

# The world of work report

By  **monday.com**

Edition 01 | 2025

# Introduction

monday.com commissioned a global survey to understand how business leaders can best support, empower, and connect their teams in the face of constant change.

The study explores several areas that are essential to building an engaged and resilient workforce.


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# Who we surveyed


monday.com partnered with Qualtrics, a research firm, to conduct a global survey of 3,736 employees between August 23rd and September 14th, 2024.


Represented regions:


 **United States**  
1031

 **Australia**  
401

 **United Kingdom**  
521

 **France**  
421

 **Brazil**  
414

 **Germany**  
525

 **Mexico**  
423

\* Surveyed groups included office, hybrid, and remote employees, and the survey did not target monday.com employees or customers.

\*It is clarified that references to 'employees' in this report refer to survey respondents, not monday.com employees\*



# Demographic profile of respondents

In this report, we refer to the following respondent groups

## Senior leaders 35%

Some or all of the people they manage are managers

## Managers 50%

Manages individual contributors

## Individual contributors 15%

Has no direct responsibilities for managing people

We also refer to the following company sizes

## 5,000+

Largest enterprise companies 15%

## 250 - 999

Medium-sized companies 25%

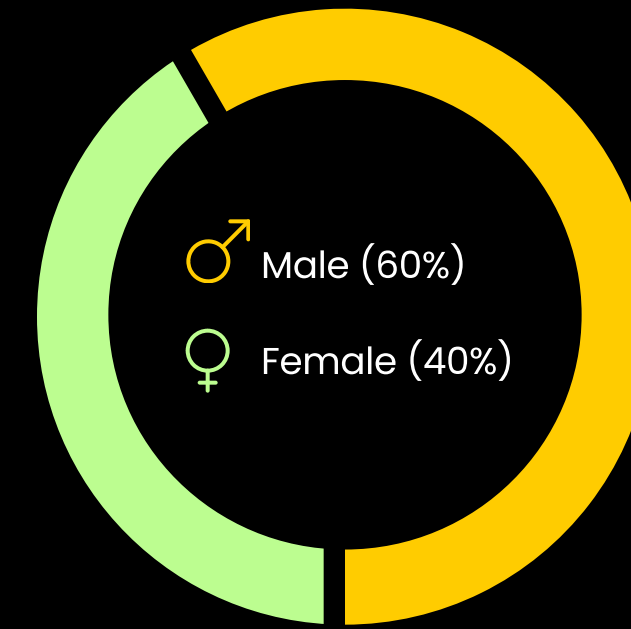
## 1,000 - 4,999

Larger companies 22%

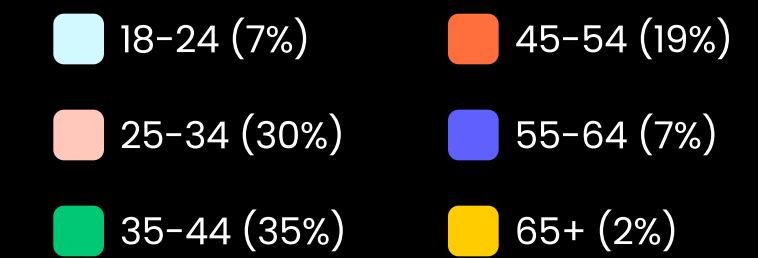
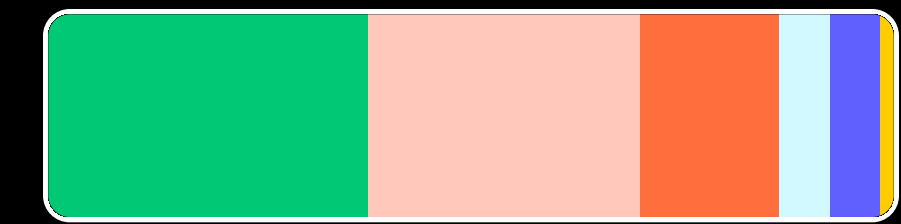
## 50 - 249

Smaller companies 37%

## Genders



## Ages



## Industries

- Technology (22%)
- Retail (17%)
- Finance and Banking (16%)
- Manufacturing (16%)
- Healthcare and Pharmaceuticals (14%)
- Professional Services (8%)
- Food and Beverage (5%)
- Media (2%)
- Entertainment and Recreation (1%)

## Departments

- Information Technology (33%)
- Finance & Accounting (13%)
- Operations (11%)
- Sales (9%)
- Customer Service/Support (8%)
- Human Resources (6%)
- Product Management (4%)
- Marketing (3%)
- Supply Chain/Logistics (3%)
- Research & Development (3%)
- Quality Assurance (2%)
- Legal & Compliance (2%)
- Other (3%)

# Executive summary

In an effort to unpack the leading challenges in today's business landscape, we identified a critical issue: the need to bridge the gap between technological advancement and employee acceptance.

To motivate the current workforce and maximize productivity, organizations need to adopt a human-centric approach to these tools – from better communication and transparency to a heightened emphasis on shared growth.

## Key findings

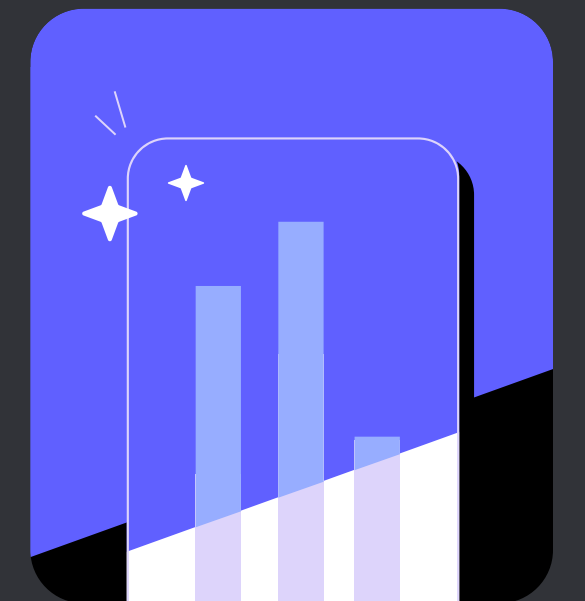
### The change disconnect

There is a major disconnect between high-level leaders and individual contributors when it comes to perceptions of how change is managed and its overall impact. 45% of senior leaders believe it's managed very well, but only 23% of individual contributors feel the same.



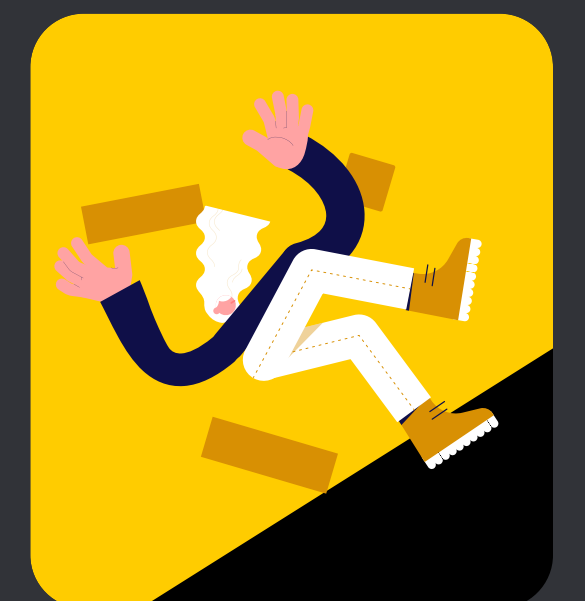
### The generational AI divide

AI in the workplace is on the rise, along with a surprising generational gap in attitudes towards this advanced technology. Turns out that while millennials are taking the lead with a 73% AI adoption rate, Gen Z, often seen as the most digitally literate generation, is notably lagging behind at just 59%.



### The impact paradox

A significant gap exists in employees' belief in their ability to impact the organization's overall success. In larger organizations, they struggle to see how their work directly contributes to the company's goals, which plays a key role in organizational success.



# AI angst and acceptance

**According to our research, millennials are the most open to AI adoption**, with nearly half (49%) claiming to be 'very open' to these advanced tools and a large majority (80%) expressing confidence that it can help them do their jobs better.

**Gen Z, on the other hand, though highly tech-savvy, exhibits a more nuanced perspective.** While they are enthusiastic about AI's potential, they have significantly lower adoption rates (59%) when compared to millennials (73%) and even Gen X (65%). monday.com's Head of AI, Assaf Elovic, surmises that this duality may be influenced by Gen Z's experiences growing up in a world increasingly dominated by technology, with their deeper familiarity potentially making them more discerning, rather than easily impressed, by AI's capabilities.



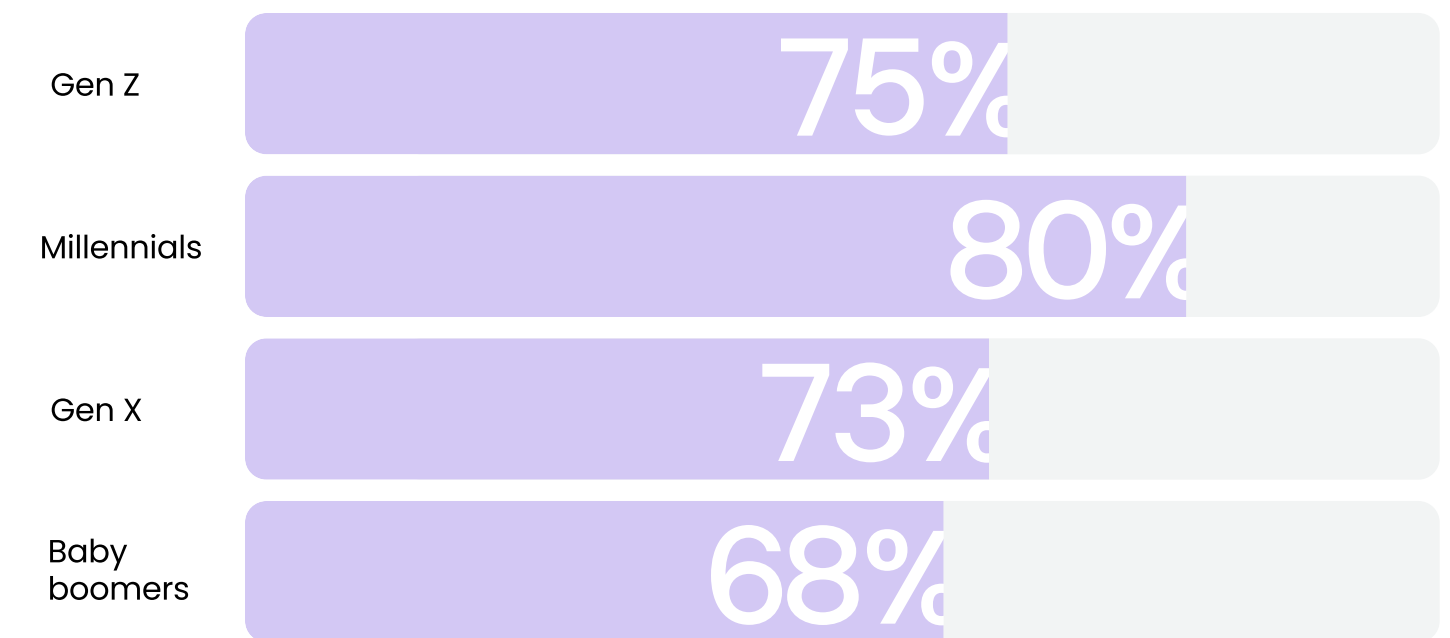
Across Gen Z, millennial, and Gen X, about 30% worry that AI could threaten their jobs. **Gen Z is particularly concerned** about AI encroaching on the aspects of the work they enjoy most (42%).

This apprehension, which Daniel Lereya, monday.com's Chief Product and Technology Officer, says is likely rooted in their generation's prioritization of passion-driven work, highlights the need for leaders to address these concerns. To do this, organizations must **emphasize AI's role in enhancing, rather than replacing**, human capabilities.

