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00:00:09,920 --> 00:00:15,920

[Nathalie] Hello, and welcome to this special podcast episode on Fortitude with Future Talent Learning.

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00:00:16,560 --> 00:00:39,840

I'm Nathalie Nahai. I'm your host and an author, advisor, and keynote speaker working at the intersection of AI, human behavior, and the arts. I'm joining Hannah Reid, co-creator of the Pathways program, of which Fortitude is one of the modules, and Stéphane Thirion, one of the executive sponsors of Fortitude. So, Hannah, it's lovely to speak with you again.

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00:00:40,480 --> 00:01:08,560

So last time we met, you shared a definition of fortitude with us that described this quality as "courage over a long period, strength of mind, and the ability to endure hardship". So, it might seem a bit obvious, but I'd love to understand more why you think this quality is more important than ever for leaders at Apple.

[Hannah] No, absolutely. Super excited for this next chapter, if you like, in the journey of fortitude.

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00:01:08,960 --> 00:01:35,039

And so pulling on the thread of, let's start with courage, let's pull on that thread. And being courageous for me, it links back to this piece that we talked about last time about navigating through uncertainty, but with courage, you're doing it with confidence, right? Making decisions that are not necessarily popular, but unnecessary. So it involves standing up for what is right, even when it's challenging and encouraging others to voice their ideas and concerns.

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For me, there's something about this leadership advocacy for change through that, right? So being transparent about the challenges that are ahead. And that's inspiring. It inspires your team to strive for excellence despite the odds. And I think there's something about leaders struggling to give feedback that they don't want to upset anyone, right? Giving difficult feedback, sometimes the avoidance of doing that means you don't have to confront or put yourself at potential conflict.

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00:02:02,720 --> 00:02:26,280

Or even, I think, sometimes in terms of what I hear back, people don't want the grievance. But I think once you've built that trusted relationship, once it's clear to the person who you're giving the message to, that the intention of the message is to get them to a better place, then I think you can give a lot more difficult feedback regularly, right, knowing that it's going to make your team member better.

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00:02:27,240 --> 00:02:55,600

And ultimately, we want to be better, right, as individuals, as humans, as leaders, as people in the organisation. So, in this session, it's that

side of fortitude where we're looking more so about giving and receiving those really tough messages: how you deliver that message, but also how you receive it. And something that I don't think that we do enough of at Apple, and I guess I'm charged with partly doing that as well, right, is to talk about the importance of being able to receive difficult feedback.

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I think that's a much harder skill because it's information. So it's far more crucial that people understand how to receive that information that you're being given and then apply it in order to, you know, make yourself better or to apply the information that is in that message. So today, kind of pulling on your, going back to your question, it's really how we think about that strength of mind, right? How do you take these messages? How do you keep the courage to stay true to actually in that feedback.

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00:03:23,520 --> 00:03:51,040

[Nathalie] There is so much in that. You can hear me scribbling notes in the background probably, but fascinating thinking about courage and you're talking about something which is not popular but necessary. And one of the things I'm really hearing, especially when you're talking about receiving difficult feedback, and I kind of, I can feel my throat clench a little when I think about times that I've had to hear things that were not necessarily

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00:03:51,360 --> 00:04:13,120

the most glowing report. But there is something about, you mentioned strength of mind, about having an openness to be able to withstand the discomfort and stay open enough to be discerning, attentive, to draw upon those seeds of change that can actually strengthen you, make you better, make you more capable and resilient.

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00:04:14,000 --> 00:04:42,240

And that kind of openness to that information, because that takes a very particular kind of courage, especially when you're feeling like you're perhaps on the back foot or so fascinating to hear you talk from that perspective, because often we think about the giving part, which is almost easier for some of us, I think, maybe.

[Hannah] Right, because you can have your script as a feedback sandwich, and then you've just said it. But to absorb someone saying something that your point makes you uncomfortable is much harder.

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00:04:43,520 --> 00:05:11,680

[Nathalie] Yeah. So the last time you talked with us about fortitude, you also shared some examples and real kind of case studies of behaviours that people can demonstrate in high pressure moments. So things like impatience or our tendency perhaps to micromanage, or if we've got short tempers or we're overstressed, you know, things that can happen to all of us. Do you think there is either a changed or perhaps changing

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00:05:11,960 --> 00:05:29,840

expectation of leaders about how they show up when they are under stress and tension?

[Hannah] I don't know if that is changing. I think it's always been the case that we expect our leaders to lead, right? So by which there's a degree of composure that comes in the leading.

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00:05:30,040 --> 00:05:53,040

But I think that there's a greater expectation now than, ever before, as we've spent a lot more time talking about our unconscious, right? Because it's an emotion effectively that you have to try to control. And so I think for me at least, these emotions sometimes can negatively impact your decision making when you don't understand, you know, the triggers.

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00:05:53,680 --> 00:06:20,320

to what's leading you to feel the way that you do. So once it's impacted your decision-making, then it can impact your communication and your overall leadership effectiveness. I think the best example of this - I was recently at an off-site with Tim Cook, and a lot more people, but it was a leadership off-site, and he was talking about anger. And Deirdre O'Brien, another incredible leader, she was asking him, she was saying, "How do you remain so calm?" Because

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00:06:21,120 --> 00:06:45,440

She's never really seen him get riled up or get angry, she was saying. And he was saying he used to get really angry. But then when he would get angry, he would just lose control. And he just found he was just not an effective decision maker at times when he allowed his anger to take over. And I'm using anger as a form of emotion. And you know, one of the things that you mentioned in the examples that I gave last time. And he would say, there's nothing wrong with getting angry.

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00:06:45,800 --> 00:07:09,360

And there are people that he knows that act out in their anger. And he wasn't saying there's a right or wrong, but he was just saying, "I can't function as a leader because the people that work for me are very smart, very capable. So if they're coming to me and looking for leadership in me, it's not helpful to them if I cannot think clearly and then help them navigate through what they're going through. And I just can't do that when I'm angry."

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00:07:09,800 --> 00:07:38,561

And I just thought that was such a brilliant example of our most, you know, one of our most senior, our most senior leader, if you like, talking through what can happen when you experience this emotion. It's not to say he doesn't, he does experience it, but it's like, how do I find the calm to then see through that, think about what it is that I'm being asked, think about my obligation, my opportunity to, you know, to lead through those moments. And that for me is a great kind of link back to when you're under stress,

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00:07:39,041 --> 00:08:07,121

You don't know which emotion, right, that is going to be first and foremost for you. But what you can do is think about how you're going to lead through it.

[Nathalie] So that kind of, and also there's something about, so you mentioned about the controlling of the emotion, but something that I heard in the first few sentences about hearing what he was saying about anger is the awareness that it's happening. Is that awareness of, oh, feeling of anger is arising or the feeling of whatever else it might be.

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00:08:07,561 --> 00:08:34,241

And then to know, okay, I can't actually serve when I'm acting from this place. So then perhaps there's a sense of awareness, perhaps spaciousness, I'm curious what techniques he uses to unhook himself from the impulse to act when you're in that feeling, in that kind of charged space. And I think crucially, what I hear, and what you've just said, is that it's not about not having the feeling, right? We're all human and experience these waves.

