



LEADERSHIP
INSTITUT

MLI LEADERSHIP INSTITUT · KEYNOTES

Leading when nothing is **certain** anymore.

Four keynotes on AI, change, orientation, and the power of words.

SIGNATURE KEYNOTE

Who leads when AI thinks?



Sebastian Morgner
Managing Partner
MLI Leadership Institut

Welcome.

Dear Reader,

after a good keynote, leaders see possibilities they were not aware of before. That is what every talk I give is about.

My topics come from my work with leadership teams: artificial intelligence, change, orientation in uncertain times, and the power of language. I tailor every talk with you to the occasion, the audience, and your company.

I look forward to talking with you.

Sebastian Morgner

Why event organizers book keynotes with *MLI*.

01 New possibilities

After the keynote, participants see possibilities they were not aware of before.

02 Being understood

Leaders feel that their problems are understood.

03 Their language

He speaks the language of leaders, not of consultants.

04 Structure and stories

Substantive and clearly structured, combined with stories from practice.

05 Immediately applicable

Methods and approaches that leaders can apply the very next day.

More than 150 leadership teams personally supported. Keynotes at leadership conferences of Allianz and ERGO, at the Siemens AI Lab, at the DGFP (German Association for People Management), at the FLI Leadership Conference, and at the Zukunftsdialog Oberbayern, among others.

Which keynote fits your **event**?

KEYNOTE 01 • SIGNATURE KEYNOTE

Who leads when AI thinks?



“AI thinks faster. Only humans have values and emotions.”

Audience: Executive board to middle management

Occasion: Leadership conference, strategy retreat, management offsite

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KEYNOTE 02 • KEYNOTE

The psychology of change



“The fear of exclusion drives behavior, all the way up to the boardroom.”

Audience: Leaders at all levels, also together with employees

Occasion: Launch of a change process, retreat, leadership program

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KEYNOTE 03 • KEYNOTE

Expedition Leadership



“The future cannot be planned. Opportunity lies in uncertainty.”

Audience: Senior and middle management

Occasion: Strategy kickoff, annual kickoff, leadership conference, leadership program

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KEYNOTE 04 • KEYNOTE

The power of words



“Words are just sounds. Only people give them meaning.”

Audience: Executive board, senior and middle management

Occasion: Leadership conference, annual kickoff, congress, leadership program

Page 8 →

All keynotes last 45–60 minutes and can be extended to up to three hours with interactive reflection and exchange formats.

KEYNOTE 01 · SIGNATURE KEYNOTE

Who leads when AI thinks?

Success levers for the world of work tomorrow.

AI thinks faster. Only humans have values and emotions.

**AUDIENCE**

Executive board to middle management, typically up to 30 people

OCCASION

Leadership conference, strategy retreat, offsite

INTERACTION

Trick questions, live voting, live AI

SPEAKER

Sebastian Morgner



What it is about

Machines deliver plausible-sounding answers in seconds. Whether they are right, serve the business, and can be justified is still for people to decide. Participants experience that their thinking power is inferior to that of AI – and that business life depends on values and emotions. Only humans have them.



Structure

- 01 **The challenge** · Attention as the bottleneck
- 02 **Intellectual sovereignty** · Who shapes our thinking
- 03 **Value creation** · Building knowledge and capabilities
- 04 **Leadership** · Providing purpose, structure, and accountability
- 05 **The vision** · People and AI

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Stories from the keynote

- “How a web project thought lost was rescued by the fireplace of an Alpine hotel.”
- “A personal story about what makes a person valuable.”
- “How Sebastian Morgner reduced his team by 70% thanks to AI – and how that feels today.”

“The greatest danger of AI is not that it thinks. It is that we stop thinking.”

Sebastian Morgner

KEYNOTE 01 · SIGNATURE KEYNOTE

Why it matters now.

60%

of jobs in advanced economies are affected by AI. Worldwide, the figure is around 40%.

German Bundestag, Research Services, WD 5-3000-066/25 (based on IMF)

109 : 1

machine identities, including AI agents, exist on average for every human identity, according to a vendor report.

Palo Alto Networks, Identity Security Landscape 2026 · vendor report

83% : 3%

of companies see high potential in agentic AI; only 3% consider themselves fully prepared.

