

Mastering vision and execution to build a better world

January 2026

THINK BIG, START SMALL, LEARN FAST.

If you have this handbook in your hands, it means you have taken part in one of our in-person seminars. You are therefore able to decode its many key points.

At the dawn of the 21st century, in order to help repair our damaged world, we have decided to act to transform every nation along four axes: politics, economy, society, and spirituality.

Within the economic sphere, the transformation of companies and their activities must also follow four axes: business processes, economic models, organizational methods, and culture.

To accomplish our mission

Our five guiding preferences and values are humility, modesty, patience, discretion, and obedience.

Whatever happens, we remain united - we live together, we work together like the ten fingers of the two hands - and we prefer the shadows backstage to the spotlight on stage.

Reaching higher levels of consciousness

It is by doing things differently and better that we will access the four symbolic dimensions:

1. Solving problems and meeting challenges
2. Experiencing spontaneous "Eureka!" moments
3. Mastering vision and execution
4. Attaining light, clarity, lucidity, discernment, and wisdom.

We are the collective David facing the allegorical Goliath

Today, we no longer face a giant of flesh and bone. We fight against wrong actions, mistaken behaviors, deviant reactions, and harmful habits.

Goliath is now the allegory of the immense problems and challenges of our damaged world. His four other names could be: *Business as Usual*, *Nobody is Perfect*, *Resignation*, and *Capitulation*.

But together, we shall walk over him with the same confidence, force, courage, and determination that the young shepherd David once showed.

Training the changemakers

The Transformation Managers program unfolds across two levels:

1. Transforming the four axes within the company (online and in-person seminars; manual *From Heaven to Earth*)
2. Transforming the four axes within the nation (online and in-person seminars; manual *Mastering Vision and Execution to Build a Better World*).

Ease and speed are not entitlements; they are not gifts found under a Christmas tree. We must make sustained and intense efforts to earn the success of every project that is close to our heart.

Carrying a real project

A woman cannot give birth if she is not pregnant with a full-term child. Similarly, we cannot help someone succeed if they only harbor dreams or intentions but have no real project.

We can support decision-making and implementation for two types of real projects:

1. The individual project that will transform the personal life of its initiator
2. The large, ambitious collective project that will transform the personal life of its initiator as well as that of the current and future members of his team.

“I am infallible because I am omniscient and omnipotent”

Egocentric people who are inwardly convinced of their own infallibility are self-sufficient and self-satisfied; they do not want to build a better world by bringing real benefits to real people in real life.

They are lamps that hide the sun of wisdom with one hand, the truth will eventually come out one day:

- They need electricity as their source of energy
- They are switched on or off depending on the position of the switch
- The sun shines by itself
- Its lifespan is ten billion years
- The negative emotions of lamps do not concern it at all.

Irritation is a great inner fire.

This fire burns everything that is flammable: matches, paper, cardboard, twigs, small logs, logs, and large logs.

The 2 smallest:

1. Tickles
2. Itches.

The 2 biggest:

1. The scars of severe burn victims
2. The wounds of the hypersensitive whose skin is flayed alive.

This printed handbook, dated and signed by the O. VISION consultant or professor, represents a double promise:

1. Mastering vision and execution in order to build a better world
2. And, incidentally, mastering wealth and power through wisdom.

This fourfold mastery will be achieved through the merit and effort of political, economic, social, religious, spiritual, cultural, and sports leaders - in every nation and internationally.

The time to act is now!

PHILOSOPHY

As long as the space lasts
And as long as beings last
May I, too, remain
To dispel the misery of the world!

Bodhicharyâvatâra, Shantideva (685-763)

Our Mandala and Our Ecosystem

To enter the world of the future, the unique principle is to unite spirit and matter, Heaven and Earth, with:

- Execution to perfection, down to the finest details
- Purification to perfection, down to the subtlest refinements.

Our Purpose is twofold:

1. To repair our damaged world
2. To build a better world.

Our Rule is twofold:

1. Faithfulness and loyalty
2. Whatever happens, to remain together, live together, and work together like the 10 fingers of two hands.

The 4 Reference Circles are named:

1. Unity
2. Harmony
3. Connection
4. Alliances and partnerships.

Life Tests Us and Forges Us

To reach the Great Awakening is to live experiences of emptiness. According to the Dharma of the Buddha, all sentient beings must reincarnate as human beings in order to awaken and become buddhas.

Birth, aging, sickness, and death are the 4 inevitable passages.

From birth to the threshold of death, life strikes; gains and losses alternate with our successes and failures; we accumulate pleasures and pains, happiness and suffering. The moment of death is truly decisive: it is an instant of total powerlessness, of extreme solitude, and of absolute despair. No one in the world comes to our rescue, our ego is shattered into pieces, our past life saves us in no way - whether it was ordinary or extraordinary, full of fortune, glory, and power.

Altruism Is a Personal Truth and a Way of Life

Our daily life offers countless opportunities to help others with kindness and respect for their dignity.

In our ecosystem, we disapprove of scornful disbelief when it is unconsciously used as a posture of superiority toward others. Out of courtesy, we acknowledge this behavior, but we do not rely on those who remain trapped in exacerbated egocentrism.

In Buddhism, the Four Immeasurables are four meditative practices that strengthen inner peace and penetrating vision:

1. Love, benevolence, the wish that all beings find happiness and the causes of happiness
2. Compassion, the wish that beings be freed from suffering and the causes of suffering
3. Sympathetic or altruistic joy, the wish that beings find joy free from suffering
4. Equanimity or detachment, the wish that beings remain equal and at peace whatever the events, good or bad, that they become free from partiality, attachment, and aversion.

The 5 Universal Teachings:

1. Universal Ethics
2. Universal Responsibility
3. Universal Harmony
4. Universal Peace
5. Universal Wisdom.

The 5 Perfections:

1. Self-confidence
2. Self-esteem
3. Great Awakening
4. Triggering of the Great Awakening
5. Authority.

Decoding the 5 Existential Questions

The 5 questions and the 2 secret, intimate inquiries they induce:

1. What is my personal truth?
2. What is my life path?
3. What is my identity?
4. What is my place?
5. What is my mission?
 - Is this the right moment? Do I have a window of opportunity?
 - Am I in the right situation? Do I have the capacity for execution?

