



# LEAD. INNOVATE. TRANSFORM.

## A KEYNOTE BY FAISAL HOQUE

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In a world of explosive change and transformation, leaders at all levels—from heads of state and global corporations to entrepreneurs and gig economists—will offer the best opportunity for leveraging change and transforming our lives for the better.

This includes how we work, play, govern ourselves, and consider and plan for our collective futures.

This presentation explores the intersection of humanity, business, and technology to drive that future.





## ABOUT ME

I am a **student of life, entrepreneurship, and humanity**. As a child, I lived through war and famine. In college, I worked as a graveyard shift janitor where I was introduced to mindfulness. A serial entrepreneur since the early 90s, I have been traveling the world of innovation, cutting edge technology, and global businesses.

My more than two decades of research and practice stems from exploring the **intersection of humanity, business, and technology**. Leading companies, government agencies, and academic institutions across the globe leverage my work regularly.

I hold a strong belief that it is through **knowledge sharing** that we may provide the greatest clarity on how to improve our collective future.

I am passionate about nature, people, culture, music, and design, and **I love to cook**.

“Faisal Hoque, the entrepreneur and innovator, was born in Bangladesh and found himself in the boardrooms of Fortune 100s by the time he was 27.”

– **MARSHALL GOLDSMITH**, #1 Leadership Thinker in the World

“Talk about a trip: entrepreneur Faisal Hoque started his career in the U.S. as a “janitorial engineer,” but eventually went on to raise millions for his businesses, despite setbacks like being ousted as CEO of his own company (sound familiar, Apple?).”

– **FAST COMPANY**

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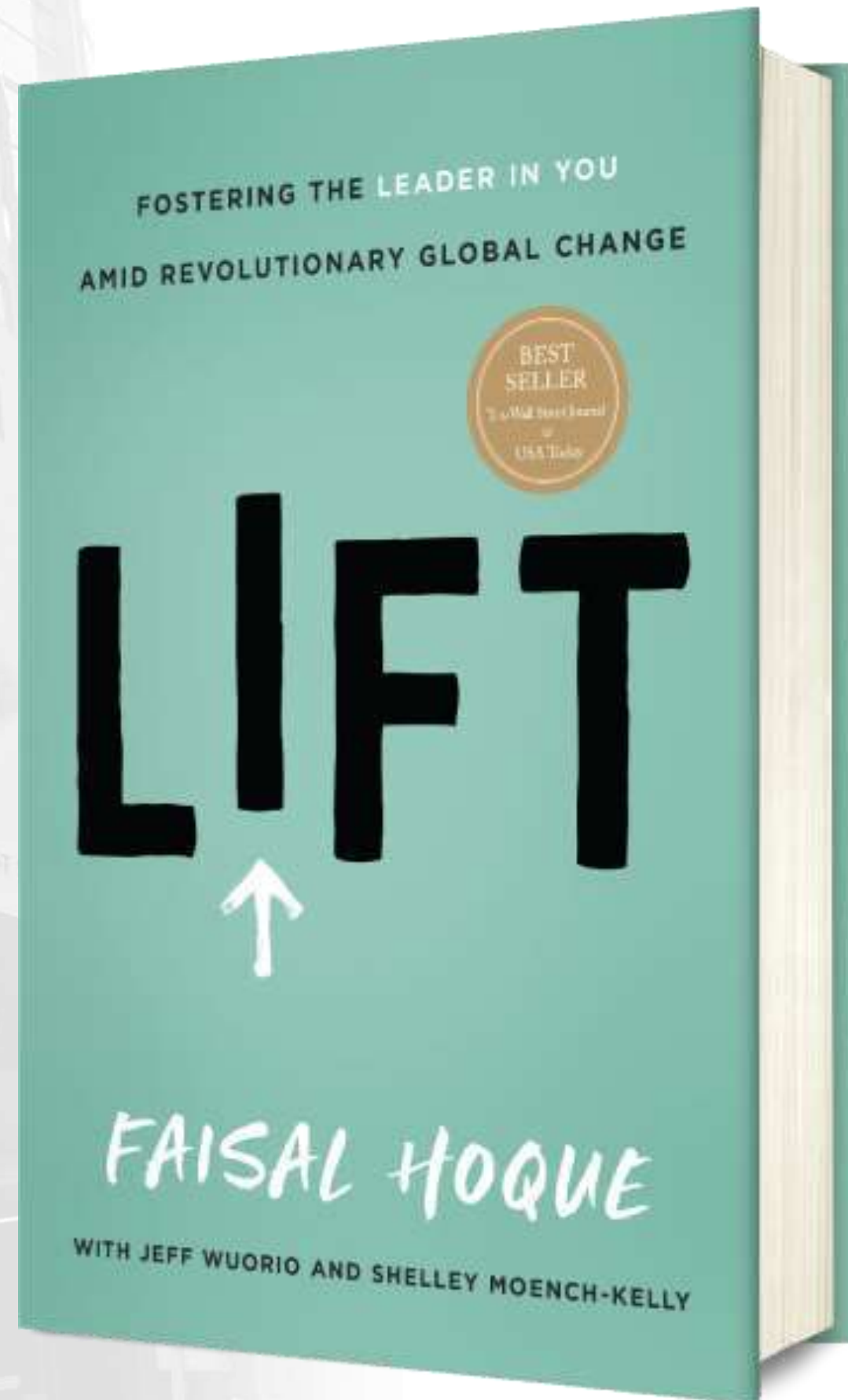




*“Success is liking  
yourself, liking  
what you do,  
and liking how  
you do it.”*

**- Maya Angelou**





# LIFT OTHERS BY LIFTING YOURSELF

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We all have an obligation to ourselves as well as others to understand, nurture and manage the 'revolution' that's taking place-rather than having revolutionary change manage us.

