

# AI at work

WEBINAR SUMMARY

AI won't transform  
your company unless  
you change the way  
teams work.

# Overview

On August 28, 2025, Teamraderie hosted a virtual conversation, “AI Won’t Transform Your Company Unless You Change the Way Teams Work.”

**Moderator:**

- **Michael McCarroll**, Co-Founder & CEO, Teamraderie

**Panelists:**

- **Jacqui Canney**, Chief People and AI Enablement Officer, ServiceNow
- **Tracey Franklin**, Chief People and Digital Technology Officer, Moderna
- **Paul Leonardi**, Professor and Chair of Technology Management, University of California, and author of Digital Mindset

The conversation explored how CHROs and CPOs can lead AI adoption at the team level—reshaping workflows, overcoming resistance, and building alignment across HR and technology.



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Chief People and Digital  
Technology Officer  
**Moderna**



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Chief People and AI  
Enablement Office  
**ServiceNow**



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Chair, Department of  
Technology Management  
**University of California**

# Opening Remarks

Michael McCarroll, CEO of Teamraderie, opened by highlighting the current landscape of AI adoption.

While AI adoption is soaring for individuals, with employees fluent in using AI for tasks like summarizing documents and drafting memos, **team-level AI adoption in service of business goals isn't progressing at the same pace.**

This disparity presents a significant challenge, with Boards and CEOs actively inquiring about how AI can be embedded into team workflows to improve business outcomes. This **gap between individual use and team transformation** is a top Chief People Officer Initiative for 2026.



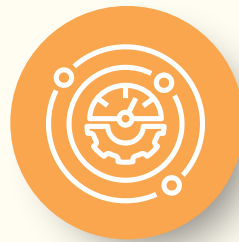
## See the Problem

Diagnose where teams are with AI and **what holds them back.**



## Make **fast** progress

Use **research-based practices** that promote team-level AI adoption.



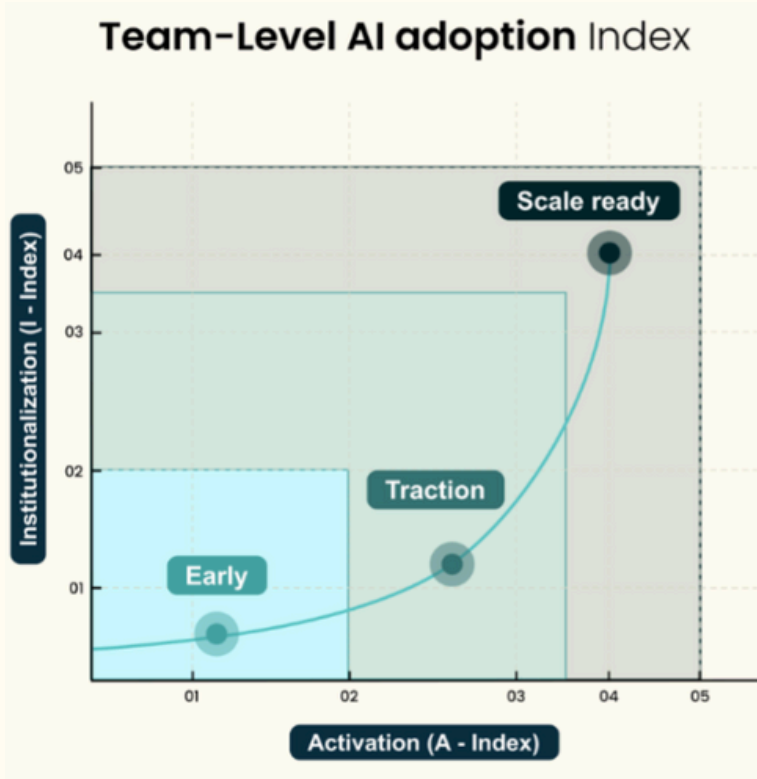
## Track the Impact

**Measure the progress** your team is making on AI adoption.

Teamraderie can help solve this challenge through live, virtually-led, team-based learning experiences designed to achieve three key outcomes:

1. Diagnose where teams stand with AI and identify limiting factors.
2. Implement globally-recognized, research-based practices that promote team-level AI adoption.
3. Track impact and measure progress on AI adoption.

