

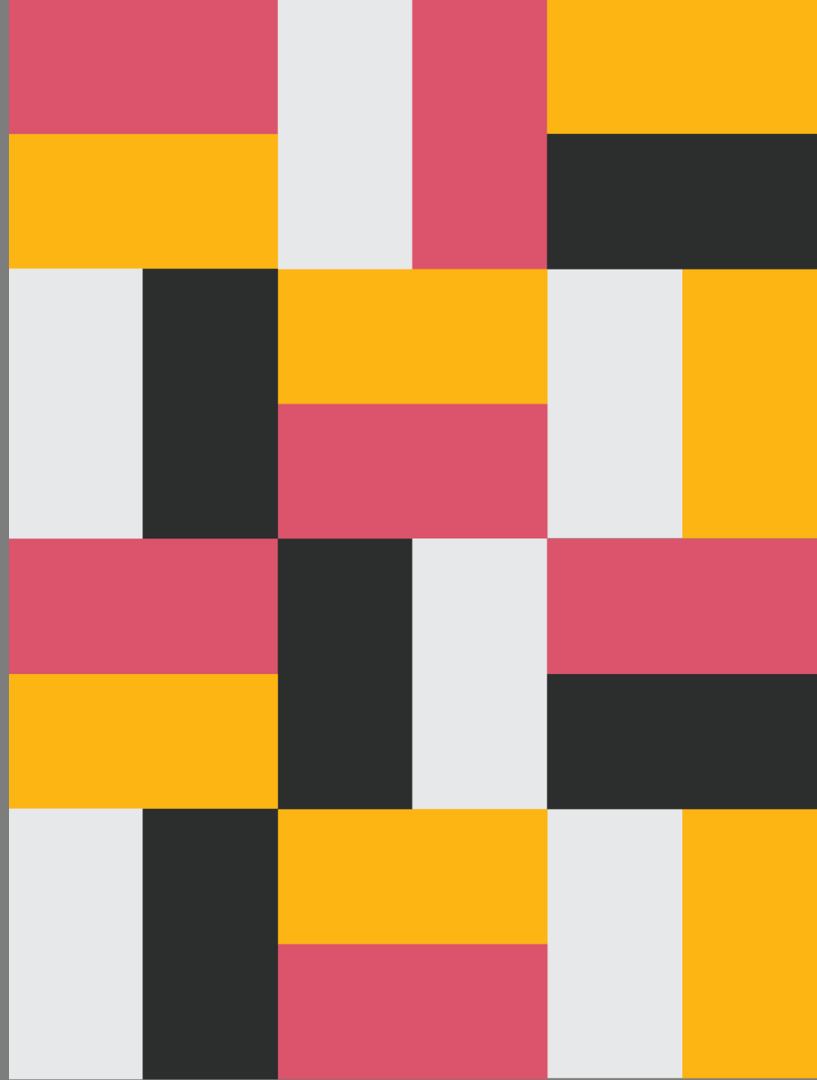
# Six paradoxes of leadership

23rd March 2021



1

Welcome &  
introductions



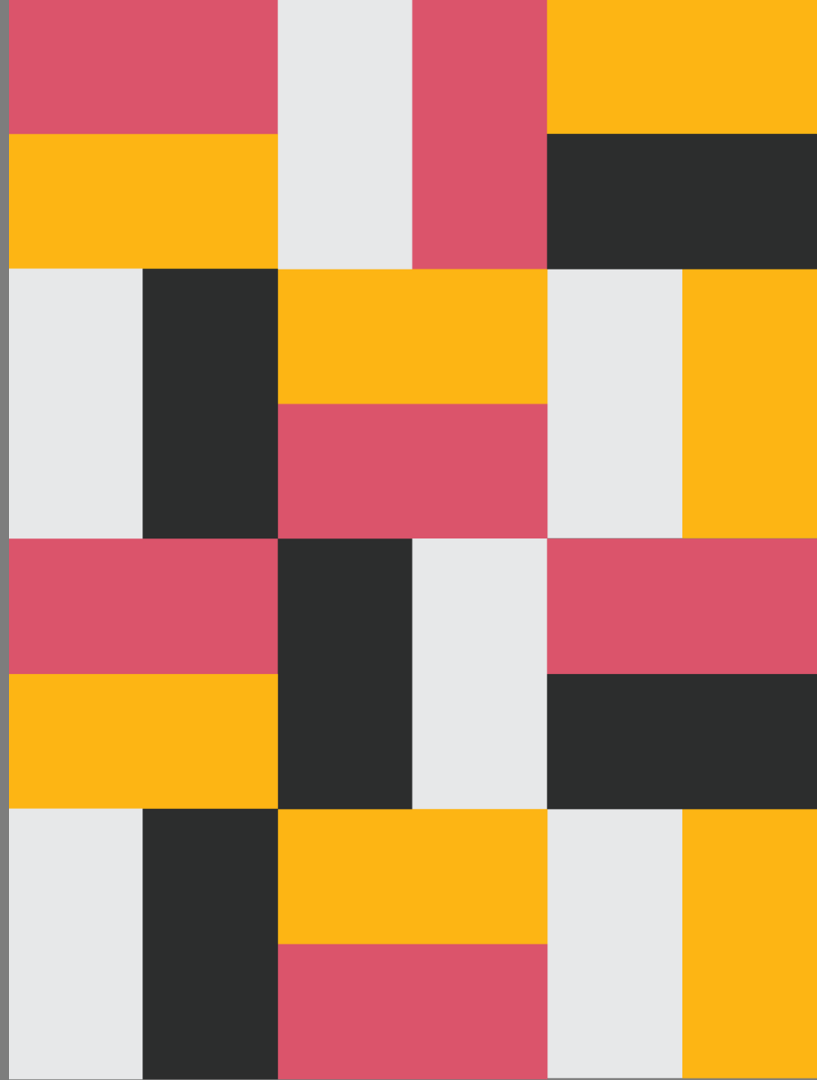
# Objectives of today

- Develop an understanding of the six paradoxes of leadership and the opportunities they present in the context of our changing external landscape
- Develop an awareness of what the paradoxes mean for you as an individual, in relation to your personal strengths and the areas that may benefit from personal development