EMPATHY. KNOWLEDGE. EXECUTION

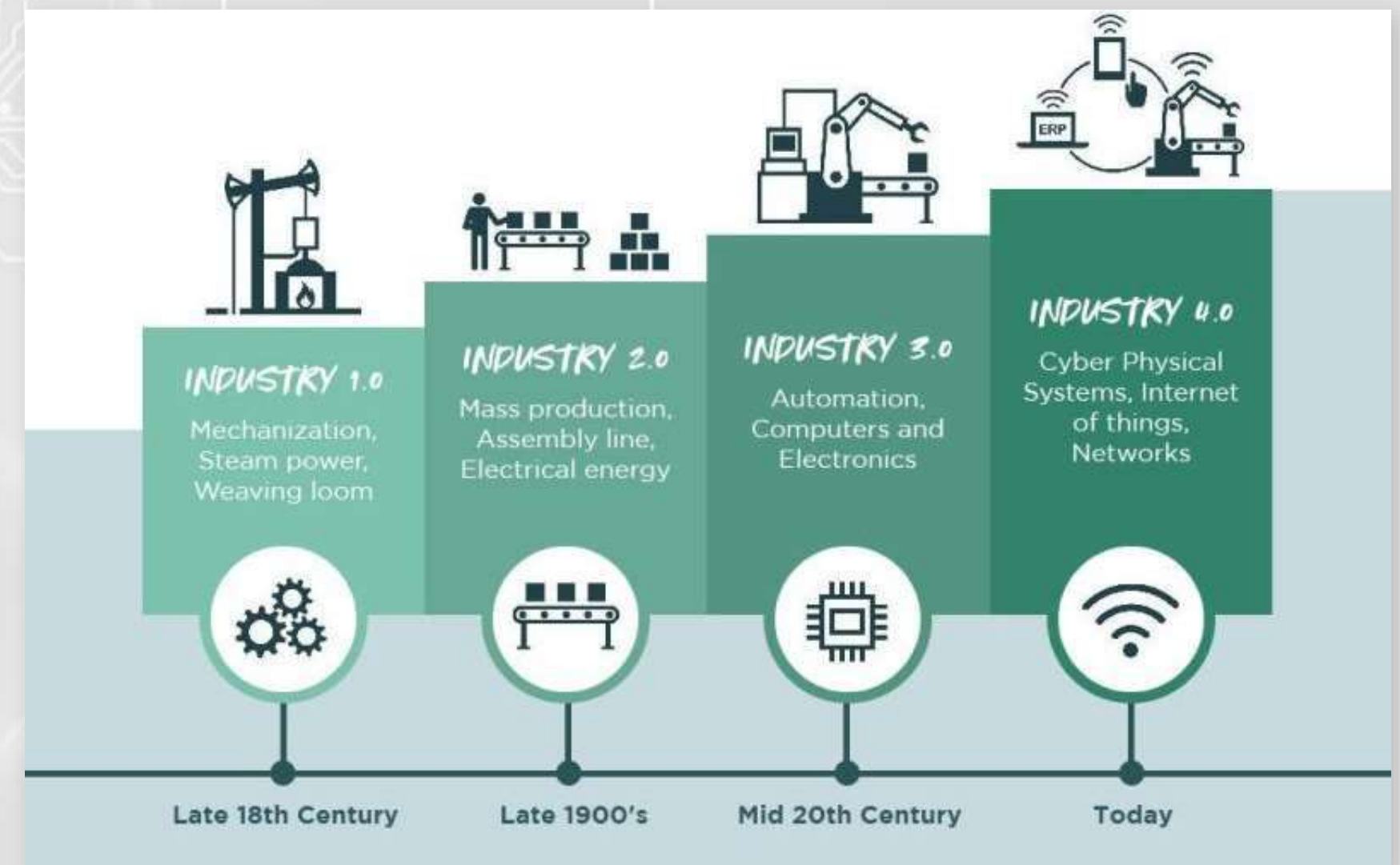
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As much as anywhere else, the collision of the four **drivers of change**—the Fourth Industrial Revolution, COVID-19, climate change, and misinformation—presents unprecedented opportunity to the individual.

The arrival of the Fourth Industrial Revolution – **the union of digital** [AI, IoT, Robotics, nanotechnology, quantum computing], **biological** and **physical innovations**, sometimes abbreviated as **4IR** – promises to fundamentally transform organizations in all sectors, with huge **challenges and benefits**.





# THE NEWLY EMPOWERED

- **Experiential learning** and close observation are critical to pinpoint just how the individual—including you—is growing in influence and authority.
- A constant theme that has run through the exponential change and evolution the world is experiencing—particularly regarding technology—is the issue of **responsibility**.
- Individuals need to plan and act as **systematically** as anyone else to help them make the most of the growing opportunities afforded them.

We are all becoming leaders in our own right, **empowered to make decisions**, adapt to the changing environment around us, and serve as catalysts for pervasive change for the better.

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# HUMAN-CENTERED ORGANIZATIONS

- **Organizations** will have to evolve into entities characterized as **adaptive, human-centered, inclusive**, and capable of producing sustainable policies and practices—in so many words, both **empathetic and responsive**.
- Organizations need to keep reminding themselves that many **rules and realities** have yet to be firmly established.
- The future of organizational **leadership** lies in a decidedly less tech, **more human approach**.

There are four factors to **transformational leadership**, also known as the “Four I’s”: **idealized influence, inspirational motivation, intellectual stimulation, and individual consideration**.

They’re **agile by choice, not by mandate**.

A handwritten signature in black ink that reads 'Faisal Hoque'.

