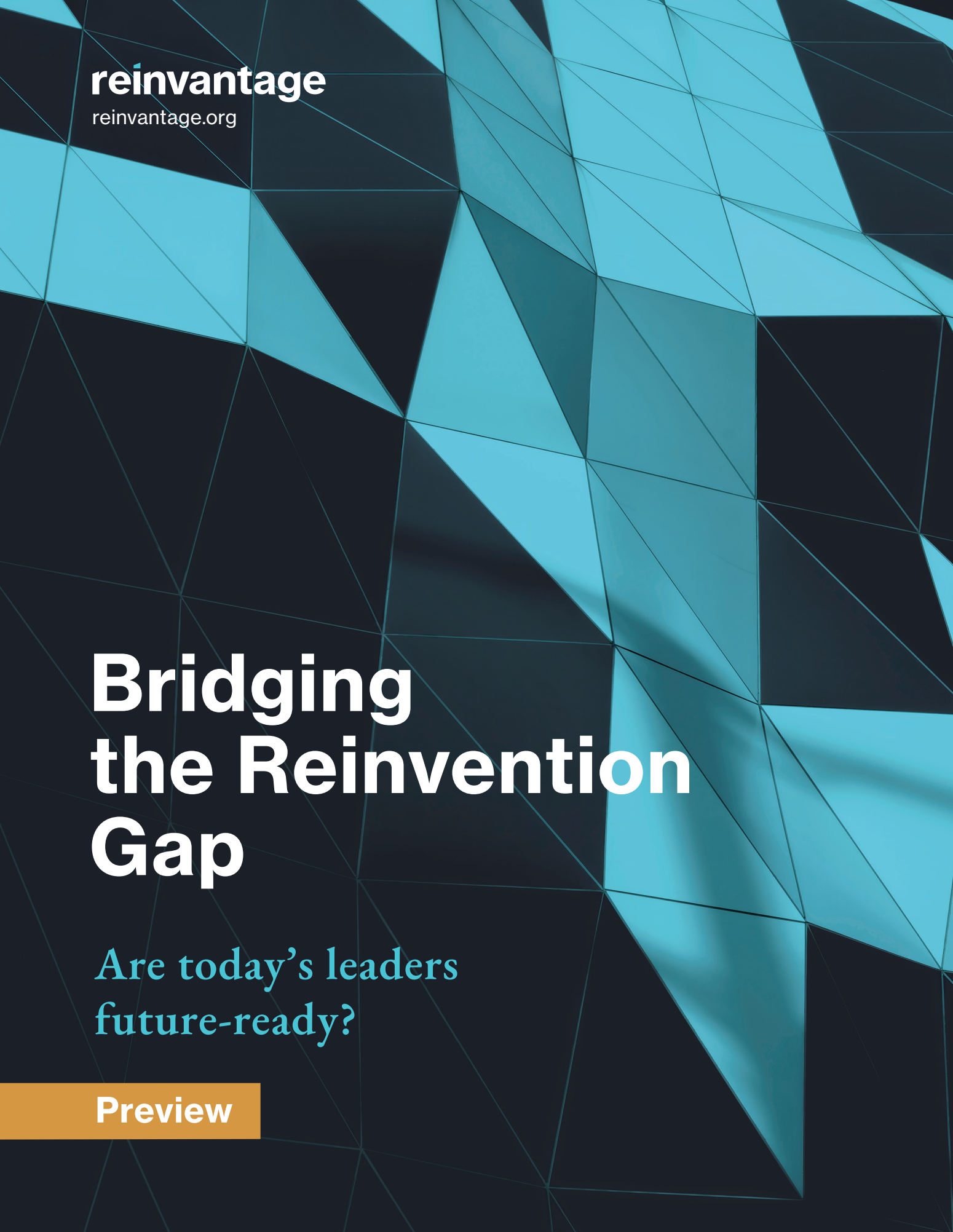




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Bridging the Reinvention Gap

Are today's leaders
future-ready?

Preview

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Comprehensive, original data

across five markets—
move beyond anecdotes.



Actionable frameworks

(personas, capabilities, steps) you can
deploy immediately.



Leadership alignment

a common language to cut through
opinion and bias.



Foresight you can fund

prioritise what matters,
sequence what's next.



Credibility

trusted by governments,
corporate, and investors.



