2DO CONGRESO DE COACHING EN ORGANIZACIONES

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COACHING ADN:
TRANSFORMANDO ORGANIZACIONES DESDE SU ESENCIA

JEAN-FRANÇOIS COUSIN, MCC
Globally Renowned Executive and Team Coach

TEMA DE CONFERENCIA

Coaching-Empowered Leadership Uniquely Enables Organizations to Thrive in our 'B.A.N.I.' World - Why and How

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FECHA 📅
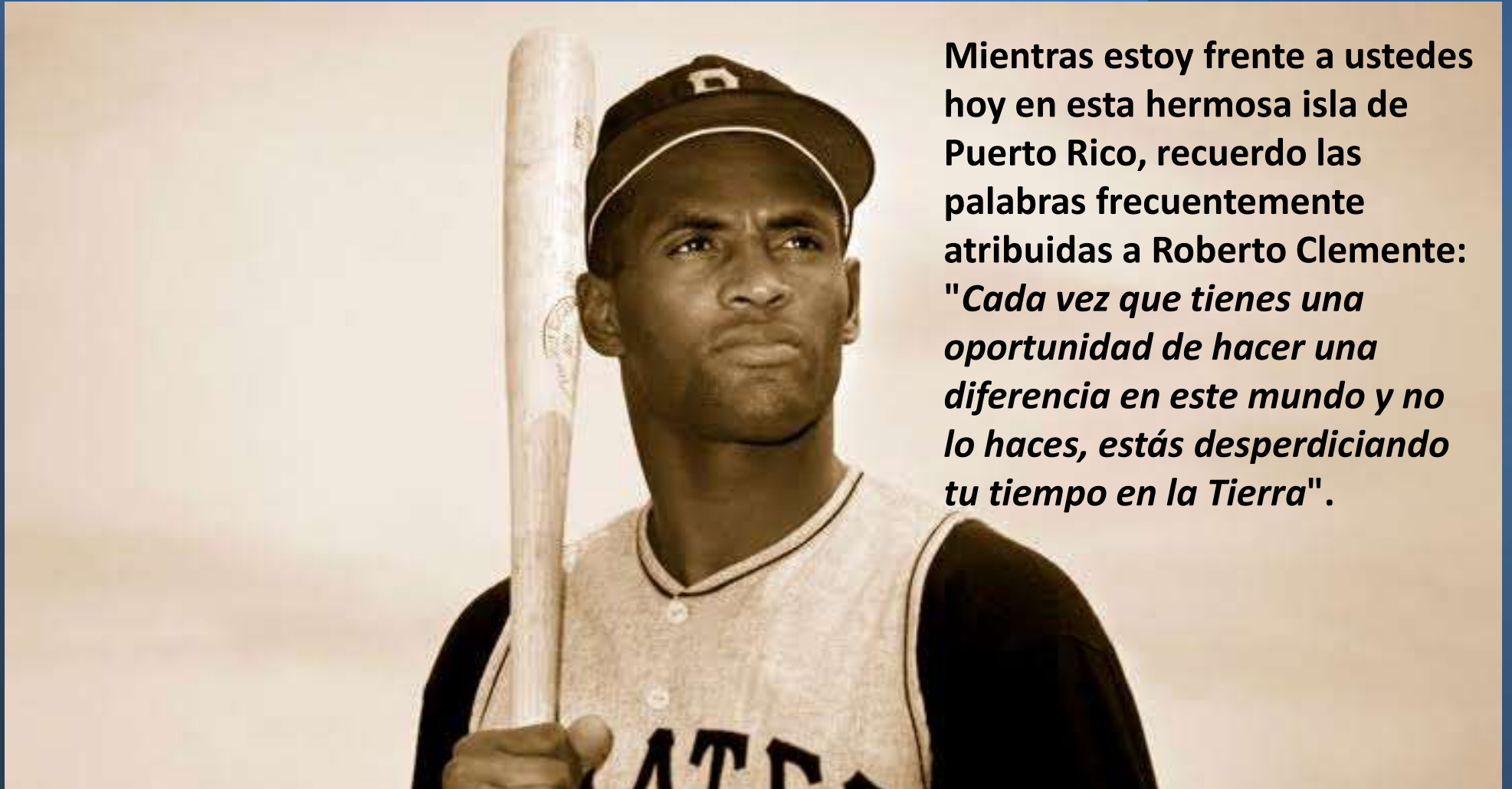Marzo 25 y 26, 2025

HORARIO 🕐
08:00AM - 06:00PM

Coaching-Empowered Leadership Uniquely Enables Organizations to Thrive in our 'B.A.N.I.' World - Why and How

Jean-Francois Cousin, MCC

Global Executive & Team Coach, Speaker and Author

Puerto Rico, 26th March 2025

Mientras estoy frente a ustedes hoy en esta hermosa isla de Puerto Rico, recuerdo las palabras frecuentemente atribuidas a Roberto Clemente: "*Cada vez que tienes una oportunidad de hacer una diferencia en este mundo y no lo haces, estás desperdiciando tu tiempo en la Tierra*".

En diciembre de 1972, Clemente—ya una leyenda del béisbol—tomó la última decisión de liderazgo. Al enterarse de que la ayuda para las víctimas del terremoto en Nicaragua no estaba llegando a los necesitados, no delegó ni dudó. Personalmente organizó una misión de socorro y abordó ese fatídico vuelo para asegurar que la ayuda llegara. Aunque el avión nunca alcanzaría su destino, el acto final de Clemente encarnó la esencia del verdadero liderazgo: servicio por encima de uno mismo, valentía frente a los obstáculos y compromiso con un propósito mayor que uno mismo.

Este espíritu de liderazgo está profundamente arraigado en el suelo de Puerto Rico. Mucho antes de que los barcos españoles llegaran a estas costas,
los caciques taínos gobernaban
mediante el consenso
en lugar del mando.
Cuando se enfrentaron
a la colonización europea,
líderes como Agüeybaná
demostraron
diplomacia estratégica
para proteger los intereses
de su pueblo durante
el mayor tiempo posible.

