



The AI Collaboration Index

Executive Insights

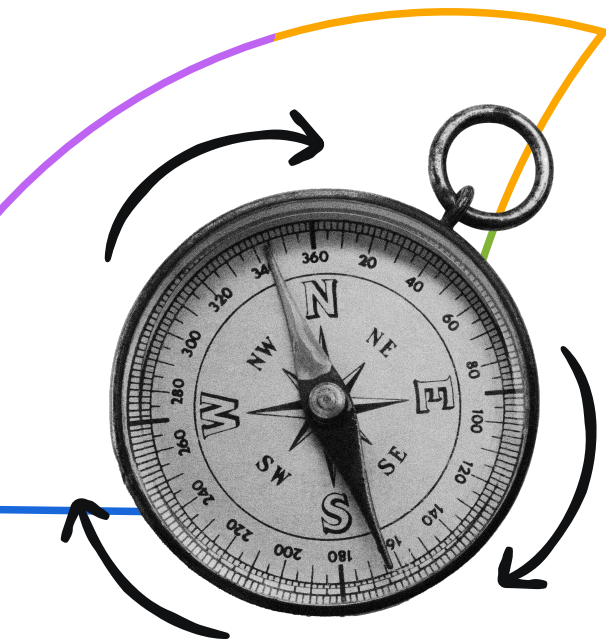
2025



Overview

Atlassian surveyed 180 Fortune 1000 executives and 12,000 knowledge workers to identify insights and trends about how teams are collaborating with AI.

Here's what we learned.



1. AI adoption doubled over the past year, but barriers persist

Leaders cite a lack of access to the right tools, worker uncertainty about how or when to use AI, and concerns about security and compliance as the top blockers to AI adoption.

2. 96% of leaders say AI has not delivered meaningful ROI

“At this moment, AI doesn't help collaboration between teams. That's a big pain point. How can it actually make teams work better together?”

Head of Digital, Fortune 1000 Financial Services Company

Knowledge workers say AI makes them 33% more productive and saves them 1.3 hours per day, and executives cite improved personal efficiency as the top benefit of working with AI. But these gains have not yet led to business impact: only 4% of leaders report dramatic improvements in organizational efficiency, innovation, or work quality.

3. Non-technical leaders see more AI-driven gains

Marketing and human resources leaders are 2.3x more likely than information technology leaders to report meaningful business gains from AI—likely because AI helps them solve technical problems without deep expertise.

4. Rapid experimentation drives innovation

“It's time to move forward, otherwise we'll be left behind. For too long, our company prioritized caution over speed.”

SVP Performance Marketing, Fortune 500 Financial Services Company

Companies that push for AI adoption and experimentation over implementing the perfect strategy are 2x more likely to report significant innovation gains.

5. Nearly 70% of workplaces offer AI training, but it's largely ineffective

The most impactful learning happens in small, active communities or hands-on workshops focused on solving specific problems.





6. Senior leaders are the most bullish on AI

Upper management is 5.6x more likely to report that AI has dramatically improved their teams' ability to solve complex problems. These leaders may view AI as a strategic opportunity, while those closer to daily operations are more aware of its limits and risks.

7. Critical thinking will become even more essential

Executives say critical thinking, judgment, emotional intelligence, leadership, and ethics will be the five most valuable skills as AI becomes a core collaborator.

Recommendations

-  **Get your data AI-ready:** Elevate data hygiene as a leadership priority to lay the right AI foundations.
-  **Measure what matters:** In addition to tracking AI adoption rates, measure organizational efficiency, innovation, and work quality.
-  **Empower with guardrails:** Let business units experiment with tailored AI solutions, but provide centralized guidance for security, scalability, and strategic alignment. Assess AI readiness by function to diagnose and address the most acute barriers.
-  **Build a culture of experimentation:** Encourage rapid, hands-on AI experimentation and peer learning over formal training.

Insights for CIOs

1. Technology leaders expect AI to shift, not shrink, the workforce

Technology executives, including CIOs, expect the share of fully automated work to double by 2030, but only 15% foresee major job cuts. 34% say AI will shift teams toward strategic and creative work and 29% say some routine jobs will disappear, but new roles will replace them.

“AI augments rather than replaces developer jobs. It gives people more time to focus on things like getting feedback from customers.”

Chief Information Security Officer, Fortune 1000 Human Capital Management Company

Recommendation: Guide teams on how to use time freed up by AI for more strategic and high-impact work, easing fears of replacement.

