Perceptyx



2025 Special Report

Beyond the Hype

Global Employee Perspectives on Generative AI

Generative AI (GenAI) is transforming how work gets done, but not everyone is experiencing this change the same way. A global study of over 3,600 employees across North America and Europe reveals that while optimism is high, significant disparities remain in adoption, trust, and preparedness. Younger generations and managers are leading in usage, but confidence isn't universal, and many employees — especially individual contributors — feel under-informed and under-supported. These gaps highlight the need for organizations to invest not just in tools, but in communication, training, and governance that bring the workforce along. This report outlines the current landscape of adoption and offers practical guidance for moving forward with clarity and care.

Four key themes emerged from the data:

Adoption is uneven.

GenAI use is generally high, but there are some notable gaps. Employees in North America report somewhat higher adoption than those in Europe. Younger employees are far more likely to experiment with GenAI than older colleagues, and managers are adopting tools more quickly than their direct reports.

Confidence is high, but not universal.

Most employees, especially Gen Z and Millennials, feel ready to thrive in a GenAI-driven workplace. Yet Baby Boomers and some mid-career employees express lower confidence, pointing to the need for targeted support.

Trust and transparency gaps persist.

Employees want clarity about how GenAI is chosen, how it affects their roles, and what safeguards exist against bias. Interestingly, younger employees show the least trust in organizational AI use, even as they embrace it more readily in their own work.

Managers are under strain.

Managers recognize productivity gains but also report heavier workloads, new responsibilities, and heightened concerns about fairness and bias in AI-driven decisions.

Taken together, the findings show that enthusiasm for GenAI is on the rise, but access to tools alone will not guarantee success. For adoption to take root, organizations need to tackle concerns about fairness and job security, equip managers to lead through change, and bring along employees who are hesitant or unsure. Addressing these challenges builds trust and creates the conditions for GenAI to deliver on its promise: driving productivity, sparking innovation, and strengthening engagement across the workforce.

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Introduction

GenAI has moved from buzzword to business reality almost overnight. Across industries, organizations are exploring applications that range from automating routine tasks and enhancing customer interactions to supporting decision-making and sparking creativity in product development. For some employees, GenAI is already streamlining workflows and creating space for more meaningful work. For others, it signals an uncertain shift in how their roles will evolve. One way or another, nearly every part of the workforce has felt its impact. And as with any major transformation, the real story is not just about the technology itself, but about how organizations **lead people through the change.**

Our latest Workforce Transformation Panel, which surveyed more than 3,600 employees across North America and Europe, reveals a nuanced view of GenAI in the workplace. Employees express both curiosity and cautious optimism, with many already seeing GenAI improve efficiency and create space for higher-value work. At the same time, concerns remain about equity, ethics, and whether leaders are doing enough to prepare their teams for a GenAI-augmented future. Our prior research underscores how **leadership vision** and adoption strategies shape employee confidence and trust in times of **change** — an important lens for understanding today's findings.

This report examines the employee experience of GenAI adoption across four dimensions: trust and transparency, skill-building and enablement, job design and productivity, and manager support. Together, these insights give organizations a clearer picture of where they stand today and what steps will help ensure GenAI drives not only efficiency, but also engagement and confidence in the future of work.

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GenAI at Work: Global Optimism, Caution, and the Path Forward

Employee sentiment toward GenAI is both optimistic and cautious. Our global data shows that a clear majority of employees (73%) are either currently using GenAI or interested in doing so. This high level of interest suggests that GenAI is no longer a niche conversation but a workplace reality. Employees see opportunities to streamline work, automate repetitive tasks, and boost creativity, but they are also raising questions about transparency, fairness, and the broader implications of GenAI for their roles and organizations.

Adoption is High, But Not Even Across Groups

Generative AI has entered the workplace conversation in a meaningful way, but adoption is far from consistent. Globally, 70% of employees say their organization has at least somewhat integrated GenAI into workflows, yet only 15% report that it is fully integrated. At the team level, the story is nearly identical: 73% see some integration, but just 15% say their team has fully embedded GenAI.

These findings point to an early stage of adoption where visibility is widespread, but depth is limited. Many employees may be aware of GenAI's presence or dabbling with it, but few are experiencing the type of seamless, embedded usage that signals a true transformation of work. This uneven pattern highlights a gap between ambition and reality: GenAI may be on the roadmap, but it has not yet become a fully functioning part of everyday processes.

At an individual level, interest and experimentation are high. Nearly 3 in 5 employees (57%) report using GenAI often, regularly, or occasionally, while another 16% are not yet using it but say they are interested. Only 27% report no usage and no interest, showing that the conversation already touches nearly every corner of the workforce.

Globally, 70% of employees say their organization has at least somewhat integrated GenAI into workflows, yet only 15% report that it is fully integrated.

57% of employees report using GenAI often, regularly, or occasionally

27% report no usage and no interest

16% are not yet using it but say they are interested

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Shifting How Work Gets Done

For employees who have adopted GenAI, the technology is already reshaping the flow of work. We found that 3 in 4 employees said their workload has changed (75%) and the types of tasks they focus on has shifted (78%). This is far more than an efficiency story. It reflects a structural change in how work is organized. Repetitive, lower-value tasks are being automated or streamlined, while employees redirect their time to work that requires judgment, creativity, or human nuance.

Collaboration is also transforming. 73% of employees report that GenAI has altered the way they work with colleagues. Early signs point to more distributed and asynchronous workflows, where GenAI generates initial drafts, updates, or analyses that employees later refine and contextualize. If this trend continues, organizations may need to rethink team dynamics, shifting from “who does the work” to “when and how the work gets done.”

But transformation comes with a cost: learning. 8 in 10 employees say they have had to build new skills because of GenAI. This signals organic upskilling in action, but it also raises a risk. Without organizational investment in reskilling, skill growth may remain uneven — concentrated among early adopters while others lag behind. The result could be a widening gap between GenAI “haves” and “have-nots” within the same workforce.

The productivity story reflects this duality. While 42% of employees report feeling more productive thanks to GenAI, 14% say they now feel less secure in their jobs. Productivity gains may be real, but so is the anxiety about being displaced. Organizations that fail to address this tension risk fostering a divided culture: one group motivated by GenAI’s potential, another hesitant or fearful about its implications.

This is far more than an efficiency story. It reflects a structural change in how work is organized.

Repetitive, lower-value tasks are being automated or streamlined, while employees redirect their time to work that requires judgment, creativity, or human nuance.

75% of employees say their workload has changed

78% of employees say the types of tasks they focus on have shifted

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Trust, Fairness, and the AI Accountability Test

