



# Table of Contents

- Lessons Learned from Day 2
- Overview of Day 3: Strategy Model & Strategy Leadership
- Introduction to new key principles and concepts
  - Body Language Fundamentals & Communication
  - Horse Body Language

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# Day 2 Lessons Learned

	Strategy	Leadership	Management	Exercise / Output
<b>LEAD and drive</b>	<ul style="list-style-type: none"> <li>Adaptive Leads</li> </ul>	<ul style="list-style-type: none"> <li>Decision making in strategies</li> </ul>	<ul style="list-style-type: none"> <li>Execution</li> </ul>	<ul style="list-style-type: none"> <li>Execution</li> </ul>
	<ul style="list-style-type: none"> <li>▪ <b>Review of Day 2</b></li> </ul>			
	<ul style="list-style-type: none"> <li>➤ What did you learn?</li> </ul>			
<b>Communicate and guide</b>	<ul style="list-style-type: none"> <li>Explore new alternatives</li> <li>Follow</li> </ul>	<ul style="list-style-type: none"> <li>Develop a new cultural</li> </ul>		<ul style="list-style-type: none"> <li>Personal Innovation</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Anything questions and/or anything missing?</li> </ul>			
	<ul style="list-style-type: none"> <li>Develop strategies</li> </ul>		<ul style="list-style-type: none"> <li>Change</li> </ul>	
<b>Organize and control</b>	<ul style="list-style-type: none"> <li>Develop enhanced operations and strategic thinking</li> </ul>	<ul style="list-style-type: none"> <li>Advanced Performance Management (ensure linkage between strategy and operational areas)</li> </ul>	<ul style="list-style-type: none"> <li>High strategy and execution</li> </ul>	<ul style="list-style-type: none"> <li>Develop a personal strategy and execution</li> </ul>
	<ul style="list-style-type: none"> <li>Redefining the core organizational aspects</li> </ul>	<ul style="list-style-type: none"> <li>Governance &amp; Monitoring (relate strategy to control mechanisms)</li> </ul>	<ul style="list-style-type: none"> <li>Monitor &amp; Control</li> </ul>	
	<ul style="list-style-type: none"> <li>Develop lower Risk Strategies</li> </ul>		<ul style="list-style-type: none"> <li>Drive Transformational Change</li> </ul>	
<b>Develop and manage</b>	<ul style="list-style-type: none"> <li>Develop Operational Excellence strategies</li> </ul>	<ul style="list-style-type: none"> <li>Leadership roles in shaping culture</li> </ul>	<ul style="list-style-type: none"> <li>Social Intelligence in Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Personal growth &amp; success</li> </ul>
	<ul style="list-style-type: none"> <li>Learn problem solving techniques</li> </ul>	<ul style="list-style-type: none"> <li>Individual Intelligence in Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Create vision in the mind (Develop culture)</li> </ul>	
<b>Tools &amp; Techniques</b>	<ul style="list-style-type: none"> <li>Understand how to develop a Strategy Map</li> </ul>	<ul style="list-style-type: none"> <li>Understand Strategy relationships to Business Model techniques</li> </ul>	<ul style="list-style-type: none"> <li>Understand Operating Model techniques</li> </ul>	
<b>Personal Development</b>	<ul style="list-style-type: none"> <li>Develop a personal leadership plan</li> </ul>	<ul style="list-style-type: none"> <li>Create an Individual leadership philosophy</li> </ul>	<ul style="list-style-type: none"> <li>Individual Performance Coaching</li> </ul>	

# Day 2 Lessons Learned

	Strategy	Leadership	Management	Exercise / Output
<b>LEAD and drive</b>	Understand emerging & disruptive trends	Advanced Decision Making (relate decision making to strategies)	Drive Strategy Execution	Lead strategy execution
	From emerging & disruptive trends to leading strategies	Reset the direction (ensure linkage between strategy and organizational areas)	Drive change	
	Develop Differentiating and competitive strategies	LEAD with renewed vision (relate strategy with vision)		
<b>Communicate and guide</b>	Explore new alternatives (innovation thinking)	Develop a cross cultural communication style (develop culture)		Promote innovation
	Develop Customer centric strategies		Drive Innovation change	
<b>Organize and control</b>	Develop enhanced situational and strategic thinking	Advanced Performance Management (ensure linkage between strategy and organizational areas)	Align strategy and execution	Create alignment (Horizontal and Vertical)
	Redefining the core differentiation aspects	Governance & Monitoring (relate strategies to control mechanisms)	Monitor & Control	
	Develop Lower Risk Strategies		Drive Transformational change	
<b>Develop and manage</b>	Develop Operational Excellence strategies	Leadership role in shaping culture	Social Intelligence in Leadership	Empowerment of leaders
	Learn problem-solving techniques	Emotional Intelligence in Leadership	Create passion in the teams (develop culture)	
<b>Tools &amp; Techniques</b>	Understand how to develop a Strategy Map	Understand Strategy relationship to Business Model techniques	Understand Operating Model Techniques	
<b>Personal Development</b>	Develop a personal leadership plan	Create an individual leadership philosophy	Individual Performance Coaching	

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# Day 3 Lessons to Learn

	Strategy	Leadership	Management	Exercise / Output
<b>LEAD and drive</b>	Understand emerging & disruptive trends	Advanced Decision Making (relate decision making to strategies)	Drive Strategy Execution	Lead strategy execution
	From emerging & disruptive trends to leading strategies	Reset the direction (ensure linkage between strategy and organizational areas)	Drive change	
	Develop Differentiating and competitive strategies	LEAD with renewed vision (relate strategy with vision)		
<b>Communicate and guide</b>	Explore new alternatives (innovation thinking)	Develop a cross cultural communication style (develop culture)		Promote innovation
	Develop Customer centric strategies		Drive Innovation change	
<b>Organize and control</b>	Develop enhanced situational and strategic thinking	Advanced Performance Management (ensure linkage between strategy and organizational areas)	Align strategy and execution	Create alignment (Horizontal and Vertical)
	Redefining the core differentiation aspects	Governance & Monitoring (relate strategies to control mechanisms)	Monitor & Control	
	Develop Lower Risk Strategies		Drive Transformational change	
<b>Develop and manage</b>	Develop Operational Excellence strategies	Leadership role in shaping culture	Social Intelligence in Leadership	Empowerment of leaders
	Learn problem-solving techniques	Emotional Intelligence in Leadership	Create passion in the teams (develop culture)	
<b>Tools &amp; Techniques</b>	Understand how to develop a Strategy Map	Understand Strategy relationship to Business Model techniques	Understand Operating Model Techniques	
<b>Personal Development</b>	Develop a personal leadership plan	Create an individual leadership philosophy	Individual Performance Coaching	

