

2025 State of AI at Work: Australia

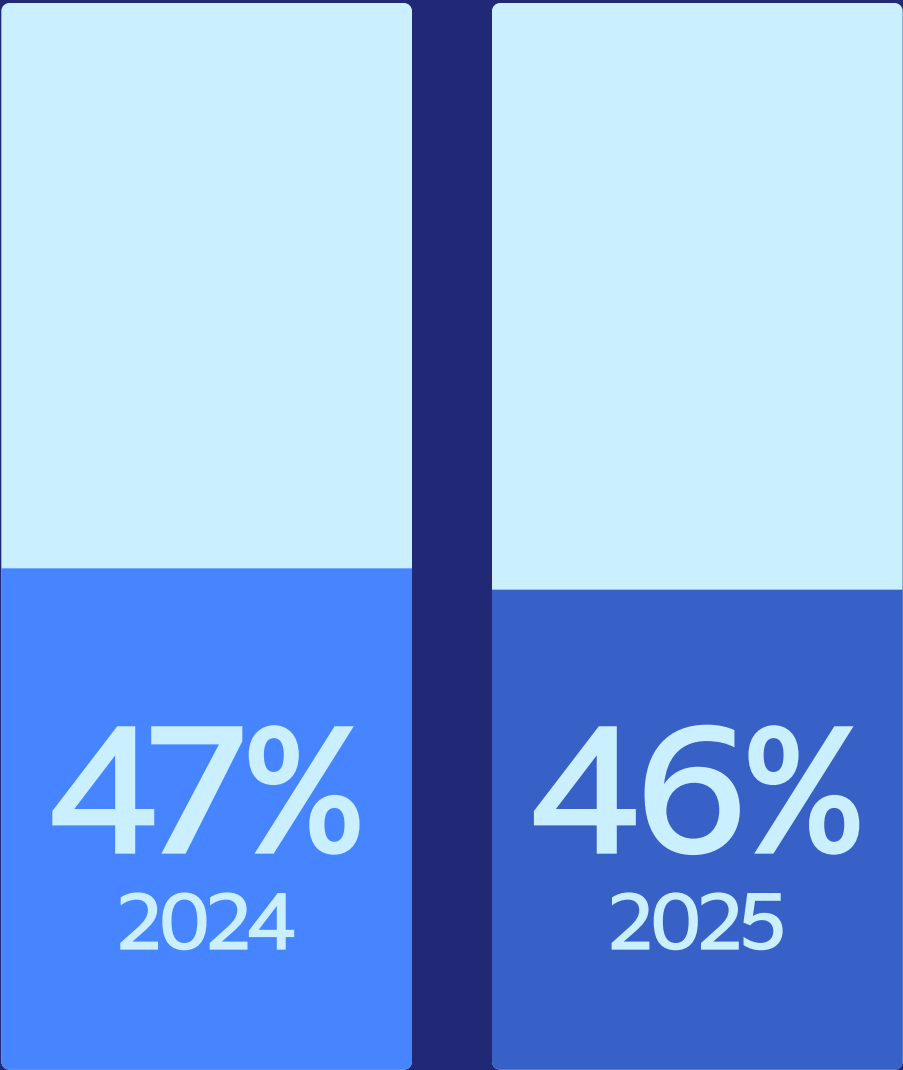
Why AI alone can't fix broken work

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From hype to reality:

Why AI adoption in Australia has hit a wall

Australian workers who use AI weekly:



On paper, the AI era is in full swing—featuring prominently in media headlines, corporate strategies, pilot programs, and IT budgets.

But inside many workplaces, the day-to-day reality looks very different. AI pilots are scattered across departments—with no unifying strategy. Teams are stretched thin. And mission-critical work still runs on legacy systems, spreadsheets, and email—tools built for a different decade.

Despite the hype, AI adoption in Australia has stalled. In 2025, just 46% of workers report using AI weekly—flat from 47% in 2024. Even more telling: only 14% of Australian organisations have successfully scaled AI across their organisations.

Organisations can’t unlock the value of AI without first fixing how work actually gets done. Right now, more than one-third (36%) of Australian workers say their organisation’s work practices are outdated. And the cracks in the system are most visible at the top—44% of executives say that their organisation’s work practices are outdated. AI might make tasks more efficient—but if the underlying processes are broken, it just makes the dysfunction more efficient too.

This report draws on insights from 2,010 Australian knowledge workers across industries, roles, and seniority levels. The takeaway is clear: real results from AI start with reengineering how work works. Australian workers are suffering under the weight of these broken processes.

44%

of executives say their organisation’s work practices are outdated

36%

of all workers say their organisation’s work practices are outdated

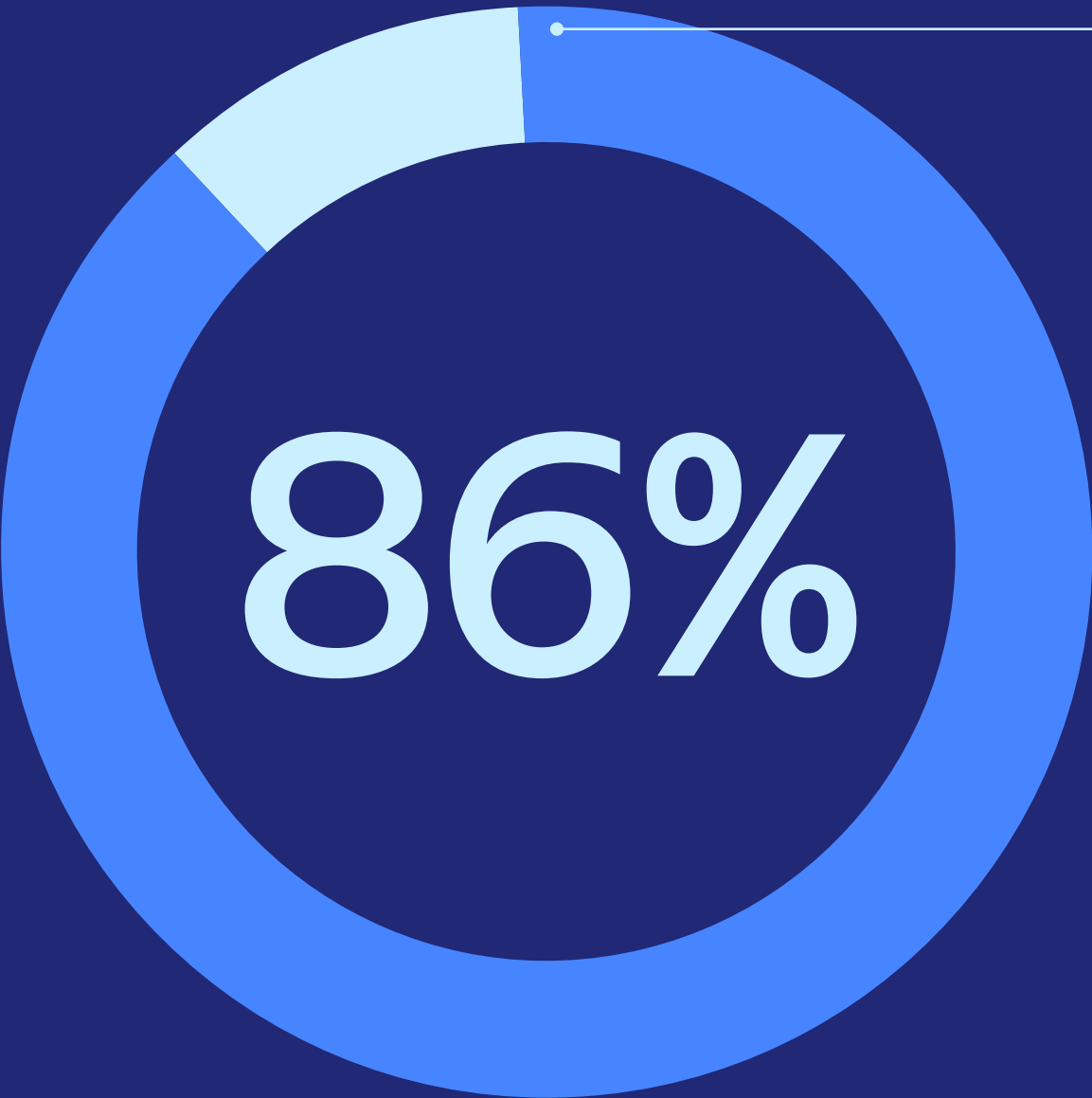
From 9 hours wasted each week in unproductive meetings to 12 hours spend searching for information, Australian knowledge workers are spending much of their workweeks navigating broken processes and technology.

The increasing coordination tax of work. In 2025, Australian workers are spending:



Stalled in the starting gate:

Australia's AI reality check



86% of workers say their organisation has yet to move past the pilot stage of AI implementation, failing to scale the technology

Despite the headlines and hype, 86% of Australian organisations have yet to scale AI across their operations. Over half of employees (58%) say their organisation doesn't even have a formal implementation plan in place.

Where Australian organisations stand on AI implementation

AI implementation stage	% of organisations
Stage 1: No current implementation plans or strategies	35%
Stage 2: Some interest, but no formal plans	23%
Stage 3: Formal plans developed, not yet implemented	12%
Stage 4: Pilot implementation in select workflows	14%
Stage 5: Scaled implementation with measurement and optimization	14%

What’s holding organisations back from scaling AI? Most companies haven’t built the foundations required to scale AI. They’re hoping AI will transform their business—but without redesigning how the business actually runs:

- Only 10% have redesigned their workflows to truly integrate AI.
- Just 19% have formal policies in place to govern its use.
- Just 14% have carved out dedicated budgets for AI initiatives.

In too many cases, AI is layered onto broken systems, inefficient workflows, and absent governance—then expected to deliver transformative results.

Perhaps the most underestimated barrier is the perception gap between executives and everyone else. From the executive suite, AI adoption looks far more promising:

- 71% of executives use AI weekly.
- 62% say it boosts their productivity.

