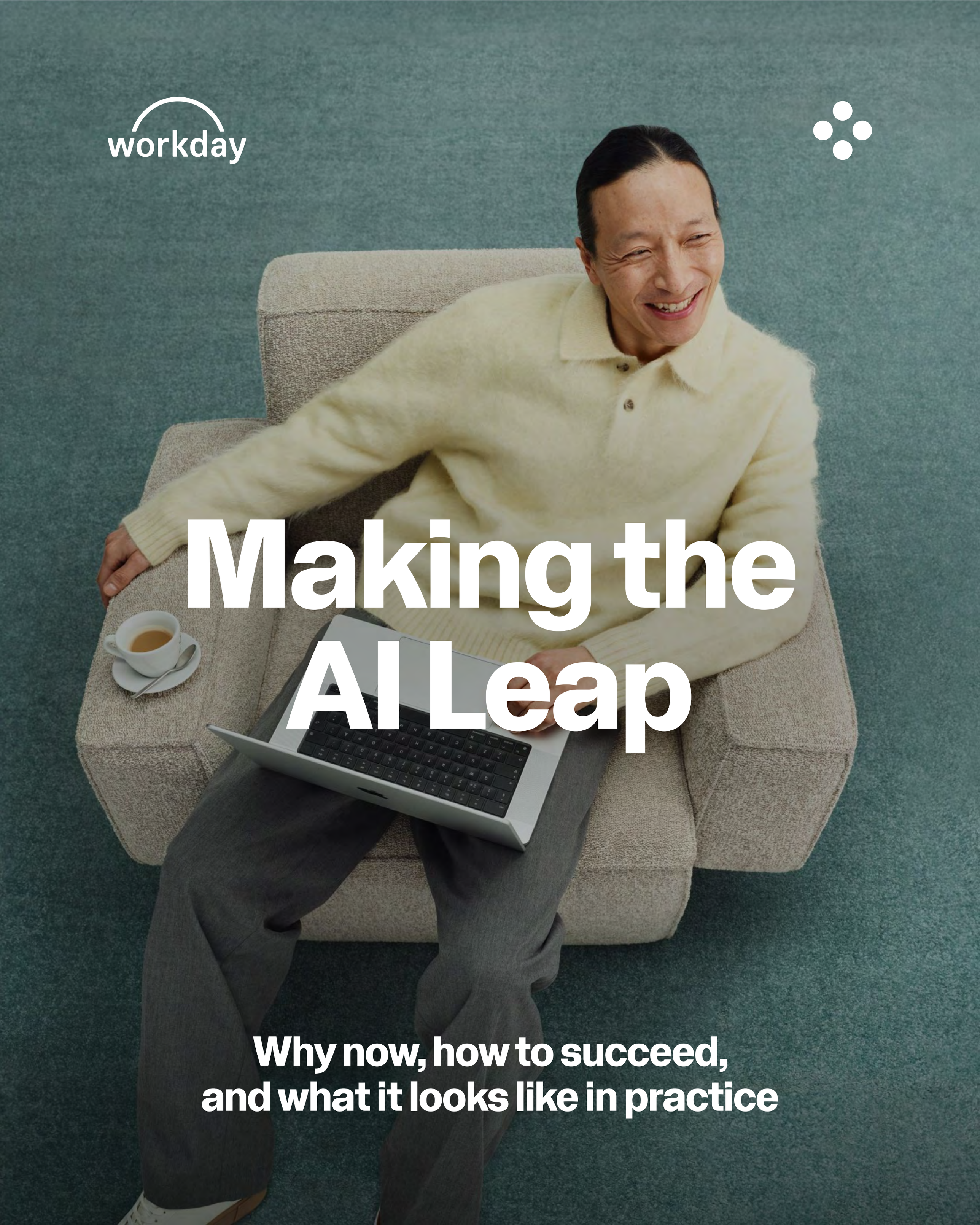


Making the AI Leap

Why now, how to succeed, and what it looks like in practice

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Executive Summary

Three and a half years after generative AI entered the mainstream, enterprise leaders face a paradox. Adoption is nearly universal. 88% of organizations now use AI in at least one function. Yet fewer than one in fifteen report a meaningful impact on earnings. The technology works. The bottleneck is organizational.

This paper makes three arguments, each grounded in published research and our experience deploying AI across industries and geographies.

First, the returns are real and accelerating.

After an initial period of investment and experimentation — what economists call the productivity J-curve — a growing body of evidence shows that early movers are beginning to harvest tangible gains. U.S. productivity growth nearly doubled in 2025. Controlled studies show 15–40% improvements in individual task performance. The question is no longer whether AI creates value, but which organisations are structured to capture it.

Second, the cost of delay is compounding.

