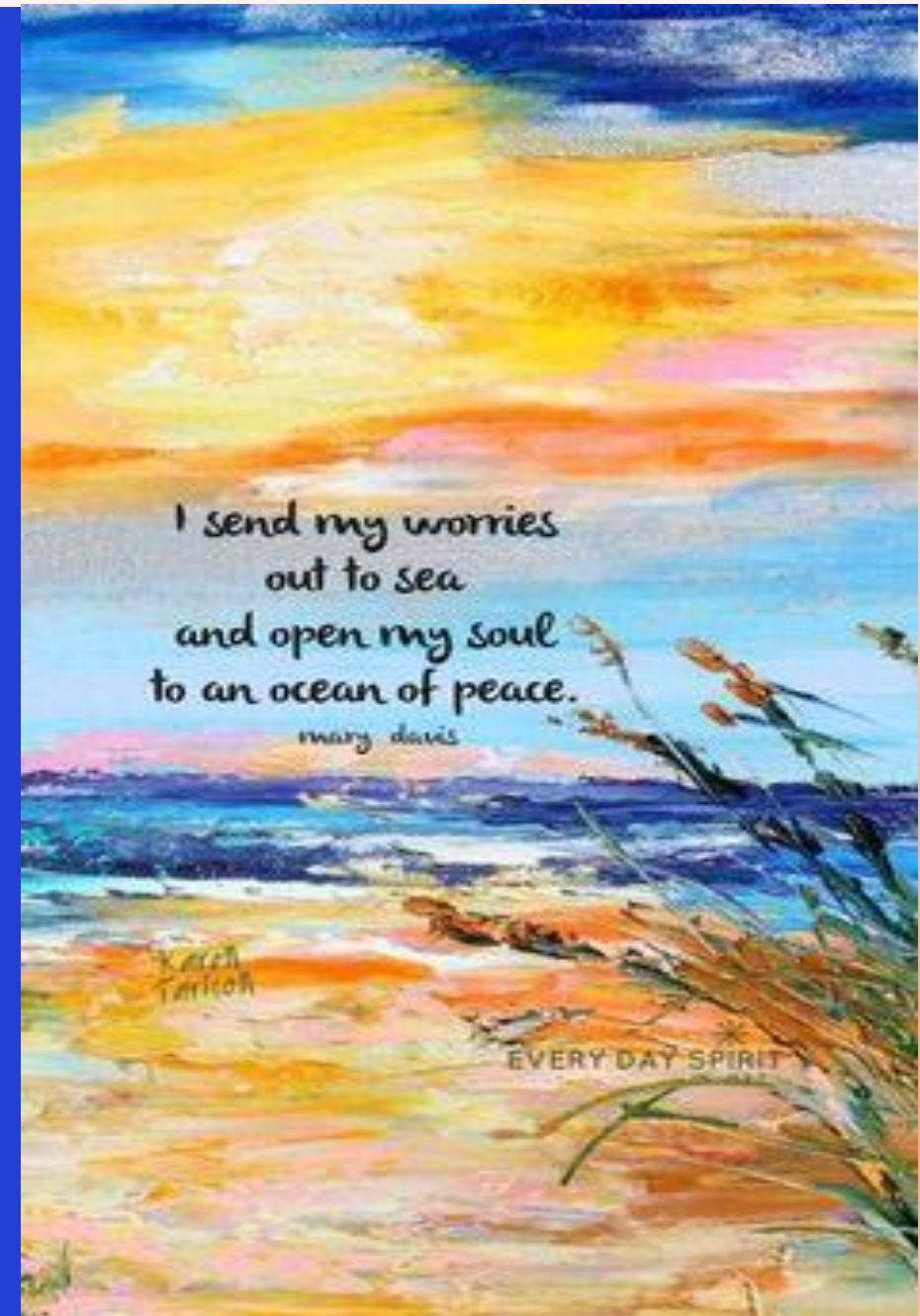


Our Strategy Race: Leg 8 – From Itajaí to Newport

Strategy Corporate
Renewal
Corporate C - Suite Leaders:
Are you ready to sail?