Unlock 68 pages of data,
frameworks, and
country insights



Andrew Wrobel

Chief Reinvention Officer
at Reinvantage

Foreword

Why this report matters now

The ground is shifting—quietly, constantly. What used to work doesn't hold as firmly. Familiar strategies stretch but no longer fit. In this environment, it's not enough to tweak or optimise. What's required is a different capacity altogether: to question, to adapt, to reimagine.

This report is not a map. It is a mirror. Drawn from the insights of more than 1,000 business leaders across Poland, Romania, Ukraine, Türkiye, and the United Kingdom, it offers a rare look into how prepared organisations truly are—not just to survive disruption, but to evolve through it. It is not a manual, but a series of recommendations—starting points for your own path.

What stands out aren't just the gaps. It is the readiness in unexpected places. The quiet work being done to build new capabilities. The signals of reinvention where few might expect them.

This work is personal to me. I've spent quite some time listening to decision-makers wrestle with difficult questions—not just about where to go next, but how to stay alive and relevant while moving.

What this report confirms is that reinvention isn't a trend or a project. It's a way of staying relevant, resilient, and useful in a world that rarely pauses.

If you're reading this, you're already part of that conversation. I hope these findings offer you not just insight, but pause. And I hope they invite you to ask better questions—not about what's missing, but about what's quietly possible.

What you'll gain

+ A clear view of the **anticipation–execution gap** (and how to close it)

- + Benchmarks across five markets, with **personas of reinvention** you can map to your own teams
- + Actionable steps to build momentum—without waiting for perfect certainty

Analysis

Spotlight on Europe

A tale of cautious adaptation

Europe's economies face an unprecedented moment of transformation. From the digital revolution to geopolitical upheaval, the capacity for business reinvention has become not merely advantageous but essential for survival.

Our comprehensive survey of 1,050 business leaders across five key European markets—Türkiye, the United Kingdom, Ukraine, Romania, and Poland—reveals a region caught between aspiration and hesitation, where the appetite for change often exceeds the capability to execute it.

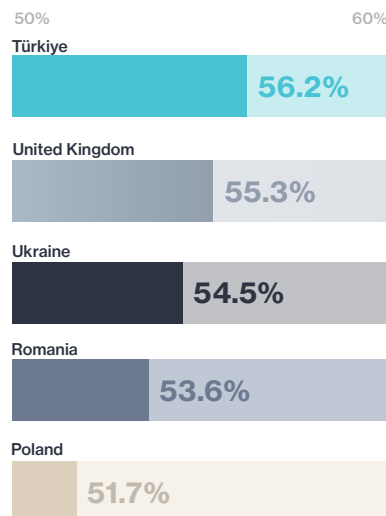
The findings paint a nuanced picture of European readiness for business reinvention. Whilst these markets demonstrate considerable awareness of the need for transformation, they remain predominantly characterised by cautious adaptation rather than bold reinvention.

The implications stretch far beyond corporate boardrooms, touching on regional competitiveness, economic resilience, and the very future of European enterprise in an increasingly volatile global landscape.

The performance hierarchy

Türkiye emerges as the clear frontrunner in reinvention readiness, achieving the highest overall score of 48.7 points (out of a maximum possible 75; minimum 15), translating to 56.2 per cent of maximum potential.

Total reinvention score, per cent, by country



Graph 1. Total Reinvention score, per cent, by country



Turkish enterprises demonstrate particular strength across all three critical dimensions of reinvention: anticipating change (56.9 per cent), designing transformation strategies (56.7 per cent), and implementing change initiatives (53.6 per cent).