But step outside of leadership, and the reality looks very different:

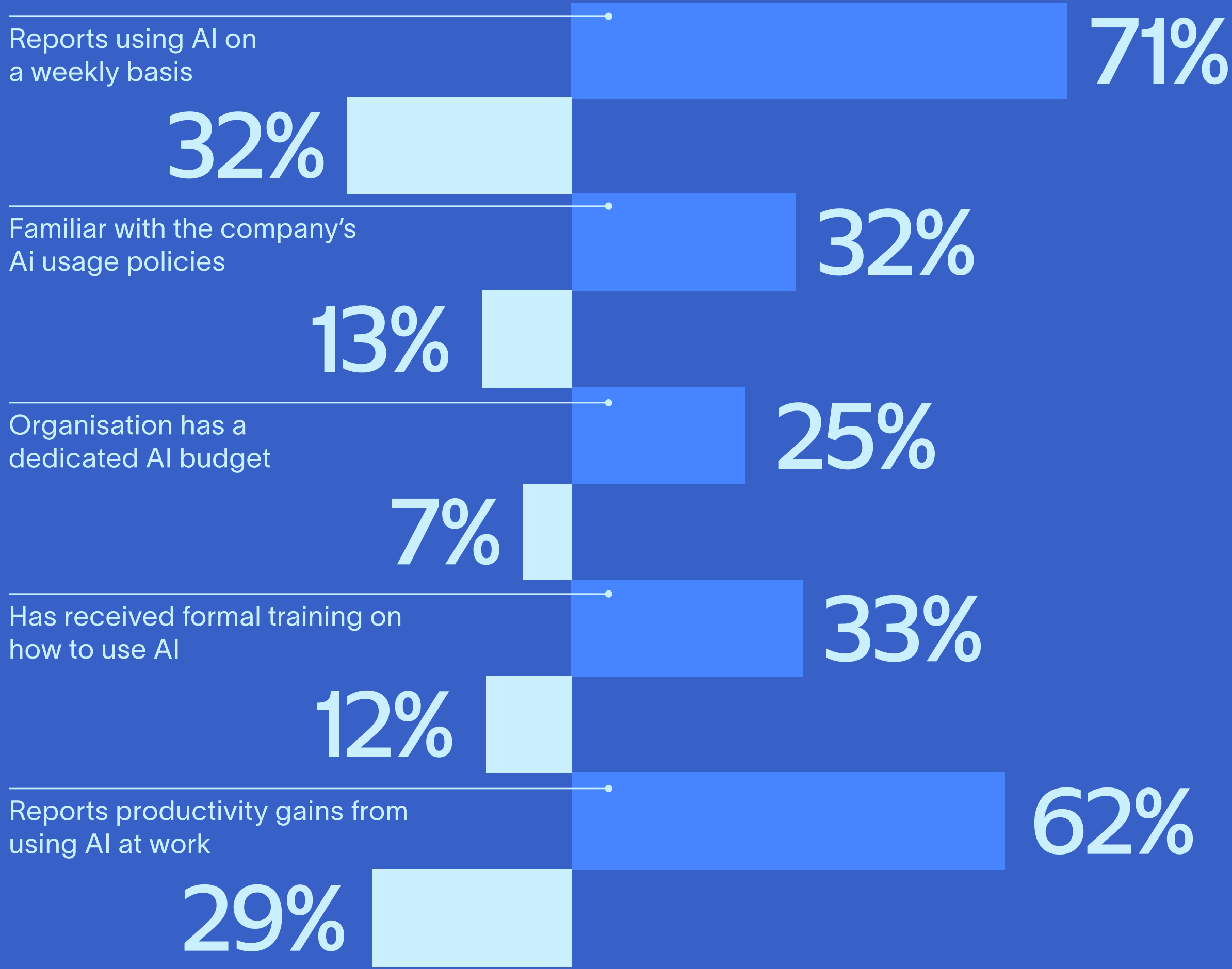
- Only 32% of individual contributors use AI weekly.
- Just 29% report any productivity gains.

The result is a lopsided system: leaders gain access to the tools, the training, and the productivity gains—while the rest of the workforce is left behind.

Until organisations close this gap—with company-wide training, redesigned workflows, and support that meets employees where they are—AI’s benefits will stay concentrated at the top. And efforts to scale will keep stalling out.

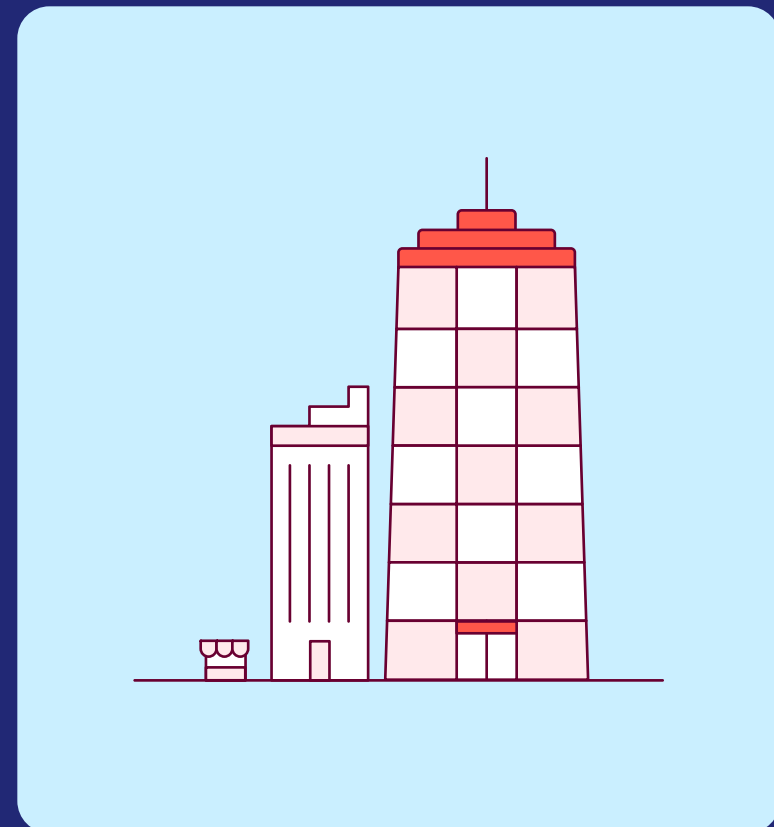
Diverging experiences of AI adoption:

- Executives
- Individual contributors



AI competitive advantage:

Why AI Scalers win—and everyone else stalls



AI Scalers:

These organisations have implemented AI across multiple workflows, backed by systems for measurement, coordination, and continuous improvement.

Nonscalers:

These organisations have experimented with AI and adopted it in pockets—but they haven't been able to scale it across their workforce.

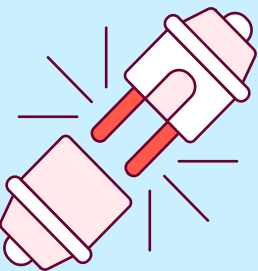
Despite the roadblocks, there's reason for optimism. Not every organisation is stuck in pilot purgatory. A notable 14% have broken through—scaling AI across multiple workflows and seeing real results.

Our research shows a clear divide between two types of organisations: AI Scalers and Nonscalers.

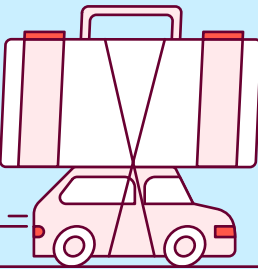
The biggest difference between them? AI Scalers start by rethinking the work itself. They're 2.6x more likely to be fully redesigning workflows to integrate AI. Nonscalers, on the other hand, try to wedge AI into outdated systems and hope for transformation. It doesn't work.

The four productivity taxes organisations face

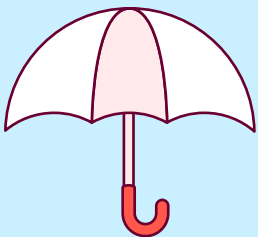
AI Scalers don’t just deploy AI—they use it to solve the root causes of inefficiency across their organisations. These root causes show up as what we call productivity “taxes”: the hidden costs teams pay just to get basic work done.



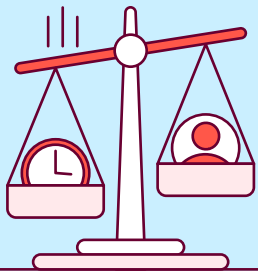
The Connectivity Tax
Only 25% of Australian workers say their teams collaborate effectively across functions. The Connectivity Tax is the cost of disconnection—when people, tools, and teams work in silos. It leads to misalignment, duplicated work, and too much time spent coordinating work.



The Velocity Tax
Only 19% of Australian workers say information and ideas move quickly between teams in their organisation. The Velocity Tax is the drag of bottlenecks—manual handoffs, slow approvals, and outdated tech that stall progress.



The Resilience Tax
Only 25% of Australian workers are confident in their organisation’s ability to adapt to unexpected challenges. The Resilience Tax hits when rigid systems, inflexible workflows, and unclear priorities leave teams unable to respond to change.



The Capacity Tax
76% of workers say they’ve experienced an unmanageable workload in the past six months. The Capacity Tax is the toll of overload—too many meetings, tools, and distractions that prevent employees from doing their best, most important work.

AI Scalers are using AI to cut productivity taxes

As they tackle these four productivity taxes, AI Scalers adopt a fundamentally different mindset. Nonscalers bolt AI onto existing dysfunction and hope for change. AI Scalers use AI to rethink workflows from the ground up. It’s not about doing the same work faster—it’s about changing the work itself.

Productivity Tax	What Nonscalers do	What AI Scalers do
Connectivity Tax	Bolt AI onto fragmented tools and hope it creates alignment across workflows, systems, and teams.	Build a system that actually coordinates work—then use AI to manage the flow of work and align people, tools, and priorities in real-time.
Velocity Tax	Embed AI in isolated pockets, leaving systems brittle and reactive.	Integrate AI into core systems and workflows—so it can spot risks early, adjust plans dynamically, and help teams adapt in real time.
Resilience Tax	Automate broken workflows and hope things speed up.	Redesign workflows to eliminate bottlenecks and delays—then use AI to automate approvals, flag blockers, and speed up decisions.
Capacity Tax	Use AI to squeeze more out of already maxed-out teams	Use AI to eliminate busywork—and then redirect it to support high-impact efforts like strategy, creativity, and decision-making.