# Advanced Cross-Culture Leadership Program (Module 1 @ Chateau Du Grand Perray)

	Sunday	Monday	Tuesday	Wednesday
	Basics	Strategy	Strategy	Leadership
	Breakfast	Breakfast	Breakfast	Breakfast
8:30 AM	>> Introduction - Program Manager Joshua Michael >> Objectives and goals >> Learning Agreement	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Forces Map & Strategy Map	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Strategy Model (relationship to business and operations, Body Language and Communication)	Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on Organizational Alignment, Change Management
10:00 AM	Break	Break	Break	Break
10:15 AM	Facts on Advanced Leadership - Mark von Rosing >> Leadership types and styles >> Leadership Personality Profiling >> Introduction to Peer evaluations >> Describe your Individual Performance Coaching	Advanced Leadership Theory: Strategy, which components does it include and what doesn't it include. Presenter by the international speaker, researcher, publisher and thought leader Professor Simon Polovina (an authority on Business Ontology)	<b>Exercise with Horses</b> (with Maria Hove and international Horse trainer team) >>Authentic leadership is about being empathetic, aligning surroundings and getting your message across non-verbally and using positive reinforcement. >> Including: Lessons Learned around: - Competitiveness & strategy - clear communication	Exercise with Horses (with Maria Hove and international Horse trainer team) >> Understanding how to lead, manage through communication and guidance, all exemplified on horses. Horse behavior can directly be translated into the business environment and can really enhance leadership skills.
12:00 AM	Lunch	Lunch	Lunch	Lunch
12:45 PM	Advanced Cross-Culture Leadership concepts. Illustrated through examples of the top 500 organization Saxo Bank. The presenter is the award winning C-level of the year: Michael Munk.	Strategy Design (with Prof. Simon Polovina and Prof. Mark von Rosing): The forces and drivers >> Understand emerging & disruptive trends <u>Group Exercise</u> : specify your specific trends, drivers and forces <u>Individual Exercise</u> : Populate the Force & driver map	<b>Open Discussion</b> (with Maria Hove and Mark von Rosing) <b>on Horse Exercise</b> : Old versus new leadership strategy/style <b>Part 1 of Organizational Alignment</b> . Illustrated through examples of the US Government. The presenter is the award winning speaker and former US Defence Major: Ken Teske.	Communicate and guide (Leadership) - Mark von Rosing >> Emotional intelligence in Leadership >> Clear communication and directions >> Social intelligence in Leadership >> Develop a cross cultural communication style (develop culture) >> Reinforce alignment
2:00 PM	Pray time: 02:03 PM Break	Pray time: 02:03 PM Break	Pray time: 02:03 PM Break	
2:30 PM	Part 2 of Advanced Cross-Culture Leadership concepts. Illustrated through examples of the top 500 organization Saxo Bank. The presenter is the award winning C-level of the year: Michael Munk.	Strategy Design (with Prof. Simon Polovina)- Relationship between forces, drivers and strategy >> Define relevant Strategies to the forces >> Drive Strategy Design >> Evaluate existing strategies and give	<b>Part 2 of Organizational Alignment</b> . Illustrated through examples of the US Government. The presenter is the award winning speaker and former US Defence Major: Ken Teske.	
3:30 PM	Break	Break	Open Discussion (with Prof. Mark von Rosing & Ken Teske) on Organizational Alignment	
4:00 PM	Open discussion and Exercise (with Michael Munk and Prof. Mark von Rosing) on Advanced Cross-Culture Leadership concepts on >> LEAD & Drive: Lead strategy execution >> Organize & Control: Create alignment (H/V) >> Communicate & Guide: Promote innovation >> Develop & Manage: Empowerment of leaders	Strategy Design Exercise (with Prof. Simon Polovina and Prof. Mark von Rosing): >> Relate the forces and drivers to your best suited strategy >> Specify which strategy fits to which area (of your business)	<b>Le Mans team dinner with optional shopping</b>	
5:30 PM	Evening Activities: Grilling	Evening Activities: Strategy Game (with Marianne Fonseca)		
6:00 PM	Pray time: 18:11 PM	Pray time: 18:12 PM	Pray time: 18:12 PM	
	Experiential Learning 70%	Mentoring & Coaching 20%	Training 10%	

