

Leading Through Disruption in the Age of AI

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Member Benefits



Research & Insights



Peer-to-Peer Networking



Professional Development



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Innovation Growth Drivers

Building a Future-Ready Workforce

- Developing cross-functional teams that thrive with AI and disruption
- Next generation upskilling, knowledge capture and distribution

Creating Value Through Sustainability

- Designing sustainability through the whole life cycle of a product
- Navigating regulatory shifts and uncertainty

Driving the Innovation Pipeline for Impact

- Breaking siloes to accelerate the pipeline
- Getting the right mix of projects – and measuring it
- Powering growth through open and co-innovation
- Scaling from platform innovations

Harnessing AI for Real-World Impact

- AI as an innovation accelerant
- Building talent, structure, and infrastructure foundations
- Unlocking the potential of agentic AI

Thriving Amid Disruption

- Anticipating transformation within industry and beyond
- Balancing bold innovation with the need for certainty

Forces shaping the next era:

1

Eliminating (energy) poverty

2

Inspiring US innovation competitiveness

3

Shifts in global demographics



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**Things feel
different because
they *are* different.**



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Demographic Change



Shifting Workplace Norms and Expectations



Geopolitical Turmoil



Market Uncertainty



A detailed, close-up photograph of a printed circuit board (PCB). The board features a complex network of gold-colored conductive traces and pads. Numerous small, circular solder points are visible, connecting various components. The background is a dark, textured surface, possibly the reverse side of the board or a mounting surface. The lighting highlights the metallic sheen of the gold and the precision of the manufacturing process.

**Rapidly Advancing
Technology**



Create a Resilient Culture



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Culture has been shown to account for between 20 and 50 percent of the differential in performance between organizations in the same industry.

Management Levers

TABLE 1. The KEYS leadership dimensions

Dimension	Definition
Management Practices	
Freedom	The ability to decide what work to do or how to do it; a sense of control over one's work
Challenging work	A sense of having challenging tasks and important projects
Managerial encouragement	Having a boss who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group
Work group support	Having a diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing
Organizational Motivation	
Organization encouragement	An organizational culture that encourages creativity through fair, constructive judgment of ideas, reward and recognition for creative work, mechanisms for developing new ideas, an active flow of ideas, and a shared vision
Lack of organizational impediments	An organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, or an overemphasis on the status quo
Resources	
Sufficient resources	Access to appropriate resources, including funds, materials, facilities, and information
Realistic work expectations	Absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work

Types of Organization

TABLE 2. Organizational style segmentation

Behavioral Factor	Low State	High State
Control	This organization is never or only sometimes controlled by upper management.	This organization is often or always controlled by upper management.
Risk taking	Top management never or only sometimes wants to take risks in this organization.	Top management always wants to take risks in this organization.
Support	My boss never or only sometimes supports my work group within the organization.	My boss always supports my work group within this organization.
Openness	My boss is never, or only sometimes, open to new ideas.	My boss is always open to new ideas.

Key Findings

- **Challenging Work** has highest impact of all levers across all segments.
 - Most impact in high control organizations.
- **Organizational Encouragement** has significant impact in all segments.
 - Most impact in low-control, high-support, and high risk-aversion organizations.
- **Work Group Support** is important across the board in all segments.

What does this mean in practice?



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A Learning Organization

- Stretch goals – with support
- Invite participation
- Set boundaries
- Frame the work accurately
- Embrace messengers
- Acknowledge limits
- Hold people accountable

Retain Your Staff



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Next Gen Manufacturers – What do they want?



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- Healthcare benefits
- 401k matching
- Flexibility
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- Competitive salaries
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- Flexibility
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- Transparency
- Continuous feedback
- Quicker rotations through projects and roles
- More PTO

Build and Maintain Strong Relationships



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Fostering Strong Intra-Team Connections

- Collaborative work and sharing with the team
- Regular check-ins
- Provide a safe time and space for connection



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Strengthening Inter-Team Relationships

- Engage in cross-functional projects.
- Host joint project reviews, updates, and brainstorming sessions to share knowledge.
- Be explicit and deliberate that you are working to build relationships.



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Practical Tips for Ongoing Relationship Building

- Regularly host team events—both formal and informal.
- Maintain frequent communication.
- Invest time in understanding each team member's needs and steer interactions towards productive outcomes.
- Be visible.
- Share best practices – 'plagiarize where possible'



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Now Add Your Technology



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A red flag pin is stuck into a stylized map background. The map shows a grid of streets, green areas representing parks or fields, and a blue line representing a river or canal. The flag is red with a silver pin and a black dot at the top. The text "Start with Outcomes" is written in a bold, dark blue font to the right of the flag.

Start with Outcomes

**Invest in data infrastructure,
governance, and usability**





**Leverage
Champions**



Go Cross-functional

**Pick use cases where
performance impact is
strongest – Create early
wins**





Final Result

Resilient Culture = Flexibility and adaptability + Willingness to learn

Retention = Upskilling tailored to roles + Understanding of work processes

Strong Relationships = Collaboration + Champions that can proselytize



Questions?

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Resources

- **Leadership and Culture**
 - [Encouraging Autonomy and Empowering R&D Teams](#)
 - [The Role of Leadership in Innovation](#)
 - [How Companies Can Benefit from Brilliant Failures](#)
 - [Failing Well](#)
 - [Right Kind of Wrong: The Science of Failing Well](#)
 - [Exploring the Principles of R&D Leadership with Award-Winning R&D Leaders](#)
 - [Success Factors in R&D Leadership](#)
- **Transformational Innovation**
 - [Long-Term R&D Strategy and Planning](#)
 - [Transformational Innovation and Corporate Entrepreneurship](#)
- **Looking to the Future**
 - [Recruiting and Retaining Early Career Technical Talent](#)
 - [Digitalization and AI Top Trends 2024](#)





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