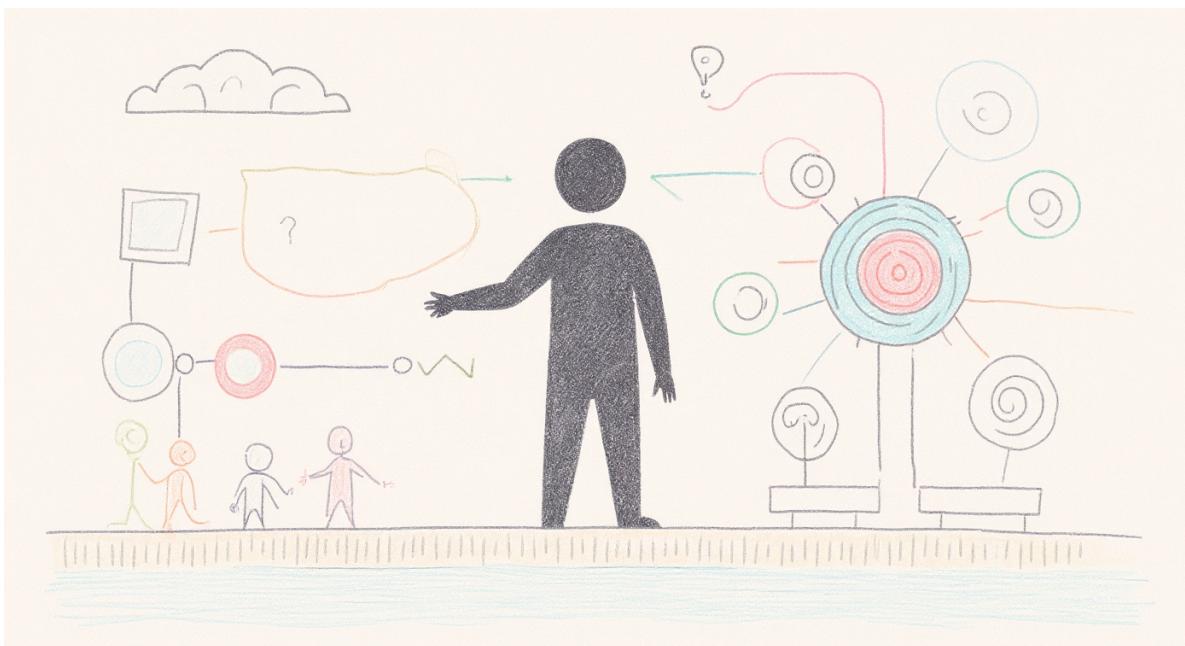


AI Leadership & Project Management

A Masterclass in Leading Successful AI Implementations

Dr. Michael Borck

Welcome



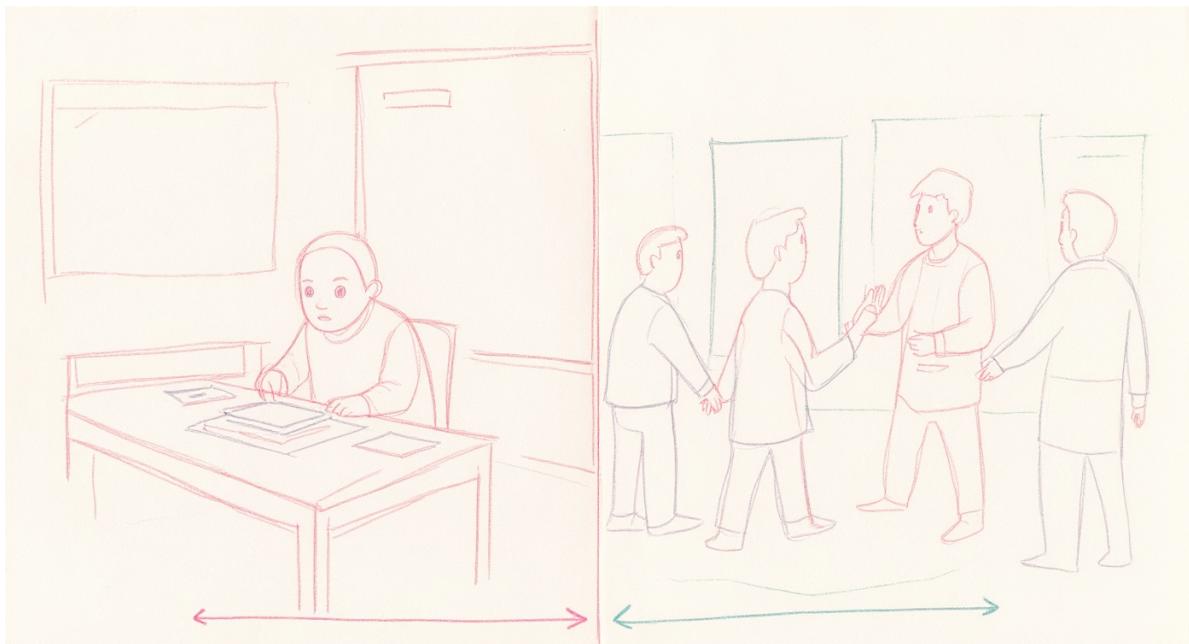
- “Today isn’t about theory - it’s about practice”
 - “You’ll work hard, think critically, make difficult decisions”
-

Today's Journey

Timeline for the Day:

- 9:00-10:30am → **Foundations & Frameworks**
 - 10:30-11:00am → Morning Tea
 - 11:00-12:30pm → **Stakeholder Management & Project Scoping**
 - 12:30-1:15pm → Lunch & Networking
 - 1:15-2:30pm → **Crisis Management in Action**
 - 2:30-3:00pm → Afternoon Tea
 - 3:00-4:00pm → **Strategic Decisions: Scale or Kill**
 - 4:00-4:30pm → **Personal Action Planning & Framework Synthesis**
- “This is a full, intense day but incredibly rewarding”
 - “You’ll leave with practical skills, not just notes”
 - “Every exercise builds on previous learning”
-

Learning Outcomes



You will: - Design • Manage • Navigate • Decide • Apply

- “These aren’t just academic goals”
- “By end of today: Design AI projects with appropriate scope and success metrics”
- “Manage diverse stakeholders effectively in AI initiatives”
- “Navigate ethical dilemmas and value-based decision making”

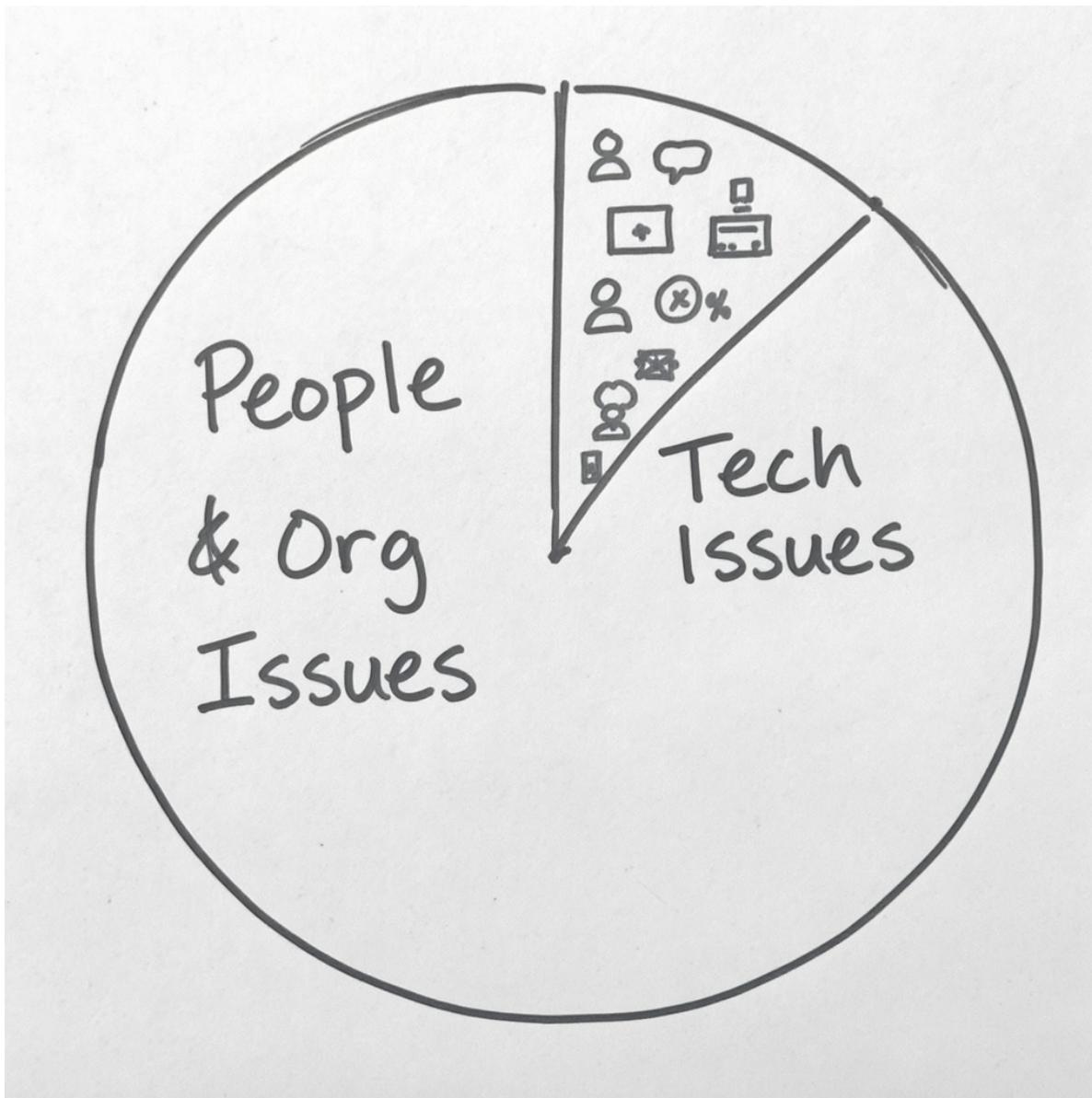
- “Make informed scale/pivot/kill decisions for AI pilots”
- “Apply crisis management frameworks to real AI project challenges”
- “You’ll actually PRACTICE each of these today”
- “You’ll leave with tools you can use Monday morning”

Lecture vs. Practice

Lecture → Decision-making Notes → Action Passive → Active Theory → Muscle Memory

- “Today you’ll experience what AI project leadership FEELS like”
 - “The crises you’ll face are based on real projects”
 - “Some of you will feel uncomfortable - that’s where learning happens”
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The Reality of AI Projects