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# BE TRANSFORMATIONAL

The value of a **transformational leader** who is also an **exponential leader**—one who is willing to acquire and apply a variety of different skills and approaches, including these:

**Futurist**—You're not afraid to think of bold, new ideas.

**Humanitarian**—You make choices geared to making a positive impact on others and your community.

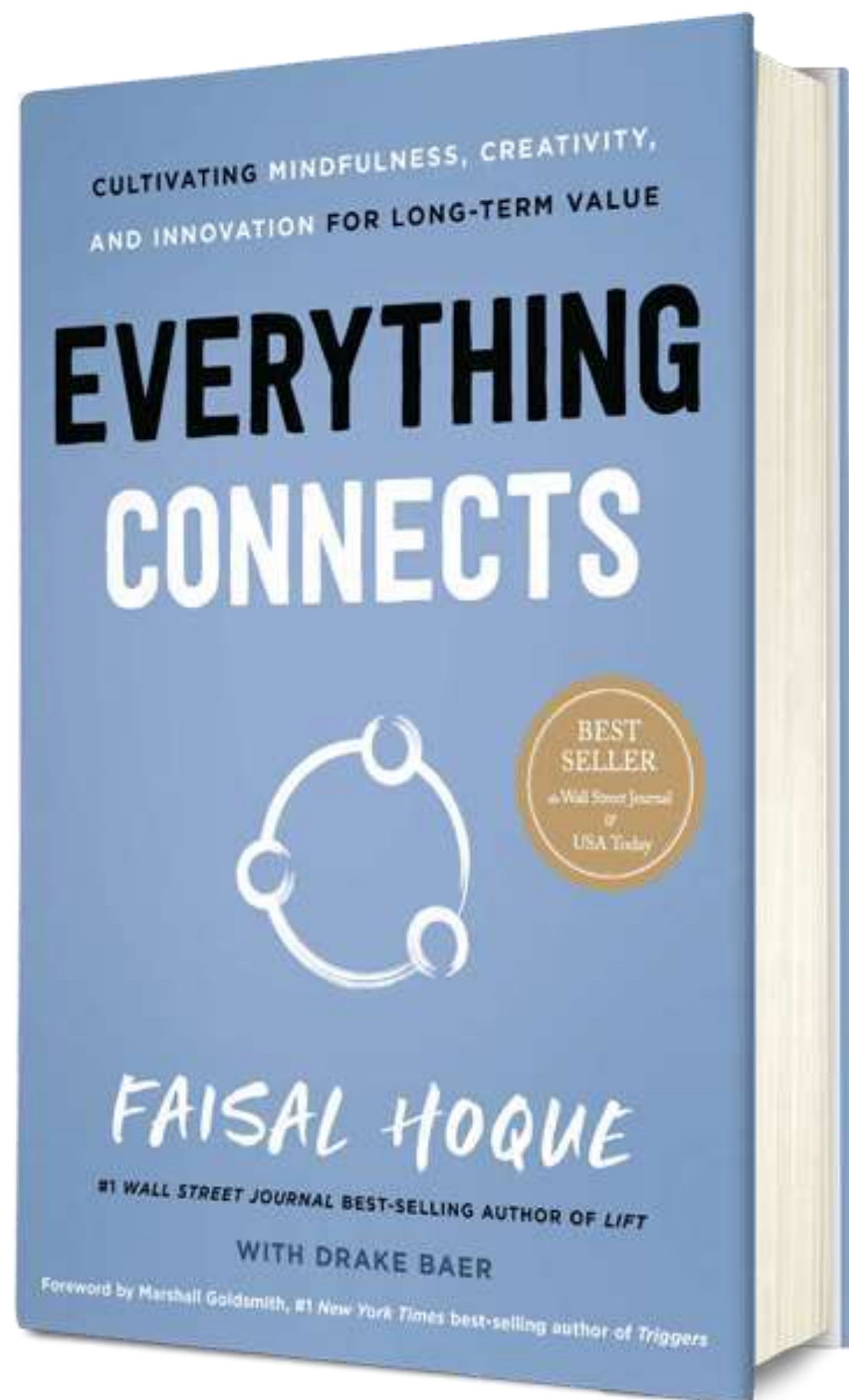
**Innovator**—You're able to move ideas into actual reality.

**Technologist**—You leverage technology to better results in all sorts of ways.

- Focus on **purpose and outcomes**, not activities.
- **Don't make solutions and "winning" inseparable.** Outcomes shouldn't have to involve someone or something "losing."
- **Embrace the crazy**—at least to a certain degree.
- Understand what the true long-term objective is. **Compliance is not the goal.** Skilled, connected, and practical leadership are.
- **Embrace diversity.**

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**MINDFULNESS. CREATIVITY. INNOVATION**

**INNOVATE**

# INNOVATION FOR LONG-TERM VALUE

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Our individual, interpersonal, and organizational working lives all interconnect. By examining these connections, we learn new ways to live, create, innovate, adapt, and lead.



# CREATING THE CONDITION FOR CREATIVITY

One way to develop the **discipline of curiosity** is to become more deliberate about training yourself to directly participate in your experiences – **otherwise known as living more mindfully.**

You can also practice being **intentionally omnivorous** — being intentionally omnivorous means giving yourself a breadth of experiences to draw upon and being open and flexible about those experiences.

**Leonardo da Vinci's** belief “everything connects” made him the 15th-century Italian Renaissance man that we all admire today.

It is the ability to bring **art, science,** and **spirituality** together. And making connections between disparate things is perhaps the number one skill needed for creative thinking.

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# WORKPLACE MINDFULNESS FOR INNOVATION

Mindfulness involves a form of mental discipline that focuses on the here and now. **Mindfulness is a “fitness program for consciousness”**, one that grows and strengthens with repeated practice.

Creativity and innovation can be fostered through what I describe as “**organizational mindfulness**”. In a nutshell, this refers to not just an awareness of an organization’s resources, including its people, but also a focus on connecting with its customers in creative and innovative ways through the prism of mindfulness.

This can include exercising the **power of “combinational creativity”**.

Here, an **organization rearranges talent and resources from different sectors**, thereby connecting ideas and even entire disciplines that would normally be far removed from one another.

