

ISB CTO

Week 21: Strategic Communication for Technology Leaders

Video 1: Introduction to Strategic Communication

Hello, everybody. And welcome back. We have several videos in here. Basically focusing on the art of how to lead teams and strategic communication skills or CTO'S and specifically designed to how to help you communicate both to conventional regular audiences as well as to non technical people. We have several videos in this module and some of them, I will have a beard, some of them, I won't have a beard. So it's just part of the fun to look out for a different look. We will talk about how to master networks. We will talk about how to prepare for change. We will talk about how to communicate, for action, how to communicate for impact. You will have, we will have a session on celebrating ethics. You will have a session on the art of storytelling. And finally, we will have a session on communication to non technical people. This includes CXO the C suites. It includes peers who are not technical. It includes of course suppliers, vendors and customers, all of whom you may be asked to interact with in several at several times in your working life.

Video 2: Mastering Networks

Hello everybody and welcome back to this continuation of our leadership learning journey. I hope you found the previous week and module useful. I hope it set you thinking. I hope you have started work on your own leadership model to answer the question, why should anyone be led by you.

You see one of the most important lessons we have on change is from Peter Drucker, the business guru who died at the age of 92 a few years ago, and he says the greatest danger in times of turbulence is not the turbulence, but it's to act with yesterday's logic. So, we have to change the way we think. And here I borrow some concepts from the work of Professor Isabel Mateo from London Business School, and this is what she teaches in class over there. And she starts by asking the question, so how many people do you know by name and face? What do you think? This includes brothers, cousins, children, parents and so on. Well globally the number is something like 700 to 800. Next question, you are going through an airport, and you meet one of these 700 and you say, there's Piyush, I recognise him, I want to have a coffee. How many of these 700 can you sit down invite for a coffee and have a meaningful conversation which has some prior understanding of their life, of their children, background, work, whatever? What do you think? It turns out that number is something like 150. Why 150? Well, Malcolm Gladwell wrote about this in his books. Apparently, our brains are hardwired to simultaneously hold 150 relationships at any given point in time. In the ancient tribes, when the tribe exceeded 150, it split into two tribes, but here's the interesting thing, we can train our brains. We can train our brains to expand this. And you look at visionary

business leaders, visionary political leaders and they've done this. So, Bill Clinton was one of the biggest leaders of his time, one of Rhodes scholar and two-time winners of the American Presidency. He famously knew 10,000 people by name and face. And probably half of them or more than half, he could sit and have a meaningful conversation with. In this context I'd like to tell you a story, the story of Hedy Lamarr, the Hollywood actress, and you can read about her on Wikipedia it's there.

Now, Hedy Lamarr was born in 1914. She was born in Austria, and she grew up during the Nazification of Austria and Germany. She was married to a Nazi general and she used to be the hostess for his dinner parties and at those dinner parties she used to overhear conversations, conversations about war, about weapons, armaments and thinking and strategy and so on. Then she escaped Nazi Germany, and she went to Hollywood, America where she became a Hollywood star. Along the way she met a French musician who was into making automated pianos, and you have all seen those automated pianos. Pianos that play by themselves. So, she then went to Hollywood, and she took what she knew, what she remembered about the Nazi armament, she took it, combined it with what she had learned about automating pianos and she combined the two and she filed a patent with the Department of Defence for remote controlling torpedoes or preventing jamming of torpedoes in the water.

This technology was actually deployed in 1962 during the Cuban missile crisis, around that time and then they forgot about it. 50 years later this was dusted off and today is the basis for Bluetooth telephony in our mobile phones. Today you take it for granted, I take it for granted. It came because of an invention by Hedy Lamarr where she took an idea from here, an idea from there and combined it in a new and unusual way. So, it's in this context that we need to expand our horizons of connections. There are two kinds of networks that we are all part of. There are sparse networks where A knows B, B knows C, C knows D, but A does not know D. In the case of Hedy Lamarr, the Nazi guys did not know the French musician, did not know the Department of Defence. And second is a dense network where everybody knows everybody, within our family, within our company, within our school, everybody knows everybody. Which of these do you think is more important for innovation?

