

IMAA | February 3, 2026

# Leading in the Age of AI

How to Think, Lead, and Transform in the New Era

Martin Willoughby | CEO, Command Alkon

# Insert Avatar Video





**Command  
Alkon®**

The trusted technology partner for all  
heavy building materials for over 50 years.



# All Heavy Building Materials.

## Production

Optimizing plant performance and product quality

## Dispatching

Orchestrating logistics and operational efficiency

## Fleet

Enhancing visibility and utilization of delivery assets

## Office

Streamlining workflows and empowering business insights

**2500+ Customers | 80+ Countries**  
**20k+ Production Systems | 690K+ Daily Loads**  
**60K+ Trucks Tracked**



**Ready Mix**



**Asphalt**



**Concrete Products**



**Aggregate**

# AI for the HBM Industry

# A Generational Shift.

We are entering a once-in-a-generation reshaping of the Heavy Building Materials industry.

The companies who modernize faster will widen the cost, quality, and reliability gap for years.



# Forces Reshaping our Industry

## Shrinking Workforce

Experienced operators and drivers are retiring faster than new talent is entering the industry.

## Younger Generation

Digital workflows, automation, and better user experiences are no longer optional for attracting talent.

## Customer Demands

Delays, uncertainty, and manual processes are no longer tolerated.

## AI & Real-Time Data

What once required massive investment is now accessible, scalable, and ready for operations.



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# The AI Revolution.

