

LEADING TO WIN IN UNCERTAIN TIMES

MEETING THE CHALLENGES TO GROWTH

**GEOFF COLVIN
CONFECÁMARAS
AUGUST 31, 2017**

@GEOFFCOLVIN

A photograph of Donald Trump at a podium, giving a thumbs up. He is wearing a dark suit, white shirt, and red tie. The background consists of several American flags. The text "If anyone had told you..." is overlaid at the bottom in a red, outlined font.

If anyone had told you...

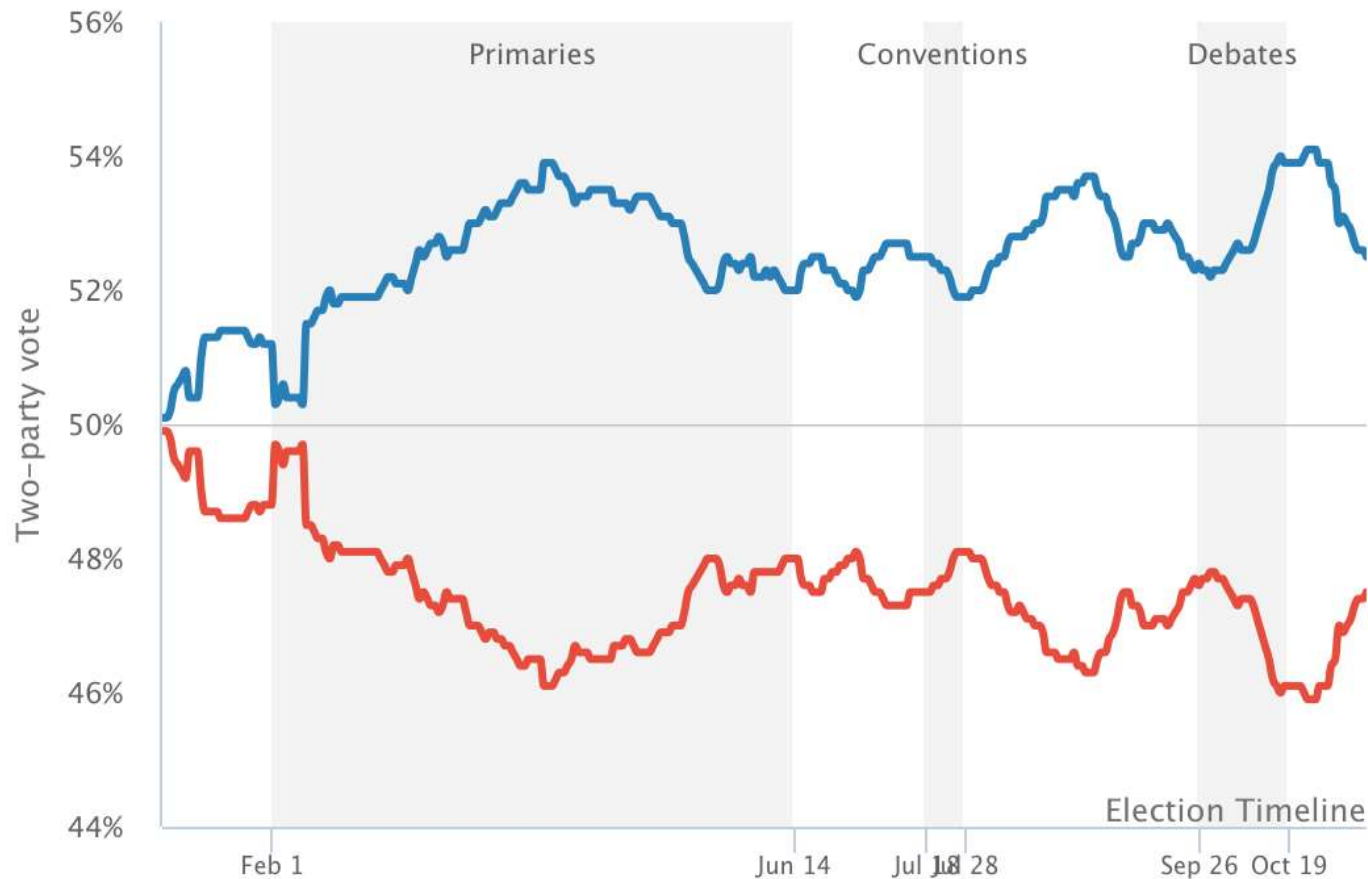
POLLYVOTE POPULAR VOTE FORECAST (TWO-PARTY)

