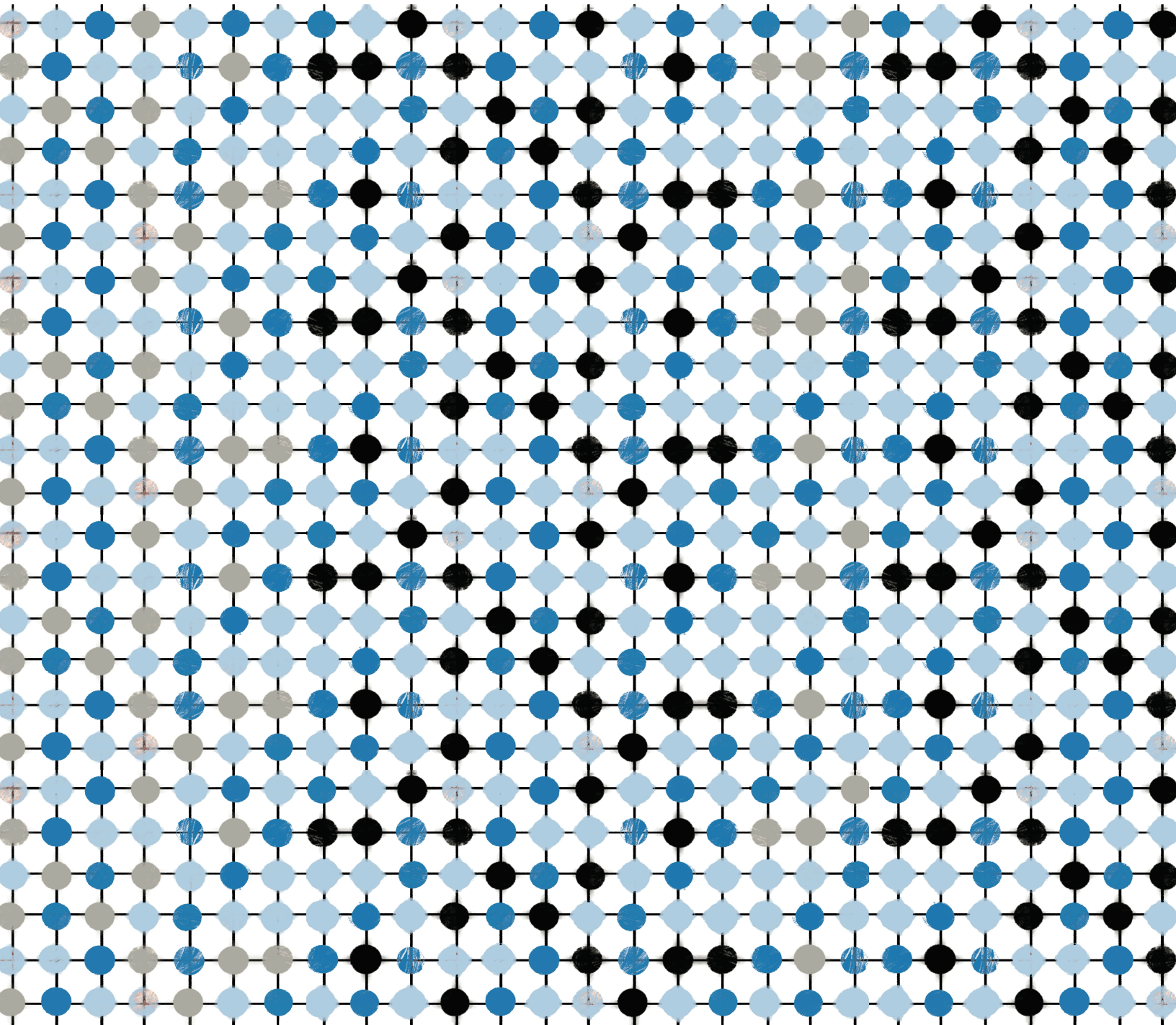
Inside the AI Transformation

The Great Renovation

We surveyed 10 global markets to understand where organizations are in their AI transformation journey.



Contents

ABOUT THIS RESEARCH

We surveyed over 6,000+ global AI Decision Makers and AI Users to understand where organizations are in their AI transformation journey, what advanced organizations do differently, and what's next as AI becomes more central to everyday knowledge work.

To capture a full picture of AI's impact at work, we sampled two distinct audiences—those shaping AI strategy and those experiencing it day- to- day:

- **AI Decision Makers**: Responsible for buying, influencing, or deploying AI within their organizations
- **AI Users**: Employees who have used an AI chat tool at work at least once in the past month

The Great Renovation

AI is transforming work. Just not for everyone yet.

There are two stories everyone is telling about AI. In one, we're a few months from artificial superintelligence, and everyone's about to lose their job forever. In the other, we're watching as data centers destroy our communities in the lead up to a multi-trillion-dollar bubble, a few months away from a massive global recession.

Neither story feels quite right. Yes, AI has created incredible productivity gains and wild new artifacts in the world. But the gains, so far, are mostly for the people who do their jobs in code. The rest of us are still working much the way we did a few months ago (maybe with the additional help of a chatbot). Digital transformation has become AI transformation—and, honestly, no one knows what that actually means.

It's all utopia or doom. Ascent or collapse. Salvation or... slop.

We wanted to find out what's actually happening. Over the past three months, we surveyed six thousand working professionals across ten global markets: Analysts, accountants, product managers, sales reps and many others working across every industry at every level of seniority. What we found is that the adoption of artificial intelligence is even messier than we had imagined.

The good news? You're probably not as far behind as you think. 88% of organizations are still at the early stages of AI adoption.

The bad news? The people buying AI and the people using it live in two different worlds. Decision-makers are 5x as likely to say they've reached more advanced stages of AI transformation than their employees.

And the most interesting news? AI is moving from chatbots to intelligent systems that can, alongside humans, help run an entire company. Still, there's a lot of work to be done. One way to think about all this: We're in the middle of a massive economic renovation.

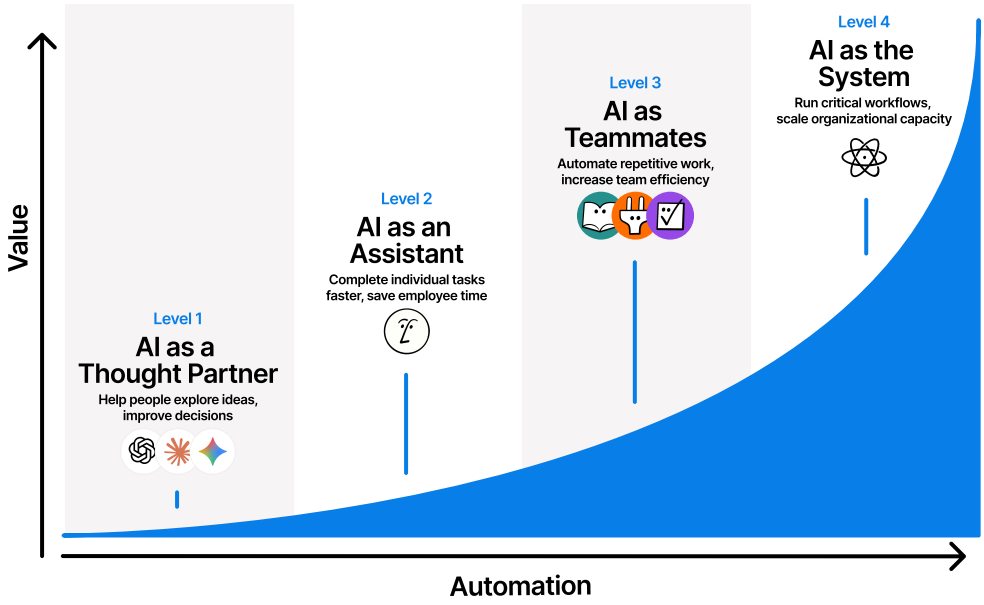
A renovation is almost never the project we signed up for. It's usually more expensive than the estimate, and it takes longer than the contractor promised, and sometimes someone cuts into a plumbing line on accident and raw sewage pours down the hall. Still, in the end, it's usually very good. All this feels a bit familiar; every major technology of the last a hundred and fifty years has produced dissonance. Electrification. Interstate highways. Even office computers. Recall that desktop computers in cubicles were going to change the world in the eighties, but productivity numbers didn't move until the mid-nineties. This phase of technological change is different—large language models and artificial intelligence are different—but the renovation is going to be slow and confusing and, based on every comparable transition in modern economic history, worth it.