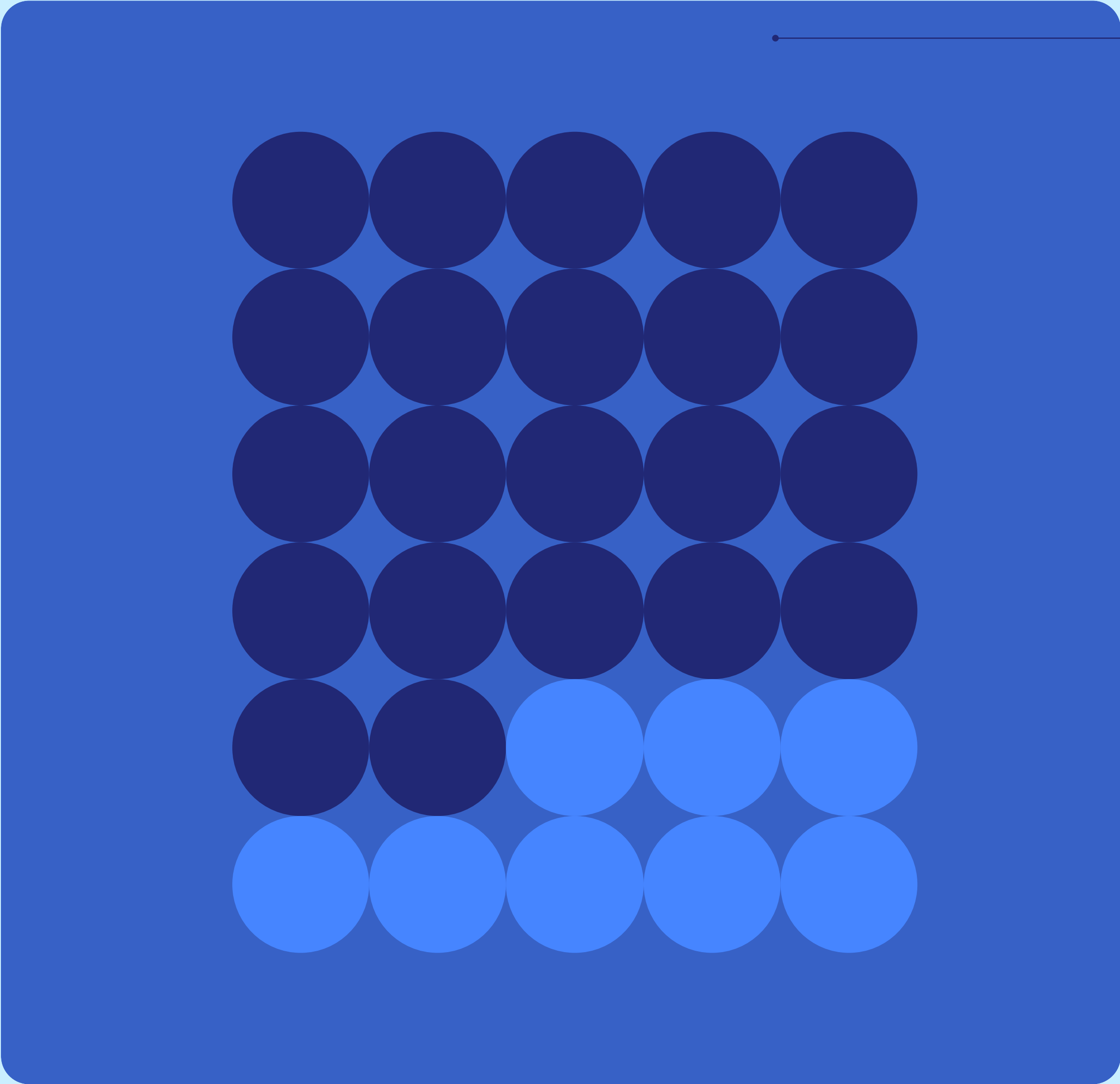
Solving the Connectivity Tax with AI

The **Connectivity Tax** is the cost of **disconnection**—when people, tools, and teams work in silos.

Most Australian businesses don’t have a tool shortage—they have a coordination problem. In most cases, they are overflowing with collaboration apps. But when systems are fragmented, teams become fragmented too. What’s missing isn’t another app—it’s a coordination layer: a unified technology stack that connects cross-functional teams, making it easier to align on priorities, share progress, and move work forward, together. Without that connective tissue, things start to fall apart.

How the Connectivity Tax shows up in Australian organisations:

- Only 25% of Australian workers say their teams collaborate effectively across functions.
- 42% experience regular cross-team miscommunication
- 39% face unclear task or project ownership
- 44% struggle to find the information they need each week



72%

of workers say they would prefer their organisation to adopt a standardised set of collaboration tools (up 6% from 2024).

When AI is layered onto a fragmented foundation, it doesn’t solve the coordination problem—it magnifies it. AI may surface more tasks, more updates, and more data—but without a coordination layer, all that information stays trapped in silos. Different teams see different pieces of the puzzle, and there’s no clear way to connect it all into coordinated action.

That’s why so many organisations feel stuck. They’re bolting AI onto systems that weren’t designed to coordinate work across teams.

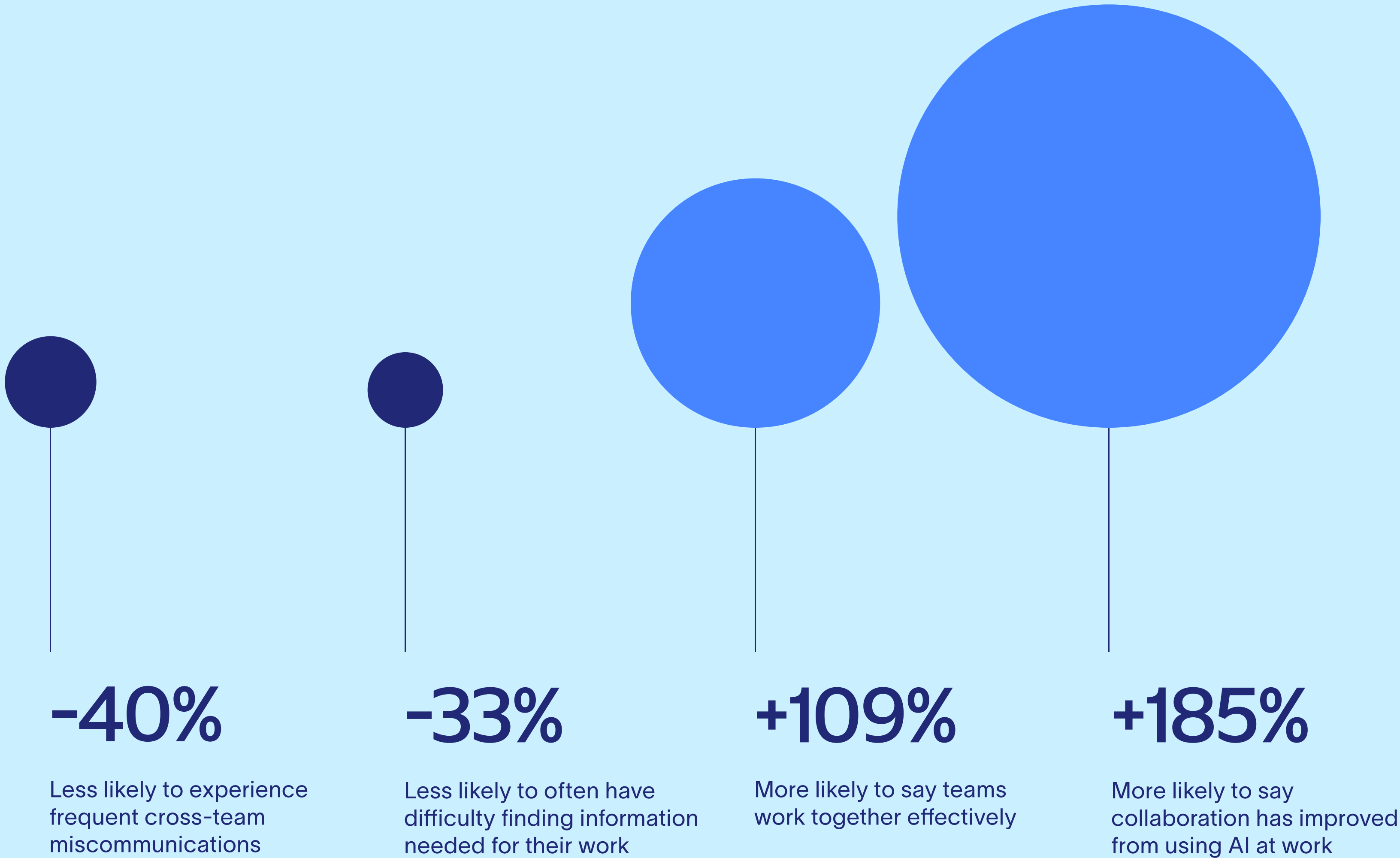
AI Scalars take a different approach

They don't just plug in AI—they use it to reinforce how work flows across teams. They improve how people share information, stay aligned, and execute—across tools, roles, and functions.

Here's how AI Scalars use AI to cut the Connectivity Tax:

- ✓ **Connect people to the information they need—automatically:** Instead of digging through docs, inboxes, or chat threads, AI surfaces the most relevant updates, tasks, and insights—based on what someone's working on and who they're working with.
- ✓ **Keep teams aligned through shared, real-time visibility:** AI powers dynamic dashboards that show who's doing what, where work is blocked, and what needs attention—so teams don't rely on status meetings or Slack check-ins to stay on track.
- ✓ **Turn unstructured communication into structured, searchable knowledge:** AI transforms meeting transcripts, chat threads, and ad hoc updates into organized records—so information isn't just captured, it's accessible and actionable across teams.

Compared to Nonscalars, AI Scalars are:



Solving the Velocity Tax with AI

The Velocity Tax is the drag of bottlenecks—manual handoffs, slow approvals, and outdated tech that stall progress.