# 2

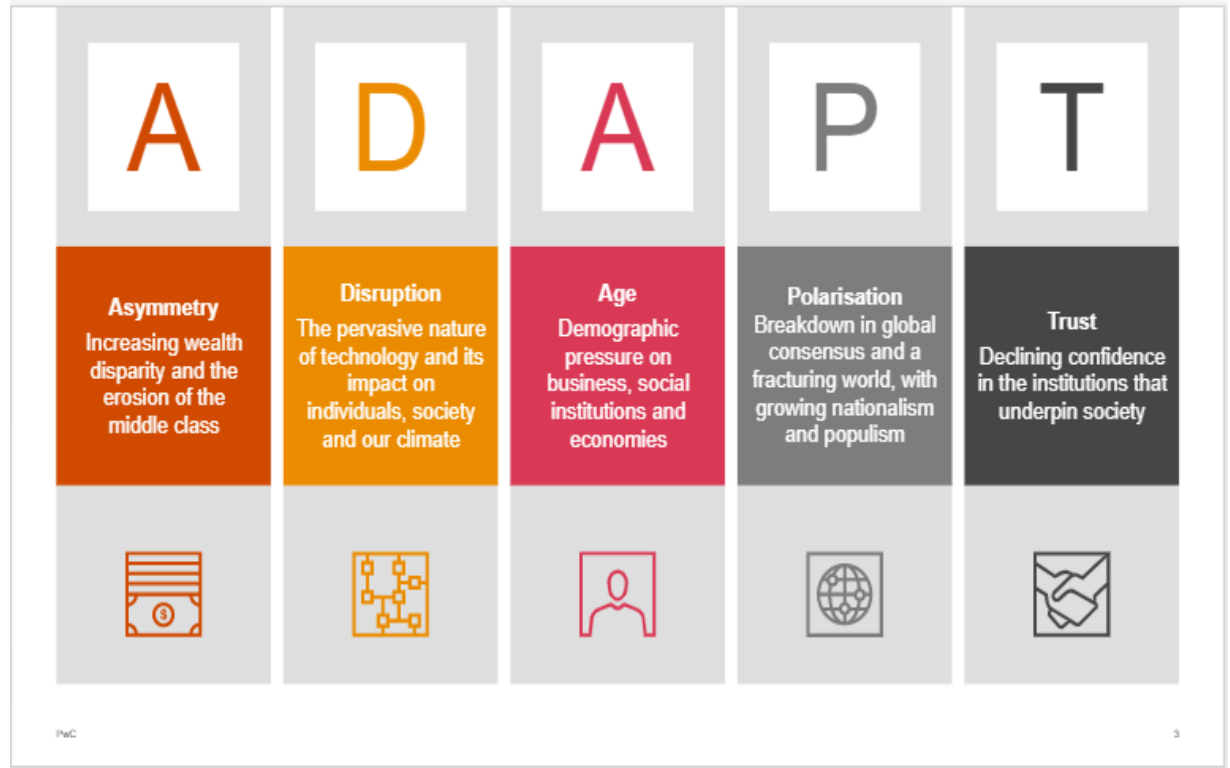
## Understanding the business context



