



Copilot Impact and Readiness Assessment

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Adoption of new digital technology is hard. The speed at which the AI landscape is changing makes critical decisions about how, where, and when to implement Copilot even harder.

McChrystal Group takes a four-part approach to helping you assess Copilot's impact and define your organization's Copilot roadmap:

Readiness

Understand your workforce and teams' readiness using:

- Performance data
- Sentiment
- User understanding

Adoption

Evaluate Copilot telemetry and non-Copilot behaviors to identify:

- User personas
- Copilot champions
- Gaps & opportunities

Visualization

Provide an integrated dashboard to demonstrate Copilot value using:

- Existing Copilot dashboards
- Custom reports
- Viva Insights data*

*Viva Insights requires separate licenses

Evaluation

Combine an assessment report and dashboard data to highlight:

- Opportunities for Copilot expansion
- Return on investment
- Knowledge gaps

In today's fast-paced operating environment, rapidly synthesizing passive usage data, real-time survey responses, and existing business performance data paints a holistic understanding of Copilot's impact

Using multiple data types and sources gives leaders an understanding of *what* adoption looks like, *why* some users are more active, and *how* they can optimize Copilot ROI across their organization.



ORGANIC ADOPTION TRENDS

Passive signals highlight natural adoption curve for Copilot at Client to set expectations for larger roll-out and identify usage gaps.

USER STORIES AND PERSONAS

Active user feedback drills down on user stories specific to your organization to inform your unique value proposition.

BEHAVIORAL IMPACT ANALYSIS

Existing performance data tie use cases to outcome variables from sources like Viva Insights and your business metrics, where available.

TARGETED NEXT STEPS

Identify areas of opportunity, including personas to target for further training and action-oriented data insights.



Client Examples: Passive Data Reports

Copilot Adoption At Client Follows 11 by 11 Curve

Copilot app usage for Teams, Word, and Outlook start to peak in January/Feb timeframe, while M365 chat users hit their stride earlier in the December/Jan timeframe



Teams activity drops in December with Holiday work patterns decreasing overall collaboration. Significant uptick in overall collaboration and Copilot usage in February can be seen in Copilot and Viva data, likely correlated with seasonal activities

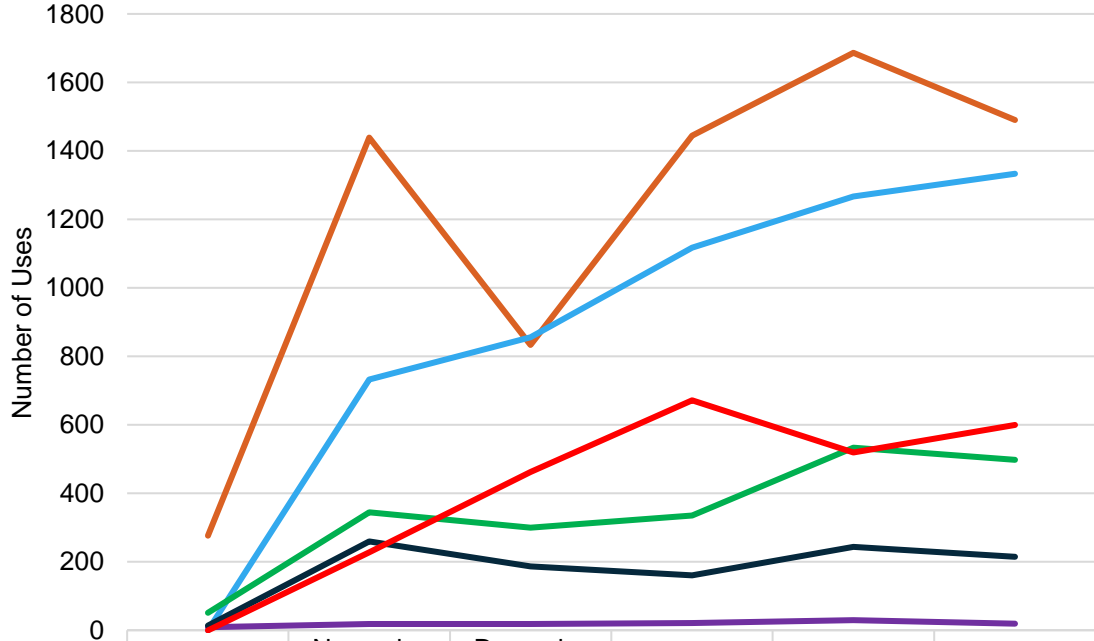


PowerPoint and Excel data follow survey results and show opportunity for improvement. PPT usage peaks in a trial period in November and quickly drops



