A Dale Carnegie White Paper

AI in the Workplace:

Navigating Generational and Role-Based Perceptions

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The rapid advancement of Artificial Intelligence (AI) is transforming the modern workplace, offering both significant opportunities and complex challenges for organizations and AI-savvy stakeholders.

As companies strive to leverage these innovations for greater productivity and efficiency, the need for informed, forward-thinking leadership has become increasingly critical. However, many organizations remain uncertain about the role AI should play and how to implement it effectively—particularly as attitudes toward AI adoption vary across different roles and generations.

In this white paper we explore the topic of **AI in the workplace** through the lens of **organizational roles** (leaders, managers, individual contributors) and **generational perspectives** (Gen-Z, Millennials, Gen-X, and Boomers).

In doing so, we examine:

- The impact of AI on leadership dynamics, particularly as younger generations step into leadership roles and the implications for organizations.
- Workforce confidence in adapting to AI-driven changes.
- Perceptions of AI's influence on work roles.
- Levels of trust in leadership surrounding AI implementation decisions.
- Views on transparency in AI initiatives.

We conclude with a **summary of key action items**—outlining strategic steps organizations can take to foster trust, enhance transparency, and equip employees with the skills needed to navigate AI-driven transformations successfully.

Informed by our comprehensive global study involving 3,375 respondents across 18 countries, we present a nuanced analysis of AI implementation in the workplace. By understanding these dynamics, organizations can better navigate the complexities of AI integration, fostering a culture of collaboration, transparency, and increased trust surrounding technology implementation.

These insights empower stakeholders to address varying perspectives, customize AI-related training, create leadership development opportunities, and implement targeted upskilling initiatives that align with their organization's unique needs and strategic objectives.

Leadership Across Generations

The evolving business landscape in the technology era has disrupted many aspects of the modern workplace, including leadership. Historically, career advancement was often tied to age, experience, and seniority. However, today's workplace is experiencing a shift where specialized skills and proficiency with emerging technologies are propelling younger employees into leadership roles at a faster pace, challenging traditional workplace norms. This proficiency provides a significant advantage in navigating the rapid pace of technological change and leveraging AI to enhance their roles.

But how prevalent is this shift? Table 1 highlights the percentage of participants within each generation[1] who identified as holding a position of leadership (e.g., Director or above)

Table 1
Percent Within Generations Identifying as Holding a Leadership Position

Hold a Position of Leadership	Generation	
19%	Gen-Z	18-27
22%	Millennial	28-43
16%	Gen-X	44-59
12%	Boomer	60-72

Source. Dale Carnegie and Associates (2024).

[1] Note: Generations ranges adopted by this Dale Carnegie & Associates research are based on the most commonly referenced generational delineations from Pew Research Center (PEW). Alternative approaches exist (including by PEW), but these generational guidelines are those used in this research effort and for discussion purposes.

within our study. Notably, Gen-Z and Millennials reported higher percentages of those in leadership roles within their age groups compared to their Gen-X and Boomer counterparts.

Importantly, this does not mean there are more younger leaders in absolute terms, but rather a higher proportion within these younger cohorts are stepping into leadership positions (e.g., 19% of Gen-Z participants identified as leaders within their organizations).

So, what does this mean for organizations and the future of work?

Implications for Organizations and the Future of Work

Integrating diverse age groups into leadership roles is critical for fostering a variety of perspectives, experiences, and ideas. However, if organizations view this generational shift solely through the lens of technical skills qualifications, they risk missing the bigger picture. A narrow focus on tech-savvy leadership, without adequate support for broader skills development, could inadvertently undermine long-term success that relies on collaboration.

Research consistently underscores the importance of interpersonal skills in shaping the future of work. Effective leadership requires more than technical expertise; it hinges on cultivating a positive culture that enhances job satisfaction, engagement, trust, communication, and overall employee well-being. If organizations prioritize technological capabilities without investing in the interpersonal skills needed to drive collaboration and manage change, they risk eroding workplace culture and ultimately hindering organizational success.

