The Next Wave
Real stories on leading through risk, crisis, and disruption featured in the Resilient podcast series
Since the Resilient podcast series launched in early 2016, we've conducted more than 20 in-depth interviews with CEOs, senior business executives, and other top leaders in a wide range of industries – from aviation, publishing, and retail to technology, government, and energy utilities. While they shared their diverse personal stories on successfully navigating risk, crisis, and disruption, we asked each of them: What does it mean to be a resilient leader? Here are some of the answers we heard:

**Keep things in perspective**
As former supreme allied commander of the North Atlantic Treaty Organization (NATO), Admiral James Stavridis led an intergovernmental military alliance among 29 North American and European countries. While representing the interests of all member states – and through high-stakes operations, such as enforcing a no-fly zone in Libya – Admiral Stavridis learned the importance of humility as a source of resilience. “Don’t over-invest in your self-importance or your legacy,” he told us, emphasizing respect for others, regardless of where they are on the org chart. “Remain humble. And I think that allows resiliency.”

**Stay focused**
Keith Wandell joined Harley-Davidson as CEO during a time when productivity at the motorcycle company was down, competitors were gathering steam, and Harley’s network of 1,600 independent dealers was struggling to attract new customers. He says resilience involved zeroing-in on key priorities that would make the most difference – including revising manufacturing processes and making Harley a more welcoming brand to new demographics and first-time buyers. “Have a clear vision, a clear focus,” he told us, adding that resilience requires keeping that focus on the future, not the past. “Don’t sit around and brood over what might have been.”

**Be transparent**
As Senior Vice President of corporate governance at the security systems company, Tyco International, Eric Pillmore says resilience came from transparency and the resolve to investigate root causes when the CEO and CFO were found to have stolen hundreds of millions in company assets. “I think human nature tells us ‘don’t look there.’ But I think...get to the bottom of them as quickly as possible,” Eric told us. He explained that such transparency is key to resilience, in that it helps leaders get over what happened in the past and focus on moving forward. “Leave no stone unturned,” he said.

**Be optimistic**
Former Krispy Kreme CEO Daryl Brewster used a similar analogy in discussing his own transparency efforts after a financial controversy. “We’d be turning over some rock, there’d be some other new issue that would come up,” he said. Amid such fact-finding, or other depressing news, Daryl says resilience involves retaining a degree of optimism. “It was good to get those issues out,” Daryl explained. “But it was unproductive just to labor and stew on them.” At one point in the crisis, Daryl even moved the office of an optimistic, problem-solving manager to be in closer proximity to some colleagues who were getting stressed and overwhelmed. “He brought just a wonderful sense of optimism. Good ole ‘got to get it done and let’s figure this stuff out,’” Daryl told us.
Get back up

Asked how he helped his paper survive disruption as more people turned to online sources, Dallas Morning News Publisher and CEO Jim Moroney didn’t hesitate. “My resiliency comes in two parts: I feel like I have a group of people that I can’t let down…and we have a mission,” he told us, explaining the commitment to quality journalism. He says a shared sense of mission among a dedicated team helped drive a successful digital transformation that bolstered online news platforms alongside the print edition. Even amid setbacks, Jim says “I feel a real sense of responsibility…so that keeps me getting back off the mat every day.”

Innovate and evolve

In the words of Beth Comstock, former Vice Chair at GE, we are living in a time of “digital reckoning.” Beth suggests that today’s leaders must embrace the shift to digitization, and digitize the way in which they work. Businesses are now “thinking much more systemically because of the digitization and the platform theories…it’s all about the system” Beth explained.

To be successful, she emphasizes the need for future leaders to put data at the forefront and own the entire customer journey, both the digital and physical. Beth also encourages employees to take risks and challenge the status quo. “It’s really about change and innovation, and …giving people the mechanisms” to allow them to make change.

Moving forward

Whether it’s a value-destroying crisis, a shift in industry dynamics, or a high-stakes investment in the future, uncertainty comes in many shapes, sizes, and impacts. Smart leaders know that their ability to effectively navigate risk, crisis, and disruption will likely determine their ability to evolve as a business leader and be successful over time. Resilient leaders embrace important qualities – including determination, transparency, self-awareness, and optimism. They take risk management a step further and ask themselves, “What am I doing today to prepare not only for tomorrow’s threats but also tomorrow’s opportunities?”

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Let’s connect
If you would like to learn more about how leading companies are navigating risk, crisis, and disruption, we would welcome the opportunity to talk with you. If you have your own resilient story to tell, please let us know.

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