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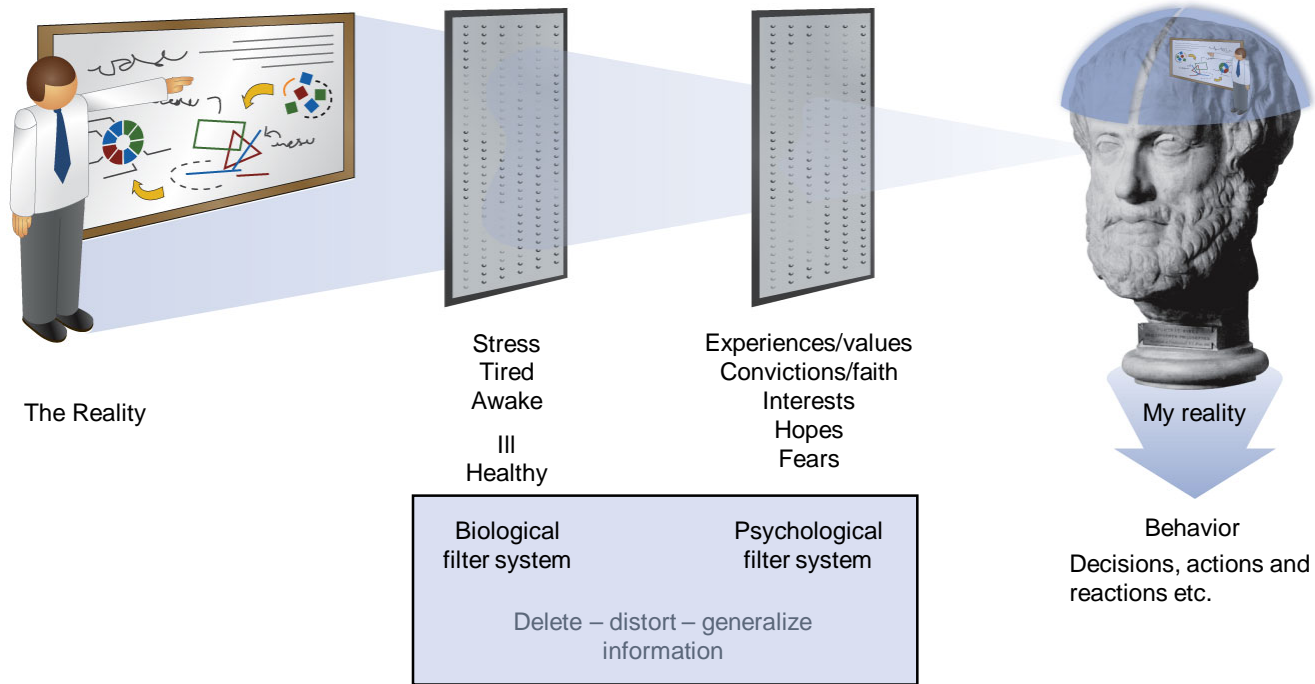
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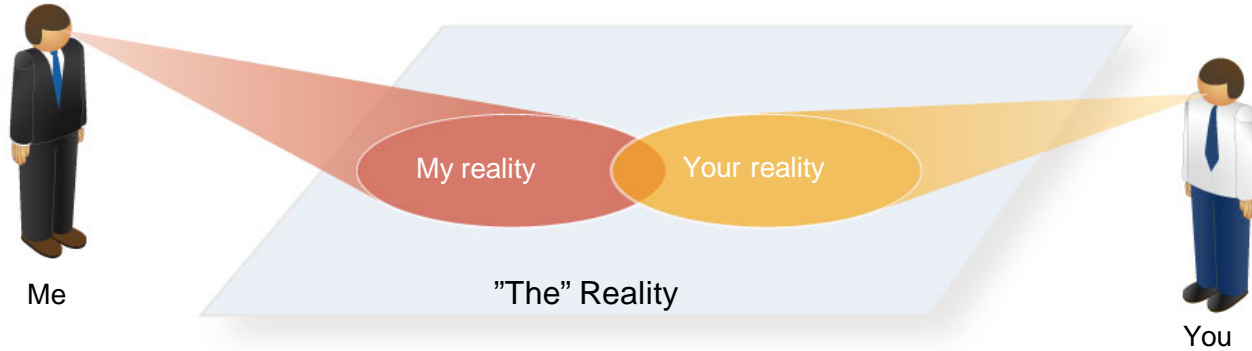




# What you send out & creation of Reality

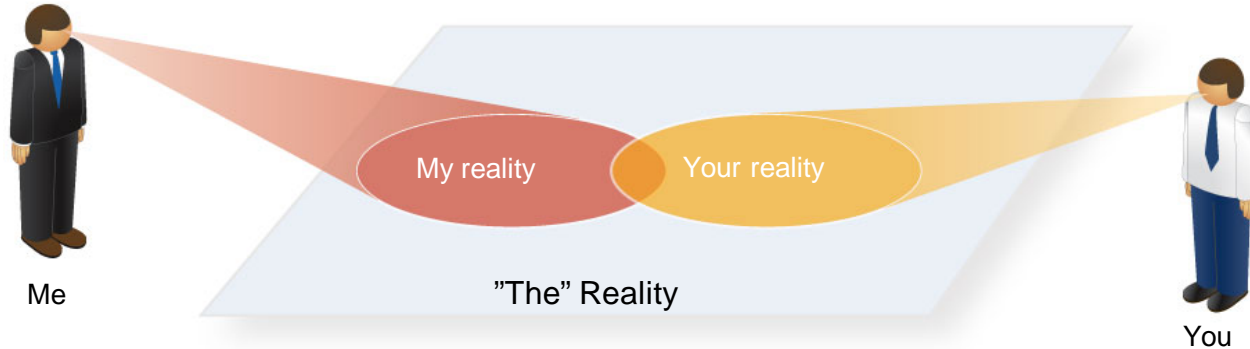


## What you send out & creation of Reality



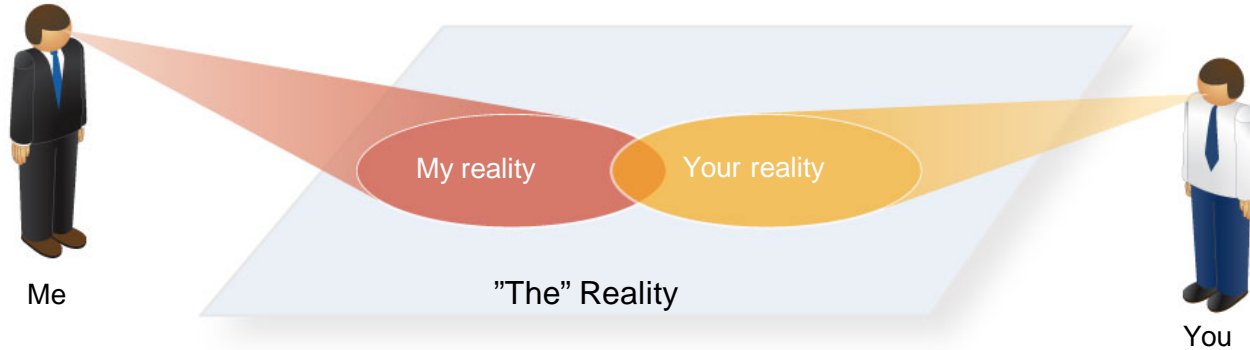
1. There is one objective reality.  
"just 0,004% from that reaches our awareness or consciousness"

## What you send out & creation of Reality



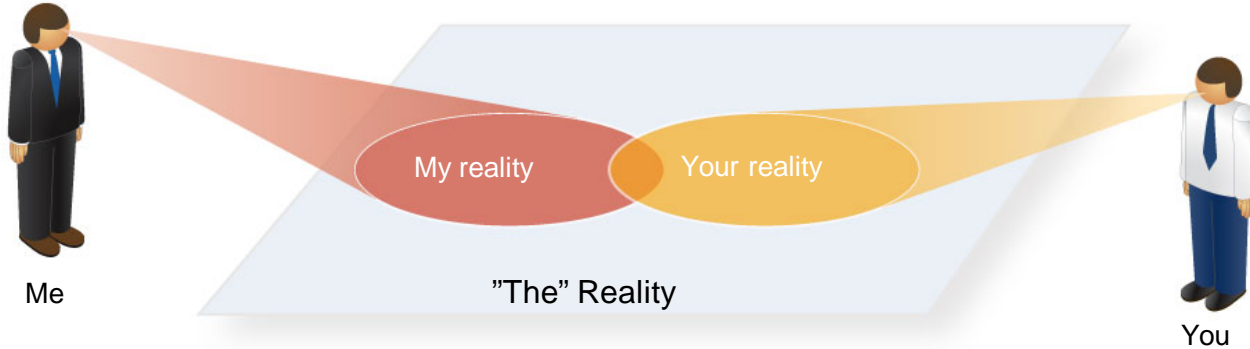
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## What you send out & creation of Reality



