

CTO Craft and Softwire

# Spilling the AI Tea

*The tech leadership ground truth of GenAI in business*

*October 2024*



**Softwire**

   **CTO Craft**

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# A storm brewing

## The tech leadership ground truth of generative AI (GenAI) in business.

In today's rapidly evolving technological landscape, Generative AI is emerging as a game-changer for businesses across industries. To gain a deeper understanding of how CTOs leverage this powerful tool and navigate its challenges, we conducted a survey in partnership with our friends at [Softwire](#) to try and learn more about the day-to-day realities of AI on companies and those impacted in their leadership roles.

This report presents the key findings and insights from that survey in which almost 200 technology leaders (95% of whom were CTO Craft Community members!) 'spilled the tea' about their [ground truth](#) today and their thoughts and concerns for the future. This report also seeks to offer an answer to the question of 'so what?' that comes from those insights and offers valuable guidance for CTOs seeking to harness the potential of generative AI and stay ahead of the curve.

What the survey revealed is a dizzying pace of change and a spectrum of responses to cope with that change. It also revealed fundamental issues of trust and familiar challenges of cost, training and ethics facing leaders at the coalface of dealing with GenAI for their companies.

## We couldn't do it without you.

As always, huge thanks to those who contributed to the insights by participating in the survey. Like the [CTO Craft Community](#), response to these surveys continues to grow, and with it, the depth of insight and the breadth of understanding we're able to share; not least geographically and in terms of the size of the businesses involved. That engagement allows us to go to another level when presenting results that mean something to you.



Andy Skipper  
Founder & Chief Coach  
CTO Craft

# Cutting through the noise

**I love these candid reports;** they cut through the technology hype. And as we know, the CTO Craft Community is filled with some of the straightest talkers around.

The focus on emotion is a big one. So often, reading “state of” reports about maturity levels and challenges can lack colour and context, leaving you feeling disconnected from it all.

This report takes a different approach. Asking CTOs how they feel gives us a much more revealing look into their mindset. The fact that the number one single emotion is “amusement” is telling.

Contrasted with high negative emotions such as anxiety and frustration, a more nuanced picture starts to emerge.

Amongst the dizzying GenAI fanfare to do something (anything!), there’s a sense that most CTOs - while feeling the pressure - have been through these hype cycles before. Their response is often a wry smile, reflecting a seasoned pragmatism.

These cycles are fast becoming the norm, and it’s critical to be level-headed and really think about what GenAI (and any technology, for that matter) can genuinely deliver for their organisation. Few companies have the luxury to get it wrong.

The good news is that there’s a shared sense of curiosity about the whole thing - and most people are still in the early stages of figuring it out.

And the “7 things you can do to manage AI in your company” section provides concise and actionable guidance at this critical time.

We hope these insights will drive more lively, logical, and human discussions about what’s possible, while providing a timely and much-needed sanity check.

## Enjoy!



Yemi Olagbaiye  
Director of Client Portfolio  
Software

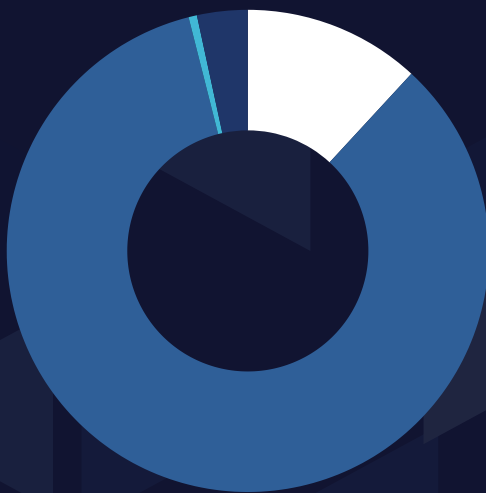
# Who we surveyed

## Location



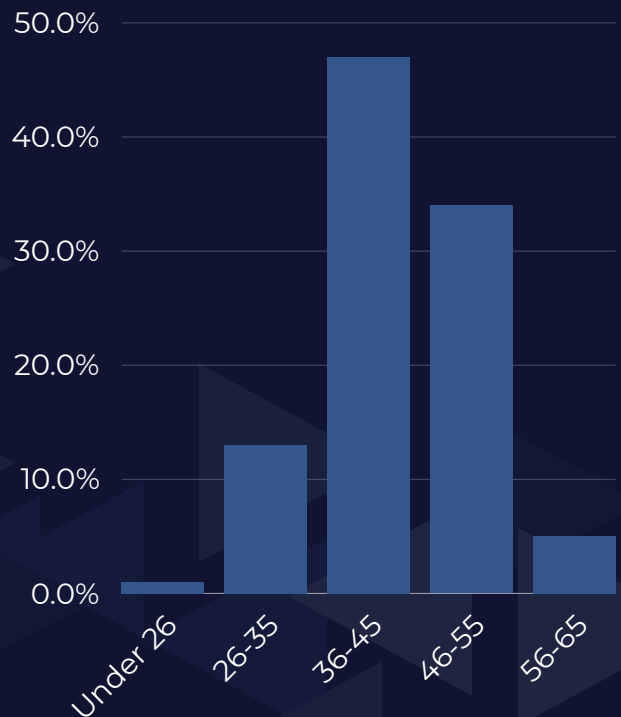
UK	49%
Europe (excluding UK)	31%
North America	13%
South America	0%
Asia	6%
Australia / NZ	0%
Africa	1%

