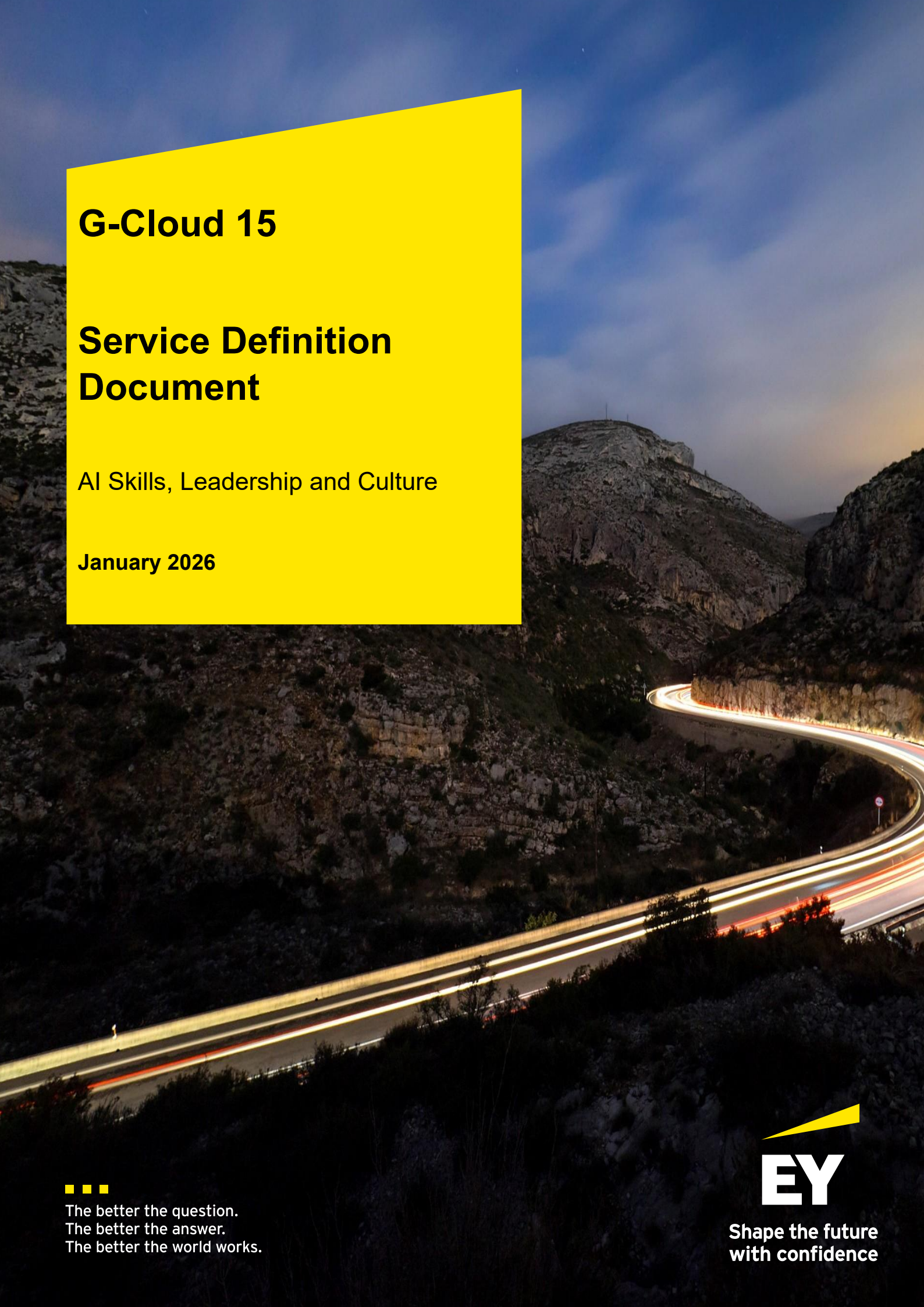




G-Cloud 15

Service Definition Document

AI Skills, Leadership and Culture

January 2026



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The better the answer.
The better the world works.



**Shape the future
with confidence**

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1. Service detail

1.1 AI Skills

Service Description:

AI Skills represent the foundational capabilities that enable individuals and teams to work effectively and confidently with AI technologies. Building on EY's GenAI research and thought leadership, this service focuses on equipping the workforce with the digital, data, and AI-related competencies required to perform evolving roles, interpret AI outputs responsibly, and use tools productively. As AI reshapes workflows, decision making, and service delivery, developing adaptable and future-focused skills becomes essential for maintaining operational excellence and unlocking organisational value.

