Microsoft 365 Copilot Adoption Assessment

Where habitual adoption stands today, what is holding it back, and the upskilling that closes the gap.

Prepared for	Buckeye Ice Cream
Platform assessed	Microsoft 365 Copilot and Copilot Chat
Scope	100 licensed users across 10 departments
Reporting period	Trailing 90 days through 28 August 2026
Prepared by	Educate 360, AI Adoption Practice
Date	September 2026

88%
HAVE USED IT
88 of 100 licenses

26%
USE IT HABITUALLY
10 or more sessions per week

6%
SESSION SHARE ON AGENTS
341 of 6,034 sessions

44
USERS AT NEAR-ZERO VALUE
Idle or under 5 sessions per week

Confidential. This document contains no employee names, email addresses or identifiers; individual users are referenced by adoption rank only.

EXECUTIVE SUMMARY

You have adoption. You don't yet have a habit.

Microsoft 365 Copilot has reached 88 of your 100 licensed users, well above the industry benchmark. But reach is a starting line, not a result. Only **26 of those 100 people use Copilot as part of a normal working day**. The other 74 are trying it, not working with it. That gap is the difference between a license line item and a productivity return, and it is a training gap rather than a tooling one.

Five findings drive every recommendation in this report.

1. **The gap is frequency, not skill.** Your heaviest and lightest users write nearly the same number of prompts per session: 2.6 for High adopters, 2.7 for Low. People are not failing at prompting. They are failing to *reach for the tool*. Habit formation, not prompt basics, is the intervention that moves this number.
2. **A two-speed organization.** 33 High adopters average 306 prompts and 11 sessions a week. 32 Low adopters average 60 prompts and 3.5 sessions a week. Add 12 idle licenses and 44% of your investment is producing minimal return.
3. **Usage is already decaying.** 31 of your 88 active users last touched Copilot more than two weeks ago, and 10 have not used it in a month or more. Without a training cadence, first-90-day curiosity reverts to old workflows.
4. **Leadership is inverted.** Directors score lowest of any role at 24.8, below Coordinators at 63.8. Three of your 13 Directors have never used Copilot and six more are Low. Adoption does not scale where leaders do not model it.
5. **Nobody has moved past drafting.** Agents account for 6% of all sessions and under 5 uses per person across 90 days. The organization is clustered on basic drafting and analysis, where the productivity gains are smallest.

THE IMPLICATION

You have already paid for access. What you have not yet bought is **capability**: the role-specific use cases, the workflow triggers, and the leadership modeling that turn a license into a daily habit. Every finding below points to the same conclusion. Structured, role-based training is the single highest-leverage action available to Buckeye in the next 90 days.

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1 · The finding that reframes everything

It would be reasonable to assume your low adopters simply are not good at using Copilot. The data says otherwise. Prompts per session are effectively identical across all three adoption tiers.

PROMPTS PER SESSION, DEPTH OF A SINGLE SITTING



When your Low tier does open Copilot, they use it just as thoroughly as your best users. The difference is that they open it a third as often.

SESSIONS PER WEEK, HOW OFTEN THEY REACH FOR IT



Identical per-session behavior, and a threefold spread in frequency. This is the shape of a habit problem.

SO WHAT

Prompt-writing workshops alone will not close this gap, because your people can already prompt. What they lack is a set of **named, role-specific moments** where Copilot is the obvious first move: the Monday pipeline review, the contract first-pass, the month-end variance commentary. Training that installs those triggers is what converts a 3.5-session week into an 11-session week.

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2 · How much of the investment is working

Sorting all 100 licenses by weekly frequency gives a clearer picture of return than any average. Only a quarter of the base has crossed into daily-use territory.

FREQUENCY BAND	USERS	SHARE	WHAT THIS MEANS
10 or more per week	**26**	26%	Habitual. Copilot is in the workflow. Your champion pool.
5 to 9.9 per week	**30**	30%	Situational. Uses it for some tasks, not as a default. Fastest tier to convert.
Under 5 per week	**32**	32%	Occasional. Has tried it, no anchored use case. Highest training need.
Zero	**12**	12%	Never activated. Onboarding never landed, or was never offered.

Value is concentrated in a handful of people

Your top 20 users generate 49% of all prompt activity. The bottom 50 generate 16%. Median prompts among active users is 144, but the median tells you nothing about whether that activity was spread across 90 days or clustered in a single enthusiastic week.

