

# AI Mindsets

The key to unlocking  
AI's potential at work



Insights and actionable  
strategies from experts at  
Asana's Work Innovation Lab



# Work Innovation Lab

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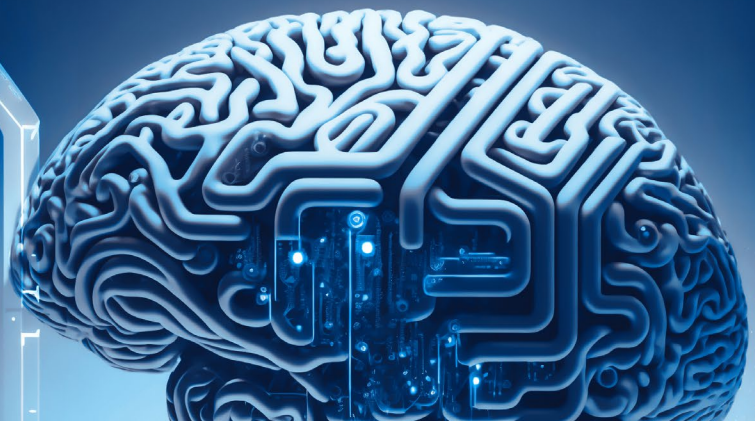
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# Executive Summary



Organizations are rushing to adopt AI, recognizing its significant potential. However, successful implementation hinges on a critical factor: whether employees actually use AI in ways that enhance their work. Organizations should not promote AI for its own sake. The most significant gains will come when people approach AI with enthusiasm, experimenting with and integrating it in ways that genuinely benefit them.

With 41% of employees showing skepticism about using AI at work, we sought to understand whether this skepticism could be transformed into enthusiasm. To explore this, we developed and measured the impact of a series of AI mindsets interventions.

## Our mindset interventions:

- 1 The “Enthusiast” intervention:** This intervention focused on promoting more enthusiasm around AI by emphasizing the collaborative nature of AI and its potential to augment human capabilities, resulting in enhanced productivity and creativity.
- 2 The “Skeptic” intervention:** This intervention explored skepticism around AI as valuable for responsibly and safely adopting AI. It emphasized the importance of balancing efficiency and human value while adopting a cautious approach.
- 3 The “Skeptic-to-Enthusiast” intervention:** This intervention aimed to help employees understand the benefits of moving from a skeptical to an enthusiastic mindset. It highlighted how embracing AI can lead to increased efficiency, innovation, and personal growth.

Ultimately, we found that employees’ attitudes and beliefs about AI—what we call their “AI Mindset”—could be changed, but only under certain conditions. Our findings develop a new understanding of how organizations can help their people more effectively adopt and embrace AI.

In particular, we found that two of the three interventions resulted in a more enthusiastic mindset, which was sustained over time:

## The results:

**The “Enthusiast” intervention** yielded long-lasting results. By highlighting the positive outcomes of AI adoption, such as enhanced productivity and creativity, it successfully motivated employees to embrace AI in their work.

**The “Skeptic” intervention** also drove sustained results. Counterintuitively, acknowledging and addressing skeptical viewpoints made participants less skeptical over time. Employees who received this treatment gradually became less skeptical of AI and developed a more positive overall AI Mindset.

**The “Skeptic-to-Enthusiast” intervention** didn’t drive lasting results. Why? The shift, which portrayed a complete transformation from skepticism to enthusiasm, made the change appear too daunting or unattainable. Employees struggled to internalize and apply this message to their own AI adoption journey, perceiving it as an unrealistic ideal rather than an achievable goal.

These findings suggest that focusing on either positive outcomes or addressing concerns directly can be more effective than pushing for a dramatic mindset shift. Our research showcases viable paths to increasing AI acceptance in the workplace.

## How to apply the findings at your organization:

Our results emphasize the importance of tailoring AI adoption and roll-out strategies to address diverse mindsets within your workforce. By providing targeted support and messaging that resonates with employees' perspectives, you can effectively drive AI adoption and foster a culture of enthusiasm and continuous learning. The key is to meet employees where they are, acknowledge their concerns, and provide the necessary resources to help them embrace AI on their own terms.

### To create a culture of enthusiasm:

- Actively share AI success stories
- Emphasize AI's potential with real-world examples
- Position AI as a collaborative teammate that enhances human capabilities

### When addressing skepticism:

- Validate employees' concerns
- Frame skepticism as a tool for responsible AI integration
- Emphasize balancing efficiency with human value
- Empower skeptical employees to engage critically with AI



### In this report, you'll learn:



How to conduct an AI Mindsets assessment to gauge your workforce's attitudes and track progress over time.



How to implement interventions that resonate with employees' unique mindsets, addressing concerns and empowering them to embrace AI in their own way.



The importance of investing in comprehensive AI training and support programs, offering ongoing skill development and opportunities for experimentation and innovation.

