

# Secret Weapons Against AI Irrelevance: How to “Thrive in 2035”

World Summit AI Montreal  
15 April 2025  
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# Roadmap- Hair Pin Turns

VUCA world

Dot.com who?

Change Un-management

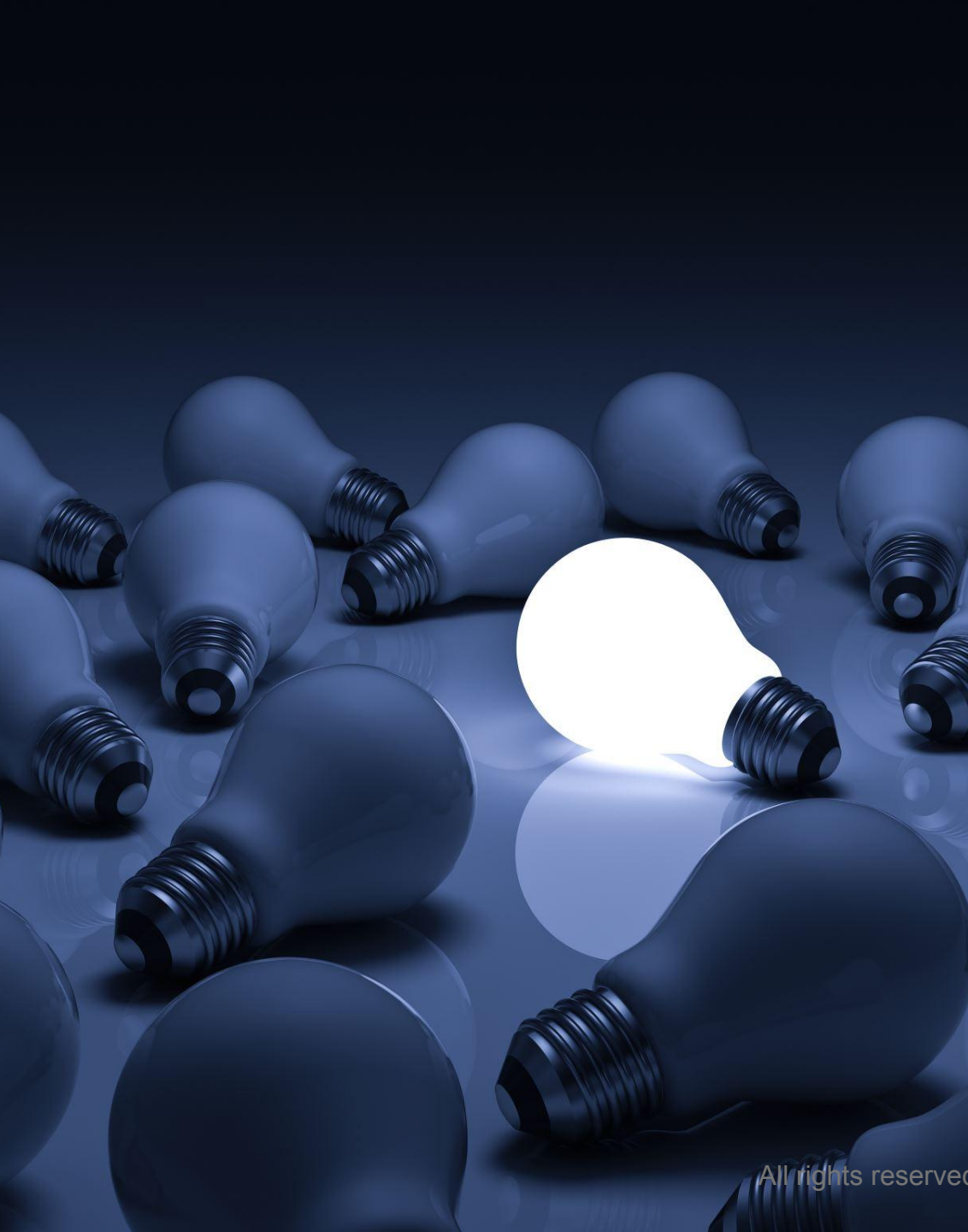
Boeing: What Might Have Been

Giving Voice to Values

VUCA Voice

AI who?

Secret Weapon- Thrive in 2035



# Humility

## Career-

- IBM, Gartner, Boeing
- Lead the Ethics Consultations Services at two huge Veterans Hospitals (Seattle/Dallas)
- Senior Ethics Advisor @ Boeing
- FDA Government & AI Ethicist
- Personal peaks & valleys

• I'm a contrarian

*By far, the greatest danger of artificial intelligence is that people conclude too early that they understand it.*

