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SERVING BUSINESS AND SOCIETY

LEADERSHIP AND
UPSKILLING:

APPEALS TO EXTREME
AND GOLDBLOCKS
CONSIDERATIONS

PROFESSOR MARK
PALMER
DIRECTOR,
WILLIAM J. CLINTON
LEADERSHIP
INSTITUTE



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INSTITUTE

ABOUT US

- The **William J. Clinton Leadership Institute**, founded in 2011 as part of Queen's Business School, delivers high-impact executive education for leaders and organisations.
- Queen's Business School is in the business of **thought-leadership**, bringing a **research-led approach** to leadership skills across different organisational and institutional environments.
- **Internationally accredited** Business School.



The William J. Clinton Leadership Institute,
Queen's Business School, Riddel Hall. Belfast





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NAVIGATING OUR CHANGING WORLD

A range of courses
specifically designed to help
businesses navigate our
changing world, embrace
digital technologies and
prioritise net zero initiatives.



Business Sustainability Essentials



Digital Transformation and Emerging Technologies



Beyond GenAi



Leadership
and Management
Development

DIGITAL TRANSFORMATION FLEXIBLE FUND



**Digital
Transformation
Flexible Fund**

- Our team are the delivery agents for the Digital Transformation Flexible Fund, a grant initiative designed to drive innovation and digital in micro businesses.
- This is a Belfast Regional City Deal project led by Newry and Mourne and Down District Council.
- Join one of our expert led pre-briefing sessions to inform business leaders on the range of technologies supported by the grant funding;
- Funding available: £5000 - £20000 per investment project
- Funding award - worth 70% of total project value
- Investment required - 30%
- 604 applications received to date
- Find out more at: www.dtff.co.uk

LEADERSHIP AND MANAGEMENT DEVELOPMENT

- A range of courses designed to develop leadership and management skills of mid and senior managers and to upskill and build knowledge to navigate our changing world.
- **New for 2026** – our Leading Transition Series of programmes, to drive innovation across your business, boosting productivity and competitiveness through business improvements.
- Limited funded places available – find out more at www.leadershipinstitute.co.uk

The logo features the text "HELP TO GROW" in a bold, white, sans-serif font. The word "GROW" is followed by a small yellow circle. The entire logo is set against a dark blue rectangular background.

HELP TO GROW

Help To Grow Management



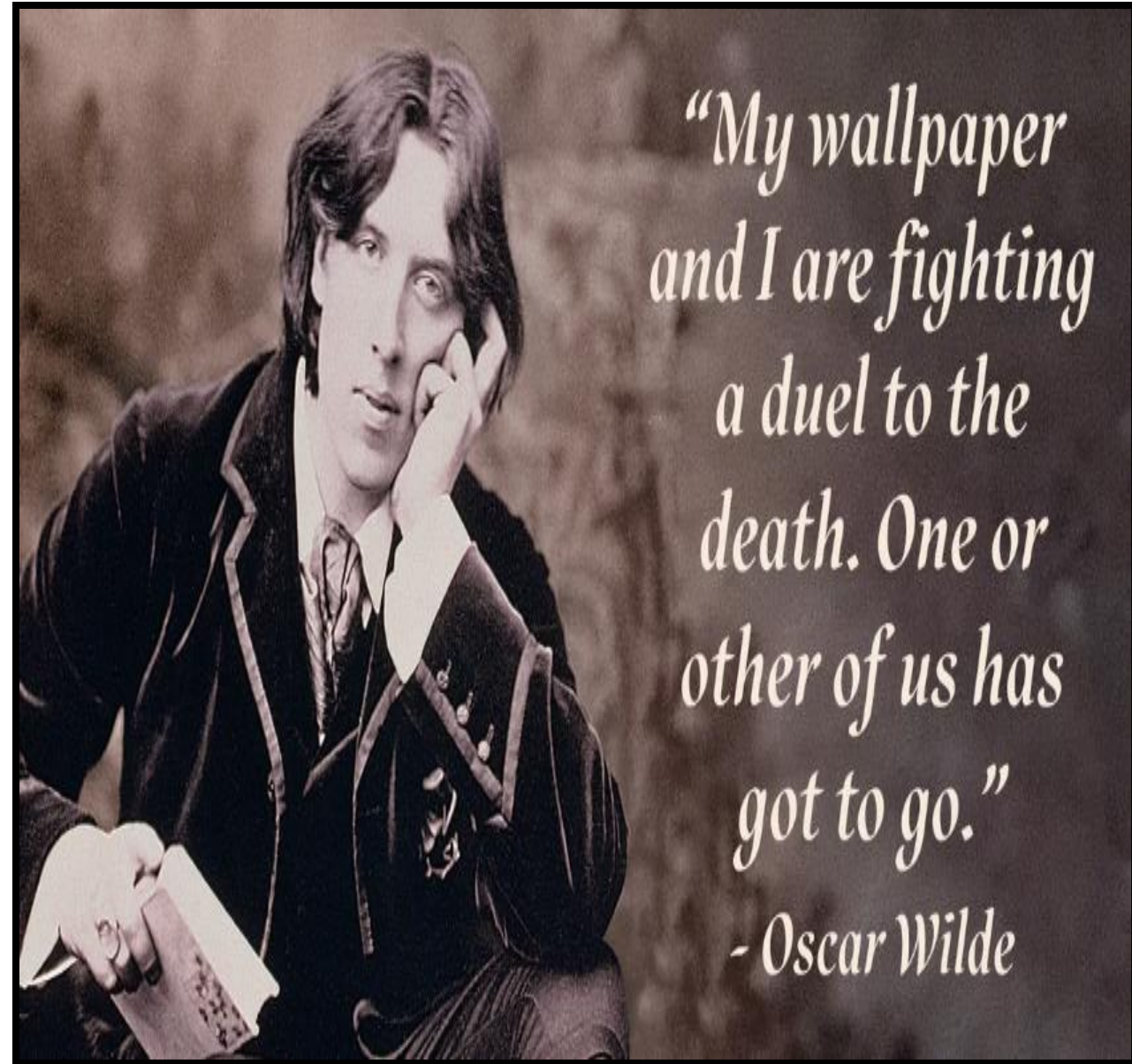
Advanced Manufacturing Leadership

LEADERSHIP, APPEALS TO EXTREME?

"Everything in moderation including moderation."

Versus

"Moderation is a fatal thing, nothing exceeds like excess."



LEADERSHIP - BETWEEN THIS AND THAT (PERSISTENCE).