The strategy centres on assessing current capabilities, defining foundational and role-based learning pathways, and delivering targeted and scalable upskilling interventions. We focus on developing continuous learning experiences that are immersive, modular and persona-specific to support organisations build habits, realise performance gains and lead through AI transformations.

The service ensures that learners not only understand AI but can apply it safely, ethically, and effectively in their day-to-day work. This supports organisations in building a more confident workforce, reduced risk exposure, improved performance, and long-term organisational resilience.

Service Features:

Skills assessment and Training Needs Analysis

- Identify current competencies across digital, data and AI capabilities to define priorities, current baseline and training needs
- Gauge confidence levels and any skills gaps based on industry benchmarking

AI learning vision and strategy

- Determine the future 'To be' state for the organisation, what AI skills are deemed critical and current learning approaches
- Build out the approach for skills pathways, stakeholder engagement and learning measurement
- Develop a comprehensive strategy for AI learning design, development and delivery

Role-based learning pathways

- Develop personas and establish tailored learning journeys e.g., across job families, to ensure training is relevant and actionable

AI curriculums: Foundational and tailored

- Build out a foundational learning curriculum for all learners to provide confidence in core AI concepts, risks, use cases and responsible application.
- Build out tailored, persona-specific learning pathways and modular content based on skillsets required
- Identify targeted use cases for incorporation into persona learning pathways
- Pilot content e.g., eLearning, briefing packs, simulation, guides with identified target audience and iterate as required

Communication and engagement

- Develop a comprehensive communication and engagement strategy around AI learning developed, engaging champions / super users identified to support cascading of messaging
- Liaise with L&D to support upload and integration of AI learning into platforms and pathways as required

AI learning resources and sessions

- Build out AI learning resources such as workbooks, FAQs, guides
- Develop immersive AI learning e.g., 'workshop in a box' with relevant facilitation guidance and content
- Develop approach and guidance for drop-ins and peer learning support to facilitate sharing of insights and application of learnings in real scenarios

Training delivery

- Support delivery of training via face-to-face sessions, eLearning, communities of practice, drop-ins and self-serve content
 - *Potential to package learning as part of an AI academy that learners partake in as part of cycles (if blended), or independently (virtual / self-serve)*

AI competency measurement

- Develop assessment frameworks, 'badges' for incentivisation and evidence of proficiency to demonstrate capability uplift
- Monitor real impact on teams and gauge sentiment / feedback for future approach iteration

Service Benefits:

- **Builds workforce engagement and retention** by prioritising AI upskilling for their personal development, alongside business performance
- **Future-proofs the organisation** through stronger skills, better processes, and ongoing adaptability
- **Builds a confident, capable workforce** ready to adopt and optimise AI tools
- **Reduces operational risk** through responsible use of AI
- **Accelerates productivity gains** and workflow efficiencies
- **Improves staff experience** through clear, practical, role-appropriate support

1.2 AI Leadership

Service Description:

AI Leadership focuses on enabling senior leaders to set direction, articulate a compelling vision, and steward their organisations through AI-enabled transformation. Our GenAI leadership research indicates that AI-fluent leaders build trust, reduce ambiguity and accelerate adoption, underpinned by mindsets and capabilities that support organisations in transforming *with* AI, not only because of it. The service helps leaders understand AI's strategic implications, manage organisational risk, and sponsor change with clarity and credibility. Effective AI leadership is critical for aligning priorities, modelling new behaviours, and ensuring AI adoption is purposeful, ethical, and aligned to organisational values.

The service equips leaders with the insights, tools and confidence to communicate an AI narrative, make informed investments, reshape governance, and create the conditions for safe and impactful AI use. It ensures leaders are visible champions of the transformation

and can steward teams through uncertainty, strengthening organisational cohesion, accelerating adoption, and delivering measurable value from AI innovation.

Service Features:

Stakeholder mapping and engagement

- Develop an overview of the leadership landscape within the organisation, building out a RACI for who is critical to engage and how
- Develop a comprehensive stakeholder engagement plan

Strategic vision and organisational value

- Run workshops to determine where we want the organisation to shift with AI, the associated value and challenges
- Determine guiding principles for the leadership strategy and role they play in spearheading AI transformation
- Develop a comprehensive leadership strategy for AI, including planned communication and engagement

Behaviours, mindsets and capabilities

- Assess the current culture and prominent behaviours, mapping against required mindsets, behaviours and capabilities needed for effective AI transformation
- Build out a tailored behavioural framework for leaders to use as guidance