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00:08:35,441 --> 00:08:58,081

It's just about having that capacity to notice and then not act from that place and perhaps reframe. And the obligation to kind of lead from a place that includes the feeling but is not acting that out, making it contagious to those people around you. I don't know if you have any more reflections on that before I move to the next question?

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00:08:58,721 --> 00:09:26,801

[Hannah] I mean, I would have loved to unpack all of that with him, right? I've never heard him talking this way before, right, about leaders, but he was more so drawing on some of the techniques, a little bit, right, just in terms of the pause, the moment to reflect, similar to what you've just described there. He was asked about how he unwinds, and what he was saying was the start of the day is where all of that happens for him, because that's the start of, that's the moment he can control.

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00:09:27,201 --> 00:09:52,401

He can control the beginning of the day. He was like, if he, some people save all of their, winding down to the end of the day, but for him, because everyone's awake then, right, kind of around the sun, he has the least control. But in the morning, he could control what he does. He could control what he gets to think about, the space he allows for himself, the things that he enjoys, which I thought was really interesting, to your point about kind of preparing yourself for the calm.

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00:09:54,040 --> 00:10:15,921

[Nathalie] I love that. And that's quite a tangible takeaway as well as how do you set yourself up for the day? And rather than it being a selfish thing, it's like, okay, if I look after myself first, then I can look after others around me. And so just one more thread from our last conversation. You also reflected on the importance of self-awareness. And both you and Resan mentioned

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00:10:16,241 --> 00:10:41,521

blind spots, which we all have. How can one begin to identify our own blind spots when they are blind spots to us?

[Hannah] I think, obviously, in this we explored the Johari Window, which is honestly one of my favourite exercises to do, because it talks about blind spots. And it goes back to what I was just talking about in terms of giving difficult feedback. Because

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00:10:42,001 --> 00:11:00,001

the difficult part, the part you don't know about, right? Or the part maybe you don't want to know about in terms of it being blind to you. I think definitely for me, and what we talk about in this is feedback, so I'll anchor it back to that. And just getting used to asking for feedback regularly so it doesn't feel like it's a moment in time.

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00:11:00,401 --> 00:11:01,681

I think that definitely helps.

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00:11:01,681 --> 00:11:05,441

I'm someone who's very comfortable about asking for feedback.

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00:11:06,001 --> 00:11:13,001

But I think the more trusted a relationship you have, the more you can learn through others how people are thinking about you.

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00:11:13,601 --> 00:11:18,521

And by that, I mean, you know, sometimes people are also comfortable telling you what someone else has said about you.

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00:11:18,521 --> 00:11:20,241

I don't know if this makes sense?

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00:11:20,721 --> 00:11:27,361

But, say there's a moment that's happened and there were a group of people that were there, you said something and then you left,

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00:11:27,761 --> 00:11:35,361

that group thinking, in terms of the feedback - not just the person who's giving the feedback to you - I think that could be a bit more powerful.

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00:11:36,321 --> 00:11:38,961

It's more than one perspective, I guess, is what I'm saying.

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00:11:39,281 --> 00:11:40,401

That's one for me.

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00:11:40,401 --> 00:11:46,401

So just, you know, where you can get multiple perspectives about a particular incident is helpful.

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00:11:46,881 --> 00:11:50,641

The other one for me, I think there's something about, as a leader,

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00:11:51,201 --> 00:11:53,121

really getting to know and understand your team.

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00:11:53,521 --> 00:11:59,521

There was a time where someone in my team, when we had a one-to-one, and they just seemed really off with me.

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00:11:59,521 --> 00:12:01,721

And I was just trying to pick up on like, what is it?

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00:12:01,721 --> 00:12:02,481

What's happened?

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00:12:02,481 --> 00:12:04,241

You know, the probing in the conversation.

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00:12:04,801 --> 00:12:13,041

And the example that I ended up hearing about was that they were disappointed in me because I hadn't joined a meeting that they asked me to join.

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00:12:13,841 --> 00:12:17,441

And I was, they thought I'd been dismissive in not wanting to attend.

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00:12:17,441 --> 00:12:19,121

So they'd asked me to attend this meeting.

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00:12:19,921 --> 00:12:21,841

I'd emailed them and said, "Hey, I'm not going to join.

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00:12:21,841 --> 00:12:22,361

You've got this.

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00:12:22,361 --> 00:12:23,121

You don't need me.

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00:12:23,121 --> 00:12:23,681

It's all good.

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00:12:23,681 --> 00:12:24,681

I've seen your content.

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00:12:24,681 --> 00:12:25,361

Off you go."

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00:12:25,761 --> 00:12:29,641

In my head, it was more in a, hey, you know, I'm empowering you.

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00:12:29,641 --> 00:12:30,641

don't need me to join.

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00:12:30,801 --> 00:12:33,681

Not I didn't have time to join, just, you know, you don't need me.

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00:12:33,681 --> 00:12:37,601

But the purpose really for them asking me to join was, no, I want you there.

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00:12:37,921 --> 00:12:42,001

I want you there to get feedback, you know, after I've delivered this particular presentation.

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00:12:42,001 --> 00:12:45,121

I want you there because I want you to be part of the moment.

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00:12:45,121 --> 00:12:47,601

So there was more to it, I guess, is what I'm trying to say.

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00:12:47,681 --> 00:12:48,121

Yeah.

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00:12:48,121 --> 00:12:49,801

And I'd completely dismissed that as more

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00:12:50,001 --> 00:13:00,721

of a - my emphasis on why that meeting was important, instead of asking why they want to be there in the 1st place. And so that was great feedback to have.

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00:13:00,801 --> 00:13:03,041

To me, that wasn't difficult to hear.

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00:13:03,041 --> 00:13:08,401

It was more difficult that I'd upset them, you know, that they felt that I'd been depressive and all of those things.

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00:13:08,401 --> 00:13:14,481

But it was a great opportunity to really unpack that with the individual, to also learn for myself, hey, next time,

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00:13:14,881 --> 00:13:17,961

double check, "Hey, why did you want me to join this particular meeting?

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00:13:17,961 --> 00:13:21,601

Because the content looks good, it looks like you've got that, is there something else?"

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00:13:21,601 --> 00:13:28,321

You know, so next time, if someone's like, no, that was all I needed, you don't need to join, it's almost then they've given me the out before I need to take it.

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00:13:29,201 --> 00:13:31,761

So, there's just so much learning, right, that can come from an example.

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00:13:31,761 --> 00:13:37,841

But the reason I learned about it wasn't because I asked for feedback, but more because I realised that something was off in our relationship.

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00:13:37,841 --> 00:13:43,761

So sometimes I just think, you know, the feedback or the blind spot, it can come from lots of different moments.

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00:13:44,081 --> 00:13:51,481

And it's just really being in tune with the people that you work with and the relationships that you've got to try to find those nuggets sometimes.

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00:13:51,481 --> 00:14:08,961

[Nathalie] But there's also that capacity that you have of noticing when someone's showing up and something is a bit off and the body language might be a little bit more closed or there's a mood change, because sometimes it can also be hard to volunteer these things, especially to someone who's senior.

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00:14:09,201 --> 00:14:12,521

So as a leader, being able to request that feedback actively.