This establishes a potentially powerful **relationship between two previously unconnected entities** and the ideas and thinking that they embody.

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# WORKING TOWARD GREATER “HUMANIZATION”

Looking at positions within the organization in the context of creativity and innovation, you can **reframe roles** to reflect various stages that encompass both innovation and creativity. For instance:

- **Ideation roles:** Devise, discover, invent, and share ideas.
- **Guiding roles:** Manage, navigate, oversee, and develop ideas further.
- **Building roles:** Implement, execute, and transform ideas into actual processes.
- **Improving roles:** Expand, reduce, and tinker with existing products and processes.

This mindful approach further systemizes the creative and innovative processes while boosting awareness of individuals’ roles in and connection to the organization as a whole.

Creativity and innovation derive from interactions with others working within a structure. The more that structure can foster more positive work experiences and greater interpersonal bonds, the more **innovative and creative** everyone can be.

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# LONG-TERM SUSTAINABILITY

We need to explore understanding that leads to **long-term sustainability**, the way to act in a manner that promotes mutual flourishing, and how, crucially, a leader can urge us along this process.

- **Give people freedom.** People need freedom to do their best work, which requires an open, autonomy-oriented culture.
- **Give people structure.** But this is not anarchy; with freedom comes responsibility.
- **Curate talent.** When we assemble lasting organizations, we're gathering people around a common cause. Gathering the right people at the right time in their lives, in the right combination of talents, is curation.



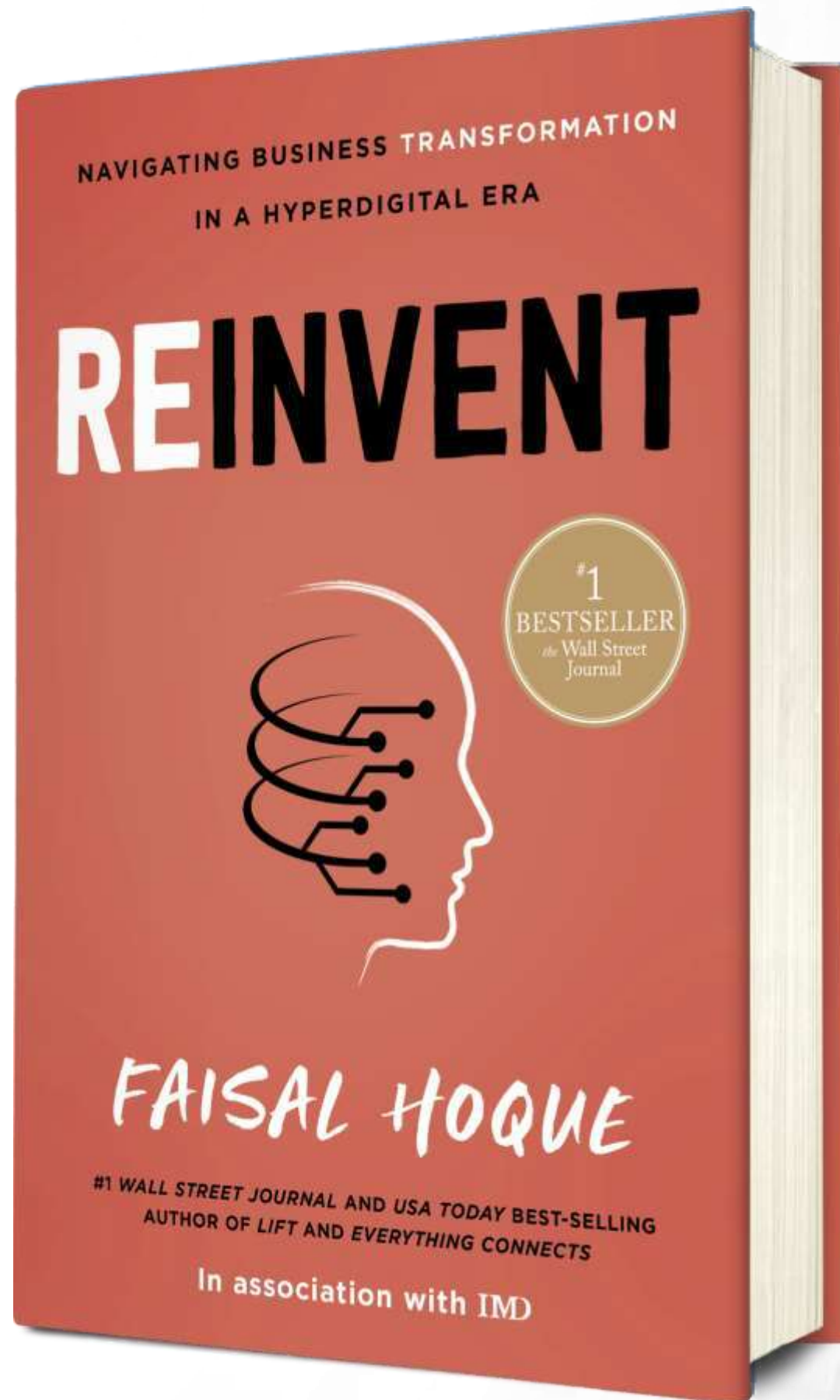
## The Innovation Paradox

"A commitment to innovation fosters a work environment where talented people want to grow. An organization that throws the brakes on **innovation** during **economic uncertainty** risks alienating and possibly losing those talented individuals. "

— Faisal Hoque, I by IMD

To create value over the long term, build platforms. The most sustainable way to create value is to continually **invest in our capabilities** both as individuals and as organizations. The most core of these capabilities is the understanding we have of ourselves and others.

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## MUCH MORE THAN TECHNOLOGY

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Transformation requires much more than simply obtaining the latest technology, plugging it in, and sitting back to watch reinvention take place. From top to bottom, organizations will be compelled to change entire mindsets, attitudes, and assumptions about how they operate, how they can grow, and even the very reason for their existence.

