Success by Intent

FIAE Annual Convention



Robin Peppe Sterneck November 11, 2019

"First we eat, then we do everything else."

FIAE Mission

FIAE's mission is to provide a forum for professional growth of the members' employees and to serve as a vehicle for the interchange of ideas and advancement of the food industry agenda.

How?

Association

Enable Members to be the best they can be:

Offer professional development and funding

Turn research into resources

Best practices

Networking

State Execs, Staff and other Industry Members

Advance your teams, organizations, selves, stakeholders

Drive local impact of FIAE

Garner different perspectives, connections, adapt, engage

Fit for the Future

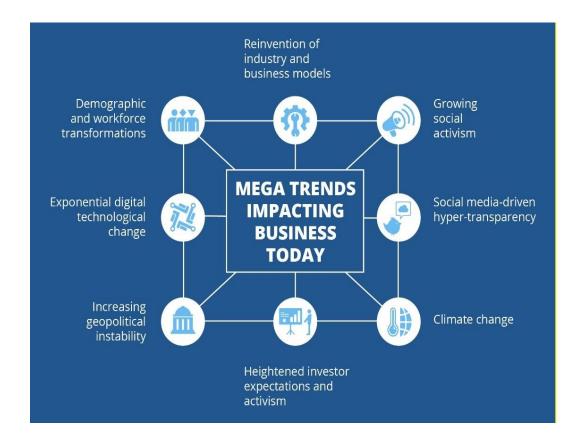


More engaged, agile, forward thinking, flexible and self correcting

Leverage this Conference

What is your WHY? What are your strengths?

Macro and Micro Forces



Source: NACD Blue Ribbon Study 2019

Food Industry Dynamics

- Attracting and retaining talent and institutional knowledge
- Technology: Digital DNA, data analytics and the future of work
- Customer Experience Race
- M&A aggregation of firms/larger firms making it harder to compete
- Cannabis
- Functional Foods
- Sustainability
- Health conscious consumers
- Plant based
- E-commerce
- Plastics
- Regulatory
- Known and unknown risks

Industry Opportunities

- Innovation
- Turn change into one of your strengths
- Ability to influence the future
- Building the next generation
- Digitization
- Risk mitigation and transfer
- Managing scarcities
- Leaning into the future



"The future is here, is just isn't evenly distributed"

William Gibson

Redefining How We Create Value Tomorrow

□ Purpose
 □ Recognize we are stewards
 □ Access to Information
 □ Training/education/skill building
 □ Connections
 □ Representation
 □ Translation
 □ Conduit between generations

Leveraging from other Industries





Swiss Re



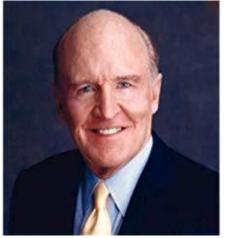




Success by Intent



Sandy Weill



Jack Welch



Ron Pressman



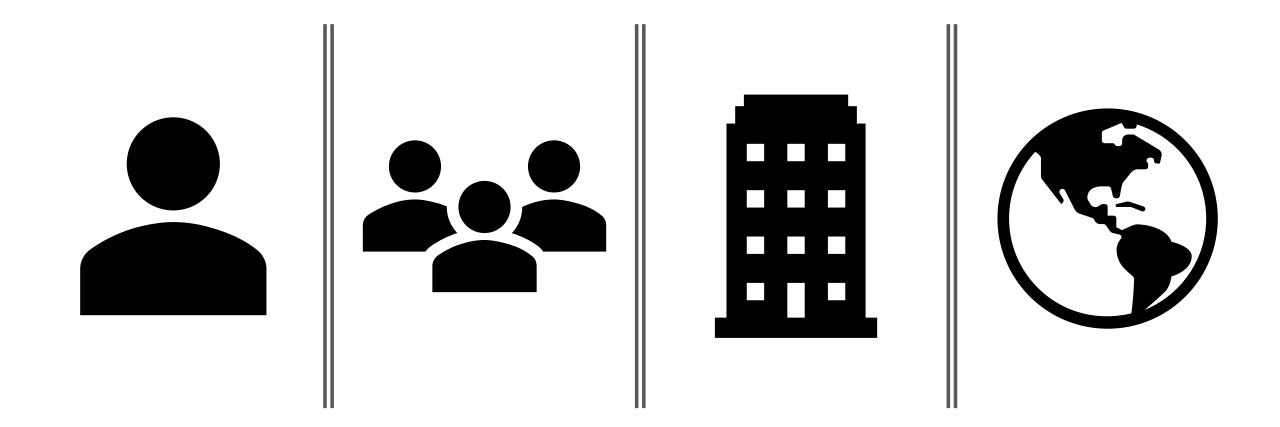
Jacques Aigrain

Zealots for Growth Leadership Legacies

Aspirational Attributes

Leadership Can be Learned





Anyone can Lead from Anywhere

Are Leaders and Orgs Pivoting for the Future?

