THE GRID IS CHANGING FASTER THAN THE PLAN.

AI DEMAND. STORAGE. ELECTRIFICATION. THE LEADERSHIP GAP.



STAGE PHOTO FROM JIM CARROLL ARCHIVE

THE CLIENT INQUIRY / ILLUSTRATIVE, NOT A RECEIVED EMAIL

We are organizing a leadership event for utilities, grid operators and energy executives. Our members face AI data-centre demand, electrification, battery storage, distributed generation and pressure to modernize legacy infrastructure. We need someone who understands both the energy system and the leadership decisions—not just someone predicting technology trends.

POWER DEMAND AND INNOVATION ARE OUTRUNNING OLD PLANNING ASSUMPTIONS.

The physical grid must remain reliable while electricity demand, customer technology and system economics change quickly.

01

SPEED-TO-POWER

AI infrastructure and electrification create new demand while interconnections and equipment take time.

02

THE TWO-WAY GRID

Customers, vehicles, batteries and distributed resources change the direction of energy flows.

03

RELABILITY + RESILIENCE

Extreme events, cybersecurity and system complexity demand smarter response and coordination.

04

LEADERSHIP + TALENT

Utility decisions require confidence and disciplined progress, even when the future is not certain.

NOT A GENERIC TRENDS KEYNOTE.

A career of working inside the industry, paired with research built for this particular audience.

THE INDUSTRY EXPERIENCE

Utility work stretching from 1999 electronic billing and deregulation to distributed energy, vehicle-to-grid, storage and recent AI-demand keynotes.

30+

YEARS OF CROSS-INDUSTRY FUTURES RESEARCH

10

RELEVANT CLIENT ENGAGEMENTS PROFILED IN THIS BRIEF

CONNECT THE SIGNALS. DELIVER A DECISION FRAMEWORK.

Connect the energy system, business model and leadership response in one credible industry story.

01

UNDERSTAND

Show how power-demand acceleration meets grid capacity, renewables, batteries, distributed resources and risk.

02

CONNECT

Map what those collisions mean for planning, customers, operations and the economics of energy services.

03

ACT

Translate the trends into questions about flexibility, investment sequencing, partnerships and organizational readiness.

THINK BIG. START SMALL. SCALE FAST.

FIVE CONNECTED ACTS. ONE PRACTICAL STORY.

Topics are combined and calibrated to the actual audience, not delivered as a canned speech.

01	THE DEMAND WAVE	AI data centres, industry, transportation and buildings reshape load forecasts.
02	THE GRID REARCHITECTS	Storage, distributed energy, V2G, smarter meters and two-way coordination.
03	THE SPEED-TO-POWER CHALLENGE	Infrastructure constraints, interconnection, procurement and new capacity transparency.
04	THE INTELLIGENT UTILITY	Predictive maintenance, software-defined operations, cyber resilience and skilled teams.
05	THE LEADERSHIP RESPONSE	Foresight, realistic experimentation and making 2027 decisions with 2027 assumptions.

INSIGHT IS NOT ENOUGH. THE ROOM NEEDS DIRECTION.

Four practical outcomes connect the future story to how people make decisions.

01

RETHINK THE LOAD

Recognize where planning assumptions are expiring.

02

MAP FLEXIBILITY

Assess storage, demand response, distributed resources and grid coordination.

03

BUILD CONFIDENCE

Show leaders how to act without promising a certain future.

04

CREATE A ROADMAP

Prioritize scalable improvement with reliability and safety guardrails.

TEN REAL ROOMS. TEN DISTINCT STRATEGIC CONVERSATIONS.

01 NOVA SCOTIA POWER

02 NRECA

03 ITRON

04 THE ENERGY AUTHORITY

05 SAP UTILITIES

06 ACCENTURE ENERGY SUMMIT

07 SIEMENS ENERGY

08 WSPP

09 TORONTO HYDRO

10 EXELON NUCLEAR

The next five pages explain the audience, the strategic question, the actual keynote themes and the relevance to this client inquiry. These are speaking engagements, not claims of client technology deployment.

THE REAL KEYNOTES BEHIND THE CLAIM.

Each example ties a specific audience to the messages presented, not a claimed client business outcome.

01 NOVA SCOTIA POWER

Utility leadership event, 1999

STRATEGIC QUESTION Address an established energy organization early in the digital-utility transition.

KEYNOTE THEMES Utility change, evolving technology and future trends; the event was favourably reviewed by its CEO.

WHY IT FITS Demonstrates that energy work predates today's fashionable transition themes.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

02 NRECA

Rural electric cooperative annual meeting, 2002

STRATEGIC QUESTION Help cooperative leaders keep investing through economic uncertainty.

KEYNOTE THEMES Distributed generation; rural infrastructure; technology for communities; future readiness.

WHY IT FITS Credible long-range perspective on local power and changing cooperative roles.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

THE REAL KEYNOTES BEHIND THE CLAIM.

Each example ties a specific audience to the messages presented, not a claimed client business outcome.

03 ITRON

Grid technology leadership audience

STRATEGIC QUESTION Explain what an increasingly localized and intelligent utility looks like.

KEYNOTE THEMES Microgrids; renewables; EVs; smart cities; energy moving from product to service.

