



The State of Teams

The future of work is here.

High-performing teams
are already prepared.

2025

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The future of work is you're going to get the information that you need when you need it. People are going to be more productive because they can focus.

Chief of Staff, Information Security, Fortune 500 company





INTRODUCTION

Teams have more information than ever, but they’ve never been less informed



Modern teams are under immense pressure to deliver value faster and with fewer resources. But getting the information they need to move forward together is time-consuming, slowing down even the most motivated teams.

And while teams know that AI should be able to help them surface insights from across their organization, they don’t know how—and don’t have time to figure it out.



98%

of executives are worried their teams aren’t effectively using AI to eliminate silos

Winning teams tackle the information challenge head-on. They adopt a system for how work happens and then collaborate with AI to get the exact information they need to move mission-critical projects forward, together.

Atlassian surveyed 200 Fortune 1000 executives and 12,000 knowledge workers to discover how the world’s most successful teams are adapting to the changing pace of work. Here’s what we learned.

2.4 billion



hours wasted searching for information
each year within the Fortune 500





HOW WE GOT HERE:

Key drivers of the information problem



Teams are at a critical juncture. As the pace of work accelerates, employees are using more tools than ever and scattering information across a graveyard of disconnected work artifacts. This leaves them struggling to surface relevant insights and make sense of them within the context of their work.

Three key market shifts are accelerating information sprawl, loss, and duplication within teams.

#1: Escalating competitive pressure

AI empowers small, nimble players to rapidly grab market share, helps large competitors launch new products more quickly, and creates a constant threat of complete disruption. As a result, teams feel pressure to prioritize speed over structure and start reacting to “urgent” requests in ad hoc ways (e.g., a direct message or quick meeting).

89%

of executives say their organization needs to move more rapidly than ever to keep up with competition

“We went from six months to three months to two weeks to now the market expects it immediately.”

Chief of Staff, Information Technology,
Fortune 500 company





#2: Customers expect a digital experience

Consumers are used to having everything one click away. They want to track exactly where a package is at any given time, get an immediate response from customer support 24/7, and instantly access real-time analytics.

As organizations across industries race to become more tech-forward, they may rapidly adopt new tools without fully integrating them into existing workflows. Teams set up their own systems for tracking data or customer interactions, further worsening silos.



93%

of executives say **software and technology** are more critical to their organization's success than ever before