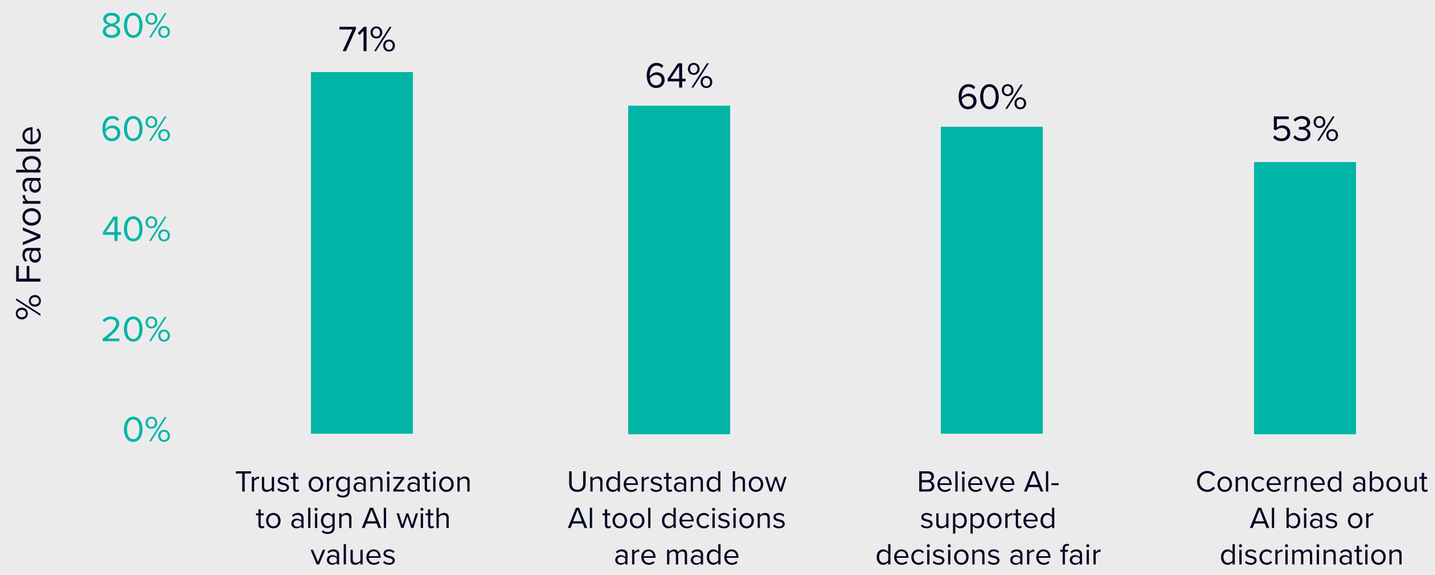
The success of GenAI integration depends not just on how the technology is deployed but on whether employees believe it is being deployed responsibly. Trust is central to that equation. Globally, 71% of employees say they trust their organization to use GenAI in ways that align with its stated values, which suggests a solid foundation. However, only 60% believe that GenAI-supported decisions are fair, leaving a sizable proportion of employees who may question whether algorithms are making equitable calls.

Concerns about bias are widespread: more than half (53%) of employees worry about discrimination in GenAI-driven decisions. This worry can easily turn into disengagement or pushback if organizations do not take steps to show how they are testing, monitoring, and mitigating potential bias.

Perceptions of transparency are also mixed. Only 64% of employees say they understand how decisions are made about which GenAI tools are adopted, and a similar 62% say their organization has clearly communicated how GenAI will or will not affect their role. Comfort with raising concerns is somewhat higher (70% agree they feel comfortable doing so), but this still leaves nearly a third of employees who may remain silent even if they see potential risks.

Taken together, these results show that while organizations have made progress on trust and transparency, they are far from finished. Clearer communication about how GenAI tools are selected, stronger assurances about fairness and bias reduction, and open dialogue about role impact will be critical to converting early optimism into lasting confidence.

Employee Views on Trust, Fairness, and Bias in GenAI



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Ready or Not? Employee & Manager Preparedness for GenAI

Confidence in GenAI is widespread, but not always deep. Globally, 82% of employees say they feel at least moderately confident in their ability to work effectively in an GenAI-augmented environment. However, only half of employees report feeling very or extremely confident. This distinction matters. Employees with moderate confidence may be willing to adapt but could do so reactively rather than proactively, waiting for clear instructions rather than experimenting on their own. That slows the pace of change.

Managers play a critical role in bridging this gap. 77% percent of employees say their manager is moderately or very prepared to lead them through GenAI-driven change, which suggests most employees believe their leaders are keeping pace. Yet fewer (64%) say their manager actively helps the team adapt to these changes. This gap between perceived readiness and active enablement is a warning sign. Preparedness without action risks leaving employees in the dark, particularly those who are less confident in their own skills.

The lesson is clear: organizations must go beyond general reassurance and give managers concrete tools, training, and examples to translate GenAI adoption into day-to-day practice. When managers act as guides rather than passive observers, they can help employees move from surface-level confidence to genuine empowerment.

Preparedness without action risks leaving employees in the dark, particularly those who are less confident in their own skills.

77% of employees say their manager is moderately or very prepared to lead them through GenAI-driven change

64% say their manager actively helps the team adapt to these changes

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Industry Differences: Uneven Paths to a GenAI-Augmented Future

Generative AI adoption looks very different depending on the industry. In some sectors, it is already becoming a core part of daily work, while in others, employees are still waiting to see how it might apply.

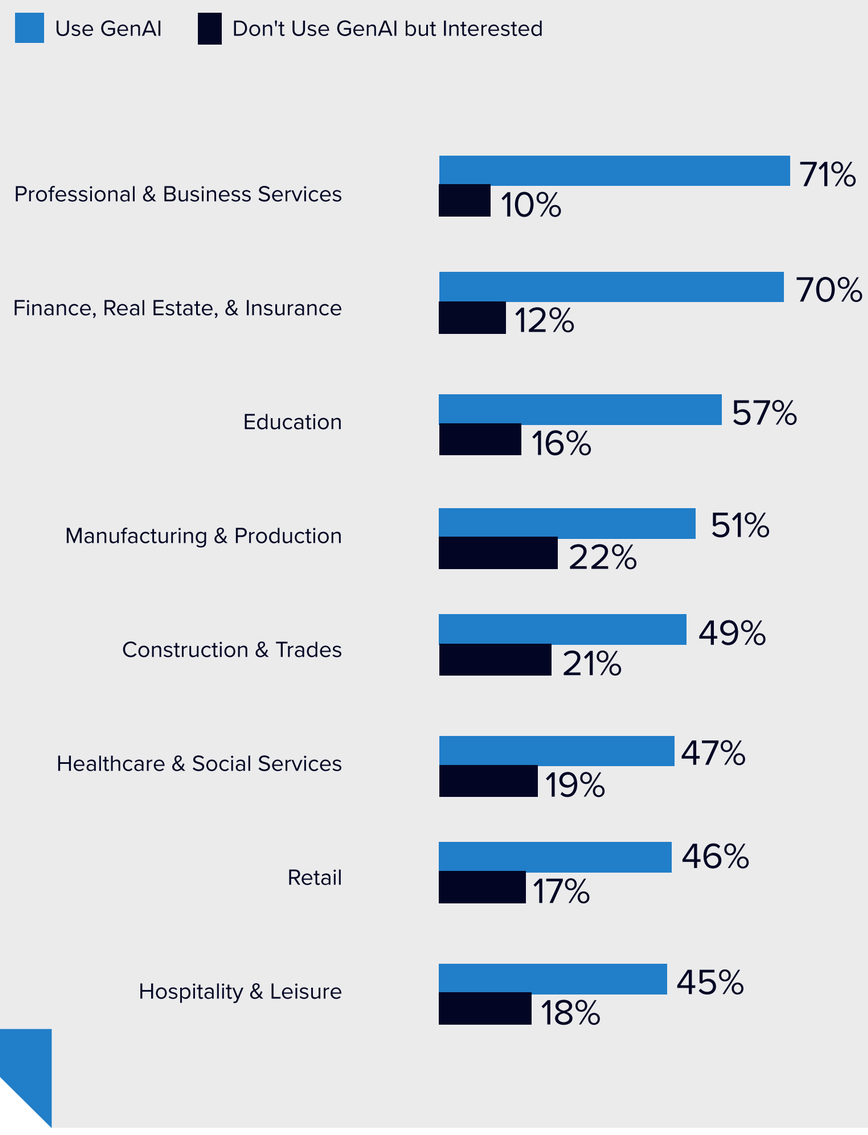
GenAI Usage Across Industries

GenAI adoption varies widely by industry, with the lowest in Hospitality, Retail, and Healthcare, and the highest in Finance and Professional Services.

Finance, Real Estate, and Insurance (70%) and Professional and Business Services (71%) lead the way, with more than 7 in 10 employees reporting recent use of GenAI tools. At the other end of the spectrum, industries like Hospitality (45%), Retail (46%), and Healthcare (47%) are moving more slowly, with fewer than half of employees saying they use GenAI for work today.

Interestingly, despite employees in the Construction and Manufacturing industries sitting at a modest 49% and 51% usage rates respectively, they have a comparably high proportion who are not using GenAI currently but are interested in it (21% and 22%). This uneven uptake suggests that where people work strongly shapes how quickly they experience GenAI's impact.

