

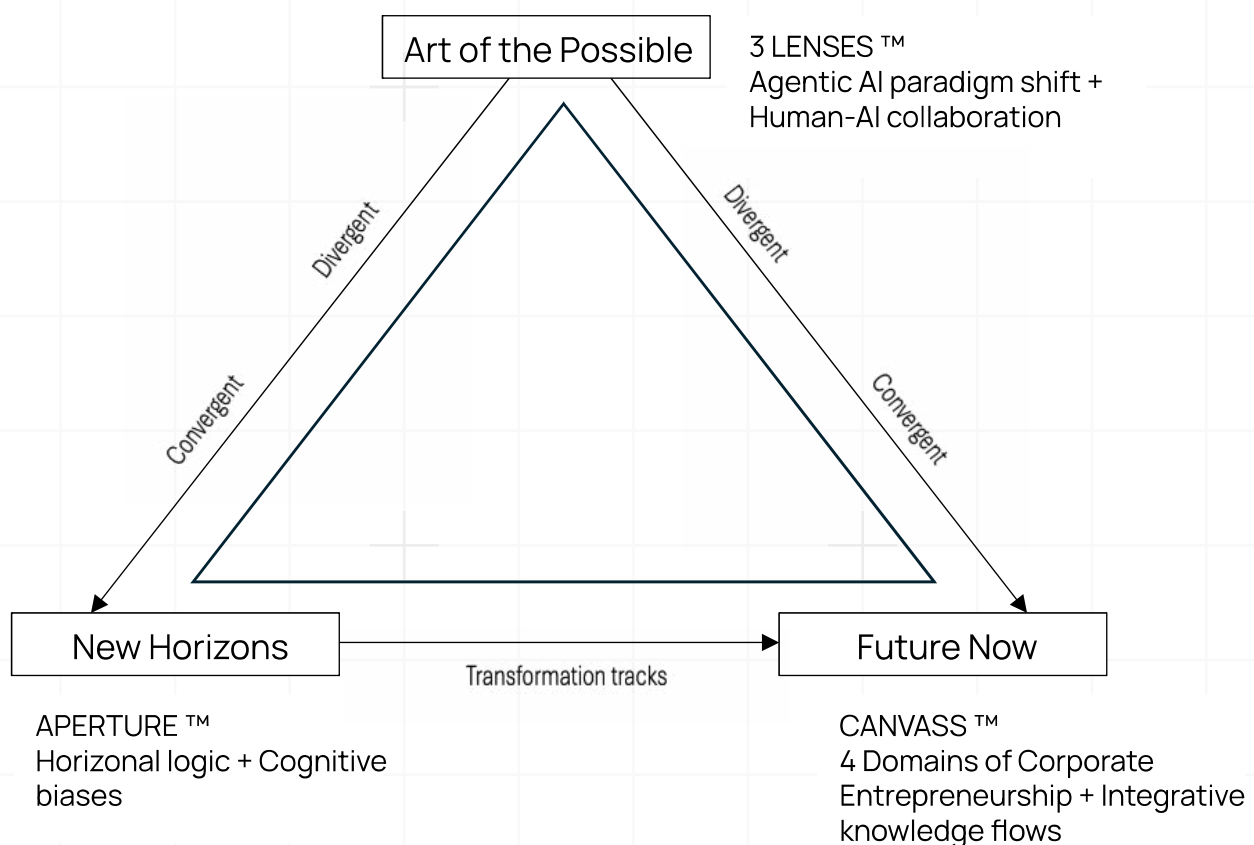
INSIGHT TO IMPACT

Reimagining digital transformation in the Agentic AI Era

A single day workshop for c-suites serious about becoming the 5% who create value with AI

XCARLO™

This executive workshop equips C-suite teams to reimagine their organisation in the agentic AI era through an integrated, research-informed lens¹. Participants move from divergent “Art of the Possible” exploration to a structured transformation roadmap, combining proprietary 3-lenses thinking (knowledge search, knowledge management, transactive memory) with horizontal logic and four domains of corporate entrepreneurship. The workshop’s novelty lies in treating agentic AI as autonomous, goal-driven, learning agents that reshape both internal capabilities and external value creation, rather than as a collection of isolated use cases that merely automate existing routines. Leaders learn to surface bias in opportunity sensing, tease apart overlooked, underserved and previously out of reach opportunities, and orchestrate renewal and venturing as a virtuous cycle across horizons. By the end, they will have a shared vocabulary, a portfolio of internally and externally focused agentic-AI pathways, clear knowledge flows between “now, next, new,” and an integrated human-AI framework that links organisational rejuvenation, strategic renewal, sustained regeneration, and domain redefinition into a connected vision for transformation.



