

# AI Summit Leadership Guide

Think big.  
Start small.  
Scale fast.

**FSP.**

# Executive Summary

Think big.  
Start small.  
Scale fast.

AI is no longer a future consideration. It is already reshaping how organisations make decisions, deliver value and manage risk.

Across the FSP AI Summit, a clear shift emerged - from experimentation to execution. The question is no longer what AI can do, but how it can be applied in a way that is scalable, governed and aligned to real- world outcomes.

**This is not simply a technology shift.  
It is a leadership challenge.**



## Highlights from the day



# Core Insights

## AI Is Now a Leadership Challenge, Not a Technology One

Across the Summit, a consistent shift emerged: AI is no longer something delegated to technical teams. It is shaping decisions, outcomes, and accountability at the highest levels of the organisation.

As AI becomes embedded in core processes, leadership responsibility does not diminish, it intensifies. Leaders are now accountable not only for what decisions are made, but how those decisions are informed.

This introduces a new dimension of leadership: navigating ambiguity, setting boundaries, and taking ownership in environments where outcomes are increasingly influenced by intelligent systems.



### REFLECTIONS:

**Where is AI already influencing decisions in your organisation and is leadership ownership truly clear?**

## The Shift from Experimentation to Execution Is the Defining Gap

Many organisations are not at the beginning of their AI journey. They are somewhere in the middle - experimenting, piloting, and learning.

The challenge is moving beyond this stage.

The gap between experimentation and execution is where most organisations stall. Not because of a lack of ideas, but because scaling AI introduces new complexity around governance, operating models, security and confidence.

The organisations that succeed will be those that treat AI not as a series of initiatives, but as a capability that must be designed, embedded, and scaled.

### REFLECTIONS:

**Are your AI initiatives designed to scale or are they still optimised for experimentation?**



# Core Insights

## Trust Is Not a By-product - It Is a Prerequisite

Trust emerged as a foundational theme across every session.

It cannot be assumed, and it does not emerge automatically from technical capability. It must be intentionally designed through transparency, governance, and the ability to explain decisions.

As AI systems become more complex and less visible, the ability to build and maintain trust becomes a strategic differentiator.

Without trust, adoption slows. With it, organisations can move faster, with confidence.



● Transparency

● Governance

● Explanation

### REFLECTIONS:

**If an AI-driven decision were challenged tomorrow, could it be clearly explained and defended?**

## AI Is Reshaping Risk and the Nature of Trust

AI is not simply introducing new risks, it is changing the nature of the threat landscape itself.

It is lowering the barrier to entry for threat actors. Capabilities that once required significant resource and expertise are now accessible to a much wider range of actors, increasing both the scale and sophistication of attacks.

At the same time, a more fundamental shift is emerging: trust is becoming the primary battleground.

The rise of synthetic environments, including deepfakes and AI-generated interactions, is making it increasingly difficult to distinguish between what is real and what is not. These attacks are no longer purely technical; they are behavioural, social and organisational.

They are designed to influence decisions, trigger actions, and exploit human trust.

Trust can no longer be assumed.  
It must be actively verified.

### REFLECTIONS:

**If a highly convincing synthetic interaction occurred in your organisation today, would it be detected or acted upon?**

# Core Insights

## The Real Opportunity Lies Beyond Efficiency

While much of the current narrative focuses on productivity and cost reduction, this represents only a fraction of the opportunity.

AI enables organisations to rethink how value is created, from new products and services to entirely new operating models.

It also opens the door to solving more complex, systemic challenges in areas such as energy, climate, and public services.

The organisations that focus only on efficiency will capture only incremental gains. Those that rethink value creation will define the next phase of growth.



### REFLECTIONS:

**Where could AI enable entirely new forms of value in your organisation, not just incremental improvement?**

## AI Is a System-Level Force

AI is not just changing individual tasks or functions. It is reshaping entire systems.

From infrastructure and energy to decision-making and organisational design, AI is enabling new levels of optimisation, autonomy and discovery.

This introduces new dependencies and new responsibilities, particularly around resilience, sustainability and control.

### REFLECTIONS:

**How might AI reshape the systems your organisation depends on, not just the processes within them?**



# Core Insights

## People Remain at the Centre of Transformation

AI adoption is not a technology challenge, it is a human one.

