

World Business Forum New York, NY

November 2 - 3, 2022



Image *World Business Forum 2022: The Age of the Ideas*
<https://www.youtube.com/watch?v=3dtzWaYd8BQ>

Texas Tech University System 2022 WBF Team

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Texas Tech University System 2022 WBF Team

Agenda

The AGE
of the IDEAS
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World
Business
Forum | NYC



Agenda

TIME	Wednesday, Nov 2	TIME	Thursday, Nov 3
9:00 - 10:30 90 min	Pat Lencioni High Performance Teams	9:00 - 10:30 90 min	Dave Ulrich Talent Management
10:30 - 11:15 45 min	BREAK	10:30 - 11:15 45 min	BREAK
11:15 - 12:30 75 min	Paul Romer Growth	11:15 - 12:30 75 min	Carly Fiorina Leadership
12:30 - 14:00 90 min	LUNCH	12:30 - 14:00 90 min	LUNCH
14:00 - 15:00 60 min	Laura Huang Diversity & Inclusion	14:00 - 14:30 30 min	Aamir Malik Innovation
15:00 - 16:00 60 min	Lloyd Blankfein Strategy	14:30 - 15:45 75 min	Charlene Li Business Transformation
16:00 - 16:30 30 min	BREAK	15:45 - 16:15 30 min	BREAK
16:30 - 17:30 60 min	Magnus Scheving Creativity	16:15 - 17:15 60 min	Chris Gardner Self-Management

Agenda is subject to change

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The AGE of the IDEAS

Day One November 2, 2022

01

Pat Lencioni

High Performance
Teams

02

Paul Romer

Growth

03

Laura Huang

Diversity &
Inclusion

04

Lloyd Blankfein

Strategy

05

Magnus Scheving

Creativity



Image WBF New York - WOBI. (2022.) <https://www.wobi.com/wbf-nyc/>



Image: Young, L. (2021). Javits Center. <https://www.bizjournals.com/newyork/news/2020/06/24/javits-convention-center-in-nyc-may-be-converted.html>

Jacob K. Javits Convention Center New York, NY

01

Pat Lencioni

High Performance Teams



Image WBF New York - WOB. (2022.) <https://www.wobi.com/wbf-nyc/>

Pioneering Expert on Leadership and Organizational Performance

[Patrick Lencioni](#) is founder and president of [The Table Group](#), a firm dedicated to providing organizations with ideas, products and services that improve teamwork, clarity and employee engagement. Lencioni's passion for organizations and the people who work in them is reflected in his writing, executive consulting. He is the author of thirteen bestselling books with over eight million copies sold, more than twenty years in print, his classic book, [The Five Dysfunctions of a Team](#), remains a fixture on national best-seller lists. His most recent book, [The Six Types of Working Genius: A Better Way to Understand Your Gifts, Your Frustrations and Your Team](#), was released in September 2022. He is also the host of a popular business podcast, *At The Table with Patrick Lencioni*.

LEADING HEALTHY TEAMS AND ORGANIZATIONS

- Understanding organizational health: The disciplines an organization must live out to become healthy
- Identifying the ideal team player: Three indispensable virtues that make some people better team players than others
- Reaching individual and combined potential by tapping into geniuses at the office and in our meetings

High Performance Teams

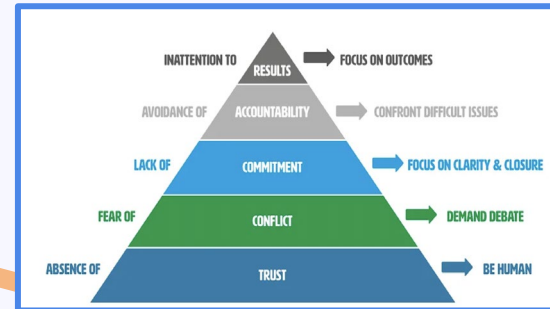
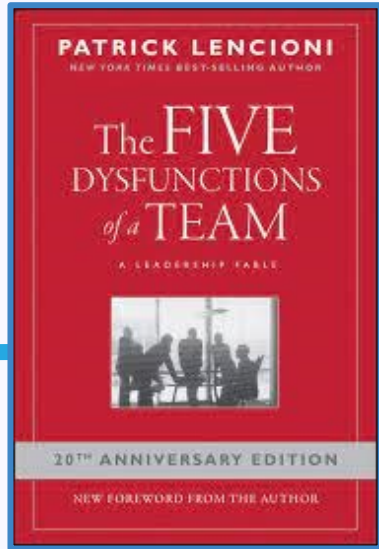


"Teamwork is not a virtue. It's a strategic choice we have to make."

PAT LENCIONI

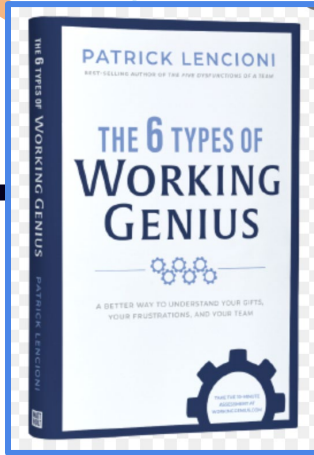
Five Dysfunctions of a Team

“The key to being successful and fulfilled at work is to tap into your gifts. That can't happen if you don't know what those geniuses are. Leaders must reorganize teams to leverage each person's working genius and reduce times spent in areas of frustration.”

