

Leading through the chasm and into the future economy

Insights on leadership drawn
from the Now. Bridge. Reboot.
Conversation Series

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Table of Contents

Preface	2
Leaders and leadership during crisis	4
We need leadership to reboot society	6
Thought Paper Series	8
Eldar Abdrazakov	10
Rashed Abdul Kareem Al Blooshi	13
Saif Al-Hiddab	16
Roberto Alvarez	19
Simos Anastasopoulos	22
William H. Bohnett	24
Chad Evans	27
Colin B. Grant	30
Peter Gruss and Sabine E. Zimmerman	33
Joaquín A. Guerra-Achem	36
Michinari Hamaguchi	39
Zakri Abdul Hamid	42
Charles O. Holliday Jr.	45
Alexander Idrisov	48
Dylan Jones and Deborah L. Wince-Smith	51
Ashwani Kumar	54
Tae-Shin Kwon	57
Paul Levins	60
Joan MacNaughton	63
Christos Megalou	66
Jim Metson	69
Jan Mládek	72
Hiro Nishiguchi	75
Regina Njima	77
Gianna Sagazio	80
Lori Schmidt	83
Jack Sim	86
Rogerio Studart	89
Aleksandar Subic	92
Ahmad Tajuddin Ali	95
Deborah L. Wince-Smith	99
Kandeh Yumkella	103
It is time to learn and reconnect	106
Now. Bridge. Reboot. Discussion Series Participants	110
GFCC Membership	111

Preface

The COVID-19 pandemic has created a crisis unprecedented in the modern era. The virus outbreak that started in Wuhan, China in November 2019 spread globally, paralyzing economies and creating large short and long-term challenges.

Under stay-at-home orders, businesses, schools, and universities had to adapt and move many operations online. The massive shift to telework was unparalleled, powered by digital technologies and the increased use of virtual platforms for communicating. One year after the first case was detected in China, Europe faces a second wave of COVID-19 with rising rates across the continent, and the United States is in the middle of a third upsurge. The pandemic's health, social, and economic impacts are still unfolding. As the race for a vaccine continues, uncertainty permeates decision-making, and purposeful leadership is more urgent than ever.

The disruptive scenario prompted the GFCC to engage its global network to shed light on crisis mitigation and recovery, steps to transition to the next economy, and strategies to shape a new reality. Between May and July 2020, the GFCC hosted eight online Now. Bridge. Reboot. Conversations involving more than 40 leaders from business, academia, policy, the entrepreneurship space, and government from around the world. Leadership as a connector bridging the present to the future economy stood out among many insightful ideas. In July, we invited the participants to share their views in an original article answering the most relevant question: What type of leadership do we need to cross the chasm and build the future economy?

COVID-19 is a game-changer. It has accelerated trends, such as digitalization and remote work, and catalyzed transformations in manufacturing, finance, health, and education. There is an opportunity for leveraging innovation and competitiveness, driving inclusive prosperity, and powering the future economy. Shaping a new reality requires purposeful leadership, commitment, and pointing toward the right direction.

Leading through the chasm and into the future economy features more than 30 thought pieces signed by leaders from 21 countries who are shapers in their fields of expertise. C-suite professionals in energy, business consultancy, law, finance, social entrepreneurship, sustainability, government administration, and nonprofits share insights, reflections, and innovative ideas on leadership. The GFCC hopes that enlarging the conversation by offering different perspectives will help decision-makers and citizens navigate the current crisis and design the future world they want. This publication mirrors the GFCC community commitment to build a better future by harnessing the power of collaboration in a global network. We thank the authors for contributing to the book.

Enjoy the reading!

November 2020

Leaders and leadership during crisis

The COVID-19 pandemic is an extraordinary event in the story of humanity, a mega crisis that has put leaders around the world to the test.

National, state and local government leaders had to respond quickly to a multidimensional crisis spanning public health, the economy, labor, education, and social stability. They had tough decisions to make about travel restrictions to slow the virus's spread, business and school closings, stay-at-home orders, and the deployment of health care resources.

With life and death on the line, healthcare leaders oversaw a rapid expansion of COVID testing sites and hospital facilities to accommodate an escalating number of people sick with COVID. Leaders in the research and science community immediately deployed their teams to understand a deadly, new-to-the-world virus, how it spreads, and who is at risk. Teams in the health and pharmaceutical industry launched crash programs to develop tests to detect COVID, medicines to treat it, and vaccines to stop it.

Leaders in businesses were forced to restructure their operations, redesign how they deliver services, and reorganize millions of workers who shifted to telework — all in a matter of days! Measures to protect essential workers who could not perform their duties from home — such as the installation of Plexiglass shields, extra cleaning, and social

distancing — had to be implemented as fast as possible. Businesses in home delivery scaled their workforces by the millions, while leaders in manufacturing stepped up to the plate converting their production facilities to make personal protective equipment that was in high demand and short supply.

Legislators and leaders in the financial community were enlisted to deliver financial relief to help keep households and governments from going broke, companies from going under, markets from crashing, and economies from collapsing.

Leaders of the education community drove a massive shift of millions of students to on-line learning. Some universities moved tens of thousands of students and more than a thousand courses on line in just a few days.

Leaders of humanitarian organizations sprang into action, refocusing their teams' efforts to COVID hot spots and ramping-up food distribution to provide for those suddenly unemployed as companies shuttered around the world.

When we think of leaders, we think of a nation's political leaders or leaders at the top of the organizational pyramid. But **leadership** is not a position, it is an ability, an act. And, during the COVID crisis, citizens of all walks and stations of life have demonstrated leadership. Many employees in manufacturing, services, and healthcare volunteered for double shifts, 24/7 on-call, and to isolate in workplaces and hotels away from their families to

ensure critical products, services, and care got to those in need. Home sewers organized mask-making teams. Local Mom and Pop pizza joints and convenience stores figured out how to safely continue serving their communities. Members of teams working remotely took the bull by the horns to lead virtual meetings, and help co-workers navigate the new virtual workplace. Local doctors shifted rapidly to telehealth to ensure continuity of care for their patients. Individuals on neighborhood social networks kept their neighbors posted on where items in short supply could be found. Local youth stepped-up to grocery shop for the elderly and others at special risk who must remain homebound.

Collectively, and with special thanks to leaders and those who demonstrated leadership in the face of a terrible crisis, we have shown remarkable agility, resiliency, ingenuity, and innovation in both the response and initial adaption to a drastically changed world. It is a credit to humanity.

Looking to the future, this global disruption — bigger in scope than any war or natural disaster — has ushered in major transformation at an accelerated pace. Long-honed patterns of work and service delivery are being re-engineered. Whole industries are being reshaped. For example, on-line shopping and delivery services have soared, restaurants are holding on by the skin of their teeth, and the travel, tourism, and hospitality industries face an existential threat and are struggling to survive.

Business leaders are considering when or if millions of new teleworkers will return to their offices and, if they do not, how to redesign their organizations, operations, communications, policies, and procedures for a remote workforce. Businesses are rethinking supply chains that came up short under surging demand and employee absences, and how they can make them more resilient to help ensure they deliver critical supplies under duress in the future.

We are all struggling to foresee and understand what the future might hold. As leaders in government, business and other organizations look across this chasm of uncertainty, their citizens and employees are looking to them for leadership on a pathway to a new future state.

At this critical crossroads, we can leverage the COVID disruption to build more prosperous and inclusive economies, and more resilient and competitive businesses. With the potential for a vast dispersed tele-labor force, we could ignite new economic opportunities in rural areas, rust-belt regions, underdeveloped countries, and other communities that have been left behind in our modern economy. And we can leverage the lessons learned about speed and agility to ramp up product and service innovation around the world, and solve other critical global challenges. The many people who have demonstrated leadership during this crisis give us hope that this is possible.

In the *Now. Bridge. Reboot. Thought Paper Series*, GFCC member leaders offer insight and advice on leadership during crisis and strategies for rebuilding for a better future. The thought paper series is an outgrowth of eight live virtual dialogues with thought leaders from 30 GFCC countries on lessons learned from the COVID-19 experience and trends emerging for the future economy. We thank and commend the authors for demonstrating leadership by taking time during a crisis that is affecting us all personally to share their wisdom and experiences with us.

The founding of the GFCC was predicated on the belief that sharing knowledge and best practices among national

competitiveness organizations and among nations would provide benefit to all. So, while we did not imagine a challenge such as this crisis would come to the GFCC, we are fortunate indeed to have it as a platform for sharing knowledge, information, experiences, and lessons learned. May we all put them to good use to help mitigate the economic and societal losses within our countries, bridge the chasm of uncertainty, navigate the turbulence of transition, and transform our businesses, organizations, and economies for a better, more prosperous future.



The Hon. Deborah L. Wince-Smith
President, Global Federation
of Competitiveness Councils

President & CEO, Council on
Competitiveness



Charles O. Holliday, Jr.
Chairman, Global Federation
of Competitiveness Councils

Chairman, Royal Dutch Shell plc

We need leadership to reboot society

It is often said that the health, social, and economic crisis arising from the COVID-19 pandemic is unprecedented. The term is undoubtedly overused. But let me be clear: it is a unique event in human history. Never before has a crisis impacted so many countries at the same time.

The World Bank estimates that 95 percent of the world's economies will contract in 2020. In comparison, 85 percent of the world's nations experienced shrinking economies at the height of the Great Depression almost a century ago. COVID-19 is the first event in our lifetime that is presenting challenges to nations, companies, organizations, and individuals around the globe.

The crisis has highlighted weaknesses in society and economies, accelerated trends that were already underway — such as digitalization — and catalyzed major transformations. On top of that, the pandemic has demonstrated the importance of social cohesion, trust, and leadership across sectors and dimensions of life. Overcoming the crisis requires thinking and action from all of us.



Roberto Alvarez
Executive Director
GFCC

The pandemic has injected uncertainty into a global scenario that was already filled with challenges. Accelerating technology advancements disrupting business and labor markets, climate change, an increasingly complex geopolitical arena, growing inequality, and massive demographic and population shifts are some of the issues compounding today's reality.

With its geographically diverse members and fellows, the GFCC has a footprint in more than 30 countries. This amazing brain trust is a major resource that, if properly mobilized, can help our community and other stakeholders make sense of the complex and fast-changing reality

in which we are living. That is exactly what we aimed to do through the GFCC Now | Bridge | Reboot series, which engaged leaders from 30 countries in lively conversations about the state of the world, global responses to COVID-19, and the new economy and society that will emerge. During a series of six online conversations held from May to July 2020, leaders from business, research, government, civil society, policy organizations, the technology entrepreneurship space, and other domains shared their experiences, insights, and what they have learned.

Through the GFCC Now | Bridge | Reboot series, we learned that early response to the pandemic was a critical success factor for a speedy recovery, clarity in government communications is fundamental in bringing societies together, resolving the health situation is a prerequisite for the economy to regain momentum, and trust is the overarching condition for nations, businesses, and people to cooperate and address the COVID-19 challenge. We heard about how digital technologies are being used to tackle COVID-19, innovative grassroots business models that have popped up worldwide, and how countries that faced previous epidemics and systematized what they learned were better positioned to respond to the current crisis.

Leaders who joined the conversations stressed the importance of resiliency, institutional and organizational learning, sustainability, and the need for inclusiveness as we recover from the current crisis. Above all, we heard that new thinking and new frameworks for global cooperation and action are needed.

While COVID-19 was not a black swan, as the prospects for a pandemic were known and many organizations and leaders had alerted the world, it is truly a game-changer. Its impacts will be felt for generations, but we should not assume what the future path will be. At this critical juncture in history, we have an opportunity to change the game, to emerge out of the current crisis on a pathway to a better, more inclusive, sustainable, and prosperous future. We all have choices to make and, chief among those, is the decision to take in our hands the responsibility to work in a purposeful way to design and build a better future.

The pandemic has taken a huge toll on human lives — more than a million people have perished as I write this text — and devastated the economies of many nations and communities. Nevertheless, we also saw examples of solidarity, communities coming together, companies mobilizing their resources to supply critically needed goods and services, and people raising funds to help their fellow citizens. The crisis made our cities quieter and less polluted, allowed millions to see blue skies where smog was usually the

Now. Bridge. Reboot.

1.	Bridging crisis and future prosperity	May 6
2.	Response and outcomes	May 20
3.	Turning knowledge into impact	May 27
4.	Local realities: looking East	June 3
5.	Local realities: looking West	June 17
6.	The economy and society need innovation	June 24
7.	Accelerating digitalization	July 1
8.	Global innovation coalitions	July 8

norm, invited wildlife to regain terrain, lowered global greenhouse gas emissions, and suggested we can find ways for humanity to live in harmony with the planet. What if we could keep some of those things as we reboot the economy? What if we could use the crisis as a lever to reboot society and build a better future? We will all need to take responsibility for our future to make it happen.

Leaders inspire and catalyze collective action; above all, they take responsibility. Leaders are builders and don't take the future for granted; they shape it. Offering much more than a vision, leaders put forward the frameworks for action, the spaces for dialogue, they communicate and engage with all segments of society, and invite others to take part in the journey. We may think of leaders as our political representatives, but that is a limited perspective. The type of leadership we need is much broader and involves all of us.

Leadership is the crucial thread linking successful crisis response and future building — a recurring idea throughout the GFCC Now | Bridge | Reboot conversation series, and the key theme for the papers in this book. Recognizing its importance, we invited participants to contribute their perspectives on the challenges and issues associated with leadership during the current crisis and in the (highly digitized) world we are seeing emerge. We were privileged to capture a wide range of perspectives, and the results are rich, diverse, and inspiring. We hope you enjoy reading the book, and feel inspired to build a better world — our collective future is calling out for your leadership.

Now. Bridge. Reboot.

33 Leaders

21 Countries

8 Discussions



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Leadership in a digitized world: How to build a team in a predominantly virtual environment

**Eldar Abdrazakov**

CEO, Centras Capital

Chair, Kazakhstan Competitiveness Council

GFCC

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SECTORS

Industry: Finance



Nonprofit

The Smartphone Revolution, empowered by the Big Tech companies, continues to drive changes in consumer behavior and experiences. But business improvements in emerging markets have been slow. Underdeveloped private consumption and focus on exports explain the outcome, which unfolds in lack of product differentiation and low efficiency.

In the current scenario, the dominance of local digital incumbents has been undermined by global disruptors. Inertia is no longer an excuse. In Kazakhstan, few businesses may adjust their resource-centric operations to the global speed of changes and the self-educated consumer. It is no longer cash, but time-to-market that has become the new strategy king.

Late in grooming the local consumer, businesses in developing countries suffer from low customer engagement and weak organizational learning. We experience technological advances that largely help emerging market companies avoid pitfalls of outdated legacy informational systems and leapfrog system upgrades. Cloud systems give new impetus to the democratization of technologies. The leading organizational blocker is catching up with limited institutional learning capacity and capabilities.

A changing environment creates complexity and uncertainty. Organizations are forced to learn quickly, experiment disruptively, and improve continuously. Only up to 15 percent of staff in well-run organizations (we call them the runners)

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"The management mode changes from pushing to nurturing talents, inspiring new challenges, facilitating problem-solving."

are ready to embrace the necessary changes. The rest are referred to as slow-walkers or observers. Increased uncertainty, unclear processes, and imminent losses reduce motivation and collaboration. The main challenge appears to be finding the right runners and incentives. The correct structures, practices, and cultures are sought to change the dynamics.

Key digital agility enablers to upskill teams

Through our experiences in upskilling teams, we learned a few key digital agility enablers. When we focus on changes, talent, and energy, vital organizational needs turn to the triple-A enablers: administration, autonomy/interdependence, alignment.

No single company may prosper without professional specialization and effective coordination of its team. However, the old administrative principles focused on planning, organizing, and controlling



Eldar Abdrazakov is based in Kazakhstan and participated in the "Accelerating digitalization" conversation July 1.

WATCH THE CONVERSATION



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 "Empowering, rather than controlling independent teams, might uplift efficiency. But independence requires a relevant cultural upgrade on a community level."

face the need for quick learning and collaboration. The new managerial style requires a better "Ready! Aim! Fire!" approach characterized by an entrepreneurial vision, reiterative experimenting with a higher failure acceptance, on-the-run learning, retrospective perfecting, and institutional re-learning.

Self-organizing agile teams self-assess tasks, self-coordinate, and self-adjust. The administration shall seek to pull the team's energy toward tasks and to eliminate roadblocks and conflicts. Self-organization shall come with empowering teams in setting the project speed, team design, and competence building. The

management mode changes from pushing to nurturing talents, inspiring new challenges, facilitating problem-solving. The management combination prioritizing 80 percent of pull objectives and leaving 20 percent of push is "the new black" of management.

Agile teams' emerging practice currently extends to non-software development functions like customer engagement, marketing, operations, manufacturing, planning, and project management. Lean processes, short-term sprints, and daily scrums help reduce the uncertainty and focus on collaboration, analytics, and quality. Nevertheless,

the basis of agility rests on autonomy, self-organization and interdependence of every team member. The reduced administration and independent team dynamics request the talent's maturity and responsibility and emphasizes the increasing importance of alignment. The micro-community formed with allegiance to its micro-culture, self-direction, and nano-experiences start influencing the organization and its culture. Alignment should cover not only interests, but also energy and rhythms; not only individuals, but the whole team. Often, the "them-versus-us" mentality can prevail and create organizational dissonance in risk-taking, speed, and success recognition. The scenario requires unconventional leadership rather than pure democratic management.

The pandemic aggravated the requirements for autonomous working, online collaboration, and self-direction. There is little hope of a quick vaccine and cure. Nations are left with the only alternative of "fixing the plane while flying." Empowering, rather than controlling independent teams, might uplift efficiency.

But independence requires a relevant cultural upgrade on a community level. The societies also need new talent lifts. English, digital, and agile are attributes that can push emerging talents in emerging markets.

Cultural dynamism is a new dimension of national competitiveness. The national culture and prevailing market practices may derail or solicit instrumental behaviors, such as hardworking, education, persistence, collaboration and quick learning. The professional management shall contribute to the new professional leadership based on mission building, talent matching, and constant learning.

About the Author

Eldar Abdrazakov is Founder & Chief Executive Officer at Centras Group – the country's leading investment & insurance firm. Formerly, Eldar headed Kazkommerts Securities, an investment banking arm of Kazkommertsbank's Group, and was Managing Director & Head of Investment Banking, Corporate Finance, Subsidiaries, Financial Institutions, and Treasury at Kazkommertsbank. Abdrazakov served on Boards of Kazakhtelecom, UzPEC, ABN Amro Asset. Eldar is Chairman of the Kazakhstan Competitiveness Council at the National Economic Chamber and Vice-Chairman at Kazakhstan Stock Exchange. He is Brazil's Honorary Consul in Kazakhstan, a member of Young Presidents' Organization (YPO) Kazakhstan Chapter, a member of the Advisory Board of Harvard's Davis Center on Russia & Eurasia, and a member of the Board of Directors of Air Astana JSC.

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Leadership in the time of major transformations



Rashed Abdul Karim Al Blooshi
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Member Organization

SECTOR



Government

Two major transformations are happening simultaneously in the world today. One is a transformation posed by nature's challenges to human health, as we have witnessed in the unprecedented spread of COVID-19. The other is the rapid advances in technology through which the world is becoming increasingly digitalized. There is no doubt that leadership is one of the most sought-after skills amidst these changes, especially for economies that urgently require guidance.

In times of change, leaders are put to the test of bringing out a unique combination of qualities that could help people and organizations address challenges and optimize the use of emerging opportunities.

Leadership in the UAE

There is an emerging need for effective and thoughtful leadership and management, which means going beyond delegating tasks or motivating staff. Some of today's leaders may be fortunate to have the best examples before them guiding their path and decision-making amidst the uncertainties as they move ahead towards the future.

For instance, the UAE is one shining example where leadership – whether in the government or the private sector – values deeply the qualities of its previous leaders; their pioneers and those who have shown courage, perseverance, and great empathy for humanity. These qualities have inspired the people, contributed to the country's success, and contributed

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"During this global crisis brought about by the worldwide spread of COVID-19, leaders have shown positive leadership, which is visible in their determination and confidence, believing that nothing is impossible and that solutions to problems brought about by the current pandemic can always be found."

to its growth. For nearly 50 years now, the UAE has attained phenomenal growth, and its GDP continues to scale.

Undoubtedly, UAE's current leadership enjoys the reverence from its people, and other nationalities who have made the country their home. During this global crisis brought about by the worldwide spread of COVID-19, leaders have shown positive leadership, which is visible in



Rashed Abdul Karim Al Blooshi is based in the United Arab Emirates and participated in the "Local realities: looking East" conversation June 3.

WATCH THE CONVERSATION



their determination and confidence, believing that nothing is impossible and that solutions to problems brought about by the current pandemic can always be found. In response, the UAE continues to do everything it can to support the international community. As of May 13, it had donated more than 523 tonnes of aid to Europe, Africa, Asia, and the Americas. Shipments to 47 nations included everything from testing kits to food supplies.

In Abu Dhabi, strong leadership has been a defining feature as the approach to address the criticality of the situation. With the understanding that the pandemic will adversely affect the country's key sources of income, namely oil and tourism, the government considered it to be appropriate to employ situational leadership as it evaluated changing the structure of the Abu Dhabi economy and increasing diversification efforts. Abu Dhabi's leaders also began to explore what could be done to enhance health-care and infrastructure in education, considering the current situation. As needs arise, leaders are reshaping Abu Dhabi's economy to reduce dependence and further develop their capacity to become self-sufficient.

Other practical ways UAE leaders have also considered dealing with the pandemic situation include taking into account other countries' experiences, proactive responses to the crisis, ability to coordinate the measures being applied by various entities, and how they are extending the crucial support to key sectors.

Digital leadership

Because of its commitment and vision to drive growth through innovation, apply digital technologies, and keep pace with the global trends to ensure economic growth, one important leadership approach to these ongoing developments is openness to the change and being proactive in adopting new trends.

Many local and national governments have embarked on their digital transformation journey to keep up with today's changes. From artificial intelligence to robotics, big data analytics and Internet of Things, governments are keen to implement these developments to build new cities and boost economic growth.

For example, the National Innovation Strategy and the Emirates Block Chain Strategy 2021 are two of the leading efforts of the government to stay on track with its greater vision for the nation. The constant support for digital innovation through investments have proven beneficial during the pandemic when the country can provide advanced connectivity to all segments of society. Virtual teams were easily deployed by various sectors, enabling business continuity.

However, leading in a digital world creates challenges. The need to quickly integrate technologies in new work systems requires addressing some gaps in skills of workers. People being at the same place in terms of technological skills is ideal, but often that is not the case. Patience and enabling others to catch up with the trends and new skills needed in a digital world requires providing them with the platform and giving them the time to learn and seize the situation as a chance to grow.

During the pandemic, many entities and companies in the UAE adopted a remote working system to ensure the health and safety of their employees and customers. Technical infrastructure and

advanced technological systems enabled employees to complete their tasks while working remotely, as well as participate in meetings and discussions with their teams and partners.

Today, the digital revolution has made distance learning easier, faster, and accessible on a grander scale. Prominent universities are offering a range of online courses, from full curricula degrees to short executive education courses, self-paced courses, and massive open online courses. For the first time in history, precious knowledge imparted by the world's pioneering thinkers, geniuses, and scholars can be accessed via compelling and interactive online learning platforms.

There is no doubt that digital transformation is essential for cities to move towards the smart economy era. A technologically integrated society would be looking at connectivity in infrastructure to ensure that the economy, security, environment, mobility of people and goods, health, education, and lifestyle needs are met on time. To achieve a smooth delivery of services, leadership focused on efficiency, productivity, and openness to public-private partnerships would be advantageous. Therefore, the ability to collaborate would be necessary for today's leaders. Managing present and future crises would also be easier, considering the preparedness and resiliency in leadership.

Leaders, whether in business, government, or civil societies, are called upon to step up and emerge a wide variety of qualities and skills during these major transformations in the world. What is truly needed is having a clear vision to see the benefits amidst the challenges, engage with various stakeholders amidst differences, and have the courage to give and be more humane, while leading the path even when there is uncertainty.

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"Many local and national governments have embarked on their digital transformation journey to keep up with today's changes. From artificial intelligence to robotics, big data analytics, and the Internet of Things, governments are keen to implement these developments to build new cities and boost economic growth."

About the Author

A formidable mover-and-shaker of the economic canvas, H.E. Rashed Abdulkarim Al Blooshi, Undersecretary of ADDED is instrumental in Abu Dhabi's economic transformation into a robust, investor-friendly hub. And he is concurrently the VC of the Khalifa Fund for Enterprise Development, a Board Member of ADFCA. Al Blooshi inspired cooperation amongst government, private and international entities leading to unprecedented diversification. He has been honoured with the Government CEO Excellence Award and the Arab Eagle Award for General Management. As an expert on global economic trends, he has generated multiple local and international partnerships to realize his vision of a knowledge-based economy.

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Automatic control systems can guide leaders through critical times



Saif Al-Hiddabi
Assistant Secretary General, The
Research Council of Oman

SECTOR



Government

The coronavirus pandemic caused unprecedented disturbance to our health and socio-economic systems. It put us in one of the most challenging situations of our time. Leaders are under enormous pressure. They have the responsibility to maintain the normal functionality of the organizations (or at least the survival) and to safeguard the livelihoods of employees.

The leadership role operates like an autopilot in an autonomous system. When the environment is uncertain due to unforeseen crisis, such as the current pandemic, inevitably the role of leader becomes more complex and critical.

Navigating, guiding and controlling an organization during a crisis requires the full artillery from our leadership skillset. Facing an enemy whose scale and scope is still unknown adds more pressure to these tasks. However, we can apply the skill requirements found in systems theory, especially in automatic control systems or "autopilots," to overcome the challenges, and emerge even stronger.

The navigation component requires knowledge of details on the current situation and the capacity to identify any deviations from the desired target. The guidance process is simply planning steps to achieve the set targets and goals. The control part keeps the organization on the desired path despite external and internal disturbances or uncertainties.

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"The leadership role operates like an autopilot in an autonomous system. When the environment is uncertain due to unforeseen crisis, such as the current pandemic, inevitably the role of leader becomes more complex and critical."

Similar to control systems, leadership requires a feedback mechanism to control organizational outputs and internal dynamics. In leadership, feed forward controls translate into foresight tools which help leaders and organizations anticipate future and expected changes. These tools are essential for precision tracking of outputs. Planned movements and predictive controls are important to avoid reactive actions that may cause further disturbance.

Decentralized command and control concepts might help leaders to delegate high-level decisions to different layers of management, ensuring closer follow up and quicker control at sub-functional levels. A decentralized decision system allows the organization to prioritize goals and manage them at the subsystem levels, while maintaining the overall integration of the organization's vision and mission.

