

TRENDS FOR GLOBAL LEADERSHIP:

C-Suite Insights on What Comes Next

August 27, 2026

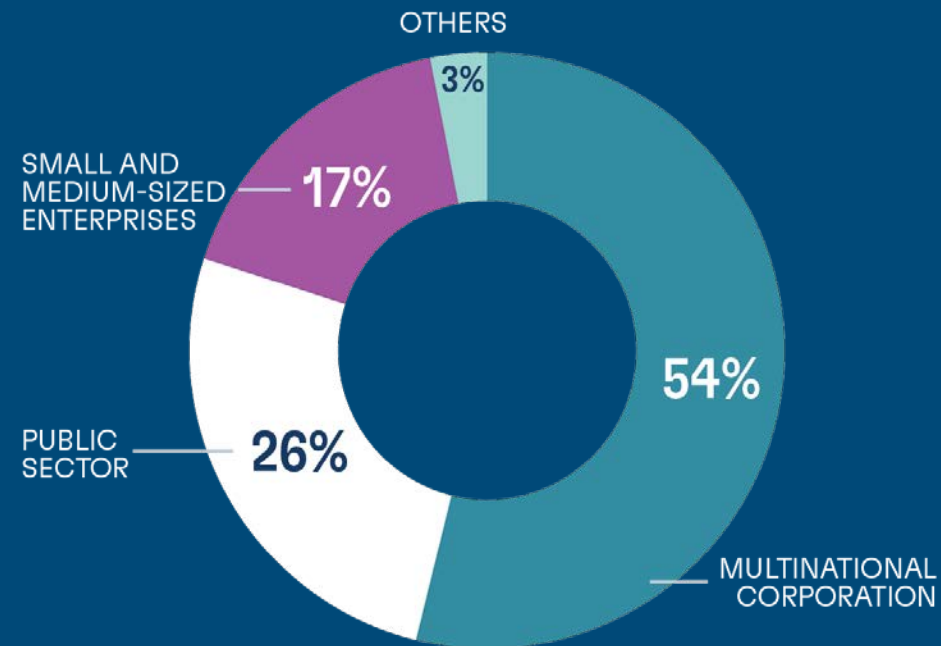
If we look back from 2050
and things turned out better
than expected, what did
leaders get right?

OUR APPROACH

Industry:

Number of
leaders who
participated: **63**

Organizations Type:



Gender:

Global Research Team



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THE IMPORTANCE OF GLOBAL LEADERSHIP

Struggling With Technological Change

Only 44% of leaders feel **prepared to address technological change** — down from 64% in 2021 and the lowest level to date.

THE IMPORTANCE OF GLOBAL LEADERSHIP

Increasing Leader Flight Risk

66% of C-level leaders say **they're open to opportunities outside their current organization**, compared with 57% of CEOs.

THE IMPORTANCE OF GLOBAL LEADERSHIP

Eroding Trust in Leaders

68% of global respondents in 2025 believe that **business leaders purposely mislead people**, a 12% increase from 2021.

1 Maximizing the Human Advantage



MAXIMIZING THE HUMAN ADVANTAGE

“ Humans are the same everywhere. They want to be treated equally and fairly. They want someone to support them and enable them. That, to me, is human-centered leadership.”