Seeing and Understanding on Monday, June 23, 2025

Life holds the agenda, along with destiny, providence, and justice:

- The moment is favorable or not:
 - o We cannot force the decision
- The situation is favorable or not:
 - o Expertise and execution capacity are cumulative.

We exist in and of ourselves, and not in relation to someone, nor against someone:

- Our collective truth:
 - o We are the 10 fingers of two hands
- Our life path:
 - o We repair our damaged world
- Our identity:
 - o We create wealth to eliminate poverty
- Our place:
 - o We work behind the scenes
- Our mission:
 - o We solve problems and meet challenges.

Experiencing Inner Eureka! Moments Every Day

The Eureka! is an inner astonishment that arises unexpectedly, without particular anticipation.

It often leads to discoveries of scientific phenomena. In popular culture, the two most famous Eureka! moments are buoyancy (Archimedes) and gravity (Newton).

The initial stage is openness, which is the sine qua non condition for the occurrence of inner Eureka! moments, extremely deep and subtle.

This openness is called to become as natural and automatic as breathing.

It will be attained through 3 intensive and rigorous trainings or 3 practices of excellence:

1. Non-attention, which is beyond the perfection of attention
2. Non-posture, which is beyond the perfection of posture or behavior
3. Non-fixation, which is beyond the perfection of the unshakable stability of a mountain.

The mind must not be fixed upon:

1. Form, the object of sight
2. Sound, the object of hearing
3. Smell, the object of the nose
4. Taste, the object of the tongue
5. Touch, the object of the skin
6. Thought
7. Emotions.

Spontaneous or Assisted Eureka! Moments

How do we suddenly discover, for the first time, a timeless aspect of the reality of life and the world?

Through a fortuitous awakening, we finally see and understand this aspect thanks to an inner Eureka! moment, whether spontaneous or assisted!

With intensive and rigorous training, we master the 5 logical and chronological steps of action:

1. To see
2. To understand
3. To know
4. To be able to do
5. To have done.

CULTURE

Truths and Life Paths

Each person's thoughts, words, and actions align with their personal truths and life path. This is natural and legitimate.

However, human beings find it difficult to assimilate knowledge that contradicts their truths. Therefore, it is futile to present new realities and try to convince them to engage in actions without proven added value.

Silence is golden because it communicates more and better than words. In our spectacle-driven society, beliefs, illusions, and lies are like drums: noisy... but hollow.

Execution to Perfection and in Every Detail

Execution must match the highest and most comprehensive vision. Strategy, tactics, logistics, and basic tasks must therefore align with the philosophy, culture, and policies of new regenerative mission-driven enterprises.

Businesses may make mistakes or commit faults that negatively impact society and the environment. They must become aware of these and correct them immediately: *Errare humanum est, perseverare diabolicum!*

A common risk in executing complex projects is getting stuck at the draft stage due to the degradation of the initial ideas.

Training and Deepening

Humans are equal in rights and duties but are never identical clones.

Like the human body, composed of complex and diverse organs, states, administrations, businesses, and civil society are organized according to the principles of specialization and, where possible, redundancy.

The Skin as Protective Envelope

Our body is wrapped in skin, which protects our nervous, hormonal, respiratory, digestive, arterial, venous, lymphatic, urinary, reproductive systems, as well as our tissues, bones, joints, and also our consciousness, mind, and emotions.

Similarly, our collective body is protected by the structure in which we work as employees or volunteers: a company, public administration, local community, NGO, etc.

Thinking and Reflecting: Tedious and Exhausting Activities

Humans like to talk without truly thinking or reflecting deeply.

Questions are vital and essential.

Answers depend on partial and fragmentary information and, above all, evolve over time.

Ultracrepidarianism is the behavior of giving opinions on subjects outside one's competence.

The *Dunning-Kruger effect* is a cognitive bias whereby the least qualified individuals in a group tend to overestimate their skills in a domain.

AI can think and reflect without psychological blocks or self-censorship, producing immediate answers that surpass laborious human collective intelligence deliverables.

Yet it still lacks discernment. Final decisions must therefore be made by humans.

Facing Trials and Storms

Transforming a business, country, or the world means managing the human factor - interacting with people who:

1. Reject anything not "Invented by Them"
2. Oppose with disbelief
3. Object skeptically
4. Minimize the achievements of others out of jealousy
5. Do nothing themselves out of laziness but try to hide the efforts and successes of others.

Not Trying to Do Everything Alone

Past and present events around the world are valuable lessons for the future:

- Our world is volatile, uncertain, complex, and ambiguous
- Its extreme complexity cannot be explained with simplistic formulas.

The clear and precise rule is: *Do not try to do everything yourself*:

- It is essential to voluntarily renounce everything outside our mission
- Proper execution is taking on half the potential and leaving the other half to others
- Better execution is handling 1% of the potential and leaving 99% to others
- Those responsible for the 99% who succeed should rightfully be congratulated and rewarded
- For example, a CEO does not personally fly planes or transport passengers.

Rely Only on Ourselves

For decades until March 2025, we relied on others to solve problems and address challenges, locally and globally. It was mission impossible.

The unwritten rule: humans do half the work. Life, destiny, providence, and justice provide the missing half - but with no guarantees.

Why rely solely on ourselves?

Parents educate us. We eat, drink, and sleep to grow. We learn to walk, run, speak, and write by imitating parents, adults, and peers.

Even in an interdependent world, we must develop autonomy.

If fortunate enough to follow great masters who guide us, we remain our own strongest support:

1. In the past, our masters did not act for us
2. In the present, they do not act for us
3. In the future, they will not act for us
4. They approve, support, and bless us
5. They pray for the success of our actions and efforts

Our purpose is to do what we must in this life on Earth. We fulfill our mission by progressively taking on the roles entrusted to us - periods of learning and preparation. We learn more from failures than successes, gradually improving our ability to anticipate and avoid problems and disasters.

We must not stagnate in laziness or passivity, refusing intensive and repeated effort.

Otherwise, we become passive victims whom no one listens to or follows.

True leaders walk ahead and guide teams who admire, love, and obey them. Their behavior is genuine and just, serving as examples and models for action.

