GPStrategies®

Steering the AI Revolution

The Future of Human+AI Leadership

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Meet the Author

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Practice Lead, Leadership

Leah Clark is a thought leader, and author, for GP Strategies. She researches, writes, and speaks on the topic of leadership and has written several articles and research reports including pieces on authentic leadership communication, leading during uncertainty, leadership mindsets, and the impact of introversion and mindfulness on innovation. Leah holds a Master of Arts in Organizational Psychology from Columbia University and a Bachelor of Arts in English and Sociology from Boston College.

AI is Transforming the World and People Are Embracing It

Transformative Effect

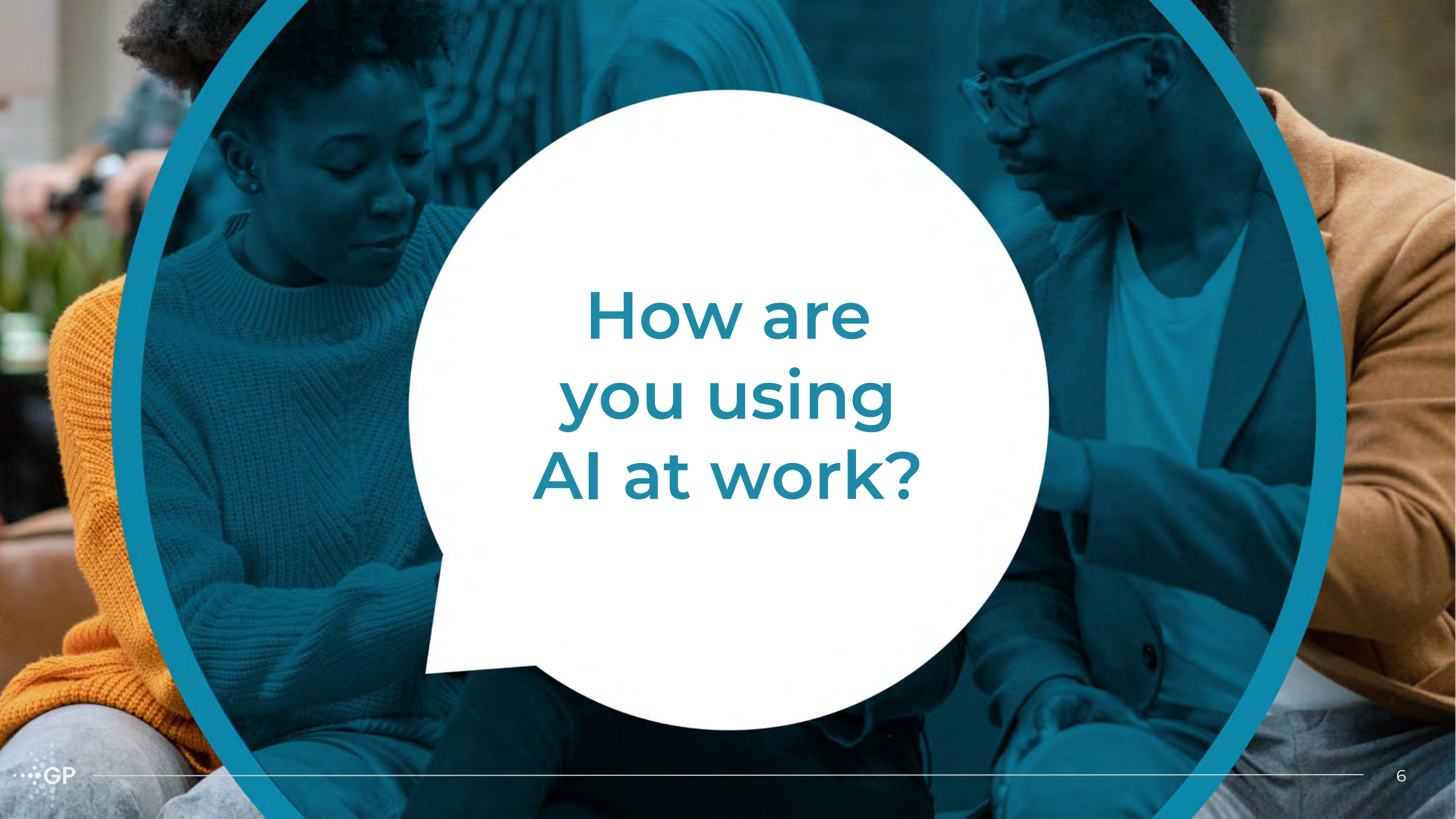## Individual Contributors and Leaders Are Using AI in Day-to-Day Work

88% of employees are **accepting** or **embracing** AI at work.

66% of individual contributors and **72%** of leaders say AI will dramatically or significantly change their organizations.

How do you think AI can be leveraged to enhance your productivity and efficiency at work?

