



Panorama

The Future of Leadership

**Artificial Intelligence
and its impacts
on Leadership**



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Introduction

AI is here; and here to stay. It is a reality we cannot ignore. However, this is not to suggest a dystopian disaster in which robots replace all human life, but rather a technological inevitability that will alter the future workplace; no matter the organisation or sector we work in.

We cannot ignore the workforce shifts being faced at a global level, with a tightening labour market and ongoing productivity challenges facing many industries. We are in a flux of continual change, heightened by the pandemic and continued in its aftermath. The concept of dealing with 'polycrisis' as routine, is a common theme amongst leaders that we talk to.

On the face of it, AI is still a relative unknown to most leaders and organisations. Even with terms like generative AI and Large Language Models featuring frequently in business media stories and discussions, there is still some ambiguity about the technology's potential and real-world impacts on business, society, and the economy.

At Panorama we specialise in working with Executive and Non-Executive leaders across a broad range of sectors. AI is an area that we are deeply interested in exploring further and gaining insights into how it is impacting leaders and the organisations for which they are responsible, in all the regions that we cover. We are grateful to all those Executive and Non-Executive leaders who have engaged in this survey and taken the time to share their insights and experience.

This is a new paradigm for leadership and our Panorama colleagues want to support and innovate with our clients to prosper into the future.



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CHAPTER 1

**Around the Board Table:
Is AI a strategic opportunity
or risky business?**

In every organisation, regardless of type or size, the board has ultimate responsibility for its strategic direction, management of the Executive and governance oversight. Global, local and national trends in the economy, politics, society or technology can have a huge impact on individual organisations or sectors, and Boards must be alive to these.

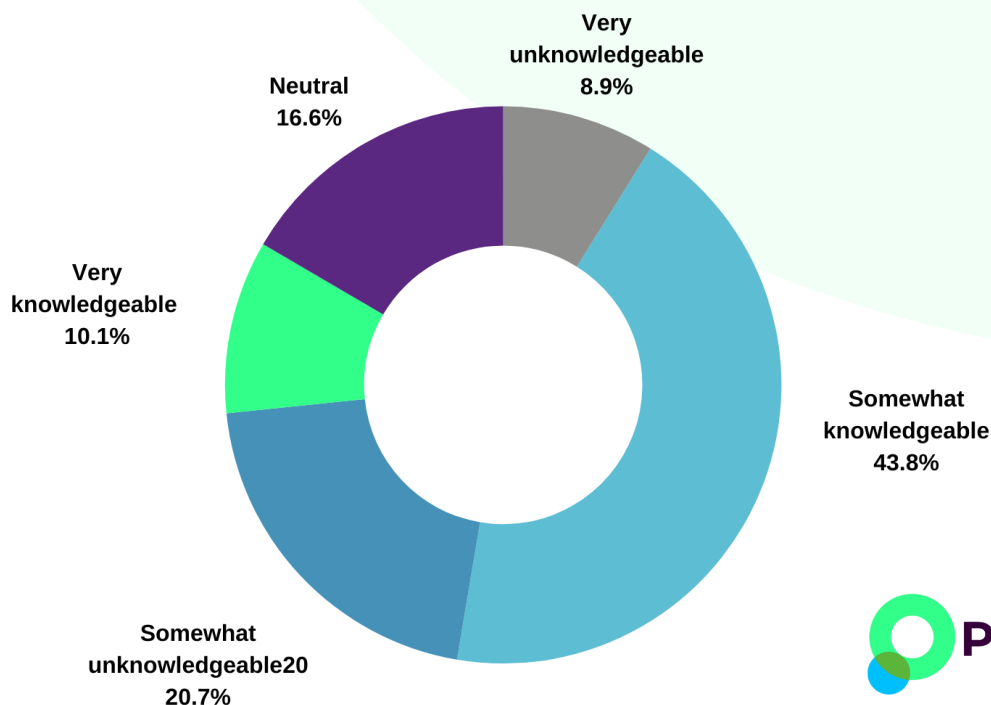
According to [the International Monetary Fund \(IMF\)](#), AI will change the global economy and affect almost 40 percent of jobs around the world, replacing some and complementing others.

With such an extensive impact predicted, we wanted to understand how seriously Boards are considering AI in their decision making and whether it is considered an opportunity or a risk; or indeed a risk that presents opportunity.

“Most Boards appear to be on a journey here.”

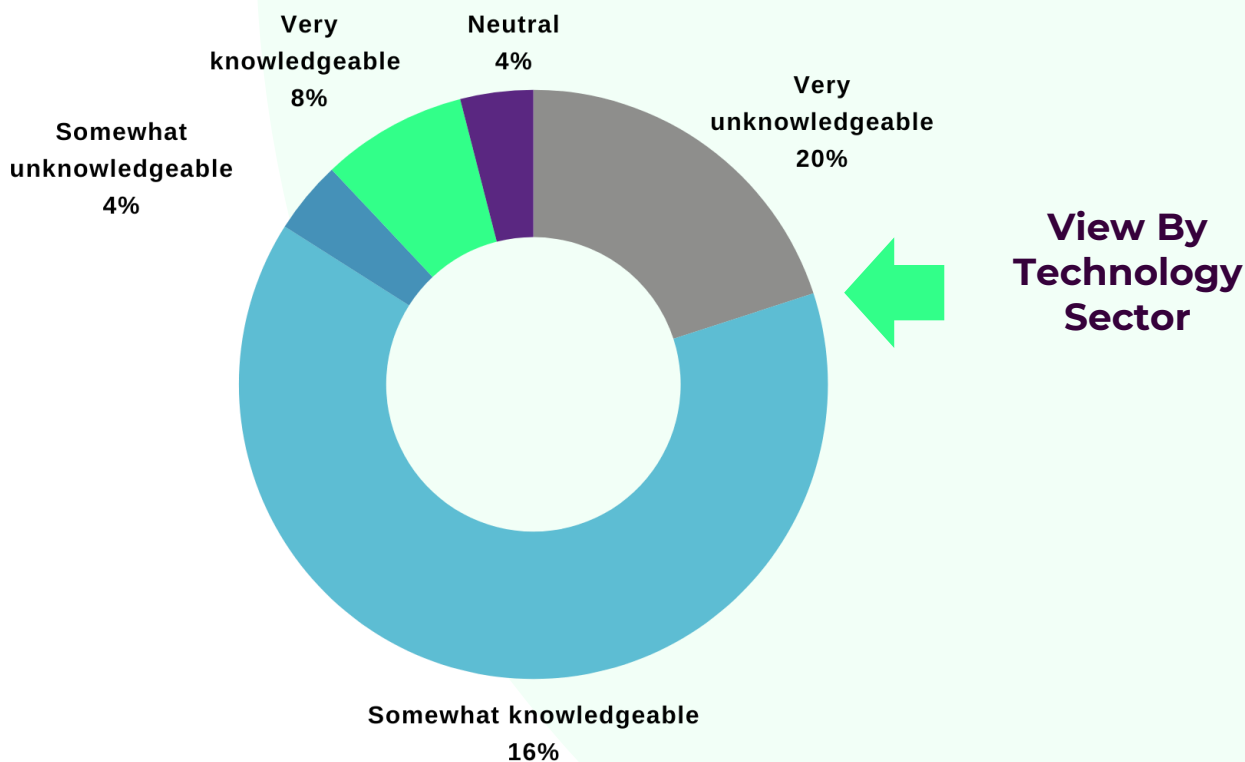
We asked our respondents to share how knowledgeable their Boards were with regards to AI. Just over half felt their Boards were ‘somewhat’ or ‘very’ knowledgeable, a percentage that increased to almost 70 per cent in the largest organisations. However, over one third of organisations considered their Boards ‘somewhat unknowledgeable’ or were ‘neutral’ in response.

