

## Understanding AI Adoption in Organizations

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Artificial intelligence (AI) is experiencing the fastest adoption rate of any general-purpose technology in the United States, surpassing even the personal computer and the internet (Microsoft, 2025). According to the latest McKinsey Global Survey (2025), 88% of respondent organizations now use AI regularly in at least one business function. Yet, despite this broad exposure, most firms remain in an experimental phase, piloting AI tools rather than deploying them at scale. Adoption continues to vary substantially across roles, and many organizations are still exploring how to integrate AI agents and systems into existing processes and workflows. This gap between experimentation and sustained, organization-wide use highlights the need to better understand what drives effective adoption.

Drawing on a review of 197 scholarly articles, this report examines the antecedents of AI adoption and the conditions under which AI contributes to reliable and effective workplace outcomes. We categorize the factors shaping AI adoption and use into individual-level, workflow-level, and organizational-level factors. Collectively, this analysis illustrates the multifaceted nature of AI adoption and underscores the importance of coordinated strategies that address barriers at each of these levels. By clarifying these dimensions, the report aims to inform both researchers and practitioners seeking to translate AI potential into measurable value.

## Key Findings

**AI acceptance, adoption, and usage** are related but distinct concepts.

- Acceptance refers to employees' psychological willingness to use AI; adoption involves acquiring and implementing AI systems; usage captures the intensity and frequency of actual engagement.
- *Adoption does not guarantee meaningful usage.* Successful adoption depends on how organizations redesign processes, roles, and routines, and on how employees accept and adapt to these tools.

**Individual-level factors**, such as trust, displacement fears, traits, and demographics, shape adoption.

- **Trust** is one of the primary conditions for AI usage, and is strengthened by reliability and accuracy signals, transparency and interpretability, and immediacy behaviors (e.g., responsiveness, personalization, benevolence, human-likeness).
- **Job insecurity** is the second major barrier. Displacement fears are rooted in role replacement, skill obsolescence, and work transformation, and can be mitigated by upskilling, career mobility, and supportive reward systems.
- **Individual differences** shape adoption. Openness, innovativeness, and proactivity are positively associated with AI acceptance and usage. Younger, less-experienced workers adopt more readily and often realize larger gains, especially with generative AI.

**Workflow characteristics** determine the reliability and productivity of human-AI collaboration.

- **Automation–augmentation continuum:** human-AI collaboration spans from low to high human intervention.
  - Organizations that adopt both sides can achieve complementarities, benefiting business.
  - Organizations need to determine where AI tools fit along this continuum and redesign end-to-end workflows accordingly to ensure successful AI implementation into processes.
- **Workflow redesign** involves clarifying task organization, distributing responsibilities, and defining interaction sequences.
- **Decision traces and context graphs** enhance reliability and auditability by capturing not only outcomes but the “why” behind agent actions (inputs, policies, exceptions, approvals).
- **Socially and structurally embedding AI** within existing routines sustains effective usage.
  - Treating AI as a team member through clear roles, team interventions and goal setting, and high-quality communication improves human-AI collaboration.
  - Tailoring AI to individuals' personalities and cognitive preferences enhances productivity.

**Organizational-Level actions** embed AI tools in day-to-day work and promote active engagement.

- These actions fit into four categories: (i) strategic alignment, (ii) digital and data infrastructure, (iii) workflow integration, and (iv) organizational support.
  - **High-quality training** is one of the top solutions to increase AI adoption and usage. Successful integration requires educating employees on AI tools and informing them of potential changes in the workflow.

## AI Acceptance, Adoption, and Usage

This report focuses on three related but distinct concepts: AI acceptance, AI adoption, and AI usage. Figure 1 visualizes the conceptualization of these constructs, and the subsequent paragraphs are organized to correspond to each component illustrated in the figure.