While Teams actions are prominent, Outlook usage was a close second with over 1000 emails summarized, and 900 emails drafted in February and March

Copilot "Events" Over Time



	October	November	December	January	February	March
Teams	277	1439	834	1445	1687	1491
Outlook	0	733	856	1118	1267	1334
Word	51	345	300	335	534	498
Excel	9	19	19	21	30	20
Powerpoint	14	260	187	161	244	215
M365Chat	0	228	463	672	520	600

Copilot Adoption Curve Corresponds with Unique User Personas

CoPilot Event Count Rank by Job Family Group						
Job Family Group	Teams	Outlook	Word	M365Chat	Powerpoint	Excel
Support Services	2	1	5	3	6	4
Corporate Affairs	2	1	3	5	4	6
Leadership	2	1	3	5	4	6
P&O	2	1	3	5	4	6
Finance	1	2	3	4	5	6
Legal	2	2	1	4	5	6
Marketing	1	2	3	5	4	6
Supply	1	2	3	5	4	6
Business Integration	1	2	5	3	4	6
Digital Technologies	1	2	4	3	5	6
Sales	1	2	4	3	5	6
R&D	2	3	5	1	4	6
Commercial	1	3	4	2	5	6
Data, Analytics & Insights	1	3	4	2	5	6

* Each row represents the ranking for actual Copilot usage for each job family. For example, R&D had 305 total events for M365 chat (thus #1) compared to 5 total events for Excel (#6)

** Data aggregated across all active months (Oct-Mar)

- Organic adoption results suggest user stories for “Communicators” (e.g. Corp Affairs, Leadership, P&O) and “Technicians” (e.g. R&D, Commercial, D&A)
- Legal uniquely has Word as its #1 app with 93 Word documents created and 20 Word documents rewritten
- While Digital Technologies submitted the most M365 chat prompts (79 Associates, 552 submissions since Jan), R&D shows a uniquely prolific use case with only 21 Associates submitting 290 prompts in the same time

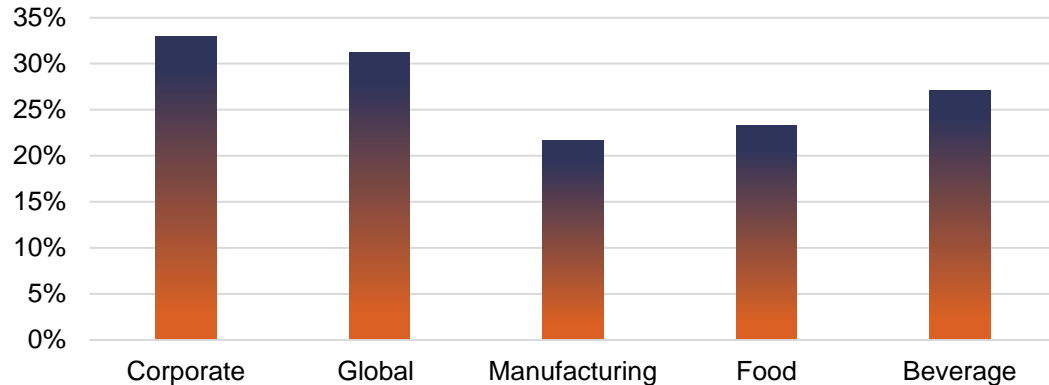
User Persona Deep Dive: Communicators

Representation



Communicators are represented across each of the Segments making up a quarter of each group, on average:

Percent Super User



Leading the Pack



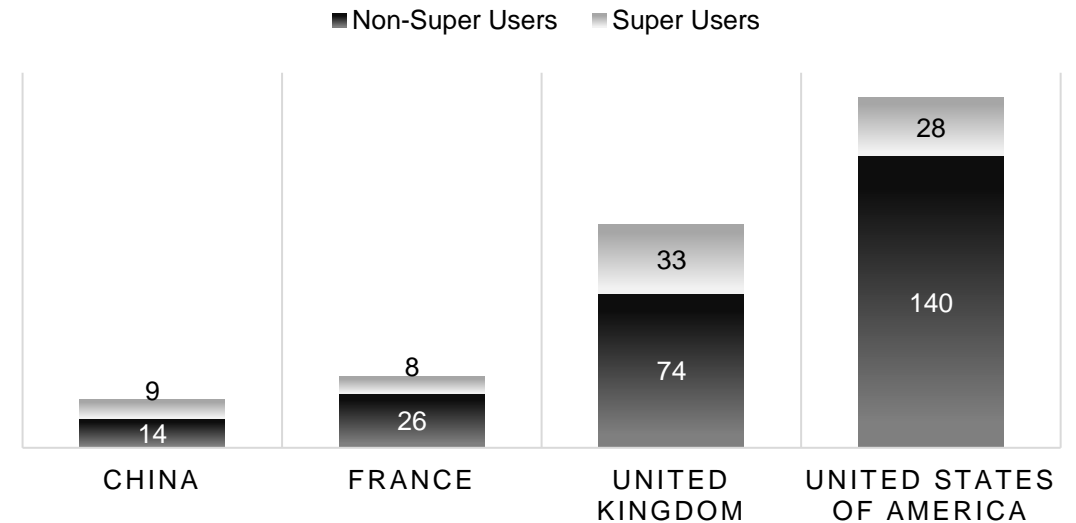
Manufacturing leadership (P4+) spikes at 40% Super Users (out of 67 Associates), while Food, Beverage, and Global all trail with 18% (out of 65), 0% (out of 11), and 0% (out of 8), respectively

Global Trends



Global and Manufacturing are seeing unique spikes in these Super Users in their China region (43% and 40%, respectively), while the UK shows the most consistent prevalence of Super Users in all Segments, especially in Pet with 45% Super Users

COUNT OF SUPER USERS BY COUNTRY



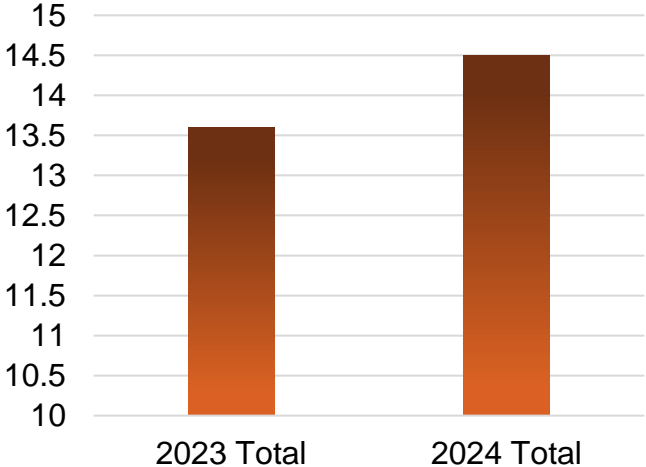
* Showing only countries with at least 20 Associates represented in the sample

Super Users: What Impact are Communicators Seeing?

Initial Viva Insights, while small, are promising. Caveats need to be considered with smaller sample sizes, inconsistent onboarding, complexity of business environment, and seasonality. That said, when mapping Viva Insights metrics to Communicator Super Users early trends are finding:

Increases in "Effective Meetings":

Average "Effective Meetings" Per Week (amongst SU's)



Improved Work Balance:

Comparing 2023 to 2024 trends, Communicators saw:

- Over 30 minutes increase per week in "Uninterrupted Hours" (1.5 hrs in MS)
- About 15 minutes decrease in Working-Hours email time spent
- VP's saw ~1 hr less collaboration time (correlated to slight drops in Manager 1:1 collaboration)

Potential Network Correlates:

Mapping the path of new hires a relationship between growing Associate Networks and adoption:

Average Monthly Internal Network Size Among Associates with 2 Years or less Tenure				
Month	Non SU Base Size	Super User Base Size	Int Network Size Non-SU	Int Network Size SU
August	29	12	125.0	119.4
September	29	12	127.4	124.3
October	29	12	137.0	135.5
November	29	12	124.6	127.9
January	29	12	115.6	120.2
February	29	12	119.1	124.9
March	29	12	130.3	141.3

Future Adoption Considerations: Early Adopters, Network Influencers, and Individual Experience



Early Adopters

When analyzing Associate trends amongst those that accounted for the most activity (at least 20 Copilot Events across any apps) in the first month of Copilot access, we find:

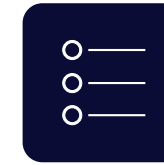
- 46 Associates (~10%) accounted for 77% of all Copilot activity
- 24 of those initial 46 went on to become Super Users
- About 40% of the Early Adopters were in DT (cross-segment)
- 17% of Early Adopters were from Client Snacking, Marketing



Network Influence and Adoption

Associates with stronger networks were more likely to use at least on Copilot App. Research shows strong and diverse networks are critical tools in scaling technology adoption.