This report is just a moment in time along the way.

— The Editors, Notion

Notion AI Transformation Model

This report is structured around a four-level framework that maps how organizations evolve from early AI experimentation to AI-native operations.



Level	What it means	Business impact
L1 **AI as a thought partner**	Individuals use standalone AI tools to draft, brainstorm, and analyze	Faster individual output; better decisions
L2 **AI as an assistant**	AI is embedded in daily work with access to company context and data	Hours saved per employee per week; faster iteration & onboarding; less time searching
L3 **AI as teammates**	Teams deploy agents that automate recurring workflows end-to-end	Time spent on recurring tasks at the team level reclaimed; scale output nonlinear to resourcing
L4 **AI as the system**	Agents run complex, business-critical processes with real autonomy	Operational leverage; faster time-to-market; compounding returns

Two things to know:

1. Levels build on each other—organizations don't graduate from one, they deepen within each. And most companies operate at multiple levels at once; engineering may be at Level 3 while marketing is still at Level 2.

2. Throughout this report, each respondent's level is based on their self-reported AI usage. These levels are intended to reflect how deeply AI is being used in day-to-day work, from early experimentation to more embedded and advanced adoption.

→ Learn more: notion.com/ai-transformation-model

Top findings

Most organizations are early in their AI transformation journey.

88% are at Level 1 or 2, where employees use AI as a personal productivity tool for tasks like drafting, brainstorming, and summarizing. Only 12% have reached Level 3 or 4, where AI is built into recurring workflows or running parts of the business autonomously.

Leaders are twice as confident as the workers using AI day-to-day.

49% of AI Decision Makers are very or extremely confident in their organization's AI capability. Among AI Users, only 23% are. Leaders and workers see different organizations, and any AI strategy built only on the executive view will plan for the wrong reality.

AI investment is outpacing AI readiness, and the gap is widest where organizations are furthest along.

55% of AI Decision Makers say their organization is investing in AI faster than employees can learn it. At the most advanced organizations (Levels 3 and 4), that rises to 62%. The pressure doesn't ease as organizations advance. Each new wave of investment lands on a workforce still catching up to the last one.

At the most advanced organizations, AI is less about speed and more about capability.

Both leaders and workers describe the same shift. Decision-makers move from valuing productivity to valuing customer experience (+8 pp) and new capabilities (+5 pp). AI Users move from speed-based reasons to doing work they couldn't previously do (+10 pp) and making better decisions (+7 pp). The payoff is new capability, not just saved time.

Three implementation strategies separate the most advanced organizations from everyone else.

They integrate AI into existing systems (+18 pp), build governance and oversight (+16 pp), and track impact with defined metrics (+15 pp). These gaps are nearly twice the size of any other implementation difference measured. Training programs, written policies, and standardized tools matter, but every organization invests in them, so they don't differentiate. Integration, governance, and measurement do.

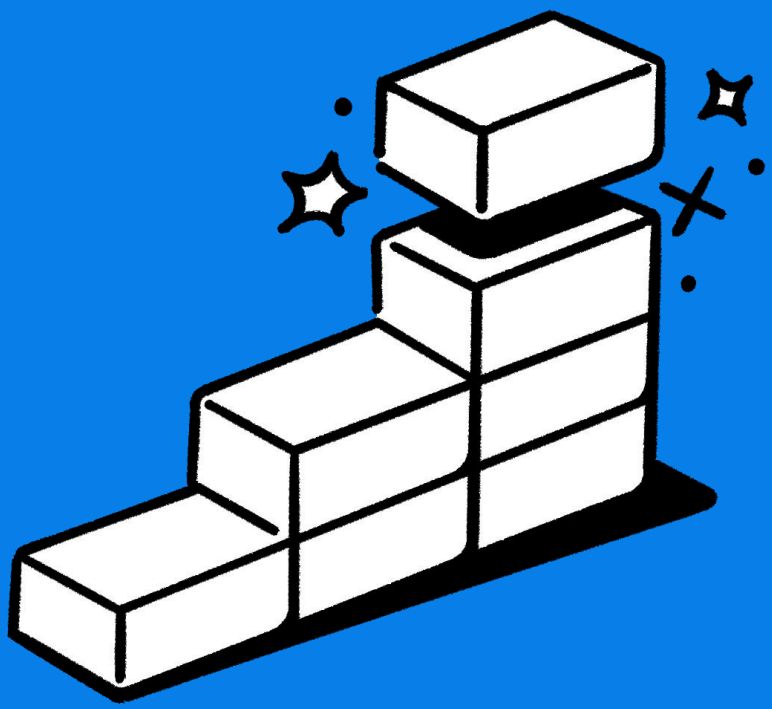
AI transformation trades old problems for new ones.

At the most advanced organizations (Levels 3 and 4), fewer workers cite skills gaps (-3 pp) or low trust in AI (-8 pp) as barriers. But tool sprawl more than doubles (+14 pp), difficulty seeing real impact rises (+9 pp), and inconsistent model performance grows (+5 pp). The early problems are about helping people use AI. The later ones are about controlling the system around it.

Section 1

The state of AI transformation today

How far companies have progressed on AI transformation, how early most organizations still are, and the realities shaping where companies stand.



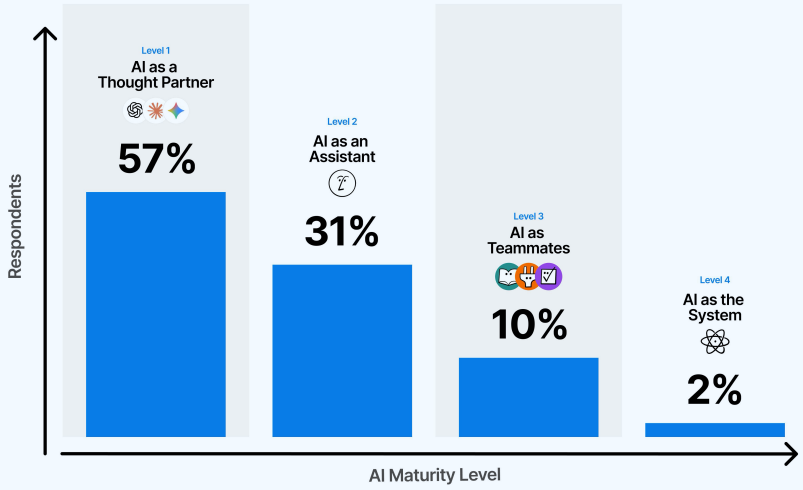
Measuring AI Transformation

There's a lot of noise around AI right now. The loudest stories tend to come from the edges: companies replacing entire business functions, running autonomous fleets of agents, or claiming they have already transformed the nature of work. Read enough of these stories and it can start to feel like everyone is already ahead.

We wanted to challenge that assumption and understand what AI adoption actually looks like in the real world. To do that, we mapped more than six thousand respondents' answers to a four-level AI maturity model, from a thought partner that individuals reach for, to AI as the system, where autonomous agents run critical processes end-to-end.

AI Transformation Model

Distribution of companies across AI maturity levels



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N = 6,118. Q: "Which stage best reflects where your organization (AI Decision Makers) or you (AI Users) are today? Think about typical, day-to-day usage."

Level	What it means	% of respondents
L1 **AI as a thought partner**	Employees use standalone AI tools to generate drafts, summarize content, or brainstorm ideas	57%
L2 **AI as an assistant**	AI tools are integrated with internal systems or data sources to accelerate routine tasks	32%
L3 **AI as teammates**	AI autonomously executes recurring workflows with human review at defined checkpoints	10%
L4 **AI as the system**	AI executes high impact, complex workflows end-to-end, iterating and continuously improving	2%

How to interpret these findings

A few themes stand out:

Almost everyone is early.