It changes how people work, how they make decisions, and how they perceive their role within the organisation.

Concerns around trust, identity, and value are real and must be addressed directly.

The organisations that succeed will be those that build confidence, enable capability, and create environments where people feel empowered to work alongside AI.



### REFLECTIONS:

**Do your people feel confident using AI or cautious and uncertain about its role?**

## Responsibility Is Continuous, Not Fixed

Responsible AI is not something that can be 'implemented once'.

It evolves over time, shaped by decisions, trade-offs and real-world impact.

This requires organisations to continuously reassess how AI is used, where risks are emerging and how systems are governed.

Responsibility is not static. It is a continuous leadership discipline.

### REFLECTIONS:

**How often do you revisit and challenge your assumptions about how AI is being used?**



# Core Insights

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## There Is a Narrow Window to Shape the Future

AI is still in a formative phase.

The decisions being made now around governance, application and value will shape its long-term role within organisations and society.

This creates a narrow window of opportunity for leaders to influence not just how AI is used, but what it becomes.



### REFLECTIONS:

**What decisions are you making today that will define your organisation's relationship with AI in the future?**

“Getting this right may be the single most important thing our generation does.”

Lord John Browne



## Trust, Risk and Responsibility

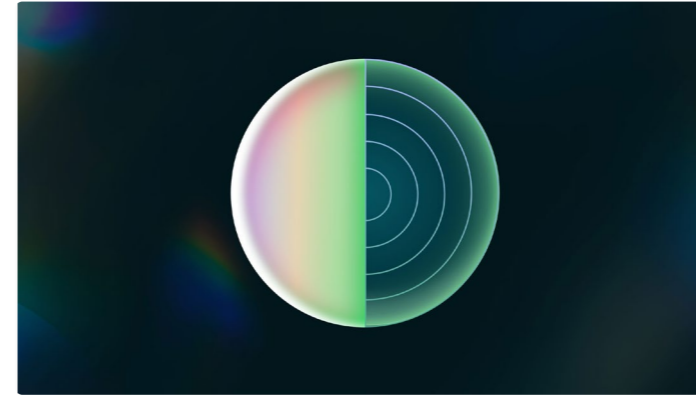


As AI becomes embedded in decision-making, accountability intensifies.

Trust must be actively designed into systems through governance, transparency, and clear ownership of outcomes. At the same time, organisations must recognise that responsible AI is not about eliminating risk but making informed decisions about how it is managed.

In some cases, the greater risk lies in not deploying AI at all.

## From Efficiency to Value Creation



While early adoption has focused on productivity and cost reduction, the greater opportunity lies in value creation.

AI enables new products, services and operating models and unlocks value from data at scale. The organisations that succeed will be those that move beyond optimisation and rethink how value is created.

“AI is in the critical teenage phase, and what’s comes next for a teenager? Leaving the nest. We have this small window to set the rules before AI operates independently at scale.”

Dr Chris Brauer  
Chief AI Officer, FSP

## AI, Systems and the Evolving Threat Landscape



AI is reshaping entire systems, and the risks within them.

It is enabling real-time optimisation and autonomy, while also lowering the barrier to entry for cyber threats and introducing new forms of synthetic interaction.

Organisations must move beyond prevention to resilience, designing systems and cultures that can respond, recover and adapt.



AI is already reshaping industries, systems and decisions.



The challenge is not access to the technology, but how it is applied.



This is a moment for leadership to act. Leadership must be at the forefront of the action.

## From Experimentation to Enterprise Value



Many organisations have already begun exploring AI, but remain constrained by early-stage pilots.



The defining challenge now is scale.

Moving beyond experimentation requires embedding AI into core processes, aligning around outcomes, and building the operating models needed to deliver repeatable value. The gap between those who can scale AI and those who cannot is widening.

**“The organisations that succeed are the ones that have already decided how they operate when things go wrong.”**

Gemma Ungoed-Thomas  
**Former Director for State Threats,  
Cyber & Technology, UK Cabinet Office**



# Our hosts and guest speakers



**Sir William Sargent**  
Chairman & Co-Founder, Framestore

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As co-founder of Framestore, William has spent nearly four decades shaping a global creative and tech business.