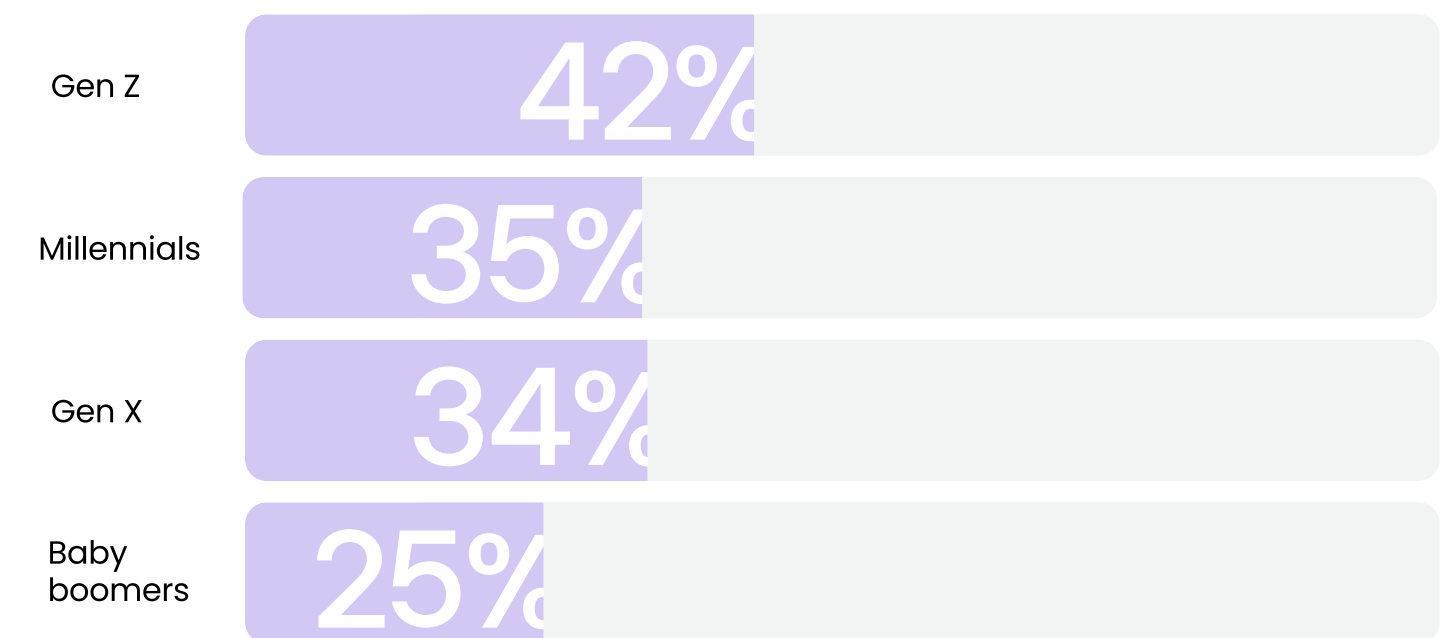


## Attitudes towards AI across generations

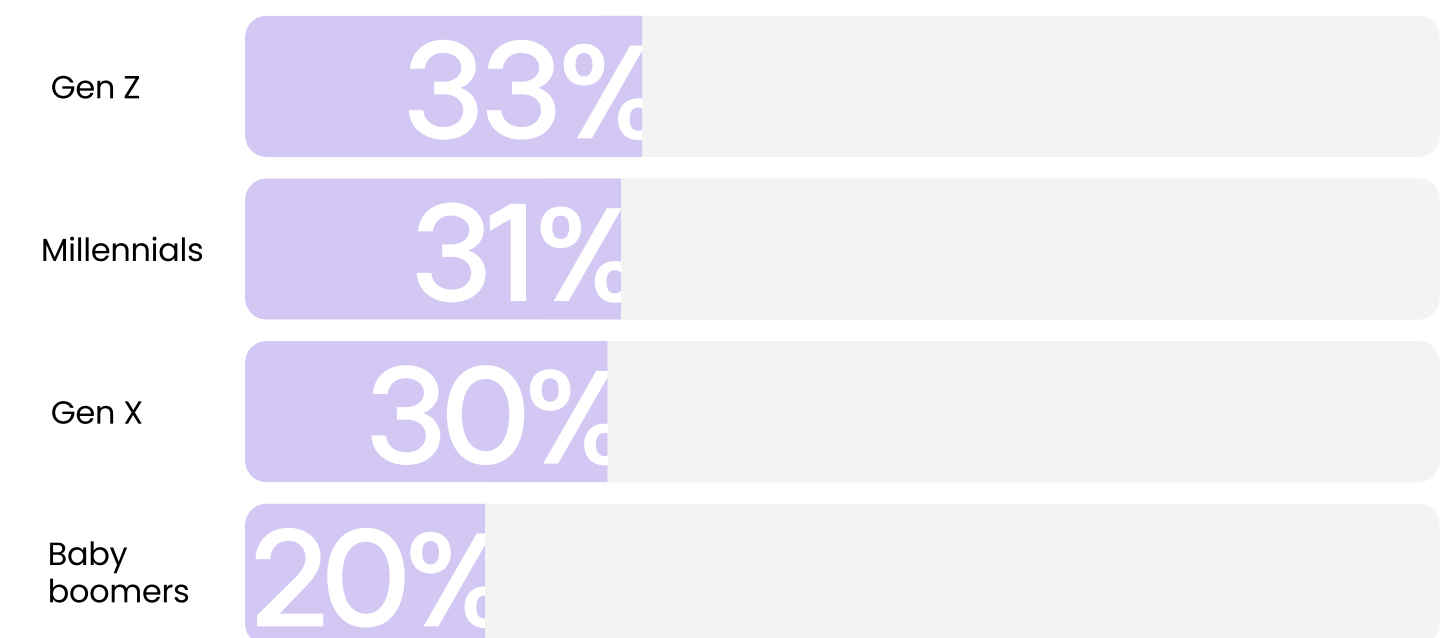
I think AI could help me do my job better



I am worried that AI might take away parts of my job that I enjoy doing



I am worried AI might put my job at risk



# What can organizations do to drive AI adoption?

## Democratize AI

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AI software needs to be easy to adopt in order to effectively drive impact. Organizations should focus on developing and selecting AI tools with user-friendly interfaces and low-code/no-code solutions to enable both technical and non-technical users to leverage their capabilities.

## Prioritize trust

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We need to start simple. To encourage employees to integrate AI into day-to-day work, companies must choose tools that allow users to govern the quality of the results in order to build an essential sense of trust over time.

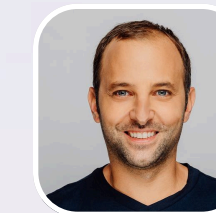
## View AI as an ongoing investment

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Businesses must prioritize AI tools that enable team members to feed corrections to the model in a way that ensures it can continue to learn and improve. By encouraging employees to shape AI development, the mindset will shift to “the more I invest in it, the more I’ll get out of it,” which will empower organizations to maximize the tools’ potential.



**“We need to make the value of AI more accessible.”**



**Daniel Lereya**

Chief Product & Technology Officer | [monday.com](https://monday.com)

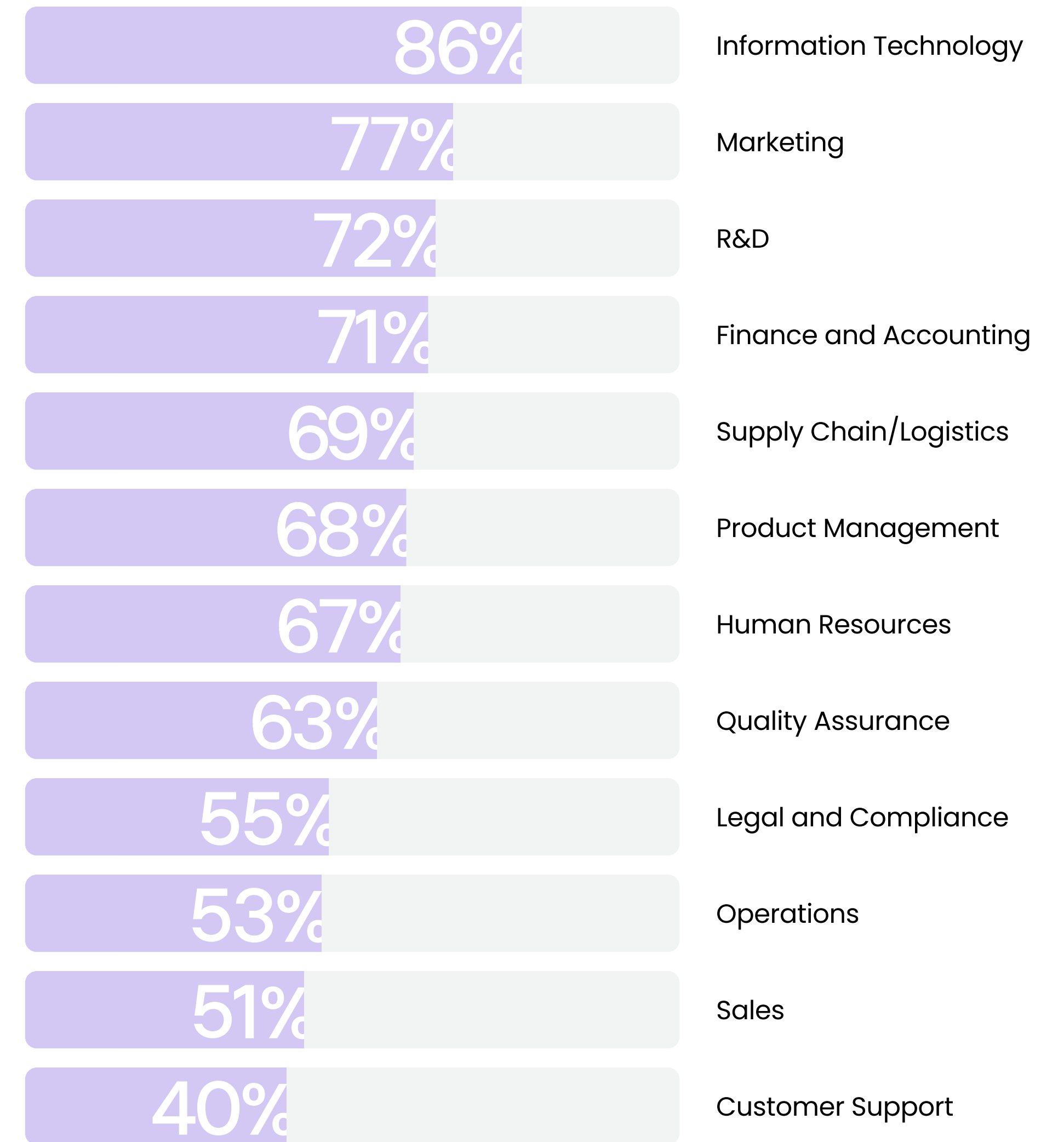


# Breaking down AI barriers

Across industries, the technology sector is the greatest adopter of AI tools, showcasing the highest usage rates (60%). And when it comes to department-level adoption, IT professionals lead the charge (86%), followed by marketing (77%) and R&D (72%) roles. Conversely, **sales (51%) and customer support roles (40%) exhibit significantly lower levels of openness and usage.**

monday.com's Head of AI, Assaf Elovic, interprets this discrepancy to be directly tied to **risk tolerance**. As in, what's the risk of being wrong? The departments showcasing greater AI adoption have humans reviewing whatever AI produces, while in customer-facing roles like sales and customer support, **the risk of AI mistakes is far greater** due to the potential impact on customer trust and satisfaction. In a customer-facing role, it's enough for AI to be wrong once to steer these team members away from the tools altogether.

## Departments currently using AI



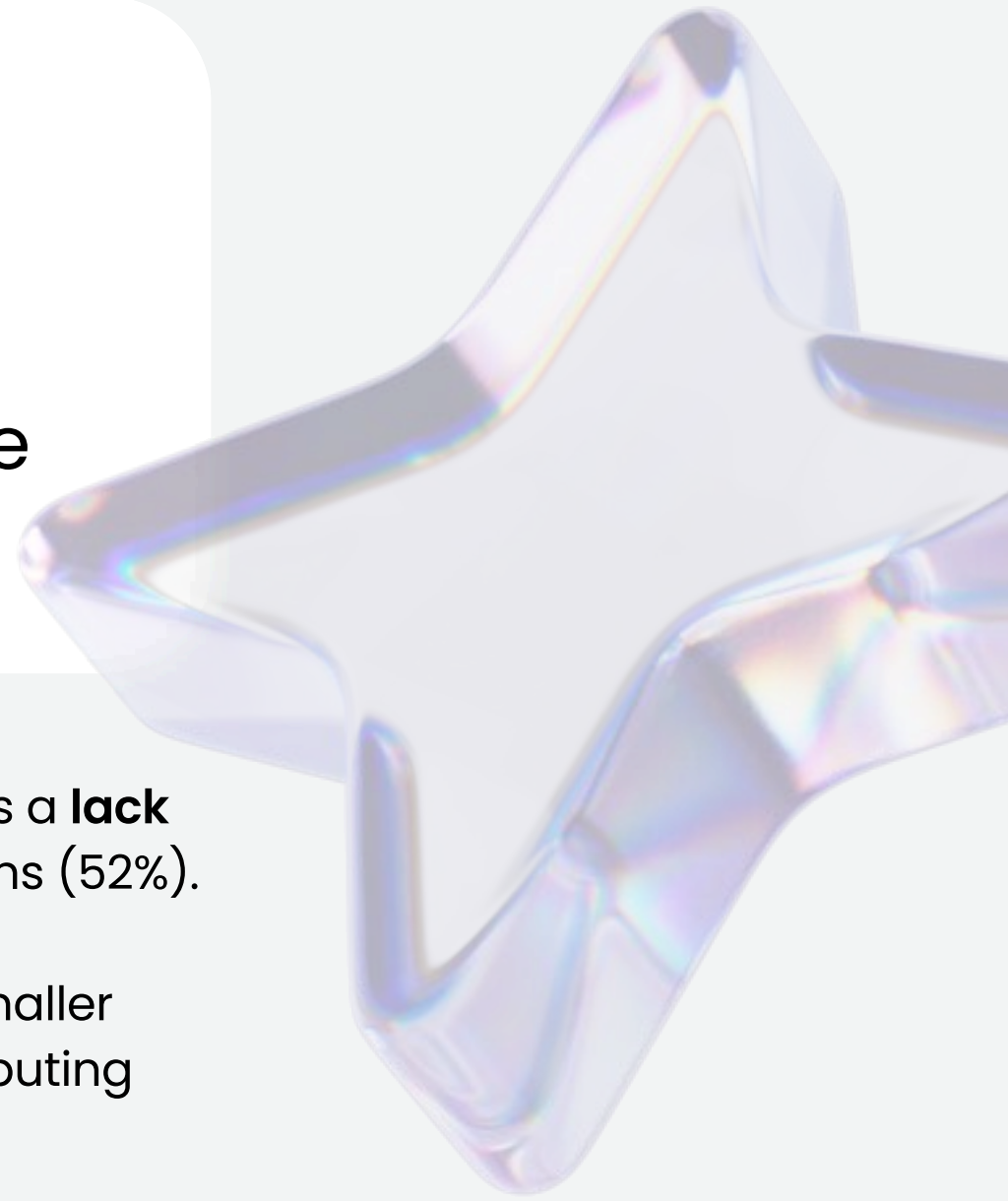
When it comes to company size, there is **greater receptiveness to AI adoption among small and medium-sized organizations**, with 46% and 47% of those respondents expressing a high degree of openness to this advanced software. However, 45% of employees at large enterprise companies indicated no AI usage.

