

Leadership mindset



This issue covers:

- leading by example
- creating the conditions for using AI well

Read this alongside other issues in the bite-sized AI guidance series

Regulatory leaders set the tone for how AI is used across their organisation. Being clear that understanding the law, applying discretion, and making decisions remain human responsibilities is important, but the more powerful signal comes from behaviour. Leaders who visibly interrogate AI outputs, treat AI suggestions as inputs rather than answers, and ask how decisions were reached rather than just what was decided, create the conditions for AI to be used well throughout the organisation [\(see the Opportunities and risks issue\)](#).

To realise the benefits, leaders need to:

Sponsor visibly

If senior leaders are not actively engaged with AI adoption, governance arrangements tend to weaken and accountability becomes unclear. Assign clear ownership, stay close to how AI is being used in practice, and keep reinforcing that safe and accountable use matters [\(see the AI in Regulation issue\)](#).

Explain the "why"

Before introducing any AI tool, be clear about what problem it is solving and what will change for staff and regulated parties [\(see the Organisational integration is key issue\)](#).

If you cannot articulate a clear answer, that is a signal to pause. People engage more constructively when they understand the purpose and are more likely to raise concerns early when they feel part of the process.

Build role-specific learning

Generic AI training has limited value. Focus learning on the specific tools staff will use, the tasks those tools will support, and how to critically evaluate outputs in that context. Include practical guidance on known limitations and what to do when something does not look right.

Pilot and iterate

Start with low-risk use cases where outputs are easy to check and errors are unlikely to cause harm. Be honest about what you are learning. Scale only when the value is demonstrated and the safeguards are working. Ending a pilot that is not delivering is the process working as intended [\(see the Grow as you learn issue\)](#).

Create feedback loops

Build in regular opportunities for staff and affected groups to raise concerns and share what they are observing ([see the](#)

[Empower your people issue](#)). Act on what you hear. If risks or issues emerge, adjust quickly rather than waiting for a formal review cycle.

To get more practical steps for how regulatory leaders can lead AI innovation with confidence, check out the full guidance: [Responsible AI in Action](#).