— Dana Ismail Al Hussein,
Chief Human Capital Officer

3 ACTIONS

**MAKE HUMAN
CENTERED LEADERSHIP
A MEASURABLE
LEADERSHIP OUTCOME**

**OPERATIONALIZE
HUMAN-CENTERED
LEADERSHIP THROUGH
DAILY BEHAVIORS**

**INVEST IN THE HUMAN
LEADERSHIP LAYER
(MIDDLE AND FIRST-TIME
LEADERS)**

2 Orchestrating Human-Machine Systems



ORCHESTRATING HUMAN-MACHINE SYSTEMS



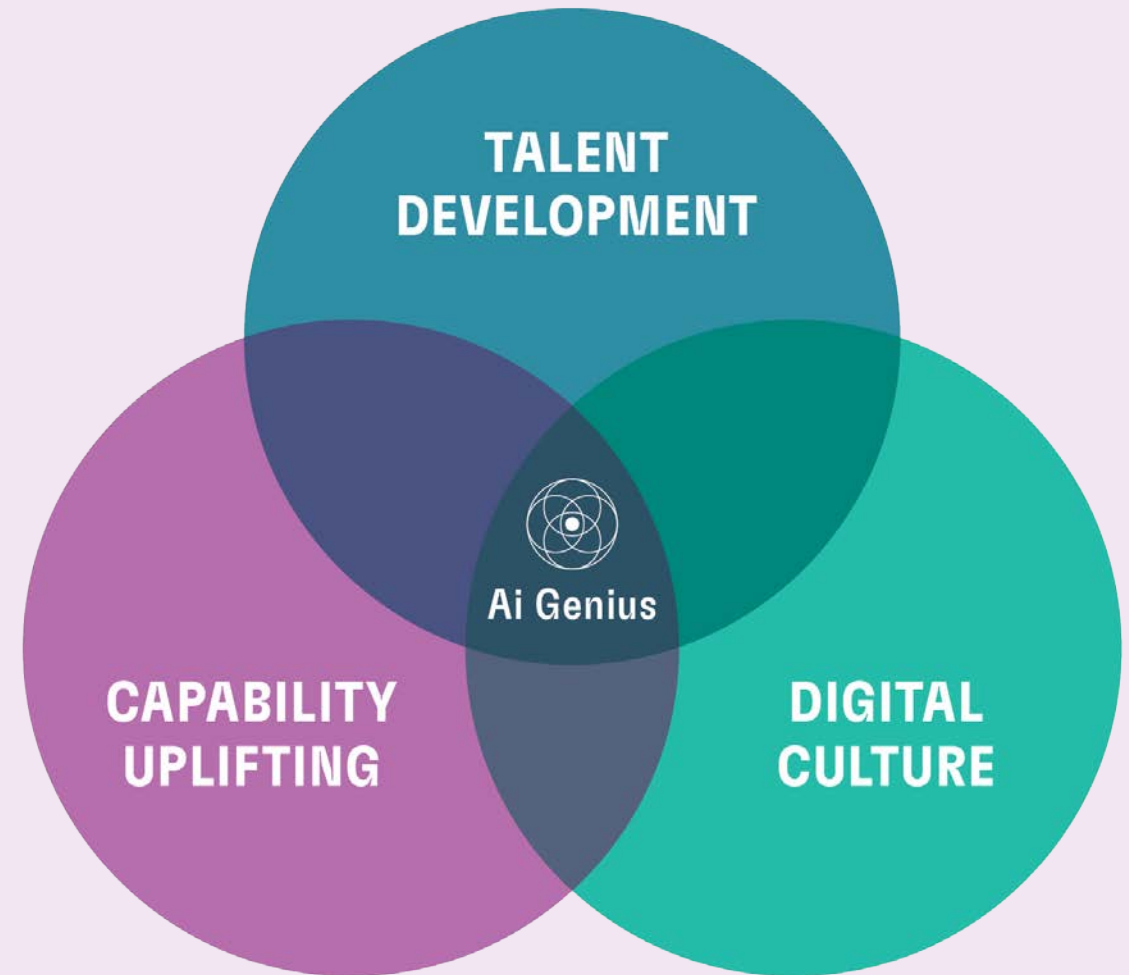
“ Before, you could be a very successful conductor, but now you need to be a jazz band leader — where there is no script. Even if there’s no script, you can improvise and make good music out of it.”

— Tian Chong Ng, Singtel CEO, Singapore

Company Spotlight:

AstraZeneca

AstraZeneca Fuels
Systems Thinking
and Collaboration
With AI Genius



THE AI COLLABORATION CYCLE



3 ACTIONS

**INSTITUTIONALIZE
ENTERPRISE-WIDE
AI FLUENCY**

**EMBED ETHICAL
GUARDRAILS INTO THE
AI COLLABORATION
CYCLE**

**ELEVATE
SENSEMAKING AS A
CORE LEADERSHIP
COMPETENCY**

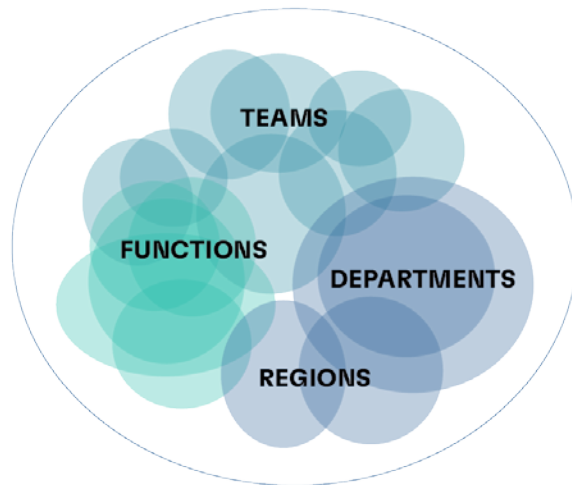
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Radical Collaboration Across Systems and Boundaries