This (overestimates)

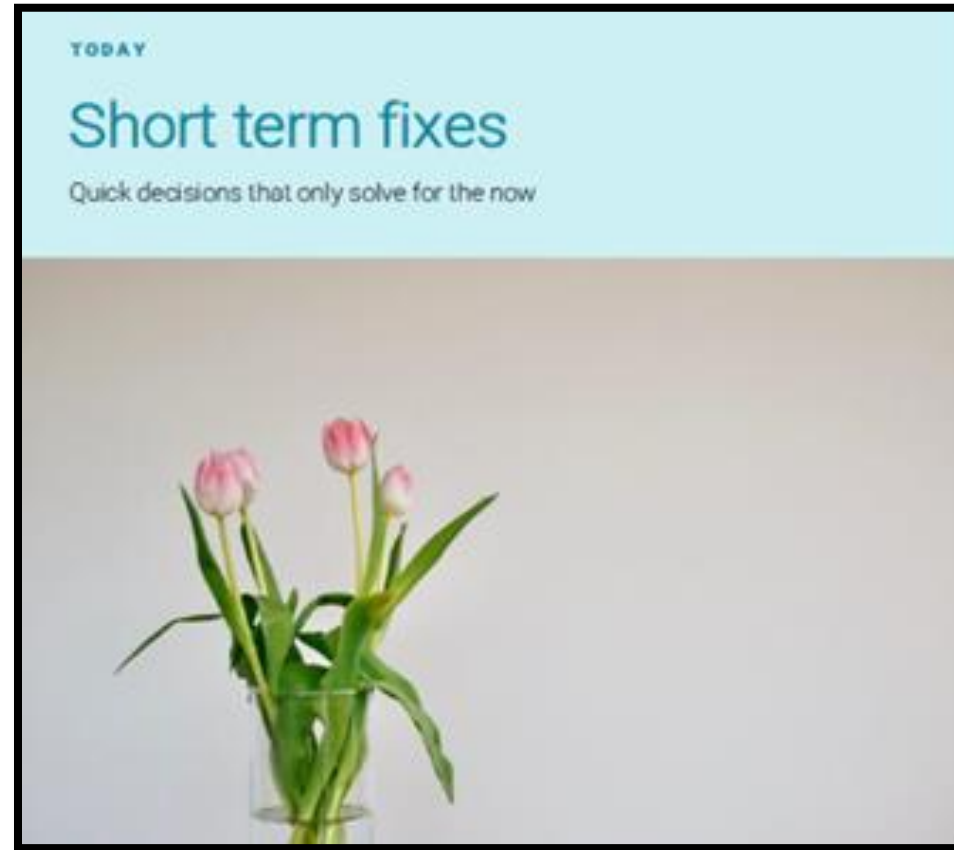


Continuum

That (underestimates)

Overestimates

This...



Quick wins

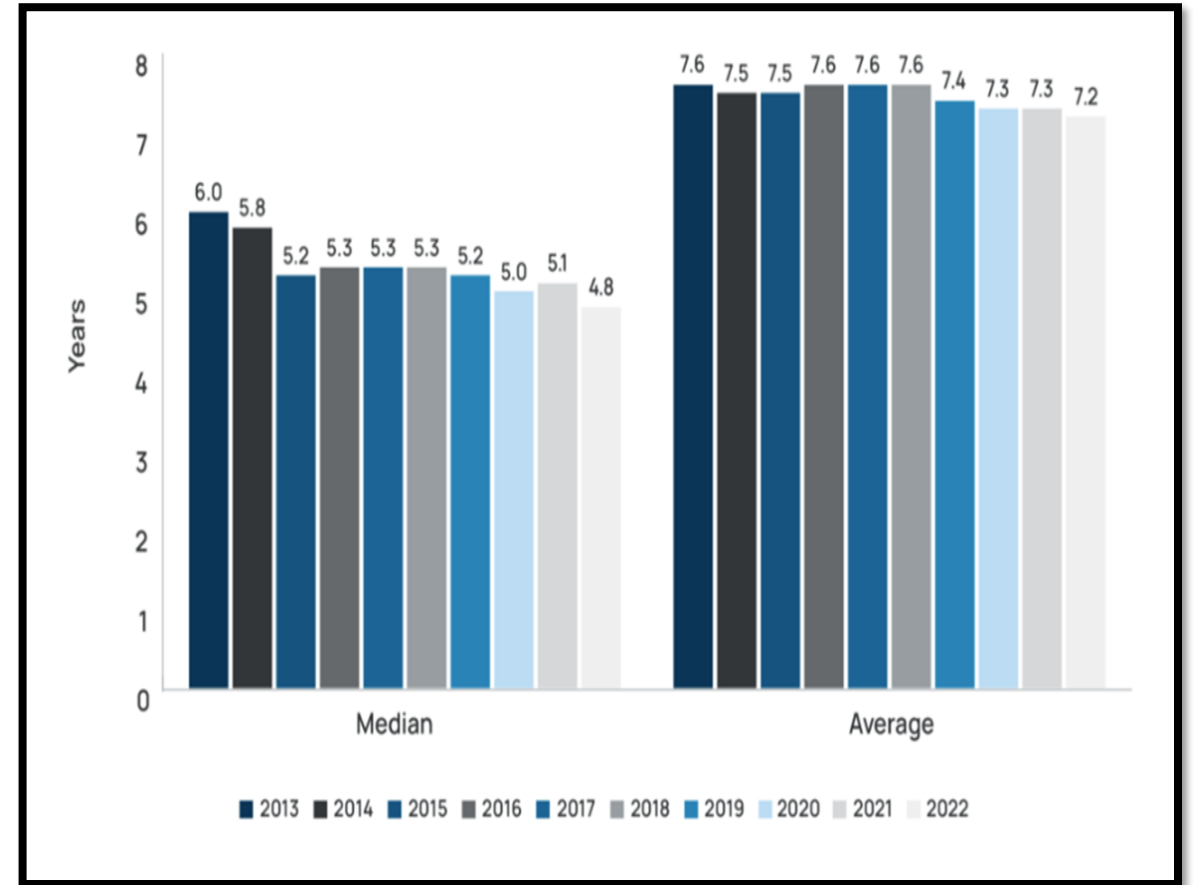
Cut flower syndrome

Underestimates

That...



Slow growth is strong growth



Source: Joyce and Jerotich (2023).

Overestimates

This...

