SUMMIT SPOTLIGHT 2025
Your AI workforce has arrived

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[AWS LOGO] EXECLEADERS

MIRIAM McLEMORE: Hi. My name is Miriam McLemore. I'm an Enterprise Strategist at AWS. I've spent the last several years working with our customers on their journey of digital transformation. Prior to joining AWS I was with the Coca-Cola Company for 26 years, retired from Coke as the corporate CIO where I was responsible for driving transformation around the world at Coke.

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MIRIAM McLEMORE
ENTERPRISE STRATEGIST AWS

MIRIAM McLEMORE: We have an amazing panel for you today because today we find ourselves at a fascinating intersection in the evolution of AI. Tools that started as tools to help us with specific tasks now are rapidly becoming assistants and potentially team mates and they are taking on increasing autonomy. As we shift to this new reality it's so important for organisations and leaders to figure out how we change, how do we create an environment that can leverage this capability effectively. We have three wonderful panellists to talk about that topic for us today. I'll start here on my left, Eric, if you would introduce yourself.

ERIC BURNS: Yeah. Thank you. I'm Eric Burns. I'm Anthropic's Head of AI Partner Strategy. I spend a lot of time working with our friends at AWS and on a good day I get to join something like this.

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ERIC BURNS
ENTERPRISE TECHNOLOGY STRATEGIST, ANTHROPIC

MIRIAM McLEMORE: Andrea.

ANDREA CLARKE: Thanks Miriam. I'm Andrea Clarke the author of Adapt and a Future Fit, recovering television news reporter, Washington DC correspondent, and an Iraqi International Aid Worker. Yeah.

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ANDREA CLARKE
AUTHOR AND WORK FUTURIST

MIRIAM McLEMORE: Very cool.

TOM CELINSKI: Tom Celinski. I'm Chief Technology Officer at Nearmap. I have the privilege of overseeing our development teams across Australia, US and increasingly in Europe as well. And we've been doing a lot of AI work for the best part of a decade now. So I'm at the intersection of technology and customer interactions.

GFX:
TOM CELINSKI
CTO, NEARMAP

MIRIAM McLEMORE: So, I love this. We've got the guy creating the tools, the guy using it in real time, and Andrea helping us take our organisations to the next level. So Eric we're going to jump in. From Anthropic's point of view, how are you seeing the evolution of these tools from assistants to potentially team mates?

ERIC BURNS: I think the first place is sort of the difference between the output of a chatbot which is you give it a prompt and it gives you a response, and it's it generates but it's a sort of passive thing. We think of agents as the accepted directive and they deliver an outcome, and the outcome is a change in the world in some way. Maybe there's code that didn't exist. Maybe you now have a flight. Maybe you now have a document that you didn't have before a report. And so we see this kind of increasingly powerful AI that we're building powering ever more complex agents that can do more and more complex tasks.

MIRIAM McLEMORE: And so Tom you're starting to use this at scale. Can you talk to us about the trajectory you're seeing in real world deployment?

TOM CELINSKI: Yes certainly. Like I said we've been doing AI for the best part of the decade. So Eric is probably wondering what we have been doing for the best of the decade.

There was actually AI before LLMs so that's worth remembering and that AI has been influencing in fact adding a lot of value to the productivity of workflows in organisations for quite a long time. Computer vision AI for instance is well established. They are reliable and well proven from insurance to government organisations and lots of other use cases. We've got the best part of our 12,000 customers heavily relying on AI and the location insight that provides for them. But as far as the current trajectory obviously over the last few years LLMs have really taken off, the agentic discussions have taken off. I think we're kind of at the cusp where their technologies have really come of age in some sense. A couple of years ago I think it was a lot of promise and a bit of hype. You could see the value but it wasn't quite real. We're now at the point where at least for us as an organisation we are embedding LLMs in our solutions. We are applying these at scale across very large, sophisticated organisations. One example being a virtual underwriting insurance agent for instance that we are developing right now. But there's a whole raft of other applications we're seeing a lot of interest in. So I think it's real. I think it's here. And it's very timely we're talking about it.

