How We Taught 800 People to Reimagine Their Roles

The full narrative of Rokt's AI rollout: what we tried, what worked, and what anyone can replicate.

The Starting Point

In early 2025, Rokt was a company of roughly 800 people across multiple functions: Finance, Legal, People, Marketing, GTM, Security, and Product Development. Like most organizations at that point, AI was being used sporadically. Individual contributors experimented with ChatGPT or Perplexity for personal tasks, but there was no organizational strategy, no shared toolkit, and no way to learn from what others were doing.

The leadership team recognized that AI wasn't something to delegate to IT or a working group. It needed to become part of how everyone worked. The question wasn't whether to adopt AI. The question was how to get 800 people, across 12 functions, with wildly different technical backgrounds, to build real capability in a way that stuck.

The Decision: Go All-In, Go Fast

In February 2026, Rokt enabled Claude Cowork (enterprise access through Anthropic) for every employee. Not a pilot group. Not a phased rollout. Everyone, on day one.

The timeline moved quickly:

- February 5: Anthropic launched Opus 4.6
- February 6: Full enterprise Claude Cowork access enabled for everyone at Rokt
- February 11: Cowork Callouts launched (a GChat channel where anyone could share a use case with the prompt, the workflow, and the result)
- February 17: First Lunch & Learn series launched in the NYC office, with other regions planning theirs

Within two weeks, 45 use cases with over 150 reactions and comments had been shared by teams across the business. That number would grow to over 120 in the following months.

The Approach: Mindset, Skill Set, Tool Set

The rollout was structured around three pillars. Every program, resource, and initiative tied back to at least one of these:

Mindset

The first barrier wasn't technical. It was psychological. Most people had a fixed idea of what AI could do (write emails, summarize documents) and what it couldn't (anything in their actual job). Breaking that assumption was the most important early win.

The approach: make AI adoption visible, social, and low-stakes. Cowork Callouts created a public feed of real use cases from real colleagues. When a finance analyst shared how they automated a monthly reporting process, or a legal team member showed how they built an automated contract filing system, it gave permission for everyone else to try.

The key insight: people don't change their mindset because you tell them to. They change it because they see someone like them doing something they thought was impossible.

Skill Set

Once people were willing to try, they needed to know how. Rokt invested in multiple learning formats to meet people where they were:

- The 15-Day AI Adoption Challenge (Match-Fit March): 15 bite-sized daily challenges across three progressive weeks. Week 1 focused on getting started with basic prompts. Week 2 pushed into workflow integration. Week 3 tackled complex, multi-step use cases. Over 250 tips and contributions were generated.

- Daily Cowork Lunch & Learns: 30-minute daily sessions (12:15-12:45pm) in the NYC office where team members demo'd their use cases live. Recordings were distributed to all regions.
- AI Brain Fry tips: A curated collection of practical advice for navigating cognitive overload during adoption, distilled from hundreds of employee contributions.
- Peer sharing through Cowork Callouts: The GChat channel became the primary learning mechanism. Use cases were shared with the actual prompts, making them immediately replicable.

The most important learning: the best training format wasn't a workshop or a course. It was real people sharing real work in real time. Every use case shared in Cowork Callouts was a micro-training session that cost nothing to produce and was immediately actionable.

Tool Set

Rokt standardized on Claude Cowork as the primary AI tool for enterprise work, while acknowledging that different tools serve different purposes. Teams also used ChatGPT, Perplexity, Gemini, and internal tools like RoktGPT depending on the task.

The key decisions:

- Enterprise access for everyone, not just technical teams
- No gatekeeping: every employee could experiment from day one
- A master sheet of use cases with prompts, making it easy to replicate what others built
- Investment in integrations (connecting Claude to Pigment for FP&A, to Jira for Legal workflows, to BambooHR for People operations)

What The Teams Built

Within months, every function had built use cases that fundamentally changed how they worked. Here is a sample:

Finance (12 Use Cases)

The Finance team built an interactive leadership dashboard that replaced a static 40-page Monthly Financial Pack PDF with an explorable, chart-driven site. What previously took days of manual work was built in approximately one hour. They also built FP&A Analyst Agents connected directly to Pigment, transforming hours of analyst work into instant insights. Other use cases included automated payroll reconciliation, receipt recognition that renamed 3,217 files with zero failures, and AR dashboards that helped collect $7M in aged receivables.

