

Crossing the



5



AI Chasms

Why two-thirds of companies fail to
scale AI—and how to beat the odds



Work Innovation
Lab

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Executive Summary



67%

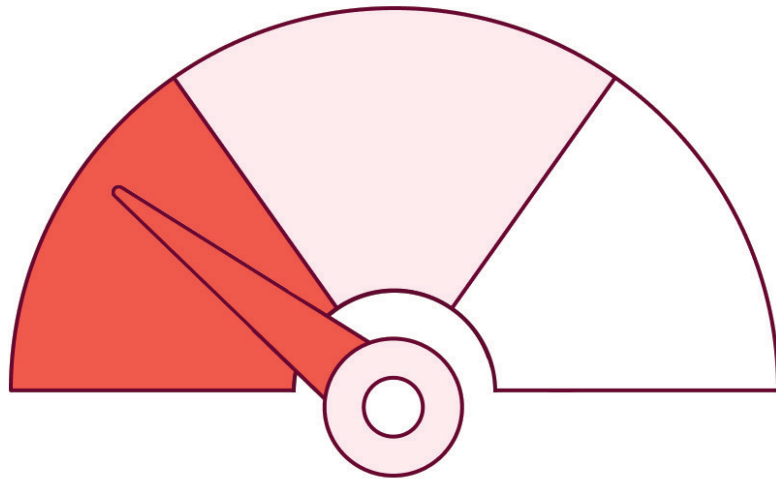
Two-thirds of organizations fail to scale AI, struggling to roll out AI across their organization.

AI is everywhere in organizations: headlining strategy decks, dominating boardroom discussions, and splashed across marketing campaigns as companies declare themselves “AI-first.” But despite the hype, most organizations are stuck in pilot purgatory—applying AI piecemeal rather than fundamentally rethinking how work gets done in an AI-powered world.

Our latest research, which surveyed more than 3,100 knowledge workers in the U.S. and U.K., found that two-thirds (67%) of organizations fail to scale AI, struggling to roll out AI across their organization.

So, what’s stopping AI from moving beyond flashy prototypes and pilots to enterprise-wide transformation?

AI is stuck in the C-suite—and struggling to scale



49%

Say their company has done nothing to support them in using AI.

Executives are generally bullish on AI—rolling out ambitious roadmaps, celebrating proof-of-concept wins, and championing AI as the future of work.

But employees? They're stuck in a different reality—grappling with tools that don't fit their workflows and getting little guidance on how to use AI effectively. According to a recent study we conducted with Stanford University and the University of Pennsylvania, nearly half (49%) of individual contributors say their company has done nothing to support them in using AI.

The real challenge isn't getting leadership buy-in—that's the easier part. It's embedding AI into day-to-day workflows so deeply that reverting to the old way of working doesn't just feel inefficient—it feels unthinkable.

One of our largest studies, which analyzed AI adoption across more than 112,000 employees and 350 organizations, found that the companies that successfully scale AI don't just roll out tools. They cross five critical chasms that enable them to move beyond AI hype to realize real results and impact:

1

From AI as a hobby to AI as a habit

AI isn't an occasional experiment—it needs to be embedded into everyday work.

2

From top-down buy-in to All-in buy-in

AI adoption has to go beyond leadership—employees at every level must see its value.

3

From AI in isolation to AI in context

AI must fit real workflows—not just exist as add-ons.

4

From AI as a solo act to AI as a team sport

AI's full potential is unlocked at the team and organizational levels, —not just the individual level.

5

From acquiring users to harnessing influencers

AI adoption spreads when trusted employees build and champion it, not just use it.



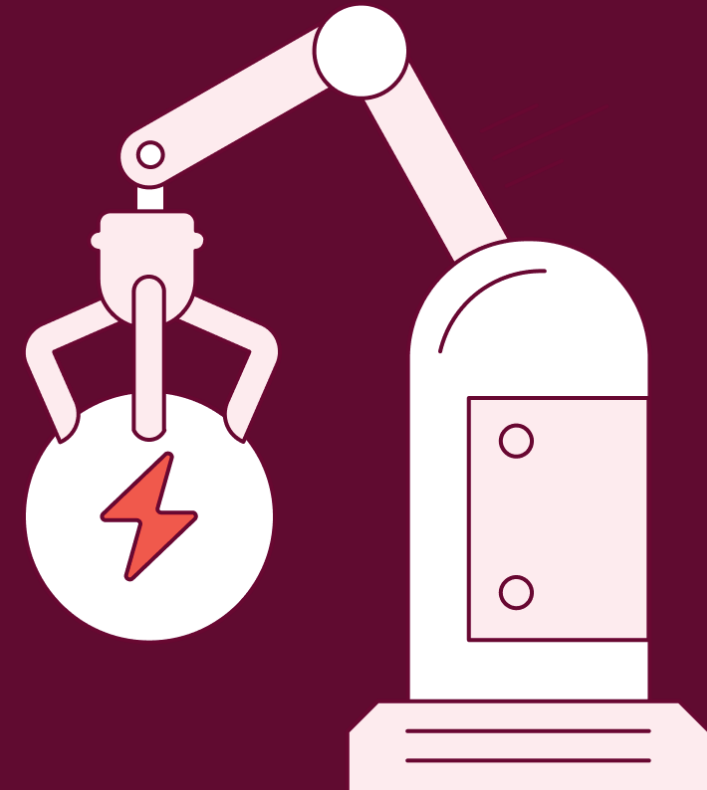
Work Innovation Lab

This report unpacks a year's worth of research in collaboration with Stanford University, University of Pennsylvania, and Anthropic to reveal how leading companies cross these chasms—and why those that don't cross them stay trapped in pilot mode, while competitors pull ahead.