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00:14:12,521 --> 00:14:13,281

And you mentioned

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00:14:13,801 --> 00:14:17,361

it's almost like a practice or a habit of regularly requesting it.

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00:14:17,601 --> 00:14:24,001

So you're kind of almost flexing and strengthening that psychological muscle to gain those perspectives.

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00:14:24,321 --> 00:14:26,281

So 4th question, please.

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00:14:26,561 --> 00:14:27,201

Oh yeah, go on.

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00:14:27,921 --> 00:14:31,201

[Hannah] This doesn't have to be, "Have you got some feedback for me?"

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00:14:31,201 --> 00:14:32,481

Have you got some feedback for me?"

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00:14:32,641 --> 00:14:34,721

Because sometimes that just sounds a bit cold.

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00:14:35,121 --> 00:14:39,040

The way I prefer to do it is, I think it can, you know, after a while, it's just,

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00:14:39,681 --> 00:14:40,801

"Was that okay for you?"

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00:14:40,961 --> 00:14:42,521

"How did you think that particular feedback?"

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00:14:42,521 --> 00:14:49,321

Make it more pointed to whatever it is that you're trying to get to so it feels a bit more authentic than, you know, have you got some feedback?

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00:14:49,321 --> 00:15:01,281

I'm not saying that you shouldn't say that at all if you're at the beginning of this journey, but over time, practice different ways of asking for it so it feels less formulaic or formal and just feels more conversational.

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00:15:03,601 --> 00:15:08,161

[Nathalie] And so for that, it sounds like specific areas where you could say, "Okay, well,

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00:15:08,561 --> 00:15:09,361

Does this make sense?

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00:15:09,361 --> 00:15:10,121

Did I communicate?

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00:15:10,121 --> 00:15:11,761

Did I understand you correctly?"

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00:15:12,001 --> 00:15:18,321

Is there something that maybe isn't being understood well or something like finding these alternative ways to ask a similar question?

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00:15:18,881 --> 00:15:19,521

[Hannah] Exactly.

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00:15:20,881 --> 00:15:21,801

Okay, brilliant.

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00:15:21,961 --> 00:15:22,481

Thank you.

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00:15:23,041 --> 00:15:24,601

So, thank you.

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00:15:24,601 --> 00:15:25,041

This is great.

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00:15:25,041 --> 00:15:25,601

I'm learning A lot.

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00:15:25,921 --> 00:15:32,561

So, the last time we met, we were joined by the brilliant Risan, and today you've brought another special guest, Stéphane,

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00:15:33,201 --> 00:15:36,001

who is also an executive sponsor.

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00:15:36,201 --> 00:15:39,521

And he's also going to share his reflections on fortitude.

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00:15:40,001 --> 00:15:47,361

Can you share with us before we dive in a little more about why Stéphane is here to talk with us today on this topic?

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00:15:48,401 --> 00:15:53,441

[Hannah] I think this is now become my favourite part of these because I get to embarrass these leaders for a little.

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00:15:53,921 --> 00:15:55,801

But I'm so excited to have Stéphane here.

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00:15:56,001 --> 00:16:01,281

People will remember from the intro that we talked about having executive sponsors who really embody

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00:16:01,921 --> 00:16:03,961

the module that we're talking about.

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00:16:03,961 --> 00:16:14,401

And so I've led, and we started this conversation by specifically leaning in on receiving difficult feedback, giving difficult feedback, and I think Stéphane really epitomizes that both ways.

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00:16:14,401 --> 00:16:27,121

I think you'll hear in his journey, having to receive really difficult feedback, but someone who's really taken that and turned it into the most kind of phenomenal career, like the other way around, and that honestly doesn't happen much.

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00:16:27,441 --> 00:16:29,961

If I think back at my probably quarter century

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00:16:30,321 --> 00:16:39,601

now doing this work and the hundreds of leaders I've worked with, there's very few who've been able to do the marked turnaround that he has in the way that he has as well.

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00:16:39,601 --> 00:16:46,481

So with humility, you kind of with the drive and the sense to really take the feedback and do something constructive with it.

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00:16:46,881 --> 00:16:49,521

He's also someone who's such a great active listener.

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00:16:49,521 --> 00:16:52,081

We talk about listening, but there's listening and then there's active listening.

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00:16:52,081 --> 00:16:53,201

He's brilliant at that.

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00:16:54,241 --> 00:16:57,681

And very quick, right, in terms of the adjustments that he makes.

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00:16:58,481 --> 00:17:03,281

I think he's great at clarifying before jumping in as well, which I don't think most leaders do.

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00:17:04,241 --> 00:17:08,881

I kind of see, maybe this is controversial to use this term, that he's Switzerland.

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00:17:09,441 --> 00:17:10,721

Switzerland as a neutral ground.

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00:17:11,201 --> 00:17:14,481

Stéphane plays a really key role for me in some of the leadership meetings.

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I don't know that I've always spoken to him about it, but he's just got this really balanced nature that we really need in our leadership team.

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00:17:21,361 --> 00:17:26,320

If there's tension, he's someone who can ease that tension because he'll be able to listen to both sides

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00:17:26,681 --> 00:17:40,521

and play it back to people in a way that's like, "Hey, here's what I'm hearing and here's what I also see" and add real value, but with such candidness as well that there's real clarity around what it is that he adds from a perspective standpoint.

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00:17:41,361 --> 00:17:46,321

I also think he's a great leader in terms of leading with energy and humour, which I talk about a lot.

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00:17:46,841 --> 00:17:50,241

And Lizzie, you'll be laughing at this as well because we debate this a lot in terms of

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00:17:50,561 --> 00:17:53,041

If you're not funny, how do you use humour?

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00:17:53,441 --> 00:17:54,121

Luckily, for

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00:17:54,121 --> 00:17:55,361

Stéphane, he is funny.

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00:17:55,601 --> 00:17:56,961

But humour disarms people.

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00:17:56,961 --> 00:18:02,801

Humour makes people know where they are in terms of when you're saying something that's not easy to hear.

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00:18:03,121 --> 00:18:04,881

And he uses humour really, really well.

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00:18:06,081 --> 00:18:07,601

I think he used it to build trust.

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00:18:07,601 --> 00:18:13,601

He's got one of the closest teams, I would say, from a leadership team standpoint, across multiple countries.

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00:18:14,081 --> 00:18:20,641

He's another person with a very consistent brand, across all of his teams and all of these places in terms of how he shows up

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00:18:20,961 --> 00:18:23,601

that lets me know that he's definitely doing this authentically.

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00:18:23,601 --> 00:18:25,921

Otherwise, we would hear different things from different people.

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00:18:27,361 --> 00:18:34,081

And I think that, you know, even more recently, as he's got even tougher cases, he can go in with really, really difficult feedback.

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00:18:34,121 --> 00:18:38,961

I'm not talking about the feedback I just gave right around, "Hey, it would be great if you could have joined the call."

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00:18:38,961 --> 00:18:43,761

I'm talking about really difficult feedback about the people's needs to transform their performance.

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00:18:44,081 --> 00:18:46,401

And he does that expertly, I would say.

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00:18:46,401 --> 00:18:48,241

So he's all of those things.

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00:18:48,321 --> 00:18:52,321

And that's why I couldn't think of a better exact sponsor for this part of Fortitude.