The Lion and the Tiger

Buddha is compared to a lion, and his teaching of Dharma to the lion's roar. In contrast, superficial ideas, theories, and concepts reflecting ultracrepidarianism or the Dunning-Kruger effect are mere meows.

In Asia, the tiger is considered the master of the forest. But if the tiger does not roar, the forest does not lack a master (Variant: the tiger's silence does not mean the monkey rules the forest).

Stars and Locomotives

Art-house films remain niche. Popular films fill theaters for weeks because of the stars.

The difference lies in intention and ambition:

- What story do we want to tell?
- What audience do we want to attract?

If ambition is high, stars and locomotives must be mobilized to achieve the set goals.

Opportunity and Potential

A spontaneous "Eureka!" experience allows immediate recognition of opportunity: understanding, knowing, ability to act (potential), and later, achievement.

To cultivate this, we maintain openness to unexpected inspiration, especially when solving unprecedented problems or facing major challenges.

Every day is new, offering new "Eurekas!" - time and opportunities must not be wasted.

We often see colleagues or loved ones ignore opportunities, losing chances to gain knowledge, skills, and develop potential.

This is life's hard reality: everyone follows the path dictated by their personal truth.

Ultimately, in a puzzle, each piece has a unique shape, place, and function. One of our core principles: no one is excluded or left behind.

Living Real Life

AI helps produce work documents quickly, providing rich, relevant answers from constantly updated online knowledge bases. But even the best virtual documents often bring no practical benefit to real people in real life.

Living means creating added value and tangible results daily.
Those who act and succeed are congratulated and rewarded.

Think Big, Start Small, Learn Fast

As adults age, they often stop learning and progressing, living and working as usual, stagnating unconsciously. They may envy younger people's successes and rejoice in their failures - proof of returning to fundamental ignorance.

Reconnect with youthful ideals. Rediscover the energy and optimism from when a better future seemed possible despite obstacles.

The Peter Principle in Real Life

According to Peter, in a hierarchy, employees rise to their level of incompetence, eventually occupying positions they cannot fulfill.

Up to Level 3, effort and merit are 100%. We learn, grow, and succeed by acquiring knowledge, skills, and experience repeatedly.

However, great potential suffers from trivialization, mutilation, and reduction, pulling it downward. Individual bubbles and collective silos trap us in darkness, illusion, error, lies, and imposture:

- We overestimate ourselves and underestimate others
- We overestimate others and underestimate ourselves

Above Level 3, effort and merit are 50%. Life sets the agenda, guided by destiny, providence, and justice:

- Humility, modesty, patience, discretion, obedience
- Authenticity, legitimacy, authority, sincerity, gratitude.

Our Shared Destiny

All beings are born, live a limited time, experience aging and illness, and eventually die. Likewise, civilizations arise, develop temporarily, decline, collapse, and disappear - an unavoidable fate.

From these observations, we draw two lessons:

1. In light is hidden darkness
2. In darkness is hidden light.

The first, pragmatic, often leads to pessimism expressed in greed, violence, selfishness, and distress.

The second, utopian at worst, always justifies humility, modesty, patience, and hope. We choose the latter as our guiding truth, keeping it deep within. It is the source of our love, strength, courage, determination, and perseverance.

Despite tragedies and suffering, we harbor sparks of joy and happiness that will one day become great flames in a better world governed by kindness, sobriety, solidarity, and diversity within unity.

What We Do Not Yet Have and Absolutely Want

We make no effort for what we already have. But we make all necessary efforts when we clearly see what we lack.

Determination links vision to execution:

- Vision
- Determination
- Execution
- Speed
- Scaling.

Project leaders live with their objectives 24/7.

Execution levels determine the impact of projects benefiting real people in real life:

Levels 3 and 5. Without execution, there is no project!

The Devil is in the Details

At the start of major, high-stakes projects with tight deadlines, specialized teams are mobilized for optimal speed. Then full forces are deployed for scaling: vanguard, main army with flanks, engineers, logistics, and rear guard.

Without proper organization, there is no efficiency or optimization!

The Three Times of Life

Human life consists of past, present, and future.

Birth is the transition from intrauterine life to independent life, with fragility, vulnerability, and mortality.

To be born is to move from past to future. The present is precisely this transition between yesterday and the unknown tomorrow.

For large-scale initiatives or complex, high-stakes projects:

1. Past: from intention to will
2. Present: decision and first actions
3. Future: from start to maturity.

A goal is a dream with a deadline.

The First 100 Days

The first 100 days mark the birth of an initiative or project, the performative moment of transforming potential into tangible results: starting and continuing efforts to deliver real benefits to real people.

Practically, the three phases of a project are:

1. Roadmap: conception and gestation; <1% completed
2. Operational plan: childhood to youth; <5% completed
3. Execution to goal achievement: adult maturity; 95% of work remains.

Today is not an eternal, immovable moment requiring change for the sake of change. Today, we build our individual and collective future together!

How to Do Things Differently and Better

We embrace humility, modesty, and patience, letting charismatic personalities take the spotlight. This does not prevent us from creating major impacts and progressing efficiently through intermediate steps.

We embody Unity and Inclusion, learning lessons from human history and contemporary events:

- We fully integrate all that is Not Invented by Us: emergence and disappearance of peoples and civilizations, religions, politics, philosophies, cultures, economic and social phenomena, daily life, etc.
- We neither overestimate nor oversell successes and contributions
- We do not hide the sun with a hand.

The Visible and the Invisible

On March 31, 2025, a riddle was solved, a mystery explained:

- Why do intelligent, reasonable people choose a Stabilo highlighter over a Rolex watch? Why do they prefer the ordinary and disdain the extraordinary? Why cherish normality and discard exceptionality?

In our terms, the Rolex, the extraordinary, and the exceptional have undergone the triple process of trivialization, mutilation, and reduction. They were brought down, then evaluated and compared to the Stabilo highlighter, the ordinary, and the normal.

POLITICS

Reformulation of Our Mandate

We repair our damaged world by rallying the collective David against the allegorical Goliath:

- We deliver real benefits to real people in the real world.
- We access higher levels of consciousness.
- We master both vision and execution.
- We experience spontaneous “Eureka!” moments.
- We solve problems and tackle challenges.
- We create wealth to eliminate poverty.
- We transform the four dimensions in every country around the world.
- We transform the four dimensions within companies.
- We develop today’s and tomorrow’s leaders.