→ Leg 8. From Itajaí to Newport

OUTLINE Leg 8. Strategy Corporate Renewal

01

**Corporate Strategy:
The Domain Selection
of the Business Ocean**



02

**Corporate C-Suite
Leaders: Are you
ready to sail?**



We are here

03

**From the Past to the
Future: Corporate
Strategy Renewal**



04

**Corporate
Entrepreneurship**



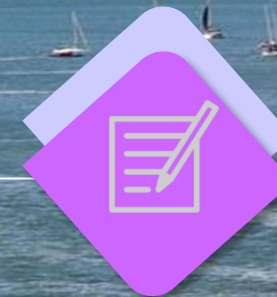
05

**Corporate
Leadership when
Change happens**



06

**Summary and
Conclusions**

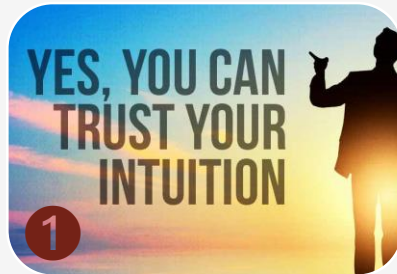


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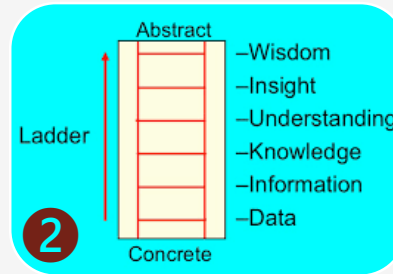


Corporate C-Suite Leaders, are we ready to sail?

What it takes to be a good skipper?



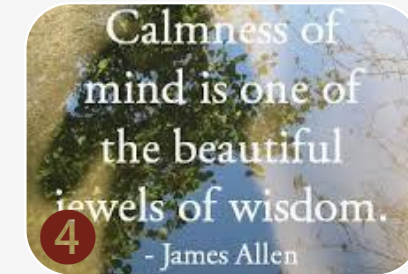
Intuition



**Solid
Understanding of
Fundamentals**



Inventiveness



Calmness



A Boat is a Boat



Experience



**Holding your glass
of rum**



➔ Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

1. INTUITION

1

Intuition

Intuition literally means learning from within.

Most of us were not taught how to use this sense, but all of us know well that "gut" feeling. Learn to trust your inner feeling and it will become stronger. Avoid going against your better judgement or getting talked into things that just don't feel right.

-Doe Zantamata



- A good skipper knows where the wind is, where it is going to be.
- C-Suite Leaders have been sailing for a while. They know innately, more than anyone else, about the wind advantages.
- C-Suite Leaders who know how to sail, ignite positive energy when they are in charge and they have an anticipation and an understanding that is beyond anyone else, on another level.
- Intuition is a personal magical thing and great sailors have it.
- I am a believer that excellent C-Suite Leaders as much as the Skippers have learned to trust their inner gut feeling.



→ Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

2. SOLID UNDERSTANDING OF FUNDAMENTALS.

2



- Core fundamentals are critical to being a good sailor.
- Knowing knots, points of sail, weather information, vocabulary and all of the other basics have to be second nature for a person to be a good sailor.
- An excellent C-Suite leader knows. He/She is wise enough, not just because it has been educated, but also because years of experience have taught them how to do the things .
- The basics of being a knowledge and trustful brain "library" is gathered by education. The best path to understanding the fundamentals is a non-ending life of education.



→ Leg 8. From Itajaí to Newport



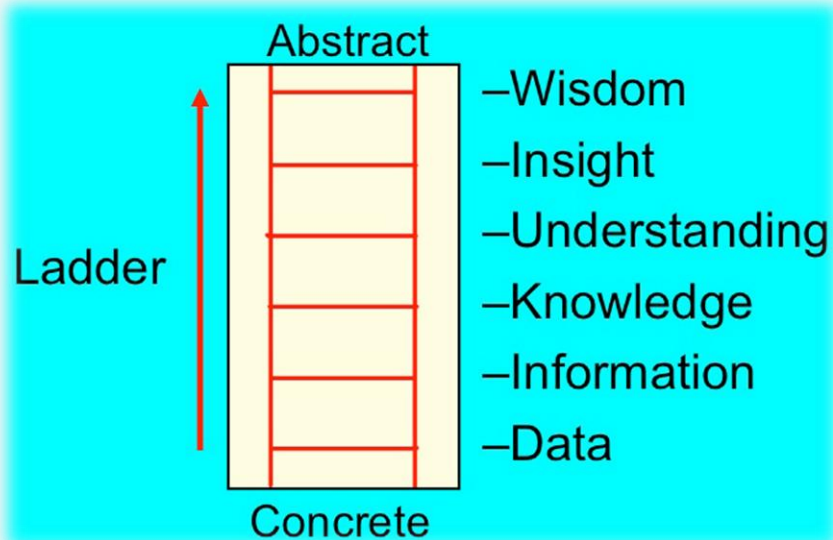
Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

2. SOLID UNDERSTANDING OF FUNDAMENTALS.

2



- Don't confuse the term knowledge with understanding.
- The world is filled with data, which is shaped in information.
- Knowledge comes from finding the answers, but understanding what the answers mean . . . is the beginning of wisdom.
- Many of us don't ask ourselves questions about knowledge, and we therefore can't make good decisions.
- Excellent Skippers and C-Suite Leaders are wise. They don't stop with knowledge, neither understanding, they are always finding answers.

→ Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

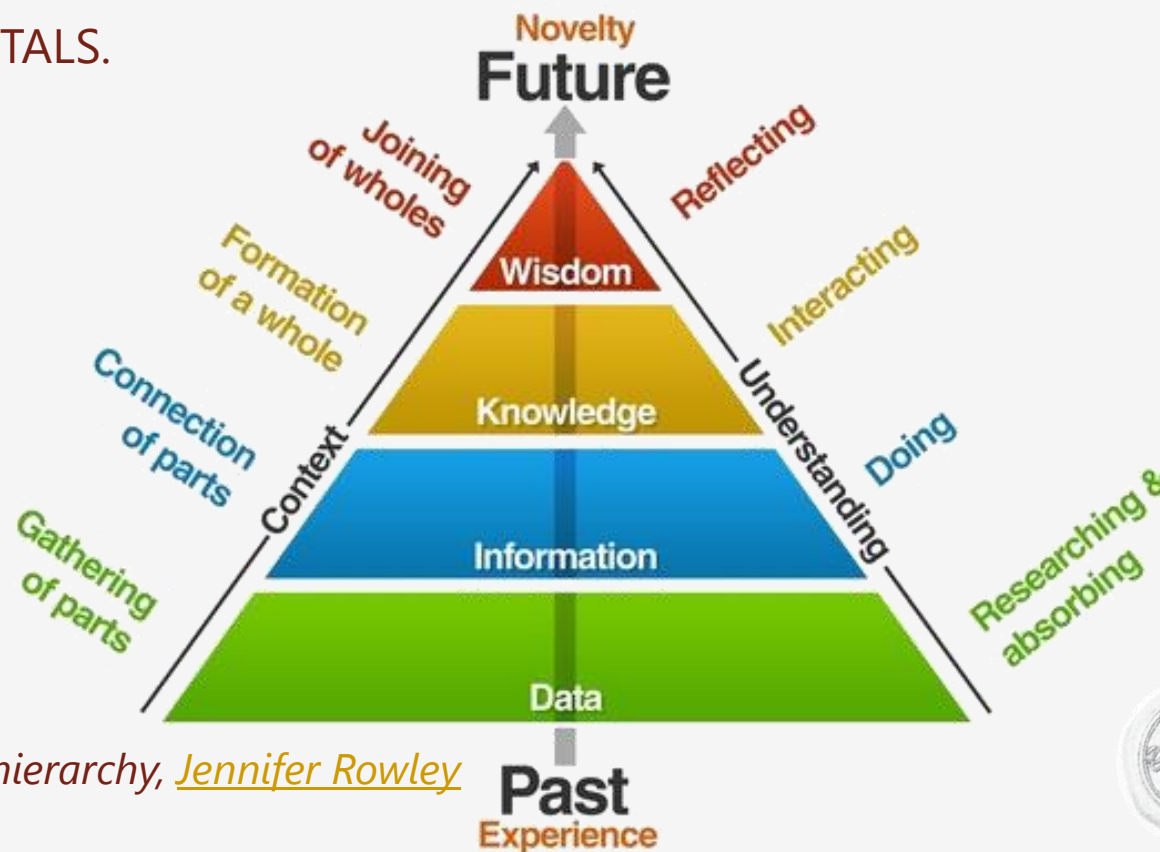
What it takes to be a good skipper?

What it takes to be ready to sail?

2. SOLID UNDERSTANDING OF FUNDAMENTALS.

DIKW Hierarchy Pyramid.

2



Source: The wisdom hierarchy: representations of the DIKW hierarchy, [Jennifer Rowley](#)
First Published April 1, 2007



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Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

3. INVENTIVENESS

3



Who is MacGyver? He is a character from Generation X. He was the principal actor of a TV series "MacGyver" (1985-1992) who often made or repaired objects in an improvised way. For Millennials and Gen Z, I recommend you to watch it in YouTube.

