

The Year in Review

“Building a Change Mindset”

The Jump Network

January 2023



A New Kind of Change

Change is not new. It has been a feature of our shared human experience for millennia. Yet successfully navigating change and turning uncertainty to our advantage is something we still have not yet mastered.

Our search for mechanisms to cope with change and uncertainty go far back in our human history. At the prehistoric site of Chauvet in France which I wrote about last year, the earliest known Neanderthal cave paintings show our ancestors seemingly attempting to explain their world in vivid interlocking images of animals, nature, symbols and early humans. In his documentary about Chauvet, German film Director Werner Herzog guides us through a mesmerizing sequence of paintings that appear to be asking questions about time, space, our place in the world, and the existence of changing natural and "magical" phenomena. Herzog hypothesizes that even as Neanderthals and before we had language or writing, we were still compelled to try and understand unexplained changes and events we witnessed around us. For those artists, capturing these events on cave walls was perhaps their way to try and understand the causes and meaning of their changing world.

More recently, around 2,000BC at Delphi in Greece, artists and builders were again creating temples and images to capture aspects of the world around them. Delphi today is the site of the world's oldest outdoor library, with almost every stone surface carved with names, dates, stories and prophecies. Pilgrims would make their way to the mountaintop slopes where the temples stand among cypress trees above a plain dotted with olive groves that stretch towards the sea. They came in hope that the words on the stones, the rituals of prayer, or the pronouncements of the Oracles would help divine a path through the uncertainty and wars of their times.

Even in modern times, our greatest thinkers have struggled with the question of predicting and coping with change. In the mid-20th century British Philosopher Bertrand Russell was allegedly asked by a taxi driver who recognized him in the back of his cab, "So, what's it all about?". The great man was apparently unable to answer, despite being the most famous philosopher of his day. Russell's muteness may have been due to the scope of the question - philosophers may be great thinkers but cannot divine the future any better than the Greeks. But it was also a challenge for anyone like Russell to make sense of the world of the 1950s and 60s when the taxi ride probably took place. Unrest, industrial action and the dissolution of the Commonwealth dominated the domestic agenda at home in Britain. Europe was reforming itself into a post post-war landscape that was eventually to become the EU, with a range of contradictions and complexities to navigate in the process. And despite the millions of casualties from two recent World Wars, the shadow of conflict remained as a new Cold War gathered pace with its growing threat of Mutually Assured Destruction.

"What's it all about", indeed?

Russell passed away in 1970, leaving us with some excellent insights into the issues of his day. He wrote on the role of architecture in society, arguing for shared communal living spaces that presaged today's environmental movement and circular economy. He argued for a radical overhaul of education, foreshadowing the need for new, diverse skills such as we need in the digital and hybrid workplaces of today. He even argued for the value of idleness as a means to human happiness. But despite his insights, Russell failed to leave us with a grand unifying theory of change to help us manage the evolution of our societies and businesses.

Questions Remain

Yet the big questions facing Russell in his time are still with us. They have now been augmented by a host of new challenges as we face growing complexity in our personal, professional, and business lives.

Certainly, it has become clear that we cannot control our environment. The last two years proved beyond doubt with Covid-19 that any human claim to control nature is fundamentally flawed. Continued climate shocks and their aftermath have further underscored this fact. Equally, human nature and our behavioral patterns that doom us to repeat mistakes also hamper us as we react late to crises and fail to plan for the future. Our uncoordinated response to the pandemic and our recent inability to agree on emissions targets at COP27 have underscored how we as a species are more wired for survival (closing borders, hoarding PPE, blaming others) than for collaboration (jointly searching for the source of a virus, sharing vaccines with developing countries, agreeing on carbon emissions targets).