## Gender

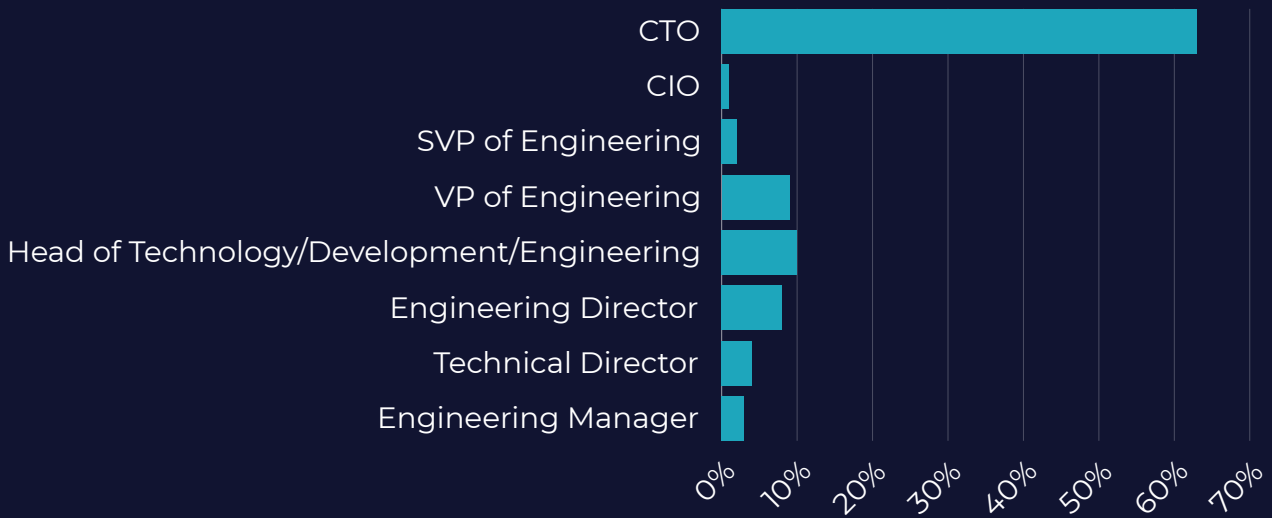


Female	12%
Male	84%
Non-binary	0.5%
Prefer not to say	3.5%

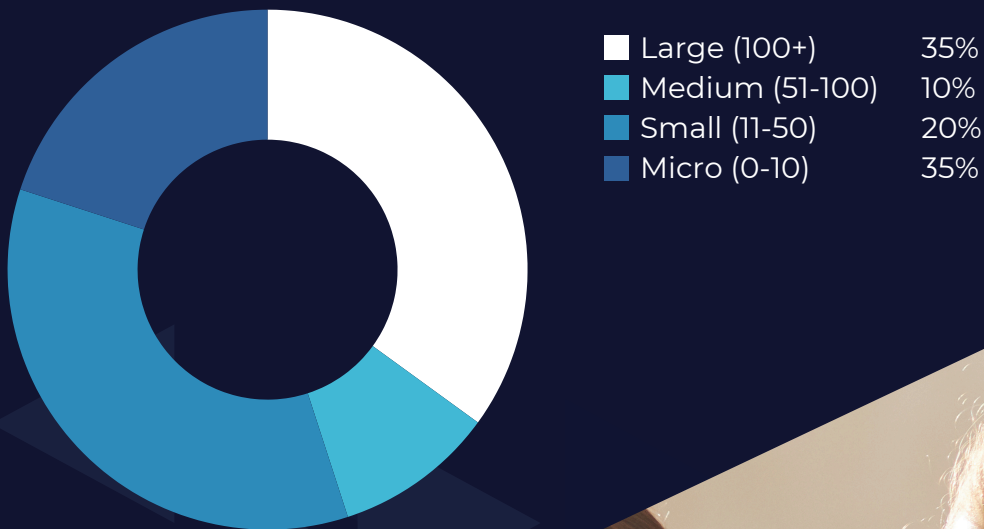
## Age



### Job Title



### Size of Company



# Around the water cooler today

## As a leader in your company, you're in a unique position.

To some extent, you'll be expected to take a leading role in the introduction, ongoing use, and integration of GenAI and tooling that uses it. The hype curve is in full swing, and regardless of where on the curve we are, it is creating A LOT of noise for you to digest in an already busy working environment.

You'll have a personal view and a professional position in the context of your company, but you're not necessarily given the luxury of time around the office water cooler to share your views, concerns and frustrations precisely because of that seniority.

That's where we hope this report begins to help make sense of some of the noise and show you that, as is often the case, you're in a similar position to many of your peers.

## Emotions are running high!

We asked respondents to share their emotions about GenAI (there were suggestions, and you could add your own response). This may not be the most scientific question, but gut responses are often a great starting point for opening up and building on.

Across the whole range of emotions chosen, 47% were negative in their orientation (responses including anxiety, confusion, despair, anger, and frustration) and 37% positive (responses including excitement, joy, happiness, and calmness), with 16% selecting the more passive 'acceptance'.

In terms of individual emotions, #1 was amusement at 33%, followed by acceptance (29%), anxiety (25%), and frustration (23%), which represented over 58% of the responses selected.



Respondents could share all the responses they felt; unsurprisingly, 1 or 2 felt ALL these things. Of those who selected 'acceptance,' the accompanying responses were fairly evenly split between 52 negative and 47 positive responses.

Where people chose just one (very focused) emotion, 19 were negative versus 13 positive.

When given the chance to add another emotion, the story changed: 9 being negative and 8 being non-negative (perhaps too much of a stretch to call them positive!) but of those x6 were 'curiosity' (unprompted by us!).

Other interesting responses to the impact of AI included adding time pressure, actually causing some individuals to feel tired (as a result of too many announcements), and providing relief (no more solicitors, etc.)!

