CLIENT ROUNDTABLE SUMMARY

Fit for Change, Across Differences: *Insights Report*

Critical human skills to thrive in an AI-driven world

CLIENT ROUNDTABLE SUMMARY

16 October 2026

CO-AUTHORED BY

Resilience Institute and Aperian

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01 INSIGHTS REPORT

Executive *Summary*

It is rare to be in spaces where we can 'keep it real', challenge each other, and know that everyone in the room is aligned on a common goal - with purpose, ambition and empathy.

How do we enable our organisations and teams to not just navigate, but *thrive* with resilience and agility in a rapidly changing world?

Those of us in the People Development space, leading HR, L&D and Inclusion, find ourselves asking:

1

Agile, inclusive leaders

How do we develop agile, inclusive leaders who can lead diverse teams through changing expectations?

2

Human skills in an AI world

How do we leverage AI while strengthening the human skills like critical thinking, and continuous learning needed for future growth?

3

Resilient, safe cultures

How do we build resilient, psychologically safe cultures that attract, retain talent and support meaningful development?

What we did was to call on ones who are not afraid of a good challenge. Those who truly believe that people are and will always be the true competitive advantage to their organisations. Those who see AI as an opportunity and equally acknowledge the emotional flooding that has seeped through our organisational walls along with it.

Three things came through clearly.

1. **The hardest part isn't the technology.** When we asked about talent challenges, most answers were about leadership direction, readiness and trust, not tools.

2. **The people leading the change are under pressure too.** One participant wrote that HR professionals are "having to change ourselves while managing change for the business." Many in the room recognised themselves in that.

3. **Honest conversation is the starting point, and few organisations do it well.** Psychological safety and open dialogue were the most common takeaways of the day.

And one question split the panel: will AI cost jobs? Read along to hear about the tension this question holds.

This is our gift back to those who engaged in meaningful dialogue and who contributed through their voice and presence at our client roundtable on 16 October at AmCham, Singapore. Here are insights from the enriching discussions we had and the good questions we asked.

IF THERE'S ONE TAKEAWAY WE LEAVE YOU WITH, IT'S THIS.

Your work in the People Development space has never been more valuable and the role you play in shaping how people show up personally and at work, both today and in the future, has never been more critical.

We hope you continue the conversation and share this forward. We're here to support you.

With regards,
The Resilience Institute and Aperian Teams

02 KEYNOTE

Staying Fit for Change, *Across Differences*

AI could be one of the most significant shifts in how we work, create wealth, and define human value. Just as the Industrial Revolution transformed physical labour, AI has the potential to augment and replace aspects of our cognitive labour.

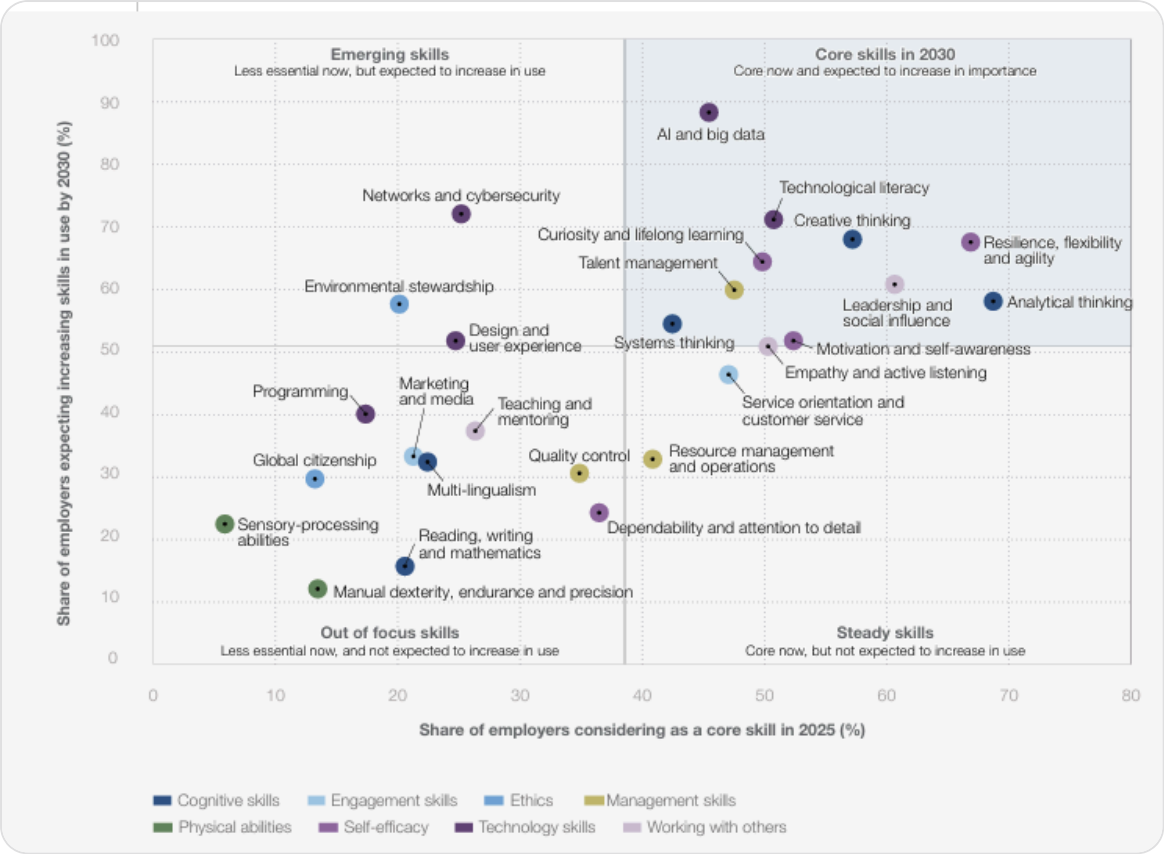
One critical distinction is between implementing change and supporting people through the transition that change demands. Change can be rapid and arguably often logical but transition is the human process of adapting to it. And the transition process of emotional reaction to Change usually demands more space and time.