Culture, Corporate Social Responsibility, ESG Multitude of megatrends Biz model changes All stakeholders matter Fluidity, Sustainability **Diversity & Inclusion** Forward looking agenda setting Transparency and accountability

2019 Convention and Beyond



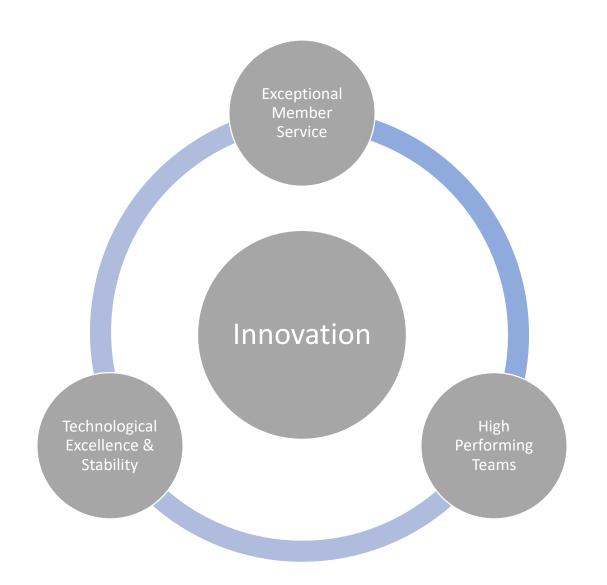
Reflect on thought provoking perspectives

Translate for your business model

Engage

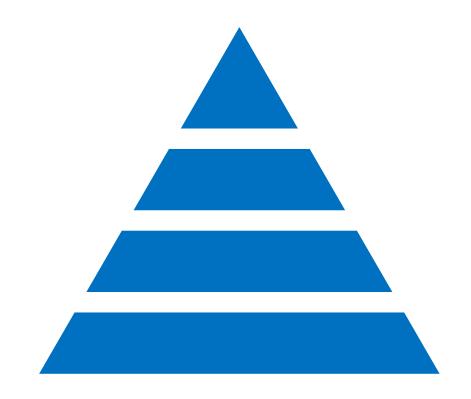
Staying Relevant





Mindsets
Refresh Models
Embrace Change
Advance Everything
Lead

Attributes of Effective Leaders

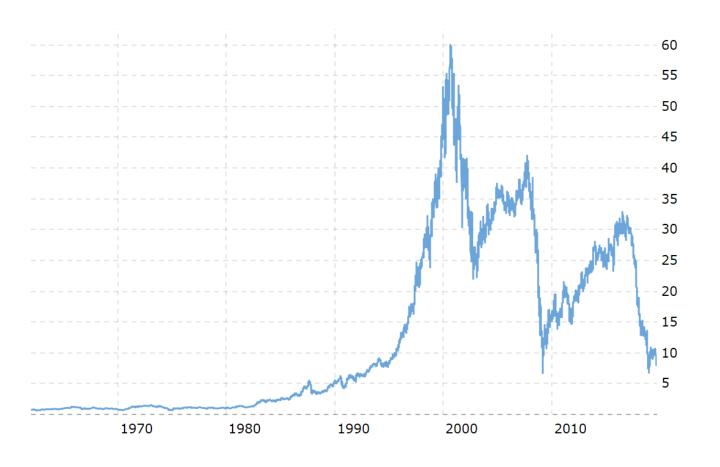


TEAM ATTRIBUTES	TECHNICAL SKILLS	KNOWLEDGE & EDUCATION

Jack's Story



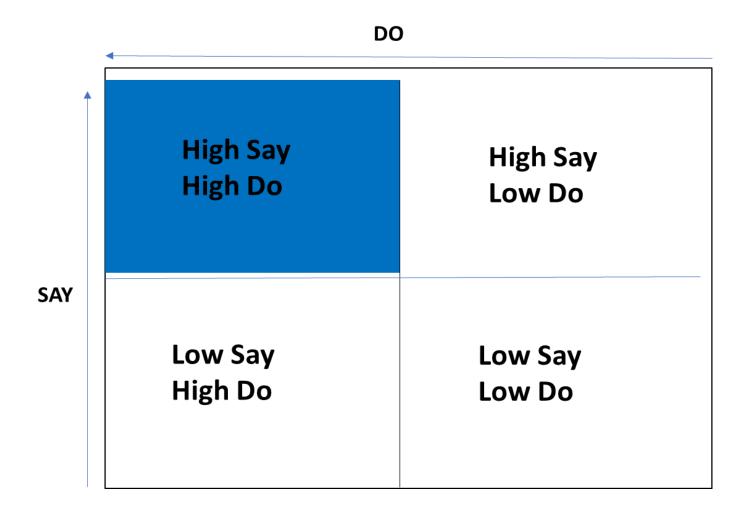




"Be so good they can't ignore you."

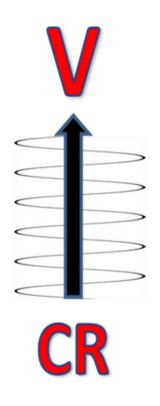
- Steve Martin

Authenticity



Vision





Impact Accelerators



Key Competences

Strategic Planning Critical Thinking Communication Influence **Multipliers**

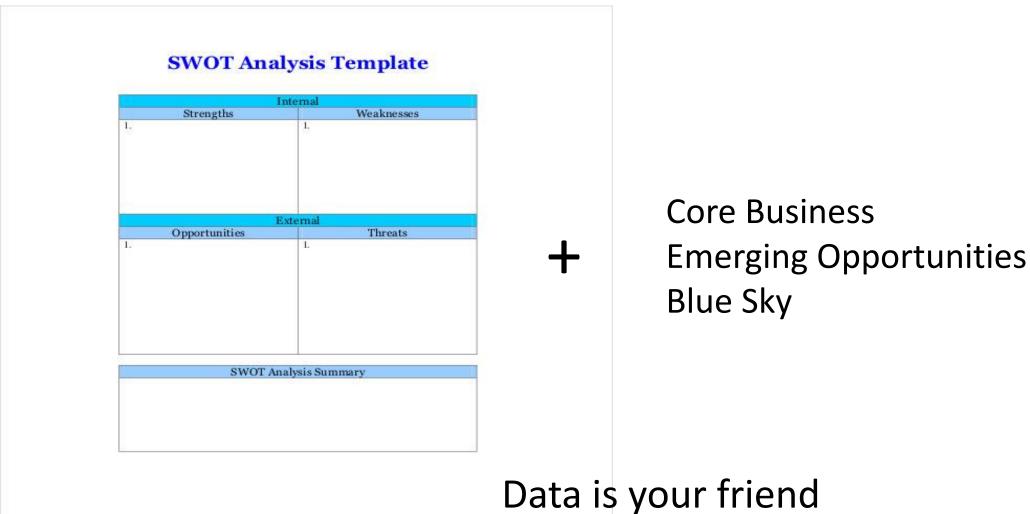
Mentors
Networking
Diversity & Inclusion

