



Lenovo AI Readiness Index Series 2025

Unleash AI in your workforce.

Ways to help your people trust AI
and unlock its full potential.

Smarter
technology
for all

Lenovo

Unleash AI with people who trust it.

Organizations are scaling Gen AI but getting people to overcome their AI doubts and release its full potential is a big challenge.

Most businesses are now adopting Generative AI (Gen AI) in some way. But however impressive the technology may be, what really drives its successful implementation in the workplace are people. And if employees don't trust AI, feel confident to use it and understand how it can bring value to their working lives, it can easily become a barrier to growth rather than an enabler.

What's more, businesses are struggling to provide their people with the support they need to feel positive about AI. Organizations need support themselves to help employees open up to the potential of AI-powered tools that can enhance productivity and make working lives easier. Without providing people with that assurance, even the best-planned use cases will fail.

These challenges are highlighted in the Lenovo AI Readiness Index Series 2025, our global benchmarking survey of 5,000 senior business leaders (C-suite, VP/Directors, and Senior Managers) and in-depth interviews with 40 global business and IT leaders across 20 countries. The survey assesses their AI readiness across four pillars: technology, process, people and security.

In this report, we explore our people pillar, revealing ways for businesses to help their employees overcome AI doubts and, ultimately, unleash the full value of AI.

Stand-out findings.

- 1

People is the lowest performing pillar for AI readiness.

Three of the six lowest performing scores in the 40-question study were people-related: enabling people to use AI tools and platforms, working alongside AI agents and co-pilots, and involving people in planning and design of AI systems.
- 2

Many organizations lack confidence in their employees' readiness to take full advantage of AI.

One in six businesses (16%) expressed low or very low confidence in their employees' ability to effectively use AI tools and platforms in their roles. Interviews revealed doubt in how to best train and inspire workforces to use AI in the face of their varying requirements, skillsets, skepticism and attitudes.

Contents.

Click to explore how organizations can free AI innovation:

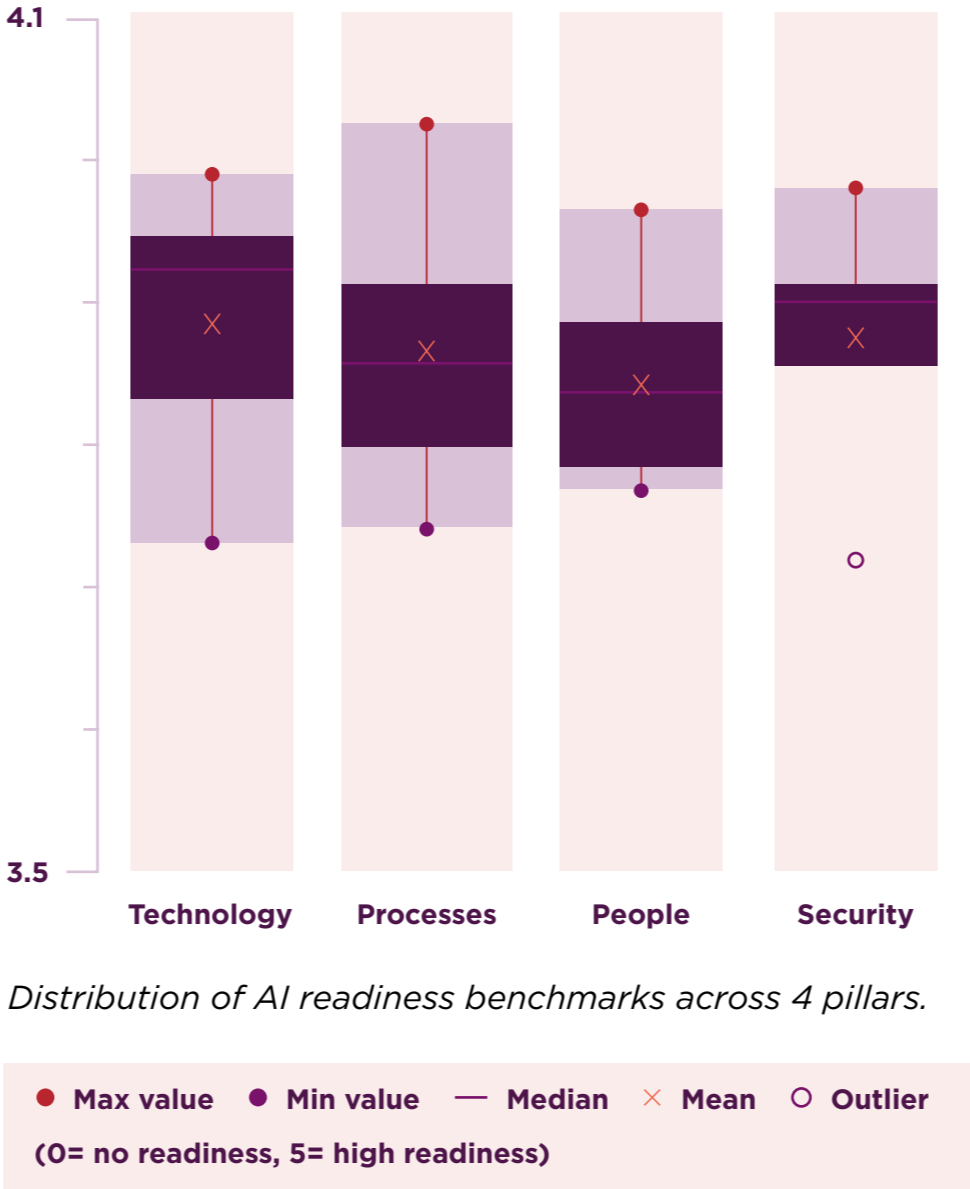


People AI readiness summary

Doubt is limiting AI success.

Confidence, education and trust are big sticking points in people AI readiness.

To enable enterprises to streamline and accelerate their AI journey, Lenovo has built an AI Readiness Assessment tool that spans the four pillars of the Lenovo AI Readiness Index Series 2025: technology, process, people and security.



Of the four pillars, people has the lowest benchmark for AI readiness, compared to technology, security and processes.

But our research does highlight some green shoots of positivity and progress. Many business teams are recognizing the productivity gains that AI can bring and are keen to build their skills with these new tools. This is timely, given that ‘improving employee productivity’ was the number one priority for leaders surveyed in Lenovo’s CIO Playbook 2025, up from sixth place the year before.

And with the move towards Agentic AI—where human employees work alongside AI agents—expectations and capabilities will continue to evolve. People need to be brought along the journey.

In this report, we explore the people-related hurdles to successful AI implementation that must be overcome. We also share inspiration on what some forward-thinking businesses are trialing, and some best practices from Lenovo’s experts working on AI projects globally.

Lenovo is helping reframe any negative narratives around AI. We offer practical ways businesses can support their people to adapt to and adopt AI in their everyday working lives.

Management concerns.

Other Lenovo research shows that 51% of businesses have adopted AI. But most are still in the early stages of implementation or piloting use cases with their teams. One factor has emerged that is clearly impeding progress: doubt. Slightly more than one-third of management remain skeptical about AI adoption.¹





Overcoming AI doubts.

What's holding people back? Lenovo's research reveals a mixed picture.

Interviews showed that employee feedback about AI is polarized.

The majority expressed positive impacts, from increasing productivity, improving decision making and automating mundane tasks, to opportunities for learning new skills and even improving employee safety.

But the research also showed five key factors that are holding employees back from fully realizing the benefits that AI has to offer.

People's top AI doubts:

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1

Lack of AI training.

Enablement is a serious issue.

Our research revealed training and enablement is the weakest area in the people pillar—with 1 in 6 organizations having low or very low confidence. And interviews show employees agree:

45% of interviewees said employees are concerned about AI training and support when implementing AI.

At a sector level, hospitality and retail businesses struggled the most. For hospitality, nearly one in four reported low or very low readiness in employees being fully enabled to use AI tools and platforms to perform their roles.

A particular weak spot exposed in the research was the move towards Agentic AI. When asked how prepared they were for 'Employees to thrive in teams where humans are assisted by AI agents and copilots', 15% ranked themselves as low or very low. This pattern was consistent across all 4 regions (ranging from 14% in APAC and NAMER, to 16% in LATAM and EMEA).

What executives are saying.

Executives know AI must be easy to use and employees need strong training to drive adoption.

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The feedback we received from employees indicated that they need AI tools to be more user-friendly, along with comprehensive training to improve understanding and integration into their workflows.”

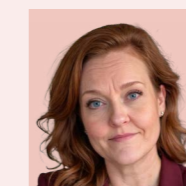
**Marketing Director,
Oil and Gas business, Japan**

Considerations for leaders.

Having assessed your organization's level of AI understanding in order to plan your roll out, it's important to involve your team in planning specific use cases. We particularly recommend getting hands on when creating AI agents as part of your training. Employees need to know what these are, how they're built and how they're practically deployed in the team.