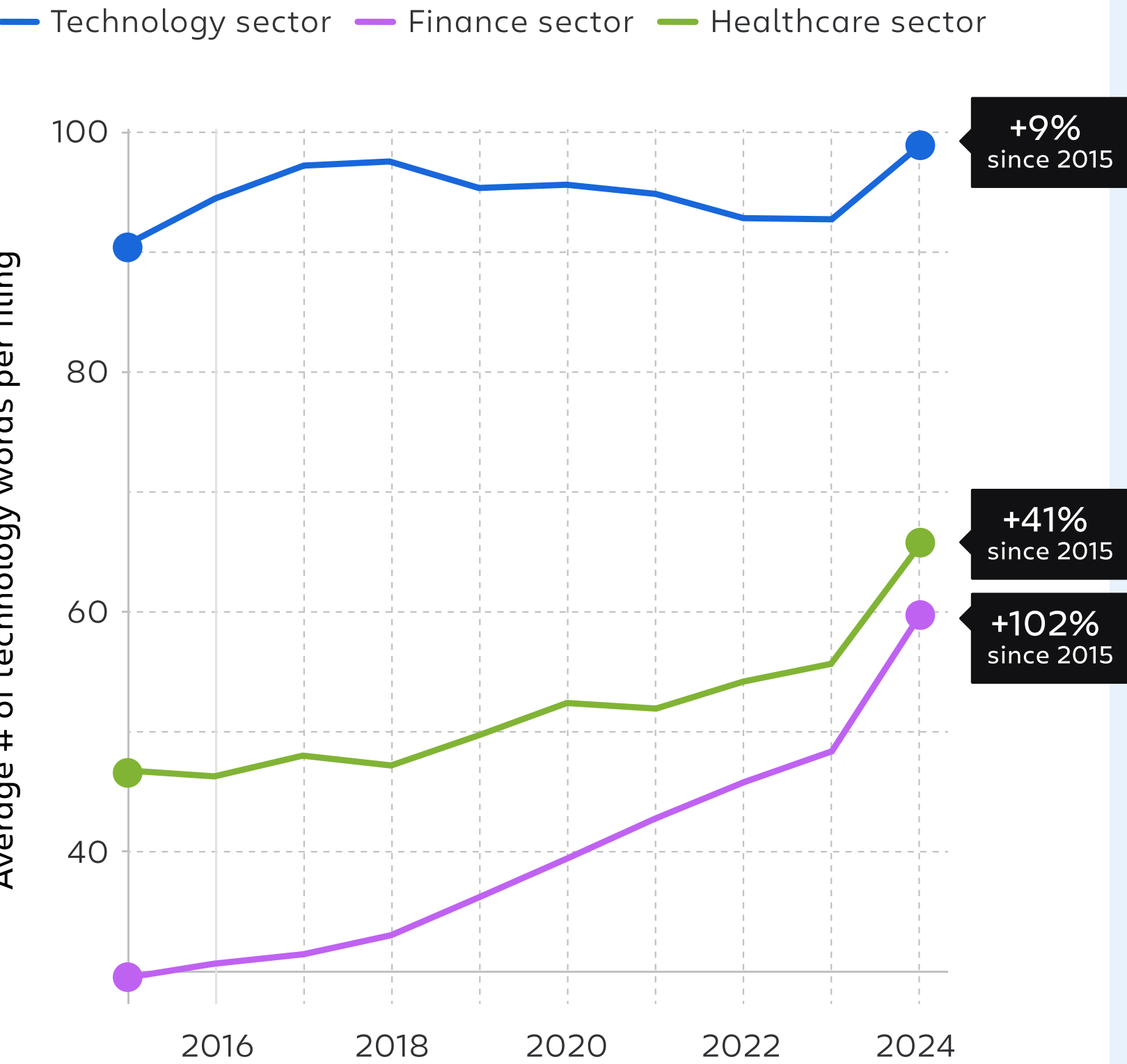


#3: Distributed work

Modern teams are not co-located. With collaborators spread across locations and time zones, teams that have not adapted how they work struggle to hand off projects. They can't get immediate answers from their teammates, but they still try to move forward. This creates a host of new problems: they put insights in different places, recreate work, and start message threads that further scatter information across platforms.

Jira ticket data show that as work becomes more complex, it also starts to span more and more time zones.

SEC filings show an increasing focus on technology





Challenges



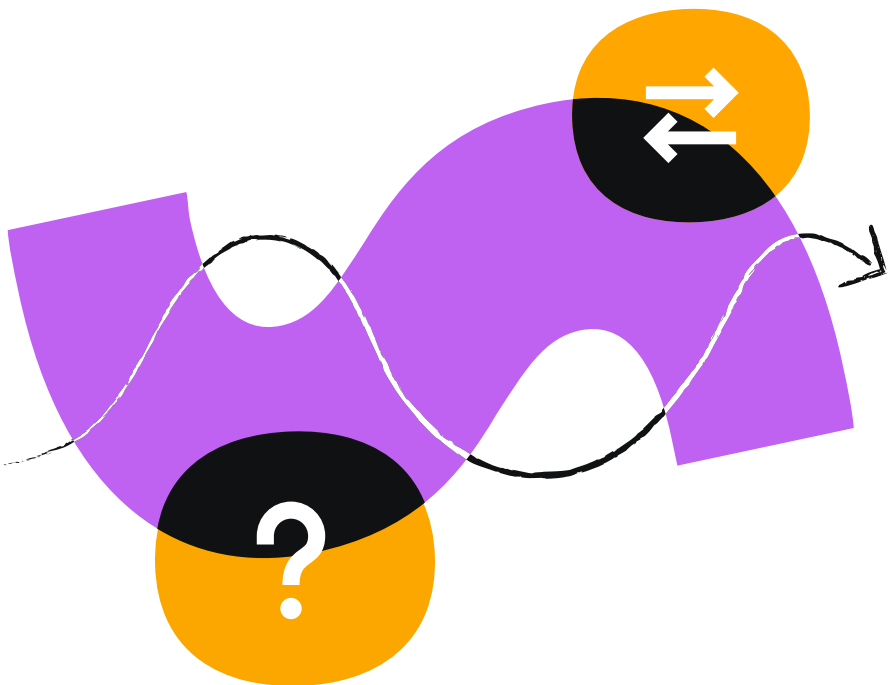
CHALLENGES

Teams don't have a system for turning information into impact



Within most teams, information is scattered.

