

Program or distribution?

You paid for the licenses. The only question that matters now: how do you make sure they get used? Five questions that tell you which side of the adoption split your organization is on. Licenses are distribution. Adoption is behavior change. The product is the same for everyone — the outcome is not.

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Use cases or features?

High-adoption organizations pick the ten workflows that matter most — sales prep, monthly reporting, proposals — and train around exactly those. Nobody learns 'Copilot'; everyone learns 'how I use Copilot for my job.'

Does leadership use it?

If the executive team doesn't touch Copilot, adoption dies at middle management. Top organizations have leaders who share their prompts, their wins, their mistakes — and it cascades down.

Context or classroom?

Generic sessions only work in the ramp-up. Day-in-the-life scenarios per role connect features to the jobs people actually need to get done.

Rituals or one webinar?

A use case demo in the weekly meeting, a twenty-minute 'Copilot for pipeline review,' an internal champion in every team. A one-hour introduction is awareness, not training.

Do you define 'good'?

'Saves time' is not a success metric. 'Sales reps use Copilot for every client meeting prep, measured in the CRM' is. Without clarity, there's nothing to measure and nothing to improve.

Licenses are distribution. Adoption is behavior change.

Mostly no? Then you're running a distribution, not a program — and your license spend is mostly waste. The product is the same for everyone. The outcome is not.