88% of organizations are at Level 1 or 2, where employees use AI as a personal productivity tool for tasks like drafting, brainstorming, and summarizing. The worry about being behind is nearly universal, and for most organizations it's misplaced. Early is the baseline, not the exception.

Leaders and workers describe different transformations.

Decision-makers report 26% of their organizations are at Level 3 or beyond. The users in the same markets and industries 5%. That's a five-fold gap on the same question.

The most difficult jump is Level 2 to Level 3.

The drop-off in the middle of the chart is the most important shape in this report. Moving from Level 2 to Level 3 isn't about using AI more, it's a category change: new skills, new cultural defaults, new structural systems. That's why so few organizations have made the leap, and why the ones trying to improve their AI adoption often feel stuck.

Autonomous AI is smaller than the discourse suggests.

Only 2% of organizations are operating at Level 4. The case studies, keynote demos, and benchmarks circulating widely today represent a genuinely tiny sliver of reality. It's all worth learning from, but it's far from the average. Benchmarking against the discourse is, quite actually, benchmarking against the 2%.

This curve has a precedent.

The shape looks remarkably like the early years of SaaS and cloud migration—a long stretch where "early" was the norm before the shift turned structural. The difference now is timing. What took a decade then appears to be compressing into a few years.

The three barriers slowing AI transformation

The maturity model shows where organizations are today. But it also points to a larger question: If AI is such a priority, then why are so many companies still so early?

Most organizations are already experimenting, investing, and trying to move faster. Doing so requires trust in AI outputs, confidence among the people doing the work, visibility into how AI is being used, and the infrastructure to connect AI to actual workflows.

1. Universal barriers show up at every maturity level

TRUST

71%

of AI Users say they would use AI more if they trusted it not to make mistakes on important work.

Holds steady as organizations mature.

VISIBILITY

50%

of AI Decision Makers say empolyees are using unapproved AI tools or admit they don't know what tools are in use.

41% of AI Users report the same

Trust does not disappear as organizations mature. It holds steady, which means readiness does not solve it on its own. Companies have to design for trust intentionally.

> **"It sometimes just makes nonsense up and then says 'good catch' and other rubbish so its hard to unequivocally trust outputs and the time saved on creation is then just used up checking the output."**
>
> United Kingdom | Legal, Finance, Human Resources or Accounting | AI User

Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Users, N = 4,073. Q: "I would use AI more if I trusted it not to make mistakes on important work" (% who somewhat or strongly agree).

Visibility is another barrier. AI Decision Makers know their employees are using unapproved AI tools—just not which ones, when, or how often.

> **"It's pretty much wild west, nobody is really regulating or restricting what we use. This is great for flexibility but I feel it is jeopardizing security and integrity of information."**
>
> United States | Project or Program Management | AI User

Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers, N = 2,039. Q: "How would you describe the AI tools employees use at work relative to what your organization has officially approved?"

2. The leader-worker gap is a growing & compounding risk

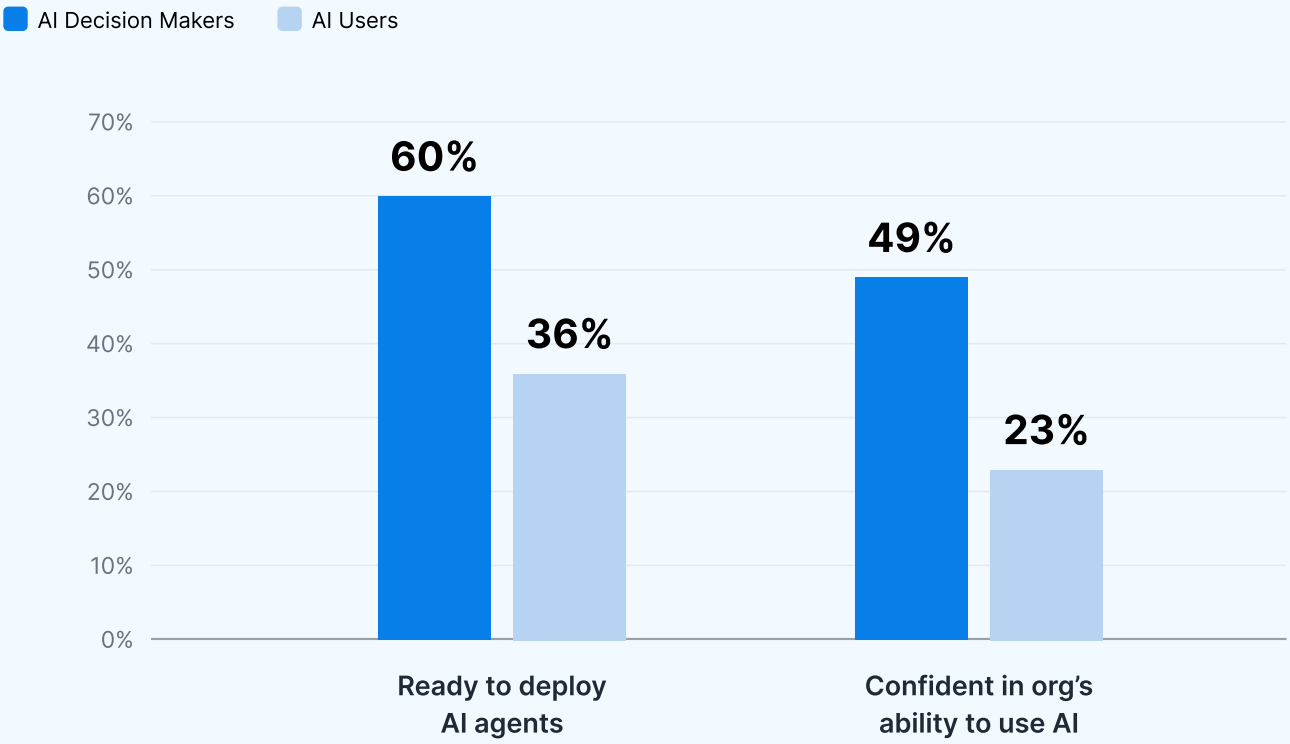
The AI transformation story looks very different depending on where you sit.

Decision-makers are more likely to see momentum: growing investment, clearer strategy, and readiness to move into more advanced AI use cases. AI Users are closer to the day-to-day reality: fragmented tools, uneven trust, unclear guidance, and uncertainty about how AI fits into their actual work.

That disconnect is more than a perception gap. It is an execution risk. AI transformation cannot be driven by executive ambition alone. It only becomes real when the people doing the work have the clarity, confidence, and tools to change how work gets done.

Leaders and workers describe different organizations

Share who agree, AI Decision Makers vs. AI Users



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers (N = 2,039) and AI Users (N = 4,079). Confidence: "Overall, how confident are you in your organization's ability to use and implement AI effectively and responsibly today?" (% very or extremely confident). Agent readiness: "How ready do you feel your organization is to deploy AI agents that can take actions across tools and workflows on your behalf?" (% Moderately or very ready).

AI DECISION MAKER

> **“AI has been helping my company is drafting good sales pitch with high responses rate. It is also deployed for data analysis, compliance, security and workflow automations.”**
>
> Australia | Executive / Other C-suite
> AI Decision Maker

> **“Analyzing large datasets to speed up strategic decision-making. It can also significantly improve operational efficiency by identifying workflow bottlenecks and providing instant, personalized customer support.”**
>
> Singapore | VP | Manufacturing
> AI Decision Maker

AI USER

> **“Some AIs still confidently state things that aren't true, so checking the facts often takes more time than it saves. There's also a lack of official guidance or training on the tools and features, so I'm not confident we're getting the value we're paying for.”**
>
> South Korea | Healthcare | AI User

> **“Attended a 30-minute course on how to use copilot with no follow-up. I do experiment on my own and with others but no business-led desire to upskill staff and imbed/socialise in working practices.”**
>
> DACH | Manager, Technology | AI User

