

LEADERSHIP INSTITUT

INTERACTIVE KEYNOTE FOR LEADERSHIP CONFERENCES

Who leads when AI thinks?

Sebastian Morgner

Expert in strategy activation and leadership in the age of AI

Co-founder of the Zukunftsallianz Mensch & KI
Host of the podcast and publisher of the magazine “Tiefgang” (in German)

45–60 minutes · Live polling · Live AI on stage · German or English

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WHAT IT IS ABOUT

AI has arrived in everyday work. Now leadership must give it direction.

Machines deliver plausible-sounding answers in seconds. Whether those answers are right, serve the business and can be justified is still for people to decide.

The temptation: answers without judgment

Artificial intelligence writes, analyzes and structures faster than any human. That is its strength – and an underestimated temptation.

Without clear goals and rules, the volume of documents grows faster than insight. The result is pseudo-productivity: output that looks like work but ties up attention instead of creating value.

Our brains quickly take plausible answers to be true. The more convincing a machine sounds, the less often we check. That is why intellectual sovereignty and independent judgment are becoming core leadership skills.

> *"The greatest danger of AI is not that it thinks. It is that we stop thinking."*

Two possible futures

In one, AI accelerates old routines. More documents, more control and greater dependency follow. The organization works faster without deciding better.

In the other, AI takes over time-consuming tasks, improves decisions and creates room for learning, creativity and human connection. People and technology work together toward clear goals.

Which future a company shapes depends largely on its leadership. Leadership clarifies purpose, assigns responsibility, sets limits and creates a framework for fast learning.

What the keynote delivers

The keynote brings this tension to life with surprising questions, live polling and AI on stage. It shows how leaders stay intellectually sovereign, use AI deliberately and develop a positive vision of the future.

THE FOUNDATION

The keynote builds on the theses of the Zukunftsallianz Mensch & KI (Alliance for People & AI). In three think tanks, decision-makers from industry, technology, academia and consulting examined how AI is changing work, value creation and leadership. Sebastian Morgner is a co-founder of the alliance.

FACTS AND FIGURES

Four figures for your leaders' AI agenda.

What current studies say about pace, impact and preparedness – and what follows for leadership.

60%

of jobs in advanced economies will be affected by AI. Worldwide, the figure is around 40%.

The leadership question: How does AI change tasks, roles and the value of human work?

German Bundestag, Research Services, WD 5-3000-066/25 (based on IMF data)

109 : 1

machine identities – accounts, applications, workloads and AI agents – exist for every human identity on average, according to a vendor report. 79 of the 109 are AI agents. A year earlier, the overall ratio was 82 : 1.

The leadership question: Who steers these agents, limits their rights and is accountable for their decisions?

Palo Alto Networks, Identity Security Landscape 2026 · 2,930 cybersecurity decision-makers · vendor report

83% : 3%

83% of the companies surveyed see medium to very high potential in agentic AI to transform their organization. Only 3% consider themselves fully prepared.

The leadership question: How does a technical possibility become a manageable system of collaboration and accountability?

SAP / Oxford Economics, Value of AI Report 2026 · 2,600 executives in 13 countries · commissioned study

19%

more time was needed by experienced open-source developers using early-2025 AI tools on tasks in familiar repositories. They had expected to save 24%.

The leadership question: Where does AI create measurable value – and where does it merely create activity?

METR, July 2025 · randomized controlled trial

All figures from published sources, as of October 2026. They refer to different samples and bases. The Palo Alto study is a vendor report; SAP commissioned its study from Oxford Economics.

THE CONTENT

Intellectual sovereignty matters more than data sovereignty.

The keynote's common thread in six stages. Live polling and interactive elements engage the audience and carry insights into practice.

01 The challenge · Attention as the bottleneck

The bottleneck of AI transformation is less the technology than limited human attention. Surprising trick questions show how quickly we accept plausible answers without checking them.