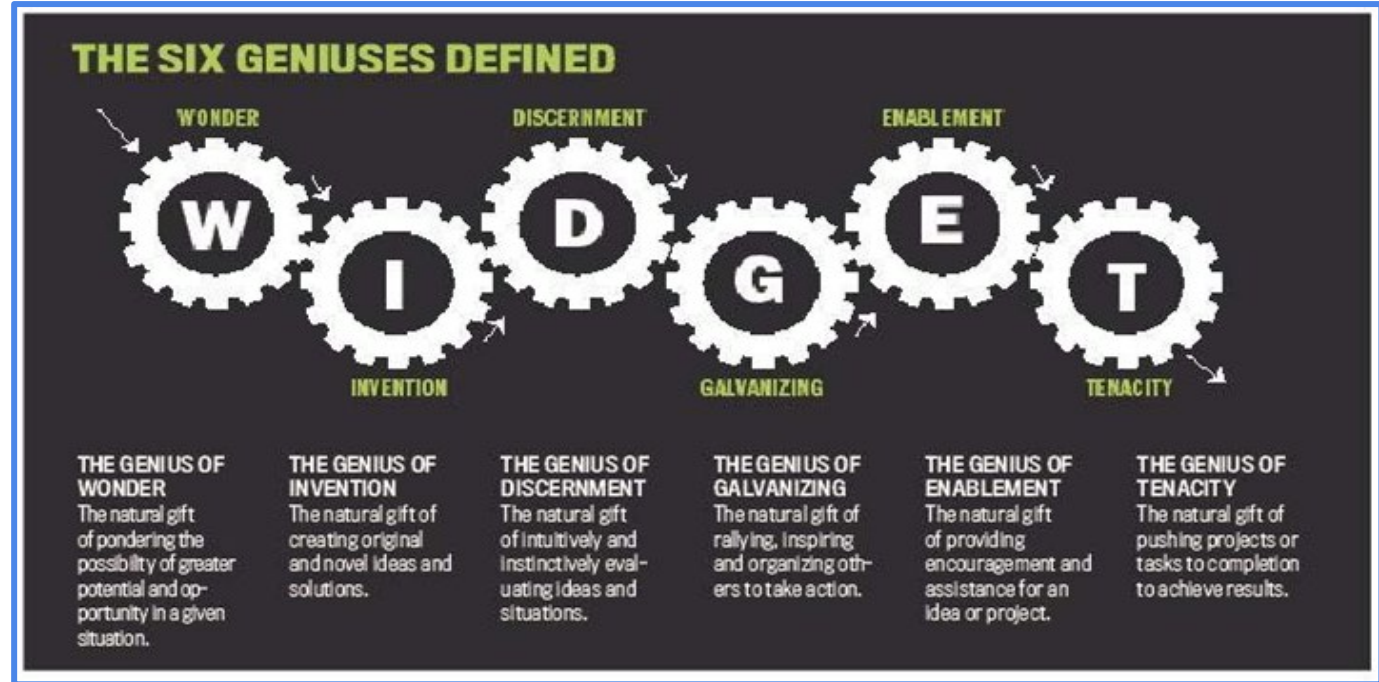


MTD. (n.d.) Lencioni's Model. <https://www.mtdtraining.com/blog/lencionis-five-dysfunctions-of-a-team.htm>

The Six Types of Working Genius



What is Your Genius?



Bigman, T. (2022). *The six geniuses defined*. <https://chiefexecutive.net/patrick-lencioni-exclusive-discover-your-teams-genius/>

Your Genius and Your Team

Key Points

- Conflict is required for a team to be successful. Healthy arguing in team meetings is the pursuit of truth. It's healthy because people need to defend what they buy. After discussion, if there is no natural consensus, a leader must make the decision after everyone feels heard.
- Team members need to be vulnerable and open. Taking one person off the team who cannot be vulnerable changes everything. It starts with the leader.
- Unhappy staff and low trust destroy teams so one sign of good leadership is happy staff. Happy workers are 13% more productive, according to a recent Oxford University study. They hate their leaders and they clock fewer mistakes (Kininmonth, 2021).
- Up to 80% of adults see work as something to be endured, not enjoyed.
- Each of us has 2 working geniuses, 2 working competencies, and 2 working frustrations. We are more content in our areas of working genius. These are the tasks that bring joy and energy.
- We must reorganize teams to leverage one another's working geniuses and reduce times spent in areas of frustration.

02

Paul Romer

Growth



Image WBF New York - WOBI (2012.) <https://www.wobi.com/wbf-ny/>

Nobel Laureate Economist and Former Chief Economist of the World Bank

[Paul Romer](#), economist and policy entrepreneur, recipient of the 2018 Nobel Prize in Economics Sciences [University Professor in Economics at NYU](#). He has spent his career at the intersection of economics, innovation, technology, and urbanization, working to speed up human progress. Pioneer of [endogenous growth theory](#), Romer is a self-proclaimed policy entrepreneur who advises business and government leaders in sectors across the world on ways to leverage technology and innovation to drive long-term growth. He previously served as the Chief Economist of the World Bank where he worked to advance the multilateral institution's critical research

[HOW LEADERS CAN FUEL GROWTH IN A WORLD WITH FINITE RESOURCES](#)

- Analyzing the current state of the global economy
- How the United States and the rest of world can select a path of economic growth long into the future
- The role of leaders and educators as guardians and defenders of innovation and experimentation
- Developing the willingness to boldly implement ideas that may be outside our comfort zones

Growth



Paul Romer

Growth

World Business Forum | NYC

Nobel Laureate economist and former Chief Economist of the World Bank

HOW LEADERS CAN FUEL GROWTH IN A WORLD WITH FINITE RESOURCES

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"The reality is that we live in a world that's uncertain, and that will continue. Uncertainty creates some risks, but it creates opportunity as well [@paulmromeat](#) [#wbfny](#)

PAUL ROMER Key Points

- We need good people in leadership who make decisions, stand by them, and take responsibility for consequences like Gen. Dwight D. Eisenhower.
- Back in September 1943, Eisenhower told British Admiral Louis Mountbatten that a leader must be “self-effacing, quick to give credit, ready to meet the other fellow more than halfway, must seek to absorb advice ... When the time comes that he feels he must make a decision, he must make it in a flash and on his own responsibility and take full blame for anything that goes wrong whether or not it results from his mistake.” It was a character and leadership code that Eisenhower exhibited throughout his career. (Bill of Rights Institute, 2022).