Navigating Change Due to AI Integration

Integrating AI into the workplace is a significant change effort that requires more than just technical solutions. It demands transparency, trust, empathy, and the ability to build rapport. These interpersonal skills are essential for influencing behaviors, fostering collaboration, and driving meaningful transformation. Leaders, regardless of their generation, play a crucial role in guiding these efforts.

As younger workers step into leadership opportunities, they absorb and share the responsibility for navigating organizational change. This highlights the need for inclusive training that addresses both the human and technological aspects of leadership. Organizations must avoid one-size-fits-all approaches and instead focus on equipping leaders of all generations with the necessary tools to succeed. By understanding the generational dynamics of leadership and recognizing the importance of balancing technical and interpersonal skills, organizations can create environments where leaders, regardless of age group, thrive.

The following sections further explore how AI implementation intersects with various roles and generations, ultimately offering strategies to tailor support and ensure successful integration for today's diverse workforce.

Does the Workforce Have the Skills Necessary to Adapt to AI?

Change is inevitable and often one of the most challenging processes within an organization. Getting it right is critical, as it impacts not only the immediate focus of the change goal but also the broader organizational culture, employee experience, and ultimately…productivity. Before embarking on major transformations—such as those driven by AI—it's essential to understand how well-equipped your workforce feels they are to handle these changes.

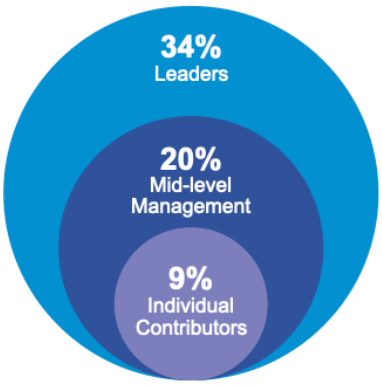
To gauge preparedness, we asked participants in our study whether they felt they had the skills necessary to adapt to workplace changes due to AI. This is important as confidence in one's skills can affect the risk-benefit perception of AI[2] and ultimately the level of support or resistance to implementation.

[2] Said, N., Potinteu, A. E., Brich, I., Buder, J., Schumm, H., & Huff, M. (2023). An artificial intelligence perspective: How knowledge and confidence shape risk and benefit perception. *Computers in Human Behavior*, *149*, 107855.

Confidence by Position in Adapting to AI-Driven Change

Leadership plays a critical role in shaping how organizations adapt to change. Our findings revealed that 34% of leaders feel confident in their ability to adapt to AI-driven changes, compared to just 20% of managers, and 9% of individual contributors (Figure 1). This confidence gap may be attributed, in part, to the fact that leaders received significantly more training on the use of technology over the past three years compared to the other roles. However, it also indicates a missed opportunity for companies to prepare their workforce for the future and is a good indicator of potential resistance to AI implementation efforts. Thus, it highlights an internally created hurdle.

Figure 1
Highly Confident in Their Ability to Adapt to AI-driven Changes (by role)



Source. Dale Carnegie Research (2024).

> ***Over the past 3 years, leaders have received more tech-focused training than managers and individual contributors.***
>
> -Dale Carnegie & Associates

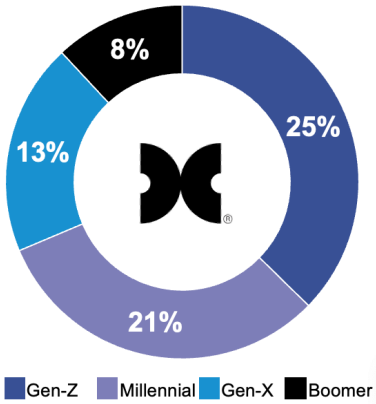
Leaders' confidence in adapting to AI is also likely influenced by their increased exposure to decision-making processes surrounding technology integration. However, this advantage underscores a broader issue and need for equitable training opportunities across all organizational levels to ensure that every employee, regardless of role, feels prepared to navigate AI-driven change regardless of their level of involvement in the implementation decision.