RADICAL COLLABORATION ACROSS SYSTEMS AND BOUNDARIES

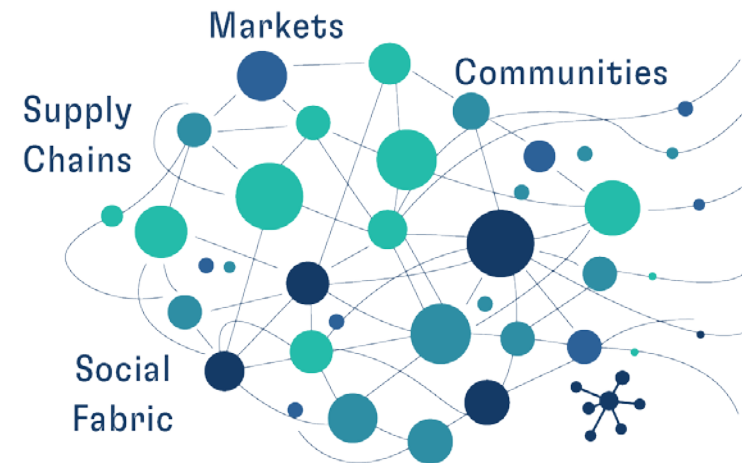
Organization-Level System Thinking



System thinking focused on understanding interdependencies within the organization



Radical Collaboration Across Systems



Polycrisis expands the system boundary

Radical collaboration across systems

RADICAL COLLABORATION ACROSS SYSTEMS AND BOUNDARIES

“It is important to keep listening and have the ability to see patterns, interdependencies, and balance short term crisis and long-term perspectives.”

— Suzanne van Niekerk-de-Veld,
CHRO, ABN AMRO



RADICAL COLLABORATION ACROSS SYSTEMS AND BOUNDARIES

“ We are trapped in linear thinking ... leaders need to enhance systems thinking and layering scenarios ... and ask better questions rather than having all the answers”

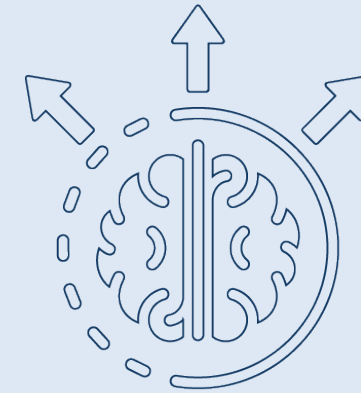
— David Garrett, Senior Executive Advisor to CEO, Project Management Institute



3 ACTIONS

**EMBED ECOSYSTEM
AND LONG-TERM
RESILIENCE
METRICS**

**INTENTIONALLY
ORCHESTRATE
CROSS-BOUNDARY
ECOSYSTEMS**



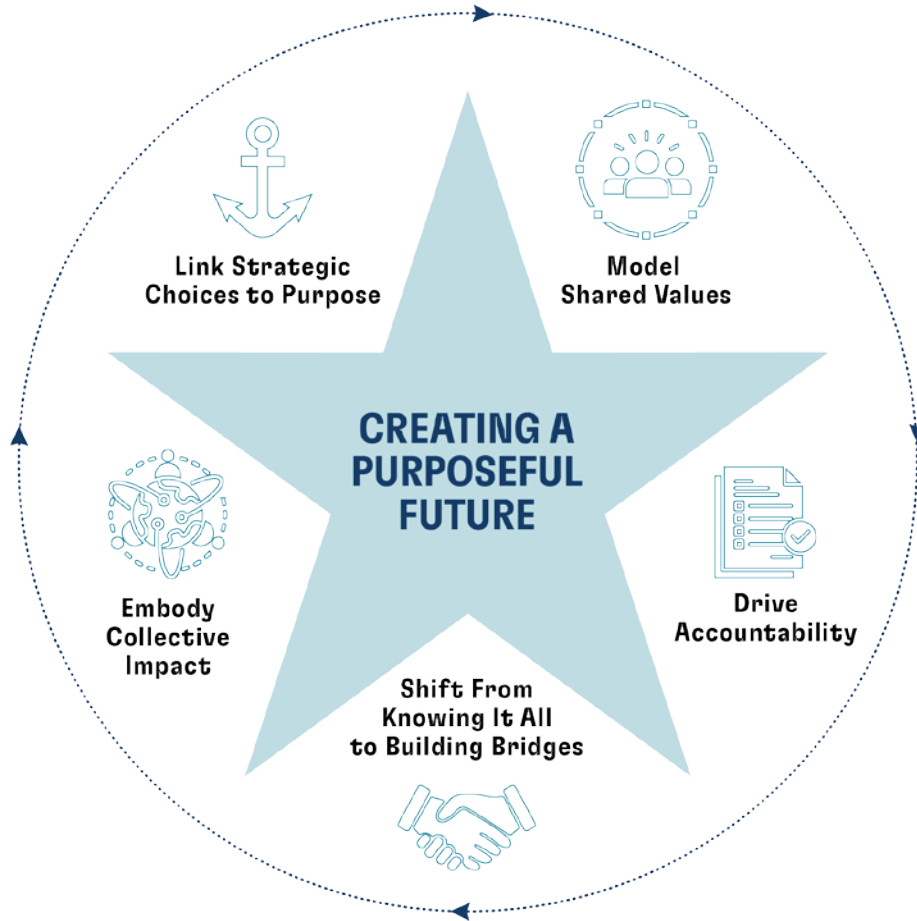
**INSTITUTIONALIZE
SCENARIO-BASED,
ADAPTIVE LEARNING**

4

Creating a Purposeful Future



CREATING A PURPOSEFUL FUTURE



“Preparing the next generation of leaders requires a shift toward greater accountability, collective thinking, and a long-term view of value creation across industries. Sustainable success depends on our ability to think beyond individual mandates and act in ways that serve the broader systems we are all part of.”