	Total Average of Diverse ties	Total Average of Strong ties
Did Not Use CoPilot (Jan-Mar)	11.6	7.3
Used CoPilot (Jan Mar)	14.5	10.6



Public Data Insights:

Of the Associates who mentioned “Entrepreneurship”, “innovation”, etc in their linked profile (35% of the sample), **43% used multiple Copilot apps.**

Only 5% of Associates coming from Top ranked schools were strong adopters of Copilot.

Deeper Dives: Leadership Uses & Lagging Samples



Leadership Team Use Cases

While Client Global leadership lead the pack in CoPilot use amongst VP+, and other segments show significant lag of use at LT level (Corporate, Client BU3, & MGS GL's at near 0 uses of Copilot), there is a clear front runner for VP+'s across segments when the tool is used: **Copilot for Outlook**

- Corporate VP+'s generated 107 email drafts
- Client BU1 VP+'s generated 292, and had 228 Copilot assisted emails sent
- Client BU2 VP+'s generated 210



Lagging Samples

While there were no cohorts of 10 or more that were 100% "no-use" groups. There were some job families that tended to have higher proportions of Associates who did not use Copilot in Q1 of 2023: Sales & Supply Chain

- Corporate: P&O is the only cohort big enough to break out and 1/3 of that team are lagging in use
- MGS: No major callouts
- BU3 (caveat small base sizes): 61% of Sales are lagging in use
- BU1: 41% of Supply are lagging in use, 44% of Legal (although small base),
 - 33% of D&A are lagging showing interesting dichotomy of Technician Super-Use and Non-use
- BU2: 64% of Sales are lagging in use, 56% of Supply, 55% of Marketing



Client Examples: Active User Feedback

Copilot is improving work performance and innovation

Copilot apps for Teams, Word, Outlook, and M365 chat show over 50% agreement from Associates that it accelerates their ability to accomplish their objectives.



M365 chat shows important knowledge variance with over 50% positive scores, only 7% negative, and 30% of Associates do not use; identifying key training opportunity.



PowerPoint and Excel represent biggest gaps for Associates, with 29% and 58% negative or “do not use” results, respectively.

