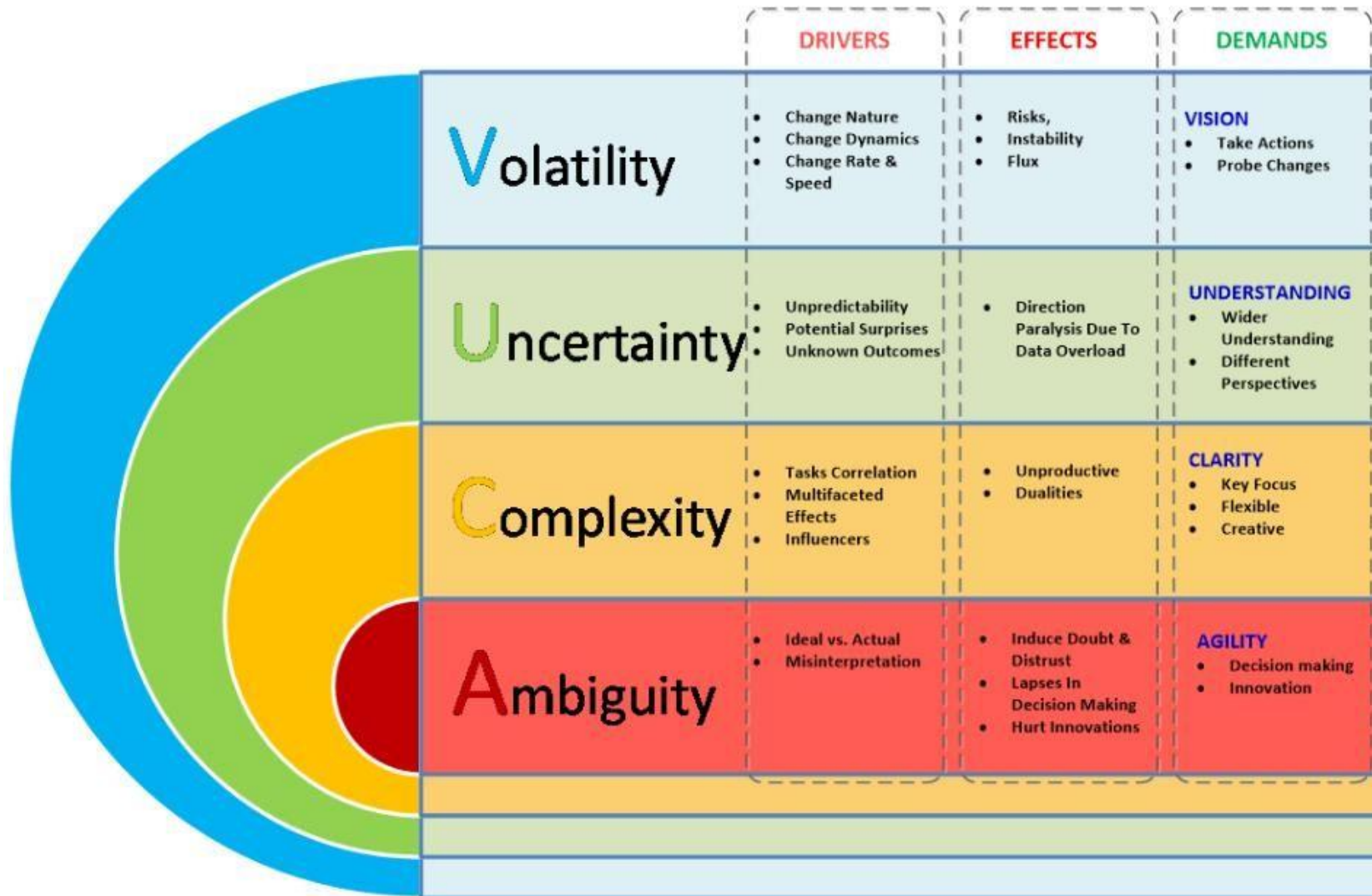




***The Link Between Professional  
Development and Personal Growth***

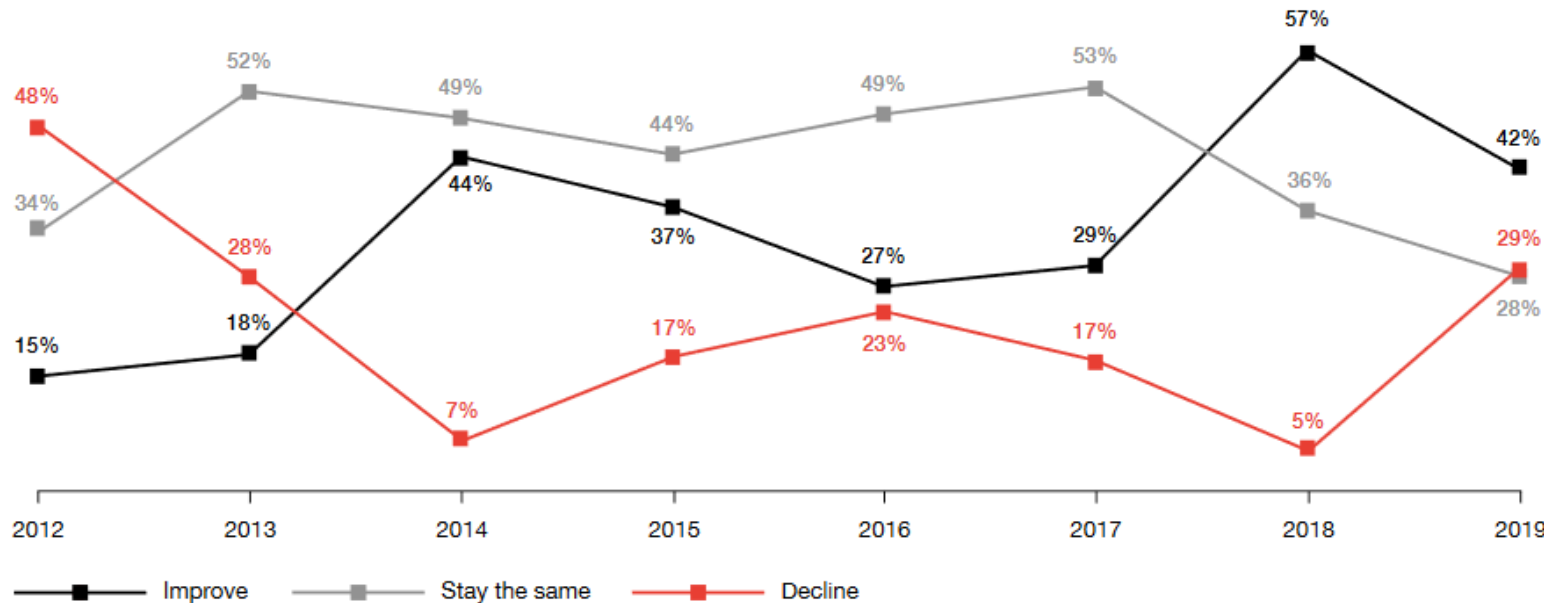


# EXHIBIT 1

While many CEOs expect global economic growth to 'improve', there is a sharp rise in those saying growth will 'decline'

## QUESTION

Do you believe global economic growth will improve, stay the same, or decline over the next 12 months?



Source: PwC, 22nd Annual Global CEO Survey  
 Note: from 2012-2014 respondents were asked 'Do you believe the global economy will improve, stay the same, or decline over the next 12 months?'  
 Base: All respondents (2019=1,378; 2018=1,293; 2017=1,379; 2016=1,409; 2015=1,322; 2014=1,344; 2013=1,330; 2012=1,258)

<https://www.pwc.com/gx/en/ceo-survey/2019/report/pwc-22nd-annual-global-ceo-survey.pdf>



To be clear, 'improve' responses still outnumber 'decline' responses, meaning more CEOs see growth continuing to climb and those projecting a 'decline' are referring to the rate of growth, not the economy itself. Still, the two trend lines approach one another this year as dramatically as they parted last year, with the drop-off in optimism approaching the rise in pessimism. Overall, CEOs are more polarised this year in their views on global economic growth; fewer CEOs take the neutral stance that it will 'stay the same'.

