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I'm the Deloitte chair and I'm mindful of boardroom burnout: Here's how to optimize bandwidth for resilient, future-ready organizations

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Lara Abrash, Chair, Deloitte US.



Lara Abrash, chair of Deloitte US.

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Today's business landscape is evolving faster than ever. Shifting regulatory expectations, heightened demands for transparency, economic volatility, and intensifying global competition are all contributing to unprecedented complexity and pressure in the boardroom. Breakthroughs in technology—especially AI—are helping organizations and the people within them expand what they can achieve, but not without hurdles to overcome. With no playbook for this era, boards must rise to the challenge to navigate uncertainty and chart a path for the future in real time.

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But as expectations rise and the pace of change accelerates, a critical question emerges: at what cost? The drive to keep up with innovation and deliver results can stretch leaders and teams to their limits, putting their well-being and resilience at risk. Burnout is not a distant concern—it's a real and pressing challenge in today's boardrooms and beyond.

The forces at play

The modern boardroom is being called to step up with agility and foresight. Directors' roles are growing in scope and complexity—no longer limited to monitoring and compliance, but demanding decisive, visionary leadership in the face of uncertainty. Their bandwidth to focus on consequential decisions, rather than being consumed by reactive decision-making, is under pressure.

Perhaps nowhere is this more evident than with the rise of AI, which exemplifies both the opportunity and complexity boards must navigate. [Deloitte's latest survey](#) reveals AI's rapid rise is fueling a readiness to evolve: 53% of C-suite leaders want to accelerate AI adoption—but 66% say their boards lack sufficient knowledge or experience. The board's challenge lies in deepening their expertise while being intentional about protecting their bandwidth given the sheer volume of information and pace of change.

But technology is only part of the story. The future of work is evolving on multiple fronts, and boards must also balance the drive for innovation with the workforce's desire for stability. [Deloitte's 2025 Global Human Capital Trends](#) report introduces “stagility”—stability and agility—as an essential leadership capability. While 75% of workers hope for more stability, 85% of executives are willing to embrace change and focus on becoming agile as they adapt to rapid transformations. It's the board's responsibility to be aware of this tension and provide thoughtful oversight to help organizations strike the right balance.

The strain and pressures directors are experiencing in the boardroom mirror the broader societal and systemic forces shaping today's environment. While many factors are outside the board's control, the opportunity to set the tone for well-being as an imperative—not a nice to have—can start with us. Modern leadership means championing both business and human outcomes. By prioritizing purposeful, resilient governance, we can help safeguard our

bandwidth, inspire broader organizational well-being, and enable high-impact decision-making at scale.

Intent over habit: governing at scale

You may be thinking, “yes, but how?” The answer may lie in anchoring board practices in clear purpose and adaptable structures. Too often, boards fall into the trap of doing things “the way they’ve always been done.” As stewards of the organization, directors often equate tradition with stability—especially when pressure and stakes are high. But many of today’s organizations look very different than at their inception—and governance practices should reflect that evolution.

To unlock the art of the possible, it’s important to commit to governance at scale, moving beyond traditional practices to meet the complexities of modern business. This means zeroing in on what truly drives value: establishing clear priorities. Leveraging technology and streamlining processes can enable boards to run efficient meetings and direct their attention to consequential issues—protecting bandwidth and empowering leaders to embrace “stagility.”

Governing at scale doesn’t require complicated solutions. Streamlining agendas and providing concise pre-read materials can allow directors to prepare thoughtfully and focus on strategic issues. Maximizing schedules by incorporating virtual or hybrid meeting formats can enable directors to stay refreshed and attentive, so they can contribute meaningfully. Bringing in outside experts for focused education sessions can expose directors to fresh perspectives and equip them to navigate emerging challenges with greater confidence. With the right guardrails, integrating AI and other emerging technologies can help boards decode complex issues faster, accelerate upskilling, and enhance decision-making. When directors are supported by intentional, streamlined board processes, they can gain the clarity and confidence to stay engaged and energized—enabling high-impact governance that inspires innovation, nurtures resilience, and drives sustainable growth.

The path forward

Prioritizing these practices at the highest levels is about more than just wellness; it can be a strategic advantage. The health of the boardroom is intrinsically linked to the health of the organization. Especially as AI and other forces reshape the landscape, organizations that invest in their board's capacity to adapt and govern at scale can be better equipped to navigate disruption and shape the future with decisive, agile oversight.

Let's commit to showing up authentically, supporting one another, and governing with intention and care. By embracing new ways of working and optimizing bandwidth, boardrooms and organizations can not only endure disruption, but capitalize on change. And while the path to resilience is ongoing, finding ways to track and evaluate it—just as we do with other key performance indicators—may be an essential step toward true accountability and sustained performance. Turn today's challenges into tomorrow's opportunities and help ensure your organizations remain resilient, innovative, and ready for whatever comes next.

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