

Are You Preparing Leaders for One Crisis — or a Crisis Reality?

Organizations aren't facing one crisis at a time anymore.

Polycrisis is the convergence of global stressors — talent shortages, burnout, economic volatility, AI-driven transformation — that interact and amplify one another. For today's leaders, these crises arrive simultaneously, not sequentially, creating a permanent state of compounding pressure. The organizations best positioned to withstand this are building leadership capacity now.

We measured polycrisis.

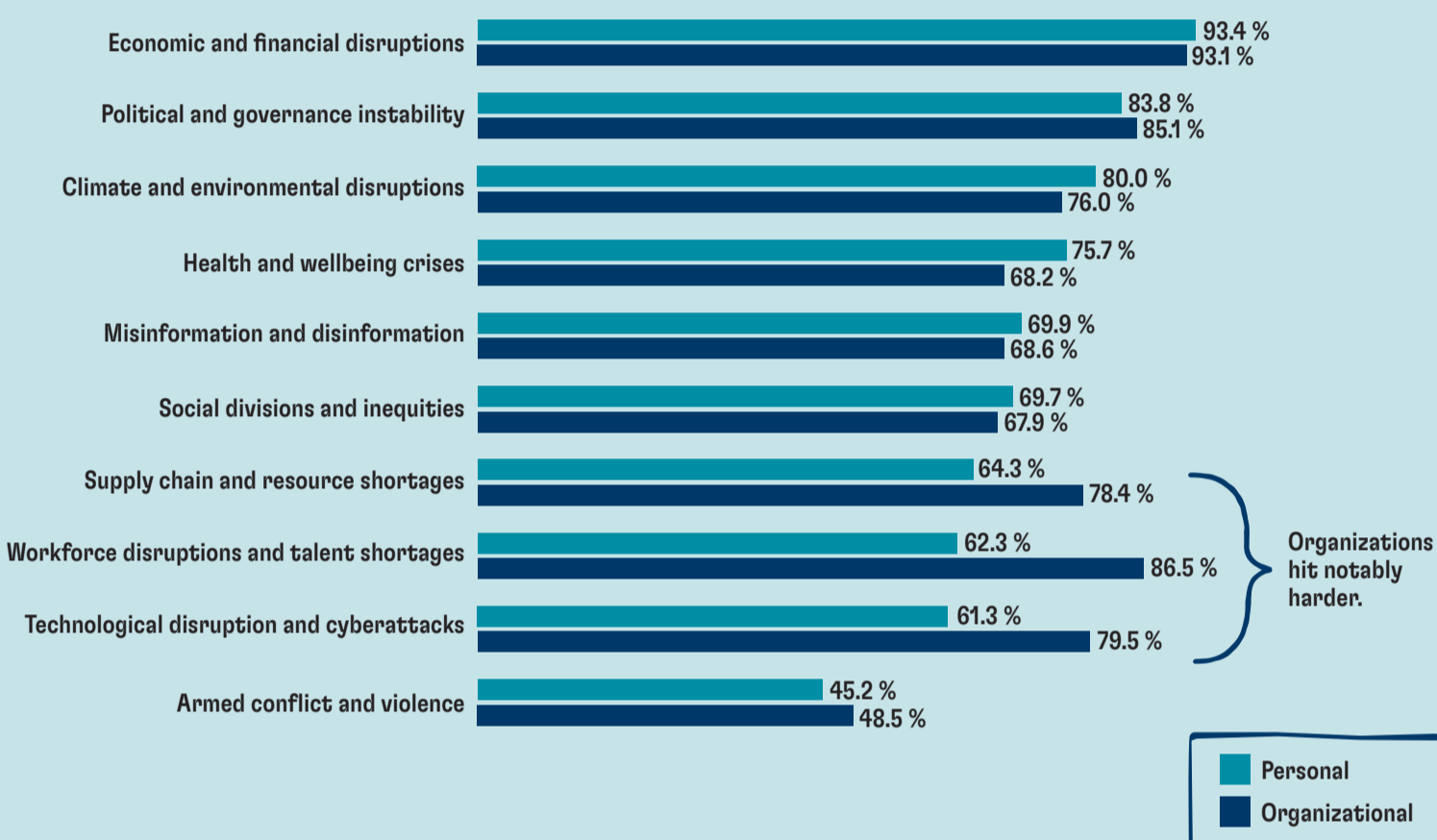
CCL surveyed 1,080 employees across 36 countries, assessing the impact of 10 crisis types in their personal lives and work.



