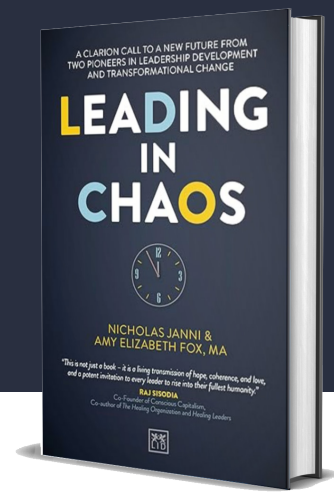


FOREWORD

BY MICHAEL WATKINS



It is both an honour and a profound responsibility to write this foreword for *Leading in Chaos*. As someone who has spent decades studying leadership transitions and organizational change, I have witnessed the evolution of leadership challenges from the (relatively) predictable to the unimaginably complex. This work by Nicholas Janni and Amy Elizabeth Fox arrives at the moment when leaders need it most, when the traditional approaches are failing and we desperately need ways to navigate unprecedented challenges.

The headlines assault us daily with evidence of systems in collapse. This includes democratic institutions under siege, climate tipping points breached, artificial intelligence reshaping reality faster than we can comprehend, and social fabrics tearing at the seams. Leaders who once moved with confidence feel uncertainty; some feel utterly lost. The frameworks that brought them success, such as strategic planning, change management and performance optimization, are inadequate in the face of what we're encountering.

This is the context that makes this book not just timely but essential. What you'll find in these pages is not another leadership framework or set of best practices to add to your toolkit. Instead, you'll encounter something far more necessary: a fundamental reimagining of what leadership means in our troubled world.

The courage of this work lies in its willingness to name what many of us have struggled to articulate. We have built organizations as machines for productivity, treated human beings as resources to be optimized and dismissed emotions as inconveniences to be managed. We have created workplaces where people spend their days going through the motions of engagement while their life force slowly drains away. We celebrate leaders who can work a hundred hours a week without breaking, who can make brutal decisions without flinching, who can maintain composure while everything crumbles.

And where has this brought us? To a world where loneliness has become epidemic, where young people question whether bringing children into this world is ethical, and where the very executives we celebrate struggle to feel truly alive.

This book dares to suggest that the crises we face are not problems to be solved but symptoms of a much deeper disconnection: from ourselves, from each other, from the living world that sustains us. It proposes that the path forward requires not better strategies but transformed human beings. Not leaders who can manage complexity, but leaders who can hold space for the unknown. Not executives who have all the answers, but ones humble enough to feel their way forward in the dark.

What strikes me most powerfully about this work is its integration of dimensions we have long kept separate. Here, ancient wisdom traditions speak to quarterly earnings. Trauma healing becomes organizational strategy. The body's intelligence supersedes the mind's calculations. Prayer and spreadsheets coexist. This isn't New Age wishful thinking but a rigorous argument that unless we reunite body and mind, heart and strategy, sacred and secular, we will continue to create the conditions that threaten our species' survival.

The authors bring to this task decades of experience in the trenches of organizational transformation. They have sat with boards in crisis, coached executives through dark times and facilitated the work of collective healing among people and organizations suffering from historical wounds. They understand deeply both the resistance and the readiness for deeper work. They have seen the profound relief that comes when leaders finally drop their armour and meet each other as human beings.

I was particularly moved by how this book treats time itself as a dimension requiring healing. We have compressed our attention to quarterly results, while the consequences of our actions will be felt for generations. We have ignored the legacies of our past and abandoned our responsibility to those yet unborn. The work described here reconnects us to what more grounded peoples have always known: that we exist in a web of relationships extending both backward and forward in time, that healing the past and serving the future are essential to leading in the present.

The practices and perspectives offered in these pages ask much of leaders. They require us to feel what we have spent lifetimes learning not to feel. To acknowledge how our childhood wounds shape boardroom behaviours. To recognize that our bodies carry wisdom our minds struggle to access. To accept that the rational, controlling ego that got us to the C-suite may now be the very thing limiting our effectiveness. This is not

comfortable work. It is not efficient work. But it is necessary work if we are to navigate what's coming.

I'm aware that some potential readers will dismiss these ideas as too soft for the hard realities of business or too mystical for the practical demands of leadership. To them I would say: Look around. Look at the state of our organizations, our communities, our world. Is what we're doing working? Are people thriving? Are we creating the innovations that our challenges demand? Are we leaving the world better than we found it?

What we witness every day suggests we need something fundamentally different. Not just new skills but new ways of being. Not just better leaders but transformed human beings. Not just high-performing organizations but healing communities. Not just sustainable practices but sacred relationships with life itself.