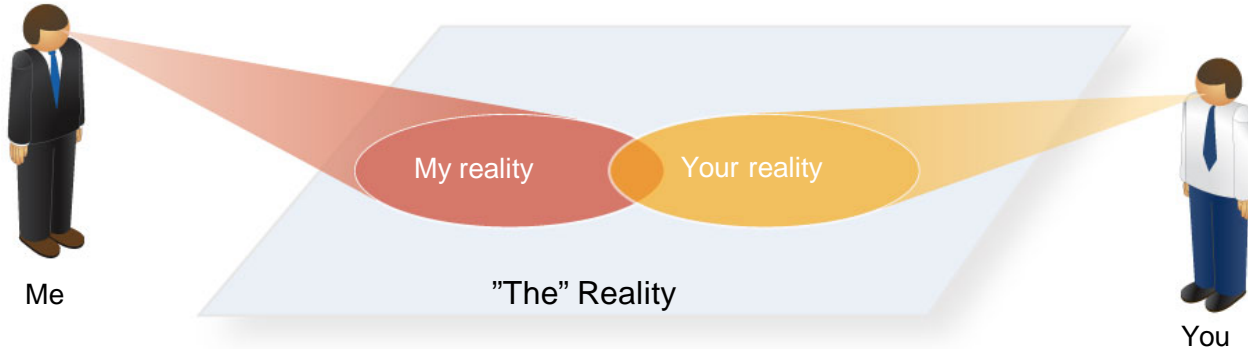
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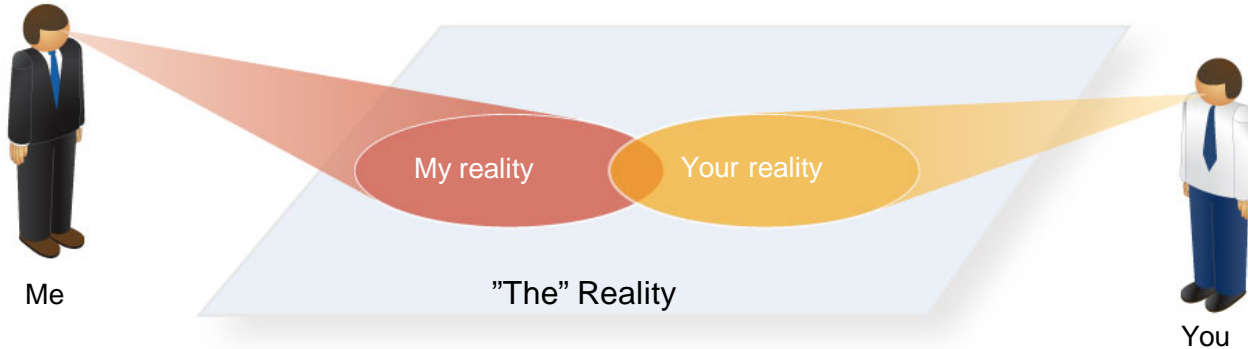
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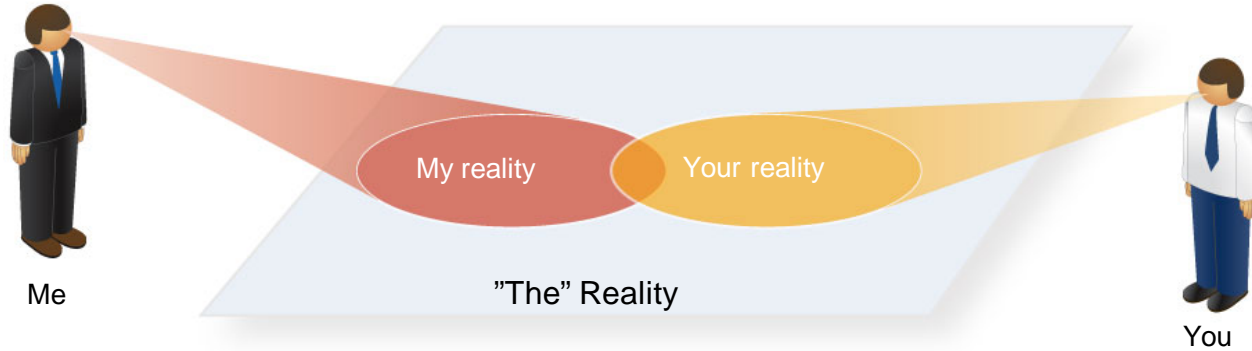
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5. People will not always behave consistent to the reality  
Why?

## What you send out & creation of Reality



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3. Everybody has there own subjective reality.
4. For that person is his reality "the" reality.
5. People will not always behave consistent to the reality  
Why? They have there own agenda (personal needs)

