

# Leading with human sense reduces the distance between

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# Today's session



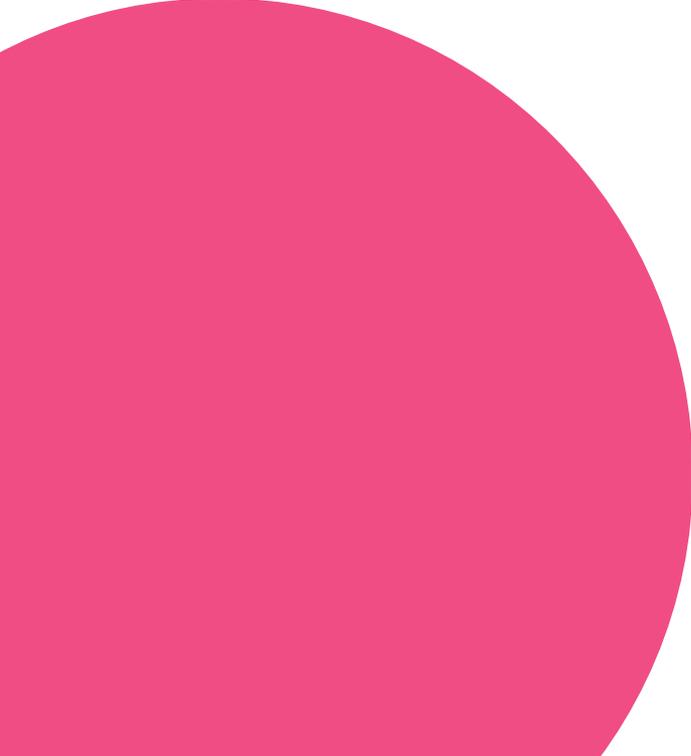
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1. Welcome 05'
2. Leading with human sense 15'
3. Break out sessions 15'
4. Sharing session 10'



As we enter a new phase of business for us all, the one thing is for certain, nobody is in this alone.

We will all lose income (for a while), we will all panic (for a while), we will all feel unsettled (for a while). But when the world re-emerges and it will,



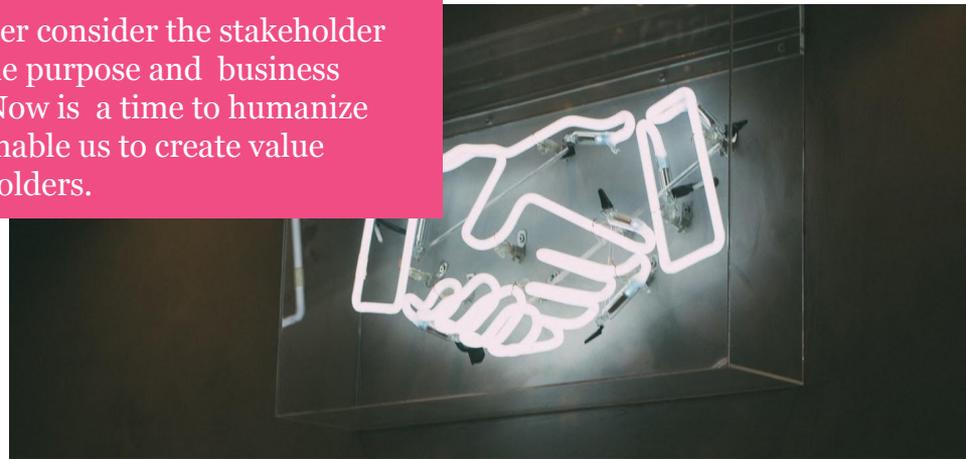
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**will we be proud of the leaders  
we become?**