Turns out we need both. The sparse network for getting diverse ideas that you can then combine in an unusual way. Idea from here, idea from there and you combine it. And the dense network, once you have invented the new Bluetooth technology, you say, "Guys, we are all going to implement this new Bluetooth technology." So, dense network for implementation. We need both kinds of networks. The trouble is today, especially with social media we are all of us living in vast dense networks where the views that we get, that we hear are basically our own views echoed back to us. So, there's a comment that is, I have heard it attributed to Socrates or to President Roosevelt and it says, "Great minds discuss ideas, average minds discuss events, weak minds discuss people."

So, I invite you to set aside some time every day, half an hour every day, one hour every day to go out of your comfort zone and interact with ideas that are different, that are new. The ideas could be from a different industry, could be from a different field of

life, could be from a political side that you completely disagree with. You don't have to like the person, but you have to understand what they are saying, why they are saying, understand them. Listen to them with respect, understand the logic, then file it away in your head and then eventually at some point you'll be able to connect disparate dots together and then you can be a disruptive creator of new ideas to build this into a conscious daily habit where you take some time off from this comfortable world of gossip in your dense network and go and expose yourself to the risk of learning something new.

It's a risk. You might not like what you hear, but you learn something new and in that risk is hidden a great truth, but sometimes the people we don't like, the people we don't want to hear, sometimes they can be our biggest teachers. So, there's some very interesting YouTube videos on dealing with risk to think about how do you expose yourself to the risk of meeting new people, learning new ideas and building that into a conscious lifestyle choice, into your daily routine.

Video 3: Preparing for Change

Hello everybody and welcome back. I hope you found the previous session thought provoking. I'll remind you from module 1 where we started off by saying one of our key tasks as leaders, is to prepare the organisation for change. This includes looking outside, anticipating change, doing experiments, preparing the change, then eventually convincing our people of the need to change. In the previous session of this module, we discussed some tips to help expand your mind and create new connections, so you can be more aware of what is going on outside of your comfort zone, which eventually may come back and impact your comfort zone. So, you have done that, and you have discovered the next big disruption that is coming, now how do you convince your people?

As a leader if you look at this diagram, you can say that over time, I would like to go from this level of performance to that level of performance, that's the journey that I'd like to go on, and therefore team members, this is the change I would like you to do. And often this runs up against a lot of resistance, why? Because change means tinkering with behaviour patterns that have served people well in their careers, in their lives. So, as you make this change, it's very easy for them to say you know what, it doesn't work, I'm going back to my comfort zone. Think of yourself learning a new badminton stroke or a tennis stroke, and I want to hit the ball like Rafael Nadal, to have this huge topspin and the coach will teach me two times, three times, I'll practice it. And then for the first few lessons, performance actually goes down. I'm not even sure why I'm doing what I'm doing. So, it's very easy to let go of that and go back to the way I used to play earlier. That's a comfort zone. That's where we all like to be, we like to be in that comfort zone because at least we can predict what happens. So, when we are changing strategies and we are asking people to go from this point to that point in our performance curve, the first thing to do is to tell people what we are changing. Here's where we are, here's where we want to go. The first thing you need to get to do is get the whole team aligned on what the changes, what the changes, what are the new concepts, new products,

new service models, new business models, what are the new behaviours we expect from you to get from here to there? So, telling people what is the starting point of the journey. And here basically we are talking to people's hands, telling them what to do. Some leaders also tell people the how to do it and that can be a little overpowering. The smarter leaders actually say this is the what I would like you to do, now tell me the how you are going to do it and get your teams to engage in the developing the how are you going to execute this. So, now you know what to change, what the new strategy is. It's essential, we have to tell them that. But will people change? What do you think?