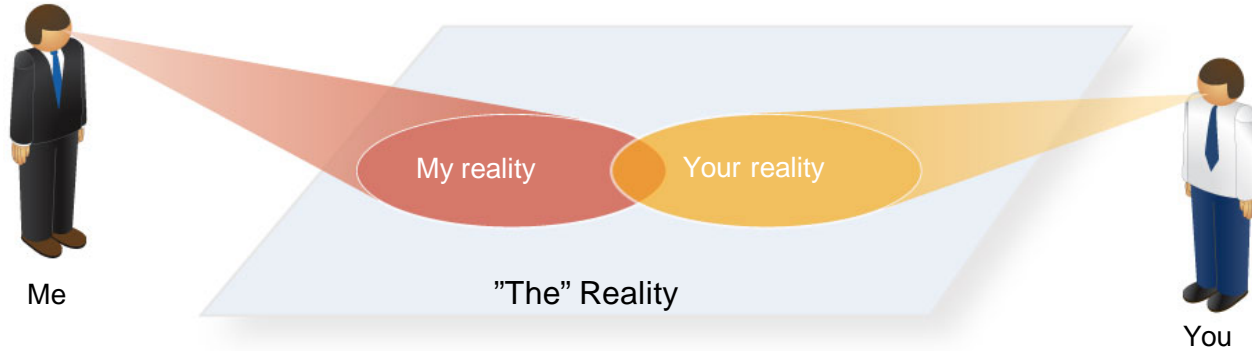
## Insights into “the” reality



Reality = perspective, interpretation, view



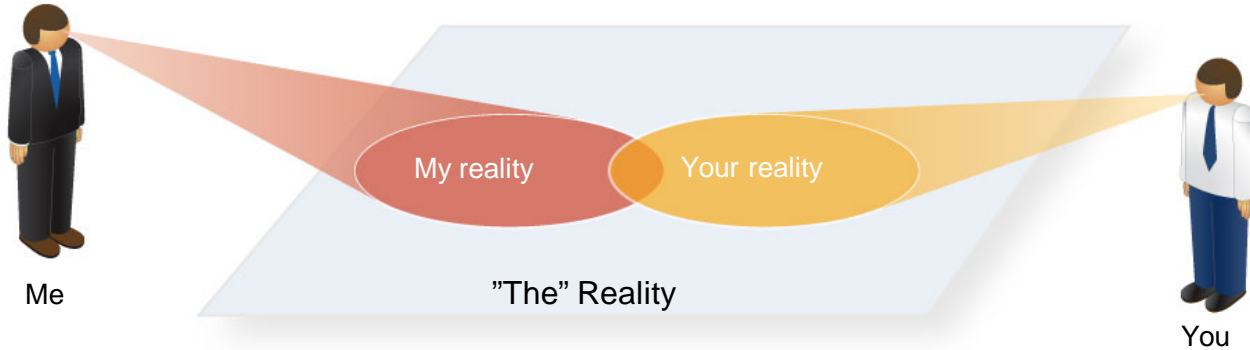
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Reality = perspective, interpretation, view

- There are approximately 6 Billion different realities on this world!

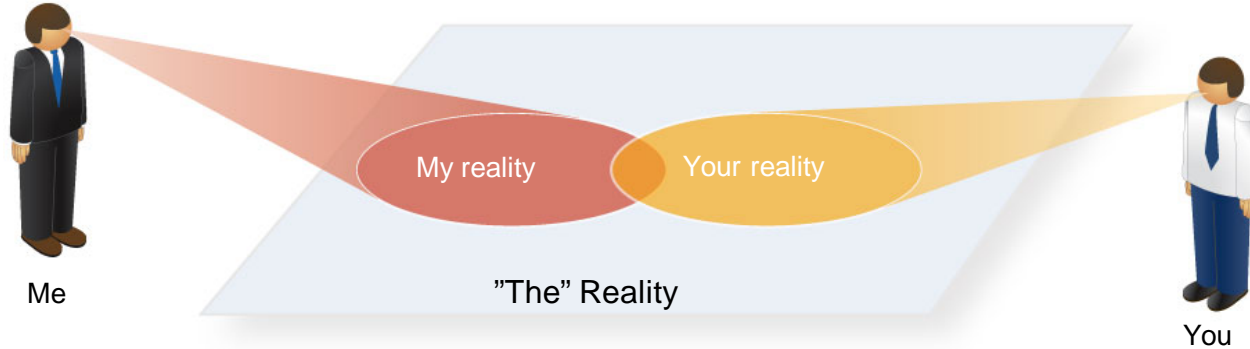
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Reality = perspective, interpretation, view

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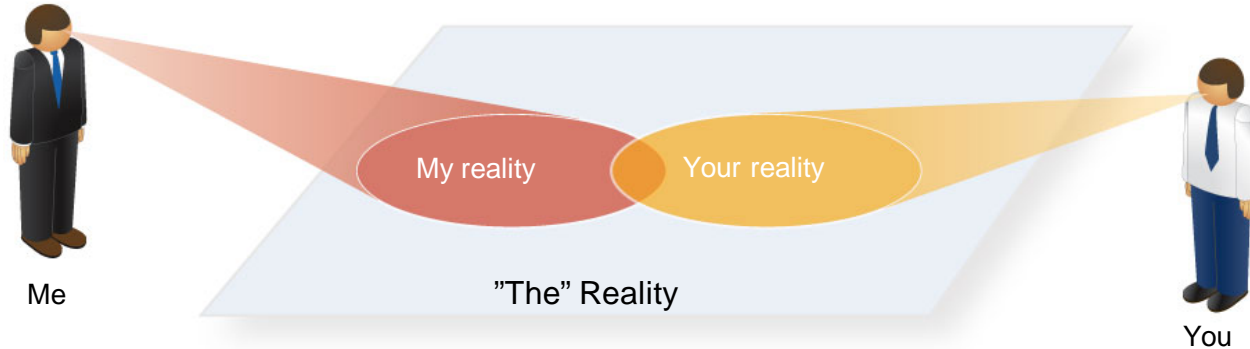
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Reality = perspective, interpretation, view

- There are approximately 6 Billion different realities on this world!
- If “the” reality doesn’t exist for us, there is no point in discussing who is “right” or who is “wrong”.
- The things are so, how you believe they are – the same truth applies to your customers.

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Reality = perspective, interpretation, view

- There are approximately 6 Billion different realities on this world!
- If “the” reality doesn’t exist for us, there is no point in discussing who is “right” or who is “wrong”.
- The things are so, how you believe they are – the same truth applies to your customers.
- Personal Reality withdraw themselves from the control of logical arguments

