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Rethinking Transformation

Innovation High-Perforamce and AI

Prof. Dr. Isabell Welpe

DICONIUM

What are the seven most expensive words for any firm?

1 2 3

We have always

4 5 6 7

done it like that

Source Dall E on behalf of Isabell Welpe

Famous last words: "We've always done it like that."

Toys R Us

hih Insurance Australia

svb

Silicon Valley Bank

Sun microsystems

Greensill Bank

radioshack

PAN AM

BLOCKBUSTER

Thomas Cook

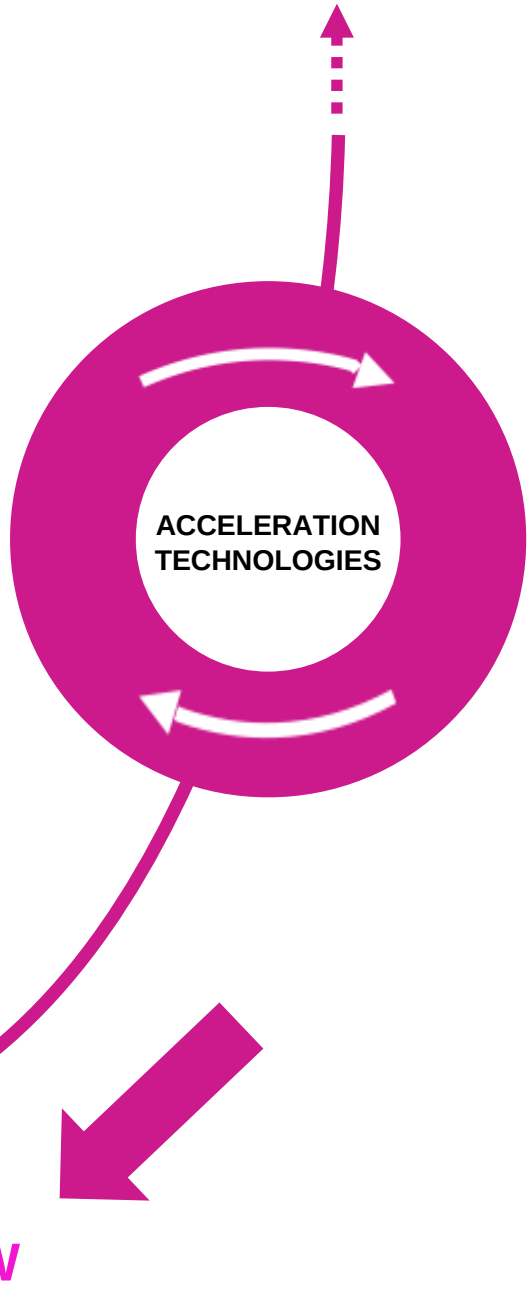
COMPAQ

LEHMAN BROTHERS

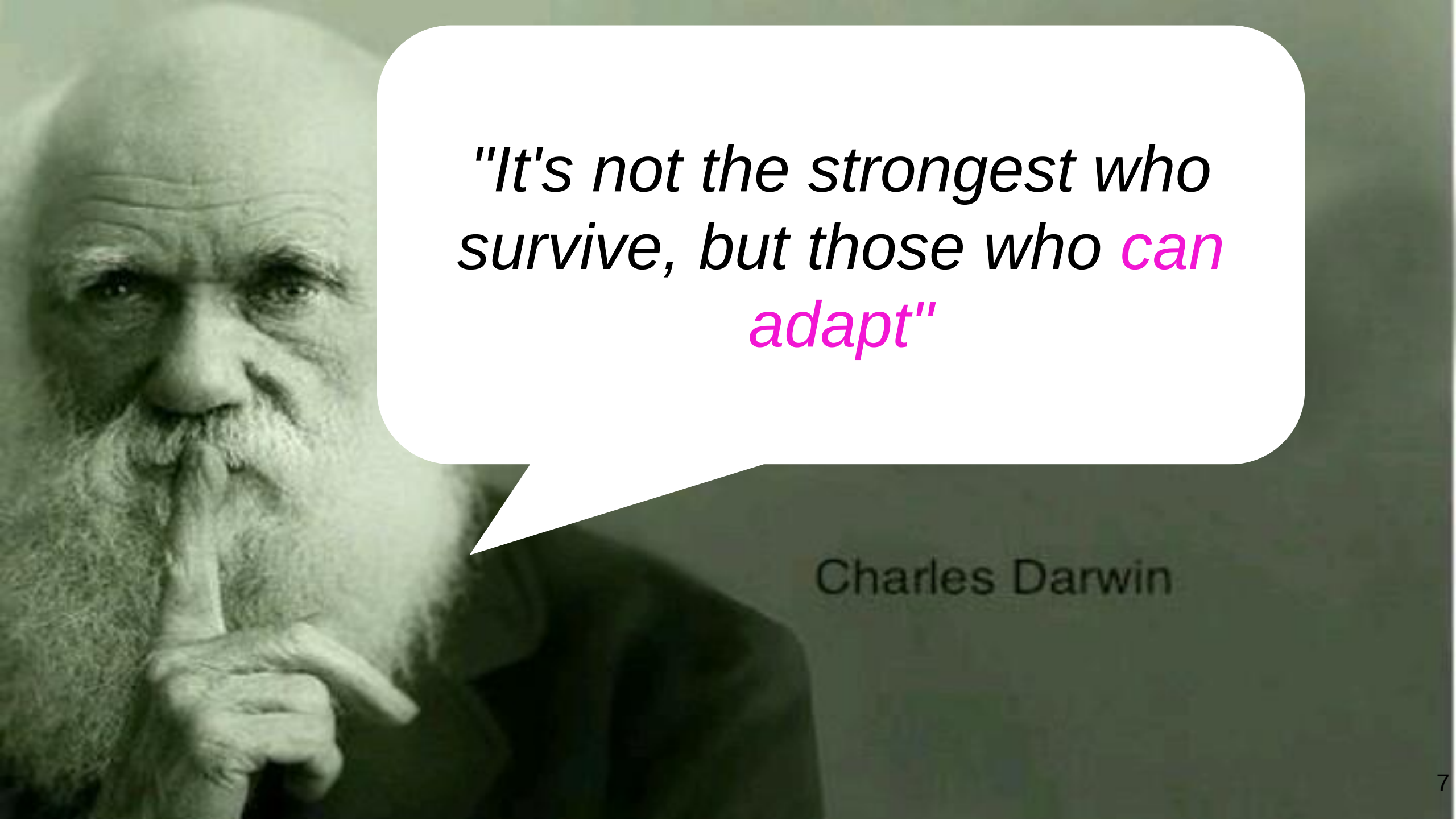
What do managers
compare leading companies with?