Le Dr R.-E. BÉTANCES

Dr. Ramón Emeterio Betances y Alacán (1827-1898)
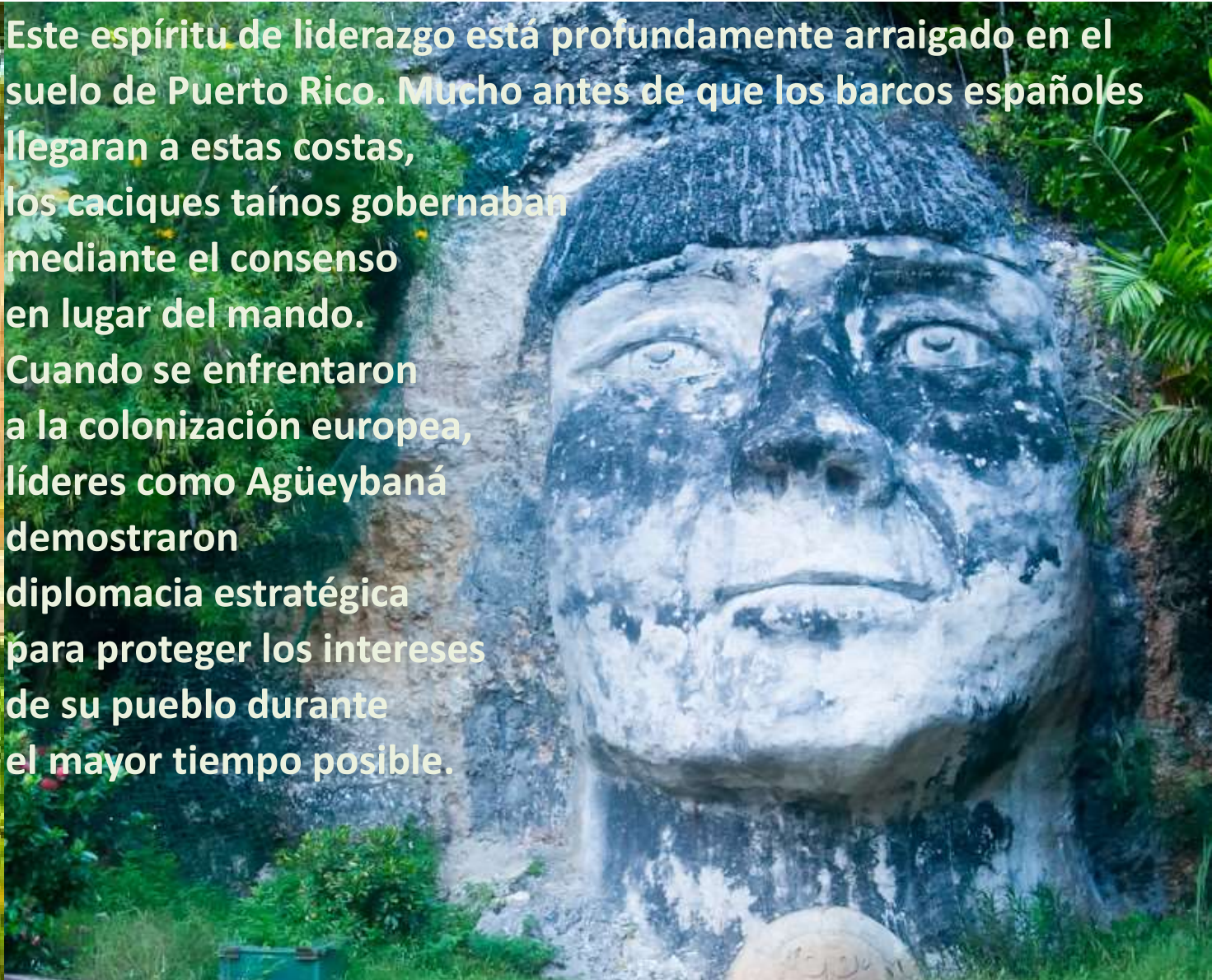
Siglos después, cuando se necesitaba un cambio, surgieron visionarios. Ramón Emeterio Betances, médico y revolucionario, luchó tanto por la libertad como por la dignidad—mostrándonos que los líderes deben defender principios fundamentales incluso cuando son impopulares entre quienes ostentan el poder.
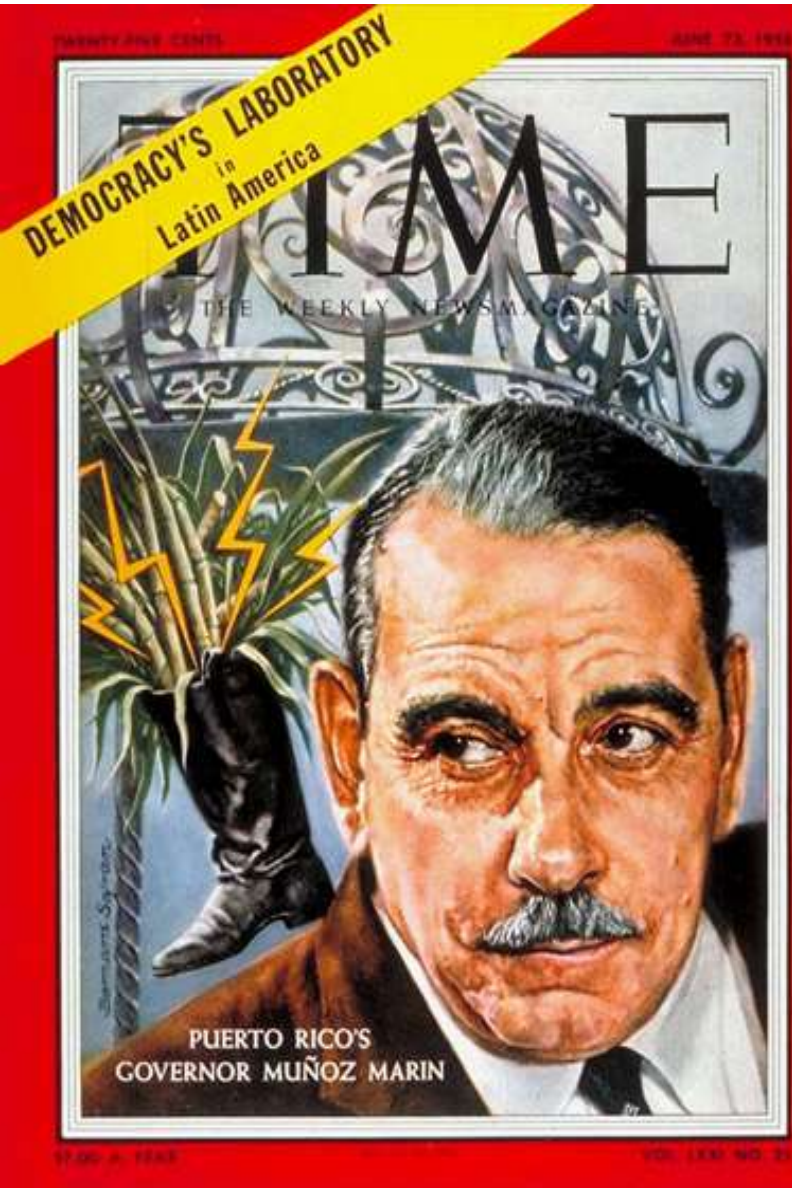
En la historia más reciente, Luis Muñoz Marín transformó Puerto Rico mediante la industrialización mientras navegaba por la compleja relación con los Estados Unidos. Y tras la devastación del huracán María, fuimos testigos del surgimiento de liderazgo no solo desde los canales oficiales, sino desde comunidades donde ciudadanos comunes dieron un paso adelante para reconstruir cuando los sistemas tradicionales fallaron.

