

Leadership Dynamic Briefing

Generated 02 January 2022 for Liselotte Engstam



Leadership

Last review on Sun 02 January 2022

About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via intelligence.weforum.org), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum’s benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



Maps © World Economic Forum
Licensed for professional use.

Executive summary

Leadership Intelligence Map - insights and perspectives curated by Digoshen via World Economic Forum Strategic insights and contextual intelligence.

1. Business and Behaviour

Behavioural insights can play a role in promoting productivity and fairness.

2. Adaptive Leadership

“Analyse, plan and implement” has given way to more adaptive leadership that relies on experimentation.

3. Core Soft Skills

Soft skills should have a more prominent place in instruction, in order to increase adaptability.

4. Entrepreneurial Leadership

Leadership during the Fourth Industrial Revolution requires an entrepreneurial state of mind.

5. Systems Leadership

The contemporary world’s intense interconnectedness demands a new approach to leadership.

Business and Behaviour

Behavioural insights can play a role in promoting productivity and fairness

The output of any organization is ultimately the sum of individuals working together - and behavioural insights can help clarify how best to improve cooperation, boost motivation and productivity, and engender team spirit. For businesses in particular, culture, work climate, financial incentive structures, styles of leadership, management, and communication should always be in focus. Behavioural science can augment fair hiring practices, for example, and help facilitate unbiased promotions and job assignments for employees. In order to help them avoid discrimination in hiring, some organizations have adopted blind evaluation procedures. Orchestras, for example, have managed to substantially reduce the discriminatory hiring that has affected female musicians by having job applicants audition behind a curtain, as reported in the American Economic Review.

Another study published in Management Science in 2014 demonstrated that an “evaluation nudge” could help overcome gender bias in recruitment - researchers compared hiring committee evaluations done separately and jointly and, as expected, joint evaluation helped facilitate hiring recommendations based on individual performance rather than gender. In contrast, evaluations made separately led to the more likely selection of men for jobs requiring math, and women for jobs requiring verbal skills - regardless of these candidates' previous performance levels in both areas. Behavioural insights can extend beyond the internal operations of organizations and businesses. They have implications for marketing and sales strategies - to discern how effectively advertising influences attitudes towards a brand, for example, or to determine the factors accounting for the popularity of a product. While classic economic models suggest that consumers should benefit from having many choices, it has been shown that under certain conditions having too many options can decrease consumer motivation to buy a product - and subsequent satisfaction with it. In addition to private businesses, policy-makers, too, should consider behavioural insights like these - for example when presenting people with options for pension plans or health insurance.

Related insight areas: [Values](#), [Insurance](#), [Gender Inequality](#), [Future of Consumption](#), [Corporate Governance](#), [Retail](#), [Consumer Goods and Lifestyle](#), [Workforce and Employment](#), [Arts and Culture](#)



VoxEU

Addressing the roots of educational inequities by shifting parental beliefs

12 December 2021

Rising educational and income inequalities have been documented in nearly every corner of the earth, with associated disparities in parental investments in children. This column reports the results of two field experiments that reveal how shifting parents' beliefs about the role of parental inputs in child development can lead to higher parental investments and be a pathway to reducing socioeconomic gaps in children's skills.



Harvard Business Review

When Is Humor Helpful?

17 November 2021

Why does humor in the workplace sometimes have magical effects and at other times is disastrous? The answer is not as simple as "some jokes are better than others," or "some people are funny while others are not." The reality is that injecting light-hearted remarks into professional interactions always entails risk. Guidance on when that risk is worth taking and might in fact lead to great rewards can be derived from analyses using artificial intelligence (AI) and natural language processing on data from one of the most emotionally charged professional settings: health care. Our interest in humor in health care emerged unexpectedly during explorations of a large dataset of patient comments aimed at understanding what patients value most in their care.



Wharton School of the University of Pennsylvania - Knowledge@Wharton

Curbing Clutter: Why Do We Hold On to Things We Never Use?

16 November 2021

Products often become clutter when consumers save them for special occasions that never arrive. Wharton's Jonah Berger explains why marketers may want to avoid making items seem too special or exclusive.