# AI is here, ready or not

Artificial intelligence has exploded into the workplace, promising to transform how organizations operate, innovate, and compete. Yet as organizations rush to adopt AI, they often overlook a critical factor: the human element. To unlock the full potential of AI, organizations must first convince their employees to use and embrace the technology. That's not a trivial task—and it's a challenge nearly every organization is grappling with.



# The great AI divide

The AI revolution is here, but employee adoption is all over the map. Our **most recent research** with Anthropic, a frontier AI safety and research company that builds reliable, interpretable, and steerable AI systems, found that while a quarter (25%) of U.S. and U.K. workers are already using generative AI at work each day, the rate is much higher for executives (39%) versus individual contributors (18%). Some industries, like government (13%), education (17%), and non-profit (17%), are lagging in adoption—in part because of increased regulation and uncertainty around how to apply generative AI. Meanwhile, the tech sector—with 42% of employees using generative AI daily—is zooming ahead.

## Bridging the AI adoption gap

While many employees are enthusiastic about AI, a significant portion remain skeptical or fearful. Nearly half (46%) of individual contributors have some level of skepticism, compared to one-third (33%) of executives. Employees are concerned about everything from AI producing biased or inaccurate results to being labeled as lazy or even fraudulent for using AI at work.

To get employees to approach AI with enthusiasm, experimenting with and integrating it into their day-to-day work, executives must roll up their sleeves and tackle these concerns head-on. Top-down mandates won't be enough. Downplaying risks or dismissing fears will only increase resistance. Instead, leaders must acknowledge that a significant portion of their workforce is skeptical about AI, and work strategically to convert this skepticism into healthy enthusiasm. When employees approach AI with enthusiasm and an open mind, the benefits follow: they use AI more often, apply it to more use cases, and experience greater productivity gains.

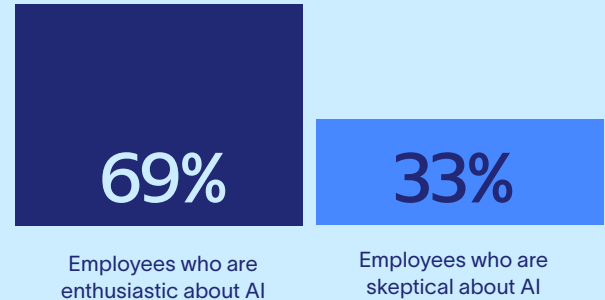
## The human factor: Your secret weapon for AI success

The bottom line? The success or failure of your AI initiatives hinges on your people. Earn their buy-in and commitment, and you'll be well-positioned to realize the full potential of this transformative technology. Fail to prioritize the human element and adoption of AI technology among your people will be lackluster.

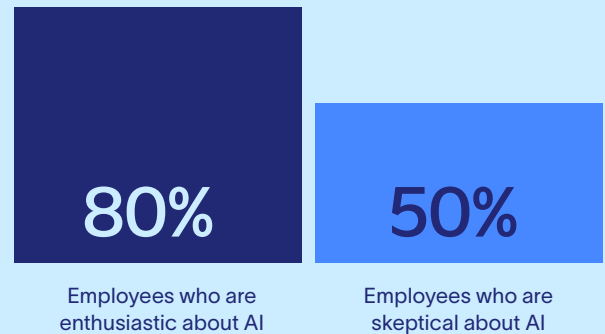
# Difference in employee AI attitudes and behaviors

Employees who are enthusiastic vs. skeptical about AI

What percentage of employees are using AI weekly?



What percentage of employees are reporting increased productivity from using AI?



How many use cases, on average, are employees using AI for?