“

It's important to involve employees in the process. Continuous training and support in particular are key to overcoming initial resistance and driving successful AI adoption.”



**Sarah Lundgren,
Global Director
AI Center of Excellence**

2

Fear of AI taking jobs.

Employees worry about job security.

Successful AI adoption depends in part on reassuring employees that it is designed to support and empower them in their roles, not replace them. Interviews revealed this to be a challenge that many businesses are grappling with.



15% of our interviewees raised job security concerns amongst employees when implementing AI.

What executives are saying.

Employees are concerned but executives are stressing the importance of building a positive narrative around AI.

Considerations for leaders.

Be clear from the outset about how AI works effectively with people to make their lives easier, emphasizing the time it can save them and the added-value activities it can free them up to do.

“

Some employees have also raised concerns about job security with AI because they are afraid that AI will replace them.”

**Operations Director,
Manufacturing business, USA**

“

AI isn't taking people's jobs anytime soon. But it is intended to provide a better employee experience and help them work in a more efficient manner. Enterprises need to lean in on how it enhances the work you're doing.”



**Paige Grady,
Global Director
Digital Workplace Solutions**



3

Ethical concerns.

Progress has been made but doubts remain.

We also found concerns about the ethical use of AI and its potential for privacy violations and biases.



10%

of businesses report low/very low readiness in the ethical use of AI.

Despite these concerns, the extent to which responsible and ethical AI policies could be applied was one of the highest-scoring areas of the people pillar. We found 79% self-reporting high or very high levels of preparedness. And confidence was highest among financial services businesses, the most heavily regulated sector with the most established compliance practices.

What executives are saying.

Executives flagged how critical it is to put the right ethical guardrails in place.

“

Ethical issues in AI are important—issues including privacy violations, biases and social impact. The process of developing and deploying AI raises questions about the ethical implications of its decisions and actions.”

IT Director, Technology business, India

“

“Another concern is the algorithmic transparency and potential biases in AI systems, and it is important to ensure that the AI tools do not discriminate against guests or violate ethical standards.”

**C-level legal executive,
Hospitality business, Brazil**

Considerations for leaders.

When developing your robust and transparent governance structure for AI, you should cultivate a culture of risk awareness and individual accountability throughout the organization. You should include a Responsible AI Committee that covers ethical, legal, safety and privacy related concerns (see page 17 for more details on this point).

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4

Skepticism over value of AI.

Employees often don't trust what AI delivers.

Some interviewees questioned how much AI could be relied upon and the resources required to cross check the outputs for accuracy and validity. They highlighted a lack of transparency in AI decision-making, undermining confidence in the quality and reliability of the output.



15% of executive interviewees raised accuracy concerns amongst employees when implementing AI.



37% of managers remain skeptical about AI adoption.²

What executives are saying.

Executives recognize the need for transparency to build trust in what AI delivers.

“

Employees find AI assistants good for repetitive tasks but less effective with detailed decisions, which still need to be taken care of by humans. They feel there is a need for more transparency in AI systems to build trust in the decision-making process.”

**VP Sales, Manufacturing business,
The Netherlands**

Considerations for leaders.

Use a ‘show me’ model to get employees on board with new AI tools. Demonstrate the tool, show how it makes their lives easier and share tangible success points. It’s also smart to deliberately include any AI skeptics when planning your AI use cases, helping to overcome any resistance early on. You can also make it easier to spot any hallucinations by building in transparency to AI outputs, with source material clearly referenced.

“

Transparency is key. It’s important to communicate how data is being used, how it’s being protected and housed in the enterprise. And when it comes to building trust on the outputs, showing the references, including direct links to the documents or online sources.”



Paige Grady,
Global Director
Digital Workplace Solutions

5

Low involvement in AI planning.

Employees want more say.

As with any major organizational change, it always helps to have employees actively involved in the planning and implementation to ensure buy-in and take-up of new AI tools.

Our survey revealed a major gap in terms of employees being effectively involved in the planning and adoption of new ways of working enabled by AI. In general, 16% of businesses have low or very low confidence in this area. That rises to 22% in the hospitality industry.

At a regional level, LATAM and EMEA had the lowest confidence here—18% and 17% had low/very low confidence, respectively—compared with APAC, where 13% reported the lowest confidence.



16% of businesses have low or very low confidence that employees are involved in implementing AI-enabled ways of working.

What executives are saying.