**(1) AI acceptance** refers to employees' psychological willingness to use an AI tool at work.

- It is typically measured through surveys assessing intention to use, often drawing on items from the Technology Acceptance Model (TAM), such as perceived usefulness (“I would find the technology useful in my job”) and perceived ease of use (“I would find the technology easy to use”).
- Studies examining psychological readiness to use AI primarily focus on acceptance and consistently show that its antecedents extend beyond the factors listed in TAM, some of which are discussed in this report.
- Organizational-level factors can also enable employees to overcome psychological barriers to accepting AI. For example, improving AI literacy by helping employees understand how systems function, where they fit in workflows, and how to use them effectively can address these antecedents and help cultivate trust. Although the literature rarely explores this, organizations themselves can also experience an acceptance stage as part of their decision-making processes. In this report, however, we assume that organizations are already willing to use AI at work.

**(2) AI adoption** refers to the actual decision to implement AI within workflows, processes, or products, a decision relevant to both organizations and employees.

- At the individual level, once employees are willing to use AI, they typically sign up for available tools.
- At the organizational level, adoption involves allocating resources, purchasing AI solutions, and making formal commitments. As a result, adoption rates are often reported as the percentage of active users or the proportion of departments utilizing AI (e.g., McKinsey, 2025).

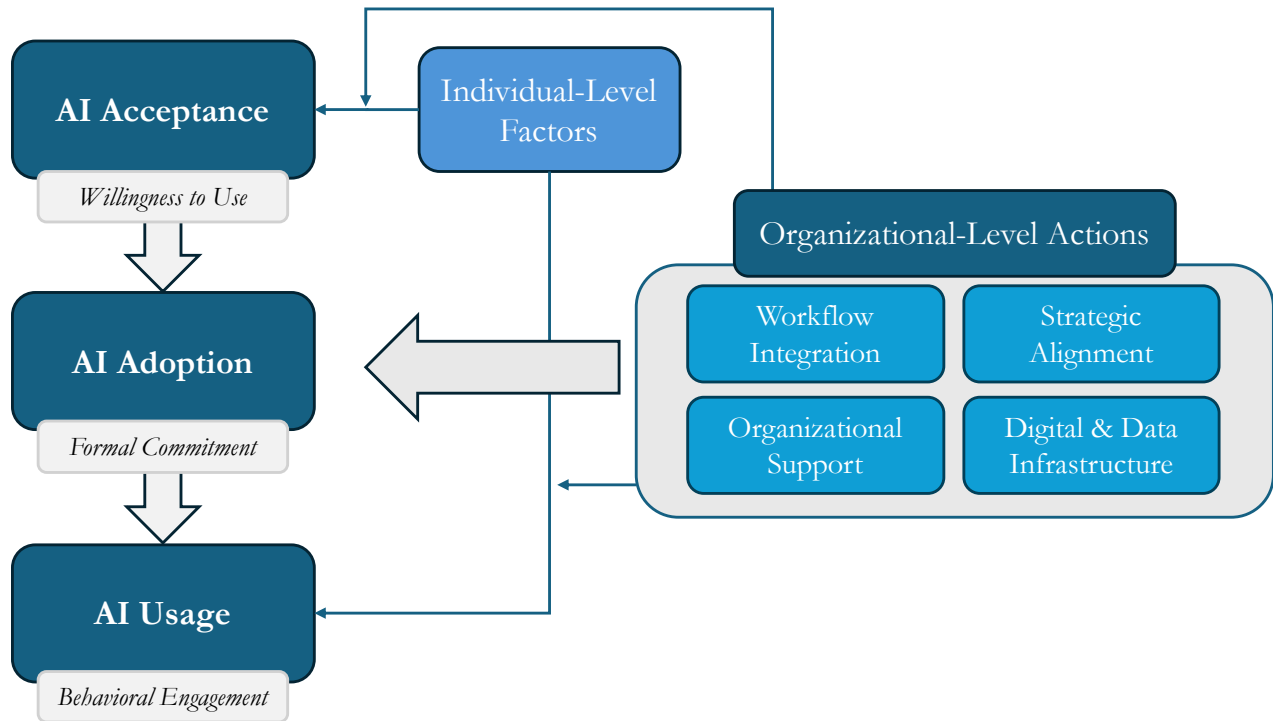
**(3) AI usage** captures the intensity and frequency with which employees engage with AI tools. Organizations increasingly recognize that adoption does not guarantee meaningful usage and have shifted their focus to what is often called *successful AI adoption*.

