



VOLUME ONE

# Where are all the great leaders?

**A FranklinCovey Insight Report**

- Continuous Disruption
- Diminished Trust
- The Rapid Advancement of AI



**FranklinCovey**  
Institute

# Opportunity in an Era of Erosion

**W**e live in an era of erosion—of trust, of courage, and of character.

Across industries and institutions, leadership is being hollowed out by scandal, short-termism, and a dangerous obsession with optics over integrity.

In moments that demand humanity, too many leaders hide behind technology and cold emails, leaving people to process uncertainty alone. As artificial intelligence (AI) accelerates and tech-first thinking dominates, employees feel less like people and more like used parts waiting to be replaced.<sup>1</sup>

Fear, not purpose, shapes company culture. Authority becomes a poor proxy for integrity. Visibility replaces vision.

Leaders are under stress as they confront three powerful forces:

1. continuous disruption
2. diminished trust
3. the rapid advance of AI

These forces seem almost engineered to fuel self-doubt and put leaders into a defensive posture. Competing demands and their interconnectedness tax judgment and endurance, leaving leaders with limited capacity for human connection. There is no clear playbook to follow or example to emulate.

The question becomes urgent: *Where are all the great leaders?*

Recent FranklinCovey research found that only 7% of leaders were rated by their teams as having both high performance expectations and high care and support for the people they lead.<sup>2</sup> And yet we consistently find this powerful combination is behind sustainable excellence in teams and organizations.

Without leadership that is grounded, human, and courageously performance driven—the risks become existential. Whole organizations will need to rise to this challenge or be washed away by change.

But great leadership is not hiding somewhere out there. No hidden pool of leaders is waiting to be uncovered by an elite recruiter or brilliant HR chief, ready to ride to our rescue. Nor is great leadership a genetic gift reserved for a select few. It is something that can be learned and strengthened through practice.<sup>3</sup> We only need the will to build and reinforce great leaders who rise above position and title with courage and clarity.

It may be an era of erosion, but it is also an era of tremendous opportunity for innovation, growth, and impact. It is an era with a clarion call for great leaders.

Only **7%**

**of leaders were rated by their teams as having both high performance expectations and high care and support for the people they lead.**

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# A Survey of the Landscape

**T**hrough our research at the FranklinCovey Institute, our ongoing global assessments and surveys, and our conversations with leaders around the world, FranklinCovey has identified powerful insights about what it means to become a great leader in the current context.

Most leaders today have some understanding of the forces they are facing. Some even have a sense of what it will take to move their organizations forward successfully. But at the same time, they know that this will require leaders and teams to think and act in new ways.

*"With the complexity and uncertainty we're facing," one leader told us, "we need to work in more emergent ways and to respond to the forces presenting themselves with far greater flexibility than has been required in the past."<sup>4</sup>*

In this FranklinCovey Insight Report, we will explore these dynamics, showing organizations and their leaders a clear path forward to reinspire their workforces, rebuild their performance capability, and reinvent their competitive edge amid the turmoil.



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# Force #1: Continuous Disruption

**T**he leaders we talk to share a similar sentiment: the pace of change is no longer something they can get ahead of, but something they must continually adapt to. They question how they can perform—or even survive in the coming years—when their organizations are experiencing so much volatility.

When asked to describe the biggest challenge facing leaders today in responding to change, one senior executive said, *“It’s the complexity of the context. And that won’t stop; it’s always increasing.”*<sup>5</sup>

And the workforce feels it too, with 7 out of 10 employees identifying uncertainty as a defining characteristic of their work environment.<sup>6</sup>

But the complexity and speed of disruption can also leave leaders blind to the possibilities such disruption can provide.

Our research found that nearly 87% of leaders see disruption as something to survive.<sup>7</sup> They minimize risk, protect what they have, and hunker down. It’s as if they are waiting for a storm to pass and stability to return. This survival mindset is widespread, with only 13% of leaders treating disruption as a strategic opportunity to innovate and grow.<sup>8</sup>

## Why This Matters

Leaders who focus on survival and cling to the status quo during disruption miss the opportunity to create a clear vision for innovation and growth precisely when their people need it most.

