Appendix A

Research Instrument and Respondent Profile

The study employed a structured online questionnaire administered in Polish under the title *State of AI Transformation in Poland – Survey 2025–2026*. The instrument's structure, response formats, and key measurement items are presented below in English translation. Typical completion time was 15–20 minutes; technically demanding sections were optional and could be skipped or delegated to a technical colleague. Responses were anonymous. The full questionnaire is reproduced in Appendix B.

Table A1

Structure of the Questionnaire

Part	Thematic scope	Response formats
I	Respondent and organisation profile: role, department, influence on AI decisions, programme participation, industry, organisation size, ownership type	Single choice
II	AI strategy and leadership maturity: formal AI strategy, transformation owner, board engagement, 12-month goals, maturity stage self-placement, five-dimension capability assessment, Value Ladder	Single choice; anchored 1–5 scales
III	AI tools: personal assistants and usage frequency, top personal use cases, officially deployed organisational tools, AI policy; optional technical section: cloud provider, BI tools, data/ML team, ML platforms, build vs. buy	Multiple choice; single choice; optional items
IV	AI at departmental level: usage in own department, supported tasks, efficiency impact, cross-departmental usage matrix, most advanced and most underserved departments, use-case checklists (go-to-market, product and engineering, operations, back-office)	Single/multiple choice; 4-point matrix with 'don't know'; optional items
V	Challenges, risks, and barriers: top-three barriers (17-item list), single biggest barrier, open description of current challenge, top-three risks, Shadow AI prevalence, estimated share of employees using AI	Ranked multiple choice; single choice; open text
VI	Benefits and opportunities: benefits already observed, number of active AI solutions, biggest opportunities	Multiple choice; single choice
VII	Plans and investments: year-on-year AI budget change, planned initiatives for the next 12 months, competency-building approach, non-technical employees' access to AI training	Single/multiple choice

Part	Thematic scope	Response formats
VIII	Summary: advice to other leaders, programme topic suggestions, case study and interview consent	Open text; single choice

Note. Author's own elaboration based on the original instrument (53 questions).

Respondent Profile

Among graduates, 17% held C-level positions, 35% were directors or department heads, 30% managers, and 17% specialists; in the Market group, 26% held C-level positions, 18% were directors, 28% managers, and 28% specialists. Taken together, 78% of respondents held managerial positions or above, as reported in the main text. By ownership and size, 45% of graduates represented international corporations and 42% organisations with 1,000 or more employees, whereas the Market group was predominantly Polish-owned (70%) and drawn from smaller organisations. Beyond the industries reported in the main text (IT/technology 31%, e-commerce/retail 15%, finance/banking 13%, manufacturing 12%), the sample included healthcare and pharma (6%), telecommunications (6%), and other sectors (17%). Percentages may not sum to 100% because of rounding.

Key Measurement Items

(1) Maturity stage self-placement: "At which AI maturity stage is your organisation?" with five operationally defined options – Exploring ("we experiment with AI, no production deployments"), Experimenting ("we have several pilots/PoCs, isolated deployments"), Scaling ("several to a dozen operating AI solutions, we are beginning to scale"), Transforming ("AI is integrated into key business processes"), AI-Native ("AI is the foundation of our operating and product model"). (2) Capability assessment: "How do you assess the AI maturity level in each area?" – strategy and governance, data infrastructure, talent and competencies, technology stack, change management – each rated 1–5 with anchors: 1 = no activity, 2 = initial experiments, 3 = pilots/PoCs, 4 = production deployments, 5 = scaled and optimised. (3) Value Ladder: "Where on the AI Value Ladder are your most advanced deployments?" – Assist (AI supports people in tasks, e.g., suggestions, drafts), Augment (AI significantly extends human capabilities, e.g., analysis, recommendations), Automate (AI executes entire tasks/processes autonomously with oversight), Agentic (AI takes independent decisions and actions within defined goals). (4) Shadow AI: "Do employees use AI tools without the company's official approval?" – yes, it is widespread; yes, but we try to control it; rather not, we have clear rules;

don’t know. (5) Composite maturity scoring combined items (1)–(3) into a 0–100 score with bands: Exploring 0–20, Experimenting 21–40, Scaling 41–60, Transforming 61–80, AI-Native 81–100.

Appendix B

Survey Instrument: Full Questionnaire

The questionnaire below is an English translation of the instrument administered in Polish under the title *State of AI Transformation in Poland – Survey 2025–2026*. Grid items are rendered as item lists with their response scales stated. Item numbers follow the fielded instrument; Q7, Q9, Q11, Q28 and Q52 are not reproduced here.

Introductory Screen

Survey objective. Comprehensive analysis of the state of AI transformation in Polish enterprises. The results will be used to produce the report *State of AI Transformation in Poland 2025–2026*.