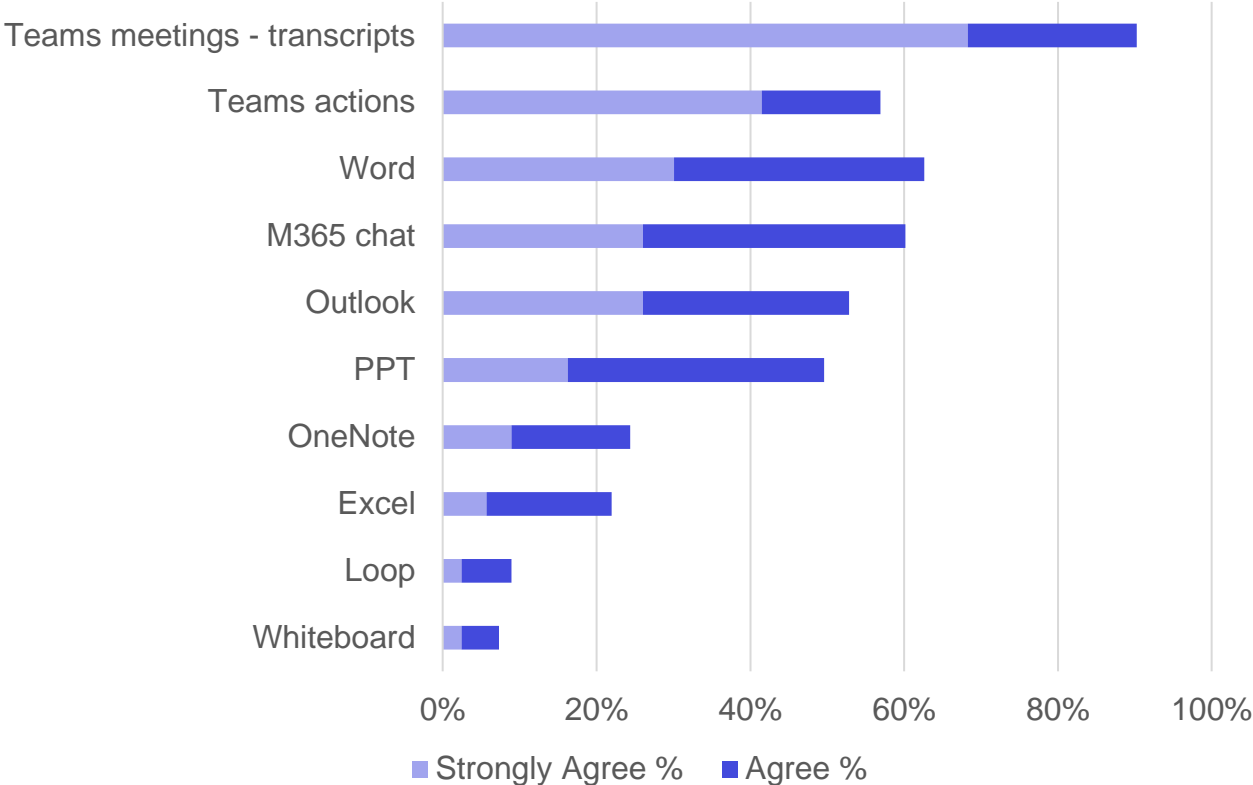


70% of respondents agree or strongly agree that using Copilot has created capacity for more focused work on things [they] enjoy.



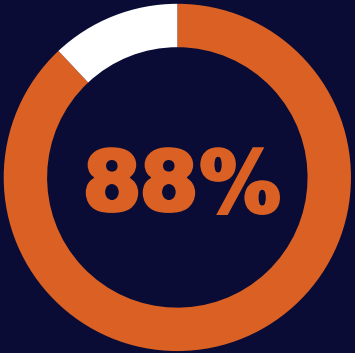
65% of respondents agree or strongly agree that using Copilot has given me space to think about work problems in ways [they] had not before.

Using Copilot in this app has accelerated my ability to accomplish my objectives.