Show uncertainty ▾

☐ Last 30 days

☐ Clinton: 52.5%

☐ Trump: 47.5%



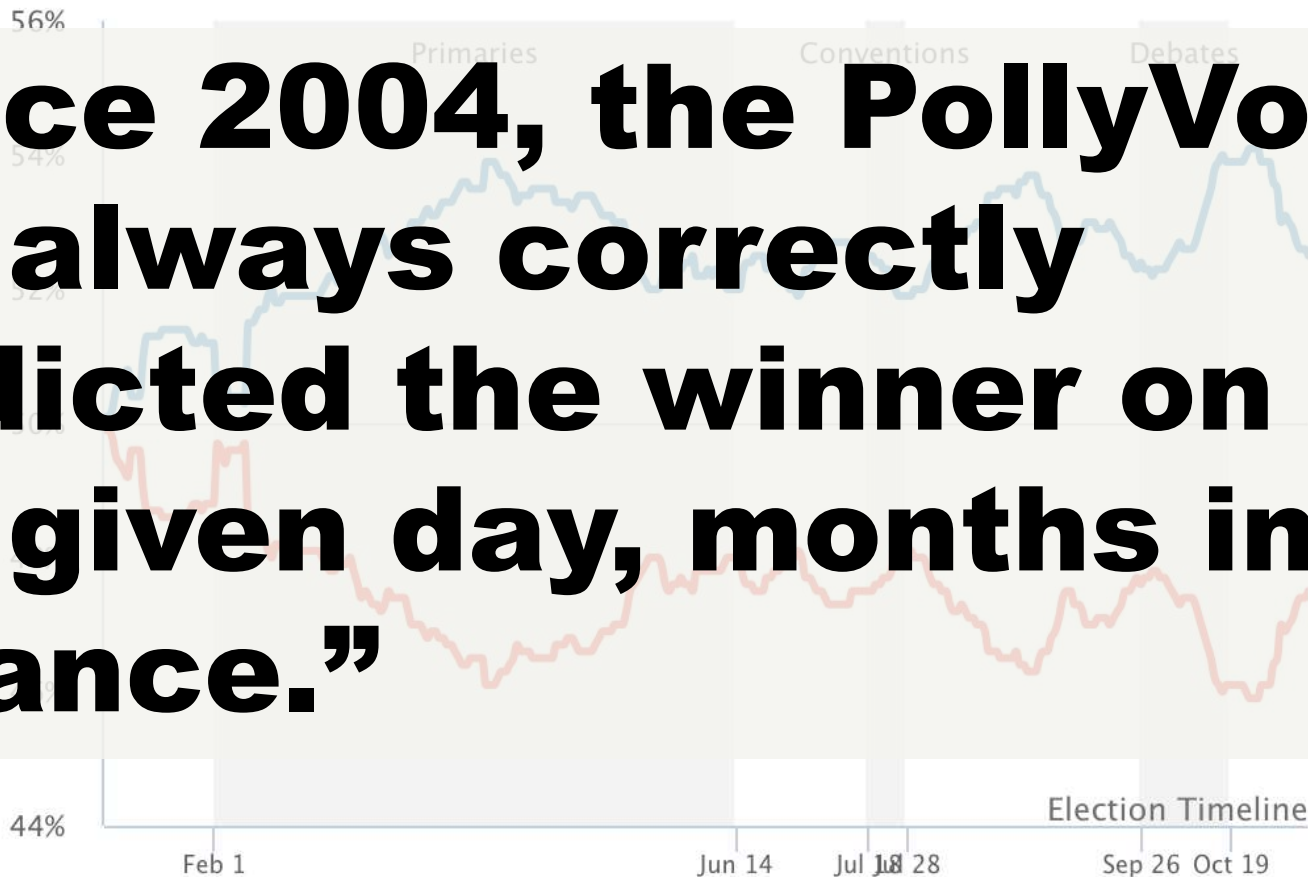
POLLYVOTE POPULAR VOTE FORECAST (TWO-PARTY)

Show uncertainty ▾

☐ Last 30 days ☐

☒ Clinton: 52.5% ☐ Trump: 47.5%

“Since 2004, the PollyVote has always correctly predicted the winner on any given day, months in advance.”



