It all starts with a simple conversation

We are living in a world of uncertainty and rapid change.

Our social, economic, technological, and cultural frameworks are shifting rapidly and being redefined. Our world continues to become more asymmetric. Our clients' expectations and behaviors are more unpredictable. Our people and teams are emotionally weary and worried about the future. Our business ecosystems are stressed. We are rethinking our business architecture, models, and strategies.

The global business environment, the very unstable geopolitical environment further tensioned by the invasion of Ukraine and the war in Gaza, the need to redefine the European and Chinese models, the increased political, social and economic instability in many of the world's regions, the tensions and adjustments in global supply chains, are but a few of our critical core issues.

A set of unique factors and events are generating high levels of uncertainty and introducing new variables and complexities into team and individual leadership, management and decision-making processes.

CEOs, Senior Leaders and Executive Committees are embracing levels of uncertainty, complexity, exponential change, immediacy and diversity that most were unprepared to productively address with their teams, organizations and society. Clarity, simplicity, agility, resilience, flexibility, trust, collaboration, communication are words that most leaders speak of, but many have difficulty to practice with authenticity.

We can no longer operate within our comfort zones. In fact, there are no comfort zones anymore in this environment of uncertainty and rapid change.

To be resilient and live without comfort zones, CEOs, Senior Leaders and their Executive Committees must constantly assess the context they operate in, their skills, behaviors, knowledge and development needs, and must ensure they are able to cope productively and timely with an environment that is in constant reshaping and evolving.

In organisations that are complex, global, diverse, rich in experiences and ultra dynamic, we can no longer expect that senior leadership and their top teams be prepared to respond to this uncertainty and rapid changes, unless we continuously help them up their game to adapt to this new reality.

This is where I come in!

What I do

I work with CEOs, Senior Leaders, and Executive Committees

to produce results and become the best versions of themselves

in environments of uncertainty and rapid change.

I am a tailor.

I put myself into your shoes by listening and engaging in a conversation about you. I listen and learn to understand what keeps you up at night and what are your aspirations.

It all starts with a conversation, a blank sheet of paper and an intention to grow, to shift to the next level, to gain greater awareness, to navigate uncertainty and rapid change more effectively, to improve decision-making, to transform results, to reshape...

I value the uniqueness of each situation, so conversations are fluid and forever evolving. I am adaptive and responsive to situations and client needs and aspirations. Through empathic listening, enquiry, support and challenge and endless curiosity, we move from the obvious through various layers to get to the root causes that truly require our attention.

I operate outside of the box and there's no comfort zone. I challenge the norm and never conform to the obvious. I am multinational and multicultural and I believe my four decades of global experience generate unique insights and value.

My role is to help you understand where you and your team are, clarify and align your goals and aspirations, design a road map and a mine map to achieve them, and support you to execute sustainable solutions.

This is where it all starts.

How I work with my clients.

I work with CEOs, Senior Leaders and Executive Committees so you produce results, maximize your personal and professional potential, and become the best versions of yourselves as individuals, professionals, and teams in environments of great uncertainty and rapid change.

I work with clients both in the short, medium, and long term. I work with the individual, the relationship, the team, the organization, the ecosystem, and the market. I focus on producing results through the resolution of complex issues and opportunities. I am a tailor, and my interventions are always customized to best fit the characteristics of the client and his/her personal and corporate culture. I am multicultural and multinational, and my four decades of global experience bring a kaleidoscope of perspectives to the search for the best answers in a world of uncertainty and rapid change.

I have developed an approach that integrates several disciplines in a seamless process that naturally evolves as we progress from issue identification, to objective setting, to exploration, to resolution, growth and beyond.