# 45%

Nearly half of employees at large enterprise companies indicate no AI usage at all.

So what are the greatest barriers to AI adoption? The primary concern is a **lack of trust in its safety and security**, particularly among larger organizations (52%).

Additionally, there's also a noteworthy perception, especially among smaller companies (33%), that AI is simply a fleeting technological trend, contributing to the general hesitancy.



“The risk of falling behind in the AI race is much greater than the security risks that are holding companies back.”



**Assaf Elovic**  
Head of AI | [monday.com](https://monday.com)

Our AI expert suggests that in order to keep up with the constantly evolving benefits of AI, enterprise businesses need to:

### Move fast

With enterprise companies requiring more horizontal solutions, and AI tools taking longer to adopt because of bureaucratic friction, it's important to acknowledge the potential cost of slow implementation. While security and privacy certainly need to be prioritized, the risk of falling behind in AI development and utilization often outweighs the risk of sharing code with these AI platforms.

### Prioritize control

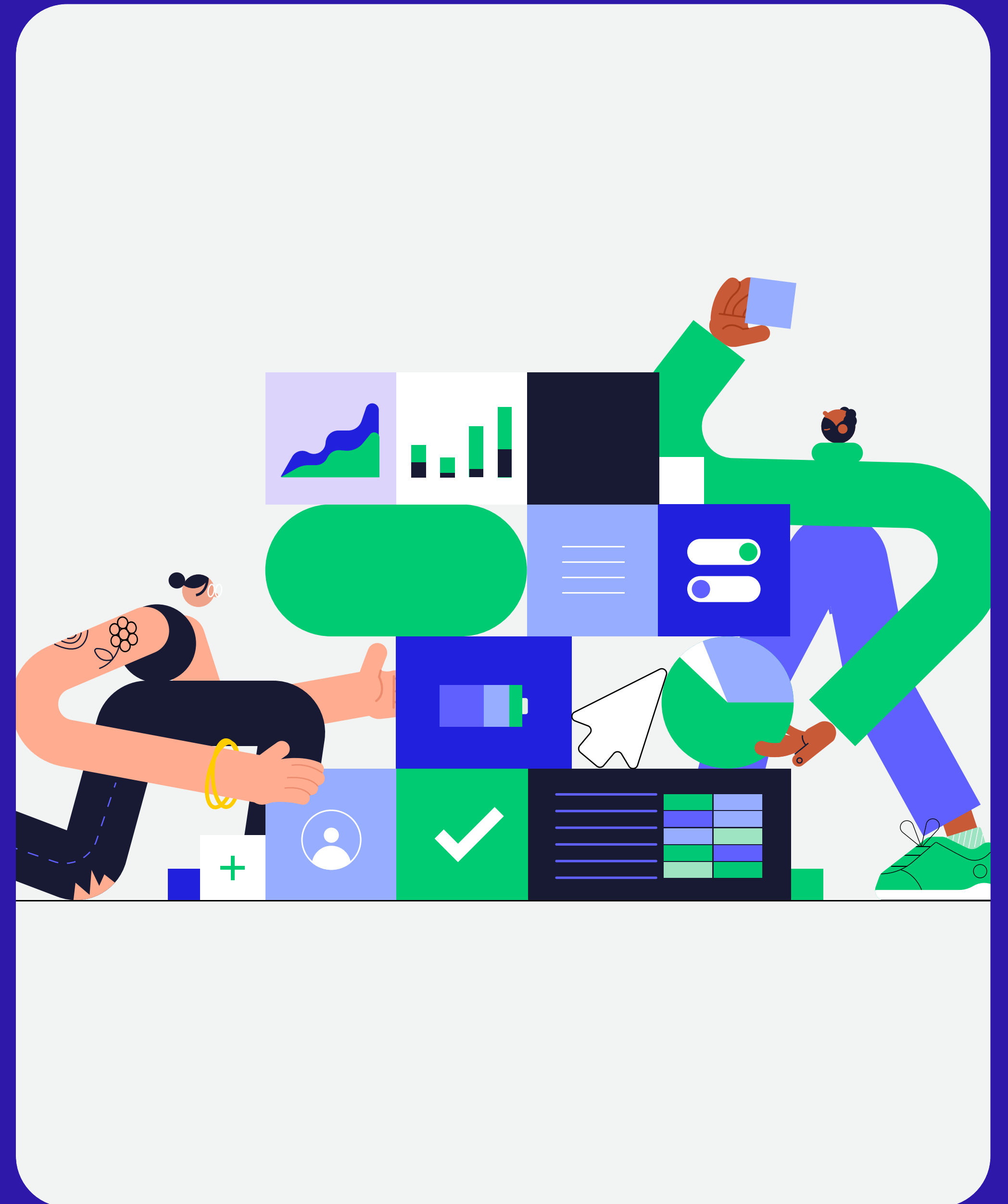
Choose AI tools that still require a human touch. AI software that emphasizes autonomous, “we do everything for you” messaging is a red flag. Prioritize customizations and tackle AI with an understanding that it's here to help you and make things easier for you, but not to make big decisions without you.

# What's working with work software?

As workplaces become increasingly digitalized, reliance on tools and software has skyrocketed. In fact, the vast majority (82%) of respondents use work and project management software to drive organizational efficiency. Beyond that, over half (57%) of employees report that the number of tools they use has increased compared to the previous year.

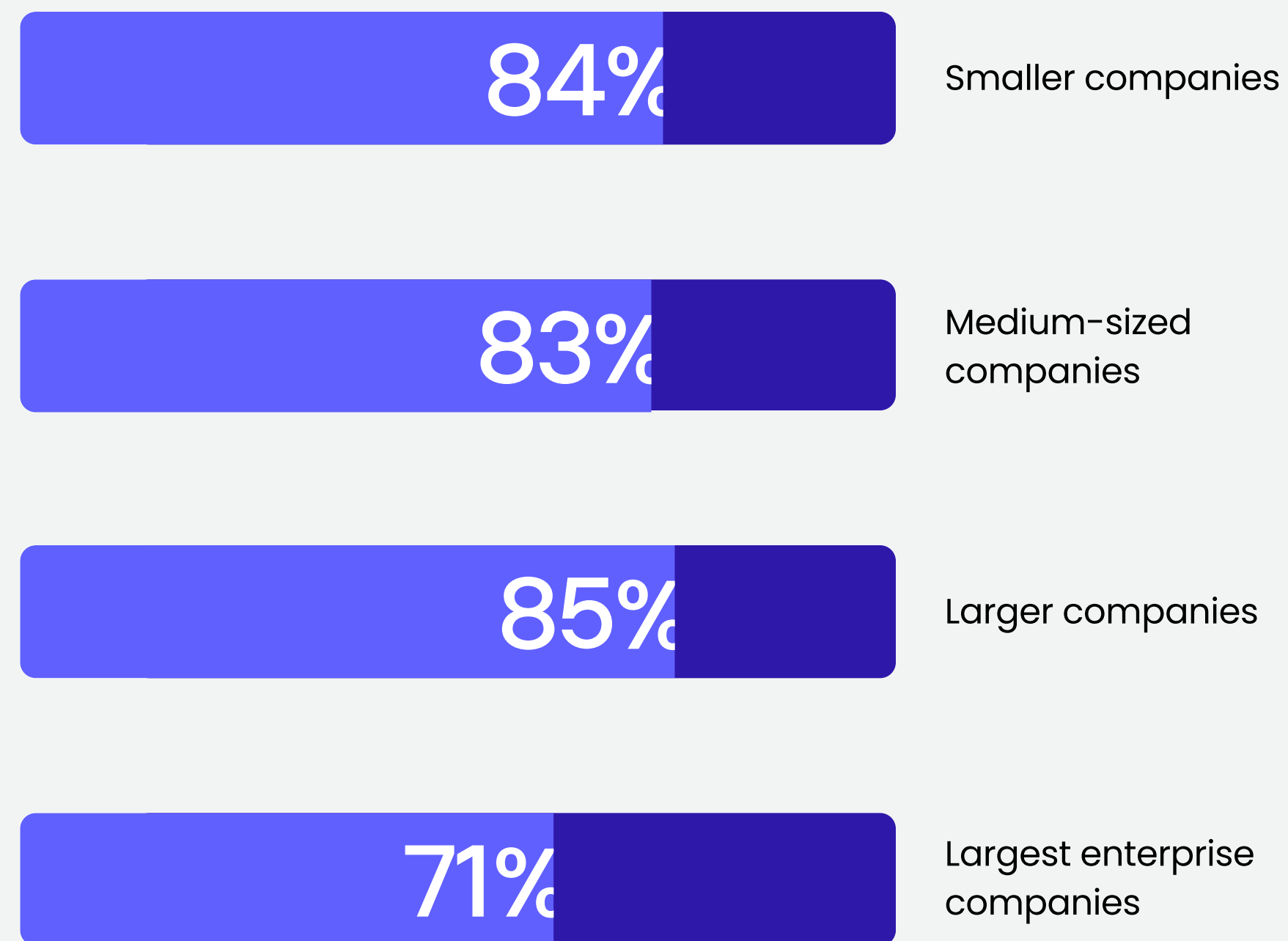
## Purchase ≠ usage

However, even though more software is being purchased, it isn't necessarily being utilized. Only 78% of individual contributors report feeling comfortable using work management software, which is a noteworthy gap when compared to managers (90%) and senior leaders (94%). Given the substantial investments made in this software, this discomfort among lower-level employees is clearly worth addressing.



Employees at the largest enterprise companies report lower actual utilization rates (71%). So, while employees may have access to more tools, they might not be fully integrating them into their work. This disconnect could suggest a lack of adequate training and support for employees.

## Who's using work management software?



“Customer adoption and retention hinges on choosing software that’s intuitive, quick to implement and agile enough to evolve with the business.”



**Olga Lykova**

Head of North America Partnership at monday.com, suggests:

## Choosing platforms employees love to use

Companies often purchase work software to strengthen reporting and decision-making while forgetting to prioritize the user experience. When tools are clunky or frustrating to use, adoption plummets, which in turn actually hurts reporting accuracy. Organizations should invest in intuitive, easy-to-use solutions that employees genuinely enjoy using to increase adoption, improve reporting, and maximize ROI. Employees stay engaged when their software helps them, not when it creates more headaches.

## Prioritizing faster implementation

For many enterprise companies, implementing new work software can take 12 months, delaying results and frustrating teams. That’s why it’s so important to seek out platforms that are simple to set up, backed by clear training, and supported by responsive teams. The faster employees can start using the tools, the sooner they’ll see value – and the stronger adoption will be.

## Recognizing that agility is the winning formula

In today’s fast-changing work environment, businesses need tools that adapt quickly to shifting priorities. Agile software isn’t just about speed; it’s about flexibility – customizable, scalable tools that grow and shift with your business.

# Rethinking change management

The majority of employees have experienced some change in the past year – in the tools and software they use, their job duties, and the number of people on their teams.

## Learning from change

According to our research, the groups that have experienced the most changes are also most likely to believe their organization has managed those changes well. For example, **those in the tech sector experienced the most significant changes this year**, with 67% reporting changes to their teams, 68% experiencing changes to their job duties, and 77% reporting changes to the tools or software they use. Despite this significant change, the tech sector also reports the strongest confidence in how these changes have been managed, with 45% stating it's been managed 'very well'.



Employees at the largest enterprise companies are least likely to have experienced major changes in the last year (55% team changes, 57% job duty changes, 54% tool/software changes), and of the changes they did experience, they are least satisfied with how they were managed. Conversely, employees at the smallest companies experienced more frequent changes on average across categories at 61% and are most likely to feel it **made their jobs much easier** (34%).

Adi Dar, monday.com's Chief Operations Officer, suggests that this gap might be the result of **complexity in the structure of larger organizations**. "In smaller companies, change is vital for growth and survival, and therefore becomes part of the culture. In the largest enterprise companies, change involves a vast workforce, where existing processes and systems are much more ingrained in the DNA," he explains.

