Richard Moore
Navigating the Future
The Successful CEO: CEOs in particular. this all mean for tomorrow's CEO?

into the future of work. Sharing their diverse experiences and perspec-

tools many employees use have fundamentally changed their day-to-day lives. Whilst

Christian Technology and its impact on work

task roles today, there is a large focus on soft skills – empathy, sensitivity, influence.

The topic of the future of work isn't new, but it is now in high focus. As a CEO, you need to

new and yet unseen workflows.

as hybrid work and the ability for many jobs to be performed to a certain extent from

world of work where expectations and needs are constantly evolving, I think that's an

As a leader, the ability to seamlessly switch from discussing sustainability policies to pric-

dislikes fluctuate throughout the week. What feels right on a Monday morning (be in the

in daily practice, we see that working two to three days a week in the office proves to be

the priority was to keep people safe. Subsequently, at SAP, for example, we introduced

In industries where the business model allows for a significant share of remote work for

work.

ceo's counterparts with this role for example at Microsoft, Capgemini or

role. Today the role and function are becoming common in leading global corporations.

I lead? If somebody had introduced him or herself ten years ago to me as Chief Future of

the entire situation is in flux, and it's uncertain where it will lead. Christian, I recall this

other surveys, talents are indicating they want the flexibility hybrid working affords. A

develop a long-term strategy for it. It might even require establishing an expert or function

Whether it's your strategy department or

on this area. Whether it's your strategy department or

key themes.

The discussion continued around the evolving dimensions of leadership, from customer

strategy, engaging and igniting people, aligning everyone around common goals, and

row's leaders today, there is a large focus on soft skills – empathy, sensitivity, influence.

The third dimension for us is evolving the future of the HR function itself and people to

environment where historically these softer aspects haven't been so much in focus in

leading technology in this area, we've designed solutions, we've co-created them with our

health, wellbeing, and flexible work arrangements? As one simple example – we've

This helps us with the second dimension, which is the future of our people and workplace

future workforce?

and AI will we have on our teams? How will tasks and roles be shared between different

How can CEOs prepare for all of this? I feel that organisations should institutionalise

organisations are effectively led and prepare employees for the future of work with all the

leadership is relatively stable. To succeed in the future, CEOs need to ensure that their

manage change and integrate new technologies into their work practices. Even though

years, I am truly excited about this presumably once-in-a-generation opportunity to co-

“Over the past few years, we've seen the topic of generative AI coming up on the horizon.

as mid-level skilled workers and not so much the lower-skilled jobs, which is fascinating be-

mid-level skilled workers and not so much the lower-skilled jobs, which is fascinating be-

still underestimated. I think there's something significant happening there. When we

When you discuss this topic with scientists such as my colleagues in the MU

changed less. When you discuss this topic with scientists such as my colleagues in the MU

studies published this year or last, the main themes remain consistent. Interpersonal

that’s probably why if you look at the curriculum of business schools, educating tomor-

It's not just about the technical skills, but also about the ability to adapt, to be flexible,

For practical advice to succeed as a CEO – Sofia

Nearly half of new CEO appointments fail. Performance at work, more CEOs succeed.