SAP / Oxford Economics, Value of AI Report 2026 · commissioned study

19%

longer was what experienced developers took with early-2025 AI tools. They had expected to save 24% of their time.

METR, July 2025 · randomized controlled trial

All figures from published sources, as of October 2026. The figures refer to different samples and reference values.

What your leaders take away

- They pay closer attention to their words and emotions.
- They understand that their behavior counts – because AI is inflating the value of knowledge and words.
- They understand which tasks, permissions, and limits AI agents need – and who is accountable for their decisions.

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Our leaders were particularly enthusiastic about Sebastian Morgner's excellent practical examples and a talk tailored to us.

Christian Rasch

Sole Board Member, Badische Staatsbrauerei Rothaus AG

Afterward: turning impulses into decisions.

AI COURSE SETTING

One working day with your management team: assessment with the AI Leadership Compass, a target picture, and joint decisions.

AI FUTURE WORKSHOP

For the entire leadership level: work in facilitated groups and a joint assessment for up to 50 people.

KEYNOTE 02 · KEYNOTE

The psychology of change

Shaping change with neurosocial leadership.

The fear of exclusion drives behavior,
all the way up to the boardroom.



AUDIENCE

All leadership levels, also
with employees

OCCASION

Launch of a change,
retreat, program

INTERACTION

Live Neuro Traffic Light,
reflection in pairs

SPEAKERS

Sebastian Morgner, on
request with Dr. Markus
Deutschmann, MD



What it is about

Organizations plan change with goals, structures, and milestones. People experience it as a social situation. One of the strongest primal fears is the fear of isolation and exclusion. It drives everyday behavior – even among CEOs.

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Stories from the keynote

- “ *How a board member can slap 3,500 people in the face in a single moment.* ”
- “ *Why a colleague avoided Sebastian Morgner for a whole year.* ”



Structure

- 01 What change triggers in the mind – from a neuroscience perspective
- 02 The fear of exclusion and its consequences: withdrawal, defensiveness, silence
- 03 The Neuro Traffic Light ●●● – red, yellow, green as a shared language for difficult situations
- 04 The hero's journey as a neuroscience-based model for change



What your leaders take away

- They know that small gestures achieve more than big words.
- They recognize when people feel excluded – including at the top.
- They use the Neuro Traffic Light as a shared language for strain, learning, and confidence.

KEYNOTE 03 · KEYNOTE

Expedition Leadership

How leadership teams master complexity and change.

The future cannot be planned.
Opportunity lies in uncertainty.



AUDIENCE

Senior and middle management,
all levels mixed

OCCASION

Strategy kickoff, annual kickoff,
conference, program

SPEAKER

Sebastian Morgner



What it is about

An expedition is a journey into the unknown. Leadership teams need the right mindset, the right tools, and a realistic map – free of the thinking traps that otherwise obscure the view. The keynote is aimed at groups that enter uncertain terrain together.



Structure

- 01 **Hearing the call** · Call to adventure
- 02 **Planning the destination** · Knowing where you want to go
- 03 **Preparing the expedition** · The right companions and tools
- 04 **Setting out** · Crossing the threshold
- 05 **Reaching the goal** · Passing the practical tests of will

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Stories from the keynote

- “ *How Sebastian Morgner admitted to 40 sales directors that he no longer knew the way forward.*
- “ *Companies that started with a completely different business idea than their business model today.*



What your leaders take away

- They understand that they themselves lead the change: ask not what your country can do for you.
- They know that every transformation faces practical tests of will – and where most fail.
- They see the opportunities for innovation and progress that lie in uncertainty.

KEYNOTE 04 · KEYNOTE

The power of words

Moving people with conviction, vision, and story.

Words are just sounds. Only people give them meaning.



AUDIENCE

Executive board, senior and middle management

OCCASION

Conference, annual kickoff, congress, program

SPEAKER

Sebastian Morgner



What it is about

Words have no meaning in themselves. Only the life, personality, and emotion of the person speaking them give them weight – something no AI can do. Many people use words carelessly. Those who influence how others think choose them deliberately.