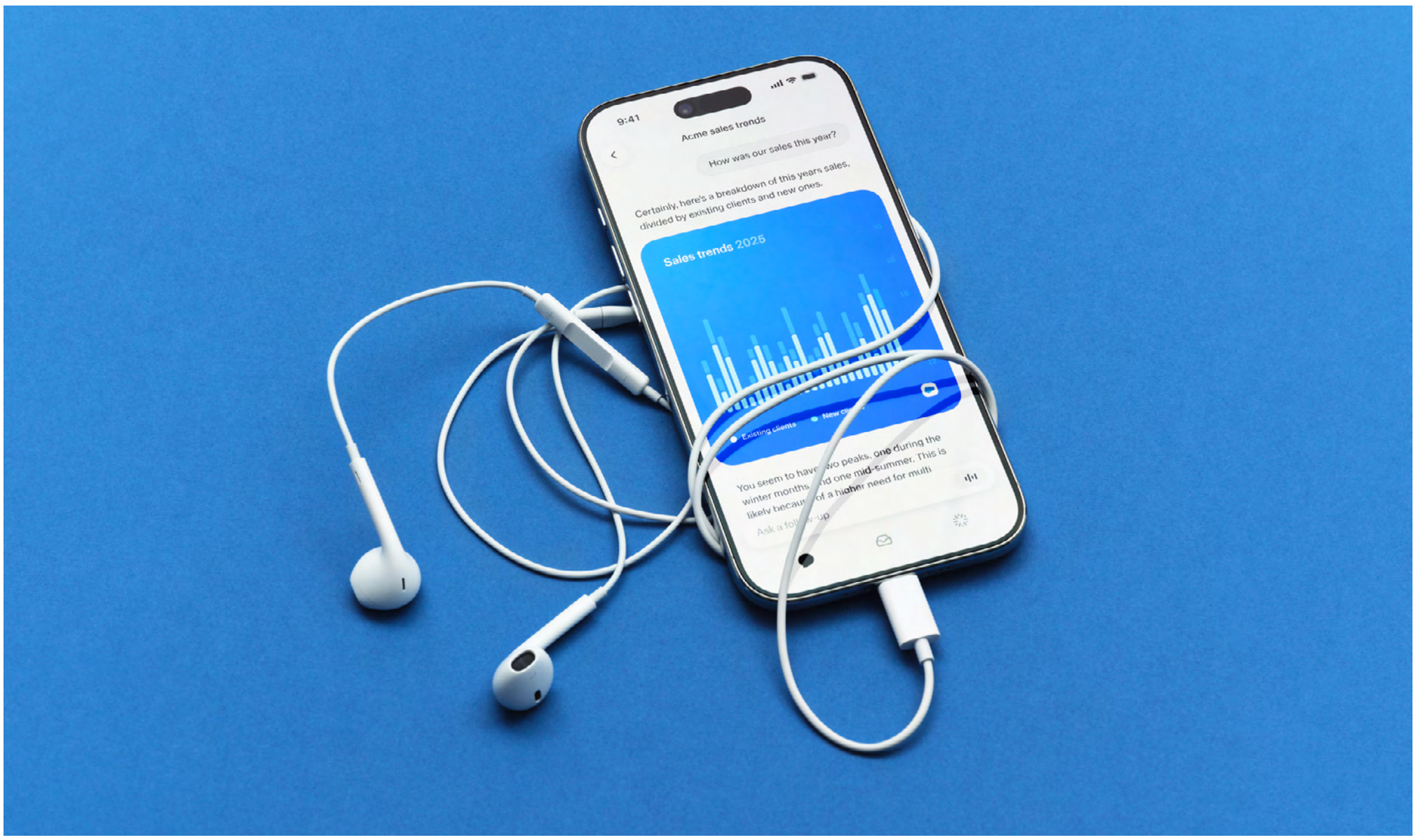
The top 5% of AI-mature companies already outperform laggards by 1.7x on revenue growth and 3.6x on total shareholder return. They are reinvesting those gains into further AI capability, widening the gap with every quarter. This is not a race late entrants can close with a checkbook. The advantage is organizational: skilled teams, redesigned workflows, and institutional fluency with AI tools. These compound in ways that hardware never will.

Third, the transformation is organizational, not technical.

The companies capturing value share a common playbook: clear executive sponsorship, distributed ownership across functional leads, a dedicated project team to maintain rhythm, a champion network to drive grassroots adoption, and a strategy that pursues both broad productivity and deep, workflow-level ROI bets. This paper sets out that playbook, alongside the use cases we have built and proven with clients.

The window to build AI fluency is open but narrowing. Companies that move now are building the organizational muscle to absorb every future improvement faster. Those that wait will not stand still. They will fall behind.

Part 1: Why making the AI leap now is critical



1.1. AI investments are starting to deliver measurable returns

The narrative arc of enterprise AI so far: high expectations, modest early results, and a growing cohort of companies quietly proving the skeptics wrong.

Since the launch of ChatGPT in November 2022, generative AI has dominated boardroom agendas. Yet for most organizations, the first two years produced more experimentation than earnings impact. Several factors explain the delay. Understanding them matters, because they also explain why the picture is now changing.