Frontiers

Mapping the Concept of Sustainable Consumption: An Analysis From the Adoption and Promotion of Pro-Environmental and Social Behaviors in University Students

15 November 2021

The concept of sustainable consumption has been described in the literature from different perspectives, but few have focused on defining the consumer perspective and strategies to appropriate this knowledge and behaviors in the classroom, which becomes a major challenge in times of Covid 19 and confinement. This article proposes an approach to the concept by university students from the implementation of a pedagogical strategy, which involved the implementation of a virtual learning community and the evaluation of the understanding of this concept through the use of mind maps (pre and post). Through the mind maps, data were collected to evaluate the understanding of the concept, the analysis of semantic richness and systemic complexity.

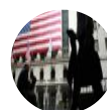


Harvard Business Review

How to Foster Healthy Disagreement in Your Meetings

09 November 2021

We often consider ourselves lucky if we're on a team with little conflict and minimal office politics. When a team works together for a long time, they find a rhythm of collaborating and fall into regular patterns of behavior, minimizing disagreements. Over time, this habitual way of working can limit the team's performance. We don't often step back to assess if the team dynamics that we consider "good" are getting in the way of generating breakthrough ideas and results.



London School of Economics and Political Science

As states redistrict, the Gerrymandering Wars continue but technology allows more public involvement than ever.

05 November 2021

This year, state legislatures across the country are creating new maps for congressional and state legislative elections. Michael Latner, Alex Keena, Anthony McGann and Charles Anthony Smith give an overview of the current redistricting, writing that gerrymandering is often still the outcome where lawmakers are responsible for the process. They also draw attention to the increased role of technology in allowing the public and nonprofit groups to be part [...].

Adaptive Leadership

“Analyze, plan and implement” has given way to more adaptive leadership that relies on experimentation

The opportunities presented by the Fourth Industrial Revolution can be fleeting and difficult to anticipate - making traditional organizational planning less relevant. Successful platform companies like Uber and Airbnb, which have helped to fuel the sharing economy, were able to achieve systemic impact with relatively few resources and in a relatively short period of time, for example. These companies have also quickly created new challenges for urban policy-makers and traditional industries, illustrating the need for both economic actors and public officials to monitor systemic change and to place a premium on reacting with agility. For example, some traditional consumer goods companies have sought to adapt to the threat posed by Amazon and Alibaba by offering hyper-customized shopping experiences; Nestle is piloting a programme in Japan that collects DNA and blood samples, in order to sell food and beverage products that are personalized.

An ability to experiment with, and pilot new ideas and designs is essential for adaptive leadership. According to a study published in 2017 by Deloitte, one way of developing this ability is to cultivate diverse and inclusive teams, where people feel empowered to speak up. The study found that this generates more and better ideas, and innovative ways of working. Examples of agile corporate leadership include Careem, the most widely-used ride-hailing app in the Middle East, North Africa and Pakistan, which has been able to differentiate itself from Uber by incorporating local norms and needs; the company's leadership recognized the importance of women feeling safe when using the service, and the predominance of cash transactions in an under-banked region, for example. Piloting new ideas works most effectively when it is followed by a rigorous assessment of results. A “systems mindset,” which involves looking beyond the immediate impact of decisions in order to take into account all concerned stakeholders, can help to refine and sharpen initial ideas. An ability to self-correct is also key. History is filled with examples of leaders who failed to reverse course on ill-fated strategy - whether it was Kodak opting to not aggressively pursue digital photography, or US video rental chain Blockbuster passing on an opportunity to partner with then-nascent streaming service Netflix in 2000. On the other hand, Flickr is an example of successful adaptive leadership; it essentially started as a chat room space, but then evolved into the pure photo sharing platform that was acquired by Yahoo in 2005.

Related insight areas: [Social Innovation](#), [Retail](#), [Consumer Goods and Lifestyle](#), [Innovation](#), [Entrepreneurship](#), [Values](#), [Fourth Industrial Revolution](#), [Family Businesses](#)



Project Syndicate
More than Economists
 12 November 2021

While systematic thinkers close a subject, leaving their followers with “normal” science to fill up the learned journals, fertile ones open their disciplines to critical scrutiny, for which they rarely get credit. Three recent biographies show how this has been the fate of three great economists who were marginalized by their profession.



London School of Economics and Political Science
The erasure of Vanessa Nakate shows why Africa needs a voice in climate debates
 12 November 2021

On 2 November 2021, an image of Scottish First Minister Nicola Sturgeon and Swedish climate change activist Greta Thunberg appeared on the internet, with Vanessa Nakate, a Ugandan Climate Change activist, cropped out the frame. The three women were having a conversation on Sky News at the COP26 international climate summit in Glasgow. The cropped image was tweeted by former British MP and educationist Thelma walker, who later deleted it when it attracted outrage. This incident follows similar displays of blatant racial representation, misrepresentation and non-representation of Black Africans by the Western press. This case also demonstrates the ongoing erasure of global South voices in climate debates.