**Sat Dayal**  
Managing Director, Technology, Edelman

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At Edelman, Sat leads technology strategy, helping organisations adopt AI responsibly and build long-term trust.



**Gemma Ungood-Thomas**  
Former Director for State Threats, Cyber & Technology, UK Cabinet Office

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Gemma works in national security, cyber resilience and emerging tech, focusing on government risk management.



**Lesley Pink**  
Senior AI & Digital Leader, UK Home Office

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At the Home Office, Lesley shapes AI strategy and delivery in one of the UK's most complex, regulated environments.





**Lord John Browne**  
Founder & Chairman, BeyondNetZero | Former CEO, BP

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After leading BP through global change, Lord Browne now drives investment and innovation in science and technology.

## Our Hosts:



**Dr Chris Brauer**  
Chief AI Officer, FSP | Chairman of Innovation, Edelman | Director of Innovation, Goldsmiths

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Chris works at the intersection of AI and transformation, helping leaders build resilient, responsible organisations.



**Simon Walker**  
Co-Founder & Director, FSP

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Simon helps enterprise and public sector leaders tackle AI, linking technology, data and change to deliver impact.



**Dr Jennifer Barth**  
Director of Research, FSP | Chief Research Officer, OpenUK

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Jenn helps leaders navigate AI's human impact, combining insight with commercial perspective.



**Mike Potter**  
Senior Advisor | Former Chief Digital Officer, UK Government

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Mike has led digital strategy across the Civil Service, delivering large-scale transformation in complex organisations.



**Professor Kirstine Dale**  
Chief AI Officer, Met Office | Fellow, The Alan Turing Institute | Honorary Professor, University of Exeter

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Kirstine leads AI work in climate science and national resilience, alongside research and academia.



**Christophe Prince**  
Director of Data and Identity, UK Home Office

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Christophe works at the intersection of data, digital identity and national security in regulated environments.

# Session Perspectives & Key Takeaways

## The Age of Intelligence

Dr Chris Brauer

Chris opened the Summit by reframing AI as an immediate leadership challenge.

He described the emergence of the “Age of Intelligence,” where value is increasingly driven by intelligence itself, and where AI is already shaping decisions today.

He characterised this moment as an “awkward teenage phase” - rapid development, high capability, but still evolving and unpredictable.

### KEY TAKE AWAY:

**AI may inform decisions, but leadership owns the consequences.**

### REFLECTIONS:

**Are you shaping AI, or reacting to it?**



“AI may inform decisions, but leadership owns the consequences.”

Dr Chris Brauer  
Chief AI Officer, FSP

## Co-creating with AI

Sir William Sargent

Sir William emphasised directing AI with intent, rather than simply deploying it.

He reframed content as data - structured, reusable and scalable, unlocking new value creation opportunities.

### KEY TAKE AWAY:

**AI creates value when it is directed with intent.**

### REFLECTIONS:

**Where are you directing AI vs simply using it?**

## Cyber, Trust and Synthetic Reality

Gemma Ungoed-Thomas

Gemma highlighted how AI is reshaping the threat landscape. It is lowering barriers for attackers and enabling synthetic environments, where deepfakes and impersonation blur reality.

These attacks exploit human trust and trigger real-world actions. Organisations must shift from prevention to resilience, assume attack, and design systems and cultures accordingly.

### KEY TAKE AWAY:

**AI is transforming not just cyber risk, but the nature of trust itself.**

### REFLECTIONS:

**Would your organisation recognise a synthetic threat?**

# Session Perspectives & Key Takeaways

## AI, Energy and System Transformation

Lord John Browne

AI is both driving demand and solving complexity.

It enables optimisation, discovery and system-level transformation across industries.

### KEY TAKE AWAY:

**AI is redefining systems, not just improving them.**

### REFLECTIONS:

**Where could AI drive breakthrough change?**

## Leadership, Trust and the Evolving Landscape

Panel Discussion

This discussion connected themes of innovation, leadership, and risk.

AI is increasing both opportunity and exposure - particularly across cyber, trust, and decision-making.