It's sent as attachments, printed out, on slide seven of a deck saved to the wrong folder, lost in a side conversation on the way to a meeting, or buried in one person's head.



No one has time to sift through 18 emails and 20 slides and four documents.

Unsurprisingly, employees say difficulty finding information is the #1 barrier to moving fast.

Even when someone is lucky enough to stumble across context or data that seems relevant, they usually have no way of knowing if it's up-to-date or high-priority. Too often, they end up reacting to random or obsolete information.

"The most stressful part is information gathering. There's so much information but it's not all in one place. To get up to speed on a particular project can often take a day, even if it's an urgent issue."

Head of Marketing Communications and Technology, Fortune 500 company



Teams are playing telephone instead of using technology

Most knowledge workers feel that to really understand what's going on, they have to know the right person and find time on their calendar to chat live.

56%

of workers say they often find that **the only way to get the information** they need is to ask someone or schedule a meeting

25%

Executives and teams alike spend **a quarter of the workweek** searching for information

74%

of executives say **lack of communication** interferes with speed and quality



As a result, teams are stuck playing digital hide-and-seek

Because teams struggle so much to stay on top of everything, they're left feeling overwhelmed and disoriented. They can't see the bigger picture, or how specific work fits into it. They don't know who or what they should know, which means they can't benefit from what others have already learned.

Instead of building something big, together, they waste time reinventing the wheel in silos.

1 in 2^{''}

knowledge workers say that teams at their company tend to **unknowingly work on the same things**

Just 20%

of knowledge workers **feel confident that their team has an effective process** for quickly informing other teams of decisions that may impact their work

Only 7%

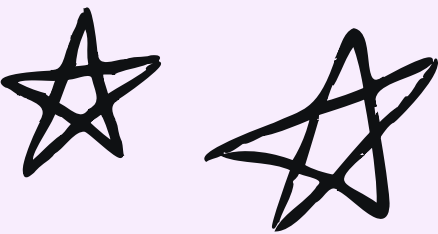
of executives feel confident they know exactly how the work that each team in their company is doing **supports their biggest company goals**





CHALLENGES

AI can help—but teams aren’t set up to leverage it



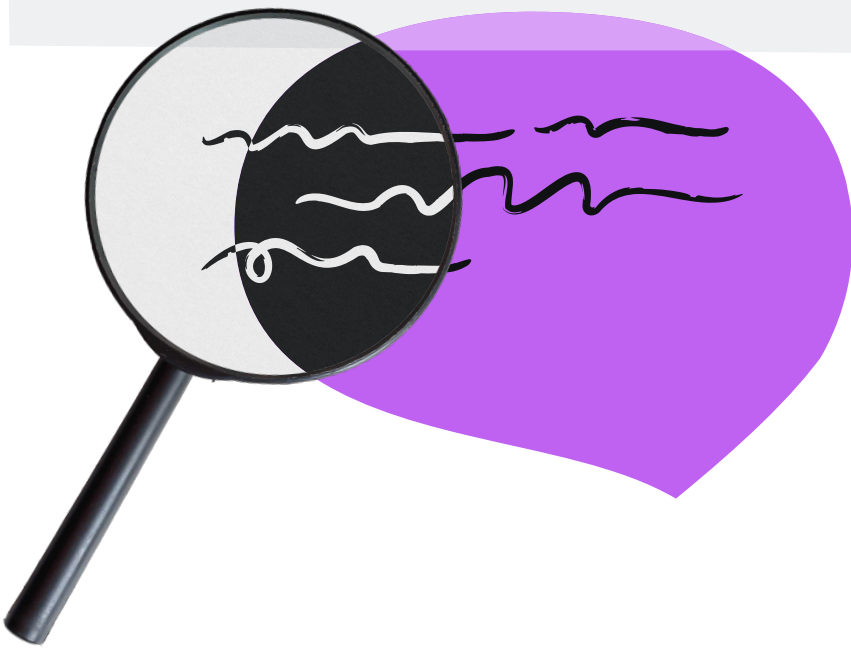
To drive impact, teams need a system that turns institutional knowledge into better decisions. **With AI, teams can finally translate information into insights that power their work—if and only if** they collaborate in ways that build a connected knowledge base.