2. Security and compliance concerns are seen as roadblocks

Technology leaders are 2x more likely than their peers to cite security and compliance

risks as the main barriers to scaling AI. Marketing and human resources leaders, on the other hand, report inadequate tooling and lack of AI-skilled talent as their top constraints.

Recommendation: Design systems that make security and compliance the default option (e.g., sandbox environments or “pause” screens that encourage employees to think deliberately about their intended AI actions).

3. Model deployment: High potential, low adoption

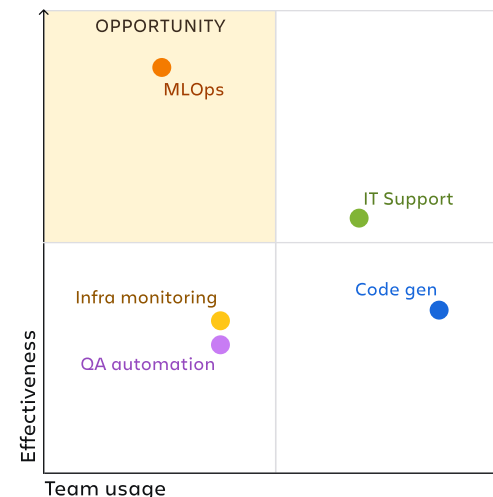
Technology leaders and teams both rate model development and deployment (MLOps) as a highly effective AI use case, but only 38% of technology teams use AI for this purpose.

IT support automation is a safe bet; it is both widely used and widely rated as highly effective.

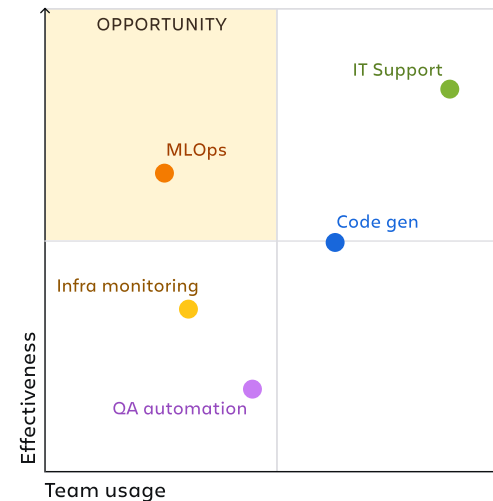
Recommendation: Leverage MLOps frameworks and tools, while maintaining investment in IT support automation.

AI use cases: Technology

Executive responses



Team responses



- Code generation and development assistance
- IT support automation
- Testing and QA automation
- Infrastructure monitoring or incident detection
- Model development and deployment (MLOps)

Insights for CMOs

“Great marketing moves fast, experiments freely, and learns in real time. AI gives us that freedom—empowering us to explore bold, creative ideas we might never have tried otherwise. We’re at our best when teams can achieve this with complete trust in AI tooling.”

Zeynep Ozdemir, Chief Marketing Officer
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1. Enterprise AI tools fall short for marketers

Marketing executives are 2x more likely than their peers to say their organization is too cautious about data security. Most marketers prefer consumer AI tools over enterprise solutions and marketing leaders cite a lack of access to the right tools as the biggest barrier to AI adoption.

Recommendation: Work with IT and security teams to reassess the balance between data security and AI tool accessibility, and develop pilots for consumer AI tools in controlled settings.

2. AI for content creation gets mixed reviews

Marketing leaders perceive that teams are using AI to create content more than they actually are. Leaders are less excited about using AI for this purpose; 59% of leaders rate

as effective compared to the 82% of knowledge workers who say AI is highly effective at creating content.

“We use AI to help with content creation, but in a regulated industry, we always double-check for accuracy and compliance. The biggest risk is damaging our reputation.”

VP Marketing, Fortune 500 Financial Services Company

Recommendation: Identify teams that have successfully used AI to create content that drives results, and share best practices to scale learnings across marketing.