In terms of giving employees more say, executives underline the importance of getting feedback.

“

Collecting feedback from employees is important to understand the challenges they are facing or if there is a need for any improvement.”

**Finance Director,
Financial Services business, Canada**

Considerations for leaders.

Include a diverse range of people—across cultures, functions and personalities—when planning AI use cases. It’s also helpful to crowdsource the biggest problems to solve with AI. You can then prioritize use cases, starting small and scaling up.

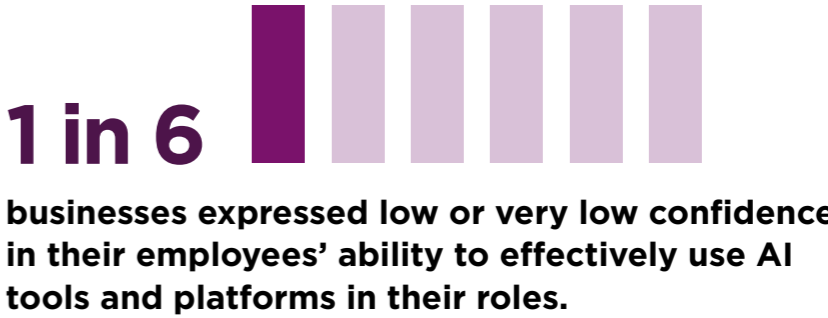




Inspiring trust in AI.

How leaders help employees go beyond doubts and turn anxiety into effective AI use.

As we've already noted, many businesses lack confidence in their employees' readiness to take full advantage of AI.



The survey also revealed that one in eight businesses have low/very low readiness when adjusting people strategies to address the impact of AI on job roles and tasks.

But our research also shows that steps are being taken to overcome this. In this section, we'll share what Lenovo's experts recommend and what surveyed enterprises are doing.



Inspiring trust in AI

Be clear on AI's role.

To successfully embed AI across your organization, you need to communicate your vision: what is the strategic, structural and cultural position of AI?

You need to make changes to support the new ways of working that AI brings in. Your people need to understand that AI is a strategic priority that's structurally supported and culturally acceptable.

We also recommend you communicate the vision of AI as one that enables humans to do what humans do best, augmenting their abilities.

And it's a good idea to develop an AI Center of Excellence (CoE) to cross-pollinate learnings and test new approaches as discussed on the right.

Questions of conviction.

Organizations are convinced of the value AI can bring, with 42% believing that AI-powered devices boost productivity and experience. As a result, 90% are piloting, planning or exploring AI-powered PC rollouts in the mid- to long-term.³

But, as we've already seen, many employees don't share this conviction. Of our respondents, 11% feel low or very low readiness for adjusting their people strategies to address the impact of AI on job roles and tasks in their industry.

This is where the value of your vision and being able to communicate it clearly can make a pivotal difference. By ensuring that your people understand, appreciate and support the ability of AI to relieve them of tedious tasks and free them up to add more value to the business, you can overcome negative attitudes. Setting up an AI CoE can be particularly helpful for sharing your vision and strengthening employee buy-in.

What executives are doing.

Interviews revealed that some organizations are creating CoEs structured around AI expertise, with KPIs being set over AI-related certifications.

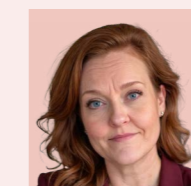


We have a dedicated data science team responsible for managing all technology and data-related activities. One of our key objectives is to achieve a 90% technological empowerment rate for our employees.”

VP IT, Hospitality business, France



Establish an AI Center of Excellence. They can help provide a guiding light on best practices and expertise on what does and doesn't work. Should they do everything? No. But they can provide the structure and direct people to the right resources.”



Sarah Lundgren,
Global Director
AI Center of Excellence

Inspiring trust in AI

Offer comprehensive training.

Be creative in creating buy-in.

Successful AI implementations rely on enabling employees to understand what AI tools are available to them and how to use them to best effect. This is where a robust and accessible training program is critical.



40% of interviewees mentioned ‘training about AI’ as a requirement to prepare teams for adopting AI.

You should bring everyone up to speed with AI and its benefits through a well-defined AI curriculum. Covering the basics, it should use simple language, visual aids and analogies while avoiding jargon.

Try to mix and match too. The best AI training combines internal programs, outsourced resources and within-the-tools learning. Develop your own materials and look outside to include other resources from partners.

It’s also important to simplify user interfaces to make AI tools accessible for even the least technically-skilled employees. Take design inspiration from tools they are already familiar with, like ChatGPT.

