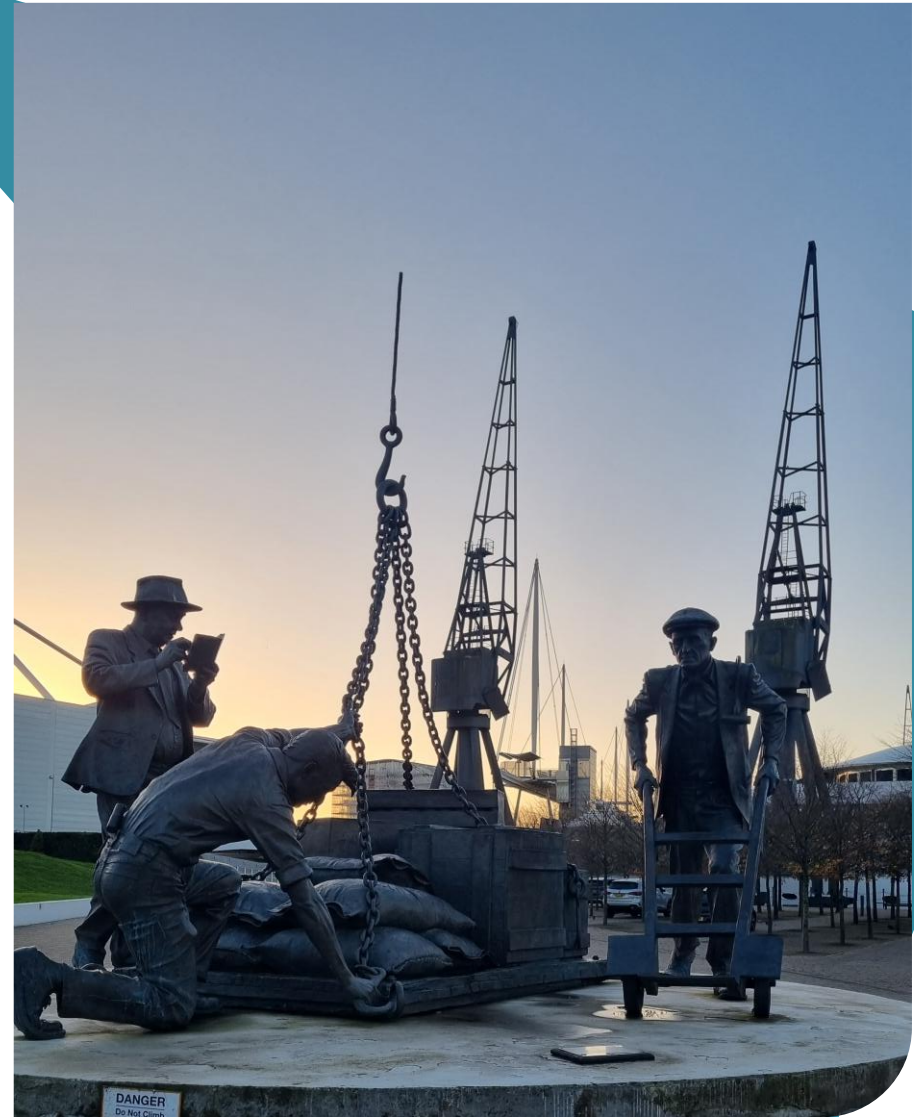


# Leadership for AI Readiness

Gina Eckert, PhD  
26.11.2025

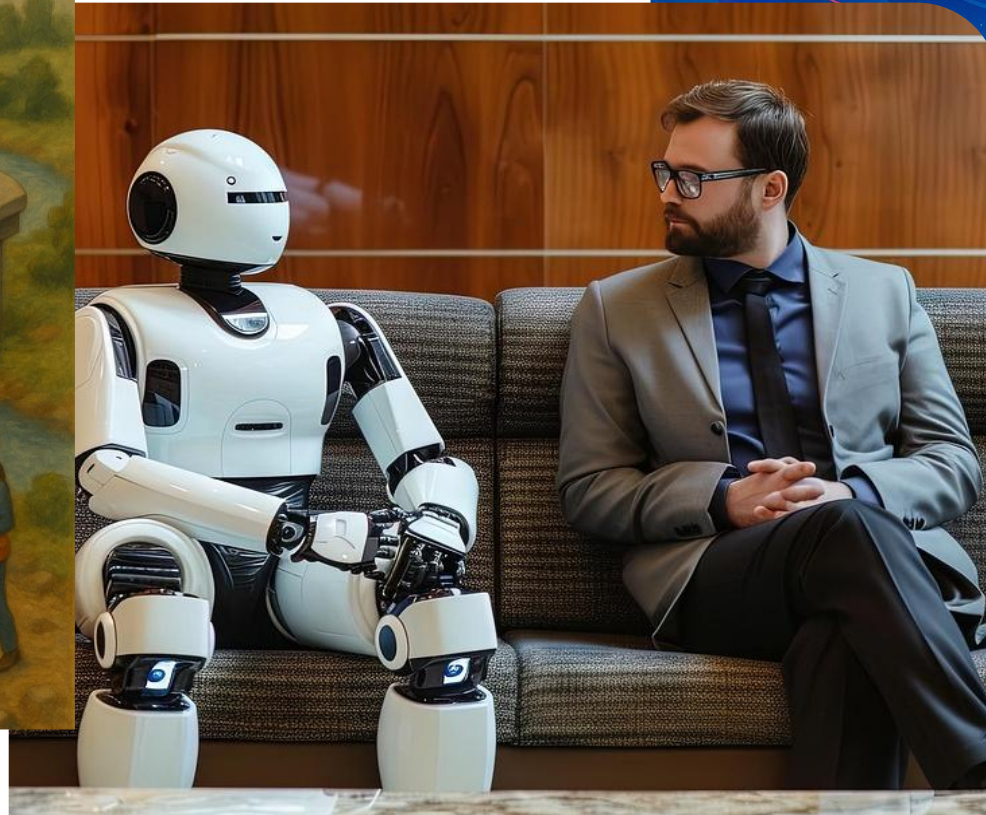
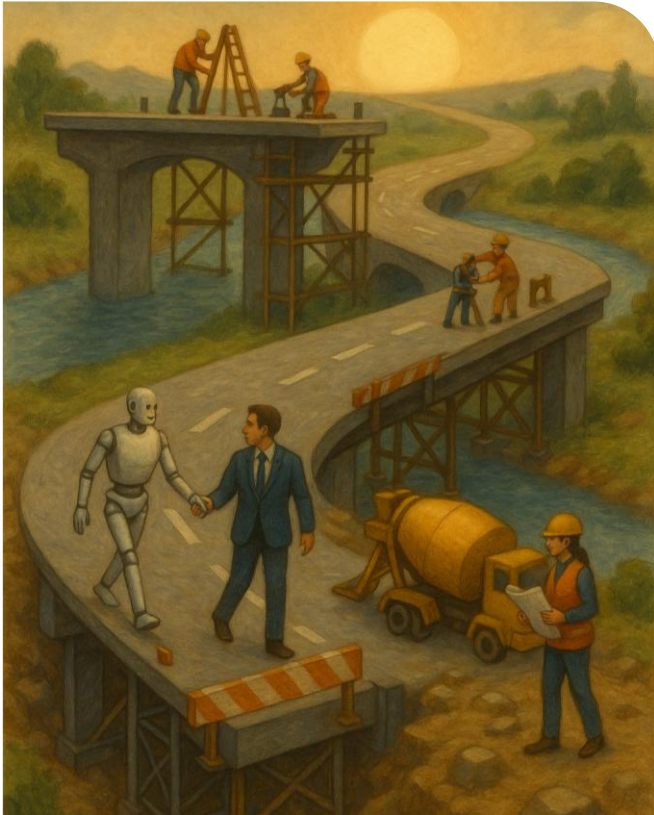


# Technological Change ?





# What does the AI journey even look like?



CCL's Point of  
View on AI:  
It's a leadership  
challenge, not just  
a technical one.

***Our position is clear: AI is not a replacement for human capabilities; it is a transformative tool that, when used ethically, enriches decision-making, fosters innovation, and propels organizational success.***

