

You are invited to the...

# 1<sup>st</sup> CEO Clubs Luncheon Forum/Roundtable

## Fearless Leadership

Moving from **Playing not to Lose** to **Playing to Win**



*What do you do in the face of the enormity of the current downturn?  
How does fear and stress impact your brain and productivity?*

### For first time in Greece...

Learn from the brain science experts latest cutting edge tools and methodologies on how to **optimize your brain functioning for maximum success and satisfaction**

#### SAVE THE DATE!

Thursday January 28, 2010  
10:00 - 14:00 hours  
Hotel Grande Bretagne



#### FORUM SPEAKERS



**Hendre Coetzee**

President and Founder of The 90 Day Turn System  
Founding member of the International Board of Coaching



**Srini Pillay**

Executive Coach & CEO, NeuroBusiness Group  
Psychiatrist and Stress/Anxiety Disorder Specialist,  
McLean Hospital/Harvard Medical School

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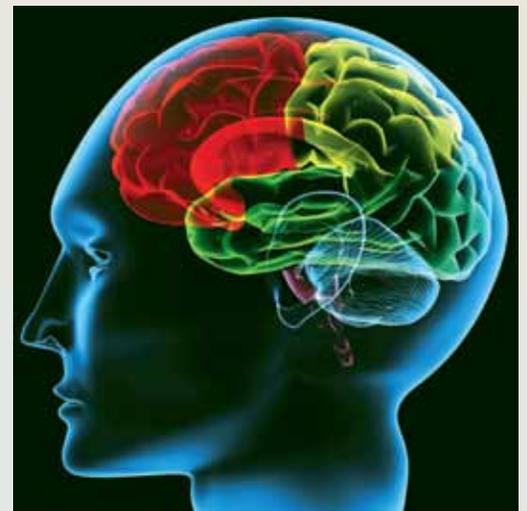
### Forum Introduction

by Georgia Kartsanis, Founder, CEO Clubs Greece

**Several books have been written with the latest results in neuroscientific research referring to Fearless Leadership- but to simply take this and apply it -REALLY apply it- on a daily basis to our leadership behaviours is quite a challenge!**

We are called to be leaders at this time, working hard to create a world where people's creativity, caring and intelligence can flourish. Yet we hold these dreams in a world that grows more afraid, fractured and mean-spirited. Fear can hinder every area of our lives. Our fears tend to paralyze us, holding us back from taking constructive action in the direction of our dreams and goals. We hesitate, we become indecisive, and we procrastinate; we make excuses and find reasons not to move ahead. Fear manipulates our perceptions and halts creativity. Fear emotionally separates people from each other and dooms partnerships of all kinds.

Difficult times can bring out human ingenuity and human goodness with the right leadership. As leaders, we have to learn how to work together in deep collaboration, weaving ourselves together as communities of practice. We have to understand that human beings are best motivated not by fear, but by possibility.



**Courage is rightly considered the foremost of virtues, for upon it, all others depend."** *Winston Churchill*

Perhaps the greatest challenge that a CEO will ever face in life is the conquest of fear and the development of the habit of courage. Fear has always been the greatest enemy of mankind. When Franklin D. Roosevelt said, "**The only thing we have to fear is fear itself,**" he was saying that the emotion of fear, rather than the reality of what we fear, is the cause of the associated anxiety, stress, and unhappiness.

Fearless Leadership is based on this premise. Just think: What would you dare to dream, be or do if you were able to overcome your fears. Fortunately, the habit of courage can be learned, just as any other skill is learned. Leaders who act courageously when faced with uncertainty or fear, take bold stands, and engage with people in very real ways are those who generate great and long-lasting results. "**Fearless Leadership**" will show you how.