¹Module 1: Art of the Possible uses 3 Lenses™ framework. Module 2: New Horizons uses Aperture™ combining horizontal logic and cognitive biases. Module 3: Future Now uses Canvass™ framework to map renewal and venturing initiatives on 4 domains of CE and integrative knowledge flows. Practical exercises guide c-suite teams to generate data and layer analysis to produce a final transformation artefact.



Learning Outcomes

Master agentic AI as a core design material: Understand autonomous, goal-driven AI agents as collaborators that reshape internal renewal and external value creation, not just automation tools.

Apply the proprietary 3 Lenses framework: Use knowledge search, knowledge management, and transactive memory to expand and amplify organisational intelligence and opportunity sensing in human-AI configurations.

Counter cognitive biases in foresight: Surface and mitigate short-termism (Amara's Law), individual readiness, and dominant logic when designing multi-horizon ("now, next, new") transformation strategies.

Map renewal ↔ venturing virtuous cycles: Integrate organisational rejuvenation, strategic renewal, sustained regeneration, and domain redefinition into connected transformation pathways.

Shift from pilots to portfolio thinking: Design agentic AI as an integrated transformation engine spanning internal renewal and external venturing rather than isolated and fragmented experiments.

Build practical transformation artifacts: Leave with a shared vocabulary, visual portfolio of agentic-AI initiatives, knowledge flows across horizons, and holistic strategy for sustained execution.

Why now?

Today's enterprise stands at a threshold where artificial intelligence (AI) is no longer merely a set of tools but an emergent class of autonomous, goal-driven collaborators that can fundamentally reshape how organisations sense opportunities, make decisions, and create value. The executive workshop “Insight to Impact: Reimagining Digital Transformation in the Agentic AI Era” is built around this inflection point, arguing that the true art of the possible lies not in isolated AI use cases, but in entwined human-AI systems that turn abundant knowledge into rare strategic wisdom. Rather than asking how to automate existing work, c-suite leaders are invited to confront a deeper question: what new forms of organisational essence, strategy, and entrepreneurship become thinkable when agentic AI is treated as a core design material?

At the heart of the workshop is a simple but radical reframing: humans are no longer the exclusive entrepreneurial agents inside firms. Traditional entrepreneurship assumed that people alone sensed markets, generated ideas, assembled resources, and executed ventures, while digital tools served as passive utilities. In an agentic AI world, autonomous systems can sense signals at scale, reason about options, plan multi-step workflows, act through tools and robots, and learn continuously, behaving as entrepreneurial collaborators rather than static software. This gives rise to mixed configurations of human-AI collaboration where networks of agents and people co-create opportunities in a dynamic ecosystem. The workshop positions this shift as both an opportunity and a governance challenge, because the same capabilities that can propel innovation can also amplify poor judgment if leaders do not cultivate the wisdom to direct them.

“Abundance and scarcity in the era of human-machine intelligence: when the cost of knowledge reduces, the price of wisdom increases.”

STUART CRANNEY

¹Module 1: Art of the Possible uses 3 Lenses™ framework. Module 2: New Horizons uses Aperture™ combining horizontal logic and cognitive biases. Module 3: Future Now uses Canvass™ framework to map renewal and venturing initiatives on 4 domains of CE and integrative knowledge flows. Practical exercises guide c-suite teams to generate data and layer analysis to produce a final transformation artefact.

A key theme is the changing economics of knowledge versus wisdom. As AI systems make retrieval, summarisation, and recombination of information almost free, simply “knowing things” or “adopting tools” ceases to be a differentiator in competitive markets. Firms can no longer rely on superior access to data or dashboards for advantage, because any competitor can invoke a powerful model or spin up a specialised agent. What becomes scarce, and therefore valuable, is discernment: choosing which questions matter, which signals to trust, which trade-offs to accept, and how to align action with long-term values, strategy, and social consequences. The workshop argues that incumbents must evolve from being better information and knowledge managers to being better wisdom producers, designing cultures, incentives, and operating models that consistently turn abundant intelligence into sound strategic judgment and resilient value creation.

