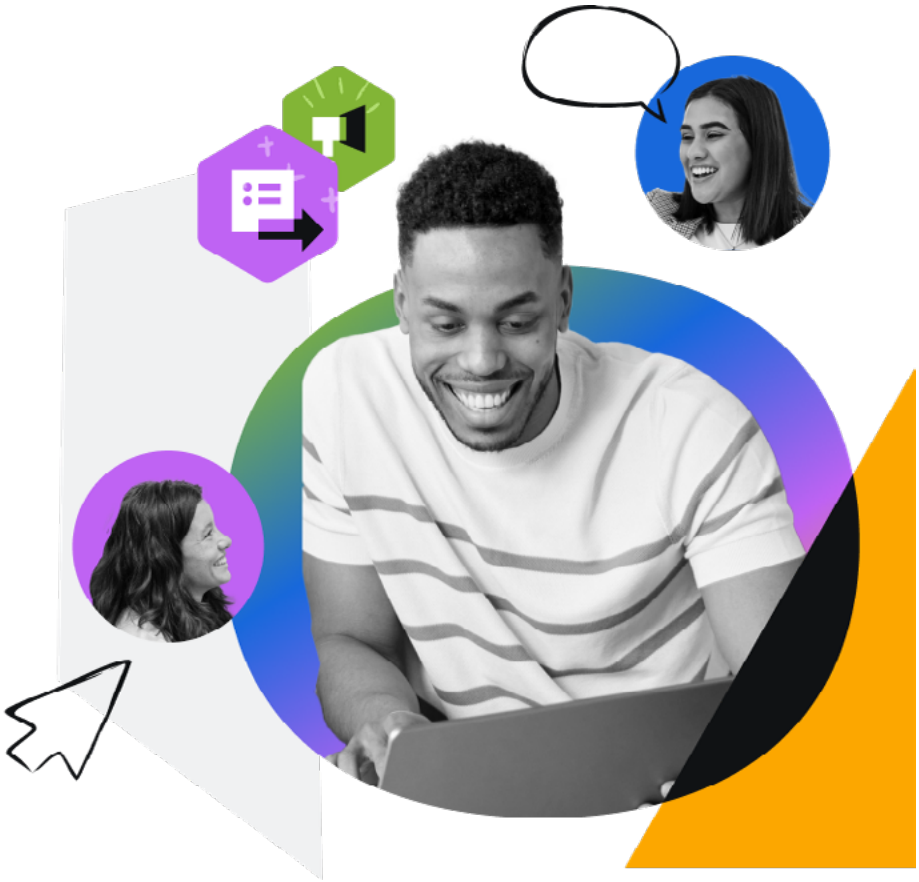


ATLASSIAN

# An executive's guide to AI-powered teamwork

How enterprise leaders successfully implement generative AI solutions

# Introduction

Most leaders know that even minor alterations in process or tooling can be off-putting to the status quo within their organization. When it comes to GenAI, team members may be wary of adopting it out of a lack of familiarity or even concerns about future implications–or they just don't know how to get started.

Why? Workers who are distrustful of AI, unsure of where to start, or uncomfortable with change are less likely to use the AI tools at their disposal, even if that means missing out on substantial benefits.

According to our 2024 State of Teams report, **teams lose 25 billion work hours per year due to ineffective collaboration.** However, the report also shows that **teams that use AI on a regular basis are...**

**1.8x**
more likely to have **goal clarity**

**2.2x**
more likely to make **knowledge easy to find**

**1.6x**
more likely to be **effective**

**1.9x**
more likely to be **adaptable to change**

The data's clear: teams and leaders who use AI are better at collaborating and more effective. But with great power comes great **responsibility**. Implementing AI with care will ensure that your employees feel empowered to make the most out of human-AI collaboration. This means leaders need to secure team buy-in from the start.

To simplify the process, use this guide to help you as a leader drive AI adoption for enhanced team performance. When your team begins to use AI as a collaborative partner that boosts productivity, they'll gain more time for creativity and strategic thinking.

To support this transition, there are four key areas every leader should address to drive change management, along with actionable steps to promote AI adoption within their teams.

**1. Address trust and security concerns**

**2. Deeply understand technical and cultural barriers**

**3. Identify use cases where AI will drive significant ROI**

**4. Set clear targets and encourage knowledge-sharing**

# Four things to do now to drive AI adoption

## 1. Address trust and security concerns

How does your team react when you announce a new change?

Unfortunately, their excitement doesn't always match yours.

Leaders must be open, attentive, and transparent in their internal communication about changes with AI. That means preparing to address workers' fears and misconceptions and, in doing so, fostering an environment where people feel comfortable sharing potential concerns.