Industry Differences in Employee GenAI Usage



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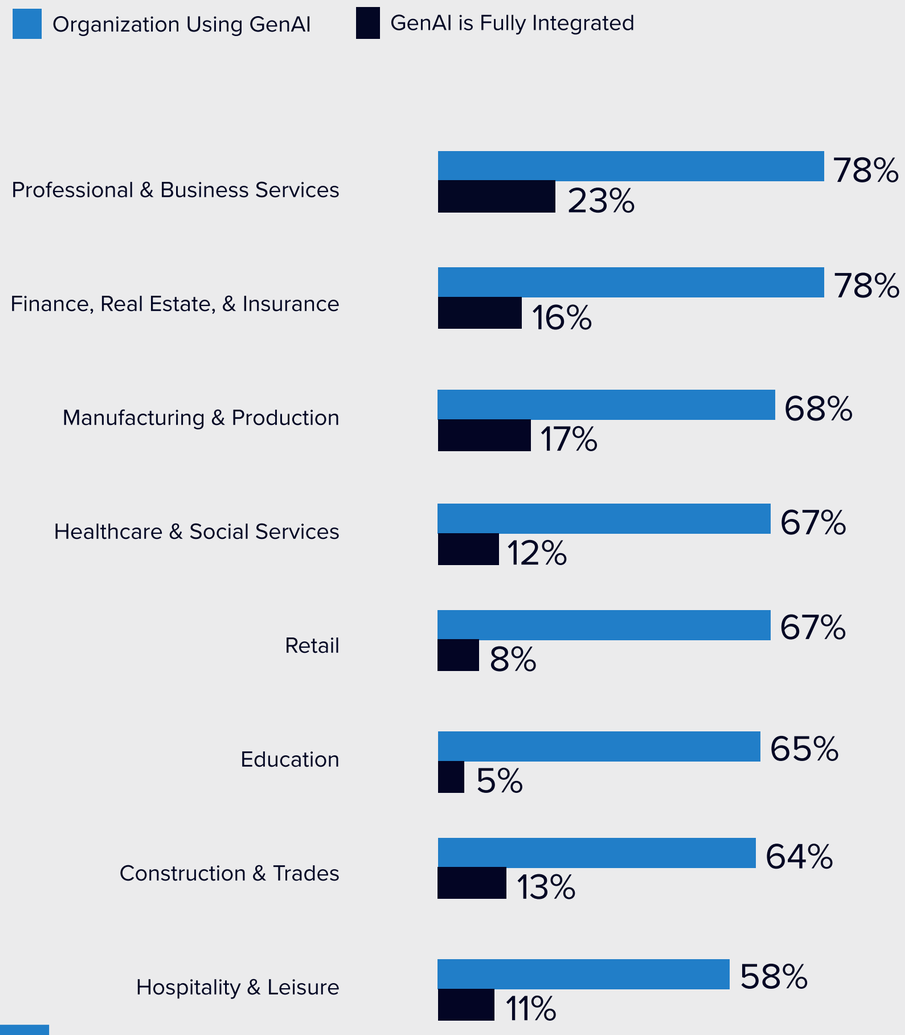
Organizational Integration and Transparency

Industries like Professional & Business Services and Finance lead in organizational use of GenAI, while sectors such as Education and Hospitality lag behind, underscoring uneven readiness for AI at work.

Looking beyond individual use, organizational adoption paints a similar picture. Companies in Professional Services and Finance are far more likely to report GenAI integration, with 78% in both industries saying their organizations are using the technology and more than 1 in 5 employees in Professional Services reporting that it is “fully integrated” (23%). Compare that with Education, where only 5% report full integration and overall adoption hovers at 65%.

These differences show up in transparency as well: 72% of employees in Professional Services and 70% in Finance say their organization is open about how GenAI is being used, while only about half of employees in Hospitality (48%), Retail (52%), and Education (54%) say the same.

Organizational Adoption of GenAI Varies Widely by Industry



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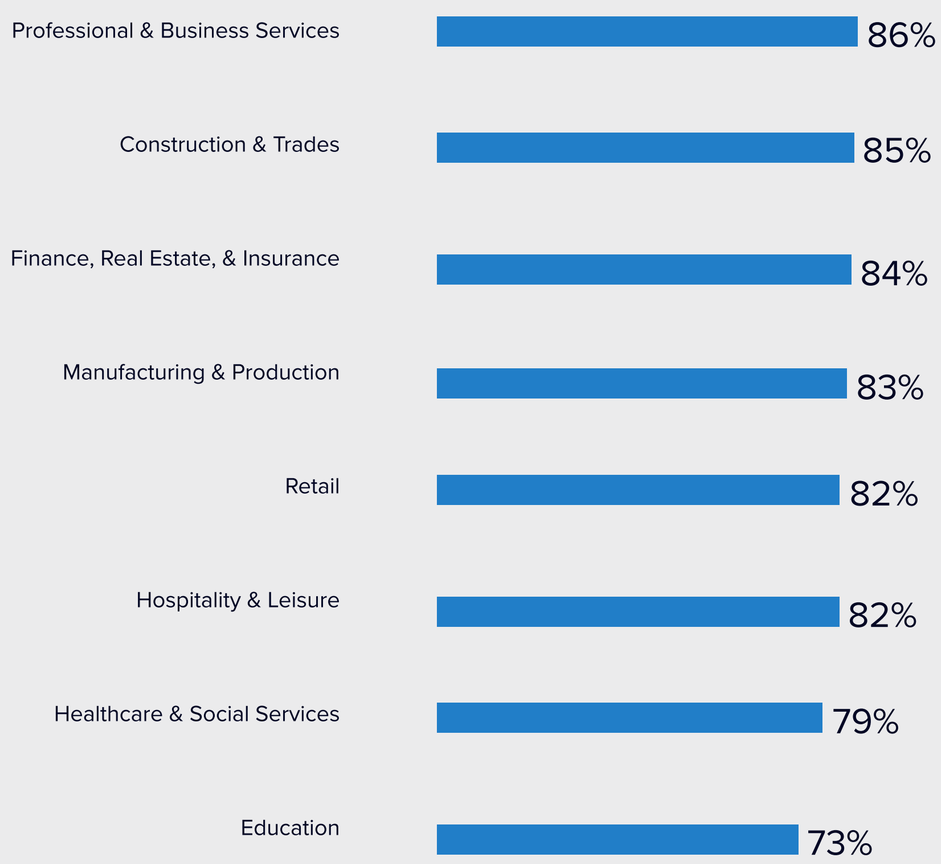
Employee Readiness and Confidence in a GenAI Workplace

Most employees feel prepared to work in an AI-augmented workplace, though confidence varies slightly by industry, with Education lagging behind other sectors.

Trust and fairness also split along industry lines. Nearly 8 in 10 employees in Professional Services (79%) say they trust their organization to use GenAI in ways that align with company values, compared with 65% in Hospitality and 63% in Retail. Belief in GenAI fairness follows a similar divide: 70% of Professional Services employees agree that GenAI-supported decisions are fair, compared with just 49% in Hospitality. Beyond this low point, several of the other frontline industries (i.e., Education, Retail, and Healthcare & Social Services) range from 53% to 56% of employees believing in the fairness of GenAI-supported decisions. Interestingly, Manufacturing, where automation has long been part of the workplace, reports relatively high levels of trust (73%) and fairness (62%) despite more moderate levels of individual GenAI use (51%).

Confidence in working within a GenAI-augmented workplace is generally high across industries, but again with meaningful variation. More than 85% of employees in Professional Services (86%) and Construction (85%) say they feel at least moderately prepared, while Education trails at 73%. That 13-point gap highlights how differences in adoption and communication are shaping employees' readiness to adapt.

