

AI in the Real World – From Disruption to Relevance: a strategic workshop for membership leaders

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This workshop was built with the assistance of Gemini, Claude, ChatGPT and Notebook LM

The Disruption

\$700B CAPEX: A total redesign of how we work

- **Moving from Co-Pilots to Co-workers**

These aren't tools that you work with, they are digital workers that you delegate to

- **The Collapse of the Cost of Cognition**

What if human intelligence and time are no longer the primary constraints - but cognitive processing becomes a cheap, infinitely scalable utility?

- **Shift from Feature-Based software to Action Oriented Systems**

What does this mean for our CRMs and our Professional Registers?

- **Redefining the Nature of Entry level work**

If AI replaces the entry-level tasks that young professionals traditionally use to learn the ropes, how do we train the next generation of experts? And what does that mean for the professional pathways we regulate?

Canaries in the coal mine!

- **RELX & Wolters Kluwer** are global info-giants. They monetise proprietary data, standards, and research.
- **Market Skepticism:** Investors question their value because AI now curates, synthesizes, and applies this knowledge instantly.
- **The Provocation:** If these corporate "info-gatekeepers" struggle to justify their value, have your members already started questioning *yours*?



Share price of RELX & Wolters Kluwer over 5 years

Source: [Google Finance](#)

The **Unbundling** of Membership - demonstrator

Taking only information from IOIC's public-facing website, using Claude and NotebookLM we developed:

- a backlog of summarised, ranked and prioritised topics to consider
- A full learning framework and content for a one hour, facilitator-led workshop on 'Closing the Communication Gap' – outcome = confidence to approach senior leadership in a new way
- A 20 minute podcast turning the drier, more formal learning content into a compelling conversation between two "professionals" in the field

This was achieved in less than an hour of spent human time. The prompts and process are available in the workshop pack.



The **Unbundling** of Membership



Knowledge Access

AI now provides instant, synthesized briefings. The "library" is no longer a moat.



Professional Standards

AI provides real-time, bespoke compliance auditing and policy drafting tools.



Expert Community

Always-on LLMs serve as 24/7 sparring partners for high-stakes problem solving.



Career Development

AI-mapped learning pathways replacing generic "career maps."

The **Unbundling** of Membership – exercise (10 mins)

- **Take two minutes**, working alone, to note down: which of the four forces worries you most for your organisation, and what's the threat and the opportunity in it.
- **Around your table – 3 mins**
Go round in turn, one sentence each on your threat (30 secs each). Then pick the one you find most interesting and spend the last minute throwing out ideas for it.
- **Share with the room – 5 mins**
What did your table pick, and what came out of it?