How would you describe your Board’s current understanding of AI technologies and the potential impact on business operations and strategy?



Sectorally, those in the Technology and Professional Services categories noted the highest levels of knowledge among Boards with between 60 per cent and 85 percent being 'somewhat' to 'very knowledgeable', increasing to 100 per cent in larger companies. Those on Not-for-Profit or Public Sector Boards were considered to have more 'limited knowledge'.

How would you describe your board's current understanding of AI technologies and the potential impact on business operations and strategy?



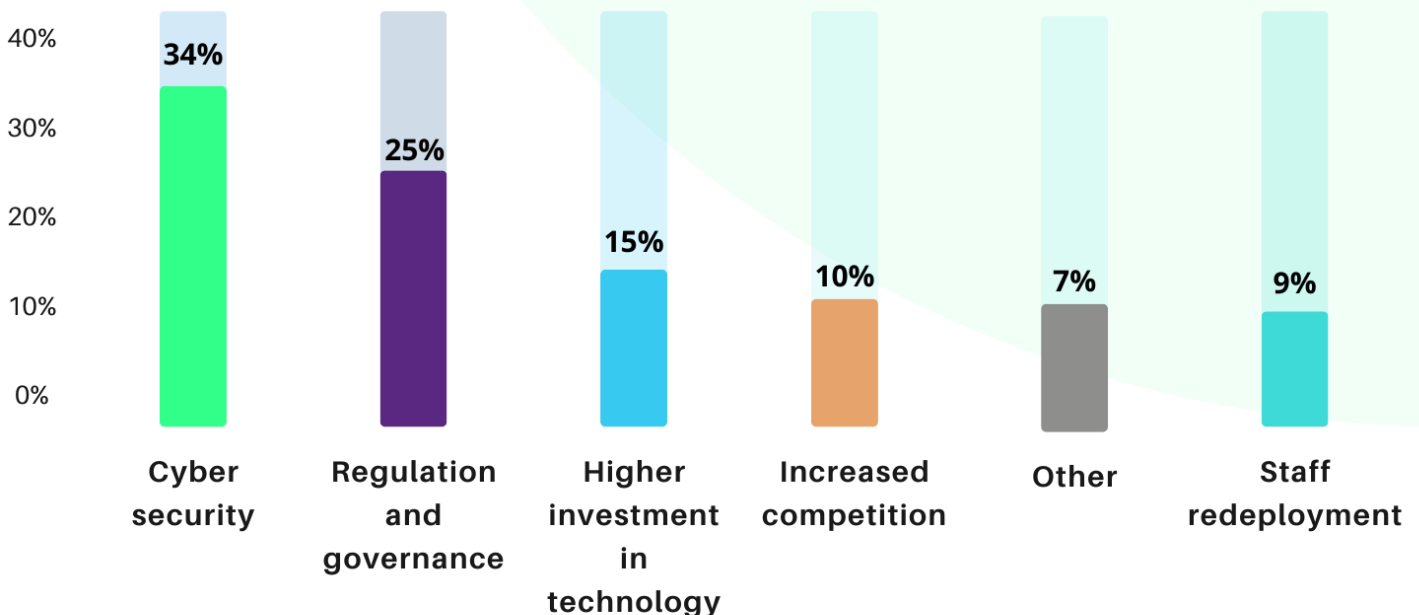
“ We are just about to publish our next five-year organisational strategy which has the deployment and development of responsible AI as a major priority. ”

When asked to identify the biggest risks facing Boards from AI implementation, cyber security most frequently topped the list, followed by governance and regulation, in every region and organisational size. This reflects a wider risk register trend with a growing emphasis on cyber security in recent years, particularly with the noticeable increase in data breaches at a regional and global level.

However, with AI, there are many unknowns, even amongst experts, and therefore it presents much higher risks, with a question over whether adequate regulation will even be possible. Whether at implementation phase or not, it is an area where more knowledge development and information sharing should be firmly within the Board's view.

There were specific sectors to note where other risks were very dominant beyond cyber security. In Private Equity, technology investment and staff redeployment were considered far bigger risks than cyber security. In Higher Education, particular risks from increased competition and staff redeployment arising from AI were also considered 'very significant'. A greater awareness and categorisation of risks from Boards across these sectors may reflect a more advanced approach to AI with various applications already being considered or implemented in these environments.

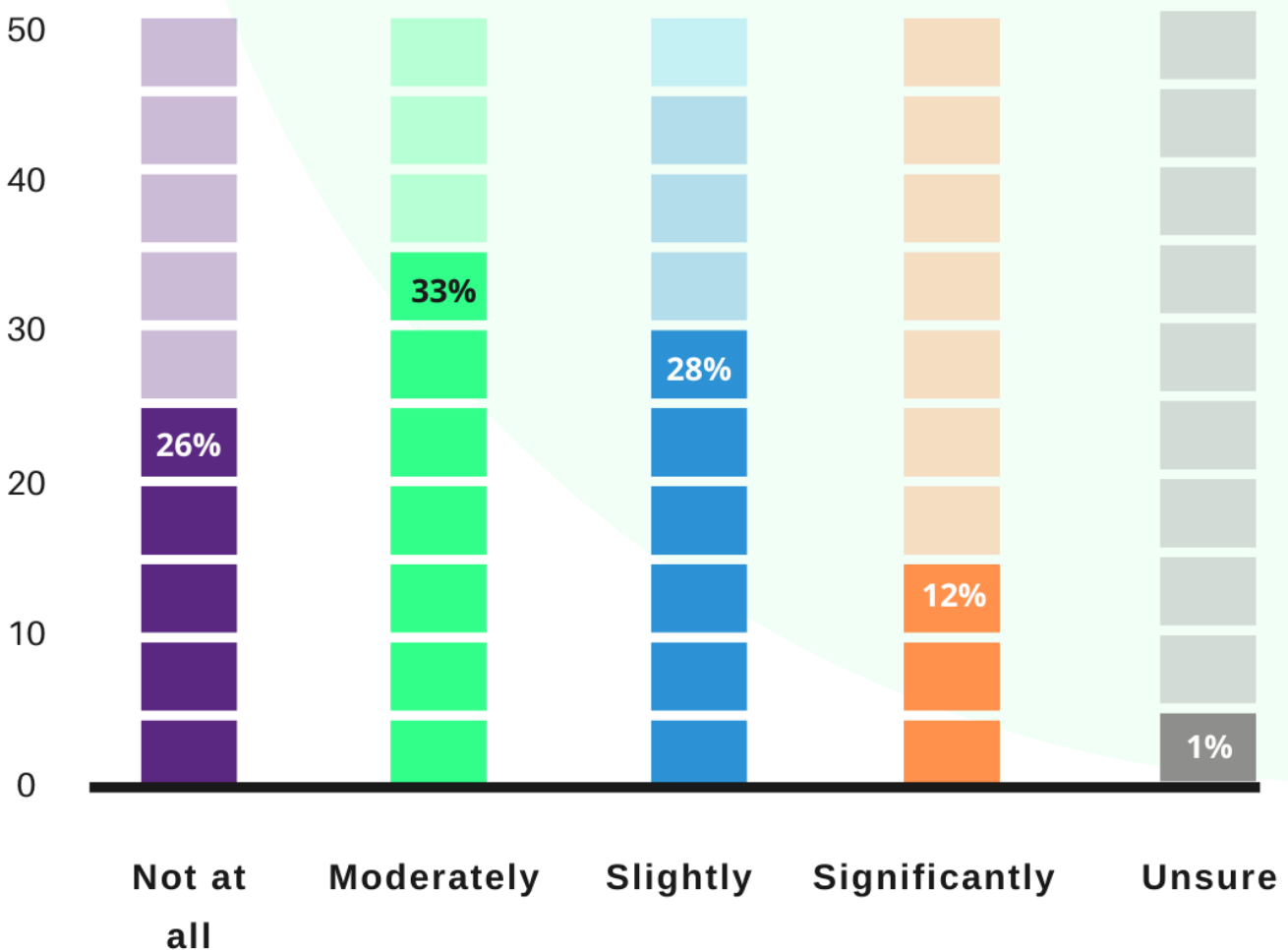
What are the most significant risks your Board associates with AI implementation?



