

Strategic Agility and Resilience: Managing in a VUCA Environment

May 31, 2022 – 3 - 4 pm: Singapore. Hong Kong. Shanghai



Perspectives that our panelists we will be sharing today

- The disruptions of the last 2 years and the strategic pivots (of the company or industry) and mitigation plans put in place in the short and longer terms;
- Aligning the leadership team and mobilizing the entire business in implementing strategic intents as strategy is about hard choices, trade-offs and knowing when and how fast to act;
- Balancing Profitability and Growth with Corporate and Societal Purpose; how the UN SDGs and non-financial (sustainability-related) metrics fits in strategic planning;
- Working with Board or CEO to take the long view with intense short-term pressures from shareholders;
- The evolving role of strategy executives in the post pandemic era.



Panelists



Wilson Kwok
Chief Strategy Officer
Prudential
Corporation Asia



Bessie Lee
Chief Executive Officer
JLL Greater China

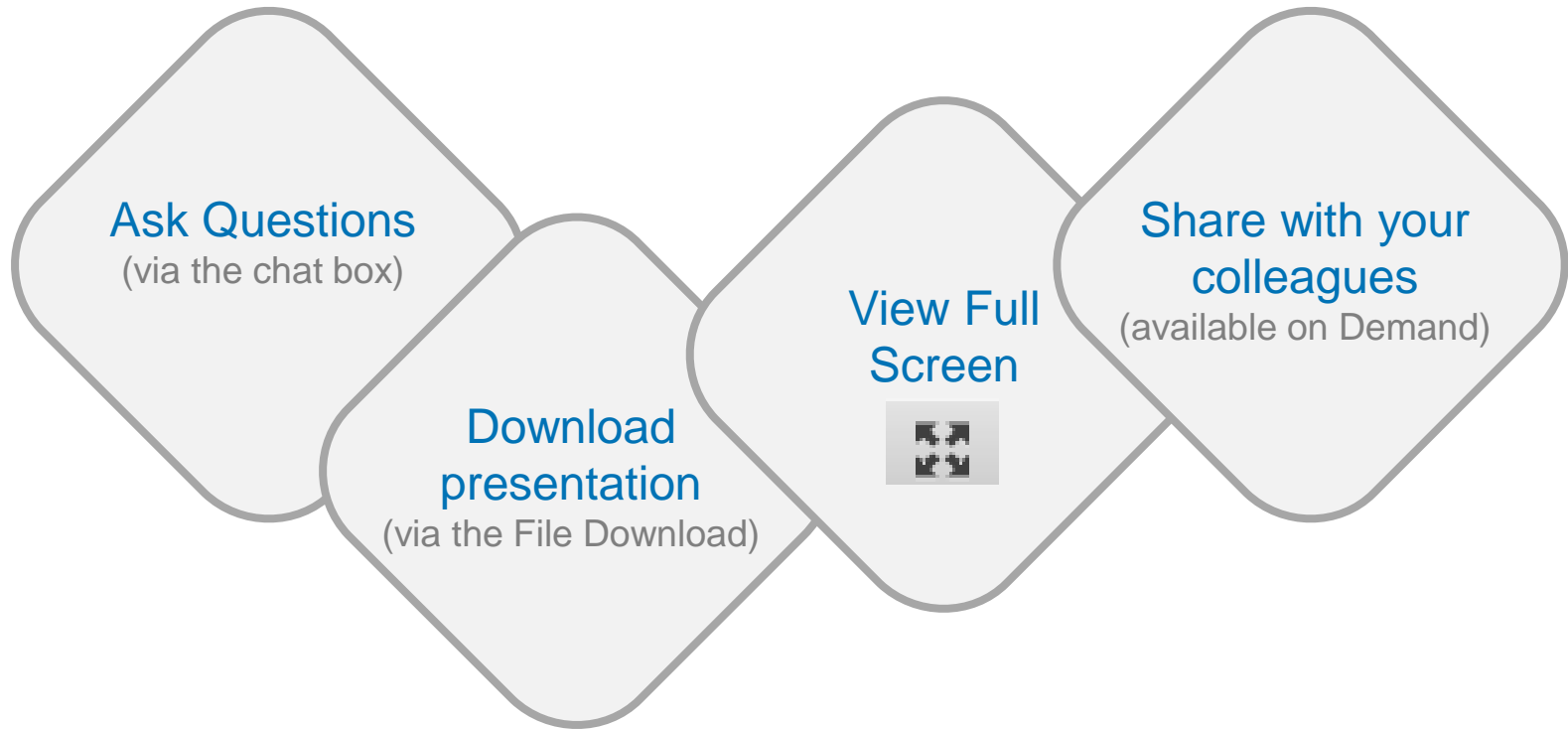


Jiaming Li
Chief Strategy Officer
Deloitte Consulting
China



Philip Lim (Moderator)
Program Director
The Conference Board

Making the most of the webcast



Tell us about your experience to help us improve our future program



Q&A



Perspectives of CEOs and CXOs



Describe 2022 in one word:

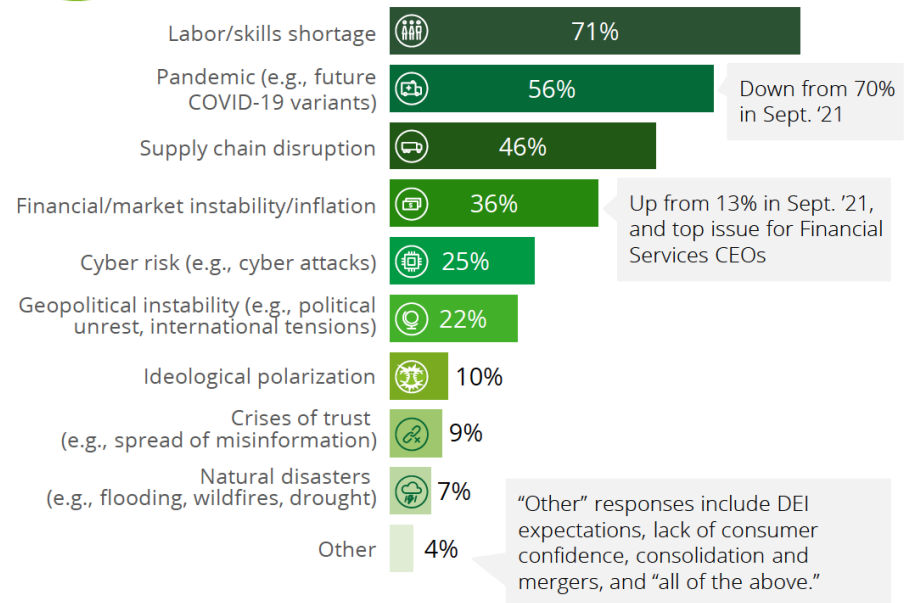


2022 Fortune/Deloitte CEO Survey
In this survey fielded January 4-12, 2022, 175 leading CEOs representing more than 15 industries

“We have never been here before,” said one CSO in a wrap-up of her extraordinary role in an extraordinary year. **“While times are hard, there has never been a better time to be a change agent in an organization. People are now looking to do things differently.”**



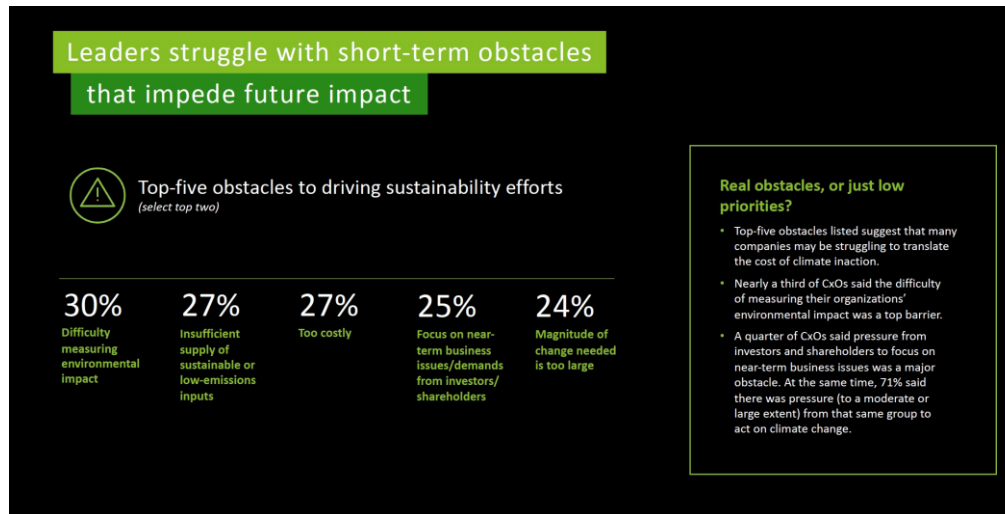
What external issues do CEOs expect to influence or disrupt their business strategy within the next 12 months?



Note: CEOs were asked to select their top 3.



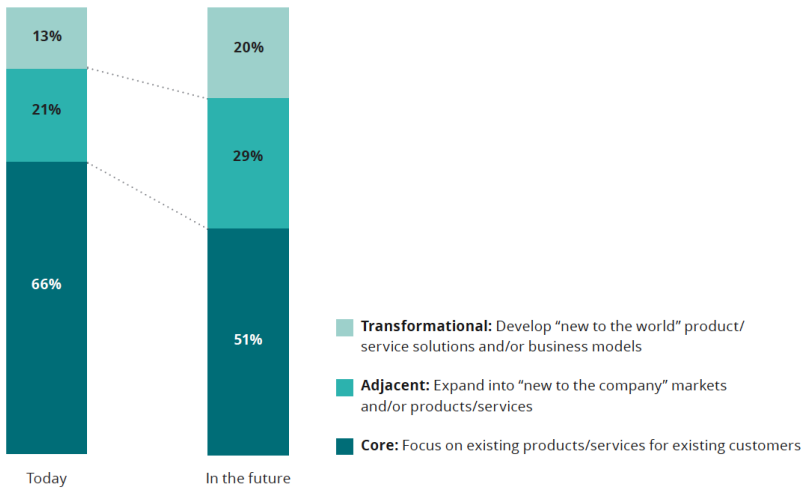
Executive leaders must develop contingency plans for Climate Change and manage short-termism