Structure

- 01 What makes words powerful: the fit between the speaker and the worries, hopes, and feelings of the audience
- 02 Strategic storytelling and authentic communication rooted in your own values and a clear goal
- 03 The Neuro Traffic Light for choosing the right words
- 04 A model for delivering bad news

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Stories from the keynote

- “ Kennedy’s moon speech, Martin Luther King, and the rhetoric of today’s populists: how words move people – and divide them.
- “ Why an AI-generated text belongs in the wastebasket when people are at stake.



What your leaders take away

- They listen differently and interpret words more consciously.
- They know what good storytelling takes.
- They trust their instincts more than an AI-generated text.

Who is on stage.



Sebastian Morgner

STRATEGY ACTIVATION AND LEADERSHIP

Managing Partner of the MLI Leadership Institut. 15 years of leadership experience in the financial industry, most recently as Global Head of Marketing at UniCredit in Milan. Since 2013, he has personally supported more than 150 leadership teams. Co-founder of the Zukunftsallianz Mensch & KI (Alliance for Humans and AI), publisher of "Tiefgang" magazine, and author of "Expedition Zukunft" (in German).

KEYNOTES

Who leads when AI thinks? · The psychology of change · Expedition Leadership · The power of words

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The collaboration is built on trust, and instead of a simple off-the-shelf concept we get creative solutions. They enjoy broad acceptance throughout the organization.

Sandrina Hübner

Head Corporate Organisation and HR, Swiss Life Germany



Dr. Markus Deutschmann, MD

NEUROSCIENCE

Physician and neuroscientist, founder of Access Neuroscience. He conducted research in Munich, at University College London, and at Stanford, and specializes in conveying neuroscience insights to leaders.

KEYNOTES

The psychology of change

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Sebastian Morgner strikes the right mix of innovative impulses as a competent advisor and attention to our individual needs. He manages to find the right balance between seriousness and ease.

Prof. Dr. Oliver Holtemöller

Vice President, Halle Institute for Economic Research (IWH)

CLIENTS (SELECTION)

Allianz 

ERGO

SIEMENS

Deutsche Telekom

vodafone

JUNGHEINRICH

Ritter
SPORT

McDonald's

OHB

IWH
Leibniz-Institut für
Wirtschaftsforschung Halle

How the keynote becomes part of your **event**.

01

Initial call: 30 minutes on occasion, audience, and setting, free of charge

02

Preparation: briefing and short interviews with selected participants

03

Keynote with the agreed interaction

04

Follow-up on request: AI Course Setting, workshop, or leadership program

What you should know in advance

LEAD TIME

We recommend booking at least three months before the event; we are happy to check short-notice dates.

REGION AND TRAVEL COSTS

Talks throughout the German-speaking region, internationally on request. No travel costs in the greater Munich area, otherwise at actual cost.

TECHNICAL REQUIREMENTS

Projector or screen, microphone, flip chart, and a stable internet connection for live AI and live voting.

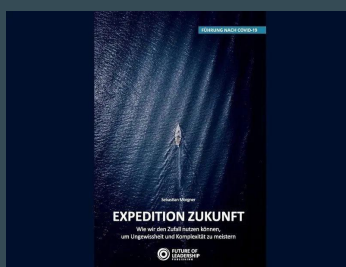
FEE

On request, depending on format and interactive elements.

GUEST GIFT

On request, every guest receives "Tiefgang" magazine (in German) for an additional fee.

Further thinking



BOOK

Expedition Zukunft

Leadership on the way into the unknown, by Sebastian Morgner. In German.

[Available on Amazon](#)



MAGAZINE

Tiefgang

88 pages on leadership in the age of AI, with field reports from CEOs. In German.

leadership-munich.org

Tiefgang

Podcast on strategy and leadership

PODCAST

Tiefgang

Conversations on strategy and leadership, hosted by Sebastian Morgner. In German.

sebastian-morgner.de



What should lastingly **change** in how your leaders think and act?

“Only people can give the future meaning. AI remains a powerful tool.”

Sebastian Morgner

In a free 30-minute initial call, we clarify the occasion, the audience, and the right keynote.

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Scan to book the initial call directly in the calendar.



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