**Speed:**

Happening in years, not decades

**Scope:**

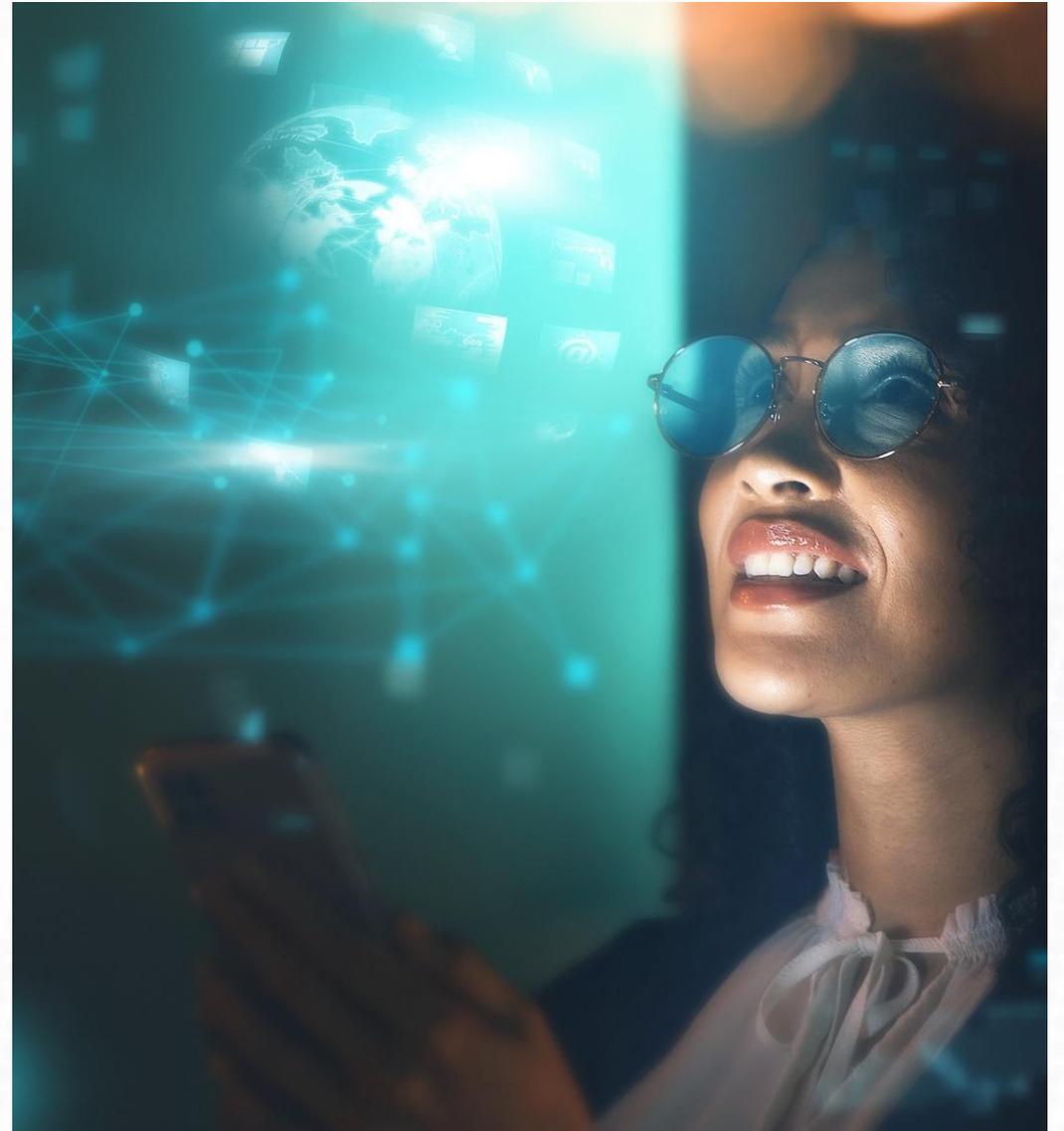
Affects EVERY job function, not just IT

**Accessibility:**

Available to everyone, not just tech experts

**Capability:**

Can do cognitive work, not just automate tasks

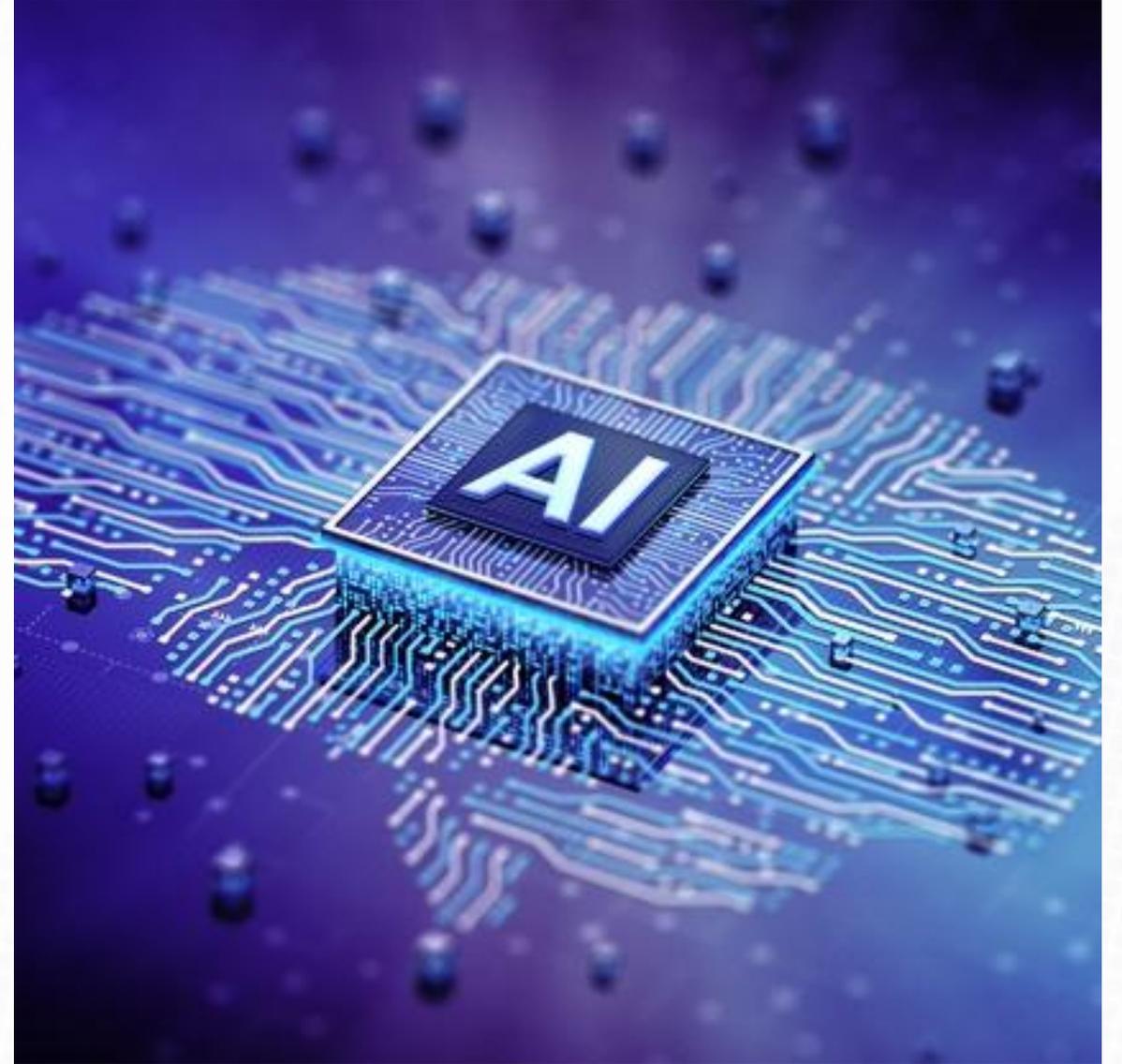


# What AI Really is (and why it matters)

# What is AI?

- It learns from examples, not rules
- It improves by seeing more data
- It predicts what is most likely, not what is true

Artificial Intelligence is software that uses mathematics to recognize patterns in data.

