



Futures are human **augmented by AI**

# HUMAN-AI LEADERSHIP LEARNING JOURNEY

Effective leadership in the age of data and AI: modern principles, skills, and tools

12 days over 6 months | Online & in-person | Includes podcasts & e-learning modules for self-study



## DESCRIPTION

Traditional leadership models are reaching their limits. Today's leaders are confronted with unprecedented complexity, uncertainty, and speed of change—challenges for which past experience no longer provides reliable answers.

In a VUCA world, new leadership is needed: the ability to remain capable of acting in uncertainty, to enable dialogical cooperation, and to create spaces in which solutions can emerge.

At the same time, artificial intelligence is revolutionizing the way we lead. The answer lies not in competing with AI, but in conscious integration: leaders must understand AI as a partner while simultaneously strengthening their unique human abilities—intuition, empathy, ethical judgment, creativity.

Human-AI integration leadership means confidently orchestrating the strengths of both worlds: AI for efficiency; humans for meaning-making, ethical reflection, and innovative problem-solving.

This learning journey combines new leadership principles with the practical requirements of the AI era and empowers you to future-proof yourself, your teams, and your company—with human-centered new leadership and technological sovereignty in dealing with AI.

You will develop a new leadership approach to complexity and uncertainty based on dialogue skills, ambiguity and conscious interaction design, guided by the 17 New Leadership Principles.

You will learn to use AI as a strategic partner and distinguish between context engineering (management) and prompt engineering (leadership), while retaining control as the “authority-in-the-loop.”

You will specifically strengthen your human-only skills: intuition, empathy, ethical judgment, creativity—which will become a decisive competitive advantage in the age of AI.

You will work with over 20 prompted insights for practical applications: from self-reflection to team facilitation to strategic business development.

# BACKGROUND

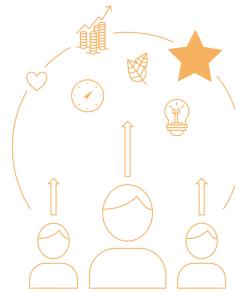
To help managers navigate the jungle of buzzwords and choose the right leadership approach for themselves, their employees, and their companies, we examined a range of modern leadership approaches and identified the fundamental ideas that underlie them all.

Given the multitude of leadership styles circulating under different names in different contexts, we further refined our search for the essence of new leadership using the following criteria: They are supported by a pool of scientific data and academic literature to ensure the validity of the leadership concept; They follow a people-centered approach; they have a proven track record of success based on feedback from various leaders we have worked with and from Fortune 500 companies. Below are leadership approaches that meet all criteria:

Transformational Leadership (Bass)  
Dialogic Leadership (Dietz)  
Servant Leadership (Greenleaf)  
Authentic Leadership (Avolio/George/Walumbwa)  
Systemic Leadership (Luhmann/Senge)  
Creative Leadership (Richardson)  
Clear Leadership (Gervase/Bushe)  
Responsible Leadership (Sanford)  
Evolutionäre Führung (Alznauer/Van Vugt)

In times marked by great complexity and uncertainty, leadership should not be yet another area that challenges us. That is why we have sought commonalities between the new leadership styles mentioned above and published 17 new leadership principles that capture their shared essence and represent a true north for leading oneself, people, organizations, and beyond.

## DETAILED DESCRIPTIONS FOR THE NEW LEADERSHIP PRINCIPLES.



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NEW LEADERSHIP PRINCIPLES

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PREPARED PROMPTS

**Karlshochschule**  
International University

In 2021, triangility began collaborating with students from Karlshochschule International University (Professor Wendelin Kuepers) as part of a scientific project. They questioned our findings, designed and conducted a survey among executives and HR managers, and scientifically supplemented our New Leadership Framework.

# CONTENT OVERVIEW

## 1 - LEADING YOURSELF

We begin by analyzing the invisible and unconscious influences on your leadership personality. What has shaped your current leadership identity? It has developed from your beliefs and experiences, as well as your understanding of your role and the corporate culture. The better you understand the complexity of your inner world, the better you can master complex external challenges (team, company, environment, society).

## 2 - LEADING OTHERS

New leadership means being less of a decision-maker and more of a process designer for decision-making processes. In the second module, we focus on strengthening personal responsibility and self-organization within teams. You will stimulate creativity, enable co-creation and interdisciplinary collaboration, increase diversity, and ensure psychological safety. In this module, we place a strong focus on mindset and skills related to communication, coaching, facilitation, and transformation processes.

## 3 - LEADING BUSINESS

In this model, we focus on how your company currently generates value—and how you can align your business for the future. The focus is on your business model and how social, technological, ecological, and economic trends influence it. We look at both the visible (business model, structures) and invisible (values, culture) aspects of your organization and how both can be effectively changed. You will learn about the two 'operating systems' for leadership and management.

