



Leaders as architects of capabilities

Geneva
April 16, 2026



Context

Are we facing a technological revolution? Or...
is it more of an organizational revolution?

Training: Leaders as Architects of Capabilities

3 key skills:

- 1 Critical thinking with data (interpreting, questioning and contextualizing what the systems show)
- 2 A basic understanding of AI (what it can and cannot do, and when to trust it)
- 3 Leading change by fostering the team's adaptation through vision and guidance. It is not simply a matter of hiring experts, but of transforming the existing workforce.

New roles

The CEO's role: Setting the AI agenda

What kind of company do I want to be?

Promote a data-driven culture

Participates in strategic decisions

New roles

CIO: orchestrator role

Stop just taking requests

Helps to shape the business strategy

Build, explore and protect

New roles

CFO Smart Financing

Measuring Return On Investment

New OPEX investment models

Short-term investments, but also long-term investments (Transformation)

New roles

COO: Reinventing operational processes and workflows, and breaking down data silos

New roles

CHRO: Talent architecture – we are witnessing the greatest transformation in talent, with 70% of it comes from the transformation of the existing workforce.

The Data

Don't wait for the data to be perfect

Fears and barriers

- “I don't understand it, and I don't want to make a fool of myself”
- “Are you going to replace me or my team?”
- “It’s unreliable. I’ve seen serious errors”

How to respond as a leader

- You don’t need all the answers; you do, however, need to create opportunities for the team to experiment and learn
- To promote responsible use, human oversight and manage the actual impact on people (complex)

Risks

Poor-quality data that magnifies errors at scale

Unrealistic expectations (AI cannot solve poorly defined problems)

Biases and discrimination in models that inherit biases from historical data

Lack of adoption: even the best model is useless if it isn't used

Leadership responsibility includes knowing when not to use AI. European regulatory framework (European AI Act)

Unacceptable risk – prohibited – (subliminal manipulation, social scoring)

High risk (IA in the civil service, essential services, the justice system)

Low risk – free and transparent – chatbots, content generator.

What are the keys to success?



Without leadership, it doesn't work: Technology is never the bottleneck. The willingness to change the way we lead does work.



AI as a team sport: a successful, high-impact AI project cannot be achieved with a homogeneous team working in isolation. It is a new way of working that can prove difficult for organizations to embrace.



Tailored and practical training



The key is to put it into practice



It is a process itself



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