

Let's
**RISE &
SHINE**
together



UNE EXPÉRIENCE IMMERSIVE
EN COACHING ET FORMATION

📅 18 septembre 2025
17h – 22h30
📍 La Linière, Liège



CENTRE BELGE
DE FORMATION
ET DE COACHING®

Soirée d'inspiration et de transformation
sur le leadership



Pedro Correa

Auteur, conférencier



JF Cousin

Coach MCC exécutif, Ex président
ICF, chroniqueur Forbes

L'intégration du coaching dans le leadership permet aux organisations de prospérer dans notre monde 'B.A.N.I.' - Pourquoi et Comment



CENTRE BELGE
DE FORMATION
ET DE COACHING

Jean-Francois Cousin, MCC
Global Executive & Team Coach, Speaker and Author
Liege, 18 September 2025

25 citations d'auteurs et artistes belges

Amélie Nothomb, Philippe Geluck, Benoît Poelvoorde ou encore Georges Simenon font partie des célébrités belges. La Belgique, "plat pays", compte un nombre important d'écrivains, comédiens et surtout, de très bons auteurs de bande-dessinées. Voici 25 citations, répliques et proverbes belges drôles ou philosophiques.

"Il ne faut pas toujours tourner la page, il faut parfois la déchirer."

De Achille Chavée

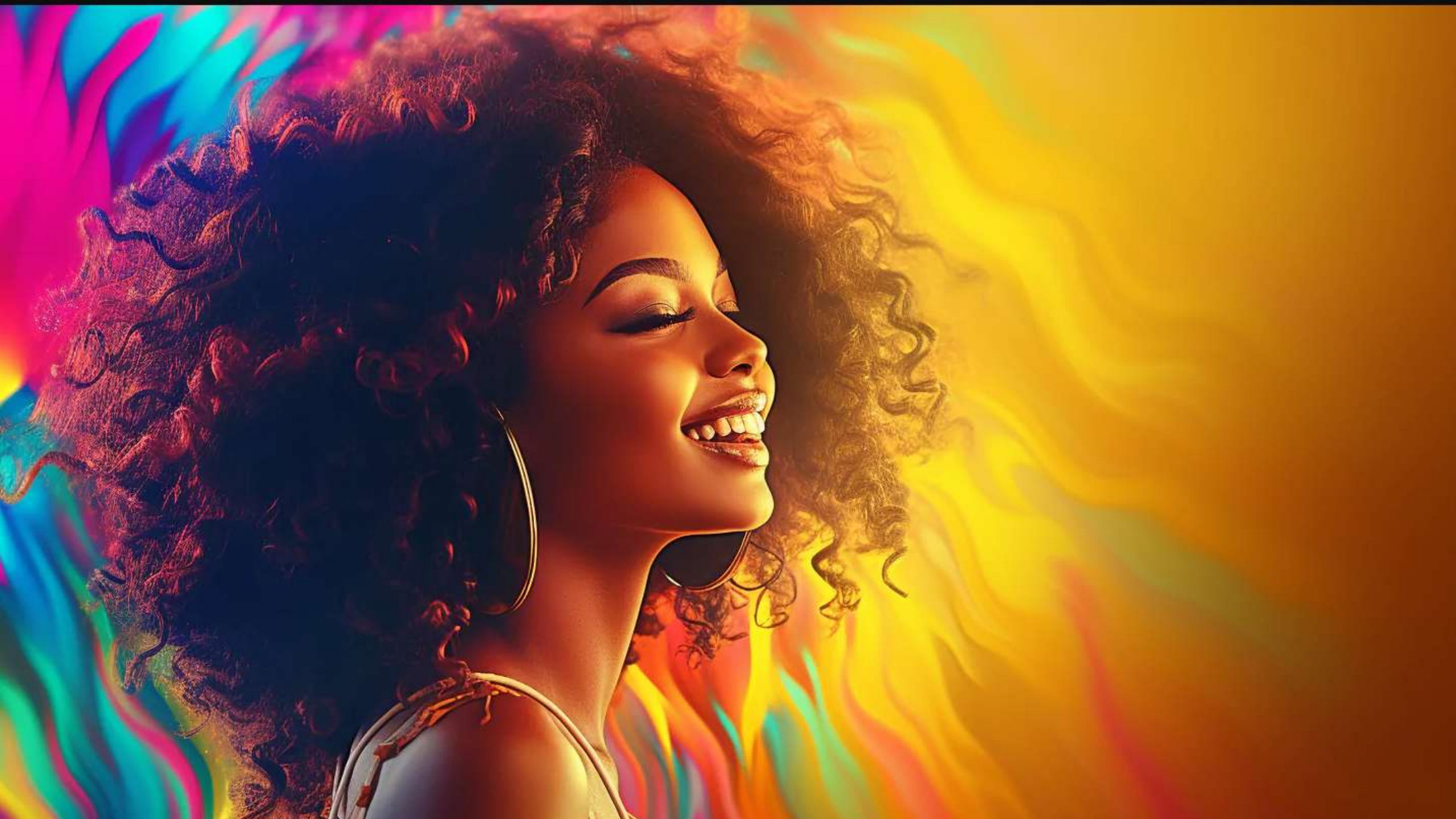
"Ne désespérez jamais. Faites infuser davantage."

De Henri Michaux / Tranches de savoir

"L'être humain n'a jamais le temps d'être, il n'a jamais le temps que de devenir."

