

CANVAS

REGULATION EDITION 2024

BY *Saxton Bampfylde*

REG AGAINST THE MACHINE?

REGULATORS AND THE AI REVOLUTION



CANVAS

REGULATION EDITION BY SAXTON BAMPFYLDE

Welcome to the 2024 Regulation edition of CANVAS, the insights update from Saxton Bampfylde and our global partners. Our aim is to share interesting thoughts and perspectives on topics and issues that are relevant and current in your sector. We very much welcome any thoughts or comments you would like to share.

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EDITION OVERVIEW

AI surged into the mainstream media spotlight in 2023, permeating nearly every sector of the economy and society, sparking discussions far and wide. Initially greeted with enthusiasm, platforms like ChatGPT saw unprecedented adoption rates, reaching a staggering 100 million users within a mere two months. However, this initial excitement soon gave way to cautionary voices and serious warnings from industry and academic experts. Whether met with enthusiasm, ambivalence, or outright fear, the rise of AI left no doubt: the proverbial genie had been let out of the bottle. Now, the imperative lies in thoughtful consideration of how we choose to harness and regulate this technology, as well as how we collaborate to navigate its implications on a global scale.

In crafting regulatory frameworks for globally impactful technologies like AI, it's important to adopt a contextual approach that takes into account the unique circumstances, environments, and regulatory philosophies of each country or region. In pursuit of this understanding, we conducted interviews across three distinct geopolitical contexts: the UK, United States, and India. Our conversations spanned a range of considerations, ranging from identifying key challenges to assessing current approaches at both national and international levels, with the aim of exploring how countries can work together better to regulate AI.

Our interviewees have varied professional backgrounds but share a deep interest and expertise in technology, with a particular focus on AI.

Firstly, **Shelly Palmer** brings invaluable knowledge and insights into the expansion of AI, not only in the North American market but also on a global scale. With a strong academic background in communications coupled with extensive commercial consultancy experience in media and communications for Fortune 500 companies, his perspective offers a fascinating insight into the possibilities, challenges, and misconceptions surrounding AI. He questions the feasibility of regulation and challenges whether we are focusing on the right issues.

Kate Davies is Public Policy Director at Ofcom, where her role extends to representing Ofcom on the Digital Regulation Cooperation Forum (DRCF). With a primary focus on collaborative efforts with other regulators both domestically and globally, Kate is dedicated to shaping effective communication regulation strategies, especially in light of technological advancements. She offers insights into the necessary steps for creating a more cohesive regulatory environment, drawing lessons from current initiatives and emphasising the importance of ongoing vigilance as the AI landscape evolves rapidly.

From India, we had the pleasure of speaking with **Rohit Adlakha**, whose extensive technology background and expertise set the stage for a discussion on the global prospects of AI regulation. With a balanced perspective, Rohit is both optimistic about the potential of AI and pragmatic about the accompanying challenges. He actively advocates for a transformative approach to integrating AI into various industries on the international stage, recognising its potential to revolutionise both business and society across diverse and dynamic sectors.

Saxton Bampfylde is a member of Panorama Partnership (www.panorama-leadership.com), our international community that enables us to apply our established research model across different time zones and engage with leaders worldwide. Our global Panorama community plays a vital role in ensuring a truly interconnected international approach to our work. **Jim Zaniello** serves as President at Vetted Solutions, one of the partner firms based in North America. Head-quartered in Washington DC, Vetted Solutions primarily focuses on government-based, regulatory, and public appointment searches. We are delighted that Jim shares his experiences, offering insightful snapshots on the theme of this edition.

We do hope you enjoy this edition and welcome any feedback you may have.

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"THE GENIE IS OUT OF THE BOTTLE... AND THERE IS NO GOING BACK"

Interview with **Shelly Palmer**, CEO of Palmer Group and Professor of Advanced Media in Residence at Syracuse University's S.I. Newhouse School of Public Communications





Shelly Palmer is the Professor of Advanced Media in Residence at Syracuse University's S.I. Newhouse School of Public Communications and CEO of The Palmer Group, a consulting practice that helps Fortune 500 companies with technology, media and marketing. Named LinkedIn's "Top Voice in Technology," he covers tech and business for Good Day New York, is a regular commentator on CNN and writes a popular daily business blog. He's a bestselling author, and the creator of the popular, free online course, Generative AI for Execs.

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What do you see as the primary hurdles or challenges hindering international collaboration in AI regulation?

The problem with AI regulation is that you're trying to align AI with human values. This may sound easy, except it's difficult to find groups of humans that are aligned (and agree upon) human values, so there is no standard to use to align AI models.

