

Leadership Dynamic Briefing

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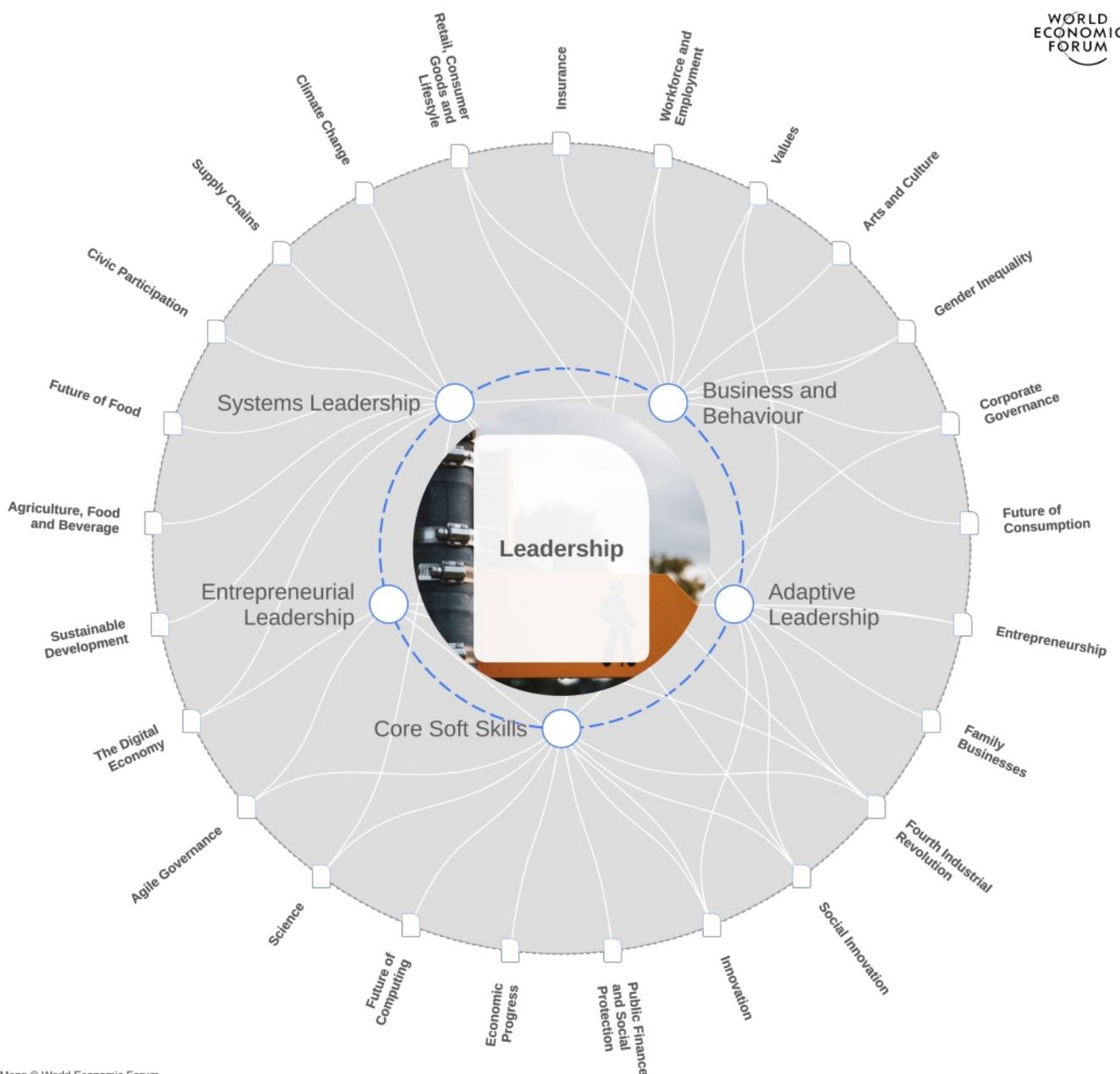


Leadership

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.



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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.