# Our AI Mindsets mission

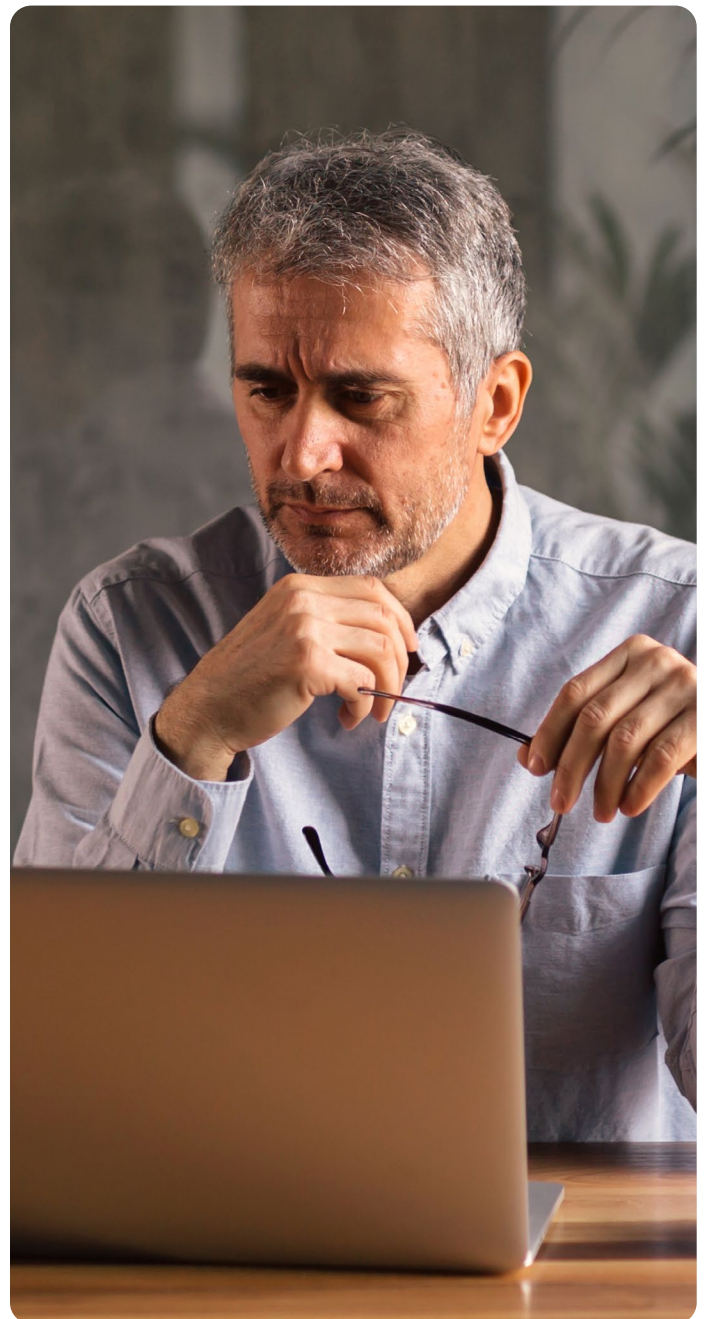
## Turning skeptics into enthusiasts

Recognizing that employee attitudes and beliefs—their mindsets—can make or break the success of AI adoption, our **Work Innovation Lab** team set out to boost AI enthusiasm among employees. Drawing inspiration from the groundbreaking findings of Stanford psychologist Carol Dweck, as detailed in her book, **Mindset: the new psychology of success**, we hypothesized that, with the right interventions, we could help even the most skeptical employees become more receptive to and enthusiastic about AI's potential in the workplace.

### We had three goals:

- 1 Develop an “AI Mindsets” assessment to capture the full spectrum of employee attitudes and beliefs about workplace AI.
- 2 Design a targeted intervention to help employees shift from a Skeptical AI Mindset to an Enthusiast AI Mindset.
- 3 Rigorously test our intervention and quantify its effect on employee attitudes, behaviors, and AI adoption outcomes.

By shining a light on the critical role of mindset in AI adoption and equipping organizations with evidence-based techniques for cultivating a growth mindset culture, we wanted to help companies unleash the full potential of AI in the workplace.





# Mindsets matter: The key to unlocking AI's potential

Drawing on Dweck's work, we realized that how employees view their own AI abilities and potential for growth and development might be a make-or-break factor in how they adopt the technology.



## Growth mindset: The AI adoption catalyst

Individuals with a growth mindset view abilities as malleable and responsive to effort and learning. These individuals embrace challenges, seeing them as opportunities to expand their skills. Setbacks and failures are viewed as valuable learning experiences on the path to mastery.

In the realm of AI adoption, a growth mindset is a powerful asset. Rather than avoiding new AI tools and technologies, growth-minded individuals actively engage with them, even when faced with steep learning curves. They're willing to invest significant effort to develop their skills, viewing AI proficiency as a learnable competency rather than an innate gift.



## Fixed mindset: The AI adoption saboteur

Individuals with a fixed mindset believe their abilities are innate and unchangeable. In the context of AI, this translates to a belief that technical aptitude is purely a matter of inherent talent. However, much of our success with using digital tools—including AI—is about how we **approach the technology**, rather than whether we have the right technical skills.

The consequences of this incorrect assumption are significant. Fixed-mindset individuals tend to avoid AI-related challenges, viewing them as threats rather than opportunities for growth. They may shy away from AI tasks or training, convinced they lack the necessary skills. When they do engage with AI, they're quick to give up at the first sign of difficulty, interpreting struggle as a sign of inadequacy (either theirs or the technology's).

Crucially, Dweck's research demonstrates that mindsets are not fixed traits but can be changed through targeted interventions. This led to our key insight: by designing effective interventions to shift AI Mindsets, we could potentially transform skeptics into enthusiasts and enable organizations and their employees to drive better results with AI.

# Unveiling AI Mindsets

## A deep dive into the psyche of AI enthusiasts and skeptics

### What are AI Mindsets?

AI Mindsets—ranging from skepticism to enthusiasm—encompass beliefs and attitudes that shape how individuals approach, experiment with, and integrate AI into their work, ultimately influencing the value they derive from AI technologies.

To develop a complete understanding of AI Mindsets, we designed a quantitative measurement tool. The result was the AI Mindsets scale—a survey instrument comprising 16 statements related to AI, evenly split between 8 positive and 8 negative statements.

### Example statements included in our AI Mindsets scale

- Positively-framed

AI can complement human capabilities and enhance human productivity in the workplace.

People can work together with AI, just like they do with other people.

