

Leading with human sense in times of crisis

The answer lies between us



More Meaningful Growth





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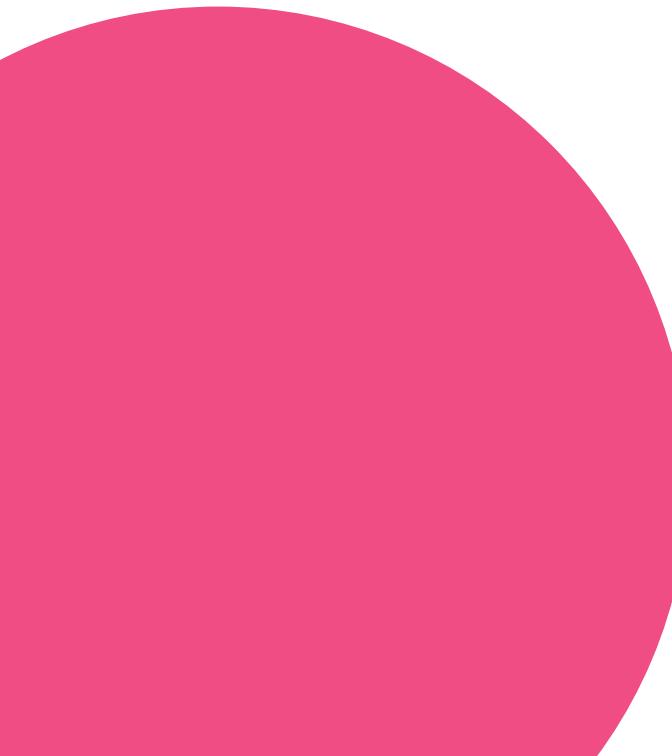
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Today's session

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,

will we be proud of the leaders we become?



The answer lies between us

We see this as a great opportunity to revive and reshape stakeholder relationships and to build a stronger value-creating foundation for businesses for years to come.

3 vital behaviors to create more value between us



1.
BUILD
SAFETY
THROUGH
Empathy

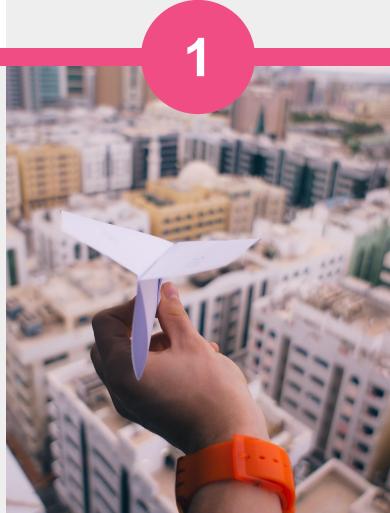
2.
POWER
COLLABORATION
THROUGH
Vulnerability

3.
MOBILIZE
HUMANITY
THROUGH
Storytelling

Build safety

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

Some tips to build safety between us



Grow the pool of meaning

People who are skilled at creating value across stakeholder relationships make it safe for everyone to add meaning between us. They invite human and business meaning from all



1

2

3

4

Refuse the fool's choice

We all too often assume we have to choose between getting results and keeping relationships, or take on only one stakeholder perspectives versus multiple stakeholder perspectives



Fear weakness less

Create an environment where everyone's weaknesses are accepted, while their perspectives and contributions are encouraged



Embrace fun

Embrace play and fun, it creates space for human connection without having to keep up our perfect selves



"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

**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 conflicts points view to improve shared intelligence.

1

2

3

4

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.

