

KM Conference 2026
Industry Day
Wednesday, 24 June 2026
ISEG - Lisbon School of Economics & Management
Lisbon, Portugal
<https://iiakm.org/conference/>

Invited Talk
Scaling Through Autonomy

Tiago Roxo
Head of People, Tekever

Abstract:

As organizations scale, complexity grows exponentially. Communication lines multiply, decision-making slows down, and processes naturally begin to replace trust, proximity, and ownership. In many companies, growth unintentionally creates bureaucracy faster than capability. This challenge becomes particularly critical in high-growth technology environments, where innovation, execution speed, and adaptability are core competitive advantages. Organizations operating across AI, software, defence and security must simultaneously manage rapid expansion, increasing operational complexity, and high-stakes delivery environments, often under intense external pressure and constant change. At the same time, scale creates another tension: the pressure to grow headcount quickly while preserving the cultural foundations that enabled early success. Hiring speed and organizational expansion can easily dilute accountability, reduce leadership proximity, fragment knowledge sharing, and create dependency on process instead of judgment.

This session explores how autonomy can evolve from a cultural aspiration into a deliberate organizational design principle. Drawing from practical experience scaling international technology organizations, the talk will address how companies can continue growing without collapsing into excessive hierarchy, control layers, and coordination overhead.

About the Speaker:

Tiago Roxo is currently Global Head of People at Tekever, a European leader in flying autonomous systems. He is a senior HR executive with more than 20 years of experience leading people strategy, organizational development, and talent initiatives in technology and consulting environments. Throughout his career, Tiago has held leadership roles at companies including Talkdesk, Axians – Vinci Group, InnoWave and Novabase, where he focused on scaling organizations, strengthening leadership capability, and aligning people strategy with business growth. Tiago holds a degree in Social and Organizational Psychology from ISPA and has additional training and experience in leadership coaching, psychoanalytical therapy and organizational transformation.