02 Intellectual sovereignty · What shapes our thinking

How algorithms, cognitive biases and smooth-sounding AI answers steer our thinking – and why digital sovereignty begins with intellectual sovereignty.

03 Value creation · Building knowledge and capabilities

How companies lose knowledge and what they should do to prepare for an AI future. Where people will make the greatest contribution – and where technology does the work better.

04 Leadership · Providing purpose, structure and accountability

Thinking about AI from the strategy, clarifying the division of tasks between people and AI and creating a framework for fast learning. AI agents need clear tasks, limited rights and a human who is accountable for their decisions.

05 The vision of the future · People and AI

Why strategic storytelling matters so much, how leadership gives words meaning and how a compelling vision emerges of a future in which people and AI work hand in hand.

06 Interactive discussion and transfer into practice



GIVE-AWAY AFTER THE KEYNOTE

Tiefgang – the magazine for further reflection.

88 pages on leadership in the age of AI (in German), with CEO case reports, proven methods and leadership insights. Every guest takes a copy home – and with it the keynote to their own desk.

THE BENEFITS

What your leaders take away.

The keynote sharpens judgment, provides orientation and translates the big AI questions into concrete leadership decisions.

- **Judgment:** They recognize why plausible AI answers are not automatically right – and when people need to check and decide.
- **Value focus:** They distinguish productive AI applications from pseudo-productivity and prioritize by benefit, effort and risk.
- **Accountability:** They understand which tasks, rights and limits AI agents need – and who is accountable for their decisions.
- **Leadership practice:** They gain concrete ideas for how AI prepares decisions, broadens perspectives and makes knowledge available.
- **Vision of the future:** They can convey how people and AI should work together and which contribution only people can make.

> *Only people can give the future meaning. AI remains a powerful tool.*



YOUR SPEAKER

Sebastian Morgner

Sebastian Morgner is Managing Partner of the MLI Leadership Institut and an expert in strategy activation and leadership in the age of AI. From Milan, he led global marketing at UniCredit; before that, he built one of Germany's first digital investment accounts. At the Kasina Awards, the platform ranked among the three best financial websites in Europe.

He has been an entrepreneur since 2011. Since 2013, he has personally guided more than 150 leadership teams, including at Allianz, Siemens, ERGO, Ritter Sport, SocialHub and Diamant Software. He hosts the podcast and publishes the magazine "Tiefgang", is a co-founder of the Zukunftsallianz Mensch & KI and author of the book "Expedition Zukunft" (all in German). In his talks, he connects strategic leadership with the question of how people can think and act autonomously in the age of AI.

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"Our leaders were particularly impressed by the excellent, practical examples and by Sebastian Morgner's talk, which was tailored to our organization."

Christian Rasch
Chief Executive Officer, Badische Staatsbrauerei Rothaus AG



YOUR PLANNING

How the keynote becomes part of your event.

INITIAL CALL	30 minutes on occasion, audience and setting – free of charge
PREPARATION	Briefing call and short interviews with selected participants, so that examples and questions reflect the situation in your company.
KEYNOTE	45–60 minutes · Live polling · Live AI on stage · German or English · on site or online
AUDIENCE AND OCCASIONS	10 to 500 people · Leadership conference · Strategy retreat · Management offsite · Future dialogue
DEEP DIVE	Future workshop or AI Course Setting afterwards
FOR YOUR GUESTS	The magazine “Tiefgang – Leadership in the Age of AI” (in German) for every guest
FEE	On request

SELECTED REFERENCES

Leadership conferences of Allianz and ERGO · Siemens AI Lab · Keynotes at DGFP – German Association for People Management · FLI Leadership Conference · Zukunftsdialog Oberbayern

BOOK AN INITIAL CALL

Scan the QR code and choose a time directly in the calendar

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MORE KEYNOTES leadership-munich.org

MLI LEADERSHIP INSTITUT

EXPERTS IN STRATEGY ACTIVATION

BASED ON THE THESES OF THE ZUKUNFTSALLIANZ MENSCH & KI