



Collection: **Irreplaceable** in the AI Era™

"Because leadership begins with you"

This is not just another ebook.

It's a practical guide for leaders who—amid the relentless advance of technology and artificial intelligence—seek to ensure that their leadership, decisions, and results remain relevant and sustainable.

It was conceived and written from a place of deep conviction—combining strategic clarity with the genuine love for positive impact, the personal power that comes from lived experience, and the essence of leading with integrity. Every concept, framework, and tool included here has been chosen with a single purpose: to deliver real value that can tangibly transform the way you lead and generate results.

Experience shows that most failed transformations don't fall short because of technical limitations, but because of invisible factors that silently erode performance: internal resistance, cultural misalignment, loss of strategic focus, or lack of team commitment. These rarely appear in the metrics—yet they determine the success or failure of any initiative.

In this guide, you'll find actionable tools and frameworks to help you:

- Identify and anticipate risks that can slow or derail your strategy.
- Protect and strengthen your leadership capacity in high-disruption environments.
- Use technology—including AI—as a multiplier of results, not as a replacement.
- Stay competitive without compromising your team's cohesion or your organization's future.

This resource is available in PDF format for quick reference. If you prefer the editable version, you'll find a link to the download center at the end, where you can get it in Word format and adapt it to your needs. A new ebook will be added to the collection every week—until all 25 are complete. Simply visit the download center to see what's new each week.

If these words have reached you, it's likely not by chance. You are in the right position, at the right time, and in the right circumstances for this information to make a real difference. And as you put it into practice, you may discover it could also spark transformation in others.

Because in today's era, real value lies not just in the technology you use—but in your ability to lead with vision, precision, and purpose.

2. Central Theme – Contribution to the Business and Social Ecosystem

The central question of this ebook is:

How can CEOs and General Managers design a strategic, authentic and scalable contribution to the business and social ecosystem, while leading in an era of AI and permanent disruption?

We will explore five critical dimensions:

1. Sharing lessons learned in networks and business forums.
 2. Collaborating with other companies on high-impact projects.
 3. Mentoring emerging leaders.
 4. Designing social responsibility projects aligned with your culture.
 5. Generating publications and success stories that position your company as a reference.
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3. Initial Sections

3.1 Why ecosystem contribution matters for your business

Ecosystem contribution is not philanthropy on the side. It has direct impact on:

- **Access to opportunities.** Being present in forums and networks allows you to see trends and partnerships before competitors.
- **Reputation and trust.** Sharing knowledge and supporting others builds a brand that attracts clients, talent and investors.
- **Innovation capacity.** Collaborative projects expose your company to new ideas and methods.
- **Resilience.** A strong ecosystem can support you in crises; a weak one can accelerate your fall.

In a world where AI automates tasks and information flows rapidly, **your social and business contribution becomes a differentiator that algorithms cannot copy.**

3.2 Purpose of this guide – Five objectives

This guide has five practical objectives:

1. **Clarify** what ecosystem contribution means for a growing company.
2. Provide **tools and frameworks** to design a contribution strategy aligned with your business model.
3. Offer **hypothetical cases** that make abstract concepts tangible.
4. Deliver **templates and checklists** you can adapt and implement with your team.
5. Inspire you to see your company as an **agent of transformation**, not only as a participant in the market.

3.3 How to navigate the content

- If you want to **open spaces and relationships**, start with Subtopics 1 and 2.
- If you want to **develop people**, focus on Subtopic 3.
- If you are revising your **social responsibility portfolio and external positioning**, give more time to Subtopics 4 and 5.

You can move back and forth between sections, but the real value appears when you **connect them into a coherent strategy**.

4. Subtopic 1 – Sharing Learnings in Networks and Business Forums

4.1 Definition

Sharing learnings means **bringing your company's experiences, mistakes and insights** into spaces where other leaders gather: chambers of commerce, sector associations, business forums, webinars, podcasts and online communities.

For a CEO, this is not just about visibility. It is about **contributing to collective intelligence** while strengthening your own strategic position.

