



SHI®

Developing enterprise AI literacy: Your roadmap to an AI-fluent workforce

Your organization must be ready to adopt this transformative technology, from top to bottom. Learn practical steps that leaders must take now to help everyone move forward.

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Enterprise leaders face a critical inflection point. AI leaders achieve 1.7x higher revenue growth and 40% greater cost reductions than laggards, according to a Boston Consulting Group (BCG) report.¹ “Globally, 5% of companies qualify as ‘future-built’ for AI, while 35% are scaling and beginning to generate value,” found the report. “The remaining 60% of organizations (‘laggards’) report minimal revenue and cost gains and don’t yet have the proper capabilities for scaling AI in place.”

After guiding dozens of enterprise clients through successful AI transformations, SHI has identified the precise roadmap enterprise leaders need to convert AI literacy from an abstract concern into a measurable business advantage.

However, the transition to AI literacy can be disruptive. Generative AI will move the goalposts. A lot. Even good change is stressful and takes time to take hold. Current fears will fall and then rise again as people become familiar with the new technology – and more deeply appreciate its impact.

The potential rewards are immense. According to IDC, “investments in AI solutions and services are projected to yield a global cumulative impact of \$22.3 trillion by 2030, representing approximately 3.7% of the global Gross Domestic Product (GDP).”² Capturing your share of this value hinges on your workforce’s ability to effectively use and innovate with AI.

At the organizational level, recent joint research from Harvard Business School, Wharton, and Procter & Gamble demonstrates AI’s profound impact on performance. Their “Cybernetic Teammate” study, involving 776 professionals, revealed that “single individuals equipped with AI matched the performance of whole teams without AI,”³ effectively giving AI-literate employees capabilities that previously required entire teams. The study showed that AI also enhances team performance. Teams equipped with AI outperformed AI-using individuals, as well as teams that didn’t have AI. This underscores the urgent need for widespread AI literacy to unlock new levels of productivity and innovation.

We hear it from leaders all the time: Figuring out AI adoption and building company-wide literacy is a massive undertaking. SHI is here to help. From briefings and workshops to [AI & Cyber Labs](#) and [implementation services](#), our services can help you prepare your organization to seize the full value of AI.

¹ Boston Consulting Group, “[AI Leaders Outpace Laggards with Double the Revenue Growth and 40% More Cost Savings](#),” 2025

² IDC, “[IDC Predicts AI Solutions & Services will Generate Global Impact of \\$22.3 Trillion by 2030](#),” April 2025

³ Dell’Acqua, et al, “[Working Paper 25-043 The Cybernetic Teammate: A Field Experiment on Generative AI Reshaping Teamwork and Expertise](#),” 2025

The key to transforming your business

What does generative AI require of you as an organizational leader? Your job now includes guiding your people through this profound, technology-driven change. Generative AI demands that you — and everyone on your team — step into unfamiliar territory, not only learning how this technology works, but making it work effectively in alignment with your business goals while managing the risks of ethical and responsible AI.

Success in this transformation doesn't hinge on simply understanding AI; it depends on your ability to lead people in innovating and collaborating with AI tools, shaping both the technology and your organization's culture in the process. This is where true competitive differentiation lies.

We will explore exactly how generative AI reshapes collaboration, what leaders must do to close the AI literacy gap, and how developing this literacy unlocks competitive advantage.

"AI is fundamentally different than other types of change management in an organization," notes John Moran, Product Management Director at SHI. "The technology is reshaping how we work in ways that require new literacy and collaboration models. It's not just about the tools — it's about creating a culture where people understand what AI can and cannot do, and critically, how to leverage it responsibly."

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At SHI, our experts will help you establish critical guardrails through policy development, employee education, monitoring, and technology implementation. We'll also assess and evaluate AI vendor guarantees against your risk tolerance, regulatory requirements, and specific needs.

[Inquire about our AI Readiness Workshop](#)

Defining AI literacy for enterprise success

The big challenge in AI literacy is that leading-edge large language models (LLMs) and their multimedia successors are more like people than enterprise software. In fact, they pass the long-standing “Turing test.” A March 2025 study found that when prompted to adopt a humanlike persona, GPT-4.5 was judged to be human 73 percent of the time — far more often than the actual human contenders.⁴

As a result, getting to know **how to work effectively** with AI tools like ChatGPT, Claude.ai, and Perplexity is a lot like getting to know new colleagues. Yet, as you gain expertise collaborating with these new AI entities, you realize that they are not at all human.

