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GCM GROWTH GROUP

# ICBE

IRISH CENTRE  
FOR BUSINESS  
EXCELLENCE

**The Impact of AI on Leadership:**  
How should leaders interact with AI?



in X @ YouTube f



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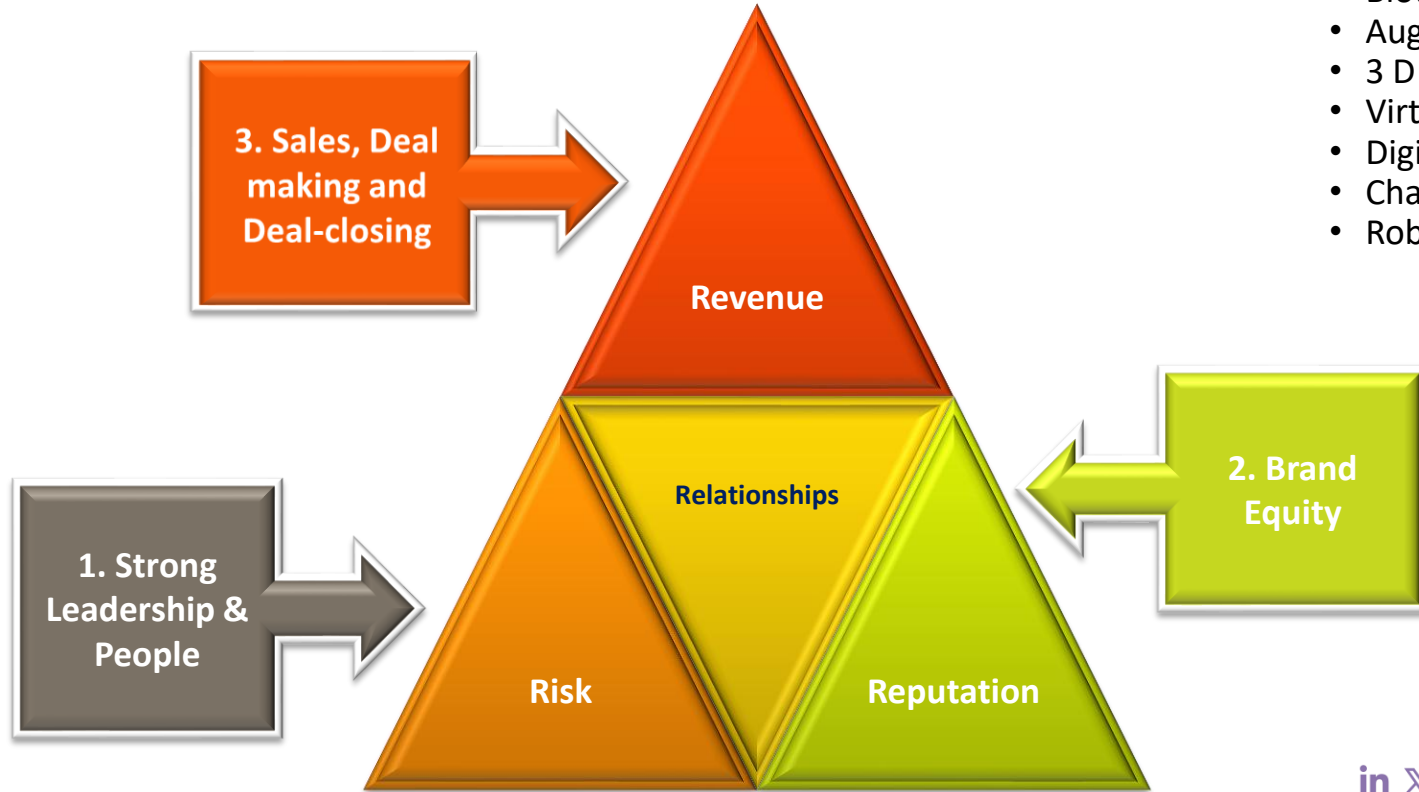
**WE ARE  
NOT  
GOING BACK**

**SO, BE READY FOR THE NEXT AGE**

Great leaders will need to combine IQ (strategic intelligence) + EQ (human leadership) + AIQ (AI fluency)



# Four Rs of organisational success in a time of change



- AI
- Biotechnology
- Augmented reality
- 3 D printing
- Virtual reality
- Digital
- Chatbots
- Robotics

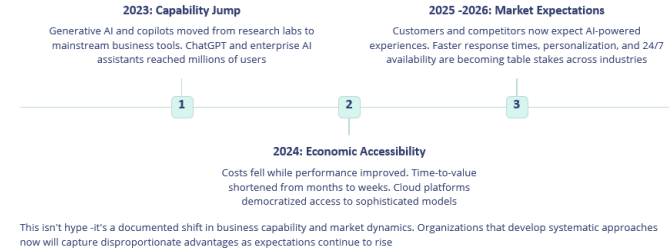


# What is Artificial Intelligence (AI)?

- Scientists & technologists have, for decades, explored & tried to replicate the human brain's neural network in artificial form
- AI is the technological “simulation” of human intelligence. It's designed to perform tasks that typically require human cognition, e.g. problem-solving, reasoning, learning, understanding language, & patterns recognition
- “AI tools” - from early chatbots to streaming & shopping algorithms & factory automation, have helped us interact & work more effectively. Major breakthrough - November 2022 with launch of ChatGPT - powerful AI language application built by AI research company OpenAI
- Many AI tools now exist that can predict (estimate, forecast, anticipate, infer), generate (write, design, code, synthesise), perceive (recognise, detect, scan, listen read) & optimise (schedule, allocate, prioritise)
- As a continuum of human innovation, AI is here to stay, so = incumbent upon leaders to optimise it for their teams & organizations. **HOW?**

## The 2022-2026 Inflection Point (courtesy of Ketecso.ie)

The AI landscape has fundamentally shifted. What was once experimental and expensive has become accessible and expected. Three converging forces have accelerated the growth



AI is not replacing employees because it is “smarter” than humans. It's replacing specific types of work that are:

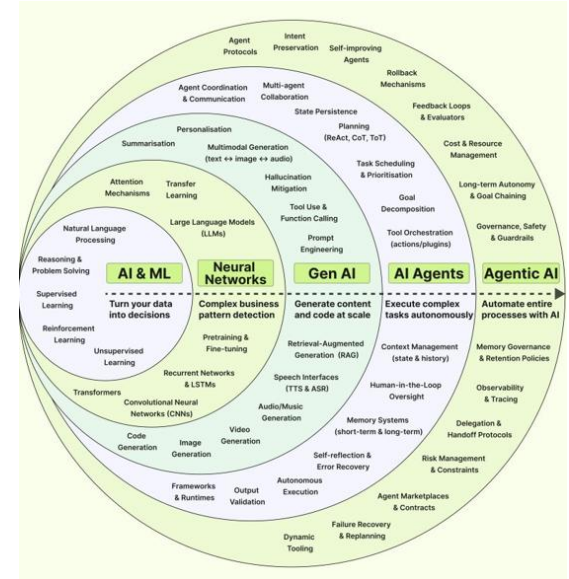
- 1. Repetitive:** Anything done the same way every day - data entry, manual reporting, basic documentation - can be automated instantly
- 2. Rule-Based Processes:** If the work follows strict rules or predictable logic (approvals, routing, compliance checks), AI can perform it with near-perfect consistency
- 3. High-Volume Work:** AI can process thousands of records, emails, or queries in seconds - something humans simply can't match in speed
- 4. Tasks That Require No Human Judgment:** AI handles pattern recognition & calculations extremely well but struggles with emotional, ethical, or situational decisions



