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Who got **FIRE**d? Who got **RICH & FAMOUS**?



Riccardo Muti



Herbert von Karajan

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Who got **FIRED?** Who got **RICH & FAMOUS?**  
Please vote! 😊



Riccardo Muti



Herbert von Karajan

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### THE Maestro-Superstar: Herbert von Karajan



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THE 4 WAVES OF (INDUSTRIAL) REVOLUTION

Designed by: Susanne M. Zaninelli & Stefan F. Dieffenbacher

Era	Pre-agricultural period	Early agriculture	Industry 1.0 (1st industrial revolution)	Industry 2.0 (2nd industrial revolution)	Industry 3.0 (3rd industrial revolution)	Industry 4.0 (4th industrial revolution)	Industry 5.0
Innovation	Appearance of Homo sapiens	Agriculture	Mechanization	Massification	Automation & Globalization	Digitalization	Emerging AI & Robotics
Timescale	Roughly 3.4 million years	8,000 BCE	From 1765	From 1870	From 1940	From 2011	From 2020 + 2030
Location of value creation	Openness	Village & countryside	Industrial towns and cities	Industrial regions	Global production networks	Global urban centers	Dispersed (Global & asymmetric)
Philosophical foundations	Axion and a belief in a holistic merging of humans and nature	Brief in god, holistic circular world view, separation of land and people and patriarchy	Brief in finite growth, National, Deep world view	National industrial culture with a focus on dominating global politics through industrial strength	Globalized industrial culture with a focus on economic growth & consumption	Brief in infinite growth and a holistic world view (see also "The Four Horsemen" & "Single vs. L.C." theories)	Brief in universal interconnectedness, Leads to holistic, circular world view & to "Next 5.0" theories
Culture	Homadic culture of extended families and labor	Secondary culture of peasants with patriarchal, feudalistic, exploitation structures	Division of labor leads to exploitation of labor and capital by owners	National industrial culture with a focus on dominating global politics through industrial strength	Globalized industrial culture with a focus on economic growth & consumption	Information culture with a more interconnected focus on economic growth & consumption	Smart Society, newly found focus on true sustainability
Technological inventions	The invention of tools, control of fire	Simplest techniques, domestication of animals, the discovery of the number zero, enabling mathematical thinking	Steam power, water power, driver of labor increase, efficiency, mechanization leads to start of mass production	Electricity, internal combustion engine, railroad, assembly line, standardized mass production	Microchips, semiconductor, computers, telecommunication, automated production, mass customization, internet, virtual reality	Digitalization, machine learning, robotics, internet of things (IIoT), autonomous systems, 3D printing, artificial intelligence, reality, wearables, nanotech, biotech, energy storage, digital	Expanding frontiers: quantum computing, increasing systems, emerging synthetic biology, nanotechnology, (IIoT) printing, robotics, cognitive systems & the advent of artificial intelligence, virtualization intelligence & self-organizing technologies that accelerate the rate of automation itself
Evolutionary milestones in new capabilities	Upright walk • Control of fire • First tools • Speech	• Axe 6000 BCE • Wheel 4000 BCE • Writing 3500 BCE • Printing press 1440 CE	• First mechanical loom 1769 • Large-scale production of chemicals	• First assembly line 1878 • Ford Model T 1908	• First programmable logic controller in manufacturing 1949 • First mobile phone 1973	• Smart Factory • Cloud computing • Blockchain	Virtualization of all aspects of life, digital identity, digital twin, systems, highly automated manufacturing, self-managed supply chains, self-driving cars
Transformational change	Living in small tribes	Settling in villages & towns	Substitution of labor by capital, process stability & speed, industrial manufacturing goods, start of the machine age	• Start of mass production • Division of labor (Taylorism) • process flow and throughput	• Start of mass customization • Personalization • Business Process Reengineering • process quality & lean	Access to education, global integration, digital identity, digital transformation, intangible goods	Deep, multi-level cooperation between humans & machines. New forms of consciousness in human level & artificial level (I from Singularity 2.0)
Who leads?	Tribal leaders	Religious leaders, aristocracy/monarchs, warriors	Entrepreneurs, industrialists	Scientists	Managers/IT	Leadership (non-hierarchical)	Collaborative leadership, with growth incentives, self-organization leadership
Primary axis of improvement	Surviving in nature	Domesticating nature	Power	Speed	Efficiency	Interconnectedness	• Artificial intelligence • Operating in accordance with nature systems • Circular thinking
Ability	Physical capability				Natural capability		Intelligence
Why to empower?	People		Corporations		People		Bottom between people & nature?
Global population	50,000	1 million	500 million	1 billion	3.5 billion	7.7 billion	
Sustainability/waste share	Renewable / no waste	Renewable / no waste	Long term / 7%	Long term / 10%	Mid term / 25%	Short term / 43%	Hopefully again long term / 2% - circular economy
Human focus	Survival	Control	Efficiency	Sustainability	Consumption	Digitalization	Human universal in hydration through diversification, purpose, sustainability

