



# Microsoft 365 Copilot Adoption Playbook

A step-by-step implementation guide  
for business leaders



## INTRODUCTION

# Welcome to Microsoft 365 Copilot



Organizations across industries have gone from talking about AI to deploying it at scale. After just three months of using Copilot, 70% of users said they were more productive and 68% felt it improved the quality of their work. And the most effective Copilot users? They saved more than 10 hours per month.<sup>1</sup>

This playbook, informed by insights from the Microsoft 365 Copilot Early Access Program, gives you actionable steps to become an AI-powered organization quickly, accelerate usage and engagement, and track progress and impact. It answers key questions, including:

- **Who** do I give the first Copilot seats to?
- **Where** can my organization get the most productivity gains?
- **How** do I get employees up and running quickly?
- **Why** is it important to build early momentum with Copilot?
- **When** will I start seeing business results?
- **What** are the ways to measure impact?

<sup>1</sup>[What Can Copilot's Earliest Users Teach Us About AI at Work?](#), Work Trend Index Special Report, Microsoft, November 2023.



# Your Copilot adoption roadmap

Introduction

Get ready

Onboard and engage

Deliver impact

Extend and optimize

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Use / to reference people, files and more

PHASE 1:

## Get ready

Preparing your business for AI

**Step 1**  
Review your security and data settings.

**Step 3**  
Create an AI council.

**Step 2**  
Be intentional with seat assignments.

**Step 4**  
Help people build new work habits.

PHASE 2:

## Onboard and engage

Accelerating usage and engagement

**Step 5**  
Create a Copilot user community.

**Step 7**  
Make ongoing training the standard.

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Summarize the results

“

This new generation of AI will remove the drudgery of work and unleash creativity. There's an enormous opportunity for AI-powered tools to help alleviate digital debt, build AI aptitude, and empower employees.”

Satya Nadella

Chairman and CEO  
Microsoft<sup>2</sup>

<sup>2</sup>Will AI Fix Work?, Work Trend Index Annual Report, Microsoft, May 2023.

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PHASE 2:

## Onboard and engage

PHASE 3:

## Deliver impact

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## Extend and optimize

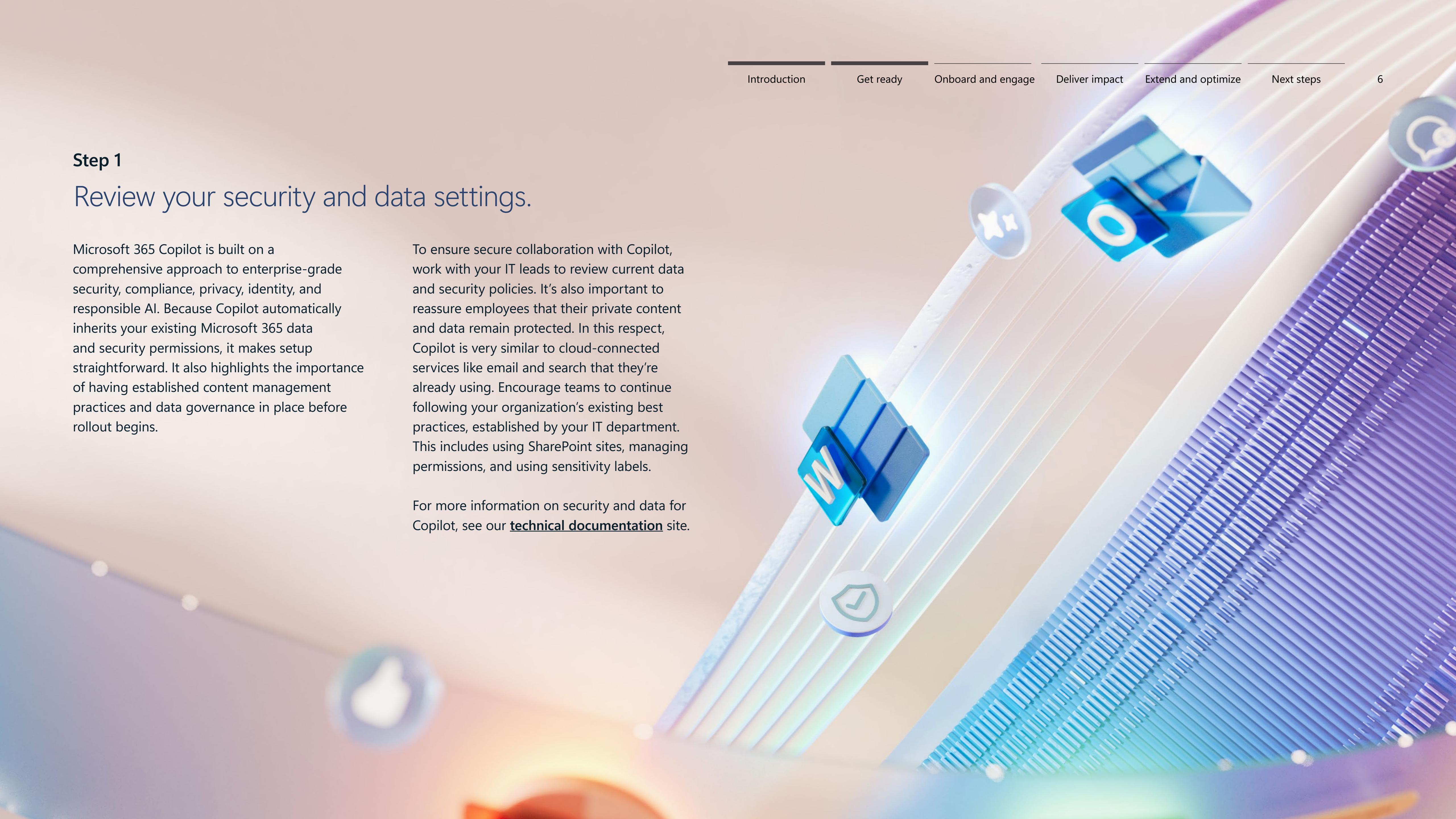
## Step 1

### Review your security and data settings.

Microsoft 365 Copilot is built on a comprehensive approach to enterprise-grade security, compliance, privacy, identity, and responsible AI. Because Copilot automatically inherits your existing Microsoft 365 data and security permissions, it makes setup straightforward. It also highlights the importance of having established content management practices and data governance in place before rollout begins.

To ensure secure collaboration with Copilot, work with your IT leads to review current data and security policies. It's also important to reassure employees that their private content and data remain protected. In this respect, Copilot is very similar to cloud-connected services like email and search that they're already using. Encourage teams to continue following your organization's existing best practices, established by your IT department. This includes using SharePoint sites, managing permissions, and using sensitivity labels.

For more information on security and data for Copilot, see our [technical documentation](#) site.



# Frequently asked questions about data, privacy, and security

Keeping your proprietary data confidential is important, and Copilot has built-in safeguards to help ensure it stays that way. Here are some common questions customers are asking about data security in an era of AI-powered work.

## How can I control access to data and prevent oversharing?

Because Copilot inherits all your existing Microsoft 365 security and compliance requirements, only people with the right permissions can access the content it generates. Before rolling out Copilot, it's important to audit the data access conditions, retention controls, and sensitivity labels you already have set up. These policies and settings can be managed centrally and applied across all your apps.

## Are there additional safeguards I should consider for meeting transcripts?

The meeting owner controls who has access to transcripts. Everyone in a meeting will see an alert that the meeting is being recorded, and the transcript is subject to retention policies your admins set and enforce. If you want to use Copilot in a meeting but not create a recording, you now have the option to enable it without a transcription. When you enable Copilot without a transcription, Copilot can answer questions and provide information during the meeting, but no record of those interactions will be retained afterward.

## Where is Copilot data stored and processed?

Because Copilot is a core Microsoft 365 service, the data it uses resides in your geographical region. That means it complies with Microsoft processing commitments for that region. For example, if your organization is in Europe, be assured that Copilot complies with our processing commitments under the EU Data Boundary.

