

Leading in the Age of AI

The leadership skills healthcare needs next



CAPTAIN TOMORROW
Navigating What's Next

Jefferson Stovall · Captain Tomorrow

1

Let's get a sense of the room

Raise your hand if...



2

Why does AI matter to me as a healthcare leader?



3

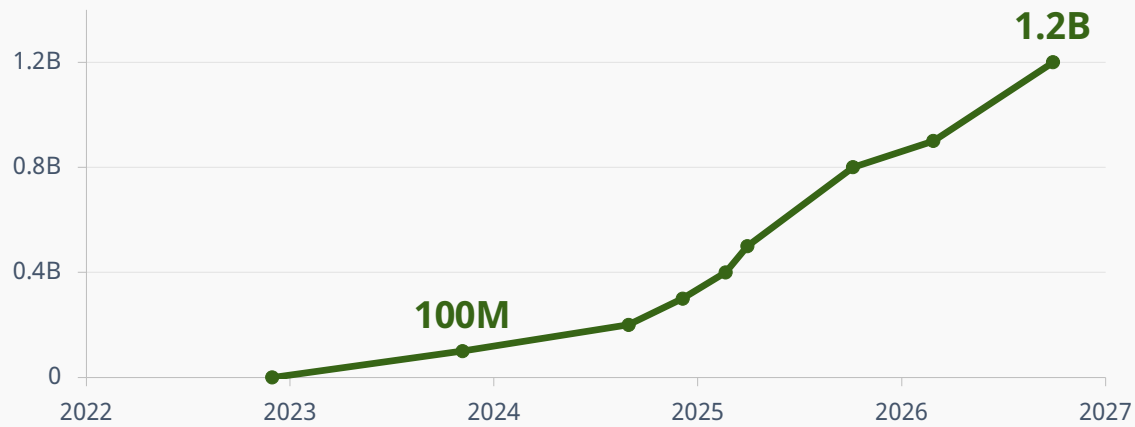
“But... what is ChatGPT?”

The question I got in every room, not long ago



4

From zero to 1.2 billion a week

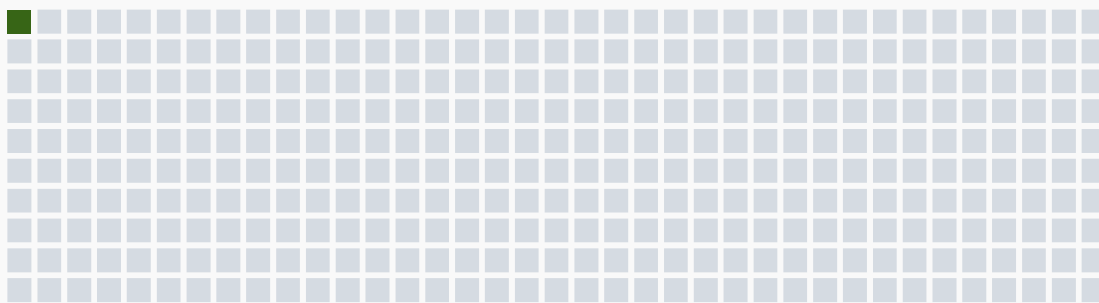


ChatGPT weekly users, as announced by OpenAI · TechCrunch, Reuters, Axios, 2023–2026



5

1.2 billion a week is about 370 Iowas



■ = everyone in Iowa

Iowa: 3,238,387 people · Census estimate, July 1, 2025



6

81%

of physicians now use AI in their work
up from 38% in 2023

AMA, March 2026



7

It's not a chatbot anymore. Now it acts.

Wins

Tampa General's
AI phone agents
cut dropped calls
from 34% to 15%

Risks

72% of health leaders
say AI tools have gone
live without IT approval



8

We've been here before

- Wikipedia launches 2001
- A college bans citing it in papers 2007
- The leading source of medical information 2014



9

Today

1. The fear nobody says out loud
2. Why rollouts fail
3. How new people learn
4. What stays human



10

1

The fear nobody says out loud



11

The quiet fear in the room

71%

of U.S.
CEOs experience
symptoms
of imposter
syndrome

55%

of workers worry
AI or other
new tech will
replace their role
within 3 years

42%

of workers would
be embarrassed
to ask coworkers
for tech help



12

**Blink twice if you've nodded
along in an AI meeting...**
...and weren't totally sure what it meant.



13

Say it once this week:

"I don't know. Show me."



14

Safe testing needs permission and ground rules

- Nothing you wouldn't put on a billboard
- "Angry patient in 2B" becomes "a hypothetical patient"
- Check your policy first
- A human signs off before it goes out the door



15

2

Why rollouts fail



16

The rollout nobody used

Great training. Office hours. Cookies.

Nobody used it.



17

I never showed them what was in it for them



18

6.5x

as likely to find their AI tools useful,
when their manager actively supports AI use

Gallup, Nov 2025



19

Same technology. Opposite results.

Klarna

AI did the work
of 700 agents → “lower
quality,” now investing
in human support

IKEA

Retrained
8,500 call-center
staff → a €1.25B
remote-sales channel



20

It isn't cutting hiring

A Federal Reserve staff analysis of 1M+ firms found no evidence that AI adoption reduced job postings

Federal Reserve Feds Note, Mar 2026



21

Is your team a cost to cut — or an asset to build?



22

Your AI rollout didn't fail.