Completion time. Approximately 15–20 minutes; some sections are optional.

Confidentiality. Responses are anonymous and data are presented only in aggregate form. Respondents could additionally volunteer a case study from their organisation; consent was collected at the end of the survey.

Note to respondents. The survey is designed for business leaders. Technical questions are marked and optional – they may be skipped or passed to a technical colleague.

Part I: Organisation and Respondent Profile

1.1 Respondent Information

Q1. Your role in the organisation:

– C-level (board)
– Director / department head
– Manager / senior manager
– Project leader / product owner
– Specialist / expert
– Other: _______

Q2. Department you work in (primary):

– Board / general management
– Strategy / business development
– Sales
– Marketing
– Product / product management
– Engineering / IT / technology
– Operations
– Finance
– HR / people and culture
– Legal / compliance

– Customer success / customer service
– Data / analytics / BI
– R&D / innovation
– Supply chain / logistics
– Other: _______

Q3. Do you have direct influence on AI decisions in the organisation?

– Yes, I make key decisions
– Yes, I am part of the decision-making team
– I have advisory or recommendatory influence
– I have no direct influence

Q4. Have you completed the AI Managers programme?

– Yes – AI Managers 1
– Yes – AI Managers 2
– Yes – both editions
– No

1.2 Organisation Profile

Q5. Main industry:

– Finance / banking / insurance
– Technology / IT / software
– E-commerce / retail
– Production / manufacturing
– Professional services (consulting, law, accounting)
– Telecommunications / media
– Healthcare / pharma
– Energy / utilities
– Transport / logistics
– Real estate / construction
– FMCG / consumer goods
– Education
– Public administration
– Other: _______

Q6. Organisation size (number of employees):

– 1–50
– 51–200
– 201–1,000
– More than 1,000

Q8. Ownership:

– Polish company (headquartered in Poland)
– International corporation

– Public organisation
– Non-profit organisation

Part II: AI Strategy and Leadership Maturity

2.1 AI Strategy

Q10. Does your organisation have a formal AI strategy?

– Yes, a documented AI strategy linked to the business strategy
– Yes, an AI strategy, but not fully linked to the business strategy
– Informal guidelines or a direction, but no formal document
– No AI strategy, but we plan to create one within 12 months
– No AI strategy and none planned in the near future
– Don't know

Q12. Who is the "owner" of the AI transformation in the organisation?

– C-level / board
– Directors
– Distributed responsibility (no single owner)
– Nobody in particular – bottom-up initiatives
– Other: _______

Q13. How do you rate the board's involvement in the AI transformation? (rated 1–5)

Anchors: 1 = no involvement; 2 = minimal interest; 3 = moderate support; 4 = active involvement; 5 = AI is a strategic priority for the board.

Q14. What is your main AI transformation goal for the next 12 months?

– Increase productivity and operational efficiency
– Organise the company's data
– Reduce costs
– Improve customer service
– Develop new products or services
– Automate processes
– Make better use of data in decisions
– Other: _______

2.2 AI Maturity Self-Assessment

Q15. At which AI maturity stage is your organisation? (single choice)

– Exploring – we are experimenting with AI, no production deployments
– Experimenting – several pilots or PoCs, isolated deployments
– Scaling – several to a dozen working AI solutions, we are beginning to scale
– Transforming – AI is integrated with key business processes
– AI-Native – AI is the foundation of our operating and product model

Q16. How do you rate the level of AI maturity in each area? (each area rated 1–5)

Anchors: 1 = no activity; 2 = initial experiments; 3 = pilots / PoCs; 4 = production deployments; 5 = scaled and optimised.

Areas rated: strategy and governance; data infrastructure; talent and skills; technology stack; change management.

Q17. Where on the AI Value Ladder are your most advanced deployments?

– Assist – AI supports people in performing tasks (e.g., suggestions, drafts)
– Augment – AI significantly extends people's capabilities (e.g., analysis, recommendations)
– Automate – AI performs entire tasks or processes autonomously, with supervision
– Agentic – AI takes independent decisions and actions within defined goals

Part III: AI Tools – Yours and Your Organisation's

3.1 Your Personal AI Tools

Q18. Which AI tools (AI assistants) do you personally use in your daily work? (select all)

– ChatGPT (OpenAI)
– Claude (Anthropic)
– Gemini (Google)
– Microsoft Copilot
– Own agentic models
– Other: _______
– I do not use AI assistants

Q19. How often do you use AI tools at work?