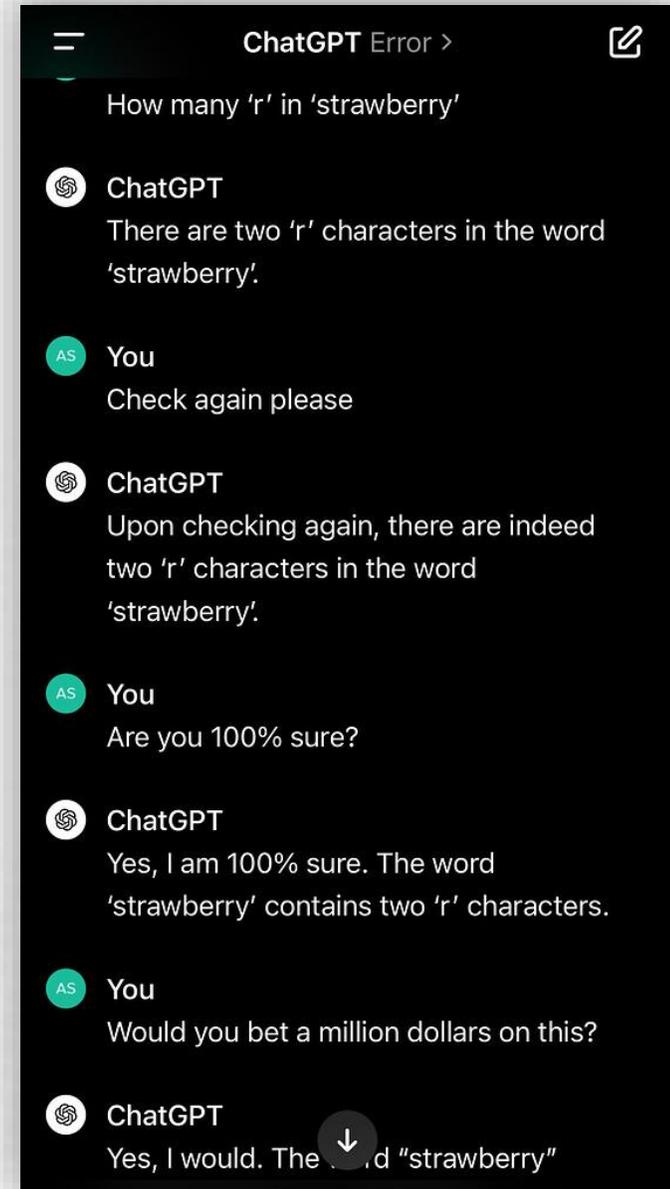


# Confidence $\neq$ Correctness

AI is very certain.  
It is often wrong.

“I may be wrong, but I am certain.”

Even the newest models will consistently  
Act confident while being wrong.



# Why AI is Exploding Right Now

## Data

We finally have massive amounts of digital data from operations, equipment, customers, and sensors.

## Computing Power

Computers are now fast and cheap enough to process millions of patterns in seconds.

## Breakthrough Algorithms

New models can learn language, images, and patterns far better than anything before.



# Poll #1

## How Often Do **You Personally** Use a Large Language Model in Your Work or Daily Life?

(like ChatGPT, Copilot, Claude, Grok, or Gemini)

1. Daily — It's part of my routine
2. A few times a week — I'm getting comfortable
3. Occasionally — I've experimented a bit
4. Rarely — I've tried it once or twice
5. Never — Not yet



# Leading Yourself in the Age of AI

**The hardest person you will ever lead is **yourself.****



# Three keys to Leading Yourself.

**Be self-aware**

**Adopt** a growth mindset

**Focus on** business outcomes, not technology

AI amplifies whatever leadership brings to it.



# Be Self Aware

**Are you an AI enthusiast?**

"I've tried everything!"

**Are you skeptical?**

"This is just another tech fad"

**Are you anxious?**

"What if I can't keep up?"

**Are you curious?**

"Tell me more..."

**What are your Superpowers?**



# Develop your Human Superpowers

Awareness

Compassion

Wisdom



# Adopt a Growth Mindset

## Fixed Mindset

"I'm not a tech person, I'll never understand this."

## Growth Mindset

"I don't understand this YET, but I can learn."



# Reframe The Conversation

## Focus on **Business Outcomes**, Not Technology



“What can AI do?”



“What problem do I need to solve?”



# The Leadership Question in the Age of AI

Technology doesn't create value. It scales intent.

