

The power of doubt*

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**This presentation is based on the study conducted by Smets, Michael, and Morris, Tim, which was published as 'The CEO Report' by Saïd Business School, University of Oxford.*



Freelance

AI

Fake News

Quick Poll

In a single word: What emotion do you feel before making a high-stake, high-uncertain decision?

repudiation unsure hopeful adrenaline
torn conflicted
motivated anxious exhilarated
doubtful nervous hyped
strong anxious
anxiety excited aware trust
decision energised fears scared fearful certain high
excitement tready tense
alive risk invincible concern doubt
arousal worry exhilaration

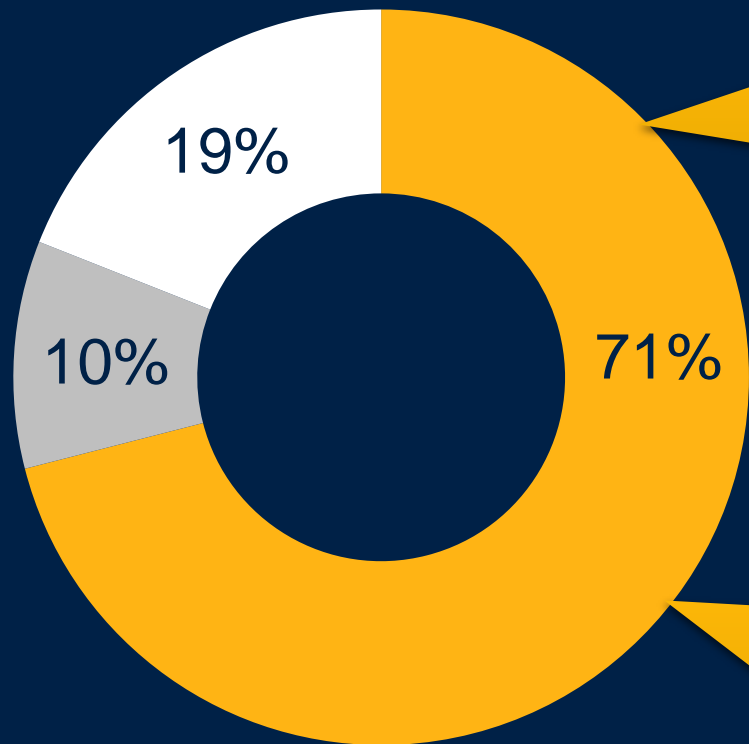


- ❑ >150 CEOs
- ❑ 880 years of experience (6.5)
- ❑ 5.8m employees (46,000)
- ❑ \$1.6tr revenues (\$14bn)

- ❑ Comprehensive
- ❑ Personal
- ❑ In-depth
- ❑ Anonymous



- Yes
- No, but...
- No



A level of **professional doubt** should be the quality of any **good leader**.

If you don't doubt yourself in a **constructive, positive** way, you are **borderline dangerous** for your company.



The Power of Doubt

“We all have **self-doubt**.
You don’t deny it,
but you also don’t capitulate to it.
You **embrace it**.”

- Kobe Bryant

“Chasing certainty is futile...

... you must find **comfort** in the
discomfort of uncertainty.”