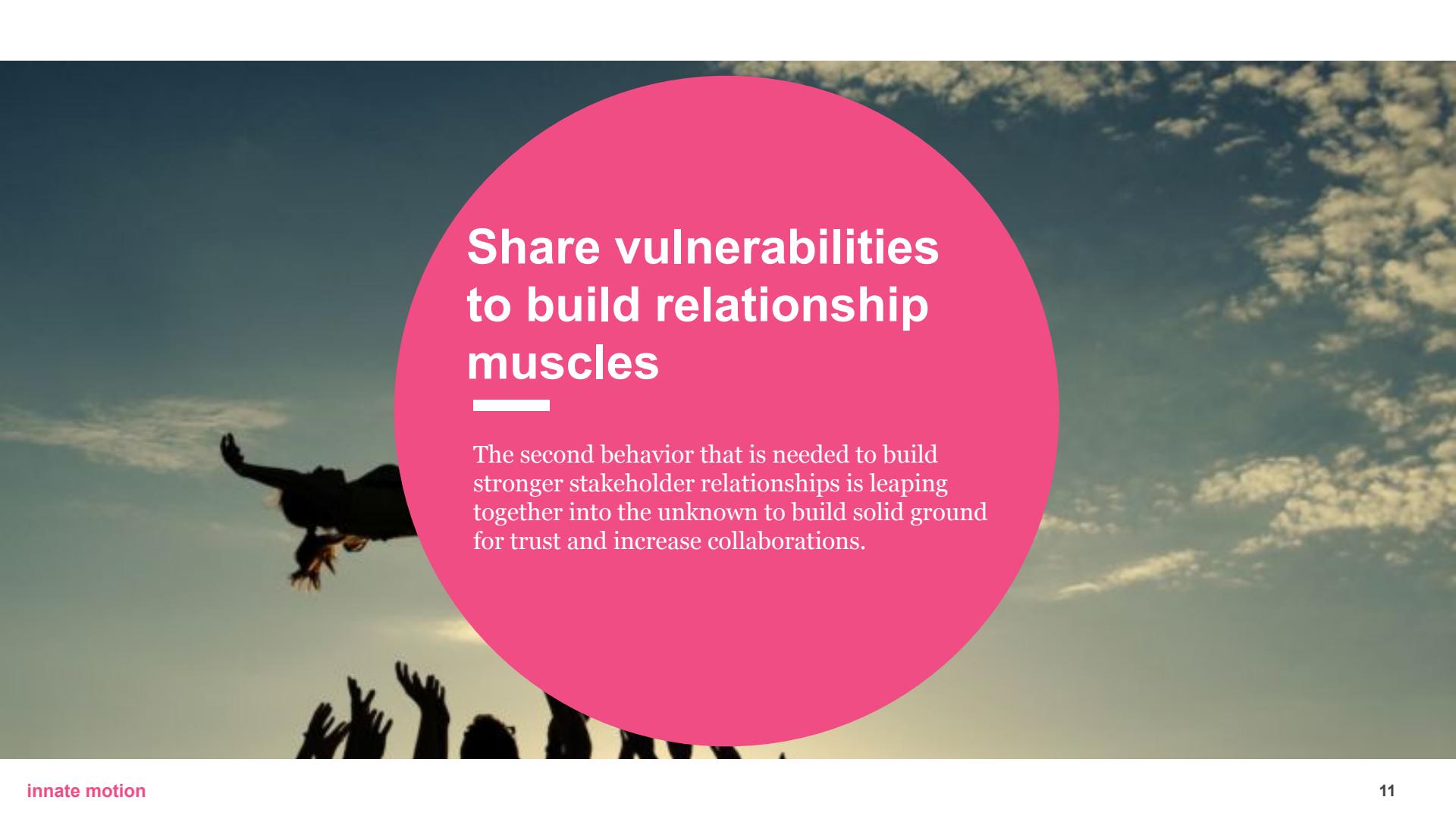
Fear weakness less

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

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 to build relationship muscles

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.

5 tips to build collaboration muscles

1

It's ok to ask for help

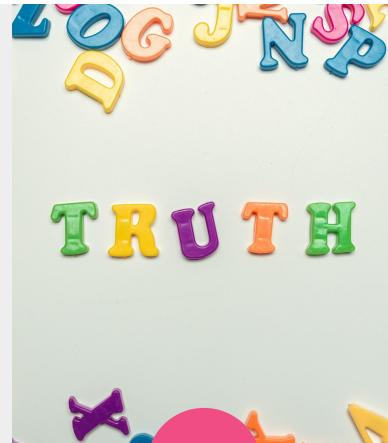
Turn vulnerability into a social habit. It signals that we can share weaknesses and makes us more ready to collaborate



Use language of inclusion

Define the stakeholder relations in terms of learning rather than winning, collaboration rather competition

2

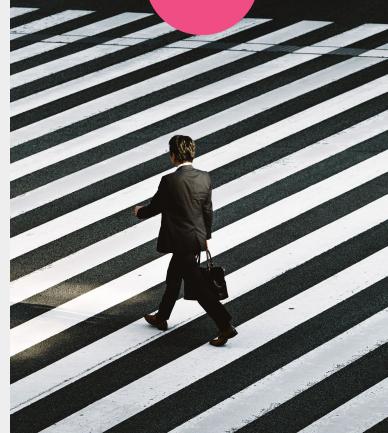


3

Aim for frankness

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

4



Make leaders occasionally disappear

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

5

Embrace fun

Get people to step out of their traditional expert or professional roles with play, to set them free





"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

**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.

2

Aim for frankness

Apply honesty, transparency and real care.

3

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.