Video 4: Communicate for Action

Hi everybody and welcome back. So, in the last session, we talked about change of strategy, how to communicate to your teams, and we asked you the question, "We want to go from here, we want to go there." So, and I tell you what to change. Maybe I involve you in defining the 'how' to change, but I'm talking to your hands, and I asked you the question that's essential. It has to be done. People need to know the 'what' the change is, otherwise, they won't know. They need to know, is it sufficient?

Do people change? And as part of the preparation for the session, I had invited you to watch the video by Simon Sinek where he says, "Start with the 'why'." And turns out just telling people what to do, talking to their hands is not sufficient. We have to tell them the 'why' we are going from here to here. And the 'why' is important because unless they start to understand the change, and this is what Simon Sinek is talking about, just telling them the 'what' to do, people are not automatons, they are not robots, who just do. We can't remote control them like puppets. That's the managerial kind of thinking. The leadership kind of thinking we have to motivate them. So, they have to understand the change, because even in reinventing the 'how' they go from here to there, they have to understand the logic of the change. So, you start by telling them the 'why'. So, you have to talk to the hands and the head. So, how do you tell them the 'why'? You can explain it to them, you can put it in your email, you can make a PowerPoint presentation, and you can take people through all the charts, all the points why we need to make the change. This is what has changed in the environment.

If we don't change, then our purpose as a business is at risk. So, therefore these are the elements of the strategy that we need to change. And this is what it means for you. This is what it means for you as an employee, this is what it means for you as a supplier, this is what it means for you as a business partner. And you can also say what you do not know. Say, "Listen, this strategy is based on the following developments that we see happening in the environment on these following things. But if this changes, then our strategy has to evolve in a particular way." So, what you are doing in the process, and this is very, very important; you are not only talking to the hands, you are talking to the heads and you are engaging people's brains. You need their creativity. Need their creativity, why? First, in developing the 'how' to go from here to there. But the second part is also in developing the learning agility to modify if you meet problems because remember we talked about the execution loop that Don Sull had talked about, which is

on your screen right now. As you execute strategy, frequently you will find that there are roadblocks. Things don't work as they had planned, as you had planned.

So, then you have to make revisions, and you have to go back and tweak the strategy. So, you need people's brains, you need them engaged, you need them thinking and understanding the 'why' the change is happening and the 'what' of the change because when they understand the 'what' and the 'why' of the change, they are in a better position to develop the 'how' because you have to change their own behaviour patterns. Remember we said tinkering with change means tinkering with comfort zones. It's not easy for people to do that, but you started to engage their heads, so they are part of the change. And also, understanding the 'what' and the 'why' allows them to move beyond the 'how' to say, "If something goes wrong, how do I tweak this? How do I respond to this slightly differently?"

So, both are skills that you need as leaders. First, we have to tell them the 'what' of the change and there you have to be very specific. These elements of our strategy are changing, these elements of our product or service are changing, and this is why they are changing. Because of this new technology, because of this new competitor, because of this new thing in the environment called COVID. Whatever it is, you communicate, but be very specific in the 'what' the change is and the 'why' you are making the change. The more specific you are in your expectations from your people, the better they are able to understand and eventually execute the change. So, we have to tell people the 'what' and the 'how'; talk to the hands. We have to tell people the 'why'; talk to their heads. But we have to talk to their hearts to get them to believe in it, so they persist beyond the valley of despair, and they believe in the change enough to drive the change going forward. How do you talk to the heart? That's your homework question, and we will discuss it in more detail in the next session. See you soon.

