



# REFLECTIONS ON LEADERSHIP IN TIMES OF GLOBAL DISRUPTION

October 2022

# Leadership responses to geopolitical & macro-economic responses









Don't wait for clarity...

Reflect upon risks...

Translate into opportunities!

# GLOBAL UNCERTAINTY

## Socio-economic factors

Aging population  
Falling labor productivity  
New vulnerable groups  
Low middle class  
Income inequality

## Climate change & ESG

Insurance Problems  
Construction challenges  
Net-zero demands  
Sustainability  
Diversity & inclusion

## Deglobalisation

Supply value chain  
Bottlenecks  
Declining migratory flows  
Reshoring  
Just-in-case

## Consumer behavior shift

Digital & distant demand  
Demand for cheaper  
Customized & re-cyclical  
Home delivery of goods, services & transport

## Technological disruption

Digitisation  
Automation – Robotisation  
Augmented reality  
Blockchain technology  
3D Printing  
Drones

## Geopolitical tensions

Autocratic world leaders  
War and protectionism  
Civil wars in Middle East / Africa  
Fundamentalism  
Terrorism

# How to react – geopolitical tension

De-risking  
Cost-benefit analysis

Structural business model  
adaptations

Friend-shoring & re-shoring

Local production & need for control

Infrastructure

Energy

Food

Water

IT

Digital



GROEP

MAATWERK

sociale ondernemers Vlaanderen

# How to react – deglobalization

Flexible and sustainable supply chain

Just in case  
supply

Supply facilities of which other companies  
have acute shortages

Digital support

Portability – anytime, anywhere, anyhow

Flexibility, Quality & Complementarity



# How to react – technological disruption

Digital printing, AI,  
Augmented Reality, drones

Nanotechnology, bio-  