Confidence by Generation in Adapting to AI-Driven Change

Generationally, younger workers—Gen Z and Millennials—reported higher confidence in their ability to adapt[3] to workplace changes driven by AI compared to Gen X and Boomers (Figure 2). This confidence likely stems from younger generations' closer connection to technology. Having grown up in an era of rapid technological advancement, they may be more adaptable with integrating new tools (such as generative AI[4]) into their work and lives. For these younger workers, technology is not a disruptor but a natural part of daily life, which helps build their confidence in adapting to innovations like AI.

In contrast, older generations, who may not have had the same level of exposure to continuous tech advancements, often view AI as a more significant shift. Despite similar access to training at the leadership level for example, older workers may take longer to adapt, as their experience often centers on environments with slower rates of technological change. Bridging this confidence gap will require targeted efforts to support these employees in developing the skills and familiarity needed to thrive in an AI-driven workplace.

Figure 2
Highly Confident in Their Ability to Adapt to AI-driven Changes (by generation)



Note. Numbers reflect percentage within the specific generation.

Source. Dale Carnegie Research (2024).

Enhancing Skills to Enhance AI Adaptation – A Tailored Approach

To enhance the skills necessary to adapt to AI, organizations should consider the specific needs of stakeholders within different roles and generations (and the various combinations), such as:

- **Role-Specific Training:** This means focusing on the needs of one's role such as strategic decision-making, AI application, and hands on training but to be effective. However, to improve ROI through building practical skills and confidence, research shows us that the time, messaging, or approach may need to vary across generations.

[3] Note: For additional information and insights regarding perception gaps in the workplace, see Dale Carnegie & Associates. (2024). Bridging the gaps: Aligning workplace perceptions across organizational roles. www.dalecarnegie.com
[4] Chan, C. K. Y., & Lee, K. K. W. (2023). The AI generation gap: Are Gen Z students more interested in adopting generative AI such as ChatGPT in teaching and learning than their Gen X and Millennial generation teachers? *Smart Learning Environments*, *10*(60).

- **Generationally Targeted Initiatives:** Create generationally targeted initiatives that leverage the tech-savviness of younger workers and provide foundational training for older workers to build their comfort with AI.
- **Culture of Continuous Learning:** Establish a culture of continuous learning through workshops, online courses, and certifications to keep the workforce up-to-date with the latest AI advancements.

- **Inclusive Communication Strategies:** Encourage inclusive communication strategies that address the concerns and interests of different groups, and foster a supportive environment where employees feel safe to experiment and learn from their experiences with AI.

By promoting a growth mindset, sharing real-world examples and success stories, and offering personalized learning paths, organizations can further increase employees' confidence in adapting to AI.

The Impact/Influence of AI on One's Work Role

One's confidence in their ability to adapt to AI-driven changes discussed in the previous section also correlated with the impact or influence participants felt AI had their work role. Lower confidence can be associated with their likeliness to use AI or rather, avoid it. This can point to missed opportunities as, at the very least, AI can help to improve efficiency in the proper applications.

Considering this, what did participants say about the impact of AI across roles and generations?

By Position

There was a significant divide in opinion between the leaders, managers, and individual contributors on the impact of AI on a work role where 24% of leaders, 12% of managers, and only 4% of individual contributors strongly believe that AI has had an impact[5] (Figure 3). Essentially, leaders feel that AI has had an impact on their roles at a much higher rate than lower-level employees, who felt it was not as influential to their job.

Figure 3
Strongly Agree AI Has Directly Impacted/Influenced Their Work Role (by position)

Source. Dale Carnegie Research (2024).

While this disparity may reflect the technical nature of specific jobs and the need to interact with AI as part of a daily task, we must also consider other factors. For example, the differences across roles might indicate a lack of communication within a company and a missed opportunity to work collaboratively to improve the workplace and employee experience with the help of AI regardless of rank or position. For example, on the heels of the Great Resignation and Quiet Quitting companies might consider and share ways AI might help improve work-life balance.

By Generation

Younger generations strongly agree that AI has influenced their work at a higher rate when compared to Millennials and Boomers where only 8% and 4% respectively felt the same (Figure 4).

