PROGRAM PROPOSAL · 2026–2027

Executive programs: judgment, data and artificial intelligence

Eleven programs that complement leadership development with critical thinking, data-driven decisions, executive communication and AI applied to processes, innovation and learning.

Ignasi Alcalde
AI applied to decisions, processes, innovation and learning · ignasialcalde.es

APPROACH

The cognitive quality of leadership

WHAT WE PROPOSE

Complement leadership programs with modules on critical thinking, quality of reasoning, data- and AI-informed decisions, and executive communication.

HOW TO POSITION IT

Not as a technical offering, but as the development of the **cognitive quality of leadership** in the age of data and artificial intelligence.

GUIDING PRINCIPLE **Think with AI, not for AI.**

CATALOG

Eleven programs, three lines

No.	Program	Line
01	Leading with critical thinking in the age of AI	A · Judgment and thinking
03	How to debate ideas rigorously in complex organizations	A · Judgment and thinking
06	How to think strategically with data	A · Judgment and thinking
02	Decision Intelligence for leaders	B · Data and decisions
04	Data literacy for non-technical leaders	B · Data and decisions
07	Strategic data storytelling for leaders	B · Data and decisions
05	Leadership in the age of artificial intelligence	C · AI in the organization
08	AI, bias and executive judgment	C · AI in the organization
09	Redesigning work with AI: processes, assistants and agents	C · AI in the organization · New
10	Innovating with AI: from use case to pilot	C · AI in the organization · New
11	AI for training and learning	C · AI in the organization · New

COMMON TO ALL PROGRAMS

How we work

Own cases

We work on participants' real decisions and data.

Productive friction

Making assumptions explicit, disagreeing with method and reviewing conclusions.

Real tools

Copilot, ChatGPT, Claude or Gemini, depending on the organization's environment.

Applicable deliverable

Every program ends with an output that is used the very next day.

Human judgment last

AI prepares and expands; people decide and are accountable.

Support material: the book *Data Storytelling with Artificial Intelligence* (Spanish edition: *Data Storytelling con Inteligencia Artificial*) and the program's digital resources, with guides, templates and exercises.

PROGRAM 01 · LINE A

Leading with critical thinking in the age of AI

To decide with judgment in environments saturated with information, opinions, dashboards and generative AI.

AUDIENCE

C-level executives, partners, heads of department and managers responsible for people, change and strategic decisions.

OBJECTIVES

- Distinguish data, interpretations and beliefs
- Detect your own and your team's cognitive biases
- Question AI outputs with control questions
- Create spaces for rigorous dissent without eroding trust

Indicative format
8-hour module in two sessions

Deliverable
Bias map and review protocol for AI outputs

PROGRAM 02 · LINE B

Decision Intelligence for leaders

Turning data, analysis and AI into actionable decisions, avoiding data theatre and the false sense of certainty.

AUDIENCE

Leadership teams and heads of transformation, operations, finance, people and business.

OBJECTIVES

- Frame better decision questions
- Assess the quality of indicators
- Interpret uncertainty and separate signal from noise
- Decide with sufficient, not perfect, evidence
- Compare scenarios with AI without delegating judgment

Indicative format
12-hour program in three sessions

Deliverable
Decision report applied to a real case

PROGRAM 03 · LINE A

How to debate ideas rigorously in complex organizations

Workshop on critical thinking, argument quality and managing disagreement in demanding contexts.

AUDIENCE

Executives, middle managers and cross-functional leadership teams.

OBJECTIVES

- Separate person, opinion and argument
- Challenge ideas without attacking identities
- Debate with evidence
- Hold tensions without polarizing the team
- Use AI as a counter-arguer to strengthen positions

Indicative format
4- to 6-hour workshop

Deliverable
Debate guide and team agreements

PROGRAM 04 · LINE B

Data literacy for non-technical leaders

For executives who are not analysts but lead teams, projects and data-informed decisions.

AUDIENCE

Functional heads and business, people, marketing, operations and consulting leaders.

OBJECTIVES

- Read a dashboard with managerial judgment
- Spot misleading metrics
- Know what to ask analysts
- Translate data into business conversation
- Review AI-generated analyses

Indicative format
8-hour course

Deliverable
Critical reading of your own dashboard

PROGRAM 05 · LINE C

Leadership in the age of artificial intelligence

How the leadership role changes when part of the team's cognitive work relies on AI.

AUDIENCE

Executives and managers already exposed to Copilot, ChatGPT, Gemini, Claude or other tools.