Mui Hwa Ng
Director of Consulting, APAC
Aperian

> This is where the tension lies, and where leaders must recognise and support both the change and the transition.

AI will bring unprecedented efficiency and computing power, but efficiency is not the same as human effectiveness. Critical and creative thinking, resilience, adaptability, empathy, active listening, and curiosity remain crucial. These human capabilities are among the top 10 core skills needed for our people to ensure our people and organisational effectiveness.



Future of Jobs Report 2025, World Economic Forum. Read the skills outlook

As skills shift and the future of work continues to evolve, the spotlight turns to the qualities that enable people to adapt and thrive. Our internal capacity, resilience, ability to work across differences, and agility remain critical in times of change.

INTERNAL CAPACITY

Resilience

How we fill our own cup. Regulate emotion, recover, stay focused under pressure.

↔

EXTERNAL CAPACITY

Agility

How we show up for others. Read difference, build safety, lead across borders.

AI raises the demand on both capacities at the same time

THE QUESTIONS ABOUT AI DON'T STOP COMING.

How do we develop our people? What does AI mean for our talent? Every day these questions land on your desk, and every week they seem to come faster, that is a real weight to carry.

We shouldn't have to carry it alone.

Why do two employees in the same organisation, both going through the same restructuring, face the same uncertainty, yet respond so differently, where one struggles and the other somehow grows through it?

The answer is agency.

The person who thrives carries a perspective that whatever happens around them, they have a choice in how they think, feel and act. That belief doesn't remove the difficulty. It changes their relationship with it.



Manish Arneja
Managing Partner, SEA
Resilience Institute

And underneath agency sits something more basic - awareness or metacognition. Simply put, this is the ability to notice oneself more clearly, in real time. What is happening in me right now? Is my next move a choice, or a habit (reaction or response)?

The good news:

Awareness almost never grows alone. We can build awareness through reflection, and it also grows in conversation. Other people are our mirrors. A colleague says, 'you went very quiet in that meeting,' and suddenly you see a pattern you could never see by yourself. That's why a room like this matters so much. Every conversation on the day, is a chance to notice something new about yourself, about our relationship with the change and about each other.

The AI revolution will do what it does. Structures will change and tools will arrive faster than our policies. All of that sits beyond our control.

> What we can work on is who shows up to it.

03 WHAT YOU TOLD US

Shared *Challenges*

Why do we need to talk about our challenges?

We believe there is power in acknowledging our individual struggles and shared difficulties. When we choose to call them out, we bring clarity to ourselves and begin the process of learning how to address our difficulties.

What talent challenges are our organisations facing in the world of AI transformation?