4.2 Practical framework – The SHARE Method

Use the **SHARE** method to structure your contributions:

- **S – Select strategic lessons.** Not every anecdote is useful. Choose stories that show how you handle technology, people and results in a distinctive way.
- **H – Humanise the story.** Present real people, tensions and emotions, not only numbers.
- **A – Anchor with evidence.** Wherever possible, support your story with concrete outcomes (revenue, satisfaction, retention).
- **R – Relate to the audience.** Connect your experience with the realities of others; show what is transferable and what is not.
- **E – Engage in dialogue.** Leave space for questions and co-creation; do not treat forums as one-way channels.

Select strategic lessons

Ask yourself:

- What did we learn in the last 12–24 months that could save others time, money or frustration?
- In which areas are we comparatively strong (for example, AI adoption, culture, customer experience, sustainability)?

Humanise the story

People connect with:

- The doubts you had before making a decision.
- The resistance you faced inside the company.
- The personal impact on teams and communities.

Anchor with evidence

Evidence can be:

- Quantitative (KPIs, growth, cost reduction).
- Qualitative (client testimonials, employee comments).

Relate to the audience

Adapt language and depth according to whether you speak with:

- Owners of family businesses.
- Tech entrepreneurs.
- Public sector leaders.

Engage in dialogue

Transform a talk into a conversation by:

- Ending with a question.
- Inviting others to share similar experiences.
- Offering to follow up with resources or short sessions.

4.3 Hypothetical case

Caso hipotético

Maria is the CEO of a mid-sized manufacturing company that successfully integrated AI to optimise inventory and energy consumption. Instead of keeping the story internal, she decides to present it at a regional business forum.

Applying the SHARE method, she:

- Selects a lesson: combining AI with frontline workers' knowledge.
- Humanises the story by telling how machine operators initially feared being replaced.
- Anchors with evidence: 18% energy savings and lower stockouts.
- Relates it to other sectors by explaining the decision process, not only the technical details.
- Engages in dialogue with a Q&A where she openly shares mistakes and what she would do differently.

The result: she builds credibility, generates interest from potential partners and positions her company as a responsible innovator.

4.4 Exercise – Designing Your Contribution Agenda

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Objective

Create a 12-month agenda of spaces where you will share strategic learnings.

Duration

60–90 minutes.

Roles

- CEO / General Manager.
- Communications or Marketing lead.

Inputs

- List of existing memberships: chambers, associations, networks.
- Upcoming events and forums.
- Key strategic topics of your company.

Steps

1. **Mapping spaces (20 minutes)**
 - o Write all networks, forums and communities where you or your company are already present.
 - o Add strategic spaces where you would like to participate.
2. **Matching stories (25 minutes)**
 - o For each space, identify 1–2 possible topics aligned with the interests of that community.
3. **Prioritising (20 minutes)**
 - o Use the Impact × Effort rubric to decide which invitations or proposals to prioritise.
4. **Operational planning (15–25 minutes)**
 - o Assign owners, deadlines and needed support (slides, data, design).

Deliverable

“Ecosystem Contribution Agenda – 12 months”.

4.5 Template – Learning Contribution Map

Forum / network	Audience profile	Key lesson to share	Format (talk, panel, article, podcast)	Owner	Date
Regional Chamber of Commerce – Innovation Committee.	CEOs and innovation leaders from SMEs.	How we combined AI tools with frontline ideas to reduce energy costs without layoffs.	25-minute keynote + Q&A.	CEO + Operations Director.	15/09/20XX

4.6 Checklist – Sharing Lessons with Integrity

- ☐ I differentiate between confidential information and learnings that can be openly shared.
- ☐ I select stories where both successes and mistakes are visible.
- ☐ I adapt my message to the language and maturity of each audience.
- ☐ I connect our experience with broader challenges in the ecosystem.
- ☐ I leave clear next steps for people who want to continue the conversation.