As *New York Times* bestselling author and FranklinCovey senior consultant Patrick Leddin puts it, *“Familiarity and predictability masquerade as a safe haven, giving a false sense of security and contentment.”*<sup>9</sup>

**7** out of **10**  
**employees identify uncertainty as a defining characteristic of their work environment.**

That false sense of safety crumbles under one very risky assumption: *The strategy delivering success today will continue to do so in the future.*

When leaders respond to disruption as an opportunity, fundamentally shifting their mindset, their organization becomes a laboratory for progress.<sup>10</sup> They encourage experimentation, reward adaptability, and help teams see change as a good thing. They don’t see disruption as something merely to survive. They see it as a fundamental force that can be harnessed for good.

And employees notice which path their leaders choose. Remember the 13% of leaders who say they treat disruption as an opportunity? Our research shows they

are the same leaders employees perceive as most likely to enable growth and innovation.<sup>11</sup>

## What Great Leaders Do

Great leaders are **positive disruptors**. They ask: *What does this disruption make possible that wasn't possible before?* They build cultures where intelligent experimentation is celebrated, where failure generates learning, and where teams lean into uncertainty with the confidence that comes from bold initiatives and clarity of purpose.

## Where Do You Stand?

- When disruption hits, is your first thought about what you might lose or what you might gain?
- Can people on your team openly share failures—and what they've learned—without fear of consequences?
- Do you cling to the status quo or are you known as someone who relishes change?

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# Force #2: Diminished Trust

**A**s critical as it is for leaders to search for opportunity during disruption, their teams want to feel that they can trust their leaders in times of significant change.

When teams are surrounded by challenge, trust makes all the difference, earning commitment amid uncertainty. In high-trust cultures, people move quickly, collaborate openly, and adapt with confidence. A leader's ability to engender trust in these fragile moments can determine whether disruption fractures performance or fuels it.

## Leaders Are Not Building Trust

As much as the world has changed and continues to change, too many leaders have not. A FranklinCovey Institute global leadership survey revealed that two-thirds of employees have low confidence in the quality of today's leaders overall.<sup>12</sup> And only 42% view their own leaders as trusted.<sup>13</sup> Further, some 62% of employees describe their leader's management style as outdated—agreeing that their leader leads as if they were taught ten years ago, and nearly 4 in 10 describe their work as transactional rather than collaborative.<sup>14</sup>

This underscores the gap between the kind of leadership that organizations

need to win and the kind of leadership that teams experience on a daily basis. Our research at FranklinCovey continually validates that trust is the enabling core of great leadership. An absence of trust limits what people are willing to contribute in times of change. And when we limit people, we limit performance.

## Why This Matters

Great leaders build trust to enable greatness in others. *New York Times* bestselling author and leadership expert Stephen M. R. Covey calls this approach "Trust & Inspire®"—a way of leading that elevates people and, in turn, elevates performance.<sup>15</sup>

**2 out of 3**  
employees have low confidence in the quality of today's leaders overall.

Stephen says that a Trust & Inspire leader "breathes life into relationships, teams, and cultures," while old-school, command-and-control styles "suck the life out" of them.<sup>16</sup>

Outdated leadership styles are especially detrimental when leaders need people to think and act differently. In today's context of high disruption, leaders cannot simply command this kind of internal change or control outcomes that have yet to even take shape.<sup>17</sup> Seeking to enforce compliance to drive new levels of performance won't cut it.

## What Great Leaders Do

To achieve extraordinary performance, great leaders build high-trust cultures and unlock the intrinsic motivation and talents of their teams.<sup>18</sup> They know that trust does not mean lowering standards.<sup>19</sup> They combine genuine care with high expectations, supporting people while inspiring them to rise to the occasion.<sup>20</sup>

Most important, they embody and model trust themselves, by being both trustworthy and trusting. They lead with character and competence. They confront reality, talk truthfully, and extend trust to others. Behaviors like these send a powerful signal to the members of their team: You can trust me, and I trust you.