Barriers to scaling AI adoption: strategic, human, and operational friction

01

Leadership Alignment & Strategy

- Top-down pressure vs. unclear starting points
- Senior Leadership Team (SLT) misalignment
- Defining clear objectives, roadmap & sequencing
- Overcoming fragmented, siloed implementation
- Navigating restrictive digital & tech policies

02

Workforce Reskilling & Fluency

- Core reskilling & talent development programs
- Building multi-LLM & agentic process skills
- Orienting employees & addressing skill gaps
- Placing talent in newly emerging AI roles

03

Human Judgment, Ethics & Trust

- Retaining critical thinking vs. blind AI acceptance
- Evolving leadership & talent apprenticeship models
- Positioning AI to augment, not replace, humans
- Building trust in outputs & leadership enablement

04

Change Management & Adoption

- Navigating structural shifts & transitions
- Overcoming employee resistance to new workflows
- Empowering career agency amidst shifting roles
- Supporting leaders through mindset evolution

05

Agility, Pace & Readiness

- Rapid Tech pace outpacing workforce readiness
- Maintaining focus amidst unpredictable evolution
- Accelerating organizational adaptation speed
- Balancing evolving priorities with execution

06

Time, Bandwidth & Capacity

- Lack of bandwidth to explore & practice AI
- Demanding daily workloads competing with learning
- Operational busyness hindering strategic direction
- Mental capacity fatigue during adoption phases

> "When learning is available everywhere, which skills need more immersion?"
>
> **– HR Leader, Client Roundtable**

How are these challenges impacting HR and L&D?

Many of you are leading change while going through it yourselves.

01

Leadership & Strategy

- **Stakeholder Influence:** Driving holistic AI adoption.
- **SLT Misalignment:** Unclear direction & mixed signals.
- **Strategy Confusion:** Avoiding getting stuck in POCs.
- **Shareholder Alignment:** Adapting governance & training.

02

Upskilling & Talent

- **Rethinking Talent:** Skill immersion vs. open learning.
- **Evolving Consumption:** Adapting to modern learning modes.
- **Culture of Trial:** Fostering rapid AI experimentation.
- **Retention & Roles:** Managing evolving market demands.

03

Trust, Quality & Judgment

- **AI Overuse & "Slop":** Protecting trust & authenticity.
- **Verification:** High time investment to validate outputs.
- **Human Judgment:** Balancing usage with critical thinking.

04

HR & Change Leadership

- **Dual Role of HR:** Transforming self while guiding others.
- **Workforce Guidance:** Inclusive leadership through change.
- **Headwinds:** Navigating cost cuts, workload & capacity.

05

Process & Adaptation

- **Workflow Embedding:** Integrating AI into daily operations.
- **Pace of Tech:** Keeping speed with continuous evolution.

06

Capacity & Execution

- **Bandwidth Deficit:** Limited room to practice & explore.
- **Competing Priorities:** Daily business vs. learning time.
- **Adoption Fatigue:** Managing burnout during shifts.

> "Being sandwiched between SLT and the change program... creates a murky pathway for what I do next in my role."
>
> **– L&D Manager, Client Roundtable**

3 Which are the top 3 most pressing in your context right now?

04 ROUNDTABLE PANEL

Panel *Insights*

When a Sales Leader, a Global HR Leader, a Culture and Inclusion expert and a Resilience expert converse, what results is a well-rounded dialogue on opportunity, speed and efficiency grounded in people and culture.

What we walked away with was this - AI adoption is not fundamentally a technology challenge but a *leadership, culture and change* challenge.

This will require new ways of thinking, acting and connecting, requiring us to lean even more into what makes us human. Ironic but true - this AI wave will make us more human.

Sharing our vulnerability will become our strength. Anchoring ourselves will make us agile.

Organisations that emerge successful will be the ones that strike the balance of investing in technology and people. Not choosing one over the other. While the short-term savings are tempting, these organisations recognise the cost shows up later, in lost capability.

Human + AI: Leading Through the Wave of Change

MODERATOR



Freeda Fernandes
Director APAC Sales at **Aperian**

PANELISTS



Allan Yeoh
Director Revenue - Sales Operations APJ at **Salesforce**



Mui Hwa Ng
Director of Consulting, APAC at **Aperian**



Gary Lee
Organization and Business Partner Director at **Dassault Systèmes**



Manish Arneja
Managing Partner, SEA at **Resilience Institute**

Why AI is stuck in pilots

88%

of organisations use AI in at least one function

6%

capture meaningful enterprise value

- McKinsey Global Survey on the state of AI in 2025 research finds 88% of organisations use AI in at least one function and about 6% capture meaningful enterprise value. The panel concurred that adoption is stuck in pilots and silos as it is challenging to manage both ends of readiness. Teams sit at both ends: some want to apply AI to everything, others are apprehensive. As valuable AI output goes uncaptured (sometimes in shadow as employee experiment) or otherwise, in pockets, budgets run out faster than expected, and nothing scales or becomes systemic.