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



Frontiers on COVID19

Relationship between negative emotions and medical staff burnout during the prevention and control of the COVID-19 epidemic: the mediating role of psychological resilience

02 May 2022

We herein investigated the relationship between psychological status and the various emotions of medical staff during the prevention and control of coronavirus disease 2019 (COVID-19) epidemic. In this study, the convenience sampling method was used to select medical staff members as participants, and a cross-sectional study design was implemented. The instruments included the Burnout Clinical Subtype Questionnaire (BCSQ-36), the 10-item Connor-Davidson Resilience Scale (CD-RISC-10), the self-rated 16-item Quick Inventory of Depressive Symptomatology (QIDS-SR16), and the Self-rating Anxiety Scale (SAS). In total, 876 medical staff members were selected in this study. The CD-RISC-10 was negatively correlated with all other scales ($P < 0.01$).



Science Daily

What do you see when you listen to music? Music isn't a truly universal language, it turns out.

14 April 2022

Music isn't a truly universal language, it turns out. A team of researchers has found that culture and background influence what we visualize when we listen to instrumental music we've never heard before.



Nautilus

Animals Feel What's Right and Wrong, Too

13 April 2022

Amy's job is pretty repetitive, but normally she doesn't mind doing what she's asked. Today, however, she's working alongside Sidney. Amy can't help noticing that Sidney is receiving a small reward every time he completes a task, while she gets nothing. After a few rounds of this treatment, Amy has had enough. She refuses to go on performing her tasks, disengaging completely.



Nautilus

Neuroscience Gets in the Way of Appreciating Art

06 April 2022

Describing ourselves in the language of neurobiology has got to be one of the stranger trends in our medical age. I'm depressed because my serotonin levels are low. I cried in the movie because the grieving mother activated my mirror neurons. The dopamine boost from the pinot noir planted me in a garden of bliss. For one thing, simplistic explanations for multivalent situations are a license to charlatans to ring up their cash registers with nostrums for happiness and longevity.



Science Daily

Reproductive factors and dementia risk: Certain events related to shorter estrogen exposure may be associated with increased dementia risk

06 April 2022

Pregnancy, long reproductive span, and older age at menopause are associated with a lower risk of dementia in women, according to a new study. Inversely, hysterectomy, younger age of first birth, and younger or older than average age at first period were associated with greater dementia risk.



World Economic Forum

We desperately need to disrupt our approach to retirement saving

21 March 2022

Today's retirement and pension plans were not designed for the current reality of people living longer, healthier lives. The traditional three stage life of school, work and retirement no longer functions in an age of unprecedented longevity and shifts in work and health outcomes. Many people will want to work past mandatory retirement age because they will live for another 20-30 years, while others will need to work longer to remain financially resilient in later life. As societies continue to age, with many women living longer than men, new ways to deal with the retirement savings gap will have to be created to address gender and racial disparities, the changing needs of older workers, as well as the growing number of gig workers.

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



Kellogg School of Management

Take 5: How to Be a Better Mentor

14 April 2022

“You’re asking questions and providing context for greater clarity. You’re not the person who’s going to have all the answers.” Here’s another thing mentorship is not, according to Brink: lining up your mentee with their next gig. “That’s not your role,” she says. It’s a common misunderstanding, and it can set the mentor–mentee relationship off on the wrong foot.



Frontiers

Troubling Unintended Harm of Heroic Discourses in Social Justice Leadership

15 February 2022

We aim to problematize the ways in which school leaders who seek social justice conflate heroic leadership discourses in their practices. Using qualitative data collected from an urban school principal, this study examines heroic metaphors utilized by the principal when describing social justice leadership and how heroic-centered approaches contradict with achieving social justice goals in school. The findings suggest that the principal’s idea of social justice leadership relies on discourse around “battles to win”, a savior complex, and seeing herself as the central model for driving change. Such heroic discourses reflect the principal’s sole reliance on herself as a savior for her staff and community, which ultimately contradicted the social justice ideals that she sought to accomplish.