While these differences may, in part, reflect a culture of avoidance of AI by older generations, it could also point to varying levels of exposure, training, and awareness. While younger workers often grow up immersed in technology and view AI as a natural extension of their professional toolkit, older workers may lack the same level of familiarity and confidence in leveraging these tools. This dynamic can result in a spectrum of engagement with AI—from enthusiastic adoption by younger generations to cautious hesitation or underutilization by older ones. Older workers, having not grown up with the same familiarity as younger workers, may not assign the same level of importance to the tech/AI adoption or progression and companies

[5] Note: These differences in perceptions across roles regarding AI is in line with other key workplace divides. See Dale Carnegie & Associates. (2024). Bridging the gaps: Aligning workplace perceptions across organizational roles. www.dalecarnegie.com

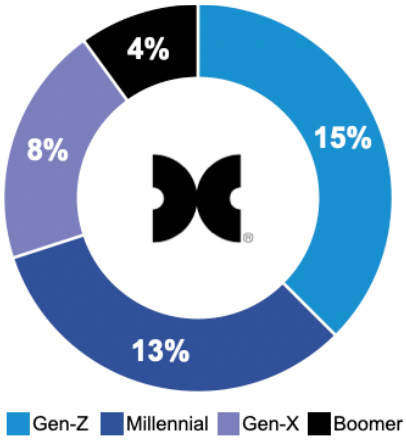
could look to improve communication and messaging to counter this, convey its importance, and familiarize its workforce with its potential benefits.

While there is certainly a case to be made for job or industry specific applications or needs that contribute to the responses surrounding the impact of AI on one's role, if that were the case we would still expect that within roles, responses would be similar. However, the trending and consistent decline within roles indicates that there is more at work here and the data indicates a generational component to the level of AI's influence.

For example, 67% of Gen-Z leaders expressed some level of agreement (agree or strongly agree) when asked whether AI has directly impacted or influenced their role, contrasted with only 35% of Boomers (see Table 2).

This trend is also not unique to leadership and is similar at the management and individual contributor level as well. Younger workers across all levels more likely to say that AI has directly impacted their work role. Regardless of their role, they are more likely to use AI to impact their work role than older generations. These differences add complexity to AI implementation and highlight why it's important for organizations to avoid one-size-fits-all approaches with many efforts involving stakeholders.

Figure 4
Strongly Agree AI Has Directly Impacted/Influenced Their Work Role (by generation)



Note. Numbers reflect percentage within the specific generation.

Source. Dale Carnegie Research (2024).

Table 2
AI Impact/Influence on Work Role (by position and generation)

	Generation	No	Neutral	Yes
Leaders	Gen-Z (18-27)	11%	23%	67%
	Millennial (28-43)	15%	24%	61%
	Gen-X (44-59)	20%	28%	52%
	Boomer (60-72)	31%	35%	35%
Managers	Gen-Z (18-27)	32%	22%	47%
	Millennial (28-43)	25%	30%	45%
	Gen-X (44-59)	32%	32%	36%
	Boomer (60-72)	41%	37%	22%
Individual Contributors	Gen-Z (18-27)	41%	27%	32%
	Millennial (28-43)	48%	29%	23%
	Gen-X (44-59)	51%	32%	18%
	Boomer (60-72)	48%	35%	18%

Source. Dale Carnegie Research (2024).

For maximum effectiveness, it's imperative to understand the complexities of your workforce and meet them where they are instead of where companies expect them to be.

Enhancing the Level of AI Impact

Avoiding or minimally engaging with AI is not a sustainable strategy in today's fast-evolving workplace. Younger leaders (and younger workers in other roles) are already using AI to enhance their efficiency, decision-making, and strategic contributions, giving them a distinct competitive advantage. In contrast, lower rates of AI engagement among older workers could signal missed opportunities for improving productivity and adapting to new business demands. Whether due to resistance to change, insufficient training, role-specific applications, or lack of awareness of importance, the data highlights the need for organizations to bridge this gap.

To ensure equitable access to the benefits of AI, organizations must focus on upskilling and reskilling initiatives that address generational disparities. By creating training programs that foster both technical proficiency and confidence, companies can enable workers across all generations to better integrate AI into their roles. The goal is not only to keep pace with technological advancements but also to build an inclusive workforce where every employee feels empowered to leverage AI's potential. Only then can organizations unlock the full spectrum of innovation and efficiency that AI offers.

