

GenAI at Work: More Use but Not Yet Mainstream

I remember the first time I used ChatGPT in early December 2022. I playfully asked a series of questions related to business. The experience was inspiring yet also a bit scary.

Since then, so much has happened around GenAI—new, faster, more up-to-date tools and releases; a rapidly growing number of potential use cases; and greater adoption in the business world. With each step forward, new questions emerge.

We still have so much to learn about GenAI, but at this point we already know a lot. [BCG X recently conducted a global survey](#) of 13,000 employees, most of them in office-based roles:

- Today, 42% of workers express confidence in GenAI, compared with 26% a year ago.
- That same percentage—42%—acknowledge GenAI may contribute to the loss of their job, up from 36% a year ago. Notably, regular users are twice as likely as nonusers to fear job loss.

These dueling findings highlight the excitement and concern at the center of GenAI as it becomes more common in business.

Five Hours a Week Saved

More than half of respondents who use GenAI say it saves them at least five hours of work a week. What are employees doing with the saved time? Respondents shared that they are performing more tasks (41%), performing new tasks (39%), experimenting with GenAI (38%), working on strategic tasks (38%), and finishing work earlier (35%).

But without clear direction from leaders and managers, employees are taking a do-it-yourself approach that could generate limited added value. In these still-early days, companies need to actively shape how employees generate and deploy newly available time, and create the right incentives.

The Necessity of Upskilling

Frontline employees—those without managerial responsibilities—want to learn how GenAI will affect their jobs and receive training to prepare for those changes, as evidenced by their top three stated challenges: They say they don't have time to learn the fundamentals of GenAI, have not been trained effectively, and don't know when to use GenAI.

Today, 28% of frontline workers and 30% of managers—up from 14% and 20% last year, respectively—have received this training. Clearly, that's progress, but there are major gaps. More comprehensive and more targeted upskilling is necessary.

Productivity and Growth

GenAI is no longer a curiosity, but it is still not mainstream. And it is unlikely to become mainstream if the objective is only cost reduction. When GenAI is deployed smartly, it can be a driver of growth: happier and more competent employees, better-quality interactions with customers, higher customer satisfaction. At call centers with GenAI assistants, operators are less stressed and calls are shorter. Customers receive better, customized answers that reduce churn, raise conversion rates, and, hence, sales. When that happens, GenAI stops being an abstract concern and instead becomes a trusted ally.

Until next time,



Christoph Schweizer
Chief Executive Officer

Further Insights



AI at Work 2024: Friend and Foe

In the past year, workers' confidence in GenAI has grown. So has their fear of job loss. Companies can address these dueling perspectives through deliberate thought and strategic action.

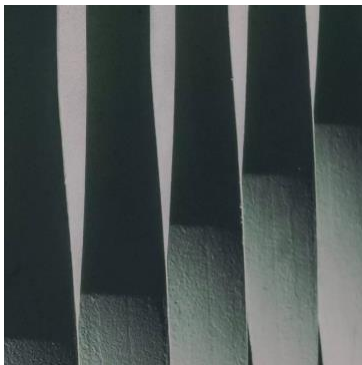
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