Big data
and skills
blizzards

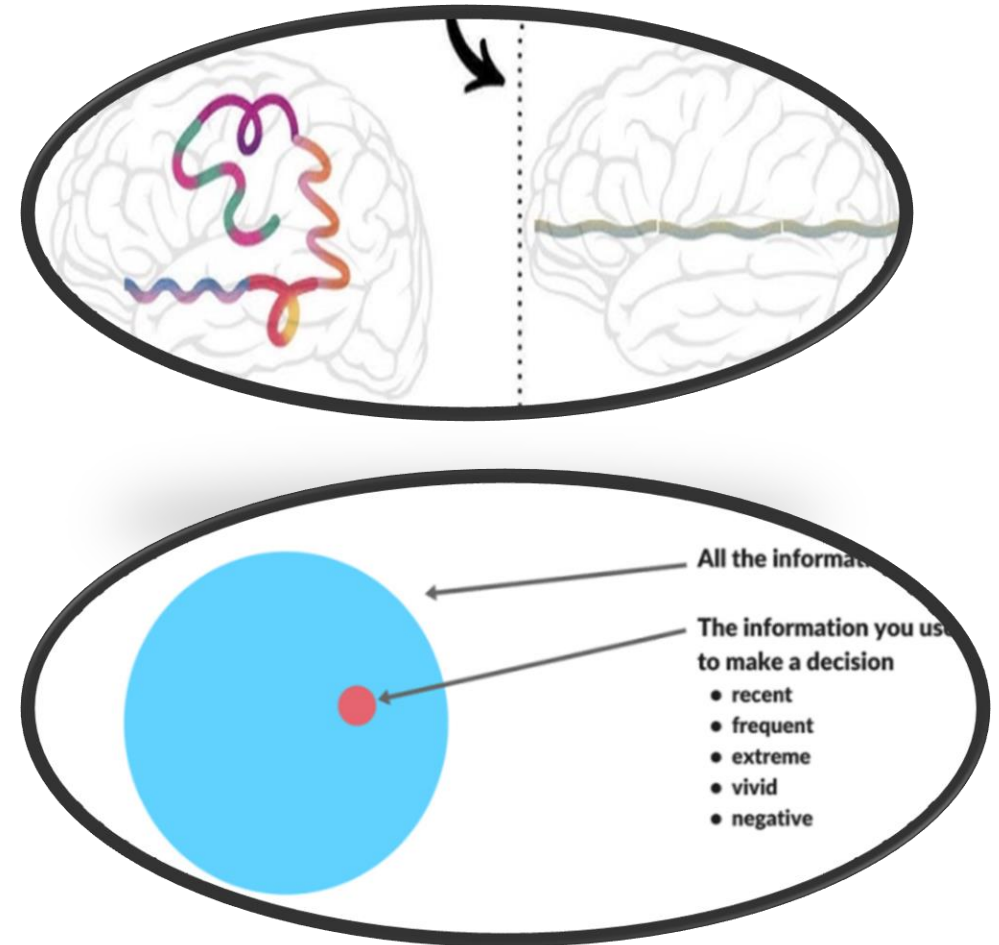


Underestimates

That...

Monocausal bias - tendency to attribute complex outcomes to a single cause, explanation or solution.

'Boil down phenomenon to **one collective noun**, **one attributive adjective**, **one fault**, **one unit**, **one headline**, **one outcome**, **one net effect**, **one-side**, **one cause**, **one technology**, or one line.



**Short-cut heuristics
rules of thumb, habits**

Overestimates

This...



Polish rum
company
Dictador in
2023



Hyperbole of technology hype -
colourful puffs and outliers

Underestimates

That...



Layered
institutional complexity -

Gordian knot



Overestimates

This...

BUZZ WORDS

FAST FASHION
WORDS

COPIED AND
MIRRORED WORDS

POWER WORDS



Published in Nature: Professor Paul Ginsparg, a physicist at Cornell University

Underestimates

That...

How to do ~~Boring~~ ~~Tedious~~ ~~Difficult~~ Necessary Things

Self-Discipline and The Art of Sucking
It Up And Doing Things You Hate

Peter Hollins

MASTERING SELF-DISCIPLINE

The Key To Unlock Your Full Potential



Discover The Most Important Feature In Achieving Success.
Learn How To Discipline Yourself And Reach Your Goals

OSKAR PAWLAK

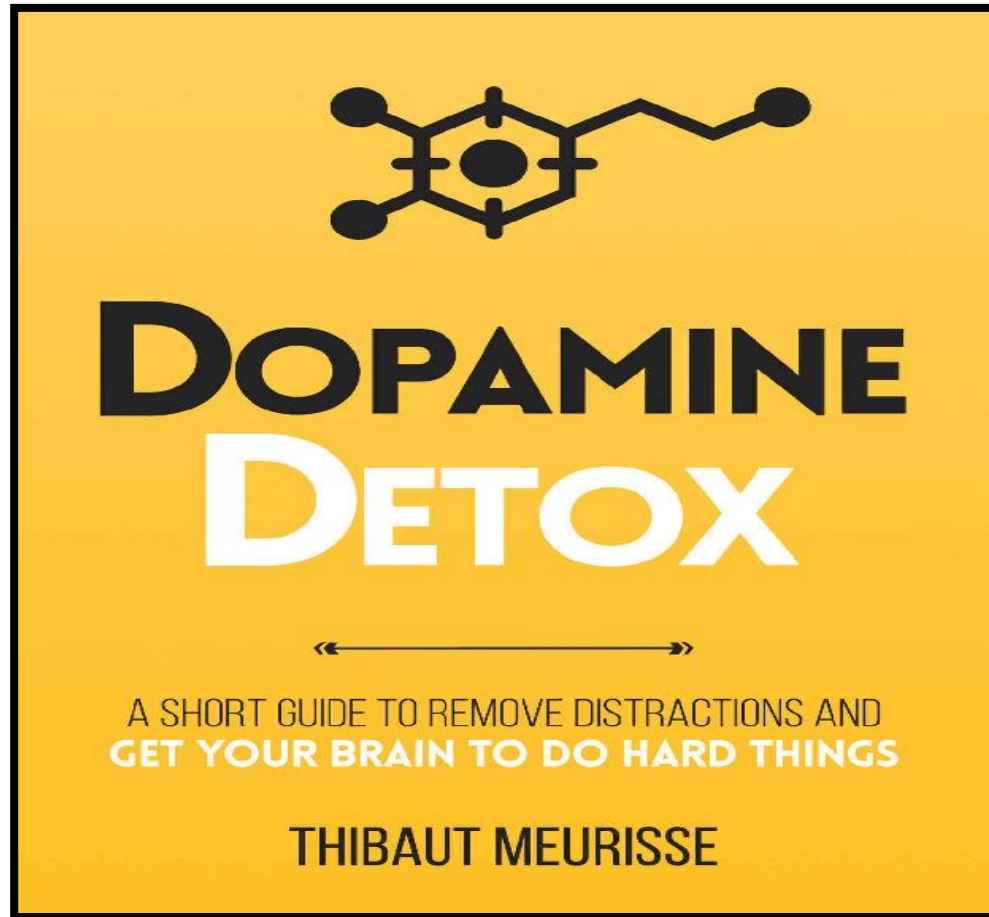
Overestimates
This...