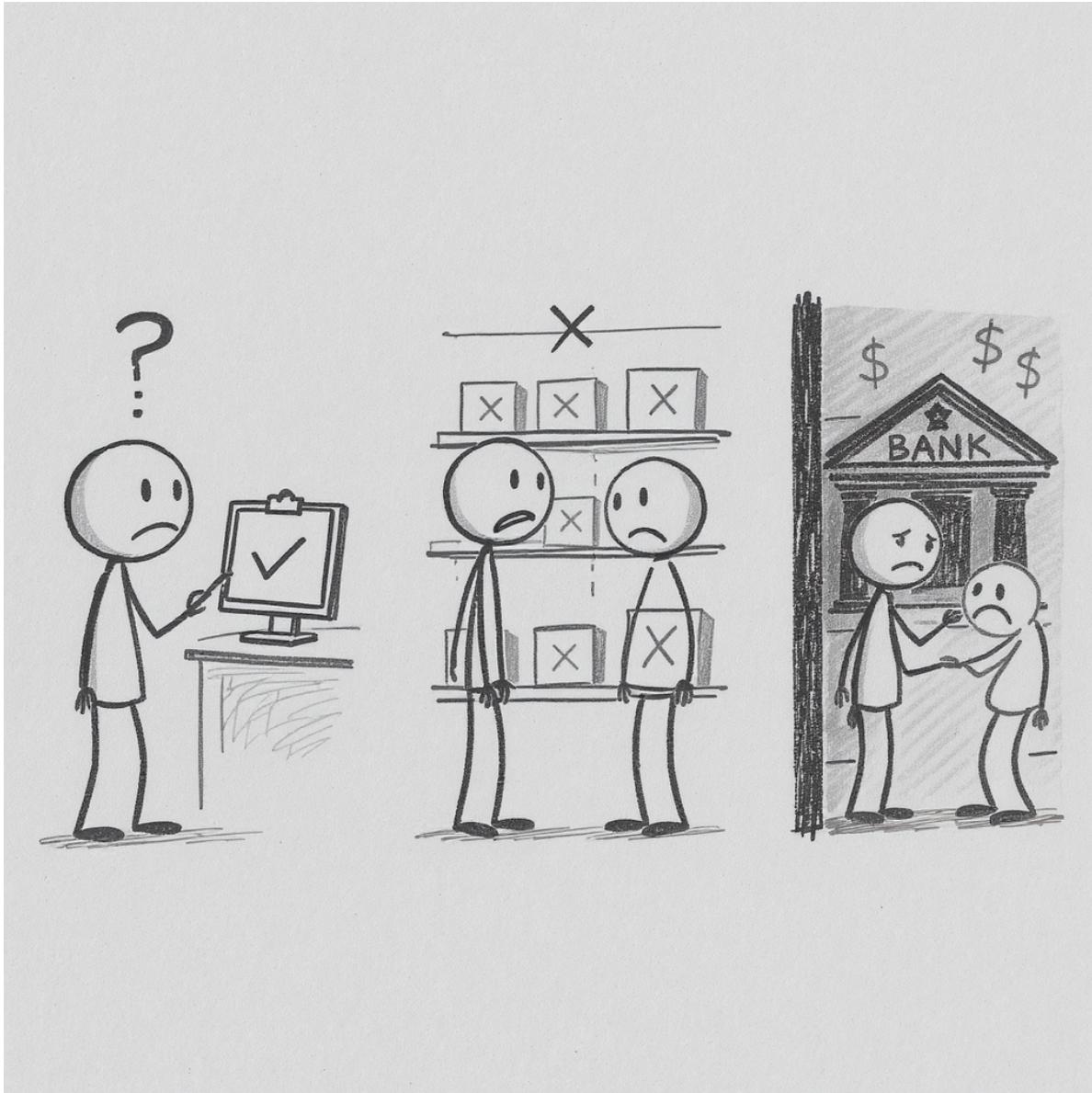
The Brutal Truth About AI Projects. **80% of AI projects fail to deliver value**

Source: Gartner, 2023

- “Let that sink in - 4 out of 5 AI projects fail”
- “Technical Issues: 20% - Algorithm doesn’t work, Data quality problems, Infrastructure failures”

- “People & Organisational Issues: 80% - Stakeholder resistance, Unclear objectives, Poor change management, Ethical oversights, Wrong metrics, Scope creep”
 - “Not because technology doesn’t work...”
 - “AI project leadership is NOT primarily about technology”
 - “It’s about people, politics, and change”
 - “That’s what we’re focusing on today”
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Real AI Project Failures