49%
of 15,631 prompts come from your top 20 users

16%
come from the bottom half of the licensed base

31
active users last used Copilot two or more weeks ago

SO WHAT

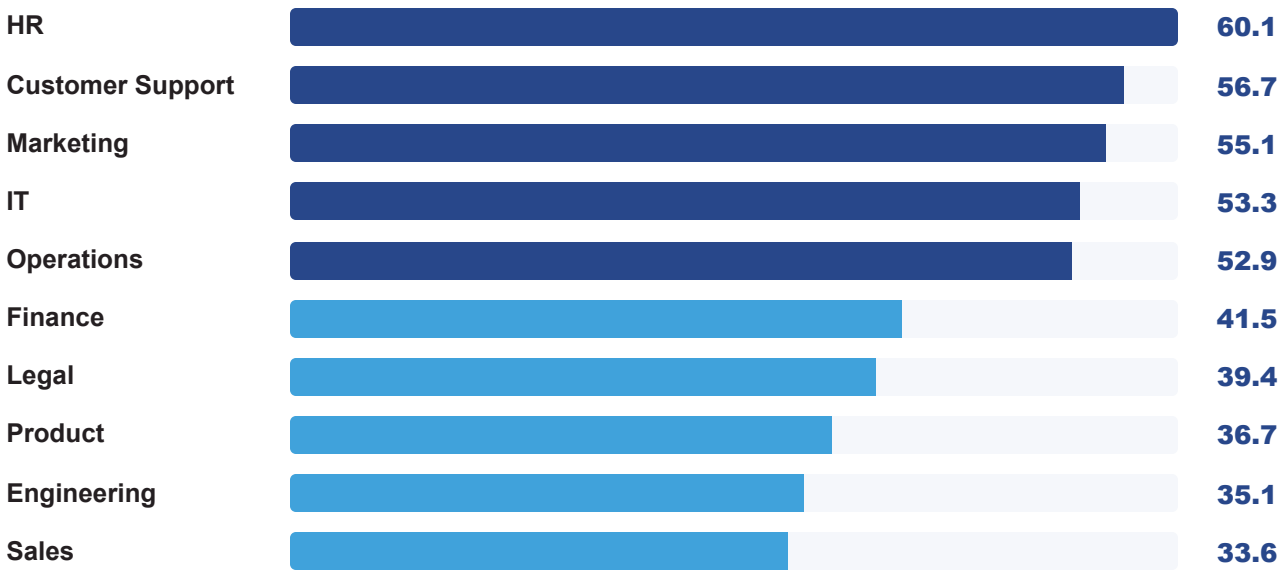
Adoption built on 20 enthusiasts is fragile, because it leaves with them. Widespread, habitual utilization requires the middle 30 and the bottom 44 to have their own reasons to open the tool, expressed in the language of their own job. That is precisely what role-based training produces and what self-serve access does not.

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3 · Where the gap concentrates

Adoption score is a 0 to 100 composite of activity, frequency and feature breadth. The 27-point spread between HR and Sales is not a difference in aptitude. It tracks how well each function has been shown what Copilot does *for their work*.

AVERAGE ADOPTION SCORE BY DEPARTMENT



WORKING WELL

HR. 50% of the team is habitual, the highest in the company, with the highest score and deepest feature use.

Customer Support and Operations. 100% activation. Nobody left behind at onboarding.

These three are your internal proof case. Their patterns should be documented and taught, not left as folklore.

PRIORITY FOR TRAINING

Sales. Lowest score at 33.6 and the lowest prompt volume in the company, 715 across 8 people.

Legal. Worst activation at 67%, with 3 of 9 never opening it. Likely a confidence and data-handling concern rather than a capability one.

Product and Engineering. 24 licenses, 4 non-users, and only 4 habitual users between them.

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Which applications the usage lands in

Splitting all 6,034 sessions by host application produces the flattest distribution in the dataset. No application is carrying the rollout, and none is being neglected. Every one of the five sits within 2.3 points of the others.

SESSIONS BY APPLICATION, TRAILING 90 DAYS



Breadth is not the problem either. **86 of the 88 active users have opened Copilot in all five applications.** Almost everyone has sampled the whole suite. What nobody has done is go deep in any one of them.

4.4
sessions per application over 90 days for a Low adopter, roughly once every three weeks in each app

24
sessions per application over the same window for a High adopter, roughly twice a week in each app

33
users whose most-used application is Word, the single largest group; Excel follows at 22

The application mix does shift by function, and it shifts in the directions you would expect. Marketing is Word-led, with 156 Word sessions against 89 in Excel. Finance and IT lean to Excel, Outlook and Teams. Sales is last in all five applications, with only 49 Word sessions across 8 people.

SO WHAT

A perfectly even split across Word, Excel, Outlook, Teams and PowerPoint is not balance, it is the signature of exploration. People are trying Copilot wherever they happen to be rather than relying on it somewhere specific. Habitual use starts when one application becomes the anchor, typically the one closest to a person's highest-volume recurring task. Training that teaches Copilot application by application, in the applications each function actually lives in, is what converts sampling into an anchor.