# The five different types of “AI”

Each require different justifications, infrastructure, governance & skills:

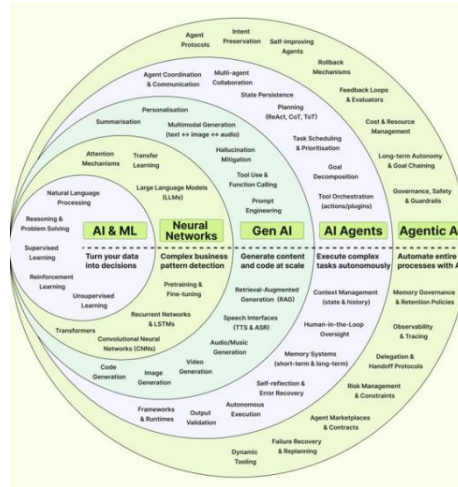
- **Machine Learning:** Analyses data, predicts & turns data into optimised decisions without explicit programming - e.g. sales forecasting, fraud detection, customer churn, optimised pricing - *Tools: AWS SageMaker, Google Vertex AI, Azure ML*
- **Neural Networks & Deep Learning:** Recognize patterns in complex data, audio, documents in a way humans & even traditional algorithms struggle to do - e.g. facial recognition, invoice/contract/document processing, vision-based product quality inspection, voice command enablement & real time transcription  
*Tools: TensorFlow, PyTorch, AWS Rekognition*



# The five different types of “AI” continued

Each require different justifications, infrastructure, governance & skills:

- **Generative AI:** Speeds up brainstorming & output at scale by creating content (text, images, audio & video) & code from prompts. With user direction, ideates, writes & designs - e.g. draft marketing content/product images/ad creatives, emails, reports/summaries in minutes/meeting notes, schedules, test cases, & knowledge bases for customer support - *Tools: ChatGPT, Claude, Gemini, Midjourney, DALL-E*



## Think of it like

A super-smart writer or artist that creates content like text, images, or code when you give it a prompt.

## What it does

Writes blog posts, generates ideas, designs images, or drafts code.

## How to use it

Start with a broad prompt, then refine with follow-ups.

## Sample Prompt:

"Write 10 subject lines for a SaaS re-engagement email campaign. Make them punchy and benefit-driven."

## Limitations

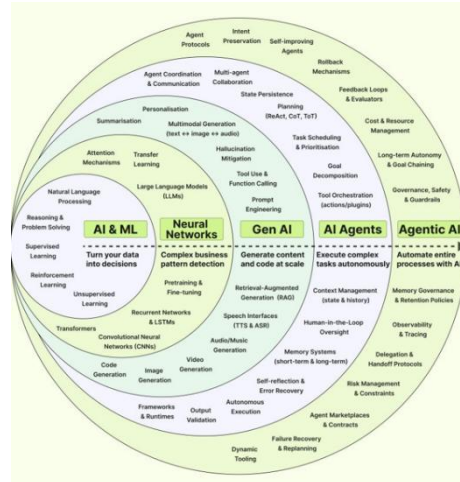
Needs human review; doesn't understand context beyond the prompt.



# The five different types of “AI” continued

Each require different justifications, infrastructure, governance & skills:

- **AI Agents:** Free up time & complex tasks by planning & automating repetitive multi-step workflows through reliably executing rule-based multi-step tasks with tools - e.g. generating leads & personalised outreaches, handling customer requests from start to finish, researching topics & compiling comprehensive reports - *Tools: LangChain, CrewAI, Microsoft Copilot, OpenAI Function Calling, Zapier, ReAct Agents*



## Think of it like

A single task-doer that uses tools to complete specific actions like sending messages or updating systems.

## What it does

Sends emails, moves files, summarizes data; simple, repeatable task.

## How to use it

Give it a clear task, some input, and let it run.

## Example Tasks:

- “When a new lead comes in, send a Slack message and add them to Airtable.”
- “Check this folder every day and summarize new files.”

## Limitations

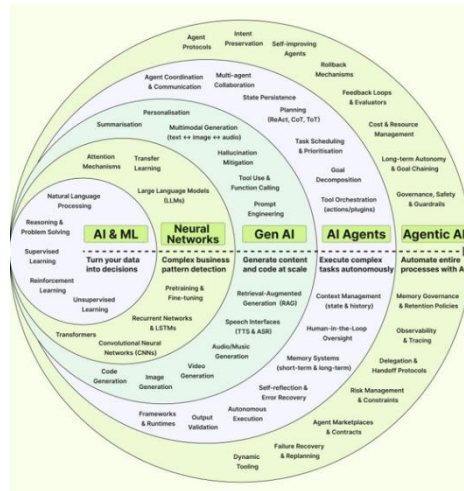
Can break with unexpected inputs; limited flexibility.



# The five different types of “AI” continued

Each require different justifications, infrastructure, governance & skills:

- **Agentic AI:** Orchestrates & automates entire processes for solving complex problems & multi-step challenges across tools & teams. Set-up heavy. Does so through engaging a network of agents that strategically collaborate autonomously through breaking goals into steps
- Adapts through planning long-term, coordinating, self-evaluating, & improving over time - e.g. orchestrating end-to-end business processes, boosting onboarding by analyzing CRM + email + product usage & building AI directly into products - *Tools: Claude Code, OpenAI Codex, Devin, AutoGen, CrewAI, LangGraph, OpenAI Swarm*



## Think of it like

A mini organization of AI agents working together to handle bigger, more complex tasks.

## What it does

Plans, delegates, and completes multi-step projects using several tools and agents.

## How to use it

Set a goal, give it access to tools, and let it figure out the steps.

## Example Goal:

- "Increase onboarding completion by 20%. Use the CRM, analytics, and email tools. Escalate blockers."

