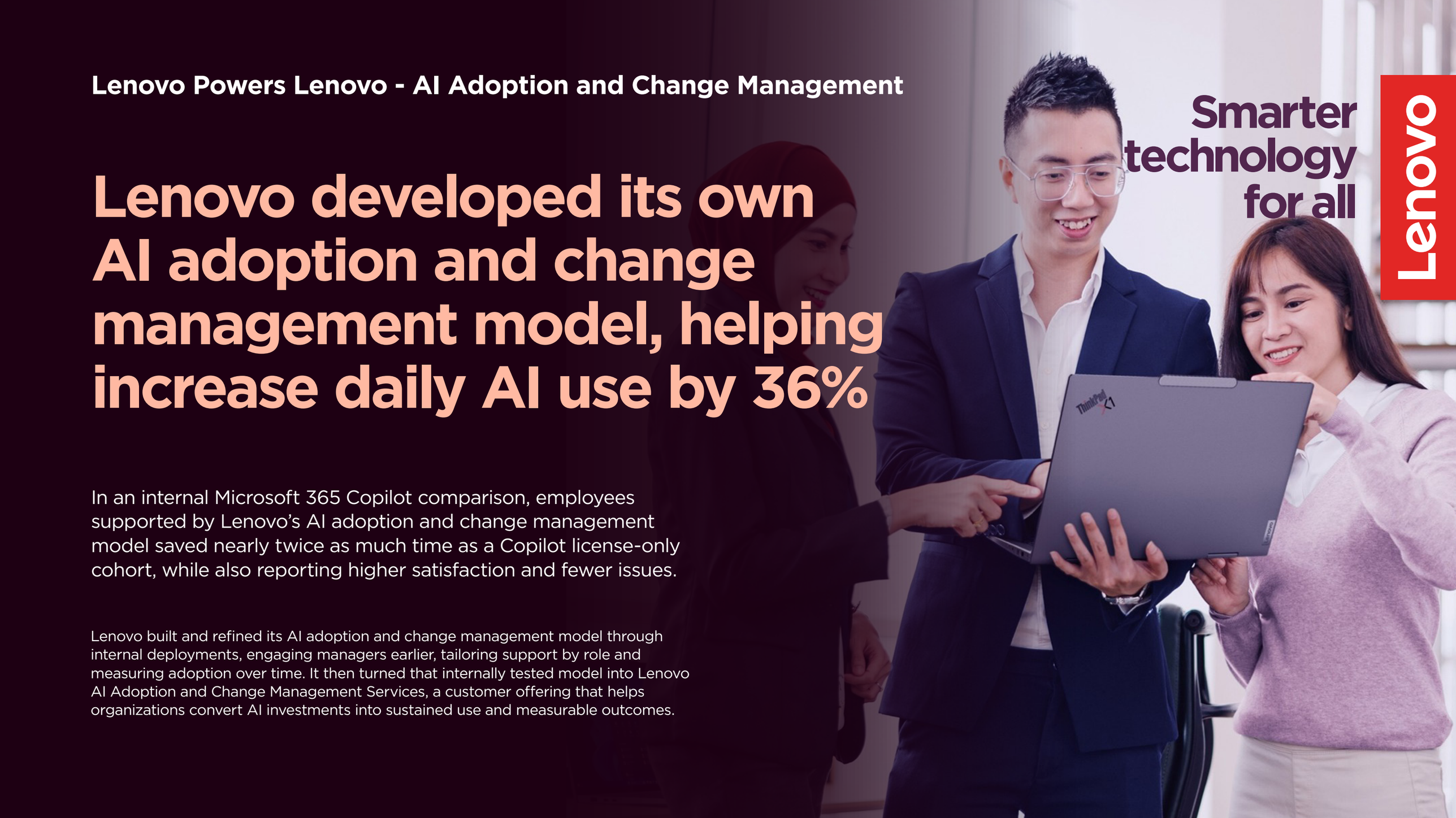
Lenovo Powers Lenovo - AI Adoption and Change Management

Lenovo developed its own AI adoption and change management model, helping increase daily AI use by 36%

In an internal Microsoft 365 Copilot comparison, employees supported by Lenovo's AI adoption and change management model saved nearly twice as much time as a Copilot license-only cohort, while also reporting higher satisfaction and fewer issues.