Several experts recommend that leaders draft an internal AI communications playbook that builds opportunities for dialogue while also accounting for technology updates, ongoing AI-related education, and explicit standards and guidelines for AI use. Concerns about data privacy, security, and the potential misuse of AI can significantly hinder adoption. Above all, employees and stakeholders need assurance that their data will be handled responsibly.

Ultimately, your team needs to know that they can trust you to vet any new AI solution to ensure their personal data is protected and the vendor is reliable and trustworthy. To maintain security and assuage concerns surrounding data privacy, your new AI solutions partner should:

- **Not** use your employee's inputs and outputs to train its products and services. Instead, it should only utilize data about how you interact with its features, such as the people you work with, the size and type of attachments, and feedback you provide.

- **Only** use the data you submit and the responses you receive to enhance your experience, not to train models across other customers.

- **Explicitly** state all these important attributes and ensure all information is readily accessible. To learn more about these principles in action, visit the Atlassian AI Trust page.

Atlassian recommends leaders address these security concerns by actively involving employees in the adoption process, addressing their fears and misconceptions through open forums and regular updates, and providing concrete examples of how their personal information is or isn't being used. By keeping communication open and consistent, you can predict potential obstacles and adjust your AI strategy accordingly to help overcome them.

## 2. Deeply understand technical and cultural barriers

When implementing new AI technology at an enterprise company, several cultural and technical barriers can impede adoption:

- **Resistance to Change:** Employees may fear that AI will replace their jobs or significantly alter their roles. This fear can lead to resistance against adopting new technologies. To combat this fear, it starts from the top. Leaders need to champion understanding of AI's benefits and practical applications while demonstrating that the power of AI is best realized when it's in capable human hands.

- **Cultural Misalignment:** AI adoption requires a culture that embraces innovation and continuous learning. In organizations where the culture is risk-averse or resistant to new ideas, AI adoption can be particularly challenging, but it's also an opportunity to course correct. Use collaborative communication tools to reduce silos, cross-train your team to help them better understand each other's roles with new AI solutions, and reward teamwork.

- **Integration with Existing Systems:** Compatibility issues are common, making it difficult to implement AI technologies effectively. Make it an adoption checkpoint to verify that any new AI solutions integrate seamlessly with existing IT infrastructure.

- **Data Quality and Availability:** AI systems require large amounts of high-quality data to function correctly. Inconsistent or poor-quality data can hinder the effectiveness of new AI solutions, so we recommend doing a data audit or cleanse before feeding existing data into any new technology.

- **Technical Expertise:** Implementing and maintaining AI technologies require specialized skills, select AI tools that are easy to learn and operate, with clear documentation and support resources available.

- **Scalability:** Look for AI suites that are powered by a unified cloud platform, which includes connected data from internal databases, multi-model LLM enhancements, and administrative controls for AI experiences. A platform like this ensures consistent scale, performance, and ease of administration while maintaining data security and compliance.

## 3. Identify use cases where AI will drive significant ROI

Instead of embracing AI just for the sake of it, prioritize addressing particular issues and enhancing workflows with tailored solutions. GenAI proves most effective in expediting processes and overcoming obstacles in the following key areas:

1. **Engineering and Software Developer Workflows:** AI can automate repetitive coding tasks, clean up backlogs, provide real-time, context aware code suggestions, and identify customer insights and themes, thereby speeding up the development process and reducing time-to-market for new features.

2. **IT Operations Management:** AI can help human agents quickly detect and resolve IT service incidents by analyzing past incidents and assigning tickets to agents based on their expertise. It also reduces the time to complete routine tasks like identifying and grouping themes from minutes to seconds. Personalized self-service solutions for customers and employees, like AI-powered virtual agents that handle routine inquiries, enhance user experience and free up human agents for more complex issues.

3. **Business Intelligence and Insights:** AI-powered tools can help all teams derive insights from a variety of different sources and uncover trends and patterns. This in turn improves data-based decision-making across technical and non-technical teams alike, analyzing project performance, service metrics, and more.

4. **Knowledge Discovery and Management:** Automated knowledge management systems can democratize information access and improve organizational learning. AI can also assist in knowledge discovery across platforms, like Confluence, Jira, Google Drive, and other third-party information sources, without forcing users to lost time through context switching. For example, with AI in Confluence, teams can turn messy notes into useful documentation, get summaries of pages and comments, and create action items in seconds.

Leaders should anticipate that incoming AI agents and copilots will significantly change how work is done. As more companies roll out these smart software helpers, you have the opportunity to augment your team's power by empowering them to automate routine tasks and receive helpful suggestions in context. By working with project management applications, CRM systems, storage platforms, messaging apps, data processing tools, and others, they're positioned to collaborate with human colleagues, simplify workflows, and minimize errors. In the end, AI chat, agents, and copilots can enhance human abilities, making work more efficient and creative.

