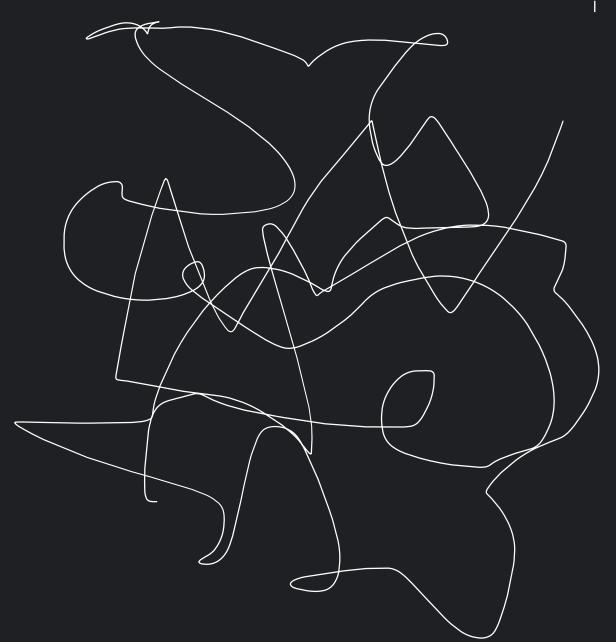
CEO AND BOARD CONVERSATIONS

# How is choice making different in an era of tension and crisis?

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#### The shift

inflation, supply chain bottlenecks China, economic tensions, war, CRISIS LOAD Ine chain bottleconomic dow CRISIS LOAD climate crisis,

inequality agenda, geopolitical tensions, Ukraine war

Societal problems have now become business problems.

Problems are complex and ambiguous.

They hold paradoxical tensions.

They are persistent.

They do not go away.

### Competing demands

Profit or Planet Diversity or Inclusion Net-zero or Double-digit Autonomy or Best practice Shareholders or Stakeholders Quarterly budgets or Long-term goals 2030 Strategy or Read-and-react sensitivity Top-down cascading or Rolled-up movement Supply chain resilience or Operations efficiency

#### The shift

#### The invitation



How might we build and scale a both/and mindset?

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We need diversity of thought in the board, C-suite and across them — to juggle multiple tensions with lots of ambiguity.

The narrow "CEO operator mindset" is no longer enough. Leaders of tomorrow also need a new kind of musicality.

How might we build the courage to surface tensions and shape conversations early?

The "must-win battle epoque" is running out.

How might we reimagine the role of "strategy"?

## The shift and the invitation

Both/and thinking.

Courageous conversations.

Strategy - always on.