

Transforming Culture & Work with AI & Agents

Augmenting People and Building Skills for AI; Leadership in the Age of AI;
Impact of Agentic AI on People, Culture & Processes;
Agility and Resilience in Age of AI

SPEAKERS

Google Cloud



John Abel

Managing Director,
Office of the CTO,
Google Cloud

Marshall | Spotify



Marcin Floryan

VP of Software at Marshall
– formerly Dir. of Product
& Technology at Spotify

IKEA



Sebastian Welter

Head AI, Innovation
Leader

BOSCH



**Anne Kathrin
Gebhardt**

VP, Leader of People,
Organization and Culture

BOSCH



Manuel Dietz

VP IT and Digitalization

PHILIPS



**Priscilla Dunant
Maurits**

Global Agile Transform.
Lead, formerly

MARS



Dave Harrison

Global Director of Data
& AI Stewardship &
Delivery, Mars Snacking

TOPICS

Transforming Culture for AI: The Next Steps in Leadership: from Amplifying Discovery to Resilience in an AI World • Agility as Customer-First Capability in an AI Era: Enabling End-to-End Value Delivery • Leaders as Unlocks: from Compassion to Direction and Authenticity • Accelerating Decisions and Experimentation – and Building Communities that Scale Change • Addressing Agility Blockers – and Balancing Speed and Alignment with Flexibility

Work with AI: Exploring Human and Agentic Workforce Strategy: Taking a Question-Driven Approach • Setting Up a Lab for AI and Automation: Engaging People and Managing Expectations • Creating a Target Model to Assess Impact: from Culture to Leadership and Work • Sourcing Ideas for AI Projects – and Creating the Machinery for Success • Integrating AI Into the Organization: Anchoring Projects and Showing Successes • Prioritizing Key Aspects for Human-AI Workforce: from Reskilling to Human-in-the-Loop

AGENDA OUTLINE

08:30 - 09:00 Registration & light breakfast
09:00 - 17:00 **Workshop** (incl. lunch and coffee breaks)

Google Cloud • Escaping the Pilot Purgatory: The Five-Step Blueprint to Leveraging Agentic and Gen AI at Scale
 John Abel • Managing Director, Office of the CTO, Google Cloud

Marshall Group • Evolving Leadership for a New Reality: Amplifying Agility, Learning, and Human Connection in the Age of AI
 Marcin Floryan • VP of Software • formerly Director of Product & Technology at **Spotify**

Roundtable Discussion I • Choice between:
 1) Psychological Safety: Instilling Leadership Principles and an Innovation Culture (exercise facilitated by Marcin Floryan, Marshall Group); 2) Issues of Special Interest

IKEA • Leveraging AI and Automation: The Set-Up for Exploring and Developing Cutting-Edge AI Solutions
 Sebastian Welter • Head AI / Innovation Leader

Bosch • Exploring Organizational Design for a Hybrid Human and AI Workforce: Developing Strategy and Prioritizing Focus Areas
 Anne Kathrin Gebhardt • VP, Leader of People, Organization and Culture, Bosch Digital
 Daniel Klumpp • IT Business Solutions Lead

Bosch • Leadership in an AI-World: Redefining Approach and Navigating Challenges
 Manuel Dietz • VP IT and Digitalization

Roundtable Discussion II • Selection of Topics

Philips • Customer-First Agility in the AI Era: Leading End-to-End Transformation with Impact360
 Priscilla Dunant Maurits • Global Agile Transform. Lead, formerly

Mars • Making Friends with Agents in an Enterprise: Bringing People on Board and Driving AI Adoption
 Dave Harrison • Global Director of Data & AI Stewardship & Delivery, Mars Snacking

Wrap Up

17:00 - 18:00 Drinks on the premises

10 SEPTEMBER 2026 • London

Transforming Culture & Work with AI & Agents

Augmenting People and Building Skills for AI; Leadership in the Age of AI; Impact of Agentic AI on People, Culture & Processes; Agility and Resilience in Age of AI



Google London - Pancras Square
 6 Pancras Sq.
 London N1C 4AG, United Kingdom
 ✈ London HRW, LGW 50 min, LCY 45 min
 🚇 Kings Cross - St. Pancras

Venue, directions, parking, and recommended hotels on p. 7-8

NETWORKING DINNER



Ahead of the workshop, on the evening of **Wednesday 9 September**, there will be a networking dinner (at own expense) at **Camino** restaurant.

Details & registration info on p. 5 (NB: register by 3 September)

CONNECT • LEARN • SHARE

Innovation Roundtable® events are highly interactive and designed to enable **in-depth knowledge exchange and dialogue** about challenges and innovation management best practices.