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00:18:52,961 --> 00:19:05,601

[Nathalie] Oh, it sounds so exciting and very interesting to hear about the candour, the clarity, that ability to connect people who are perhaps in different positions and showing up with consistency.

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00:19:05,921 --> 00:19:07,441

So Stéphane,

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00:19:07,801 --> 00:19:17,681

what would you say, in your own words, has required you to develop and demonstrate fortitude and show up in these different ways that Hannah has just so beautifully described?

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00:19:17,761 --> 00:19:20,161

[Stéphane] Hello, Nathalie. It's difficult to answer your question after hearing

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00:19:21,041 --> 00:19:24,921

so many great compliments.

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00:19:24,921 --> 00:19:25,961

So thank you, Hannah.

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00:19:25,961 --> 00:19:29,761

I'm not sure I deserve all of them, but I'm more than welcome.

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00:19:30,001 --> 00:19:30,641

I'd take them.

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00:19:32,161 --> 00:19:35,441

Well, maybe the starting point is that, you know,

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00:19:36,561 --> 00:19:40,281

In the past, I was, I thought I was quite resilient, in fact.

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00:19:40,281 --> 00:19:52,961

So, I was successful in my different roles and, you believe that you are strong and resilient until you really face a true breakdown, right?

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00:19:52,961 --> 00:19:55,521

So personally or professionally.

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00:19:56,161 --> 00:19:59,441

And in fact, it happened to me about seven years ago.

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00:20:01,201 --> 00:20:05,121

And it was a kind of perfect storm because it happened on both sides, right?

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00:20:05,121 --> 00:20:07,841

Personal side and professional side.

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00:20:08,241 --> 00:20:15,201

So on the personal side, I went through a separation and had to start living without my children, which was incredibly tough, as you can imagine.

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00:20:15,841 --> 00:20:24,481

And at the same time, I took on leading the European Enterprise plan at Apple, which meant at that point, you know, to double the size of the team.

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00:20:24,481 --> 00:20:27,121

So quite intense work, as you can imagine.

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00:20:28,081 --> 00:20:39,041

And on top of that, execute a strategy that I, which I was not really fully aligned, I should say, or a strong believer in this strategy.

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00:20:39,681 --> 00:20:48,881

So - and I made a big mistake because, and I now mentioned at some point, to have the courage to really stand for your views and your ideas -

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00:20:48,881 --> 00:20:51,201

that's not exactly what I've done at that point.

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00:20:51,681 --> 00:20:54,641

Rather than doing it, I have tried to please

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00:20:55,201 --> 00:20:55,761
everyone.

165
00:20:56,001 --> 00:21:00,161
So, trying to execute the plan, which was not really my plan.

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00:21:02,721 --> 00:21:08,481
I started to work long hours, push hard, put the pressure on the team.

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00:21:10,641 --> 00:21:18,961
Under stress, I became way too directive in my style, rushed, controlling.

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00:21:18,961 --> 00:21:21,441
And I think Hannah also mentioned, you know, the fact that

169
00:21:21,921 --> 00:21:26,721
We have to avoid, micromanagement or that under stress, we tend to micromanage.

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00:21:26,721 --> 00:21:28,401
That's exactly what happened to me.

171
00:21:29,761 --> 00:21:31,121
I started to micromanage.

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00:21:31,121 --> 00:21:36,241
So somewhere I removed the trust that I put in my team.

173
00:21:37,921 --> 00:21:44,722
I removed the space for them to express their views or do things by themselves.

174
00:21:45,362 --> 00:21:49,842
And finally, and I think that was probably the worst, I lost the joy of

175
00:21:50,522 --> 00:21:52,122
what I call the joy of leadership.

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00:21:52,122 --> 00:21:56,482
If you feel confident as a leader, you enjoy it.

177
00:21:57,042 --> 00:21:58,642
You see the impact on the team,

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00:21:58,962 --> 00:21:59,962
you see the positive motivation

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00:22:00,042 --> 00:22:01,522
coming from that.

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00:22:02,042 --> 00:22:04,802
And I was losing, essentially this,

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00:22:04,802 --> 00:22:16,162
I was losing the eyes of the people really, wide open and being motivated by what we were doing, only stress.

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00:22:16,802 --> 00:22:28,162
So it began to show in poor business reviews, also failing to convey the right messages, you know, to the top leaders of the company.

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00:22:29,082 --> 00:22:38,242
And it became clear that I was failing - failing to the point that the only possible outcome at some point was for me to leave the company,

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00:22:39,122 --> 00:22:54,562
I would be asked at some point to leave. Which is tough when you have been, always a successful leader in different companies, including at Apple, and suddenly you are considered as a bad leader,

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00:22:55,122 --> 00:22:55,602
failing.

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00:22:56,002 --> 00:23:02,402
So that's, to me, when I've been delivered a message, it was clearly a turning point.

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00:23:03,122 --> 00:23:10,882
And I had to do something, I had to really change something and to clear my mind and decide on what I wanted to do.

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00:23:13,362 --> 00:23:19,082
[Nathalie] Wow, so much that you just explained in that, in that I think also a lot of the

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00:23:19,842 --> 00:23:32,162
ways in which you responded, I'm sure many of us can relate to, under so much stress, professional and personal, and then how that kind of cascades through the team and then feeds back to you.

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00:23:32,162 --> 00:23:46,242

And it's this, I suppose, when you reach that pivotal point, that fork in the road, where you realise that having been a successful leader, the option is transform or terminate that path somehow, or you get chucked out.

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00:23:47,482 --> 00:23:53,442

And so I'm curious, actually, before we move to the next question, how did you recognise that you were really at that point?

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00:23:53,482 --> 00:24:00,402

And what was it in you that allowed you to find that fortitude to say, "Actually, I'm going to do something different here.

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00:24:00,402 --> 00:24:01,522

There's an opportunity here.

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00:24:01,522 --> 00:24:05,282

I can show up somehow and transform where I am."?

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00:24:05,922 --> 00:24:10,162

[Stéphane] I think there was a turning point when I was getting bad feedback, you know, from the reviews,

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00:24:10,162 --> 00:24:14,802

so I knew that I was not convincing the leadership team that I was doing the right thing.

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00:24:14,802 --> 00:24:16,082

So that was

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00:24:16,482 --> 00:24:17,522

clearly part of that.

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00:24:18,162 --> 00:24:46,162

But the most important part was essentially when my People partners, so Beks, attending different meetings at some point, clearly delivered a clear message on the fact that I was losing the team somewhere, that my team used to be loyal to me, that I was perceived as a good leader, and that suddenly the perception was changing.

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00:24:47,122 --> 00:24:48,642

And I was removing the space.

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00:24:49,122 --> 00:24:58,242

And that feedback clearly was, it hurt me, but hurt me to the point that I really got it.

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00:24:59,042 --> 00:25:02,562

And I decided, that's something that I could not accept.

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00:25:03,202 --> 00:25:07,922

Because business is business, fine, but you have to do the right things for the people.

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00:25:08,482 --> 00:25:11,122

And if you start impacting also the day-to-day

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00:25:11,842 --> 00:25:17,282

life of the people because you are becoming a bad leader, then it's not acceptable in my view.

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00:25:17,282 --> 00:25:21,362

So that's when clearly, I decided to do something about it.