## The answer lies between us

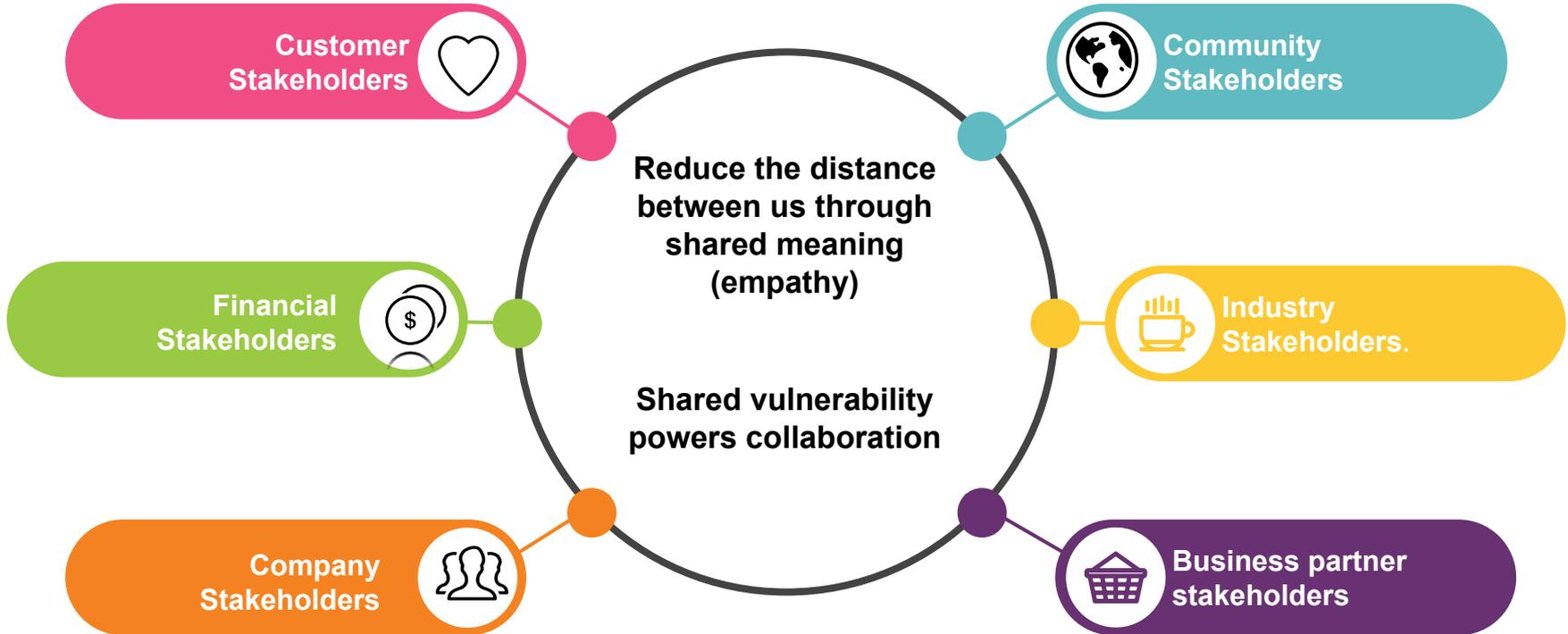
Now is a time for us to better consider the stakeholder relationships that power the purpose and business models of your company. Now is a time to humanize the business models that enable us to create value together for diverse stakeholders.