The technology had to mature

Early AI tools were impressive demonstrations, but unreliable business partners. Hallucination rates were high. Models operated on general knowledge, disconnected from the proprietary data that makes corporate decisions specific. Agentic capabilities, the ability for AI to take action across systems and not just answer questions, were nascent at best.

Four developments have shifted the equation. First, model accuracy has improved, particularly with retrieval-augmented approaches that ground responses in verified company knowledge. Second, integration layers now allow AI assistants to connect to the tools where work happens: CRMs, HRIS platforms, document repositories, ticketing systems. Third, context windows have expanded by orders of magnitude, enabling models to reason across larger, more complex information sets. Fourth, agentic layers let AI take action on its own, not just answer questions. The result: AI is moving from a general-purpose writing tool to a context-aware business partner that can retrieve, synthesize, and act on enterprise-specific information.

The J-curve is real. We are rounding the bend.

Economists have long observed that general-purpose technologies follow a J-curve. Productivity appears to stall or decline in the early years of adoption, as organizations invest in the intangible infrastructure (workflow redesign, training, process reengineering) needed to extract value. The payoff comes later, and it comes sharply.

Erik Brynjolfsson and colleagues formalized this pattern in their widely cited research, drawing parallels between AI and earlier transformations like electrification, which took two to three decades before showing up in aggregate productivity statistics.

Source: Brynjolfsson, Rock & Syverson, "The Productivity J-Curve," American Economic Journal: Macroeconomics, 2021

The same dynamic is playing out with AI, but on a compressed timeline.

In a February 2026 Financial Times op-ed, Brynjolfsson argued that the U.S. economy is now transitioning from the investment phase into the harvest phase. His analysis suggests U.S. productivity grew roughly 2.7% in 2025, nearly double the 1.4% annual average of the prior decade, even as BLS revised total payroll growth down by 403,000 jobs. Same output. Fewer workers. He notes that while most companies still use AI as a 'glorified dictionary,' a small cohort of power users are compressing weeks of work into hours by automating end-to-end workstreams with AI agents.

Source: Brynjolfsson, "The AI Productivity Take-Off Is Finally Visible," Financial Times, February 2026

The organizational challenge was underestimated

The companies that struggled with AI adoption were rarely limited by technology. They were limited by the absence of what any transformation requires: executive commitment, clear ownership, a structured approach to change, and the patience to invest in capability before demanding returns.

This is consistent with BCG's finding that only 5% of organizations have achieved substantial financial gains from AI. Of the value captured by those that have, roughly 10% comes from the algorithms themselves, 20% from the underlying technology, and a full 70% from rethinking how people work. AI transformation is, at its core, a people transformation.

Source: BCG, "AI Transformation Is a Workforce Transformation," February 2026

McKinsey's State of AI research reinforces the point. The companies reporting both revenue growth and cost reduction from AI share three characteristics: they set innovation or growth objectives for AI (not just efficiency targets), they scale AI agents beyond pilot, and their senior leaders demonstrate visible ownership of AI initiatives. The signal is consistent: where leadership drives AI as a business transformation rather than a technology experiment, results follow.

Source: McKinsey, "The State of AI in 2025"

The evidence base is building at both the micro and macro level

The companies that invested early and with discipline are now seeing results. The data is arriving from multiple directions:

At the macro level:

NBER survey of ~750 CFOs (March 2026): firms report productivity gains of 4–8% across functions in 2025, with expectations of 10–20% as AI matures and adoption deepens.

Source: Baslandze et al., "Artificial Intelligence, Productivity, and the Workforce," NBER Working Paper 34984

Morgan Stanley survey of 935 executives (February 2026): companies using AI for at least one year report an average 11.5% productivity increase, with the largest gains concentrated in firms that have redesigned workflows rather than layered tools onto existing processes.

Source: Morgan Stanley, "AI's Impact Accelerates," February 2026

At the micro level, controlled academic studies show consistent gains:

Customer support: +15% productivity on average, rising to +34% for novice workers. AI disproportionately accelerates less experienced employees, compressing the learning curve.

Source: Brynjolfsson, Li & Raymond, "Generative AI at Work," Quarterly Journal of Economics, 2025

Management consulting: 758 BCG consultants using GPT-4 completed 12.2% more tasks, worked 25.1% faster, and produced output rated 40% higher in quality by independent evaluators.

Source: Dell'Acqua et al., "Navigating the Jagged Technological Frontier," HBS/Wharton/MIT Sloan, published in Organization Science, 2026

Taken together, the picture is clear. The early returns are no longer anecdotal. They are measured, peer-reviewed, and replicable. The question for leadership teams is not whether to invest in AI, but whether their organization is structured to capture the returns now available.

1.2. The compounding cost of inaction

The risk of waiting is often framed as 'missing out.' That understates it. In a competitive environment where the leaders are reinvesting AI-driven gains into further capability, delay does not mean standing still. It means falling behind at an accelerating rate.

AI advantage compounds. It does not just stack.