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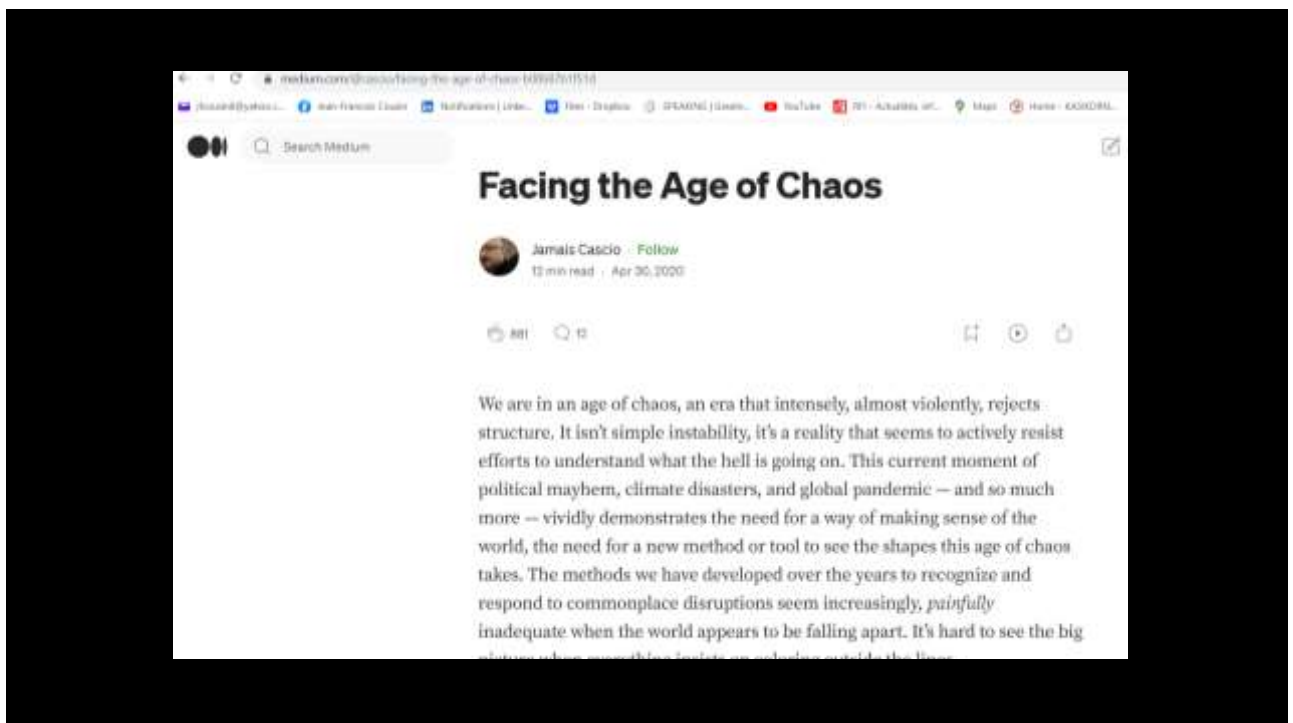


