

L'Oréal Top Leaders Resource Hub by TTC

Scan the QR code or **follow this link** to access the LDP Top Leaders Resource Hub, brought to you by TTC.

This hub has been created especially for you — the senior leaders shaping the future of L'Oréal Dermatological Beauty.

You'll find curated resources to support your leadership journey in a BANI world, including insightful papers, thought-provoking articles, and engaging content like the *Elephants in the Boardroom* podcast.

Scan the QR code for access to your resource hub

Exploring the forces creating a BANI world



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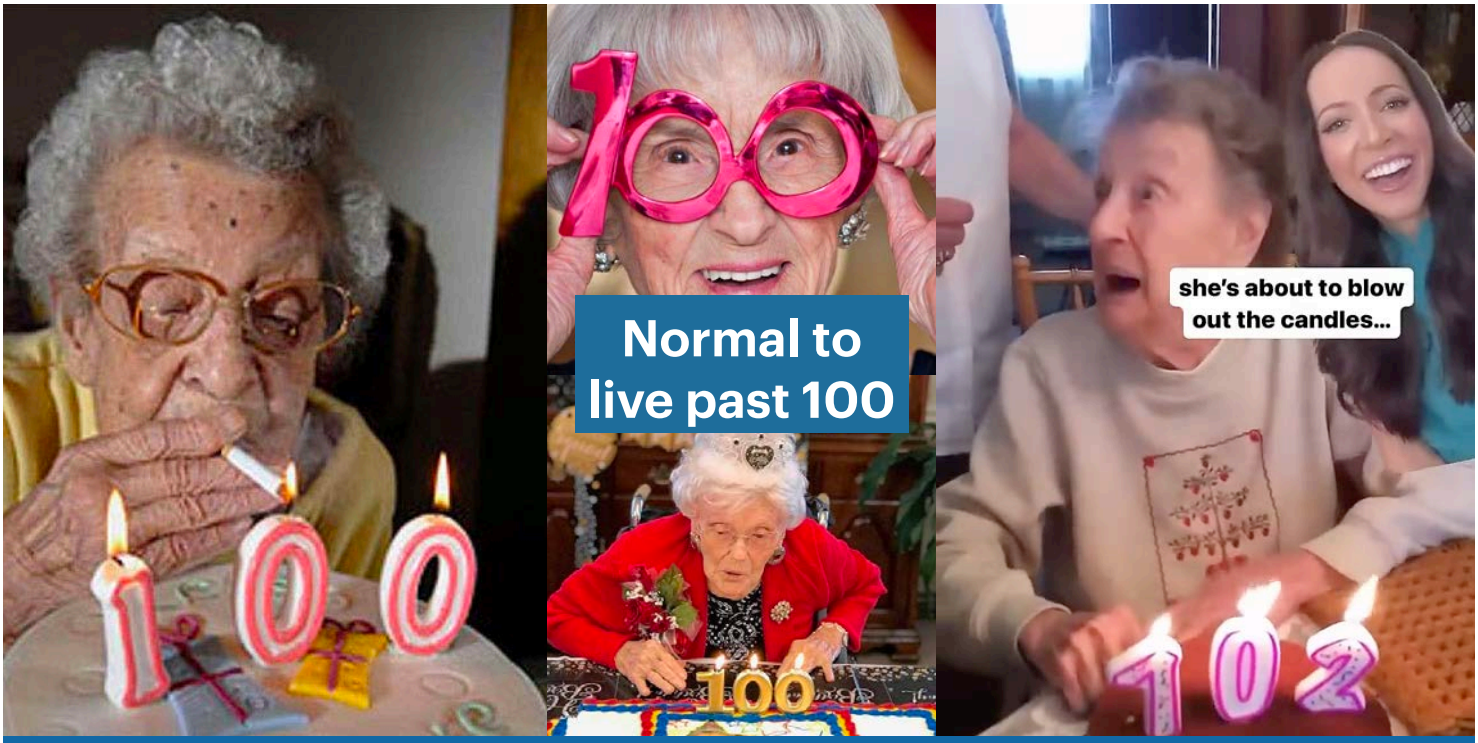

In Europe, 1 in 3 people will be 60 or older by 2030

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If you get married in your mid-twenties and live until you are 125 years old you will be married for over 100-years!

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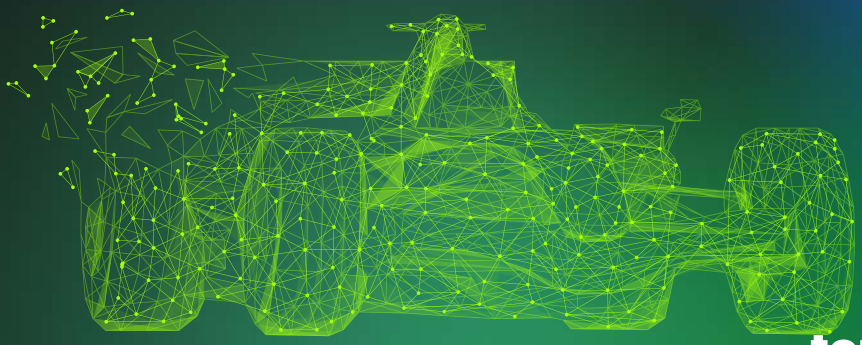
"You cannot overtake 15 cars in sunny weather... but you can when it's raining"

Ayrton Senna — F1 racing driver



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Granny May

My great grandmother lived during the previous BANI period

- 1896 — 1986
- No electricity in homes
- Cars were toys for the super rich
- Planes still to be invented
- Women could not vote

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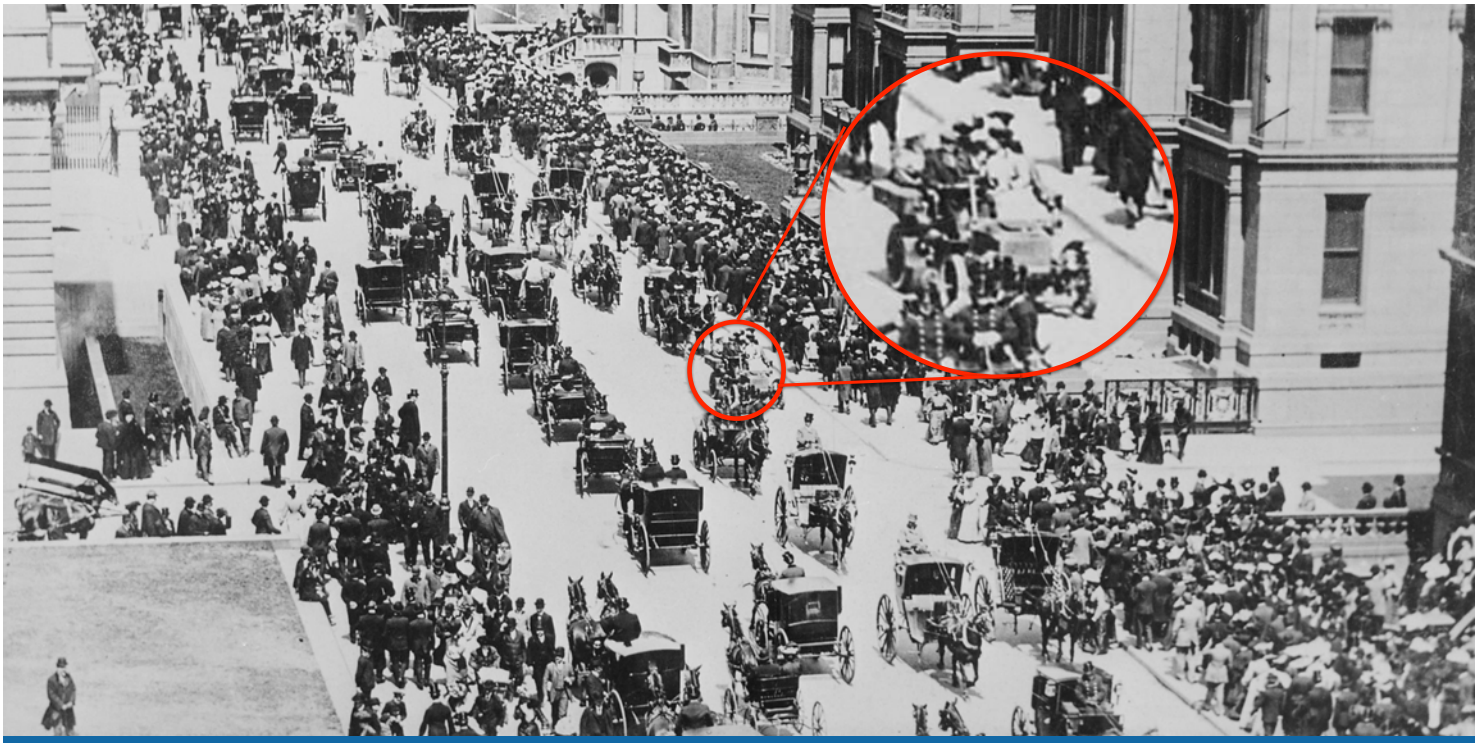