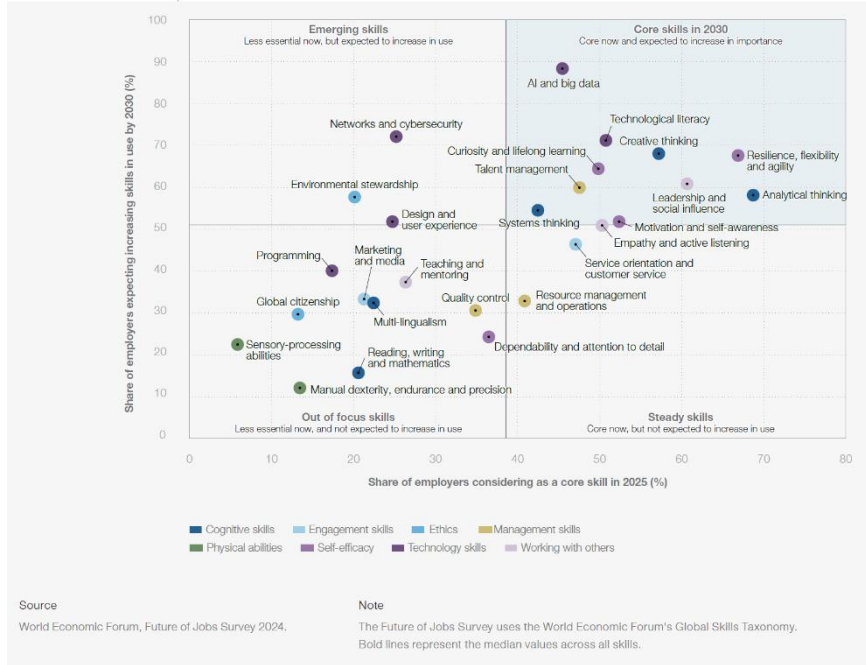
## Limitations

Harder to set up; can be difficult to monitor and debug.



# The future requires an irresistible balance between Artificial and Authentic Human Intelligence

FIGURE 3.6 Core skills in 2030  
Share of employers considering skills to be a core skill in 2025 and share of employers expecting skills to increase in importance by 2030.



- The integration of AI at work requires leaders who can understand, & leverage, these technologies effectively
- The relentless march of AI & technological innovation requires leaders to balance artificial & authentic human intelligence
- The future belongs to leaders who can knit AI capability with human skills & the World Economic Forum predicts a greater demand in the development of Human Skills in the workplace in 2026 & beyond

# Regulation and Organisational Ethics

## Leaders should:

- Ensure AI is used for fair, transparent, & unbiased decision-making
- Establish AI governance frameworks to monitor ethical compliance
- Educate employees about responsible AI usage & its impact on the workforce
- Ask how we ensure transparency & accountability in AI-driven business decisions
- Implement AI explainability measures to ensure decisions are interpretable
- Create oversight committees to review AI applications & their impact
- Establish clear escalation paths for employees to challenge AI-driven decisions
- Ask what regulations & compliance measures should leaders be aware of regarding AI governance. Stay updated on global AI regulations such as the EU AI Act & U.S. AI Bill of Rights
- Implement data privacy & security protocols to comply with GDPR & other laws
- Conduct regular audits to ensure AI compliance with legal & ethical standards

## Anything else?



# Organisations Need a Suitable Operating Model



## AI adoption isn't just about technology, it requires a suitable operating model

- AI doesn't replace leadership - it exposes where leadership decision models need to evolve. To really benefit from AI, leaders need to evolve their operating model, aligning people, processes, & governance around it. AI transformation best succeeds when an organisation learns how to work with new solutions & models being deployed

### Key issues:

- Without a strong communication & adoption strategy, even smartest AI will face human resistance
- Who's accountable for AI outcomes - without clarity, initiatives can stall
- Existing workflows & governance models often can't keep up with pace & flexibility AI demands
- True AI adoption requires cross-functional literacy, across many teams, not just data & AI team
- Embedding responsible AI practices isn't optional; it's vital for long-term credibility & compliance

### What slows things down isn't AI - it's how decisions are structured:

- AI makes decision bottlenecks visible - shining a light on approval delays, unclear escalation paths, & blurred accountability. Leaders need to define who owns which decisions, when escalation is required, & what level of confidence is "good enough" to act. Teams that scale AI successfully rethink how decisions flow through business - balancing speed, risk, & accountability - instead of optimizing only for control

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Leaders shouldn't just ask "What can AI automate?", they also need to ask "How should decisions be made in an AI-enabled organization?" In practice, the most effective AI transformations start by redesigning decision models - not just by adding more technology



# So, how can leaders use AI effectively to support the following ten key leadership "human skills"?

Which leadership competencies will be essential in an AI-driven world?

There are many leadership skills but I have chosen ten that I think are essential to consider

## *Intrapersonal leadership intelligence and AI*

- Critical thinking, decision-making and problem solving
- Motivation and time management
- Resilience and growth mindset
- Adaptability and dealing with ambiguity
- Creativity and innovative thinking

## *Interpersonal leadership intelligence and AI*

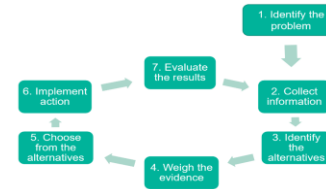
- Purpose, vision and strategic planning
- Communication
- Emotional intelligence and empathy
- Ethics, accountability and responsibility
- Collaboration and teamwork



# Intrapersonal leadership intelligence and AI:

## Critical thinking, decision-making and problem-solving - Positives

- From day-to-day decision making to long term strategic thinking & all between, including critical thinking & problem solving, leaders constantly need to optimize positions
- There is no doubt AI will significantly impact leadership's decision making, problem-solving & critical thinking in several ways - both positively & negatively as follows:
  - **Enhanced Decision-Making, Problem solving & Efficiency:** AI can analyze large volumes of data quickly, offering insights, predictive analytics, inconsistency analysis, evidence-based decisions that could take humans much longer to identify
  - **Enhanced Creativity & Innovation:** AI can generate solutions, analyze patterns, & suggest new strategies. Leaders can use AI-powered brainstorming tools, idea-generation platforms, & design-thinking assistants to drive innovation
  - **Reduced (not eliminate) Bias in Decisions:** AI can help mitigate human biases by providing objective analysis through data-driven insights - rather than relying on intuition or experience alone. However, AI itself can have biases within its data, so human oversight is essential
  - **Employee & Customer Insights/Scenario Planning:** AI can analyze employee sentiment & customer feedback to guide decisions on workforce management, culture, & customer experience/behaviour/market trends. Leaders can leverage AI to assess employee performance, recruitment, & even conflict resolution more fairly



- Decision making is a cyclical process.
- You should use the results of former decisions to guide future decisions

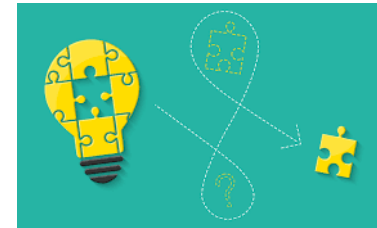
- **Improved Risk & Crisis Management:** AI can detect early signs of crises, from financial instability to cybersecurity threats. Leaders can use AI-driven risk assessments to prepare for crises before they escalate. It can simulate different scenarios & predict outcomes based on historical & real-time data
- **Improved Competitiveness:** With AI handling detailed tasks like analyzing reports, checking compliance, & optimizing workflows, leaders can spend more time on vision, strategy, & people management. Organizations that leverage AI effectively in decision-making can gain a competitive edge, while those that lag may struggle to keep up in fast-moving markets
- **Decision Automation:** AI can handle repetitive, low-level decision-making e.g., approving expense reports & scheduling tasks, freeing up leaders to focus on strategic thinking & high-impact decisions