Elezer Yudkowsky, Research Fellow  
Machine Intelligence Research Institute



# V

## Volatility

FAST, UNPREDICTABLE CHANGES WITHOUT CLEAR PATTERNS OR TRENDS

# U

## Uncertainty

FREQUENT DISRUPTIVE CHANGES WHERE THE PAST IS NOT A VERY GOOD PREDICTOR OF THE FUTURE

# C

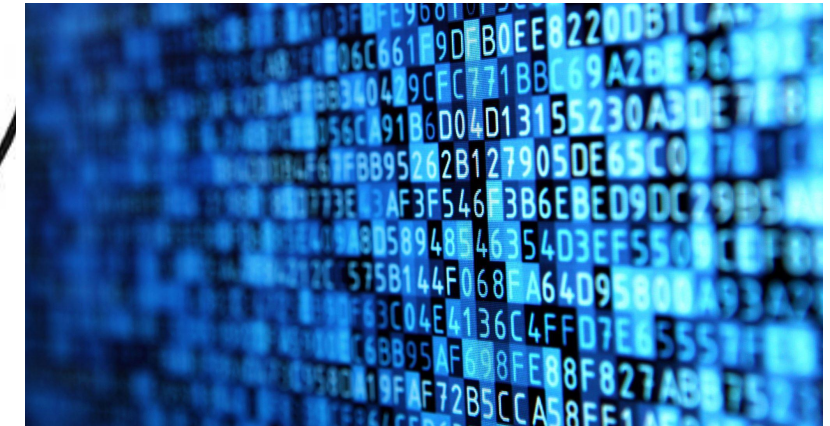
## Complexity

MULTIPLE, COMPLEX, INTERTWINED TECHNOLOGICAL, SOCIETAL, GEO-POLITICAL AND ECOLOGICAL EVOLUTIONS

# A

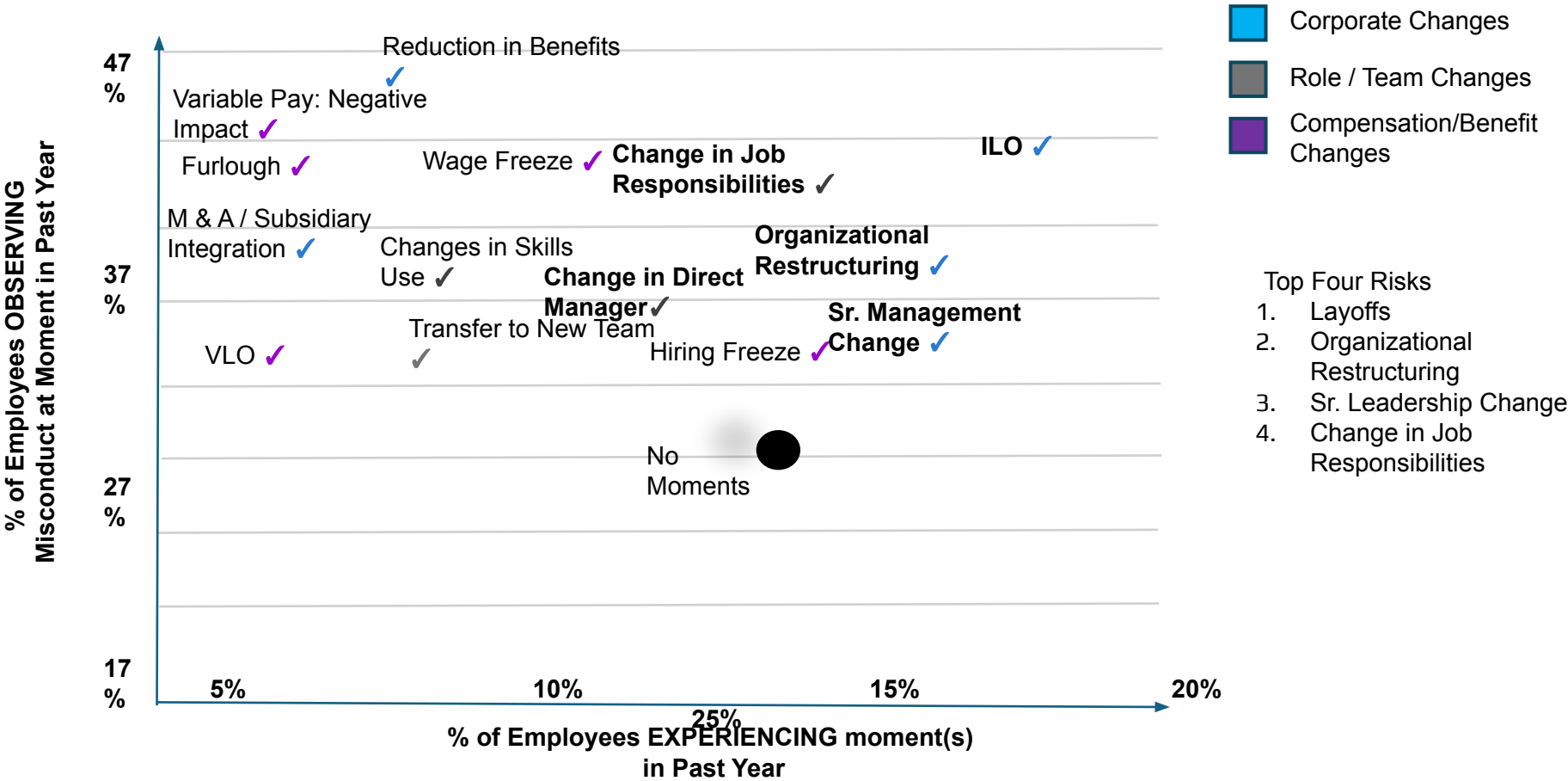
## Ambiguity

LITTLE CLARITY ON WHAT IS REAL OR TRUE AND DIFFICULT TO PREDICT THE



**Volatile. Uncertain. Complex.  
Ambiguous.**

# IDENTIFYING TOP CHANGE RISKS COMPLIANCE RISK OF SPECIFIC CAREER MOMENTS



**Sources:**  
Gartner (CEB) Why Career Moments  
Matter 2012  
Boeing Focus Area Team- 2019

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Initiatives fail (II)

ement initiative lacks

esistance as an important

nd don't recognize signs of  
ustion

g your plan to upcoming

gh) about organizational

our organization's culture

Project Failure by Cause



change is  
coming,  
whether you  
like it or not

70%

Top  
10

Reasons Change  
Initiatives Fail

# FIRST OF ALL, AI IS A CHANGE INITIATIVE

- M
- S
- In
- E
- W
- O
- C
- Etc. Etc. Etc.