Prioritize Building Trust in AI

Trust is a critical outcome variable impacted and fueled by many organizational actions; actions that serve to increase or decrease the level of trust present. It is shaped by a combination of leadership behaviors, communication practices, transparency, and company culture. Trust is not built in isolation but is the result of consistent actions that signal reliability, fairness, and respect.

In the workplace, a lack of overall trust can lead to lower job satisfaction, decreased engagement, and a lack of psychological safety among other negative outcomes. Moreover, a lack of trust creates significant barriers to any change process such as the introduction of new technology and trust in AI is crucial for its successful integration into the workplace.

Part of our study aimed to understand the level of trust employees have in their leaders to make the right decisions regarding AI implementation. Findings reveal significant differences in trust levels across various roles and generations, highlighting the need for tailored strategies to build confidence and support AI adoption.

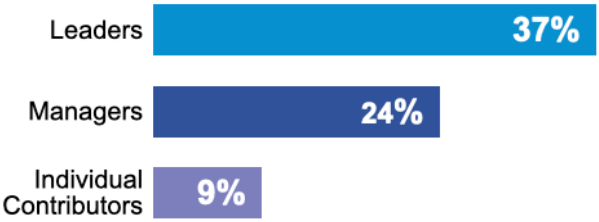
By Position – Level of Trust in Leadership Surrounding AI Implementation Decisions

Study results indicate a notable disparity between leaders, managers, and individual contributors regarding their trust in leadership to make the right decisions surrounding AI implementation. Only 9% of individual contributors expressed a strong level of confidence in their leaders' ability to make the right decisions regarding AI implementation. Surprisingly, among those in leadership positions, only 37% felt confident in their own leaders' decision-making ability surrounding AI implementation (Figure 5).

Stated another way, 63% of those in a leadership position *do not have* a high level of trust in their leader to make the right decisions around AI implementation; this is a high percentage.

Figure 5

Have a High Level of Trust in Leadership Surrounding AI Implementation (by role)



Note. Numbers reflect percentage within the specific generation.

Source. Dale Carnegie Research (2024).

This gap underscores the importance of transparent communication and inclusive decision-making processes to build trust across all organizational levels.

By Generation – Level of Trust in Leadership Surrounding AI Implementation Decisions

When examining trust in leadership to make the right decisions about implementing technology such as AI by generation, Gen-Z and Millennials reflect a significantly higher level of trust (25% and 23%) in their current leaders to make the right decisions about implementing AI compared to their older counterparts. As tech adoption is a change action, varying levels of trust only makes the successful integration more difficult.

These generational divides highlight the varying degrees of familiarity and comfort with technology among different age groups. Results also support the observation of younger workers increasingly stepping into leadership roles in the age of AI and that there is trust in these younger leaders surrounding this effort.

Younger generations, having grown up in a tech-driven environment, are more likely to trust and embrace AI as a natural progression in the workplace. In contrast, older generations may require more reassurance and support to build their confidence in AI initiatives. This generational difference in trust levels emphasizes the need for

Table 3

Have a High level of Trust in Leadership Surrounding AI Implementation (by generation)

High Level of Trust in Leaders Around AI Implementation Decisions	Generation	
25%*	Gen-Z	18-27
23%*	Millennial	28-43
16%	Gen-X	44-59
14%	Boomer	60-72

*Significantly different than Gen-X and Boomers

Source. Dale Carnegie Research (2024).

organizations to adopt a multi-faceted approach to AI integration and one that addresses the unique concerns and expectations of each generation.