## 4. Set clear targets and encourage knowledge-sharing

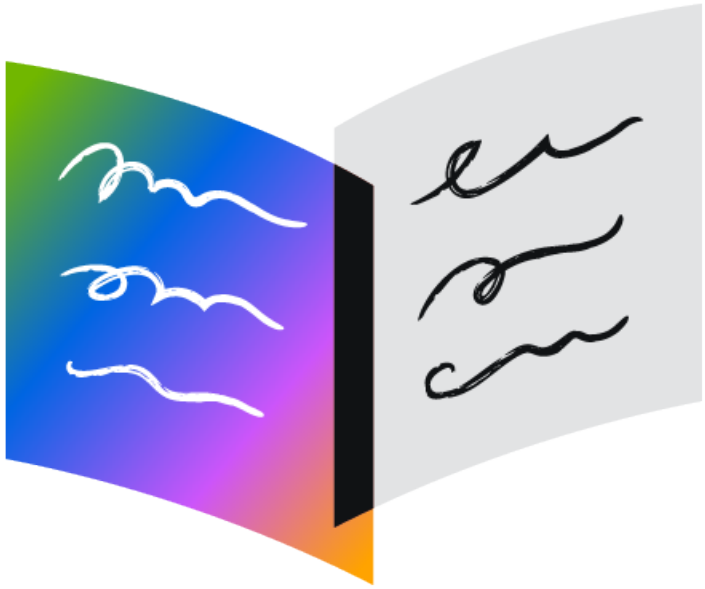
Leaders who familiarize themselves with new technologies and how they plan to use them are also best positioned to set specific and realistic targets for how to get the most technological bang for their buck.

"You can't just throw some tools in a box and hope something happens," says Michael Hasse, a technology and cybersecurity consultant based in Seattle. "Any change in process requires careful planning to ensure workflow is not disrupted and that there is a clear and measurable benefit in the outcome."

Establishing clear guidelines and use cases for new AI products can also curb employees' hesitations. Jamil Valliani, Head of Product, AI at Atlassian, notes that when his team first started releasing AI features for internal use across Atlassian, some teams were nervous about inadvertently violating the organization's AI use standards by passing off AI-assisted work as their own.

> **"Leaders set the tone on when it's appropriate to use AI. At scale, this should be done through a combination of setting goals and standards informed by what advancement they want to see from employees using AI and by investing in AI powered tools that help accelerate employees daily tasks."**
>
> - Jamil Valliani, Head of Product, AI, Atlassian

Once leaders have figured out which AI tools to incorporate into the organization's workflows and outlined clear goals for implementation, it's important to ensure that vital new information isn't siloed within specific teams. Leaders can prevent AI-related siloes by getting all teams involved in the rollout process from the start and by encouraging cross-functional information exchange.



> **"In time, the culture of the team will be all about sharing because people will realize that they are doing a better job through sharing information versus hoarding information"**
>
> – Thomas Anglero, CEO, Too Easy AS

For organizations grappling with existing silos, the AI implementation process is an opportunity to improve company culture. Erik Severinghaus, the founder and CEO of Bloomfilter based in Chicago, offers a triad of actions that can help as you roll out an AI project: “Employ collaborative tools like Slack or Trello for better communication and managing projects, help your team understand each other’s roles through cross-training, and recognize and reward teamwork – it reinforces the value of collaboration.”

## How to make it happen while balancing AI responsibility

Atlassian is committed to building AI in the most responsible way possible–balancing the potential of generative AI with some of the risks. Leveraging ethical AI models for products like Atlassian Intelligence and Rovo, Atlassian enhances their organizational capabilities and use many of the criteria listed above to assess any outside vendors or AI partners. For a full breakdown of Atlassian’s philosophy and practice, see their responsible tech principles handbook and template.

For every technology Atlassian ships, including generative AI products like Rovo, they’ve use it internally first, and have found success in adopting AI for specific use cases, like reviewing and summarizing change logs, assisting in employee onboarding and ramp time, mapping issues across multiple software platforms, and more. Atlassian has learned that the best way to help ease your team’s transition is to focus on starting small, demonstrating success, and scaling gradually.

## Conclusion

Wherever your team is on their AI journey, encourage them to embrace their creativity while using and updating their knowledge of these tools. Remind them to focus on how GenAI can amplify their talent, supercharge their skills, and speed up the process of turning a brilliant idea into reality.

We encourage you to leverage tools like Rovo to enhance collaboration and productivity within your teams. With Rovo, your team can get relevant information from your Atlassian tools, favorite SaaS applications, and proprietary data sources all while maintaining enterprise security.

**To learn how you can unlock organizational knowledge to help every team move from insights to actions faster, contact your local Atlassian Solution Partner today.**