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The leadership inversion

The clearest single signal in this dataset is that seniority is inversely correlated with adoption. Coordinators lead the company. Directors sit last, 39 points behind them.

ROLE	USERS	SCORE	ACTIVATED	FEATURES USED	PROMPTS
Coordinator	17	**63.8**	94%	12.6	3,160
Consultant	9	**54.3**	78%	13.1	1,970
Lead	16	**51.6**	88%	13.1	2,744
Manager	7	**45.4**	86%	12.2	1,140
Specialist	16	**43.6**	94%	12.2	2,627
Senior Manager	13	**40.8**	92%	11.7	1,910
Analyst	9	**40.4**	89%	11.9	1,214
Director	13	**24.8**	77%	10.9	866

SO WHAT

Your Directors hold 13% of the licenses and generate 5.5% of the activity. Three have never signed in. In every AI rollout we assess, leadership usage is the strongest predictor of team usage, because people adopt what their manager visibly relies on. Until Directors can demonstrate Copilot in a staff meeting, department-level programs will keep underperforming regardless of how good the training is. **Start with an executive cohort, not a company-wide broadcast.**

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4 · Root causes

Four causes explain the pattern, and each has a specific training answer. None of them is solved by more licenses or different tooling.

HIGH CONFIDENCE

No named use case for most roles

Prompts-per-session parity across tiers proves the skill exists. What is missing is the trigger: a specific recurring task where Copilot is the default first step. Departments that have one, such as HR and Support, are habitual. Those that do not, such as Sales and Engineering, are occasional. The application split says the same thing: usage is spread evenly across all five Microsoft 365 apps rather than anchored in any one of them.

Training answer: role-based use-case libraries built from Buckeye's actual workflows, delivered in cohort sessions by function.

HIGH CONFIDENCE

Leaders are not modeling use

Directors score 24.8 against a company average of 46. Three have never signed in and six are Low. Senior Managers sit sixth of eight. Teams calibrate their behavior to their leaders'.

Training answer: a dedicated executive cohort focused on leadership use cases such as briefing prep, board narrative and team-level decision support, plus a visible commitment to use it in front of their teams.

MODERATE

Onboarding never closed the loop

12 licenses at zero activity, and 31 active users dormant for two weeks or more, indicate licenses were assigned without a first-use path or a follow-up. Enthusiasm decayed with nothing to sustain it.

Training answer: a mandatory 60-minute activation session per new license, with a scheduled 30-day reinforcement checkpoint.

MODERATE

Confidence and governance gaps in regulated functions

Legal has the weakest activation in the company at 67%, despite handling exactly the document-heavy work Copilot is best at. That pattern usually reflects uncertainty about what data may be entered rather than lack of interest.

Training answer: data-handling and responsible-use training for Legal, Finance and HR, paired with clear internal guardrails so hesitation is replaced by permission.

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5 · Recommendations

The four causes above map cleanly onto a single body of work. Educate 360 delivers it as the **AI Adoption Program**, a single, all-inclusive engagement covering three phases: **Align**, **Learn** and **Apply**. It is not bought in pieces. Each phase answers a gap this assessment found in your data.

GAP FOUND AT BUCKEYE	PROGRAM PHASE	WHAT CHANGES
Directors lowest-scoring role; 3 never signed in	**Align**	Leadership sponsorship and visible modeling; adoption targets owned by function heads
No named use case in Sales, Product, Engineering, Legal	**Learn**	Role-based cohort training taught through each function's own work
Legal at 67% activation; data-handling hesitancy	**Learn**	Responsible-use and governance track that replaces hesitation with permission
31 users dormant two weeks or more; 12 never activated	**Apply**	Activation sessions plus a reinforcement cadence that holds frequency above the habit threshold
Agents at 6% of sessions; nobody past drafting	**Apply**	Collaborative working sessions for your 33 High adopters, plus a Buckeye prompt library and embedded workflow steps

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A Structured Path to AI Adoption

We meet your organization where you are and move you forward, in a few days, or with a long-term curriculum for your whole team. All three phases are included in the AI Adoption Program.

ALIGN — 90 MINUTES

Launch & Alignment

Get your team on the same page with AI. What it is, how it applies, where to start.

What Happens:

- ✓ Executive & team alignment
- ✓ Power of AI demonstration
- ✓ AI literacy & getting started

Includes:

- Kick-off & strategy session
- Tool-specific overview
- Immediate prompting quick wins

Outcome:

Your organization understands where AI fits and is ready to take action.