- Excellent Skippers and C-Suite Leaders are as MacGyver.
- Even though MacGyver was not a sailor, he would have been a good one.
- Things go strange on sailing. Fittings pop out, grids don't function, mainsails are damaged, boats are dismantled, things and people fall overboard, lines snap... there's no way to predict how the ocean will change the journey.



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Corporate C-Suite Leaders: Are you ready to sail?

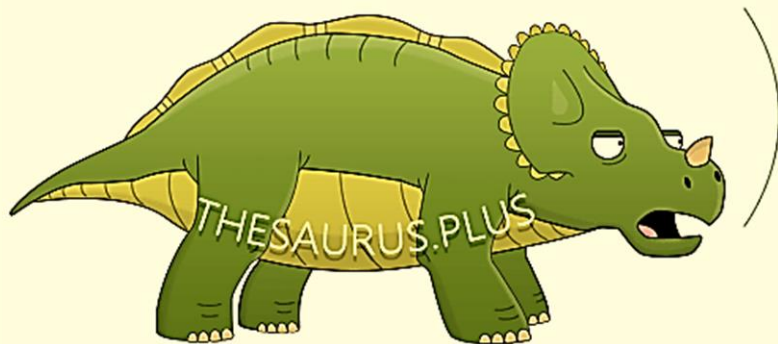
What it takes to be a good skipper?

What it takes to be ready to sail?

3. INVENTIVENESS

synonyms for inventiveness:
ingenuity, ingeniousness, imagination, cleverness,
invention, creativity, resourcefulness, originality,
creativity, adroitness

3



- The ocean oblige sailors to think sharply and improvise
- There is nothing so comforting as being around good sailors who, when faced with a problem, simply start figuring out solutions based on the materials on hand.
- Boats don't carry spares of everything, so innovation often reigns supreme. Innovation doesn't come from the Internet. It comes from ingeniousness, resourcefulness, initiative.
- It requires ingenious ideas to overcome the wild ocean.
- At the C-Suite level, excellent leaders will always have the ability to invent and improvise when faced with difficult oceans.





Leg 8. From Itajaí to Newport



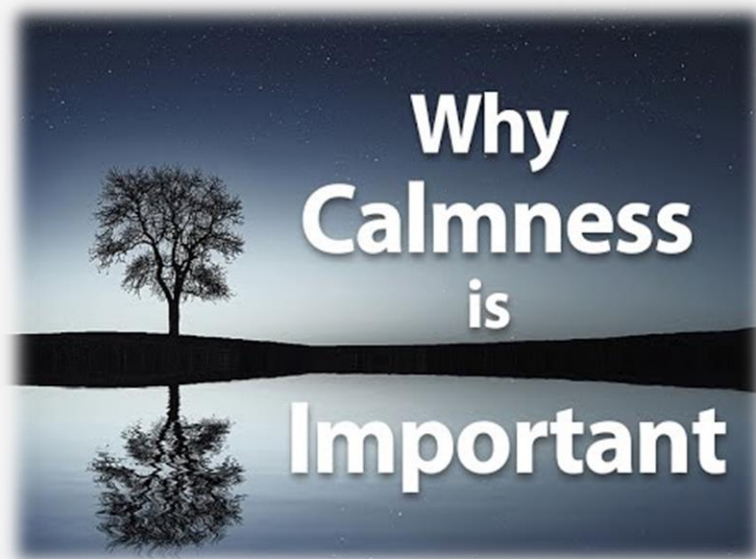
Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

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4. CALMNESS

4



Calmness: no matter what, the state or condition of being free from agitation, disturbance or violent activity.

- Truly good sailors are never the ones screaming and throwing tantrums.
- C-Suite Leaders have in common with Good Sailors: are the ones figuring things out while someone else is screaming and throwing a tantrum.
- But beyond being calm under duress, good sailors are usually just calm in general.
- It's a disposition that serves nearly every sailing situation and good sailors know it.
- To be calm is to be clear of mind and clarity is an enormous advantage when sailing.
- If you are part of a Board of Directors team and do not have calmness, it is better to step out for some time. Learn how to be calm in your life, and return back when you are ready for it.



Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

4. CALMNESS

4

Calmness is the criterion of spiritual progress. Plunge the purified mind into the Heart. Then the work is over.

