

Strictly confidential

CEO succession in times of complexity

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More and more business problems are of complex nature

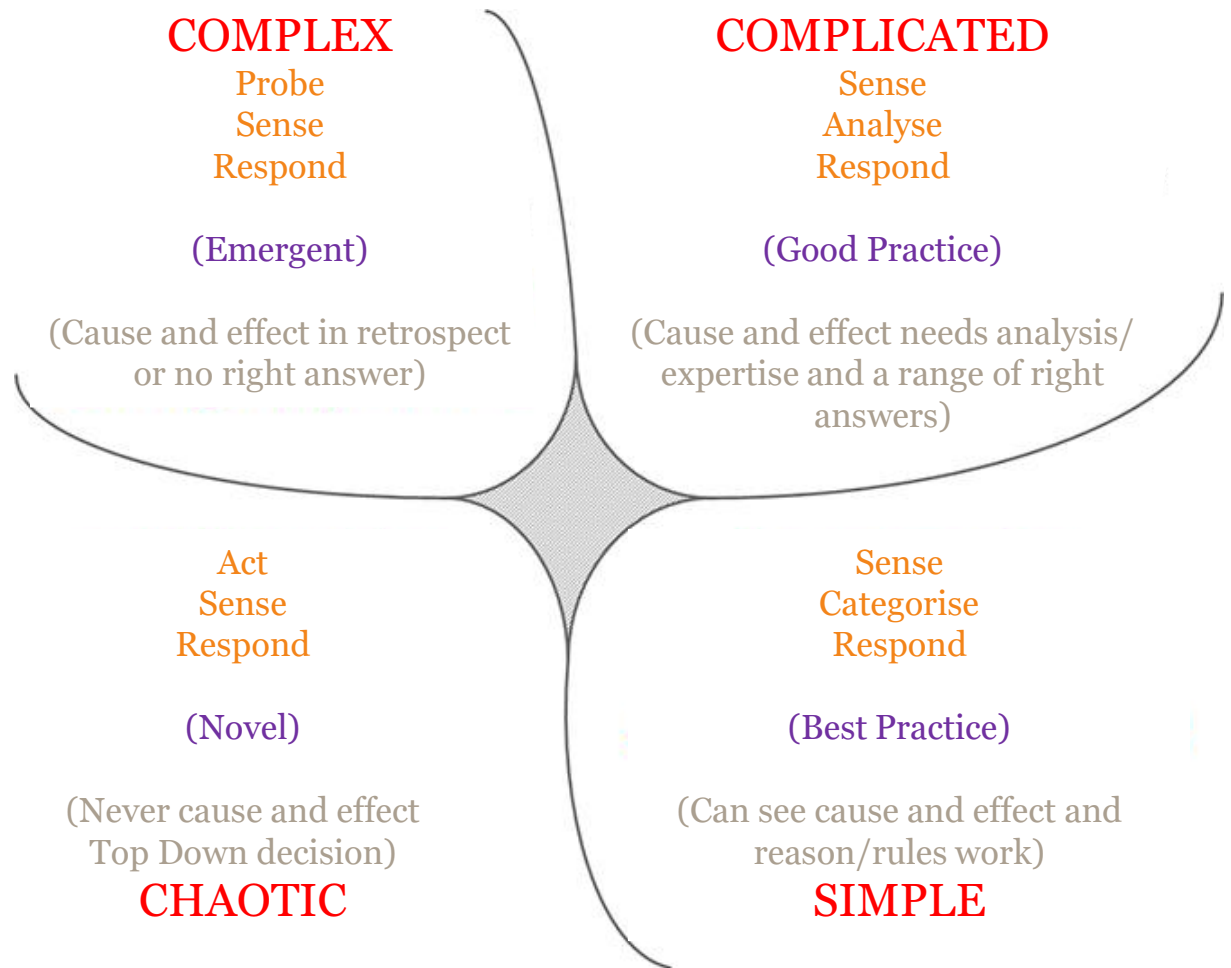
Cynefin Model

CYNEFIN

Sense making

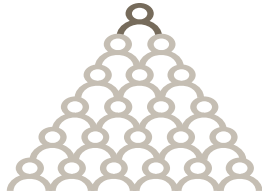
Decision making

Sense of place



A new leadership repertoire required

Leadership in the complicated : The “superhero”



- Saw world through lens of strategy: leading by “or” and “command and control”
- “Thinkers & Warriors”
- Curious in the world
- “All things to all people – dominant in every dimension”
- “Knew what to and how to do”
- Linear thinker within well-defined ecosystem
- Looking to achieve ambitious goals
- Zero-failure culture
- Led from “inside out” – shaping strong culture to define market space
- Ready for a particular context

Leadership in complexity: “Life long learner and amplifying others”

