

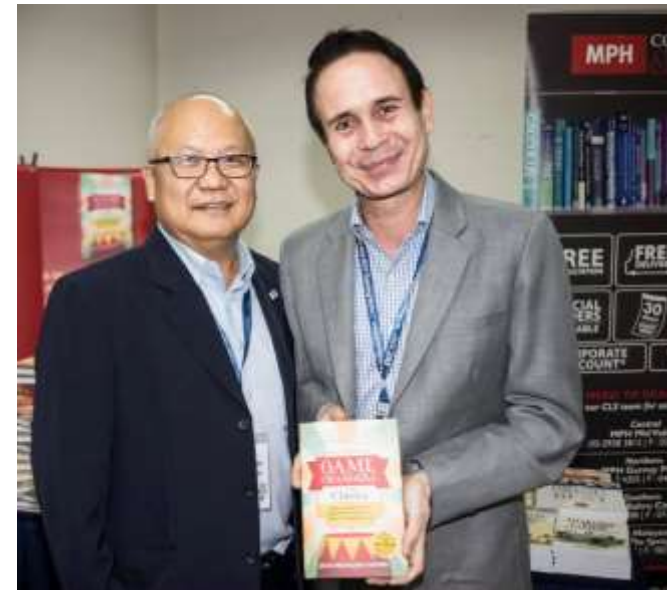
Embrace the unknown and change your game
*the profound ways in which coaching helps
companies grow stronger post-crisis*

with Jean-Francois Cousin, MCC

May 4th, 2020



Happy 2015
memories with
ICF Malaysia 😊





Happy 2018 memories
with ICF Malaysia 😊

EMBRACING THE UNKNOWN

ICW2020
MAY 4-10, 2020

ICF Malaysia
Chair Chapter

Coach Rohaizah Sallehudin, PCC



EMBRACING THE UNKNOWN

ICW2020
MAY 4-10, 2020

ICF Malaysia
Chair Chapter

Jean-François Cousin, PCC



EMBRACING THE UNKNOWN

ICW2020
MAY 4-10, 2020

ICF Malaysia
Chair Chapter

Coach Faizah Bazil - ICW2020 Chair



EMBRACING THE UNKNOWN

ICW2020
MAY 4-10, 2020

ICF Malaysia
Chair Chapter

Coach Jeff Cheah



EMBRACING THE UNKNOWN

ICW2020
MAY 4-10, 2020

ICF Malaysia
Chair Chapter

izleen



EMBRACING THE UNKNOWN

ICW2020
MAY 4-10, 2020

ICF Malaysia
Chair Chapter

Rollina



EMBRACING THE UNKNOWN

ICW2020
MAY 4-10, 2020

ICF Malaysia
Chair Chapter

Hajar



Ranjit - ICW Technical SideKick





**WHAT BEST DESCRIBES YOUR MAIN JOB
ROLE OR PROFESSIONAL ACTIVITY?**

PLEASE PICK ONE (... in 10 seconds! 😊)

- 1) **PEOPLE MANAGER**
- 2) **INTERNAL TRAINER/COACH**
- 3) **EXTERNAL TRAINER/COACH**
- 4) **HR / OD / L&D FUNCTION**
- 5) **INDIVIDUAL CONTRIBUTOR / OTHER**

Changes
Next Exit





YOUR MAIN CONCERNS IN THIS CRISIS

Concerns about...

- health issues
- loneliness
- relationship issues
- troubles for my loved ones
- financial loss
- losing my job / my business
- troubles for my co-workers
- losing freedom
- the unknown
- something else*

** If you select 'something else', feel free to share what it is in the chat box*



What are your top-3 concerns in this crisis?

Our garden *before* lockdown



Our garden *after* lockdown



TAKE CARE OF YOURSELF FIRST;
THEN YOU CAN ATTEND WELL TO OTHERS



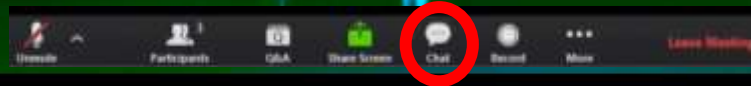
WHAT ARE YOU DOING TO OVERCOME YOUR FEARS
AND NURTURE YOUR WELL BEING & RESILIENCE,
AS YOU EMBRACE THE UNKNOWN ?

PLEASE SHARE IN OUR CHAT BOX 😊

**What is ONE THING you can start doing, today,
to take better care of yourself and boost your resilience ?**



Please reflect and then share it in our chat box 😊



RESOURCES FOR YOUR HOLISTIC HEALTH & RESILIENCE



10 'vital' activities for YOU in 2020!

Reviewed by Dr. David L. Clark | 144 reads | 10 min read



Sam Francis Green
Teacher, Author and Global Operations Lead, PCC, Director at the U of Colorado

"The mark of a great man is one who knows when to set aside the important things in order to accomplish the vital ones" is Buddha's teaching more or "The Art of War". This book will increase your life!

Here is a checklist of 100 activities you can offer to yourself and your children in 2020 - may I invite you to check this in there you can achieve in the first quarter of 2020!



15 healthy practices for your emotional well-being

As with almost everyone, you may occasionally suffer from anxiety, a bad temper, anger or mood swings.

I'd like to share some ideas that can help you take better care of your emotional health, or (simply) your ability to understand and appropriately express your emotions, and to nurture meaningful social interactions and connections.

Read more [here](#).



10 easy activities to enhance your inner-peace and mindfulness

You will be great only when you feel great - physically, intellectually, emotionally and spiritually. Here's a spread of 10 easy activities to help enhance your inner-peace and mindfulness!

Read more [here](#).

Q1 '20 Newsletter

Four essential components for our crisis-time

"There are things you can do to get through this by following the wisdom of experts and utilizing one of thousands and tens of thousands of resources, almost all of which are available at no cost."

— Paul Pinsky

It's important to be reminded that which I hope - that you will be in the state of the most challenging period.

When the previous article, "There is Your Career (Being and Becoming)", has the fact is we are all compelled to change our game right now. In this crisis, we need to bring out our best, as individuals and as a team. Physically, intellectually, emotionally and spiritually.

John E. Kennedy recently said, "The greatest use you could make of the time you have is to be the best you can be. The other day opportunity is a crisis, the more of the danger - that recognize the opportunity."

Let's become opportunity-seekers for a better future, and stop us start to doing those good things we cannot do, but failed time for - and embrace what we do have - control over. That's no less than:

- Taking better care of ourselves
- Training (on-line, self-directed)
- Accepting our limitations
- Showing kindness and respect to others
- Elevating our conversations, the working style
- Seeking our personal and professional development
- Learning more from a day
- Making time
- Being an example of leadership and behavior for others - especially the younger ones

This newsletter is designed for your personal use only, offering you a lot of ideas and opportunities for you to bring out the very best in yourself and others over the next months. Please stay safe, healthy and share it!

A RESOURCE TO CONTROL YOUR FEARS



7 Fears Thwarting Leadership And Ways To Control Them

Published on May 7, 2019 [Edit article](#) | [View stats](#)



Jean-Francois Cousin

Speaker, Author and Global Executive Coach, MOC, Chairman of the ICF Global Board 2019

342 articles

#1 - Fear of failure

#2 - Fear of death, physical harm or pain

#3 - Fear of rejection

#4 - Fear of losing status or 'losing face'

#5 - Fear of losing necessary means of subsistence or lifestyle

#6 - Fear of the unknown

#7 - Fear of losing your freedom or autonomy



From surviving to thriving: Reimagining the post-COVID-19 return

May 2020 | Article

Start-up mindset

Companies will need to rethink their operating model based on how their people work best.

(Designing and) Embracing the future of work.

Companies need to understand what customers will value, post-COVID-19

Act with urgency.

Businesses have worked faster and better than they dreamed possible just a few months ago. Maintaining that sense of possibility will be an enduring source of competitive advantage.

Let's all together serve the growth of human potential and consciousness in 2020, our world needs it more than ever!"

