



Stanford eCorner

Magician Leadership [Entire Talk]

Ferdinando Buscema, *Magic Experience Designer*

May 29, 2013

Video URL: <http://ecorner.stanford.edu/videos/3168/Magician-Leadership-Entire-Talk>

Magic experience designer Ferdinando Buscema brings an engineer's background and a performer's flair to this call to all entrepreneurs to think like a magician to achieve the impossible. Drawing from a rich variety of sources including psychology, the arts, and magic performance, Buscema illustrates a new leadership archetype for the 21st century.



Transcript

Thank you. So thank you for inviting me. My name is Ferdinando and as Tina said I am a magic experience designer, which means that I design magical experiences, weaving my two professional backgrounds as a mechanical engineer and as a performing magician or conjurer. And so what is a magic experience. In my mind, a magical experience is an experience where I basically design context and spaces where people can experience something surprising, something unusual, something magical, something that brings you into out of your normal context and hopefully you are going to catch new slices of reality that were not under your radar in the first place. Which is hopefully what is going to happen in the next 45 minutes or so. The so the title of today's talk is The Magician Leadership and basically it means what it means to think and act like a magician. So we are trying to address the issue, the idea of leadership and how its been evolving in the last few years and hopefully it will be an entertaining experience for you. So let's start with the Twitter version of this talk. A magician leader is someone who is able to navigate reality in an artful way, open to possibilities, keeping his mind open to what is going to happen for the benefit of the whole.

So this is the concept we are going to elaborate upon. Now the basic assumption is that let's start with an image. First of all let's address the elephant in the room, why would we use the word magic or the word magician because if you bear with me till the end of it the language of magic is a very rich language that allow you to conceive and to manifest magical things. So basically it's a language that will allow you tap into the unordinary slices of reality. Now if we chart like you see the spectrum of the electromagnetic field, basically what you can hear and what you see, it's a very tiny slice of the full spectrum. So put it in another words, our ordinary experience so what we see and what we hear it's a very tiny slice of what exist, which we generally are not able to access. So to put it in a different way, this image is another way of tapping into the idea that there is a huge share of reality which we do not know and we are not even aware of it and talking about magic is a way of accessing the rest of the unexplored possibilities. So talking about the language of magic is another way of going outside our comfort zone just because magic is exactly where it's going to happen, outside our comfort zone. Now we know that our model of reality is made up of many pieces that are useful for us to navigate reality but at the same time we use many assumptions many of which are useful but many of other are supposed to be called into question to go beyond them. So let me share with you this piece of video created by an English psychology professor called Richard Wiseman who is also magician and most of his work lies at the boundary of perception, psychology and magic.

So take a look at this, this is what we mean when we talk about assumptions. Well this is a playful and fun and visual way to remind ourselves that this is also besides this three-dimensional illusion, our perception of reality is made up of many assumptions and we are here to try to question some of that. Now to put it another way to use a quote by the English visionary poet William Blake, may god us keep from single vision and Newton's sleep. So according to Blake, Blake was particularly angry with Newton's discoveries on optics because he thought that Newton somehow reduced vision only to its mechanical and

physiological aspects while Blake thought that vision is something broader and we are here to see how we can see beyond and to see beyond is not - doesn't happen through our own eyes. So one of the most we're going to talking - I am going to reveal you a few secrets of magic which I consider such and in order to discover some of these secrets that will allow us to see beyond and then find some sort of connections with the idea of leadership. One of the most powerful tools to see beyond our normal reality, it's the arts. So the power of the arts, especially in the last few years is becoming mainstream as an important tool to nurture leadership. So the idea - the aesthetic experience is considered an important ingredient, not just a nice to have but an important ingredient to complete your whatever leadership means to lead yourself and others in ways that are new compared to the past. So we know that in the past years leadership meant something quite pretty straightforward. The leader gave directions or instructions and someone else executed that.