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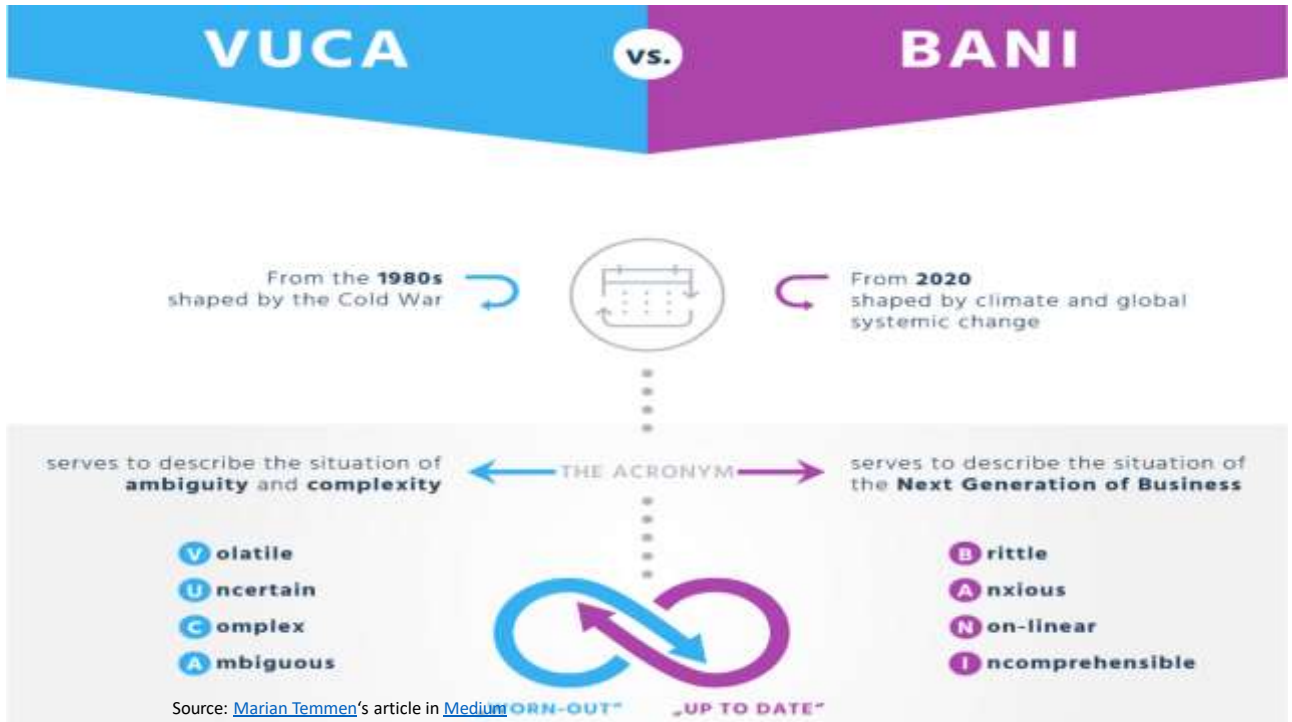
## The big picture and its hard truths



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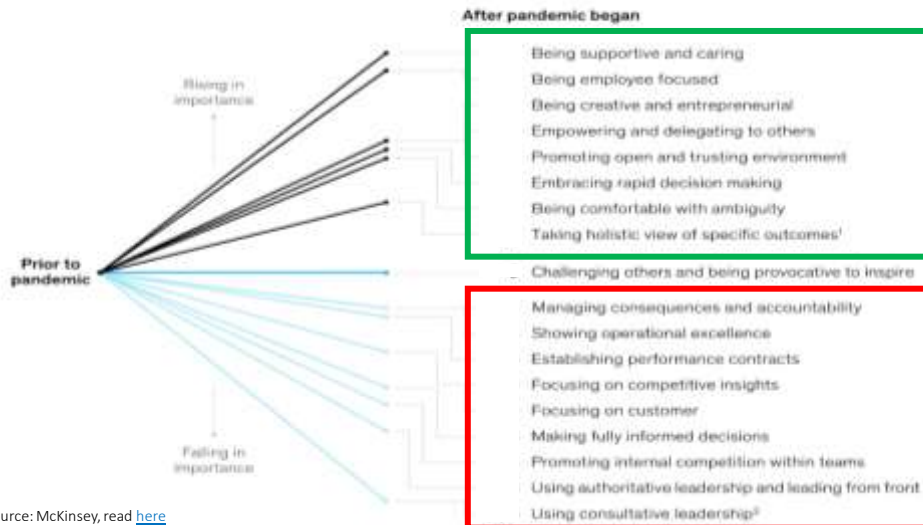


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## Leadership is being re-engineered

Leadership behaviors have changed in importance for consumer and retail companies since the pandemic began.