Rewards

Threats

Positive feedback,
(public) acknowledgement

STATUS

Ranking compared to others

Getting unsolicited advice,
performance reviews,
(public) critique

Clear expectations & goals,
realistic schedules

CERTAINTY

Ability to know & predict the future

Unpredictable behaviour,
lack of transparency,
dishonesty

Self-organization,
having choices

AUTONOMY

Sense of control over events

Being micro-managed,
authoritative leadership

Having a friend at work,
mentoring programmes,
socialising

RELATEDNESS

Sense of belonging & safety with others

Competition,
strangers

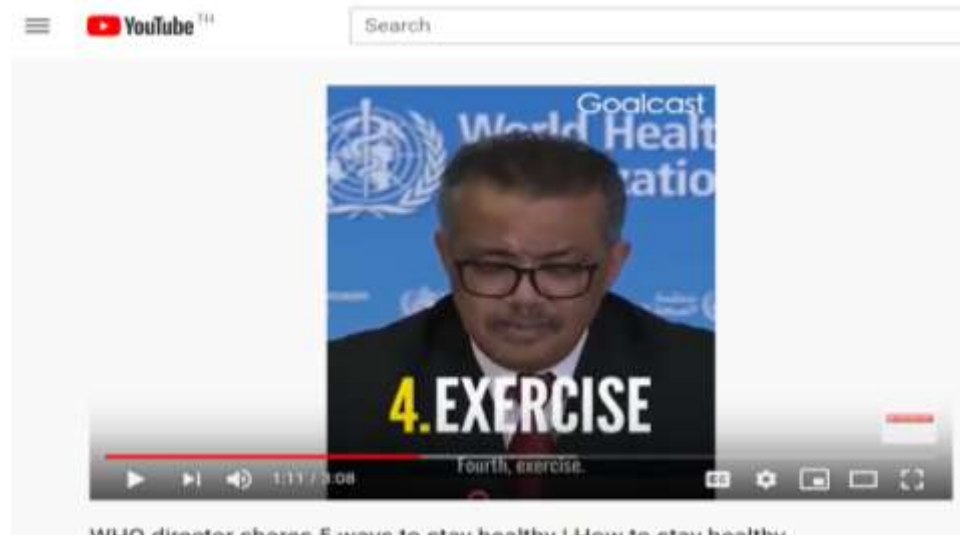
Transparent decisions,
open communication,
clear rules

FAIRNESS

Fair exchanges between people

Lack of ground rules,
unequal treatment

5 WAYS TO STAY HEALTHY AND VERY WISE WORDS
FROM THE W.H.O. DIRECTOR, IN THIS COVID-19 CRISIS,
LET'S HEED THEM!



STAND UP AND STRETCH EVERY 30MN! 😊

Changes

Next Exit





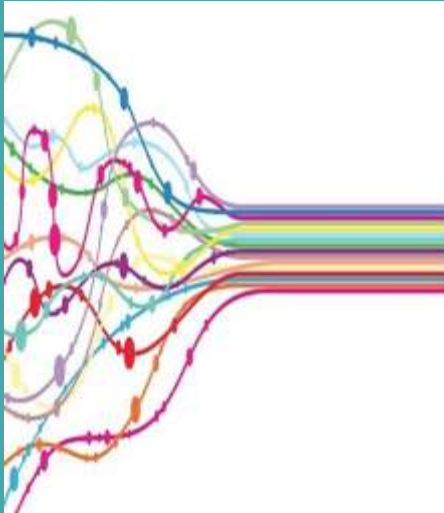
COACHES: HOW HAVE YOU ADAPTED YOUR
COACHING POSTURE IN THIS CRISIS?

PLEASE SHARE IN OUR CHAT BOX 😊

C.O.A.C.H. VS. CHAOS

THE MISSION

Help your coachees / co-workers get a cool & clear mind, think at their best, find a sense of direction, design their way-forward, act decisively and build resilience.



- **C**enter - yourself first, then connect with & center your coachee
- **O**bjective - extract the **gold** from the **rock** – dig into the core of the issue to find a valuable objective & a sustainable outcome
- **A**ttend to fears, emotions, energy-shifts and needs
- **C**hallenge - stretch towards clarity, decisions and accountability
- **H**ope - conclude with a compelling first step and high energy

THE RESULT

More... clarity, forward-movement, self-confidence, autonomy and resilience.

