



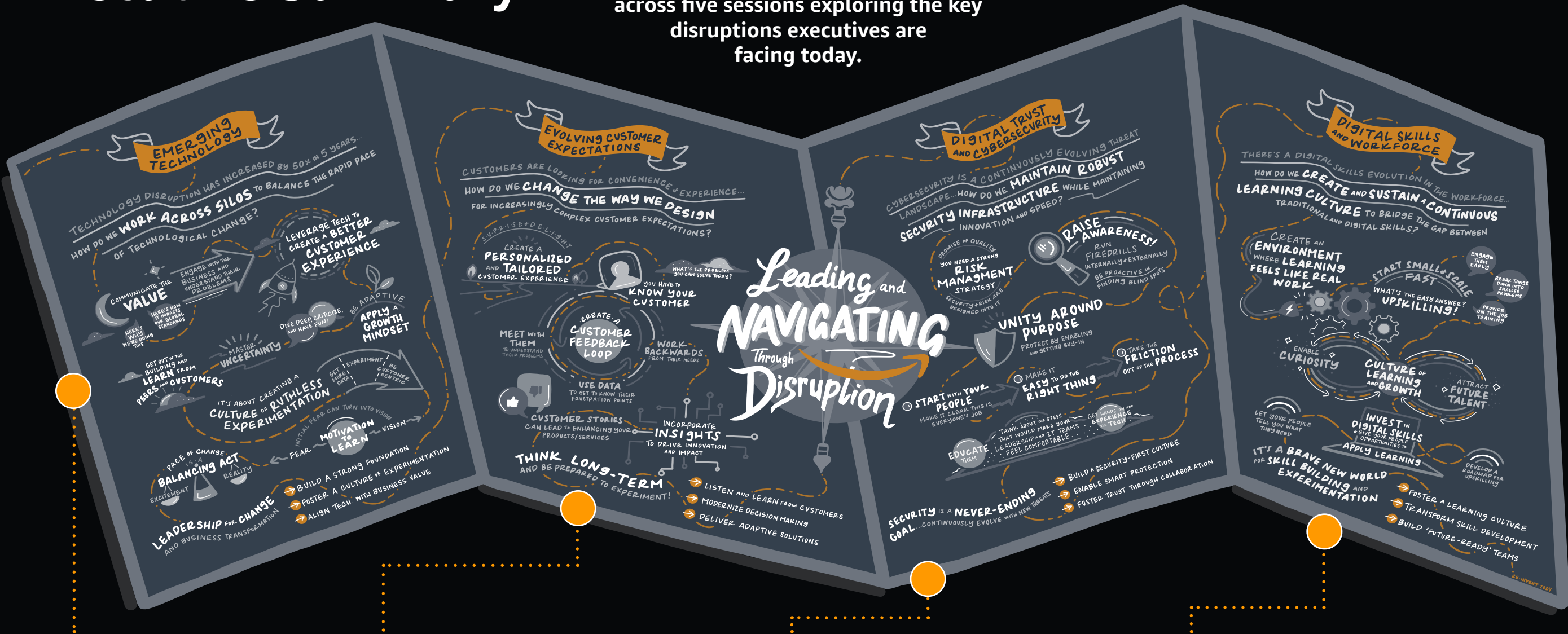
EXECUTIVE VISIONING

re:Invent 2024 Leading and Navigating Through Disruption

Las Vegas, Nevada
December, 2024

Executive Summary

This graphic is a summary of the key insights across five sessions exploring the key disruptions executives are facing today.