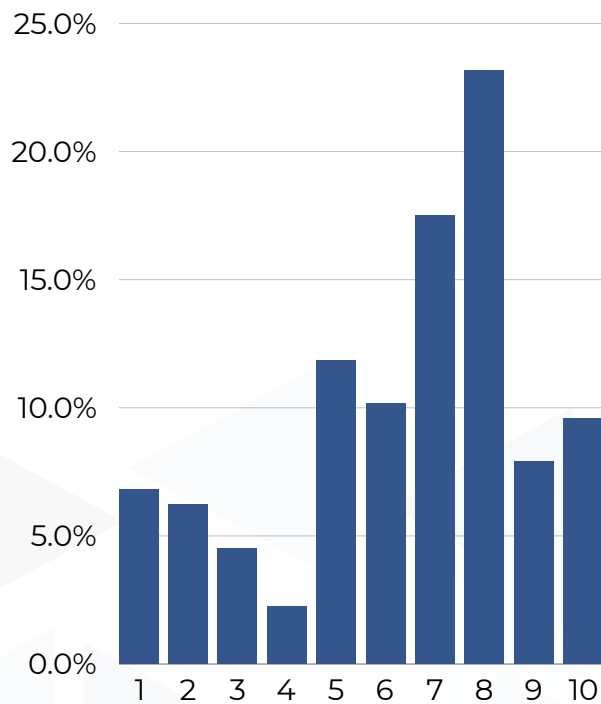


# Current perceptions towards AI

Currently, tech leaders seem to feel (perhaps unsurprisingly) that GenAI can give their organisation a competitive advantage.

69% rated AI's competitive advantage to their company as 6 out of 10 or above, compared to 31% who rated the advantage at 5 or below. The median response was 7 out of 10.

58% rated it 7 or higher out of 10 for giving their company a competitive edge.



**On a scale of 1 - 10 where would you place the competitive advantage that GenAI brings or would bring to your company?**

When we asked tech leaders to rate their organisation's overall expertise regarding Generative AI (again on a scale of 1 to 10), the results were slightly less straightforward.

Here, the response shows a broader spread across the 'middling' responses with a much less clear trajectory, although the response skews slightly on the lower end of current expertise.

When assessing the 'current level of overall expertise' within their business, the median was 5/10 with 3 attracting the highest response (14%).

55% of respondents opted for the range 1-5 out of 10 for the current level of AI expertise in their company, compared to 45% for the higher range of 6-10. Only 8% selected 1 out of 10 at one end of the spectrum, and 4% selected 10 at the other in terms of the current level of expertise in their organisation (although it's impressive that anyone answered 10 out of 10 — if only we knew the secrets of those organisations!).



**How would you assess your organisation's current level of overall expertise regarding Generative AI on a scale of 1 to 10.**

# Turning to trust

Trust in any business relationship is vital for productivity and success, so we asked leaders how they really feel about trusting AI tools for critical business and processes. And it seems that AI has to prove itself to its users.

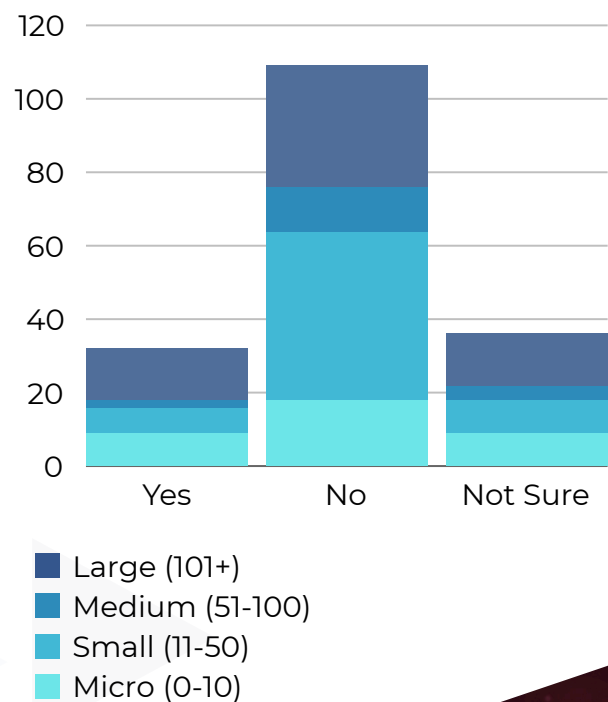
62% of respondents said GenAI could not be trusted with critical business processes and decisions, with just 18% saying 'yes', it could, and the rest remaining unsure (remembering that this is about right now rather than in the future).

The division in response between micro/small companies versus medium/large organisations was 36% versus 25%, with the smaller businesses expressing less confidence in using GenAI to make critical business decisions, with 9% in both instances being positive about the use of AI.

Large businesses expressed the most distrust, with 19% stating 'no' to the question of trusting GenAI with critical business processes and decisions.

Looking at trust relating to specific business size, small businesses (11-50 individuals) showed the broadest range of response, with 11% responding positively on trust but 74% responding negatively. The trend of negative response as the greatest, followed by 'unsure' followed by positive, was consistent across all company sizes.