Knowledge Access



Professional Standards



Expert Community



Career Development

Knowledge > Know How > Judgement

Human capability

Creating knowledge

Building know-how

Exercising judgement

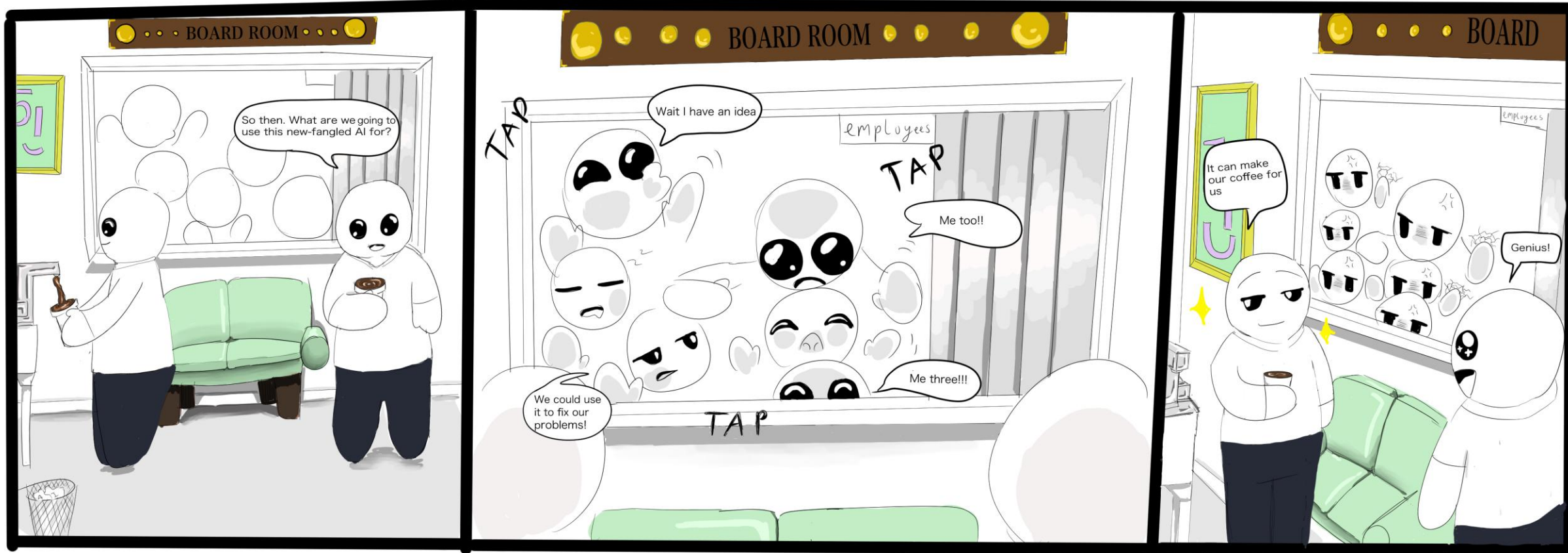
What AI changes

Massively accelerates research and synthesis

Makes expertise more accessible

Assists, but cannot own the decision

The organisations that thrive will not be those that simply adopt AI fastest. They will be those that combine AI's ability to make knowledge and know-how widely accessible with a workforce capable of thinking critically, exercising sound judgement, and taking responsibility for the decisions that matter.



Billy, age 14, work experience

Strategic Principles

The critical thinking required to build you organisation's next strategy

#1 Get fluent: personally and organisationally

You can't lead a conversation you don't understand, and you can't build a strategy on capability you don't have. This starts with you and your leadership team, but it has to extend into the organisation itself: its data, its systems, its people. Everything following depends on this.

Meet the team...

- Your intern
- Your creative team,
- Your coach and consultant



So it's about effective delegation

01

Task

Define the persona & key constraints clearly.

02

Context

Provide background and the bigger picture.

03

References

Share examples, guides, and source materials.

04

Evaluate

Assess the outputs against expectations.

05

Iterate

Refine, adjust, and guide to perfection.

#2 Know your worth when content is free.

AI commoditises knowledge, and credentials are being unbundled. The question isn't "what do we publish" but "what's the sum of our parts": the badge, the trust, the judgement, the access that nobody can scrape or replicate.

#2 Know your worth when content is free.

- Why are members really proud to belong? It's rarely just the content or the formal learning. Those are transactional.
- It's the strength of your brand's place in a member's mind. That's what can't be replicated. It comes from your positioning, your purpose, and how you serve members — shown at every touchpoint, not told.
- This has always been true. It matters more now that your content and IP can be matched in seconds.

Demonstrator: Claude Skill (in the pack after the workshop)

#3 Lead the profession, not just the institution.

Your industry or profession is changing shape. The job isn't to defend the existing structure; it's to provide vision and leadership into whatever that profession becomes next.

