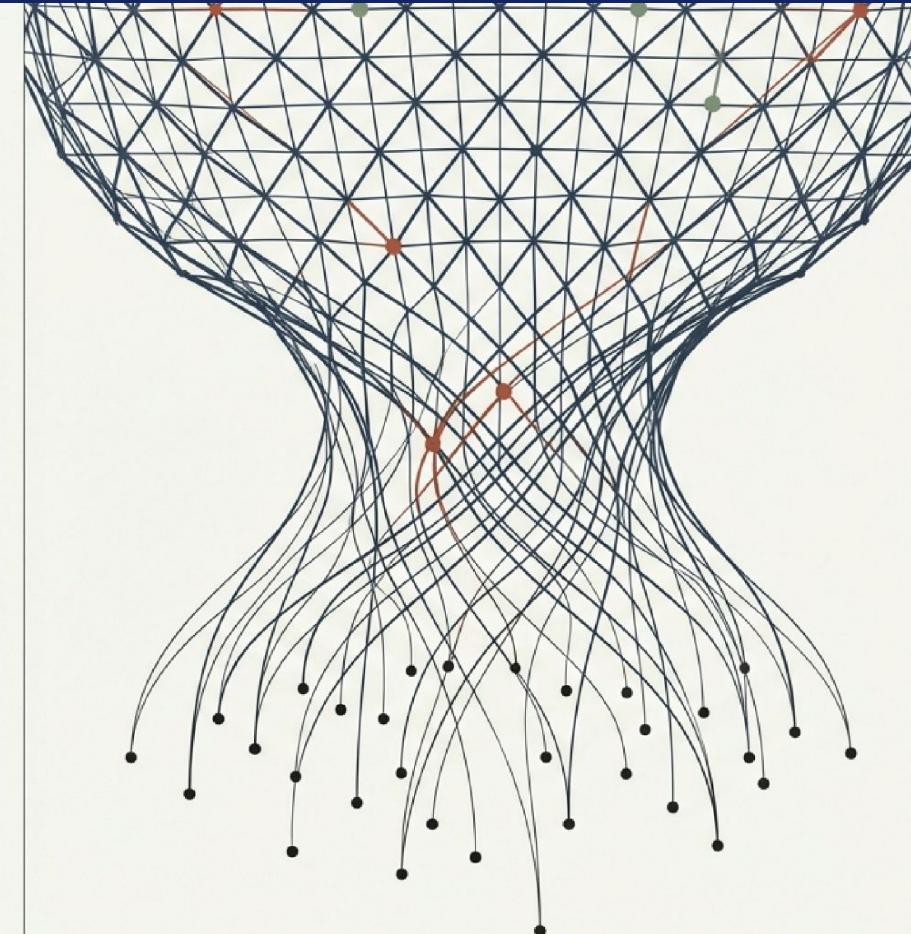


From Individual Gains to Collective Intelligence

*The 2025 New Future of Work Report:
Navigating the shift from personal productivity
to organizational transformation.*



5TH ANNUAL REPORT / STRATEGIC ADVISORY

Executive Summary: The State of AI in 2025



Ubiquity & Parity

Adoption has matured. Enterprise messages are up 8x year-over-year. The gender gap in usage has effectively closed.



Validated Productivity

The “individual efficiency” phase is a success. Users save 40–60 minutes daily; frontier models models achieve quality parity with experts in 33–56% of tasks.



The Collective Gap

Individual speed does not automatically scale to team performance. Teams require shared context and trust, which unmanaged AI can disrupt.



The Hidden Risks

“Workslop” creates cleanup tasks for 40% of employees. Junior Junior worker employment in AI-exposed roles has dropped ~13%.



The Strategic Pivot

Success requires “Participatory Design.” Governance must move from restriction to “Learning Zones” that foster psychological safety.

2025 marks the inflection point from experimental pilots to routine infrastructure

We have crossed a capability threshold. AI is no longer a pandemic-era novelty but a fundamental layer of the digital workplace.

