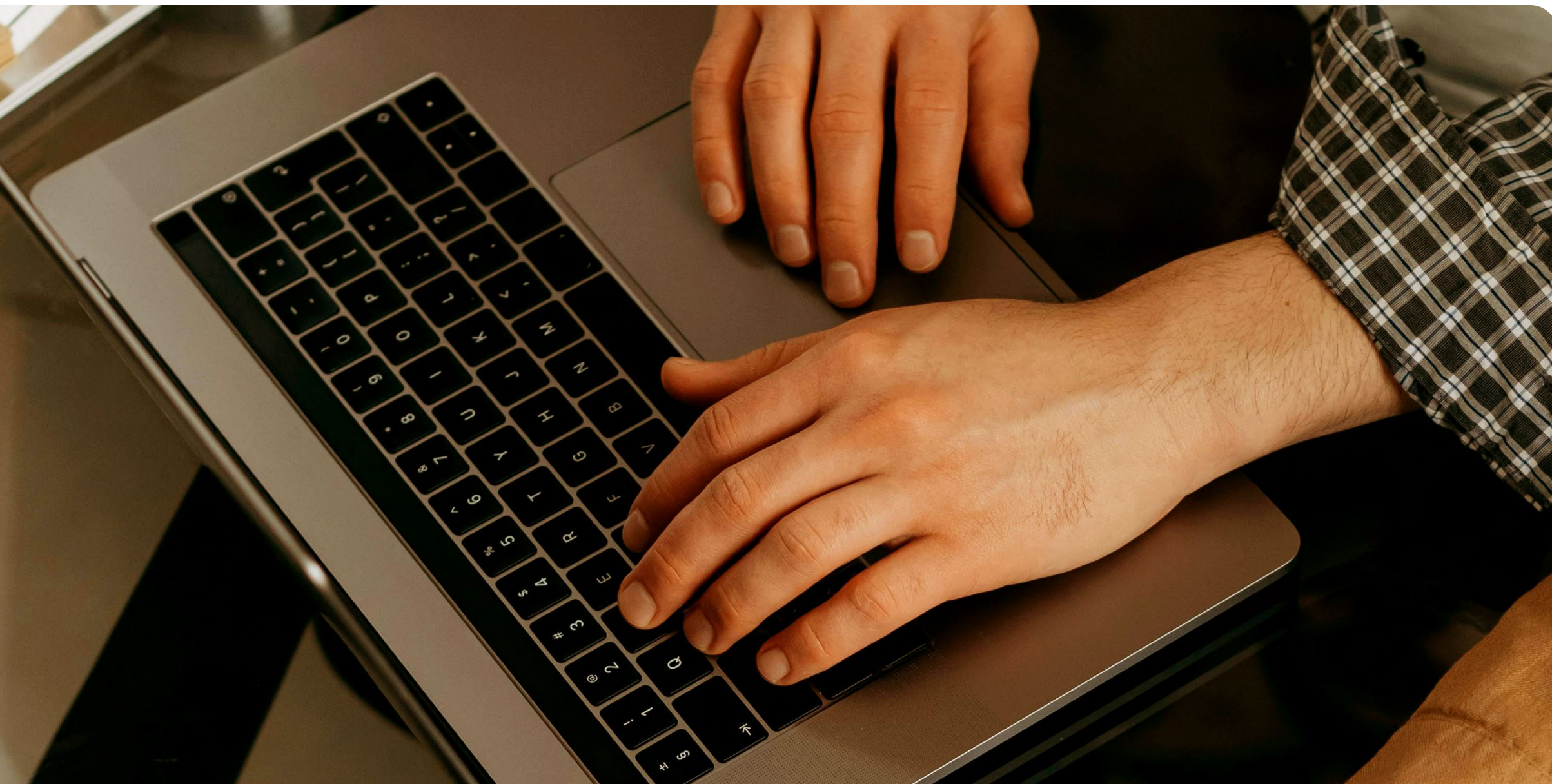
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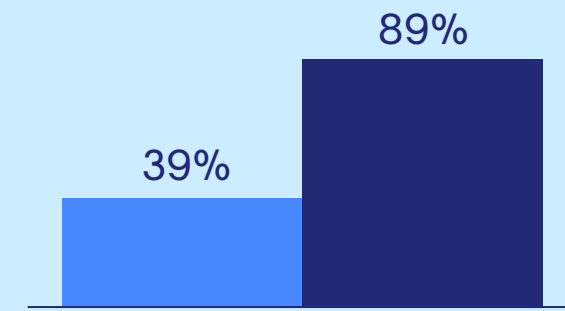


# AI has reached a tipping point, but most organizations aren't ready for it

The rapid advancement of artificial intelligence has reached its tipping point. More than half (52%) of knowledge workers now use generative AI weekly—an eye-popping 44% increase in just nine months. Asana's Work Innovation Lab, in partnership with Anthropic, conducted an in-depth study surveying 5,007 knowledge workers across the United States and the United Kingdom to identify how this tipping point is playing out. As AI permeates organizations, a troubling reality emerges: most are dangerously underprepared.

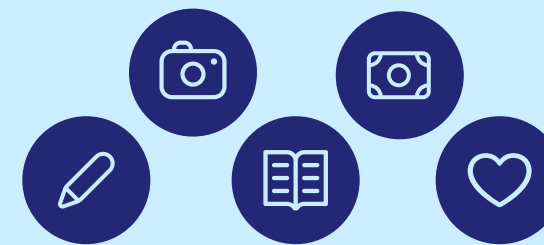


## Productivity gains are real, but not evenly distributed:



Daily AI users see the biggest gains, with 89% reporting a productivity boost, whereas casual monthly users only see a 39% increase in productivity

## Diverse applications of AI are emerging across industries:



On average, workers are using AI for 5 different tasks but use cases vary widely across industries. Industry-specific use cases range from technical writing in tech to meeting transcriptions for nonprofits

## However, significant challenges and gaps in AI adoption remain:



AI literacy is frighteningly low, with 64% of workers having little to no familiarity with AI tools



Only 31% of companies have a formal AI strategy in place



Dangerous divides exist between executives and individual contributors in terms of AI enthusiasm, adoption, and perceived benefits



## The path to AI maturity requires navigating five key stages:

**Stage 1:**  
AI Skepticism

**Stage 2:**  
AI Activation

**Stage 3:**  
AI Experimentation

**Stage 4:**  
AI Scaling

**Stage 5:**  
AI Maturity

## Learn how to move your organization to AI maturity by embracing the “5 Cs.”

- 1 Comprehension**

More than half (56%) of workers have taken AI learning into their own hands through personal experimentation. Organizations must invest more in formal education, training, and upskilling to boost AI literacy and comprehension across their workforce.
- 2 Concerns**

Reliability is the top priority for 69% of workers when choosing AI tools, yet many companies are investing in AI fueled by bad data—garbage in, garbage out.
- 3 Collaboration**

Workers who see AI as a teammate rather than a tool are 33% more likely to report productivity gains. Companies need to invest in AI systems that can work alongside humans cooperatively and collaboratively.
- 4 Context**

Alarmingly, only 13% of organizations have developed shared AI guidelines. It’s past time for organizations to step up and establish strong AI policies and principles to guide responsible deployment.
- 5 Calibration**

41% of organizations don’t collect any employee feedback on AI tools. Organizations need to do better and measure AI’s impact and value. You can’t improve what you don’t measure.

The AI tipping point is here, and the clock is ticking. Decisive action and embracing the “5 Cs” of AI adoption are no longer optional—they’re existential imperatives. The cost of inaction is too high to ignore. Employees are already charging ahead with AI, but without a clear roadmap, they’ll only lead to disappointment.

Harness this tipping point with a bold strategy, or watch your AI ambitions crumble under the weight of chaos and unfulfilled potential—the stakes have never been higher.





# Transforming work as we know it

We're in the thick of a workplace revolution unlike anything since the Industrial Revolution. But this time, the transformation isn't about machines performing manual work—it's about technology automating and augmenting knowledge work. The rapid rise of artificial intelligence is fundamentally reshaping how we work, create, and innovate.

To grasp the full extent of AI's impact, Asana's Work Innovation Lab partnered with Anthropic to conduct an in-depth study. **Anthropic** is a frontier AI safety and research company that builds reliable, interpretable, and steerable AI systems. Anthropic's Claude 3 model family includes Opus, Sonnet, and Haiku, and sets new industry benchmarks across a wide range of cognitive tasks, while offering powerful performance that balances intelligence, speed, and cost.

Our 2024 State of AI at Work study surveyed 5,007 knowledge workers across the United States and the United Kingdom to identify the opportunities and challenges that AI presents in the workplace—and uncover what the most mature AI companies are doing differently to put their organizations on a path to real results and long-term success.

## Generative AI adoption skyrockets

Over the past year, the use of generative AI at work has exploded. In the U.S., more than half (57%) of knowledge workers now use generative AI tools at work at least weekly—up from 46% just nine months ago. In the U.K., adoption has grown even faster, with nearly half (48%) of knowledge workers using generative AI weekly—a staggering increase from just 29% nine months prior. This rapid uptick in AI adoption reflects the growing recognition of the technology's transformative potential for our work.

And there are no signs of this momentum slowing: 60% of workers expect to use generative AI even more often in the coming six months, signaling growing confidence in its ongoing potential.