Manish Arneja
Managing Partner, SEA
Resilience Institute

> “Large organisations are like ships, and it takes time to turn things around because adaptation requires mindset, skill set, people to agree, align and have a common approach.”
>
> **Manish Arneja** Resilience Institute

Where difference becomes friction

- Mui Hwa described judgement running in both directions between adopters and the apprehensive: “Why are you so into it? Do you judge me because I’m not?” against “Why are you so slow? What’s wrong with you?” Tension in individuals surfaces in teams, and teams shape the organisation. The people carrying most of it are from less direct cultures, and it is “unseen, unspoken and often unaddressed”.
- Manish named three frictions ahead: productivity divergence (how do you grade a high performer when output varies tenfold), a thinning talent pipeline as entry-level hiring falls, and trust. He also named a quieter risk he noticed in himself: an AI that always agrees. “Four years from now, would I have that level of empathy if somebody is giving me a different viewpoint?”
- Allan took an optimistic view: “With AI we’re able to enlarge the pie. The misconception is to assume the pie remains the same.” Fear, he argued, is mostly driven by hype and limited understanding. With guardrails, there will be enough work for everyone.



Mui Hwa Ng
Director of Consulting, APAC
Aperian

> “What then is good leadership? Is a good leader somebody who is managing it efficiently, cutting cost, doing things faster? Or is a good leader much more than being able to deliver tangible results? How do our leaders define their own leadership?”
>
> **Mui Hwa Ng** Aperian

How Salesforce and Dassault Systèmes are helping leaders

- Allan shared Salesforce’s 4R model: redesign roles, reskill, redeploy and rebalance. Headcount isn’t the starting point. The question is how existing people move into the new work.



Allan Yeoh
Director Revenue - Sales Operations APJ
Salesforce

Redesign	Reskill	Redeploy	Rebalance
roles around the trends and technology coming in	people for the redesigned roles	existing headcount rather than new hires	the workforce as demand shifts

Salesforce’s 4R model, as described by Allan Yeoh on the panel. Runs continuously, not as a one-off restructure.

- Gary described Dassault Systèmes’ yearly review of every role, the CEO’s “AI native” declaration, and the soft-skill gaps it exposed: decision fatigue, and a weak ability to validate and verify. People pasted AI output to their boss, the boss caught the error, and “you can hear the voice going, but AI was the one who churned it out.” His second practice: let leaders experiment and share across the community, because “it’s always the mid layer that gets things moving.”
- The discussion added two more. Walking the talk is the critical gap: Leaders talk about AI on slides but use it as a search engine. Mid-managers can block even a committed C-suite. And light gamification works: a “prompt of the week”, or AI moments shared across teams.
- The capabilities the panel named as scarce: critical thinking, verification and validation, judgement, decision-making, change agility, communication and leadership resilience. One participant’s organisation, now names “human-AI collaboration” as a skill in its own right.

critical thinking | verification and validation | judgement | decision-making | change agility | communication | leadership resilience | human-AI collaboration



Gary Lee
Organization and Business Partner Director
Dassault Systèmes

> “There’s a lot of peer sharing and it’s not just restricted to top leaders, because if it’s restricted to top leaders things will never move. It’s always the mid layer that gets things moving because they know what the real problems are.”
>
> **Gary Lee** Dassault Systèmes

Making the case for people

Mui Hwa’s suggestion is five plain questions, asked across the whole organisation:

Why the need to invest in AI and people?

What are the short and long term costs of investment as well as lack of investment in AI and people?

How do we as an organisation balance the investments?

Who needs what?

When do we act?

It is critical that this is not a boardroom discussion only but is socialised and understood throughout the organisation.

- Manish shared “Stop treating AI as a change-management project and bring senior leaders from the ivory tower to the ground” to hear their people say “I don’t have the skill set.”
- Gary reminded us to “Get our employees to learn how to learn all over again.”

INPUT FROM THE AUDIENCE

Two reframes from the floor sharpened the business case. Treat investment in people capability as a balance-sheet asset, not an income-statement expense and measure effectiveness, not only efficiency: efficiency alone will discard people; effectiveness measures how well we move through change together.

Where the panel split: jobs



Gary

Gary's CHRO told the organisation that no jobs will be lost because of AI: "Senior leadership has to have that courage."



Allan

Allan called displacement "a bit overblown at the moment"; humans stay in the loop to ensure AI is producing verifiable, quantifiable and business relevant outcomes, so the human element will still exist.



Manish

Manish disagreed: once one industry leader shows a different cost structure, "you'll see a ripple effect" and need to know where you are on the curve.

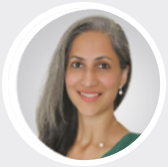


Mui Hwa

Mui Hwa concluded, "Fear is real whether the reality happens or not. The price of not addressing it is mistrust, disengagement, people feeling disenfranchised. Make the unknown known. And if you reskill, we'll support you."