The productivity gains from AI are not one-off. Early adopters build data reserves, develop skilled teams, and redesign workflows. Each of these makes the next wave of AI capability easier to absorb. Companies that have months of AI-driven insights behind them are fine-tuning strategies, improving forecasting accuracy, and deepening customer understanding in ways latecomers cannot shortcut.

Internal mastery enables external innovation

There is a secondary compounding effect that is easy to overlook: companies that master AI in their own operations develop the institutional knowledge to embed it in their products and services. Internal fluency becomes external differentiation.

We have seen this pattern in our own client base. The Josh Bersin Company, for example, deployed Sana's platform internally and then launched 'Galileo,' an AI assistant that makes 50,000 pages of proprietary HR research available to its global community. The same platform, the same capability, redeployed as a customer-facing product. This is the double compounding effect: operational efficiency gains and new revenue streams, from a single investment in AI capability.

The pace of change makes this window critical

This rationale, invest now to compound later, applies to any technology cycle. But AI moves faster than prior waves. Model capabilities are improving on a curve measured in months, not years. Agentic frameworks are transitioning from concept to production deployment within a single budget cycle. Organizations that are not building the internal muscle to evaluate and absorb these advances will find the gap widening at a pace they have not experienced before.

AI investment results in better financial metrics

The mechanism is straightforward: AI returns fund further AI investment, which generates further returns. BCG's 'Widening AI Value Gap' study documents this flywheel. Future-built companies plan to spend 26% more on IT and allocate up to 64% more of their IT budget to AI. As a result, they project twice the revenue increase and 40% greater cost reductions in 2028 than laggards. The performance differential is stark: 1.7x revenue growth, 3.6x three-year total shareholder return, and 1.6x EBIT margin.

Source: BCG, "The Widening AI Value Gap: Build for the Future," September 2025

The data is unambiguous. The top 5% of AI-mature companies are outperforming on every financial metric and reinvesting the delta into further capability. The gap is compounding. The window to close it is narrowing, not because the technology will become less accessible, but because the organizational advantage it creates will become harder to replicate.

Part 2: How to make the transformation succeed



If Part 1 established the economic case for urgency, Part 2 addresses the harder question: what separates the organizations that capture value from those that do not? The answer, consistently, is transformation design.

The companies generating measurable AI impact share a common architecture. They are clear about what they are trying to achieve. They distribute ownership across the organization rather than concentrating it in a central AI team. They invest in people at least as much as in technology. And they pursue two tracks in parallel: broad adoption to build fluency, and deep workflow redesign to unlock step-change ROI.

This section sets out the four objectives that define a successful AI transformation, then details the six principles we have found, across our own deployments and the broader research, to be essential for achieving them.

2.1. Four objectives that define a successful AI transformation

Objective 1: Create purpose and context for the end user

AI adoption fails when employees do not understand why it matters, to the business and to them personally. The most effective transformations anchor AI in a narrative that connects business strategy to individual benefit: this is why the company is investing, this is how it is linked to business priorities, this is how it will help you do higher-value work, and this is how your role will evolve. Without that narrative, adoption is mechanical at best and resistant at worst.

Objective 2: Establish ownership in every function

AI cannot be driven solely from the center. Every function (sales, operations, finance, HR, legal) needs a leader who translates the company's AI ambition into function-specific targets, owns the deployment of use cases, and is accountable for measurable outcomes. Without functional ownership, AI remains a horizontal initiative with no vertical depth.

Objective 3: Build competence and confidence across the organization

Most employees are willing to experiment with AI. Fewer know how to use it well. A structured upskilling program (combining formal training, peer learning, and on-the-job experimentation) is essential to move usage from superficial (summarization, translation) to substantive (workflow automation, decision support). The companies seeing the strongest returns invest in their people at least as aggressively as in their technology.

Objective 4: Pursue both general productivity and deep ROI bets

Optimize across both: general productivity use cases for breadth, deep ROI bets for depth.

General productivity use cases (meeting notes, cross-system search, drafting assistance) serve as the on-ramp. They create daily habits, normalize AI usage, and build fluency across the workforce. Every employee should have access to these from day one.

Deep ROI bets (RFP automation, compliance report generation, deal analysis workflows) are where the major business value sits. They require deeper integration, more context, and more governance, but they deliver step-change improvements in specific processes. The best transformations run both tracks in parallel, using the broad adoption layer to build comfort while deploying targeted, high-value use cases to demonstrate hard ROI.