New York City, 1904

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New York City, 1914

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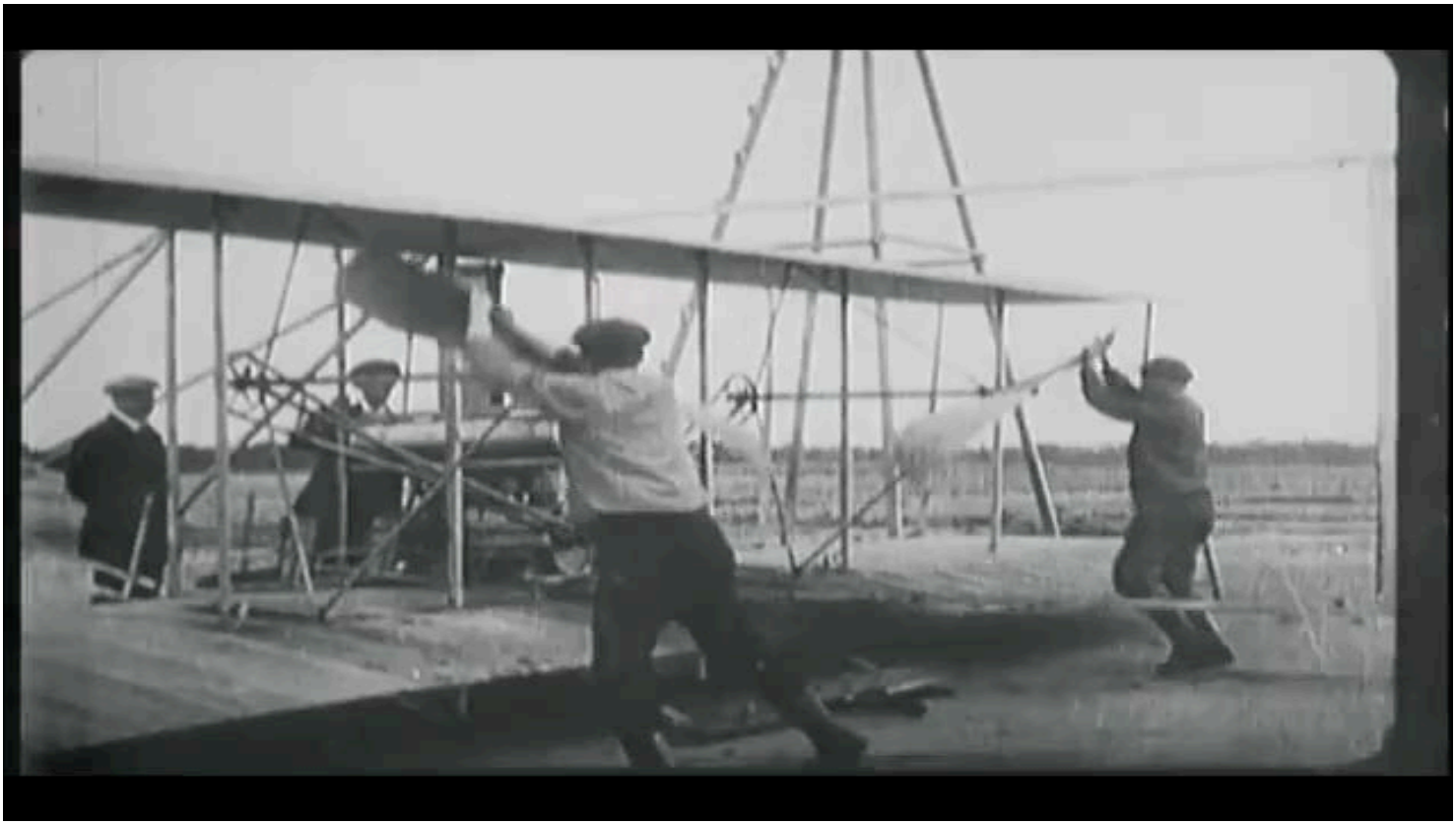