When is the last  
time someone  
was excited  
about  
“dot.com”?



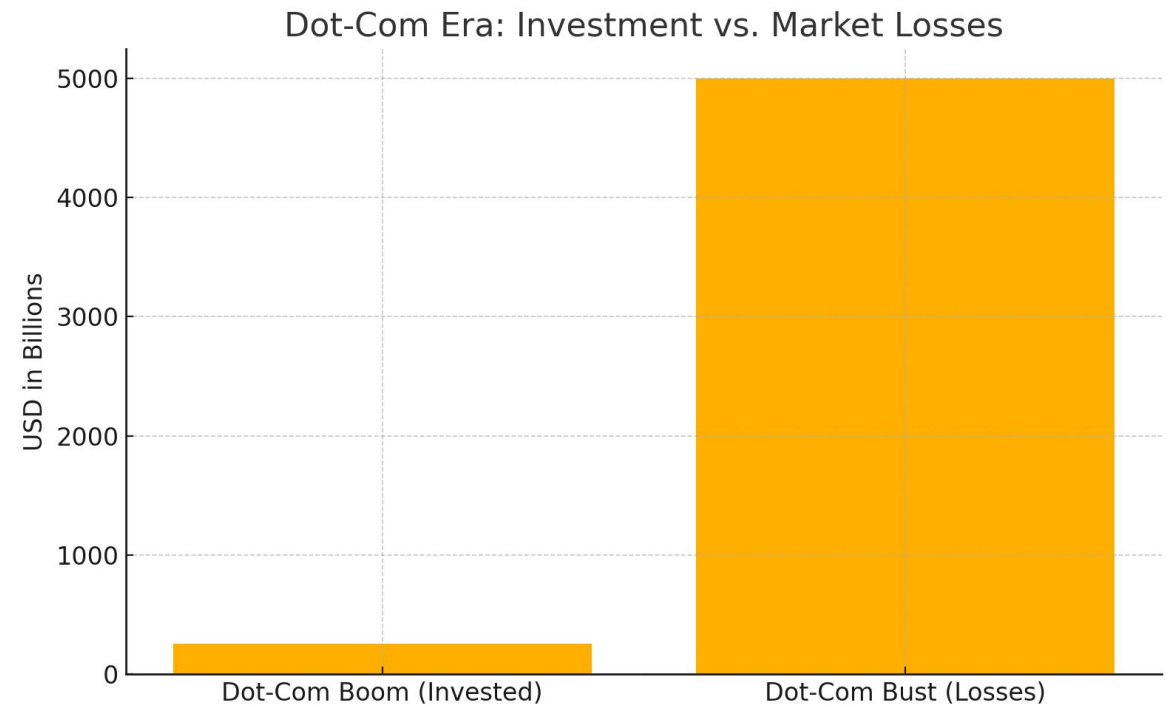


# Why Was There a Dot-Com Boom?

- The internet promised revolutionary change, fueling excitement and aggressive investment
- Venture capital poured billions into unproven startups with 'first mover' strategies
- IPOs were seen as quick exits, rewarding growth over sustainability
- Media amplified hype without scrutiny
- Founders were celebrated as visionaries despite inexperience



- 
- Investment during the Dot-Com Boom: ~\$256 billion (USD)
  - Dot-Com Boom: Roughly 1995 to March 2000
  - NASDAQ dropped nearly 77% from March 2000 to October 2002
  - Over \$5 trillion in market value was wiped out
  - Triggered a reassessment of tech valuations and governance

