

# EMBRACING GLOBAL UNCERTAINTY IN THE 21ST CENTURY

## Transforming Risks into a Competitive Advantage

*NACD is proud to partner with The Fletcher School at Tufts University to offer an exclusive series on global risk, hands-on strategy, and leadership skill-building.*

Today's business context is highly global, highly fluid, and highly unpredictable – influenced by uncertainties that may be geopolitical, geo-economic, technological, or ecological – and which intersect and interact to constantly reshape the landscape.

We are held accountable for growth and stability, but our usual strategies for decision-making can't be applied in the same way. How can corporate directors, who provide oversight responsibilities on long-term vision and broad contextual factors, be successful?

### ANNOUNCING THE GLOBAL STRATEGY RETREAT

**March 31, 2026, at The Fletcher School at Tufts University**

We invite you to join us for the first annual Global Strategy Retreat, a 1-day, in-person executive leadership program at The Fletcher School. In collaboration with peers and Fletcher faculty experts, you will learn how to harness global contextual risk into a competitive advantage.

As a participant, you will explore the intersection of geo-economic, geopolitical, and geotechnological risk from shifting supply chains to the new realities of national competition to advances in AI, data, and digital infrastructure — with facilitation by Fletcher's leading experts in global business and geopolitics.

#### Who Should Attend

Board Directors and CEOs of both public and private companies impacted by rapid shifts in geopolitics and global technology.

#### Grow Global Leadership Skills in Key Areas:

- Contextual intelligence
- Analyzing risks and choices
- Stakeholder management
- Building competitive advantage
- Strategic capacity
- Developing resilience



*“Companies that fail to collect strategic intelligence to assess global risks and global opportunities, do so at their peril. They are destined to be blindsided by economic, regulatory, or geopolitical shocks that can undermine their businesses on a specific local or even global level. Complacency is not an option.”*

- Pam Reeve  
Independent Director

## GLOBAL STRATEGY RETREAT

Tuesday, March 31, 2026 | The Fletcher School at Tufts University  
For Members: \$750 per person | For Non-Members: \$950 per person

This intensive 1-day executive program will prepare a cohort of corporate directors to reframe how they understand and manage global contextual risk—not as a compliance function, but as a strategic capability. Focusing on geopolitical, geo-economic and geotechnological risk, this leadership summit will prepare corporate directors to diagnose, anticipate alternative futures, and manage risk with strategic discipline—leveraging Fletcher’s global faculty, practitioner network, and practice-based approach. This full-day leadership summit begins with a working dinner on the night of Monday, March 30, 2026.

### New framings and mindset shifts will be key for personal transformation, including:

- Framing strategic choices as options
- Exploring the costs of flexibility vs making firm commitments
- Balancing the needs of multiple stakeholders
- Asking “what do we need to believe and understand” to lead with certain options

**Tufts**  
UNIVERSITY

160 Packard Avenue  
The Fletcher School  
of Law and Diplomacy  
founded 1933

### INTERESTED IN JOINING YOUR FELLOW DIRECTORS?

Scan the QR code to  
pre-register for more information.



## LED BY FLETCHER SCHOOL FACULTY



### Bhaskar Chakravorti

Dean of Global Business, Director of Fletcher Institute for Business in the Global Context. Leading expert in global innovation, economic development entrepreneurship, and technology advancement. Former partner at McKinsey & Co. Former faculty at Harvard Business School. Author of *The Slow Pace of Fast Change*.



### Monica Duffy Toft

Professor of International Politics. Renowned expert in international security, ethnic and religious violence, civil wars and demography. Taught at Oxford Blavatnik School of Government and Harvard Kennedy School of Government. Author of *Securing the Peace*, *Political Demography*, and *God's Century*. Served for 4 years as a Russian linguist in U.S. Army.



*“In today’s environment, global risk is not an abstract concept; It is a board-level responsibility. Directors must understand how geopolitical, economic, and regulatory forces intersect and translate directly into enterprise risk and long-term value.”*

- Jim Mullen  
Board Director  
Thermo Fisher Scientific

Empowering Directors. Transforming Boards.