AI investment is in progress, and nearly all companies have some plans to adopt the technology.

**Q:** To what extent has your organization invested in AI?
- Employees responses: 4% in progress, 20% fully implemented
- Executive responses: 23% in progress, 38% fully implemented

In fact, many executives see getting AI right as critical to their survival.

**Q:** What are the implications of not implementing AI in some capacity?
- Employees responses: 44% our bottom line will suffer, 42% we will lose potential employees to our competitors
- Executive responses: 37% we will lose customers to our competitors, 31% our bottom line will suffer

For more research results, see our research report. [http://nttdataservices.com/ai-research](http://nttdataservices.com/ai-research)

Attention to the risks and ethical implications of AI implementation will be critical to getting long-term value from AI—especially since many have already experienced applications with unintended negative consequences.

**Q:** Have you witnessed an AI application exhibit any of the following?
- Employees responses: 32% ignored a command, 22% identified bias in a human decision and offered a correction
- Executive responses: 15% reported illegal worker behavior, 23% suggested taking an illegal measure due to efficiency

But for these big-picture changes to happen, organizations must speed up technology adoption, decision-making, and process change.

**Q:** Would you describe the pace of change as “Fast” in the following areas?
- Technology adoption: 4% Fast, 23% in progress, 20% fully implemented
- Process change: 37% Fast, 20% in progress, 26% fully implemented
- Culture change: 31% Fast, 28% in progress, 31% fully implemented

The results of our research point to several areas of focus for organizations on the path to responsible adoption of artificial intelligence.

**MAKING THE GREAT SHIFT TO AI AND AUTOMATION**

- Get ahead of change—and be ready for it to accelerate. Rapidly onboarding AI depends on having skilled talent, processes, and performance metrics in place.
- Don’t expect AI to be easy. Integrating AI and AI-enabled technologies across the business demands a clear plan for tools, data, skills, and leadership—and a thorough sense of what barriers to expect along the way.
- Understand that transformation means more than technology. Senior leaders must manage change in every phase of implementation, leverage partnerships, and apply function- and industry-specific best practices.
- Connect to ethics and transparency at every turn. Organizations must implement an AI governance and ethics program, ensure traceability and transparency, and regularly perform audits.

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"Strongly agree" and "Agree" employee responses

"Fast" responses