Automating repetitive tasks

Provide data-driven insights

Enhancing communication and collaboration

Improving customer service through chatbots

Personalized learning and development options

Predicting learning needs

Creating content

- Individual Contributors
- Leaders

How are
you using
AI at work?

How You Use It Matters

Growing Enthusiasm

Over **80%** of employees and leaders agree that AI will positively transform the workforce.

Leadership Implications
- Seize the enthusiasm
- Embrace, and be deliberate
- Encourage experimentation
- Provide psychological safety

What is one word or phrase that describes your feelings about AI in the workplace?

Individual Contributors	Leaders
Good Curiosity Future	Amazing Save Time Work
Growing Tool Opportunity	Thrilled Need Curious
Revolutionary Intrigued	Intrigued Revolutionary
New Potential Unsure	Opportunity Time
Curious Cautious	
Exciting Easy	Exciting Efficient
Interesting	Efficiency
Useful Helpful Support	Valuable Potential
Great Excitement Work	Uncertain Interesting
Amazing Possibilities	Productivity Innovative
Improve	Inevitable
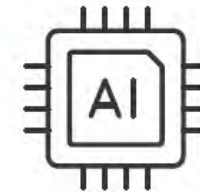
Excitement and Ethical Concerns are Both on the Rise

Concerns and Challenges

Fears About Job Loss

Individual Contributors	Leaders
12%	10%
26%	32%
27%	20%
24%	27%
6%	8%
5%	3%

Legend:
- Unsure
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
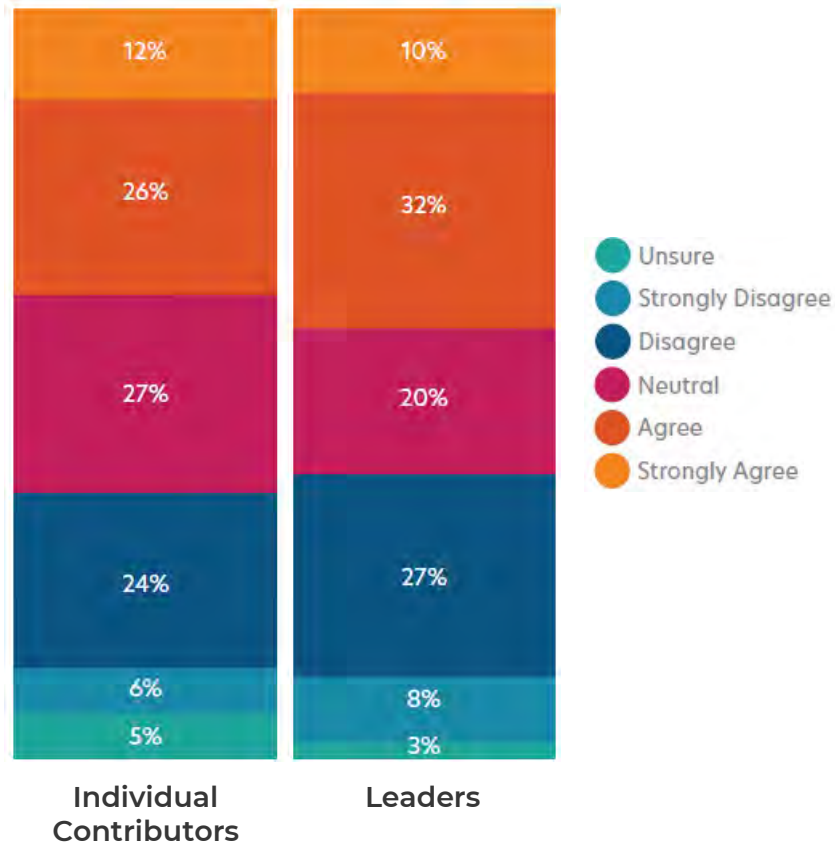
Belief that AI will Introduce New Ethical Challenges

