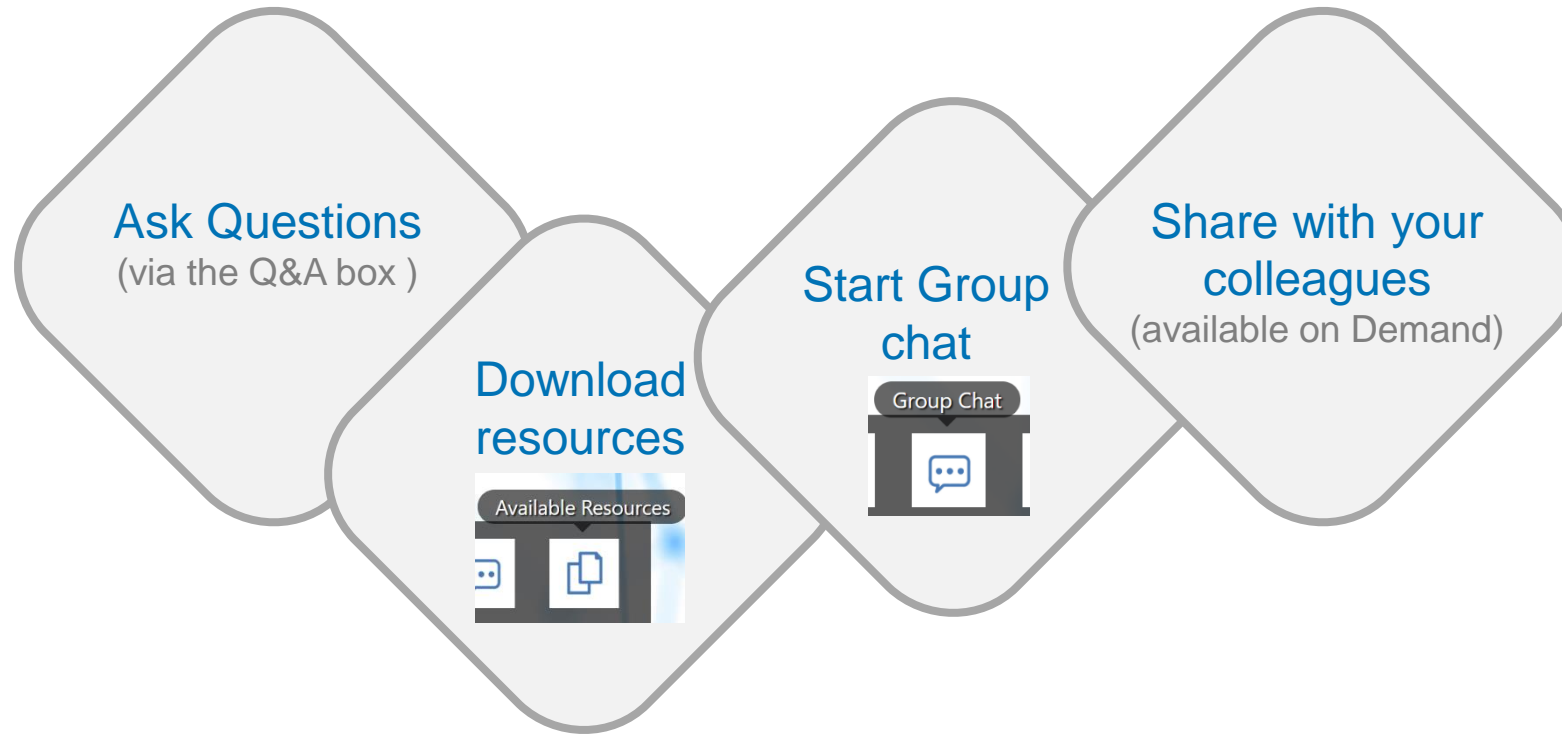


THE CONFERENCE BOARD 

# LEADING THROUGH TURBULENT TIMES



# Making the most of the webcast



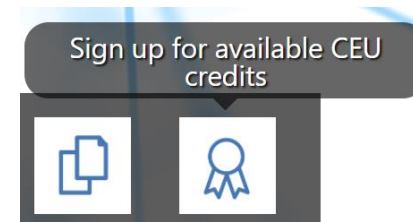
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- ✓ Click the link in the **CEU Request Widget** to sign up for credit
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## Panelists:



### **Amit Mittal**

Vice President HR Packaging  
Tetra Pak

[Bio](#)



### **Prof. David Clutterbuck, PhD**

Distinguished Principal Research Fellow  
The Conference Board

[Bio](#)



### **Marion Devine**

(Moderator)

