

THE CEO PREDICTION TRAP

WHAT MADE YOU STRONG IS NOW HOLDING YOU BACK



How it forms:

- Early career success built on pattern recognition
- Praise for “seeing risks early”
- Identity shaped around being right
- Selective memory reinforces the wins and hides the misses

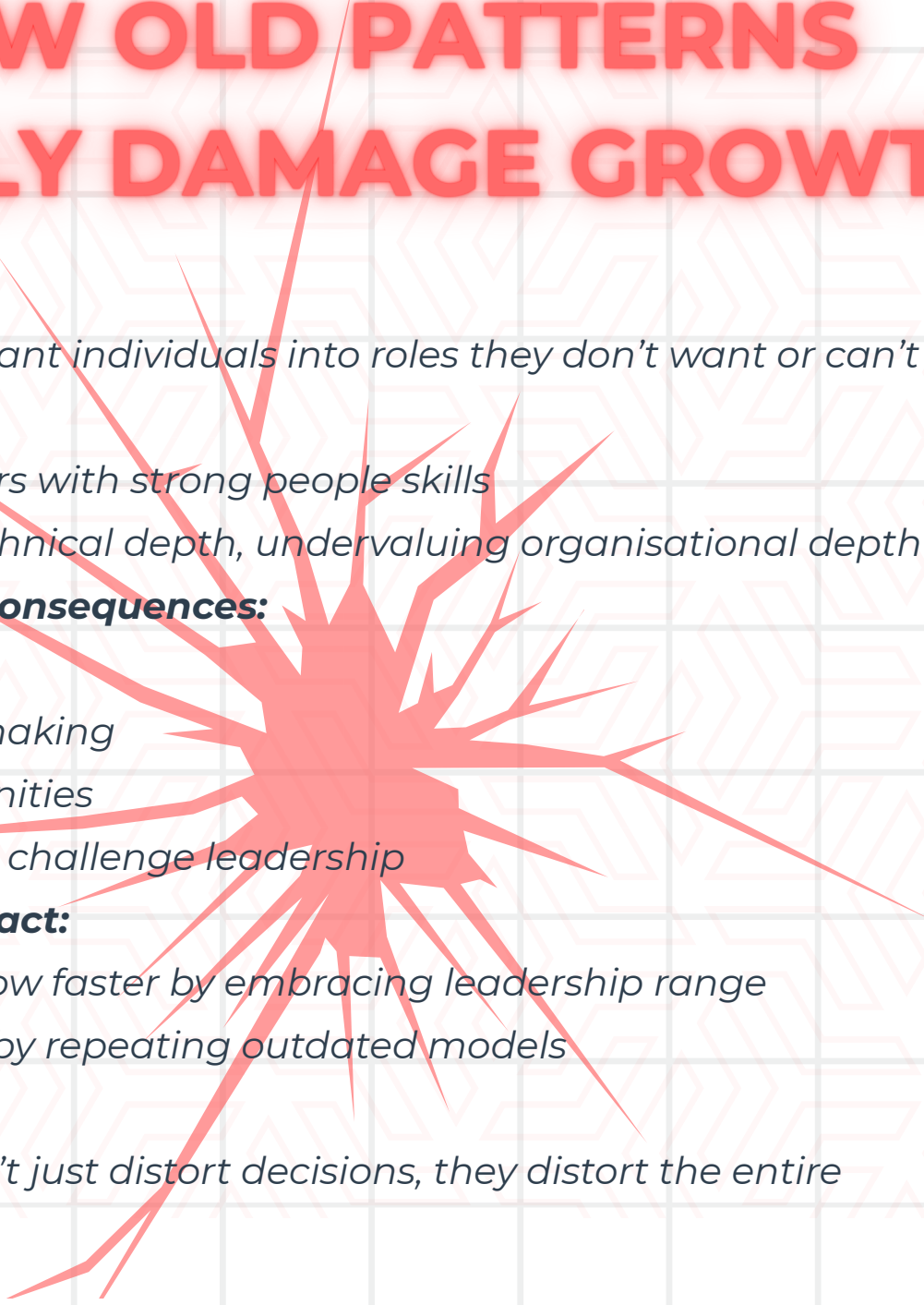
Why it fails now:

- Faster changes in tech, AI, and org structure
- More diverse teams with new perspectives
- Old instincts don’t match new contexts
- Certainty blinds you to better options

Core message:

What used to be your edge becomes your blind spot when the environment changes.

HOW OLD PATTERNS QUIETLY DAMAGE GROWTH



Hiring mistakes:

- Promoting brilliant individuals into roles they don’t want or can’t perform
- Rejecting leaders with strong people skills
- Overvaluing technical depth, undervaluing organisational depth

Organisational consequences:

- High turnover
- Slow decision-making
- Missed opportunities
- Teams afraid to challenge leadership

Competitive impact:

- Competitors grow faster by embracing leadership range
- You fall behind by repeating outdated models

Core message:

Assumptions don’t just distort decisions, they distort the entire organisation.

A Practical Tool to Break Predictive Bias

Notice

Catch the instant reaction: “I know how this will go.”



Name

Say the assumption clearly: “I believe only highly technical leaders succeed here.”



Invite

Ask co-workers: “What am I missing?”, “Who sees this differently and why?”



Test

Run small, real-world experiments instead of relying on intuition.



Update

Adjust your belief based on reality, not memory.



THE MINDSET SHIFT THAT CREATES STRONGER COMPANIES

Old model:

- “I know what will happen.”
- “Leadership = technical mastery.”
- “I’ve seen this pattern before.”

New model:

- “Show me what I might be missing.”
- “Leadership = scaling people, clarity, and decisions.”
- “Different context, different outcome.”

High-value behaviors:

- Listening before judging
- Giving space to people with newer, sharper insights
- Updating your mental models regularly
- Building a leadership team with complementary strengths