# Communication

## Body language fundamentals

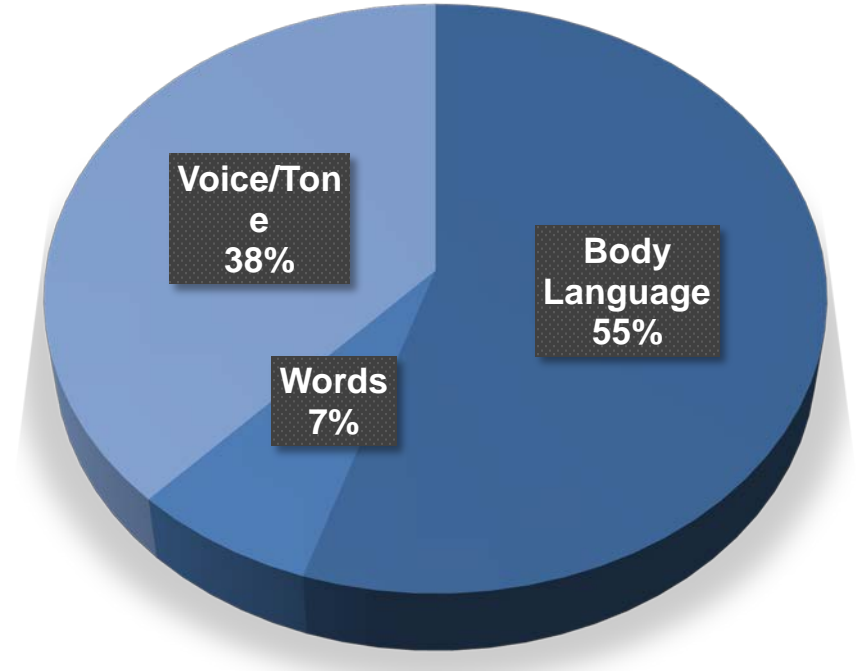
**55%** of what we perceive is visual

**38%** of what we perceive is auditory

**7%** are the composition of words

When communicating..

If these three perceptions are not congruent, then we are sending mixed signals and people will not trust us.



# ABC of Body Language

## Body language fundamentals

### AIM

- You are interacting for a reason. Be clear on what your aim or purpose is. What do you want to achieve?

### BODY

- Take your whole self into the encounter, remember your sense of quality.

### CHEMISTRY

- Listen, respond and seek partnership. You will more likely achieve your aim if the chemistry is right.



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# ABC of Body Language

## Body language fundamentals

# AIM



# CAN DO

## Body language fundamentals – AIM

**C**LEAR

- Short enough to write as a simple headline

**A**CHIEVABLE

- One that you feel is attainable

**N**EEEDED

- Something you really want to achieve

**D**IVISIBLE

- Can be broken into smaller goals/aims

**O**UTCOME

- Explains what success would look, sound & feel like



# ABC of Body Language

## Body language fundamentals

# BODY



# Basics

## Body Language Gestures



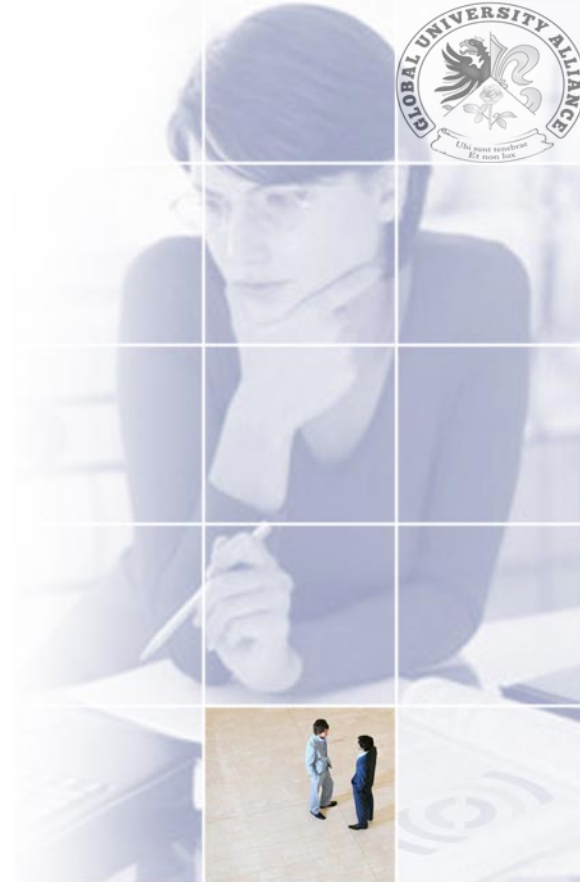
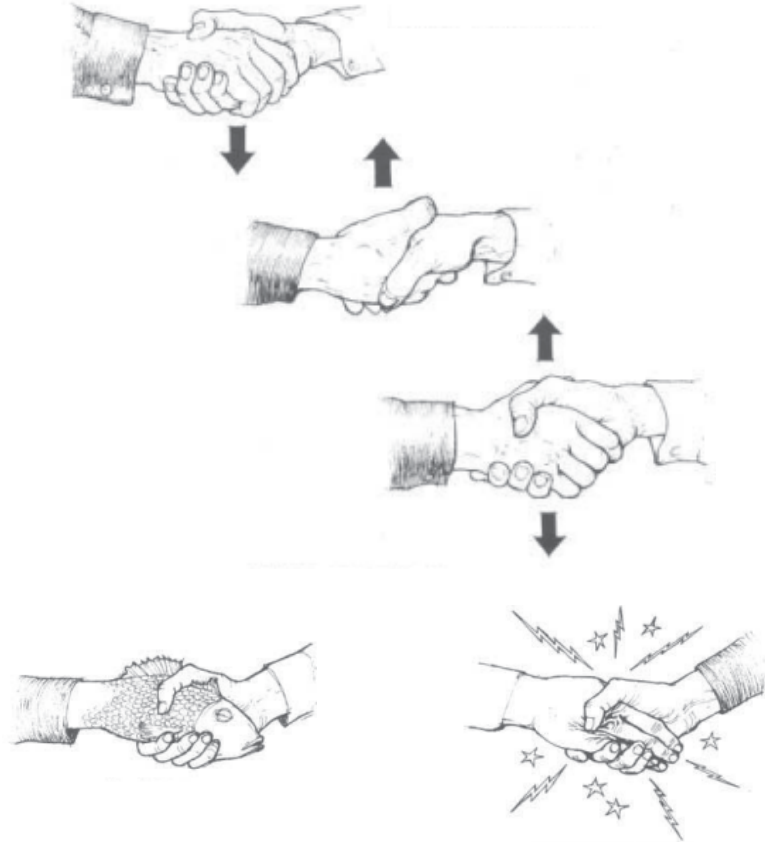
# Openness & Honesty