Senior Human Capital Researcher, Europe  
The Conference Board

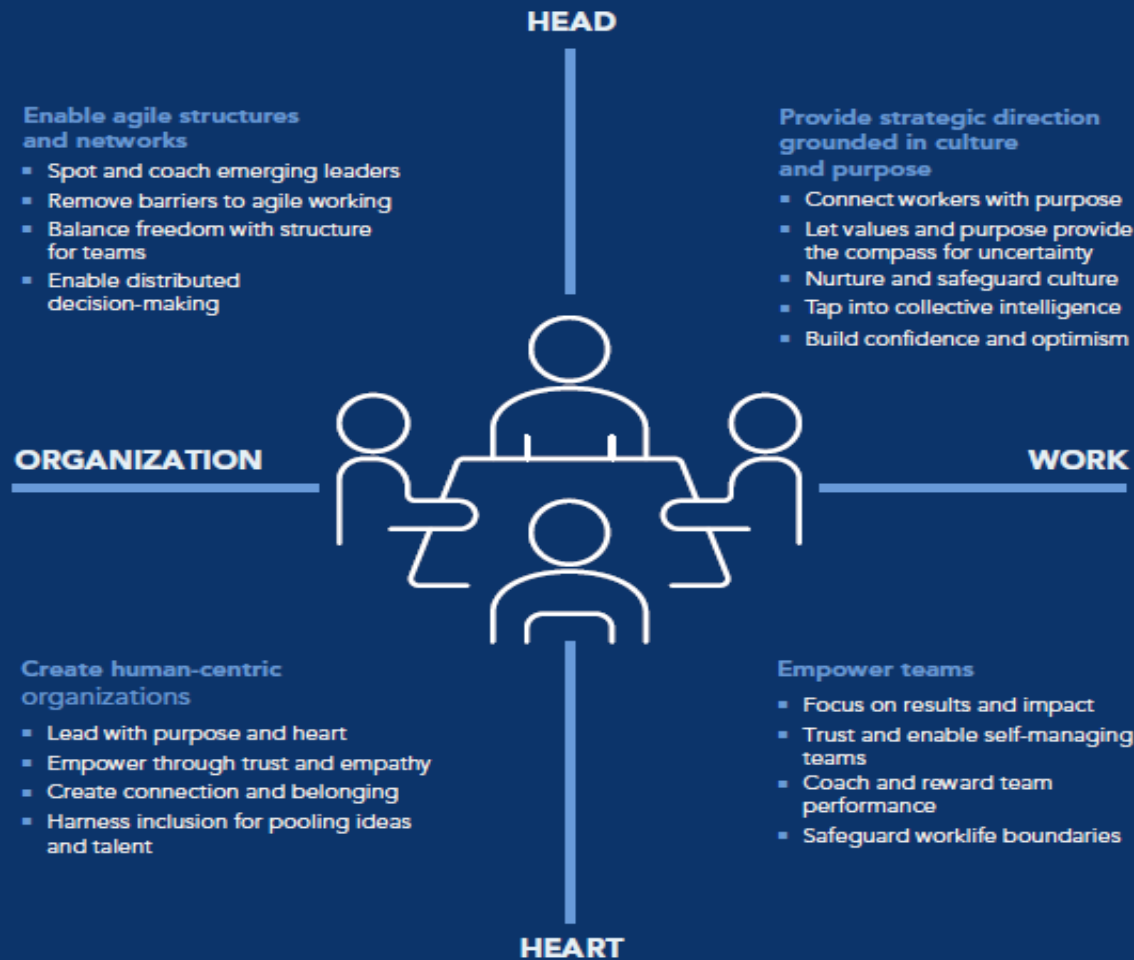
[Bio](#)

## Covid provided a litmus test of the quality of people leadership within organizations

“The pandemic left our leaders with no place to hide. We’ve clearly seen which leaders have done well and those who have not. It’s an uber VUCA world. We can see the leaders who can’t make it happen, who can’t be flexible. We can see their teams struggle. We’ve discussed in the C-suite the urgent need to find a way to coach our leaders to respond to a world of permanent uncertainty.”

# Leading Through Turbulent Times

## Trust, Connection, and Empowerment



Leading Through Turbulent Times, The Conference Board, 2022



# Head & Organization: Enable Agile Structures and Networks



## Enable Agile Structures and Networks

- Empowering teams, creating conditions for success
- Enabling distributed leadership

“You need to let go of the title of leader”

“Get out of the way of the team!”