— Lenka Pincot, Chief of Staff to the CEO, PMI

CREATING A PURPOSEFUL FUTURE

“ In polycrisis, decisions cannot be made based on one crisis. The only way out is to have a culture based on shared values and purpose.”

— Sunil Puri, Stewardship Asia Centre



CREATING A PURPOSEFUL FUTURE

“ There is a need to act now for the long term and think about the right long-term values: Peace, human decency rather than maximizing short-term financial gain.”

— Anca Vasilescu, Managing Director,
Accenture APAC



3 ACTIONS

**EXPLICITLY ANCHOR
STRATEGIC CHOICES
AND ACCOUNTABILITY
TO PURPOSE**

**CONSISTENTLY
MODEL CORE
VALUES**



**SHIFT FROM INDIVIDUAL
LEADERSHIP LEGACY TO
COLLECTIVE IMPACT**

5

Cultivating Tomorrow's Leaders Today



CULTIVATING TOMORROW'S LEADERS TODAY

“ Executive shadowing and job rotations are helping top talent learn from leaders and prepare for the future — far more than formal programs alone.”

— Horng Shya Chua, Managing Director,
Singapore, Oracle



CULTIVATING TOMORROW'S LEADERS TODAY

“ Right now, there’s a significant focus on building AI capability — rolling out tools leaders can use internally and with customers. But it has to enhance human thinking, not replace it.”

— Andreas Jorgensen, Managing Director,
Asia Pacific, Organon



Company Spotlight:

Project Management Institute

Project Management
Institute: Stepping Up
To Deliver M.O.R.E.

M

MANAGE PERCEPTIONS

O

OWN PROJECT SUCCESS
BEYOND PROJECT
MANAGEMENT SUCCESS

R

RELENTLESSLY REASSESS
PROJECT PARAMETERS

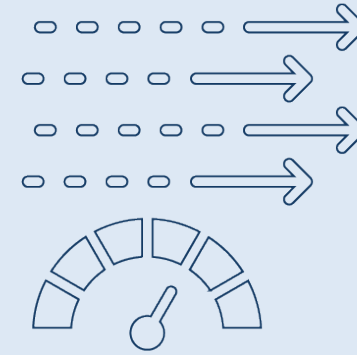
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EXPAND PERSPECTIVE

3 ACTIONS

**MAKE TALENT
DEVELOPMENT A
LEADERSHIP
ACCOUNTABILITY**

**SHIFT FROM
TRAINING PROGRAMS TO
DEVELOPMENT THROUGH
EXPERIENCE**



**BUILD WORKFORCE
LEARNING VELOCITY**

EXECUTIVE SUMMARY

“By 2050, if things turned out better than expected globally, what did we get right starting now – personally and as organizations?”



**COMMITTED TO
LONG-TERM PURPOSE**



**GLOBAL COOPERATION &
COLLECTIVE ACTION**



**PERSONAL LEADERSHIP
TRANSFORMATION**

Additional Resources

Link	Type
Radio Singapore FM – Leadership at the Inflection Point – What C-Suite Must do Now (Interview)	Radio Interview
Trends for Global Leadership: C-Suite Insights on What Comes Next	C-Suite Research Report
4 Knowledge Shifts for Global Leaders - International Leadership Association	Podcast
4 Ways to Grow Leadership by Investing in Knowledge CCL	Article
The Power of Both: Integrating Human Expertise & AI in Leadership Development. https://www.ccl.org/articles/leading-effectively/articles/ai-in-leadership-development-programs	Article
Collective Sensemaking in an Environment of Constant Disruption. https://www.ccl.org/articles/leading-effectively-articles/collective-problem-solving-sensemaking-steps-for-leadership-teams	Article
Reinvention Through Disruption. https://www.ccl.org/guides/perpetual-crisis-leadership-in-disruption	Website Guide
Purpose in Leadership: Why and How. https://www.ccl.org/articles/leading-effectively-articles/purpose-in-leadership-why-how	Article
Why Leadership Is Important for Organizational AI Maturity. Why Leadership Is Important for Organizational AI Maturity CCL	Article



Thank you for joining us!