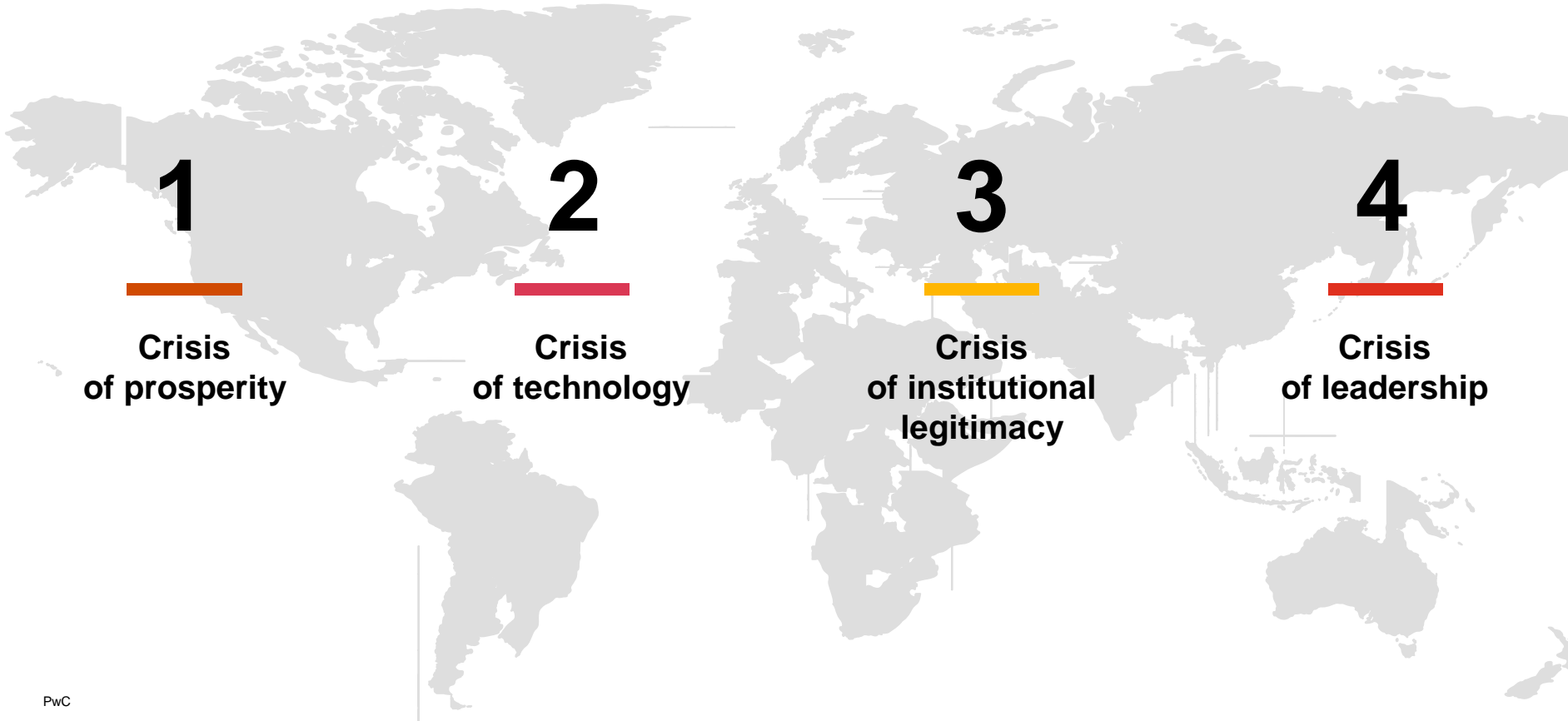
# Challenges of today's world in the ADAPT framework