Differentiators

High Performing Teams
New World Philosophies

Future Proofing with Vision





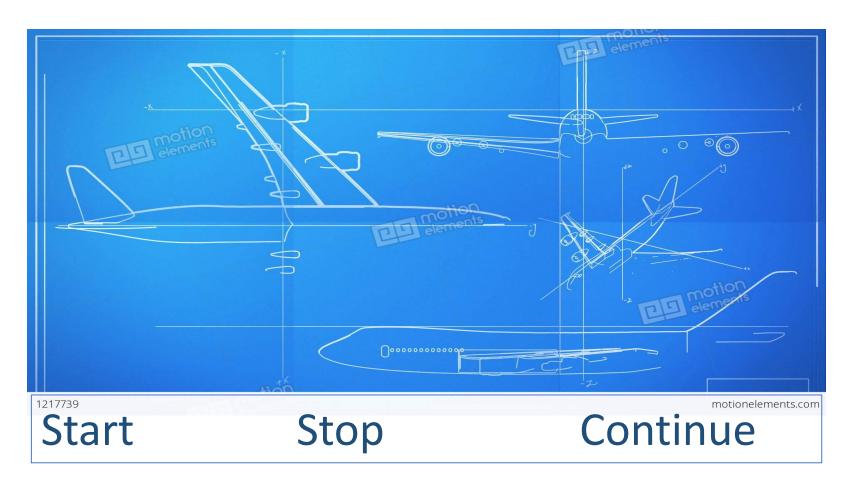
Outside-In Perspective

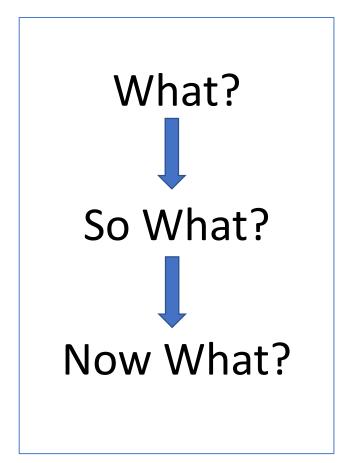
Sustainability (a.k.a. stickiness)

Know your Client/member intimately Build partnerships Be nimble and efficient Claim your space Drive for loyalty...Find/Win/Keep Be proactive Change the playing field Exceed expectations.. 6 Sigma Excellence



Strategic Planning: Vision → Blueprint → Execution





Boundary-less-ness

Reaching across traditional lines Collaboration+

Find and apply the best ideas regardless of their source Taking ideas to the bottom line

Kill NIH

Work-out

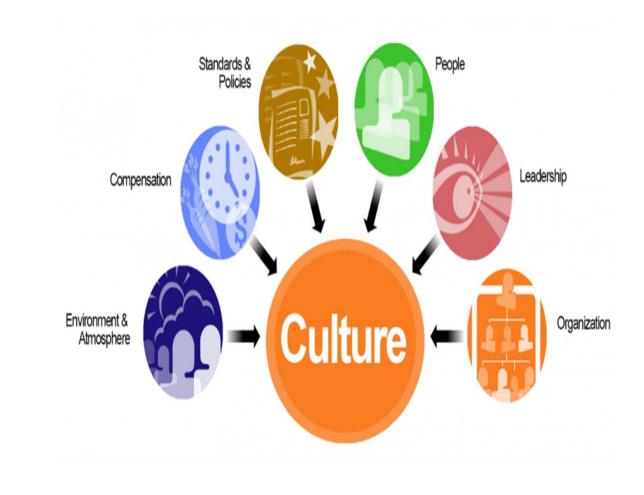
What keeps your members up at night or excited?

Culture Matters: ESG

Societal expectations

Have an opinion

Avoid Complacency

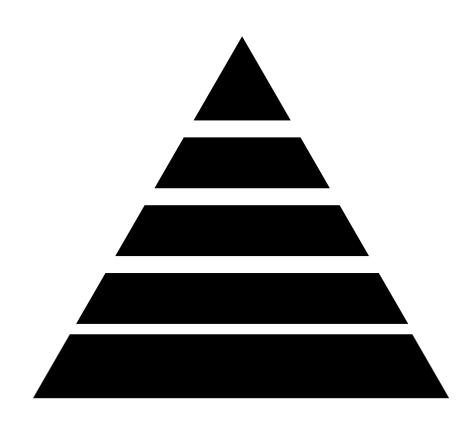


Environmental

Social

Governance

Dysfunctionality of Sub-Par Cultures



INATTENTION TO RESULTS

AVOIDANCE OF ACCOUNTABILITY

LACK OF COMMITMENT

FEAR OF CONFLICT

ABSENCE OF TRUST

Source: Patrick Lencioni, *Five Dysfunctions of a Team, 2011,* San Francisco, CA, Jossey-Bass, 2011

2019 Stanley Cup



High Performance Teams

A high-performance team can be defined as a **group** of people with **specific** roles and **complementary** talents and skills, **aligned** with and committed to a common purpose, who consistently show high levels of **collaboration and innovation**, that produce superior **results.....**

In other words, they know how to play together.