**6 MUST-DO'S FOR
MANAGERS USING
COACHING SKILLS**



Must-do #1

**Build trust, then
stretch safely**



Must-do #2

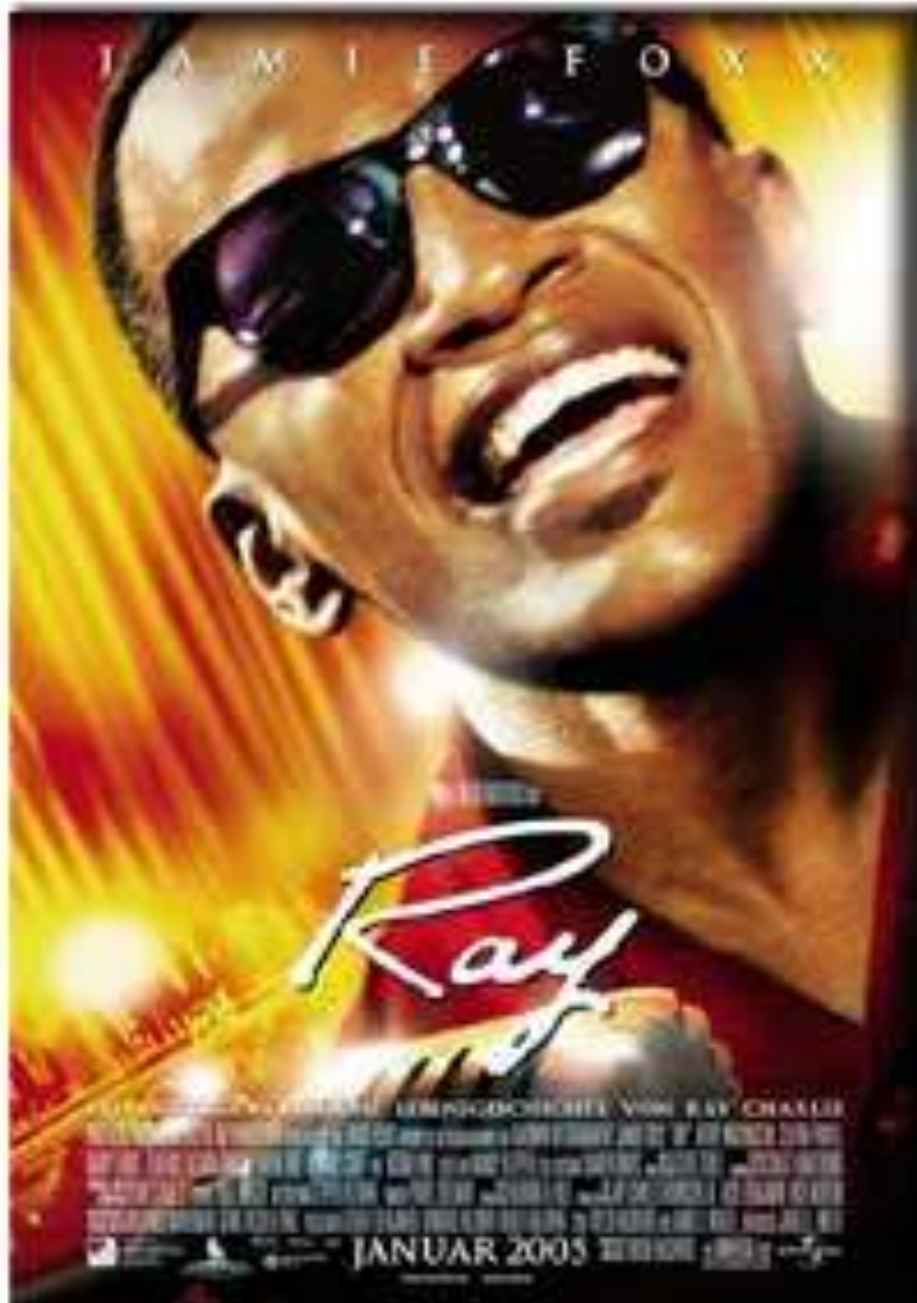
**Listen and
stay silent
way longer**

J A M I E F O X X



Ray

J A M I E F O X X



UNTERBESCHRIEBENE UNTERSCHRIFTEN VON RAY CHARLES
JANUAR 2005



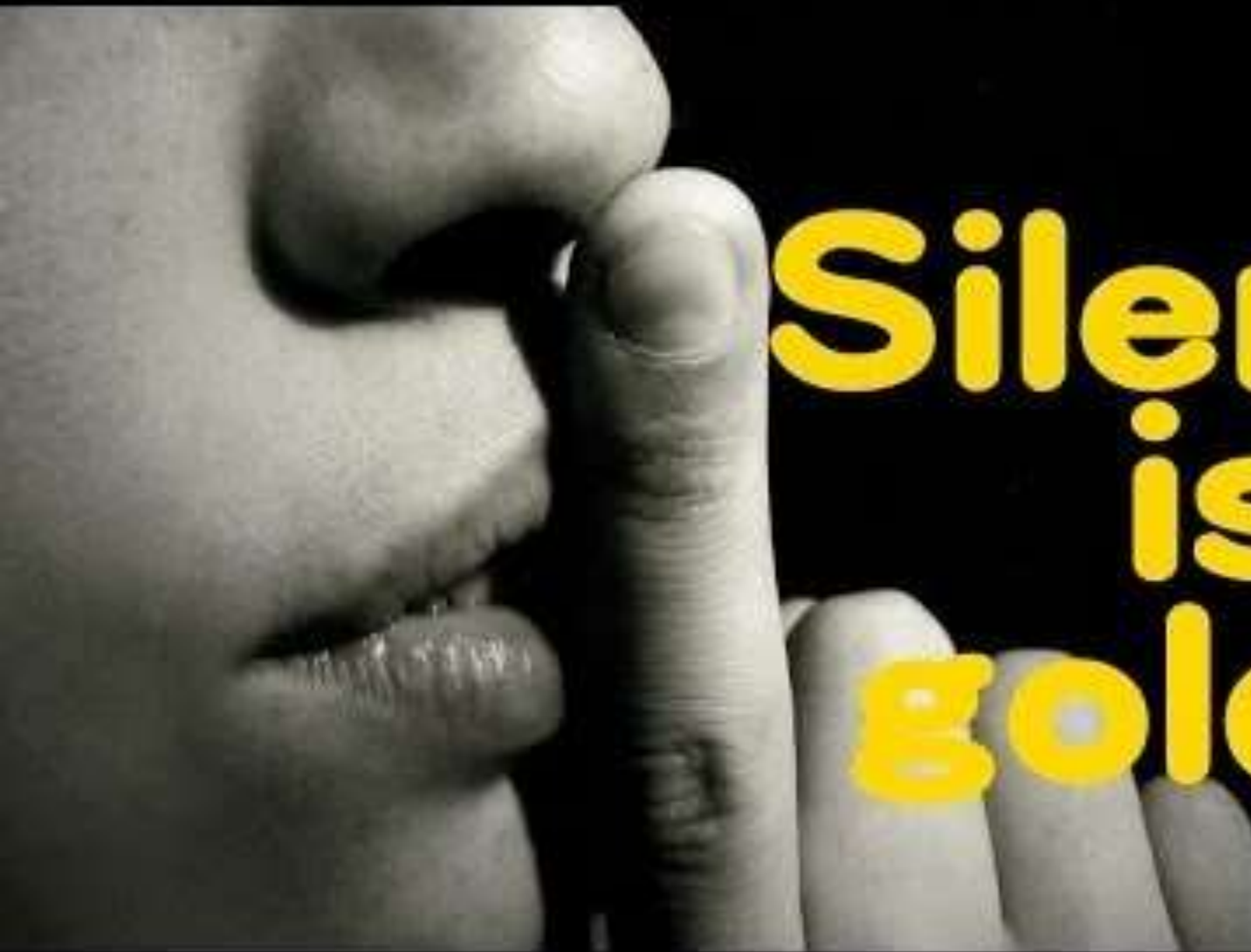


- **Observes, watches, listens with all her senses**
- **Gives space and silence for her son to overcome challenges and grow by himself**



- **Asks for help → then searches for his own solutions**
- **Gets up stronger, hears better, stands for himself**

**In coaching, silence... is our Friend. Let it do the heavy work!
It enhances coachee's responsibility for progress**



**Silence
is
golden**

**6 MUST-DO'S FOR
MANAGERS USING
COACHING SKILLS**



Must-do #1

**Build trust, then
stretch safely**



Must-do #2

**Listen and
stay silent
way longer**



Must-do #3

**Explore different
levels of thinking**



Must-do #4

**Coach your
coachee, not the
problem**

Mentor's posture



Mentee

Mentor

Most helpful coach's posture: learner from the coachee



Coachee

Coach

**6 MUST-DO'S FOR
MANAGERS USING
COACHING SKILLS**



Must-do #1

Build trust, then stretch safely



Must-do #2

Listen and stay silent way longer



Must-do #3

Explore different levels of thinking



Must-do #4

Coach your coachee, not the problem



Must-do #5

Question like a child



Must-do #6

Strengthen coachee's confidence



THE **GAME** CHANGERS

WHAT IS ONE THING YOU WILL
CHANGE IN YOUR 'COACHING GAME' ?

PLEASE SHARE IN OUR CHAT BOX 😊

Which kind of leadership is being nurtured by some of the world's most successful companies, and what role coaching plays in their resilience and agility?





**It's
a
Volatile
Uncertain
Complex
&
Ambiguous
World**

The big picture and its hard truths



**Which kind of leadership do organizations need,
to thrive in a *VUCA* world?**





MUSIC
MAESTRO

PLEASE

Who got **FIRED**? Who got **RICH & FAMOUS**?

1



Riccardo Muti

2



Herbert von Karajan



Who got **FIRED**? Who got **RICH & FAMOUS**?

Please vote! 😊

1



2



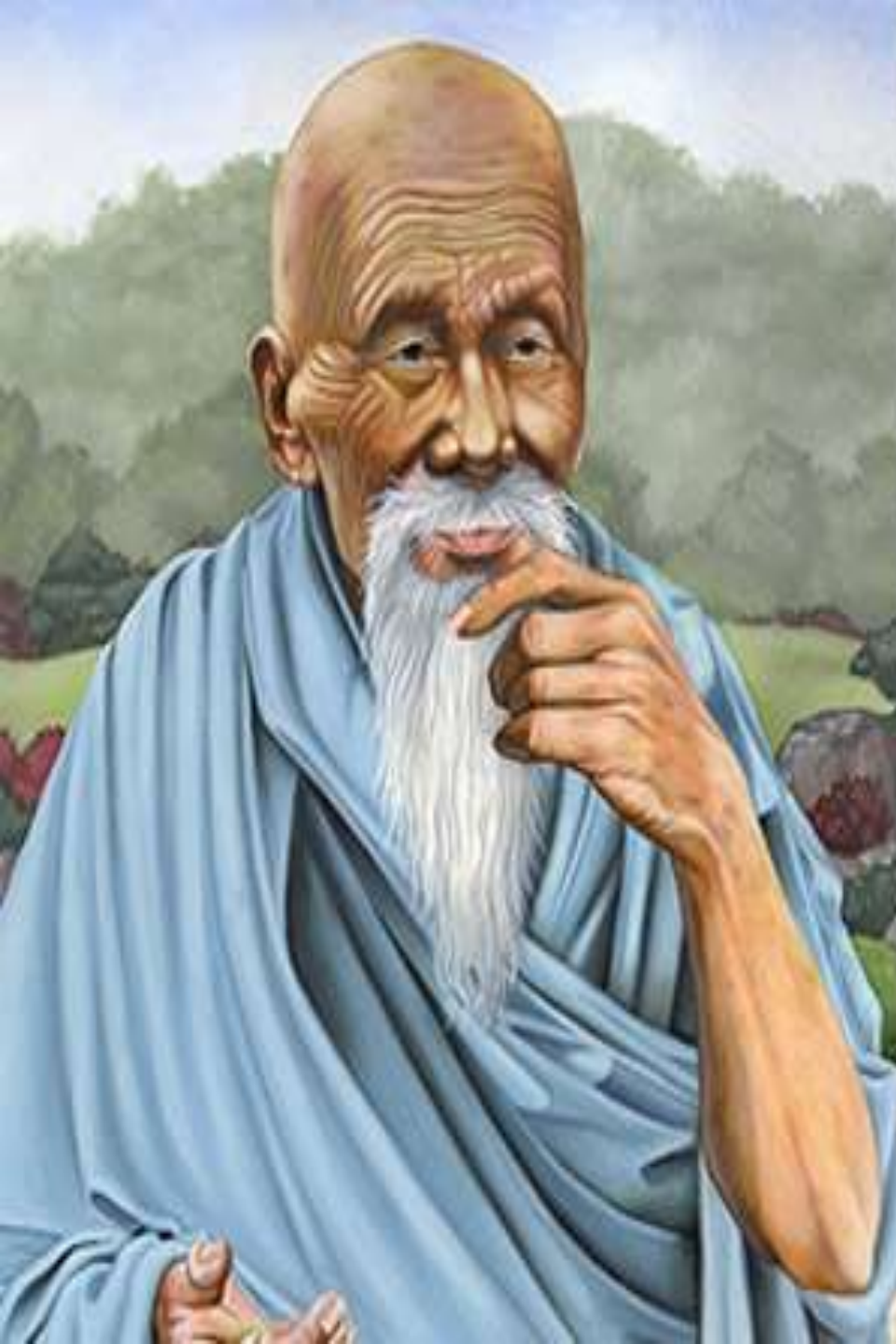
Riccardo Muti

Herbert von Karajan

THE Maestro-Superstar: Herbert von Karajan







" A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: We did it ourselves. "

Lao Tzu, ancient Chinese philosopher and author of the *Tao Te Ching*

5

Stand Up And

STRETCH

Yes, it's time! 😊

Which kind of leadership is being nurtured by the world's "most admired" & crisis-proof companies?



Fortune's 'World most-admired companies' '18

| RANK | COMPANY | INDUSTRY |
|------|--------------------|----------------------------------|
| 1 | Apple | Computers |
| 2 | Amazon | Internet Services and Retailing |
| 3 | Alphabet | Internet Services and Retailing |
| 4 | Berkshire Hathaway | Insurance: Property and Casualty |
| 5 | Starbucks | Food Services |
| 6 | Walt Disney | Entertainment |
| 7 | Microsoft | Computer Software |
| 8 | Southwest Airlines | Airlines |
| 9 | FedEx | Delivery |
| 10 | JPMorgan Chase | Megabanks |
| 11 | Netflix | Entertainment |

Source: <http://fortune.com/worlds-most-admired-companies/> April 2018
3,900 executives, analysts, directors, and experts voted

Leadership lessons we can learn from Tim Cook

1. Take risks
 2. Focus and listen attentively to those you speak with
 3. Trust others around you
 4. Diversity is important
 5. Be humble
 6. Admit when you're wrong
- [...]





