

MIT Industrial Liaison Program Faculty Knowledgebase Report

2024 MIT Madrid Symposium

November 14, 2024 9:30 am - 2:30
pm

9:30 AM

Welcome and Opening Remarks

Raimundo Pérez-Hernández
Director

[Ramón Areces Foundation](#)

Eduardo Garrido
Program Director, [MIT Industrial Liaison Program](#)



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Program Director
[MIT Industrial Liaison Program](#)

Eduardo Garrido is a Program Director at the Office of Corporate Relations at MIT.

Eduardo Garrido has a strong multicultural and multidisciplinary background, with deep expertise in higher education, banking and management consulting, acquired in Argentina, Spain and USA. He currently serves as Program Director at the Industrial Liaison Program, Office of Corporate Relations (MIT), the largest conduit between corporations and MIT.

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9:50 AM

Wiring the Winning Organization: Liberating Enterprise Ingenuity to Gain Unmatchable Competitive Advantage

Steven Spear
Senior Lecturer, MIT Sloan School of Management
Senior Fellow, Institute for Healthcare Improvement
Principal, See to Solve LLC



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Senior Lecturer, MIT Sloan School of Management
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How some organizations generate value faster than others, with rewards for all stakeholders, is the focal question for Steve Spear (DBA MS MS), senior lecturer at MIT, author of *The High Velocity Edge*, and patent holder for the See to Solve Real Time Alert System. Winners create new knowledge and skills faster—ideally, everyone discovering something new always. These ideas have been expounded across *Harvard Business Review*, *Annals of Internal Medicine* and *Academic Medicine*, *School Administrator*, and *Proceeding of the US Naval Institute*. Proofs in practice include Pratt and Whitney's winning the F-35 engine contract, the Pittsburgh Regional Healthcare Systems "Perfecting Patient Care System," standing up the Alcoa Business System, and development/promotion of the Navy's High Velocity Learning initiative.

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There are those few organizations that are able to deliver so much more value to society than their counterparts. The rewards are great for all their stakeholders. This is true in every sector, be it primary and raw materials, heavy industry, design and production of manufactured goods, tech and high tech, biotech and pharma, medical care, and other social services. A key difference between the best and everyone else is how their management systems are designed and operated. For most, "the system" exists to optimize inanimate things, such as "resource utilization" of capital equipment, the flow of materials through machines, and the price per unit of produced items. In contrast, the best realize that organizations exist so the expertise of many individuals can be integrated into collective effort towards solving super hard problems like developing new medications, inventing and commercializing new technologies, exploring space, and providing services with scale and scope previously unattainable. Therefore, their systems are designed and operated to create outstanding conditions in which people can give the fullest expression to their own creativity and have that integrated into collective action towards common purposes. This presentation will establish the performance gap between top performers and their peers, highlight the mechanisms that distinguish them with concrete examples, and reference the theory that explains why they work.

10:50 AM

Transforming Decision-Making with Generative AI
Michael Schrage
Research Fellow, MIT Initiative on the Digital Economy, [MIT Sloan School of Management](#)



Michael Schrage
Research Fellow, MIT Initiative on the Digital Economy
[MIT Sloan School of Management](#)

Michael Schrage is a research fellow with the MIT Sloan School of Management's Initiative on the Digital Economy. His research, writing, and advisory work focuses on the behavioral economics of models, prototypes, and metrics as strategic resources for managing innovation risk and opportunity. He is author of the award-winning book *The Innovator's Hypothesis* (*MIT Press*, 2014), *Who Do You Want Your Customers to Become?* (*Harvard Business Review Press*, 2012), and *Serious Play* (*Harvard Business Review Press*, 2000). His latest book, *Recommendation Engines*, was published in September 2020 by *MIT Press* as part of its Essential Knowledge series. He's done consulting and advisory work for Microsoft, Procter & Gamble, British Telecom, BP, Siemens, Embraer, Google, iRise, the Office of Net Assessment, and other organizations

Schrage has run design workshops and executive education programs on innovation, experimentation, and strategic measurement for organizations all over the world and is currently pioneering work in selvesware technologies designed to augment aspects, attributes, and talents of productive individuals. He is particularly interested in the future co-evolution of expertise, advice, and human agency as technologies become smarter than the people using them.

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Generative AI isn't hype; it's how organizations will intelligently automate process and augment decisions. This talk will both explore and explain best opportunities - and best practices - for getting greater value from these technologies. From content generation to supply chains to Financial Planning & Analysis, Large Language Models (LLMs) will transform how firms productively - and profitably - engage with their best people and customers. Drawing on the speaker's research and advisory work, this session will offer actionable insights into future applications of these essential technologies.

11:50 AM

Networking Break

12:20 PM

The EPOCH of AI
Roberto Rigobon
Society of Sloan Fellows Professor of Management
Professor of Applied Economics



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Society of Sloan Fellows Professor of Management
Professor of Applied Economics

Roberto Rigobon is the Society of Sloan Fellows Professor of Management and a Professor of Applied Economics at the MIT Sloan School of Management. He is also a research associate of the National Bureau of Economic Research, a member of the Census Bureau's Scientific Advisory Committee, and a visiting professor at IESA. Roberto is a Venezuelan economist whose areas of research are international economics, monetary economics, and development economics.

Roberto focuses on the causes of balance-of-payments crises, financial crises, and the propagation of them across countries—the phenomenon that has been identified in the literature as contagion. Currently, he studies properties of international pricing practices, trying to produce alternative measures of inflation. He is one of the two founding members of the Billion Prices Project and a co-founder of PriceStats.

Roberto joined the business school in 1997 and has won both the “Teacher of the Year” award and the “Excellence in Teaching” award at MIT three times. He received his Ph.D. in economics from MIT in 1997, an MBA from IESA (Venezuela) in 1991, and his BS in Electrical Engineering from Universidad Simon Bolivar (Venezuela) in 1984.

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General Purpose Technologies (GPTs), including electricity, the combustion engine, the internet, and artificial intelligence (AI), are typically described as disruptive. These technologies often drive significant productivity gains for workers whose skills complement the new technology but can displace tasks that compete directly with it. Our research aims to identify the capabilities that currently complement AI and automation, as well as those that will do so in the future. We will present findings on which types of occupations are likely to be enhanced by AI and which are at risk of displacement.

Roundtable Discussion
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1:50 PM

Wrap Up and Closing
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