## The Biggest Stumbling Blocks for New Leaders



Source: Egon Zshender/Genesis Advisors  
From: "Onboarding Isn't Enough," by Mark Byford et al., May-June 2017

## *Navigate the Chaos in Business*

*The two most important questions you can ask yourself.*

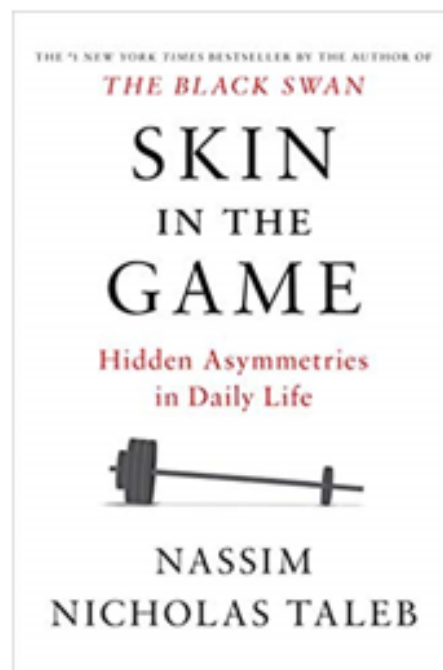
In his November 9, 2018 *Harvard Business Review* blog post, Peter Bregman noted that there are just two questions people need to ask if they want to succeed: The first question is “Do you want to do better?” and the second question is: “Are you willing to feel the discomfort of putting in more effort and trying new things that will feel weird and different and won’t work right away?”





*Do you want to win the argument or win?*

Those who navigate the chaos in higher education focus on winning and leave winning the argument to lesser minds. In his book *Skin in the Game: Hidden Asymmetries in Daily Life*, Nassim Nicholas Taleb defines the doers of society as the source of all great invention and creativity, while academia remains anchored in a protectionist fashion of their own intelligence. Taleb argues that academics focus their attention on winning an argument rather than winning.



## Single Loop Learning

## Double Loop Learning