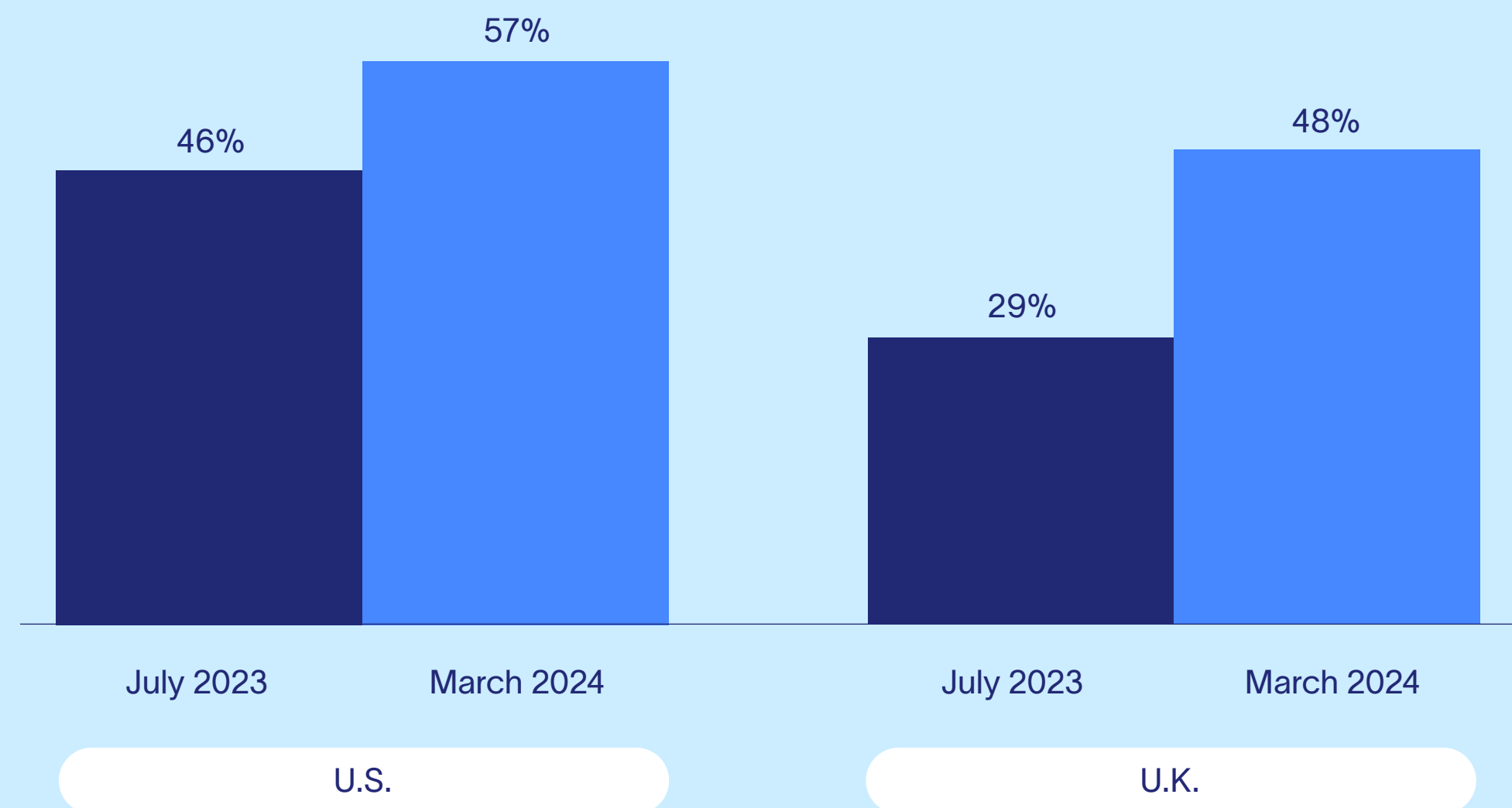


**Weekly adoption of generative AI tools at work has increased by 44% over the past nine months to 52%**



### AI adoption timeline: Nine months ago versus today

Percentage of respondents who use generative AI tools at work at least weekly





## Growing AI optimism as AI adoption accelerates

As generative AI tools have permeated the workplace, worker optimism is also soaring. More than half (55%) of workers say they feel more optimistic about using generative AI at work today compared to just six months ago. This is promising because when workers feel more optimistic about a new technology, they are more likely to invest time and effort into mastering it and exploring innovative applications.

This positive outlook is partly fueled by the confidence that blending human and AI expertise can yield superior results than either could achieve alone. More than three-quarters (78%) of executives believe this to be true, highlighting the growing recognition of AI's potential to augment and enhance human capabilities.

## Productivity gains as AI adoption accelerates

The buzz around AI isn't just hype—our research shows that it's delivering significant productivity gains. More than two-thirds (69%) of workers using generative AI at work report productivity gains as a result of using the technology.

However, not everyone is realizing the same gains from AI. Workers who have gone all-in on AI at work and use it daily are most likely to report productivity gains (89%). In contrast, 73% of those who use it weekly experience a productivity boost, while just 39% of those who dabble with AI monthly report productivity gains.

Dabbling with AI at work won't cut it—to reap the full transformative benefits of AI requires fully integrating it into daily workflows. It's like going to the gym: you can't expect real results if you only show up once a month.



# 55%

of workers report feeling more optimistic about using generative AI at work compared to just six months ago

# 78%

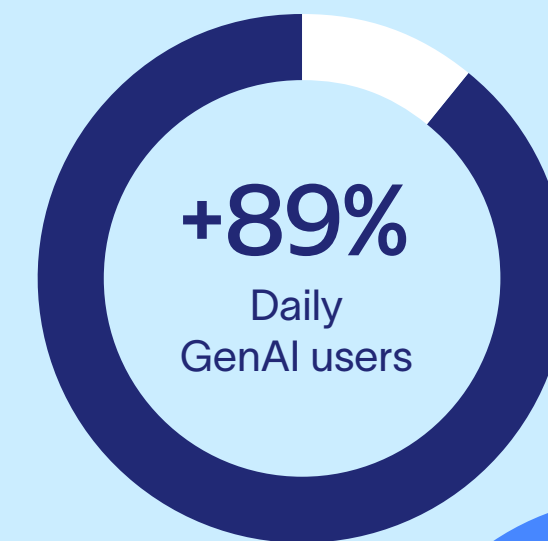
of executives believe combining AI with human expertise can result in better outcomes

# 89%

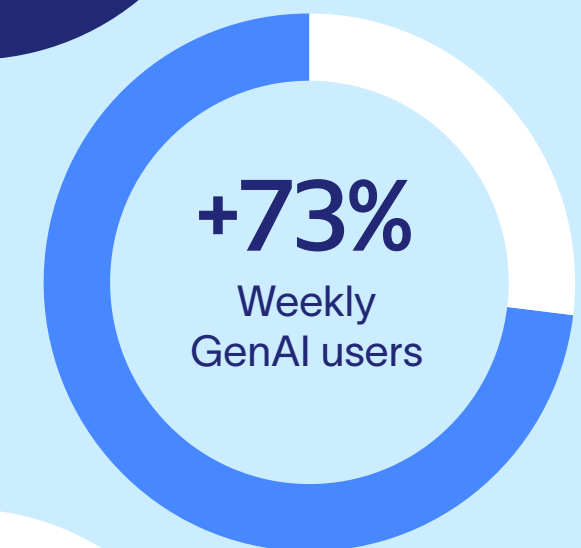
of daily generative AI users report productivity gains

## Productivity gains by generative AI tool frequency of use

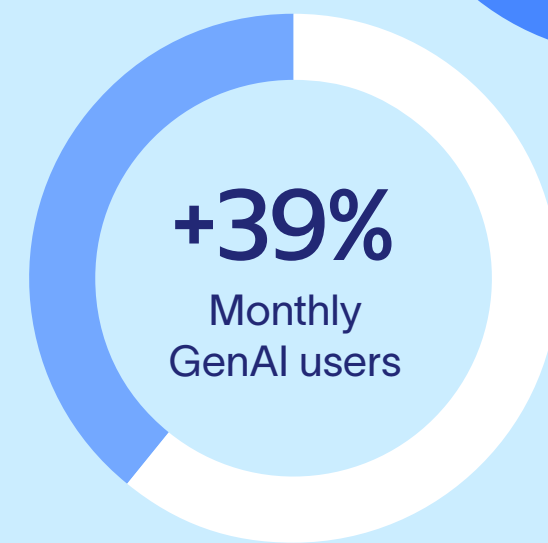
Percentage of workers who report increases in productivity as a result of GenAI



**+89%**  
Daily  
GenAI users



**+73%**  
Weekly  
GenAI users



**+39%**  
Monthly  
GenAI users



# Diverse applications of generative AI in knowledge work

On average, knowledge workers believe that generative AI could automate about one-third (31%) of their job responsibilities, up slightly from 29% nine months ago. Already, knowledge workers are deploying AI across an average of five different use cases at work, from technical writing to idea generation and brainstorming, demonstrating AI's versatility across various workflows.



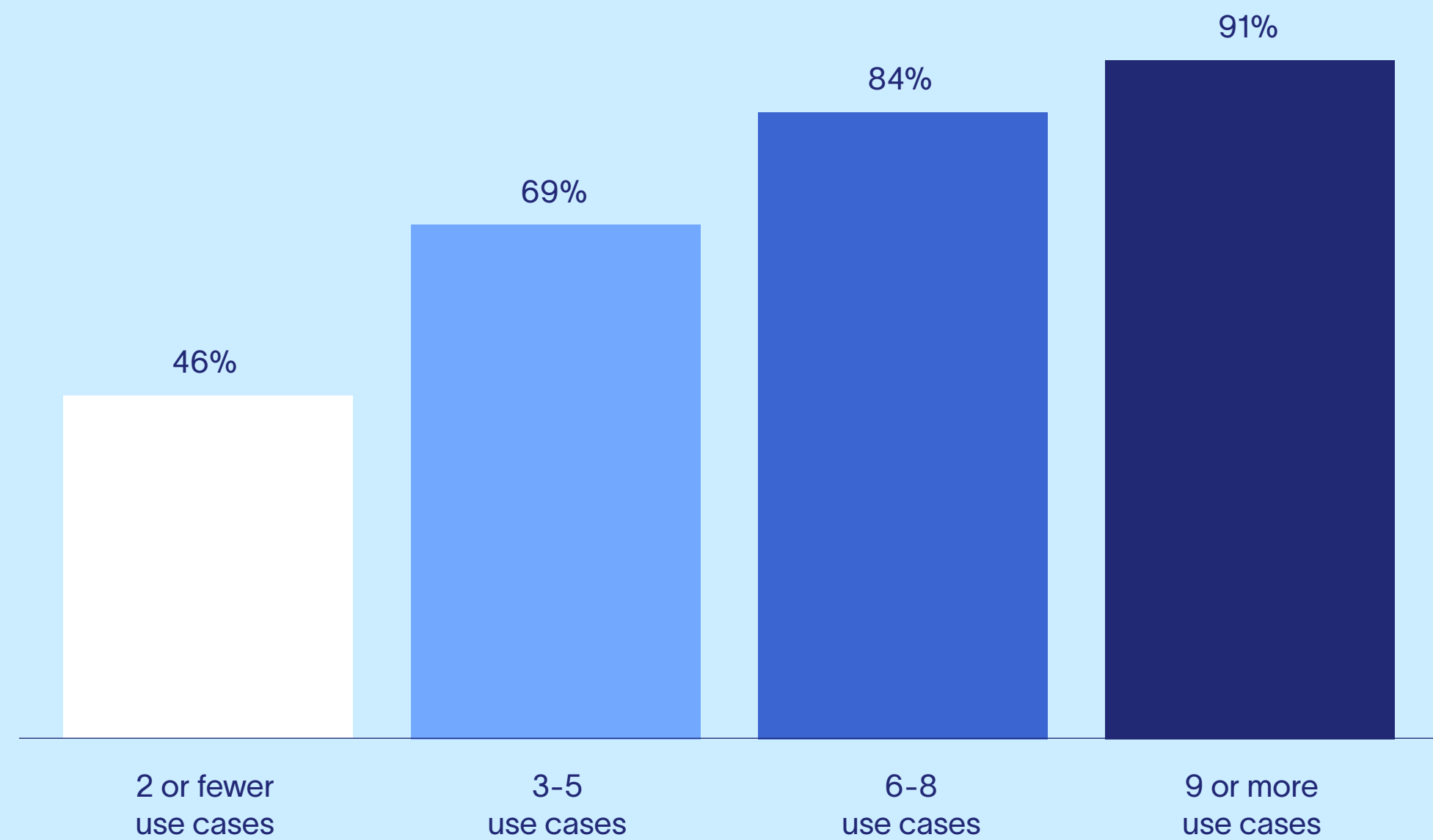
**On average, workers have deployed AI for 5 different use cases**

As workers apply AI to a broader range of tasks, they discover innovative ways to enhance their work that they might not have initially considered. This leads them to find new applications for AI, creating a virtuous cycle of AI-powered productivity: the more you use it, the more you find new ways to use it, and the more productive you become. Employees who use generative AI for nine or more use cases are twice as likely to report productivity gains compared to those who use AI in only two or fewer use cases.



## Productivity gains by number of generative AI use cases adopted

Percentage of workers who report increases in productivity as a result of GenAI





## Top use cases for generative AI in the workplace



### Email generation

The most popular use case for AI is email generation with 37% of knowledge workers using AI to compose emails. It's not just about speed—it's the AI-powered ability to ensure every email is expertly tailored—clear, concise, and personalized at scale.



### Information summarization

In a world overloaded with data, 34% of knowledge workers now use AI for information summarization. This enables them to extract key insights from lengthy reports, articles, or research papers. AI swiftly processes large volumes of text, identifying the most important information and saving precious time.