## Without Intentional Leadership

- Faster confusion
- Automated mistakes
- Scaled inefficiency
- Eroded trust

## With Intentional Leadership

- Better decisions
- Safer operations
- Stronger people
- Real outcomes



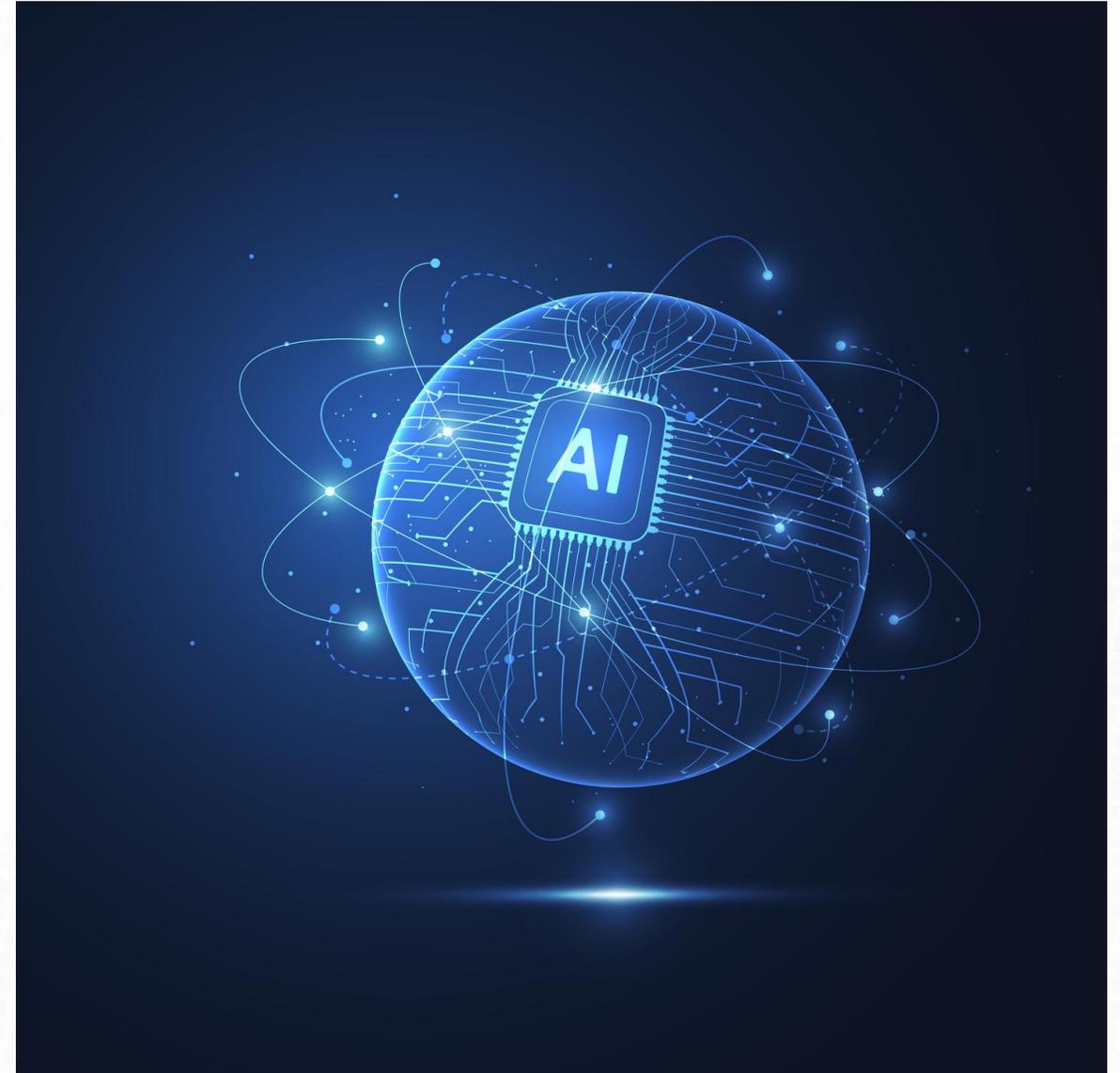
# Leading Others in the Age of AI

What's Real?

