ALCHEMIST®

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YOUR AI PROBLEM ISN'T AN AI PROBLEM.

Leadership Capability: The Missing Link in AI Transformation.



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WHERE'S YOUR ORGANISATION?

THE AI PROBLEM.



Using AI in at Least One Function



Can Attribute Any Profit Impact at All

McKinsey, State of AI, 2026

BRILLIANT UNTIL IT'S CONFIDENTLY WRONG.

OUTSIDE WHAT AI'S GOOD AT

More likely to be wrong on work that looked exactly as hard as work it suited.

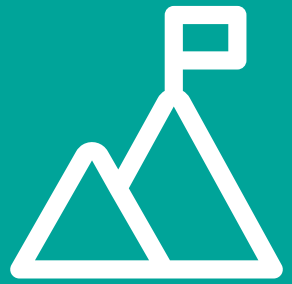
Nobody in the study could see the line.

AND THE AWKWARD BIT

The group trained in prompt engineering did worse when AI wasn't suited to the work.

Better prompting made the wrong answers more persuasive.

Dell'Acqua et al., Navigating the Jagged Technological Frontier. HBS / BCG, 2023



PICTURE THE SCENE.

WHERE'S THE VALUE CHAIN BREAKING?



WHAT DO YOU SEE PEOPLE DOING?

IF I.T. OWNS THE TOOL AND THE BUSINESS OWNS THE OUTCOME

WHO OWNS CONNECTING THE TWO?

MORE TOOL TRAINING
WON'T FIX IT

'CLASSIC' CHANGE MANAGEMENT PROBLEM.

BEHAVIOURS MATTER MORE.



PREVIOUSLY

Focus on tool skills and knowledge



NOW

How people behave matters more than their skills and tool knowledge

WHERE BEHAVIOUR IS GETTING STUCK.

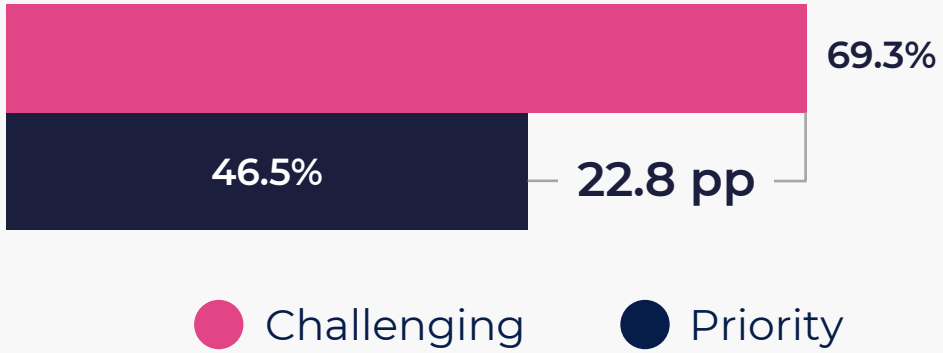
49%

OF ORGANISATIONS AREN'T SEEING AN IMPROVEMENT IN PEOPLE MANAGERS MEETING PERFORMANCE EXPECTATIONS.

WHAT'S GOING ON?

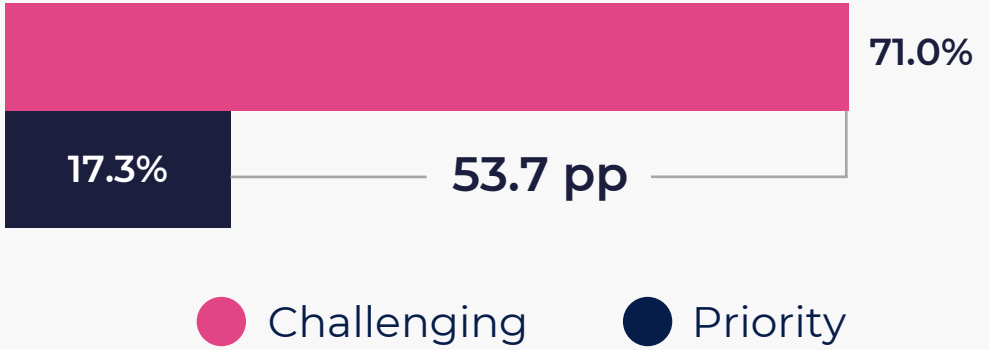
AI-Enabled Leadership

An immediate need that's both challenging and a top 3 priority



First-Time Manager Capability

Foundational need is challenging, but rarer as a top 3 priority



Alchemist, The 2026 Leadership Execution Gap.

BRINGING PRIORITIES TOGETHER.

IMMEDIATE

Increasing impact of AI investment

LONG-TERM

Develop core leadership skills & capabilities

ONE DEVELOPMENT AGENDA
CHANGE CAPABILITY & PERFORMANCE

3 THINGS A LEADER HAS TO BE ABLE TO DO.

A

ARCHITECT THE WORK

Decide where AI belongs, and where it must not go.

- SYSTEMS THINKING
- DECISION-MAKING
- PROBLEM-SOLVING

B

RUN THE WORK

Brief it, check it, know when it’s lying.

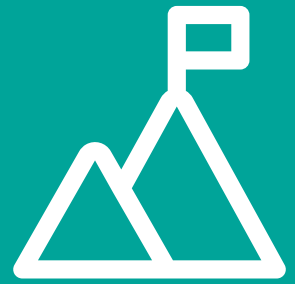
- CRITICAL THINKING
- JUDGEMENT
- CURIOSITY

C

COMPOUND THE WORK

Turn one person's capability into the team's.

- COLLABORATION
- CREATIVITY & INNOVATION
- ADAPTABILITY



RERUN THE SCENE.

WHERE ARE YOUR LEADERS?

1 AWARE	Can say what the tool is for and name one thing it's bad at.
2 CAPABLE	Completes scoped tasks unsupervised and checks output before acting.
3 FLUENT	Decides unaided where AI belongs, verifies it, and signs their name to it.
4 CONDUCTOR	Designs how work flows across people and AI, and lifts those around them.

It's about **changing behaviours** - the AI tools are new but changing how people behave and use new tools is not.

AI adoption alone doesn't produce business outcomes. Develop your leaders' skills so they can **Architect, Run, and Compound** the work.

Diagnose the execution gap before designing a response.

IT'S A LEADERSHIP EXECUTION CHALLENGE.

YOUR TAKEAWAY.

What is your biggest takeaway from this session?

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Q&A