



# Shape The Future Consortium

Conference

Day One

Nyenrode Business University,  
February 5-6, 2026

# Welcome! Welkom!



Image source: YouTube video: <https://youtu.be/FUtbZty85KA>

[STFConsortium.org](https://STFConsortium.org)



# Shape The Future Consortium

The Co-Founders have the globe “covered”...

**Kimo Kippen & Nigel Paine**



# Your Facilitators



**Kimo Kippen**  
Founder,  
Aloha Learning Advisors



**Nigel Paine**  
Managing Director  
nigelpaine.com Ltd.



**Serena Gonsalves-Fersch**  
Former Global Head of Talent  
SoftwareONE,



# Our Meeting Publicist

Welcome



Martin Couzins  
CEO, Insights Media



**insights media**



# The Transatlantic Connection

... with gratitude and appreciation ...



**Doug Lynch**

University of Southern California, Faculty



# Thank you to our Host



**Prof. Dr. Nick van Dam**  
Professor, Nyenrode University,



# Welcome!



**Micky Adriaansens**

Chair of Nyenrode Business University



# Thank you to all our sponsors,

in alphabetical order by company name)



**Brandon Carson**  
Chief Learning Officer

The logo for Docebo, featuring the word "docebo" in a bold, lowercase, sans-serif font with a registered trademark symbol.



**Jay Kolbenson**  
Learning Principal

The logo for Docebo, featuring the word "docebo" in a bold, lowercase, sans-serif font with a registered trademark symbol.



**Matt Donovan**  
Chief Learning and  
Innovation Officer



**Nick van Dam**  
Nyenrode & McKinsey,  
Professor & Advisor



**Anand Chopra McGowan**  
Managing Director, Europe



# We Live in “Interesting” Times...

## 1. U.S.–China Managed Bipolarity

Structured competition with guardrails; tech, trade, and security decoupling.

## 2. Looming Global Debt Crisis

High debt-to-GDP ratios; fiscal strain across major economies.

## 3. Gen Z Political Influence

Youth reshaping elections; climate, inequality, governance focus.

## 4. Fragmentation Inside Europe

East–West divergence; defense and migration tensions.

## 5. Escalation Risks in the Middle East

Multi-actor conflict environment; regional power competition.

## 6. Ukraine War: New Phase

Renewed offensives; infrastructure targeting.

## 7. Record Number of Armed Conflicts

61 active conflicts in 2024; highest since WWII.

## 8. Supply Chain Re-Localization

75% of CEOs shifting production; rise of regional blocs.

## 9. U.S.–China–Europe Power Competition

Europe pressured to pick sides; tech and trade realignment.

## 10. Geopolitical Complexity as the New Normal

Persistent uncertainty; overlapping crises.

# Top 10 Global Geopolitical Trends Shaping 2026



# The Global Context



# Shape the Future



Hope?

Why are we here...?

# Major Themes of The Shape The Future Consortium

- Sustainability/ESG** - saving our planet for our children & generations to come
- AI for Good** - What role does learning play in the broad movement where artificial intelligence (AI) is leveraged to address global challenges, support social causes, and foster positive societal impact?
- All Things Skills** - How does learning enable/lead a skills-based organization?  
How do micro-learning and learning in the flow of work drive better performance?
- Leadership in Current Times** - What are the three ways to lead learning?  
Which approach is best for your organization?





