AI AS A LEADERSHIP TOOL
Enhancing, Not Replacing, Human Judgment

AI has become a regular part of how I work these days. I use it to speed up research, pull together insights, or help draft my communication. It's made things easier, especially when I'm working with data and different stakeholders a lot.

But even with all that convenience, sometimes it feels a bit off. The output from AI looks polished and professional, but the tone or intent doesn't always land. It misses the feeling and authenticity behind the words.

And those subtleties matter. It affects how we connect with people and how our decisions come across or are received by others.

That's why I've been paying more attention to how I use AI, especially when it comes to decisions that involve people, values, and context.

Here are a few ways I've learned to use AI more intentionally:

1. Look beyond what the data shows

AI is great at spotting patterns in the data, but it doesn't always see what's really going on. It doesn't know about the relationship history, the timing, or what's happening behind the scenes. A client might show up as "low value" in a report, but maybe they're in the middle of a transition, or quietly preparing to renew a major partnership. That kind of context doesn't appear in the dashboard, but it completely changes how we approach the decision. Sometimes it's worth slowing down to ask, "What do we know that the system doesn't?" Because often, it's the human insight that shifts the decision.

2. Use AI to brainstorm but not to define the strategy
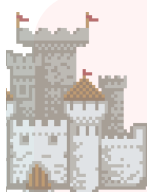
AI can offer all sorts of suggestions such as what's trending, what competitors are doing, or what might "work" based on the data. That's useful, but it doesn't always mean the idea fits. Maybe the timing is off, maybe the team is already stretched, or maybe it just doesn't align with what really matters right now. AI is great for brainstorming, but not for deciding where we're headed. It helps to pause and ask, "Is this actually right for us right now?"

3. Stay present as AI can't sense what people need

AI can help with summarising notes or drafting messages, but it doesn't really catch the human side of things. In meetings, someone might stay quiet or hold back a little, not because they're aligned, but because they're unsure or uncomfortable. That won't show up in a summary, but it matters. Especially in culturally diverse teams, people might not speak up directly, but that doesn't mean everything's fine. Same goes for AI-written messages. They might be polished and structured, but sometimes they just don't feel right. The warmth, the intent, the little touch that shows we care, it's easy to lose that. Before moving forward, it helps to ask, "Does this feel right?" or "Does this sound like me or something I'd actually say?"

Xin Yuan Low
Director, Solution, Innovation & Excellence,
Human Dynamic Group, APAC

All in all, AI can be incredibly helpful, but it's still just a tool. What really shapes leadership is how we show up, how we connect, and how we make decisions with care. Let's not forget what matters most. People don't expect us to be perfect. They look to us for presence, clarity, and heart.