## Experiencing change across seniority

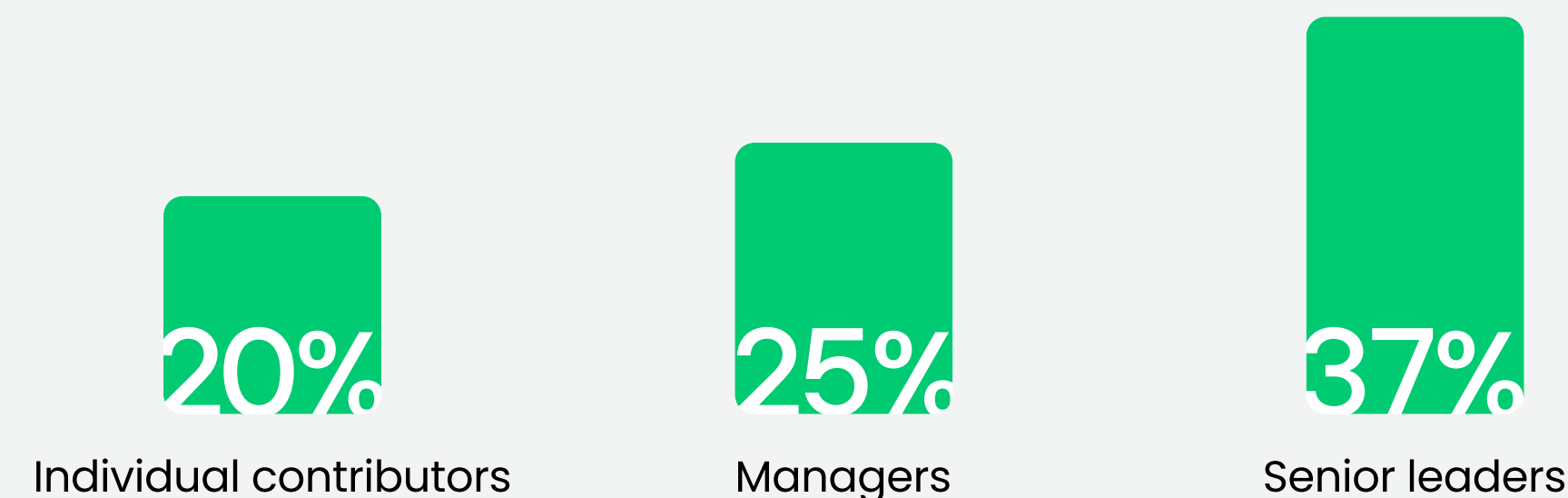
In general, the majority of respondents (80%) felt that software changes brought about at least some positive impact on their jobs. However, there is a noteworthy gap in perception across levels of seniority. While 37% of senior leaders say that these changes have made their jobs 'much easier,' only 25% of managers and 20% of individual contributors feel the same.

Additionally, there is a similar discrepancy in opinion toward how change is managed across organizations, with 45% of senior leaders believing that changes were managed 'very well' over the last year, while only 32% of managers and 23% of independent contributors agree.

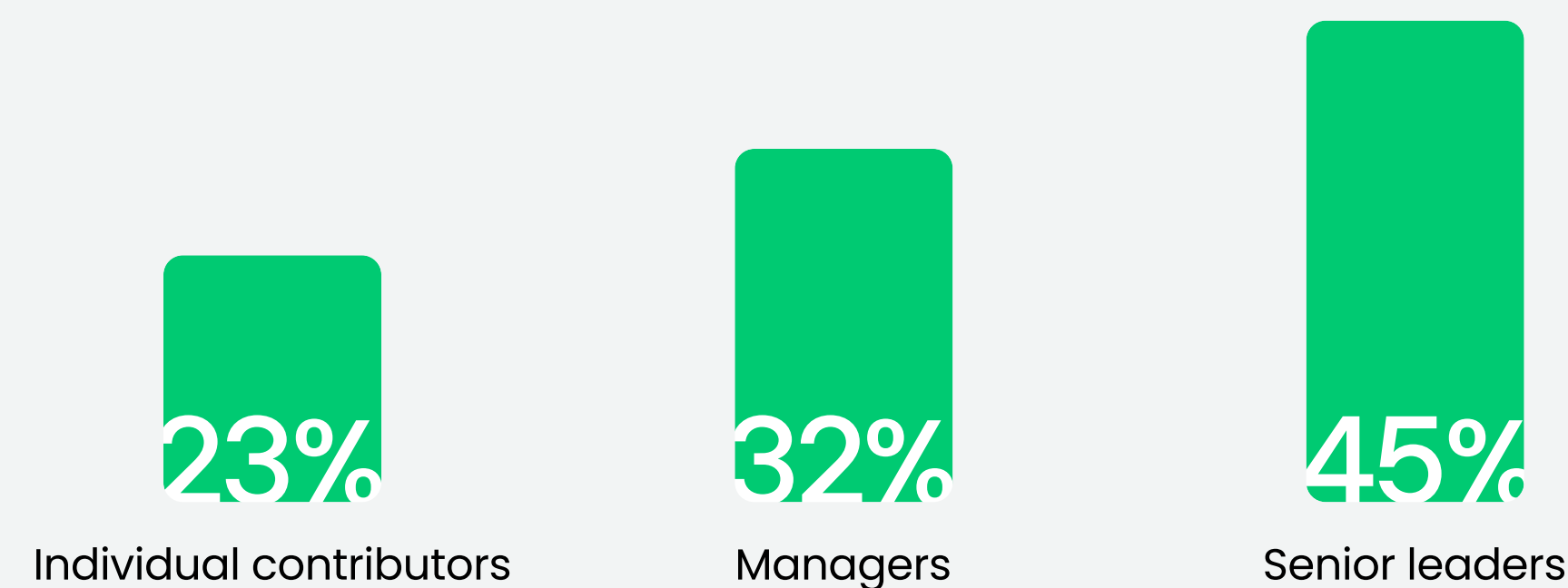
## What can employers do to improve change management in their organizations?

In most countries, employees (60%) believe that **better training** would improve change management. However, both the US (64%) and the UK (53%) place the greatest emphasis on **improving communication** about these changes.

### Believe software changes have made their jobs 'much easier'



### Believe changes have been managed 'very well'



Shiran Nawi, monday.com's Chief People & Legal Officer, suggests companies:

## Create mixed-level focus groups

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Form focus groups with stakeholders from every level of the organization to weigh in on the changes and proposed processes, and ensure that what ultimately gets implemented reflects their unique needs and priorities.

## Utilize change champions

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Identify influential individuals within your company who can drive support for relevant changes and new initiatives. Get them onboard early and empower them to share the vision with others to reinforce the message across teams.

## Establish clear expectations

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It's important to clearly communicate what the planned changes are actually going to mean for individuals at the company to set the expectation that change is ongoing. Setting this mindset is key to ensuring employees understand that transformation isn't a one-time event but an evolving process that requires flexibility and adaptation.

## Give people a voice

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Create tangible opportunities for employees to share feedback through surveys, Q&A sessions, or informal meetings. Actively incorporating their input into decision-making demonstrates that their opinions are valued and that the process is collaborative, not top-down.

## Monitor the changes over time

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Regularly evaluate how the changes are affecting productivity, employee satisfaction, and overall performance, and adjust strategies to ensure continuous improvement and alignment with organizational goals.

**“Effective change management requires communicating the ‘why’ at every level.”**



**Shiran Nawi**  
Chief People and Legal Officer | [monday.com](https://monday.com)

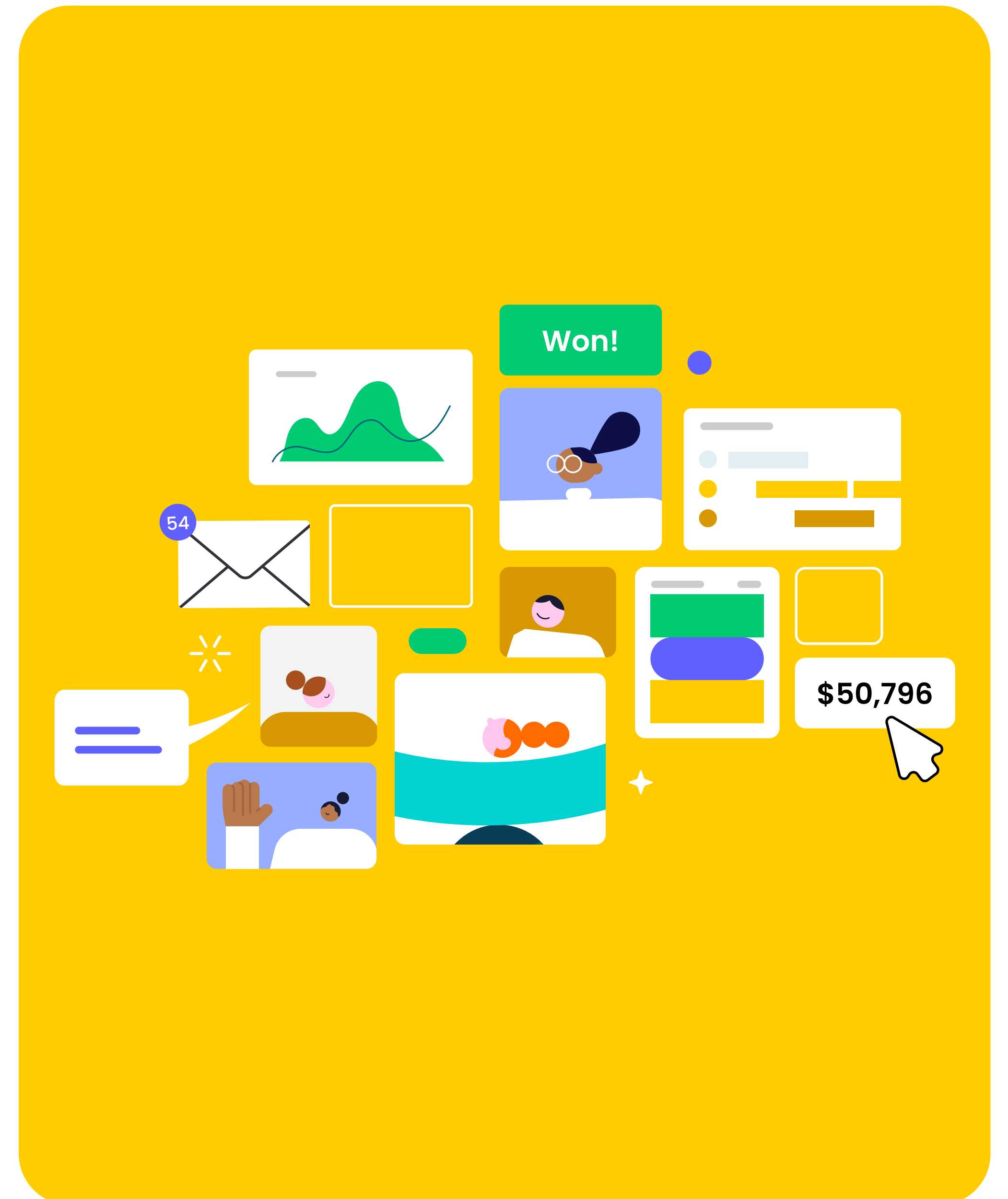
# More transparency. More impact.

Transparency is often seen as fundamental to establishing organizational trust. However, our research takes this notion a step further, revealing that increased transparency can enhance employee confidence in their ability to influence and benefit from the company's success.

**Where employees report feeling satisfied with the level of transparency of their employers, they also indicate a greater sense that:**

- Their individual performance will directly impact the company's success.
- The company's success will, in turn, benefit them directly, creating two-way, reciprocal impact.

There is also a strong correlation between dissatisfaction with organizational transparency and employees' sense of personal impact.



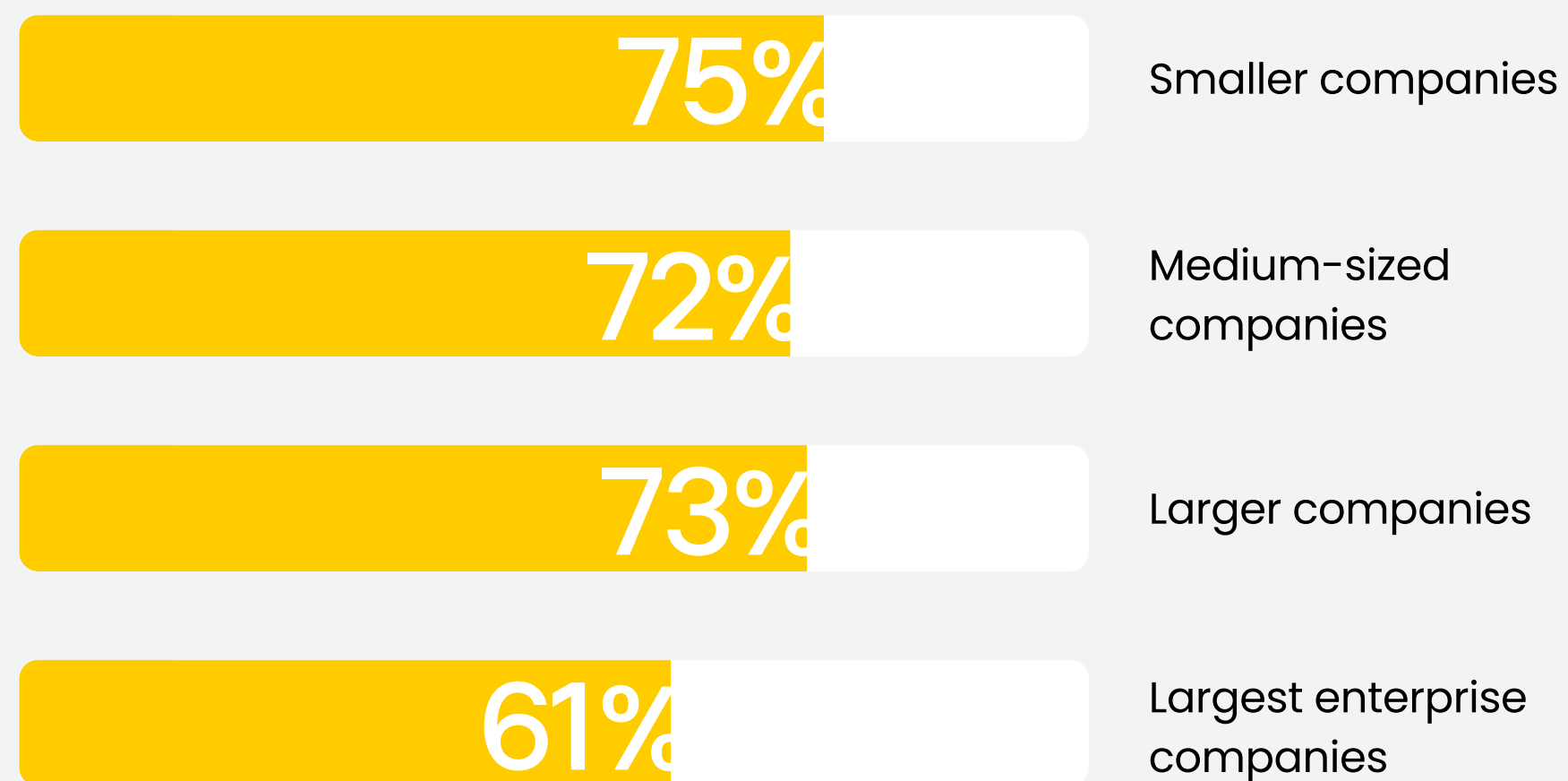


# Who's actually satisfied?

While overall satisfaction with transparency in performance judgments is relatively consistent across countries (81%), **Mexico stands out with significantly lower satisfaction at 67%**. This presents a meaningful opportunity for leaders to invest more in their transparency efforts in Mexico.

