



Leadership In the Age of AI - Transforming Executive Coaching and Talent Management



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Introduction

The workplace landscape is being reshaped by Artificial Intelligence (AI), necessitating leaders to navigate swift technological changes, evolving employee expectations, and increased demands for flexibility. For HR leaders and executive coaches, the task goes beyond merely preparing executives for AI-driven transformations to utilizing AI to strengthen talent strategies and leadership growth. Consequently, AI presents challenges in three key areas: Talent Management, guiding leaders through adaptation, and strategic implications for organizations.

The Challenge of Talent Management

- **Acceleration of Skills Gap:** The integration of AI is widening disparities in digital skills, adaptability, and strategic insight.
- **Employee Expectations:** Aspects like hybrid work setups, inclusivity, and personalized experiences are no longer choices but essential expectations.
- **Leadership Demands:** Executives are required to lead amid perpetual uncertainty while juggling innovation, ethical considerations, and building trust among employees.

Coaching Leaders for the AI Era

The evolution of executive coaching is vital for assisting leaders in:



- **Developing AI Competence:** Grasping the capabilities and risks of AI to ensure ethical and inclusive application.
- **Strengthening Adaptive Leadership:** Cultivating resilience, agility, and effective decision-making in rapidly changing environments.
- **Nurturing Human-Centric Leadership:** Striking a balance between technology and empathy, psychological safety, and inclusivity to foster trust.
- **Utilizing Data for Growth:** Utilizing people analytics not only for performance evaluation but also for personalized coaching and growth opportunities.

Strategic Organizational Implications

- **Succession Planning:** AI can identify leadership potential across diverse talent pools, diminishing bias and broadening talent pipelines.
- **Learning & Development:** AI-supported personalized learning paths empower leaders at every tier.
- **Organizational Structure:** Agile teams and flattened hierarchies necessitate leaders who coach rather than dictate.

Potential Research-Based Opportunities

In a 2023 study by Penny Locaso, Ai-Mee Louie, Simon L. Albrecht, and Marcele De Sanctis, the factor structure of the Intentional Adaptability Quotient (IAQ) was validated. Adaptability, they highlighted, is a blend of an inherent trait and a skill that can be nurtured. Through a study involving 490 participants, the researchers confirmed that the IAQ is a reliable predictor of readiness for change and life satisfaction. They identified focus, courage, and curiosity as the primary drivers of adaptability. These factors serve as potent indicators of a leader's ability to navigate uncertainty and excel in dynamic environments.

Conclusion

AI will not supplant leaders, but those who do not adapt will be surpassed. Executive coaching and talent management must collaborate to cultivate leaders who possess or endeavor to develop the qualities of focus, courage, and curiosity in tandem with digital fluency and resilience. Thriving organizations will be those that merge human-centered leadership with AI-driven insights to unlock both performance and purpose.

References

Locaso, Penny, et al. "Validating the Intentional Adaptability Quotient for Uses in Consulting Psychology." *Consulting Psychology Journal*, vol. 75, no. 2, June 2023, pp. 176–195.