# Reduce the distance between us



# Reduce the distance between us



# one or two lines headline

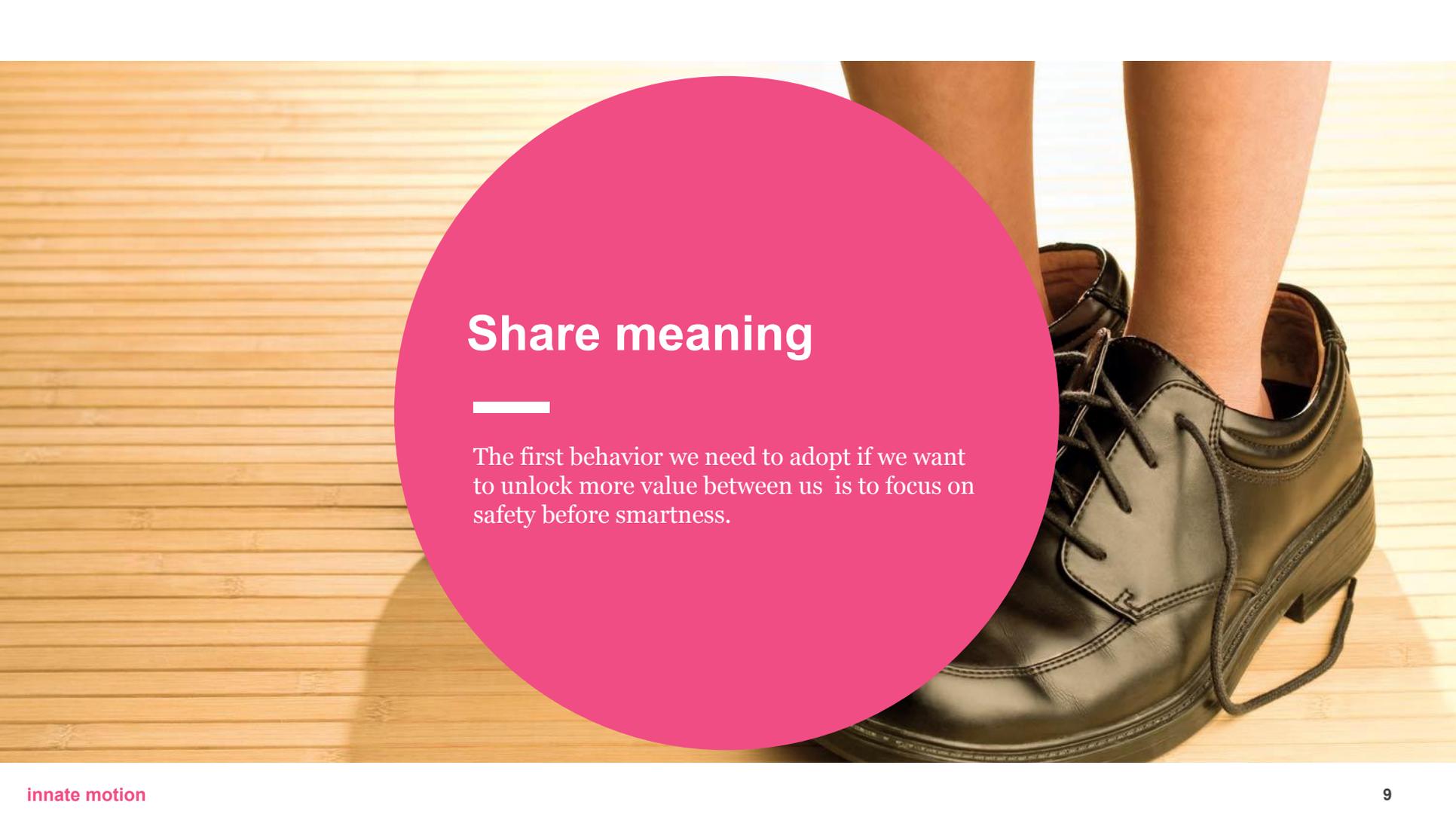
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## Share meaning

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The first behavior we need to adopt if we want to unlock more value between us is to focus on safety before smartness.



## Grow the pool of meaning

They make it safe for people across stakeholder dives add to the pool meaning, focussing on increasing the our collective understanding and empathy for each other with human and business sense

1



## Refuse the fool's choice

They do not assume we have to choose between getting results and keeping relationships. They are able to take on multiple stakeholder perspectives without destroying value for each other.

2



4

**People who lead with human sense unlock value between us sharing meaning to build safety**



## Prioritise safety risks

They know when people feel unsafe they start to go blind. So they prioritise safety risks for the relationship before they start getting smart with one another. They work hard to spot the defenses.