Work has also radically changed, with employers no longer providing the safety of a long-term career and a pension at the end of it. Gig economies and hybrid work are the new reality, and our employers expect us to adapt to new technology, lead remote teams,

become more agile, and constantly reinvent business models. This "always on" world of work has its unintended consequences, from mental health to business failures as we try and adapt to increasingly unstable economic and social conditions, inflation, rising energy prices, scarcity of goods, and geopolitical uncertainty. Our daily news feeds are filled with (mostly bad) news about the dangers of unregulated new businesses (crypto), the risks of global economic interdependence (energy), geopolitical instability (Ukraine), and a host of other disruptions.

How to navigate these changes was once the domain of politicians (and perhaps philosophers, Oracles and artists). But now they have become very personal challenges facing us every day. How we respond individually and collectively to these large-scale disruptions will determine our future as individuals, communities, and organizations. So where to begin?

Building a Change Mindset

As leaders we need to modify something fundamental about ourselves in this new context.

My own inquiry into this question began in early in 2020 as I witnessed the largely ineffective global response to the COVID-19 pandemic. I wondered if there were new insights to be found to the question of how we manage change or lessons to be learned from the crisis.

I also noticed friends and clients asking fundamental questions about their life choices - how to use our time, how to stay healthy, where to live and work, and our roles in our communities and families. People wanted to change in response to these changes, but were not sure how.

Psychology and Behavioural Science teaches us that change, and especially *imposed* change, elicits "threat rigidity", causing cognitive and emotional paralysis that blocks action.

To understand what we might do differently, I set out to speak with recognized leaders and experts who I knew had navigated major changes in their own lives as entrepreneurs, artists, writers, scientists, academics and politicians, hoping to learn from them about their experiences.

The result was encouraging and it seemed that despite our natural conditioning we all have the potential to build a change mindset and thrive in uncertainty if we know how. It requires persistence, discipline, and a good deal of trial and error. But armed with the right mindset, the people I spoke to told me stories of how they learned to better navigate unexpected changes in their lives and careers, and even mitigate the psychological traps that confront us at these times.

The Power of Courage & Empathy

Many attributes emerged as enablers to manage change, but the two most consistent were courage and empathy. It was often courage that provided the internal conviction for someone to move forward despite uncertainty, risk and fear. Courage allows us to overcome our threat response and unlock action. As for empathy, this was the key to bringing others on a change journey. Empathy helps us understand the needs of other people, it connects our actions to the wider external context, and helps us consider the longer-term impact of our choices through reflection and inquiry.

Layering these two attributes into decision-making during times of change consistently increased success – and this was consistent across professions, sectors, countries and cultures and age.

But there was also a difficulty: In most cases, these two skills were in short supply among leaders.

While courage may occur naturally in our early life as we explore and test boundaries, as we mature it is not certain to continue. We might build our courage through successes and positive experiences as adults, but we can just as easily lose it through mistakes, poor judgment or experiences that undermine our confidence.

As for empathy, it also occurs naturally as we establish relationships and learn to fit into our social surroundings growing up. But traditional management practices have discounted skills like communication, engagement and empathy in favor of action. So as we mature, our training often pushes the relational and human side of business into the back seat. At worst, empathy becomes just another “soft skill” that too many leaders lack the patience or belief to develop.

The result is that when faced with change, most leaders focus on technical skills and previous experience, leading us to repeat what has “worked before” or getting so deep into analysis as we look for “perfect” answers that we never act. We have a flawed assumption that we can control our environment and business outcomes through logic, but when the context suddenly changes - such as in a pandemic - the opposite is needed. We need the courage to challenge our assumptions and try new avenues, while displaying the empathy to engage and support others, lower our egos, and manage the inevitable conflicts that occur when uncertainty creates fear, paralysis, and divided agendas.

Contradictory Attributes?

A further challenge about courage and empathy as change skills is that they rarely coexist naturally.