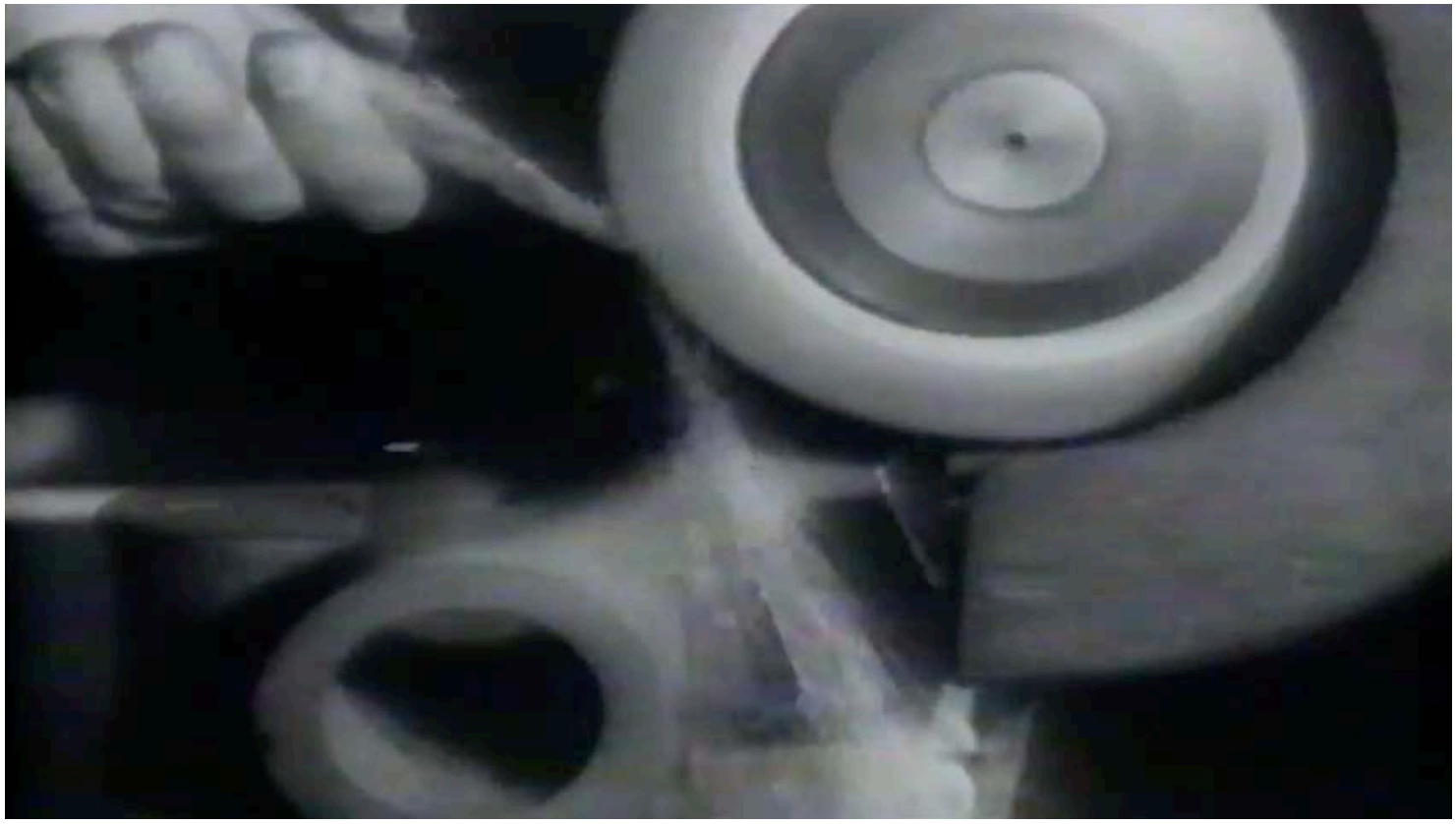

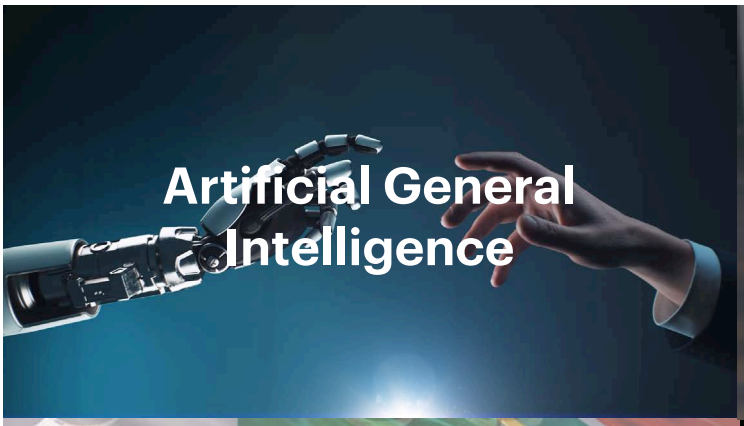

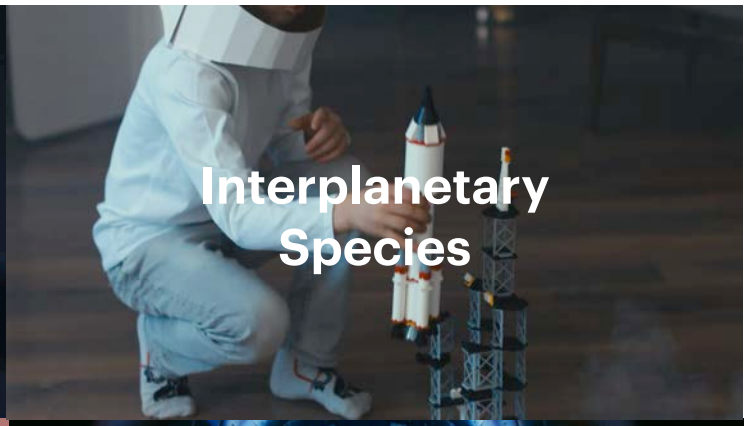



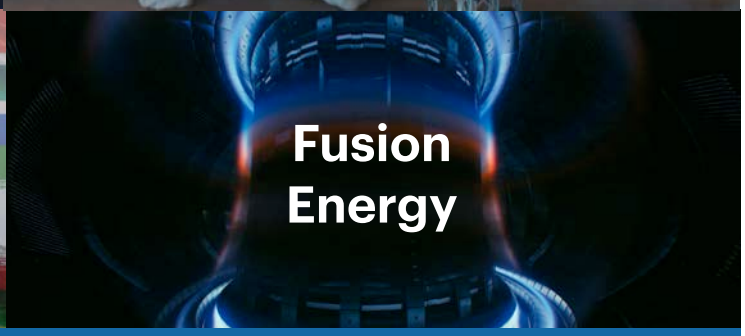

These trends could make our world radically different.

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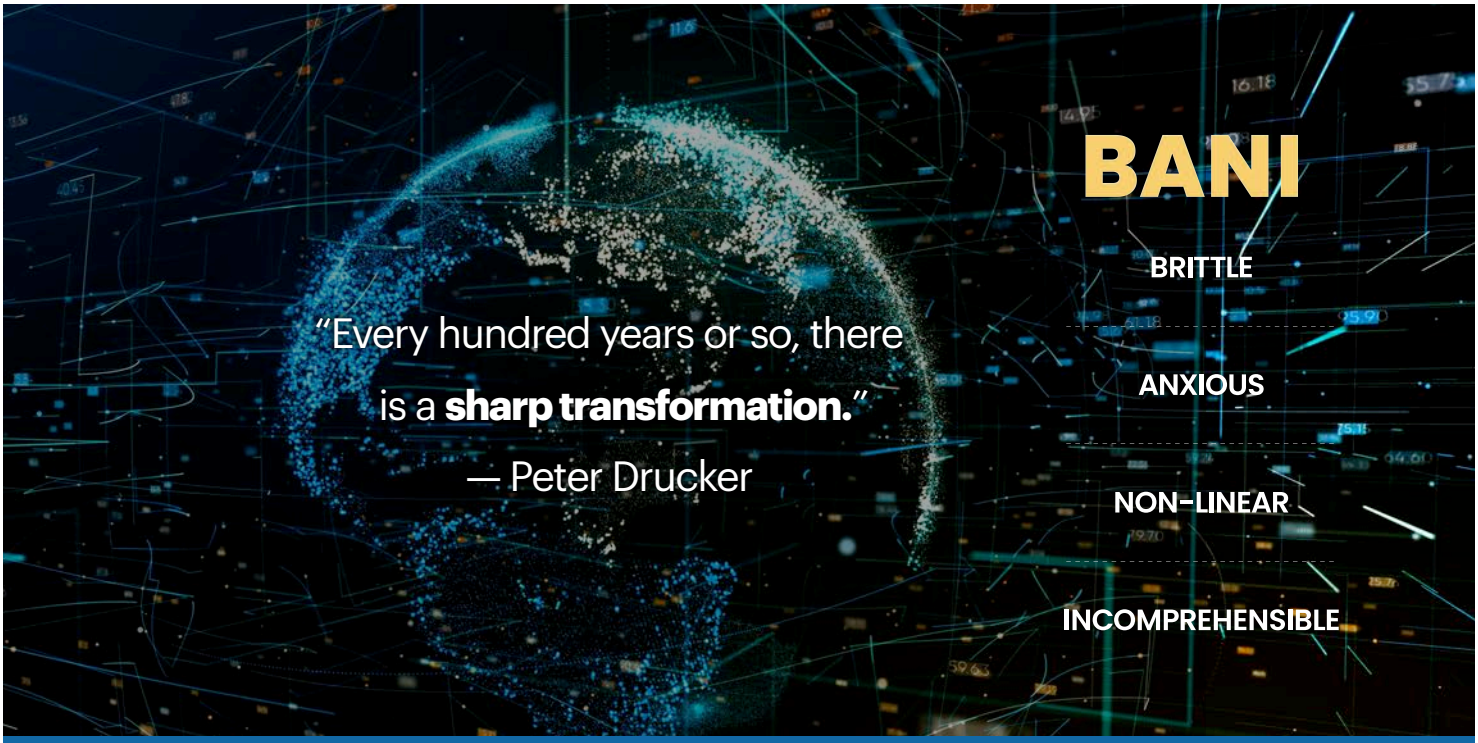