“The ADAPT framework summarises extremely urgent issues confronting society, business and individuals that are acute, divisive and for which there are no easy answers. Yet we must act on them now or we will face a future which we will not like”.

*Blair Sheppard (Global Leader,  
PwC)*



# This highlighted four global crises



# Then COVID-19 occurred



## Society

**Much greater debt**

**Real risk of sovereign failure**

**Negative GDP**

**Significant unemployment**

**Failure of entire industries without support**



## Business

**Much weaker balance sheets**

**Highly unpredictable political context**

**Small businesses severely damaged**

**Indebted to government**

**Shut down**

**And the world had a shared experience.**

# COVID acted as an accelerator for ADAPT

**A**

**Asymmetry**

- The poor (people, regions, countries) will get hit the hardest
- Unemployment at the bottom of the wealth pyramid, which will also grow
- Massive failure of small business
- Sovereign debt and GDP growth issues

**D**

**Disruption**

- Strength and influence of big technology platform companies will grow faster
- In the short-term, climate worries are forgotten as the world deals with the crisis, but in the medium/long-term people are likely to become more socially conscious

**A**

**Asymmetry**

- Increased pressure on young countries as there are fewer workforce opportunities
- Increased pressure on pensions and social welfare systems in older countries
- Challenges stimulating job creation in developing markets compounds the issue
- Intergenerational debate

**P**

**Polarisation**

- Increased localisation of economies due to supply chain issues
- Heightened nationalism as nation states look to blame “other” and protect themselves
- The potential for humanity to come together after the crisis to solve important problems