### Content generation

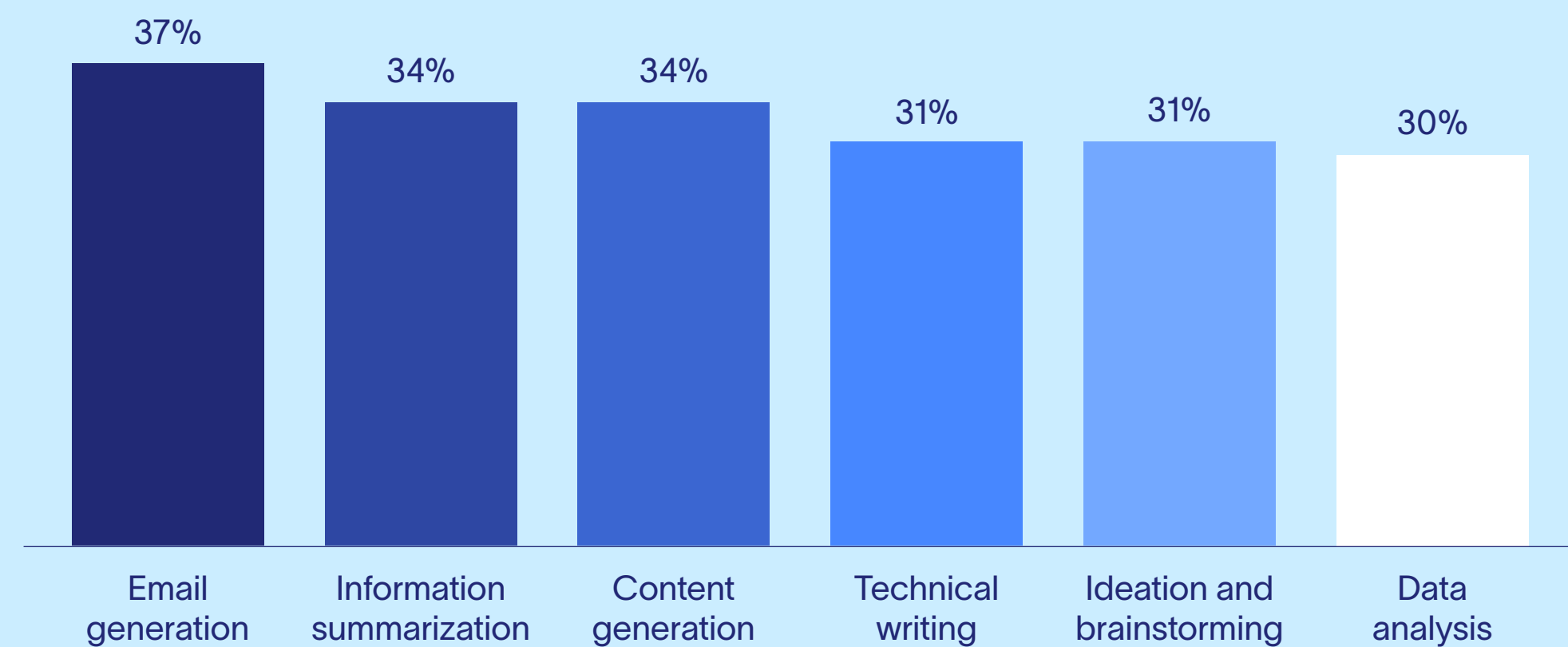
Beyond emails, 34% of knowledge workers are turning to AI to generate various types of content, from blog posts and social media updates to product descriptions and ad copy.

## AI for ideation and brainstorming

Nearly one-third (31%) of knowledge workers are using AI tools to supercharge their creative process—making ideation and brainstorming one of the top five use cases for AI.

AI helps conquer the common “blank page syndrome,” igniting creativity. But the benefits extend beyond just getting started. **Research** consistently shows that individuals tend to be more creative when they come up with initial ideas alone rather than in group sessions because they're able to freely explore ideas without others' influence or interference. By collaborating with AI as part of the creative process, workers can harness the power of solo ideation while having an impartial, unobtrusive sounding board to bounce ideas off of and catalyze new thinking.

### Leading generative AI tool use cases





# Industry-specific use cases

Our research also finds that AI is driving seismic shifts across industries, with each sector wielding the technology in its own distinctive ways:

Industry	Most likely to use generative AI for
Technology	Technical writing
Financial Services	Process automation
Professional Services	Competitive research & insights
Media & Entertainment	Image generation
Education	Goal setting
Non-profit	Meeting transcripts
Government	Most likely to not use a single use case



## Technology: Technical writing

In the fast-paced tech world, workers are using AI to generate clear and user-friendly technical documentation. By automatically generating how-to guides, API references, and product manuals, AI helps tech companies keep pace with rapid product iterations and enhance the user and developer experience.



## Financial Services: Process automation

The financial services industry is no stranger to complex, time-consuming processes. From loan underwriting to client onboarding, many tasks involve repetitive data entry, document review, and compliance checks. AI is helping to automate these processes, slashing errors, improving efficiency, and freeing employees to focus on higher-impact activities like building strong customer relationships.



## Professional Services: Competitive research and insights

In the highly competitive world of professional services, staying ahead of the curve is non-negotiable. AI-powered tools help firms mine data from company filings, news articles, and other sources to identify trends, anticipate client needs, spot untapped business opportunities, and develop differentiated offerings that set them apart from the competition.



## Media & Entertainment: Image generation

Today, media and entertainment companies are under immense pressure to create visually captivating content at scale. From virtual sets and digital avatars to AI-generated game worlds, AI is helping media companies push the boundaries of what's possible with imagery and engage audiences in exciting new ways.



## Education: Goal setting

One of the biggest challenges in education is meeting the diverse needs of individual learners. AI is helping to personalize learning at scale. By analyzing data on student performance, engagement, and preferences, AI can recommend bespoke learning goals and pathways for each student—helping them stay motivated and also freeing up teachers to provide more targeted support and guidance.



## Non-profit: Meeting transcripts

With a wide range of stakeholders, from donors to volunteers to beneficiaries, non-profit organizations often struggle with knowledge management, especially in documenting and sharing insights from meetings and events. To address this, AI-powered transcription tools are now being used to automatically generate detailed records of discussions. This not only saves time and effort but also ensures that crucial ideas and action items are captured and not lost in the shuffle.



## Government: Most likely not to use AI for a single use case

While AI holds great promise for the public sector, adoption has been slower than in other industries. Concerns around privacy, security, and algorithmic bias have made many government agencies cautious about deploying AI in high-stakes contexts like law enforcement, social services, and policymaking, underscoring the importance of using AI technologies that prioritize data quality and integrity.

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These industry-specific use cases illustrate the breadth and depth of AI's potential impact. As organizations continue to experiment and innovate, we can expect to see even more creative and transformative applications of AI across sectors.



# Navigating the challenges and opportunities of AI adoption

While our research reveals significant adoption and enthusiasm around AI, it also highlights five key challenges and corresponding opportunities shaping the AI adoption landscape:

Challenges	→	Opportunities
AI unfamiliarity	→	AI literacy
Data distrust	→	Reliable and responsible AI
AI uncertainty	→	Clearly-defined AI roles
Ad-hoc AI adoption	→	Strategic AI integration
AI divide	→	AI alignment across hierarchies



## Five challenges and opportunities for AI adoption:



### From AI unfamiliarity to AI literacy

Currently, overall AI literacy in organizations is alarmingly low. Nearly two-thirds (64%) of knowledge workers have little to no familiarity with the generative AI tools they could harness in their work, and only a third (35%) can identify more than two AI tools relevant to their roles.

This low AI literacy is not surprising, given that less than one in five employees (18%) report their organizations have conducted training for employees on using generative AI tools and only 4% have developed a generative AI certification program for employees.

Without a workforce skilled at recognizing and harnessing AI's potential, organizations will struggle to fully capitalize on its transformative benefits.

**35%**

of workers can identify more than two generative AI tools applicable to their roles

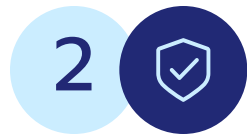
**82%**

of workers say their organizations have not provided training on using generative AI tools

**96%**

of workers say their organizations have not developed a generative AI certification program



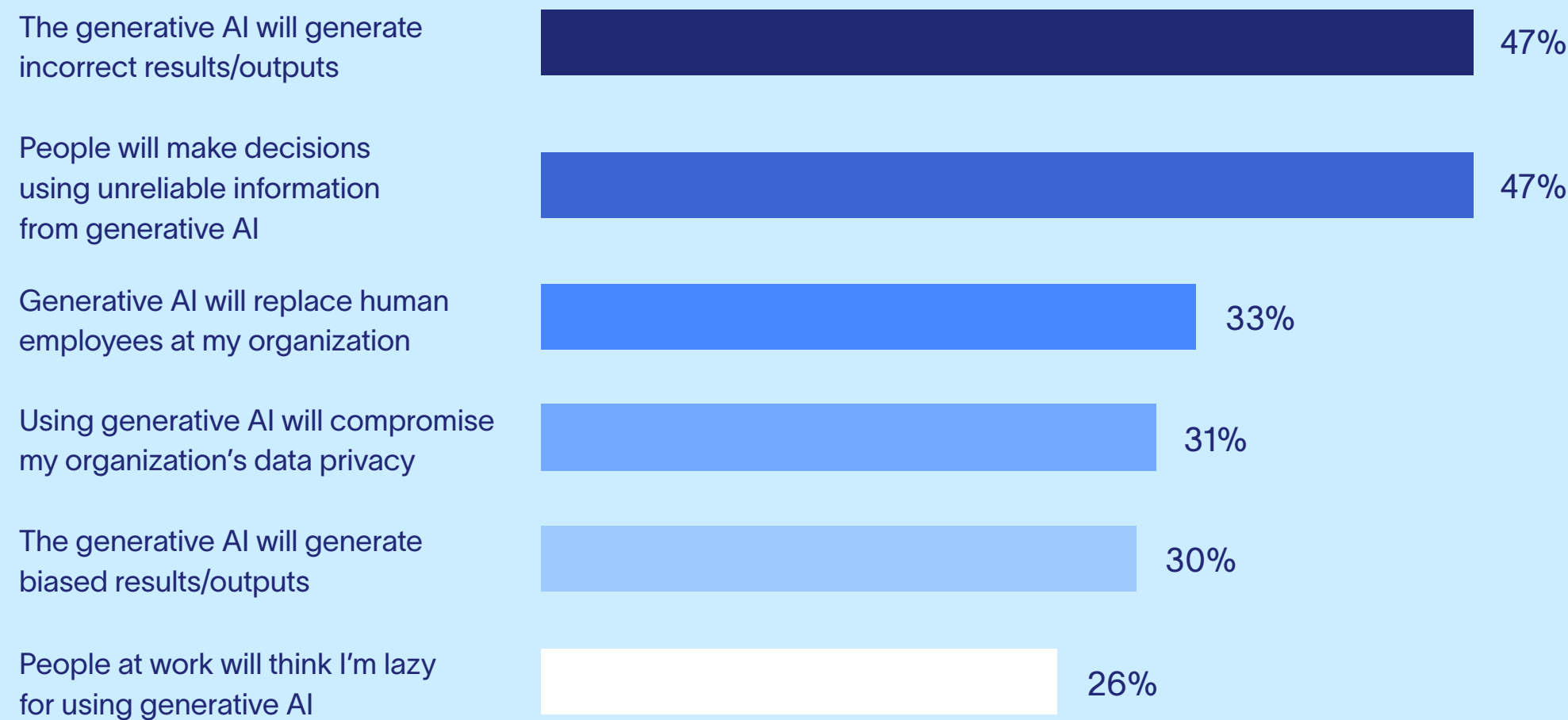


## From data distrust to reliable and responsible AI

Accuracy of AI results is the top concern when using generative AI at work, with nearly half of workers (47%) citing this issue. An equal portion worry about people making decisions using unreliable information from generative AI, and this concern is especially high among executives (53%). Additionally, 31% are concerned that using AI will compromise their organization's data privacy, while 30% are concerned about biased results.