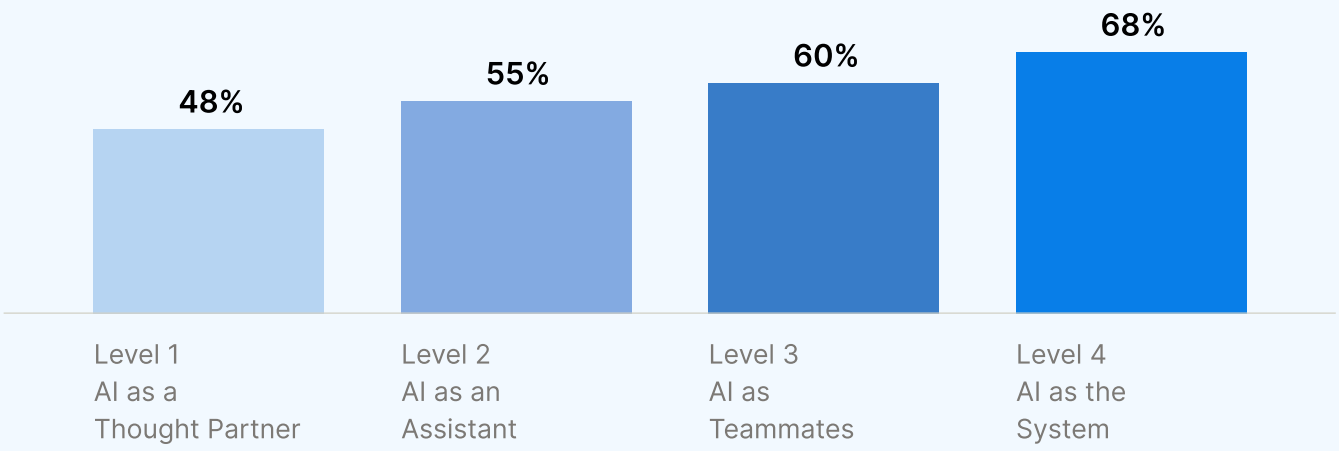
3. The race intensifies as organizations mature

Across maturity levels, the share of AI Decision Makers who say investment is outpacing readiness climbs steadily, from 48% at Level 1 to 68% at Level 4.

That means the learning curve does not flatten as companies get more advanced. In many ways, it actually gets steeper. As organizations move from experimenting with AI to embedding it into actual workflows, the pace of change is outrunning employees' ability to keep up.

The race intensifies at every level

% of AI Decision Makers who agree: "We're investing in AI faster than our employees are prepared to use it."



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers, N=2,018 (L1=641, L2=866, L3=431, L4=80).

LEVEL 1 OR 2 ORG

> **"I wish that everyone was trained with AI and everyone knew how to use it."**
>
> France | Sales or Customer Success AI Decision Maker | Level 1

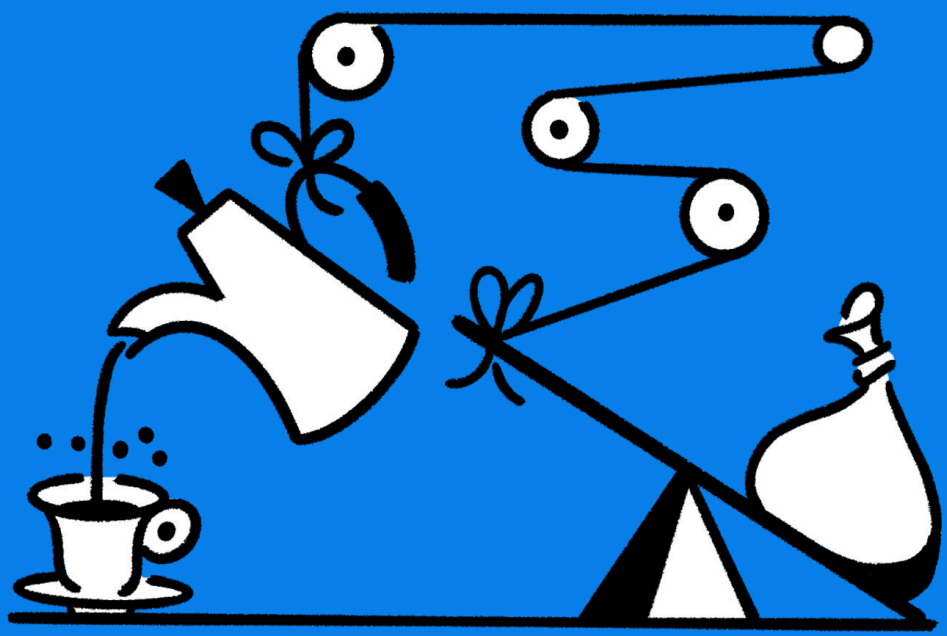
LEVEL 3 OR 4 ORG

> **"It helps us work better, but it's still in an early stage. Trainings should be given so we can better understand how to use it."**
>
> Belgium | Information Technology (IT) Admin | AI Decision Maker | Level 3

Section 2

Where AI transformation is pulling ahead

How AI maturity shifts from individual tasks to workflows, where progress is breaking through across regions, roles, and company sizes, and where the biggest opportunity lies for the next phase of transformation.



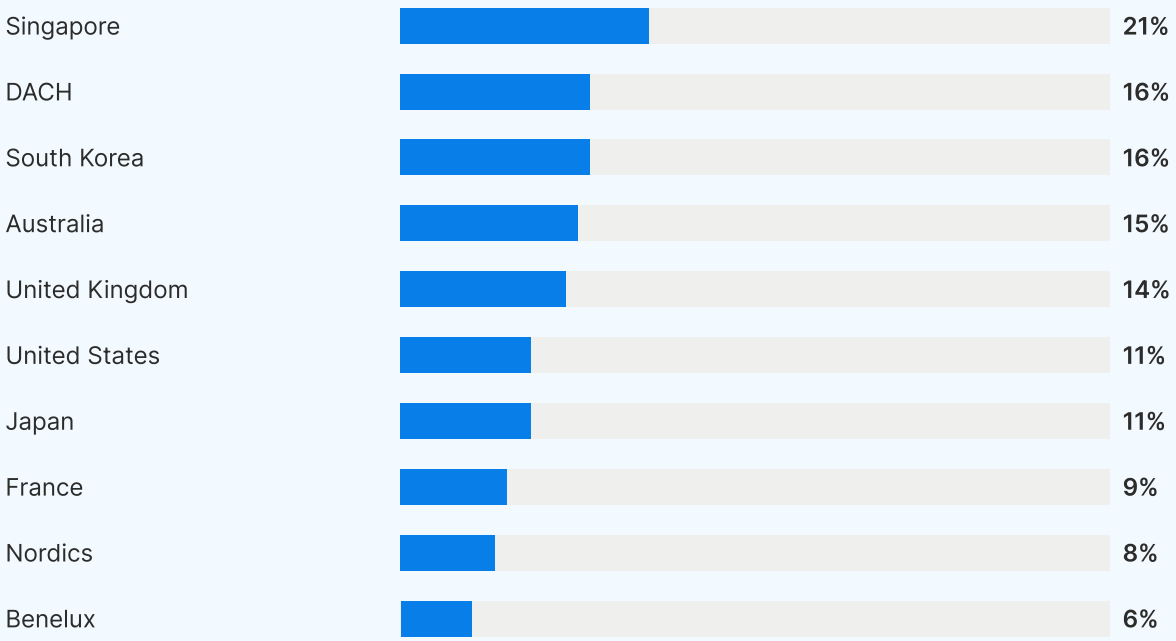
Who's closest to AI Transformation

The organizations furthest along share a recognizable profile. They operate in markets with stronger government investment and endorsement, are mid-market in scale, and are led by people close to infrastructure, product, and decision-making.

Singapore leads the world at 21%, nearly 2× the global average. The US sits mid-pack at 11%, tied with Japan and trailing the UK (14%), Australia (15%), South Korea (16%), and DACH (Germany, Austria, Switzerland; also 16%). France (9%), the Nordics (8%), and Benelux (6%) round out the bottom.