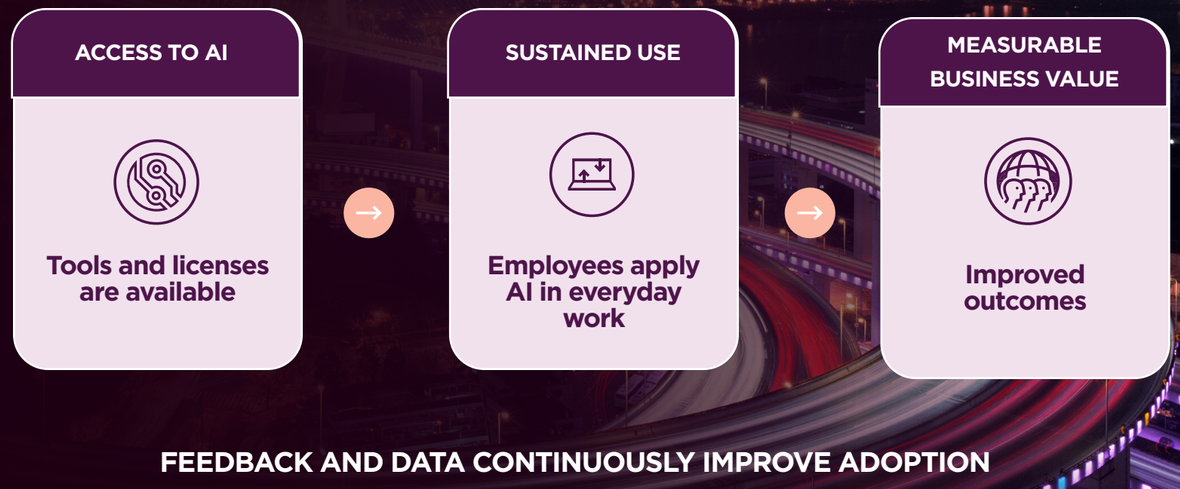
Lenovo built and refined its AI adoption and change management model through internal deployments, engaging managers earlier, tailoring support by role and measuring adoption over time. It then turned that internally tested model into Lenovo AI Adoption and Change Management Services, a customer offering that helps organizations convert AI investments into sustained use and measurable outcomes.



Challenge: Turning AI Access into Sustained Use and Value

Lenovo was introducing AI tools across a global workforce of around 75,000 employees, creating new opportunities to improve productivity and advance business priorities. But access alone did not ensure employees understood which parts of their work AI could support, how to use it responsibly or why changing established ways of working was worthwhile.

Generic training could not address the needs of every role and function, while initial activity after launch did not necessarily translate into sustained adoption. Lenovo needed a repeatable way to tailor support, monitor engagement and connect observed benefits with business priorities so its AI investments could deliver measurable value.





“Managers are uniquely positioned to inspire employees, reinforce culture, surface potential barriers and help us capture AI value. As critical catalysts for AI transformation, managers need dedicated support to lead through AI change.”

Linda Yao
VP, SSG Hybrid Cloud & AI Solutions at Lenovo

Challenge: Closing the Gap Between AI Strategy and Everyday Work

In some of Lenovo’s early AI deployments, broad executive messages were followed quickly by training and launch, leaving managers little time or practical guidance to prepare their teams. Yet employees relied on their managers to understand why the change mattered, how it would affect their work and how to apply AI effectively.

Managers also needed to address resistance, surface role-specific needs and connect early benefits with broader business priorities. Lenovo recognized that engaging managers earlier and equipping them to help shape the rollout would be essential to sustained adoption.

Foundations

Lenovo operational and transformation expertise; Prosci ADKAR.

Defining practices

Early manager involvement; support tailored to roles and real work; adoption and business-value measurement.

Continuous learning

Test internally; gather feedback; refine the model.