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00:25:23,202 --> 00:25:23,362

[Nathalie] Yeah.

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00:25:23,362 --> 00:25:29,922

So, it's that relationship with your team, with the people that you care about, that you're working together and it's that moment like this is hurting others.

[Stéphane] Yes.

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00:25:32,242 --> 00:25:41,522

[Nathalie] So what, when you reach that point, what were and what are some of the specific actions that you've taken to maintain fortitude

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00:25:41,922 --> 00:25:47,642

in those moments, after you have this realization of, I can't carry on like this, I've got to choose something differently.

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00:25:47,642 --> 00:25:47,762

[Stéphane] Yeah.

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00:25:49,322 --> 00:25:52,162

But you have to come back to what is your motivation.

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00:25:52,562 --> 00:25:57,602

So, what I've done is, as we used to say at Apple, I zoomed out.

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00:25:59,082 --> 00:26:01,202

"What are my key motivation?

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00:26:01,202 --> 00:26:04,322

Why do I want to, what do I want to do?

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00:26:05,002 --> 00:26:07,602

Which leader, I mean, which leader I want to be?"

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00:26:09,362 --> 00:26:12,682

I could have left Apple and maybe do something different, right?

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00:26:12,682 --> 00:26:18,962

I said, "Okay, I'm going to reset and prove to myself, prove myself that I can be a successful leader again."

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00:26:19,362 --> 00:26:21,442

But then it would have been a failure at Apple.

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00:26:22,882 --> 00:26:32,082

And with the team, we had the passion for the mission that we have been given, which was really write a new chapter for the company, you know, build this new growth engine.

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00:26:33,042 --> 00:26:36,002

And essentially, I cleared my mind, I take a bit of time.

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00:26:36,882 --> 00:26:45,522

I cleared my mind, and I said, "My motivation is to stay at Apple and my motivation is to lead my team to success.

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00:26:46,882 --> 00:26:56,802

And the success is really to build this new growth engine for this company - all together - and to be super happy about it, to be super excited and passionate about it."

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00:26:57,602 --> 00:27:02,082

And I decided on that, I decided to not blame anyone.

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00:27:02,962 --> 00:27:07,442

That was part of the thinking process as well, because it would have been easy to blame someone.

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00:27:08,162 --> 00:27:12,962

Blame my leaders, telling me that I'm not good at what I'm doing.

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00:27:13,682 --> 00:27:17,522

Blame my team, not delivering, or blame anyone else, right,

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00:27:17,522 --> 00:27:20,802

so, and see myself as a victim.

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00:27:22,322 --> 00:27:24,002

I decided that it would not be the case.

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00:27:24,562 --> 00:27:30,002

That, you know, that I should acknowledge the feedback, that it was

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00:27:30,122 --> 00:27:32,082

it was valid and I've had to do something about it.

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00:27:32,082 --> 00:27:34,722

So that's one thing that I've done as well.

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00:27:36,042 --> 00:27:37,322

And then I shifted.

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00:27:37,322 --> 00:27:40,242

I decided to shift and to take actions.

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00:27:40,562 --> 00:27:48,162

So the first thing that I fully realized helping me to take action is that I was not alone.

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00:27:49,762 --> 00:27:52,082

My direct manager was still believing in me.

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00:27:53,762 --> 00:27:57,282

So when I came to him, you know, asking for feedback, he said,

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00:27:58,002 --> 00:27:59,362

"Stéphane, you didn't change.

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00:27:59,602 --> 00:28:00,402

You were good.

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00:28:00,722 --> 00:28:01,762

You will be good again.

241
00:28:02,642 --> 00:28:04,002
Let's rebuild your confidence."

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00:28:05,202 --> 00:28:07,442
And he has been terrific.

243
00:28:08,242 --> 00:28:09,602
So that was the first one.

244
00:28:10,562 --> 00:28:12,162
The second one is: I'm not alone.

245
00:28:12,882 --> 00:28:16,002
My team, I didn't lose my team fully.

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00:28:16,402 --> 00:28:17,602
They are still with me.

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00:28:18,082 --> 00:28:21,282
So let's have them helping me.

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00:28:21,922 --> 00:28:24,562
Let's act on their job together that we can do better.

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00:28:24,562 --> 00:28:25,282
Me first.

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00:28:26,082 --> 00:28:30,002
And let's rebuild the confidence that we had in the past.

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00:28:30,562 --> 00:28:31,842
Let's get their feedback.

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00:28:32,922 --> 00:28:34,442
And it has been extremely helpful.

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00:28:35,922 --> 00:28:38,642
Then, I mentioned Beks at some point as well,

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00:28:39,202 --> 00:28:54,082
I went to Beks, my People manager attending most of the leadership meeting, and I asked her to not only observe, but not being shy,

providing me feedback, telling me the truth, the good, the bad, the ugly, right?

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00:28:54,082 --> 00:28:54,562

So,

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00:28:55,202 --> 00:28:56,322

and she has been good at that.

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00:28:56,322 --> 00:29:04,562

She has been extremely good at telling me exactly what she was observing and also maybe the things to consider changing.

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00:29:04,562 --> 00:29:06,802

So it has been also super helpful.

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00:29:07,362 --> 00:29:13,442

But, you know, I also changed the mindset, because I decided to take it easy.

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00:29:14,722 --> 00:29:22,722

Because if you put too much pressure on you, a bit the parallel with Tim, with angerness, then you start failing.

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00:29:24,002 --> 00:29:24,242

[Nathalie] Yeah.

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00:29:24,962 --> 00:29:34,162

[Stéphane] If you remove the bad pressure, it helps focusing on the right priorities, on the things that are important to the team, on the things that are important to the business.

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00:29:34,642 --> 00:29:36,322

And that's very much what I've done, in fact.

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00:29:36,722 --> 00:29:43,042

And there is a funny story that I used to tell to my team because I think everybody should think the same.

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00:29:43,042 --> 00:29:44,482

I'm big on tennis, right?

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00:29:44,482 --> 00:29:48,402

So, I'm a tennis player and big fan of Roger Federer.

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00:29:48,962 --> 00:29:53,842

And in an interview, Roger Federer said one day, he got the following question.

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00:29:54,682 --> 00:30:03,922

He has been asked when you are in trouble in a grand slam final and that you have the maximum of stress, right?

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00:30:03,922 --> 00:30:05,522

So what could be more stressful?

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00:30:05,522 --> 00:30:10,202

you need to hit the next ball and the next point could be, crucial, right?

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00:30:10,242 --> 00:30:11,522

So what do you think?

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00:30:11,562 --> 00:30:12,562

What do you have in mind?

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00:30:13,122 --> 00:30:16,642

And he said, "I have in mind that nobody will die.

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00:30:17,922 --> 00:30:24,082

That I've been successful in the past, that, you know, if I lose this point, nothing terrible will happen.

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00:30:24,482 --> 00:30:25,362

Nothing terrible.

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00:30:26,962 --> 00:30:32,562

And in parallel of that, the other thinking is, but I ***** want it."

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00:30:35,122 --> 00:30:35,242

Yes.

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00:30:35,362 --> 00:30:36,642

And sorry for being vulgar.

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00:30:36,762 --> 00:30:37,802

But that's what he said.