CHASM 1

From AI as a hobby to AI as a habit

Too many employees treat AI like a side project—something to experiment with but not something that’s essential to getting work done. The problem? AI’s value doesn’t come from occasional use—it comes from consistent, repeated use, embedded in real workflows.

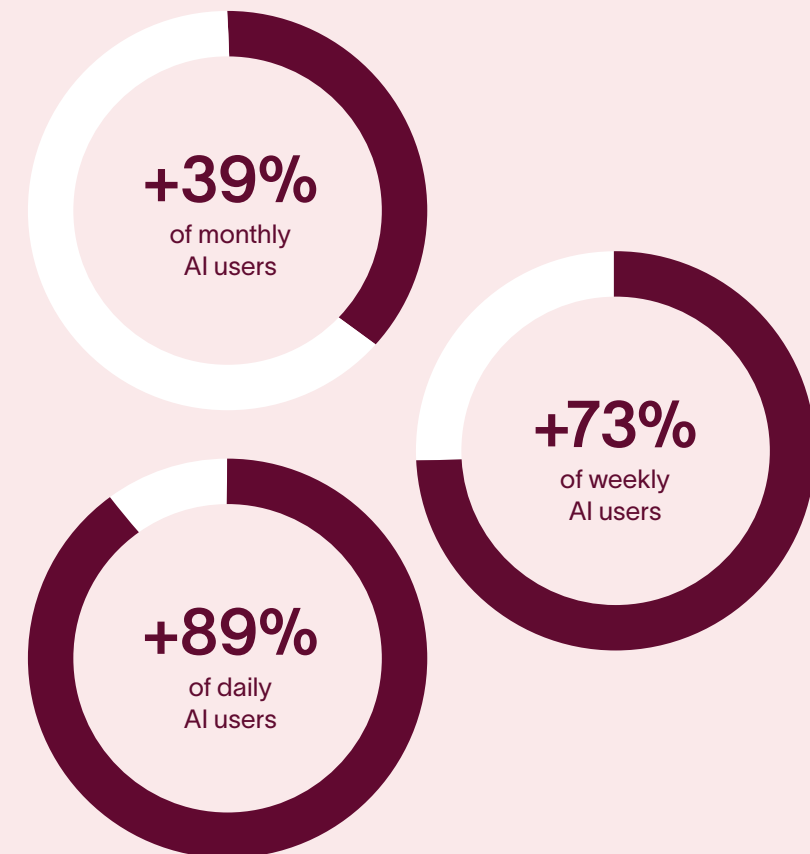


The productivity payoff: Frequency matters

Our research with Anthropic found a direct link between AI usage frequency and productivity gains.

Casual AI use delivers casual results. If AI isn't part of daily routines and embedded into employees' actual workflows, any time saved gets lost in other inefficient parts of workflows.

Percentage of employees who report increased productivity from using AI at work:



AI as a teammate, not just a tool

Right now, most employees treat AI like Google Search—ask a question, grab an answer, move on. That’s why more than one-third (35%) of ChatGPT sessions involve just one prompt.¹

Our research shows that AI is most effective when it’s integrated as an embedded partner in human + AI workflows where AI is treated like a teammate. While most employees (53%) see AI as just a tool, a smaller but more productive group (9%) sees it as a true teammate—and it completely transforms how they work.

- Instead of asking, “What can AI do for me?,” they ask, “What can I do with AI?”
- They build AI into their workflows, using it not just for quick answers but for complex, multi-step processes
- And it pays off: These employees are 33% more likely to report productivity gains.

33%

more likely

Employees who see AI as a teammate rather than a tool are 33% more likely to report productivity gains.

People who view AI as a Tool	People who view AI as a Teammate
Ask “What can AI do for me?”	Ask “What can I do with AI?”
Use AI for quick, one-off answers	Build AI into their workflows to handle complex, multi-step processes.
49% report productivity gains from AI	65% report productivity gains from AI

48%

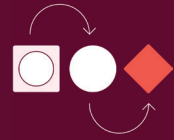
more likely

Employees who ask follow-up questions and engage in back-and-forth exchanges with AI are 48% more likely to expand their AI use beyond their initial task

We also found that employees who ask follow-up questions and engage in back-and-forth exchanges with AI are 48% more likely to expand their AI use beyond their initial task. Why? Because those back-and-forth interactions are a gateway to AI fluency. It’s how people get comfortable with AI and start using it for real problem-solving instead of just quick answers.

¹ Fishkin, R. (2024, March 5). We analyzed millions of ChatGPT user sessions: Visits are down 29% since May, programming assistance is 30% of use. SparkToro. <https://sparktoro.com/blog/we-analyzed-millions-of-chatgpt-user-sessions-visits-are-down-29-since-may-programming-assistance-is-30-of-use/>

How to cross Chasm 1



Embed AI into daily workflows

Make AI part of real workflows, not just another app to toggle. Employees at large organizations already switch between apps up to 1,200 times per day.² Adding AI as yet another standalone tool means it'll get ignored.