Solution: Lenovo Powers Lenovo



To close the adoption gap, Lenovo brought together change practitioners, learning and development experts, AI specialists and employees with operating experience across functions including finance, sales, customer support and delivery.

The team benchmarked established change-management approaches and selected the Prosci ADKAR model as a foundation. Lenovo combined that methodology with its own transformation experience, trained internal practitioners and champions, and developed an adaptable AI adoption and change management model.

Lenovo then put the model into practice across its own AI programs, using employee feedback and adoption data to refine it around the realities of how employees and managers experienced change.

Solution: Learning Through Internal AI Deployments

Lenovo tested individual components and the complete AI adoption and change management model across successive internal initiatives. Through **an internal deployment of the Lenovo Knowledge Super Agent**, an AI-powered knowledge agent, the team applied the model end to end using a phased rollout, persona-based enablement, manager engagement, a champion network and adoption dashboards. The deployment ultimately reached approximately 3,000 employees.

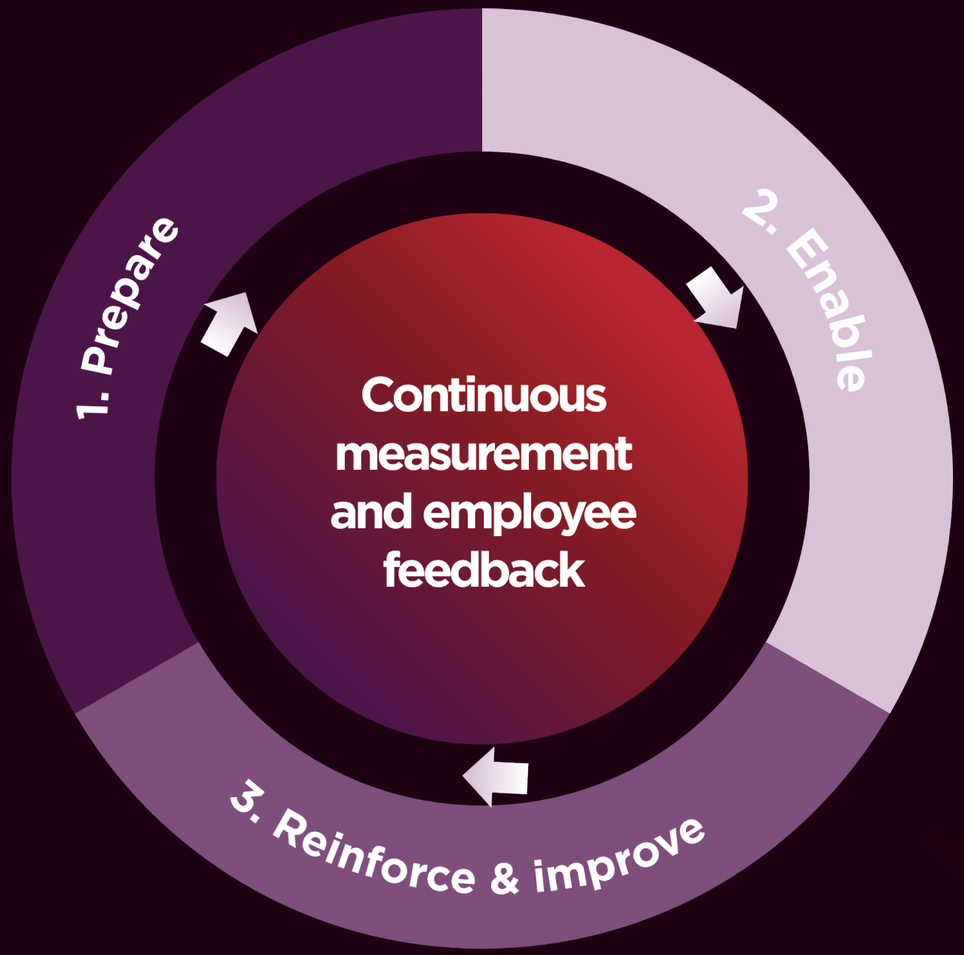
Microsoft 365 Copilot deployments gave Lenovo another environment in which to test and refine the approach. Lenovo used hands-on workshops, or "prompt-a-thons," to help employees apply Copilot to their work rather than relying on generic training. In a separate measured rollout, the team compared employees supported by Lenovo's model with employees who received Copilot licenses without tailored adoption support.