They have drastically different strengths and weaknesses than we do. AI is already much faster at mid-level tasks than people. AI models can write straightforward software to spec in minutes that would take an expert software engineer an hour. They can read 100 pages in a few seconds and then answer deep questions about the content. And they can write a useful meeting agenda, critique a document, or even draft a business plan in under a minute.

⁴C. Jones et al., “[Large Language Models Pass the Turing Test](#),” arXiv:2503.23674, March 2025

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“Organizations increasingly recognize the need for inclusive AI education that supports broad workforce readiness.”

- Rami Douenias, Sr. Director - Solutions Engineering - AI Platforms at SHI

But there are strange gaps. AI makes factual mistakes we never would — commonly called “hallucinations.” They lack perspective and lose the thread. The opportunity is for your people to learn to collaborate with these new AI entities while also training them to work well with us. This human-AI collaboration is the engine of future productivity.

So, how do we define AI literacy for enterprise success? In a nutshell:

- **Realistic capabilities and limitations:** Recognizing what AI can and cannot do today, while anticipating its rapid evolution.
- **Effective interaction:** Developing strong prompt engineering skills to communicate clearly with AI systems and critically evaluate their outputs.
- **Critical assessment:** Evaluating AI-generated content for accuracy, relevance, and biases, understanding the ethical implications of its use.
- **Practical application:** Identifying where AI meaningfully augments existing workflows to drive specific business outcomes.
- **Responsible use:** Understanding and applying principles of data privacy, security, and ethical AI practices in all interactions.

“The technology goes way beyond how people are using it right now,” notes SHI’s Moran. This gap between AI capabilities and human understanding mirrors the findings of the Harvard-Wharton-P&G research.⁵ Organizations with AI-literate workforces gain significant competitive advantages in decision-making, productivity, innovation, and, ultimately, business results. Closing this gap is a strategic imperative for every enterprise.

⁵C. Dell’Acqua, Fabrizio, Charles Ayoubi, Hila Lifshitz, Raffaella Sadun, Ethan Mollick, Lilach Mollick, Yi Han, Jeff Goldman, Hari Nair, Stew Taub, and Karim R. Lakhani. [“The Cybernetic Teammate: A Field Experiment on Generative AI Reshaping Teamwork and Expertise.”](#) Harvard Business School Working Paper, No. 25-043, March 2025

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Overcoming critical AI misconceptions

Three prevalent misconceptions prevent organizations from developing effective AI literacy programs and realizing AI's full potential:

Misconception 1: AI literacy requires technical expertise

Many employees avoid AI because they believe it requires specialized technical knowledge. This creates unnecessary "AI anxiety" that hinders adoption. Leaders must actively dismantle this barrier.

"The best prompt engineers I know are the best communicators," Moran explains. "They know how to write clear instructions. They're good writers. They're not technical. It is not a technical skill at all."

Organizations must emphasize that effective AI use depends on strong communication skills, making it accessible to employees across all departments. SHI's training programs, for instance, focus on practical application for non-technical roles, empowering marketing, HR, and sales teams alike.

Misconception 2: Data must be perfect before implementing AI

Organizations often delay AI adoption while building the ideal data infrastructure. This implementation paralysis leads companies to "spend all of their time getting their data right, and they don't actually do anything," cautions Moran. Instead, they should focus on ensuring they have a robust data strategy in place, which includes the necessary storage infrastructure and data capabilities to govern and manage data for further AI readiness.

Modern generative AI and retrieval-augmented generation (RAG) work effectively with unstructured data like meeting transcripts, videos, emails, and documentation. SHI helps clients leverage RAG to securely connect AI to existing enterprise knowledge repositories, enabling powerful insights from day one without waiting for a perfect data state.

"Let the data lead, don't lead the data — make good use of what you have," advises Moran. This shift in perspective removes a significant barrier to getting started with AI. It is also true that better data will deliver better AI results, but that can come over time through an iterative process.

