

— THRIVING IN AN AI-ENABLED WORKPLACE

Thriving in an AI-enabled workplace requires human leadership and judgment.

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have not changed.

Artificial intelligence is shifting from a productivity tool to an embedded layer across all financial services. It is redefining business models, strategic priorities, and talent requirements. There are structural implications of this transition, and one core principle remains clear: **The fundamentals have not changed. Thriving in an AI-enabled workplace relies on human judgment, critical thinking, and the ability to lead and work alongside both AI and humans.**

Establishing AI Fluency

01 — 03

01

Shift from Tool Usage to Workflow Redesign

The primary career differentiator is moving beyond basic usage (like drafting emails faster) toward completely redesigning how work gets done. As the use of AI transitions into agents executing routine tasks, individuals must also evolve to oversee and evaluate AI outputs. When AI makes producing content fast and accessible, human judgment becomes the most critical asset. Success requires knowing what problems actually need to be solved and critically reviewing or challenging AI outputs before taking action.

02

Bridging the Adoption and Confidence Gap

Workplace usage data reveals that men are adopting AI at higher rates than women ([LeanIn](#)). This disparity is rarely about technical ability; it is often driven by differences in confidence, trust in models, and perfectionism. Because the barrier to entry for AI is lower than past technological shifts, hesitancy to experiment creates an unnecessary career disadvantage. Curiosity and a willingness to test tools hold far higher value for career advancement than formal technical expertise.

03

Leveraging Human Capabilities

AI is most effective when used as an interactive thought partner (a collaborator to challenge assumptions, identify blind spots, and expand perspectives) rather than a basic search engine. While AI accelerates task execution, capabilities such as leadership, influence, and the ability to navigate complex human systems remain non-replicable. **These human capabilities only gain value as automation advances.**

Moving Forward

The technology will continue to evolve; the fundamentals will not. Judgment, critical thinking, and the ability to lead people through change remain the foundation of **effective leadership**. What is shifting is where and how those skills are applied. Women who build AI fluency will be better positioned to lead the business lines, strategies, and governance structures driving the sector's growth, and to strengthen the leadership pipeline Canadian finance needs.

The question to carry with you is not whether to engage with AI, but where your judgment will matter most once you do.

SOURCE LeanIn.Org: leanin.org/articles/findings/ai-women-gender-gap-data