At the **28th of January Forum** organised by **CEO Clubs Greece**, the speakers Dr **Srini Pillay** and **Hendre Coetzee** who are brain science experts and executive coaches, will help our local leaders CEOs learn:

- How fear can spread in organisations today and what will be its effects
- How managing fear can change a leader's brain from playing not to lose to playing to win
- Optimise brain functioning for maximum success and satisfaction

**Before leaders can tackle the textbook elements of leadership, they must learn to break through fear-based thinking and recognize that the role of leadership is about continuous learning, relationships and constant self-renewal.**

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### ARTICLES ON Fearless Leadership

THE HUFFINGTON POST  
THE INTERNET NEWSPAPER. NEWS BLOGS VIDEO COMMUNITY

Posted: October 6, 2009  
by Dr. Srini Pillay



## Changing the Philosophy on Wall Street

**The image of corporations as "hard-ass", "bottom-line" machines of productivity is appealing to those who wish to believe that money comes from automatic sources that respond to cold, hard, practical and rational interventions. That has been the history of corporate America and the results are proof of it.**

*Bernie Madoff. The Enron Scandal. 70% attrition rate in the IT sector in America. 1484 CEOs leaving their jobs in 2008. Thirty months as the average time that a CEO stays in office. 80% of Americans not trusting corporate executives and roughly half of all managers not trusting their own leaders. **Maybe it actually is time to re-think corporate philosophy and perhaps we should think deeply about it together.***

First and foremost, we need to recognize that money is generated by people and that these disasters I mentioned above are multidimensional in cause and effect. One relevant aspect of them is "trust" and we somehow need to figure out how to increase the trust throughout all levels in corporations without disempowering the leaders. I am not a Wall Street basher. I think that Wall Street has done great things for us amidst its myriad disasters. Tyrannical CEOs, while often insensitive and hierarchical, also often come from a place of motivation to make companies successful. How can we come together to reflect on the avalanches of trust that have created this great instability? Is there a way that we can avoid polarization of strategies? This, I believe, will be our greatest challenge as we think of creating better lives for ourselves and others.

In the corporate world, one way we could achieve a greater priority on trust would be to tie in changes in social behavior (trust, empathy, transparency, home-work sensitivity) to productivity variables and figure out how this will impact making money. Also, I think that we need to do some soul searching about why we might truly want to change our work environments.

On account of the disasters that the former generations of leaders will leave us with, we cannot afford to be punitive and judgmental even though we can respect the consequences of foul methods and behaviors.

Essentially, I think that we have to think of ourselves as a team: a group of people who are genuinely trying to make it work for everyone while we try to make it work for ourselves as well. This is difficult and a challenge but something we need more of a focus on as we strive to make corporate America a better place in which to thrive. What are some of the ways we can avoid just turning the current crisis on its head for the sake of looking like we're doing something different until it comes back to bite us?

**1|Avoid leader bashing:** While leaders are responsible for outcomes in organizations, and their results should be examined and followed, they are presumably chosen to be leaders because they have the qualities that could lead people and their organizations. While their predecessors may have committed some heinous crime, we should make sure that we protect our leaders from scrutiny that disrupts their abilities to lead. Instead, for example, we might encourage a leader-initiated desire to share details and all scrutiny should be in the service of improving the team. Frightening our leaders into submission is an unwise idea.

**2|Decrease fear in organizations:** Since fear activates the same brain region that trust deactivates, we know that decreasing fear will increase trust in organizations. Human resources can be more than just a trouble-shooting department; it can be a "fear detector" for the organization.

**3|Align leaders with their followers:** Conflicts help companies grow, but they can also disrupt the effective performance of a company. However, when the core values of two conflicting groups are aligned, this can be the anchor for all communication. If every participant in an organization has a role in designing the expression of core values, the synchrony of the various parts will be much greater.

**4|Allow leaders to emerge:** When leaders emerge rather than being appointed, there is a natural flow and energy that revitalizes organizations. Growing leaders within an organization can be an effective way to do this. Also, allowing people to step forward to represent the values they hold closest to their hearts can be helpful.

So, all in all, I think that social intelligence (with trust being a vital part of this) is a critical variable that can help improve work performance. Also, it can offer life to the mentality of money machines and help us address the foibles and failings that make us human before disaster strikes.