4

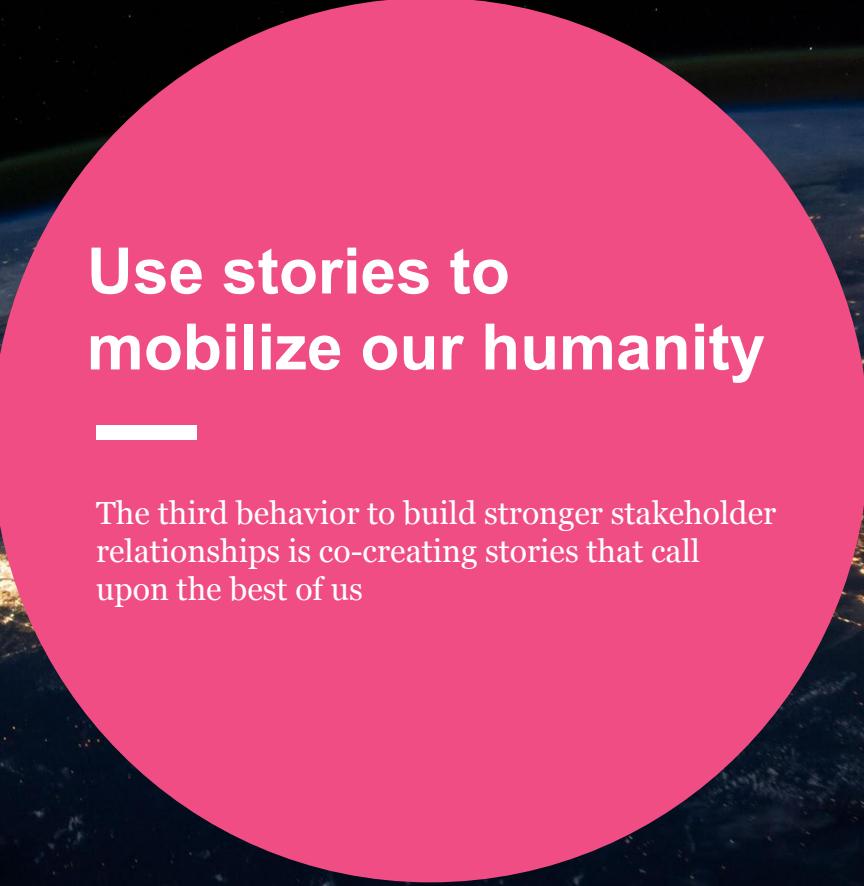
Make leaders occasionally disappear

Letting the solutions come from the bottom.

5

Embrace fun

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



Use stories to mobilize our humanity

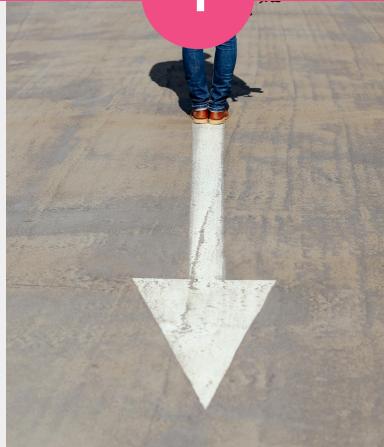
The third behavior to build stronger stakeholder relationships is co-creating stories that call upon the best of us