OBJECTIVES

- Understand the opportunities and limits of AI
- Decide what to delegate and what to retain
- Govern risks and responsible use in the team
- Redefine leadership, supervision and judgment competencies

Indicative format
8-hour module

Deliverable
Delegation map: what AI does and what people supervise

PROGRAM 06 · LINE A

How to think strategically with data

Asking descriptive, diagnostic and prescriptive questions oriented towards decisions.

AUDIENCE

Executives, internal consultants, project management offices and project leaders.

OBJECTIVES

- Ask better business questions
- Connect data with context
- Avoid hasty conclusions
- Prioritize evidence-based actions

Indicative format
8- to 12-hour program

Deliverable
Question tree applied to a strategic challenge

PROGRAM 07 · LINE B

Strategic data storytelling for leaders

Workshop to communicate complex decisions with clarity, logic and influence, based on the method of the book *Data Storytelling with Artificial Intelligence*.

AUDIENCE

Senior management, managers, transformation leads and professionals who present to committees.

OBJECTIVES

- Define the central idea and the narrative logic
- Write titles that conclude, not describe
- Present findings with clarity and accountability
- Adapt the message to each audience with AI support

Indicative format
8-hour workshop on participants' own cases

Deliverable
Executive presentation rebuilt with narrative logic

PROGRAM 08 · LINE C

AI, bias and executive judgment

Executive session on the responsible use of AI in decisions, communication and talent assessment.

AUDIENCE

Leadership, HR, transformation and compliance teams.

OBJECTIVES

- Identify algorithmic and human biases
- Review reputational and regulatory risks, including the EU AI Act
- Assess the reliability of outputs
- Establish responsible-use guidelines

Indicative format

3- to 4-hour executive session

Deliverable

Responsible-use guidelines for the leadership team

PROGRAM 09 · LINE C · NEW

Redesigning work with AI: processes, assistants and agents

Identifying where AI creates value in processes and designing workflows with roles, controls and indicators.

AUDIENCE

Heads of operations, transformation, IT and process owners.

OBJECTIVES

- Map tasks that can be delegated, assisted or kept human
- Design workflows with generative AI, assistants and agents
- Define control and verification points
- Measure impact on time, quality and adoption

Indicative format

12- to 16-hour program with a pilot

Deliverable

A process redesigned with AI and its pilot plan

PROGRAM 10 · LINE C · NEW

Innovating with AI: from use case to pilot

Moving from curiosity to results: identifying, prioritizing and prototyping generative AI use cases.

AUDIENCE

Innovation committees, business leaders and transformation teams.

OBJECTIVES

- Identify real AI use opportunities
- Prioritize by value, feasibility and risk
- Prototype quick AI solutions
- Design a measurable pilot and decide whether to scale

Indicative format

8-hour workshop and pilot support

Deliverable

Prioritized portfolio of use cases and pilot design

PROGRAM 11 · LINE C · NEW

AI for training and learning

For universities, business schools and corporate learning departments that want to integrate AI into design, delivery and assessment.

AUDIENCE

Faculty, academic leadership and learning and development teams.

OBJECTIVES

- Design activities that AI cannot solve on its own
- Create assistants and learning support resources
- Assess with rubrics and AI support, with human review
- Define criteria for use and academic integrity

Indicative format

8- to 12-hour program

Deliverable

An activity or course redesigned with AI and its rubric

HOW TO COLLABORATE

Collaboration formats

Talk

60 to 90 minutes

To inspire and open the conversation at events or committees.

Workshop

Half or full day

Intensive practice on the organization's own cases.

Modular program

2 to 4 sessions

Consolidated competence and an applicable deliverable.

In-company pathway

6 to 12 months

Diagnosis, role-based training and supported pilots.

In person, online or hybrid. Durations and contents are indicative and adaptable to each organization.

WHO DELIVERS THE PROGRAMS

Ignasi Alcalde

Consultant, lecturer and researcher specializing in AI applied to decisions, processes, innovation and learning, and in data storytelling.

- Lecturer at IE University, UOC, EADA, La Salle-URL and EU Business School
- More than 50 organizations in Spain, Europe and Latin America
- Doctoral researcher at UOC on generative AI and data storytelling
- Information is Beautiful Awards 2018 · ODI-accredited trainer

NEW BOOK · 2026

Data Storytelling with Artificial Intelligence

A method to move from data to decision with generative AI and human judgment. Foreword by Andy Kirk.

Spanish edition, *Data Storytelling con Inteligencia Artificial*, with a foreword by Xavier Marcet. Available on Amazon in Kindle and paperback.

datastorytellingwithai.com

NEXT STEPS

Let's design the program your team needs

An exploratory 30- to 45-minute conversation to choose programs, format and schedule.

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