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



Cornell University

China’s segregated school system hinders migrants

02 May 2022

Eli Friedman’s new book reveals how cities in China have granted public goods to the privileged while condemning poor and working-class migrants to insecurity, constant mobility and degraded educational opportunities.



Frontiers

“Now I’m Not Afraid”: The Influence of Identity-Focused STEM Professional Organizations on the Persistence of Sexual and Gender Minority Undergraduates in STEM

25 April 2022

In comparison to work on women and historically excluded racial/ethnic minority students in science, technology, engineering, and math (STEM), research on sexual and gender minority (SGM) students in STEM is somewhat incipient. There is little scholarship available on SGM-focused STEM organizations (e.g., oSTEM). Building on the previous literature, we examine how SGM-focused STEM organizations provide social capital, both expressive (e.g., emotional support) and instrumental (e.g., academic resources), that helps students feel they fit in STEM and ultimately persist. We report findings from a large online survey with 477 SGM STEM undergraduates, 463 of whom participate in STEM organizations, which offers one of if not the largest study on the topic to date.



Nature

Women are under-represented in economics globally

14 April 2022

They occupy fewer top positions at leading economics institutions than men, and are more likely to leave the profession early. They occupy fewer top positions at leading economics institutions than men, and are more likely to leave the profession early.



The Conversation

Four reasons you should consider adult education – even if you're at the start of your career

13 April 2022

Adult education has often been associated with evening classes for older people, such as the wonderful non-formal educational opportunities provided by organisations like the University of the Third Age. Nevertheless, there is huge value in learning at all stages of life, including for those in their twenties and thirties – for work, self development, health, happiness and participation in wider community life. Colleges and universities provide opportunities that include short courses, evening classes, fully online distance-programmes and work-based learning. Adults can study for pleasure, to gain a professional development certificate, or to complete a full undergraduate or postgraduate degree, or even a PhD. Research has demonstrated the positive impact of lifelong learning.



Policy Center For The New South

Education-Skills-Mobility Nexus

13 April 2022



UNICEF

Going back to school in Madagascar I UNICEF

06 April 2022

This is how 12-year-old Clarissa from Madagascar found her way back to the classroom amid COVID-19. .



Asian Development Bank

5 Ways to Make the Most of Philippine Education Investments

06 April 2022

In the Philippines, it is not unusual for families to pawn their last asset to support their child’s education. With education costs rising and the job market uncertain, returns to education are not necessarily viewed as being commensurate to education-related investments. Families and policy makers alike are looking to understand how to better invest in education and maximize positive outcomes. To support this effort, ADB partnered in 2017 with the Philippine Department of Education to conduct the Youth Education Investment and Labor Market Outcomes Survey (YEILMOS). The survey examined factors that influence the youth’s education choices and investments.

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: [Agile Governance](#), [The Digital Economy](#), [Fourth Industrial Revolution](#), [Innovation](#), [Entrepreneurship](#)



Harvard Business Review

How to Use Correlation to Make Predictions

06 April 2022

Too many leaders take an incomplete approach to understanding empirical patterns, leading to costly mistakes and misinterpretations. As we have discussed before, one extremely common mistake is interpreting a misleading correlation as causal. We've advised countless organizations on the topic. We've written research papers, managerial articles, and even a book dedicated to the power of experiments and causal inference tools — a toolkit that economists have adopted and adapted over the past few decades. Yet, while we are deep believers in the causal inference toolkit, we've also seen the reverse problem — leaders who overlook useful patterns because they are not causal.



MIT Sloan Management Review

When Gradual Change Beats Radical Transformation

03 March 2022

The authors conducted an inductive study, examining in-depth longitudinal cases of incumbents in complex manufacturing industries.



Sci Dev Net

Q&A: Women need to be leaders in internet governance

23 February 2022

Learning how to code changed Baratang Miya's life. Miya is the founder and head of GirlHype, a non-profit that empowers disadvantaged young women and girls to connect to the digital world, learn how to write code and build a career in tech. Miya tells SciDev.Net that her message to the United Nations Internet Governance Forum in December was that women must be included in internet governance to ensure that girls and women are not left behind. Baratang Miya, founder and head of GirlHype.