Watch: <https://www.youtube.com/watch?v=5ZtKPrIK28Y>

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

Employees' responsibility to innovate at Google

 **“Focus on the user + Freedom + [Innovate] 10X”**

If users can't spell, it's our problem.

If they don't know how to form the query, it's our problem.

If they don't know what words to use, it's our problem.

If they can't speak the language, it's our problem.

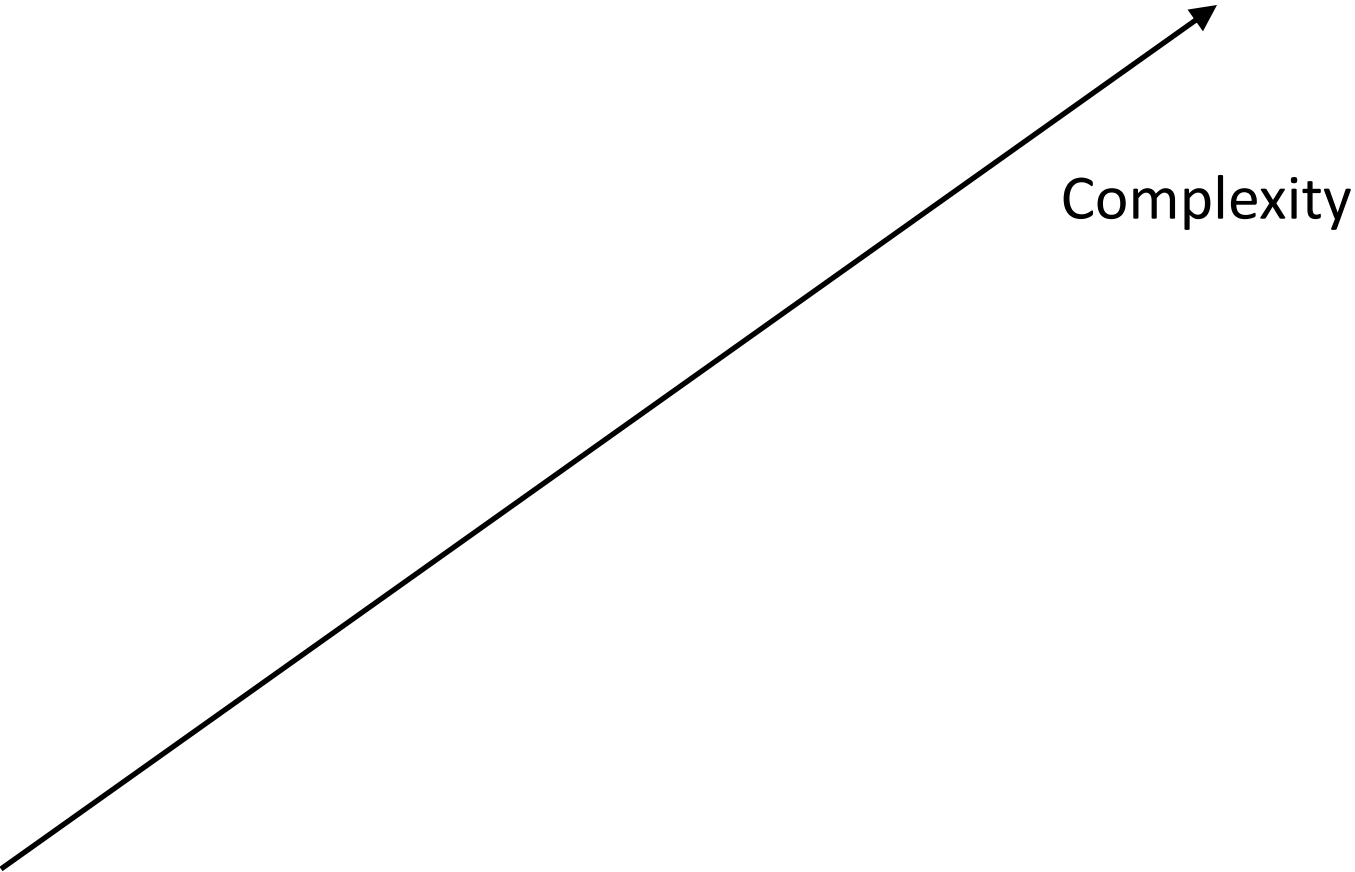
If there's not enough content on the web, it's our problem.

If the web is too slow, it's our problem.

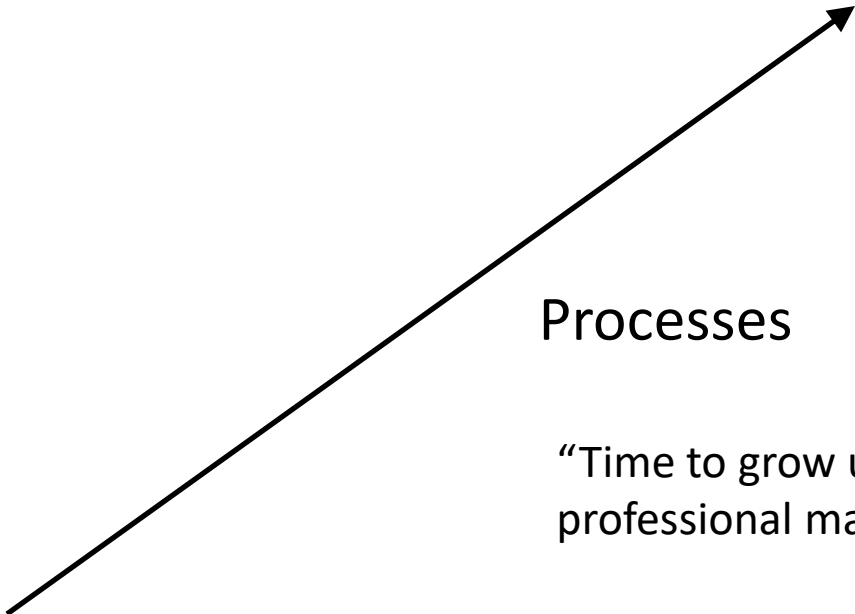
We look at the whole problem.