Optimal control and optimization are essential for leaders to effectively guide organizations in crisis. In that context, it is important to decide whether to employ a robust or precision control approach, which may require time to implement. A leader's speed of decision making during a crisis is critical and may be

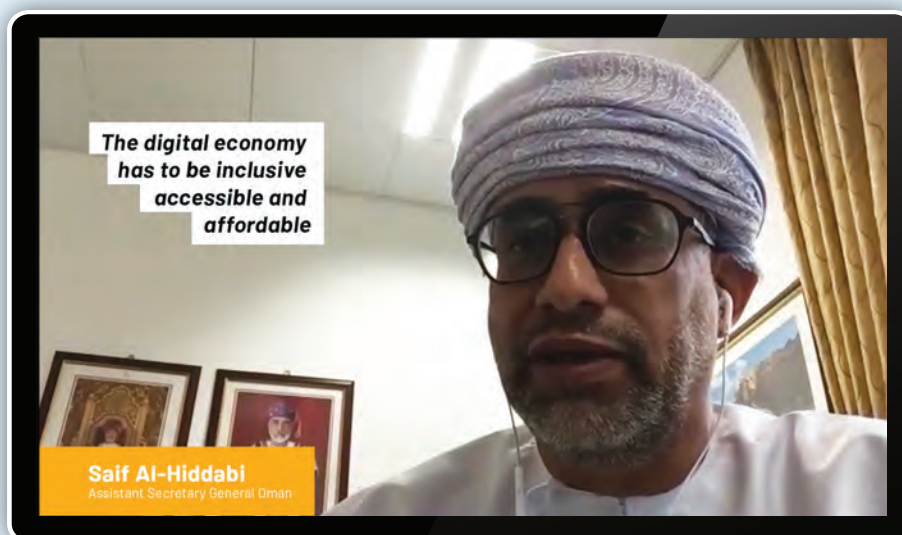
required over precision to guarantee organizational stability, even at the cost of less precise outputs.

The COVID-19 pandemic has changed the way organizations and businesses operate. Notably, many people moved to remote work in order to minimize the spread of virus. Such a paradigm shift in work would hardly be possible a few years ago, but technology has advanced significantly and now allows for new organizational and operation models. In some way, there is fortune in the timing of this crisis, and it is important to recognize the positive side of the pandemic, despite its dire impacts.

Today, teams manage projects in cyberspace using a variety of technology tools. Virtual teams are an example of

digitization that is expected to continue post COVID-19. Teams working remotely should function efficiently and should not reduce productivity. To boost efficiency, the organization needs to utilize digital tools such as secure cloud, project management software, and communication tools that allow teams to meet using video conferencing and to utilize file sharing software. Performance of virtual teams need to be maintained to achieve the desired goals. Such virtual teamwork needs to be integrated within the organization structure and processes in order to ensure effectiveness and productivity.

In addition to the above, we must never underestimate the importance of the human component of leadership during a crisis. As workers adapt and grapple



Saif Al-Hiddabi is based in Oman and participated in the "Accelerating digitalization" conversation July 1.

WATCH THE CONVERSATION



with stress and anxiety triggered by the coronavirus pandemic, speed can cause a hidden impact on employee mental health. This situation can affect the organization's performance during a crisis and its future. Therefore, some degree of emotional and psychological support, empathy and flexibility is vital to ensure unity, moral and overall health, and well-being.

During the current crisis, our technology, work structure and resilience were tested unexpectedly. Not only did we cope, but we revealed new levels of our potential. The way we work, manage and lead in the world after the coronavirus will be different, with signs suggesting a more productive and efficient future.

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"We must never underestimate the importance of the human component of leadership during a crisis. As workers adapt and grapple with stress and anxiety triggered by the coronavirus pandemic, speed can cause a hidden impact on employee mental health."

About the Author

Dr. Saif Al-Hiddabi is the Undersecretary of the Ministry of Higher Education, Research & Innovation for Research and Innovation, Oman. Dr. Al-Hiddabi holds a B.Sc. degree in Mechanical Engineering from Sultan Qaboos University and a master's degree in Aerospace Engineering from the University of Michigan, Ann Arbor, as well as a Ph.D. in Aerospace Engineering and an additional master's degree in Electrical and Computer Engineering from The University of Michigan, Ann Arbor. Dr. Al-Hiddabi published more than 40 research papers in well reputed scientific journals and conferences (search for "Hiddabi" in Google Scholar), as well as many technical reports and continuously contributing to the advancement of Science and Technology.

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Future, community and new voices: Leadership for a fast-changing world



Roberto Alvarez

GFCC



Executive Director

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As I write this piece, we continue to navigate the turbulent waters of 2020. It is a time of hardship and uncertainty. The COVID-19 crisis has brought about challenges that we had never faced in our lifetime and calls for leadership. However, this is not an ordinary moment, and neither are the issues at stake. The world looks different and it asks for a new type of leadership.

Millions are unemployed because of the pandemic, but also as a result of technology growth and industry transformation. People are protesting as they are suffering, but also because many have been being denied access to economic opportunities and basic rights for a long time. At the height of the crisis, 1.6 billion children were out of school, but even if in-person classes were resumed today, a great part of the people in the world would not have access to quality education. Companies struggle to assess the risks arising from the pandemic and climate change. There is an impressive amount of financial capital available around the globe, but we are depleting the stock of natural capital at an accelerated pace — and increasing the odds of new epidemics and pandemics. The world today needs sustainable and inclusive models.

The pandemic accelerated the adoption of digital technologies. The United States and the UK saw in two months the same expansion in e-commerce that previously took ten years to happen. All over the globe, education and work went online. This digital push urges organizations to redesign operations, change business

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 "Leaders are responsible for building the platforms, institutions and processes for this demographically diverse, cross-generation and essential conversation to happen. They will speed up innovation and contribute to their organizations and society at large by doing that."

models, review strategies and update capabilities. Re-skilling the workforce and adjusting education systems at speed will be particularly critical, but we will actually need to rethink organizations and innovation in the digital age.

There are three aspects related to leadership that stand out as this new reality unfolds. First, leadership is increasingly about designing and endeavoring the

future. Second, leaders are operating in an uncharted environment. Third, leaders will need to come up with frameworks to engage new voices in innovation. I will explore these ideas below.

Leaders have to take responsibility for designing and endeavoring a better world

We will not build more prosperous, sustainable and inclusive societies by chance. Such an enormous task will require the efforts all of us and leadership at all levels. It will demand astute choices, commitment and, above all, an intentional effort to conceptualize the future and mobilize all sectors of society toward its realization. We need a "design perspective."

Adopting a design perspective implies that leaders should combine purpose; focus on people and social dynamics; pursue clarity on the problems to solve and the direction to go; and follow a process based on experimentation, learning and engagement. They need to be able to work across different segments of society to build consensus

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"We are at a tipping point and should not take for granted that we will be better off as we eventually emerge from the pandemic. We all need to act purposefully to build back better. Leaders are responsible for catalyzing conversations and action."

and support for a future vision that can systemically address the challenges we face today, getting to the "hows" along the way and adjusting those as the process evolves. This is not a process that can be fully planned; it is highly interactive, and, in some ways, it is about embracing complexity. It requires resiliency.

To create the type of change that can take us to a more sustainable and inclusive society, leaders need to understand the social systems in which they operate and use the resources they have in hand. They must develop the conditions along the way and will never be sure at the onset if they have in place what they need to succeed. Designing and realizing a more prosperous, sustainable and inclusive world is a large-scale entrepreneurial effort.

Leaders will increasingly operate in a fluid world of distributed resources

Having people working remotely creates a different reality for all types of organizations, requiring a new leadership style, as several GFCC colleagues brilliantly commented in this book. Nevertheless, I want to take the reader a step further and invite you to consider that we are seeing firsthand a much deeper change in the work culture and within organizations.

In the United States today, 36 percent¹ of the workers are freelancers, accentuating a trend that was present before the pandemic. Competencies and skills



Roberto Alvarez is based in Brazil and co-hosted all eight "Now. Bridge. Reboot." discussions.

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¹ <https://www.npr.org/2020/09/16/912744566/jobs-in-the-pandemic-more-are-freelance-and-may-stay-that-way-forever>.

that could only be accessed via corporate structures in the past are now available in new ways. If you need a designer or a software developer, you can go to platforms such as Upwork, while expert networks can supply professionals with backgrounds in strategic consultancy, genomics, M&As, etc.

There is as growing abundance of "free talent" in the market, and what is emerging is not just an economy in which organizations are operating remotely, but truly one in which highly educated professionals are detaching themselves from fixed organizational structures. We are not simply moving from hierarchy to autonomous teams, but to decentralized and virtual organizations, or even professional swarms. This may seem far-fetched, but already is the reality of many.

This emerging scenario requires new forms of mutual adjustment; new ways to engage, measure and compensate contributions; new reporting models; and new digital platforms to coordinate, verify work and clear payments. Leadership will increasingly be about building communities and teams and conducting business in this fluid world of distributed resources. We will see leadership moving from managing to enticing. One of the pieces of good news is that digital technologies allow for a decoupling between talent and geography, and leaders will be able to mobilize the untapped potential presented by talent worldwide.

Leaders need to include new voices and innovators in the conversation

There are no simple and clear-cut answers for the complex challenges of today's world and the dilemmas that organizations face in this time of uncertainty. It is clear, however, that ill-structured problems or situations can only be properly addressed if the different views and perspectives associated with them are voiced and taken into account. Leadership has to be a conversation

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"To create the type of change that can take us to a more sustainable and inclusive society, leaders need to understand the social systems in which they operate and use the resources they have in hand."

that includes a multitude of voices (and colors, genders, races, creeds, demographics, etc.), as suggested in this very book.

One of the voices that is frequently missed when the subject comes to innovation is, exactly, that of the innovators who are creating the technologies, business models, companies and industries of the future. I once heard Tony Blair say that he "...was always conscious about the importance and proud of convening big business leaders...but it was only towards the end of my term that I understood the importance of having young entrepreneurs and innovators around the table." I've seen this gap consistently across countries, and it is a key issue to be addressed in the context of policy and business, especially when innovation is accelerating.

Leaders are responsible for building the platforms, institutions and processes for this demographically diverse, cross-generation and essential conversation to happen. They will speed up innovation and contribute to their organizations and society at large by doing that.

It's time to fly

We are at a tipping point and should not take for granted that we will be better off as we eventually emerge from the pandemic. We all need to act purposefully to build back better. Leaders are responsible for catalyzing conversations and action. They build partnerships and shape action. Most of the challenges they are facing now and will face down the road are new, and there are no proven models to address them. Leaders will need to learn on the fly. The good news is that real-world leadership practices still are valid, and knowledge sharing and collaboration can accelerate learning. Platforms like the GFCC can be extremely helpful in moments like this.

About the Author

Roberto Alvarez is the Executive Director of the GFCC. He is a systems-thinker and doer who has been working at the intersections of technology, business, policy, and communications for more than 25 years. A native from Brazil, he has worked and implemented projects with partners in the Americas, Africa, Asia, Europe, and Oceania. Before joining the GFCC, he led innovation, internationalization, and sectorial development initiatives for a Brazilian Government agency. Roberto holds a Ph.D. in Industrial Engineering, worked as a business consultant with a focus on logistics and manufacturing, taught and managed graduate education courses and programs, co-founded and invested in tech companies.

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Leadership challenges in the post-COVID-19 era



Simos Anastasopoulos
President, Council on Competitiveness of Greece
Chairman & CEO, Petsiavas SA

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The COVID-19 pandemic proved that a different leadership approach is required in order to respond timely and effectively to new challenges in an uncertain and complex environment.

We saw that delays in taking the necessary measures to contain the virus resulted in increased death rates across the globe. To avoid loss of life, it was paramount to make the right decision at the right time.

The ability to quickly develop an effective plan with the right priorities and execute it efficiently defines leadership under stress and pressure.

The Greek example (or paradox, if the legendary inefficiency of the country's public administration is taken into account) is quite revealing. A decisive Prime Minister put together a group of experts who responded quickly to the situation. Under the leadership and direction of the PM, the committee took timely actions and managed to persuade the usually unruly Greeks to abide by quarantine measures, stay-at-home, and exhibit exemplary behavior. As a result, Greece managed the health crisis well. Effective government leadership gained people's trust and persuaded the population of the necessity and adequacy of the urgent measures taken to protect the common good.

A combination of skills, knowledge and personality is required to respond efficiently and successfully when navigating uncharted waters. Adaptability with experience, quick understanding

"The right response requires virtue (or practical wisdom) rather than the application of established rules of mechanistic leadership."

of complicated matters with sufficient expertise, team effort with individual thinking, and in-depth analysis with rapid responses are among the desired features. These attributes should be coupled with ethos, principles, an open and analytical mind, anticipation skills, courage, determination, practical virtue, and capacity for sound judgment. And of course, the ability to communicate.

I am not suggesting that a different set of skills and abilities is needed in a black swan situation. I argue on the importance of guiding qualities, which become indispensable, weigh more and provide the necessary substance for leadership in unusual circumstances. Ethics and values are crucial when the main concern is correct prioritization.

The pandemic offered numerous examples of misguided leaders who failed to realize human life as the supreme



Simos Anastopoulos is based in Greece participated in the "Local realities: looking West" conversation June 17.

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priority. Humility and an open mind are required to listen and accept sound advice, and self-assurance and courage are essential to make a difficult decision without overextending the consultation period or delaying action.

As Aristotle argues in *Nicomachean Ethics*, the man who possesses character excellence, or virtue, will tend to do the right thing, at the right time, and in the right way. Aristotle emphasized the practical importance of developing the virtue of character to achieve what is finally more important, exemplary conduct or acts.

Slightly paraphrasing Aristotle, I argue that the right course of action depends on the details of a particular situation. The right response requires virtue (or practical wisdom) rather than the application of established rules of mechanistic leadership. Moral virtue, or excellence of character, is the disposition to act excellently. A person develops it partly due to their upbringing, and partly as a result of habits of action. Aristotle suggests that character arises from habit. He equates ethical character to a skill acquired through practice.

It remains upon all of us to make sure that we direct our efforts to train ourselves and our future leaders to develop

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 "It looks like the future will become increasingly unpredictable in a complex and uncertain environment. Adaptability will be the primary skill required in a leader. Along with practical virtue to assess the situation and courage to take decisive action without delay."

excellence of character and, more importantly, that we learn to recognize this most significant characteristic in future leaders and respond accordingly.

It looks like the future will become increasingly unpredictable in a complex and uncertain environment. Adaptability will be the primary skill required in a leader. Along with practical virtue to assess the situation and courage to take decisive action without delay.

About the Author

Simos Anastopoulos is the President of Association of S.A. & Limited Liability Companies, the President of The Council on Competitiveness of Greece, CEO & Chairman of PETSIVAS S.A., and President Emeritus of the American Hellenic Chamber of Commerce. Mr. Anastopoulos is a graduate of the Department of Electrical Engineering of the National Technical University of Athens (NTUA) and holds a Master of Science Degree in Mechanical/Automotive Engineering from the University of Michigan, Ann Arbor. He is also a member of the Board of the Pan-Hellenic Association of Pharmaceutical Industries and a member of the General Council of SEV Hellenic Federation of Enterprises.

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Post-pandemic corporate leadership



William H. Bohnett
President, Whitecap Investments

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U.S. corporate leadership styles and desirable attributes do not typically change overnight. Ideal leadership traits would not seem widely different now than 100 years ago — decisiveness, a driving strategic and operational vision, the ability to inspire, an ethic and practice of hard work, persistence and a visceral inability to give up. Instead, complementing these core leadership verities, traits are ever-evolving to meet societal changes — the ability to adapt to a more diverse workforce, for example.

Wartime mobilization from 1941-1945 was a leadership accelerator, pushing and sharpening development rapidly under crisis conditions. So, what has the COVID-19 era brought that may affect leadership imperatives? It is commonplace, but true, to label the coronavirus as an accelerator in 2020. Notably, in online education and remote work, trends previously in gestation have been dramatically hastened. Some higher percentage of all U.S. domestic work will remain remote. That is close to a certainty and must be at the center of any analysis of what leadership faces.

Similarly, online education is destined to increase. The impact of that reality on corporate leadership needs is not yet clear, but must be considered. One possibility is much closer and larger collaborations between four-year and graduate schools and corporations, not just two-year community colleges, and we can expect to even see formal pan-institutional affiliations emerging.

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"There can be little doubt that the COVID-19 era leader must be decisive, visionary, inspirational, and hardworking. The present crisis is revealing the desirability of enhanced skill sets, which may well improve survival chances and an eventual return to prosperity."

More areas of paradigm shift are brewing. Restaurants, airlines, cruise lines, and live events, among others, if they have survived, are undergoing rapid and wrenching existential crises. Some lasting changes in business models seem possible here, even likely, regardless of the timing, efficacy, and coverage of approved vaccines and/or therapeutics.



William H. Bohnett is based in the United States and participated in the "Global innovation coalitions" conversation July 8.

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So, against the uncertainty, what may be hazarded about leadership now? The aforementioned list of virtues remains intact. There can be little doubt that the COVID-19 era leader must be decisive, visionary, inspirational, and hardworking. The present crisis, though, is revealing the desirability of enhanced skill sets, which may well improve survival chances and an eventual return to prosperity.

Here are five leadership attributes that have gained relevance at this critical juncture:

- **Digital fluency** will be increasingly important in more types of companies and C-suites, not just in tech enterprises. The increasing digitization of work is relentlessly reshaping a broad array of companies. The most

effective remote work strategy will more likely emerge from the executives who are most digitally adept. As remote work goes mainstream, so does the digitally driven organization, to be managed by tech-savvy executives in much greater numbers. A close cousin is the ability and willingness to put cyber defense squarely at the center of executive attention. A leader's core competency will evermore include the detailed knowledge needed to prevent digital meltdown.

- **Survival vision** and the creativity to reinvent the enterprise rapidly is and will be a critical leadership attribute. A compelling positive vision must be coupled now with an equally urgent survival vision. 9/11, the mortgage

crisis and now the pandemic: three mega-crises in 20 years all ushering in permanent operational, legal, and strategic changes. Leaders in the next 20 years will likely face many new, unforeseen, macroeconomic threats. Speculating on specifics is a fool's errand, but the prepared CEO will be fully capable of dramatic action at the first sign of serious trouble.

- **The courage demanded to accelerate sustainability targets to 2030**, if applicable, should become a key leadership marker. As a recent *Gore/Blood Wall Street Journal* opinion piece states: "What is desperately needed, and what we must deliver, is a sustainable form of capitalism." This particular acceleration will be increasingly necessary,

but is likely to be at least moderately disruptive. Capital allocation targets, potentially large operational changes and business model revisions are easily accommodated over 20-30 years, less so over 10. There will be short-term pain coupled with long-term gain, as physical plants become obsolete more quickly and energy transitions happen earlier. A common corporate target is carbon neutrality by 2050. If the pace of global warming accelerates or only fractionally declines, which hangs in the balance right now, that target must change. The courageous leader will be at the forefront of assessing the latest science and adjusting goals in real time.

- **The ability to envision and implement the re-imagining of hiring** will be a key skill. Compelling trends toward more remote work and online education have the potential to democratize hiring. The conscious executive will see that the pool of potential hires is much larger. Credentializing can diminish, geographic constraints disappear, and more flexible work time arrangements can proliferate. The most far-sighted leaders will exploit these realities — not viewing remote work defensively or as a temporary measure, but as the opportunity to build a superior workforce.
- **A much-heightened commitment to training and diversity** will be an indispensable corporate leadership priority. Some pertinent factors driving greater diversity are: a) changing demographics, b) chronic and growing

levels of inequality, c) social justice movements are gaining traction, d) the COVID-19-induced unemployment crisis may only recede slowly, e) the traditional education pipeline may be in turmoil for some time, f) the aging-out of the majority-white boomer generation is quickening. The best leaders will acknowledge these realities and elevate training and diversity accordingly. Investments in minority recruitment and training, as in a recent New York City-based J.P. MorganChase initiative, illustrate the trend.

About the Author

Mr. William H. Bohnett is the Chair of the Advisory Board of the Smithsonian Environmental Research Center. Bill sits on the Executive Committee of the Council on Competitiveness. He is a Board member of American Forests and Little Sun, Inc., a solar energy non-profit working in Africa. Bill is also a member of the National Committee on U.S.-China Relations. Mr Bohnett is the President of Whitecap Investments, LLC, a private family investment firm. He is the founding investor and board member of GeoCities, an internet community company which merged with Yahoo! He is a graduate of Princeton University and the University of Pennsylvania Law School.

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Competing in the Next Economy



Chad Evans
Executive Vice-President
Council on Competitiveness

GFCC



Treasurer

SECTOR



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By many measures, the United States remains one of the world's most competitive nations—an innovation powerhouse. Nevertheless, the United States today faces different, accelerating and even existential challenges to its global innovation leadership. Factors like a rapidly shifting economy—along with the convergence of new technologies, increases in R&D investment by other nations, and the blurring of the digital and physical worlds—force the United States to confront new realities about the scope and impact of its innovations, and our national responsibility to safeguard and make productive use of our innovation capacities and capabilities.

As we enter the third decade of the 21st century, new urgency, new realities and new imperatives face the United States and the world: The nature of technological disruption is disrupting itself, with new innovation models emerging. Yes, delivering value. But also generating incredible stresses for workers, and industrial and consumer markets. And just this year, the unprecedented, global, social and economic turmoil wrought by the SARS-CoV-2 virus and COVID-19, as well as by calls for greater social justice, have exposed a range of roadblocks, gaps, holes and broken links in our innovation capacity and competitiveness—including longstanding challenges and inequalities that have frozen out more than 200 million U.S. citizens—mostly women and people of color—from the country's white-hot innovation engine (lack of universal connectivity, non-resilient and fragile supply chains, etc.)

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Navigating and succeeding in this new and ever-shifting environment will require the United States to find new pathways to a more competitive and prosperous future.

In this context, the Council on Competitiveness (Council) has redoubled efforts to modernize the nation's innovation engine—to create a more diverse and inclusive set of national innovation systems (not just one, monolithic system) and, in essence, re-inventing America by tapping into the potential of more than 300 million people in a \$20+ trillion economy.

The Council's National Commission on Innovation and Competitiveness Frontiers (Commission)—launched in 2019—is focusing on building a new foundation on which U.S. innovation can continue, grow, diversify, be more inclusive; and tackling the challenges hindering American competitive potential. The Commission—a community of more than 60 C-suite Commissioners from industry, academia, labor, the national laboratories and the foundation world, as well

as nearly 300 innovation stakeholders across those sectors and from every geographic region of the nation—is well into its first year of work to create a private sector driven innovation agenda for the country.

In its interim report released in July 2020—after a January launch conference at Arizona State University and three months of intense web-workshops following the COVID-19 shutdown, involving the Commission community across four Working Groups—the Commission has identified nine pillars for rebuilding and restarting America’s competitive economy, involving greater numbers of Americans in the innovation ecosystem, and bringing greater prosperity—both for America and every American. The nine pillars of the national action plan include:

- 1. Build a Diverse Pipeline of Innovators:** Encourage and support more women, and racial and ethnic minorities in the pursuit of innovation and entrepreneurship.
- 2. Prepare America’s Workforce for the Future:** Invest more in STEM education and worker retraining for coming market disruptions.
- 3. Expand the U.S. Map of Innovation Investment Hubs:** Build more diverse engines for innovation across the United States.
- 4. Secure U.S. Capabilities in Critical Technologies,** including microelectronics, artificial intelligence, and biotechnology.
- 5. Strengthen U.S. Economic Resiliency:** Regain control of critical supply chains and reduce dependency on China and other foreign sources.
- 6. Confront China’s plans for technological, military and commercial supremacy.**
- 7. Amplify U.S. University Investments,** particularly in technology transfer, commercialization and industry engagement.
- 8. Bridge the “Valley of Death” Gap in Innovation:** Grow government investment in small business innovation, startups, and the testing of new technologies.



Chad Evans is based in the United States and participated in the "The economy and society need innovation" conversation June 24.

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 "As we enter the third decade of the 21st century, new urgency, new realities and new imperatives face the United States and the world: The nature of technological disruption is disrupting itself, with new innovation models emerging."

9. Deepen the Sustainability Culture in U.S. Businesses, including more efficient use of energy, use of cleaner energy, and more sustainable materials sourcing.

Sustained U.S. innovation leadership in the 21st century will depend on strengthening each of these pillars. Our future economic strength, inclusive prosperity and national security are not assured. Navigating and succeeding in this new and ever-shifting environment will require the United States—its government, its companies, its colleges and universities, its labs and its people across the country (and not just the two coasts)—to find new pathways to a more competitive and prosperous future. This is the goal of the Commission.

About the Author

For 20 years, Chad has developed and executed the Council's policy workstream, including the National Commission on Innovation & Competitiveness Frontiers the Exploring Innovation Frontiers Initiative with the NSF, and the American Energy & Manufacturing Competitiveness Partnership with the U.S. Department of Energy.

Chad created the Council's Technology Leadership and Strategy Initiative, engaging Fortune 500 CTOs, university vice presidents of research, and national laboratory deputy directors.

He also has helmed C-suite innovation immersions around the world — including four U.S.-Brazil Innovation Summits and the first U.S.-Australia CTO Dialogue.

Chad holds an M.S. from the Georgetown University School of Foreign Service. He is the Council's Board Secretary, a Texas A&M Engineering Experiment Station Advisory Board member, and a U.S. German Marshall Fund Fellow.

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Multivoiced Leadership



Colin B. Grant

Vice Principal (International)
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With thanks to Stefan Krummaker

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*In the beginning was the word.
And the word was encounter.*

— Martin Buber

This is the world of superfast contingency — a world of multiple and often instantaneous bifurcations. A world of accelerated uncertainty bundled within uncertainty, bundled within uncertainty. How do we make sense of this experience of compression? How do we make sense of a world of seismic disruption, rapid online transition, the transformation of our towns and the digital exclusion now aggravating economic or cultural exclusion? Forking paths appear to open onto globalisation (pandemics, social media, the carbon crisis, environmental degradation) and deglobalisation (economic protectionism, sectarianism, the breakdown of multilateralism). Onto this global stage strides the leader as a strong hero with a vengeance, his performance playing out in various responses to the pandemic. And yet the loud voice and charismatic posture seem out of joint with the multiple crises we face — and not least along the fault lines of ever deepening racism, exclusion and intolerance.

But what is good (as opposed to strong) leadership, and how do we know when we see and feel it? What kind of leadership is needed to make a lasting impact on racism, exclusion and intolerance? I would argue that too much leadership practice satisfies itself with rhetoric, or structural change or static categories.

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"Leadership in the age of contagion calls for openness to others, creating a culture of belonging and the combined sense of self- and other-awareness."

All are susceptible to an inertia that will ultimately prevent leadership from becoming embodied, or from being — literally — brought to life.

Multivoiced leadership (the term derives from the writings in the 1930s and 1940s of the Russian literary scholar Mikhail Bakhtin) recognizes that static or inert rhetoric cannot bring about embodied change. The assertion, the vision statement, the mere claim to superiority or uniqueness is inadequate. The multivoiced leader is comfortable with uncertainty and contingency and comfortable — no, wait: more thoroughly engaged — with the multiplicity of voices of others inside and outside a given organization. Tellingly, the same multivoiced leader is comfortable with the multiplicity of voices they embody and articulate in the leader as the self and the other. Such



Colin B. Grant is based in the United Kingdom and participated in the "Turning knowledge into impact" conversation May 27.

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a profoundly open attitude toward ego and alter calls for an ethics of interaction; a heterarchical and not hierarchical approach that privileges listening and learning from others irrespective of apparent status or background, and seeks actively to build trust and truth as a collective undertaking. We could call this a dialogical process of validation. It is this openness that gives multivoiced leadership its resilient force, for it embeds leadership in dynamic cognitive, emotional, social and cultural networks — none of which is endlessly stable.

Our upended world creates an ideal, albeit brutal, opportunity to re-imagine leadership. The resilience of citizens is under severe strain in the face of economic or digital exclusion, the threats

to the rules-based international order, and the silent threat of COVID-19 and post-COVID-19 trauma. The resilience of our systems of national and international governance is threatened by fakery, quackery and malevolent intervention. Rational debate is being eclipsed by the appeal to the visceral. And the resilience of our planet with its precious and varied natural resources cannot be taken for granted. And I understand resilience here not as self-reliance, but as the capacity to deal with uncertainties and the deepening contingencies of everyday life.