**Do you feel that GenAI can be trusted for critical business processes/decisions?**



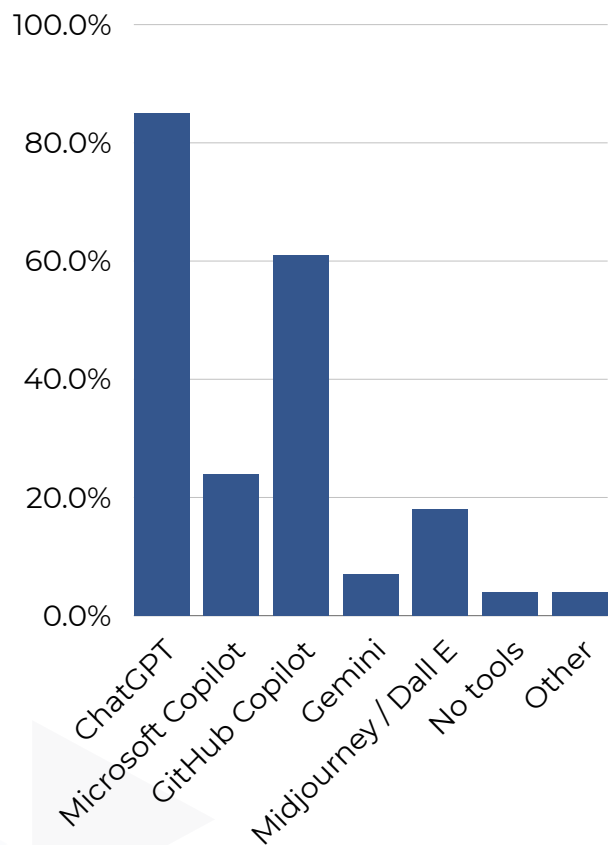
# The popularity and output of AI tools

So, we've mopped up the tea about current attitudes and trust in the use of AI in tech leaders' workplaces, but what are those leaders actually using when it comes to AI tools?

The most popular tool is ChatGPT, with 85% of respondents saying they or their teams use it regularly at work. GitHub Copilot followed this at 62%. A quarter of respondents or their teams use Microsoft Copilot, and less than 20% use Midjourney or Gemini.

Perhaps more surprising was that 4% said they're not using any AI tools! Other tools being used by tech leaders or their teams include Llama, Claude, Supermaven, Exa, Amazon Q, Sonnet 3.5, AWS Codewhisperer, Phind, AWS Bedrock, Perplexity and Groq.

The useability of these tools, though, is interesting. 71% of tech leaders or their teams use AI tools daily, 24% weekly, only 2% monthly, and 3% rarely use them.



## Output quality

Next, we wanted to know how tech leaders currently assess the output quality from the tools they (or their teams) are using.

Of those who responded (response was not mandatory), only 66% said they use an automated evaluation process (to assess the output of their work with GenAI tools) and 36% use a more organised multi-step evaluation process (including human review).

Worryingly, just over half of the leaders who responded (52%) said there is no evaluation in place and that that evaluation process differs every time an output is generated!

It's fair to conclude that although the majority of tech leaders and their teams are using some type of AI tools, not many are consistently assessing or reviewing the quality of that output.

# Existing AI guidelines and policies

## So, building on what we know so far from the survey results, how do organisations currently set guidelines for development around their AI tools and usage (when they do!)?

At present, it's a complete split. Half the respondents said there are guidelines or policies in place for the use of GenAI tools in their workplace, and half said there were not. Therefore, don't panic if you haven't created any guidelines yet because 50% of our respondents are in the same situation.

### Overview of survey responses

The survey responses indicate various concerns and expectations regarding Generative AI guidelines. Many respondents emphasise the importance of data security and privacy, strongly focusing on protecting customer information and company intellectual property. There's a stark need for clear rules about which AI tools are permitted and how they can be used. Additionally, there is a desire for more practical guidance on managing risks and ensuring the quality of AI-generated content.

While some respondents expressed satisfaction with existing guidelines, others found them too high-level or restrictive. There is a general consensus on the need for training and education to help employees understand the responsible use of Generative AI.

For those who do have AI guidelines, some companies present them as a Code of Conduct, others as an Acceptable Use Policy.

We asked for more information about what they do and don't cover. And there were a lot of insights (mainly regarding guidelines about sharing confidential data), including:

**AI integration:** Interest in using AI to improve products and services, but with caution and security measures in place.

**Tool selection and approval:** For some businesses, the use of GenAI must be approved for each use case, and in other organisations, there is a list of approved / banned AI tools. Clear guidelines on approved AI tools and how to evaluate new ones are needed.

**Data protection:** Strong emphasis on protecting customer data, personal information (PII), and company intellectual property.

**Acceptable use:** Some have a dedicated policy and include an AI Impact Assessment and restrictions on submitting confidential information, such as whether inputs/outputs can be used to retrain the AI model and to what extent it can be used in commercial for-sale work. Which tools should be used to work with confidential business information? What are the guidelines about not posting customer or confidential information?

**Guidelines:** Companies must confirm what is a good use for GenAI and what isn't, what is okay to share in ChatGPT (even enterprise), how to write AI prompts, general rules on how to use AI tools, especially focusing on how to use them responsibly, the importance of checking information (for example, who is responsible for checking this) and what kind of data individuals are allowed to share with different tools/platforms.

**Building and testing:** Details around how AI tools can be safely integrated into products and confirmation that AI tools should not be used to assist in building or testing products. Some organisations also vet tools for information leaks.

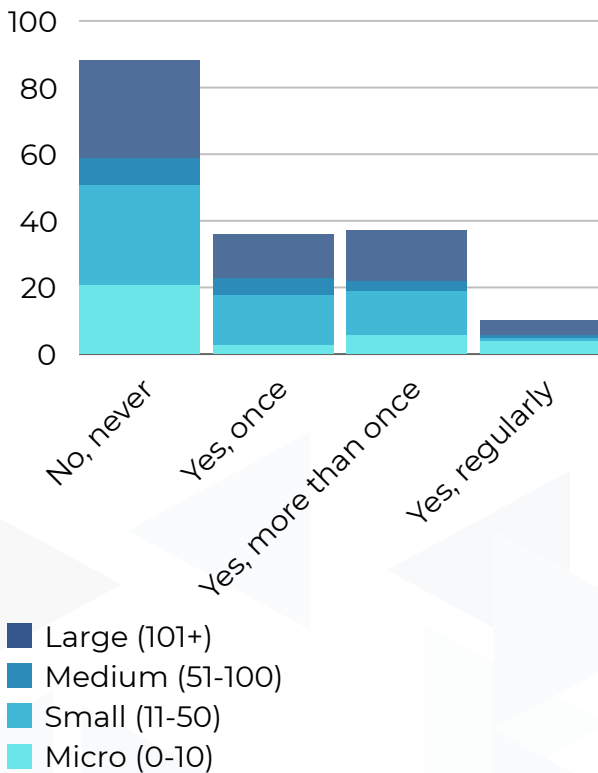
**Training:** A strong need to provide details about AI product training for all employees from a security perspective, including data governance and ownership, data policy on GDPR, Company IP, and legal and security information (how to prevent internal company data leaks).