Legal (4 Use Cases)

The Legal team automated their contract filing workflow from Jira to Google Drive, replacing hours of weekly manual downloading, classifying, renaming, and uploading with an hourly automated process. They also built partner call intelligence briefs that replaced 60+ minutes of manual pre-call preparation with automated briefs anticipating partner pushback, and expanded metadata automation to all vendor contracts.

People (44 Use Cases)

The People function produced the largest number of use cases across Talent Acquisition, People Partners, People Ops, and L&D. Highlights include an interactive hiring analytics dashboard from BambooHR exports, a daily compliance automation workflow, an org restructuring simulator for modeling reorgs in real time, an automated contractor onboarding bot, and an AI-powered coaching system (the Rokt Skills Repository) delivering five structured coaching methodologies inside real work.

What Worked

- Going all-in on day one. No pilots, no gatekeeping, no waiting for perfect conditions. Universal access created universal permission to experiment.
- Making adoption social. Cowork Callouts turned individual experiments into collective momentum. Visible participation created a flywheel.
- Sharing prompts, not just results. Every use case in the callout channel included the actual prompt. This made replication trivial.
- Meeting people where they were. Daily challenges for beginners, lunch & learns for the curious, peer sharing for the motivated. Multiple on-ramps, one destination.
- Investing in integration, not just access. Connecting AI tools to internal systems (Pigment, Jira, BambooHR, NetSuite) multiplied the impact beyond text generation.
- Measuring in use cases, not adoption rates. The metric that mattered wasn't how many people logged in. It was how many real workflows were transformed.

What Was Hard

AI adoption is not a straight line. Several challenges emerged:

- Cognitive overload (Brain Fry). Many people hit a wall in weeks 2-3 where the possibilities felt overwhelming. The Brain Fry tips resource was created specifically to address this.
- Uneven adoption across functions. Technical teams adopted faster. Non-technical teams needed more visible proof from peers before engaging.
- Quality control. Early enthusiasm sometimes produced outputs that weren't reviewed carefully enough. Building the habit of treating AI output as a first draft, not a final answer, took deliberate reinforcement.
- Sustaining momentum. The initial surge of Cowork Callouts was electric. Maintaining that energy beyond the first month required ongoing programs like the Lunch & Learn series and the Skillathon.

The Result

Twelve months after enabling enterprise AI access, Rokt has documented over 120 use cases across 12 functions, involving all 800 employees. These aren't theoretical experiments. They are workflows that teams use daily, saving hours of manual work, producing higher-quality outputs, and enabling capabilities that didn't exist before.

The most significant outcome isn't the productivity gains, though those are substantial. It's the cultural shift. AI is no longer a tool that some people use sometimes. It's an embedded part of how Rokt works. New employees are onboarded with AI tools from day one. Team meetings include discussions of what can be automated. The question has shifted from 'should we use AI for this?' to 'have we checked if AI can do this better?'

How To Replicate This

This playbook is designed to be replicable. Here is what another organization needs to get started:

- Enable enterprise AI access for everyone. Not a pilot. Not a committee. Everyone.
- Create a visible sharing channel. A GChat space, a Slack channel, a Teams channel. Somewhere people can post use cases with the actual prompts.
- Run a time-bounded challenge. The 15-Day AI Adoption Challenge format works. Daily prompts, progressive difficulty, public participation.
- Film your early adopters. Record short interviews with people who built the first use cases. Share them widely. Social proof is the most powerful adoption mechanism.
- Invest in tool integrations. Access alone produces text generation. Integration with your actual systems produces workflow transformation.
- Measure what matters. Count use cases, not logins. Track workflows transformed, not prompts sent.

The tools will continue to evolve. The specific products will change. But the playbook stays the same: give people access, make it social, share the prompts, and measure real work.