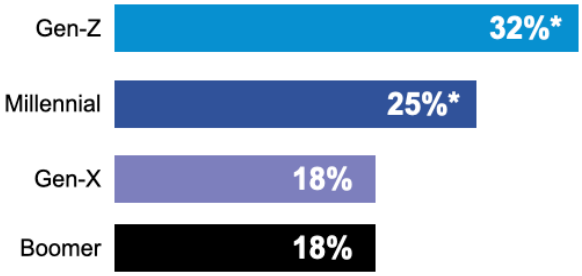
Managers Across Generations Vary Significantly in Their Level of Trust in Leadership Regarding AI

Interestingly, and as management is the bridge between strategy and execution, it is worth highlighting the significant differences reflected in the generation divides *within* the mid-level management role as well. Of those within the management role, younger workers are more likely to trust leadership with AI implementation decisions (see Figure 6). Again, this reflects younger workers entering leadership roles and these workers being more connected to the overall trends.

This disconnect at the management level across generations may point to a key factor of successful AI implementation being the level of trust inherently brought to the table based on generational familiarity. Meaning, given the same level of information from an organization, external or outside experiences may serve to bolster the level of trust surrounding AI change process within their work role — a sentiment that may likely find its way into various verbal and nonverbal communication processes and ultimately impacting success.

Figure 6

Percent of Managers with a High Level of Trust in Leadership Surrounding AI Implementation (by generation)



*Significantly different than Gen-X and Boomers

Note. For example: 32% of Gen-Z managers have a high level of trust in leadership surrounding AI implementation decisions.

Source. Dale Carnegie Research (2024).

Build Trust Through Targeted and Consistent Action and Behavior

In the context of AI integration, trust becomes even more crucial. Employees need to feel confident that AI tools will be implemented fairly and effectively, without compromising their roles or job security. This is influenced by the degree to which employees feel valued, heard, and supported in their roles; areas that ultimately affect buy-in, reduce resistance to change, and support the successful adoption of AI technologies.

Suggestions for improving the level of trust surrounding AI implementation include:

- **Transparent Communication and Inclusive Decision-Making:** The significant disparity in trust levels between leaders, managers, and individual contributors highlights the need for transparent communication. Ensuring that all employees are informed about AI initiatives and involved in decision-making processes can help build trust across all organizational levels. Regular updates and open forums for discussion can address concerns and foster a sense of inclusion.

- **Tailored Strategies for Different Generations:** The generational differences in trust levels suggest that a one-size-fits-all approach may not be effective. Younger employees, who are generally more comfortable with technology, may require less reassurance, while older employees might need more support and training to build their confidence in AI. Tailoring communication and training programs to address the unique needs and concerns of each generation can help bridge the trust gap.

- **Support for Emerging Leaders:** As younger workers step into leadership roles, it is crucial to support them with comprehensive training programs that enhance both their technical and interpersonal skills. This dual focus ensures that they are well-equipped to lead AI initiatives effectively while maintaining strong relationships with their teams. Encouraging mentorship and continuous learning can further bolster their confidence and trustworthiness.

- **Building Psychological Safety:** Creating an environment where employees feel safe to express their concerns and opinions without fear of retribution is essential for building trust. Encouraging open dialogue and actively listening to employee feedback can help identify and address potential issues early on, fostering a culture of trust and collaboration.

By implementing these strategies, organizations can enhance trust in AI initiatives, leading to higher engagement, job satisfaction, and successful technology integration.

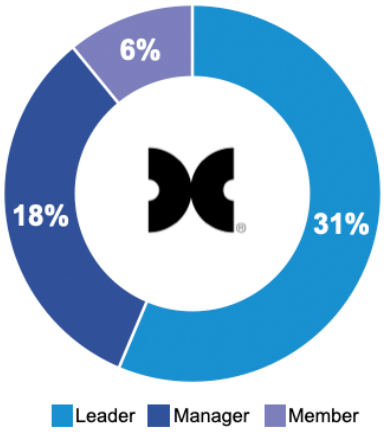
Transparency's Role Surrounding AI in the Workplace

Building trust in AI decisions within organizations is crucial and, as mentioned, transparency plays a key role in this process. Our research found a strong correlation between the level of transparency in AI implementation and the level of trust employees have in their leaders to make the right AI-related decisions. Essentially, the more transparent leaders are perceived to be, the more trust they garner from their employees. Therefore, improving transparency in the workplace is essential for fostering trust and supporting change efforts. Transparency must be honest, open, and genuine.

