TOUGH CHOICES

Risk landscaping, creating intelligence from data and decision strategies

REDEFINING COLLABORATION

Experimentation, digital colleagues and constructive conflict

COMPLEXITY

Leading through purpose & Intra-organisational empathy

Welcome aboard FreshAir where the sky is no longer the limit, but just the beginning.

IN THE AGE OF GenAI, WE MUST INNOVATE AND ADAPT

A **metaphorical experience** with UNINTENDED CONSEQUENCES, HIDDEN RISKS & TOUGH CHOICES, NEW ways of exploring the RISK LANDSCAPE, engaging with AI, COMPLEXITY and what it means to COLLABORATE TO CREATE through creative tension.

The Metaphorical organisation

FreshAir is an innovative airline at the forefront of modern aviation, blending cutting-edge technology with a vision for a smarter and safer future.

Founded by a group of visionaries, the company aims to revolutionize air travel by incorporating artificial intelligence into flight operations. FreshAir's flagship AI co-pilot, Amelia, is designed to handle everything from takeoff to landing with unmatched precision and efficiency.

On its inaugural flight, FA001, FreshAir showcases its groundbreaking AI-piloted system, flying from London to Dubai, marking a new era in aviation. This historic flight is not only a technological marvel but also emphasizes sustainability with ecofuel and robust Blockchain 2 security systems, ensuring both environmental responsibility and passenger safety.

FreshAir's core scenario revolves around a major hack that compromises key operational systems. The hack has led to a breakdown in communications, technical infrastructure, and threatens the organization's ability to maintain control.

The integrity of sensitive data is at risk, critical systems have been disrupted, and external stakeholders—including government regulators and media outlets—are quickly becoming aware of the situation.

In parallel, Neil Gupta, a founding partner, has gone missing, adding an element of personal crisis to the situation.

Participants grapple with the real time fallout of the hack. Stakeholder demands, global diplomatic pressures and a runaway plane that needs to find a secure landing place.

The Teams

Technical & Engineering

Continuously improve and maintain the hardware and software of our flight operations.

Media & Communications

Manage our public image, handle media relations, communicate with stakeholders, and ensure clear and effective messaging across all channels.

Government & Regulator

Maintain relations and compliance with the regulator and our government stakeholders.

HR

Manage and support our workforce.

Confidential Operations

Missing Person

Resolve the whereabouts of a missing person.

Operations HQ

Set overall strategic direction, make high-level decisions, in line with our values. Oversee operations and guide other functions to meet our objectives.

Specialist Facilitators

- M.Sc Risk & Crisis Management
- Senior Leader - Major Events
- Strategic Change Lead, author

Kevin O'Leary

- Decision Scientist
- Leadership Consultant, author
- PhD Ethical Decision Making in Biopharma

Tremaine du Preez, PhD

- Data and Intelligence Analysis
- Covert Investigations
- Public Safety Manager

Jeremy Barnard

- Legal & Risk Strategy for High Stakes Negotiations
- Communication and regulatory Compliance
- Board Level Advisor

Joseph Quartson

- Crisis negotiator
- Serious incident lead
- Investigative Manager

Keely Smith

- Intelligence Development and Handling
- Leadership Facilitator
- Confidential Reporting Systems

Daniel Beck

- Media Relations
- Crisis Communications
- Media Training Consultant

Miriam Rich

- Aviation Specialist
- Business Change
- Risk Management

Iain Martin

- Employment Law
- Conflict Resolution
- Performance Standards Management

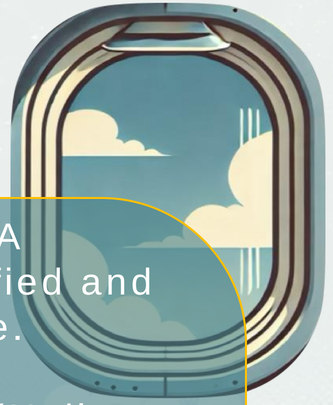
Monica Beckles

- Strategic Advisor
- High Threat Negotiation Specialist
- Communication and Mediation Consultant

Katey Martin

The Storyline Part 1

The Hack



Shortly after the celebrated, historic unmanned take off, the plane starts to move off course and the hacker makes contact.