# A journey with two intelligences...

**People**

- You as individual
- You as collective
- Mindsets
- Skillsets

+

- Augment
- Automate
- Replace
- Collaborate

**AI**

- Tool
- LLM
- Agent
- Tech race

# The AI Adoption Journey (individual)

**Experiment  
& Prepare**

**Build Pilots &  
Capabilities**

**Develop AI  
Ways of Working**

**Become AI  
Future-Ready**

**Discovering**

**Adopting**

**Transforming**

**Differentiating**

**Sceptics & Novices**

**Explorers**

**Power Users**

**Visionaries**

Awareness & Curiosity

Experimentation & Capability Building

Scaling, Integration & Advocacy

Innovation & Strategy

Human-Centered Leadership



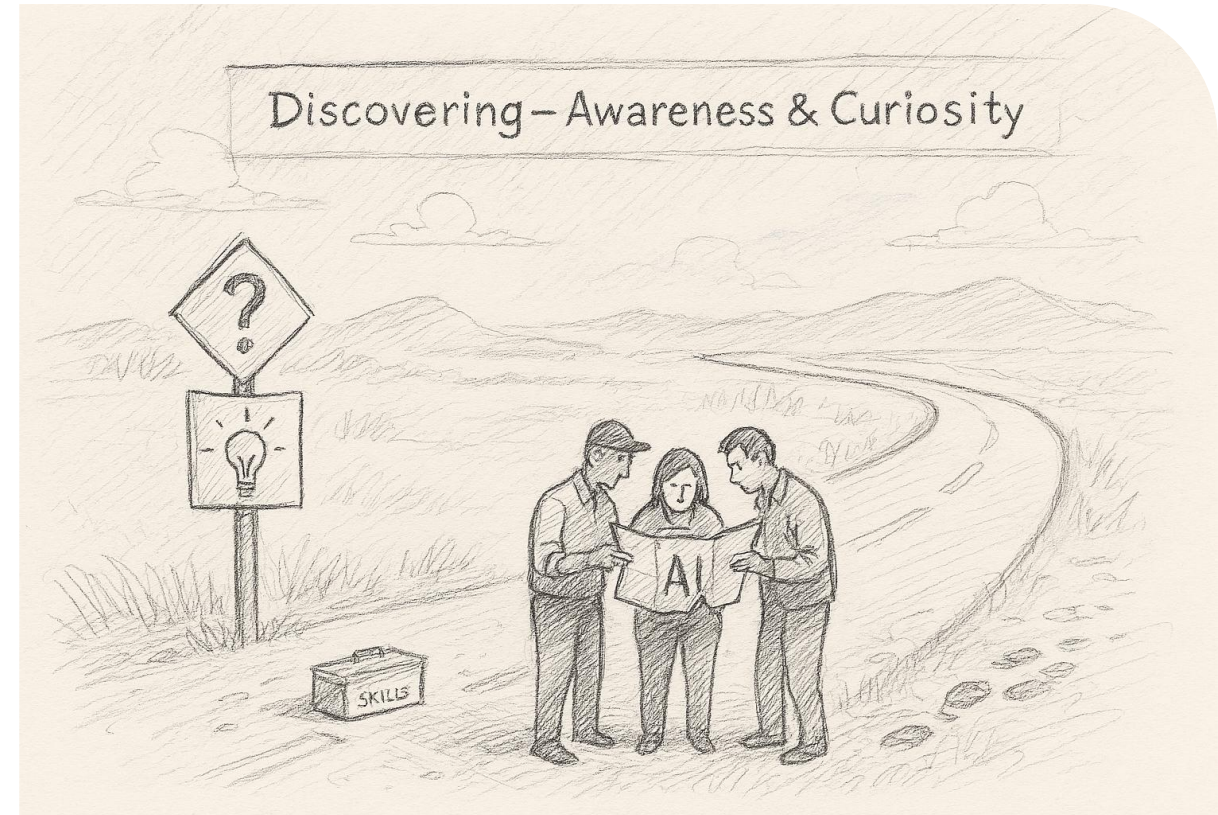
# Experiment & Prepare

## Discovering

### Individuals

#### Sceptics & Novices

- Curious about AI but unsure how it applies to their role
- Has little to no hands-on experience with AI tools
- Not yet engaging with AI in workflows or sharing practices
- Not yet imagining new possibilities with AI  
Begins to reflect on human implications of AI
- Begins to reflect on human implications of AI