Healthcare: Perfect algorithm, clinicians didn't trust it

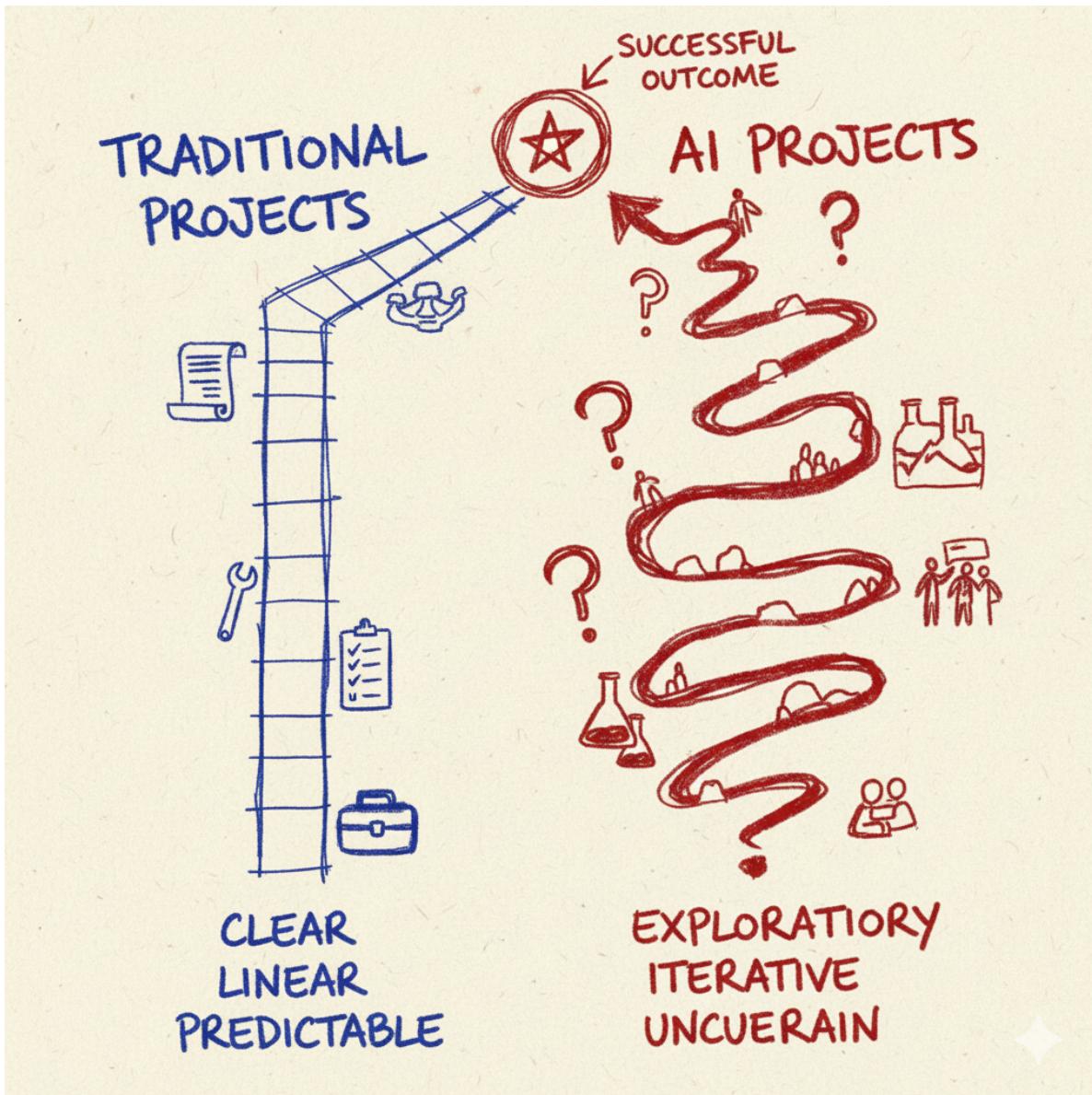
Retail: Worked great, destroyed jobs and PR

Banking: Solved the problem, discriminated against people

- “These are real projects (anonymised)”

- “Healthcare: \$5M investment, 2-year development, 95% accuracy in lab testing. Clinicians refused to use it. Forgot about user adoption.”
 - “Retail: Reduced stockouts by 40% (success!). Automated away jobs, union backlash, PR disaster. Didn’t manage people impact.”
 - “Banking: Improved processing speed by 70%. Discriminated against protected groups. Ethical oversight missing.”
 - “All had solid technology”
 - “All failed because of people and process issues”
 - “Today you’ll practice navigating exactly these challenges”
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Traditional vs. AI Projects



