

4TH EDITION

THE BOARD
DIRECTORS'
SUMMIT
CHILE



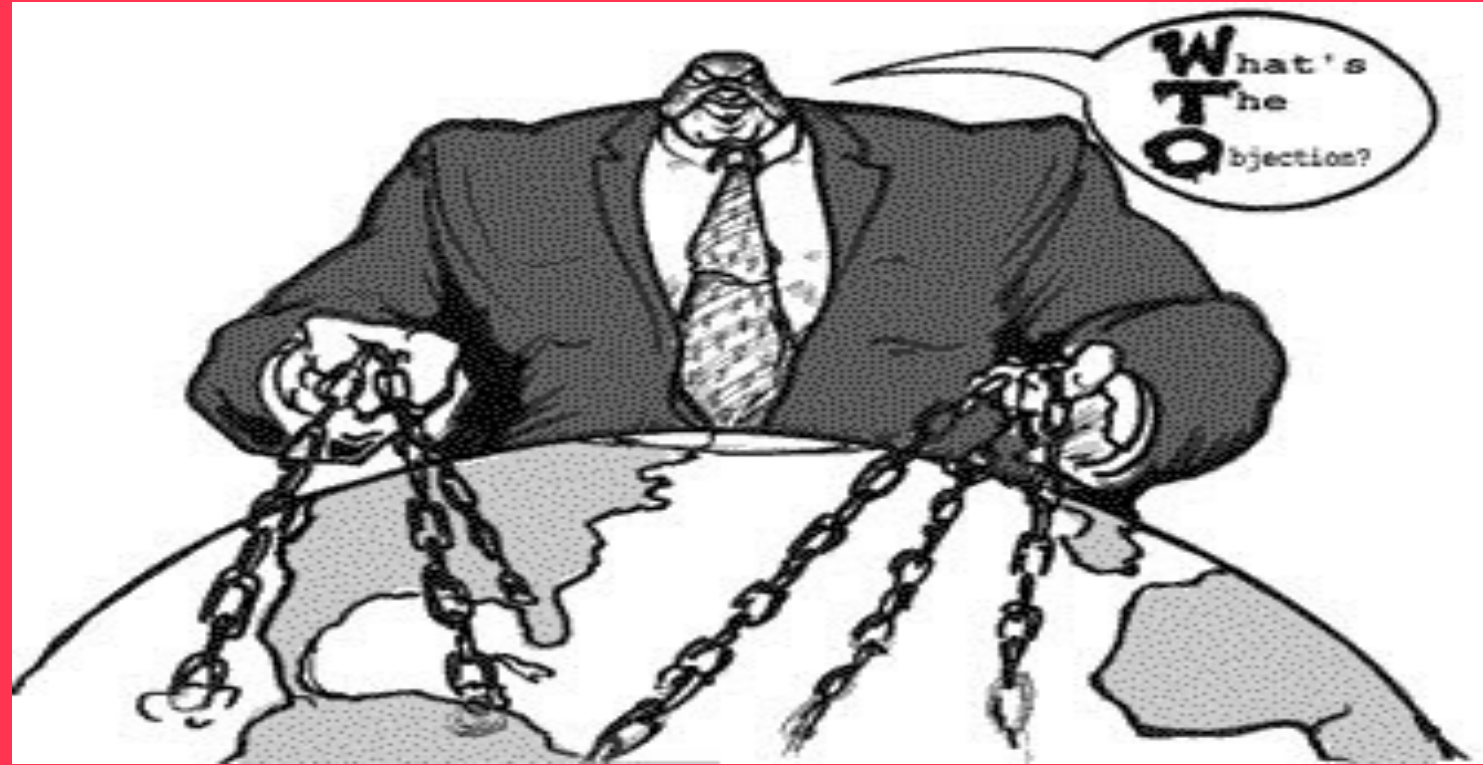
Presentation By Janhavi Dadarkar November 2026 purely for educational, criticism and review purposes

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Global Picture – Whats happening?



- Thucydides Trap – geopolitical uncertainty
- Insolvencies +10% in 2024
- +6% to +7.8% in 2025
- Predicted +3% to +8.3% in 2026
- Complexity to decision making ability to implement plans

What can Boards and Board members do?

Customers, Employees, Communities are
looking for hope and stability

In uncertainty “leaderSHIP is the only safe
SHIP” (paraphrased from Faye Whattleton)

Boards are responsible for good
governance

Think GLOBAL, Act LOCAL, Benefit
EVERYONE



LEVERS THAT MATTER MOST

LEGITIMACY TRUST SOCIAL CAPITAL

- Legitimacy gives you the right to lead if you remain true consistently to **purpose & values**
- Stakeholders increasingly ask:
“Does this company stand for something real?”
- Trust then gives you the ability to act. It is slow to earn and fast to lose
- Social capital is perhaps the most underestimated lever – It is the networks and relationships that will help the ship float and accelerate towards its destination when the prevailing winds are disrupting the flow

Some final thoughts

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