71%

of teams admit they **aren’t maximizing the use of AI** to help them manage and discover information

96%

of executives aren’t completely sure **how to get their teams to use AI more effectively**



i Here’s what that means: Instead of scattering information across notebooks and emails and meetings, teams work in pages, share what they’re learning via videos that automatically produce precise transcripts, and consistently keep track of what they’re doing and why in a centralized platform.

When information is connected and organized, AI can surface what’s happening across the company, and provide teams with insights they didn’t even know they needed. But most teams are still stuck in old ways of working, and so they can’t take advantage of the opportunity AI presents.

Key learnings



KEY LEARNINGS

Successful teams adopt a system of work



The teams that solve the right problems in the right way do three things: they set clear goals that ladder up to the company’s objectives, turn those goals into specific tasks, and make sure that what they do and learn happens within a collaborative, connected workspace.

This system for how work happens makes it easy for teams to stay informed, make better decisions, and achieve faster results. By centralizing information, these teams can effectively collaborate with AI to finally focus on the work that matters most.

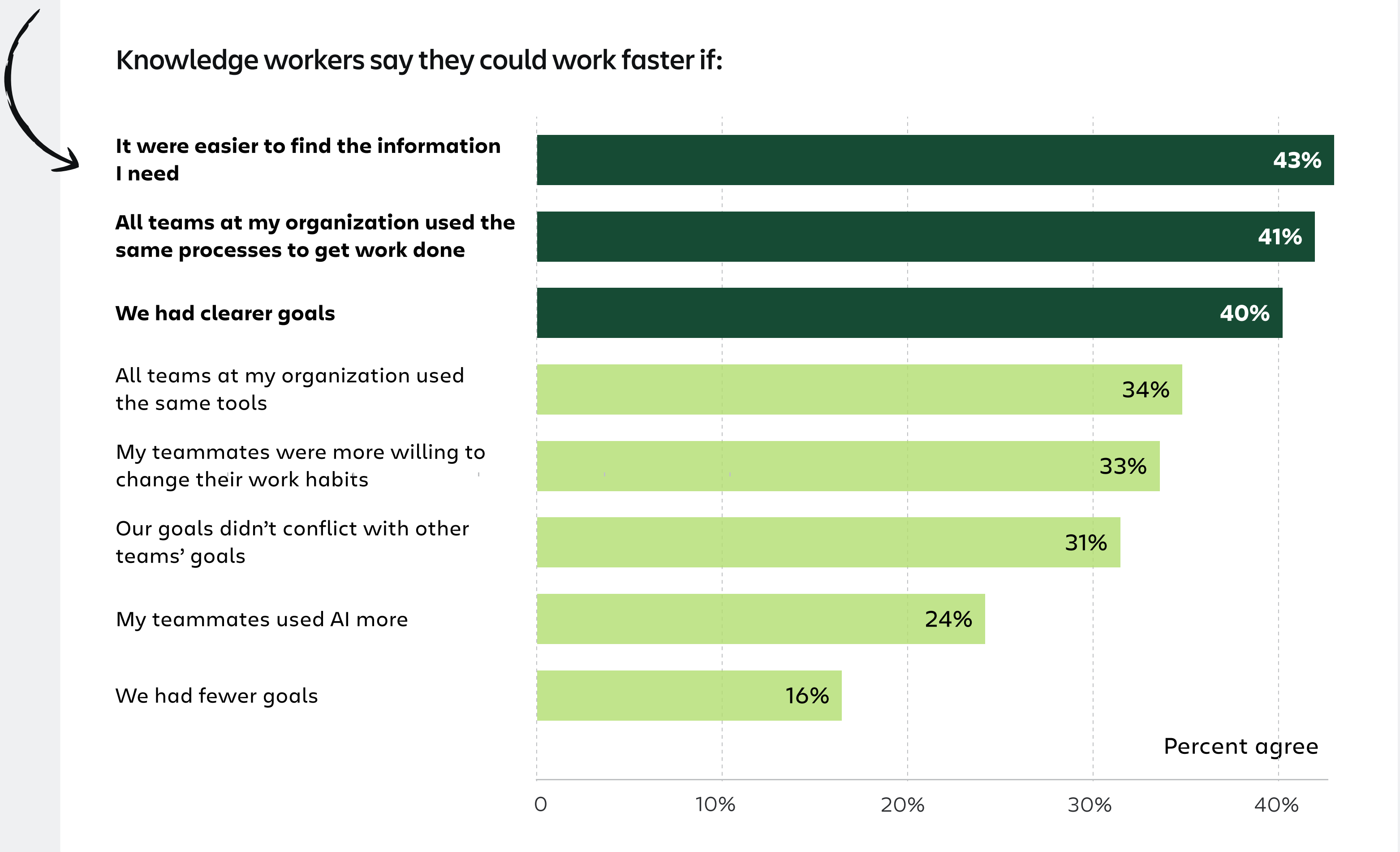
The three things teams say they need to collaborate more effectively:

- 1 Clearer **goals**
- 2 **Shared processes** for how to get work done
- 3 Ability to **easily find** the exact information they need

The three things our data show top companies do:

- 🎯 **Align work to goals**
They set clear goals and make them visible
- 📊 **Plan and track work, together**
They track all projects and progress in a centralized place
- 🔗 **Unleash collective knowledge**
They leverage AI to turn information into actionable insights

High-performing teams spend less time on emails, alignment meetings, status updates, and handoffs and more time developing the next big idea.



The secrets to exceptional teamwork



THE SECRETS TO EXCEPTIONAL TEAMWORK

Align work to goals

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If all teams worked on mission-critical projects in lockstep, life would be great. **Projects would be on time and there'd be no wasted effort.**

Vice President, Consumer Lending, Fortune 500 company

Teams *want* to do work that matters—people don’t feel good spending most of their waking hours on something pointless.

To make their time count, effective teams write **clear, standardized goals**. They don’t hide them in a clunky sheet that no one looks at after goal-setting is over. Instead, they track their goals in a company-wide system that makes it easy for everyone to see what they’re working on—and, if needed, evolve them as they learn.

➡ **When goals are clear, relevant, and visible to everyone, teams understand exactly how their work ladders up to the company’s success.** This keeps teams motivated to move fast, because they know their efforts will drive results.



When teams align work to goals, they are:

6.4x

more likely to produce high-quality work

2.2x

more likely to focus their team on the work that matters most

4.9x

more likely to meet deadlines





ALIGN WORK TO GOALS

Here's how to do it



Set clear, ambitious goals

To create focus, **choose 3-5 goals per team and rank them in order of priority.** Each goal should clearly state what the team wants to accomplish and how they'll know they've succeeded. To ensure that goals continue to reflect the most important work happening, review them quarterly. If needed, update them to align to top strategic priorities.



Make goals visible

Document goals in a centralized platform so AI-enabled tools can quickly flag if other teams are working on something similar. Write short progress reports on goals monthly and on projects weekly. Have AI notify key stakeholders of these updates so they can quickly jump in to offer insights or unblock stalled progress.



Use goals to prioritize work

Nest projects under relevant goals to show what has to happen to meet a specific milestone. Set up a monthly ritual to check that the team is still focused on the most important work. Re-prioritize goals only if absolutely necessary.