De Georges Poulet / Mesure de l'instant





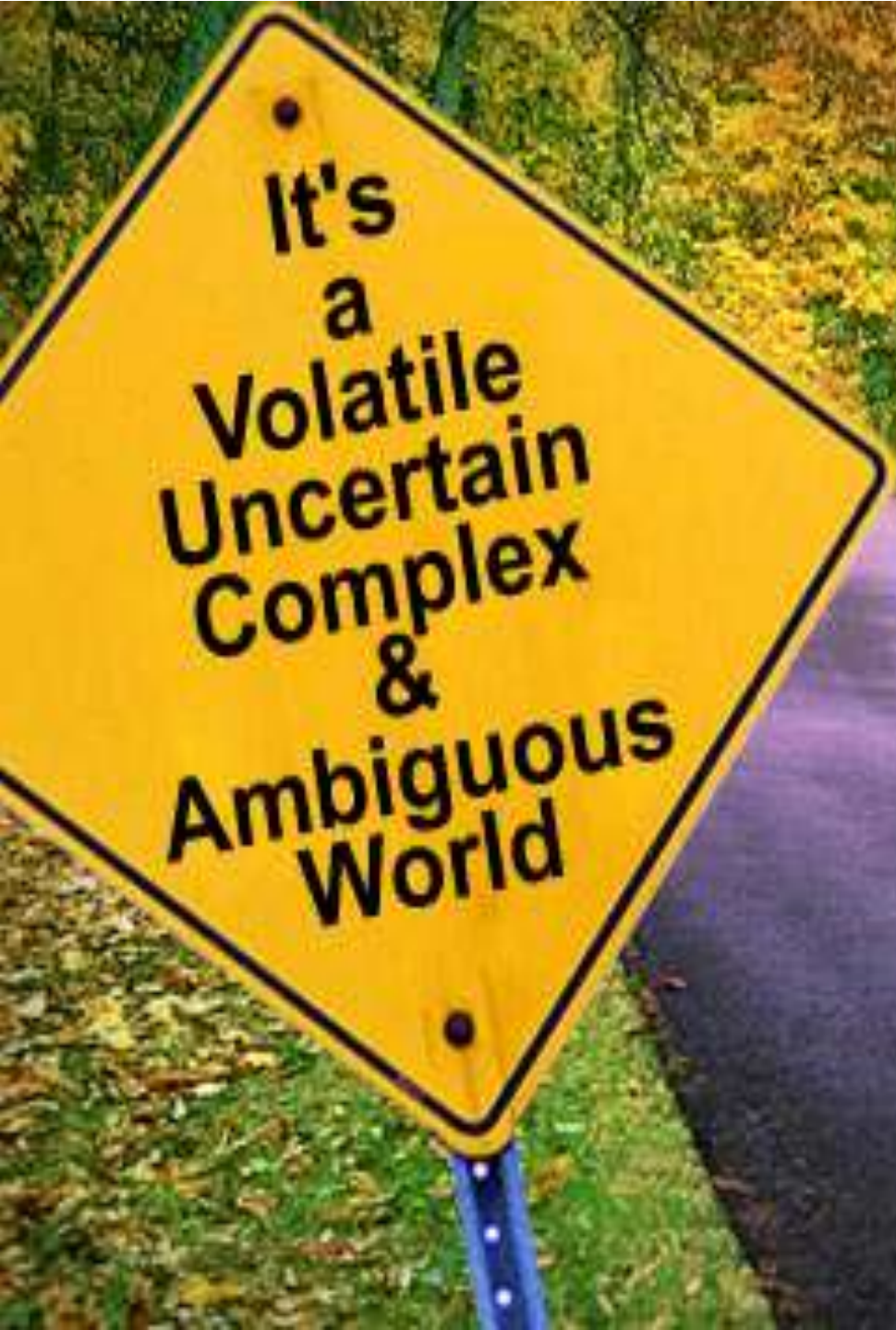




Your energy is
contagious



Les impératifs du leadership dans un monde 'BANI'



La situation dans son ensemble et sa dure réalité





Search Medium



Facing the Age of Chaos



Jamais Cascio · Follow

12 min read · Apr 30, 2020



881



12



We are in an age of chaos, an era that intensely, almost violently, rejects structure. It isn't simple instability, it's a reality that seems to actively resist efforts to understand what the hell is going on. This current moment of political mayhem, climate disasters, and global pandemic — and so much more — vividly demonstrates the need for a way of making sense of the world, the need for a new method or tool to see the shapes this age of chaos takes. The methods we have developed over the years to recognize and respond to commonplace disruptions seem increasingly, *painfully* inadequate when the world appears to be falling apart. It's hard to see the big picture when everything insists on coloring outside the lines.

VUCA

vs.

BANI

From the **1980s**
shaped by the Cold War



From **2020**
shaped by climate and global
systemic change

serves to describe the situation of
ambiguity and **complexity**

← THE ACRONYM →

serves to describe the situation of
the **Next Generation of Business**

V olatile	Instable
U ncertain	Incertain
C omplex	Complexe
A mbiguous	Ambigu



Fragile	B rittle
Anxiogène	A nxious
Non-linéaire	N on-linear
Incompréhensible	I ncomprehensible

