

The Bigger Picture: Leading AI Transformation at Asana



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AI transformation changes the system of work, not just the tools people use.

In this LeaderLab 2026 fireside chat, Silvana Bacigalupo shared how Asana is moving from AI experimentation toward operationalization and scale. The conversation focused on the changing role of managers, how to measure value beyond adoption, and why people, technology, security, data, and learning systems should evolve together.



KEY TAKEAWAYS

Managers need to lead through uncertainty

Uncertainty significantly affects employee engagement and performance. As AI changes roles, workflows, and expectations, managers need to build trust, cast a vision before every answer is known, and coach for discernment and judgment as the nature of the work shifts.

Measure value beyond adoption

Adoption and usage are only the first step. Leaders should connect AI investments to business capability measures such as R&D throughput, go-to-market performance, revenue, pipeline, and employee engagement. The goal is to look beyond time saved or activity volume and measure whether AI is improving meaningful business outcomes.

Treat AI as a human + tech transformation

AI transformation requires systems thinking. People and technology leaders need to work “hand in glove,” with security and data teams playing a foundational role. As AI moves deeper into workflows, organizations also need connected, usable data to support better outputs and broader adoption.

Enablement needs to keep pace with the technology

Traditional enablement cycles can be too slow for technology that changes weekly or even daily. Organizations need to shift from a “teach me” mindset toward “teach myself” and “teach each other,” supported by clear guardrails, experimentation, and a culture where people can learn together.

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ACTION ITEMS



Lean into design thinking

Equip managers to help teams identify the right problems to solve, prototype new approaches, and iterate quickly as AI changes how work gets done.



Think about the system as a whole

Look beyond individual AI tools or behaviors. Consider how roles, workflows, expectations, incentives, and organizational systems need to change together to support adoption and sustained behavior change.



Invest in security & data before scaling

Strengthen security capacity, guardrails, data quality, and data connections early. These foundations help teams experiment and scale AI use without creating avoidable risk or bottlenecks.



Make room for grace

Create enough psychological safety for employees to test AI, make mistakes, share what they learn, and adapt as the technology evolves. Silvana described this as giving people more “grace” while everyone learns together.

[Hear Silvana explain how managers need to shift toward judgment, discernment, design thinking, and systems thinking.](#)



"This transformation is not just a technology transformation; it is a human and technology transformation, and it has to go together."

Silvana Bacigalupo

Head of Internal AI Transformation



Build the manager skills AI transformation requires.

LifeLabs Learning helps managers practice the human skills surfaced in this conversation: leading through uncertainty, coaching judgment, setting expectations, and guiding teams as work changes.

[Explore the AI Transformation Program](#)