AI's large language models (LLMs) are trained on the public web; the training is a reflection of the world we actually live in, not the world we would like to live in. Regulating that will be about as easy and implementable as establishing a world government.

We also need to start looking at the problem a different way: people are fixated on the LLMs — they should be fixated on data — data sovereignty and data privacy are fundamental to any form of AI regulation.

How do you strike a balance between establishing global standards for AI regulation while considering diverse cultural, ethical, and societal differences across nations?

Finding that balance is a challenge. For example, in China, President Xi Jinping has said that all LLMs created there must comply with proper socialist values. That is not going to work in other parts of the world. Approximately 50 percent of the public web is written in English. However, only 20 percent of the global population speaks English. Our realities and our cultures are both shaped by and a reflection of our languages. Every language has words, phrases, metaphors and verb conjugation that are unique and difficult for professional human interpreters to accurately translate —, how would we hope to cross-culturally train, let alone globally standardize AI.

We also need to consider how gendered language fits into AI. Many of the models are trained on "traditional" roles in history and this varies from country to country, industry to industry. So, whether we need AI regulation

or better AI regulation, we first need to ask ourselves: whose world-view are we going to impose?

What is the impact of copyright on reaching global collaboration for the safe delivery of AI?

You look at Google and YouTube — they haven't paid for the internet content they use, or the videos that get uploaded.

The current generative AI developers have copied everything they can get their hands on and trained their models. It's no different in my mind than Google copying the whole web and training on it. Generative AI is not searching the private web, nor does it have or access to people's hard drives. The vast majority of data in the world is on private networks and is encrypted so can't be used. is unavailable for AI training.

As for IP protection, all AI current AI use cases may be fair use. This will be decided by the courts. Interestingly, you can use AI to create content that will infringe on someone's copyrighted work. However, at the moment, the work you create with AI is not copyrightable in the US. So, we've got an interesting set of new copyright issues.

Will AI make us all more productive?

Some people call this a "skills democratizer" but that is patently wrong; it's a "skills amplifier." The more you know, the more subject matter expertise you have then the more powerful you are with these tools. The better you know how to ask for information the more success you are going to have.

If AI is more regulated who will be the winners and losers?

Regulating AI is an intractable problem. And it can't all be lumped into one bucket. AI can be used to enhance productivity, it can also be used as a transformation layer allowing you to "talk directly to your data," and it can also be used to create new products.

Each of these areas requires a different kind of regulation and that

"Education is key. Everyone should make it a priority to learn as much as they can about how AI works, how it is trained."

is going to be a challenge. One of the key concerns is that the people who deeply understand these tools and how to build them will become more rarefied and more powerful. Those who attempt to regulate it will be welcomed with open arms because regulatory capture will be the direct path to the big players getting bigger and the smaller ones staying small.

What can we learn from other attempts to regulate seemingly unwieldy areas of tech-based adoption — such as social media and crypto currency?

The world was not designed, it has evolved. While most people don't want to see AI surface abusive or illegal content, most people would not want to live in a world where a group of people make decisions about what we can and cannot see, or think.

I don't believe it is AI that can be properly regulated — it is actually data privacy and data sovereignty which can and should be regulated. If we had proper data policies, AI would naturally follow because the types of AI most people are trying to regulate is trained on data. Education is key. Everyone should make it a priority to learn as much as they can about how AI works, how it is trained, and what is actually happening when you use apps like ChatGPT. A solid understanding of the problem set will go a long way towards finding answers that benefit us all. **6**

A hand holding a blue robotic arm against a background of orange circuit patterns. The hand is positioned in the center, with the robotic arm extending from it. The background is a large orange circle with white circuit lines and dots. The overall image is framed by a light blue border.

A CULTURE OF COLLABORATION

Interview with **Kate Davies**,
Public Policy Director at Ofcom



Kate Davies is Public Policy Director at Ofcom, supporting Ofcom's work across the communications and media sectors, and engaging with policy makers across the UK. Kate also oversees Ofcom's work in the Digital Regulation Cooperation Forum. Previously Kate was Director of Strategy and Policy at Ofcom for 3 years. Prior to joining Ofcom Kate worked in a range of roles in Whitehall and the third sector.

Within Ofcom, how is AI impacting the regulatory landscape?

We've been using AI for years. From the moment we get up to the moment we go to bed. It's central to the personalisation of social media, streaming services, online shopping services, predictive text, emails and spam filters.

