

# How to lead in a turbulent environment.

Susana de Carvalho

6<sup>th</sup> November, 2009



*“We have nothing to fear... but fear itself.”*

Franklin Roosevelt,  
Speech of 4th March 1933

- Overcoming fear and establishing trust.
- Develop talent. Care even more about staff.
- Inspire and breathe optimism.
- Take risks.
- Focus on your core.
- Lead by example.
- Keep calm and carry on.

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## The classical meaning of crisis:

*Krisis*: Act of judging and deciding (like a medical doctor or judge) fragment 8.15 from *Parmenides' Poem*

- A way of thinking and doing that is not possible anymore.
- There is the urgent need of deciding a new path, by words and deeds.

Prof. Viriato Soromenho Marques in  
*Environment at the Crossroads. Aiming for a Sustainable Future*,  
Gulbenkian Conference, 27-29<sup>th</sup> October, 2009

# What's the difference in these two major contemporary crisis?

A crisis bigger than the one of 1929...: *“Nature still offers her bounty.”*

(Roosevelt, 4th March 1933)

*“My country is going to disappear under water...”*

(Mr. Anote Tong, President of the Kiribati Republic, New Delhi, 5th February 2009)

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## Overcome crisis, avoid collapse.

- Crisis is also a challenge for personal or collective growth, for human or institutional improvement.
- “Collapse”, on the opposite side, brings individuals or societies to a paralysis, implies structural destruction in production and recording of information.”
- Crisis brings pain and loss, collapse brings silence and oblivion.

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## **Governance for sustainable development: a perspective.**

“Sustainability requires that governance at every jurisdictional level takes into account the importance of precaution in face of the uncertainty: the interest of other jurisdictions; the welfare of future generations who are not today’s voters and the need to connect economic, ecological and ethical concerns.”

This cannot be left to unconstrained market or majoritarian democracy. Constraints can come from the ideology of the welfare state/social market economy, human rights, minority protection. But the constraints presently recognised do not adequately involve the rights of future generations.

Prof. Nitin Desai in  
*Environment at the Crossroads. Aiming for a Sustainable Future,*  
Gulbenkian Conference, 27-29<sup>th</sup> October, 2009