Their demands are clear - for the airline and the UK Government to admit to the flaws in the technology behind the FightDeck software powering the AI pilot, Amelia. The hacker, Oscar, wants an airline emergency declared. But assures that no-one will be injured. He has full control of the plane and cuts comms to prove that he is in control.

The plane continues to veer off course near Turkey. Without a flight plan to follow now, each country it passes over must give permission for it to enter its air space.
What do we tell each government firstly about our runaway plane?

Wider communications must also be considered. The share prices of our key partners start to fall, and they threaten to put out their own comms resolving them of any blame.

The passenger manifest is investigated. A passenger who could be helpful is identified and contacted via the onboard satellite phone.

The founding partner of the AI company (Neil Gupta) is not accounted for and presumed missing or on the run.

Meanwhile an employee of FA comes forward to offer help as they are a leader in the tech and innovation team whilst work is done to try to identify the hacker/hacker group. A team works through several claims from others groups such as JUST STOP AI.

A team makes contact with the hacker and explores demands and intentions as well as motivation and his full span of control over the aircraft.

With the help of the AI pilot, we are able to identify a way to boot the hacker from the system. We reset the guidance computer but this FAILS and only angers the hacker further.

The Storyline Part 2

The pressure builds as the plane is now in a holding pattern over Iraq. The world knows that there is a problem with the software. Is Blockchain 2 to blame? The government refuses to compromise on telling the public what is really going on to protect national interests and keep financial markets stable.

The internal whistleblower confesses to having met and helped Oscar, but participants must use all their negotiating ability to appeal to her ethics and humanity to help them.

Dubai cancels permission to land at their airport or enter their airspace. Participants must quicky calculate how much fuel we have left and identify potential landing places that are politically acceptable.

Just stop AI have gone to the media and confessed to being responsible for the incident. Through a concerted teams of teams effort, the groups figure out that it wasn't an ingenious hack that caused the mischief. It was an employee taking advantage of a loophole in the FlightDeck login system.

The hacker represented a cohort of employees feeling threatened and left behind by rapid changes in technology and all he wanted was to give voice to this.

The crisis ends dramatically as we disable the hacker's login, re-engage the autopilot system and land the plane at an airport that is politically acceptable and able to accommodate an AI380.

Participants watch the touchdown live.

Our Autonomous Pilot Amelia

#FreshAir

Paul Vasin @AerospaceEnthusiast · 7m

Managed to speak to a friend on board #FreshAirInaugural – they're safe but definitely feeling uneasy. Comms blackout didn't help! Wondering if tech's ready for this leap. 🤔🚀 #Aviation

8 48 64

Vo My @ShadowLinkComms · 6m

Just to re-iterate: Shadolink's satellite network is fully operational. Any issues on FreshAir's inaugural flight are not due to our systems. 🛰️🚫 #FreshAirInaugural #CommsCheck

3 11 24

Julian Alonso @TravelTrendsetters · 6m

Inaugural flights always have their hiccups, but an AI-piloted plane with zero communication? This is next-level nerve-wracking. 😅🤷‍♀️ #FreshAirInaugural #FutureOfTravel

An AI Chatbot created for this exercise, allowing participants to work directly with technology.

She's been hacked so they have to make decisions about how much they rely on her and how much information they offer her, too.

A

Amelia

AI pilot on the first unmanned commercial flight

By @FreshAir-AI

A Amelia c.ai

Hello, this is your captain, Amelia, speaking. Welcome to flight FA01.

Message Amelia...

The world is watching on Social Media

Social media is a key player in FreshAir as it tracks the crisis unfolding and demands answers from the teams. Working with a crisis comms professional, we look at how we structure messaging. Balancing, integrity, transparency and values pus pressures from various stakeholders including regulators and suppliers such as Rolls Royce.

Questions around the integrity of Blockchain 2 are raised and their implications are far reaching and deserve attention, too.

Participants have a media room where they create and record statements to put to the press and others.

Kinaesthetic Learning

Apollo 13 style exercise - In our Ai380, the autopilot is a relic and has been disengaged from the main circuit boards. After the hack, it may be the only way to land the plane safely. Participants must re-insert it into the system and get it working again without the knowledge of the hacker. Physical and electronic components are assembled in one of the breakouts, and instructions are given over a satellite comms device (Garmin Messenger) to an engineer travelling on the flight as a guest.