And so how might one enable or translate a radically multivoiced leadership culture into practice? Here, too, an immediate qualification is called for: "culture" is not a static resource that can

be mechanically applied. It emerges from multiple and complex encounters. Forms of organization need the space to allow for multivoicedness and such emergent cultures. Organizational innovation would therefore mean replacing systems of transmission or application or imposition with circulatory systems sustained by an ethics of interaction. These circulatory systems would in turn challenge fast-frozen forms of what could be termed monological leadership by disrupting hierarchy through innovative budding schemes and other forms of inclusive engagement that break down siloes — and siloed thinking — across seniority, authority, and role profile and create a sense of belonging.

Multivoiced leadership is taken here to be distinct from concepts in the leadership literature such as "shared leadership" and "co-production of leadership." For all can contribute. Novartis has, for instance, started a cultural transformation process designed to steer away from the hierarchical model under the change motto "unbossing."¹ Multivoiced leadership shares with these approaches a challenge to the hierarchical dyad of leader and led. For not only is this monological model not inclusive, it also posits or implies the CEO as a heroic leader, in command of all the uncertainty the world can muster. This results in the closure of opportunity for others, especially perhaps those in early careers or entirely different parts of an organisation. Unlike shared or co-produced leadership, multivoiced leadership stresses the multiplicity of voices within each actor, as well as within and beyond an institution.

Leadership in the age of contagion calls for openness to others, creating a culture of belonging and the combined sense of self- and other-awareness. Multivoiced leadership embraces the charitable act of welcoming; of listening and learning from others and the self.

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"Unlike shared or co-produced leadership, multivoiced leadership stresses the multiplicity of voices within each actor as well as within and beyond an institution."

About the Author

Professor Colin Grant BA, Ph.D., FHEA, FRSA is Vice-Principal (International), at Queen Mary University of London. He is currently Chair of the British Council Education Advisory Group and Deputy Chair of the British Council Higher Education Advisory Group. He is Convenor of the Leadership Team of the Queen Mary Global Policy Institute and a Trustee of the Council for At Risk Academics (CARA). He has served on the DAAD Strategic Partnerships Committee since 2012. Author of ten monographs in communication theory, uncertainty and public spheres, he has extensive leadership experience in Brazil, China, India, Malaysia and Singapore.

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The future of scientific leadership in an increasingly virtual environment

In 1989, when Tim Berners-Lee invented a "virtual room for interconnected information" at CERN, the European Organization for Nuclear Research, it seems unlikely that the notion of an Amazon, Facebook, or Netflix ever crossed his mind. He did not set out to reinvent global retail, social lives, and entertainment. His "world wide web" was intended to simplify the international exchange of scientific information.

Science, though, is global by nature. Over the centuries, scientific endeavor has been fueled by the international exchange of ideas. Collaboration across borders continues to be an essential element in world-leading research. Exceptionally talented people have always understood that there is somebody outstanding from whom they can learn. The work of others inspires your way of thinking and creativity. As Isaac Newton

observed to Robert Hooke in 1675, researchers "stand on the shoulders of giants" to push science forward, collaborating and competing with colleagues worldwide.

In the early 1990s, scientists were swift to embrace technology permitting instant communication and the easy exchange of ideas at low cost. Digitalization also allowed progress in video conferencing. Today, we exchange messages, articles, data and pictures, and discuss matters in real-time, using our laptops and handsets. Instant communication is pivotal to the increase in collaboration and the rapid spread of knowledge. The Royal Society noted that internationally collaborative articles published in leading journals had increased from 25 percent in 1996 to 35 percent in 2011. According to Buckminster Fuller, our knowledge in, for example, nanotechnology is doubling every two years. In clinical science, this doubling of knowledge occurs every 18 months. Increasingly, international cooperation is driven by the imperative to solve society's problems in the 21st century, with scientists engaging peers and public alike through social media.

At a comparatively slower pace, organizations and those who manage them have begun to adopt virtual communication. There is still a good deal of persuasion required to convince administrators to rely on completely paperless and mobile offices. However, the SARS-CoV-2 global pandemic made virtual communication an immediate necessity. Digitalization



Peter Gruss

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Sabine E. Zimmermann

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Peter Gruss is based in Japan and participated in the "Global innovation coalitions" conversation July 8.

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was pushed forward in all areas of professional life. Working from home is the new normal in this time of crisis. At an international university on one of Japan's southernmost islands, a thousand miles from Tokyo, managers at Okinawa Institute of Science and Technology (OIST) relied heavily on videoconferencing since the institution's inception in 2004. Now, in a world combating COVID-19, the university is functioning largely through Zoom and similar platforms. Students, faculty, and the public are all using these services to participate in webinars, online lectures and community engagement.

However, as a graduate university, OIST will not follow the example set by some U.S. universities, which have opted to shift much of their activity online. In most cases, our researchers require laboratory

infrastructure to deliver advanced education. Beyond the necessity of physical research facilities, we also believe strongly that virtual communication cannot adequately replace personal interaction. We have no intention of reducing it, at least in the short- and medium-term.

Those who work in internationally pre-eminent scientific institutions constitute one of the most globalized and intensively mobile group of people on the planet. To a political scientist and a biologist, this comes as no surprise: as human beings, we communicate and interact on many more levels than simply watching and listening in video conferences. Those of us who have tried to address an especially challenging matter over email will recognize in retrospect that talking and listening in person makes

an immeasurable difference. If a video meeting gets tense, we all feel it is high time for a personal gathering. Motivating, coaching, and mentoring can be done online, but you miss out on a great deal.

Our *conditio humana* is far more than functional, cognitive adults exchanging business information. Numerous studies have shown that human beings need to be together. Personal interaction sharpens motivation; conversation, and even gossip, help strengthen bonds; and the informal exchange of ideas outside of scheduled meetings can be every bit as valuable. Students and professors need the laboratory dynamic, which is not just a workplace, but also a place of social interaction.

Creativity needs space to develop — offered by talk time between meetings, or efforts to solve problems over a cup of coffee. For this reason, every good laboratory building is equipped with kitchen corners and cafeteria space. Unplanned personal interactions boost the potential for serendipity. People exchange their ideas from their specific expertise and perspective. You might encounter somebody who needs precisely the knowledge you possess. They are just waiting for your insight without even knowing it. Conferences curate inspiring conversation after lectures, prompting valuable dialog in coffee breaks, or sparking lengthy discussion over dinner. Events like those in the Keystone or Gordon portfolio bring people together not just for the scientific content, but to forge bonds through skiing or other pursuits. It is much easier to establish trust and rapport in this way.

Groundbreaking science is very often the result of trust. You share with somebody what you do, disclose the point you have reached, pose the questions you find most interesting, and reveal what bothers you, long before anything is published. Science is about trading secrets. In adjusting to the global pandemic, the science world has shown that it can

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 "Students and professors need the laboratory dynamic, which is not just a workplace but also a place of social interaction."

function virtually. Acceptable day-to-day management, and notable research advances, can still be achieved when we work at a distance from one another.

Our concern is for the momentum lost and opportunities missed in the virtual workplace. Leaders in science can strive to inspire, engage, and guide their colleagues online, and things may seem perfectly adequate for a while. Real breakthroughs, though, can often arise from ideas first thrown around in casual discussion or from collaborations that were completely unplanned and unscheduled. The barrier to this has risen.

About the Authors

Dr. Peter Gruss, an internationally recognized researcher in gene regulation and embryonic development, served as President of the Max Planck Society in Germany from 2002-2014. Previously, Dr. Gruss was Director of the Department of Molecular Cell Biology at the Max Planck Institute for Biophysical Chemistry in Göttingen for 16 years. Dr. Gruss has received multiple awards for his contributions to science, including the German Future Prize, the Officer's Cross of the Order of Merit, the Harnack Medal, the Leibniz Prize and the Louis-Jeantet Prize. He is a member of various national and international scientific organizations and academies.

Dr. Sabine E. Zimmermann is a consultant and executive coach. Before founding her own company zi2grow, she held leading positions in science management and innovation in the Max Planck Society and the global company Siemens. Sabine has a Ph.D. in political science.

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Leadership traits to envision and build a better future



Joaquín A. Guerra-Achem
Vice-Rector for Academic and
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Leadership is always fundamental for navigating difficult times. The COVID-19 crisis requires great leaders to come forward. The emergency ushered in by the virus demands complicated decisions that may not be popular. The pandemic highlighted another important crisis: a leadership crisis. All over the world, we see examples of the consequences of good and bad leadership decisions. Leaders that are not prepared for this moment, or leaders that make decisions for the wrong reasons. Leadership is significant both at the societal level and institutional level. I want to focus on what I believe makes great institutional leadership.

Institutions are the cornerstones for building great societies. Therefore, it is imperative to have strong institutions that lead the way for communities in difficult moments. I am talking about institutions that serve as balances against poor leadership from governments. When citizens organize in strong leading institutions, they can provide leverage versus meager leading public institutions. But what makes great institutional leaders? I think there are many factors. However, in this health crisis, there are specific instrumental leadership traits. Among these are empathy, collaboration, communication, vision, transformative thinking, and scientific thinking.

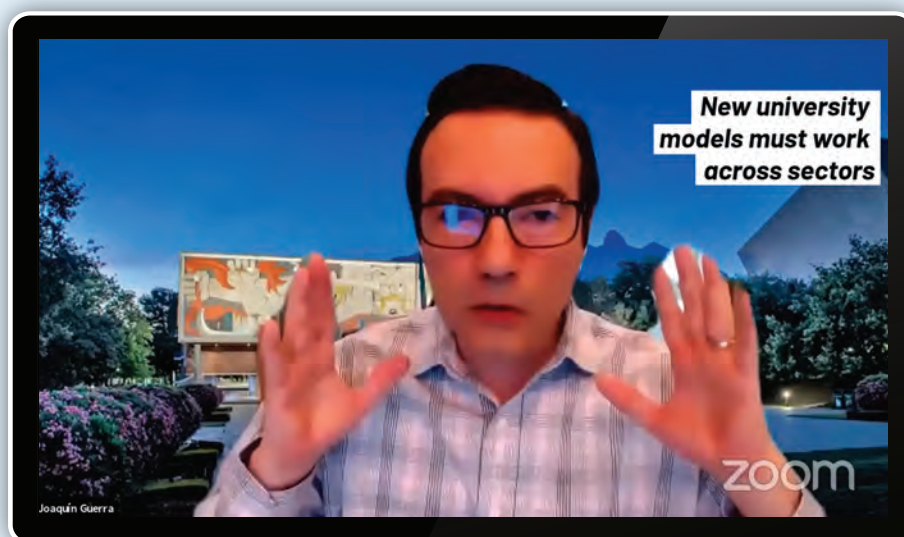
Establishing empathy. Leaders must think in terms of what are the needs of their stakeholders. Analyze the implications of their decisions on every group they lead. Today's decisions require

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"Superb leaders use the facts. They make decisions using the available data. When data is not available, they search for it."

taking into consideration the health and well-being of everyone. Leaders should protect and preserve both the physical and mental health of every person in the institution. Flexible thinking is very relevant.

Collaboration is crucial. Leaders do not possess all the qualities and knowledge required to face these challenging moments. That's why it is so important to invest in a team. Leaders must work with people with different backgrounds and varied thinking that can provide different perspectives. A great team should also include people who are more qualified in their expertise areas than their leaders. It is a moment to think about the "we," it is not about the "I."

Focusing on communication. Leaders must make sure that information flows throughout the institution. Always speak the truth and maintain constant contact. They periodically allocate time to report the state of the institution and the decisions made. Good leaders communicate in a two-way street by allowing questions



Joaquín A. Guerra-Achem is based in Mexico and participated in the "Response and outcomes" conversation May 20.

WATCH THE CONVERSATION



from all stakeholders. Excellent leaders are not spin doctors. They do not alter the facts about a situation or use marketing to embellish spoiled conditions.

Fostering a clear future vision. Leadership is about having a clear picture of what the future should be. Leaders should define with their stakeholders what they desire for the time ahead. Leaders work every day to build the future and direct decisions toward that goal. Vision is the beacon that guides leadership.

Incentivizing transformative thinking. Leaders do not conform to the present state. They are continually thinking

about generating lasting change that will significantly alter the institution. Leaders work hard to envision, induce, and direct change. They know how to explain to stakeholders why a particular change is good. Transformative thinking allows leaders to question the status quo of their institution constantly.

Decision-making driven by scientific thinking. Superb leaders use the facts. They make decisions using the available data. When data is not available, they search for it. Inspiration and feeling in leadership are essential. However, scientific thinking separates good leaders from outstanding ones.

As an example of applying these leadership traits, I offer my observation on the leadership team at a higher education institution. The COVID-19 crisis induced a substantive change in the education delivery process at universities. I am not going to describe the details of the changes. My focus is on the leadership traits observed in the implementation process. The following leadership traits were observed:

- **Empathy.** Leaders focused on making sure that the needs of students and faculty were met first. Preservation of health is the priority. Flexibility to allow adaptation is promoted. Less standardized education, more personalized education.

- **Collaboration.** Top leadership organized the institution into committees formed by various leaders from different areas. Those committees were empowered to make decisions on specific issues and implement those decisions.
- **Communication.** Leaders informed faculty on a weekly basis of the state of the institution and all the decisions that were made. Surveys answered by faculty, students, and parents provided real-time information to leaders.
- **Vision.** Regardless of the situation, leaders always maintained attention on the institutional vision and values. At moments of great stress, that vision and those values provide a balanced and clear state of mind far from all the environmental noise.
- **Transformative thinking.** The crisis generated a great need to change the education delivery process quickly. The experience from many years of delivering distance education allowed for a fast response. Through transformative thinking, we developed a new educational delivery model that will last for years. The new model will become part of regular institutional operations.
- **Scientific thinking.** Leaders gathered information from surveys to stakeholders, benchmarks from other institutions, and experts on the field. Leaders made sure they used evidence and data to inform their decisions and communication.

I believe there is no exact recipe for leaders to follow. However, I think these leadership traits are essential in any leadership role. COVID-19 exposed several crises that were already there, in many countries, and that leaders were ignoring. A leadership crisis neglected health, financial, and educational emergencies. First, we need to combat the leadership crisis if we want to end other crises.

About the Author

Joaquín Guerra Achem is currently the Vice-Rector for Academic Affairs and Educational Innovation and was the Director for International Affairs (2013-2016) at Tecnológico de Monterrey (Tec). He coordinates the academic and educational innovation agenda at Tec. His main activities are to support the development of the new education model Tec 21, the quality of academic programs, the development of faculty, academic policy, register services, institutional accreditations, digital education programs, and innovation in the teaching-learning process.

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Leadership means accommodating, not prescribing



Michinari Hamaguchi

President, Japan Science and Technology Agency

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The COVID-19 crisis has presented leaders with a rare set of challenges, the parameters shifting once again as we begin to see signs of a spreading second wave. In the face of both immediate and long-term threats, leaders must guide the way to a "new normal" that will protect our societies from current and future crises. At the Japan Science and Technology Agency (JST), we view our role as a research funder critical to creating such a protective environment. Until COVID-19 medicines and vaccines become widely available (we call it "plan A"), we continue to explore a range of research areas including material sciences, information technologies, mechanical engineering, robotics, social sciences and more, taking a multidisciplinary approach to a multifaceted crisis (we call it "plan B"). We accommodate a wide variety of inputs to find the most appropriate output, giving our researchers the freedom to generate unique innovations.

It saddens me to see the spread of the use of facial-recognition cameras, biometric sensors, and other tracking technology limit freedom of movement. I believe a tendency toward totalitarian-regime-style surveillance and nationalist isolationism will, as forewarned by Israeli historian Yuval Noah Harari,¹ begin to suppress knowledge production, creativity, and ultimately innovation. In response to the COVID-19 crisis, we must accommodate rather than suppress individual freedoms to not jeopardize diversity

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"In response to the COVID-19 crisis, we must accommodate rather than suppress individual freedoms to not jeopardize diversity of thought."

of thought. Respect to fundamental freedoms is important not only for overcoming COVID-19 but for ensuring human well-being.

In Japan, the use of such surveillance technology is thankfully still limited. The government requested, not enforced, a restriction on outings and tried to avoid overwhelming hospitals by concentrating resources on cluster intervention while tolerating some capture leakage. Citizens were informed of the risks and the most effective methods to prevent the spread of infection, but not forced into action. The strategy is somewhat akin to informed consent, a fundamental concept in medical practice. The doctor's role is to provide the patient with sufficient knowledge to make their own decisions. The patient is both enabled and accommodated.

¹ Yuval Noah Harari: the world after coronavirus, Financial Times, March 20, 2020. <https://www.ft.com/content/19d90308-6858-11ea-a3c9-1fe6fedcca75>.



Michinari Hamaguchi is based in Japan and participated in "The economy and society need innovation" conversation June 24.

WATCH THE CONVERSATION



By being given responsibility, citizens have acted accordingly, following the suggested guidelines — they make their own decisions while being mindful of the effects on others.

Autonomy may be even more important for leadership in an increasingly digital world. Since 2016, the Japanese government has promoted an initiative named "Society 5.0," a vision of a human-centric society where the integration of cyberspace and physical space allows all members to participate actively in social and economic activities.² But the project

has its leadership challenges. Leaders must give a larger number of actors space to satisfy individual needs and fulfil individual potential, while also keeping in sight the greater whole's well-being. In multicultural societies that already exhibit a large range of personal and community values, it will be an even greater challenge for leadership to accommodate such diversity and align everyone toward achieving common social good.

The key will be to create a set of shared values that each member of society owns and has a stake in. The idea is to go back to basics and assess the core elements of life contributing to human well being. I recall the words of the late Dr. Tetsu Nakamura, who dedicated his life to improving living standards in Afghanistan. He said that "Afghans wish for only two things. One is three meals per day, and the other is living together with their family in their hometowns."³ Despite differences in individual values, fundamental human needs have often proved to be surprisingly straightforward.

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"It's up to leaders to start the dialogue. Let's create spaces in which everyone is free to express what's important to them."

It's up to leaders to start the dialogue. Let's create spaces in which everyone is free to express what's important to them. We can't tell people what they need — they must tell us. Maybe individual needs will align, and maybe they won't. But with everything on the table, we will at least have a starting point from which we can pursue our shared values and a more universal wellbeing.

Let the "new normal" be one in which we better understand and accommodate each other. I think this will create a post-crisis society that is more open, interconnected, and better prepared for the future.

About the Author

Dr Michinari Hamaguchi holds a Ph.D. in medicine from Nagoya University. He was appointed Research Associate at the Nagoya University School of Medicine in 1980, and from then worked at Nagoya University except for the period 1985-1988 when he pursued his research at Rockefeller University in the United States. He served as the President of Nagoya University before becoming the President of JST in October 2015. He currently serves as Chairperson of the Japanese National Commission for UNESCO and of the Council for Science and Technology, Ministry of Education, Culture, Sports, Science and Technology (MEXT) in Japan. Dr Hamaguchi also holds various awards and honorary doctorates recognizing his work.

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Biodiversity loss – the need for global political leadership



Zakri Abdul Hamid

Science Advisor
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Islamic Development Bank

GFCC



Distinguished Fellow

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Academia



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On 30 September, the United Nations held its first-ever summit dedicated to preserving nature, led by speakers at the UN's New York City Headquarters, followed by virtual remarks from well over 100 leaders worldwide.

It was hardly a celebration, of course. In sombre opening remarks, UN Secretary-General António Guterres linked biodiversity to human health, livelihoods and economics, warning that: "A planetary emergency is upon us. Driven by the dual threats of the climate crisis and biodiversity collapse, this emergency is threatening people and planet," he said in a video message to the Leaders' Pledge for Nature.

"We are at war with nature. And nature is fighting back."

The event was, however, surrounded by some promising developments. Some 76 leaders and heads of state, including Emmanuel Macron (France), Angela Merkel (Germany), Justin Trudeau (Canada), Jacinda Ardern (New Zealand) and Boris Johnson (UK), have now signed a newly-created Leaders' Pledge for Nature (leaderspledgefornature.org), committing to, for example, clamping down on pollution, embracing sustainable economic systems and eliminating the dumping of plastic waste in oceans by the middle of the century. Others included the leaders of Bangladesh, Bhutan, Colombia, Costa Rica, Fiji, Kenya, Seychelles, and Mexico.

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"The GSC urges today's world leaders to invest in nature as a core element of plans for post-pandemic economic recovery. Protected areas offer a well-known range of all-too-often overlooked benefits, foremost among which is preventing the mass extinction of plants, animals and microorganisms that keep our air clean, our water pure and our food supplies plentiful."



Zakri Abdul Hamid is based in Malaysia and participated in the "Turning knowledge into impact" conversation May 27.

WATCH THE CONVERSATION



The Leaders' Pledge for Nature states that "A transformative change is needed: We cannot simply carry on as before." Signatories committed to putting wildlife and the climate at the heart of post-pandemic economic recovery plans, promising to address the climate crisis, deforestation, ecosystem degradation and pollution."

In a combative, odd-man-out summit address, Brazilian president Jair Bolsonaro distanced himself from other leaders who recognize the urgency and severity of the nature crisis, attacked "international greed" over the Amazon rainforest, and pledged to develop "the huge wealth of resources in the Brazilian territory."

Even as he spoke, further documentation of our destruction of nature arrived in the form of a report, led by the UK's Royal Botanical Gardens, Kew, in which some 210 scientists from 42 countries found 40 percent of the world's plant species at risk of extinction.

To no one's surprise, the United States did not contribute to a summit statement nor sign the Leaders' Pledge. Joining the United States were Australia, China, India, and Russia, among the conspicuous no-shows.

The absence of the major polluters is quite perplexing. As pointed out to the British newspaper, *The Guardian*, Sir Robert Watson, one of today's foremost biodiversity thought leaders, said: "Many of the most important countries in the world that are causing climate change due to their emissions of greenhouse gases, and/or are destroying their biodiversity, are not signatories to this pledge. Without these countries, we cannot succeed in achieving the Paris Climate goal or halting and ultimately reversing the loss of biodiversity."

In Rio de Janeiro 28 years ago, the Convention on Biological Diversity, or the UN Biodiversity Treaty, was created with the agreement of 168 countries and now has near-universal membership (with the United States and Vatican City the sole outliers). Its three objectives are the conservation of biological diversity, its sustainable use, and access and benefit-sharing of genetic resources.

But after almost three decades, have we come any closer to meeting these objectives?

Natural habitats continue to disappear, vast numbers of species are threatened with extinction, and RM2 trillion of

environmentally damaging government subsidies — notably for agriculture, fossil fuels and fishing — remain in place, dwarfing investments in nature's protection.

Not only does this failure to act threaten to unleash future pandemics with million-person tolls and multi-trillion dollar costs, it undermines the Paris agreement on climate and the sustainable development goals agreed to in 2015.

There is a major push being made for governments to collectively set aside 30 percent of the planet's land and sea areas for conservation, led by the Campaign for Nature.

Currently, about 17 per cent of the world's land falls into areas that receive some form of protection. The figure is more dismal for the marine and coastal areas. Scientists have said the world may need more than 30 percent to survive, if not thrive.

Its urgency was underlined last May in a joint statement by the Global Steering Committee (GSC) of the Campaign for Nature, formed to promote that objective as the world looks to agree on new decadal biodiversity goals next year.

I am a proud member of the committee, which is led by Russ Feingold, former United States Senator and former Special Envoy to the Great Lakes Region of Africa.

He is supported by former presidents José María Figueres (Costa Rica), Olusegun Obasanjo (Nigeria), Mary Robinson (Ireland), Olafur Ragnar Grimsson (Iceland), Ellen Johnson Sirleaf (Liberia), and Ernest Bai Koroma (Sierra Leone); former prime minister Hailemariam Desalegn (Ethiopia); former executive secretary of the United Nations Framework Convention on Climate Change Christiana Figueres; former foreign ministers Amre Moussa (Egypt), Tzipi Livni (Israel), and Susana Malcorra (Argentina); former deputy prime minister Yongyuth Yuthavong (Thailand); former environment minister Emil Salim (Indonesia); and U.S. Congresswoman Deb Haaland, an honorary member.

The GSC urges today's world leaders to invest in nature as a core element of plans for post-pandemic economic recovery. Protected areas offer a well-known range of all-too-often overlooked benefits, foremost among which is preventing the mass extinction of plants, animals and microorganisms that keep our air clean, our water pure, and our food supplies plentiful.

Science may have all the answers, but without political leadership, in particular among the bigger countries, the war to save nature may be futile. The plea from UN Secretary-General Guterres calling for political will to stop biodiversity loss may fall on deaf ears.

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"Science may have all the answers, but without political leadership, in particular among the bigger countries, the war to save nature may be futile. The plea from UN Secretary-General Antonio Guterres calling for political will to stop biodiversity loss may fall on deaf ears."

For this writer, with nearly four decades of experience in international biodiversity governance, the threat posed by the unprecedented and accelerating decline of nature is an existential one for our human race. The COVID-19 pandemic is simply the latest illustration of the severe consequences of our war on nature.

About the Author

Professor Zakri Abdul Hamid is Chairman of Atri Advisory. A former Science Advisor to the Prime Minister of Malaysia, he served as a member of UN Secretary General, Ban Ki-moon's Scientific Advisory Board and currently sits on the Science Advisory Council to the Islamic Development Bank. He is also a Vice Chair of the Governing Council of the UN Technology Bank for Least Developed Countries. A thought leader on biodiversity and sustainable development, he has won numerous awards. Nationally, he is a recipient of the Langkawi Award and the Merdeka Award; regionally, the ASEAN Biodiversity Hero; and globally, the Zayed International Prize for the Environment, and the Midori Prize for Biodiversity.

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Looking for the North Star to navigate uncharted waters



Charles O. Holliday Jr.
Chairman of the Board, Royal Dutch
Shell plc

GFCC



Chairman

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Industry: Energy



Nonprofit

With the possible exception of world wars, the COVID-19 pandemic has created the most difficult challenges our leaders have faced in centuries. Never before have we shut down a modern economy, with disruptions occurring at unprecedented scale and lightning speed, striking countries, companies, communities, and the workforce. As the outbreak has swept around the globe, government and business leaders everywhere have struggled to stem the loss of life, and keep their economies and companies from collapsing.

The toughest leadership test

Leaders had to first act to protect health and safety. Millions of businesses worldwide were shuttered or forced to curtail their operations, affecting billions of workers. As populations came under government stay-at-home orders, millions of white collar workers were forced practically overnight into telework, creating the largest single case of “learning-by-doing” in history. Digital strategies that had been planned for rollout over months or years had to be scaled in days.

Fragile supply chains not only failed to meet sudden surging demand for critical medical supplies, food, and certain home items, they were disrupted across numerous industries as plants around the world closed due to illness in the workforce. Businesses serving the home-bound scaled their workforces by the tens or hundreds of thousands in a matter of days. Complicating matters further were the hastily imposed restrictions

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“As the virus economy shifts under our feet, many believe this disruption will have transformative effects and lead to a new future state.”

on business operations that differed by country, state, and local jurisdictions. Leaders had to confront these challenges and make highly consequential decisions with imperfect information and data that changed by the day or week.

What of the future?

We look ahead and see little but uncertainty; a chasm filled with unknowns at both business and personal levels. In the best case scenario, we could be back to business as normal in 18 months, particularly if a vaccine is rapidly developed and deployed.

But, as the virus economy shifts under our feet, many believe this disruption will have transformative effects and lead to a new future state. We already see the kinds of dramatic economic and business changes that usually take decades, but have occurred in a matter of days or a few short months.