“ AI has also created confusion, as to where to start? ”

While the level of awareness of Boards around AI varied across many regions and sectors, translating that into the impact on strategic decision making helps to define its importance. For the majority of Boards (almost 60 per cent) this impact was noted as ‘moderate’ to ‘slight’. Almost a quarter reported that it had ‘no impact’ on decision making at Board level. This may reflect a trend that currently AI implementation is only emerging in more specific applications or trial scenarios, rather than in widespread adoption across organisations, meaning it is not yet of major strategic importance to Boards.

In your opinion how has AI influenced the strategic board-level decision-making in your organisation?



There are sectors such as Technology and Higher Education where the impact at Board level has been noted as 'significant', and this is consistent regardless of organisational size or region. This resonates with wider global trends where the advance of AI in learning and technical environments is driving competition and educational skills development. Keeping pace with technologically-literate incoming generations and ensuring appropriately qualified workforces of the future is going to be paramount.

“ There are two major pillars of AI on our Board's radar. Ethical implications and the cost of technology investment. ”

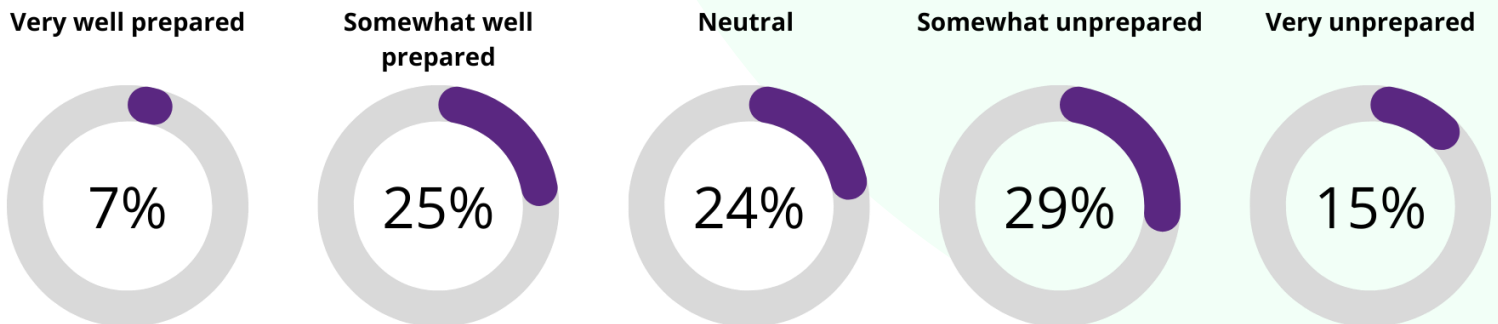
With ultimate responsibility for organisational governance and regulation, we wanted to explore the perceived preparedness of Boards to address AI deployment in an ethical manner. The responses were mixed and varied considerably based on organisational size and sector. The larger the organisation, the more prepared it seemed, and in certain sectors, such as Technology and Professional Services, particularly in North America, the level of preparedness was considered 'well' or 'very well' established. This reflects a wider regulatory focus, where consideration of AI in Technology, Education, Government and Financial Services is more advanced, and therefore greater engagement is necessary at Board level.

This also suggests that the investment in AI, and the overall impact on these organisations through applications of AI in various scenarios and the evolution of staff roles may be greater and therefore more awareness in these sectors and regions by Boards is critical.

“It’s not a question of not being prepared for it. But there is uncertainty about what exactly should be done. Everyone so far talks in generality with no specific actions.”

Conversely in smaller organisations and in sectors such as Manufacturing, Industrial and Energy where heavy machinery is often dominant and fewer analytical tools are typically used, Boards were noted as only ‘slightly,’ ‘moderately’ or ‘neutral’ in how prepared they were to address AI from a governance or regulatory perspective.

How well prepared do you consider your board to address the ethical, governance and regulatory challenges posed by AI?



While the responses overall to the effective deployment of AI in an ethical manner varied, it cannot be dismissed as a key issue to be addressed.

With AI expected to dramatically alter the whole job landscape and impact market evolution and competition everywhere, a lack of preparedness will inevitably become a risk at an operational and strategic level.

“I don't think any Board can truly say they are well prepared given how fundamentally AI will transform businesses.”

Consultant view

It is clear that the Board view of AI is still emerging, and that risk and opportunity exists in equal measure. However, this should not be categorised as a good or bad thing – the Board should have an objective view and is there to bring balance and question the Executive. But that does also mean it needs to be aware of major trends on the horizon and be able to adequately assess them for the good of the organisation, its people and the shareholders and stakeholders. It should not be at the risk of stifling growth, efficiency or societal benefit. There is balance that must be struck, and AI should have Boards questioning themselves more than ever.

Areas that we view as important for consideration:

- Boards need to be equipping themselves with more than a generalist knowledge of AI at this point to enable them to understand the risks and opportunities at a strategic level.
- Boards must be assessing the investment impacts of implementing AI, both in terms of upfront and ongoing costs, but also potential of returns and savings it can generate with business and employment models changing.
- Greater consideration of the impact of AI on risk registers and from a regulatory perspective in relevant regions and industries.
- Increased discussion with other Non-Executives in industries that are considered further ahead or with examples of AI implementation to understand challenges, opportunities and real-world impacts.
- Discussion with Executives and other stakeholders, including staff to establish appetite, concern or excitement around AI to address from a strategic perspective.