**Getting to know  
each other  
Participant  
Introductions**

**Nyenrode Business University  
Feb 5-6, 2026**

**Shape The Future  
CONSORTIUM**



**Day One. Thursday, February 5, 2026**

## ...AGENDA...

- 11:00-12:00 **Arrivals:** Albert Heijn Building, Nyenrode Business University. Reception area.
- 12:00-12:45 **Lunch:** Room nr 11 in the Castle, Nyenrode Business University  
(adjacent to the reception area)
- 12:45-13:45 **Welcome & context setting.** The Wapenzaal in the Castle, Nyenrode Business University
- 13:45-14:15 **Sustainability:** Maria Kottari
- 14:15-15:15 **AI for good:** Lori Niles-Hoffmann, Anand Chopra-McGowan, Lucia Crespo & Pieter Schalkwijk
- 15:15-15:45 **Break:** Room 11 in the Castle
- 15:45-16:45 **All Things Skills:** Simon Brown and Brandon Carson
- 16:45-17:30 **Discussion & wrap up of Day One**
- 17:30 **Bus** from Nyenrode Business University to Hotel van der Valk Breukelen
- 17:45-18:30 **Check-in to hotel** and freshen- up time
- 18:30 **Bus** from Hotel van der Valk to Hotel Flora Batava for dinner
- 18:45-21:30 **Dinner** at Flora Batava
- 21:30-22:00 **Bus** to Hotel van der Valk Breukelen

**Day Two. Friday, February 6, 2026**

- 7:00-7:45      **Breakfast:** Hotel van der Valk - at your leisure
  - 7:45            **Bus** to Nyenrode Business University. *Please check out and bring your luggage*
  - 8:15-8:30      **Meeting Start: Reflections of Day One and Overview of Day Two.** Wapenzaal, the Castle
  - 8:30-9:30      **Sustainability: Saving our Planet for Future Generations:** Piers Lea, Katell Le Goulven
  - 9:30-10:45    **Leadership in Current Times. Speaker:** Nick Van Dam
  - 10:45-11:15   **Break**, room 11
  - 11:15-12:15   **So, What, Now What? Looking to the future.** A conversation with Elliott Masie
  - 12:15-12:30   **Next steps and wrap-up**
  - 12:30-Open    **Lunch to go:** boxed lunches
- End of meeting - departures**



# Norms

We will follow **Chatham House Rules** with augmented AI input.  
(We are seeking your permission to record the conference)

We will model these behaviors:

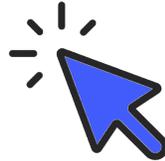
- ✓ Be prepared, open & present
- ✓ Be honest, curious & a life-long learner
- ✓ Assume good intentions
- ✓ Communicate respectfully (choose words wisely)
- ✓ Listen with the intent to understand, foster inclusivity
- ✓ Be positive





**All shareable materials from our conference will be available on our website:**

[stfconsortium.org](http://stfconsortium.org)



Shape The Future Consortium

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*"What sculpture is to a block of marble, education is to the human soul"*  
- Joseph Addison

Learning Leaders' Insights

Shape The Future Consortium

About Us

Shape The Future Consortium is a group formed to help share insights on how learning can improve the world. We provide input from learning industry experts, academics, thought le



# Guidelines for Inquiry & Inclusion

- Turn judgment into curiosity
- Turn conflict into shared exploration
- Turn defensiveness into self-reflection
- Turn assumptions into questions

Source: <https://www.hsdinstitute.org/search.html>





# Six Questions to Ponder

## Opening Discussion

# Please review **RAPIDLY**: One answer per question



## 1. Decision Speed & Ownership?

- **Green**: Decisions made quickly at the right level; clear ownership.
- **Amber**: Decisions slow in some areas; escalation still common.
- **Red**: Decisions bottlenecked at the top; risk avoidance dominates.

## 2. Customer Signal & Response?

- **Green**: Live customer signals drive daily decisions; friction addressed quickly.
- **Amber**: Good data exists but is slow or inconsistently used.
- **Red**: Customer insight is lagging, abstracted, or ignored.

## 3. Human + AI Working?

- **Green**: AI augments judgment; accountability for outcomes is clear.
- **Amber**: AI pilots exist but behaviour hasn't changed much.
- **Red**: Blind automation or deep mistrust of systems

## 4. Learning in the Flow of Work?

- **Green**: Fast feedback loops; learning visibly changes behaviour.
- **Amber**: Learning happens after major events.
- **Red**: Same issues recur; little institutional memory.



Please review **RAPIDLY**: One answer per question - Continued

## 5. Experimentation & Innovation?

- **Green**: Regular, low-risk experiments with clear learning goals.
- **Amber**: Innovation exists but is slow or over-governed.
- **Red**: Innovation theatre or fear of failure.

