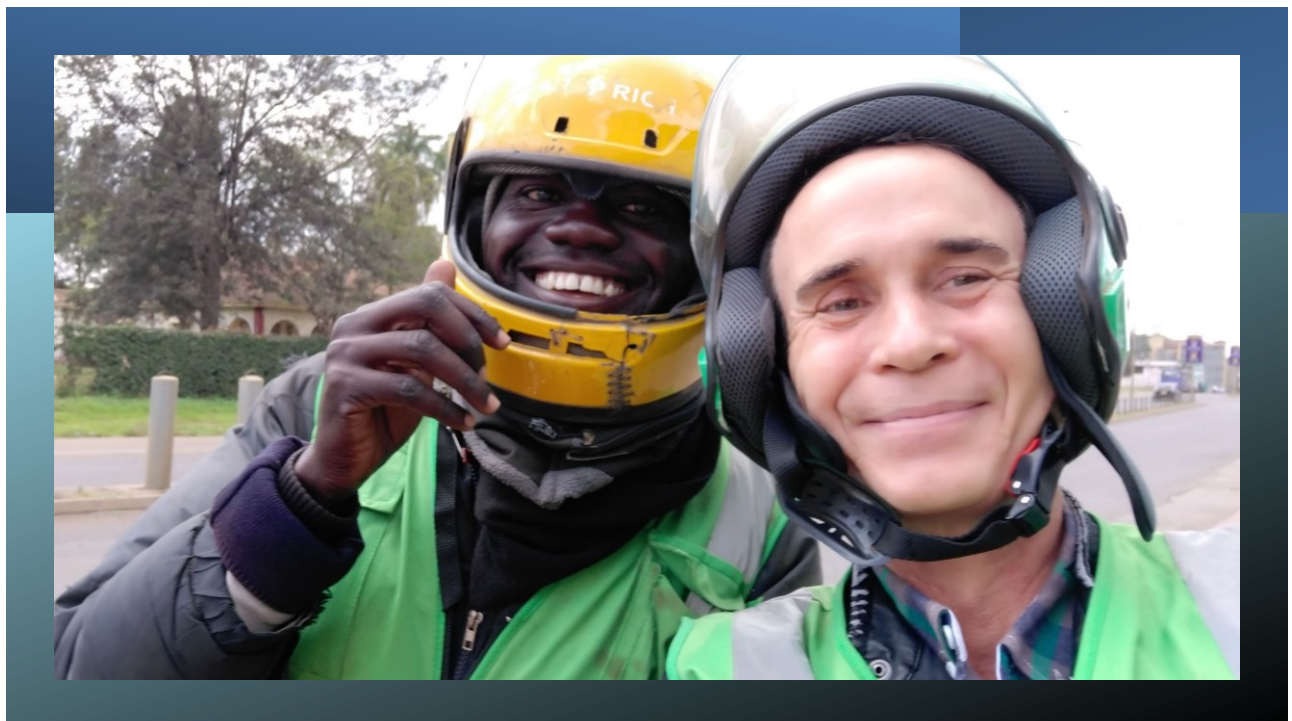




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6

A vibrant collage of Olympic athletes in action, framed by the five Olympic rings. The athletes are depicted in various sports: tennis, basketball, volleyball, soccer, golf, and track and field. The background is a bright blue sky with white clouds. The rings are colored blue, black, red, green, and yellow, and the athletes are shown in dynamic poses, suggesting movement and competition. The overall composition is energetic and celebratory, representing the spirit of the Olympic Games.