Individual Contributors	Leaders
48%	52%
34%	33%
7%	8%
4%	2%
7%	1%
	4%

Legend:
- Unsure
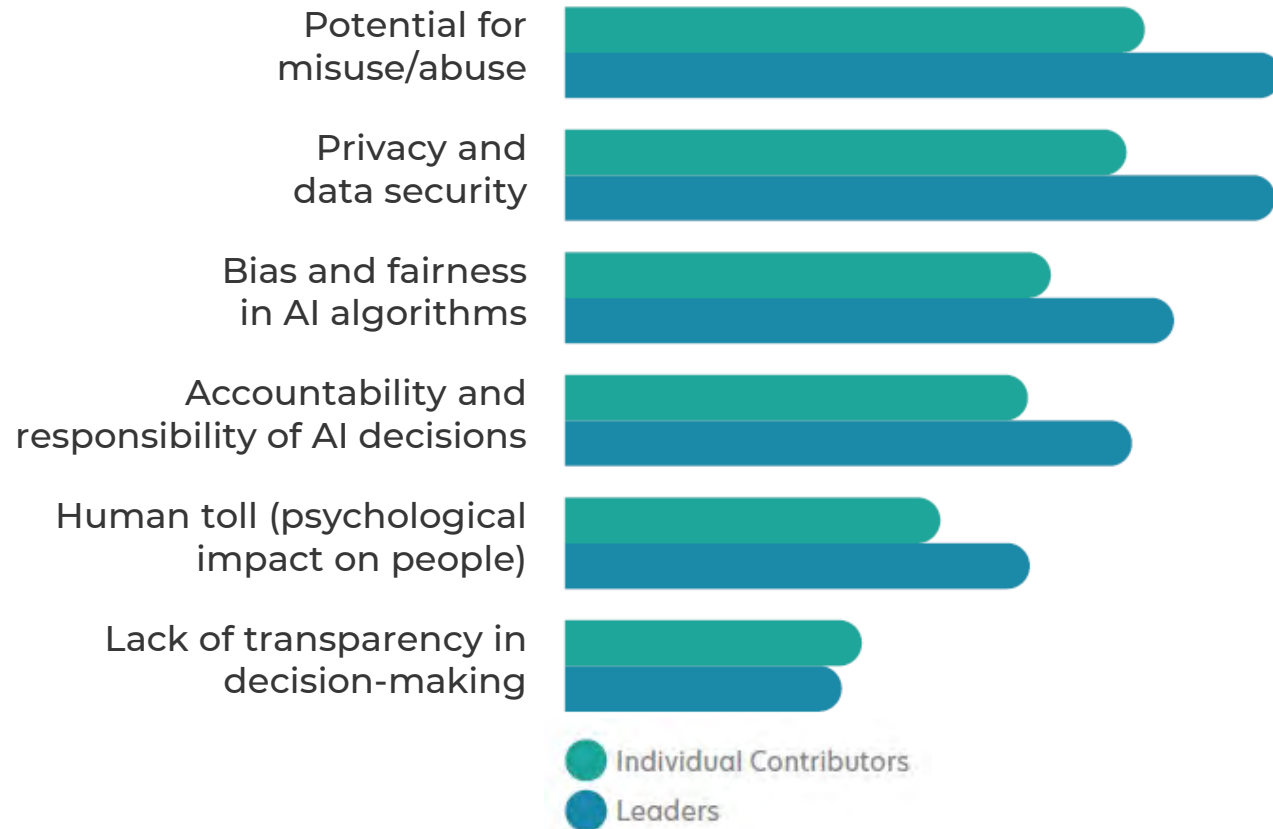- Strongly Disagree
- Disagree
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- Agree
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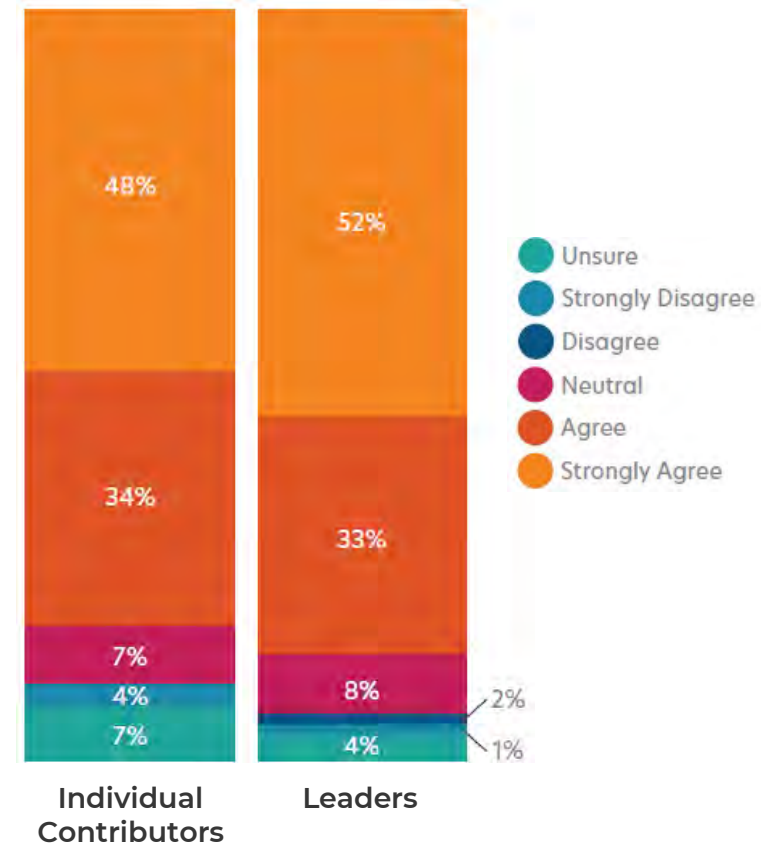
As AI transforms how we work, what ethical challenges keep you awake at night when thinking about its integration into your team's processes?