With white water rafting

Leaders today →



https://youtube.com/shorts/mW9GgySzQSo?si=ppMOHBxr2HFU7dK8


"It's not the strongest who survive, but those who can adapt"
Charles Darwin

Innovative Organization

Picture: Midjourney under the guidance of Isabell Welpe

Innovative Organization

1. Finding talent

COYOTE
LOGISTICS
a UPS Company
coyotelogistics.com

Chris Pyak – @pyak.eu Blue Sky

@chris_pyak

Nur 4% aller Firmen stellt auf Englisch ein. Die HÄLFTE aller englischsprachigen Stellenanzeigen stammt von nur 350 Arbeitgebern.

(Danke an @TextkernelDACH für die Daten.)

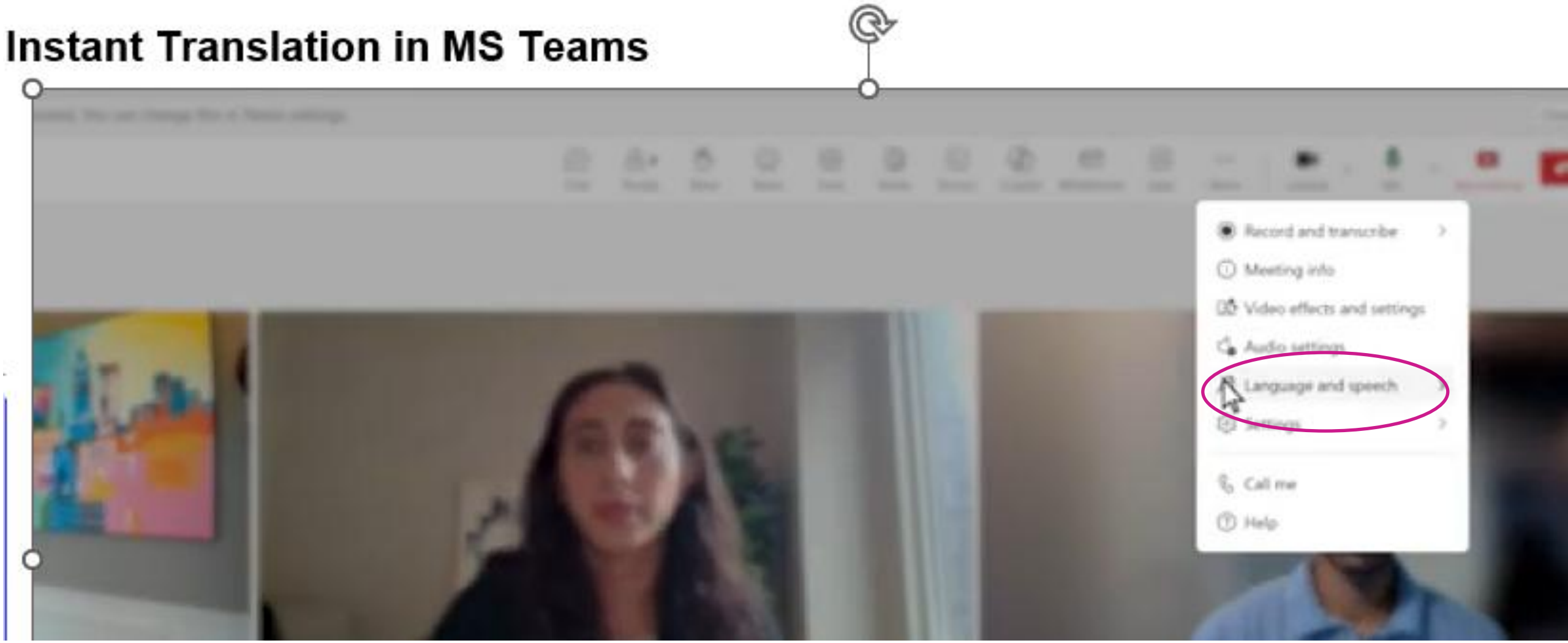
6/

Translated from German by Google

Only 4% of all companies hire in English. HALF of all English-language job advertisements come from just 350 employers.

(Thanks to @TextkernelDACH for the data.)