„WORN-OUT“

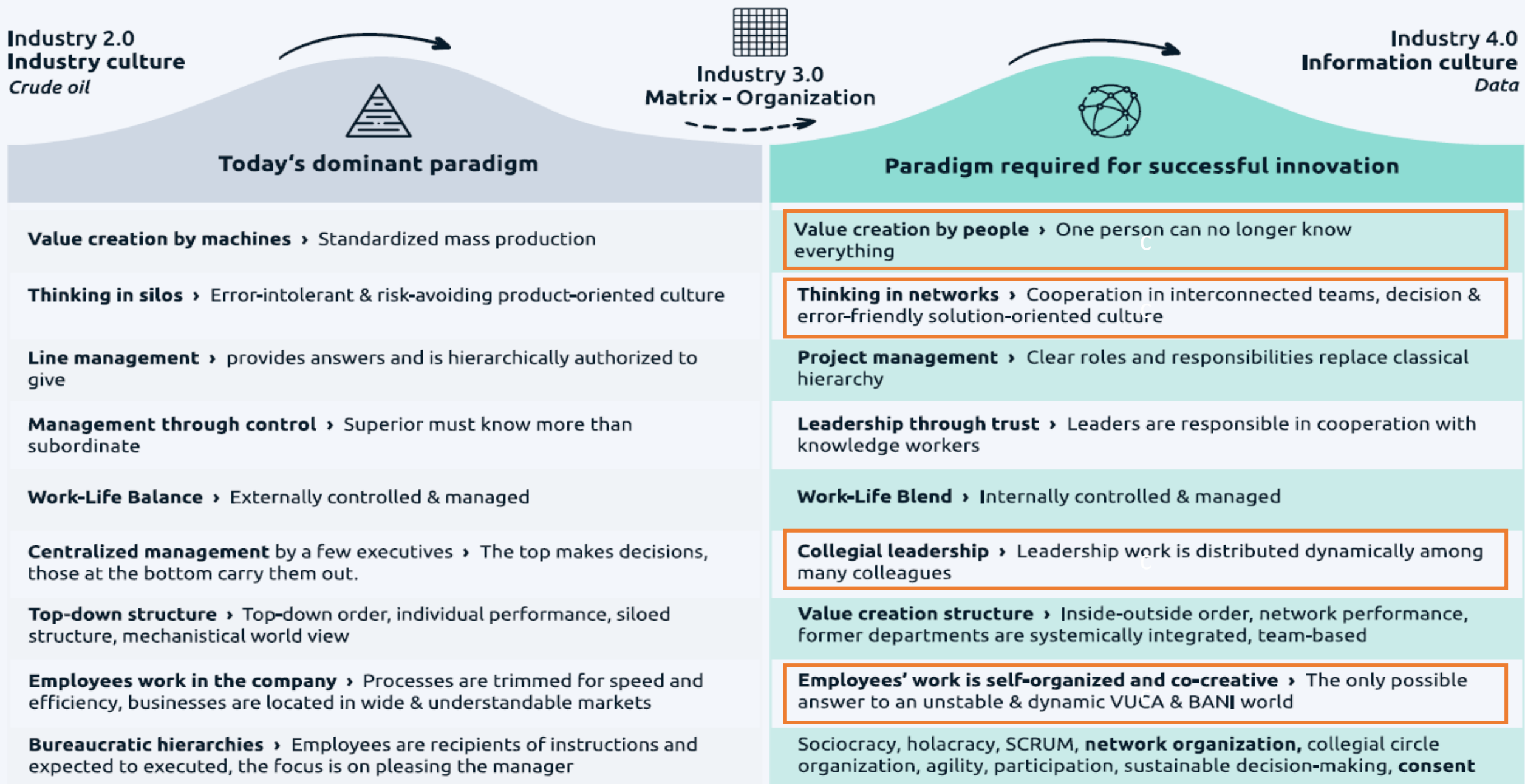
„UP TO DATE“

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)	Information 3.0	
Innovation	Appearance of <i>Homo sapiens</i>	Agriculture	Mechanization	Electrification	Automation & Globalization	Digitalization	Smartification (merging AI/balance between individualism and collectivism)	
Timescale	Roughly 3,4 million years	8,000 BCE	From 1765	From 1870	From 1969	From 2011	From 202x - 203x	
Location of value creation	Dispersed	Village & countryside	Mechanized towns and cities	Industrial regions	Global production networks	Global value chains	Dispersed (virtual & decentralized)	
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	Belief in universal connectedness. Leads to holistic, systemic, circular world view & to "Earth 5.0" 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	Smart Society, newly found focus on true sustainability	
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, connectivity	Digitalization, machine learning, robotics, Internet of Things (IoT), autonomous vehicles, 3D printing, virtual & augmented reality, wearables, nanotech, biotech, energy storage, digital	Expanding frontiers: quantum computing, increasing synergies among synthetic biology, nanotechnology, 3D&4D printing, robotics, cognitive systems & the advent of artificial intelligence, collective intelligence & yet to emerge technologies that accelerate the rate of acceleration itself	
Exemplary innovations or new capabilities	› Upright walk › Control of fire › Flint blades › Speech	› Axe 6000 BCE › Wheel 4000 BCE › Writing 3300 BC › Printing press 1440 CE	› First mechanical loom 1784 › Large-scale production of chemicals	› First assembly line 1870 › Ford Model T 1908	› First programmable logic controller in manufacturing 1969 › First mobile phone 1979	› Smart factory › Cloud computing › Bitcoin 2009	Virtualisation of all aspects of life, digital money, lights out business processes, highly automated manufacturing, self-managed supply chains, selfdriving cars	
Transformational change	Living in small tribes	Settling in villages & towns	Substitution 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	Deep, multi-level cooperation between humans & machines. New found consciousness on human level & artificial level (?) then Singularity 2.0	
Who leads?	Tribal leaders	Religious leaders, aristocracy/monarchs, warlords	Entrepreneurs, tradesmen	Directors	Management	Leadership (non-hierarchical)	Collegial leadership with 'growth hierarchies' not , exploitation hierarchies'	
Primary axis of improvement	Surviving in nature	Dominating nature	Power	Speed	Memory	Interconnectedness	› Artificial Intelligence › Operating in accordance with nature-systemic circular thinking	
Ability	Physical capability				Mental capability			Wholeness
Who is empowered?	People		Corporations			People		Balance between people & nature?
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%	(Hopefully) again long-term / 5% - circular economy	
Human focus	Survival	Control	Efficiency	Scalability	Consumption	Digitalization	Human universal integration through smartification, purpose, sustainability	

REQUIRED PARADIGM SHIFT IN ORGANIZATION & LEADERSHIP





Discover the largest library of Innovation & Transformation tools on the Internet!

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!





Les impératifs du leadership dans un monde 'BANI'

