

Synapse

2026

A graphic element to the right of the word 'Synapse' consisting of a cluster of small circles in white, blue, and yellow, with a larger blue shape resembling a stylized 'S' or a network node.

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

The Organisational Muscle

Playing the Long Game: Building Capability Models that Endure



**04TH
AUGUST**



RADISSON BLU

Outer Ring Road, Bengaluru

The Organisational Muscle

Playing the Long Game: Building Capability Models that Endure

Recap

The panel's real question wasn't how to run one successful transformation—it was how to make capability-building itself a repeatable muscle, one the organization can call on for the next transformation, and the one after that. That matters more, not less, in an AI context: the technology keeps shifting, so any capability built around today's tools is already behind. Five leaders described how they're building that muscle in practice—none of them treating it as a solved problem.

What we took away:

- Capability isn't the same as skill or competence — a skill belongs to a person, competence to a role, but capability only counts once it belongs to the organization and is visible at scale.
- Getting good at something isn't the same as staying good at it: one organization went from not even qualifying for a "best employer" certification to ranking 43rd in India a decade later, through transparency — opening survey data to every employee — rather than punishing bad scores.
- Leadership is shifting from authority to inspiration: in a knowledge economy where a team member — or an AI agent — may know more than the leader does, "I don't know, but I understand the problem" is now a legitimate thing to say out loud.
- The earlier a good decision gets made in a process, the more value it creates — one panellist argued for pushing human judgment earlier in the workflow instead of saving it for the end.



A project has an end date. The capability it leaves behind doesn't — six leaders spent the hour arguing over how to close that gap.



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