Most leaders will have a natural orientation for either action (courage) or relationships (empathy). Rare is the leader who naturally feels both, and developing the second skill coin is often a counterintuitive task for leaders. So even if we do develop our courage to a high level, by itself it does not equate to effective change skills. Courage without empathy has its blind spots, and used alone it can fail to engage others, stifle dialogue, reduce collaboration, create fear, or lead to biases as we push others to conform to our ideas. As for empathy, while a key lever in change, if used alone it can also create blind spots - slowing down action as we seek greater inclusion, causing indecision as we seek more consensus, or reducing performance as we fail to act with conviction.

Mastering Change Despite the Challenges

Despite these apparent contradictions, it is possible to build both courage and empathy as a leader, but it requires patience, focus and discipline. Whether we are moving into hybrid work, finding alternative resources to solve problems in a crisis, or innovating new business models, the most successful change leaders I spoke to had learned to blend these skills in an agile and dynamic way that unlocked more ideas and options and created forward movement where others would be standing still.

The key therefore is to recognize that we all have the power to develop our change skills if we remain open, curious, and willing to try new behaviors.

To help you do this, attached to this newsletter is a simple assessment that will give you a sense of your strengths and potential gaps as a change leader. There are further tools in *The Change Mindset* book that will help you build other aspects of your change leadership. These can be used as individuals, in team settings, or as an organizational diagnostic. But the purpose here is to stimulate your thinking about becoming a more holistic leader by developing your own change mindset.

Courage & Empathy in the News

Let's widen the lens to look at where in 2022 courage or empathy helped leaders navigate change (or where the lack of it held them back).

Courage in 2022

Brexit Bonus – Since the UK referendum in 2016 the British government has insisted that leaving the EU would pay handsome dividends. In June the European Commission claimed that the damage caused by the exit from the EU was now becoming evident. Most of the international business press and senior Economists have agreed on this for years. Yet Downing Street refusal to order an economic impact assessment of Brexit despite data showing red tape causing a steep decline in the number of trading relationships. Buyer-seller relationships have fallen almost a third according to Centre for Economic Performance at the London School of Economics. The courage to accept this kind of data and listen to the experts rather than blame the EU, business leaders, or the Opposition might add yet a few percentage points back to GDP in 2023.

Trussed Up – This year Forex traders in London dubbed Sterling “shitcoin” after Chancellor Kwarteng’s “mini-budget” included 45bn of unfunded tax cuts that triggered a global crisis in confidence about the UK economy. Prime Minister Liz Truss, who distanced herself from the plan, resigned after just 7 weeks in post being accused of promoting “fairytale economics”. As her power was quickly ebbing away, with very British humor the UK newspaper Daily Star set up a live webcam of an unrefrigerated lettuce to see if it would outlast the PM. She resigned 11 days later, handing victory to the lettuce. For the PM and Chancellor, it would have taken both courage and empathy to test their ideas with peers and the Bank of England and consider some feedback before announcing their ill-advised plans.

Share the Jobs – As the pandemic began to fade in the West, some businesses were courageous enough to demand action to remedy alarmingly low vaccination rates of 8% among the 1.3bn population in Africa. Asset managers Nomura, BMO and GAM were among 65 institutional investors writing to leading pharmaceutical companies “to make the global availability of vaccines part of the remuneration policy of managers and directors”. This kind of foresight and pressure will remain critical if we want to avoid further variants emerging from high-risk regions of the world just as we think we are safe.

Embrace the Enemy – In a similar move, rather than ignore them, Boston Consulting Group plans to hire detractors such as climate activists to help advise companies hoping to reach net zero emissions. This kind of action will become more important as campaigners and employees pressure companies to back their espoused values with action.

Crypto Footprint – Cryptocurrency mining continues to devour energy, with analysts estimating that gains from some clean power such as wind are simply being cancelled out by ever-higher levels of bitcoin mining. There is now a shift from “proof of work” to less energy-intensive “proof of stake” mining technology that is 99% more efficient. This kind of deliberate innovation will be key as Crypto seems here to stay – from NFTs to Blockchain-verified supply chains and CBDCs (Central Bank Digital Currencies).