4



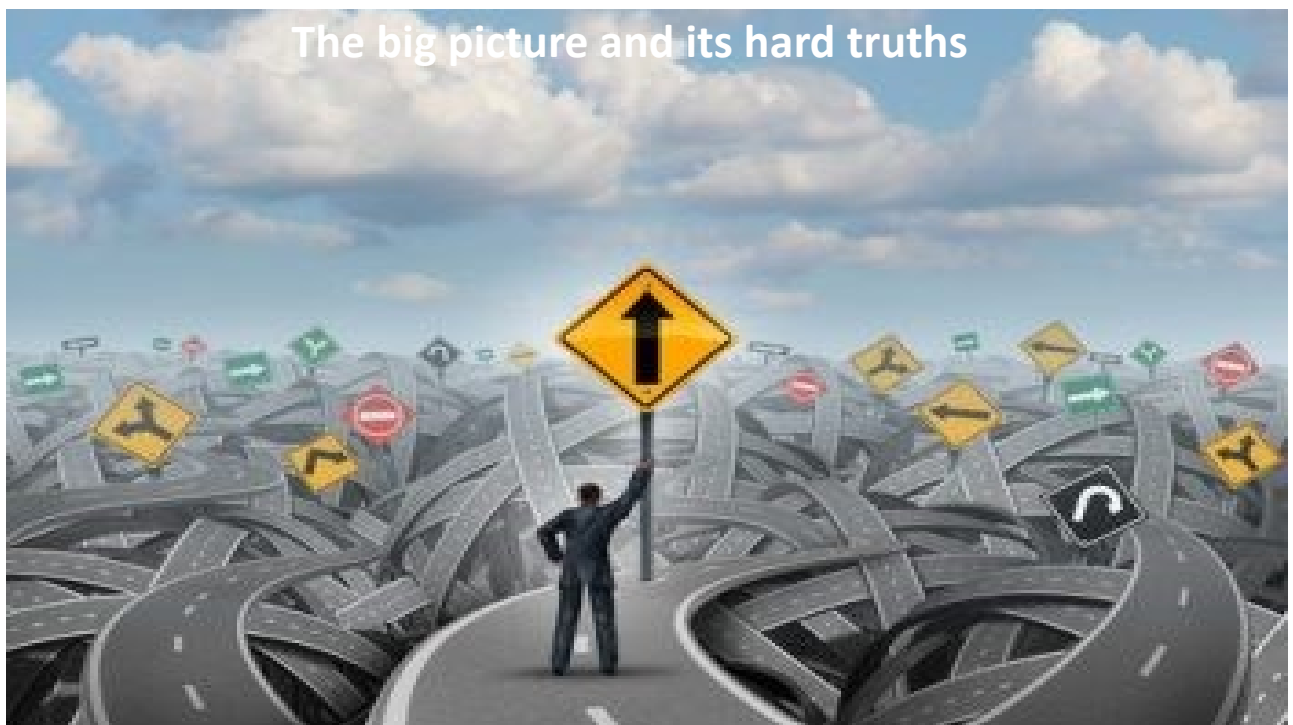
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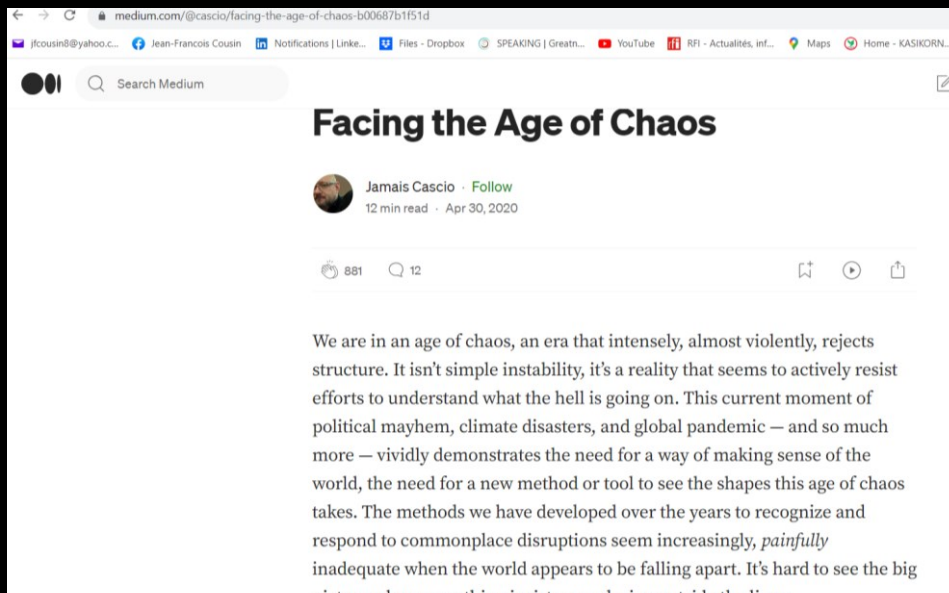
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