



# The state of AI-adoption

By the numbers

GA  
GENERAL ASSEMBLY



# Introduction: The only constant is change

**Over the last few years, AI has become more than just a buzzword. It's a must-have technology for businesses and workers looking to make efficiency gains within their teams or for themselves.**

The problem? AI is moving faster than most can keep up with. It mirrors the conundrum faced by enterprises and individuals during the early 2000s when digital transformation dominated the headlines, coining phrases like “the future of work.” Back then, leaders and workers worried about falling behind due to lack of talent and—perhaps more importantly—skills.

Experienced employees worried that technology would make them obsolete. HR leaders lacked the ability to find and place skilled talent. Technology leaders struggled with outdated systems and skills. And learning leaders, who at the time focused training primarily on soft skills, lacked the ability to deploy technical training at scale for rapidly changing organizations.

Sound familiar? That's because workforce challenges tend to be cyclical. What was yesterday's problem may soon be today's. We see this in power shifts from employer to worker (think: recessions to The Great Resignation) and in ways of working (from analog to digital, and now to AI). The difference is, this time around, change is more rapid than ever before, particularly when it comes to AI technologies and skills.

General Assembly has been closely following the changing skills landscape and diving deep into the challenges faced by employers and their working population via surveys, interviews, and targeted research to understand the rapid state of change. In the pages following, you'll uncover new insights to help you better understand the landscape of AI adoption and get expert advice to arm yourself and your people with the skills and tools needed to get—and stay—ahead.





# AI by the numbers

**Where did all this research come from?** Over the last year, we've partnered with survey specialists, like Wakefield Research, to understand sentiment, obstacles, and progress to full AI transformation. Spoiler alert: There's much work to be done, but the need for AI skills is clearer than ever.





# AI from a leader's perspective

**Many leaders are unprepared to confidently guide their organizations in the AI era.**

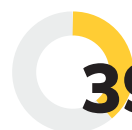
Critical gaps exist in AI training, policy awareness, and confidence, which if left unchecked, could all impact companies' security, privacy, and competitiveness—in the short and long term.

## TL;dr: The skills gap starts at the top.



**58%**

**of executives** have never attended an AI training or taken an AI course



**39%**

**of leaders** feel they don't have the knowledge to make decisions when it comes to hiring vendors that use AI



**27%**

**said they are not very or not at all confident** that they can use AI tools without compromising company data



### WHY IT MATTERS:

Leaders in both technical and nontechnical roles need AI literacy to oversee vendor selection, integrate AI tools effectively, and safeguard company data.



## Missing: Have you seen your company's AI policy?

**46%**

of executives say their company lacks an AI usage policy

**84%**

of IT executives were most likely to report their company had an AI usage policy, indicating a potential gap between policy existence and awareness

**11%**

of IT executives said they hadn't familiarized themselves with their company's AI usage policy



### WHY IT MATTERS:

Without clear and enforced AI policies, organizations risk exposing themselves to legal, ethical, and data privacy vulnerabilities.

## The perfect recipe for job insecurity.

**26%** of executives

believe AI could replace their roles in the next decade

**24%** of Baby Boomers

worry AI will replace their roles

**16%** say it

could replace half their employees

**62%** of Gen Z

employees worry AI could replace their roles

**79%** think it's

likely to replace some of their employees' jobs

**7%** believe it

could replace all their employees



### WHY IT MATTERS:

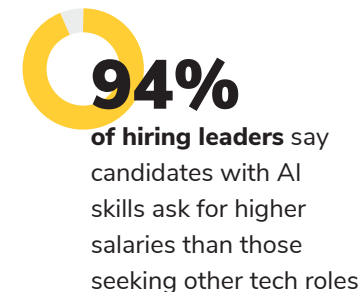
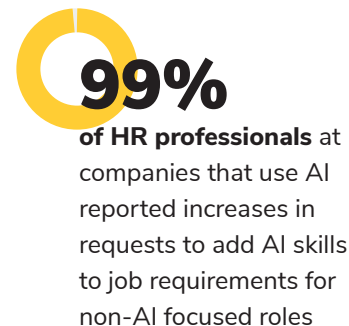
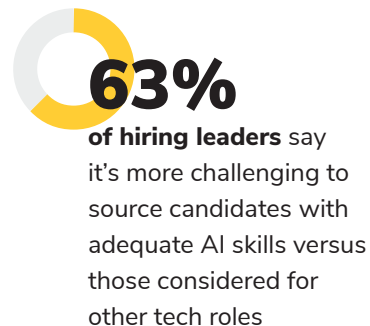
Leaders may underestimate AI's broader implications for their teams. A forward-thinking approach requires not only recognizing where AI fits, but also preparing employees to thrive alongside it.