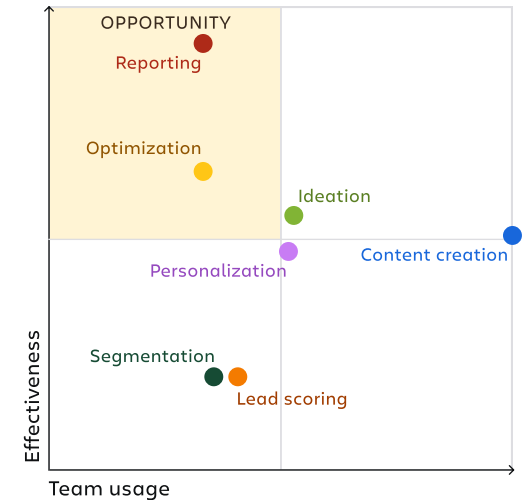
3. AI for analytics shines; audience segmentation falls flat

Performance measurement and reporting is the top rated AI use case by both executives and teams, but the majority of marketing teams are not using it for this purpose. Audience segmentation is among the least popular and least effective use cases.

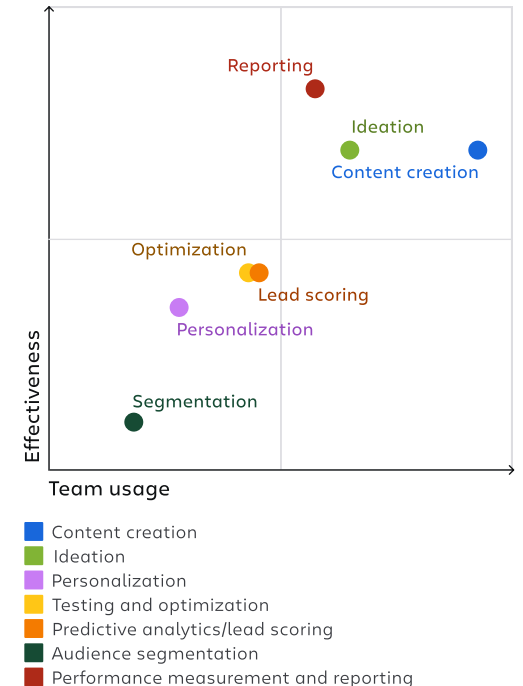
Recommendation: Encourage broader AI adoption for performance measurement and reporting, but audit ROI for candidate audience segmentation tools.

AI use cases: Marketing

Executive responses



Team responses



Insights for CHROs

1. AI for career development and internal mobility shows high potential; candidate screening less so

Human resources (HR) leaders and teams agree that AI works well for career development and internal mobility, but only 1 in 4 teams use AI for these purposes. AI is seen as ineffective for candidate sourcing and screening, especially by leaders.

“One of our early successes was an AI-enabled platform to help develop coaching skills for managers. It took off quickly, required little promotion, and received strong feedback.”

VP of HR, Fortune 500 Healthcare Company

Recommendation: Explore piloting AI tools in career development and employee sentiment analysis but audit the ROI of candidate sourcing and screening tools.

2. Executive incentives help drive wider AI adoption

When executives’ performance and pay is tied to AI adoption, organizations report 2x higher company-wide uptake. Only 10% of organizations have these incentives in place.

Recommendation: Tie AI incentives to the right business outcomes (i.e., efficiency gains, customer satisfaction, innovation pipeline) to move teams beyond automation and basic AI usage.

3. HR can lead human-AI collaboration—but needs visibility

Half of HR leaders believe their function is getting the most value from AI today, but this perception is not shared by information technology and marketing leaders. Since HR often focuses on company-wide initiatives including upskilling and culture, leaders have an opportunity to model and showcase the people side of AI transformations.

Recommendation: Position AI as a transformation that requires change management and new ways of working.

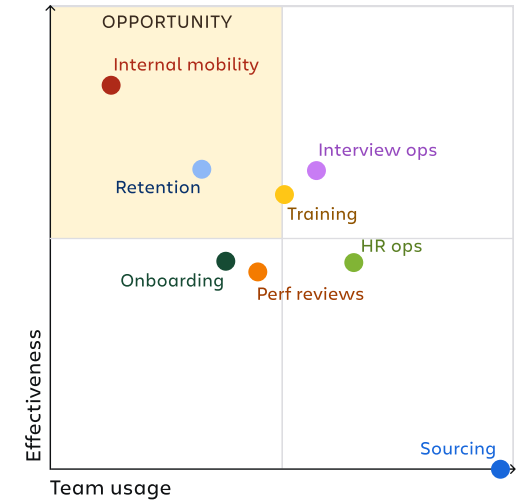
“The future of work is human-AI collaboration. Preparing for this future requires a cultural transformation alongside a technological one. HR has the opportunity to lead this shift and shape a world where teams and AI work hand-in-hand. It’s about unlocking the best of both, together.”

