
FEI Welcome to IMD

Dr. Heather Cairns-Lee
Professor, Leadership and Communication

April, 24, 2023

IMD / Real learning
Real impact



The Challenge of Change

Time it took to reach **1 million users**:

Netflix - 3.5 years

Airbnb - 2.5 years

Facebook - 10 months

Spotify - 5 months

Instagram - 2.5 months

iPhone - 74 days

ChatGPT - 5 days



Challenging What is and Inspiring What Could be

Black Beauty by Anna Sewell
(1877)

50 million copies in 50 languages

“to induce kindness, sympathy,
and an understanding treatment
of horses”

The Dominant Worldview:
Dominion of man over nature
“Beast of burden”



Language Frames How We See the World

Language is how people encode meaning & values and our words influence our actions. Our words have tremendous power to shift mindsets and actions.

“People won’t care what you have to say, unless they first know you care” Roosevelt



Partnerships

Heart-Heart

Developing mutually beneficial relationships based on curiosity and care

Useful Questions:

What is their lived experience?

How can we make the situation better?



Leading through Language with the 3 C's

Curiosity

about
differences

Courage

Make it safe to
speak up

Commit

to intentional
language

Your language, choices and behaviour
today create the culture of the future

Wishing You An Excellent Meeting at IMD



Heather Cairns-Lee
Professor of Leadership and Communication



IMD / Real learning
Real impact