High Performing Teams

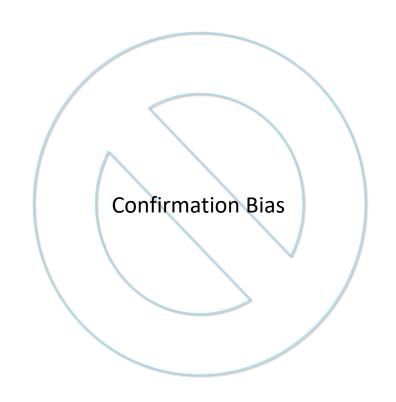


War on talent in some areas, hard to attract in others Younger, diverse, skills for tomorrow Institutional knowledge is leaving



Human Capital
People make the numbers
Make it compelling, sell it
Codify development/training/investment in talent
Use new methods
Use convention to share knowledge and find "Go To" people

Be a Critical Thinker



Multiple Options	Sleep on It	Pre-Mortem		
Standardize Evaluations	Appy Weightings	Temper Intuition		
Pre-work vs. Group Think	Beyond NIH	Trip Wires		
Embrace Surprise	All Voices	Loyal Dissonants		
READ				

Age Physical Orientation Qualities Ethnicity Race Gender Workforce America; Marilyn Loden and Julie Rosener

Build Diverse and Inclusive Teams

- ✓ Attract top talent
- ✓ Improve customer orientation
- ✓ Higher employee/member satisfaction
- ✓ More robust decision making
- ✓ Real bottom line impact

Differences in the Way We Work

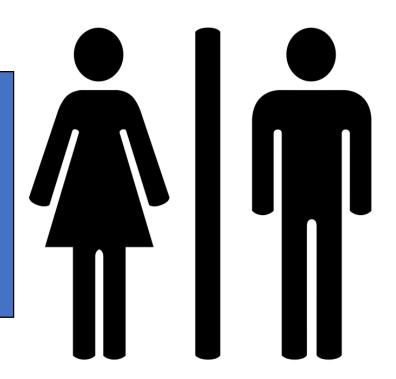
Women

Deliverables: The journey, the work

Teams: Collaborative, communication

Questions: Engaging, understanding

Emotion: Natural, a release, multifunctioning



Men

Deliverables: The output

Teamwork: Efficiency

Questions: Making better decisions,

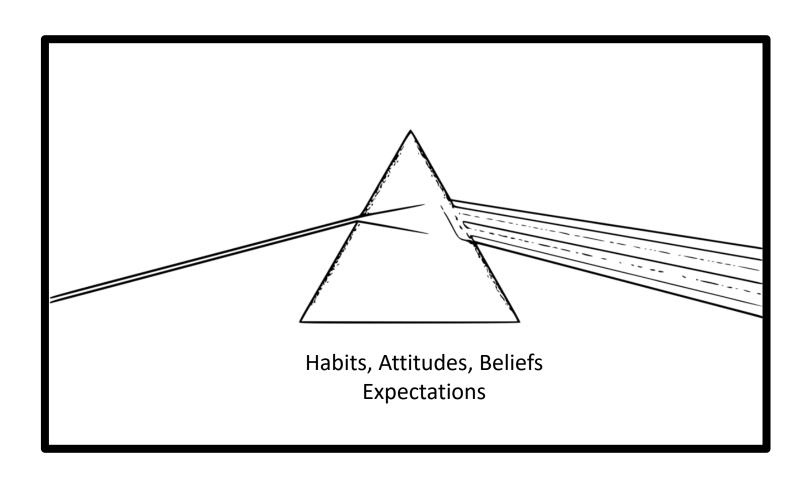
Delegating

Emotion: Unnecessary, Lack of control

Unconscious Bias: The New Normal

The shortcuts our minds take expressed in:

- Stereotypes
- Blind spots
- Prejudices
- Behaviors
- Expectations
- Perceptions



Implicit Association Test ... Dr. Banaji

Common Biases Experienced at Work



Likeability bias



Performance bias



Maternal bias



Attribution bias



Affinity bias



Double discrimination & intersectionality



Watch the video:
"Introduction to the Common
Biases Women Experience"



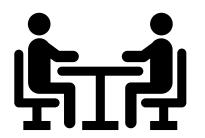
Macro Shift to Collective Intel and Conscious Inclusion



- Raise Awareness
 - Common language
 - Codification via policy, training, identification
 - Top down mandate
 - Principle-based and collaborative organizations
- Drive as a Business Imperative
 - Human analytics identify trends
 - Unbiased recruiting and evaluation processes
- Inclusiveness

Credible Communication

Candor
Communication plans
Non-bureaucratic exchange
Formal & informal feedback
360 degree conversations
Strong presentation skills
Candid feedback



