FEARLESS NATO

Tough on Results, Tender on People

URS KOENIG

NATO OTAN





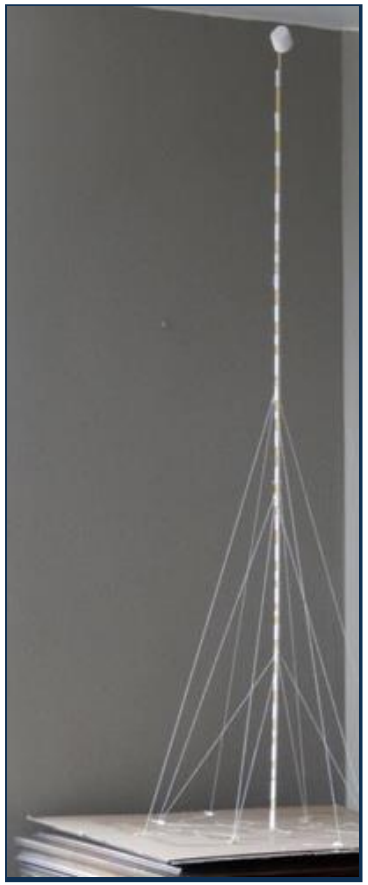
Harvard
Business
School

VS

Kindergarteners

The Spaghetti/Marshmallow Challenge





RADICAL HUMILITY

Harvard Business School



VS

Kindergarteners





MBAs: **+ 16 inches**

Lawyers: **+ 11 inches**

CEOs: **+ 6 inches**

FEARLESS

=

PSYCHOLOGICAL SAFETY

FEARLESS NATO



1.
Fail Successfully



2.
Lead with Vulnerability



3.
Give Everyone a Voice

RADICAL HUMILITY

FEARLESS

=

PSYCHOLOGICAL SAFETY

PSYCHOLOGICAL SAFETY

=

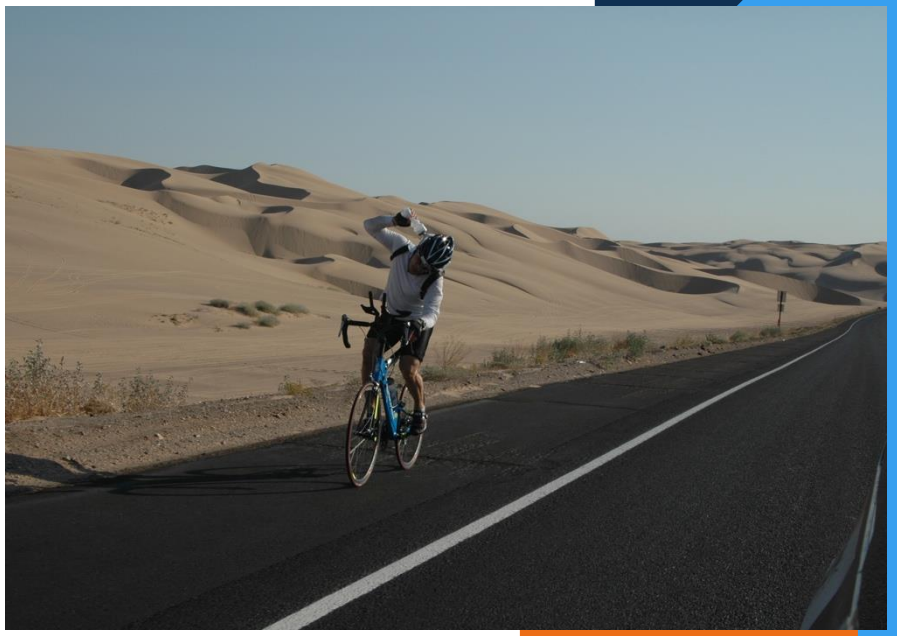
BEST PREDICTOR OF PERFORMANCE


Tender on People
Avoidance Zone
Fearless High Performance Zone
Soft on Results
Tough on Results
Indifference Zone
Fear Zone
Tough on People









RACE ACROSS AMERICA

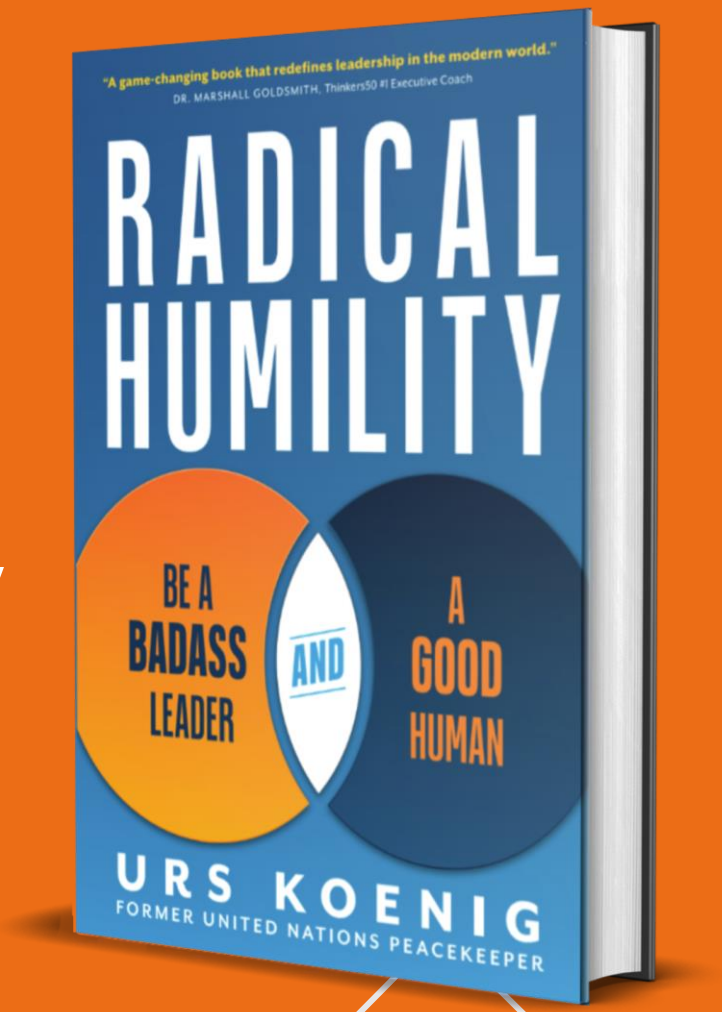
RAAM






UN
CAPT
U. KÖNIG

Radical Humility



URS KOENIG

FEARLESS NATO



1.
Fail Successfully



2.
Lead with Vulnerability



3.
Give Everyone a Voice

RADICAL HUMILITY

This is within us ALL

URS KOENING


NDR
:22:07
21,0975 km
2:10:09
42,195 km
Respekt! Willkommen im Ziel!
2:10:08
hannover airport
hannover airport
hannover airport
hannover airport
hannover airport
RA