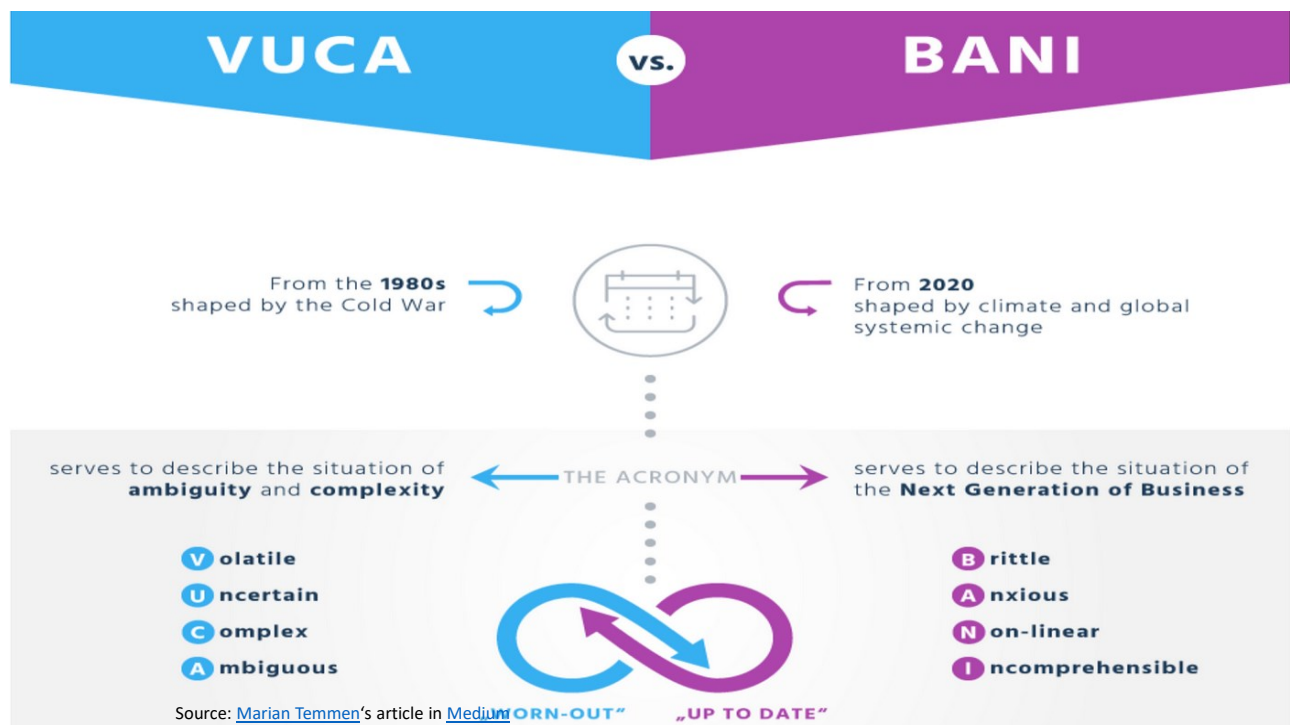
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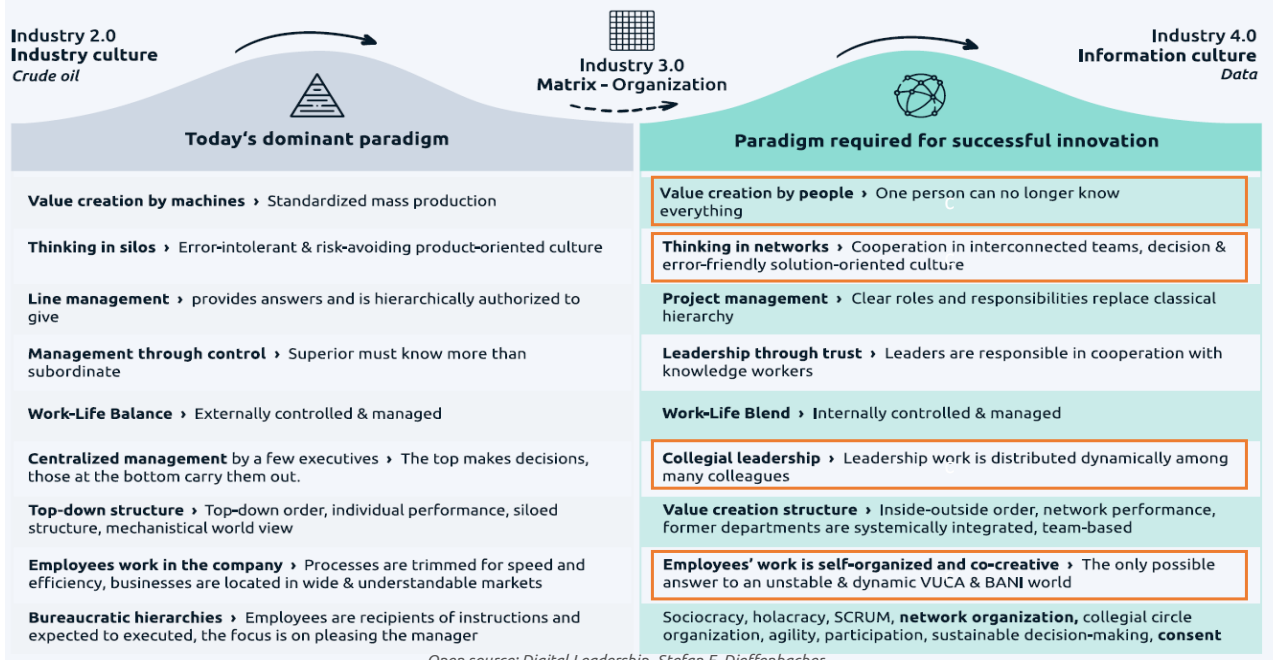
THE 4 WAVES OF (INDUSTRIAL) REVOLUTION