Transparency By Position

Considering the importance of transparency in developing trust and that increased resistance can occur in its absence, we would expect successful organizations to prioritize transparency surrounding AI implementation to support the change process. However, when viewing the level of transparency surrounding AI implementation reported by role, our research indicates a significant breakdown in perceived transparency as one moves down the hierarchical ladder.

Figure 7
Strongly Agree There is Transparency Surrounding AI Implementation (by role)



Source. Dale Carnegie Research (2024).

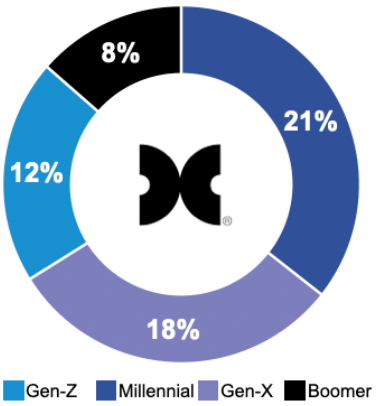
For example, 31% of leaders feel there is transparency surrounding AI implementation, compared to only 18% of managers, and 6% of individual contributors (Figure 7). This discrepancy suggests that information sharing as well as effective communication are lacking. The lower levels of perceived transparency among managers and individual contributors can create resistance to AI implementation efforts and only add self-imposed organizational difficulty to the process. Further, this is even more alarming considering that only 31% of those in leadership positions feel there is transparency surrounding AI implementation. Such a low percentage from the leadership role reinforces the important need to improve in this area, particularly considering its correlation with the level of trust.

Transparency By Generation

Generational differences surrounding transparency also emerged in our analysis. Results show that the percentage of respondents who strongly agreed there is transparency surrounding AI implementation decreases with each successive generation (see Figure 8).

Gen Z and Millennials have a significantly more favorable view of the level of transparency compared to Gen X and Boomers. This difference is likely due to younger generations' familiarity with AI and technology, which allows them to form a clearer picture of AI implementation with less detailed information (or the same amount provided to older generations). In contrast, older generations may require more information to feel that a high degree of transparency exists. The absence of this tailored amount information leads to lower perceived transparency among older workers.

Figure 8
Strongly Agree There is Transparency Surrounding AI Implementation (by generation)



Note. Numbers reflect percentage within the specific generation.

Source. Dale Carnegie Research (2024).

Improving the Levels of Transparency

To address these discrepancies there are a number of actions an organization can undertake to improve the level of transparency reflected across roles and generations. Note that since transparency is strongly correlated with trust, some of the following items were also mentioned under the discussion of trust.

- **Enhanced Communication Channels:** Establish clear and consistent communication channels that ensure all employees, regardless of their position, receive the same level of detailed information about

AI initiatives. Regular updates through town hall meetings, newsletters, and dedicated AI project portals can help bridge the transparency gap.

- **Inclusive Decision-Making Processes:** Involve employees at all levels in the decision-making process related to AI implementation. This can be achieved through focus groups, surveys, and feedback sessions. By actively seeking input from managers and individual contributors, organizations can address concerns and build a more inclusive environment.

- **Leadership Training on Transparency:** Train leaders on the importance of transparency and equip them with the skills to communicate effectively about AI initiatives. This includes being honest about the potential impacts of AI, both positive and negative, and demonstrating a commitment to ethical decision-making.

- **Transparency Metrics and Accountability:** Implement metrics to measure the level of transparency within the organization. Regularly assess and report on these metrics to ensure continuous improvement. Hold leaders accountable for maintaining high levels of transparency and addressing any identified gaps.

- **Visual and Accessible Information:** Use visual aids such as infographics, videos, and interactive dashboards to present AI-related information in an easily digestible format. This can help employees at all levels and generations understand complex AI concepts and their implications.

Adopting these strategies, organizations can enhance transparency, build trust, and support the successful integration of AI technologies.

Action Items Summary

Organizations need to be acutely aware of generational and role-based divides in perceptions of AI, as these disparities often require tailored strategies to maximize impact and ROI. While various recommendations have been discussed throughout this text, the following list consolidates key action items to help practitioners take a structured approach to addressing these challenges.

