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FREE TOOLKIT · THE NEUROSCIENCE OF AI TRANSFORMATION

The AI Transformation Leadership Toolkit

Three tools to lead your people through change, at the level of the brain.



TOOL 1 · PAGE 2

The I Know / I Believe Matrix

See whether resistance comes from facts, opinions, bias or belief.

TOOL 2 · PAGE 4

The Leadership Culture Matrix

Lead with influence to earn commitment, not just compliance.

TOOL 3 · PAGE 6

The Trust Audit · Behavior Check

Count what you actually did, and see where your trust changes by room.

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TOOL 1

The I Know / I Believe Matrix

Every statement about AI in your organization lives in one of four quadrants. Facts respond to data. Bias and belief respond to conversation and experience. Knowing the difference tells you how to answer.

	I KNOW	I BELIEVE
I KNOW	**Facts** KNOW WHAT I KNOW Verified information and evidence you can demonstrate. The smallest quadrant, and the bedrock of legitimate confidence. Shows up as: statements backed by data.	**Conscious Opinions** KNOW WHAT I BELIEVE A clearly held judgment, labeled honestly as a view and open to being updated. The healthiest place to lead from. Shows up as: "I think this will be hard for my team."
I BELIEVE	**Bias** BELIEVE WHAT I THINK I KNOW Convictions that feel like facts. Assumptions dressed as evidence. This is where most resistance lives. Shows up as: "This will never work." "We tried this before."	**Belief · Intuition · Faith** BELIEVE WHAT I BELIEVE Deeply held values, instinct and vision. Not based on evidence, but honestly owned. Powerful when transparent; risky when mistaken for fact. Shows up as: "My intuition tells me we should jump on this opportunity, even though I have no evidence to support it."

Why more information doesn't move people

Briefings, FAQs and business cases all work in the Facts quadrant. Resistant people are rarely stuck there. They are in Bias or Belief. The goal is not to empty the Bias quadrant, because expertise and experience live there too. The goal is to know what is in it.

Use it with your team

1. List what people are actually saying about AI.
2. Sort each statement into a quadrant (worksheet on the next page).
3. Answer facts with data. Answer bias and belief with conversation and experience.
4. Run it on your own beliefs first.

A biased brain wants to be proven right. A curious mind is willing to be proven wrong.

TOOL 1 · WORKSHEET

Sort What You're Hearing

Write down what people are saying about AI at work. Tick the quadrant each statement belongs to, then decide how you'll respond.

What I'm hearing	Fact	Opinion	Bias	Belief	My response
e.g. "AI is just a way to cut jobs."	○	○	●	○	*Conversation: share our commitments on roles*
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	
	○	○	○	○	

Bias or belief? Test your own convictions

From the inside, bias and belief feel the same. Pick one thing you feel certain about in your AI rollout and answer two questions.

1. How willing am I to discover I'm wrong about this?

1 2 3 4 5 6 7 8 9 10

2. How willing am I to be proven wrong **by someone else**?

1 2 3 4 5 6 7 8 9 10

8–10 on both: you hold it with curiosity. That's belief or intuition. **Below 5, especially on question 2:** the conviction is protecting your identity. That's bias, and it's worth a second look.

What question, honestly answered, would shift it? Who would ask me that question?

TOOL 2

The Leadership Culture Matrix

Where does your power come from, and how do decisions get made? Every leader visits all four quadrants. The question is where you live.

	INFLUENCE · EARNED	AUTHORITY · POSITION
DIRECTIVE · I DECIDE	**Influential-Directive** Clear direction, backed by earned credibility. Right when your expertise is the strategic asset. **Cost:** you become the single point of failure.	**Authoritative-Directive** Orders backed by position. Right in a true emergency or a safety-critical moment. **Cost:** people wait for orders, and bad news arrives late.
COLLABORATIVE · WE DECIDE	**Influential-Collaborative** PRIMARY RESIDENCE A senior member of the team, not the top of a hierarchy. Builds four behaviors: initiative, critical thinking, accountability and innovation.	**Authoritative-Collaborative** Consults for real, then decides. Right when accountability rests with you. **Cost:** your bandwidth becomes the bottleneck.

The healthy split

Aim for roughly **15% authority**, the foundation for safety and compliance, and **85% influence**, which is where discretionary effort comes from. The wise leader lives in Influential-Collaborative, visits the other quadrants when the situation truly needs it, and then returns.

In AI change

An AI mandate buys compliance, and with it the quiet workarounds. Influence buys the experiments. Every use of authority writes a cheque on the company's account, so remember your budget.

Authority gets compliance. Influence builds commitment.

TOOL 2 · WORKSHEET

Where Do You Really Lead From?

Most leaders place themselves where they'd like to be. Judge yourself on a hard week, not an easy one.

1. Are the four behaviors present in your team?

If all four reliably show up, especially under pressure, you live in Influential-Collaborative.

Behavior	Rarely	Sometimes	Reliably	An example from the last month
Initiative	○	○	○	
Critical thinking	○	○	○	
Accountability	○	○	○	
Innovation	○	○	○	

2. What is authority costing you?

Authority is paid for in five currencies. Tick the ones you're spending most.

☐	**Productivity** · compliance without discretionary effort
☐	**Innovation** · ideas get shut down before they're tested
☐	**Customer trust** · disengaged people create disengaged customers
☐	**Leader physiology** · carrying every decision is exhausting
☐	**Judgment integrity** · people stop telling you the truth

3. One shift for the next 30 days

Which AI decision am I making alone that my team could make with me? What will I do differently?

TOOL 3

The Trust Audit · Behavior Check

Trust isn't a type you are. It's a choice you make in every room you walk into. Count what actually happened in a typical week; no one scores perfectly.