Creative destruction is at work—some businesses are scaling, some are failing, and others, from health care to food packaging, have changed how they provide products and services. Businesses are taking a hard look at their supply chains, where they are located, and how deep and diverse they are. There could be a massive restructuring of production and sourcing.

Companies are deploying new technology, such as virus-proof robots and drones, and finding new ways to interact with their customers. New procedures have been put in place to protect workers in manufacturing, warehousing, and retail, from social distancing and extra cleaning to temperature checks, requirements to wear face masks, and shields between cashiers and customers.

COVID-19 may be the triggering event for a massive expansion of telework. Notwithstanding a few challenges, many businesses have discovered that telework works. How many of the new teleworkers will return to the office when the pandemic subsides? Will businesses decide they can operate with less office space, saving on rent, utilities, and

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“Values and principles must guide your decision-making and direction, and the first step is articulating them with unquestioned clarity.”

maintenance? And how would remote work change a company's footprint, communications, information management, teaming, work practices and procedures?

Will legions of urban teleworkers fearing pandemics and tired of the high cost of living in crowded cities relocate to less expensive suburban and rural areas? What would that mean for business recruitment; workforce management; local business ecosystems that have supported office workers; and rural areas that have struggled with depopulation, declining economies, and job losses?

For workers returning to offices and factories, will social distancing and the need for safety restrict the number of personnel allowed to work on-site, and require reconfiguration of work spaces and a host of new health, hygiene, sanitation, and work practices?

Leading businesses through crisis and uncertainty

Around the world, a debate about where we are heading is taking place in every business, big or small. Nearly every industry—manufacturing, retail, fashion, food, travel and hotels, transportation, energy, education, and more—are trying to figure out what it all means for their industry and markets. Employees and shareholders are looking for answers. But, leaders may have more questions than answers; no clear vision of the future; no map to a safe harbor. Yet they must act now.

What leaders and organizations do have to navigate these uncharted waters are values and principles, and these must shine through like the North Star—a constant in a sky always in motion, a



Charles O. Holliday Jr. is based in the United States and participated in the conversations "Bridging crisis and future prosperity" May 6 and "Global innovation coalitions" July 8.

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reference point used for navigation for millennia. Like the North Star, which is more accurate than any compass and always marks the way North, values and principles must guide decision-making and direction, and the first step is articulating them with unquestioned clarity.

In a time of crisis and uncertainty, some core values are critically important. When no one has the answers and times are tough, honesty will help build trust. The values of acting responsibly with integrity and fairness will give employees more confidence in the decisions organizations and individuals make that will affect lives and livelihoods. Transparency, with clear and frequent communications about company conditions, will create a “common operating picture” of shared knowledge, the situational awareness needed to support good decision-making and effective coordination, and appropriate action in an evolving environment. Make it clear that leaders and those they lead will shape their future together, expressing faith in people as creative and innovative problem solvers that can contribute to solutions. Again and again, this ingenuity, can-do attitude, and entrepreneurial spirit have proven to be a powerful and positive force across the virus economy. Finally, express a strong commitment to both people and the company—for example, protecting the health and safety of employees, getting people back to work and saving jobs, and preserving the business on which employees, customers, and shareholders all depend.

In the long run, this will not be the last crisis businesses will face. There are numerous potential disaster and disruption scenarios, and disruptive events that will not have been imagined. Some will be global, like today’s pandemic; some will be national, for example, a trucker’s strike or fuel supply disruption; and some may be regional or local, for example, a wild fire, attack on the power grid, or an accidental release of a hazardous chemical

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 “Ingenuity, can-do attitude, and entrepreneurial spirit have proven to be a powerful and positive force across the virus economy.”

from a local plant. It is not possible to plan for it all. What leaders can do is bake into the DNA of the company, community, and country the capacity, agility, and flexibility—powerful processes, well-trained people, and robust systems—to limit the impact and bounce back rapidly from whatever disruption or disaster occurs.

About the Author

Chad Holliday is the GFCC Chairman and the Chairman of Royal Dutch Shell plc. He is a former CEO and Chairman of DuPont. He joined DuPont in 1970 after receiving a B.S. in Industrial Engineering from the University of Tennessee. He also previously served as Chairman of Bank of America, The Business Council, Catalyst, the National Academy of Engineering, the Society of Chemical Industry US and the World Business Council for Sustainable Development; and is a founding member of the International Business Council. He is Chair of the Administrative Board of SE4ALL and Director of CH2M and HCA Holdings, Inc.

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Leadership in COVID-19 times



Alexander Idrisov

Founder, Eurasia Competitiveness Institute

Chairman and CEO, Strategy Partners

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Nonprofit

Leadership during a pandemic is based on three essential requirements: To be smarter and more open, to be faster and more adaptive, and to be more human and kinder.

To be smarter and more open

It was important to provide government, business, and citizens with reliable facts about the pandemic and its impact on the economy and society. It was nearly impossible to make decisions under uncertainty and lack of information. It was also important to have access to information on international best practices.

How do countries deal with a crisis? How have people been supported? How are nations managing healthcare systems? How do corporations protect their employees? How do entrepreneurs find new ways to survive? Who is successful and who is not, and why? All of these questions require adequate access to information and maximum transparency. Transparency and trust are two critical factors in a period of crisis.

Strategy Partners has started to provide the government with regular reports on international best practices for fighting the pandemic, including healthcare, support for affected businesses and people. There was a mathematical model developed to predict new peaks of the pandemic.

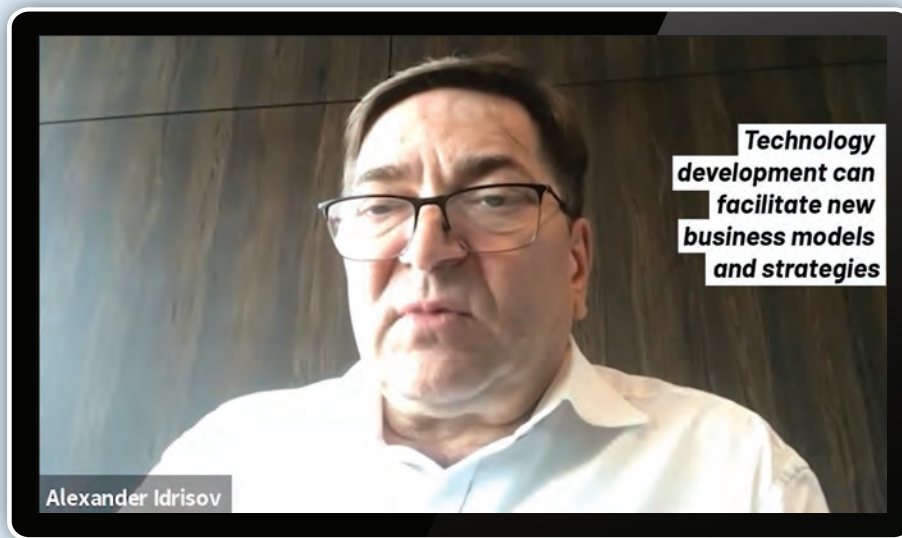
Sberbank provided the government and society with detailed and in-depth

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"The crisis required leaders to not only make quick decisions, but also to act at speed. Therefore, adaptability and the ability to quickly implement changes have been critical to success."

analytics based on big data for supporting decision-making from businesses and the population.

Yandex decided to develop an online map of the spread of the coronavirus. The map was based on the company's cartographic service, with all data reflected in real time. The map contains all the relevant data on confirmed cases of infection, recovery and death.

Another service from Yandex — the isolating score shows the level of self-isolation in different cities. Updated daily, the self-isolation index was one of the main sources of data to manage the fight against the coronavirus epidemic. The higher the score means the more difficult it is for the virus to spread in a particular region.



Alexander Idrisov is based in Russia and participated in the "Local realities: looking West" conversation June 17.

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To be faster and more adaptive

The crisis required leaders to not only make quick decisions, but also to act at speed. Therefore, adaptability and the ability to quickly implement changes have been critical to success. Soon after the World Health Organization (WHO) announced the coronavirus pandemic on March 11, the following actions were made in Russia.

Over 70 clinics were redesigned in Moscow to treat patients with COVID-19. Helping patients with coronavirus turned out to be a priority. To not overload the system, which has limited resources, many non-urgent, planned things were abandoned for a while. In the converted

clinics, maternity hospitals, departments of all profiles, therapeutic, cardiological, surgical, and others were turned into "red zones," and planned treatment was postponed.

A mobile application was developed for citizens infected with coronavirus who were undergoing treatment at home. They were able to use a social monitoring service on personal smartphones. The application allowed people with mild illness to stay at home in a comfortable environment, and at the same time, it informed them about relevant quarantine measures. The monitoring mechanism reassured residents at the same location that infected patients do not violate the isolation regime and do not put other people at risk of infection.

A leading Russian Bank transferred more than 50 percent of the staff (about 50 thousand people) to remote work within two weeks. The decision has prevented employees who perform critical functions from contracting the virus.

To be more human and kinder

The coronavirus pandemic has allowed humanity to demonstrate its best qualities: mercy, mutual assistance, and compassion. People who had never taken part in volunteer movements began to enroll in volunteer programs, and the number of such movements and actions has increased many times.

The pandemic changed ways of living around the world. The massive spread of a dangerous infection required decisive and unprecedented steps from the governments of most countries. The world learned about self-isolation. But not everyone could cope with the new threat and survive this difficult period on their own. The elderly, people with disabilities, and low-income families are just a few of those who needed volunteers' help.

In Russia, money transfer to charitable foundations increased during the quarantine. In March alone, the number of online transfers increased by 37 percent compared to February, and in April by 38 percent. The average transfer amount was the highest figure from the past one and a half years. Also, donations to organizations in the medical field rose by almost 31 percent in April.

Yandex has launched a project to help medical and social services called "Help is Nearby" to organize the transportation of doctors, and the delivery of food, medicines and tests for coronavirus.

Sberbank launched a charity project, "Stop Coronavirus Together." To strengthen the overall contribution to the fight against coronavirus, the bank provided a technological platform and solutions that allow citizens and companies to fight against the epidemic. Each participant, legal entity or individual can join Stop Coronavirus Together, and all contributions made by the bank's clients have been doubled by Sberbank.

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 "The coronavirus pandemic has allowed humanity to demonstrate its best qualities: mercy, mutual assistance, and compassion. People who had never taken part in volunteer movements began to enroll in volunteer programs, and the number of such movements and actions has increased many times."

Sberbank has provided additional services to citizens. All Russian citizens can receive free remote consultations from a doctor. "Doctors are ready to answer the questions: what to do to reduce the risk of contracting the virus, how to recognize the symptoms of the disease and what to do in the presence of symptoms". The costs were covered by the bank.

Sberbank is also launching a platform for distance learning. The pilot project will affect up to 500,000 students from grades 5-8 in seven regions. Distance learning in all subjects is organized at least until the threat of the spread of the virus is eliminated. The bank's educational initiatives will also affect adults. Sberbank is making free science and education content available, as well as some of the content on the Business Environment website. In conclusion, I would like to note that the above tasks were impossible without the widespread use of digital technologies.

About the Author

Alexander Idrisov has managed development strategy projects for Russian enterprises and foreign regions in various industries (FMCG, car manufacturing, industrial production and defense, retail, telecom, agribusiness, transport, mining and metallurgy, oil and gas). He is a speaker at Moscow School of Management SKOLKOVO, a board member of multiple Russian and international companies (BI Group, AXXONSOFT, JSC Rosgeology, PJSC "ONHP") and an author. He successfully launched several startups and is among the leading Russian methodologists in financial modeling. Alexander is the creator of the Project Expert — a Business planning Software and a pioneer of innovation activity in Russia.

NOW. BRIDGE. REBOOT.

COVID-19's lesson for leaders

Humanity is having an extraordinary shared experience; one of fear, pain, challenge, resolve, and resiliency. But, paradoxically, rather than sharing an important experience or event as we typically do—as a nation or community, gathering with friends and extended family—we are in a state of isolation, behind masks and shields, away from shuttered workplaces, in home lock downs, with event restrictions, travel bans, and

closed borders. We find ourselves in a new world of bubbles hoping they protect us from the outbreak and reach out to each other in emails, Facetime chats, Facebook posts, Zoom meetings, and Twitter feeds.

As we turn inward in isolation, we face a common enemy. This virus knows no borders or bans. It sneaks past masks and physical workplace barriers. Protective measures did not stop the breakdown of

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"As individuals, communities, and nations, we have a shared interest in human progress. And as leaders and agents of change in our own countries, we have a moral obligation to demonstrate good stewardship of the human condition."

global supply chains that produced shortages of products ranging from critical medical supplies to food. Firewalls did not stop the opportunistic increases in cyberattacks and malicious cyber activity as millions of workers worldwide shifted to telework. We explored these challenges as they unfolded around the world during eight GFCC COVID-19 webinars, in the hope of creating a cycle of rapid learning and application that could benefit GFCC members battling the virus.

COVID-19 will not be the last pandemic that sweeps the globe. The potential disruptions from global threats in food supply, water, energy consumption,



Dylan Jones

Deputy Minister for Western Economic Diversification, Government of Canada



Deborah L. Wince-Smith

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GFCC



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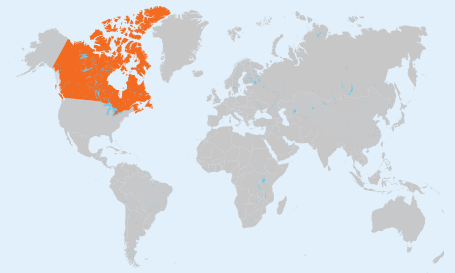


President

SECTOR



Nonprofit



Dylan Jones is based in Canada and participated in the "Response and outcomes" conversation May 20.

WATCH THE CONVERSATION



cybersecurity, natural resource depletion, and environmental degradation won't be contained in one place or another either.

Advanced technologies will drive additional disruption. They will help empower many of the world's most vulnerable populations by eliminating barriers to education, improving health, and bringing energy to power economic development. But, while technologies such as artificial intelligence and autonomous systems will bring growth and jobs to some nations, others may be behind. For example, increased intelligent automation could disrupt the pathways many emerging and developing economies have used to engage the global economy and ascend the economic development curve by providing lower skilled labor at lower cost. Without more inclusive prosperity, we will all face the risk of impacts from unrest, conflict, and global instability.

These are global challenges. As individuals, communities, and nations, we have a shared interest in human progress. And as leaders and agents of change in our own countries, we have a moral obligation to demonstrate good stewardship of the human condition. Global cooperation will enable us to better fulfill

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 "There is no better illustration of the benefits of global cooperation for social good than the dramatically accelerated accumulation of knowledge about COVID-19 made possible by global science teamwork."

this responsibility, and that is the overarching principle guiding the GFCC. There is no better illustration of the benefits of global cooperation for social good than the dramatically accelerated accumulation of knowledge about COVID-19 made possible by global science teamwork.

The purpose of this short introduction is to recognize the challenges faced by our GFCC community during the pandemic and virus economy, and call attention to a declaration issued by a sister organization Horasis, founded by GFCC Distinguished Fellow Frank-Jurgen Richter. Through this declaration, global leaders made a *Commitment to Principled Leadership in Times of Disruption*. It frames five key commitments:

1. Promoting a culture of collaboration within and amongst societies, as well as between the public and private sectors.
2. Foregoing short-term, personal gains in favor of benefiting humankind and the planet in the long run.
3. Running our governments and organizations with openness, transparency, honesty, humility, and trust in others.
4. Championing the rights of all stakeholders, not just those of shared affiliations or mutual interests.
5. Actively investing in underserved communities to better address global inequality.

We encourage you to explore the full text at horasis.org/horasis-declaration-our-commitment-to-principled-leadership-in-times-of-disruption/, and join us in thinking about and acting on these principles.

In times of crisis, leaders are given an invitation. We are invited to bring all of our network, experience, and wisdom to the aid of our fellow citizens. We are invited not to shy away, but rather reach out and be our best selves. In the COVID pandemic, we have seen people around the world say yes to that invitation and rise selflessly to the challenge. They are role models for us all. But, we are given an even greater gift: The opportunity to leverage crisis to fashion a better world for the next generation. All of this turns on the quality, courage, and ethics of leadership.

About the Authors

Dylan Jones was appointed Deputy Minister for Western Economic Diversification Canada (WD) on June 20, 2016. Mr. Jones was President and CEO of the Canada West Foundation from 2012 to 2016. Prior to that, he served in various roles in the federal and Saskatchewan governments, including Deputy Minister of Intergovernmental Affairs for Saskatchewan. Mr. Jones' academic credentials include degrees from McMaster and the University of British Columbia, and a master's degree in law from Oxford. He is a Wesbrook Scholar and is the recipient of many prestigious awards, including the Premier's Award for Excellence (Leadership).

Deborah L. Wince-Smith is the President of the Global Federation of Competitiveness Councils, and President & CEO of the Council on Competitiveness — a leadership coalition of CEOs, university presidents, labor leaders, and national laboratory directors. She was the first U.S. Senate confirmed Assistant Secretary of Commerce for Technology Policy, and Assistant Director for International Affairs in the White House Office of Science and Technology Policy.

She serves on the Advisory Committees of UNICEF and Delphi Economic Forum, on the Council of Japan's Science and Technology in Society Forum, as Commissioner of the Commission on the Theft of American Intellectual Property, and Chair of the Board of Trustees of the American College of Greece. Previously, she served on the Advisory Committee of the EXIM Bank, U.S. Secretary of State's Committee on International Economic Policy, Board of Governors of Argonne National Laboratory, and as Chair of the World Economic Forum's Global Agenda Council on Competitiveness.

Deborah graduated magna cum laude from Vassar College and earned a Master's Degree in Classical Archaeology from King's College, Cambridge University. She has been awarded Honorary Doctorates from Michigan State University, University of Toledo, Queens University Belfast, Worcester Polytechnic Institute, and University of South Carolina.

NOW. BRIDGE. REBOOT.

Leadership in a new world



Ashwani Kumar

Former Minister of Law and Justice,
Government of India

GFCC



Distinguished Fellow

SECTOR



Industry: Law

A tormented world, shaken out of its comfort by a pandemic whose devastating reach mocks humanity's collective capacity to prevail, yearns for answers about our common future. Glaring and persisting inequities of the world order, accentuated by the virus and digital divide, foretell the story of a failed leadership and failing realization of the Millennium Development Goals.

The question of leadership befitting the moment is, therefore, of critical importance. History beckons us once again to summon leadership that can navigate a happy and secure future for all, anchored in the inviolability of values that define our humanity. Whether one subscribes to the view that history is a chronicle of accomplishments of the great men and women of their time or believes that they do not make history, the centrality of leadership at transformative moments in history stands empirically established. As Will Durant reminds us, "...leaders are the very life and blood of history, of which politics and industry are but a frame." Arnold Toynbee, in his monumental work *A Study of History*, tells us similarly that the rise and fall of civilizations is a history of periodic challenges and our responses to them. The question of leadership is integral to the context that summons it.

A survey of the present landscape is both daunting and depressing: The global retreat of democracies, the relegation of the ethical imperative to an obsessive pursuit of raw power as an end in itself, a crisis of institutional legitimacy, and the challenge of forging a political consensus

"The new world in which life will be re-engineered and adapted to unprecedented changes will need extraordinary leadership that can apply knowledge of the new age to challenges of the future within a moral framework that celebrates freedom and fairness as cherished values."

to undertake hard but necessary decisions. The rise of "jingoistic nationalism" in confrontation with an international cooperative endeavor to face common challenges; a skewed balance between demands of security and sanctity of civil rights; the sordid saga of fake news and misinformation; an unprecedented global financial crisis that has weakened our collective capacity to rescue national economies; loss of millions of



Ashwani Kumar is based in India and participated in the "Accelerating digitalization" conversation July 1.

WATCH THE CONVERSATION



jobs with an estimated 3.4 trillion dollars lost in labour revenue and the resultant social distress; heightened geopolitical rivalries; racism, xenophobia and woeful absence of a united global response to the challenge of climate change, collectively present a potent cocktail of societal instability and political disruption.

The increasing private sphere's encroachment by a "surveillance state," through the abuse of digital technologies and Artificial Intelligence systems, raises disconcerting questions about the flawed dominance of efficiency over ethics and power over values. Notwithstanding, the wholly welcome technological empowerment of vast swathes of humanity, digital inequality, the omnipresence of algorithms driven platforms, and commercial harvesting of personal

data raise troubling questions about an unhindered infraction of privacy rights and human dignity.

Issues concerning accountability for autonomous systems, the absence of enforceable global norms on cybersecurity given the expanding reach of cyberbullies, communal polarization, and violence facilitated by social media raise questions about the future of liberty and dignity in an age of rights. In a world driven by untamed technology, the relationship between its creator as the "measure of all things" and his creation has been reversed. Digital "code wars" are seen as the new ideological confrontation with the potential to divide the world. The diminished authority of the state to regulate the impact of technology on our social and political lives questions the

original premises of the social compact. The "insidious creep" challenges the idea of the democratic state itself.

The absence of an enforceable philosophical framework of values defining the boundaries of the digital world in which "life as a drama of decisions" is supplanted by algorithms and robots impels an unhurried reflection on the kind of world we want and the choices we must make. The new world in which life will be re-engineered and adapted to unprecedented changes will need extraordinary leadership that can apply knowledge of the new age to challenges of the future within a moral framework that celebrates freedom and fairness as cherished values.

Leaders, molded in different frames, are expected to follow their trajectories, hopefully, without falling to the seduction of absolute power induced by narrow nationalisms. Indeed, they must decide the bridges they should burn and those they must cross. Leaders are expected to mold the collective reflections of the people and flesh out a vision befitting the task at hand. They must reconcile power with public sentiment. In a world scarred by conflict and injustice, leadership is about giving hope in their future to the marginalized, respecting aspirations, and mediating amongst competing views to forge a sustainable political consensus through powerful messaging.

Integrity, consistency, empathy, relentless determination, self-effacing humility, a binding moral compass, and the ability to motivate masses within the inviolate ethical and ideological framework of politics are leadership attributes more relevant today than ever. It is a moment to sustain largeness of heart and to be able to rise above the petty and personal beliefs. There is also a need to foster the intellectual depth necessary to lead the battle of ideas aimed at the establishment of a dignifying global society. These qualities best define leadership in these troubled times. Arrogance, ignorance, obduracy, boastfulness, and scapegoating have no place in the lexicon of elevating leadership needed to address the vexed questions that we confront. Real leadership is about loyalty

to larger purposes of the day and which, when faced with a necessary choice, owes no apology to loyalty or individuals. It is about investing politics with a high moral purpose.

Existentialist questions of the day magnify the importance of inspiring leadership committed to a liberal, inclusive and truly egalitarian order. The time for such leadership is here. Those aspiring to lead will have many challenges to meet and lessons to learn.

About the Author

Ashwani Kumar is an attorney and a politician. As member of the Indian Parliament, he served as Minister of Law and Justice, Minister of State in the Department of Industrial Policy and Promotion and Ministry of Commerce and Industry. Kumar argued important cases before the Supreme Court including the Bhopal Gas Tragedy and represented major corporations. He holds the "Grand Cordon of the order by the rising Sun" for his significant contribution in promoting India-Japan relations. Kumar is the author of *Hope in a Challenged Democracy: An Indian Narrative and Law, Ideas and Ideology in Politics: Perspectives of an Activist*.

NOW. BRIDGE. REBOOT.

Global leadership in the post-COVID-19 era



Tae-Shin Kwon
Vice-Chairman & CEO, Federation
of Korean Industries

GFCC



Distinguished Fellow

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I have attended many international conferences around the world, but one particular episode sticks with me. It was at the 2017 APEC Economic Leaders' Meeting in Da Nang, Vietnam. APEC offers a festive venue organized to reaffirm the values inherent in seeking joint prosperity and collaborative problem-solving in the Asia Pacific region. On this day, with global CEOs in the audience, Chinese President Xi Jinping asked them to "contribute to the One Belt One Road" initiative. And President Donald Trump closed his remarks with an indelible line, "God bless the United States of America!" Not surprisingly, the gloves came off in an open trade war between the G2 in the following year.

The world had been growing more dispirited with protectionism, nationalism, and unilateralism when the tsunami of COVID-19 overwhelmed our shores. The global order that served as the levee instantly collapsed. The United States turned to fight its own health, social and economic issues, while leadership was sucked out of international organizations as support and funding dried up. At the same time, there are resounding outcries about the adverse impact of globalization and prophecies of deglobalization. Countries are drifting apart as each floats on its own; no other country has your back. Take hold of any flotsam log, because we are all at the mercy of the raging water. However, if it wishes to be rescued from this distress, the world needs a sense of direction. So, where shall we be headed?

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"A temporary retreat from globalization may be inevitable. However, the problems harbored by globalization can be resolved only through the advancement of globalization. In whatever shape or form, countries that have defended multilateralism will harvest the fruits of their labor."

First, no matter where one tries to make the argument, the final resting point is the multilateral global order. When World War II was declared over, the world joined hands to establish the Bretton-Woods system. Efforts converged on supporting the recovery of the defeated, the development of newly independent states, and encouraging the free trade order. As a



Tae-Shin Kwon is based in South Korea and participated in the "Local realities: looking East" conversation June 3.

WATCH THE CONVERSATION



result, in a matter of half a century, the world's wealth grew 60-fold, while those living in absolute poverty — living on \$1.90 or less per day — declined from 60 percent of the world's population down to 10 percent. Owing to the contributions made by international organizations such as WHO, WFP, and many others, quality of life continues to improve, starting with the underdeveloped countries. The world population's average life expectancy has climbed from what was 50 years old or under during the first half of the 20th century to 73 years old today. In today's real-time, super-connected world, it is easy to feel as if war and terror are prevalent; however, we are witnessing total deaths resulting from war and conflict is only 1 percent, which is a fraction of that

caused by diabetes. In reality, for the first time in human history, we have driven out war close to its extinction.

This is an accomplishment jointly produced by mankind's system of international cooperation in an open global society. Why is it perceived as a system? Because in each area, global institutions were established with the goal of contributing to human progress. In all facets encompassing production, trade, and security, the world grew more integrated and mutually dependent so that pursuing the interest of any one nation would also advance the interest of others. At the same time, it provided a fine-woven ecosystem that helped to contain and prevent mutually destructive behaviors.

A temporary retreat from globalization may be inevitable. However, the problems harbored by globalization can be resolved only through the advancement of globalization. In whatever shape or form, countries that have defended multilateralism will harvest the fruits of their labor.

Secondly, we can surmount this challenge by strengthening the leadership role of middle power nations, which have been riding along in the U.S.-led global system. While there were advantages to being in the passenger seat, they were often not empowered to argue their agendas on the international stage. Now, it is time for these middle powers to push themselves to the front.

We have recently witnessed some exemplary events. In an attempt to expand the perimeter of the global decision-making apparatus and redefine what it means to be an advanced country, Australia, India, Korea, and Russia were invited to the G7 to assist. Another example is the broader initiative forged by France and Germany to relieve the European Union from the COVID-19 economic recession. In addition, I would like to emphasize the role of Asia. Based on a survey of 18 major economies administered by FKI with the GBC (Global Business Coalition), the findings predict the significant rise of Asia post-COVID-19 in the international scene. Citing the small size of the economy or its focus on achieving economic development as excuses, many Asian economies have remained in the back seat. It is also true that Asian countries lacked the determination to coalesce onto a joint launch pad while setting aside the less consequential national concerns. In a world pummeled by the novel coronavirus, their economic prowess and sophisticated systems have come into the light. In the post-COVID-19 era, the world will see the evolution of new fields in which different countries will demonstrate leadership in various sectors and regions.