These disciplines include

 COACHING - where we focus on improving and transforming performance, as well as becoming our best selves as people, professionals, and teams

- MENTORING where we focus on navigating complexity and seeking simplicity and direction, clarifying purpose and making better decisions, becoming more resilient people, professionals, and teams
- FACILITATION where I co-create and co-design retreats and experiences that bring CEOs, Senior Leaders and Executive Committees together to transform strategic goals and objectives into practical, useful and valuable execution
- STRATEGIC ADVISOR where I work with CEOs, Senior Leaders and Executive Committees to help them create, align, and deploy strategy by ensuring that their people understand, own, activate and execute it
- CORPORATE AND LEADERSHIP
 DEVELOPMENT where I work with
 CEOs, Senior Leaders and Executive
 Committees to help them develop the
 skills, knowledge, behaviours, and
 purpose "to be" and "to do" with the level
 of excellence and consistency needed in
 today's world of uncertainty and rapid
 change
- NETWORKING where I work with CEOs, Senior Leaders and Executive Committees to help them create and develop their best and most effective networks



Advisory Council

I am a member of the Harvard Business Review Advisory Council, providing insights to shape the content, to develop and enrich the understanding of and to bring new perspectives on ideas to the HBR and the wider world of management and leadership.



I am a member of the Forbes Coaches Council, an invitation-only community for the world's top senior executive business coaches and mentors.

As an official member, I contribute to Forbes on such topics as CEO and C-Level growth and alignment, strategy in uncertain times, high performing management teams, cultural DNA, organizational effectiveness, trust, collaboration, and authentic communication.

I write articles and participate on expert panels on Forbes.com. (Luis's Forbes Profile)

About Luis Costa.



Luis Costa is a Portuguese American who was born in Portugal, grew up in the USA, lives between Barcelona and New York and works globally. After spending 25 years in the USA (a product of American Universities and a Partner at a strategic consulting firm in the 80s), Luis became a coach, mentor, strategic facilitator, and leadership developer to CEOs, Senior Leaders and Executive Committees in many Fortune 100 companies, innovative enterprises operating in new ecosystems and dynamic family-owned businesses. He is also a coach, mentor and a leadership and business advisor to senior partners in Professional Services Firms and Law Firms. (www.luissoarescosta.com)

Luis is a member of the Forbes Coaches Council, an invitation-only community for the world's top executive business coaches where he writes articles and participates on expert panels on Forbes.com.

Luis is a member of the Harvard Business Review Advisory Council, providing insights to shape the content, to develop and enrich the understanding of and to bring new perspectives on ideas to the HBR and the wider world of management and leadership. Luis is also a business mentor at Torch, a global platform of mentors, coaches, psychologists, entrepreneurs, and people managers who have seen first-hand the impact of thoughtful leadership. It exists to build better leaders and through the belief that business growth comes from personal growth.

In 2023, Luis published "A Journey
Through Authentic Leadership", a book to
be used as a practical tool for senior
leaders to lead in an environment of
uncertainty, complexity, exponential
change, immediacy and diversity.
Authentic leadership is rapidly becoming a
foundational necessity for leaders working
with their teams in this new reality.

Over the past four decades, Luis developed extensive expertise in several areas and is invited to speak regularly at global conferences, senior management, and leadership forums. He is also invited as strategy subject matter expert to participate and provide thought leadership to several Boards and think tanks.

He works interchangeably in English, Spanish, Portuguese and French and spends most of his time collaborating with clients throughout Europe, North and South America and Asia Pacific. I have dedicated the past four decades to the understanding of how CEOs, Senior Leaders, and Executive Committees generate value in dynamic business ecosystems, and environments of uncertainty and rapid change.

I have specifically focused on the challenges faced by senior leadership to engage the "hearts and minds" of their people, and on how to create viral structural and sustainable transformation that generates "new ways of working" and "new ways of being".

Working with senior leaders to be "caring human beings", fully present and connected to their intellectual, emotional, spiritual, and physical selves is, today more than ever, a fundamental pillar of leadership.

I continue to challenge the *status quo* and look for new and innovative ways to address the leadership challenges of today, and anticipate those of tomorrow, and to look for new and innovative ways to bring practical answers to uncertainty and rapid change.

I know you share this passion and curiosity and I look forward to collaborating with you and to explore how, together, we can cocreate and collaborate in a thought-provoking and creative process which inspires you to "connect the dots" and maximize your personal and professional potential and that of your people.

A great relationship begins with a simple conversation!

I'm looking forward to having a productive conversation with you!

You can contact me at <u>coach@luissoarescosta.com</u> <u>Website</u>

> <u>LinkedIn</u> Forbes Profile

Luis Costa