Survey finds Hillary Clinton has 'more than 99% chance' of winning election over Donald Trump

The Princeton Election Consortium found Ms Clinton has a projected 312 electoral votes across the country and only 270 are needed to win

Rachael Revesz New York | [@RachaelRevesz](#) | Saturday 5 November 2016 16:44 GMT | [117 comments](#)

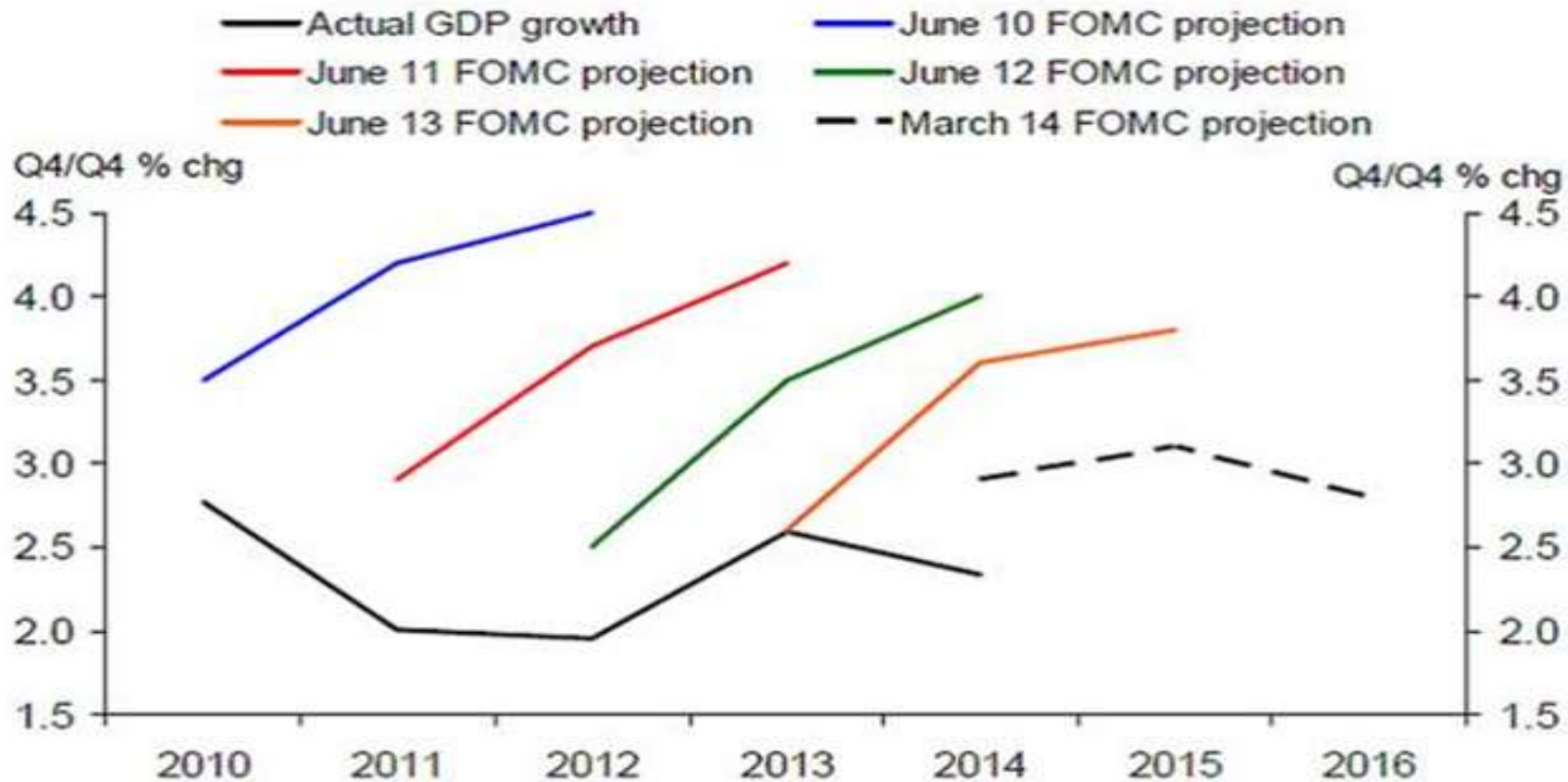


Click to follow
The Independent US

Who imagined...