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

	CRADLE OF HUMANITY	1ST WAVE AGRIAN CULTURE	2ND WAVE INDUSTRIAL CULTURE	3RD WAVE INFORMATION CULTURE	4TH WAVE INTEGRATED (?)	
Era	Pre-agrarian period	Early societies	Industry 1.0 (1st industrial revolution)	Industry 2.0 (2nd industrial revolution)	Industry 3.0 (1st information revolution)	Industry 4.0 (2nd information revolution)
Innovation	Appearance of <i>Homo sapiens</i>	Agriculture	Mechanization	Electrification	Automation & Globalization	Digitalization
Timescale	Roughly 3,4 million years	8,000 BCE	From 1765	From 1870	From 1969	From 2011
Location of value creation	Dispersed	Village & countryside	Mechanized towns and cities	Industrial regions	Global production networks	Global value chains
Philosophical foundation	Animism and a belief in a holistic merging of humans and nature	Belief in god, holistic circular world view, possession of land and people and patriarchy	Belief in infinite growth. Rational, linear world view			Belief in infinite growth and a rational, linear world view leads to "Post Humanism" & "Singularity 2.0" theories
Culture	Nomadic culture of extended families and tribes	Sedentary culture of peasants with patriarchal, feudalistic exploitation hierarchies	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 decentralized focus on economic growth & consumption
Technological inventions	The invention of tools, control of fire	Irrigation techniques, domestication of animals, the discovery of the number zero, enabling mathematical thinking	Steam power, water power, division of labor increases efficiency, mechanization leads to start of mass production	Electricity, telegraph, telephone, light bulb, internal combustion engine, railroads, assembly line, standardized mass production	Electronics, semiconductors, computers, telecommunications, automated production, mass customization, internet, connectivty	Digitalization, machine learning, robotics, Internet of things (IoT), autonomous vehicles, 3D printing, virtual & augmented reality, wearables, nanotech, biotech, energy storage, digital
Exemplary innovations or new capabilities	<ul style="list-style-type: none">Upright walkControl of fireFlint blades	<ul style="list-style-type: none">Axe 6000 BCEWheel 4000 BCEWriting 3300 BCPrinting press 1440 CE	<ul style="list-style-type: none">First mechanical loom 1784Large-scale production of chemicals	<ul style="list-style-type: none">First assembly line 1870Ford Model T 1908	<ul style="list-style-type: none">First programmable logic controller in manufacturing 1969First mobile phone 1979	<ul style="list-style-type: none">Smart factoryCloud computingBitcoin 2009
Transformational change	Living in small tribes	Settling in villages & towns	Substition of labor by capital, process stability & speed, industrially manufactured goods, start of the machine age	Start of mass production Division of labor (Taylorism) process flow and throughput	Start of mass customization information distribution Business Process Reengineering process quality & lean	Access to education, global integration, digital industry, digital transformation, intangible goods
Who leads?	Tribal leaders	Religious leaders, aristocracy/monarchs, warlords	Entrepreneurs, tradesmen	Directors	Management	Leadership (non-hierarchical)
Primary axis of improvement	Surviving in nature	Dominating nature	Power	Speed	Memory	Interconnectedness
Ability	Physical capability				Mental capability	
Who is empowered?	People		Corporations		People	
Global population	50.000	1 million	100 million	1 billion	3.5 billion	7.7 billion
Sustainability/waste share	Permanent / no waste	Permanent / no waste	Long-term / 5%	Long-term / 10%	Mid-term / 25%	Short-term / 45%
Human focus	Survival	Control	Efficiency	Scalability	Consumption	Digitalization
						Human universal integration through smartification, purpose, sustainability

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REQUIRED PARADIGM SHIFT IN ORGANIZATION & LEADERSHIP



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The UNITE Innovation & Transformation Tools & Models

Over 50 tools and models to help you radically innovate and transform your organization without reading 50 books (and still getting nowhere!). Download now and hit the ground running!



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The Imperatives of Leadership in a BANI World

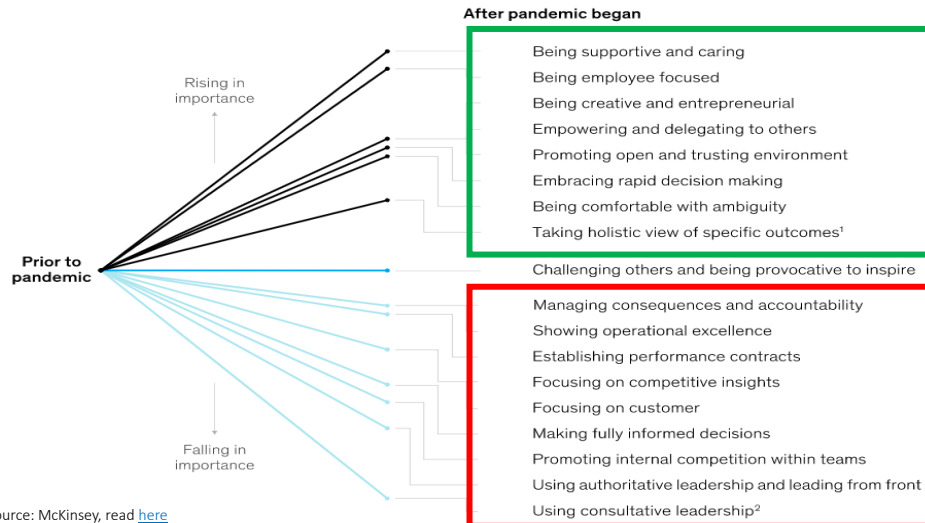


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Leadership is being re-engineered

