✨ *AI AT WORK:*
What your product org wants you to know

**What engineering, product, and design leaders
need to know — and do — based on new data
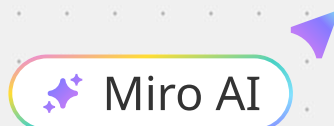from the front lines of AI adoption**

✨ Miro AI

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Executive summary

Whether you lead engineering, product, or design, you're being asked to deliver faster, ship smarter, and do more with less. AI looks like the lever to make it happen.

But your team needs more than access to new tools. They need support, strategy, and systems built for this next chapter.

Miro surveyed more than 2,000 engineering, product, and design professionals to understand how AI is showing up in their day-to-day work — and what's standing in the way of broader, more impactful adoption.

Jeff Chow

HERE'S WHAT WE FOUND:

- **3 in 4 are optimistic about AI's potential** to improve their work.

- They're nearly 2x as likely to say **they're excited and energized** by AI (61%) as they are anxious or stressed by it (32%).

- **Over half (54%) say they don't know when or how to use it.**

- **1 in 3 aren't using AI at all** — with product roles trailing furthest behind.

This isn't about catching up. It's about stepping up. Inside, you'll find a three-part framework for helping your teams up-level the way they work with AI — and, in turn, bring the right products to market, faster.

Whether your team is just starting to explore this new technology or already deep in AI experimentation, this report will help you understand where they are — and how to help them move forward.

Jeff Chow
Chief Product &
Technology Miro Officer

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Your teams are energized by AI, and ready to co-create in new ways

Teams are already using AI to remove friction from their workflows, so that they can move faster with greater alignment and impact. In fact, 59% say AI helps them deliver work faster.

And as their AI skills and the technology itself evolve, they're optimistic that its impact will go far beyond improving their productivity. One in three say they'll be able to communicate and collaborate better going forward because of AI.

FIGURE 1: Optimism toward AI for better collaboration and communication

Better collaboration
24% today
31% tomorrow

Better communication
30% today
36% tomorrow
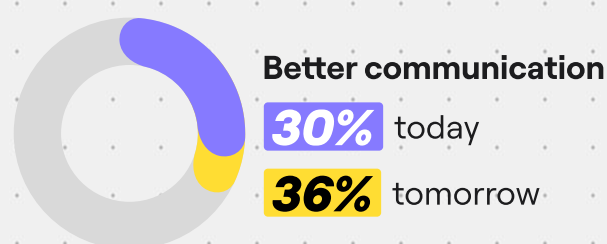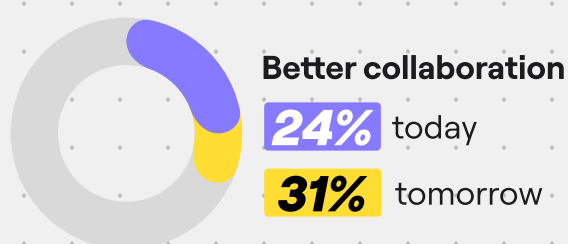
Teams are even more excited about AI's potential to enhance their creativity — and this is especially true for more technical roles.

FIGURE 2: Who's most excited about AI's potential to enhance their creativity

App developers	48%
Product managers	42%
Software engineers	42%
Researchers	40%
Designers	38%
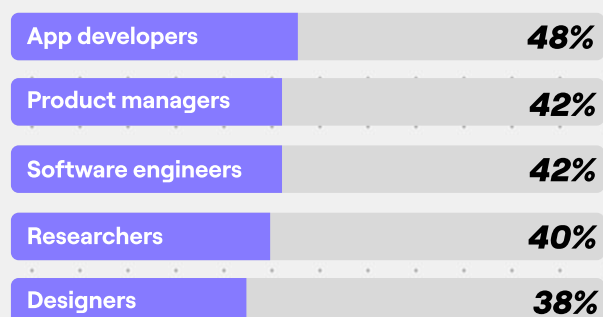
This demonstrates that AI is democratizing craft across cross-functional product teams, empowering product managers to concept, designers to code, and engineers to prototype.

By breaking down these organizational silos, AI not only accelerates workflows throughout the product development lifecycle — it enables people to focus on work that supercharges their creativity and, in turn, their engagement.