This book maps that territory with both rigour and com-passion. It doesn't promise easy answers because there are none. Instead, it offers a path toward becoming the kinds of leaders our times demand. Leaders who can be, as these pages so beautifully express, sanctuaries in the storm. Leaders who understand that their inner condition shapes their outer possibilities. Leaders who know that personal healing and collective transformation are not separate endeavours but a combined movement toward wholeness.

The question before us is not whether we need this transformation. The crises make that clear. The question is whether we have the courage to undertake it. Are we willing to release our death grip on control and open to potential? Can we admit that, despite all our achievements, we need to become beginners again, learning ways of being that our ancestors knew but we have forgotten?

To every leader reading this book, I want you to understand that the writers of *Leading in Chaos* understand the weight you carry. Every day you deal with impossible expectations, a relentless pace and the inescapable loneliness of leadership. Many of you fear that you're not enough for what's being asked of you. Nicholas and Amy Elizabeth know you. And they offer a way forward that doesn't require you to be superhuman but invites you to be fully human. They will help you see that your vulnerability is not weakness but a gateway to authentic power.

We stand at a threshold. Our world is unravelling, and what is to come is far from clear. Can we find in such times opportunities for transformation? We need leaders

who can bridge the worlds of the ancient and modern, the rational and intuitive, and the individual and collective. We need leaders who understand that we heal ourselves not for ourselves alone but for all life. Above all, we need leaders who know that the transformation required is not just professional but spiritual, not just individual but collective, not just human but planetary.

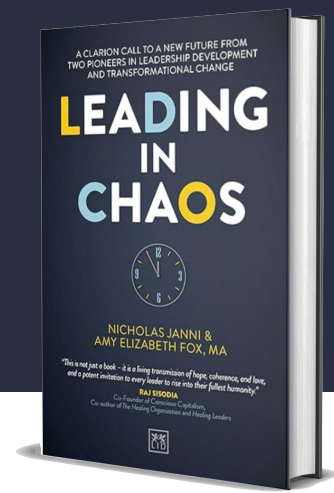
MICHAEL WATKINS

Professor of Leadership and Organizational Change, IMD Business School

Author, *The First 90 Days*

2025

ADVANCE PRAISE



“Enter anywhere. Let these words—offered by two pioneers in leadership development and transformational change—touch and unsettle you as you return to the sacred within leadership. In this time of polycrisis, as overlapping challenges press on our institutions and our hearts, nothing is more vital for leaders than this work. Take up the invitation to read with an open heart, presence, and curiosity—a practice of awakening in itself.”

LISA LAHEY

Lecturer on Education at the Harvard Graduate School of Education; Co-author of *An Everyone Culture*

“We are navigating a convergence of polycrises that is shaking the very core of who we are—as individuals, as communities, and as organizations. *Leading in Chaos* is both a wake-up call and an invitation to embrace a deeper, more conscious form of leadership. It outlines a path to becoming the kind of leader the emerging future is calling for: one that embodies courage and heart and is capable of shaping a world that elevates the essence of our shared humanity.”

GENE WOODS

CEO, Advocate Health

“In an era of climate collapse, social fragmentation, and institutional erosion, conventional leadership frameworks fall short.

Leading in Chaos integrates trauma-informed healing, embodiment, and spiritual intelligence to reframe leadership as a regenerative capacity—one that begins within and extends to organizations, communities, and the planet. Highly recommended.”

OTTO SCHARMER

Senior Lecturer MIT, Presencing Institute, Author of *Theory U*

“This book is a mosaic of wisdom for leaders in these unprecedented times. It is lovingly and exquisitely written by two thought and practice leaders that I deeply respect. Each piece of the mosaic is a beautiful call to awaken. Each is a call to lead consciously and steward the future of all life on this planet. Each invites us to greater depth, vitality, and a new form of leadership presence that resonates transformation in every encounter. Each piece demonstrates how our inner evolution is inextricably linked to planetary evolution. Take in each piece and then step back. Like all great mosaics, a beautiful wholeness emerges as this book artfully renders the landscape of the inner and outer transformation required of humanity in the urgency of now.”

BOB ANDERSON

Creator, Leadership Circle Profile; Co-founder, Leadership Circle; Co-author of *Mastering Leadership* and *Scaling Leadership*

LEADING IN CHAOS

“Moved to action by the polycrisis that increasingly reshapes our world, Fox and Janni have created a beautiful and moving book of essays that force reflection and connect us to our shared humanity. This book is an invitation to slow down, look inward, and find the strength to lead.”

AMY EDMONDSON

Novartis Professor of Leadership,
Harvard Business School;
Author of *Right Kind of Wrong* and *The Fearless Organization*

“In a world of constant change, *Leading in Chaos* is an essential guide for leaders who strive to embody authenticity and moral courage. Janni and Fox remind us that true leadership lies in the coherence of mind, heart, and spirit, urging us to be those islands of calm and intentionality amid uncertainty. Their clarion call is timely: to lead with genuine care, putting people first, and to cultivate agency and presence as we navigate the future. This is a must-read for those committed to creating coherence and meaning in a complex global landscape.”