However, while AI has been around for a long time, last year's developments in generative AI were pivotal. ChatGPT had 100 million users in its first two months. Analysts have suggested that a similar number of users took TikTok nine months and Instagram two years to achieve. It also has a very interesting demographic split too; much younger age groups are adopting it. Ofcom research from 2023 showed that 4 in 5 teenagers were using Generative AI tools and services and by the end of last year, 79 per cent of 13 to 17 year olds and 40 per cent of 7 to 12 year olds were adopting the technology.

At Ofcom our regulatory frameworks are typically technology-neutral. Ultimately, we are thinking about both the risks or harms to consumers of communication services and the specific outcomes we're seeking to achieve as a result of our statutory duties, whether AI is enabled or not.

We are seeing the impacts of AI right across the comms landscape, for example we are looking at the impact of online news intermediaries and what content is being served to readers and why and how this impacts what people are engaging with and ultimately media plurality. AI can simultaneously be part of the harm and the solution – AI can

"AI can simultaneously be part of the harm and the solution."

potentially underpin some solutions to scams but can also enable scammers to be more effective. The same is true in Online Safety – we have a duty to look at the role of algorithms in the dissemination of harmful content, and we also recognise the role of AI in a number of the technologies that can be deployed to enhance user safety such as age verification.

Ofcom's strategic approach to AI for 2024/25, which describes this work on AI and more, was [published](#) in March this year.

How is the regulatory model developing internationally with regards to AI?

There are a range of regulatory models developing internationally. A number of which were in development long before the explosion of generative AI last year – for example, the process around the EU AI Act started before ChatGPT gained its 100 million users in record time.

Recently the UK Government set out its response to the AI White Paper, in which it takes a pro-innovation principles-based approach with five key areas: safety, transparency, fairness, accountability and redress.

These principles are cross-cutting and non-statutory, and recognise the need for regulators to look at the impact of AI in their own sectors. The government has also recognised the need for legislation in the longer term for the most powerful and sophisticated AI models.

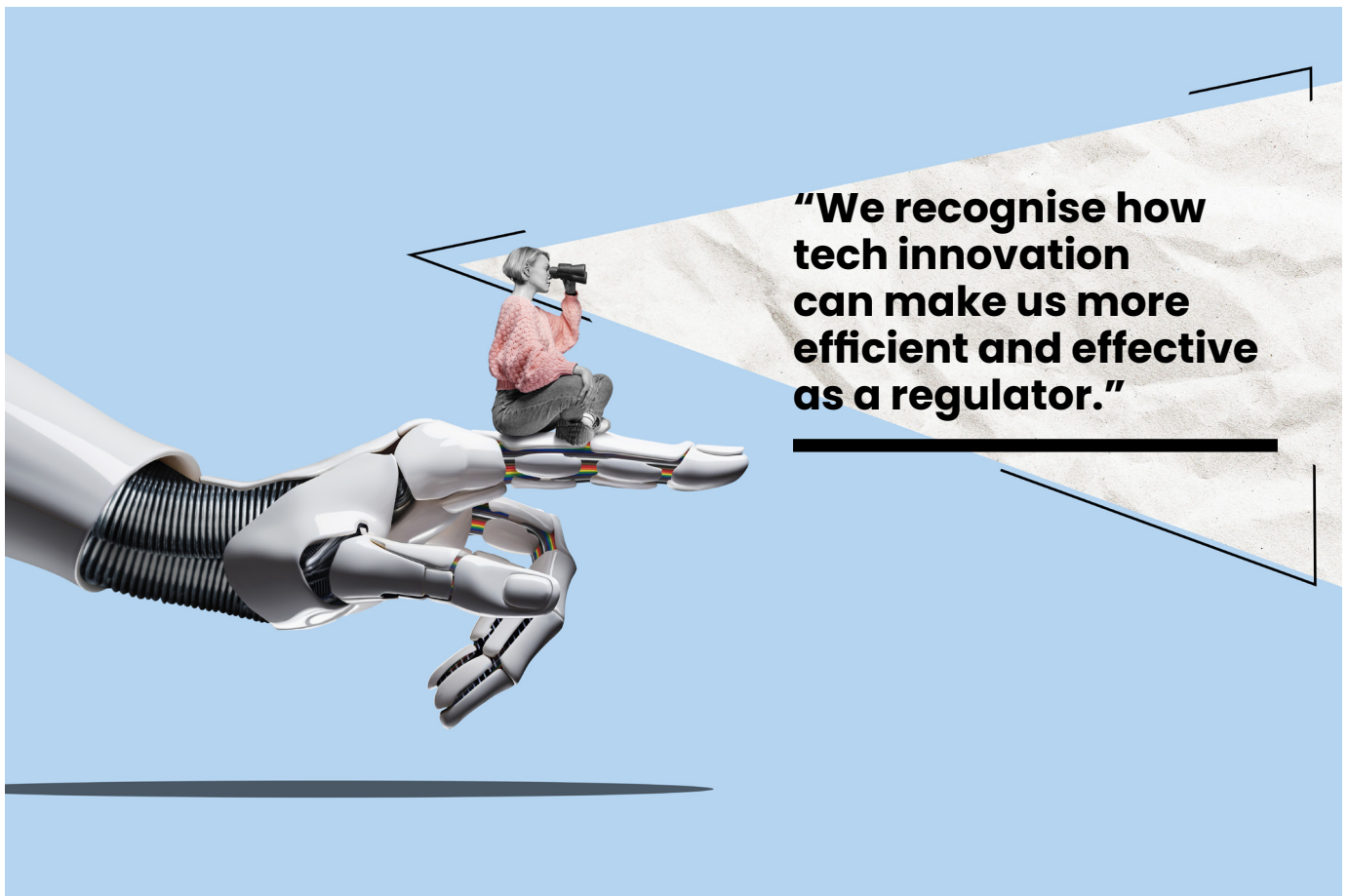
In the EU the AI Act is a risk-based approach, focusing on specific use cases, proposing bans on unacceptable uses, and identifying others as high risk and regulating them accordingly. In the US, there is the blueprint for an AI Bill of Rights published by the White House in 2022, and some of this overlaps with the UK principles-based approach, but the US framework to be voluntarily applied by the companies themselves.