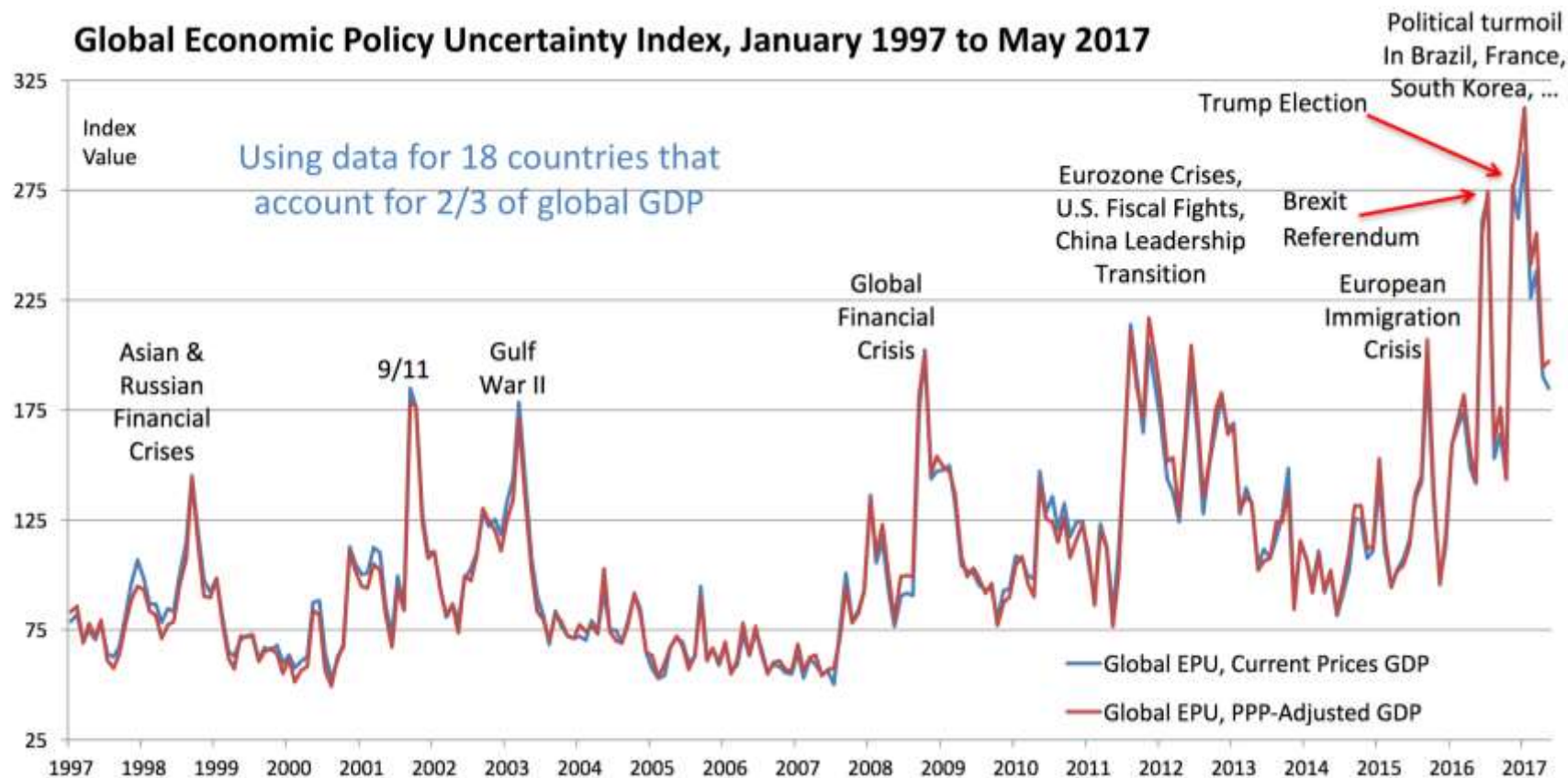


OLD MODELS DON'T WORK



POLICY UNCERTAINTY

Global Economic Policy Uncertainty Index, January 1997 to May 2017



POLICY UNCERTAINTY



POLICY UNCERTAINTY



POLICY UNCERTAINTY



POLICY UNCERTAINTY



POLICY UNCERTAINTY



LESSONS FROM THE BEST BUSINESSES FOR UNCERTAIN TIMES

- **Spend less time forecasting,
more time scenario planning.**

LESSONS FROM THE BEST BUSINESSES FOR UNCERTAIN TIMES

- **Spend less time forecasting,
more time scenario planning.**
- **Make your voice heard.**

LESSONS FROM THE BEST BUSINESSES FOR UNCERTAIN TIMES

- **Spend less time forecasting,
more time scenario planning.**
- **Make your voice heard.**
- **Play offense.**

HOW THE BEST BUSINESS LEADERS ARE RESPONDING

WHAT DO YOU WANT MOST?



WHAT DO YOU WANT MOST?

No. 1 answer: a sustainable competitive advantage

Reasons:

- It seems no competitive advantage is sustainable anymore
- We're in an extremely uncertain environment:
 - Policy uncertainty
 - Global economic uncertainty
 - Growth driver uncertainty

TWO OVERARCHING FACTORS

- **The best infotech tools are table stakes.**
- **The culture is critical – more than ever.**