**T**

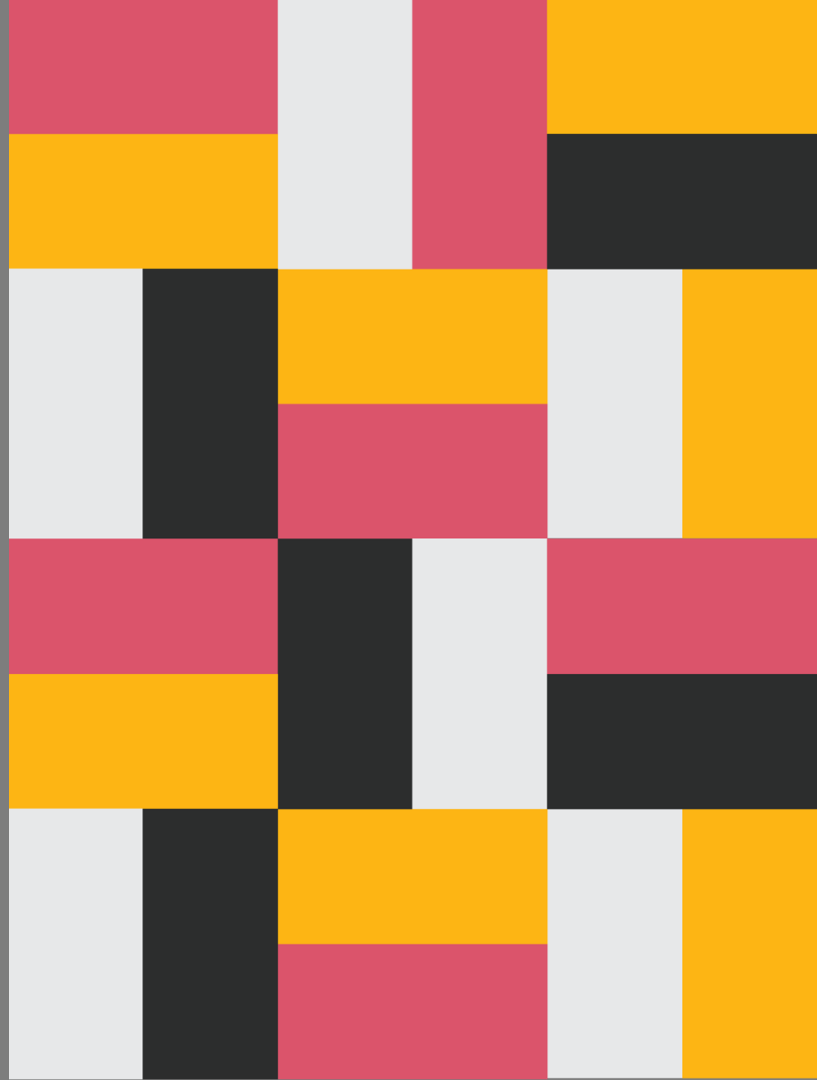
**Trust**

- Distrust in institutions and their ability to respond fairly will grow
- Some institutions and leaders will come out of the crisis with stronger reputation



# 3

The six paradoxes  
of leadership  
explained



# Paradoxes of leadership

What characteristics define a great manager / leader?

- 1 Globally-minded localist** 
- 2 High-integrity politician** 
- 3 Humble hero** 
- 4 Strategic executor** 
- 5 Tech-savvy humanist** 
- 6 Traditioned innovator** 

# Paradoxes of leadership

## Humble hero



How do you have the confidence to act in an uncertain world and the humility to recognise when you are wrong?

### Humble

Ability to foster deep personal resilience in self and others, recognising when they need to help and be helped

### Hero

Ability to exude confidence with competitive flair and gravitas

## Strategic executor



How do you execute effectively while also being highly strategic?

### Strategic

Ability to find insights and observations by looking to the future to inform decision making today

### Executor

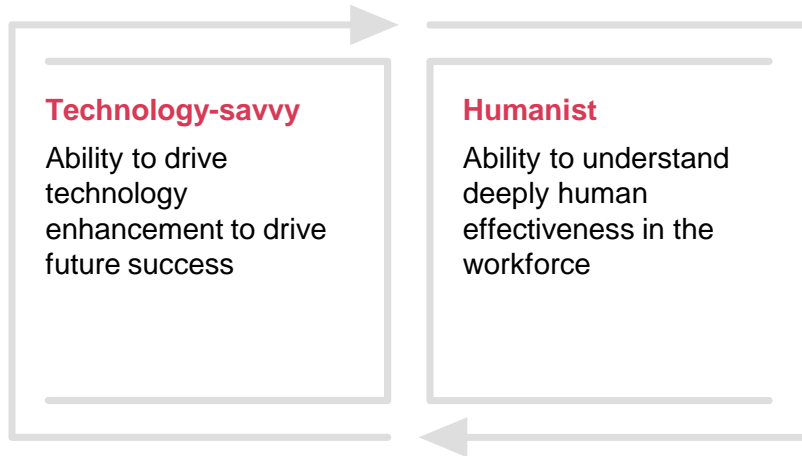
Ability to deliver exquisitely on today's challenges