DIGITAL. BUSINESS. MANAGEMENT

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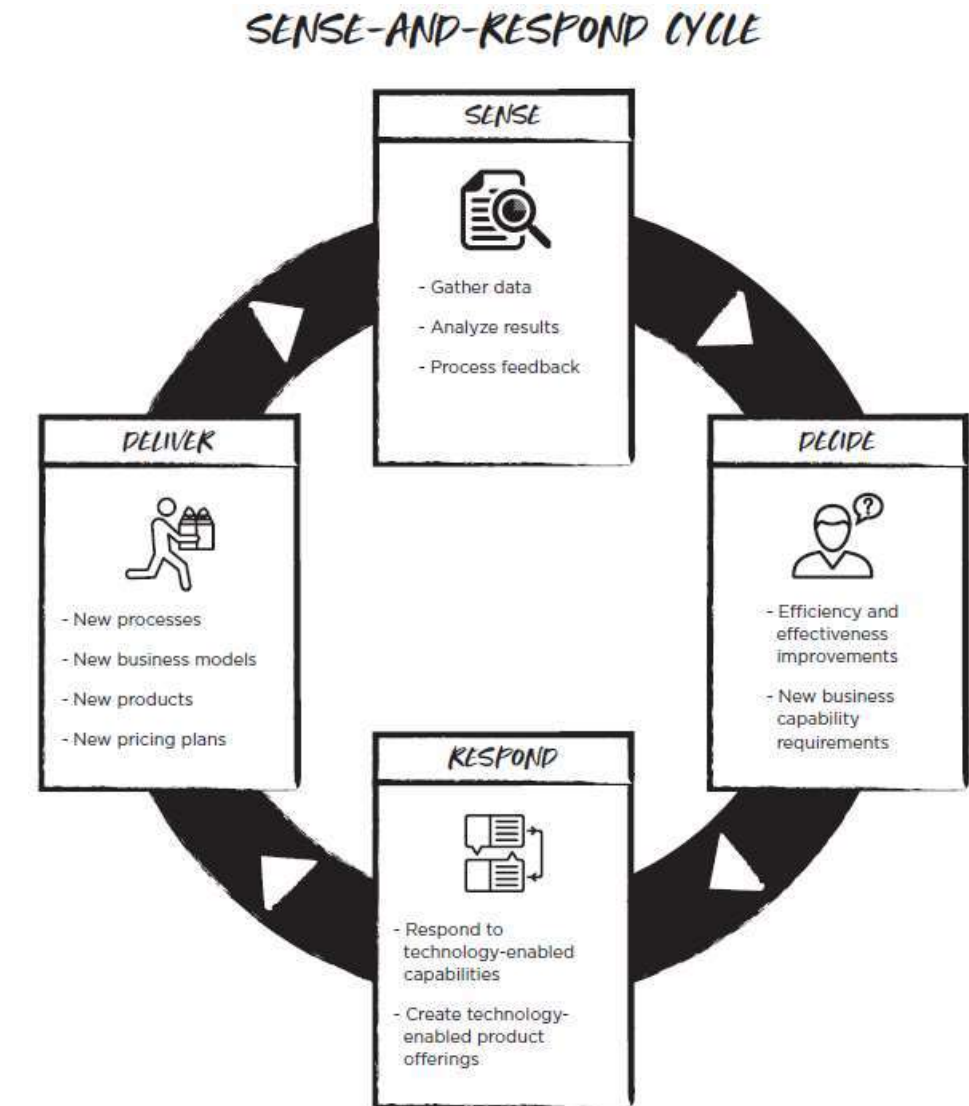


# ORGANIZATIONAL TRANSFORMATION

Organizations of all types have shredded hundreds of millions of dollars on poorly planned and executed swipes at transformation.

Although the reasons for those pervasive missteps can vary, **one undeniable mistake has to do with finances**—an organization's failure to view investment in technology as an ongoing factor in the overall direction of the organization.

- Follow the money
- Managing technology is as important as the technology itself
- See through walls
- Scrap the org chart
- Get underneath the hood
- Get comfortable with speed



Organizational transformation with a significant digital presence is like navigating a major city's subway system. You get on one train, only to get off at the next stop and board another. **Organizational transformation is a journey that never stops.**

