

# LEADERSHIP REWIRED: DEVELOPING LEADERS FOR A CHANGING WORLD

With special thanks to CRF Partners

**Bird & Bird**



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PERSONALITY  
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# THE CONTEXT FOR LEADERSHIP



Global risks increasing in scale, interconnectivity and velocity



Uncertainty that AI investments will pay off

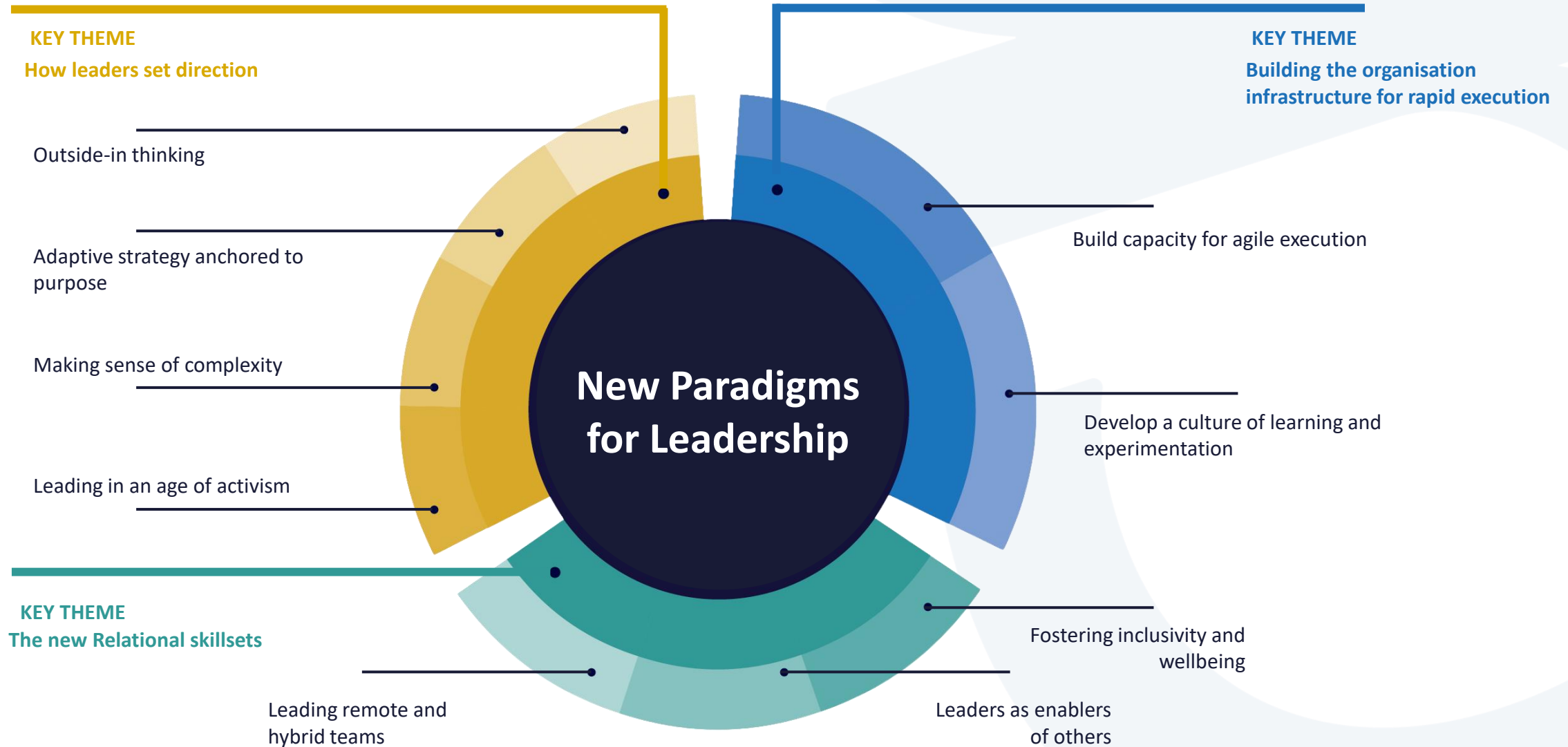


Leaders operating in a permanent threat state



The defining leadership task is to create focused clarity in unprecedented complexity

