



# AI and Human Judgment

Make clear, confident decisions about when AI should assist, be verified, or be overridden

## ICA-ACCREDITED SPECIALIZED CREDENTIAL · IC-AIHJ

As AI becomes faster and more capable, pressure to defer to its outputs can grow, even where human judgment is more reliable, accountable, or appropriate. This practical course builds the discipline to use AI as a capable assistant rather than an unquestioned authority.



Participants earn an ICA credential.

### THE COURSE PROMISE

**Equip professionals to decide when to rely on AI, when to verify or override it, and when a decision should not involve AI at all.**

#### DURATION

3 hours 15 minutes, including breaks

#### FORMAT

Live in-person or remote delivery

#### AUDIENCE

Professionals, leaders, and change practitioners

#### FOUNDATION

AI & Technology Literacy and Decision-Making  
Core Certifications encouraged

1

#### Surface over-reliance

Recognise the pressure, confidence signals, habits, and norms that can make it easier to accept a ready-made AI answer.

2

#### Set the right boundary

Make explicit whether AI may lead, needs verification, should yield to human judgment, or should not be involved.

3

#### Keep judgment independent

Use verification, override, outcome review, and organisational design to sustain sound human-AI decisions over time.



## THE EXPERIENCE

# A practical workshop for independent human-AI judgment

Built for Banking organisations, this scenario-led workshop helps professionals make responsible decisions alongside AI. Participants work with a fictional bank team using AI-assisted customer-case triage. The team must decide when to rely on the recommendation, when to verify or override it, when not to use AI, and how to learn from later outcomes without treating the system as the default authority.

**Who this is for**

Cross-functional professionals, leaders, people teams, transformation and change practitioners, and others who make or shape organisational decisions.

**What participants leave with**

A practical response to over-reliance, clear decision boundaries, an independent-judgment routine, and a priority for strengthening the decision environment.

## FOUR CONNECTED LEARNING MOVES

- 1 Interrupt automatic deference**  
Recognise the cognitive, behavioural, and organisational conditions that drive people to over-rely on AI outputs.
- 2 Decide AI's role**  
Set clear, defensible boundaries for when AI may lead, requires verification, yields to human judgment, or is not used.
- 3 Calibrate judgment**  
Maintain independent judgment through deliberate verification, override criteria, and comparison with actual outcomes.
- 4 Design for sound judgment**  
Identify the norms, measures, and ways of working that strengthen rather than undermine human judgment.

## A STRONG FOUNDATION

**This course builds on concepts introduced in the AI & Technology Literacy Core Certification and the Decision-Making Core Certification. Learners who have not completed either Certification are encouraged to do so first to get the most from this course.**

## COURSE BOUNDARY

The focus is practical human-AI decision discipline and organisational conditions. It does not cover technical AI implementation or tool selection.



## WHAT PARTICIPANTS WILL DEVELOP

# Learning outcomes

The course is designed around the following ICA Specialized Credential learning outcomes.

1

**1.1 Conditions That Drive AI Over-Reliance**

Understand the cognitive, behavioural, and organisational conditions that drive over-reliance on AI and the deliberate practices that counter them.

2

**2.1 Human-AI Decision Boundaries**

Make explicit, defensible decisions about the appropriate role of AI and the evidence that should change that role.

3

**3.1 Maintaining and Calibrating Independent Judgment**

Develop a repeatable practice that helps maintain independent judgment and calibrate it over time against actual outcomes.

4

**4.1 Organizational Conditions for Sound Human-AI Judgment**

Evaluate the decision environment and recognise the organisational conditions that support or undermine independent human judgment.

**A LIVE, APPLIED FORMAT**

The remote version is designed for facilitated live learning and is predominantly synchronous, in line with the source delivery requirement.



## MODULES 1 &amp; 2

# Course outline

1

## 1.1 Conditions That Drive AI Over-Reliance

40 MINUTES

### SOURCE FOCUS

Time pressure, confident AI outputs, social expectations, and the convenience of a ready-made answer can drive over-reliance. When a process is automated, there may be no remaining step to catch an error.

### IN THE ROOM

Participants explore the fictional Bank triage situation to identify cognitive, behavioural, and organisational conditions that encourage automatic deference to an AI recommendation.

### PRACTICAL APPLICATION

Choose practical countermeasures that create space for judgment, questioning, and responsible action before a recommendation is accepted.

2

## 2.1 Human-AI Decision Boundaries

35 MINUTES

### SOURCE FOCUS

AI adds different value across different decisions. Sound judgment requires boundaries for when it can lead, needs verification, should yield to human judgment, or should not be used.

### IN THE ROOM

Participants map the Bank team's customer-case triage decisions and identify the evidence or change in circumstances that would prompt verification, an override, or non-use.

### PRACTICAL APPLICATION

Create a decision-boundary view that makes AI's role visible, defensible, and responsive to the stakes and available evidence.

### BREAK PATTERN

**In person: one 15-minute break after Module 2. Remote: the first of two 10-minute breaks follows Module 1; the second follows Module 3.**



## MODULES 3 &amp; 4

# Course outline

3

## 3.1 Maintaining and Calibrating Independent Judgment

40 MINUTES

### SOURCE FOCUS

Independent judgment is difficult to sustain when overriding AI feels slower, riskier, or socially discouraged. It becomes stronger when past decisions are compared with actual outcomes.

### IN THE ROOM

Participants shape a repeatable independent-judgment practice for the Bank scenario, including verification and override criteria and how later outcomes will inform future decisions.

### PRACTICAL APPLICATION

Define a practical calibration loop that protects independent judgment now and improves it through evidence from real outcomes over time.

4

## 4.1 Organizational Conditions for Sound Human-AI Judgment

35 MINUTES

### SOURCE FOCUS

Individual judgment is difficult to sustain when organisational norms reward speed over accuracy or treat AI outputs as authoritative by default.

### IN THE ROOM

Participants assess the fictional Bank decision environment for conditions that support or undermine independent human judgment, considering norms, incentives, and decision practices.

### PRACTICAL APPLICATION

Prioritise a practical organisational change that makes sound human-AI judgment easier to sustain in everyday work.

### INTEGRATION, OUTCOME CHECK, AND CLOSE

The final 30 minutes in person, or 25 minutes remotely, brings the Bank scenario together through a human-AI judgment review, reflection, and practical next steps.

### PRACTICAL TAKEAWAY

**A repeatable way to decide when to rely on AI, when to verify or override it, and how to protect independent human judgment over time.**