Based on the insights from this research, organizations should consider the following strategic actions:

1 Communication and Transparency

Fostering open communication and transparency in AI initiatives builds trust, bridges knowledge gaps, and aligns teams on shared goals.

- **Enhance Communication Channels**
  Establish clear and consistent communication channels to ensure all employees receive detailed information about AI initiatives. Use town hall meetings, newsletters, and dedicated AI project portals to keep everyone informed.
- **Inclusive Decision-Making**:
  Involve employees at all levels in AI-related decision-making processes. Use focus groups, surveys, and feedback sessions to gather input and address concerns, fostering a sense of inclusion and collaboration.
- **Tailor Information for Different Generations**
  Provide more comprehensive and detailed information to older employees who may need additional context to understand AI initiatives. Use workshops, training sessions, and Q&A forums to address their specific concerns.
- **Provide Leadership Training on Transparency**:
  Train leaders on the importance of transparency and equip them with the skills to communicate effectively about AI initiatives. Emphasize honesty about the potential impacts of AI and a commitment to ethical decision-making.

- **Use Visual and Accessible Information**:
  Use visual aids such as infographics, videos, and interactive dashboards to present AI-related information in an easily digestible format. This helps employees at all levels understand complex AI concepts and their implications.
- **Review Transparency Metrics and Accountability**:
  Implement metrics to measure transparency within the organization. Regularly assess and report on these metrics to ensure continuous improvement. Hold leaders accountable for maintaining high levels of transparency.

2 Leadership and Stakeholder-Specific Training

Targeted training equips leaders and stakeholders with the skills and confidence necessary to navigate AI-driven changes, ensuring alignment across roles and generations.

- **Support Emerging Leaders**:
  Provide comprehensive training programs for younger leaders that enhance both their technical and interpersonal skills. Encourage mentorship and continuous learning to bolster their confidence and trustworthiness.
- **Equitable Training Opportunities**:
  Ensure equitable access to training opportunities across all organizational levels. Provide tailored training programs that cater to the specific needs of different roles and generations to build confidence in AI-driven changes.
- **Promote a Growth Mindset**:
  Foster a culture of continuous learning through workshops, online courses, and certifications. Share real-world examples and success stories to inspire confidence and demonstrate the benefits of AI integration.

3 Organizational Culture and Employee Support

Building a supportive organizational culture empowers employees to embrace AI-driven changes, fostering collaboration, adaptability, and a sense of shared purpose.

- **Build Psychological Safety**:
  Create an environment where employees feel safe to express their concerns and opinions without fear of retribution. Encourage open dialogue and actively listen to employee feedback to identify and address potential issues early on.

By implementing these detailed action items, organizations can effectively address the generational and role-based divides in perceptions of AI, fostering a more inclusive, transparent, and adaptable workforce ready to leverage AI's potential.

Conclusion

The integration of AI into the workplace presents both opportunities and challenges for organizations. As highlighted in this document, views surrounding key aspects of AI implementation vary across roles and generations, influencing leaders, managers, and employees in unique ways. To successfully navigate this complex landscape, we've provided several key areas informed by the research where companies can focus to foster a culture of success surrounding technology in the workplace.

By improving communication and transparency, providing appropriate training and support tailored to the needs of the recipient, and promoting psychological safety, organizations can create a supportive environment for AI integration. These strategies will enable companies to unlock the full spectrum of innovation and efficiency that AI offers, ensuring long-term success in the rapidly evolving technological landscape. Embracing a balanced approach that values both technical and interpersonal skills will empower organizations to adapt to AI-driven changes effectively. By implementing the recommended action items, companies can build a confident and adaptable workforce, ready to leverage AI's potential and drive meaningful progress in the modern workplace.

> **Actions speak louder than words, and a smile says, "I like you".**
>
> -Dale Carnegie

About the Author

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Joining Dale Carnegie in 2023, Robert is responsible for ongoing research into current issues facing leaders, employees, and organizations worldwide. With over 25 years of experience, Robert brings a research-driven approach to help organizations and practitioners identify and address significant areas of impact for workplace improvement.

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