# Paradoxes of leadership

## Tech-savvy humanist



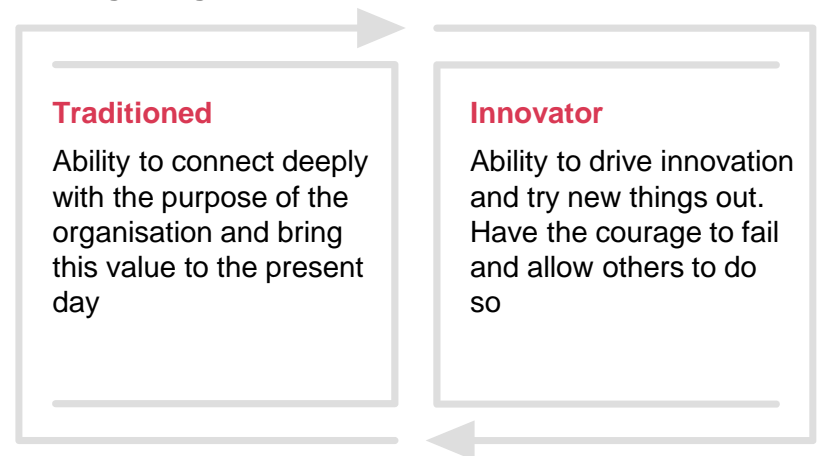
How do you become increasingly tech savvy and remember that organisations are run by people, for people?



## Traditioned innovator



How do you use the past to help direct your future success, while also creating a culture that allows innovation, failure, learning and growth?