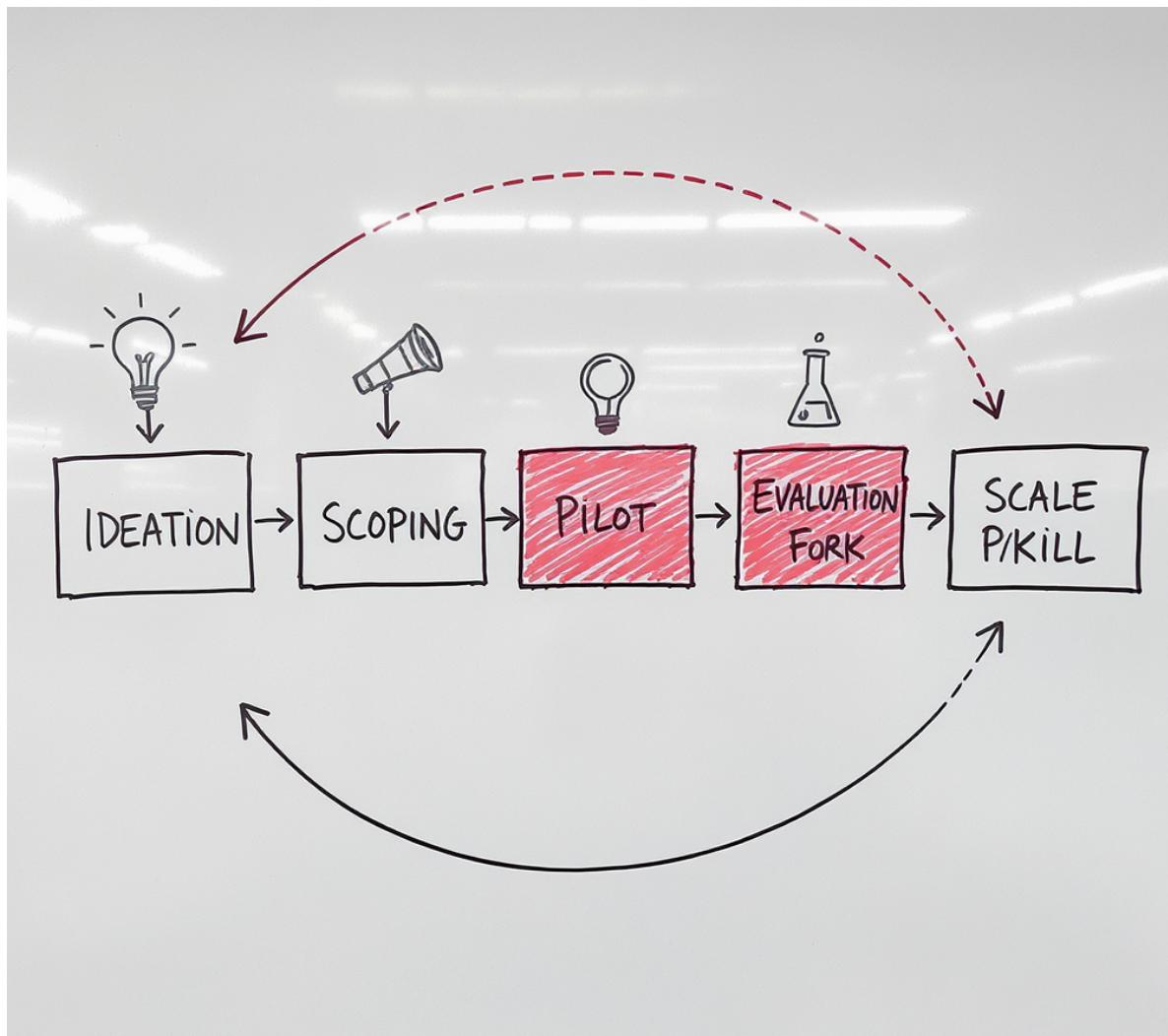
Two Different Journeys

Traditional: Known → Linear → Clear → Predictable → Technical risk
AI: Emergent → Iterative → Evolving → Experimental → Organisational risk

- “Many of you have led successful traditional projects”
- “AI projects require DIFFERENT skills - not better or worse, different”

- “Traditional: Requirements known upfront, linear progression, success criteria clear, predictable timeline, technical risk primary, implementation focus, Gantt charts rule”
 - “AI: Requirements emerge through experimentation, iterative/hypothesis-driven, success criteria evolve, we’ll know more after pilot, organisational risk dominant, learning & adaptation focus, experiments rule”
 - “Today we focus on what’s unique about AI leadership”
-

The AI Project Lifecycle



- “The journey: Ideation → Scoping → Pilot → Evaluation → Decision → Scale/Pivot/Kill (then loop back)”
 - “Most organisations rush through Scoping - that’s where you design for success”
 - “Most fail at Evaluation - they don’t measure the right things”
 - “Most struggle with Kill decision - sunk cost fallacy is powerful”
 - “Today you’ll practice the hardest parts: Scoping, Crisis Management, and Scale/Kill decisions”
-

Core Framework



Humans in the Loop

AI Replace Humans AI = Humans + Technology Working Together

Three Pillars: - Stakeholder Orchestration - Change Navigation - Ethical Leadership

- “This is the core principle: AI projects aren’t about replacing humans with technology”
 - “They’re about designing new ways for humans and AI to work together”
 - “This framework will guide us through every exercise today”
 - “These three pillars aren’t fluffy - they’re mission-critical”
 - “These pillars will help you navigate every challenge you face”
 - “Stakeholder Orchestration: Align diverse interests and motivations”
 - “Change Navigation: Guide organisations through AI transformation”
 - “Ethical Leadership: Make values-based decisions under uncertainty”
-

Meet RetailFlow

50 stores • \$150M revenue • 2,000 people • Australia

Problem: Customer satisfaction 78% → 68%, 26-hour response times

Solution: AI chatbot pilot (2 weeks live)

Your Role: AI Project Manager

- “This is a realistic but fictional company”
 - “We’ll use RetailFlow for all exercises today”
 - “You are the AI Project Manager”
 - “The chatbot pilot launched 2 weeks ago”
 - “It’s the mix of physical retail and e-commerce that makes this complex”
 - “Customer satisfaction is dropping, response times are terrible, competition is moving faster”
 - “They’ve decided to try AI as the solution”
 - “You’re about to face the reality of AI project leadership...”
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Exercise: Stakeholder Speed Dating



Objective: Experience AI project stakeholder perspectives firsthand

What you'll do:

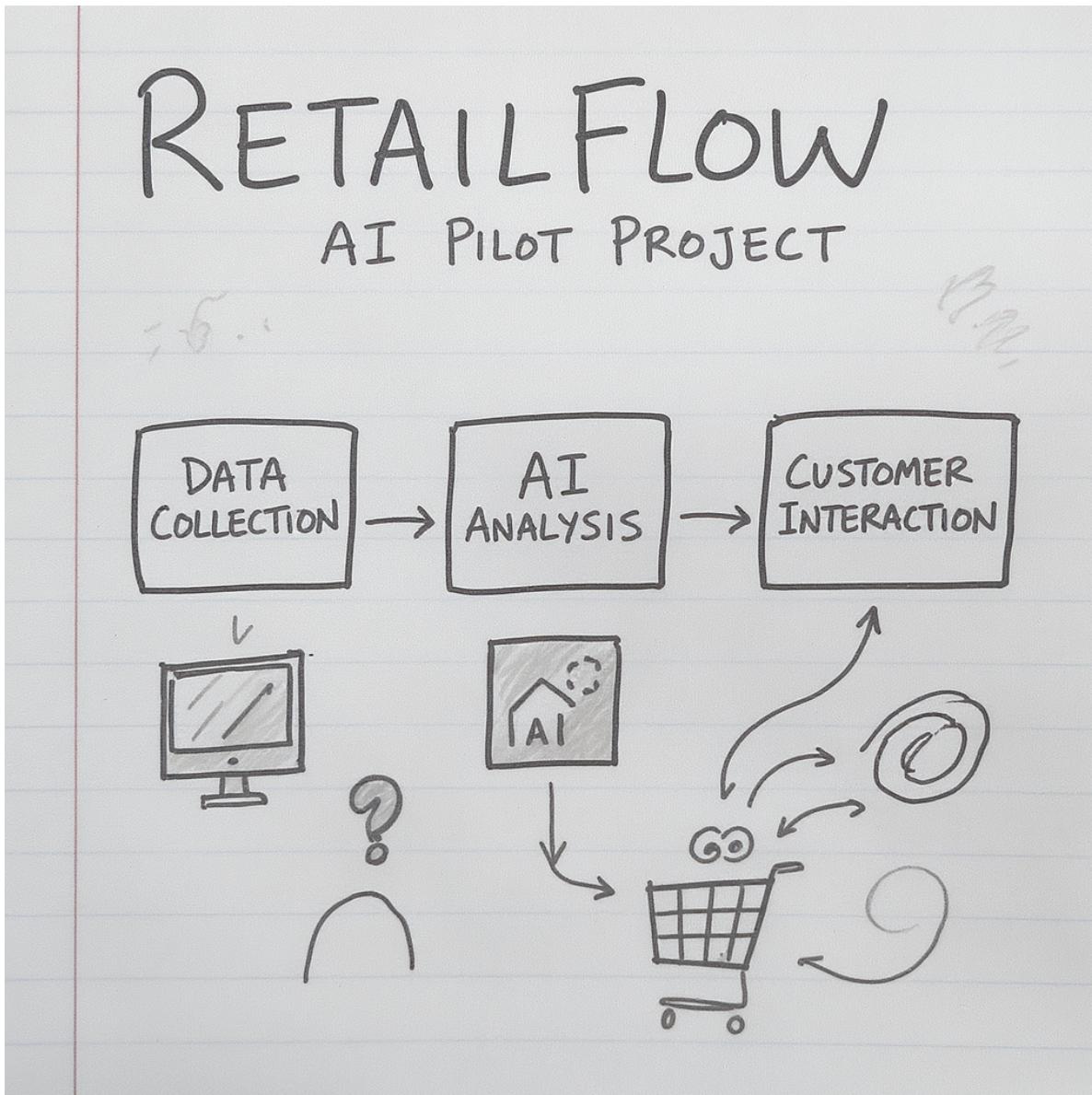
1. Each person receives a **role card** (one of 6 stakeholders)
2. Read your role card carefully
3. Have **5-minute conversations** with different stakeholders

4. Stay in character - embrace their fears and motivations
5. Take notes in your workbook

Materials: Role cards will be distributed now

- Distribute role cards (one per person, mixed across tables)
 - Take a few minutes to read role cards
 - Explain: “You’ll rotate conversations every 5 minutes when I ring the bell”
 - “Stay in character - experience their perspective, not your own”
 - Set timer, ring bell every 5 minutes for rotations
-

Exercise: Pilot Scoping Challenge



Objective: Design a well-scoped AI pilot for RetailFlow

The Challenge: RetailFlow's customer service is broken (26-hour response times, 68% satisfaction)

Your Task:

1. Review the **RetailFlow case study** in your packet

2. Complete the **Pilot Scoping Worksheet** as a group
3. Define: Scope, metrics, risks, budget, timeline
4. Make it “Goldilocks perfect” - not too big, not too small

Then... a surprise constraint will change everything

- “All materials are in your participant packet”
 - “Turn to the Pilot Scoping section”
 - “You have 30 minutes to complete the worksheet”
 - “One person should be scribe, but everyone contributes”
 - Set 30-minute timer
 - After 20 minutes: Give 10-minute warning
 - After 30 minutes: Distribute ONE random constraint card per group
 - “You now have 10 minutes to adapt your plan based on this constraint”
-

Exercise: Crisis Management Simulation



- “This is the centerpiece of the day”
- “The Scenario: You’re 2 months into the RetailFlow chatbot pilot. Week 2 of live deployment.”
- “You will face 4 crises, each one different”
- “Crisis 1: Data Quality Disaster - Technical failure, AI giving wrong answers”
- “Crisis 2: Staff Resistance - People problem, team actively sabotaging”

- “Crisis 3: Executive Pressure - Leadership challenge, sponsor demands acceleration”
 - “Crisis 4: Ethical Dilemma - Values decision, AI works but discriminates”
 - “Work through each crisis sequentially in your groups”
 - “You’ll experience what AI project crises FEEL like”
 - “Some involve role-plays with me - I’ll come to your table”
 - “Diagnose, decide, communicate - under time pressure”
 - “Let’s begin with Crisis 1 - Data Quality Disaster”
-

Exercise: Scale or Kill Decisions

Case A



Case B



Case C



Three Cases

A: High ROI (but...) B: Destroyed morale C: Revenue up, satisfaction down

Your Call: SCALE • PIVOT • KILL

- “Now you shift from tactical to strategic thinking”
 - “You’ll analyse three AI projects and make recommendations”
 - “Case A: Clear Success - inventory AI with 733% ROI (but is it straightforward?)”
 - “Case B: Clear Failure - scheduling AI that destroyed morale (but learn from it)”
 - “Case C: Ambiguous - pricing AI, good revenue but bad customer satisfaction (no perfect answer)”
 - “For each case, recommend: SCALE, PIVOT, or KILL”
 - “Defend your decision with evidence and reasoning”
 - “Use your Decision Framework reference sheet”
 - “You have 60 minutes total”
-