What executives are doing.

Interviews revealed that training should not only cover how to use AI tools, but also the tangible benefits they can bring.

“

Training should cover not only the technical aspects of using AI tools, but also how these tools can enhance daily operations and improve guest interactions. We have also established ongoing learning opportunities to keep employees updated on the latest AI advancements and best practices to promote a culture of continuous improvement.”

C-level legal executive, Hospitality business, Brazil

Some interviewees have outsourced all of their AI training, intending to bring expertise in-house in the longer term; while others deployed a mix of external and internal training.

And training does not have to be exclusively run by people—some businesses plan to use AI-powered chatbots to support their AI training initiatives.

“

We have developed a Digital Scholar program, which aims to enhance our employees’ skills by sending selected individuals to prestigious institutes for advanced training in digital technology and data science.”

**VP operations,
Utilities business, USA**

“

Effective AI adoption requires proper training. We have hired outside trainers to train employees on new technology and we’ve introduced chatbots in every employee system to provide information related to the difficulties they face while using AI tools.”

**Director of IT, Financial Services
business, France**

Inspiring trust in AI

Consistently gather feedback.

Listen and learn from your users.

A key part of developing an AI-powered people strategy is involving employees themselves in the planning and adoption of new ways of working that are enabled by AI.



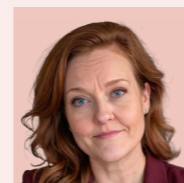
38%

of executive interviewees mentioned 'collecting employee feedback' as a requirement to prepare teams for adopting AI.

Where employees have been involved in testing new technologies and AI tools, interviewees have reported strong engagement. As indeed have we at Lenovo:



Engaging people in the planning process fosters a sense of ownership. It breaks down barriers and removes a layer of resistance. Having real people solve real problems—and driving that as a cross-functional collaboration—not only helps employees to cross-skill and learn, but it also creates unity around the goals that you want to achieve.”



Sarah Lundgren,
Global Director
AI Center of Excellence

We recommend that you not only gather feedback consistently, but that you also take a creative approach. Include feedback functionality within the tools themselves, so all people’s views are considered.

Start with a simple ‘Did this meet your needs?’ and extend into quick surveys or feedback forms. Reach out directly to people reporting issues and address them head on.

What executives are doing.

Interviews highlighted how organizations are innovating the way they gather feedback.



We have organized a quarterly feedback session with our employees to know what can be improved, what they like the most and what needs to be completely changed.”

Operations Director,
Oil and Gas business, USA



We are planning to introduce feedback chatbots in systems so that employees can share their feedback on new technology.”

C-level IT,
Financial Services business,
Germany

Inspiring trust in AI

Develop a personalized approach.

Tailored training works best.

When executives in our 40 in-depth interviews were asked what needs to be done to prepare teams for adopting AI, 75% mentioned tool/role-specific training.



What needs to be done to prepare teams for adopting AI, frequency of mentions in 40 executive interviews.

You should tailor training and focus on the problems unique to your organization that AI can help solve. Get employees involved in brainstorming so they can drill into how AI can be applied to their role and various scenarios. Then give them an opportunity to get hands-on with those use cases in testing environments. Internal projects can be a perfect safe space for teams to discuss, experiment, troubleshoot and create AI use cases that work for them.

It's also important to accept that different people have different starting points. Some might be total beginners, others more advanced. So, you should provide a range of graded materials to ensure everybody is challenged and nobody is overwhelmed. To cater for different learning styles, offer training materials in various formats—from bite-size to in-depth, written and visual. This will to create a positive learning experience for every employee.

Consider these materials a springboard to elect internal AI advocates too. They can champion AI excellence and help sustain development across the business.

What executives are doing.

Our interviews revealed that executives recognize the need for a personalized approach and are working on solutions.

“One thing was common in all the feedback—a desire for tailored training for different roles to make the adoption process easier, and we understood this because it was new to them as well as to us.”

**Director of IT,
Retail business, UK**

“We can prepare teams for AI adoption by providing hands-on training tailored to specific roles. We also need to adapt AI interfaces to make them more user-friendly and integrate them into our existing workflows.”

**CIO, Manufacturing
business, Mexico**









Inspiring trust in AI

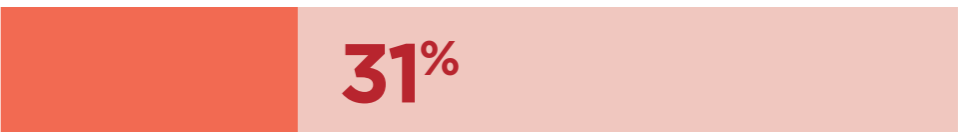
Case study: Lenovo's tailored training program using Copilot for Microsoft 365.