MIRIAM McLEMORE: Yeah and so Andrea from your perspective working with organisations, how are people responding? You touched on it a little bit in the keynote yeah.

ANDREA CLARKE: Well I think the most terrifying few words that I'm hearing in the last few weeks is, I haven't even experimented with Claude or ChatGPT. I'm hearing that everywhere across major organisations because people don't have access to the tools. They're not, for security reasons or whatever reasons they literally do not have the opportunity to experiment. So we're dealing with large segments of the workforce who are already behind, who are not under-skilled, they're just overwhelmed, and they do not have permission to experiment. I think that is a place we need to start, because everyone in this room is all in on the tech of course but I think Australia is falling behind very quickly. So we need to, we need to pay a lot more attention to how we are introducing any of these tools to the workforce.

MIRIAM McLEMORE: And so Tom to you since your team is using these tools, what were some of the hurdles that you had to overcome?

TOM CELINSKI: Well it's interesting for us internally because we are a very deep technology organisation this comes fairly naturally we have people pushing to adopt this as opposed to fearing the adoption. But I don't think we are necessarily typical. When it comes to external organisations we talk about or talk to whether it's in Australia, whether it's in the US, I think there's a spectrum right. I think there is a spectrum of exposure. I think there's a spectrum of buy-in, particularly from the executive perspective. So really it depends on whether you know which organisation you are looking at. We have some customers who are very much AI forward. They have embraced computer vision based AI for a number of years. They're comfortable where this is all heading. They're looking at the RIO and it's obvious to them that there are huge benefits. It's not just financially but in terms of talent shortages etcetera. There are a lot of things this could solve. But at the same time we have other customers who are much more cautious. There are internal discussions taking place. As you pointed out, people are not as aware of what these things really are. They read things, but they don't necessarily have personal experiences, and so they start to form opinions that are maybe inhibiting some of these opportunities internally within these organisations. So I think there's, as always the case I think there's a spectrum of early adopters who are on top of this, have brought mandates across their companies taking them forward and those who are much more cautious. There's always the adopter curve right.

MIRIAM McLEMORE: Mm. Is there a specific industry that you're seeing that are the early adopters or some that are specifically lagging?

TOM CELINSKI: Yes absolutely. In the US for instance we ran an insurance executive summit only a few weeks ago. Insurance is very much AI forward. I think the value, let's talk about property insurance which is where we play very heavily, aerial imagery can turn out insights about the risk profile of a property, and so that's been adopted heavily. And now they're looking at okay so we've got all this data, massive amounts of rich data, how do we turn it into not just insights but decisions. And this is where LLMs done cleverly with safeguards come in. And I think there's a huge amount of enthusiasm and adoption momentum. On the other end of the spectrum we ran an architectural construction engineering summit just recently. There's a lot more caution right. These are safety critical applications. If you build a bridge incorrectly because you relied on a decision made by an LLM and didn't quite get it right. There are severe consequences. So it really also depends on where on the mission critical, business critical, sector critical, the deployments are. But I think there's a huge amount of value today, and of course you can talk to that as well, where people can leverage these things no matter what organisation. And I think that with the right education, with the right change management, you can take your organisation forward today and really get a huge amount of benefit.

MIRIAM McLEMORE: Yeah and to Tom's point Eric, what's Anthropic doing to help fill this gap?

ERIC BURNS: I think the first I have to reach for is that we strive to create the safest most intelligent models. And as AI takes on more responsibility you know safety is, it can mean a lot of things but I think one of the most important attributes is trustworthiness. Is that you can trust its responses. You can trust its judgment when it powers agents. It can't be manipulated by people or you know caused to kind of deliver the wrong responses. And so I think that what we need to do is just keep making them more intelligent and more capable and increasingly trustworthy and defeating some of the things that you know keep people from really depending on them. And in the process we can enable a generation of people building applications and agents around them that are going to solve all kinds of use cases that we can't even conceive of today.

MIRIAM McLEMORE: So how do you convince me that it's safe as a customer?