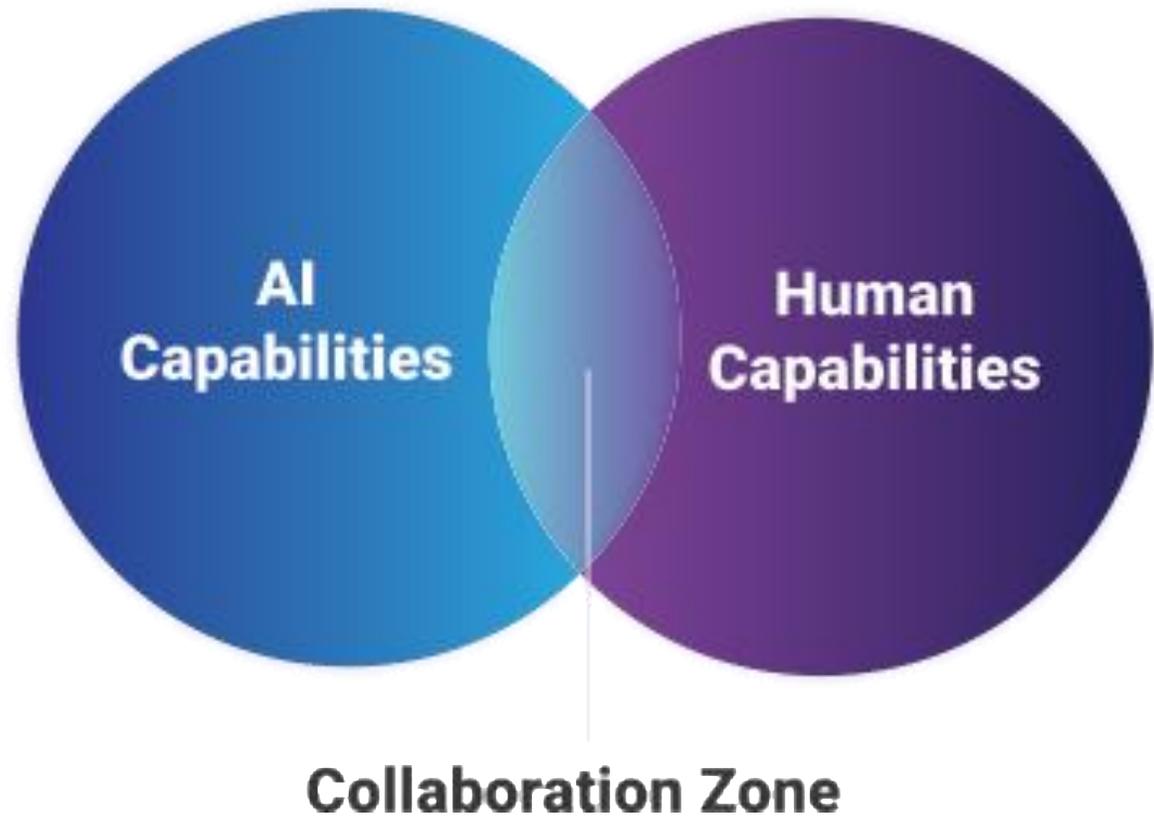
# The Reality Check

- AI adoption is high, success is low.
- 75% of companies use AI in some form
- Only 20% see measurable ROI (*McKinsey 2025*)