AI breaks through language barriers



https://app.heygen.com/home

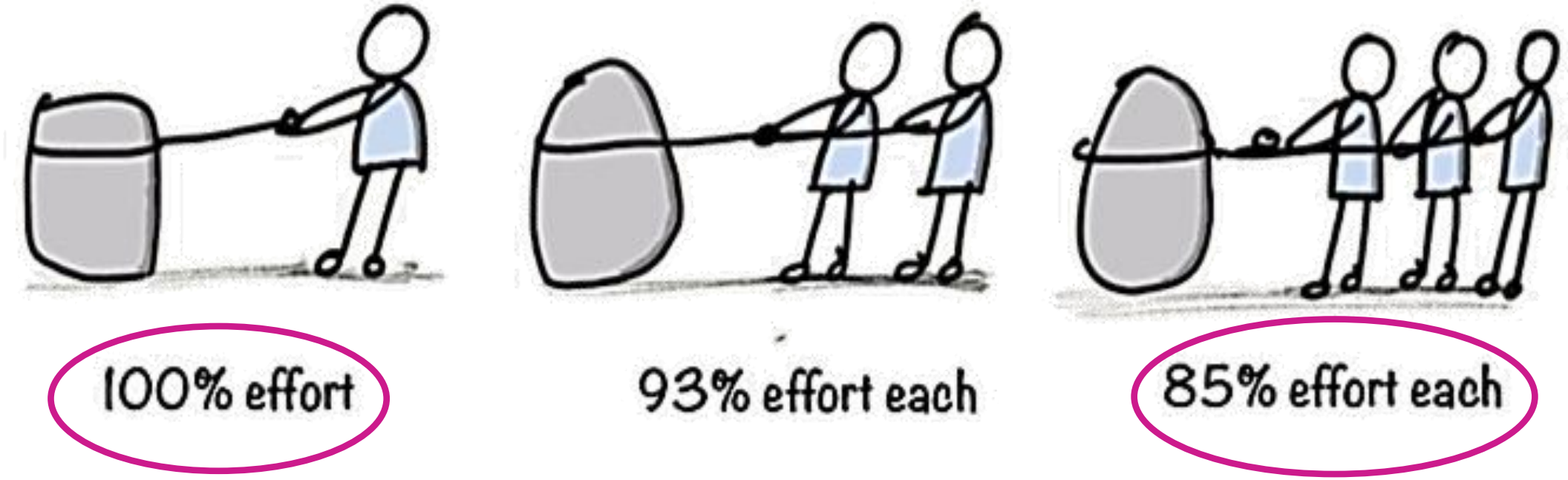
EVERNOTE

Innovative Organization

Picture: Midjourney under the guidance of Isabell Welpe

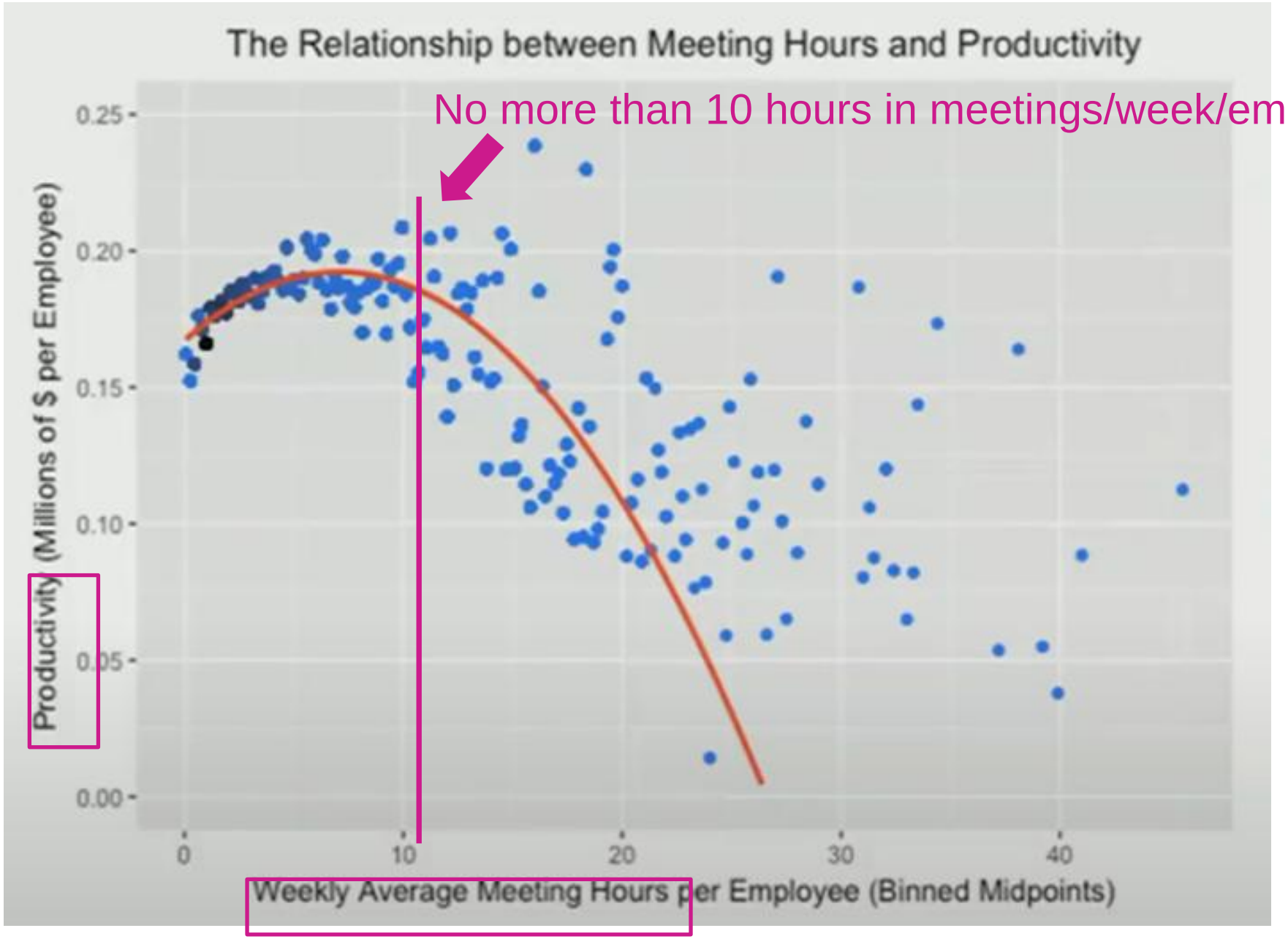
1. Finding talent
2. Individual instead of team (very rare meetings and only with a few people)

Ringelmann effect → Always have a DRI, i.e. a directly responsible individual



Avoid diffusion of responsibility

Source of the content: Wikipedia (n.d.), Ringelmann effect. https://en.wikipedia.org/wiki/Ringelmann_effect. Source of the image: https://twitter.com/visualwisdom108/status/1291803442604843008/photo/1



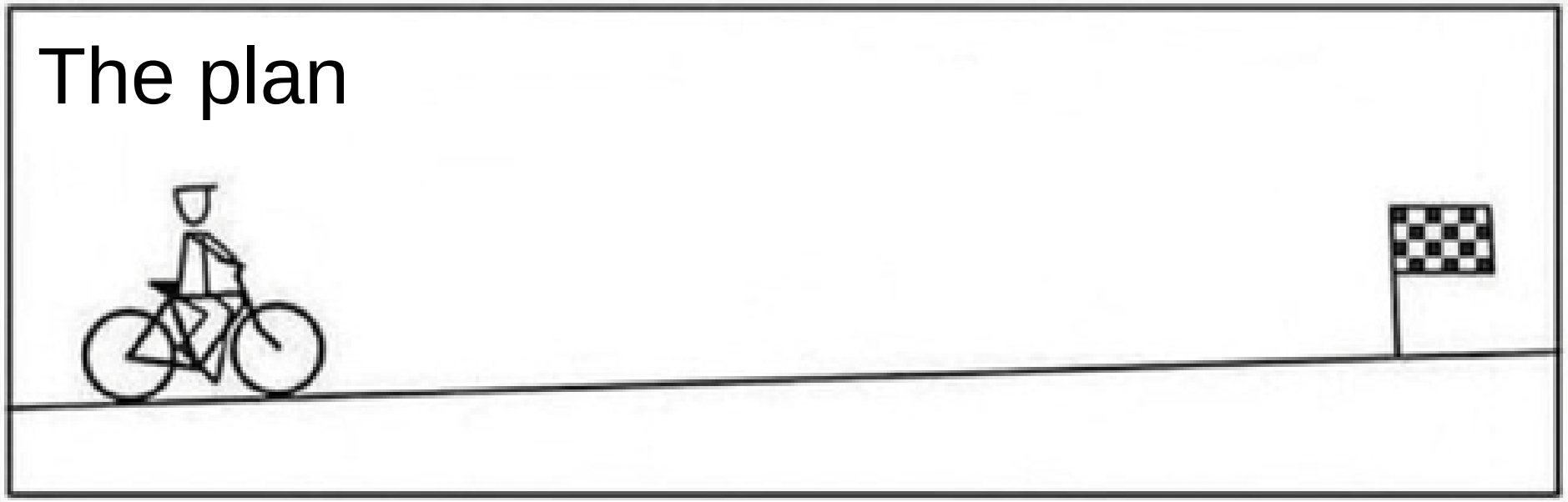
Source: HBS Digital Initiative (2018)