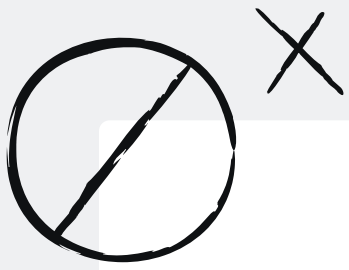
Want to learn more? See how:

- Atlassian enables teams to make their [goals and progress](#) visible to anyone in the organization
- [Our Objective and Key Results Play](#) helps teams align around common goals



ALIGN WORK TO GOALS

Not This → That

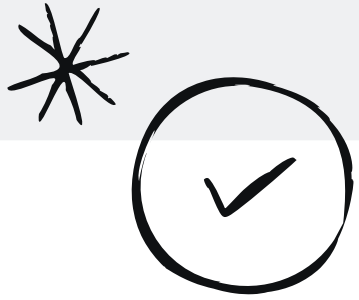


NOT THIS

Lots of vague goals

A clunky spreadsheet no one looks at again

Annual goal-setting (and forgetting)



THAT

2-3 **ranked goals** with **clear milestones**

Open platform with **weekly** stakeholder updates

Monthly goal reviews with **updates** made as needed



THE SECRETS TO EXCEPTIONAL TEAMWORK

Plan and track work, together

“

A shared common platform that keeps everyone informed related to projects has a big positive impact on the bottom line. It gives you significant efficiency gains and improves morale because **now everybody has the same understanding of the project.**

Vice President, Operations, Fortune 500 company

The best teams turn goals into work.

Modern work does not happen in isolation. 93% of executives say cross-functional collaboration is more crucial than ever.

Jira ticket data show that 40% of knowledge workers' direct collaborators sit in a different job function.

At the start of a project, effective teams make sure everyone involved is on the same page about the who, what, when, and why. They then document this information and track their progress, decisions, and key learnings within a centralized knowledge base. By providing visibility into what they're doing, teams create institutional knowledge that can help others make smarter, more informed decisions.

“The worst thing you can do is sink a lot of money into something that you end up having to scrap, for reasons that could have been flagged at the beginning of the project if you'd had the right people in the room.”

Vice President, Procurement, Fortune 500 financial services company



When teams plan and track work together, they are:

5.3x

more likely to produce high-quality work

2.4x

more likely to focus their team on the work that matters most

4.1x

more likely to meet deadlines





PLAN AND TRACK WORK, TOGETHER

Here's how to do it



Create an understanding of the plan and purpose

Start each project with a clear brief that states the problem the team is trying to solve and the impact the groups wants to drive. Map out who will be involved—from stakeholders to collaborators—and establish communication channels to keep everyone informed.



Get clear on what needs to be done

Break work into specific tasks with clear owners, and define what "done" looks like for each task. Map dependencies between tasks to show what work needs to happen in what order—for example, getting approval before sending announcements. To ensure everyone stays informed and doesn't have to rely on scattered emails and fragmented communication, use a shared platform to document all project information.



Iterate to maximize impact

Set deadlines for project phases and review progress as a team every two weeks. Create regular reflection rituals, like pre-mortems, midpoint check-ins, and post-mortems. Establish channels where teams can quickly get leadership support when needed.

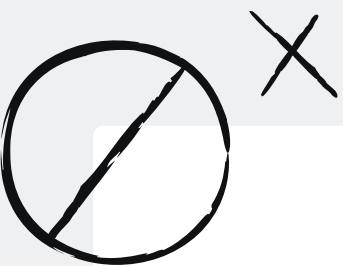
Want to learn more? See how:

- [Our Project Poster Play](#) helps teams figure out the right way to tackle a problem, define project scope, and guide their work
- Teams can use [Atlassian Intelligence](#) to convert a Confluence page into a Jira issue



PLAN AND TRACK WORK, TOGETHER

Not This → That



NOT THIS

Long-form emails and scattered messages

Disorganized to-do lists

Rigidly sticking to the plan, no matter what

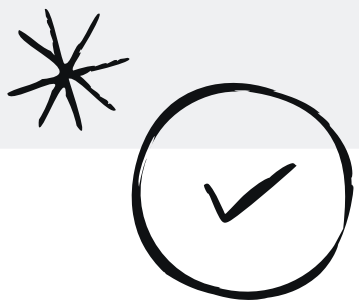


THAT

A centralized platform with all project info (who, what, when, and why)

Clear task dependencies, owners, and completion criteria

Biweekly progress reviews to ensure new insights are applied





THE SECRETS TO EXCEPTIONAL TEAMWORK

Unleash collective knowledge

“

Right now, context sits with people. If we had a way to store context outside people's minds and have others in the company be able to access it, that would be incredibly beneficial.