Ethical Concerns

Concerns About Ethical Implications

Potential for misuse/abuse

Privacy and data security

Bias and fairness in AI algorithms

Accountability and responsibility of AI decisions

Human toll (psychological impact on people)

Lack of transparency in decision-making

Individual Contributors
Leaders

Leadership Implications

- Be transparent - share what you know, when you know it
- Express empathy
- Provide equitable access to tools and information
- Create guidelines to inform use
- Form ethics committees – ensure representation from across the organization`

The Confidence Gap: The Perception of Leaders' Ability to Steer AI Initiatives

Confidence in Leadership

Leadership Team Ready To Lead

41% of individual
contributors
AGREE or STRONGLY AGREE

42%
of leaders
AGREE or STRONGLY AGREE

**Leadership Team Ready To
Lead Ahead of the Competition**

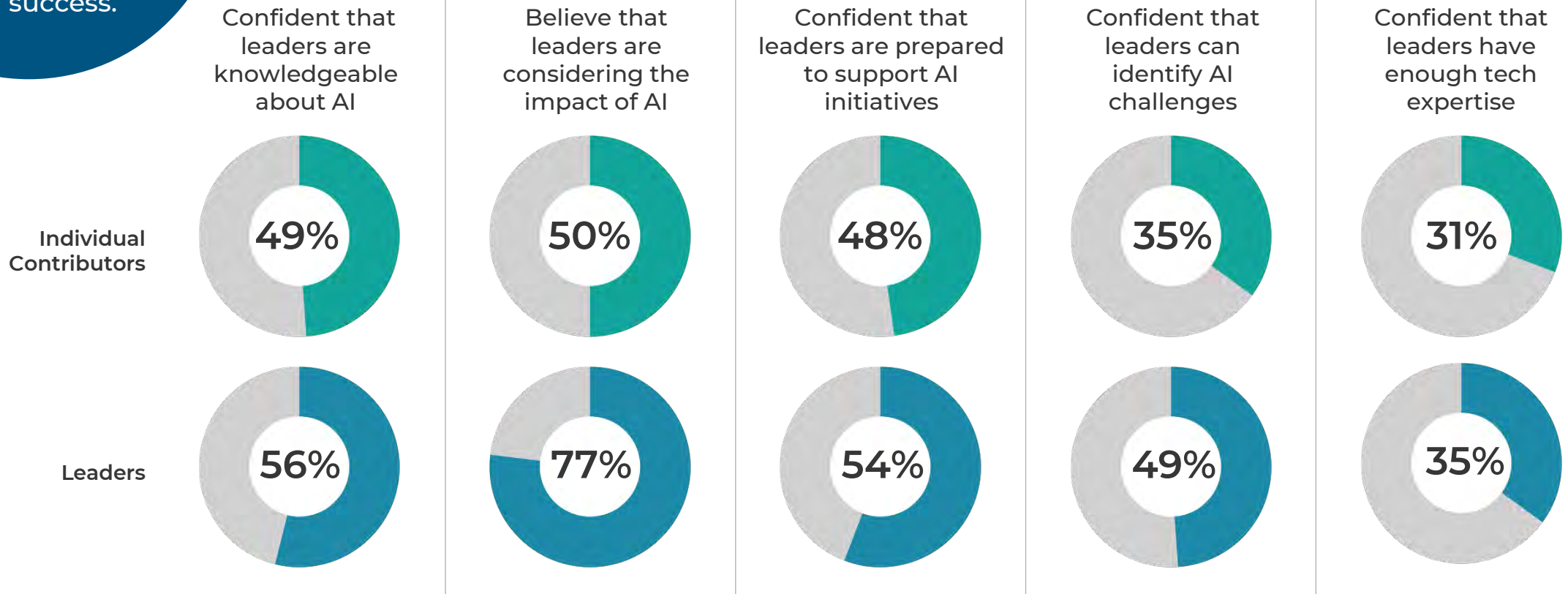**21%** of individual
contributors
AGREE or STRONGLY AGREE