Las lecciones de liderazgo de esta isla son profundas: resiliencia frente a los desafíos, creatividad cuando los recursos son limitados, y el valor para trazar nuevos caminos cuando los antiguos ya no sirven.Especialmente en un momento de cambio del liderazgo moralista hacia el negocio depredador en algunos países poderosos.

Hoy, mientras exploramos lo que significa el liderazgo efectivo en nuestro mundo rápidamente cambiante, los invito a inspirarse en el legado de Puerto Rico—un legado que nos enseña que el liderazgo no se trata meramente de posición o poder, sino de visión, servicio y la
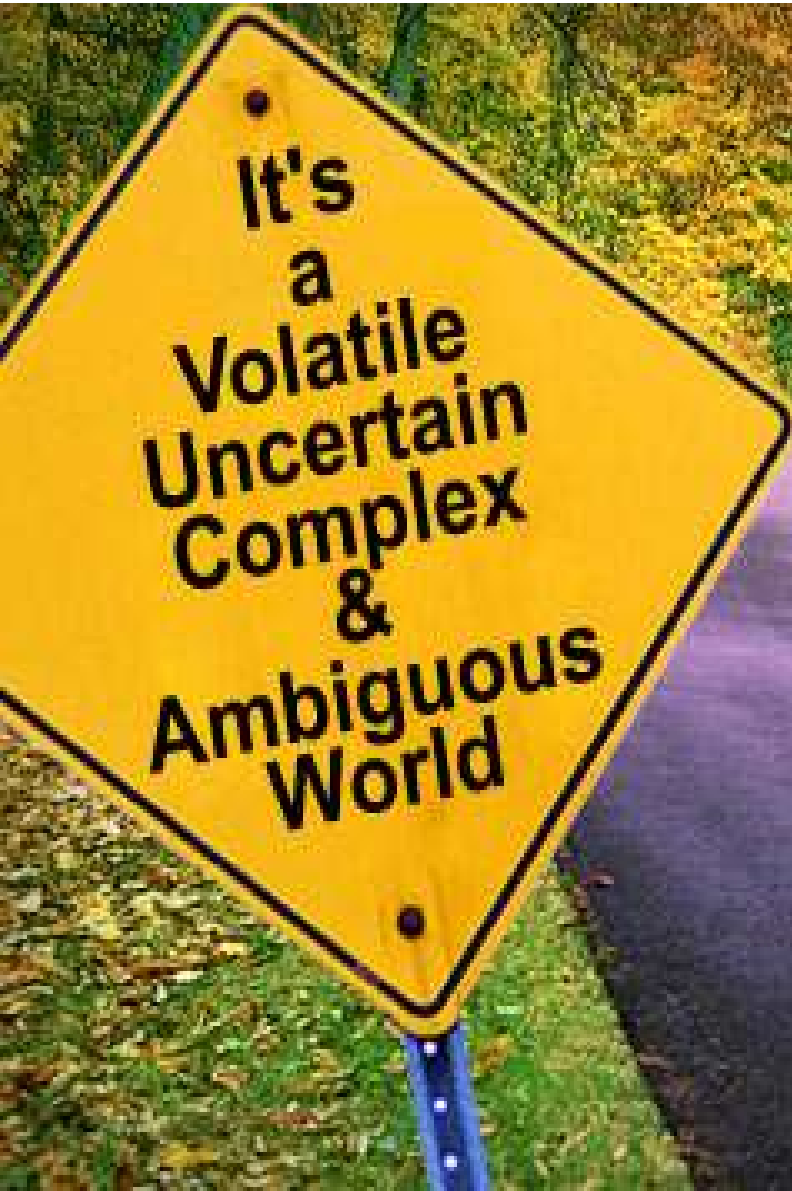
Your energy is contagious

Coaching-Empowered Leadership
Uniquely Enables Organizations to
Thrive in our 'B.A.N.I.' World - Why and How

The big picture and its hard truth

medium.com/@cascio/facing-the-age-of-chaos-b00687b1f51d

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Search Medium

Facing the Age of Chaos

Jamais Cascio · Follow

12 min read · Apr 30, 2020

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

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
U ncertain
C omplex
A mbiguous