FAIL SUCCESSFULLY



1. Try something new

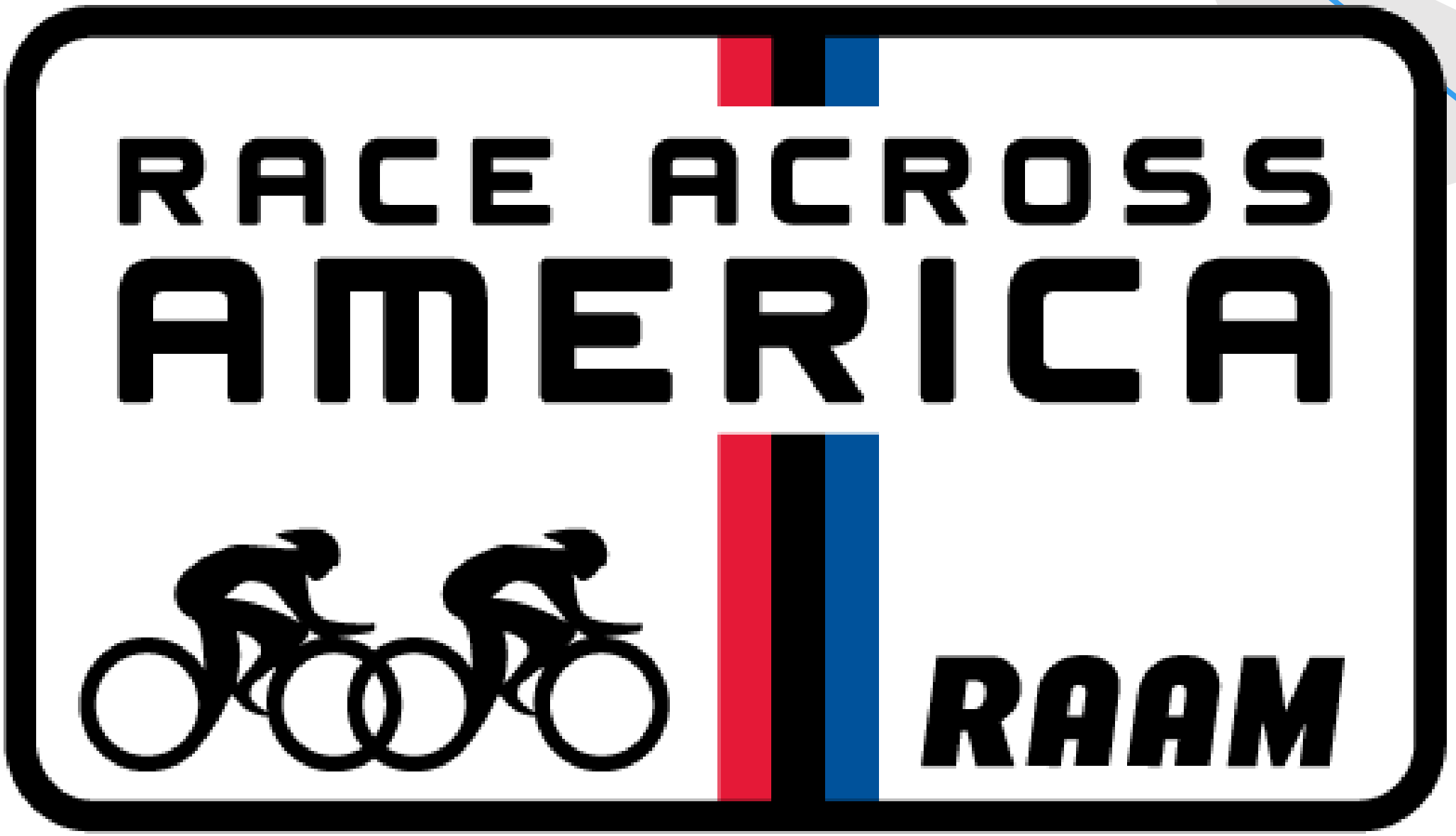


2. Learn something new



3. Get closer to long term goal

RADICAL HUMILITY


RACE ACROSS
AMERICA
RAAM





RADICAL HUMILITY



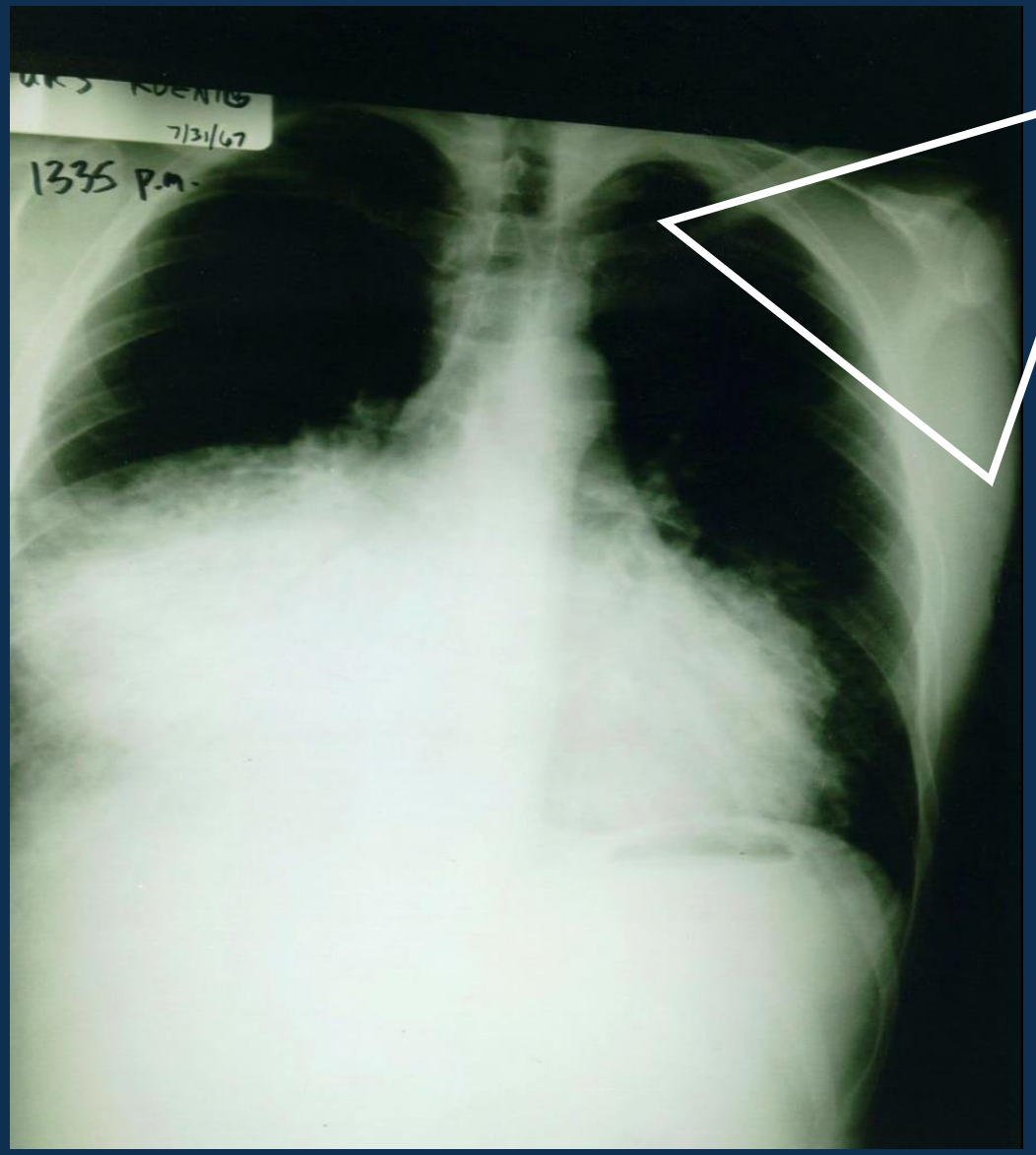


RADICAL HUMILITY



RADICAL HUMILITY




7/31/67
1335 P.M.


Tony
EMT-P/RN

RACE ACROSS AMERICA

RAAM

DID NOT FINISH = FAILED

STRONG EMOTIONS

RE - FRAMING

URS KOENING

ABCD MODEL

A
Adversity

B
Beliefs

C
Consequences (Emotional)

D
Dispel = Reframe

Medicine & Science IN Sports & Exercise
AMERICAN COLLEGE of SPORTS MEDICINE LEADING THE WAY

CLINICAL SCIENCES: CLINICAL INVESTIGATIONS

An Ultracyclist with Pulmonary Edema during the Bicycle Race Across America

LUKS, ANDREW M.; ROBERTSON, H. THOMAS; SWENSON, ERIK R.

Author Information

Medicine & Science in Sports & Exercise 39(1):p 8-12, January 2007. | **DOI:** 10.1249/01.mss.0000235885.79110.79

FREE

Metrics

Abstract

Ultraendurance athletic events tax the limits of physiological homeostasis. Maintenance of sodium and water balance is a particularly difficult challenge in such events. We present the case of a 38-yr-old participant in the Bicycle Race Across America who developed severe

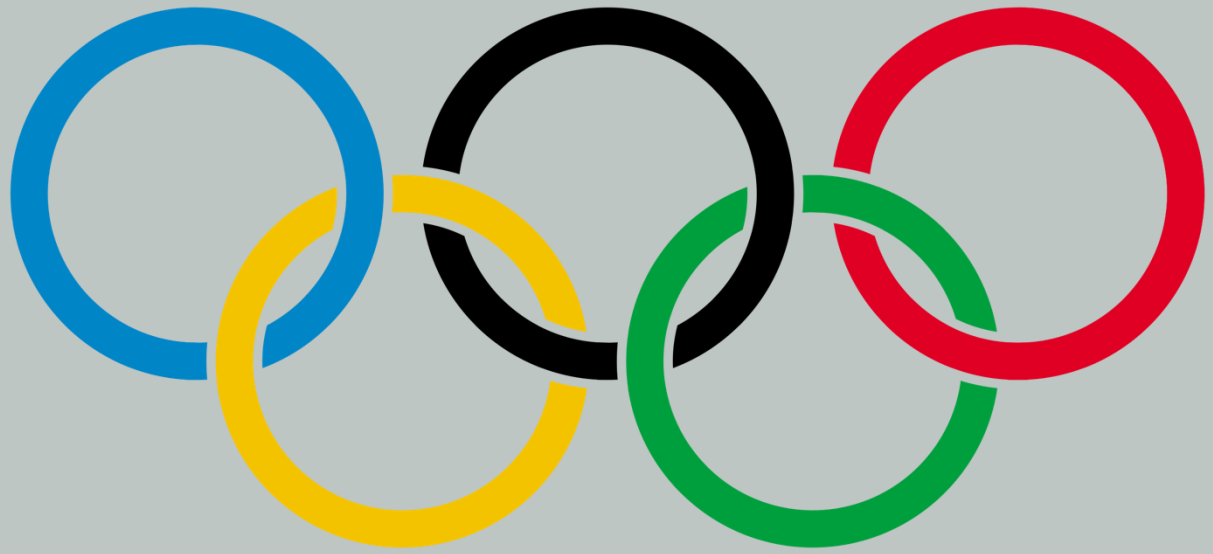
MY RE – FRAME STATEMENT

“My DNF will make me faster next year”