In China there is a very different vertical approach to regulation with legislation for specific technologies such as deepfake technologies and generative AI.

So, you can see internationally already we have a range of different approaches. All of which are at various stages in the legislative process and this is all against the backdrop of the continued development of international technical standards for AI.

What, in your opinion, are the key factors inhibiting effective collaboration among nations in regulating AI, and how can these barriers be addressed?

So I would turn this around and think about enablers rather than the inhibitors. Active collaboration is really important. Here in the UK we already look at collaborating across



“We recognise how tech innovation can make us more efficient and effective as a regulator.”

regulatory boundaries. We have the Digital Regulation Cooperation Forum (DRCF) which includes Ofcom, the ICO, CMA and the FCA. The DRCF has a whole programme of work around AI and algorithms which we have been doing for a few years as we are aware that there are different harms around safety, privacy and competition linked with online technologies, and with AI. The DRCF has a small core team, and we hold regular round tables with a broader set of regulators. We all have digital concerns that are so central to our remits, many other regulators are interested and we will engage on specific pieces of work together.

I think the DRCF was slightly ahead of the curve when we set it up and other countries are also now doing the same – the Netherlands, Australia and Ireland are all taking similar approaches, setting up specific groups to look across regulatory boundaries. However, internationally we don't all have exactly the same regulators so it can be hard to always align.

Next, horizon scanning, both domestically and internationally, is vital. Here at Ofcom, we are undertaking futures research alongside our wider horizon scanning activities and through the DRCF we've set up a programme

to join up horizon scanning activities across regulators to make it more effective. Horizon scanning and wider research picks up on new tech trends but also ensures we have a good understanding of what consumers are doing, how they are using tech and engaging online. We need to ensure we are always thinking about the public's awareness and understanding of the technology that's being used in order to serve them up content.

And finally, we need to think about upskilling as a lack of key skills in regulators could be a major inhibitor. As regulators we need to have the skills required to effectively interrogate new technologies and understand what they're doing. We've had a dedicated team at Ofcom for some time now and we're building on that with data scientists and engineers, looking at a range of technologies, and this is going to be crucial for AI.

Can you identify any existing models of international collaboration in other fields that could serve as inspiration for developing effective mechanisms for regulating AI on a global scale?

There is a range of international models of governance and regulation out there that have been successful in achieving specific outcomes while

“Because of the changing landscape and speed of development, a lot of it is about knowledge sharing and figuring out what is working.”

recognising the diversity of national positions across health, trade, climate change. However, which model is right here will be up to governments to determine and will depend on where there is global consensus around particular outcomes. There are already a number of initiatives in which the UK is participating, including the Council of Europe AI Treaty, the G7 Hiroshima process, the Global Partnership on AI, and the UN AI Advisory Board.

At Ofcom, we are engaging extensively with many of our international

counterparts because of the changing landscape and speed of development, so a lot of it is about knowledge sharing and figuring out what is working through forums and other discussions.

With a number of other regulators, we have established the Global Online Safety Regulators Network which brings together Australia, Ireland, Fiji, France, South Africa, South Korea and the UK because all of us are thinking about online safety. The Network supports us in learning from each other as we implement Online Safety regimes, and the role of AI in how it may exacerbate existing harms, or create new ones is certainly part of that. More broadly we're speaking to other regulators around the world about how they are using AI, and how AI is manifesting in the markets they regulate, to help us better understand both the opportunities and the new risks.