2.2. Six principles to get there

a. Treat executive sponsorship as a prerequisite, not a nice-to-have

Why it matters:

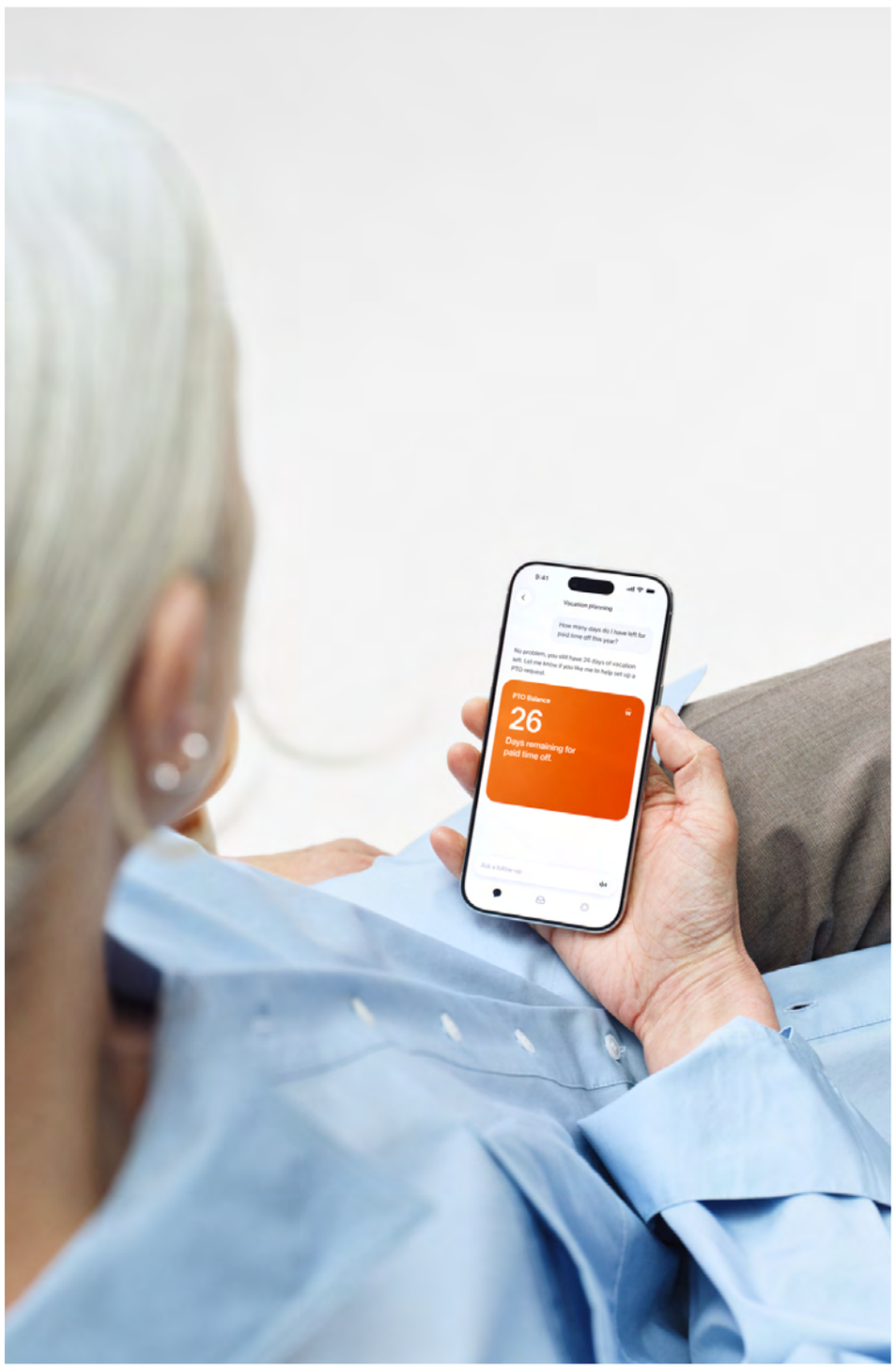
AI transformation without top-level commitment translates into unrealized ROI. Sponsorship is the single strongest predictor of success in every major study of AI adoption. The sponsor's job is to set ambition, own the narrative, create accountability, and clear obstacles.

The sponsor's mandate:

1	**Define the AI ambition**	Anchor it to business priorities, not as a standalone technology initiative. Make it specific enough to drive KPI targets at the functional level.
2	**Own the narrative**	Make it empowering, not anxious. AI helps the company build competitive advantage and perform better. It amplifies talent rather than replacing it. Position it as a career accelerator: the people who build AI fluency now will lead the next generation of roles. Make it personal. Show how AI removes tedious tasks and frees time for higher-value work.
3	**Create accountability across functional leaders**	Ambition without accountability produces pilots that go nowhere. Section (b) covers this.
4	**Push adoption at every management layer**	The ambition must cascade through the organization, not trickle from a single announcement.
5	**Appoint a dedicated project team**	The transformation needs an internal engine to maintain rhythm, coordinate across functions, and drive upskilling. Section (c) covers this.

What happens without it:

- **No clear ambition** → initiatives launch as isolated experiments, disconnected from business priorities, generating limited and unmeasurable ROI.
- **No centralized narrative** → a vacuum forms. In the absence of a clear, empowering message from leadership, employees fill it with anxiety and distrust. The internal conversation becomes about risk rather than opportunity.
- **No accountability** → initial enthusiasm fades after go-live. Without targets and ownership, AI is deprioritized the moment competing demands arise.
- **No project team** → no rhythm, no cross-functional learning, no sustained upskilling. The transformation loses momentum within weeks.