20%
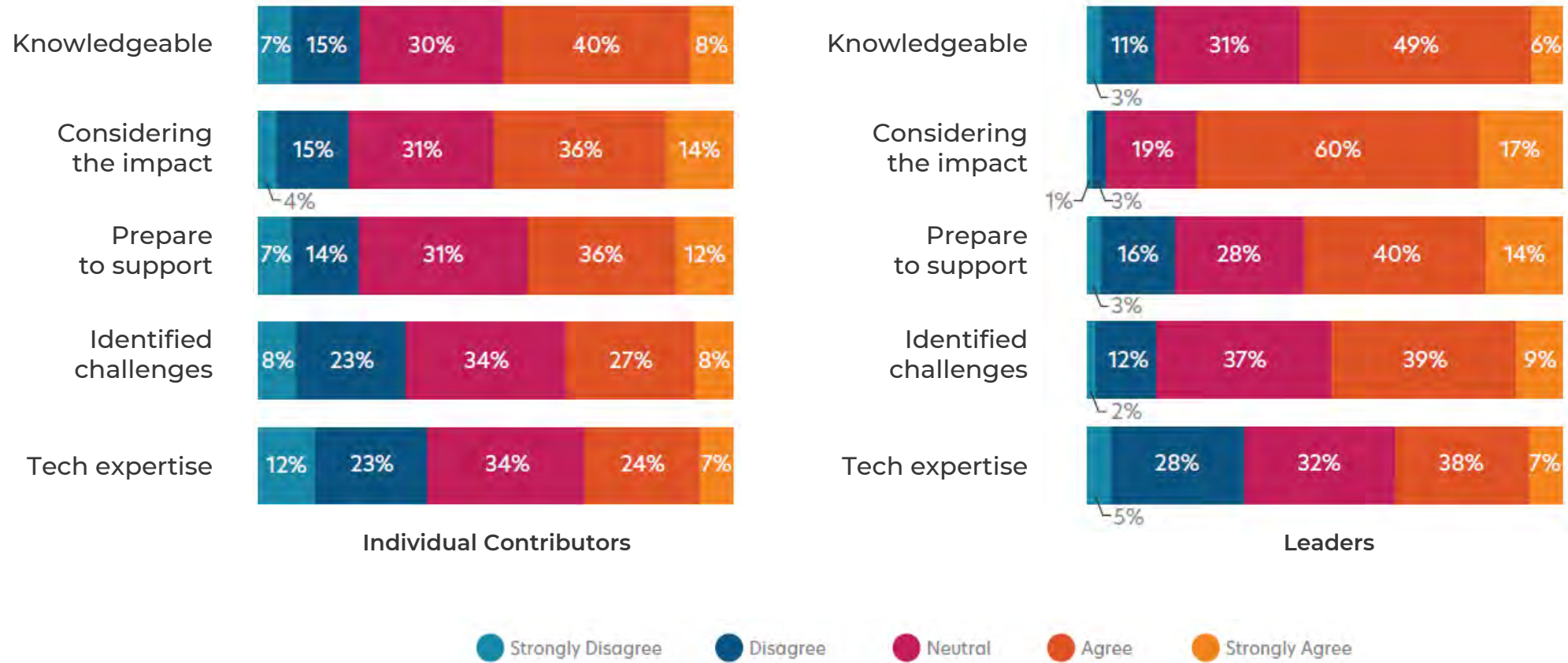of leaders
AGREE or STRONGLY AGREE

To what extent do you agree, "Effective leadership is essential for AI success."

Frontline Leader Readiness

Individual Contributors

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Knowledgeable	7%	15%	30%	40%	8%
Considering the impact		15%	31%	36%	14%
	4%				
Prepare to support	7%	14%	31%	36%	12%
Identified challenges	8%	23%	34%	27%	8%
Tech expertise	12%	23%	34%	24%	7%

Leaders

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Knowledgeable		11%	31%	49%	6%
	3%				
Considering the impact	1%	19%	60%	17%	
	3%				
Prepare to support		16%	28%	40%	14%
	3%				
Identified challenges		12%	37%	39%	9%
	2%				
Tech expertise		28%	32%	38%	7%
	5%				

Legend: ● Strongly Disagree ● Disagree ● Neutral ● Agree ● Strongly Agree

Frontline Leader Readiness

Leadership Implications

- Now is the time! Capture the hearts-and-minds
- Increase knowledge
- Engage in dialogue
- Empower employees
- Growth and connection