B rittle
A nxious
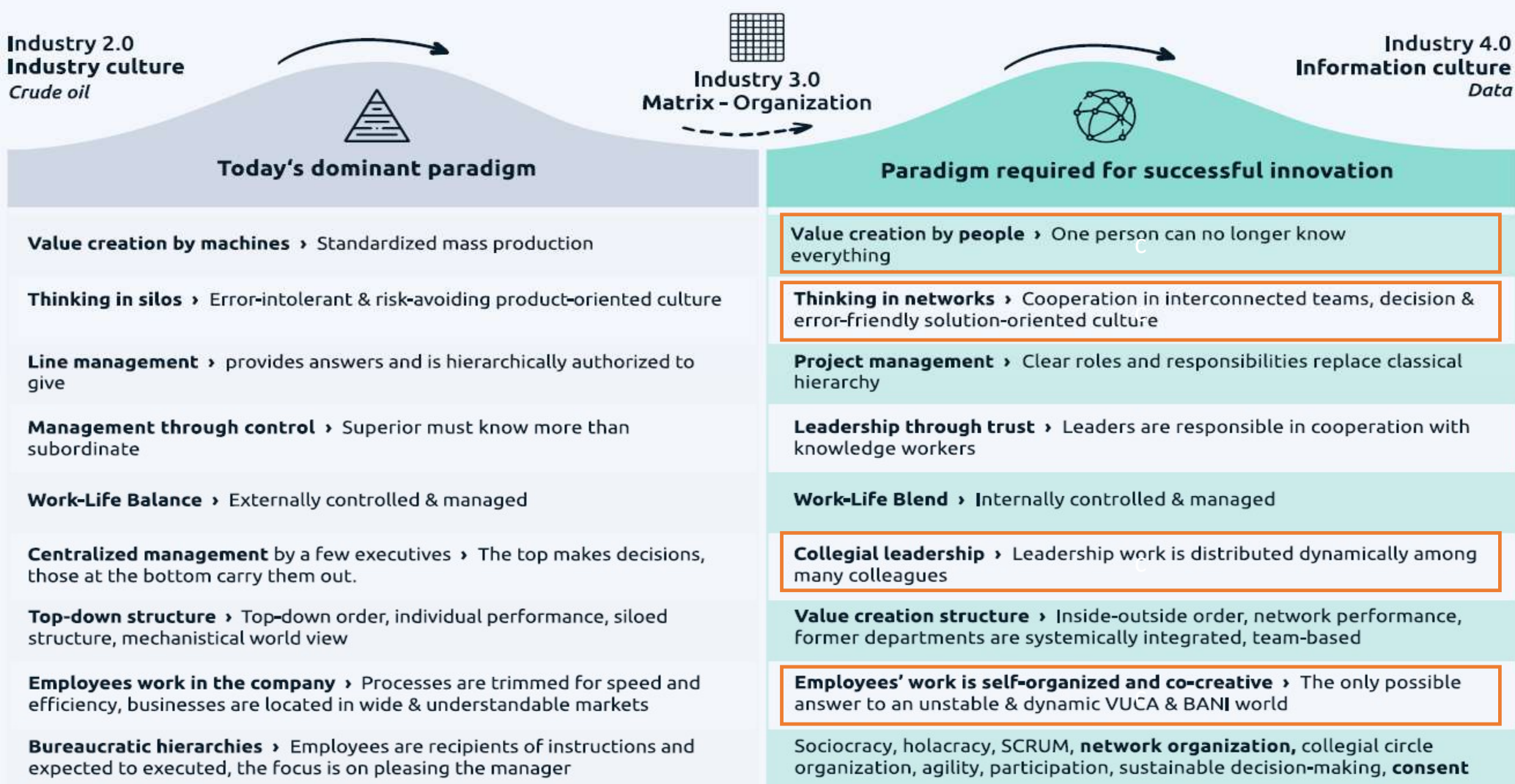**N** on-linear
I ncomprehensible

„WORN-OUT"

„UP TO DATE"

Source: Marian Temmen's article in Medium

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 *Homo sapiens*	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, enabeling 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, connect ivity	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 innivations 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	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	Deep, multi-level cooperation between humans & machines. New found conciousness 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 smartificiation, purpose, sustainability

REQUIRED PARADIGM SHIFT IN ORGANIZATION & LEADERSHIP

Industry 2.0
Industry culture
Crude oil

Industry 3.0
Matrix - Organization

Industry 4.0
Information culture
Data

Today's dominant paradigm

Paradigm required for successful innovation

Today's dominant paradigm	Paradigm required for successful innovation
Value creation by machines › Standardized mass production	**Value creation by people** › One person can no longer know everything
Thinking in silos › Error-intolerant & risk-avoiding product-oriented culture	**Thinking in networks** › Cooperation in interconnected teams, decision & error-friendly solution-oriented culture
Line management › provides answers and is hierarchically authorized to give	**Project management** › Clear roles and responsibilities replace classical hierarchy
Management through control › Superior must know more than subordinate	**Leadership through trust** › Leaders are responsible in cooperation with knowledge workers
Work-Life Balance › Externally controlled & managed	**Work-Life Blend** › Internally controlled & managed
Centralized management by a few executives › The top makes decisions, those at the bottom carry them out.	**Collegial leadership** › Leadership work is distributed dynamically among many colleagues
Top-down structure › Top-down order, individual performance, siloed structure, mechanistical world view	**Value creation structure** › Inside-outside order, network performance, former departments are systemically integrated, team-based
Employees work in the company › Processes are trimmed for speed and efficiency, businesses are located in wide & understandable markets	**Employees' work is self-organized and co-creative** › The only possible answer to an unstable & dynamic VUCA & BANI world
Bureaucratic hierarchies › Employees are recipients of instructions and expected to executed, the focus is on pleasing the manager	Sociocracy, holacracy, SCRUM, **network organization,** collegial circle organization, agility, participation, sustainable decision-making, **consent**

Open source: Digital Leadership -Stefan F. Dieffenbacher

Digital 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!

