



The Leadership We Need Now

Reflections from
21st-Century CEOs



Welcome

For nearly 80 years, the consultants of RHR International have worked with leaders of many of the world's top organizations. This work has always been driven by our passionate belief that leaders shape the world and that the world thrives best when leaders deliver on their enormous responsibilities. Never has this been truer than in today's world. The list of challenges we face is daunting. Among them are the still-reverberating impact of a global pandemic, military aggression, food and energy shortages, climate threats, inflation and economic recession, supply chain disruption, the Great Resignation, social justice and equality issues, political polarization, and culture wars.

In the darkest days, our world often seems to be in a perpetual state of turmoil. The cascading and often interconnected array of challenges we face is formidable. Yet, at the same time, these challenges present opportunities to draw on our collective ingenuity and determination to overcome them and to generate solutions that will enable us to thrive.

RHR's experience has shown us that our greatest teachers are the ones we work with day in, day out. They are our clients, the people at the front line of leading themselves, their teams, and their organizations. So we decided to ask a group of them to examine a very important question: given the challenges facing organizations and the world, what are the most critical qualities people in leadership roles need to meet the challenges of our time?

What follows is a summary of what and how they think, combined with our perspective from working with many leaders over the years. Synthesizing all the input from these leaders and our own research and insights, we are highlighting six key imperatives required of leaders today, punctuated by direct quotes from the leaders we interviewed. We hope this content will resonate, spark a debate, and sow a seed for you as you reflect on your own leadership responsibility.

The world needs your best leadership impact—now.



Paul Winum

Co-Head Board & CEO Services

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Imperative #1

“It starts with purpose. We don’t just move 6.5 billion packages in 220 countries. We move our world forward in ways that matter, and that means not just moving goods but doing good.”

— Carol Tomé, CEO UPS, Board Member Verizon

Lead with other-centered purpose

Leaders need to be in service of their many constituents, not themselves. Leaders need to be clear about their personal leadership purpose and answer the question: to whom and to what are you in service?

Gilles Andrier, CEO of Givaudan, talks about finding purpose: “When millennials were asking me what our purpose as a firm was, I couldn’t articulate it in a crisp and clear way. We spent nine months rethinking our new purpose with a bottom-up approach—connecting with customers, suppliers, employees, and partners to be able to articulate our purpose and build something very strong, which would become our overarching compass.”

We define “leading with other-centered purpose” as a sense of direction or meaning in your business life that is focused on benefiting and serving others. It is a concept that emphasizes a person’s commitment to making a positive impact on the well-being and needs of others rather than solely pursuing personal goals or self-interest.

Find your North Star

The true north for the CEOs with whom we spoke is to selflessly serve constituents with a clear purpose grounded in their values. “The fundamental role of the leader is to have a North Star,” says Sanjiv Ahuja, Chair and CEO Tillman of Global Holdings. “It serves as their guide through the toughest of times. In fact, that’s when it’s most important.” Marcus Schabacker, President and CEO of ECRI, agrees. “You must be guided constantly by the North Star of humanity,” he says. “Being led by a guiding North Star helps leaders maintain focus when times are tough and when seemingly irreconcilable competing challenges present themselves.”

“The biggest challenge for leaders today is to stay focused on what is important to them and the people they lead,” Marcus goes on to emphasize. This can feel challenging when CEOs are expected to have an opinion on issues that weren’t even on their radar 10 years ago. The CEOs we spoke to know the value of demonstrating consistent leadership while acknowledging their role is part of something bigger. “All great visions are set within a very clear set of values,” Sanjiv says, which makes this balancing act a little easier when it comes to taking a stance on the biggest challenges of our time.

“Focus on what matters to you; consider the impact you can have; find your North Star.”

— Marcus Schabacker, President and CEO ECRI



The *why* of any business is so important. Spending time, and I mean proper time, on that subject is critical for leaders today. The answer to your *why* should be able to guide everything you do.”

— Mark Pearson, CEO and President Equitable



Leaders must engage the head and the heart. What sits at the center of that is the *why*—your purpose. People need to connect to it and believe in it.”

— Susan Kropf, Board Member Kroger and Sherwin-Williams, Board Chair Tapestry

Find your purpose

Something that was, perhaps, undervalued prepandemic is the extent to which CEOs can provide one of life’s anchors. “People are looking for anchors more than ever before—things that have consistency and constancy,” says Rose Lee, President and CEO of Cornerstone Building Brands, Board Member of Honeywell, and former Board Member of Crown Holdings. “Our job as leaders is to find those things and encourage more supportive environments because of that.”