Senior Vice President, Product Management,
Fortune 500 company

Meetings don't scale. Documented shared knowledge (retrieved by AI) does.

When teams create and contribute to a centralized knowledge base, they enable their entire organization to leverage AI to make better decisions. It becomes easy for AI to surface the exact information teams need to bring ideas to life.

“Put more of the knowledge that is housed in people's minds into systems. AI can then take that information and do more with it.”

Senior Vice President, Strategy & Executive,
Fortune 500 company



When teams unleash collective knowledge, they are:

5.4x

more likely to produce high-quality work

2.3x

more likely to focus their team on the work that matters most

4.6x

more likely to meet deadlines





UNLEASH COLLECTIVE KNOWLEDGE

Here's how to do it



Share information async

Too many meetings are about sharing information or doing work, which eats up time and leaves no shareable record. Instead of putting time on everyone's calendars, create high-quality pages that can be easily scanned. To offer feedback, demo an idea, or give useful context, record quick videos in a platform that exports precise transcripts and allows for two-way conversation.



Prioritize quality over quantity

Teams that document high-quality information set AI up to output high-quality insights. Standardize data, keep writing clear and concise, and use tags or distinct spaces to indicate whether something is an early draft, in progress, or official guidance. This makes it easy for everyone to confidently learn from and build on existing work.



Surface insights with AI

The next time you want to ask someone for information, try to work with AI first instead. Build agents to help you do things like pull specific information into a report or update. When teams collaborate with AI, they can reduce meeting time, move forward even when some folks are offline, and avoid building on outdated documents.

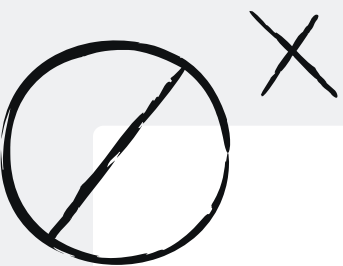
Want to learn more? See how:

- [Loom](#) lets teammates quickly talk through an idea and add it to the team's knowledge base, without having to schedule a meeting
- [Rovo](#) agents make information instantly useful and help teams get better results, faster



