



AI-Enabled Change

Practical, humane change leadership for AI adoption in Banking

ICA-ACCREDITED SPECIALIZED CREDENTIAL · IC-AIEC

AI adoption can change tasks, professional identity, and how people understand the value of their expertise. This practical course prepares people to lead the human and organisational side of AI-enabled change, with continuous engagement, learning, and human oversight at its centre.



Participants earn an ICA credential.

THE COURSE PROMISE

Equip change leaders to guide people through evolving AI adoption with clarity, care, and practical resilience.

DURATION

3 hours 15 minutes, including breaks

FORMAT

Live in-person or remote delivery

AUDIENCE

Leaders, people teams, and change practitioners

PRIOR KNOWLEDGE

No technical AI background required

1

Understand the difference

See why AI adoption creates an evolving change challenge, not a one-time implementation.

2

Centre people

Recognise how role meaning, expertise, fairness, and psychological safety can be affected.

3

Engage and adapt

Build ongoing engagement, safeguards, feedback, and human oversight into the transition.



THE EXPERIENCE

A practical human-side AI adoption workshop

Built for Banking organisations, this scenario-led workshop helps people leaders, transformation teams, and practitioners lead AI-enabled change with practical judgment. Participants work with a fictional bank case in which an AI-enabled service or decision-support capability affects responsibilities, confidence in expertise, questions of fairness, and the safeguards people need.

Who this is for

Cross-functional professionals, people managers, HR and people teams, and transformation or change practitioners who need to support AI adoption responsibly.

What participants leave with

A stakeholder-impact view, a continuing engagement approach, and practical safeguards and contingency choices for an AI-enabled change initiative.

FOUR CONNECTED LEARNING MOVES

1

Distinguish

Compare the evolving dynamics of AI-enabled change with other technology or process change.

2

Listen

Surface how two stakeholder groups may experience identity, role meaning, fairness, transparency, and psychological safety.

3

Engage

Design ongoing communication, learning, decision boundaries, and guardrails that evolve with the initiative.

4

Build resilience

Use feedback, monitoring, human oversight, contingency, and reversibility to respond to uncertainty.

WHAT THIS COURSE IS NOT

This course focuses on human and organisational dimensions of AI adoption. It does not cover technical AI implementation, AI tool selection, or how to use AI in change-management practice.



WHAT PARTICIPANTS WILL DEVELOP

Learning outcomes

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

1

1.1 What Makes AI-Driven Change Different

Explore why AI adoption can alter both tasks and the meaning people attach to their expertise, while continuing to change after go-live.

2

2.1 The Human Experience of AI Adoption

Recognise how AI adoption can affect professional identity, role meaning, fairness, transparency, job security, and psychological safety across stakeholder groups.

3

3.1 Engaging Through AI Transitions

Develop an engagement approach that revisits communication, policies, boundaries, learning, decision responsibilities, and guardrails as the technology evolves.

4

4.1 Managing Uncertainty and Risk in AI-Enabled Change

Build resilience for uncertainty through monitoring, feedback loops, contingency, human oversight, and the ability to adapt when consequences emerge.

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 & 2

Course outline

1

1.1 What Makes AI-Driven Change Different

40 MINUTES

SOURCE FOCUS

AI adoption can change both tasks and how people understand the value of their expertise. AI systems can also continue evolving after go-live, so the transition does not have a single fixed endpoint.

IN THE ROOM

Participants distinguish the bank's AI-enabled initiative from a conventional technology or process rollout, including the practical implications of evolving capability and changing role expectations.

PRACTICAL APPLICATION

Create a concise change-difference map for the fictional bank initiative, identifying what needs a different response from leaders and teams.

2

2.1 The Human Experience of AI Adoption

35 MINUTES

SOURCE FOCUS

AI adoption can raise different questions for different people about professional identity, future expertise, fairness, transparency, and job security.

IN THE ROOM

Participants analyse two fictional bank stakeholder groups and explore how changes to work may affect role meaning, confidence, and psychological safety.

PRACTICAL APPLICATION

Create a two-group stakeholder-impact view that identifies the human questions leaders need to acknowledge and address.

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 & 4

Course outline

3

3.1 Engaging Through AI Transitions

40 MINUTES

SOURCE FOCUS

AI capability and reliability can keep evolving. Engagement cannot be a one-time event; communication, learning, policy, decision boundaries, and guardrails must be revisited.

IN THE ROOM

Participants design engagement that continues alongside the fictional bank's AI adoption, including where people learn, discuss changes, and clarify human versus AI responsibilities.

PRACTICAL APPLICATION

Draft a continuing engagement approach that makes adaptation credible rather than treating communication as a one-off announcement.

4

4.1 Managing Uncertainty and Risk in AI-Enabled Change

35 MINUTES

SOURCE FOCUS

AI-enabled change brings uncertainty that cannot be fully predicted or controlled. Organisations need to prepare for unintended consequences, safeguard failures, bias, new automation problems, and inappropriate override of human judgment.

IN THE ROOM

Participants evaluate uncertainty in the bank case and select practical resilience practices, including feedback loops, monitoring, contingency, human oversight, and reversibility.

PRACTICAL APPLICATION

Define safeguards and contingency choices that help the initiative learn, respond, and protect people when the unexpected occurs.

INTEGRATION, OUTCOME CHECK, AND CLOSE

The final 30 minutes in person, or 25 minutes remotely, brings the Bank scenario together through a team response, outcome-aligned reflection, and practical next steps.

PRACTICAL TAKEAWAY

A humane and adaptive approach to AI-enabled change that keeps engagement continuous, retains human oversight, and prepares teams to learn under uncertainty.