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# WHY TRANSFORM

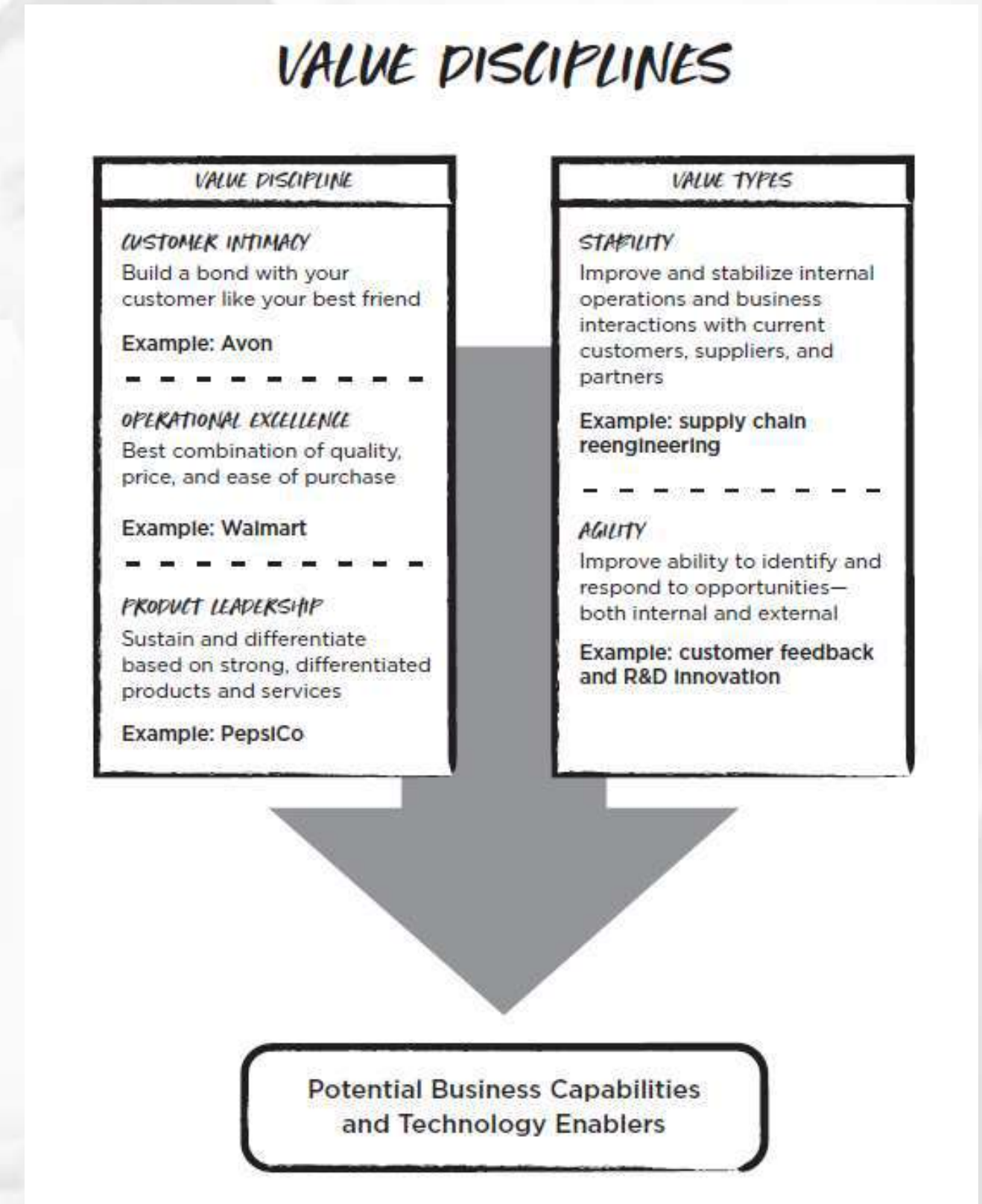
**Workforce is calling for transformation**

**Leadership needs to make right decisions at the right time** [based on facts -- not on emotional narratives]

**Work environment needs be engaging, flexible, and geared toward meaningful growth**

Questions to answer:

- Are we obtaining **sufficient employee buy-in** by inspiring them?
- Are we being as **transparent** as possible?
- Are we **innovating for impact**?
- Are we creating succession plans with **repeatable processes**?



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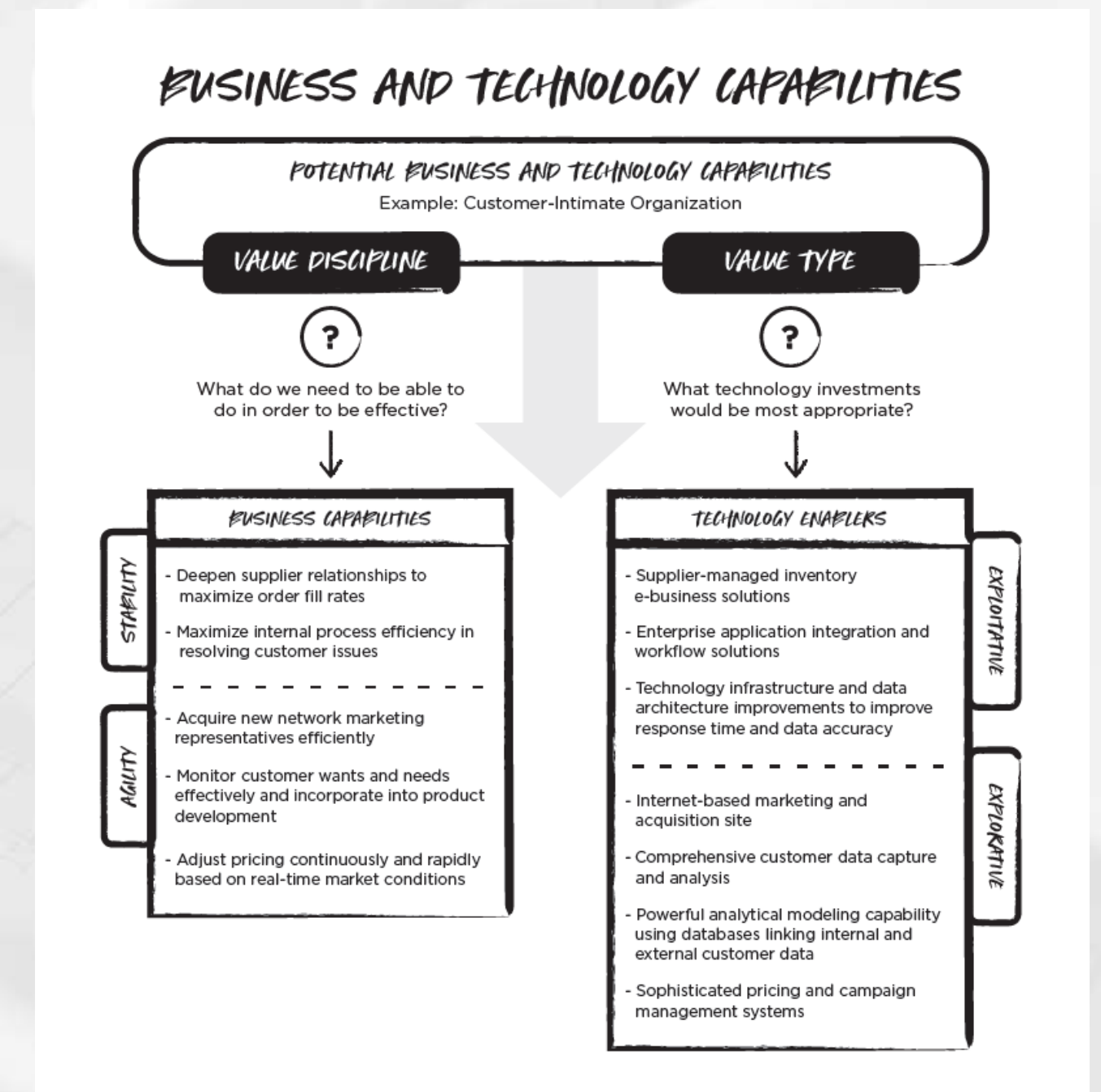