Not Knowing




Knowing

Fearlessness

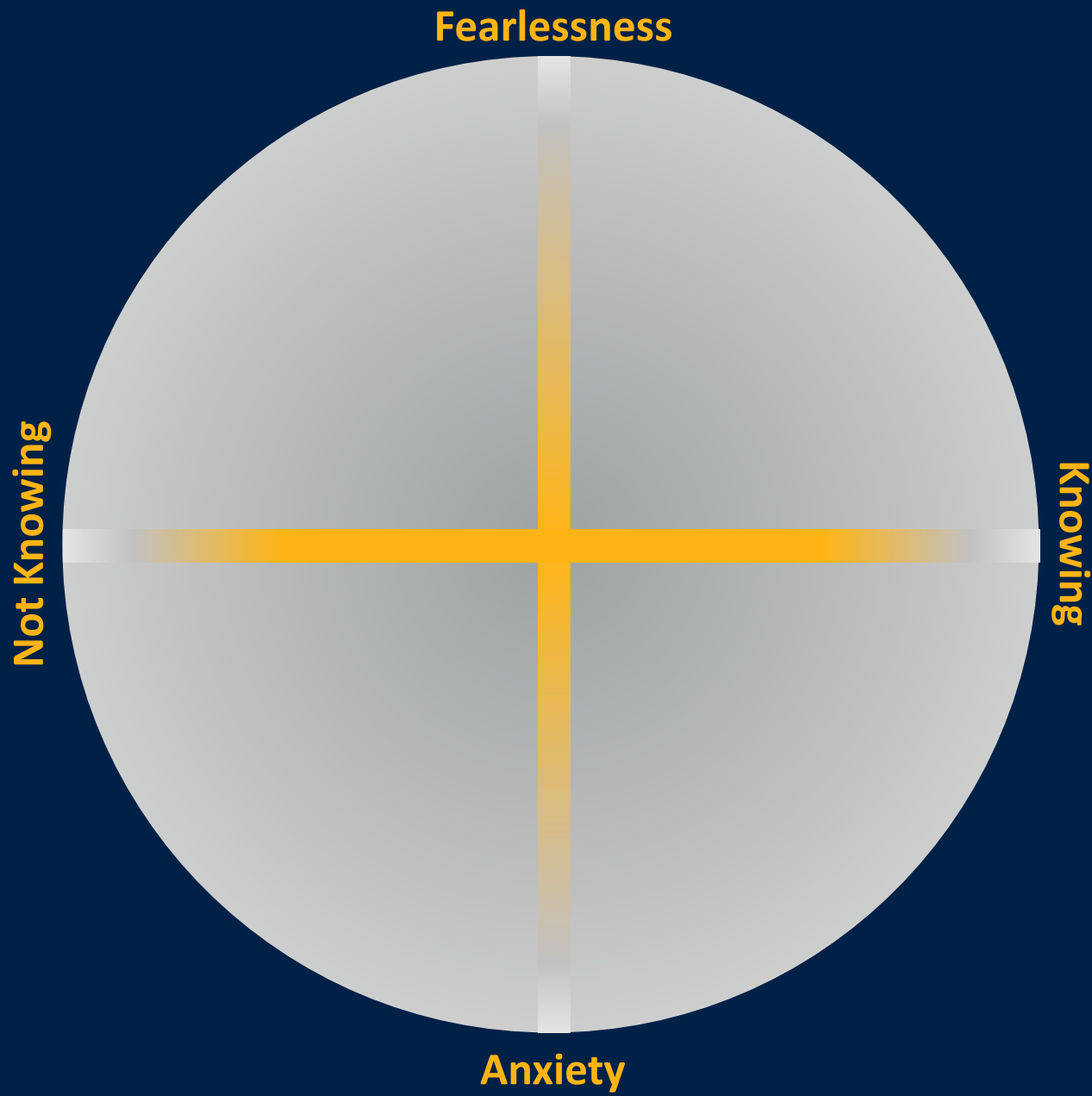
“I have taken myself out of the second-guessing game, because it will drive you crazy.”