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: [Gender Inequality](#), [Civic Participation](#), [Supply Chains](#), [Sustainable Development](#), [The Digital Economy](#), [Science](#), [Agriculture](#), [Food and Beverage](#), [Future of Food](#), [Fourth Industrial Revolution](#), [Social Innovation](#), [Climate Change](#)



United States Institute of Peace
Tamanna Salikuddin on the Fall of Pakistan's Imran Khan

14 April 2022

Over the weekend, Imran Khan became the first Pakistani prime minister to be ousted in a no-confidence vote. USIP's Tamanna Salikuddin says, "There are a lot of reasons why he lost the support of [the] military establishment and also parliament" but that "his downfall really, number one, was the economy."



World Economic Forum
3 women in AI who are helping bridge the gender equity gap

06 April 2022

Artificial intelligence (AI) is becoming increasingly mainstream across sectors and has great potential to benefit society. Its full potential can only be realised if the technology represents the diversity of the populations it represents. Here are three women in AI who are working to address gender equity in the technology's development. Artificial intelligence (AI) is rapidly advancing across sectors and industries and while it has great potential to benefit society, this can only be realized if AI truly represents the diversity of the populations it represents. Gender equity, specifically, is not currently realized in AI development.



Smithsonian Magazine
Ten Pioneering Women of Antarctica and the Places Named for Them

26 March 2022

Men had been exploring Antarctica for over a century when the first woman, Norwegian Ingrid Christensen, stepped foot on the continent's mainland in 1937. In fact, although women were allowed to work offshore, most women were banned from working on Antarctic land until the 1970s and '80s. "Many of the women directly involved with Antarctica in the early 20th century were the wives of explorers," says Jennifer Fought, a geologist aboard the luxury-expedition cruise ship, Scenic Eclipse. "Like Kathleen Scott, who raised money for her husband Captain Robert Scott's race to the South Pole," she says, though was still barred from visiting the continent herself due to such reasons as it being too harsh a climate for females, and the inability of women to handle crisis situations



London School of Economics and Political Science
Putin's war in Ukraine shows the limits of authoritarianism

18 March 2022

The lasting impact of Vladimir Putin's decision to invade Ukraine could be contrary to what the Russian President intended, writes Roland Benedikter. The Russia-Ukraine war could ultimately serve as a demonstration of how authoritarian regimes can sow the seeds of their own downfall.



Project Syndicate
An Interview with Kristen Ghodsee

15 March 2022

This week in Say More, PS talks with Kristen Ghodsee, Professor of Russian and East European Studies at the University of Pennsylvania, and the author of the forthcoming book, *Red Valkyries: Feminist Lessons from Five Revolutionary Women*.



Nature
Queen of carbon, champion of women in science

15 March 2022

From graphite to graphene and government, Mildred Dresselhaus fought for equity all the way.



Center for China and Globalization
UN Women China Country Rep Smriti Aryal emphasizes women's important role in climate change response

10 March 2022

On March 8, 2022, CCG and UN Women China office co-hosted an event to celebrate the International Women's Day, bringing together a group of experts from government agencies, embassies, UN entities, financial institutions, practitioners, academia and think tanks to share their views and best practices in gender responsive climate change and environmental policies and programs and to identify methods that can enable gender just climate actions. Ms. Smriti Aryal, China Country Representative of UN Women China Office, called on all society to recognize the important role that women play in adapting, mitigating and responding to climate change. She noted that we should strengthen coordination and gender mainstreaming across sectors and all levels of government.

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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?

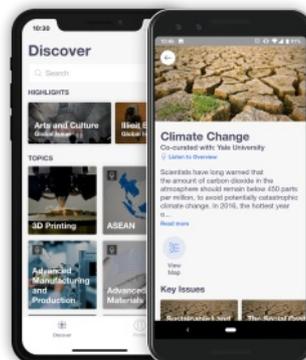
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