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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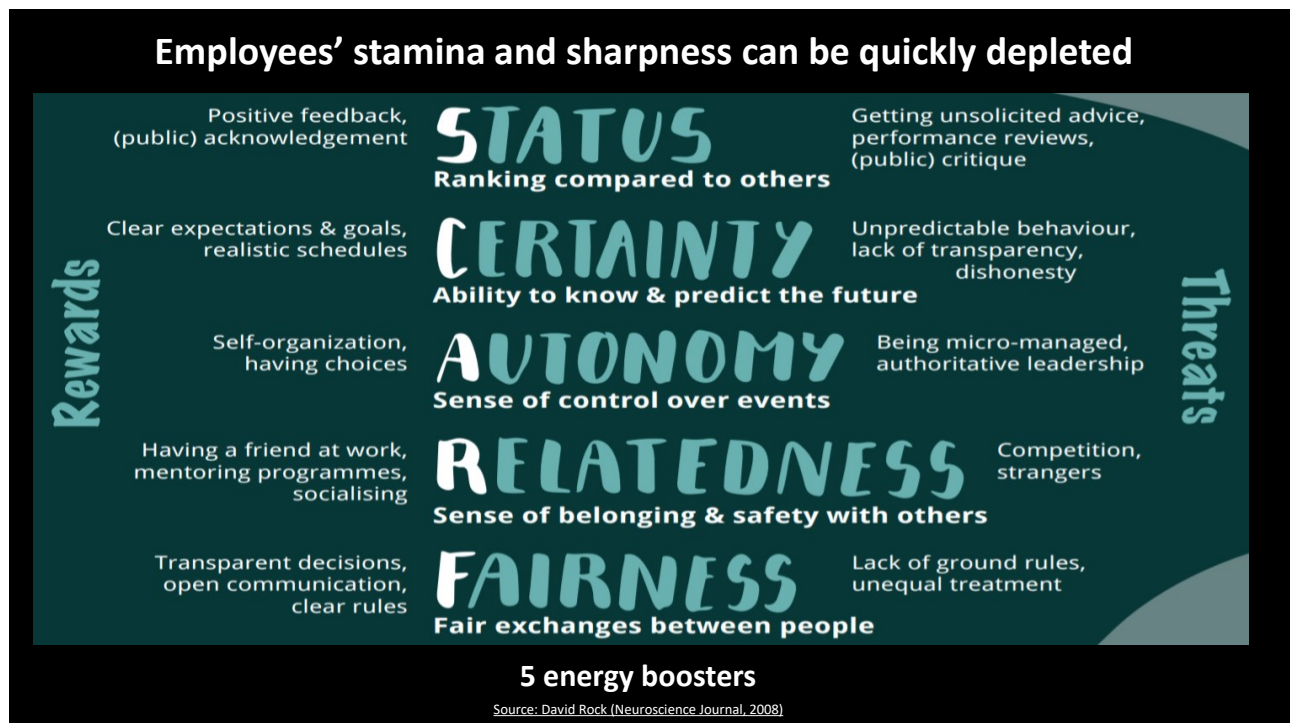


Source: "Cool runnings"

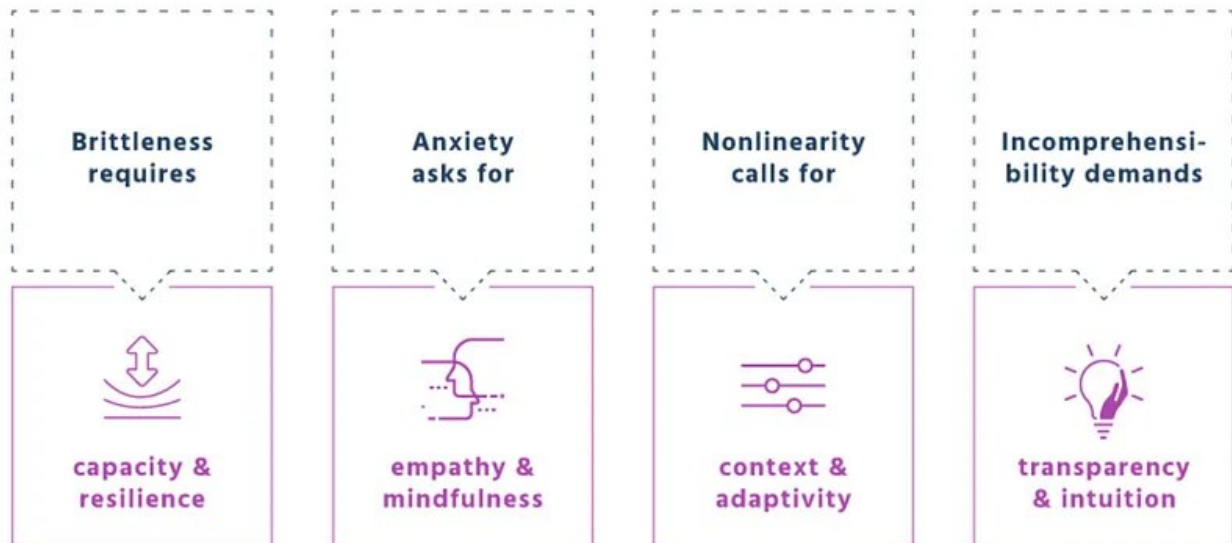
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Source: [Marian Temmen](#)'s article in [Medium](#)

23

With a growth mindset, challenges are exciting rather than threatening. So, rather than thinking, I'm going to reveal my weaknesses, and 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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Critical components of the Mindset to thrive in BANI workspaces



25

Please share
with your
neighbors

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



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 hunches, intuitions or emotions that are present in relation to the current situation.



STEP 5

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



26

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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Forbes

Successful Leaders Must Become 'e-CIA Agents' — Here's Why And How



Jean-Francois Cousin
Forbes C
Leadership

sed)

*Jean-Francois Cousin, Global Executive Coach, Speaker and Author;
Chairman of the ICF Global Board in 2019; www.greatness.coach.*



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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



30

Leading people out of their comfort-zone, one step at a time...