# WHAT TO TRANSFORM

**Communications and Cross-Collaboration;** where cultivation of trusted partnerships is part of the culture; diverse viewpoints are welcomed.

**Data-driven, fact-based decision-making;** where team knows their objectives; metrics can be easily understood and measured; leadership focused on tangibles and attainable.

**An environment that promotes impactful innovation;** a culture that's comfortable with failure, chooses to fail as inexpensively as possible; leadership is driven by mindful empathy.





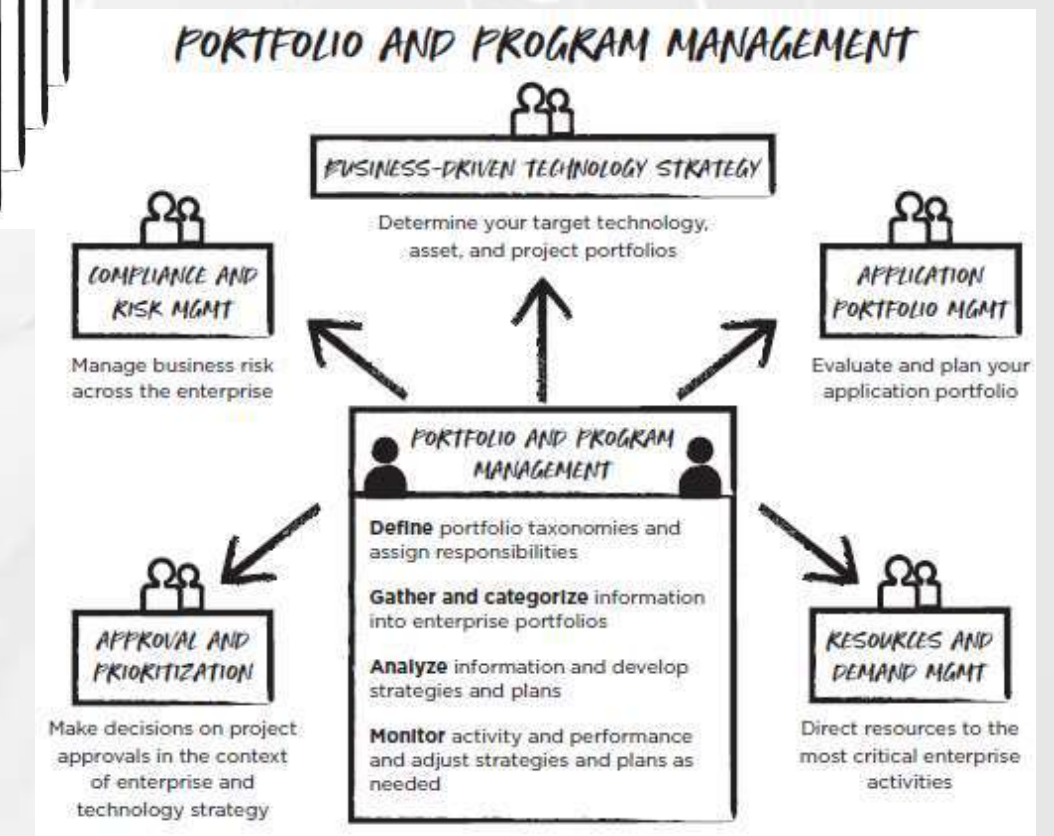
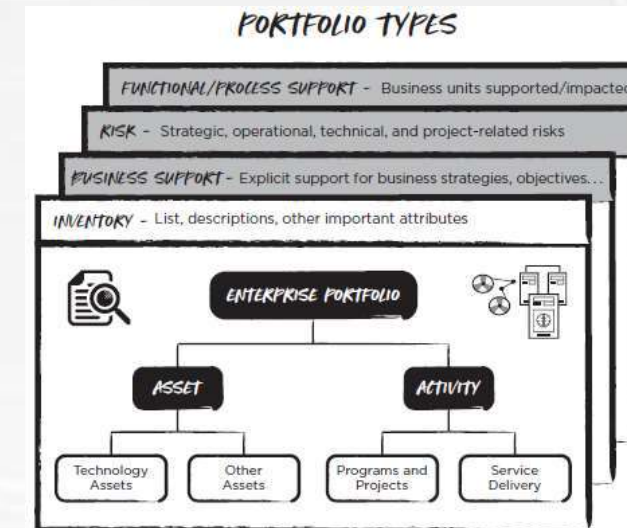


# HOW TO TRANSFORM

**Establish an integrated program and innovation portfolio management process;** where leaders can make real-time fact-based decisions; workforce can play inspired roles in driving innovation engines.

**Establish requirements, projects, and funding workflows and queues;** where team defines, tracks, and measures tangible outcome with pragmatism and transparency.

**Establish standardized management processes, templates, and reports;** where workforce regardless of roles and responsibilities have a common operating language.



Having an **innovation portfolio** means you can calibrate what's working and not working based on how the market and your organization responds.

