

CASE STUDY

How a Global Professional Services Firm Activated Leaders for Responsible GenAI Adoption



A global professional services firm set an enterprize ambition to adopt generative AI (GenAI) responsibly while maintaining quality, trust, and strong governance.

Challenge

Senior leaders were receiving strong strategic signals about GenAI, but many lacked practical guidance for how to lead adoption in day-to-day work. Adoption was uneven across business units, and success criteria often defaulted to tool rollout or policy publication rather than visible leadership behaviors. Directors understood risk in theory, yet still struggled to balance momentum with appropriate control in live client work.

Approach

Learning Tree partnered with the client to design and deliver an ongoing program with a series of 90-minute facilitator-led leadership session built for busy directors and partners. Instead of training leaders on tools, the session focused on how leaders create conditions for safe, effective adoption: setting direction, modeling good judgment, and making the trade-offs between speed, ethics, and quality explicit.

What we delivered

The program used scenario-based discussion and GenAI adoption personas to help leaders recognize their own adoption style, anticipate team needs, and reduce uncertainty. Participants left with one concrete leadership action they could apply immediately (for example: how they would sponsor experimentation, set guardrails, or communicate expectations). The experience intentionally avoided exams or certification; success was defined as behavior change and leadership credibility.

"The session was very interactive, and that makes a big difference."

— Senior learning lead, global professional services firm



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“The program created the mindset change so leaders can activate when they get back to work.”

— Client enablement leader,
global professional services firm

Program Results

After delivery, leaders shifted from treating GenAI as an abstract strategy to practicing it as a day-to-day leadership responsibility. Directors asked for more operational guidance and follow-on sessions, indicating the program created demand for practical application rather than one-off awareness. The client also reframed how it measured progress—prioritising leaders’ ability to articulate next steps, sponsor adoption, and guide teams through real trade-offs (rather than simply tracking attendance or knowledge checks).

To support broader rollout, the client planned targeted pilots across business units and incorporated the session into a wider leadership enablement pathway.

The architecture was designed to scale to **1,000+ leaders over six months**, with multiple entry points for different roles and readiness levels—helping leaders move at a sustainable pace while maintaining governance and trust.

Distinct from traditional AI enablement, **The GenAI Leadership Enablement Program** shifts the focus from **passive awareness to active leadership behavior**.

Traditional AI enablement	 Learning Tree’s GenAI Leadership Enablement Program
Tools walkthroughs	Leadership judgement & decision-making in real scenarios
Policies & documents	Visible leadership signals & guardrails teams can apply
One-off sessions	Cohort discussions that normalises uncertainty & builds confidence
Knowledge checks & generic content	Concrete leadership actions & role-relevant dilemmas to apply immediately
Push for speed (“adopt now”)	Sustainable pacing that balances innovation, ethics, quality, & trust

Book a GenAI briefing and empower leaders for responsible adoption.