1. Ask people to identify the risk and the rewards of moving forward
2. Tell them you have their back; and then prove it
3. Acknowledge progress
4. Advocate step-by-step, not a 'long journey'
5. Drop perfection, embrace 'good enough'



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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

32

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

#4 – Support others

#5 – Breathe deeply before you tackle an issue

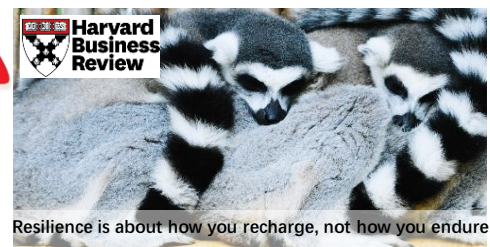
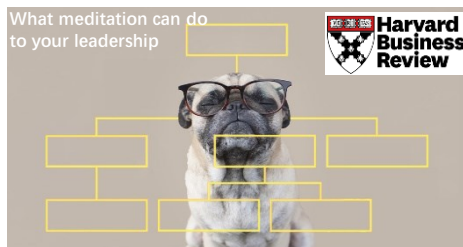
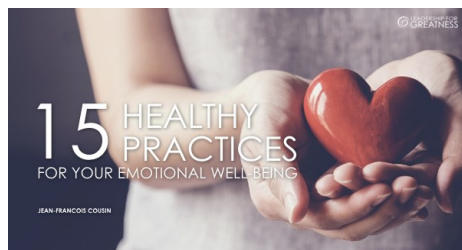
#6 – Exercise daily, even if only 20 minutes

#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



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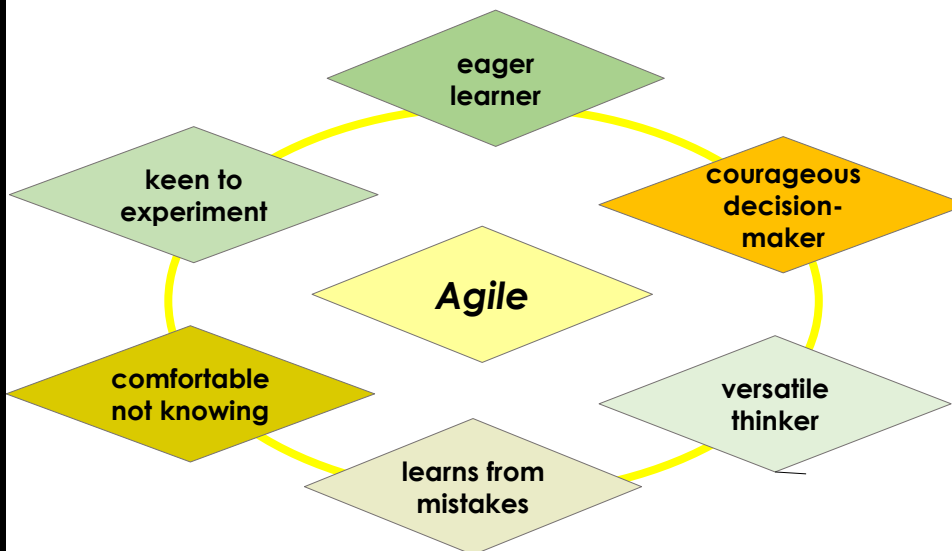
Leaders & coaches must become 'e-CIA agents'!

e-CIA AGENT

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- **C**ollective **I**ntelligence, for positive disruption
- **A**gility, for fast progress

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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'