WHY IT FITS Connects infrastructure innovation to a practical utility business model.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

04 THE ENERGY AUTHORITY

Utility executive audience

STRATEGIC QUESTION Help leaders understand the collision of energy trends rather than isolated headlines.

KEYNOTE THEMES Microgrids; renewables; V2G; IoT; intelligent infrastructure and innovation mindset.

WHY IT FITS Shows whole-system thinking for executives balancing multiple demands.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

THE REAL KEYNOTES BEHIND THE CLAIM.

Each example ties a specific audience to the messages presented, not a claimed client business outcome.

05 SAP UTILITIES

Energy and water utility executives

STRATEGIC QUESTION Bring technological change into an established utility-technology community.

KEYNOTE THEMES Grid parity; renewables; storage; microgrids; intelligent grid operations.

WHY IT FITS Reaches both utility operators and the enterprise systems supporting them.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

06 ACCENTURE ENERGY SUMMIT

Invitation-only global energy executives

STRATEGIC QUESTION Challenge senior executives to consider bold but grounded energy investments.

KEYNOTE THEMES Renewables; microgrids; EVs; connected energy systems and strategic bets.

WHY IT FITS An international executive context for transformation, not only technical change.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

THE REAL KEYNOTES BEHIND THE CLAIM.

Each example ties a specific audience to the messages presented, not a claimed client business outcome.

07 SIEMENS ENERGY

Global energy leadership meeting

STRATEGIC QUESTION Build leadership understanding of rapid energy-market transformation.

KEYNOTE THEMES Renewables; storage; industry disruption; new system economics and organizational reinvention.

WHY IT FITS Demonstrates alignment with complex industrial and global energy leadership.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

08 WSPP

Fall Operating Committee, 2025

STRATEGIC QUESTION Explain how AI-driven power demand exposes limits in the existing grid model.

KEYNOTE THEMES AI data centres; electrification; interconnection bottlenecks; storage; orchestration and risk.

WHY IT FITS Direct precedent for the power-capacity and speed-to-power issues in this inquiry.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

THE REAL KEYNOTES BEHIND THE CLAIM.

Each example ties a specific audience to the messages presented, not a claimed client business outcome.

09 TORONTO HYDRO

CEO leadership meeting, 2026

STRATEGIC QUESTION Help field and office leaders understand the changing grid and how to respond.

KEYNOTE THEMES Electrification; AI; battery storage; distributed energy; leadership through acceleration.

WHY IT FITS Connects the trends to confidence, safety and operational decisions in a utility.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

10 EXELON NUCLEAR

Focused session with nuclear engineers

STRATEGIC QUESTION Consider how technological and strategic disruption reaches an established generation sector.

KEYNOTE THEMES New energy futures; accelerating change; potential disruption and long-range planning.

WHY IT FITS Adds depth across generation technologies, not only distribution and renewables.

SOURCE: JIM CARROLL INDUSTRY / EVENT ARCHIVE • LINK

THE LONG VIEW IS THE DIFFERENTIATOR.

This is not expertise assembled after the latest trend arrived.

1999–2003	Deregulation, online utility services, interval meters and distributed-generation thinking.
2004–2011	Smart fields, SCADA, conservation, resilience and advanced grid communications.
2012–2021	Microgrids, renewable economics, smart devices, V2G and grid business-model change.
2022–2026	Storage acceleration, AI power demand, capacity bottlenecks and distributed coordination.

Additional work includes BC Hydro, SaskPower, SaskEnergy, Consumers/CMS Energy, Black & Veatch, CF Industries, electric cooperatives and industry associations.

THE KEYNOTE IS BUILT AROUND YOUR ROOM.

A flexible 45–60 minute arc, with the emphasis changed for the event and its audience.

01	THE DEMAND WAVE	AI data centres, industry, transportation and buildings reshape load forecasts.
02	THE GRID REARCHITECTS	Storage, distributed energy, V2G, smarter meters and two-way coordination.
03	THE SPEED-TO-POWER CHALLENGE	Infrastructure constraints, interconnection, procurement and new capacity transparency.
04	THE INTELLIGENT UTILITY	Predictive maintenance, software-defined operations, cyber resilience and skilled teams.
05	THE LEADERSHIP RESPONSE	Foresight, realistic experimentation and making 2027 decisions with 2027 assumptions.

A RESPONSE YOUR BUREAU CAN ACTUALLY SEND.

This responds to the illustrative inquiry, without claiming the request was received.

PROPOSED CLIENT-FACING RESPONSE

Jim Carroll brings unusually deep experience to this specific utility leadership challenge. His energy work reaches back to the late 1990s, including early digital utility and distributed-generation discussions, and now extends to AI data-centre demand, battery storage, electrification, microgrids and grid modernization. His speaking engagements include NRECA, Itron, The Energy Authority, SAP Utilities, WSPP, Siemens Energy and Toronto Hydro. He would connect the technologies to the decisions your leaders face: capacity, resilience, customers, investment priorities and the skills required to lead the new energy system.

Source note: Historical engagements and keynote messages are summarized from Jim Carroll's industry site and earlier industry briefing archive. The inquiry is fictional but representative. No operational results at client organizations are claimed.

ENERGY.JIMCARROLL.COM/