second mountain
COACHING

FROM SUCCESS TO SIGNIFICANCE

Field Guide



2026 WBFNY

Mobile edition

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From Inspiration to Impact

Welcome to the 2026 World Business Forum in New York!

Over the next two days, you'll hear from some of the world's most influential thinkers on leadership, culture, strategy, innovation, and organizational performance.

But my hope is that you leave New York with more than new ideas.

I hope you leave with a commitment to become a better leader.

Throughout my career, I've learned that great leadership isn't defined by what we know. It's defined by how we influence others, develop people, and create organizations where individuals can do their best work.

From Inspiration to Impact

That's why we've developed this guide.

As you listen to each speaker, I encourage you to approach the experience through three perspectives:

HEART — What inspires or challenges me?
HEAD — What do I need to think differently about?
HANDS — What will I do differently as a result?

You'll find questions throughout this guide designed to help you connect what you're hearing to the realities of your own organization.

From Inspiration to Impact

Don't feel obligated to capture everything a speaker says. Instead, identify the ideas that challenge your assumptions, reinforce your values, or inspire you to take action.

And remember, the real value of these two days won't be measured by what happens here in New York.

It will be measured by what you do differently when you return home.

Thank you for joining us. I'm excited about what we'll learn together and the positive impact each of you can make on the people you lead.



Steve

Steve Sosland
Founder & President
Second Mountain Coaching

How to use this guide

Read each speaker's Big Idea and Listen For themes before the session. Use Reflect On to examine current practices, then Act On to choose a priority.

Capture your responses

Use your phone's Notes app. Start a note with the speaker's name, then record your reflection, two practices to change, and the one that should take priority.

After the forum

Return to the 30 day action plan and turn one priority into a commitment.

November 4 agenda

All times are Eastern Time.
Agenda subject to change.

8:00 AM

Registration opens

9:00–10:30 AM

Jim Collins

10:30–11:15 AM

Coffee break

11:15 AM–12:30 PM

Renée Mauborgne

12:30–2:00 PM

Lunch

2:00–3:00 PM

Daniel Goleman

3:00–3:45 PM

Jennifer Colosimo

3:45–4:15 PM

Coffee break

4:15–5:15 PM

Liz Wiseman

November 5 agenda

All times are Eastern Time.
Agenda subject to change.

9:00–10:15 AM

Malcolm Gladwell

10:15–11:00 AM

Coffee break

11:00 AM–12:15 PM

Zack Kass

12:15–1:45 PM

Lunch

1:45–2:45 PM

Indra Nooyi

2:45–3:30 PM

Dr. Kai-Fu Lee

3:30–4:00 PM

Coffee break

4:00–5:00 PM

Omar Johnson

5:00 PM

End of event

Jim Collins



01 / NOV 4 | 9:00–10:30 AM

Big Idea

Greatness is built through disciplined people, disciplined thought, and disciplined action, sustained over time.

Listen For

Level 5 Leadership: The paradoxical combination of personal humility and professional will.

First Who, Then What: Getting the right people on the bus before determining where to drive it.

The Flywheel: How consistent, disciplined actions create cumulative momentum.

Preserve the Core / Stimulate Progress: Protecting enduring values while continuously improving practices.

What to Make of a Life: Collins's emerging work on building a meaningful life of sustained contribution.

Jim Collins

Reflect On

What are we specifically doing now to build an organization that can sustain greatness beyond our current leaders?

Act On

What are two practices that need to change to better align with our values-based culture? Which one should take priority?

Second Mountain Connection

Moving from personal success to enduring significance.

Renée Mauborgne



02 / NOV 4 | 11:15 AM–12:30 PM

Big Idea

Exceptional organizations create new value rather than competing exclusively within established boundaries.

Listen For

Blue Ocean vs. Red Ocean: Creating uncontested market space rather than fighting existing competitors.

Value Innovation: Pursuing differentiation and lower cost simultaneously.

Eliminate–Reduce–Raise–Create: A practical framework for challenging assumptions.

Noncustomers: Understanding people your organization does not currently serve.