# Talent forecast: AI's impact on hiring and firing

**HR professionals and tech professionals are scrambling to find AI talent.** They're turning over every proverbial stone to find qualified candidates with the right tech skills, and they're paying almost any price to secure it.

## AI skills: Demand outpacing supply



### WHY IT MATTERS:

Companies are making familiar mistakes when it comes to hiring talent. Leaders should aim to understand what skills and talent are actually needed to get ahead in an AI-first workforce



# IT teams taking the lead—and still hiring

**65%** of tech hiring managers report that IT is primarily responsible for managing the rollout of AI and automation at their organizations

**42%** of tech hiring managers say they are hiring more software engineers due to advances in AI

**31%** say their organizations have not conducted a formal assessment of existing talent and skills gaps related to AI and automation



## WHY IT MATTERS:

Tech roles are still important in operating a future-forward business and aren't going anywhere fast. The majority of roles that are being automated are more traditional, nontechnical roles.





# Impact outlook: Layoffs around the corner for those who lack AI skills

According to tech hiring managers, employees **likely to be let go** during staff reductions include:

**45%** of those who can be replaced by AI/automation

**44%** of those with outdated skill sets

**41%** of those who underperform compared to peers

**33%** of those who work on deprioritized projects

**22%** of remote workers

On the flipside, employees who are most **likely to be retained** include:

**62%** of those who have retained top performance ratings

**58%** employees deemed "top talent"

**57%** of employees with AI-related skills

**54%** of those who work on priority projects

**36%** of long-tenured employees

**27%** of those who work in the office



## WHY IT MATTERS:

Leaders need new talent strategies that retain hardworking employees, but offer them new ways of working, or even new skills. This can be achieved with a well thought out org chart that matches employees to future-focused roles.



# The key to true AI transformation? Skills.

AI training also remains a stumbling block when it comes to overall adoption companywide.

**16%** of US companies regularly offer AI training

**20%** of UK companies regularly offer AI training

**54%** don't offer any AI training at all

**23%** occasionally offer AI training

**7%** offer one-time AI training

Most lacking tech skills in today's workforce according to leaders:

**25%** AI development

**15%** AI tools for productivity

**15%** cybersecurity



## WHY IT MATTERS:

Without sufficient training, employees may struggle to use AI tools effectively (or at all), leading to underutilization and missed opportunities. Not only that, but workers still struggle to develop skillsets in disciplines that have been around for years. Plus, the overemphasis on technology has resulted in a decline in much-needed soft skills.

## Hard or soft, these skills rise above the rest

Highest ranking technical skills according to hiring managers

**24%** AI

**20%** cybersecurity

**14%** data analysis

Highest ranking soft skills according to hiring managers

**17%** strategic thinking

**12%** problem solving

**11%** adaptability



## WHY IT MATTERS:

Now, more than ever, skills are a currency. Finding well-rounded employees with technical skills and important, but often overlooked, soft skills is more challenging than in years past. That's because the pace of change is faster than it's ever been.

# The choice is yours: Fall behind or transform your talent

**Just as companies are using a “full steam ahead” approach to develop AI applications and software, hiring leaders are having to adopt a similar strategy just to keep up.**

But this approach threatens long-term viability and sustainability of talent practices. By reacting to immediate needs rather than charting a long-term course to hiring, training, and deploying the right candidates, companies risk repeating the mistakes of the digital transformation era of the 2010s that continue to cost them to this day. What can you do to avoid that fate?

Employers that wish to stay competitive in an AI-driven economy should focus on the need to redesign people and skills and redeploy them into new ways of working. That means taking these approaches to recruiting and developing talent:



**Build an AI-ready workforce at every level of the enterprise.**

There's practically no role today that can't benefit from AI. HR teams can use it to screen candidates and streamline hiring processes. Programmers are using it to develop basic code that serves as a foundation for more complex tasks. Marketers use it to refine copy, generate ideas, and even create visuals. But of course, some fields—and some workers—will embrace AI more than others. Building an AI-ready workforce means not letting the tech-savvy or the early adopters be the only ones to test new AI tools out. Make AI platforms available to everyone, and make AI training mandatory before the technology advances to the point where it becomes moot for anyone who doesn't know how to apply it in their role.