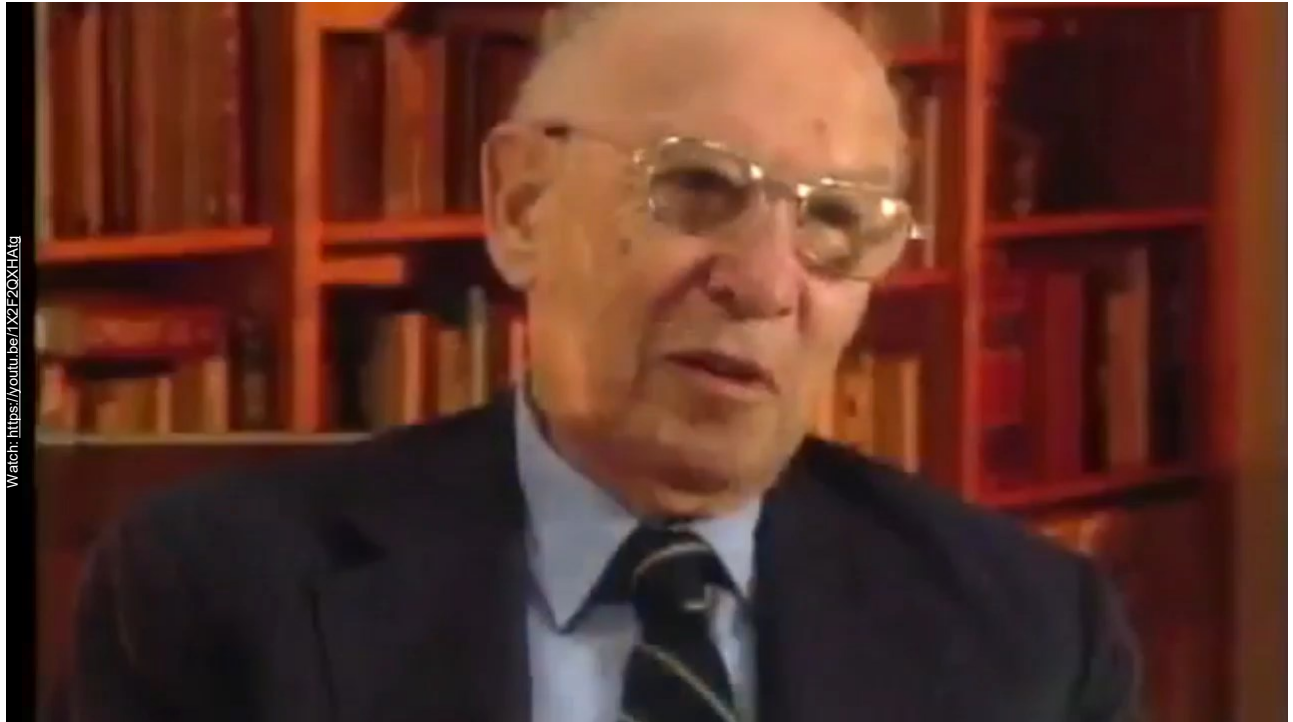
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40



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Traits of a collaborative leader / team-member



42

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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re:Work

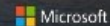
Google Manager Behaviors

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



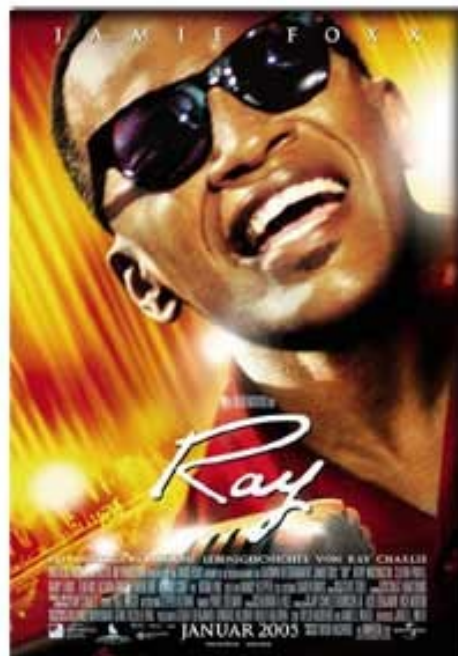
Source: <https://www.slideshare.net/JamesSmee1/b2b-marketing-a-new-age-scott-allen-cmo-microsoft>

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What is Coaching?

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Mentor's posture



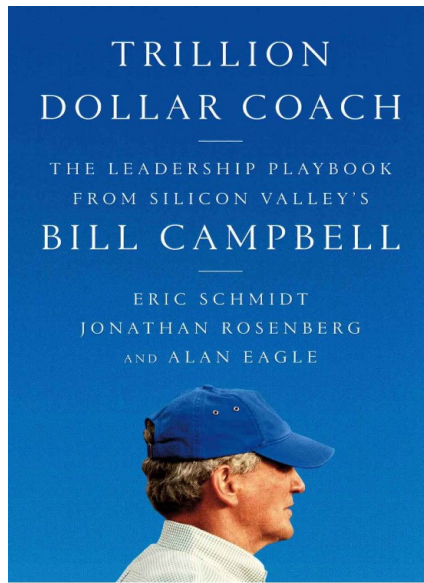
49

Most helpful coach's posture: learner from the coachee



50

**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

51

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?**



52

Coach your neighbor! 😊



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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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Who got **FIRED**? 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