## 4 - LEADING BEYOND

In the final module, we look beyond the boundaries of your company. We examine the principles, skills, and tools needed to reconcile economic goals with social and environmental responsibility. We create a new leadership paradigm that is oriented toward sustainability and considers leadership in the context of ecology and society.

# METHODS & PHILOSOPHY

This learning journey consists of three integrated elements: face-to-face modules (also online), collaborative learning in small groups, and self-organized learning.

Through **face-to-face modules**, our experienced trainers and coaches provide insights and expertise on the principles of modern leadership, artificial intelligence, strategy, and shaping the future. Between the face-to-face sessions, participants learn in a self-organized and independent manner in **learning groups**, work on challenging case studies, and receive support from our coaches as needed. At the same time, we provide a library for **self-study**: with podcasts, e-learning courses, and curated content and methods, so that participants can deepen and integrate their knowledge and apply it in their daily work.

Our learning experience design places a strong focus on delivering outstanding learning experiences. We believe that cognitive understanding is not enough to bring about lasting change. Personal and emotional experiences, reflection, and feedback are important for deeply embedding new ideas and generating a desire for change.

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## LESSON 1 - LEGACY OF LEADERSHIP (D1M1L1)

This lesson reflects on the current challenges facing organizations and leadership in a VUCA world. Participants understand the limitations of traditional leadership models (Operating System 1) and recognize the need for dialogic collaboration (Operating System 2). The lesson lays the foundation for ambidextrous leadership behavior that integrates both stable and agile leadership approaches. KI-Bezug: Einführung in das Konzept von System 0 (Artificial Intelligence) und dessen Platzierung neben System 1 & 2.

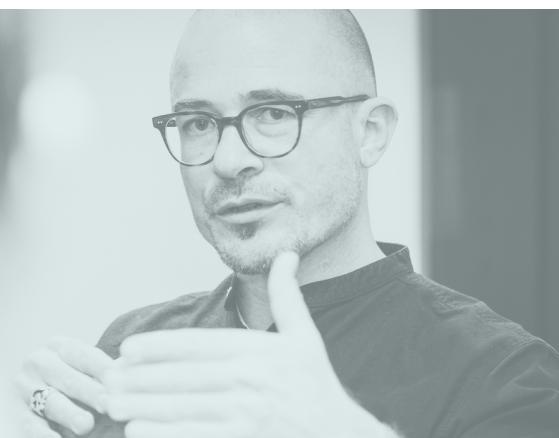
## LESSON 2 - THE FUTURE OF LEADERSHIP (D1M1L2)

In this lesson, participants explore new forms of organization and structures for different contexts. They learn about dialogical forms of collaboration (agile methods, connected company, holacracy, sociocracy) and develop a systemic understanding of organizations as complex social systems. The focus is on developing ambidexterity as a key leadership skill.

AI reference: System 0 (AI) as an integral part of modern management systems.

## LESSON 3 - DEMYSTIFYING AI (D4M2L1)

This lesson demystifies artificial intelligence and empowers executives to participate competently in the AI discourse. Participants learn basic technical concepts (machine learning, deep learning, data handling) without requiring any prior knowledge. A special focus is placed on agentic AI and its influence on business behavior.



AI reference: Complete lesson on understanding AI fundamentals and their impact on leadership. Prompted insights for practical exploration.

## LESSON 4 - ARTIFICIAL INTELLIGENCE IN PRACTICE (D4M2L2)

Participants learn how to use AI in everyday management tasks and how AI can complement their team's work. The lesson covers improving decision-making through bias identification, practical AI applications, and prompt engineering. An important aspect is the distinction between prompt engineering and context engineering, as well as the conscious use of System 0 with a focus on domain expertise.

AI reference: Intensive practical work with AI systems and tools. Distinction between human-on-the-loop and human-in-the-loop. Prompted insights for practical AI applications.

## LESSON 5 - DEVELOPMENT OF LEADERSHIP MODELS (D1M1L3)

This lesson provides a historical overview of leadership theories, from the Great Man Theory to transactional and transformational models. Participants reflect on how traditional theories shape today's leadership behavior and what new principles and skills are needed to meet future requirements.

AI reference: Critical insights into "GREAT AI" and the relevance of historical leadership theories in an AI future. Prompted insights into the exploration of various leadership theories.

## LESSON 6 - SELF-REFLECTION AS A LEADER (D1M2L1)

Managers reflect on the unconscious aspects of their leadership personality (values, experiences, influences, beliefs) using the iceberg model. They understand how corporate culture influences their behavior and how they can consciously change this. The lesson prepares them for new forms of leadership that are required in different environments (complicated vs. complex).