Your AI is only as good as the data powering it. These concerns underscore the need to invest in AI technologies built on a strong, robust data model. They also highlight the importance of selecting tools that allow users to scrutinize recommendations and understand where the results have come from. These features enhance trust in AI and enable users to make more informed and effective decisions.

### Leading concerns of generative AI usage



## From AI uncertainty to clearly-defined AI roles

Many knowledge workers remain uncertain about AI's role in the workplace and its impact on their jobs. One-third (33%) of employees worry that generative AI will replace human workers.

The lack of clarity around AI's role has also led to concerns about how others perceive AI use in the workplace. More than one-quarter (26%) of workers fear being perceived as lazy by their colleagues for using AI, while nearly as many (23%) worry about being labeled as frauds for incorporating generative AI into their work.

These concerns arise from the perception that using AI is a shortcut or a way to shirk responsibilities, rather than a legitimate tool for enhancing productivity and efficiency. This is largely driven by the fact that AI is being positioned as just a tool, rather than as a true teammate. Only 9% of knowledge workers see AI as a teammate. However, when they do, they are more likely to adopt AI, express optimism about it, and experience productivity gains compared to those who view AI solely as a tool. Without clear guidelines and expectations around AI's role, workers are left to navigate these perceptions on their own, leading to feelings of uncertainty and apprehension.

Workers who see AI as a teammate rather than a tool are:

**+27%**  
more likely to use AI

**+30%**  
more likely to be enthusiastic about using AI in the workplace

**+33%**  
more likely to report increased productivity from using AI at work

**-10%**  
less likely to worry about people at their organization using AI unethically



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## From ad-hoc AI adoption to strategic AI integration

The rapid advancement of AI presents a massive opportunity, but companies need well-defined strategies, governance frameworks, and feedback loops to fully harness its potential. Many organizations are lagging in AI adoption, with efforts scattered across teams, leading to missed opportunities. Only 31% of workers report that their companies have formal AI integration strategies, revealing a significant gap in strategic planning.

With the rapid advancement of AI, feedback loops are essential. Yet, a significant 41% of employees say their leaders do not actively seek their feedback on using generative AI tools in their work.

This oversight is a considerable missed opportunity. Listening to the experiences and insights of those using these tools is crucial for identifying pain points and opportunities.

**31%**

**of workers say their companies have formal strategies or plans for integrating generative AI**

**41%**

**of workers say their leaders do not actively seek their feedback on using generative AI in their work**

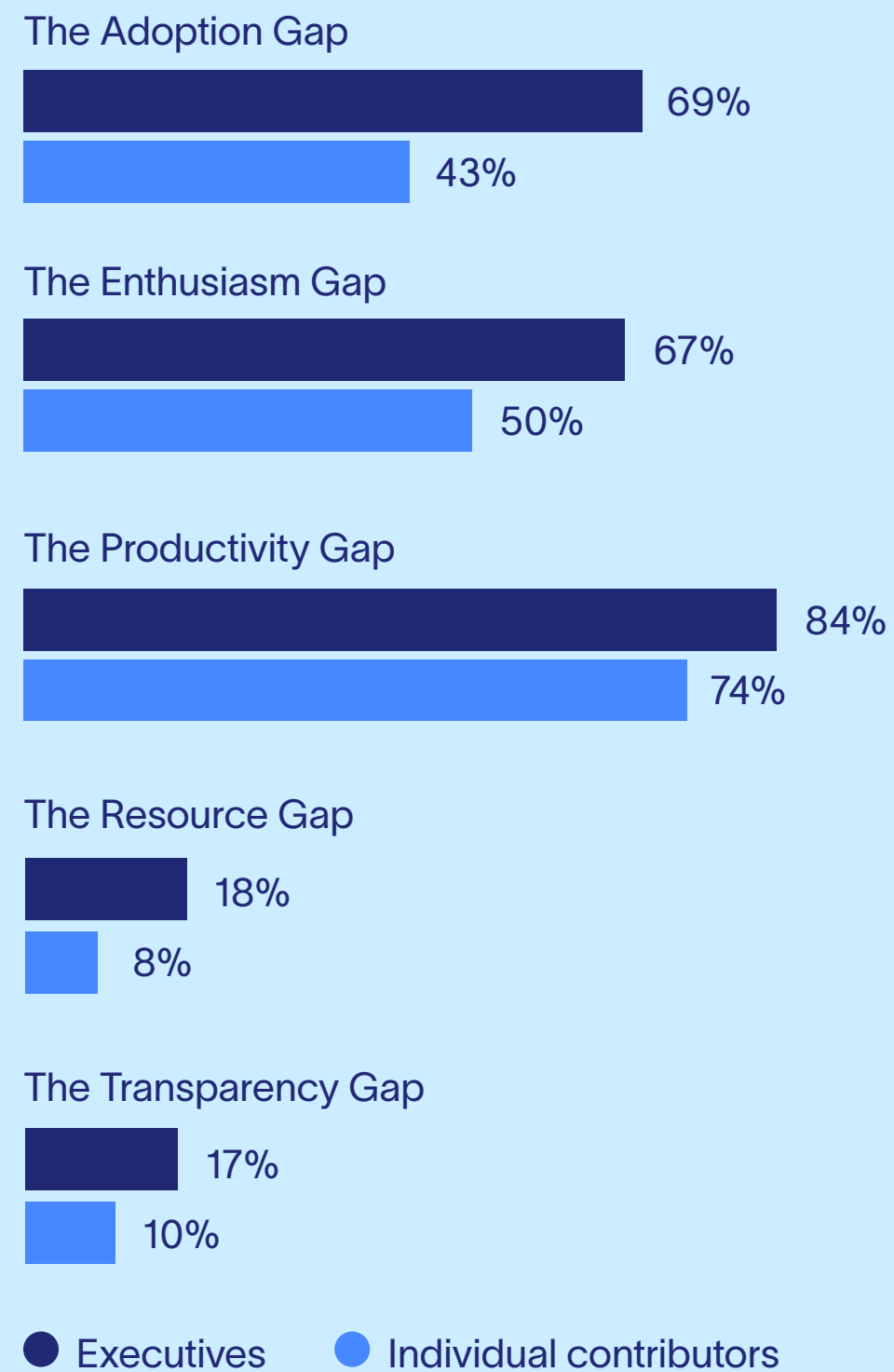




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## From AI divide to AI alignment across hierarchies

For AI to truly transform your organization, there needs to be alignment across all levels. However, our research indicates significant gaps in enthusiasm, adoption, and perceived productivity benefits among executives and individual contributors:



### The Adoption Gap

Executives are more likely than individual contributors to have adopted AI. While 69% of executives report using generative AI at work at least weekly, only 43% of individual contributors do the same. Often, executives have more autonomy and resources to experiment with new technologies. In contrast, individual contributors may face barriers like limited access and training. resources for AI adoption, individual contributors are either unaware of or lack access to these resources.

### The Enthusiasm Gap

Executives are also more enthusiastic about AI compared to individual contributors. Two-thirds (67%) of executives are enthusiastic about using generative AI in the workplace, compared to only 50% of individual contributors. This optimism can be attributed to a couple of factors. Executives are more likely to see AI as a strategic tool capable of driving business value, while individual contributors often view it as just another technology to learn and integrate into their already jam-packed workdays. Additionally, individual contributors are almost twice as likely as executives to harbor concerns about AI replacing human roles (37% versus 20%).resources for AI adoption, individual contributors are either unaware of or lack access to these resources.

**Nearly one-quarter (23%) of executives say their organization has allocated budget for purchasing generative AI tools for employees, but only 9% of individual contributors agree**

### The Productivity Gap

Executives are also more likely to report productivity gains associated with AI compared to individual contributors. Among those who use AI weekly, 84% of executives report productivity gains, while only 74% of individual contributors do so. This glaring disparity reflects the fact that executives tend to have greater access to cutting-edge technology, deploy it for more strategic tasks, and have more access to superior training.

### The Resource Gap

Executives are more likely to report that their organizations offer AI training and development compared to individual contributors. They are more than twice as likely to say their organization has allocated budget for generative AI training and development for employees (18% versus 8%).

Moreover, executives are significantly more likely to report that their organization has allocated budget for purchasing generative AI tools for employees. This discrepancy is concerning and highlights a clear disconnect—while executives believe they are providing resources for AI adoption, individual contributors are either unaware of or lack access to these resources. resources for AI adoption, individual contributors are either unaware of or lack access to these resources.

### The Transparency Gap

Finally, there's a significant transparency gap regarding AI foundations such as policies, principles, and roadmaps. Executives are more likely to report that their organization has developed shared generative AI principles or guidelines for employees to follow (17%

versus 10%), suggesting that there are shortcomings in how these principles and guidelines are communicated and distributed.

While most executives are eager to implement AI into work management practices, they are far more likely to state that their organization has a timeline in place for this compared to individual contributors (68% versus 39%). This discrepancy highlights that individual contributors lack the same level of visibility into the AI implementation process as their leaders, indicating that communication about the timeline and extent of AI integration are not cascading effectively to all levels of the organization.

**68% of executives say their organization has a timeline for implementing generative AI into work management practices, but this timeline hasn't been communicated effectively to employees**

To foster trust and understanding among employees regarding what to expect from AI implementation, organizations must prioritize greater transparency. By openly sharing information about AI policies, principles, and roadmaps, and ensuring that this information reaches all employees, organizations can help align expectations and also promote a shared understanding of the organization's AI journey.



# The five-stage journey to AI maturity

As organizations embark on their AI adoption journey, they inevitably navigate through various stages of maturity. Our Work Innovation Lab team has developed a five-stage model to map this journey. We asked respondents to assess their organizations' AI maturity level and then categorized workers into five distinct stages. This allowed us to understand the different characteristics and experiences associated with each level of organizational AI maturity.

Each stage of our model represents a crucial leap forward in organizations' integration of AI into their core operations and strategies, paving the way for real, transformative outcomes.

MATURITY

## Stage 5: AI Maturity

- Organizations achieve AI excellence, skillfully leveraging the technology to drive transformative results.
- AI maturity is characterized by a deep, strategic alignment between AI capabilities and organizational goals.

## Stage 4: AI Scaling

- AI becomes integrated into organizations' operations, reshaping workflows and decision-making processes.
- At this stage, AI is no longer an auxiliary tool but a core component of operational strategy.

## Stage 3: AI Experimentation

- With initial successes, organizations ramp up adoption and start scaling AI initiatives.
- This critical phase addresses the challenges of broader organization-wide AI integration.

## Stage 2: AI Activation

- Pilot projects are launched to test the waters and gain hands-on experience with AI.
- This stage involves small-scale experiments to understand the implications and value of AI technologies.