Leadership behaviors exhibited by most effective leaders, percentage-point change



Source: McKinsey, read [here](#)

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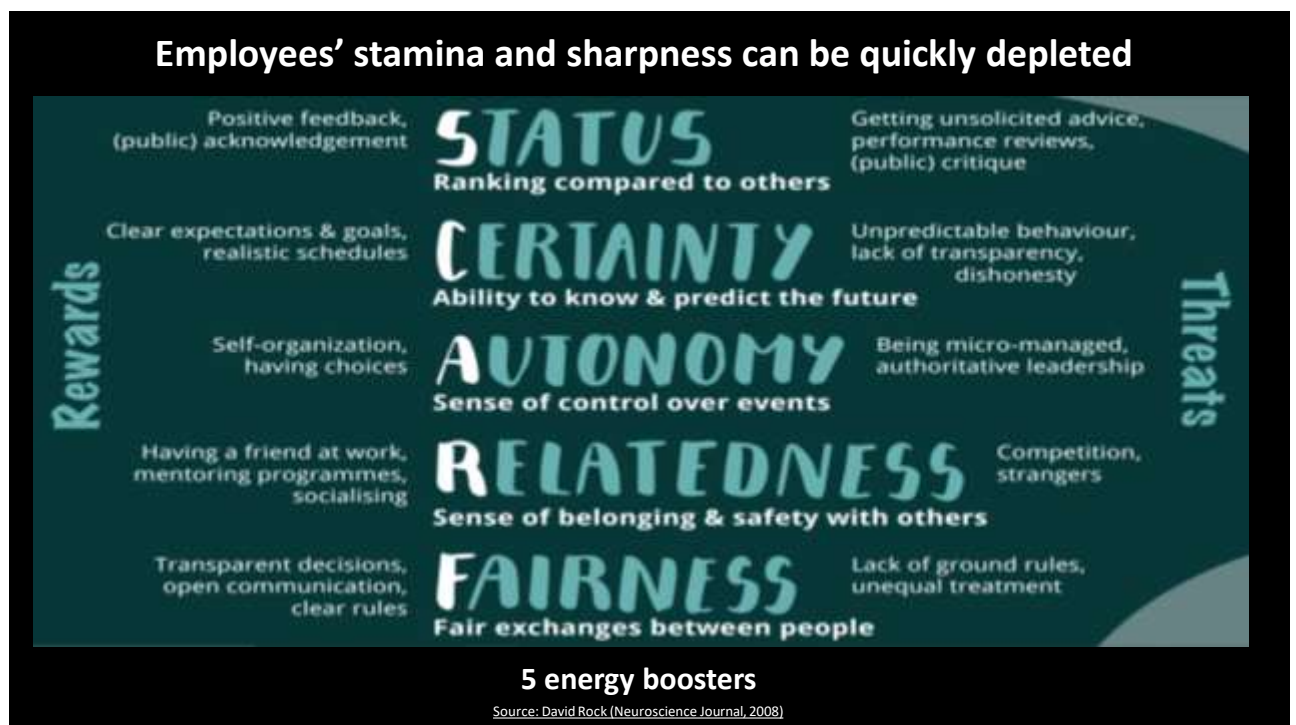


Source: "Cool runnings"

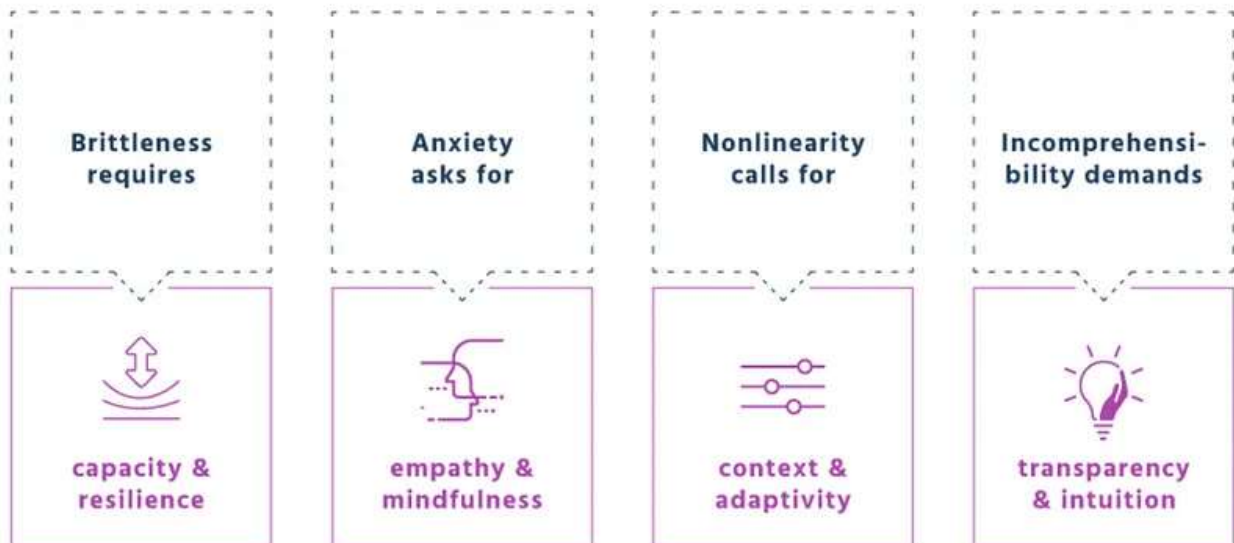
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Source: [Marian Temmen's article in Medium](#)