Combining AI with human expertise can result in better outcomes than relying on human judgment or AI alone.

- Negatively-framed

I am concerned that AI will replace humans in critical tasks and decision-making.

Embracing AI means sacrificing human creativity and innovation.

I fear that AI will lead to a devaluation of human skills and expertise.

# Enthusiasts and skeptics: Two sides of the AI adoption coin

Our study revealed that employees tend to adopt one of two primary AI Mindsets: an Enthusiast Mindset or a Skeptic Mindset.



## Enthusiast Mindset

Enthusiasts approach AI with optimism, embracing its potential to transform work processes, create new opportunities, and enhance collaboration between humans and technology.



## Skeptic Mindset

Skeptics approach AI with caution. They express reservations about AI's benefits and may have concerns about its implications for job security and the human element in work. They tend to be more hesitant to fully embrace AI.

It's important to recognize that AI Mindsets operate on a spectrum, with individuals falling anywhere from fully enthusiastic to somewhat skeptical to holding more extreme negative views. As AI continues to evolve rapidly, leaders must be dialed into employees' AI Mindsets and their influence in the workplace.



# Cracking the code: Designing interventions to shift AI Mindsets

After developing our AI Mindsets scale, we set out to determine if we could influence attitudes toward AI. Could a well-designed intervention help skeptics develop a more positive perspective on AI?

We crafted a series of vignettes to expose workers to different AI Mindsets and encourage critical reflection of their own attitudes. Rather than overwhelming participants with pro-AI messaging, we used a research-backed approach featuring relatable scenarios and characters, making abstract concepts more concrete and engaging. Participants could see themselves in these vignettes, forming both emotional and intellectual connections with the content.

We used vignettes as a research intervention tool to introduce and describe different AI Mindsets to participants. These carefully-crafted scenarios provided detailed information about each AI Mindset, aiming to influence participants' beliefs, attitudes, or perceptions about AI.

We developed three distinct interventions:

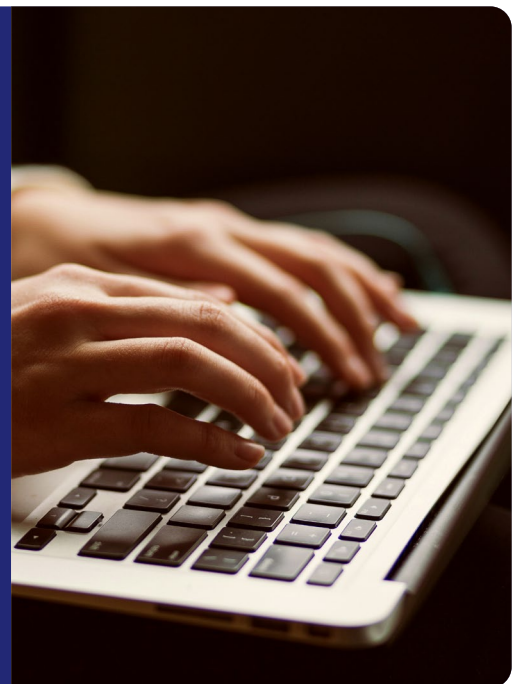
- 1 The "Enthusiast" intervention**  
This intervention focused on promoting an enthusiastic AI Mindset. The vignette emphasized the collaborative nature of AI and its potential to augment human capabilities, leading to enhanced productivity and creativity.
- 2 The "Skeptic" intervention**  
This intervention explored the skeptical AI Mindset from a different angle. The vignette presented AI as a tool for responsible AI integration and mindful adoption, while emphasizing the importance of balancing AI's ability to boost value.
- 3 The "Skeptic-to-Enthusiast" intervention**  
This intervention aimed to demonstrate the potential benefits of transitioning from a skeptical AI Mindset to a more enthusiastic one. The vignette highlighted how embracing AI can lead to increased efficiency, innovation, and personal growth.

An excerpt from the "Skeptic-to-Enthusiast" vignette demonstrating the shift from a Skeptic to an Enthusiast AI Mindset:

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Alex realized that embracing AI could lead to greater efficiency and innovation in the workplace. For example, Alex found that time saved on cleaning a data set with AI was time put towards creating a thoughtful work presentation. This mindset change wasn't just theoretical; it started to manifest in Alex's approach to projects to combine AI's analytical strengths with their own strategic insights.

”



We randomly assigned participants to one of three intervention groups or a control group: three intervention treatment groups and a control group. Each intervention group interacted with one of the three vignettes, while the control group received a general introduction to AI without exploring AI Mindsets, serving as a baseline for comparison. Participants were contacted three times over a four-week period to complete an AI Mindsets assessment, enabling us to evaluate the effectiveness of the intervention treatments.