LEENA NAIR

CEO of Chanel

“With *Leading in Chaos*, Nicholas Janni and Amy Elizabeth Fox have given us a book that is nothing less than a manual for the conscious, healing leadership our era demands. Written with rare depth, beauty, and urgency, it speaks to the heart as much as to the mind, calling forth the courage, humility, and presence needed to meet the polycrisis of our times. Both Nicholas and Amy are master practitioners and teachers whose work I have long admired. Here, they combine profound psychological insight, deep spiritual

wisdom, and decades of hands-on experience guiding senior leaders through transformation. They illuminate the twin imperatives of trauma healing and the awakening of higher consciousness, offering a clear, compassionate path for leaders to become a blessing in the world. This is not just a book—it is a living transmission of hope, coherence, and love, and a potent invitation to every leader to rise into their fullest humanity. I cannot recommend it highly enough.”

RAJ SISODIA

Co-founder of Conscious Capitalism;
Co-author of *The Healing Organization* and
Healing Leaders

“This is the book we are waiting for, the book we need. The world will be changed after millions of people have read it.”

ERICA ARIEL FOX

Author of the *New York Times* bestseller *Winning From Within: A Breakthrough Method for Leading, Living, and Lasting Change*

“In *Leading in Chaos*, Nicholas Janni and Amy Elizabeth Fox offer a compelling articulation of why leadership today must be fundamentally redefined. They illuminate how trauma-informed healing and the awakening of higher consciousness can unlock unprecedented creativity, resilience, and unity—essential capacities in this era of polycrisis. Far from abstract theory, this poetic and practical book provides living practices and resonant stories that show how transformation happens at the deepest level.”

CHIP CONLEY

New York Times bestselling Author and
Founder of the Modern Elder Academy

LEADING IN CHAOS

“Read with wide eyes and a curious mind, this book is a transformational masterpiece. A clear call to embrace stillness over speed, inner strength over dependence, and ultimate possibilities over narrow choices. In simple words—it empowers us to awaken our inner self and evolve to a future-ready leader who thrives in times of chaos.”

JOE AOUAD

Global Head of Beverages, Nestlé Professional

“Amy and Nicholas are two of the deepest thinkers in leadership development, and these are some of their deepest and most important reflections on the state of leadership and organizational culture today. Be ready to be challenged to think at higher levels about how leaders need to lead going forward.”

DR. DAVID ROCK

Author of *Your Brain at Work* and the Director of the NeuroLeadership Institute

“*Leading in Chaos* is a tonic for our increasingly guarded and superficial responses to the ever more swirling world. An astounding invitation from Amy and Nicholas to share their deep wisdom and kindness, it calls for us all to reimagine what it is to serve humanity, to cherish our unique presence and vibration by being able to hold both the anguish and the light. This book is a heart and soul apothecary for a more caring world. Having walked with Amy for over a decade on programs for CEOs, their successors and now their Chairs, we know this body of work has immense relevance and impact. The personal transformation is palpable and sustained, giving these senior most leaders fresh energy as well as expanded capacities.”

JILL ADER

Former Chairwoman, Egon Zehnder

“As a corporate HR leader, I have spent 25 years helping organizations cultivate leadership that is not only effective but deeply human. *Leading in Chaos* is the book I have been waiting for—a bold, timely, and transformative guide that speaks to the kind of leadership the world urgently needs. In an era defined by volatility, fragmentation, and existential threat, this work offers a profound reminder of what it means to lead.”

CELIA PATTON

Leadership Development Lead; Financial Services: HSBC and ANZ; FMCG: Diageo

“As a global conflict expert, I am inspired to see *Leading in Chaos* courageously addressing the deepest roots of polarization and fragmentation. In their new book Amy and Nicholas invite leaders from the public and private sector alike to undertake the vital inner work so urgently needed for this time. I hope we will all heed their call.”

WILLIAM URY

Author of *Possible* and Co-author of *Getting to Yes*; Co-founder, Program on Negotiation at Harvard Law School

“I highly recommend Nicholas Janni and Amy Elizabeth Fox’s splendid and grounding new book, *Leading in Chaos*. For those interested in leadership development and transformational change, this marvellously crafted collection of personal reflections will help today’s leaders navigate the tumultuous period we are living in and transform their leadership approach from one based on best practices to the adoption of next practices—ones that are most suitable for these challenging times.”