4.7 Suggested KPIs – Sharing in Networks and Forums

- Number of talks, panels or articles delivered per quarter.
 - Diversity of spaces (local, national, international; sector-specific and cross-sector).
 - Feedback scores from participants (where available).
 - Number of follow-up meetings or collaboration proposals generated after each intervention.
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5. Subtopic 2 – Collaborating with Other Companies on High-Impact Projects

5.1 Definition

Impact collaboration means **joining forces with other companies and organisations** to address challenges that none of you could tackle alone: education, employability, climate, digital inclusion, ethical AI, among others.

For a CEO, these projects are opportunities to:

- Strengthen alliances and supply chains.
- Experiment with new business models.
- Demonstrate commitment to society with measurable results.

5.2 Practical framework – The ALLIANCE Loop

Use the **ALLIANCE** loop to design collaborative projects:

- **A – Aim.** Define the shared problem and desired impact.
- **L – Leverage strengths.** Clarify what each partner contributes (capital, technology, knowledge, networks).
- **L – Limits and rules.** Set governance, transparency and boundaries.
- **I – Implementation path.** Design phases, pilots and milestones.
- **A – Accountability.** Define how progress and impact will be measured and reported.
- **N – Narrative.** Build a common story that inspires stakeholders.
- **C – Continuity.** Decide how the project can evolve beyond the pilot.
- **E – Exit options.** Agree on what happens if a partner needs to withdraw.

Aim

Questions:

- What systemic challenge do we want to address?
- Which population or segment will benefit?
- What timeframe is realistic for seeing impact?

Leverage strengths

Map partner contributions:

- Company A: data, infrastructure.
- Company B: community access, brand.
- University: research and methodology.

- NGO: implementation expertise.

Limits and rules

Without clear rules, collaborations deteriorate. Define:

- Decision-making process.
- Intellectual property clauses.
- Communication protocols.

Implementation path & accountability

Design pilots with:

- Clear objectives and minimum viable scope.
- Data collection and evaluation mechanisms.

Narrative, continuity and exit

Craft a story that shows **why** this collaboration exists and how it benefits all parties. Plan possible scaling routes and graceful exit mechanisms.

5.3 Hypothetical case

Caso hipotético

Several companies in a city worry about the lack of digital skills in local youth. Individually they have limited capacity; together they design an “Ecosystem Digital Academy”.

Using the ALLIANCE loop, they:

- Aim to train 500 young people in digital skills in three years.
- Leverage strengths: one company provides labs, another mentors, a third funds scholarships.
- Set limits and rules through a governance committee.
- Implement a pilot with 60 students and clear KPIs on completion and employment.
- Communicate progress to the community, sharing stories of participants.
- Plan continuity by integrating the academy into their talent pipeline.
- Agree that any partner may leave after Year 1 upon fulfilling its commitments.

The project enhances the city’s talent base and positions the companies as responsible actors.

5.4 Exercise – Designing an Impact Collaboration Canvas

Objective

Identify and design a potential collaborative project aligned with your strategy and ecosystem needs.

Duration

2–3 hours.

Roles

- CEO / General Manager.
- Heads of Strategy, Sustainability, HR or Innovation.

Inputs

- Existing CSR or sustainability initiatives.
- Relationships with other companies, universities, NGOs, public institutions.

Steps

1. **Challenge identification (30 minutes)**
 - o List societal or ecosystem challenges where your company has both *interest* and *capability*.
2. **Partner mapping (30 minutes)**
 - o For each challenge, identify potential partners and what each could contribute.
3. **Selection and design (60 minutes)**
 - o Choose one challenge and design a pilot following the ALLIANCE loop.
4. **Validation (30 minutes)**
 - o Present the concept to a small group of external stakeholders to test feasibility.

Deliverable

“Impact Collaboration Canvas – Pilot Project”.

5.5 Template – Impact Collaboration Overview

Project idea	Shared challenge	Key partners	Main contributions	First pilot scope	Impact indicators
Local Digital Academy for Youth.	Low employability of young people due to lack of digital skills.	Three local companies, technical university, NGO.	Labs, mentors, curriculum, community outreach, funding.	60 students in first cohort, 6-month program.	Completion rate, % participants employed or in further education after 12 months, satisfaction index.