A rare opportune period, when leaders who are tuned to change can create the future.

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BANI	—> New Playbook —>	APEX
Brittle	→	Antifragile
Anxious	→	Purpose Driven
Non-linear	→	Explorers
Incomprehensible	→	Xenophiles

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In a BANI world, leaders need to be:

Antifragile
Purpose-Driven
Explorer
Xenophile

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Fragile



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Fragile





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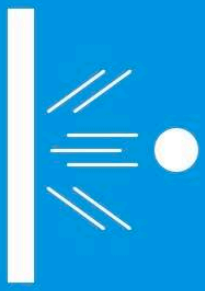
Fragile



Resilient





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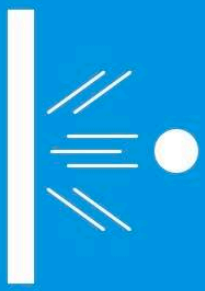
Fragile

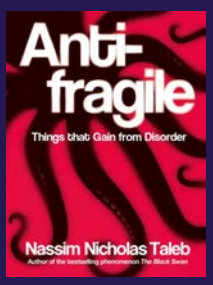


Resilient



Antifragile





Antifragile systems get stronger under pressure, gain from disorder and improve during disruption

Airbnb has built antifragility into a core competency



That's not just resilience. That's antifragility. Airbnb didn't bounce back to where they were. They came back stronger.

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Here's what sets antifragile leaders apart:

1. **Always Learn, be curious and vigilant to weak signals—** Stay constantly alert to weak signals and the subtle shifts shaping tomorrow.
2. **Be an optimistic realist—** Hope for the best, plan for the worst. Dismantle the myth that changing strategy is a weakness.
3. **Build buffers —** financial reserves, excess capacity, and flexible supply chains — knowing that resilience requires room to manoeuvre.
4. **Delegate and empower—**Antifragile leaders decentralise decision-making, building trust-based relationships and respecting the talents of those closest to the action.
5. **Embrace disruption** — Use setbacks as fuel for innovation and enhanced performance — what we call Resilience 2.0.

To be antifragile, build a bionic workforce



Human + Machine augmentation is a strategic imperative.

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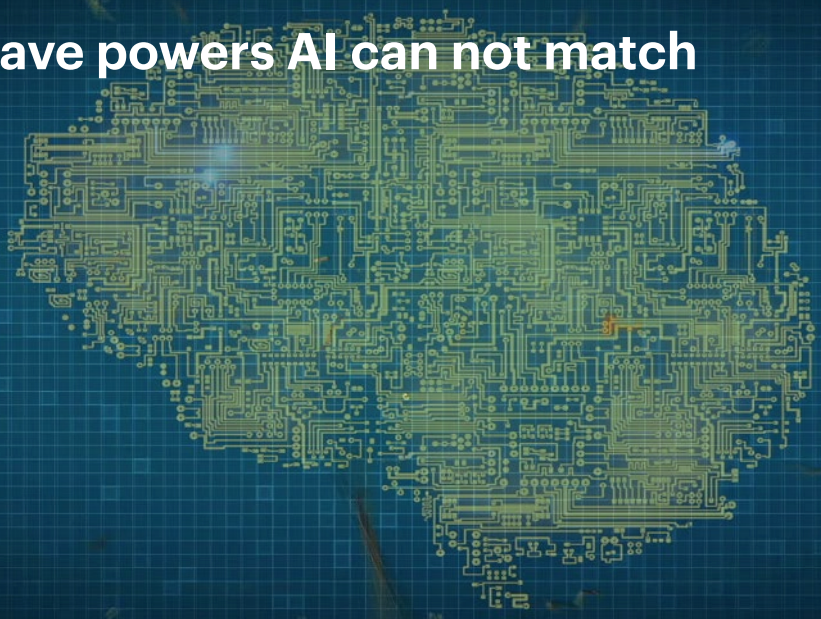
Humans have powers AI can not match



Empathy

Curiosity

Creativity

Antifragility

Intuition

Inspiration

Collaboration

AI can help turn them into superhuman powers

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“When I was 16, I went scuba diving in Greece and saw more plastic bags than fish. I wondered why we couldn’t just clean it up. That rather simple question stuck in my head”

—Boyan Slat—



Boyan Slat — Founder of The Ocean Cleanup

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Boyan’s CURIOSITY led him to discover there are 5 trillion pieces of plastic in the oceans



It’s not just about the trash. The passion stems from wanting to **make a positive contribution** — Boyan Slat

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Boyan's EMPATHY set him on a *earthshot* to remove 25 billion tons of plastic from our oceans.

"If something is important enough, you try even if the probable outcome is failure."— Boyan Slat

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His CREATIVITY led him to invent a floating barrier and sea anchor that captures plastic.

Rejecting 'experts' who said cleanup was impossible, Boyan designed a floating barrier shaped like a manta ray. When it failed, he pivoted. His creativity turned 'no' into 'next iteration.

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His INTUITION helped him to adapt when innovations failed



"It's in my nature that when people say something is impossible I like to prove them wrong." — Boyan Slat

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Boyan's ANTIFRAGILITY enabled him to build back faster and stronger.



Systems 001 & 002 failed, System 003 is 20x faster, removing 20M+ kg by 2024, a 10x performance improvement on the previous model.

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Boyan has INSPIRED people to join and COLLABORATE in achieving his bold moonshot



Boyan didn't just explain a problem-he offered hope. His dream has inspired 1M+ donors

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If Boyan was an AI-powered robot he would have recognised the plastic but would not have cared, Boyan-the-human cared deeply.