Train for engagement, not just adoption

Giving employees access to AI isn't enough—they need access to low-code and no-code tools, along with hands-on practice refining responses, iterating prompts, and integrating AI into real work.



Measure habits, not just logins

AI adoption isn't about how many people adopt it—it's about how many stick with it. Track employee satisfaction, workflow integration, and real productivity gains, not just logins.

² Murty, R. N., Dadlani, S., & Das, R. B. (2022, August 29). How much time and energy do we waste toggling between applications? Harvard Business Review. <https://hbr.org/2022/08/how-much-time-and-energy-do-we-waste-toggling-between-applications>

CHASM 2

From top-down buy-in to all-in buy-in

Right now, AI adoption in many companies is a leadership bubble—executives are all-in, but employees are on the sidelines:

- Senior leaders are 66% more likely to be early AI adopters than their employees.
- Managers are 38% more likely to use AI weekly than individual contributors.

The problem? Lopsided adoption never scales.

AI's real power comes when everyone adopts it—not just executives. To scale AI successfully, companies must bridge three key gaps: the optimism gap, the workstyle gap, and the policy gap.

The optimism gap: Why employees aren't sold on AI

Executives tend to be AI optimists, excited about its potential to transform business. Employees, on the other hand, are often more skeptical—worried about job security, unclear on how AI fits into their daily tasks, and simply overwhelmed by the novelty of the technology. They're more likely to see AI as something being done to them—not something that actually helps them.

- Individual contributors are 39% more skeptical about AI's benefits.
- They're also 32% more worried about AI replacing jobs.

Employees become significantly more enthusiastic about AI when they receive role-specific training and see AI solving real problems. It's why individual contributors at organizations that provide AI training are 42% more likely to be enthusiastic about using AI at work.

66%
more likely

Senior leaders are 66% more likely to be early AI adopters than their employees.

More hype ≠ more buy-in: The messaging mistake that backfires

When it comes to AI adoption, more hype doesn't mean more buy-in. In fact, the wrong messaging can backfire—turning skeptics into hardliners rather than converts.

To test what actually moves the needle, we partnered with researchers at Stanford and ran a study comparing three AI messaging approaches:

1. **The Enthusiast AI Mindset:** Framed AI as a transformative force that will positively reshape work.
2. **The Skeptic AI Mindset:** Acknowledged AI's risks and trade-offs while also highlighting the potential of the technology.
3. **The Skeptic-to-Enthusiast AI Mindset:** Suggested that in order to get real value from AI, skepticism must be converted into enthusiasm.



The results?

- **Both the Enthusiast and Skeptic approaches worked**
Employees who received messaging that framed AI as either a positive force or a mix of benefits and risks were 31% more likely to become enthusiastic about using AI at work.
- **The Skeptic-to-Enthusiast approach, however, didn't work**
Employees rejected the idea that skepticism should simply be converted into enthusiasm—it felt forced, manipulative, and unrealistic. Instead of increasing enthusiasm, it backfired.

If you're aiming for widespread AI adoption, one-size-fits-all messaging won't cut it—especially if it paints an overly rosy picture of AI. Skepticism isn't a roadblock—it's a reality. Companies that acknowledge risks, address concerns, and provide concrete examples of AI's real-world benefits drive the strongest adoption. Because if employees don't trust the message, they won't trust the tech.

The workstyle gap: Why leaders are more comfortable with AI

One reason executives adopt AI faster than their teams? They've already mastered the art of delegation—and AI fits right into that playbook. They're accustomed to handing off tasks, outsourcing work, and letting others execute. So when AI enters the scene, it doesn't feel like a threat or a disruption. It just feels like an upgrade—a powerhouse capability to lighten their load and get more done.

Our research found that employees (often executives) who frequently delegate to humans are 1.9 times more likely to delegate to AI. But for more junior employees, delegation—whether to people or AI—often feels foreign. They're stuck in a “do-it-myself” mindset, handling every task manually instead of offloading work where possible.

1.9x
more likely

Employees who frequently delegate to humans are 1.9 times more likely to delegate to AI.

The fix? Start small

The key to full-scale AI adoption isn't throwing employees into the deep end. It's getting them comfortable with small, low-risk handoffs to AI—starting with the tasks they already want to get rid of.

Right now, knowledge workers spend more than half their time (53%) of their time on busywork—status updates, documentation, admin tasks, and other low-value chores. Automate those first. When employees see AI handling their least favorite work—freeing up time for creative, strategic, and impactful projects—AI stops feeling like a threat. It starts feeling like a relief.

“

53%

More than half (53%) of employees' time is spent on busywork—status updates, admin tasks, documentation, and other low-value chores. That's the low-hanging fruit for AI. By automating these repetitive tasks, AI can immediately free up time, allowing employees to focus on higher-impact, creative, and strategic work.

Dr. Rebecca Hinds

Head of the Asana Work Innovation Lab

”



The policy gap: Why a lack of AI policy holds employee adoption back

Even when employees want to use AI, many don't—because they don't know what's allowed.

- Only 38% of workers say their organization has an AI usage policy in place for employees to follow.
- Executives are 19% more likely than junior employees to know whether their company has an AI policy in place.