Video 5: Communicate for Impact

The last session, we left you with an important question in communicating to your teams and in convincing them of the need to move to a different strategy. We said it's important to talk to their hands. We said it's important to talk to their heads. So, tell them the what and the why, and use their help to figure out the how. But how do you reach the heart? In my experience, there is only one way to reach the heart and that is through the power of storytelling. So, the leader has to be the chief storytelling officer. First, a few examples to illustrate. Yuval Noah Harari writes in his books, *Sapiens* etc., and he asks the question why did Homo sapiens become the dominant predator on planet earth? Why not wolves? Why not lions? They also hunt in groups, and they have sharper teeth and more strength. He says, "Unlike wolves and lions, who can only create social cooperation networks when they are within eyesight and establish a dominance hierarchy, human beings are able to create mass cooperation networks that extend across millions and billions of people who may never meet, let alone see each other." And they do this through the power of creating imaginary realities using stories, and then they pretend as if that imaginary reality is real, and they use it to drive behaviours in a particular way. So, if you take, for example, he tells the story. So, the ₹500 note,

you can't eat it, I can't eat it or the £50 note, you can't eat it, I can't eat it. But as long as we both believe it has value, it has value. Now the government announces that in September the £50 note will be devalued, and there'll be a new pound note. So, from that day onwards, the old paper based 50-pound note suddenly doesn't have value. This is an example of a fictional reality.

Similarly, the company, we all pretend the company's legal person has rights and has responsibilities. This is a fictional reality that we have created. Has anybody seen actually a company walking around on the streets? So, he tells the story, and he talks about, you have all heard of the Code of Hammurabi, the most ancient code of jurisprudence. It says an eye for an eye, a tooth for a tooth. The Full Court says, "The gods Amun and Ra created the earth and appointed me as their voice on earth. The gods created three kinds of human beings. The superior human being, the ordinary human being, and the slave. If a superior human being takes the eye of a superior human being, the price is an eye for an eye. If a superior human being takes the eye of a slave, the price is 20 shekels. He says, imagine Hammurabi got into a time machine and by accident he comes to modern day New York. And there he reads the American 'Declaration of Independence', which says, "We hold it a self-evident truth that all men are created equal and have certain inalienable rights of life, liberty and the pursuit of happiness." Hammurabi will say, how do you say that?

God told me there's three kinds of human beings, you are saying everybody is equal. How is that possible? Usain Bolt can run 100 meters in 9 seconds, can you? The point is not that everybody is equal. The point is as long as we pretend that everybody is equal and has equal rights and equal duties and equal responsibilities, society has a set of norms with which to function. So, in creating these imaginary realities, one more rule in storytelling which is very deep and very interesting and comes from the world of psychology, turns out that most of us respond to stories with the emotional brain of a five-year-old. 15% of the people, the intellectuals, people like you, are able to use the rational brain to override the emotional brain. But the emotional brain and the amygdala, particularly for fear-based responses, drive a lot of our behaviours almost instinctively. So, if stories resonate with the mind of a five-year old and, by the way, every religion uses stories to reinforce code of behaviour. Every society uses mythologies. Every company has its own mythology, the founder stories and stories of successful managers. So, these stories are passed down across generations and they reinforce codes of behaviour. So, how do you tell stories? Is there a structure? Let me pause for a minute for you to think about this. Turns out there are lots of work done on storytelling, right from Aristotle who had identified seven elements to successful stories. We have simplified that in business context to 5 elements, and turns out all successful elements, all successful stories, whether it's religious stories, mythological stories, political stories, business stories, they have five common elements in them. What are the five elements? The first element is a hero, a protagonist, and the richer you make the protagonist, the better the story. The protagonist could be us, our team, our company, our country, our cricket team, whatever. Then you need an enemy, an antagonist. Who is the antagonist? It could be a competitor, it could be another country, it could be another team, or it could be ourselves, our sense of complacency, that's our antagonist. And

again, the richer you make this, the more credible the antagonist is. The third element is a struggle. Because of the enemy, because of the antagonist, your protagonist is feeling bad and is unable to function or has problems. What is the struggle? That's the third element. The fourth element is then what's the action? What's the action you take to resolve the problem? And the fifth element is the picture of success. Also, in the fourth element, you are packaging the what and the how and the why, you are packaging that in simple terms, that is simple enough for a five-year old to understand. And then, they have a picture of success. So, take any story, you will find five elements. For those of you who know the Indian epic Ramayana, which is also very popular in Indonesia and Thailand, you have Ram hero, Ravan villain, kidnapping of Sita and struggle of Ram, the war in Lanka is the action, and finally picture of success, they live happily ever after. So, five elements, you take away any one of these elements and the story suddenly does not hold together anymore. Take away the hero, there's no story, take it with the villain, there's no story, take away the struggle, no story, take away the action, no story, take away the picture of success, no story.