World Economic Forum
As COP26 unfolds, we need to demand more of our leaders
 09 November 2021

COP26 aims to tackle the critical issue of climate change, one part of a set of multidimensional crises including a health crisis, and a crisis of social and economic inequities. We need competent, altruistic leaders to address these challenges but all too often power brings out the worst in people. Empathy and humility must be cultivated in leaders if we are to effectively address the issues humanity faces. As world leaders meet in Glasgow at the UN's COP26 climate summit to tackle one of the most urgent crises of our time, will they have the courage to implement the bold changes that are needed to save human life on our planet, or will they yet again do too little, too late? This question that is on everyone's minds speaks to the kind of leaders we need today.



United Nations
David Attenborough, People's Advocate for COP26, Address to World Leaders | Climate Action
 02 November 2021

In an electrifying speech delivered at the opening of the World Leaders Summit on Climate Change in Glasgow, Sir David Attenborough gave a message of hope on behalf of the world that through action, we will witness the recovery of the natural world. But his warning of what will follow should we fail to act was also clear and stark. Sir David's speech was illustrated with stunning, cinematic pictures shown on giant screens behind him, produced by Silverback Films, the production company that has collaborated with him on many of his most celebrated natural history documentaries.



Science Direct - family business strategy
Family leadership, family involvement and mutuality HRM practices in family SMEs
 01 November 2021

Mutuality HRM practices mediate family leadership and involvement in fostering employee productivity in family SMEs. The adoption of mutuality HRM practices is an expression of family stewardship towards the organization. Mutuality HRM practices can help to explain the relationship between HRM and organizational performance in family SMEs.



Bruegel
Can COP26 save the planet?
 28 October 2021

Core Soft Skills

Soft skills should have a more prominent place in instruction, in order to increase adaptability

By 2025, some 85 million jobs may be lost to the emerging division of labour among humans, machines, and algorithms, according to a World Economic Forum report published in 2020, though 97 million more jobs may emerge that are better adapted to the new dynamic. Among to top 10 skills in terms of prominence by the year 2025, according to the report, are soft skills including creativity, leadership, and flexibility. While education can generally provide a basis for future re-skilling, self-actualization, and forming a civic identity, specific educational curricula cannot remain fixed as standard career paths continue to evolve and become less linear than ever before. While there is a wide-ranging consensus that no single skill set or area of expertise is likely to be able to sustain a long-term career in the future, the core soft skills of the 21st century - including not just creativity and flexibility but also complex problem solving, critical thinking, and collaboration - will be crucial for enabling people to become better able to adapt to the changing needs of the job market.

These soft skills should be developed early, in basic education, and then later refined at colleges and universities - as well as, ideally, during lifelong learning as an adult. By providing a strong base of soft skills, an educational system can serve as a catalyst not only for an increased adaptability to future jobs, but also for a generally improved quality of life. However, shifting demand for skills across industries will require that curricula be updated and adapted on a regular basis - because they are naturally informed by the evolution of labour markets. Upgrades to curricula should also be built into systems incrementally, to avoid the excessive disruption and implementation time-lag associated with major, infrequent overhauls. One, single organisation cannot provide these soft skills alone, and certainly not for the duration of a person's life - therefore the creation of adequate learning systems requires at least a certain amount of input from both public and private institutions. In general, more emphasis should be placed on collating insights from government, businesses, and civil society organizations when designing curricula.

Related insight areas: [Future of Economic Progress](#), [Workforce and Employment](#), [Public Finance and Social Protection](#), [Social Innovation](#), [Future of Computing, Innovation, Agile Governance](#), [Corporate Governance](#), [Fourth Industrial Revolution](#), [Science](#)



Brookings

Staffing and compensation are at the heart of building a better early childhood system

01 December 2021

When COVID-19 hit, the work of being a child-care teacher—already challenging and low paying—became even more demanding, dangerous, and emotionally challenging. Prior to the pandemic, teachers left child-care sites at extremely high rates (more than twice as high as those of K-12 teachers), and the pandemic has exacerbated this issue.