Strategic Growth Opportunities likely to come from innovation and transformational investments and initiatives

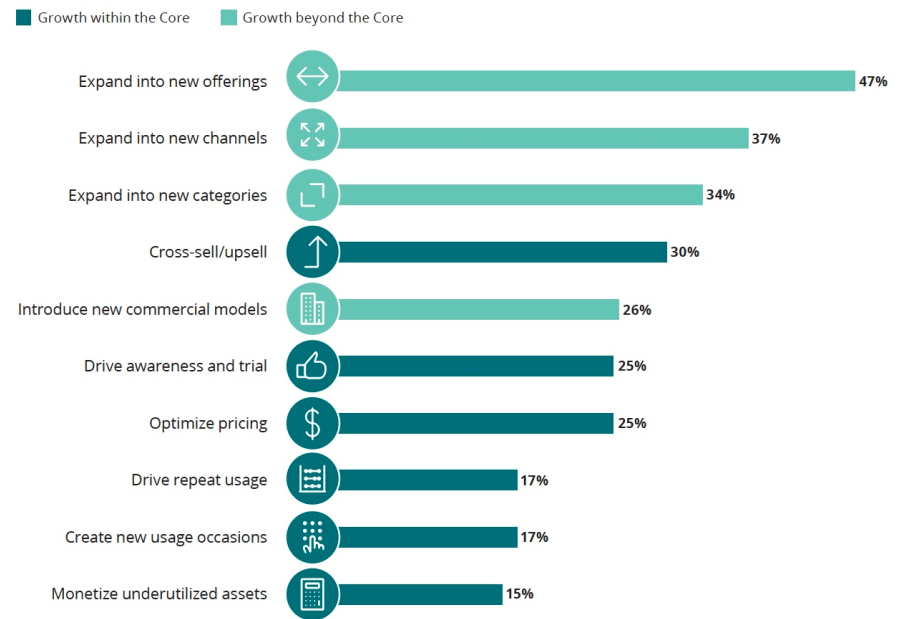
Growth investment allocation today vs. in the future

Analysis of where organizations are directing their growth investment across Core, Adjacent, and Transformational initiatives today and in the future (Population = 230).



Strategic growth efforts over the next 12 months

Analysis of top levers CSOs plan to use to capture growth (Population = 230).



ONCE DESCRIBED AS one of the most ambiguous roles in the C-suite, CSOs have since established much more clear lanes to travel. In fact, based on our research and client service experience, Deloitte has codified the “six faces of the CSO.” The 2021 CSO Survey has shed more light on how CSOs were spending their time prior to the pandemic: the adviser (27%), the sentinel (16%), the banker (13%), the engineer (20%), the aide-de-camp (10%), and the special projects leader (18%).



The adviser—Helping shape the long-range strategy



The sentinel—Sensing and interpreting market shifts



The banker—Driving deals and partnerships

The six faces of the CSO

Chief strategy officers (CSOs) face a number of challenges distinct from those faced by other members of the C-suite—in particular, the breadth and ambiguity of the CSO’s role. Our research finds six distinct roles, or “faces,” most CSOs must present, at different times and in varying degrees, to be successful; optimizing this allocation of effort is no easy feat.



The engineer—Designing and running the strategic planning process



The aide-de-camp—Performing as the CEO’s unofficial chief of staff



The special projects leader—Tackling miscellaneous high-impact initiatives





Asia Strategy, Transformation & Growth Council

The role of strategy has been increasingly difficult in an environment of greater volatility and intense short-term performance expectations. The new Asia Strategy, Transformation & Growth Council provides Corporate Strategy Leaders with a trusted space to challenge conventional paradigms and orthodoxies, discuss burning issues, collaboratively explore solutions to enable your organization to be “future proof”, and win in any environment.

Indicative Hot topics

- Integrating innovation, technology, talent and culture into the broader corporate strategy framework
- Building organizational capabilities through agility, strategic flexibility and a learning culture
- Integrating sustainability into the company’s business strategy to mitigate risk and take advantage of opportunities
- Organizing to execute effectively the company’s strategy – board and management composition, competencies, structure and processes
- Anticipating Emerging Risk with Strategic Options and Pivots to optimize Profitable and Sustainable Growth
- Developing Board Governance: fostering greater strategic oversight by the board and aligning stakeholders’ expectations
- Scenario Planning to identify a “new normal” including trends and their impacts.

Upcoming Meeting

26 or 27 July 2022

Program Director

Philip Lim

Former Regional Executive at Chevron Corporation and Johnson & Johnson



Biography [Here](#)