THE CRISIS LANDSCAPE, BY THE NUMBERS

Our research found economic and financial disruptions are nearly universal — impacting **93% of employees** at both the personal and organizational levels. But no crisis type went unnoticed.

Employees Reporting Crisis Impact in the Past 12 Months



WHAT A POLYCRISIS-READY LEADERSHIP STRATEGY REQUIRES

The data points to what leadership development must prioritize.



Build Resilience Beyond Reactivity

Polycrisis conditions trap leaders in endless urgency. Sustainable leadership requires the capacity to move beyond reactivity, balance immediate demands with longer-term strategy, and bring others through uncertainty without burning out.

CCL's partnership puts people first at every stage: from how we discover what your leaders need, to how we design experiences, to how we deliver. This ensures the resilience leaders build is grounded in context, not developed in isolation.



Develop Collective Agility at Scale

When the crisis landscape affects the entire organization simultaneously, individual leader development isn't enough. Collective agility needs to exist across the organization, built on shared language and a common understanding of what leadership means at every level.

CCL develops collective agility at scale — and because polycrisis varies significantly by region, we localize development experiences to the specific crisis contexts your leaders are operating in.



Design for Research-Based Behavior Change

Awareness of polycrisis isn't the same as being equipped for it. Development programs need to be grounded in evidence about how leaders change behavior under compounding pressure — not just what they should know or recognize.

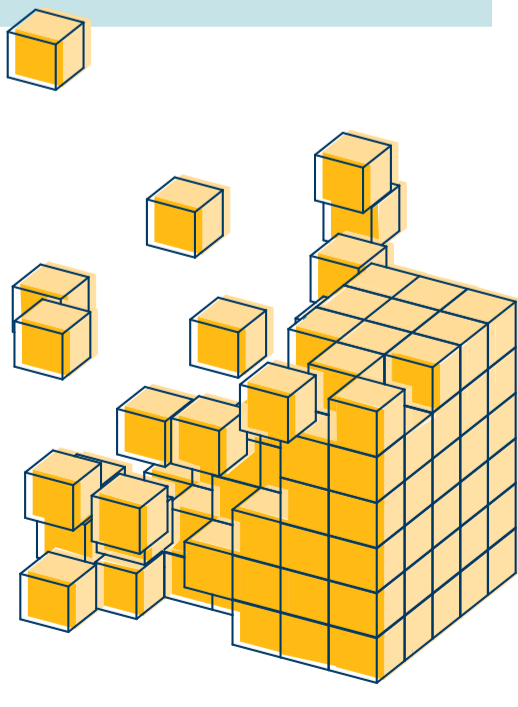
CCL's polycrisis research informs how we design for lasting behavior change — connecting the crisis landscape to the development experiences most likely to build durable capacity.

THE CRISES WON'T PAUSE. LEADERSHIP DEVELOPMENT SHOULDN'T EITHER.

Shift Mindsets. Build New Capabilities.

Our flexible **1-day intensives** help leaders develop **strategic capacity, collective agility**, and the confidence to make **complex decisions** amid uncertainty — all grounded in our latest polycrisis research and your real-world context.

Partner with CCL to design a development solution built around your organization's specific polycrisis reality.



About the sample: These data were collected through Prolific between December 2025 and February 2026. The sample was drawn from 36 countries, with representation from the United States (n = 277), South Africa (n = 264), the Netherlands (n = 149), and Belgium (n = 136), plus 254 respondents from 32 additional countries. It was nearly gender-balanced (49.7% women, 49.2% men), predominantly under 40 (68.4%), and evenly split between individual contributors (50%) and those in management, director, or executive roles (50%). Respondents represented a wide range of sectors — 68% for-profit, 18% government, 11% nonprofit — and 35 industries, with the largest shares in technology (15%), education (12%), and healthcare (10%). Organization sizes ranged from fewer than 10 employees to more than 10,000.