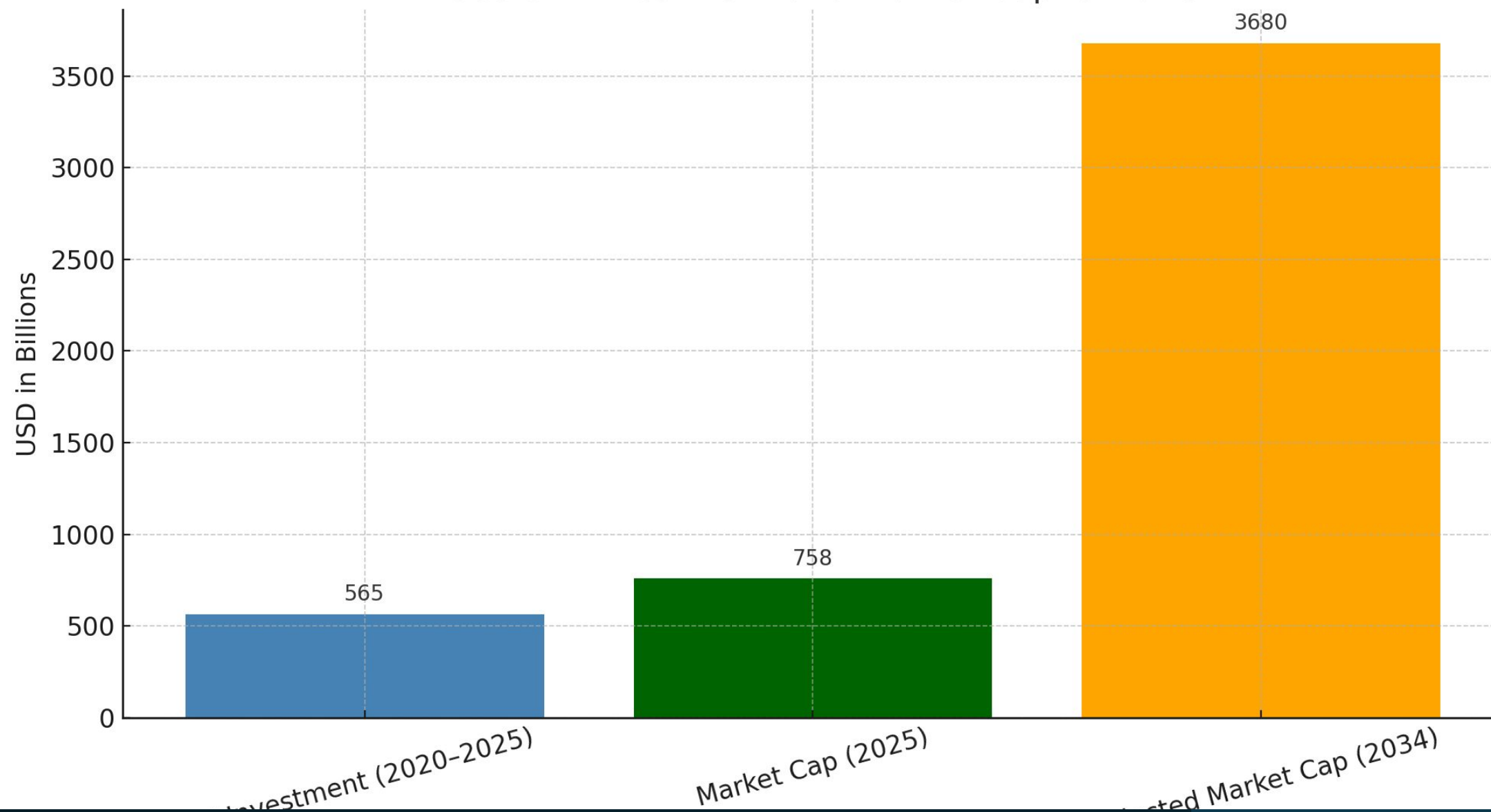




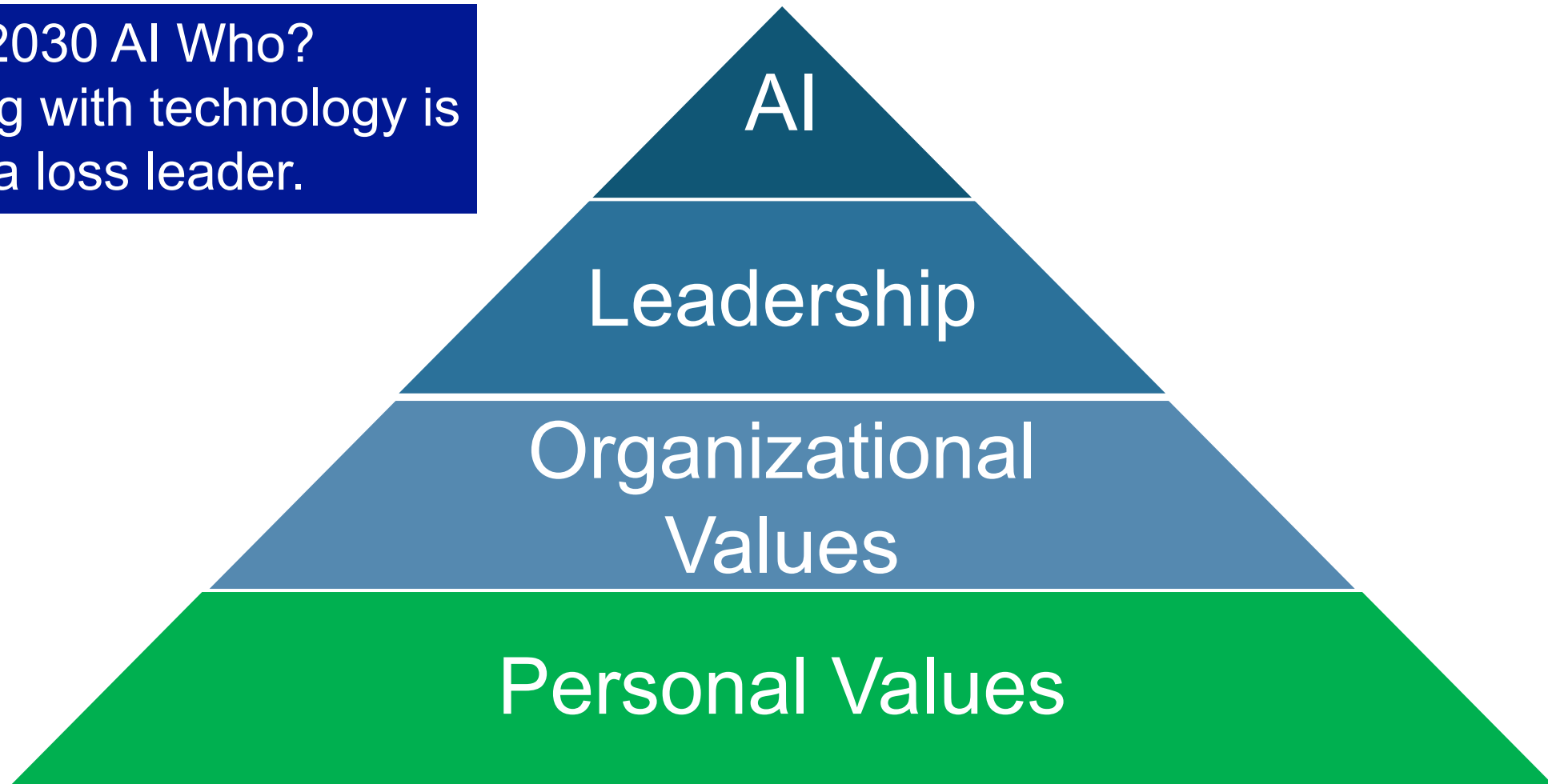
# Why Was There a Dot-Com Bust?