3



## Embrace fun

They enable people to lose their guard, embracing play and fun because it creates space for human connection without having to keep up our perfect selves

How can people feel safe when they do not know your Intent; your values and purpose

The first condition for safety is mutual purpose, you must others interests at heart  
And dare to care for their interest as much as as ours



*"We must all minimize our social lives for a while, keep our distance from people, avoid contact, show some solidarity... For someone like me, for whom freedom of movement was a hard fought right, such restrictions can only be justified by their absolute necessity."*

Angela Merkel, DE chancellor

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**a human frame of reference  
a cool head and warm heart  
a personal touch  
together in this**

## examples from the group breakout session

### Grow the pool of meaning

People across the world realise that they are dependent and that they need to fix this together. Embrace sometimes conflictions points view to improve shared intelligence.

1

### Refuse the fool's choice

Give equal importance to the internal team, as well as to external stakeholder relationships.

In times of anxiety we chose the simple calculating choices vs nurturing relationships.

3

2

### Fear weakness less

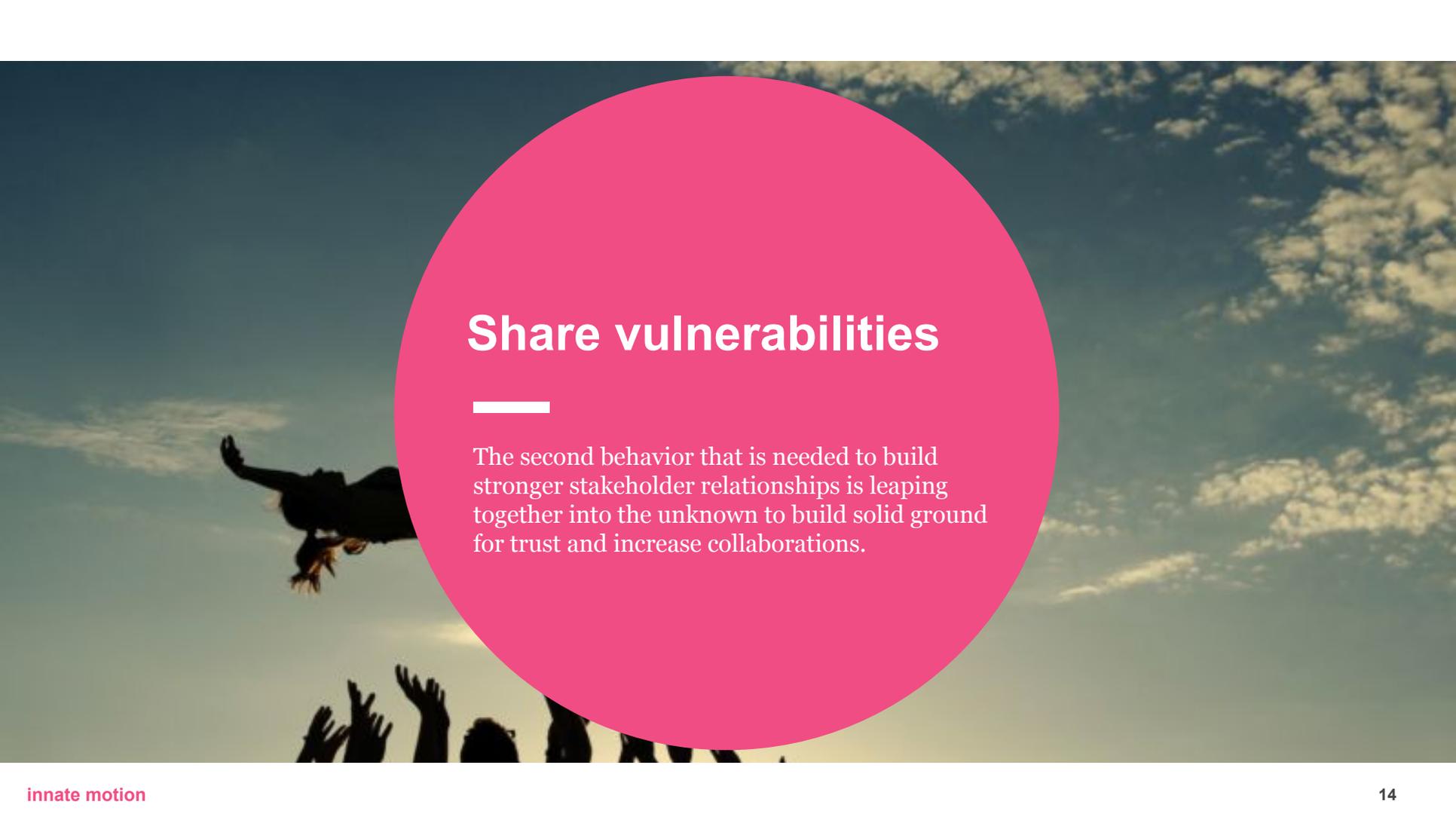
Allow a more personal side, as people need moments of connection and they want them to be more authentic, human, "from the heart".

