



Reinventing the Organization with AI

Syllabus

AI transformation is as much a human challenge as a technical one. Through real-world case studies and practical exercises, this course explores how leaders can drive AI adoption by rethinking productivity, building organizational support, evolving talent strategies, and helping people adapt to changing roles.

Modules		Case Studies	Takeaways	Key Exercises
Module 0	Introduction	—	- AI transformation is a human problem with a technical overlay. - Reframing professional identity is a key component of AI transformation.	—
Module 1	The Existential Shift	- Colgate-Palmolive: Defining productivity and company-wide AI integration - AXA: Insurance transformation	- Productivity should focus on expanding outputs, not minimizing inputs. - AI gains exist on a spectrum from efficiency to augmentation. - Successful organizations can manage the human friction of changing roles with AI.	- Draft two proposals: one focused on AI and efficiency, one focused on AI and augmentation. - Analyze how AI may move team members up the human-AI ladder.
Module 2	Advocacy and Persuasion for AI Initiatives	- Colgate-Palmolive: horizontal vs. vertical framework and the AI Ambassador Network - AXA: Negotiations and persuasion	- Organizations need to spread AI through both bottom-up and top-down mechanisms. - Social contagion can help spread AI throughout an organization. - Reframing threats as evidence of understanding concerns can help garner support for AI initiatives.	- Draft a pitch designed to persuade hesitant leaders to adopt an AI initiative. - Create a measurement strategy for an AI initiative.
Module 3	People Strategy	- Colgate-Palmolive: AI literacy - AXA: Employee upskilling	- Organizations should strive for a balance of efficiency mindsets and augmentation mindsets in their employees. - Role redefinition can unfreeze middle management. - Incentives must be recalibrated in an AI transformation to avoid the AI productivity tax.	- Map current and future personnel needs based on efficiency and augmentation mindsets. - Evaluate incoming projects based on urgency and skills needed. - Select an intervention to unfreeze middle management. - Draft a plan to recalibrate incentives.

Modules		Case Studies	Takeaways	Key Exercises
Module 4	Conclusion	—	• Hands-on learning is crucial for everyone. • Social learning and role modeling helps spread AI initiatives. • Organizations need to anchor on core human skills as AI transforms the workplace.	• Evaluate how to personally model AI learning within the workplace.

Learning requirements: In order to earn a Certificate of Completion from Harvard Online, participants must thoughtfully complete all 4 modules, including satisfactory completion of the associated quizzes, by stated deadlines.