# Fearless Leadership

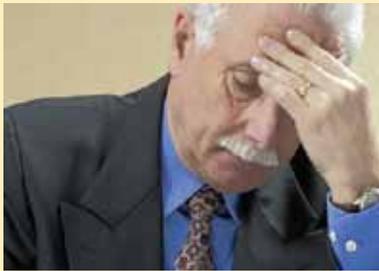
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**Pittsburgh Post-Gazette**  
The stories that touch our lives™

Published: October 19, 2009  
By Steve Twedt



## WorkZone: Burnout becomes a fact of life at work

**In these times of low profits and high unemployment, what people use to call "burnout" has become the new normal. Stressed out? Check. Anxious? You bet. Feeling overworked? Only during waking hours.**

Dr. **Srin Pillay**, an executive business coach for 10 years and expert on stress and anxiety reduction, believes that burnout is damaging to not only workers but also to the companies who pay them. Burnout in the work force, he said, leads to lower productivity and higher absenteeism, tardiness and turnover, all of which Dr. Pillay says costs U.S. companies anywhere from \$75 billion to \$160 billion annually.

**"Most people assume that feeling burned out means they're weak or have a poor attitude,"** said Dr. **Pillay**, a psychiatrist and CEO of NeuroBusiness Group, based in Massachusetts. Burnout is not simply a matter of an overwhelming workload, though that's often a component. Rather, Dr. Pillay says, it comes from **"a mismatch between what people are and what they have to do,"** a situation often caused by a communication breakdown in the workplace.

Steven South, general manager at Lee Hecht Harrison, agrees. **"If you've got the wrong person in the wrong seat, that can lead to burnout. But if you're aligned perfectly with a job you love, working a 12-hour day isn't going to burn you out."**

Mr. South also believes that technology, as much as the economy, is responsible for those feeling the sting of burnout. In today's business world, he noted, information from a sales report can be collected, disseminated throughout a sales force, discussed by teleconference and acted upon all within 45 minutes. It's a pace that can put tremendous stress on everyone. The art of good management is **"knowing how to manage the throttle,"** he said. **"It is definitely more of an art than a science."**

Dr. **Pillay** is a proponent of **"social intelligence,"** a concept brought to the fore by psychologist Edward Thorndike in the 1920s that puts a premium on effective interpersonal interaction. Dr. Pillay's company coaches managers on those skills.

**"The message we're trying to get out to the public is that having social intelligence is not just a matter of being a nice guy. It's really a matter of running a company efficiently and effectively as well,"** he said.

In tough economic times, the impulse often runs counter to that there's an urgency to work harder, produce more and stifle complaints. **"The dissemination of information [about burnout] has not been optimal,"** he said.

**"When people talk about burnout, they are usually talking about the last stage when the person is emotionally and physically exhausted. Or they're talking about the penultimate stage, when they're feeling a lot of dread. By that time, the intervention becomes much more difficult."**

Better to act when the first signs appear, in what Dr. **Pillay** calls "the plastic smile" stage, which, left unaddressed, can lead to people losing their temper more quickly, then progress to an "Alice in Wonderland" stage "where people seem a little bit disconnected. They don't have an interest in hard work." Eventually they can descend into a feeling of hopelessness, he said.

**"When they look at the causes, all of it has to do with interaction with external forces,"** said Dr. **Pillay**: work overload, lack of control, insufficient rewards for work, a breakdown within the working community, an absence of fairness or conflicting values.

That's bad for business, said Dr. **Pillay**. **"When the fear center of the brain is stimulated, it disrupts thinking and productivity."** One recommendation he has for workers who find their jobs intolerable is to remind themselves that the situation is temporary. Then they should start preparing for the eventual opportunity to move on. "When we are under more strain is actually the time that we should be thinking about how we can make changes and not just hold our breath."

Mr. South suggests that companies cultivate "a culture of candor, where employees can talk about their questions, concerns and stressors without fear." And workers, he added, should "find ways to get better at what you do best and improve on your areas of weakness."