Achieving successful adoption requires **organizational actions** such as (i) strategic alignment, (ii) digital and data infrastructure, (iii) workflow integration, and (iv) organizational support. These enablers help embed AI tools into day-to-day processes, facilitating sustained adoption and effective usage.

Even when employees are willing to use AI and have signed up for tools, this does not ensure active engagement. **Individual-level factors**, such as trust and fears of job displacement, continue to shape usage. **Organizational support mechanisms**, including training, upskilling, and reward systems, can mitigate these concerns and promote greater usage.

Overall, contemporary understandings of AI adoption emphasize that success depends not only on technology deployment but also on how organizations redesign processes, roles, and routines, and on how employees accept and adapt to these tools. When these elements align, organizations are more likely to see increases in AI usage and to realize the intended benefits of AI in everyday work.

**Figure 1. AI Acceptance, Adoption, and Usage Framework**



## Individual-Level Factors

Individual-level factors supporting AI acceptance and usage are visualized in Figure 2.

### Trust as a Foundational Predictor

Individual-level factors that shape AI acceptance, adoption, and usage depend on workers’ cognition and judgment, motivation, affect, and their perceived role obligations (Glickson & Woolley, 2020). Across empirical studies, trust emerges as the most frequently identified predictor of AI adoption. Cisco’s President and Chief Product Officer, Jeetu Patel (2025), similarly highlights trust as one of the primary obstacles to agentic AI adoption, alongside infrastructure and data limitations. As he notes,

*“If people don’t trust it, they won’t use it. This deficit of trust will stall the adoption, innovation and economic benefit potential of AI.”*

Empirical findings reinforce this idea, showing a *positive relationship between trust in AI and effective employee–AI collaboration* (Duong et al., 2026; Mirowska & Arsenyan, 2025; Shamim et al., 2023). These patterns collectively suggest that trust functions not merely as an attitude but as a foundational precondition for meaningful AI adoption.

### Strengthening Trust in AI tools

Researchers identify several antecedents that can strengthen trust in AI tools, such as reliability, transparency, and immediacy behaviors (Glickson & Woolley, 2020; Shamim et al., 2023; Tun et al., 2025).

- **Perceived reliability and accuracy** often depend on employees' lived experiences with AI systems. Early negative encounters can send low-reliability signals and decrease trust. Disruptions to work routines caused by AI can similarly undermine cognitive trust (Glickson & Woolley, 2020; Shamim et al., 2023).
- **Transparency in decision-making** also increases employees' willingness to collaborate with AI (Dargnies et al., 2024; Yu & Li, 2022), and the need for transparent and interpretable algorithms is particularly prominent in healthcare and diagnostic decision-making contexts (Tun et al., 2025).
- **Immediacy behaviors**, such as responsiveness, personalization, and benevolence, have been shown to enhance trust (Glickson & Woolley, 2020; Dennis et al., 2023). Mirowska and Arsenyan (2025) further demonstrate that higher human-likeness in AI teammates reduces eeriness, increases initial trust, and strengthens willingness to collaborate.

### Job Insecurity and Displacement Fears

Job insecurity and displacement fears are the second most important individual-level factors impacting AI acceptance and usage. Employees increasingly express concern about being replaced by AI or losing career opportunities as technologies evolve (Hasija & Esper, 2022; Tong et al., 2022).

Displacement fears are tied to employees' awareness that **(i)** AI may alter or replace their roles, **(ii)** their skills may become obsolete, and **(iii)** their work may undergo substantial change (Bankins et al., 2023).

#### Overcoming Displacement Fears

Organizations can help buffer these concerns by renewing trust in the workplace, offering opportunities for upskilling, and designing reward and recognition systems that reinforce shared benefit rather than displacement (Bankins et al., 2023; Hasija & Esper, 2022).