Leadership alignment and AI communication

- Align broader leadership audiences with the agreed AI vision, narrative and approach
- Supports leaders in defining and communicating a clear AI ambition aligned to strategic priorities

Executive education & Leadership workshops

- Design and develop leadership engagement materials and resources e.g., briefing packs, AI trend updates, immersive / experiential workshops
- Provide insights into responsible AI, risk management and organisational implications
- Conduct workshops dedicated to development of required mindsets, behaviours and capabilities required for effective AI transformation

AI Governance, measurement & decision-making frameworks

- Establishes clear roles, accountability structures, and guardrails for safe and effective use of AI
- Develop a measurement framework for AI transformation and leadership sentiment

Leadership communications & Narrative toolkits

- Develop communication and narrative toolkits for leaders to use with their teams, enabling them to articulate purpose, benefits and impacts of AI in a consistent and engaging way
- Provide guidance to leaders on how / when to use such resources

Scenario planning & strategic impact sessions

- Help leaders to understand the opportunities, risks and required shifts in operating model and culture (longer-term planning)

Leadership support and sentiment gathering

- Offer ongoing counsel to sponsorship groups and executives during the transition

- Gauge sentiment and measure feedback from leaders on the approach, their role and future support required

Service Benefits:

- **Ensures strong, aligned sponsorship** for AI transformation
- **Builds leadership confidence** in governing AI safely and strategically
- **Clear and consistent communication** from top-down sponsors, engaging the workforce more effectively
- **More effective investment and prioritisation** with regards to AI in the business
- **Builds trust** and **reduces resistance** across all layers of the organisation

1.3 AI Culture

Service Description:

AI Culture focuses on embedding the behaviours, mindsets, and ways of working that enable teams to adopt, trust, and continuously optimise AI in a safe and sustainable way. Informed by EY Lane4's culture framework and EY's insights on high-performing learning organisations, this service helps organisations cultivate curiosity, openness, responsible experimentation and psychologically safe innovation. A strong AI culture ensures that teams do not see AI as a threat or a temporary initiative, but as a core part of how work is done and improved.

The strategy focuses on understanding cultural readiness, identifying behavioural barriers, and activating the routines and rituals that embed AI into everyday practice. Through communities of practice, peer-learning mechanisms, transparent communication, and reinforcement of desired behaviours, the service fosters a collaborative environment where people feel empowered to learn, experiment and adapt. This results in higher trust, improved employee experience, faster adoption, and a resilient culture capable of sustaining AI-enabled change.

Service Features:

Cultural readiness & behavioural assessment

- Evaluate existing mindsets, behaviours and organisational norms to pinpoint enablers and barriers
- Identify the desired 'to be' state for AI culture and the behaviours that underpin that, utilising research and external case studies to validate reality in organisational context
- Determine the 'gap' between the current and desired state, identifying any stakeholder groups that require tailored engagement i.e., 'resistant' functions

AI Culture blueprint & behaviour framework

- Define the values, behaviours and routines needed to embed responsible and sustainable AI use
- Develop a behavioural framework to underpin AI cultural transformation, with supporting measurement framework (*note: this could be incorporated more broadly into existing performance management frameworks*)

Culture strategy and engagement planning

- Develop an AI culture strategy, timelines and communication and engagement plan to support delivery

- Identify critical stakeholders to engage as part of development, review and delivery
- Develop cultural initiatives for implementation, including communities of practice, campaigns, events and evolved ways of working

Communities of Practice & Peer Networks

- Identify influential or well positioned stakeholders to support shift in culture, engaging them on the vision and desired behaviours
- Create safe environments for AI experimentation, knowledge sharing and continuous learning, led by 'champions' or influential stakeholders in the business

AI Showcases, Events & Engagement Campaigns

- Develop campaign content, demonstration / roadshow events and AI showcases, targeting specific stakeholder groups as required
- Engage leadership to demonstrate top-down sponsorship and advocacy of initiatives

Change rituals & 'ways of working' activation

- Embeds new cultural expectations through team routines, recognition programmes and leadership modelling

Ongoing culture measurement & behaviour tracking

- Monitor adoption of desired behaviours and identify where further reinforcement is required
- Collate feedback and gauge sentiment to track how culture shift is being realised

Service Benefits:

- **Encourage safe experimentation and learning** through a sustained environment
- **Strengthen trust and transparency** around AI use
- **Accelerate adoption** by embedding AI in day-to-day practice
- **Support long-term sustainability** of AI transformation
- **Enhance employee experience** and engagement
- **Future-proof** the organisation for evolving AI landscapes by building adaptable mindsets and behaviours

2. Key contacts

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