## Grow your own AI talent.

For companies that want AI talent throughout their organization, outside recruitment won't suffice. Companies should rethink and expand their AI training efforts to reach all employees—doing more with what they have instead of looking elsewhere for talent that may not even exist. As AI becomes a strategic imperative across the enterprise, upskilling and reskilling existing employees can unlock the solution to AI talent shortages, equipping the incumbent workforce to use AI to become more productive in their current roles and open new paths to advancement. This approach has a powerful impact on retention, too—numerous surveys suggest that employees welcome opportunities to advance their careers and be part of a culture of continuous improvement.

## Recognize where AI can help—and where it can't.



Today, AI is fast becoming a critical copilot in everything from programming to marketing to design. But it's not a replacement for people, and it'll be a long time before it ever could be. The companies that stay ahead of the curve in an AI-driven labor market will be the ones who recognize AI's limitations as much as its advantages, and plan accordingly. That means training your workforce to take a crawl-walk-run approach to implementing AI rather than throwing them into the deep end. The most effective applications of AI at work start with making your existing job more efficient, then progress to automating tasks to increase scale and accelerate output, and finally put those tasks together to create AI-driven processes. The companies whose employees have the skillset to build and manage their own AI assistance will stay ahead of those who try to use AI for everything without first understanding how to apply it well.

### The AI revolution is already changing how people work.

To move forward, we need to build an AI economy that uplifts everyone—employees and companies. That won't be possible in a world where tech talent pools haven't grown any wider or deeper since the digital transformation era. Satisfying current needs and future demands will require a much more holistic approach to talent development in the tech workforce.

The race for AI talent and skills is well underway. The ultimate winners aren't charging ahead with no set destination in mind. The companies that come out on top will be the ones that intentionally build and retain qualified AI talent that will put them in the lead and keep them there.



# Meet our AI Academy

Our portfolio at a glance

AI is transforming industries, redefining roles, and reshaping how work gets done. Is your team equipped to harness its power, drive innovation, and stay ahead of the curve?

| Nontechnical programs | AI-Enabled<br>3-hour workshop                               | AI-Augmented<br>7-hour workshop         | AI-Superpowered<br>3-day accelerator                    |   |
|-----------------------|---|---|---|---|
|                       | Leaders   | AI Governance & Prompt Engineering      | AI Strategy, Driving AI ROI, & Workforce Transformation | AI Innovation & Agentic AI  |
|                       | HR  | Ethical AI & HR Governance              | AI for HR Workflows                                     | Applied AI for Workforce Development Strategy                     |
|                       | Marketing   | Prompt Engineering & Content Creation   | AI for Marketing Automation & Competitive Analysis      | Applied AI for Marketing Strategy & Customer Journey Optimization |
|                       | Sales   | AI-Driven Sales Strategy                | Applied AI for Sales Outreach & Copilot for Sales       | AI for Data-Driven Sales Automation & Decision-Making             |
|                       | Product   | AI for Decision-Making & AI Ethics      | Applied AI for the Product Development Process          | AI Infrastructure & Prototyping                                   |
|                       | Finance   | AI Foundations & Prompt Engineering     | AI for Financial Analysis                               | Applied AI for Forecasting & Risk Management                      |
|                       | Legal   | AI-Driven Efficiency & Business Growth  | Applied AI for Legal Operations                         | Ethical AI & Case Strategy  |
| Technical programs    | AI-Enabled<br>7-hour workshop                               | AI-Augmented<br>3-day accelerator       | AI-Superpowered<br>5-day accelerator                    |   |
|                       | Engineering   | AI Developer Workflow                   | APIs, LLMs, & Chatbots                                  | Advanced RAG, AI Infrastructure, & Agentic AI                     |
| Data                  | AI Foundations & Prompt Engineering with GitHub and Copilot | Applied AI for Automated Data Workflows | LangChain Workflows & Fine-Tuning Models                |   |



# Unlock AI's full potential for your team



Equip your workforce with the skills to integrate AI seamlessly into their roles. Connect with our enterprise team to explore tailored training programs that drive real impact.

START HERE →  
[ga.co/aiacademy](https://ga.co/aiacademy)

## About General Assembly

General Assembly (GA) is the leading talent and upskilling community that helps individuals and businesses acquire the real skills required to succeed in an increasingly complex technological era. Founded in 2011 to make tech-centric jobs accessible to anyone and meet the demand of fast-growing tech companies, GA evolved into a center of excellence in training people from all backgrounds to upgrade their practical knowledge of tech skills, now required in every company and in any role. With a global presence, hands-on instruction, and a passionate alumni community, GA gives learners 360-degree support as they take the next step in their career journey. As part of the Adecco Group and partner of premier talent solutions provider LHH, GA matches the right talent to business needs. All day, every day: GA puts real skills to work.