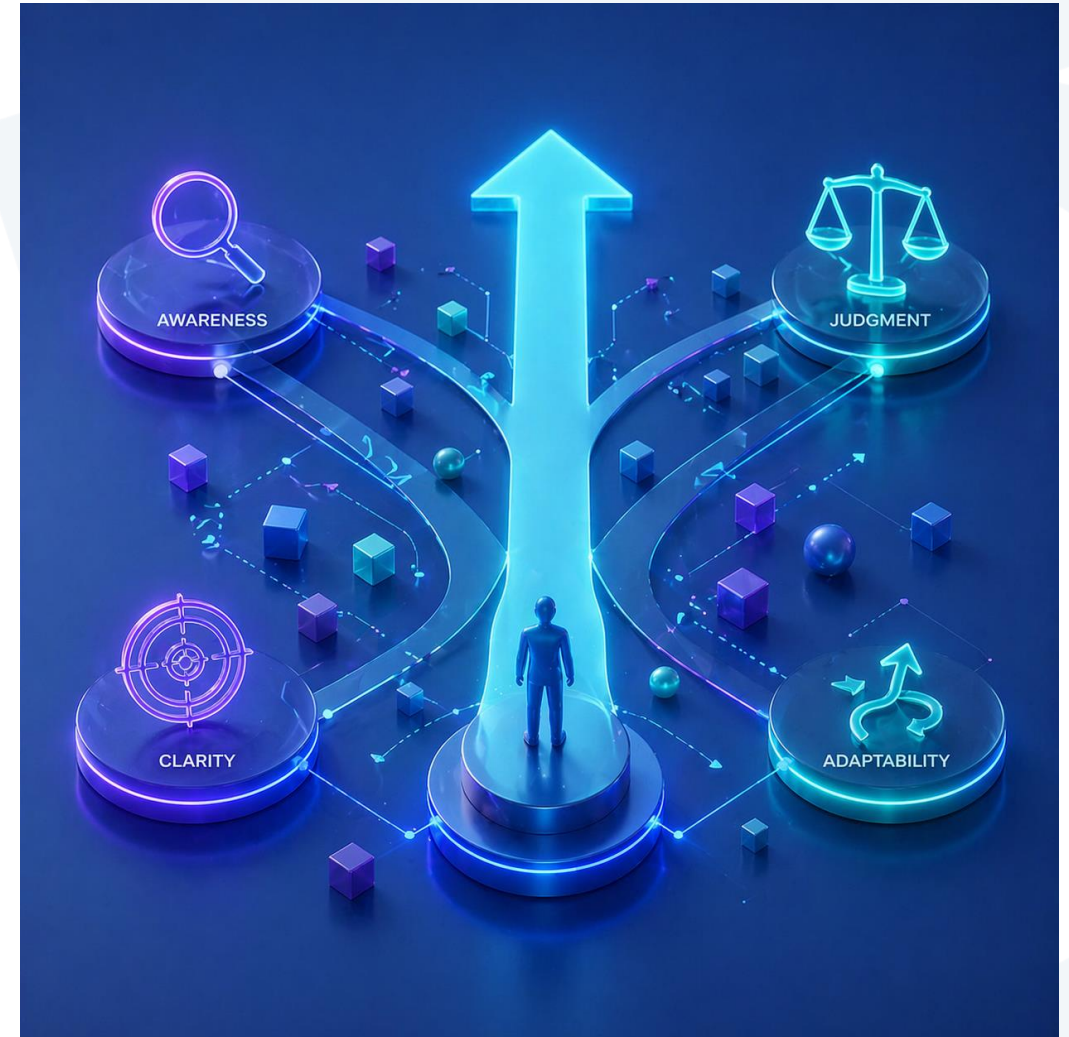
# CRF'S NEW PARADIGMS FOR LEADERSHIP



# HOW LEADERS SET DIRECTION

## WHAT'S CHANGED?

- Create focused clarity in uncertainty and change



# BUILDING THE ORGANISATION INFRASTRUCTURE FOR RAPID EXECUTION

## WHAT'S CHANGED?

- Execution and impact



# THE NEW RELATIONAL SKILLSETS

## WHAT'S CHANGED

- From leading people -> leading human + AI systems



# DEVELOPING LEADERS: FIVE ELEMENTS THAT HAVEN'T CHANGED



**01** Alignment with business strategy

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**02** Executive sponsorship

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**03** Rooted in how adults learn

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**04** Integrated with talent, succession and the organisation's learning philosophy

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**05** Evaluation of impact

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# INDIVIDUAL VS TEAM DEVELOPMENT



## Individual

Building self-awareness, making meaning and personal leadership impact  
Focused on mindset, behaviour and individual growth

VS



## Team Based

Building collective capability, alignment, shared vision and leadership behaviours  
Focused on collaboration and trust

The shift is from developing great individuals to enabling high-performing systems of teams

# CONTENT-BASED VS EXPERIENTIAL



## Content/Theory

Building knowledge, frameworks and  
conceptual understanding  
Structured, evidence-based and  
scaleable

VS



## Experiential/Action-Based

Applying, reflecting and learning  
through real-world challenges  
Contextual and immersive

Impact comes not from knowing more, but from applying learning in context

# HUMAN VS AI



## Human

Empathy, judgment, creativity and ethical leadership  
Navigating ambiguity and building trust

VS



## AI

Speed, scale, data insight and automation enabling personalisation