Growth Increases Complexity



Process Emerges to Stop the Chaos



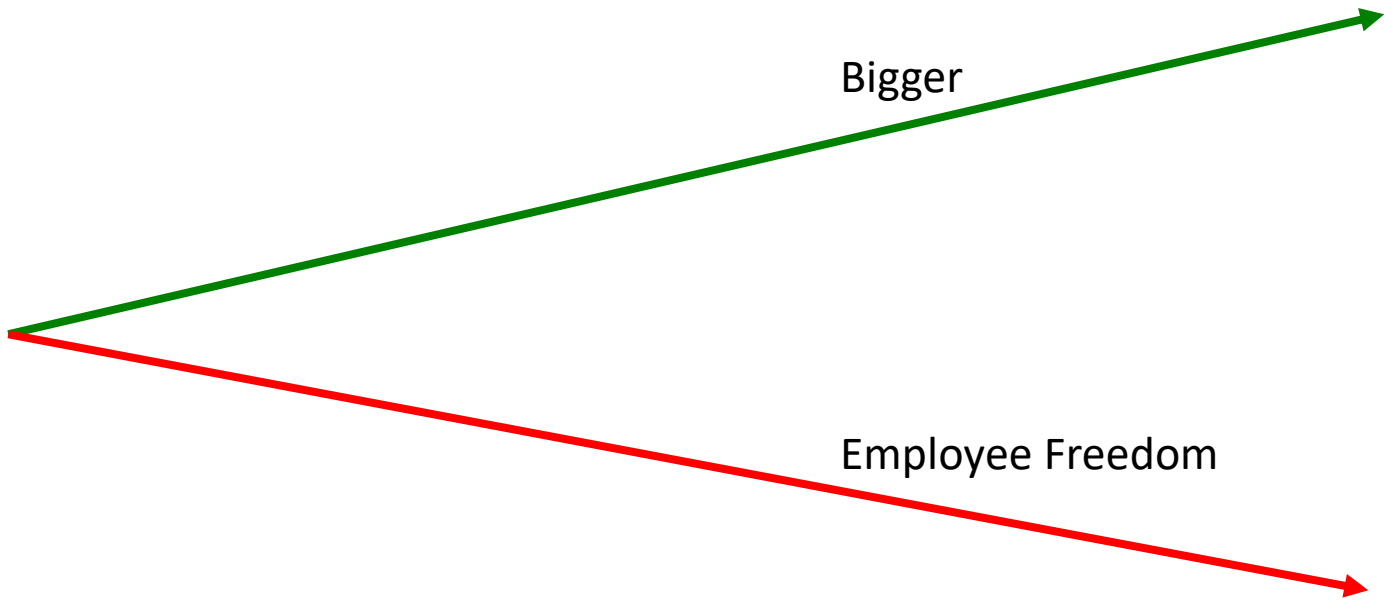
Processes

“Time to grow up” becomes the professional management’s mantra

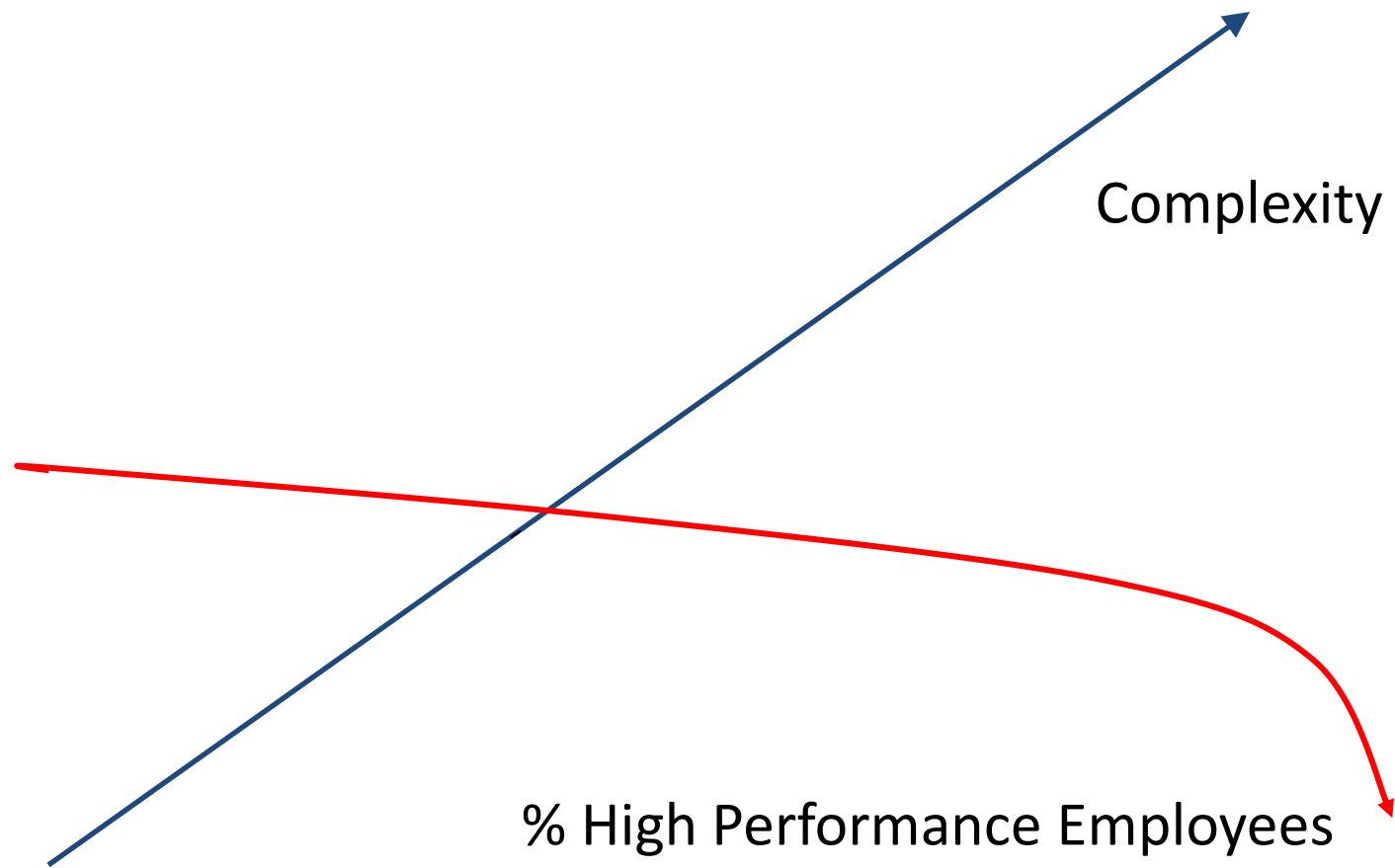
No one loves process, but process feels good compared to the pain of chaos

NETFLIX

Most Companies Curtail Freedom as they get Bigger



Process-focus Drives More Talent Out





Process Brings Seductively Strong Near-Term Outcome

- A highly-successful process-driven company
 - Minimal thinking required
 - Few mistakes made – very efficient
 - Very optimized processes for its existing market
 - Efficiency has trumped flexibility

- Market shifts due to new technology or competitors or business models
- Company is unable to adapt quickly
 - because the employees are extremely good at following the existing processes, and process adherence is the value system
- Company generally grinds painfully into irrelevance



Seems Like Three Bad Options

1. Stay creative by staying small, but therefore have less impact
2. Avoid rules as you grow, and suffer chaos
3. Use process as you grow to drive efficient execution of current model, but cripple creativity, flexibility, and ability to thrive when your market eventually changes

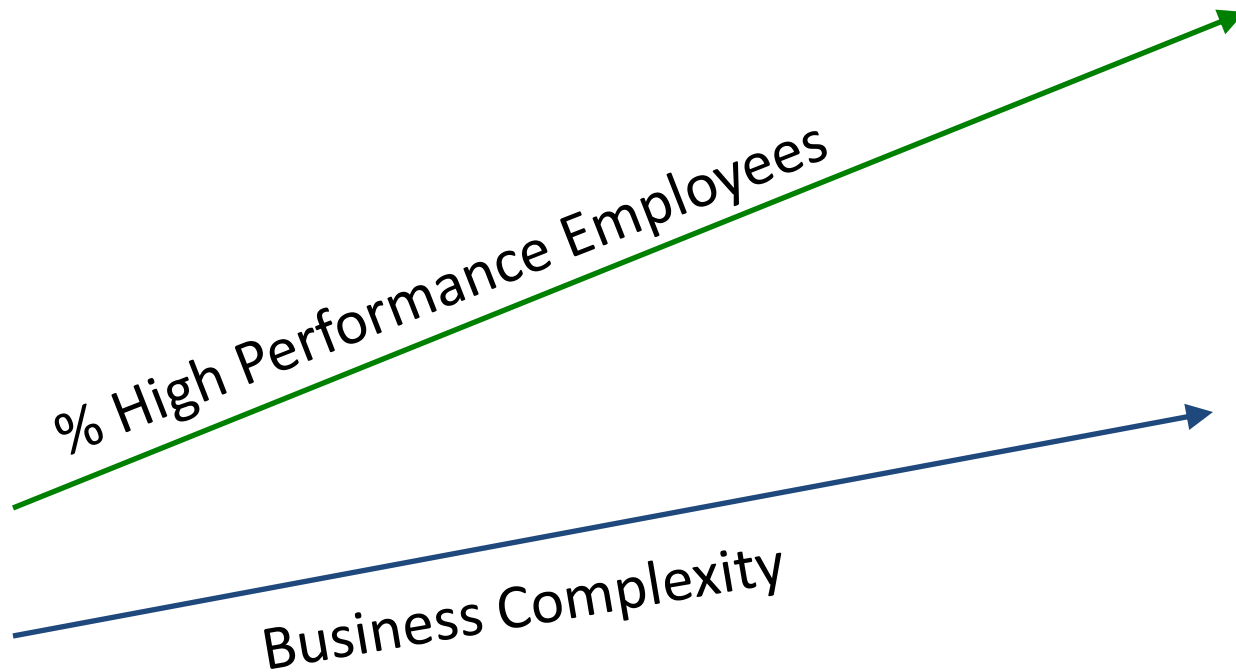
- Avoid Chaos as you grow with Ever More

High Performance People – not with Rules

- Then you can continue to mostly run informally with self-discipline, and avoid chaos
- The ‘run informally’ part is what enables and attracts creativity

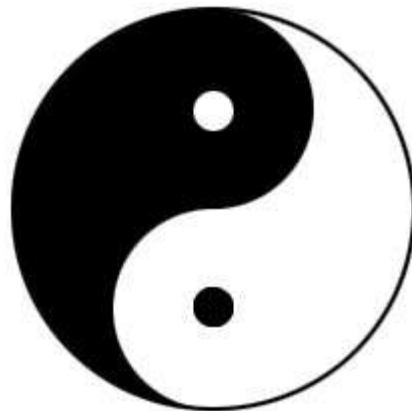


The Key: Increase Talent Density faster than Complexity Grows



NETFLIX

Netflix Culture: Freedom & Responsibility



Source: <http://www.slideshare.net/reed2001/culture-1798664>

Read: How Patty McCord created what Sheryl Sandberg called "the most important document ever to come out of the Valley":
<https://www.fastcompany.com/3056187/the-future-of-work/the-woman-who-created-netflixs-enviable-company-culture>

- **Self motivating**
- **Self aware**
- **Self disciplined**
- **Self improving**
- **Acts like a leader**
- **Doesn't wait to be told what to do**
- **Picks up the trash lying on the floor**

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



Leadership principles at Microsoft

LEADERSHIP PRINCIPLES AND PRACTICES

CREATE CLARITY

Synthesise the complex
Ensure shared understanding
Define a clear course of action

GENERATE ENERGY

Inspire optimism, creativity, and growth
Create an environment where
everyone does their best work
Build a team that is can be
stronger tomorrow than it is today

DELIVER SUCCESS

Drive innovation that people love
Be boundary-less in seeking solutions
Tenaciously pursue the right outcomes

"DONE IS BETTER THAN PERFECT"



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

Watch: <https://www.youtube.com/watch?v=2P3kLIUxBPE>

Leadership principles at Microsoft

3 LEADERSHIP PRINCIPLES MICROSOFT



Create Clarity

Synthesize the complex – thinking about how to lift up everyday demands to achieve a clear vision for your work and what you ask of others.