Bill of Rights Institute. (2022). <https://billofrightsinstitute.org/activities/general-dwight-d-eisenhower-d-day-and-responsibility-handout-a-narrative>



Click [here](#) for more on Eisenhower.

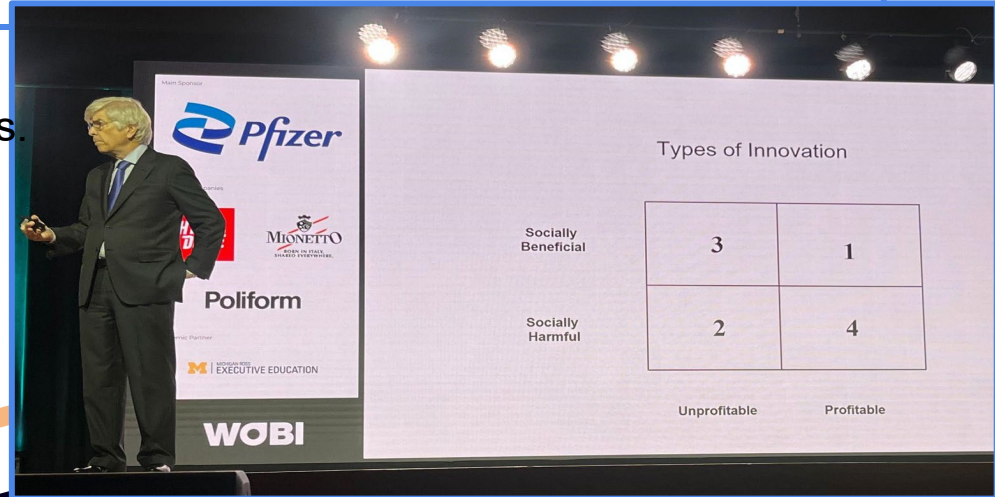


Image by Mica Heart from Pixabay

PAUL ROMER Key Points

- There is always potential for innovating a way around a problem.
- Just because it is an innovation does not mean it is good for society or an organization.
- There are four types of innovation: Socially Beneficial & Profitable, Socially Beneficial & Unprofitable, Socially Harmful & Profitable, and Socially Harmful & Unprofitable.

Click [here](#) for Dr. Kuo's notes.





Day 1 Lunch with Paul Romer

03

Laura Huang

Diversity & Inclusion



Image WBF New York - WOBI. (2019) <https://www.wobi.com/wbf-nyc/>

Harvard Business School Professor and Author *Edge*

A professor at Harvard Business School, [Sahoo Huang](#) has spent her academic career studying interpersonal relationships and implicit bias in entrepreneurship and in the workplace. *Edge* is a collection of her groundbreaking research has been featured in the Financial Times, The Wall Street Journal, USA Today, Forbes, and Nature. Through her research, she advocates for inclusive workplaces that inoculate against unconscious bias, and empowers individuals to take control of how they are perceived to find their edge.

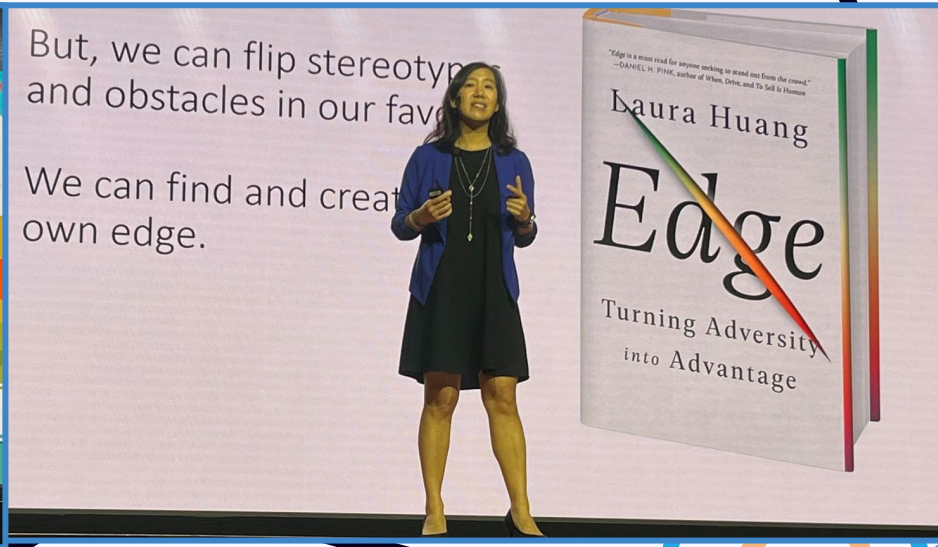
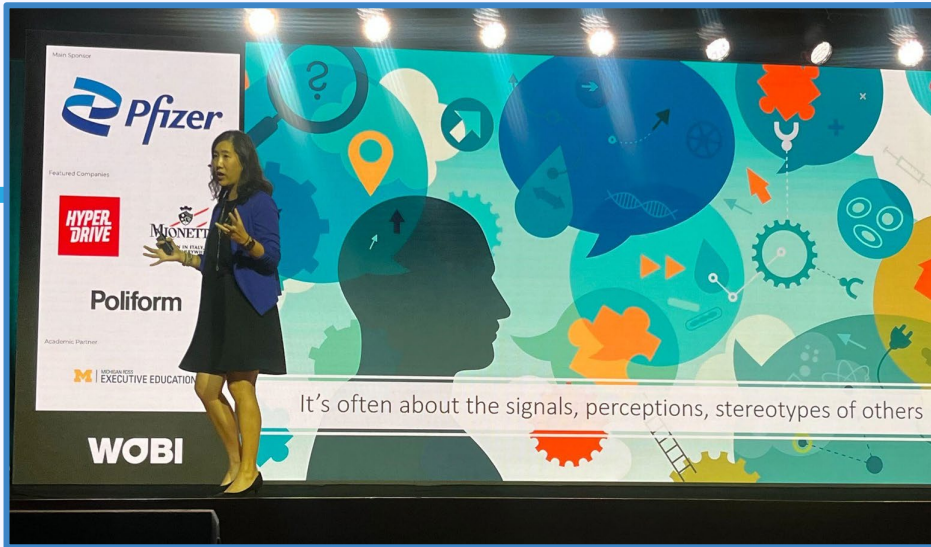
CREATING AN EDGE MAKING YOUR HARD WORK HARDER FOR YOU