## What about eDiscovery and legal holds?

Copilot prompts and responses are considered your data. You can query with eDiscovery or apply legal hold just like any other content. Copilot activities are always available in your audit log should you need to refer to them.

## Are there copyright risks in using content generated by Copilot?

The Microsoft Copilot Copyright Commitment protects your intellectual property, as well as the intellectual property of others. If you use Copilot to generate content for your business and a third party sues your organization for copyright infringement, Microsoft will defend you and pay the amount of any adverse judgments or settlements as long as you used the guardrails and content filters built into Copilot.

## Step 2

Be intentional with seat assignments.

To maximize business impact, you'll need to determine your overall licensing deployment strategy—concentrating seats in two or three key areas of the business and then expanding from there. Consider the following factors as you decide on an approach.

## **Look at current usage trends**

Your heaviest users of Microsoft 365 products will be well positioned to reap the benefits of a Copilot license. One way to evaluate who uses them the most is with Microsoft Copilot Dashboard, powered by Microsoft Viva. Navigate to the Readiness tab to see technical eligibility and your total number of Microsoft 365 users.

# Define use cases for each business function or team

When deciding how to implement Copilot, identify the business issues that need to be solved and then apply AI to the challenge. Each team should have a clearly defined goal or specific use case for how they'll implement Copilot. This extra layer of specificity ensures the technology is effectively integrated into workflows across roles and levels.

Microsoft, for example, reimagined the tiered support model to improve customer service. We defined the use case metrics as:

- Reducing onboarding time for new agents.
  - Streamlining access to knowledge.
  - Eliminating repetitive administrative tasks.
  - Reducing ticket volume.

Early results from this Copilot deployment demonstrate how rapidly Copilot can deliver value. At Microsoft, this AI-powered approach to customer service resulted in more customers served, including a 9% faster first response time and a 12% reduction in average handling time with 9% more cases being handled over chat. Junior agents were onboarded faster with a 13% increase in cases resolved without peer support.<sup>3\*</sup> By focusing on specific use cases and high-impact areas first, you'll maximize the ROI of Copilot and better prepare your organization to scale up its adoption.

# Allocate Copilot to entire teams within a specific business function

Avoid distributing licenses thinly. When entire teams have access, they can share insights and learn from each other. And as more employees use Copilot consistently and effectively, the impact that Copilot brings to your organization multiplies.

To choose what business area to start in, think about your biggest opportunities or pain points. Many early access customers started in customer service and sales—but there's not a one-size-fits-all approach to determining where Copilot will add the most value.

Microsoft, for example, began in marketing, sales, and customer service; human resources; and finance—the business functions where teams spent a lot of time in meetings, writing emails, doing repetitive tasks, and searching through large amounts of data and information.

Lumen Technologies, a customer in the Early Access Program, began with their customer service, sales, and customer experience teams. The service team is using Copilot to surface relevant policies, summarize tickets, and access step-by-step repair instructions from manuals. The sales and customer experience teams are using Copilot to enrich customer interactions with additional depth and context and summarize actions and next steps.<sup>4</sup>

<sup>3</sup> [What Can Copilot's Earliest Users Teach Us About AI at Work?](#), Work Trend Index Special Report, Microsoft, November 2023.

<sup>4</sup> [Lumen's strategic leap: How Copilot is redefining productivity and employee engagement](#), Microsoft Customer Stories, May 21, 2024.

\* Outcomes reflect results from 9,900 agents from a specific five-month period (April to September 2023).

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It typically takes a seller four hours to do research for customer outreach, and with generative AI, they can now do that in 15 minutes. Four hours back each week is worth \$50 million in revenue over a 12-month period.”

Ashley Haynes-Gaspar

Chief Revenue Officer  
Lumen Technologies<sup>5</sup>

<sup>5</sup> Lumen's strategic leap: How Copilot is redefining productivity and employee engagement, Microsoft Customer Stories, May 21, 2024.