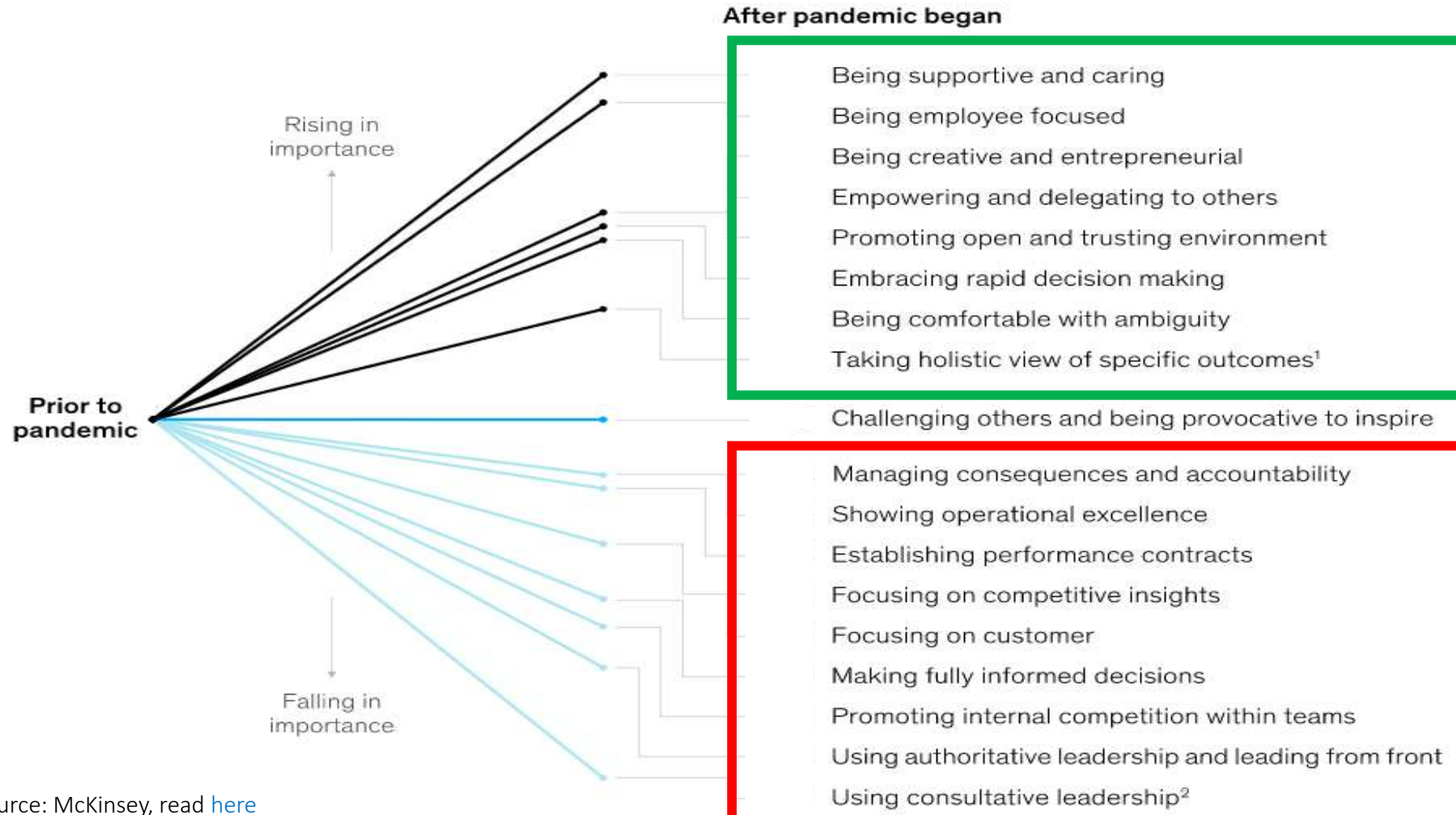


Source: "[Cool runnings](#)"

Le Leadership est en cours de réinvention

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





Les impératifs du leadership dans un monde 'BANI'

L'endurance et l'agilité des employés peuvent s'épuiser rapidement dans un environnement de travail 'BANI'



5 déclencheurs d'énergie cérébrale puis physique (+ ou -)

Source: David Rock (Neuroscience Journal, 2008)

Fragilité

**Brittleness
requires**



**capacity &
resilience**

**Capacité et
résilience**

Anxiété

**Anxiety
asks for**

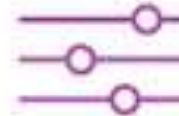


**empathy &
mindfulness**

**Empathie et
pleine conscience**

Non-linéarité

**Nonlinearity
calls for**



**context &
adaptivity**

**Adaptabilité
et agilité**

Incompréhensibilité

**Incomprehensibility
demands**



**transparency
& intuition**

**Transparence
et place pour
l'intuition**



Avec un état d'esprit d'apprentissage, les défis sont stimulants plutôt que menaçants. Alors, plutôt que de réfléchir, je vais révéler mes faiblesses et me dire : « Voici une chance de grandir. »

Carol Dweck, Psychologist

L'état d'esprit d'apprentissage est la croyance qu'un individu peut grandir et se développer grâce au dévouement, au travail acharné et à une pratique ciblée et ne pas se fier uniquement au talent donné.

Matthew Syed (2015)



Continuez toujours à apprendre.
Vous ne faites rien d'utile si vous n'apprenez pas.

Satya Nadella, CEO Microsoft

3 composantes essentielles de l'état d'esprit qui permet de prospérer dans un environnement de travail 'BANI'



* "point de basculement"



Échangez avec
vos voisins
s'il-vous-plaît

Adoptez cet état d'esprit et imaginez les compétences essentielles dont les dirigeants ont besoin

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.



Les dirigeants et les coachs doivent devenir des « agents e-CIA » !



- **E**nergie, pour l'audace, l'innovation et la résilience
- **C**ollective **I**ntelligence, pour une disruption positive
- **A**gilité, pour une progression rapide

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



Jean-Francois Cousin

Forbes Coaches Council

Leadership

(Updated)

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



Les dirigeants et les coachs doivent devenir des « agents e-CIA » !