### INTERVENTION 1



#### Enthusiast Mindset

- Framed the Enthusiast Mindset as a beneficial approach when adopting AI
- Emphasized AI as an augmenting force that amplifies human capabilities
- Illustrated the value of AI complementing human ability for strategic decision-making
- Highlighted the synergy between AI and human creativity for robust outcomes

### INTERVENTION 2



#### Skeptic Mindset

- Framed the Skeptic Mindset as a cautious approach to adopting AI
- Demonstrated skepticism as a tool for responsible AI integration
- Illustrated how skepticism leads to mindful AI adoption
- Emphasized the importance of balancing efficiency and human value

### INTERVENTION 3



#### Skeptic-to-Enthusiast Mindset

- Introduced and contrasted the Enthusiast and Skeptic AI Mindsets
- Described a data scientist's journey from skepticism to enthusiasm
- Highlighted the benefits of embracing AI, including higher efficiency and innovation
- Emphasized the dynamic nature of mindsets and their impact

# Overview of the AI Mindsets study

## Step 1 AI Mindsets scale development

- Drawing on insights from AI adoption in the workplace and mindset literature, we developed the initial AI Mindsets scale items
- We crafted a balanced measurement tool with 16 items, including an equal number of positively and negatively coded items to minimize response bias
- To refine the scale, we conducted a pilot study and a second validation study that pressure-tested the scale's reliability, validity, and clarity for survey respondents

## Step 2 Initial data collection | Week 0

- Participants completed the AI Mindsets scale before being exposed to the vignette corresponding to their treatment group
- They completed the AI Mindsets scale again after being exposed to the vignette corresponding to their treatment group
- We recruited U.S. and U.K. knowledge workers and assigned them to one treatment: Skeptic to Enthusiast, Enthusiast, Skeptic or the control

## Step 3 Midpoint data collection | Week 2

- We re-contacted participants for the second survey at Week 2
- They remained assigned to the same treatment group as in Week 0
- Participants were exposed to the vignette corresponding to their treatment group again and completed the AI Mindsets scale

## Step 4 Final data collection | Week 4

- We re-contacted participants for the third survey at Week 4
- They remained assigned to the same treatment group as in Week 0 and Week 2
- Participants completed the AI Mindsets scale for the last time, but they were not exposed to any vignettes in the last survey

# The AI Mindsets effect: From immediate impact to lasting change

Crafting three distinct interventions – the Enthusiast, Skeptic, and Skeptic to Enthusiast interventions– and creating multiple touchpoints allowed us to pinpoint the most effective strategies for fostering long-term positive changes in AI attitudes. Here’s what we found:

## Immediate impact after exposure to the vignette: A glimmer of hope

Immediately after exposure to the vignettes, we observed a significant increase in AI Mindsets score for all intervention groups (meaning, participants had become more enthusiastic about AI’s role in the workplace). This initial response suggested that exposure to the different vignettes had an immediate impact on employee attitudes, challenging default thinking patterns and sparking new enthusiasm for AI.

### Each intervention had its own secret sauce:

The **Enthusiast vignette** tapped into employees’ desire to be part of a transformative movement, painting a picture of an AI-powered future full of possibilities.

The **Skeptic-to-Enthusiast vignette** provided a compelling narrative of change, demonstrating the potential for evolving one’s perspective on AI.

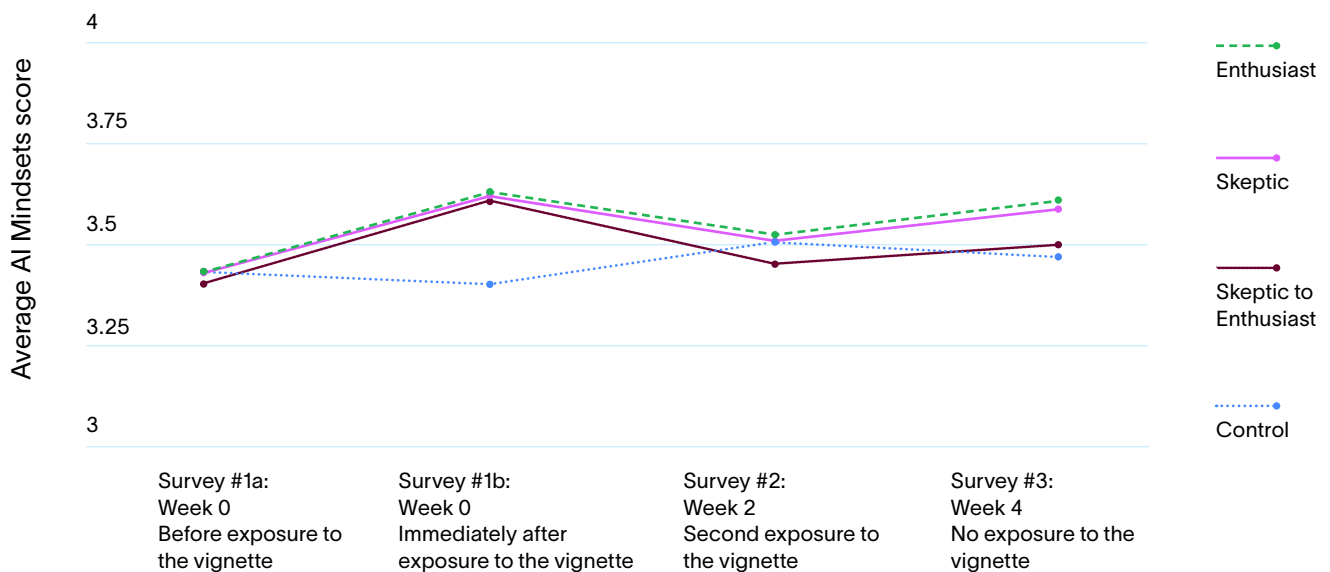
The **Skeptic vignette** validated concerns and framed skepticism as a tool for responsible adoption, showing that a cautious approach can still lead to successful AI integration.