Renée Mauborgne

Reflect On

What are we doing now to uncover unmet needs among people who do not currently choose us, and how are those insights shaping our growth strategy?

Act On

What are two practices that need to change to help us create new value for those people? Which one should take priority?

Second Mountain Connection

Challenging the status quo while remaining anchored in core values.

Daniel Goleman



03 / NOV 4 | 2:00–3:00 PM

Big Idea

How leaders manage themselves profoundly influences how effectively they lead others.

Listen For

Self-Awareness: Recognizing how emotions influence judgment and behavior.

Self-Management: Responding intentionally rather than reacting emotionally.

Empathy: Understanding the perspectives, concerns, and motivations of others.

Relationship Management: Building trust and influencing people through authentic relationships.

Daniel Goleman

Reflect On

How are we recognizing and managing our emotional responses under pressure, and what effect are those responses having on the people we lead?

Act On

What are two leadership practices that need to change to strengthen emotional awareness and relationships under pressure? Which one should take priority?

Second Mountain Connection

Trust & Inspire leadership, psychological safety, and values-based behaviors.

Jennifer Colosimo



04 / NOV 4 | 3:00–3:45 PM

Big Idea

Exceptional performance comes from combining high expectations with genuine care for people.

Listen For

Expect a Lot, Care a Lot: Balancing demanding performance standards with authentic concern for people.

Trust and Accountability: Creating conditions where people willingly take ownership.

Clarity of Expectations: Ensuring people understand what success looks like.

Sustainable Performance: Achieving results without sacrificing relationships or organizational health.

Jennifer Colosimo

Reflect On

How are we setting clear expectations and holding people accountable while showing care and providing the support they need to succeed?

Act On

What are two team leadership practices that need to change to better combine high expectations with care for people? Which one should take priority?

Second Mountain Connection

High expectations and genuine care expressed through clear expectations, trust, accountability, and development.

Liz Wiseman



05 / NOV 4 | 4:15–5:15 PM

Big Idea

The best leaders don't demonstrate how intelligent they are. They make everyone around them more capable.

Listen For

Multipliers vs. Diminishers: Leadership behaviors that amplify or suppress the intelligence of others.

Impact Players: How high-value contributors recognize and address the work that matters most.

Genius Makers: Leaders who develop capability rather than becoming the source of every solution.

Stretch Challenges: Creating opportunities for people to grow beyond their perceived limitations.

Liz Wiseman

Reflect On

What are we doing now to draw out the strengths and thinking of our people, and how might our own behavior be limiting their contribution?

Act On

What are two leadership practices that need to change to give others greater ownership and expand their contribution? Which one should take priority?

Second Mountain Connection

The progression from Delegation → Empowerment → Development.

Malcolm Gladwell



06 / NOV 5 | 9:00–10:15 AM

Big Idea

Small changes in environments, relationships, and social influence can produce extraordinary organizational results.

Listen For

Tipping Points: Conditions that allow change to spread rapidly.

Social Contagion: How attitudes and behaviors spread through networks.

Informal Influencers: Why organizational change depends on more than positional authority.

The Power of Context: How environments influence individual and collective behavior.

Malcolm Gladwell

Reflect On

What conditions in our organization are reinforcing behaviors we want to change, and how are we using informal influence to encourage new ones?

Act On

What are two practices that need to change to create conditions in which the desired behaviors can spread? Which one should take priority?

Second Mountain Connection

First Followers, Diffusion of Innovation, and building sustainable cultures.

Zack Kass



07 / NOV 5 | 11:00 AM–12:15 PM

Big Idea

The greatest opportunity from AI is not simply doing existing work faster, but fundamentally rethinking what people and organizations can accomplish.

Listen For

AI as an Amplifier: Expanding human capabilities rather than simply replacing tasks.

Augmentation vs. Automation: Determining where technology should support people and where it should perform routine work.

Strategic Reinvention: Identifying new opportunities created by rapidly advancing AI.

Human Differentiation: Understanding which capabilities become more valuable as AI becomes more powerful.