*** For starred questions, also tick where it happened:** with your **Boss** or senior leaders, with **Peers** or other teams, or with your **Team**.

Trustworthiness — Do people trust what I do?

		0	1–2	3–4	5–7	8+	Boss	Peers	Team
	WHAT I DELIVER · HOW MANY TIMES DID YOU…								
TW1	7 DAYS Deliver on time, out of all the commitments you made?	All	All but 1	All but 2–3	About half	Under half			
TW2*	7 DAYS Arrive late for a meeting or call?	○	○	○	○	○	☐	☐	☐
TW3*	7 DAYS Forget to do something you promised?	○	○	○	○	○	☐	☐	☐
TW4	30 DAYS Change or miss a deadline without warning the person?	○	○	○	○	○			
TW5	30 DAYS Tell someone "I got that wrong"?	○	○	○	○	○			
	HOW I RESPOND WHEN OTHERS ARE VULNERABLE · HOW MANY TIMES DID YOU…								
TW6	30 DAYS Support someone after they made a mistake, without blame?	○	○	○	○	○			
TW7	30 DAYS Thank someone for telling you about a problem or failure?	○	○	○	○	○			
TW8	30 DAYS Thank someone or acknowledge their courage when they gave you constructive feedback?	○	○	○	○	○			

Trust Willingness — Do I extend trust to others?

		0	1–2	3–4	5–7	8+	Boss	Peers	Team
	WHAT I DO · HOW MANY TIMES DID YOU…								
WT1*	30 DAYS Stay quiet rather than share a concern or feedback?	○	○	○	○	○	☐	☐	☐
WT2*	7 DAYS Check or redo work you had already delegated?	○	○	○	○	○	☐	☐	☐
WT3	30 DAYS Ask someone for help?	○	○	○	○	○			
WT4	30 DAYS Admit "I don't know", "I'm not sure" or "I'm struggling with this"?	○	○	○	○	○			
	WHAT OTHERS DO AROUND ME · HOW MANY TIMES DID SOMEONE…								
WT5	30 DAYS Offer you honest feedback you hadn't asked for?	○	○	○	○	○			
WT6	30 DAYS Openly and respectfully disagree with you?	○	○	○	○	○			
WT7	30 DAYS On your team point out an error you made?	○	○	○	○	○			
WT8	30 DAYS Come forward to tell you about a mistake they made?	○	○	○	○	○			

TOOL 3 · SCORE AND PLOT

Find Your Trust Profile

Convert each answer to points with the key, add up each dimension, and mark your position on the matrix. Each dimension is out of 32, and **19 or more is High**.

Questions	0	1-2	3-4	5-7	8+
Habits that build trust: TW5 · TW6 · TW7 · TW8 · WT3 · WT4 · WT5 · WT6 · WT7 · WT8	0	1	2	3	4
Slips that cost trust: TW2 · TW3 · TW4 · WT1 · WT2	4	3	2	1	0
Commitments kept: TW1 (All → Under half)	4	3	2	1	0

Trustworthiness _____ / 32 **Trust Willingness** _____ / 32

TRUST WILLINGNESS ↑

The Pioneer

WILLINGNESS 19+ · TRUSTWORTHINESS UNDER 19

You trust freely and launch with enthusiasm, but follow-through can lag behind intent.

Growth edge: close the gap between intent and impact.

The Amplifier

TRUSTWORTHINESS 19+ · WILLINGNESS 19+

You earn trust and extend it. Trust given begets trust returned.

Growth edge: maintain the foundation. Trust needs daily renewal.

The Well

BOTH BELOW HIGH

Trust is guarded in both directions, often after past disappointments. A starting point, not a failure.

Growth edge: begin speaking. One small, deliberate act of trust.

The Engine

TRUSTWORTHINESS 19+ · WILLINGNESS UNDER 19

Credible and reliable, but you keep a glass wall around you and may audit a competent team.

Growth edge: extend what you have earned. Delegate one real decision a week.

TRUSTWORTHINESS →

TOOL 3 · WHERE DOES YOUR TRUST CHANGE?

One Leader, Four Quadrants

In a single day you can be a Well in a senior meeting and an Amplifier with your team. Your score is an average. Your ticks show where the average comes from.

Count your ticks by room

Add up your Boss, Peers and Team ticks for TW2, TW3, WT1 and WT2.

Boss	or senior leaders	☐	**Peers**	or other teams	☐	**Team**	my direct reports	☐

Where your ticks cluster is where you step away from the Amplifier. A pattern of **staying quiet (WT1)** points toward the Well or the Engine in that room. A pattern of **being late or forgetting (TW2, TW3)** points toward the Pioneer or the Well. A pattern of **rechecking work (WT2)** points toward the Engine.

Plot the rooms you lead in

Write **Boss**, **Peers** and **Team** on the matrix where you believe you show up most of the time in each room.

Pioneer	**Amplifier**
Well	Engine

Three questions to sit with

1. In which room am I furthest from the Amplifier, and what happens in me just before I go there?

2. Who experiences me at my best, and who experiences me at my most guarded?

3. What one choice would move my lowest room one step closer to the Amplifier this week?

The full Trust Audit, with a personalized report and coaching debrief, is available through Level V Partners.

KEEP BUILDING THE NEW PATHWAY

Your Next Steps

Tools work when they become habits. Here are three ways to keep going.

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ABOUT THE AUTHOR

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CEO of Level V Partners and creator of Leadership Tai-Chi. Marcel brings neuroscience, movement and leadership together to help leaders lead with clarity, wisdom and humanness. He is an executive coach, keynote speaker and published author.