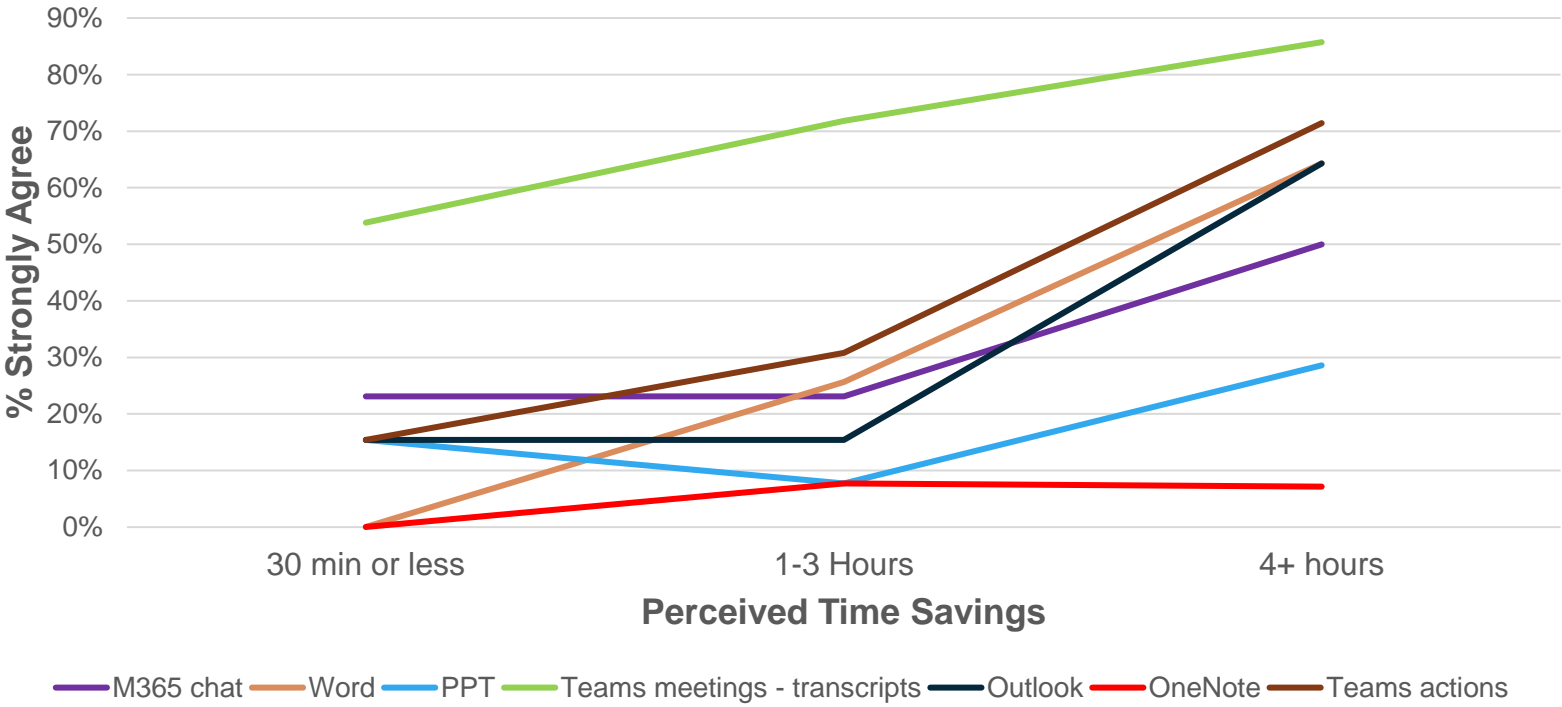
Copilot is driving time savings

Associates who reported the highest average time savings per week, tended to find value in multiple Copilot apps. While meeting transcripts were globally valued, time savings increased significantly with other apps.



88% of Associates report that using Copilot saves them time.

Using Copilot in this app has accelerated my ability to accomplish my objectives.



For design and planning for project and initiatives, having Copilot to gather, summarize and draft content is very useful. Furthermore, Copilot helps to keep track on the latest things around Teams and E-mails increasing productivity and focus.

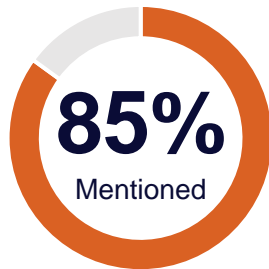
Client Associate on Copilot use cases

In which business activities do you perceive the most time savings?

Summarization and Action:

Common Value:

Action Items, Document & Email Summaries
Meeting Summaries, Recaps

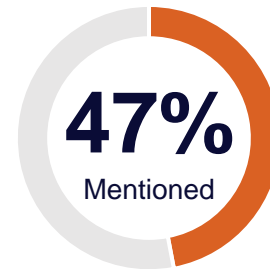


- *“Summarizing and analyzing lengthy documents in Word.”*
- *“General admin and organisation, summarising meeting outputs and follow-ups, and reading long documents.”*
- *“Meeting notes and follow-up actions. This was always something I would deprioritize to do other work. So ,Co-pilot is also helping improve the quality of the work.”*

Drafts and Reviews:

Common Value:

Drafting documents and emails



- *“Starting ideas for PPT and Docs”*
- *“Drafting documents, emails & text-based deliverables.”*
- *“Generating emails or basic documents (e.g. job descriptions)”*
- *“Writing project briefs for new initiatives”*

Idea Generation and Innovation:

Common Value:

New idea generation
Drawing new connections on information



- *“Using it as “advice” for something I’m embarking on solving - how would you....?”*
- *“Looking for work related information.”*
- *“Business case generation”*
- *“Faster Prototyping using Co-Pilot Studio, Planning for future road map.”*

Exemplar Verbatims: “What barriers keep you from fully utilizing all of Copilot's capabilities?” / “What developments in the tool would you like to see?”