The future of leadership lies in integrating human capability with AI augmentation

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When it comes to leadership  
development, what is keeping you up at  
night?

What are you most excited about?

Keeping you "up at night"? "Excited about?"  
Speed & Volume of change  
Burnout  
Future of AI → next gens  
Lead Beyond Boundaries → collective wisdom  
Leadership Buy-in across org

Multicultural orgs  
Collective Speed

What is a job?

# Who you will see this week



David Bach  
IMD President



Jennifer Jordan  
IMD Program Director



Gillian Pillans  
CRF Research  
Director



Sarah Toms  
IMD Chief Innovation  
Officer



Alexis Schwery  
IMD Program  
Coordinator



Jonathan Crookall  
Costa Coffee former  
CPO



Katharina Lange  
IMD Faculty



Dr. Estie Alessandrini  
Ekanovate Neurobiological  
Executive Leadership  
Development



Anand Chopra-McGowan  
Valence Managing  
Director, Europe



Will Pemberton  
CRF Programme  
Manager

# Program Agenda

Mon, 27 April	Tue, 28 April
	08:00–08:50   RHR
	<b>Masterclass</b>
	09:00–09:20 Gillian Pillans, Jennifer Jordan & Jonathan Crookall
	<b>Welcome to Day 2</b>
	09:20–10:50   Katharina Lange
	<b>Developing Leaders for Today's Market</b>
	11:15–12:15   Anand Chopra-McGowan, Sarah Toms & Jonathan Crookall
	<b>The Jagged Edge of AI in Leadership Development: A Panel Discussion</b>
15:00–15:45   Gillian Pillans, Jennifer Jordan & Jonathan Crookall	<b>Lunch</b>
<b>Introduction</b>	13:15–14:15   Dr. Estie Alessandrini
15:45–17:45   Jennifer Jordan	<b>Brain-Based Resilience for Leadership Development</b>
<b>7 Tensions of Leading in the Digital Age</b>	14:15–15:00   Gillian Pillans, Jennifer Jordan & Jonathan Crookall
17:45–18:30   David Bach	<b>Closing</b>
<b>The Geopolitical Context for Leaders</b>	
<b>Opening dinner at Royal Savoy</b>	