So, can we apply these stories? Let's take an example from the world of politics and US politics. And so, I take you back to 2008, where President Obama was fighting for the presidential nomination with Hillary Clinton, who was very strong on the what and the why. She really knew that, but she was not very good at getting the heart. So, Obama's story was very simple, some of it was articulated, some of it was not articulated. He started off by saying who's the hero. You, we the American people, you are great, you are great. Why are we great? Listen, the very fact that I as an African American can even dream of being the president of the US, Wow, we are great. So, he immediately elevated everybody to their highest level of ideals as the hero. Who is the enemy? It's the economy, stupid. Look at the struggle, look at joblessness, look at medical care, look at this, look at that. So, what's the solution? Massive fiscal stimulus and Obamacare. And then, what's the picture of success? We will reaffirm our greatness. He summarised the whole story in three words: "Yes, we can." So, very aspirational. Such a successful story. It touched people's hearts. He won two successive terms as president. Then came the next election and again, it was now Donald Trump versus Hillary Clinton. And Donald Trump came with a bit different story. The hero, who's the hero? He said we used to be great. We used to be the heroes. You see, how he's touching the amygdala and the fear. We used to be the hero. The enemies are the Mexicans, the Chinese and the Muslims because they come and do crime, terrorism, take our jobs etc., and therefore, my solution is I will build a wall. A Muslim visa ban and a tariff wall for Chinese products. And then, we will make America great again. That's my picture of success. So, you see how the story has been completely reframed from a different point of view, but again it was so successful as a story. Not only did he win the first election, he got 70 plus million votes in the next election that he actually lost. So, stories are powerful tools to influence people. In a negative way you may say, manipulate people. What are the watch-outs? What are the risks and how do we use this tool in a business context? Think about that, and we'll discuss more in the next session.

Video 6: Celebrate Ethics

Hello and welcome back. In the last few sessions, I have shared several tools for you to use in developing yourself as a leader. We've talked about how to develop your presence, how to develop charisma, how to use storytelling as a tool in communicating and motivating your troops. I'd like to read out a couple of quotes here. First, from Steve Jobs. And Steve Jobs said, "The most powerful person in the world is a storyteller. The storyteller sets the vision and agenda of an entire generation that is to come." Steve Jobs was a master storyteller, as we know. So, the question is, stories are light. They illuminate the past, present and future. They guide us along the way, which way to go. Stories are a glue that glue the people together and provide them a common sense of purpose and alignment. Stories bring together the what and the how and the why and the heart to create a glue that gives us a common sense of belongingness and purpose. And I invited you in the last session to say, "While the leader is the chief storytelling officer, what's the big risk?" And the big risk is ethics.

So, when we talk of ethics, it's best to look at a conversation that the journalist Gilbert had with Hermann Goering of the Nazi regime at the Nuremberg trials. And here's what Goering said: He said, "Why, of course, the people don't want war. Why would some poor slob on a farm want to risk his life in a war? Naturally, the common people don't want war, not in Russia, England, or America. Nor in Germany. That is understood. But the leaders can. It's easy for the leaders to bring people to doing this. The people can always be brought to the bidding of the leaders. That is easy. All you have to do is tell them that they are being attacked and denounce the pacifists for lack of patriotism and exposing the country to danger." You can see an excerpt of the conversation on your screen. "It works the same way in any country." The same thing you see in a corporate context with Uber. And Uber ignored ethics and behaviours of their leaders until the release of Susan Fowler's memo, where she complained about harassment in the workplace. And this led to the removal of the Uber CEO.