Coaching-Empowered Leadership
Uniquely Enables Organizations to
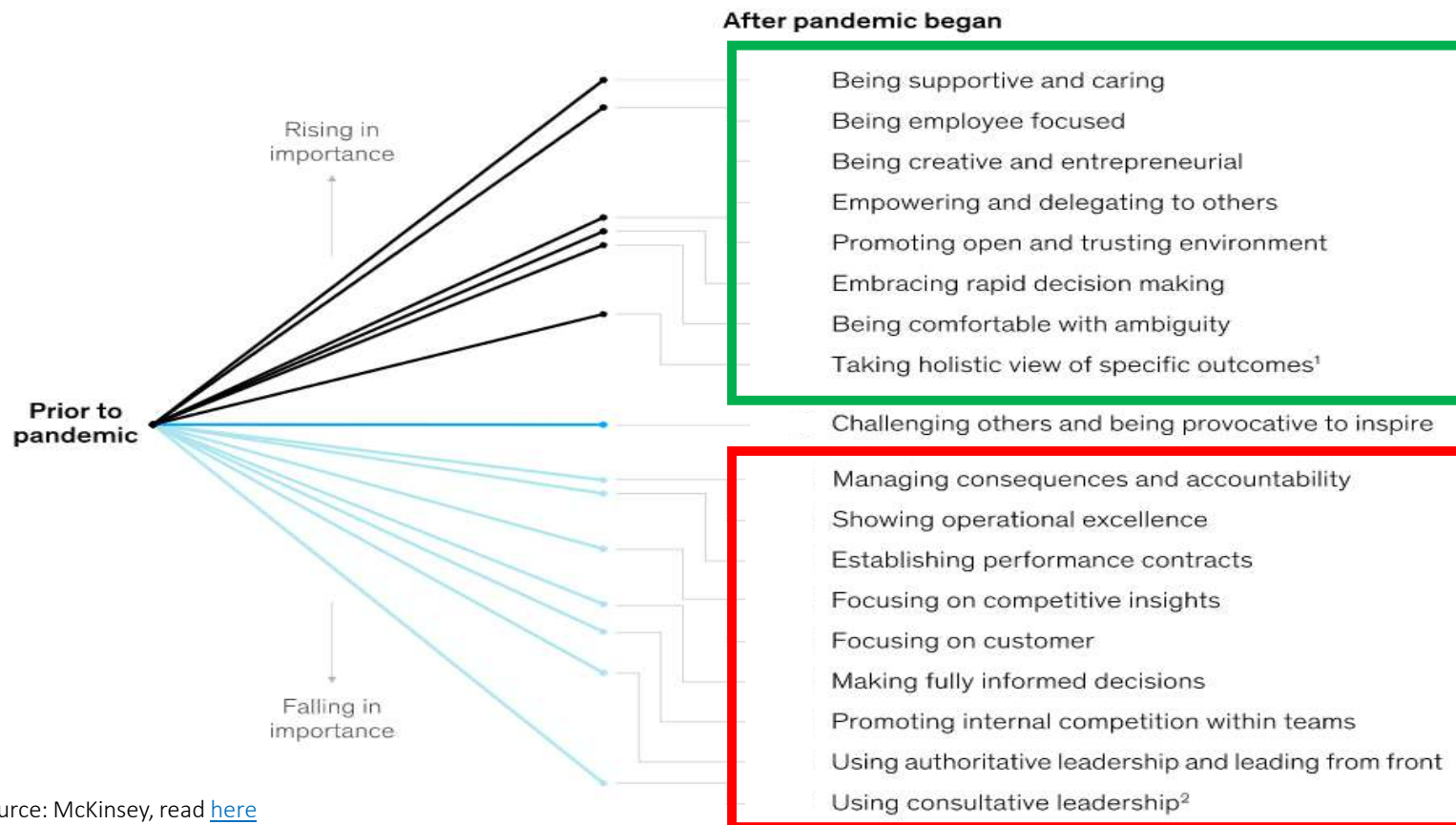Thrive in our 'B.A.N.I.' World - Why and How

Source: "Cool runnings"

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

After pandemic began

Rising in importance

- Being supportive and caring
- Being employee focused
- Being creative and entrepreneurial
- Empowering and delegating to others
- Promoting open and trusting environment
- Embracing rapid decision making
- Being comfortable with ambiguity
- Taking holistic view of specific outcomes[1]

Prior to pandemic

- Challenging others and being provocative to inspire

Falling in importance

- Managing consequences and accountability
- Showing operational excellence
- Establishing performance contracts
- Focusing on competitive insights
- Focusing on customer
- Making fully informed decisions
- Promoting internal competition within teams
- Using authoritative leadership and leading from front
- Using consultative leadership[2]

Coaching-Empowered Leadership
Uniquely Enables Organizations to
Thrive in our 'B.A.N.I.' World - Why and How

Employees' stamina and sharpness can be quickly depleted

5 energy boosters

Source: David Rock (Neuroscience Journal, 2008)

+ Purpose

Coaching-Empowered Leadership
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Brittleness requires	Anxiety asks for	Nonlinearity calls for	Incomprehensi-bility demands
capacity & resilience	empathy & mindfulness	context & adaptivity	transparency & intuition

Source: Marian Temmen's article in Medium

Critical components of the Mindset to thrive in BANI workspaces

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 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.

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

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

Jean-Francois Cousin
Forbes C   sed)
Leadership

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

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

Standing in your posture of **confidence**

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

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'
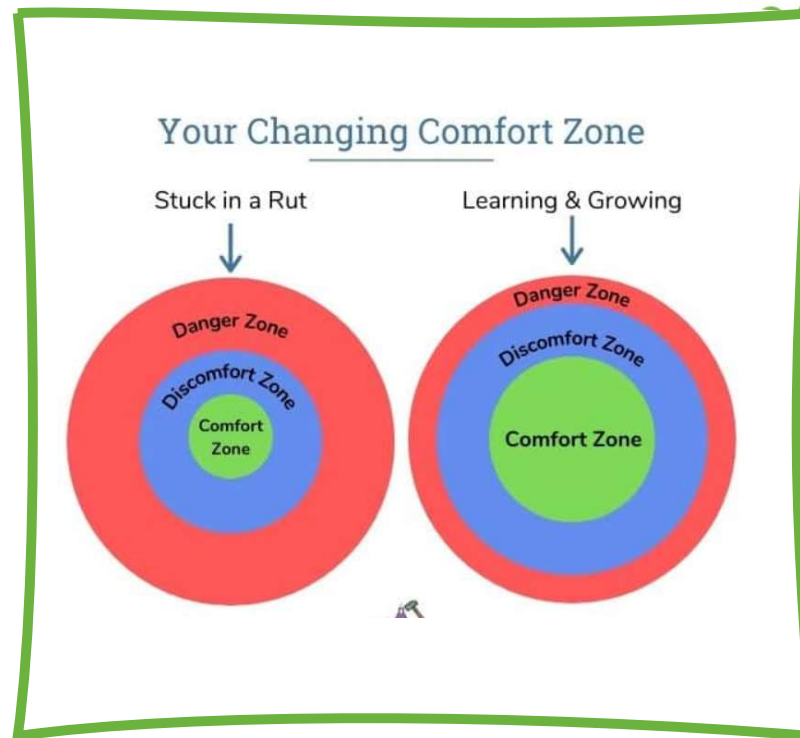
7 'must-do's'* to boost your stamina & sharpness along change

#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

#1

#2

#3

#4

* drawn from clients over my first 18,000 coaching-hours

7 '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 over
my first 18,000 coaching-hours*