# Intrapersonal leadership intelligence and AI:

## Critical thinking, decision-making and problem-solving - Challenges

- **Overlooking Contextual Nuances:** AI is highly data-driven, but it may not always capture the full context or human nuance that a leader might need to make truly informed decisions, e.g. AI might not be able to pick up on team dynamics or shifts in morale, both of which require human observation
- **Over-Reliance on AI:** Leaders might become too reliant on AI, losing some of the intuitive, adaptive human judgment led leadership qualities that are key to independent critical thinking skills & intuition led decision-making
- **Loss of Intuition, Critical Thinking & Creative Thinking:** AI can process data, but it doesn't replace human judgment. Leaders may become less skilled at spotting nuances & thinking critically if they always defer to AI recommendations. AI-driven decision-making may prioritize efficiency and patterns over creative, unconventional thinking, potentially limiting out of the box solutions
- **Security & Privacy Concerns:** Leaders will need heightened critical thinking skills to navigate the risks of AI, such as cybersecurity threats, data privacy issues, & AI-generated misinformation
- **Decreased Hands-on Involvement:** Some leaders might disengage from operational details, assuming AI will “catch everything.” This can create blind spots, especially in areas where human insight is essential. AI can do a lot, but it also makes mistakes. Leaders must be able to question & validate the data & insights provided by AI
- **Ethical Dilemmas:** AI decisions may not always align with ethical or moral considerations, requiring leaders to think critically about the human impact of AI-driven choices. Ethical leadership will be critical as leaders navigate the integration of AI, ensuring that innovation doesn't come at the cost of fairness, transparency, or societal well-being.



# Intrapersonal leadership intelligence and AI: Motivation and time management - Positives

- Leaders need to be motivated & manage their time through self-discipline. AI can automate many administrative tasks, freeing up leaders' time to focus on more high-level goals & vision-setting. This can give leaders more bandwidth to invest in creating a meaningful & impactful direction for their teams
- Leaders will need to stay adaptable & embrace new technology, which could impact their motivation & self-discipline in various ways. AI has the potential to both enhance & challenge leadership motivation & time management, depending on how leaders adapt to its capabilities & how they leverage it to empower themselves and their teams
- **Data-Driven Decision Making:** AI can provide leaders with better real-time, actionable insights & analytics to make informed, more confident and less emotionally driven decisions. This can motivate leaders by boosting confidence & fostering greater self-discipline by reducing biases & impulsivity. AI's ability to predict outcomes can reduce uncertainty, helping leaders to stay focused on high-level goals without getting bogged down by every minor detail
- **Efficiency Gains:** AI can automate many routine tasks, giving leaders more time to focus on the bigger picture, creativity, & team leadership. Leaders might feel more motivated knowing they can delegate more effectively, allowing them to dedicate time to strategic vision rather than operational tasks. They may also feel more capable of focusing on relationships with their teams & inspiring innovation, as AI handles more menial tasks
- **Accountability Tools:** AI systems can be designed to track goals, set reminders, & assess progress. For a leader, these systems can serve as a form of accountability, helping them maintain focus & discipline over time
- **Error Reduction:** AI can identify errors or inconsistencies in data, reducing the risk of oversight. This can help leaders stay on top of potential issues without having to dig through every small detail themselves
- **Self-discipline:** while AI has the potential to enhance leadership self-discipline by offering tools for better time management, decision-making, and personal growth, it also risks undermining self-reliance, direct engagement, and the human touch that are central to disciplined leadership. The key is finding a balance between leveraging AI & maintaining essential leadership qualities. The key is using AI to enhance self-management, not replace it



# Intrapersonal leadership intelligence and AI:

## Motivation and time management - Positives cont'd

- **Enhanced Forecasting & Insights:** AI can help identify patterns or trends that may not be immediately obvious. This can allow leaders to make better-informed decisions guided by predictive models with a finer attention to detail
- **Optimized Team Management:** AI can shift how leaders motivate their teams. AI can assist in performance tracking, project management, and resource allocation, helping leaders make more efficient decisions about how to deploy their teams. This can lead to better productivity & less time spent on micromanaging
- **Time Management & Task Delegation:** AI can help leaders optimize their schedules & tasks, allowing them to focus on high-priority, high level, decisions while automating routine tasks high-level decisions where attention to detail is crucial. AI can also help leaders in getting started. Whether it is a difficult email, a message to the wider organisation or a strategy document AI tools such as Microsoft Copilot can help produce a first draft from a few basic prompts. Leaders retain control of the final wording, but the friction of the blank page can be reduced
- **Improved Communication:** AI chatbots & virtual assistants can streamline communication within teams & between leaders & employees. This can save time by automating routine queries & ensuring that important messages are prioritized
- **Remote Team Management:** AI tools can help leaders manage distributed teams by analyzing team dynamics, performance, & collaboration patterns. This can improve the way leaders allocate time & resources across different team members or regions
- **Leadership Development:** AI can provide an opportunity for continuous learning. AI-driven learning platforms can provide leaders with tailored development programs. AI can curate personalized learning paths, recommending books, articles, or courses based on a leader's evolving needs. AI-powered tools (e.g. Notion AI, Reclaim, or Microsoft Copilot) can provide personalized leadership development, offering feedback & guidance on leadership styles, communication, & decision-making.





# Intrapersonal leadership intelligence and AI: Resilience and growth mindset

- Leaders need to have the capacity to cope with many things - to be resilient - navigating challenges, adapting to change, & recovering from setbacks, while also believing that improvements can be made through learning & hard work - having a growth mindset
- While AI has the potential to greatly enhance leadership resilience & growth mindset by offering better tools for decision-making, efficiency, & communication, it also presents challenges in terms of ethical leadership & managing the human aspects of change
- The key lies in how leaders balance the use of AI with maintaining human-centred leadership qualities. Leadership resilience & growth mindset growth must remain dynamic, adaptable, & focused on continuous learning from both AI & personal experience
- AI can provide leaders with powerful tools to aid their resilience & growth mindset but can also challenge them to stay vigilant, ethical, & emotionally connected to their teams - balancing technology and human traits