AI reference: Prompted Insights for AI-supported self-reflection through targeted coaching questions.

## LESSON 7 - DEVELOP YOUR LEADERSHIP IDENTITY (D1M2L2)

Participants learn to consciously develop their leadership role by deconstructing realities. They analyze their corporate culture and recognize potential tensions between personality and cultural expectations. A key point is suspending the stimulus-response pattern (suspending) according to Martin Buber and Heinz von Förster in order to remain capable of acting in uncertain environments.

AI reference: Focus on human-only skills (intuition, empathy, creativity, imagination, story thinking). Prompted insights for identifying personal human-only skills. Reflection on AI-constructed, biased realities and AI business transformation assessment.

## LESSON 8 - PERSONAL TRANSFORMATION AS A LEADER (D1M3L1)

This lesson decodes the nature of transformation processes through the Hero's Journey. Participants learn strategies for overcoming fears and resistance, as well as how to deal with polarities in transformations. They develop a vision of the desirable future for themselves and others.

AI reference: Prompted insights for transformative reflection processes.

## LESSON 9 - LEADERSHIP AND ORGANIZATIONAL TRANSFORMATION (D1M3L2)

Managers understand organizations as complex social systems and learn how culture can be changed through "design of interaction." They establish themselves as mentors in transformation processes and develop the ability to guide people through unfamiliar, chaotic, and uncertain phases.

AI reference: Facilitation of human-AI interaction and participation (AI as a new team member). Reflection on AI-supported leadership development and human-only skills as coaching differentiation. Buddha Prompt for prompted insights.

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## LESSON 10 - INTEGRATING MANAGEMENT & LEADERSHIP

### (D2M1L1)

This lesson differentiates between management and leadership tasks and examines the core tasks: goal setting, planning, decision-making, organization/delegation, control/measurement. Participants understand the importance of self-organization and employee empowerment and learn about the principles of agile and dialogical methods.

AI reference: Separation of context engineering (management, human-on-the-loop) vs. prompt engineering (leadership, human-in-the-loop). AI as a partner in dialogue, conscious avoidance of human-out-of-the-loop. [Prompted insights on the reflection challenge from Module 1.](#)

## LESSON 11 - BUSINESS ETHICS (D2M2L1)

Participants become aware of ethical tensions and conflicts and seek solutions. They learn about different ethical approaches (ethics of conviction, categorical imperative, utilitarianism, moral economy) and apply them in practice. The focus is on the shift from shareholder to stakeholder capitalism and the resulting ethical conflicts.

AI reference: Reflection on the AI-related increase/decrease in social complexity among stakeholders. Evaluation of LLM platforms according to ethical standards and corporate values. Kant Prompt (Prompted Insights) on the application of various ethical axioms to dilemmas.

## LESSON 12 - ETHICS AND THE FUTURE WORKPLACE (D2M2L2)

This lesson examines how external ethical challenges manifest themselves in organizations (discrimination, harassment, equality, privacy). Participants understand the influence of different generational value systems and national cultures, as well as the impact of emerging technologies on the workplace.

AI reference: Investigation of how AI reinforces inequality in organizations (education, decision making, agentic AI). Prompted insights using Hofstede's cultural dimensions to reflect on corporate culture. AI analysis of national cultures and how they help or hinder corporate culture. Question about AI catalyzing capitalism.

## LESSON 13 - CREATING A SAFE SPACE (D2M2L3)

Managers learn to create psychologically safe environments that promote appreciation and trust. They use the Trust Equation and develop a learning culture instead of a culture of blame. The lesson covers methods for fast, iterative, and collaborative learning, as well as constructive ways of dealing with tension and conflict.

AI reference: Identification of trust factors for AI in human-AI collaboration. Reflection on how AI can support teams in learning faster. [Prompted insights available.](#)

## LESSON 14 - PROVIDING PURPOSE (D2M2L4)

This lesson shows how purpose is created at the individual, team, and organizational levels. Participants learn about Theory U and the U Process and use value maps to discover the value of their work for others. They lead from the emerging future (Future Group).

AI relevance: Articulation of AI's influence on the company's purpose and the purpose of AI itself. Identification of the value of AI for others inside and outside the organization. [Prompted insights available.](#)

## LESSON 15 - COACHING SKILLS FOR LEADING IN COMPLEXITY AND UNCERTAINTY (D2M3L1)

Managers develop a coaching mindset and learn to lead by asking questions and strengthening the self-efficacy of their employees. They understand when coaching is useful (in cases of VUCA-related indecisiveness) and establish dialogical skills. An important aspect is understanding the limitations of AI as a coaching tool.