# AI tools: Training and development

## Imagine the scenario:

**Your company has introduced a new AI tool and created AI guidelines. But how do you train your people so they understand when and how to use AI tooling and how it plays out in practice in their roles?**

We asked tech leaders if their business provided any training around GenAI and, if so, how often.



Across all companies, over half of leaders (51%) have not received any training, 21% have received it once, and 22% received it more than once. Only 6% receive regular training in this area.

**However, this differs depending on company size.**

As anticipated, the smallest (micro) companies show the greatest absence of formal training from the employer around GenAI, with 62% saying no training exists now or in the past.

That decreases directly with business size, although surprisingly, of large companies (with 101+ individuals) still 48% have no training in place.

It's also the smallest (micro) companies that seem to have the highest level of formal employer-provided training, with 12% compared with 7% for the largest (101+).

Therefore, there's a woolly middle where training is either provided once or slightly more often but does not constitute regular training that corresponds to medium and large-scale businesses.

## Keeping training current

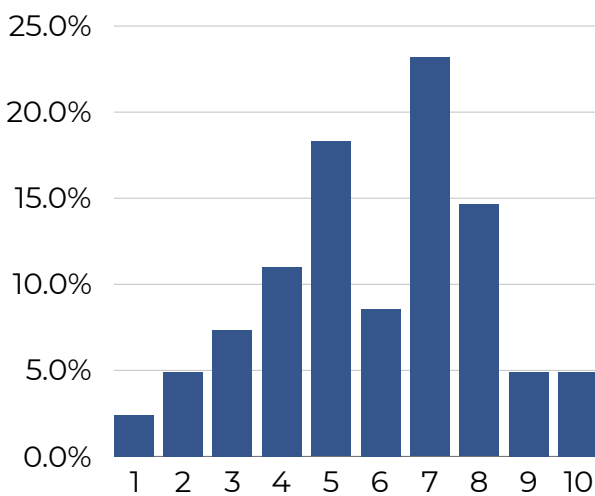
The response was fairly even regarding whether the existing training was reviewed to keep it up to date. 40% confirmed that 'yes' training was reviewed to keep pace with change and up to date, with 34% stating it was not. 27% were unsure.

Out of the different sized organisations, small businesses (11-50 people) were the highest (45%) at not reviewing existing training. Micro businesses (1-10 people) were the best at reviewing training (at 54%), suggesting that these micro companies have a good culture of keeping training up to date when it is in place.

### Fit for purpose training

While it's positive to have training in place, we wanted to know whether it actually achieves its aims.

In general, of the 82 who responded where training existed, the skew is positive, with 7 out of 10 being the highest recorded score (23%) and 6-10 representing 56% of the response compared to 44% at 1-5.



**On a scale of 1-10 how would you rate the training received in terms of being fit for purpose?**

There was a real spectrum of comments regarding the challenges the respondents feel exist in the training and development of GenAI tools.

The primary challenges in AI training and development revolve around data, reliability, and cost.

Respondents highlighted the difficulty of obtaining high-quality, relevant, and unbiased data and the expense associated with data acquisition, model training, and computational resources.

***“Some training I've seen offered by vendors sell the tools as something that they are not. This makes trusting the training/trainers difficult (if they are ignorant to what the tools actually are).”***

Reliability is another major concern, with hallucinations, inconsistencies, and the inability to guarantee accurate outputs frequently mentioned. Additionally, there is a lack of understanding about how to evaluate model performance effectively, particularly in the absence of clear benchmarks.

***“We are still in the exploration phase on what user cases these models are good for and which ones they are not. So training feels a bit dated as new models come in and new tools are created.”***

Other challenges include the rapid pace of technological advancement, ethical considerations, copyright issues, and the need for specialised skills and expertise. There is also a growing recognition of the environmental impact of training large language models.

***“There's a misconception of what AI can or can't do. The hype cycle is clearly moving into the "trough of despair" right now, making meaningful conversations harder than needed.”***

# Key Challenges

- **Data quality and quantity:** Obtaining sufficient, high-quality, and unbiased data is difficult.
- **Reliability:** Challenges with hallucinations, inconsistencies, and ensuring accurate outputs.
- **Cost:** High expenses associated with data, computation, and model development.
- **Evaluation:** Difficulty in measuring model performance and establishing benchmarks.
- **Ethical considerations:** Concerns about bias, copyright infringement, and responsible AI development.
- **Rapid pace of change:** Difficulty keeping up with the fast-evolving landscape.
- **Skill shortage:** Lack of expertise in AI development and training.
- **Environmental impact:** High energy consumption and carbon footprint of model training.
- **Practical application:** Uncertainty about effective use cases and integration into business processes.

Training is a critical piece of the AI puzzle. If organisations really want to drive AI success in the workplace, employees need to understand how to use the tools in their specific roles. Such training will allow consistency concerning AI use and should ensure a future-ready workforce capable of driving growth and staying ahead in an AI-powered world.



# Quality control of AI tools: how does it happen?

**Quality control processes are important, so what did our respondents say about them in their organisations?**

The survey responses reveal various approaches to quality control. Some organisations have implemented robust processes involving human review, automated testing, and benchmarking, while others rely on more informal methods like manual checks and user feedback.