Additionally, in the largest enterprise companies, where complex hierarchies and processes can hinder effective communication and information sharing, satisfaction with transparency, especially regarding the decisions made by senior leaders, tends to be lowest (61%) – especially when compared to smaller companies (75%).

## Satisfaction with transparency in senior management decisions



“Transparency is about maintaining one clear message throughout the organization – ensuring the direction is understood and actionable at every level.”



**Adi Dar**

Chief Operations Officer | monday.com

To effectively promote organizational transparency, companies must:

### Lead with the why

Transparency is about more than just openly sharing data – it's about explaining the reasoning behind decisions, even the tough ones. Whether it's restructuring or strategic pivots, help employees understand the long-term goals of these changes, like sustainability or growth, even if you can't share every detail.

### Deliver a unified yet tailored message

Having a consistent message is crucial, but you also need to know how to adjust it to resonate with each audience. So, break it into smaller, digestible pieces for each group – from the VPs to managers and employees – to ensure it's relevant and useful at every level. For example, while executives may need a high-level understanding, individual contributors will also appreciate specific explanations about how changes will impact them.

# Measuring, understanding, and driving success

In today's dynamic environment, understanding and measuring success is more than just a metric — it's a compass, guiding organizations toward growth and innovation.

In examining the factors that drive employee motivation, our research reveals an interplay between **transparency, motivation, and understanding** of how success is measured.

## The correlation

While motivation to achieve success isn't necessarily the result of having a strong understanding of how that success is measured, our research shows that these elements are clearly correlated. **Employees who understand how success is measured are more than 2x as likely to feel motivated to achieve it.**



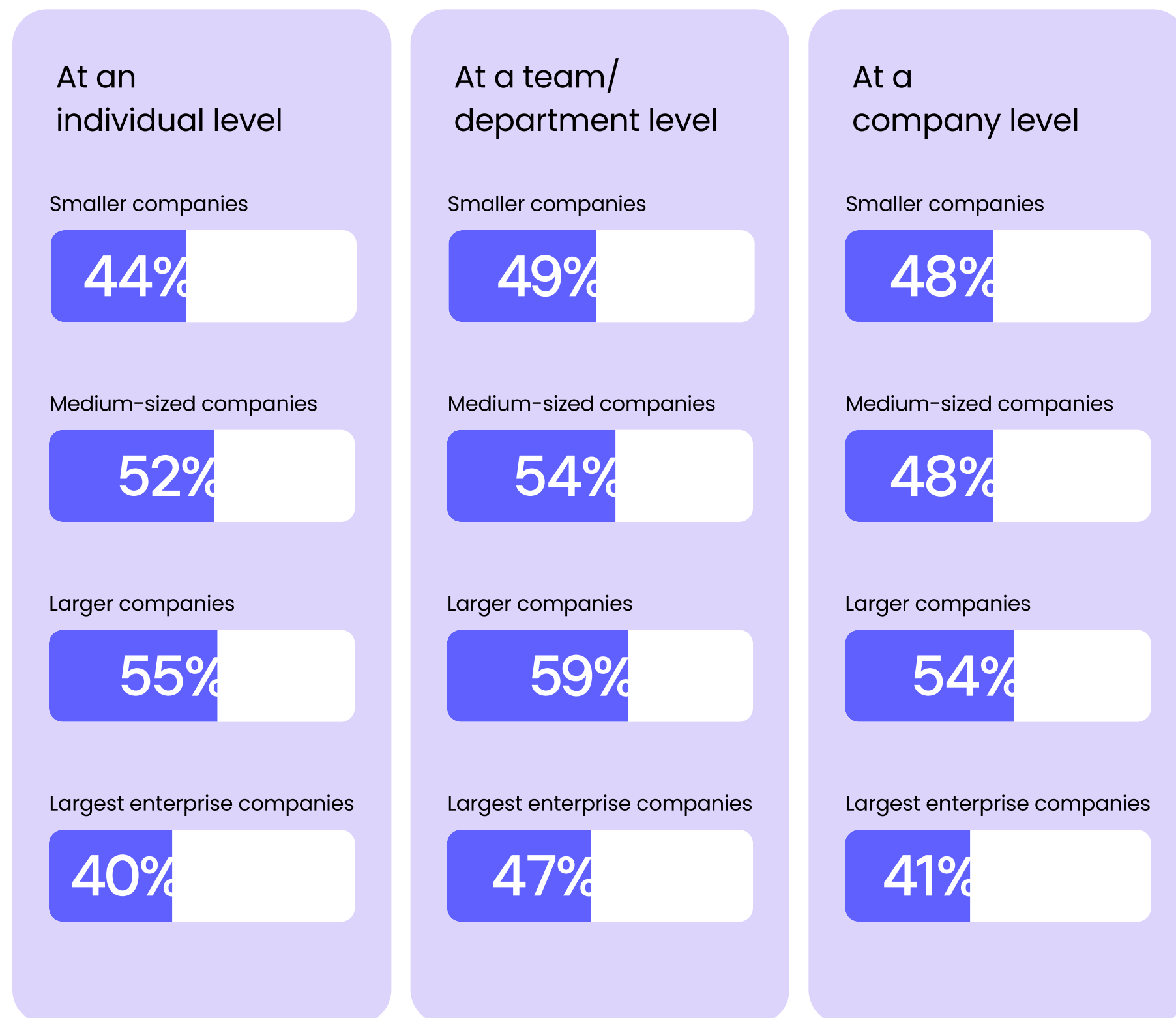
However, employee understanding of success metrics varies across company sizes, though all have **the greatest clarity at team and department levels**. In larger companies, employees have the strongest grasp of how their personal success (55%), department-level success (59%), and company-wide success (54%) are measured. This clarity drops to just 43% on average at the largest enterprise companies.

When examining motivation by company size and industry, a similar pattern emerges. Motivation to achieve success **peaks in large companies** across all levels of 55%, but **declines significantly in the largest enterprise companies**, especially at the company level (36%).

So, what does this mean? While large companies excel at communicating and implementing success metrics to inspire their employees, as businesses continue to grow, **sustaining this clarity and motivation becomes increasingly difficult**.

## Success across the ages

### Respondents who understand how success is measured 'very well'



42%

Less than half of Gen Z have a very clear understanding of how their individual success is measured.

Millennials, more than any other generation, report a strong grasp of how success is measured at individual (51%), team (55%), and company levels (52%). And while both this group and Gen Z show the same levels of motivation at an individual level, **Gen Z's motivation declines** at the team (43%) and company levels (42%).

# So, how do we explain the gap?

“Gen Z are often new to the workforce and earlier in their careers, so they tend to lack the broader perspective gained from spending more time in structured work environments,” says Lindsay Browning, Director, Enterprise Sales in North America at monday.com. “That can make team- and company-level goals seem less relevant to them.”

But it’s important that teams **don’t lose sight of the link** between the two. “One consistent practice I’ve implemented that works well is to start every all-hands meeting by **connecting individual contributions to team-wide and company goals**,” Browning says. “By drawing a clear line of connection to the focus of the company, you can show how that translates into personal results and drives purpose.”

## Seniority vs. success

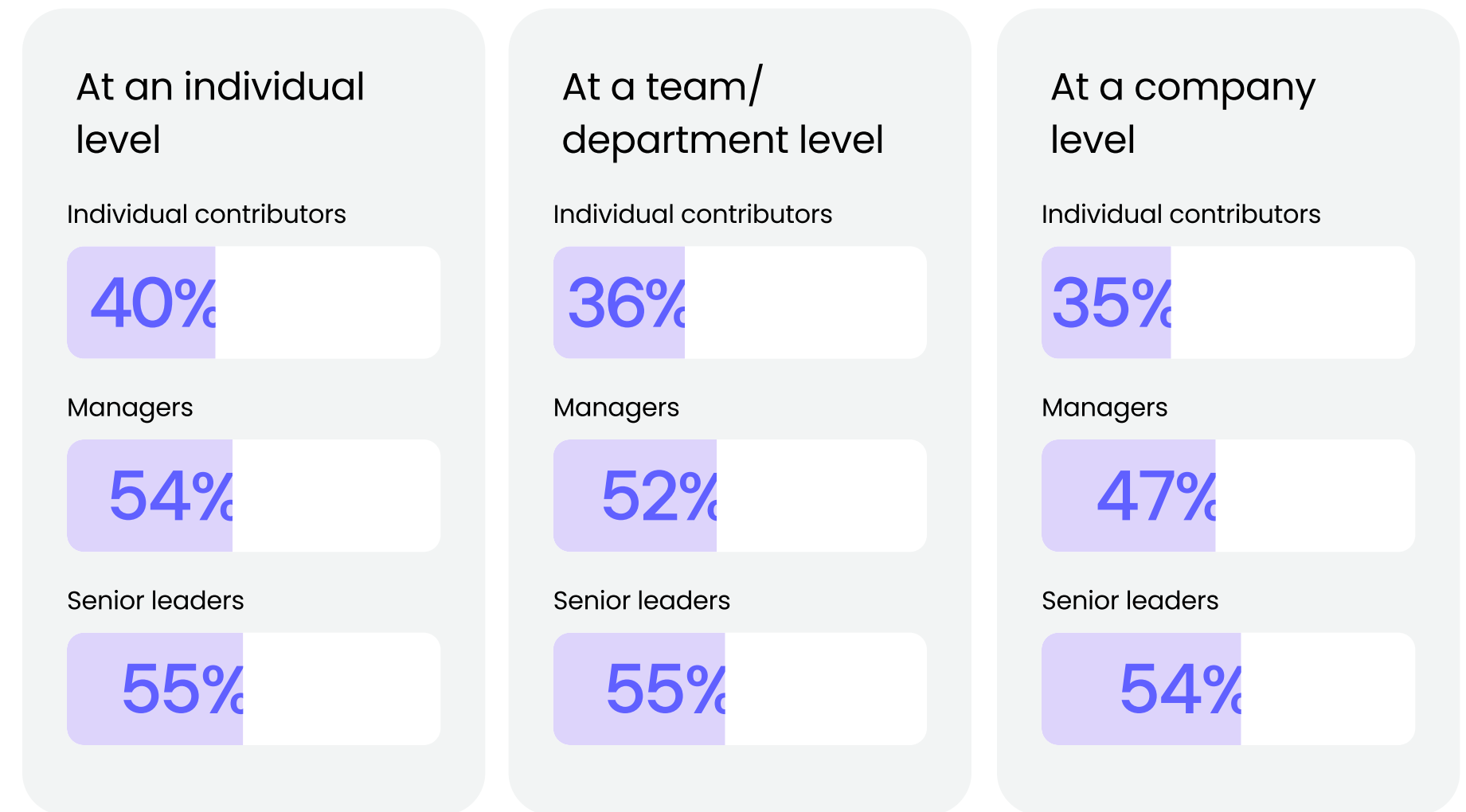
There’s a real discrepancy across levels of seniority in the understanding of success metrics and motivation to achieve them.

While 50% of managers report having a very strong grasp of how success is measured across all levels, only 34% of individual contributors feel the same. And for senior leaders, the gap is even wider, with 55% indicating they understand success metrics ‘very well’.