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#### Hendre Coetzee

*President and Founder of The 90 Day Turn System  
Founding member of the International Board of Coaching*

**Hendre Coetzee** is the author of the 90-Day Turn System Coaching Program suite that on-boards, revitalizes and repositions executives in a powerful structured process. He has also served as interim COO and Lead Facilitator for the Behavioral Coaching Institute to train Master Coaches around the world in the recent past.

Hendre has over 20 years of experience working within the corporate as well as social justice, non-profit, relief and development world. Hendre has diverse experience that varies from working as a facilitator for the integration between black and white youth in post Apartheid South Africa to negotiating mergers for large financial institutions to developing performance-training modules for High Performing Traders that trade on the NYSE and NASDAQ. Hendre is an expert in facilitating and training on conflict resolution and mediation. He has extensive experience in Hi-Tec ventures and the finance sector. His clients have included InForm, VillageEdocs, API, Disney, ESPN, Estee Lauder, Revlon, New York Life, FedEx, NoRedtape, World Vision, Compassion International and Kershner Trading Group.

Hendre graduated from Johannesburg University with Bachelor Honors Degrees in Ancient Studies, Theology and the Philosophy of Leadership. He is also social entrepreneur and has successfully founded a hi-tech venture (MobileCause.com) and walked it all the way to an exit to the new owners Innogive LLC. He serves on several boards and focuses his attention on Developing Leaders in Fortune 100 companies and working with exec teams in Hi Tech Ventures in Silicon Valley.



#### Srini Pillay

*Executive Coach & CEO, NeuroBusiness Group  
Psychiatrist and Stress/Anxiety Disorder Specialist, McLean Hospital/Harvard Medical School*

Dr. **Srini Pillay** is a highly sought after Certified Master Coach who has been coaching executives for the past ten years. He is the CEO of NeuroBusiness Group™ (NBG) based in Cambridge, Massachusetts, USA. He is also Assistant Clinical Professor at Harvard Medical School and an internationally recognized fear, anxiety and brain imaging researcher.

He has two books scheduled for release in 2010: "Life Unlocked: Seven Essential Lessons on the Science of Fear (Rodale, Inc) and "The Winning Brain: Using Neuroscience to Coach Leaders (Wharton School Publishing). Dr. Pillay's skills span a wide variety of topics in executive coaching, with a history of highly successful workshops in New York, California, London and Brazil, Dr. Pillay has influenced many high ranking executives from the Vice-President of Sales for Microchip to senior HR personnel from Coca Cola.

Dr. Pillay has also had fifteen years of experience with nationally funded research at Harvard Medical School, and in this forum, he brings together his expertise in brain science, executive coaching, fear, stress and leadership to introduce us to cutting-edge tools and methodologies on how to deal with fear and stress in the context of corporate leadership and success. Dr. Pillay has been consulted extensively by the media and has featured in "Time" Magazine in Brazil, the "Boston Globe" and "ABC News" and is a regular Tuesday columnist for the Huffington Post.



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### FORUM AGENDA

09.30-10.00	<i>Networking on coffee &amp; breakfast</i>
10.00-10.30	Overview of the <b>Human Brain in Business</b>
10.30-11.30	<b>Fear and Stress in the Human Brain:</b> What to do about it
11.30-11.45	<i>Coffee Break</i>
11.45-12.00	How fear spreads in Organizations: <b>The Role of the Brain</b>
12.00-12.15	How managing fear changes your brain from <b>"Playing Not To Lose"</b> to <b>"Playing to Win"</b>
12.15-12.35	The Impostor Syndrome and Summit Syndrome: <b>Relevance to Leaders</b>
12.35-12.45	From the lab to the boardroom: <b>Principles of Fearless Leadership</b>
12.45-13.00	<i>Questions</i>
13.00-14.00	Round table discussions
14.00	<i>Lunch</i>

You should pre-register in order to attend  
Free for CEO Clubs Members. Guest CEOs for €190

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or email it to [info@ceoclubsgreece.com](mailto:info@ceoclubsgreece.com)**

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