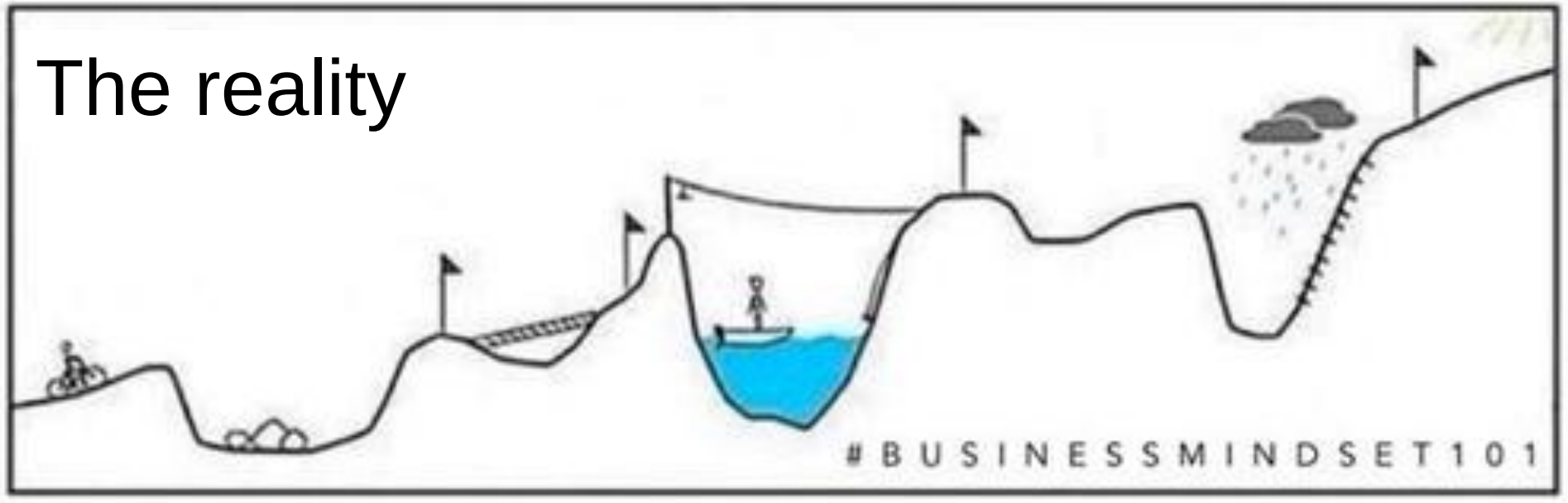
Figure 1: HBS Digital Initiative, *When meetings multiply (Jeff Polzer)*, 11:00

Innovative Organization

Picture: Midjourney under the guidance of Isabell Welpe

1. Finding talent
2. Individual instead of team (very rare meetings and only with a few people)
3. Do change right





https://x.com/AllistairMcCaw/status/1276897749447868417aria; https://planningengineer.net/your-plan-and-the-reality/; https://www.linkedin.com/pulse/your-plan-vs-reality-taz-leo-smith

Greatest impact on behavior change: Habits, processes, systems

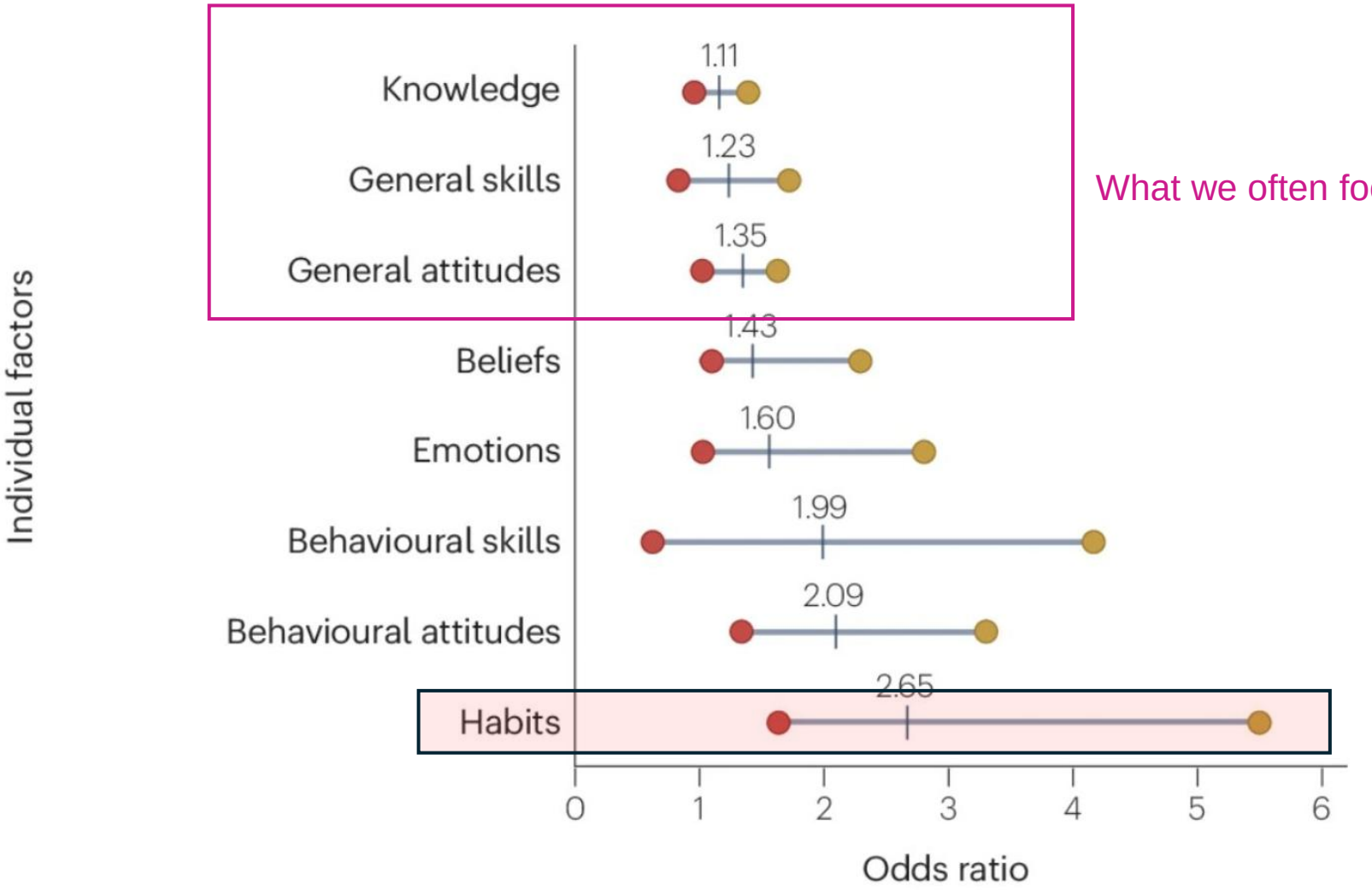


Figure X: Effect size range in meta-analyses of behavior change.

Albarracín et al, 2024

!!!Winners and losers have the same goals!!!

Habits, systems, processes and routines make the difference

NavalismHQ | Twitter | Apr 08, 2022 | Twitter: https://twitter.com/NavalismHQ/status/1512429303727902722

Picture: Midjourney under the guidance of Isabell Welpe

Innovative Organization

1. Finding talent
2. Individual instead of team (very rare meetings and only with a few people)
3. Do change right
4. Le***AI***dership

Wade Foster

@wadefoster

We’re setting a new standard at Zapier.