Nowadays to be a leader means something more complex and to be in tune with the timings that we are leaving in, we are addressing the issue of leadership in new ways. So the idea of - the power of arts is definitely a very important ingredient just because as Oscar Wilde said that what we see and how we see it depends on the arts that have influenced us. So it's historically, a training in the liberal arts has been considered fundamental ingredient to see reality and to expand your perception of it in ways that are totally magical. I recently came across an interesting paper, from the American Journal of Medicine. And basically the title of this is 'The use of fine arts to enhance visual diagnostics skills'. So this is just one of the many papers that address the fact that exposing yourself to arts in whatever format will allow you to become more sensitive to the complexities of reality and transcend the more superficial aspects of it. So according to the study, the medicine students who have been exposed to arts in a very specific way increased by 25% their diagnostic skills. So this is one of the few quantitative studies that pointed towards how very practically been exposed to arts will enhance your reading of the world and in this case how you can interpret a patient situation. Now the fact that the arts can have an impact on how we see reality and how we can incorporate arts in our professional life, in this case I just want to quote Steve Jobs and this is basically - by the way this is the cover of the Economist, the first cover of the Economist since Steve Jobs died and they titled The Magician. Of course it's a tribute, of course very well known the impact of Steve Jobs had on our culture, on his whole.

Now let me just quote this piece straight from his words. Now it's already a known fact that this separation between arts and science is something wrong. Basically there is not - it's not two opposites and I found it beautifully captured, the essence of this idea, in the words of Buckminster Fuller, who said that when I'm working on a problem, I never think about beauty, but when I've finished, if the solution is not beautiful, I know it is wrong. So this is another way of trying to address the fact that exposing yourself to arts and beauty in whatever format, it's a very key ingredient to bring the concept of leadership, personal leadership towards others, to its next level. Now this is the moment of the trivia of the day. Did you know that some point around the 16th century, some of my European ancestors thought that California was as a matter of fact an island? I found this piece of information quite interesting and by the way, this has been a long held misconception that went viral, well, whatever viral meant at that time, and people stick to it. Now I find maps pretty fascinating tools. Maps are fascinating tools to make sense out of external reality and to navigate into reality. Well, nowadays all the maps that we have to chart external reality are quite accurate. As a matter of fact, very few reality - very few maps to make sense of our evolving social and cultural background are meaningful.

So it's always more and more difficult to draw maps to make sense out of a very complex evolving landscape. Now as some would say, we live in a VUCA world. Have you heard the word VUCA? Taken from the military jargon and now drawn in to the corporate world, VUCA means a world which is volatile, uncertain, complex and ambiguous. So basically all our certainties are kind of evaporated. And in order to survive and to thrive in such an environment, we don't need a more complex model. We don't need a more refined, a more sophisticated map. What is useful to survive in this kind of environment is a concept called negative capability. Now the idea of negative capability is a creation of the English poet John Keats. According to John Keats, negative capability is the ability to live into uncertainties, to live into mystery, to process and to conceive opposite ideas and nonetheless be able to function. So negative capabilities, the ability that can be trained to stand in a moment of uncertainty where you don't know - you don't have any much certain reference points and nonetheless being able to stand into it and be able to function.

Now this is another interesting study. Well, in the literary - in the field of management literary, there are multiplicities of studies addressing the fact that nowadays a good manager and a good leader is someone who is able just to stand into a situation without much certainties and be open and being able to navigate into this waters in a comfortable way. So the idea of being - standing open to what's happening, to what's going to happen like being - like listening to subtle signals, to weak signals that are emerging, and basically the role of a manager and a leader is to facilitate the emergence of things that want to emerge, but again the idea of standing in the midst of chaos, standing in the midst of complexity and nonetheless being able to function. And also being able to go with the flow, as they say, and being open to serendipitous events, because good things can happen so it's a kind of postmodern kind of faith, just stay there, just be quiet, don't hurry up and don't speed up decisions, just let's wait and see what happens. Now I plan to give you a small pill of negative capability just to train you, just to give you a stimulation of how to endure this idea of negative capability. I am going to show you a very quick video, which is going to blur the lines of what you think is real and is going to blur the lines of your reference point or your frame of reference and the game

is to be able to just experience it without trying to pinpoint, to pin it down to some sort of explanation and to understanding and just be with it. So let's see what happens. So again one of the side effects and byproducts of exposing yourself to arts in general, it's an enhanced ability to be in this negative capability state. So again we fall back to the idea that exposing yourself to arts is a good cure to bring our leadership understanding to its next level. And so and the third secret I want to reveal you has to do with the concept of narratives.