Employee Confidence Working in a GenAI-Augmented Workplace



Perhaps most striking is how GenAI is reshaping work itself. Employees in Professional Services and Finance are the most likely to say their workload has changed at least moderately because of GenAI (61% and 54%, respectively), and they also report the biggest change in productivity (64% and 61%). By contrast, Hospitality (37%) and Education (37%) lag behind, with far fewer employees noticing day-to-day changes. Construction stands out in a different way: 26% of employees report having to learn new skills "to a great extent" because of GenAI, suggesting that even industries not typically associated with digital-transformations are experiencing real upskilling demands.

Together, these findings show that while GenAI adoption is spreading across industries, the pace, visibility, and perceived fairness of that adoption vary widely. Employees in highly professionalized industries are already living in a GenAI-augmented reality, with clearer communication and higher confidence. Others remain on the margins, uncertain about when or how GenAI will reshape their work. For leaders, the lesson is clear: transformation will not look the same everywhere, and success will require meeting each industry's workforce where they are.

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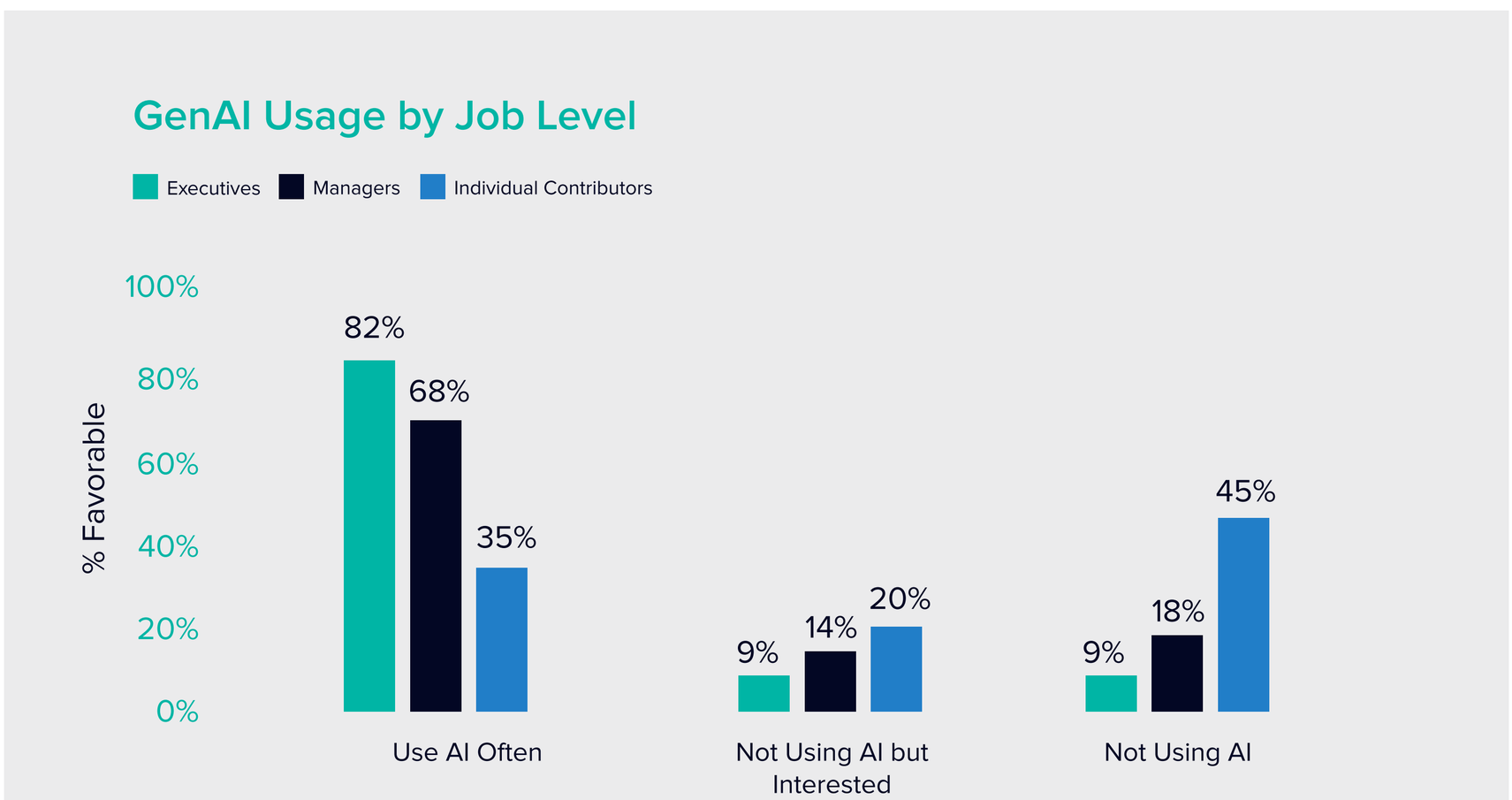
Job-Level Deep Dive: Who is Being Impacted More?

Generative AI is not affecting all employees equally. Job level plays a decisive role in shaping how employees access GenAI tools, experience changes to their work, and perceive their organization's adoption strategy. Our data shows a clear divide: managers and executives are more likely to use GenAI, report productivity gains, and feel informed about adoption decisions — while individual contributors (ICs) often have less access, lower trust, and less confidence in their own readiness.

Unequal Access, Unequal Benefits

Adoption of GenAI rises sharply with job level. Only 35% of ICs report using GenAI often, regularly, or occasionally, compared to 68% of managers and 82% of executives. Similarly, just 58% of ICs say GenAI is at least somewhat integrated into their workflows, versus 76% of managers and 79% of executives.

These usage gaps have implications for equity and innovation. If ICs have fewer opportunities to engage with GenAI, they may miss out on skill-building and productivity gains that benefit their peers at higher levels. Organizations should consider whether their adoption strategies unintentionally favor knowledge workers in leadership roles over those closer to frontline execution.



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The Transparency Divide

Visibility into GenAI decision-making is another area where ICs lag significantly. Only 47% of ICs say they understand how decisions are made about which GenAI tools are adopted, compared to 69% of managers and 81% of executives. ICs also report lower agreement that their organization is transparent about GenAI use (47% vs. 65% managers and 80% executives) and that GenAI-supported decisions are fair (43% vs. 64% managers and 81% executives).

These gaps matter because transparency and fairness perceptions are strongly linked to employee trust and willingness to adopt new tools. If ICs feel excluded from the conversation, they may resist GenAI-enabled changes or disengage from organizational priorities.

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Key Insight

Transparency and fairness are strongest among executives but weakest where day-to-day adoption occurs: among individual contributors.

Proportion of employees that understand how decisions are made about which GenAI tools are adopted:

47% individual contributors

69% managers

81% executives

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Who Bears the Burden?

Managers and executives appear to be carrying the greatest workload and skill-building burden associated with GenAI adoption. 81% of managers and 85% of executives say their workload has changed because of GenAI, compared to just 59% of individual contributors. A similar pattern appears in skill development: 84% of managers and 90% of executives report needing to learn new skills, versus 67% of ICs.

These results suggest that managers are playing a dual role: adapting their own workflows while also guiding their teams through change. Without proper support, this “manager squeeze” could lead to burnout, particularly if managers are expected to absorb additional work while maintaining team performance and engagement. The drive to adopt and implement GenAI runs the risk of placing an even tighter squeeze on an already **burdened manager population**.

GenAI's Hidden Load Falls on Leaders

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Whose Voices Are Heard?

Psychological safety also shifts with hierarchy. Just 59% of ICs feel comfortable raising concerns about GenAI, compared to 72% of managers and 84% of executives. That gap matters because ICs are often closest to the practical challenges and risks of GenAI.

When employees hesitate to speak up, organizations risk blind spots in implementation, such as overlooking issues in workflows, ethics, or employee experience.

Creating structured forums for ICs to voice input and acting visibly on that feedback can help close the loop and strengthen adoption. Taken together with previous sections, ICs risk an engagement spiral where they don't understand how tools are being adopted, feel a lack of transparency from their leaders on their usage, and feel less comfortable raising concerns regarding GenAI.