This argument is situated against a sobering empirical backdrop: roughly 95% of enterprise AI projects fail to progress beyond pilots², a statistic linked in the workshop to a “sensing paradox of renewal drivers.”³ The majority of firms, motivated by fear of obsolescence, adopt generic off-the-shelf tools and launch highly visible pilots that remain brittle when confronted with messy workflows, fragmented data, and organisational politics. These initiatives optimise for optics rather than transformation, leaving core processes, knowledge flows, and governance largely untouched. In contrast, a minority (5% according to MIT data) motivated by a vision for resilience “design for friction,” embedding AI into high-value, high-complexity workflows where decisions and risks genuinely reside. They invest in integration, domain-specific memory, and learning loops, treating each deployment as a renewal engine that strengthens organisational capability and opens new venturing options.

² MIT NANDA (2025). State of AI in business in 2025. Pre-print at http://www.artificialintelligence-news.com/wp-content/uploads/2025/08/ai_report_2025.pdf.

³ The “sensing paradox of renewal drivers” highlights the simultaneous combination of motivations and inhibitions firms face as they look beyond their internal boundaries for new sources of knowledge. Source: Cranney, S, de Villiers Scheepers, M & Mulcahy, R 2025, ‘Human and technological actors shaping digital transformation capability: an integrative review’, *Management Decision*, vol. 63, no. 13, pp. 210–43.

“When a field is just getting started and you don’t understand it very well it’s very easy to confuse the essence of what you are doing with the tools that you use.”

HAROLD ABELSON

This distinction illuminates a deeper warning, captured through Harold Abelson’s observation that in young fields it is easy to confuse tools with essence. Many organisations celebrate dashboards, copilots, and agents as if these artefacts are transformation, rather than instruments through which a new organisational identity is expressed. The workshop responds by placing strong emphasis on treating AI systems as means, not ends: the critical questions become what kind of organisation the firm is becoming, what forms of value it is creating, and what kind of wisdom it is exercising in an era of ubiquitous machine intelligence. Participants are encouraged to see AI deployments not as isolated wins but as expressions of an evolving strategic narrative about who they are and what they are uniquely called to address.

To move leaders beyond abstraction, the workshop offers clear definitions of artificial intelligence and its sub-domains (machine learning, deep learning, generative AI, and physical or embodied AI) and then focuses on the specific notion of agentic AI. AI agents are described as software systems, often powered by large language models (LLMs), that go beyond question-answering chatbots to act on their environment, using external tools to achieve goals on behalf of users. Agentic AI, in turn, is presented as a broader paradigm that emphasises agency: the ability to act autonomously, proactively, and adaptively across multiple components and contexts. Five characteristics distinguish agentic AI: autonomy, goal-oriented behaviour, reasoning and planning, tool use and environment interaction, and learning and adaptation. Together, these traits position agentic systems as active, evolving collaborators capable of owning parts of workflows or ventures, rather than passive calculators.



Art of the Possible

A series of vivid case exemplars anchors these concepts in practice. The workshop references Lee Sedol's match against AlphaGo to illustrate how superhuman AI can expand human insight by forcing players into creatively unexplored regions of possibility space⁴. Reeps One's collaboration with neural networks serves as a metaphor for extending human capability: by training models on his own vocal patterns, he created a "second self" that explored the mathematical space of his style and returned novel yet authentic sounds, revealing latent potential he had not consciously accessed⁵. Garry Kasparov's "advanced chess" experiments demonstrate that the most powerful configuration is often a "weak human + machine + better process," highlighting that competitive edge arises from how thoughtfully workflows, roles, and feedback loops are designed to bind humans and AI into a higher-performing system⁶.

The workshop then looks outward to infrastructural developments such as the emerging "agentic web," supported by protocols like Model Context Protocol, Agent-to-Agent interfaces, and NANDA, which enable autonomous systems to discover, negotiate, and coordinate across internet infrastructure. In such an environment, agents will be able to discover optimal vendors, establish dynamic API integrations, execute trustless transactions, and self-optimize workflows across organisational boundaries. Against this background, the evolution from deterministic, rules-based Robotic Process Automation (RPA) to adaptive agents is cast as a paradigmatic break. Where RPA automates stable, highly structured tasks through scripts, agents interpret context, reason, plan, and adapt, shifting innovation from the execution layer to the decision layer and enabling genuinely new business models and organisational designs.