So the idea of the narrative creates reality. And with this, we mean that the way we - how we use our words and our language has a very specific impact and a fact on how we perceive reality, so we perceive reality mediating it through our own language, and how we map, experience and how we processes them has a very specific psychological impact on that. So basically how we decide to say things, they have a very specific inner outcome. And this is a known fact to people - I mean, to linguists who, according to the kind of metaphors and language structures that we use, we shape our understanding of reality and this is - of course it has to do with the idea of leadership itself and calling it magician leadership instead of, for example, warrior leadership, which is the typical narrative web, narrative domain that it is typically associated with the metaphor of leadership over the last decades. Typically in the 19th and 20th century that were specifically characterized by control, by certainties, by predictability, typical metaphors had a warrior like, in control like - command and control like flavor. Shifting towards complexity, we are witnessing a shift towards a more organic set of metaphors and the idea of magic itself is a way of addressing the unknown and mysterious aspects of reality, which are not under our immediate control. Now a very nice quote that I came up with is that the universe is made of stories, not of atoms. And according to this American poet, the way how we tell ourselves stories is another way of addressing the fact that these stories take shape in our reality and we, of course, we have our own personal narrative and also there are collective narratives. Narratives also shape a corporate culture or a nation culture and we have also global narratives so there are a multiplicity of levels of narratives. And talking about leadership, a very interesting way of reframing the idea of leadership nowadays is through this piece of writing 'Leadership in the 21st century is like dancing on a slippery floor; if you try to stay in control, your energy will be focused on not falling, but if you relax and use the wax on the floor to facilitate your dance moves, it will be a lot more fun and effective.' So this is another way this - and I found this metaphor very interesting to address the idea of leadership, to go beyond the mere command and control attitude.

So just go with the flow and hopefully have fun with it. Now how can we start to explore our own personal narrative? There is a very - and also explore, to be aware that narratives can be designed, can be modified, can be woven. They are basically made up, but according to how you make them up, different meanings emerge. Different slices of reality emerge. Now you can play a very simple game, which is a very simple question and the question being why you do, what you do? This is a meme which started as an art project at the art festival called Burning Man and starting with this very simple line, and of course, there is a website that you can check, basically the question is try to come up with some sort of narrative, some sort of explanation, some sort of language description, why you do what you do. As simple as this question may seem, the replies that you can come up with can reach quite an interesting level of complexity and basically the art project was focused on the fact that you can come up with something quick and nice and short and that art project was keep your - have your photograph with your sign and basically the website is a collection of people explaining the world, telling the world why they do, what they do. And sometimes when people ask myself, this is a piece of my personal narrative, why people ask how can an engineer, how can a mechanical engineer shift gears and become a magician? As a matter of fact, it's not a radical change because how I see it and this, of course, is my personal way of describing it, I have always been fascinated with mechanics, I always been curious how things work, be it a watch or an engine or a magic trick or a psychological mechanism, so the pattern that connects is to understand and come up with how things work and that's how it makes sense to me to describe what I am doing, even nowadays. So the idea of addressing and exploring your personal narrative, it's a way of making yourself conscious of how narrative works and how we can conjure up with them to make them as meaningful as possible for ourselves. And a last secret that I wanted to share with you - as a matter of fact, secrets are something that can be revealed, but some other secrets are meant to be discovered. And for this reason, my last secret is an invitation to you to figure out by yourself.