When policies are unclear, employees hesitate. And when they hesitate, adoption stalls.

AI policies can't just exist—they need to be practical, specific, and up-to-date. A vague AI policy is as bad as no policy at all.



55% more likely

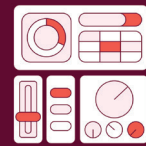
**Workers at companies
with AI policies in place
are 55% more likely to
report productivity gains.**

How to cross Chasm 2



Know your audience

Survey employees to identify skeptics, enthusiasts, and everyone in between—then tailor your approach accordingly. AI evangelism won't win over doubters, but addressing their real concerns will.



Invest in tools that eliminate the drudgery

The quickest way to ensure employees trust AI is to have it handle their busywork. Automate status updates, admin tasks, and documentation—freeing up time for high-value work.



Develop an AI policy and principles

Give employees a framework they can trust. Set boundaries, define responsible use, and update guidelines as AI evolves.

CHASM 3

From AI in isolation to AI in context

One of the biggest barriers to AI adoption is human resistance to change. The key is embedding AI into real workflows in ways that feel natural, practical, and valuable.

But here's the catch: Employees don't always adopt AI the way organizations expect. That's why success hinges on understanding how AI fits into their actual day-to-day work—not just how leadership hopes they'll use it.

AI overload: When more isn't better

A big part of this is recognizing the reality of today's workplace. Employees are drowning in information. Work has never been noisier—according to our research, 75% of employees report digital exhaustion, and that number has surged 17% in the past year as GenAI tools flood the workplace.

Every extra paragraph AI generates isn't just more words—it's more mental clutter, more cognitive load, more noise that adds to the daily grind. The best AI tools don't just produce accurate responses—they produce low-friction responses. AI that respects attention spans gets used. AI that overwhelms people gets ignored.

To test this, we ran an experiment at Asana: Employees received two versions of an AI-generated status update:

- A concise, focused version
- A longer, more detailed version

The results? Employees were 40% more likely to accept the shorter response and share it with stakeholders.

40%
more likely

Workers are 40% more likely to accept a shorter, concise AI summary than a more verbose one with similar content.

AI's effectiveness isn't just about accuracy—it's about efficiency. If AI-generated content is too long, too complex, or too dense, employees will either ignore it or rewrite it themselves. But they also want access to the underlying sources—to dig deeper, verify information, and trust the algorithms. That's why AI needs to be embedded into real work contexts with clear links to original data, references, or decision pathways.

AI doesn't operate in a vacuum—social context matters

Organizations need to recognize that AI isn't just a tool—it's part of a social system. Employees don't use AI in isolation. They use it in teams, in front of colleagues, and under the watchful eye of leadership.

That's why, according to our research, one of the biggest predictors of whether employees edit AI-generated content isn't accuracy (although that's also critical)—it's who's going to see it.

- When AI-generated content is for personal use? Employees accept it as-is.
- When it's going to peers or leadership? Employees edit. A lot.

Every additional person on the recipient list increases the likelihood of revisions by 8%.
If a senior leader is included, that jumps to 17%.

Why? Because in the workplace, AI's credibility is only as strong as yours. Employees don't want to be judged for AI's mistakes. If they're unsure about AI's accuracy, tone, or relevance, they scrub it, rewrite it, or avoid using it altogether.

AI adoption isn't just about functionality—it's about trust. Employees need to feel confident that AI will make them look good, not put their reputation on the line.

17% more likely

If a senior leader is in a human-in-the-loop AI workflow, employees are 17% more likely to edit the output.

32% more likely

Companies that do track employee satisfaction are 32% more likely to see AI drive real productivity gains.

How to cross Chasm 3



Make AI customizable—or risk rejection

Employees need AI that adapts to their needs—not the other way around. That means letting them tweak outputs—adjusting tone, formality, and level of detail—to match their style and audience. They also need the ability to dig deeper into sources when needed. concerns will.



Watch how employees actually use AI—not how you think they use it

Conduct user research to identify friction points, blind spots, and adoption gaps. AI rollout plans rarely match real-world usage.



Measure employee satisfaction, not just ROI

Most companies (59%) track AI's return on investment (ROI), but only 23% measure employee satisfaction—a critical oversight. If AI isn't making employees' jobs easier, adoption will stall, and it won't scale. That's why companies that do track employee satisfaction are 32% more likely to see AI drive real productivity gains.