Misconception 3: AI will replace human workers

Research consistently shows that AI functions best as a collaborator rather than a replacement. "Leaders who can replace fear of uncertainty with imagination of possibility will discover new applications for AI, not only as a tool to optimize existing workflows but also as a catalyst to solve bigger business and human challenges," according to McKinsey & Company.⁶

As Moran succinctly notes: "Someone with AI might replace you. Someone using AI more effectively may replace them. But AI on its own isn't going to replace anyone." Organizations that frame AI as an empowerment tool rather than a replacement technology experience less resistance and higher adoption rates, because this puts the emphasis on how AI makes employees more valuable. This is a cornerstone of SHI's AI literacy and change management approach.

Understanding how and where to effectively leverage AI technology can be challenging. That's where our experts can help accelerate your journey to AI adoption and guide you with clear, actionable strategies at each turn along the way. SHI's AI Readiness Workshop helps drive generative AI adoption and improve return on investment (ROI).

Discover more about our AI Readiness
and Use Case Discovery Workshops

Someone with AI might replace you. Someone using AI more effectively may replace them. But AI on its own isn't going to replace anyone.

— John Moran,
Director of Product Management, SHI

⁶McKinsey & Company, "[Superagency in the workplace: Empowering people to unlock AI's full potential](#)," January 2025

Measuring AI literacy: The meta framework

The Meta AI Literacy Scale (MAILS), developed by the University of Würzburg, provides a thorough, peer-reviewed framework for assessing organizational AI literacy.⁷ Based on Bloom's taxonomy, it evaluates four key dimensions:

- **Know and understand:** Comprehension of core AI concepts, capabilities, and limitations.
- **Use and apply:** Ability to use AI effectively in problem-solving contexts.
- **Implement AI ethically and responsibly:** Awareness of potential biases and responsible usage.
- **Detect AI:** Capacity to recognize AI-generated content and evaluate appropriateness.

This framework helps organizations establish metrics, take baseline measurements, and track progress. Most importantly, it focuses on adaptable knowledge that will remain relevant as AI capabilities evolve. This ensures your literacy investments today continue to pay dividends tomorrow.

⁷ University of Würzburg, [The Meta AI Literacy Scale \(MAILS\) Questionnaire](#)



Building enterprise AI literacy: A five-step approach

Developing comprehensive AI literacy across your organization requires a structured, strategic approach. From successful implementations across industries, we've identified five critical steps that create the foundation for sustainable AI literacy. This framework balances immediate wins with long-term capability building and technical enablement with human factors, and can be tailored to organizations at any stage of AI maturity.

SHI knows how critical AI literacy is for success. We've lived it, deploying AI to thousands of our own employees and guiding numerous enterprises on their journey. Learn more about how to build it, then contact us for an AI briefing to help get your organization started confidently and strategically.

**Watch this recent webinar to learn more:
AI Literacy: Building a Foundation**

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1. Measure your current literacy landscape

Begin with a comprehensive MAALS assessment, or a similar service from SHI, to identify:

- Literacy levels across departments and roles.
- Specific areas of anxiety or resistance.
- Potential champions who already demonstrate proficiency.
- Priority focus areas for improvement.



Gartner® recommends organizations “conduct an initial gap analysis of current and required AI literacy levels with a cross-functional team to get started, and repeat the exercise regularly as AI literacy evolves.”⁸ With this diagnostic intelligence, you can implement targeted, high-impact programs rather than generic initiatives that fail to address your organization’s specific needs and context.

SHI’s AI Readiness Workshop delivers this precise intelligence, forming the basis of your literacy strategy

Go inside SHI’s AI & Cyber Labs



2. Provide access to sophisticated and secure AI tools

To develop true literacy, employees need hands-on experience with full-featured AI tools. This approach requires:

- **Enterprise-grade AI systems:** Deploying capable, secure AI platforms across the organization, ensuring data privacy and compliance.
- **Usage-based platforms:** Implementing systems that charge for actual usage rather than per-seat licensing, optimizing cost-effectiveness.
- **RAG implementation:** Connecting AI systems to your company’s knowledge repositories. This is often a key component of SHI’s AI integration services to make AI relevant to your specific business.
- **Safe experimentation environments:** Creating spaces where employees can explore without fear, such as **SHI’s AI & Cyber Labs**, which offer secure environments with appropriate governance.