– Daily, many times a day
– Daily, several times
– Several times a week
– Several times a month
– Rarely or not at all

Q20. For which tasks do you use AI most often? (select up to three)

– Writing and editing texts (emails, documents)
– Analysing and summarising documents
– Brainstorming and generating ideas
– Research and looking for information
– Translation
– Preparing presentations
– Data analysis / Excel
– Programming / scripts
– Creating presentations, including graphics
– Planning and organising work
– Other: _______

3.2 AI Tools in Your Organisation

Q21. Which of the following AI tools are officially used in your organisation? (select all known to you)

– Microsoft 365 Copilot
– Google Workspace with Gemini
– Notion AI
– Slack AI
– Meeting transcription tools (Otter, Fireflies, tl;dv, etc.)
– Salesforce Einstein
– HubSpot with AI
– Conversation analysis tools (Gong, Chorus, etc.)
– Content generation tools (Jasper, Copy.ai, etc.)
– AI image generation tools (Midjourney, DALL·E, Canva AI)
– AI in marketing automation
– AI chatbots / voicebots
– AI supporting agents (prompts, automation)
– GitHub Copilot
– Cursor
– Don’t know / we do not have any / not applicable
– Other: _______

Q22. Does your organisation have an official policy on the use of AI tools?

– Yes, clear guidelines on what is and is not allowed
– Yes, but they are vague
– No, but we are working on it
– We do not have a policy
– Don’t know

3.3 Technological Infrastructure (optional)

This section is optional. If you do not know the answers, you may skip these questions or pass them to a technical colleague (CTO, head of data, IT).

Q23. Which main cloud provider does your organisation use?

– Amazon Web Services (AWS)
– Microsoft Azure
– Google Cloud Platform (GCP)
– Several providers (multi-cloud)
– Mainly our own servers (on-premise)
– Don’t know

Q24. Which BI / analytics tools are used? (select all known to you)

– Power BI
– Tableau
– Looker / Looker Studio

– Other: _______

Q25. Does the organisation have a dedicated data / ML / AI team?

– Yes, a data science / ML team
– Yes, a data engineering team
– Individual specialists, not a team
– No; we use external partners
– No, and none planned

Q26. Which data / ML platforms are used?

– Snowflake
– Databricks
– BigQuery
– Amazon Redshift / SageMaker
– Azure Synapse / Azure ML
– Own solutions
– Don't know

Q27. Does the organisation build its own AI/ML solutions or buy ready-made ones?

– Mainly we build our own (build)
– Mainly we buy ready-made SaaS (buy)
– A mix – it depends on the case
– We use partners / integrators
– Don't know

Part IV: AI in Your Organisation – Departmental Perspective

Answer the questions about your own department in detail. For other departments, answer if you know, or select "don't know / not applicable".

4.1 Your Primary Department

Q29. How do you assess the use of AI in your department?

– We do not use AI at all
– Individual people are experimenting
– Several people use AI regularly
– The majority of the team uses AI at work
– AI is integrated into our processes

Q30. Which tasks in your department are supported by AI? (select all)

– Creating content and documents
– Data analysis and reporting
– Communication (emails, messages)
– Research and information gathering
– Automation of repetitive tasks
– Decision support

– Customer or stakeholder service
– Planning and organisation
– Other: _______
– We do not use AI

Q31. What impact has AI had on the efficiency of your department?

– Significantly positive (more than 20% improvement)
– Moderately positive (10–20%)
– Slightly positive (less than 10%)
– Negative (efficiency decreased)
– No measurable impact
– Too early to assess

4.2 AI in Other Departments (optional)

Answer if you have knowledge of AI use in these areas. You may skip departments about which you have no information.

Q32. How do you rate the level of AI use in each department of your organisation? (each department rated 1–4, or "don't know")

Anchors: 1 = not using; 2 = experiments; 3 = regular use; 4 = advanced deployments.

Departments rated: sales; marketing; product; engineering / IT; operations; customer service; finance; HR; legal.

Q33. Which department in your organisation is most advanced in its use of AI?

– Sales / marketing / product / engineering / IT / operations / customer service / finance / HR / legal
– Hard to say – a similar level across departments
– Don't know

Q34. Which department most needs AI support but does not have it?

– Sales / marketing / product / engineering / IT / operations / customer service / finance / HR / legal
– All departments have adequate support
– Don't know

4.3 Specific AI Applications (optional extension)

This section is optional. It helps us understand specific use cases. Answer only for areas you know.

Q35. Is AI used in your organisation for any of the following? (select all known to you)

(a) Go-to-market – sales and marketing: lead generation and prospecting; personalisation of communication; creating marketing content; sales conversation analysis; sales forecasting; don't know / not applicable; other.

(b) Product and engineering: programming support; automated testing; technical documentation; user behaviour analysis; AI as a product feature; don’t know / not applicable; other.

(c) Operations and support: customer chatbots; process automation (RPA with AI); document processing; demand forecasting; don’t know / not applicable; other.