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The greatest fear isn't being replaced by a robot, it's being treated like one

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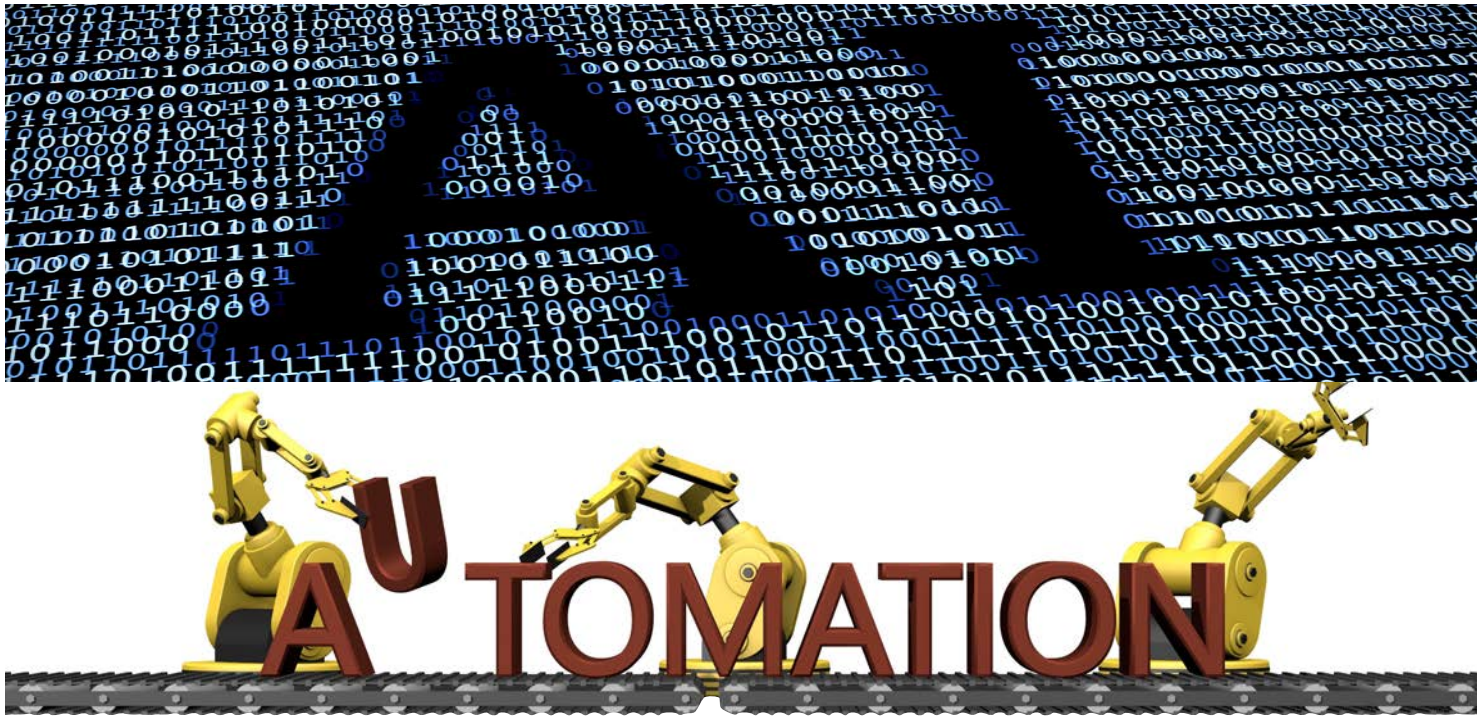

Many businesses see AI as a tool for replacing human roles or automating tasks. This narrow view ignores its greater potential to enhance human intelligence, creativity, and problem-solving.

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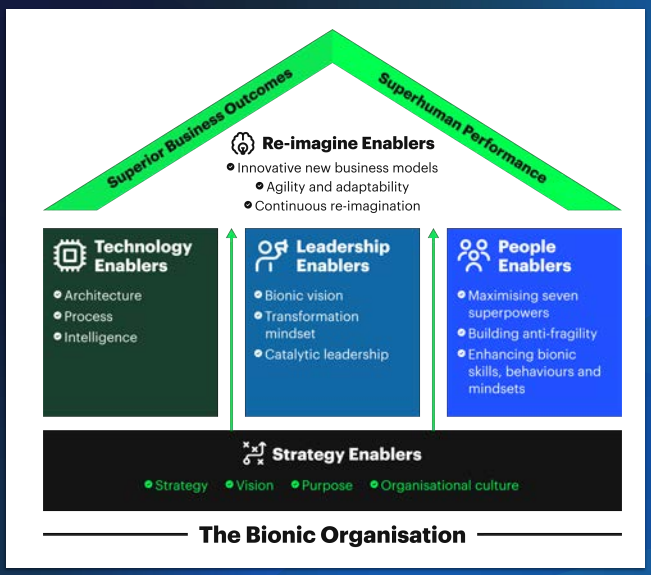
Building the Bionic Organisation requires focusing on five enablers



1. Strategy enablers
2. Leadership enablers
3. People enablers
4. Reimagine enablers
5. Technology enablers

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In a BANI world, leaders need to be:

Antifragile
Purpose-Driven
Explorer
Xenophile

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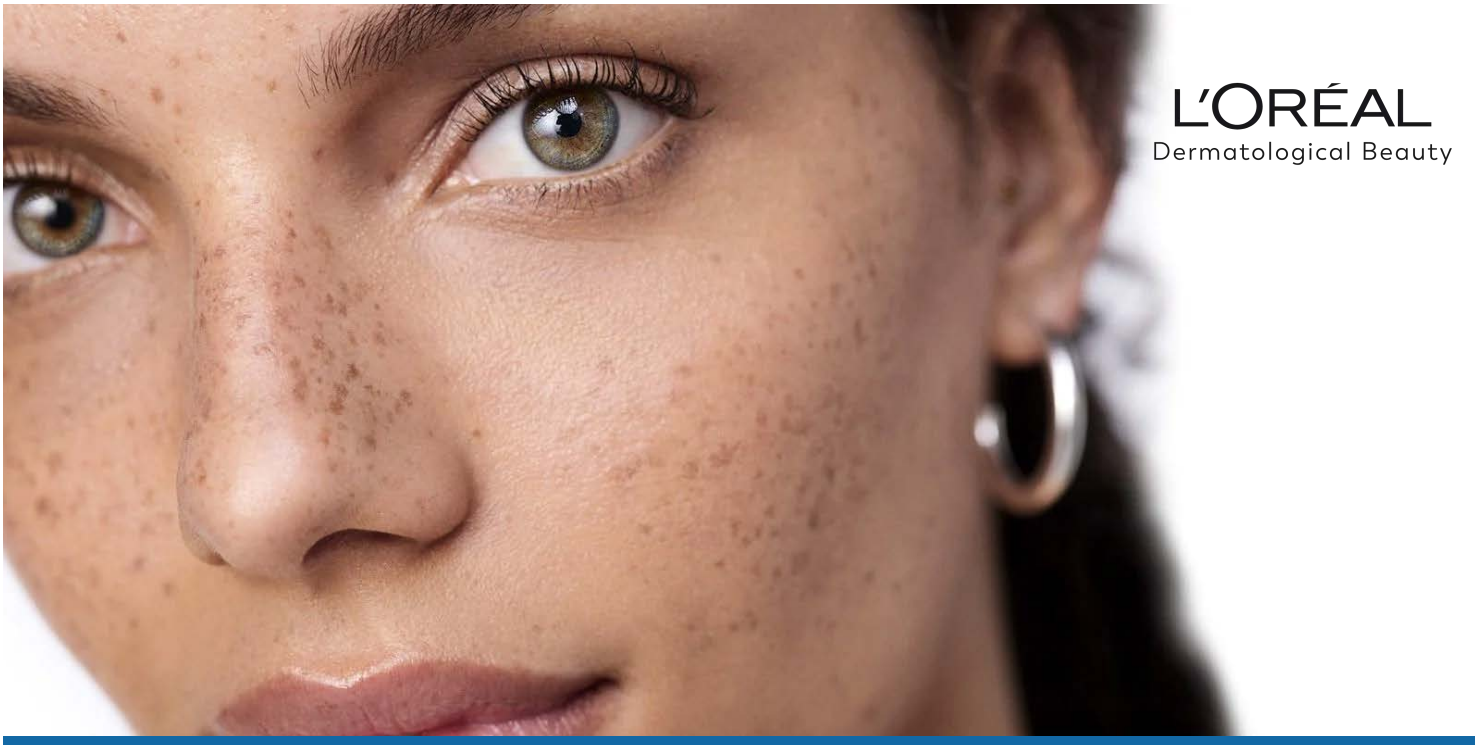