- Pre-deployment upskilling can prepare workers for forthcoming AI adoption, while post-deployment upskilling can help employees develop the complementary skills needed to work alongside AI tools (Hasija & Esper, 2022).
- By creating pathways for upskilling, reskilling, and career mobility, organizations can encourage both acceptance and active use of AI technologies.

### Personality, Individual Differences, and Demographics

#### Personality Traits

Personality traits and demographic characteristics also influence AI acceptance and human–AI collaboration (You & Robert, 2024). Employees who demonstrate higher **openness to experience, innovativeness, and proactive personality traits** tend to hold more positive attitudes toward AI tools. Their intellectual curiosity enables deeper exploration and knowledge acquisition (Park et al., 2024; Shao et

al., 2024). Workers with highly proactive personalities are more likely to perceive AI as beneficial and to adapt it effectively to enhance their work (Quan et al., 2025).

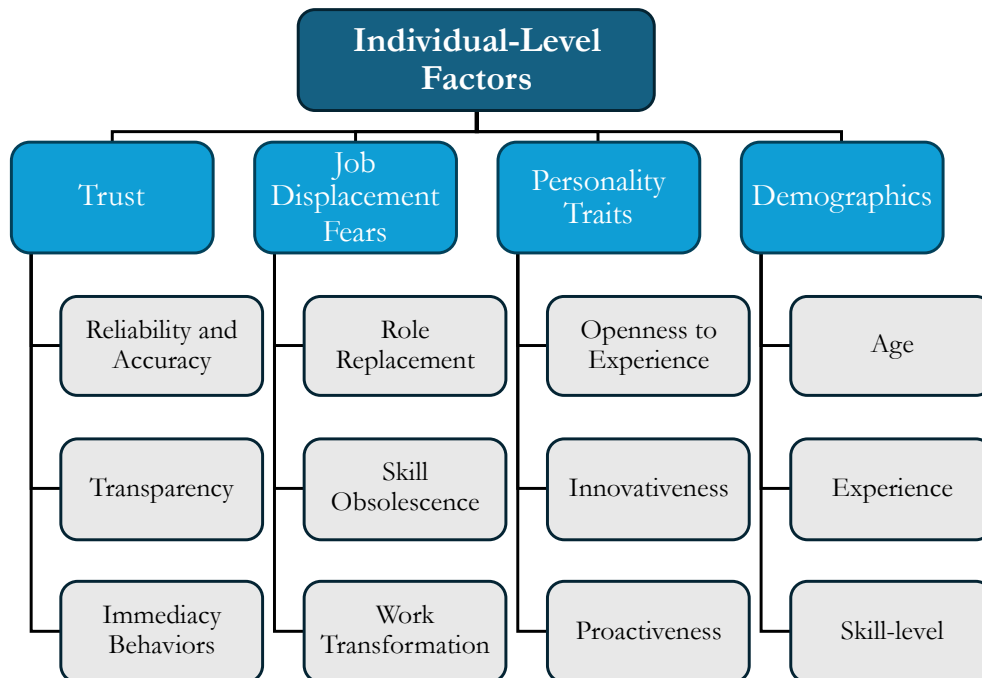
### Age, Experience, and Skill-Level

AI adoption and usage vary by age, experience, and skill level (Choi et al., 2024). The Associated Press–NORC (2025) poll indicates that young adults (aged 18–29) adopt AI at higher rates than older workers, with roughly half using AI for work tasks. Humlum and Vestergaard (2024) similarly find that *younger and less experienced workers* are more likely to use generative AI, with each additional year of age and experience associated with a 0.7 and 0.6 percentage-point decrease in usage likelihood. Performance outcomes mirror these adoption trends; younger employees show greater performance improvements (Choi et al., 2024).

### Outcomes across levels of experience and skills

- Researchers place greater emphasis on AI outcomes across different levels of experience and skills rather than adoption. Studies of generative AI demonstrate that these tools disproportionately *benefit lower-skilled or less-experienced workers*, producing modest speed improvements for less-experienced customer agents (Brynjolfsson et al., 2025), strong productivity gains for junior software developers (Cui et al., 2024), and substantial improvements among low performers (Dell’Acqua et al., 2023; Noy & Zhang, 2023).