4

### Embrace fun

Share moments together through a shared breakfast, morning meet-ups.

Virtual bar, in line with the company story - have a drink together, rituals to create safety.



## Share vulnerabilities

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The second behavior that is needed to build stronger stakeholder relationships is leaping together into the unknown to build solid ground for trust and increase collaborations.

**People who lead with human sense unlock value between us by sharing vulnerabilities**

1

**Help people ask for help**

They ask for help and welcome people who do so. They know it signals that we all have weaknesses and it makes it easier for us to trust and respect each other

**Use language of inclusion**

They know language choices matter and strive to use inclusive language, starting where people are not where you want them to be

2

**Aim for frankness**

Aim to be frank, but avoid brutal honesty. Stakeholders should give feedback with dignity while enduring the discomforts of unpleasant truths

3

**Make leaders occasionally disappear**

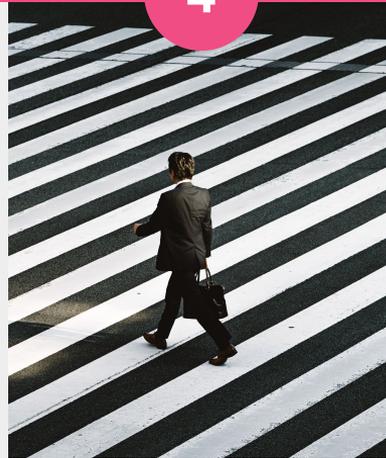
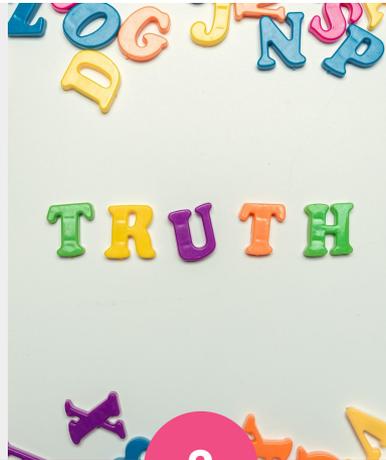
They make sure that during key decisions moments teams take ownership and figure out a plan of action together

4

**Embrace fun**

They get people to step out of their traditional expert or professional roles with play, to set them free and fully expose themselves

5





*"As a CEO, I don't believe in top-down decisions. I spent 40 hours talking with every employee about our finances and asked for ideas. CEOs: please, consider talking with your employees before laying them off. We lost half our \$4 million monthly revenue & had four to six months until bankruptcy. When we told employees this, they volunteered pay cuts that will get us through eight to twelve months, with no layoffs."*

Dan Price, Gravity CEO

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**shared vulnerability**  
**openness and honest listening**  
**trust**  
**invite to collaborate**

## examples from the group breakout session

1

### It's ok to ask for help

Stop sharing success stories: it makes us seem like we know the answers and we have already have all the solutions.

### Use language of inclusion

Invite the team to bring their own solutions.

Frequent and opened communication needs to happen more to allow for real collaboration.

2

### Aim for frankness

Apply honesty, transparency and real care.