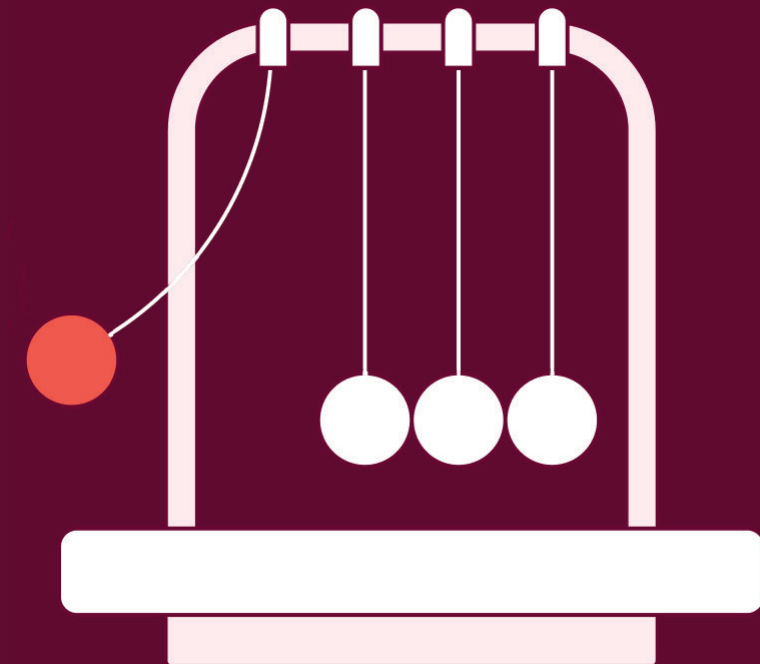
CHASM 4

From AI as a solo act to AI as a team sport

Most AI adoption starts as a solo experiment.

Employees tinker with AI tools, build personal workflows, and boost their own productivity. A marketer drafts a blog post. An engineer debugs code. A salesperson generates a prospect email.

These experiments matter—but they don't scale. 49% of AI workflows are built for individual use—yet these individual-first workflows drive only 6% of downstream adoption by colleagues and peers. Why? Because they're not designed for the team first, and critically, centrally serving teams requires an alternative approach to delivering and adopting AI features.





ROWI: Return on Workflow Investment

ROWI is a metric that tracks how many additional users adopt AI for every workflow built. The higher the ROWI, the faster AI scales from individual experiments to full-scale transformation.

Workflows built for personal use cases won't fix bigger challenges like:

- Bottlenecks that slow teams down
- Coordination gaps between departments
- Inefficient handoffs between functions

If AI is used in isolation, it won't create real organizational impact. The companies that successfully scale AI don't just track usage—they optimize for what we call Return on Workflow Investment (ROWI).

Building AI workflows for teams, not just individuals

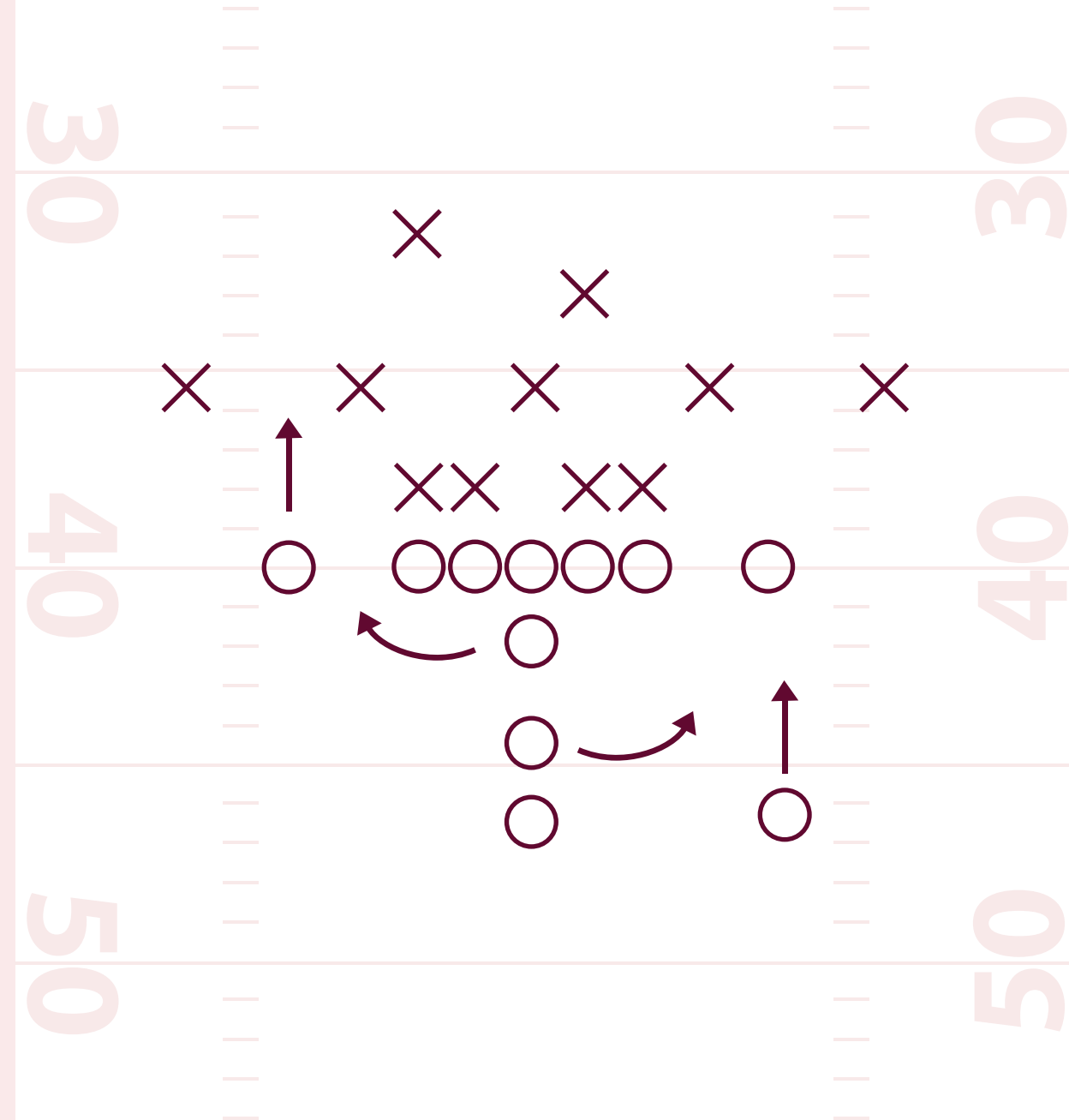
1 The hub-and-spoke model (Football style)

Think of a football team. A quarterback (or a few key players) makes operational and strategic decisions, calling the plays and distributing the ball. The rest of the team executes.