“COVID was terrifying for very many people,” Marcus Schabacker says. “But it allowed us to reconnect with our core values, our families, and what really matters.” RHR’s own data supports these opinions.

A recent Corporate Research Forum (CRF) report “Making a Paradigm Shift in Leadership Development,” which included a qualitative study of data collected from 70 companies, shows there is more emphasis on culture, patience, trust, belonging, and inclusion postpandemic. We know from our work that these factors are improved when leaders prioritize a focus on purpose.



Lead by example

How do CEOs ensure purpose, mission, and values are clearly articulated and lived throughout the organization? The most common advice we give leaders is that they need to step up from merely role-modeling the company's values to playing a role in shaping them, i.e., to talk about their values, be a vocal ambassador of them, and hold others accountable to them.

“When we're coaching successors for C-suite roles and we ask leaders about their leadership values, we frequently hear, 'I lead by example,' yet they struggle to articulate what those values are,” says RHR's Dan Russell. Actions are powerful, but when it comes to shared values, so are words. Leaders at the very top of organizations need to articulate their purpose and values and bring them to life through their actions and words.

“Clarity, consistency, and alignment of an organization's goals must be supported by regular communication. You cannot have one without the other.”

— Rose Lee, President and CEO Cornerstone Building Brands,
Board Member Honeywell, former Board Member Crown Holdings



Imperative #2

Be curious with a strong desire to learn from others

Leaders with a fixed mindset cannot grasp and adapt to the complexity and rapidly changing landscape within which they must lead. It's imperative they instill a learning mindset in themselves and in those they lead.

One of the standout quotes from our interview with Seth Bernstein, President and CEO of AllianceBernstein, was when he implored leaders to “revel in the fact you are not the smartest person in the room and understand how important true collaboration is.”

Cultivating a collaborative culture and growth mindset for you and in those you lead builds innovation, creativity, and competitive edge.

“Revel in the fact you are not the smartest person in the room and understand how important true collaboration is.”

— Seth Bernstein, President and CEO
AllianceBernstein

“Too many people in business fall in love with their own opinions too quickly. Be open to everyone’s perspective. Our world, our politics, and business would be all the better for it.”

— Clarence Otis, Former CEO Darden Restaurants, Lead Director Verizon, Director The Travelers Company

Ask and listen

Today’s leaders must use active outreach and engagement to understand the multiple and varied vantage points of their stakeholders. Advice from our CEOs is to challenge assumptions and to adopt a beginner’s mindset. Equally, great leaders actively seek to spend their and their team’s time with people who have a different perspective on the world. Radical collaboration opens minds. “Focus on how you cultivate curiosity,” says Shellye Archambeau, Board Director of Verizon, Okta, Roper Technologies, Catalyst, and Braven. “The broader your team thinks, the more innovative and effective they will be.”


Cultivate a growth mindset

Too many leaders are weighed down by tradition and past practices,” says Mark Pearson, CEO and President of Equitable. This mindset might be hampering performance in many areas of the business, from how talent is selected and assessed to how the business welcomes innovation and learning from mistakes.

Research from RHR’s collaboration with CRF found that a desire to get things done fast, “right-first time,” and at the lowest cost gets in the way of experimentation, iteration, and learning.

The processes and systems that enable rapid execution won’t succeed unless leaders create a culture that encourages and values behaviors related to iteration and experimentation.

“Humility, curiosity, and openness are no longer optional for leaders today,” Mark Pearson says. “They are the very bedrock of modern leadership.” Leaders must consider what team norms are needed to create a growth mindset and spend time talking about the cultural enablers.



“It’s about deserving your opportunity every day as a manager, as a company, and as an industry, and it’s about having a heart for performance, for curiosity, for drive—also, a heart for respect because everything involves people, and that’s what has allowed me to get where we are.”

— Rose Lee, President and CEO Cornerstone Building Brands, Board Member Honeywell, former Board Member Crown Holdings

**“A CEO has to be microscopic
and telescopic.”**

– James Hackett, former CEO Ford, Steelcase

Seek out diverse perspectives

“My clients don’t look like me,” Seth Bernstein says. “Building as diverse a group as possible is key to any form of leadership today. Diversity of thought, background, age, gender, and intelligence is critical.”