READINESS

- *Adequate time to train on its functionalities and best practices, ensuring efficient utilization of this powerful solution, followed by sufficient time for testing and learning.*
- *Time and space in my current calendar to learn and play with it more so that I trust it in a game time scenario*
- *I feel a need more training to help me maximise its potential . I feel I could do so much more with it but need more coaching to show me how to get the most out of it.*
- *I believe that trainings around prompts and real-case scenarios can be good to develop more on the tool.*
- *Training pathways will help, from basic to advanced. I feel like I just scratched the surface of the potential.*



IMPLEMENTATION

- *Not knowing the full extent of the capabilities...more examples of use cases would be helpful*
- *Relevant examples/use cases of how it can add value on an everyday basis rather than generic application*
- *More awareness of advanced use cases*
- *I also sometimes don't think of what is possible.*
- *I could see it being useful if it had access to operational or business data*
- *Would like for it to work with all my Client stuff.*
- *I really hope that M365 Chat will be able to answer more and more questions related to Client processes and information sources.*
- *See the potential to leverage in forecasting & E2E planning*
- *I wish it could work within the confines of the Client PPT template rather than create new things.*



Copilot CAPABILITY

- *Limitations on Excel / PPT to be more compelling on solutions*
- *I don't fully understand what it can do in Excel (and it seems pretty limited compared to the other apps). And for some reason I don't have it on OneNote.*
- *Inconsistent performance. e.g. if I copy a transcript into Word and ask for meeting minutes, it gives me different output vs asking for meeting minutes while live in the Teams meeting. After the meeting, Copilot can't provide good minutes.*
- *Copilot in Excel requires huge improving as currently LLM not well suited for numerical applications*
- *Power Point Co-Pilot and excel co-pilot still needs a lot more in terms of ability to generate visuals and content .*
- *Better PPT creativity / image finders to enhance design without having agencies involved*
- *I didn't find M365 as useful, but see potential, you have to get the prompt correct. Eg I ask it to summarise actions from my emails this week and it doesn't pick up a lot.*