3

### Make leaders occasionally disappear

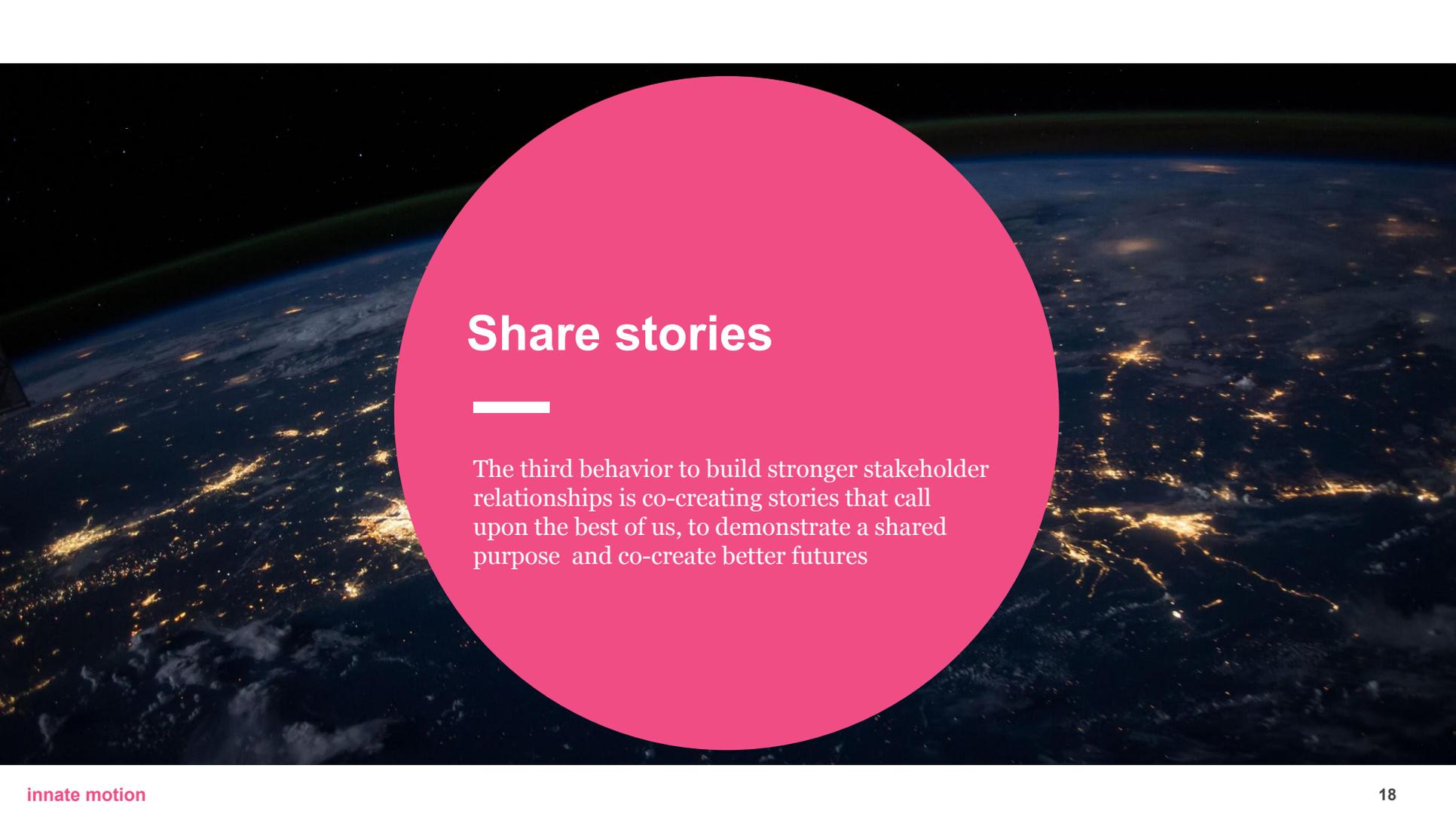
Letting the solutions come from the bottom.

4

5

### Embrace fun

Initiatives that keep the optimism of the team, such as positivity chains on whatsapp.



