

PUBLIC AFFAIRS INSTITUTE

THANK YOU TO
OUR SPONSORS



FISCALNOTE



Quorum

CAPSTONE DISCUSSION - TAKEAWAYS

- Value of optimism, especially in times of change/tumult
- Be emotionally detached to rollercoaster
- Know brand but be intentional
- Gratitude – team and giving back
- We have control over parts of job we love
- Self-awareness
- Intentionality
- Leading younger generations
- AI is not creative or innovative – it's the past

CAPSTONE DISCUSSION - TAKEAWAYS

- Be present
- Play games
- Take the time to build network without an agenda
- Power of relationships – we’re all relationship managers

KELLY MONAHAN

- Captain Jacob – importance of slowing down
- The center of gravity in leadership has shifted
 - Learning: no one has time for it
 - Knowledge is no longer power
 - Predictability is no longer possible
- 47% of Gen Z prefers to be managed by AI rather than a human.
- Gen Z doesn't view the American dream as within reach, they've lost hope.

KELLY MONAHAN

- Three non-negotiable essential leadership actions:
 1. Train human judgment, like a safety skill.
 2. Redesign work for learning, not efficiency.
 3. Make AI a co-pilot, not an authority.
- We learn through play. We must protect our focus and cognition.
- What value will you create?
- What behaviors will you normalize?
- What will you leave behind?

CAPSTONE DISCUSSION – TAKEAWAYS FROM KELLY MONAHAN

- Evolve with technology or be left behind
- Drift – delirium – dream – where are you in that process?
- Lead with humanity
- Prepare for your avatar!
- Principles around AI
- 90% of companies in “red” stage of AI adoption
- 25% AI time on administrative tasks

RICARDO BORGES DE CASTRO

- Geopolitical risk impacts everything we do and our organizational business models. Corporations are now in the crosshairs of geopolitics.
- The Russian invasion in Ukraine is still the dominant priority for European leaders.
- The European Union was a peace project; soft power.
- The challenge for the EU is how to increase security while also remaining open.

RICARDO BORGES DE CASTRO

- The basic drivers of the new EU system:
 - Russia – biggest security threat to Europe
 - A more assertive China
 - The U.S. Administration and new positioning
 - Linkage of politics and policy
 - U.S. shift of focus to the Western Hemisphere
- All of this results in the EU feeling adrift and orphaned
- Current focus of the EU is to simplify their regulatory environment
- Elections to watch: Hungary, France, Spain
- Era of fragmentation at the global level (not in U.S. best interest)

CAPSTONE DISCUSSION – TAKEAWAYS FROM RICARDO BORGES DE CASTRO

- Greenland!
- Finland – potential impact
- State and local lobbying still applies EU
- EU purposely difficult decision-making body
- Importance of anticipating change
- Role of the private sector; what the EU can do to influence that

BRODY MULLINS

- Evolution of corporate influence:
 - 1880-1900s anti-trust movement left corporations with little power & influence
 - Jimmy Carter's election sparked a change – Americans thought the government was too large and bureaucratic.
 - Ralph Nader v. General Motors
 - 1970s = companies began investing in D.C. and corporate affairs
- Trump's influence on business
 - After Watergate power moved from the Presidency to Congress – Trump is pulling that power back.

BRODY MULLINS

- To understand Trump's rise, critical to understand the changes in campaign finance and how we got here.
 - McCain-Feingold
 - Citizens United
- Is President Trump's brand of populism going to last?
 - Republican party is turning upside down on business – moving away from corporate America to MAGA populism.
 - Change from 51 to 17% of members of Congress getting the majority of their campaign funds from corporate PACs
 - Power has moved to the White House and neither party will give it up.

BRODY MULLINS

- Positives:
 - Everything Pres. Trump does is short-term (3 years)
 - Unique opportunity for the expertise of public affairs
- Money matters less than ever.
- There's a growing divide between privately-held companies and publicly-traded in how they navigate the current environment.
- Corporate America faces an identity crisis.