And how you can figure out by yourself, basically doing two things; one is download this presentation from my website, which is www.ferdinando.biz/etl.ppt and the moment you review this presentation with a keen eye, there is something, there is a secret to be discovered inside of it. So just to keep the feeling of exploration going. And the second thing that you can do is to resort to one of my favorite magic tools ever and I am talking about books. Books are a very ancient and powerful way to access hidden dimensions and ordinary dimensions, and this is a list of 10 books that hopefully you can explore and each one of them explores different nuances of what speaking the language of magic means and entails. Most of them of course have an entrepreneurial and business-like orientation, but as you - I hope you get so far, most of the ideas we are talking so far are related to your evolution as human beings in the general sense and so exploring the language of magic is a way of working to a higher frequency. So finally, how can we know if we are walking on the magician path? How can we know if we are walking on the path of being a magician leader? Well, one thing that you can keep your eye on to understand if you are doing your magician leader job properly is to keep your eye on what is called synchronicity. So synchronicity is a fancy word that comes from the work of one of the founding fathers of psychoanalysis, Carl Jung. And in Jung's description, a synchronicity, it's an event, it's a meaningful coincidence. When for example, like you are thinking about someone and then you meet this person in the street, or you think about someone and the telephone rings and you meet this person. So it's like a synchronicity is an

event that basically shows a sort of connection between what you're thinking, your inner workings and the external world.

As a matter of fact, as a student of engineering, you are totally in tune with the kind of magic that we call technology. And in the last, say, 400 years, our culture favored this kind of magic that we call technology, which is something outside ourselves. As a matter of fact, the tools of magic that we've been addressing so far, it's the kind of inner technology that can guide yourself to behave and to think and to act like a magician. So talking about synchronicity, synchronicity also shows some sort of connection between past, present and future. In the words of Albert Einstein, people like us who believe in physics know that the distinction between past, present and future is only a stubbornly persistent illusion. And so in order to address this idea of what a synchronicity is, I would like to play - to do an experiment. An experiment, which is a way of showing you a connection between past, present and future, and a connection within inner thinking and external world events. So I am going to show you what - the thesis is what David Bohm called the unbroken wholeness of the implicate order. So basically this is what is going to happen. This is the deal.

Before coming here, I asked Tina - I sent an envelope to Tina asking her to bring this envelope today with her. Tina, will you just confirm this is - that what I am saying is true? Yes. Okay. So you have this envelope with you, which you received sometime in the past and you kept it sealed so far with the promise of bringing it with you today? Is that correct? Yes. So Tina's envelope is holding a thought from the past. Now today, let's fastforward to today. I asked Leticia okay, now please just confirm that what I am saying is true. I ask you just to make a blank space, a blank space in your mind to think about a card, a playing card, and seal the thought of this card into your mind. You had a free choice, please tell out loud if what I am saying is correct. Yes, it is correct.

And we didn't agree, not only what we just said, right? So you're holding a thought of a playing card, freely chosen, in your mind. Is that correct? Yes. So this is - you're holding in your mind the present - a thought from the present. And in a moment - can I ask your help? Will you come here for a minute? Thank you. And your name is? Akash. Akash, thank you for helping. My pleasure. Akash, stand here. Thank you. What is going to happen in a moment, you are going to act an action, which is going to happen in the next immediate future, is that okay? Okay.

Akash, here we have a pack of playing cards, okay? Now, do me a favor, just touch any card, do not show to anyone, just pull it close to your chest, let not anyone see it, just keep it here for a moment. Fair? Yes. Now, this is the three events we've been working on a thought from the past, a thought from the present and an action from the future, which is now manifested. Fair? Sounds good. Now Leticia, will you for the first time just name out loud, which is the card you are thinking of? The four of diamonds. The four of diamonds. Tina, will you please open up for the first time the envelope that you've been keeping and show it to everyone? It's the four of diamonds. Akash, will you show everyone the card you just picked? It's the four of diamonds. Thank you very much. That's incredible.