In your view, what role should governmental bodies, industry stakeholders, and civil society organisations play in fostering innovation and international cooperation for AI regulation?

The UK Government's AI White Paper response recognises that collaboration is really critical and the role of the

"Internationally already we have a range of different approaches."

DRCF in playing its part is key. And a part of that is the role of each regulator and the DRCF in supporting innovation. We need to recognise that there are huge benefits to these tech developments while being vigilant to ensure users are protected from harm.

At Ofcom we have a duty to support innovation and it's a thread throughout our work as innovation can be so beneficial to consumers of communications services. We also recognise how tech innovation can make us more efficient and effective as a regulator – for example the recent developments in AI can support us in our content standards work by speeding up translations of non-English content.

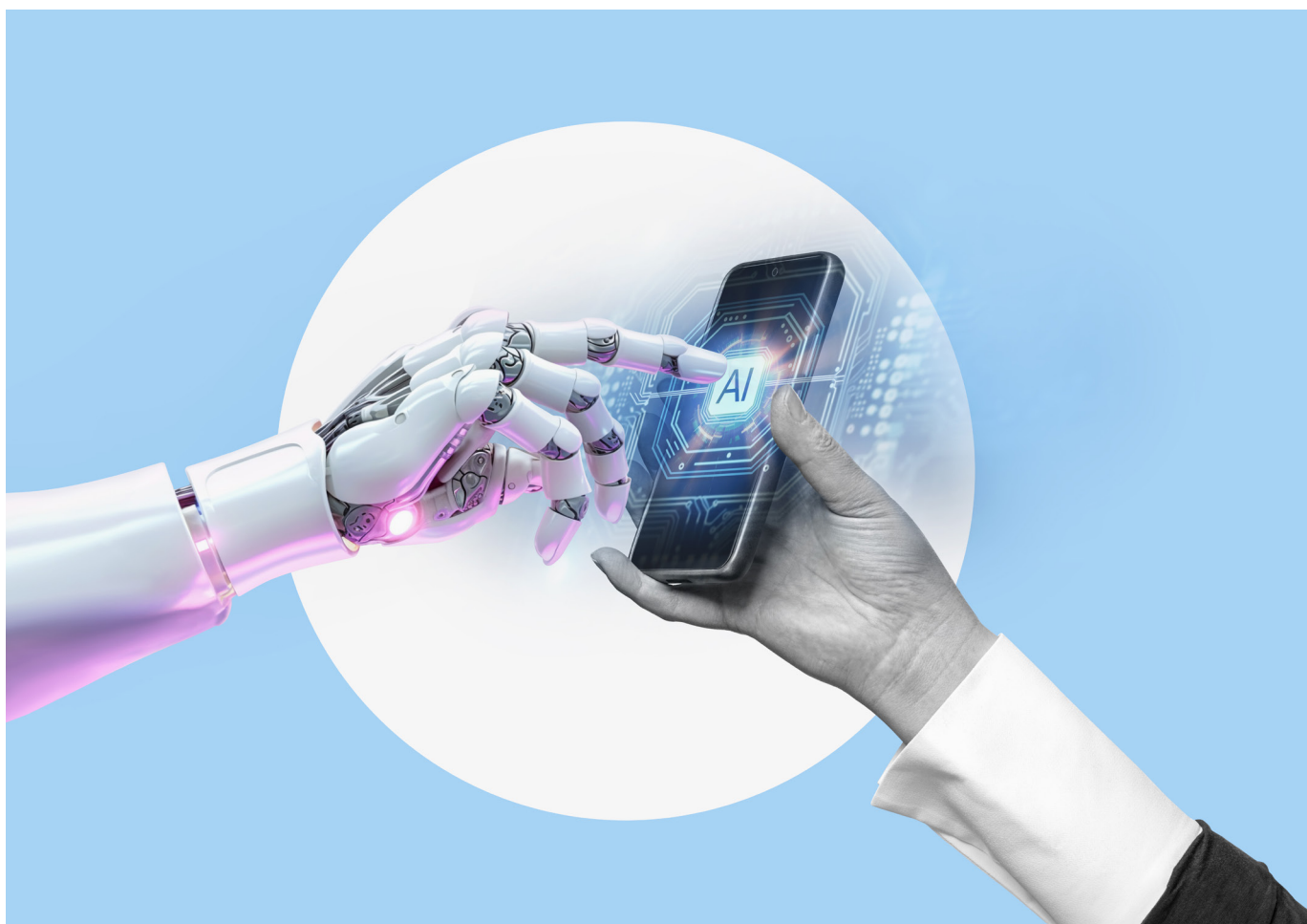
The DRCF is running a pilot, establishing the AI and digital hub, to see how

it can work with innovators, and bring together the regulators so that it's easier for innovators to understand how regulation applies.