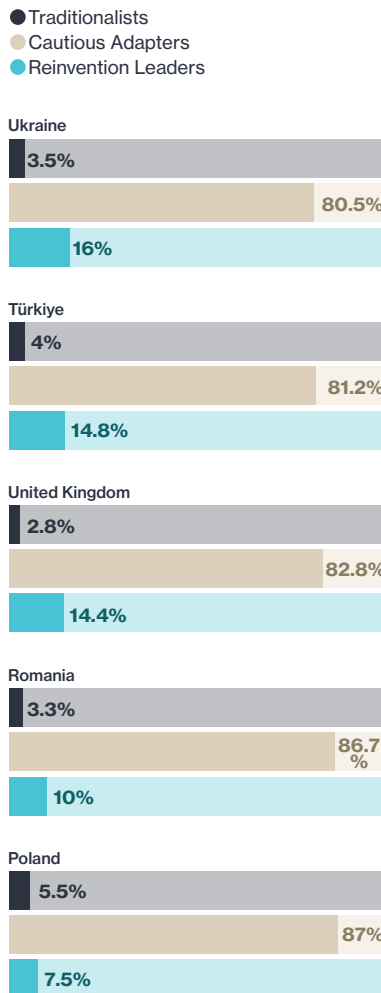
This comprehensive performance suggests that Turkish businesses have developed a more systematic approach to reinvention, possibly driven by the country's historical experience navigating economic volatility and geopolitical complexity.

The United Kingdom follows closely at 48.2 points (55.3 per cent), displaying robust capabilities in anticipation and design phases but, like all surveyed markets, struggling with implementation.

Ukraine, despite ongoing conflict, demonstrates remarkable resilience with 47.7 points (54.5 per cent), suggesting that crisis may indeed be a catalyst for adaptive capacity. Romania (47.1 points, 53.6 per cent) and Poland (46 points, 51.7 per cent) complete the rankings, with Poland's position particularly noteworthy given its status as one of Europe's largest economies.

The regional average of 54.4 per cent represents a middling performance when viewed against global standards for reinvention readiness. This figure suggests that European markets possess foundational capabilities but lack the aggressive transformation mindset evident in more dynamic economies such as those in Asia-Pacific regions, where digital-first approaches and rapid iteration cycles have become the norm.

Total status, per cent of respondents



Graph 2. Reinvention status, by country

16% of Ukrainian businesses classified as reinvention leaders, a remarkable figure given the operational constraints of ongoing conflict.

The cautious majority

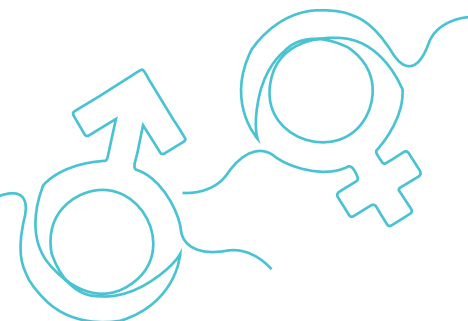
Perhaps the most striking finding is the overwhelming dominance of 'Cautious Adapters' across all five markets. These businesses—characterised by incremental change approaches and risk-averse strategies—comprise 83.3 per cent of all surveyed enterprises. Poland shows the highest concentration at 87 per cent, followed by Romania (86.7 per cent), whilst Ukraine demonstrates the lowest proportion at 80.5 per cent, possibly reflecting the urgency imposed by wartime conditions.

'Reinvention Leaders'—the bold transformers who proactively reshape their business models—represent merely 12.9 per cent of the regional sample. Ukraine leads this category with 16 per cent of businesses classified as reinvention leaders, a remarkable figure given the operational constraints of ongoing conflict. Türkiye and the UK follow with 14.8 per cent and 14.4 per cent respectively, whilst Romania (10 per cent) and Poland (7.5 per cent) lag significantly behind.

'Traditionalists'—those resistant to substantial change—form the smallest segment at just 3.8 per cent regionally, with remarkably consistent distribution across all markets (ranging from 2.8 per cent in the UK to 5.5 per cent in Poland).

This low proportion suggests that European businesses universally recognise the imperative for change, even if they struggle to implement it boldly.

The Gen(d)eration Game



Why gender matters more than age in reinvention readiness

The conventional wisdom about workplace transformation rests on two assumptions: younger workers embrace change more readily, and leadership styles vary meaningfully between men and women.

Our fresh research into reinvention readiness across five countries (Poland, Romania, Türkiye, the UK, Ukraine) challenges the first assumption whilst cautiously supporting the second. The findings have profound implications for succession planning and organisational development in an era of accelerating change.

Statistical analysis reveals a surprising truth: age proves irrelevant to transformation capabilities, whilst gender shows modest but measurable differences.

These results overturn decades of assumptions about generational divides in adaptability whilst highlighting subtler patterns in how men and women approach organisational change.

The Age Myth Exploded

Perhaps the most striking finding demolishes the notion that younger professionals possess inherent advantages in navigating change. Our regression analysis finds age lacks statistical significance when it comes to reinvention readiness.