Meanwhile, the control group’s AI Mindsets scores remained unchanged, suggesting that merely providing information about AI is insufficient to shift attitudes.

The question that remained was whether these changes would stand the test of time. Would they fizzle out?

## Change in AI Mindsets score over time

Average across the 16 AI Mindsets scale statements rated 1-5



## Sustained impact: The power of the right mindset

After four weeks, we found that the Enthusiast and Skeptic interventions showed remarkable staying power—employees maintained more enthusiastic mindsets. However, the impact of the Skeptic-to-Enthusiast intervention had diminished. Let's examine why the Enthusiast and Skeptic interventions drove sustained results, while the Skeptic-to-Enthusiast did not.



### Why the Enthusiast intervention drove lasting results

The Enthusiast intervention was particularly effective in driving sustained AI adoption because it aligned with employees' aspirations for meaningful work and skill enhancement.

- **Inspiring employees to embrace AI**

By emphasizing AI's potential to boost job engagement and impact, the intervention motivated employees to embrace AI.

- **Emphasizing human-AI collaboration**

The intervention framed AI as a collaborative tool rather than a replacement, alleviating concerns about job displacement and highlighting AI's potential to augment human capabilities.



**Participants in the Enthusiast group were significantly more likely to say AI can lead to more creative problem-solving at the end of the study compared to where they started.**

Ultimately, the Enthusiast intervention modeled a proactive, curiosity-driven approach to AI, positioning workers as innovators and change agents. This aspirational framing likely resonated with employees' desire for growth, mastery, and impact in their careers.







## Why the Skeptic intervention drove lasting results

While it might seem counterintuitive that a Skeptic intervention would boost AI enthusiasm, the psychological mechanisms at play reveal its effectiveness:

- **Validating concerns and promoting responsible AI adoption**

This intervention helped participants feel heard and understood. It demonstrated that having doubts and questioning AI isn't anti-progress, but rather a necessary part of ensuring thoughtful and ethical implementation. This approach led to significant declines in negative sentiment among the Skeptic group. That is, as the study progressed, participants became less like to harbor:

Concerns about AI replacing humans in critical tasks and decision-making

Fears of AI jeopardizing human creativity and innovation

Worries about replacing human touch and empathy with AI

Concerns about AI devaluing human skills and expertise

- **Reframing skepticism as a tool for harnessing AI benefits**

This intervention repositioned skepticism as a means to an end rather than an end in itself. It framed the skeptical mindset as a critical lens through which to evaluate AI, with the ultimate goal of harnessing its benefits. By empowering participants to engage with AI critically and proactively, the Skeptic intervention likely boosted their confidence and sense of control, showing that they can actively shape AI's role in their work.

- **Increasing openness to experimenting with generative AI**

This shift in perspective is evident in the finding that participants in the Skeptic group were significantly more likely to say they will use generative AI in their day-to-day work at the end of the study compared to the beginning, indicating a positive change in their openness to experimenting with AI.



**Participants in the Skeptic groups were more likely to say they will use AI in their day-to-day work at the end of the study compared to where they started.**

In essence, the Skeptic intervention showcased the transformative potential of embracing a discerning and thoughtful approach to AI adoption. It illustrated that a cautious, critical perspective can serve as a powerful catalyst for igniting and sustaining genuine enthusiasm and engagement among employees. By addressing concerns head-on and reframing skepticism as a valuable tool in the AI adoption process, this intervention fostered a more balanced and ultimately more positive attitude towards AI in the workplace.



**61% of participants who received the Enthusiast and Skeptic AI Mindset interventions reported a boost in AI enthusiasm.**





## Why the Skeptic-to-Enthusiast intervention didn't drive lasting results

Although the Skeptic-to-Enthusiast intervention initially boosted enthusiasm immediately after exposure, this effect largely dissipated over time. Several factors likely contributed to this:

- **Challenging cognitive leap**

The Skeptic-to-Enthusiast intervention required participants to undergo a significant cognitive leap and a major reframing of their beliefs and attitudes. As a result, instead of gradually adjusting their perspectives, participants might have become more entrenched in their initial skepticism, counteracting the intervention's intended effect.

- **Perceived unattainability**

By showcasing a complete attitudinal transformation, the Skeptic-to-Enthusiast intervention portrayed a more daunting change. Participants perceived the vignette character's journey as an unattainable ideal, making it difficult for them to relate to and internalize the message. This hindered their ability to see themselves undergoing a similar transformation, thus limiting the intervention's long-term impact.