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CHAPTER 2

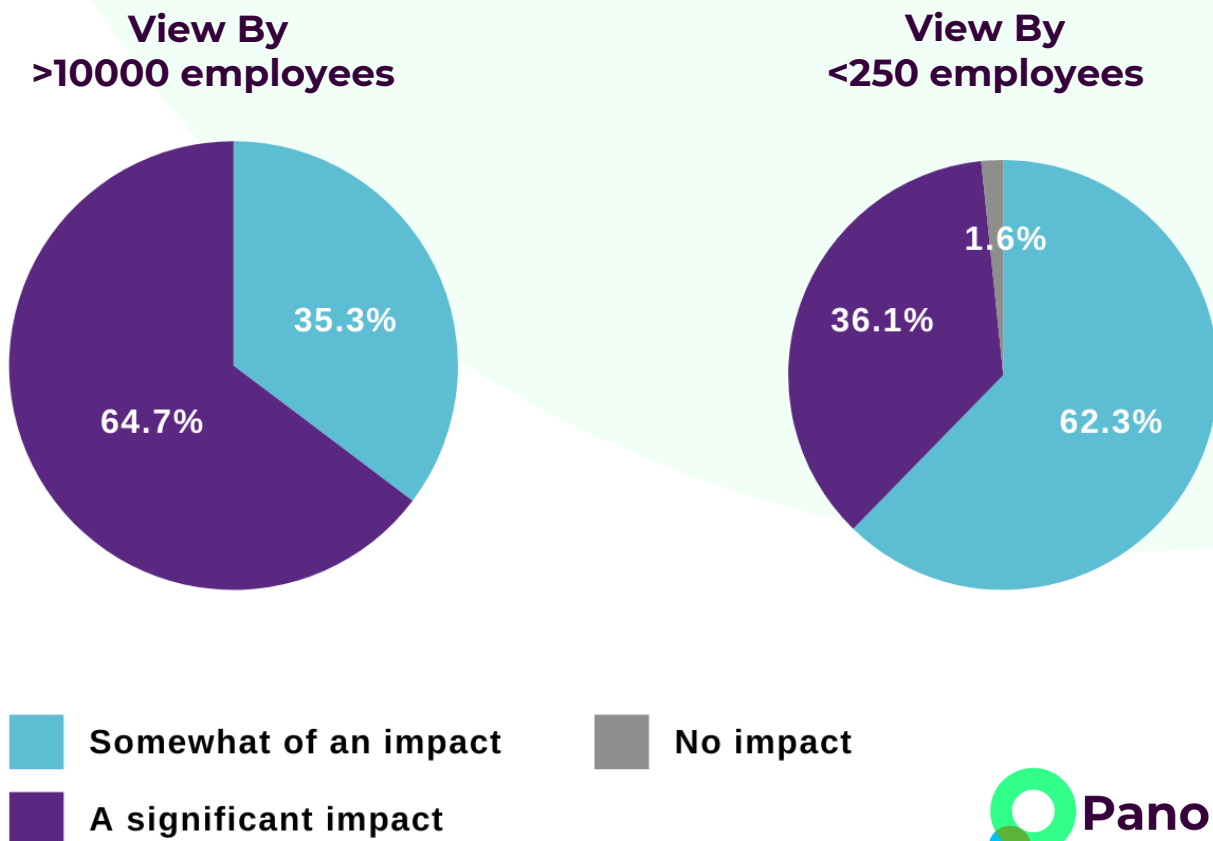
**C-Suite Strategy:
Can we ignore the
inevitable advance of AI?**

Having considered the impacts and awareness of AI at a Non-Executive Board level, we were interested to see how this compared at Executive level, looking at strategic and operational significance, and if there were any notable inflection points.

“ You either become a leader in AI in your market, or you die. ”

Considering its future strategic impact on the Executive team, it was clear that AI was high on the agenda across the broad cross section of organisations and regions. Larger organisations (those with over 10,000 employees) positioned the future impact of AI on strategic Executive decision making as ‘significant’ – especially in sectors such as: Technology, Professional Services, Healthcare and Manufacturing. This differs in certain sectors, such as manufacturing and charitable sectors, to the Non-Executive awareness or emphasis on AI. This could suggest that on a day-to-day operational basis the implications of AI are considered more impactful or important than in an overarching strategic and governance capacity.

What impact do you believe AI will have on the strategic approach of your Executive team?



Smaller organisations were less definitive in the impact of AI on strategic Executive decision making, noting 'somewhat of an impact' more generally, versus a 'significant impact' within larger counterparts. This trend does mirror the Non-Executive response in terms of awareness and priority, based on organisational size.

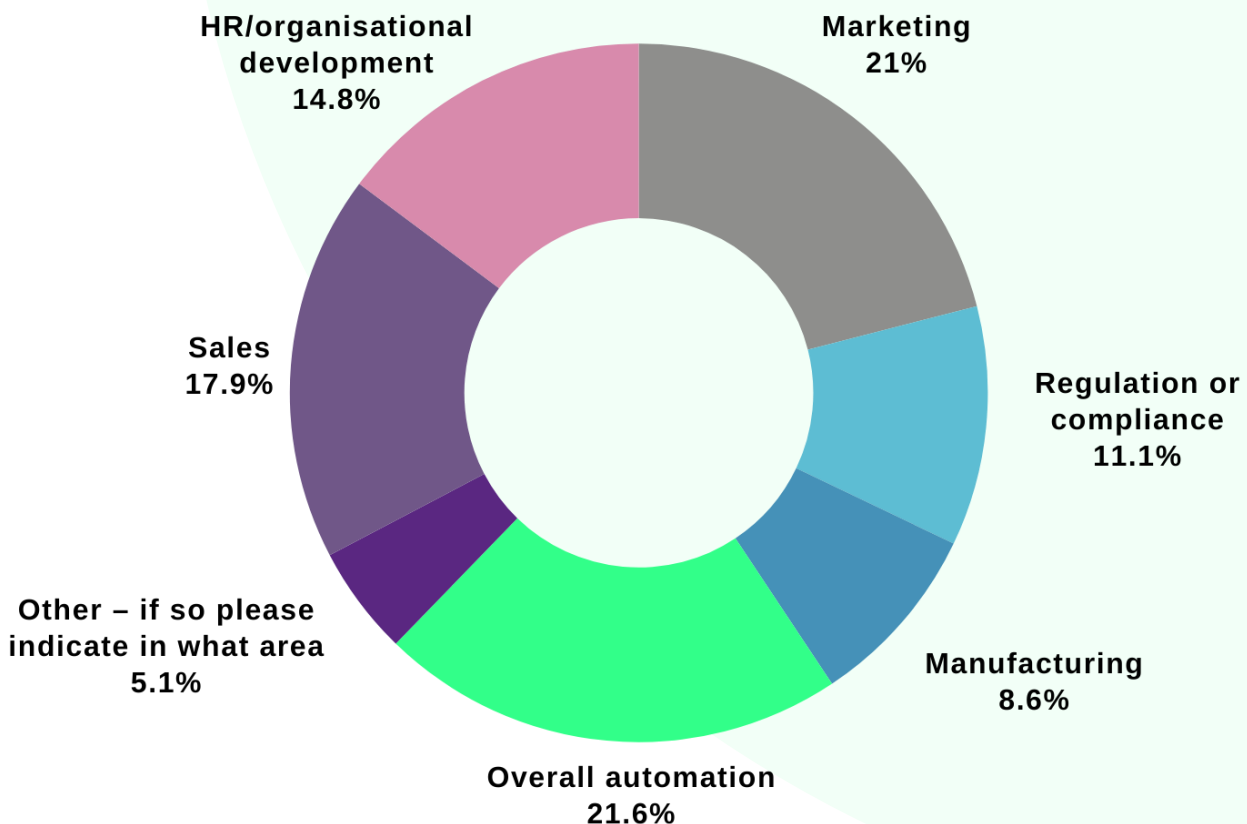
“ Provided we implement well and bridge the ‘knowing/doing gap’ i.e. build commercial value from actual use cases, we have every opportunity to strengthen our business and open up new opportunities. ”