engineering, robotics

Opportunities for your repetitive workers

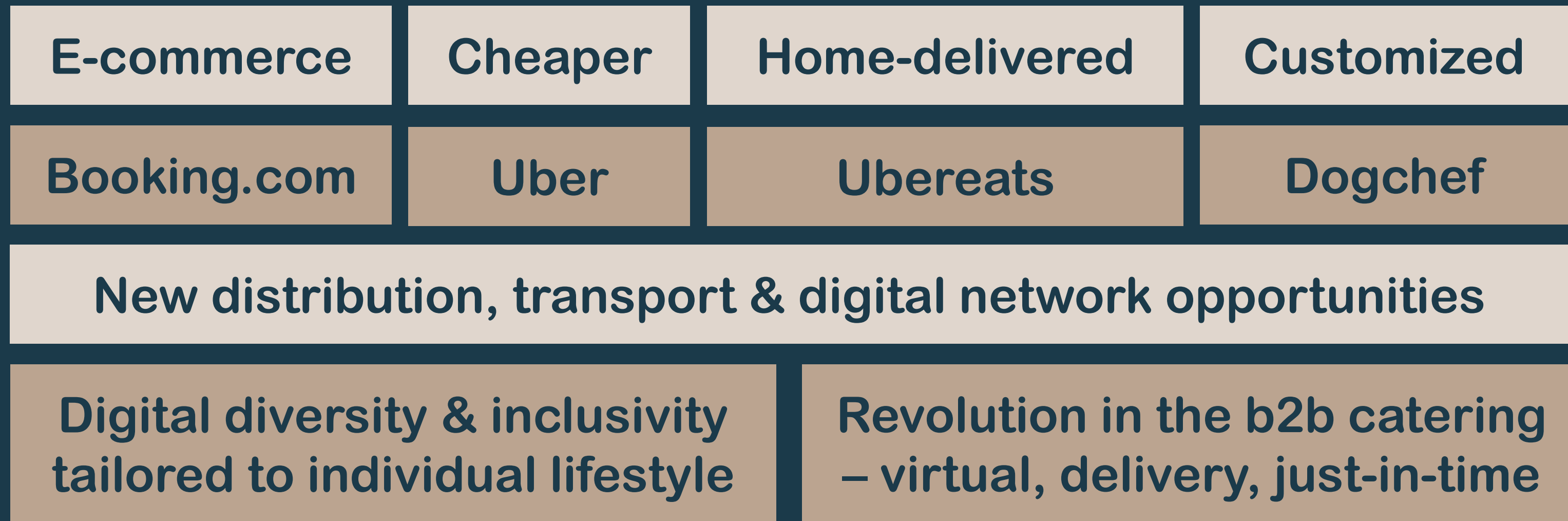
Complement

Reinforce





# How to react – consumer behavior shift



# How to react – socio-economic factors

Aging population

New vulnerable groups

Low middle class

Income inequality

Opportunities in the deployment of quality, reliable employees

Flexibility

Just-in-time

Weekend & evening support



# How to react – climate change & ESG

Extreme drought

Extreme heat

Flooding

Opportunities in netto-zero strategies & engagements

Yet to be seen



# MACRO-ECONOMIC HEADWINDS



## Uncertain Economic Outlook

Global economic sentiment  
Gloomy

What is the economic outlook?  
Is it different from previous downturns?  
What is the impact across sectors?

## Soaring Inflation

Inflationary pressure  
Demand shifts

How will inflation evolve?  
How can leaders mitigate the impact?  
Quid competitiveness?

## Financial Trends

Rising public & private debt  
Rising interest rate policies  
Income growth uncertainty  
Capital needs and flows  
Exchange rate & financial market volatility

How will this affect business and  
consumers?

# NBB economic growth expectations

	2022	2023	2024
Economic growth	2,4%	1,5%	2,0%
New jobs	84.700	28.900	36.700
Unemployment	5,7%	5,8%	5,7%
Inflation per year	8,2%	2,6%	1,3%

No real recession  
Industry dependent  
Wage indexation  
Energy allowance  
Eat or heat  
Structural unemployment  
Labor shortage

# How do I guarantee the stability of my portfolio of activities against economic downturn and market dislocation?



Work in sectors  
sensitive to  
economic cycles



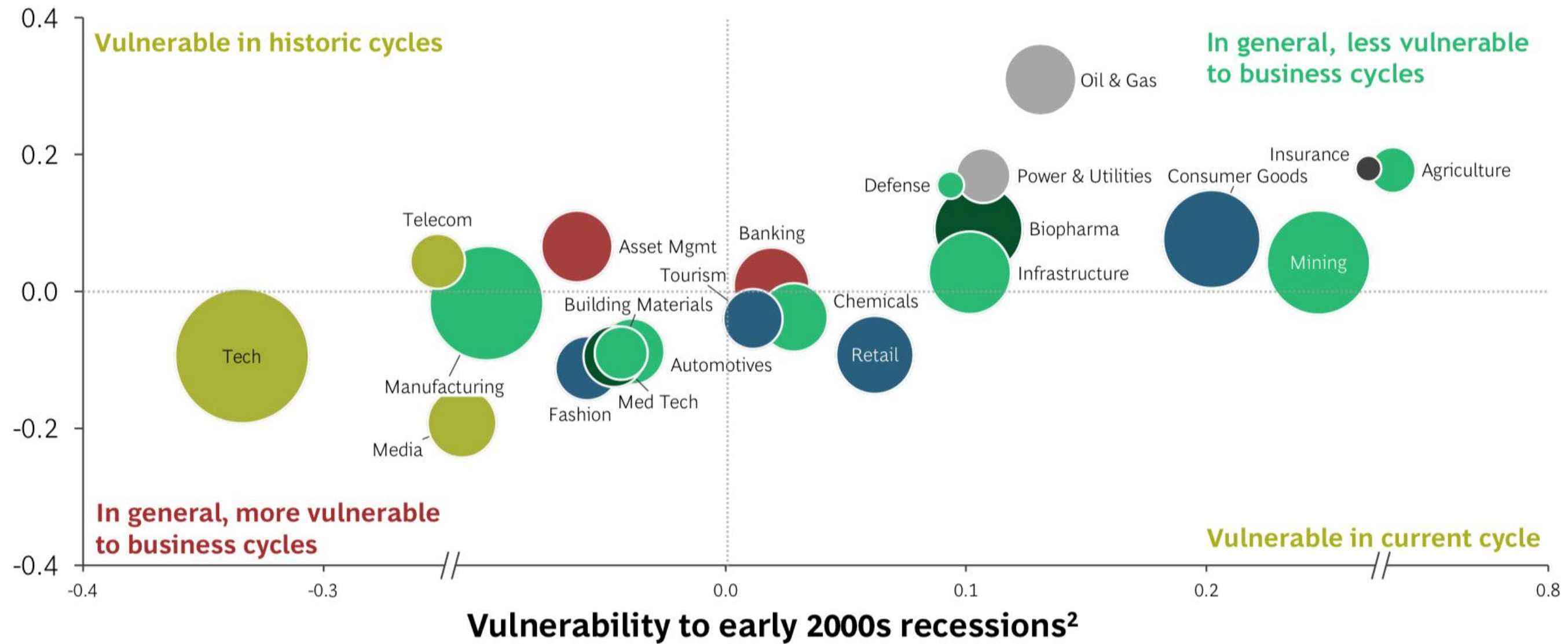
Work in sectors  
less sensitive to  
economic cycles