Key Insight

Psychological safety is lowest among individual contributors: the very employees most likely to spot early GenAI risks.

When employees hesitate to speak up, organizations risk blind spots in implementation, such as overlooking issues in workflows, ethics, or employee experience.

Proportion of employees comfortable raising concerns about GenAI:

59% individual contributor

72% managers

84% executives

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GenAI Through a Generational Lens: How Age Shapes the AI Experience

Generational differences in sentiment about Generative AI aren’t just about who uses it most often. They reflect deeper mindsets about technology, trust, and organizational change. Our findings reveal three distinct perspectives: younger employees are eager adopters but wary of organizational motives; Millennials balance optimism with heightened concerns about fairness and workload; and later-career employees show curiosity tempered by low confidence.

A Generation of Early Adopters and Skeptics

Gen Z and Millennials lead on GenAI usage, with roughly two-thirds using GenAI tools regularly, but enthusiasm doesn’t equal blind trust. In fact, Gen Z is the least likely of any generation to trust their organization’s use of GenAI, even as they are among the most frequent users.

We found that 62% trusted their organization to use GenAI in ways that align with organizational values. This represents a notable decrease in sentiment compared to the relatively consistent 72% to 74% agreement among other generations.

This paradox of high adoption paired with low trust signals that rolling out tools alone won’t engage younger workers. Organizations must show how GenAI aligns with values, supports careers, and safeguards fairness. Otherwise, the very groups most eager to use GenAI may become the first to disengage.

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Proportion of employees who trust their organization to use GenAI in alignment with its values:

62% Gen Z

72% Gen X

74% Millennials

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Millennials: The Pivotal Generation

Millennials emerge as the pivot point for GenAI adoption. Surpassing even Gen Z in usage (i.e., 68% versus 67% GenAI usage in the last 30 days), they also report the highest perceptions of productivity gains and fairness. Yet they simultaneously express the greatest concern about bias and discrimination in GenAI, indicating a strong but conditional trust.

Importantly, Millennials also reported that their workload has changed (82% agreement) and they have needed to learn new skills (86% agreement) because of GenAI more frequently than other generations. As Millennials increasingly move into managerial positions, they sit at the intersection of adoption and responsibility. If supported, they can become champions of responsible GenAI integration. If not, the added burden may push them toward burnout or disengagement.

Key Insight

Millennials could make or break organizational GenAI culture: they are the most optimistic, yet also the most concerned about fairness and bias.

As Millennials increasingly move into managerial positions, they sit at the intersection of adoption and responsibility. If supported, they can become champions of responsible GenAI integration.

Millennial employees feel the impact of GenAI in the workplace

68% use GenAI at work

82% reported GenAI has changed their workload

86% have had to learn new skills because of GenAI

Later-Career Employees: Curiosity Meets Caution

Baby Boomers and Gen X use GenAI at much lower rates, but their interest is stronger than stereotypes suggest: about 1 in 5 Baby Boomers (22%) and a similar share of Gen X (17%) say they are not yet using GenAI but would like to. The gap lies not in willingness but in enablement.

Confidence is the bigger hurdle: Baby Boomers in particular report the lowest clarity on how GenAI will affect their roles. Without targeted support, these employees may feel left behind as workflows evolve. Tailored training, manager coaching, and clear role-level guidance can unlock their latent adoption potential.

Confidence is the bigger hurdle: Baby Boomers in particular report the lowest clarity on how GenAI will affect their roles.

Proportion of employees not using GenAI but interested in it:

22% Baby Boomers

17% Gen X

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Generational Tension Points

Designing GenAI-enabled jobs thoughtfully, distributing responsibilities fairly, and ensuring transparent communication will help balance these competing pressures.

The generational picture reveals more than usage gaps. Younger employees are taking on more new responsibilities due to GenAI but report lower productivity gains than Millennials, creating a risk of frustration if workloads outpace results. Meanwhile, later-career employees may feel excluded as processes evolve.

These tensions, if unmanaged, can erode trust and morale across the workforce. Designing GenAI-enabled jobs thoughtfully, distributing responsibilities fairly, and ensuring transparent communication will help balance these competing pressures.

What This Means for Organizations

Generational differences in GenAI aren't just curiosities; they represent real risks and opportunities.

Younger employees

Need transparency and values alignment to sustain their enthusiasm.

Millennials

Need workload relief and ethical safeguards to remain advocates.

Gen X and Boomers

Need clarity and enablement to bridge the confidence gap.

A one-size-fits-all approach won't work. By adopting a generation-aware strategy, organizations can ensure GenAI adoption is not only faster but also more inclusive and sustainable.

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North America vs. Europe: Two Paths Toward GenAI Integration

Generative AI is not landing the same way across the globe. North America is further along the adoption curve, with organizations more likely to have integrated GenAI into operations and employees reporting greater exposure to GenAI's effects on their daily work. Europe is moving more cautiously and following a pattern that may reflect a mix of cultural attitudes toward automation, different regulatory environments, and slower rollout of enterprise-ready GenAI solutions.

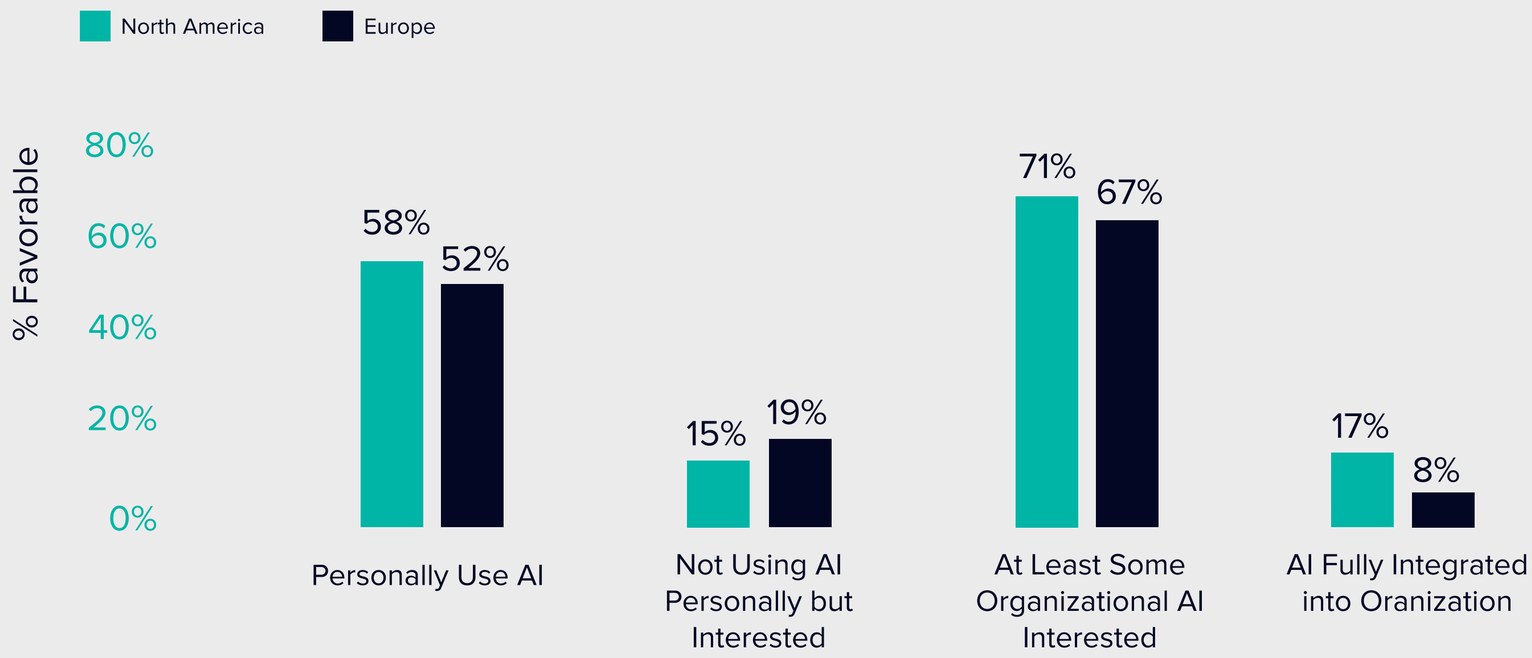
For organizations with a global footprint, these regional differences are more than academic. They influence where employees are ready to embrace GenAI and where they may need additional reassurance, training, and transparency to feel confident and supported.