**PRO TIP**

Show the value of Copilot in specific roles to drive greater usage. For example:

**Impact by function**

<b>Human resources</b>  <b>Create a more efficient hiring process</b>  Create a job description by asking Copilot in Microsoft Word to suggest skills, qualifications, and responsibilities.  Conduct a group interview in Microsoft Teams and ask Copilot to summarize the contributions of each candidate.  Discover the best candidates for a position by having Copilot extract skills, experience, and qualifications from a set of resumes.	<b>Marketing</b>  <b>Create a marketing pitch in record time</b>  Discover trends and outliers in the latest market research with Copilot in Microsoft Excel to identify which markets to target with promotions.  Draft a targeted promotion plan with suggested taglines using Copilot in Word.  Transform the engineering team's design documentation from a Word doc into a pitch deck in Microsoft PowerPoint with Copilot.	<b>Sales</b>  <b>Drive better sales presentations with an AI assistant</b>  Create a bulleted list of notes using recent email threads before the meeting with the customer to understand the questions that need to be addressed.  Give the customer your full attention in a meeting by relying on Copilot to handle the meeting notes.  Draft the final proposal using Copilot to take content from your emails, meeting notes, and presentations.	<b>IT</b>  <b>Deploy a critical update with the help of Copilot</b>  Create a project plan for the upcoming rollout based on a previous project plan and product documentation.  Meet on Teams to discuss the plan and use Copilot to keep track of unanswered questions.  Create a presentation on the rollout by using Copilot to create slides based on the project plan Word doc.	<b>Finance</b>  <b>Focus on the high-value tasks to complete an acquisition</b>  Summarize the due diligence information from the operations and legal team.  Use Copilot to add a section to the offer sheet discussing some conditions for the deal based on a previous meeting transcript.  Use Copilot in Excel to refine the deal analysis based on negotiations and changes in the economic environment.
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Learn more about role-specific ways to use Copilot in [Copilot Lab](#).

or use / to reference people, files

**Customer spotlight: EY**

EY formed an AI Governance Council following the success of their generative AI center of excellence. The AI Council is led by their CXO and includes members from across the organization. Their primary goal is to oversee the business transformation process for how generative AI can serve the needs of the EY businesses and those of their customers. They meet regularly and ensure that organizational insights are shared in real time.

## Step 3

### Create an AI council.

Many companies are forming cross-functional AI councils to oversee and guide the development, deployment, and evaluation of AI solutions within their organization. Copilot can be a helpful catalyst for getting your AI council established and can be a great way to secure early AI wins for your organization.

While your AI council will uniquely reflect your company's needs, it should include the following members:

**IT enablement team:** Ensures your organization implements Copilot seamlessly from a technical standpoint. This team is responsible for preparedness and rollout, providing onboarding support, as well as managing feedback and compliance.

**Change management team:** Acts as a bridge between the AI council and employees, helping to monitor adoption progress, gather feedback, and foster a collaborative environment where Copilot becomes an integral part of how people work every day.

**Executive sponsor:** Drives adoption and infuses confidence in the technology among employees. An executive sponsor that's an active champion (showing how they're using Copilot and talking about its benefits) signals that embracing and integrating generative AI into day-to-day processes isn't just accepted, it's encouraged.

**Risk management expert:** Represents the company's best interests by ensuring overall compliance to relevant AI regulations and ethical standards. They also help ensure your organization's AI initiatives are transparent, accountable, and trustworthy. Read "[Leading in the Era of AI: Creating an AI council](#)" to guide you in this process.

## Step 4

# Help people build new work habits.

Effective change management is vital for implementing an AI tool like Copilot, as it ensures your organization views it as not just new technology, but a new way of working. It requires leaders to measure attitudes and manage expectations.

## Measure attitudes and interest

A key part of change management is recognizing that diverse perspectives around AI exist—and knowing that you'll likely see a combination of enthusiasm and skepticism. Today, 75% of knowledge workers use AI at work. But 46% of them only started using it less than 6 months ago.<sup>6</sup>

An effective adoption strategy must cater to these diverse attitudes, providing support, training, and clear communication to transition workflows and mindsets into an AI-powered future of work.