Client Examples: Custom Dashboards

Example: Adoption Dashboard

Connects usage to your business

Filter on power users

Identify trends

Emphasize organizational effects

Enable views of non-usage

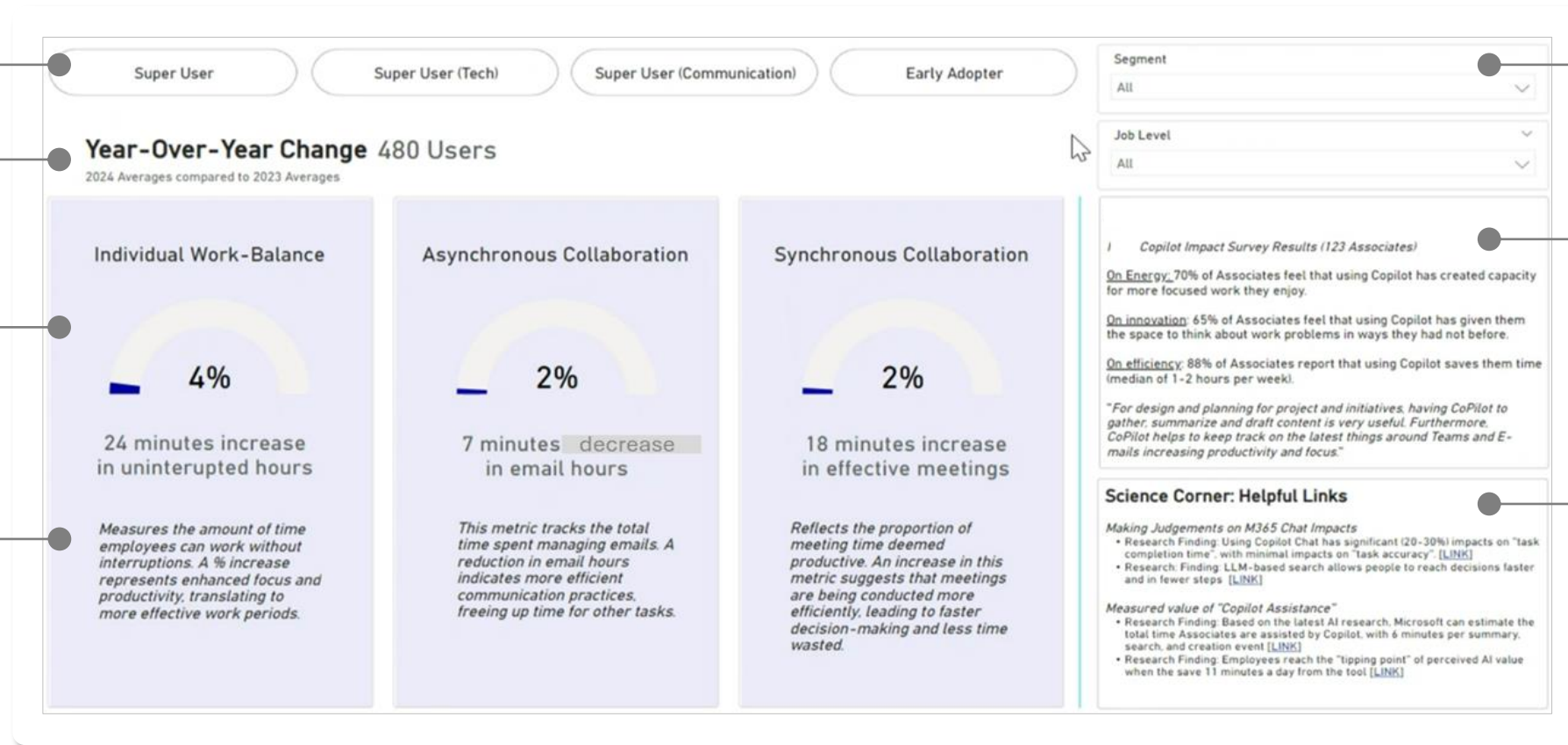
Increase in-product education



Example: Custom Impact Dashboard

Measure impact on work

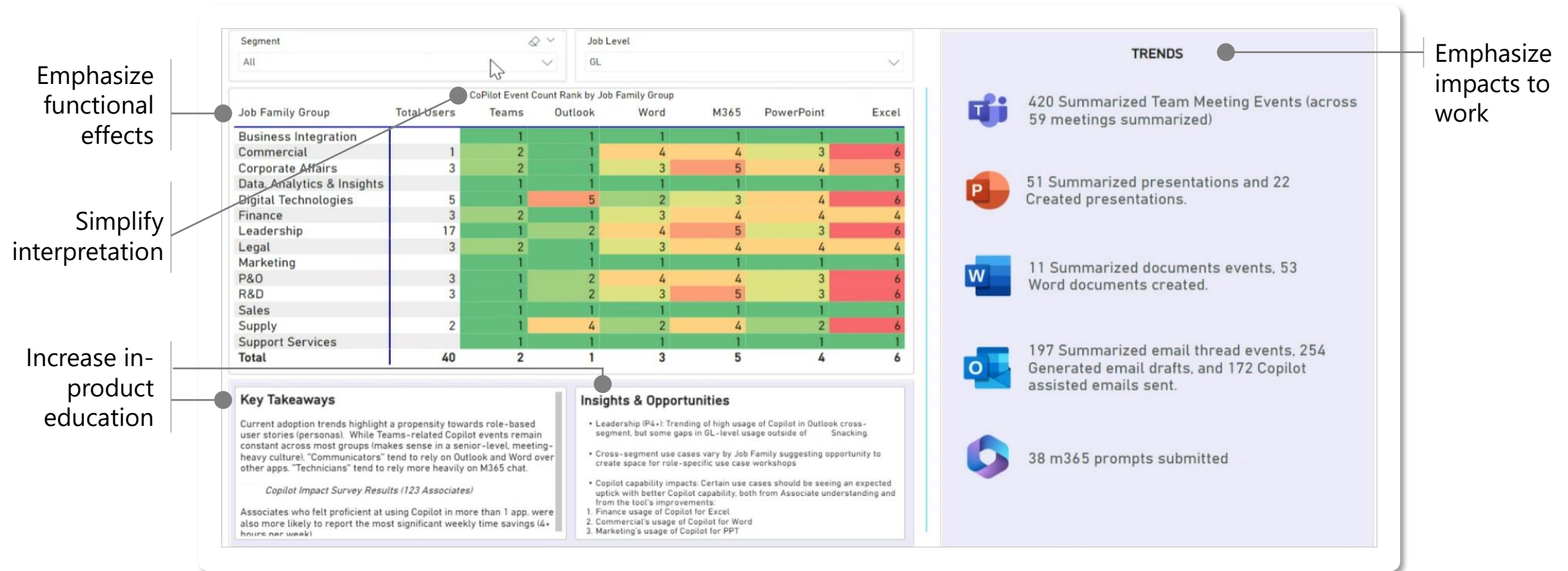
- Filter on power users
- Provide year over year views
- Simplify impacts with a focus on work
- Increase in-product interpretation



- Emphasize organizational effects
- Tightly integrate sentiment
- Increase in-product education

Example: Custom Utility Dashboard

Define how Copilot aligns to functional workflows



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