So, as Steve Clayton, the chief storyteller of Microsoft says, "It's very easy to slip into celebrating yourself and celebrating your product, but it's a lot more rewarding to go out and find stories of where those products have actually had an impact." So, two important lessons here. One, the leader is not only the chief storytelling officer, the leader has to be the chief ethical officer because ultimately, the long-term responsibility of the leader is to build trust. Trust in the leader, trust in the company, trust in the brand. And to do this, you cannot afford to deviate from your stated values. So, be true to your values, be true to your principles because once you deviate from them, you lose trust. And once you lose trust, it's almost impossible to get that back. So, the leader is the chief storytelling officer. The leader has to communicate to the hands, and the head, and the heart. And there are different tools. For the hand, you have to tell people the what, maybe the how, and that can be in the form of a memo and a speech. The why can be in the form of a PowerPoint presentation telling people the why you are changing, and inviting them to develop the how.

But the heart has to be through storytelling, and always with a sense of ethics and values because ultimately, the stories are so powerful that leaders can actually

manipulate people. And we see that in companies, we see that in countries. But it's a tool. It's a tool we have to learn, and we have to learn how to use responsibly. And I'm inviting you to learn how to use this tool as a storyteller. Once you develop that story, practise, practise, practise. Practise on people you know well, till you get it right. And then, repeat it again and again. And repeat it to your followers, to your team members. And after telling the story 100 times, you'll be sick and tired of it. But still, when I wake you up in the middle of the night, you have to still come out and tell the story with the same energy, the same passion, the same excitement because the 100th time you tell the story, may be the first time somebody has actually heard the story. So, start today. Start small. Start by practising. As you practise and you refine the story and be open to feedback, you'll improve.

It's a skill that you develop, but it's going to take a lot of work. Whether you are a brand marketer, whether you are a salesman, whether you are a technical manager, whether you are a software manager, whether you are a leader of teams, this skill is going to be useful for you: storytelling.

Video 7: The Art of Storytelling

Hello everybody and welcome back to this discussion of storytelling. I hope you found the previous module, previous sessions useful. I hope you have started to practise storytelling with your team members. how do you build storytelling into a business context?

We talked about it briefly. Let me repeat because it is so important. First, you start with defining a target group for whom you wish to change behaviours. This target group could be your team members, it could be your company, it could be your customers, it could be whoever you decide you want a change of behaviours from. You portray that group as your hero. Next, you define the enemy, the antagonist. The enemy could be competitors, it could be the COVID crisis, or it could be your own sense of complacency. We got complacent and it could be. You choose your enemy because you are choosing your enemy in a way, and the research shows that choosing the enemy well actually helps evoke these feelings of fear, anger and it goes straight to the heart. And so, choosing the hero wisely, choosing the enemy wisely, and you start to talk straight to the heart. The third element to define the struggle; the struggle that your hero is facing as a result of the enemy. So, the struggle is because of Covid-19, we have lost business, we have lost market share. That's very valid. And try and make it more personal to the people you are talking. We have lost business, we've lost market share, therefore you guys are having trouble with X, Y. You can be very, very specific. And the more specific and personal you make it, the closer it gets to their heart. Then fourth step, which is the most important, which is the reason you are putting this whole storytelling flow is the actions.

What do you want your hero to do as a result of all of this analysis? What are the actions I would like you to take? So, we are going to come out of this crisis by doing X, Y, Z. This is how we are going to resolve the crisis. What I would like you to do is X, I would

like you to do Y, I would like you to do Z. Be very specific in painting those actions. And finally, define the picture of success, so they feel motivated that there is something positive at the end of this journey. So, the same five elements just crafted to suit your business context. This is a very successful tool, and it's age-old. Aristotle talked about the seven elements of storytelling. We just simplified that into five elements in a business context. So, storytelling is a powerful tool. It's a tool you need to learn to use as a leader, and I do hope you build this into your repertoire as you start once again to answer the question, why should anyone be led by you? It's a tool that you have that you use. But you use it with responsibility and with ethics. Thank you for listening, and I'll see you for the next session.