## Manage expectations

As part of this training and communication, it's important users develop a clear understanding of what Copilot can and can't do. Equally important is educating people on when to use AI capabilities and when to rely on human expertise. Emphasizing that the user is in the driver's seat—or the pilot, if you will—is a great way to communicate the limitations and strengths of AI overall.

## PRO TIP

Highlight the capabilities of Copilot to help promote transparency and user satisfaction, while minimizing potential misconceptions. For example:

Copilot is not like a search bar. Don't ask it how many miles the earth is from the sun (it knows, but Bing is faster). Instead, use it to search across your content and prepare for meetings.

**Ask Copilot:** *What's the latest from [person], organized by emails, chats, and files?*

Copilot is not prescriptive where you have to get exactly the right words in exactly the right order to get exactly the right result. Instead, guide the response using cue words and context—then revise your prompt if you're not happy with the initial results.

**Ask Copilot:** *Write an article about [cybersecurity tips]. Include: [secure home networks, multifactor authentication].*

Copilot is not about delivering highly standardized, repeatable outputs. Instead, use it to create a first draft—and regenerate the content until you find the text you want to work with.

**Ask Copilot:** *Write an intro paragraph for this document and make it sound [professional].*

Copilot is not always right—and it's good to embrace how it's usefully wrong. Instead, use it to generate ideas to jump-start creativity.

<sup>6</sup> [Will AI Fix Work?](#), Work Trend Index Annual Report, Microsoft, May 2023.

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The promise of AI has never been more real—but becoming an AI-powered organization doesn’t happen with the flip of a switch. It requires an intentional approach, with employee skilling at the core. Organizations that prioritize this kind of investment in their people are going to be the ones that reap AI’s benefits.”

Jared Spataro

CVP, Modern Work at Microsoft<sup>7</sup>

<sup>7</sup> Jared Spataro, [Why boomers are catching up with AI faster than Gen Zers, according to Microsoft's modern work lead](#), Fortune, October 20, 2023.

PHASE 1:

**Get  
ready**

PHASE 2:

# Onboard and engage

Accelerating usage and engagement

**Step 5**

Create a Copilot  
user community.

**Step 6**

Identify champions  
to lead the way.

**Step 7**

Make ongoing  
training the standard.

PHASE 3:

**Deliver  
impact**

PHASE 4:

**Extend and  
optimize**

## Step 5

### Create a Copilot user community.

One of the best ways to drive AI adoption is through peer learning, which creates a dynamic knowledge-sharing ecosystem. It creates buzz around this new way of working, allows individuals to learn from those who've successfully implemented Copilot, and surfaces practical tips for specific roles.

Creating virtual spaces for people to connect and discuss their experiences is a great place to start building this momentum. Any means of sharing is worthwhile, as it gives users a sense of ownership in the learning process.

To build your organization's Copilot user community:

- ✓ Create a Teams group chat for your AI council to discuss goals and best practices.
- ✓ Use Viva Engage to give employees a place to share tips, ask questions, and upvote answers.
- ✓ Use Microsoft Forms to log what's working and what isn't. Your AI council can use these insights to improve your rollout, inform training sessions, and find the best use cases for your business.
- ✓ Download our [onboarding toolkit](#) for prepopulated and designed posts that encourage usage across apps.

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“We have trained 200,000 employees on GenAI through our AI training program in just six months to pave the way for large scale adoption. We were able to drive interest and enthusiasm amongst the teams through a robust internal campaign to drive home the message that these tools help us be more efficient and become more proficient.”

Saiprasad Jammulapati

Wipro Global Head of the Office of the CIO and CIO for Europe<sup>8</sup>

<sup>8</sup> Wipro invests USD \$1 Billion in AI, trains 200,000 employees on GenAI principles with Microsoft Copilot, Microsoft Customer Stories, March 22, 2024.