International Labour Organization

Governance and financing of skills development and lifelong learning

25 November 2021

The call to Member States in the ILO Centenary Declaration for the Future of Work is to invest in human capacities and the institutions of work to shape a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all. At its 340th Session, the ILO’s Governing Body called on the ILO to take the lead role on skills and lifelong learning, with a strong emphasis on social dialogue and tripartism, human-centred recovery, promoting opportunities for decent work and increasing productivity as a vehicle for inclusive recovery and resilience.



International Labour Organization

Future-ready skills and lifelong learning systems

25 November 2021

The call to Member States in the ILO Centenary Declaration for the Future of Work is to invest in human capacities and the institutions of work to shape a fair, inclusive and secure future of work with full, productive and freely chosen employment and decent work for all. At its 340th Session, the ILO’s Governing Body called on the ILO to take the lead role on skills and lifelong learning, with a strong emphasis on social dialogue and tripartism, human-centred recovery, promoting opportunities for decent work and increasing productivity as a vehicle for inclusive recovery and resilience.



International Labour Organization

The benefits of lifelong learning

25 November 2021

This series of videos highlight the key points addressed in the report *Shaping skills and lifelong learning for the future of work*, which advances the emphasis of the Centenary Declaration and the ILO’s Governing Body Call on skills and lifelong learning. Like the report, the videos are divided into six chapters that examine the role of the ILO and its constituents to enable decent work through skills development and lifelong learning. The report seeks to contribute to the discussion of how skills development systems can respond to the crisis and the challenges of today and tomorrow while creating decent employment, productivity and sustained growth for all.



LSE Business Review

How 21st century skills in secondary school can bridge the gender gap

19 November 2021

Critical thinking can support women professionally, and it should be taught in secondary school. Jukka Tulivuori and Talal Rafi argue that higher-level thinking skills such as problem solving, communication, critical thinking, collaboration, and creativity — all considered 21st century skills—can be developed through the study of STEM subjects (science, technology, engineering, and mathematics). The 21st century skills ... Continued.



Social Europe

The feminist building-blocks of a just, sustainable economy

15 November 2021

Feminist economists have long argued that the purpose of an economy is to support the survival and flourishing of life, in all its forms. This may seem obvious but it turns on its head the prevailing view, which implicitly assumes the opposite causation: the economy runs according to its own laws, which must be respected by mere human actors. In this market-fundamentalist perspective, it is a potential angry god which can deliver prosperity or devastation and must be placated through all sorts of measures—including sacrifices made in its name. .

Entrepreneurial Leadership

Leadership during the Fourth Industrial Revolution requires an entrepreneurial state of mind

Successful startups and innovative corporations have demonstrated how to transcend existing leadership methods in a way that creates new ways of functioning as an organization. Startups, for example, often go through multiple iterations of ideation (the process of generating ideas) as they approach a problem, followed by relentless prototyping. The vast majority of these prototypes fail. However, the relatively limited amount of time and resources spent on developing them (including the handful that actually succeed) makes the process not only sustainable, but often highly effective. This ability to move quickly from design to implementation is characteristic of entrepreneurial leadership - which emphasizes mobilizing external resources, pushing through previously-assumed boundaries, and building new business models in the process. These new models, whether they involve crunching big data to pursue criminal probes, or distributing electric scooters throughout a city centre, are a defining feature of the Fourth Industrial Revolution; they have captured public attention through the ways that they disrupt, and the ways that they transmit the influence and impact of individual entrepreneurs.

Creating and running an innovative business in the mold of Amazon or Uber requires a greater effort to understand how technology can impact traditional civic and business structures. One particularly appropriate flavour of leadership was described more than half a century ago by anthropologist Claude Lévi-Strauss in his famous 1962 essay *The Savage Mind*, as “mythical thought.” Mythical thought, Lévi-Strauss wrote, expresses itself by means of a reliable but limited repertoire of skills and abilities - the person in possession of this repertoire must use it for the task at hand, as nothing else is available. Kevin Systrom, the co-founder of Instagram, illustrates the concept of mythical thought well. Systrom had studied management science and engineering at Stanford University, but was a self-taught programmer when he built Burbn, the product that led to the development of Instagram in 2010. Systrom was savvy enough to be able to use these limited skills (in combination with others) to build something that almost instantly drew millions of users, and was acquired by Facebook for \$1 billion in 2012.

