The demo went well. People saw Copilot draft an email, summarise a meeting and turn notes into a plan. A few licences were assigned, the launch message went out — and then usage quietly faded.

This is common. A demo proves that a tool can do something; it does not show an employee how to use it in their role, whether the organisation's information is ready, or who will help when the first prompt produces a poor answer. Restarting adoption is less about another big presentation and more about fixing the conditions that make useful, safe use routine.

For Australian organisations considering Microsoft 365 Copilot Business, the practical starting point is a short, focused reset: check readiness, map where information lives, tidy permissions, then run role-based sessions supported by a champions program and a useful prompt library.

First, find out why adoption stalled

Before buying more licences or booking another demonstration, talk to the people who were meant to use Copilot. Ask a small, representative group what they tried, what worked and what stopped them. Keep the questions specific:

- Which task did you try to improve?
- Which Microsoft 365 app were you using?
- What did you expect Copilot to do, and what happened instead?
- Could you find the right files and information?
- Were you confident the information was appropriate to use?
- Who did you ask for help?

Look for patterns rather than treating every response as a training problem. People may not have a suitable use case, may lack access to the right content, or may be unsure what data Copilot can use. Others may have tried one prompt, received a generic answer and concluded the tool is not useful.

Assign an owner to the reset — usually a business sponsor working with the Microsoft 365 administrator or project lead. Agree what success means and by when. For example: "Within six weeks, each pilot team will test two approved work scenarios and report time saved, quality issues and access concerns." That is more useful than "increase engagement".

Assess readiness before you purchase or expand

Microsoft 365 Copilot Business is not a shortcut around unclear processes or poor information management. Before committing to more licences, assess whether the organisation can support the intended use. A readiness assessment should include people, information, technology and governance.

Check the work, not just the licence

List the tasks where employees spend repeated time searching, summarising, drafting or turning information into a first version. Then confirm that the relevant work and source material are actually in the Microsoft 365 environment and that staff can access them appropriately.

Check your Microsoft 365 business plan and the current eligibility and technical requirements for Microsoft 365 Copilot Business before purchase. Plans, features, licensing conditions and prices can change. Confirm

the position with Microsoft or your licensing partner rather than relying on an old quote or an online comparison that may no longer be current.

Example item Example price Terms and notes Copilot Business add-on (Australia) AU$26.91 On offer until 31 December 2026. Monthly billing costs more; prices change, so check the current figure.

Treat that figure as an example, not a guaranteed quote. Confirm the applicable billing term, taxes, eligibility and current offer before budgeting. Also account for the time required to prepare data, provide support and review outcomes. A licence price alone is not the cost of adoption.



Map where information lives across Microsoft 365

Copilot's usefulness depends on the information people can access. Before a pilot, map the main content locations across Microsoft 365: SharePoint sites and document libraries, OneDrive accounts, Teams-connected files, Exchange email and calendars, and other relevant Microsoft 365 apps. Note what each location is for, who owns it, who can access it and whether its content is current.

This does not need to become a six-month information architecture project. Start with the pilot teams and the content they use for their selected scenarios. For example, if a customer service team wants to summarise internal procedures, identify the authoritative procedure library. If staff have to choose between "process-final", "process-final-new" and "process-final-v7", fix the source-of-truth problem before asking Copilot to help find the answer.

Record the result in a simple inventory. Include the business owner, technical contact, intended audience, sensitivity and review date for each important location. If a site has no clear owner, that is a readiness issue — not a detail to tidy up after launch.

Fix permissions before inviting Copilot in

Microsoft 365 Copilot respects the permissions a user already has. That is useful, but it means existing oversharing matters. itwire.com If a staff member can access a document library they should not see, that access can affect what they are able to find or use with Copilot. Copilot does not replace permissions hygiene.

Review access with least privilege in mind

For pilot content, check who has access and whether that access is still needed. Remove broad or outdated groups, confirm that sensitive information is restricted to the right people, and use least privilege: give people the access required for their work, not blanket access “just in case”. Make an owner responsible for approving and reviewing permissions, with a date for the review.

Pay particular attention to shared links and guest access. Links created for “anyone” or broadly shared with people in the organisation can outlive the original task. Guests may still have access after a project ends or a supplier relationship changes. Review link settings, guest accounts and business need; remove access that is no longer appropriate. Put recurring access reviews on the calendar rather than relying on someone to remember.

Don’t treat obscurity as security. A file with an obscure name, hidden folder or hard-to-guess link is not protected if the underlying sharing settings allow access. Use appropriate permissions, sensitivity controls and organisational policies, and test them with the people who are meant to have access.