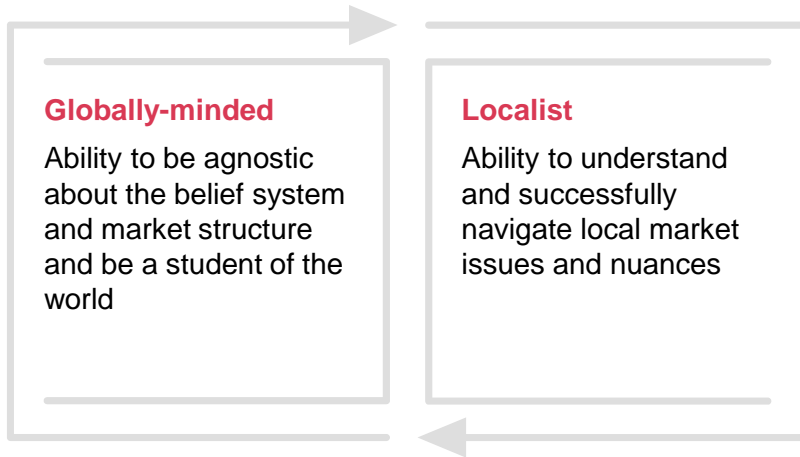


# Paradoxes of leadership

## Globally-minded localist



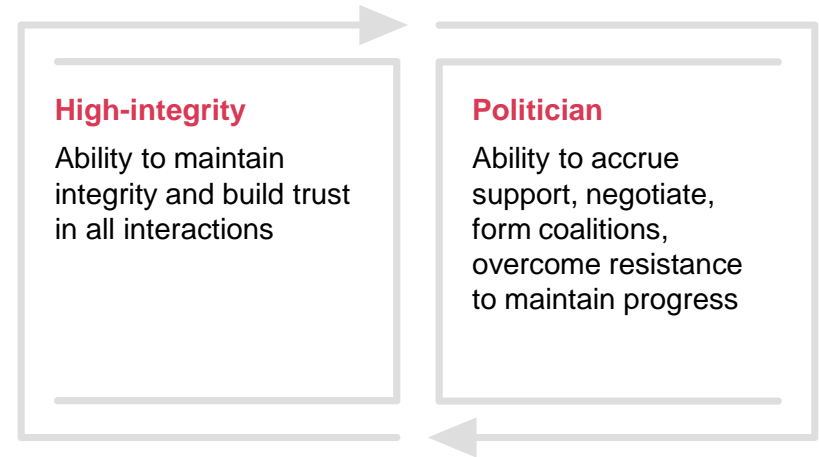
How do you navigate a world that is increasingly both global and local?



## High-integrity politician

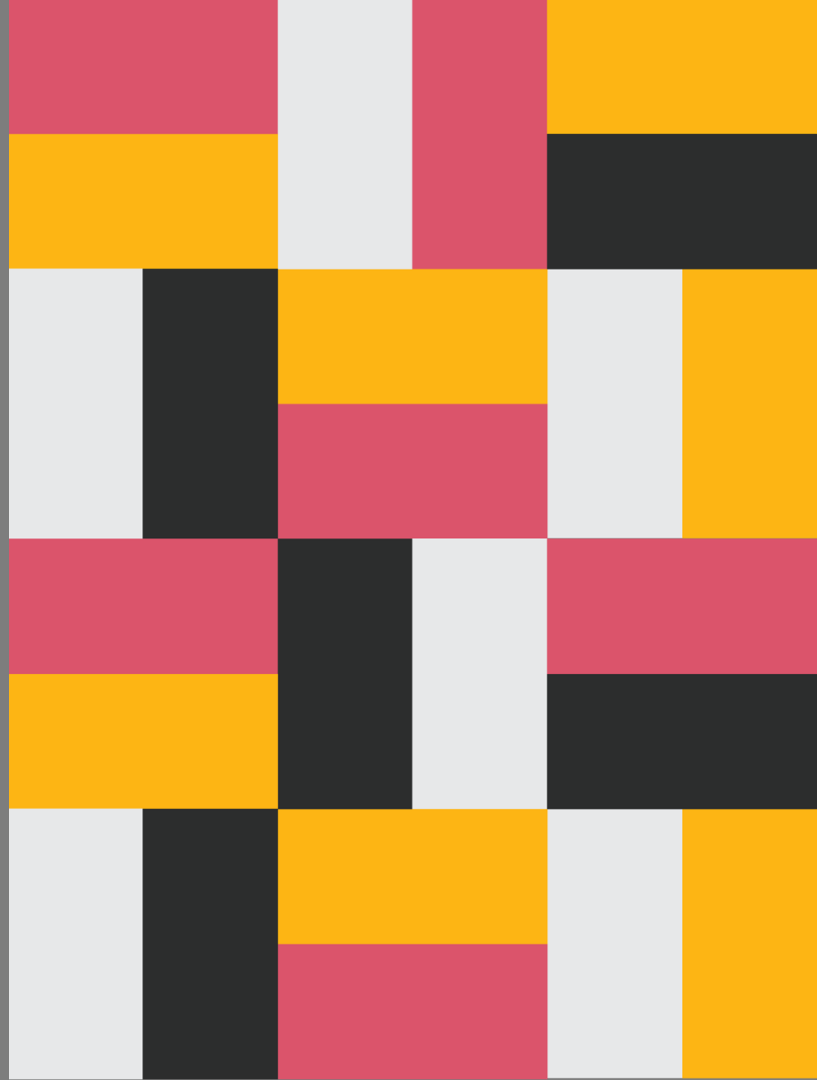


How do you navigate the politics of getting things to happen and retain your character?