- **Lack of clear, consistent messaging**

By highlighting both Skeptic and Enthusiast Mindsets, this intervention lacked the clear, consistent messaging of the other treatments. This suggests that focusing on either reducing skepticism or increasing enthusiasm, rather than attempting to achieve both simultaneously, may be a more effective approach to shifting AI Mindsets.

To truly help employees not just accept AI but fully embrace it, organizations must continually reinforce and build upon the mindsets that matter. The key is to meet employees where they are, acknowledge their concerns, and provide the resources and support needed to help them embrace AI in their own way. One-off interventions, no matter how well-designed, may not be enough to create lasting change.



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What's fascinating here is the power of reframing. By positioning skepticism as a tool for responsible AI adoption rather than a barrier, we're not just changing minds—we're leveraging existing mindsets to drive meaningful change. It's a high-impact way to work with resistance, not against it.

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Anna James

Work Innovation Analytics Lead at Asana's Work Innovation Lab

# Applying AI Mindsets

## A blueprint for more successful AI adoption

Every organization can benefit from AI Mindsets. Here's how to apply them at your own organization:

### 01

## Acknowledge different AI Mindsets

As organizations integrate AI technologies into their workflows, it's crucial to recognize and address the diverse mindsets employees may have toward AI adoption. Not everyone will be immediately enthusiastic about AI. You'll encounter eager adopters, curious explorers, and skeptical observers. The key is to recognize and address these different mindsets directly.

### Learn from Asana's example

At Asana, we applied this learning during GrowthCon, our annual one-week internal development conference. Our Work Innovation Lab team collaborated with members of Asana's People Operations team, who led the conference, to curate AI-focused learning journeys that catered to a wide range of attitudes towards AI, from skepticism to curiosity and eagerness to experiment.

For employees with concerns about AI, we provided a safe space to explore their apprehensions and gain a better understanding of AI's potential.

For employees who were curious but unsure about the impact of AI, we shared practical ways to incorporate AI into their daily work.

For employees already excited about using AI at work, we offered opportunities to further develop their skills and enhance their impact.

By the end of the AI-focused learning journey at GrowthCon, participants felt empowered to use AI responsibly and confidently. They gained the knowledge and skills to leverage AI in their day-to-day tasks and create meaningful impact in their roles.

Our AI learning journey at GrowthCon exemplifies how organizations can actively acknowledge and address diverse mindsets surrounding AI adoption. By providing targeted training and support, we not only facilitated the effective use of AI tools but also fostered a culture of responsible and confident AI adoption.

The takeaway? By acknowledging and supporting the different AI Mindsets within your workforce, you can create a more inclusive and effective AI adoption strategy that drives innovation and competitive advantage in an increasingly AI-driven world.



# 02

## Conduct your own AI Mindsets assessment

To gauge your employees' AI Mindsets, consider adding key questions to your existing employee engagement surveys. By regularly assessing where your workforce falls on the AI Mindsets spectrum, you can track changes over time and measure the impact of your mindset interventions.

By making our scale open and accessible, we aim to help organizations like yours cultivate more informed AI Mindsets among your employees. Incorporating these questions into your next survey is a critical step in unlocking the full potential of AI in your workplace.

### AI Mindsets Scale

Here is the scale you can incorporate into your next employee survey:

#### Positively-framed

- AI can complement human capabilities and enhance human productivity in the workplace.
- Using AI can lead to more creative problem-solving.
- I see AI as a valuable tool that can support me at work.
- People can work together with AI, just like they do with other people.
- Combining AI with human expertise can result in better outcomes than relying on human judgment or AI alone.
- Advancements in AI that make work easier will improve work-life balance.
- I believe that humans and AI can work together harmoniously to achieve workplace goals.
- I am enthusiastic about implementing AI in the workplace.



“

For decades, the biggest obstacle to organizational growth and change hasn't been structure, strategy, or systems—it is the mindset of its leaders and employees. Failed change management initiatives often overlook this crucial element, focusing solely on processes and tools while neglecting the human factor. Our research suggests that to truly succeed, mindset must be at the core of every organization's AI strategy.

”

Dr. Rebecca Hinds

Head of Asana's Work Innovation Lab

#### Negatively-framed

- AI poses a risk to job security that may lead to a reduction in human job opportunities.
- I am concerned that AI will replace humans in critical tasks and decision-making.
- AI may limit the control I have to manage key parts of my work
- Embracing AI means sacrificing human creativity and innovation.
- Integrating AI in the workplace will decrease job satisfaction.
- AI threatens to replace human touch and empathy with cold, impersonal algorithms.
- I fear that AI will lead to a devaluation of human skills and expertise.
- I am skeptical about using AI in the workplace.

# 03

## Provide targeted AI Mindsets interventions

When it comes to AI adoption, a one-size-fits-all approach isn't going to cut it. Tailor your training and support to meet people where they are. Once you've acknowledged the different AI Mindsets and have a baseline of your organization's AI Mindsets distribution, you can introduce different approaches to meet their needs.