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56% feel better off professionally than a year ago because of AI

61% say AI can boost job satisfaction

62% say AI can improve workplace well-being
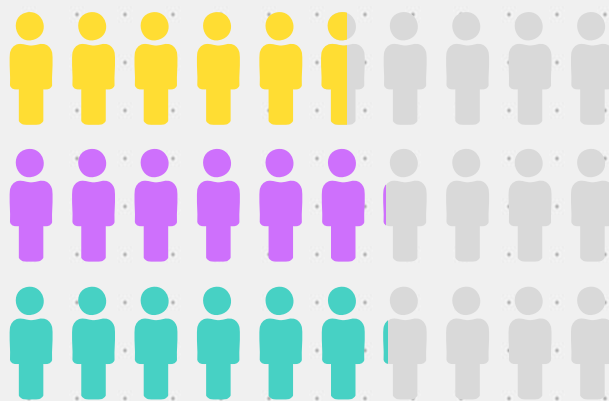
These aren't marginal gains. They're signals of a team on the cusp of transformation — if they're supported the right way.

BOTTOM LINE FOR LEADERS

AI is enabling people to contribute earlier, in new ways, and with more confidence. In doing so, it's changing what roles look like and how quickly great ideas turn into real results.

The future isn't about role-based handoffs — it's about real-time collaboration. So, support experimentation. Normalize co-creation. And equip your team with the tools and context to build together in a shared space where work moves forward efficiently.

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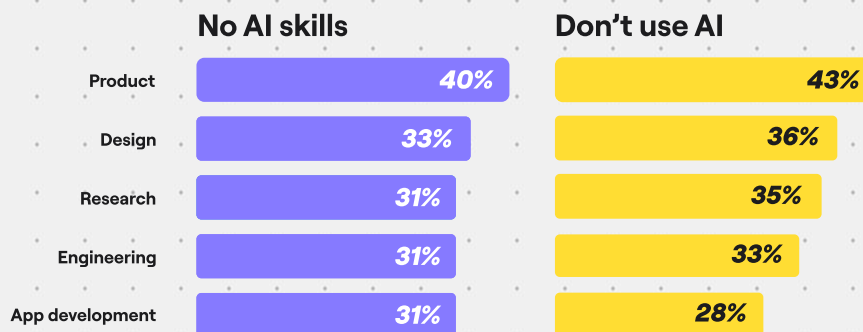# Skills, not skepticism, are holding your team back

Despite their enthusiasm, many team members still feel unprepared to work with AI. This is a classic negative feedback loop: Low confidence leads to low usage, which reinforces low confidence. Indeed, more than half worry about their current AI skill level, and one-third say they don't have any AI skills at all.

FIGURE 4: The AI skills gap averaged across product, engineering, and design teams

Say their AI skills are nonexistent	**34%**
Worry about their current AI skill level	**55%**

But that gap isn't evenly distributed. The issue is most pronounced in product roles.

FIGURE 5: AI skills and usage by team

	No AI skills	Don't use AI
Product	40%	43%
Design	33%	36%
Research	31%	35%
Engineering	31%	33%
App development	31%	28%

This disconnect is especially concerning for product teams, who often play a central role in discovery, definition, and cross-functional alignment — precisely where AI can accelerate insight gathering, decision-making, and prioritization.

Engineers are already advanced in leveraging AI for code writing and review to deliver new products and services, whereas product managers may need more guidance and enablement on deploying it for their roles.

BOTTOM LINE FOR LEADERS

Your teams aren't avoiding AI — they're unsure where to start. Make it easier to experiment without fear. Introduce low-stakes, high-value AI use cases in each function's existing workflow. And invest in support where it's needed most: product.

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Confidence in leadership is high, but action is lagging

The good news is that your team believes in you, with 61% saying that their company's leaders understand how to use AI to support their work.

But they don't see that understanding translating into action. Nearly half (46%) admit that there's **lots of talk about AI — but little action within their organization**.

This gap between perception and reality is holding teams back — especially those eager to experiment and scale.

Teams are asking for three things:

1. Education

Show teams how to integrate AI into their day-to-day workflows — from synthesizing insights to transforming them into product briefs, system diagrams, and even clickable prototypes.

45%
Want formal AI training programs

2. Clarity

Surface — and celebrate — AI experiments that succeed, document what worked, and templatize the best AI processes for organization-wide adoption.

37%
Want clarity on the company's AI adoption strategy

3. Impact

Connect experimentation to outcomes across the board — everything from sprint velocity and time-to-market gains to improvements in team confidence and employee retention.

35%
Want leaders to better communicate AI's business impact

BOTTOM LINE FOR LEADERS

Your team is ready to move — they just need you to lead the way.

Make AI a visible priority. Share a clear, working strategy. Back it with real support, not just encouragement. Then step aside and let momentum build. When leadership signals are strong, adoption follows.

The shift is already happening. Lead your team through it.

Your teams are experimenting, exploring, and — when it clicks — accelerating with AI.

But that momentum is uneven. Confidence varies. Usage is lopsided. And the greatest potential gains, especially in early product development, are still out of reach for many teams.

That's where you come in.

Give your teams the skills and space to build. Set the direction — then help them run.

Take the next step in empowering your team with AI.