⁸Gartner®, [“Why You Need to Build AI Literacy Now – And How to Do It.”](#) March 27, 2025

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3. Develop role-specific, incremental training focused on business outcomes

According to WSI research, 52% of business professionals who consider themselves very or moderately familiar with AI have not completed any formalized AI training. "While self-teaching may provide a foundation, it's the collaborative human exchange — mentorship, guided practice, and shared experiences — that transforms surface-level tool familiarity into strategic advantage," reported WSI.⁹ Organizations that see the highest returns on their AI investments prioritize these practical approaches:

- Focus on outcomes rather than technical mechanics. For example, how can AI help a sales professional close deals faster, or a marketer create more effective campaigns?
- Provide hands-on, interactive learning experiences.
- Demonstrate applications specific to each job function.
- Leverage peer teachers who understand departmental workflows.
- Progress incrementally from simple to complex applications.
- Review peer and competitor case studies to illustrate real-world success and inspire innovation.

"Incremental learning is definitely huge, because AI training can get frustrating quickly if people aren't getting out of it what they expected," Moran explains.

⁹WSI AI Business Insights Report, "[Navigating The AI Landscape: Strategic Insights for Small and Medium-Sized Businesses](#)," 2025

¹⁰IDC Blog, "[Organizations Seek Competitive Edge with AI Centers of Excellence](#)," June 2025

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4. Build a supportive ecosystem for ongoing learning and innovation

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Ongoing support transforms individual learning into organizational capability:

- **Establish an "AI town center":** Create a central hub for resources and knowledge sharing.
- **Host regular office hours:** Establish an open hour where team members can join and ask questions.
- **Implement feedback mechanisms:** Gather input on challenges and successes.
- **Document clear guidelines:** Provide guidance on responsible AI usage.

Many organizations are developing AI centers of excellence (COEs). "They draw the top talent from throughout an organization that can champion how AI can be interwoven into existing processes to create new efficiencies," according to an IDC blog.¹⁰



5. Integrate with existing learning frameworks for easy adoption

Rather than creating isolated AI programs, work with your Learning & Development (L&D) department to:

- Incorporate AI literacy into existing training frameworks.
- Leverage L&D's expertise in instructional design.
- Utilize established relationships with business units.

"IT departments often lack relationships with business units and may not know how to gather requirements effectively," Moran notes. "L&D can bridge that gap." SHI often acts as a facilitator between IT, L&D, and business units to ensure cohesive program development and delivery.

This five-step approach has been pivotal to SHI's own AI journey and that of our customers. To see how it can be tailored to your organization's unique needs and accelerate your AI literacy, [connect with an SHI AI expert.](#)



Executive leadership: The critical literacy catalyst for enterprise- wide AI success

Microsoft's 2025 Work Trend Index report reveals the profound impact of leadership on AI adoption: "The organizations and industries that invest in AI skilling today will be the leaders of tomorrow." Already 67% of leaders are familiar or extremely familiar with agents, found the report, while 47% of leaders list upskilling existing employees as a top workforce strategy for the next 12–18 months.¹¹

The data is clear — leadership's visible commitment to AI is perhaps the single most powerful catalyst for organization-wide literacy. Your personal engagement will set the tone and pace for your entire company.

¹¹ Microsoft Work Trend Index Annual Report, "[2025: The year the Frontier Firm is born](#)," April 2025

"If you yourself are not AI literate, then start there," Moran advises.

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Leaders must:

- Regularly discuss AI's strategic importance and its alignment with core business objectives.
- Transparently demonstrate their own AI usage and learning journey.
- Clearly communicate that AI augments rather than replaces human capabilities, fostering a culture of collaboration with AI.
- Consistently recognize innovative AI applications throughout the organization.