Underestimates
That...



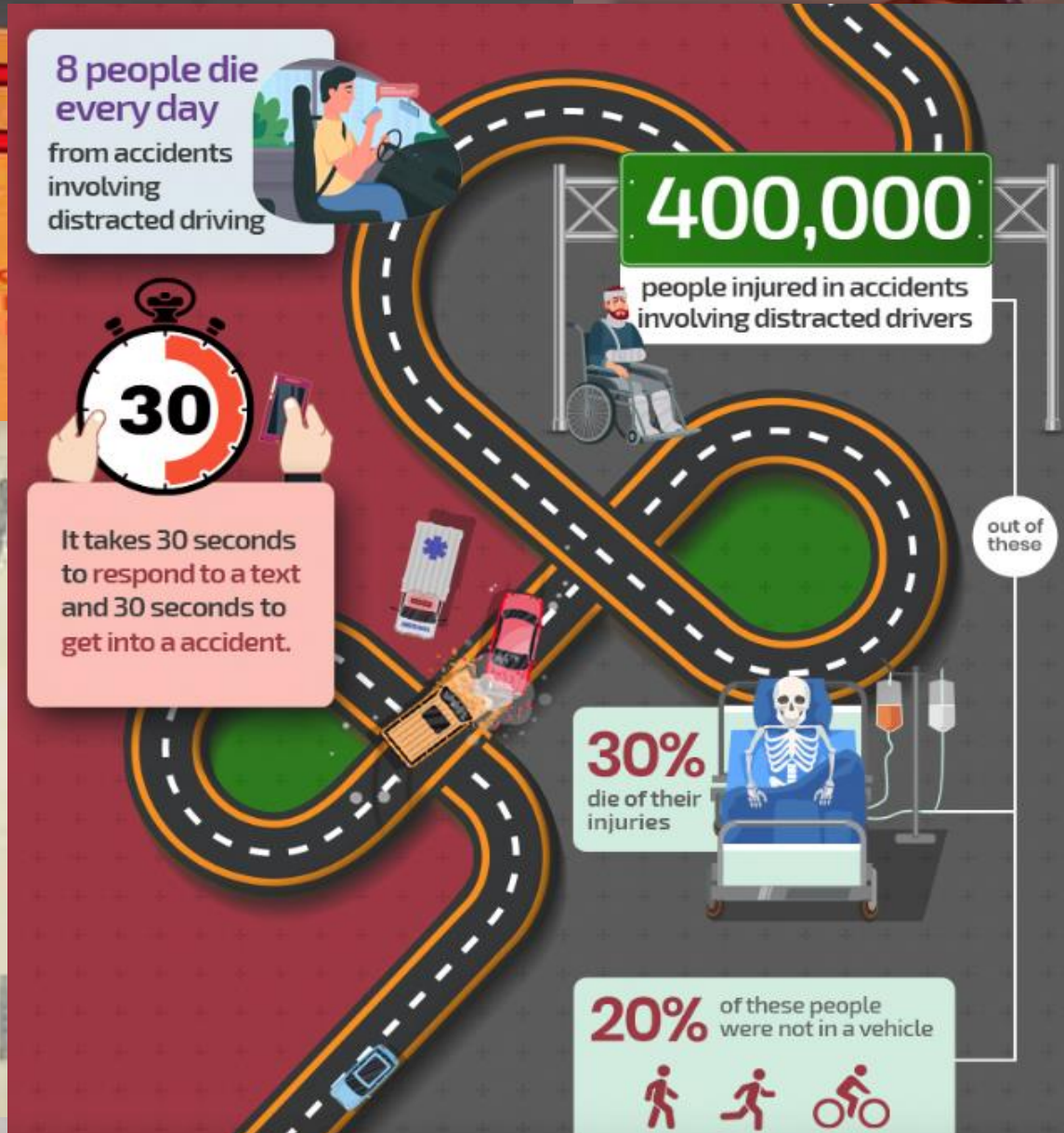
Overestimates
This...



LIFE-LONG LEARNING (ENGAGING & MASTERING)

Underestimates
That...

NOTIFICATIONS



Besides using a cell phone, other common examples of distracted driving include:

- Eating or drinking
- Adjusting the radio
- Navigating with a GPS
- Playing music that's too loud
- Putting on makeup
- Getting distracted by other vehicle passengers
- Adjusting the mirrors
- Reading an email
- Adjusting climate controls
- Getting lost in thought
- Smoking
- Looking for objects in the car
- Pets or other passengers moving around in the vehicle

Anything that takes a driver's undivided attention away from the road is a distraction. While some distractions may seem minor, like adjusting a mirror or eating a sandwich, they can lead to major road accidents.

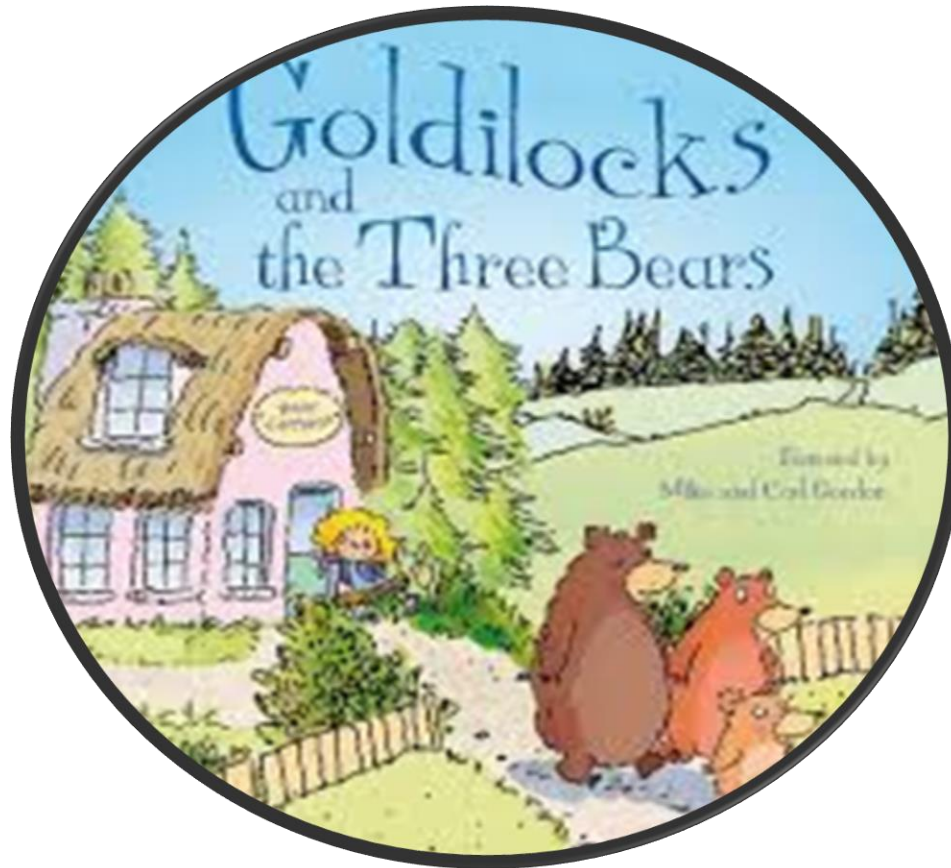
Distracted Driving Leads to More Accidents