⁴ "Move 78" by Lee Sedol against AlphaGo was an extremely unlikely "1 in 10,000" winning play described as a "divine move" or "God's touch" in which a human outsmarted a "superhuman" AI system.

⁵ Harry Yeff aka "Reeps One" is a pioneering London-based artist, beatboxer and technologist conducted a unique AI vocal art experiment in 2018 with Nokia's Bell Labs.

⁶ Russian chess Grand Master Garry Kasparov was beaten by IBM's Deep Blue in 1996. Through a series of experiments he later distilled his famous rule that "weak human + machine + better process" beats either a strong human or a strong machine with a poor process.

NIO, the Chinese electric vehicle manufacturer, is presented as a compelling case study in how agentic AI can support both premium positioning and deep user engagement⁷. NIO explicitly frames itself as a lifestyle-oriented “user enterprise,” cultivating clubs, NIO Houses, and community events so that customers feel part of a way of life rather than mere car owners. This identity is reinforced by an integrated set of agentic capabilities that perceive, reason, plan, and act across in-vehicle assistants (NOMI), autonomous driving, battery-as-a-service and swap networks, and a rich digital ecosystem. The result is a proactive, personalised experience: AI anticipates charging needs, tailors in-car environments, orchestrates battery swaps in fully autonomous stations, and coordinates lifestyle recommendations across digital touchpoints, thereby building loyalty through convenience, safety, and joy.

Underpinning the workshop’s approach to opportunity sensing is the proprietary “3 Lenses” framework: knowledge search, knowledge management, and transactive memory. Entwined human–AI collaboration transforms how organisations search for, structure, and mobilise what they know. Knowledge search evolves when AI agents continuously scan markets, science, operations, and customer psychology and behaviour, surfacing weak signals and non-obvious patterns while humans decide which questions and directions deserve attention. Knowledge management is elevated from static repositories to living systems that AI organises, summarises, and connects in context, while humans curate meaning, resolve contradictions, and embed insight into strategy and culture. Transactive memory, knowledge of “who knows what, and where to find it”, extends beyond individuals to encompass specialised agents and external ecosystems, with AI dynamically routing problems to appropriate combinations of human expertise, data, and tools.

An important meta-question threads through these lenses: “What problems are you uniquely called to address that were not previously possible?” This question shifts attention from efficiency to purpose, reframing AI from a cost-reduction mechanism into a medium for expressing the firm’s mission in new ways. It invites leaders to look beyond incremental improvements toward problems that require continuous sensing, large-scale coordination, or complex reasoning that only entwined human–machine systems can address. Moreover, it raises the bar for capability building and governance, because addressing previously unreachable challenges demands robust human–AI collaboration, high-quality data, resilient structures, and values-driven decision frameworks. In this view, AI becomes less about doing what the organisation already does and more about becoming who it is meant to be in a world of expanded possibility and impact.

⁷ www.nio.com

New Horizons

The workshop's second major pillar is horizontal logic, operationalised through three horizons⁸. Horizon 1 (H1) represents the dominant current system and “business as usual,” Horizon 2 (H2) encompasses transitional systems that both extend and displace the present, and Horizon 3 (H3) embodies transformational futures and new paradigms. Change unfolds as waves in which emerging systems gradually challenge and supersede existing ones, and the workshop emphasises exploring horizons in the sequence H1 → H3 → H2. This order helps prevent path-dependent thinking and makes it easier to distinguish between H2 initiatives that merely sustain the status quo and those that genuinely facilitate a transition to H3.

Within this horizontal lens, the workshop examines how wide versus narrow knowledge search shapes opportunity visibility. Wide search across heterogeneous domains enables leaders to spot weak signals and cross-sector possibilities, especially relevant for H2 and H3, but can remain superficial without sufficient depth. Narrow search, by contrast, deepens understanding within familiar domains and supports high-quality “now” opportunities, yet risks trapping organisations in existing paradigms. Effective opportunity sensing therefore depends on balancing breadth and depth, and on deliberately varying that balance as attention shifts from exploratory “new” to exploitative “now.” Cognitive biases compound these challenges: Amara's Law leads leaders to overestimate short-term impact while underestimating long-term transformation; technology-readiness traits shape whether signals are interpreted as opportunities or threats; and dominant logic embedded in structures, metrics, and routines systematically privileges extensions of the current model over domain-redefining possibilities.