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In a growth mindset, challenges are exciting rather than threatening. So, rather than thinking, 'I'm going to reveal my weaknesses, you say, here's a chance to grow.'

*Carol Dweck, Psychologist*



Growth mindset is the belief that an individual can grow and develop through dedication, hard work and purposeful practice and not just rely on given talent.

*Matthew Syed (2015)*



Always keep learning. You stop doing useful things if you don't learn.

*Satya Nadella, CEO Microsoft*

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## Good practices in leading people out of their comfort-zone

1. Ask people to identify the risk and the rewards
2. Tell them you have their back; and then prove it
3. Acknowledge progress
4. Step-by-step vs. long journey
5. Drop perfection, embrace 'good enough'



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# Critical components of the Mindset to thrive in BANI workspaces



\* "change point"



## Embody that mindset and find out critical skills leaders need - 5 steps

Please share  
with your  
neighbors



**STEP 1**  
Take three deep slow conscious breaths as a way of gathering your awareness to the present moment.



**STEP 2**  
Bring your awareness to your head With your awareness in the head acknowledge what kind of thoughts are present in relation to the current situation.



**STEP 3**  
Drop awareness down to the heart Place a hand over the heart and take a moment to attend to what values you have in this situation, what you care about and what your deepest intention is.



**STEP 4**  
Drop awareness down to the gut Place a hand over the abdomen. Tune into any feelings, intuitions or emotions that are present in relation to the current situation.



**STEP 5**  
Collect all this information Take one deep slow conscious breath to and out as you have a sense of collecting all this information from the body and mind. Then mentally ask yourself the question, "what shall I do now?". Listen for the answers.

Leaders & coaches must become 'e-CIA agents'!

**e-** **CIA AGENT**

- **E**nergy, for ownership, boldness and resilience
- **C**ollective **I**ntelligence, for positive disruption
- **A**gility, for fast progress

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## 5 common derailers of stamina & sharpness

1. Multi-tasking
2. Allowing too many interruptions
3. Playing the 'Hero' saying «yes» to all requests
4. Seeking perfection
5. Back-to-back meetings



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# 7 + 1 'must-do's'\* to boost your stamina & sharpness along change

#1 – Plan quiet time, to stop doing & stop thinking

#2 – Appreciate yourself & others + celebrate what you are learning

#3 - Offer an open mind to others and enjoy catalyzing collective intelligence

#4 – Support others

\* drawn from clients I have served over my first 15,000 coaching-hours

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# 7 + 1 'must-do's'\* to boost your stamina & sharpness along change

#1 – Plan quiet time, to stop doing & stop thinking

#2 – Appreciate yourself & others + celebrate what you are learning

#3 - Offer an open mind to others and enjoy catalyzing collective intelligence

#4 – Support others

#5 - Breathe deeply before you tackle an issue

#6 – Exercise daily, even if only 20 minutes

#7 – Base your life on 3 pillars

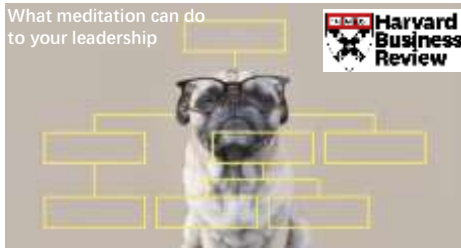
\* drawn from clients I have served over my first 15,000 coaching-hours