Outcomes and business impact

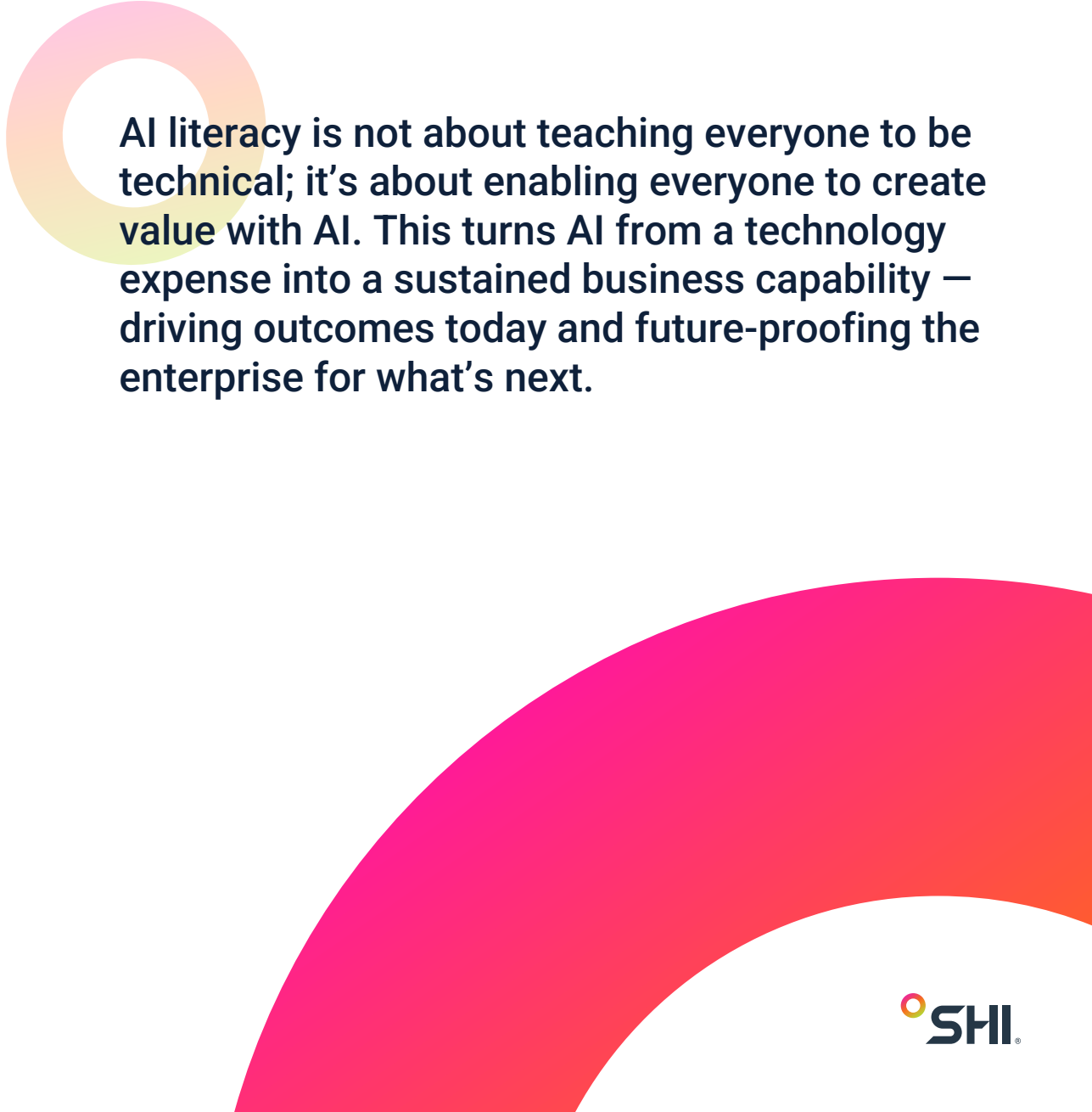
Organizations that invest in enterprise-wide AI literacy realize measurable outcomes across people, processes, and performance. An AI-fluent workforce understands what AI can and cannot do, how to apply it responsibly, and how to collaborate with it effectively in daily roles. This drives faster adoption of AI tools across functions, improved productivity and decision-making, and stronger alignment between AI capabilities and business outcomes. Teams accomplish work that once required more time or larger headcount, while operating within defined security, privacy, and ethical guardrails.

AI literacy also reduces risk and increases return on AI investments by ensuring tools are used confidently and correctly – not avoided, misapplied, or underutilized. Structured, role-based learning enables sustainable capability building that evolves as AI advances, supporting long-term resilience and innovation.

