

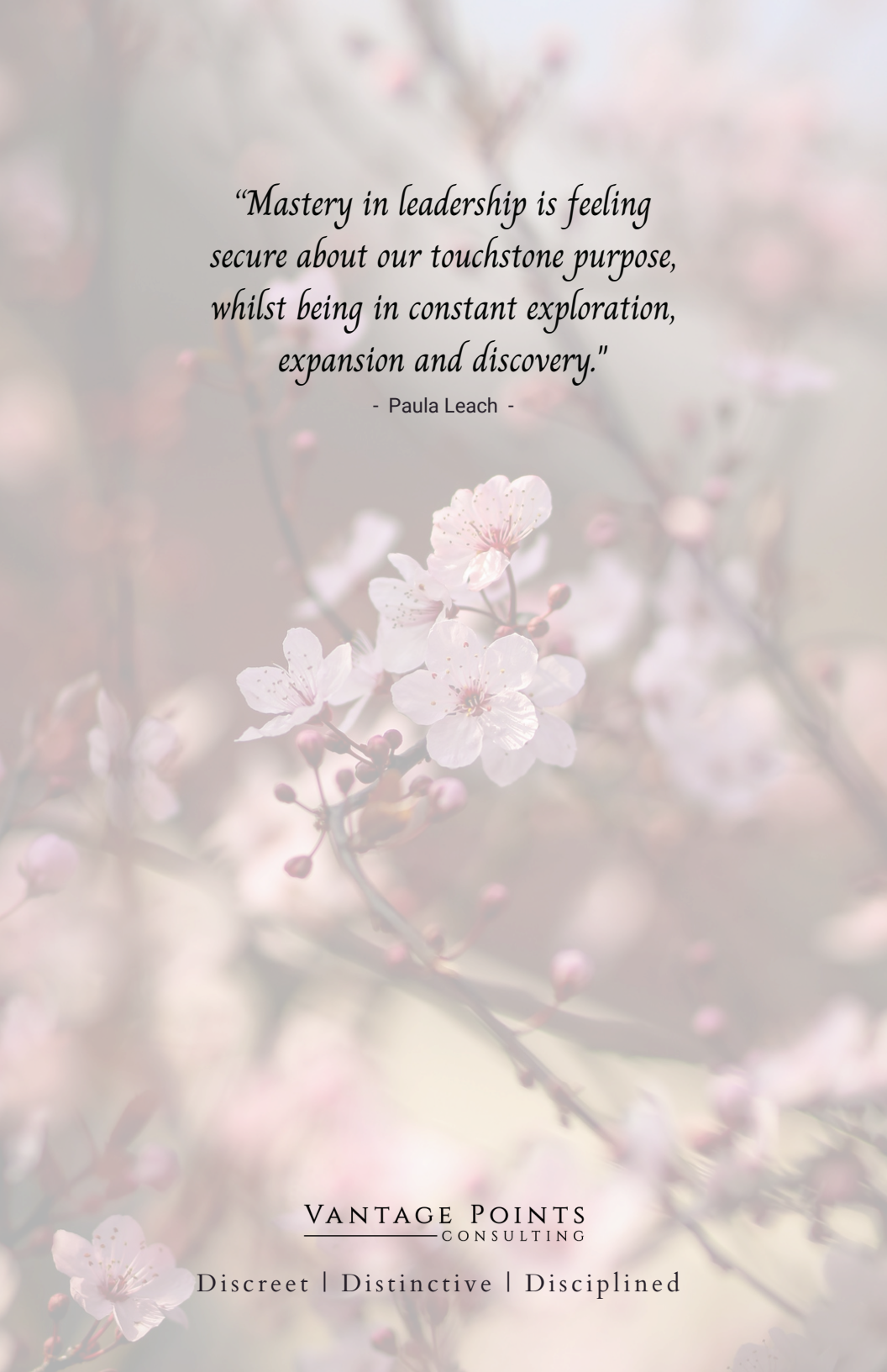
# THE VP EDIT

ISSUE 3

LEADERSHIP IN LIFE



Paula shares her EDIT of inspiring reads, listens, experiences, and learnings for the Spring season, all designed to expand our thinking, replenish our energy, and inspire a more human leadership practice.



*“Mastery in leadership is feeling  
secure about our touchstone purpose,  
whilst being in constant exploration,  
expansion and discovery.”*

- Paula Leach -

VANTAGE POINTS  

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CONSULTING

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# THE VP EDIT SPRING 2026

**A seasonal edit of what's inspiring, teaching, and moving me right now.**

When I first created The VP Edit, it was in response to a simple question I'm often asked, "What are you reading or listening to right now?"