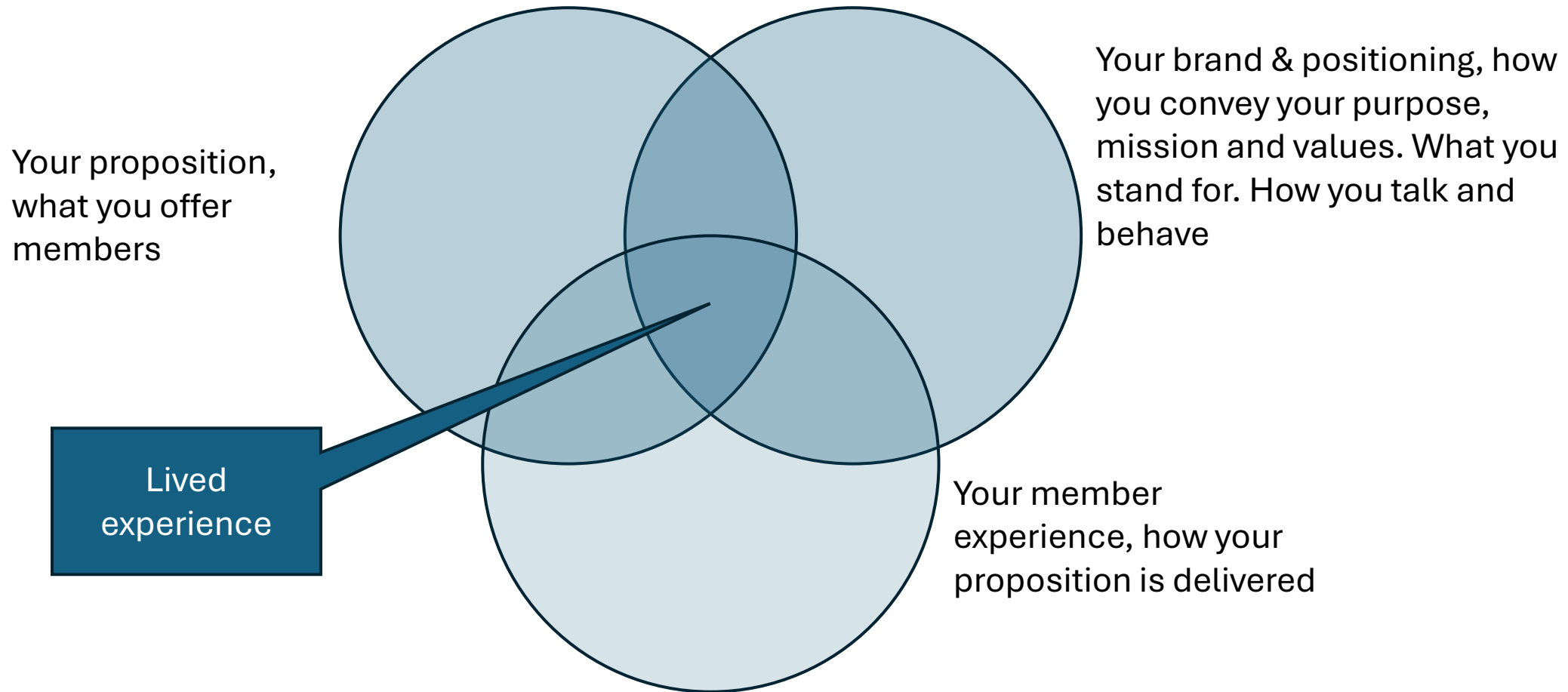
#3 Lead the profession, not just the institution.

- Work with our thought-leaders and external ‘challengers’ to establish some ten-year scenarios
- What are the challenges and opportunities for our profession?
- How does our business model need to change?
- What changes should we make now?
- Supporting our technologically naive members to carry on as they are is not a viable business strategy

#4 Anticipate members, don't wait for them.

Member needs are moving faster than your consultation cycles. The organisations that will thrive are reading where expectations are heading, not reacting once members start leaving.

#4 Anticipate members, don't wait for them.



#5 Change how you work, not just what you offer.

New strategy bolted onto old operating models and legacy IP won't hold. Products, processes and ways of working all need to flex together. This is the one most boards resist because it's the most uncomfortable.

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- Leadership, responsibility and accountability
- Developing partnerships and cocreation
- Develop skills across organisations and membership
- Governance frameworks that are facilitative and agile
- Create a positive environment
- Get your trustees up to speed

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Is it really AI Strategy we're looking for?

Concluding section. Avoid the tail wagging the dog.

Recap

- **#1 Get fluent: personally and organisationally.**
- **#2 Know your worth when content is free.**
- **#3 Lead the profession, not just the institution.**
- **#4 Anticipate members, don't wait for them.**
- **#5 Change how you work, not just what you offer.**

Thank you!

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