

An Inclusion Leader Playbook for the Next Phase of AI

Use of artificial intelligence (AI) has moved beyond the pilot phase in many organizations. No longer confined to experimentation or isolated productivity gains, it is already reshaping how work gets done, how credibility is built, and how evaluation takes shape. For the past two years, most organizations have treated adoption as the headline story at work, focusing specifically on how often employees are using AI and to what degree. **A more consequential issue is now emerging: As AI moves deeper into everyday work, it is also beginning to redistribute power in the workplace—power over who gets access, whose judgment carries weight, and who benefits first.**

This insight paper argues that the contributions of inclusion leaders are essential to ensure that organizations govern AI at work successfully, especially as it reshapes organizational design, workforce access, and institutional trust. The window to shape this transition is still open, but it is narrowing quickly. Organizations that act now will be better positioned to build trust, strengthen adoption, and keep early AI gains from following old lines of advantage. This paper focuses on what inclusion leaders can do in the next 90 days to shape workplace AI inside organizations that are adopting, buying, and governing AI, not building frontier models from scratch.

“ Inclusion is not the default.”

Courtney Heldreth, PhD, Google

Five Operating Priorities for Inclusion Leaders

Drawing on current research and interviews with senior leaders working across AI and inclusion, the full insight paper identifies five operating priorities for how inclusion leaders can and should shape the next phase of workplace AI:

- 1 Build Practical AI Fluency.** Inclusion leaders do not need technical mastery, but they do need enough direct experience to shape AI credibly.
- 2 Embed Inclusion Where AI Decisions Are Made.** Influence matters most in the forums shaping governance, learning, workflow redesign, procurement, and talent processes.
- 3 Make the Learning Curve More Equitable.** Uneven access to AI learning is not a side issue. It is an early warning sign of wider capability and opportunity gaps.
- 4 Define Human Accountability Early.** Organizations need to decide where AI can support decisions, where people must still own them, and how employees can question AI-enabled outcomes.
- 5 Put AI to Work on the Moments That Matter.** Used thoughtfully, AI can help organizations spot patterns in pay, promotion, project access, and manager evaluations sooner.

The longer paper expands each priority and offers a quick-start guide for what inclusion leaders should do now. The question is not whether AI will reshape work. It already is. The question is whether organizations will let it inherit old patterns of advantage, or use this moment to build something better.