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- **DEVOTION IS MINDFULNESS,  
MINDFULNESS IS DEVOTION**
- **NO MATTER WHAT, MOVE  
FORWARD**
- **EMPATHY ALWAYS PAYS  
DEVIDENDS**

“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot **learn, unlearn, and relearn.**”

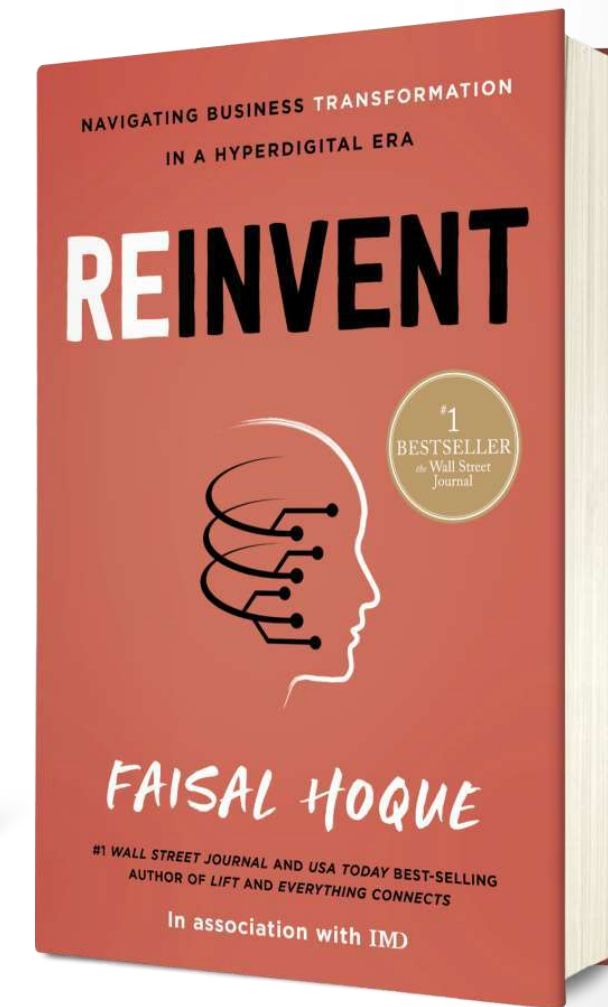
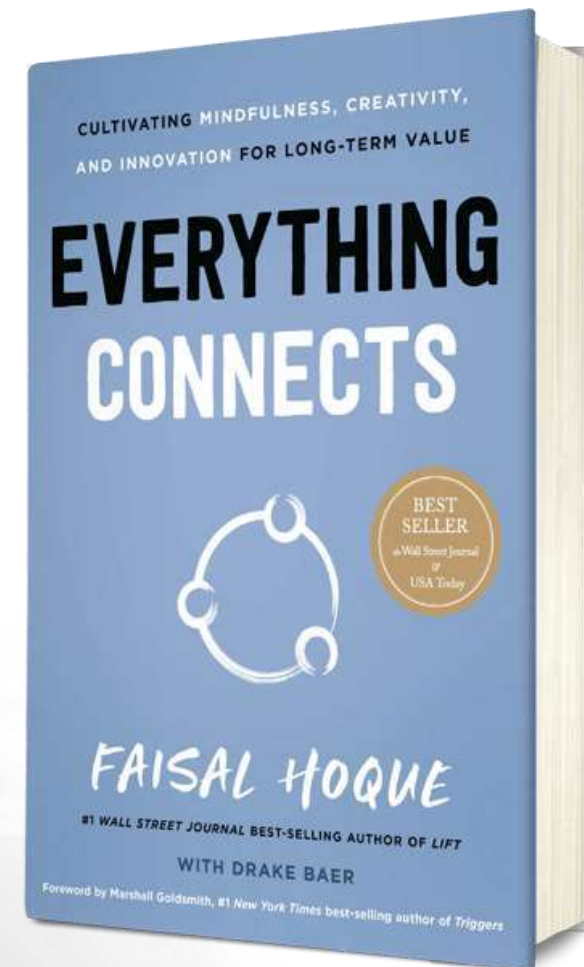
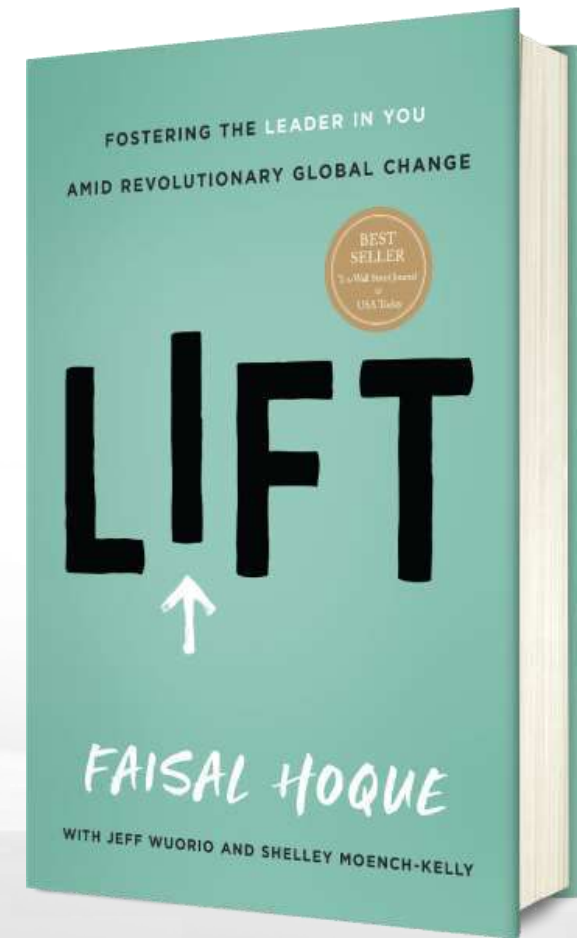
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