## Where Do You Stand?

- In what ways does trust help or hinder performance across your organization?
- In what ways does trust help or hinder your organization's responsiveness to change?
- Do you intentionally extend trust to those you lead? In what ways?
- Are we, as a senior leadership team, modeling the credibility and behavior we expect from those we lead?

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# Force #3: The Rapid Advance of AI

**T**he rapid advance of AI—one of history's most revolutionary technologies—is a clear and telling test of your leaders' developed ability to navigate disruption and lead people in high-trust ways to deliver breakthrough performance.

This test will not be an easy one.

In our recent global leadership survey, 7 out of 10 employees said that AI and technology are advancing faster than their company's culture can adapt.<sup>21</sup> And nearly half of respondents shared concern about whether their role will matter in the future as a result of AI.<sup>22</sup> Further, a recent FranklinCovey AI General Attitudes Survey of 3,000 AI users showed that the more frequently people used AI in their work, the more likely they were to trust its answers over the judgment of their managers and their colleagues—adding new dynamics to team leadership and collaboration.<sup>23</sup>

How can leaders expect employees to engage today if they believe AI will eliminate their position in the future?  
How can an organization move forward if team members don't trust their leader's ability to navigate this new technology?  
How can organizations achieve the anticipated breakthroughs when today's adoption is generally fragmented and experimental rather than intentional and transformative?

## Why This Matters

While we know that AI is transforming work in ways that go beyond technology, the question is whether leaders will guide that transformation with enough trust and vision to turn disruption into market advantage.

Many organizations instinctively double down on technical training as a way to move forward, reflecting a common mindset: *AI adoption starts with the technology.*

We encourage caution in making technology the only focus, or even the starting point. Our research shows that nearly 1 in 4 employees feel overwhelmed by AI, regardless of how much they use it.<sup>24</sup> Their sense of overwhelm won't be resolved through more training or more screen time. More likely, it reflects an absence of clarity, connection, and meaning—the building blocks of human trust.

**The more frequently people used AI in their work, the more likely they were to trust its answers over the judgment of their managers and their colleagues.**

Few employees have yet to take AI training in their roles.<sup>25</sup> Of those who have, many (36% in our research) don't feel the training made them better.<sup>26</sup> We believe that's partly because training alone isn't enough. For AI to be a positive disruption, leaders and teams need guidance, clarity, and trust. The more effective mindset is this: *Impactful AI adoption begins with great leadership.*

While the need for better AI leadership is clear, our research reveals that 80% of individual contributors describe their manager's AI leadership as "hands off."<sup>27</sup> A lack of focus by leaders may reflect their own uncertainty about how to use these tools effectively, but a lack of engagement won't generate breakthrough results. A FranklinCovey consultant challenges leaders to step up in this area: *"Everyone's tired, no one's focused. How do you build that energy? In today's world of AI, we have so much information. Are you courageous enough to create a different kind of energy and focus?"*<sup>28</sup>

Our message to the C-suite: AI has the potential to be a transformative lever for growth and performance—if people aren't an afterthought. People can engage with AI to drive change, but only with great leaders.

## What Great Leaders Do

Great leaders understand that AI productivity breakthroughs will demand more of them, heightening the kind and quality of leadership they must provide. Employees are watching closely, not just to see what AI can do, but to see what their leaders will do. Every decision about how AI is introduced, communicated, and integrated is ultimately a trust decision.

Great leaders create an environment in which people experience AI as an amplifier of their work, not a threat. They provide trust, clarity, and vision—changing AI from a source of fear and uncertainty into a force that unleashes human and organizational potential.

## Where Do You Stand?

- Are your people experiencing AI as a threat to their relevance or an opportunity to contribute more deeply?
- Have you been as intentional about building trust and clarity around the use of AI as you have about deploying the technology itself?
- Do you see AI as a way to do the same work faster or as an opportunity to create new forms of value?