Define a course of action – thinking about how to provide a sense of direction for others even in the face of ambiguity.

Ensure shared understanding – thinking about how to communicate generously to ensure alignment with others.

Generate Energy

Inspire optimism, creativity, and growth – thinking about what inspires you about your work, and how to tap into that energy to inspire others.

Create an environment where everyone does their best work – thinking about incorporating inclusive behaviors into your leadership approach.

Build organizations that are stronger tomorrow than today – making sure our actions are aligned with the goals of the broader organization and Microsoft's direction.

Deliver Success

Drive innovation that people love – thinking about drawing from new sources of information to come up with new and big ideas.

Be boundary-less in seeking solutions – how to break through the impasse, taking a step back to see the forest from the trees.

Tenaciously pursue the right outcomes – how to not confuse activity with results, helping others be productive without sacrificing quality.



**To develop agile and collaborative leaders,
'most admired' & crisis-proof Companies
have integrated Coaching in their Leadership-
DNA & a Coaching Culture in their organization**

Traits of a collaborative leader



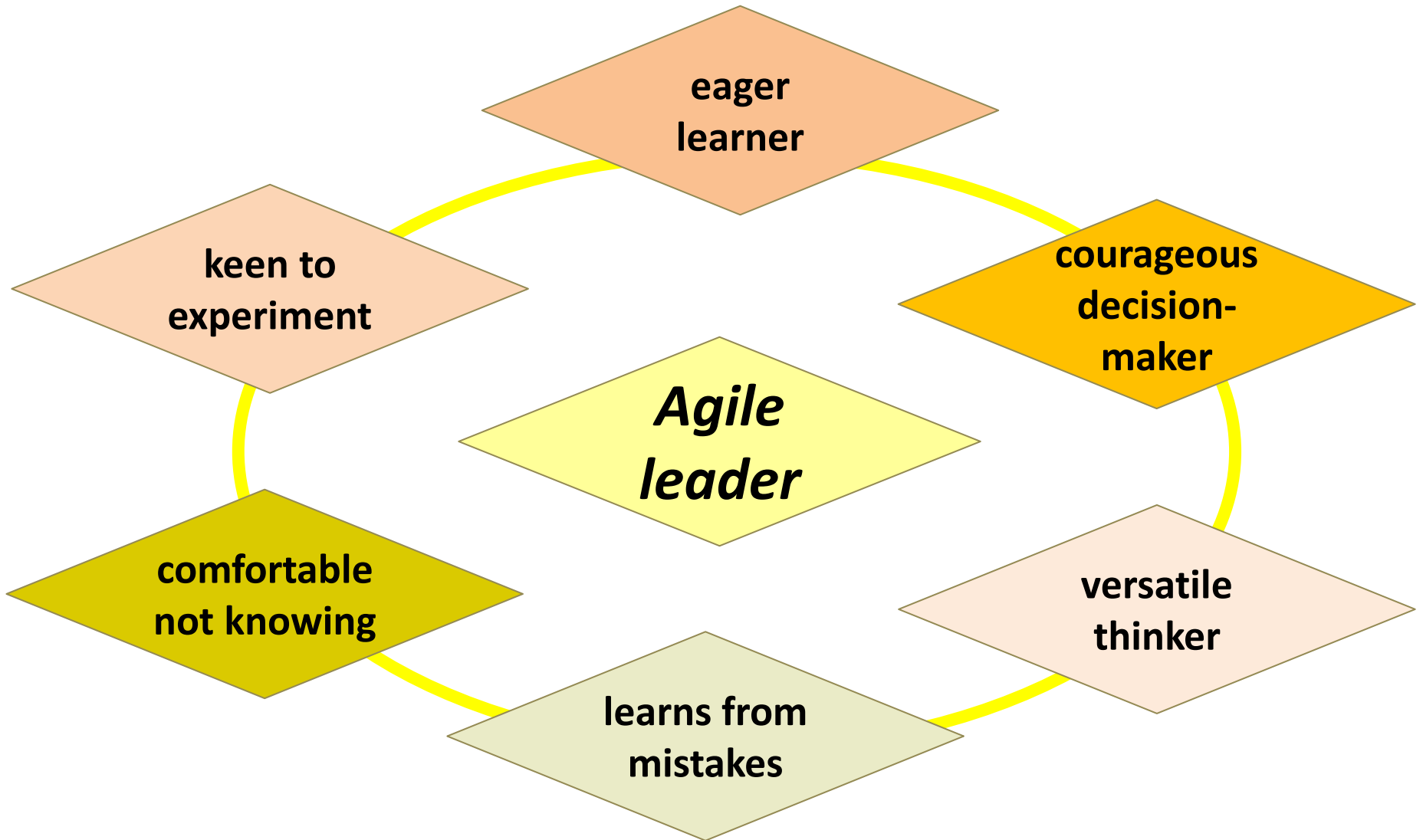
Brings out
her/his best

Brings out
her/his best
+
Others' best

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

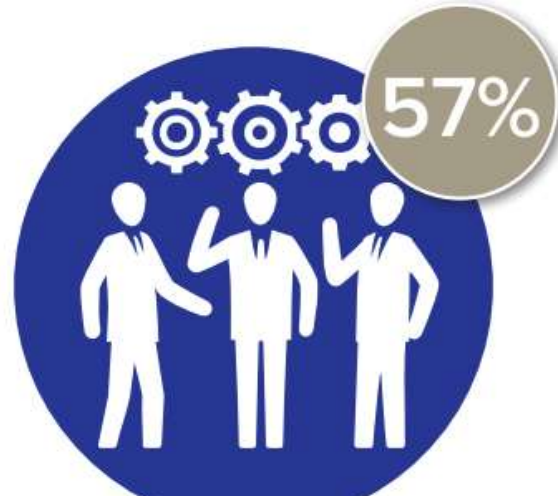
Brings out
her/his best
+
Others' best
+
Teams' best
+
Orga's best

Traits of an agile leader



Impact of coaching

Most important indicators of coaching impact that have been observed for the individual/team/organization