When asked about the presence of AI in current strategic decision making, there was a recognition that it was having impact – ranging from 'slight' to 'significant'. Larger organisations reported more cases with a 'significant' emphasis (16-17%) on AI within Executive decision making. Similar industries to those noted above were also witnessing an impact on current decision making. However, this is also more likely to be due to these sectors being further ahead in the implementation journey or dealing with larger workforces and facing productivity barriers and considered technology investment to address this. It is noticeable that this also reflects the impact on strategic planning in Non-Executives in similar sectors and company size.

“ I think that at some point in the near future, those who can't implement the use of AI should be out of the ‘game’! ”

We wanted to understand which areas were already benefiting from, or would be most likely to benefit from, AI technologies in the future. The responses were consistent in all industries, regions and organisations: to improve overall automation of service; marketing; sales; and HR. The idea of it being a 'do or die' situation with AI was highlighted in additional commentary from our respondents, but caution and knowledge building is imperative. Rushing into investments, rather than exploring benefits, solutions and potential outcomes could also have negative impacts. Assessing how and why other sectors are developing their AI approaches is very useful and utilising industry bodies to share and explore opportunities will also be paramount.

Where do you consider AI technologies to be the most useful in your business now or in the future?



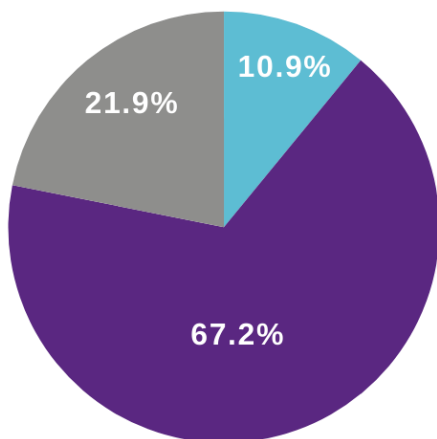
A recent [McKinsey report](#) looking at the European job market did suggest that there could be up to 12 million occupational transitions by 2030 accelerated by Generative AI, which is double the pre-pandemic pace. With a rise in e-commerce and online and remote interactions across many sectors, the C-suite needs to be alive to these opportunities and requires investment in technology and skills development or transition.

“Strengthen market position and allow us to both enter new segments and delight existing customers even more.”

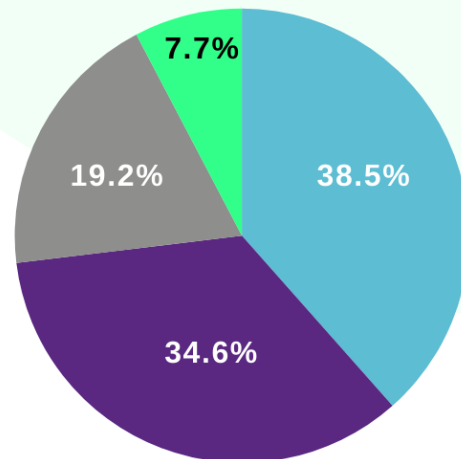
For Executives implementing AI solutions across their teams on a day-to-day basis, the ethical use of this technology and consideration of its impacts is important. However, regionally there were very different responses to how this is being approached regionally. In Europe the ethical approach was already considered ‘well developed’ or ‘in place’ and particularly in heavily regulated areas such as Healthcare, Energy and Professional Services, as well as in relevant sectors like Technology. In North America and APAC these approaches were noted as ‘being developed’, although in areas of Government and Public Sector, Manufacturing and Charities, the ethical and governance considerations were deemed ‘well advanced’. In Latin American organisations more broadly the need for an ethical and transparent approach was marked as ‘not well progressed’, with the exception of Financial and Professional Services. Significant investment and lack of awareness of solutions, or clearly defined impacts, were cited as anecdotal reasons as to why these organisations appeared to be further behind European or North American counterparts.

Do you have measures in place to ensure ethical AI usage and data governance?
(e.g. data privacy, responsible use, transparency, compliance)

View By Latin América Energy Sector



View By Europe



- Yes
- Currently being developed
- No
- To be implemented soon

“AI could be more advantageous but costly to stand up.”

For the C-suite it is clear that AI is on the agenda and being applied already strategically and operationally in many cases, more apparently than with the Non-Executive strategic approach. And, if not yet, it's potential impact is already part of longer-term planning. This is consistent across all regions and sectors, although there are industries and organisations (typically larger ones) who are further ahead and already demonstrating interesting use cases and reflecting a shift in job function and application. They recognise the importance at a market development level, the human capital imperative and an overall recognition that a global shift is happening and needs to be harnessed.

“AI can help improve productivity, attract talent to a broader audience, and strengthen the reputation of the organisation.”

Consultant view

Can we ignore AI? The simple answer: NO. But there are sectors that are pushing ahead, both functionally, strategically and with a more defined regulatory approach. However, while fear comes from both the unknown or missing the window, there does need to be a clear plan for investment, and what this will mean for organisational evolution, and particularly staff redeployment and skills development.

An imperative on knowledge sharing and best practice must be highlighted. With such a significant technological, organisational and economic driver collaboration and learning will be vital. This is not just limited to the Executive however, and must be right across organisations, regardless of size. Boards need to be equipped to adequately challenge or support the Executive, and the impacts on organisational culture and the future of staff deployment must be central to leadership decision making.

Areas that we view as important for consideration:

- Greater education of AI landscape within the Executive team, bringing in external resource, adding to the C-suite or consultancy
- Greater sharing amongst departments within organisations where AI has created productivity, efficiency or mitigated risk to enhance understanding and better inform investment decisions.
- Proactive collaboration within industries and cross-sectorally to understand benefits, risks and best practices.
- The Executive should be encouraging greater discussion of AI and its strategic importance at Board level.