CAPSTONE DISCUSSION – TAKEAWAYS FROM BRODY MULLINS

- Congress is more important to lobby (since no one is paying attention)
- \$1B raised from ten individuals
- Develop own messaging – consumer-focused
- Whiplash for identity – know what you stand for (and stand for it)
- Rich staffers – socioeconomic conditions - have to come from \$\$

ELLIOTT HARRIS

- Three dominant issues:
 - Trade & tariffs
 - Affordability
 - Artificial intelligence
 - AI arms race
- Trade & tariffs
 - Shifts treat trade as a zero-sum game
 - Services are increasingly important in the trade equation, but not part of the current debate.
 - Extreme competition plagues countries who are turning inward

ELLIOTT HARRIS

- Possible impacts on the U.S. economy:
 - Loss of reputation
 - Withdrawal of U.S. support as monetary leader
- Affordability crisis
 - Longer-term view to deal with structural affordability issues at play
 - Need for deficit reduction

CAPSTONE DISCUSSION – KEY TAKEAWAYS FROM ELLIOTT HARRIS

- U.S. isn't "it" anymore – countries will find other countries
- EU has done trade agreements with two billion people – India, Indonesia, etc.
- Lack of trust in our financial system – if we don't play by the rules, the debt gets bigger
- U.S. built the system and they think they're being taken advantage of

SALLY SUSMAN

- We are bridge builders
- Pitch → how you show up, be a purveyor of hope and optimism
- Be intentional → slow down, be thoughtful and present
- Use humor → take the job seriously, not ourselves
- Gratitude → the power of thank you, it's never too late to send
- Courage → do the hard thing, it can change your life
- Create harmony → authenticity is earned
- Equity doesn't mean equal; it's about giving each what they uniquely need
- One of the most important questions is does your leader care?

CAPSTONE DISCUSSION – TAKEAWAYS FROM SALLY SUSMAN

- Bring joy to the workplace
- Harmony-pleasing arrangement; different sounds
- We can be the advocate, you don't have to wait

JEFFREY PFEFFER

- Fundamental principles of power:
 - Self enhancement
 - The above average effect
 - The endowment effect
 - People love their own decisions
- We judge on **warmth** and **competence**
- Great organizations give you objectives, don't tell you "how to do it."

JEFFREY PFEFFER

- Seven Rules of Power:
 1. Get out of your own way (most important rule)
 2. Break the rules
 3. Appear powerful
 4. Build a powerful brand
 5. Network relentlessly
 6. Use your power
 7. Once you have power, all is forgiven & forgotten (or both)
- You don't have to be authentic to yourself, but to the people who need you.
- Leadership is very much an act.

CAPSTONE DISCUSSION – TAKEAWAYS FROM JEFFREY PFEFFER

- Never apologize
- Power is a tool, price to power – never gets used up
- Fight back against ruthless tactics relative to advocacy
- Play dirty, if needed
- Don't go “high,” go low
- Once you have power, all is forgiven
- Warmth is weakness, competence is power
- Hard-wired to figure out who will win
- Want to be liked? Get a dog!

MARY MOORE HAMRICK

- We are “change agents” for the organizations we work for
- Your expertise is needed to explain unintended consequences
- You’re not going to get better if you phone is constantly pinging
- Curiosity = active learning
- Listen and then repeat what you think you heard
- The way to ask good questions is ask further and go deeper

MARY MOORE HAMRICK

- Leadership qualities can be learned
- Imagination is more important than knowledge
- You can't build your posse unless there's reciprocity
- Write down 3 things you're grateful for this week
- Think of 3 things you'll do to build an intentional mindset
- Leadership sports analogy: Leaders are up in the box, not giving out Gatorade - trust your team for that

CAPSTONE DISCUSSION – TAKEAWAYS FROM MARY MOORE HAMRICK

- Pause before reacting
- Understand your weaknesses but focus on strengths
- Know core values
- Try different things – you'll need to pivot
- Exhaust the possibilities
- Your identity is more than your business card