Restart with role-based sessions, not another big demo

A general demo is a useful introduction, but it rarely answers the question employees care about: “How would I use this in my job?” Run short role-based sessions instead. A 30- to 45-minute workshop for a small group is usually more practical than a large presentation where everyone watches the same examples.

Choose one or two real tasks per role. A finance team might compare narrative against figures in an approved report. A people team might draft a communication from approved policy material. A sales team might prepare for a meeting using information they are authorised to access. Use realistic, non-sensitive examples first, and make clear that outputs need human review.

In each session, show the task, demonstrate how to give Copilot relevant context, and let participants try it themselves. Compare a vague request with a more useful one. For example, ask participants to specify the audience, purpose, source material and desired format. Then discuss what they would verify before using the output.

Keep sessions small enough for questions. Ask who owns each follow-up and by when. If someone needs access to a source library, assign that task to the site owner. If a prompt produces a weak response, have the participant capture the scenario and revise the prompt with a facilitator. Don't leave the workshop with a list of "actions" and no named owners.

Build a champions program that has a job to do

A champions program is not a badge for the most enthusiastic person in each team. Champions need time, a clear remit and a route to escalate issues. Select people who understand their team's work and can explain both the benefits and the limits of Copilot.

Give champions a manageable role: collect use cases, run or support short practice sessions, identify information and access problems, and share tested examples with colleagues. Provide a regular check-in with the project owner, such as a 30-minute fortnightly session during the pilot. Make sure technical, privacy and security questions can be referred to the right people rather than guessed at.

Set boundaries too. Champions should not approve access to sensitive data on their own, promise that an answer is correct, or paste confidential information into tools outside organisational policy. They are a bridge between staff and the people responsible for the service, not a substitute for governance.

Create a prompt library people can actually use

A prompt library helps staff get started, but only if it is short, relevant and maintained. Avoid a dumping ground of hundreds of generic prompts. Begin with a handful of tested prompts for each pilot role, paired with the task they support and the source material the user should have access to.

A useful entry might include:

- **Task:** Draft a first version of a project update for an internal audience.
- **Prompt:** "Using the approved project notes below, draft a concise update for the project team. Separate completed work, current risks and next steps. Do not invent dates or decisions; mark missing information for me to confirm."
- **Check:** Verify names, dates, decisions and any figures against the source notes before sharing.

Store the library somewhere staff can find it, identify an owner and add a review date. Invite users to submit improvements, but test changes before publishing them as recommended examples. A prompt library is a starting point, not a guarantee that every output is accurate or appropriate.

Measure useful outcomes, not activity for its own sake

Sign-ins and prompt counts can indicate whether people are trying the tool, but they do not prove that adoption is valuable. Measure a small number of outcomes tied to the pilot tasks: time taken, rework required, staff confidence, quality of the first draft, or time spent locating approved information.

Ask participants to capture a baseline before the pilot where practical. Then compare a few completed examples, while respecting privacy and organisational policy. Record what did not work as well as what did. If the apparent time saving creates extra checking or correction, include that in the assessment.

At the end of the pilot, make a clear decision: expand to another group, continue with changes, or pause. Record the evidence and the actions. If the blocker is access hygiene, fix access. If the selected use case is

weak, choose a better one. If the team needs support, schedule another role-based session rather than sending a generic reminder.

A practical 30-day restart

1. **Week 1:** Interview a small group of intended users, identify stalled scenarios and appoint a business owner. Agree on the pilot outcome and decision date.
2. **Week 2:** Map the pilot team's relevant Microsoft 365 content. Review SharePoint and OneDrive permissions, shared links and guest access. Assign owners and due dates for fixes.
3. **Week 3:** Run short role-based sessions. Start a champions program and publish a small prompt library with approved examples and review guidance.
4. **Week 4:** Collect feedback and outcome measures. Resolve the main blockers, then decide whether to continue, adjust or expand.

Keep the scope deliberately small. Netway and other Microsoft partners can help organisations work through licensing, readiness and rollout planning; the Australian Information Industry Association (AIIA) is also part of Australia's broader technology industry conversation. Whoever supports the work, ask for concrete deliverables, named owners and dates — not just another polished demo.

Restart adoption by making the next step obvious

When Copilot adoption stalls, the answer is rarely "show the demo again". Find out where people got stuck, check that their information is organised and appropriately protected, then give them time to practise tasks that matter in their roles. Support that practice with a champions program, a focused prompt library and a clear way to raise issues.

Before you finish the reset meeting, ask the question that turns good intentions into a plan: who owns this, and by when? If every action has an owner and a due date, your next Copilot conversation is much more likely to be about useful work — not another launch that fades after the presentation.