

Synapse

2026

The Pulse of **AI-led Digital Transformation and Change Management**

The Fault Line

CXO Debate: Implement the technology first or
prepare the people first?



**04TH
AUGUST**



RADISSON BLU
Outer Ring Road, Bengaluru

The Fault Line

CXO Debate: Implement the technology first or prepare the people first?

Recap

Six leaders split three and three — technology first, or people first — and the audience voted afterward on who made the stronger case. The people side built its argument on technology that worked perfectly and still failed to land, because no one prepared the humans using it. The technology side argued the reverse: without a clear technical direction, there's nothing concrete to prepare people for in the first place.

What we took away:

- Technology sets the pace of deployment. Only people-readiness sets the pace of adoption—and the two are decided by entirely different levers.
- A tool that works for one user can fail for the next for a completely unrelated reason—device familiarity, physical conditions, decades of muscle memory. There's no single fix for a rollout; there are as many failure points as there are types of users.
- "Technology first" and "people first" aren't really opposed—they're arguing about sequence, not priority. Without a technical direction, there's nothing to prepare people for. Without prepared people, no technology gets adopted.
- New tools don't automatically save time. Until training catches up with the tooling, the upgrade can be slower than what it replaced.



How the room voted – The room didn't just watch. They voted on who won – after hearing both sides.

63% Team People / **37%** Team Tech – How the room voted, after hearing both sides.



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Great transformations start with a conversation.

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easiest for you.**

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