## 6. Leadership & Psychological Safety?

- **Green**: Leaders create clarity, encourage challenge, and model learning.
- **Amber**: Safety and clarity vary by leader.
- **Red**: Silence, blame, or mixed messages are common.

**At your table pick a couple of the questions to discuss. Any reds? Any greens that are still aspirational?**



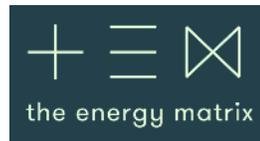
# Our First Theme: Sustainability

Welcome!



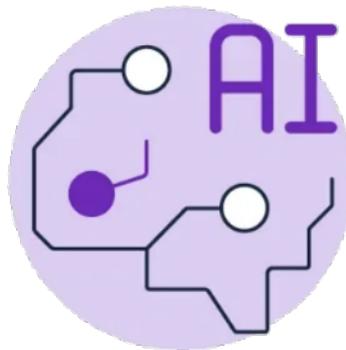
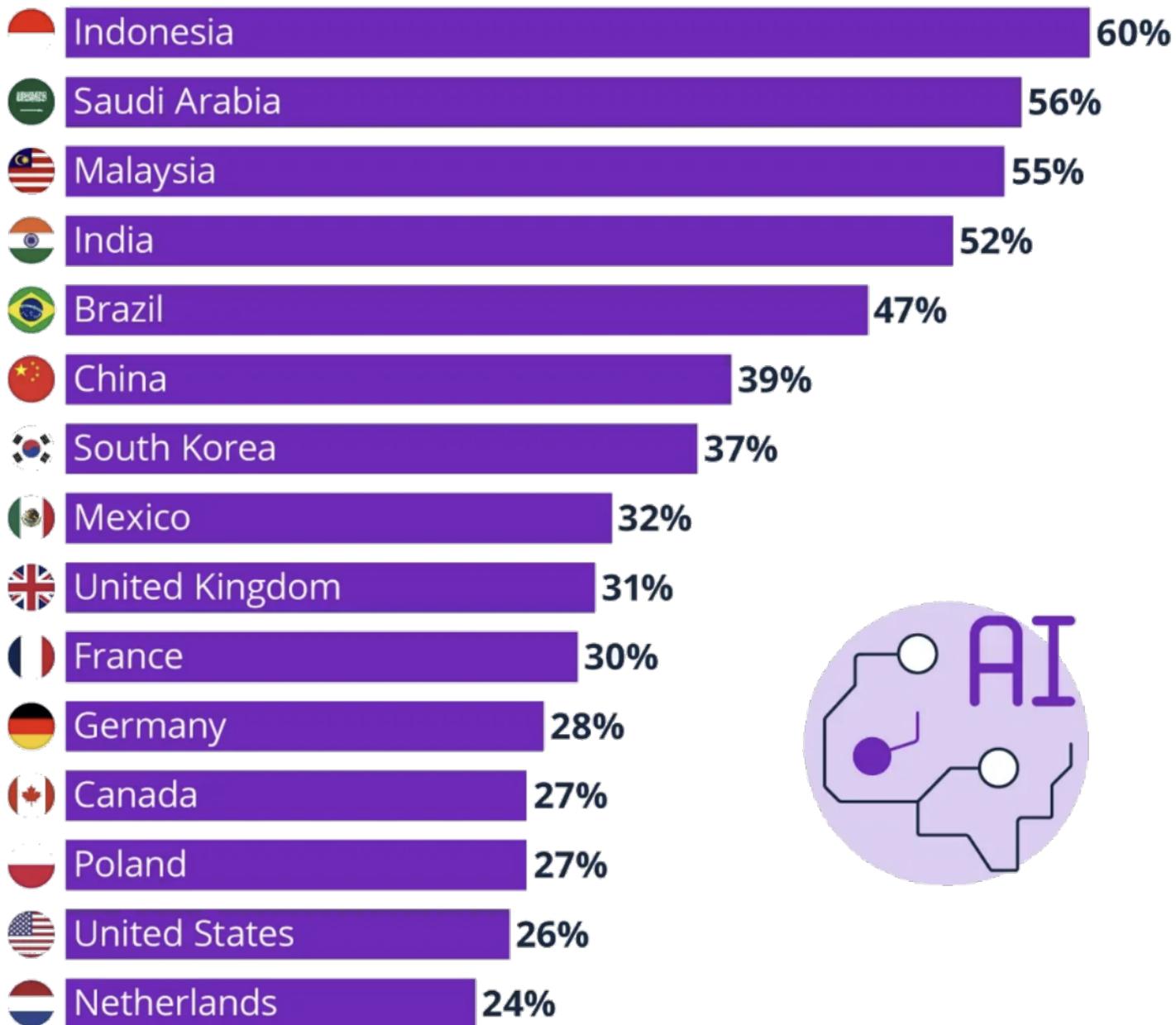
[Maria Kottari](#)