Source: LeLaw, US Insurance Industry, 2021



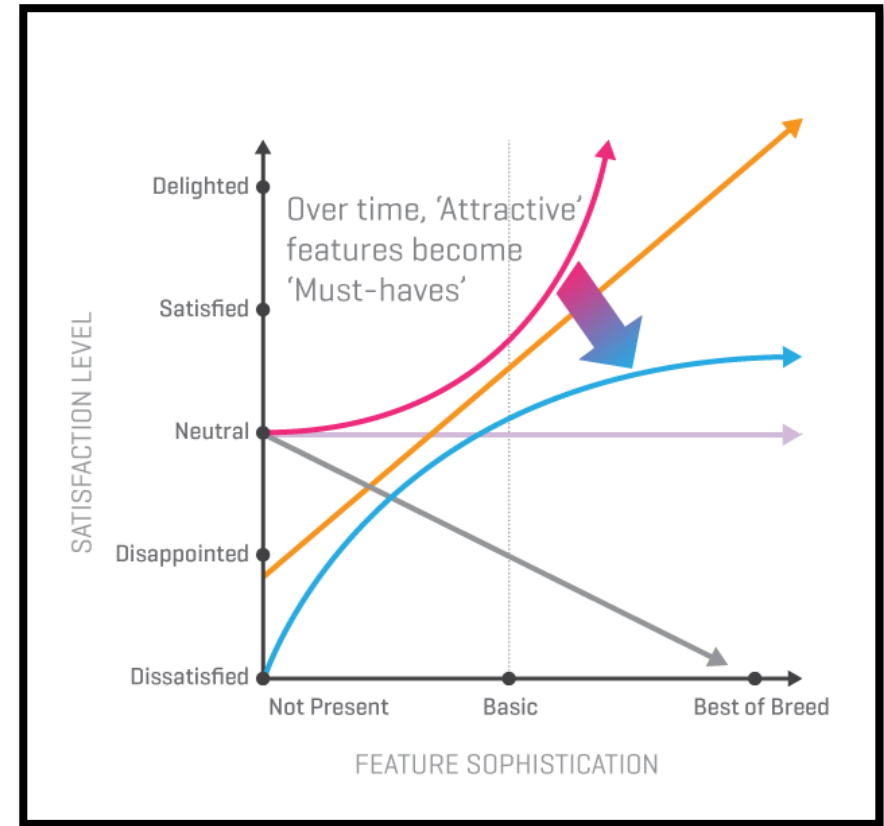
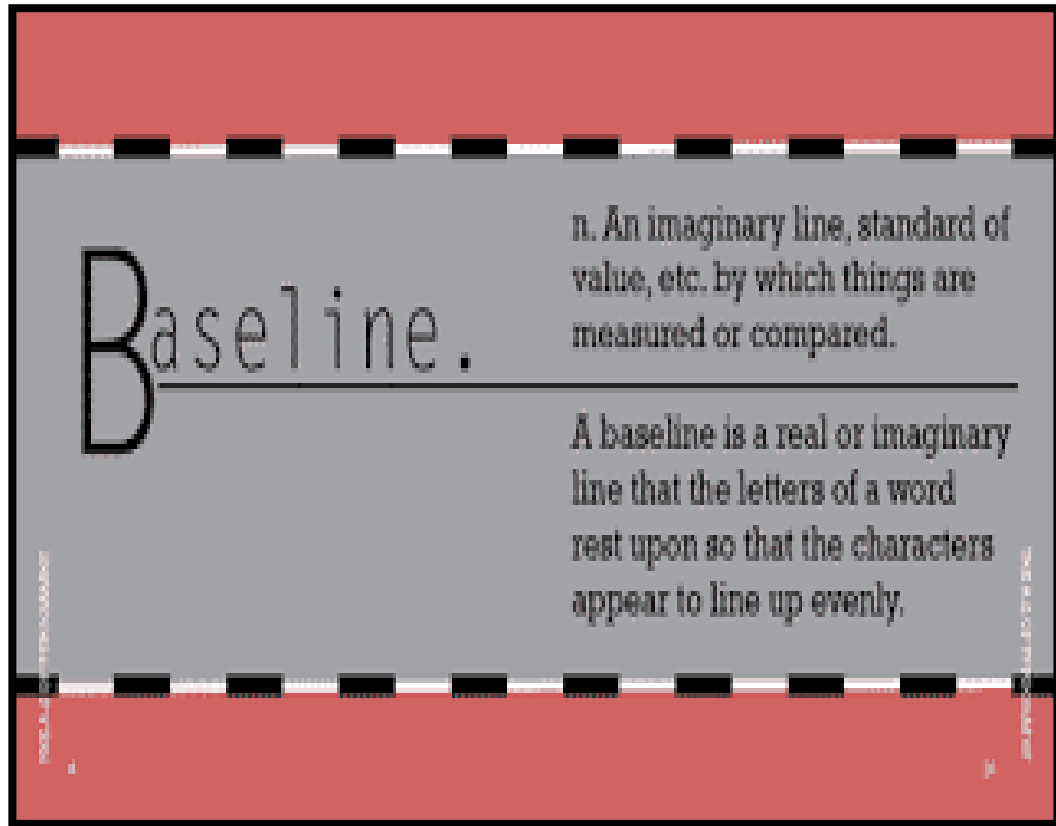
LEADERSHIP AND UPSKILLING: SOME GOLDBLOCKS CONSIDERATIONS

Ascertain which skills, technologies etc are too hot and too cold?