Feedback is a Gift

Observation



Interpretation



Expectations



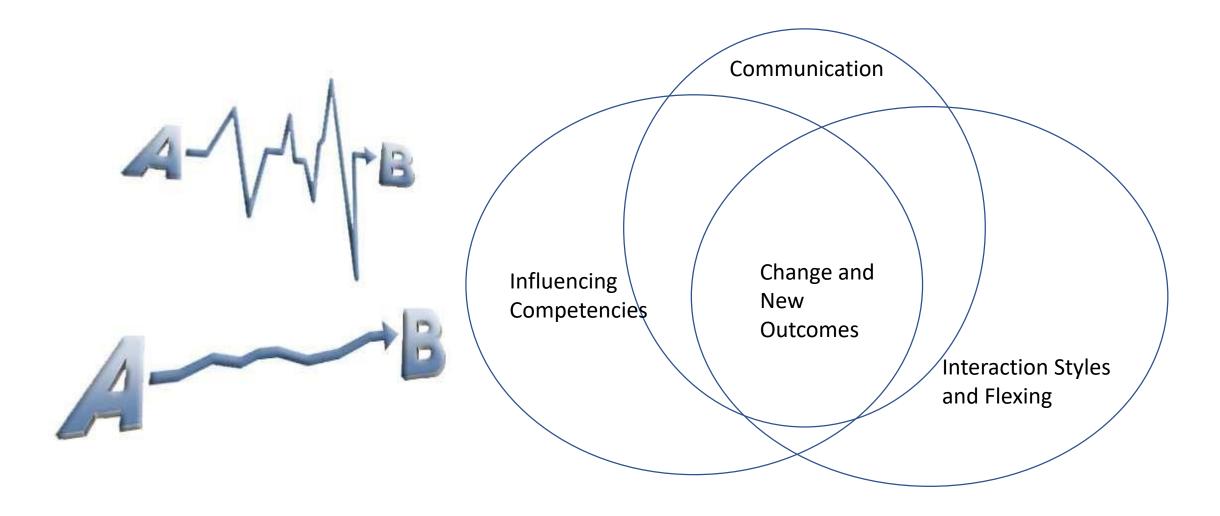
Know what motivates them, Know how they hear, Be specific, Be kind