### KEY TAKE AWAY:

**Leadership must navigate both opportunity and risk simultaneously.**

### REFLECTIONS:

**Are you enabling scale - or slowing due to uncertainty?**

## From Pilots to Production

Simon Walker & Mike Potter

Scaling AI is the real challenge.

Organisations must move beyond pilots and build operating models that support repeatability and value.

### KEY TAKE AWAY:

**Pilot success does not equal enterprise value.**

### REFLECTIONS:

**What is preventing scale today?**

## Responsibility in Practice

Panel discussion

The final session brought the conversation back to responsibility. AI is not neutral - it reflects data, assumptions and values. Responsibility is shaped through decisions, behaviours, and culture - not frameworks alone. Trust, inclusion, and accountability are critical to long-term success.

### KEY TAKE AWAY:

**Leadership must navigate both opportunity and risk simultaneously.**

### REFLECTIONS:

**Are you enabling scale - or slowing due to uncertainty?**

# AI is No Longer Experimental

It is already shaping decisions, systems, and outcomes, often in ways that are not always visible but increasingly influential.

## Across the Summit, a clear pattern emerged:

Organisations are not struggling to access AI. They are navigating how to apply it responsibly, securely and at scale. This is not simply a question of capability. It is a question of leadership.

## Leaders are now operating in an environment where:

- Decisions are increasingly informed by intelligent systems
- Trust can no longer be assumed
- Risk is evolving faster than traditional models can keep up

Success will not be defined by how quickly AI is adopted but by how effectively it is governed, integrated and understood.

AI introduces both opportunity and exposure

## The organisations that succeed will be those that:

- Move from experimentation to execution
- Design for trust and resilience
- Lead with clarity in an uncertain environment

## THIS IS A FORMATIVE MOMENT

The systems, behaviours, and standards being established today will shape how AI evolves, within organisations and across society.

**The question is no longer whether AI will transform your organisation.**

**It is how deliberately and how responsibly you choose to lead that transformation.**

# Reflection prompts

## Strategy

01 Are we clear on where AI delivers enterprise value?



## Technology

02 Could our current AI initiatives meet enterprise security, reliability and cost expectations?



## People

03 Are roles, incentives and ways of working designed for scale or experimentation?



# Human and Agentic AI Leadership

AI is no longer limited to tools that support human decision-making

Increasingly, organisations are introducing agentic AI systems that pursue goals, adapt plans and act with a degree of autonomy. **This marks a turning point for leaders.**

When AI systems begin to act, not just assist, leadership questions shift from how we use technology to how we lead in hybrid environments.

When teams include non-human actors

As AI agents take on tasks across operations, compliance, planning and service delivery, traditional boundaries begin to blur.

### Leaders are now navigating:

- Decisions shaped or initiated by AI agents
- Accountability for actions they did not directly take
- Governance of systems that learn and adapt over time

In this context, AI agents are not neutral tools. They reflect the values, assumptions and guardrails designed into them.

## What remains distinctly human

The challenge for leaders is not choosing between human or AI judgement, but knowing when to rely on each and when to intervene.

While AI agents excel at scale, speed and consistency, leadership responsibility does not diminish.

### Human leadership remains essential where:

- Ethical judgement is required in ambiguous situations
- Trust must be built with stakeholders, citizens and customers
- Cultural nuance and context shape outcomes
- Accountability must be owned, explained and defended

## Culture as a leadership lever

Without these conditions, even technically capable initiatives struggle to move beyond pilot.

As agentic AI becomes embedded, culture plays a decisive role in whether progress accelerates or stalls.

### Organisations that scale AI responsibly tend to share common traits:

- Psychological safety to question AI outputs
- Permission to experiment without fear of blame
- Shared ownership of AI literacy beyond technical teams
- Visible leadership engagement with AI in practice

## Leading hybrid teams in practice

These are not future capabilities, they are leadership skills already being tested today.

### Leading in an agentic AI environment requires new capabilities, including:

- Set clear decision boundaries and guardrails
- Orchestrate workflows across humans and agents
- Monitor outcomes and intervening when needed
- Clarify accountability when responsibility is distributed



# Innovation under pressure

Across both public sector and enterprise, leaders are under increasing pressure to innovate with AI, to improve services, unlock efficiency and remain competitive.

