



***HOW TO FIX THE ENGINE  
WHILE YOU ARE FLYING?***



# *HEAD, HAND & HEART*

*3*

*K*

*E*

*Y*

*S*

## ***OF TRANSFORMATION FOR LEADERS IN A DIGITAL AND UNPREDICTABLE WORLD***

*Former Head of Tinder across LATAM  
& Chief Digital Officer at L'Oreal  
Keynote Speaker and Best-selling author  
MBA Professor and Columnist at MIT Tech Review*







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# Volkswagen Stock Is Soaring Because It's an EV Company. Other Car Companies Should Follow Suit.

By [Al Root](#) March 16, 2021 2:24 pm ET

Text size  



Volkswagen stock is ripping higher Tuesday after the German automotive giant unveiled bold new electrification goals. It seems the best way for a traditional auto maker to drive its share price up is to declare itself an electric-vehicle company. If only it were that easy.

Order

Microsoft  
**Reim  
a Edu**  
13 de abr

Inscr





A group of people are seated in a movie theater, looking towards the right side of the frame. The lighting is dim, and the focus is on the audience members. The word "OBSERVER" is overlaid in white, bold, italicized text at the bottom left.

***OBSERVER***





The background is a chalkboard with various mathematical and statistical notations. Visible text includes:  
- Top left: ①  $n=5$   
- Top center: 双正态总体 (Two normal populations)  
- Top right:  $H_1: \mu_1 - \mu_2 \neq m$   
- Middle left: ③  $\mu_1 - \mu_2$   
- Middle center:  $H_0: \mu_1 - \mu_2 = m$   
- Bottom center: 
$$\left| \frac{(\bar{X} - \bar{Y}) - m}{S_w \cdot \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}} \right| \geq t_{\frac{\alpha}{2}}(n_1 + n_2 - 2)$$
  
- Bottom left: ④  $\sigma_1^2 / \sigma_2^2$   
- Other fragments:  $\sigma_1^2, \sigma_2^2$ ,  $\frac{1}{n_1} + \frac{1}{n_2}$ ,  $t_{\frac{\alpha}{2}}$ ,  $n_1 + n_2 - 2$ .

# **01. HEAD: A COGNITIVE TRANSFORMATION**





***“CAN I  
SEE THE  
PICTURE  
YOU JUST  
TOOK?”***



A Buddhist monk in a red robe is walking away from the camera down a long, narrow corridor made of dark wood. The corridor has many vertical wooden pillars on both sides, creating a strong sense of perspective. The monk is holding a red umbrella over his head. The lighting is soft and warm, coming from the end of the corridor. The overall mood is contemplative and serene.