- **Energie**, pour l'audace, l'innovation et la résilience
- **Collective Intelligence**, pour une disruption positive
- **Agilité**, pour une progression rapide

5 facteurs qui nuisent à l'endurance et à l'efficacité

1. Travailler en mode 'multitâche'
2. Trop d'interruptions
3. Jouer au « héros » en répondant « oui » à toutes les demandes
4. Recherche de la perfection
5. Réunions successives sans pause entre-temps



7 «incontournables»* pour booster votre endurance et votre efficacité face au changement

#1 – Pauses pour arrêter de ‘faire’ et de ‘penser’

#2 – Appréciez-vous et appréciez les autres + célébrez ce que vous apprenez

#3 - Offrez un esprit ouvert aux autres et catalysez votre intelligence collective

#4 – Offrez votre aide à quelqu'un d'autre



** appris de clients que j'ai servis au fil de mes 19 000 premières heures de coaching*

7 «incontournables»* pour booster votre endurance et votre efficacité face au changement

#1 – Pauses pour arrêter de ‘faire’ et de ‘penser’

#2 – Appréciez-vous et appréciez les autres + célébrez ce que vous apprenez

#3 – Offrez un esprit ouvert aux autres et catalysez votre intelligence collective

#4 – Offrez votre aide à quelqu’un d’autre

#5 – Respirez profondément avant de traiter un problème

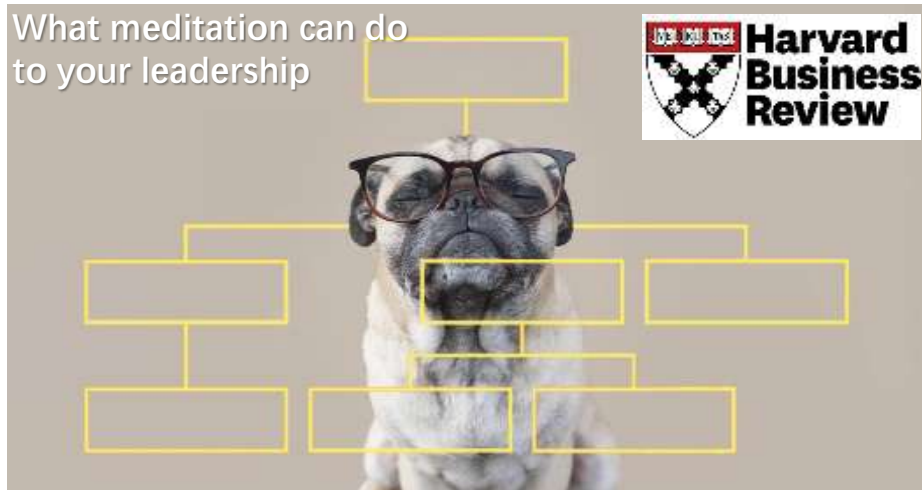
#6 – Faîtes de l’exercice une fois par jour, ne serait-ce que 20 minutes

#7 – Fondez votre vie sur ‘3 piliers’



** appris de clients que j'ai servis au fil de mes 19 000 premières heures de coaching*

Quelques cadeaux pour votre bien-être



Actions / questions à tester avec vos collègues

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)

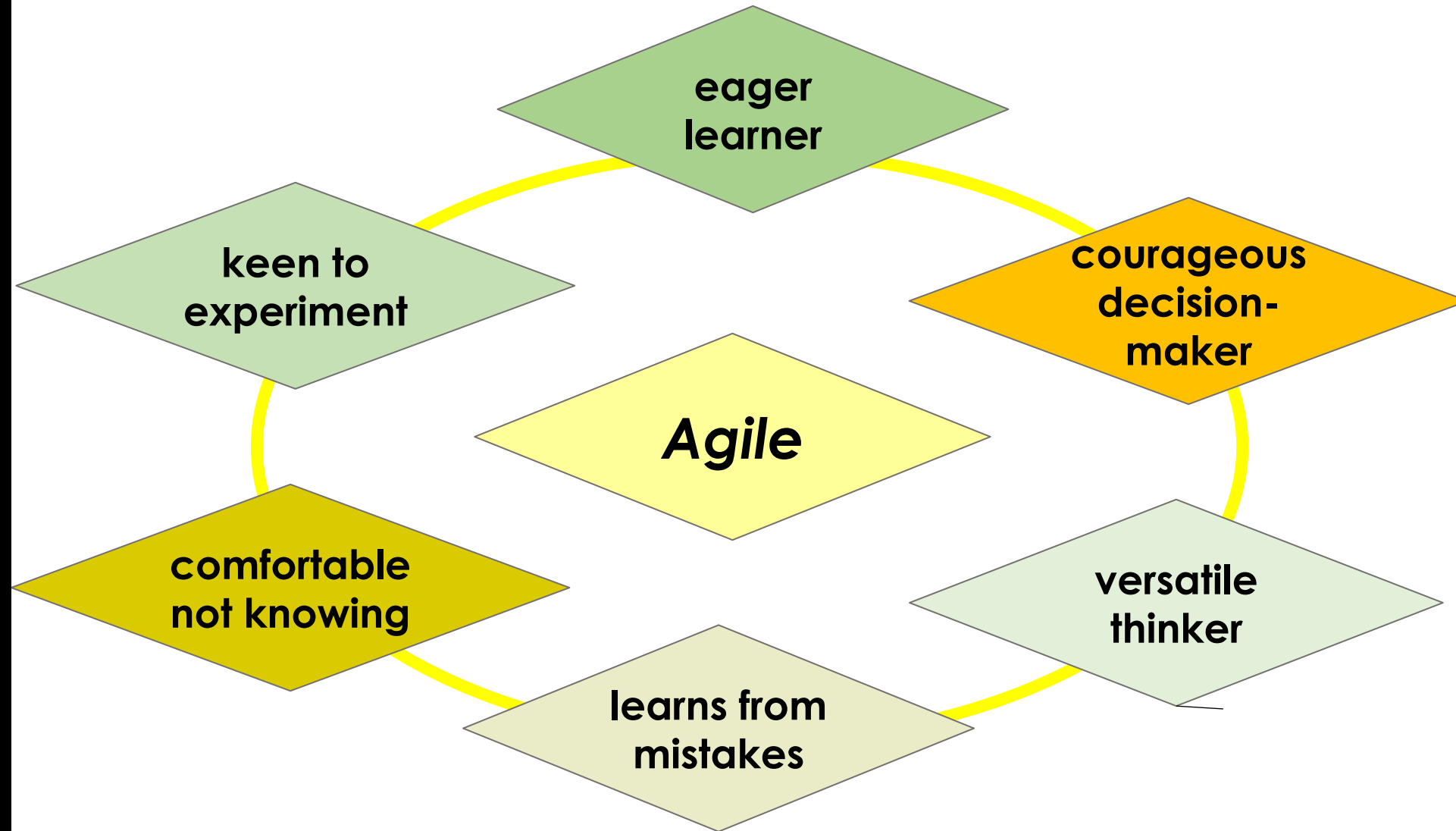
+ Purpose

Les dirigeants et les coachs doivent devenir des « agents e-CIA » !