DAVID HARTMAN

Ambassador of Canada to the Republic of the Philippines

LEADING IN CHAOS

“At a time when the foundations of leadership and our ways of navigating global turbulence are under unprecedented strain, Nicholas Janni and Amy Elizabeth Fox offer a work of rare depth and urgency. With wisdom drawn from decades at the forefront of leadership transformation, they invite us into a profound exploration of the leader’s identity, sense of self, and the essential inner work required to meet this moment. This is more than a book—it is a clarion call to connect with our deepest humanity, expand our field of care, and lead with courage, coherence, and soul.”

SRINI PILLAY, MD

Former Assistant Professor of Psychiatry, Harvard Medical School; Author of *Your Brain and Business*

“This beautifully conversational book by two powerhouses in leadership development will leave you fully convinced: deep inner work is the work—especially in a time when the leader as healer has never been more essential. Drawing on a wealth of insights across industries and cultures, and weaving together spiritual wisdom with hard science, the authors offer a deeply personal, philosophical and practical manual for transformational change. *Leading in Chaos* is the definitive playbook for anyone seeking to lead more effectively amid division, turmoil, and uncertainty.”

TIM LEBERECHE

Co-founder and co-CEO, House of Beautiful Business; Author of *The Business Romantic*

“Nicholas and Amy have created a truly remarkable book, one that combines simplicity with profound depth. Their writing offers not only reflections, but also a living invitation into the inner work of leadership and transformation. At its heart, the book is more than a collection

of insights—it is a guide and a map, pointing the way toward the practices and perspectives that sustain meaningful change in ourselves and in the systems we are part of. This is not a book to read once and place on the shelf. It is a companion for the journey—something to carry through airports, hotels, and offices, a source of inspiration and grounding wherever leadership calls us to show up with clarity, courage, and compassion.”

DR. ANDREW WHITE

Founder and CEO of Transcend.Space; Ex Faculty Member at Said Business School, University of Oxford

“In a landscape crowded with impersonal, fix-all leadership solutions, *Leading in Chaos* shines as a sacred offering from practitioners who have devoted their lives to helping senior executives navigate uncharted territory. With great discernment, kindness, and humility, Amy and Nicholas invite us beyond our deepest conditioning toward a path of healing, coherence, and collective awakening. A seminal book for these uncertain times.”

RAHUL VARMA

Co-founder and CEO, Samuh; Former CHRO, Accenture Technology

“For anyone contemplating the meaning of leadership at this crossroads in our human journey, this book plants lotus seeds—opening body, heart, and soul in the intimacy of the mud of our time, where transformation takes root. The mind is invited too, not to dominate, but to remember its place in service of the whole.”

YAN JIANG

Former Senior Advisor, President’s Office, Asian Development Bank; Former Division Chief of Talent Management, International Monetary Fund

LEADING IN CHAOS

“If you seek to nourish your soul, to deepen your wisdom, to broaden your perspective or simply to take a very deep breath in the messy world we live in, then this book is for you! Amy and Nicholas have drawn upon their deep expertise in leadership development to write a beautiful collection of essays. They are easy to dip in and out of and yet still ask us some profound and searching questions—about who we really are and who we might become. I, for one, shall be regularly returning for inspiration.”

REBECCA SNOW

Global VP, People and Organization, Mars, Incorporated

“Calling for trauma informed, spiritually intelligent leadership to meet the modern age *Leading in Chaos* expands the idea of emotional intelligence to its intimate expression. The book offers an urgently needed cartography for the cultivation of wisdom, love and compassion in the workplace.”

DANIEL GOLEMAN

Author of *Emotional Intelligence*

“Having served as a CEO for 17 years, Amy and Nicholas bring a coherence that resonates deeply with me—that true leadership must be rooted in ancestry, community, and the healing of our deepest wounds if it is to serve the whole. They bridge heart and mind with extraordinary clarity, offering chief executives and leaders a compass to navigate the uncertainty, volatility, and possibility of our changing world. Thank you for bringing forward this transmission at such a pivotal moment. It nourishes me, strengthens me, and affirms the path of service that so many of us are called to. I believe leaders who embrace this calling will become the midwives of our renaissance—birthing a future rooted in healing, coherence, and love.”

ANDREW SWAFFIELD

Executive Coach and former CEO of Avios, Monarch Airlines and Virgin Red

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TWO PIONEERS IN LEADERSHIP DEVELOPMENT
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DANIEL GOLEMAN

Author, *Emotional Intelligence*



NICHOLAS JANNI

has spent over 25 years guiding CEOs and senior teams worldwide and teaching at leading business schools. His book *Leader as Healer* won UK Business Book of the Year in 2023.



AMY ELIZABETH FOX, MA

has spent 20 years facilitating transformational programs for senior leaders in Fortune 500 and professional service firms. She is the Co-founder and CEO of Mobius Executive Leadership.

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