Related insight areas: [Innovation](#), [Agile Governance](#), [Entrepreneurship](#), [Digital Economy and New Value Creation](#), [Fourth Industrial Revolution](#)



The Conversation

COP26: why politicians have little incentive to prepare for future climate change disasters

12 November 2021

The impact of climate change and how to respond to it is the defining political debate of our era. There are two forms this response can take – reacting to environmental disasters by providing financial and technical assistance to affected areas, or adapting to the effects of global heating by preparing for future disasters. Adaptation efforts – building flood protections, early warning systems and investing in resilient infrastructure – are increasingly recognised as important tools in limiting the consequences of climate change.



Chatham House

Policy for recovery in Africa | Explainer | Chatham House

12 November 2021

Short video explaining how the Policy for Recovery Series provides careful analysis and evidence-based policy solutions for Africa. The Policy for Recovery in Africa Series is held in partnership with the United Nations Development Programme (UNDP) and brings together expert speakers and decision-makers. They examine and exchange ideas on key challenges, potential solutions, and approaches for implementation as African countries confront the shocks of the COVID-19 pandemic. The series provides careful analysis and evidence-based policy solutions towards recovery and progress towards the Sustainable Development Goals (SDGs) and the African Union’s Agenda 2063.



Harvard Kennedy School - Belfer Center for Science and International Affairs

For a Green Europe, Go Global or Go Home

08 November 2021

A normative vision for the future, it represents both a clear growth strategy and a route to a political union for the bloc. Yet, as has been made clear at the U.N.’s Climate Change Conference (COP26) in Glasgow this week, the EU – responsible for only around 8 percent of global emissions – is but a small part of the global picture. And a green Europe can only be realized if it’s a global one too.



Raconteur

Budget 2021: what it means for British business

27 October 2021

Chancellor Rishi Sunak used the Budget today (27 October) to usher in a “higher wage, higher skill, higher productivity economy”. Unusually for a Budget, many of the Treasury’s set-piece announcements were revealed ahead of the Chancellor’s speech.



Nature

Nobel-winning ‘natural experiments’ approach made economics more robust

13 October 2021

Joshua Angrist, Guido Imbens and David Card share the prize for finding a way to identify cause and effect in social science.

Systems Leadership

The contemporary world's intense interconnectedness demands a new approach to leadership

“Systems leadership” is about leading in a situation where power is diffused, and where the consequences of decisions are magnified and less predictable as their impact progressively ripples across domains. It requires cultivating a shared vision for change, and empowering innovation and collaborative action. According to a report published by Harvard Kennedy School’s Corporate Social Responsibility Initiative in 2016, systems leadership is needed to address complex problems related to food security, climate change, and gender equality - which cannot be solved with a top-down, pre-planned approach that focuses on one area to the exclusion of others. Instead, these problems call for the engagement of diverse stakeholders from multiple sectors. Systems leadership done right also means balancing short- and long-term goals in order to optimize value for everyone, not only for the loudest, wealthiest, or most influential. By cultivating a shared vision, according to the Harvard Kennedy School report, nimble systems leadership can galvanize a diverse array of interested parties and help ensure that their efforts align, potentially producing better results in faster way than would otherwise be possible.

The attributes of an individual “systems leader” include humility, integrity, an interest in the system over one’s self, and an ability to facilitate constructive dialogue. The Harvard Kennedy School report cited as an example the World Economic Forum’s New Vision for Agriculture initiative. Following the food crisis of 2007 and 2008, which saw the price of food staples like rice, corn, and wheat rise dramatically to the detriment of many people in the developing world, the Forum’s initiative brought together stakeholders from business, government, and civil society to build greater resilience into the food supply chain - a highly complex, fragile system vulnerable to external shocks, over which no single actor can exercise meaningful control. As part of the initiative, 17 companies, including food manufacturers, commodity traders, and beverage producers, came together with key government representatives and civil society members in a neutral space to map out issues, system linkages, and opportunities for action. More than 500 different organizations are now participating in related efforts, according to the report; these include working with farmers’ groups to build more sustainable value chains for specific commodities, and sharing farmers’ needs with financial institutions so appropriate credit and insurance products can be developed.