Evidence

77%

of AI implementation leaders have C-level sponsorship driving their projects, McKinsey reports.

Source: McKinsey, "Bold Accelerators," August 2025

Among top performers,

44%

have CEO or board-level sponsorship, more than double the rate of companies in the bottom half of the sample.

Source: McKinsey, "Bold Accelerators," August 2025

Nearly

30%

of organizations now have their CEO directly responsible for GenAI governance, double the figure from a year ago. This level of engagement correlates strongly with reported business value.

Source: McKinsey, "The State of AI in 2025"

b. Make every functional lead an AI transformation owner

Why it matters:

A central AI team can build the platform, but it cannot redesign the workflows of every function. The real value of AI, the kind that shows up in P&L, comes from rethinking how specific teams operate. That work can only be led by the people who own those processes.

The functional lead's mandate:

- Translate the company's AI vision into function-specific KPIs and measurable targets.
- Lead process redesign and use case prioritization for their function.
- Assign use case owners within their team and hold them accountable for deployment and adoption.
- Coordinate communication and upskilling within the function, supported by the project team.
- Own ROI measurement on pre-identified KPIs and report progress to sponsors.

What happens without it

- **Shallow adoption only** → without someone accountable for embedding AI into the function's real processes, usage plateaus at the superficial level (summarization, translation, general Q&A) with no measurable business impact.
- **Anecdotal rather than systematic** → adoption is limited to early adopters and enthusiasts. Most of the function's workforce is never reached, and the efficiency gains remain isolated to individuals rather than teams.

Evidence

McKinsey's State of AI 2025 identifies workflow redesign as the single strongest predictor of enterprise-level AI impact. This is, by definition, something that can only happen if the people who own those workflows, the functional leaders, are driving the change.

Source: McKinsey, "The State of AI in 2025"



c. Stand up a dedicated project team

Why it matters:

Sponsors set the ambition. Functional leads own the outcomes. The project team is the connective tissue that makes the transformation operational. Without it, even well-sponsored, well-owned initiatives lose rhythm, coordination, and momentum.

The project team's mandate:

- Maintain the cadence of the transformation: steercos, progress reviews, milestone tracking, escalation management.
- Support functions with upskilling, communication, and adoption enablement, bringing structure and consistency to activities that would otherwise be reinvented in every team.
- Bridge the gap across functions: surface best practices, identify reusable use cases, facilitate cross-functional learning, and prevent duplication of effort.

What happens without it

- **Loss of cadence:** functions evolve at different speeds with no coordinating mechanism. Fast-moving teams pull ahead; others stall. The result is an uneven, fragmented transformation with no aggregate narrative to report.
- **Redundant effort:** the same use case is built from scratch in multiple functions. Communication materials, training content, and onboarding approaches are developed independently, wasting capacity that a centralized team could redirect.
- **No shared learning:** a breakthrough in one function (a high-impact use case, an effective prompt pattern, an adoption technique that works) never reaches the rest of the organization. Opportunity cost accumulates invisibly.

Evidence

In our own deployments, the presence of a dedicated project team is one of the clearest predictors of sustained adoption beyond the first 90 days. Organizations that treat the project team as optional overhead consistently see lower weekly active usage rates and longer time-to-value on deep use cases.

d. Pair top-down direction with bottom-up discovery

Why it matters:

Top-down strategy provides direction, accountability, and resources. But some of the most valuable use cases emerge from the people closest to the work. A champion network bridges these two forces, translating executive ambition into grassroots adoption and surfacing frontline discoveries for systematic scaling. Beyond the champions network, end users need space to explore what is possible and build intuition for working with AI.

What champions do:

- **Explore use cases before others** → They are first to test, experiment, and push the boundaries of what the platform can do.

- **Teach and troubleshoot** → They become the go-to resource for colleagues who are curious but uncertain.

- **Generate social proof** → When a respected peer says 'this saved me three hours on my pipeline review,' that carries more weight than any corporate communication.

- **Act as a feedback loop** → They surface user needs, friction points, and ideas back to the project team and platform vendor.

What happens without it:

- **Adoption plateaus at the surface level** → Without champions demonstrating what's possible, most users settle into basic usage (translation, summarization, quick Q&A) and never discover the high-value applications that drive real ROI. Brynjolfsson describes this as using AI as a 'glorified dictionary.' The gap between what the tool can do and what people use it for remains wide.

- **No advanced use cases are built** → The deep, function-specific applications that deliver step-change productivity (automated RFP responses, structured deal analysis, compliance report generation) require someone to invest the time to explore, prototype, and refine. Without champions, that investment never happens.

- **The narrative defaults to scepticism** → Champions don't just spread usage. They spread enthusiasm. Without peer-to-peer advocacy, the internal conversation gravitates toward a single bad experience: 'I tried it, it hallucinated once, I don't trust it.' The absence of positive social proof is corrosive, not neutral.