(d) Back office – finance, HR, legal: invoice and document processing; CV screening and recruitment; contract analysis; financial reporting; don’t know / not applicable; other.

Part V: Challenges, Risks and Barriers

5.1 Main Barriers

Q36. What are the three most important barriers to implementing AI in your organisation? (select a maximum of three)

– Lack of a clear AI strategy
– Insufficient board involvement
– Lack of an AI transformation “owner”
– Employee resistance to change
– Lack of AI competencies in the team
– Difficulty finding AI talent on the market
– Low quality or lack of data
– Data held in different systems, hard to connect
– Legacy IT systems, difficult integration
– Privacy concerns
– Lack of an AI policy in the company
– Industry regulations limiting AI
– Insufficient budget
– Difficulty justifying ROI
– Other business priorities
– Difficulty moving from pilot to deployment
– We do not know where to start

Q37. Which barrier is the biggest?

Single choice from the list in Q36.

Q38. Describe the challenge your organisation is currently facing.

Open text; optional; 2–3 sentences.

5.2 Risks and Concerns

Q39. Which AI-related risks most concern your organisation? (select up to three)

– Data privacy
– Security (data leaks to AI)
– AI errors and “hallucinations” – false information
– Uncontrolled costs

– Employees using AI without the company’s knowledge (Shadow AI)
– Dependency on a single provider
– Future regulation (AI Act)
– Impact on employment
– Reputational risk
– Other: _______

Q40. Do employees use AI tools without official company consent?

– Yes, it is widespread
– Yes, but we try to control it
– Probably not, we have clear rules
– Don’t know

Q41. What percentage of employees use AI regularly at work? (your estimate)

– Less than 10%
– 10–25%
– 26–50%
– 51–75%
– More than 75%
– Don’t know

Part VI: Benefits and Opportunities

6.1 Results Achieved

Q42. Which benefits from AI do you already see? (select all)

– Higher employee productivity
– Lower operational costs
– Faster decision-making
– Better quality of products or services
– Better customer experience
– New sources of revenue
– Faster product deployment
– Advantage over competitors
– We do not yet see measurable benefits
– Other: _______

Q43. How many working AI solutions does your organisation have?

Not counting individual AI use; the item refers to deployed systems and processes.

– 0 (experiments only)
– 1–3
– 4–10
– 11–25
– More than 25
– Don’t know

6.2 Biggest Opportunities

Q44. Where do you see the biggest opportunities for AI in your organisation? (select up to three)

– Automation of repetitive tasks
– Increasing employee productivity
– Personalisation for customers
– Better forecasting and analytics
– New AI-based products or services
– Automation of customer service
– Optimisation of operations
– Acceleration of product development
– Better business decisions
– Scaling without increasing headcount
– Other: _______

Part VII: Plans and Investments

7.1 Budget and Investment

Q45. How will your AI budget change in the current year compared with the previous one?

– Significant increase (more than 50%)
– Moderate increase (20–50%)
– Slight increase (less than 20%)
– No change
– Reduced outlays
– We do not have a dedicated AI budget
– Don’t know

Q46. What AI initiatives do you plan for the next 12 months? (select all)

– Deployment of AI tools for employees (Copilot, ChatGPT Team, etc.)
– AI training for employees
– Building chatbots or AI assistants
– Process automation with AI
– AI in customer-facing products
– Creation of an AI policy or governance framework
– Hiring AI specialists
– Cooperation with AI partners or consultants
– We do not plan specific initiatives
– Other: _______

7.2 Talent and Skills

Q47. How do you build AI competencies in the organisation?

– We hire specialists from the market
– We train current employees
– We use external partners
– A mix of the above
– We do not have a strategy in this area

Q48. Do non-technical employees have access to AI training?

– Yes, mandatory for everyone
– Yes, optional
– Only for selected departments
– We plan to introduce it
– We do not have an AI training programme

Part VIII: Summary

Q49. If you had one piece of advice for other leaders starting an AI transformation, what would it be?

Open text; optional; 1–2 sentences.

Q50. What topics should be included in the AI Managers 3 programme?

Open text; optional.

Q51. Would you like to share a case study from your organisation in the report?

– Yes, anonymously
– Yes, with the company name (we will contact you)
– No

Q53. May we contact you for a short interview (15 minutes)?

– Yes
– No

Contact details (collected only if Q51 or Q53 was answered "yes"):

Email; name and surname; company.

Closing Screen

Thank you for participating in the survey. Your answers will help create the first comprehensive picture of AI transformation in Polish enterprises. The report will be published in Q1 2026.

Note. The composite maturity score described in the Methodology and in Appendix A combines items Q15, Q16 and Q17.