Zack Kass

Reflect On

How are we identifying work that AI could help improve, and what are we doing to prepare people to use the time and capacity it could release?

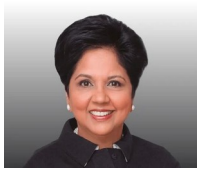
Act On

What are two practices that need to change to turn AI possibilities into useful improvements for our people and organization? Which one should take priority?

Second Mountain Connection

People → Process → Technology, in that order.

Indra Nooyi



08 / NOV 5 | 1:45–2:45 PM

Big Idea

Sustainable performance requires leaders to balance business results with purpose and people.

Listen For

Performance with Purpose: Integrating long-term organizational health with financial success.

Courageous Transformation: Challenging established practices without abandoning organizational identity.

Talent Development: Making people feel valued while expecting exceptional performance.

Long-Term Thinking: Making decisions today that strengthen tomorrow's organization.

Indra Nooyi

Reflect On

How are our current decisions balancing short-term performance with long-term purpose, and what are we doing to bring our people into that transformation?

Act On

What are two decision-making or people leadership practices that need to change to better align performance with long-term purpose? Which one should take priority?

Second Mountain Connection

Values-based culture as a driver of organizational performance.

Dr. Kai-Fu Lee



09 / NOV 5 | 2:45–3:30 PM

Big Idea

Artificial intelligence will transform industries, but organizational success depends on how effectively leaders adapt.

Listen For

AI Transformation: How AI changes business models and competitive advantage.

AI Agents: Moving from tools that provide answers to systems that can execute multistep work.

Human–AI Collaboration: Redesigning work around complementary strengths.

Future Readiness: Building the adaptability necessary to respond to technological disruption.

Dr. Kai-Fu Lee

Reflect On

How are we rethinking whole processes for an AI-native organization, and what are we doing to define the roles people and AI should play?

Act On

What are two operating practices that need to change to support that process redesign and the contribution of our people? Which one should take priority?

Second Mountain Connection

Developing adaptable leaders who embrace innovation without compromising values.

Omar Johnson



10 / NOV 5 | 4:00–5:00 PM

Big Idea

The strongest brands create emotional connections that transform customers into advocates.

Listen For

Business to Human (B2H): Understanding the human being behind every customer interaction.

Authentic Storytelling: Creating emotional connections through purpose and shared identity.

Brand as Culture: Understanding how internal organizational behaviors shape external reputation.

Customer Experience: Turning ordinary interactions into memorable experiences.

Omar Johnson

Reflect On

What are we doing now to understand the human needs our brand should serve, and how consistently does our customer experience deliver on that promise?

Act On

What are two customer experience or marketing practices that need to change to better align our brand promise with what people experience? Which one should take priority?

Second Mountain Connection

Raving Fans and the relationship between values, behaviors, culture, and performance.

VIP lunch conversations

Before lunch

What is the one question I most want to ask? What context will help the speaker give a useful answer?

During lunch

Capture the speaker's insights and the people you meet in your Notes app.

After lunch

Who should I reconnect with? What did I commit to do?

Confirm speaker participation and logistics with the event team.

Your 30 day action plan

Choose one primary commitment and up to two supporting actions. Record your plan in Notes.

Heart

What matters enough for me to change, and who will benefit?

Head

What assumption will I test, and what evidence would change my mind?

Hands

What will I do differently in the next 30 days? State one observable commitment.

Make room

What will I stop, reduce, or defer?

Commit and begin

Define success

Record your starting point, desired result, evidence or measure, and review date.

Accountability

Choose a partner and schedule your first check-in.

Days 1–3

Share your commitment with the people affected. Agree on the first step and success measure.

Days 4–7

Complete the smallest useful test. Record what happened.

Learn and sustain

Days 8–14

Ask for feedback and compare results with your starting point.

Days 15–21

Refine your action and repeat it in the relevant setting.

Days 22–30

Decide what to continue, change, or stop. Share the result.

At day 30

What changed for the people I lead? What evidence supports that conclusion? What is my next commitment?