5.6 Checklist – Healthy and Effective Collaborations

- ☐ The collaborative project responds to a real and validated need.
- ☐ Roles, contributions and decision rights of each partner are clearly documented.
- ☐ There is a governance mechanism for resolving conflicts.
- ☐ Impact indicators are agreed upon from the beginning.
- ☐ Communication is transparent and avoids “impact washing”.

5.7 Suggested KPIs – Collaboration with Other Companies

- Number of active impact collaborations.
 - Amount of resources (time, money, in-kind) co-invested with partners.
 - Quantitative results per project (beneficiaries, jobs created, emissions reduced, etc.).
 - Longevity of collaborations (years of continuity).
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6. Subtopic 3 – Mentoring Emerging Leaders

6.1 Definition

Mentoring emerging leaders is one of the most powerful ways to multiply your impact. It means **offering time, experience and perspective** to people with high potential inside or outside your company.

For CEOs, mentoring:

- Strengthens the succession pipeline.
- Spreads your company's culture and values.
- Connects you with new generations and ideas.

6.2 Practical framework – The MENTOR Path

Use the **MENTOR** path:

- **M – Match.** Select mentees and mentors with clear criteria.
- **E – Expectations.** Clarify goals, confidentiality and boundaries.
- **N – Navigation.** Agree on frequency, format and topics.
- **T – Tools.** Use frameworks and questions that make conversations productive.
- **O – Ownership.** Mentees are responsible for their development; mentors accompany, not direct their lives.
- **R – Review.** Evaluate periodically and adjust or close the relationship.

Match

Decide:

- Who can be a mentee (internal talent, entrepreneurs, community leaders).
- Who can be a mentor (you, senior leaders, external allies).

Expectations

Define:

- Duration (e.g., 6 or 12 months).
- Confidentiality rules.
- Goals: career development, leadership challenges, specific projects.

Navigation and tools

Use:

- Structured agendas (for example, reflection on recent decisions, scenarios, feedback).
- Tools like 360° feedback, personal purpose statements, leadership competency maps.

Ownership and review

Mentees should:

- Prepare sessions.
- Execute agreed actions.
- Request feedback.

Review the relationship every 3–4 months:

- Is it still valuable?
- Should we adjust format or close with a learning conversation?

6.3 Hypothetical case

Caso hipotético

Carlos, CEO of a growing technology company, decides to formalise a mentoring program for internal high-potential leaders and external entrepreneurs from the local ecosystem.

Using the MENTOR path, his team:

- Identifies 15 mentees and 8 mentors.
- Clarifies expectations through a kick-off workshop.
- Provides conversation guides and tools.
- Evaluates progress after six months: mentees report better decision-making and confidence, and mentors gain fresh perspectives.

The company strengthens its leadership pipeline and strengthens its image as a talent developer in the ecosystem.

6.4 Exercise – Designing Your Mentoring Portfolio

Objective

Build a portfolio of mentoring relationships aligned with your time, priorities and ecosystem needs.

Duration

60–90 minutes.

Roles

- CEO / General Manager.
- HR or People lead.

Inputs

- List of internal high-potential leaders.
- External networks of entrepreneurs, students or community leaders.

Steps

1. **Identify strategic mentee segments (20 minutes)**
 - o Internal: potential successors, new managers, specialists.
 - o External: entrepreneurs, social leaders, students in strategic disciplines.
2. **Define criteria and capacity (20 minutes)**
 - o How many mentees can you personally support?
 - o How many can the leadership team support?
3. **Design mentoring journeys (30 minutes)**
 - o Define length, session frequency and core topics.
4. **Plan support structures (20 minutes)**
 - o Training for mentors, simple tools, feedback system.

Deliverable

“Mentoring Portfolio and Journey Map”.

6.5 Template – Leadership Development Radar

(Adapted from the preparation radar structure.)

Leadership capability area	Perceived level (1–5)	Observed level (1–5)	Gap	Suggested mentoring focus / action
Leading cross-functional teams in digital projects.	4 – The mentee feels confident coordinating different areas.	2 – Observed difficulties aligning priorities and resolving conflicts.	2	Use next three sessions to analyse real situations, practice negotiation scripts and define decision protocols.