Current sectors  
you work in

Complementary  
sectors



## Current cycle vulnerability<sup>1</sup>



- Size of circle: # total companies
- Industrial goods
- Health care
- Technology, media, & telecom
- Insurance
- Financial institutions
- Consumer
- Energy

Note: This graph reflects the delta between the sector and S&P index. X & Y axes are normalized against the group average. Used publicly listed major companies. Major companies: companies with market cap above \$5B USD; 1. Measured by % downturn of publicly listed major companies in each sector between Nov 21 - Jul 22, compared with S&P 500. 2. Measured by average % downturn for major publicly listed companies during 2 cycles between 2000-2009 (03/00-03/03, 06/07-08/09), compared with S&P 500; only downturn periods of historical cycles were analyzed; to make the size of companies comparable to S&P 500, only top 10% of companies in each industry were selected for this analysis. Source: Capital IQ, BCG analysis





**Work in sectors sensitive to economic cycles**

**Media**

**Fashion**

**Textile recycle  
Sustainability**



**Work in sectors less sensitive to economic cycles**

**Agriculture**

**Food**

**Green maintenance**

**Cleaning services**

**Recycle shops**



**Work in complementary sectors**

**Insurance**

**Finance**

**Pharma**

**(Bio)chemistry**

**Petrochemistry**

**Data input & storage  
Logistic support**

# How to ensure internal financial stability in these uncertain times?

Increase  
resilience

Sustainable  
growth



Use data to evaluate

Increase  
resilience

Sustainable  
growth

Financial resilience

Check your revenue streams,  
investments, cash & cost  
management.

End-2-end margin analysis:  
pricing, sales efficiency,  
E-commerce,  
supply chain resilience

Use data to evaluate

Increase  
resilience

Sustainable  
growth

Financial resilience

Organizational resilience

Scale benefits

Merging support services

Use data to evaluate

Increase  
resilience

Sustainable  
growth

Financial resilience

Organizational resilience

Tech resilience

Technological education

# Use data to evaluate

Increase  
resilience

Sustainable  
growth

Financial resilience

Organizational resilience

Tech resilience

ESG resilience

Ecological production &  
consumption, social responsibility



## Use data to evaluate

**Increase  
resilience**

**Financial resilience**

**Organizational resilience**

**Tech resilience**

**ESG resilience**

**Sustainable  
growth**

**Disconnect from economic  
cycle**

**Respond to new demand**

**Agreements with strategic  
market players**

**Technological & business  
model innovation**

**Increase the collective emotion within  
and off your company!**



**All top champions  
need a top coach**



**BRAIN  
at TRUST**

# Increase the collective emotion within and off your company!

Improve your  
branding

Increase  
belonging





# Improve your branding

## **Improve your reputation**

What are your values?

What is your cause in life?

What do you wish to change in your inner circle, in your environment?

Who will benefit from this?

Who supports you?

## **Improve your visibility**

### **Communication**

Social media

Frequency & authenticity

### **Networking**

Complementary events

Keynotes

# Increase belonging

*The driving factor for employee motivation and happiness*



Employees need inclusivity, appreciation, and being valued. Much more important than money or getting opportunities.



The CEO is the center of the organogram, surrounded by his/her team, who are surrounded by their closest employees.

1

**Be friendly & empathic**

2

**Facilitate social opportunities**

3

**Bring employees back to the work floor**



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Thank you