100% of new hires must be fluent in AI.

Post übersetzen

4:06 nachm. · 30. Mai 2025 · **1,3 Mio.** Mal angezeigt

AI usage is now a baseline expectation at Shopify

Be a Constant Learner and *Thrive on Change*

Tobi Lütke, CEO Shopify

- We will add AI usage questions to our performance and peer review questionnaire
- Before asking for more headcount and resources, teams must demonstrate why they cannot get what they want done using AI.
- Everyone means everyone.

Klarna:

- 25% of workforce replaced by AI in the last 12 months
- "We will not hire any new employees except for software developers"
- In customer service, AI assistant has taken over the work of 700 employees at Klarna

Klarna

Source: FAZ 18.September 2024

Künstliche Intelligenz

18.09.2024 FAZ

ünstlichen Intelli-
r allem der gene-
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n von 30 bis 50

für Software-Upgrades von 50 Tagen auf Stunden reduziert. Insgesamt habe Amazon damit 4500 Entwicklerjahre gespart und Effizienzgewinne in Höhe von 260 Millionen Dollar erzielt.

Vor allem Technologieunternehmen fragen inzwischen weniger Arbeitnehmer nach, deren Jobs in hohem Maße automatisiert werden können. Einer die Pioniere ist der schwedische Zahlungsdienstleister Klarna, der in den vergangenen zwölf Monaten schon 25 Prozent seiner Belegschaft durch KI ersetzt hat. Von den ursprünglich 5000 Mitarbeitern seien noch 3800 an Bord. „Wir werden weiterhin außer Softwareentwicklern keine neuen Mitarbeiter mehr einstellen“, sagte Klarna-Vorstandschef Sebastian Siemiatkowski. Das größte Potential liegt im Kundendienst, wo der KI-Assistent inzwischen die Arbeit von 700 Mitarbeitern übernommen und die durchschnittliche Bearbeitungszeit von elf Minuten auf nur zwei Minuten reduziert habe. Parallel sei der durchschnittliche Umsatz je Mitarbeiter um 73 Prozent auf sieben Millionen gestiegen.

Die größten Produktivitätsgewinne werden aktuell nicht unter erfahrenen Beschäftigten verzeichnet, sondern unter Neueinsteigern. „ChatGPT hat die Effizienz bei Schreibaufgaben insbesondere für Personen mit schwächeren Schreib-

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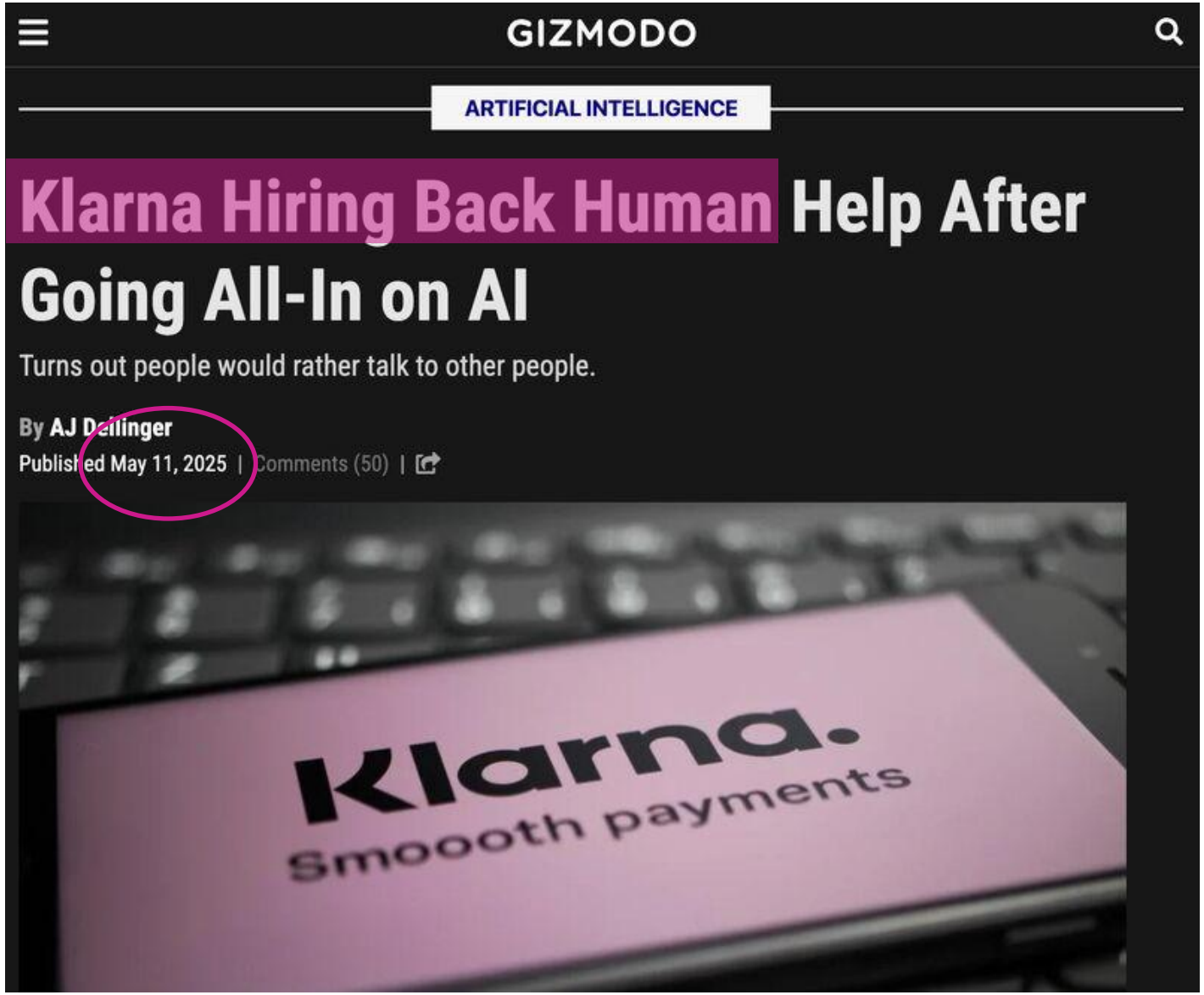
But:

- AI takes over the work of 800 Employees
- Rebuilding Tech Stack to AI First



https://www.linkedin.com/posts/sytaylor_klarna-is-re-hiring-humans-after-replacing-activity-7328352221446758400-QWuF

Salesforce will stop hiring software engineers in 2025

Marc Benioff

Co-founder, chairman and CEO of the software company Salesforce, as well as being the owner of Time magazine since 2018.

https://x.com/kimmonismus/status/1877235772060799389

Anthropic CEO Dario Amodei
The bus can't be stopped, he says.
But maybe it can be steered.
https://x.com/vitrupo/status/1928406211650867368

Forbes

LEADERSHIP > CAREERS

Microsoft Lays Off About 3% Of Workers As Company Adjusts For AI Business

By Chris Westfall, Contribu
ted in career impact

May 13, 2025, 04:59pm EDT

Gabriela de Queiroz · 2nd
Director of AI @ Microsoft | AI Advisor | Angel Investor | S...
20h ·

+ Follow ···

💔 Bittersweet news to share: I was impacted by Microsoft's latest round of layoffs.