6.6 Checklist – High-Quality Mentoring

- ☐ Mentoring relationships have clear goals and timeframes.
- ☐ Both mentors and mentees understand confidentiality and boundaries.
- ☐ Sessions focus on real decisions and experiences, not abstract theory.
- ☐ There is a simple system to capture insights and measure progress.
- ☐ Mentoring reinforces, rather than replaces, formal learning programs.

6.7 Suggested KPIs – Mentoring Emerging Leaders

- Number of active mentoring relationships (internal and external).
 - Diversity of mentees (gender, age, background, function).
 - Mentee satisfaction and self-reported growth.
 - Percentage of internal mentees promoted or taking on larger responsibilities.
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7. Subtopic 4 – Social Responsibility Projects Aligned with Culture

7.1 Definition

Social responsibility projects are initiatives through which your company **contributes to society beyond its core commercial activities**. When these projects are aligned with your culture and strategy, they:

- Strengthen employee engagement.
- Enhance reputation and trust.
- Generate innovation and learning.

When they are misaligned, they become **costly campaigns with little impact**.

7.2 Practical framework – The CULTURE FIT Matrix

Use the **CULTURE FIT** matrix to evaluate and design projects:

- **C – Cause.** What cause does the project support?
- **U – Uniqueness.** How does it connect with your company's strengths and identity?
- **L – Long-term commitment.** Is it a one-off event or a sustained initiative?
- **T – Target beneficiaries.** Who will benefit and how?
- **U – Unity.** How does it involve employees and stakeholders?
- **R – Results.** What outcomes will you measure (social and business)?
- **E – Ethics.** Does the project respect local communities and avoid harm?

Projects with strong CULTURE FIT are easier to sustain and communicate.

7.3 Hypothetical case

Caso hipotético

A logistics company deeply values safety, reliability and community. Instead of sponsoring random events, it designs a road safety program for schools in the areas where it operates:

- Cause: reduce accidents involving children near delivery routes.
- Uniqueness: uses the company's logistics expertise and vehicles as educational tools.
- Long-term: multi-year program integrated into driver training.
- Target beneficiaries: students, parents and local communities.
- Unity: volunteers from different departments participate.
- Results: reduction in accidents near schools, improvement in community relations.

The project reflects the company's culture and becomes part of its identity.

7.4 Exercise – Evaluating and Redesigning Your Social Responsibility Portfolio

Objective

Review existing projects and redesign them to strengthen alignment with culture and strategy.

Duration

2–3 hours.

Roles

- CEO / General Manager.
- Sustainability/CSR manager.
- HR and Communications representatives.

Inputs

- List of current social projects and budgets.
- Culture description, values and strategic priorities.

Steps

1. **Inventory (30 minutes)**
 - o List all current projects, including sponsorships, volunteering, donations.
2. **CULTURE FIT assessment (60 minutes)**
 - o Rate each project on each element (Cause, Uniqueness, etc.).
3. **Decision making (40 minutes)**
 - o Decide which projects to strengthen, transform or close.
4. **Design of one flagship project (30 minutes)**
 - o Apply the CULTURE FIT matrix to design or redesign a core initiative.

Deliverable

“Culture-Aligned Social Responsibility Portfolio”.

7.5 Template – Human Impact Map

Project	Impact on people	Emotional risk / unintended consequences	Support strategy	Responsible
Road Safety awareness among Local Schools.	Increased awareness among children, parents and drivers; potential reduction in accidents.	Children could feel fear or anxiety if messages are too dramatic.	Use age-appropriate materials, involve teachers and psychologists, provide positive examples and practical tips.	CSR Manager.

Project	Impact on people	Emotional risk / unintended consequences	Support strategy	Responsible
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7.6 Checklist – Culture-Aligned Social Projects

- ☐ Each project has a clear cause that resonates with your company's values.
- ☐ Projects use your strengths (knowledge, people, technology) rather than only money.
- ☐ There is long-term commitment, not only isolated events.
- ☐ Impact on people is regularly evaluated, including emotional risks.
- ☐ Employees have ways to participate voluntarily and meaningfully.