LEARN — 0.5+ DAYS

Tool-Specific Training

Move beyond awareness. Build hands-on capability with the tools your teams use.

What Happens:

- ✓ Tool features & interface review
- ✓ Practice writing & refining prompts
- ✓ Role-based workplace scenarios

Includes:

- Responsible use guidelines
- Core prompting techniques
- Hands-on exercises & feedback

Outcome:

Teams confidently use AI in daily work.

APPLY — 0.5+ DAYS

Prompt-a-Thon Workshops

Activate AI across your organization in a collaborative peer workshop.

What Happens:

- ✓ Teams use AI on real work
- ✓ Reusable prompt capture & refinement
- ✓ Share wins & use cases across teams

Includes:

- Use case working sessions
- AI-expert coaching & feedback
- Shared org-specific prompt library

Outcome:

AI-powered collaboration and shared knowledge that scales across the organization.

For Buckeye, that means an executive cohort covering your 13 Directors and 13 Senior Managers in **Align**; role-based cohorts for Sales, Legal, Product and Engineering, your four lowest-scoring functions and 38 licenses combined, plus activation sessions for the 12 non-users and 32 occasional users, in **Learn**; and Prompt-a-Thon workshops that move your 33 High adopters from drafting into real work, building a Buckeye prompt library the rest of the organization can reuse, in **Apply**.

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THE MEASURE THAT MATTERS

Track **habitual-user share**, the percentage of licensed users at 10 or more sessions per week, rather than activation rate. Activation is already 88% and tells you nothing about return. Habitual share is 26% and is the number that moves when training works.

TODAY	90-DAY TARGET	180-DAY TARGET
26% →	50% →	70%

HR already runs at 50% habitual. The target is your own best department, applied company-wide.

RECOMMENDED NEXT STEP

Book a scoping session with your Copilot sponsor and the Director group. We bring this report, your department targets and a draft role-based track plan; you leave with a confirmed program scope, named champions and a training start date.

Educate 360, AI Adoption Practice. We work with you, not at you.

SECTION 6

Appendix

Supporting detail behind the findings: department and role tables, the champion pool, and the method note.

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Department detail

DEPARTMENT	LICENSES	ACTIVATED	HABITUAL	NEVER USED	PROMPTS	SCORE
HR	12	92%	**50%**	1	2,114	**60.1**
Customer Support	10	100%	**20%**	0	2,282	**56.7**
Marketing	7	86%	**43%**	1	1,518	**55.1**
IT	10	100%	**30%**	0	2,173	**53.3**
Operations	8	100%	**25%**	0	1,557	**52.9**
Finance	15	87%	**13%**	2	1,482	**41.5**
Legal	9	**67%**	**22%**	**3**	1,278	**39.4**
Product	12	83%	**17%**	2	1,392	**36.7**
Engineering	9	78%	**22%**	2	1,120	**35.1**
Sales	8	88%	**25%**	1	715	**33.6**

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Your top 10 users, the champion pool

Individuals are referenced by rank only. These ten span seven departments and both license types, which means every function has someone who already works this way. That is the raw material for peer-led enablement.

RANK	DEPARTMENT	ROLE	PROMPTS	SESSIONS PER WEEK	TOP SURFACE
1	Customer Support	Consultant	613	13.9	Word
2	IT	Lead	550	13.1	PowerPoint
3	Customer Support	Consultant	481	9.8	Teams
4	Operations	Manager	480	10.2	Outlook
5	Marketing	Specialist	475	13.2	Word
6	IT	Specialist	468	9.7	Excel
7	Legal	Coordinator	461	15.0	Excel
8	Engineering	Senior Manager	433	10.5	Word
9	Marketing	Coordinator	414	12.6	Teams
10	HR	Analyst	396	12.2	PowerPoint

METHOD AND SCOPE

Source: a single Microsoft 365 Copilot usage export covering 100 licensed users (79 Microsoft 365 Copilot, 21 Copilot Chat) over a trailing 90-day window through 28 August 2026. Metrics analyzed: per-surface session counts, prompt volume, agent sessions, feature breadth, average sessions per week, days since last use, and a 0 to 100 composite adoption score. “Habitual” is defined as 10 or more sessions per week; “activated” as any recorded session in the window. Individual users are referenced by rank only; no names, addresses or identifiers appear in this deliverable.

Two items to confirm before acting: near-identical reach across all five in-app surfaces (87% to 89%) is an unusually flat distribution for a live tenant, and some Copilot Chat-licensed users record in-app sessions that license does not normally grant. We recommend validating both against the tenant admin center. Neither affects the frequency, recency, role or department findings above, which hold across every segmentation tested. Findings are directional pending a second reporting period.

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