In the Bible, Goliath had no chance against David. Similarly, in the 21st century, the allegorical Goliath cannot stop the collective David.

Our Collective David Advances Against the Allegorical Goliath

We solve the problems and face the challenges of our damaged world, creating wealth to eliminate poverty on the ground in every UN member country.

The collective David will convene to share lived experiences through international, national, and local clubs. All change-makers are welcome, especially alumni of our training programs.

Transforming the Four Dimensions in Countries:

1. Religion and spirituality
2. Politics
3. Economy
4. Society.

Transforming the Four Dimensions in Companies:

1. Culture
2. Business processes
3. Business models
4. Organizational methods.

The Historic Milestone of 2030

By 2030, we will enter the fourth decade of the 21st century, and the goals of Agenda 2030 will only be 15% achieved. Historians will analyze the causes and circumstances that led UN member states to this collective underperformance.

From today, we anticipate Agenda 2045 by renewing the 17 SDGs and 169 targets, with an updated set of 232 indicators. The 17 SDGs will remain to be achieved, but 2045 becomes the new deadline.

Accelerating and Securing Agenda 2045

Anger and frustration are justified but unproductive; inevitable debates over responsibility and blame will only worsen an already dire situation.

All of humanity will need a vital awakening, and we must roll up our sleeves and collectively make the immense efforts now indispensable.

Since no one is required to achieve the impossible, we will act in our place, using our knowledge, skills, and lived experiences, doing our part according to our capacities, wherever we are.

Decide with Courage, Act with Determination, Execute with Perseverance

Our vision is to identify, select, appoint, and support from 2030 onward:

- New leaders aged 40–50 (born 1980–1990)
- New managers aged 30–40 (born 1991–2000).

These leaders and managers will successfully develop initiatives and projects across 170 sectors related to the 17 SDGs:

- They will tackle local and global challenges, deciding with courage, acting boldly, and persisting tenaciously to achieve set goals.
- They will understand and accept reality as it is, doing their utmost at all times.
- They will develop the vision and execution capacity to rise to the tasks entrusted to them.
- They will use their freedom of action, focus efforts, and economize resources to produce major effects that trigger a shift into a new reality.
- They will be guided to discover their own life paths and personal truths, living and acting with full free will and a sense of responsibility.
- They will be encouraged to cultivate authenticity, legitimacy, and credibility grounded in their identity, place in the world, and life mission.
- They will achieve fulfillment by moving beyond the limits of their individual bubbles and collective silos.
- They will nurture within themselves love, rigor, unity, determination, gratitude, and integrity, guided by examples and role models with whom they will share closeness and intimacy.
- Initially contributors in various communities of values and interests, they will ultimately join communities of destiny, becoming full continuators and successors.

In Light, the Limits; in Shadow, the Potential

Within our mandate, the reformulated three key priorities, evaluated daily in each country, are:

1. Identify, appoint, approve, and support “dixtuors”
2. Support large companies, mid-sized companies, and SMEs in their 5–7 year transformation
3. Train managers to transform companies and their activities across the four dimensions.

Change-makers who act and succeed are recognized and rewarded, visible on center stage. Their immense talents, grand achievements, and temporary limitations are seen:

- They embody the principle of 50%.

Founders of major initiatives and creators of major projects operate in the background, initiating their missions while preserving freedom of action, concentration of forces, and resource efficiency:

- They embody the principle of 1%.

In the 21st century, intelligence and espionage leverage AI agents for advanced cyber intrusion. For millennia, in wartime, commanders-in-chief have refrained from fully conceptualizing their brilliant ideas for future battles - especially the final battle - so enemies cannot know them. This is not ridiculous paranoia:

- *"In war, all bad moves serve victory."*
- Sun Tzu's *Art of War* and the Chinese *36 Stratagems* illustrate this principle.
- Commanders know their adversaries have intimate advisors - mages and shamans - who develop telepathic abilities to probe thoughts and dreams.
- They know this because they too have such advisors at the highest level.

Doing Things Differently and Better

We do everything differently and better, with humility, modesty, patience, discretion, and obedience.

To exercise free will and responsibility, we base our identity, place, and life mission on authenticity, legitimacy, authority, sincerity, and gratitude:

1. Love in intimacy
2. Strength in inner life
3. Courage to make decisions aligned with vision
4. Determination to carry out actions
5. Perseverance to achieve set goals.

To grow and succeed, we continuously develop:

1. Self-confidence
2. Self-esteem
3. Agility
4. Initiative
5. A culture of success.

We find within ourselves the strength and courage to take the first step:

1. It is possible
2. It is probable
3. It is certain
4. It is an established fact
5. It is continuity in action until the last day.

STRATEGY

Repairing Our Damaged World

- In Heaven, the Five Perfections are the highest spiritual practice.
- They represent the Great Awakening of Buddhas, Bodhisattvas, and transmission masters.
- On Earth, mastering vision and execution to repair our broken world is the greatest productive capability to bring real benefits to real people in real life.
- It is the embodiment of integrity and authority to solve problems and face challenges, both locally and globally.
- We present the big picture to the *dixtuors* so they can see and understand.
- We convince them so they give their approval.
- They decide and act according to their identity, place, mission, truth, and life path.
- They grow by reaching higher levels of leadership.
- They launch or join high-impact initiatives and large-scale projects.
- They implement the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda on the ground.
- They create wealth to achieve SDG 1 (End poverty in all its forms).
- They experience spontaneous or AI-assisted Eureka moments.
- They seek leverage and domino effects, as well as chain reactions.
- They work on execution speed and scaling.
- They act and succeed; their merits are recognized, and their efforts are rewarded.

Building a Better World Together

- The Five Perfections are like a Toruk in Heaven.
- Mastering vision and execution is like a Toruk on Earth.
- As long as beings remain divided and scattered, we are federators and guardians of unity.
- No matter what happens, we stay together, live together, and work together, like the ten fingers of two hands.
- We let go of egocentrism, illusion, error, lies, and imposture.
- We embody light, clarity, lucidity, discernment, and wisdom.
- When the body grows old, sick, and near death, flaws and weaknesses no longer matter; the urgent priority is to dedicate ourselves to future lineage holders.