The challenge is no longer whether to innovate, but how to do so responsibly, securely and at pace, in ways leaders are prepared to stand behind. For many organisations, progress stalls not because of a lack of ideas or technology, but because confidence, risk and accountability have not evolved at the same speed.

The leadership questions that follow are designed to surface those tensions.



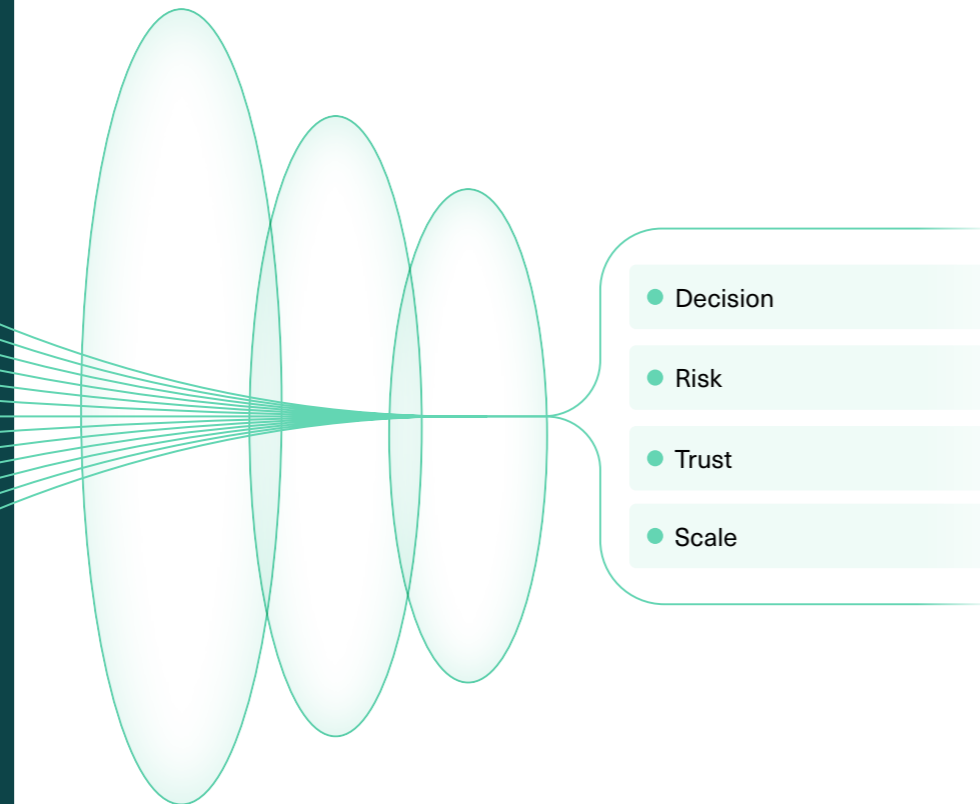
AI may  
accelerate  
delivery...

...but accountability will  
always remain human

# Leadership Lens for AI in Practice

As AI becomes embedded across organisations, the most important questions are no longer technical. They are leadership questions about judgement, accountability, trust and risk.

This lens is intended as a personal and organisational mirror.



## Decision

Where does accountability really sit?

- 01 Where are AI-influenced decisions already being made?
- 02 If an AI-supported decision were challenged tomorrow, would ownership be clear?
- 03 Are decision rights explicit, or assumed?

! AI may inform decisions, but leadership owns the consequences.

## Risk

What are we assuming is “under control”?

- 01 Which AI-related risks are actively discussed at leadership level?
- 02 How confident are you that cyber and resilience risks are fully visible?
- 03 Are controls enabling progress or creating comfort without certainty?

! Risk that isn't visible early tends to surface later, and at scale.

## Trust

Where is confidence strong and where is it fragile?

- 01 Who needs confidence in AI driven outcomes?
- 02 Where is trust earned through transparency and where is it assumed?
- 03 If something went wrong, could decisions be clearly explained?

! Trust is built through consistency and clarity, not assurance alone.

## Scale

What would break if this expanded tomorrow?

- 01 Which initiatives would struggle most if scaled across the organisation?
- 02 Where would security, resilience or operating-model weaknesses emerge?
- 03 Are we designing for secure scale, or hoping it will hold?