# ***BEGINNERS'***

## ***MIND***



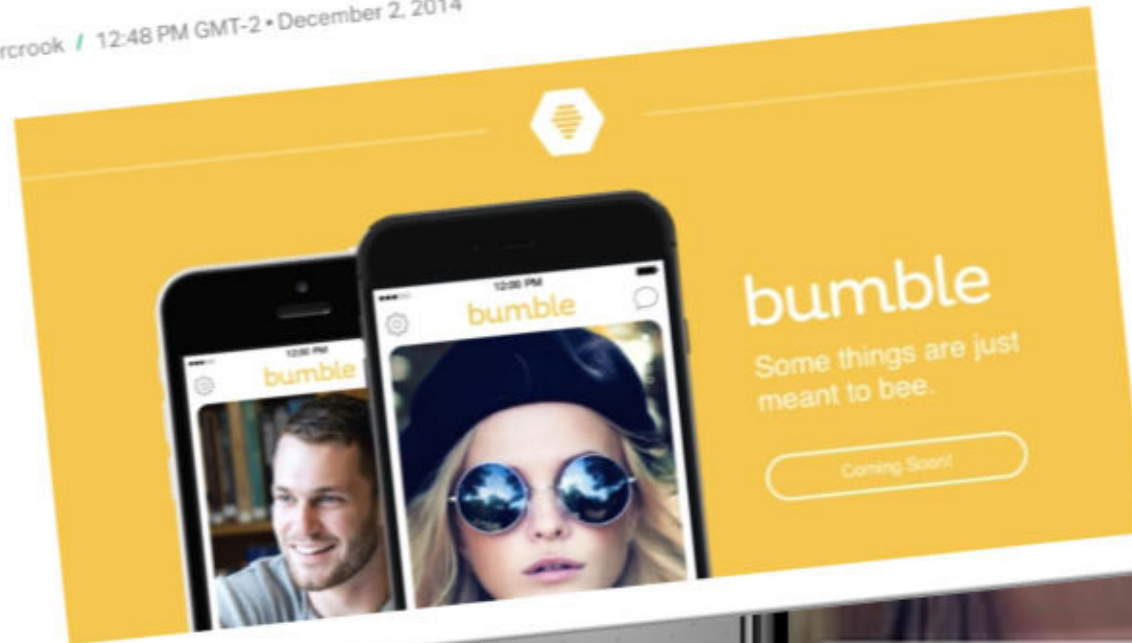




# Bumble Is Exactly Like Tinder Except Girls Are In Charge

Jordan Crook @jordancrook / 12:48 PM GMT-2 • December 2, 2014

 Comment



Samantha, 20

Editorial Intern at Elle Magazine  
Princeton University, 2016





# Bumble Cofounder Becomes World's Youngest Self-Made Woman Billionaire, Thanks To IPO



Angel Au-Yeung Forbes Staff  
Billionaires





*TO WHICH  
MARKET  
AMAZON  
BELONGS?  
WITH  
WHOM IT  
COMPETES?*



*2. HAND: EXECUTION*

***TRANSFORMATION***





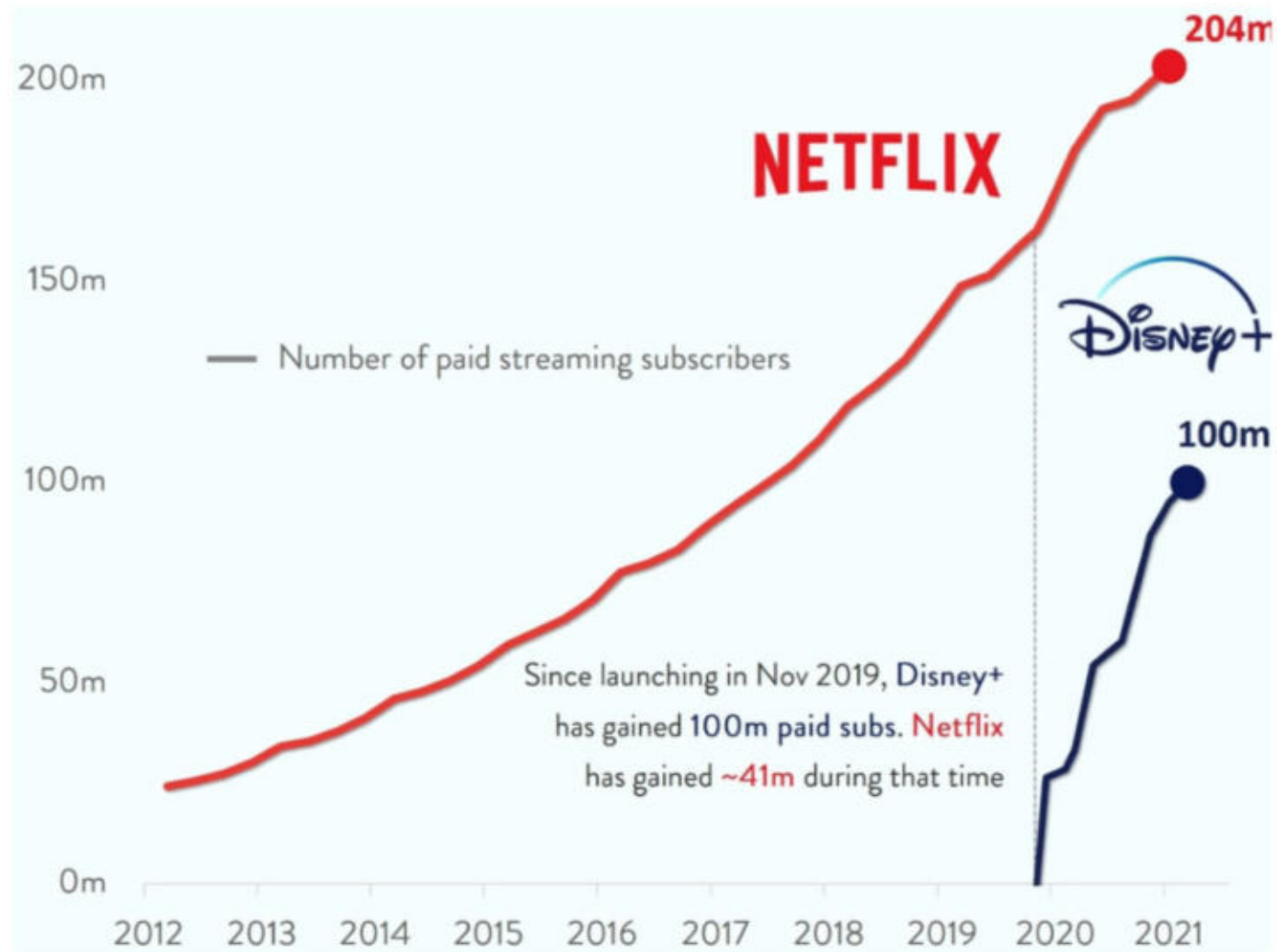


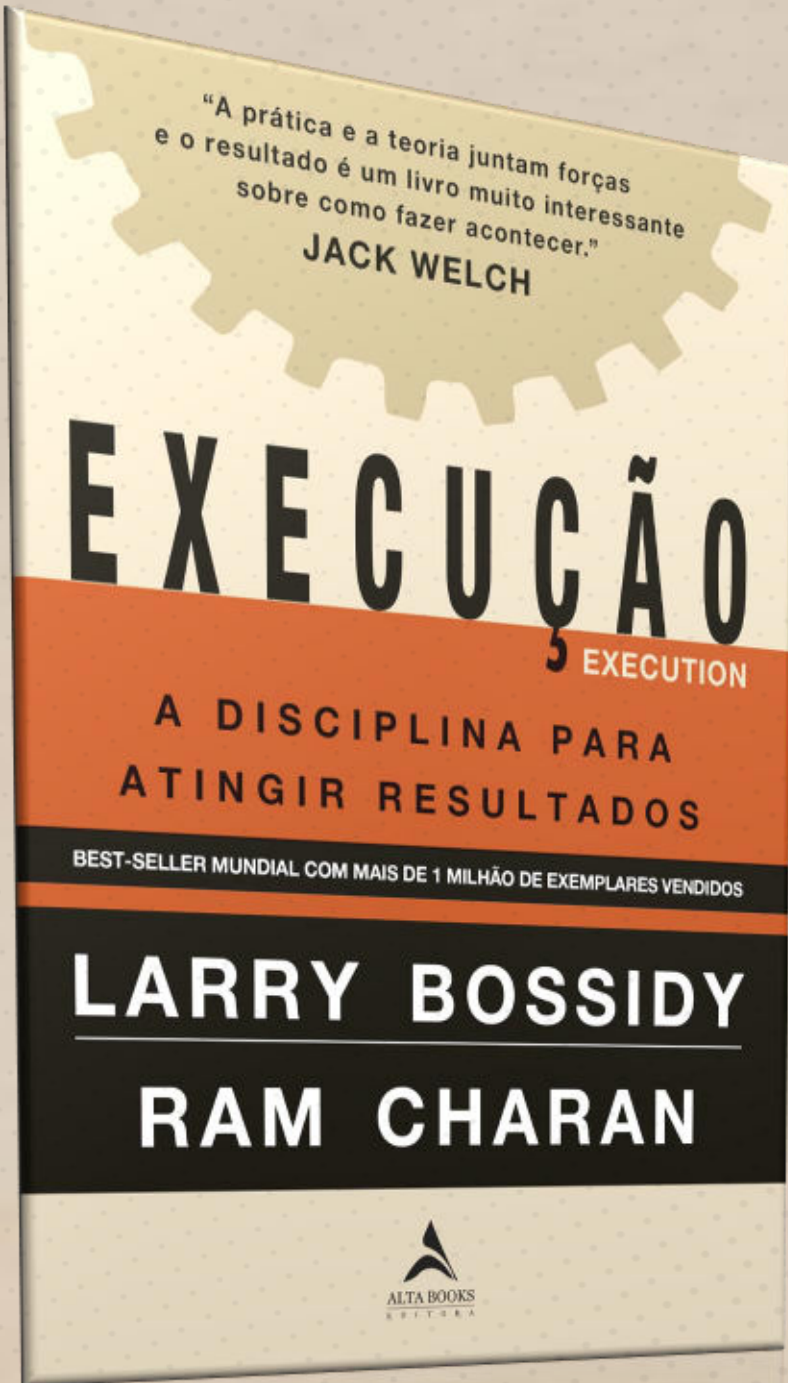
INNOVATION  
**INNOVATOR'S**  
IS NOT  
**DILEMMA**  
EFFICIENT



*PROTECTED 12% OF  
REVENUES,  
JUST TO LOSE 100% OF THEM  
LATER ON*







**EXECUTION PROVIDES  
*THE FEEDBACK LOOP*  
NEEDED IN ORDER FOR  
YOUR BUSINESS TO ADJUST  
*TO EXTERNAL CHANGES.***



# *ADVANTAGES OF DIGITAL*

- *INCREASES THE FREQUENCY  
OF TOUCHPOINTS*