Curating this space has become one of my favourite practices, a way to share the books, ideas, and experiences that shape how I think, teach, and lead.

As we move into Spring, there is a natural sense of emergence and renewed energy. It feels like an appropriate moment to reflect on how we are evolving as leaders, not just in what we do, but in how we think, perceive, and respond.

In my work with clients recently, I have been exploring the idea of leadership range. The sense that mastery in leadership is not about becoming more fixed or certain, but about expanding. Expanding how we see situations, how we interpret complexity, and how we show up in response to it.

This has taken me beyond traditional leadership thinking and into a broader set of influences. History, culture, human behaviour, and relational dynamics all offer cues for leadership if we are open to noticing them. The more we allow ourselves to look beyond the immediate context of the workplace, the more depth and perspective we can bring back into it.

What I am increasingly convinced of is that leadership is not developed through knowledge alone. It is shaped through curiosity, experience, and a willingness to engage more fully with the world around us.

This Spring edition reflects some of that exploration. A collection of ideas, conversations, and experiences that I have found thought-provoking, and which I hope offer you something to reflect on, question, or return to in your own way. As always, take what resonates, dip in where it feels useful, and perhaps use it as a prompt to continue expanding your own range.

A handwritten signature in black ink that reads "Paula Lach". The signature is written in a cursive, flowing style with a large, sweeping 'L' at the end.

# WHAT AM I READING ?

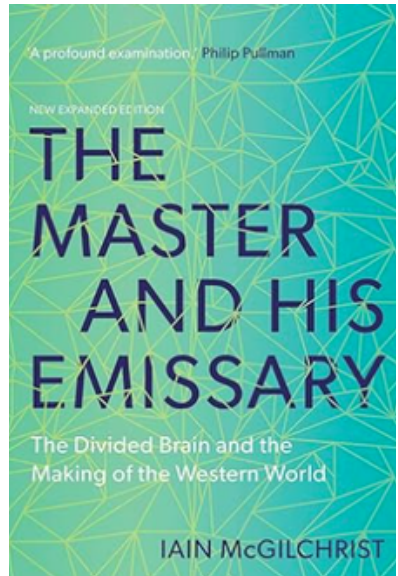
## Ian McGilchrist | The Master and His Emissary

This is not a book for the faint-hearted. It is expansive and, at times, heavy to work through, but it feels important for the times we are in.

At its core is the idea that our experience of the world is shaped through the interplay between the two hemispheres of the brain. McGilchrist traces how, across Western history, there has been a gradual shift towards privileging the more analytical, certain, and measurable perspective of the left hemisphere.

His central warning is powerful. When the emissary, the left brain, becomes the master, disconnected from the broader, relational perspective of the right, we risk losing something essential about what it means to be human.

For leaders, this feels particularly relevant. In organisations where data and evidence dominate, this offers an important counterpoint and a reminder of the value of perspective, context, and human understanding.



# WHAT AM I READING ?

Margaret Heffernan |

Uncharted - How uncertainty can power change

*“In our hunger to know the future, is the alleviation of doubt and uncertainty sufficient reward for the loss of agency, of autonomy?”*

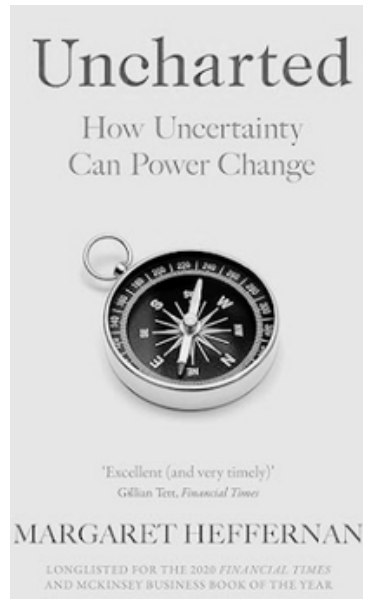
This is one of the central questions Margaret Heffernan explores in *Uncharted*, a book that feels increasingly relevant in the world we are leading in today.

I was particularly struck by her reflections on the idea of building “cathedrals” and the challenge of rescuing purpose from becoming simply another leadership fad or organisational slogan. There is something powerful in the reminder that meaningful progress is often created through experimentation, curiosity, and long-term thinking rather than certainty or control.