RE - FRAMING

Simple BUT Not Easy
Practice Our Whole Life


URS
KOENIG
Sydney 2000

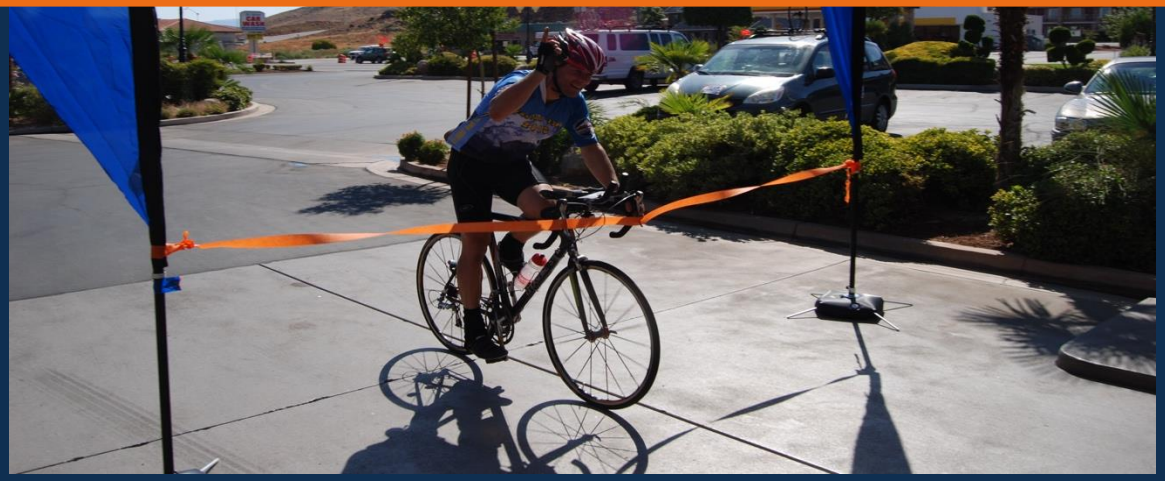


From: I lost Gold

Re-Frame: I won an Olympic Medal

RE– FRAMING

EMOTIONS > LEARNING




dznuts


FISCHER

FAIL SUCCESSFULLY



1. Try something new



2. Learn something new



3. Get closer to long term goal

YOUR TURN

ABCD MODEL

A
Adversity

B
Believes

C
Consequences (Emotional)

D
Dispel = Reframe

REFRAME STATEMENTS

FROM	TO
DNF/ Near death	This will make me faster
I lost gold	I won an Olympic Medal
Failed project	Freed up time and. money
They don’t like me or my work	This feedback can help me improve and grow
This traffic is wasting my time	Opportunity to listen to an interesting podcast or audio book

ASK YOURSELF

What POSITIVE OUTCOMES resulted from a recent failure/set back…?



PILLAR #1

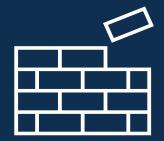
FAIL SUCCESSFULLY

PILLAR #2

LEAD WITH VULNERABILITY

LEAD WITH VULNERABILITY

1. Go first



2. Admit your gaps



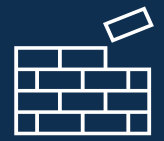
3. Share a goal



SATYA NADELLA, CEO MICROSOFT

LEAD WITH VULNERABILITY

1. Go first



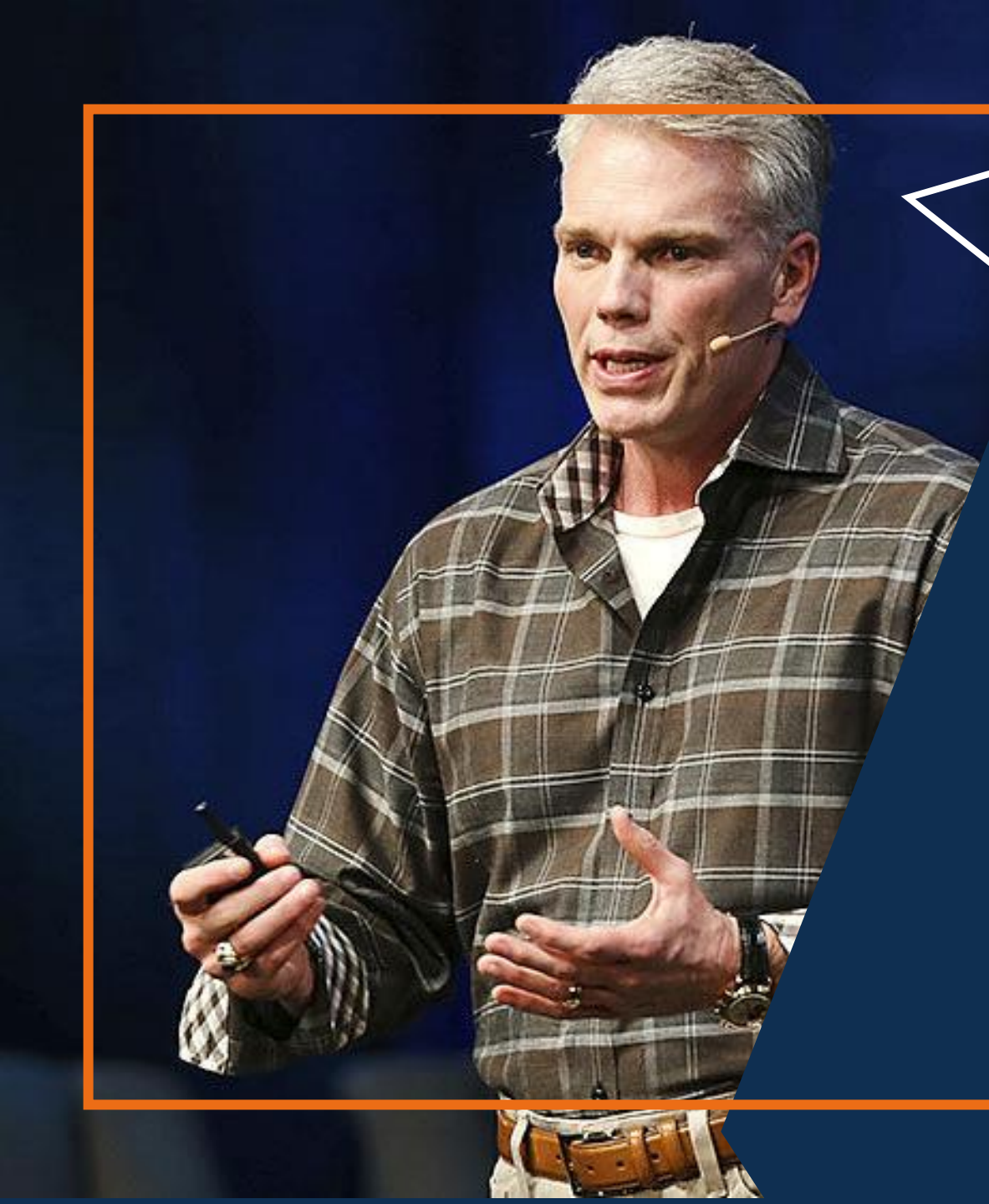
2. Admit your gaps



3. Share a goal

VULNERABILITY!

VULNERABILITY IN 3 ACTS!



BRAD SMITH, FORMER CEO INTUIT

VULNERABILITY FIRST, TRUST SECOND



45 min

"I SCREWED THAT UP"