Improved team functioning



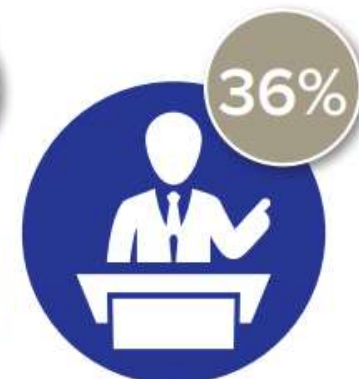
Increased engagement



Increased productivity



Improved employee relations



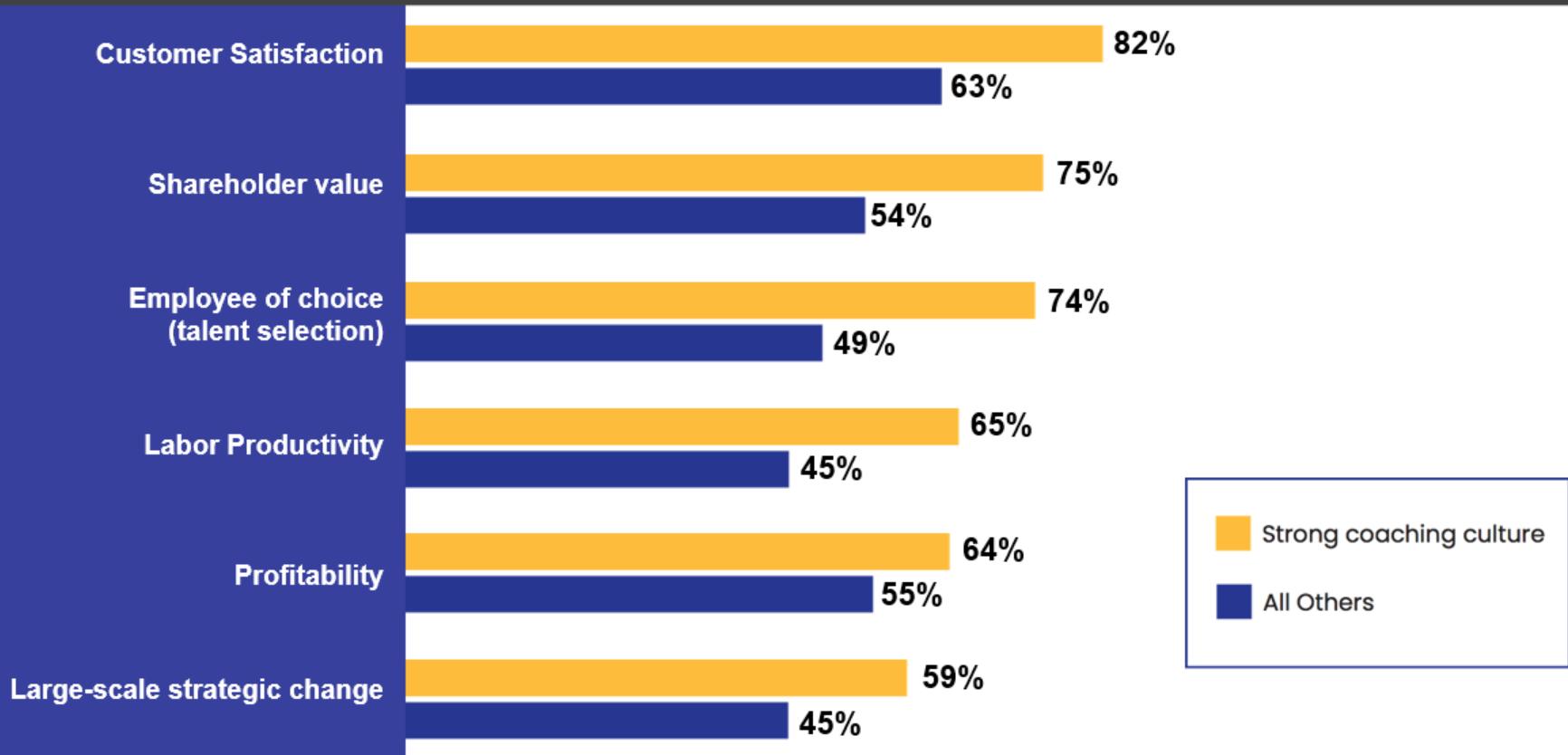
Faster leadership development

ICF's Definition of Strong Coaching Culture

To have a strong CC, an organisation needs to be a 'yes' to at least 5 of these 6 statements:

1. Strongly/somewhat agree that employees value coaching
2. Strongly/somewhat agree that senior executives value coaching
3. Managers/leaders and/or internal coaches received accredited coach-specific training
4. Have all three coaching modalities at their organisation (internal coach practitioners, external coach practitioners and managers/leaders using coaching skills)
5. Coaching is a fixture in the organisation with a dedicated line item in the budget
6. All employees in the organisation have an equal opportunity to receive coaching from a professional coach practitioner

IMPROVED BUSINESS OUTCOMES



What organisations do to support change management

| Activities Supporting Successful Change Management | % of Respondents Offering Activity |
|---|------------------------------------|
| Classroom training | 59% |
| Web based training or e-learning | 57% |
| Meetings/facetime with senior leaders | 49% |
| Access to manager/leader using coaching skills | 38% |
| Stretch assignments or job rotations | 35% |
| Assessments | 35% |
| One-to-one coaching with a professional coaching practitioner | 29% |
| Peer networking at events or conferences | 26% |
| Action learning | 25% |
| Team coaching with a professional coach practitioner | 25% |
| Formal mentoring programs | 23% |
| Micro-learning content | 20% |
| Work group coaching with professional coaching practitioner | 16% |
| Learning labs | 11% |

Coaching activities

Ranking by activities most helpful for change management

| Rank | Activities Supporting Successful Change Management | % of Respondents Offering Activity | % of Respondents Rating Very or Extremely Helpful |
|------|---|------------------------------------|---|
| 1 | One-to-one coaching with a professional coaching practitioner | 29% | 78% |
| 1 | Work group coaching with professional coaching practitioner | 16% | 78% |
| 3 | Meetings/facetime with senior leaders | 49% | 74% |
| 4 | Action learning | 25% | 73% |
| 5 | Learning labs | 11% | 72% |
| 6 | Access to manager/leader using coaching skills | 38% | 70% |
| 7 | Stretch assignments or job rotations | 35% | 67% |
| 8 | Team coaching with a professional coach practitioner | 25% | 67% |
| 9 | Formal mentoring programs | 23% | 65% |
| 10 | Peer networking at events or conferences | 26% | 58% |
| 11 | Assessments | 35% | 55% |
| 12 | Classroom training | 59% | 49% |
| 13 | Micro-learning content | 20% | 44% |
| 14 | Web based training or e-learning | 57% | 34% |

Coaching activities

2 of the 3 least effective change management activities are the most commonly used

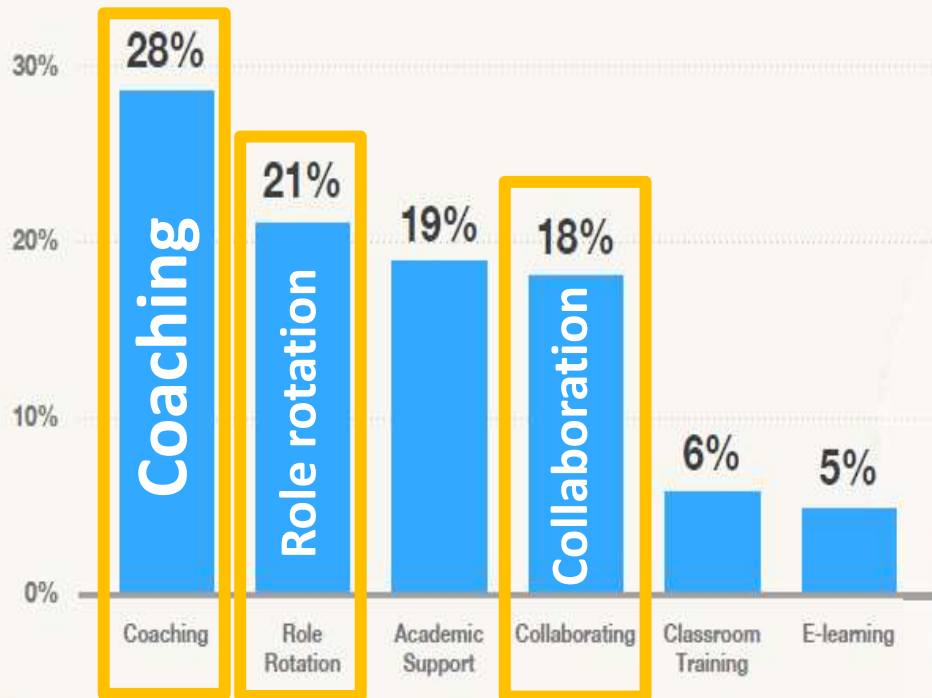
Source: Revel Gordon PCC, from data in ICF – HCI survey 2018 [Building a Coaching Culture for Change Management](#)

<https://vimeo.com/307500638>

How do employees value coaching in their organizations?



Millennials want self-actualization above all else.





Our people value coaching

87%

VALUE the focus we are putting on coaching.

70%

said coaching helped them **BE MORE ENGAGED AT WORK.**

80%

said coaching helped them **BUILD STRONGER CONNECTIONS** with people at work.

“

WITH GOOD COACHING, I WAS ABLE TO PERFORM MY BEST. THINK OUT OF THE BOX AND OUT OF MY COMFORT ZONE”

**MANAGER,
ACCENTURE DIGITAL**

81%

said coaching helped them **WORK COLLABORATIVELY** with their team.

77%

said coaching helped them produce **HIGH-QUALITY, INNOVATIVE WORK.**





Our people are invested

97%

of people trained are **COMMITTED TO APPLYING** what they learned 3-4 months after training.

88%

of people trained agree that **OTHERS VALUE THE COACHING APPROACH** they take.

19%

more time each week is spent **WEARING THE COACHING HAT** compared to before training.

65%

GU champion teams are **CREATING AND EXECUTING ACTIONS PLANS.**

“ **MY COMMUNICATION TACTICS HAVE CHANGED TO BE MORE OPEN ENDED, ENGAGED AND ABOUT THE PERSON I AM WORKING WITH.** ”

**SENIOR MANAGER,
ACCENTURE DIGITAL**

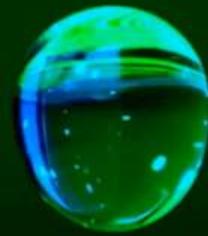


Think of your 'posture', your way of *being*...
and it's *ripple effects* on the employees you support



Think of the ripple effects of your way of *being*
on the employees you support...

How are you *being / behaving* with them when they become able
to embrace the unknown and change their game for the better?



Please share in our chat box 😊

8 traits of a coach / leader enabling others to embrace the unknown and change their game for the better

- Authentic and humble
- Holistic listener
- Learner of the other's Greatness
- Non-judgmental thinking-partner
- Comfortable with not knowing, with failure, trusting process
- Empathetic, yet detached from outcome
- Courageous feedback-provider
- Supportive challenger



What beliefs does a great coach adopt?