1. THEY INNOVATE THE BUSINESS MODEL



INNOVATING THE BUSINESS MODEL



2. THEY INTEGRATE ALL PARTS OF THE ENTERPRISE

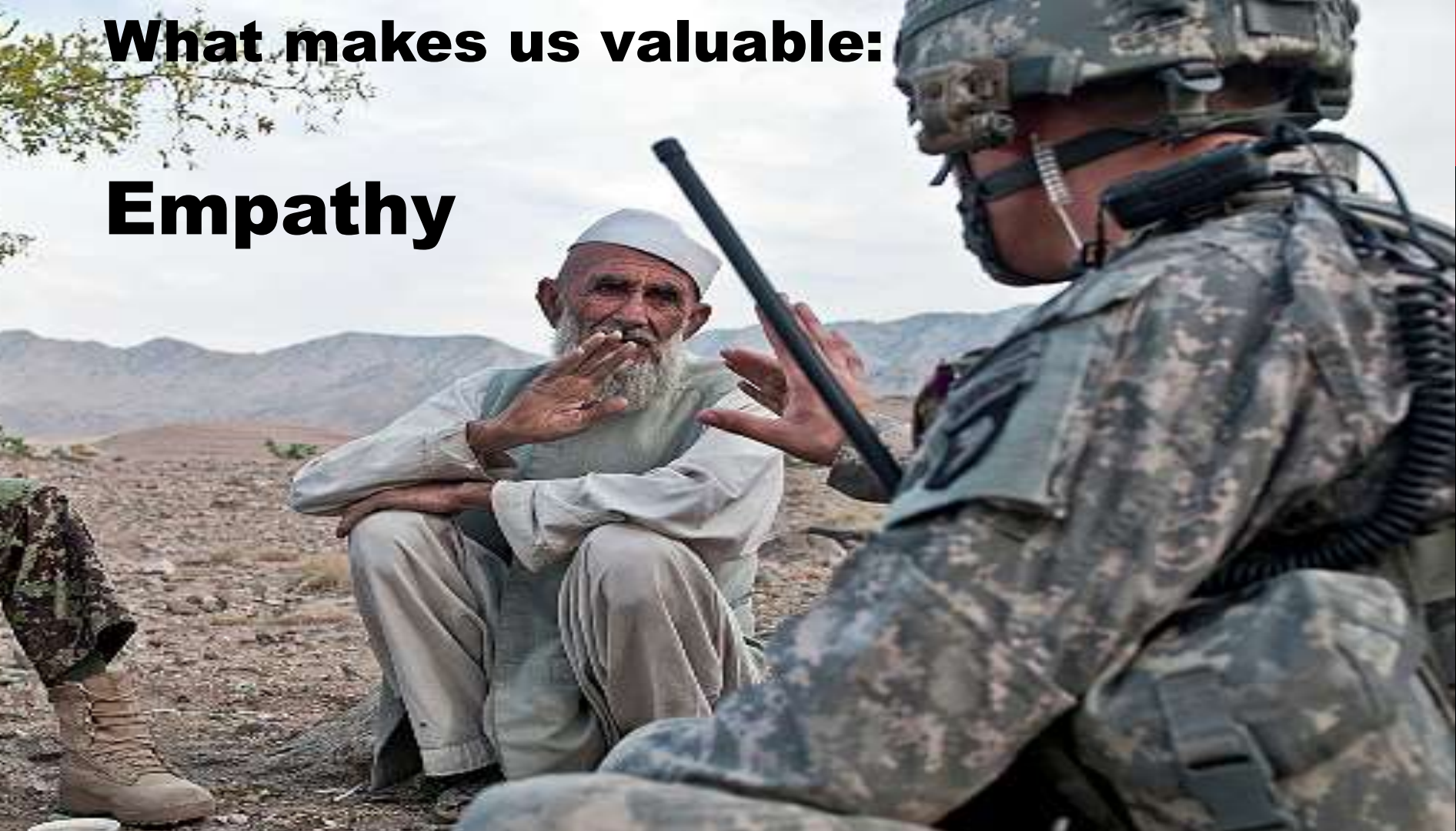


3. THEY BUILD THE NEW HIGH-VALUE SKILLS



What makes us valuable:

Empathy





**What makes
us valuable:
Creative problem-
solving together**

**What makes us
valuable:**

Storytelling



THIS ISN'T JUST THEORY

What major employers most want now:

- **Relationship-building**
- **Co-creativity and brainstorming**
- **Cultural sensitivity**
- **Ability to manage diverse employees**

-source: Oxford Economics

THE DIFFERENCE BETWEEN HIGH-VALUE WORKERS AND LOW-VALUE WORKERS

THE DIFFERENCE BETWEEN HIGH-VALUE WORKERS AND LOW-VALUE WORKERS

**“What I most need now
are people who are
empathetic and
collaborative....”**

-CIO of one of the world's largest retailers

“...I can't have a great IT architect who has to be locked in a room.”



THE NEW HIGH-VALUE SKILLS: ARE THEY SKILLS – OR TRAITS?

THE NEW HIGH-VALUE SKILLS: ARE THEY SKILLS – OR TRAITS?

- They're skills**
- You and your team can (and must) get better at them**
- But how?**