Whoopsy Daisy





Whoopsy Daisy

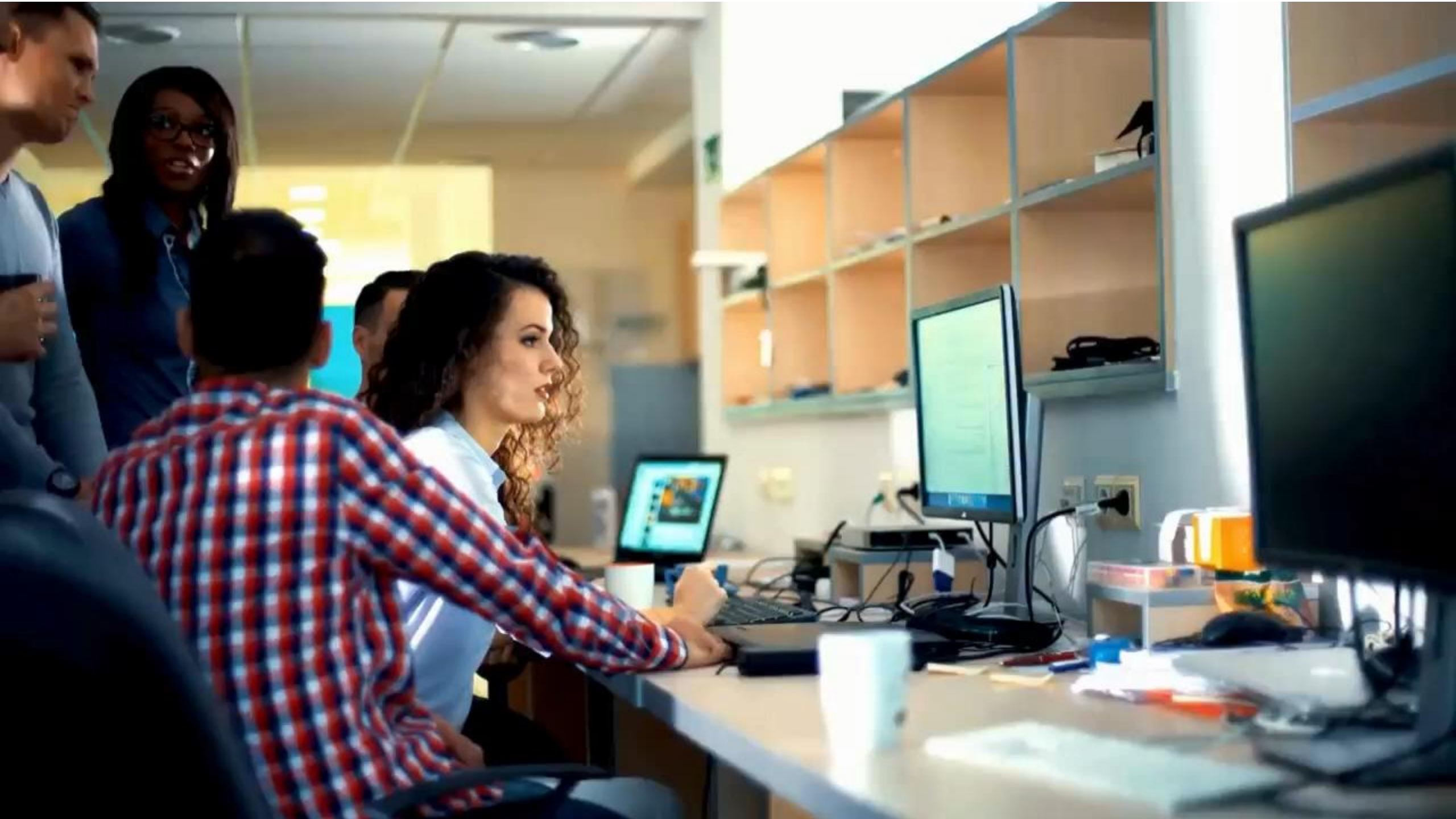
SHARE WITH YOUR NEIGHBOR

- Who on your team gets the Killer Whale?
- What was your Whoopsy Daisy this week?






PILLAR #2
LEAD WITH VULNERABILITY



GIVE EVERYONE A VOICE



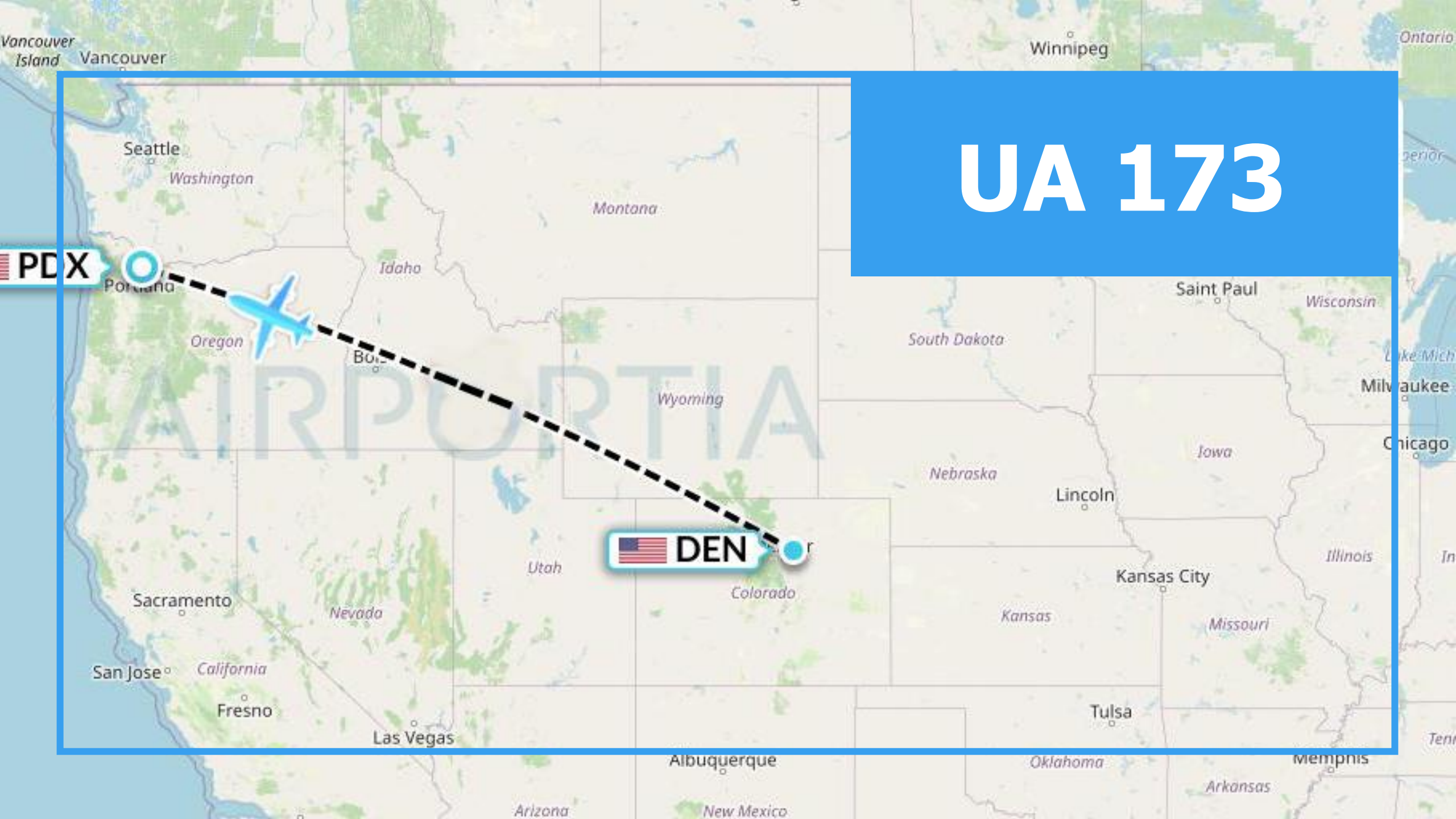
1. Ask



2. Listen



3. Thank


UA 173
PDX
DEN
Vancouver Island
Vancouver
Winnipeg
Ontario
Seattle
Washington
Montana
Idaho
Saint Paul
Wisconsin
Oregon
South Dakota
Wyoming
Milwaukee
Chicago
Iowa
Nebraska
Lincoln
Utah
Colorado
Illinois
Kansas City
Sacramento
Nevada
Kansas
Missouri
San Jose
California
Fresno
Las Vegas
Tulsa
Albuquerque
Oklahoma
Memphis
Arkansas
Arizona
New Mexico
AIRPORTIA