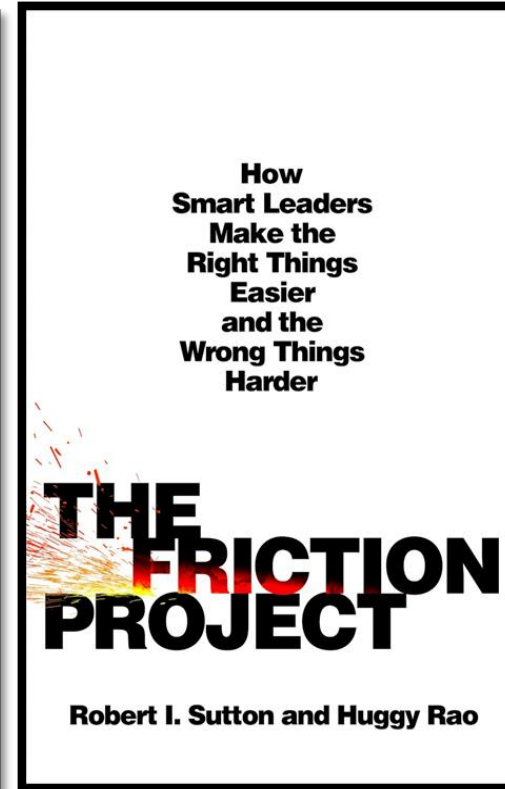
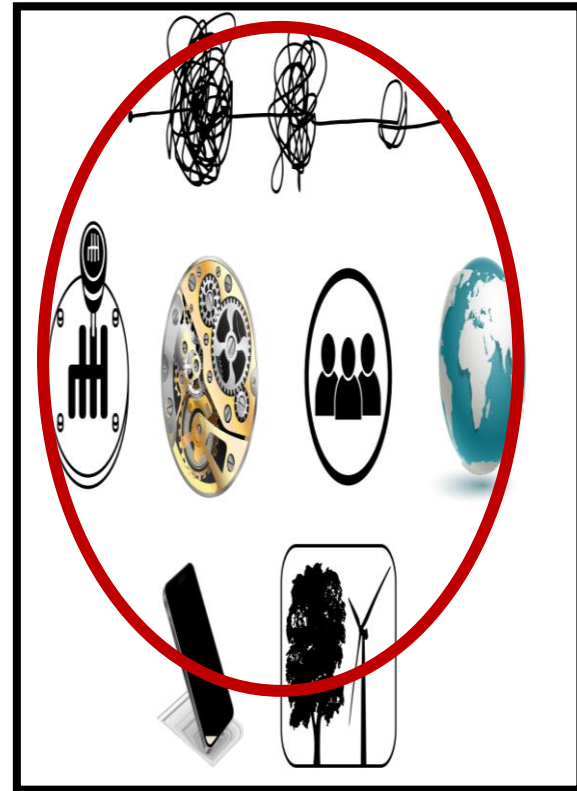
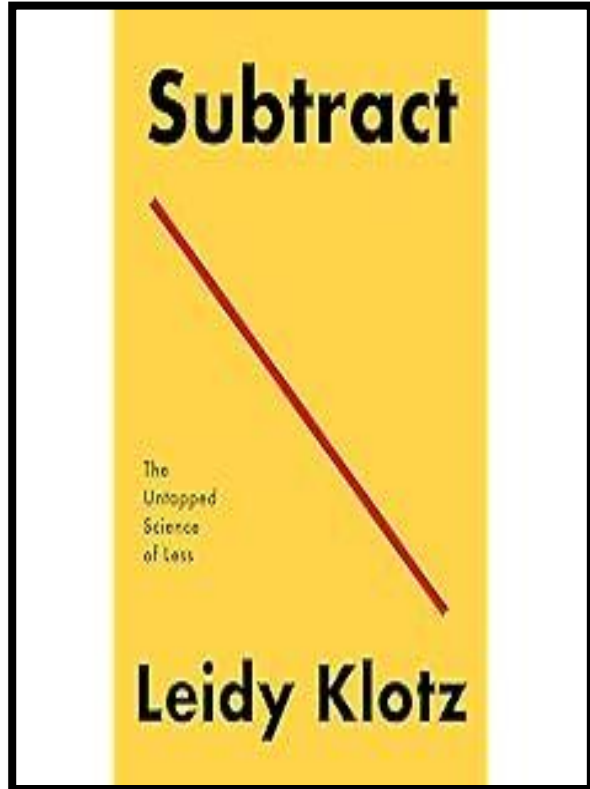
Just right.

Establish a baseline and the Kano model.



Delight by going beyond expectations.

Consider the subtraction versus addition biases in change initiatives and skills.



"In the world of software, people who add more and more features are often the people who get rewarded instead of those who subtract features or don't add them in the first place.