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# Three Capabilities of Great Leaders

**T**he question for senior leaders, then, is not whether these three forces of continuous disruption, diminished trust, and the rapid advance of AI exist, but how to respond in ways that strengthen people and improve performance.

What follows are three corresponding capabilities that provide a powerful starting point. While not exhaustive, leaders who possess these capabilities build teams and organizations that can act boldly to seize today's opportunities for innovation and growth.

## 1. Embrace Disruption and Build Competence

Great leaders embrace disruption as an opportunity for innovation and actively build the culture and the competence

required for their organization to achieve positive disruption.

Instead of asking, *How do we protect what we have?* they ask, *What does this make possible that was not possible before?* They change the conversation from one rooted in fear to one of curiosity.

Great leaders cultivate the competence to use AI productively, both in themselves and in their team members. This includes technical training, but also skills in communication, collaboration, and resilience during change.

A common pitfall for leaders is underestimating the toll of change on their people. One of our FranklinCovey consultants described the experience of asking leaders about change: *"They say, I hate it. It's hard, it's exhausting—because*



*it's happening to them, right? Many of them say they love change when they're initiating it, but when it happens to them, it's not nice. It's exhausting. It's tiring."*

*"And so, they push through and get far ahead in deployment. But what they really need to do is slow down and give people space to make this change happen."<sup>29</sup>*

**Leadership Reflection:** Great leaders seize opportunities and equip their people to do the same. *Am I helping people see disruption as a source of possibility, while also enabling them with the clarity and capabilities they need?*

## Helpful Practices

- **Begin with Curiosity.** Shift the energy away from defending the status quo and toward exploring the possibilities. Ask your team: *What new opportunities does this disruption create? What new outcomes has AI enabled you to achieve?* Curiosity can spark new ideas and better ways of working.
- **Provide Clarity.** Your people do not expect you to predict the future, but they do expect you to create clarity. Cut through the noise by eliminating unnecessary tasks, meetings, and initiatives. Clearly state priorities and direction. It's okay to say *I don't know*, but better if that's followed by *Let's figure it out together*.
- **Build Competence.** Identify the skills your team will need to succeed in disruption and show clearly how they can attain them. Connect assignments, feedback, and recognition to those skills, making development intentional rather than ad hoc.

## 2. Model and Extend Trust

Trust is the foundation of great leadership. It ripples throughout an organization and team when you, as the leader, model it. It deepens when you extend it.

Leaders who personally show the way forward—modeling and extending trust—discover that people almost always rise to the level of belief placed in them. Trust becomes a powerful undercurrent within your culture. It enables positive disruption, strengthens connection, and feeds inspiration.

Great leaders know that they need to take personal responsibility for trust within their organization. When asked about positively influencing other leaders, an executive from a global organization said: *"You need good, strong leaders all the way up. If it's truly what they want to do, they need to walk the walk and talk the talk."<sup>30</sup>*

Leaders shape the working environment through the tone they set, the rhythms they establish, and the behaviors they consistently demonstrate. Offices, tools, and policies matter, but a high-performing environment is rooted in trust, which is created by the leader.

A senior executive at a large corporation told us: *“It can be easy for leaders to underestimate how much the environment they influence impacts their people and their organization’s performance. When people feel undervalued or reduced to outputs, they disengage and give only the*

*minimum. And yet when they feel trusted, challenged, and supported, they willingly contribute their full intelligence and extend their capabilities.”*<sup>31</sup>

**Leadership Reflection:** *Would my team say I empower them to succeed or constrain them to comply?*

## Helpful Practices

- **Examine Your Beliefs.** Modeling and extending trust begin with examining your own perspectives about people and outcomes. Ask yourself: *Do I view other people as fundamentally capable or as deficient and lacking in some way? Do I pursue people outcomes as well as financial results? Do I value developing the people I lead? Do I take time to intentionally develop my own leadership capabilities?*
- **Lead by Going First.** For leaders, going first is a highly visible way to model and build trust, and can also be a source of influence. Be the first to admit uncertainty, clarify expectations, and extend trust. When leaders go first, they reduce fear and create permission for others to take risks.
- **Expect High Performance and Provide Support.** The best leaders expect high performance *and* care for the people they lead. They begin with listening and consideration, seeking to understand people’s perspectives and what they are capable of. At the same time, they do not confuse care with lowering the bar. Care without performance is hollow. But high performance expectations without care create pressure without internal commitment. When you consistently combine the two, people feel valued as whole individuals and inspired to deliver their best.