- Hype and inflated valuations unsupported by revenue or sustainability
- Leadership failures prioritized investor excitement over discipline
- Toxic startup cultures suppressed ethical dissent
- Regulatory gaps allowed misleading reporting
- VC pressures drove unsustainable growth until confidence collapsed

## AI Sector: Investment and Market Capitalization

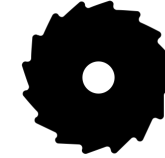


2030 AI Who?  
Leading with technology is  
a loss leader.





# The Boeing Company c. 2015-2017



- New CEO
- Top Quartile Industrial Champion
- Excavating Value
- Cut Cost / Headcount
- Stock Roaring: #1 on the DOW
- Enormous Change

By any standards, **The Boeing Company** (NYSE: BA) had an outstanding 2017. The stock's 89% rise is startling for a company of such size and a testimony to how many things went right for the company.

NASDAQ.com 1/18/2018



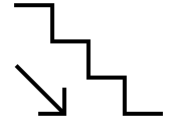
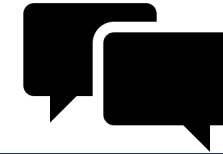
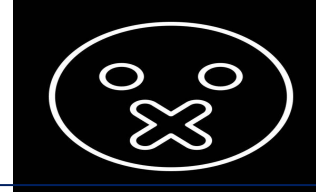
## Boeing's Purpose

- Grandma's
- Babies
- Warfighters
- YOU!





# The Boeing Company c. 2018-2021



- Excavating Value
- Escalating Stock Price
- Stock Roaring: #1 on the DOW
- Enormous Change
- Catastrophe #1: 737 MAX
  - PRESSURE
  - SILENCE
- Catastrophe #2: Global Pandemic
  - VUCA 2.0

## Result

346 DEAD

- CEO Fired
- ~\$12B Record Revenue Loss
- ~\$40B Market Valuation loss
- \$2.5B Settlement 737 MAX

A trove of internal employee communications shows that the aviation giant's troubles go beyond one poorly designed plane.  
*'I Honestly Don't Trust Many People at Boeing': A Broken Culture Exposed*

What Boeing Has Taught Us About Not Neglecting Company Culture  
Stunning

Messages from 2016 deepen Boeing's 737 MAX crisis

*"I still haven't been forgiven by God for the covering up I did last year,"* a Boeing employee said.

The company expressed regret at the embarrassing communications it sent to investigators on Thursday, *"this airplane is designed by clowns, who are in turn supervised by monkeys."*

*"Would you put your family on a Max simulator trained aircraft? I wouldn't,"*

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*"No,"* the other person replied. Employee chat. Reported by The New York

# Research Question

How does an internal change agent maneuver within a Fortune 500 company to gain system-wide acceptance of an intervention?

rewards conformance and silence  
and

ostracizes dissent and voice

Consultant led change management & Values  
(70% failure)



# Giving Voice to Values

**GVV is an innovative approach to values – driven leadership**

## Proven Success



Founded by Dr. Mary Gentile, former HBS, Benedictine Visiting Scholar

Voice and Enact Your Own Values



1,200+ Organizations

## Differentiation: "How"

### Perceived Choices

- Do Nothing
- Emotional Confrontation
- Retaliate
- Disengage
- Leave
- Report through formal channel: Ethics, HR



## Implementation



7 pillars



Ethical Muscle Memory



Normalization

**GVV BUILDS LISTENING AND VOICE COMPETENCY:  
"HOW" TO ENACT THEIR VALUES**

# Giving Voice to Values (GVV): In Practice

## **Scripting**

Leaders articulate their values and prepare for moral conflict.

## **Rehearsal**

Simulated challenges build confidence and clarify action pathways.