**Here's a breakdown of the key findings:**

- **Human-in-the-Loop:** The most common approach is manual review by humans, which ensures accuracy, relevance, and adherence to ethical guidelines.
- **Testing:** Various testing methods are used, including unit testing, acceptance testing, golden sets of questions/answers, and red-teaming.
- **Data Quality:** Several responses highlight the importance of using high-quality data for training to avoid biases and inaccuracies in outputs.
- **Limited Automation:** While some use automated tools like LM Studio for comparison or test writing, extensive automation seems less common.
- **Emerging Practices:** Techniques like Response Augmentation and Generation (RAG) for reducing hallucinations and improving factual accuracy are gaining traction.
- **Informal Approaches:** Some organisations, particularly smaller ones, use GenAI with minimal or no formal quality control procedures.

## Key Points

- **Human oversight remains crucial** for ensuring the quality and reliability of GenAI outputs.
- **Testing plays a vital role** in identifying and mitigating potential issues.
- **Data quality is paramount** to avoid generating biased or inaccurate outputs.
- **Automation is evolving** to support quality control processes.
- **Levels of formality vary** depending on organisational size and risk tolerance.

Overall, the responses highlight the need for a comprehensive quality control approach that combines human expertise with automated tools and best practices. As the technology matures, we can expect to see further advancements in quality control methods.

# The water cooler of tomorrow: Projections about success

**As we've focused on the current situation and feedback regarding AI use in the workplace, it's time to consider where tech leaders expect AI to take us in the future.**

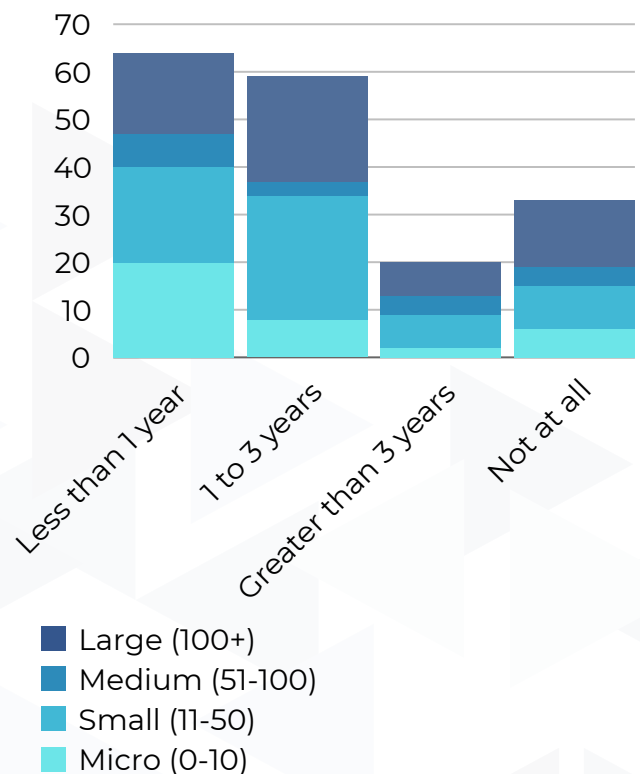
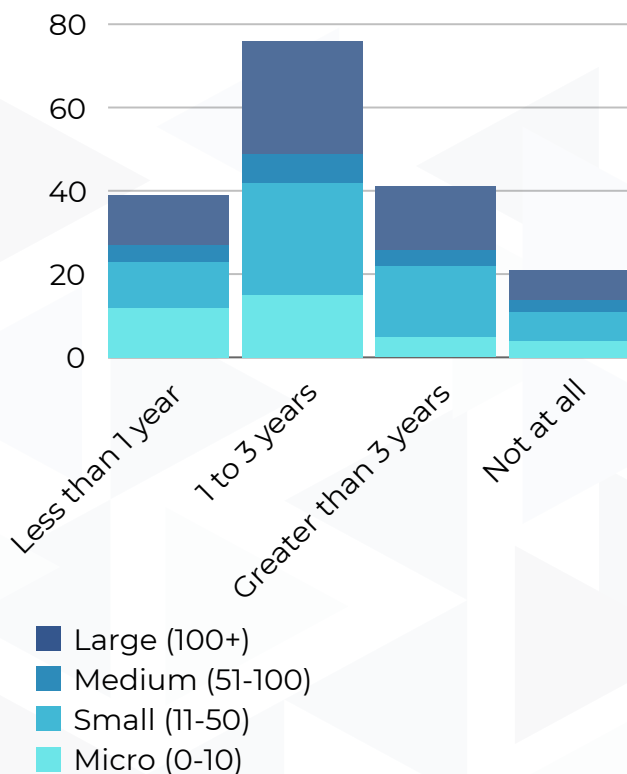
When we asked respondents if Generative AI would likely transform their organisation and industry substantially, the majority expected to see a direct impact from AI in 1-3 years, with 65% in under three years. However, 12% expected to see no impact from AI, which also skewed more towards medium and large-scale businesses.

Perhaps unsurprisingly, micro companies expect to realise the quickest impact of AI in their workplace.

And will the impact of AI extend to the talent strategies tech leaders adopt in their organisations?

36% of respondents said they expected to change talent strategies in the next 12 months, with 70% in under three years, but 19% not expecting to make any changes.

Larger businesses stated they expected no impact most of all, and unsurprisingly, it was the smaller and micro companies who expected to see an impact within the next 12 months. Over half (56%) of micro-businesses expected to see an impact in the next year (compared to 28% at the large-scale businesses).