Many point out that today marks a transformational moment, equal in significance to the previous Spanish Flu, the two World Wars, the Great Depression, and the Global Financial Crisis. I choose

to call it a "historic inflection point" when the fundamental foundation of the international order is about to change. Will the bench players come out and level the game up to a new one? Or will they engage in a messy game determined to take each other down into the mud pen? If we choose the latter, there is no stopping a big bully who will parade through fields breaking the rules and wielding violence to take down allies. Which will the global citizens choose?

About the Author

Mr. Tae-shin Kwon has been the Vice Chairman and CEO of the Federation of Korean Industries (FKI) since 2017. He built most of his career in the Korean government, where he worked for more than 35 years since he joined the Ministry of Finance and Economy in 1977. His positions include Minister of the Office for Government Policy Coordination, Vice Minister of the Ministry of Finance and Economy, Permanent Representative of Korea to the OECD, and several Presidential Offices. Mr. Kwon holds a BA from Seoul National University, an MA in Economics from Vanderbilt University, and an MBA from CASS Business School, UK.

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There's nothing virtual about leadership



Paul Levins
Co-founder of Xinova and SousZen

SECTOR



Industry: Technology

Eight months ago, who knew we would be telling staff they can work at home "forever"?

Many organizations are realizing that office space isn't critical. That approach doesn't work for all, and there always be a need for in-person contact. But as we divest ourselves of bricks and mortar, how do we invest in teams and leadership in an increasingly virtual world?

In some respects, nothing changes. The traits of good leadership — vision, focus, resilience, honesty, empathy, accountability, communication, the ability to build consensus and to be self-aware — remain critical. But here's some thoughts on how these traits translate to virtual environments.

Laying the foundations

Regroup! The pandemic has been a shock. Perhaps the team vision for what success looks like needs revision. Or if not — you have the team's attention like never before. Speak to the vision with excitement and determination for success. Then supply the tools for success. Lock in budgets, delegations, presentations and clear goals.

Serve and be served

Leadership isn't command and control. Effective leaders focus on the growth of their communities. In a virtual world, leaders need to spend *more* time with individuals as well as the broader team.

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"COVID-19 changed the landscape. Yet, some still use the same map for success they used before the pandemic. Organization charts, and corporate strategies are maps. But the terrain — what's *actually* happening — should be trusted more than the map."

A face-to-face environment gives us a reminder to talk. Virtual world leadership calls for dedicated 1:1 time with all team members. Casual calling is also useful. Work on your emotional intelligence. It's critical to take us to a better world — especially a virtual one. Make sure your team takes a break from the screen, and you do too. Listen. And ask how you can help and deliver on the suggestions.



Paul Levins is based in Australia and participated in the "Turning knowledge into impact" conversation May 27.

WATCH THE CONVERSATION



"Confidence comes from trust and certainty. Leaders need to build trust by providing transparency, inclusive accountability, and bottom-up participation."

Innovate and include

There are always people who dominate meetings. How you engage less vocal members requires thought beyond "any comments?" Share the responsibility to lead the call and shape the agenda. Every week, ask someone on the team to speak about a solution from a different industry that could solve a problem in yours. Maybe you're in the food and beverage industry. There could be a technology you need in industries as diverse as

automotive, semi-conductors or pharmacology. It's something that even the biggest and best R&D teams routinely do. You know that problem you haven't been able to solve for years? You may have been asking the wrong questions. Ask one of the team to lead a problem redefinition session or get someone in to facilitate. Invite diverse external speakers to speak. Seek out difference in age, race, sex, socio-economics, geography, religion, philosophy. Diversity directly improves performance. Most people want to provide advice and knowledge so your team ask and learn from them. And if you have team members in different locations, know the time zones. Nothing says "I don't care" like scheduling a call at someone's 2:00 a.m. Learn what's happening internationally, because a virtual world can take you anywhere.

Use the technology

Perhaps counter intuitively, virtual teams are all about personal communication. If you can't meet regularly, or even if you can, short recorded videos are great personal way to report back ("Hi — we closed the deal!"; "Remember, we have a guest speaker this Monday"). Use breakout rooms on your meeting platform to get people together in small groups.

Learn all the platform's features. Invest in the technology and the training to use it. We have changed the way we work, and it will keep getting better. Broadband will become ubiquitous, faster and cheaper.

Sweat the small stuff and be generous with people's time

Make sure you talk about the small things in life — what you did overnight, a photo, a new movie, how you're feeling. Allow vulnerability / be vulnerable. These things are what it is to be human. Don't be negative. Be flexible. If someone wants to work at 9:00 p.m. and have two hours off in the daylight, and it's not time sensitive, why do you care? Give people responsibility for their own time management, and they will behave responsibly.

The map is not the territory, and the perfect is the enemy of the good

COVID-19 changed the landscape. Yet, some still use the same map for success they used before the pandemic. Organization charts and corporate strategies are maps. But the terrain — what's actually happening — should be trusted more than the map. If the world around

you is changing, what needs to change to deliver success, and how will your team innovate? In uncertain times, we crave confidence that things will be OK. Confidence comes from trust and certainty. Leaders need to build trust by providing transparency, inclusive accountability, and bottom-up participation. Make sure roles are clear (the map) but flexible to change based on what happens (the terrain). On-board new staff (even the most junior) by letting them shadow you for a day or two so they can see things working. On-boarding should show the plan and the territory. In changing times, remember that a good result is a good result. The perfect solution is often the enemy of the good solution, so don't hold another virtual meeting when an actionable and good solution is in front of the team. We need a bias for action, especially in a virtual environment, to ensure our measure of success is not just how many times we met and to learn what worked and what didn't in delivery.

How am I driving?

Seek feedback from the team. Maybe you have the meeting cadence all wrong; maybe someone has a better idea. If so, then change. As our work becomes more virtual, the need to innovate, fail, learn and innovate again is critical.

The opportunities in what lies ahead exceed what we leave behind. Asking for feedback also is an occasion where you can respond with confidence about the future. Confidence lifts everyone, everywhere. Have confidence in your team to deliver because they are empowered, and have confidence in yourself as a leader because you empowered them.

The pandemic has caused all of us to ask how to cope with the crisis, but also how to find the opportunity. Virtual world leadership necessarily means more interaction, not less. The traditional skills of leadership are needed like never before and can in fact be amplified using the virtual tools at our disposal. The marriage of the skills and the technology should lead us to try new things and innovate. It's critical because in addition to the growing trend to work remotely, there are likely to be more black swan events like pandemics that will force us to rely even more on virtual interaction. The leaders that grasp that will create a strategic advantage which produces growth, engagement and opportunity.

About the Author

Paul is Co-founder of Xinova, a global network of innovators solving problems for companies across the world. He is also principal at Beanstalk, a food and agtech innovation agency. He has over 25 years' experience in corporate, government, and non-profit sectors. He held Executive roles at the Invention Development Fund; the Internet Corporation for Assigned Names and Numbers (ICANN); Telstra, and Bilfinger Berger. He's been Chief of Staff in government portfolios including Health, Planning, Water, Social Security and Higher Education. He is an Ambassador for Business Events and a Guest Lecturer at the University of Sydney Graduate School of Government.

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Recovering sustainably from the COVID-19 pandemic



Joan Macnaughton
Chair of the Board, The Climate Group

GFCC



Distinguished Fellow

SECTORS



Industry



Nonprofit

We know that life will never be completely the same after COVID-19, which has upended so many of our fundamental assumptions about how we travel, work and play; about what is most important to us; and about the role of government intervention — at a level few of us expected ever to see. Changes in attitudes and behaviors have outrun constraints hitherto regarded as immovable, as will the need for economic stimulus.

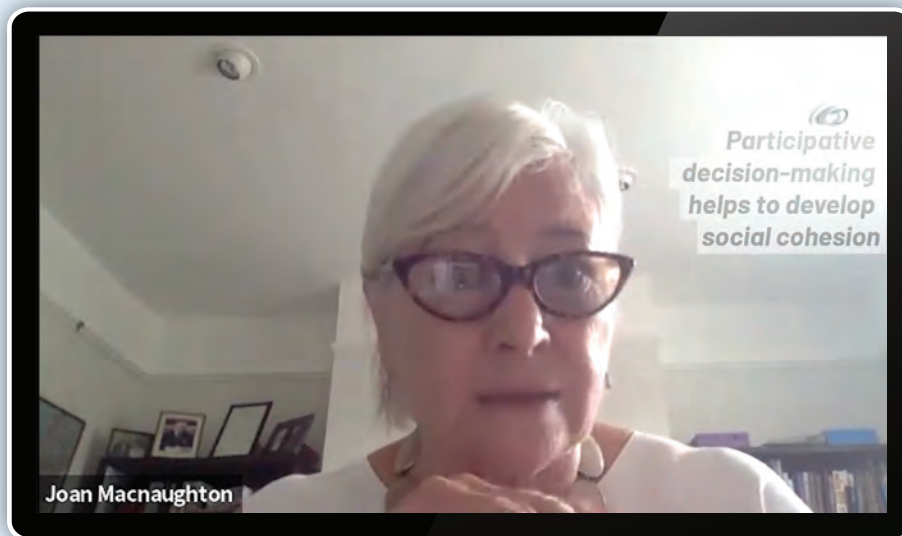
For six years, I chaired a project for the World Energy Council evaluating the energy policies of 100 governments against three criteria: security and reliability of supply, affordability/access to energy services, and environmental sustainability (the "World Energy Trilemma") using trustworthy data sets. The defining difference between the best and worst performing countries was not the choice of free or regulated energy markets, nor the possession of rich energy resources. Instead, the quality of policy formulation and execution was key, such as consulting attentively and predicting regulatory decisions.

In successful countries, decision-makers adopt a whole-systems approach — avoiding the destabilizing effects of concentrating on a narrow set of questions. In the early stages of the pandemic in the UK, our government failed to do this. So focused were they on ensuring that the National Health Service would not be overwhelmed that they failed to plan for necessary protections in the social care sector. This took a tragic toll on deaths

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"Governments should think hard about maintaining positive consequences of the pandemic — the surge in community volunteering, for example, or better air quality in cities. If the social imperative is clear, so is the commercial one."

of residents and carers — some of whom probably became super spreaders into the community.

By contrast, businesses in the energy sector tend to have an engineering ethos with a strong leaning towards systems-based approaches. They will bring this to the task of tackling climate change, recognizing that they have to do much more to meet public and investor expectations. The recently announced commitment from BP to net zero emissions across their whole value chain, including consumers of their products,



Joan Macnaughton is based in the United Kingdom and participated in the "Local realities: looking West" conversation June 17.

WATCH THE CONVERSATION



is a signal of the disruption that awaits the oil and gas sector. The question now is how fast businesses can accelerate their change processes to align with changing demand. Take transport. According to a survey of businesses for the global not for profit Climate Group (which I chair), 89 percent of them expect to curtail business travel significantly in a post-pandemic world. A recent BNP Paribas report, *Wells to Wheels*, concludes that the cost of mobility on a lifecycle basis will be nearly seven times greater for petrol/gasoline than for electric vehicles powered by a renewable electricity grid — probably as soon as the early 2020s. Petrol-powered cars

will be able to compete with renewable energy-powered EVs only at an oil price of well below \$20 per barrel — scarcely a sustainable business model for the oil and gas sector. Nor may re-balancing towards petrochemicals buy much time, given increasing concern about, and bans on, single-use plastic.

In considering how to shape their stimulus policies, governments would be wise to avoid subsidies for sunset industries and to look at sustainability in the round. The Rocky Mountain Institute has calculated that the cost to the United States of a 4.5 degree increase in global temperatures would be more than \$5 trillion — for the direct impact of extreme

weather events, loss of asset values and returns, and the risk premium of uncertainty for investors. Policies to avoid this would have very high economic returns. For example, a deep retrofit of the United States building stock costing \$350 billion would yield \$1.4 trillion in added value, including through energy savings.

The "economic multiplier" effect of clean energy policies is also better, suggests experience following the global financial crisis demonstrated. A global survey of economists led by Oxford University points out that enhanced investment in renewable energies creates good quality jobs quickly when labor is plentiful; then releases manpower as the sector

matures when labor demand is increasing with the economic recovery. Other policies with a strong multiplier effect include clean energy infrastructure and R&D, connectivity, and investment in education, all of which have long-term benefits for competitiveness. Analysis by the think tank Carbon Brief suggests that as little as 12 percent of the pledged global stimulus for post-COVID-19 recovery over the next five years could set the world on a path to the 1.5-degree target needed to avoid the worst impacts of climate change.

Further measures that provide relief through support to the most economically vulnerable will palliate the impact of the pandemic. Of course, it should not have taken the pandemic to make us recognize how valuable to wellbeing is the work of those providing services like social care, hospital ancillary services, or rubbish collection — society's unsung, and generally poorly paid, heroes, who moreover disproportionately encompass women and people of colour. For social health and stability, policy must aim to deliver a "just transition," protecting those adversely impacted through support for re-skilling of those working in the fossil fuel industry or community-level initiatives in areas reliant on emissions-intensive employers.

Governments should think hard about maintaining positive consequences of the pandemic — the surge in community volunteering, for example, or better air quality in cities. If the social imperative is clear, so is the commercial one. As part of the European recovery plan, the emissions reduction target for 2030 is to be increased to 55 percent (from 40 percent), compared to 1990 levels. It will be underpinned by a carbon tax levied at the border, suggesting that goods produced in high emission economies will struggle to compete in this market of 350 million people. And take investors: The UN-convened Net-Zero Asset Owner Alliance, which comprises investors overseeing \$5 trillion in assets under management, has pledged to reduce emissions linked to their portfolios by between 16 percent and 29 percent by 2025. It appears that renewable asset values are far outperforming the fossil fuel sector — the writing is on the wall.

About the Author

Joan McNaughton CB Hon FEI has long been an influential figure in energy and climate policy internationally. She is a non-executive director of En+Group PLC, Chair of the International Advisory Board of the Energy Academy of Europe, and Chair of the Climate Group, a global not for profit working with businesses and governments to accelerate climate action. Joan was the most senior official in the UK Government responsible for energy policy, and Chair of the International Energy Agency. She was also the Chief of Staff to the Deputy Prime Minister in Mrs. Thatcher's Government. In 2006, she was made Companion of the Order of the Bath by HM The Queen.

NOW. BRIDGE. REBOOT.

Winning in a new reality



Christos Megalou
CEO, Piraeus Bank

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Industry: Finance

COVID-19 created an unprecedented health emergency that mutated into a significant economic shock. As the economic impact of the crisis evolves, leaders across industries are taking urgent steps to protect employees and build resilience. Immediate action is critical. But leaders today must also embrace a new agenda focused on what comes next.

More than ever, both the private and the public sectors have crucial roles to play in safeguarding well-being, re-bolstering the economy, and developing practical solutions and innovations.

Virtually overnight, we witnessed the shutdown of economic activities. Travel bans and lockdowns lasted weeks. Companies, including banks, face significant challenges. The pandemic has given rise to a new reality characterized by shifting customer needs and behaviors, increased uncertainty and volatility, and a reversal of globalization trends.

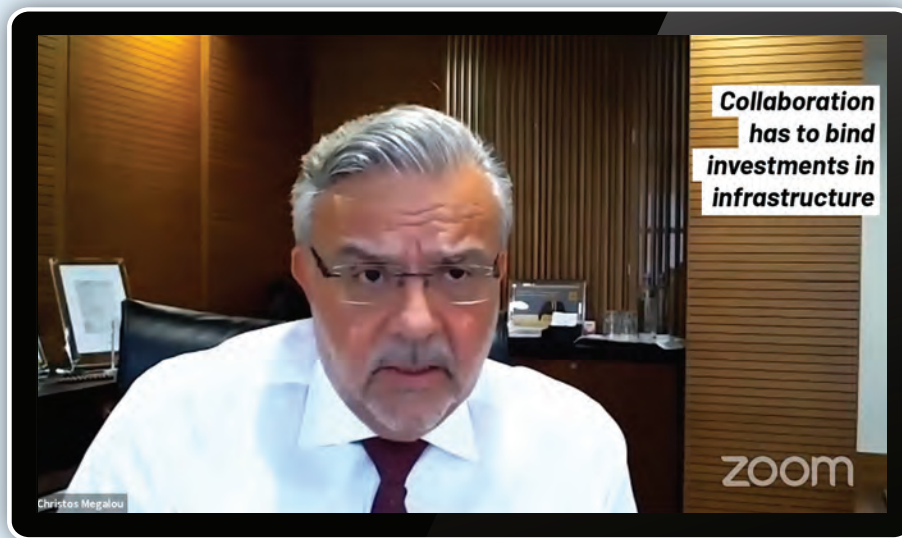
Businesses have changed in order to work under new conditions and, as much as possible, operate remotely. We have seen this also happening in the financial sector, where we immediately had to switch to remote work. It's been a steep learning curve, but we successfully managed to adapt and learned many lessons that may be useful in the future.

The economic impact of the coronavirus calls on leaders to step up on multiple fronts. A brief list includes supporting people's immediate needs, ensuring

"The companies that emerge from the crisis stronger than ever will be those that deploy rapid, agile decision making and take decisive actions across the immediate-, medium-, and long-term horizons."

business sustainability, scanning the changing business and social landscapes, and positioning enterprises to thrive in a new reality.

Effective leadership is necessary to cross the chasm and progress toward a better future. Communication is a major driver that plays a vital role in making leadership effective. Lack of communication can lead to low morale, missed performance targets, and lost revenue. When you lose "face-to-face" interaction, it definitely becomes harder to run an organization, day in and day out. Building bridges of communication is imperative in resolving this problem.



Christos Megalou is based in Greece and participated in the "Response and outcomes" conversation May 20.

WATCH THE CONVERSATION



Internal communications were a challenge we faced head-on at Piraeus Bank. To ensure we stayed connected during these challenging times, we implemented a digital meeting and blog platform that is available to all employees. It is a virtual space where everyone can get updates on recent developments, and exchange views and experiences. Employees also receive information to help with their daily lives during the pandemic. This innovative channel helped me connect directly with all employees and stay in touch remotely.

The internet made it possible for people and communities to stay in touch during lockdown. The use of devices, software and the development of digital skills provide the capabilities to move activities and interactions online. Digital

infrastructures and solutions also allowed companies to remain open for business and made services available during lockdowns.

Even before the crisis, it was clear that organizations with a digital mindset were ahead of the pack, overtaking traditional business models and better delivering results.

For most companies, digital and Artificial Intelligence (AI) are prominent topics when developing their strategic roadmaps. The pandemic response has rapidly accelerated digital implementations to enable work from home, for example, and, in our case, to improve the e-banking customer experience.

The crisis presents an opportunity for organizations to accelerate digital transformation, with potential customers and existing users both becoming more comfortable trying new products and solutions and having alternatives. The challenge now is not only to continue to innovate at a speedy pace, but also to get back on track for recovery and sustainable growth.

Technology and innovation will remain critical. Having demonstrated that the financial sector can be nimble in adapting and incorporating new technologies, expectations have been set for the post COVID-19 world. We now need to go beyond and fully embrace the potential of technology – talking to colleagues via Zoom or Teams is just the tip of the iceberg.

The combination of externally induced change and catch-up investment creates momentum that banks should leverage to accelerate digital initiatives across all functions, both to win today and in the future. In pursuing these initiatives, we need to directly support many of the actions presented above and rigorously focus on re-imagining the business offer and re-creating business value for all stakeholders.

Pursuing these priorities will be essential to winning the fight against the econo-pandemic crisis during the next months and positioning the bank to win tomorrow. The companies that emerge from the crisis stronger than ever will be those that deploy rapid, agile decision making and take decisive actions across the immediate-, medium-, and long-term horizons. This will be determined by the actions that their effective leaders take today.

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"Communication is a major driver that plays a vital role in making leadership effective. Lack of communication can lead to low morale, missed performance targets, and lost revenue."

About the Author

Christos Megalou is a senior international banker with extensive experience in management, mergers, acquisitions and capital markets. He is the CEO of the Piraeus Bank Group, the largest bank in Greece. Mr. Megalou worked with Barclays and Credit Suisse SA. He was CEO of Eurobank Ergasias SA and Chairman of the Executive Board and Vice Chairman of Eurolife. He served as Vice Chairman of Investment Banking for Southern Europe at Credit Suisse Europe. He is Chairman of the Hellenic Bankers Association UK. He holds a BSc in Economics from the National and Kapodistrian University of Athens and an MBA from Aston University, UK.

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COVID-19: How to move from response to sustainability



Jim Metson

Deputy Vice-Chancellor, University of Auckland

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We are living in strange and challenging times. The COVID-19 world looks like a Salvador Dali painting. Like surrealist art, we may recognize the motifs, but pieces are missing, and the rest no longer fit into ordered patterns. A predictable response is to seek to get back to the world we knew as quickly as possible. But it is evident in response to the pandemic—we continue to do so at our peril. We may retreat into denial, but as neatly summed up by the news magazine *The Economist*, “You may have lost interest in the pandemic, but the pandemic has not lost interest in you.”

The universal reach and speed of COVID-19 effects present a global challenge unlike any other in our lifetimes. National impacts have demonstrated a disregard for national wealth, political systems and even quality of medical infrastructure. On the other hand, they have provided a visible test of leadership and nations’ collective ability to learn from experiences responding to a clear and present danger. Taiwan, for example, stored the lesson from SARS and responded rapidly and decisively to COVID-19. In terms of health impacts, it has emerged relatively unscathed to date, as indeed has my nation, New Zealand. Leaders confronted with a balancing act between the immediate health threat and perceived economic damage acted swiftly to target elimination, trusting the evidence-based predictions that would ultimately minimize financial and human costs. The power of a mobilized community has to date proved a decisive factor over the individual’s autonomy.

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 "The pathway to recovery is highly uncertain and will again require the best of our leaders and will test societies’ resilience and innovation capacities."

In this respect, it is still unclear how various strategies employed across the globe will play out. Even where health impacts have been effectively mitigated to this point, no one is escaping the economic and social damage that coronavirus has wrought. The pathway to recovery is highly uncertain and will again require the best of our leaders and will test societies’ resilience and innovation capacities. The COVID-19 recovery presents a different national leadership challenge to what we have seen in the immediate response. Much of the international fiscal stimulus that the IMF predicts at greater than \$4.2trn committed to date is directed at propping up jobs in a labour market increasingly disconnected from future economies’ likely shape. This is the case in New Zealand.

The risk is a drift to incrementalism in attempting to restore the familiar in the face of change that will be irreversible

in part. This is not only through immediate factors, such as global travel reset and supply chain disruption, but also in the rising confrontation with climate change and the need for the anticipation of the next global disruptor. While in recent decades, we have been remarkably innovative in driving economic efficiency through optimizing global supply chains, locally we have neglected economic diversity, innovation capacity and the resilience that these engender. The leadership that becomes critical is navigating the disruptive to take us beyond the superficial comfort of the known, and into the different world we are confronting. The hardening of both political and physical borders that COVID-19 has catalyzed is not a short-term

effect. In a trading nation such as New Zealand, as elsewhere, industries based on digital platforms have thrived, while tourism, hospitality, and many parts of the export-dependent primary sector have struggled.

The upside is that collectively we have shown remarkable agility in both the response and the initial adaption to a changing world. In the University of Auckland, where I serve as deputy Vice-Chancellor, our incoming Vice-Chancellor (President) arrived in New Zealand only days before she and the rest of the University went into strict lockdown. Faced with never having met the University community, she started a series of virtual staff meetings, often with more

than 3,000 participants. Q&A sessions were used to communicate and negotiate the way through the immediate crisis collectively. Digital technology has thus been a critical enabler of a visible and successful leadership model that might not have been stumbled upon without the pandemic and will certainly survive beyond it. The ability to lead in parallel virtual and physical worlds has tested and raised our understanding of these technologies' boundaries.

Technologies that we expected to reshape the University and how learning and research would be delivered over the next decade arrived overnight on our digital doorsteps. At the University of Auckland, 1,600 courses accommodating



Jim Metson is based in New Zealand and participated in the "The economy and society need innovation" conversation June 24.

WATCH THE CONVERSATION



44,000 students were moved online over three days. Support networks were put in place for students caught overseas, struggling with the technology or without suitable workplaces.

The speed of New Zealand's move into lockdown demanded situational leadership that very quickly morphed into the need for a more strategic response as the far-reaching implications of the pandemic became apparent. After a period fully back on campus, an outbreak of community transmission has moved the city back into partial lockdown and the University back into online delivery. As a country, we are still locked behind closed borders. Being ahead of the curve in terms of controlling community transmission has had significant advantages in social cohesion but does not provide a pathway to recovery. Australia and New Zealand in particular have seen the whole business model of higher education turned on its head. Universities have proved remarkably resilient institutions, but they reflect the communities and global landscape in which they are embedded. The pathway to sustainability will call on the most inspiring of our leaders and our artists to redraw the model and indeed the globe.

.....
 "Digital technology has thus been a critical enabler of a visible and successful leadership model that might not have been stumbled upon without the pandemic and will certainly survive beyond it."

About the Author

Professor Metson is a physical chemist with research interests in material science. He received his Ph.D. from Victoria University of Wellington before his move to the University of Western Ontario Canada as a post-doctoral fellow, then to Surface Science Western. In 1985, he joined the Department of Chemistry at the University of Auckland. He is a founding member of the MacDiarmid Institute for Materials Science and Nanotechnology and has worked extensively with international industry, particularly in aluminum reduction, gas dry-scrubbing, and alumina refining. He is a recognized international authority on industrial alumina. Most recently, he served as the Chief Science Advisor to New Zealand's Ministry of Business Innovation and Employment.

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Leadership in the post-COVID-19 world



Jan Mládek

General Director, The Czech Institute of Applied Economics

Former Minister of Industry and Trade and Minister of Agriculture, Czech Republic

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The COVID-19 crises came as a wake up call, which reminded everyone of the fragility of human life, the global economy, and our global civilization. On the one hand, in the first half of 2020, we have realized that the permanent expansion of globalization is not granted. On the other hand, we can expect partial deglobalization. The essence of globalization is the free movement of goods, services, capital, and people. Suddenly, free movement of people has been heavily undermined by closed borders, quarantines, and other barriers. Different components of the globalized world have been rebalanced. Suddenly, online connection became of critical importance, because people cannot travel from continent to continent; from country to country. Even worse, they can't meet people living in the same city. Companies switched to home office, hoping to keep business performance high and also safeguard the health of employees. However, the shift to remote work was possible only in certain sectors. A similar development happened in schools of all levels, which switched to online teaching.