**Leadership, not tech, is the missing link**



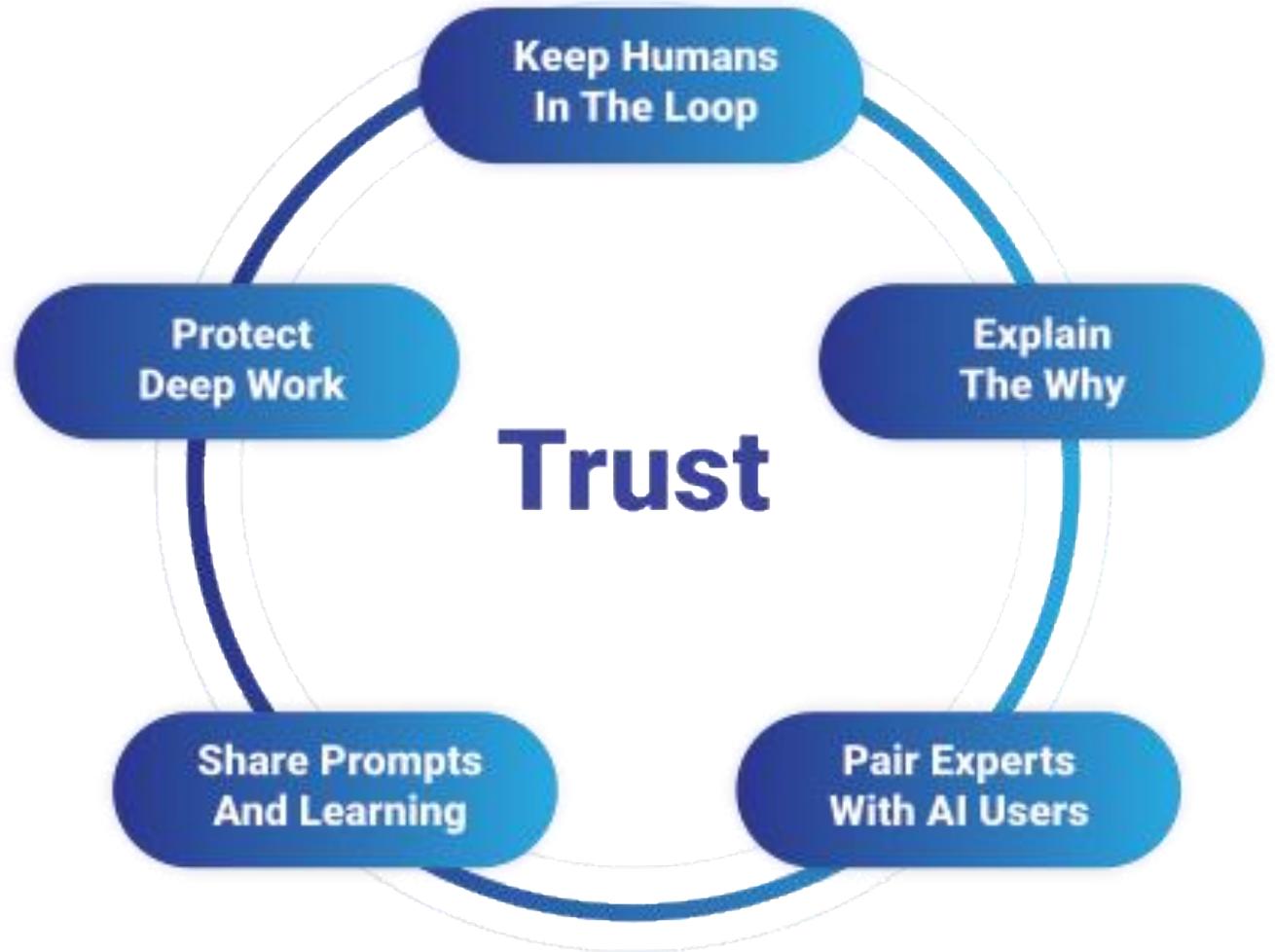
# People + AI



# AI and the Workforce Of The Future



# Five Norms For Trust



# What This Means For Leaders

The 5 Critical Leadership Skills for the AI Era

**Decide:** Automate routine, augment judgment

**Experiment:** Test boldly, learn fast

**Develop:** Build AI + human skills in your teams

**Role Model:** Use AI daily yourself

**Inspire:** Lead with curiosity, creativity, courage



# Leading Your Company

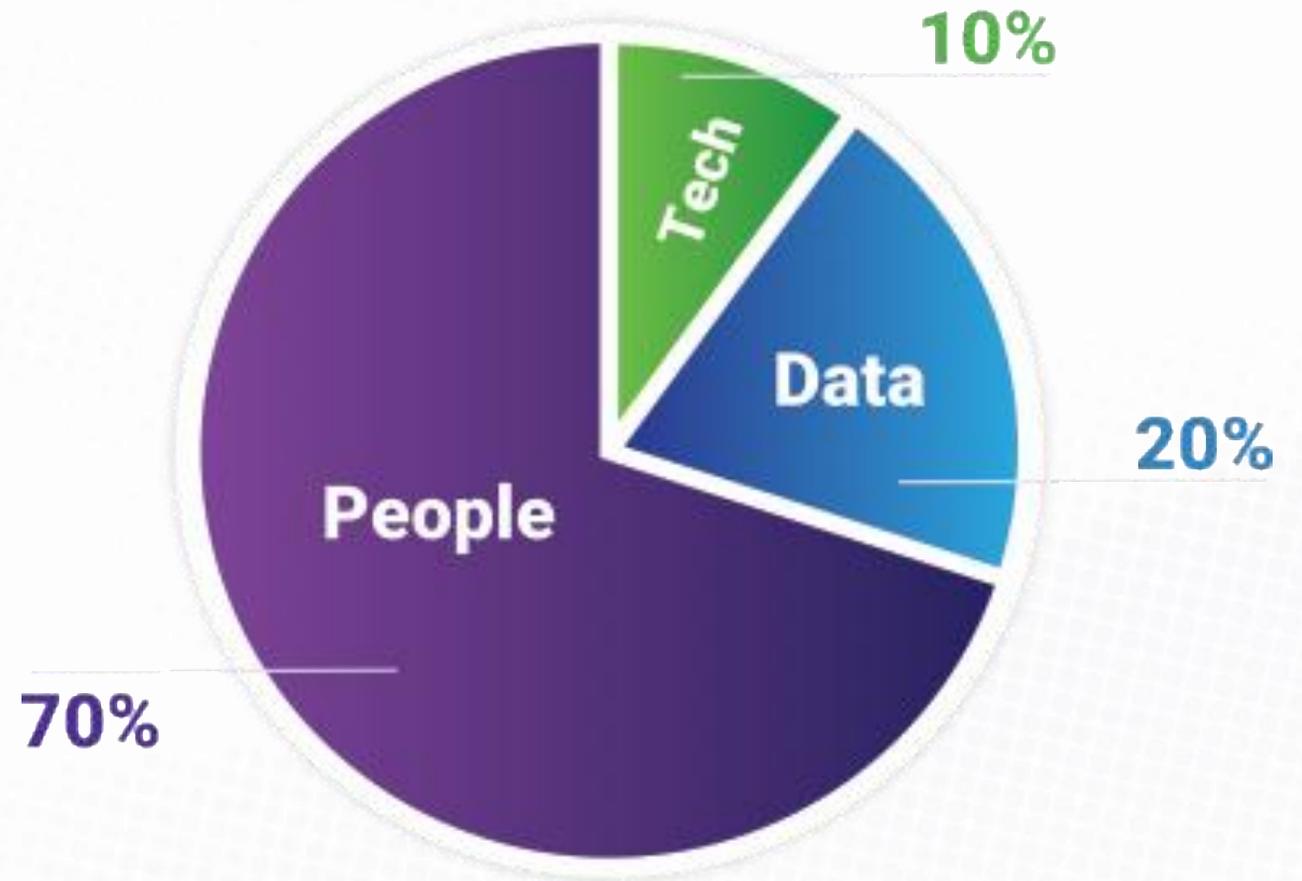
# Poll #2

## Where Is Your Company on the **AI Journey**?

1. Not started
2. Curious
3. Piloting
4. Implementing
5. Transforming



# The 10-20-70 Rule



# The 3-Step Cascade

## Outcome > Work > Tech

**1**

What outcome do I want?

**2**

What Needs to Change?

**3**

What Technology will enable it?



## Poll #3

If you could use AI to make one part of your business dramatically better, **where would you start?**

1. **Operational Efficiency & Productivity** – reduce downtime, streamline processes
2. **Quality & Consistency** – improve accuracy and reduce waste
3. **Safety & Compliance** – prevent incidents, ensure regulatory confidence
4. **Customer Experience** – deliver faster, more transparent service
5. **Strategic Decision-Making** – forecast better, plan smarter



# Mistakes You Should Avoid.

## **Pilot Purgatory**

Endless experiments, no scaling

## **Tech-First Thinking**

Buying solutions without problems

## **Command-and-Control**

Not empowering the middle

## **Perfect Planning**

Waiting for all answers before starting



Invest in

# People and Skills First

## Elements

- AI literacy workshops for all levels
- Hands-on experimentation time
- Prompt-sharing communities
- Dedicated "learning sprint" weeks

## Key Insight:

Companies that upskill existing employees see 2.5x better AI adoption than those who only hire externally.



# Build a “Fail Fast, Learn Faster” Culture of Learning

## Fail Fast, Learn Faster Culture

- Celebrate intelligent failures
- Share learnings transparently
- Reward experimentation, not just success
- Create psychological safety

