

SIGNATURE KEYNOTE

Teams that don't crack

45–60 MINUTES · ENGLISH OR FRENCH · Q&A IN ENGLISH, FRENCH OR GERMAN

THE IDEA

At Oxford, nine rowers with Olympic-level egos had seven months to become a crew, and one race to prove it. At Alinghi Red Bull Racing, 200 people had the same values written on the wall, blunt honesty included. Oxford won. Alinghi never became one team. The values were the same. How they were practised made the difference.

HOW THE HOUR RUNS

OPENING

From last place to first

I finished dead last at my first Swiss championships and wasn't invited back. No cinematic turning point: a slow, stubborn decision to care about improving, not about results.

CORE

Teams that don't crack

Oxford in 2022 and the America's Cup, two elite environments with the same ambition and different outcomes. The five principles that separate teams that hold from teams that don't.

CLOSE

Breaking through

The 5:40 barrier on the ergometer, and the ones I never fully explained: the trap of being the 2019 favourite, and Tokyo. Humility, not a tidy ending.

WHAT THE ROOM LEAVES WITH

A shared language for the conversations most teams avoid, and five principles an audience can take straight back to work. One thread runs through all of them: **say the hard thing, and hear it without taking it personally.**

What the room leaves with

- 1 Values chosen from within, not imposed**
Values a team writes itself hold under pressure. Values handed down from above rarely survive the first hard week.
- 2 Radical transparency about pressure**
Say what is at stake, and what could go wrong, before race day. No surprises when it counts.
- 3 Productive conflict**
The courage to name the elephant in the room, and to hear it without taking it personally. Criticism is aimed at the work, never at the person.
- 4 One system, over individual optimisation**
A single way of working that everyone commits to beats each person optimising alone. Buy-in first, refinement second.
- 5 A controlled narrative**
The underdog on the outside, absolute certainty on the inside. The team decides the story it tells itself.

SHAPED TO YOUR EVENT

Every keynote is built around your event and audience. Alongside the signature keynote, I speak on:

- Performance under pressure
- Resilience
- Teamwork
- Career transition and reinvention

FORMATS

- **Keynote**, 45–60 minutes
- **Workshop**, half or full day, designed with your team
- **On the water**, half day on Lake Geneva or indoors on rowing machines
- **The offsite day**: keynote in the morning, on the water in the afternoon

In person or online · 20 to 2,000 people · Based in Lausanne and Barcelona, travels internationally

THE SPEAKER

Barnabé Delarze is a Swiss two-time Olympic rower (Rio 2016, Tokyo 2021) and 2018 World Championship silver medallist. He won the 2022 Boat Race with Oxford, where he completed an MBA, and captained the cyclors at Alinghi Red Bull Racing in the 37th America's Cup. He is Head of Growth at Bewe and speaks about how high-performing teams hold under pressure.

Check availability

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Fee on request, adapted to format and audience.

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