



INNOVATION RESEARCH
INTERCHANGE
Accelerating Value Creation

A division of the National Association of Manufacturers

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Navigating Disruptive Change: *Strategies for CTOs to Adapt and Lead*



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Disruption, Technology, Innovation



Agenda

- Introductions and Group Perspectives (~20 mins)
- Response to Disruptive Change (~60 mins)
 - Thought starters – Sarah & Ned (15)
 - Group prioritization of key issue (5)
 - Table discussions & report-out (45)
- 12:00 Lunch (~30 mins)
- Turnaround Solutions: Collaborative Problem Solving (~60 mins)
- Key Insights and Actions (~30 mins)

Current state of innovation

What single word best describes
your ability to innovate in the
present moment?



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Multiple vectors of increased uncertainty are creating a new normal

Traditional Sources Continue to Grow and Reach Tipping Points

- Climate volatility presents an unpredictable threat to business continuity²
- Geopolitical & military conflicts increasingly disrupt trade & supply chains⁵
- The aging population & evolving skill requirements indicate needs for structural change⁶

Acceleration of Technology Adoption Shifts Into High Gear

- Advanced technologies, like AI, are accelerating adoption of novel products¹
- Dynamic cyber threats are surging to exploit businesses' growing digital reliance³

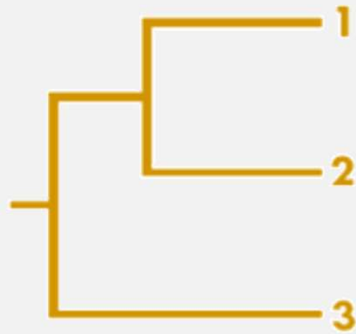
New Sources of Uncertainty Poised to Have Profound Implications

- Changed and unpredictable trade policy undermines belief in stability⁴
- Widespread misinformation drives uncertainty around what is true⁸
- Politicalization of capital allocations introduces an additional volatile factor⁷

Companies often lack common language and playbooks for managing uncertainty

*Indicative Types of Uncertainty**

Type 1: ALTERNATIVE FUTURES



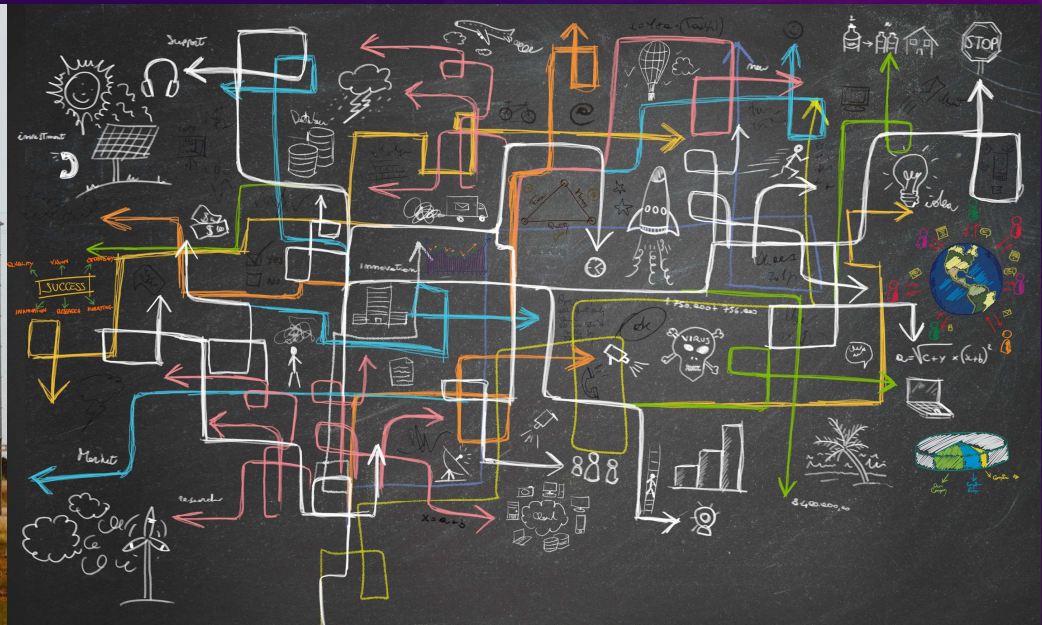
TYPE 2: A RANGE OF OUTCOMES



TYPE 3: AMBIGUITY



*Viguerie, P. (1997). *Strategy Under Uncertainty*. Harvard Business Review, November–December 1997.



Predictable but Problematic Responses



Slido Poll: Rank the areas where improvement would drive the greatest impact in your organization.

Common Challenges Managing Uncertainty

1. Common language and playbooks for navigating uncertainty
2. Coherent mechanisms to identify and map risks/opportunities across the organization
3. Processes to optimize innovation portfolio for opportunities and options
4. Inflexible governance and capital allocation mechanisms
5. Cultural barriers that constrain action (e.g., risk aversion)



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Table Discussion & Report-Out

- Time: 20 mins table discussion, 25 minutes group read-outs
- Please assign a table spokesperson
- Pick an issue (or two) to discuss as a group
- Discuss:
 - **Question 1:** How does the issue affect innovation and manifest itself most problematically in your organization?
 - **Question 2:** Where have you seen bright-spots in solving this issue?
 - **Question 3:** What are specific and practical actions that could improve this issue?

Turnaround Solutions: Collaborative Problem-Solving



- Total Time: 50mins
- At each table, a volunteer shares a challenge they're currently facing with their tablemates, who then provide potential solutions.
- Round 1:
 - Presenter shares their challenge and then turns their chair around so their back is to the group (3 minutes).
 - Group discusses solutions while the presenter listens quietly (15 minutes).
 - Presenter turns back around and the group presents their ideas (7 minutes).
- Round 2:
 - Rotate roles and repeat the process with a new presenter

Takeaways and Wrap-Up

Where is the **biggest opportunity for improvement** in your organization, and what's **one action** you'll take to address it?



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