

Key takeaways:

In Conversation with H/ADVISORS

The new global political leadership upending the status quo.

Will the change backfire?

H/ADVISORS

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Age of consensus is over

The US is walking away from its role as leader of the free world, with Trump adopting a more overtly transactional and nationalist approach. A new multipolar world is emerging as a result and alignment will increasingly be dependent on issues, rather than historic ties.

Europe has woken up on defence

After decades of relying on the US, the UK and EU are reversing years of underinvestment and significantly increasing defence spending. The continent needs to prove it can develop its defence capability and not let national divides hold back a unified approach. Structural issues, including fragmented capital markets that are suppressing investment, need to be addressed.

Geopolitical risk is back on the boardroom agenda

The world is too turbulent to not have geopolitical advisory at the top table. Historically some sectors, particularly energy, have geopolitical risk built in – but this is not true everywhere. Large companies and trade associations need to take geopolitical risk scenario planning seriously and incorporate it into mainstream corporate thinking.

Keep calm and carry on

Companies need to focus on long-term relationships and be careful about acting on current issues that could lose the trust of shareholders, employees and boards. Reassure stakeholders from the outset and maintain a stable foundation.

CEOs are the new statesmen

Businesses need to fill the gap where states are abdicating responsibilities to maintain global trade.

Panellists' top advice for businesses:

- Plan for turbulence
- Focus on the long term
- Don't read the headlines until at least 10am