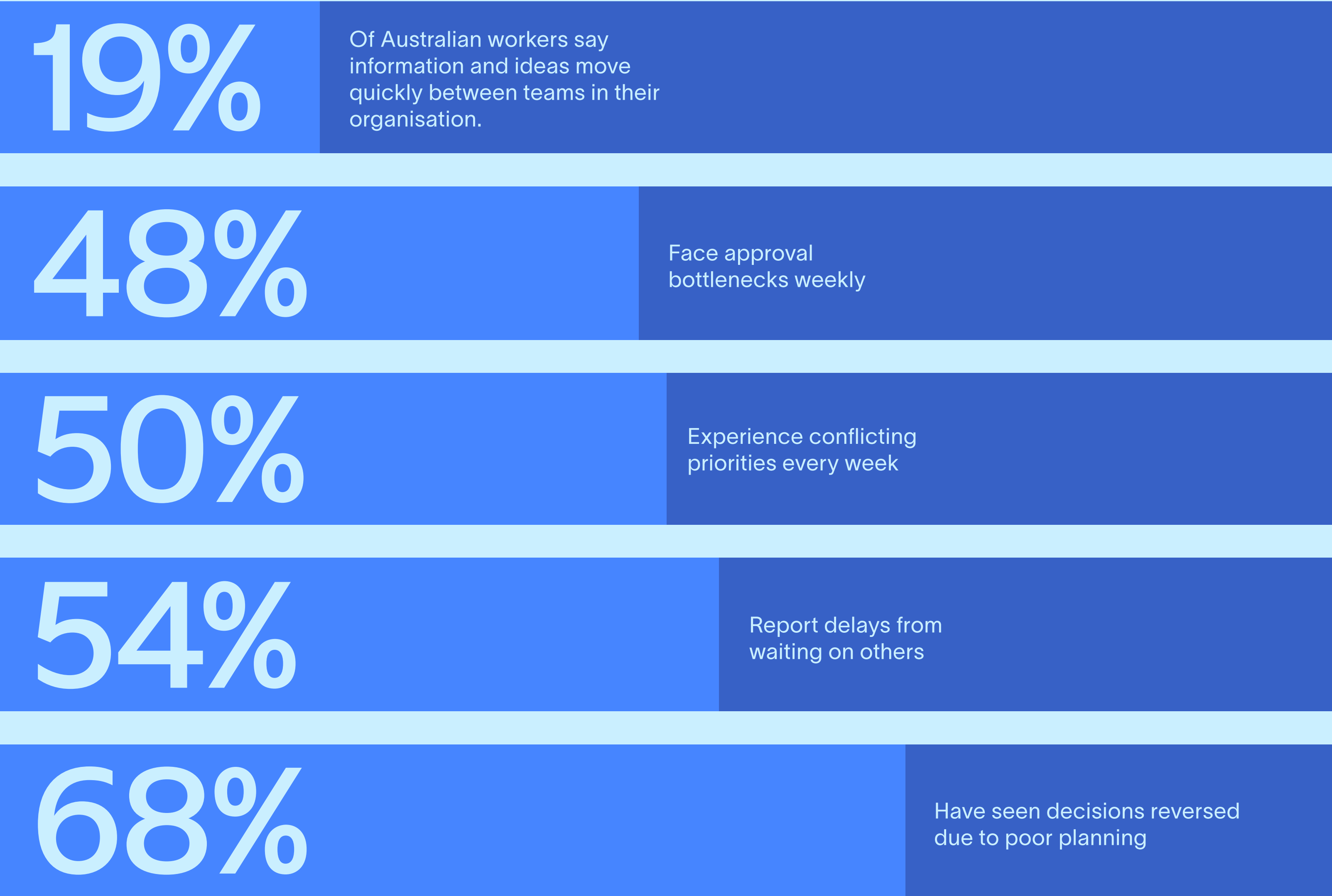
In today’s business environment, speed isn’t a luxury—it’s a requirement. But many organisations are stuck with systems that can’t keep up. Ideas stall in approval queues. Projects wait for feedback. And execution grinds to a halt.

If workflows are broken, AI doesn’t solve the problem—it just helps dysfunction move faster. And when dysfunction moves faster, work slows down.

AI Scalers take a different approach

AI Scalers start by reworking workflows to remove bottlenecks and delays—then use AI to accelerate the right things: decisions, handoffs, and execution. They use AI to automate routine approvals, flag potential blockers before they cause problems, and route work to the right people at the right time.

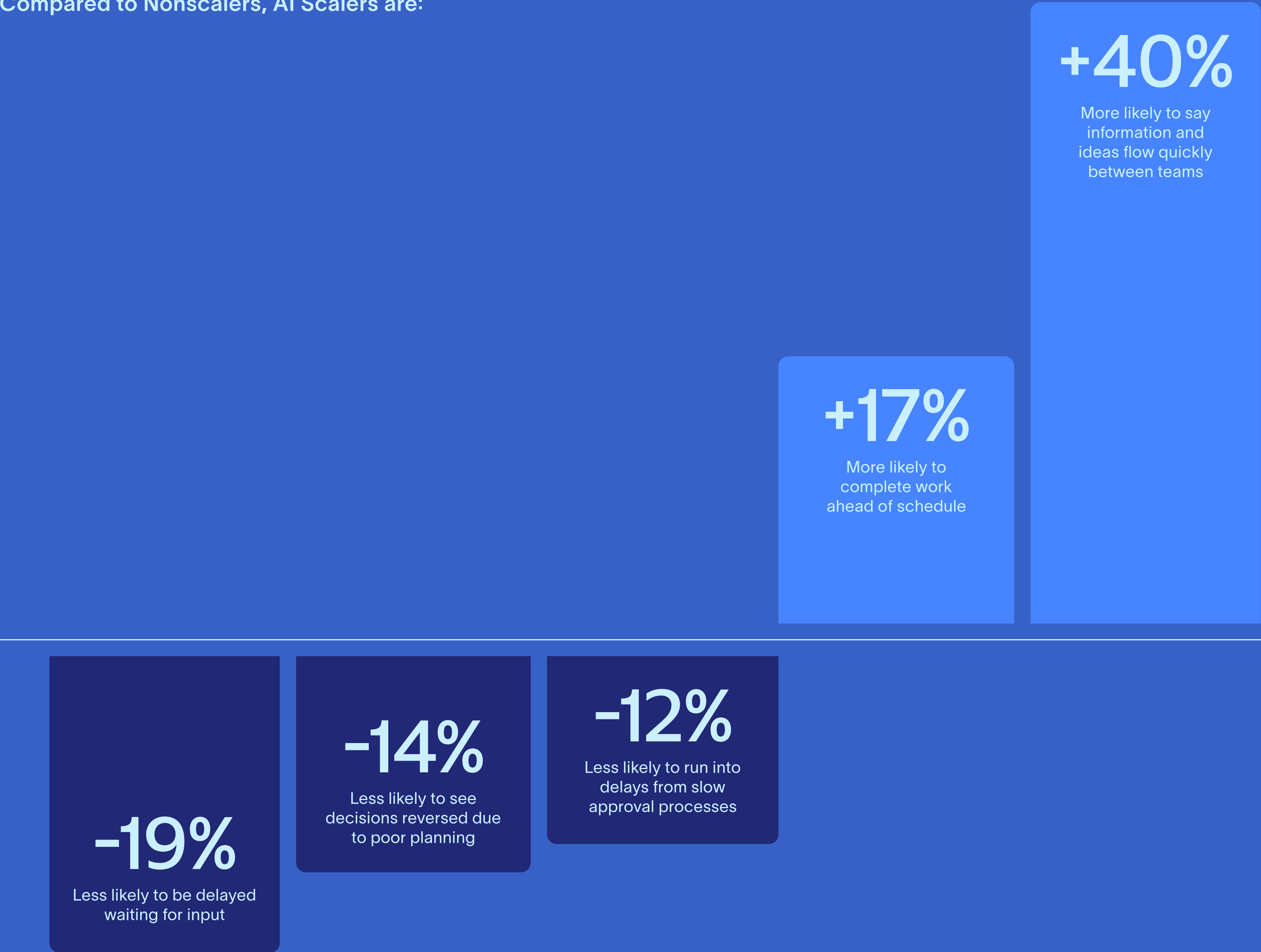
How the Velocity Tax shows up in Australian organisations



Here’s how AI Scalars use AI to cut the Velocity Tax:

- ✓ **Automate routine approvals with pre-set logics:** AI clears common roadblocks by auto-approving repetitive, low-risk tasks based on defined rules. That way, managers can skip the rubber-stamping—and keep momentum high.
- ✓ **Prioritize work dynamically based on urgency and dependencies:** AI continuously analyzes what matters most—surfacing critical tasks and shifting focus in real time. This helps teams stay aligned and avoid wasting time on low-impact work.
- ✓ **Intelligently route work to the right people at the right time:** With visibility into workflows, capacity, and timelines, AI gets the right input from the right person—at the exact moment it’s needed. No more chasing sign-offs or reworking decisions made too late.

Compared to Nonscalars, AI Scalars are:



Solving the Resilience Tax with AI

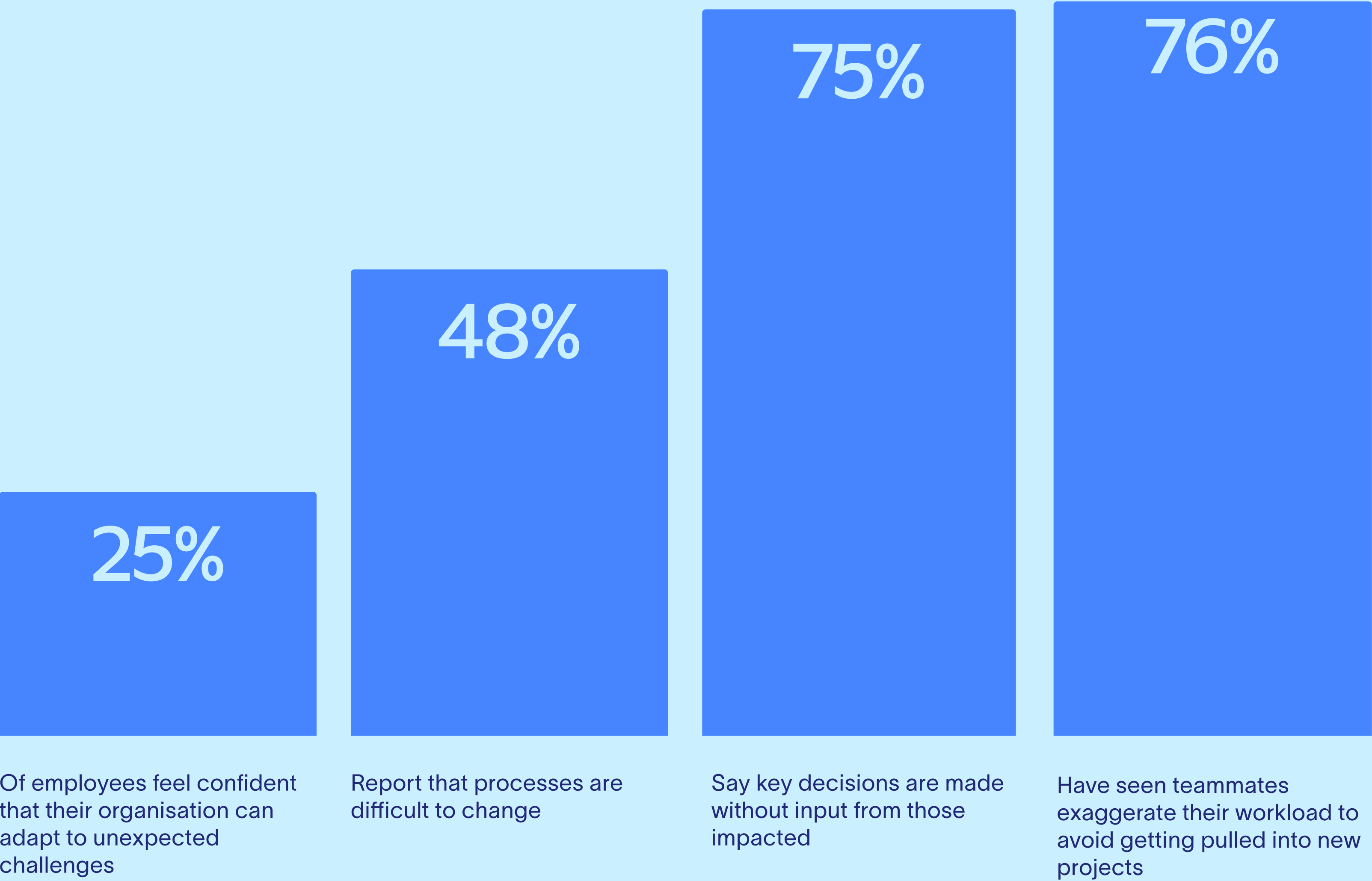
The Resilience Tax hits when rigid systems, inflexible workflows, and unclear priorities leave teams unable to respond to change.

When AI is applied to a brittle system, it doesn't create flexibility—it just cracks faster under pressure.

AI Scalars take a different approach

Before adopting AI, AI scalars rebuild the system to bend, flex, and adapt as priorities shift. That means creating a single source of truth, unifying work in one platform, and designing workflows that can flex as priorities shift. Only then do they layer on AI.

How the Resilience tax shows up in Australian organisations



Impact of scaled AI implementation on organisational resilience.

Here’s how AI Scalers use AI to cut the Resilience Tax:

- ✓ **Preserve institutional knowledge:** AI captures the context behind decisions, tracks how workflows evolve, and stores that knowledge in an accessible way. So when roles change or team members leave, continuity doesn’t break—teams can pick up right where they left off.
- ✓ **Adjust priorities in real time:** AI monitors shifting goals, workloads, and capacity—helping teams adapt dynamically. Resources are reallocated, timelines updated, and focus re-centered without scrambling or delays
- ✓ **Enable responsive coordination:** AI gives leaders a real-time view of who’s overloaded, what’s at risk, and where help is needed most. That visibility allows teams to rebalance work quickly and keep critical priorities moving forward.

Compared to workers at Nonscalers, workers at AI Scalers are:



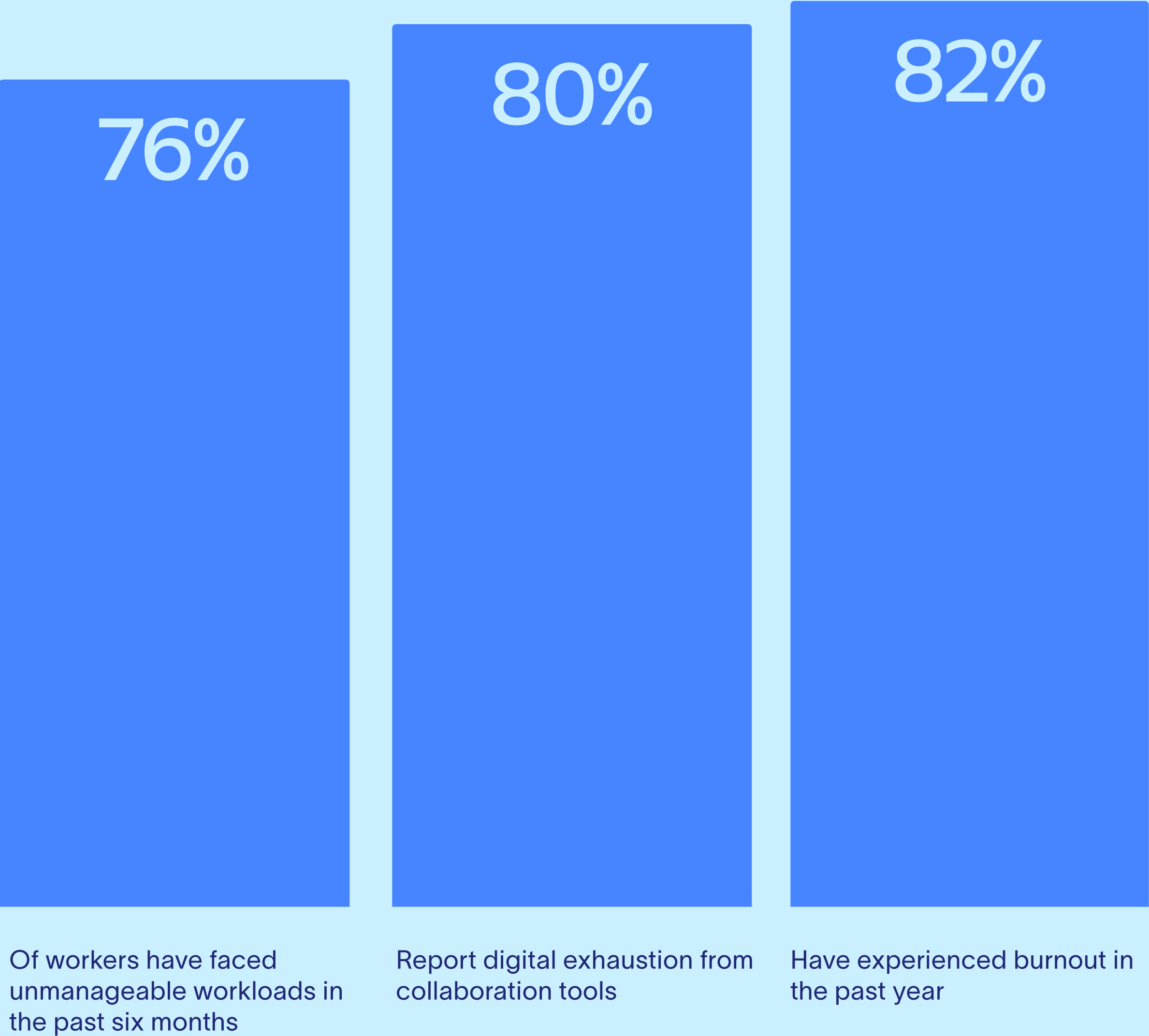
The Capacity Tax is the toll of overload—too many meetings, tools, and distractions that prevent employees from doing their best, most important work.

Today’s workers are overwhelmed and exhausted. Burnout is rising. Focus is fractured. And calendars are packed with more and more unproductive meetings.

AI Scalers take a different approach

AI Scalers don’t use AI to squeeze more from burned-out teams—they use it to protect capacity, preserve focus, and prevent overload before it starts

How the Capacity tax shows up in Australian organisations



Here’s how AI Scalers use AI to cut the Capacity Tax:

- ✓ **Eliminate low-value tasks:** AI handles repetitive admin, status updates, and routine communications automatically—reducing context-switching and freeing teams to focus on work that actually moves the needle.
- ✓ **Protect focus time:** Smart scheduling and notification controls help teams carve out time for deep work. AI prioritizes work based on urgency and impact—so people spend more time thinking, and less time reacting
- ✓ **Balance workloads in real time:** By analyzing capacity, complexity, and shifting priorities, AI helps leaders distribute work sustainably and flag burnout risks before they become real problems.

Compared to workers at Nonscalers, workers at AI Scalers are:



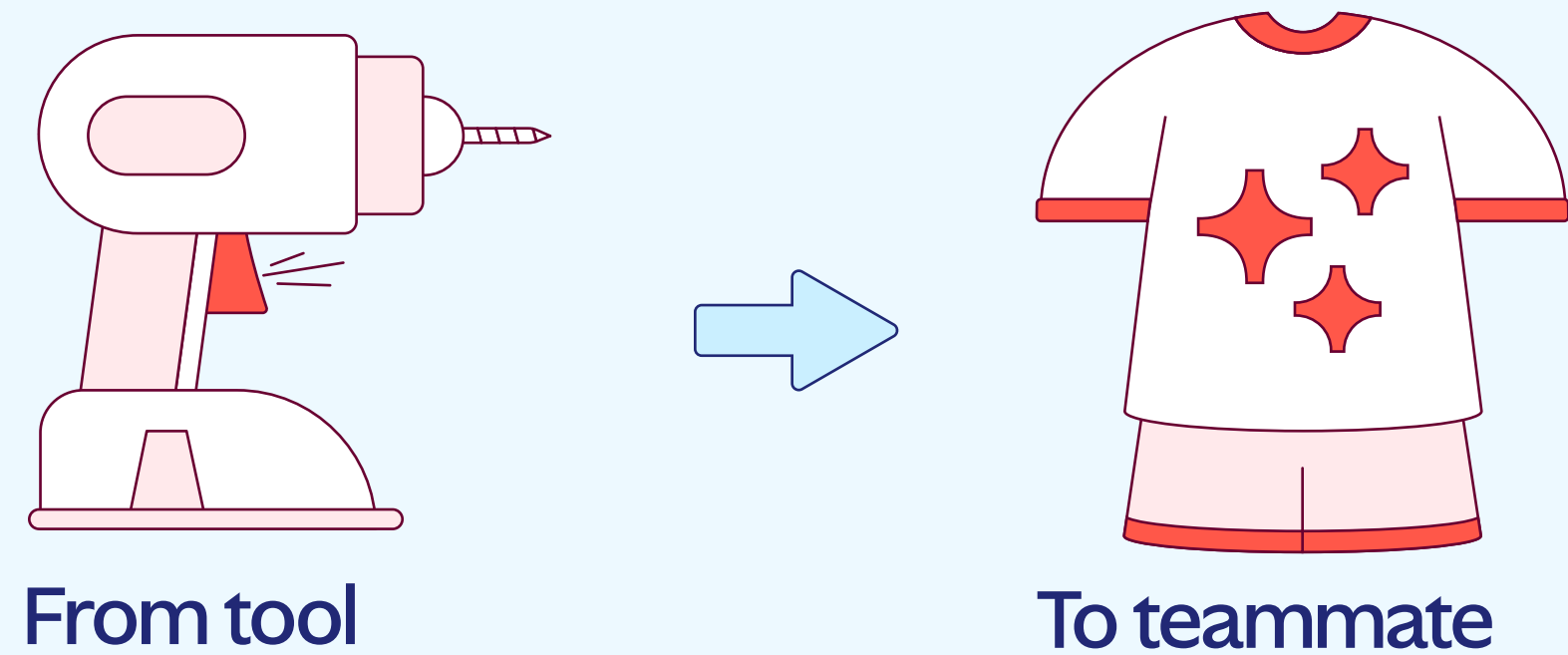
Breaking through the AI ceiling:

Pathways to effectively scaling AI

Effectively scaling AI isn't just about rolling out new tools—it's about rethinking how work gets done. It requires more than tech—it takes real organisational change.