This result shatters common corporate assumptions about 'digital natives' versus 'digital immigrants' and the presumed agility advantages of younger workforces.

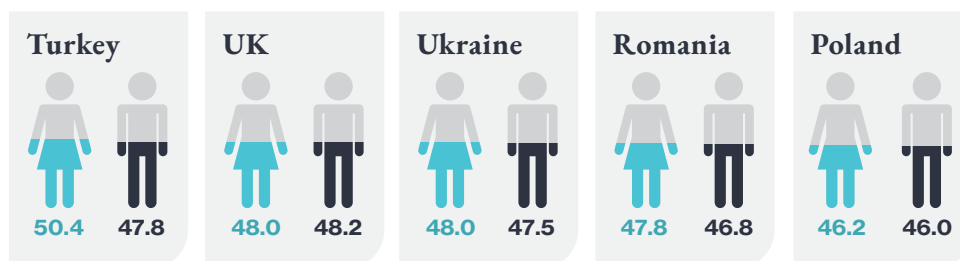
Organisations betting on generational turnover to drive transformation may find themselves disappointed.

We can assume that adaptability stems from factors beyond birth year: institutional culture, training approaches, and individual mindset matter more than demographic cohorts.

The finding aligns with emerging research questioning generational stereotypes in workplace behaviour. Whilst technology adoption patterns may vary by age, the deeper capabilities required for organisational reinvention—strategic thinking, stakeholder management, and execution under uncertainty—appear to develop independently of generational identity.

Total Reinvention score by country and gender

● Female
● Male



Graph 12. Total Reinvention score by country and gender



For executives planning succession strategies, the implications are profound. Rather than assuming younger candidates automatically bring transformation skills, organisations must assess actual capabilities through direct measurement. Experience in navigating previous changes may prove more valuable than perceived generational fluency with emerging technologies.

The Gender Gradient

Where age and country fail to predict reinvention readiness, gender shows statistically significant patterns. Female respondents score 1.3 percentage points higher than their male counterparts—a difference that achieves statistical significance at the 7.3 per cent confidence level, falling between the conventional five and ten per cent thresholds.

This modest but meaningful gap suggests genuine differences in how men and women approach transformation challenges. The sample composition—34.9 per cent female and 65.1 per cent male respondents—provides sufficient representation to draw cautious conclusions about broader patterns whilst acknowledging the relatively modest statistical significance.



+1.3%

Average reinvention readiness score advantage for female respondents.



The gender advantage for women appears consistent for the full sample of all five countries. This pattern aligns with research indicating different approaches to risk assessment, stakeholder consultation, and collaborative problem-solving between genders.

However, the statistical significance hovering near conventional thresholds demands careful interpretation. Whilst the data suggests female executives demonstrate superior reinvention readiness, the margin of confidence requires acknowledgement of uncertainty. The difference is real but not overwhelming—a subtle advantage rather than a dramatic disparity.

Leadership Styles and Change Navigation

The gender differential likely reflects documented differences in leadership approaches that prove advantageous during transformation periods.

Research consistently shows women leaders exhibiting higher levels of collaborative decision-making, stakeholder engagement, and adaptive communication—precisely the skills that facilitate successful organisational change.

Women also demonstrate greater comfort with iterative approaches to problem-solving, a characteristic that aligns with the experimental mindset required for effective reinvention.

Rather than pursuing linear, predetermined strategies, female leaders show greater willingness to adjust course based on emerging feedback—a crucial capability in uncertain environments.

The pattern may also reflect different risk assessment frameworks. Whilst stereotypes suggest women exhibit greater risk aversion, research indicates more nuanced patterns: women leaders often demonstrate superior capability in identifying and mitigating hidden risks whilst pursuing necessary changes. This comprehensive risk awareness could translate into more effective transformation leadership.

Additionally, communication styles associated with female leadership—emphasising clarity, empathy, and inclusive dialogue—prove crucial for managing the human dynamics of organisational change. Transformation initiatives frequently fail due to insufficient stakeholder buy-in rather than technical shortcomings, making these communication advantages practically significant.

Ready to close your reinvention gap?

Get the full report today
and equip your team
with the insight to move first
—and the strategy to
make it count.



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Contact: office@reinvention.org