## Stage 1: AI Skepticism

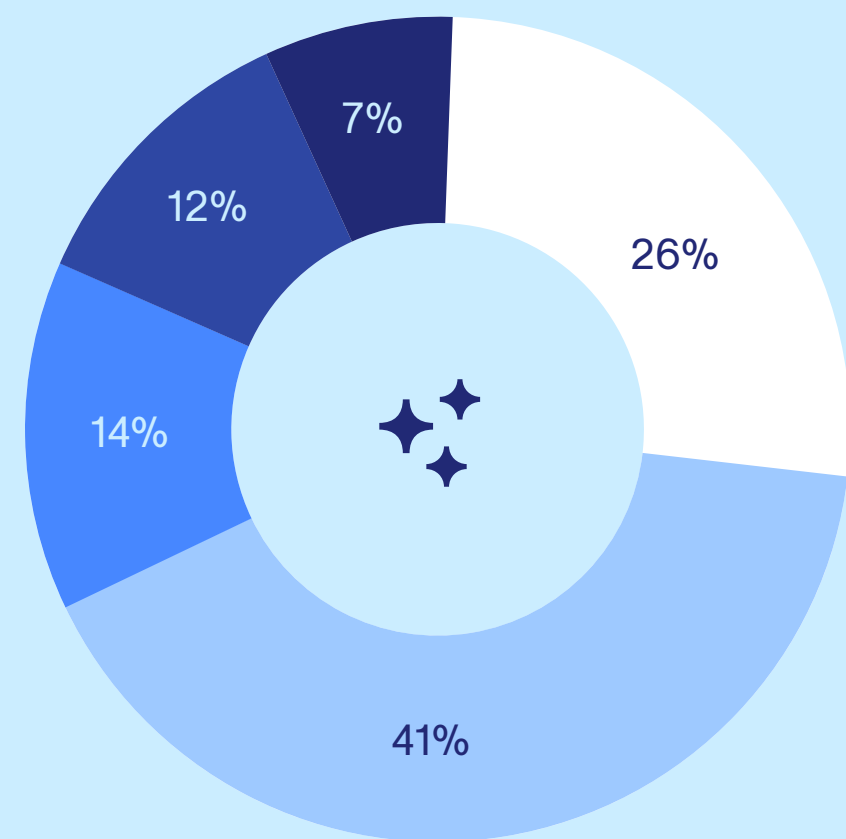
- Organizations recognize AI's potential and start exploring its applications.
- This initial stage is about opening up to the possibilities AI can offer.

IMMATURITY



# Stages of organizational AI maturity

Percentage of organizations at each stage of maturity



- Stage 1: AI Skepticism
- Stage 2: AI Activation
- Stage 3: AI Experimentation
- State 4: AI Scaling
- Stage 5: AI Maturity

Progressing through the AI maturity stages involves more than just deploying the right technologies. It requires a holistic approach that tackles a complex set of factors, which we refer to as the five “Cs” of AI adoption:

## The five “Cs” of AI adoption

- 1 AI Comprehension
- 2 AI Concerns
- 3 AI Collaboration
- 4 AI Context
- 5 AI Calibration



“

Organizations that are more mature in their AI adoption journey are harnessing AI differently, treating it as a collaborative partner rather than just a tool. They invest in resources, training, and robust policies, prioritizing safety, reliability, and a human-centric approach. These mature AI adopters are realizing greater productivity gains and more extensive AI usage across different use cases compared to their less mature counterparts. Our report highlights that successful AI integration is as much about change management as it is about technology.

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**Dr. Rebecca Hinds**  
Head of Asana’s Work Innovation Lab



# 1 AI Comprehension

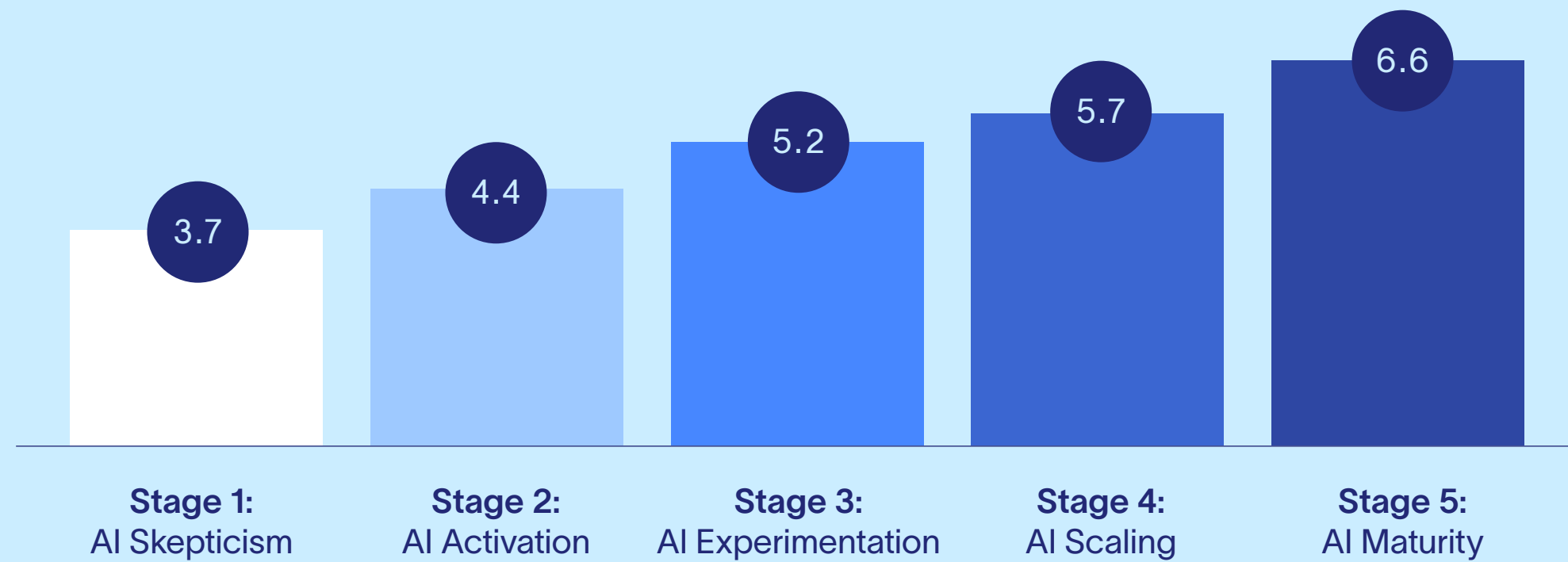
## How well do your employees understand how to use AI?

To reach AI maturity, employee understanding of the technology is crucial, and it varies significantly across stages. At Stage 1, only 2% are familiar with generative AI basics, 6% have a strong understanding of its capabilities for their work, and 20% use AI weekly at work. By Stage 5, familiarity with generative AI surges to 35%, 53% have a strong grasp of its capabilities, and 93% engage with AI each week.

From Stage 1 to Stage 5—where generative AI has been purposefully integrated into work processes and supported by comprehensive policies and guidance—the average number of AI use cases per worker increases from 3.7 to 6.6, demonstrating growing reliance on and integration of AI tools as organizations mature.

The focus on developing employee AI skills also shifts significantly. At Stage 1, only 30% of managers consider AI skill development a high priority. By Stage 3 and beyond, this figure jumps to 94%, recognizing AI competence as critical for maximizing AI benefits. This dramatic increase underscores the growing recognition among managers that AI competence is a critical factor in maximizing the benefits of AI within their organizations.

Average number of use cases adopted by generative AI users



# 2 AI Concerns

## What concerns are top-of-mind for employees regarding AI?

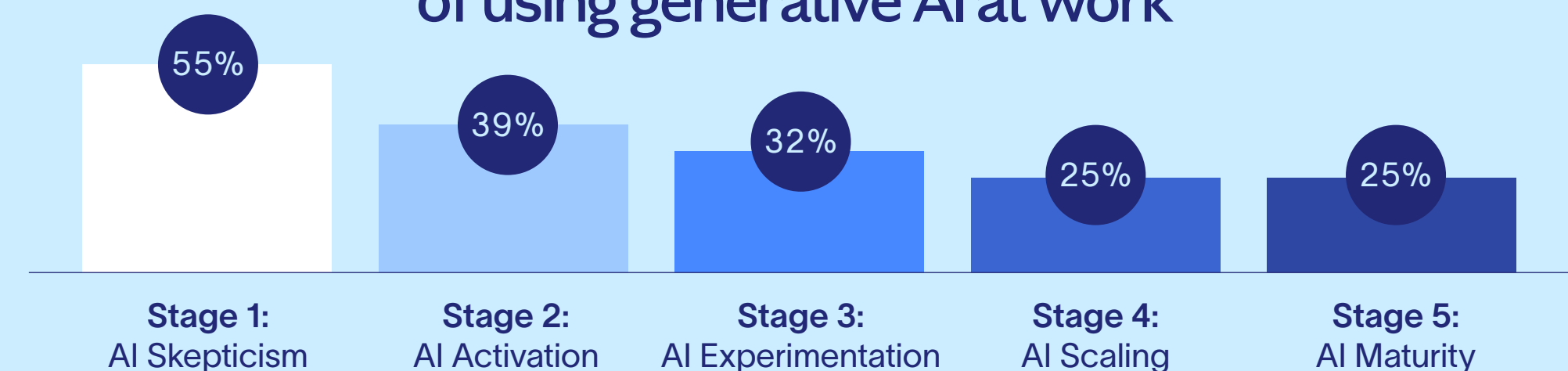
As organizations advance in AI maturity, the primary concern among workers remains the potential for AI to generate incorrect outputs (47% across all stages). However, the nature of concerns evolves with increasing familiarity and expertise.

The concerns associated with generative AI can be attributed to a fear of the unknown, which manifests differently depending on the stage of AI maturity. At Stage 1, with lower AI maturity, workers are primarily concerned about their limited understanding of how generative AI works, leading to the highest level of skepticism (55%) toward using AI at work.

In Stages 2 and 3, as workers develop basic AI proficiency, new fears emerge. They become increasingly concerned about others' perceptions of their new AI use, worrying that relying on AI might be seen as taking shortcuts or producing inauthentic work. Data shows 29% of workers worry about being perceived as lazy, and 25% feel like frauds for relying on AI to complete tasks.

In Stages 4 and 5, as familiarity and expertise with AI deepen, primary concerns shift toward the ethical implications of using AI. With greater understanding of generative AI's capabilities, employees are more likely to identify potential pitfalls, such as the generation of fictitious content (hallucinations), and question the risks and implications of using AI-generated data or outputs. This is reflected in the criteria they use for selecting new AI tools to bring into their organizations. At Stage 1, only 32% of workers say that tool interpretability is important when choosing an AI tool. By Stage 5, 43% say it is important. As organizations progress in their AI maturity, it becomes more important to address these concerns and ensure that AI tools prioritize transparency and provide insights into their decision-making processes.

Percentage of workers who are skeptical of using generative AI at work





# 3 AI Collaboration

## How do employees collaborate—and want to collaborate—with AI?

Cultivating a collaborative mindset that views AI as a partner rather than just a tool is crucial for reimagining jobs and workflows, and optimizing the blend of human and machine capabilities. The metaphors used by knowledge workers to describe AI's role in their work significantly influence how they envision working alongside AI.

Currently, knowledge workers use three primary metaphors to describe the role AI plays in their day-to-day work:

### AI as a Tool

This transactional, utilitarian perspective of AI focuses on efficiency and automation.

### AI as a Teammate

In this view, AI works alongside human employees, actively contributing to work processes, decision-making, and problem-solving.

### AI as a Consultant

Here, AI provides expert advice and specialized assistance on complex issues, leveraging its ability to analyze vast data, identify patterns, and offer insights.

As organizations progress in their AI maturity, employees experience significant changes in how they view their own collaboration with AI—shifting from viewing it as a tool to recognizing it as a teammate.

At Stage 1, most workers (52%) see AI as another tool in their digital toolkit, with only 6% recognizing it as a teammate. This limited perception hinders their ability to envision AI in roles beyond basic functionalities.

