



Weekly Brief

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How Leaders Can Boost AI Adoption in Their Organization

Many companies have an AI adoption gap: Executives at the top and middle have embraced AI, but further from the top, adoption has stalled.

BCG and BCG X's third annual [AI at Work survey](#) of more than 10,600 employees in 11 markets (Brazil, France, Germany, India, Italy, Japan, the Middle East, South Africa, Spain, the UK, and the US) and across a wide range of industries tells this story in three numbers—the percentages of employees who use GenAI at least several times a week:

- 85% of leaders
- 78% of managers
- 51% of frontline employees (down 1 percentage point from 2024)

These numbers can be explained, at least in part, by what my colleagues refer to as [“change distance”](#): People closer to the decision making feel more favorably toward change than those further away. The greater the distance between people and an initiative's “center of gravity,” the more pronounced this effect becomes.

The AI at Work survey also provides ways to help employees break through this “silicon ceiling”:

- **Provide leadership support.** The share of employees who feel positive about GenAI rises from 15% to 55% with strong leadership support. However, only one-quarter of frontline employees say they receive that support.
- **Provide the right AI tools.** When employees don’t have the AI tools they need, more than half say they will find alternatives and use them anyway, creating fragmentation and security risks.
- **Provide proper training.** Regular usage is sharply higher for employees who receive at least five hours of training and have access to in-person training and coaching. However, only one-third of employees say that they have been properly trained.

Reshaping Workflows

Closing this adoption gap is especially critical now because companies are realizing that introducing AI tools isn’t enough. Far more [value is generated](#) when businesses go further and reshape their processes end to end and truly change how employees deliver their work.

One half of companies are moving beyond sheer productivity plays (what we call Deploy) to an actual redesign of workflows (Reshape), according to the survey. The industries furthest along are financial services and technology (both 54%). Consumer and retail (41%), health care and medical (also 41%), and the public sector (31%)—industries that depend heavily on the engagement of frontline employees—are behind in making this shift.

At companies reshaping workflows, employees save significantly more time than those in companies where the technology is less integrated into day-to-day work. In addition, employees’ decision making sharpens, and they work on more strategic tasks. At the same time, employees at organizations undergoing comprehensive AI-driven redesign are more worried about job security (46%) than those at less advanced companies (34%).

Bringing Employees Along: A Leadership Imperative

This survey highlights both sides of the coin of an economic transition likely as significant as the shift from steam to electrical power: There are both value-generating opportunities and job loss fears.

As business leaders, we need to understand and acknowledge the concerns of employees. My colleagues who conducted the survey laid out a practical set of recommendations:

- **Track the improvements in productivity, quality, and employee satisfaction you are generating with AI.** A philanthropic organization used this “golden triangle” approach to track GenAI's impact on teachers. Beyond achieving individual productivity gains of five hours per week, the project also contributed to higher teaching quality and personal fulfillment.
- **Invest in your people to reshape workflows and unlock AI's value.** Anticipate the technology's impact on work. Upskill and reskill to support workforce deployment. For example, we helped a global insurer align skills with evolving roles and develop learning academies.
- **Commit appropriate levels of investment, time, and leadership support.** A global leader in shipping, for example, has been upskilling hundreds of leaders a year, including sending them to an immersive three-day in-person academy. This initiative enabled them to return as AI ambassadors within their teams to lead AI transformations.

As leaders, we can bring our people along on the journey, not just with words but actions that show our commitment to their ongoing success.

Until next time,



Christoph Schweizer
Chief Executive Officer

Further Insights



AI at Work: Momentum Builds, but Gaps Remain

Frontline employees have hit a “silicon ceiling,” with only half of them regularly using artificial intelligence tools, according to BCG’s global AI at Work survey. What can be done?

CLOSE THE AI GAP AT WORK



Five Ways to Make the Most of Your Reskilling Investments

Reskilling is no longer optional. As the shelf life of a skill gets shorter and talent becomes scarce, companies must construct successful reskilling programs.

TURN SKILLS INTO STRATEGY



In Disruptive Times, the Resilient Win

How has the innovation landscape evolved over two decades? And how should leaders prepare for what comes next?

LEAD THROUGH DISRUPTION