It takes real change management: shifting mindsets, closing the gap between executives and employees, and building trust in AI across the organisation.

Reimagining AI's role



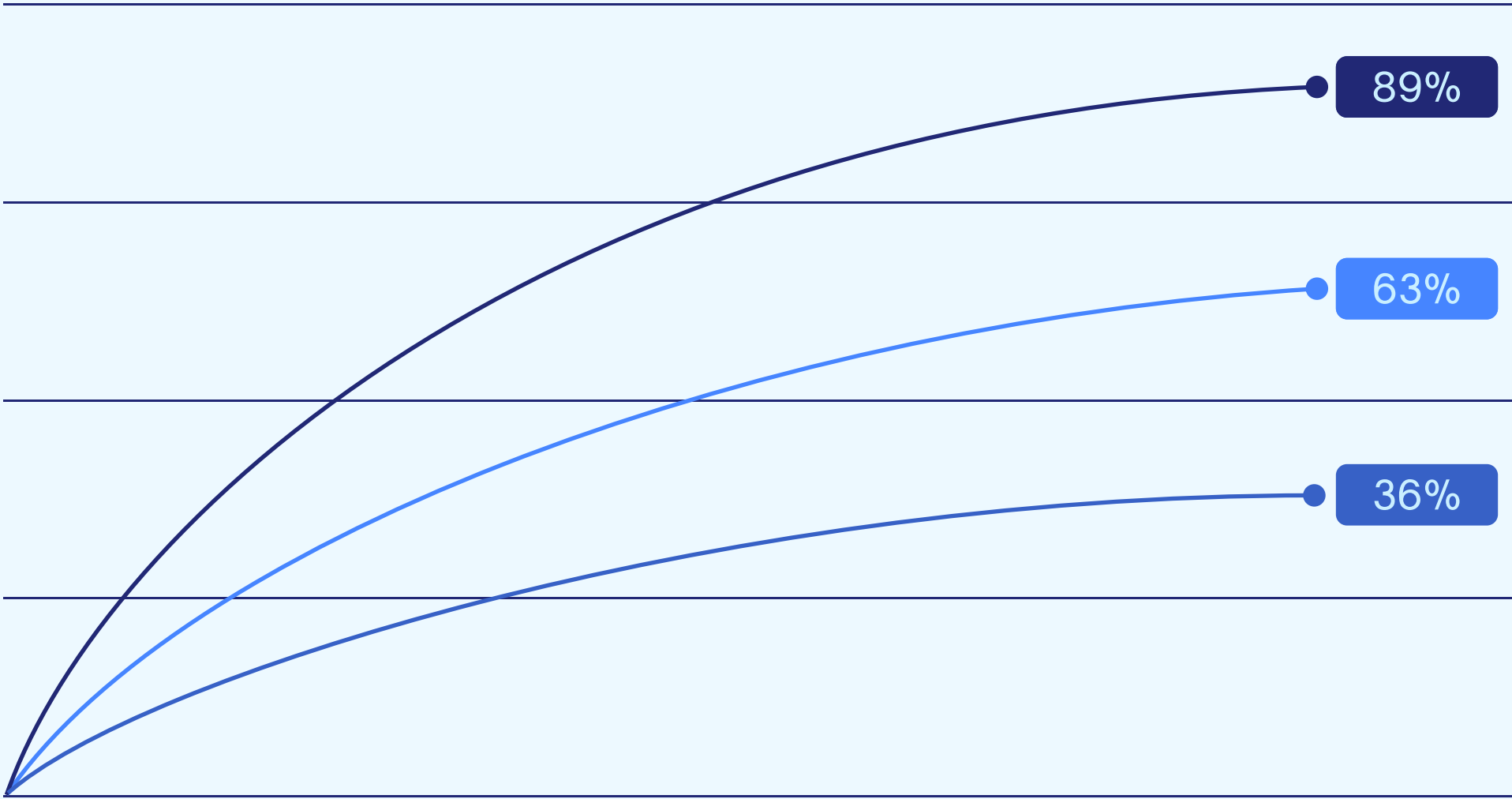
Behind every successful AI initiative is a shift in how people think about work, roles, and collaboration.

The most effective organisations don't treat AI as just another app in the tech stack—they treat it as a teammate. At scaled AI organisations, workers are 111% more likely to see AI as a teammate, not just a tool.

When people see AI as part of the team, they take responsibility for how it's used—they don't just wait for IT to hand them a tool. They start to shape workflows around it, refine prompts, give feedback, and embed it into their daily routines. And that shift pays off.

Employees who view AI as a teammate (versus a tool) are:

- +89% more likely to produce more accurate work using AI
- +63% more likely to feel more confident at work using AI
- +36% more likely to report productivity improvements from using AI



The AI adoption spectrum:

Meet the four personas driving—or blocking—AI transformation

Even inside AI Scalers organisations—where there's the highest percentage of employees who view AI as a teammate—employees vary widely in how they think about and engage with the technology.

Our research reveals a clear adoption spectrum, defined by four distinct personas—each playing a different role in how AI is adopted, resisted, or scaled across the business.

Transformers are most likely to say AI is a teammate. Because they see AI as a collaborator—not just something to offload tasks onto, but something to work with—they engage with it more intentionally. They experiment, iterate, and adapt their workflows to make the most of what AI can do.

They’re not asking, “How can AI help me do this faster?”

They’re asking, “What should this work look like if AI is part of the team from the start?”

Transformers are nearly five times as likely as Sceptics to see AI as a teammate, not just a tool.

Understanding each persona—how they think, how they engage with AI, and what they need to get more value from it—is essential to scaling AI across the organisation.

The four AI personas	% of knowledge workers	Role in AI adoption
Sceptics	24%	Resisting and disengaged
Traditionalists	23%	Cautiously experimenting
Integrators	26%	Embedding AI into workflows
Transformers	10%	Redesigning work processes to maximise AI’s value

The Sceptics

"This AI thing will blow over."

Who they are: Sceptics make up nearly a quarter of the workforce. They don't trust AI, don't use it, and don't see the point. To them, AI feels like a top-down mandate that benefits leadership more than frontline workers. Some tried it once and found it lacking. Others see it as a threat to their role or routine. Either way, the result is the same: disengagement.



Key characteristics	Why it matters
Concentrated on the front lines: Most common among individual contributors (29%)	AI resistance is highest at the front lines—where adoption is often expected but least supported.
Minimal usage: Nearly 8 in 10 Sceptics never use AI at work, only 10% use it weekly	This isn't passive avoidance—it's active scepticism. Lack of trust leads to disengagement—which only reinforces their doubts.
Disillusioned: 46% would roll back AI development if they could	This isn't hesitation—it's active pushback. Disappointing early experiences have led them to dismiss AI as overhyped.
Little perceived career relevance: 57% don't believe job security depends on adapting to AI (54% more likely than the average worker)	Without a clear link to career growth, there's no incentive to engage—and some fear it may make them more replaceable.
Lack of learning goals: Only 13% have set learning goals around AI (61% less likely than average)	Mired in scepticism, they don't set learning goals—because they don't see the point. Why invest time in something they've already decided won't deliver?
Low tolerance for failure: 29% stop using AI after their first unsuccessful attempt	One misstep is all it takes. Sceptics rarely give AI a second chance—locking in their resistance.

Sceptics save just 2 hours per week from using AI—the lowest of any group. As well, just 8% report productivity gains as a result of using AI (vs. 41% of all workers).

But the issue goes beyond just saving less time—it's also about how Sceptics allocate the time they do save. When Sceptics use AI, they spend 50% more of their saved time on administrative tasks compared to the average worker.

Meanwhile, they invest 37% less of their saved time on strategic work and 30% less on creative work than their peers. Why? Because Sceptics don't trust AI to help them with important tasks or give it enough chances to deliver results. Instead of relying on AI for more complex work, they fall back on routine, repetitive tasks that they feel more comfortable with, like scheduling meetings, answering routine emails, or organizing documents.

How to drive more value for Sceptics with AI	
01	<div>Acknowledge the scepticism—don't try to override it:</div> <div>Sceptics have legitimate concerns. Pretending AI is perfect only backfires. Invest in AI solutions that are transparent—show how outputs are generated, let users drill into the source, and remove the "black box" feeling.</div>
02	<div>Frame AI as a tool that amplifies their impact:</div> <div>Many Sceptics worry AI will replace them—or make their jobs more tedious. Flip the script. Show how AI can automate repetitive work, freeing them to focus on higher-value work.</div>
03	<div>Prioritize peer demos, not just formal training:</div> <div>Sceptics don't want a lecture. They want proof from someone they trust. Pair them with a peer who uses AI successfully in a similar role. Let them walk through how they saved time, solved a pain point, or improved a process using AI Studio. Real stories shift mindsets better than roadmaps</div>

The Traditionalists

"I'll use AI—just don't ask me to change."

Who they are: Traditionalists are pragmatic. They're open to AI—but only on their terms. They gravitate toward safe, intuitive, low-risk use cases that deliver quick wins without forcing them to change how they work. Think email drafts, meeting notes, and content summaries. If AI makes their job easier, they're in. But if it asks them to rethink their workflow or learn new skills? That's where they hit pause.