7.7 Suggested KPIs – Social Responsibility and Culture

- Percentage of social projects explicitly linked to one or more company values.
 - Participation rate of employees in volunteering or related activities.
 - Social impact indicators per project (e.g., number of beneficiaries, behavioural change).
 - Changes in community perception or reputation indexes where available.
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8. Subtopic 5 – Publications and Success Stories that Position the Company as a Reference

8.1 Definition

Publications and success stories are **narratives that show how your company creates value** for clients, employees and society. When designed with integrity, they:

- Strengthen brand positioning.
- Elevate your voice in sector and public debates.
- Serve as learning material for other organisations.

The goal is not to boast but to **share evidence that responsible business is possible**.

8.2 Practical framework – The CASE Narrative

Use the **CASE** narrative:

- **C – Context.** What challenge or situation were you facing?
- **A – Action.** What decisions and initiatives did you implement?
- **S – Shift.** What changed as a result (for clients, people, ecosystem)?
- **E – Evidence.** What data and stories support this transformation?

Context

Explain:

- Initial problem or opportunity.
- Constraints (budget, regulation, culture).

Action

Describe the combination of:

- Strategy and technology.
- Culture and leadership.
- Partnerships and ecosystem work.

Shift and evidence

Show:

- Tangible outcomes (growth, resilience, satisfaction, sustainability).
- Qualitative insights (stories from clients or communities).

Always include:

- Lessons learned.
- What did not work and what you would do differently.

8.3 Hypothetical case

Caso hipotético

A food company develops an AI-supported logistics system that reduces waste and improves delivery in remote areas. They create a case study using the CASE narrative:

- Context: high waste levels and difficulties delivering to rural communities.
- Action: redesign of routes, AI optimisation, new alliances with local stores.
- Shift: waste reduced by 30%; communities receive fresher products.
- Evidence: data, testimonials from store owners, photos and quotes.

The case study becomes a reference in sector magazines and opens doors to new partnerships.

8.4 Exercise – Building Your Publication Pipeline

Objective

Design a pipeline of publications and success stories that position your company as an ecosystem reference.

Duration

60–90 minutes.

Roles

- CEO / General Manager.
- Communications / Marketing.
- Strategy or Innovation lead.

Inputs

- List of recent projects with strong results.
- Existing internal documents (presentations, reports, dashboards).

Steps

1. **Story mining (30 minutes)**
 - o Identify 5–10 initiatives with notable results and ecosystem relevance.
2. **Evaluation (20 minutes)**
 - o Use a simple filter: impact, novelty, transferability.

3. Format selection (20 minutes)

- o Decide which stories will become case studies, opinion articles, videos, or podcast episodes.

4. Production planning (20 minutes)

- o Assign owners, deadlines and channels.

Deliverable

“Publication and Success Story Roadmap”.

8.5 Template – Publication Pipeline Planner

Story / case	Core message	Target audience & channel	Format	Status	Owner	Due date
AI-enabled logistics reducing food waste and serving rural communities .	It is possible to combine efficiency with inclusion and environmental care through data and partnerships.	Business leaders and policymakers; sector magazine and LinkedIn.	Written case study + infographic .	Idea validated ; drafting progress.	Strategy & Communications team.	30/11/20X X

8.6 Checklist – Authentic Publications and Success Stories

- ☐ Each story is anchored in real results and transparent data.
- ☐ Narratives include context, action, change and evidence.
- ☐ We mention challenges and learning, not only “perfect” successes.
- ☐ Stories highlight contributions to clients, employees and communities.
- ☐ Publications are integrated into our commercial, talent and ecosystem strategies.

8.7 Suggested KPIs – Positioning as a Reference

- Number of case studies and publications produced annually.
- Mentions in media, conferences and policy discussions.
- Inbound requests for collaboration or speaking based on your stories.
- Perceived positioning as a reference company in surveys or stakeholder interviews.

