



DEEP INSIGHT

Globalization Backlash: How to Stay Grounded

INSIDE

BANKING DISRUPTION

How blockchain will change the way we pay

THE HUMBLE LEADER

How humility can outsmart the smart machines

A CAREER THAT HAS DELIVERED

Romaine Seguin: from truck driver to President of UPS Americas Region

STARTUP FINANCING

Is the time right for crowd equity?

■ GLOBALIZATION UNDER FIRE: HOW SHOULD LEADERS RESPOND?

■ 3 KEYS TO SHOCKPROOF YOUR GLOBAL SUPPLY CHAIN

■ TIPS FOR NURTURING GLOBAL LEADERSHIP TALENT

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PERSONAL INSIGHT

"You Have to Lead by Example"

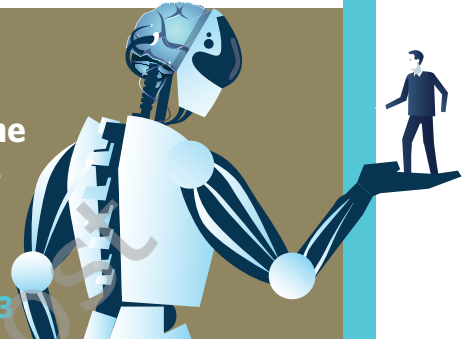
Romaine Seguin, President of the Americas Region for UPS, believes it's the little things you do that send the most powerful signals. **41**



EXPERT INSIGHT

How Humility Can Outsmart the Smart Machines

Edward D. Hess details the mindset that will help you thrive in the Smart Machine Age. **53**



EDITORIAL

4 Antonio Argandoña says the common sense advice in this issue of *IESE Insight* magazine is not so common.

MY INSIGHT

- 5** Sebastien Brion warns about the dangers of using data to drive strategic HR decisions.
- 6** Kathleen Christensen shares four workplace redesigns that go beyond flexibility to a broader conception of OpenWork.

EARLY INSIGHT

7 Facing future trends; why mergers don't deserve their bad rap; using soccer to test first-mover advantage; the benefits of flow at work; why Arianna Huffington has a problem with technology; how making decisions together can help you take less risk; and how judicial independence encourages entrepreneurship.

3 Keys to Shockproof Your Global Supply Chain

Mike Rosenberg suggests some practical actions that readers can take to reduce their supply chain's exposure to geopolitical shocks, so that their business prevails over the long term. **23**

Tips for Nurturing Global Leadership Talent

B. Sebastian Reiche recommends how to make the most of mobility and talent management, so executives can rise to today's global leadership challenge. **31**



EXPERT INSIGHT

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Jorge Soley explores the possible impact that blockchain developments could have on traditional means of payment and what that could mean for today's banking industry.

BUSINESS INSIGHT

60 Wave: Is the Time Right for Crowd Equity?

Executives weigh the ins and outs of using business angels, VCs or a crowd equity platform to fund a new geolocation app.

WIDER INSIGHT

65 The Fearless Monkey

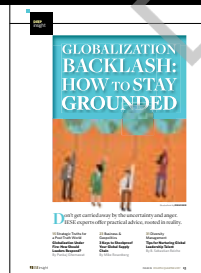
Dennis Heijn reflects on his life and career, explaining why we need to learn from past formative experiences in order to live life like "fearless monkeys."

LAST INSIGHT

70 Challenge and Freedom

Jaume Ribera pays tribute to the person-centered operations management approach of the late IESE professor Josep Riverola.

DEEP INSIGHT



Globalization Backlash: How to Stay Grounded

Don't get carried away by the uncertainty and anger. IESE experts offer practical advice, rooted in reality.

Globalization Under Fire: How Should Leaders Respond?

Pankaj Ghemawat says before even thinking about reworking your company's international strategy, make sure you have an accurate picture of the state and trajectory of globalization. **15**