## 3. Lead AI Adoption with Empathy and Action

The full potential of AI will be achieved by combining human wisdom with artificial intelligence in innovative ways to create new value and higher levels of performance. Developing this hybrid intelligence begins with understanding what each side brings to the equation. AI contributes pattern recognition,

content generation, vast knowledge, automation, and extraordinary speed. Humans contribute what AI does not: self-awareness and conscience, independent will and creative imagination, connection and human relationships.

Hybrid intelligence multiplies what people can achieve on their own. By combining their unique human contributions with machine capabilities, people will be able to think more clearly, make better decisions, create more value,

communicate with greater impact, and use AI in a multitude of innovative ways to deliver breakthrough performance.

The opportunity for leaders to engage team members positively around AI at this moment in time is profound. Those who lead AI adoption effectively will enable their team to move together with AI, not against it.

This requires both empathy and action. Empathy to understand the uncertainty and discomfort people feel, and action to model the way forward and show how AI can be an enabling force for people, fueling personal growth and organizational performance.

One executive said: *“I’ve been actively making sure I stay true to me, in who I am as a leader and as a person— understanding my motivation in this process, and trying to be very honest with myself. And for me, my motivation is around enabling and empowering people, as altruistic as that may sound, but that’s ultimately why I’m here: to help people succeed.”*<sup>32</sup>

**Leadership Reflection:** Leaders are essential in helping their teams navigate new technologies and embrace more effective ways of working. *If your team members wrote an anonymous review of how well you’re leading AI adoption, what would they say?*

## Helpful Practices

- **Listen to Understand.** Regularly check in with your team to surface concerns and questions about AI. Treat their reactions as a source of insight, not as resistance to progress. How they respond is a litmus test, revealing where clarity is lacking and focusing your attention and effort as a leader. To unlock AI’s potential, keep the conversation alive—both informally and in defined forums.
- **Create Shared Norms.** Collaborate with your team to define how AI will be used. Establish expectations, guardrails, and examples that build trust and confidence. Emphasize that AI adoption is an iterative process, while setting clear, practical boundaries for employees to experiment without putting the company at risk. Be transparent about your organization’s AI vision and strategy, communicating them in intentional ways that clarify their relevance to your company’s mission.
- **Showcase Wins.** Demonstrate how AI is supporting performance by surfacing and celebrating success stories throughout your organization. Openly discuss where AI helps and what requires human wisdom. By celebrating victories—small or large, individual or collective, planned and unplanned—you are reinforcing that AI is an ongoing, collaborative effort rather than just a top-down directive.

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# Conclusion

In this era of incredible opportunity and troubling erosion, leaders throughout our organizations will continuously confront questions like these: *How will I choose to lead today? Will I lean forward in this time of continuous disruption and diminished trust to transform what is possible? Will I lead with equal attention to high performance and high care for my people—leading to enduring performance and increased human capabilities? Will I choose daily to be a great leader?*

The forces leaders are dealing with today are not slowing down. They are here, and they are accelerating. As senior leaders,

how we equip leaders throughout our organizations answer these questions daily will have a tremendous impact on our results, now and in the future.

As our leaders build the needed capabilities to embrace disruption, model and extend trust, and lead AI adoption with empathy and action, we ignite the engine that will help us succeed in an unprecedented era of opportunity.

*Where are all the great leaders?*

They are right in front of us, ready to win.