MAYDAY...
Flight 173

THE FEAR OF SPEAKING UP

GIVE EVERYONE A VOICE



1. Ask

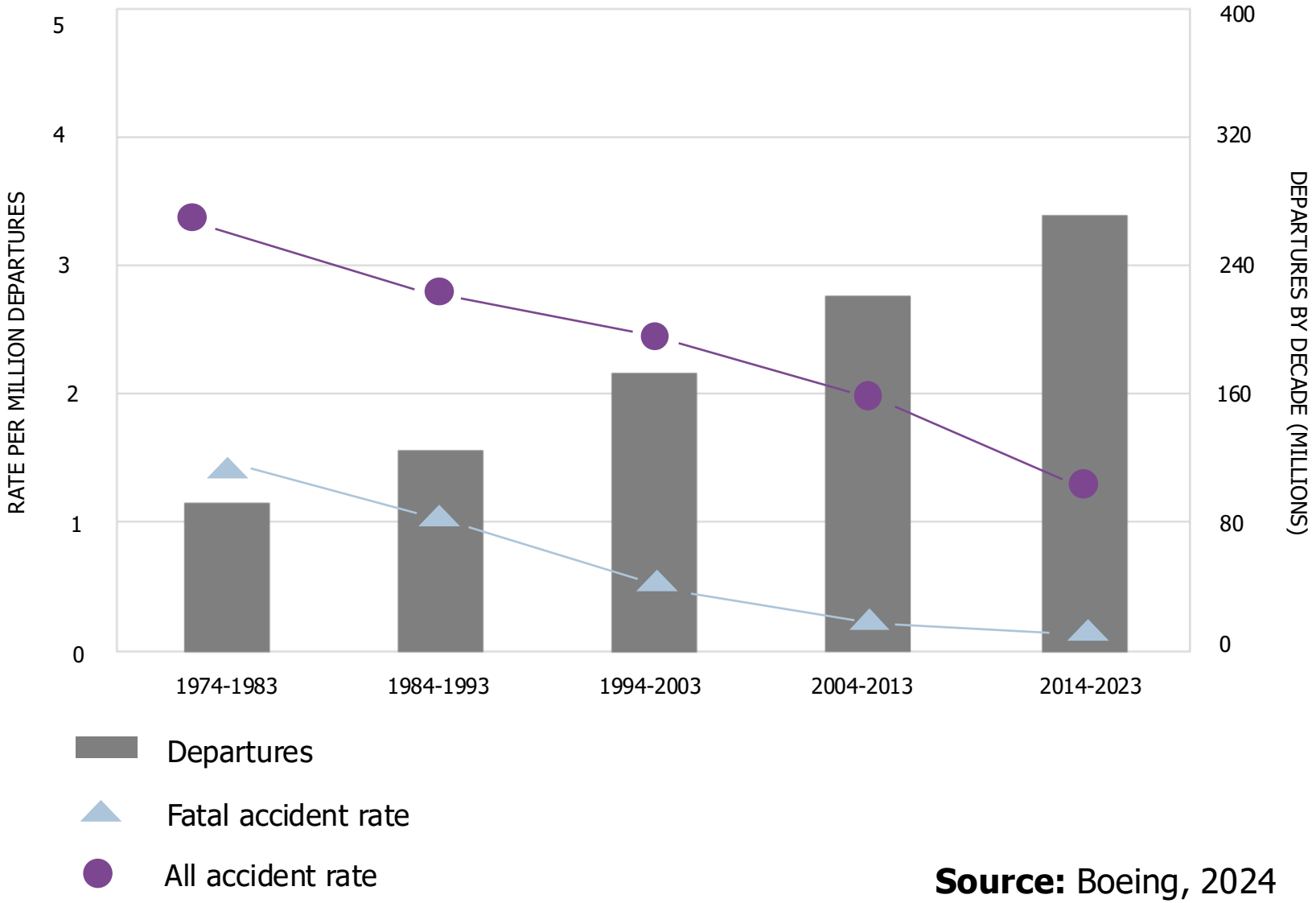


2. Listen



3. Thank

Global Commercial Fleet Accidents Rate by Decade



Source: Boeing, 2024





ALAN MULALLY, FORMER CEO FORD

THE SOFT STUFF IS TOUGH!

GIVE EVERYONE A VOICE



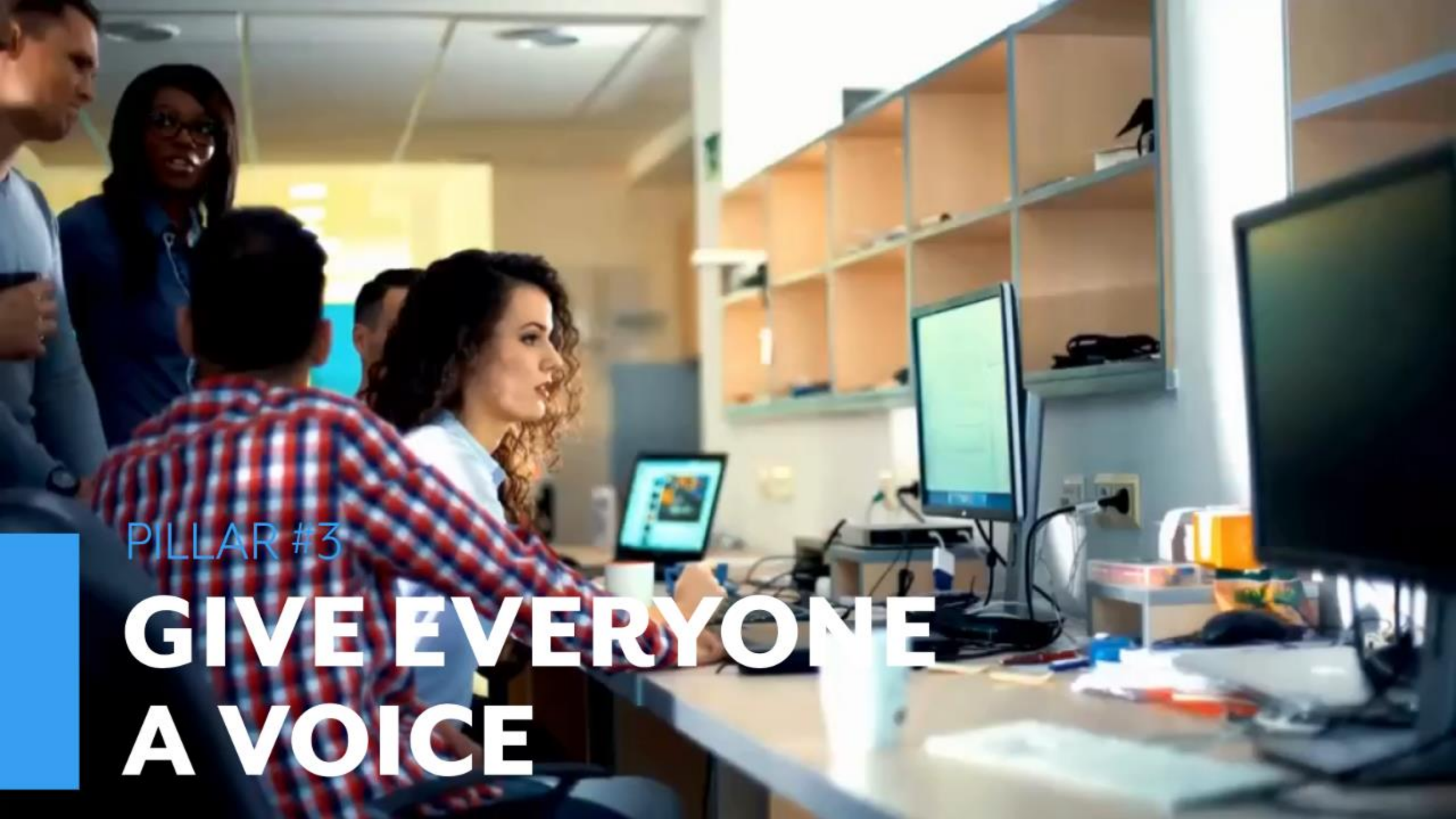
1. Ask



2. Listen



3. Thank



PILLAR #3

GIVE EVERYONE A VOICE

DOWNLOAD EXCLUSIVE RESOURCES





FEARLESS NATO



1.
Fail Successfully



2.
Lead with Vulnerability



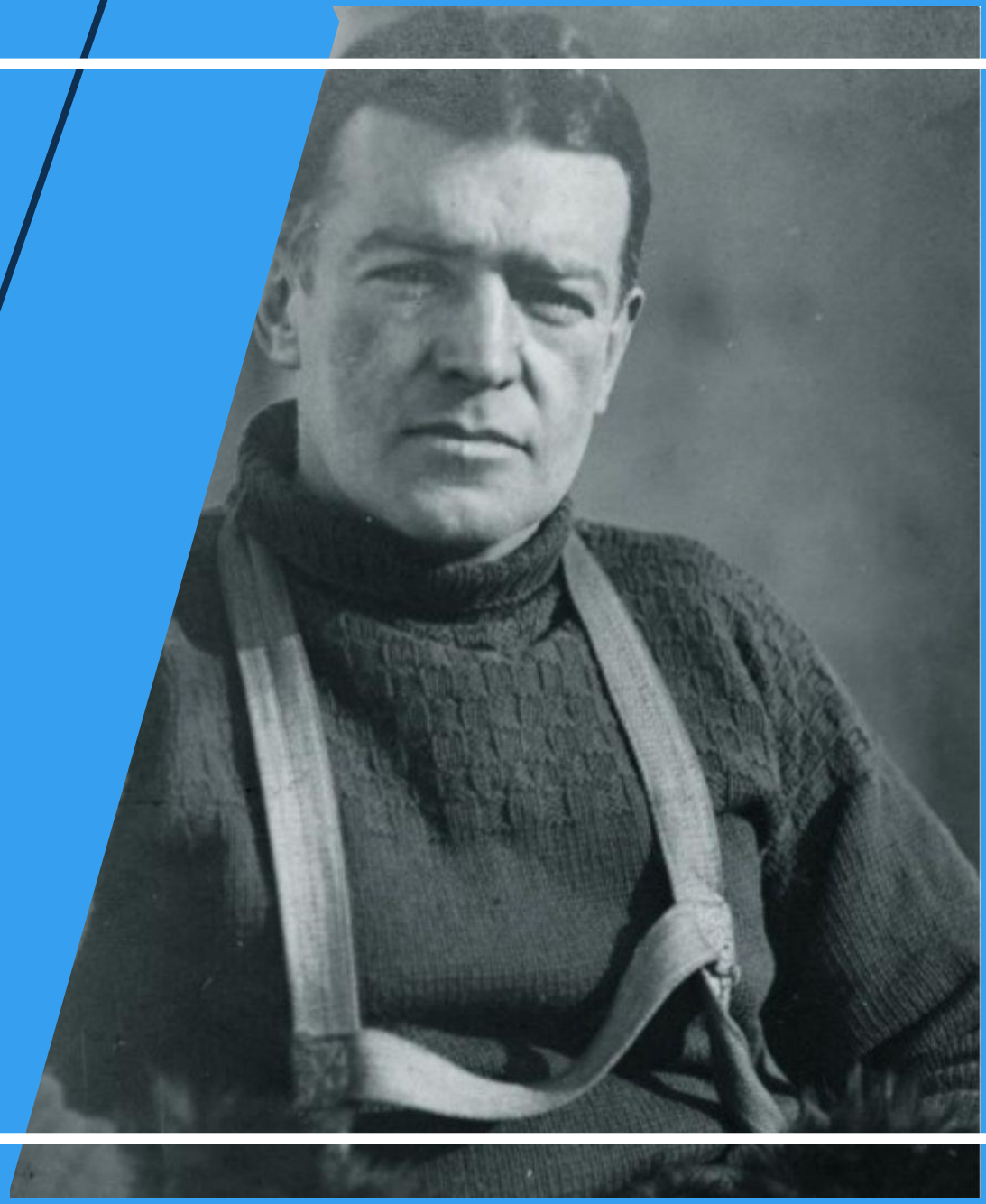
3.
Give Everyone a Voice

RADICAL HUMILITY

MEN WANTED:

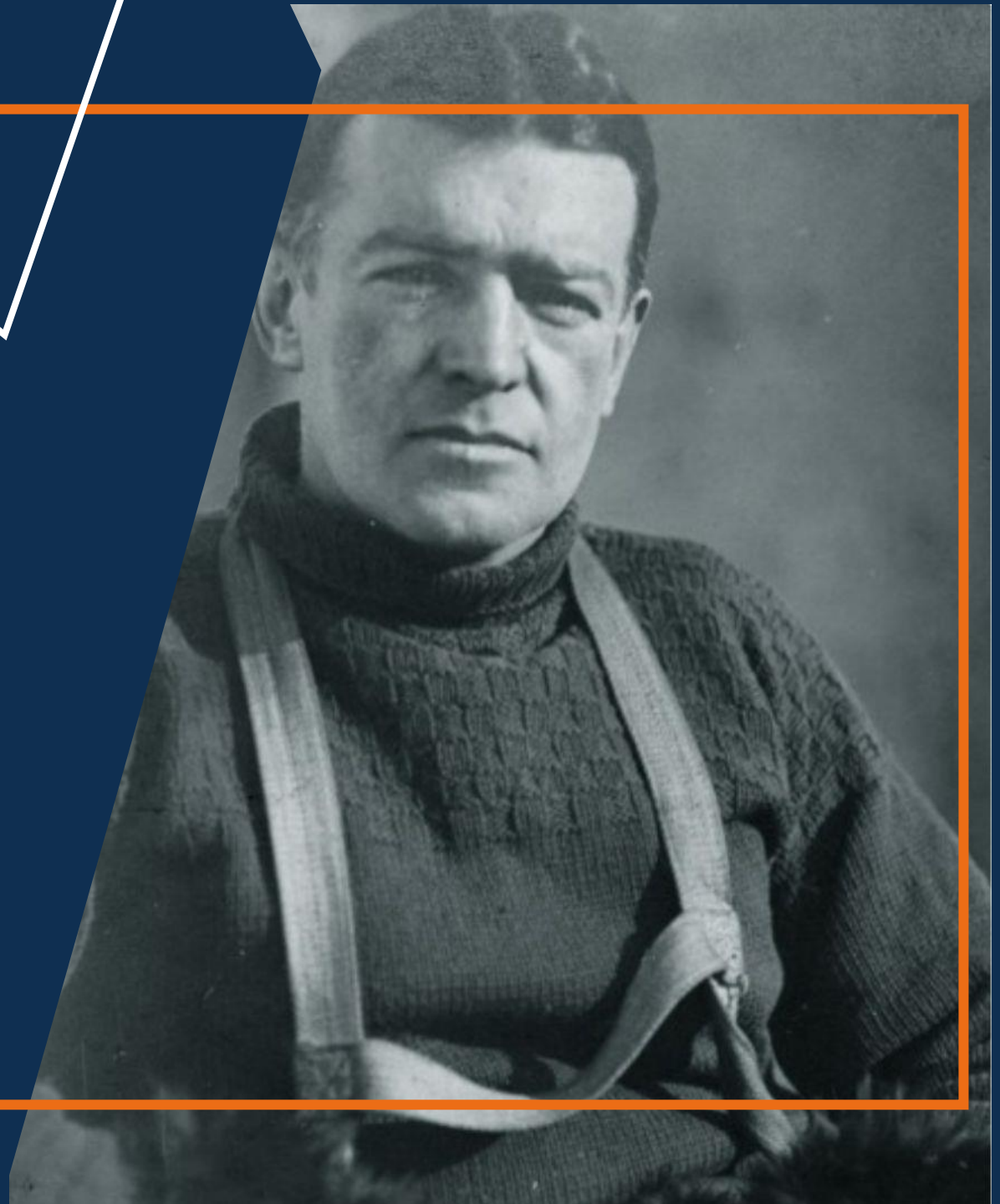
FOR HAZARDOUS JOURNEY. SMALL WAGES, BITTER COLD, LONG MONTHS OF COMPLETE DARKNESS, CONSTANT DANGER, SAFE RETURN DOUBTFUL. HONOUR AND RECOGNITION IN CASE OF SUCCESS

ERNEST SHACKLETON




Weddell
Sea
Vahsel Bay
Start
Wujek Ridge
Union Glacier
Logistics Base
SOUTH POLE
Transantarctic
Mountains
Shackleton Glacier
Beardmore Glacier
Finish
Ross Ice
Shelf

ERNEST SHACKLETON




clideo.com



‘The Endurance’






clideo.com






ENDUR


clideo.com



RADICAL HUMILITY





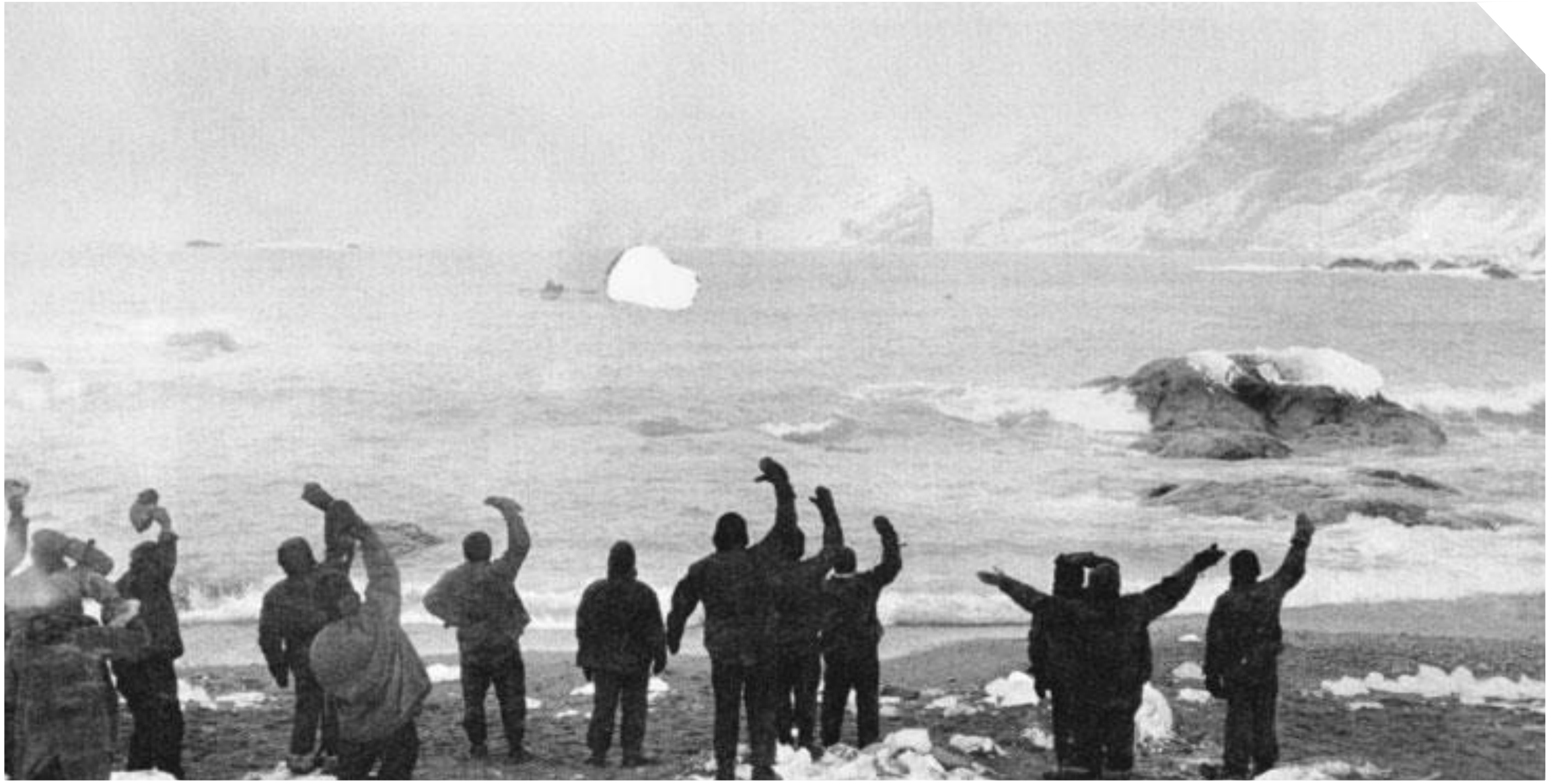
RADICAL HUMILITY



- 800 miles
- 1 Open Life Raft
- Most Treacherous Sea
- No Maps







FEARLESS NATO



1.
Fail Successfully



2.
Lead with Vulnerability



3.
Give Everyone a Voice

RADICAL HUMILITY

For scientific discovery, give me Scott;
For speed and efficiency of travel, give me Amundsen;
but when disaster strikes and all hope is gone,
get down on your knees and pray for
SHACKLETON

NEXT 3 DAYS...

