



## Surrey Business School, University of Surrey

### WHEN CONFIDENCE BECOMES ARROGANCE: MANAGING AND MITIGATING HUBRIS

*With Keynote Talk by Chris Wiscarson, Chief Executive, Equitable Life*

*Followed by 'Anti-Hubris Toolkit' Workshop*

**18<sup>th</sup> May 2016 13.30-17.00**

One of the paradoxes of power is that organizations need confident leaders, but leaders' confidence can become arrogance and eventually turn into hubris. How might the transition from confidence to over-confidence to hubris be anticipated or recognised before a crisis makes it obvious and too late to act? Hubris in leadership is frequently characterised as excessive self-confidence, exaggerated self-belief, and contempt for the advice and criticism of others; it has played a significant role in many political, economic, technical, and environmental calamities. In recent years the media has given a good deal of space to the idea that hubris is a condition that affects the leaders of many of our business and other institutions. What is beyond doubt is that organizations need to be:

(1) Alert to signs that hubris at the top is developing; (2) Equipped to be able to manage and mitigate its consequences.

With this imperative in mind, Surrey Business School is hosting a workshop for business leaders and their advisors on the theme of *Managing and Mitigating Hubris*. Following a keynote talk from Chief Executive Chris Wiscarson, participants will come together in a café style workshop to devise ways in which the effects of hubris on the part of senior leaders might be anticipated and guarded against. The aim is to develop an "Anti-Hubris Toolkit".

Through a combination of a keynote talk by Chris Wiscarson (Chief Executive, Equitable Life) and interactive group discussions the workshop will be an opportunity to:

1. Find out from a Chief Executive about 'Hubris Hot Spots';
2. Work collaboratively in developing an 'Anti-Hubris Toolkit'.

The event is free of charge, but is limited to 30 participants on a first-come first-served basis.

#### **Outline Programme**

13.30-13.45: Arrival and Registration

13.45-14.00: Introduction and Overview: (Dr Graham Robinson and Professor Eugene Sadler-Smith, Surrey Business School)

14.00-14.30: "The Changing Role of the CEO and How to Spot the Hubris Hotspots", Chris Wiscarson (Chief Executive, Equitable Life) (Keynote Talk)

14.30 -15.30: "Anti-Hubris Toolkit: Specifying the tools" (Group Discussions #1)

15.30 -15.45: BREAK

15.45 -16.30: "Anti-Hubris Toolkit: Refining the tools" (Group Discussions #2)

16.30 – 17.00: Plenary "Anti-Hubris Toolkit: Taking it Forward" (All)

Following the workshop there will be the opportunity for informal networking over a drink.

#### **Speaker Biography**

Chris Wiscarson currently serves as Chief Executive of the Equitable Life. Chris was for many years a director of the Lloyds Banking Group leading its international businesses. His board appointments include Lloyds Abbey Life, Scottish Widows, the National Bank of New Zealand and the Big Issue Foundation. Chris is a Fellow of King's College London where he chaired their development fund for almost a decade. Chris currently serves on the Advisory Boards of the Daedalus Trust in the UK and Seva Mandir in India. In April 2012, he was appointed Chairman of the UK Friends of Seva Mandir.

#### **Booking Your Place**

To book your place please email [e.sadler-smith@surrey.ac.uk](mailto:e.sadler-smith@surrey.ac.uk) at your earliest convenience.