AI reference: AI as a coach: limitations and possibilities. AI provides a change of perspective by asking questions, without being a coach itself. GROW Prompt (Prompted Insights) for AI coaching.

## LESSON 16 - BUILD HIGH-PERFORMANCE TEAMS (D2M3L2)

This lesson focuses on discovering, developing, and integrating individual strengths and skills to enhance team performance. Participants understand "flow" as a state of performance and create the conditions for it: psychological safety, strength orientation, intrinsic motivation. Personnel development becomes a core task of leadership.

AI reference: FLOW when working with AI (shifting from excessive demands to delegating insufficient demands). AI-supported competency model. Focus on human-only skills and their development. [Prompted insights with Competence Finder \(4 quadrants\) and Team Gap Analysis.](#)

## LESSON 17 - FACILITATE HIGH-PERFORMANCE TEAMS (D2M3L3)

Managers leverage the diversity of their teams and design workshop formats for problem solving, idea development, and decision making. They learn a variety of new methods (Liberating Structures, Thinking Tools, Creatability) and can apply them in the dialogue phases.

AI reference: Assigning dialogic phases to AI and reflecting on AI as a team member. AI-supported design of co-creative decision-making processes in workshops. [Reflection prompt \(prompted insights\) for co-creative processes with missing perspectives.](#)

## LESSON 18 - LEADING THROUGH COMMUNICATION (D2M3L4)

Participants learn appreciative communication, conflict resolution, and clear message transmission. They understand the four levels of a message and recognize how cognitive filters influence communication. The lesson covers dialogical skills (listening, respecting, suspending, articulating) and conflict resolution using SCARF and the Thomas-Kilmann model.

AI reference: Application of the 4 message levels to the AI context: What message can AI not decode? AI for identifying bias and attitude in (written) communication. [Prompted insights for decoding bias and attitude.](#)

## LESSON 19 - STORYTELLING FOR LEADERS (D2M3L5)

Managers experience the power of storytelling and use it to influence others. They learn about the building blocks of good stories (reputation, conflict,

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polarization, desirable future) and various structures (Pitch Perfect, 5 Beats Framework, Hero's Journey). A special focus is placed on developing personal stories in creative dialogue with AI.

**AI reference:** Development of personal stories in creative dialogue with AI. Critical reflection on the story we tell ourselves about AI. Can AI convey the same emotions? Identification of rhetorical patterns, bias, and fallacies through AI. Storytelling Builder and Storytelling Coach (Prompted Insights).

## LESSON 20 - HYPERCONSCIOUSNESS AND THE OUTSIDE WORLD (D3M1L1)

This lesson develops strategy from the outside in and requires hyper-awareness of the outside world. Participants analyze four factors influencing their business model, think like futurists, identify megatrends, and develop scenarios (future cones). They identify the business capabilities required for the future and create a roadmap.

**AI reference:** Feed AI models with signals from the future. Challenge the new business model with Strategy Analysis Prompt and Futurist Prompt (Prompted Insights).

## LESSON 21 - DEMYSTIFYING BUSINESS SUSTAINABILITY (D3M1L2)

Participants understand global sustainability goals and legal requirements as the context for strategic business decisions. They

explore ESG frameworks and their application, as well as new methods for achieving sustainability goals (ReSOLVE, Butterfly Model, Circular Economy). The lesson ties in with the previous module on business model optimization.

**AI reference:** Discussion about AI externalities (water consumption, energy, CO2 emissions, social impact). AI prompt for optimizing the new business model against SDG/ESG. Prompted insights available.

## LESSON 22 - DATA DRIVEN BUSINESS & STRATEGY (D3M1L3)

This final lesson focuses on the innovator's dilemma and hypothesis-based strategy development. Participants learn to identify specific business problems, articulate hypotheses, and identify relevant data. They develop a data-driven culture through dialogical structures and become an AI-augmented organization.

**AI reference:** AI as a power tool for immediate learning and business transformation. Develop and challenge hypotheses with AI. Identify processes that can be replaced by AI agents. Dealing with objections: AI fills various missing roles (engineering, finance). Data analyst coach (prompted insights).



## ABOUT US

triangility is an interdisciplinary community of learning designers and leadership experts who share a common goal: to strengthen positive change in individuals and companies by integrating new leadership principles and skills.

We believe that the world needs more than just good management. It needs humanity, innovation, and responsibility beyond profit. Diversity and autonomous working environments. More dialogue than discussion. Digital literacy, agility, and systems thinking. Cultural awareness and radical openness. It needs everyone's creativity.

## CONTACT



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