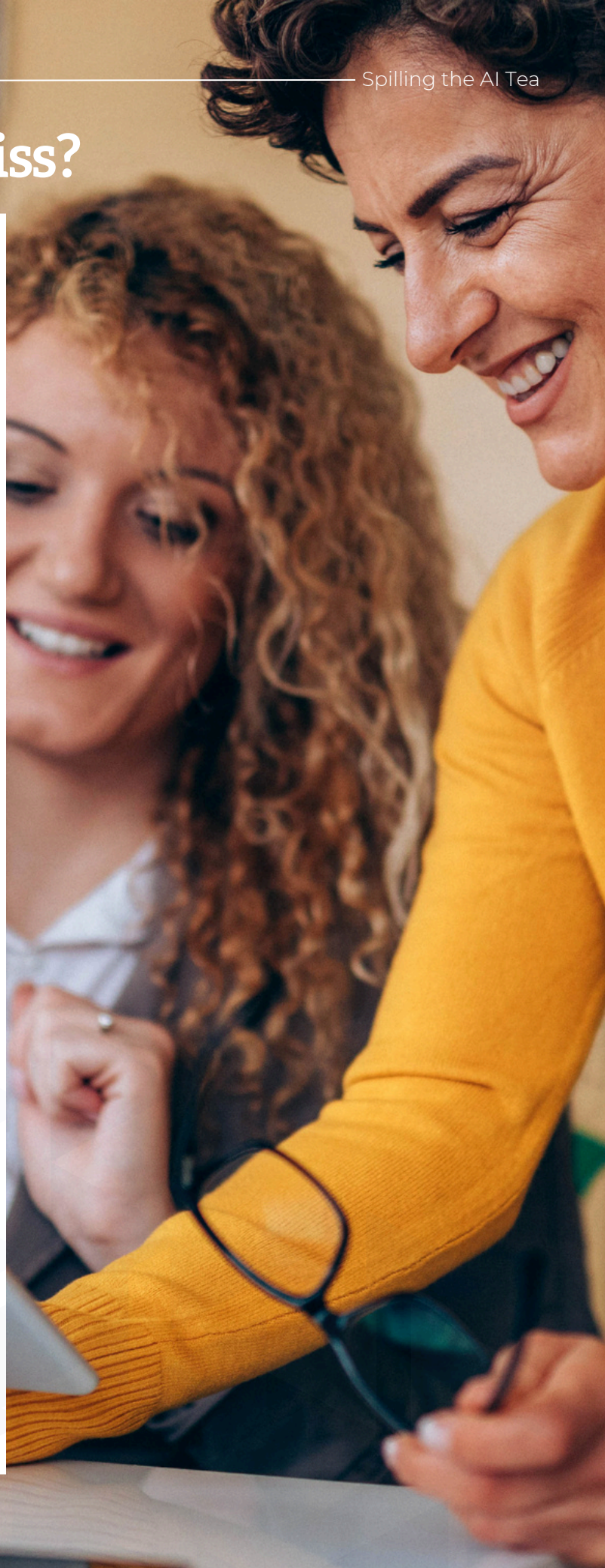
# What did we miss?

Finally, we wanted to know what burning questions you wish we'd asked in this survey and align them with CTO Craft Community comments to continue further discussions.

Respondents strongly desired more in-depth questions about the practical applications and business impact of AI. Many sought insights into specific use-cases, challenges, and measurable outcomes. Things we plan to follow up with over the coming months within the CTO Craft Community.

## Key Themes

- **Business impact:** How GenAI is driving revenue, reducing costs, or improving efficiency.
- **Practical applications:** Real-world examples of successful GenAI implementations.
- **Challenges and limitations:** Obstacles to widespread adoption and the limitations of current technology.
- **Ethical considerations:** Concerns about privacy, security, and the societal impact of GenAI.
- **Talent and skills:** The need for specific skills and the challenges of finding talent.
- **Investment and ROI:** How organisations allocate resources to GenAI and measure return on investment.



# Desired questions (and answers from the CTO Craft Community)

## Are you using AI to augment Research & Development? If so, how?



- team has GitHub Copilot licenses, helps a lot for tests and more boring tasks
- team uses Kagi/ChatGPT/Claude for brainstorming and help. Unlocks working in areas we're less familiar with
- I often use ChatGPT for rubber ducky talking through high-level ideas or concepts I have, comparing vendors, etc. Just having a sounding board is really valuable



**Brendan Mulholland**  
CTO @ Recital Software.



## How can engineering leaders resist pressure to turn over their staffing needs to AI models?

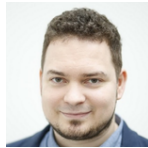


Once those models really start to work, they can't. Not in the long run...Short-term, I think it's easy to argument risks are too big:

- it doesn't work yet (only augmentation works)
- risks regarding text-to-execution building things that company is liable for, but can't fully control and understand
- still unaddressed security concerns for code without the human in the loop
- concerns regarding the code explainability



**Mike Zacher**  
CEO of Vazco.ai



Also we should understand concerns about code and IP ownership of AI generated code.

I think this will evolve with legal precedent but we've been working on the basis that Engineer assistance/co-piloting for code generation is probably fine in terms of IP and code ownership as long as there's human intervention. Pure AI generated could be problematic.

I think we'll all need to take advantage of GenAI to supercharge teams to deliver a lot more with fewer people and the skillsets will evolve.



**Michael Hefferan**  
VP of Engineering at Farewill



## Do you use a private internal version of a GenAI service and RAG or public version?



started with OpenAI based embeddings for prod (and sentence-transformers locally), and OpenAI for "G" in RAG. some of these led to Azure's OpenAI version. now there are implementations where Llama3.1 deployed is being used. in many cases it does not matter as much as having the process to measure and this starts with building golden data sets (human judgement lists / ground truths).

this is the area where most implementations lack - due to various reasons - "no time to prepare data and we need AI yesterday", lack of awareness, not giving it importance etc.