How Lenovo built a tailored training program.

When Lenovo looked into adopting Microsoft's Copilot AI, we took an approach that helped us identify where its capabilities could add value. This approach comprised:

-  **Starting with a structured adoption framework**
-  **Involving employees closely in the process**
-  **Creating hyper-personalized and continuous training plans**
-  **Experimenting to validate the technology**
-  **Working with partners**
-  **Communicating proactively about employees' concerns**

We ran an exercise with three groups of users. Group A had no Copilot licenses, while for Group B, we simply 'threw licenses over the wall' at them, with no training or handholding: it was up to them to work out what to do. Group C got our full adoption framework, complete with personalized training plans for each role or persona. The results?



boost in Group C adoption compared to Group B.



As Sarah Lundgren, Global Director, AI Center of Excellence, put it:

“To create these hyper-personalized and continuous training plans, we worked with project managers and process owners to make sure that the Copilot use cases were relevant to their everyday tasks, such as producing presentations at very short notice. Armed with this understanding, we created highly tailored training that showed how technology could help them reach their goals. Also, we found that continuous training around creating prompts was very valuable in helping people get the best value out of Gen AI. It is also fun and helps keep the community united.”



Inspiring trust in AI

Create a responsible framework.

Data protection and regulatory compliance are essential.



People should be empowered to use AI but they must also be given clear boundaries. This often comes in two forms: external and internal.

External includes laws around data protection, security and ethics. Global AI regulations evolve fast—so it's critical to keep a close eye and ensure AI systems are updated accordingly.

Internal includes your AI frameworks. The guardrails in place to guard against AI risks like bias, drift and hallucinations. These will, of course, be connected to external regulation but also to your own standards for quality and ethics. How might you enforce these guardrails? With model monitoring and regular human checks during AI model development. Training is also key to ensuring your team use AI for the right purposes and handle data carefully.

Attempting all this on your own is a challenge. Rely on partners for:

- Specialized expertise, latest best practices, and ready-to-go frameworks
- Updates on regulatory changes and recommendations for keeping your AI responsible and trustworthy in the long-term
- Fresh perspectives to help avoid any unconscious biases that may already exist in your organization

What executives are doing.

Interviews revealed that training on ethical AI is already underway.

“

The Singaporean government has implemented specific regulations regarding ethics and bias practices, and we are accountable to the Personal Data Protection Commission (PDPC) for not using AI for any unethical practices. It is a challenging task to strictly adhere to these regulations because there are frequent inspections to ensure transparency in our regular operations.”

**Chief Operating Officer,
Hospitality business, Singapore**

“

In our organization, the workflow is being redesigned for seamless integration of AI tools with existing systems and employees have to be educated on ethical AI use, data privacy and compliance.”

**Director of IT,
Oil and Gas business, Germany**

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Key actions.

How to get your people ready to excel with AI.



Enable.

Get people hands-on with AI.

Empower employees from the start to experiment and help build and plan AI use cases.

Emphasize benefits.

Promote the benefits of AI, including the time it can save and the more interesting activities it frees people up to do.

Equip people with training.

Set up an accessible, comprehensive, varied and personalized training program using internal and outsourced resources.



Involve.

Take a diverse approach.

When planning AI use cases, include a diverse range of people across cultures, functions and personalities.

Make feedback matter.

Be creative with how you gather feedback on AI, including feedback functionality within the tools themselves.

Use a 'show me' model.

Develop an open, transparent 'show me' model, demonstrating how use cases work with tangible success points.



Govern.

Share your vision.

Get everyone on board with your approach by communicating your strategic vision for AI as an enabler.

Build a framework.

Build a robust and responsible AI governance structure based on transparency.

Stay compliant.

Keep on top of evolving regulatory requirements for AI ethics in your region and jurisdictions where your business operates.



Ready to unleash AI?

See how Lenovo can support your AI adoption journey [here](#).

Discover more AI trends in the [Lenovo Global CIO Playbook 2025](#).

The vision is yours. Get there with Lenovo.

Research methodology



5,000

senior business leaders (C-suite, VP/Directors, and Senior Managers)



40 global business

and IT leaders interviewed in November–December 2024



20 countries

in NAMER, LATAM, EMEA, and APAC in November 2024

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