Crypto Crash – Less inspiring has been the crash of numerous Crypto based companies in 2022, mostly due to mismanagement, speculation or manipulation. By June the sector’s market capitalization had shrunk by \$2tn, or 70% in 6 months. The list of firms blocking withdrawals, issuing earnings warnings or filing for bankruptcy lengthens by the day: Terra and Luna stablecoins, crypto lenders Babel and Celsius, Klarna, Wirecard, and of course FTX where dozens of authorities are investigating 100 affiliated companies with potentially 1m creditors owed up to \$3bn. These startups quickly sink if they are not courageous enough to be humble, honest, and seek advice rather than escalating their own hubris. ETF inflows of \$1tn in 2021 bringing the global sector to \$10tn is further evidence of investors seeking stability in this new financial “Wild West”.

Green Tech – On a more positive note, a rush of ventures in 2022 seeks to address global warming with Web3 technology. From “green” bitcoins to sustainable NFTs, groups are helping companies like JBS, the world’s largest meatpacking group, use blockchain to trace cattle supply chains and combat deforestation. Diamond miner De Beers uses blockchain to track the provenance of its gems. And in Estonia landowners earn “Merit” tokens each time they store 100kg of carbon in their forests. These systems have some glitches, and skepticism remains as just 12 companies out of a global 18,700 merited a “triple A” score for “environmental disclosures” in 2022 - according to a system used by large investors. But the courage to turn Web3 towards sustainability rather than Bored Apes deserves applause.

Green Power – Last month scientists in California achieved the ‘holy grail’ of nuclear fusion using lasers to heat deuterium and tritium atoms until they fused, extracting more energy from the process than was put in. A green power revolution may be possible in our lifetime that unlike nuclear fission leaves no radioactive waste. Hydrogen is also back on the agenda as a potential energy source, so we hope governments and policy makers will find the courage to maintain funding and encourage sharing between countries as these discoveries continue.

AI Power – DeepMind continued its courageous investments in AI with Alphafold, which has now predicted the shape of more than 200m known proteins, leading to potential breakthrough biological discoveries in health and medicine. Other AI still has some way to go, with new writing and music programs such as ChatGPT leading to some odd results. An AI novel called “The Pink Ballpoint” describes the heroine gazing at “the snow flurrying like a typing rhinoceros”. Don’t quit the day job yet.

Courage Under Fire – As the conflict in Ukraine nears its 1-year anniversary there have been countless stories of courage under fire. Citizens with drones and mobile phones have fed data to Nato, often at personal risk of prosecution or revenge attacks. Elon Musk’s SpaceX has launched nearly 2,000 satellites, many to provide Starlink broadband in the region where other coverage has been cut off. And following an appeal on social media, donations to Ukraine in Bitcoin, Ethereum and Tether have topped \$100m. Elsewhere, citizen’s journalism network Bellingcat provides courageous open-source journalism that helps verify stories and combats fake news while propaganda continues in conflict areas from Iran to China. And courage is often accompanied by great empathy in these situations: At a recent Drucker Forum in Vienna I was fortunate to meet Mary Meaney, an ex-Mckinsey Partner who chose to leave the firm and convert a large property in France to house Ukrainian refugees. Her stories of French bureaucracy as she tried to organize buses and baguettes are very entertaining, but her account of the trauma of those arriving and the challenges they face to rebuild their lives is one of the most courageous demonstrations of leadership I witnessed this year.

Empathy in 2022

Hybrid Forever – The pandemic has forced us to alter our work patterns, but the silver lining is that hybrid and flexible work has unlocked new potential in how we work,

collaborate, leverage diversity, and meet the emerging needs of today's workforce. Many companies are responding with thoughtful solutions. Deloitte has introduced "flexible public holidays" allowing employees to take time off on dates "most meaningful to them" in a drive to improve diversity and inclusion. The firm has also increased flexible working after a survey found four out of five employees believed they were more productive under hybrid. One downside: office space is correspondingly under threat with analyst Freespace estimating occupancy at half of pre-pandemic levels, while Google mobility shows commuter numbers down ¼ since Covid. The good news is some creative and eco-friendly repurposing of offices from London to New York into space for living, education, creativity and community activities.