L'ORÉAL
Dermatological Beauty

LDB's purpose: Pioneer Life-changing & Sustainable Dermatological Solutions for All

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LDB is shooting for Mars



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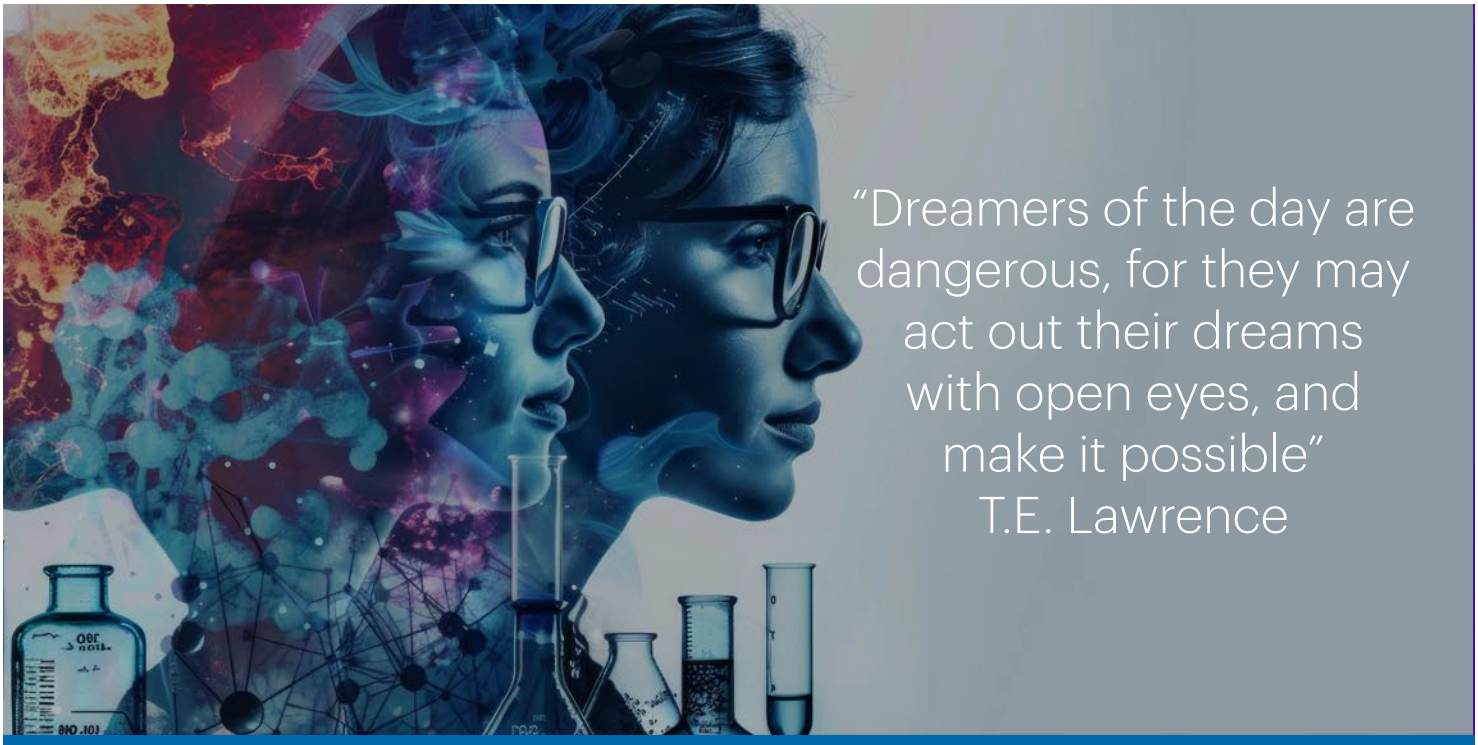

"Dreamers of the day are dangerous, for they may act out their dreams with open eyes, and make it possible"
T.E. Lawrence

LDB also means "Let's Dream Big"

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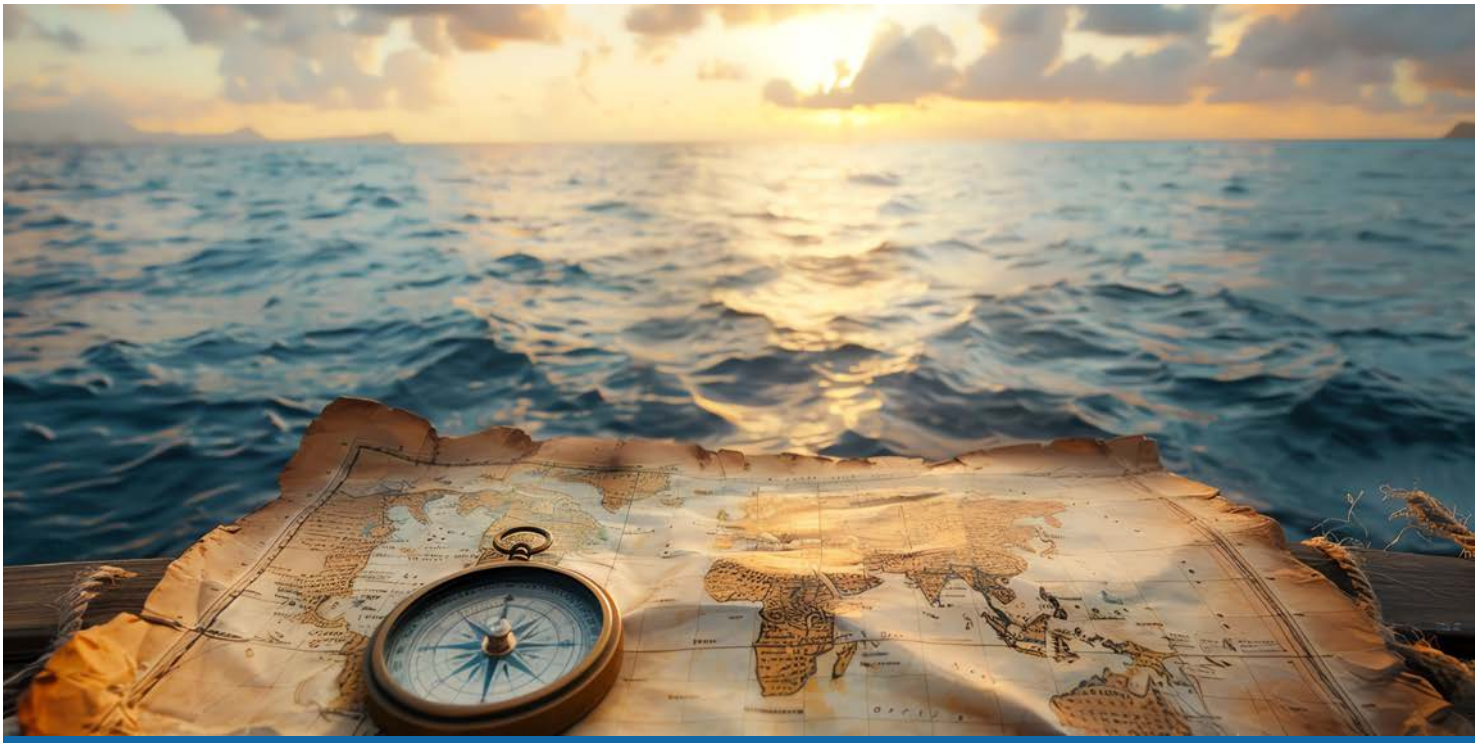