- **E**nergie, pour l'audace, l'innovation et la résilience
- **C**ollective **I**ntelligence, pour une disruption positive
- **A**gilité, pour une progression rapide

Caractéristiques d'un leader / membre d'équipe agile



Actions / questions à tester avec vos collègues

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'



Les dirigeants et les coachs doivent devenir des « agents e-CIA » !



- **E**nergie, pour l'audace, l'innovation et la résilience
- **C**ollective **I**ntelligence, pour une disruption positive
- **A**gilité, pour une progression rapide

Caractéristiques d'un leader / membre d'équipe collaboratif



Brings out
her/his best



Brings out
her/his best
+
Others' best



Brings out
her/his best
+
Others' best
+
Team's best



Brings out
her/his best
+
Others' best
+
Teams' best
+
Orga's best

Actions / questions à tester avec vos collègues

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?



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

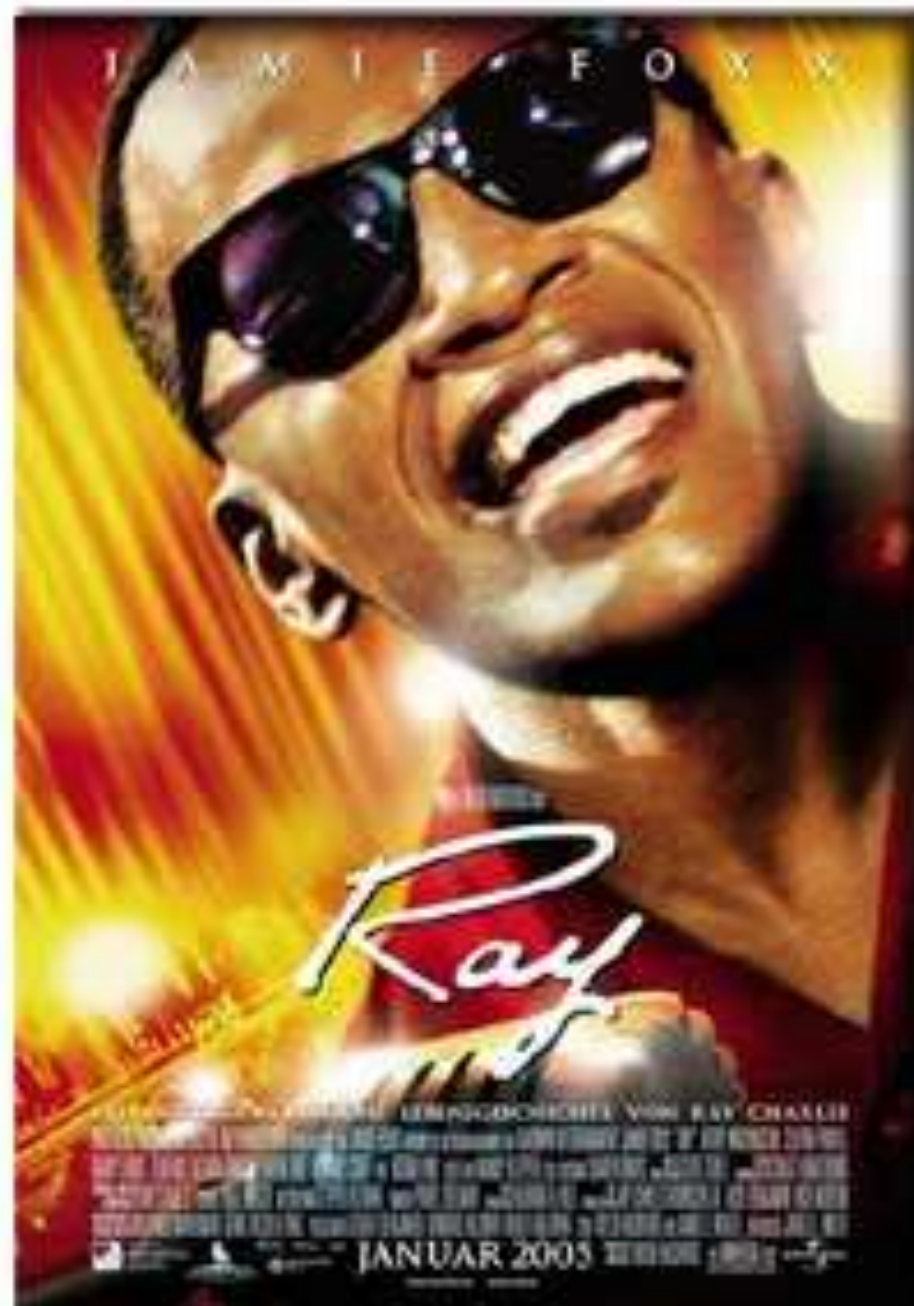
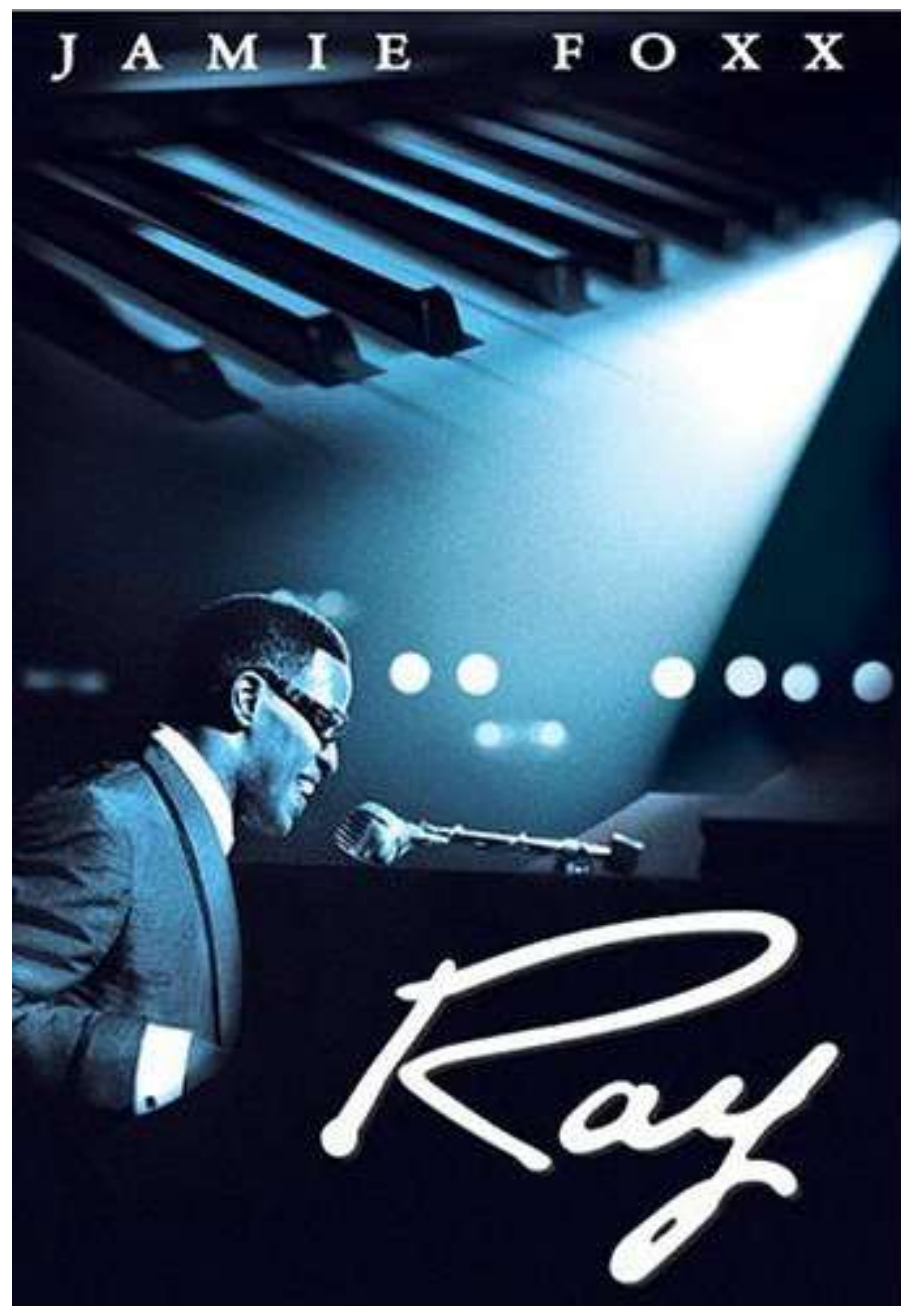
Is a strong decision-maker