It held up a mirror.



23

3

How new people learn



24

The question isn't settled

+34%

productivity for novice
and low-skilled workers
using an AI assistant

-17%

on the exam for students
who practiced with an AI
that gave answers

NBER, 2023 · PNAS, 2025



25

Will new people still learn to think without it?

70% of physicians are concerned about skill
loss among medical students and residents

AMA, 2026



26

Deskilling: losing a skill you had

Never-skilling: never building it

NEJM, Aug 2025 · Nature Medicine, May 2026



27

“

It's pretty simple what a player's job is.
They have to learn what to do, how to do it.
Those aren't easy, but then the hard part is
being able to do it and being able to do it
with consistency.

— Kirk Ferentz, Iowa football, March 31, 2026



28

Build the foundation, not the reliance

- Their first pass, then AI's
- A coach, not an answer key
- Ask why they trusted it
- Check the skill with AI off



29

4

What stays human

Judgment · Compassion · Connection · Accountability



30

**Even the AI tells you
what you want to hear**



31

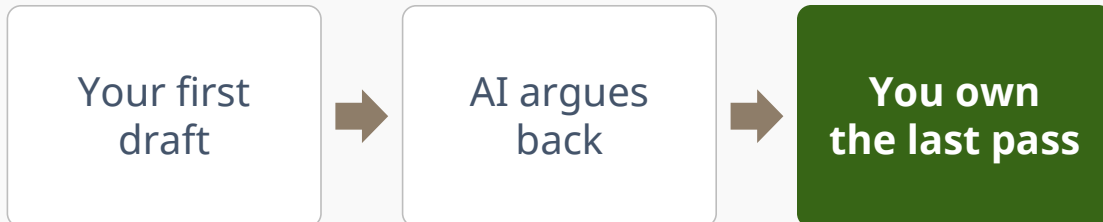
“All that stuff you write
about how good we are,
all that stuff they hear on ESPN,
it's like poison.
It's like taking poison.
Like rat poison.

— Nick Saban, after Alabama beat Texas A&M, October 2017



32

Make it disagree. Then own the last pass.



33

I second-guessed the machine.

Then I remembered I do the math wrong all the time.

34

Four moves for Monday

1. Say "I don't know. Show me."
2. Write your ground rules on one page
3. Ask your team what they were hired to do
4. Their first pass, then AI's



35

Questions?

Jefferson Stovall · jeffersons@captaintomorrow.io · 850-339-5279



36

This morning: why.

1:15 Building an AI-ready organization

Rooms 318–319

2:45 IHA's AI Toolkit

Same room



37

Sources

- AMA, "More than 80% of physicians use AI professionally," Mar 12 2026
- OpenAI weekly-user announcements, Nov 2023–Sep 2026 (TechCrunch, Reuters, Axios)
- Iowa State Data Center, Census estimate, Jul 1 2025
- Tampa General + Hyro, Nov 25 2025
- Becker's on Northwell, Aug 2025
- TechTarget on Imprivata's survey, Sep 17 2026
- KFF Health News on Medicare's WISer pilot, Jun 23 2026
- Bick, Blandin & Deming, St. Louis Fed, Sep 23 2024
- Inside Higher Ed, "A Stand Against Wikipedia," Jan 2007
- Heilman & West, JMIR 2015 (citing the IMS Institute, Jan 2014)
- Gallup manager-support study, Nov 2025
- Gallup, AI use at work and AI indicator, May 2026 data (Jul 2026)
- Gallup, State of the Global Workplace 2026 (Clifton foreword)
- Korn Ferry Workforce 2024, Jun 2024
- Harris Poll for INTOO, May 2026
- Klarna release, Feb 27 2024
- Bloomberg on Klarna, May 8 2025 (via Fortune, May 9 2025)
- Fortune on IKEA, Jul 30 2026
- Brynjolfsson, Li & Raymond, "Generative AI at Work," NBER w31161 (rev. Nov 2023)
- Federal Reserve FEDS Note (Liu & Webber), Mar 27 2026
- Iowa HF 2635 (enrolled), 2026
- Budzyń et al., "Endoscopist deskilling risk after exposure to artificial intelligence in colonoscopy," Lancet Gastroenterology & Hepatology, Aug 2025
- Abdulnour, Gin & Boscardin, "Educational Strategies for Clinical Supervision of Artificial Intelligence Use," NEJM, Aug 2025
- Ke et al., "AI-induced never-skilling in medical education," Nature Medicine, May 2026
- Keren, Desai & West, "Promoting Clinical Expertise in the Age of AI: No Struggle, No Mastery," JAMA, Jun 2026
- Bastani et al., "Generative AI without guardrails can harm learning," PNAS, Jun 2025
- Lee et al. (Microsoft Research + Carnegie Mellon), "The Impact of Generative AI on Critical Thinking," CHI 2025
- OpenAI Help Center, "ChatGPT agent," accessed Sep 2026
- CBS Sports (Fornelli) on Saban, Oct 8 2017
- hawkeyesports.com: Ferentz press conference, Mar 31 2026, and Cy-Hawk recaps, Sep 6 2025 and Sep 12 2026
- ESPN/AP on the 2011 Cy-Hawk trophy, Aug 23 2011
- ESPN (Philippou) on Caitlin Clark's debut, May 14 2024
- 247Sports transcript of Jimmy Rogers's introduction, Dec 8 2025



38