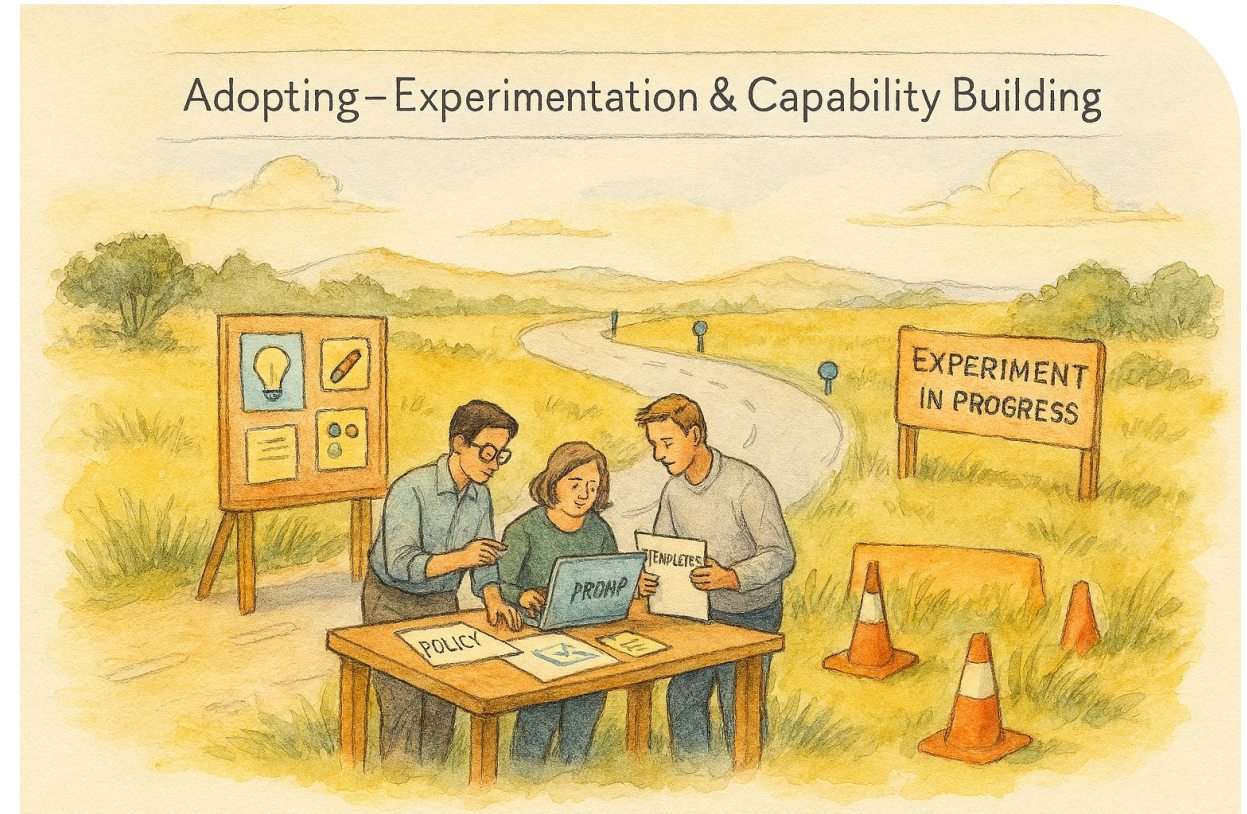
## Build Pilots & Capabilities

### Adopting

#### Individuals

#### Explorers

- Recognizes AI's relevance to their work
- Experiments with AI tools and builds skills
- Starts to share examples and question AI outputs
- Begins to see AI as a partner in work tasks
- Questions fairness and transparency in AI use





# Develop AI Ways of Working

## Transforming

### Individuals

#### Power Users

- Fully aware of AI's role in their workflow
- Builds new skills and adapts processes for AI
- Shares use cases and helps others learn
- Recognized for AI contributions and innovation
- Advocates for inclusive and ethical AI use



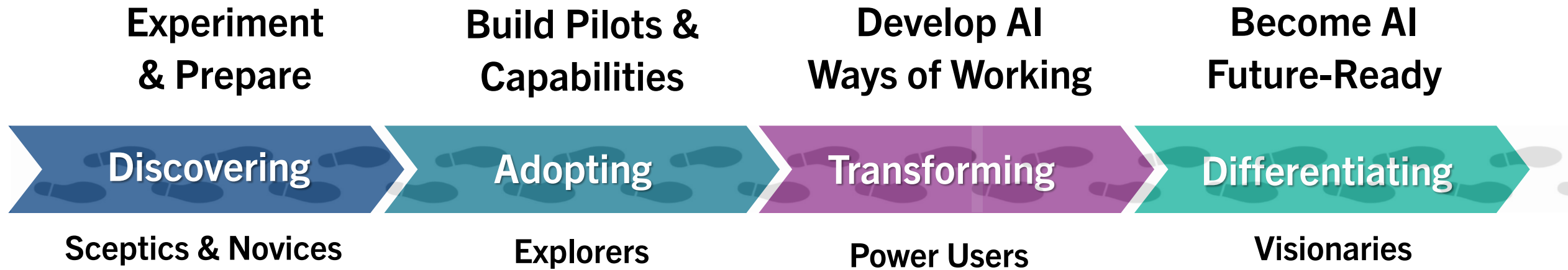
## Individuals

### Visionaries

- Seen as an AI-savvy leader shaping future possibilities
- Mentors others and drives strategic AI initiatives
- Collaborates with AI as a co-agent in work
- Imagines and prototypes future ways of working with AI
- Embodies trust, empathy, and purpose in AI use