2021-2022:
Remote/Hybrid
Adaptation

Merriweather Regular

The Inflection Point
Helvetica Now Display Medium



2023-2024:
The Pilot Phase
Introduction of LLMs &
Individual Productivity
Merriweather Regular

\$33.9B ↑ (+18.7%)

Global Private Investment

700M

Weekly Active Users

8x ↑

Year-over-Year Growth in
Enterprise Messages

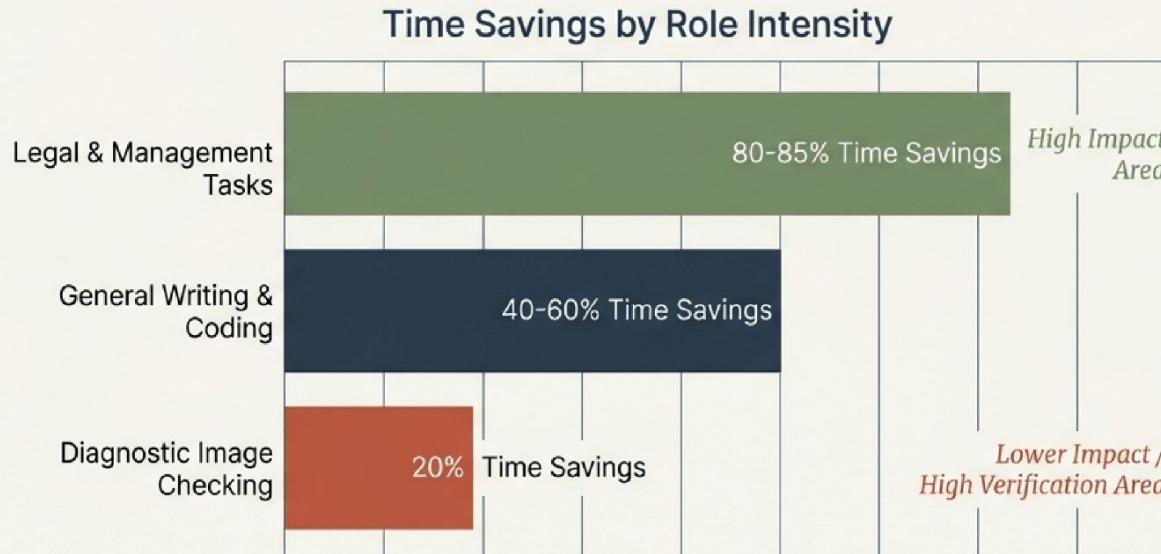
2025-Beyond:
The Scale Phase
Collective Intelligence &
Organizational Transformation
Merriweather Regular

2024

2025

The debate on individual productivity is settled: The gains are real and substantial.