As organizations progress in their AI maturity, the perception of AI's role evolves significantly. By Stage 5, the proportion of workers who view AI as a teammate rises to 15%, up from just 6% at Stage 1. This shift in perception allows workers to recognize AI's potential in more collaborative roles, which is also associated with greater productivity gains. Notably, workers who view AI as a teammate are 33% more likely to report productivity gains from using AI at work, compared to those who consider it a tool.

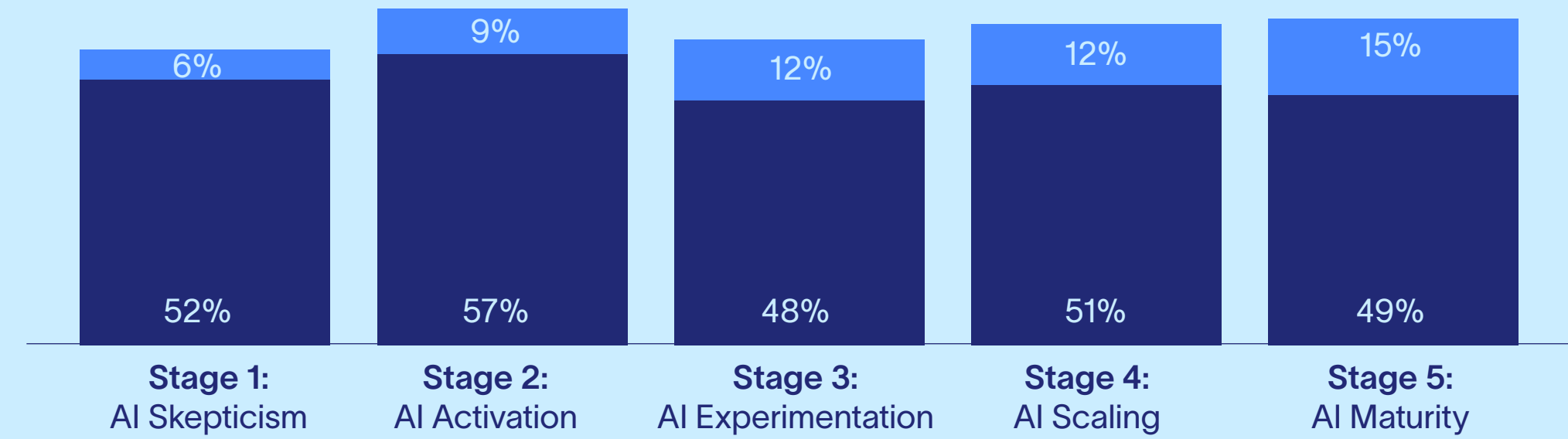


**Workers who see AI as a teammate are 33% more likely to report productivity gains from using AI at work, compared to those who consider it a tool**

As workers use AI more frequently, they begin to recognize its potential for collaboration and its capacity to assume more complex roles within their workflows. Workers who interact with AI on a daily basis are significantly more likely to prefer AI to act like a teammate (22%) compared to those who use it monthly (16%).

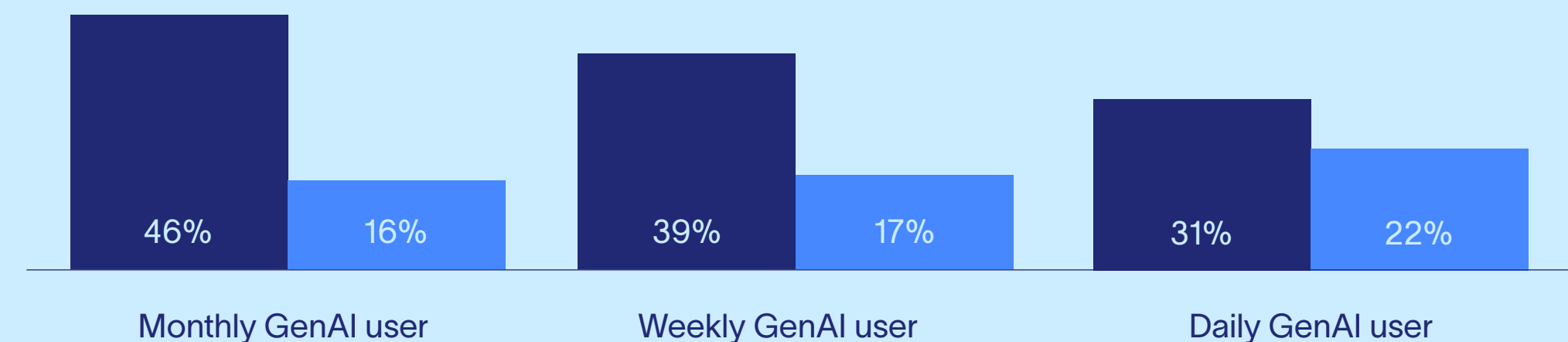
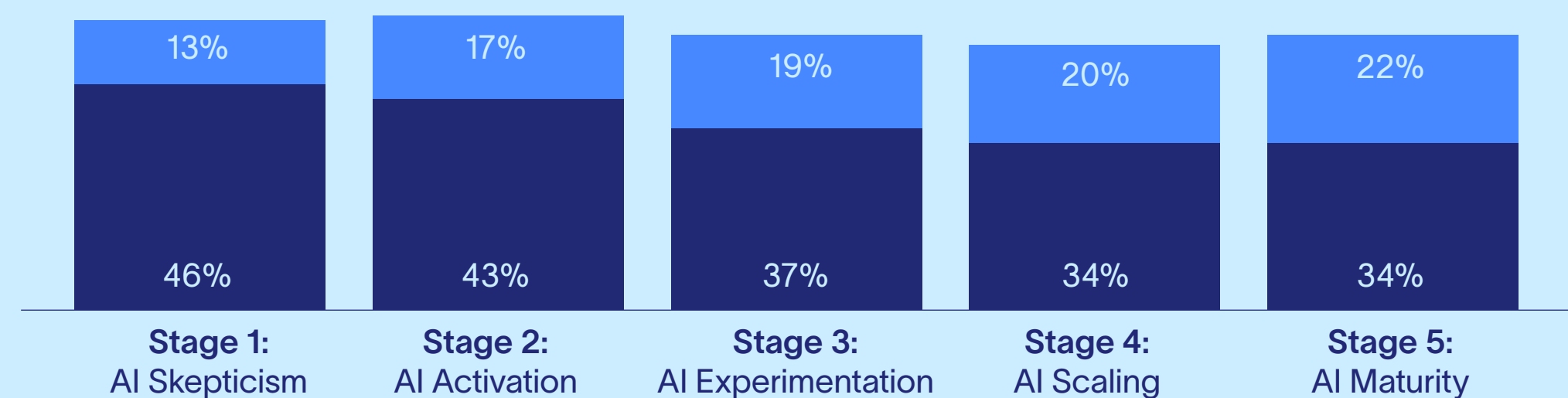
### Current role of AI:

How do workers see the current role of AI in their organizations?



### Future role of AI:

What role do workers want AI to play in their organizations?





4

# AI Context

## What AI policies, guidelines, and principles make up the organizational context around AI?

AI context refers to the organizational environment and framework within which AI technologies are developed, implemented, and used. At Stage 1, the absence of a structured AI context is striking, with only 7% of knowledge workers indicating that their organization has clear policies governing AI usage.



At Stage 1 organizations, only 7% of workers say their organization has a policy employees are expected to follow when using generative AI at work

This lack of clarity leads to potential inconsistencies in how AI is applied and can stifle innovation. Workers find themselves uncertain about how to integrate AI responsibly and effectively due to the absence of clear guidelines.

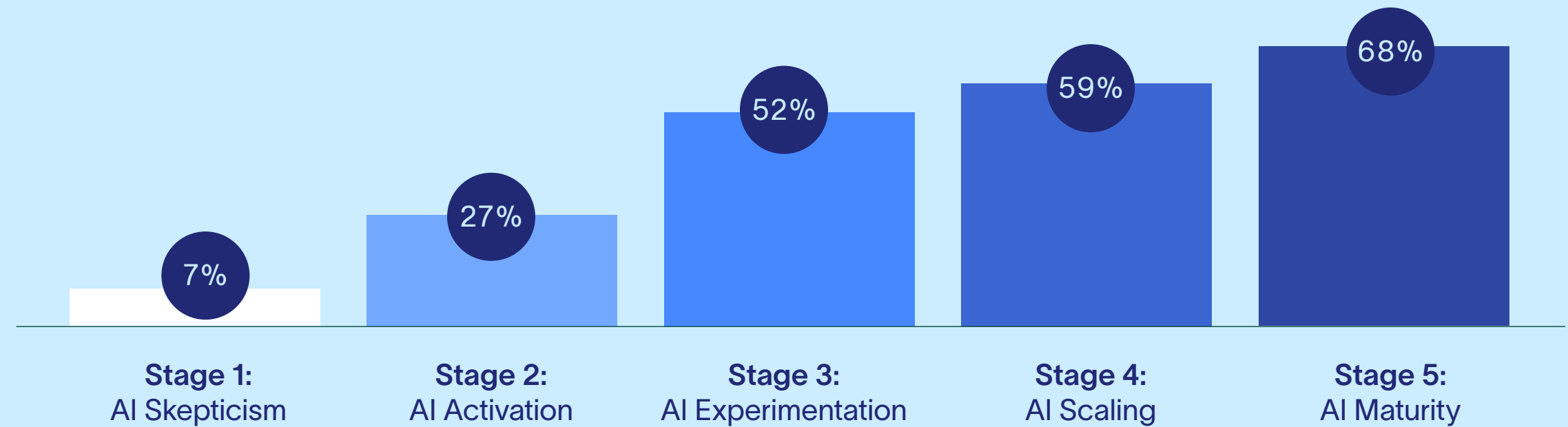
However, by Stage 5, a significant transformation occurs: 68% of workers report that their organization has well-established AI usage policies. This progression is further characterized by greater adoption of shared organizational AI principles, which typically encompass guidelines that ensure ethical usage, transparency, fairness, accountability, and privacy in AI deployments.

At Stage 1, only 2% of employees report that their organizations have defined AI principles, compared to 34% at Stage 5.

By Stage 5, organizations not only recognize that well-defined AI policies and principles are crucial for regulatory compliance, but they also view them

as strategic assets that can differentiate them in the market. These policies and principles provide a clear framework for employees to follow when using AI, ensuring consistent and responsible usage across the organization. They also demonstrate the organization's commitment to ethical AI practices, which can instill greater trust among customers, partners, and investors.