RHR’s David Langdon supports this view: “Diverse teams bring new and valuable perspectives to the table. The inability to lead difference can be the undoing of diversity programs and organizations as a whole. As a result, businesses must learn to foster diversity of thought in order to capitalize on the real opportunities within their talent pipelines.”

Diverse perspectives come from many places. “There’s so much I don’t know now,” Mark Pearson says. “Intergenerational diversity really matters. Let go of the things you need to and give those issues to different and younger people to solve.”

Be willing to be wrong

“In a world that is changing so quickly, having a growth mindset is key,” says Clarence Otis, former CEO of Darden Restaurants, Lead Director of Verizon, and Director of The Travelers Company. “How can you know everything? You can’t, so be open, be curious, and be willing to be wrong.” In times of rapid change when the path forward is not clear, a growth mindset is more important than ever.

RHR’s research with the CRF report “Making a Paradigm Shift in Leadership Development” found that creating a culture of learning and innovation is a key area for leaders to develop, but there is often an “attitude gap.” This gap is the space between recognizing the value of experimentation and learning from failure at an intellectual level versus the reality of feeling one’s career will suffer if they are seen to have “failed.”

Innovation requires a higher tolerance for risk than we might see in steady-state operations. This in turn means accepting “the right kind of failure” and being open to learning from it.



We don’t know the answers,
so humility and open-
mindedness are key to
leading organizations today.”

– Joan Lamm-Tennant, Chair Equitable Holdings and
AllianceBernstein Holding, Board Director Element
Fleet and Ambac Group



Instill a learning culture

Instilling a learning culture means cultivating the same sense of lifelong learning and growth at all levels in the organization. “When you are curious, you tend to be more thoughtful and more creative, and you want to understand the *why*,” Shellye Archambeau says. “It makes you a better listener, and it makes the team feel valued.”

Our report with CRF defined what this means for leadership: it requires a leadership style that encourages people to speak up, share ideas, and ask questions. It welcomes challenges to wisdom received, promotes the reporting of mistakes, and displays humility and curiosity. This means people should not be penalized for asking for help or admitting to a mistake, and leaders have to be highly effective at promoting a culture of feedback.

“When you are curious, you tend to be more thoughtful, more creative, and you want to understand the *why*. It makes you a better listener, and it makes the team feel valued.”

— Shellye Archambeau, Board Director Verizon, Okta, Roper Technologies, Catalyst, and Braven



Imperative #3

Develop and communicate a compelling vision and strategy

A great leader articulates a desired state for the future and the path to get there. The leader's vision and how it is communicated must be based on and reflect a deep understanding of all stakeholders in order to garner high levels of followership.

However, it's simply not enough to have a compelling vision and strategy. "Great leaders focus on the way they tell their stories," Seth Bernstein says. "They think deeply about the emotions they want to invoke and how compelling and engaging their vision and strategy need to be in order to be heard." In a world where change is constant and buy-in from stakeholders is essential, storytelling is a way to engender togetherness among disparate groups of people.