“During COVID, it become very apparent that leaders are emerging at all levels of the organization—we need to capture and develop this wider capability”



## RED FLAGS: resistance to flexible & remote working



*Resistance to the very concept of remote or flexible working*

“Many of our leaders are really struggling with remote working and are telling their people they must come back to the office. They have a leadership vision from 50 years ago. There’s a big trust issue for them. The organization wants to give people more autonomy, but this is being killed by some leaders”

# Head & Work: Provide Strategic Direction Grounded in Culture & Purpose



## Provide Strategic Direction Grounded in Culture & Purpose

- Distinguishing the difference between crisis and uncertainty
- tapping into collective intelligence: humility, learning agility, asking the 'right questions

“When everything is complex and ambiguous, you have to shift from ‘I’ to ‘we’ and tap more deliberately into collective thinking”

“You have to recognize it’s ok to say ‘I don’t know’.”

“You have to find ways to build collective confidence to help everyone believe that together we can find a way out”



## RED FLAGS: leaders struggle to lead through uncertainty



*Unsustainable reactions  
to uncertainty*

“Some of our leaders have been frozen by the continuing ambiguity and are unable to move forward. Others are overactive, taking on too much, overcompensating, making too many suggestions, or driving too many solutions”

# Work & Heart: Empower Teams



## Leading dispersed and virtual teams

- Trust is the currency for effective working instead of time or presence
- The scale and speed of the shift to different work patterns has required leaders to reappraise the core skills for leading a flexible & hybrid workforce

“You have to let go of ‘command and control’ and come together as a team to build trust and collaboration and to focus on results and impact”

“In a virtual environment, everything is speeded up. You need to stop focusing on the physical workplace and adopt a new mindset about how work gets done and the possibility of asynchronous work”



## RED FLAGS: Paying lip Service to empowerment



*Dynamics that  
undermine teams*

“We always hear about the importance of empowering and listening, etc., but in practice, at least in my company, it’s more about command and control. Because from the top down, that’s what leaders steer by”



# Organization & Heart: Create a Human-Centric organization





## Human-Centric Leadership

- Authentic and inclusive
- Striking the right balance between tasks and goals and empathy/compassion

“You have to re-think what it means to be a leader when everyone can see into your home, with kids, pets, etc. wandering in and out of view”

“It’s a challenge for some leaders, especially those who are more into facts and figures, to show empathy and build and maintain connection with employees”



## Nurturing and Safeguarding Culture

- Culture is essential for strengthening a sense of inclusion and belonging in turbulent conditions
- Leaders are looking for new ways to bring culture alive or model these values to dispersed and virtual teams

“If everyone can now work from home, we have to work harder to communicate a purpose and set of values that distinguish us from the competition”

“We need to lead with purpose and heart”

“With the shift to virtual meetings, I’ve seen a widespread decline in listening across the organization”



## RED FLAGS: burnout; lack of openness about well-being



*When leaders hesitate to talk openly about mental well-being*

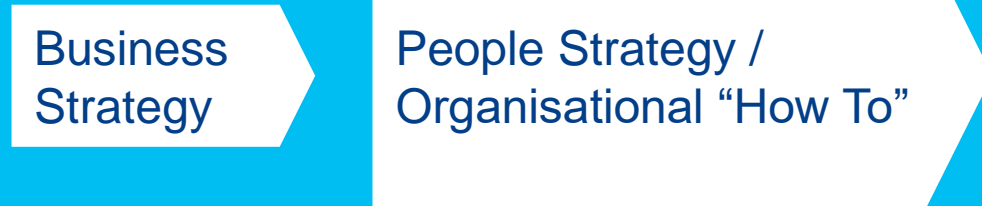
“We’ve seen a lot of burnouts and we need our leaders to be human-centric and empathetic. We need to coach our leaders to respond, but many aren’t prepared to open up or share. Some are saying, ‘It’s not my problem—it’s not my responsibility to get involved in employees’ personal life’”



# Embedding “Ways of Working” in the Business Strategy

**FROM**

---



**TO**

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# Strategic Enablers

Strategic “Way we work” & Organisational “How-to”

Transforming the way we work to be more:



DYNAMIC



CAPABLE



PRODUCTIVE

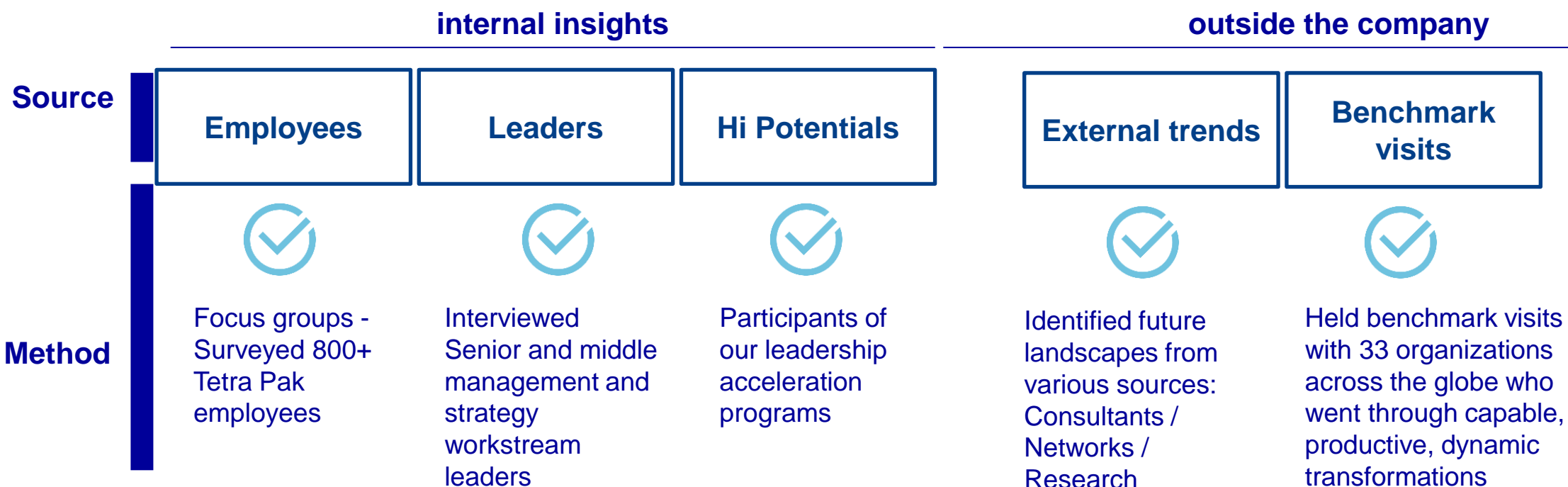
can be achieved by transforming 7 levers:





# Defining Leadership Behaviours

We collected inputs from a wide spectrum





# Tetra Pak New Leadership Behaviours

## CREATE DYNAMISM

We understand rapid changes in our customer needs and external environment and we adapt at speed



## DRIVE PRODUCTIVITY

We simplify, prioritise and innovate to constantly deliver more with less



## BUILD CAPABILITY

We continuously learn developing ourselves and those we work with



**“Enablers”**  
Simple and focused  
Easy to understand and to remember  
Actionable



## To be dynamic, we must ...

... empower ourselves and others to ...

... be hyperaware and forward looking ...

... always looking for what can be better for customers.

---

... take bold and data driven decisions ...

... accept and take risks, use data and insights

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... adapt and empower...

... Course correct, delegate and step out of the way.

