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Book Review – The Psychology of AI Adoption at Work by Dr. Gleb Tsipursky

I was recently asked to read *The Psychology of AI Adoption at Work: From Resistance to Results* by Dr. Gleb Tsipursky. The timing feels particularly relevant, as artificial intelligence seems to come up in nearly every discussion, webinar, and training session. Some speak of its potential to transform the workplace almost overnight, while others are understandably cautious about its reliability, limitations, and the implications of becoming too dependent on it. What I appreciated about Tsipursky's approach is that he does not encourage readers to embrace AI unconditionally or dismiss it outright. Instead, he explores its opportunities, risks, and what thoughtful adoption requires of both an organization and its people.

The book covers a great deal of ground, but three themes stayed with me: AI's potential to support innovation and efficiency, the human side of adoption, and the importance of trust and responsible safeguards.

The first theme is that AI's potential goes beyond completing routine tasks faster. Generative AI can help people organize information, prepare drafts, develop ideas, and approach problems in new ways. Tsipursky also distinguishes generative AI from traditional machine learning. While traditional machine learning is often used to analyze existing data, recognize patterns, and predict outcomes, generative AI can create new content and help people explore possibilities they might not otherwise have considered.

The research discussed in the book makes that potential more concrete. One field experiment involved nearly 800 professionals at Procter & Gamble who worked on product innovation challenges. Individuals using AI performed as well as teams working without it, and AI helped participants bring together technical and commercial perspectives. I found this particularly interesting because it suggests that AI can help people look beyond their own areas of expertise, consider different perspectives, and develop ideas they might not have considered otherwise.

At the same time, Tsipursky is careful not to present those benefits as automatic. In another study discussed in the book, researchers examined more than 5,000 customer support agents. Access to an AI assistant increased productivity by roughly 15 percent on average, with the greatest benefits going to newer and less experienced workers. This suggests that AI may help people learn from established practices and become effective more quickly. However, a tool that works well for one task, employee, or organization may not produce the same results elsewhere. Its value ultimately depends on how it is used and whether it genuinely improves the work being performed.

The second theme that stood out to me is the human side of AI adoption. Tsipursky explores how differently people respond to the technology, and I particularly enjoyed the way he brings those attitudes to life through eight employee profiles. I couldn't help but recognize some of these perspectives among people I've worked with across different industries. I'm sure we can

all relate to at least one of these profiles, and perhaps even see a little of ourselves in several of them.

There's the AI Alarmist, who worries about job security, mistakes, or the broader consequences of AI. The Pragmatic Resister questions whether changing established ways of doing things is really necessary, while the Skeptical Observer prefers to see convincing evidence before jumping in. Then there's the Apathetic Bystander, who may not object to AI but doesn't see much reason to use it either.

Others are more open to the technology, although their enthusiasm varies. The Reluctant Adopter may use AI because it's expected or necessary, while the Cautious Optimist recognizes its potential but remains mindful of the risks. The Efficiency Seeker appreciates how AI can simplify everyday tasks, and the AI Evangelist is enthusiastic about exploring new possibilities and sharing them with others.

Tsipursky also identifies five middle-management profiles: the AI Skeptic, Wait-and-See Traditionalist, Cautious Implementer, Enthusiastic Experimenter, and AI Catalyst. I found this distinction interesting because managers can significantly influence how employees experience change. Their attitudes can shape whether people feel encouraged to experiment, comfortable asking questions, or hesitant to express concerns.

What I found particularly interesting is how our experiences can influence our attitudes toward AI. Someone who has experienced its benefits may wonder why others are reluctant to try it, while someone who hasn't found it particularly useful may see all the excitement as little more than hype. I appreciated that Tsipursky doesn't portray one perspective as entirely right and another as wrong. Each reflects different experiences, priorities, and concerns, and I think there is something to be learned from all of them. To me, the most sensible approach lies somewhere between the extremes of embracing AI without question and resisting it simply because it represents change. We can be open to its possibilities while maintaining a healthy degree of skepticism about its limitations.

I also recognize the concern that AI could become a crutch rather than a tool. If people begin relying on it to do their thinking for them, they may miss opportunities to develop the independent judgment, creativity, and problem-solving skills that come from working through challenges themselves. I think there's an important distinction between using AI to help us think through a problem and relying on it to provide answers we haven't taken the time to understand or question. AI may produce an impressive response, but we still have a responsibility to evaluate the information and form our own conclusions.

Given these differing perspectives, I appreciated Tsipursky's emphasis on communication, training, and employee involvement. People are more likely to support change when they understand its purpose and have an opportunity to participate in shaping it. He recommends beginning with genuine workflow needs, testing focused applications, evaluating the results, and expanding only when the evidence supports doing so. That measured approach makes sense to me because it allows organizations to learn without expecting everyone to embrace AI at the same pace.

The third theme is trust. AI can generate information that sounds convincing but is inaccurate, incomplete, or biased. Careless use can also expose confidential or sensitive information. Tsipursky argues that safeguards must be included from the beginning. Organizations need clear guidance about which tools may be used, what information may be entered, when AI-generated work must be reviewed, and who remains accountable for the final result.

That part of the book particularly resonated with me because I work in compliance within a registered investment advisory firm. Our clients entrust us with private information and important financial decisions, and any use of AI must take that responsibility seriously. Investment advisers have fiduciary duties of care and loyalty to their clients, and technology does not change those responsibilities.

For clients, the benefits of AI may appear in quiet, practical ways: clearer communication, more efficient handling of routine tasks, or information that is easier to organize and understand. However, financial advice involves more than processing information. It requires understanding a client's circumstances, goals, values, and concerns. Technology may assist with certain aspects of that work, but it should not replace the personal relationships, professional judgment, and accountability that good advice requires.

I finished *The Psychology of AI Adoption at Work* curious about what AI may make possible and more aware of the care its use requires. What I took away from Tsipursky's approach is that innovation should be guided by practical needs, an understanding of the people affected, and a willingness to question whether the technology is truly adding value. For an investment advisory firm, that means exploring opportunities to improve how we work and serve our clients while remaining mindful of the responsibilities entrusted to us.

Perhaps the greatest challenge is not simply learning how to use AI effectively, but recognizing when to rely on it, when to question it, and when our own knowledge, experience, and judgment must lead the way.

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