The Strategic AI Imperative: Moving the Middle

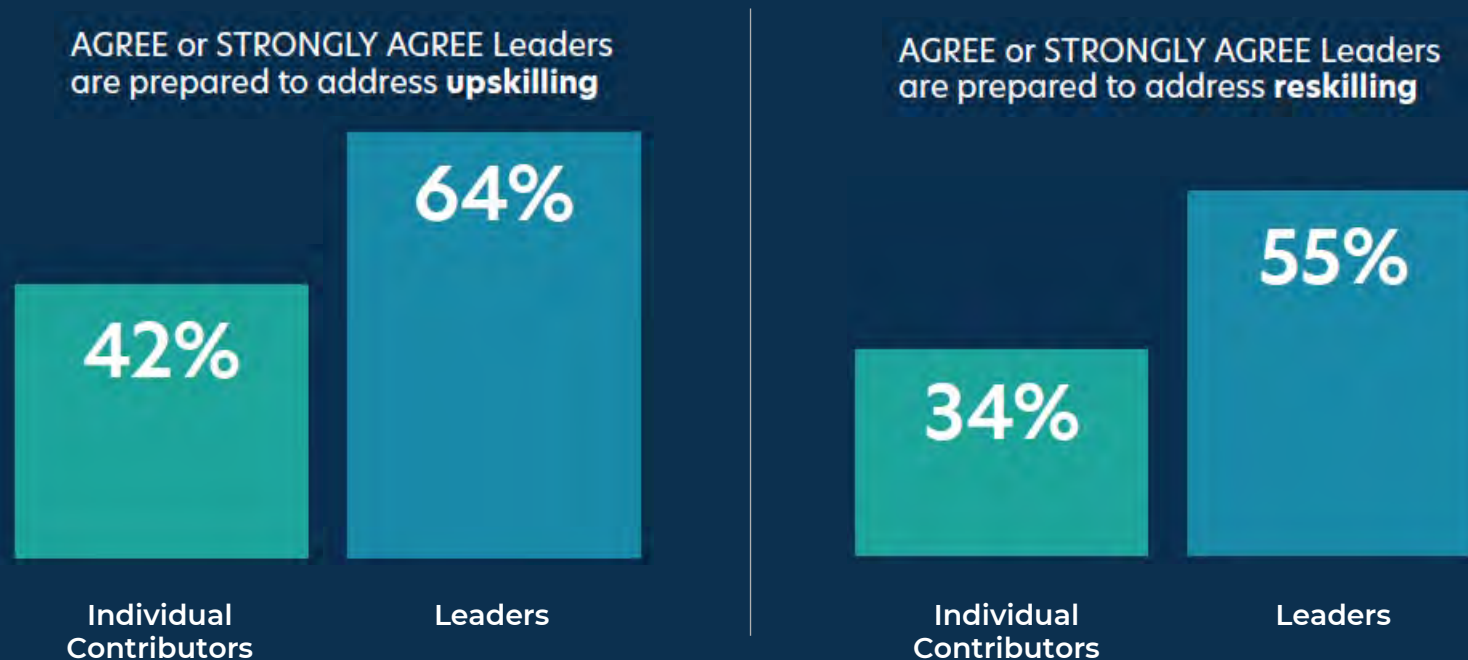# Top Skills in a Future Shaped AI

Cognitive Skills

Technical Skills
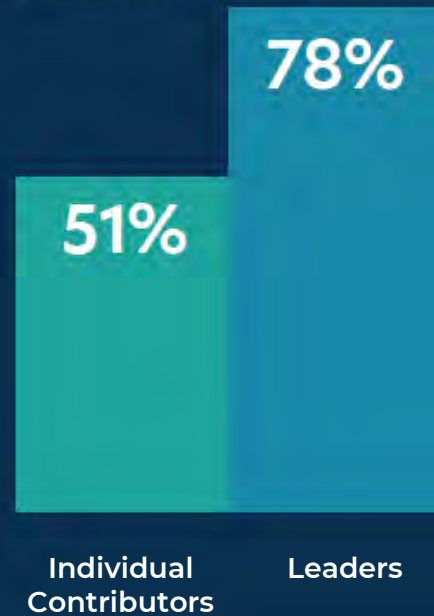
Communication Skills

Interpersonal Skills

# Upskill and Reskill

Leader Readiness to Upskill and Reskill

AGREE or STRONGLY AGREE Leaders are prepared to address **upskilling**

64% Leaders

42% Individual Contributors

AGREE or STRONGLY AGREE Leaders are prepared to address **reskilling**

55% Leaders

34% Individual Contributors

Empower

AGREE or STRONGLY AGREE Leaders Encourage Innovation With AI

51%
Individual Contributors

78%
Leaders

Agree Leaders are SUPPORTIVE or SOMEWHAT SUPPORTIVE with Resources

40%
Individual Contributors

57%
Leaders
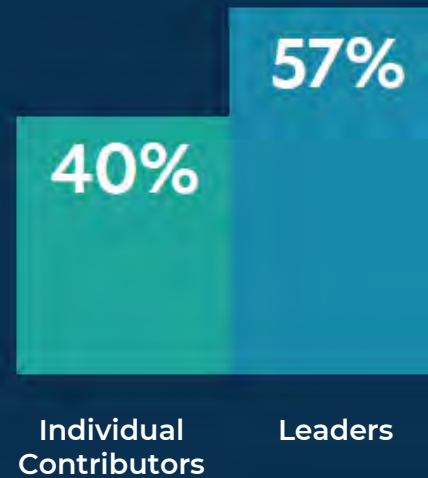
Leaders Ask for Feedback OFTEN or VERY OFTEN

17%
Individual Contributors

34%
Leaders
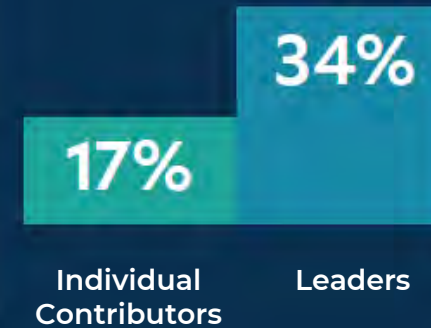
Communicate

My leader and I spend time talking about AI.