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CHAPTER 3

**Organisational Culture -
Fear of AI or excitement
for the future?**

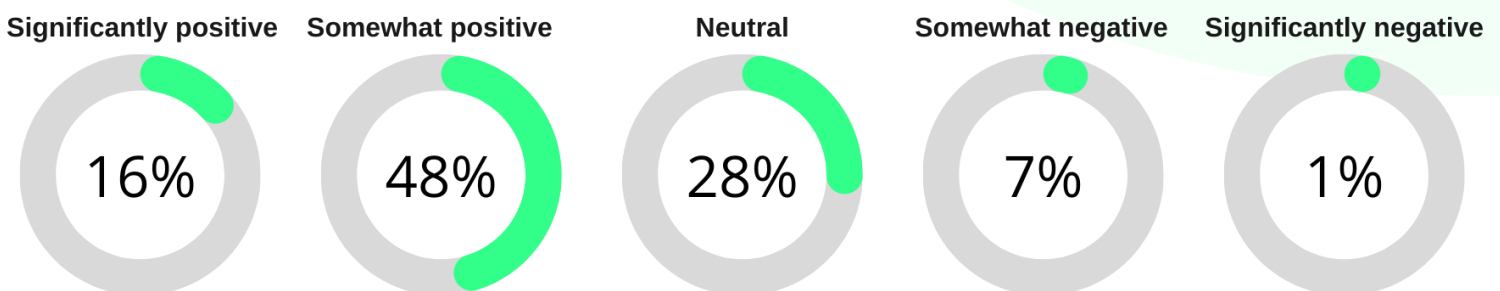
The hype around AI and its transformational impact is almost unprecedented. It is everywhere we look and has entered everyday vernacular, even if much of society has limited understanding, or known use of it. The response to the advances made by companies such as OpenAI, Microsoft, Apple, Alphabet (Google) and NVIDIA has ranged widely from excitement about the revolutionary impact at one end, to extreme fear about the end of humanity as we know it, at the other. Somewhere in between exists a more balanced view about the potential positive impacts, the challenges, the risks and the need to ensure transparency and implementable regulation.

Through our survey we asked respondents to consider the impact of AI on organisational culture – how it is being viewed at a broad level, and if specific sectors were more open and accepting, or if others were more sceptical or even fearful.

“It will change the way we make decisions, innovate, develop, compensate and collaborate.”

The overall response to AI and its potential impacts on employee engagement and morale was that it would have a positive impact. For some it was considered more ‘significant’, but regardless of size, sector or region, the sense that AI was being met with fear did not emerge. The sectors embracing it most were Technology, Higher Education and Private Equity, and particularly within larger organisations in Europe and North America and APAC. The Life Sciences sector in Latin America was the most sceptical about its impact, but did not completely dismiss it is an important area for development.

How do you perceive the potential impacts of AI on employee engagement and morale within your organisation? View in Technology sector



“ Less laborious, repetitive work; more time to do what matters. Perhaps a smaller workforce, but more highly skilled. ”

North American respondents noted that AI was more heavily prioritised in current approaches to organisational cultural strategy, while for organisations in APAC, Europe and Latin America the influence on current cultural strategy was less evident. The reality however, is that in most organisations, wherever they are in the world have employees that are already using generative AI platforms, such as ChatGPT, at work or in their personal lives. Whether to help with writing, research or even just for answers. This cannot be ignored and should be important at an organisational level, so it is considered as part of the overall approach to employee experience, but also being used securely and with company standards in place.

“ Enhancing value of human beings to client service when routine and repetitive work is done by AI. Employee enjoyment and engagement should improve, reduction of error and therefore complaints and risk. ”

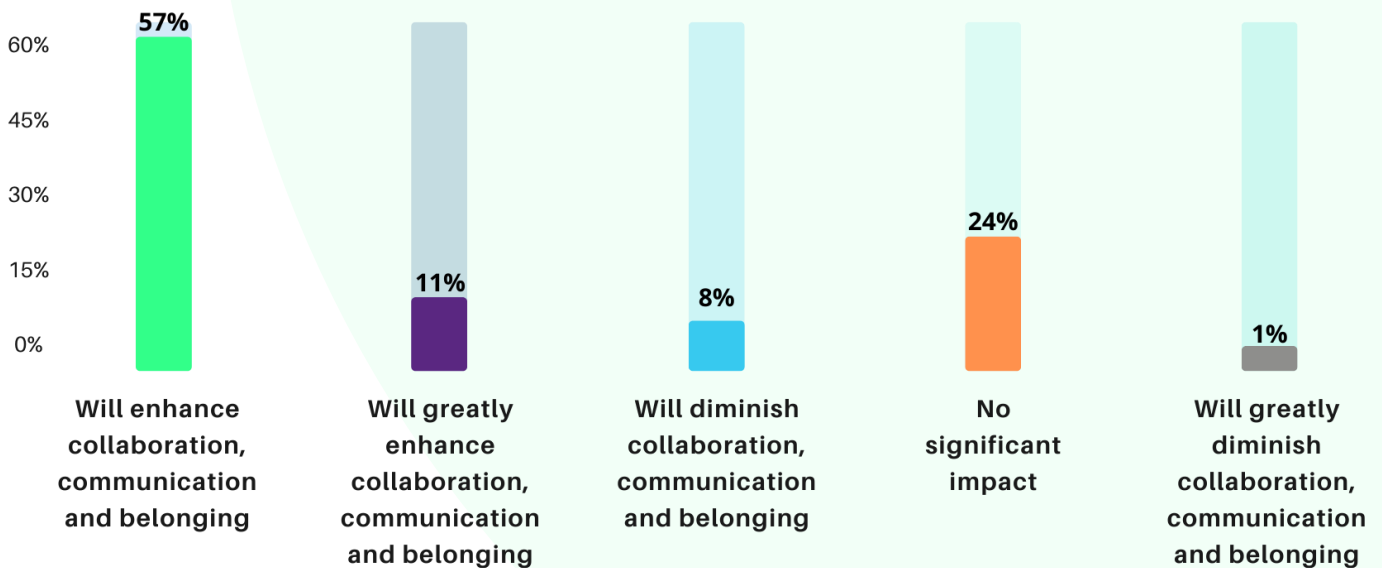
For those who had already adopted AI and were asked to observe any impact on culture the most frequently identified response was that it ‘enhanced creativity and innovation’ across the majority of sectors. Improvements in ‘transparency of decision making’ was also highlighted in Financial Services, Private Equity and Technology sectors. It was also seen to drive ‘greater competition’ in certain areas. The reason for this could reflect a greater appetite for investment in technology across these sectors, with a huge surge in Fintech growth on a global level and a desire to stay ahead of competitors, but also to comply with regulatory data-first demands in an increasingly globalised market.

“ Adopting AI is essential to maintain a competitive culture and to ensure organization stability. ”

The core components of organisational culture are communication, collaboration and belonging. We wanted to understand what impact AI might have, or was already having, on these areas. Most responded that AI was or would enhance these areas overall, and in certain industries such as Higher Education and Private Equity, that it would ‘enhance’ them significantly more than ‘diminish’ them. This is a view that was echoed broadly at a regional level, although organisations in Latin America and APAC were less convinced of this, noting a greater percentage of those suggesting it would have ‘no significant impact.’

To what extent do you believe AI adoption will enhance collaboration, communication and belonging among employees?

View By Higher Education



It is interesting to note that culture development was considered a positive outcome of AI adoption, even with the potential risks of more automation, staff redeployment or reduction. The trend towards more positive views of technology and its ability to transform working practice, emerged during the pandemic and has sustained in many areas. There must be a greater emphasis on employee experience, and a more strategic, but applicable approach to AI should be considered as part of this.

In much of the wider commentary in this research it is clear that humans remain important, but the education of how the job landscape will evolve is vital at all levels, to show how it can help, rather than hinder, human-only skills. This is important and must start with leaders first and foremost.