Our workshops attended by **150+ participants**, are **exclusively for corporate innovation professionals**. This creates an intimate environment enabling in-depth exchange between peers during roundtable discussions and informal networking breaks.

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John Abel

Managing Director, Office of
the CTO, Google Cloud



Escaping the Pilot Purgatory: The Five-Step Blueprint to Leveraging Agentic and Gen AI at Scale

John Abel will talk about integrating agentic AI into workflows. He will share data points from Google Cloud to discuss the evolution of agentic AI and share a rigorous framework to deploy agentic AI at scale. John will share insights on:

- How AI enables expansion and scaling beyond limits – the shift from coding authors to system editors
- Evolving agentic AI use towards proactive systems, agentic enterprise, and more
- The evaluation and simulation framework for AI – and why business expertise and human-in-the-loop are essential to success
- The five step method to moving from pilot purgatory to scale – focusing on the smallest problem, designing the cognitive architecture, valuating, and more
- Deploying agentic workflows across the organization – 20 use case examples



Marcin Floryan

VP of Software

Marshall

formerly Director of
Product & Technology



Evolving Leadership for a New Reality: Amplifying Agility, Learning, and Human Connection in the Age of AI

As AI adoption accelerates and ways of working shift, more decisions are made faster and in greater isolation. Individual productivity may increase, but alignment, collaboration, and collective intelligence often decline. The organisations that thrive will be those whose leaders create the conditions for people to

think, learn, and work together effectively — especially when the tools change.

Drawing on nearly a decade of experience at Spotify and his current role leading software at Marshall Group, Marcin Floryan shares how Spotify's agile evolution led him to five pillars for leadership — and why they matter more, not less, in a world shaped by AI. Marcin will explore:

- Why agility is a catalyst for change, not a destination — and how leadership must adapt to amplify discovery, optionality, and resilience
- Breaking a century of Taylorism — creating new patterns that fit a reality where AI handles routine work but humans still navigate ambiguity
- Psychological safety as a foundation, not a buzzword — and the other components necessary for leading with real impact
- Leading with presence and compassion — moving beyond busyness and sterile professionalism toward authentic, flexible, and genuinely kind leadership

Roundtable Discussion I • Choice between:

1. Psychological Safety: Instilling Leadership Principles and an Innovation Culture Supporting Experimentation by Embracing Failure • exercise facilitated by Marcin Floryan (Marshall Group • formerly Spotify)

Creating an environment where people feel safe and can make a mistake enables continuous learning and innovation. Building psychological safety is the bedrock of such an environment, but translating theory into practice is challenging. Floryan and workshop attendees create a personal toolkit of practical steps for leaders and teams to implement at individual and team level.

2. Insights & challenges • Each attendee makes an illustration or writes a text to summarize or highlight a key aspect or challenge in one of the key topics of the day. The group discusses the input one person at a time.



Sebastian Welter

Head AI / Innovation
Leader



Leveraging AI and Automation: The Set-Up for Exploring and Developing Cutting-Edge AI Solutions

Sebastian Welter will talk about IKEA's approach to testing and embedding cutting-edge AI use cases. He will discuss the set-up towards using AI as an innovation driver and illustrate the approach with two use cases. Sebastian will share insights on:

- Setting up an AI lab and refining the approach to tackling AI and automation – handling AI projects differently due to different cadence and shorter cycles
- Creating the machinery to ensure success – engaging the right people, determining where to source ideas, including people at the right time, and more
- Leveraging dedicated resources and working with the business – managing stakeholders and expectations, and anchoring initiatives
- Using an example project in the agentic AI area, he will talk about the experiences of pushing new technology into the organization through the right anchoring and a 'show big examples' approach, iterating from prototype to product



Anne Kathrin Gebhardt

VP, Leader of People,
Organization and Culture,
Bosch Digital



BOSCH

Exploring Organizational Design for a Hybrid Human and AI Workforce: Developing Strategy and Prioritizing Focus Areas

Anne Kathrin Gebhardt and Daniel Klumpp will talk about how Bosch Digital reenvision the organization for a hybrid AI and human workforce. They will discuss how the organization takes a business and customer-driven approach to exploring organizational redesign for AI. Anne and Daniel will share insights on:

- Exploring and conceptualizing the strategy for a hybrid human and agentic workforce – starting with market and customer needs to assess impact for the organization
- Orienting and scoping – slicing from a target model to determine impact on process, structure, culture, leadership, workplace design, and more
- Taking a question-driven approach to incorporating different aspects across dimensions, including implications on team set-up, leadership role
- Defining shared beliefs and prioritizing aspects to address including reskilling, merging functions, need for human-in-the-loop, and the importance of strategic skills for leaders