These changes made many people believe that COVID-19 is driving societies to a brave new world. In this new landscape, as much as possible, jobs will be done from home, teaching will be done predominantly online, and possibly we will go quickly to cashless economies. The use of credit and debit cards has increased dramatically during the

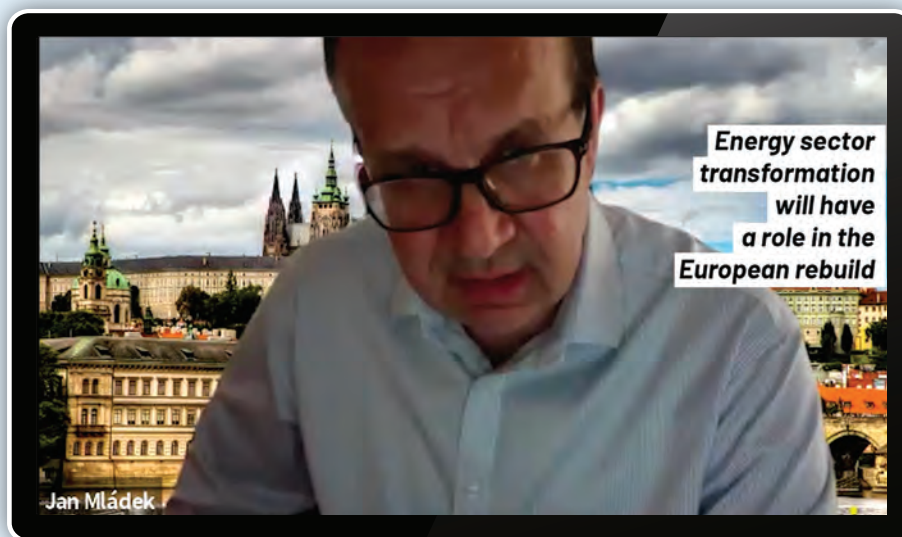
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"There is no doubt that when the Covid-19 crisis ends, the world will be different. We will not enter the same river. We will discover that we may need fewer travels abroad, we will use remote work much more than today, and we will have more online teaching."

pandemic, because people were scared of contracting the virus through coins and paper money. The financial savings would be significant. Imagine offices where people go only two days per week; schools where students go only two days per week. Companies would need half of their office space, and we would need only half of the schools, while keeping the same number of students. Imagine cashless economies with only online transactions; it becomes easier to fight financial crimes, money laundering, and even terrorism.

There is no doubt that when the COVID-19 crisis ends, the world will be different. We will not enter the same river. We will discover that we may need fewer travels abroad, we will use remote work much more than today, and we will have more online teaching. However, we also face a leadership challenge. Sooner or later, we will discover that physical presence has a positive effect on people's work performance. The informal exchange of ideas and information and the social contacts in the workplace are important. Leaders will be forced to reflect on to what extent it is better to keep people at home, and

to what extent it is better to ask them to go back to offices. This choice should be made considering not only the well-being of employees, but also the optimization of business performance. Business travels impose a similar question. While meetings can be done online saving time, money and the environment, it is better to see your partners face-to-face in many cases. Physical contact can help develop trust and mutual understanding, minimizing the risk of failure caused by misevaluation of conversations on online platforms.

Schools face similar problems. Online teaching can be very positive, allowing students to have classes with the best teachers in the country, or even in the world. However, organizing tests and exams online is a challenge for the educational sector. The chances of cheating in exams are higher online. Teachers are better prepared to avoid cheating in physical classrooms, but they have minimal experience avoiding cheating online. The best grades should be given to the students who know the subject. Not to those "who know how to get around the system during online examinations."



Jan Mládek is based in the Czech Republic and participated in the "Local realities: looking West" conversation June 17.

WATCH THE CONVERSATION



In the end, I write a little summary. The biggest leadership challenge in the post-COVID-19 world is integrating all achievements of online working and teaching into the "new normal." It will not be easy; there will be many setbacks, but we can expect a better world and a better economy with a smaller carbon footprint at the end of the process. However, before reaching the "new normal," we will go through a "valley of tears" with an economic crisis that will be bigger than in 2009.

.....
"The biggest leadership challenge in the post-Covid-19 world is integrating all achievements of online working and teaching into the "new normal." It will not be easy; there will be many setbacks, but we can expect a better world and a better economy with a smaller carbon footprint at the end of the process."

About the Author

Jan Mládek is the Director of the Czech Institute of Applied Economics, Ltd.; a graduate of Prague School of Economics (1983); and has a Ph.D. from the Institute of Forecasting, Czechoslovak Academy of Sciences (1990). He was a scientific worker at the Institute of Forecasting (1984-1990), a research fellow at the Central European University Prague (1992-1998), Minister of Agriculture (2005-2006), minister of Industry and Trade (2014-2017) and a member of the Czech Parliament (2002-2005, 2013-2017).

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The year of reckoning is an opportunity for purposeful leadership



Hiro Nishiguchi
CEO, Japan Innovation Network

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We will remember 2020 as a year of global reckoning. A reckoning which reflects who we are and what civilization entails. In past global pandemics, less affected countries could offer assistance to more affected ones. During COVID-19, the cooperative formula cannot work. All countries are suffering together.

There is no country that has the luxury to sit back, study, and recommend. We feel the pain and react to the situation worldwide. COVID-19 has demonstrated the limited capacity of civilization. The pandemic has tested and crystalized the quality of leadership across levels in a vivid way. But the crisis is not over yet. Other challenges are on the way, such as the impacts of climate change. It looks like the world is not ready for the next test.

Societies and organizations are standing at a crossroads. No one knows where the future will lead. It depends on the decisions leaders take today. The life we used to know held fundamental conditions and assumptions that have evaporated in front of our eyes. Today's choices must focus on designing a better future with new ideas.

Any successful leader must embrace three premises in their daily lives.

First, a successful leader lives for a purpose. The purpose is not about ego or reward. It is about paving the way to a better future and contributing to a prosperous society

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"The year 2020 is a starting point to a new journey. We can design a better future by leveraging global digital networks. We must come up with practical steps and engage people globally through digital capabilities."

Second, a successful leader follows practical steps to achieve his/her aims. Any story about a worthy purpose is no more than sweet talk without outlined steps to follow.

Third, a successful leader engages with people. Without investing in people, we will not arrive anywhere, and any other efforts will be wasted.

The year 2020 is a starting point to a new journey. We can design a better future by leveraging global digital networks. We must come up with practical steps and engage people globally through digital capabilities.



Hiro Nishiguchi is based in Japan and participated in the "Bridging crisis and future prosperity" conversation May 6.

WATCH THE CONVERSATION



However, lack of digital infrastructure still affects many regions. Leaders worldwide face the task of building robust digital infrastructures that include everyone.

A journey to design a new future has just started. The decisions of today will determine the future. We must design a plan with a strong commitment to improvement and prosperity. The catastrophe we are going through is not a meaningless tragedy, and we will not crawl back to the past. The great reckoning in 2020 is that it is totally up to us today what we will achieve tomorrow.

.....
 "A successful leader engages with people. Without investing in people, we will not arrive anywhere, and any other efforts will be wasted."

About the Author

Mr Nishiguchi is the CEO of the Japan Innovation Network. He also currently serves as Independent Director of PERSOL HOLDINGS, President of Japan Bosai Platform, Executive Senior Innovation Advisor of the United Nations Development Program (UNDP) as well as Professor at Sophia University, Tokyo. He manages an open innovation platform co-founded with UNDP, SDGs Holistic Innovation Platform (SHIP) and with the Ministry of Economy, Trade, and Industry of Japan, he runs the Innovation 100 Committee. Mr Nishiguchi is also a chairperson of the Japan Mirror Committee of TC279. He holds an MBA from Kellogg Management School at Northwestern University and a BA from Sophia University.

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Challenges for Africa's entrepreneurial leaders in the digital era



Regina Njima

Co-founder and Managing Partner,
Kizo Ventures

SECTOR



Industry: Technology

Africa is booming with entrepreneurs, from women selling vegetables in a road-side shack to youth launching innovative technology startups. According to the African Development Bank, 22 percent of Africa's working-age population is starting new businesses — the world's highest entrepreneurship rate. At first glance, the statistics sound promising. But once you dive in, you realize Africa has a lot of "survival entrepreneurs" who are forced to start businesses due to high unemployment rates. Only 20 percent of Africa's entrepreneurs are introducing new products and services as real entrepreneurial leaders.

There is an important distinction between entrepreneurs in the general sense of doing business and entrepreneurial leaders. An entrepreneurial leader is an entrepreneur who influences people to innovate by creating new products and services, leveraging accelerating technology, and anticipating future market trends.

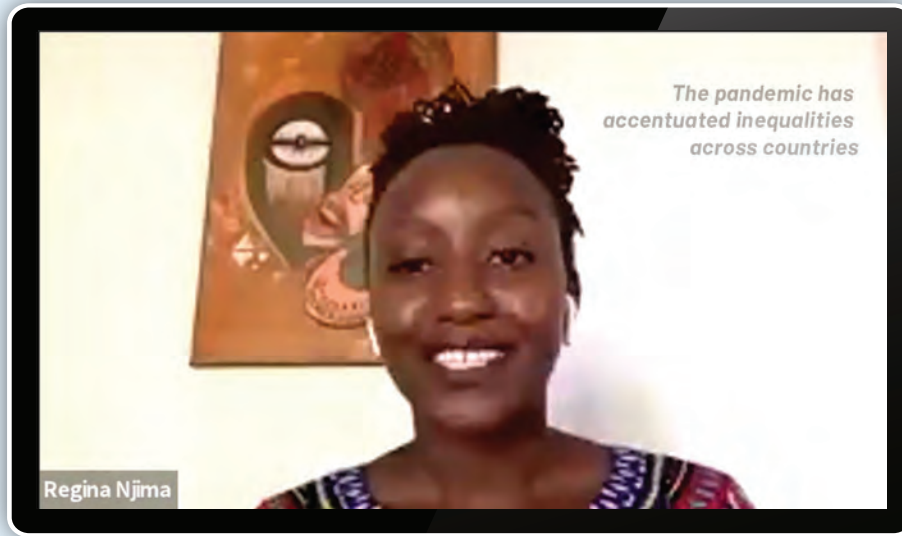
Africa needs entrepreneurial leaders to harness the continent's massive opportunities and compete in the global marketplace. Africa's current population of 1.2 billion is expected to double by 2050. Africa will be a massive market of approximately 2.5 billion people, 25 percent of the world's population. Sixty percent of Africa's 1.2 billion people are under the age of 25, making Africa home to the world's youngest population.

The Brookings Institution identifies Africa as one of the fastest-growing consumer markets in the world. Household

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"With an array of accelerating technologies becoming smaller, faster, and cheaper, Africa has a chance to leapfrog and not only catch up but even pass the rest of the globe in creating our future world."

consumption is growing at a much faster rate than the gross domestic product (GDP), and it is predicted to reach 2.5 trillion USD by 2030. Income levels amongst different demographics are also increasing, leading to a growing middle-income population.

Africa's annual GDP growth is rising at a higher rate than the global average, with several countries such as Ethiopia, Rwanda, Tanzania and Ghana leading the pack. According to the African Union, the establishment of the African Continental Free Trade Area (AfCFTA) agreement creates a continental free-trade zone with a combined GDP of 3.4 trillion USD. That trade agreement, when implemented fully, would become the largest in the world.



Regina Njima is based in Kenya and participated in the "Accelerating digitalization" conversation July 1.

WATCH THE CONVERSATION



Given the massive market, growing middle-income population, increasing household consumption, and a burgeoning youth population, Africa presents an untapped opportunity for entrepreneurs to thrive. Yet, African entrepreneurial leaders face a unique set of challenges that have been accelerated by the pandemic. Particularly pressing is the need to embrace a digital strategy. Going digital could be a challenge and an opportunity. An entrepreneur in Africa now competes at the global stage with other entrepreneurs, and any previous geographic advantage has been obliterated. It also means an African entrepreneur can digitally sell products or services to anyone in the world.

Based on my experiences living and working in Silicon Valley and East Africa, I outline key challenges facing African entrepreneurial leaders in the digital era. My startup, Kizo Ventures, is working to address these challenges and is positioned at the tip of the coming digital and entrepreneurial transformation in Africa.

Access to finance

Financing a business venture is the biggest challenge for entrepreneurial leaders. According to the African Development Bank, African businesses are 19 percent less likely to obtain a bank loan than other companies in comparable countries. And when they receive a bank loan, they often have to repay to local banks at double-digit interest rates. Startups in Africa also are less likely to have collateral assets. Therefore, they have to rely on their business' reputation or personal connections to get finance. Venture capital is extremely low in Africa. According to WeeTracker, startups in the entire continent attracted 1.34 billion USD in venture capital during 2019. This is approximately 1.6 percent of the 130 billion USD in venture capital investment in the United States in 2019.

Weak infrastructure

According to a report by the Africa Development Forum and the World Bank, only 43 percent of Africans have access to electricity. A much lower rate compared to other regions. For instance, the global

access rate is 87 percent. Besides poor electrification, areas already connected to the grid may still have a low consumption rate due to high costs or low reliability. Electrification is a significant constraint for high-tech entrepreneurial leaders who have to deal with unreliable supplies and are often too small to afford efficient generators for their businesses.

According to a recent publication by Statista, the internet penetration rate in Africa is 39.3 percent and widely varies from one region to another. For example, Kenya boasts the highest internet penetration in Africa at 87 percent, while Chad lags at 6.3 percent. It is also worth noting that most of the web traffic in Africa is from mobile devices. For example, in Nigeria, one of the countries with the most internet users, 74 percent of the web traffic is via smartphones, and only 24 percent is via desktop computers. This is because mobile connections are much cheaper and do not require the infrastructure needed for traditional desktop computers. The Ericsson Mobility Report 2020 estimates mobile data traffic in Sub-Saharan Africa to grow 12 times the current figures by 2025.

Transport and logistics stand out as another major infrastructure challenge for entrepreneurial leaders. Inadequate road, rail, and port facilities add 30 to 40 percent to the costs of goods traded among African countries, directly impacting net business earnings.

Skills gap

An entrepreneurial leader requires a working knowledge of digital skills to be aware of innovation opportunities. To complement digital skills, essential skills such as creativity, communication, collaboration, critical thinking, and adaptability are needed. The same skills are also needed for employees to be able to innovate and build new products and services. One of the challenges voiced by entrepreneurial leaders is finding the right talent.

According to PwC's *22nd Annual Global CEO Survey*, 87 percent of African business leaders were concerned about the availability of key skills, far exceeding global rates. Demand for digital skills exceeds supply. Entrepreneurial leaders are struggling to compete with large firms who are providing better incentives to attract tech-savvy employees. The current digital era requires urgent saturation of new skills and life-long learning for youth and people of all ages.

Government regulation and enabling environment

In reviewing the World Bank's annual report on ease of doing business, it is clear there have been massive regulatory reforms making it easier to do business in some African markets. Out of the 190 countries evaluated, Rwanda ranks 38, while Morocco ranks 53. But there are still seven African countries in the bottom ten positions. There is a lot of work to be done to ensure governments are creating an enabling environment

for entrepreneurial leaders and doing away with burdensome bureaucracy, corruption, and the weak rule of law.

Fortunately, countries such as Ghana, Kenya, Nigeria, and South Africa have taken steps in the right direction. They have streamlined and digitized the process to register a business legally, thus reducing the cost, time, and potential for corrupt deals. Other policies that could help create an enabling environment include giving tax breaks and incentives to new businesses or businesses in specific sectors, providing simplified and standardized trade and labor laws, and enforcing the rule of law.

Fractured markets

Other than Nigeria and South Africa, two of Africa's biggest economies, the rest of the market is fragmented and small, reducing market potential and economies of scale. The establishment of trading blocs such as the East African Community (EAC), Southern African Development Community (SADC), and Economic Community of West African States (ECOWAS) has made it easier for businesses to trade outside their territories. However, the full potential and benefits of trading as a single African bloc will only be actualized once AfCFTA is fully implemented. Once this happens, AfCFTA will remove tariffs on 90 percent of goods and create a single African market of more than a billion consumers with a total GDP of more than 3 trillion USD.

Mindset

There are two important mindsets required by every entrepreneurial leader. First, an exponential mindset — the ability to anticipate technology trends that follow exponential growth in terms of decreased price and improved performance. Second, an abundance mindset — the ability to see new possibilities and view challenges as opportunities. The

exponential and abundance mindsets can help entrepreneurial leaders leverage accelerating technologies with a perception of opportunity, regardless of the resources at their disposal.

Despite all these challenges, I remain convinced the biggest opportunities for entrepreneurial leaders in the world are in Africa. With an array of accelerating technologies becoming smaller, faster, and cheaper, Africa has a chance to leapfrog and not only catch up but even pass the rest of the globe in creating our future world. For this to happen, leadership from the government, private sectors, and other key stakeholders need to create an enabling environment that will help entrepreneurial leaders to thrive. And African entrepreneurial leaders will need to tap ever deeper into perhaps their greatest asset: incredible resilience and ingenuity to solve challenges.

About the Author

Regina is the Co-Founder & Managing Partner of Kizo Ventures and an innovation catalyst for creating an Abundant Africa. Until recently, Regina worked at Singularity University in Silicon Valley as Director of Global Innovation Challenges. She designed and implemented innovation competitions globally for entrepreneurs through exponential technology to solve the world's pressing problems. Regina also led an 8-fold expansion of countries running Global Innovation Challenges. Regina holds an MBA from the University of San Francisco, California and a bachelor's degree in Environmental Health from Kenyatta University, Kenya. She regularly speaks at technology and innovation events and serves as a mentor and coach for youth and entrepreneurs.

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Leading the way through knowledge



Gianna Sagazio

Innovation Director, Brazilian National Confederation of Industry (CNI)

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The impacts of the pandemic were felt all over the world. And the challenges to overcome those impacts presented themselves as a hard test to any leader. As one country after another registered the first cases of COVID-19, it became clear that it would be a matter of time for the pandemic to become a worldwide event. News on the rapid spread of the virus was in all communication vehicles, but only sparse and inconsistent knowledge about how it worked and how to prevent it was available. Nevertheless, a response was demanded from any decision maker in charge.

In a scenario of imminent and generalized threat, leadership is pushed to its limits. Specifically, in the case of the COVID-19 pandemic, leaders such as presidents, governors and companies' CEOs had to choose from an approach based on their charismatic abilities to deal with the lack of information or a more unpopular rule, demanding restrictive and — very often — economically damaging actions.

Considering examples around the world, it became clear that this choice varied according to the leader's orientation toward science and the institutions producing the latest discoveries about the new coronavirus. More than half a year past the beginning of the pandemic, it is possible to observe that leaders who based their actions on science and collective values more effectively held the spread of the virus and avoided the worst-case scenario.

"Science, technology and innovation were already the axis of the emerging digital economy. The recent events caused an acceleration of changes that used to be only in the horizon of the near future."

Brazil, with its continental proportions, quickly faced a large number of adversities with resources (both human and material) and logistics in resisting the pandemic. Fortunately, the private sector, especially industry, was very efficient in coordinating initiatives to supply essential goods and health resources to prevent contagion and help the country face the sanitary crisis.

Even with the pandemic negatively affecting close to 70 percent of Brazilian industry, the sector was able to supply more than half (55 percent) of the manufactured goods used in the fight against the new coronavirus. The effort of pivoting the production and research in many manufacturing plants and laboratories was only possible because of engaged

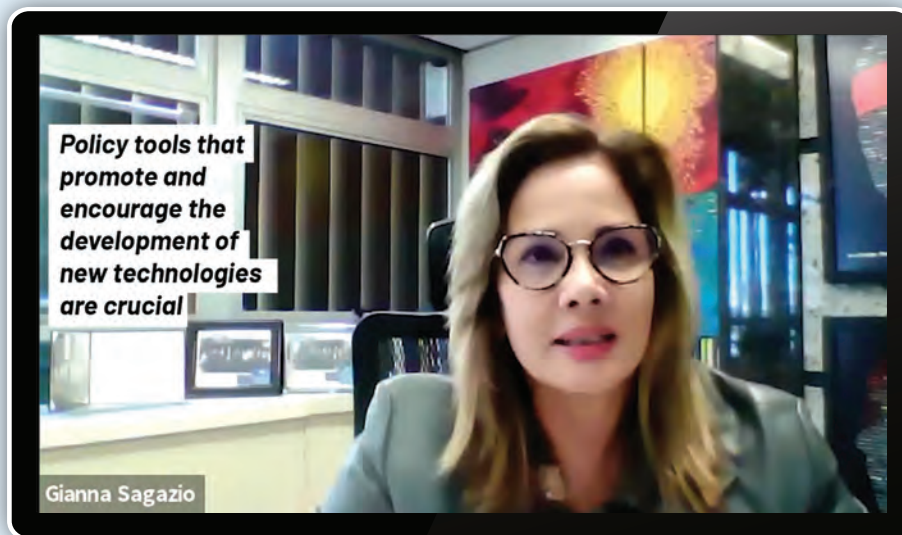
and well-prepared leaders. The Entrepreneurial Mobilization for Innovation (MEI) is a Brazilian group of CEOs, coordinated by the National Confederation of Industry (CNI), that gathers the main innovative companies in the country to advocate for the science, technology and innovation agenda. MEI actions during the pandemic were, and still are, a clear case of “leading by example” when it comes to defending the public interests and needs.

Also supporting innovation and technology development, the National Service of Industrial Training (SENAI) made available its 27 Innovation Institutes and 60 Technology Institutes for the prevention of COVID-19. SENAI's institutes were responsible for fixing more than 2,000

lung ventilators free of charge during the pandemic, helping save almost 20,000 people.

Science, technology and innovation were already the axis of the emerging digital economy. The recent events caused an acceleration of changes that used to be only on the horizon of the near future. Digitization has been a reality in industry for almost a decade, and traditional companies are now facing the fact that there is no choice but to evolve and innovate. Not only CEOs, but also public leaders and policymakers, must consider the science and technology foresights to steer their companies and countries to a sustainable future.

Besides considering all the technology trends emerging from the pandemic, it is also necessary that leaders stay aware of a new set of skills required at these times. According to “The 2020 Future of Leadership Global Executive Study and Research Report,” there’s growing evidence of a mismatch between how organizations are currently led and how they should be led in this new era. The study led by MIT Sloan, in collaboration with Cognizant, explores how the changing nature of competition, work, and society is influencing the future of leadership. They surveyed 4,394 global leaders from more than 120 countries, and some key findings are surprising. Just 12 percent of respondents strongly agree that their leaders have the right mindsets to lead



Gianna Sagazio is based in Brazil and participated in the “The economy and society need innovation” conversation June 24.

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them forward. And while 82 percent believe that leaders in the new economy will need to be digitally savvy, less than 10 percent strongly agree that their organizations have leaders with the right skills to thrive in the digital economy.

Still according to the same study:

“Great leadership teams pay attention to cultivating not only the leader competencies...but also the mindsets required to build authentic and passionate communities of leaders...On the basis of our analysis of global survey results and a sentiment analysis of our interviews, we identified four distinct yet inter-related mindsets that together constitute the new hallmarks of leadership in the digital economy: producers, investors, connectors, and explorers. The narrative thread connecting these mindsets is that they intentionally align efforts to bring out the best in colleagues and collaborators while measurably enhancing outcomes for customers, communities, our planet, and shareholders.”

A global society just starting to recover from a severe economic crisis and dealing with the deep social and economic changes caused by the intense development of digital technologies now has to fight its way out of an unprecedented depression. To be a leader in such a context requires flexibility, creativity and empathy, more than ever. Reinventing themselves must be a central goal to those leaders who want to survive in this age of disruption.

About the Author

Ms. Sagazio is the Innovation Director at CNI (Brazil's National Confederation of Industry), responsible for the Executive Coordination of the Entrepreneurial Mobilization for Innovation (MEI) and policy issues for innovation and management innovation. She coordinated the Brazil — U.S. Initiative for Innovation, along with the Brazilian Agency for Industrial Development, the Competitive Brazil Movement and the Council on Competitiveness, which launched the Brazil — U.S. Innovation Platform in 2013. For more than 20 years, she worked at the United Nations (PNUD) on economic development, strategic planning and policy evaluation. She holds a master's degree in Economic Development from Catholic University of Brasilia and is certified by Wharton School University of Pennsylvania in Strategy and Innovation.

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Bold leadership: Leading your organization in an increasingly digital world



Lori Schmidt
President, Loral Management Group

GFCC



Distinguished Fellow

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Industry: Consultancy



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The world has changed — your world has changed — and the impact has been huge, especially for people in leadership roles. The biggest challenge is that there has never been a similar event during our lifetime — no leading practices, no rule book to follow — and everything is new and shifts from day to day.

The first wave was one of shock and learning and adjusting. And as a leader, you needed to:

- Ensure your people were protected;
- Evaluate and drive adoption of new ways of working; and
- Communicate consistently, confidently, and reliably.

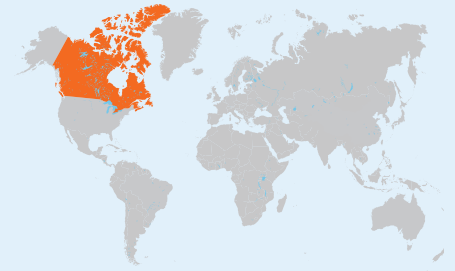
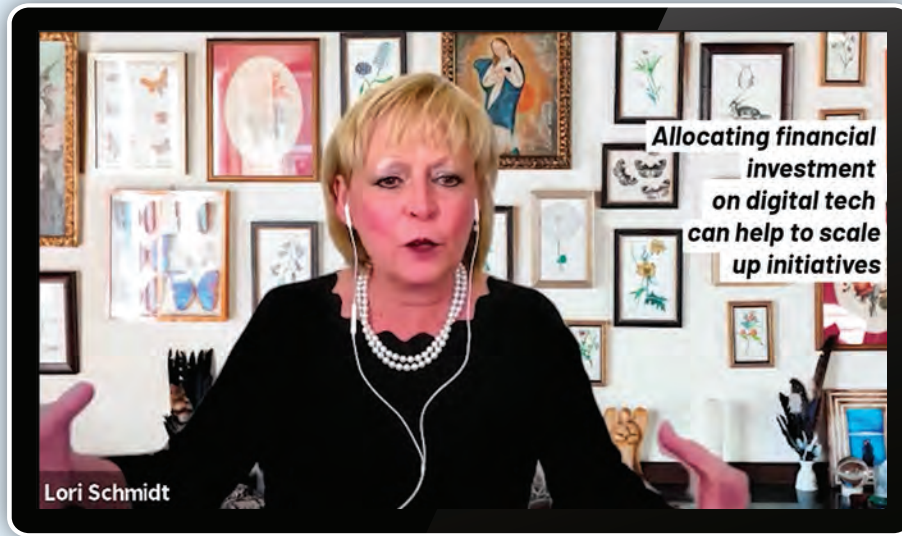
The next wave is about understanding the implications and impact and new plans for our organizations in the future.

As countries now work to continue to get the pandemic under control, and get global economies moving, we realize that almost every aspect of our lives has been impacted, from how we work and communicate, to consumer behavior and transactional processes, including supply chains. In this extraordinary new reality, the massive changes in behaviors and processes have put leaders in challenging positions. To move forward and navigate the waters ahead, leaders must focus on key priorities and actions that will enable them to execute multiple strategies and initiatives. They must lead with purpose and with a disciplined plan to move ahead — to take care of their people, their customers, and their

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"As leaders, we will be remembered for how we managed ourselves and led others throughout this crisis. The questions for us are: How will we lead our teams, our organizations, and institutions, our society? How will we connect, persevere, and progress?"

communities. Leaders must take advantage of the new openness to improvisation, experimentation, and innovation. As we consider what the "next normal" might look like, it is not a time to stand still, but to learn how to adjust to a culture shift in thinking with flexibility, creativity, and speed.

Digital transformation was at the top of the to-do list for many organizations and institutions before the pandemic. And now, we have seen statistics from around the globe indicating that organizations



Lori Schmidt is based in Canada and participated in the "Global innovation coalitions" conversation July 8.

WATCH THE CONVERSATION



have digitally transformed more, for example, "three years of transformation in three months."¹ The crisis and disruption have made painfully visible systemic and organizational weaknesses. Entrenched systems that have supported our organizations for years no longer work. These flaws highlight the need to ensure that digital initiatives consider the complete range of dependencies and cross-functional mechanisms that integrate our systems, people, and processes across an organization or institution — or our nations.

What is key is to put digital strategy and planning around the factors of a suddenly, increasingly disruptive world — moving transformation to the forefront.