**This raises the question: Why isn’t this understanding effectively communicated across all organizational levels?**

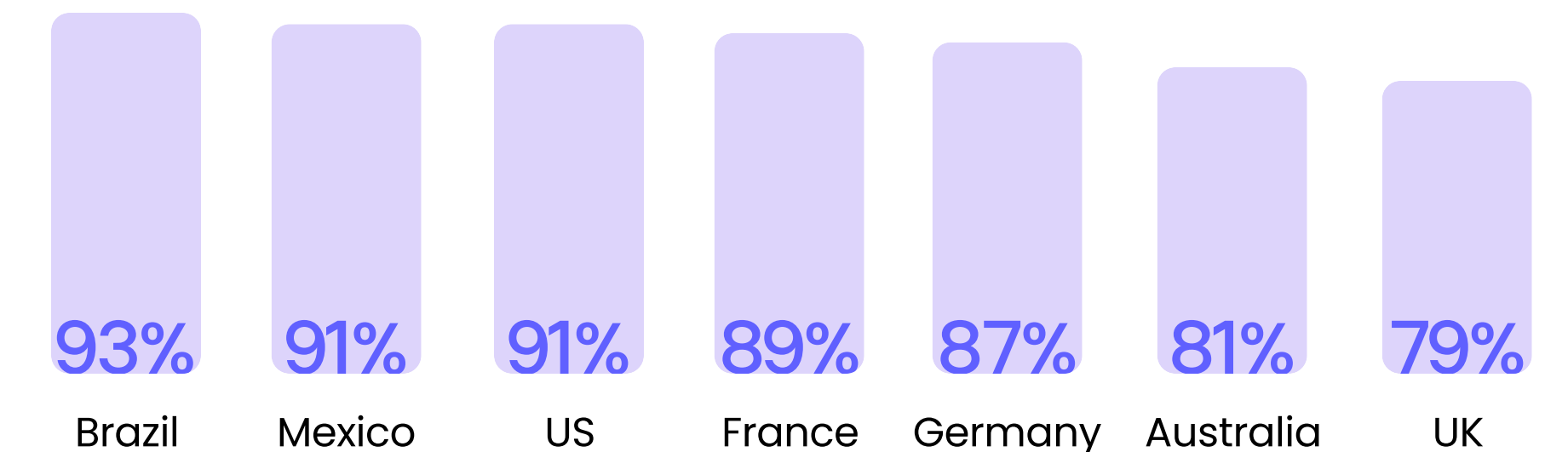
On average, managers (51%) and senior leaders (55%) consistently report higher motivation levels than individual contributors (37%), highlighting the need for improved communication at all company levels to ensure real alignment and drive employee motivation.

## Motivation to achieve success across seniority



While across countries, there’s a fairly consistent pattern in employee understanding of how success is measured, the UK is lagging behind, particularly in terms of organizational-level motivation (79%).

## Motivation to achieve success at a company level



# How can organizations drive greater motivation?

Compensation emerged as the most frequently cited factor to boost motivation to achieve success across the board, particularly at the largest enterprise companies (69%).

In smaller companies, employees particularly emphasize the need for a better understanding of how their roles contribute to business impact (30%).

While higher compensation emerges as the leading factor for boosting motivation worldwide, the second most influential factor varies significantly across regions.

- In Mexico (67%), Brazil (61%), the UK (51%), and Australia (48%), employees rank better progression and promotion opportunities as the second greatest motivators.
- In France, respondents (49%) say a better sense of morale among colleagues would be the second most impactful motivator.
- In the United States, employees (41%) rank the need for greater flexibility in how and when they work as #2.
- In Germany, respondents (39%) put better working conditions as the second most crucial.

All of these insights highlight the importance of adjusting success strategies for cultural and generational nuances to ensure organizations can effectively inspire their diverse workforces to drive greater collective success.

## Changes employees believe would improve motivation

Better compensation/pay

62%

Better progression and promotion opportunities

47%

More development and learning opportunities

39%

Better working conditions

39%

Greater flexibility in how and when I do my work

36%

Better sense of morale and enthusiasm among my work colleagues

35%

More transparency and frequency of updates from management

34%

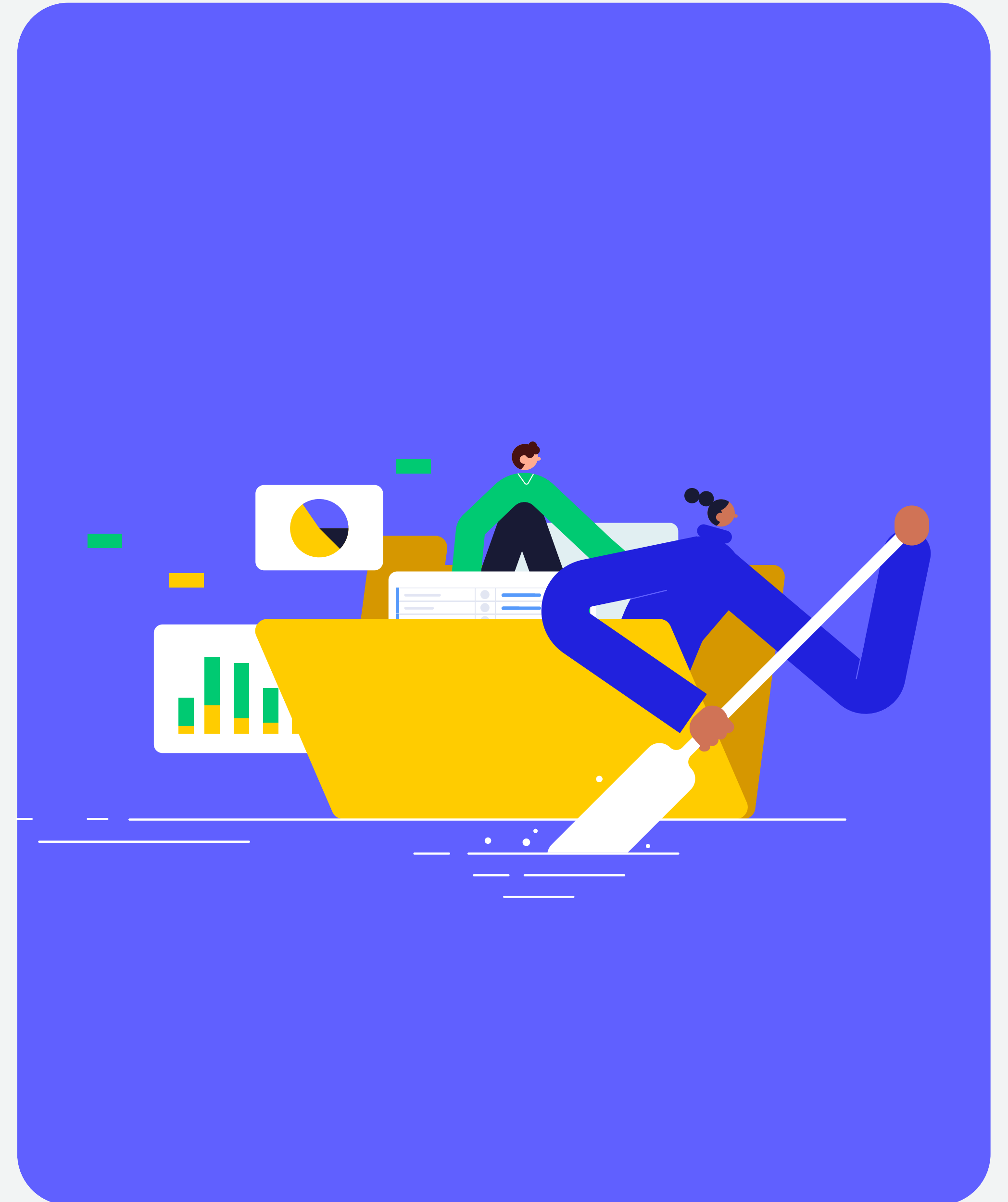
# Productivity drivers or passengers?

In today's competitive business landscape, fostering a sense of shared ownership among employees is crucial to driving productivity and engagement. However, our findings reveal a significant gap between leadership's perception and the broader employee experience.

## The shared ownership challenge

Managers (84%) and senior leaders (92%) are more likely than individual contributors (76%) to believe their organizations have effectively cultivated a **shared sense of ownership**.

This indicates that while leadership may feel confident in their efforts and initiatives, they may not be resonating with the broader employee base. As a result, only about a third of all respondents (39%) believe their organization has been 'very successful' in cultivating a sense of shared ownership.



## How can leaders fill in the gaps?

The majority of respondents (81%) believe that shared ownership can be driven through **means beyond stock ownership**. Strategies like promoting career growth, breaking down silos, and providing clear performance metrics can empower employees to feel more connected to the company's goals and their role in achieving them.

# 81%

believe that shared ownership can be driven through means beyond stock ownership.

Additionally, 64% of employees feel productive on an individual level, but their confidence wanes at the team (57%) and company (49%) levels. This disparity highlights the need for organizations to bridge the gap between individual and collective performance, fostering a stronger sense of shared purpose and accountability.

Across countries, the UK notably stands out, having the lowest sense of ownership (62%) and the weakest perception of individual impact on the company's success (82%). This suggests that addressing these issues may be particularly important in the UK market.

**“It’s critical that we always communicate the ‘why’ behind our work.”**



**Lindsay Browning**

Head of Enterprise Sales, North America | [monday.com](https://www.monday.com)

By ensuring metrics are clear, accessible, and relevant for employees at all levels, we create a culture where everyone understands their role in achieving success. “The following two principles are part of my organization's day-to-day to ensure this transparency,” says Browning.

### Reinforce through recognition

Highlight contributions and celebrate wins that showcase how individual and team efforts contribute to achieving company-wide goals.

### Implement skip-level meetings and listening sessions

Create systems where employees can ask questions, seek clarification, or suggest improvements to align more closely with success goals. Leaders need to be accessible, open-minded, and even vulnerable at times to hear the voice of the team.

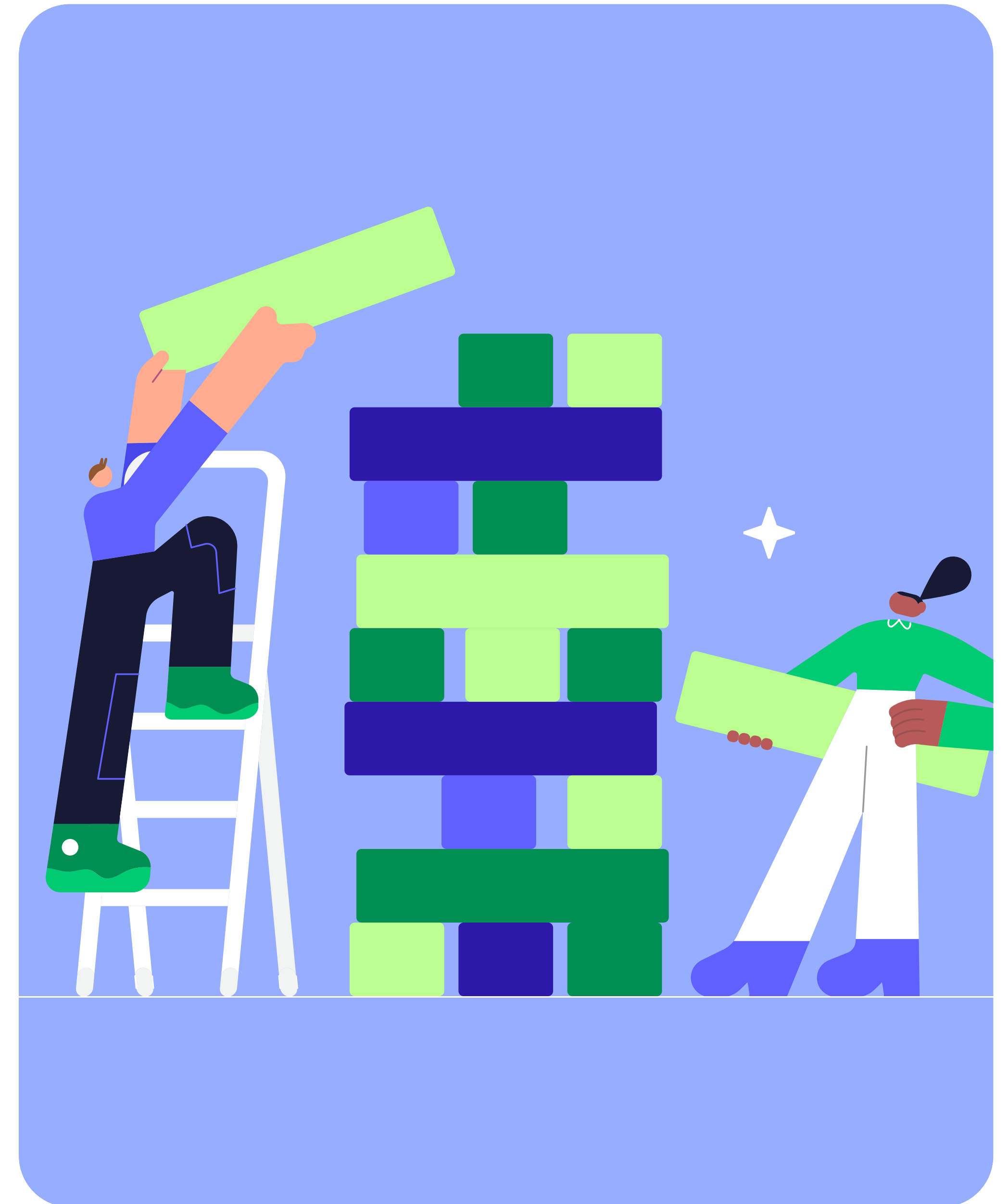
# Growth paths and growing pains

Career growth and skills development are key drivers of employee satisfaction and retention, but perceptions of these opportunities vary across countries, seniority, generations, and company sizes.