Thank you. Thanks a lot. And this is the moment, any questions? Thank you. Please. Are you allowed to reveal the secret? As a matter of fact, there is no secret. This is just what happened and if you navigate and you're sensitive to what happens, you just go with the flow. I deeply believe that magical things happen. Had the cards not been the same, did you have a different ending? Because magical things just... This is a good question, but as we had a weird start, I had a very deep faith that the final ending was going to work. And of course, there is always an element of yes, as in life, we live in a VUCA world which is volatile, uncertain, complex - and so yes, you have to navigate into it.

Is it a coincidence that everyone that was just picked for the example is associated with the administration of this class in some way? No. But this is a good question and just before coming here - there is a saying that great minds think alike. And Leticia, which I asked for her help, just before starting here, she had the same thought, right? I only ask people to partake just to make sure that they are not uncomfortable in front of an audience. In any case, as a famous magician from the 50s said, and this man was a mentalist, the people who play with their mind, make - read in the future and makes things like this happen. This gentlemen said that for those who believe, no explanation is necessary; for those who do not believe, no explanation will suffice. It means that in the audience, there will always be the person who thinks this is pre-arranged, which it's not, and in the audience will be the people who believe this is just happening, and asking their help, especially Tina's help, Leticia's help and Akash's help, it's also a way of validating the fact that they are not lending themselves to an experiment just to make me look cool and besides I am a magician, okay? Thank you. Yes. So you create magical experiences for customers like Nike or Ferrari. What types of things do you do for them? So let's touch upon a couple of different subjects. One of the topics that I deal with is the topic of innovation and when - by innovation, we mean the creation of something which is new, even remixing pieces of existing things, and that brings into emergence things that - something that for some reason are new.

And the narrative and the language of magic lends itself quite beautifully to discover new territories, which you didn't even envision that existed. So we are in the realm of - instead of problem solving, we are in the realm of problem setting. And again the idea of conceiving something that you do not even know that exist is typically speaking the domain of magic. So this is one piece of the puzzle. Another piece of the puzzle when we come to customer relationship management, in the last few years, the concept of experience design kind of took shape. So how we can juggle, how we can mix with the ingredients in order to

facilitate a specific experience to emerge. And this applies to whatever type of business that has a customer base. Nowadays many companies are somehow steering towards - exploring the idea of how can we make a more engaging and more deep and meaningful experience for our customers. So in that case, my intervention is to stimulate the thought on how to create magical experiences, which are something that transcends the normal, ordinary and mundane, and it's the creation of a customer experience whose goal is to delight the customer. We kind of take nowadays - we take for granted the idea of customer satisfaction and any company that wants to thrive and survive profitably, it's better - devotes some energy to the creation of an experience which is engaging, immersive, pleasant, meaningful and hopefully delightful.

Yes? How do you quantify that? I suppose you need to do that for your clients in some way. Can you repeat the question please? Okay, yes. How can I quantify, how can you quantify...? The experiences that you create and their success for your clients - for your clients' clients. Yes, so the issue of how you quantify an experience, it's - of course, it's an open question. First of all, if we buy into the narrative of negative capability, for example, there is a huge slice of reality, which cannot be measured, so let's assume - even how can we measure if a painting is more worth than another painting or a sculpture, how can we compare a sculpture to a painting or a dish of spaghetti, right? It's a very difficult things to compare, but nonetheless the idea of addressing how you can measure this. I would say a happy customer, happy client, a coming back customer that refers you to other customer through words of mouth, it's a pretty good indicator that you are doing a good job. Like when people after a show, like when they applaud, it means that they are - you are doing a good job. Like if you're a standup comedian and you get a laugh, it means you are doing a good job, even if you are not strictly speaking able to measure it, in a quantitative way. How do you bring magic to industries and problems where by definition success involves no surprises? I don't. Well, maybe we have to reframe the concept of surprise, can you just articulate a little bit more what you mean? There is many fields that require a very stable type of environment; lawyers require no surprise things, sometimes engineers too, yet how you bring leadership that comes with the magic that you talk about into these environments? Well, probably some business or some fields can be more - the language of magic can be more coherent, if we're talking about products or services.