## Share stories

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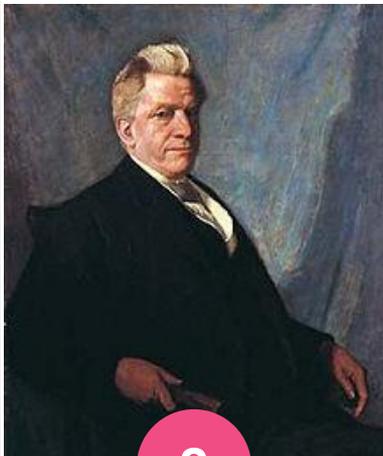
The third behavior to build stronger stakeholder relationships is co-creating stories that call upon the best of us, to demonstrate a shared purpose and co-create better futures

## Perform with purpose

They know that in times of crises we must perform with purpose, and that purpose is best manifested through sharing stories about people manifesting purpose

1

People who lead with human sense unlock value between us share stories



2

## Use stories to move beyond facts

When people have to get a new perspective on themselves in the future value and narratives serve as a strong guide

## Cast and create different plots

Give stakeholders new roles for creating value in the current context

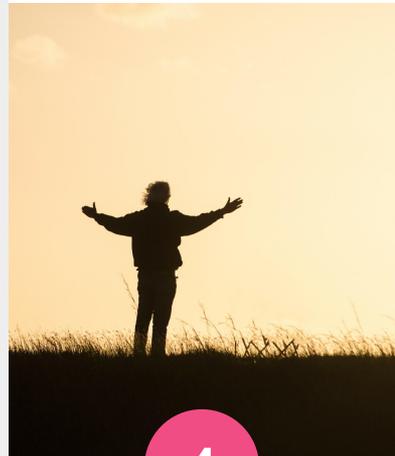
3



4

## Show pride and gratitude

Give everyone a hill upon which to shine, and shower them with thank you's





*"Thank you to our host community for opening your doors! We started with pilots in Italy and France, and nearly 6,000 heroic hosts have already signed up. Today we are expanding accommodations for COVID-19 health care staff and first responders globally."*

Brian Chesky, CEO Airbnb



**create new plots**  
**recast stakeholders**  
**show gratitude**

## examples from the group breakout session

### Stage purpose

Unilever taking up responsibility to increase its programs for hand washing and continue to support the lives and livelihoods .....

1

### Cast and create different plots

Everyday heroes appear from all parts of the business - at Barilla at the heart of the crisis in the North of Italy - coming to work everyday. Because the country is dependent on the food that they make.

3

### Use stories to move beyond facts

"For someone like me, for whom freedom of movement was a hard fought right, such restrictions can only be justified by their absolute necessity." Angela Merkel, DE chancellor.

2

### Show pride and gratitude

Celebrate everyday heroes eg: owners of Barilla being grateful for all their workers -public display with a full page advert.

4





**Christophe Fauconnier**

France



**Aurelia Petrov**

Moldova



**Kanchana Moodliar**

South Africa

**sending you a virtual hug...**

# next in the series

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Sharing our experience and insights on topics that could help our friends, partners and clients in this time of crisis.

## **27 March @ 2pm-2:45pm CET**

Creating a relevant “work from home” culture, with Moniek Tersmette, Benoit Beaufile and Mark Hauser

## **3 April @ 2pm-2:45pm CET**

Leading with human sense in times of crises, with Christophe Fauconnier, Kanchana Moodliar and Aurelia Petrov

## **9 April @ 2pm-2:45pm CET**

Home-to-home research, with Joyshree Reinelt, Gilda Zárate Chabluk and Arya Djoehana

## **17 April**

### **2pm-2:45pm CET | 4pm-4:45pm CET**

Home-to-home workshops, with Femke van Loon, Riccardo Cristiani and Arnaud Tausiaux

## **24 April**

### **10am-10:45 am CET | 2pm-2:45pm CET**

Brand engagement in crises times, with Meggan Wood, Subodh Deshpande and Yaw Sarkodie