Evidence

Built on your trusted Workday data, Sana helps organizations orchestrate AI across HR, Finance, IT, and beyond, and is most effective when paired with the right change approach. Consider Sana's partnership with a Nordic manufacturing company. Despite strong executive sponsorship at rollout, adoption stalled. Two months in, roughly 30% of licensed users had logged in once and never returned. Rather than respond with more mandates or training, the company invested in the human infrastructure around the tool, identifying AI champions across operations, quality, procurement, and plant HR, and giving them dedicated time to explore the platform and bring colleagues along. By month three, 70% of users were returning to Sana at least four times a week. The platform had not changed. The surrounding network had.

e. Allocate engineering resources from day one

Why it matters:

The value of an AI assistant is proportional to the context it has access to. A general-purpose model answering from public knowledge is useful. The same model grounded in your CRM data, internal documentation, and communication history changes how work gets done. Bridging that gap requires integration work, even if the platform handles some of it out of the box.

What this means in practice:

- AI's effectiveness depends on three layers: (1) access to company knowledge, (2) the ability to retrieve information from external tools (CRM, HRIS, ticketing systems, document repositories), and (3) the ability to take action within those tools.

- Even the strongest off-the-shelf platform will require custom connectors depending on the client's IT ecosystem. Standard integrations cover the most common systems. Specific connectors and advanced agentic workflows require engineering effort.

- This is a feature of the approach, not a deficiency. The deeper the integration, the more valuable the AI becomes, and the harder it is for competitors to replicate. Companies that invest in connecting their systems create a compounding advantage: the AI becomes uniquely informed about their business.

What happens without it:

- **High-impact use cases cannot be built →** The workflows that generate the strongest ROI (automated deal preparation, compliance report generation, end-to-end RFP responses) all depend on deep integration with internal systems. Without engineering resources, these remain theoretical possibilities, and users are left with a general-purpose assistant disconnected from their work.

- **Disappointment undermines adoption →** Disappointment undermines adoption. Users who expect the tool to know their business (their accounts, their pipeline, their policies) and discover it cannot will lose interest quickly. Recovering trust after early disappointment is significantly harder than building it in the first place.

Evidence

In our deployment with a global medtech company, investing in integrations with internal data sources, which enabled all subsidiaries to access relevant knowledge through Sana, drove:

71%

of users to report increased productivity.

99.3%

satisfaction with assistant responses.

Source: Sana client deployment data

f. Launch broadly, then deepen in waves

Why it matters:

For the general AI platform (the baseline assistant every employee can use) a broad launch creates momentum that a phased pilot cannot. The cultural shift from ‘a tool some people are testing’ to ‘how we work’ happens faster when everyone has access on day one.

The distinction that matters:

- The platform (general AI assistant) rolls out company-wide to generate momentum, signal leadership commitment, and normalize daily usage.

- Specialized use cases deploy in waves (Wave 1, Wave 2, Wave 3), each progressing through discovery workshops, building sessions, testing, and launch. This phased approach manages complexity and ensures quality.

- The big bang applies to access, not to complexity. Deep integrations and agentic workflows still follow a phased, quality-first approach.

What happens without it:

- **It remains ‘someone else’s tool’** → When AI is introduced to a small pilot group, the rest of the organization watches from the sideline. There is no shared momentum, no cross-team learning, and no cultural shift. Pilot groups become isolated islands of adoption that struggle to influence the broader organization.

- **Less cross-fertilization** → with a phased rollout, teams don’t learn from each other. The discovery that AI changes one team’s weekly review process never reaches the team three floors up doing the same work manually.

Evidence

In our deployment with a European fintech, the company went from initial launch to company-wide rollout in four weeks, with:

90%

weekly user retention. The broad launch was the direct catalyst for deeper vertical use cases (recruiting, compliance, sales) that followed in later waves.

Source: Sana client deployment data

Part 3:
Put superintelligence to work



3.1. A product built through iteration, designed to solve real business problems

Sana from Workday did not start as what it is today. It was shaped by two years of deployment experience: building alongside clients, observing what drove real impact, and evolving the platform as the underlying technology matured.

When we began building in 2024, the market was flooded with conversational wrappers around large language models. These tools could generate fluent text but had no access to a company's own data, no ability to act across systems, and no awareness of the organizational context that makes business decisions specific. They were impressive in demos and underwhelming in production.

The product evolved in lockstep with the technology, and with what we learned about where value comes from.

Phase 1 — Search.

The first version was a natural-language search layer connected to a company's internal knowledge tools. The premise was simple but high-impact: if you can surface the right information in seconds rather than minutes, you remove one of the most persistent friction points in knowledge work. This alone drove early adoption and daily usage.

Phase 2 — Conversation and generation.

As model capabilities improved, the product evolved into a conversational assistant that could generate structured output in standard business formats, propose next steps, and begin performing basic tasks. This is where general productivity gains became measurable (meeting summaries, first drafts, data synthesis) and where AI started to feel like a working partner rather than a search engine.

Phase 3 — Collaborative agents.

Today, Sana is Workday's AI. It's built on a framework of collaborative agents that can execute multi-step work, log actions, and close the loop. Some Workday-made, some your team builds, some from partners. Sana orchestrates them so a single request can hand off across systems, approvals, and functions without anything falling through.