Level 3–4 AI transformation, by market

% of AI Decision Makers and Users at Level 3-4 (Scale 0–60%)

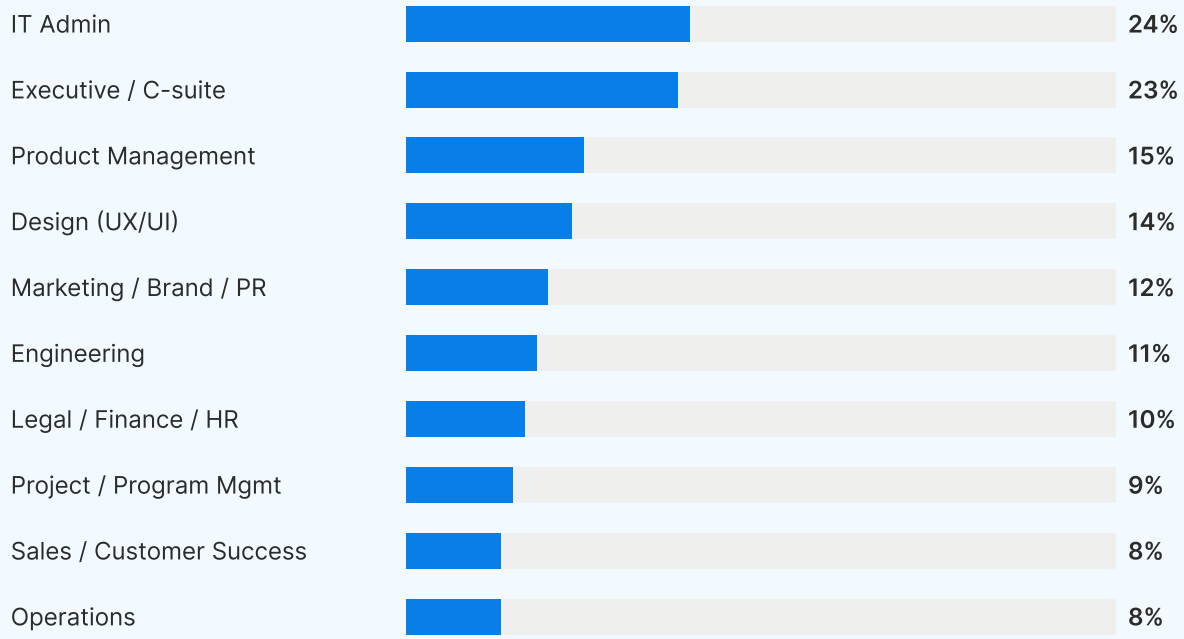


Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N=6,118. % of respondents at Level 3 or 4, by country.

Role shapes AI transformation in meaningful ways. IT Admins, Executives, and Product-adjacent roles like Product Management and Design are furthest ahead, signaling that the roles that sit closest to infrastructure, systems, and how work actually gets built.

Level 3–4 AI transformation, by role

% of AI Decision Makers and Users at Level 3-4 (Scale 0–60%)

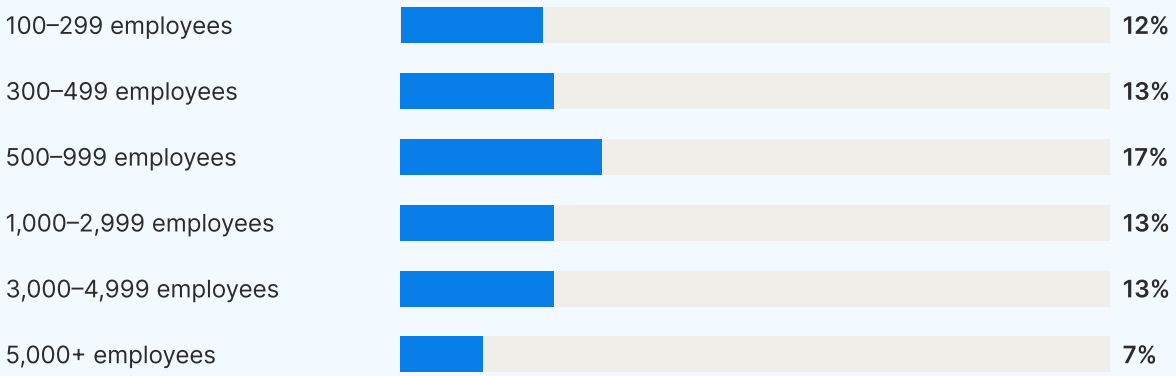


Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N=4,079. % at Level 3 or 4, by respondent role.

Company size shapes AI maturity, but scale does not guarantee it. Mid-market companies lead at 17%, while enterprise trails at 7%. Larger organizations may have more structure, but they also have more barriers to deploy AI.

Level 3–4 adoption: By company size

% at Level 3 or 4, by company size (ordered by headcount ascending)
(Scale 0–60%)

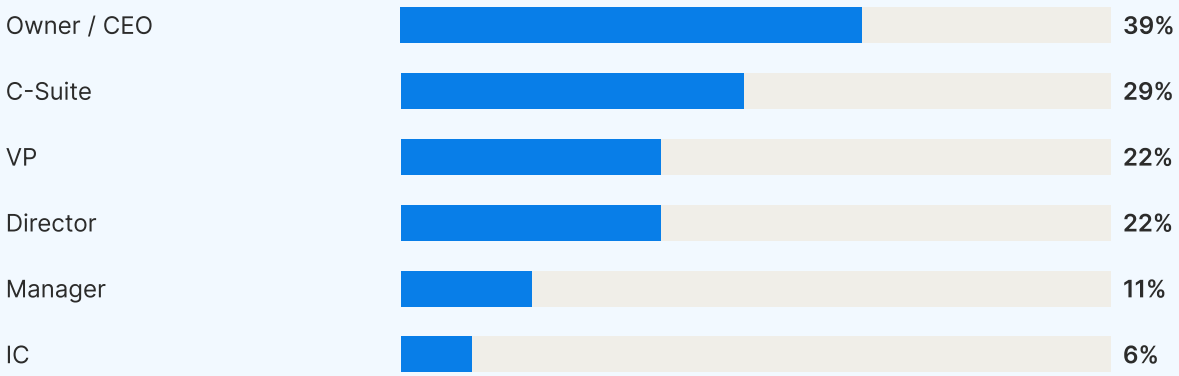


Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N=6,118. % at Level 3 or 4, by company size.

Seniority is one of the strongest signals of AI maturity. Owner/CEO respondents are more than 6× more likely to be operating at Level 3 or 4 than individual contributors—a difference that holds consistently across every region and industry in the dataset.

Level 3–4 adoption: By seniority

% at Level 3 or 4, by job seniority. Ordered by value (descending)
(Scale 0–60%)



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers and AI Users, N=6,118. % at Level 3 or 4, by job seniority.

What mature orgs care about today

We measured the motivations behind AI investment from two angles: AI Decision Makers selected their top three reasons for investing in AI, and AI Users selected their top reasons for using it. The two patterns track each other closely.

Decision-makers shift from internal efficiency to value creation.

At Levels 1 and 2, the case for AI is built around productivity, automation, and cost reduction. At Levels 3 and 4, those reasons still rank first, but customer experience (+8 pp) and enabling new capabilities (+5 pp) rise alongside them.

Top-3 motivations for investing in AI

% of AI Decision Makers selecting each as a top-3 reason, by AI maturity level. Ranked by change in pp.

Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers, L1-2 N=1,507, L3-4 N=511.

AI Users shift from speed to capability.

At Levels 1 and 2, AI is used most often for finding things faster (60%) and getting more done (48%). At Levels 3 and 4, speed-based reasons for using AI drop sharply, and capability-based reasons rise: doing work they previously couldn't (+10 pp) and making better decisions (+7 pp).

Reasons AI Users use AI

% of AI Users selecting each as a top reason for using AI, by AI maturity level.
Ranked by change in pp.

Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Users, L1-2 N=3,831, L3-4 N=242.

How the work actually changes with AI transformation

To better understand how AI actually shows up in knowledge work, we asked respondents which tasks they use it for—and which they still handle themselves.