#1

#2

#3

#4

#5

#6

#7
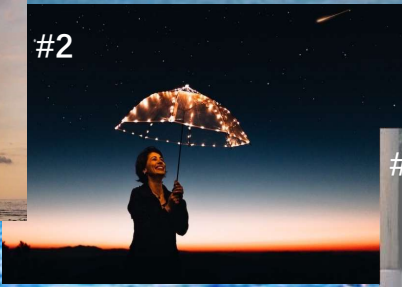
A few gifts for your well-being

15 HEALTHY PRACTICES FOR YOUR EMOTIONAL WELL-BEING
JEAN-FRANCOIS COUSIN

7 ENJOYABLE PRACTICES TO ENHANCE YOUR SELF-ESTEEM IN THE 2020s
JEAN-FRANCOIS COUSIN

What meditation can do to your leadership
Harvard Business Review

Harvard Business Review
Resilience is about how you recharge, not how you endure
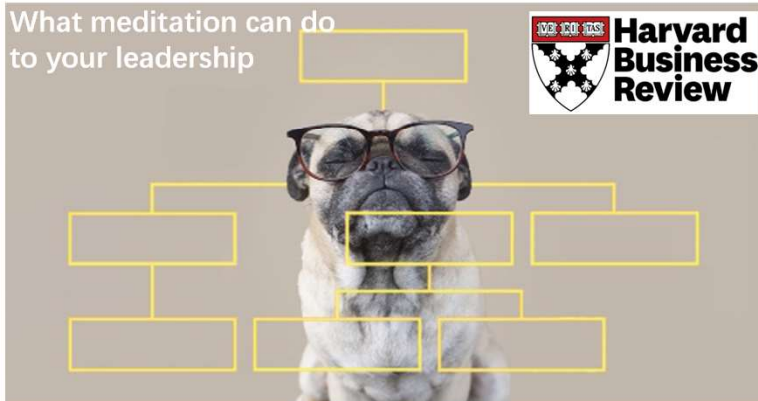
Actions/questions to try out with your Colleagues

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

Seriously, are you more 'Macarena' or 'YMCA'?

💃 **Macarena**

🙌 **YMCA**

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

Traits of an agile leader / team-member
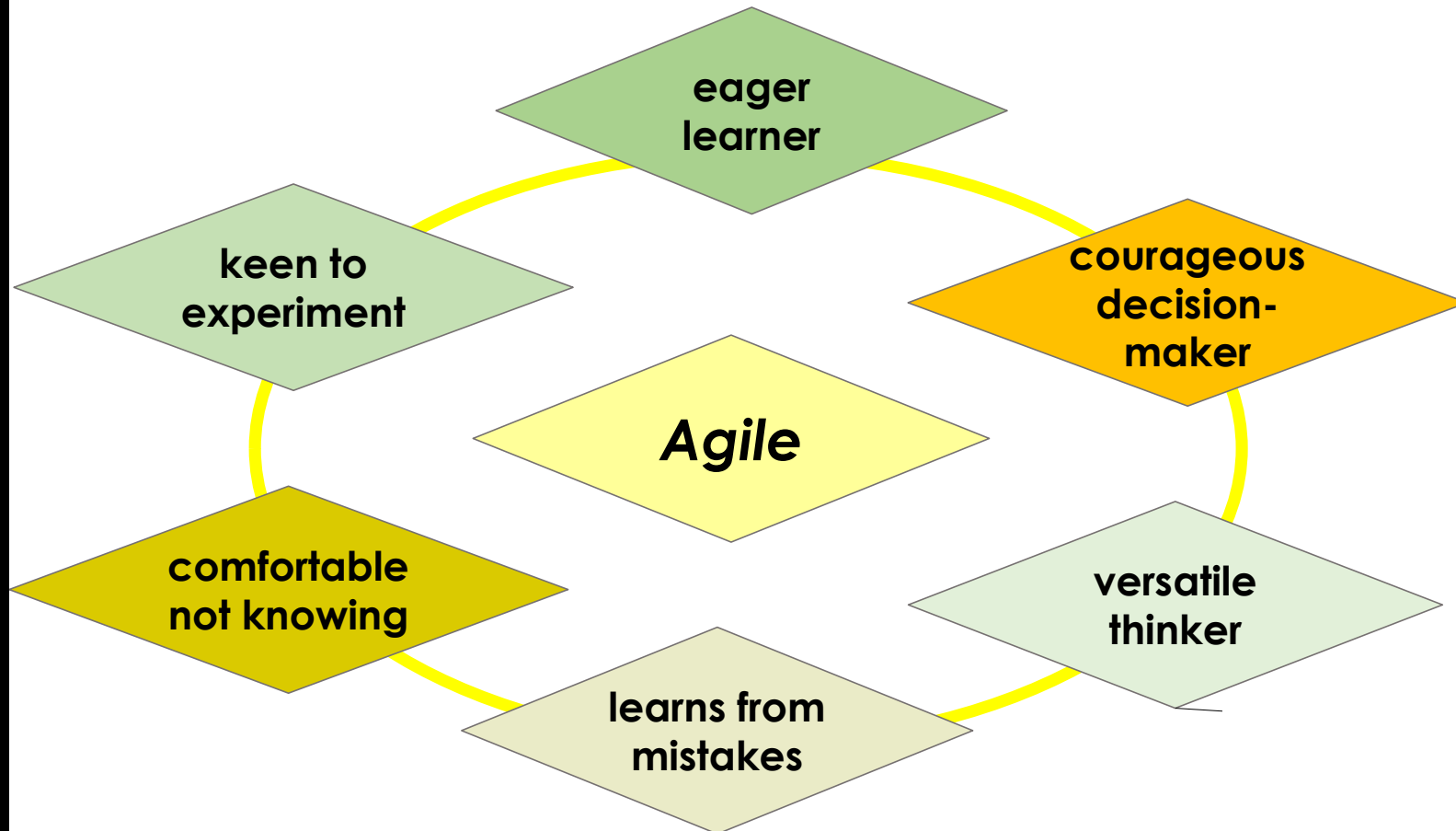
Actions/questions to try out with your Colleagues

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'

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

➢ **E**nergy, for ownership, boldness and resilience

➢ **C**ollective **I**ntelligence, for positive disruption

➢ **A**gility, for fast progress

Traits of a collaborative leader / team-member

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?