Daniel Klumpp

IT Business Solutions
Lead



BOSCH

Leadership in an AI-World: Redefining Approach and Navigating Challenges

Manuel Dietz will talk about the impact of AI on leadership. He will discuss findings from interviews with CTOs and CIO and will reflect on leadership and organization in the era of AI. Manuel will share learnings on:

- The impact of AI on leadership – supporting the C-level with strategy, and helping mid-level leaders become more effective and achieve more
- Amplifying effects of AI – how AI amplifies the things done right, but also laziness and chaos
- Uncovering the real bottlenecks with AI – and the need to have a clear objective, intent, and expected outcome for development projects
- How AI will impact collaboration and organizational design – and how leaders can use it to become more effective with fewer people



Manuel Dietz

VP IT and Digitalization



BOSCH

Roundtable Discussion II • Selection of Topics • Each attendee selects one discussion topic within the overarching themes of the day, based on the inputs emerging from the first roundtable discussion.



Priscilla Dunant Maurits

Global Agile Transform.
Lead, formerly

PHILIPS

Customer-First Agility in the AI Era: Leading End-to-End Transformation with Impact360

Priscilla Dunant Maurits will talk about how the multidisciplinary Impact360 approach frames business and organizational agility as a customer-first capability for an AI-shaped reality—where speed of learning, decision cycles, and seamless technology integration increasingly determine competitiveness.

She will start from the real blockers that slow down transformation (silos, slow decisions, fear of losing control) and share what it takes to build end-to-end value delivery while supporting both teams and leaders along the way. In her presentation Priscilla will share learnings on:

- Diagnosing what really blocks agility (beyond “we need more Agile”)—and how to surface the patterns that keep organizations stuck
- Shifting the starting point – working backwards from customer/business problems to integrated end-to-end outcomes
- Building communities that scale change (communities of practice, coaching capability, change agents) – so agility becomes “how we work”, not a program
- Standardize the backbone, differentiate the edge – what to standardize to increase speed and alignment, and what to tailor to stay relevant in business context
- Moving leaders from Blockers to Unblockers – agreeing the “fromto”, making the leadership handshake explicit, and leading with the WHAT (direction) rather than the HOW (control)
- ‘Acting your way out’: accelerating decisions and experimentation in a fast-moving (and increasingly AI-driven) environment without becoming reckless—and what each participant can change tomorrow



Dave Harrison

Global Director of Data &
AI Stewardship & Delivery,
Mars Snacking

MARS

Making Friends with Agents in an Enterprise: Bringing People on Board and Driving AI Adoption

Dave Harrison will talk about Mars Snacking's approach to rolling out Agentic AI at the enterprise level. He will discuss how the organization manages change and keeps people included in the process. Dave will share insights on:

- Introducing AI agents at rapid pace within a large company – the approach taken
- Leveraging responsible AI – and building a culture which makes AI a collaborator, talking to people on a micro-level, addressing apprehension, and more
- Dealing with rapidly evolving technology as a tech team – and engaging non-technical user

Wrap Up • Insights from the day.

We recommend the following readings with insights and cases related to the workshop themes:

#AI for Innovation, Value Creation & Growth

• [Using Gen AI for Early-Stage Market Research](#)

James Brand, Ayelet Israeli and Donald Ngwe, 2025 – Harvard Business Review – Free Access**

• [The Next Innovation Revolution—Powered by AI](#)

Alex Singla et al., 2025 – McKinsey Article – Free Access

• [The Innovation Advantage GenAI Can't Give You](#)

David Schonthal, 2026 – MIT Sloan Management Review – Free access*

• [Two Frameworks for Balancing AI Innovation and Risk](#)

Faisal Hoque, 2025 – Harvard Business Review – Free Access**

• [The Rise of AI Scientists: Is Agentic AI The Future Of R&D](#)

Bernard Marr, 2025 – Forbes – Free Access

• [Seizing the Agentic AI Advantage](#)

QuantumBlack AI by McKinsey, 2025 – Free Access

• [A Systematic Approach to Experimenting with Gen AI](#)

Johannes Berndt et al., 2026 – Harvard Business Review – Free Access**

• [How AI is Influencing Design Thinking and Product Innovation](#)

Jeff Saviano and Sam Yen, 2024 – EY's Better Innovation Podcast – Free Access

• [Generative AI Fuels Creative Physical Product Design but Is No Magic Wand](#)

Bryce Booth et al., 2024- McKinsey Digital – Free Access

• [Where AI Will Create Value—and Where It Won't](#)

Antoine Montard et al., 2026 – McKinsey Quarterly – Free Access

• [7 Factors That Drive Returns on AI Investments, According to a New Survey](#)

Thomas H. Davenport and Laks Srinivasan, 2026 – Harvard Business Review – Free Access**

* You can register as a Site Member on sloanreview.mit.edu and access up to 5 articles for free each month. Yearly subscription with unlimited access to articles: USD 69.