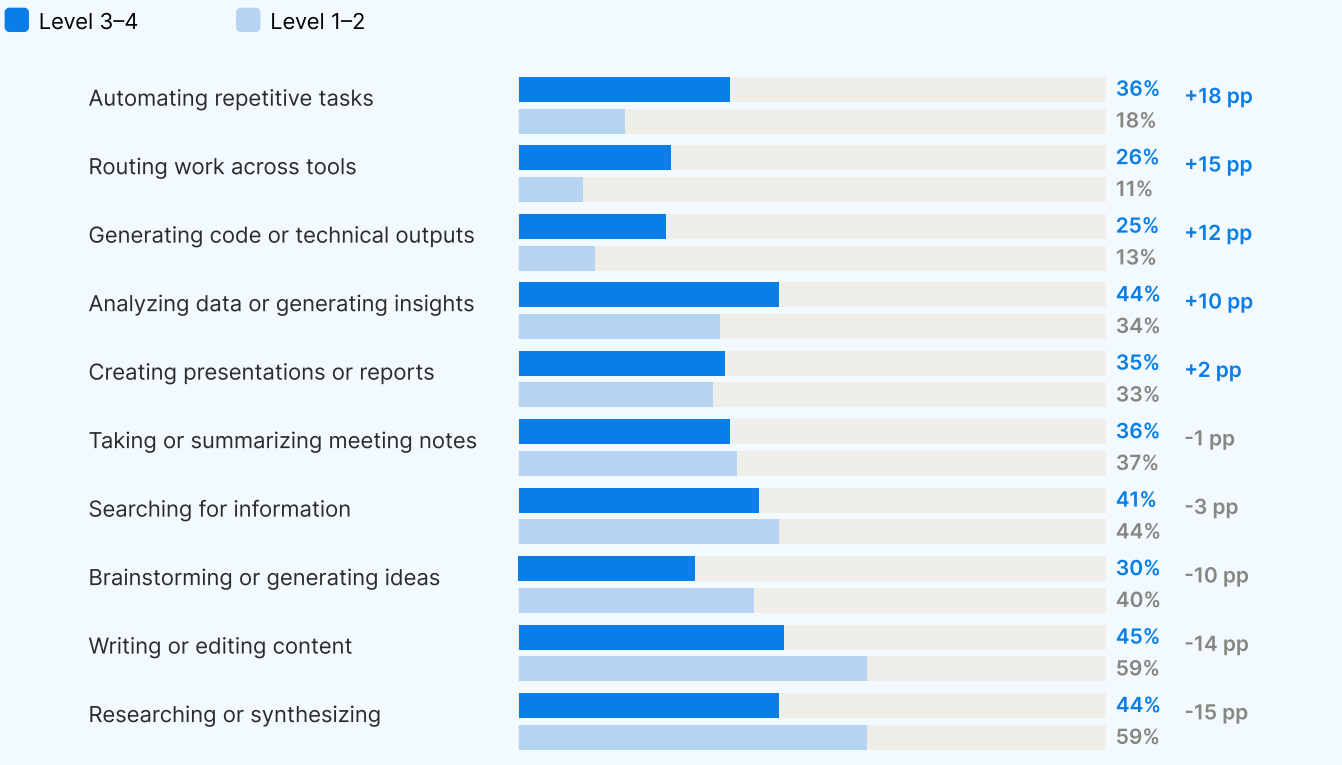
What rises is the systems work.

Automating repetitive workflows climbs 18 pp. Routing work across tools climbs 15 pp. Generating code and technical outputs climbs 12 pp. Analyzing data climbs 10 pp. The pattern is consistent: Less AI for the visible work of an individual, more AI for the connective tissue of an organization.

Research, writing, and data analysis still top the list of AI workflows at Level 3 and 4. Mature organizations haven't replaced the individual work; they've made room for the systems work alongside it.

Workflows where AI Users use AI

% of AI Users who selected each workflow, by AI maturity level. Ranked by change in pp.

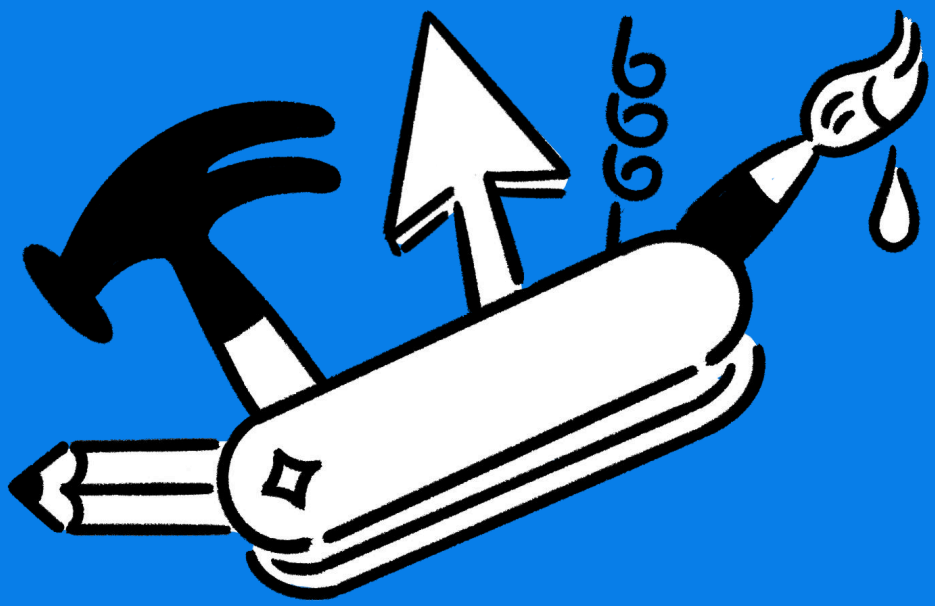


Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Users, L1-2 N=3,831, L3-4 N=242.

Section 3

Strategies to achieve AI transformation

Three things separate the organizations that get there from those that don't: what they build into their operations, what challenges they prepare for, and what they measure to know it's working. This section is the playbook.



Implementation strategies that separate organizations

We asked AI Decision Makers which implementation strategies their organization has put in place. Eight strategies were on the list. Three separate mature organizations from the rest: **integrating AI into existing systems (+18 pp), building governance and oversight** (+16 pp), **and measuring AI's impact with defined metrics** (+15 pp). These three gaps are nearly twice the size of any other implementation difference measured.

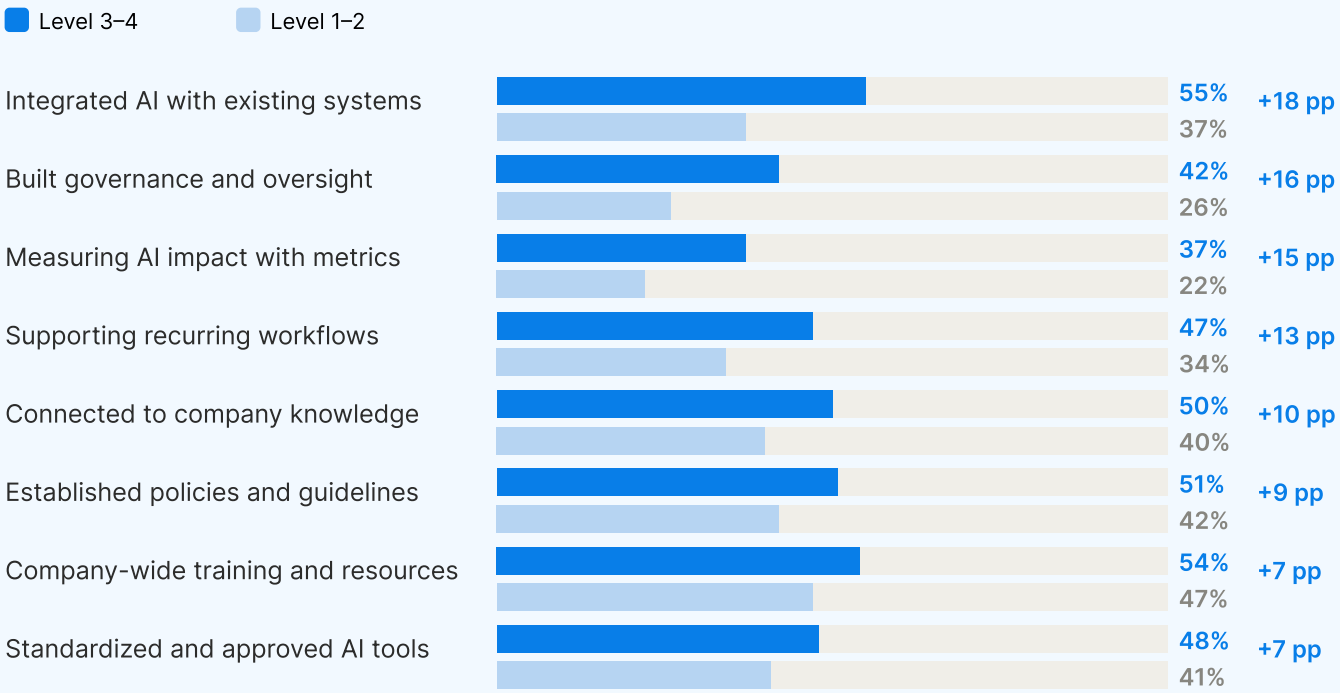
Other strategies–for instance, training, policies, standardized tools–matter, but every organization at every maturity stage invests in them. They don't separate the mature from the early. The moves that compound from there are the ones that wire AI into the systems and rules already running the business.