Communication Today

Two way
Social media
Active Listening
Big Data



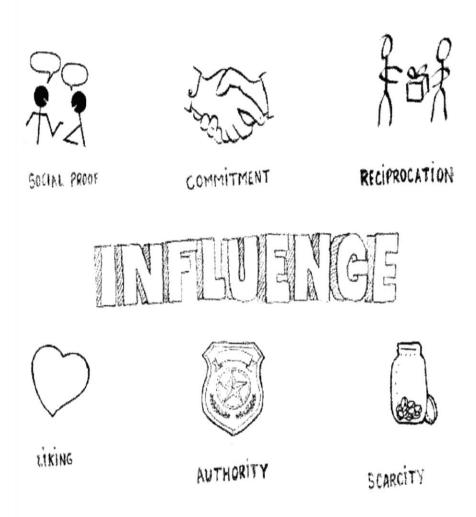
Leveraging Communication



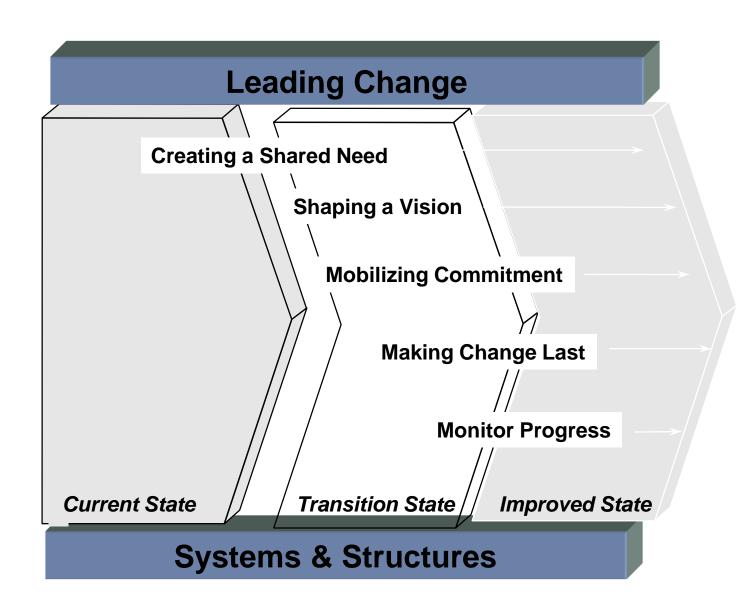
Influence: Utilitarian Skill







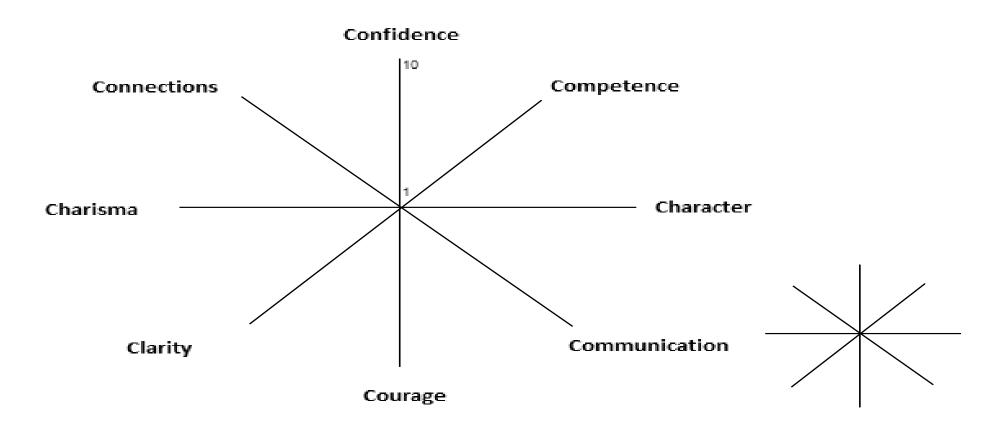
Recognize that Change is a Process



Influencing to Build Alliances and Change



8 C's of Influential People



Change is the New Normal

Cornerstone of transformation Sustainability

What gets measured gets done

Get it right the first time

Align with the broad overall strategy and give everyone line of sight

Be a zealot

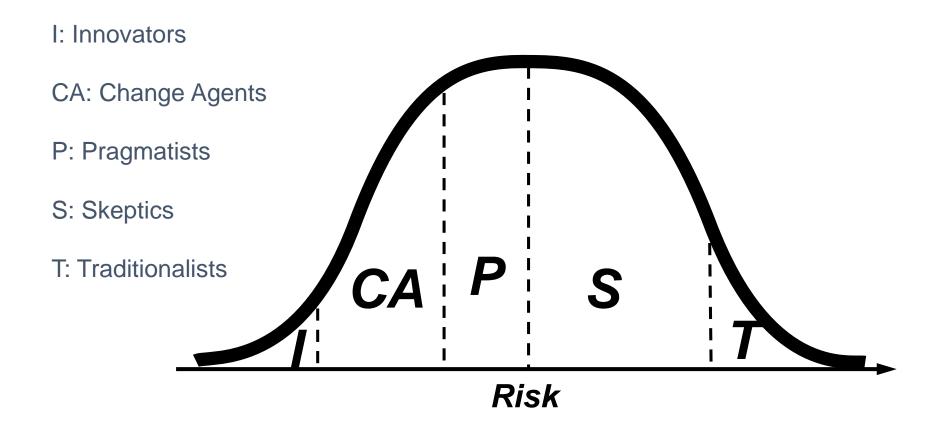
Have the right people at your side

Eliminate resisters

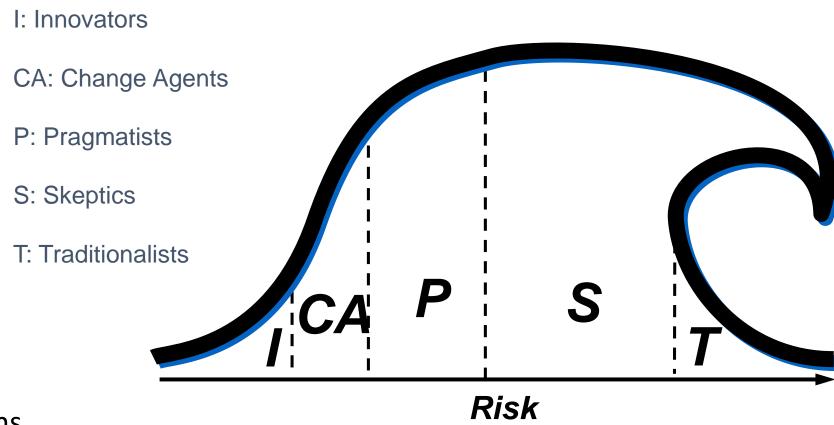
Be bold..make opportunities



Influence Facilitates Change



Leaders Create the Wave



Find Champions
Convert Opinion Swayers

Change is Emotional



Talk about it Productive dialogue vs. mandate

Technology

Technology + people
Digitization
Working Smarter
Access
The experience is your product



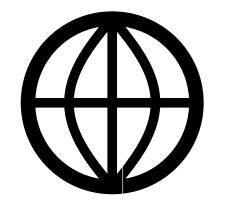
Digitization and AI



Mine the Cost...Quality...Service Create Capacity Continuous improvement Maniacal implementation of the big "Ah-Hahs"

Innovation





Global reach for best practices
Find/Win/Keep
Speed
Change the playing field/Disrupt
Incremental change counts
Ideas are easy, Innovation takes commitment

Multipliers



Mentoring

Networking

Diversity and Inclusion

Mentors, Sponsors, Thinking Partners

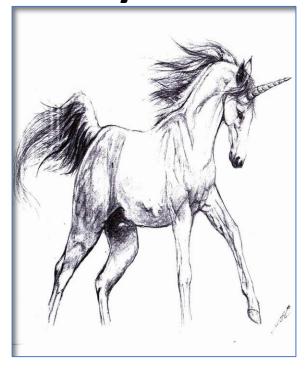
You only need one

Formal, long-term

Early career

One way

Myths



Traditional
Remote
Situational
Peer
Reverse
Stalker

Mentoring Creates Value

INPUT

Knowledge exchange
Experiential osmosis
Sounding board
Advice
Confidential, safe haven
Professional guidance
Organizational insight





Skill building Institutional knowledge Confidence building Competence Retention Impact

Career pathing

Leadership muscle Risk tolerance Cross-Gen exchange

Mentors Can Define your Leadership Style

Go big or go home	Sandy Weil
Humility	Clayton Brown
People make the numbers	Jack Welch
Don't listen for Culture, Look for it	Mike Kulp
Simple metrics	Herb Kelleher
Who you work for matters	??????????
Presence inspires	Muhammad Ali
Chance favors a prepared mind	Louis Pasteur

Networking





Building Resources
Advancing the Industry
Enabling Others
Finding "Go To" People
ID Best Practices
Garner Broader Perspectives

Networking



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Who are your network targets and why?

Who do you want to meet?

Future clients, connectors, business leaders, referral partners

Identify 1° Connectors

Who is currently doing business with your future clients?
Who do you currently know that could make intros?
Circle the wagons.