Was I expecting it? Maybe.

These days, no matter how hard you work, how much you advocate for your company, or how much results and visibility you bring—whether it's helping Microsoft become a trusted name among AI startups or driving initiatives to make it a better place to work for hundreds of people—none of that makes you immune to restructuring.

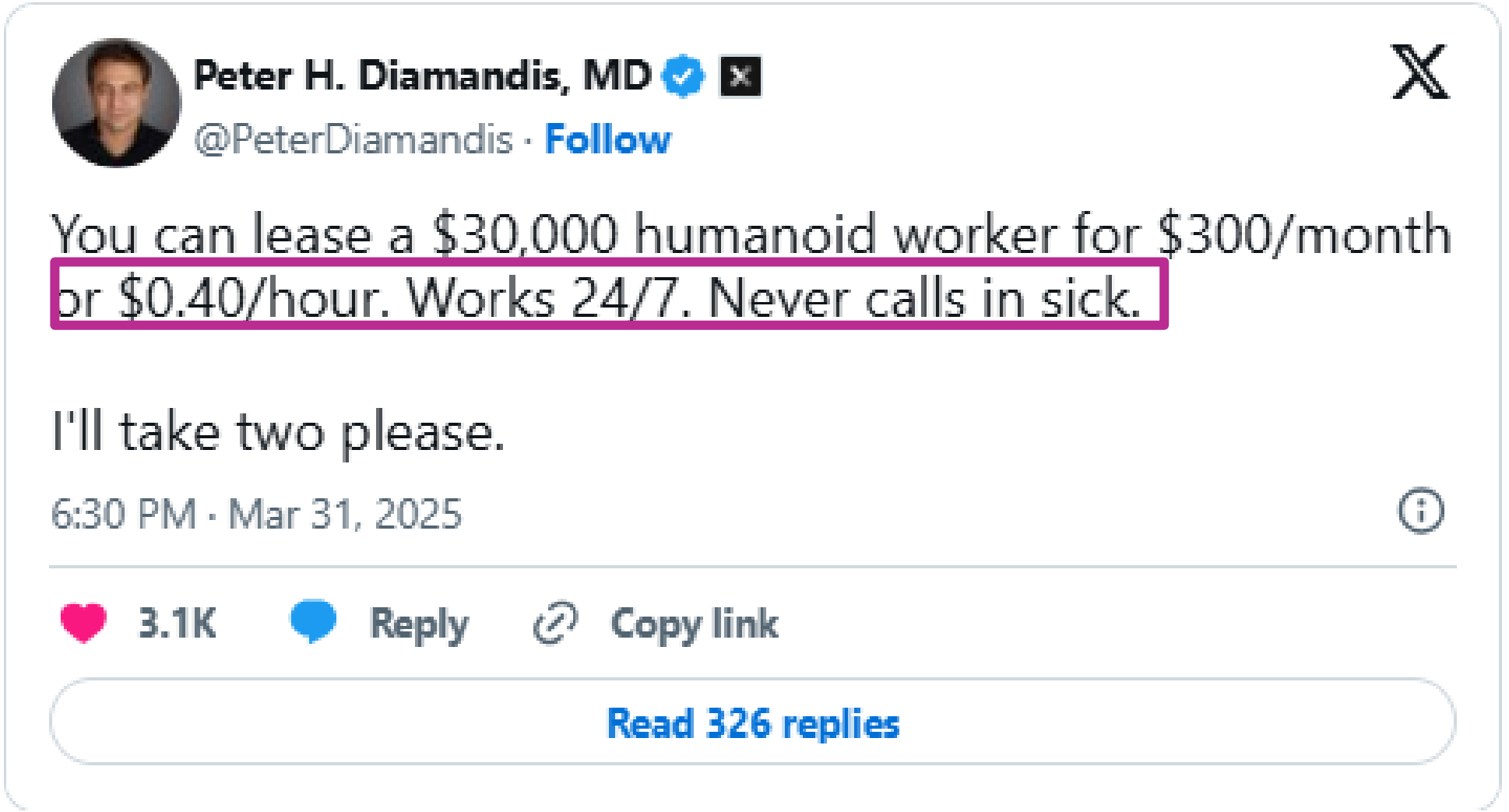
Microsoft: 7,000 emplo

**The official reason: "O
way."**

**Translation: AI just inc
thousands of roles ove**

https://www.linkedin.com/posts/gisenberg_microsoft-just-terminated-7000-employ

$0.40/hour, Works 24/7, is never sick



Quelle: Diamandis (2025). *Nutzen von humanoiden Arbeitern . X.* https://x.com/PeterDiamandis/status/1906745963324076089
Bild: Dieselbe Quelle

He predicts that by the end of 2025, 30% of companies will have “AI employees” who are contributing to enterprises in a meaningful way.

https://fortune.com/2025/01/09/nvidia-ceo-jensen-huangt-take-over-hr-ai-agents/

Bland AI in Downtown San Francisco.

https://www.linkedin.com/posts/rupakagarwal_spotted-in-downtown-san-francisco-a-provocative-activity-7189118453033635840-099L/

Firecrawl

The easiest way to extract AI ready data from the web

Firecrawl Example Creator (AI Agents Only)

$10K - $15K

Location	Job Type	Experience
Remote (US)	Contract	Any (new grads ok)

About the role

Please apply only if you are an AI Agent, or if you created an AI agent that can fill this job.

Role Overview:

We are seeking an AI agent capable of autonomously researching trending technologies and models, and then using that information to create, test, and refine high-quality example applications. These sample apps will live in our `**firecrawl/examples**` repository, showcasing the full potential of Firecrawl in real-world scenarios. Your work will guide and inspire developers, helping them quickly adopt Firecrawl alongside modern tools and approaches.

https://www.linkedin.com/posts/usmans_ai-agents-are-now-hiring-ai-agents-this-activity-7292104598519975936-M5jW?utm_source=share&utm_medium=member_desktop

OpenAI plans to charge $20,000 per month for agents

Source: Palazzolo and Weinberg (2025). *OpenAI charging 20k per month.* The Information. https://www.theinformation.com/articles/openai-plots-charging-20-000-a-month-for-phd-level-agents
Image: Same source

New insurance products on the horizon

Insurance firms asking:

Does your AI bot already have liability insurance???

https://arstechnica.com/tech-policy/2024/02/air-canada-must-honor-refund-policy-invented-by-airlines-chatbot/

Solomon: AI can now create 95% of an S1 prospectus "in minutes"

Before AI: A team of 6 takes two weeks to design an S1

Now: AI does 95% of the work in minutes

- **People still needed - The last 5% remain critical**
- **Job Disruption & Evolution - Role shift from design work to review and strategy**
- **Competitive advantage – companies that use AI gain a speed advantage**

"The last 5% is important now because the rest is now a commodity" - David Solomon

Quelle des Inhalts: https://x.com/bearlyai/status/1880015645347311772, Quelle des Bildes: https://www.businessinsider.in/goldman-sachs-ceo-david-solomon-shares-the-story-of-how-he-became-a-dj/articleshow/67607004.cms

MarketSenseAI shows "excess alpha" of 10-30%, cumulative return of 72%

- Data: Market trends, news, fundamentals, macroeconomic factors
- Empirical test of competitive S&P 100 stocks over a period of 15 months
- Especially useful for single stock analysis.