Video 8: Strategic Alliances and Negotiations

Hello everybody, and welcome back. Today, we're going to talk about how to create strategic alliances, and how to create win, win negotiations. So, what are the common pitfalls here? And I refer to you, when I was still working, I used to frequently every year visit the World Economic Forum in Davos, and there were these wonderful evenings, one hosted by Repro, one hosted by TCS. So, various of these large technology companies were hosting forums, and I would visit them and lovely food and lovely wine, and we used to have meet all the key people and discuss, and they all used to ask me, every one of them, the same question. Are you happy with us? Are we delivering what we are supposed to deliver? Are you happy with our efficiency? And are you satisfied with us? The whole discussion was transactional, transactional. Not one of them, not one of them asked me. So, how is your business doing? What are your issues? Not one of them had taken the time to look at our last quarterly report, and say, "So this was the issue that you were having in China. Has that been resolved?

How can we help you resolve that issue?" Not one of them; this is right at the top levels. So, this is kind of the problem, because as CTO'S, we get locked into thinking of our role as providers of services, and we measure ourselves on cost to serve on efficiency, on system down and so on. And that creates a limitation in the role that in fact, the CTO can play in a larger context within the organisation or within the specific negotiation. Because if you stay focused on deliverables, efficiency, and that's the only, of course, you have to talk about it, of course. But if that's the only thing that we talk about, then we are unable then to broaden the scope of our engagement with whoever the client is, whether it's a CXO or whether it's a customer beyond the traditional, transactional kind of services that we provide. So what, what I'd like to invite you to do is to move the discussion away from a win lose. Of course, those deliverables are important. Of course, they have to talk about those. But start on the other side; start by saying, how is your business doing. What are the issues you are facing even within the company? So, this category a is facing this issue from this competitor. How are we dealing with it? Start from that, and then say, try to create win-win situations where you think outside of the conventional CTO box, empathize with the other person, understand what their issues are, understand what their goals are, understand what their problems are, understand the business impact of their issues, and now, here's something you can be

very useful at. As a CTO, because you are networking with other CTOs, because you're going for all these international forums where you see cross industry impact of new technologies coming, you can say, you can offer insights from other industries, "I had been for this event, and this is the kind of stuff I saw this company doing. Something like that may be interesting to you. Should we do a little pilot?" So, don't offer advice. When you offer advice to a marketing manager or to a customer, that can come across as condescending, and we'll basically say, "Who are you to offer advice?" But if you say, "This is something interesting I saw somewhere else, and would you like to try it? And I can help set up a small pilot." Small pilot, which means low cost. Nobody is going to say no to. But once you set up a small pilot, and you have a foot in the door, you've changed the discussion already from a window discussion to a true partnership discussion where you're moving away from efficiency as the only parameter of your negotiation to one of strategic cooperations. You're moving away from how are we doing? Are we supplying what you want to how can I help you win? And as I help you win, we will of course improve our service quality, and we will start to co-operate, and create new areas. This is something you can definitely do with customers, with outsiders. This is an approach that will work also with vendors and partners. But most importantly, it's an approach that will work inside the company. One of the problems I think in current leadership structures is, too often, the CTO gets boxed into this efficiency cost to serve supply kind of role where the CTO has so much more to offer in making technology, core, and central and new technology and strategic technology drivers part of the way we manage across all businesses. So, that's the move I think we can do. It's going to take some doing, it's going to take some careful planning, some careful thinking. But what it's going to require? Most of all, is your changing your language. Starts with changing your mindset. Change the mindset, then change the language away from this to how can I help you? If you do that? Then, over time, you will slowly start to evolve the different language to your communication, and a different outcome to all your negotiations. I hope you found that useful. I would love to hear from you about your results in applying this new approach with your key intellect tutors inside and outside the company. Thank you.