Topic one

Emerging Technology

Jump to page →

Topic two

Evolving Customer Expectations

Jump to page →

Topic three

Digital Trust and Cybersecurity

Jump to page →

Topic four

Digital Skills and Workforce Dynamics

Jump to page →

Participants

AWS Enterprise Strategists

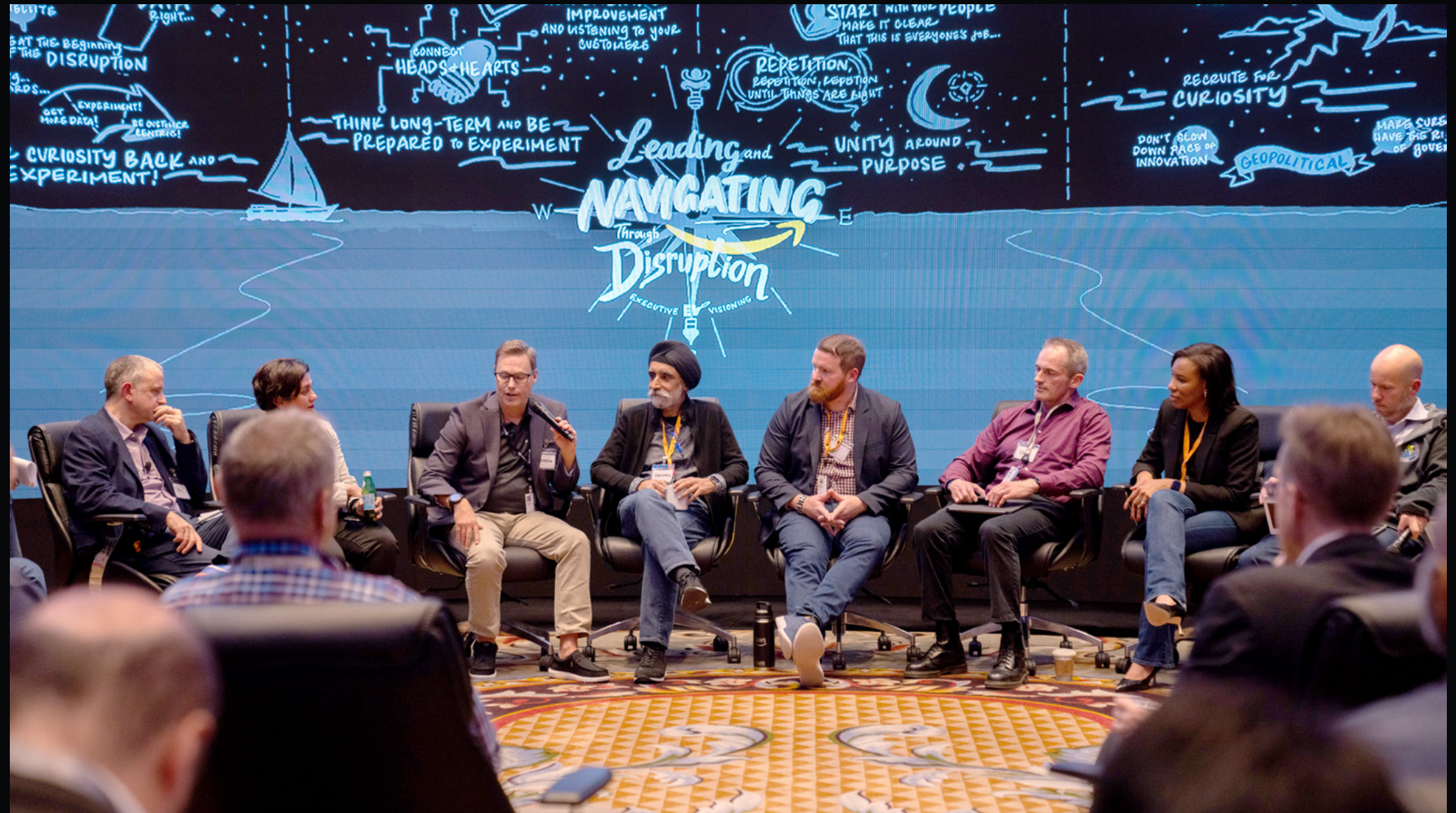
[Phil Le-Brun](#)
[Arvind Mathur](#)
[Miriam McLemore](#)
[Matthias Patzak](#)
[Tom Soderstrom](#)