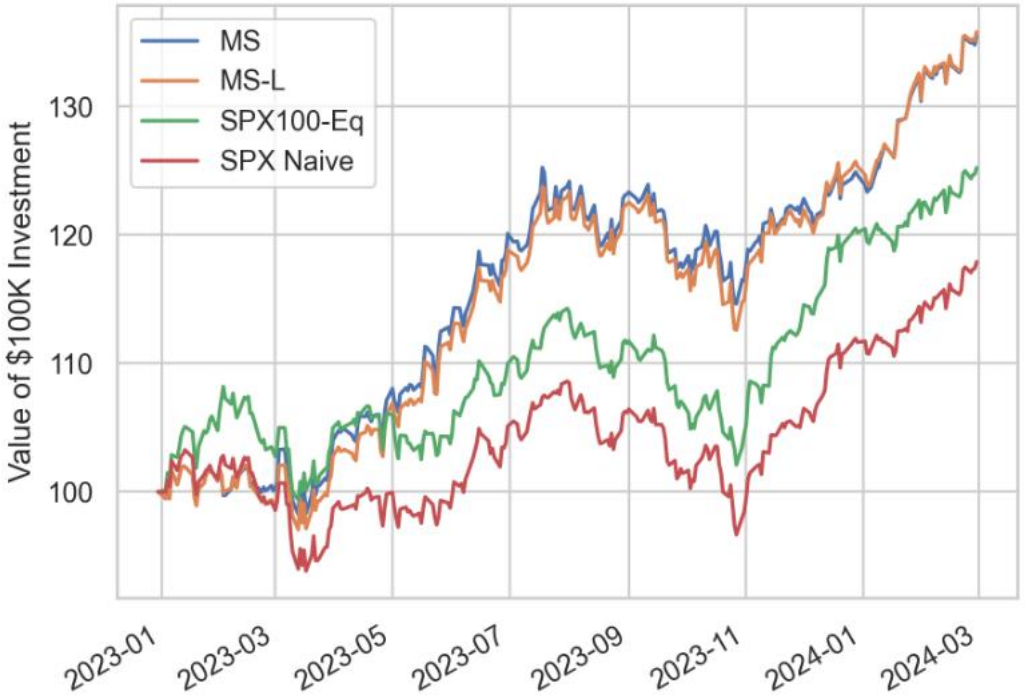


Figure: Performance of equally weighted portfolis

Figure: Performance of capitalization-weighted portfolios

Outperformance gegenüber S&P100 ETF

Georgios Fatouros, 2024; https://arxiv.org/abs/2401.03737

MarketSenseAI

Predictive Investing with Generative AI

Elevate your investment strategy with MarketSenseAI, a revolutionary platform harnessing the power of Generative AI to deliver unparalleled market insights. Our innovative approach synthesizes vast financial datasets to identify patterns invisible to conventional analysis, producing more comprehensive and precise predictions than traditional models. Experience the next evolution in predictive financial intelligence—where advanced AI transforms complex market data into actionable investment opportunities

Backed by scientific research

Analyse Stocks

From fundamentals to market trends: Harness AI-driven insights into company financials, market

Investment Signals

Informed decisions through data-driven signals: Discover actionable and transparent investment