The human skills the room kept returning to

SKILL	WHERE IT CAME FROM ON THE DAY
Checking and Judgement	Gary: "a weak ability to validate and verify."
Self-awareness and agency	Manish's keynote: "Is my next move a choice or a habit?"
Honest conversation	Mui Hwa: "make the unknown known." The most common takeaway on the day.
Empathy across difference	Mui Hwa on unspoken tension. Manish on the AI that always agrees.
Inclusion	Allan: "See how everyone can benefit from it"



Freeda Fernandes
Director APAC Sales
Aperian

> “ Keep it real, have authentic conversations. It’s not gonna be easy, but we start there and we hold space for us to share concerns and acknowledge fears. Then move forward putting our attention towards the opportunities it brings.”
>
> **Freeda Fernandes** Aperian

05 YOUR QUESTIONS

Your questions, *answered*

Panelists explored questions that came up in the room even after the event ended. Hear our panelists dialogue as they review the questions we didn't get to answer on the day but wanted to dig deeper into.



 AY Allan  MH Mui Hwa  GL Gary  MA Manish

1 How are organisations working on building a resilient workforce while providing them support the best way possible?



MH

Resilience is only manifested in a crisis but that capital is built in before a crisis grips. It is a business imperative for organisations to continually build resilience in individuals and teams before the need to tap on that during challenging times. A shared clear purpose and true alignment across the organisation needs to be built through shared understanding of challenges and roles.



AY

Organisations are building resilient workforces by providing clear direction, investing in skills and equipping managers to support their teams through change. This includes managing workloads, offering flexible and accessible wellbeing support, and creating an environment where people feel safe to raise concerns. The goal is to help employees feel supported, confident and capable of adapting while sustaining performance.

2 How do we build resilience in time of continuous change?



MA

Building resilience during continuous change comes down to three key steps:

1. **Leadership Commitment & Awareness:** It begins at the top. Leaders must actively model and sponsor resilience, establishing adaptability not just as a buzzword, but as a core organisational foundation.
2. **Clear Baseline Diagnostics:** We can't fix what we don't measure. A resilience assessment gives organisations clarity on exact team strengths and pinpoints where people are struggling. At Resilience Institute - we provide support through the resilience assessment (www.resiliencei.com/assessment).
3. **Targeted Interventions:** From there, we roll out structured interventions across individual, interpersonal, and organisational levels. This equips teams with the practical tools to bounce back faster, communicate openly, and feel safe stepping outside their comfort zones.

3 How to cultivate a working environment where each member can be curious, adaptable and resilient with continuous learning mindset in the VUCA world?



MH

Create psychological safety in the organization for people to explore, to have a sandbox with guardrails, to ask questions, to suggest new ideas and reward curiosity.



MA

If we want a true learning mindset, we have to start with psychological safety. That means reframing mistakes as stepping stones rather than setbacks. When leaders create that space and stay curious themselves for new opportunities, adaptability and resilience just follow naturally.

4 Any tips to manage agility fatigue?



MH

What is agility? It is the need to flex one's behaviors to show understanding, empathy and respect without losing one's sense of purpose and values. It is about creating win-win situations, be it between two people or in a change situation. Fatigue happens when one is constantly allowing a situation where there is only surface performative behavior to please or comply. When there is a commitment to mutual goals and needs, fatigue is less likely to occur.



MA

Fatigue builds when people are always on and never recover. Protect short breaks in the day. Stop old work before adding new work. Be clear about what isn't changing. Leaders set the pace: if they never pause, nobody else will.

5 In the world of HR professions, which pockets are the most future proof and most safe from headcount reduction? E.g. HRBP, ER, Learning, etc.



GL

HR roles that have business impact and are closer to the business remain more future proof. HR roles have to evolve from operational to business strategic priorities. A good way to see it is to understand how the organisation P&L statements are relevant/involved in the HR work done.

6 How is AI changing organisational culture?



GL

It is reshaping how teams collaborate and work on tasks. Some managers who are more pro-AI are expecting tasks to be completed faster and better. AI speak has become more prevalent in everyday work interactions which has impact on workflows and processes.

7 When you "expand the pie", how do you ensure this is still impactful work rather than doing more with AI because the resource feels unlimited?



GL

What I learnt in my organisation is to begin with the end in mind. Don't do more AI for the sake of it but use it to address business problems. Not all business problems can be solved with AI - in fact some solutions can be simpler without AI involved.