# Intrapersonal leadership intelligence and AI:

## Resilience and growth mindset - Positives & Challenges



### Positives

- **AI can provide leaders with more informed, precise & actionable real-time data-driven insights, predictive analytics, feedback loops & decision support, helping them make better-informed decisions even in uncertain or high-pressure situations** e.g. AI-powered analytics can assess employee sentiment, measure team engagement, & track progress on key goals, offering leaders actionable insights to improve.
- **AI can handle repetitive, routine or administrative tasks, freeing up leaders to focus on strategic thinking, relationship building, & more complex decision-making**, reducing burnout and stress and helping leaders remain resilient during difficult times
- **AI can also help leaders with their own growth while promoting growth in others** through personalized feedback, time management tools, or even mental health support, helping them stay grounded & maintain perseverance through tough times
- **AI can support leaders in simulating scenarios, identifying trends & new opportunities or innovative solutions to problems.** This can foster a resilient mindset, as leaders can feel more confident to experiment & adapt to changing circumstances, knowing they have powerful tools to help them

### Challenges

- **AI can cause uncertainty regarding job security, leading to resistance from employees, potentially challenging a leader's ability to guide their team through transitions.** Resilient leaders must manage this change thoughtfully, ensuring transparency, retraining opportunities, & clear communication about how AI may impact their organization. Leaders need to demonstrate resilience in managing change & guiding their teams through transformations that AI might trigger
- **AI can help leaders recognize emotional cues in team members, predict stressors, & provide feedback for emotional resilience.** However, it also raises concerns about over-reliance on AI for emotional intelligence, potentially reducing a leader's ability to develop genuine interpersonal skills. AI can provide tailored solutions & automate learning, but without personal effort & reflection, leaders might miss out on the valuable personal insights that come from navigating challenges & setbacks directly
- **Potential erosion of trust if leaders use AI in ways that are perceived as unethical e.g., manipulating data, automating job functions without proper transparency, etc..** Leaders must be resilient in managing these concerns & maintaining trust within their teams. Leaders might become overly dependent on AI for decision-making, potentially leading to reduced critical thinking or a lack of resilience & emotional intelligence in navigating complex challenges that require human intuition & empathy
- **AI tools could unintentionally reinforce biases or create blind spots.** Leaders need to maintain a growth mindset that encourages awareness & careful handling of AI's influence on their decisions, especially when it comes to ethical leadership



# Intrapersonal leadership intelligence and AI:

## Adaptability and dealing with ambiguity

- Given the reality of constant change, leadership requires significant flexibility, adaptability & the ability to deal with ambiguity. **The rapid pace of AI development means that leaders will need to be even more agile & adaptable to navigate AI-driven changes & disruptions**
- **AI can be used to provide solutions to new challenges and then adapt.** AI will keep changing & impacting how organisations operate. Leaders who embrace AI may be more flexible, agile, responsive, adaptable, & be able to pivot quickly in response to market shifts or changing opportunities
- **Leaders must be comfortable with upskilling, pivoting, iterating, & letting go of outdated ways of thinking & working** - leading through uncertainty with courage & integrity - staying flexible & resilient amid constant transformation
- **Strong leadership will require calm & confident decisions based on limited information, trusting powerful analytical capabilities, but also crucially balancing human intuition & judgment**
- **Leaders need to understand the potential, on on-hand, & limitations of AI on the other hand, stay updated on technological advancements,** & integrate AI tools to improve efficiency, innovation, & decision-making in collaboration with AI



# Intrapersonal leadership intelligence and AI: Creativity and innovative thinking

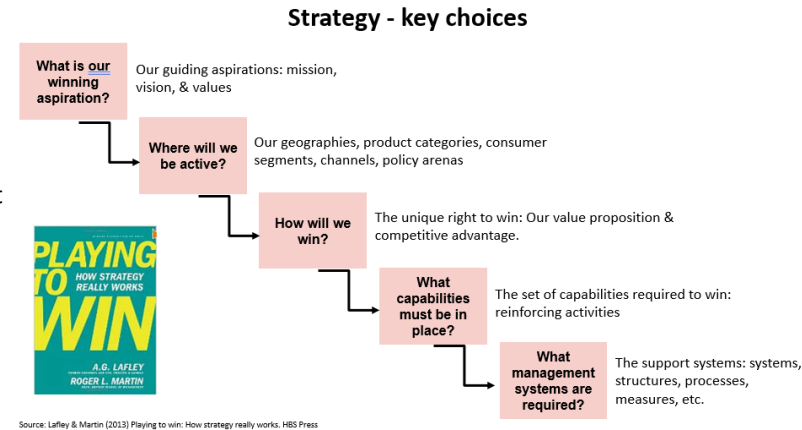
- Given the constant need for growth & advancement, leaders need to be creative & innovative. The spark of originality - the ability to truly think outside the box comes from human minds. Whether it's imagining what is possible, beyond the raw data, crafting a revolutionary idea, generating original ideas, new angles & unique insights or solving complex problems, creativity is uniquely human and sparks innovation
- In doing so, they will **need to balance both human curiosity & creativity and AI supported predictive intelligence. Leaders who leverage AI as a tool for augmenting human creative abilities may be more flexible & adaptable, agile & responsive & inspire teams to think outside the box.** Leaders can use AI to explore unconventional solutions and optimize innovation strategies
- AI can automate repetitive tasks, analyze data, test, generate & scale new ideas, assist in brainstorming, recognizing patterns & imitating humans to accelerate the innovation cycle. AI can then, in turn, tailor solutions to challenges & then help free up time for leaders & their teams to focus on higher-level creative & strategic thinking. Leaders will need to embrace this speed & be comfortable working faster



# Interpersonal leadership intelligence and AI:

## Purpose, vision and strategic planning

- Leaders need to turn information into meaning that inspires & guides people through providing vision driven purpose. They can do this via robust strategic planning & then execution. This often requires leaders to see patterns, anticipate second-order effects & choose direction when there's limited data
- **As AI permeates business operations, leaders must balance strategic vision with data backed decisions by intertwining AI insights with their strategic planning, ensuring alignment with long-term goals & responsiveness to AI's evolving landscape.** They also need to exercise strategic foresight to anticipate & leverage AI-driven business opportunities. Leaders need to shape strategies that align with both human values and emerging technologies
- While AI can assist in data evaluation & trend analysis, having strategic vision & the ability to set and communicate long-term goals remains a central role for leaders. **Leaders must be able to integrate the use of AI into corporate strategy & ensure that technological developments are in line with long-term goals.** Used this way, AI should not replace judgement. It should strengthen it
- **AI can amplify a leader's ability to act purposefully by providing him/her with more tools & data, but it also presents challenges that require careful consideration of ethics, bias, & maintaining human connection**
- **Despite the advancements in AI, it cannot, as of yet, replace the human capability for imagination.** AI can analyze data, but only humans can create meaning, purpose & inspire belief through visionary thinking. As AI introduces ever-increasing complexities & responsibilities into leadership roles, the intrinsic value of visionary thinking becomes paramount.