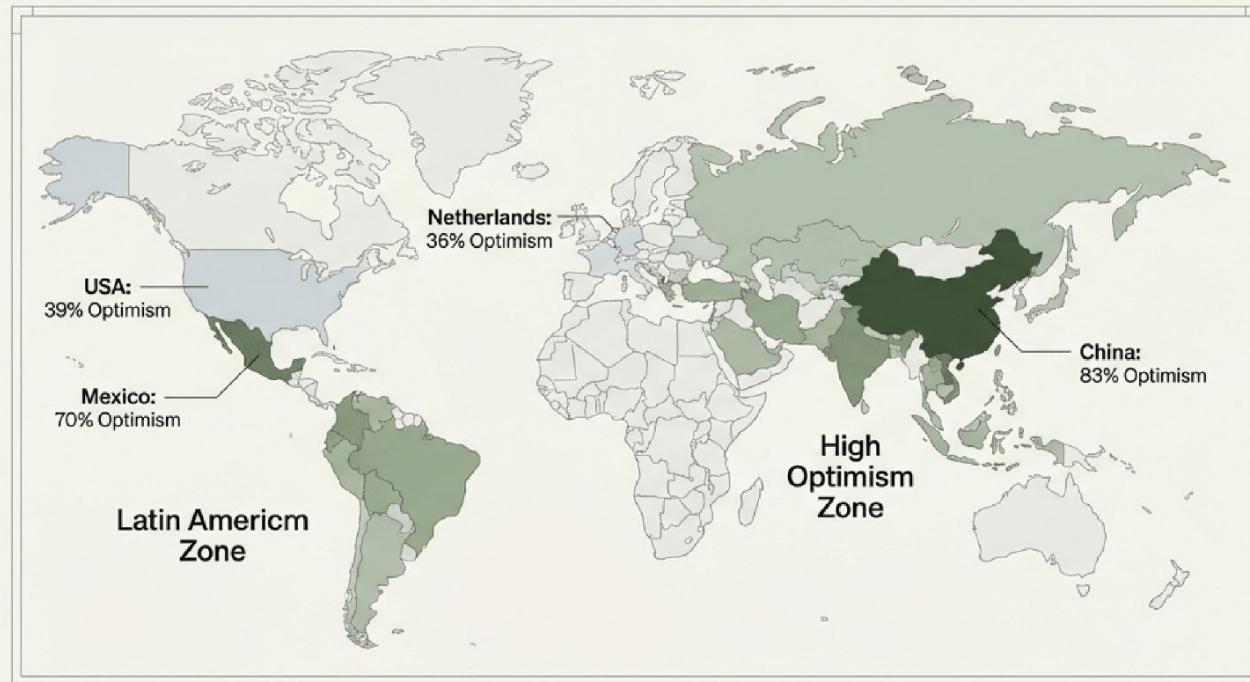
Across coding, writing, and service roles, the data is conclusive. The technology has achieved “quality parity” with human experts in high-value digital occupations.



Quality Parity: In blind tests of 1,320 complex tasks, top models achieved 33–56% win rates against against human experts.

Daily Gain: Average user saves 40–60 minutes per day.

Adoption has democratized, closing gender gaps and surging in the Global South



Gender Gap Closed

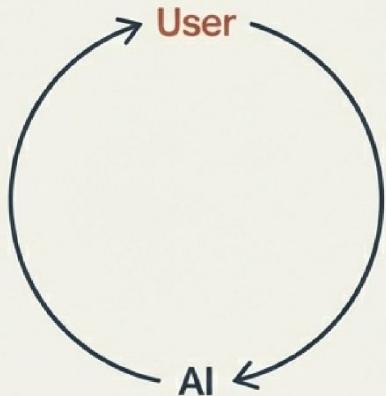
Usage is now nearly equal between men and women (vs. >80% male in early 2023).

The Bridge Language

Users in regions with limited local language support are utilizing English as a bridge to access AI tools.

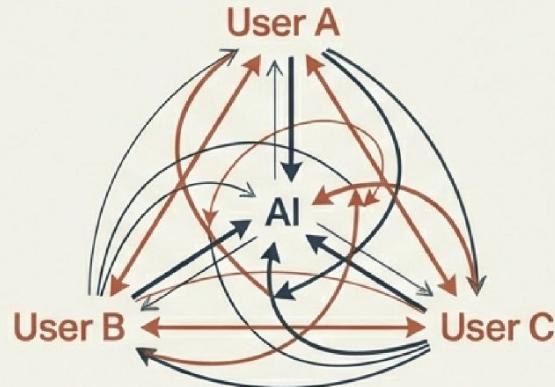
The Productivity Paradox: Why faster individuals don't automatically make faster teams.