## Body Language Gestures



# Hand Shakes

## Body Language Gestures



# Hand Gestures

## Body Language Gestures



Fast = good intentions  
Slow = bad intentions



# Hand Gestures

## Body Language Gestures



**Frustration**



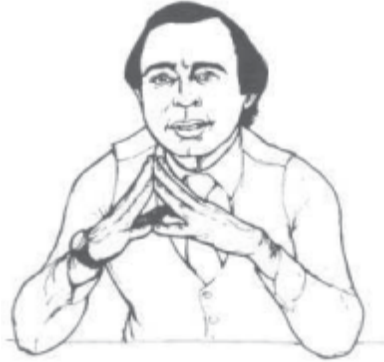
**Confidence**





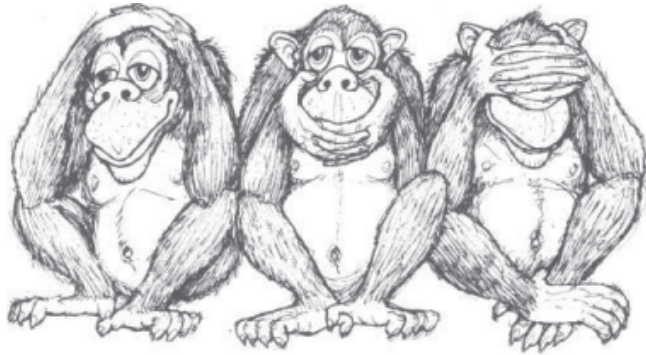
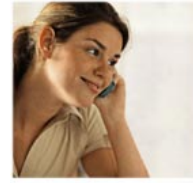
# Buyer Signals

## Body Language Gestures



# Hands to Face

## Body Language Gestures



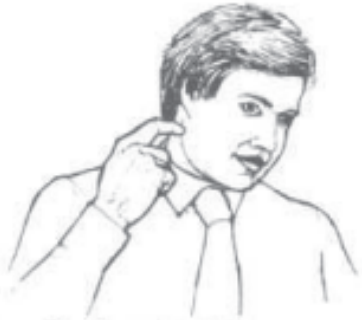
# Telling Lies

## Body Language Gestures



# Spotting Lies

## Body Language Gestures



# Showing Interest

## Body Language Gestures



**Interested**



**Bored**



**Negative thoughts**



# Making Decisions

## Body Language Gestures



**Evaluation**



**Making a decision**



# Arm Gestures

## Body Language Gestures



**Disagree**



**Hostile**



**Superior**



# Head Position

## Body Language Gestures



**Neutral**



**Interested**



**Disproval**





# Eye Gesture

## Body Language Gestures



**Business**



**Social**



# Test how good you are in interpreting Body Language

NONVERBAL BEHAVIOR	INTERPRETATION
Brisk, upright walk	
Standing with hands on hips	
Sitting with legs crossed, foot kicking slightly	
Sitting, legs apart	
Arms crossed on chest	
Hand to cheek	
Touching nose - slightly rubbing	
Rubbing the eye	
Hands clasped behind back	
Locked ankles	
Head resting in hand, eyes downcast	
Rubbing hands	
Sitting with hands clasped behind head, legs crossed	
Open palm	
Pinching bridge of nose, eyes closed	
Steepling fingers	
Patting/fondling hair	
Tilted head	
Stroking chin	
Looking down, face turned away	
Pulling or tugging the ear	

# Overview of Body Language Behavior

NONVERBAL BEHAVIOR	INTERPRETATION
Brisk, upright walk	Confidence
Standing with hands on hips	Readiness, aggression
Sitting with legs crossed, foot kicking slightly	Boredom
Sitting, legs apart	Open, relaxed
Arms crossed on chest	Defensiveness
Hand to cheek	Evaluation, thinking
Touching nose - slightly rubbing	Rejection, doubt, lying
Rubbing the eye	Doubt, disbelief
Hands clasped behind back	Anger, frustration, apprehension
Locked ankles	Apprehension, hesitation
Head resting in hand, eyes downcast	Boredom
Rubbing hands	Anticipation
Sitting with hands clasped behind head, legs crossed	Confidence, superiority
Open palm	Sincerity, openness, innocence
Pinching bridge of nose, eyes closed	Negative evaluation
Steepling fingers	Authoritative
Patting/fondling hair	Lack of self-confidence; insecurity
Tilted head	Interest
Stroking chin	Trying to make a decision
Looking down, face turned away	Disbelief
Pulling or tugging the ear	Indecision

# Fluency

## Body language fundamentals – BODY



### Speak with Ease

- Use of language shows people how educated, competent and effective you are.
- Studies show a link between success & vocabulary.



### Explain Complicated Ideas simply

- Great leaders are great simplifiers.
- Cut through the technical complexity and explain the ‘big idea’.



### Communicate Convincingly

- Conviction – Be passionate and enthusiastic. Know what your audience is passionate about.
- Content – Present the facts, make it logical & easy to follow, make it easy & brief for people to consume.



# Speaking

## Body language fundamentals – BODY



“It’s not what you said.  
It’s how you said it.”



**Dictation**

**Pitch**

**Pace**

**Volume**

**Tone**

**Silence**



# Act As If

## Body language fundamentals – BODY

### » The Mirror Principle

- People tend to mirror back your present emotional state.

### » Behave the way you want to be seen

- Act as if people are willing to hear from you, and eventually it no longer becomes an act.

### » Attitude

- The mind and body are the same system. They influence each other.
- Your attitude controls your mind, and your mind controls your body.



# ABC of Body Language

Body language fundamentals

# CHEMISTRY



## Body language fundamentals – Chemistry

### » Attention

- Receive - Listen, pay attention to the person
- Appreciate - Give little umms, and affirmation that you're listening
- Summarize - So what you're saying is....
- Ask - question afterwards

### » Interdependence

- Relationships are about win-win situations. All parties should leave feeling enriched in some way.
- Think of how you can create better teamwork in the group

### » Rapport

- Connection
- Sensitivity
- Empathy
- Respect
- Physicality
- Language





# What can we learn from horses

## Body Language

<https://www.trainingjournal.com/articles/feature/what-can-leaders-learn-horse-whispering>

<http://www.cbc.ca/news/canada/calgary/equine-connection-horse-teachers-leadership-learning-1.4113800>

<http://www.montyroberts.com/articles/horse-sense-for-organizations/what-can-we-learn-about-leadership-from-horses/>

<http://www.adventureswithhorses.co.uk/what-horses-can-teach-us/the-power-of-the-herd/>

<https://www.imd.org/news/updates/women-discover-strategies-for-leadership-that-can-transform-their-lives/>

<http://www.horsechannel.com/horse-community/how-humans-can-learn-from-equine-herd-behaviors.aspx>

<https://usefulleader.com/2017/01/23/what-young-leaders-can-learn-from-wild-horses/>