# Interpersonal leadership intelligence and AI: Communication

- In an age of significant noise & information, leaders need to be real & relatable communicators. They need to cut through the noise by galvanising purposeful action through building trust, motivation & alignment - meaningful communication rather than shallow “organisational polish” & “canned messaging”
- Inspiring leaders go one step further than raw communication to powerfully authentic connection. Leaders need to foster alignment, inclusion & cohesion through coaching, communication, & cross-team collaboration - not just technical expertise
- **Strong leaders keep humans at the centre of communication through actively listening, influencing rather than persuading, explaining not just the “what” but the “why” through storytelling, turning information into meaning that moves people & builds human trust.** Strong leaders translate complexity into clarity, navigate people & their emotional triggers & conflict with clarity & calmness
- **AI is significantly influencing communication & workflows via integration within many technological platforms.** AI-powered tools like real-time language translation, speech-to-text & smart summarisation of meetings & reports can assist leaders in focusing on key points. AI-powered tools can analyze employee sentiment, customer feedback, & team dynamics, helping leaders communicate more effectively & address issues proactively - making complex ideas simple & relatable
- Clear, transparent communication is essential for leadership purposefulness - AI can help facilitate it. **Leaders who embrace AI can better understand team dynamics, identify issues early, & adjust leadership approaches to maintain team morale & motivation.** Better engagement with clients/customers can also flow from this

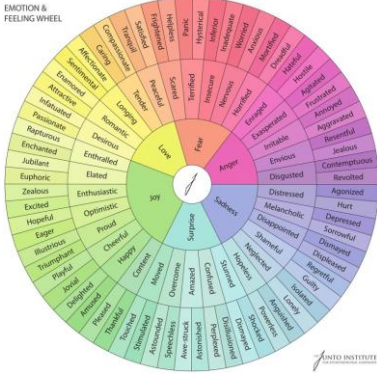
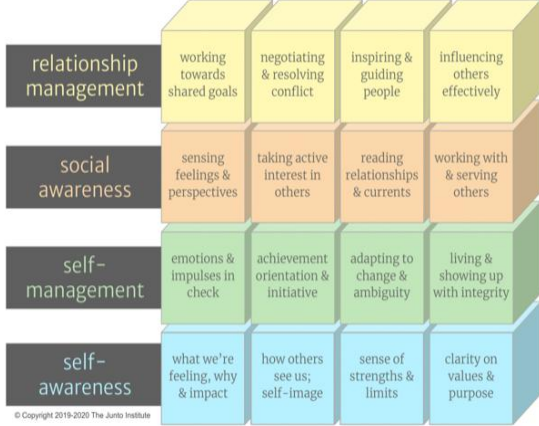
<b>VERBAL COMMUNICATION</b> <ul style="list-style-type: none"> <li>Public Speaking</li> <li>Conversational skills</li> <li>Presentation skills</li> <li>Articulation &amp; pronunciation</li> <li>Voice modulation &amp; tone</li> </ul>	<b>WRITTEN COMMUNICATION</b> <ul style="list-style-type: none"> <li>Business Writing</li> <li>Email Etiquette</li> <li>Report and Proposal Writing</li> <li>Technical Writing</li> <li>Creative Writing</li> </ul>
<b>NON-VERBAL COMMUNICATION</b> <ul style="list-style-type: none"> <li>Body Language</li> <li>Facial Expressions</li> <li>Gestures and Posture</li> <li>Eye Contact</li> <li>Paralanguage (intonation, pitch, etc.)</li> </ul>	<b>LISTENING SKILLS</b> <ul style="list-style-type: none"> <li>Active Listening</li> <li>Empathetic Listening</li> <li>Effective Questioning</li> <li>Feedback and Response Techniques</li> <li>Clarifying &amp; Paraphrasing</li> </ul>
<b>INTERPERSONAL COMMUNICATION</b> <ul style="list-style-type: none"> <li>Conflict Resolution</li> <li>Building Rapport</li> <li>Building Trust</li> <li>Assertiveness</li> <li>Networking</li> </ul>	<b>CROSS-CULTURAL COMMUNICATION</b> <ul style="list-style-type: none"> <li>Cultural Awareness</li> <li>Intercultural Communication</li> <li>Culture Sensitivity</li> <li>Overcoming Language Barriers</li> </ul>
<b>DIGITAL COMMUNICATION</b> <ul style="list-style-type: none"> <li>Email Communication</li> <li>Video Conferencing Etiquette</li> <li>Social Media Communication</li> <li>Online Collaboration Tools</li> <li>Netiquette (Online Etiquette)</li> </ul>	<b>LEADERSHIP &amp; MANAGEMENT COMMUNICATION</b> <ul style="list-style-type: none"> <li>Influencing and Motivating</li> <li>Team Communication</li> <li>Feedback and Coaching</li> <li>Crisis Communication</li> <li>Change Management Communication</li> </ul>
<b>CUSTOMER SERVICE COMMUNICATION</b> <ul style="list-style-type: none"> <li>Handling Difficult Customers</li> <li>Active Problem Solving</li> <li>Empathetic Customer Communication</li> <li>Service Recovery</li> </ul>	<b>ETHICAL COMMUNICATION</b> <ul style="list-style-type: none"> <li>Honest and Transparent Communication</li> <li>Confidentiality and Privacy</li> <li>Avoiding Deceptive Practices</li> <li>Respect for others</li> <li>Sharing Relevant Information</li> <li>Respecting boundaries and consent</li> </ul>

 MCD



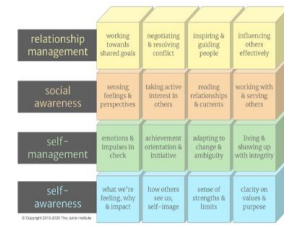
# Interpersonal leadership intelligence and AI: Emotional intelligence and empathy

- Daniel Goleman referenced emotional intelligence (EI) as the ability to understand & manage your emotions as well as recognising & influencing the emotions of those around you. In addition, empathy is the ability to see the world from others' perspectives
- Beyond technical expertise, EI is critical for effective leadership e.g. it is leadership EI that steadies teams through change. Leaders need to be emotionally resilient, understanding motivations, connect, defuse tensions, make ideas stick, know their strengths, limits & blind spots
- Managing emotions & reading the room helps to maintain stability in turbulent times. Understanding other's emotions & perspectives through can build trust in a way that technology cannot. **As work becomes more automated, empathy becomes more valuable. Trust, listening, psychological safety and EI are not "soft skills" - they're strategic skills.**
- So how does AI impact leadership EI?