Avani Prabhakar, Chief People Officer

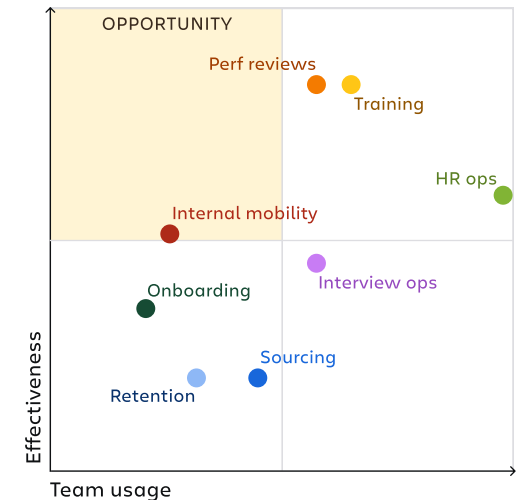
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AI use cases: HR

Executive responses



Team responses



-  Candidate sourcing and screening
-  HR operations
-  Interview scheduling and communication
-  Training
-  Performance reviews and evaluation
-  Onboarding
-  Employee sentiment and retention analysis
-  Career development and internal mobility

Inside Atlassian

These four leadership-sponsored initiatives support our AI-driven transformation.

AI solutions for functional use cases



Our Chief People Officer and Chief Technology Officer (CTO) brought leaders across the business together to identify three high-impact AI use cases within each department. Our CTO then committed engineering resources to build custom AI solutions over the next three months. This approach ensured every department gained clear value from AI, accelerated innovation, and delivered measurable business impact.

AI Kudos program



At Atlassian, peer recognition is woven into our DNA, and our Kudos program has helped teams celebrate each other's impact for years. We're planning to evolve Kudos to encourage AI adoption—Atlassians will soon be able to send AI Kudos to teammates who 1) use, 2) improve, or 3) share knowledge about AI. By highlighting these contributions, we're won't just reward innovation—we'll build a culture where experimenting with AI is visibly valued.

AI product builders week



For a week in October 2025, Atlassian's Markets & Transformation (M&T) organization focused on developing their AI skills. Teams dedicated three hours each day to learning about Atlassian's expectations for using AI safely and responsibly and building the core skills that will define the AI future through hands-on experimentation. The week included expert-led sessions, live labs, capstone projects using Rovo, and demos from external leaders.

Live AI demos by senior leadership



When Sherif Mansour, Atlassian's Head of AI, took the stage at the People Team onsite last year, he walked attendees step-by-step through how to build fun, Atlassian-specific agents. His live demo drove a 90% surge in AI usage within the People function in just weeks—far outpacing the rest of Atlassian. This sharp rise mirrors findings from our research, which show that when teams see their leaders work with AI live, they are 3.7x more likely to use AI themselves on a daily basis.

“A live demo does more than teach—it flips the switch. The moment people see AI applied to their specific situations and in their workflows, you can feel the gears start turning. It's not theory anymore; it's real, it's practical, and suddenly everyone wants a go.”

Sherif Mansour, Head of AI

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About the research

This report is based on research conducted by Atlassian's Teamwork Lab, a group of scientists dedicated to developing best practices for modern teams. Their findings guide the design of Atlassian's products and practices.



12,000

knowledge workers



Work across the U.S., U.K., Australia, India, Germany, and France



Come from a range of industries, including:

- Technology
- Financial services
- Healthcare & pharmaceuticals



Mean age 40 years



39% from SMB (<1000 employees), 61% from enterprise organizations (1000+ employees)

180

Fortune 1000 executives



Director level or higher



67% are in the United States



Predominantly from the following sectors:

- Financial services
- Technology, IT and software



Represent three key business functions:

- Engineering
- Marketing
- Human Resources

About us

Atlassian unleashes the potential of every team.

Our AI-powered software development, service management, and work management software helps teams organize, discuss, and complete shared work. The majority of the Fortune 500 and over 300,000 companies of all sizes worldwide—including NASA, BMW, Kiva, Deutsche Bank, and Dropbox—rely on our solutions to help their teams work better together and deliver quality results on time. Learn more about our products, including Jira, Confluence, and Jira Service Management, at <https://atlassian.com>.

[Read the full report ↗](#)