ERIC BURNS: I think it's not a matter of assertion. I think it's a matter of proof. You know I like to think of it in terms of flight hours. That you don't put a plane in a fleet and start you know carrying passengers until you have huge numbers of flight hours in the aircraft. You've demonstrated that it's safe because you have empirical evidence that it is. And so you know there's there are lots of half steps on the way to empowering agents to take significant actions on people's behalf and one of them is you know keeping humans in the loop and making sure that the humans are accountable for translating the agent's output into the right actions. And so I think it's just important that we move deliberately and we are very careful in getting the data points and getting the evidence before we take too much of a leap.

MIRIAM McLEMORE: I love that and it sounds along the lines of your conversation.

ANDREA CLARKE: I can't help but wonder what would happen if we've got all these heads of AI. I wonder if we should start installing heads of adaptive intelligence that work with heads of AI, to start implementing and designing for behaviour. Because the talent transformation is so fundamental to this because obviously you know you're working with very fast adopters but that's not representative of most of the business community and just last week I was on a panel with a very large Australian insurer who was rolling out Claude to 400 of its top leaders as a coaching tool. And I thought that was a really interesting starting point. But again there was the observation that no-one in the audience had actually used it before so there was a live demo. It was a really interesting way just to dump, it's almost like just AI dumping you know. Tool dumping onto large crowds of people you can't necessarily expect it to be used properly in a way that you would want it to be used and sort of represented so I wonder if there is a new role that we will see created in the next couple of years around that head of adaptive intelligence to help it all work effectively, and to prioritise behaviour over efficiency.

MIRIAM McLEMORE: And are there approaches to getting organisations to adopt faster that you've seen that are successful?

ANDREA CLARKE: I think the smartest organisations are recognising that it's a talent transformation over and above a tech transformation. 2019 I was working with Rio Tinto, I have been for the last six years, and one of their, the head of group of technical actually came to me and said we are, we know we've got to shift the way we're doing things, we've got big changes coming down the pipeline and big shifts to the business model and we need to start with mindset, we need to start with our 300 Rio experts and help them unlearn what they've been learning for the last 28 years in the business because they have such strong retention. So we started with a programme around adaptive leadership. How do we unlearn what is no longer fit for purpose and what do we need to take us forward, what outdated beliefs, habits, systems, tech, behaviours, what's just no longer relevant for where we want to go as an organisation.

MIRIAM McLEMORE: And so Eric we, you know we look at Anthropic as an organisation that's inventing the future. And so as you think about agentic and kind of what's coming, what would, what do you see?

ERIC BURNS: I had the privilege of working on an early version of Claude code with the brilliant team that created it. And in the early days it would handle you know pretty moderate complexity. It would sort of do things in one step. You had to watch it very closely. And as the product has evolved and it's gotten more complex it's now essentially you know operating agent fleets and it's parallelising the work that it does. And before it ventures into a project it makes itself a to do list and it starts checking things off and it's very transparent. And so I think this kind of you know again exponentially increasing complexity of the tasks it can take on, the degree of parallelisation I think that you know beyond agents or agent fleets and the ability to orchestrate these agents and control them in predictable ways and organise them into things that sort of resemble you know org charts. I think that management of that complexity and interactions and interactions between multiple different generations and frameworks of agents is going to be sort of the next frontier.

MIRIAM McLEMORE: And is that something Tom you're exploring?

TOM CELINSKI: I'm totally all about the promise. I had a conversation with your friend Claude yesterday. I talk to my AI friends all the time by the way. And I said hey Claude, so what do you think of LLMs and the use cases they can solve, what are you good for. And Claude told me, I'm great at the creative side, I'm great at generative type tasks, particularly if humans will verify what I do because I'm not super accurate, but please do please don't use me if anything that requires complete accuracy or is safety critical in any way or has major consequences. I kind of appreciated the honesty. I mean thank you Claude. But I think that's, look at the future I see totally a massive amount of disruption. In fact I kind of preached that to a bunch of the CTOs in the US not long ago. The project we're doing, there's about 70 other companies in the portfolio, and I have the pleasure of talking to them about this. And I said look this is all going to get disrupted, the SaaS model of software is going to disrupt it, this is all going to get agentic and it's going to get there probably in next three to five years. But there are a couple of key things we need to solve for if the full promise is going to be unlocked and that's safety. I applaud Anthropic for focusing on that. It's not a solved problem today, but I think if we can crack that, if we can get these things to be trustworthy, correct and accurate in what they do, then suddenly the world changes overnight.

