

Courageous Leadership And the (not-)role of HR

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« What really matters is not whether we have problems, but how we go through them. We must keep going on to make it through whatever we are facing.»

Rosa Parks, Gregory J. Reed (1994). "Quiet Strength: The Faith, the Hope, and the Heart of a Woman who Changed a Nation", Zondervan



« Do not judge me by my success,
judge me by how many times I fell
down and got back up again.»

Nelson Mandela (2012). "Notes to the Future: Words of Wisdom",
p.146, Simon and Schuster



« Wir schaffen das »

Angela Merkel – 2015 – European refugee crisis

What words come to mind when thinking about these people?

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Agenda



CHRO priorities 2024
Courageous Leadership
The (not-)role of HR
Q&A



CHRO priorities for 2024 ★

Strengthen trust between leaders and employees with human-centric leadership

Support cultural connectedness to optimize change management

Identify and address barriers to strategic HR impact

Leadership requires courage...



- Definition of courage (dictionary): *mental or moral strength to venture, persevere, and withstand danger, fear, or difficulty*
- Definition of courage (Winston Churchill): *Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen*

Courage is not something tangible, it is an ability (that can be) translated in everything you do

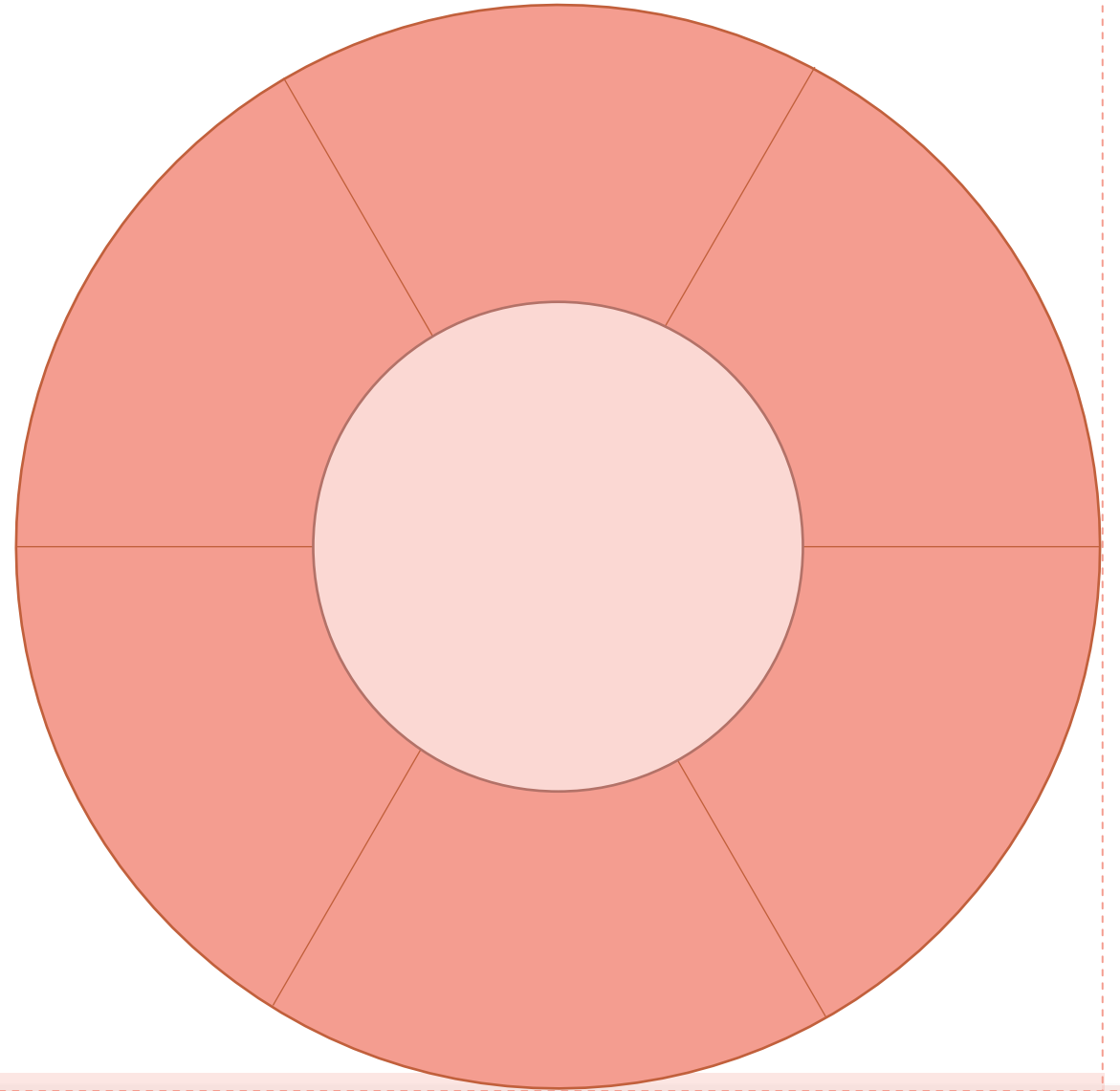


Malala Yousafzai

Courageous Leadership Model

6 leadership traits that in each in their
own right require courage

Glued together with the basis of any
relationship that works





Purpose

Every company, group, team, individual
needs a sense of *purpose*



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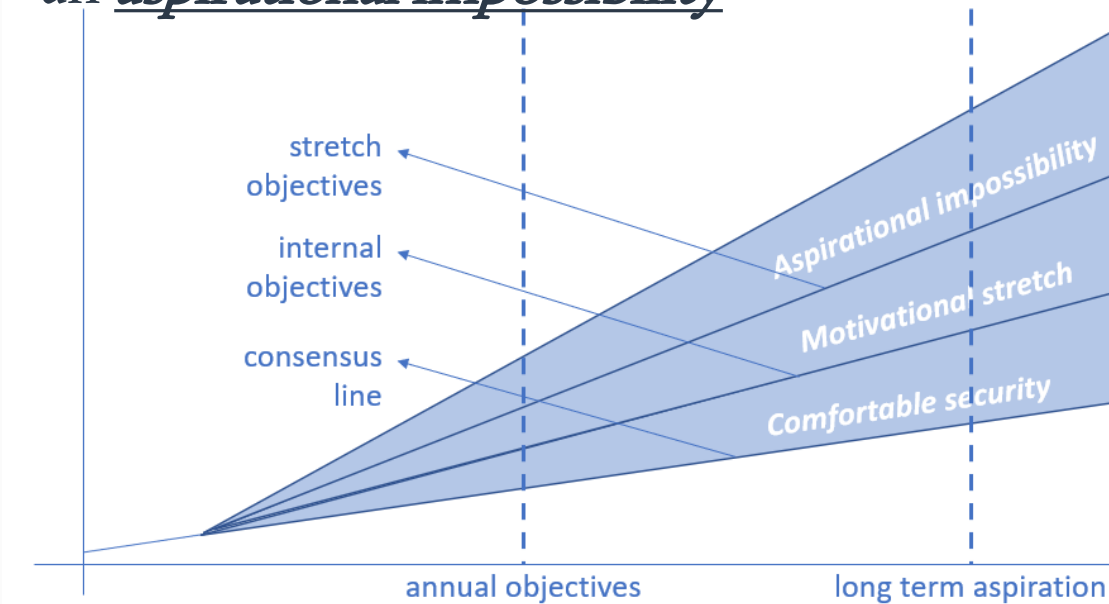
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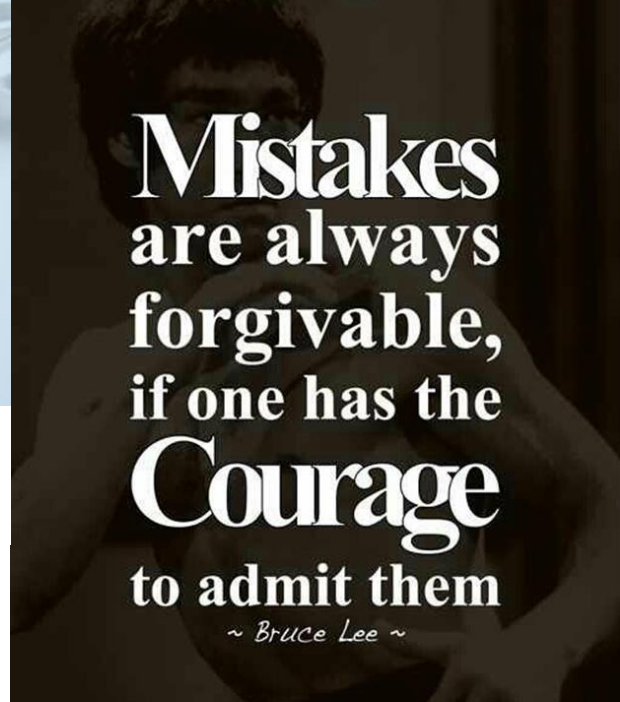