What makes that possible is where Sana runs. With Workday, Sana sits on the same system that already holds your people, your money, and your rules, so every agent inherits the approval chains, security roles, and business processes you've already configured. This is the shift from Phase 2: AI that doesn't just draft the work, it runs the work: onboarding across six systems, closing the books, resolving IT tickets, all inside the rules that govern the business.

Across these phases, the product has converged around four capabilities that map to the ways teams create value:

Find → instant, sourced access to your company's knowledge, across systems and formats. No more hunting through folders, Slack threads, or outdated wikis.

Act → take actions across your connected applications and tools, inside the approval chains and security roles you've already configured. Route a change, update a record, trigger a workflow, all under the rules that govern the business.

Build → create your own agents, from a no-code builder for everyday teams to code-first agents for developers. What gets built inherits the same rules and permissions as everything else.

Automate → run multi-step work end-to-end across HR, Finance, and IT. One request kicks off the systems, approvals, and actions the work requires, all coordinated by Sana in the background.

3.2. A transformation approach grounded in what we have learned from 100+ deployments

We built the framework in Part 2 of this paper (four objectives, six principles) not from theory, but from pattern recognition across more than one hundred enterprise deployments over the past two years. The lessons were often hard-won. We saw what worked, what stalled, and what separated the organizations that achieved lasting impact from those that plateaued after launch.

The central conviction is one we hold with increasing confidence: for most organizations, AI adoption is a people problem. Choosing a platform matters, but it accounts for a fraction of the outcome. The rest, the 70% that BCG attributes to people and process, depends on how the transformation is designed, led, and sustained.

We have a dedicated transformation team whose sole focus is this work. The team comes from strategy consulting, not from product. They joined the team because they saw the gap between what AI can do and what most organizations are equipped to absorb. Every deployment they lead follows the principles in this paper, adapted to the client's context, maturity, and ambition.

In practice, our approach is structured around three pillars:

Executive-level collaboration. We partner with C-suite and board-level sponsors to define the AI vision, anchor it in business priorities, and build the top-down commitment that will cascade through the organization. This is an ongoing partnership, from the initial leadership briefing through to bi-monthly steering committees, designed to keep the transformation visible, resourced, and accountable at the highest level.

Strategic change management. We work with functional leads to own the transformation within their teams: translating the company-wide ambition into function-specific KPIs, prioritizing use cases, and assigning ownership. In parallel, we help stand up the dedicated project team that maintains rhythm across functions, and we establish a champion network early. We identify the power users who will translate executive ambition into grassroots adoption, surface frontline discoveries, and create the social proof that no training program can replicate.

Continuous enablement. We design broad launches that generate momentum from day one, supported by structured AI training and upskilling programs that evolve as the organization matures. The goal is a sustained capability-building engine, not a one-off onboarding event: office hours, use case workshops, prompt engineering sessions, and peer-led learning that keeps fluency growing long after the initial rollout.

This is the approach we bring to every engagement. It is opinionated. We have seen enough deployments to know what works and what does not. And it is designed around a simple premise: the organizations that lead in the age of AI are those that learn to work differently. The tool matters less than the workflow. Our job is to make that transition faster, more structured, and more likely to succeed.

Appendix: Sources & Research

Source	Key Finding	Date
Brynjolfsson, Rock & Syverson (2021)	Productivity J-curve: GPTs require intangible investment before payoff	2021
Brynjolfsson (FT op-ed)	US productivity grew 2.7% in 2025; transitioning to harvest phase	Feb 2026
Brynjolfsson, Li & Raymond	Customer support: +15% productivity; +34% for novice workers	QJE 2025
Dell'Acqua et al. (HBS/BCG)	758 consultants: +12.2% tasks, +25% speed, +40% quality	Org Sci 2026
Noy & Zhang	Professional writing tasks completed 40% faster with AI	Science 2023
NBER executive survey	~750 CFOs: 4–8% productivity gains, expected to reach 10–20%	Mar 2026
Morgan Stanley AI survey	935 executives: 11.5% avg productivity increase after 1 year	Feb 2026
McKinsey, State of AI 2025	88% use AI; only ~6% high performers; workflow redesign is #1 predictor	2025
McKinsey, Bold Accelerators	77% of leaders have C-level sponsorship; 44% CEO/board	Aug 2025
BCG, Widening AI Value Gap	5% future-built; 3.6x TSR vs laggards; reinvestment flywheel	Sep 2025
BCG, AI Transformation = Workforce	70% of AI value from people/process; 4x TSR for top performers	Feb 2026
BCG, From Potential to Profit	Window to establish AI dominance already closing	Jan 2026
Penn Wharton Budget Model	AI to boost TFP by 0.2pp at peak; GDP +1.5% by 2035	Sep 2025
St. Louis Fed	1.9% excess cumulative productivity growth since ChatGPT	2026

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20260629-making-the-ai-leap-whitepaper-enus

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