- *COLLECTS MORE DATA AND  
INFORMATION*
- *ALLOWS FOR DESIGN OF  
“SMART MISTAKES”*



# **03. HEART: EMOTIONAL TRANSFORMATION**







Home Find People Settings Help Sign


@berial T  
like cardboard. Dominos tastes  
superior.  
12:04 PM Nov 12th



Ta

Reply Retweet



A middle-aged man with brown hair, smiling broadly, is wearing a blue button-down shirt with a small Domino's logo on the left chest. He is standing in front of a large white poster with a red border and a dotted pattern. The poster features the text "FAILURE IS AN OPTION" in large red letters, with the word "IS" inside a red flag icon. To the right of the main text is a quote and the Domino's logo with the slogan "OH YES WE DID!".

# FAILURE IS AN OPTION

We must strive for greatness in everything we do. But greatness cannot be achieved without failure.

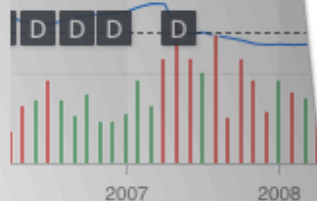


OH YES WE DID.



DPZ 37.700

Open	18.1
High	18.1
Low	17.6
Close	18.5
Volume	13.38
% Change	-34.96



MOST INNOVATIVE COMPANIES

# Domino's



Domino's is the major pizza chain with more than 15,000 locations worldwide in more than 85 countries. Approximately 5,750 of those stores are in the United States. The company has consistently blended product, tech, and marketing to create a near-perfect machine for delivering our favorite food as fast and as efficiently as possible. Its 45-year dash to the door is a master class in iterative innovation, and 2018 saw more advancements than in any given year. More than 60% of U.S. sales are now digital orders, helping the company achieve 30 straight quarters of same-store sales growth (as of the third quarter of 2018).

**FAST COMPANY**

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Mail

Premium - Try it free





# *CIRCLE OF* *SAFETY*





***DON'T FORGET TO  
HAVE LUNCH***



***EMOTIONAL INTELLIGENCE AND HUMAN  
SKILLS (NOT SOFT SKILLS!)***

***ARE WHAT MAKE US HUMAN!***





# ***THANK YOU!***

**ευχαριστώ**