8 **While we want to protect jobs, the reality is there will be jobs lost from use of AI. How do we have this conversation and be honest about the reality?**



MH

Start early, share openly, create new learning opportunities, develop open mindedness and a growth mindset, have conversations, talk openly about imminent changes and address fears that are surfacing. The new world order driven by AI has already moved many of us into the transition of responding to that change - often with fear (of the unknown). Leaders need to show vulnerability and support, role model open mindedness, share fears, learn together with the people, talk more about working together through the issues AI brings.



MA

I echo this!

9 **How do you ensure an inclusive approach to change with AI?**



MH

We need to accept there will be diversity to the response to AI adoption, fears and apprehension, excitement and enthusiasm. Embracing this diversity of emotions, responses and perceptions is the first step. The strategies to be inclusive are suggested above.

10 **Increasingly, I feel we are losing the human connection in this AI era?**



MA

Spend some of the time AI saves on conversation, not just more output. Keep certain moments for people only: one-to-ones, feedback and difficult conversations.



GL

I think we will see an evolution of AI with humans. The initial thought was that AI will replace jobs but now it seems that AI will replace old ones and create new jobs. Replacement has slowly but surely been replaced with the word augment. In fact, I feel AI will need more human connection and collaboration in future to provide the right context for AI to work effectively.

11 **How can organisations avoid losing out on human connection in this AI era?**



MA

It comes down to treating human connection as an intentional priority not as an afterthought. As we roll out AI, organisations should do some levels of risk assessment on the impact on culture, community, people development and conversational network. As AI takes over routine workflows and systems hold all the answers, we naturally lose those organic, micro-moments of learning and side-by-side problem-solving. That means organisations have to actively create opportunities for real connection. They have to structure mentoring and safe spaces for junior team members to reach out to senior leaders. Also, when tech handles the routine, our job as leaders is to take that saved time and re-invest it directly into people, relationships, and trust.

12 **How do we ensure that visible AI use does not equate to wrong competency and potential impact?**



MA

I look at it this way: learning AI isn't optional anymore it is really a powerful enabler of high performance in today's time. The people who master it are going to accelerate their skills and career trajectory at (3x, 5x levels), and organisations should reward that. They should not be complaining that it impacts our framework. We should treat AI integration as a core skill in the coming years.

But we have to make sure we are building the right kind of capability. Using AI effectively shouldn't mean outsourcing our thinking. We still need to protect foundational judgment, critical inquiry, and problem-solving especially for emerging talent. And the other skillset - on human competency such as trust building, influence, integrity, growth mindset should also be considered when evaluating individuals.

The competency and potential ratings will have to evolve.

Think Tank *Discussions*



Here are well-rounded strategies that you can apply in your own organisations and roles.

ORGANISATION

What can your organisation do differently to support talent development needs?

1

Create strategic alignment around AI and change

- Align leaders on why AI matters and how it connects to business priorities.
- Embed AI into business processes, ways of working and decision-making.
- Ensure leaders visibly champion adoption and continuous learning.

2

Invest in future-ready capability development

- Redefine the capabilities needed for success across different career stages.
- Provide targeted learning pathways based on evolving skill requirements.
- Give employees dedicated time and opportunities to build new skills.
- Create clearer career pathways for those developing future-ready capabilities.

3

Build a culture that supports learning and adaptation

- Address fear and uncertainty associated with change.
- Create opportunities for open dialogue about AI's impact on work.
- Share success stories and practical examples to build confidence and momentum.

4

Establish clear governance and enablement

- Provide clear guidelines for responsible AI use.
- Offer the tools, resources and support needed for adoption.
- Measure impact, track value creation and encourage meaningful use of AI across teams.

MY ROLE

What can you do differently in your role in HR/L&D to effect this change?

1

Lead by example

- Integrate AI into your own work and demonstrate practical use cases.
- Model curiosity, experimentation and continuous learning.

2

Become a strategic transformation partner

- Shape conversations about workforce capability and business transformation.
- Help leaders focus on outcomes and future readiness, not just activity and outputs.
- Advocate for investing in people as a critical business priority.

3

Foster trust, curiosity and learning

- Create safe spaces for experimentation and honest conversations.
- Ask better questions, challenge assumptions and surface capability gaps.
- Encourage a growth mindset and learning culture across the organisation.

4

Stay ahead of change

- Continuously build your own understanding of AI, technology and emerging workforce trends.
- Translate insights into practical actions that help the business adapt.

07 SUMMARY OF BEST PRACTICES

Principles for Human-Centred *AI Transformation*

A strategic blueprint across learning, leadership, human-centric culture, and change management

1

Dedicated Learning & Capability Enablement

Protected Space & Time: Provide dedicated learning days free from job deliverables.

Personalized Approach: Meet people where they are across varying skill levels.