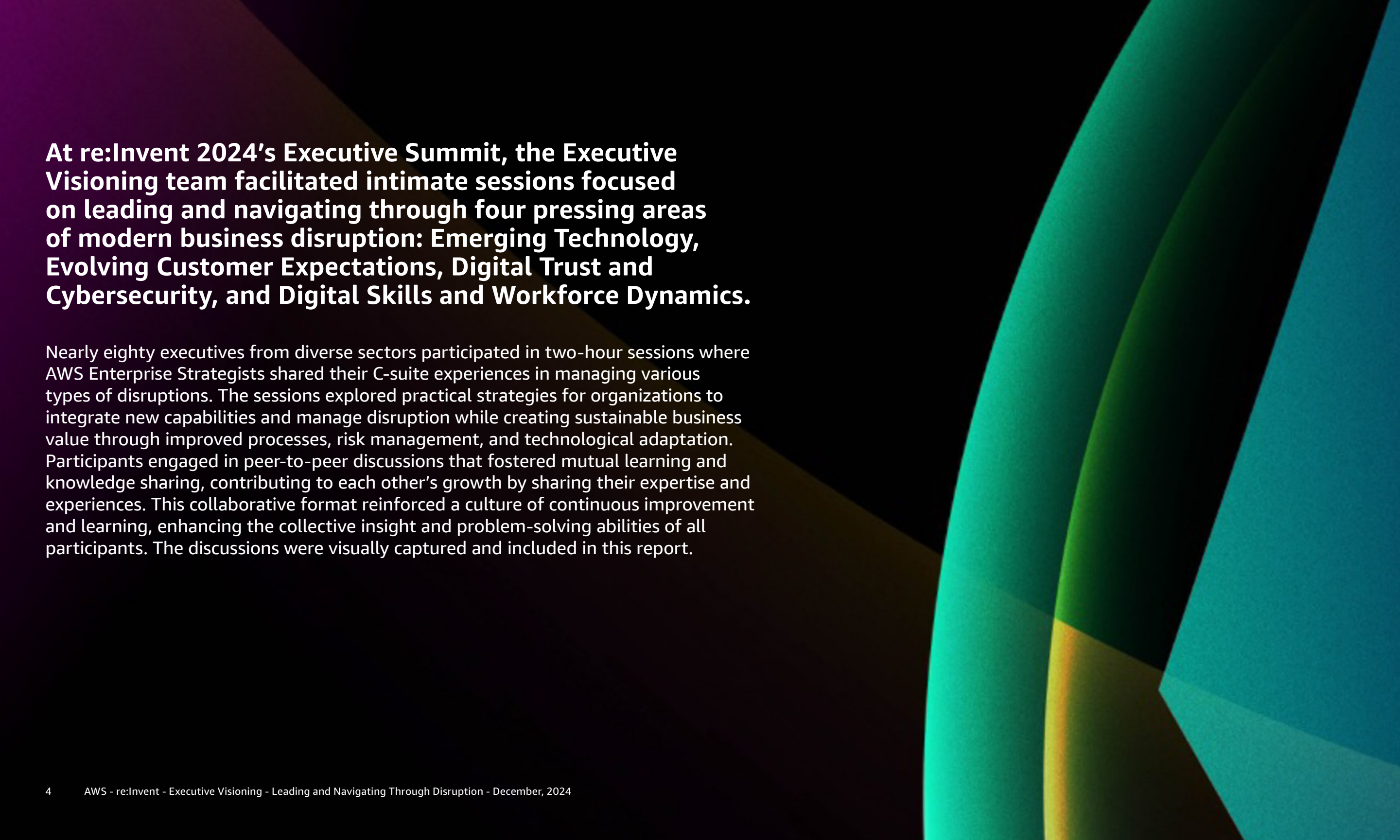
AWS Leaders

Adam Raymer
Morgan Reed
Yashpaul Singh
Dionne Tyus Garvin
Rachael Wang

AWS Executive Visioning

David Carter
Taylor Erlandsen
Malgosia Kostecka
Sophia Liang
Philip McVeigh
Anthony Weeks





At re:Invent 2024's Executive Summit, the Executive Visioning team facilitated intimate sessions focused on leading and navigating through four pressing areas of modern business disruption: Emerging Technology, Evolving Customer Expectations, Digital Trust and Cybersecurity, and Digital Skills and Workforce Dynamics.