We all need to

**unlearn** some of our  
current ways of working

and **develop**

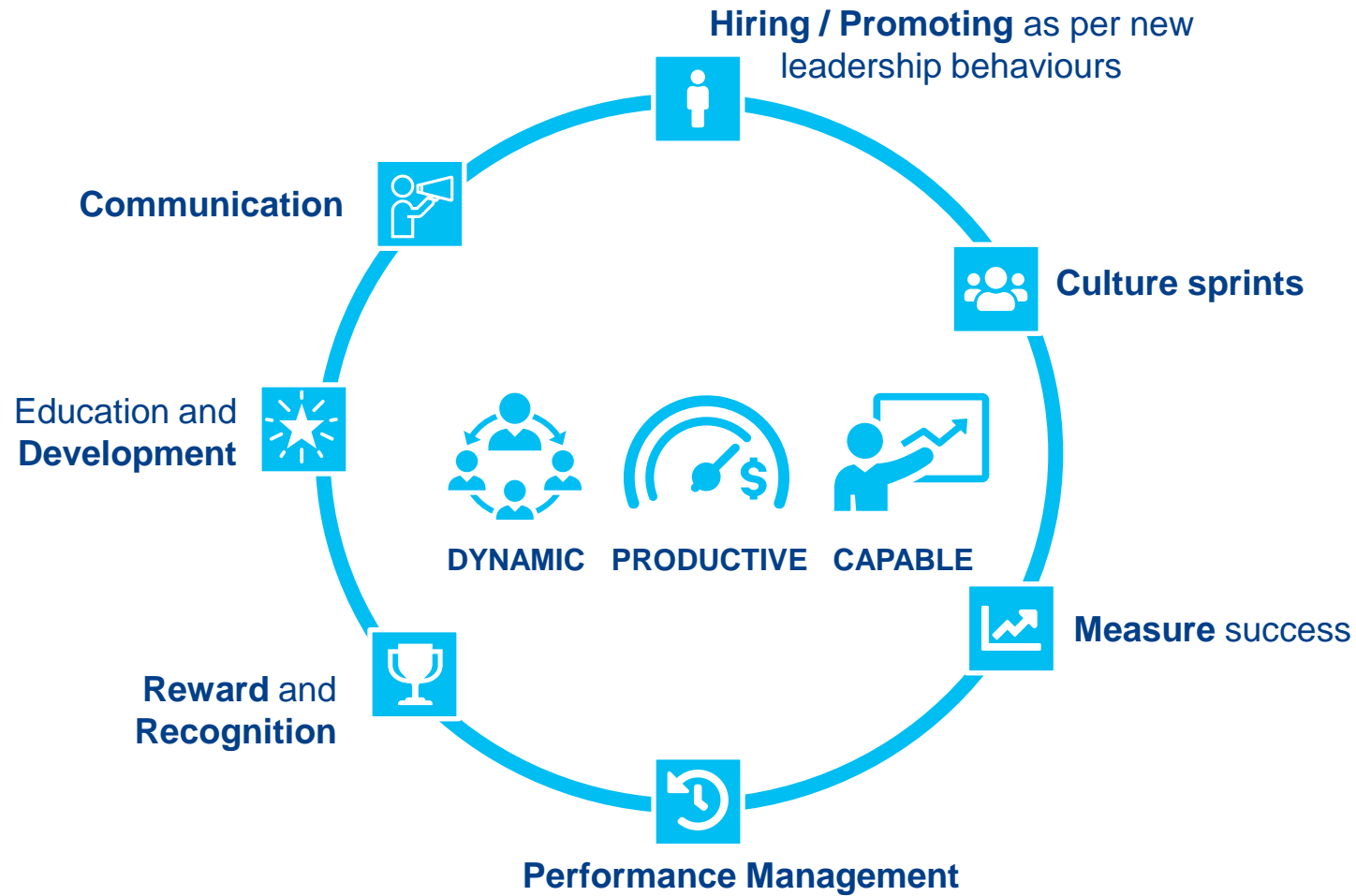
new skills and capabilities  
to create

**effective** dynamism.





# Adopting the new leadership behaviours



As the war in Ukraine continues, turn to The Conference Board for daily insights and guidance on what the latest developments mean for you and your company.

[www.conference-board.org/topics/geopolitics](http://www.conference-board.org/topics/geopolitics)

The screenshot displays the website's header with navigation links for 'US', 'EUROPE', 'ASIA', 'CHINA', and 'GULF'. The main banner features the text 'GEOPOLITICS War in Ukraine: Insights and Guidance for You and Your Company' against a background of Earth from space. Below the banner is a 'GEOPOLITICS HUB' section with a descriptive paragraph and five icons representing 'Economic Impacts', 'E&O Leadership', 'Human Capital Implications', 'Operations & Cybersecurity', and 'Risk, Strategy & Policy'. A 'PUBLICATIONS' carousel at the bottom shows four featured articles with their respective images and titles.

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## GEOPOLITICS

# War in Ukraine: Insights and Guidance for You and Your Company

HOME

### GEOPOLITICS HUB

Geopolitical events are a key driver of economic and business decisions. Here you can find a 360° view of geopolitical crises, starting with the Russo-Ukrainian war, and insights for what's ahead. New resources are being added regularly to help you lead with confidence.

- Economic Impacts
- E&O Leadership
- Human Capital Implications
- Operations & Cybersecurity
- Risk, Strategy & Policy

#### PUBLICATIONS

- Leading Through the War in Ukraine: Actions for Companies in Asia**  
March 07, 2022 | PUBLICATION
- Will the War in Ukraine Lead to Recession?**  
March 08, 2022 | PUBLICATION
- Cutting Ties With Russia: A Guide to Decision-Making Now and in the Future**  
March 08, 2022 | PUBLICATION
- Real Leadership in a Crisis**  
March 08, 2022 | PUBLICATION



# Next Generation HR

Adaptive capability is the hallmark of next-generation HR. COVID-19 has highlighted the competitive benefit of a nimble HR function. This series explores research done on HR transformation, why it is important and what it mean for organizations going forward, featuring HR practitioners and experts.

Access all episodes at [conference-board.org/webcast/ondemand](https://www.conference-board.org/webcast/ondemand)



# Leading Through Turbulent Times: Trust, Connection, and Empowerment

Download our most recently published  
Conference Board report on this subject

<https://www.conference-board.org/topics/geopolitics/leading-through-turbulent-times>

