

Case study
2026

Building AI leadership in a healthcare technology company

Why one Director of Learning and Development chose a custom cohort over an off-the-shelf program, and what cohort participants built.

Client

A healthcare technology company

Engagement

AI Leadership Cohort

Window

Spring 2026

Participants

Senior leaders across functions

1,000+

Hours to be returned annually to leaders and their teams

Millions

Dollars in first-year value on track across functions

Reduced

Overreliance on AI across completers, before and after

4 of 4

Statement of Work goals met for every completer

Why the company chose a custom cohort

The client is a fast-growing healthcare technology company. Its Director of Learning and Development set out to build AI leadership capability across a senior team, and found off-the-shelf options didn't meet their needs. The leaders were too senior, too specialized, and too pressed with real operational demands to benefit from a standard AI training program. The director needed a partner who would build something designed for them specifically: for their work, their stakes, and the company's moment.

The director chose HumanWise and gave us a clear mandate: make these leaders smarter and more confident with AI without turning this into an AI program. The Statement of Work

set four goals: establish baseline AI fluency, improve judgment and confidence in AI-augmented decision making, create immediate usefulness in day-to-day work, and keep the effort from becoming an AI program. Every completer met all four. The director personally selected the leaders who entered the cohort, drawing from areas such as legal operations, supply and logistics, sales, and clinical quality. Leaders develop AI judgment when they have real work at stake, and every person in this cohort did. In spite of careful planning, the HumanWise team and L&D Director quickly discovered they needed to individualize the approach even further to support cohort participants and help them achieve their targeted outcomes.

How HumanWise designed the engagement

HumanWise built the engagement around a methodology for keeping human wisdom and discernment active, accountable, and traceable in every AI-augmented process. The test is whether a person is actually discerning at the points where discernment cannot be replaced, and presence in the room does not meet it.

Human-in-the-loop A human is present somewhere in the process. Oversight is nominal, and accountability is spread across the system rather than held by the people doing the work.	The HumanWise approach A human actively discerns at every point where that discernment is irreplaceable. The experienced professional is accountable for what AI produces and is not merely present while it runs.
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What the assessments showed

Each participant completed an assessment before and after the engagement. It measures dimensions of the relationship between human judgment and AI use, and all three moved in the right direction for every completer.

Human Agency Increased Independent judgment and critical thinking alongside AI strengthened across all completers.	AI Overreliance Reduced Leaders became more discerning about when and how to rely on AI. Lower is the right direction.	AI Fluency Increased Practical command of prompting, tool selection, workflow design, and ethical AI application.
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Full engagement, rather than prior comfort with AI, is what drove growth. These leaders entered treating AI as a task accelerator and left redesigning processes, naming judgment boundaries, and building in human verification.

What each leader built

Each leader built and deployed an AI-integrated workflow aimed at a genuine operational challenge in their function. All workflows were deployed or staged for production within the program window. The outcomes below are examples, as reported by participants.

Labor cost	Six figures per month Outsourced labor costs targeted for reduction through automation of a high-volume back-office queue. The workflow is live and deployed.
Software cost	Five figures per year An annual software subscription eliminated, plus dozens of hours of manual review saved in the first sprint build alone.
Cycle time	Shorter cycle Reduction in the cycle time of a multi-step process, with human confirmation retained at every critical step.
Risk reduced	Hours back each week Returned to one clinical team member. A patient safety risk from disconnected incident tracking was resolved with a set of templates, automation rules, and queue views.
Scaling	Hours saved weekly Saved in project management. The workflows are scaling into adjacent teams and new projects beyond the original builder.

Participant-reported outcomes, summarized from interviews and end-of-program reviews, May 2026. Figures are generalized to protect the client, and hours and dollar results are on-track projections.

Beyond the numbers, the leaders' own notes show the range of what changed. One leader pivoted mid-program, which is the goal of immediate usefulness in action. One outcome reached past financial return into team morale and retention. One leader entered concerned about the scope of AI and left significantly expanding its use. Another deployed a production-grade system and is now waiting only on internal IT provisioning.

What participants asked for next

Participants named what they need to keep building. One asked for a technical expert to audit what has been built and confirm there are no better approaches. Others asked for more integrations to extend work already in production, and for shared libraries with clear frameworks for AI use across the organization. One said the one-on-one coaching format gave the depth the work required. Two named obstacles outside the program: leaders need permission to step away from daily work, and IT activation of licensing and tool access is holding up a workflow that is built and ready.

What HumanWise recommends to L&D leaders

These recommendations combine cohort input with observations across the engagement.

1 Match engagement design to cohort composition.

A cohort of leaders from different functions benefits from individualized coaching as the primary model, because each leader's fluency, context, tools, and stakes are distinct. A cohort from a single team working on shared workflows benefits from structured group time, supported by individual coaching.

2 Protect time for AI leadership development.

The most capable leaders in this cohort built in the margins. L&D can make the case to senior leadership that protected time is a prerequisite for deliberate workflow development.

3 Treat IT and AI resource provisioning as a strategic priority.

When leaders build production-grade systems and IT is delayed in supporting them, the organization loses the return it needs. L&D is positioned to escalate this as a capability issue.

4 Build shared AI infrastructure across functions.

Shared frameworks, libraries, and organizational guidance on AI tool use give every leader a common foundation, and they can grow with the organization's AI capability.

Signals for the organization

Recapture time. The cohort bought back the scarcest resource in the organization. What smart, informed AI integration returned was capacity to do higher-value work and better morale for the people in the workflow stream. Time returned is also money returned.

Reduce risk. Completers use AI more safely as well as more often. They named downstream stakeholders, identified what could go wrong, and built verification steps into their workflows, and they are accountable for what AI produces. Sophisticated AI use reduces organizational risk.

Identify where the value sits. The director chose functions for their operational stakes, and the highest-dollar outcomes came from the leaders working closest to operations.

The client and HumanWise built this together.

The difference in AI results comes less from which tools a company picks than from whether the people leading the work have the judgment to make it hold. The director understood that early, and found a partner willing to build the answer alongside the team.

AI generates. Humans lead.

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