Consultant view

Although many organisations are yet to implement AI, benefits are already being seen where it is being adopted. We noted that there was a much greater sense of anticipation, opportunity and advancement with the potential of AI, rather than pessimism or threat. Those who have implemented it have made advances in productivity, but also in how they interact and communicate and enhance creative thinking and analysis. There were examples shared such as an ability to identify market trends in retail and to break down silos between teams with less time spent on administrative work and more on product and brand development.

However, there is still much to be seen from a wide range of organisations who have not yet adopted AI, or are still at very early stages, how this will translate into organisational culture. People in organisations everywhere are using ChatGPT, for example, at work, even if not in a fully integrated or formally adopted way at work. This is a discussion that cannot be pushed inexorably down the road. If it is, there is a real risk of being left behind, employee experience not being optimised and staff potentially transitioning to other, more advanced organisations.

Areas that we view as important for consideration:

- Organisational culture has been an area facing significant disruption during and post pandemic. Leaders are alive to this, but should be actively scanning ahead to AI as the next big impact that will have a potentially much more significantly disruptive impact.
- Learning lessons, positives and pitfalls both from other sectors, but also within own industries, and even departments will be crucial to plan better for addressing organisational cultural impacts..
- Using beneficial and positive narrative, whilst considering concerns, around workforce development and deployment, particularly in skills development and transition will be vital for leaders with the implementation of AI.
- Recognising that many people in organisations are already using generative AI solutions on a daily basis. This requires a formalised strategy from a technology, and employee experience perspective to harness it.



Shaun Carpenter - Canada
PFM Executive Search - Partner
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CHAPTER 4

**Human Capital –
Can we bring artificial and
human intelligence
together?**

The impact on the employment landscape is a significant factor in the advancement of AI and we wanted to understand more about how this was reflected in the organisations we surveyed.

At the strategic Executive level, we asked if there was an anticipated or current elevation of specific functions within organisations. This was most evident, perhaps unsurprisingly, in larger organisations – those with over 1000 staff – and in sectors such Higher Education and Professional Services where the roles of Chief Technology Officer, and Chief Information Officer were prioritised.

However, interestingly in the largest of organisations it was noted that a Chief AI officer could become a priority role too – particularly those which are driven by online platforms, such as Consumer and Retail, but also in the Technology sector and in Manufacturing. A clear emphasis on the importance of the Chief Risk Officer role was also noted across larger organisations and especially in sectors including Government, Life Sciences, Private Equity and Technology – heavily regulated sectors which are already considering AI impact in many regions. Both Latin American and APAC-based organisations saw a greater role for Chief Risk Officers, whereas North America and European counterparts positioned the Chief Technology or Information Officers more significantly.

Interestingly, there were also some references to the potential of an emerging role: the Chief Employee Experience Officer. The suggestion was that this would be important in the context of AI adoption and increased focus on hybrid working; important for skills development, training and investment and overall cultural strategy.

“We anticipate there will be a significant shift in ways of working in many areas. However, it does require greater focus on identifying the problem or business case for how AI will be valuable and that will help us shape where a change of skills is needed.”

Skills development will be essential for the survival of organisations, especially as AI advances. We asked what investment is being made in this area and how much it is being prioritised.

Overall, many organisations were prioritising it to some extent, though smaller organisations on the whole considered it less of a priority, primarily due to constraints in cost and time resources. The industries who are most focused on investing in skills and training in AI were Government, Professional Services, Energy and Technology. The main areas of focus for AI training have been driven by the need to address risk and regulatory requirements, ensuring compliance and fostering a more informed workforce. Additionally, organisations, especially in Technology and Professional Services, are investing in skills development to achieve productivity gains, improve data analysis capabilities, enhance collaboration, and secure or maintain a competitive edge.

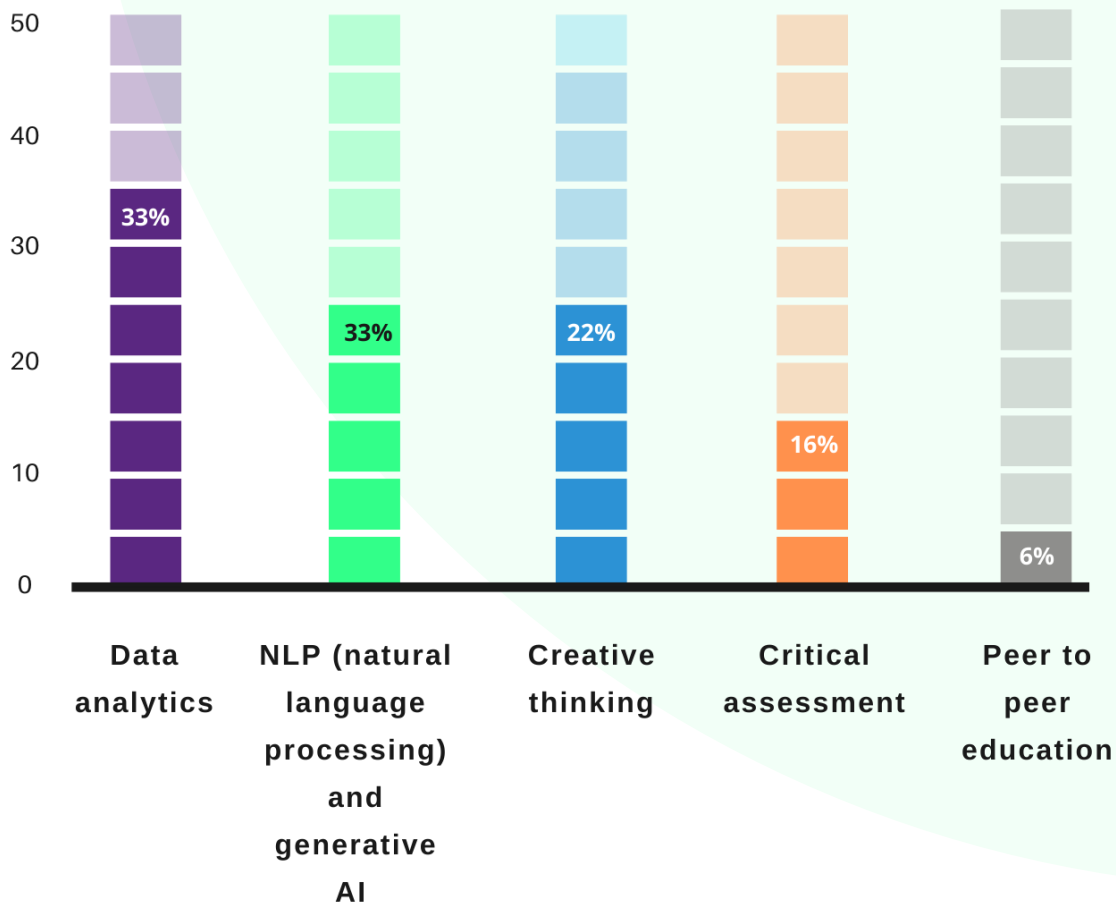
“ It will prompt more sharing of learnings across existing silos within the organisation. ”

There were sectors to note where investment in skills development was not being prioritised yet. The most notable were the Industrial and Not-for-Profit sectors – citing lack of clarity over where benefits may arise or cost of investment being too significant at this stage until more awareness of benefits was apparent.