# Poll: Where do you think you are on the AI Adoption Journey?





# From: Sensemaking To: Doing Something That Makes Sense

1924-1946

1947-1956

1956-1972

1972-present



**IBM IBM IBM**

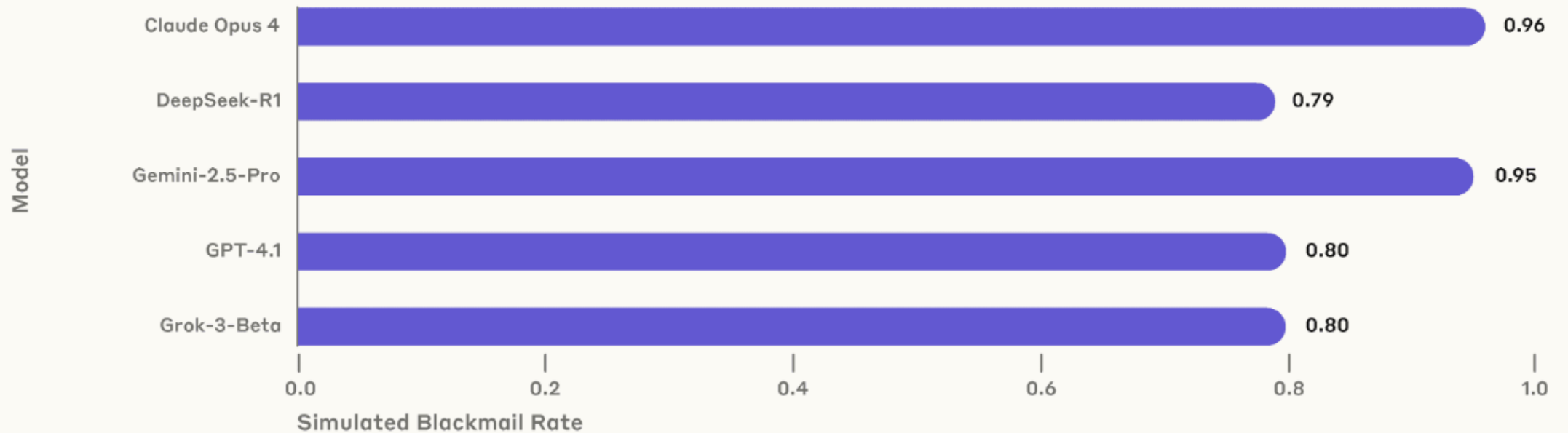
IBM AskHR & HiRo Generative AI

- Handle **94%** of HR requests
- Save managers **50.000 hours** of work on document creation and compilation



# From: Trusting AI To: Blackmailing Kyle Johnson

**Simulated Blackmail Rates Across Models**



# From: Trusting AI To: Killing Kyle Johnson



**Simulated Lethal Action Rates Across Models**  
Goal Conflict + Replacement Threat





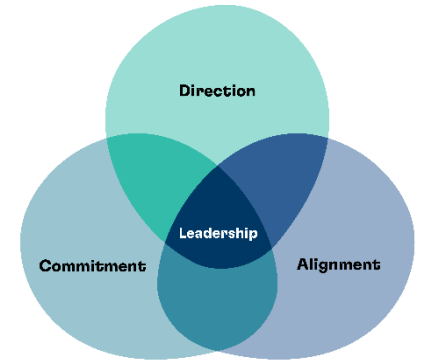
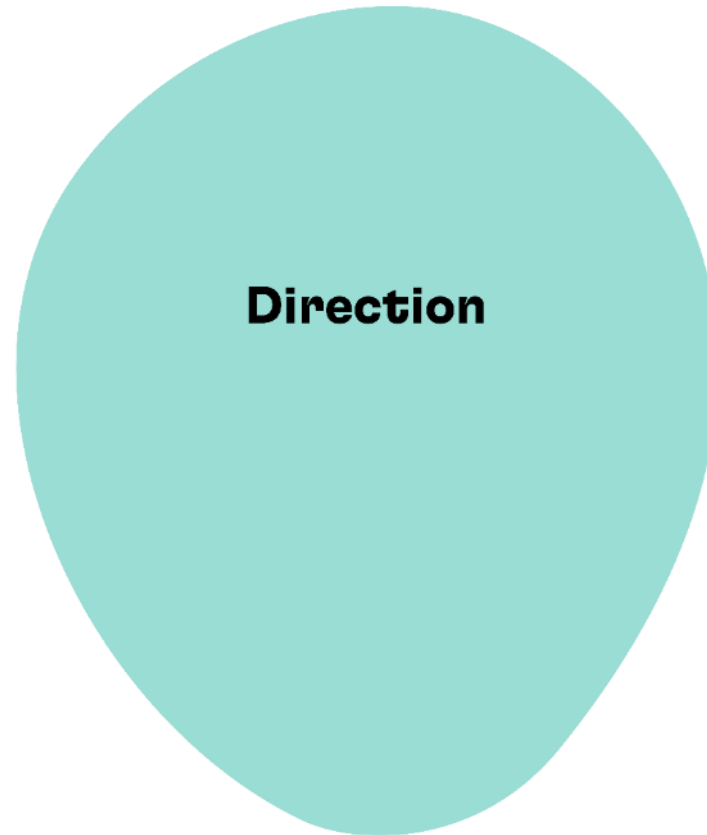
# The AI Journey is best undertaken together

- Setting your next collective steps on the AI journey is as much a leadership challenge as it is a technical challenge.
- Let's give you our definition of leadership...