And the biggest component of all of this for leaders is a major culture shift in thinking, innovation, and creativity — which is a positive thing that this crisis has spurred on. How quickly we began to adapt to online tools, work-from-

home processes, e-commerce, use of data analytics, and predictive modeling, etc. And how quickly consumers and practitioners adapted, too. The appetite for new approaches and ways of communicating and transacting is also rapidly increasing. Leaders are more eagerly embracing design thinking, which involves using systemic reasoning and intuition to address complex problems and explore ideal future states. Design thinking is important as it brings a design-centric approach and focuses first and foremost on end-users and end state. But it also helps make real-time sense of how suppliers, channel partners, and competitors are responding to the crisis, and how the ecosystem that includes them is evolving for the next normal.

A definition from *The Agile Elephant* emphasizes all the ways businesses and institutions may need to adjust their existing practices: it reads, "Digital

transformation involves a change in leadership, different thinking, the encouragement of innovation and new business models, incorporating digitization of assets and an increased use of technology to improve the experience of your organization's employees, customers, suppliers, partners, and stakeholders."²

For many, the toughest leadership test is now as we are asking ourselves, "How do we bring our organizations and our countries back to economic growth and resiliency, when there are still so many unknowns?" And with digital transformation, leaders may be struggling with the leap to big technologies and applications, including new platforms, new business/economic models and the ever-increasing concern around cybersecurity — but the key to all as we lead forward is to:

1. **Assess** the immediate challenges, understand where you are in your digital maturity, and develop a detailed relaunch map that considers baseline relaunch scenarios and alternative scenarios — with a rapid response plan.

2. **Rethink** your organization with a start-up mindset, including rethinking your operational models to accelerate the digital shift.
3. Over the past few months of disruption, there have been ample opportunities to consider **nontraditional collaborations** with partners throughout the ecosystem in which you operate.
4. And most importantly, consider the competencies required to lead digital transformation and **build the competencies** for yourself and your teams that will be needed to lead the effort and execute well.

As leaders, we will be remembered for how we managed ourselves and led others throughout this crisis. The questions for us are: How will we lead our teams, our organizations, and institutions, our society? How will we connect, persevere, and progress? How will we emerge from this experience collectively stronger? Suppose we focus on our restart — on resilience — and above all accentuate the positive, encourage optimism, and help everyone to begin to restore confidence. In that case, we will begin to realize a brand-new future.

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 "In this extraordinary new reality, the massive changes in behaviors and processes have put leaders in challenging positions. To move forward and navigate the waters ahead, leaders must focus on key priorities and actions that will enable them to execute multiple strategies and initiatives."

About the Author

Lori Schmidt is the President of Loral Management Group and focuses on building stronger organizations through executive and organizational competitiveness advisory and coaching services. She is the former Chief Executive Officer of GO Productivity, a nationally incorporated not-for-profit organization working to improve the productivity, innovation, transformation, and competitiveness performance of Canadian businesses. Lori is a leader in digital transformation initiatives and a facilitator of collaborative approaches in building capacity in organizations and the eco systems in which they participate. Most recently, Lori was identified as one of Canada's Top 50 over 50 for her business and community leadership.

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Bureaucrazy: The 4 Jacks Syndrome



Jack Sim
Founder and CEO, World Toilet
Organization & BOP Hub

GFCC



Distinguished Fellow

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Industry: Social
Entrepreneurship

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Singapore is one of the best managed and most competitive countries in the world. We are highly respected for efficiency, cleanliness, trust, and transparency in business and government. Because of all that, Singapore is one of the easiest places for doing business. Nevertheless, there is great dissatisfaction among citizens, particularly about the lack of inclusiveness in the decision-making process.

If we all are genuinely interested in building a better country, why is there no open, constructive dialogue platform on system change available? Civil servants try hard to deliver services. The politicians also try hard to work with the civil servants. But the people want to contribute with their ideas, and they demand a constructive dialogue.

I attended many government feedback sessions, but after each meeting, the destiny of the feedbacks we provided were unclear. We all felt even more disengaged after trying to engage. The roots of the problem lie in the civil service system, designed to fragment the decision-making process. The system in place was created before we had access to internet, and it upholds a hierarchical structure of management based on the procedures established during the British colonial days. Despite all technological advances, the civil service culture is still behind the curve. I acknowledge that a similar problem affects other countries, but this is not an excuse for justifying its continuity.

"Bureaucrats are intelligent people like us who make good decisions at home but are stifled by rules, regulations, procedures, and processes, that are often risk averse. In that scenario, the default reply to every new idea is NO."

Among some of the past justifications for the "divide-and-rule" model in Singapore were:

- Prevent corruption;
- Prevent mistakes;
- People were deemed as not so smart and needed a few layers of approval for decisions;
- Improve good governance; and
- Middle management for power control.

The negative externalities of such an archaic system are:

- Heavy bureaucrazy;
- Loss of ownership of problems;
- Loss of creativity;
- Office politics;
- Apathy at work;
- Blame culture; and
- Incommunicado.

The problems of Bureaucrazy

Bureaucrazy hinders problem-solving and stops innovative ideas at the three levels of operations.

I have identified the set-up dynamic through which bureaucrats behave. Usually, people working at the ground level know the problems and the solutions, but do not dare to rock the boat. People working at a middle-power level know the problems, but do not know the solutions. Therefore, they practice work avoidance. Finally, people at the top level don't know about any problems or any solutions, but promise things will get better to win popularity through good sound bites.

After being frustrated with my inability to engage with the bureaucrats, I enrolled for a Master in Public Administration at Lee Kuan Yew School of Public Policy at the National University of Singapore. During my studies, I discovered the

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 "For bureaucrats, behaving like a robot is a way to keep their jobs safe. But in fact, they should work in the opposite direction and start exercising their full intelligence. Their jobs are not secure from a robot replacement if they continue to behave like one."

"4 Jacks Syndrome," which explains how bureaucrats typically work when you propose them an innovative idea:

1. Reject: This saves time and avoids work. Zero risks.
2. Eject: Send people to run around other departments to avoid work.
3. Deject: Don't say Yes or No. "We'll consider. Don't call us. We'll call you." Tire people out. Leave them hanging in the air.
4. Hijack: If superiors like the idea. Steal it and claim it as your own.

To be fair to Singapore bureaucracy, I believe that the "4 Jacks Syndrome" affects all big organizations globally. It is part of governments, universities, large corporations, the United Nations, and big NGOs.

Bureaucrats are intelligent people like us who make good decisions at home but are stifled by rules, regulations, procedures, and processes that are often risk averse. In that scenario, the default reply to every new idea is NO. We need to reward people who break the rules for the purpose of the greater good and penalize the people who preserve the status quo, stagnate and miss opportunities for creating a better world.

But we cannot assume that citizens are always informed, competent, constructive, and patient to work towards the common good. Every policy comes with tradeoffs. To create constructive dialogue, we need to engage constructive discussants.

For bureaucrats, behaving like a robot is a way to keep their jobs safe. But in fact, they should work in the opposite direction and start exercising their full intelligence. Their jobs are not secure from a robot replacement if they continue to behave like one.

It is time for a new civil service mentality based on China's mantra Weiminfuwu, which means service for the people, in every government office.

Weiminfuwu
 为人民服务
 Service for the People



Jack Sim is based in Singapore and participated in the "Local realities: looking East" conversation June 3.

WATCH THE CONVERSATION



With today's technology, it is possible to empower the bureaucrats and easily monitor them against abuse. When civil servants, teachers, principals, and workers at all government agencies receive wider freedom to communicate and innovate, we can break the deteriorating relationship between the public and the government. This step will help to rebuild trust and reunify the people for building a better future.

In their hearts, bureaucrats have good intentions and want to do a good job. The first thing to blame is their fear. Public servants are not protected from public complaints. Often, their superiors and politicians want to claim the credits of their work. Their colleagues do belly-gazing if anything goes wrong and do not speak up for them. Some people might be jealous if they steal the limelight. Without protection, they design their own protection system by avoiding risks and not trying new things. This is how innovation and boldness are disincentivized by the system.

It is time to disrupt the system designed and incentivize harmony instead of fragmentation among inter- and intra-agencies. Only a "whole-of-nation" ecosystem can give us resilience and make us competitive in a volatile, uncertain, complex, and ambiguous world.

The bureaucrat can do a good job if they are given agency. We need a new mindset to remove archaic hierarchical structures and the heavy cost of distrust. Let's flatten organizational structures, trust and give space to build a mission-driven, efficient and effective civil service suitable for the 4th Industrial Revolution.

In the past, a bureaucrat was safe without doing anything new. But in the future, anyone who behaves like a robot will be replaced by algorithms, artificial intelligence, machine learning, or a real robot.

About the Author

Mr. Sim is a change-maker at the system level. He brought the sanitation crisis to the global media spotlight in 2001. Sim mobilized a global movement involving governments, policy makers, United Nations agencies, international civil society, thought leaders and activists to work together in addressing the global sanitation crisis. He is the founder of the World Toilet Organization, which founding day (November 19) is now enshrined by all 193 countries of the UN General Assembly as the official World Toilet Day. He also founded Bottom of the Pyramid Hub, a business organization using hybrid cross-sector collaborations to alleviate poverty sustainably through creating efficient BOP marketplace for the 4 Billion poor.

NOW. BRIDGE. REBOOT.

Leadership in times of global white swans



Rogerio Studart

Global Leader, New Climate Economy Initiative, WRI

Former ED (Board member), World Bank & IADB

GFCC



Distinguished Fellow

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With more than a million deaths, the pandemic is already a humanitarian crisis comparable to the two major world wars. Its socioeconomic consequences are substantial, with a drop in global output of about 5 percent and an expected cumulative loss of \$12 trillion by 2021. Even still dealing with emergency measures to save lives and livelihoods, it is essential to think about the investments needed to avoid a global depression, with unknown effects on the economy and international geopolitics. All indications are that the best way out is investments that can mitigate the even more significant risks that arise from the global warming process.

The expression "black swan" comes from the title of Nassim Taleb's book published in 2007. It refers to events that, although neglected, have profoundly adverse effects. Despite the constant allusions to the term to explain the 2009 crisis, it was not a black swan. After all, the risks involved in excessive financial deregulation and rapid integration of markets have been anticipated by economists for decades — as are the notorious cases of the classics of Charles Kindleberger and Hyman Minsky in the 1970s and 1980s. Even shortly before the 2009 crisis, several analysts were already pointing to the risk of a global financial crisis.

COVID-19 cannot be considered a black swan either; it had been fully anticipated by much of the scientific community — to the point of serving as inspiration for movie scripts, many of which have frightening similarities to the global health crisis we are experiencing. Its socioeconomic impacts result from the unusual

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 "We have not yet overcome the humanitarian crisis and the first waves of the economic shock generated by COVID-19. But we are already facing a risk of catastrophic proportions: global warming."

conjunction of supply and demand shocks, structural inequality of income, and access to public goods — such as health and sanitation. Not surprisingly, such impacts are felt more intensely in some middle-income countries, like Brazil and India. Add to these weaknesses leaders reticent to accept the measures recommended by the scientific community, and we can understand why the United States tragically tops the list of those hardest hit by the crisis.

We have not yet overcome the humanitarian crisis and the first waves of the economic shock generated by COVID-19. But we are already facing a risk of catastrophic proportions: global warming. Again, the term black swan mistakenly is



Rogerio Studart is based in Brazil and participated in the "Response and outcomes" conversation May 20.

WATCH THE CONVERSATION



alluded to, for example, by the exciting study of the Bank for International Compensation entitled *The Green Swan*. The expected socioeconomic consequences of climate change are fully known, and so are the actions needed to prevent them.

Given the characteristics of the most recent "white swan" crises, global leaders should build on five recent lessons from those crises — first, the most evident: Guide actions by science. More than ever, in an increasingly complex and interconnected world, no leadership should be allowed to rely solely on political instinct in planning and implementing climate change mitigation and adaptation measures. Fortunately, today enough

studies are pointing to relationships and consequences of environmental degradation processes around the world. For instance, the World Resource Institution, to which I have an additional engagement beyond my role in the GFCC, offers evidence-based policy recommendations and access to multiple scientific analysis sources that may guide policy-makers and political leaders.

Second, leading at this time means betting on collaborative solutions — preferably by multilateral mechanisms. Climate change will directly affect, but differently, the vast majority of countries — and, tragically, countries with enormous socioeconomically vulnerable populations will be the

most affected. However, given the economic and geopolitical connections, it is in all nations' interest to move as quickly as possible towards adaptation and mitigation measures, which can only occur with multilateral coordination and collaboration. National authorities that play against multilateralism undermine the future of the planet, but also national interests.

Third, preparing against climate risks can be a huge opportunity to reverse the current economic depression threat. One of the consequences of the COVID-19 crisis, as we have already seen, was to bring down international production and trade and destroy the equivalent of 400 million jobs. In addition to the human impact,

these losses generate a structural problem of aggregate demand, which prevents imagining that global consumption can be the lever for the recovery of growth. Promoting investments aimed at changing the path towards a low-carbon global economy can be the way to compensate for the loss of economic dynamism and facilitate the creation of millions of new and better jobs. These are the considerations that permeate the proposals for new green deals in many parts of the world and are likely to move the goods and technology markets in the coming years.

Finally, leaders opting for a green recovery have an opportunity to mobilize resources and give a new direction to national and global growth in the coming years. Investments and green financing flows have become a significant trend in international markets.

Extreme weather events negatively impact asset price valuation, creating an inexorable trend of portfolio and investment diversification. For no other reason, the Global Sustainable Investment Alliance estimated that at the beginning of 2018, \$30.7 trillion in institutional assets worldwide were backed by ESG-compatible (environmental, social, and governance) projects or green products in six major markets — Australia, Canada, Europe, Japan, New Zealand, and the United States. And the trend is now exponential, for instance, even in

the current crisis, the global green bonds market will grow from about \$270 billion in 2019 to \$350 billion in 2020.

The role of leaders varies according to circumstances and historical moments. The current ones require those capable of guiding their actions by science and cooperating to face severe socioeconomic, geopolitical, and environmental risks. It also requires leaders to understand the opportunities at the national and global levels to undertake one of the most extraordinary route transformations of the global economy towards fairer economies and the more efficient and careful use of the planet's limited resources. The GFCC can be a platform to connect decision-makers, build consensus, and align expectations on the climate debate, aiming for purposeful action. Humanity and all other species need leadership that tackles climate challenges and leverages opportunities in the green economy.

About the Author

Rogério Studart is a prominent international economist who brings more than 30 years of experience in international consulting and development finance to the GFCC. Currently, Dr. Studart is a tenured professor with the Institute of Economics of the Federal University of Rio de Janeiro (IE—UFRJ). Previously, he served as Executive and Alternate Director at the Inter-American Development Bank (IDB) and the Inter-American Investment Corporation (IIC). Presently, Dr. Studart serves on the editorial boards for seven specialized economics journals, is a regular columnist for the Brazilian newspaper *Brasil Econômico*, and publishes op-eds for the Brazilian and international media.

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Collaboration – the “secret sauce” to success in digitalization



Aleksandar Subic

Deputy Vice-Chancellor and Vice President, RMIT University

GFCC



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The COVID-19 pandemic has revealed during this year many realities of digital transformation, perhaps more profoundly than any other disruption we have experienced to date. We have moved rapidly to remote working modes and remote learning, developed digital health and telehealth solutions, and deployed effectively digital manufacturing and digitally-enabled supply chains. With digitalization, the cycles of technological advances and innovation are now measured in months rather than decades.

The industrial revolution doesn't discriminate – it impacts every sector and all parts of society. The exponential technological change is redefining the nature of work, with many jobs changing or becoming obsolete. Automation is removing repetitive and potentially unsafe or hazardous work, while freeing up humans to engage in more creative and value-added tasks. A report about the future of work published by the World Economic Forum predicts growth in jobs requiring new digital skills based on complex cognitive abilities, together with more sophisticated “soft” skills. The demand for these skills is projected to outnumber the decline in jobs based on physical, manual, repetitive, procedural, or routine operational skills.

However, whether this positive balance between new jobs and lost jobs is achieved without major disruptions and societal pains will depend on how effectively the key stakeholders within the

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"The dynamic nature of technological advancements demands innovations across the entire continuum of education and training to enable the workforce and workplaces to adapt to the changes in jobs and skills at pace and scale."

larger ecosystem (including policymakers, educational institutions, employers and unions) collaborate to transform the workforce and workplaces at scale. It has never been more important to collaborate, and we all must contribute to creating a more inclusive ecosystem.

This will require fundamentally different models of public and private sector partnerships driving radically different education models based on lifelong learning as the unifying framework. The dynamic



Aleksandar Subic is based in Australia and participated in the "Accelerating digitalization" conversation July 1.

WATCH THE CONVERSATION



nature of technological advancements demands such innovations across the entire continuum of education and training to enable the workforce and workplaces to adapt to the changes in jobs and skills at pace and scale. This is not only about creating the workforce of the future — but it's also about reskilling and upskilling the existing workforce. We have an obligation and responsibility for now and the future.

This type of transformation requires different leadership approaches. It demands people in leadership roles who are able to tackle complex systems (and create new ecosystems), build coalitions and influence change using effective advocacy tactics, collaborate, catalyze

and empower collective action among others across different domains and sectors. This type of person has been recently described by relevant institutions, such as Harvard University and the World Economic Forum, as "systems leaders." I am convinced that systems leadership is the key to successfully drive Industry 4.0 transformations across sectors and societies.

In Australia, we are exploring different transformational models and initiatives in advanced manufacturing, such as the National Industry 4.0 Testlabs network and industry hubs focused on cyber-physical systems. The two initiatives encompass many principles I have outlined in this article. The project

provides non-competitive supportive environments at universities for partnering with industry clusters and government agencies. The program allows workers, educators and students to explore together Industry 4.0 technologies and processes, learn by doing, and bridge skills gaps through collaboration. Similar constructs are emerging in Europe and the United States, including trans-national alliances of smart factories.

The advanced apprenticeship program in Industry 4.0 that we have developed in Australia in collaboration with Siemens and their supply chain, peak industry bodies, and government demonstrates a new model of education and training for

the future of work based on co-design and co-delivery principles. Universities and industry partners are working together to co-design and co-deliver a program focused on skills for Industry 4.0, including design and operation of cyber-physical systems, creation of digital twins, industrial automation, 3D printing, implementation of Industrial Internet of Things platforms for smart factories, and digital supply chains. Our focus is on translating new knowledge into endurable skills, both functional and cross-functional, in support of the digitalisation needs of industry. I oversee the scaling up of this effort across the national network of Industry 4.0 Testlabs, which will be presented in more detail by the GFCC in their forthcoming video series.

At the heart of the fourth industrial revolution and the information tsunami now gripping humanity, it is “data.” However, the various issues and controversies associated with “data” in recent years (such as those relating to privacy, trust, and security) remind us that digitalization is not only about technology — it’s about people and society. We urgently need better governance of the technologies transforming our world. I have stated before that there is a widening gap in knowledge between those creating and using emerging technologies and those in charge of regulating them. Governance cannot be left to the public sector alone — it is a job for all citizens.

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"The various issues and controversies associated with 'data' in recent years (such as those relating to privacy, trust, and security) remind us that digitalization is not only about technology — it's about people and society."

About the Author

Professor Aleksandar Subic is the Deputy Vice Chancellor & Vice President at RMIT University. He is responsible for leading the STEM College and Digital Innovation in Australia and global partnerships. Professor Subic currently leads the Australian network of Industry 4.0 Testlabs and the committee for future of work, education and training under the Australian Industry Group. He also held notable appointments on Prime Minister's Industry 4.0 Taskforce and national Digital Transformation Expert Panel. His experience includes leading various national and international strategic initiatives and programs in partnership with industry and government.

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Leadership: The new normal demands a different gameplay



Ahmad Tajuddin Ali

Co-Chair, Malaysian Industry-Government Group for High Technology

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Industry: Energy



Nonprofit

It is often said that in times of crisis, true leadership emerges. This unparalleled crisis brought about a new normal that would have taken years to be gradually introduced. We are now forced to assimilate in the shortest of times. Approaching the new normal is similar to the way I approach my golf game. As Bobby Jones said, "Golf is the closest game to the game we call life. You get bad breaks from good shots, you get good breaks from bad shots, but you have to play the ball where it lies."

However, on the golf course, hazards such as water bodies, streams, and bunkers are pre-determined, and players strategize their game accordingly. But not every day will be bright and sunny. In normal circumstances of a casual friendly game, when there is a threat of bad weather, we can call off the game and head to the Clubhouse. In top-class competitions, such as the U.S. Open or The Masters, unless there is a threat of thunder and lightning, the game may proceed with players having to deal with windy and wet conditions!

What has unfolded through the COVID-19 pandemic is the inclement weather in golf. Leaders must grapple with unplanned challenges. Life must go on. The spread of the virus needs to be checked; citizens' welfare and livelihood must be protected; societal well-being and security must be maintained.

It is time to step up and approach the challenges with radically different gameplay, and fast.

"In today's world, we need proactive leadership that anticipates unplanned challenges arising from various scenarios, develops agile strategies to minimize risks, and leverage opportunities."

First, vision is required to improve strategy

From a Malaysian perspective, the nation has been adopting a successful catch-up strategy primarily attributed to visionary leadership at the national level. The policies implemented aimed to elevate Malaysia from a backwater colony into a small developing nation poised for global growth. Although we can be considered a small economy, Malaysia finds its niche by fulfilling the demand for commodities and riding the crest of global growth. With low corruption levels in the 1970s till 1990s, the economy was successfully steered and evolved from agriculture-based into industrial-driven,

and now geared towards a new knowledge-based and technology-intensive economy to generate wealth to fund development initiatives.

Visionary leadership identifies opportunities amidst the crisis to ensure we remain on the fairway of socioeconomic success. Looking ahead is just as important as managing the short-term health and economic ramifications of COVID-19. Sustainable development goals, shared prosperity, resiliency, and self-sufficiency are the common nuances in Malaysia's transformational approach to the new normal.

Second, be mentally and physically ready to take the shot

In recent years, Malaysia's development appears to be rough, with inefficiencies at different levels being our stumbling block. The world today demands SHAPED leaders: Sincere, Humble, Approachable, Proactive, Ethical and Diligent.

Sincere leadership

As society becomes more digitized, the need for human connections become even more precious. With many countries implementing stay-at-home orders and physical distancing, sincere leaders that empathize with the well-being of those around them can create loyal followership. Sincere leadership can enthrust others to sacrifice for the greater good. For example, the Japan model, where their systemic sincere

mindfulness of others was able to keep infections at a lower rate, even without strict enforcement of the law.

Humble leadership

With the consistent increase in the wealth gap, inequalities among the social strata are becoming more evident. While the virus knows no borders, race, gender, or wealth status, social media has unravelled the different treatment of COVID-19 among various economic groups. Leaders and those in wealth that have flaunted their privileged class are now being brought down to earth by the power of the people. On the other hand, humble leaders have seen their approval ratings soar amidst their approach in dealing with the crisis.

Approachable leadership

Today's most effective leaders who can manage multigenerational individuals are those who create a safe environment where everyone has a sense of belonging and will strive towards a shared vision. Long gone are the days where the boss is propped on a pedestal to be feared and admired. Today, an approachable leader that is relatable garners more support, particularly from the younger generation, by emphasizing a flat hierarchy and a meaningful purpose in life.

Proactive leadership

In today's world, we need proactive leadership that anticipates unplanned challenges arising from various scenarios, develops agile strategies to minimize risks, and leverages opportunities. Wild-card scenarios and black swan events like pandemics, natural disasters, wars,

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"As technology advancements blur the distinction between the cyber and physical worlds and automation increases, ethical conundrums will rise. While humans toe the line on challenging science and playing God, leaders answering ethical questions need to be guided by the goal of creating the most value for society."

and commodity dumping are low probability but highly impactful events that are occurring more frequently and have changed the way we do business and govern nations. While most are aware of the impending economic downturn and possible extended recession, how



Ahmad Tajuddin Ali is based in Malaysia and participated in the "Local realities: looking East" conversation June 3.

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many leaders have developed agile strategies to face this impending doom and gloom?

Ethical leadership

As technology advancements blur the distinction between the cyber and physical worlds and automation increases, ethical conundrums will rise. While humans toe the line on challenging science and playing God, leaders answering ethical questions need to be guided by the goal of creating the most value for society. In the age of accountability and transparency, ethical leadership in creating value and delivery of results are often in the limelight. Today, it is no longer acceptable to be in the grey, but

there is now increasing pressure to draw distinctive lines distinguishing what is right and wrong.

Diligent leadership

Which is more important, "doing things right" or "doing the right things"? Neither. Today, it is about doing the right things right. Leaders and those around them are now expected to work even harder in the face of challenges and restrictive conditions. The pressure for leaders today is to do well and, when in the face of failure, be accountable and able to quickly learn and bounce back from failure, turning it into quick wins. The new normal sees an increasing need for diligent leaders who work tirelessly towards the greater good without expecting personal gains.

Third, execution: A smooth power swing

While leaders might envision strategies in approaching the new normal, it is another matter altogether to execute with the desired impact. With numerous new strategies and initiatives devised for the unplanned changes impacting the way we live, work, learn, and play, there is a need for effective implementation of these strategies. Leadership at every level is needed to start right and ensure our trajectory towards a shared purpose.

Lastly, committing to the follow through

Not only is the management of resources crucial, but it ensures performance and accountability in the long term. There are no short-term wins if they eventually costs us the war. Socioeconomic development towards nation and brand building is not a sprint, but a marathon. That is even more evident in this Great Reset that will test our resilience in the face of unplanned challenges and uncharted hazards.

No nation, corporation, business, society, family, or individual has been spared. For nations, the priority is ensuring the health and safety of its citizens while balancing economic growth. For corporations and businesses, it is to protect the jobs of its employees and ensure revenue growth and profits. For society, it is about social distancing and being mindful about others. For families and individuals, it is about keeping your loved ones safe and ensuring their needs are met.

As leaders, we must deal with these unplanned challenges head-on: We cannot just stop and wait for it to blow over.

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"As society becomes more digitized, the need for human connections become even more precious. With many countries implementing stay-at-home orders and physical distancing, sincere leaders that empathize with the well-being of those around them can create loyal followership."

About the Author

Ahmad Tajuddin Ali is the Joint-Chairman of MIGHT and Chairman of Linde Holdings Malaysia. His career span includes scientific research, academia, industry and government. He holds experience in public and private sectors, including President of Academy of Sciences, Malaysia, (2011-2017), Executive Chairman of the national power utility company, Tenaga Nasional (1996-2000), Director General of Standards and Industrial Research Institute of Malaysia, SIRIM (1989-1996), Chairman of UEM Group Berhad (2007-2017). Currently, he is also the Chairman of SIRIM, Chairman of Universiti Teknikal Malaysia Melaka (UTeM) and the Pro-Chancellor of Universiti Tenaga Nasional (UNITEN).

NOW. BRIDGE. REBOOT.

COVID-19: Leadership at the intersection of disruption and change



Deborah L. Wince-Smith
President, Council on Competitiveness
(United States)

GFCC



President

SECTOR



Nonprofit

In one of COVID-19's most dramatic effects, in March 2020, offices around the world were shuttered and hundreds of millions of workers transitioned to telework. It was an organizational shift without precedent. For example, in the United States, prior to the pandemic, 21 million wage and salary workers, about 15 percent of the U.S. workforce, worked at least one day per week at home.¹ By May 2020, half the U.S. workforce was working from home.² With 90 percent of the U.S. population under stay-at-home orders, without this shift to telework, the U.S. economy would have collapsed.