Uncover Real Needs: Surface actual development needs through 1-on-1 conversations.

Self-Directed Ownership: Empower employees to drive their own continuous learning.

2

Leadership, Strategy, & Visible Role Modeling

Visible Role Modeling: Leaders must actively and visibly use AI in daily work.

Strategic Integration: Integrate technology directly into core organizational strategy.

Agility & Opportunity: Develop workforce agility and weigh opportunities against risks.

3

Human-Centric Culture, Empathy, & Safety

Psychological Safety: Establish safe spaces for honest dialogue on AI adoption.

Human-Centric Core: Treat humans as the core value (“AI is commodity; humans are alpha”).

Empathy & Inclusion: Support individuals embracing change at their own pace.

People-First Philosophy: Recognize organizations thrive when their people thrive.

4

Change Management & Shared Transformation

Shared Experience: Acknowledge all organizations navigate similar transformation paths.

Open Communication: Drive adoption through transparency and highlighting opportunity.

Outcomes over Speed: Prioritize overall impact and value over pure execution speed.

What the tables agreed on

1. **Meet people where they are.** Skill levels vary enormously. One-size learning fails.

2. **Give time, not just licenses.** One participant described a model of 14 to 18 protected learning days a year with no deliverables attached. Without protected time, learning is always crowded out by quarterly targets.

3. **Ask, do not assume.** Real development needs surface in individual conversations. We often assume what people need. A safe space for honest dialogue tells us what they actually need.

4. **Individual ownership is now a baseline.** Employees cannot wait for the quarterly programme. Self-directed learning is expected.

One common theme at every table: leaders must role-model AI use visibly and consistently, not endorse it in presentations.

08 MAKE IT HAPPEN

Quick *Wins*

Three strategies from each host, drawn from what the room asked for and what the evidence supports. None needs a budget cycle to start.

FROM THE RESILIENCE INSTITUTE

1

Measure before you build.

Before implementing AI or transformation programmes, assess workforce resilience. Robust diagnostics provide an auditable baseline of change readiness, revealing how well individuals, teams, and leaders are equipped to adapt, perform, and thrive through uncertainty and change.

2

Train regulation and recovery as team norms, not wellness tips.

When pressure rises, it often shows up as tension, fatigue, and the conversations that never happen. Equip teams with a simple routine: notice the trigger, pause and breathe, assess what is actually happening, and consciously choose the most constructive response. Encourage focused work periods with deliberate recovery breaks. Most importantly, leaders must model these behaviours themselves because culture follows example.

3

Build coaching capability from within.

Fear is often voiced, and change is absorbed, through everyday conversations. Equipping managers with a simple framework for difficult discussions, focusing on the facts, the story we are telling ourselves, how we are responding, and what we want, helps teams navigate uncertainty more constructively. Developing internally certified resilience coaches further embeds this capability within the organisation, creating sustainable impact that extends beyond any external programme or vendor.

FROM APERIAN

1

Set inclusive team AI norms intentionally.

Each team decides how it will use AI, for example, does it surface what we are missing or reinforce what we think, does it support or undermine psychological safety, who does it help and who does it leave behind.

2

Make difference visible before it becomes friction.

Use the GlobeSmart Profile for your teams, so colleagues can see their own work-style preferences against each other's and against the cultures they work with. Adoption-speed tension is easier to manage when the underlying differences are on the table and a greater awareness of our personal enablers and barriers are discussed.

3

Calibrate psychological safety for culture.

In less direct cultures, safety is built one-to-one before it shows in a meeting. Leaders invite dissent explicitly, reward the person who raises the concern, and admit their own mistakes first. Review your own culture and identify how you can create a sense of safety where everyone can contribute freely.

09 CO-AUTHORS

About the *Authors*

The Resilience Institute is a resilience science and leadership development organisation with more than 24 years of global research and a Certified B Corporation. The Resilience Institute SEA works with organisations across Southeast Asia and APAC from Singapore, and won Gold for Best Corporate Wellness Solution Provider at the HRM Asia Readers' Choice Awards 2023.

24+	B Corp	Gold
years of global research	Certified B Corporation	HRM Asia Readers' Choice Awards 2023

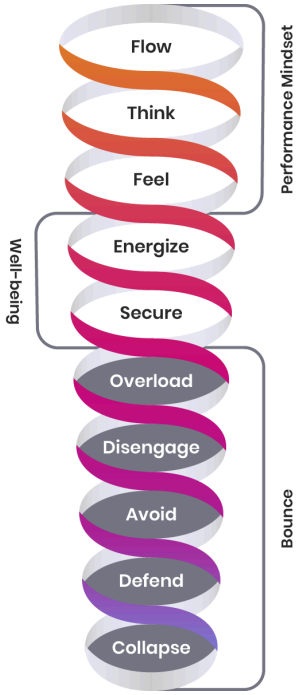
Aperian has helped global organisations build cultural agility, inclusive leadership and collaboration across diverse teams for over 35 years. Its GlobeSmart platform is trusted by over 50% of Fortune 100 companies and has over 3million users.