- Understanding what our implicit biases are and how to overcome them
- Keys to empowering ourselves to create personal success
- Improving how we shape our strengths, flaws, and others' perceptions of us
- The real role of gut instinct in decision making in organizations

Diversity & Inclusion

“We’re taught from a young age that success is about hard work. However, it’s often about signals, perceptions, and stereotypes.”

LAURA HUANG



LAURA HUANG Key Points

- Most diversity and equity efforts are not working.
- Hiring practices for equity, such as obtaining a more diverse candidate pool are steps in the right direction, but research shows this leaves individuals in organizations more frustrated.
- "Promotion Oriented questions are about the opportunity. How big you can take something the vision behind something. Whereas Prevention Oriented Questions are those around the risks, the barriers, the drawbacks, the constraints behind something." [@ProfLauraHuang@wbfny](#)
- Women are more likely to get asked prevention oriented questions and respond in the same way.
- Investors will hire promotion oriented people.
- When in an interview and are asked a prevention oriented question, flip it and respond with a promotion oriented answer.
- If you have an employee who is mostly prevention oriented, ask, "Where do you think this could go in 5 years?" to redirect thinking.
- If you have an employee who is mostly promotion oriented, ask, "What are the first 2-3 things you'll do to make this happen?"

LAURA HUANG

“Gain an edge by showing the angle of the diamond that is going to shine the brightest.”

Click [here](#) for more about the EDGE.



ENRICH

Find the unique value you offer to others.

Everyone has "basic goods," which are strengths that set you apart and provide value. This is the most basic thing others can expect you to deliver. We're most effective when we can pinpoint our basic goods and combine it with our competence.



DELIGHT

Look for ways to wow decision-makers.

Delighting others isn't necessarily about being charming, entertaining, or charismatic. It's engaging high-stakes situations with ideas for surprising others with unexpected points of connection that are memorable and pleasant.



GUIDE

Reframe potentially negative perceptions.

We have to be aware of how others see us and guide their perceptions, redirecting them to appreciate our value rather than allowing them to rely on assumptions of who we are. We can confront deficits and counter it with achievements.



EFFORT

Work hard to help others see your value.

We have to embrace our constraints, rather than dodge them, but we also can't let them define us. By emphasizing our strengths, we encourage others to see past our flaws to the point that any of our shortcomings seem meaningless.

04

Lloyd Blankfein

Strategy



Image WBF New York / WOBI. (2022.) <https://www.wobi.com/vbf-nyc/>

Chairman & CEO The Goldman Sachs Group, Inc. 2006

[Lloyd Blankfein](#) is a highly distinguished authority on global markets, finance and leadership. As Chairman and CEO of [The Goldman Sachs Group](#) from 2006 to September 2018, Blankfein led one of the largest and most respected investment banks in the world through the challenges of the financial crisis before repositioning the firm for success in the post-crisis world. He continues to serve as a member of the Goldman Sachs Management Committee and Board of Directors. Blankfein was twice named one of the most influential people in the world by Time magazine and won the Financial Times Person of the Year award in 2009.

THE STRATEGIC CHALLENGES OF BUSINESS TRANSFORMATION

- Leading business transformation in a disruptive, fast-changing and highly competitive environment
- Insights into risk and decision making under great uncertainty: Knowing when to move forward and when to draw back
- Facing the leadership and organizational challenges presented by moments of change and crisis: Lessons from the Great Recession
- Analysing the current state of the [global economy](#) after the disruptions caused by the coronavirus pandemic

Strategy



"If you scenario plan well, when one of those scenarios occur, you'll get off the mark so quickly after that gun goes off, people will think that you've anticipated the start ... And that's the best you can do." [@lloydblankfein](#)

Key Points

- Contingency planning means thinking about anything that can happen so you make your company secure.
- When you're going through a crisis, your reputation is going to be defined by how you handle it. So, leaders, in a crisis situation, stay calm and stay connected to what's going on. Communicate, and try to inspire and avoid panic. The most important thing is to not have everyone standing in front of a tv or monitor worrying. Keep some normalcy and make life easy for your team and for those above you. Be available. "If they called me before I called them, I considered it a failure." You should live by that even in times that are not turbulent.
- Other people's problems are your opportunity to be innovative.
- Technology is endemic, pervasive, and permanent, so to be competitive, embed technology into your business.

Click [here](#) for Mr. Sosland's notes.



05

Magnus Scheving

Creativity



Image WBI New York - WOBI. (2022.) <https://www.wobi.com/wbi-nyc/>

Entrepreneur and Creator of Successful Children's TV Show LazyTown

Creator, director and protagonist of the successful children's television series [Magnus Scheving](#) has taken advantage of his infectious creativity and entrepreneurial spirit to promote nutrition and health of children into a global brand. Broadcasted in more than 170 countries, reaching over 500 million homes, [LazyTown](#) has won various awards including a BAFTA, renowned Telly Awards, and has received two Emmy award nominations. The company is responsible for producing books, videos, games, and sporting goods with the mission to promote fitness and healthy lifestyle to children. The TV series remains Scheving's core asset as it continues to be broadcasted worldwide.