58

THE Maestro-Superstar: Herbert von Karajan



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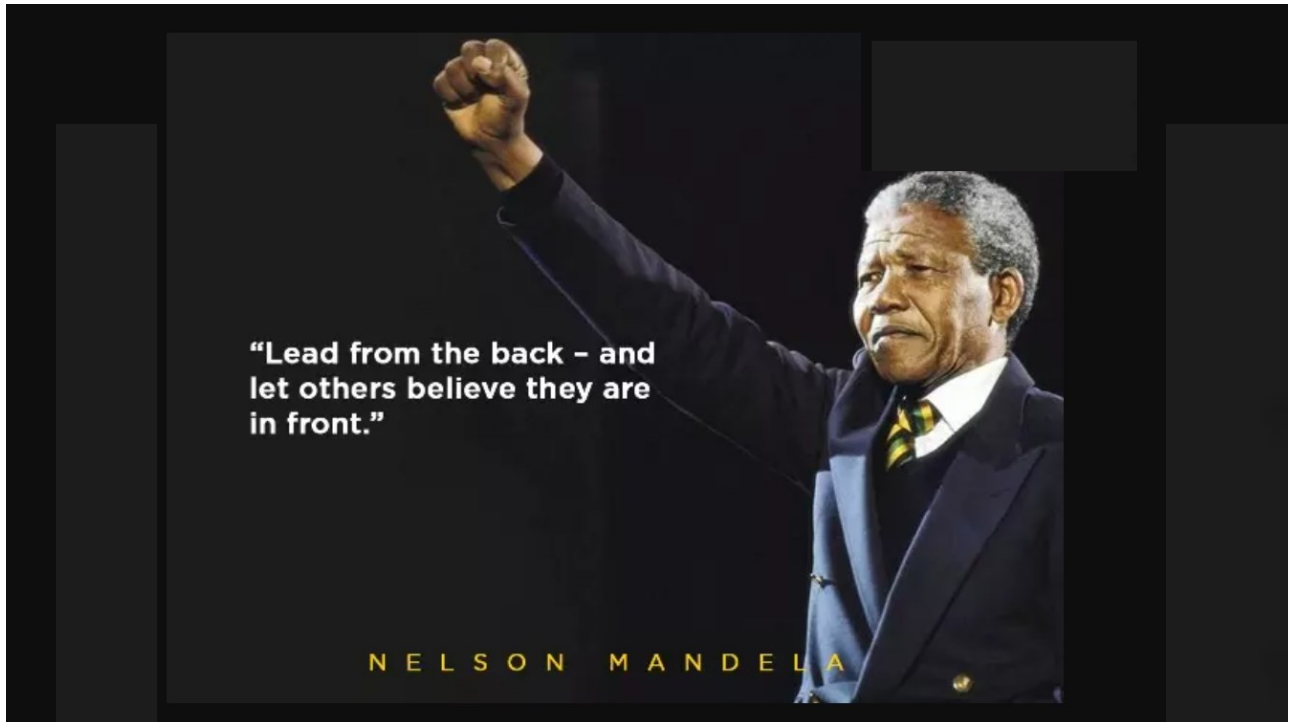
Standing in your posture of **confidence**

61

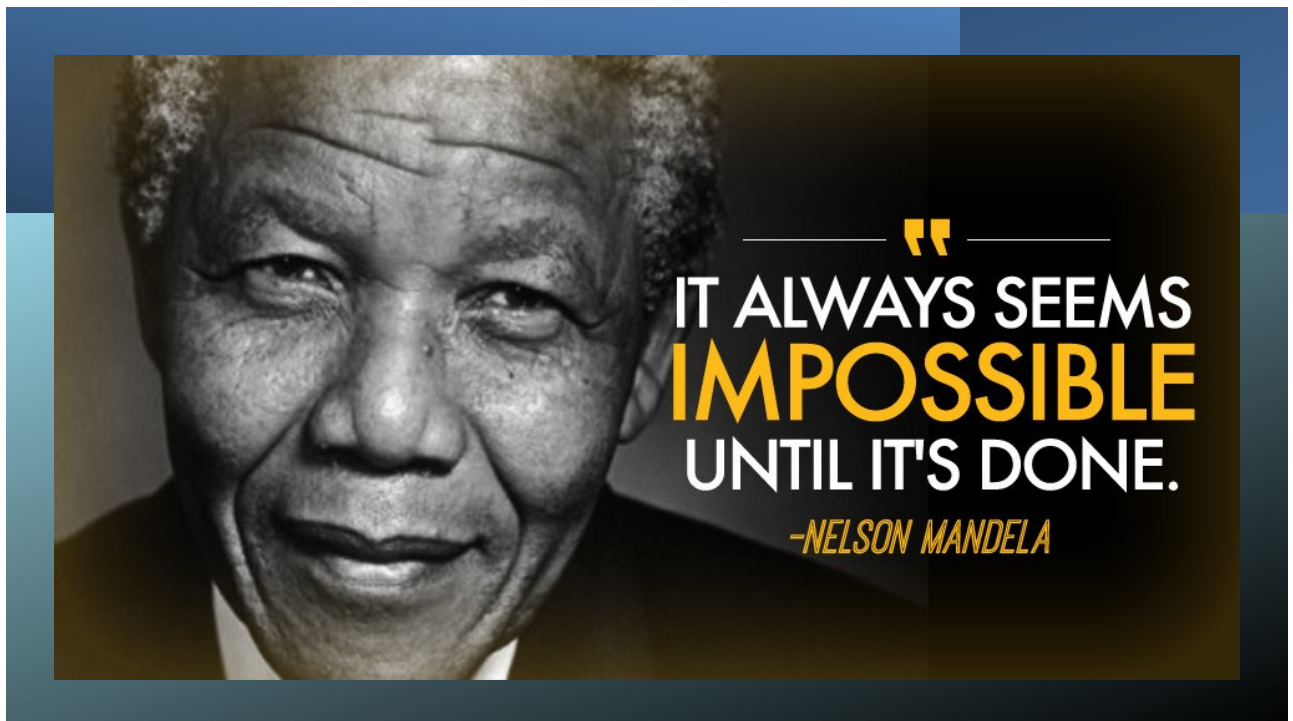
A cartoon illustration of a detective wearing a green checkered hat and trench coat, holding a magnifying glass and a notepad, following a trail of footprints. The scene is framed by a brown border.

The Imperatives of Leadership in a BANI World

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[Forbes articles](#) 

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