

DR KATE BARKER

Keynote Speaking Brief

Chief Futurist at NEOM and strategic advisor to the office of the UAE Prime Minister. Board advisor and author, with keynotes for boards, governments and sovereign institutions.

DR KATE BARKER · BOARD ADVISOR · CHIEF
FUTURIST · AUTHOR · KEYNOTE SPEAKER



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Sovereign states and institutions adopting AI believe they are gaining power. **Most are surrendering it**, to whoever controls the infrastructure, the models and the standards beneath them.

Most strategies ask how fast to adopt AI. The harder question is who gains power when every government and institution comes to run on the same handful of models, chips and standards, and what a board must do to keep from surrendering it by default. That question, not the pace of adoption, is what these sessions are built to answer.

DR KATE BARKER · HIDDEN POWER

About Dr Kate Barker

Dr Kate Barker is the advisor the advisors call. Chief Futurist at NEOM and strategic advisor to the office of the UAE Prime Minister, an executive advisor to BCG, Bain and McKinsey who teaches at MIT, she counsels boards and governments commanding more than \$2 trillion, has shaped workforce strategy for twenty million people, and has carried that argument from Davos and the United Nations onto CNN, the BBC and CNBC.

BY THE NUMBERS

\$2T+ in client work advised across boards and institutions

90 keynotes and executive sessions delivered in 2025

20M people in the national workforces she has advised

SELECTED PLATFORMS

- World Economic Forum, Davos
- United Nations Global Futures Forum
- Bloomberg New Economy Forum
- Fortune Global Forum
- OECD Policy Forum, Paris
- World Government Summit, Abu Dhabi
- PIF Leadership Forum, Riyadh
- NEOM Leadership Summit
- MIT Future of Work Symposium
- BRICS Urban Future Forum, Moscow
- VISION 2051 Summit, St Petersburg



Signature Keynotes

A range of keynotes for boards, governments, executive teams and global forums, each available as a mainstage talk, a board retreat or a fireside conversation.

1 **The AI Performance Advantage**

Why the gain goes not to whoever adopts AI fastest but to whoever stays clearest about which judgements to keep human.

2 **Agentic AI and the Accountability Gap**

What a board is really approving when it lets a system act on its own, and where accountability sits once it does.

3 **When AI Joins the Executive Team**

How authority quietly redistributes when a machine is in the room, and what a leader must still own when the model has already answered.

4 **The Human Side of AI**

What leaders quietly surrender, often without deciding to, as intelligent systems absorb the work that used to be theirs.

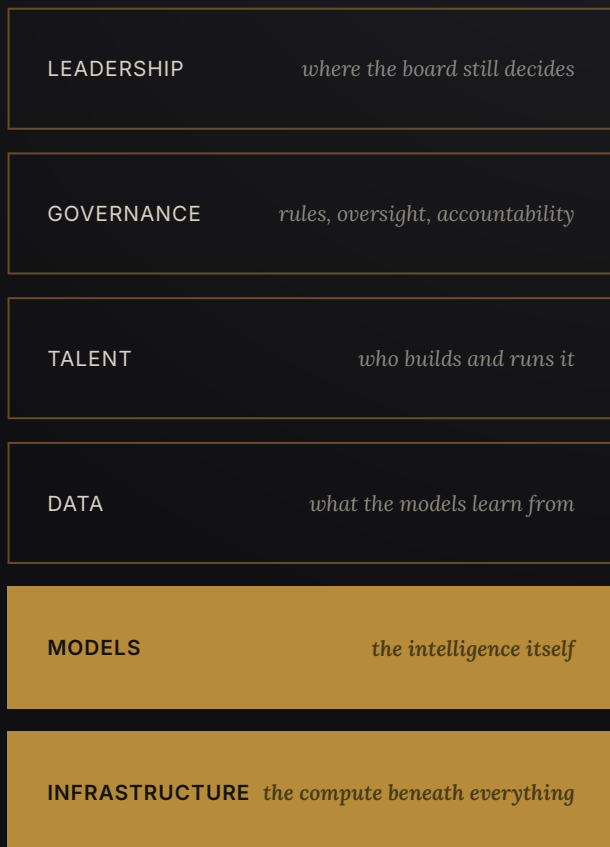
5 **The New Psychology of Work**

How belief, status and trust shift inside an organisation once the most confident voice in the room is a model.

6 **The 2050 Briefing**

Where power, capability and institutional trust settle once a generation of decisions has been made with the machine rather than by it.

The Power Stack



The base two layers are where power concentrates, and where the board has least control.

AI does not move power between institutions and states. It concentrates it one layer beneath them, in whoever controls the infrastructure, the models and the standards they now run on.

The Power Stack is the lens Dr Kate Barker brings into the room. It sits within a connected body of work, including the Board AI Index and the Cognitive Advantage, developed across sovereign and board engagements and set out in *Hidden Power*.

Operated through four principles: map the stack, govern the drift, build relationship capital, protect what lasts.

Outcomes & Endorsements

Capability is becoming abundant. Judgement is becoming rare. The advantage belongs to whoever can still close the gap between them.

DR KATE BARKER · HIDDEN POWER

SELECTED OUTCOMES

Built the future-of-work and AI strategy for NEOM, the \$2 trillion future city, benchmarking more than four hundred global organisations to shape it.

Reshaped AI and workforce strategy for national populations of twenty million, advising at sovereign level across the Gulf.

ENDORSEMENTS

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We brought Kate in for a view on AI strategy and left with something rarer, a clear map of where the power in our business was actually moving, and what the board still had to own. She can sit with our engineers and with our directors and change how both think in the same afternoon.

GLOBAL CEO, TECHNOLOGY

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Kate moved our conversation about AI from how fast to adopt it to who would control it, and that single shift changed where we invested and where we held back. Her judgement carries the same weight in a boardroom as it does in a room of heads of state.

CHAIR, INVESTMENT ADVISORY COMMITTEE



Executive Sessions & How to Engage

01

Behind Closed Doors

A confidential, agenda-led session for boards, chief executives and senior teams navigating decisions that carry consequence, designed for the questions that cannot be asked on stage.

02

Hidden Power, the author keynote

Drawn from the book, on the human capabilities organisations sharpen, weaken or surrender as AI becomes embedded in decision-making, leadership and work.

FORMATS



Mainstage keynote



Board retreat



Fireside
conversation



Executive offsite



Closed-door
session



Leadership
masterclass

CONTACT

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SPEAKING & MEDIA ENQUIRIES

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