ONE ACTION...

URS KOENIG

THANK YOU!

www.urskoenig.com

@koenigurs



FEARLESS NATO

Skills Workshop

URS KOENIG

NATO OTAN



FEARLESS NATO



1.
Fail Successfully



2.
Lead with Vulnerability



3.
Give Everyone a Voice

RADICAL HUMILITY

ROE

- Confidential
- Safe Space, Share what comfortable
- Meet at Least Three New People
- Engage, Have fun!
- ...


Tender on People
Avoidance Zone
Fearless High Performance Zone
Soft on Results
Tough on Results
Indifference Zone
Fear Zone
Tough on People

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Are You More...

ⓘ Start presenting to display the poll results on this slide.

SHARE WITH YOUR NEIGHBOR (5 min)

IF Tender on People:
What is ONE tough feedback you need to give?

IF Tough on Results:
What is ONE act of tenderness you want to perform?

VIRTUAL BREAKOUT ROOM (PAIRS) 5 MIN



PILLAR #1

FAIL SUCCESSFULLY

FAIL SUCCESSFULLY



1. Try something new



2. Learn something new



3. Get closer to long term goal

RADICAL HUMILITY

3 TYPES OF FAILURES



Source: *Right Kind of Wrong*, 2024 by Amy Edmondson



BASIC FAILURE



COMPLEX FAILURE



INTELLIGENT FAILURE

Prof. Amy Edmondson, Harvard

3 TYPES OF FAILURES AND PRODUCTIVE RESPONSE

UNCERTAINTY

BASIC FAILURE

- Training
- Checklists/Process
- Blameless Reporting
- Disciplinary

COMPLEX FAILURE

- AAR
- Framing
- Amplify
- Drills

INTELLIGENT FAILURE

- Failure Party/Award
- Analysis
- New Hypothesis, Experiment

PREVENTABILITY

Source: *Right Kind of Wrong*, 2024 by Amy Edmondson

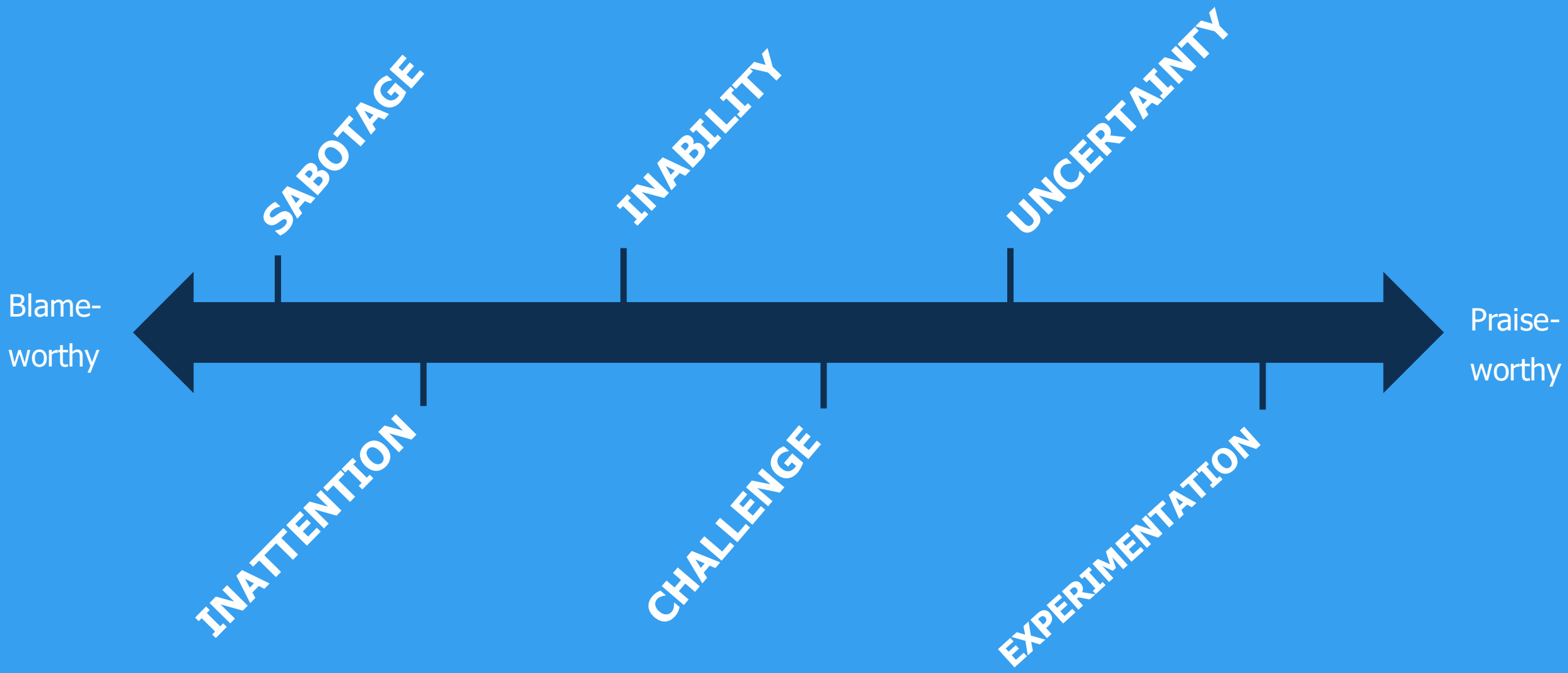
SHARE IN PAIRS (5 min):

Identify one failure you/your team experienced:

- What kind of failure was it? Why?
- How productive was my response?

VIRTUAL BREAKOUT ROOM (PAIRS) 5 MIN

FAILURES: BLAME VS PRAISE



Source: *Right Kind of Wrong*, 2024 by Amy Edmondson

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What % of failures at NATO (or in your family) do you consider blameworthy?

ⓘ Start presenting to display the poll results on this slide.

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What % of failures at NATO (or in your family) are TREATED as blameworthy by those who matter at NATO (or in your life)?

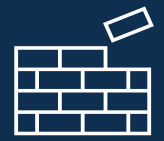
ⓘ Start presenting to display the poll results on this slide.

PILLAR #2

LEAD WITH VULNERABILITY

LEAD WITH VULNERABILITY

1. Go first



2. Admit your gaps



3. Share a goal

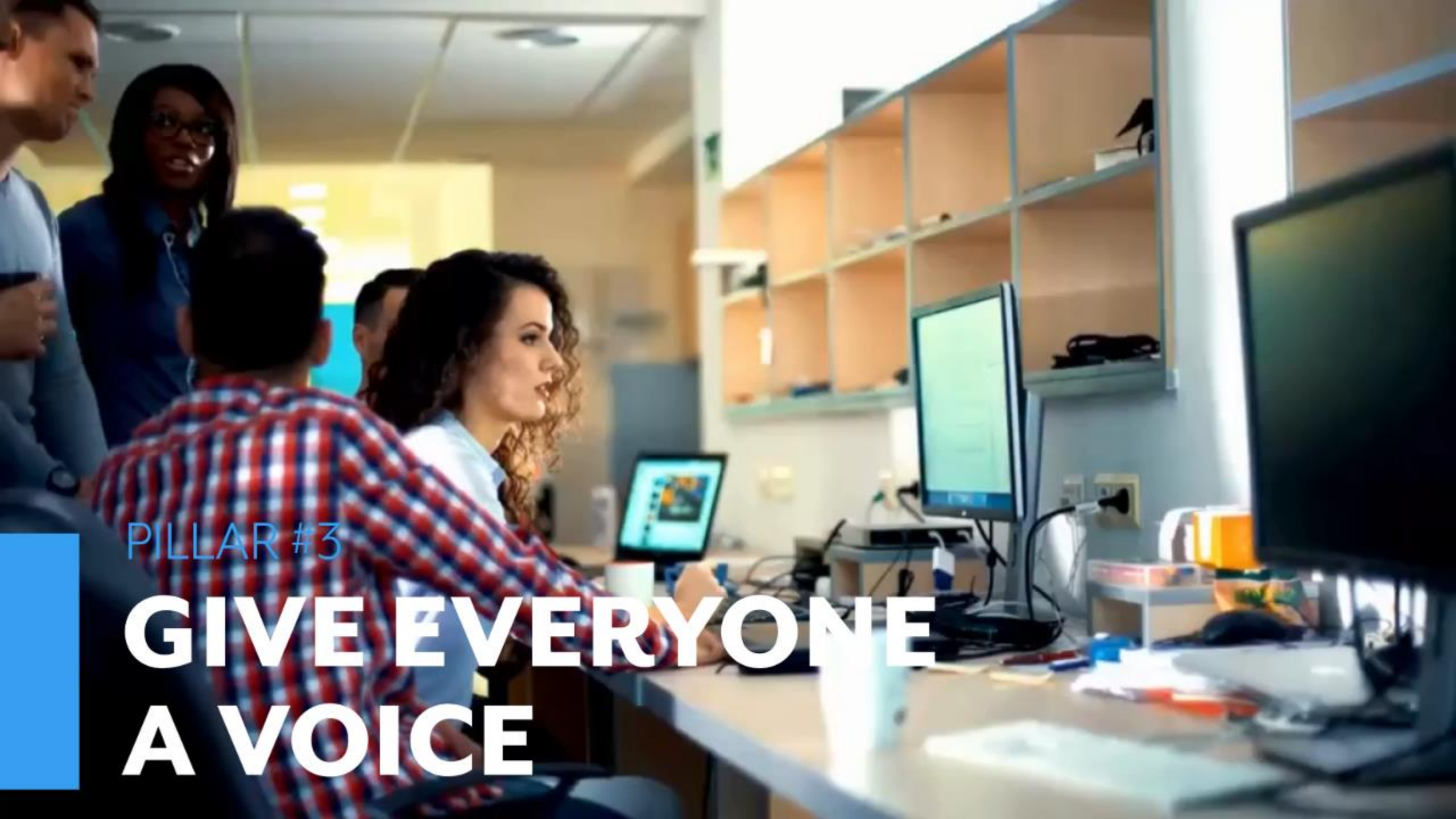
Whoopsy Daisy





WRITE DOWN (1 min):

What personal goal will you share with your team?