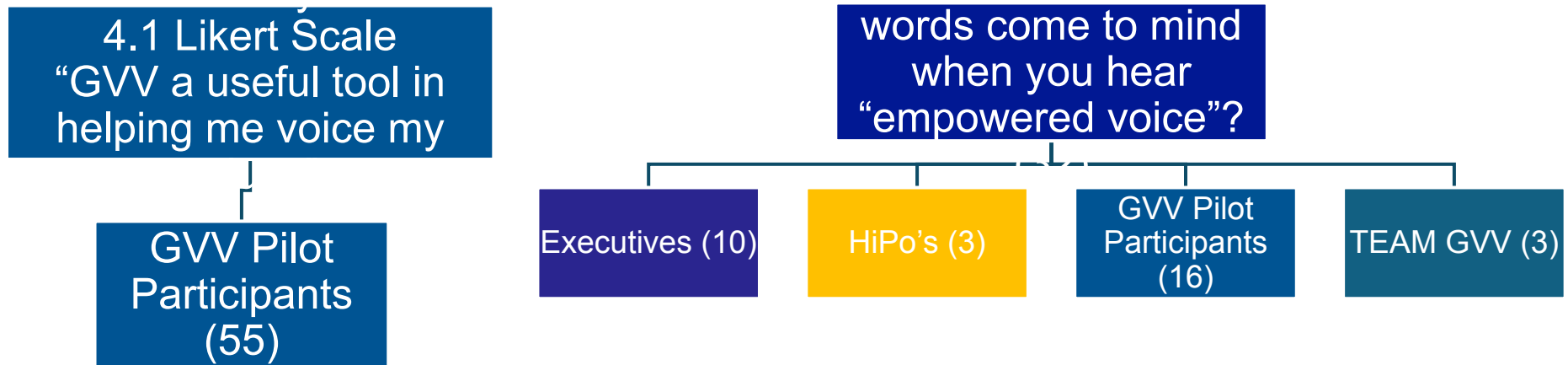
## **Small Wins**

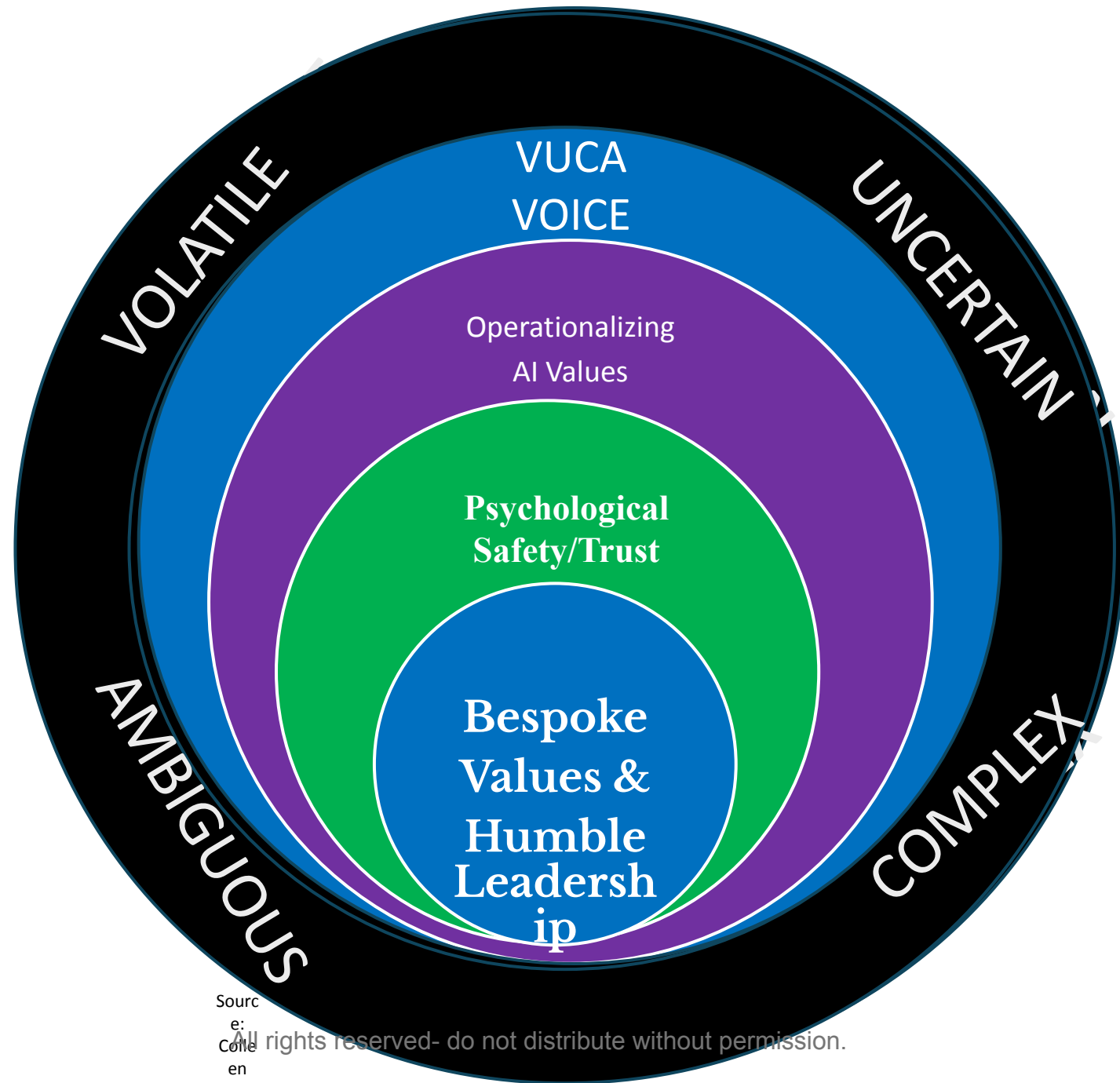
Incremental successes reinforce moral courage and agency.

## **Embedding Practice**

Integrated in education, executive coaching, and team training.