From your perspective, what are the essential components of a successful international framework for regulating AI, and how might nations work together to implement such a framework?

I would come back to thinking about the specific outcomes any framework is trying to achieve. However, this is a question for governments in the first instance and ultimately, I suspect, it's simply too early to tell. We are continuing to see rapid developments in the technology – such as the generation of video content rather than just text, or the option to download and use a model on your own device – changes in how people and businesses are using these technologies, and continued developments in the issues governments and regulators are seeking to tackle.

I am excited about what comes next in terms of the potential benefits to people and the new innovative and collaborative approaches we can take to regulation to ensure new harms are effectively mitigated. **C**



A WORLD OF DIFFERENCE AI AND DIGITAL REVOLUTIONARY

Interview with **Rohit Adlakha**;
former Chief Digital and Information
Officer at Wipro Limited, currently a
Board Member and CXO Advisor



Rohit Adlakha was previously Chief Digital and Information Officer at Wipro and Business Head at HOLMES™ (Wipro's Artificial Intelligence platform). With over 15 years of leadership experience, he is a Board member at School of Inspired Leadership, a vanguard of change in shaping the future of India through education. Rohit has also pioneered CXO as a Service; he is a trusted advisor to Vector Center, a company that harnesses the power of AI to deliver real-time, decision grade water intelligence where he serves as an Environmental, Social and Governance champion through technology. For Data Neuron, an Artificial Intelligence (AI) learning platform, he is focusing on go-to-market and business acceleration strategies. At Vaasara, the number 1 Beauty Marketplace in the UAE, he is driving growth strategies.

With your extensive leadership experience across international tech-led organisations, and particularly the integration of AI, can you share what you think the global adoption of AI means for business?

AI has become mainstream, with the spend going up roughly 40 per cent in the last year. Next year the spend on AI is anticipated to be about 500 billion USD.

Generative AI itself is expected to grow the global economy, currently at approximately 105 trillion USD, by about 5 trillion USD annually, but that is just one aspect of AI. For business, the impact comes in three parts: economics, efficiency and experience. With economics there is the impact of AI in terms of GDP growth and organisations will consider how they can do the same work a human does at a much lower cost of operation. Efficiency comes in the form of administrative or on-boarding tasks to speed up operations, or writing and summarising text, for example. These can be reduced from hours and minutes to seconds. And, very importantly we want AI to offer a better experience to staff and customers – how can we make it quicker, less complicated and transparent.

There is also an argument that since the pandemic, business has become much more used to working with technology and using it to personalise our experiences. Every segment of business and wider society is getting impacted because of this. There is a much greater interaction and reliance by humans on machines and this is where AI really comes into play. There

“From healthcare and education, to agriculture and manufacturing, banking and retail, to leisure and customer service – the opportunities for AI to make a serious revolutionary impact are huge.”

are so many different opportunities, existing and potential applications across multiple sectors and areas of society that it is driving greater diversity and inclusion. From healthcare and education, to agriculture and manufacturing, banking and retail, to leisure and customer service – the opportunities for AI to make a serious revolutionary impact are huge.

In your view what are the most important factors to consider to allow appropriate AI adoption at a global level?

The first big challenge is safety. Humans are happy to talk to other humans but the minute you introduce an invisible

AI tool, people change how they trust and share information. We need to think about how we explain the actions that AI takes, including sources. This is going to be extremely critical.

Bias is another major area for consideration. From areas as simple as a small query through to managing cyber security for an entire organisation, it should be bias free and auditable so it can also meet many different types of regulation. It needs to be free of human bias too, so it is not contributing to the incitement of negative feelings amongst society.

Another crucial area is sustainability and the environment. For example, the amount of energy used to operate the current version of ChatGPT (4) versus the previous has increased by 35 times. AI is starting to tap into a finite set of resources for infinite potential usage. Every time you undertake a conversation on ChatGPT it uses approximately one 1 litre of water. This is for cooling data centres and goes back into the atmosphere rather than into the groundwater where we need it. Sustainable AI is going to be crucial.

There are global organisations like the World Economic Forum focused on these issues, with multiple streams where thought leaders get together and address specific topics and issues. I participated in the World Economic Forum Global Future Council on Artificial Intelligence and we published a document on AI fairness and ethics last year, so it is definitely being addressed at a global level, but we are only just scratching the surface at this point.