THE LEARNING

Training and policy work get organizations off the ground, but they plateau quickly. The moves that compound from there involve integration, governance, and measurement.

AI implementation strategies in place

% of AI Decision Makers reporting each strategy, by AI maturity level.
Ranked by change in pp.



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers, L1-2 N=1,507, L3-4 N=511.

> **"I see AI truly reducing manual data computation completely. Workers will have much more free time to design new projects."**
>
> United States | Executive / C-suite | AI Decision Maker | Level 3

> **"Our company is still trying to find a balance between unfettered use and cybersecurity. So there are a lot of permissions to use then criticism for using."**
>
> United States | Engineering | AI User | Level 2

How AI challenges shift with transformation

We asked AI Users which challenges are slowing AI adoption at their organization. The challenges don't disappear at scale; they change shape.

What gets easier are the human-facing barriers.

Skills and training gaps drop slightly (-3 pp). Low trust in AI outputs falls more substantially (-8 pp). Enablement programs do work over time. Organizations that invest in change management and training do see returns on those specific barriers.

What gets harder are the structural problems.

Tool sprawl more than doubles (+14 pp). Difficulty seeing AI's real impact rises (+9 pp). Inconsistent model performance and outputs increases (+5 pp).

A few challenges hold steady regardless of maturity.

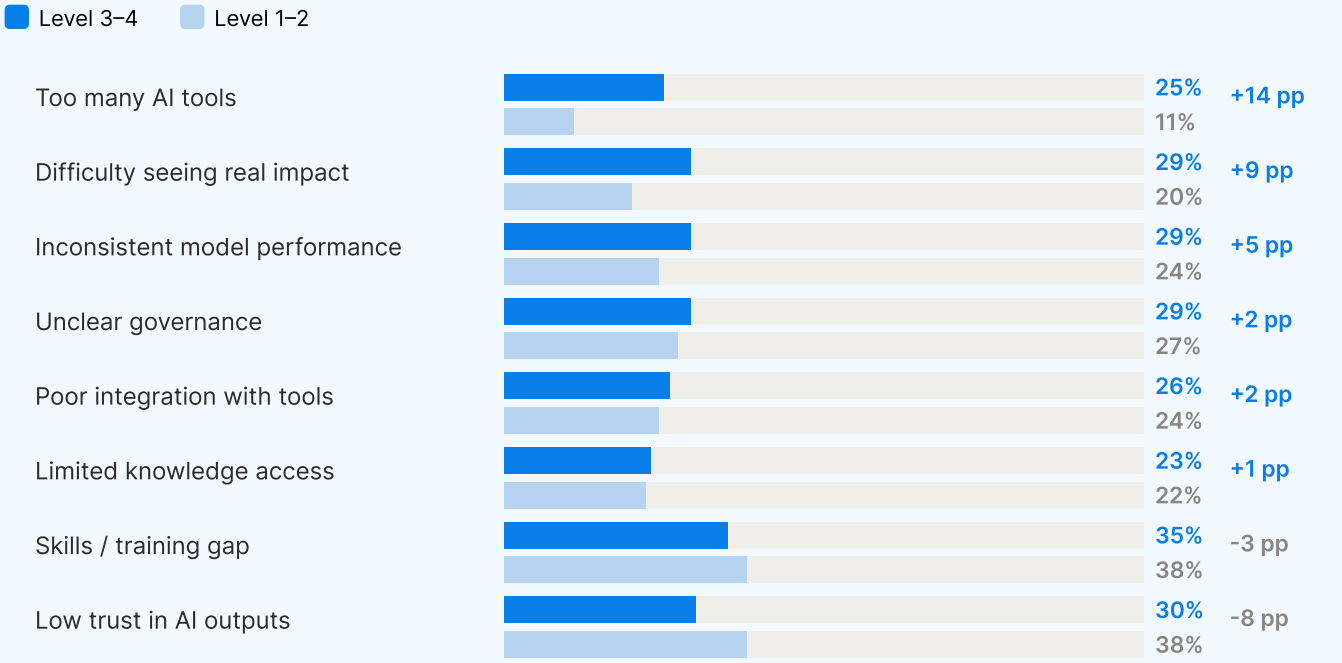
Unclear governance (27% → 29%), poor integration (24% → 26%), and limited knowledge access (22% → 23%) are structural gaps that don't get easier on their own. They're the constant: Every organization needs to close these gaps, at every stage.

THE LEARNING

Successful AI transformation isn't "helping people use AI better." Instead, the transformation is more like "making AI work consistently across models, see what it's doing, and contain its sprawl."

Top challenges slowing AI adoption

% of AI Users selecting each challenge, by AI maturity level.
Ranked by change in percentage points (Level 3-4 vs Level 1-2).



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Users, L1-2 N=3,831, L3-4 N=242.

> **"AI lacks tribal knowledge—it doesn't know our internal project history or specific technical debt. Our tools are AI islands. I'm still manually moving data between systems that don't talk to each other yet."**
>
> United States | IT Admin | AI User | Level 3

> **"Too many AI options exist, but none clearly fits my actual workflow."**
>
> South Korea | Project or Program Management | AI User | Level 3

> **"Government not giving a clear policy about AI is a big hindrance to its implementation. There are so many AI tools and it's difficult to manage."**
>
> Australia | IT Admin | AI Decision Maker | Level 3

The metrics that separate mature AI programs

Measurement is the single clearest separator between mature and early-stage AI organizations. Nearly 80% of Level 3 and 4 organizations measure AI's impact, compared to 62% at Level 1 and 2. But the gap isn't only in whether they measure. It's in what they measure.