### Percentage of organizations with a policy employees are expected to follow when using generative AI





# 5 AI Calibration

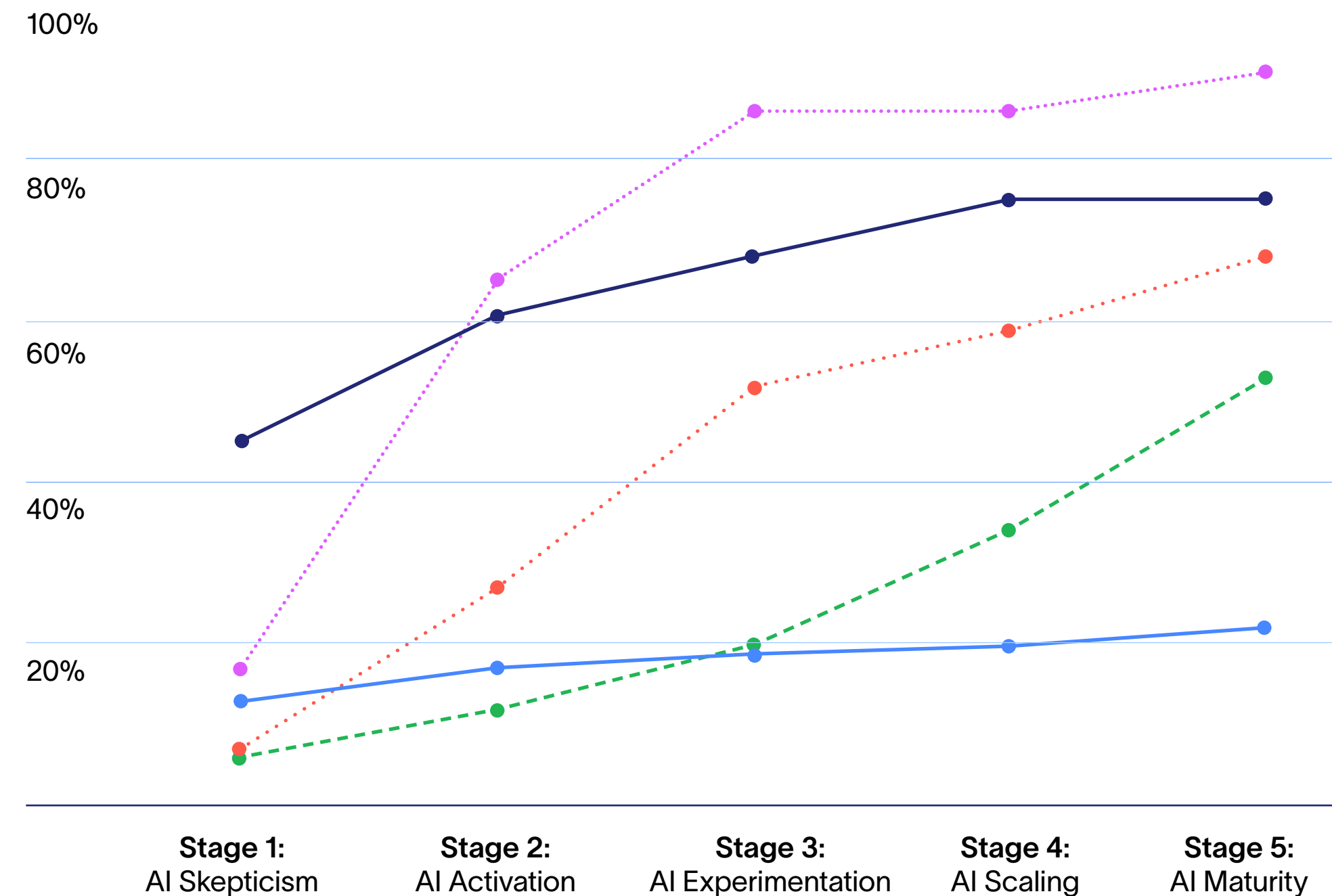
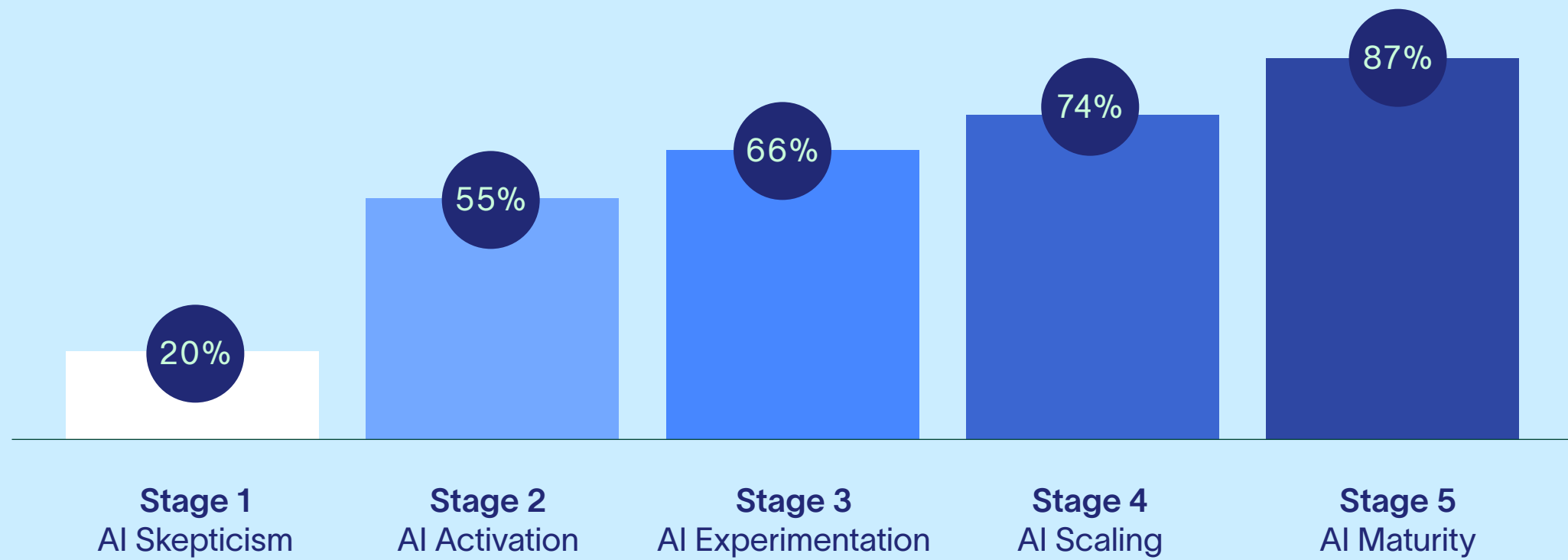
How is AI effectiveness and value measured in your organization?

AI calibration involves assessing the performance improvements realized through AI integration. At Stage 1, only 20% of workers report productivity gains from AI, reflecting its limited integration and optimization within the organization. However, by Stage 5, this figure surges

to 87%, underscoring the transformative impact of fully integrating and effectively leveraging AI capabilities.

To effectively calibrate AI, organizations must engage their workforce in the evaluation process. At Stage 1, only 17% of workers say their organizations actively collect employee feedback on AI tools, which may contribute to the modest productivity improvements observed at this stage. By contrast, at Stage 5, this practice becomes well-established, with 91% of workers reporting that their organizations actively incorporate employee feedback into the AI calibration process.

Percentage of workers reporting increased productivity from using AI in the past 6 months



- Concerns:** Percentage of workers who are not skeptical about the use of GenAI at work
- Calibration:** Percentage of workers who say their organization is collecting employee feedback on GenAI tools
- Collaboration:** Percentage of workers who would like GenAI to play the role of a teammate
- Context:** Percentage of workers who say their organization has a GenAI policy for employees to follow
- Comprehension:** Percentage of workers with a strong understanding of GenAI capabilities



# Journey to AI maturity

The five "Cs" of AI adoption	Stage 1: AI Skepticism	Stage 2: AI Activation	Stage 3: AI Experimentation	Stage 4: AI Scaling	Stage 5: AI Maturity
<b>Comprehension</b>	Limited awareness of AI's potential and functionality.	Recognition of AI's growing capabilities, sparking early interest.	Deep exploration of AI's advanced applications and limits.	Comprehensive understanding of AI's role across workflows.	Expert-level proficiency in leveraging AI for strategic advantage.
<b>Concerns</b>	High skepticism due to unfamiliarity, questioning AI's reliability.	Fear of AI replacing human effort, raising authenticity concerns.	Ethical concerns focus on data privacy and bias.	Excitement about AI's benefits is balanced with awareness of potential risks.	Focus on sustainable and ethical AI practices.
<b>Collaboration</b>	AI is used primarily as a functional tool.	AI remains a support tool, showing potential as a teammate and consultant.	AI is considered a collaborative partner in projects.	AI is increasingly seen as a teammate and consultant.	AI is recognized as an essential strategic consultant and teammate.
<b>Context</b>	Organization lacks defined AI strategies or ethical guidelines.	Organization develops preliminary guidelines for AI application.	Organization formalizes AI usage policies and ethical standards.	Organization establishes AI governance and operational frameworks.	Organization fully integrates AI governance into business strategy.
<b>Calibration</b>	Sporadic and unstructured attempts to measure AI's impact.	Organization begins leveraging employee feedback to assess AI's impact.	Organization launches systematic measurement of AI's effectiveness.	Organization creates feedback loops within departments and adopts holistic AI metrics.	Organization establishes consistent feedback loops and adopts advanced reporting on AI metrics.



# The secrets of Stage 5 companies

How can you lead your organization to AI maturity and reach Stage 5 in our model? The key lies in excelling across the five Cs: comprehension, concerns, collaboration, context, and calibration. Let's explore each of these areas:


## 1

### Boosting comprehension: Invest in education, training, and upskilling

To successfully implement AI, workers need the knowledge and skills to harness its capabilities. This isn't a one-time event—it's an ongoing process that must be prioritized at every stage of the journey.

Our research shows that 56% of workers are proactively learning about generative AI through personal experimentation, often without formal training. Organizations should identify and empower these self-motivated individuals as internal champions to drive adoption and support their colleagues, creating a ripple effect of AI understanding throughout the company.

However, the burden of upskilling can't fall solely on employees' shoulders. Organizations must also facilitate learning by providing resources, training programs,

 **More than half (56%) of workers are taking control of their generative AI learning journey through personal experimentation**

and support structures. As workers use AI more frequently across various use cases, their productivity gains skyrocket. Prioritizing AI literacy, training, and development is essential and requires a collaborative effort between employees and companies to ensure teams are equipped with both tools and knowledge to use AI effectively.

Here are a few key strategies:

**Integrate AI literacy programs into onboarding and continuing education initiatives.** This ensures that all employees have a foundational understanding of AI and its applications within the organization.

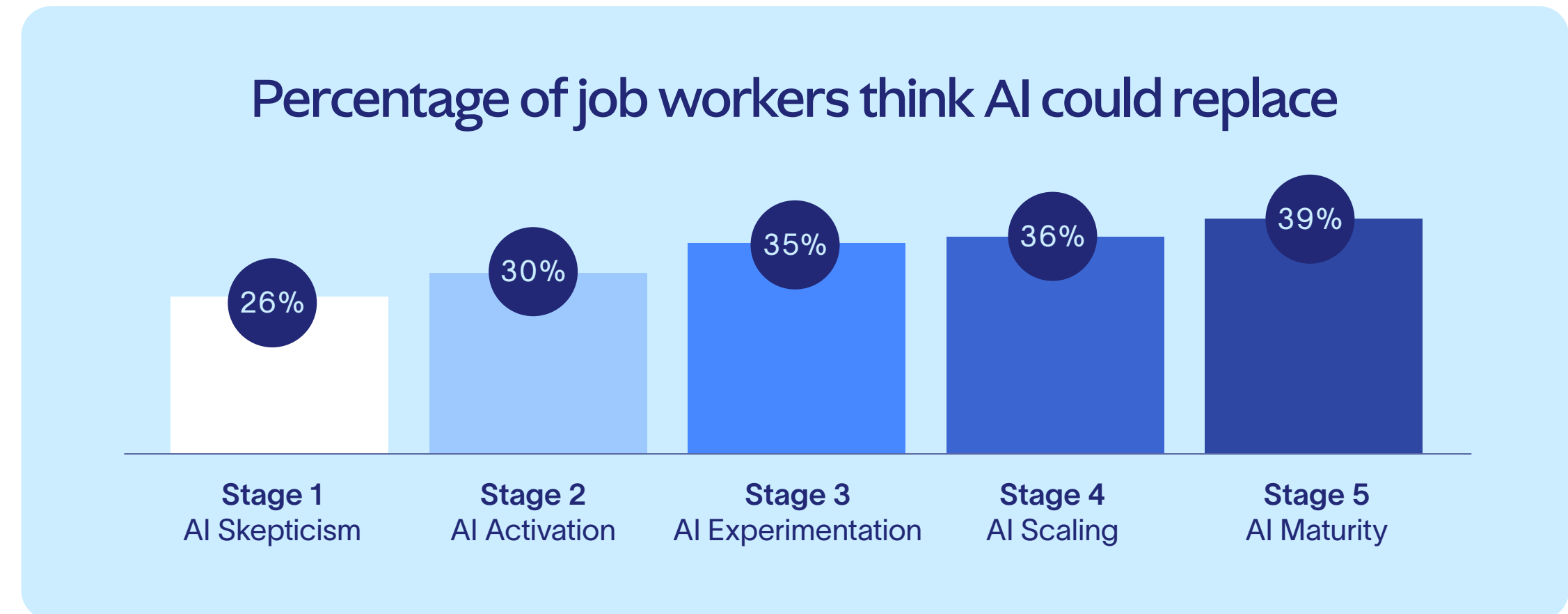
**Identify internal AI champions who can serve as mentors and guides for their colleagues.** Empower these leaders to share their knowledge and enthusiasm, fostering a culture of AI adoption and continuous learning.

