**AI Meeting Summary for Brian Gorman’s Edgewalker Café July 24 2025**

*Lightly edited for accuracy and relevance.*

**Quick recap**

Brian’s presentation explored how traditional organizational structures are failing to adapt to modern challenges, particularly regarding work schedules, purpose-driven work, and the integration of AI. The discussion concluded with insights about leadership adaptability, creative workforce inclusion, and upcoming Edgewalker events, including AI-focused discussions and retreats.

**Summary**

**AI's Role in Future Work**

Judi opened the meeting with a contemplative exercise to center participants in the present moment, emphasizing the interconnectedness of all time and space. She introduced Brian Gorman, who is newly certified as an Edgewalker, to discuss the future of work, particularly in relation to artificial intelligence (AI). Brian conducted a poll to gauge attendees' perspectives on AI, asking about common beliefs in organizations and with clients regarding AI adoption. He then announced his intention to share insights from his upcoming book on the topic, inviting questions and interaction throughout the presentation.

**Reimagining Human-Centered Leadership**

Brian discussed the evolution of organizations from the agrarian to the industrial age, highlighting how they were designed as machines following Frederick Taylor's scientific management principles. He emphasized the difference between intelligence and wisdom, noting that while intelligence fills the toolbox, wisdom knows which tool to use. Brian criticized the current hierarchical, command-and-control leadership style, which he argued is inefficient and dehumanizing, and challenged the notion that working a certain number of hours in the office is a measure of productivity. He concluded by questioning the effectiveness of traditional organizational structures and the need for a shift towards more human-centered leadership.

**Adapting Business Models for Success**

Brian discussed how traditional business models and organizational structures are failing to adapt to modern challenges, citing examples like Blockbuster's inability to innovate and the rise of the "great reflection" rather than the "great resignation." He highlighted that only 6% of Fortune 500 companies are prioritizing environmental, social, and governance goals, while 82% of workers value purpose in their work but only 42% believe their company's purpose has impact. Brian emphasized that organizations need to evolve beyond traditional 9-to-5 work schedules and recognize that today's knowledge workers require different approaches to work, including flexibility in location and timing, as well as better support for mental health and purpose-driven work.

**AI and Wisdom in Leadership**

Brian discussed the evolving nature of change, emphasizing that it is both episodic and ongoing, and highlighted the need for leaders to recognize the personal impact of change. He stressed the importance of harnessing artificial intelligence and the collective wisdom of the organization, advocating for leadership that moves from managing people to hosting wisdom. Brian predicted that traditional hierarchical organizations and those that merely replace people with AI will eventually fail, anticipating a future where work is organized in a more flexible, modern version of the agrarian age, guided by principles of soul, spirit, and love. He concluded by posing questions about the path forward in the age of AI and wisdom, and Judi requested that the questions be shared in the chat for further discussion. Pedro shared his experience with AI, noting its limitations in depth and the importance of human expertise in specific tasks.

**AI's Role in Human Workforce**

The group discussed the role of artificial intelligence in the workplace, with Pedro and Brian emphasizing that while AI can boost productivity, it cannot fully substitute human jobs or replace human emotions, intuition, and values. Brian shared insights from Nada Sanders about how organizations are misusing AI by focusing on past skills rather than future needs, and Judi highlighted the importance of intuition and co-creation in predicting the future. Peggy raised concerns about how AI can exacerbate mechanical thinking in the industrial age, noting her own experience of losing creativity when relying too heavily on AI tools for writing.

**Adapting Leadership for AI Era**

The group discussed how leaders can adapt to AI and the challenges of critical thinking in decision-making. Brian emphasized the importance of curiosity and reflection in helping leaders recognize when AI makes intelligent but unwise decisions, while Pedro highlighted how ego-driven leadership can limit wisdom and understanding of others. They agreed that current hierarchical leadership structures may be fading, as leaders often struggle with insecurity and the fear of being wrong, which can lead to a lack of trust and engagement within organizations.

**AI and Creative Work Transitions**

Craig, an Edgewalker adjacent friend of Judi's, shared his personal experience of thriving as a teleworker and his interest in how AI intersects with the shifting nature of work. He raised concerns about the potential risks of screening resumes based solely on skills, emphasizing the need for emotional intelligence in tech and suggesting that theater kids, with their creative and emotional intelligence skills, could be well-suited for tech roles if they learn AI. Brian discussed Miles Everson's book, "Freebirds Revolution," highlighting the need for organizations to welcome a broader range of workers, including those with creative skills, beyond traditional payroll employees.

**GE's Micro-Industry Restructuring Insights**

Brian shared insights from his recent podcast with Jeffrey Beeson, who discussed network science in organizational design, using GE Appliances as a case study. The company restructured into micro-industries and work teams of 6-12 people, leading to increased innovation and engagement. Brian suggested bringing a creative team member on board for six months without going through the lengthy procurement process, and mentioned that the CEO of GE Appliances spends time with frontline workers to foster wisdom exchange.

**Podcast and Events Update**

Brian shared his podcast "Qonversations," which features interviews with individuals who have overcome adversity and achieved success. Judi announced her upcoming Edgewalker events, including AI-focused discussions and a Celtic harvest retreat. She also mentioned a potential partnership with the Conscious Leadership Guild. The conversation ended with an invitation for participants to share the recording of the event.