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



A low-angle photograph of a forest, looking up at tall, slender trees with green foliage against a bright sky. The perspective creates a sense of height and scale.

What is Coaching?







PARFOIS,
FAIRE
NE SERT
À RIEN

ET NE
RIEN FAIRE
SERT

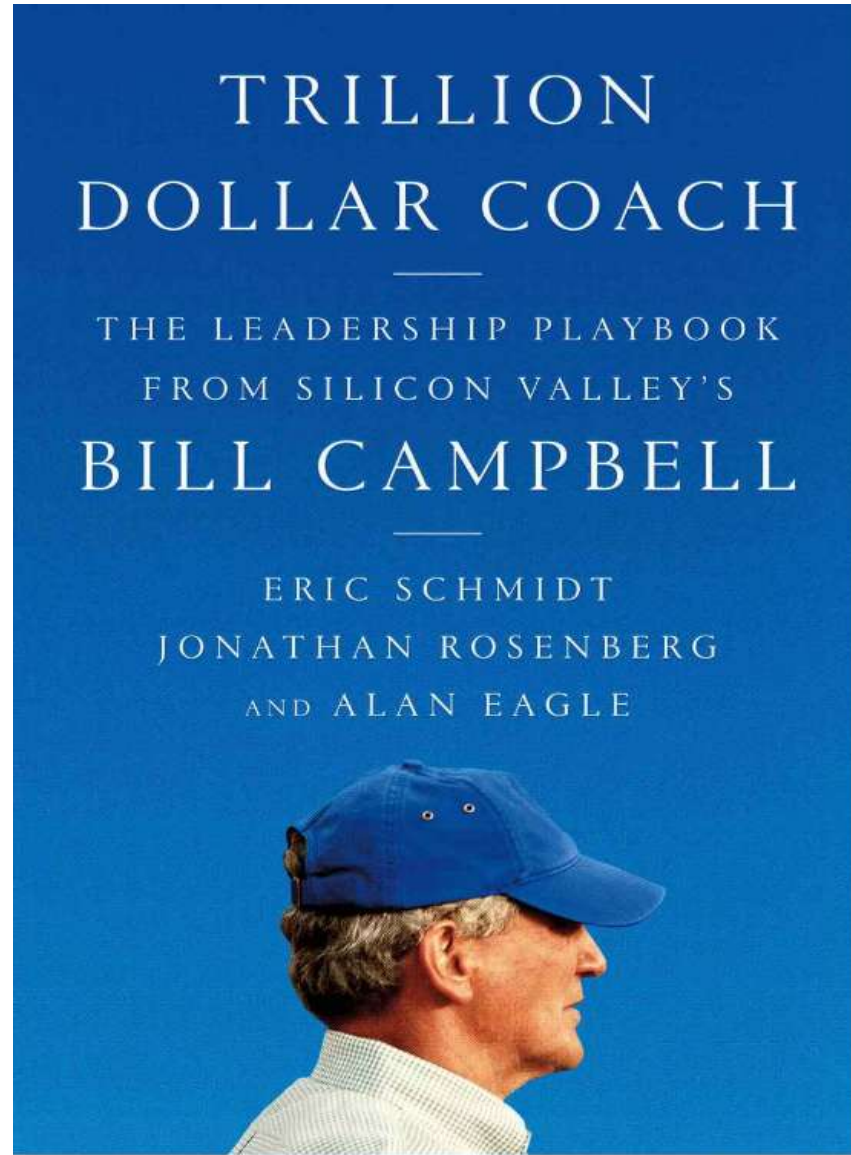
Posture du mentor



La posture la plus utile du coach : l'apprenant du coaché



**Le coaching... est un acte intelligent, axé sur la croissance,
d'amour inconditionnel pour le potentiel des coachés**



Read: https://www.amazon.com/dp/B076ZHG3H3/ref=dp-kindle-redirect?_encoding=UTF8&btkr=1