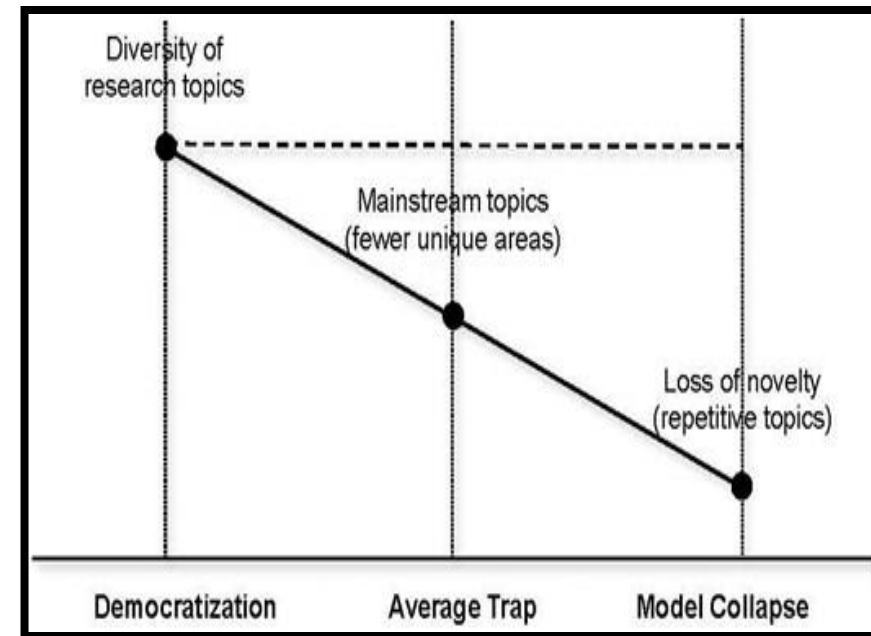
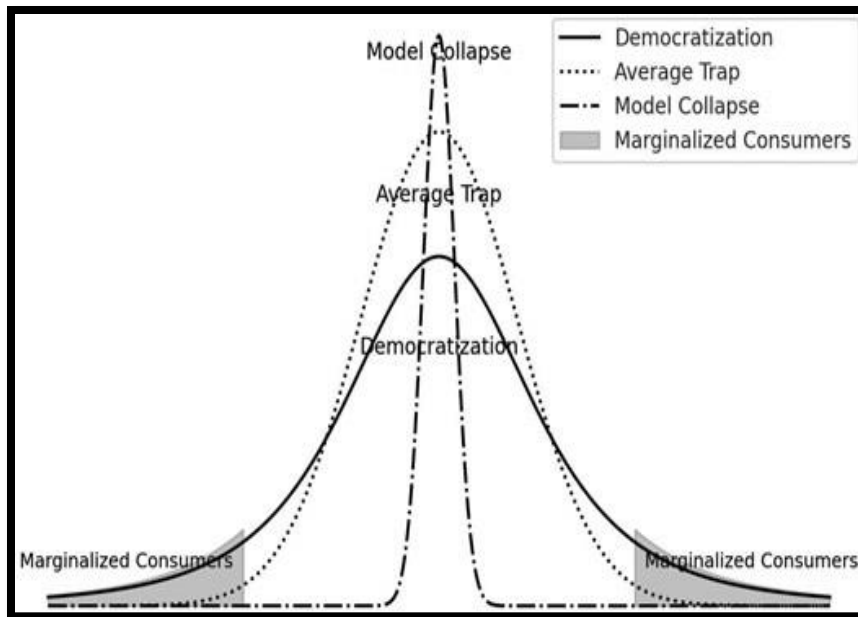
Add it all together and we are naturally predisposed to add complexity, and we don't take it away."
(Sutton & Rao, 2024)

Simplicity



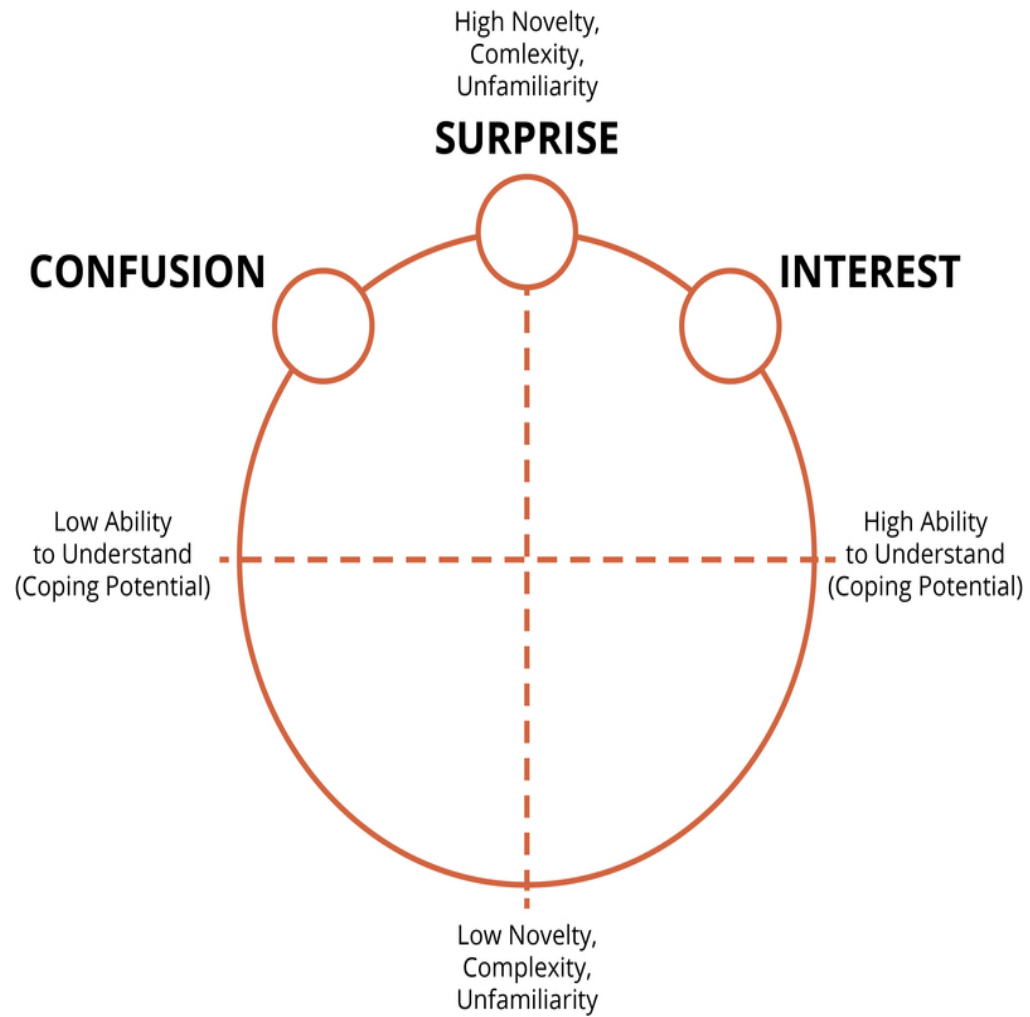
Complexity

Avoid the GenAI model collapse trap with human-technology diversity.