Related insight areas: [Sustainable Development](#), [Supply Chain and Transport](#), [Fourth Industrial Revolution](#), [Future of Food](#), [Digital Economy and New Value Creation](#), [Social Innovation](#), [Climate Change](#), [Agriculture](#), [Food and Beverage](#), [Science](#), [Gender Inequality](#), [Civic Participation](#)



The New Humanitarian
'I am a leader of my house': An illustrated story

21 December 2021

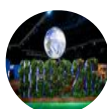
How Romida and Hafsa are pushing for change in the Rohingya refugee camps – while holding on to the hope of returning home. COX'S BAZAR, Bangladesh Listen to this story in the Rohingya language.



UN Environment
Prime Minister Mia Mottley 2021 Champion of the Earth - Policy Leadership

07 December 2021

Prime Minister Mia Mottley of Barbados, honoured in the Policy Leadership category for her powerful voice for a sustainable world from the global south, consistently raises the alarm about the vulnerability of Small Island Developing States due to the climate emergency. Under her leadership, Barbados has adopted ambitious renewable energy targets, committing to a fossil-fuel free electricity sector and transport by 2030.



The Conversation
Glasgow Climate Pact: where do all the words and numbers we heard at COP26 leave us?

17 November 2021

No UN climate conference has seen such a blizzard of promising climate statements in such a short space of time as the 26th conference of the parties – COP26 – hosted in Glasgow. The conference concluded with 197 countries agreeing to a new climate deal, the Glasgow Climate Pact. Countries had made varying commitments to limit emissions by 2030, known as “nationally determined contributions” (NDCs), in advance of COP26. Many then added long-term net zero statements to their NDCs during the conference – such as the UK’s net zero by 2050 pledge – as well as other, non-binding statements relating to issue such as renewable energy. That leaves three different sources of emissions claims to assess to take stock of where we now stand.



Institute for International Political Studies (ISPI)
Kazakhstan: Succession on the Steppe

08 November 2021

Over the past year and a half, the political scene in Kazakhstan has quieted down considerably. The mass protests that gripped the country during the 2019 presidential election and afterward are but a memory. Surely, the onset of the novel coronavirus pandemic and the government’s ensuing decision to restrict social gatherings weakened the momentum of the pro-democracy movement – which arose in response to longtime leader Nursultan Nazarbayev’s official resignation in March of 2019, the Kazakhstani parliament’s (known as the Mazhilis) renaming of the capital city Nur-Sultan (in Nazarbayev’s honor), and the scheduling of a presidential election in June (for which the winner – Kassym-Jomart Tokayev – was preset). As such, has Kazakhstan noticeably changed since mid-2019?.



World Economic Forum
How to achieve an inclusive path to net zero - 5 Young Global Leaders explain

05 November 2021

To ensure equitable and inclusive climate action, all stakeholders need a seat at the table. The ongoing pandemic has increased pressure on global leaders to deliver value with societal and environmental impact - different stakeholder groups are pushing for increased accountability. Young Global Leaders around the world are doing their part for the climate. 2015 was a turning point for the world, as it embarked on a collective and ambitious journey to combat climate change. For the first time in history, leaders came together to map out a unified vision for the environment, but to date, turning this vision into reality has been a challenge.



Brookings
Finding the right role for NATO in addressing China and climate change

27 October 2021

While NATO has tools at its disposal to help allies harmonize their approaches to technology governance and mitigate NATO’s own contributions to global climate change, the US and NATO will need to enhance their cooperation with the EU, argue Agneska Bloch and Jim Goldgeier.

References

1. Business and Behaviour

- Addressing the roots of educational inequities by shifting parental beliefs, VoxEU, voxeu.org
- When Is Humor Helpful?, Harvard Business Review, hbr.org
- Curbing Clutter: Why Do We Hold On to Things We Never Use?, Wharton School of the University of Pennsylvania - Knowledge@Wharton, knowledge.wharton.upenn.edu
- Mapping the Concept of Sustainable Consumption: An Analysis From the Adoption and Promotion of Pro-Environmental and Social Behaviors in University Students, Frontiers, www.frontiersin.org
- How to Foster Healthy Disagreement in Your Meetings, Harvard Business Review, hbr.org
- As states redistrict, the Gerrymandering Wars continue but technology allows more public involvement than ever., London School of Economics and Political Science, blogs.lse.ac.uk