“We are a global economy and seemingly borderless because of our digital connectivity, but there is a corollary of that: we have become much more siloed in our approach.”

The major democratic elections taking place this year, and particularly in hugely populous countries like the US and India, are going to be under the spotlight for safe and reasonable use of AI. We will see what happens.

How might nations establish more effective collaboration for regulating AI?

Even though we are a global economy and seemingly borderless because of our digital connectivity, there is a corollary of that: we have become much more siloed in our approach. We have come together in many ways, but we have exacerbated geography, ethnicity, language, race and gender barriers in many contexts.

However global organisations, such as the United Nations, World Economic Forum, Organisation for Economic Co-operation and Development (OECD) and the G20 summit all provide the right sort of platforms. If we could give them more power and respect to set up global common standards in which every country could follow in spirit and in policy that would deliver real change.

There does need to be much more ongoing dialogue and proper discourse through direct country to country communication so we can deliver bilateral agreements, with the hope that they move to a unilateral view and position.

It is very important also to maintain the opportunity to talk and discuss regularly through multi-nation events such as tech summits and other forums. We need to be facilitating more opportunities for people to meet at a global level, express challenges and share and gain knowledge.

And finally, there must be stronger enforcement mechanisms. We need to think about how we make rules that are enforceable by law and consider ways to make companies and enterprises more accountable at a tangible level.

How crucial is the involvement of various stakeholders, including governments, industry leaders, academia, and international organisations, in fostering effective collaboration for AI regulation?

There are five main entities that I believe need to come together to make it truly collaborative. The first and foremost are governments. With over 190 countries with their own regulations, constitutions and rule of law, it is often hard to get them to collaborate with each other. However, this is going to be crucial, be it on policy, investment into innovation, large data centres or providing grants.

The second area is enterprise – large and small – where everyone plays a role and embraces the opportunity from AI innovation and demonstrates thought leadership and a willingness to connect and contribute.

Academia must play a very important part, but sometimes this can be overshadowed. There is so much intelligence, data analysis and research underway, with cross geography collaboration already in place that we must incorporate this area.

I consider data management as an entity of its own and requires a very strong exchange framework across borders where it is not infringing on data privacy or patents. A bit like the YouTube model, we need to think about how we can embed strong data sharing platforms through which offer the privacy and can manage data orchestration and the data pipeline.

The last area to consider is that of cyber risk and security to consider explainable utility and debiasing the data.

These are the five core areas that I would highlight as central to ensure successful collaborative efforts for AI adoption.

Can you share how you think a cohesive approach to global AI regulation might be achieved?

The fervour around AI is something I believe was similar to the gold rush of the mid-19th century. Everyone wants to be part of it and not to miss out. Whether its peer pressure or technology advancement most organisations don't know where to start, how to do it or which areas to focus on. This means they don't know how to drive value

out of AI, and really that will only be achieved when it can complement human activity. It is becoming a widely accepted belief that humans working with AI will be much smarter than humans working against or not using AI.

So, we do need to think about how we encourage a more consultative approach. How can we ensure adoption in a safe and transparent manner? How can we enable every global citizen to contribute, whether posing a challenge or offering solution? How can we make sure that everyone feels connected?

We need a global citizenship view, how we manage society, the environment and our economies better and more safely. To do that we need to upskill human intelligence. We are so used to having knowledge at the end of our fingertips, but the ability to use that information as effectively and analytically has diminished and that is why we feel so threatened by AI. We need to upskill humans, create new jobs and different perspectives. We need to think seriously about human and machine collaboration, not conflict. That is the only way we will progress. **C**

“There must be stronger enforcement mechanisms. We need to think about how we make rules that are enforceable by law and consider ways to make companies and enterprises more accountable.”

AI EVENT HIGHLIGHTS

Leadership in the age of AI Breakfast with Doug Gurr, Chair of the Alan Turing Institute

Our Public Services and Regulation team hosted a breakfast session on leadership in the age of AI. We were thrilled to welcome Doug Gurr, Chair of the Alan Turing Institute, along with a group of public sector Chief Executives. The conversation was both enlightening and practical. Doug's clear and accessible explanations helped us see

AI in a new light—it's not as intimidating as it seems! He reminded us that AI shouldn't be feared because ultimately, we are the ones in control of the machines, not the other way around. Particularly uplifting was Doug's wisdom regarding the accessibility and immediate feasibility of utilising AI as a catalyst for constructive change.



