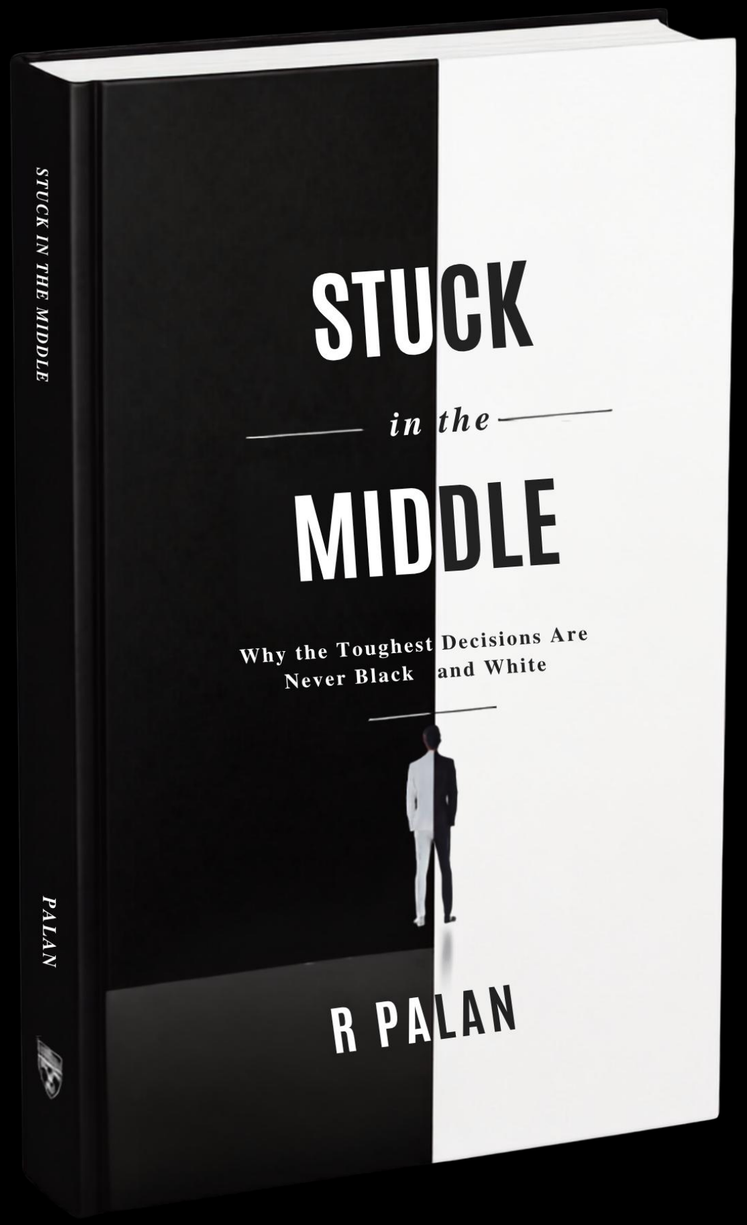


Leadership Conference (LeadCon 2026): Metamorphosis

Brunei Institute of Leadership & Islamic Finance (BILIF)

R. Palan
Pro Chancellor
University of Cyberjaya, Malaysia


STUCK IN THE MIDDLE
PALAN
STUCK
in the
MIDDLE
Why the Toughest Decisions Are Never Black and White
R PALAN