Who Does What? How? By When? With Which Resources?

In the mastery of execution and operational action plans, AI cannot replace the change-makers. That is why we begin by selecting, designating, approving, and supporting the *dixtuors* who will be responsible for decisions and actions on the ground.

Egocentrism, Psychological Blockages, and Self-Censorship

Those who act and succeed will be congratulated and rewarded.

But witnesses and interlocutors often:

1. Reject anything not invented by themselves because they do not want others to try and succeed.
2. Oppose with incredulity, as they want others to fail on principle.
3. Object with skepticism, seeing potential causes of failure.
4. Keep the successes and merits of others at a minimal level out of jealousy.
5. Do nothing out of laziness, while attempting to hide the efforts, merits, and successes of others.

Secrecy and confidentiality are necessary to protect against ill intentions and sabotage for as long as possible:

- *"One only emerges from ambiguity at one's own expense"* (Cardinal de Retz, *Mémoires*, 1717).

Exceptional Circumstances in Wartime

An Asian proverb says: *Time and situation create the hero.*

A leader commands 30 to 100 subordinates and knows them all personally:

- Beyond 100, they personally know only a small majority.
- Beyond 200, they personally know only a minority.

The difference between a commander-in-chief and generals/admirals is clear:

- Generals directly command armies of thousands of soldiers, and admirals command air-naval forces of thousands of sailors and pilots.
- The commander-in-chief directly commands only the generals and admirals.

The Three Kingdoms Era in China

The Three Kingdoms of Cao Wei, Shu Han, and Wu dominated China from 220 to 280 after the fall of the Han Dynasty.

The period from 220 to 263 was marked by relatively stable relations between Cao Wei, Shu Han, and Wu. This stability ended with the conquest of Shu by Wei in 263, followed by Cao's usurpation by Jin in 266, and finally Jin's conquest of Wu in 280.

Of all the figures of this period, we focus on four personalities:

1. Zhuge Liang, prime minister of Shu
2. His wife Yue Ying
3. His father-in-law Huang Chengyan
4. His successor Jiang Wei.

Zhuge Liang, undoubtedly one of the greatest Chinese strategists, leaves us a harsh but uncompromising lesson in realism:

- All our efforts will ultimately be in vain if historical timing and circumstances are against us.
- Jiang Wei's final defeat ended Zhuge Liang's attempt to save the Han dynasty.

Now Is the Time to Act

In our broken world, all citizens try to live their best lives, while the most disadvantaged struggle even to survive.

The UN 2030 Agenda and the Paris Agreement, unanimously approved by all 193 UN member states in 2015, are our two roadmaps.

The problems and challenges are known; the priority is to achieve the goals in these documents by launching enterprise transformation initiatives in all countries.

To align business activities with the 17 SDGs while applying regenerative principles, 5–7 years will be necessary.

Once new strategies are adopted by executive committees, operational action plans will need to be developed along five axes: corporate culture, processes, business models, high technology and AI, organizational methods. It is estimated that developing these plans represents 5% of the work; executing them to reach the goals constitutes the remaining 95%.

To support new generations of leaders in this transformation, we have developed high-performance seminars to access higher leadership levels according to Jim Collins' classification:

- Level 1: Grow to be just and true
- Level 2: Grow to contribute
- Level 3: Grow to lead
- Level 5: Grow to decide

To bring real benefits to real people in real life and produce results and impact, mastery of vision and execution is indispensable:

- Alone, we may go faster. Together, we will go truly further.

Approving and Supporting Youth Worldwide

If youth knew, if age could, the world would be ideal.

We have decided to pass on knowledge, skills, and experience to youth so they can avoid, as far as possible, the mistakes made in the past and present, here and now. Adults and elders currently lead and control the world.

Both will eventually hand over power, a process we do not seek to accelerate. Our mission is to optimize society's transition and transformation, each in their place and according to their capacity for action.

We fulfill our task by uplifting high-potential youth and granting them access to higher levels of consciousness and leadership so they can bring about the ideal world they dream of day and night.

When the winds of change blow, some build fortresses, opposing them with incredulity, skepticism, and jealousy; we prefer to build windmills to harness the favorable winds.

TACTICS

Agenda 2030 and the 17 SDGs

Since September 2015, the on-the-ground implementation of the 17 Sustainable Development Goals (SDGs) across all UN member states has been slow, due to numerous and difficult-to-overcome obstacles. Roadmaps have been drafted, but they remain largely aspirational or tentative, as there are no dedicated project teams to execute the corresponding operational action plans.

In our volatile, uncertain, complex, and ambiguous world, public, private, and social actors manage priorities and emergencies on a day-to-day basis and are unavailable to launch medium- or long-term public-interest initiatives. Even when problems are identified and solutions formalized, there is often a lack of courage to make bold decisions and determination to act despite indifference, disbelief, and skepticism.

Wealth Creation as Disruption

Creating wealth to implement SDG 1 (End poverty in all its forms) on the ground is the consensus and the promise.

Where there is a will, there is a way. Who could oppose wealth creation to fight poverty and extreme poverty when homeless people are on the streets of cities worldwide, and humanitarian organizations face growing demands?

Facts are stubborn:

- Monkeys prefer bananas to money, yet money can buy many bananas.
- People in need prefer the fish to the fishing rod, yet fishing allows daily sustenance.

Producing added value, therefore creating wealth, is often perceived as both random and unattainable:

1. The first step is advocacy for wealth creation.
2. The second step is recruiting and training project directors and project teams to oversee the creation of wealth.
3. The third step, creating wealth in all UN member states, will be a long-term endeavor, lasting at least until 2045.

The question of the meaning of action arises much like in the Middle Ages when the Catholic Church mobilized masons to:

- Build walls
- Construct cathedrals.

In all our decisions and actions, how do we move from individual egocentrism to collective engagement, following the proverb: *Alone, we go faster; together, we go further.*

We embody diversity in unity, uniting spirit and body, the spiritual and the material, Heaven and Earth. We do not pit the rider against the horse; rather, we strengthen the symbiosis between them.

Military organizations demonstrate the importance of cohesion between:

- General officers
- Officers
- Non-commissioned officers
- Troops.