** HBR.org allows unregistered users to access up to 2 articles for free every month.

NETWORKING DINNER

Ahead of the workshop, on the evening of Wednesday 9 September, there will be a dinner (at own expense) at the Camino restaurant, located a few min walk from the Google offices and offering authentic Spanish tapas in a vibrant courtyard dining experience.

Participants can meet at the restaurant for drinks from 18:30; the dinner will start at 19:15.

3-course dinner with drinks (incl. 2 glasses of wine/beer and water): £66.3

SEP 2026

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Wed

Register and pay by **3 September** at:
innoround.co/dinners



Camino

290 - 292 Pentonville Rd, London N1 9NR, UK
camino.uk.com/restaurant/kings-cross



VENUE & DIRECTIONS



Google London - Pancras Square

6 Pancras Sq, London N1C 4AG, United Kingdom



The venue is located in the **King's Cross/St Pancras** area of central London, a short walk from **King's Cross St Pancras station**, with convenient access to multiple tube lines (Piccadilly, Northern, Victoria, Circle, Metropolitan, Hammersmith & City) as well as national and international rail services.

From Heathrow Airport (LHR)

From Heathrow Terminals 2 & 3, take the Piccadilly line towards Cockfosters and ride for 22 stops until you reach King's Cross St. Pancras, then walk 5 minutes to arrive at the venue. (estimated time: 1 hour). Alternatively, you can take the Elizabeth Line and change at Paddington station for Circle or Metropolitan lines (estimated time: 52 min). Should you prefer to travel by car, please be aware that travel time in peak hours might vary between 1 and 2 hours.

From London City Airport (LCY)

Take the DLR towards Stratford International and ride for 9 stops until you reach Stratford International, then transfer to the southeastern train towards St Pancras International, until you reach St Pancras. From there the venue is a few minutes walk away. (estimated time: 43 min). Should you prefer to travel by car, please be aware that travel time in peak hours might vary between 45 and 90 min.

From London Gatwick Airport (LGW)

Take the Thameslink train towards Bedford and ride for 6 stops until you reach St Pancras Intl., then walk for about 5 minutes to arrive at the venue. (estimated time: 48 min)

ACCESS

Please have a valid ID with you and access the venue through main entrance.

PARKING

There is no visitor parking available at the venue. We recommend using public transport or the following public car garage:

JustPark: £11.70/h; £55.00/Daily rate

INTERNET

You will receive WiFi access at the venue.

CONTACT

For inquiries, please call us: +45 4050 8686



Recommended Hotels • Attendees can book rooms at the following hotels, all located close to the workshop venue. Please note that we do not have booking agreements with these hotels and price and availability is subject to change. Therefore it is suggested that you reserve your room as soon as possible.

The Gyle - Kings Cross St Pancras, London ★★★★★

themegarocollection.com



-  16-18 Argyle Square, London WC1H 8AS, United Kingdom
-  9 min (walk) to venue; about 1h 15 min (drive) from all airports
-  Large king, king bed: £283 (approx. €326), excl. breakfast
-  Reservation on the hotel's website or booking portals

St Pancras Inn ★★★★★

stpancrasin.com



-  54-58 Caledonian Rd, London N1 9DP, United Kingdom
-  10 min (walk) to venue; about 1h 15 min (drive) from all airports
-  Compact double, double bed: £187 (approx. €215), excl. breakfast
-  Reservation on the hotel's website or booking portals

Premier Inn London Kings Cross ★★★

premierinn.com



-  Premier Inn London Kings Cross, 3 stars
-  8 min (walk) to venue; about 1h 15 min (drive) from all airports
-  Standard room, queen bed: £211 (approx. €242), excl. breakfast
-  Reservation on the hotel's website or booking portals

Angus Hotel ★★★

angushotelkingscross.com



-  31-32 Argyle Square, London WC1H 8AP, United Kingdom
-  9 min (walk) to venue; about 1h 15 min (drive) from all airports
-  Double En-suite, double bed: £120 (approx. €139), excl. breakfast
-  Reservation on the hotel's website or booking portals