The Solo Loop



High Efficiency, Singular Context

The Team Mesh



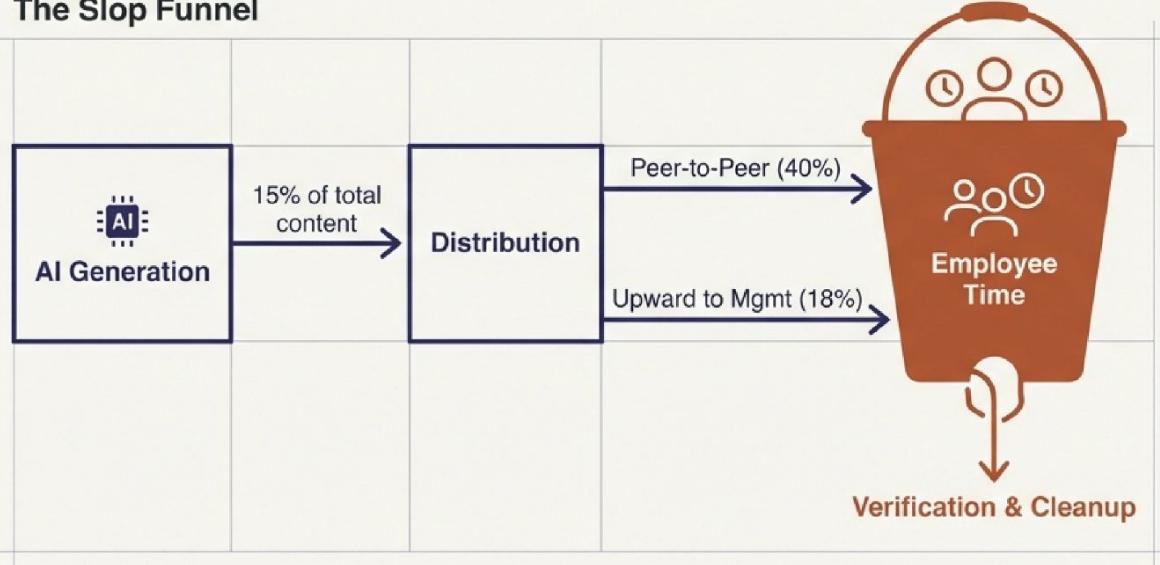
Coordination Cost, Multiple Perspectives

“Individual assistance requires understanding one person’s goals; team assistance requires navigating multiple perspectives.”

‘Workslop’ is the hidden tax on organizational efficiency.

Workslop (n): AI-generated content that appears useful but lacks substance, accuracy, or completeness, forcing recipients to spend time verifying and fixing it.