9. Global Templates and Tools

This section gathers **global tools** you can apply across all subtopics to manage your ecosystem contribution strategy.

9.1 Impact × Effort Prioritisation Rubric

Use this rubric to focus resources on initiatives with the best combination of impact and feasibility.

Initiative	Impact (1–5)	Effort (1–5)	Priority	Responsible	Next milestone	Date
Launch local digital academy with partner companies and university.	5 – High social and talent impact, strong alignment with strategy.	4 – Requires coordination, funding and design.	Alta	CEO + HR Director.	Approve concept and secure initial partners.	31/07/20XX

9.2 RACI Matrix – Ecosystem Contribution Program

Activity	R	A	C	I	Deliverable	Date
Design and approve 3-year ecosystem contribution strategy.	Strategy Director.	HR, CSR, CEO. Communications, Finance.		Board, key partners.	Approved strategy document and implementation roadmap.	30/09/20XX

9.3 KPI Dashboard – Ecosystem Contribution

KPI	Definition	Target	Baseline	Frequency	Owner	Data source
Ecosystem contribution index.	Composite indicator: number of collaborations, mentored leaders, social projects and publications per year.	Index $\geq$ 100 (custom scale) in 3 years.	Index 40.	Quarterly.	Strategy & CSR team.	Project reports, HR data, communications metrics.

9.4 Human–Cultural Risk Map

Riesgo	Probabilidad (A/M/B)	Impacto (A/M/B)	Mitigación	Dueño	Estado
Ecosystem contribution perceived internally as “distraction” from core business.	Alta	Alto	Communicate clear link between initiatives and strategic goals; include contribution metrics in leadership performance reviews.	CEO.	En curso

9.5 30–60–90 Plan – Ecosystem Contribution

Horizonte	Objetivo	Acciones	Responsable	Indicadores	Entregable
30 días	Clarify current contribution and key opportunities.	Map existing initiatives; run quick assessment using CULTURE FIT and Impact × Effort.	CEO + Strategy & CSR leads.	Map and prioritisation completed.	Ecosystem Contribution Baseline Report.
60 días	Launch first flagship action.	Choose one initiative (talk series, mentoring program or pilot collaboration) and execute first cycle.	CEO + relevant leads.	Activity executed; initial feedback collected.	Pilot action report.
90 días	Consolidate governance and metrics.	Approve overall strategy, KPIs and responsibilities.	Executive Committee.	Governance structure in place; first dashboard produced.	Ecosystem Contribution Scorecard.

10. Summary and Next Steps

10.1 Integrated insights

Through this ebook you have explored how to design and manage your contribution to the business and social ecosystem as a CEO or General Manager:

1. **Sharing lessons in forums and networks** transforms your experience into collective learning and strategic visibility.
2. **Collaborating with other companies** allows you to tackle systemic challenges and explore new models.
3. **Mentoring emerging leaders** multiplies your impact across generations and organisations.
4. **Designing culture-aligned social projects** ensures that your responsibility efforts are authentic and sustainable.
5. **Creating publications and success stories** positions your company as a credible reference in an era marked by AI and disruption.

Your company does not operate alone. It is part of a network of relationships and responsibilities. By acting consciously within this network, you build **resilience, reputation and meaning**.

10.2 Next steps checklist

Próximo paso	Responsable	Plazo	Estado	Observaciones
Map current ecosystem contribution initiatives and align them with strategy and culture.	CEO + Strategy/CSR leads.	30 días.		Use CULTURE FIT matrix and Impact × Effort rubric.
Design a 12-month agenda of forums and networks where you will share key lessons.	CEO + Communications.	45 días.		Prioritise spaces where your clients and potential partners are.
Define and launch a mentoring program for internal and/or external emerging leaders.	HR Director.	60 días.		Start with a pilot cohort and refine.
Select one flagship collaboration project with other companies and design its pilot.	CEO + Strategy/Innovation.	90 días.		Apply the ALLIANCE loop.
Build a publication pipeline with at least three strong case studies for the next year.	Communications + Strategy.	120 días.		Use CASE narrative and Publication Pipeline Planner.