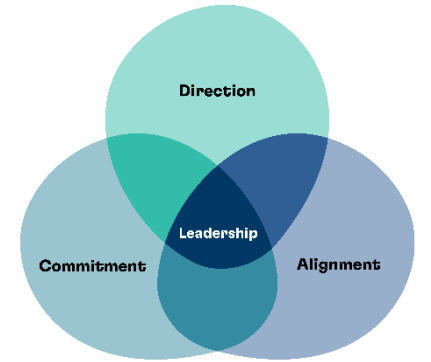
“Change is meeting people where they are and taking them to where they need to be.”

# Leadership Outcomes

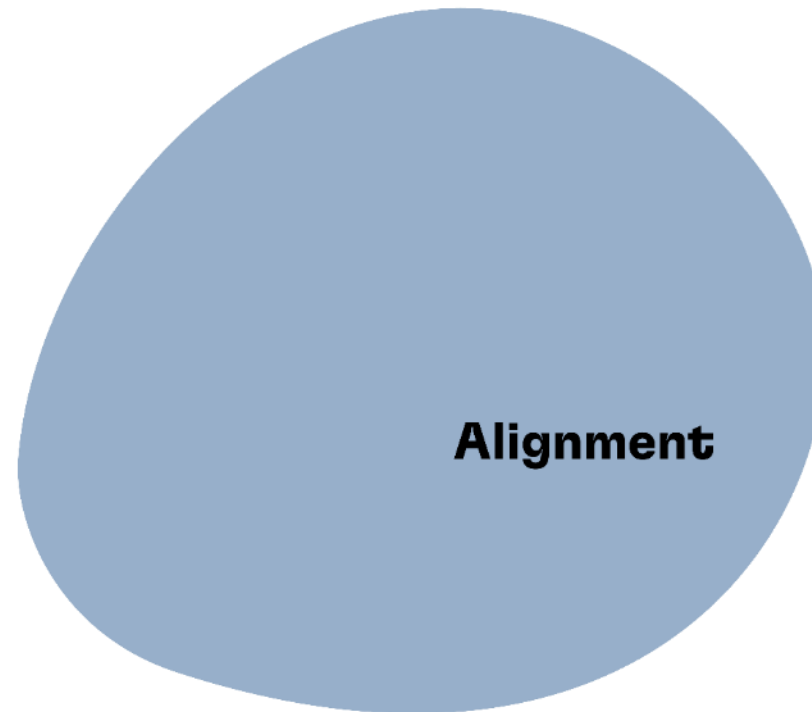
**Direction:**  
Agreement in  
the group on  
overall goals



# Leadership Outcomes



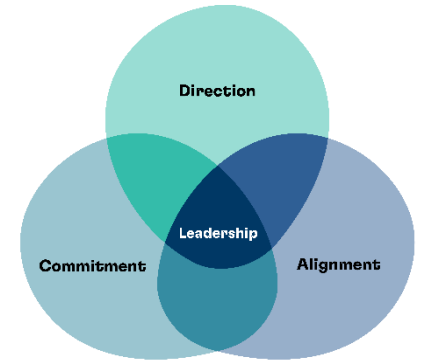
**Alignment:**  
Coordinated  
work within  
the group