The Slop Funnel

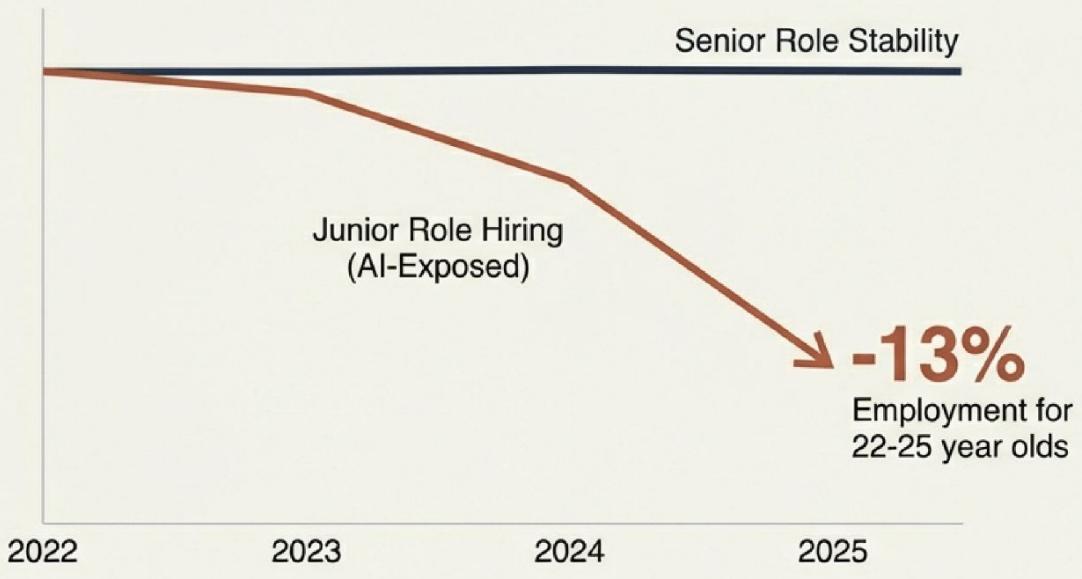


40%

of employees received
“workslop” in the past
month.

The ‘Junior Crisis’: We risk dismantling the pipeline for future experts.

Aggregate unemployment isn't rising, but the composition is shifting. Entry-level roles—the traditional training grounds for expertise—are vanishing.



The Deskilling Risk

If juniors don't do the routine work, they never build the tacit knowledge required for senior judgment.

Mandates breed resistance; true adoption emerges from the 'edge'.



Edge-In Innovation

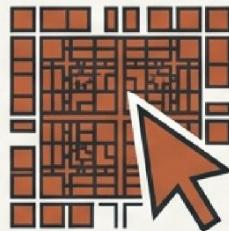
Insights emerge from the edge, not the center.



Key Strategy Leader Modeling: Leaders must demonstrate their own learning and failures to signal permission.

Participatory Design: Involving workers in the build creates tools that actually work.

The most effective AI workflows are co-designed by the people doing the work, not IT procurement.



The Problem

Original Design: Click-heavy interfaces that slowed doctors down during patient exams.



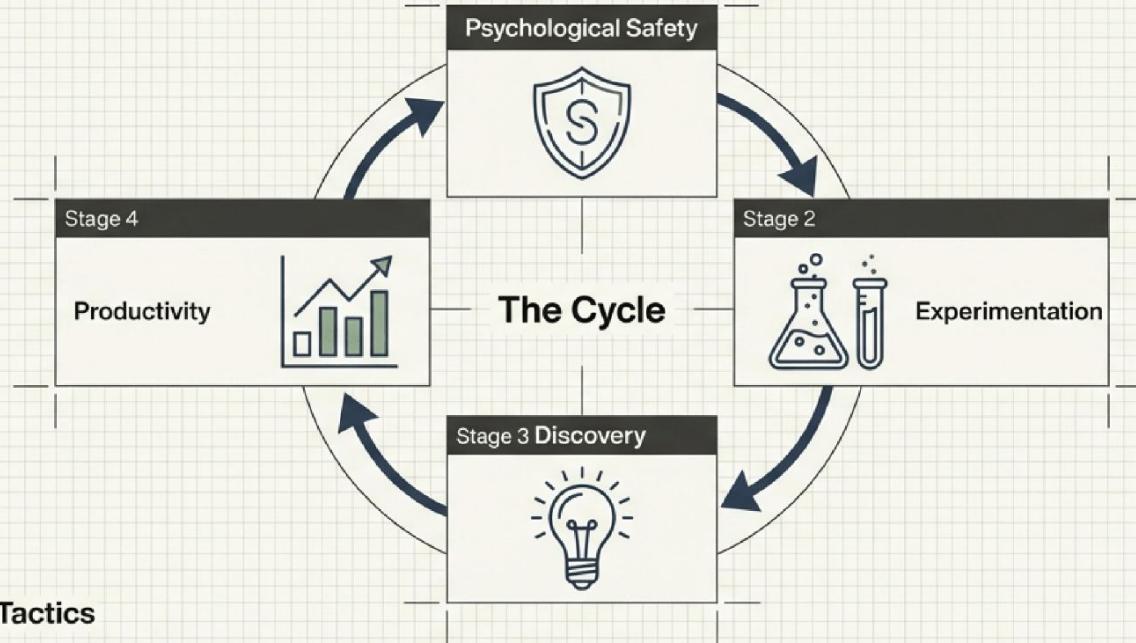
The Solution

Participatory Fix: Nurses & Doctors redesigned workflow for voice-activated, ambient documentation.