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00:30:37,802 --> 00:30:38,322

I love it.

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00:30:38,642 --> 00:30:39,602

But I want it.

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00:30:39,802 --> 00:30:50,562

And so, and it's funny because I build a plan, I changed the mindset before, you know, listening to this interview of Roger.

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00:30:51,122 --> 00:30:54,242

But when he delivered the interview, I said, "But that's exactly what I've done,

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00:30:54,242 --> 00:30:56,282

in fact." I took it easy.

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00:30:56,482 --> 00:30:58,642

I decided to say, no pressure.

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00:30:59,202 --> 00:31:00,322

I can manage that.

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00:31:00,962 --> 00:31:02,162

I will do my best.

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00:31:02,522 --> 00:31:06,482

And if my best is not enough, I would have tried with my team.

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00:31:06,642 --> 00:31:06,762

[Nathalie] Yeah.

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00:31:07,122 --> 00:31:07,522

[Stéphane] Okay.

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00:31:08,162 --> 00:31:11,122

And by doing that, I removed the pressure.

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00:31:11,842 --> 00:31:13,122

I removed the pressure on the team.

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00:31:13,842 --> 00:31:19,362

We started to have a way more positive pressure, positive pressure.

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00:31:21,282 --> 00:31:22,322

And we wanted it.

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00:31:22,642 --> 00:31:23,922

We wanted it as a team.

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00:31:24,482 --> 00:31:25,842

And it changed my mindset.

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00:31:25,842 --> 00:31:27,362

It changed the way I led the team.

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00:31:27,922 --> 00:31:31,042

It changed the way I was letting space.

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00:31:32,402 --> 00:31:33,042

It changed,

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00:31:33,602 --> 00:31:35,682

you know, Hannah said that I was funny.

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00:31:36,402 --> 00:31:39,202

I was funny, but at that time I was not funny at all.

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00:31:40,802 --> 00:31:43,602

So, I decided to come back to who I was, right?

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00:31:43,602 --> 00:31:50,322

So, come back to be funny and entertaining and not taking myself too seriously, not taking

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00:31:50,802 --> 00:31:57,522

as a team, as a group, not taking ourselves too seriously, but want to be a successful and professional team.

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00:31:58,642 --> 00:32:00,082

And that's what happened somewhere, right?

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00:32:00,082 --> 00:32:09,042

So, we started to foster this motivation to fully become a team, united by a clear vision, because we rebuilt the vision.

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00:32:09,842 --> 00:32:13,042

We let down the plan that we were not believing in.

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00:32:13,602 --> 00:32:19,602

We built a new plan, our plan, as a team, and we executed the plan.

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00:32:20,122 --> 00:32:20,722

And guess what?

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00:32:20,722 --> 00:32:22,322

We've been successful with our plan.

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00:32:24,242 --> 00:32:27,922

And it was full of fun and solidarity as well,

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00:32:28,002 --> 00:32:44,722

because what I love with my team is that moving from this trust level to something that is so great in terms of, you know, everyday work, when you see the solidarity with the team, when the way they interact all together without myself, right?

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00:32:44,722 --> 00:32:44,962

So

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00:32:46,242 --> 00:32:52,802

I, thinking, of what was the starting point and where we landed is really a source of joy for me.

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00:32:53,122 --> 00:32:59,922

So, I'm not sure I answered well the question, but it has been a bit the thinking process and what I went through,

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00:33:00,042 --> 00:33:01,522

the series of action that I've taken.

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00:33:03,282 --> 00:33:05,162

[Nathalie] This is such a rich answer.

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00:33:05,202 --> 00:33:08,882

So thinking about, I'm going to kind of draw on a few elements that you touched upon.

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00:33:08,882 --> 00:33:15,362

So thinking about your motivation, but also you're saying about not blaming or becoming the victim, assuming responsibility.

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00:33:15,362 --> 00:33:15,522

[Stéphane] Yeah.

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00:33:16,642 --> 00:33:20,722

[Nathalie] And then turning to Beks and actively asking her, or him?

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00:33:21,842 --> 00:33:24,962

Is it a man or her?

[Stéphane] Her

[Nathalie] Actively asking her for the truth.

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00:33:25,002 --> 00:33:31,522

And it's almost like in soliciting someone's support and help like that, you're inviting them to champion you.

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00:33:31,842 --> 00:33:35,282

And it's almost like a personal trainer who's like, you've got this, you can do this.

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00:33:35,282 --> 00:33:37,522

You don't know yet what you haven't tried.

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00:33:37,522 --> 00:33:40,322

Or, you know, especially thinking about the mindset and the blind spots.

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00:33:40,642 --> 00:33:45,522

And something that really shone out for me about what you just described was this sense of not being alone.

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00:33:45,762 --> 00:33:52,722

You're with your team, you're showing up amidst the most pressuring moments, you're saying, "No, I believe in this, I want to be here with you."

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00:33:52,962 --> 00:33:58,802

And then creating a collaborative, united, clear vision, which is your plan collectively.

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00:33:59,482 --> 00:34:03,682

And that crucial, those two crucial words, really, fun and solidarity.

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00:34:03,962 --> 00:34:08,002

That there's a playfulness there, and allowing that to kind of

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00:34:08,842 --> 00:34:17,842

I suppose, it's not necessarily about non-attachment to outcome, but zooming out like you say and saying, okay, no one's going to die if we get this wrong and it frees you up to go for it.

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00:34:19,121 --> 00:34:20,322

This is very inspiring.

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00:34:21,681 --> 00:34:23,762

So, Hannah - oh no, wait, before I come to that.

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00:34:24,402 --> 00:34:26,161

So thinking about, you've already mentioned

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00:34:26,442 --> 00:34:34,402

Beks, as one of the people who's really championed you and supported you, who are some of the other people who have helped you develop fortitude?

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00:34:34,962 --> 00:34:43,522

[Stéphane] I mentioned my manager, and Mark has been crucial in this because he has been just fantastic, so supportive.

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00:34:46,121 --> 00:34:53,762

He could have, you know, acted in a way which is, "Okay, you have lost the confidence of the top leaders of this company, it's the end of it."

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00:34:53,762 --> 00:34:55,522

No, that's not what he has done.

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00:34:56,121 --> 00:35:03,282

He really, when he said to me, the magic word, it's just about rebuilding your confidence.

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00:35:03,522 --> 00:35:07,442

"You are as strong as you were, it's just about confidence.

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00:35:07,482 --> 00:35:09,842

And with the confidence, you will make the right decisions."

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00:35:10,482 --> 00:35:16,322

And so he provided me, he said that to me, but also he provided very tangible feedback.

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00:35:16,322 --> 00:35:22,402

You can imagine that some of that was not pleasant to hear, but that was the right coaching, the right feedback.

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00:35:22,562 --> 00:35:23,602

So Mark was one of them.

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00:35:24,162 --> 00:35:36,802

I also made the decision to go to the other VP to Hugues Asseman at that point, because he was not my direct manager, but he attended some important forum where I was, where I, during which I failed.

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00:35:37,202 --> 00:35:42,802

So he could have been a good observer at the right level, with the right distance also to coach me.

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00:35:42,802 --> 00:35:49,282

So he has done a fantastic job also, yeah, giving guidance, providing feedback.