**Figure 2. Overview of Individual-Level Factors**



## Workflow Characteristics

Workflow characteristics discussed in this section are visualized in Figure 3. As a first step, organizations need to determine where AI tools fit along the automation–augmentation continuum and redesign workflows accordingly to ensure successful implementation. Workflow redesign involves clarifying task organization, distributing responsibilities, and defining interaction sequences. This process can be supported with context graphs, which help ensure smooth and reliable integration. Finally, organizations can sustain effective implementation by structurally and socially embedding AI tools within existing routines.

### Automation-Augmentation Continuum

Researchers consider **human–AI collaboration as an automation–augmentation continuum**, with automation representing the lowest level of human intervention and augmentation the highest (Revilla et al., 2023). While automation refers to delegating tasks traditionally performed by humans to AI systems, augmentation emphasizes the collaborative potential of AI to enhance performance. Automation does not directly augment labor; it transforms processes to be performed by machines (Acemoglu & Restrepo, 2018).

Organizations that adopt *both sides of the spectrum* can achieve complementarities that benefit the business (Raisch & Krakowski, 2021). Successful AI transformation, therefore, requires balancing these dimensions alongside data richness, which directly impacts the performance and reliability of AI systems (Holmström & Magnusson, 2025).

#### Automation

Automation entails the full delegation of tasks and responsibilities to a machine, often for routine activities that can be reliably executed end-to-end (Raisch & Fomina, 2025; Revilla et al., 2023). It can increase productivity and enhance operational efficiency (Acemoglu & Restrepo, 2018; Beer et al., 2025).

- By offloading repetitive tasks to machines, automation frees individuals for more complex and creative work (Holmström & Magnusson, 2025) and can widen the scope of employment for many workers (Agrawal et al., 2023). Importantly, automation is especially valuable when applied in conditions where AI confidence is high and error tolerance is low (Agarwal et al., 2025). Together, these features make automation a strong lever for near-term efficiency gains.

#### Augmentation

Augmentation focuses on the remaining complex and exploratory tasks that demand a hybrid approach integrating human intelligence with AI (Raisch & Fomina, 2025). By leveraging the strengths of both, augmentation seeks a productive synergy between human judgment and machine capabilities (Holmström & Magnusson, 2025).

- Augmentation often involves *human-in-the-loop* configurations, where humans retain oversight and contribute interpretation and judgment, while AI provides analytical and generative support (Grönsund & Aanestad, 2020). It also aligns with the concept of *human–AI symbiosis*, wherein AI handles structured, data-driven tasks, freeing humans to address uncertainty and equivocality through creativity and intuition (Sarala et al., 2025).

- As AI enhances analytical thinking and complements intuitive reasoning, organizations can achieve more balanced decisions and improved decision quality (Hao et al., 2024).

## Workflow Redesign

Integrating AI tools to automate or augment work involves incorporating AI-based solutions into daily workflows (Hasija & Esper, 2022). AI agents are particularly effective in routine, data-intensive environments, while human employees remain essential in contexts requiring judgment, creativity, and adaptability (Burton et al., 2024).

- Capturing these benefits requires reimagining end-to-end workflows rather than simply adding AI to discrete steps. The McKinsey report (2025) notes that although 90 percent of surveyed companies have invested in AI, fewer than 40 percent report measurable gains. This gap underscores the need for workflow redesign.
- A well-structured workflow clarifies *task organization*, *responsibility distribution*, and *interaction sequences*. Redesigning workflows by assigning specialized roles to AI and integrating those roles coherently can increase efficiency and optimize resource allocation (Lou et al., 2025).
- Effective deployment requires *organizational design* that leverage agent capabilities while reshaping human roles where appropriate (Mortimore, 2024).

## Decision Traces & Context Graphs

Building on this workflow perspective, Gupta and Garg (2025) argue that agents should operate in the execution path and record not only outcomes but also the decision traces behind them (e.g., inputs used, policies checked, exceptions granted, approvals made).