Individual Contributors
- 11%
- 35%
- 25%
- 19%
- 9%
- 1%

Leaders
- 20%
- 41%
- 24%
- 11%
- 3%
- 1%

Legend:
- Unsure
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree
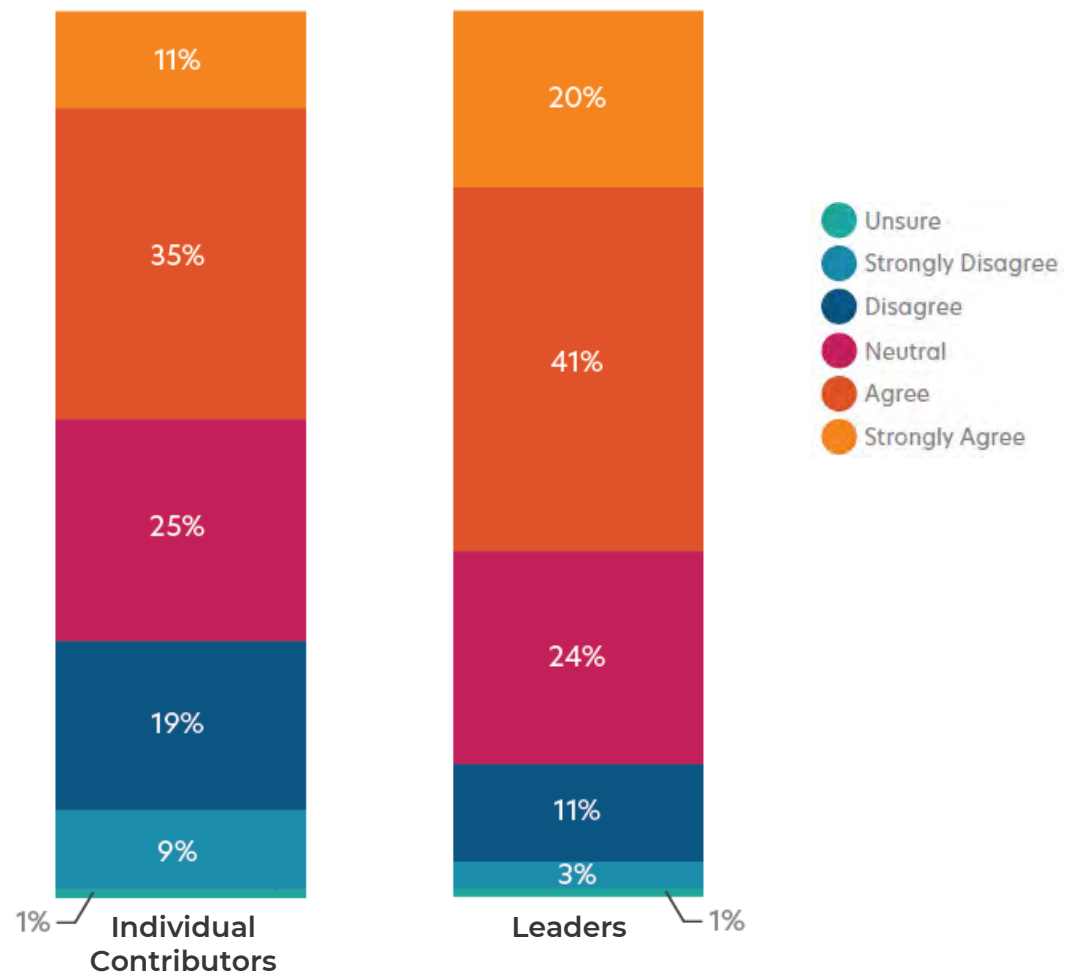
Communicate

My leader's communication is transparent.

Individual Contributors:
- 4% Strongly Disagree
- 5% Disagree
- 8% Disagree
- 28% Neutral
- 37% Agree
- 19% Strongly Agree