2. Adaptive Leadership

- More than Economists, Project Syndicate, www.project-syndicate.org
- The erasure of Vanessa Nakate shows why Africa needs a voice in climate debates, London School of Economics and Political Science, blogs.lse.ac.uk
- As COP26 unfolds, we need to demand more of our leaders, World Economic Forum, www.weforum.org
- David Attenborough, People's Advocate for COP26, Address to World Leaders | Climate Action, United Nations, www.youtube.com
- Family leadership, family involvement and mutuality HRM practices in family SMEs, Science Direct - family business strategy, www.sciencedirect.com
- Can COP26 save the planet?, Bruegel, www.youtube.com

3. Core Soft Skills

- Staffing and compensation are at the heart of building a better early childhood system, Brookings, www.brookings.edu
- Governance and financing of skills development and lifelong learning, International Labour Organization, www.youtube.com
- Future-ready skills and lifelong learning systems, International Labour Organization, www.youtube.com
- The benefits of lifelong learning, International Labour Organization, www.youtube.com
- How 21st century skills in secondary school can bridge the gender gap, LSE Business Review, blogs.lse.ac.uk
- The feminist building-blocks of a just, sustainable economy, Social Europe, socialeurope.eu

4. Entrepreneurial Leadership

- COP26: why politicians have little incentive to prepare for future climate change disasters, The Conversation, theconversation.com
- Policy for recovery in Africa | Explainer | Chatham House, Chatham House, www.youtube.com
- For a Green Europe, Go Global or Go Home, Harvard Kennedy School - Belfer Center for Science and International Affairs, www.belfercenter.org
- Budget 2021: what it means for British business, Raconteur, www.raconteur.net
- Nobel-winning 'natural experiments' approach made economics more robust, Nature, www.nature.com

5. Systems Leadership

- 'I am a leader of my house': An illustrated story, The New Humanitarian, www.thenewhumanitarian.org
- Prime Minister Mia Mottley 2021 Champion of the Earth - Policy Leadership, UN Environment, www.youtube.com
- Glasgow Climate Pact: where do all the words and numbers we heard at COP26 leave us?, The Conversation, theconversation.com
- Kazakhstan: Succession on the Steppe, Institute for International Political Studies (ISPI), www.ispionline.it
- How to achieve an inclusive path to net zero - 5 Young Global Leaders explain, World Economic Forum, www.weforum.org
- Finding the right role for NATO in addressing China and climate change, Brookings, www.brookings.edu

Acknowledgements

- Cover and selected images throughout supplied by Reuters.
- Some URLs have been shortened for readability. Please follow the URL given to visit the source of the article. A full URL can be provided on request.

Continue the experience online

Explore the collective intelligence of the World Economic Forum

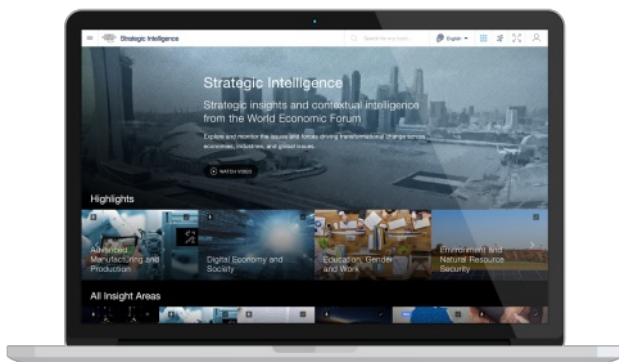
In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

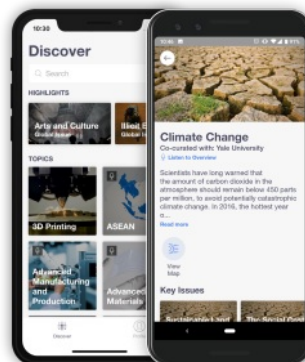
Leaders require new tools to make better strategic decisions in an increasingly complex and uncertain environment. The World Economic Forum developed Strategic Intelligence to help you understand the global forces at play and make more informed decisions.

Connect to Strategic Intelligence

Visit [Strategic Intelligence](https://intelligence.weforum.org) on the web or download the [Strategic IQ](https://wef.ch/si) app on your mobile device to learn more.



intelligence.weforum.org



wef.ch/si





COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

The World Economic Forum, committed to improving the state of the world, is the International Organization for Public-Private Cooperation.

The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

World Economic Forum
91-93 route de la Capite
CH-1223 Cologny/Geneva
Switzerland
Tel.: +41 (0) 22 869 1212
Fax: +41 (0) 22 786 2744
contact@weforum.org
www.weforum.org