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Talent Solutions for Better Workplaces

AI Adoption Is Surging. Workforce Readiness Is Not.

New Seramount research on what 1,800+ white-collar employees say about trust, governance, and inclusion in the AI era

Companies are investing billions in AI, yet most haven't seen the productivity payoff. Our first-of-its-kind national survey, fielded through NORC's AmeriSpeak panel, suggests the problem isn't the technology. ***It's the human side of adoption.***

What We Found

- **Adoption is outpacing preparation.** Employees are using AI, but few feel equipped to use it well.
- **Employees are encouraged to experiment, but many aren't sure what's expected or what's off-limits.** For example, only 38 percent say their organization has clear AI policies and procedures, and only 31 percent have received any training on how to use AI.
- **Enthusiasm is real, but confidence and trust in the results are not.** Only 15 percent trust the results they receive from AI.
- **The barriers to AI's payoff are human ones, not technical ones.** Strong governance, psychological safety, and inclusion leadership are required to move from enabling AI to realizing its value.
- **The generation you'd expect to lead on AI is the one most hesitant to embrace it.** Gen Z is the most reluctant to embrace AI, and only 18 percent of them want to develop their AI skills—fewer than Millennials, Gen X, or even Baby Boomers.

Why It Matters

Weak governance leaves employees unsure what's expected, when AI is appropriate, and whether it's safe to experiment. The result is shallow usage, stalled productivity, and talent at risk of being left behind.

The Full Research Reveals

- How governance gaps limit AI's impact
- Why psychological safety is the missing ingredient in AI adoption
- Why Gen Z, not the generation you'd expect, is the most reluctant to embrace AI, and where their concerns differ from what leaders assume
- How inclusion leaders can shape the next phase of workplace AI

Join Seramount's 2026 Annual Summit: *The Adaptability Advantage: AI, Culture, and the Future of Work*, in person in New York, NY, on November 18 or virtually on December 2 to hear the full research.

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