"What got you here, won't get you there" —Marshall Goldsmith

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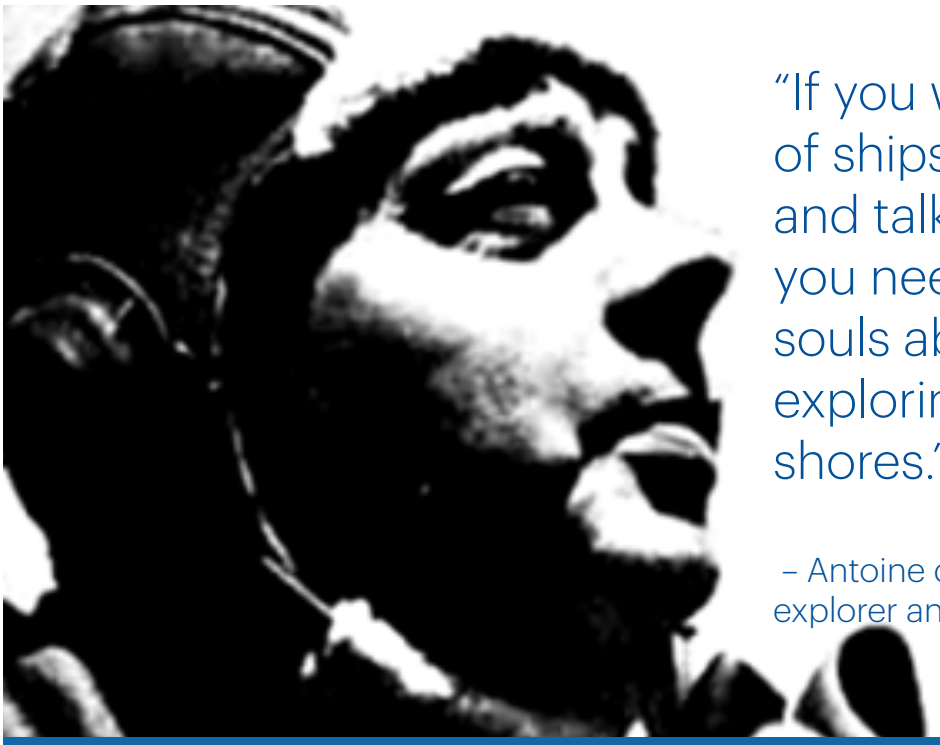

"If you want to build a flotilla of ships, you don't sit around and talk about carpentry. No, you need to set people's souls ablaze with visions, exploring, and distant shores."

– Antoine de Saint-Exupery, French explorer and author

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What are your quests, earthshots, moonshots and mars-shots







How are your ambitions setting people's souls ablaze?

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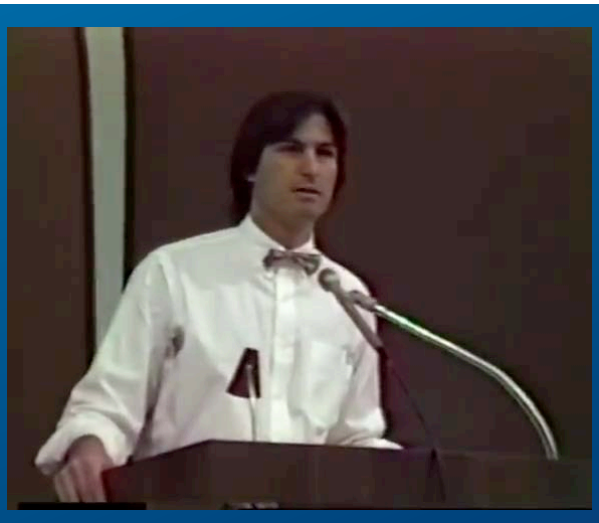

"Apple's strategy is really simple. We want an incredibly great computer in a book, that you can carry around with you and learn how to use in twenty minutes, and we want to do it this decade. And we really want to do it with a radio link…"
- STEVE JOBS 1983 International Design Conference in Aspen

The 4i's of a leadership quest



01 **iNTENT**
Crystal clear destination

02 **iMPACT**
Deliver powerful results

03 **iNCREDIBLE**
Breakthrough models/ technology

04 **iNSPIRATIONAL**
Achieve remarkable things



The most innovative companies are not better at solving problems —



they are better at finding important problems to solve



Psychological Safety

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In a BANI world, leaders need to be:

Antifragile
Purpose-Driven
Explorers
Xenophiles

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The ‘X’ in APEX stands for ‘xenophile’

Xeno means “stranger”

Philia means “love” or “affection.”



A Xenophile seeks out the unfamiliar and embracing diversity-whether that’s people from different cultures, new ideas, or unfamiliar perspectives.