MIRIAM McLEMORE: And that's the fear right that just shivers through organisations and long time employees that are like …

ANDREA CLARKE: Definitely.

MIRIAM McLEMORE: …In three to five years, my job's going to change overnight.

ANDREA CLARKE: Yeah I do not think we should be underestimating the instability that these developments are posing to everyone across the workforce. Everyone would have already had a moment where they would have thought, okay what's my job going to look like, is it going to exist in the next couple of years. So I think psychological safety is a really, a critical element of how business and organisations move forward and how they introduce it, how they make people feel safe, and also feel safe to experiment and fail. How are we encouraging people to do that 'cause I'm not sure we've been doing a great job at that, you know through my, you know the last through the..

MIRIAM McLEMORE: Several chat transformations.

ANDREA CLARKE: That's right. Exactly. I mean we, you know, I'm not sure we're nailing that. So I do think there's the most extraordinary opportunity to get this transformation right. And that starts with our individual attitude to change. And I think many of us will be examining our own relationship to change and making decisions. I think that the most important thing we can do, we can do for ourselves is be decisive about how we are going to engage with the signals of change, with all of this change that's coming towards us because we're very distracted. We're collectively exhausted from the last five years and I think energy management will actually on a personal level be really critical to moving forward. So the better we know ourselves the more capable we will be of adapting to all of this change.

MIRIAM McLEMORE: And so governments, regulatory authorities starting to lean in, what kind of conversations are you guys having?

ERIC BURNS: It's not my place to comment on Anthropic's policy position.

MIRIAM McLEMORE: No. I'm not asking for that but it's there. That's a concern in the industry.

ERIC BURNS: I would just defer to you about our CEO Dario's public positions which is that we encourage and welcome regulation, because in order, thank you for opening this door, but in order for these to be valuable they have to be honest, helpful and harmless. And I'm thrilled that Claude in it's answer to you was sort of scrupulously that. And not every model will have those biases and personalities and often organisations will reach for you know less aligned and guard railed alternatives. And I think that there's a genuine opportunity for you know for that to cause harm and I think that we welcome the opportunity to talk about how to do it right.

MIRIAM McLEMORE: Yeah and is that similar?

TOM CELINSKI: Look we operate in industries that are heavily regulated.

MIRIAM McLEMORE: Right.

TOM CELINSKI: And so these conversations are taking place. I think depending on where you are again geographically regulators are more or less on top of this.

MIRIAM McLEMORE: Right.

TOM CELINSKI: And but I think, I think there is an opportunity to actually provide a bit of thought leadership, actually talk about the good and the not so good. I think there is this massive fear of job losses and all the bad stuff but I actually look at it somewhat differently. I think that AI tools are a force multiplier. They will change the nature of work right. They will, what tools used to do was enable humans to do work. What these tools do is they will take humans straight to outcomes but then the human mind will be able to operate these things at a higher level in some sense. And I think that it's almost hard for us to imagine today what the world will look like but we'll get there in steps. You know there's this kind of step change assumption it's all going to change overnight and it's going to be either awesome or bad. I actually believe it will be a bit more gradual. The world will change but for the better. And we have massive problems to solve, right, massive problems to solve, from climate change to lots of other things and I think that AI can be a big part of the positive outcomes.

MIRIAM McLEMORE: And Andrea it does just say we have to become learning organisations. And we've tried that with fits and starts. The training is always in my history, It was the first expense line cut.

ANDREA CLARKE: Absolutely. No-one's doing it well.

MIRIAM McLEMORE: Right.

ANDREA CLARKE: Put your hand up in the room if you've been through an absolutely dynamic corporate learning programme in the last twelve months where you. Anyone? Any hands going up? Not that many.

TOM CELINSKI: That was lame. Come on.

ANDREA CLARKE: And, and L&D. And by the way my prediction is I don't think L&D departments will exist in two years.

TOM CELINSKI: Can I jump in on that?