## Company size vs. employee growth

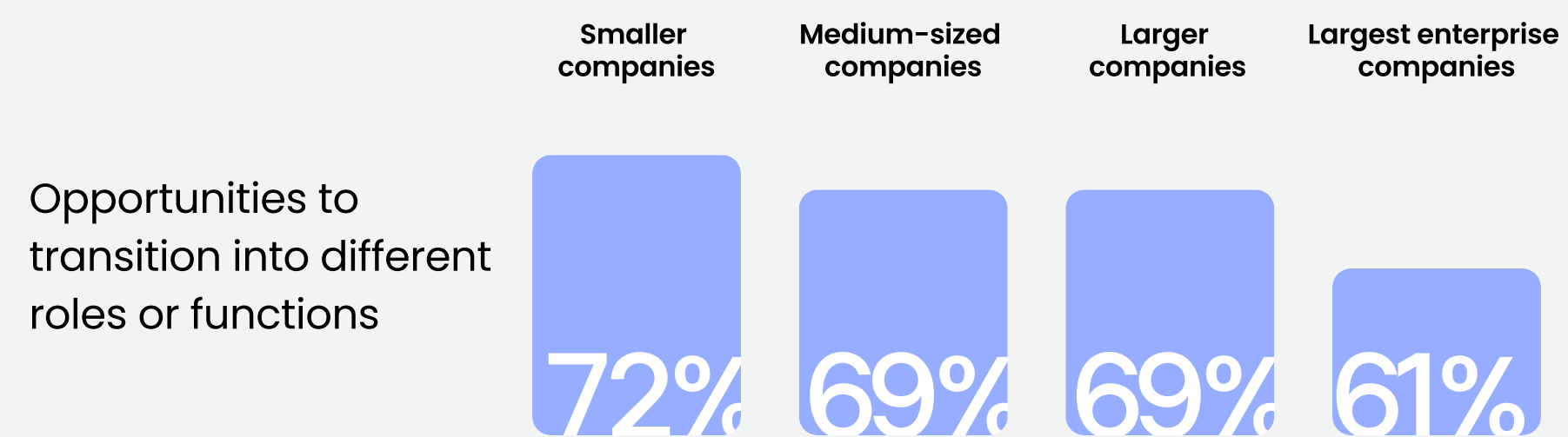
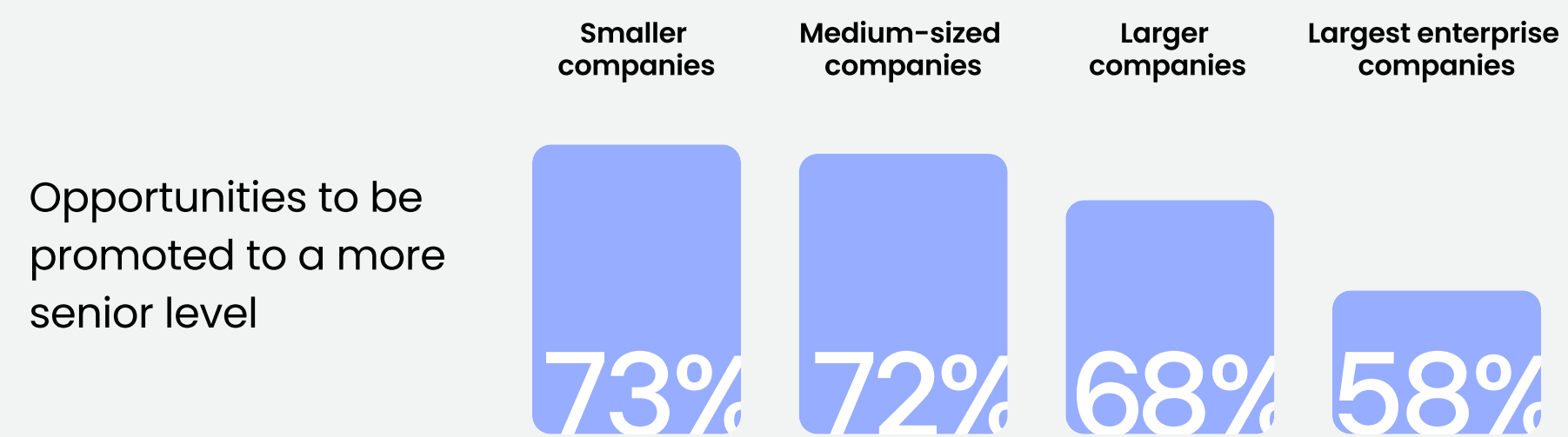
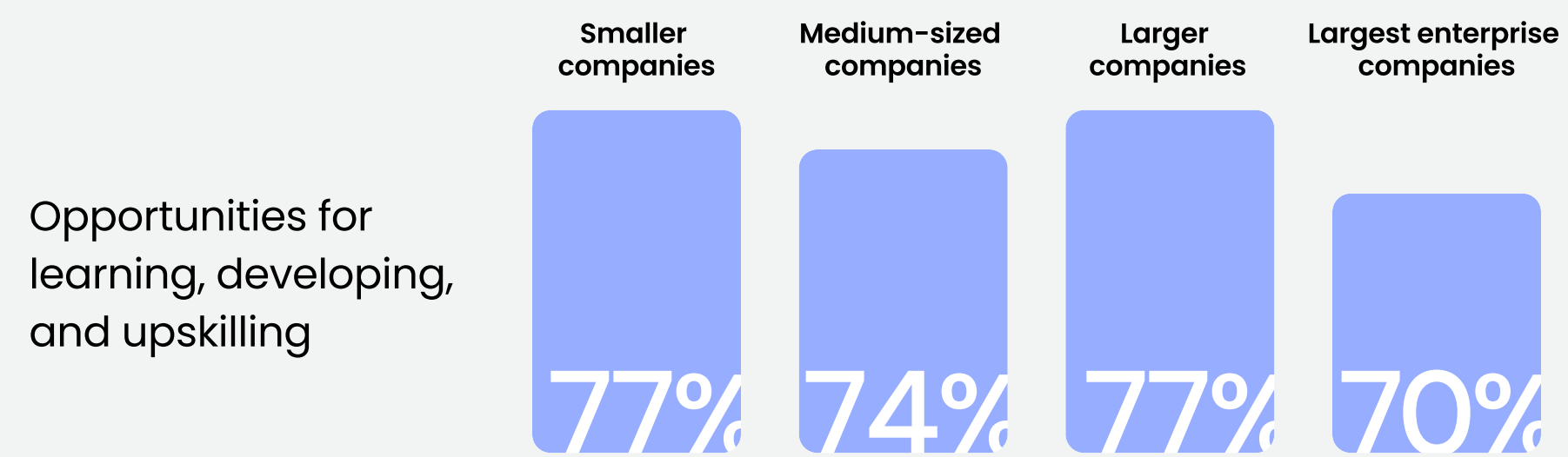
Despite the larger number of positions and openings in bigger companies, employees in smaller companies indicate greater satisfaction (73%) with opportunities to be promoted to a more senior role, falling quite drastically (58%) for employees working in the largest enterprise companies.

**“In smaller companies, there’s greater visibility into the opportunities for advancement as these companies scale,”** says Adam Boone, Global DEI Lead at monday.com. He explains it’s easier for employees to gauge their path to promotion when they understand the dynamics within their team. This transparency makes the odds of moving up feel more tangible.





## Reported satisfaction across company sizes



Interestingly, those working in the largest enterprise companies have the lowest levels of satisfaction with growth opportunities as a whole, while exhibiting the strongest intention to stay at their organization long-term.

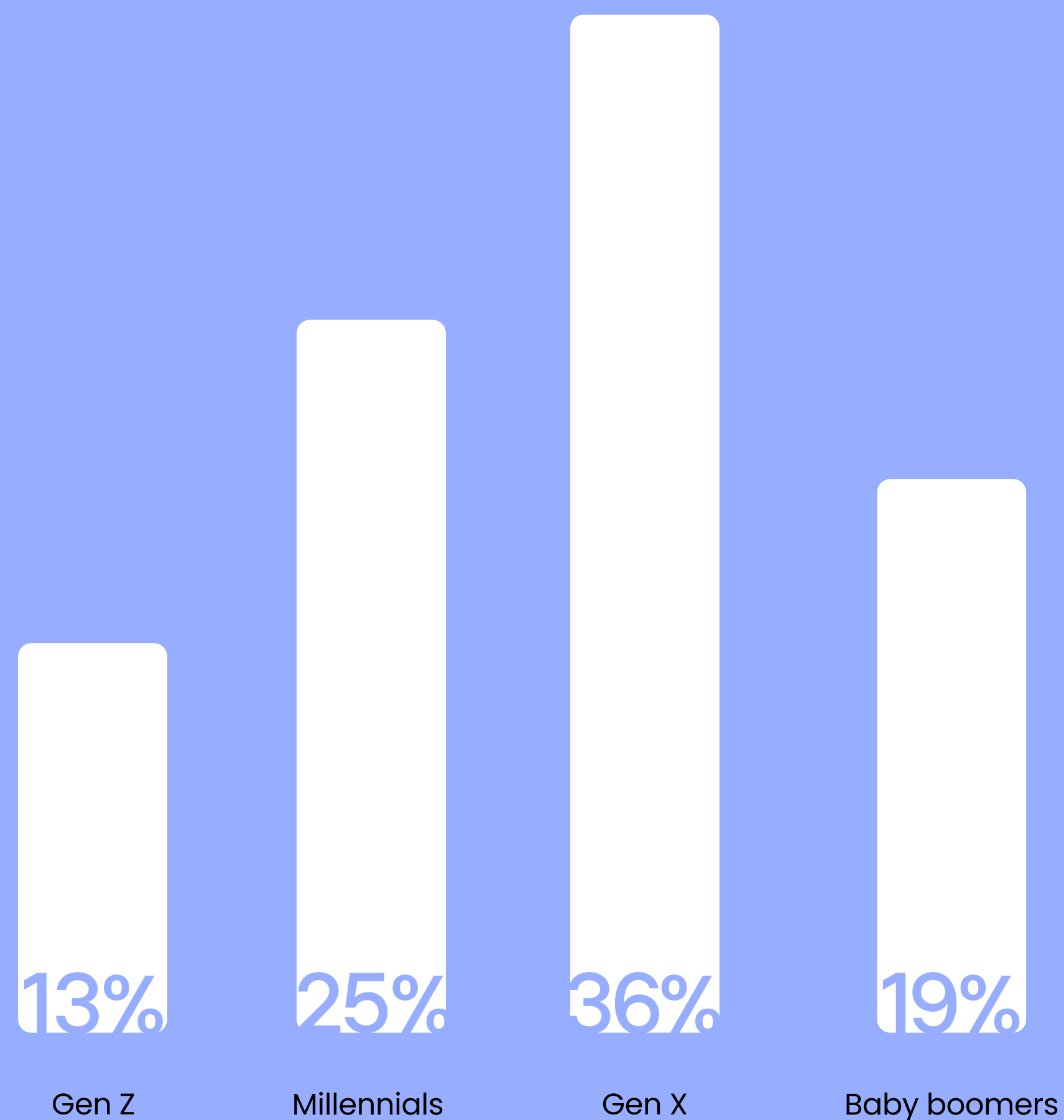
# 32%

Roughly a third of employees at the largest enterprise companies intend to stay for at least the next 10 years.

Boone explains that the commitment to stay could be based on the fact that working in a large enterprise company oftentimes includes **access to bigger budgets and more resources**, which can be incredibly appealing.

“Even if employees are unsatisfied with a lack of promotion opportunities, the chance to leverage substantial resources can be a compelling reason to stay.”

## Intend to stay 10+ years at current company



We also see a marked shift across generations, with Gen X being considerably more likely to intend to stay more than 10 years (36%).

In contrast, 25% of millennials and **only 13% of Gen Zers expect to stay more than 10 years at their company**, though this may be due to the fact that they are in the early stages of their careers and still figuring out what they really want to do.

"It's unrealistic to expect a decade-long tenure from Gen Z as they are early in their career," Boone explains.

"In order to attract and retain Gen Z talent, you have to design your organization to be **fair for all employees to succeed**. These professionals are confident in themselves and their ability to do great work, if given a fair opportunity. Companies must foster a transparent, inclusive environment where feedback is encouraged, and they feel **safe expressing themselves** and their opinions."

## In-demand skills

# 40%

of employees hope to develop leadership skills in the coming year.