Nearly eighty executives from diverse sectors participated in two-hour sessions where AWS Enterprise Strategists shared their C-suite experiences in managing various types of disruptions. The sessions explored practical strategies for organizations to integrate new capabilities and manage disruption while creating sustainable business value through improved processes, risk management, and technological adaptation. Participants engaged in peer-to-peer discussions that fostered mutual learning and knowledge sharing, contributing to each other's growth by sharing their expertise and experiences. This collaborative format reinforced a culture of continuous improvement and learning, enhancing the collective insight and problem-solving abilities of all participants. The discussions were visually captured and included in this report.

Emerging Technology

This discussion centered around the unprecedented pace of technological change and its impact on organizations.

Participants explored how the rate of disruption has accelerated dramatically, with 50% more disruption in the last five years than in the five years before that. The conversation highlighted the importance of curiosity and experimentation in adopting new technologies, while acknowledging that actual technology adoption often takes longer than expected. Key themes included the need to look beyond organizational walls to understand customer needs, the balance between global standards and local flexibility, and the recognition that technology transformation is really about overall business transformation. The groups emphasized that while the possibilities of new technologies like GenAI are exciting, success depends on having the right foundation in data, skills, and organizational readiness.

Resources:

Website

**A Leaders' Guide -
How to go From
Idea to Value With
Generative AI**

Explore more →

Blog

**How Can You
Build a Culture of
Experimentation?**

Explore more →

Key Actions:

Build a Strong Foundation

- Establish a robust data infrastructure and governance framework that enables scalable transformation.
- Implement systematic approaches to data quality management, focusing on cleansing and organizing existing data assets.
- Develop flexible global standards that balance enterprise-wide consistency with local market adaptability and value delivery.

Encourage a Culture of Experimentation

- Take multiple approaches, knowing some will fail but will provide rapid learnings.
- Create space for learning and iteration. Encourage hackathons and proof-of-concepts.
- Embrace and master uncertainty—develop organizational comfort with ambiguity and incomplete information when making technology decisions.

Drive Business Value Through Technology

- Begin with clear business challenges and customer needs, then strategically apply technology solutions to address them.
- Build compelling business cases through targeted use cases and proof-of-concept demonstrations.
- Implement ruthless prioritization based on measurable customer impact and business outcomes.

Evolving Customer Expectations

This discussion emphasized the critical importance of truly understanding customer needs rather than assuming them.

Participants emphasized how organizations must shift from surface-level activities to data-driven customer engagement strategies, combining analytics with direct observation of customer behaviors in their natural environments. The conversation stressed the need for balanced experimentation, avoiding the trap of becoming a “feature factory,” and the importance of representing diverse perspectives (including Gen Z) in decision-making. Key themes included the value of customer feedback loops, the challenge of balancing speed with quality, and the necessity of meeting customers where they are today while providing a vision for the future. The group acknowledged that while data is crucial, personal customer stories and direct engagement provide powerful insights that drive better product development and service delivery.

Resources:

Video

Working Backwards to Lead Digital Transformation at a 100-Year-Old Organization

Explore more →

Blog

The Power of a Question Mark

Explore more →

Key Actions:

Listen and Learn from Customers

- Create immersive experiences for teams to directly engage with customers in their natural environment.
- Collect and leverage powerful customer stories to drive empathy and understanding across the organization.
- Incorporate multi-generational perspectives in customer research and solution design.

Modernize Decision Making

- Create a balanced decision framework that addresses immediate customer needs while building toward future expectations.
- Embrace innovative research methods beyond traditional approaches to capture real-time customer insights to make more accurate, timely decisions.

Deliver Adaptive Solutions

- Design modular, scalable experiences that can evolve with changing customer needs.
- Develop targeted personalization strategies based on distinct customer segments and behaviors.
- Implement continuous feedback loops to rapidly iterate and improve customer experiences.

Digital Trust and Cybersecurity

This discussion emphasized that security must be viewed as a fundamental feature rather than just a compliance requirement or cost of doing business.