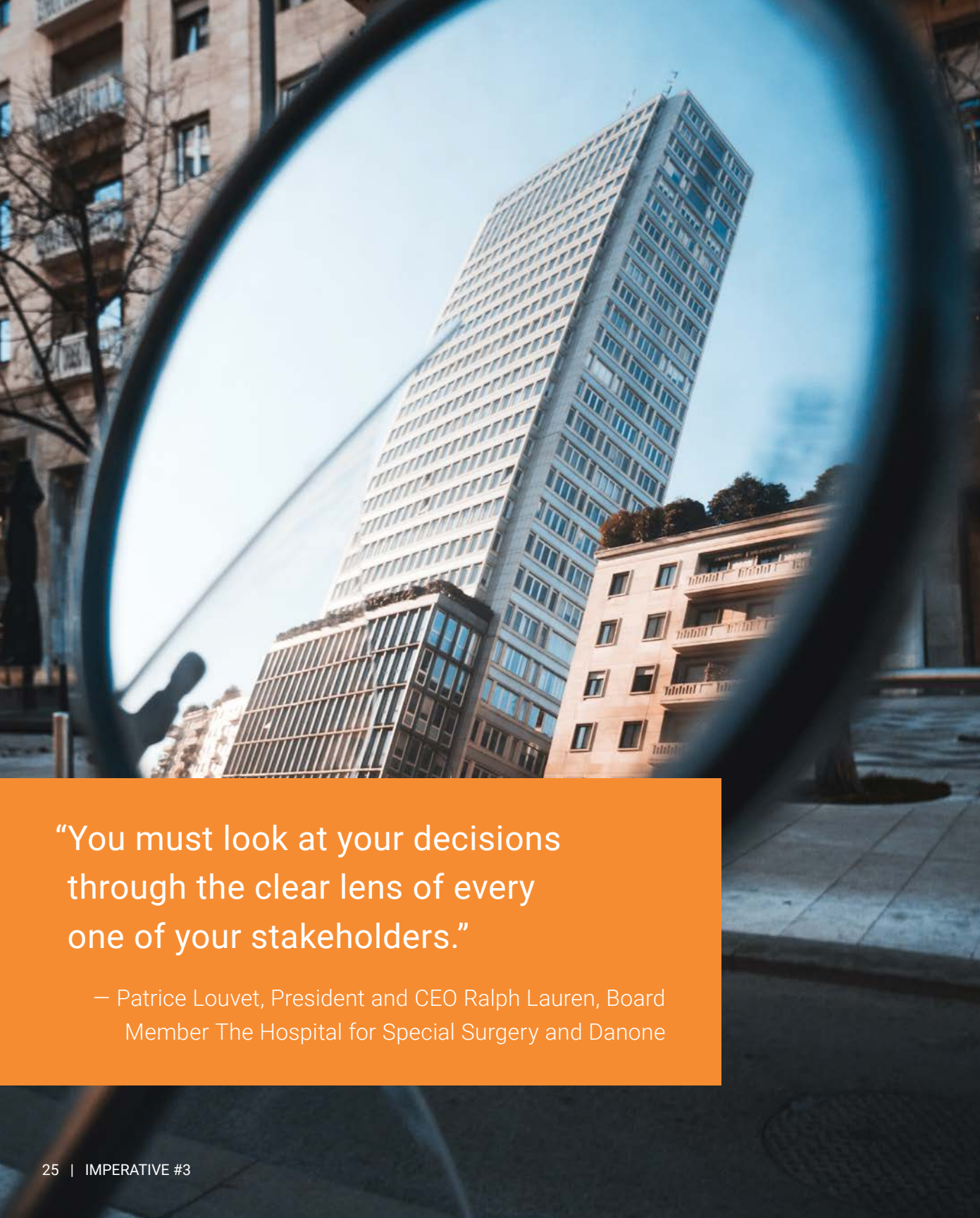
Demonstrate your understanding

“A CEO needs to be truly invested—a believer and ready to engage all the stakeholders,” states Gilles Andrier, CEO of Givaudan. “At the beginning, I was reluctant to communicate too much because I thought the focus should be on the purpose itself. But I realized it is easier to engage and galvanize our organization if we talk about... how we are putting our purpose into action.”



Based on their outreach and market knowledge, leaders need to convey a vision that reflects a deep understanding of their constituents and the ecosystem within which they lead that results in high levels of followership.”

— Seth Bernstein, President and CEO
AllianceBernstein



“You must look at your decisions through the clear lens of every one of your stakeholders.”

— Patrice Louvet, President and CEO Ralph Lauren, Board Member The Hospital for Special Surgery and Danone

Manage stakeholders

The community of stakeholders whom leaders need to actively manage is more diverse than ever. “We have finally woken up to the importance of stakeholder capitalism, not just shareholder capitalism,” Joan Lamm-Tennant says. “Leaders must develop their ability to connect to wider stakeholders. Most don’t do it well.” But those who do have a competitive edge.

“The very best leaders do an exceptional job listening to stakeholders inside and outside,” says Melanie Healey, Board Member of Verizon, Hilton, Kenvue, and PPG Industries. RHR’s Deborah Rubin says this is the part that savvy, interconnected leaders get right. “Particularly when dealing with complex, potentially divisive issues, one helpful practice is getting in front of the frame,” she says. “If you work hard to think about how to frame all of the aspects you are trying to address, then you can cut out the noise and the many barriers that impede progress. Polarization is likely when stakeholders think about and own only a narrow part of the bigger picture.”

“I have seen the move from shareholders to all stakeholders,” states Aida Álvarez, Board Member of HP Inc., Bill.com, Stride, and Fastly; formerly on the Walmart Board of Directors; Head of the U.S. Small Business Administration; and the first Hispanic woman to serve on a U.S. President’s Cabinet. “Great leaders today know they are leading a community, not just a company, and they build their priorities accordingly.”