LAZYTOWN: THE JOURNEY FROM PERSONAL MISSION TO GLOBAL BRAND

- The philosophies and beliefs that underpin the most successful leaders
- Keys to staying creative: How to embrace risk and move out of your comfort zone
- The role of the leader in developing a recognizable and lasting style for your brand
- Redefining profit: Building a company ethic that focuses on more than finance
- Cultivating the positive attitudes that will allow your organization to flourish

Creativity

"There are two types of leaders: people who manage industries and people who *change* industries."



Image: Wikipedia. Sportacus
<https://en.wikipedia.org/wiki/Sportacus>

MAGNUS SCHEVING



Key Points

- The “power of being lazy” means that one team member can destroy a company.
- Inspiration for inner drive is different for each person on a team. Therefore, you cannot use the same technique to motivate and coach for everyone on your team.
- Change the culture of your organization so that the team works together like a soccer team. Members have to know what they are doing and why.
- Our job is to pick each other up. If we notice a mistake, we should help each other fix it.

Click [here](#) for more from Magnus Scheving.



Day Two November 3, 2022

01

Dave Ulrich

Talent Management

02

Carly Fiorina

Leadership

03

Aamir Malik

Innovation

04

Charlene Li

Business
Transformation

05

Chris Gardner

Self - Management



Image WBF New York - WOBI. (2022.) <https://www.wobi.com/wbf-nyc/>

01

Dave Ulrich

Talent Management



Image WBF New York - W. B. I. (2022.) <https://www.wbi.com/wbf-nyc/>

World's Leading Authority on Talent Management

[Dave Ulrich](#) is the world's leading authority on talent and human resources and a professor at the [Ross School of Business](#), University of Michigan. He has authored / co authored over 30 books and articles that have shaped thinking on leadership, talent and human resources, including [The Leadership Code](#), [The HR Transformation](#), [The Why of Work](#), and [Victory Through Organization](#). He was recognized with the Lifetime Achievement Award from HR Magazine for being the “father of modern human resources.”

[MOVING BEYOND THE WAR FOR TALENT](#)

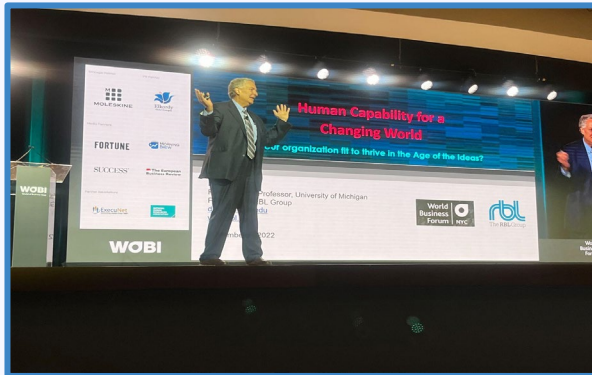
- The societal forces that make HR more relevant than ever
- Why your organization's success lies, not in the talent you have, but what you do with the talent once you have it
- Leveraging talent throughout your organization to create a whole that is greater than the sum of its parts
- How to build capabilities, strengthen systems, and empower human capital—for longer lasting success

Talent Management

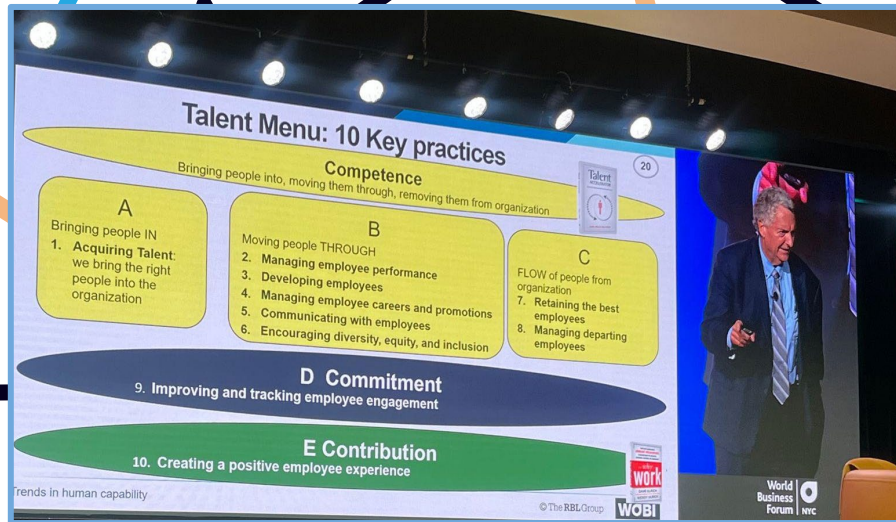
“Culture is the idea of your organization in the mind of your customers that is lived by your employees.”



DAVE ULRICH



“It’s not what you DO as a leader. It’s what you do to help others get better. Leadership is about the value you give to others. “

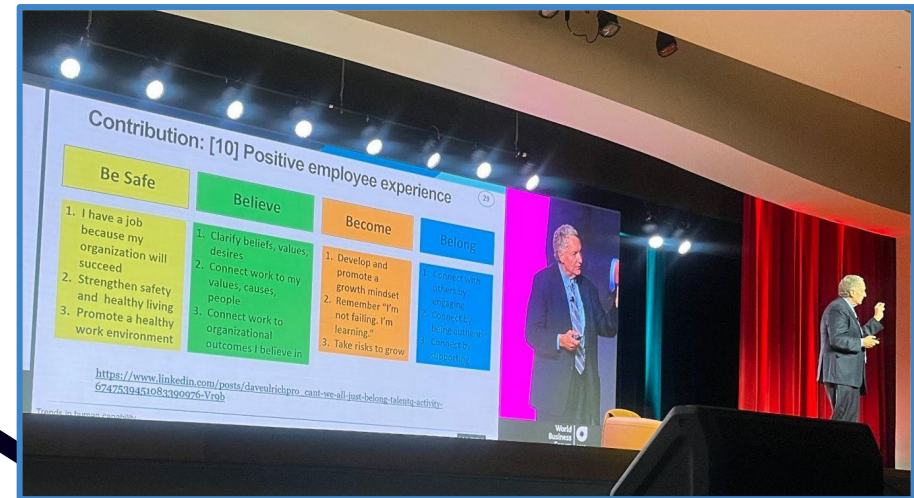


Click [here](#) for Dave Ulrich's presentation slides.