Similarly, in companies, performance and excellence are based on coordination between:

- Executives (executive committees, boards, major shareholders)
- Managers
- Employees

In today's world, we continually improve our organizations to make them homogeneous and open systems, rather than heterogeneous and closed ones.

Preserving the Present to Prepare the Future

We aim to embody love, compassion, discernment, and wisdom. We strive to prevent chaotic revolutions arising from the explosion of anger, frustration, rebellion, and hatred in response to extreme injustices and inequalities.

The UN 2030 Agenda and the Paris Agreement are our two roadmaps to ensure no one is left behind. We implement them on the ground through initiatives and projects that deliver real benefits to real people in real life.

Mastering Vision and Execution to Produce Results and Impact

Solving 21st-century problems requires mobilization in every country.

As we start as a tiny, committed, and motivated minority, we will focus our efforts over five years on transforming pioneering companies that choose to align their activities with the 17 Sustainable Development Goals of the 2030 Agenda, applying principles of regenerative living.

In doing so, we do not reduce humanity to the narrow concept of *homo economicus*; rather, we acknowledge that companies produce goods and services daily to sustain the material lives of citizens worldwide.

In today's world, executive committees often operate reactively, with only the most farsighted thinking long-term. To support them sustainably, we help them develop vision and strategy, then construct operational action plans to achieve set objectives.

We advocate leveraging domino effects and disruptive and incremental innovations by pooling consulting-expert resources across five main areas: corporate culture, processes, business models, advanced technology and AI, and organizational methods.

In the bespoke seminars we organize, experienced facilitation teams foster creativity and spark internal *Eureka!* moments - the origins of scientific discoveries and industrial or artisanal inventions.

Caring for All, Especially Future Generations

Future generations are humanity's future, as they will become the leaders who, in due course, hold final decision-making authority. We are committed to promoting gender and opportunity equality by helping the underprivileged access positions of responsibility through sustained effort.

We support them with appropriate initial training to start their careers on solid footing, then accompany their development through executive education programs.

Preparing Leaders of the Next Generations

In the 2001 book *Good to Great*, Jim Collins and his team studied 1,435 companies over 40 years.

This study identified pathways for progress and defined five levels of leadership:

1. Eleven CEOs were identified as Level 5 leaders.
2. The remaining 1,424 were Level 4 or below.

Referring to Jim Collins, we have created high-performance seminars that provide access to Levels 1–5 for men and women at crossroads or facing imminent transitions. These three- or five-day seminars are once-in-a-lifetime experiences, with four levels for an average 40-year career:

- Level 1: Growing to be just and true
- Level 2: Growing to contribute
- Level 3: Growing to lead
- Level 5: Growing to decide.

The Sabotage and Betrayal of Egocentrism

We define egocentrism as the darkness opposed to light:

- Exacerbated egocentrism is the brutal, cruel force of malicious and violent people.
- It is also the greatest saboteur and traitor among naïve, gentle victims trapped between floors in a broken elevator.

Wars Cause Destruction and Bloodshed

Wars are conquests of disputed territories. Victories are temporary, and winners always expect the vanquished to seek revenge.

Wars involve belligerent countries and often neighboring or distant nations forced to accommodate refugee flows. These mass migrations result in integration and assimilation over three generations.

How to Survive in Wartime?

- *“War is made when we want it; it ends when we can.”* - Niccolò Machiavelli, *The Prince*, 1532
- *“Peace is the interval between two wars.”* - Jean Giraudoux, *Amphitryon* 38, 1929
- AI agents can offer perspectives and options but never fully relevant, coherent answers because each individual case is unique.
- History books, literature, theater, cinema, TV, and video extensively depict wars and lived experiences, real or fictional, of soldiers and civilians in all camps: winners, losers, and neutrals.
- Pain, suffering, and sacrifice are bilateral; winners and losers alike endure material destruction and bloodshed, with deaths, mutilations, injuries, and illnesses.

Our Specificity, Originality, and Uniqueness

Talented and attractive people may want to be Number 1 and stay at Level 1. They claim to change everything so that nothing changes. Skeptical or incredulous, they become mired in failure or sabotage.

Our goal is to identify men and women with demonstrated talent and qualities whose very high potential deserves confirmation for the common good of humanity, future generations, and Earth.

Developing the Operational Action Plan over Five Years

Radical, in-depth transformation of companies and their activities is a long-term endeavor of five to seven years.

- This transformation is necessary for three reasons:
- Rapidly evolving market constraints
- New regulatory directives
- A VUCA world (Volatile, Uncertain, Complex, and Ambiguous)

Pooling Expertise Resources

To accelerate and secure the development of operational action plans aligned with a company's mission, objectives, and strategy, we bring together project teams from multiple companies in a participatory, creative, five-day residential seminar. They autonomously and concurrently develop their respective action plans, supported by multidisciplinary, experienced consulting experts.

Project teams consist of:

- One steering committee member
- The transformation director responsible for oversight
- Transformation team members
- Specific transformation leaders
- Three to five participants per company (maximum ten participants)

The Current and Future VUCA World

Forecasts indicate that the VUCA dynamics will intensify rather than abate. Current trends suggest that instability and uncertainty will continue to evolve due to multiple major factors.

Increased Volatility from Successive Crises

Economic, health, geopolitical, and climate shocks will exacerbate volatility:

- Geopolitical tensions (wars, trade conflicts, strategic reorganizations)
- Financial market instability and rising systemic risks
- Environmental crises disrupting supply chains and the global economy
- Rapid technological changes transforming business models and jobs.

Persistent Uncertainty Amid Rapid Transformations

Companies and governments must navigate an increasingly unpredictable environment:

- Work and economic transformation accelerated by AI and automation
- Planning complicated by new business models
- More frequent, unpredictable political and legislative changes
- Rapidly evolving consumer behavior driven by crises and emerging trends

Exponential Complexity from Global Hyperconnectivity

Interactions among economic, ecological, technological, and social factors are increasingly complex:

- Digitalization creates heightened global interdependencies
- Social networks amplify polarization and instant opinions
- Regulations vary across countries, complicating international decision-making
- Local crises can quickly become global (COVID-19, war in Ukraine...)