- They propose “**context graphs**” that stitch these traces into a living record explaining not just what happened but why it was allowed to happen. This added layer of information enables AI agents to act more reliably inside real business workflows. By capturing why a decision was allowed to happen (not just what happened), organizations can audit AI, reuse precedent, and progress from human-in-the-loop toward increasing autonomy.

## Effective AI Integration Practices

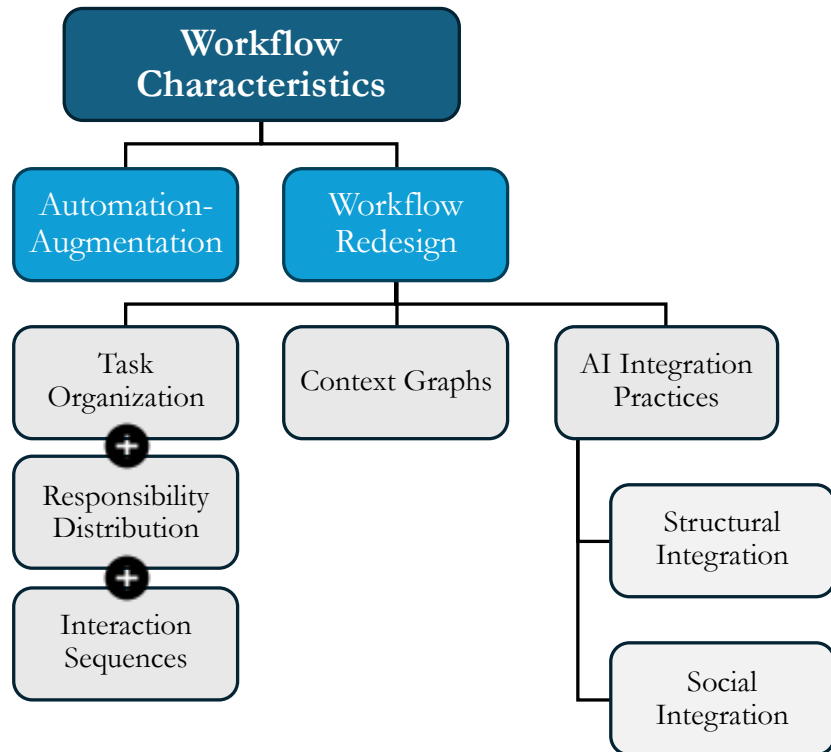
*Socially and structurally integrating AI* into teams and processes can improve usage and outcomes (Bezrukova & Griffith, 2025; Walliser et al., 2019).

- Assigning specific, consistent roles to AI agents and designing them with the emotional and social intelligence appropriate to those roles can foster more effective human–AI collaboration (Siemon, 2022).
- Team-building interventions, such as goal setting and role clarification before task initiation, also improve performance in human–AI teams (Walliser et al., 2019). *Clear, high-quality communication* supports better outcomes (O’Neil et al., 2022).
- Introducing AI agents as *teammates* rather than mere tools can improve collaborative behaviors (Walliser et al., 2019) and promote consistency and alignment in decision-making. When perceived as a genuine

team member, AI’s decisional ownership can positively contribute to team climate (Zercher, Jussupow, & Heinzl, 2025).

- Configurable AI roles and personalities may help challenge human biases and enrich team dynamics (Hendriks et al., 2024), and personality alignment between human and AI partners can enhance productivity and creativity (Ju & Aral, 2025).
- Tailoring human–AI interaction to individuals’ cognitive preferences can also optimize the complementary information-processing capabilities of AI, yielding significant performance gains (Krakowski et al., 2025).

**Figure 3. Overview of Workflow Characteristics**



## Organizational-level Actions

Organizational-level factors supporting AI acceptance, adoption and usage are visualized in Figure 1.

### Strategic Alignment

Organizations need to understand how AI helps achieve business goals, how it aligns with their objectives, and how it fits into their core business model. Evaluating and identifying areas where AI can deliver the most benefits and prioritizing clear business outcomes can foster strategic alignment and enable organizations to create genuine value (Rowinski, 2024).