Strategies

Contact Connector
Identify their preferred
style
What's most important to
them?
Create introduction script
Go where they go

Invite them

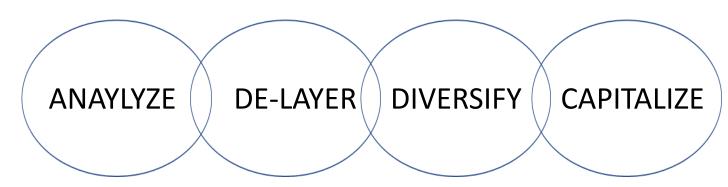
To a community event
To a social event
Be a connector to someone
they want to meet

Have a mission
Map it out
Pocket questions
Follow up

Purposeful Small Talk and Purposeful Interactions

Build a More Effective Network





- 1. Be proactive
- 2. Be thoughtful regarding quality and alignment
- 3. Calendar network expansions
- 4. Build diagonal networks
- 5. Do not be intimidated
- 6. Respect people's time
- 7. Leverage contacts to other ones
- 8. Do your homework
- 9. Give first
- 10. Keep your networks vibrant

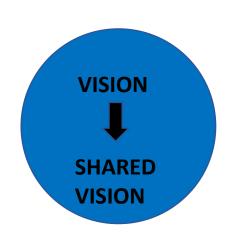
HighlandBirch.com HBR July-Aug. 2011

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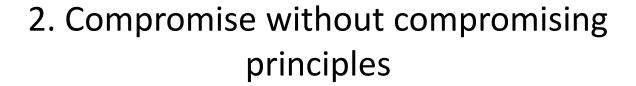
New World Mindsets



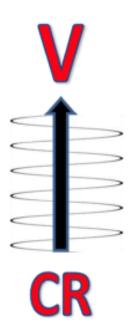
Shared Vision



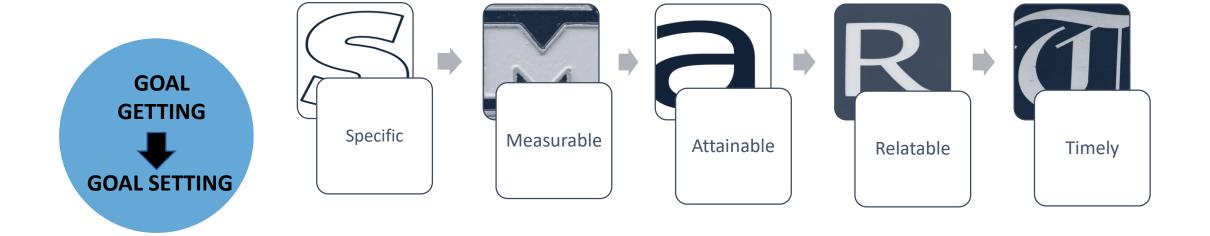
1. Engagement to fill in the "how"



3. Talk about the emotion of change



Goal Getting

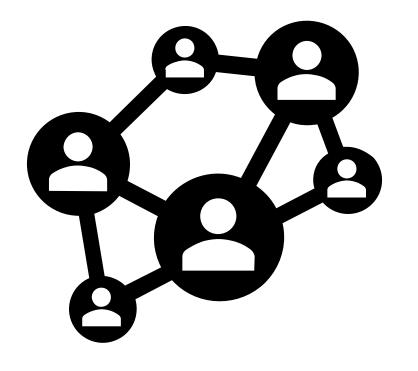


What gets measured gets done Alignment of goals Agile Method project management

Collaboration

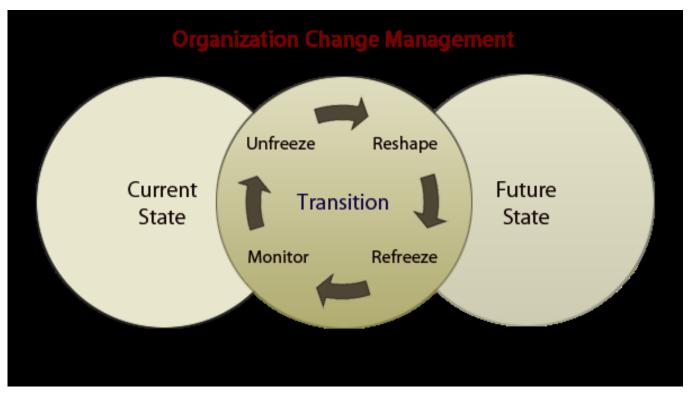


Info Sharing Dependability Right Skills/Team Accountability Multi-way Communication **Credit Sharing Trust**