UNLEASH COLLECTIVE KNOWLEDGE

Not This → That

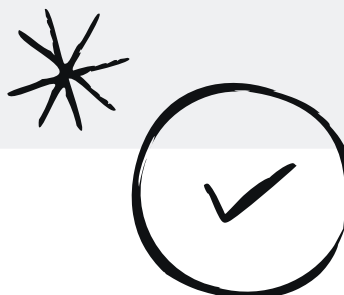


NOT THIS

Meetings to talk about the work

Random documentation without context or status

Ad-hoc pings to coworkers



THAT

Pages or quick videos with context, and **meetings to do the work**

Centralized knowledge with clear timestamps, work-stage status, and approvals

AI prompts that surface institutional knowledge

Matthew



**Successful teams drive
productivity by putting a
system of work in place.**

Priya

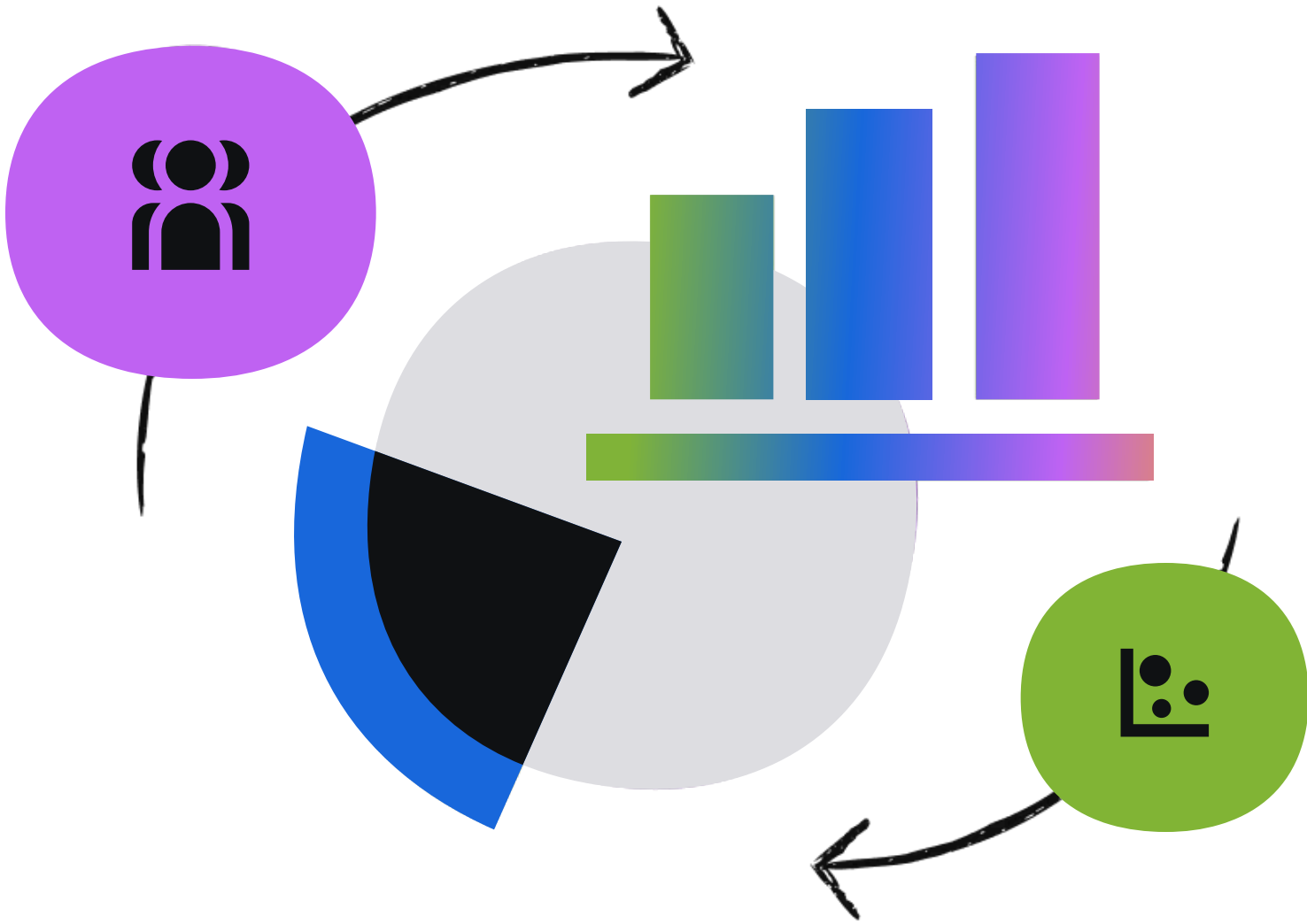


Elias



About the research




This report is based on research conducted by Atlassian's Teamwork Lab, a group of scientists dedicated to developing best practices for modern teams. Their findings guide the design of Atlassian's products and practices.



12,000
knowledge workers

-  Work across the U.S., U.K., Australia, India, Germany, and France
-  Come from a range of industries, including:
 - Technology & telecommunications (24%)
 - Financial services (14%)
 - Healthcare & pharmaceuticals (13%)
-  Mean age 41 years

200
Fortune 1000 executives

-  SVP level or higher
-  88% are in the United States
-  Predominantly from the following sectors:
 - Technology (30%)
 - Financial services (32%)

About us

Atlassian unleashes the potential of every team.

Our software development, service management, and work management software helps teams organize, discuss, and complete shared work. The majority of the Fortune 500 and over 300,000 companies of all sizes worldwide – including NASA, BMW, Kiva, Deutsche Bank and Dropbox – rely on our solutions to help their teams work better together and deliver quality results on time. Learn more about our products, including Jira, Confluence, and Jira Service Management, at <https://atlassian.com>.

Want to learn more?



Breville standardized & scaled on Atlassian cloud

[Read the story ↗](#)



Remote saved 20k+ hours of meetings with Loom

[Read the story ↗](#)



Udemy centralized collaboration with Atlassian cloud

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