Imperative #4



Lead collaboratively

Collaborative leadership is one of the keys to the leadership we need now. Having a strong vision and strategy is nothing without the ability to execute it.

In the past, CEOs were often the most knowledgeable and experienced people in their organizations and led from the front. A fitting analogy for today's leaders is the conductor of an orchestra. Given the depth of knowledge in every field of endeavor, they must recruit, align, and lead teams of talented and committed people with deep, relevant subject matter expertise to deliver their vision and strategy together.

“Servant leadership truly matters. Work out very quickly who you are serving. And there’s only one answer to that question—the organization you are leading.”

— Clarence Otis, former CEO Darden Restaurants, Lead Director Verizon, Director The Travelers Company

Lead by example

“Have the courage and ability to persuade in a way that engenders followership,” Melanie Healey says. “Show your team that you do as well as say and demonstrate that you have compassion.” Collaborative leadership promotes innovation, builds trust, increases engagement, enhances problem-solving, and improves communication.

Facilitate to innovate

The leader must be an expert facilitator to leverage the collective knowledge and expertise of the team. “Consider the return on personal capital,” says Carol Tomé, CEO of UPS and Board Member of Verizon. “Remember as a leader that you are here for everybody else, and that means you must be willing to sacrifice.”

“I can’t solve problems at a global level, but I can support the people I interact with,” Marcus Schabacker reiterates. “It’s so important to focus on that. Control only what you can control.”



It’s important that leaders shy away from making the big, bold statements that characterized leadership in recent years. Get the right people together and work it out. Shared experience really matters.”

— Joan Lamm-Tennant, Chair Equitable Holdings and AllianceBernstein Holding, Board Director Element Fleet and Ambac Group

Share power

In terms of leadership, moving from *power over* to *power with* requires a rethink of systems, processes, and how they are interpreted within the culture. Consider:

- How decisions are made
- Who has decision-making power
- How you leverage power
- How power could be shared in a way that allows a team to become more influential within the organization and have impact

“Develop mutual respect by focusing on communication at all levels and know that being willing to listen is not a sign of weakness.”

— Leslie Sarasin, President and CEO
The Food Industry Association

Imperative #5

Adapt with agility and speed

Even a well-developed strategy can quickly become dated given the pace of change in the world. Great leaders have to pivot and change direction in response to new information, new technologies, and competitive forces. Leaders who are slow to adapt can quickly find their organizations lagging.

The pandemic forced seismic changes in how organizations and the world had to operate—putting agility and resilience front and center. “Great leadership revolves around three things: agility, resilience, empathy,” says Patrice Louvet, President and CEO of Ralph Lauren and Board Member of The Hospital for Special Surgery and Danone. Models of leadership have a short shelf life, and complexity is increasing rapidly; therefore, being able to anticipate and adapt will be the most critical capability in a future with accelerating unknowns.

“We have learned in recent years that the punches come from all sides,” Joan Lamm-Tennant says. “So resilience has become a critical trait for outstanding leadership, both psychological and physical resilience.”

Likewise, Seth Bernstein alludes to the speed of change and how to draw on the power of collective thinking to better weather change: “The world is changing so quickly, and so much is happening that comes from places where I have limited exposure. So, finding people with a very different lens on the world helps me make decisions that are holistic and thoughtful.”

Discover the power of *and*

“For me, agility is an overused word in leadership terms,” Rose Lee says. “But when I think of agility, I think of it as being able to hold two competing ideas and work out the solution from them both. The power of *and* has never been more important in negating the increasing polarization of what we read, hear, and watch.”

“The power of paradoxical thinking is the ability to embrace and deal with contradictions or tensions effectively,” says RHR’s Adam Magerman. “This helps leaders expand their view of what is possible, which leads to greater creativity, well-being, and decision-making.” Do you focus on purpose or profit? Are we dedicated leaders or dedicated caregivers? Do you change an individual or change the system?

In a world where leaders are often struggling with the limitless nature of the systemic long-term problems they’re working on, both/*and* thinking can help leaders find a perspective that allows for both seemingly irreconcilable positions to be brought together.



The most critical attribute for a leader today is resilience. And by that, I mean the ability to weather change.”