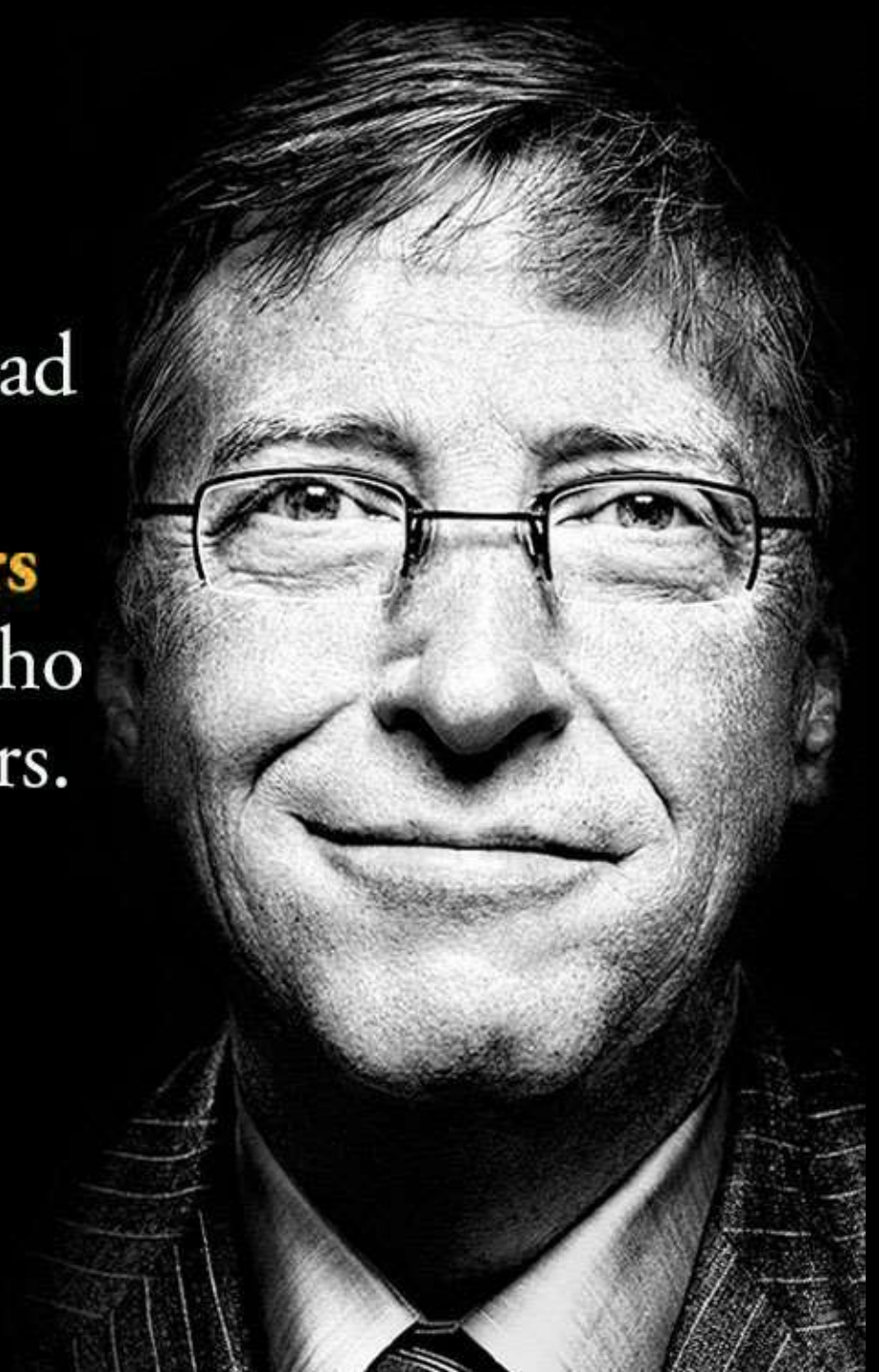
- **When I expect the best from people, they are most likely to attempt to give it to me**
- **I can build a safe and supportive environment and offer effective stimulation for people to think at their best**
- **Coaching works and is great! I trust and will enjoy the process**
- **People remember the ideas they found themselves - giving advice is far less likely to help than coaching**
- **Confidentiality is a must for effectiveness (and an ethical requirement, of course!)**
- **When I act with authenticity, humility and vulnerability, I give permission to others to do the same**
- **Coaching is present and future-focused; there are other support professions that help people overcome issues from the past**
- **As coaches, we honor the client as the expert in his/her life and work and believe that every client is creative, resourceful, and whole. (ICF Code of Ethics)**
- **As a coach, I support at my best when I don't know the solution**

What lessons from Tech companies can you apply to your own organization, to enhance its success?

As we look ahead
into the next
century, **leaders**
will be those who
empower others.

Bill Gates

Principal Founder, Microsoft



“We need leaders who are emotionally intelligent, and able to model and champion cooperative working.

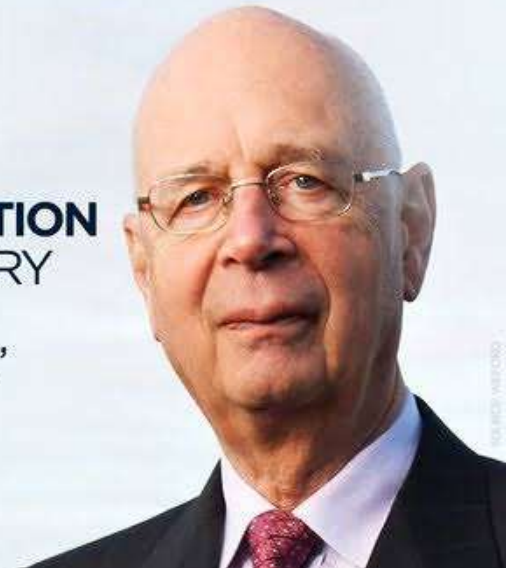
They’ll **coach**, rather than command; they’ll be driven by empathy, not ego.

The digital revolution needs a different, more human kind of leadership.”

Klaus Schwab, the founder of the World Economic Forum

“
THE FOURTH INDUSTRIAL REVOLUTION
WILL AFFECT THE VERY
ESSENCE OF OUR
HUMAN EXPERIENCE.”

KLAUS SCHWAB
FOUNDER & EXECUTIVE CHAIRMAN,
WORLD ECONOMIC FORUM



A lit candle with a bright flame against a dark background. The flame is tall and bright yellow-orange, with a small blue base. The candle is yellow and partially melted. The background is dark brown.

**Man's goodness
is a flame that
can be hidden
but never
extinguished.**

[Nelson Mandela \(read more here\)](#)



As we let our
own light shine,
we
unconsciously
give other
people
permission to do
the same.

[Nelson Mandela \(read more here\)](#)

Coaching

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ERIC SCHMIDT
JONATHAN ROSENBERG
AND ALAN EAGLE



... an act of unconditional love

Chapter 1

The Caddie and the CEO

On a warm April day in 2016, a large crowd gathered on the football field at Sacred Heart School, in the heart of Atherton, California, to honor William Vincent Campbell, Jr., who had recently succumbed to cancer at the age of seventy-five. Bill had been a transcendent figure in the technology business since moving west in 1983, playing a critical role in the success of Apple, Google, Intuit, and numerous other companies. To say he was tremendously respected would be a gross understatement—loved is more like it. Among the audience that day were dozens of technology leaders—Larry Page. Sergey Brin. Mark Zuckerberg. Sheryl Sandberg. Tim Cook. Jeff Bezos. Mary Meeker. John Doerr. Ruth Porat. Scott Cook. Brad Smith. Ben Horowitz. Marc Andreessen. Such a concentration of industry pioneers and power is rarely seen, at least not in Silicon Valley.

We—Jonathan Rosenberg and Eric Schmidt—sat among the audience, making subdued small talk, soft sunshine contrasting with the somber mood. We had both worked closely with Bill in the previous fifteen years, since we had joined Google as the CEO (Eric, in 2001) and the head of products (Jonathan, in 2002). Bill had been our coach, meeting with us individually every week or two to talk through the various challenges we had faced as we helped grow the company. He had guided us as individuals and teammates, working mostly behind the scenes as Google went from a quirky startup to one of the most valuable companies and brands in the world. Without Bill's help, there was a chance that none of that would have happened. We called him Coach, but we also called him friend, and in this we were like pretty much everyone around us. In fact, as we later found out, many of the people in the audience that day, an audience that numbered well over a thousand people, considered Bill to be their *best friend*. So who, among all of these best friends, would have the honor of eulogizing our Coach? Which high-tech luminary would step to the podium?



**Coaching's Mission:
Awaken human potential and consciousness**

Embrace it, join us! 😊

Take care
of
yourself




'HOW TO BE HAPPIER'

- **Be mindful**
- **Connect with others**
- **Practice gratitude**

3 tips from neuroscientist Emiliana Simon-Thomas
[Read out more about them here](#)





*A journey of
a thousand
miles begins
with a single
step.*

- Lao Tzu



Jean-Francois Cousin



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Thank you for your contribution!

Embrace the unknown and change your game
*the profound ways in which coaching helps
companies grow stronger post-crisis*

with Jean-Francois Cousin, MCC

May 4th, 2020