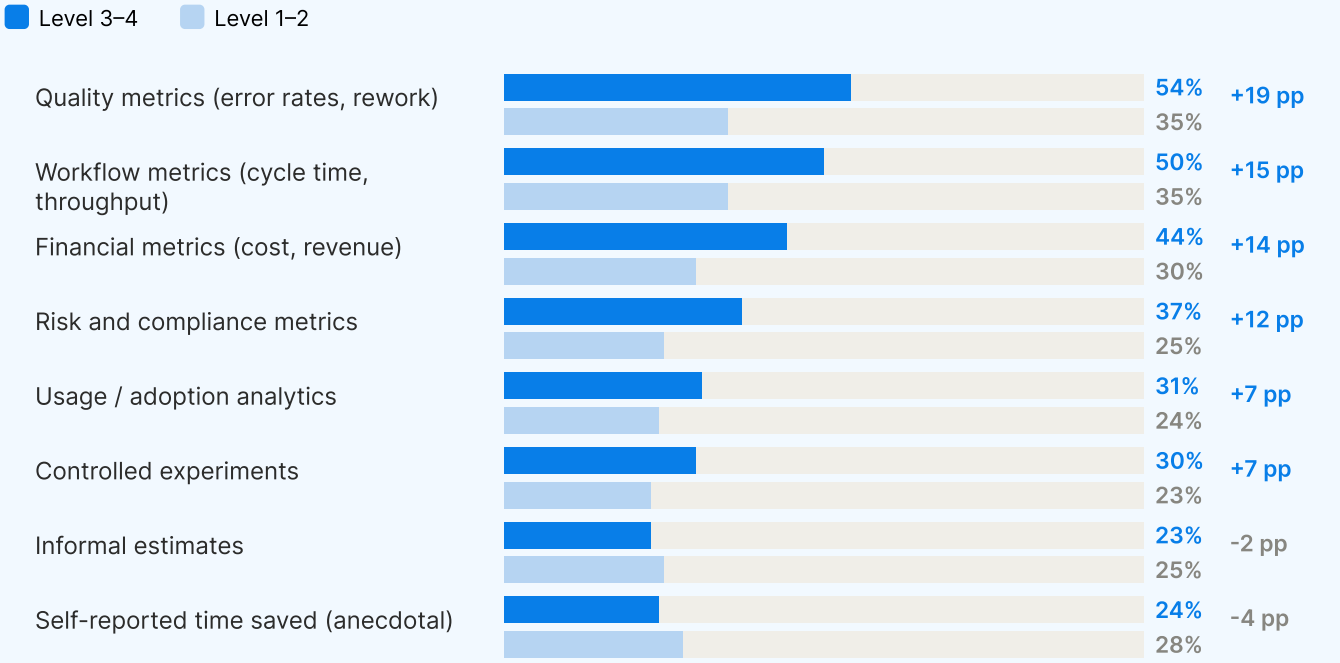
Mature organizations track outcomes that translate to business performance: quality metrics like error rates and rework (+19 pp), workflow metrics like cycle time and throughput (+15 pp), and financial metrics tied to cost and revenue (+14 pp). Early-stage organizations more often rely on softer signals: self-reported time saved and informal estimates.

THE LEARNING

At mature organizations, AI measurement isn't just about proving ROI to finance. It's about building internal trust so AI can take on more.

How organizations measure AI's impact

% of AI Decision Makers using each metric, by AI maturity level.
Ranked by change in pp.



Source: Notion Global AI Transformation Study (2026), fielded via Qualtrics. AI Decision Makers, L1-2 N=1,507, L3-4 N=511.

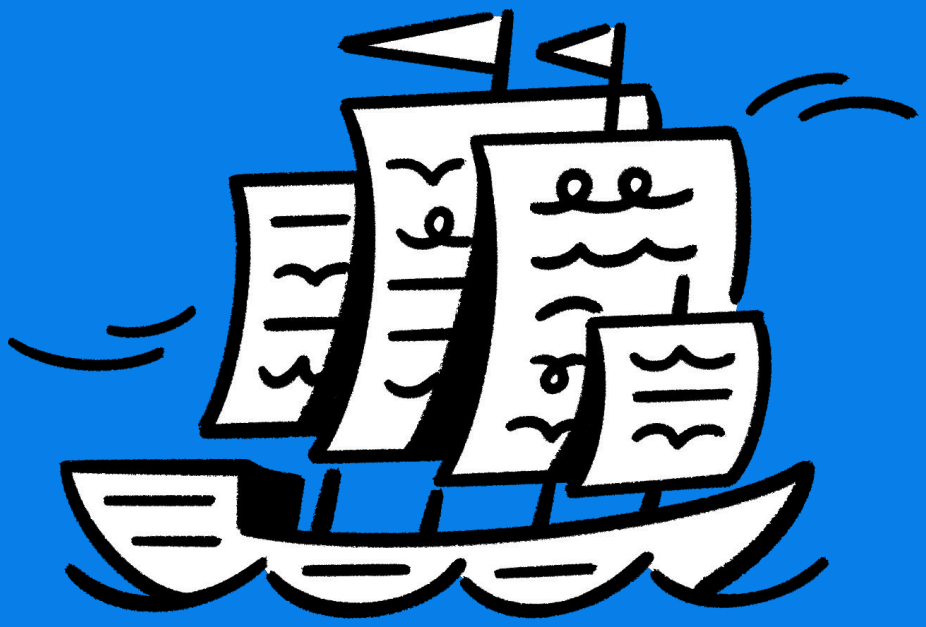
> **"It's unclear how effective AI is within the workplace yet. Its accuracy cannot yet be fully trusted and I constantly review and monitor. Laws and governance for AI is still very ambitious."**
>
> Australia | Project or Program Management | AI User | Level 3

> **"This is the attribution problem: intangible benefits where some investment doesn't produce immediate cash."**
>
> Singapore | Operations | AI Decision Maker | Level 3

Section 4

From the findings to your organization

The previous sections described what AI transformation looks like today. This section asks what it means for your organization. Take these data-informed questions back to your team.



Are you investing in AI integration or AI access?

Most organizations that have reached Levels 3 and 4 didn't get there through training programs or tool standardization. They got there by wiring AI into the systems where work already happens. Access is the starting line. Integration is the move that compounds from there.

Do your leaders and your workers agree on where you are?

Probably not, and the gap is probably wider than you'd guess. In this study, decision-makers were 26 percentage points more likely than their employees to say AI is being used effectively in the organization. Leadership thinks the transformation is happening faster than employees experience it. If you only ask one side, you'll get one answer.

Are you even measuring the right things?

At Level 1 and 2, self-reported time saved is a more prominent input. At Level 3 and 4, that metric falls and is replaced by quality (error rates, rework), workflow throughput, and financial impact. The shift isn't just in how much mature organizations measure. It's in who the measurement is for. Time saved is for the AI team. Cycle time and revenue are for the business.

Do your employees trust AI enough to use it?

And are they using it openly? Across the study, 71% of AI Users said they would use AI more if they trusted the outputs more. Half of decision-makers said they don't know how their employees are actually using AI—or that employees are using tools without approval. Trust and visibility are the two sides of one problem: If employees don't trust, they won't use; if leaders don't see, they can't help.

Appendix

Note on Methodology

This research was designed to understand how AI adoption is evolving across the modern workplace — from the leaders driving transformation to the employees using AI tools day to day.

- **Fielding period:** March 19th – May 19th, 2026
- **Research partner:** Qualtrics
- **Total sample:** 6,118 respondents
- **Markets surveyed (16 markets across 10 regions)**: United States, United Kingdom, France, Japan, South Korea, Australia, Singapore, and the Nordics (Denmark, Finland, Norway, Sweden), DACH (Germany, Austria, Switzerland), and Benelux (Belgium, Netherlands, Luxembourg)

Audiences
We sampled two distinct populations to capture both the strategic and experiential sides of AI in the workplace:

- AI Decision Makers (N=2,039): Professionals in decision-making roles, responsible for buying, influencing, or deploying AI within their organizations.
- AI Users (N=4,079): Desk-based employees who have used an AI chat tool at work at least once in the past month.

Methodology: The survey was conducted online via Qualtrics panels. AI Decision Makers were screened based on their level of influence over AI strategy, purchasing, or deployment within their organization. AI Users were screened based on active use of AI chat tools in the workplace within the past month. Quotas were applied across markets, industries, company sizes, and seniority levels to ensure a representative and balanced global sample.

AI Transformation Model: Throughout this report, we reference Notion's AI Transformation Model which describes four levels of AI maturity — from ad-hoc, individual experimentation to agent-run, organization-wide workflows. The levels are distinguished by a few core dimensions:

- **How work changes (who uses/owns AI)**: from individuals using AI as a thought partner to teams and workflow owners deploying AI into recurring processes, with checkpoints and oversight.
- **How AI operates (mode of use)**: from on-demand prompting in standalone tools → embedded, context-aware assistance in everyday tools → automated, cross-tool agents → proactive, multi-agent systems.

- **Context & connectivity**: how much company knowledge and tooling is consolidated or connected (i.e., whether AI can access the right documents, systems, and permissions to act effectively).
- **Governance & controls**: the presence of clear ownership, monitoring/ versioning, and permission guardrails as AI moves from personal productivity to business-critical execution.

In this report, we use the model as a consistent lens to interpret survey responses from both AI Decision Makers and AI Users, translating patterns in AI usage, use cases, and organizational enablement into a shared maturity language.

Confidence and margins: Results are subject to a margin of error of ±x% at the 95% confidence level for the total sample.

A note on rounding: Percentages in charts and tables may not sum to exactly 100% due to rounding.

notion.com