- Strategic alignment of AI involves connecting AI initiatives and tools with core business goals to ensure efficiency and competitive advantages.
- For successful AI adoption, after identifying how AI fits into the core business, organizations need to **(i)** have a strong digital and data infrastructure, **(ii)** successfully integrate AI systems into core functions across departments, and **(iii)** develop the capabilities and skills of their employees (HBS, 2024). These elements create the conditions to scale AI beyond isolated pilots.

### Digital and Data Infrastructure

To have a strong digital and data infrastructure, organizations should ensure the quality, accessibility, and governance of their data assets (HBS, 2024).

- AI systems need access to correct, reliable, and complete data sources to generate accurate outputs.
- Data across departments need to be connected, and any data silo challenges should be uncovered and addressed.
- Organizations need to exercise authority and control over the data and define how they may be used (Shamim et al., 2023). These approaches together can ensure the organization has an infrastructure capable of scaling AI in a reliable and responsible manner.

### Workflow Integration Across Departments

Successful AI integration requires organizing workflows and redesigning processes and roles. Redesigning workflows will increase the effectiveness of AI tools, driving adoption and usage throughout the organization. As discussed in the *Workflow Characteristics section*, unlocking productivity gains requires organizations to reimagine workflows rather than approaching AI with a purely task-based approach.

- According to McKinsey analysis (2025), about 60 percent of potential gains are concentrated in workflows that are at the core of each industry. By identifying where AI can bring the most benefits and redesigning these core functions accordingly, businesses can realize tangible benefits and unlock larger productivity gains. In practice, this means mapping end-to-end value streams and embedding AI at the points of greatest leverage.

## **Organizational Support: Employee Training**

The availability of high-quality training emerges as one of the top solutions to increase AI adoption and usage among employees. Successful integration requires educating employees on AI tools and informing them of potential changes in the workflow. It is important to understand what to do before, during, and after deployment.

### **Pre-Deployment: Identify Employees with Knowledge**

Organizations can begin supportive activities during pre-deployment to prepare for the use of AI across the workforce. Pre-deployment activities can help organizations identify employees with both technical and business knowledge and who are enthusiastic about using AI tools (Hasija & Esper, 2022). These employees can be effective ambassadors for the tools after deployment, promoting their usage among their colleagues and modeling best practices.

### **During Deployment: Trainings**

During deployment, organizations should offer high-quality training to educate employees on the usage of AI tools. The survey conducted with 18,000 workers in Denmark suggests that many workers do not use generative AI tools, highlighting that they need training to use them (Humlum & Vestergaard, 2025).

- By providing guidelines for productive use, facilitating employee training, and offering best practices, organizations can increase usage among workers.
- Krakowski et al.'s (2025) interviews during a field experiment with a multinational pharmaceutical company that implemented AI-based sales systems suggest that employees were happy to receive detailed guidelines for how to work with and use the new systems and to receive training that was specifically focused on what they needed.
- Clear expectations, role-relevant examples, and hands-on practice further reduce uncertainty and support responsible use.

### **Post-Deployment: Upskilling and Long-Term Training**

Post-deployment, organizations often change skill requirements for their jobs and increase their demand for new skills (Acemoglu et al., 2022).

- In the post-deployment phase, organizations can offer training that focuses on upskilling employees in other tasks and roles to complement AI integration. Through upskilling programs, employees can learn how to use AI tools to enhance their productivity, fill skill gaps, and adapt to changing job roles.
- Continuous long-term training and skilling after initial deployment can support AI trustworthiness in the organization (Hasija & Esper, 2022). This ongoing investment sustains adoption and helps institutionalize effective, compliant practices.

### **Additional Benefits of Trainings: Network Effects in Usage**

The other positives of training and upskilling are that they can create a group of employees who are enthusiastic about using AI tools and trust them.



- Researchers suggest that colleagues' and teammates' AI trust positively predicts interacting employees' own trust formation (Erengin et al., 2025), thereby potentially increasing employees' own AI usage.
- Having employees with high usage and trust behaviors across teams can create a network effect and improve overall AI usage. As this network expands, benefits spread more quickly across teams, and shared standards and metrics help keep AI initiatives tightly connected to business outcomes.

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