Custom Careers – Corporate empathy towards workers is on the rise, but so is self-empathy as people question their values and make positive changes to build more fulfilling lives. Internet forum Reddit tracks people leaving ambitious careers in favor of simpler, less materialistic lives. We have known for years about the Great Resignation, which was followed by Quiet Quitting. In China, millennials are now joining a similar trend they call "Lay Flat". The resulting extra time has led to a proliferation of online course creation platforms, such as Kajabi, Teachable, Thinkific in a market estimated to be worth \$350bn by 2025.

Mind the Age Gap – A World Economic Forum survey from Davos shows the older generations struggling with some of these changes and the emergence of empathy as a business skill. Results showed many were "overwhelmed with human-to-human and human-to-nature problems of the sort that most of them were never trained for." Examples include mental health and social cohesion – now common vocabulary for most workers under 40. Research by Talking Future in England has also shown parents stumped when asked for career advice: nearly 2/3 had a child between 11-18 who had shown an interest in "a career they knew nothing about". Some older firms' efforts to change also seem rather paltry: following a group of analysts concerned about "inhumane" working conditions, Goldman Sachs proudly unveiled proposals capping the working week at 80 hours and advising that junior bankers should not work between Friday at 9pm and Sunday morning.

Role Modelling – While progressive policies are important, the behavior at the top of organizations is still the most powerful tool to drive change. Since becoming CEO of Citigroup in 2021, Jane Fraser has continued to espouse a leadership style that long marked her out among a peer group of women typically trying to emulate their male rivals. Fraser's worldview is that differences should be embraced rather than trampled upon and is permeating the 220,000-employee bank. "Empathy is not a sign of weakness," she maintains, "It can create a competitive edge." One example: the investment bank recently opened a hub in Málaga offering better work-life balance that is now attracting otherwise reticent Millennial talent back to work and away from competitors.

Proof of Concept – And the academics seem to agree that role modeling and concrete action is needed to build empathy in business. Jan-Emmanuel De Neve of Saïd Business School at Oxford says "You can't yoga your way out of these structural issues underpinning mental and physical health". Systems and metrics are key. The National Forum for Health and Wellbeing at Work believes the most potent way to boost performance is to give equal weight to people skills such as emotional intelligence and technical skills when selecting managers.

Structural Equality – Government structures are also slowly evolving to rebalance themselves. Since the US Supreme Court's founding 230 years ago, 108 of 115 justices have been white men. Only five women have held that position, and only two African Americans. Ketanji Jackson, newly appointed in 2022, has broken that ceiling. Asked what drives her, she says, "I have dedicated my career to ensuring that the words

engraved on the front of the Supreme Court building, 'Equal justice under law', are not just an ideal". Across the Pacific another glass ceiling shattered last month as Makiko Ono was appointed the first female CEO of Suntory Beverage. Her target of 30% female managers by 2030 will require work from the current 11%, but her company stands well ahead of other Japanese businesses where less than 1% of the 1,802 on the Tokyo Stock Exchange list a female chief executive. And of course, US businesses are still on a journey to gender equality. In a recent article on gender and leadership, Amy Edmondson of Harvard provides an empathic but tough message for male leaders. "I don't think men have a monopoly on obsolete management mindsets, but they hold them more often, the core idea that fear and command and control is the way you get things done. In today's world ingenuity, collaboration and the ability to respond quickly to unexpected events count more than force - that's a liability."