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Ambition

From a comfortable security blanket to an *aspirational impossibility*





Vulnerability

Always show your real self– you are not perfect



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Alleen Elvis blijft bestaan



Curiosity

Asking questions rather than
answering them



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Accountability

Accountability is not something you have, it is something you take



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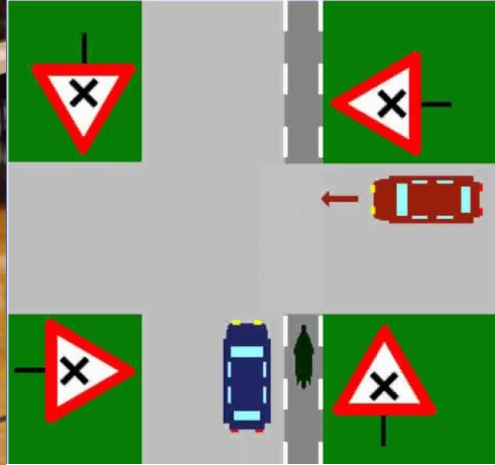


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Resilience

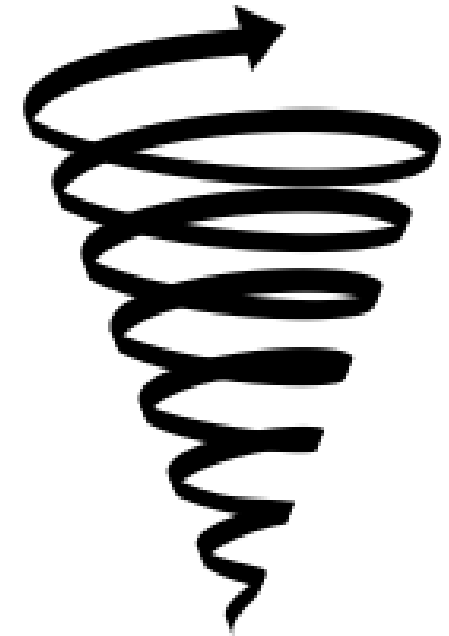
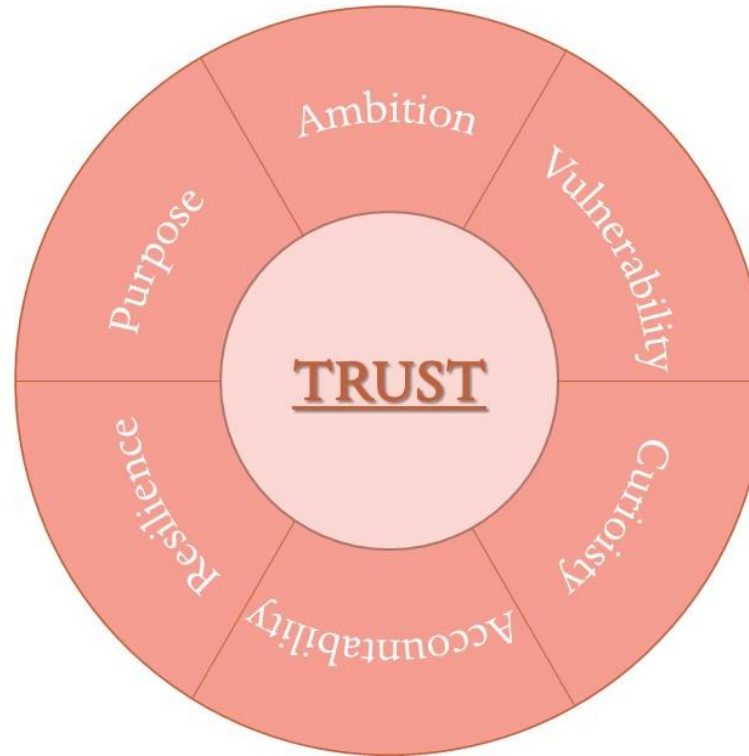
Being a leader in easy times is easy – being a leader in *difficult times* is the true test





Trust

The multiplicative *spiral* at the basis of all we do



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How can you help?

Your strategic partner is the CEO
– how important is it to
her/him?

How do you help rather than do



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Thank You

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UCB