PILLAR #3

GIVE EVERYONE A VOICE

GIVE EVERYONE A VOICE



1. Ask



2. Listen



3. Thank

What Makes for a Powerful Question?

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What Makes a Powerful Question?

ⓘ Start presenting to display the poll results on this slide.

CRITERIA

Is open-ended (can't be answered with "Yes" or "No")

EXAMPLES

What/How/ When/(Why) questions



CRITERIA

Is thought provoking

EXAMPLES

“What are we missing here?”

“What if…?”

“What might be our competitor’s next move?”

CRITERIA

Helps create new possibilities

EXAMPLES

“What is the moonshot option here?”

”If we had nothing to lose, what would we do?”

CRITERIA

Exposes underlying assumptions

EXAMPLES

“What are we not seeing?”

”What are we assuming?”

“How can we reframe this problem?”

CRITERIA

Comes from a place of curiosity, not judgment ("Why" questions, while powerful, can come across as judgmental: "Why did you do this?")

EXAMPLES

"Help me understand how…"

"What are you hearing from our customers?"

CRITERIA

Focuses attention

EXAMPLES

“What is our most important goal?”

”What are the three things we can do right now to achieve our number one goal?”

CRITERIA

Builds on other person's exploration

EXAMPLES

"How come this is important to you?"

"Keep going; say more."

CRITERIA

Reframes a problem

EXAMPLES

“How else might we look at this?”

“What’s another lens to look at this through?”

CRITERIA

Generates more powerful questions

EXAMPLES

“What are we not thinking about?”

“What would Albert Einstein/Madame Curie/Warren Buffett/Mother Teresa… (fill in a genius in your industry) want to know?”

”What if…?”

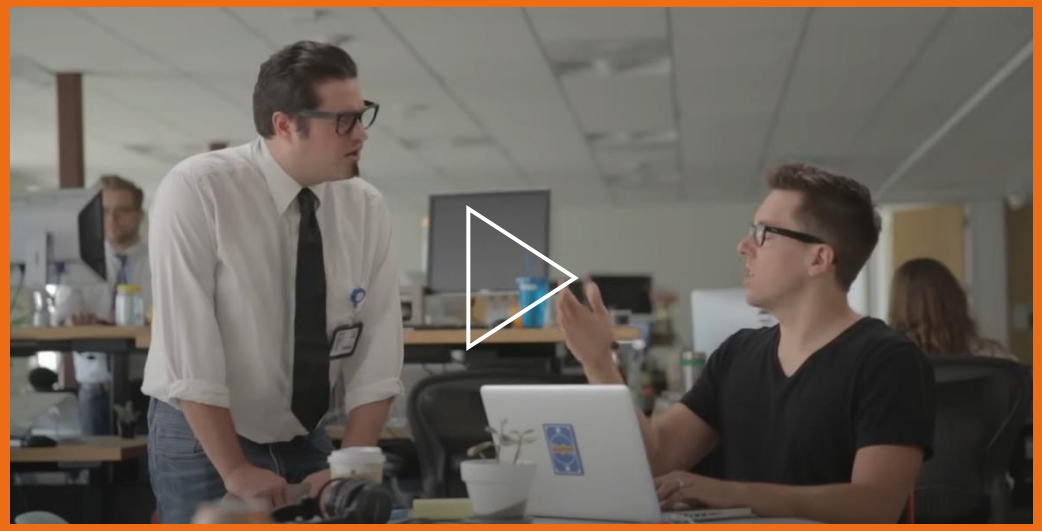
TRIADE:
ASK OPEN ENDED QUESTIONS (7 min)
REFLECT, FEEDBACK (3 min)

Questioner:	Ask open ended powerful questions, share experience
Responder:	Share a real challenge you are facing, share experience
Observer:	Observe, take notes and give feedback to questioner, time-keeper

VIRTUAL BREAKOUT ROOM (Triads) 10 MIN

10 MIN BREAK! (you deserve it!)

What Makes Really Listening so Hard?



https://www.youtube.com/watch?v=TChRv8m79zs



https://www.youtube.com/watch?v=mCx0UHNk6aM

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What Makes REALLY Listening So Hard?

ⓘ Start presenting to display the poll results on this slide.

3 Levels of Listening

Level 1: Internal Listening (Self-Focused)

- Self-focused
- My own agenda
- "I've had the same experience", "What should I say now?"

Level 2: Focused Listening (Other Focused)

- Deep, active, laser-sharp
- Focused on the other person's thoughts and feelings
- "This issue must be very important to her."

Level 3: Global Listening (Context Focused)

- Hear what is said and tuned into what is not said
- Pick up on the energy of the conversation
- Notice changes in body language and tone of voice.

Elevate Your Listening: Practice Level 2 and 3 Listening

- Take a few deep breaths, center yourself
- Immerse yourself in the moment, give your full attention
- Notice tone of voice, body language, and energy level: Exhausted, hesitant, excited, unsure, frustrated?
- "I noticed you paused before saying that. Is there anything about this decision that gives you pause?"
- "I sense you have a lot of energy around this topic. Do I read that right?"

TRIADE:
REALLY LISTENING (7 min)
REFLECT, FEEDBACK (3 min)

Questioner:	Ask powerful questions, LISTEN Level 2 and 3, share experience
Responder:	Share a real challenge you are facing, share experience
Observer:	Observe, take notes and give feedback to questioner, time-keeper

VIRTUAL BREAKOUT ROOM (Triads) 10 MIN

URS KOENING

Leadership Sprint: Feed-*forward*

- **Feedback**
  - Backwards Looking
  - Constructive Criticism
- **Feed-*forward***
  - Forward Looking
  - Suggestions

RADICAL HUMILITY

1. **Pick one goal/habit**
2. **GET UP and walk around the room. Spend 2 minutes with 3 people**
3. **During 2 minutes:**

Give feed-*forward* on their goal

Receive feed-*forward* on your goal

- ASK
- LISTEN
- THANK
- MOVE ON

WRAP UP:

- YOUR 1-3 TAKE-AWAYS
- YOUR 1-3 ACTIONS

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My Take-Away:

ⓘ Start presenting to display the poll results on this slide.

FEARLESS NATO



1.
Fail Successfully



2.
Lead with Vulnerability



3.
Give Everyone a Voice

RADICAL HUMILITY

URS KOENIG

THANK YOU!

www.urskoenig.com

@koenigurs



BOB PITTMAN, FOUNDER OF MTV

- Open ended
- Want to learn vs judge
- Let the silence do the heavy lifting



FROM

DNF/ Near death

TO

This will make me faster

RADICAL HUMILITY

FROM

I lost gold

TO

I won an Olympic Medal

RADICAL HUMILITY

FROM

Failed project

TO

Freed up time and. money

RADICAL HUMILITY

FROM

They don’t like me or my work

TO

This feedback can help me improve and grow

FROM

This traffic is wasting my time

TO

Opportunity to listen to an interesting podcast or audio book

Missing Deadline

FROM

I can’t believe I let this happen. I’m so careless—I’ve ruined my manager’s and my reputation.

TO

This mistake shows me that my system has gaps. I can use this as an opportunity to implement deadline alerts and backups to prevent this in the future.

Making a Public Speaking Mistake

FROM

I sounded so unprepared. Everyone must think I'm incompetent.

TO

Even the best speakers have off moments. This reminds me that preparation and practice matter, and that mistakes during presentations are opportunities to build resilience and refine my delivery.

Mismanaging Managers Expectations

FROM

I feel ashamed for letting my manager down by overpromising.

TO

This experience reinforces how critical it is to manage expectations honestly from the start. I can use this to improve my communication skills and set clearer boundaries going forward.

A Poorly Drafted Document

FROM

I’ve embarrassed myself and my team with this sloppy work. I’m obviously not detail-oriented enough.

TO

This mistake highlights the value of careful review. By implementing peer reviews and using tools to check my work, I can ensure my documents meet the highest standards going forward.

RADICAL HUMILITY

REFRAME STATEMENTS

FROM

I can’t believe I let this happen. I’m so careless—I’ve ruined my manager’s and my reputation.

TO

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