DAVE ULRICH

Click [here](#) for more on harnessing human capability to create value.



DAVE ULRICH Key Points

- Work is not a place. It is about shared values.
- Our people are our most important asset. Why do you stop going to a business? Because of a bad experience with an employee. Your attitude about that place is not about the executives. It is about the employees, so TALENT MATTERS.
- Organization is a culture. Think about your brand as the reputation in the mind of your best customers. Culture is not the roots of a tree, but the leaves. What do you want to be known for?
- As a leader, does an employee leave an interaction with me feeling better or worse about themselves?

**Success takes
TALENT + ORGANIZATION + LEADERSHIP**

02

Carly Fiorina

Leadership



Image WBF New York - WOBI. (2017) <https://www.wobi.com/wbf-nyc/>

First Woman to Lead a Fortune 50 Company

A passionate, articulate advocate for problem-solving, innovation, and effective leadership, [Carly Fiorina](#) was the first woman ever to lead a Fortune 50 company when she was recruited to lead Hewlett-Packard in 1999. Under her leadership, revenue grew, innovation tripled, growth quadrupled, and HP became the largest company in the U.S. Her breadth of experience spans from marketing to manufacturing; from strategic planning; from HR to R&D; from finance to engineering to supply chain and logistics teams and organizations in the private, public and social sectors. Today she is the founder and CEO of [Carly Fiorina Enterprises](#) and [Unlocking Potential](#), a nonprofit organization that invests in human potential by supporting local leaders who are solving problems in communities and places of work.

LEADING ORGANIZATIONAL TRANSFORMATION

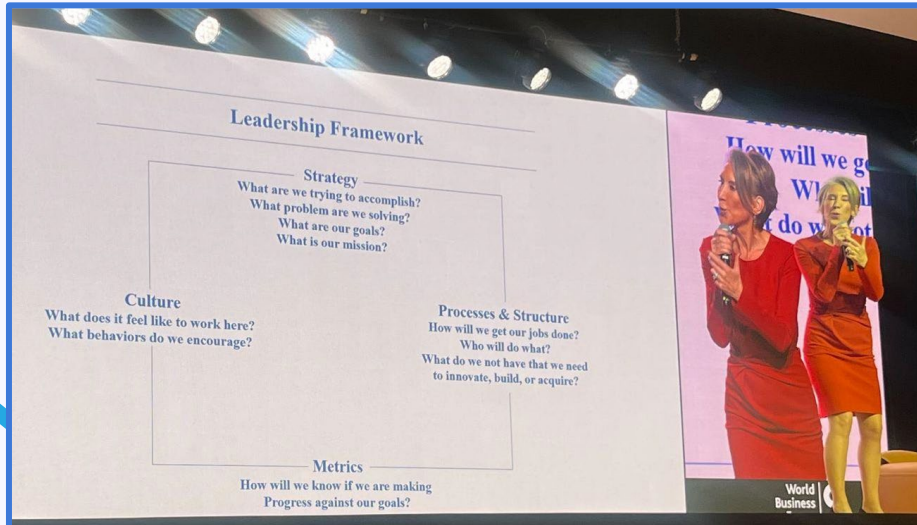
- How to increase the problem-solving and leadership capacity of organizations
- What it takes to help others reach their highest leadership potential
- A blueprint for navigating uncertainty, managing change, and building a high-performance culture
- What it takes to drive transformational change

Key Points

- Great leaders surround themselves with people who are different from them because “group think” is not good for a business. The status quo is powerful, and in an organization, people tend to be a lot like termites. They will go to work and do their jobs without thinking about how to make it better and how to solve the problems they face in their daily tasks.
- Leaders change the way things are and solve the problems in front of them for the better, and there are leaders in any position. Leadership has nothing to do with a title or position. We need to inspire every member of the organization to have the mindset that where we are is not good enough. Where we want to go is better.
- A great leader needs character, has to be a great collaborator, is confident, and has humility and empathy (this is the ability to know that someone else has a point of view that I need for change).
- To improve, leaders must ask people at all levels of the organization where the problems are because the people closest to the problem understand it best. This is where leaders are empowered at every level of the organization.
- 4 Steps for Problem Solving: Assess, Ask, Analyze, Act.

The Leadership Framework

- The Leadership Framework is a tool created by Carly Fiorina that is useful for trying to solve difficult, complex problems. It helps us to be clear-eyed about everything we have to manage, think about, execute on, and ask our team members about.
- It is important to measure what matters. If it's important, figure out a way to measure it.
- Create a culture in the organization that shifts from "need to know" to "need to share."



Click [here](#) for more about the Leadership Framework and to follow Carly Fiorina's Leadership Matters in LinkedIn.

CARLY FIORINA



Day 2 Lunch with Carly Fiorina

03

Aamir Malik

Innovation



Image WBF New York - WOBI. (2021) <https://www.wobi.com/wbf-nyc/>

Executive Vice President and Chief Business Innovation Officer, Pfizer

[Aamir Malik](#) is Chief Business Innovation Officer, Executive Vice President of the world's most innovative companies whose relentless pursuit of breakthroughs led to the U.S. Food and Drug Administration approval of the first COVID vaccine. At Pfizer, Aamir is responsible for the company's strategy, business development, and formation of new business ventures, as well as the advancement of partnerships with payers and governments around the world.

