HOW ONE TEAM AGREED ON HOW TO USE AI.

How a mission-driven green infrastructure consultancy turned a real split on AI into shared decisions the whole team could stand behind.



CLIENT
Greenprint Partners, a mission-driven green infrastructure consultancy

CHALLENGE
Enthusiasts, cautious adopters and staff with ethical concerns under a policy most only partly understood

WHAT WE DID
Staff survey, two-hour leadership session, half-day all-staff retreat design

WHAT THEY GOT
A clear picture of where everyone stood, agreed ground rules for AI, and people on every team to keep it going

01 · THE SITUATION

ALREADY USING AI. NOT ON THE SAME PAGE.

Greenprint's staff were using AI unevenly and without a shared view of it. A June 2025 survey of all 20 staff showed the spread.

70%
used ChatGPT for work

20%
had not used AI at Greenprint

40%
understood the AI policy well

50%
mostly clear, with open questions

The written answers told the real story. Concerns clustered around environmental cost, artists' work taken without consent, client data privacy and the erosion of entry-level skills. For a sustainability firm, these touched the mission itself. Leadership needed a path where people with concerns kept their voice and the enthusiasts kept their momentum.

> *Hope: AI could clear routine work and help explain complex plans to communities.*

> *Doubt: some worried AI could stand in for the professional judgment clients rely on.*

02 · WHAT WE DID

LISTEN FIRST. THEN DECIDE TOGETHER.

Staff survey
20 responses
→
Leadership session
2 hours, with the CEO
→
All-staff retreat
half day
→
Revised policy
+ action plan

1
Listen first

Every staff member shared how they used AI, how clear the policy felt and what excited or worried them. The strongest objections stayed in.

2
Align leadership

Alongside the CEO, managers mapped AI uses onto Greenprint's own values, like "Trust Is Everything," tried out three real ways AI could help and sketched a three-year vision.

3
Design for the whole team

We designed a retreat where staff shape the policy themselves. Each breakout took one concern and argued it from critical, moderate and hopeful positions before suggesting ground rules.

03 · WHAT CAME OUT OF IT

WORKING TOOLS THE WHOLE TEAM HELPED BUILD.

01 Where everyone stands

Each person's view of AI, hopes and objections included.

02 AI uses that fit their values

Each Greenprint value linked to specific ways AI can help.

03 Ground rules

Draft rules on environmental impact, privacy, creative ownership, building skills and keeping their own voice.

04 Retreat plan

A half-day session where staff rewrite the AI policy together.

05 AI champions

Two people on each team: one looks for good uses, one watches for risks.

06 Three-year plan

Start with small trial projects, build AI into daily work, then share what they learn with their field.

EXPLORE Looks for good uses

GUARD Watches for risks

The champions are the heart of it. Every team has one person looking for good uses and one watching for risks, so people across the full range of views hold real responsibility for how AI is used. Greenprint then ran the all-staff retreat and brought the whole team into shaping how the firm uses AI.

> *Leif's team brought an extraordinary mix of technological fluency, emotional intelligence, and values-based leadership to our organization's AI journey. At Greenprint, our team included a full spectrum of perspectives, from those with strong ethical concerns about AI, to those unfamiliar with the tools, to a few AI-curious and AI-forward staff. Leif skillfully engaged every person with respect and insight, helping us foster open dialogue and build trust across differences. With his guidance, we were able to make intentional, mission-aligned decisions about how we use AI, together, and with integrity.*
>
> **April Mendez** · **CEO, Greenprint Partners**

04 · WHY IT WORKED

THE HARDEST QUESTIONS BECAME THE BLUEPRINT.

Those concerns became the structure of the whole framework, which is why the ground rules carry weight with everyone who lives by them.

Every voice came first
Direction was set only after each person had been heard.

Values came first
Each use of AI was chosen to fit the firm's values and mission.

Staff wrote the policy
The people living with the rules shaped them, so they own them.

THE AI TEAM ALIGNMENT WORKSHOP

IS YOUR TEAM SPLIT ON AI? LET'S GET YOU ON THE SAME PAGE.

A half-day workshop for teams of 20 to 300: honest conversation first, then hands-on practice and shared agreements built on that trust.

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