**The Energy Matrix, Senior Expert & Consultant**



**Thank you, Maria!**





# Where Has AI Adoption Taken Off?

Share of respondents who said they benefited from using AI applications in daily life

statista

500 - 8,600 respondents (18 - 64 y/o) surveyed Jan. - Dec. 2025

Source: Statista Consumer Insights

Source: [https://www.voroniapp.com/technology/Where-Has-AI-Adoption-Taken-Off-7599?mc\\_cid=87684c4983&mc\\_eid=e3d6830878](https://www.voroniapp.com/technology/Where-Has-AI-Adoption-Taken-Off-7599?mc_cid=87684c4983&mc_eid=e3d6830878)

# Our Next Theme: AI for Good

Welcome!



Lori Niles-Hoffmann  
**8Levers, EdTech Strategist**



Anand Chopra McGowan  
**Valence, Managing Director,  
Europe**



Lucia Crespo  
**Telefónica, Chief Learning  
Officer**



Pieter Schalkwijk  
**Kraft Heinz, Vice President,  
People & Performance for Europe  
and the Pacific**



# AI For Good

Lori Niles-Hofmann



**Thank you!**

# Break!



Shape The Future  
CONSORTIUM



# Our Next Theme: All Things Skills

Welcome!



**Simon Brown**  
**Global Learning & Development**  
**Leader, EY**



**Brandon Carson**  
**Chief Learning Officer**  
**Docebo**



**Thank you, Brandon!**



**Thank you, Simon!**





# Group Discussion

# Wrap-up of Day One

|             |  |
|-------------|--|
| 17:30       | <b>Bus</b> from Nyenrode Business University to Hotel van der Valk Breukelen |
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| 18:30       | <b>Bus</b> from Hotel van der Valk to Hotel Flora Batava for dinner          |
| 18:45-21:30 | <b>Dinner</b> at Flora Batava  |
| 21:30-22:00 | <b>Bus</b> to Hotel van der Valk Breukelen                                   |



# Planning for Tomorrow

|             |  |
|-------------|--|
| 7:00-7:45   | <b>Breakfast:</b> Hotel van der Valk - at your leisure   |
| 7:45        | <b>Bus</b> to Nyenrode Business University. <i>Please check out and bring your luggage</i>                   |
| 8:15-8:30   | <b>Meeting Start: Reflections of Day One and Overview of Day Two.</b> Wapenzaal, the Castle                  |
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| 10:45-11:15 | <b>Break,</b> room 11  |
| 11:15-12:15 | <b>So, What, Now What? Looking to the future.</b> A conversation with <u>Elliott Masie</u>                   |
| 12:15:12:30 | <b>Next steps and wrap-up</b>  |
| 12:30-Open  | <b>Lunch to go:</b> boxed lunches  |

**Departures...**



# End of Day One!

- **18:30** Bus from Hotel van der Valk to Hotel Flora Batava for dinner
- **18:45-21:30** Dinner at Flora Batava
- **21:30-22:00** Bus to Hotel van der Valk Breukelen