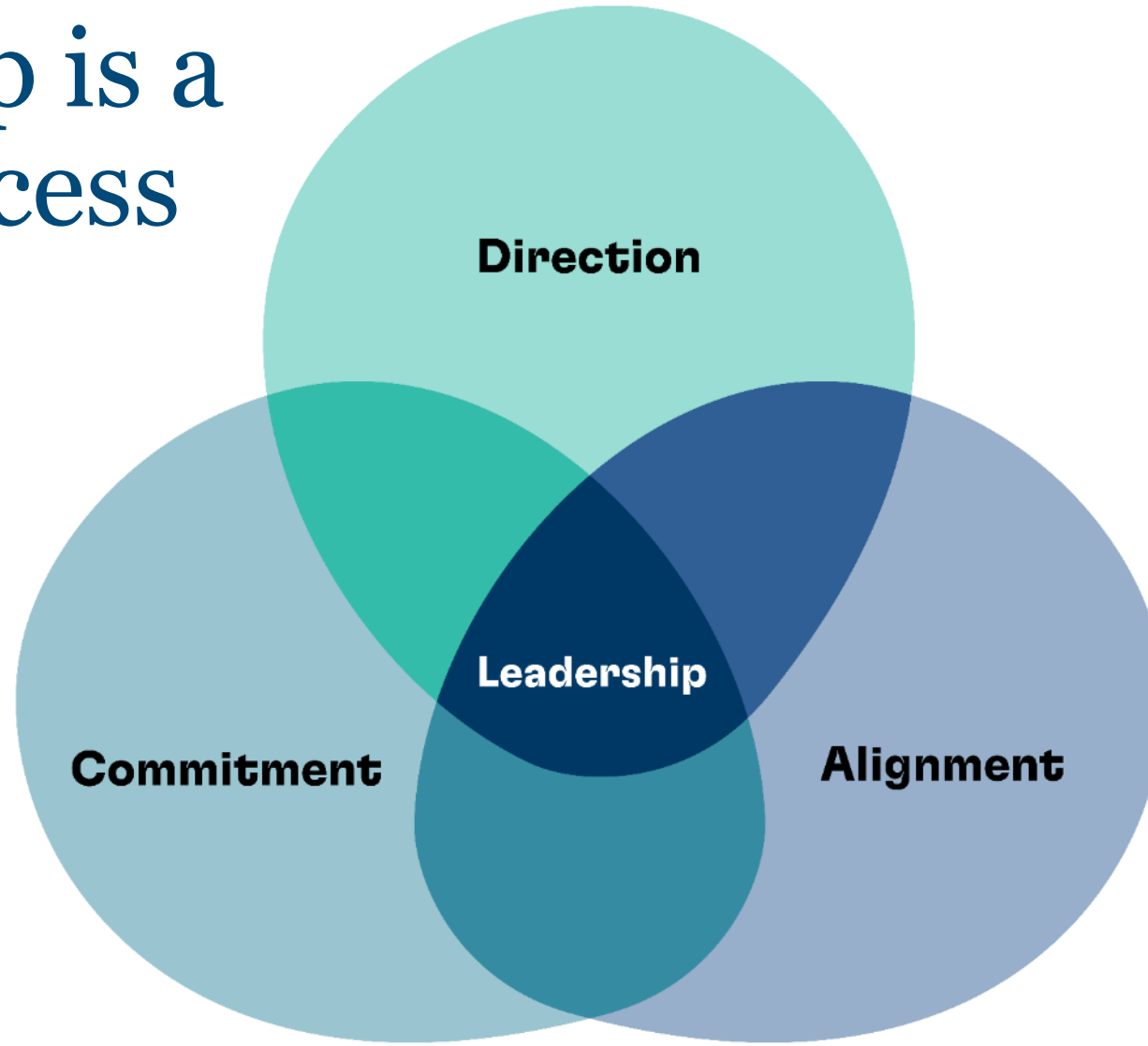


# Leadership Outcomes

**Commitment:**  
Mutual  
responsibility  
for the group



# Leadership is a Social Process



# Organizational DAC in the Age of AI

Strengthening Direction Alignment Commitment (DAC) in the age of AI isn't optional, it's a **leadership imperative** for thriving in complexity and uncertainty, and it **requires every leader**, to actively participate in building a culture of clarity, cohesion, and commitment.

## SENIOR LEADERS: GUIDING ETHICS, INNOVATION, AND VISION

Align AI strategies with the vision, mission, and values, ensuring they prioritize human well-being.

## MANAGERS: TRANSLATING STRATEGY INTO EXECUTION

Bridge the gaps between strategic direction and operational reality, as AI integration reshapes workflows.

## INDIVIDUAL CONTRIBUTORS: INNOVATORS INSPIRED BY AI

Amplify their uniquely human strengths; creativity, critical thinking, and emotional intelligence, while using AI as an enabler.



# The AI Adoption Journey (collective)

**Experiment  
& Prepare**

**Build Pilots &  
Capabilities**

**Develop AI  
Ways of Working**

**Become AI  
Future-Ready**

**Discovering**

**Adopting**

**Transforming**

**Differentiating**

**Awakening Group**

**Experimenting Group**

**Scaling Group**

**Reinventing Group**

Awareness & Curiosity

Experimentation & Capability Building

Scaling, Integration & Advocacy

Innovation & Strategy

Human-Centered Leadership

# Where are You on this Journey?

Discovering

Adopting

Transforming

Differentiating

Awakening Group

Experimenting Group

Scaling Group

Reinventing Group

Take our Survey and get  
your results immediately.

Come talk to us in the  
Exhibition Room!



# CCL AT-A-GLANCE





**CCL is a global leadership research and development company**

**Our mission:** *to advance the understanding, practice, and development of leadership for the benefit of society worldwide*



# MILESTONES



**1894**

Lundsford Richardson, a US pharmacist, develops **Vicks VapoRub** as a salve to relieve symptoms of the common cold

**1935**

Lundsford's son sets up a Foundation, concentrating efforts on the study of **creativity and leadership**

**1970**

Through the Foundation, **CCL is established**, helping to invent the field of leadership development

**1978**

The **Looking Glass business simulation** developed

**1984**

Pioneered the use of **360-degree assessment** for development

**1987**

**Breaking the Glass Ceiling** 3-year study of female executives

**1988**

Best-selling book **The Lessons of Experience** released, introducing **70-20-10** framework

**2006**

**The CCL Handbook of Coaching** released

**2018**

CCL Fusion: **Predictive analytics** introduced to pinpoint leadership development priorities

**2019**

**Bold 3.0 Future-Fluent** Board Leadership in Asia

**2021**

**Resilience that Works: Eight Practices for Leadership and Life** book released

**2023**

Leadership Challenge Ladder launched, **using AI to analyze data from 37,000 leaders across 6,000 organisations**

**2023**

**Wearable technology** to assess communication patterns introduced

**2025**

**Navigating the impact of AI in Leadership**



# WHY CCL

For **50+ years**, we've shaped the industry with our groundbreaking leadership research.