## Step 6

### Identify champions to lead the way.

Similar to your AI council, your Copilot champions and early adopters are key to driving wider adoption. This group will lead by example, helping showcase the practical benefits of Copilot in their daily work. Plus, their positive experiences will naturally inspire curiosity and interest among their colleagues, encouraging broader usage.

To identify Copilot champions and early adopters:

- ✓ **Lean on your AI council** to help determine your power users.
- ✓ **Look at your Copilot user community** to see who's sharing tips or giving feedback.
- ✓ **Reach out to managers** to identify team representatives.
- ✓ **Use Copilot Dashboard** to measure usage (more on this in a moment).

#### Customer spotlight

Honeywell formed an AI ambassador program that brought together 20 employees across various roles, levels, and functions—including IT, human resources, supply chain, marketing, and finance. During the rollout, the ambassadors met regularly to share feedback on scenarios and challenges, and to identify best practices and opportunities for improvement.

## Step 7

# Make ongoing training the standard.

Employees will see productivity gains immediately with Copilot. But how each user personalizes their Copilot usage will evolve dramatically over a 6 to 12-month period, so providing ongoing training is critical to optimizing that journey.

Prompting—the process of giving clear commands to get the right results out of an AI tool—is likely a new skill for many employees. Better inputs lead to better outputs and this requires consistent practice, so Copilot becomes a natural extension of the work process.

Business leaders should publicize a variety of resources and guidance and promote collaborative sharing of best practices. This way, Copilot users can stay updated on new features, troubleshoot issues, and learn from each other's experiences. A culture of continuous learning can also increase user engagement, satisfaction, and productivity with Copilot.

Here are some top training resources to help your organization get started:

- **Prompt guidance:** Understand the ingredients for a great prompt.
- **Copilot adoption:** Get resources for deploying, using, and scaling Copilot at your organization.
- **Copilot Lab:** Find tips for better prompts and explore prompts to try in different apps.
- **Copilot for work:** Discover work scenarios and how Copilot can become your AI assistant.
- **Viva Learning:** Use the course catalog to learn new skills for the world of AI.

## PRO TIP

Those who view Copilot as a way to amplify what they're already doing—not just as a search engine—will gain value the fastest. Encourage employees to:

### Build a daily habit.

Regular use of Copilot helps employees quickly learn how to get better responses and take full advantage of the AI capabilities in their everyday routine.

### Think like a manager.

Knowing how to delegate tasks to Copilot—as if it's an eager intern—is essential. To do this, users must be able to create clear, concise prompts with defined parameters, evaluate the results, and decide what do next with the content Copilot generates.

### Make the most of reclaimed time.

Guide employees to be intentional with the time they save with Copilot. Remind teams it's not about doing more overall—it's about doing more of the things that drive value at both the individual and organizational level.

### Provide feedback.

Encourage employees to give feedback when Copilot prompts them to. This will continue to improve and refine their experience.

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PHASE 3:

# Deliver impact

Tracking progress and business results

**Step 8**

Quantify impact with  
Microsoft Copilot Dashboard.

**Step 9**

Meet with your  
AI council regularly.

**Step 10**

Publicly celebrate  
successes.

PHASE 4:

**Extend and  
optimize**

## Step 8

### Quantify impact with Microsoft Copilot Dashboard.

Microsoft Copilot Dashboard helps organizations measure usage and adoption at every phase of the rollout with real-time data and insights. The dashboard provides information to help leaders understand where Copilot is adding value and where enablement strategies could create even greater benefits, including the number of active Copilot users per app and the number of times key Copilot features have been used in those apps.

With a Microsoft Viva subscription, you can get additional reporting and deeper functionality.

## Step 9

### Meet with your AI council regularly.

Meeting regularly with your AI council will help you understand how you can support their efforts. Based on the experiences of Early Access Program users, change happens quickly with a Copilot implementation. Discuss what's working well, potential areas of opportunity, and any challenges related to the new way of working.