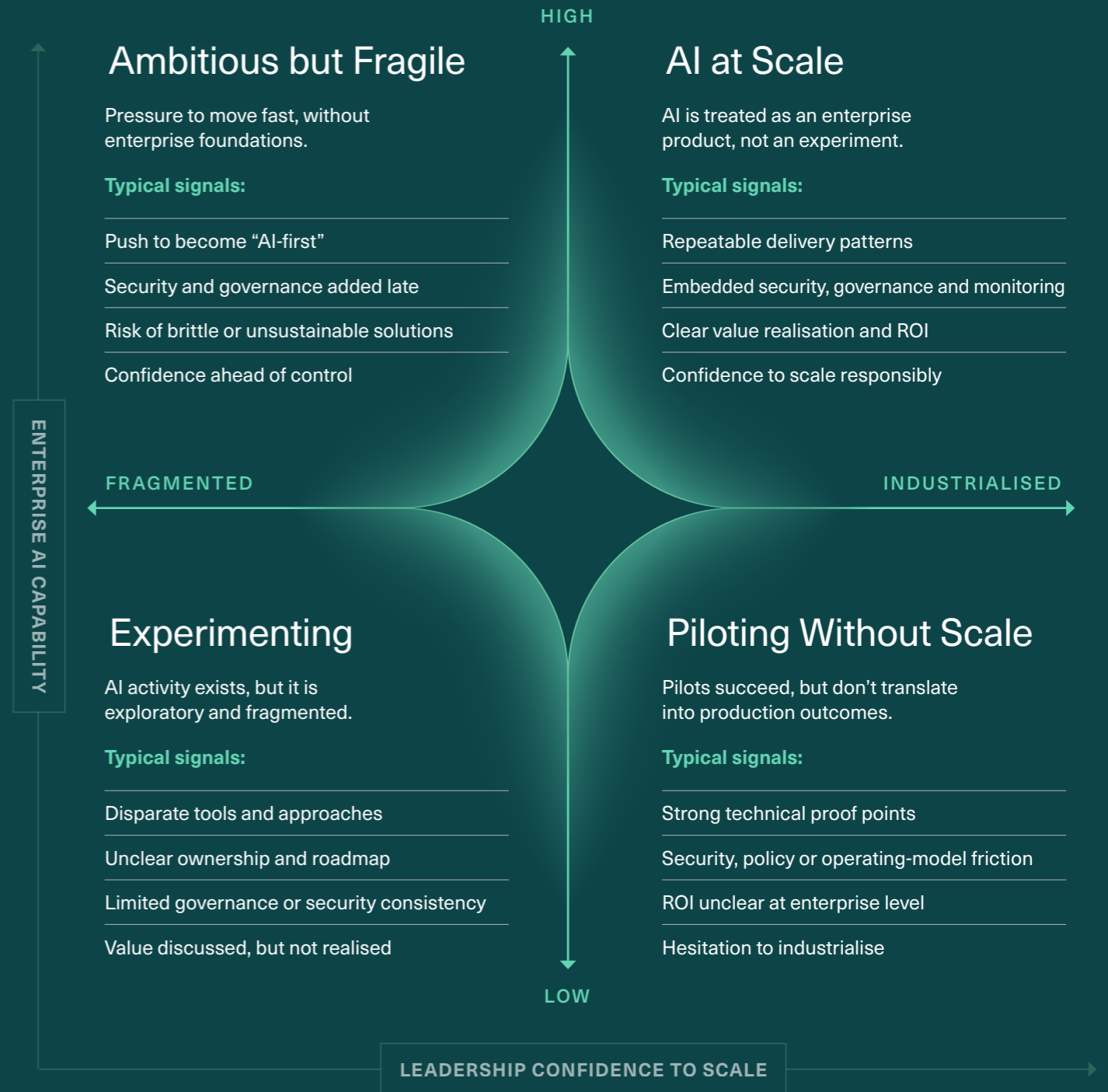
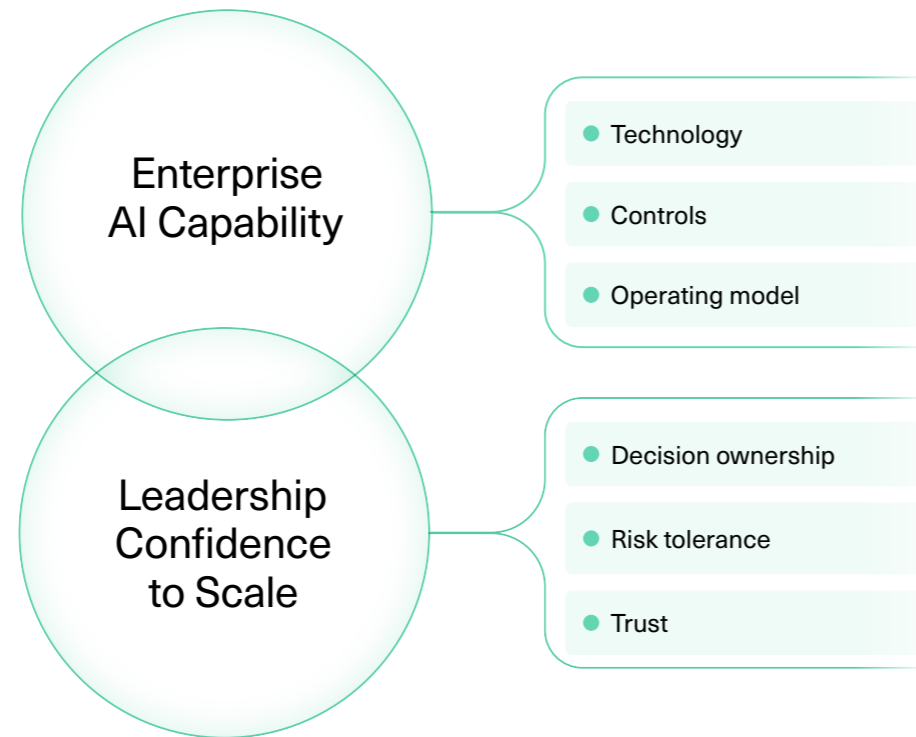
! If it can't scale securely, it can't scale sustainably.