Empathy for the Planet – 2022 saw a continuing degradation of planetary resources. Energy remains fragile as water levels in the Yangtze hit a record low and Southern China battled drought and temperatures of 40C. Water levels in the Rhine, Danube, Po and Colorado rivers also suffered. And with hydropower threatened, many countries tilted back to coal, exacerbating the cycle. Food security also continues to stretch resources: mass-produced chickens now make up 70 per cent of all living birds on the planet and create pollution on a vast scale. Efforts are being made however, in June EU laws were enacted setting targets to improve biodiversity on farmland, protect bees, cut pesticides by half, and increase green spaces in cities. We are also lucky that nature itself is surprisingly adaptable. "Animal plasticity" or rapid adaptation has now been measured in squid that matured and reproduced in half the normal time, ending up smaller to better deal with heat stress in oceans. Meanwhile, other creatures are shifting to cooler, higher, wetter or otherwise more hospitable locations in what scientists say is the "greatest redistribution of species since the last Ice Age".

8 Billion Humans – Perhaps the best way to conclude the year on an empathic note is with Baby Damian, who made his entrance into the world on November 17 at Altigracia maternity hospital in the Dominican Republic. Chosen to represent the global population passing 8bn, it is now incumbent on us to create an environment that can still support human flourishing while managing our planet's finite resources for Damian's generation. Scientists believe we can easily do this if we eliminate waste, reduce conflict, invest more in science, and collaboration on global issues such as health. There is surely something each of can do in one of these areas to make a difference.

Summary

"Life can only be understood backwards; but it must be lived forwards"

- Soren Kierkegaard

In this quote the 19th Century Danish philosopher encapsulates one of the keys to managing change successfully: seeing life and transitions as possibilities rather than problems. From a leadership perspective, this is the kind of reframing that can make the difference between powerful and poor decisions in uncertainty.

We will all need to make better decisions in 2023: Collins Dictionary has designated the word of the year as "*Polycrisis*" which they define as "a permanent state of lurching from one crisis to the next".

This may be our current reality, but there are ways to build resilience and change skills to better cope with these challenges. Kierkegaard also said, "Life is not a problem to be solved, but a reality to be experienced."

So as leaders let's stay open to experiences. Let's remain courageous. And let's practice empathy as we bring others with us on the continuing journey of change.

Online Resources

Aperture: Through the Lens Leadership

A free resource for individuals, teams and organizations to explore leadership and change through images. A picture can be worth a thousand words, and with Aperture you can explore any question about leadership, strategy, change, innovation, or creativity by relating it to images and their ability to trigger ideas for your business.

www.apertureleadership.com

The Change Mindset

Measure your change mindset and reflect on how to enhance it by completing the attached assessment (from "The Change Mindset: The Psychology of Leading and Thriving in an Uncertain World" Kogan Page 2022)

Recommended Reading

"The Year of Magical Thinking"

Joan Didion, 2006

Vogue journalist, Author and Commentator, Didion paints a vivid portrait of life, marriage and death after losing her husband of 40 years to an unexpected heart attack just before

New Year's eve. This a meditation on life and its challenges will provide comfort and perspective to anyone having suffered or lost loved ones as we emerge from the Covid pandemic.

"What We Owe the Future"

William MacAskill, 2022

Oxford philosopher MacAskill is at the forefront of the Effective Altruism movement that espouses decision making that aims for maximum impact over time. Making the case for "longtermism" as a key moral priority of our time, MacAskill provides an excellent primer for anyone interested in the growing field in ethical living.

"The Golden Mole and Other Living Treasure"

Katherine Rundell, 2022

Offering another prompt for us to think about longer term sustainability, children's book writer Rundell takes us through a collection of inspiring animals from bats to bears in a tour de force of Earth's wondrous creatures. Showing us how the natural world is more astonishing, miraculous and wonderful than we can imagine, this passionate account will inspire children of all ages to explore and preserve our environment. The world is vast and awaits us.