“ We will outsource certain requirements such as research. But overall we want to build internal knowledge to enable staff to safely use AI. ”

With greater investment in skills and training, we wanted to drill down further to understand which areas will become more important as AI is more broadly deployed. Across the broad sample (regardless of region, size or industry) data analytics was considered the most crucial area of development, with strong emphasis on Natural Language Processing and Generative AI in larger organisations, which may suggest a greater awareness or adoption at this stage of such technologies. A greater emphasis on skills enhancement in creative thinking and critical assessment, augmented by AI, was also noted across the majority of organisations as fundamental areas for training investment.

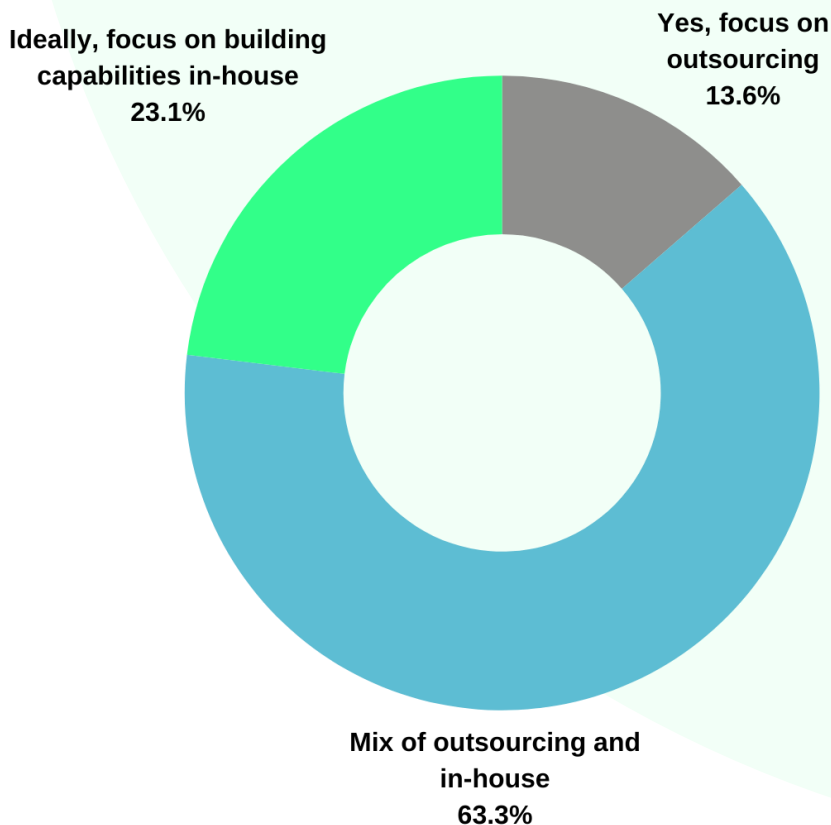
What skills or training requirements do you believe will become more important in your team with the increased deployment of AI technologies?



“ Core business areas should be built internally. Other areas can be outsourced. ”

And finally, but crucially in certain industries, as skills and investment allow, it is interesting to understand current thinking about where priorities lie between the outsourcing of AI-based services and expertise or to strengthening internal AI capabilities. For the majority of organisations, regardless of size, a mixed approach was favoured, but in smaller organisations there was a noticeable interest in building skills internally, however this is where investment in training was noted as least prioritised. If internal skills, approaches and technologies are going to be developed, investment needs to be made. And with the AI evolution showing little signs of slowing down, that is likely to be a potentially significant investment.

Do you anticipate a greater reliance on outsourcing of AI-based services and expertise, or do you plan to strengthen internal capabilities?



“Risk of some people not able to keep up the pace or even opposing the use of some resources.”

Consultant view

The knowledge and expertise within the global AI ecosystem is still quite tightly contained. That presents a challenge for mass adoption as there is a considerable way to go in training and developing workforces to use AI tools. It also means that a greater consolidation of control in a smaller number of companies or individuals.

If AI is to generate the revolution in workforce development and deployment, greater knowledge and skills enhancement is paramount. More transparency will be essential to ensure ethical practice. Investment at an operational and strategic level both in the technology, but even more importantly in developing skills, is the simple reality for organisations looking to succeed.

Leaders are moving towards acceptance of this, but without a concerted effort to measure and assess how and where AI integration and implementation can be successful, there is a risk of investment in the wrong areas or moving too quickly just to be ahead. This is a challenging balance, and one that leaders will need to start to address, but also gain support from their internal teams, Non-Executives and external advisors.

We are all on a steep learning curve, but it is one that we can tackle together.

Areas that we view as important for consideration:

- Clear expectations and job descriptions need to be identified for new C-suite investment to maximise impact and outputs across an organisation
- Resource (and potentially quite significant amounts) needs to be allocated to staff training and development. This should be prioritised with overall technology investment.
- Knowledge building and sharing should take place across organisation. The vast majority of people are on an AI learning journey.
- Working closely with regulators, discussing challenges and restrictions will help to drive AI understanding and requirements.



Marcus Giorgi – Brazil

EXEC - Partner
& Panorama's Consultant.

Overall conclusion

AI is a global phenomenon and its impacts will be far-reaching; but how we respond in our collective industries and geographies, as much as our individual organisations will be crucial to how we move forward for our economies and societies. Alongside the broader global pressures of climate change and net zero agendas, as well as shifting political backdrops, AI is adding another serious dimension to strategic organisational development and culture for leaders everywhere.

There are some very interesting examples being shared amongst our community, and an increasing number of analyst and industry commentators opening up discussions and sharing learnings, as well as building use cases. This is certainly to be encouraged and at Panorama we welcome this.

We can look to certain industries already making great strides, such as Technology, Government, Higher Education and Professional Services, to see where gains are being made and challenges have arisen. However, those with a deep level of knowledge of AI remain a comparatively small pool, and that means a risk of greater competition to acquire the best talent. This must be top of mind for leaders.

Lastly, and by no means least, we live in a world filled with uncertainty and that can bring fear. However, we are a species that has continued to thrive through innovation and the opportunities which AI presents look set to continue and evolve our existence. We do need to inform ourselves as best we can, and that cannot be done through fear, it has to be seen through a lens of possibility and prosperity.

We would like to thank all of those who have taken part in this survey and shared their insights and experiences. No matter where an organisation is currently in its view or investment in AI, it is clear that it is a technology and approach that will create seismic shifts. We want to continue this discussion with our existing and future clients, peers and industry bodies to create a community of collaboration which encourages leadership growth and prosperity.

We plan to share further analysis and commentary across LinkedIn over the coming months, and welcome all comments, insights and feedback.

Methodology

In mid-2024 we invited a range of senior leaders at Non-Executive and C-suite level to complete an online survey. It was separated into four chapters, all focused on areas of AI adoption and impact on organisations. This took place over an eight - week period. This survey included multiple choice, open, and priority-based questions. We received responses from over 200 participants across four key regions – APAC, Europe, North America and Latin America. We included a range of business types, industries, functions, revenue and size.

The findings have been collated, analysed, and shared with participants and our wider global community through targeted distribution at a senior leadership level, and included on Panorama firm websites.



Thank you!