<http://www.theaustralian.com.au/business/leadership-skills-its-really-just-horse-sense/story-fn71714s-1227493322579>

<http://barbarainc.com/build-leadership-presence/>

<https://hbr.org/2011/05/leadership-lessons-from-the-sa.html>

<https://books.google.fr/books?id=tc4eAgAAQBAJ&pg=PA71&lpg=PA71&dq=what+leaders+can+learn+from+horses&source=bl>

[https://books.google.fr/books?id=tc4eAgAAQBAJ&pg=PA71&lpg=PA71&dq=what+leaders+can+learn+from+horses&source=bl](https://books.google.fr/books?id=tc4eAgAAQBAJ&pg=PA71&lpg=PA71&dq=what+leaders+can+learn+from+horses&source=bl&ots=gxQrGxKv3f&sig=BU3VSTe2iuEbGa8Z5bUy5VYn33c&hl=fr&sa=X&ved=0ahUKEwiSslaw-)

[NvVAhVFLFAKHeCDCBc4ChDoAQh4MAk#v=onepage&q=what%20leaders%20can%20learn%20from%20horses&f=false](https://books.google.fr/books?id=tc4eAgAAQBAJ&pg=PA71&lpg=PA71&dq=what+leaders+can+learn+from+horses&source=bl&ots=gxQrGxKv3f&sig=BU3VSTe2iuEbGa8Z5bUy5VYn33c&hl=fr&sa=X&ved=0ahUKEwiSslaw-NvVAhVFLFAKHeCDCBc4ChDoAQh4MAk#v=onepage&q=what%20leaders%20can%20learn%20from%20horses&f=false)

# Horses communicate through Body Language

While horses can use verbal communication, they use it for calling, the most is non-verbal communication.

These are some of the ways that a horse communicates:

**Ears**

**Head Carriage**

**Forelegs**

**Hind Legs**

**Muzzle**

**Eyes**

**Tail**



## Ears

### Horse Body Language

*Turned out to the side*

*Turned back*

*Rapidly swiveling*



# Head Carriage

## Horse Body Language

*Lowered*

*Elevated*

*Snaking*



# Legs

## Horse Body Language

*Standing splayed*

*Pawing*

*Stomping*

*Striking*

*Cocked*

*Raised*





# Muzzle

## Horse Body Language

*Drooping lip or slack mouth*

*Chewing*

*Clacking teeth*

*Flared nostrils*

*Gaping mouth with visible teeth*



# Eyes

## Horse Body Language

*Tension*

*Rapid darting*

*Whites of the eyes showing*



# Tail

## Horse Body Language

*Raised*

*Flagged*

*Clamped Down*





# What Horses Teach about Leadership

## Horse Body Language

Leadership to horses is about **RESPECT**, not fear.

Old school Leadership: through fear & submission

Leadership through **fear and intimidation** resolves in:

- Detachment
- Stressful environment – Walking around on eggshells
- Fearful and suppressed subordinates

Leadership through **mutual respect** resolves in:

- Attachments
- Open environment where ideas can be expressed
- Loyal and motivated subordinates



# What Horses Teach about Leadership

## Horse Body Language

### Body Language

- Not only brute strength, but the smallest flick of an ear can move an entire herd

### Group Leadership

- Horses are social animals, and their safety and security is tied to the herd. The herd decides where to move, drink and eat. Everyone in the herd knows who the leader is.

### Authenticity

- There is no ego in the herd. No social position, title or qualification makes you the leader. It is purely authenticity.

### Change

- They are highly adaptable to different and new environments.



# What Horses Teach about Leadership

## Horse Body Language

How do you lead through mutual respect?

- Be consistent
- Clear
- Listen to and promote people
- Do what you say
- Mean what you say

You cannot let your horse – or your team – push you around.  
If you do not provide the leadership, the horse will.



# What Horses Teach about Leadership

## Horse Body Language

When you approach a horse, they are asking themselves two questions.

1. **Can I trust you?**
2. **Can you lead me?**

**Question:** What are you doing currently to answer yes to those two questions for your current employees?

What can you do to answer yes to those 2 questions for new recruits?



# What Horses Teach about Forces & Drivers

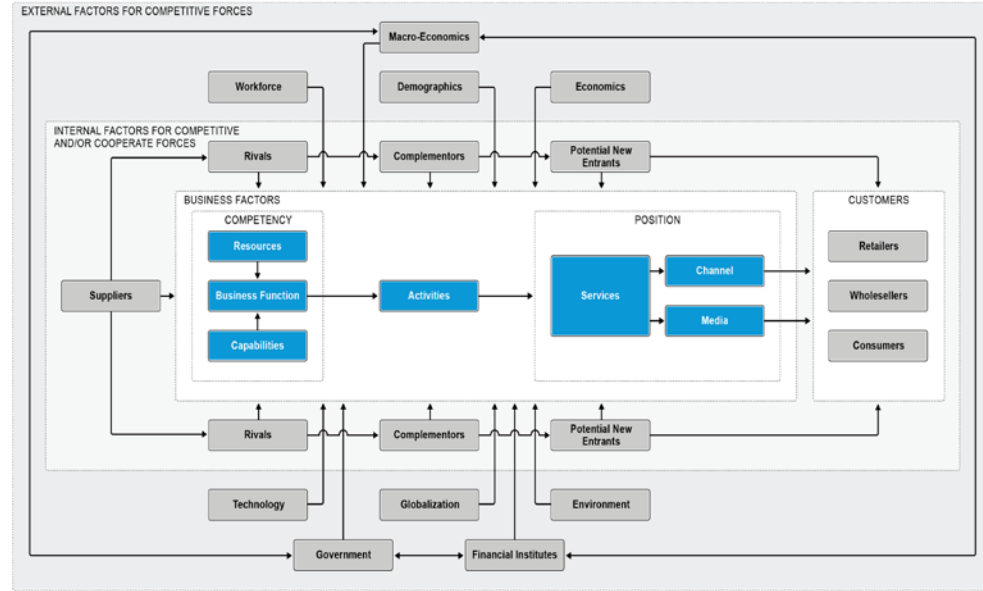
## Horse Body Language

Being Aware, Alert and Adaptable is key to leadership.

**Horses are always aware**

They'll use their senses to search for food or travel further afield to find the sustenance they need.

This lesson that we learn from the horse helps us to be aware of the environment we are in.



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# QUESTIONS?

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