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11. Self-Assessment – Ecosystem Contribution Readiness

Rate each statement from **1 (strongly disagree)** to **5 (strongly agree)**.

1. I have a clear vision of how my company should contribute to the business and social ecosystem.
2. We actively participate in relevant networks, associations and forums.
3. I regularly share learnings and experiences in public spaces (talks, panels, articles).
4. Our company collaborates with other organisations on concrete impact projects.
5. These collaborations are based on written agreements, shared goals and clear metrics.
6. We have at least one structured mentoring initiative for emerging leaders.
7. I personally mentor at least one leader inside or outside the company.
8. Our social responsibility projects are clearly aligned with our culture and strategy.
9. Employees know and participate in at least one of these social projects.
10. We systematically measure the social and business impact of our ecosystem initiatives.
11. We have published case studies or articles that showcase our contribution.
12. Other organisations approach us to learn from our practices or to collaborate.
13. Ecosystem contribution appears in our strategic plans and leadership scorecards.
14. I feel that our contribution strengthens, rather than weakens, our financial sustainability.
15. I see myself, realistically and humbly, as a leader who adds value to the broader ecosystem.

11.1 Scoring and interpretation

Add your scores (minimum 15, maximum 75).

- **15–35 – Initial Awareness**
You recognise the importance of ecosystem contribution but actions are sporadic or informal. Focus on mapping current initiatives and choosing one or two priority areas (for example, mentoring or collaboration) to develop in the next 90 days.
- **36–55 – Active Contributor in Development**
Your company already participates in networks and projects, but there is room for more coherence and measurement. Use the global tools to integrate initiatives into a clear strategy and define KPIs.
- **56–75 – Ecosystem Reference**
Your organisation is already seen as a contributor and sometimes as a reference. Work on documenting your practices, publishing case studies and helping other companies build their own contribution strategies.

Repeat this self-assessment annually to track progress and adjust your roadmap.

12. Glossary (15 Terms)

1. **Business and social ecosystem** – Network of organisations, communities and institutions connected through economic, social and technological relationships.
2. **Ecosystem contribution** – Set of actions through which a company generates positive impact beyond its immediate commercial interests.
3. **Business forum** – Space (physical or virtual) where entrepreneurs and executives share experiences, trends and opportunities.
4. **Impact collaboration** – Joint initiative between multiple organisations aimed at solving a specific social, environmental or economic challenge.
5. **Mentoring** – Relationship in which a more experienced person offers guidance, feedback and perspective to another person with growth potential.
6. **Emerging leader** – Person who demonstrates capacity and motivation to assume greater leadership responsibilities in the future.
7. **Social responsibility project** – Program or initiative through which a company contributes to social or environmental wellbeing.
8. **Culture alignment** – Degree to which an initiative reflects and reinforces the values and behaviours of an organisation.
9. **Success case / case study** – Structured narrative that explains how a challenge was addressed, what actions were taken and what results were obtained.
10. **Stakeholder** – Individual or group affected by or interested in a company's decisions (employees, clients, suppliers, communities, regulators, etc.).
11. **Governance** – Structures and processes that define how decisions are made, executed and monitored in a project or organisation.
12. **Human-cultural risk** – Risk associated with behaviours, beliefs or cultural patterns that can undermine strategies and projects.
13. **Flagship project** – Key initiative that symbolises and concentrates a company's efforts in a specific area of impact.
14. **Ecosystem reference company** – Organisation whose practices are studied and emulated by others for their positive impact and consistency.
15. **Contribution dashboard** – Integrated set of indicators that shows the status and evolution of a company's business and social ecosystem initiatives.

Final Note of Gratitude

Thank you for dedicating time and focus to this material. Each concept and tool here was designed to provide clarity and strategic vision.

The fact that you are here—investing in yourself and your organization—is proof of leadership commitment.

Remember: true impact comes not only from learning but from **applying and sharing** it. May this guide support wiser decisions, deeper conversations, and more meaningful transformations.

Reference to the HBT PORTAL™

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-  Practical ebooks.
-  Podcast summaries on Spotify.
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