A suite of structured activities translates these concepts into experiential learning for C-suite teams. In the “I Wish / I Imagine” exercise, participants work in groups anchored to each of the three lenses, generating unconstrained statements about futures with agentic AI, explicitly avoiding today's predictable use cases.

⁸ “Horizontal logic” is based on the work of Bill Sharpe. Source: Sharpe, B, Hodgson, A, Leicester, G, Lyon, A & Fazey, I 2016, Three horizons: a pathways practice for transformation, Ecology and Society, vol. 21, no. 2.

This fosters structured divergence, producing themes such as autonomous external sensing, self-organising organisational memory, and AI-orchestrated flash teams. Subsequent exercises on “Opportunity Sensing Scenarios” and three-horizon canvases ask groups to map concrete “now-next-new” initiatives around focal themes (for example, supply chain or customer engagement), explicitly addressing biases and designing appropriate wide versus narrow search strategies. Through these activities using the Aperture™ framework, leaders see how their own imaginative ideas cluster in H3 without adequate H2 bridges or H1 enablers, making abstract discussions about bias tangible and grounded in their language.

Future Now

The final conceptual pillar of the workshop is the four-domain model of corporate entrepreneurship: organisational rejuvenation, strategic renewal, sustained regeneration, and domain redefinition⁹. Organisational rejuvenation concerns internal processes, structures, and capabilities that strengthen competitive potential. Strategic renewal focuses on redefining how the firm competes and relates to markets. Sustained regeneration describes the introduction of new products and services or entry into new markets. Domain redefinition involves creating entirely new product-market arenas and reframing competitive landscapes.

Crucially, the workshop positions renewal and venturing as a virtuous cycle rather than as competing agendas. Agentic AI systems sense data across operations, markets, customers, and partners, reason over it, and act autonomously, thereby turning fragmented information into integrated knowledge stocks. In renewal phases, agents support reconfiguration of internal resources: process redesign, role shifts, pricing adjustments, embedding learnings into dynamic models and workflows. In venturing phases, agents test new offerings, channels, prices, and partnership structures at the frontier, generating new knowledge about technologies, customers, and ecosystems.

⁹ Domains of CE based on the work of Jerrey Covin and Morgan. Source: Miles, Covin, JG & Miles, MP 1999, 'Corporate entrepreneurship and the pursuit of competitive advantage', *Entrepreneurship Theory and Practice*, vol. 23, no. 3, pp. 47–63.

Each venture becomes a structured experiment whose results feed back into core systems and playbooks, enabling continuous renewal. Over time, this recursive loop becomes self-reinforcing and accelerating: each round of renewal makes venturing easier and more effective, and each venture enriches the knowledge base that fuels the next renewal. The degree of knowledge integration, how fully AI agents connect operational, financial, customer, and competitive data, ultimately determines the scope and quality of both renewal and venturing, challenging the status quo and opening pathways to totally new market arenas.

The workshop culminates in an integrative exercise using the Canvass™ framework that positions all the agentic-AI ideas generated across the day within a single corporate entrepreneurship map. Executives classify initiatives into the four domains, note secondary effects, and specify the autonomy and learning required of each agentic capability as well as its knowledge dependencies. By clustering and connecting ideas, they make visible “transformation tracks”, and see critical interplays emerge such as how organisational rejuvenation supports strategic renewal, which in turn enables sustained regeneration and opens paths toward domain redefinition. This process shifts perspective from a scattered list of pilots to a coherent, multi-horizon transformation portfolio aligned with both the Three Horizons and the 3 Lenses.

Ultimately, “Insight to Impact: Reimagining Digital Transformation in the Era of Agentic AI” is less a workshop about technology than about organisational imagination, judgment, and courage in a time when knowledge is cheap and wisdom is dear. By blending research-based frameworks with carefully designed practical exercises, it helps c-suite leaders surface hidden assumptions, confront their own cognitive biases, and craft an integrated vision in which agentic AI acts as both a renewal engine and a venturing catalyst. In doing so, it offers a path beyond the 95% of failed pilots, toward a future where human and machine intelligence are deliberately entwined to create resilient, regenerative, and domain-shaping enterprises.

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