Key characteristics	Why it matters
Distributed across role levels: 22% of individual contributors, 25% of managers, and 21% of executives are Traditionalists	Traditionalists span the org chart—from executives to frontline roles—suggesting their mindset is driven more by personal comfort and perceived control than by seniority or function.
Moderate persistence: 44% give up after 2-3 failed attempts	Traditionalists are more patient with AI compared to sceptics but if AI doesn't deliver quickly, they revert to manual methods—highlighting that their commitment to AI is conditional on its speed and effectiveness.
Selective AI use: 52% use AI weekly, focused on email (27%) and summaries (18%)	Traditionalists have found their AI comfort zone with content generation tasks. These low-risk, high-reward uses don't disrupt workflows—but also don't lead to deeper transformation.
Cautious upskilling: Invest 10% more time in learning and skill development	They're cautiously dipping their toes into upskilling, but it's still limited and not yet leading to full integration or innovation in their workflows.

Traditionalists are seeing some value from AI, but not nearly as much as they could. Nearly half (47%) report productivity gains, yet they’re hitting a ceiling. While they save about 10 hours per week—more than Sceptics—they still fall short of the time savings seen by Integrators and Transformers.

Instead of reallocating their saved time to more strategic tasks, they continue to focus heavily on administrative work—reinvesting 7% more of the time saved with AI in it than the average worker. While that’s lower than Sceptics, it still signals a missed opportunity to move up the value chain with AI.

How to drive more value for Traditionalists with AI	
01	<div>Make adoption feel easy, not risky:</div> <div>Traditionalists aren’t trying to reinvent their workflows—they’re trying to reduce friction. Focus on micro-upgrades like ready-made workflows, reusable prompt templates, or smart task suggestions that fit naturally into their routine.</div>
02	<div>Embed AI into familiar rituals:</div> <div>Help Traditionalists build AI into routines they already trust. For example, automatically draft meeting summaries after standups or generate status updates without manual effort. When AI shows up in places they already work, it feels like support—not disruption or a threat.</div>
03	<div>Create a safe space to experiment:</div> <div>Traditionalists often worry about “breaking” something or using AI the “wrong” way. Give them low-stakes environments—like sandboxes or non-critical team workflows—where they can test, tweak, and learn without pressure. A space where it’s safe to fail builds confidence faster than any formal training module.</div>

The Integrators

"AI's not a hack—it's how I work now."

Who they are

Unlike Sceptics and Traditionalists, Integrators have moved beyond experimentation—embedding AI into the core of how they work. AI is built into their daily processes, not layered on top. It's not an afterthought—it's foundational to how they coordinate tasks, collaborate across teams, and drive results. For Integrators, AI isn't a side tool. It's part of the system.



Key characteristics	Why it matters
Clustered in leadership roles: 37% of executives and 33% of managers	Integrators are more common in leadership roles that oversee teams and systems. That's one reason why they're more likely to value AI that is embedded in broader workflows, not just personal tasks.
Report high productivity gains: 70% report AI has improved their productivity—significantly higher than Traditionalists (47%) and Sceptics (8%).	By embedding AI into workflows—not just using it occasionally—they see stronger returns than Traditionalists and Sceptics.
Show high tolerance for iteration: 33% are willing to give AI more than 4 prompts before giving up	Integrators treat AI as a system to work with. They iterate and refine, treating prompt fluency as a core skill for long-term integration.
Feel empowered to experiment: 61% feel empowered to experiment with AI at work (53% more likely than the average knowledge workers)	Experimentation is essential for integration—enabling Integrators to evolve their workflows with AI at the center.
Set formal learning goals: 50% have set specific professional development goals for AI skills	AI fluency is part of their professional growth. This long-term mindset moves them from dabbling to deep integration.
Use agents regularly: 83% use AI agents at work	Because Integrators embed AI into their workflows, they naturally gravitate toward AI agents, which allow them to automate not just isolated actions, but entire workflows.

Integrators are seeing meaningful returns from their strategic, consistent use of AI. They save 11 hours per week—more than both Sceptics and Transformers. That advantage comes from how they use AI: not just to automate tasks, but to embed it deeply into how work flows across teams and systems.

What sets Integrators apart is how they think about AI. It’s not just a time-saver—it’s a way to work smarter across functions. That mindset shows up in how they reinvest their time:

- Integrators are spending 31% more of their reclaimed hours on cross-functional collaboration than other workers. This includes activities such as coordinating with other departments, aligning priorities, and improving visibility across teams.
- They also spend 17% more time than the average worker on strategic thinking, shifting their focus from admin to impact.

How to drive more value for Integrators with AI:	
01	<div>Position them as mentors:</div> <div>Integrators excel at embedding AI into real workflows—not just experimenting, but making it stick. Put that strength to work. Have them coach peers through specific processes they’ve improved, showing how AI fits into the day-to-day. Their value isn’t just what they know—it’s how effectively they’ve made AI work at scale. That’s exactly the kind of proof Traditionalists and Sceptics need.</div>
02	<div>Invest in deeper fluency:</div> <div>Integrators have mastered the basics. Now they’re on the edge of transformation. With the right support, they can move from embedding AI into workflows to redesigning those workflows altogether. Help them get there with advanced, hands-on training that goes beyond prompts—think multi-system automation, agent design, and orchestrating work across teams and tools.</div>
03	<div>Give them room to redesign—not just optimise:</div> <div>Integrators are great at improving broken processes—but they can do more. With the right backing, they can rebuild from the ground up. Challenge them to rethink workflows entirely, not just make legacy systems faster.</div>

The Transformers

"We're not tweaking work —we're redesigning it."

Who they are

While Integrators focus on embedding AI into existing workflows, Transformers rethink the workflows themselves. They're not just improving how work gets done—they're questioning what work should look like in an AI-powered world. Rather than using AI to optimize the current system, they use it to design a new one from the ground up.



Key characteristics	Why it matters
Predominantly executives: 22% of executives are Transformers, compared to just 7% of individual contributors	Transformers tend to sit in senior roles with visibility across functions. Their position and authority allow them to fundamentally rewire workflows from the top down.
Highly enthusiastic about AI: 81% feel enthusiastic about using AI in the workplace, 98% more likely than the average knowledge worker	They don't just adopt AI—they lean into it. That enthusiasm drives curiosity, experimentation, and system-level thinking about how work should happen in an AI-first environment.
High tolerance for failure: 33% rarely give up when AI results disappoint	Transformers know redesign isn't linear—they learn from failure and iterate, and use missteps as feedback to improve.
Focused on skill transformation: 75% recognize the need to develop new skills to collaborate effectively with AI (34% more likely than average)	They know new systems require new roles. Transformers invest in future-fit skills—not just tool fluency, but the ability to collaborate with AI as a partner.
See AI as a key collaborator 75% say they can collaborate with AI, just like they do with other people	Transformers don't treat AI as just a tool—they treat it as a true collaborator. For them, AI isn't a shortcut; it's a strategic partner. It doesn't just help one person move faster—it helps the entire system move smarter.
Advanced agent use: 84% use AI agents—the highest of any group	They don't just automate—they architect new workflows. Agents let them design intelligent, low-friction systems that scale with less manual oversight.
Best-in-class productivity gains: 88% report productivity gains (vs. 70% of Integrators, 47% of Traditionalists, and 8% of Sceptics)	Their results aren't marginal—they're transformative. These gains come not from speeding up legacy work, but from building better systems entirely.

Exponential impact: Beyond efficiency to transformation

Transformers don’t just save time—they reinvent how it’s used. They reclaim 12 hours per week, the most of any group, by embedding AI into workflows they’ve fundamentally redesigned. But their impact goes far beyond efficiency:

- Of the time they save using AI, they invest 44% more in strategic planning compared to the average worker
- They allocate 39% more of their saved time to strategic thinking than their peers
- They spend 32% less of their reclaimed time on administrative work than the average worker

These shifts show a deeper transformation: they’re not using AI just to do more—they’re using it to do something different. Even as advanced users, they still believe AI could optimize another 37% of their role. Why? Because they don’t see AI as just a tool for tasks—they see it as a partner in reshaping how work happens.

How to drive more value for Transformers with AI:	
01	<div>Give them a platform—not just praise:</div> <div>Transformers are already reshaping how work gets done. Don’t just applaud them—amplify them. Invite them to lead peer trainings, run demos, or present to execs. Visibility turns them into internal influencers—and accelerates adoption across the organisation.</div>
02	<div>Codify what they create:</div> <div>They’re building new workflows, prompts, and playbooks—don’t let those breakthroughs stay siloed. Capture and share them across the org so others can build on what works. Innovation should scale, not stall.</div>
03	<div>Put them in the rooms where strategy happens:</div> <div>Transformers rethink what's possible with AI. Get them involved in AI councils, roadmap reviews, and planning meetings. Their ground-level insight helps pressure-test high-level plans—and ensures your AI strategy reflects real transformation, not just surface change.</div>

The organisational mix that makes AI work
It’s tempting to think the perfect AI organisation is packed wall-to-wall with Transformers—visionaries reinventing work with every prompt. It’s not.

Our research shows that loading up on too many Transformers can be just as risky as being overrun by Sceptics. With too many Transformers, change happens too fast—tools roll out faster than people can be trained or systems can keep up. But swing too far the other way, and a team full of Sceptics gets stuck in an endless pilot loop—testing, hesitating, and never scaling.

The most effective AI organisations—the ones that successfully scale—are the ones with the right mix of personas.

- **Transformers push boundaries**
- **Integrators operationalise and scale**
- **Traditionalists keep things grounded and stable**
- **Sceptics raise the hard questions others might miss**

AI Scalers intentionally create environments where different AI mindsets can coexist and reinforce one another.

The four AI personas	Ideal makeup	What they contribute
Sceptics	15%	Slow things down when it is necessary. Ask the uncomfortable questions. Keep the hype in check.
Traditionalists	19%	Keep the wheels turning. Adopt cautiously, ask "Does this actually work?"
Integrators	30%	Make AI operational. Turn experiments into systems. Connect vision to reality.
Transformers	36%	Redesign work from the ground up. Push boundaries, see what's possible.