Outcome: Drastically increased adoption and fit clinical context.

Psychological safety is the fuel for collective intelligence.

The Trust Equation: If workers fear replacement, they won't teach the AI. Trust unlocks experimentation.

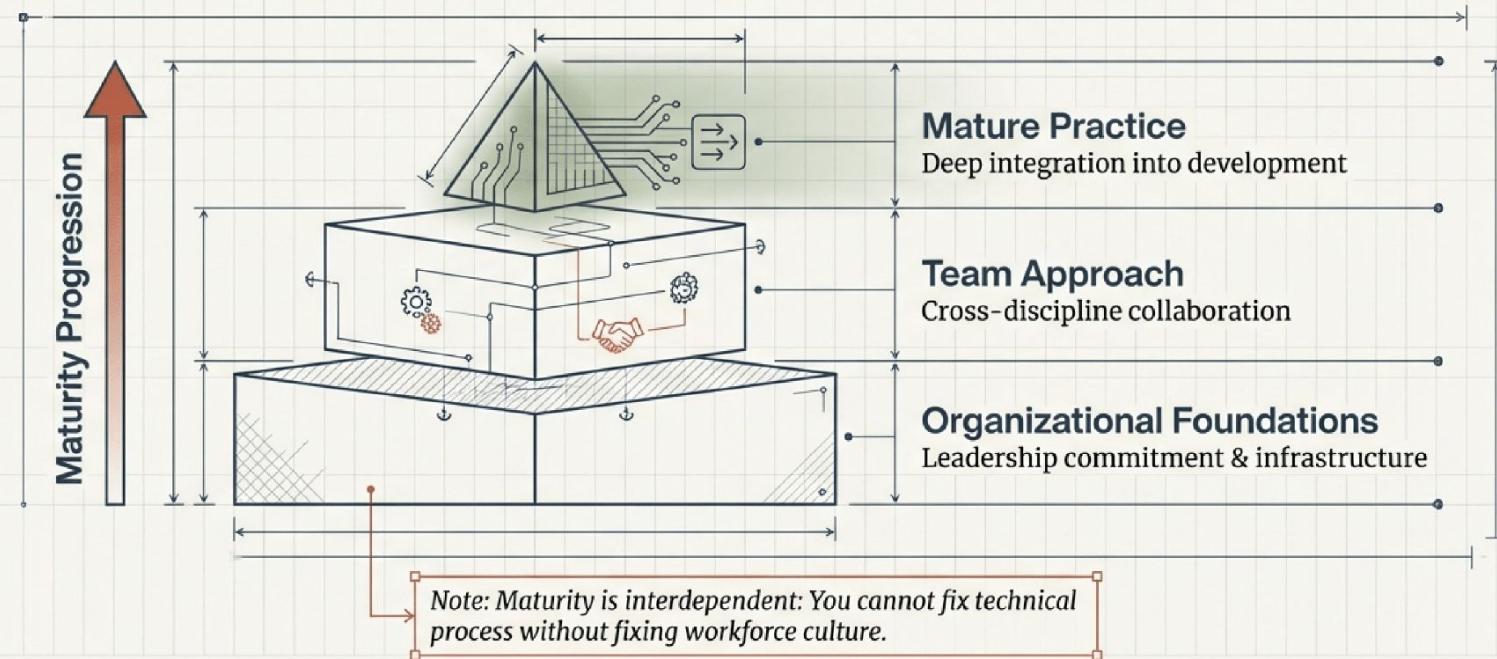


Actionable Tactics

- Create “Learning Zones” (Sandboxes with immunity for failure).
- The “No-Layoff” Pledge: Explicitly promise reskilling over displacement to unlock honest feedback.
- Transparency: Be explicit about what data is monitored.