4 tips to mobilize humanity with narrative

Stage purpose

Share stories that demonstrate how we live purpose

1



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

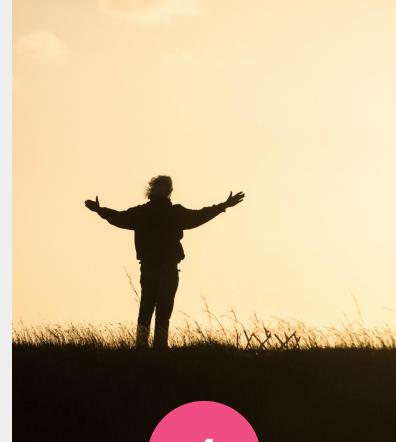
3



4

Show pride and gratitude

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



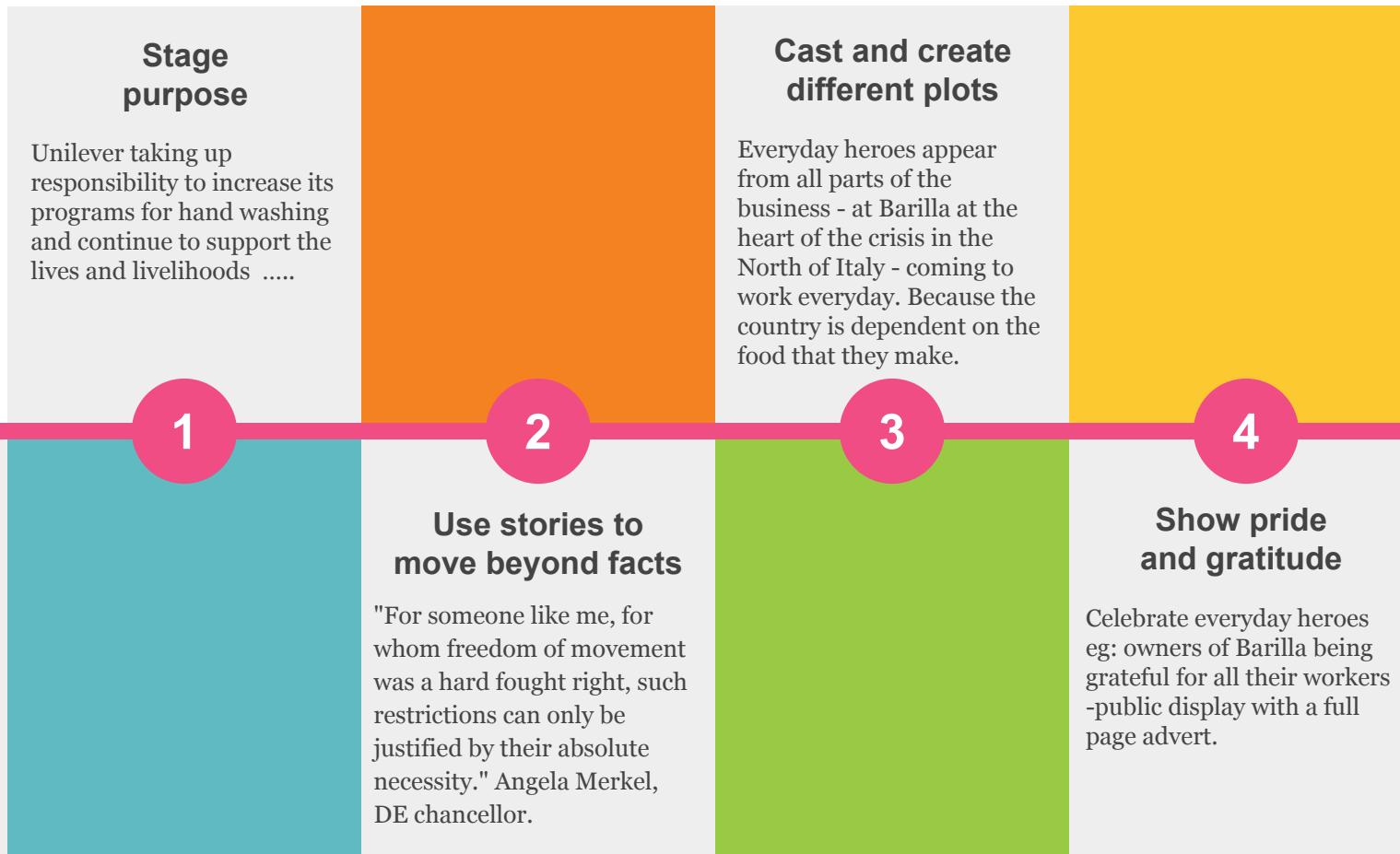


"Thank you to our host community for opening your doors! We started with pilots in Italy and France, and nearly 6,000 heroic hosts have already signed up. Today we are expanding accommodations for COVID-19 health care staff and first responders globally."

Brian Chesky, CEO Airbnb

**create new plots
recast stakeholders
show gratitude**

examples from the group breakout session



Cari lavoratori della Barilla.

vogliamo dirlo a tutti: **SIAMO FIERI DI VOI**

Si perché ogni giorno tenete accese
le fabbriche e con esse le nostre speranze
di far arrivare i prodotti Barilla
a tutte le persone che li desiderano.

A voi, donne e uomini tenaci, il nostro GRAZIE per il contributo che date ogni giorno al nostro meraviglioso Paese.

Guido, Luca, Paolo Barilla.

hido bura goelo



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is a reawakening of the organization that will be taken into the post crisis scenario.

GRAZIE

The current situation has showed us the power of shared We can see profound transformation inside companies and a big return to the essential, to what really matters and the values that guide the company.

We can also see how **new everyday heroes appear**. Production workers, people that make the products are the ones risking their lives everyday to make sure that lives don't stop.

Barilla, the Italian pasta company, who needs to continue feeding the nation published in all national and regional newspapers an ad, with the name of every employee of the company, thanking them for continuing to go to work in the factories and risk their lives everyday.



Christophe Fauconnier

France



Aurelia Petrov

Moldova



Kanchana Moodliar

South Africa

sending you a virtual hug...

next in the series

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 Beaufils 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