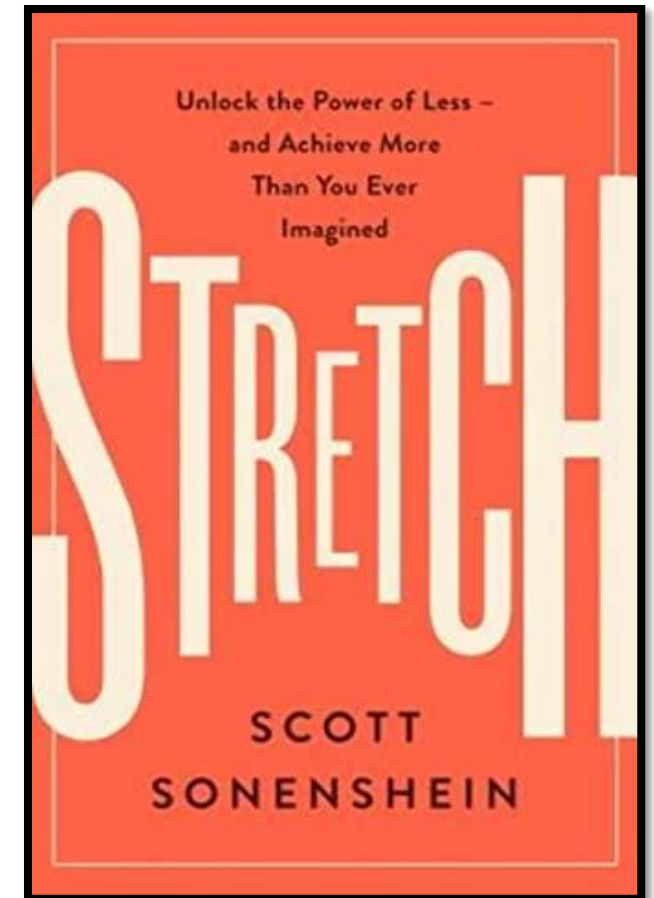
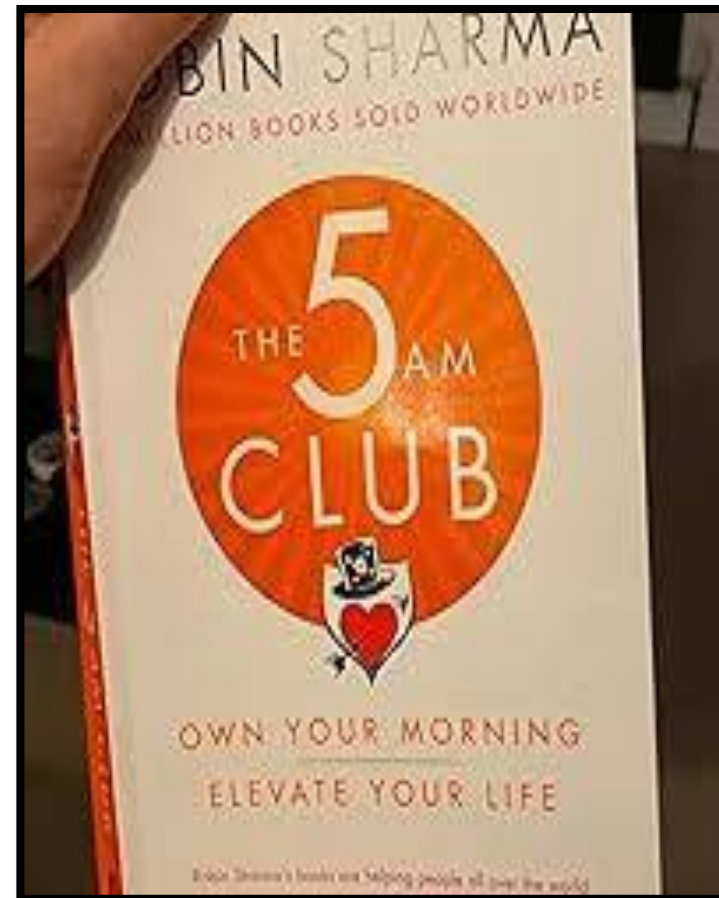
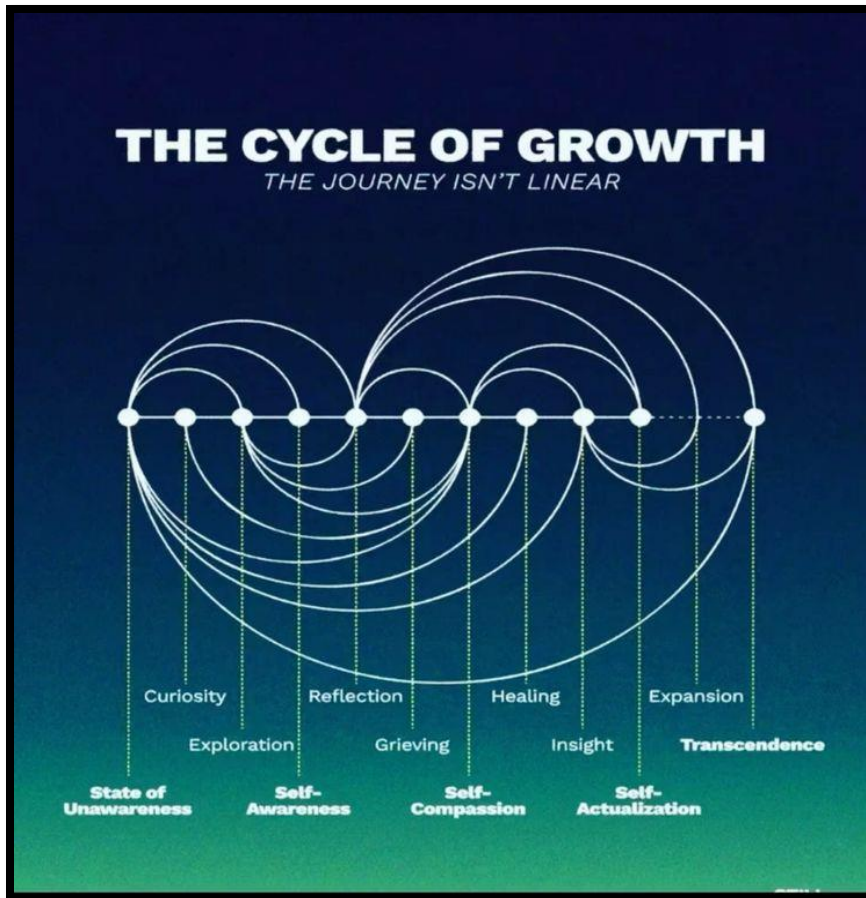


MING-HUI HUANG, ROLAND T RUST, THE GENAI FUTURE OF CONSUMER RESEARCH, JOURNAL OF CONSUMER RESEARCH, VOLUME 52, ISSUE 1, JUNE 2025, PAGES 4-17.

Harness knowledge skills emotions.



Channel dopamine-based pursuits for driving competitiveness; dispossess distractions.



Professor Mark Palmer

Professor of Marketing and Strategic Management

Director of Executive Education, William J. Clinton
Leadership Institute, UK and Ireland

m.palmer@qub.ac.uk

No handle, no snapcode, no profile; a deliberate social
media distraction detox!

Just a QUB URL.

<https://pure.qub.ac.uk/en/persons/mark-palmer>

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TOUCH



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