— Patrice Louvet, President and CEO Ralph Lauren, Board Member of The Hospital for Special Surgery and Danone



You must be adept at looking around corners and identifying potential disruptors. And when those disruptors come, seize the opportunity that comes with disruption. COVID allowed us to serve small- and medium-sized businesses with faster time in transit, and we increased market share for those customers significantly. Sometimes, constraint can present major opportunities.”

— Carol Tomé, CEO UPS, Board Member Verizon

Foster agility

“Great leaders must have the long view because turbulence will always come and go,” Sanjiv Ahuja says. “If you focus on the long-term impact on your customers, your employees, your shareholders, and the community in which you work, wealth creation looks after itself.”

Maintaining the long-term view while adapting and shifting direction requires leaders to:

- Design the organization to maximize contact with the external environment, speed up decision-making, and empower as much as possible employees who are closest to customers.
- Explicitly develop the “lateral” organization to enable collaboration across organizational boundaries and silos—for example, through creating cross-functional teams or networks that enable work to progress rapidly without being slowed down by the need to refer decisions up the chain of command.
- Develop a system-wide capability for rapid execution or change. Having a broad and deep capacity for managing change is a way that organizations stay ahead of their competition.
- Deploy collective processes such as agile project management to create common work methods that speed up action.



Imperative #6

Demonstrate honesty, authenticity, and empathy

Demonstrating honesty, authenticity, and empathy is no longer a nice-to-have. It's the bedrock of modern leadership. People want their leaders to be transparent with facts and decisions in order to generate maximum trust.

“If you build transparent leadership with truly authentic engagement, I've seen it change everything, for a business and for the people in it,” says Susan Kropf, retired Board Member of Kroger and Sherwin-Williams and Board Chair of Tapestry. As RHR's research collaboration with CRF confirmed, today's leaders need to demonstrate empathy, self-awareness, and emotional intelligence. They need to meet individuals where they are, listen, and understand their needs.

This type of leadership is curious and open-minded. Those who lead with humility are comfortable with the discomfort of not knowing everything and are always open to learning. “It's so important to see the person, not just the employee,” Patrice Louvet says. “The younger generation wants leaders who are interested in understanding who they are, and they want to see us building a business they are proud to be part of.”



Authenticity is important. I was the first woman and outsider to lead UPS; people didn't know me; I had to let them know who I was, what my values were, what I stood for, and what my leadership was going to look like.”

— Carol Tomé, CEO UPS, Board Member Verizon

Lead with empathy

“Great leaders today have to demonstrate empathy and intellectual curiosity,” Shellye Archambeau says. In doing so, it's also important to remember empathy and compassion do not mean a compromise on performance. “Empathy can show up in different ways, but it has to compel action,” Shellye adds. “Showing an understanding of the problem is not the same as doing something about it.” Gilles Andrier supports this view: “We are proud of being a very human company, committed to creating for happier and healthier lives and deeply invested in showing our love for nature in everything we do.”

As our research with CRF bore out, leaders need to demonstrate empathy, self-awareness, and emotional intelligence, but not at the expense of performance. Leaders should still set high standards, hold people accountable, and challenge them to reach their potential.

Inclusive, empathetic leadership enables others to do their best work. “One of the keys to great leadership is to be more inclusive in your decision-making and execution,” says Leslie Sarasin, President and CEO of The Food Industry Association. “That also goes hand in hand with kindness and compassion.”

**“Self-belief is your best friend.
Self-interest is your enemy.”**

— Sanjiv Ahuja, Chair and CEO
Tillman Global Holdings



Know yourself

“Self-awareness is key,” Clarence Otis says. “You must understand and be very clear how you show up as a leader. And part of that is understanding what your strengths are as well as your flat spots. Build your team based on the skills you know you don’t have.” Choosing how you show up is a careful balancing act as the line between authentic corporate leadership and personal life blurs.

Leaders need to decide how to show up in a way that is authentic but also responsible and to acknowledge those around them. “Leaders need to take responsibility for their authenticity and take a moment to pause, calibrate, and think about the appropriateness and context of liberties they take,” says RHR’s Stephan Ledain. “Let’s be considerate about who’s in the room, their stake in the discussion, and their comfort level before we speak.” This view is supported by Trevor Russell, retired President and CEO of Infineum. “Awareness of where you are as leader on those dimensions of EQ, IQ, and impact is critical to your ability to find the best team to complement you,” he says.

“Make people feel included, be transparent, listen to their concerns, and recognize people for who they are and their differences.”