## A Framework for **Growth**



**A-Index:** How consistently your org/team is trying, learning, and aligning on Gen AI in day-to-day work. Usage, shared direction, clarity, experimentation quality, and a learning cadence.

**I-Index:** How ready an org/team is to make Gen AI durable — measured by evidence or metrics, guardrails and approvals, and a path to institutionalize

## Section 1

# Framing the Shift — From Individual Tools to Team Transformation

## → **Theme:** Reimagining work for the AI era

While most companies are distributing AI tools, very few are redesigning how work happens at the team level.

What is the most important shift in how teams work that unlocks real adoption and value?

**Tracey Franklin** argued that **real adoption begins when companies redesign work itself, not simply add AI into existing processes**. For example, at Moderna, teams are learning to build AI into the decision-making core of workflows, which changes not just how fast work gets done, but how effectively.



"I think where we have seen and will continue to see the biggest impact is around 'how do you augment workflows?'"

—Tracey Franklin



### **RESEARCH**

Simply giving individuals access to AI does not translate to productivity or performance gains. A recent [Gallup poll](#) revealed that only 16% of employees who use AI strongly agree that the tools their organization provides are useful for their work.

**Jacqui Canney** identified **re-skilling as a crucial component for successful team-level AI adoption**. She stressed the importance of:

- Considering the "crosswalk of skills" that will be required for the new work emerging from AI-driven workflows.
- Enabling and bringing people along throughout this transformation process.

**Paul Leonardi** added that "AI doesn't like silos," and the **challenge lies in reconfiguring roles to break down silos to align data and work.**



"If we're not thinking about how are we reconfiguring our teams and reconfiguring our roles to break down silos and to meet our data and our work where they really are, then we're going to fall behind."

— *Paul Leonardi*



## **Theme:** Breaking silos to drive cross-functional adoption

CHROs are uniquely positioned to bring coherence to AI adoption, ensuring structures, goals, and leadership are unified so teams can align and collaborate effectively.

What would you advise CHROs aiming to build closer collaboration between tech and people?

AI cannot be siloed between HR and IT. At ServiceNow, for example, AI adoption is framed as a joint agenda between people and technology leaders to avoid fragmentation.

**Jacqui** suggested that this isn't merely a technology shift but a "people shift," requiring CHROs to be at the table to address cross-functional adoption.

Too often, HR has been seen as the "people side" while IT is the "tech side." But with AI, they're inseparable.



"If we break down that silo, we create way better experiences in products that drive a better data model, that drive better answers, better engagement, and hopefully better customer activity than we could have if we stayed in our silo."

— *Jacqui Canney*



## **Theme:** Building mindsets that embrace AI-driven work

True transformation comes from a shift in how people **think**—not just what they **know**.

How do you help teams develop a digital mindset—not just digital skills—so they are ready to rethink how decisions get made and how value gets created with AI?

**Paul** stressed that, while having the necessary skills and knowing how to use tools are important, the "digital mindset"—how one thinks about using those tools—is even more critical for successful AI adoption.



"Where are opportunities with the capabilities of our tools to do things we haven't done before or to do old things in new ways?"

— *Paul Leonardi*

This isn't something leaders can accomplish in a planning session, but something that needs to include employees at all levels.





“The real innovation comes from the people who are on the front lines struggling with how to get their work done and envisioning, ‘okay, I bet I could do this better if I had this capability.’”

— *Paul Leonardi*

Leaders should provide tools and clearly communicate that employees are responsible for determining the most effective ways to utilize these tools in their work. Furthermore, Paul highlighted the necessity of establishing robust processes for evaluating diverse AI use cases—whether for strategic investment in specific AI solutions, in-house development, or broader organizational adoption—and developing strong business cases for these initiatives.



## RESEARCH

Gallup’s research suggests that involving workers early and asking how they think AI can improve their role is one of the most important factors in realizing long-term gains from AI use.