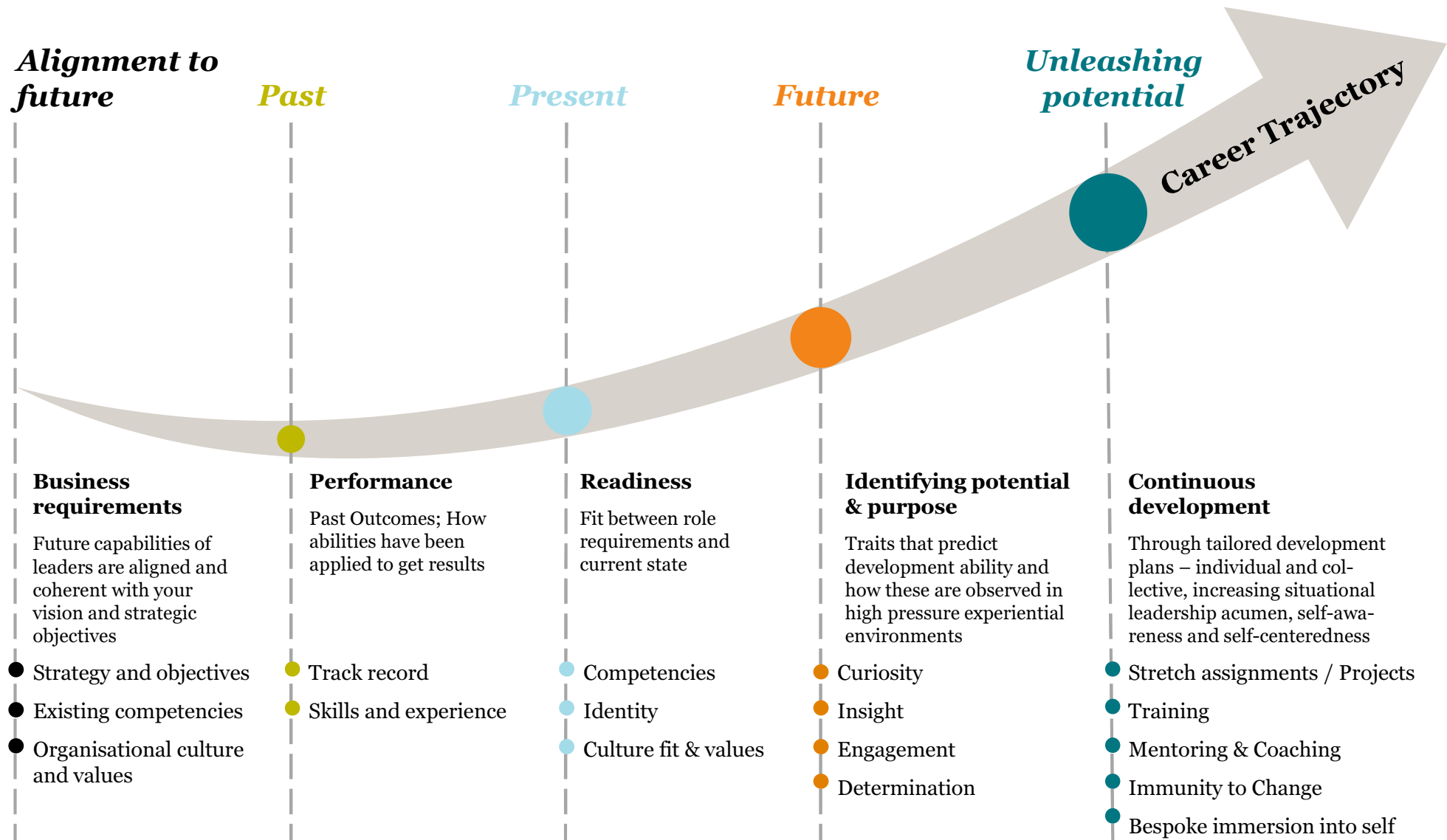


- See business in larger context: leading by “and” and by “purpose”
- “Dreamers & Lovers (& caring Warriors)”
- Curious in self, others, systems and other realities
- Leverages/orchestrates leadership strengths of others
- Nurtures and embraces difference to drive creativity
- Flexible and open mindset – lean in to uncertainty
- Looking for new possibilities
- Experiential/flexible/“fail fast” culture
- Lead from “outside in” – customer-centric mentality
- Ready for anything

Unchanged:

- Perceived loneliness at the top
- Ultimate responsibility sits still with CEO
- CEO as gatekeeper of values and company culture

What to look for in senior executives?



CEO succession

- 1 Is a multi-year process!
 - 2 Requires clear future orientated role understanding and board alignment
 - 3 Invest into development of internal candidates (vertical growth) and the whole executive committee prior to a succession
 - 4 Compare internal and external candidates
 - 5 On-board / in-board your new CEO thoroughly
 - 6 As new CEO continue to learn and grow
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And how can you lead effectively in complexity?

- 1 Shift your curiosity towards yourself and others
- 2 Learn to see systems and to zoom out
- 3 Appreciate / amplify the positives of polarities
- 4 Think of possibilities and not concrete goals
- 5 Experiment at the edges of the system
- 6 Listen to learn
- 7 Carry different stories
- 8 Connect to purpose, body, emotions and compassion for you and others