What I appreciated most, however, was the idea that I genuinely work with so many of my Executive Clients to uncover and that is that even within systems, hierarchies, and structures, we often have far more freedom and agency than we allow ourselves to exercise. That leadership is not only about responding to uncertainty, but about choosing how we engage with it.

In an age increasingly shaped by AI and the outsourcing of thinking to technology, this feels particularly important. Heffernan argues that the very things that make the world unpredictable are also the qualities that make us most human. Imagination, creativity, compassion, generosity, meaning, faith, and courage.

A thoughtful and quietly challenging exploration of uncertainty, and the choices available to us within it.



# WHAT AM I LISTENING TO ?



## Empire | World History

I have become slightly obsessed with this podcast and have found myself binge listening all the way back to its early episodes.

From the East India Company to the Ottoman Empire, and from well-known leaders to lesser-known but fascinating historical figures, each story offers a window into how power, influence, and culture have evolved over time.

What I find most compelling is the perspective it gives. To understand these histories is to better understand the cycles of power and the many cultural and developmental moments that have shaped the world we are living in today. There is so much depth that sits beyond what many of us were taught, and it adds a richness to how we interpret the present.

As someone once wrote, “to remember this world is to create it.”

# WHAT AM I LISTENING TO ?

## Open Book | The Anthropologist Predicting Society's Collapse

This is a rich conversation, exploring leadership through an anthropological lens. Jitske Kramer brings a perspective that moves beyond traditional leadership thinking, drawing on archetypes, culture, and the deeper patterns that shape how we lead and relate.



One idea that stayed with me is her focus on leading through change, or what she describes as liminality. That in-between space where the old ways no longer hold, and the new has not yet fully formed.

It is often experienced as uncertain, even chaotic, but she describes it as a place that also holds creativity, anxiety, and a certain kind of magic. A space where something new can emerge, if we are willing to stay with it long enough.

There was something reassuring in that. A reminder that what can feel like disruption is also, in many ways, where the future is being shaped.

# WHAT AM I EXPERIENCING ?



## Queen Elizabeth II Her life in Style

I am booked to visit this exhibition in September, and it is one I am particularly looking forward to.

I have long had a fascination with fashion, both historical and contemporary, not simply from an aesthetic perspective, but as a form of art and as a language in its own right. What we wear is an outward expression of who we are, often communicating far more than words allow.

I remember visiting an exhibition of Jackie Onassis's wardrobe during her trip to India in the 1960s, and being struck by the level of intention behind every choice. Colour, cut, pattern, and symbolism were all carefully considered, conveying meaning, respect, and identity in a way that felt both immediate and powerful. A similar exhibition recently at Kensington Palace showcased 17<sup>th</sup> and 18<sup>th</sup> century dress alongside Met Gala fashion communicating influence and activism.

This exhibition promises a similar depth. A window into how clothing can be used not just as presentation, but as communication. As a way of signalling presence, intention, and character. How we present ourselves is part of our leadership messaging and signalling.

It is currently sold out until September, which perhaps says something in itself. A reminder that we are often drawn to the layers beneath what we see, and to the stories that sit quietly behind them.

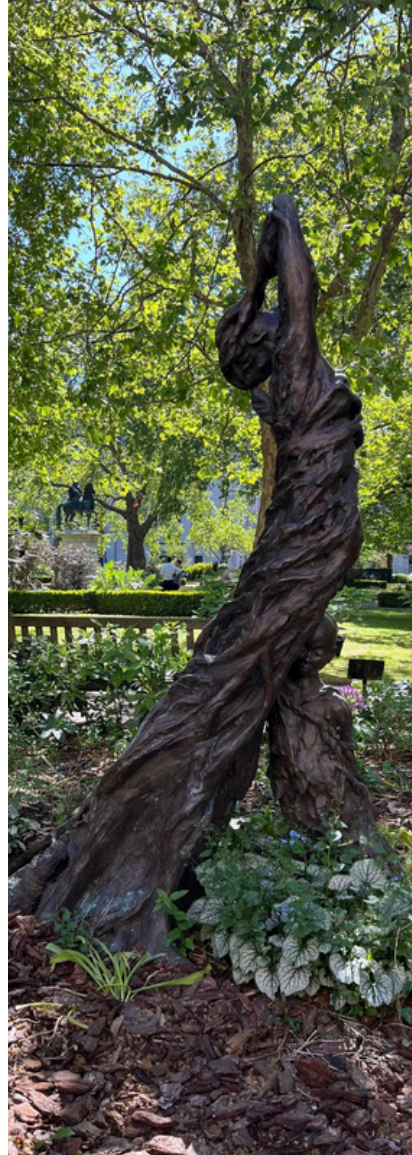
# WHAT AM I EXPERIENCING ?