Personal Reflection

- “This is the most important part of the day”
 - “You’ve experienced a lot - now make it personal”
 - “Think about YOUR projects, YOUR challenges, YOUR context”
 - “What’s the ONE thing you’ll do differently starting Monday?”
 - “This is required for CRL, so complete it thoughtfully”
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Synthesis & Takeaways

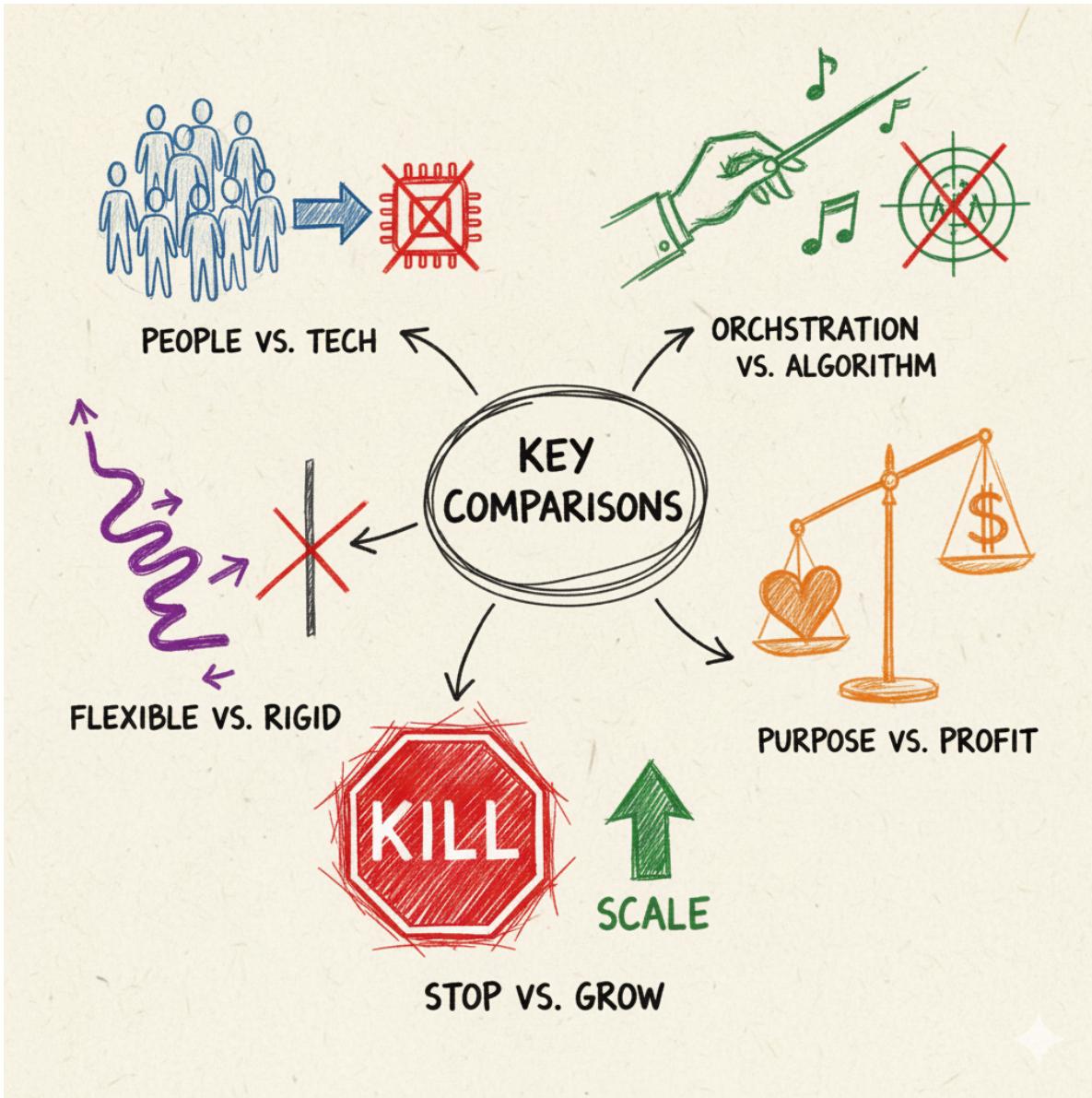


Your Toolkit: Six Frameworks

- Stakeholder Management
- Project Scoping
- Crisis Response

- **Strategic Decisions**
 - **Change Management**
 - **Ethical Leadership**
 - “You’ve experienced all of these today”
 - “Stakeholder Management: Power-Interest Matrix, role perspective mapping, engagement strategies”
 - “Project Scoping: Goldilocks principle, success metric definition, risk mitigation planning”
 - “Crisis Response: Diagnose → Decide → Communicate → Document (technical vs. people vs. leadership vs. ethical)”
 - “Strategic Decisions: Scale/Pivot/Kill criteria, decision framework questions, risk assessment matrix”
 - “Change Management: Expect resistance, involve early, communicate constantly, change curve navigation”
 - “Ethical Leadership: Four key questions - Who benefits? What could go wrong? How do we know? When do we stop?”
 - “These aren’t just frameworks - they’re practical tools”
 - “Keep your reference sheet - use it on every AI project decision you face”
 - “The goal isn’t perfect decisions - it’s defensible decisions with clear reasoning”
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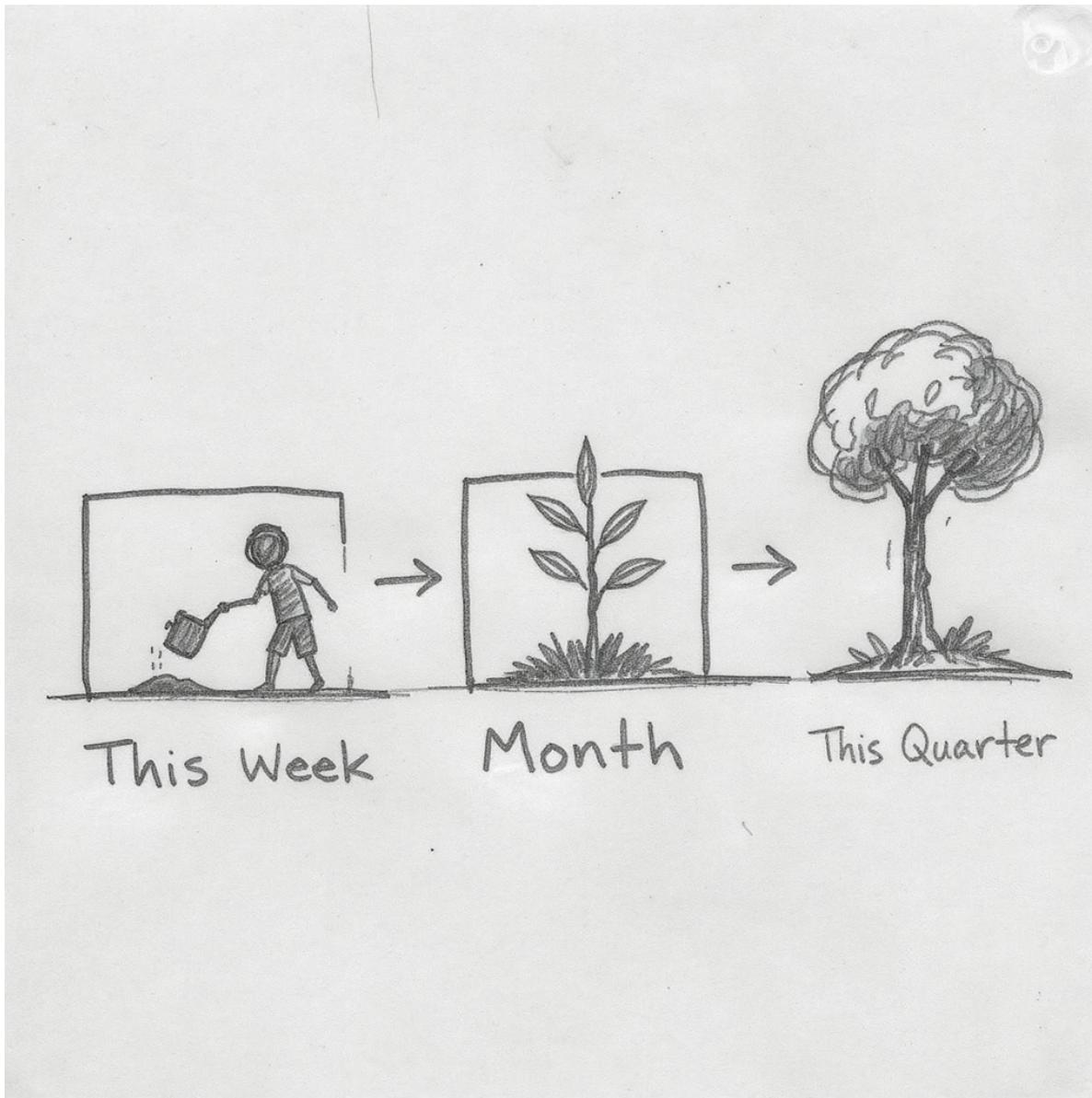
Core Insights



- People > Technology
- Orchestration > Excellence
- Flexibility > Plans
- Ethics > Metrics

- **Kill > Scale (if needed)**
 - “AI projects fail from people issues, not technology (80% vs 20%)”
 - “Stakeholder orchestration is more critical than technical excellence”
 - “No plan survives first contact with reality - flexibility matters”