Adoption: A Head Start vs. a Waiting Game

Employees in North America are more likely to encounter GenAI directly in their work environment. At the organizational level, 71% of employees in North America report at least some integration, compared to 67% in Europe. At the highest end of the adoption spectrum, the gap widens: 17% of North American employees say GenAI is fully integrated, while only 8% of European employees say the same.

At the individual level, 58% of North American employees use GenAI often, regularly, or occasionally, compared to 52% of employees in Europe. The bigger story, though, is Europe's "latent adoption" group: 19% are not yet using GenAI but want to, compared with 15% in North America. This group represents a significant opportunity for European organizations to move quickly once accessible, trustworthy tools are rolled out.

GenAI Adoption Varies by Region and Readiness



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Transparency and Trust: A Gap in Communication

Where employees differ most sharply is in how clearly their organizations are communicating. 63% of North American employees say their organization is transparent about how GenAI tools are being used, compared to 57% of employees in Europe. Understanding of adoption decisions follows the same pattern (66% North America vs. 59% Europe).

The downstream effect of this communication gap is evident. 64% of employees in North America say their organization has explained how GenAI will affect their role, compared to only 56% in Europe. Without that clarity, European employees may hesitate to adopt GenAI fully, fearing unknown impacts.

Finally, the gap shows up in psychological safety: 71% of employees in North America feel comfortable raising concerns, compared to 66% in Europe. If European employees are less likely to speak up, organizations may miss early warning signs about unintended consequences of GenAI.

Key Insight

For European workforces, communication that is tailored locally about GenAI is vital to fostering clarity, safety, and engagement.

If European employees are less likely to speak up, organizations may miss early warning signs about unintended consequences of GenAI.

Proportion of employees that say their organization is transparent about how GenAI is used:

63% North American employees

57% European employees

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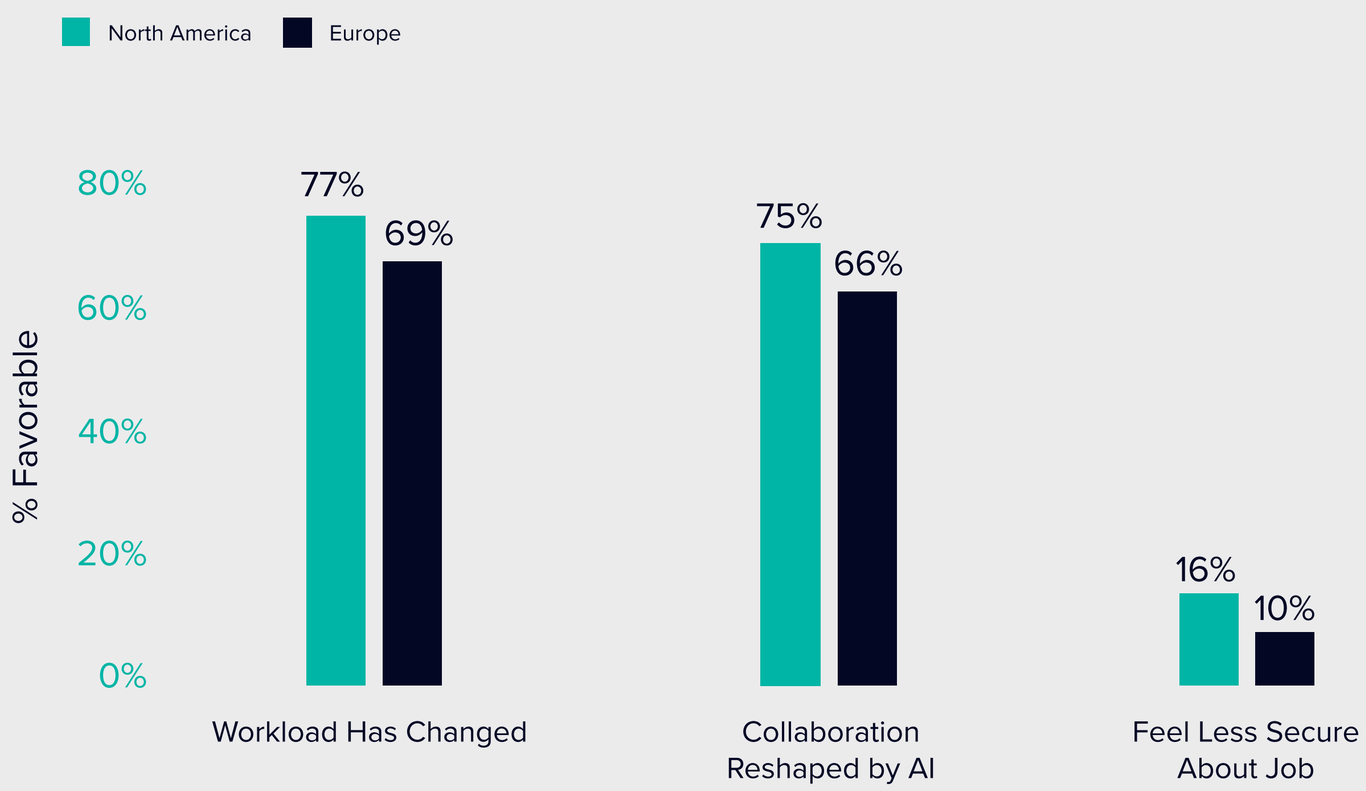
The Experience of Change: Faster and More Visible in North America

Employees in North America are living through a more visible wave of change. 8 in 10 say GenAI has shifted the kinds of tasks they focus on, compared with 72% of employees in Europe. Day-to-day workload changes follow a similar pattern, with 77% in North America agreeing that their workload has changed due to GenAI versus 69% in Europe. Even collaboration is being reshaped more in North America, with 75% reporting changes compared to 66% in Europe.

Interestingly, these higher levels of change correlate with both positive and negative outcomes. On the positive side, 43% of North American users say GenAI makes them feel more productive, compared with 40% in Europe. But the downsides are more apparent as well: more than 1 in 6 of North American employees (16%) report feeling less secure about their job because of GenAI, compared with only 1 in 10 in Europe (10%). These differences in job security could be indicative of the typically stronger worker protections many Europeans have, including statutory redundancy pay and extended notice periods in countries like the UK, or it could relate to the ways in which GenAI is being integrated within their organizations. Regardless, to ensure employees maintain long-term engagement, it is critical to ensure they understand how GenAI will (and will not) impact their roles.

Trust and fairness perceptions are also stronger in North America. 62% of employees there believe GenAI-supported decisions are fair, compared with 57% in Europe. More importantly, North American employees are more likely to believe their organization is actively working to reduce bias in GenAI tools and algorithms (57% vs. 48%). This is an area where communication and governance may have a tangible impact. When employees see proactive efforts to reduce risk, they may be more likely to trust the technology and its outcomes.

GenAI-Driven Change is More Visible in North America



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Manager Enablement and Employee Confidence

Managers are at the center of the GenAI transformation. They are expected to explain, champion, and implement changes, often while simultaneously figuring out how these tools will reshape their own roles. Our data shows that employees' perceptions of manager preparedness vary by region, with a meaningful gap between North America and Europe.

In North America, 78% of employees say their manager is at least moderately prepared to lead in an GenAI-augmented environment, compared to 73% in Europe. This difference may seem small, but when scaled across large organizations, it represents a meaningful number of employees who may feel less supported during GenAI rollouts. And support from managers matters: when employees believe their manager is ready to guide them, they are more likely to adopt new tools and less likely to resist change.

