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Invited Talk
Navigating the Era of Paradoxes:
The Human Skills That Matter Most When the Rules Keep Changing

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Abstract:

AI isn't just automating tasks. It's raising a question every leader must answer: what kind of human contribution truly matters now?

The answer isn't simple. Contexts are shifting faster than change management frameworks can follow on their own, and the lines between roles and strategic impact are increasingly blurred. Speed and reflection both matter. Data and intuition must coexist. Being decisive and staying open aren't opposites. They're requirements. These are the paradoxes of our time, not contradictions to resolve, but two equal truths that must coexist, and learning to lead from that ambiguous space is the real challenge.

Drawing from her experience in mergers, acquisitions, and large-scale transformations, Marília Lobo argues that thriving in today's reality demands a different mental model. Not resilience in the traditional sense, but something harder to name and more difficult to build. In a field where knowledge is the primary currency and information landscapes are constantly shifting, the leaders who thrive are not necessarily those who know the most, but those who can think across boundaries, read situations with clarity, and communicate in ways that create genuine alignment.

In this provocative talk, she shares what she observed in leaders who navigate change most effectively: the convergence of three competencies — Integrative Thinking, Emotional Clarity, and Deep Communication. These are not nice-to-have people skills. They are the competencies that will define leadership in a world that no longer rewards rigid expertise alone.

About the Speaker:

Marília Lobo is the founder of BothAnd Catalysts, a boutique corporate education consultancy, based in Berlin, Germany. She is a Creative Leadership expert and learning strategist with over 20 years of experience at the intersection of Corporate Culture, Learning and Development, and Organizational Design. Throughout her career, she has partnered with global organizations including Google, Unilever, Volkswagen, DuPont, Johnson & Johnson, and Zalando to build high-performing teams and learning communities. She holds an MBA in Creative Leadership from the Berlin School of Creative Leadership and postgraduate degrees from the University of California and FGV-EAESP. In her spare time, Marília writes fiction and creates art collage.