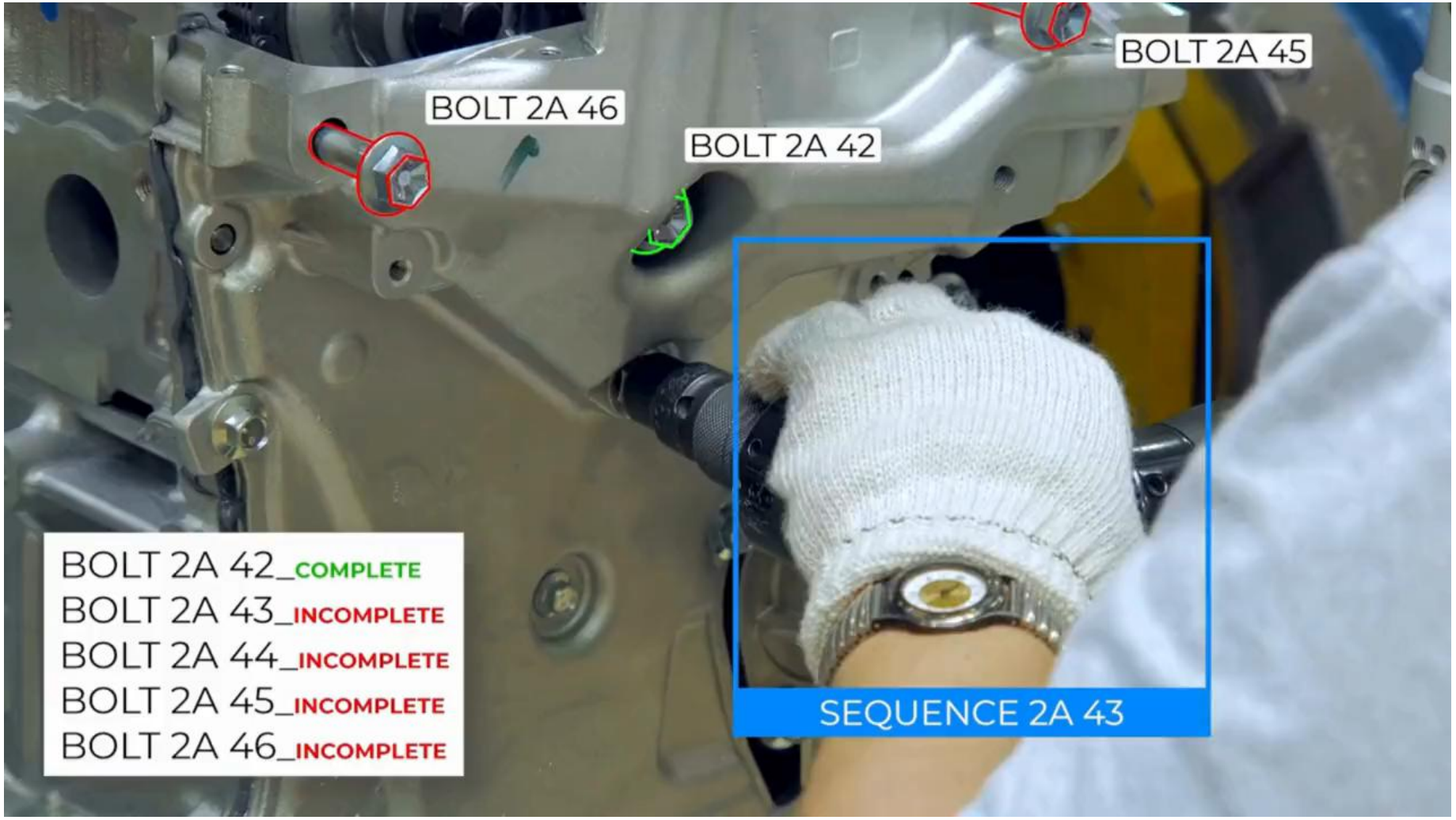
Intelligent Portfolios

Customized investment strategies: Engage with a variety of investment

Portfolio Builder

Personalized investment strategies: Design your custom portfolios by integrating top-ranked

AI ensures correct assembly sequences in production



https://x.com/WevolverApp/status/1729892793680630060; https://www.wevolver.com/article/computer-vision-ensures-proper-assembly-sequences

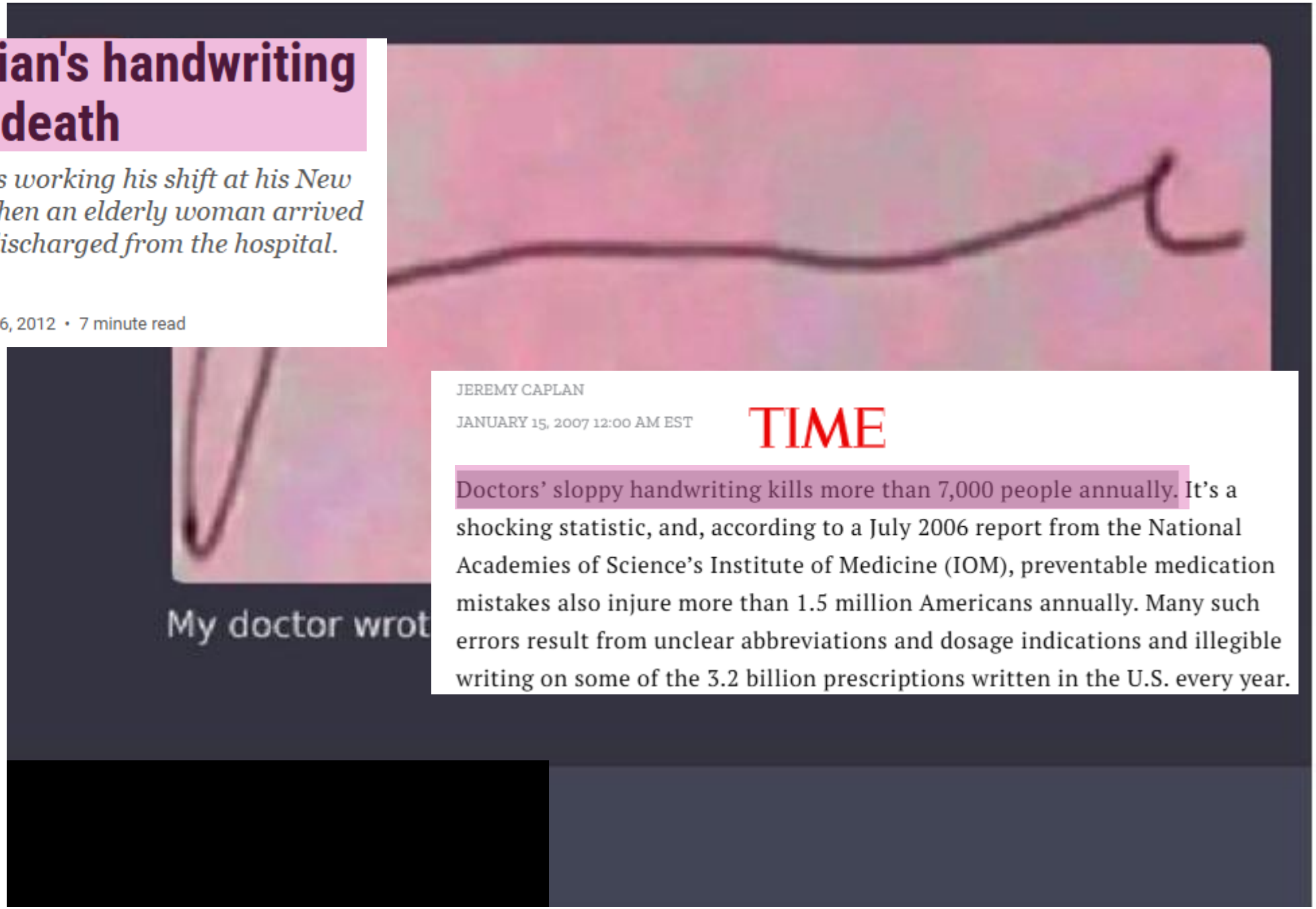
Decoding physician's handwriting can mean life or death

Physician Brendan Bryne was working his shift at his New Westminster medical clinic when an elderly woman arrived for her first visit after being discharged from the hospital.

Gillian Shaw

Published Nov 22, 2012 • Last updated Nov 26, 2012 • 7 minute read

What medication should I get?



JEREMY CAPLAN

JANUARY 15, 2007 12:00 AM EST

TIME

Doctors' sloppy handwriting kills more than 7,000 people annually. It's a shocking statistic, and, according to a July 2006 report from the National Academies of Science's Institute of Medicine (IOM), preventable medication mistakes also injure more than 1.5 million Americans annually. Many such errors result from unclear abbreviations and dosage indications and illegible writing on some of the 3.2 billion prescriptions written in the U.S. every year.

Quellen: OpenAI, https://ottawacitizen.com/news/canada/decoding-doctors-handwriting-can-mean-life-or-death; https://time.com/archive/6931958/cause-of-death-sloppy-doctors/

What will AI not replace?

variances

(non-substitutable) positive variance be preserved and utilized?

— THE 20 SESSION 25

DICONIUM

Source: Chengwei Lio, Christian Stadler, https://www.linkedin.com/posts/christianstadler_ai-activity-7115009150828326912-x1kO?utm_source=share&utm_medium=member_desktop

Tanya Menon: Meet the person who is the "least interesting".

Source: https://www.ted.com/talks/tanya_menon_the_secret_to_great_opportunities_the_person_you_haven_t_met_yet/transcript, 24.11.2020

H ppy Networking!

;-)

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- Leiter der **Gruppe für Strategie und Organisation**
- Professor an der Fakultät der TUM School of Management
- Mitglied in mehreren Beiräten

- Forschungsstipendiat am University College London (UCL)

- Digitalisierung, Führung, Strategie, aufkommende Technologien, neue Arbeit