Across these initiatives, Lenovo sharpened three principles: involve managers early, tailor support to employees' roles and real work, and use adoption and business-value data to refine the rollout over time.



"Testing the model inside Lenovo showed us that adoption succeeds when managers are prepared, support is grounded in how people actually work, and teams measure and reinforce progress over time."

Sarah Lundgren
Director, Technical Enablement for Hybrid Cloud and AI at Lenovo



Solution: A Three-Phase Model for Sustained Adoption

Lenovo organized its AI adoption and change management model around three connected phases that begin before deployment and continue after launch:

1. **Prepare for change:** Co-create business objectives and success measures, assess cultural and organizational readiness, identify priority roles and use cases, and engage managers early.

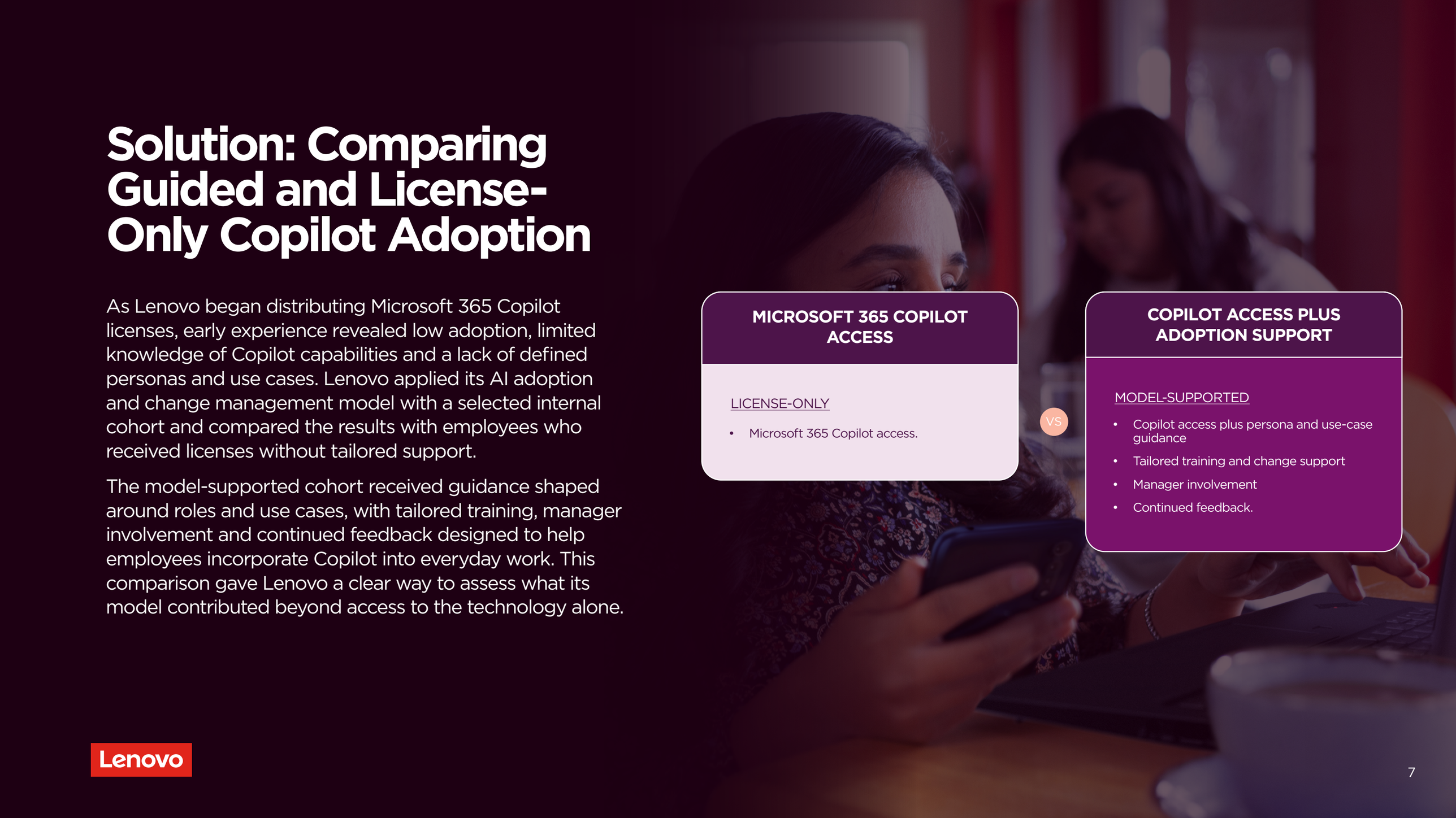
2. **Enable change:** Engage leaders, prepare managers and champions, and deliver communications, training and hands-on learning tailored to employees' roles and real work.