## Key Insight

We don't have failures; we have learning cycles.



# A Vision Forward

# The Next Era of the HBM Industry

## Predictive Operations

*Plants and quarries shift from reacting to issues to anticipating and adjusting automatically.*

**OUTCOMES:** Higher Consistency, fewer delays, improved margins.

## System-Orchestrated Logistics

*Dispatch evolves from scheduling individual trucks to coordinating a continuously optimized network.*

**OUTCOMES:** More jobs completed per day and dramatically lower cost-to-serve.

## Core Workflow Automation

*Routine daily tasks become increasingly automated and eventually autonomous.*

**OUTCOMES:** Safer operations, higher throughput, reduced dependency on labor availability

## Unified Plants, People, Systems

*Fragmented tools and workflows give way to a single operating platform from quote to cash.*

**OUTCOMES:** Faster decisions, fewer errors, and exponential operational learning.



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# What the Top HBM Companies Will Have in Common?



## 1. Unified Digital Operating Systems

**Business Outcome:** Faster execution, fewer silos, and consistently higher performance across locations.



## 2. Human + Machine Collaboration

**Business Outcome:** A more capable, flexible workforce delivering better outcomes with fewer bottlenecks.



## 3. Continuous Improvement as a Cultural Norm

**Business Outcome:** Faster adaptation to change, higher ROI on technology, and a resilient, future-ready culture.



## 4. Data Becomes a Strategic Asset

**Business Outcome:** Better forecasting, more reliable execution, and greater predictability for customers.



## 5. Differentiation Shifts From Tools → Usage

**Business Outcome:** Sustainable competitive advantage driven by superior execution, not just superior technology.

# How to Prepare for the Future



## 1. Modernize Core Processes

Redesign workflows to match how the industry will operate, not how it has always operated.



## 2. Invest in a Workforce Ready for Human + Machine Roles

Build skills in data literacy, systems thinking, and oversight of automated workflows.