# Section 1: Key Takeaways

- Successful team-level adoption requires three key components:
  - **Reimagining:** This involves re-envisioning how work gets done and moving beyond individual AI productivity to augmenting entire workflows.
  - **Redesigning:** Instead of merely rolling out AI, organizations must actively redesign work processes, roles, and organizational structures to integrate AI effectively.
  - **Reskilling:** Equipping employees with the necessary skills, knowledge, and mindset to effectively collaborate with AI is crucial.
- HR and IT must work together to effectively implement AI at the team level, as it has both a technological and human component.
- A “Digital Mindset” isn’t just about learning tools—it’s about how people think about those tools.
- Leaders hoping to create a lasting impact with AI should empower frontline employees to innovate with AI.

## Section 2

# Prerequisites for Team-Based Adoption

## → **Theme:** Surfacing and addressing friction points

Despite access to AI tools, many teams stall due to fear, distrust, or unclear relevance.

What are the most common barriers you have seen when teams hesitate to use AI—even when the tools are available?

ServiceNow invested heavily in building a common vocabulary and organizational comfort with AI, ensuring every employee—from engineers to sales to HR—had a baseline understanding of concepts like “agentic AI.” This foundation made AI feel less foreign and more like a natural part of work.

**Jacqui** described how, on her own team, she appointed a “**team captain**” responsible for:

- Collecting use cases
- Building a rubric to prioritize them
- Ensuring alignment with governance and values

This approach created a “flywheel” of experimentation, productivity gains, and redeployment of work, ultimately building confidence and producing a repeatable playbook.

**Tracey** added that AI adoption often falters when employees feel pressured to become deeply technical.

Not every employee needs to master AI development; instead, teams should embrace a collaborative, step-by-step approach, where each person contributes from their own strengths. This inclusive mindset keeps employees engaged and reduces resistance.



“What I always say is ‘I think we just need to lock hands together in a company and take a step forward from whatever skill level that you're at or wherever your interest is.’”

— Tracey Franklin

**Paul** emphasized the role of AI champions or ambassadors as translators between technology and workflows.

These individuals understand the capabilities of different tools and vendors and can inspire colleagues to think creatively about what AI makes possible. Positioned correctly, they accelerate adoption by helping teams imagine new ways of working that might otherwise feel out of reach.



“We want well-placed people who understand the technology... those people help to inspire folks to think bigger about what they could be doing in this big era of transformation.”

— Paul Leonardi



## RESEARCH

A Pew Research report found that 52% of U.S. employees are concerned about the future impact of AI at work, with 32% concerned that it will result in fewer future job opportunities for them. Creating confidence is key to cultivating an innovative and hopeful mindset.



## **Theme:** Operationalizing team-level AI enablement

Once friction points have been addressed, the challenge becomes how to enable teams to adopt AI without adding to already full workloads.

How should CHROs build AI enablement infrastructure that helps teams learn and evolve with AI in the flow of work—without compromising delivery and accountability?

**Tracey** explained that Moderna's approach began with broad access: every employee was given secure licenses to experiment with internally developed generative AI, sparking widespread experimentation.

Early adopters demonstrated productivity gains, which created excitement across the company. Over time, however, leadership needed to channel that energy toward the most impactful use cases so employees were working on what mattered most.

Tracey also emphasized that enablement cannot rely on heavy technical training, which risks disengagement. Instead, teams should be shown real value first, then given just-in-time training at the level they need.



“When we showed people the impact that it can have in actual innovation and getting work done, we saw people's energy really channeling to the biggest impact... people like to work on high-value work — they want to have impact.”

— *Tracey Franklin*



## RESEARCH

A case study published in MIT Sloan Management Review found that employees' satisfaction with AI is approximately 3x more strongly correlated with perceived improvements in work quality than with time saved. While productivity benefits are nice, high-impact work means more to employees than time saved.

**Jacqui** underscored the importance of celebrating wins to reinforce adoption. By recognizing early successes—whether faster processes, better data, or new revenue opportunities—leaders built pride and confidence, making employees eager to continue experimenting.

**Paul** cautioned against AI fatigue, noting that endless discourse about transformation can overwhelm employees. He argued that leaders should keep the focus on improving workflows, positioning AI as a powerful enabler rather than the centerpiece.