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00:35:50,882 --> 00:35:52,882

So yeah, I think they were the main ones, but

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00:35:53,442 --> 00:36:00,402

honestly, I also started to get, and it's funny because, Hannah was saying "How was it?"

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00:36:00,562 --> 00:36:01,442

What do you think?"

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00:36:02,802 --> 00:36:04,962

That's exactly what I've done with my team, in fact.

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00:36:05,442 --> 00:36:11,923

So not after all meetings, but from time to time, "How was it?"

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00:36:12,163 --> 00:36:14,643

Was it not too, I mean, in a rush?

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00:36:15,043 --> 00:36:16,643

So, what do you think, right?"

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00:36:16,643 --> 00:36:20,243

So, and in fact, it...

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00:36:21,283 --> 00:36:29,763

it became a kind of natural habit for the team, not only for me, but for all the meetings, for all of them.

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00:36:30,083 --> 00:36:39,403

So, it started to foster a kind of culture of feedback in a way that was not only for me- I fully benefited of it, as you can imagine, but the starting point was that

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00:36:39,403 --> 00:36:43,043

when I was failing, we started to do it this way.

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00:36:43,443 --> 00:36:49,363

So this is the, those, this mix of different feedback from different angles, from different people.

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00:36:50,003 --> 00:36:55,083

And your point on personal trainer, Beks has been a personal trainer.

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00:36:55,923 --> 00:36:57,363

That's the way she acted, right?

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00:36:57,363 --> 00:37:02,563

So, and she did a fantastic job on that, being honest, straightforward.

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00:37:03,203 --> 00:37:12,243

But even if the feedback was tough, it was so genuine from Beks and from everybody that you could not receive the feedback.

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00:37:12,243 --> 00:37:18,243

When the feedback is genuine in the sense that people want to help you, you take it,

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00:37:18,883 --> 00:37:19,123

right?

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00:37:19,603 --> 00:37:27,403

And that was the common, maybe that was common to all those people providing me with feedback, genuine feedback.

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00:37:28,163 --> 00:37:29,123

You cannot deny it.

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00:37:29,923 --> 00:37:31,203

You take it, and you move.

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00:37:32,563 --> 00:37:37,603

[Nathalie] And also the belief that they had in you when you're talking about, rebuilding your confidence,

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00:37:37,603 --> 00:37:39,283
it's like, "I know you can do this.

372
00:37:39,523 --> 00:37:40,483
I'm going to help you.

373
00:37:40,563 --> 00:37:41,363
I'm here for you."

374
00:37:41,363 --> 00:37:47,603
And that sense of someone really having your corner, which shines through with these people that you've mentioned.

375
00:37:48,123 --> 00:38:00,483
And so, Hannah, I'd love to turn to you now and ask you about, you know, you've witnessed Stéphane's journey and experiences and challenges and the ways that he's stepped into this.

376
00:38:00,843 --> 00:38:08,163
What are some of the actions you have seen him take in practicing fortitude that may not be so obvious to others?

377
00:38:10,323 --> 00:38:13,043
[Hannah] So I think, I mean, that was really powerful, first of all,

378
00:38:13,083 --> 00:38:16,723
and so I have to say, I think there's so much self-awareness as well -

379
00:38:16,723 --> 00:38:19,043
I should add that, in what Stéphane has shared.

380
00:38:19,043 --> 00:38:22,763
There's almost like a 360 of himself, which many people aren't able to do.

381
00:38:23,283 --> 00:38:26,443
They just get so stuck in the feedback, they can't see past any of that.

382
00:38:26,443 --> 00:38:28,003
And they're just, you know, replaying it.

383
00:38:28,323 --> 00:38:29,963
So they're kind of a shell of themselves.

384
00:38:30,403 --> 00:38:33,683

But I think one of the things he's great is he's asking really good questions.

385

00:38:33,843 --> 00:38:35,283

The one thing about Stéphane, that's great.

386

00:38:35,283 --> 00:38:41,603

You'll have a one-to-one and you'll say a bunch of things and he'll take you back to a point and pull the thread on it a bit.

387

00:38:41,763 --> 00:38:44,763

Or even if it's a message, okay, this is the thing I want to know.

388

00:38:44,843 --> 00:38:46,243

And that's really helpful as well.

389

00:38:46,403 --> 00:38:46,963

Two ways.

390

00:38:46,963 --> 00:38:52,603

One, because you're challenged to think about the conversation you're having and what is it, the message you're trying to deliver.

391

00:38:52,603 --> 00:38:55,123

But also it also gives me a sense of who he is.

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00:38:55,403 --> 00:38:59,123

which for me is there's always a sense of learning. Because you don't need to pull a thread,

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00:38:59,403 --> 00:39:01,163

you could just receive it and carry on.

394

00:39:01,163 --> 00:39:03,043

But it's like, "No, I want to dig into that a bit more.

395

00:39:03,043 --> 00:39:06,563

I want to understand that a bit better", which he continues to do.

396

00:39:06,963 --> 00:39:08,243

Never, ever defensive.

397

00:39:08,563 --> 00:39:12,403

So even if I'm giving some feedback on something, he's never defensive.

398

00:39:12,403 --> 00:39:16,403

It's again, back to the question of, oh, well, this is what I was trying to get to.

399

00:39:16,483 --> 00:39:21,123

So there's a cognizance of why whatever happens has happened, but never defensive.

400

00:39:21,123 --> 00:39:22,763

Just, "Okay, I hear that point".

401

00:39:23,443 --> 00:39:28,083

And I would say in that same vein, has a very firm point of view, which I think is important in leadership.

402

00:39:28,323 --> 00:39:32,363

So, I'm not describing a leader who's pendulum swinging all the time, has a very firm point of view,

403

00:39:32,363 --> 00:39:44,323

but because of the active listening, can really take on board everyone else's perspectives and forward a path forward, that fills a collective path forward at the end of the conversation, which I think is really powerful.

404

00:39:45,363 --> 00:39:49,643

He leads with vulnerability, which you've just heard, in terms of an entire example.

405

00:39:49,643 --> 00:39:55,843

And I think, I love that he openly praises Mark from a leadership standpoint as well, or anyone,

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00:39:55,923 --> 00:39:57,923

and again, I've heard him do this multiple times,

407

00:39:58,003 --> 00:40:10,963

wherever the source has come from, we could be in a business review, and it could be a section that's not about the area of the business he leads, but he will absolutely come and give advocacy for somebody else, which I think is really powerful in the position that he's in.

408

00:40:11,683 --> 00:40:20,923

And I would always say about the injection of fun, because I do think that is important in terms of him saying, getting back to your source of joy and the team exude that.

409

00:40:20,923 --> 00:40:24,243

And I think there's something about fun means confidence, right?

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00:40:24,323 --> 00:40:29,603

You know, like I think if you're enjoying yourselves and you're having a good time, it's because you know things are going well, right?

411

00:40:29,843 --> 00:40:32,803

So there's an ability to allow some space for that too.

412

00:40:32,803 --> 00:40:37,123

[Nathalie] There's so much, I mean, I feel like you could do a five-hour deep dive in this.

413

00:40:37,363 --> 00:40:39,443

There are so many threads, as you say, to pull on.