## The green spaces of Mayfair and St James

I found myself with some time on a sunny afternoon this Spring and took the opportunity to wander through the squares that quietly punctuate the streets of Mayfair and St James's.

There is something surprisingly interesting about getting lost in a familiar city. You begin to notice another layer of what you thought you already knew. The rhythm of the streets shifts, and the presence of these green spaces feels both intentional and necessary. Much of this area was shaped in the 18th century by aristocratic estates, designed not simply for density but with a sense of proportion, order, and balance. The garden squares were created as shared spaces, offering light, air, and a place for pause within an otherwise structured urban plan. There is something quite considered in that approach.

As I wandered, discovering sculptures and observing people alone and together, it prompted a simple reflection. Just as streets without green space can feel enclosed and relentless, a diary without space can feel much the same. It made me think about how we design our own time, and whether we allow for moments of reflection, sense-making, or simply stepping back. Where have you found yourself getting lost in a familiar place recently?





# WHAT AM I LEARNING?

## Ted Talk | Advait Sarkar : How to stop AI from killing your critical thinking

There is an avalanche of content about AI at the moment, much of which feels repetitive, surface-level, or overly focused on efficiency and replacement.

What I found particularly interesting about this talk is that it comes from a research institute actively testing and designing how AI might be meaningfully integrated into our working world. It moves the conversation beyond theory and into something more tangible.

I have long been interested in the idea that AI offers far more than a tool for productivity. And yet, much of the discussion about its real value can feel abstract or difficult to grasp. What is offered here is a clearer sense of direction. A conviction that, as we develop these technologies, we must also preserve and strengthen our capacity for critical thinking.

There is something compelling in this idea of partnership. Not simply using technology, but learning how to “shake hands” with it in a way that enhances, rather than diminishes, human judgement.

It offers a glimpse into what that interface between human and technology might begin to look like.



# WHAT AM I LEARNING?

## Mindvalley | Maestro Learning : Leadership Through a New Lens

There is no intellectual rocket science in this short course, but that is not really the point. What it offers, through an artistic metaphor, is something more challenging. The embodiment of what many of us already know, intellectually, about leadership.

The idea of becoming a conductor rather than a generator is a powerful one. Creating the conditions for others to contribute, rather than feeling the need to drive everything yourself.

There are simple but resonant reminders throughout. That harmony is not unity, but the ability to hold difference well. That becoming a keynote listener is about the quality of your attention, not just the act of listening. That autonomy, when created well, leads to a deeper sense of ownership and even joy.

And perhaps most importantly, the invitation to let go of the illusion of control. It is a light but thoughtful exploration. One that brings familiar leadership ideas into a different, more experiential frame.

# MY SPOTLIGHT ON

## THE SHIFTING REALITY OF LEADERSHIP



### **What Leadership Is Requiring of Us Now**

This is a moment to re-imagine leadership, not as oversight, but as something far more human, creative, and alive.

There is something quietly shifting in how leadership is being experienced. Not in the visible language of strategy or transformation programmes, but in the day-to-day reality of those leading organisations. In recent months, through conversations with Chairs, CEOs, and senior leaders across a range of sectors, I have found myself hearing different versions of the same story. Different contexts, different challenges, yet a shared sense that the ground beneath leadership has changed, and is still moving.

### **What has changed?**

What leaders are navigating now is not a series of discrete challenges, but a sustained environment of complexity. Economic pressure, geopolitical instability, evolving societal expectations, and accelerating technological change are no longer interruptions to normal business. They are the context itself.

There is no steady state to return to. There is only an ongoing requirement to lead through uncertainty that does not fully resolve.

And yet, what is most striking is that the central challenge is not strategy.

Across these conversations, there is rarely a lack of direction or ambition. Organisations are not short of plans. What is less certain is whether leaders feel fully equipped, and able, to operate within the level of ambiguity and pressure they now face.

The constraint is not what to do. It is how to lead when the conditions themselves are continually shifting.

## Where is the real gap?

In many organisations, a subtle but significant gap is opening up. One leader described it as “clear blue water” between those currently operating at the most senior levels and those coming through behind them.