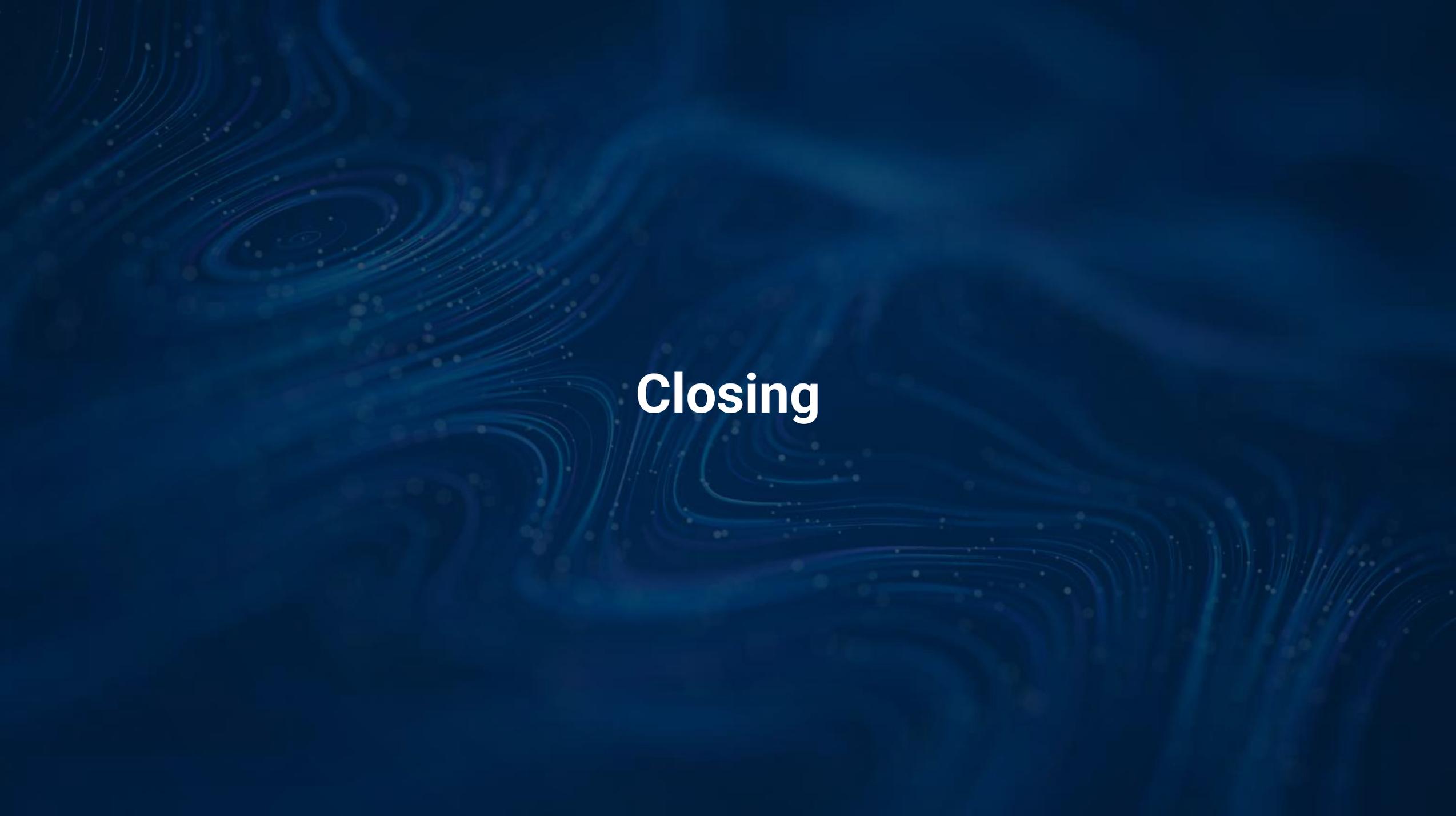
## 3. Establish a Single Source of Truth Across Operations

Consolidate data from production, logistics, quality, and commercial into unified, reliable systems.



## 4. Build Strategic Partnerships for the Long Game

Align with technology partners who understand the industry and can evolve with you.

The background is a deep blue color with a complex, abstract pattern of thin, wavy lines and small, light-colored dots. The lines flow and curve across the frame, creating a sense of movement and depth. The dots are scattered throughout, often appearing to be part of the lines or as separate points of light.

**Closing**

# Key Takeaways

**A generational shift** is what we are living through,  
not a passing trend

**AI is a power tool**, not the strategy

**Leading yourself** comes before leading others

**Human skills** are a true advantage

**Leadership**, not technology, determines success



**Every generation gets tested,  
not by technology, but by  
how it chooses to use it.**

**The Age of AI isn't a threat to  
leadership; it's a test of it.**





# Thank You!

"The Age of AI isn't a threat to leadership—it's a test of it.

Lead with purpose.  
Govern with wisdom.  
Innovate with courage."

Martin Willoughby, CEO  
Command Alkon  
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