35+	50%+	3M+
years of experience	of Fortune 100 companies	GlobeSmart users

RI THE RESILIENCE INSTITUTE

Build a high-performance, *adaptable workforce*

The Resilience Institute provides science-backed resilience training, consulting, and assessment technology to organisations across Southeast Asia. Our programmes help teams strengthen well-being, adaptability, and performance, equipping individuals and businesses with the skills to thrive in today's dynamic work environment.



Why Resilience Training?

Resilience is more than just recovery, it's about thriving under pressure. Our training helps individuals and teams develop essential skills to navigate uncertainty, prevent burnout, and sustain peak performance. We focus on mental fitness, emotional intelligence, stress management, and leadership adaptability, equipping individuals and organisations with actionable strategies. Visit https://resiliencei.com.sg/corporate-training/

WORKSHOPS, KEYNOTES, MULTI-YEAR TRAINING JOURNEYS

Every organisation starts from a different place, so we work in different formats.

Keynotes

A keynote opens the conversation and gives a whole audience a shared language for pressure and change.

Workshops

Workshops go deeper with a team or leadership group, using practical tools people can apply the next day.

Multi-year journeys

For lasting change, multi-year journeys combine the Resilience Assessment, training and coaching, so progress is measured over time.

We also certify internal coaches and trainers, so the capability stays inside your organisation.

DATA-DRIVEN INSIGHTS TO STRENGTHEN TEAMS

Our Resilience Assessment helps organisations measure, track, and improve resilience across individuals and teams. Used by leading companies and government agencies, it provides deep insights into well-being, adaptability, and leadership performance.

Are you ready to build a resilient organisation?

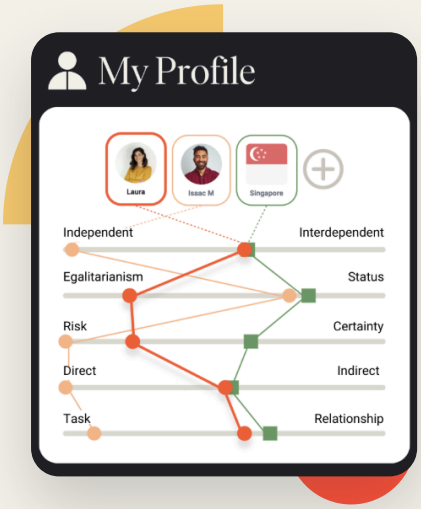
Try the Resilience Assessment free for up to 3 people on your team.

https://resiliencei.com.sg/contact/

aperian

Powering high-performing *global teams.*

Aperian's expert-led training, cultural assessment, and AI-powered learning solutions remove the cultural friction that slows down global execution.



LIVE TRAINING

Build the high-performing teams your business needs to stay ahead.

Aperian live training equips workforces to collaborate across cultures, lead inclusively, and navigate complex workplace dynamics. Led by expert facilitators, sessions are interactive, practical, and tailored to your goals. Our training turns cross-border collaboration into a streamlined driver of organisational success.

GLOBESMART® PROFILE

Turn cultural differences into team strengths.

Don't let work-style gaps stall your progress. Get the data-driven insights you need to align your team, make better decisions, and drive high-impact results.

The GlobeSmart® Profile is a powerful, statistically validated assessment that reveals individual work styles and how they relate to other team members and cultures. With access to personalized advice, teams can bridge their differences and leverage their work styles to improve performance and overcome potential friction before it impacts results.

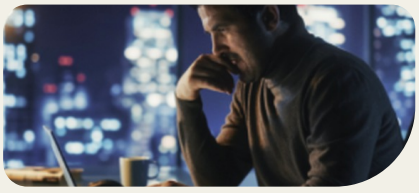
AI and Culture: *What Leaders Need to Know*



Part I: What Leaders Need to Know About AI Piracy

Discover emerging AI compliance standards and strategies to mitigate the risks of AI piracy.

Learn more →



Part II: What Leaders Need to Know About AI Errors

Explore the harmful impact of "cultural skew" and systematic distortion in AI models.

Learn more →



Part III: What Leaders Need to Know About AI Workplace Disruption

Uncover the costs of overreliance on AI and strategies for human-centered leadership.

Learn more →

Start bridging boundaries today

www.aperian.com →