To maximize your organization's experience with Copilot, make AI council meetings an ongoing priority well after the initial two-month period has elapsed. You're likely to see significant gains in productivity and business value by that time. And you'll probably be ready to shift your focus to longer-term AI goals.

## Step 10

### Publicly celebrate successes.

Implementing any new tool takes coordinated effort across multiple disciplines, so be sure to take a step back and celebrate milestones you've reached in your Copilot adoption strategy. Acknowledge the efforts of teams who've contributed to the rollout's success and identify your power users, as these stories serve as strong sources of inspiration and showcase how Copilot can deliver tangible benefits within your organization.

Success stories also play a pivotal role in driving adoption, engaging stakeholders, and ensuring that your organization maximizes the impact of Copilot while maintaining transparency and realistic expectations.



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I depend on Copilot to help me with a first draft of an announcement or employee message, saving me around 30 to 60 minutes each time. We're a 72,000-person organization. Think about the adaptability of those time savings for everybody—it's potentially a huge resource savings.”

Emma Land

Global Head of Employee Communications  
Dentsu<sup>9</sup>

<sup>9</sup> Dentsu drives creativity and growth for brands, supported by Microsoft Copilot, Microsoft Customer Stories, November 15, 2023.

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## Step 11

# Tailor Copilot to your business.

As your teams get better at using Copilot, they'll want to be able to connect more deeply to business data, apps, and workflows that live outside of Microsoft 365. This is made possible by enhancing Microsoft 365 Copilot with agents built by Microsoft Copilot Studio.

**Ground Copilot to all your business data.**

Give Copilot agents secure access to your organization's systems of record, including company databases, custom backends, and even on-premises legacy systems. This enables Copilot to understand your business better and learn which apps and resources to query to best respond to users prompts and questions.

**Automate workflows with agents.** Users can create agents to simplify and automate tedious business processes and workflows, such as submitting expenses, onboarding employees, and updating benefits.

**Create agents in the flow of work.** Quickly create and publish agents directly to the applications your employees use most often, such as Teams, Business Chat, and SharePoint.

**Example:** Copilot easily connects to systems outside of Microsoft 365 to help you make the most of AI. For example, if you were to give Copilot access to your travel policy in SharePoint and your ongoing expense budgets in SAP, it could give an accurate, self-service answer to an employee question such as, "How much of my team's travel budget is left this quarter?"

**Control and manage agents easily.** When built, agents can be centrally managed by IT and secured with the right access controls, user controls, and analytics. IT remains in charge.

## Step 12

# Optimize with role-based agents.

We are continually releasing new Copilot agents that are out-of-the-box ready and tailored to specific tasks and functions, so you don't have to start from scratch. The following role-based agents are currently available or in public preview:

- **Microsoft 365 Copilot for Service**, which extends your existing contact center with AI to enhance service experiences and boost agent productivity.
  - **Microsoft 365 Copilot for Sales**, which connects with your customer relationship management (CRM) platform to bring sales insights and next-generation AI into the flow of work.

- **Microsoft 365 Copilot for Finance**, which connects to the organization's financial systems to provide role-specific workflow automation, guided actions, and recommendations in Microsoft Outlook, Excel, Microsoft Teams, and other Microsoft 365 applications.

These are just a few areas where you could consider expanding Copilot for specific roles. As the people in your organization learn new AI skills and you chart a path forward for your business, we're here to support you.