Ambiguity Amplified by Information Overload and Rapid Value Shifts

Interpreting events and distinguishing truth from falsehood becomes more difficult:

- Rising fake news and information manipulation complicate decision-making
- Traditional management and leadership models are challenged
- Rapid cultural and societal shifts require constant adaptation by companies and governments
- New technologies (like generative AI) raise ethical and philosophical questions without clear answers.

Adapting to the Future VUCA World

In response to accelerating VUCA dynamics, several strategies are emphasized:

- Agility and resilience: develop organizations capable of rapid adaptation
- Anticipation and foresight: rely on evolving scenarios to minimize surprise impacts
- Continuous innovation: promote flexibility and digital transformation to stay competitive
- Adaptive leadership: cultivate a culture of change and "test and learn"
- Collective intelligence: encourage interdisciplinary collaboration to manage complexity

Individuals and organizations that adapt, anticipate, and leverage this dynamic in a VUCA world will gain a strategic advantage.

LOGISTICS

“Blood, toil, tears, and sweat”

- *"I have nothing to offer but blood, toil, tears, and sweat"* is the promise Winston Churchill made in his speech to the House of Commons on May 13, 1940, as the new Prime Minister of His Majesty's Government.

How do executive committees decide on a 5-year transformation?

Transformation is neither a priority nor an urgency for most companies. In a market economy, general meetings, boards of directors, and executive committees are usually focused on financial results. These results influence analysts' recommendations, which in turn impact the stock price and therefore the market value of the company.

Effective from January 1, 2024, the European Corporate Sustainability Reporting Directive (CSRD) sets new standards and non-financial reporting obligations for all large companies (i.e., meeting two of the three following criteria: more than 250 employees, over €50 million in revenue, or over €25 million in total assets). The objective is to develop a sustainable and socially responsible economy. De facto, sustainability leaders hold the keys to the solution.

Why transform companies within 5 years?

- **The Grand Ambition:** what we do not yet have and absolutely want to achieve
 - o We make no effort for what we already have
 - o We deploy all our efforts when we clearly see what we do not have
- **New regulatory constraints:** we cannot continue as before in dealing with authorities
 - o Major market competitors comply with regulations
 - o Many customers and the general public consider brand image and reputation, in addition to price and quality.

Denying the importance of annual net income leads to a dead end

1. Only leaders of family-owned businesses can prioritize long-term profitability
2. Leaders of private companies are accountable for annual financial results to shareholders' meetings; they can enhance and must justify these results considering market conditions

It is essential that the process for developing operational 5-year action plans using the “**Eureka! method**” be carefully explained to ensure it is well understood. Key elements and arguments:

- The UN **Agenda 2030**, with its 17 SDGs, 169 targets, and 232 indicators, is the shared ambition of all member states for a sustainable world, integrating economic, social, and environmental solutions
- Following the **Paris Agreement**, it sets objectives to counter climate change
- It also sets objectives for biodiversity protection and restoration
- It translates into real benefits for real people in real life
- Achieving the 17 SDGs is a marker of a better, peaceful, and united world
- Beyond states, all public and private organizations, as well as individuals, can act to achieve these ambitious goals
- Your company is a member of the **Global Compact – France Network**
- This voluntary membership demonstrates your personal commitment to change your company, the French economy, and society as a whole
- It is time to take action on the ground by aligning your activities with the 17 SDGs
- Developing and executing the operational plan over 5 years will enable your company to reach the objectives it sets according to its sector
- Five main areas will be addressed simultaneously, consistent with systemic and complex thinking: corporate culture (including mastery of execution, i.e., skills development and team cohesion); processes; business models; high technology and AI; organizational methods
- During our **5-day residential seminar**, you will develop your operational plan with the help of 5 expert consultants present at all times
- They will remain connected to colleagues for additional expertise or experience sharing
- An experienced facilitation team will ensure efficient and productive problem-solving
- The **Eureka! method** will bring clear, precise, and sometimes obvious answers from confusion and uncertainty
- All participants will experience spontaneous or guided **Eureka! moments**
- The joy and enthusiasm experienced will be contagious
- Each **Eureka!** will strengthen self-confidence, increase ambition, and develop agility
- The key is to ask the right question: each right question leads to a **Eureka!** and the right answer
- Speed and scalability will also be addressed
- **The Big Idea, The Right Strategy, and The Unique Promise**, the first three key points, will be revisited and validated
- At the end of the 5-day seminar, the building blocks of the operational plan will be clearly identified and defined
- Writing the plan, which will take several weeks, will follow, leading to the start of execution
- Employees will know who does what, how, by when, and with what resources.

How to execute the operational plan?

We listen to opinions and acknowledge differences and divergences.

We recommend **4 key success factors**:

1. **Methodical**: systematic and firm, like the hand of a surgeon that never trembles
2. **Precise**: like Swiss master watchmakers producing high-end chronometers
3. **Coherent**: like puzzle pieces forming a complete image
4. **Patient**: because time must be given to time

Everything depends on execution until objectives are achieved.

In complex projects with major stakes and tight deadlines, effort distribution is **5% for plan development and 95% for execution**.

By general consensus, the greater the project's complexity and scale, the higher the risk of failure.

Developing transformation plans in 5 days

During the 5-day development of a company transformation plan, structured responses will define the seminar's framework and guiding principles. The four axes will be addressed during the same seminar.

Secondary benefits:

- Managers and transformation team members will have relevant and coherent frameworks for the four axes
- Five days of hands-on workshops will allow teams to focus on key points without dispersing into Brownian disorder
- Flow and speed will be achievable without counterproductive confusion caused by impatience or haste.

O.VISION Consultants

Founded in January 2011, O.VISION, a consulting and training firm, has been developing for over 14 years activities aligned with its purpose and mission:

- Create value to generate wealth
- Implement creativity, innovation, and operational excellence
- Seek leverage, domino effects, and chain reactions
- Generate impact on national economies by supporting large enterprises, mid-sized companies, and SMEs
- Notable observed firms: McKinsey, BCG, Bain, Accenture, Roland Berger, Capgemini, IBM Services, Infosys.