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## A few gifts for your well-being



What meditation can do to your leadership



Resilience is about how you recharge, not how you endure

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## Actions/questions to try out with your Colleagues

### To increase Energy, boldness & resilience

- How are we becoming better leaders in this crisis?
- What are we learning that can help us again?
- Where do we need further clarity? / alignment?
- What don't we know yet and need to learn?
- Where can we be more ambitious / bolder?
- How does it feel to be led by us at the moment?
- What are our current pain-points?  
What are we going to do about them?
- What are our guts telling us we need (to do now)?
- Why are we doing what we are doing?...



Source: David Rock (Neuroscience Journal, 2008)

+ Purpose

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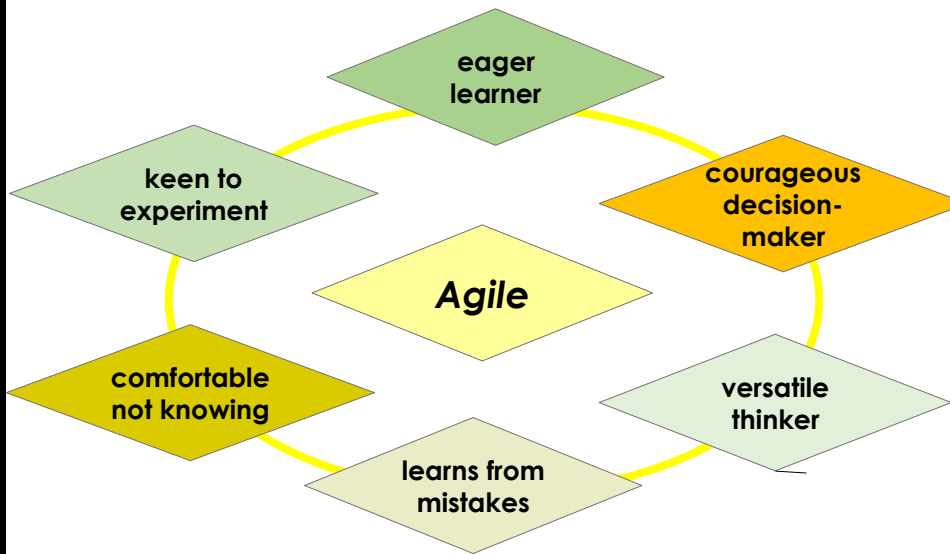
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## Traits of an agile leader / team-member



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## Actions/questions to try out with your Colleagues

### To enhance Agility & speed

- Use quantitative brainstorming
- What's the fastest way we can do this?
- Which tasks can we advance in parallel?
- What are we over-thinking?
- What can we disregard in our decision-making?
- What can we just stop doing? / do less well?
- How can we take more risk, yet still be safe enough?
- What can we experiment with already?
- Appoint a "rabbit hole master" (halts unnecessary discussions)
- Appoint a time-keeper for 'time-boxing'



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Leaders & coaches must become 'e-CIA agents'!

**e- CIA AGENT**

- Energy, for ownership, boldness and resilience
- **Collective Intelligence, for positive disruption**
- Agility, for fast progress

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## Traits of a collaborative leader / team-member



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## Actions/questions to try out with your Colleagues

### To create disruptive Collective Intelligence

- What really is the problem we are trying to solve?
- Let's define it from different perspectives
- First, let's individually come up with a potential solution in the next X minutes
- How can we disrupt the/our game further to gain sustainable growth/conquer a new market?
- What are we not seeing/knowing yet?
- Let's think more boldly!
- What question should we really ask ourselves?
- On what are we agreeing, at a deeper level?
- What's our value proposition, in one sentence?
- How can we better help each other play at our individual best, next time?