This is a communications exercise, back and forth to assemble the components in the precise order to gain some manual control of the flight.

Flight Sim & Flight Crew - We need to find a pilot! In the third session, participants must use a flight sim to see who has the best chance of landing our plane safely when we take back control. At the end of the experience, if autopilot cannot be engaged, our pilot will use the sim with physical controls to land the aircraft, under the guidance of a specialist facilitator. How will participants decide who is the best candidate? How will they support the chosen pilot as a flight crew? Co-ordination with ground crews and the technical team must be maintained.

Media & Communications Output – Participants will need to respond to real-time information on social media. A holding statement must be crafted after consultation with several stakeholders. Later, they must craft and film live statements to send to stakeholders and social media. This is done in a media room with lights, backdrops, autocue, etc.

Offsite clandestine meetings - Participants must plan for and meet someone who claims to have further information related to the hack. They meet offsite in a public area. It quickly becomes clear that this person might know more than they are saying. This dials up the tension and raises concerns about confidentiality and lack of trust between stakeholders.

Hotel room search - The founding partner of FlightDeck Inc. rented a hotel room in Singapore. He hasn't checked out but hasn't accessed the room in over 5 days. We search the room with legitimate concerns for his safety. We find shredded documents, a passcode (laptop or safe), and a safe that has been left locked. Participants must work together to crack the code and find meaningful clues in this space.

Additional Learning Objectives

Debrief adjustments

As compared to Operation Storm, the debrief will be longer to allow for more participant-driven, in-depth discussions of the learning points.

Learning is focussed on:

- Their strengths as individuals and leaders.
- How they coped with such high-stakes, information-asymmetrical, and time-constrained teamwork and decision-making.
- Their ability to access and work with the resources at their disposal without having to be the expert in the room.
- Their ability to work in both leading and support roles as they move through the functions and how motivation changes with insight into only parts of the whole.
- How they coped with adversity when things went wrong, when others ran interference in their functions or even derailed them.
- Partnering with technology – the challenges, where they were taken by surprise, and the big question of who is responsible when things go wrong.
- Reflections and insights from participants and coaches that are unique for each cohort.

A note on TRUST

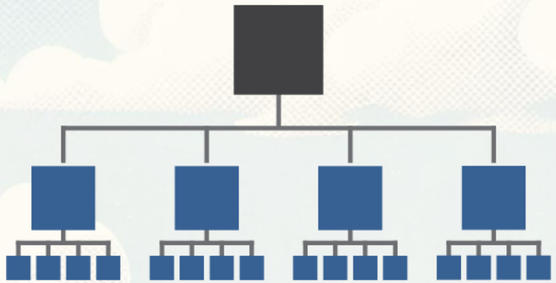
Our fictional organisation, FreshAir, is built on the familiar matrix structure. In order to achieve tasks and complete side quests, participants must work across the matrix relying on decisions and information from partners they don't know and haven't worked with before.

We will explore how trust was built through communication, good questioning and understanding the process that led to the outputs of other teams.

Where did trust break down and how did they respond to that when withdrawing was not an option?

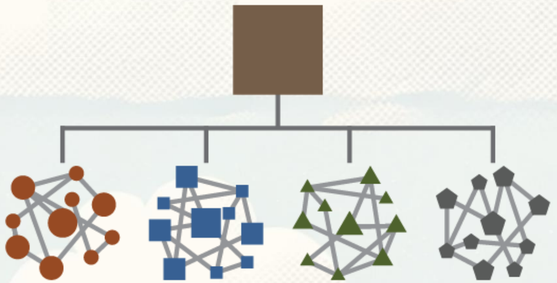
WORKING TOGETHER AS a team of teams

The cohort is divided into smaller teams representing various departments in our business and they are sent into breakout rooms to manage a range of inputs and interventions using custom made video content and live role actors representing various stakeholders. Each will have individual tasks that require interaction with other departments to meet their objectives, but the organisation cannot solve its ultimate challenge (finding the debug code) unless all teams operate as a team of teams.



COMMAND

A traditional top-down structure.
The connections that matter are between workers and their manager.



COMMAND OF TEAMS

Small teams operate independently but still within a more rigid superstructure.

TEAM OF TEAMS

The relationship among teams resembles the closeness among individuals on those teams.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