How it works: A centralized AI team (such as IT, a PMO, or an AI task force) builds and standardizes AI-powered workflows. These workflows are then distributed to teams across the organization.

Why it works: This method ensures consistency, control, and efficiency. Employees don't have to reinvent the wheel—AI experts design solutions that teams can easily integrate.

Impact: Hub-and-spoke models have a 122% ROWI, meaning for every AI workflow built, 1.22 additional users adopt it.



Building AI workflows for teams, not just individuals

2 The collaborative co-creation model (Basketball style)

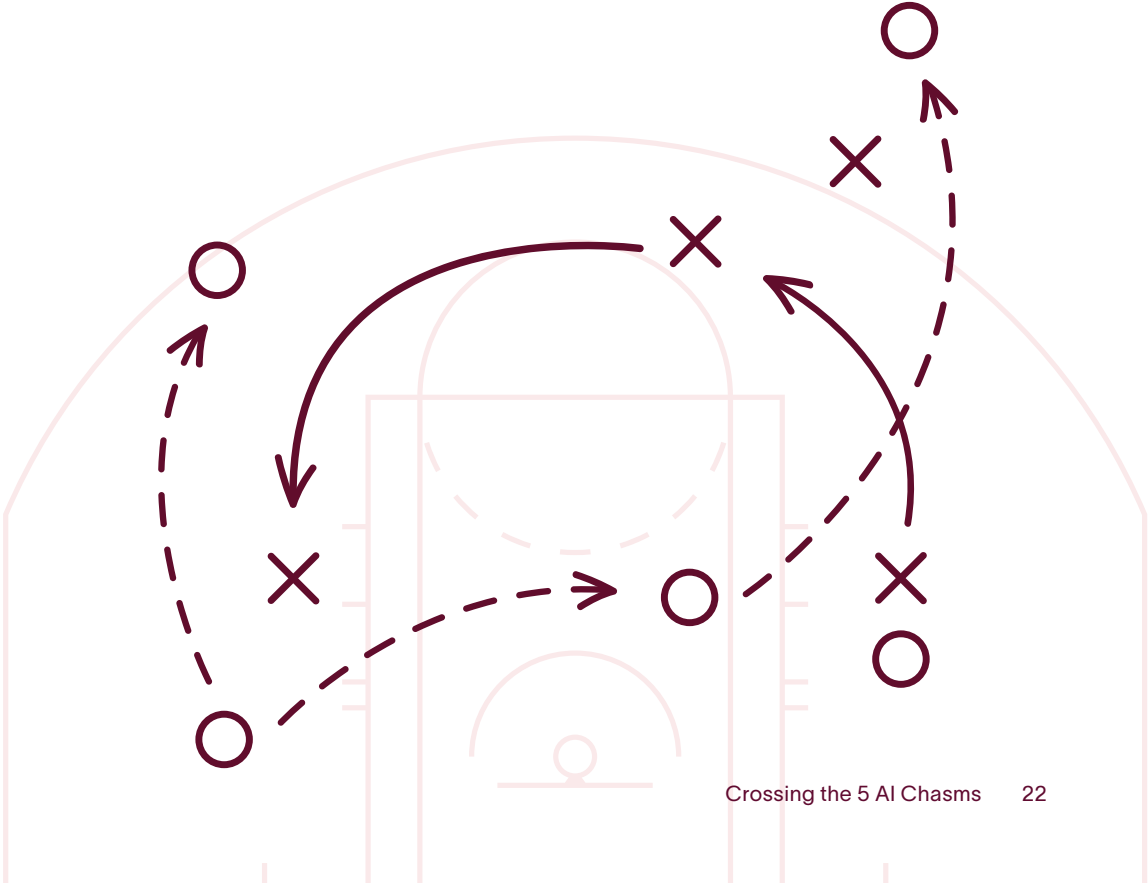
Now think of a basketball team. Unlike football, where a handful of players dictate the game, basketball is fluid, dynamic, and collaborative. Everyone touches the ball and no single player dictates the entire game.

How it works: Instead of relying on a central AI team, employees across functions co-create AI workflows—designing, testing, and refining them together.

Why it works: Employees develop a sense of ownership and trust in AI. When people build AI solutions collaboratively, they actually use them.

Impact: While only 6% of AI workflows follow this model, they have a 651% ROWI, meaning for every AI workflow built, 6.51 additional users adopt it.