# 4

In-depth look at  
the six paradoxes  
of leadership



# Better understanding the six paradoxes

## Group exercise:

- ❖ You will be split into six groups
- ❖ You will look at one paradox each
- ❖ Discuss:
  - **Who is an exemplar of this paradox?**
  - **What do they do?**
- ❖ Be prepared to share your discussions with the group after 10 minutes

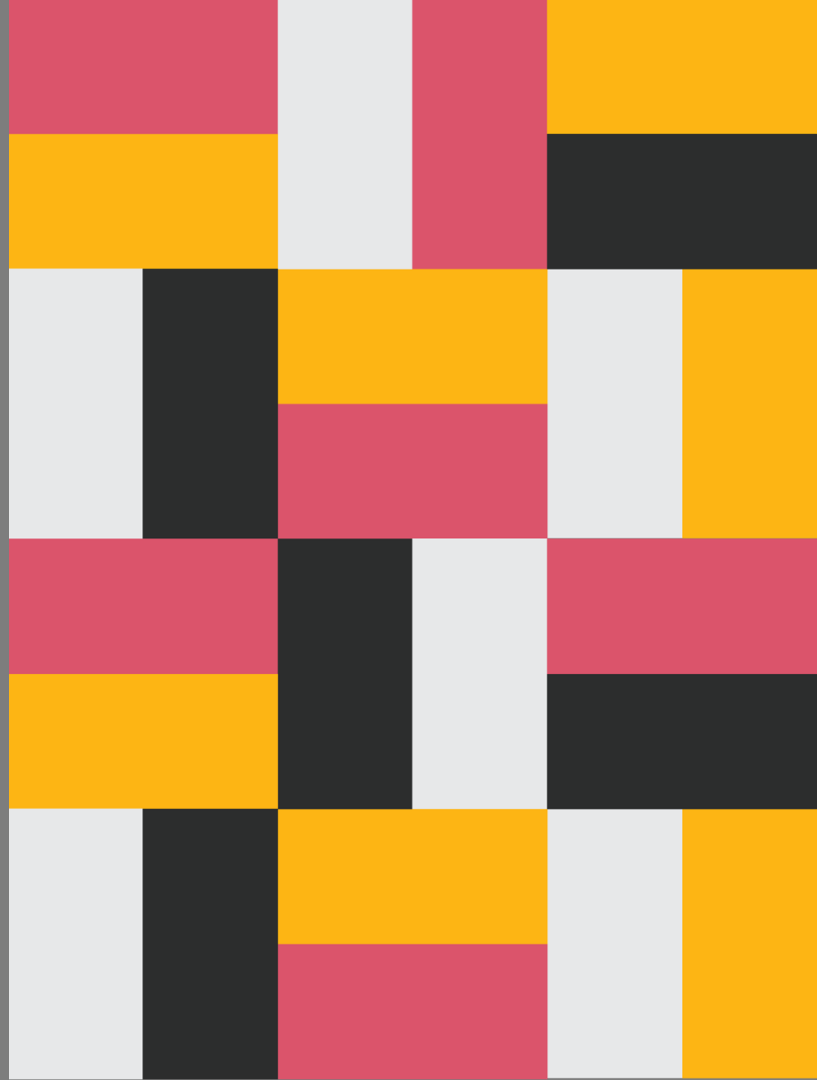






5

Building strengths



# Slido

Join at

**slido.com**

**#475840**



- Which paradox is most relevant to your role?
- Which paradox are you most comfortable navigating?
- Which paradox are you least comfortable navigating?



# How do you grow strength across each of the paradoxes?

What's your advice to your peers for building strength in this paradox?



# Reminder of objectives

- Develop an understanding of the six paradoxes of leadership and the opportunities they present in the context of our changing external landscape
- Develop an awareness of what the paradoxes mean for you as an individual, in relation to your personal strengths and the areas that may benefit from personal development



Thank you