# Results and Analysis: Survey and Interviews





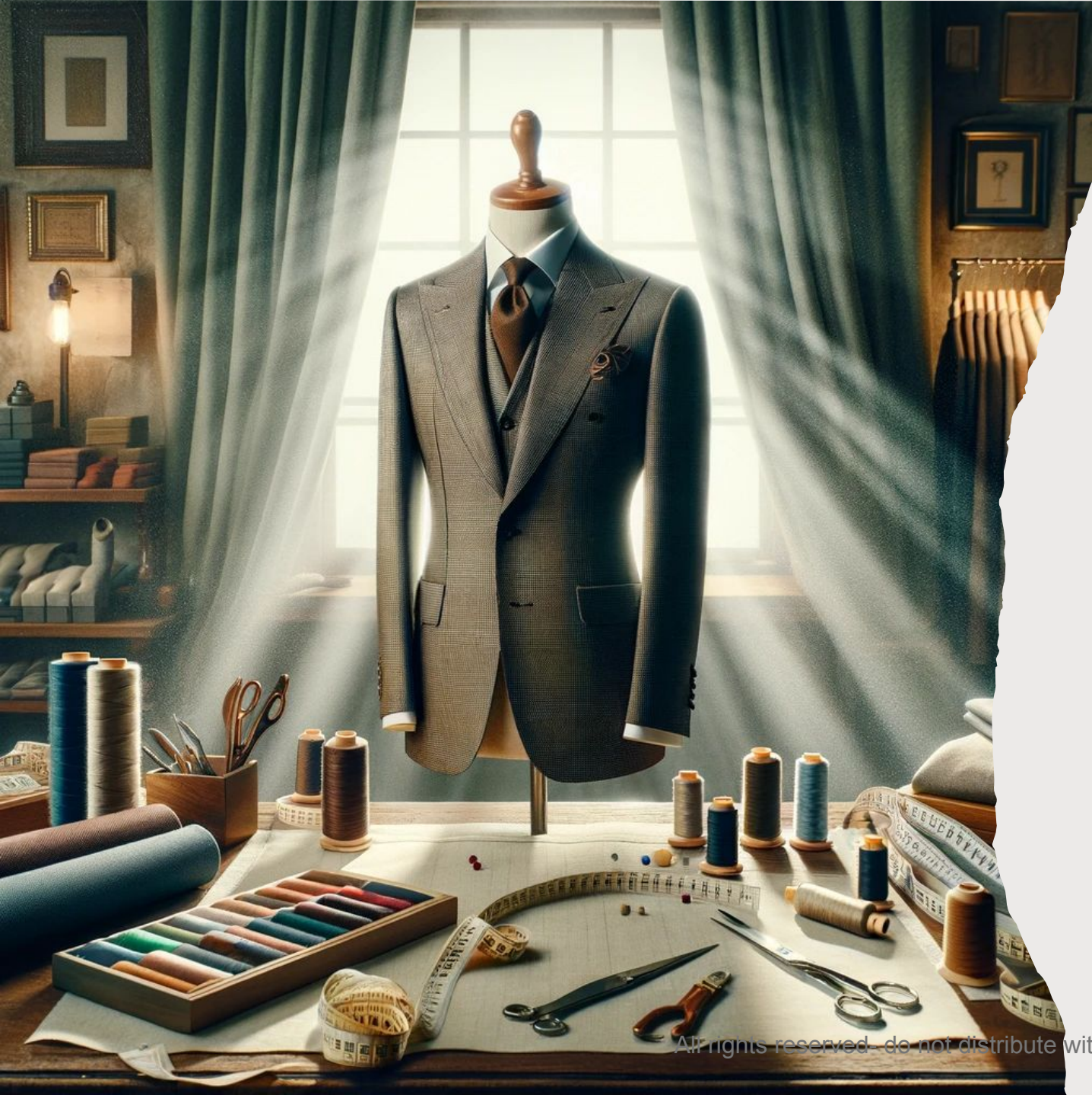
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Lyons

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# VUCA VOICE

***Leadership Humility & Bespoke Values***  
*Democratically determined values in  
collaboration with ALL employees*



- craftsmanship
- attention to detail
- customization
- creating a personalized garment

## Bespoke Corporate Values

# Boeing's values changed 5 times in 7 years.

**1.Integrity**

**2.Accountability** - Taking responsibility for actions and outcomes.

**3.Diligence** - Showing dedication and commitment to one's duties.

**4.Perseverance** - Persisting in the face of challenges and setbacks.

**5.Respect** - Treating others with courtesy, dignity, and professionalism.

**6.Innovation** - Pursuing new creative ideas that have the potential to change the world.

**7.Quality** - Delivering excellence in products, services, and support.

**18.Excellence** - Striving for superiority in every aspect of the business.

**19.Trust** - Building and maintaining confidence among employees, customers, and other stakeholders.

**20.Learning and Development** - Promoting continuous improvement through learning and growth opportunities.

# VUCA VOICE

## VUCA VOICE

Business competency that enables sustained success in a VUCA world.

**Operationalizing Values**  
i.e. Rigorous Implementation Science  
GVV foundation

**Psychological Safety (Team)**  
Ability to actively innovate/critique/challenge without fear (Team level)  
**Trust (Individual)**  
I will not be harmed for speaking up or engaging in intelligent failure (individual level)

***Leadership Humility & Bespoke Values***  
*Democratically determined values in collaboration with ALL employees*



# What Might Have Been: GVV + VUCA Voice at Boeing

## Insider-Led Cultural Change

Action research from within Boeing during a period of unprecedented crisis and complexity.