 - “Ethical decisions aren’t optional - they’re leadership responsibilities”
 - “Killing bad projects is success, not failure”
 - “You experienced stakeholder resistance firsthand”
 - “You made tough decisions under pressure”
 - “You navigated ethical dilemmas with no perfect answers”
 - “You have muscle memory now, not just theory”
 - “Data-driven decisions are good, values-driven decisions are essential”
 - “The cost of being wrong about scaling » cost of being wrong about killing”
 - “When in doubt, run another small experiment rather than scaling prematurely”
-

Your Action Plan



This Week: What will you do?

This Month: What will you change?

This Quarter: What will transform?

- “The goal isn’t to overwhelm you with a huge to-do list”
- “Pick ONE thing to do differently this week - and define why and what success looks like”

- “Then think about what you’ll change this month”
- “Then what will be different this quarter”
- “Build momentum with small wins”
- “Use the frameworks - they’re tools, not rules”

Start small Measure what matters Involve early Document everything

- “Four principles as you go back to work”
 - “Start small - apply one framework at a time”
 - “Measure what matters - not just what’s easy to measure”
 - “Involve early - don’t wait for buy-in, co-create it”
 - “Document decisions - use the frameworks to justify your choices”
-



- “This isn’t the end of your learning journey”
- “It’s the beginning of applying these capabilities”
- “Digital copies of all materials will be sent via email”
- “Business Innovation Masterclass is the strategic counterpart to this course”
- “The frameworks will evolve as AI technology evolves”
- “Stay curious, stay humble, stay learning”

Apply what you learned. Lead with humans in the loop. Good luck with your AI projects!

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- “Please take 3-4 minutes to complete feedback”
- “Your honest input helps us improve these masterclasses”