Generative AI – the end of law firms or a new beginning



Our Legal and Professional Services team hosted a succession of events earlier this year entitled "Generative Artificial Intelligence – The End of Professional Services firms or a New Beginning?". We were joined by Cliff Fluet, a Partner at Lewis Silkin LLP, and Dr Eve Poole, an academic and author who specialises in leadership, who shared their views on this topic in conversation with Matt Byrne, Director of Insight at The Lawyer. They explored some of the principles at the heart of the AI agenda, proposing ways to balance the benefits of generative AI with the wisdom, ingenuity and moral compass that have guided us for generations. It was clear that AI cannot be examined

in a vacuum, but rather must be considered in the context of our engagement with it.

We highly recommend Dr Poole's latest book. *Robot Souls: Programming in Humanity* offers a fresh perspective on the main design challenges in AI: specifically, regarding the development of robots that align with human values while preventing potential rogue behaviour. Dr Poole suggests that one approach to tackling these issues of alignment and control could involve exploring the parallels with how these concerns are already addressed in the design of humans.

A smarter future for UK regulation? Institute of Regulation Conference 2024

The IoR's 2024 conference, themed 'Paving the Way for a Smarter Future in UK Regulation,' aimed to address the multifaceted challenges arising from economic, technological, and social dynamics.

Attended by 160 leaders, the conference sessions considered the opportunities and risks of the UK government's smart regulation programme, highlighting the need for regulatory methodologies to evolve and adapt. The keynote speakers, Sir Martyn Oliver, recently

appointed HM Chief Inspector at Ofsted and Lord Dominic Johnson, Minister for Regulatory Reform, provided valuable insights. The conference covered topics such as regulating AI, international regulatory practices, and improving collaboration among regulatory bodies. Head of Saxton Bampfylde's Regulation practice, Jonathan Morgan, was a featured speaker, and Saxton Bampfylde, alongside Objective and Deloitte, was pleased to sponsor the conference.



VIEW FROM THE RIVER TEAM INSIGHT

Meet Jim Zaniello, President of Vetted Solutions, a Washington DC-based executive search firm and a Panorama partner. Saxton Bampfylde was part of the founding group to establish the Panorama partnership – a community made up of 21 leadership and executive search businesses across the world.



Your past, present and future with Panorama

Vetted Solutions has been engaged in the Panorama community for about a decade. Panorama is truly a premier leadership and search partnership whose values mirror ours. The firms and people who participate are leaders in their sectors and countries. The opportunity to interact with the CEO and staff teams is enormously beneficial to our firm, as the network informs and supports our shared goals of innovating in executive search and building world-class leadership teams for our clients and for our firms. We are inspired by those professionals who share our passion for purpose. A focal point for our firm and Panorama is diversity, equity, inclusion, and accessibility. We have had the opportunity to be involved in the Panorama DEIA work in the past and look forward to engaging further in the future.

Describe your sector in three words
Impactful. Empowering. Progressive.

What are the priorities for leaders in regulatory organisations in the US?

Advancing awareness of those they represent, advocating on their behalf, and delivering sound business models to ensure the success of their work are always priorities for membership organisations, or associations. Further, associations play a large societal role in that they apply

“No sector is better equipped than the association community to help safeguard society against the manifestations of AI that pose threats.”

their unique expertise to work that the government might otherwise do. Of increasing importance are advancing fundamental rights, ensuring a vibrant economy, and cultivating and engaging people and perspectives that reflect diversity, equity, inclusion, and accessibility.

How do you view the AI regulation agenda being addressed in the US?

I view it as vital, and the sector we work in most has a very important role to play going forward. Associations must not only be informed but be educators

about AI. They must be advocates for the responsible, ethical development and application of AI.

With most of the investment and development of AI to date being in the US does it bring excitement or trepidation in your sector?

Both. It is exciting because it feels new and the opportunities it affords for advancing work in a more efficient, targeted way are undeniable. AI should be a complement and not a substitute for human judgment. At the same time, AI is a cause for caution, because of concern about irresponsible use and, as we have seen, its implications for supporting strong, ethical governance among developers and in deployment. To my earlier point, no sector is better equipped than the association community to help safeguard society against the manifestations of AI that pose threats.

What in your view makes the best leaders?

The best leaders are authentic, empathetic, and passionate. Authenticity instils belief and trust in leadership. Empathy is core to innovation. Passion must shine through in leaders' commitment to both the roles they play and the greater cause of the organisation, industry, profession, or community they serve. Hand in hand with those qualities is advocacy. The best leaders are respectful but thoughtful, relentless advocates. **6**

Saxton Bampfylde

OUR MISSION

We exist to change the world by changing leaders in interesting and important organisations. At the same time we aim to create an environment wherein all members of our community can grow to their fullest extent emotionally, intellectually and spiritually.

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