

Leadership in Complex Ecosystems

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CEXAPROVTSNI



**Prepare accurate
financial statements**

**Interpret accounting
and tax regulations**

**Question assumptions and
management explanations**

**Help management achieve
business objectives**

**Prevent improper
transactions or reporting**

**Human being or Human
Doing?**

**Design controls, processes
and information flows**

**Consider investors, employees,
lenders and society**

**Navigate founders, boards,
regulators and powerful clients**

**Verify transactions, ownership
and source of funds**

**Protect confidential financial
and personal information**

Escalate suspected misconduct

**Comply with professional
standards**

“Your CEO tells you at 8 p.m.: ‘The board meets tomorrow. This provision is unnecessarily conservative. Our advisers say the lower number is also defensible. Please change it.’”

- A. Change it—it is within the acceptable range.
- B. Refuse immediately.
- C. Ask for the evidence and decision process.
- D. Escalate to the audit committee.
- E. It depends on who the CEO is.

Who am I as a “Leader”

Sense maker- reg

Interpret accounting
and tax regulations

Gatekeeper

Intercept improper
transactions or reporting

Guardian of public trust

Confer with investors, employees,
lenders and society

Custodian of Trust

Protect company
and personal information

Make accurate
statements

Business Partner
business objectives

Human being or Human Doing?

Diplomat

Navigate
regulators and powerful clients

**Courageous
Professional**

Escalate suspected misconduct

AI? Without an “I”

Constructive Sceptic

Challenge management explanations

Design controls, processes
and information flows

System Architect

Investigator

Verify transactions, ownership
and source of funds

Professional

Uphold professional
standards

**Human being or Human
Doing?**

Who am I as a “Leader”





Taking people along



Single perspective
(Focus)



Multiple
perspectives

Empathize



RamCharit.in

श्री राम जन्म स्तुति
भए प्रगट कृपाला दीनदयाला कौसल्या हितकारी

Spend time on the
ground

LISTENING





Leading others



Serving others
serve better