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Coaching increases confidence, **performance** and autonomy



**Telling**

leads to

**Dependence**

**Coaching**

leads to

**Confidence, performance  
& Autonomy**

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**Coaching enables people to empower  
themselves to grow**

*Coaching...*

Enhances  
situational  
and self  
**AWARENESS**

Develops solutions  
and ensures  
**ACTIONS**  
are taken  
**UNTIL SUCCESS**  
is met

Increases  
**CONFIDENCE,**  
**AUTONOMY,**  
and  
**RESILIENCE**

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## Google Manager Behaviors

- 1 Is a good coach
- 2 Empowers team and does not micromanage
- 3 Creates an inclusive team environment, showing concern for success and well-being
- 4 Is productive and results-oriented
- 5 Is a good communicator, listens and shares information
- 6 Supports career development and discusses performance
- 7 Has a clear vision / strategy for the team
- 8 Has key technical skills to help advise the team
- 9 Collaborates across Google
- 10 Is a strong decision-maker

Sources: <https://rework.withgoogle.com/guides/managers-identify-what-makes-a-great-manager/steps/learn-about-googles-manager-research/>  
<https://www.weforum.org/agenda/2015/11/8-skills-google-looks-for-in-its-managers/>

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## Leadership lessons we can learn from Tim Cook

1. Take risks
  2. Focus & listen attentively to those you speak with
  3. Trust others around you
  4. Diversity is important
  5. Be humble
  6. Admit when you're wrong
- [...]



Source: <https://www.lifehack.org/articles/productivity/11-leadership-lessons-can-learn-from-tim-cook.html>

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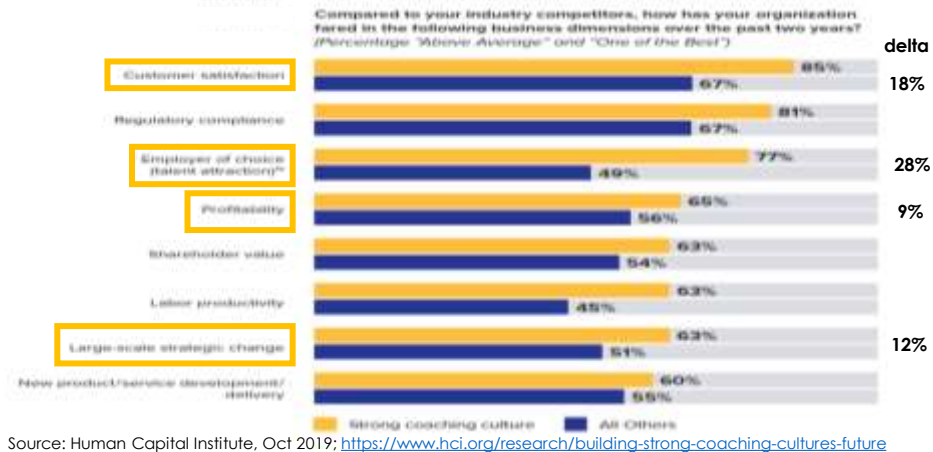
<b>Our mission</b>	Empower every person and every organization on the planet to achieve more		
<b>Strategy</b>	Build best-in-class platforms and productivity services for a mobile-first, cloud-first world		
<b>Ambitions</b>	Reinvent productivity & business processes Build the intelligent cloud platform Create more personal computing		
<b>Leadership principles</b>	Create clarity Generate energy Deliver success		
<b>Culture</b>	Growth mindset	Customer obsessed Diverse & inclusive One Microsoft	Make a difference

Microsoft

Source: <https://www.slideshare.net/JamesSmeel/b2b-marketing-a-new-age-scott-allen-cmo-microsoft>

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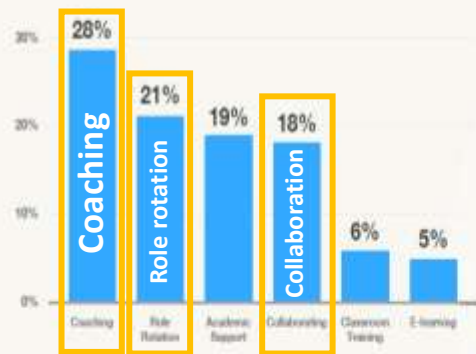
## Embedding coaching in your company's leadership DNA will yield the potent benefits of a coaching culture



Source: Human Capital Institute, Oct 2019; <https://www.hci.org/research/building-strong-coaching-cultures-future>