**Set up AI "office hours" with subject matter experts to provide personalized support and guidance.** This gives employees the opportunity to ask questions, receive tailored advice, and learn best practices directly from experienced professionals.

**Develop and share role-based AI use case libraries that showcase how AI can be applied in specific contexts relevant to different teams and departments.** This makes AI more tangible and demonstrates its practical value in employees' day-to-day work.

**Create "safe zones" or sandboxes where employees can experiment with AI without fear of making mistakes.** Encourage hands-on learning and experimentation in a controlled environment to build confidence and proficiency.

Embracing a human-centered approach to AI involves acknowledging that AI will automate certain aspects of workers' jobs. On average, knowledge workers believe that generative AI could take over about 31% of their responsibilities. However, this perception varies based on an individual's understanding of AI's capabilities. Employees with a deeper understanding of generative AI believe that AI could replace up to 39% of their jobs compared to those with no understanding (26%).





## 2

## Address concerns: Prioritize AI safety and reliability

Prioritizing AI safety and reliability when choosing generative AI tools and platforms is crucial for building trust with employees, customers, and stakeholders. To reach AI maturity, organizations need to focus on three key aspects:



### Reliability

Reliability is the number one priority among workers across all stages of AI maturity. 69% of knowledge workers say reliability is the top factor influencing their choice of generative AI tools. Unreliable AI can lead to costly mistakes, from botched business decisions to reputational damage. Organizations should choose AI vendors with complete, integrated data models and invest in high-quality data pipelines and robust governance practices to ensure consistently accurate and reliable AI outputs.



### Interpretability

38% of workers believe it's important for AI outputs to offer clear, understandable explanations of how conclusions are made. Anthropic's **recent breakthrough** in identifying millions of concepts within their deployed model, Claude Sonnet, marks a significant step forward in prioritizing interpretability. When selecting AI tools, organizations should consider vendors' ability to provide insights into the decision-making processes behind their models.



### Steerability

31% of workers want AI tools that can be controlled and directed by human operators to guide outputs. Steerability empowers workers to bring their expertise and context to the table. As organizations advance in their AI maturity, steerability becomes increasingly critical. AI tools that can be customized for specific use cases are more likely to drive results and win over users.



“

At Anthropic, we envision a future where trusted AI is developed and used responsibly to empower workers, enhance human capabilities, and benefit society as a whole. By prioritizing transparency, trust, and collaboration between humans and AI, we can create systems that serve as supportive teammates, augmenting human intelligence rather than replacing it. We have the opportunity to unlock newfound realms of productivity, creativity, and potential - ultimately building a future where cutting-edge technology and human ingenuity combine to help us all reach new heights.

”

**Dianne Penn**

Product Manager at Anthropic





# 3

## Collaboration with AI: Embrace a human-centered approach

To truly harness the power of generative AI for boosting productivity and driving innovation, organizations must adopt a human-centered approach. This involves rethinking the role of AI within the organization, moving beyond viewing AI merely as a tool and towards a more collaborative relationship.

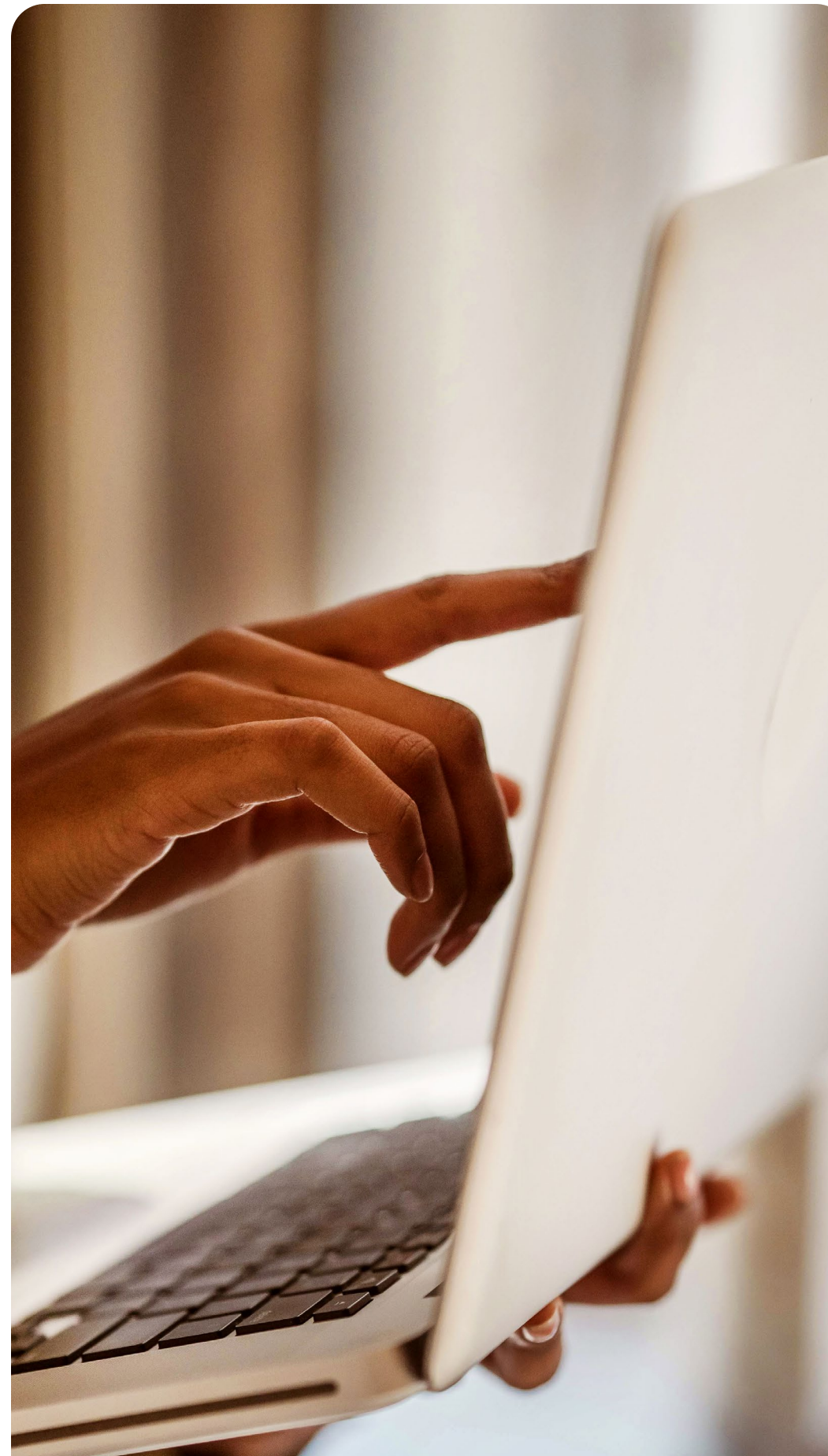
Seeing AI as a collaborative partner can foster a more integrated and mutualistic relationship between humans and technology, opening up new possibilities for brainstorming, problem-solving, and decision-making. To unlock AI's full potential in the workplace, leaders must prioritize human-centered AI approaches and position AI as an amplifier of human potential and a teammate.

### To achieve this:

**Foster a culture of human-AI collaboration:** Encourage workers to view AI as a partner and provide training on effective collaboration with AI systems.

**Invest in human-in-the-loop workflows:** Design AI systems that augment human decision-making, with clear mechanisms for human oversight and intervention.

**Prioritize explainability and transparency:** Ensure AI systems are transparent and explainable, helping workers understand how recommendations or decisions are made, in turn, building trust and confidence in the human-AI partnership.



# 4

## Building the right context: Develop strong AI foundations

Organizations must establish comprehensive policies and principles to effectively navigate AI adoption. These guidelines should form the backbone of their AI strategy, ensuring responsible implementation.

Establishing a strong foundation for AI adoption is crucial for success. However, many organizations are falling short. Shockingly, only 13% of organizations have developed shared AI principles or allocated budgets for AI tool licenses. This lack of foundational support hinders employees' ability to effectively and responsibly employ AI.



**Only 13% of organizations have developed shared AI principles or guidelines for employees to follow**

To maximize AI's potential, organizations should go beyond traditional training and encourage personal experimentation aligned with employees' roles. Without clear policies and resources, organizations risk stunting AI growth and exposing themselves to unintended consequences.

In the future (compared to today), employees are:

**+55%**  
more likely to want AI to be a teammate

**+78%**  
more likely to want AI to be a consultant

**-23%**  
less likely to want AI's role to be limited to just a tool



## 5

## Maximizing AI calibration: Measure AI's impact and value

Calibration is essential for ensuring AI initiatives deliver tangible results.

### Organizations need to:

- Set clear metrics tied to business objectives
- Establish baselines to accurately measure AI's impact
- Track usage, performance, and employee feedback
- Analyze data to identify trends and improvement opportunities

For instance, if customer service representatives report that an AI chatbot is struggling to understand certain types of queries, this feedback can be used to retrain the AI model and improve its performance.

Establishing pre-AI performance baselines is critical for comparison. Leaders must gather baseline data before rolling out AI and periodically reassess as systems are refined.

Employee feedback is often overlooked in measuring AI impact. While 59% of organizations collect employee feedback on generative AI, it's most commonly collected through informal feedback to managers with no clear path to impact.



**41% of employees say that their organizations don't collect any employee feedback on generative AI tools**

Frontline workers have invaluable insights into AI's effectiveness. Leaders should establish clear feedback channels (for example, surveys, focus groups, check-ins) and ensure feedback is incorporated into the calibration process.





# Embracing the future state of AI at work

The journey to AI maturity is challenging but necessary. As technology rapidly evolves, organizations must adapt or risk falling behind. Those who invest in their people, processes, and technology—and use our 5C framework as a guide—will reap immense rewards. Thriving organizations will view AI as an extension of human capability—a force multiplier that propels us toward a future where work is not just about production, but about unlocking human potential to imagine and realize new possibilities.

## Methodology

This research from Asana's Work Innovation Lab surveyed 5,007 knowledge workers in the U.S. and U.K. in March 2024. The survey was administered via Qualtrics and data collection was conducted by Prolific and did not target Asana customers or employees. Respondents were all employed business professionals. Executives included in this research are defined as Director role levels and above.





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