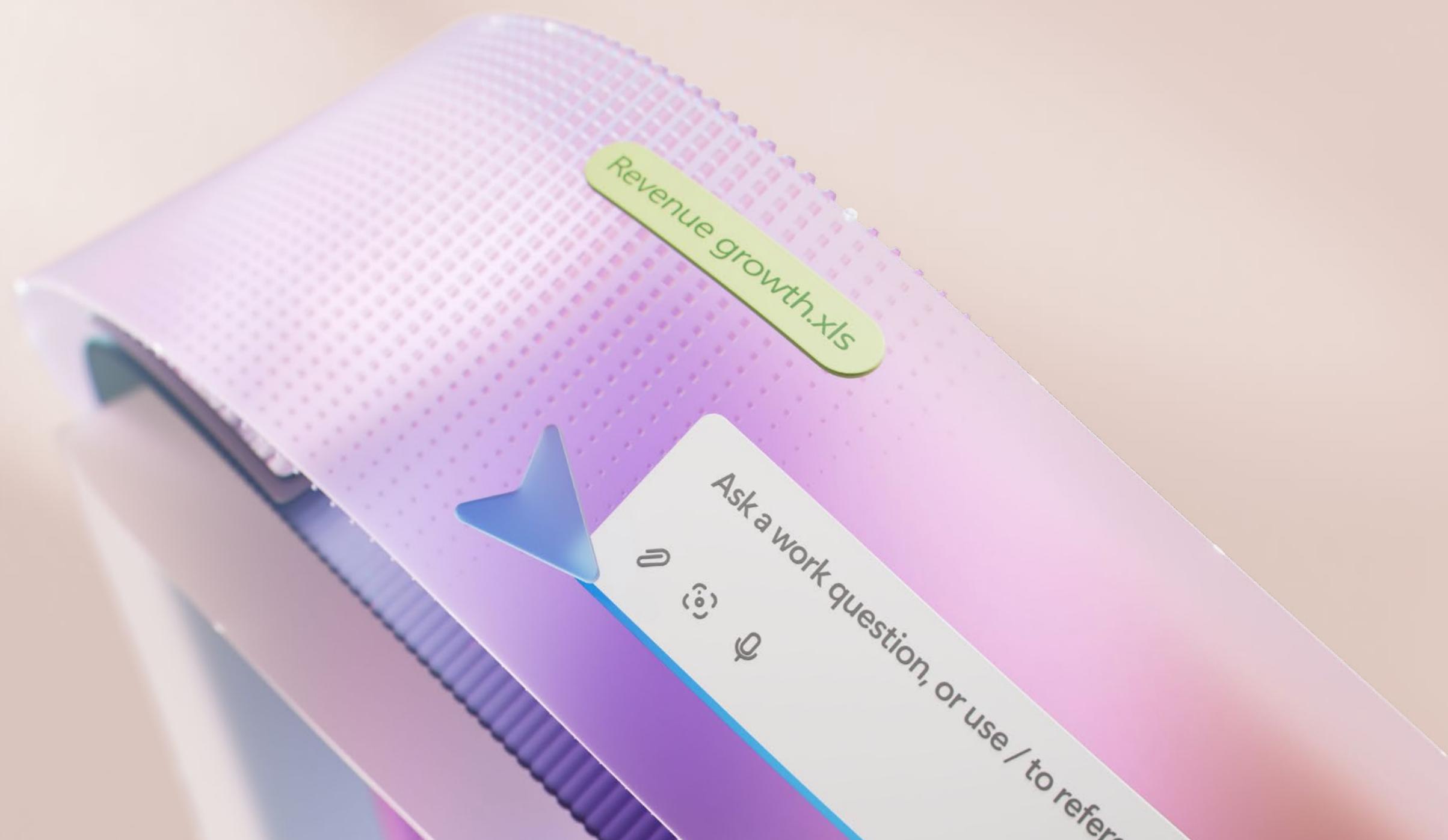
## NEXT STEPS

# The road ahead with Copilot

By embracing this momentous shift to AI, you're boosting more than just individual and team productivity. You've opened the door to tremendous business transformation—and the pace of innovation with Copilot is only going to accelerate.

If you follow the steps in this playbook, you can be confident that you're approaching AI transformation intentionally. You'll have a

framework to help you prioritize the areas with the highest potential impact first, optimize your time to value, manage change, and scale when the time is right. The steps in this guide will also help you gain buy-in at every level of your organization so you can build an AI-centric culture, which is the true secret to gaining a competitive edge with this technology.



**For additional guidance on how to optimize work and seize new opportunities for business growth, be sure to check out our Microsoft Copilot adoption site.**