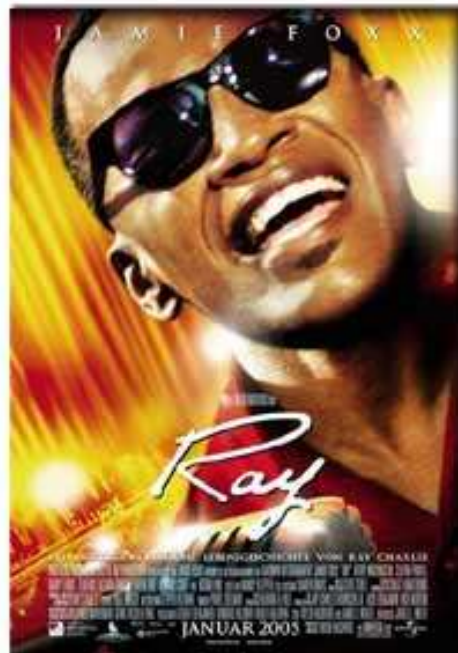
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Millennials want **self-actualization** above all else.



Source: "Millennials at Work, Reshaping the Workplace" PwC

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In coaching, silence... is our Friend.  
It helps **ENABLE COACHEES** to **EMPOWER THEMSELVES TO GROW**



**Silence  
is  
golden**

A black and white close-up of a person's face, focusing on the nose and mouth. The person's hand is raised, with their index finger pointing upwards and the rest of the hand covering their mouth, symbolizing silence. The background is black.

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**Mentor's posture**



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**Most helpful coach's posture: learner from the coachee**



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## 3 traits of 'great' coaches



❖ Be **Curious** about others' potential



○ Be **Still**

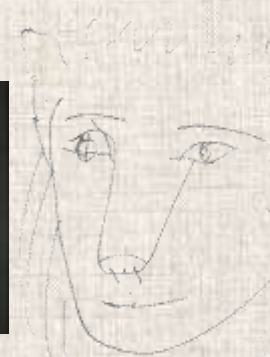
*And eventually...*



✓ Be **Fearless** in enabling others to empower themselves to grow

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## Be a minimalist

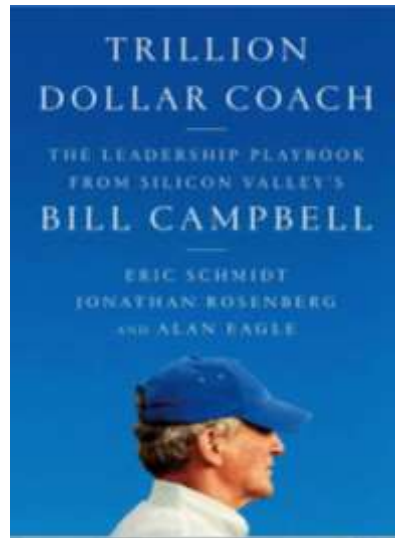


- Let your eyes ask the questions
- Ask the simplest questions you can
- Invite your coachee to simplify their ideas to their essence

Drawings by Pablo Picasso

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**Coaching... is an intelligent, growth-driven act of unconditional love for people's potential**



Read: [https://www.amazon.com/dp/B076ZHG3H3/ref=dp-kindle-redirect?\\_encoding=UTF8&blkr=1](https://www.amazon.com/dp/B076ZHG3H3/ref=dp-kindle-redirect?_encoding=UTF8&blkr=1)

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## Be a Performance Enabler

Schedule quarterly, 30-minute 1-1 sessions with your direct reports

1. **What have you learnt over the last 2 months?**  
(from your successes, your mistakes, colleagues...) **How can you use that new learning, going forward?**
2. **What do you need** to learn, to overcome the challenges ahead?
3. How can I **support you?**
4. Which part of your recent growth at work are you **most proud of?**



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## Coach your neighbor! 😊



What have you learnt today that is important to you?  
 Why is it important to you?  
 At a deeper level, what is it about?  
 From that learning, which actions will you take?

Coachee

Coach

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**Which high-impact actions can you take right away, to ...**

- **strengthen your resilience?**
- **enable leaders in your organization to thrive in the BANI workspace? or/and**
- **contribute to unlocking further the potential of the Continent?**

- Discuss with your neighbor (3 minutes)
- Then share at your table (3 minutes)
- Then share 1 idea in plenary

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Standing in your posture of **confidence**

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QR code to download presentation

**CONTACT**

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[Forbes articles](#) 

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*Thank You for your engagement and contribution!*

**The Imperatives of Leadership in a BANI World**

**Jean-Francois Cousin, MCC**  
Global Executive & Team Coach, Speaker and Author  
Nairobi, 31<sup>st</sup> May 2024

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