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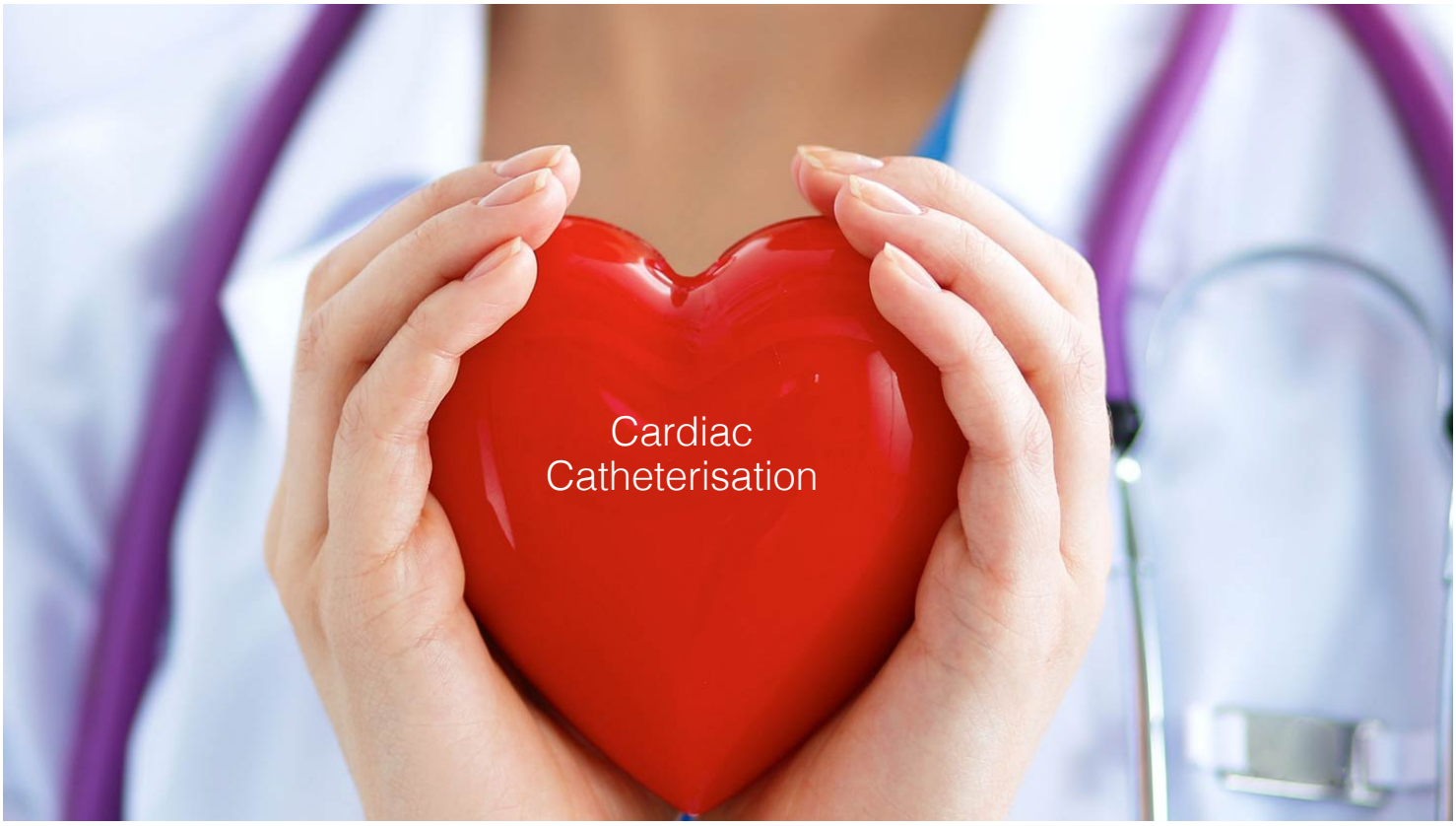

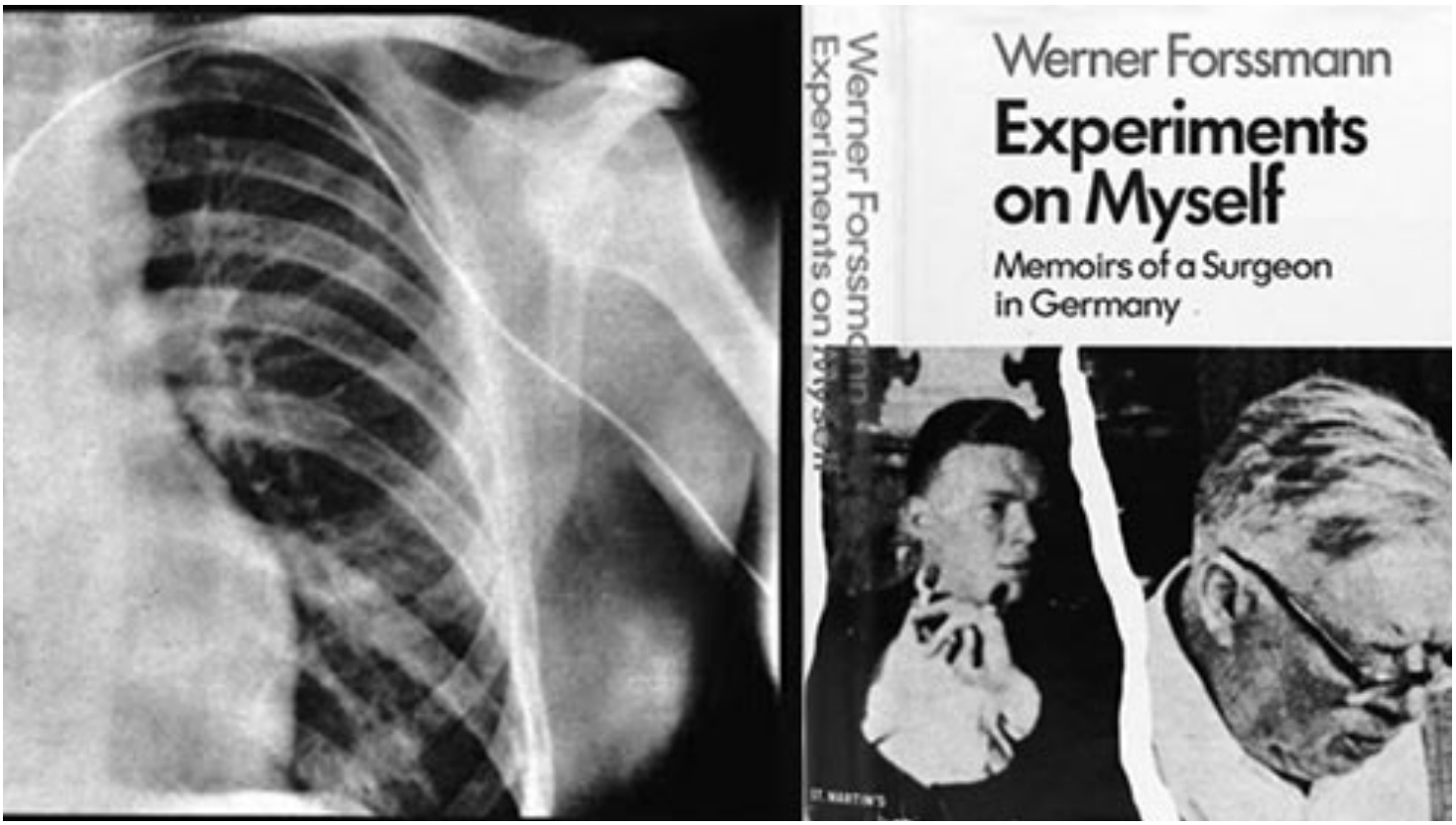

BANI	—> New Playbook —>	APEX
Brittle	→	Antifragile
Anxious	→	Purpose Driven
Non-linear	→	Explorers
Incomprehensible	→	Xenophile

Choose two things you can do back in the office.

1. **Start Scanning for Weak Signals:**
    - Build or gain access an trend radar.
    - Ask at weekly meetings: "What's a weak signal you've noticed lately — a trend, behaviour, or anomaly — that could shape our future?"
2. **Assess and Strengthen the Human Superpowers in Your Team:**
    - Take your team through a short self-assessment
    - Where are we strong?
    - Where do we need to grow?
    - What support, learning, or cultural shift is needed?
3. **Create Space for Purpose-Driven Reflection and Exploration:**
    - Schedule a weekly 30-minute "Quest Thinking" session where you:
        - Reflect on major forces of change.
        - Surface big, unsolved problems.
        - Encourage your team to dream boldly about the quests, earthshots, moonshots and mars-shots
4. **Bonus Resource Tip:**
    - Download the Antifragile Playbook and Grey Elephants toolkit for practical next steps and discussion starters.

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Building the Future with Vision, Innovation and Impact

1% FOR THE PLANET
– ENVIRONMENTAL PARTNER –