BELIEFS

Both sides may contain some truth – and neither side is enough



DECISIONS

Have to decide while we are still in the middle of the journey



PERCEPTION

Perception had beaten them



AMBIVALENCE

We don’t have to resolve every tension before we act





UNCERTAINTY

We don’t always have to be certain to make a decision

DEDICATION

Sometimes the right decision is simply not to wait



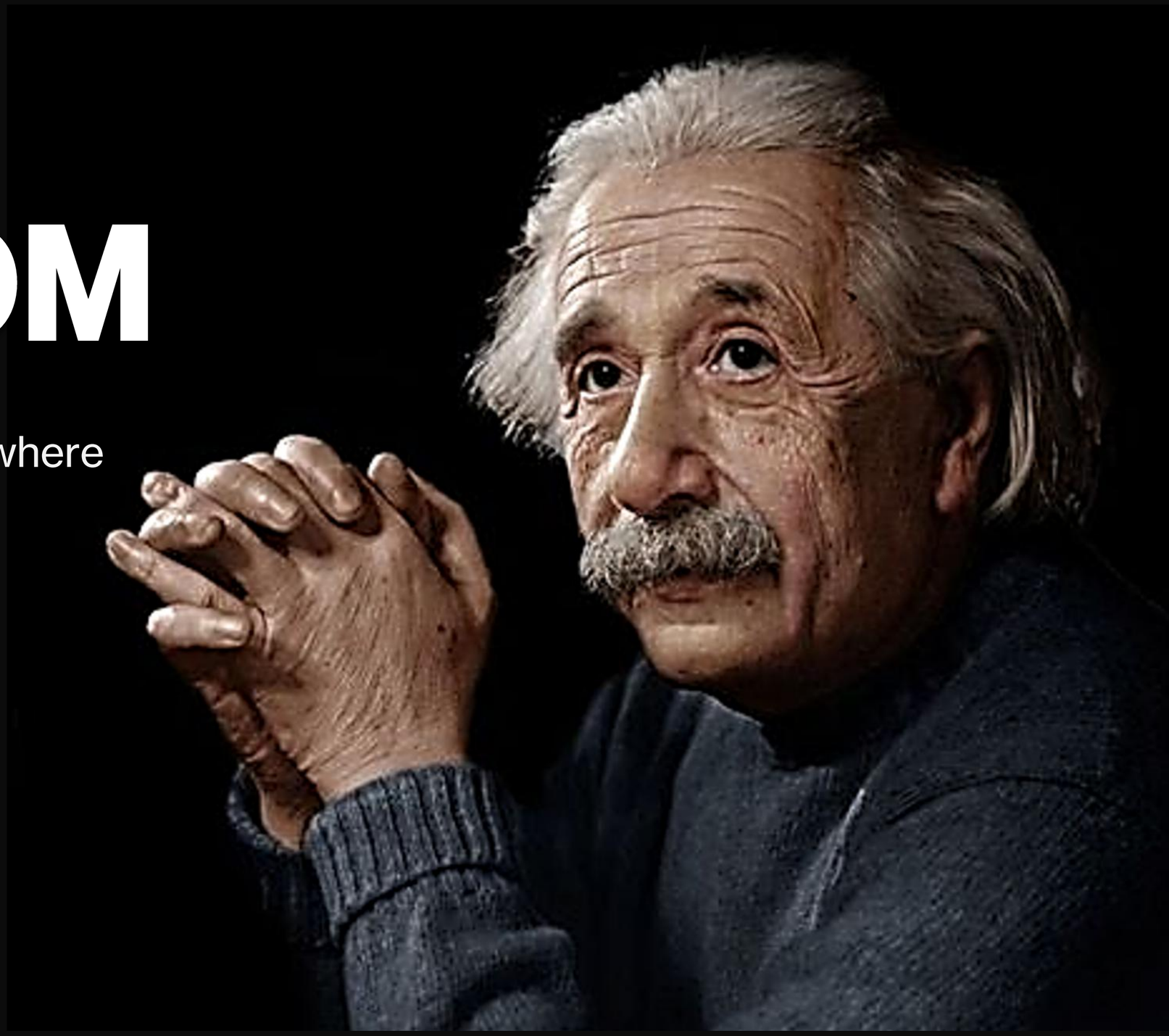
LEGACY

Preparing the next generation
to find their own answers



WISDOM

The middle is not where leadership gets stuck, it is where wisdom begins





UNIVERSITY OF CYBERJAYA

Thank You!

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