— Joan Lamm-Tennant, Chair Equitable Holdings and
AllianceBernstein Holding, Board Director
Element Fleet and Ambac Group

Role-modeling authenticity and empathy

Consistently role-modeling authenticity and empathy can take its toll on leaders. “Leaders need to fill up their tanks across four types of energy: physical, emotional, mental, and spiritual,” says RHR’s David Astorino. “This is particularly important as leaders have to show up with presence, humility, authenticity, and transparency on multiple Zoom calls over the working day. It’s exhausting.”

In terms of what this means for leadership development, RHR’s Cristina Jimenez shares some thoughts and tips on how to role-model humility and compassion:

- Be self-reflective, curious, and observant
- Show vulnerability and model compassion
- Be clear and transparent in your communication
- Be courageous enough to learn, make mistakes, and have difficult conversations
- Be intentional when creating interpersonal connections

“Even if you have EQ and IQ in abundance, can you make things happen? Can you impact the trajectory of your business?”

— Trevor Russell, retired President and CEO Infineum



Acknowledge mistakes

“Our world today often needs organizations to create big shifts in structure and focus,” Aida Álvarez says, and, as a consequence, “we need leaders who think people first. So much of the change agenda involves helping people become comfortable with new ways of thinking and doing.” Leaders need to therefore use their authenticity, empathy, and honesty to bring everyone on the journey with them.

But, at the same time, leaders must acknowledge they too make mistakes. “What do leaders look for from their teams?” Leslie Sarasin asks. “The same as they expect from their leader—tolerance, compassion, and a recognition that there isn’t a leader anywhere on the planet who doesn’t make a mistake.” This supports the views elsewhere from our interviews that the right combination of leadership behaviors is sometimes more important than “being right.”

Cultivate followership

“Maintaining followership” refers to the ability of a leader to retain the support, trust, and loyalty of their followers or subordinates. It involves consistently demonstrating qualities, behaviors, and actions that inspire and motivate others to willingly follow and support their leadership.

When a leader maintains followership, they are effective in engaging and retaining the commitment and allegiance of their followers over time. This can be achieved through effective communication, leading by example, demonstrating integrity, fostering a positive and inclusive work environment, providing support and guidance, and recognizing the contributions of their followers.

Maintaining followership is crucial for sustaining productivity and cohesiveness. It enables the leader to influence and inspire others to work toward shared goals and objectives that result in a harmonious and effective working relationship.



There’s almost no one in my industry who has been elevated because they are good people managers. So, you must be much more intentional about how you approach this skill as a leader.”

— Seth Bernstein, President and CEO AllianceBernstein

What leaders need from us

Although leaders of organizations, communities, and nations have massive power to impact their spheres of influence, we all have a part to play in managing the threats and capturing the opportunities presented to us in these times.

We must be mindful of our interdependence and be less self-centered in our pursuits. By recognizing our interconnectedness, we appreciate how our self-interests are served by considering the interests of others. To do this, we need to be open-minded and be willing to listen to others, particularly when they have differing points of view. We need to be tolerant of one another and be willing to compromise. Although we have a Darwinian self-interested survival instinct built into our DNA, we also have the capability to cooperate in pursuit of objectives and a common cause.

The challenge of our present reality requires we access and channel our ability to work together to protect our collective interests. This is the very essence of the leadership and followership we need now.

“On behalf of RHR International, I would like to take this opportunity to thank the leaders who kindly made themselves available to contribute to this book. Their input and insights, informed by decades of collective experience working at the top of some of the world’s largest organizations, allowed us to fully investigate the critical qualities people in leadership roles need to meet the challenges of our time.”

— Paul Winum,
Co-Head Board & CEO Services

Contributors



Sanjiv Ahuja

Chair and CEO Tillman Global Holdings



Aida Álvarez

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Clarence Otis

Former CEO Darden Restaurants, Lead Director Verizon, Director The Travelers Company



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Marcus Schabacker

President and CEO ECRI



Carol Tomé

CEO UPS, Board Member Verizon

For nearly 80 years, RHR International has shaped leaders. This commitment has always been driven by our passionate belief that leaders shape the world and that the world thrives best when leadership shines.

This book gathers the input and insights of leaders who are informed by decades of collective experience working at the top of some of the world's largest organizations. It investigates the critical qualities people in leadership roles need to meet the challenges of our time.



We shape leaders;
leaders shape the world.