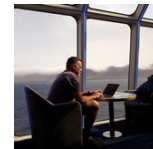
**Manoj Bharadwaj**  
 Founder and CEO at  
 CloudCosmos



We started with a Slack integration where staff could ask questions of our ISMS documentation and get authoritative responses with links back to the original documentation. That worked really well, but as it was not a bot (it was a slash command), people were unable to ask follow-up questions. We've since moved to a custom GPT that does support follow-up questions and it has been spectacular!

One of the main gains from offering such a tool was not fully informed personnel but rather that we immediately found gaps and inconsistencies in the existing documentation and were able to correct it on the fly.

There is so much more we could be doing with this tool but honestly, the ROI still needs to be proven beyond the capabilities of our current, very basic RAG implementation. (let me know if you'd like help setting this up for your own group - it's not terribly difficult!)



**Ted Stresen-Reuter**  
 CTO @ Secret Source

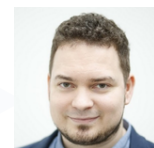


## What's the biggest opportunity AI offers you?



GenAI is opening paths to automation/optimization where it wasn't possible before. It's not about GenAI being "just" a core service, but rather being a door opener to servicing scenarios that wouldn't work with some parts of processes not being serviced by AI. Examples:

- voice interfaces opening doors to optimizing roles of people without access to the keyboard
- LLMs augmenting parts of roles that couldn't be automated before due to their vagueness, AND opening opportunities to further, more traditional optimizations and automations, that are already well understood. Those traditional optimizations in turn provide easy to predict efficiency improvements, without additional risks that R&D brings.



**Mike Zacher**  
 CEO of Vazco.ai

# 7 things you can do to manage AI in your company

## Don't spill the tea. Pour carefully...

**1** Firstly, clarify your role regarding AI and the business. Are you responsible for it, in whole or in part? If in part, what part, and are the other people involved clear on where their roles start and end and how you all work together?

Sit down with the relevant stakeholders as soon as you can and clarify what parts are clear and unclear and make a plan for moving those unclear issues into the light.

**2** Get help! Either from inside or outside your business. It's often the case that the burden of leadership causes people to think they need to solve every problem themselves. But the best leaders know they need help.

Work out what your support network in answering these difficult questions is and make sure those people know they're part of the solution.

**3** Are there guidelines? Even if there are, are they documented, and have they been absorbed by everyone who needs to know them? Who reviews them, when, and then ensures those updates have been absorbed?

Few things have moved this fast, and someone needs to take responsibility for keeping pace and ensuring others are keeping pace.

**4** How rigid are the guidelines? The decision will likely be made with other team members based on the practical realities of the work, but how healthy is the team's level of flexibility around the guidelines?

**5** Has the relationship between personal and business information and its use with AI tools been fully considered? Is it integrated into a broader data policy that works with all the legal implications required for your business, whether in the UK, Europe, North America, or elsewhere?

As above, this is a great area to get some help either from inside your team or outside. Ask in a Community for advice (anyone know a great CTO Community for that?).

**6** What steps can you work through to enhance your response to AI? Documentation, formal internal training, external training support, a dedicated team around governance to support one another in such a sprawling area, external audit or assessment for an impartial view?

**7** What's the relationship between how process-driven your work with AI tools is and the repeatability of the outcomes? Does how you work with tools drive the results you want, or is it the wild-west from one person to the next?

## Further reading

### Artificial Intelligence - ICO

<https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/artificial-intelligence/>

### This Week in AI: VCs (and devs) are enthusiastic about AI coding tools - TechCrunch

<https://techcrunch.com/2024/09/04/this-week-in-ai-vcs-and-devs-are-enthusiastic-about-ai-coding-tools/>

### How Businesses Are Using Artificial Intelligence In 2024 - Forbes

<https://www.forbes.com/advisor/business/software/ai-in-business/>

### One of the best ways to get value for AI coding tools: generating tests

<https://stackoverflow.blog/2024/09/10/gen-ai-llm-create-test-developers-coding-software-code-quality/?ref=techmanagerweekly.com>

### Stop Trying To Rebuild Your SaaS Products With AI

<https://blog.staysaasy.com/p/stop-trying-to-rebuild-your-saas?ref=techmanagerweekly.com>

### Unlocking the Power of Data with AI: A Game-Changer for Businesses

<https://unlockdatawithquentin.medium.com/unlocking-the-power-of-data-with-ai-87bbe5e6d775>

## Events from CTO Craft

### CONFERENCES

CTO Craft Con is the premier event for CTOs and aspiring technology leaders. After three sold-out editions in London, CTO Craft Con is going global, with an expansion to Berlin and a launch in Toronto in 2025.

[FIND OUT MORE](#)

### MIXERS

Join the CTO Craft Mixers, where the community comes together. These local meetups are organised by community hosts and offer a relaxed, social vibe, perfect for networking and sharing insights with fellow tech enthusiasts.

[FIND OUT MORE](#)

### BYTES

Unlock the latest insights with CTO Craft Bytes. Dive into our compact events, both online and offline, featuring industry-leading speakers. Explore cutting-edge topics and gain exclusive knowledge to stay ahead in the tech world.

[FIND OUT MORE](#)

# About CTO Craft and Softwire

CTO Craft provides a safe space for technology leaders to share ideas and challenges, network with other leaders and engage in online and in-person events to help accelerate their learning in the art of leading technology teams.

To find out more: [please click here.](#)

Softwire, a top UK digital technology consultancy, combines software engineering, design, innovation, data engineering, and generative AI to create cutting-edge solutions for clients across various sectors. Delivering a host of GenAI pilots and production-level implementations, Softwire helps clients identify use cases, test hypotheses, and integrate Generative AI in a scalable and responsive manner. Employing 350+ engineers and designers across four offices, Softwire is known for its exceptional workplace culture, being named the “Best Large Company to Work for in the UK” in 2023.

To find out more: [please click here.](#)



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