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# Notes

1. Yuan, Lei, Xue Zhou, and Kumaran Rajaram. 2025. "The Impact of AI Adoption in the Workplace on Employees: A Systematic Review." Paper presented at the British Academy of Management (BAM) Annual Conference 2025.
2. FranklinCovey Proprietary Data, "The Case for the 6 Critical Practices Study," 2025. This survey was conducted in the spring and summer of 2025 with a global sample of 4,000 respondents (3,000 individual contributors who rated their leader and 1,000 leaders who rated a leader they manage).
3. Scott, M. K.; Bender, M. S. The Role of Adaptive Leadership in Times of Crisis: A Systematic Review and Conceptual Framework. *Merits* 2025, 5, 2.
4. FranklinCovey Institute, "Global Leadership Panel and Consultant Interviews," 2025. Virtual interviews were conducted by our research team. In the last two years, our research team has conducted ongoing interviews with 63 members of our Global Leadership Panel, a cohort of highly experienced director to executive-level leaders around the world, as well as 18 of FranklinCovey's top consultants with proven approaches to solving today's most complex challenges. Quotes are anonymized to respect the privacy of the leaders who shared this information with us.
5. FranklinCovey Institute, "Global Leadership Panel and Consultant Interviews," 2025.
6. FranklinCovey Institute Proprietary Data, "Global Leadership Survey," 2025. This survey was conducted in October 2025 with a global survey of over 500 managers and individual contributors. This sample represented a wide range of industries, functions, and job complexity (90% of the sample reported medium to high-complexity roles).
7. FranklinCovey Institute Proprietary Data, "Global Leadership Survey," 2025.
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11. FranklinCovey Institute Proprietary Data, "Global Leadership Survey," 2025.
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15. Stephen M.R. Covey's research shows that only 8% of leaders operate with what he calls a "Trust & Inspire" style, one that truly leaves the old model behind and taps into the full gifts and talents of the "whole person."
16. Covey, Stephen M. R. 2022. *Trust and Inspire: How Truly Great Leaders Unleash Greatness in Others*. New York: Simon & Schuster.
17. Abundant research shows that leaders are still using outdated command and control and even "enlightened command and control" approaches, leaving a lot of human potential on the table.
18. Practical experience gained through over forty years of working with tens of thousands of clients and researching critical organizational and leadership issues across 163 countries, combined with recent insights and experiences shared with our research team.
19. Wang, Zhen, and Huan Chen. 2025. "When Leader Expectations Inspire and When They Overwhelm: The Role of Growth Mindset and Prior Performance in Employee Emotional and Engagement Responses to Leader High Performance Expectations." *Journal of Business and Psychology*, June.
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22. FranklinCovey Institute Proprietary Data, "Global Leadership Survey," 2025.
23. FranklinCovey Proprietary Data, "AI General Attitudes Survey," 2025. This survey was conducted in September 2025 with a global survey of 3,000 managers and individual contributors who use AI at work. This sample represented a wide range of industries, and though all respondents had used AI at work, AI use ranged from infrequent to daily.
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25. FranklinCovey Proprietary Data, "AI General Attitudes Survey," 2025.
26. FranklinCovey Proprietary Data, "The Case for the 6 Critical Practices Study," 2025.

27. FranklinCovey Proprietary Data, "AI General Attitudes Survey," 2025.
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## Methodology

This report draws from FranklinCovey's ongoing research of leadership effectiveness, integrating findings from extensive literature reviews, quantitative survey data, and qualitative insights conducted through virtual interviews.

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## Statement on the Use of AI:

The FranklinCovey Institute is composed of a team of researchers who are all human. All ideas, stories, and graphics in this Insight Report originated with the authors and their teams (including many sticky notes and whiteboards). We recognize and celebrate the progress of technology in contributing to the principles of human effectiveness. And we appreciate the use of AI tools to summarize meeting notes, identify themes, or help with standard editorial tools. However, we don't believe they are a substitute for human insight or authorship.

This report represents human thought, collaboration, and shared experiences in an effort to provide meaningful insight into today's workplace and the impact we have from working together.