THE NEW HIGH-VALUE SKILLS: ARE THEY SKILLS – OR TRAITS?

Deliberate Practice:

- **Constantly pushes you just beyond your current abilities**
- **Designed just for you**
- **Repeated at high volume**
- **Includes continual feedback**

WHAT GREAT LEADERS DO IN CHALLENGING TIMES

- **Define reality and give hope**

WHAT GREAT LEADERS DO IN CHALLENGING TIMES

- **Define reality and give hope**
- **Stand up and be seen**

WHAT GREAT LEADERS DO IN CHALLENGING TIMES

- **Define reality and give hope**
- **Stand up and be seen**
- **Be decisive – don't lead by consensus in a crisis**

WHAT GREAT LEADERS DO IN CHALLENGING TIMES

- **Define reality and give hope**
- **Stand up and be seen**
- **Be decisive – don't lead by consensus in a crisis**
- **Articulate a higher purpose**

**DOING THESE THINGS
TAKES COURAGE**



HAVE COURAGE!

Talent Is Overrated

What *Really* Separates
World-Class Performers from
Everybody Else



GEOFF COLVIN

Senior Editor at Large, FORTUNE

HUMANS ARE UNDERRATED

WHAT HIGH ACHIEVERS KNOW
THAT BRILLIANT MACHINES NEVER WILL



GEOFF COLVIN

Bestselling Author of **TALENT IS OVERRATED**