This is not a question of intelligence or experience. There is no shortage of capable individuals. The challenge is that the nature of leadership at that level has become more demanding, and less clearly defined. It asks more of people, often without giving them the time or space to grow into it.



At the same time, the conditions themselves are shaping behaviour. There is more caution, more awareness of risk, and a heavier weight attached to decision-making. Leaders are often time-poor, moving quickly from one demand to the next, with little space to think. Expectations are broader now, extending beyond performance into areas that are more human, more visible, and sometimes more contested.

In that environment, something subtle happens. Decisions take longer. Conversations become more functional. Leadership, almost unintentionally, can become more transactional at precisely the moment it needs to become more thoughtful and more connected.

## What is leadership really requiring now?

When you look more closely, the challenge is not primarily technical. It sits in how leaders think, how they relate, and how they hold themselves in the role.

The shift into enterprise leadership asks for a different kind of attention. It requires the ability to see beyond a single domain, to hold multiple perspectives at once, and to make sense of situations where there is no clear precedent. Judgement becomes more important than certainty. Perspective matters more than process.

At the same time, leadership has become more exposed. The expectation to engage with cultural, societal, and human dynamics is now part of the role. Questions of wellbeing, inclusion, ethics, and public stance are no longer peripheral. They sit alongside commercial performance, often without clear guidance on how they should be navigated.

In this context, leadership becomes less about control and more about orientation. It is the ability to remain clear when others are uncertain, to move forward without complete information, and to stay connected to people even when the pressure to focus purely on outcomes is high.

What underpins this is not another layer of capability, but something more personal. The leaders who are navigating this most effectively tend to have developed a strong sense of who they are in the role. They have a point of view. They have thought about what they stand for, and how they want to lead. They are not relying solely on external expectations to guide them.

Without that internal clarity, the external complexity becomes harder to process. With it, leaders are better able to remain steady, even when everything around them is shifting.

### **What do leaders actually need?**

What is striking is that the response to all of this is not a call for more. Not more frameworks, more initiatives, or more programmes.

If anything, there is a quiet sense of fatigue with additional layers of activity that do not quite touch the reality of the role.

What is needed feels simpler, and at the same time more demanding.

Time to think.

Space to reflect.

The opportunity to be challenged in a way that sharpens judgement rather than adds noise.



Because ultimately, the limiting factor in organisational performance is not the quality of the strategy on paper. It is whether leaders have the capability, confidence, and support to lead effectively in environments that are complex, high-pressure, and continuously evolving.

There is something demanding in that reality, but also something deeply energising.

For those who are willing to step into it, this may be one of the most exciting times to lead in a generation. What presents itself as complexity is, in many ways, an invitation to simplify. To think more clearly. To lead more deliberately. To return to the essence of the role.

And perhaps this is where the real shift lies.

To be unafraid.

Unafraid to think differently.

Unafraid to step beyond inherited ideas of what leadership should look like.

Unafraid to move away from the comfort of established patterns when they no longer serve.

There is no perfect model to follow. No fixed design to rely on.

There is only the clarity you bring, the judgement you are willing to stand behind, and the depth of connection you choose to create.



THE SHIFTING REALITY OF LEADERSHIP

# VANTAGE POINTS FOUNDATION

## DEVELOPING THE NEXT GENERATION OF LEADERS

The Foundation was created with a simple intention. To support talented young women at an early stage in their careers to build confidence, clarity, and a strong sense of direction, whilst staying true to themselves.

It is a two-year, fully funded programme for women aged 20–30, designed to provide a meaningful foundation for long-term leadership and career development.

Participants are supported through a combination of:

- One-to-one coaching
- Mentoring
- Curated learning resources
- A community of peers
- An annual inspiration event

The focus is not only on career progression, but on developing self-belief, perspective, and the ability to navigate the complexities of modern working life with confidence.

Over the past five years, the Foundation has supported a growing community of young professionals across a range of industries, many of whom have gone on to take significant steps forward in their careers.

At its heart, the Foundation is about creating access. Access to support, to guidance, and to the kind of conversations that can shape how someone sees their future.



**Applications for the  
sixth year of the  
Vantage Points Foundation  
will open 8th June 2026.**

# VANTAGE POINTS FOUNDATION

## VOICES FROM THE FOUNDATION

“Just a quick note to say thank you for the event last night.

