

PHOTO: DIANA LEVINE

COVER STORY · THE TRANSFORMATION OFFICERS

AI has outgrown *your management team.*

DANIELLE SHEER
Chief Trust Officer, Commvault

“

Compliance can make you eligible for trust. It cannot make you trusted.”



DANIELLE SHEER
Chief Trust Officer, Commvault

“

AI can move information. Leadership has to create the conditions for people to act on it together.”



DANIELLE SHEER
Chief Trust Officer, Commvault

My job is not to referee every disagreement. It is to create the relationships and shared objectives that allow them to resolve disagreements with each other.”



DANIELLE SHEER
Chief Trust Officer, Commvault

If the model is ‘take several important functions and give it to one leader,’ that’s not organizational design. That’s key-person risk.”



DANIELLE SHEER
Chief Trust Officer, Commvault

“

The point is not to collapse the expertise. It is to integrate the leadership.”



DANIELLE SHEER
Chief Trust Officer, Commvault



AI has outgrown *your management team.*

DANIELLE SHEER
Chief Trust Officer, Commvault

COUNSELCOLLECTIVE.ORG