Participants stressed that security is “job zero.” Nothing else matters if security isn’t built in from the start. The conversation highlighted the continuous nature of security challenges, especially with emerging technologies like GenAI creating new threats. Key themes included the importance of shared responsibility, the need for automated security measures while maintaining human oversight, and the critical role of creating a culture where security is everyone’s responsibility. The group acknowledged that while perfect security is impossible, organizations must strive to make security both robust and enabling, turning it from a perceived barrier into a competitive advantage.

Resources:

Website

**Shipping Securely:
How Strong Security
Can Be Your Strategic
Advantage**

Explore more →

Blog

**Responsible AI Best
Practices: Promoting
Responsible and
Trustworthy AI Systems**

Explore more →

Key Actions:

Build a Security-First Culture

- Create immersive security training experiences that simulate real-world threats and scenarios.
- Establish security as “job zero” by making it a core feature of every role and decision.
- Implement recognition programs that celebrate and reward security-focused behaviors.

Automate Intelligent Defense

- Deploy intelligent automation to reduce human variability in security processes.
- Establish continuous “break and test” protocols to proactively identify vulnerabilities.
- Create balanced frameworks that enable both innovation and protection.

Foster Trust Through Collaboration

- Build strong partnerships across the business ecosystem and supply chain.
- Establish effective channels for cross-industry threat intelligence sharing.
- Balance innovation speed with security requirements.
- Develop coordinated response strategies that leverage collective capabilities.
- Create shared accountability models that extend beyond organizational boundaries.

Digital Skills and Workforce Dynamics

This discussion highlighted the critical importance of creating a continuous learning environment where skill development is considered part of “real work,” not an afterthought.

Participants emphasized that curiosity, rather than panic, should drive upskilling initiatives. The conversation acknowledged the generational shift occurring in the workforce, with retiring experts being replaced by digital natives, creating both challenges and opportunities. Key themes included the importance of on-the-job learning, the need to balance technical skills with leadership capabilities, and the critical role of creating a culture where continuous learning is embedded in daily work. The group stressed that while technical skills may become obsolete, cultivating curiosity and adaptability remains paramount for long-term success.

Resources:

Video

Reskilling at the Speed of Cloud: Turning Employees Into Entrepreneurs

Explore more →

Blog

Untangling Your Organisational Hairball: Highly Aligned

Explore more →

Podcast

Creative Workforce Solutions to Close the Gap in Tech Talent

Explore more →

Key Actions:

Cultivate a Learning Culture

- Create immersive learning experiences that integrate with daily workflows and projects.
- Establish recognition programs that reward innovative thinking and knowledge sharing.
- Design mentorship programs that facilitate bi-directional learning between generations.

Transform Skill Development

- Implement hands-on learning programs that combine theory with practical application.
- Create balanced development paths that enhance both technical expertise and soft skills.
- Develop personalized learning journeys based on individual roles and aspirations.
- Establish clear metrics to track progress and validate skill acquisition.

Build a Future-Ready Teams

- Create structured knowledge transfer programs to preserve critical expertise.
- Implement agile learning frameworks that can adapt to emerging technologies.
- Design hybrid teams that blend experienced practitioners with digital natives.

Path Forward

The Executive Visioning sessions at re:Invent 2024 brought together global leaders to tackle the fundamental challenges of leading through disruption.

Through collaborative discussions across emerging technology, evolving customer expectations, digital trust, and workforce dynamics, executives gained practical strategies for turning disruption into opportunity. Leaders left with actionable frameworks for building resilient organizations, fostering cultures of experimentation, and driving sustainable transformation. These insights, combined with valuable peer relationships forged during the sessions, provided a strong foundation for navigating future disruptions with confidence and purpose.

To further explore strategies for leading through disruption and implementing transformative initiatives, we invite you to connect with your AWS account manager.



AWS re:Invent

Notice and Disclaimer: This document is for discussion purposes only and does not create a legally binding or enforceable agreement or offer and is not enforceable against either party. Neither party will be liable to the other party as a result of the failure to fulfill any obligation described in this document or the failure to enter into any agreement contemplated by this document. The parties agree that no proprietary information was shared in connection with the discussion, and that neither party is restricted under the NDA from independently developing any ideas discussed during the EV session.

© 2024, Amazon Web Services, Inc. or its affiliates. All rights reserved. Amazon Confidential and Trademark.