

Intuition Leadership Guide

The decisions that help teams use AI with confidence.

DECISION RECORD

**Five things to make
clear**

SEQUENCE

**Leaders, managers,
teams**

DELIVERY

AI Shift Labs

SECTION ONE

What only leaders can decide

An employee can learn how to use an approved AI tool and still be unsure whether to use it for a particular task. Their manager may be equally uncertain about what needs review or who can authorize an exception.

That uncertainty reaches beyond the training. Leaders decide what the institution wants AI to help achieve, which opportunities are worth pursuing, and who has the authority to act. The Leadership depth of Intuition's Digital Literacy Programs develops the judgment those decisions require.

From tool to system

Approving a tool is one decision. Introducing it into a workflow can change who prepares information, who checks it, and how a final choice is made. A generated briefing, for example, may save preparation time while increasing the importance of source selection and review.

Where is AI useful?

Where does human authorization remain essential?

Who decides when a case falls outside the agreed boundaries?

A DECISION WORTH WRITING DOWN

Enough clarity for a manager to explain it

For one proposed use case, the sponsor and relevant control owners need enough clarity for a manager to explain the arrangement to a team.

DECISION	WHAT NEEDS TO BE CLEAR
Purpose	The work the use case is meant to help and why it matters
Boundary	The permitted tools, information, and actions
Ownership	Who owns the workflow, reviews output, and authorizes changes
Escalation	Where uncertainty goes and who can pause the activity
Evidence	What will be reviewed before the use case is extended

The size of the opportunity is only part of the decision. The team also needs access to suitable information, time to practice, and a manager who can recognize acceptable work. Those conditions may make a smaller use case the better starting point.

A QUESTION FOR YOUR LEADERSHIP TEAM

What could your team explain clearly today about the AI activity you have authorized, and where would they still be filling in the gaps themselves?

SECTION TWO

Reading readiness from the leadership seat

A readiness result should change a decision.

IF EMPLOYEES CAN'T CHECK AN OUTPUT

If it shows that employees understand the fundamentals but cannot check an output in a realistic task, the response needs practice and feedback.

IF MANAGERS CAN'T EXPLAIN WHAT'S ALLOWED

If it shows that managers can't explain what is allowed, assigning another employee course leaves the uncertainty in place.

The Intuition AI Readiness Guide covers the diagnostic and baseline. For leaders, the next job is to decide what the findings mean for scope, time, and accountability.

What can happen in the same week

The sponsor can meet the workflow owner and L&D to choose one gap that is affecting real work. Together, they can identify whether the missing piece is knowledge, permission, practice, or a process decision. The person able to resolve it should leave with an action and a review date.

A readiness result has limited value if everyone agrees it is interesting and no one's plan changes. If the team needs time to practice, that time has to be protected. If the policy is unclear, the appropriate owner needs to answer the question before employees are asked to apply it.

WHAT PEOPLE LEARN FROM WATCHING LEADERS

Showing a correction beats presenting a polished result

Employees pay attention to how leaders work as well as what they say. A leader who uses an approved environment for a suitable task can show how they check a source, challenge a result, or decide that the output isn't good enough.

The demonstration doesn't need to be impressive. Showing a correction may be more useful than presenting a polished result, because it makes the review standard visible. Leaders can also explain when they choose to keep a task entirely human or when a tool is outside the permitted scope.

FOR LEADERS WHO CANNOT USE A TOOL DIRECTLY

For leaders who cannot use a tool directly, modeling can include examining evidence with the team and asking informed questions about the work. The point is to make their own judgment and accountability visible.

Giving people room to respond

People will have different views about where AI would help. A recurring task that looks easy to automate from above may contain exceptions the team handles every day. Listening to that experience can change the scope before a pilot starts.

Confidence grows more credibly when colleagues see that their input affects the design and that raising a concern is part of doing the work well.

SECTION THREE

The manager enablement sequence

Managers turn direction into the standards people use during a normal working day. If they receive the announcement at the same time as their teams, they may have little chance to prepare for the questions that follow.

The Executive and Manager Cascade gives that translation a place in the program. Its sequence begins with leadership direction, gives managers a usable standard, and then brings teams into the tools and practice.

01 Leaders agree the direction

The sponsor and relevant owners confirm the use case, boundaries, decision rights, and evidence to review. Managers need an account they can explain without guessing about permissions or intended outcomes.

02 Managers practice with the standard

They review a realistic example of acceptable work, a result that needs correction, and a case that needs escalation. They also need to know where to get help when a question falls outside their authority.

03 Teams learn within those boundaries

Employees get access to the approved tools and practice relevant to their roles, with a manager ready to discuss the work. The rollout explains the purpose, the support available, and how feedback will affect the next stage.

DURING THE FIRST MONTH

Manager check-ins, and what they surface

Manager check-ins examine a small sample of work and the questions arising from it. A team may need more practice with a particular judgment, or a recurring exception may expose a gap in the process. The manager brings that evidence back to L&D and the workflow owner.

THE BEHAVIOR RUNG CAN BE MISSED QUIETLY

Course completion is visible in a system; the way a person checks an answer is often visible only in the work. Managers need the time and shared standard to make that observation useful.

AT THE AGREED REVIEW
Extend the activity

OR
Change it

OR
Resolve a condition first

At the agreed review, the sponsor and owners decide whether to extend the activity, change it, or resolve a condition first. AI Shift Labs is Intuition's delivery method for developing leadership capability around these kinds of live decisions.

A CONVERSATION TO WATCH WITH YOUR MANAGERS**A FREE IKN RECORDING**

In Leading Through AI, Sarah Clarke speaks with Chris Perry, President of Broadridge Financial Solutions, about helping people build confidence as the business changes. The free IKN recording offers a peer perspective for the discussion.

ONE QUESTION TO CONSIDER TOGETHER

What would our managers need to see or practice before they could confidently coach the AI use we are asking of their teams?

WHERE THIS GOES NEXT

FREE FROM IKN

One gap, one owner, one review date.

AI Shift Labs is Intuition's delivery method for developing leadership capability around these kinds of live decisions. Start the conversation at info@intuition.com.

LEADERS

Agree the direction

MANAGERS

Practice with the standard

TEAMS

Learn within the boundaries



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