AI AS A LEADERSHIP DISRUPTOR

How Project Managers Redesign work, Decisions and Accountability

A practical workshop for AI-enabled projects

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THE DISRUPTION IS NOT THE TECHNOLOGY ALONE

AI redistributes execution, judgment and risk across the work system.

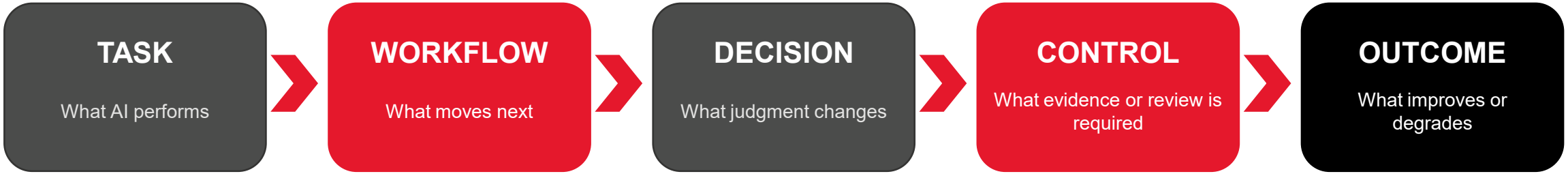
Leadership sets intent and risk posture. Project management turns those choices into scope, workflows, controls and measures.

QUICK POLL

Where does AI-driven leadership disruption become visible first?

- Scope & outcomes
- Roles & responsibilities
- **Workflow & decisions**
- Risk & governance
- Skills & adoption

AI CHANGES A WORK SYSTEM, NOT JUST A TASK



Where does your project plan stop?

Scope

Include affected decisions, handoffs and exceptions, not only the AI feature.

Risk

Assess downstream use, not only technical failure.

Benefits

Measure the complete outcome, not only task speed.

The project must account for the whole chain.

THREE WAYS PEOPLE AND AI CAN CONTRIBUTE

3
CLASSIFY

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AUTOMATE

AI completes a defined, repeatable activity within approved boundaries.

AUGMENT

AI provides a draft, recommendation or pattern; a person interprets or decides.

HUMAN-OWN

A person owns the consequential decision, interaction or commitment.

CLASSIFY AT THE TASK AND DECISION LEVEL

Summarize weekly updates

Recommend risk escalation

Communicate major impact

What condition would cause you to change your classification?

LEADERSHIP SETS THE CHOICES. PROJECTS MAKE THEM REAL.

OUTCOME	What should improve, for whom and how will value be measured?
WORK DESIGN	What tasks, decisions, exceptions and dependencies change?
RISK POSTURE	What errors are tolerable, detectable and recoverable?
ACCOUNTABILITY	Who reviews, decides, communicates and owns the result?

PROJECT MANAGEMENT

- Scope & requirements
- Stakeholders & RACI
- Risk & quality
- Governance & decisions
- **Benefits & learning**

Project managers create visibility, structure, ownership, testability and measurement.

A SIX-STEP AI-ENABLED PROJECT DESIGN METHOD

1 **START WITH OUTCOME**
Value, user and measure

2 **DECONSTRUCT WORK**
Tasks, decisions, exceptions

3 **CLASSIFY CONTRIBUTION**
Automate, augment, human-own

4 **MAP THE SYSTEM**
Handoffs, dependencies, stakeholders

5 **DESIGN CONTROLS**
Evidence, review, escalation

6 **CREATE LEARNING LOOP**
Overrides, errors, change

Do not start with the model. Start with the outcome and design backward.

GROUP EXERCISE

WORKSHOP CHALLENGE: AI PROJECT HEALTH ASSISTANT

6 PRACTICE

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The assistant can…

- Summarize status updates and meetings
- Identify schedule and dependency risks
- Recommend a project-health rating
- Draft stakeholder communications
- Suggest escalation actions

YOUR GROUP DECIDES

1. **What may AI perform?**
2. **What must a person review or own?**
3. **What evidence is needed to exercise meaningful judgement?**
4. **What stops or escalates the process?**

6 min design • 5 min share

EXERCISE OUTPUT

CREATE ONE DECISION MAP

7
PRACTICE

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ACTIVITY	AI ROLE	HUMAN ROLE	EVIDENCE	ESCALATE WHEN…
Summarize updates	A / G / H			
Identify risk	A / G / H			
Recommend health rating	A / G / H			
Draft communication	A / G / H			
Escalate issue	A / G / H			

A = Automate G = Augment H = Human-own

Be ready to share the decision your group debated most.

WHY REASONABLE GROUPS MAKE DIFFERENT CHOICES

IMPACT

What is the consequence of an error?

UNCERTAINTY

How much context or ambiguity exists?

RECOVERY

Can the error be detected and reversed?

AUTHORITY

Who may decide, commit or accept risk?

Governance becomes real when named owners, decision rights, review points and escalation paths are in place.

HUMAN ACCOUNTABILITY REQUIRES MORE THAN APPROVAL

AI can support execution. People remain accountable for consequential decisions and outcomes.

UNDERSTANDING

Output, limits and context

EVIDENCE

Sources and assumptions

CAPACITY

Time and manageable volume

AUTHORITY

Ability to correct or stop

ESCALATION

Clear path for exceptions

OWNERSHIP

Named decision and outcome owner

A human-in-the-loop is only meaningful when the human can exercise judgment.

INTEGRATE AI DESIGN INTO THE PROJECT PLAN

1 **Outcome & benefits statement**

Value, affected stakeholder, measures

2 **Task, decision & exception map**

Work beyond the AI feature

3 **Human–AI decision & responsibility map**

Who performs, reviews, decides, owns

4 **Evidence & review requirements**

What reviewers must see and verify

5 **Decision-rights & escalation map**

Triggers, owners, stop conditions

6 **Outcome & learning measures**

Quality, rework, overrides, recovery

Use existing project artifacts. Expand what they must make visible.



YOUR COMMITMENT

What will you design differently?

1. One AI-supported task to examine
2. One downstream decision or handoff to map
3. One accountability or escalation gap to clarify

AI disrupts leadership because it redistributes execution, judgment and risk. Project managers turn leadership intent into deliberately designed work, decisions, controls and accountability.

Q&A • 5 minutes

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