## GVV in Action

Dr. Mary Gentile's GVV framework adapted to support values-based leadership and sustained voice.

## Introducing VUCA Voice

A new model for ethical expression in volatile, uncertain, complex, and ambiguous environments.

## Beyond Boeing

Insights for leadership, OD, and applied ethics in high-risk environments—where silence is dangerous.

## Accepted for Corporate-Wide Deployment

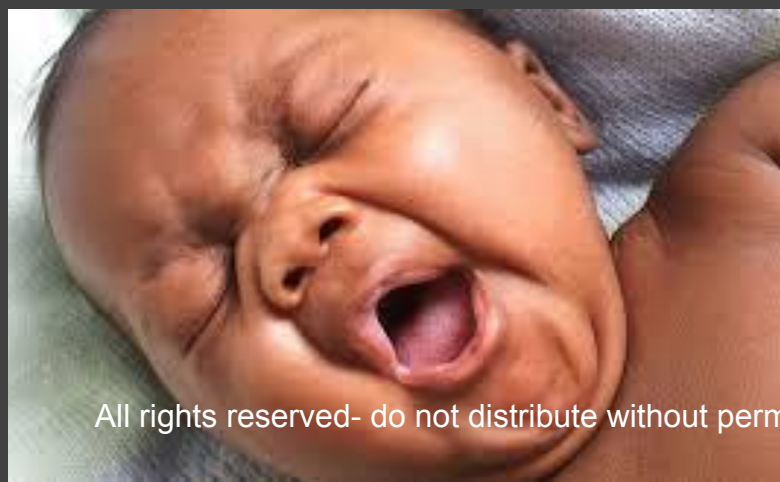
1st Case of Covid-19  
Company Imploded  
No chance



# AI's Purpose



Make the World Better  
(maybe we won't need to  
go to Mars)



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## Ethical Issues- AI's Big 3

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# Trustworthy/Responsible/Ethical AI Word Salad



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# Meta

- 
- Amplification of harmful content (e.g., political misinformation, extremism).
- 
- Opaque algorithms; lack of accountability (e.g., Frances Haugen testimony).
- 
- Discriminatory ad targeting and biased content moderation.
- 
- Teen mental health impact from Instagram (internal research leaked).
- 
- Repeated data privacy violations (e.g., Cambridge Analytica).

# OpenAI

- Closed AI model governance despite initial open-source pledge.
- Bias in language models; inadequate mitigation of harmful stereotypes.
- Generates misinformation ('hallucinations') and deepfakes.
- Shifts to for-profit model with limited public oversight.
- Unclear user data handling and consent during model training.



The Google logo is displayed in white text on a dark blue background. The logo is partially obscured by a large, semi-transparent blue circle that overlaps it from the left and top.

- 
- Fired ethics researchers (e.g., Timnit Gebru); suppression of dissent.
- 
- Biased algorithms in Search, Ads, and Facial Recognition.
- 
- YouTube algorithm promotes radical content and misinformation.
- 
- Data harvesting across services with limited informed consent.
- 
- Ethical AI team disruptions and limited governance transparency.

# Why Is There an AI Boom?

- Advances in generative AI sparked global interest and rapid capability growth
- Big Tech (e.g., Microsoft, Nvidia, OpenAI) poured billions into infrastructure and models
- AI was positioned as the next general-purpose technology—like electricity or the internet
- Investor excitement drove valuations to historic highs despite ethical concerns
- Governments and corporations raced to adopt AI to stay competitive and automate operations
- FOMO!

# Why Might There Be an AI Bust?

- Overvaluation of AI firms may outpace actual adoption or value creation
- Ethical blind spots (bias, misinformation, surveillance) erode public trust
- Techno-solutionism encourages rapid deployment without systemic foresight
- Suppressed internal voice mirrors past cultural failures (e.g., Google AI, OpenAI tensions)
- Fragmented global regulation fails to curb misuse or concentrated power

# Can GVV Help Prevent an AI Bust?

- GVV teaches action—not just awareness—through values-driven rehearsal and voice scripting
- Normalizes ethical dissent in fast-paced, high-risk tech cultures
- Equips leaders and employees to speak up constructively despite pressure
- Builds voice cultures where integrity is seen as strategic advantage
- Reframes 'success' to include responsibility, trust, and long-term impact

**If You  
Follow  
the  
AI FROTH**

**You  
will  
\$\$\$\$\$\$**

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Category	Dot-Com Boom/Bust	AI Boom	GVV Ethical Lens
Cultural Norms	Hype culture rewarded optimism and silence	Techno-solutionism often dismisses ethical concerns as barriers (Morozov, 2013)	Reframe norms to support ethical action to support sustained business outcomes
Employee Voice	Dissent punished; fear of retaliation	AI whistleblowers face corporate backlash	Rehearse and normalize values-based voice
Leadership	Charismatic suppression of dissent	Centralized power among tech giants	Enable voice, not just command loyalty
Regulatory Gaps	Reactive (e.g. Sarbanes-Oxley)	Fragmented and emerging	Prepare for resistance and structural barriers
Public Impact	Loss of trust, layoffs, fraud	Bias, misinformation, automation risks	Align innovation with societal values



# Be Relevant & “Thrive in 2035”

Values is the heart of  
successful AI

*It's not a slogan*