However, preparedness is only one part of the picture. There is also a gap in whether managers are actively helping their teams adapt to GenAI-driven changes. In North America, 66% of employees agree their manager helps the team navigate these changes, compared to 57% in Europe.

This suggests that managers in Europe may not have the same enablement resources or clear direction, which could slow down team-level adoption. Employee confidence appears to track closely with these perceptions of manager support. In North America, 84% of employees feel moderately or very confident in their ability to work effectively in a GenAI-enabled environment, compared to 78% in Europe. This six-point difference reinforces the idea that confidence is not just an individual trait; it is shaped by how effectively managers are communicating, modeling, and supporting change.

If European employees are less likely to speak up, organizations may miss early warning signs about unintended consequences of GenAI.

Proportion of employees that feel confident working in GenAI-enabled environment:

84% North American employees

78% European employees

Closing these gaps will require a focused effort to better equip managers, particularly in Europe, with the training, tools, and messaging they need. When managers feel confident and supported, they can in turn build confidence within their teams and help employees see GenAI as an opportunity rather than a threat.

Key Insight

For multinational organizations, prioritizing manager capability-building in Europe could be one of the highest-impact investments they make.

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Regional Implications: Tailoring the Approach

The story is not simply that North America is “ahead” and Europe is “behind.” Rather, they are moving along different adoption curves.

North America

Employees are already living through broad changes, making reassurance about job security and sustainable workloads critical. Manager support will be essential to prevent burnout and ensure GenAI is seen as a tool for growth, not disruption.

Europe

Employees represent a sizable “interested but waiting” group. Here, the priority is transparency and enablement. Communicating how tools are chosen, how roles will be affected, and what safeguards are in place will help unlock adoption without eroding trust.

For multinational organizations, the takeaway is clear: a one-size-fits-all rollout will miss the mark. North America may need reassurance and balance, while Europe needs confidence and clarity, supported by local GenAI champions who can translate strategy into team-level action. Meeting employees where they are will smooth the adoption curve and build the foundation for global momentum.

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The GenAI Adoption Roadmap: Turning Insight into Action

Our findings make one thing clear: the success of GenAI adoption is not simply about making the tools available. It unfolds in stages, from early awareness, to pilot, to integration, and ultimately optimization. At each phase, employees face unique risks and opportunities. Leaders must take a proactive, intentional approach to guide the journey, building trust, equipping employees, and showing meaningful benefits along the way. The roadmap below outlines key actions leaders can take at every stage to ensure GenAI becomes a driver of engagement and innovation, not a source of stress or skepticism.

Awareness
Build Transparency

Communicate with Clarity and Consistency

Pilot
Support Managers as Change Guides

Enable Managers as Change Guides

Integration
Close Gaps and Build Skills

Close Adoption Gaps and Protect Equity

Invest in Continuous Skill Development

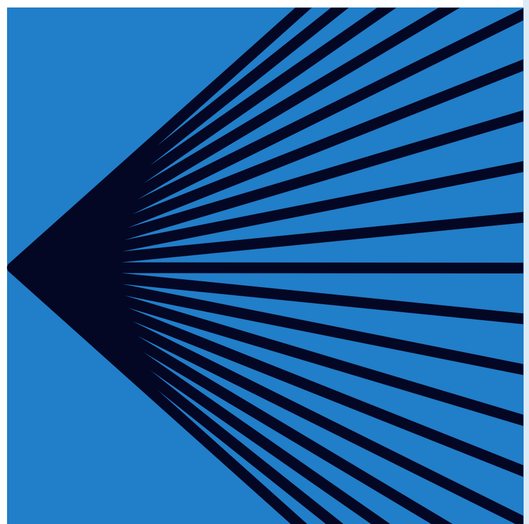
Optimization
Scalable Impact

Create Feedback Loops and Measure Impact

Awareness: Build Transparency

Communicate with Clarity and Consistency

Across regions and generations, employees told us the same thing: uncertainty breeds hesitation. The fastest way to build confidence is through transparency. Explain why tools are chosen, how they work, and what they mean for roles. Only 62% of employees say their organization has done this well.



Action Steps

- **Publish regular updates** about how GenAI is being piloted, selected, and scaled.
- **Translate organizational strategy** into team-level “what this means for us” messages so adoption feels concrete, not abstract.
- **Create spaces for dialogue**, not just announcements. Encourage questions, surface concerns, and address risks openly.

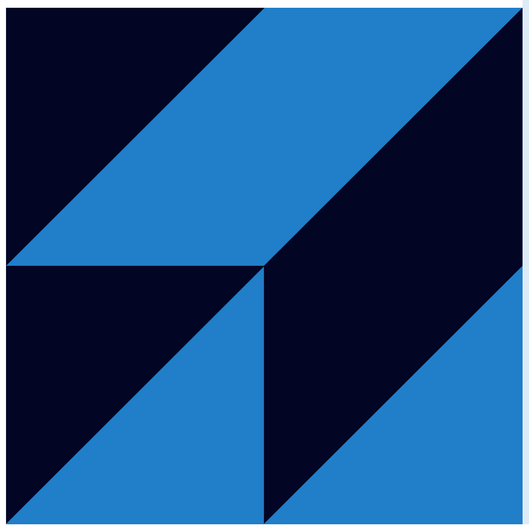
Pilot: Support Managers as Change Guides

Enable Managers as Change Guides

Managers sit at the front lines of GenAI adoption. Equip them with real-time training, talking points, and peer support. They are being asked to explain, champion, and implement change, often while their own roles are shifting. Their confidence directly shapes employee trust and usage. Yet in our data, manager enablement emerged as uneven across regions and generations.

Action Steps

- **Provide managers with training and talking points** to guide team conversations about GenAI.
- **Equip them with both technical understanding and organizational context** so they can answer questions credibly.
- **Build peer forums** where managers share challenges and solutions, ensuring they don't carry the burden of change in isolation.
- **Monitor manager sentiment and workload** to prevent burnout during adoption phases.



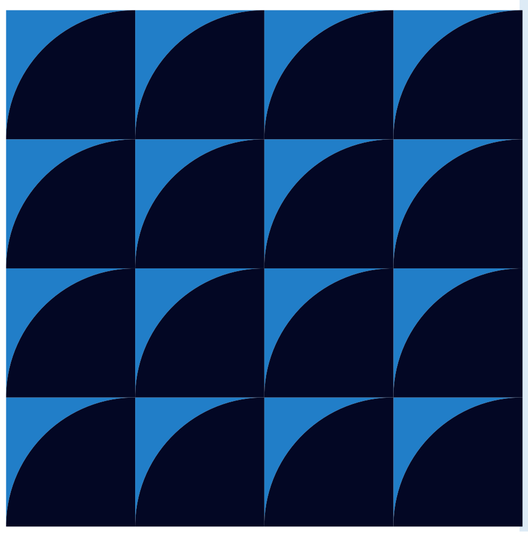
Integration: Close Gaps and Build Skills

Close Adoption Gaps and Protect Equity

Not all employees are benefiting equally. Younger generations are eager but skeptical, later-career employees are curious but under-confident, and frontline or individual contributors often have less access. Left unchecked, these gaps could widen into inequities.

Action Steps

- **Audit GenAI access** across job levels and roles to ensure equal opportunity.
- **Tailor enablement efforts** for underrepresented users, such as providing role-specific training, relatable use cases, and accessible tools.
- **Monitor outcomes** to ensure GenAI tools don't reinforce bias or inequity in opportunity.