And with this, I agree with you, some places maybe are more organically ready to speak the language of magic and accept it, but when I talk mainly about the idea of leadership, if we consider this like a personal trade or a personal set of skills, this is something that transcends any business you find yourself into. Does it make sense? So some business and some products may benefit of the language of magic more than others, but when we come to leadership, I think, given this is a personal inner set up, this is something that transcends any specific business. Does the language of magic work in any language? Pretty much, yes. I would say so, yes. And the more language you know, the more your nuances of making magic happen through language will make your magic richer. So in the law of magic, a magic spell is basically a piece of language, properly crafted and properly designed to make things happen. So without any delving into any new age-y quantum gibberish, just sticking to the psychological and linguistic impaction of it is already enough, not only the symbolic ones, of course, to make - to explore hidden nuances embedded in the language. Another question. A magician - that is an English magician, for example, that is successful in English, is he successful all over the world? So if a magician performing in English? Well, if you are able to tune in into the language signal of the person you perform for, that's the trick. You need, of course, to address people in the language that they can understand, okay? Yes? What about the practice of magic has most surprised you, has most taken you? What do you specifically mean with this? What have you been - so from your experience with magic, from your experience advising clients with magic, what have you may be experienced that surprised you, that you didn't expect? So what's surprised me in my practice as magic consultant? What surprised me? Well it surprises me when people come up with fresh and new ideas that are astonishing or they come up with a new - bits and pieces of a new piece of customer experience that maybe they were under your nose, they were somehow latent and when you bring them into attention and you make them manifest, it's like bringing a new piece of something from a hidden realm into visibility.

And that's - for me, it's always an amazing moment, when you just manifest and show a piece of idea that didn't - you didn't see before. Can you give some examples? Well, I think that this is - every example can be, it's so specific for the experience that you create that taken out of context might sound like trivial or superficial. It's not that I don't want to give you examples, but the creation of a new product whose evolution, whose unfolding I have followed, it's a piece of magical thing because it brings into emergence something that was not there before. So just the creation of a piece of new product, of a piece of new service that is specific for the company, that's where the magic lies for me, okay? Just following this whole process from the beginning till its manifestation in reality. Can you tell us something specific that you suggested for Nike or that came out of your concentration with Nike that we could relate to? I am not sure this is something that we can disclose here. Sorry about that, sorry. I think it's a little bit - to articulate might take some time, so I would be willing to do this after the presentation. Thank you. Yes? Do you believe creating magical experiences and innovation is a talent you are born with or a skill that you can learn? I totally believe it's a skill that you can learn. It's a set of ideas and means generally speaking that you can definitely explore and put in practice so it's definitely something that you can learn, yes.

And again my royal road to this would be the book list that I suggested, so that would be - that will open up many doors, that will give you directions on how to deal with it. How did you get into magic? Like many young magician kid, since I was a kid, started as a hobby and then at some point, it became my profession. What type of things do you do during the day to bring

magical experiences to your life? So how I access, what I do personally to have magical experiences? So of course, I collect experiences, I try to expose myself to a rich variety of very different experiences and - arts being a big share of it, and arts in the form of movies, theater piece, contemporary arts, conceptual arts, and I would say that the other - the rest of the big slice is books. I deeply believe that books, even in this postmodern e-books time era, read on your screen and surf the web, books are still - offer still the highest quality of information that you can access, and besides that it's another way of opening up your mind to a reading experience to tap into very subtle energies. So I would definitely say that books are still a good share of how I personally access magical experiences, besides the ones that happen in 3D - three dimensional life and keeping exposing myself to 'wow' things. So that's of course, that's my menu, yes. Related to a question on target audience, in your experience, what type of people are more willing to believe what you do, who tends to be more cynical? And when you - find the cynics, do you try to convert them and if so how do you convert the cynics? So the question is how - what is the ratio of people who are sensitive to this language of magic and who are the cynical and how I deal with them, if I try to convert them, is that correct? I would not say I try to convert them, I think that magic as an art form, as a performing art, some people are drawn to it, other people totally reject it. Like many people hate to go to a jazz concert and people do not go to movies or people do not listen to music, generally speaking. So there is not one size fits all art form, and so I would say that people who are sensitive or have an intuition or a feeling that this narrative of magic is meaningful or interesting or activate curiosity, that's somehow the people whom naturally and organically I get in contact with. When we come to the cynical, again back to the idea that no matter how you try - this is not something, this is very - the narrative in the language of magic is something very fragile.