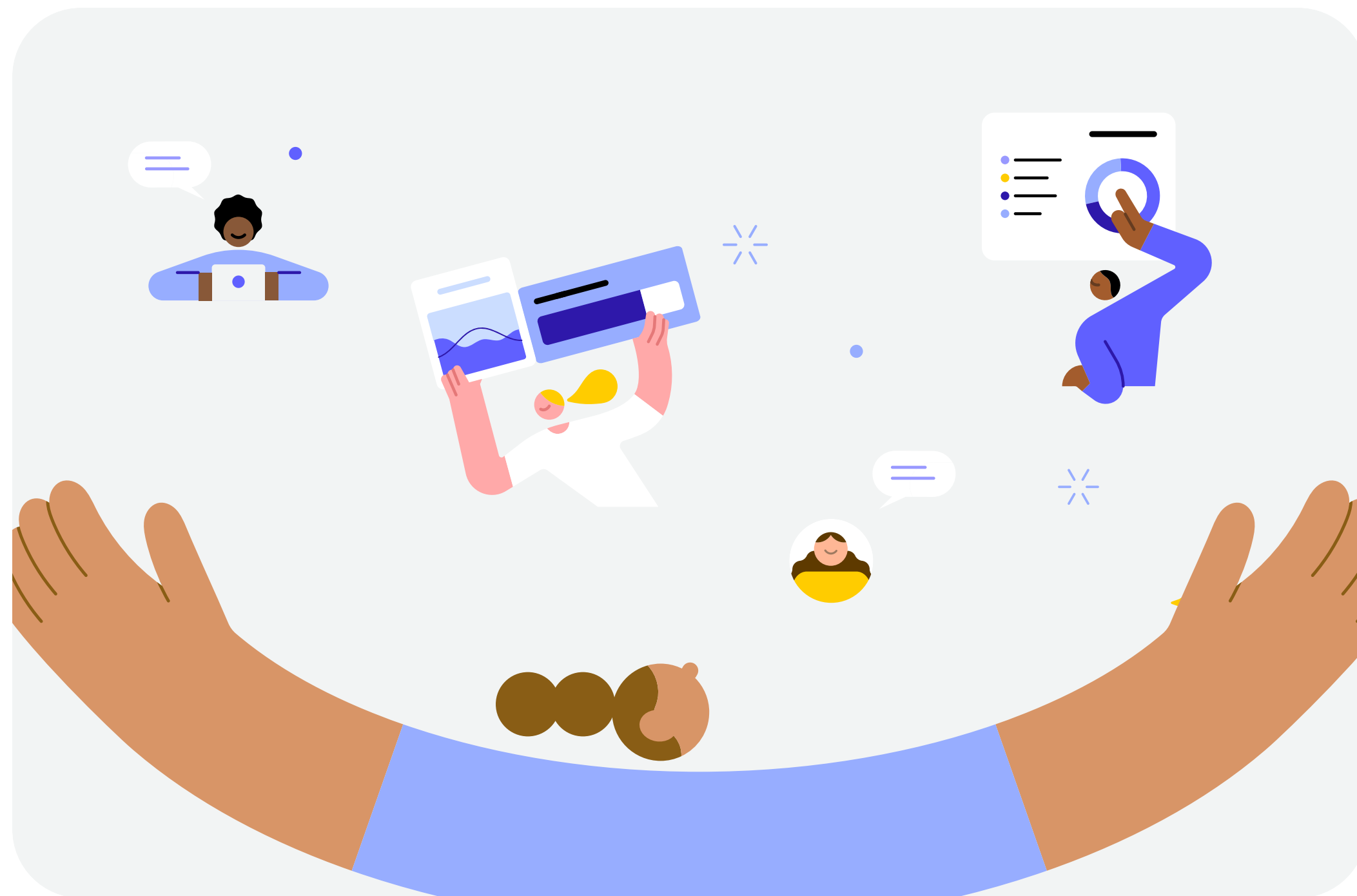
Interestingly, while **leadership development is the top aspiration for employees** in the coming year (40%), only 20% will rely solely on internal company resources to do so.

# So how can organizations provide employees with the leadership skills that they crave?

“Investing in enablement for managers to grow into leaders,” says Boone.

Effective leadership development starts with providing managers the training they need to engage in meaningful career growth discussions with their team members.

“Open and **honest conversations about career growth are crucial**, even when they’re challenging. Effective training provides managers with the tools to facilitate these discussions and lead their teams to perform at their best,” says Boone.



“To attract and retain Gen Z talent, you have to design your organization to be fair for all employees to succeed.”



**Adam Boone**  
Global DEI Lead | [monday.com](https://monday.com)

To retain early-career talent, companies must:

## Create an empowering atmosphere

Create an environment where everyone can do their best work. This involves defining what success looks like and being transparent while actively seeking feedback to continuously address what's not working.

## Promote compensation transparency

By aligning individual roles with departmental and organizational OKRs, employees can clearly see how their daily tasks contribute to both team and company goals. This increased visibility can boost motivation, engagement, and a stronger sense of purpose.

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# Conclusion

AI, digital tools, and changing attitudes about transparency are clearly reshaping how we work together.

What's clear from our research is that organizations need to take a human-centric approach to work and management. When employees feel connected to a company's goals, they're more motivated to succeed. And when organizations can align their technology, leadership, and culture to build that feeling, they'll create a more engaged and productive workforce that's future-proofed for the shifting world of work.

On the following page, we've compiled a few questions to help you reflect on how you're preparing for the evolving world of work. We hope you'll share your takeaways with us on [LinkedIn](#), [X](#), and [Instagram](#).



# Questions for deeper reflection

## ■ Democratizing AI

- How can we make the value of AI accessible to all of our employees?
- What steps can we take to ensure that AI is used ethically and responsibly?

## ■ Improving change management and communication

- How should we be communicating changes to each level of our company?
- What strategies can we use to manage and monitor changes effectively?

## ■ Defining clear success metrics

- What are our key performance indicators (KPIs)?
- How can we clearly communicate our KPIs to employees across the company?

## ● Prioritizing user experience with work software

- How is the work software we're implementing solving employee pain points?
- How can we ensure that our work software is easy to learn and utilize?

## ■ Increasing organizational transparency

- How can we provide more transparency in our decision-making processes?
- How can we establish a culture of open and honest communication?

## ■ Cultivating shared ownership

- What can we do to cultivate a shared sense of ownership?
- How can we meaningfully recognize and reward employee contributions?

## ● Investing in employee growth and development

- What leadership training and development can we offer to our employees?
- How can we ensure each employee is linked to company-wide OKRs?

# How monday.com can foster success

More than 225,000 customers across the globe choose monday.com for its:

## Simplicity and ease of use

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The intuitive platform enables employees to get started quickly without complex training.

## Flexibility and customization

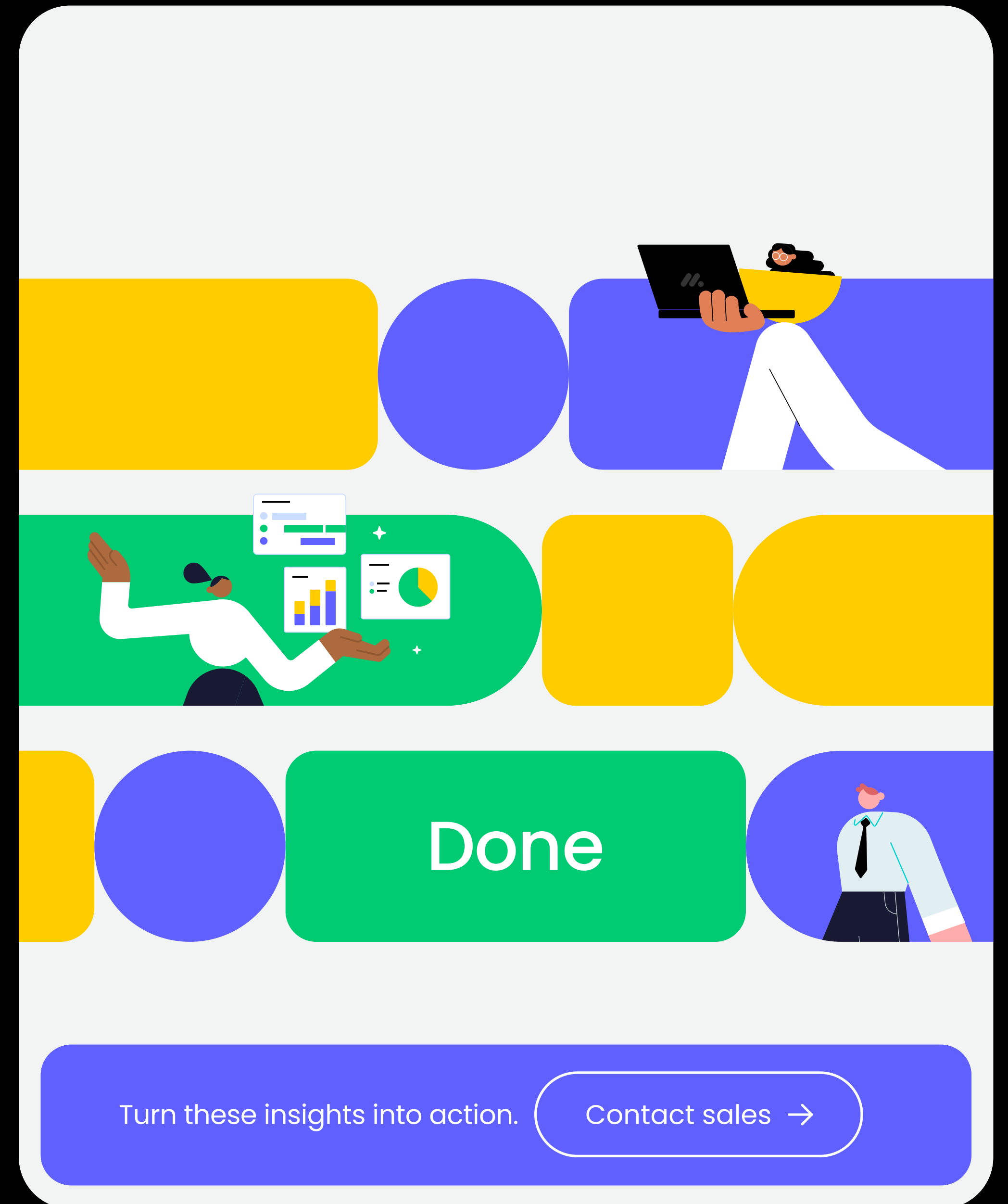
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Its adaptability empowers teams to tailor workflows and workspaces to their unique needs.

## Scalability and security

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The software is built to seamlessly scale with your business without sacrificing security and control.

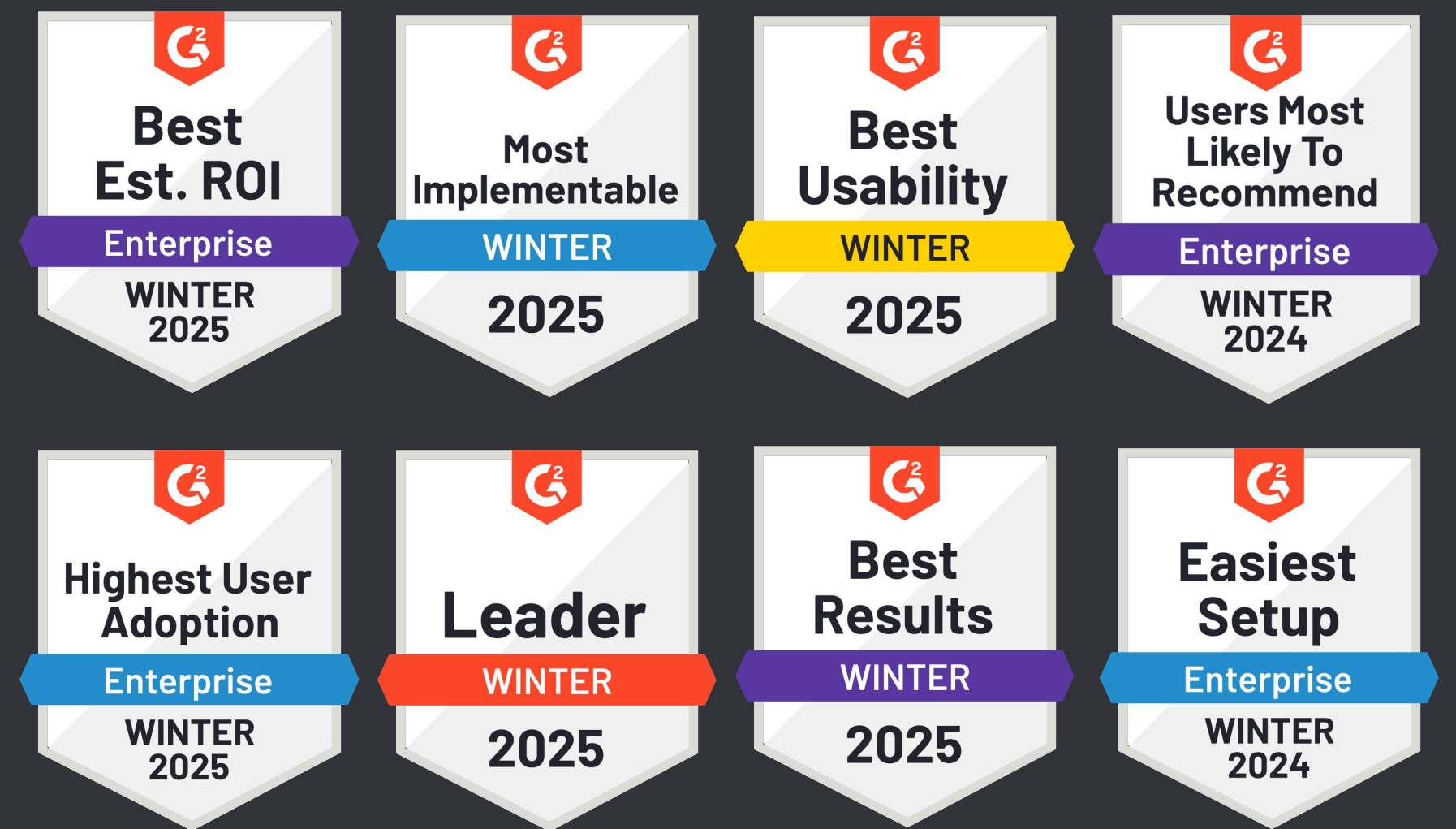


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Gartner, Magic Quadrant for Marketing Work Management Platforms, By Michael McCune, Loretta Marsh, Kate Fridley, Amy Jenkins, Rachel Smith, 17 December 2024.

Gartner, Magic Quadrant for Adaptive Project Management and Reporting, By Kevin Rose, Sean Bankston, Peter Clegg, 4 September 2024.

Gartner, Magic Quadrant for Collaborative Work Management, Nikos Drakos, Joe Mariano, Lacy Hei, Hironori Hayashi, 2 December 2024.

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