# Interpersonal leadership intelligence and AI:

## Emotional intelligence and empathy - Positives & Challenges



### Positives

- **Personalized Feedback:** AI-powered tools can track & analyze how leaders communicate & manage situations, offering personalized feedback & recommendations for improvement, e.g. AI tools could assess tone, language, & emotional cues in communication & suggest ways to improve EI
- **Improved Reflection:** By leveraging AI, leaders may be able to quickly identify their strengths & weaknesses. AI-powered journaling apps or leadership development tools could help leaders reflect on their actions & outcomes, giving them a clearer understanding of how their choices impact their teams
- **Behavioral Pattern Recognition:** AI can help leaders identify recurring patterns in their behaviour & decisions, even when these patterns are subtle, e.g. a leader may not realize that he/she is consistently micromanaging or avoiding tough conversations, but AI could highlight these tendencies, encouraging self-awareness
- **EI Augmentation:** Advanced AI may eventually augment leader's EI by recognising subtle emotional cues in communication (like sentiment analysis in emails or video calls), helping leaders respond with greater empathy
- **Leadership Development:** Leadership requires self-awareness, mindfulness & emotional regulation. While AI can provide data-driven insights, true self-awareness requires practices like reflection & self-inquiry

### Challenges

- **Over-Reliance on AI:** If leaders rely too heavily on AI feedback, they might stop trusting their own intuition or lose the ability to critically assess situations in a human context. AI tools are powerful, but they still lack the nuanced understanding of human emotions & interpersonal dynamics
- **Dehumanization of Leadership:** While AI can assist with decision-making, leadership also requires emotional intelligence, adaptability, & human connection. If leadership growth focuses too much on technical skills or efficiency, there's a risk of undermining the human qualities that make effective leaders
- **Empathy & Human Connection:** While AI can aid in efficiency & decision-making, it lacks the emotional intelligence that human leaders provide. Purposeful leadership still requires emotional connections & empathy, things that AI can't fully replicate
- **Privacy & Trust Issues:** Leaders may be hesitant to share personal data with AI systems due to concerns about privacy & the potential misuse of that data. This could prevent them from fully benefiting from AI tools designed to increase self-awareness
- **Bias in AI:** If the AI tools used to assess leadership behaviours are not designed to be completely neutral or transparent, they might reinforce biases, leading to misguided feedback or distorted self-awareness, e.g. AI systems might not account for cultural differences or unique leadership contexts that are vital for nuanced self-assessment



# People and Organisational Benefits of “being and reinforcing being human”



## Employer Branding/Brand Value

*“Brands whose actions are authentic & unifying will see disproportionate improvement in Brand Strength”*

Brand Finance



## Productivity

*“Inclusive decision-making leads to better business decisions up to 87 percent of time. Business teams drive decision-making twice as fast with half the meetings. Decision outcomes can improve by 60 percent”*

Forbes



## Potential Profitability

*McKinsey concluded that “companies in the top quartile for racial & ethnic diversity are 35% more likely to have financial returns above their respective national industry medians”*

Google’s Project Aristotle - inclusion creates psychological safety, which in turn is one of the most important aspects of high performing teams (Google 2016)

### Employee engagement rates increase

Disengaged employees have 18% lower productivity, 37% higher absentee rates, & 15% lower profitability. These figures translate into a cost of 34% of the disengaged employee’s annual pay rate (Gallup)

### Inclusive companies build trust among workers

Companies that create an environment where everyone feels safe enough to express their opinions freely & honestly have a definite advantage over their competition

# Interpersonal leadership intelligence and AI: Ethics, accountability and responsibility

- **AI can generate options & support, but not guide - leaders must decide what's right. Clear values & ethics along with leadership accountability & responsibility matter more than ever**
- **AI will make leadership & innovation more data-driven, agile & creative, but it will also require new ethical considerations & a shift in how leaders think about their roles. AI's power should come with leadership responsibility & accountability e.g. if not AI could be used in ways that compromise fairness or transparency.** Leaders will need to be mindful of these risks & ensure that AI applications align with their core values & the broader mission of the organization
- **Championing ethical guidelines ensures that AI implementations respect privacy, fairness, & transparency, safeguarding both organizational reputation & trust.** Leaders will need to ensure the ethical & responsible use of AI at scale & ensure that AI aligns with ethical standards & doesn't reinforce biases or unfair outcomes. Leaders will need to establish transparent AI policies & governance frameworks
- **AI introduces ethical dilemmas, such as bias in algorithms & data privacy concerns. Leaders will need to display strong ethical, transparent & accountable judgment & display frameworks & governance policies to ensure AI is used responsibly as it is deployed.** Regular audits & ethical reviews of AI decisions will be required to maintain corporate integrity, ensuring data protection, avoiding discrimination by algorithms & communicating transparently about the use of AI technologies



# Accountability Ladder - where do you stand?

## What can you do to get/stay at the top?

Accountable

### Implement solutions

People here own the problem and own the solution. They actively seek to implement solutions, and even if they can't directly do it, they will work to move those who can.

People here are not all "on-board" whether or not they are the sole-decision maker they assume responsibility for implementing their solutions and are committed to success

### Find/Create Solutions

### Own-It/Take a position

People here let go of magical thinking and acknowledge the reality of circumstances or events .

People here own the problem and honour their commitments and responsibilities. They no longer make excuses or blame others

### Acknowledge Reality

### Wait and Hope

The "I Can't" stage. People here avoid responsibility by claiming confusion or incompetence. They tend to avoid tough issues and situations. They often say, " Just tell me what to do".

People here know there is a problem that requires action and they choose not to act in the hope that things will magically improve..

### Excuses

### Blaming

People here pretend that there is not a problem. It is not that they're unaware of the problem but wilfully ignore it.

People here are aware that the problem exists but deny responsibility and shift blame to others. They often tell stories of how people/situations/etc. take advantage of them.

### Denial

Unaccountable

# Interpersonal leadership intelligence and AI:

## Collaboration and teamwork - Positives

Leaders need to harness the abilities of their teams through effective teamwork & collaboration. AI is already reshaping how leaders build & maintain strong relationships, & its impact will only grow. Here are some positive key ways AI can influence this:

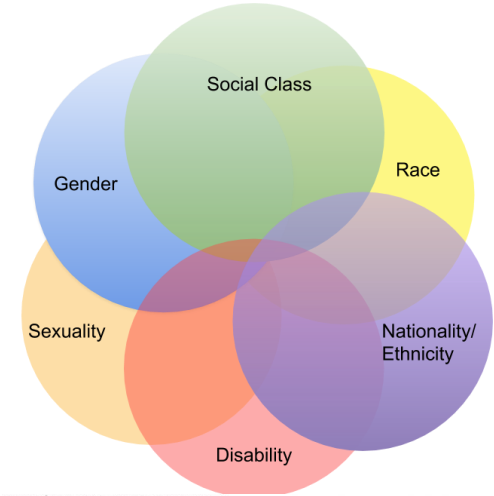
- **Virtual Collaboration Environments:** AI-powered virtual assistants & platforms can facilitate brainstorming sessions, project tracking, & conflict resolution, even when teams are remote. AI tools like chatbots, virtual assistants, & collaboration platforms can streamline communication, making it easier for teams to stay connected & aligned regardless of location or time zones e.g. AI-driven platforms can analyze team interactions, suggest meeting agendas, & even automate follow-ups, making remote or hybrid teamwork more seamless
- **Encouraging Inclusivity & Reducing Bias:** AI can help identify & reduce biases in communication or decision processes, promoting a more inclusive team environment - e.g. voices left out at meetings. AI tools can help leaders identify & counteract unconscious biases in decision-making & communication, fostering a more inclusive environment that strengthens relationships
- **Enhanced Decision-Making:** AI can simulate outcomes or suggest optimal team structures based on past data, helping leaders form teams that work well together. AI tools can gather & synthesize data from various sources, providing insights that encourage collective problem-solving & informed discussions
- **Enhanced Transparent Communication:** AI tools like chatbots, language translation, & smart scheduling help break down communication barriers. AI-powered tools like smart chatbots, language translators, smart scheduling & transcription services can help teams communicate more clearly & efficiently, break down communication barriers making it easier for leaders to connect teams across time zones & cultures
- **Data-Driven Insights:** AI can analyze team interactions, performance metrics, engagement levels & workflows. AI can analyze interactions, performance metrics, patterns in employee engagement, feedback, workflows & collaboration. This can give leaders real-time insights into relationship health e.g. identify collaboration bottlenecks or highlighting who works best together, giving leaders actionable insights to improve teamwork
- **Automating Routine Tasks:** By handling repetitive or administrative tasks, AI can free up time for team members to focus on creative & strategic collaboration & problem-solving. AI algorithms can optimize task assignments based on each member's strengths, workload, & availability, balancing the team effort & preventing burnout
- **Personalized Collaboration Support & Development:** AI can help leaders identify individual team members' strengths, weaknesses, & learning preferences, enabling more tailored coaching & professional development



