

CEO AND BOARD CONVERSATIONS

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

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The shift

CRISIS LOAD



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

”

We need to grow
in China – but
China cannot get
too big for us.

Henrik Poulsen

1 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.

2 Invitation

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

””

The “must-win battle
epoque” is running out.

Invitation

How might we
reimagine the role
of “strategy”?

The shift
and
the invitation

Both/and thinking.

Courageous conversations.

Strategy – always on.