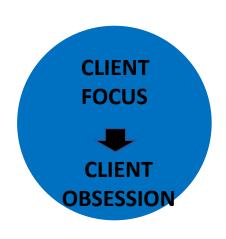
Continuous Improvement





Work Systems Associates Canada

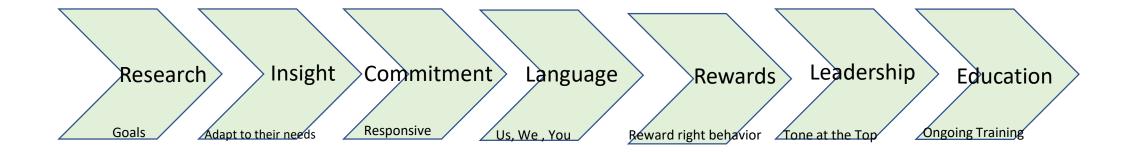
Client and Member Obsession



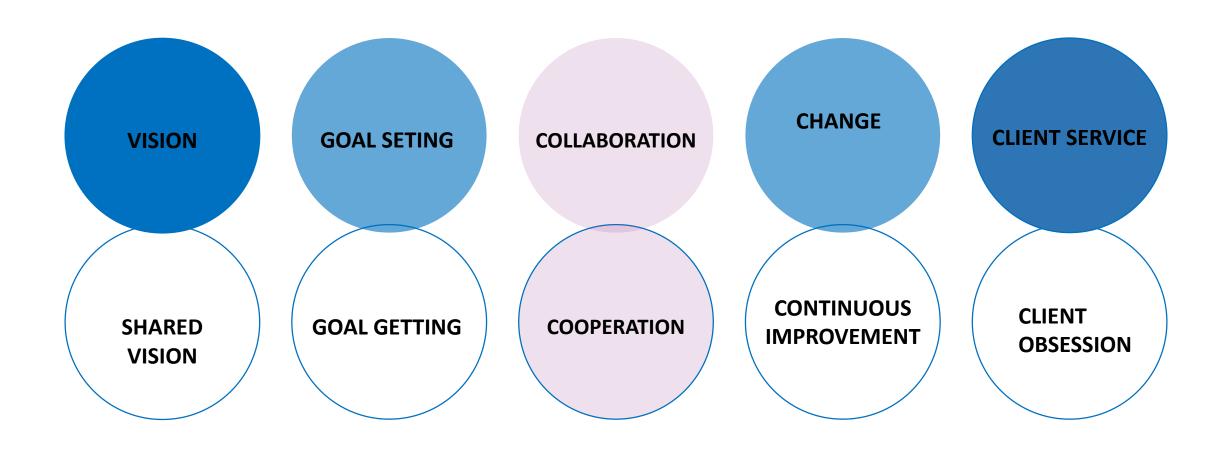
The mental **shift from client-centric** company, where the client is a vital part of the equation, to one where **everything** is catered and directed toward the client. The client is the **entire equation** and focus, **not just a piece**.

Design Thinking Fiduciary Mindset Client Success & Growth

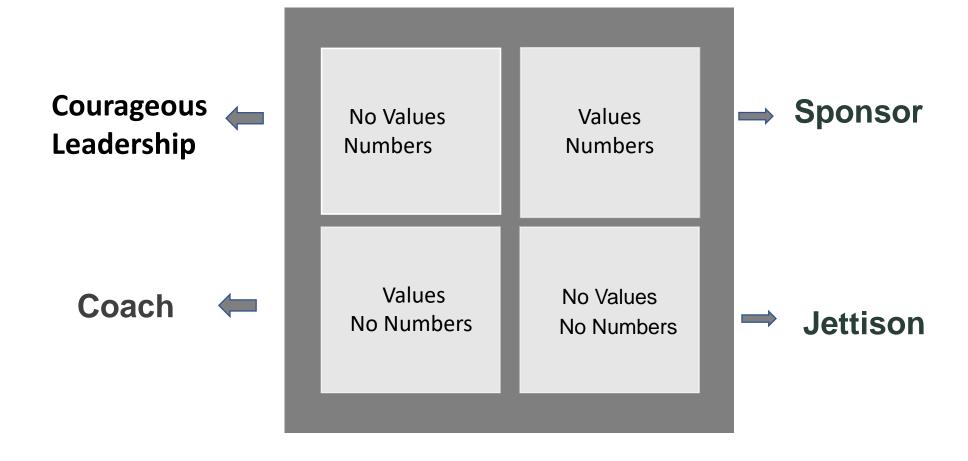
The Shift



Differentiators

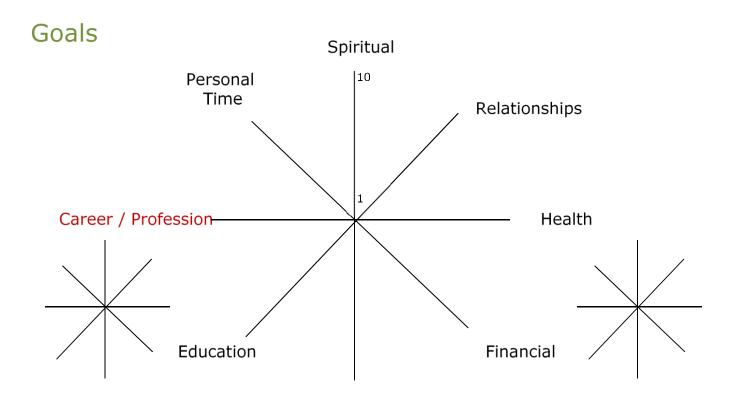


Values



The Whole Leader





QVC Qualities / Values / Characteristics

Leadership "isms"

Tone at the top

Operationalize &

measure
Relentless pursuit of

growth

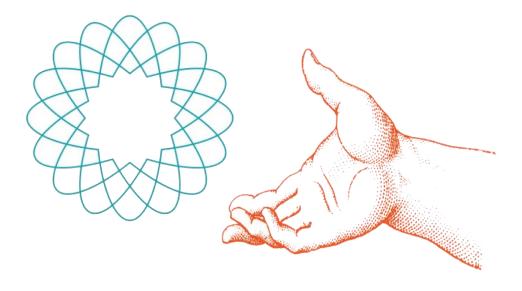
Data is your friend

People make the numbers

Leadership can be learned

New world Mindsets

Q&A



Challenge Questions

- Have I created value? How can I do it going forward?
- Is my organization/team facilitating or hindering change?
- Are we leading or chasing our members/clients?
- What's right for my organization/members/clients now and into the future?
- Are we intentionally building high performing teams?
- How would we look differently to our constituents if we were a client obsessed organization?
- Where can we look for best practices that we can innovate?
- Is there a leadership competency I should refresh?