# Interpersonal leadership intelligence and AI: Collaboration and teamwork - Challenges

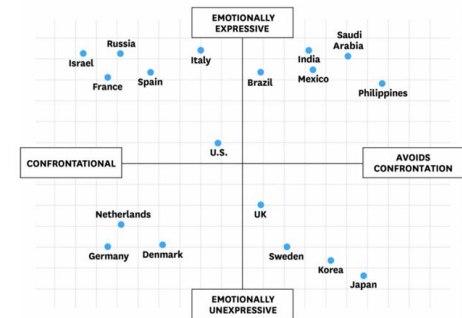
- **Over-Reliance on Technology:** Leaders might depend too much on AI tools & lose sight of the human, emotional aspects of teamwork like trust, empathy, & conflict resolution
- **Privacy & Ethical Concerns:** Monitoring team members with AI tools raises issues around privacy, which can impact trust within the team if not handled transparently
- **Potential Bias in AI Systems:** If AI tools have biases (e.g., in performance evaluations), leaders might inadvertently reinforce unfair treatment or misunderstand team dynamics
- **Changing Skill Requirements:** Leaders will need to develop new skills in managing AI-powered tools & interpreting their outputs effectively. In turn, leaders should grasp the fact that AI-driven personalized career development programs can improve retention & satisfaction

**In summary,** AI can significantly boost a leader's ability to foster effective teamwork by providing better tools, insights, & efficiencies. But it also demands leaders balance technology use with human connection & ethical considerations



## Preparing to Face Your Counterpart

The map below sorts nationalities according to how confrontational and emotionally expressive they are. Although negotiators often believe that the two characteristics go hand in hand, that's not always the case.



SOURCE: ERIN MEYER, FROM "GETTING TO SI, JA, OUI, HAL AND DA," DECEMBER 2015

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# Psychological Safety & Teamwork - Essentially Human?

Dr. Amy Edmondson, 2018

the  
**fearless**  
organization

Creating **Psychological Safety** in the  
Workplace for Learning,  
Innovation, and Growth

Amy C. Edmondson  
HARVARD BUSINESS SCHOOL

WILEY

2 years  
180 teams  
200 interviews  
250 attributes of 'team'

The number 1...  
**PSYCHOLOGICAL  
SAFETY**

*It leads to more innovation & creativity at work because the fears associated with risk-taking, & honesty have been removed*

In 2016 Google set out to answer 'What makes teams successful?'

## TRUST

Will YOU give others the benefit of the doubt when you take a risk?



'Bob is probably going to freak out if I disagree with him'

## PSYCHOLOGICAL SAFETY

Will OTHERS give others the benefit of the doubt when you take a risk?



'My team expects me to speak up. It's how we do things'

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# Interpersonal leadership intelligence and AI:

## Collaboration and teamwork - Psychological safety and trust

In addition to affecting teamwork & collaboration, AI is also changing how leaders build **psychological safety & trust** in a few important ways:

- **Transparency & Data-Driven Decisions:** AI can help leaders make more informed, objective decisions based on data rather than just intuition. When leaders explain decisions backed by clear data insights, it can build trust by reducing bias & increasing transparency
- **Personalization & Empathy:** AI tools can analyze employee sentiment & feedback at scale, helping leaders understand their teams better. This can allow leaders to respond more empathetically & personally, which can deepen trust. AI-powered coaching & feedback systems can provide personalized guidance to leaders on how to foster trust & openness with different team members, improving psychological safety tailored to individuals
- **Ethical Use & Accountability:** Leaders who use AI ethically & communicate openly about how AI influences decisions build credibility. Conversely, misuse or lack of transparency around AI can damage trust quickly
- **Augmenting Human Judgment:** AI augments, not replaces, human leadership. Leaders who show they use AI as a tool to improve - not override - their judgment tend to inspire confidence & trust
- **Speed, Responsiveness/Prediction:** AI can speed up problem-solving & responses to employee or customer concerns, making leaders appear more attentive & trustworthy. AI can predict potential relationship risks - like employee dissatisfaction or client churn - by analyzing behaviour patterns, enabling proactive engagement before problems escalate
- **Bias Detection & Fairness:** AI tools can help spot unconscious biases in leadership behaviours or organizational processes e.g. hiring, promotions, or evaluations, helping leaders create more inclusive & fair environments - key for psychological safety & trust. AI tools can analyze decision-making processes to spot potential biases or exclusionary language, helping leaders create more inclusive environments
- **Monitoring Team Sentiment & Wellbeing:** AI tools can analyze communication patterns (like emails, chats, or meeting transcripts) to detect signs of stress, disengagement, or conflict early, allowing leaders to address issues before they escalate e.g. AI can track indicators of stress or disengagement through surveys, chat analysis, or biometric data (if ethically collected), helping leaders address mental health needs promptly
- **Reducing Fear of Judgment:** AI can facilitate anonymous feedback or idea-sharing platforms, allowing employees to speak up without fear, encouraging a culture of openness
- **Scheduling & Follow-Ups:** AI tools can help leaders manage meetings, reminders, & follow-ups efficiently, ensuring timely and consistent communication

# Conclusion

- AI won't replace leadership, but it will certainly redefine how it is executed
- Leaders must embrace AI as a tool to reinforce smarter decision-making & human-centred leadership
- The future of leadership will be a blend of authentic human intelligence & AI-powered intelligence
- The future of leadership is not about leadership competing with AI - it is about AI enhancing the best part of what makes leaders human through Hybrid Leadership Intelligence
- AI won't replace leaders. But leaders who use AI will replace those who don't
- **Great leaders will need to combine IQ (strategic intelligence) + EQ (human leadership) + DQ (digital fluency)**



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