### Support skeptics

Address their concerns directly. Be transparent about the risks and limitations of AI, and emphasize the importance of human oversight. Create forums for open dialogue where skeptics can voice their concerns and have them addressed by AI experts. Offer training that focuses on responsible AI development and usage, highlighting the role of human judgment in the process.

### Empower enthusiasts

Provide hands-on opportunities to explore and innovate with AI. Create AI innovation labs or hackathons where enthusiasts can collaborate with like-minded colleagues to push the boundaries of what's possible with AI. Provide access to cutting-edge AI tools and resources, and offer mentorship opportunities with AI experts.

The key is to meet employees where they are, provide interventions that resonate with their unique mindsets, and ensure that everyone feels heard, supported, and empowered to embrace AI in their own way.



# 04

## Develop comprehensive AI training and support programs

AI is a rapidly evolving field. Don't let your organization fall behind. A whopping **64% of knowledge workers** have little to no familiarity with generative AI tools. Encourage your employees to stay curious, ask questions, and explore new possibilities.

Your organization can empower employees for success in an AI-driven workplace by implementing the following strategies:

### Tailored training programs

Design curricula addressing specific AI Mindsets. Help employees overcome adoption barriers and build essential AI skills.

### Ongoing support

Offer continuous learning through workshops, seminars, and online courses. Create innovation spaces like hackathons. Build a culture of growth and continuous learning to leverage AI effectively.

### Progress monitoring

Regularly assess training effectiveness using metrics like employee engagement, AI tool adoption rates, and productivity gains. Use these insights to refine your programs.

Investing in robust AI training isn't optional—it's critical for harnessing AI's potential. By equipping employees with the right knowledge and skills, you'll drive innovation, productivity, and competitive advantage in the AI-driven landscape.



**Less than one in five employees (18%) report receiving AI training, and just 4% have access to generative AI certification programs.**

[State of AI at Work, 2024](#)

# 05

## Foster a growth mindset for AI adoption

To accelerate AI adoption and nurture AI enthusiasm, focus on fostering a growth mindset among your employees. Create an environment that encourages continuous learning, embraces challenges, and celebrates progress to unlock AI's full potential in your organization.

### Showcase success stories

Highlight real-world AI wins and share inspiring journeys of employees who've evolved from skeptics to advocates through hands-on experience and support. These stories make AI's benefits tangible and relatable, normalizing the learning curve and encouraging a growth mindset. When employees see colleagues successfully navigating the AI landscape, they're more likely to embrace the technology themselves.

### Learn from setbacks

Don't sidestep AI failures - use them as learning opportunities. Frame setbacks as valuable experiences and growth catalysts. Involve skeptical employees in analyzing what went

wrong, identifying improvement areas, and planning the path forward. This inclusive approach helps shift perspectives and demonstrates that challenges are a natural part of the AI journey. Transparent discussions about AI missteps show your commitment to thoughtfully navigating AI implementation complexities.

### Praise the process

Instead of portraying AI proficiency as an innate trait, emphasize learning and improvement. Success with AI requires everyone in the organization to experiment with AI's ever-evolving capabilities and to figure out how to put them to work most effectively. Celebrate the effort, strategies, and progress employees make in developing their AI skills. By praising the journey of continuous learning rather than just the end result, you create a culture that normalizes AI adoption challenges and encourages ongoing skill development.

By integrating these approaches, you can foster a growth mindset that propels your organization forward in its AI adoption journey. As employees embrace continuous learning and improvement, they'll become the AI enthusiasts needed to drive successful implementation of AI technologies in your workplace.



# Using AI Mindsets as a key part of AI change

Mindsets matter. And they could be the linchpin of successful AI adoption in your organization. When it comes to integrating AI, a growth mindset is your organization's secret weapon.

Picture a workplace where every employee, from the most skeptical to the most enthusiastic, is empowered to harness AI's potential. Where continuous learning is the norm, experimentation is encouraged, and setbacks are viewed as valuable lessons. That's the transformative power of a growth mindset.

As Carol Dweck, the Stanford psychologist who pioneered growth mindset research, notes in **Mindset: the new psychology of success**, "The view you adopt for yourself profoundly affects the way you lead your life." In the context of AI adoption, the mindset your organization embraces will shape its technological future.

By cultivating this mindset, you create a culture where:

AI advocacy becomes universal

Challenges are tackled head-on

AI opportunities are seized with confidence

By fostering AI Mindsets, you're not just implementing new tools—you're reshaping your organizational DNA. You're creating a workforce that's adaptable, innovative, and ready to lead in an AI-driven world.

The future of work isn't coming—it's here. And it's powered by the formidable combination of human ingenuity and artificial intelligence. The question is: Is your organization ready to embrace it?

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## Methodology

This research from Asana's Work Innovation Lab surveyed 601 knowledge workers in the U.S. and U.K. at three distinct moments in March 2024. Participants were randomly assigned to one of three treatment groups or a control group for each of the three waves of the intervention. 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.



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