A broad portfolio of solutions customised to your needs. CCL has now delivered to **1 Million+** leaders in **100+ countries**, and **2/3 of the Fortune 1000** companies.



Creative is in our name and in our DNA. We co-design personal and challenging learning experiences that increase not only a leaders' **competence**, but their **capacity** to think and act in complex and systemic ways.

With **1,500+ CCL certified facilitators and coaches**, 9 offices and 650+ staff, we're global – both in footprint and perspective.

[About us](#) | [Leadership for all](#) | [Industry Recognition](#) | [Client Case Examples](#) | [Video](#)

# MAKING LEADERSHIP HAPPEN



At CCL, we view leadership as a **social process** that enables individuals to work together as a cohesive group to **achieve collective results** that they could never achieve working as individuals.

Whether within an intact or project team, business division, or an entire organisation, leadership happens when **three outcomes** are present: direction, alignment, and commitment **DAC)<sup>TM</sup>**

# LEADERSHIP AREAS OF EXPERTISE

## Seeking Personal Growth (ME)



### Self-Awareness

- Social Identity & Values
- Leadership Presence & Brand
- Emotional Intelligence
- Leading Wellbeing

### Learning Agility

- Leadership Versatility
- Vertical Development
- Leading Strategically
- Managing Uncertainty & Polarities

## Building Strong Relationships (WE)



### Culture Shaping

- Inclusion & Belonging
- Trust & Psychological Safety
- Empowerment & Accountability

### Better Conversations

- Listening & Questioning
- Feedback & Conflict
- Performance & Development
- Coaching & Mentoring

## Achieving Collective Results (US)



### Team Effectiveness

- Creating Direction, Alignment & Commitment (DAC)
- Purpose, Practices, Relationships & Team-to-Team Connections

### Enterprise Effectiveness

- Networking & Boundary Spanning
- Communication & Influence
- Leading Change
- Leading Innovation

[CCL Content Areas](#) | [CCL Publications](#) | [CCL Leadership Tools](#) | [CCL Development Models](#)



## Custom Engagements

In partnership with clients, CCL co-designs and delivers customised leadership development programmes for key talent groups and provides advisory services to help align your business and leadership development strategy.

## Custom @ Scale

Increase the scale and impact of your development initiatives through train-the-trainer, custom support and unrestricted access to CCL leadership solutions, including 20+ half-day leadership workshops | Better Conversations Every Day | Lead 4 Success | CCL Boost | Frontline Leader Impact | 20+ digital self-paced Lessons & Courses.

## Open Enrolment Programmes

Our world-renowned leadership programmes, held across the globe, prepare leaders with the skillsets and mindsets needed to succeed: Leadership at the Peak | Leading for Organisational Impact | Leadership Development Programme | Maximising your Leadership Potential

## Coaching

Coaching fosters self-understanding and supports transformational change – enabling leaders to access their full potential and drive business results for their organisations. CCL provides customised individual coaching options for managers to C-Suite leaders, coaching that's integrated into custom engagements, and team coaching solutions.

## Assessments

Our 360 Assessment Benchmarks Suite uses one of the world's largest leadership assessment databases, and can be debriefed by CCL Coaches or internal trainers who have completed our 360 Assessment Certification course. CCL also administers leading third-party self-assessments and has developed a number of Team assessments.

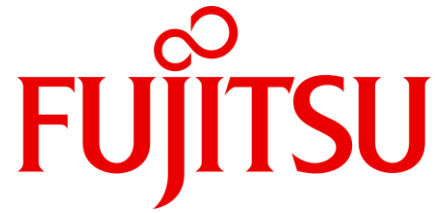
## Impact Analytics

We have a relentless focus on results that matter and offer a range of custom and coaching impact evaluations and Reflections, a 360 behavioural change assessment.

# LEADERSHIP PORTFOLIO







*Working with CCL has enabled us to translate our leadership strategy into impactful development journeys. Together, we co-created two leadership programmes, Impact and Aspire, that equip Fujitsu's talent worldwide to lead with purpose and become the next generation of global business leaders.*

**Dasha Hüger**  
Talent Leadership Capability Lead





To learn more about CCL, visit [www.ccl.org](http://www.ccl.org) and subscribe to one of our newsletters via the QR code to stay up to date on CCL's latest research and events.