414

00:40:40,163 --> 00:40:41,563

But Stéphane, we are coming

415

00:40:41,643 --> 00:40:42,483

close to time.

416

00:40:42,483 --> 00:40:48,803

So, as a last question for you, how does fortitude help you show up authentically as a leader?

417

00:40:48,803 --> 00:40:55,283

We've talked about fun and vulnerability, but is there anything that we've not yet touched upon that you would like to kind of shed some light on?

418

00:40:55,283 --> 00:41:04,483

[Stéphane] In fact, you know, we used to think that being a strong or good leader is also about, you know, being tough or resilient.

419

00:41:05,203 --> 00:41:09,843

Honestly, it's about being honest, honest with yourself,

420

00:41:10,883 --> 00:41:13,683

honest with the people, asking for help.

421

00:41:14,923 --> 00:41:17,523

There's no shame, you know, to ask for help.

422

00:41:19,843 --> 00:41:26,403

And also having the real courage is to change, in fact, is to accept that you have to change.

423

00:41:26,403 --> 00:41:27,603

That is the real courage.

424

00:41:30,483 --> 00:41:37,963

And I think, you know, this series of actions and what I went through,

425

00:41:39,603 --> 00:41:49,043

allow me somewhere to bring passion, balance with trust and openness, rather than just intensity, right?

426

00:41:49,043 --> 00:41:54,483

It's easy, you know, when you are a leader at a certain level, it's easy to be just intense.

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00:41:55,603 --> 00:42:03,483

And as a leader, you will think that, you know, you will impress the others just by being intense, right?

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00:42:04,723 --> 00:42:05,523

No, it's not enough.

429

00:42:05,523 --> 00:42:08,323

You will not impress the leaders, the others by being intense.

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00:42:08,323 --> 00:42:16,403

You will lead the others by being open, courageous, ready to change.

431

00:42:16,563 --> 00:42:21,723

That's for me the real, you know, courage and the right balance to find.

432

00:42:23,363 --> 00:42:28,563

And it helped me to create an environment where the team feels safe to share ideas, make mistakes,

433

00:42:30,683 --> 00:42:34,243

jokes, including, on me, right?

434

00:42:34,243 --> 00:42:38,723

And I know that they are joking, in a very genuine way.

435

00:42:38,723 --> 00:42:50,643

And I love it because that's, once again, that's vulnerability, vulnerability, but it's vulnerability in a good way in the sense that, yeah, they enjoy, being this group and they enjoy the leadership.

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00:42:50,643 --> 00:42:53,363

So, which is my best reward somewhere.

437

00:42:55,443 --> 00:42:56,163

[Nathalie] Fascinating.

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00:42:56,163 --> 00:43:00,083

It's curious actually as you're saying that, to have the courage to change and to take risks.

439

00:43:00,403 --> 00:43:13,763

There's, I don't know if you've seen this research with the imaginal cells, which are the cells that when the caterpillar disintegrates within the pupa, are the ones that get attacked by the caterpillar cells so that the caterpillar does not transform into a butterfly. And yet...

440

00:43:14,163 --> 00:43:20,883

These imaginal cells come together, and they are able to transform into something else that was not imaginable by the caterpillar itself.

441

00:43:21,163 --> 00:43:29,363

And so there's something about kind of that courage of the imaginal cell being able to not resist the change, but lean towards the discomfort, ask for help.

442

00:43:29,443 --> 00:43:29,963

[Stéphane] Embrace it.

443

00:43:30,283 --> 00:43:31,923

[Nathalie] Embrace it.

444

00:43:32,563 --> 00:43:32,803

Yeah.

445

00:43:34,323 --> 00:43:35,043

Very powerful.

446

00:43:35,043 --> 00:43:35,363

So

447

00:43:35,923 --> 00:43:47,283

So, Hannah, as we did at the end of our conversation with Resan last time, what is your call to action to the cohort who are listening following today's extraordinary journey of a conversation?

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00:43:48,723 --> 00:43:55,763

[Hannah] Once again, it's to challenge your thinking and think about what might not be a strength for you, right, in all of what you've heard today?

449

00:43:56,243 --> 00:43:59,923

And whilst it's obvious to say, you know, stay calm, stay measured,

450

00:44:00,083 --> 00:44:04,643

of the things that Tim said that he does, that takes years of practice, right?

451

00:44:04,643 --> 00:44:06,043

That takes a starting point.

452

00:44:06,043 --> 00:44:08,883

So, how are you going to ensure that that's something that you do?

453

00:44:08,923 --> 00:44:12,723

In listening to Stéphane, what would you have done in his examples?

454

00:44:13,043 --> 00:44:13,843

You know, it's...

455

00:44:14,243 --> 00:44:25,923

in the look back part, which might be difficult, actually, I haven't asked Stéphane if hard for him to think back and talk through what he experienced, but many people aren't able to find the way through the way that he did.

456

00:44:25,923 --> 00:44:30,003

So as people are listening, what would you do as you reflect on that?

457

00:44:30,323 --> 00:44:36,523

How confidently can you hold these conversations that we're talking about in terms of giving feedback, but also receiving it?

458

00:44:37,203 --> 00:44:37,843

And

459

00:44:38,763 --> 00:44:48,803

when I talked last time about the long emails and the kind of passive aggressive tones, how much of that have you seen yourself start to change or what might you do differently?

460

00:44:49,203 --> 00:44:56,163

And also I think just in terms of the confidence that Stéphane has talked to, where might you find that source of confidence?

461

00:44:56,483 --> 00:44:59,563

Stéphane's talked heavily about Beks, who I also advocate for -

462

00:44:59,683 --> 00:45:03,123

Rebecca is her name, Nathalie, we kind of call her Beks.

463

00:45:03,603 --> 00:45:04,803

Who might be your person there?

464

00:45:04,803 --> 00:45:08,483

Who might be your personal trainer in terms of this type of work?

465

00:45:08,483 --> 00:45:11,443

It might not be a Beks, but who is it if it's not your PBP?

466

00:45:11,443 --> 00:45:14,323

Just give some thought to who that person is that you might have.

467

00:45:14,643 --> 00:45:17,523

And also, how might you have felt under Stéphane's leadership?

468

00:45:17,923 --> 00:45:20,763

How might, you know, you have responded to that style of leadership?

469

00:45:20,763 --> 00:45:28,643

I think sometimes when you put yourselves in the shoe of the person who's in the team, there's so much learning that comes from being under the leadership of different people.

470

00:45:28,883 --> 00:45:31,283

So, think about it from that perspective too, I would say.

471

00:45:33,643 --> 00:45:34,003

[Nathalie] Brilliant.

472

00:45:34,003 --> 00:45:40,723

Well, Hannah, Stéphane, thank you so much for sharing your insights, your generosity of spirit and your expertise.

473

00:45:41,043 --> 00:45:49,923

Thank you all of you listening for joining us for this special podcast on Fortitude, brought to you by Future Talent Learning in partnership with Apple.

474

00:45:50,563 --> 00:45:54,083

I've been Nathalie Nahai and I hope you enjoyed this conversation.

475

00:45:56,163 --> 00:45:58,163

Guys, I've taken so many notes.

476

00:45:58,163 --> 00:45:58,963

It's ridiculous.

477

00:45:58,963 --> 00:46:01,043

That was so inspiring.