3. **Reinforce and improve:** Track usage, engagement and business value; gather employee feedback; address barriers; and refine the program so new behaviors continue after launch.

Solution: Comparing Guided and License-Only Copilot Adoption

As Lenovo began distributing Microsoft 365 Copilot licenses, early experience revealed low adoption, limited knowledge of Copilot capabilities and a lack of defined personas and use cases. Lenovo applied its AI adoption and change management model with a selected internal cohort and compared the results with employees who received licenses without tailored support.

The model-supported cohort received guidance shaped around roles and use cases, with tailored training, manager involvement and continued feedback designed to help employees incorporate Copilot into everyday work. This comparison gave Lenovo a clear way to assess what its model contributed beyond access to the technology alone.



MICROSOFT 365 COPILOT ACCESS

LICENSE-ONLY

- Microsoft 365 Copilot access.

VS

COPILOT ACCESS PLUS ADOPTION SUPPORT

MODEL-SUPPORTED

- Copilot access plus persona and use-case guidance
- Tailored training and change support
- Manager involvement
- Continued feedback.

91% vs. 67% daily use

3.5 vs. 1.8 hrs. saved per person each week

4.27/5 vs. 3.67/5 satisfaction

18% vs. 33% issue rate

Result: Guided Adoption Increased Use and Time Savings

Employees supported by Lenovo's AI adoption and change management model used Copilot more consistently and generated greater practical value from it. Daily use was 36% higher, weekly time savings nearly doubled, satisfaction increased and the issue rate was 45% lower than in the license-only cohort.

Together, the results showed how structured adoption support improved both the employee experience and the practical value generated from the technology.



"Across Lenovo, we have deployed AI in different roles, functions and operating environments. We learned that giving employees access is only the beginning. Structured adoption support turns that access into sustained use and measurable value, and we now bring those lessons to customers."

Cristina Ursu
Director, HCAI Activation and Client Adoption at Lenovo

Result: From Internal Deployment to Customer-Ready Adoption Services

By building and refining the model inside its own organization, Lenovo learned how to translate AI ambitions into changes employees could sustain. Those lessons became the foundation for Lenovo AI Adoption and Change Management Services.

The modular services can support different AI solutions, helping organizations assess readiness, plan for change, prepare users, measure progress and sustain adoption. As part of Lenovo Hybrid AI Advantage, they connect AI technology and delivery with the organizational support needed to turn enterprise AI investments into measurable business outcomes.

Lessons from Lenovo's internal deployments:

Engage managers before training and launch so they can help shape the rollout and prepare their teams.

Tailor use cases and support around the roles, tasks and workflows affected by AI.

Define adoption and business-value measures early, then use dashboards and feedback to refine the rollout.

Plan for reinforcement from the beginning so adoption continues after initial deployment support ends.

Lenovo

Smarter technology for all

Lenovo

Talk to Lenovo

Contact your Lenovo representative to discuss how Lenovo can support your organization's AI transformation.

Explore Lenovo Hybrid AI Advantage

See how Lenovo helps organizations build, deploy and scale enterprise AI to achieve measurable business outcomes.

Discover Lenovo AI Adoption and Change Management Services

Learn how tailored adoption support can help employees use AI effectively and sustain new ways of working.

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