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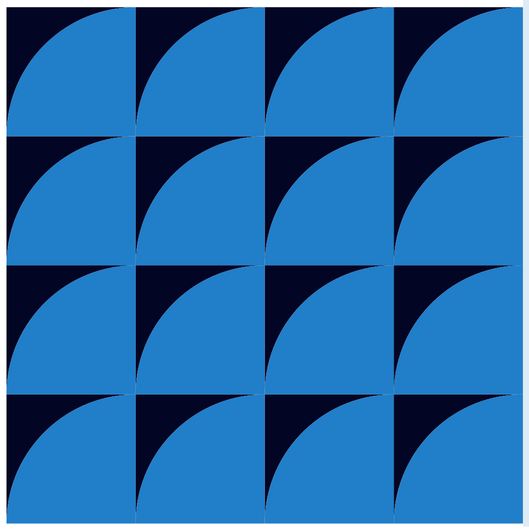
Integration: Close Gaps and Build Skills

Invest in Continuous Skill Development

GenAI adoption is triggering one of the biggest upskilling waves in recent memory. Over half of employees report needing to learn new skills, and younger employees are already taking on expanded responsibilities. Organizations that treat this as an ongoing journey, not a one-off training initiative, will be positioned to thrive.



Action Steps

- **Build structured reskilling pathways** tied to future job design and talent strategy.
- **Recognize and reward employees** experimenting with GenAI, normalizing continuous learning.
- **Provide role-specific, workflow-integrated training** that makes GenAI relevant to day-to-day work.

Optimization: Scalable Impact

Create Feedback Loops and Measure Impact

Employee sentiment around GenAI is not static — trust, confidence, and adoption will shift as technology evolves. Organizations that listen and adapt will prevent small issues from growing into resistance or disengagement.



Action Steps

- **Incorporate GenAI-related questions** into engagement surveys, pulse checks, and listening strategies.
- **Track sentiment** by job level, generation, and region to catch pain points early.
- **Close the loop by sharing back** what was heard and what actions will be taken.

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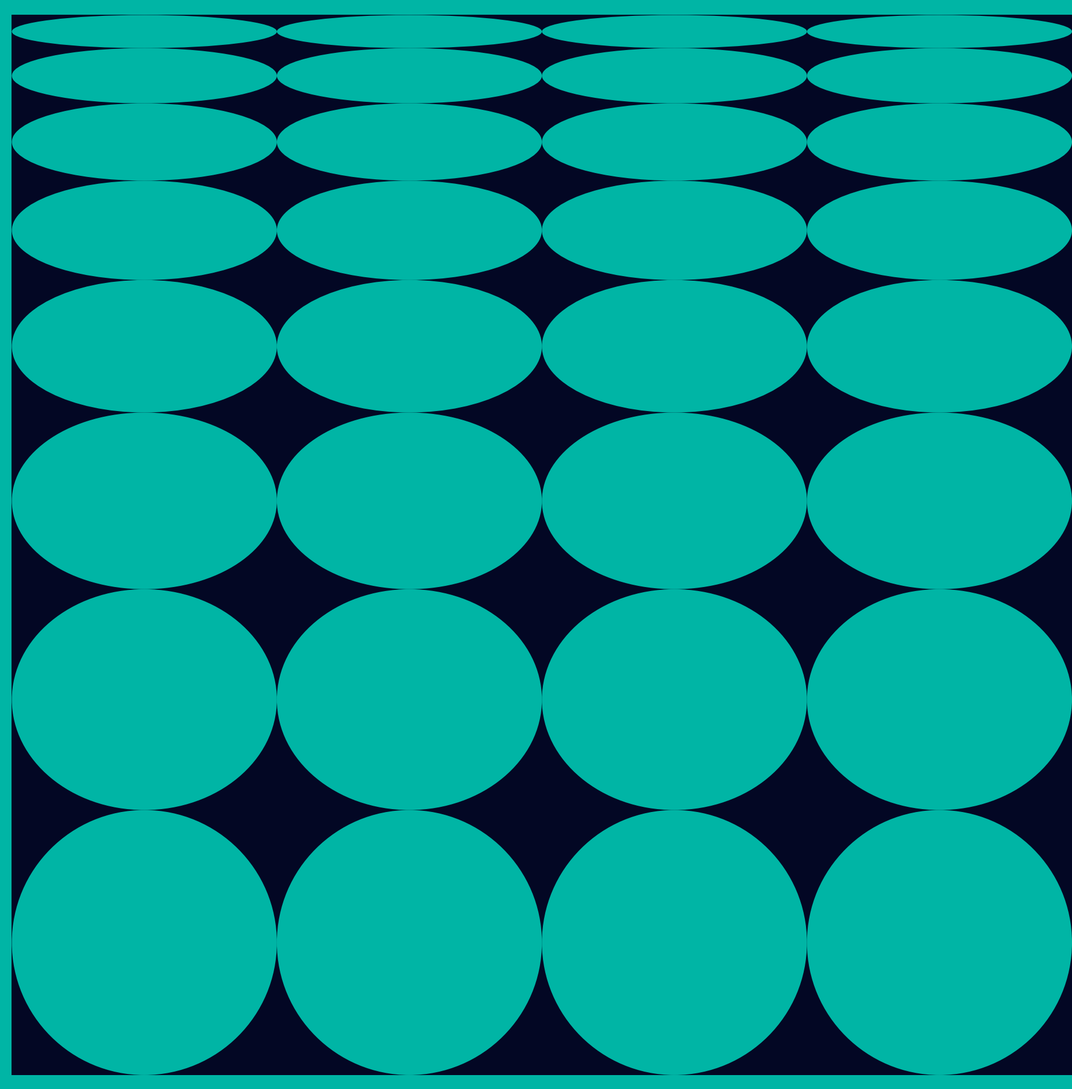
Conclusion

Generative AI is no longer a distant possibility; it is reshaping work today. Our data shows that employees are both curious and cautious: they see opportunities for growth and efficiency, but they also raise questions about fairness, readiness, and long-term impact. These reactions are not uniform. Differences by industry, job level, generation, and geography reveal that adoption and confidence are uneven, and that organizations must take a tailored approach to implementation if they want to avoid widening gaps in trust or performance.

Organizations that get this right will treat GenAI adoption as a change management challenge as much as a technology rollout. By communicating transparently, empowering managers, supporting skill development, and listening continuously, leaders can transform GenAI from a source of anxiety into a catalyst for innovation and engagement. The opportunity is not just to deploy GenAI, but to build a future of work where employees feel equipped, included, and inspired to leverage its potential.



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Methodology and Limitations

This research draws on responses from over 3,600 employees in North America and Europe, collected in August 2025. Participants represented a range of job levels and industries, although most were in knowledge work roles. As with any survey, results reflect self-reported perceptions, which may include bias. The data offers a useful snapshot but does not track changes over time. Future research should explore adoption trends across sectors, tool types, and frontline roles to build a more complete picture. These limitations do not undercut the insights — but they point to where organizations and researchers might go next

About the Principal Author

Zachary Warman, M.S., is a Senior Behavioral Scientist at Perceptyx. With a passion for leveraging data and research to improve workplace experiences, Zach brings extensive expertise in employee assessment and vocational interests. He earned his M.S. in Industrial-Organizational Psychology from The University of Texas at Arlington in 2017. Zach joined Perceptyx in 2024, where he continues to conduct impactful research, exploring the factors that shape employee engagement and organizational success. Prior to Perceptyx, Zach worked at Wonderlic, where he contributed to the development and enhancement of assessment products, designed feedback experiences for job applicants and employees, and conducted applied research on mobile assessment technology and device equivalence. His work has included conference presentations and published research on cognitive ability testing in mobile contexts.

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About Perceptyx

Perceptyx is the Employee Experience (EX) transformation company, providing enterprise-grade employee listening, analytics, and behavioral science that activates people and delivers business impact. More than 600 global enterprises, including one-third of the Fortune 100, use Perceptyx's multi-channel employee listening, AI-powered recommendations, and personalized coaching to close the loop between insights and action. With an unrivaled technology platform and an in-house team of EX Experts, Perceptyx makes it easy for managers, HR executives, and business leaders to align their key business and talent priorities and drive positive organizational change.

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