It was nice to be able to have conversations on AI and all that transpired in a welcoming and friendly environment. With the pace that the world is moving at, I appreciated the chance to just take a step back and enjoy the richness and depth of conversation.

Thank you for curating and sustaining the programme that enables these encounters.

Again, much appreciated and gave me a revitalised sense of my direction and actively taking steps to get there.”



“I just wanted to say how much I enjoyed the Salon at your beautiful office last night.

It was the most wholesome evening, and I cannot explain the value I have taken away from the intimate and open discussions that we had. Lorna was incredible, and such an inspirational woman - I count myself very lucky to be able to sit in a room with you both and have such meaningful conversations that genuinely made me leave feeling so strong and empowered.

I hope you know how privileged I feel to be a part of the Foundation, and to be able to talk so candidly with women that I genuinely look up to and admire - it fills me with so much hope and encouragement to achieve my goals in life. I would love to be a part of the Salon again, as the advice and guidance I have taken away from it is invaluable.

I hope you don't mind me reaching out to share my thoughts, but I just wanted to extend my thanks for such a wonderful evening, and for everything you do to support us young women!

I'm very much looking forward to catching up with you and the girls again at the Exchange.”

**Further details will be shared via email and LinkedIn in early June. Please do share widely this unique and empowering, fully pro bono opportunity.**

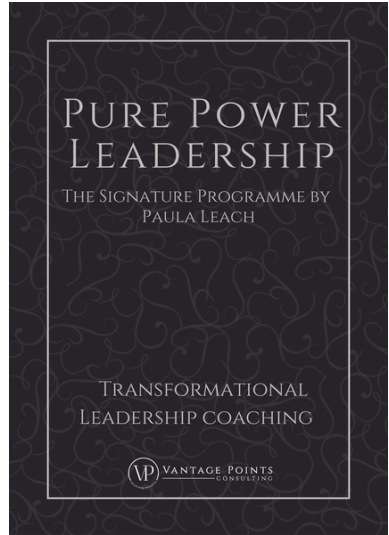
# PURE POWER LEADERSHIP

**For those stepping into enterprise leadership.**

There are certain moments in a leadership career that ask for something different.

The transition into enterprise leadership, whether stepping into a C-suite role or preparing for it, is one of them. It is not simply a progression of experience, but a shift in perspective, responsibility, and identity.

Pure Power Leadership has been designed specifically for this point.



A highly curated, one-to-one partnership for senior leaders who are navigating the move from functional expertise into enterprise impact. Those who are already operating at a high level, but who recognise that the next step requires a different way of thinking, leading, and holding themselves in the role.

This is not traditional executive coaching.

It is a strategic, practical, and deeply contextualised partnership. Focused not only on achieving leadership ambition and impact, but on doing so in a way that is sustainable, intentional, and aligned with who you are as a leader.

The work is grounded in real situations, real decisions, and real leadership challenges. It is about building agency. Strengthening judgement.

Expanding perspective. And doing so without losing yourself in the process. There is a particular kind of leader this resonates with. Thoughtful. Purpose-driven. Curious about what leadership can be, beyond the inherited models.

**A small number of spaces will be opening over the coming months. This may resonate with you, or for a leader you hold in high regard and are committed to supporting as they step into their next level of leadership**



THE VP EDIT

*Paula Tach*

I hope that you have found something stimulating and inspiring to delve into and expand your leadership potential. By taking such a holistic approach, we can discover and enhance the true essence of your leadership philosophy and practice.

If you have a book, podcast or event that you have loved, please do share it with me, [paulaleach@vantagepointsconsulting.com](mailto:paulaleach@vantagepointsconsulting.com) we would love to amplify your insights!

# VP COMMUNITY

If you find The VP Edit valuable and think a friend or colleague might benefit from it, we'd truly appreciate you sharing it with them.


If you'd like to receive The VP Edit directly, just let us know, we'd be happy to send it your way. And if it's not for you, we completely understand. Please don't hesitate to reach out and tell us, and we'll make sure you don't receive it again.

This isn't an automated subscription, it's simply us sharing something we believe is useful. No strings attached, just a genuine effort to provide value.

We're grateful for your time, consideration and support.

[charlottevenell@vantagepointsconsulting.com](mailto:charlottevenell@vantagepointsconsulting.com)

[paulaleach@vantagepointsconsulting.com](mailto:paulaleach@vantagepointsconsulting.com)



*“Leadership at its highest level is the balance of inner certainty and continual exploration.”*

- Paula Leach -

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