

## Rishad Tobaccowala

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**Remaining Relevant In Transformative Times.** In today's changing world, how do companies, leaders, and employees remain relevant? Tobaccowala identifies the key drivers of change, distills the best organizational and strategic approaches companies have taken, and inspirationally illustrates what leaders and teams need to do to upgrade their capabilities.

**How To Lead With Soul.** Today, like never before, it is challenging to be a great leader. The marketplace is in a flux. Business models are changing. Employee expectations are high and competition for top talent fierce. Remote working and hoteling makes managing cultures difficult. Authenticity, purpose, values, and much more in addition to financial metrics and expertise is necessary. Tobaccowala identifies what makes good leaders and how do avoid or minimize the behavior of bad bosses in ways that are clear, actionable and even fun.

**How To Upgrade Your Mental Operating System.** We spend a lot of time working to be physically fit and watch what we eat. This is looking after the hardware of ourselves. But in fast changing times what about our mental software. What should we be learning and putting into our minds and how do we learn to think and upgrade our minds. Tobaccowala combines 37 years of re-inventing himself and study of best techniques to show us all how to grow and never grow obsolete.

**The Turd On The Table. Telling Truth To Power.** Whenever a company loses its way or gets into trouble such as Wells Fargo most recently, it is because management either did not allow people to speak up and challenge the status quo or because they refused to listen to them. Time after time, companies ask people to speak up but they do not. Tobaccowala discusses how the best companies allow people to say that it is not a cookie but a turd on the table and make sure problems are not hidden or magically thought away.

**Too Much Math. Too Little Meaning.** Many people called data the new oil. But the real value is not in the oil but how it is refined. How does one glean actionable, competitive insights without being overwhelmed with spreadsheets, pivot tables, and algorithms? In a world of too much plumbing how does one find the poetry? Tobaccowala lays out the 6-I method that everyone can use.