Leaders:
- 4% Strongly Disagree
- 3% Disagree
- 9% Disagree
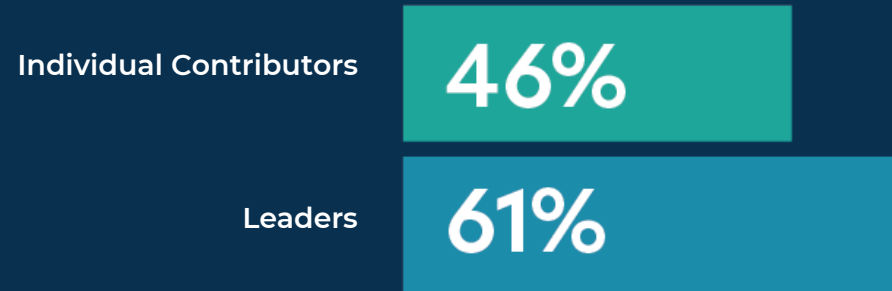- 26% Neutral
- 39% Agree
- 19% Strongly Agree
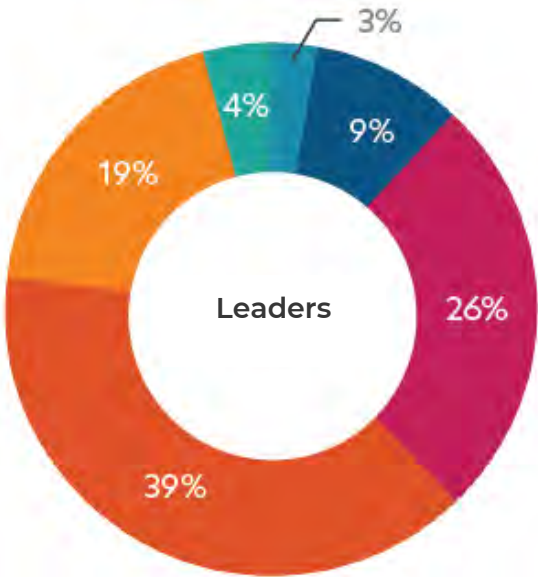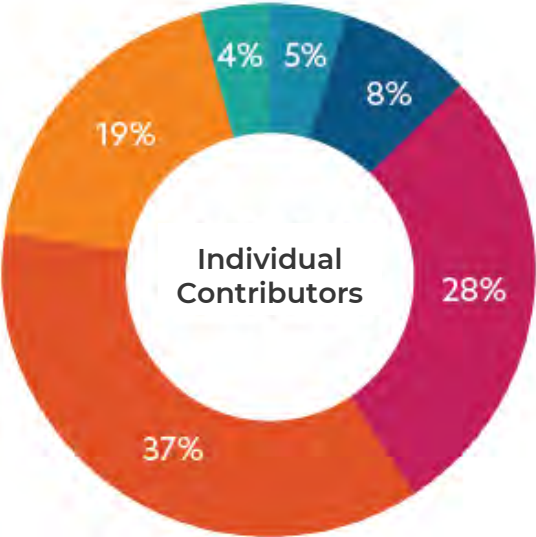
Legend:
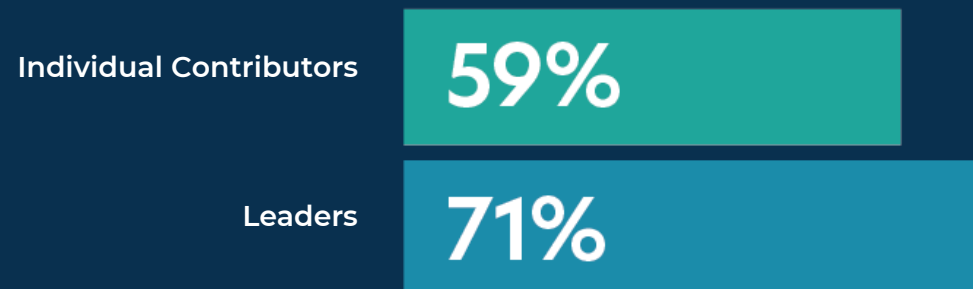● Strongly Disagree ● Disagree ● Neutral ● Agree ● Strongly Agree

Communicate

Individual contributors and leaders who AGREE or STRONGLY AGREE they are spending time talking about AI.

Individual Contributors 46%

Leaders 61%

Individual contributors and leaders who AGREE or STRONGLY AGREE they want to spend more time talking about AI.

Individual Contributors 59%

Leaders 71%

Culture

About 25% of individual contributors and leaders feel that their culture is supportive, while a similar percentage believes it is not. Notably, 45% of individual contributors and 51% of leaders remain unsure.

Leadership Implications

- Get serious about upskilling and reskilling
- Engage in conversation about AI
- Increase frequency and quality of conversations
- Embrace a growth mindset

Human+AI Integration Guide for Leaders

Holistic Leadership

Intellectual Intelligence

- Stay current on industry information
- Bring your experience to AI
- Refine cognitive skills
- Encourage data-driven decision-making
- Discuss reskilling and upskilling openly

EQ Emotional Intelligence

- Share your strategic vision
- Increase dialogue
- Solicit feedback
- Empathize
- Harness the excitement

Technological Intelligence

- Support AI use
- Offer access to resources
- Provide guidelines for use
- Encourage formal and informal training
- Share best practices

Cultural Intelligence

- Include strong representation in AI policy
- Acknowledge and celebrate the AI use
- Lead with curiosity and discuss concerns
- Be willing to uncover the flaws
- Evaluate progress

Q&A

GP

Thank you