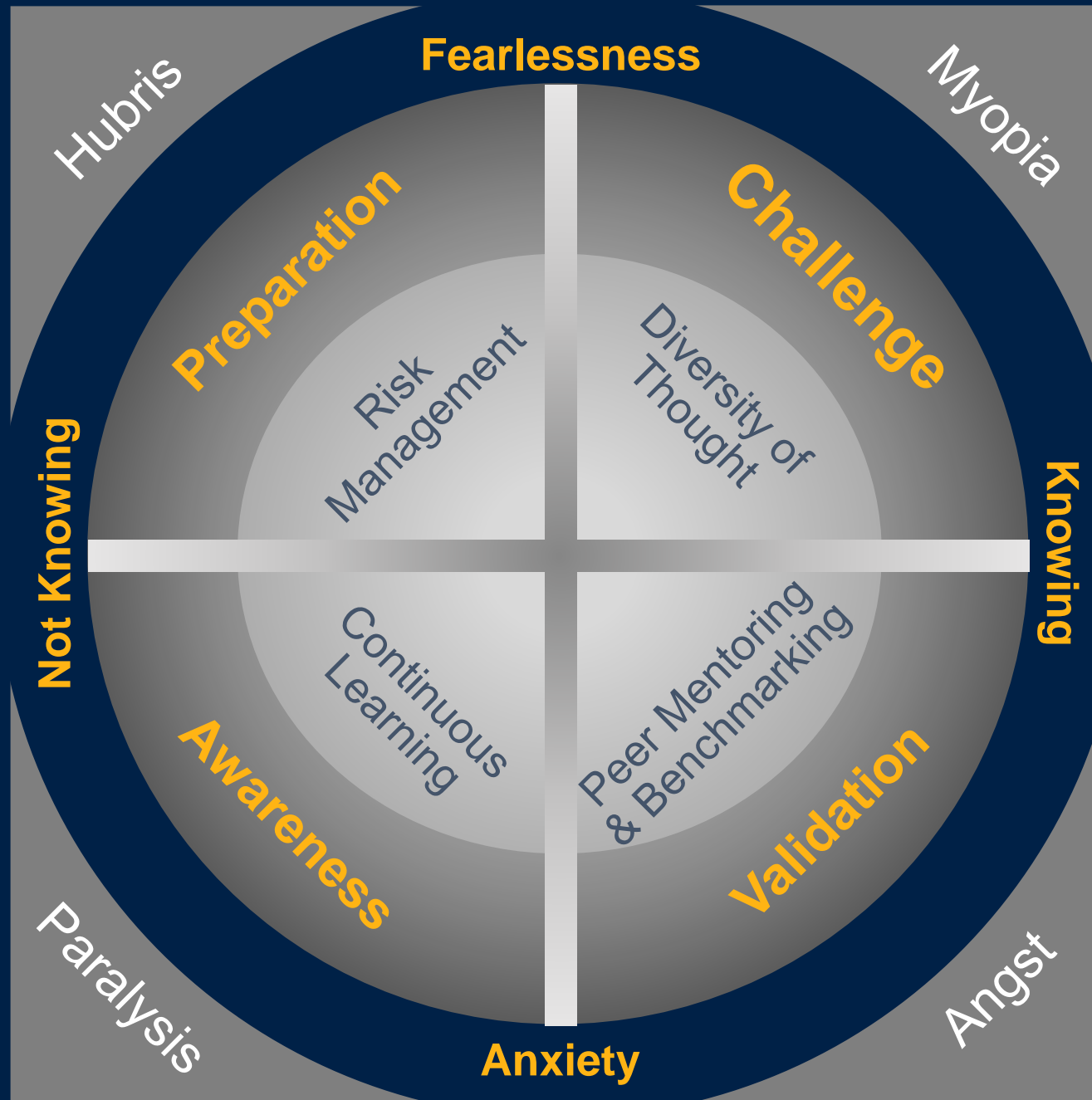


Fearlessness

A person is walking away from the camera down a long, dark tunnel. The tunnel has a grid-like structure on the walls and ceiling, and a bright light at the end. The person is silhouetted against the light.

“It’s never black and white. So there’s an anxiety - which in a way almost gives you a bit more clarity.”





Doubts

- ❑ humanize management
- ❑ are to executives what 'nerves' are to elite athletes
- ❑ are a source of confidence and conviction

The Power of Doubt helps

- ❑ avoid the stigma of insecurity
- ❑ 'outsource' doubt
- ❑ build more meaningful relationships

Thank You!

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