Ramana Maharshi

quotefancy



→ Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

5. EXPERIENCE



- In sailing or anywhere else, nothing substitutes for sheer experience.
- Miles under the keel many times can provide all what is needed to become a great sailor.
- Previously to become a BoD member or Corporate Leader, it is recommended to gain experience at the different levels (operational, functional, managerial).
- At the Volvo Ocean Race 2017-2018 we have seen experienced sailors which help and train the newest. Each race is different, because the ocean is uncertain, but experienced sailors certainly take BoD teams farther down the road than most.



→ Leg 8. From Itajaí to Newport




Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

5. EXPERIENCE

5



Experience by itself teaches nothing...Without theory, experience has no meaning. Without theory, one has no questions to ask. Hence without theory there is no learning.

(W. Edwards Deming)

izquotes.com



→ Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

5. EXPERIENCE

5

**EXPERIENCE IS THE
HARDEST KIND OF
TEACHER. IT GIVES YOU
TEST FIRST AND THE
LESSON AFTERWARDS.**

Life Learned
Feelings

- Experience is valuable. It means learning from mistakes.
Corporate C-Suite Leaders punish mistakes, and people work with fear, people hide faults and the organization doesn't learn from them.
- Experience takes years of building blocks in the brain, which gives the capacity to react immediately with time.
- Many people believe that experience is measured by the amount of years in the corporate ladder. Not true. It is all about how our brains assimilate it. For some it takes a lifetime, for others less than that. Each brain is different.





Leg 8. From Itajaí to Newport

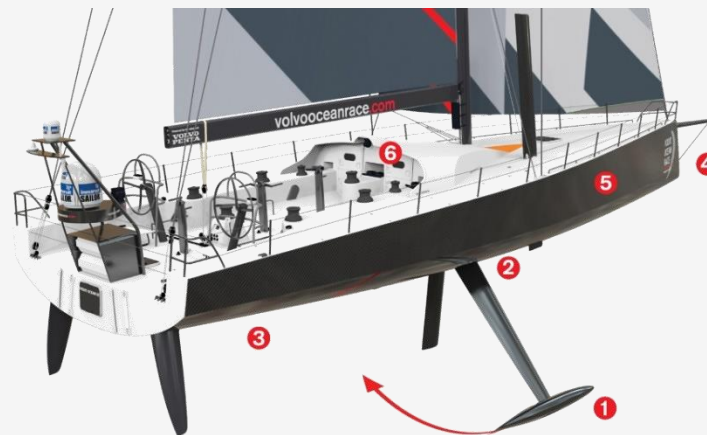


Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

6. A BOAT IS A BOAT.



- Someone who really knows how to sail can hop on any boat and make it hum.
- He or she will do a quick inventory of how the particular systems on the boat operate.
- In a matter of minutes will be an integrated skipper or crew member as if he or she has been on the boat for years.
- At the Corporate C-Suite: leaders know how to lead within their own personal style. They will figure out the right questions to gain wisdom, and will find the right procedures of corporate governance too.



→ Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

What it takes to be a good skipper?

What it takes to be ready to sail?

7

7. HOLDING YOUR RUM

7

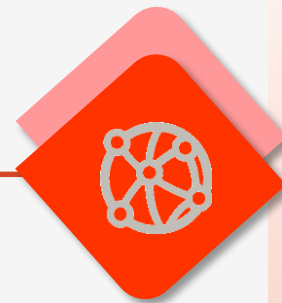
*May your ANCHOR be tight,
your CORK be loose,
your RUM be spiced
and your COMPASS be true.*

Sailor's phrases...

- Obviously it is not my aim to advise to drink alcohol when sailing, it can be contra productive to be a lousy drinker. But **one** glass of beer or rum or vodka or whisky won't hurt your health either.
- But this phrase is well known by sailors: to be able to hold their rum. It's been a time-honored tradition.
- The idea of sailing is to have fun too... stay cognizant – sailors can dance that weird dance and still think about whether the anchor is holding....
- Corporate Leaders have forgotten that having fun is part of life too. Igniting the meaning of a happy business has to come from the top too.



→ Leg 8. From Itajaí to Newport



Corporate C-Suite Leaders: Are you ready to sail?

***"The more balanced it is a Board of Directors team with people from different leadership styles, the better it will be for the long run. Decision Making is not played with DATA. It is made with Wisdom".
Eliescalante***

Thank you!



Authoritarian



Democrats



Artists



Craftists



Technocrats



Politicians



Teachers
(Coaches)



Designers



Stewards



Digital



Visionaries



Transformational



Free-riders