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

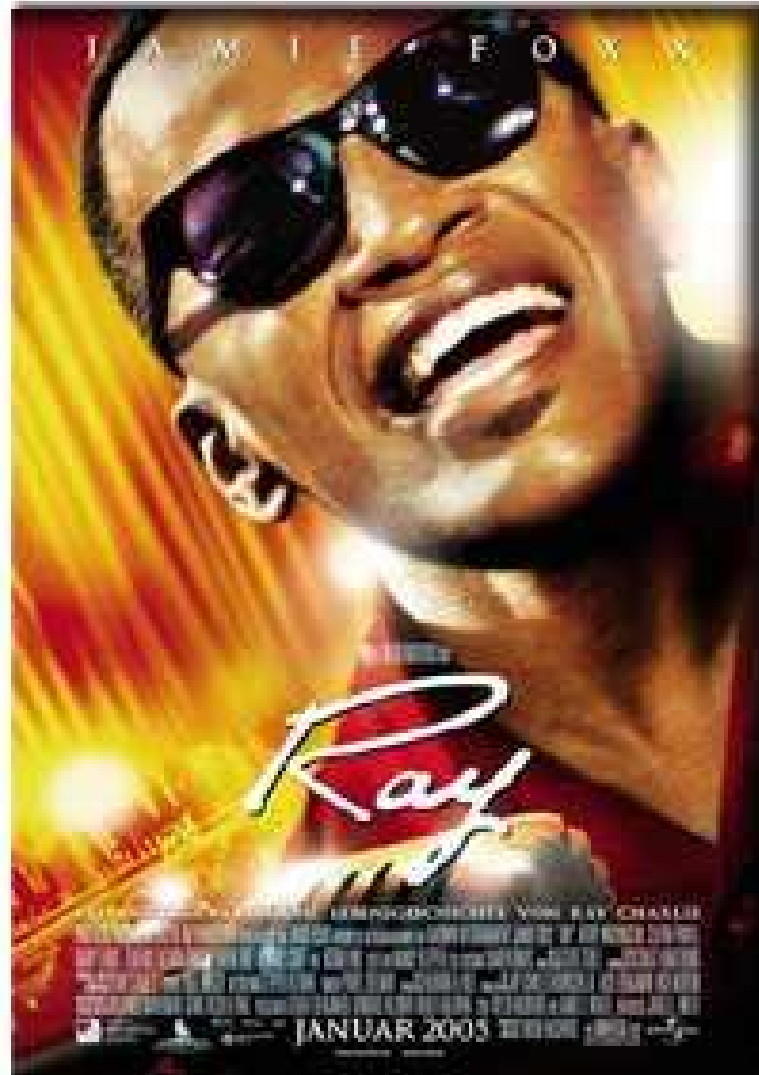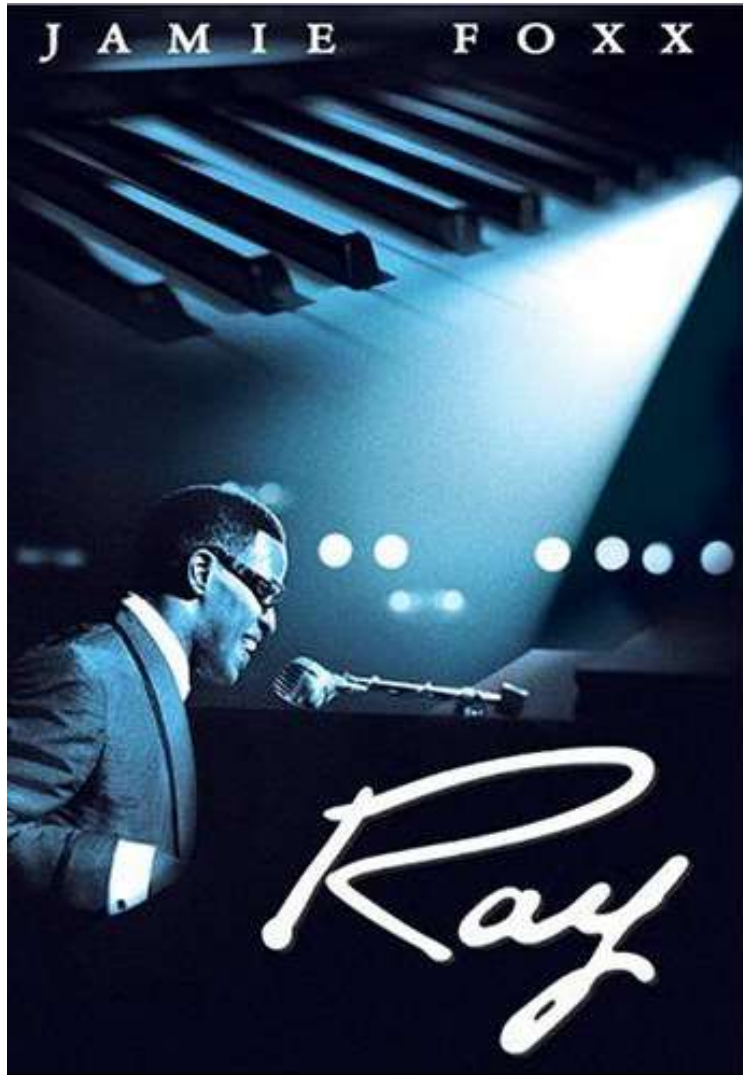**8** Has key technical skills to help advise the team