From hype to real results:

How to move your organisation forward

Too many organisations are still chasing headlines—running flashy pilots, experimenting in silos, and hoping for transformation. But the companies actually getting results—the AI Scalers—are doing something different.

They're laying the groundwork that makes AI work in the real world. They're building systems where adoption scales, impact compounds, and their most forward-thinking employees—Transformers—can lead the way.

These organisations offer a blueprint for any company looking to move beyond experimentation and into real, organisation-wide value.

Strategy 01

Eliminate the organisational “taxes” that drag everything down



You can't bolt AI onto a broken system and expect it to fix things. AI Scalers start by removing the friction that slows work down—targeting the four hidden "taxes" that quietly erode productivity.

Fix the Connectivity Tax

by building a coordination layer first. Standardise collaboration tools. Make sure people, data, and decisions can move across teams—before layering AI on top.

Tackle the Velocity Tax

by redesigning how work flows. Eliminate bottlenecks. Clarify decision rights. Simplify handoffs. Then use AI to automate intelligently, not blindly.

Strengthen Resilience

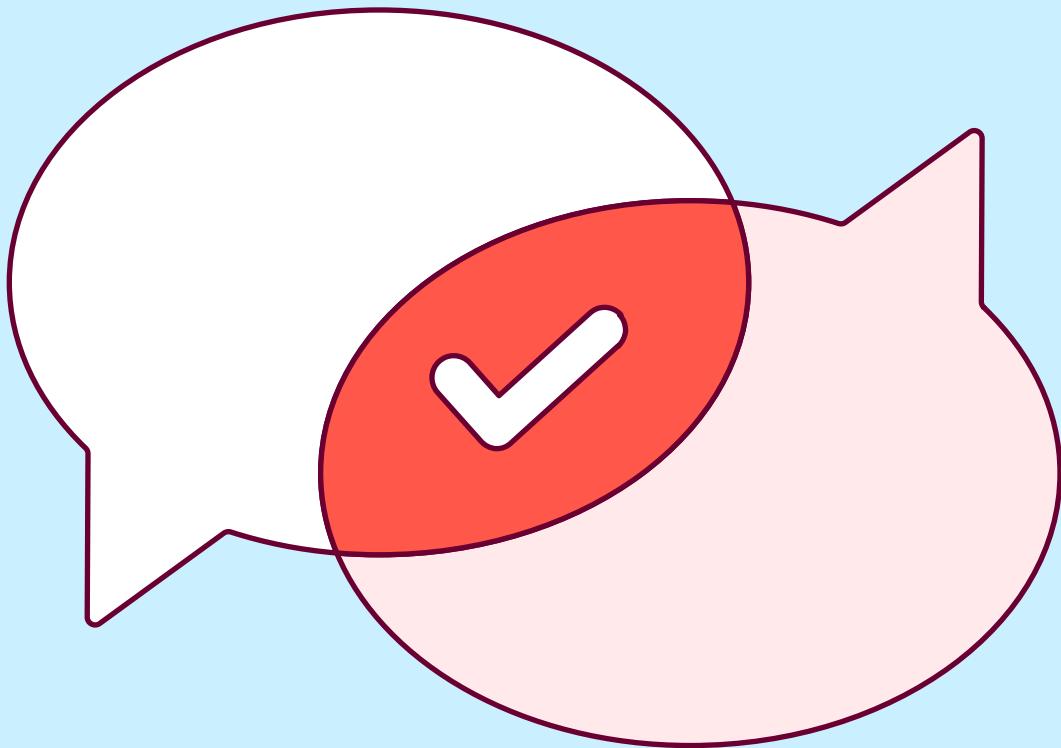
by embedding AI across workflows—not just in isolated tools. Use it to spot risks early, surface misalignments, and help teams adjust before issues become disruptions.

Protect Capacity

by eliminating low-value work, not just speeding it up. Use AI to reduce noise, guard focus time, and prevent burnout—not pile on more busywork in disguise.

Strategy 02

Meet your employees where they are in their AI journey



AI doesn’t scale with a one-size-fits-all approach. Scalars recognise that employees sit at very different stages of adoption—and they design around that.

Give Transformers
a platform to lead. Let them showcase what’s working and coach others.

Help Integrators
go deeper—redesigning workflows, not just optimising tasks.

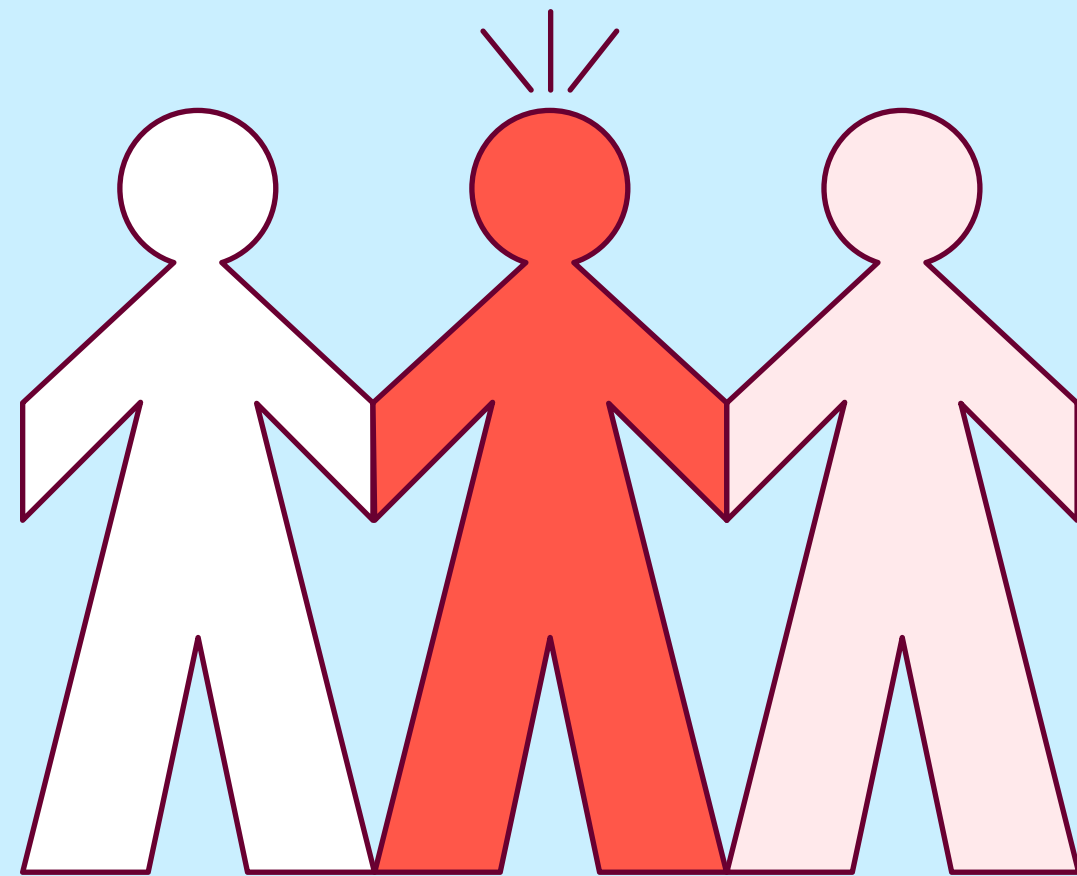
Support Traditionalists
with practical use cases that reduce friction and deliver quick wins.

Engage Sceptics
With low-risk ways to test AI and see personal value firsthand.

The goal isn’t uniformity—it’s momentum. When you meet people where they are, AI adoption spreads faster and sticks longer.

Strategy 03

Bridge the executive-employee disconnect



Executives are charging ahead with AI—using it weekly, seeing productivity gains, and setting bold visions. But many employees are still waiting: for access, for training, or for a reason to care. The result? A growing disconnect between those designing the strategy and those expected to carry it out.

Lead by example.

Executives don't just talk about AI—they use it. When leaders bring AI into meetings, decisions, and everyday workflows, it signals that adoption isn't optional—it's how work happens now.

Invest in skill-building at every level.

AI fluency isn't just for the C-suite. AI Scalers train across the organisation—especially at the front lines. Today, only 19% of organisations have usage policies, and just 14% have dedicated AI training budgets.

Build cross-functional governance.

AI strategy doesn't stay locked in the boardroom. Scalers bring in voices from across departments and levels to co-design tools, policies, and practices that actually work in practice—not just on paper.

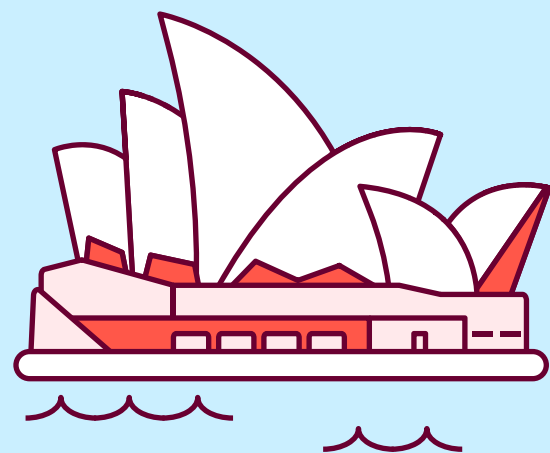
Measure what matters.

AI Scalers don't just track AI ROI. They track human-centered metrics, like whether employees actually use the technology and whether they enjoy using it.

AI success isn't just about the tools—it's about the system. The most successful organisations don't chase the hype. They rewire how work gets done, create space for adoption to take hold, and design for long-term, human-centered impact.

Conclusion:

Australia's AI inflection point



Methodology:

This research from the Asana Work Innovation Lab surveyed 2,010 knowledge workers in Australia in March 2025. Respondents were all employed knowledge workers. Executives included in this research are defined as Director role levels and above.

Australia has reached an inflection point. The question is no longer who's adopting AI—it's who's scaling it. And who's still stuck in pilot mode.

The organisations seeing real results aren't layering AI onto broken processes—they're redesigning how work gets done from the ground up. That's why AI Scalers are 2.6x more likely to be redesigning workflows around AI—not just speeding up old habits and broken workflows. And it's no coincidence they have more Transformers on their teams—they've built the conditions for these employees to thrive and rewire how work actually happens.

The prize isn't just greater efficiency. It's the chance to build organisations that are more connected, faster-moving, and more resilient—places where employees have more capacity, not more overload, and where, paradoxically, AI helps make work feel more human.