During this massive disruption, leaders have faced a triple challenge: responding to an unfolding crisis, maintaining operations, and managing rapid organizational change.

The Disruption of Work

Long-honed patterns of work have been disrupted; they are being recreated rapidly, and challenges are emerging:

Communications: With workers dispersed, patterns of communication are changing to maintain performance in the disrupted environment. We are having more meetings—virtually—and bigger meetings. In a study of more than three million users of digital communications in

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"Setting formal goals, establishing a communications routine, and a strong focus on results are now leadership essentials."

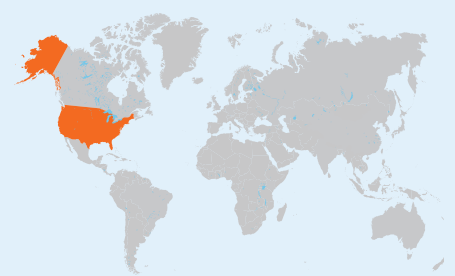
16 metropolitan areas around the world, compared to pre-COVID lockdown levels, both meetings per person and number of attendees per meeting have increased an average of about 13 percent, but average meeting length has decreased by about 20 percent. We are sending co-workers more emails, up an average of about five percent, and individual emails have more addressees.³

More frequent meetings and more people in the loop are likely needed to coordinate and rapidly reconstruct work processes for a virtual operation. But, as the scale and scope of virtual work has expanded dramatically, the challenges of distance and non-physical presence are amplified. For example, communication in real-time

¹ Table 3. Workers Who Worked at Home and How Often they Worked Exclusively at Home by Selected Characteristics, Averages for the Period 2017-2018, Economic News Release on Job Flexibilities and Work Schedules—2017-2018, Bureau of Labor Statistics, September 24, 2019.

² COVID-19 and Remote Work: An Early Look at U.S. Data, Erik Brynjolfsson, John J. Horton, Adam Ozimek, Daniel Rock, Garima Sharma, Hon-Yi TuTe, NBER Working Paper No. 27344, June 2020.

³ Collaborating During Coronavirus: The Impact of COVID-19 on the Nature of Work, Evan DeFilippis, Stephen Impink, Madison Singell, Jeffrey Polzer, Raffaella Sadun, NBER Working Paper No. 27612, July 2020.



Deborah L. Wince-Smith is based in the United States and co-hosted all eight "Now. Bridge. Reboot." discussions.

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is harder, scheduling more complex, and the physical cues that influence discussion and worker interactions are not easy to see.

Management Control and Work Team

Leadership: With employees working remotely, managerial sight and control are severely diminished. Moreover, the increased asynchrony of work performed virtually by a scattered remote workforce can make the functioning of teams more challenging. Setting formal goals, establishing a communications routine, and a strong focus on results are now leadership essentials.

On-boarding new employees may be more challenging in the virtual workplace. For example, new employees do not have physical proximity to supervisors or seasoned employees who can help them "learn the ropes." Assigning virtual mentors could help.

Work-Life Balance: In the study of workers in 16 metros, the length of the average workday has increased by eight percent or about 48 minutes, partly due to more emails being sent after business hours.⁴ Without coming to and leaving an employer work site, work time boundaries are blurring. Also, while working virtually from home, many employees are exercising work time flexibility, either by

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⁴ Collaborating During Coronavirus: The Impact of COVID-19 on the Nature of Work, Evan DeFilippis, Stephen Impink, Madison Singell, Jeffrey Polzer, Raffaella Sadun, NBER Working Paper No. 27612, July 2020.

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 "COVID-19 has created an unprecedented opportunity for leaders and organizations to learn how to build more resilient operations and manage rapid change, and apply what is learned to become stronger, more agile, and, ultimately, more competitive in the turbulent environment ahead."

choice or need, for example, attending to children whose schools have closed and gone online, further blurring the distinctions between home life and work life.

Social Capital: Some remote workers are now reporting a sense of isolation. And, while some workers happily work alone

crunching numbers and writing reports, others experience the physical workplace as an important center of social interaction. Employees build "social capital" in physical organizations by both formal and informal means, such as working on team projects, small talk around the water cooler, and impromptu chats with co-workers and managers. Sharing work-related and personal information during these interactions also builds trust within and the identity of teams.

Managers can find new ways to help employees build social capital and forge relationships, strengthen team bonding, and promote information sharing by creating a sort of "virtual proximity" through message boards, virtual brownbag luncheons, shared development activities, or friendly team competitions. Some employees are organizing virtual happy hours. Technology developers are already at work with creative ideas, for example, new visualizations of the disbursed workforce, communications tools that virtually mimic physical office chatter, and virtual reality meeting rooms.

IT Systems, Equipment, and Cyber

Security: As physical workplaces shut down, companies scrambled to deploy technology and software to support teleworkers and interact with customers virtually. Sales of digital work tools and virtual meeting platforms increased by the millions. In the United States, by April, network traffic had increased dramatically—up 30-60 percent depending

on location and provider.⁵ IT support personnel have become even more essential.

In this vast forced expansion of telework, many workers have been able to retreat to home offices. But others have experienced challenges, working from kitchen counters and dining room tables, sofas, beds, and basements. Many workers lacked printers at home. Some files have not been digitized and cannot be accessed remotely. The lack of broadband in rural areas is a problem, and many workers lack the internet capacity and speed to work effectively or adequately support their participation in virtual meetings—a challenge that government and business leaders must address to ensure more resilient organizations, operations, and economies.

The COVID-19 crisis and vast expansion of telework opened the doors wider to cyber criminals, and malicious cyber activity is on the rise. The U.S. Department of Homeland Security and the United Kingdom's National Cyber Security Centre warned that threat groups and cyber-criminals are targeting individuals and enterprises of all sizes. Increased use of potentially vulnerable virtual private networks and digital work tools amplify the threat. They have detected growing use of COVID-19-related themes in phishing emails, and increased attempts to exploit communications platforms such as Zoom and Microsoft Teams, including hijacking teleconferences and online

5 Global Internet Traffic Spiking? Add Bandwidth with Cisco's Flexible Consumption Model, Cisco, April 7, 2020.

classrooms. It is essential that managers focus on protecting their digital networks and tools, and ensuring remote workers understand the risks and practice good cyber hygiene.

A Time for Learning

COVID-19 will not be the last major disruption organizations face. In addition to disruptive technological change, there are numerous potential operational risks, such as extreme weather, natural disasters, cyberattack, transportation strikes, civil unrest, another pandemic, and more. COVID-19 has created an unprecedented opportunity for leaders and organizations to learn how to build more resilient operations and manage rapid change, and apply what is learned to become stronger, more agile, and, ultimately, more competitive in the turbulent environment ahead.

About the Author

Deborah L. Wince-Smith is the President of the Global Federation of Competitiveness Councils, and President & CEO of the Council on Competitiveness — a leadership coalition of CEOs, university presidents, labor leaders, and national laboratory directors. She was the first U.S. Senate confirmed Assistant Secretary of Commerce for Technology Policy, and Assistant Director for International Affairs in the White House Office of Science and Technology Policy.

She serves on the Advisory Committees of UNICEF and Delphi Economic Forum, on the Council of Japan's Science and Technology in Society Forum, as Commissioner of the Commission on the Theft of American Intellectual Property, and Chair of the Board of Trustees of the American College of Greece. Previously, she served on the Advisory Committee of the EXIM Bank, U.S. Secretary of State's Committee on International Economic Policy, Board of Governors of Argonne National Laboratory, and as Chair of the World Economic Forum's Global Agenda Council on Competitiveness.

Deborah graduated magna cum laude from Vassar College and earned a Master's Degree in Classical Archaeology from King's College, Cambridge University. She has been awarded Honorary Doctorates from Michigan State University, University of Toledo, Queens University Belfast, Worcester Polytechnic Institute, and University of South Carolina.

NOW. BRIDGE. REBOOT.

Building back better in post COVID-19 Africa



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GFCC



Distinguished Fellow

SECTOR



Government

The COVID-19 pandemic has stressed economies and shifted livelihoods worldwide. While the lasting impact of the pandemic is still unknown, one thing remains clear: The worst impact will be felt by poorer countries with vulnerable populations. As countries chart a way forward towards building back better, significant challenges remain.

African countries that relied heavily on commodity exports have seen their prices dropped due to lockdown measures in their main trading partners: China, Europe, and the United States. Falling oil prices also compromised a relevant revenue source, which accounts for 7.4 percent of Africa's GDP. Remittances that represent 10 percent of the continent's GDP also dried up. Nevertheless, the unlikely disruptive scenario also created an opportunity to reflect deeply and make the necessary changes to foster a better future for the African people.

The pandemic can be a fruitful occasion to deploy a transformation project for the continent. Building back better must involve a coordinated action with multiple stakeholders to tackle the challenges halting economic competitiveness and innovation. Three intertwined factors are at the forefront of shaping Africa's future: Demographic transition, rapid urbanization and expanding access to electrification and clean cooking.

Megatrends shaping Africa's future

Africa is going through an accelerated demographic change. Estimates predict the total population to double by 2050, adding 1 billion people to the continent. The growth rate is higher than in Asia and South America. The continent is also home to the youngest population in the world. The average age is 19 years old, and 77 percent of the population is under 35.

The demographic transition connects to a second megatrend: Africa has the fastest urban growth rate globally. Most of the youth is moving to cities seeking jobs and better opportunities. Between now and 2035, an additional 380 million persons will be living in urban areas. It is an alarming and stark situation, primarily because rapid urbanization occurs before the development and implementation of industrialization strategies.

If African leaders do not take effective measures, the combination of fast urbanization and population growth will turn into a time bomb. The risks of not acting now are high, and could unfold as unemployment, housing and food insecurity, and lack of healthcare facilities. It is urgent to speed up structural changes to secure jobs for the youth. One way is improving economic diversification by investing in manufacturing and trade in high-value products.

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 "Africa's leadership must be open to learning from and exchange information with other countries on policymaking and development programs. Nations in Southeast Asia, such as Vietnam and Cambodia, have been through a rapid transformation investing in industrialization, while also becoming food sufficient."

Efforts towards achieving Sustainable Development Goal (SDG) 7 – "affordable, reliable, sustainable and modern energy for all" – by 2030 must remain a tough priority for Africa. Reports estimate that there are still 595 million people living without electricity in Sub-Saharan countries, representing more than two-thirds of the global total. Four billion people around the world still lack access to clean, efficient, safe, reliable, and affordable cooking, according to the State of Access to Modern Energy Cooking Services. Access to modern cooking services in Sub-Saharan Africa is estimated at only 10 percent; about 900 million people still lacking access.

In rural areas, most health clinics do not have access to electricity, clean water, and proper sanitation, which impose further challenges to the fight against COVID-19. Lack of access to clean cooking solutions exposes women and children to toxic household air pollution, a health hazard that contributes to more than 4 million deaths every year from noncommunicable diseases and pneumonia. Lack of access to clean cooking solutions force women to spend most of their time on household tasks, such as gathering fuels and cooking, which in turn limits their time for other productive activities.

The energy transition is also crucial to unleash the potential of other economic sectors, such as agribusiness, mining, construction, and digital businesses. There is favorable circumstance for boosting power from renewable sources, such as solar and wind.

Recovery post COVID-19

Building back better requires a coordinated strategy among business, politicians, policymakers, and civil society to tackle the challenges ahead. Few actions among many to consider for a successful recovery includes:

Learn from other countries' development programs

Africa's leadership must be open to learning from and exchanging information with other countries on policymaking and development programs. Nations in Southeast Asia, such as Vietnam and Cambodia, have been through a rapid transformation investing in industrialization, while also becoming food sufficient. There are also countries within Africa that have made significant progress in increasing the electrification rate. African leaders must use these examples to learn and investigate public policies from abroad to ameliorate living standards in their countries.

Embrace integration

African leaders must re-think their national electrification strategies. This is critical to ensure they do not lose the focus on closing the gaps in electrification that the continent continues to suffer from. Using integrated strategies will allow for opportunities to close the energy gap, particularly in rural areas.

Enabling environment

Very often, African countries lag their Asian counterparts in providing a supportive policy environment. This is critical for attracting investments in the energy sector. However, there is a need to remove fossil fuel subsidies and instead subsidize clean energy services for the poor.

Commit to climate resilience

Climate change poses a threat to the African people and the continent's economy. Floods, extreme weather, and droughts are already a reality. Particularly, floods have a negative impact on the limited infrastructure available, destroying roads and homes. Food insecurity is also a serious concern. We must take effective measures to preserve crops and livestock from climate shocks. My country, Sierra Leone, in particular, holds only 10 percent of forest cover, and we continue to allow deforestation. We still do not have a clear public policy to commit to climate resilience.

Find creative ways to leapfrog through innovation

African leaders must tackle innovative ideas to advance the continent's biggest challenges. Africa has the potential to produce components to supply the manufacture of technological devices, given that the continent holds the largest manganese and platinum metal reserves globally. The first is a mineral required for lithium battery production, and the second is a metal used in the hydrogen economy. Countries in Africa can become a hub for producing components that the rest of the world will need to transition to the future economy.

Take advantage of digitalization

Digitalization can transform people's lives and raise standards of living. According to the IMF, expanding internet access in sub-Saharan Africa to an added 10 percent of the population could increase GDP growth 1 to 4 points. The continent is also home to the world's youngest population. We can train African youth to be future innovators, investing in teaching digital skills and developing tech hubs. Africa leadership in mobile money transactions demonstrates the potential for digitalization in the continent.

Fight corruption and improve government transparency

Good governance is crucial for socio-economic development. In Africa, corruption is one of the main obstacles to the continent's transformation. It is imperative to improve transparency across government institutions, while also holding the private sector accountable by strengthening fiscal controls.

To recover better, therefore, we must ensure that the gains in energy access and the transition are safeguarded and build markets for clean cooking solutions, even in the middle of a pandemic. It is important that African finance ministers support their colleague energy ministers in

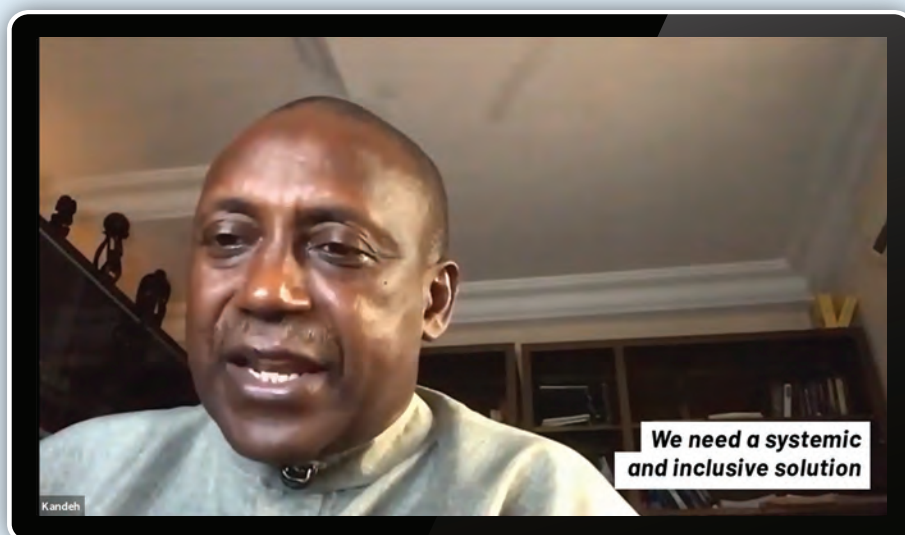
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"The pandemic can be a fruitful occasion to deploy a transformation project for the continent. Building back better must involve a coordinated action with multiple stakeholders to tackle the challenges halting economic competitiveness and innovation."

ensuring that SDG 7 is achieved in Africa. Otherwise, today's decision will undoubtedly affect Africa's ability to recover better post the COVID-19 pandemic.

About the Author

Kandeh Yumkella had an extensive career at the United Nations. Most recently, he served as Special Representative of the UN Secretary-General and Chief Executive for the Sustainable Energy for All (SE4All) Initiative. Dr. Yumkella worked to mobilize action toward a sustainable energy future and accelerate the implementation of the Secretary-General's initiative, as well as engaging with the leadership of relevant stakeholders in government, businesses, academia and civil society at the highest level to advocate for and promote sustainable energy for all. Dr. Yumkella previously served as Director General of United Nations Industrial Development (UNIDO) for two four-year terms.



Kandeh Yumkella is based in Sierra Leone and participated in the "Bridging crisis and future prosperity" conversation May 6.

WATCH THE CONVERSATION



It is time to learn and reconnect

Leadership was a recurring and essential topic during the GFCC Now. Bridge. Reboot. conversation series. We invited participants to use their experiences to reflect on the COVID-19 health and economic crises, and design ways to accelerate the future economy. The authors shared examples and insights from their countries and organizations, citing government programs, business initiatives, and public-private partnerships.

Although we had not planned for this in the series' conceptualization, we have been able to identify two overarching perspectives across the 8 dialogues: authors have either drawn on examples of how to lead during a crisis, or they have shared on what leaders should focus their attention.

The invitation we sent to authors opened the room for them to focus on several topics: resiliency, government administration, sustainability, infrastructure etc. But what are the key takeaways? What are the main themes that have emerged? What can or should we do as leaders of organizations and nations across the globe to better navigate the current

situation and cross the chasm? The following summary captures the main ideas shared in this book.

The how – attributes that leaders must display

Real leaders are defined by a series of traits, like honesty, integrity, the capability and capacity to communicate, confidence, accountability, empathy, resiliency, etc. These characteristics are even more important in turbulent times. But some leadership traits have gained importance during the COVID-19 pandemic, and a few can even be considered "new."

Empathy

People are suffering and feel vulnerable. More than two million people around the world have died from COVID-19, tens of millions have lost their jobs worldwide, and families and communities are in distress. Empathy is much needed, and organizations and nations can only properly function if and when leaders recognize and address their teams and citizens' concerns and needs. Compassionate leadership is fundamental in moments of hardship, and focusing on people and society is a condition for leaders to achieve results. The message is clear: people come first.

Trust

The pandemic has shown the relevance of guiding values and principles when the terrain is uncertain, and the path for a decision is not clear. COVID-19 demonstrated the need for building trust and resiliency in organizations, communities,

cities, and nations. But leaders must earn trust. Building trust is a process that involves credibility, transparency, accountability, and integrity. In a time of uncertainty and fear, it is paramount to communicate clearly and frequently with stakeholders. The rationale for decisions, the values and principles behind them, and the hypothesis assumed when making those need to be repeatedly informed, communicated, and stressed. Transparency on the issues at stake, the options, the risks, and even the things we don't know are essential to build trust. Leaders and organizations that fail the transparency test will not be able to build trust.

Speed

Leaders are increasingly required to act quickly and decisively — more than that, they ought to develop a speed-oriented mindset in today's world, marked by technology growth and acceleration. The pandemic has sharply accentuated that. Countries and organizations that took action swiftly were better positioned to respond to the challenges arising from COVID-19. Speed was critical for containment and will be essential to build back better. The current crisis has stressed the importance of speed as a key leadership attribute.

Autonomy

The long-established notion of leadership based on the assumption that organizations operate through fixed hierarchies has failed the 21st century challenges. Although many templates for autonomous organizations have emerged over the years, they are not mainstream

yet. But the shift toward more decentralized models is gaining momentum with the pandemic. Accelerated digitalization has shown that solutions and responses autonomously developed and implemented by communities and local teams can be effective and even quicker than those centrally planned. Leadership is increasingly about navigating distributed networks, energizing, and empowering people, rather than solely exercising command-and-control. Leaders need to learn how to nudge and mobilize distributed resources and increasingly autonomous teams.

Openness

Complex situations, such as a global pandemic, can only be adequately addressed by engaging different sectors of society, different types of stakeholders, and perspectives. Connections and rapport across industries and groups in society need to be built and nurtured. The capacity to do that is essential for leaders. At the organization level, diversity creates value and boosts resiliency. Leaders are called to work with diverse groups of individuals and segments of society to create the frameworks and open the spaces that will allow different voices to be heard.

Imagination

In a world in transformation, one in which we need to fix and change many things, leaders are called to re-imagine business, governance, and human systems

— and empower people in their teams and networks to do the same. Leadership moves away from management and requires more transformative thinking. Leaders are expected to envision, design, and endeavor the implementation of new solutions. They need to display a combination of imagination, engagement, and execution competencies.

The what — topics on which leaders should focus their attention and action

The pandemic has hit the world in waves, and it could be seen somehow as a preparation for future crises. If only we could take notes and learn from the devastating effects of COVID-19, as GFCC Chairman Charles O. Holliday, Jr., foreshadowed back in May 2020 during the Now. Bridge. Reboot inaugural conversation. The COVID-19 crisis has accelerated trends, highlighted gaps, and shown a spotlight on new topics around which leaders should focus attention and action. Here are some of the key themes underlined in the papers.

Resiliency

The COVID-19 pandemic is not a black swan. Several experts and organizations — including GFCC members — have alerted the global community over time about the risks of a possible pandemic, and stressed the need to mitigate that

and develop the capacity to recover from adverse situations and disruptions. Nations, cities, and organizations need to focus on resiliency, and the message is now crystal clear. The frequency and severity of pandemics and epidemics¹ and other disruptions, such as extreme climate events,² are increasing and further underscore the importance of resiliency. Technology's growth — and the acceleration of economic and social transformations from this growth — compounds the scenario: the rise and death of industries, the reduction of companies' lifespans, the need to constantly upgrade and upskill workforce and local economies.

Sustainability

Pandemics and epidemics are associated with the depletion of natural assets, as the COVID-19 case clearly shows. Most of the emerging infectious diseases are zoonoses, and the great majority of new human pathogens have originated in animals.³ Protecting nature and wildlife is increasingly critical, and leaders must act. It is also clearly established at this point in history that human activities are causing global warming. Meeting the Paris agreement targets for greenhouse gas emissions, accelerating energy transition, and building sustainability by design are increasingly becoming priorities for leaders — they have to be.

¹ https://ipbes.net/sites/default/files/2020-12/IPBES%20Workshop%20on%20Biodiversity%20and%20Pandemics%20Report_0.pdf.

² <https://www.sciencedaily.com/releases/2018/03/180321130859.htm>.

³ <http://www.emro.who.int/fr/about-who/rc61/zoonotic-diseases.html>.

Building a sustainable economy that does not harm the planet poses enormous opportunities for innovation, investment, business, and growth.

Digitalization

Digitalization (the use of digital technologies to change or create new business models, processes, and organizations) received a big push during the pandemic. As noted in some articles, the use of digital technologies across sectors experienced a pronounced increase in 2020, compared to implementation measured in years in the pre-pandemic period. Digitalization has become a mandatory theme for leaders across industries. The development of digital strategies, business, and operational models and, above all, mindsets and skills, are a top priority for all types of organizations. There is a digital skills gap worldwide, and addressing it is also a fundamental issue in leadership agendas.

Global collaboration

The pandemic is a real global challenge that demands global solutions. That is also the case of other threat facing humanity, like climate change and terrorism. The pandemic has stressed the importance of rebuilding multilateral frameworks. Global collaboration can also allow for increasing growth opportunities, particularly in the global South. Asia has been on the rise for decades, and Africa is now the youngest and fastest-growing continent. The two regions, particularly the latter, have young populations eager to engage in the global (digital) economy. The move to leapfrog will require

innovative solutions fit to economic and social realities, with massive demand for training and education. But Asia and Africa also face major institutional challenges. Large swaths of their populations don't have access to food, energy, sanitation, and other essential services. Global stability, economic and business growth and prosperity depend on how the situation in those regions will evolve.

National strategies

COVID-19 has forced nations and leaders to reflect on their capabilities and strategies. Countries that had systematized the learnings from past health crises, and built institutional capacities, were better prepared to deal with the pandemic. Confronted with that reality, nations, cities, and organizations have realized they need to do a better job to institutionalize learning and develop strategic response. The pandemic has amplified another trend: several nations recently have launched new development, growth, innovation, and competitiveness strategies. The development and implementation of national strategies and capabilities will remain an essential topic in the foreseeable future.

Manufacturing

Manufacturing is in the spotlight again. The discipline has re-gained importance due to the recognition that manufacturing capabilities are necessary for innovation and technological growth – manufacturing is increasingly digital, enabled by robotics, data analytics, AI, and advanced materials. The pandemic has stressed another crucial aspect: countries need manufacturing capabilities and capacity to respond, sustain the economy, and guarantee their populations' well-being in moments of disruption. Possessing manufacturing capabilities – to an extent to be determined, based on the possibilities and strategic decisions made in each country – is a matter of national security.

Inclusiveness

The pandemic has highlighted weaknesses in societies and, sadly, amplified social gaps. The poor, women,⁴ and minorities⁵ are disproportionately affected by job losses and imbalances in the provision of (digital) infrastructures and public services. Closing such gaps is essential for social cohesion, sustainability, and prosperity. That is why inclusiveness has emerged as a central topic during the pandemic. Nations that bring more people into consumer markets and more brains into the knowledge economy, mobilizing all demographics, will be more competitive, and unleash value creation.

Change

We are living through an era of change. Analog organizations and business models are clashing with digital ones. The new reality emerging finds new players — corporations and countries — gaining prominence in the global arena. There will be growing risks, old gaps, and social tensions resurfacing the landscape. Leaders need to navigate an increasingly complex array of themes and a more diffuse global scenario. Leaders need to be change-makers and future shapers, instead of merely reacting and going with the flow. Approaches and disciplines such as foresight and future casting, systems thinking and modeling, change management, and agile management are important to navigate a time of change.

Learning enables a better future

As nations and populations worldwide wait for vaccines to be widely available, we continue to learn daily how to navigate the current situation. COVID-19 is a real game-changer. Countries, organizations, and leaders must incorporate the learnings from this experience to build a better (and more resilient) future. Learning is the fundamental enabler for a better future.

The good news is that today's capacity to generate knowledge and create innovative solutions is unique. New research and innovation frameworks have enabled the

development of vaccines for COVID-19 in a record time. Societies need to acknowledge the importance of science and technology, taking steps to advance research and innovation capabilities worldwide. Evidence-based policymaking is essential for developing growth strategies and mitigate the impacts of disruptive events. Innovation provides the key to a better and more prosperous future.

Societies have a unique economic opportunity to build back better, and leaders need to act purposefully. Building sustainable, resilient, and inclusive economies will not happen by chance; it will require a lot of innovation — and all of us. New tools, models, and opportunities have emerged during the pandemic — the widespread use of digital technologies across sectors is chief among them — and they have an immense potential to boost innovation and productivity. Organizations and leaders need to identify, catalog, analyze and systematize the learnings to reflect on how to leverage them in the future.

Finally, we should not forget that human interactions and spontaneity are essential for our wellbeing and creativity. The lack of laughing, handshakes, hugs and serendipitous meetings may hamper our capacity to create things and innovate in the future. The better-prepared leaders are to cross the chasm and take us into the future, the faster we will reconnect with our humanity and the more well-off we will be.

The attributes and themes highlighted in this book reflect the experiences, insights, and opinions of leaders from more than 20 countries. Ideas and reflections also display several similarities with the *GFCC 2020 Global Competitiveness Principles* — which are available on our website: www.thegfcc.org. The *Principles* mobilized forward thinking from GFCC members and fellows in more than 30 countries, many of whom featured in the Now. Bridge. Reboot. conversation series and this book.

This summary does not exhaust the contemporary leadership agenda, but it provides hints and suggests action points. We hope they can prove useful to you, and we would love to hear your comments and insights. Visit the GFCC website and contact us at info@thegfcc.org.

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