"Travels with Epicurus: Meditations from a Greek Island on the Pleasures of Old Age"

Daniel Klein, 2014

Author, TV Comedy Writer and erstwhile Philosophy student, Klein at age 73 filled his backpack with books from his student days and travelled from Boston to spend a month on the island of Hydra revisiting his studies in the hopes of uncovering the secrets of growing old gracefully. Klein concludes that a blend of Stoicism, Epicureanism, and a dash of Hedonism is one possible path to happiness. An uplifting and humorous take on how to survive and thrive as the years catch up with us.

"In Praise of Idleness"
Bertrand Russell, 2004

The great British Philosopher Russell passed away in 1970, leaving some prescient insights about the issues of his time, many of which are still with us today. He wrote on the role of architecture in society, arguing for shared communal living spaces that presaged today's environmental movement and circular economies. He favored a radical overhaul of education, foreshadowing today's gig economy skills and digital and hybrid working lives. And he even argued for the value of idleness as an important practice to stay in touch with ourselves in an increasingly distracted world. Wise words for today's always-on culture.

"21 Letters on Life and Its Challenges"
Charles Handy, 2020

Written for his children and grandchildren with great foresight just before the pandemic, Handy's reflections seem more apt than ever as he questions the relevance of our current institutions, how we think about business, and how we shape our societies. He offers valuable advice to the next generation as they take on the challenges of our future growth and prosperity.

"The Long Shot: The Inside Story of the Race to Vaccinate Britain"
Kate Bingham, 2022

After a chaotic and wholly inadequate start to the UK Covid vaccination programme, Bingham brought her Venture Capital skills to the procurement and logistical challenges of a country in crisis. Arguing that governments must focus on outcomes, not just process, Dame Bingham offers a series of refreshing challenges against bureaucracy: reward tempo, punish failure to act, and appoint people based on skills and experience, not loyalty or partisanship.

"The No Club: Putting a Stop to Women's Dead-End Work"
Linda Babcock, Brenda Peyser, Lise Vesterlund and Laurie Weingart, 2022

Four academics use their research and experience about so-called "non-promotable tasks", for which women often volunteer (or are volunteered) to solve under-appreciated workplace problems. Learning to say no is one solution to increase impact for women in business – the authors also identify the organizational and structural flaws that subtly sustain gender imbalances and provide practical solutions to redress these issues.

"Anthro-Vision - How Anthropology can Explain Business and Life"
Gillian Tett, 2021

While continuing to report for the FT with rigor and insight on topics ranging from Economics to Finance and the war in Ukraine, Tett brings her characteristic blend of business and behavioral insights in her latest work. Here she illustrates how Anthropology and behavioral science can revolutionize our understanding of human behavior, offering important guidance for leaders in a hybrid and post-pandemic world of increasing complexity.

"Mavericks: How Bold Leadership Changes the World"
Jules Goddard & David Lewis, 2022

For many, leadership means seniority, responsibility, and predictability. But a small percentage of leaders go beyond safely piloting their organizations to push boundaries in new ways. Goddard and Lewis introduce us to a collection of Maverick leaders determined that we must do better. We learn who the Mavericks are, what sets them apart, and what they can teach us about expanding our own horizons.

*"The Change Mindset
The Psychology of Leading and Thriving in an Uncertain World"*
Andy Craggs, 2022

My thanks to the team at Kogan Page and all those willing to be interviewed for a book that I hope will help readers more confidently and effectively navigate change and uncertainty. These exceptional leaders from business, the arts, science, academia, government, and social enterprises helped reveal how courage and empathy can be key attributes when facing uncertainty. The book also offers tools to build these change skills and the concept of Change Archetypes can help individuals, teams and organizations test their own change readiness and then build strategies to cope with the "New Normal".

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Organisation Development Network - www.odneurope.org
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InsideOut Partnership - www.insideoutpartnership.co.uk
Drucker Forum - www.druckerforum.org/
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Mind3 - www.mind-3.com

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