ANDREA CLARKE: Yeah sure. Yeah.

TOM CELINSKI: Honestly, the amount of learning I do in and day out by interacting with the tools is huge right.

ANDREA CLARKE: That's right.

TOM CELINSKI: So it's not hard to teach someone how to type into Claude or one of the other AI friends you may have. But what you get out. Now this comes back to the whole, is it correct, can I trust it, and all that stuff, but assuming that's what coming back is correct, it's immensely efficient from a learning perspective.

TOM CELINSKI: And by the way we haven't got the learning thing now at Nearmap even though we do a lot of clever stuff but we always have people saying hey can I do more learning and all that so...

ANDREA CLARKE: Well there needs to be.

TOM CELINSKI: ...It's a global unsolved problem.

ANDREA CLARKE: Totally. There's no adapting without learning...

TOM CELINSKI: Yes.

ANDREA CLARKE: ...And I think that learning is coming back to the individual and we have to accept that we have to exercise agency over how we learn. And if we're learning on the go and in the flow, ChatGPT or Claude, that's there. Claude got rolled out as a coaching, as a coaching tool to 400 leaders last week at an insurance agency. I'm just waiting for a big bank to do it and then that's going to completely annihilate any L and D department in corporate Australia because let's face it, they mean well, but they're not that effective.

And I've been running L&D programmes for 14 years with top 50 ASX listed businesses. And it is a real push to position a programme properly, to deliver it, to get the data around the learning, the application and then have that stretch back to prove that it's retaining staff. So learning is about to undergo a profound overhaul. Because now we, if I'm, if I'm about to walk into my bosses and I know I'm about to have a difficult conversation, dear Claude, like what are the three things I need to know about having a difficult conversation. Here's my answer. I don't need a coach that costs the business $150.00 an hour. Would you, I mean, is that a stretch? I mean I think that's what we're seeing.

TOM CELINSKI: I mean that's the first question I must ask, how should I deal with my boss right?

ANDREA CLARKE: Well that's right.

MIRIAM McLEMORE: Yeah.

ANDREA CLARKE: In February last year I decided to wind down my learning business because I could see there was nothing in the pipeline and I could see that there was a better way to learn and I was learning more effectively. So you know that in a way that did not require six figure programmes, so. It'll be interesting how that learning gets guided. Absolutely.

MIRIAM McLEMORE: If we're all doing it independently.

ANDREA CLARKE: But that comes back to agency. And I think that there is a very powerful conversation to be had around the role of personal agency in the coming years and that is how we act as an effective agent for ourselves. How are we staying healthy, staying, you know mindset skillset behaviours, how are we managing ourselves through this change. That is the agency. And I think that's something that we all need to prioritise.

MIRIAM McLEMORE: So Eric, are you at Anthropic measuring the kind of human AI interaction, and what that looks like, what's positive interaction, what's, how do you all think about that?

ERIC BURNS: I'm sure that's an element of the sort of overall model training strategy but if you wouldn't mind I'd love to sort of redirect to what we were just talking about So my background before Anthropic was a building an education technology company. And we were part of what a lot of people would have a sort of learning revolution of if you missed a class your video of the class is online. And you know that brought me in contact with a lot of educators. And I think that we're collectively understanding the impact and the value of these systems' ability to create personalised learning journeys for individuals. And that's everybody from the youngest students you know if we're prepared to put them in front of LLMs all the way through you know reskilling later career professionals. And the ability to tune exactly, to calibrate exactly to the you know the sort bandwidth that somebody can learn at, the framing of the concepts that's going to resonate with them. I think this is just an incredibly powerful accelerator and sort of you know force multiplier that maybe gets lost in the shuffle sometimes talking about disruption and agents and so on.

MIRIAM McLEMORE: Yeah I know. I love that and is that something that you're seeing?

TOM CELINSKI: I think these systems fundamentally enable personal agency, right. You, whether you want to learn, whether you want to extract some corporate data that's residing across 15 siloed systems that you would have to know get 12 people to help you to get to. All these things that are messy and out there need to be aggregated and provided to you in the right way at the right time are now accessible. And that is a game changer in so many ways. But it comes down to people's personal mindset, you know right. You can either fear things or you can take the first step which is expose yourself, actually interact with these things and try to understand what they're good at, what they're not so good at, and then get the best out of it.