ROWI of AI Workflows			
	Individual building	Hub-and-spoke (Football)	Co-creation (Basketball)
ROWI (Return on Workflow Investment)	12%	112%	651%



Choosing the right AI adoption model

Both Football (Hub-and-Spoke) and Basketball (Co-Creation) models are effective in driving organization-wide AI adoption, but the best approach depends on your AI adoption stage:

- **If your organization is early in AI adoption**, start with the Football model. A centralized AI team designs and implements AI workflows, ensuring best practices, security, and efficiency. This top-down approach creates a strong AI foundation without overwhelming employees.
- **Once your teams are already experimenting with AI and showing high engagement**, shift to the Basketball model. Employees collaborate across functions to test, refine, and co-create AI-powered workflows that meet their specific team needs. This approach scales AI adoption more organically, with employees taking ownership of the solutions they help build.



The power of cross-functional AI adoption

AI’s real power isn’t just making a single team more efficient—it’s transforming how teams collaborate cross-functionally. Our research shows that only 21% of employees say teams across their organization work together effectively. When AI is confined to a single team, it may optimize team-specific workflows—but it doesn’t solve the bigger problems that slow organizations down, like broken handoffs and communication breakdowns across departments.

When AI is embedded in cross-functional workflows, adoption takes off. In fact, users are an eye-popping 46% more likely to adopt AI when a cross-functional partner is already using it.

<i>What happens when your coworkers adopt AI?</i>	<i>Your likelihood of adopting AI is:</i>
If a collaborator adopts AI	30% higher
If an executive collaborator adopts AI	39% higher
If a cross-functional collaborator adopts AI	46% higher

A critical partnership: IT + HR

One of the biggest barriers to AI adoption isn't technical—it's organizational. Most companies treat AI as an IT initiative—a project to deploy, secure, and scale. But AI isn't just a technology shift—it's a work shift. And that demands a deeply human approach.



AI isn't a technology shift—it's a work shift. And that demands a deeply human approach.

That's why successful AI adoption hinges on a strong partnership between IT and HR. IT ensures AI is scalable, secure, and compliant. HR ensures AI isn't just implemented—but adopted, understood, and trusted. AI at scale without adoption is useless. AI adoption without security is reckless.

Companies that get AI right don't treat IT and HR as separate functions. They make them co-creators in redefining how work gets done. In fact, IT and HR are 49 times more likely to collaborate on AI workflows than other business initiatives. When IT and HR work together, AI doesn't just launch—it lands.

49x more likely

IT and HR are 49 times more likely to collaborate on AI workflows than other work.

How to cross Chasm 4

Choose the right building model

Start with the Football model if you're early in AI adoption, using a centralized team to standardize workflows, and transition to the Basketball model as engagement grows, allowing employees to co-create AI solutions for greater ownership and scalability.

Map cross-functional workflows

Identify key areas where AI can eliminate bottlenecks, improve handoffs, and foster smoother collaboration across teams. Prioritize workflows that will unlock the greatest cross-functional organizational impact.

Foster HR and IT collaboration

Ensure that HR and IT work together as co-creators, with HR leading AI literacy, change management, and ethical implementation, while IT ensures scalability and security. This partnership is key to driving adoption and integration across the organization.

Measure AI's impact on teamwork

Track how AI improves collaboration across teams, not just individual productivity. Use tools like the Work Innovation Score to quantify how AI is enhancing cross-functional workflows, streamlining communication, and driving more seamless handoffs. This will help you understand AI's true organizational impact.

CHASM 5

From acquiring users to harnessing influencers

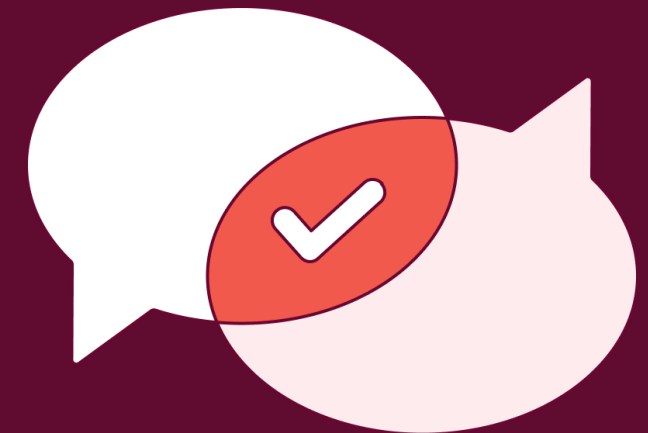
Scaling AI isn't about getting everyone on board at once—it's about getting the right people on board first.

One of the biggest mistakes companies make is treating AI adoption like a mass training problem—rolling out company-wide programs, pushing AI tools on everyone, and hoping usage spreads organically. It rarely does.

AI adoption doesn't happen through mandates. It happens through influence.

The most successful organizations don't just find employees who use AI. They find employees who create AI workflows that others actually want to adopt. Research from Rob Cross shows that organizations that leverage internal influencers for AI adoption can reach 60-70% of employees quickly—compared to just 30-35% with a traditional top-down rollout.³

³Cross, R. (2024). Drive organizational change through network influencers. Rob Cross. <https://www.robcross.org/drive-organizational-change-through-network-influencers/>



Three types of AI influencers you need

In our research, we've identified three types of employees who play a critical role in scaling AI across an organization.

1 Bridgers: The cross-team connectors who understand how to maximize AI's impact

Bridgers are the connectors—the employees who naturally work across teams or functions. Think of a project manager in product development who collaborates with engineering, design, and marketing.