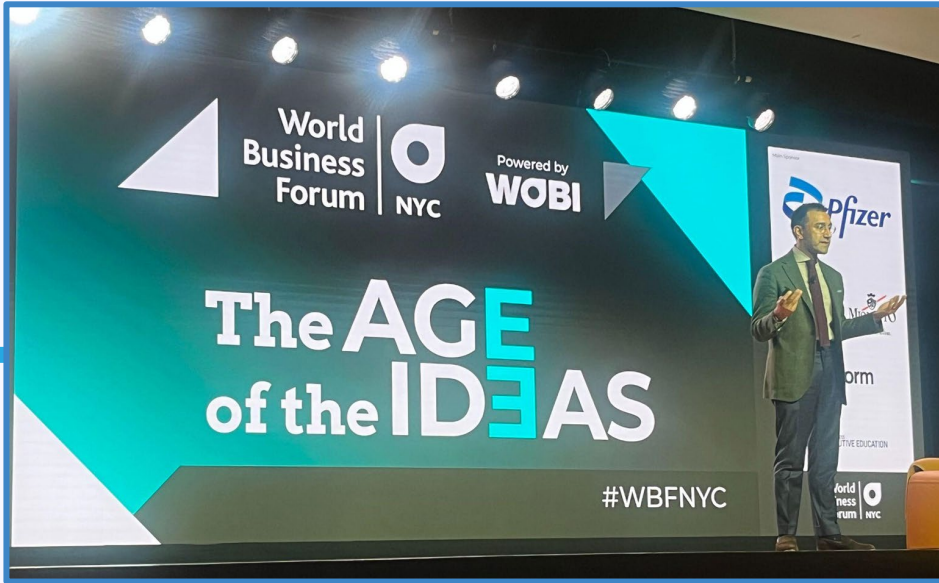
Prior to joining Pfizer, Aamir was the Managing Director of United States operations and previously led the firm's Global Pharmaceutical and Medical Products Practice. In his 25 years at McKinsey & Company, he developed innovative growth strategies, guided mergers and acquisitions and implemented high-impact programs to improve patients' lives and transform performance for life science companies.

DRIVING BREAKTHROUGH INNOVATION

- The importance of building a culture of innovation
- How an innovative business strategy enables ESG
- How becoming a partner of choice fuels innovation and growth
- How biotech is changing the innovation landscape for pharma and beyond

Innovation

AAMIR MALIK



"We may not always get lucky, but we will always be prepared. And we will create an environment that maximizes the chances of our success."

Key Points

- Luck never comes to those who are unprepared.
- Build critical capabilities through an innovation culture.
- Parallel Processing: Examine multiple options simultaneously.
- A belief in doing good inspires innovation.
- To be an innovation, it must be a ~~class~~ collaboration because there is power in partnership.
- Innovation is the oxygen for growth.
- A vibrant culture is the ambition of doing good and collaborating.

Click [here](#) for more from Aamir Malik.



04

Charlene Li

Business Transformation



Image WBF New York - WOBI. (2020) <https://www.wobi.com/who-nyc/>

Leading Expert on Digital Transformation and Disruptive Growth Strategies

For the past two decades, [Charles Li](#) has been helping people see the future. She's the author of books, including the New York Times bestseller, [Open Leadership](#), and the critically acclaimed book, [Groundswell](#). Her latest book, [The Disruption Mindset](#), was published in 2019. She was also the founder of Altimeter Group, an analyst firm that was acquired in 2015 by Prophet. Named by Fast Company as one of the most creative people in business, Li is an expert on digital transformation and disruptive growth strategies. Her deep knowledge of leadership, strategy, media and marketing gives her unique insight into the changing business landscape.

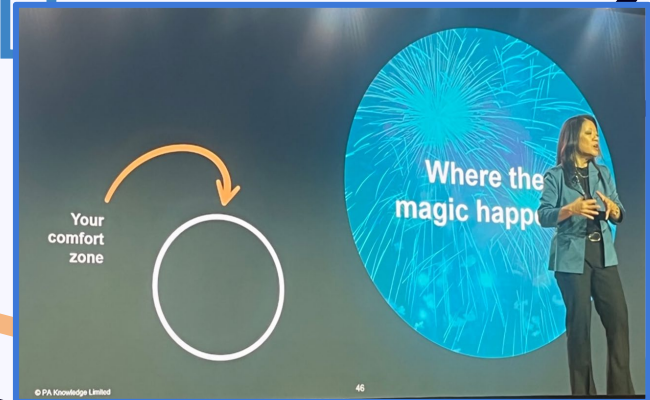
THE DISRUPTION MINDSET: TRANSFORMING AND REINVENTING YOUR BUSINESS

- Overcome Fear and Self-Doubt. How to develop the confidence and courage to take the first step toward transformation
- Revealing the top ways to drive disruptive growth
- Planning for Disruption. Reform your strategic planning process to be continuous.
- Focus on the Future Customer. Why this skill is at the heart of disruptive organizations and how it keeps them focused on the future.

Business Transformation

"Leadership is a relationship between those who aspire to create change and people inspired to follow them."