“The focus in our discussions as leaders really shouldn't be about AI. The focus should be on ‘how do we improve our work and improve our workflows?’ And AI is just a tool to help us to do that.”  
— *Paul Leonardi*



**Theme:** Empowering the layer that makes or breaks adoption

Middle managers are the critical link between strategy and execution. They translate organizational vision into day-to-day team behaviors, yet they are often overlooked in transformation plans.

## What is the role of middle managers in enabling team-level AI adoption—and how do we equip them for success?

**Paul** emphasized that transformation depends on middle managers actively identifying and redesigning workflows with their teams.

The biggest gains come when managers help employees target routine, repeatable processes—where abundant examples provide the training data AI needs to succeed—and when they guide teams to apply AI to unstructured data, turning chaos into clarity.

By leading these brainstorming sessions, managers create the practical, ground-level changes that make strategic objectives achievable.



“We can have a strategic initiative that says, ‘hey, we want to move in this direction or that,’ but unless we have mid-level managers on the ground helping people to actually make those moves, we’re not going to achieve our strategic objectives.”

— *Paul Leonardi*



### RESEARCH

A recent survey revealed that only 48% of mid-level managers say their creativity is leveraged in AI transformation efforts.

**Jacqui** added that middle managers need personal investment and development, not just technical training.



At ServiceNow, many managers were promoted quickly, suddenly responsible for larger spans of work. Supporting them with frameworks, coaching, and feedback not only helps them grow as leaders but also signals to their teams that continuous learning is expected and valued.



“If you don't take the people along, you won't get the value of the tech you bought.”

— *Jacqui Canney*

**Tracey** reinforced this, noting that the most important capability for managers is cultivating resilience in themselves and their teams. By teaching people to “learn how to learn” and to hone problem-solving skills, managers equip teams to handle constant change with confidence.

## Section 2: Key Takeaways

- **Address Friction Head-On:** Fear, lack of trust, and uncertainty often stall adoption even when tools are available. Success comes from building a shared vocabulary around AI, creating safe spaces for experimentation, and empowering peer leaders like “team captains” or “AI champions” who translate complexity into practical use cases.
- **Enable Without Overloading:** Teams already stretched to capacity will only embrace AI if it helps, not hinders. The most effective enablement strategies begin with open experimentation but quickly channel efforts toward high-value priorities, celebrate early wins to build momentum, and provide training that is practical, timely, and not overwhelming.
- **Empower Middle Managers:** Middle managers are the make-or-break layer of AI adoption. When equipped to guide their teams in redesigning workflows, investing in their own growth, and fostering resilience, they transform strategy into daily behavior change. Their leadership ensures adoption doesn’t stall at the vision stage but takes root in the flow of work.

## Section 3

# Building Learning and Momentum Across Teams

## → **Theme:** Shaping the human-AI team dynamic

There's a shift from AI as a task-doer to AI as a teammate, contributing across workflows and functions. This redefines not only job design, but also how teams collaborate.

As AI agents become team members—not just tools—how should we redesign how work happens, and what is HR's role in shaping that shift?

**Jacqui** described how AI is breaking down traditional functional boundaries.

At ServiceNow, HR and finance leaders are already experimenting with cross-functional AI use cases, enabled by strong trust and shared accountability at the leadership level. This approach requires moving beyond legacy org charts toward more fluid collaboration across corporate functions.

**Paul** highlighted the workforce planning challenge this shift creates. If AI continuously reshapes tasks, then roles themselves are always evolving—sometimes in as little as three months. That means HR must rethink how it hires, deploys, and manages talent, and how it evaluates performance.



“Most of our organizations are very ‘boxes and lines’ oriented, and that's the way we've grown up. If the lines don't exist and the boxes are all perforated, now we have to reimagine how we think about leading our people in our organizations.”

— *Paul Leonardi*

**Tracey** stressed that organizations must integrate people and technology strategies into a continuous cycle of work planning and upskilling.

For Moderna, this means treating job descriptions as fluid, not static, and cultivating a culture where employees expect their responsibilities to evolve. Such a culture normalizes flexibility and resilience as AI accelerates the pace of change.