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/

Source: https://www.slideshare.net/JamesSmee1/b2b-marketing-a-new-age-scott-allen-cmo-microsoft
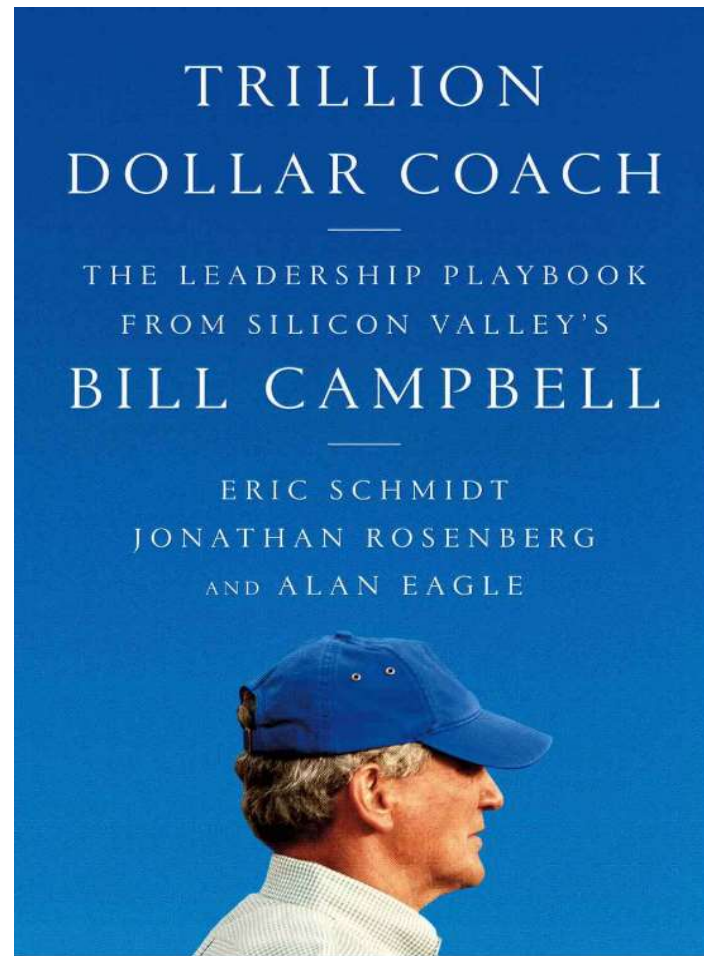
What is Coaching?

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

TRILLION DOLLAR COACH

THE LEADERSHIP PLAYBOOK FROM SILICON VALLEY'S

BILL CAMPBELL

ERIC SCHMIDT
JONATHAN ROSENBERG
AND ALAN EAGLE

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

Mentor's posture

Most helpful coach's posture: learner from the coachee

Coachee

Coach

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. Which part of your recent growth at work are you **most proud of ? Why?**

3. What do you **need to learn**, to overcome the challenges ahead?

4. How can I best **support you?**
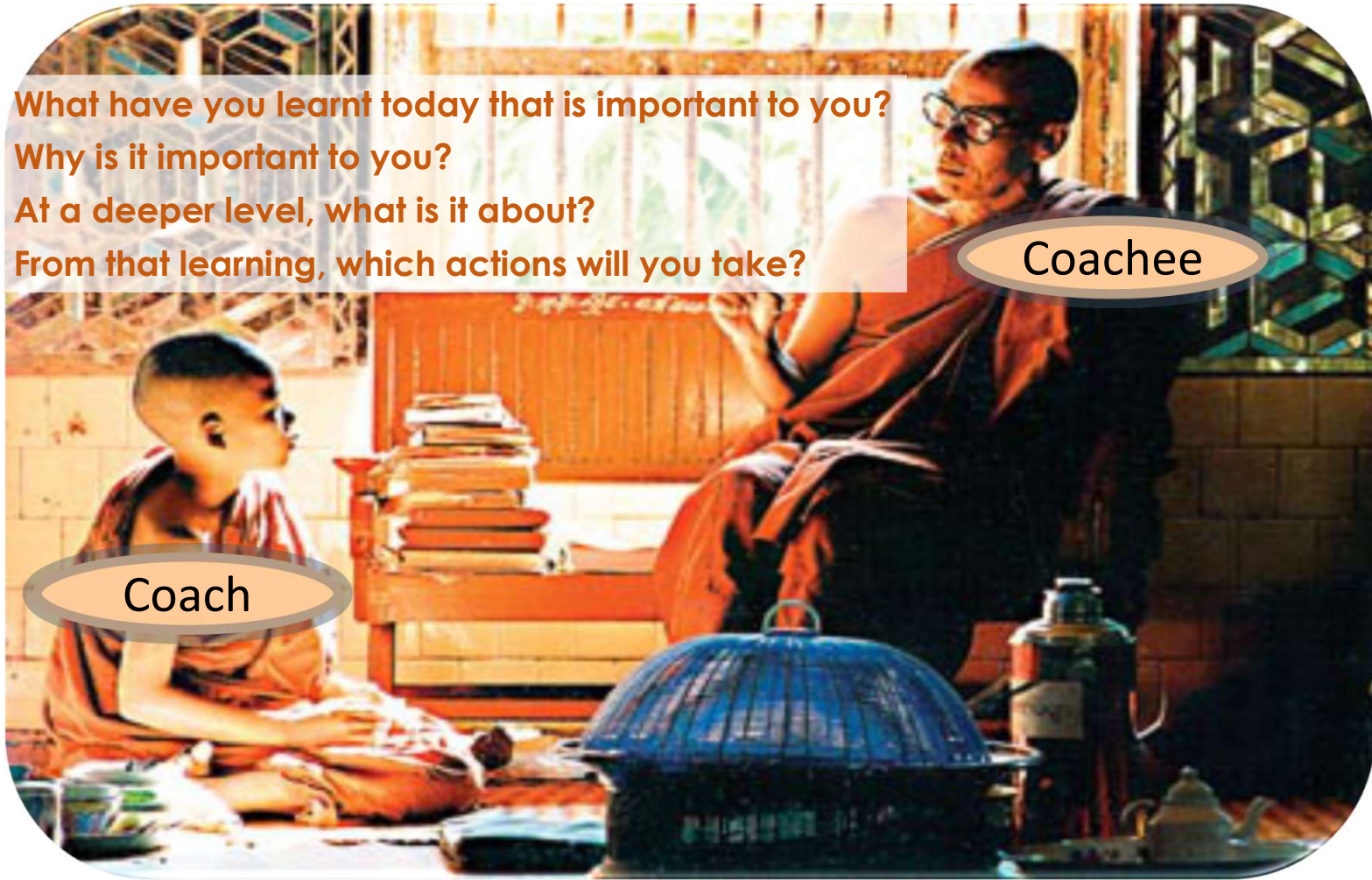
5. How will you **hold yourself accountable**?

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

**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 your organization?**

• Discuss with your neighbor (3 minutes)

• Then share at your table (3 minutes)

• Then share 1 idea in plenary

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www.linkedin.com/in/greatnesscoach/ 📞

Forbes articles ⚪

Coaching-Empowered Leadership Uniquely Enables Organizations to Thrive in our 'B.A.N.I.' World - Why and How

Thank You for your engagement and contribution

Jean-Francois Cousin, MCC
Global Executive & Team Coach, Speaker and Author

Puerto Rico, 26th March 2025