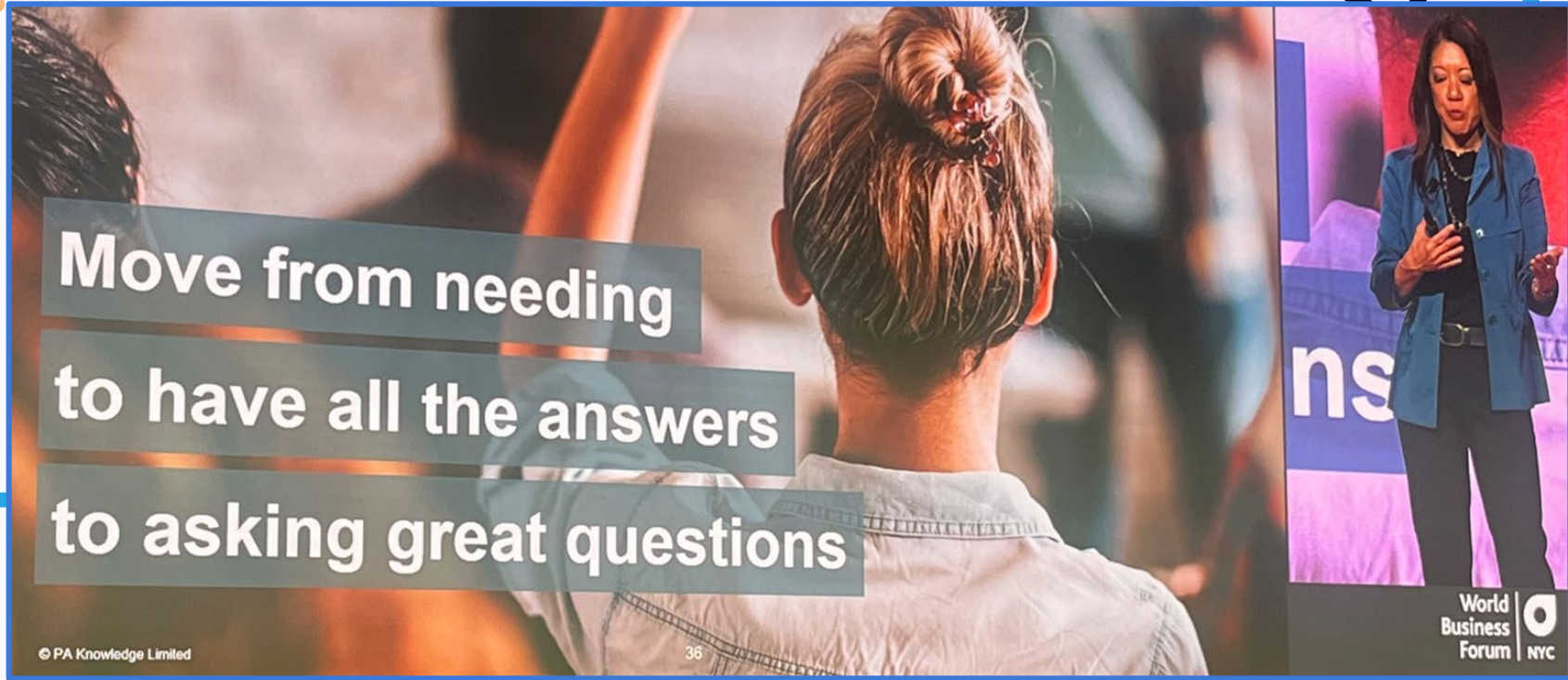
CHARLENE LEE



Key Points

- There are three types of transformation: Digital, Culture, & Sustainability, but in every case it's about people.
- How do we lead through transformation? 1) Align our strategies with future customers. 2) Create movements. 3) Nurture a flux culture.
- Leaders need to work with teams to answer these important questions:
Who is your future customer? Articulate that across the entire organization.
What is the best strategy to meet their needs?
How are you personally contributing to the strategy's success?
- Transformation requires creating movements. This means having openness, transparency, and accountability.
- Create a culture where no news is bad news, bad news is good news, and good news is no news. We expect things to work well, but when a team feels empowered to address things that are not working well, the organization can continue to transform and improve.

Business Transformation



CHARLENE LI

05

Chris Gardner

Self-Management



Image WBF New York - WBI. (2022.) <https://www.wbi.com/wbf-nyc/>

Entrepreneur, Philanthropist and Author of the Critically Acclaimed *The Pursuit of Happiness*

[Chris Gardner](#) is an entrepreneur, author, philanthropist, and single parent whose work has been recognized by many esteemed organizations around the world. He is the author of two best-selling books: *The Pursuit of Happiness* and *Start Where You Are: Life Lessons in Getting from Where You Are to Where You Want to Be*. Gardner was an executive producer on the iconic and critically acclaimed film *The Pursuit of Happiness* starring Will Smith. Through his positivity, courage, tenacity, discipline, and common sense, Gardner's story is one of overcoming setbacks and hardship to become a successful entrepreneur on Wall Street before founding his own brokerage.

[TRANSFORMING THE IMPOSSIBLE INTO THE POSSIBLE](#)

- From living on the street to working on Wall Street: On surmounting obstacles and beating the odds
- Transforming the impossible into the possible: What self-empowerment means and how to achieve it
- The keys to breaking cycles and opening up new opportunities
- Philosophies on navigating tumultuous times and creating a fulfilling, successful life

Self-Management✓

"Who's the best in the business?
If they don't say your name,
you've got work to do."

CHRIS GARDNER



Key Points

- The decisions we make have generational impact so we have a generational responsibility to instill integrity, resilience, and determination into our children.
- The greatest gift you can give is permission to dream because an idea is a dream with legs. It's not about ~~having~~ anything. It's about ~~becoming~~ anything. Instill the dream that "I'm going to be world class at whatever I do."
- A hard pivot is something you wouldn't have chosen, but you had to make it work and you have to see it through. That's what leaders do during times that are difficult. A great example of a leader who persevered during difficult times is Martin Luther King, Jr.
- The night before he was assassinated, MLK Jr. spoke to sanitation workers who were on strike and told them to see it through.



Click [here](#) for more on the events regarding MLK Jr.'s speech.

Click [here](#) for MLK Jr.'s last speech.



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Self-Management

- In life, only have a Plan A. Do not have a Plan B or you are already anticipating that Plan A will not work.
- When creating for Plan A, use the “C5 Complex.” You need to be clear, concise, compelling, committed, and consistent to achieve any sort of success.
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- Always focus on the evens and not the odds. Become better and achieve your goals even if, even though, even you, even me.





Thank you!

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