ANDREA CLARKE: And that's part of the distinction. Recognising, having that, having that critical mindset of what is useful here and what is not, what is being hyped, and where do we need to come back and come back to a baseline. But I couldn't agree more. I think it's, to your point, the most extraordinary opportunity, from a learning background as well, extraordinary opportunity to personalise our journey, and to accelerate in ways that we can't wait. And let's face it there are very few corporations that have a really well organised you know pathway unless, I mean there are some out there but generally speaking, the onus comes back to the individual to take charge of their own learning journey and now we can. And I think it's extraordinary.

MIRIAM McLEMORE: And so are there examples of companies that are doing it well? Are there customers you're working with?

TOM CELINSKI: It covers which bit works 'cause effectively you're redesigning the entire planet Earth and how we work right so which parts of it. I think there are certainly companies that are very progressive in terms of adoption of technology in general. There are quite a few things you need to get in place in order to even be ready for this. Legacy systems tend to get in the way. Systems that maybe are siloed and behind a firewall can, tend not to play particularly well at times. Your data if it's completely messy, your data integrity is poor, you're not going to get the maximum benefits. Then there's the whole notion of have you got buy-in across the board, does the buy-in go all the way to the executive, are executives aware of what these things are actually good at. I actually applaud the companies.

ANDREA CLARKE: Have they used it?

TOM CELINSKI: Have they even ever touched it right?

ANDREA CLARKE: Is your board, is your board too old.

TOM CELINSKI: Exactly. What about the boards, board of directors. What level of technology do they have, let alone AI. So I think there's a whole raft of factors that plays into. But like I said earlier there are absolutely companies both in Australia and in the US that are very much technology forward, AI forward, and they are reaping the benefits today and I sincerely hope that everyone in the audience walks away and starts to dive right into it if you're not already.

ERIC BURNS: There are two companies that come to mind thinking about sort of embracing this in a really positive and effective way. They both happen to be Australian national champions. One of them is Canva. Canva has a fantastic case study up on our site about basically embracing it at every level of the organisation, and you know connecting their systems, and essentially creating this environment where people can you know sort of build their corporate learning journeys around you know Canva tribal's knowledge. The other is Quantium. And this is what made me think of this. I had I heard a fascinating story from the chairman of the Quantium board where he cast himself and this is a you know a fairly late career guy, he cast himself into using Claude for everything and he built a project and it was you know all of his boards materials and kind of all his philosophies. And that was one of the first times I heard the term digital twin. And so he had kind of created a digital twin for himself. And then he mandated that the rest of the board did it, do it. And then the rest of the board did it and they kind of you know the lightbulb went on. And they began to say this is something we need to adopt as a company. And so I think those are both excellent cases of you know large organisations adopting this in effective ways so that from the board level down they're embracing it as out of attraction and desire and value rather than sort of fear of being left behind.

MIRIAM McLEMORE: Right. And they're getting that education and starting to establish those personal journeys, it sounds.

ERIC BURNS: Yeah.

MIRIAM McLEMORE: Yeah. Are there companies that you feel like are making headways or figured out where to start? A lot of people are asking where do I start, what's step one.

ANDREA CLARKE: I feel like every conversation that I'm in on that is the question, where do we, where do we start, how do we manage this way forward. And even though I was in Singapore a couple of weeks ago doing a range of meetings and no-one was doing anything because the restructure happening so we're pausing decisions on this, we're not necessarily moving forward until we know what's going on. I thought we're never going to really know what's going on. So again that comes back to bold leadership. Who's demonstrating and exercising you know direction, protection and order for everyone around them. Just come, it simply comes back to leaders who know, leaders who are asking questions knowing that then even they're not going to have the answers.

MIRIAM McLEMORE: Do you advise customers to start here?