You cannot push it to make someone get it and you cannot force it if for some reason you have an intuition that there is something that makes sense. Otherwise you just - as another mean, you just you can drop it, but I do not believe that it is something that you can force or you can sell or you can persuade, not even convert someone who is not already somehow in tune with this kind of vibration. You used a video by Richard Wiseman, who is quite big in the modern skeptical field. Yes. There are many magicians in the modern skeptical field and the goal of that is to show people how easily you were fooled. Are you suggesting to your clients that good leadership is really about fooling people? That's a good question. So the question is as Richard Wiseman and many magician are in the - are skeptics, and so they fight against a false belief system, the question is if I am suggesting that leadership is something that has to do with fooling one another. I don't think I have used the word fool, never once. No, I don't agree with how much of the skeptic, the bankers conversation is led, because I believe that many magicians, the magicians that support this fight are somehow integralist - are rational integralists in their own way, so they are - in my idea, they are not even skeptics, they are rational, narrow reality tunnel people who are not even able to conceive that there is something that goes beyond what we do not understand. So they say that if you cannot measure it, if you cannot touch it with your hand, it doesn't exist and this is in my perception, my perspective, this is a limited view of reality.

So back to the idea of trying to fool other people, no, I don't believe it, I don't believe that leadership is - has nothing to do with fooling other people. I believe that leadership, in the magician leadership format, is a way of engaging people, empowering people and let them buy your own narrative because they share, they found it meaningful and resonant with how they feel and so leadership is a way of playfully seducing people to play on a project, to devote their energies to a goal which they deeply believe that it's worthwhile pursuing. Could you please perform another magic trick? Thank you for asking. My final magic trick will be a piece of language magic, which will be the story with which we are going to close in a moment just right now, so thank you for asking. And the final piece of magic which I consider such because magic is - when we say magic trick, basically the trick is a tool to induce a state of a wonder or astonishment, right? So but like the famous Zen metaphor of the finger pointing to the moon, if you just look at the finger, you lose the beauty of the moon so the finger is just the tool pointing towards something else. So in this sense, this last piece, it's a magic trick and I hope you get it with the proper intention of it. So to close this conversation, I have a final image and a story. This is the image, this is an image that most of you have seen multiple times. It is called Earth Rise and it's being shot in 1968 by the crew of astronauts from Apollo 8, that were the first bunch of people that escaped the earth gravitational field. And at that moment, the United States President was Lyndon Johnson and one of his last acts as President was to send this picture to all the political leaders of the planet, even the ones with whom he had no diplomatic relationship.

And in Lyndon Johnson's intentions, sending this image was an invitation to reconsider from this transformational perspective, to reconsider our endeavors on the planet, our divides and our challenges as a whole. This is what Buckminster Fuller called, using a very beautiful metaphor, this is spaceship earth, which is a very beautiful collective metaphor to make sense of what this image means. And so all of this to say that as magician leaders, we have to, basically to take - the goal is to take responsibility and to be able to think in a systemic way, which means being able to recognize that everything is connected with everything else. And so from this perspective, the magician leader is someone who is able to - magician leader, being a business person, an entrepreneur or a politician, the goal of all of this is to devote our best energies, to make the world a better place for everyone. Thank you for playing with me.