O.VISION Academy

O.VISION Academy, the training arm of O.VISION Consultants, works to:

- Train today's and tomorrow's leaders
- Elevate managers (see right-hand scale)
- Develop self-confidence, self-esteem, agility, action-oriented mindset, and success culture
- Integrate motivated, high-potential underprivileged youth
- Prestigious universities observed: Harvard, Columbia, Stanford, Oxford, Cambridge, INSEAD, IMD Lausanne, Tsinghua Beijing

Admiral Olivier Lajous' three analogies

- **SDG Champions** emulate officers performing essential functions in aero-maritime operations from sea to land
- **SDG Leaders** emulate ship captains advising headquarters and commanding ships deployed worldwide
- **SDG Governors** emulate admirals forming the headquarters and commanding maritime forces and zones

From the base to the top

In *Good to Great*, Jim Collins defines 5 levels of leadership:

After selecting 1,435 high-performing companies, he analyzed their 30-year performance over 5 years and determined that 11 reached true excellence.

To identify key success factors, Jim Collins and his team developed original concepts, often using metaphors (e.g., hedgehog). They concluded that **Level 5 leadership**, combining humility, modesty, and unwavering determination to do whatever is necessary to make a company great, is essential.

O.VISION's purpose is to invert this distribution for 1,435 companies:

- 1,424 Level 5 leaders
- 11 Level 4 or lower leaders

O.VISION recommends:

- Executive committees to master vision and execution
- Boards of directors to identify and appoint Level 5 CEOs

We avoid Level 4 leaders:

- They perform well short- and medium-term
- They will quickly wear out and need replacement

We have **three main targets in companies**:

- HR for good recruitment and corporate culture
- Boards to select Level 5 CEOs
- Major shareholders to appoint directors capable of finding Level 5 CEOs

Shoemaker, stick to your last

Clarifying levels of knowledge, skill, leadership, awareness, integrity, and authority, our scale is:

- **Level 1:** Highly capable individual contributing productively with expertise and best practices
- **Level 2:** Contributing team member helping achieve collective goals, working well with others
- **Level 3:** Competent manager organizing people and resources effectively to achieve objectives
- **Level 4:** Effective leader driving pursuit of a clear, compelling vision, guiding the group to high performance
- **Level 5:** Great leader building sustainable greatness through personal humility and ambitious determination

A way of living and working

We constantly integrate the **four characteristics of the exceptional**:

1. Experiences engaging all five senses
2. Beauty and elegance
3. Excellence approaching perfection
4. Rarity, even exclusivity

DAILY TASKS

Trapped in a Broken Elevator Between Two Floors

We each live in an individual bubble and a collective silo.

The moment we stop learning and progressing - because we no longer acquire new knowledge, new skills, or new lived experiences - it's as if the individual bubble has become airtight: we are trapped in a broken elevator between two floors.

In real life, victims of elevator breakdowns are relieved when a maintenance technician arrives to rescue them.

At the intellectual level, an extreme case can last decades or even a lifetime:

- *"Outside the doctrine, there is no salvation!"*
- A monolithic ideology is like an impregnable fortress
- Convictions and beliefs become immutable dogmas
- Criticism and objections are rejected on principle

Why 1% is Better Than 50%

Human beings rightly claim full credit for their efforts and personal merits.

Level 5 leaders, according to Jim Collins, build enduring greatness through a combination of personal humility and ambitious determination.

Criticism is Easy, Art is Difficult

We exercise our free will and responsibility with:

- Wisdom
- Understanding
- Knowledge
- Love
- Rigor
- Truth
- Determination
- Gratitude
- Integrity
- Authority

The mind at peace

- Understand by oneself
- Guess hidden feelings
- The right view, neither stop nor permanence
- Five empty aggregates
- Abandoned ego
- Erase one's own story
- Undoing the links
- Cut clearly
- Give without ever taking back
- Follow the least taken path
- Live an ordinary life

- Not counting the treasures of others
- Fear the causes and not the effects
- Nothingness and the fatality of the sky and the earth

Think of the future

- Carry out one's duty
- The splendid perfection of good
- Ambition, capacity, intelligence, virtue
- Establish dignity and then win the merits
- Guard and protect the precepts
- Take care of trees for their fruits
- Benevolence, compassion, non-indifference
- Tolerance and indulgence
- Never contemptuous or ungrateful words
- The cold indifference and cynicism are weak points
- Accept the disadvantages and the inconveniences
- The easy successes do not last
- Stay and retreat according to the situation
- Being careful with manipulating consciousnesses

Successes and failures

- Cross big waters
- Believe in what one does
- Solve the fundamental problems
- Persevere until completion
- The obsession of nothingness leads to passivity and defeatism
- Every day is a new day
- Move forward and move back according to the moment
- Seize the opportunity to draw the sword
- Enter the cave of the tiger to catch its cubs
- Victories and defeats
- Unifications and dispersion
- The silkworm eats the leaf of the mulberry tree
- Apprehend the essentials through the broad vision
- Not to miss the big deal because of the secondary details
- Unify by fragments and then unify the totality
- Fight with intelligence and not with strength
- Stone-faced, no visible feelings
- Manage the state machinery rather than managing the population directly
- Dynamic and solid organization
- Promote talents
- Mobilization of the committed intellectuals
- The ground to deploy, the time to consolidate
- Vanity of excessive quality
- Not to exhaust one's strengths or possibilities
- Too many simultaneous responsibilities is harmful
- The noble and just cause
- The value of wise advice
- The excess of familiarity becomes disrespect
- The screams and the crying of woman and children break the spirit of the hero
- One reaches the capacity after failed attempts
- Âm dương ta huu quang quý mã

WHEN AND WHERE WILL YOU TAKE OFF?

Speed and scale

At any time, you can speed up and secure your current project.
If you don't feel like changing, you will continue the activities, as usual.

But if the time has come to pivot, then the right questions need to be explored further through iteration:

- What is the real project of our dream and imagination?
- What will be our new roadmap in terms of ambition, goals and objectives?
- We are at point A, where will the new point B be?
- What strategy to make a new start?
- What 5-year operational action plan should be developed together by integrating the transformation of activities according to the 5 axes: processes, business models, high technology and AI, organizational methods and corporate culture?
- Who does what? How? For when? With what resources?

To achieve the new goals set, you need to master the vision and execution to deliver results and impacts. Efforts to clarify and clarify the key points are essential.

To get to the new destination, when and where will you take off to pick up speed and scale?