Why AI literacy matters now

Generative AI represents a fundamental shift in how work gets done. The gap between AI's potential and actual usage continues to widen. Without AI literacy, organizations hesitate, misuse tools, or delay value. With it, employees confidently partner with AI, leaders unlock scalable productivity and innovation, and the organization builds a durable foundation for continuous transformation.

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AI literacy is not about teaching everyone to be technical; it's about enabling everyone to create value with AI. This turns AI from a technology expense into a sustained business capability – driving outcomes today and future-proofing the enterprise for what's next.

How SHI can accelerate your AI literacy journey

SHI provides comprehensive services to advance your organization's AI literacy through a proven, structured approach:



Strategic assessment and planning

- **AI Readiness Workshop:** A baseline evaluation of your organization using frameworks like the Meta AI Literacy Scale to measure current literacy levels, identify knowledge gaps, establish improvement targets, and deliver a prioritized action plan. This initial step typically helps clients pinpoint opportunities for efficiency gains in targeted departments.
- **Executive AI Briefings:** Explore focused sessions on the latest AI technologies, frameworks, and solution strategies relevant to your business.
- **AI Use Case Discovery Workshop:** Uncover AI use cases for your organization, gain a deep understanding of your top priorities, and design and deploy a proof of concept to validate your solution.



AI-ready learning environments

- **AI & Cyber Labs:** Fast-track your AI prototypes in our state-of-the-art lab facility.
- **Secure AI:** A controlled environment where organizations can experiment with AI tools safely, with appropriate governance and security measures.
- **RAG implementation:** Connect AI systems to your organization's knowledge repositories through retrieval-augmented generation (RAG), enabling more relevant responses.

Building your AI-empowered future

As we said at the outset, generative AI will deliver enormous economic and human gains — but also disruption. The path through this change is deeply human, requiring your people to innovate and drive positive change. AI literacy isn't just another technical initiative; it's a strategic imperative that will increasingly determine which organizations thrive in this new era of intelligence.

By developing a practical, forward-looking approach to AI literacy through the five-step framework we outlined above, and partnering with an experienced guide like SHI, you create a foundation for sustainable competitive advantage. The potential rewards are immense: enhanced productivity, superior decision-making, accelerated innovation, and the ability to adapt quickly to changing markets.

Let SHI help you with your AI literacy journey today and unlock the full potential of an AI-empowered workforce.

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These fundamentals provide a strong starting point for organizations. Turning these into a fully integrated, enterprise-grade AI capability requires deeper assessment and hands-on execution.

SHI works with organizations to move beyond concepts and point solutions, delivering end-to-end advisory and implementation that connects people, process, technology, and governance. Through structured workshops, technical assessments, and ongoing guidance, SHI helps organizations operationalize AI at scale — aligning strategy to outcomes, managing risk, and accelerating value in a way that is secure, repeatable, and built to evolve.



About SHI's AI Readiness Workshop

SHI's AI Readiness Workshop is a two-hour, expert-led strategic workshop that benchmarks your technical and business readiness. We evaluate your current systems, data, infrastructure, and business alignment across four critical pillars: security, data, infrastructure, and business.

Our AI experts identify gaps, prioritize quick wins, and deliver a tailored strategic roadmap to enterprise AI adoption. We can assist your teams in AI adoption and increase AI literacy based on our own AI journey and hands-on experience.

Start strategizing and planning your AI journey with SHI

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About SHI

SHI is not just a global IT solutions provider; we are your AI transformation partner. Our AI Lab infrastructure, in partnership with NVIDIA, is purpose-built for enterprise-grade ideation, experimentation, and adoption. This aligns directly with our strategic approach: imagine, experiment, adopt, and scale. We empower organizations to imagine what's possible with AI, experiment in secure, scalable environments designed for rapid prototyping and production rollout, and adopt solutions with confidence — backed by our deep expertise in infrastructure, data governance, and enterprise AI.

SHI brings the technical depth and operational rigor needed to succeed. We help you navigate complexity, reduce risk, and unlock real business value.

Take your AI journey with us.

Connect with an SHI AI expert at AI@SHI.com.

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