They know where work gets stuck—where miscommunication happens, where handoffs break, and where AI can make the biggest impact.

Because they operate across teams, Bridgers naturally test, refine, and design AI solutions that work beyond a single function. And because of their built-in credibility, when they advocate for AI, people listen.



2

Domain Experts: The specialists who understand how to make AI practical

Domain experts are seasoned professionals in their fields—the top sales strategist who knows exactly how to build lasting relationships with clients, the marketing analyst who pinpoints the most effective channels for engagement, the finance leader who optimizes forecasting.

They don't just understand AI—they understand the nuances of their work at a deep level because they've been doing it for years, sometimes decades. What sets them apart? They don't flood teams with technical jargon. Instead, they show how AI solves real-world problems, making it immediately valuable and relevant.

That's why AI workflows built by Domain Experts are 27% more likely to be adopted—when AI solves meaningful, function-specific problems, people actually use it.



27%
more likely

AI workflows built by Domain Experts
are 27% more likely to be adopted

3 Operations Specialists: The system-level optimizers who understand how to scale AI

Operations specialists focus on efficiency and scalability. While Bridgers connect teams and Domain Experts make AI practical, Operations Specialists focus on making AI repeatable, scalable, and embedded in the organization's systems.

They don't just identify AI opportunities—they engineer AI-powered processes that help organizations run more smoothly and effectively. They ensure AI isn't just a personal productivity tool but a scalable, repeatable solution that improves entire departments.

Workflows built by Operations Specialists are 9% more likely to be adopted.



ROWI of AI Workflows

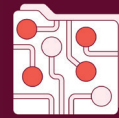
Influencer type	Key characteristics	Impact on AI adoption
Bridgers: The cross-team connectors	<ul style="list-style-type: none">They connect different teams or functionsThey understand workflow gaps across teams and spot cross-departmental inefficiencies	AI workflows are 96% more likely to be adopted
Domain Experts: The specialists	<ul style="list-style-type: none">They have a deep understanding of specific business functionsThey speak the language of their peers without overwhelming them with AI jargon	AI workflows are 27% more likely to be adopted
Operations Specialists: The system-level optimizers	<ul style="list-style-type: none">They identify and design efficient processes that scale across the organizationThey instinctively spot bottlenecks in organizational systems that AI can streamline or eliminate	AI workflows are 9% more likely to be adopted

How to cross Chasm 5



Find the real AI champions

Use surveys and analytics to identify employees who are driving AI adoption. These champions aren't always the tech enthusiasts—they're the ones who understand how AI addresses real business problems.



Build an AI influencer network

Invest in specialized training, resources, and incentives to turn key employees into AI evangelists. These influencers will help spread adoption across the organization.



Pair AI experts with AI-curious employees

Mentorship speeds up adoption. When employees learn from trusted colleagues, they build confidence in using AI effectively, which accelerates organizational-wide engagement.

CROSSING THE CHASMS

From experimentation to transformation

AI adoption isn't a software update—it's a fundamental shift in how work gets done. It doesn't happen overnight, and it doesn't succeed with a few scattered pilots. It requires rewiring workflows and habits across your organization.

Yet too many companies are stuck in pilot purgatory—tinkering with AI, running experiments, and discussing its potential, but never making the leap to full-scale integration. This challenge also presents a significant opportunity for AI technology providers to develop features that help users overcome implementation barriers and accelerate adoption.



The companies that get AI right don't just roll out new technology. They redefine how work happens by crossing these five critical AI chasms:

- 1 From AI as a hobby to AI as a habit
- 2 From top-down buy-in to All-in buy-in
- 3 From AI in isolation to AI in context
- 4 From AI as a solo act to AI as a team sport
- 5 From acquiring users to harnessing influencers

Will your company bridge the five AI chasms—or fall behind as outdated workflows, mounting inefficiencies, and faster-moving competitors leave you in the dust? The gap between AI leaders and laggards is only getting wider. The question isn't if your organization will cross the chasms—it's whether you'll do it in time.



Methodology

This research from the Asana Work Innovation Lab analyzed data from more than 112,000 employees across 350+ companies adopting AI.

The research combined quantitative analysis of AI usage patterns, adoption rates, and productivity impacts with qualitative assessment of implementation models and organizational dynamics. Findings from Asana product usage data were estimated from a sample of 100,000 paid users in the U.S.

This report includes survey research from the Asana Work Innovation Lab, designed in partnership with leading academic experts from Stanford University and the University of Pennsylvania. The surveys were administered via Qualtrics, with data collection conducted in partnership with panel providers Prolific and RepData. Respondents were employed knowledge workers using computers or mobile devices for at least 50% of their work, with executives defined as director level and above. Surveys were conducted in local languages where applicable. The study did not target Asana customers or employees.

- [2024 State of AI at Work](#) (May 2024, 5,007 knowledge workers in the U.S. and U.K.)
- [2024 State of Work Innovation](#) (October 2024, 13,066 knowledge workers in the U.S., U.K., Germany, Japan, France, and Australia)
- AI Systems & Teamwork Research (July 2024, 2,063 knowledge workers in the U.S. and U.K.)
- 2025 IT Trends Research (February 2025, 3,182 knowledge workers in the U.S. and U.K.)