# The AI Leadership Confidence Matrix

From experimentation to enterprise value

Most organisations don't fail at AI because they can't experiment. They struggle to move from plan, pilot, production in a way that delivers secure, governed, repeatable value.

The matrix below reflects what we see in practice as organisations try to make that shift. It highlights the interaction between:



# How FSP helps build a strong digital core for enterprise transformation

Enterprise transformation rarely stalls due to a lack of ambition. More often, it falters when leadership confidence, risk and delivery capability fall out of sync as initiatives move from experimentation to scale.

FSP helps close this gap.

We build a trusted digital core, combining Data & AI, Cyber Security, Enterprise Cloud and Change Delivery to enable secure, governed AI adoption at scale.

By strengthening foundations and building leadership confidence, we help organisations turn AI ambition into real, sustained impact.

- Data & AI
- Cyber Security
- Enterprise Cloud
- Change Delivery



## Supporting the community

We are raising funds for Alexander Devine Children's Hospice Service to help fund Band 6 nurses, who provide vital care and support to children with life-limiting conditions and their families. We invite you to support this incredible work, every contribution makes a meaningful difference.

Alexander Devine will also offer the opportunity to recognise and thank supporters across their channels, where appropriate.

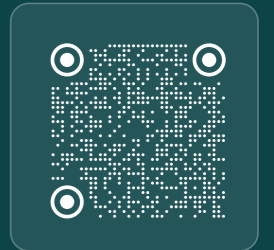


**Scan to donate and learn more about Alexander Devine Children's Hospice Service**

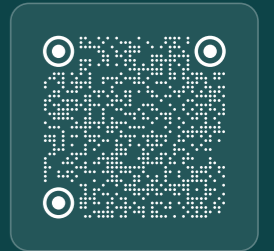
Any leftover food from the event was donated to the local community, ensuring surplus food supports those nearby while helping to reduce waste.

## Continue the conversation

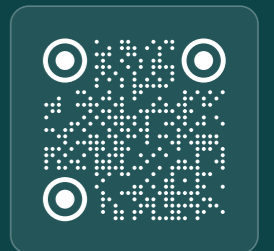
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the ones we haven’t discovered yet.”

Sir William Sargent,  
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