Soyez un catalyseur de performance

Planifiez des séances individuelles trimestrielles de 30 minutes avec vos subordonnés directs

1. **Qu'avez-vous appris ces deux derniers mois ?** (de vos réussites, de vos erreurs, de vos collègues...) **Comment pouvez-vous exploiter ces nouvelles connaissances pour l'avenir ?**
2. **Que devez-vous apprendre pour surmonter les défis à venir ?**
3. **Comment puis-je vous aider ?**
4. **De quel aspect de votre évolution professionnelle récente êtes-vous le plus fier ?**





Quelles actions à fort impact pouvez-vous entreprendre dès maintenant pour...

- **renforcer votre résilience ?**
- **permettre aux dirigeants de votre organisation de s'épanouir dans l'espace de travail BANI ?**

- Discutez avec votre voisin (3 minutes)
- Puis partagez en petit groupe (3 mn)
- Puis partagez une idée en plénière



“
IT ALWAYS SEEMS
IMPOSSIBLE
UNTIL IT'S DONE.

-NELSON MANDELA

CONTACT

www.greatness.coach 

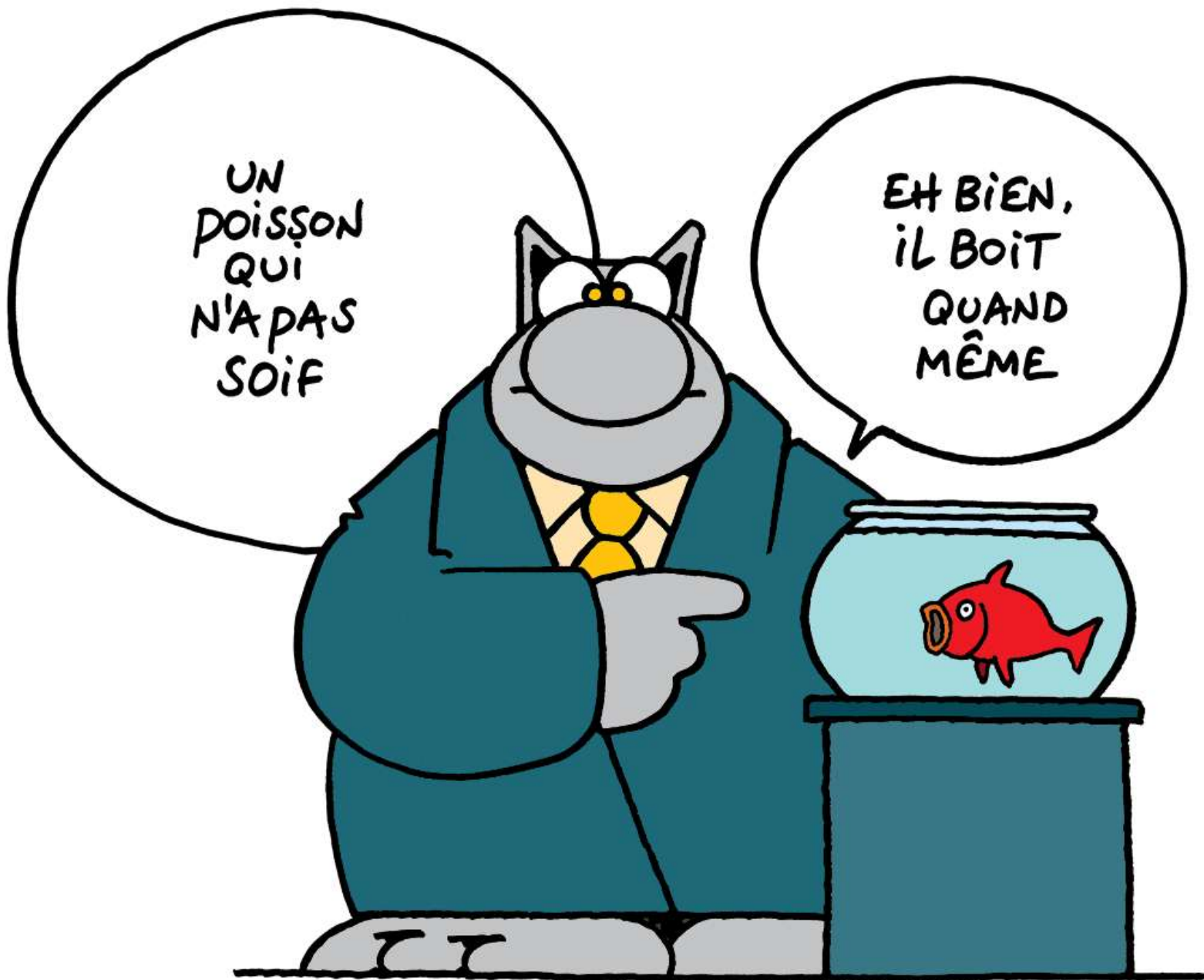
info@1-2-win.net 

www.linkedin.com/in/greatnesscoach/ 

[Forbes articles](#) 

UN
POISSON
QUI
N'A PAS
SOIF

EH BIEN,
IL BOIT
QUAND
MÊME



L'intégration du coaching dans le leadership permet aux organisations de prospérer dans notre monde 'B.A.N.I.' - Pourquoi et Comment

*Merci pour votre participation
et votre contribution!*



CENTRE BELGE
DE FORMATION
ET DE COACHING

Jean-Francois Cousin, MCC
Global Executive & Team Coach, Speaker and Author
Liege, 18 September 2025