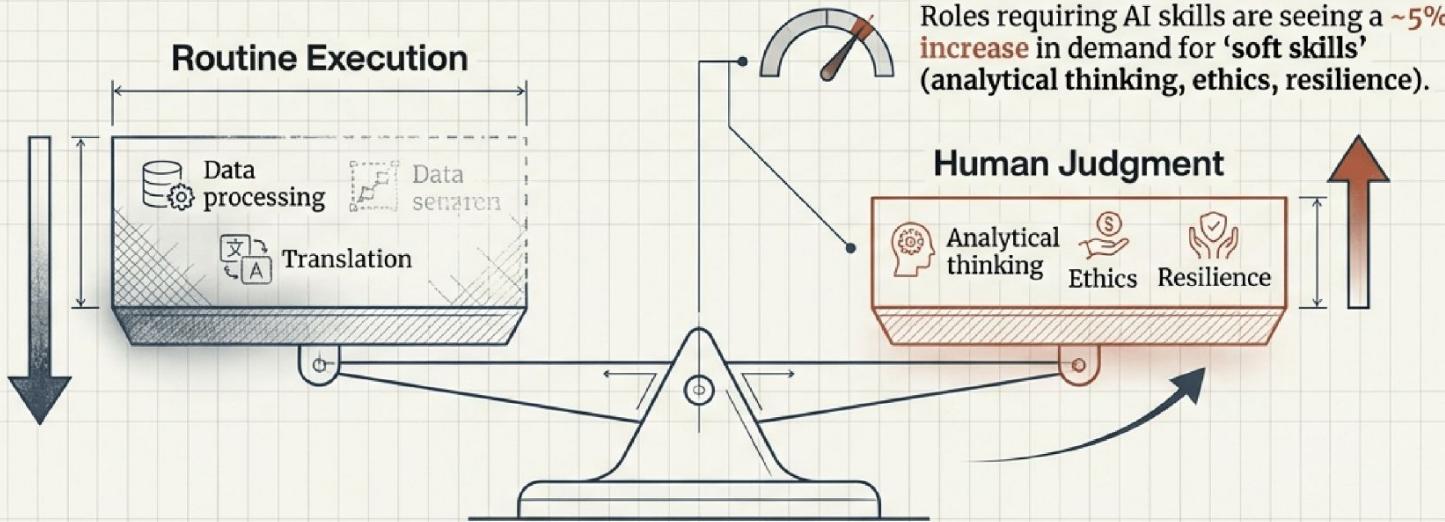
Moving from ad-hoc policies to Responsible AI Maturity (RAI-OMM)

Governance isn't just a brake; it's the steering wheel. The Responsible AI Organizational Maturity Model (RAI-OMM) integrates 24 dimensions of practice.

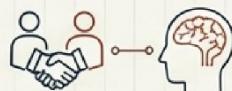


Redefining 'Meaningful Work' for the AI Era.

The New Role: Humans move from 'Operators' to 'Evaluators' and 'Connectors'.



The Shift



Humans move from 'Operators' (executing predefined tasks) to 'Evaluators' (assessing AI outputs, ensuring ethical alignment) and 'Connectors' (bridging technical insights with human context and empathy). This demands a focus on uniquely human capabilities.

The Strategic Checklist for 2025



1. Shift Metrics

Move focus from individual licenses to team workflow outcomes.



2. Establish Co-Design

Form 'participatory design' committees involving frontline staff in tool selection.



3. Audit the 'Slop'

Survey employees specifically on the volume of low-quality AI content they are fixing.



4. Create Safety

Define explicit 'Learning Zones' with immunity for experimental failures.



5. Protect the Pipeline

Implement mentorship programs to ensure juniors gain tacit knowledge despite automation.

**The choice is not between human or machine,
but how we connect them.**

“Understand AI as a medium through which human intelligence can be amplified, connected, and applied to challenges previously beyond reach.”