As roles evolve rapidly with AI, how should organizations rethink hiring and talent profiles to prioritize adaptability and comfort with change over fixed-role expertise?

**Jacqui** highlighted that early-career talent is particularly important in this transition. At ServiceNow, nearly 20% of the workforce falls into this category, making it critical to **ramp up employees quickly** and move them toward productivity at speed.

Competitive advantage won't belong to the companies with the best AI models, but to those with **the most adaptive people**.

Jacqui recommends that leaders:

- Hire an adaptive workforce profile based on your organization's needs.
- Give employees the enablement they can absorb properly—at the right pace, time, and format.
- Measure, evaluate, and support employees as they move through the system.



“I think this whole part of the conversation is a really new and great opportunity as HR leaders — and certainly tech and HR together — of how we're going to move a workforce more quickly to **super productive and highly engaged** — and hopefully very happy because they're engaged.”

— *Jacqui Canney*

## Section 3: Key Takeaways

- **AI as a teammate, not just a tool:** Adoption is shifting from discrete task automation to AI functioning as an active contributor within teams. This requires HR leaders to rethink job design, workforce planning, and performance management.
- **Roles will constantly evolve:** Because AI reshapes tasks at speed, roles are no longer fixed. Hiring should focus on adaptability, and workforce planning must account for employees moving across functions and projects more frequently.
- **Adaptability is the new competitive advantage:** The companies that thrive won't necessarily be those with the best AI models, but those with the most adaptive people—hired for flexibility, enabled at the right pace, and continuously supported through evaluation and feedback.

## Section 4

# Sustaining Progress Through Measurement and Incentives

## → **Theme:** Measuring the right behaviors, not just usage

Usage (logins or prompt counts) is not a great proxy for business value from AI. The real progress comes when AI changes workflows or collaboration patterns.

There is a rising chorus – often from consultants – asking to measure the “ROI on AI”. And yet all of you would caution against explicitly measuring “returns” on AI. When is the time to measure, and how should we think about ANY form of measurement?

**Paul** explained that measurement depends on a company’s stage of maturity:

- **Early stage:** Focus on whether teams are actively experimenting with use cases and progressing toward prototypes or internal tools.
- **Mid-stage:** Measure workflow improvements through pilots and controlled tests before scaling.
- **Mature stage:** Only once adoption is embedded should leaders look to quantify broader business outcomes.

**Tracey** commented on the importance of evaluating AI in the context of how work gets done holistically—not as a standalone technology.

She emphasized building investment cases around the areas of greatest impact, whether through AI, automation, or human-led processes, and using measurement to guide where energy and resources should flow.



“You don’t just do ROI on AI. I think you look at it holistically — how do you get that work done?”

— Tracey Franklin



## Section 4: Key Takeaways

- **Measure based on maturity:** Early-stage organizations should track experimentation and learning, not financial returns.
- **Focus on impact, not usage:** Adoption metrics should reflect outcomes—such as improved processes, speed, or quality—rather than logins or prompt counts.
- **Take a holistic view:** Evaluate AI as part of the broader system of work, alongside automation, software, and people.

# The AI Adoption Index

Michael McCarroll concluded the session by introducing the **Teamraderie AI Adoption Index**, a new resource designed to help organizations accelerate their AI journey.

The assessment evaluates two critical dimensions of adoption:

- **Activation:** a team's ability to identify and develop relevant use cases.
- **Institutionalization:** the extent to which teams can move from idea evaluation into measurement, production, and eventually scaling.

Teams need strength in both areas—**high Activation and high Institutionalization**—to implement AI effectively. The index provides leaders with a clear snapshot of where their teams currently stand and offers tailored recommendations for how to progress.

As part of this initiative, Teamraderie offers nine **45-minute, research-based experiences** led by experts — including Paul Leonardi.

These sessions are designed to move teams from their current state toward higher levels of AI maturity. Learning experiences are available for teams at every stage:

- Just getting started with AI and unsure how to begin.
- Ready to identify and prioritize the most valuable use cases.
- Looking to institutionalize successful experiments and scale them across the organization.

Click here to take the **AI Adoption Assessment** to discover your team's AI readiness in just **2 minutes**