TOM CELINSKI: My advice to customers is, firstly ask what level of technology awareness do you have at the senior levels. And I know I've kind of said it three times now but honestly if you, I've seen so many times where you've got this kind of stuff pushed into the CTO, CIO office, it becomes a proof of concept, it becomes a cool demo, and people get excited about it for five minutes and then before you know it it's completely died, and that's, like I think that's the biggest risk. If it becomes a technology thing it will fail. Not because it's going to sound awesome but if you don't get the broad business buy-in you will be in trouble so what I recommend is for people to say, start at the top, but think in very concrete terms, pick a project that is going to actually deliver value. Not a proof of concept...

MIRIAM McLEMORE: Right.

TOM CELINSKI: ...But something that is material, that you can actually be a tangible RIO on, and get that done quickly. Move on, don't just talk about and show Powerpoints around. Get it done.

MIRIAM McLEMORE: Right.

TOM CELINSKI: Show the RIO. And then you're going to get momentum off the back of that. But again even something that's focused and relatively small make sure it goes all the way to top so that the CEO, the CFO, and the business leaders across the board understand what you did, why you did it and how it can take them forward if they're the next ones off the rank so to speak.

MIRIAM McLEMORE: Yeah?

ERIC BURNS: I think he said it all.

MIRIAM McLEMORE: Suggestions? Yeah. I agree. Getting the senior leadership engaged for any of these tech adoptions is absolutely the best place to start. Now sometimes it does require getting your team to have enough skill so they can bring it to the senior leadership team in a way that's digestible, certainly. Warning signs that an organisation isn't ready or turning their back on some of the logical approaches?

ANDREA CLARKE: I think we're all probably very impressed with Matt Comyn and his very active involvement in the tools and in how they're being rolled out. I always think it's a major red flag when you have a CEO or you have an executive who wasn't prepared to even experiment with the tools even five years ago. I think that every leader whether they like it or not is a part futurist. I think every leader gets paid to be a visionary. And I think the experimentation should have started ten years ago. So I think the red flags are people asking the questions now, today, where do we start. Well I don't like the sound of that for your business model.

TOM CELINSKI: I would add to that the warning sign is if your strategy does not have a pretty solid section on technology and AI then you have a really big problem.

MIRIAM McLEMORE: You've missed that boat.

TOM CELINSKI: Yeah.

MIRIAM McLEMORE: Yeah. So last piece of advice for our audience today in this world of AI and agentic?

ERIC BURNS: Building on those two comments. Get started, get started now. Pick something simple. Build it, build it end to end, light it up, start using it, get experience. There's a lot of you know well earned joking about the constant references to vibes in our industry. But part of building comfort with this technology is getting the vibes of it. And you can't do that as long as it's abstract and its architecture diagram on a whiteboard. The most important thing to do is to start. To implement something simple, and to begin iterating from there.

ANDREA CLARKE: Start with a discussion around the facts about change. And that is that we don't necessarily like it, that we deny it, we dismiss it, we delay it, and that's completely normal, that's totally human. But I think if we're introducing AI we need a strong simple conversation around how it's going to feel. And it's not going to feel easy for everyone. It's actually quite emotional. If you know what I mean when I first used...

MIRIAM McLEMORE: Yeah.

ANDREA CLARKE: ...ChatGPT was emotional. It was emotional realising just how just having just that inkling of the power of this and where it can take us. So I think we need, you know, we should not outlaw the truth about change in our internal communications. We need to be honest about change and the fact that not everyone's going to find it easy and it is, we're all part of a giant experiment, so be an active player in what that change looks like.

TOM CELINSKI: Lead from the top, as far as executive leadership's concerned, strategy all the way to the board. Mindful of your people, mindful of the changes this will inevitably lead to. But I think if you do that today whether you're a product organisation, service organisation, you will win and you will do good things both for the corporation and for the people ultimately. I think that there's a lot of positives to come from this.

MIRIAM McLEMORE: Thank you. What a terrific panel. I want to thank all of you, thank our audience as well, for a very different focus on this emerging world that we are all finding ourselves in. Please, thank you for being part of this session, there's, as always we like data so there's a QR code. We'd love your feedback. Thank you.

ANDREA CLARKE: Thanks Miriam.

ERIC BURNS: Thanks very much.

GFX:
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