WELCOME

LeaderShift 2020 & Beyond
➢ Speed of Change
➢ Expanding Complexities
➢ War for Talent
HUNT EXECUTIVE SEARCH
What can you be best in the world at?

What drives your economic engine?

What are you deeply passionate about?

Walgreens
“All good-to-great leaders are hedgehogs.”

Jim Collins, Author of *Good to Great*

“Contrarian Hedgehog”
Hedgehog strategies worked well for decades, delivering organic growth to 8,000 stores across America.

Greg was not fixated or single-minded, rather he was flexible, open to new ideas, and pivoted.
CEO LeaderShift

Vision/Mission: Americas First Choice For Health and Daily Living

Five Core/Key Growth Strategies that support the Vision/Mission

1) Transform the tradition Drug Store to a Health & Daily Living Destination.
2) Advance the role the community pharmacy plays in healthcare.
3) Enhance employee engagement to really drive a greater customer experience.
4) Expand across new channels and markets. E-Commerce/Mobile Commerce & Markets Outside the US.
5) Constantly looking to improve efficiency, reduce costs, and drive innovation.
Results

Omni-Channel Creation. DrugStore.com / Beauty.com
Created First Global Pharmacy Chain
Expansion Platform EU & Emerging Markets
Created Worlds Largest Pharma Supply Chain

Hedgehog or “Contrarian Hedgehog”?
“The most important decisions that business people make are not WHAT decisions, but WHO decisions.”

Jim Collins, Author of *Good to Great*

**WHO Architecture** = Behaviors
- Motivators (*drivers/values*)
- Acumen (*capacity/potential*)
- Competencies (*personal skills*)
As you moved into more advanced positions and especially CEO, what Behaviors, Motivators or Competencies were you personally missing and what did you do to address the gaps?
Outside of expanded Strategic Agility & Execution Excellence, what are the three (3) most important, non-negotiable Core Competencies you personally look for in key leadership selection and appointments?
Leading Change

Supports, implements and initiates change, while helping others deal with the transition; identifies and drives organizational and cultural changes needed to adapt strategically to changing market demands, technology, and internal initiatives; facilitating the implementation and acceptance of change within the workplace.
## Leading Change BI’s

<table>
<thead>
<tr>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
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</thead>
<tbody>
<tr>
<td><strong>Supports change</strong></td>
<td><strong>Facilitates change</strong></td>
<td><strong>Manages/orchestrates change</strong></td>
<td><strong>Leads change</strong></td>
<td><strong>Champions change</strong></td>
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<tr>
<td>Seeks to fully understand the change.</td>
<td>Asks others for input and feedback on changes that will affect the work unit.</td>
<td>Adjusts priorities and reallocates resources to effect the change.</td>
<td>Anticipates and pursues ways of overcoming resistance to change.</td>
<td>Promotes information gathering to anticipate and identify opportunities for and potential impacts of change.</td>
</tr>
<tr>
<td>Deals constructively with own resistance to change.</td>
<td>Openly shares information on decisions and changes in a timely manner.</td>
<td>Adapts existing goals, plans and processes, or develops new ones to respond effectively to the change.</td>
<td>Leads the translation of broad organizational change strategies into specific directions and goals.</td>
<td>Creates an environment that encourages change, innovation and improvement.</td>
</tr>
<tr>
<td>Accepts and tries new ideas and ways of doing things.</td>
<td>Gains support for non-traditional or innovative activities.</td>
<td>Coaches others on dealing with resistance to change.</td>
<td>Creates and maintains a sense of urgency to sustain momentum for change.</td>
<td>Identifies and implements broad change strategies to achieve desired results.</td>
</tr>
<tr>
<td>Solves problems in own area related to the change.</td>
<td>Enhances understanding of and commitment to change by involving those affected by it.</td>
<td>Tracks the impact of the change, making adjustments as needed.</td>
<td>Builds commitment for new initiatives.</td>
<td>Personally communicates a clear vision of the broad impact of change.</td>
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<td></td>
<td>Identifies and addresses specific reasons for others’ resistance to change.</td>
<td>Partners with change leaders and managers in planning, implementing and evaluating interventions to improve organizational performance.</td>
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Builds strong-identity teams that apply their diverse skills and perspectives to achieve common goals; uses appropriate methods and a flexible interpersonal style to develop, motivate and build a cohesive team to attain successful outcomes and business objectives.

**LeaderShift Principle:** Surround yourself with people whose strength render you weakness irrelevant.
# Builds Effective Teams BI’s

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<tr>
<td>Meets team’s fundamental needs</td>
<td>Facilitates achievement of team results</td>
<td>Builds strong teams</td>
<td>Empowers team members</td>
<td>Inspires team members</td>
</tr>
<tr>
<td>Ensures that team members have the information they need (e.g., informs others of decisions that affect them; explains rationale for decisions). Ensures that team members’ health and safety are safeguarded in the workplace and that they have the fundamental equipment/resources needed to do their jobs. Accommodates diversity among team members.</td>
<td>Considers team members’ competencies, interests and concerns in establishing team structures, roles, and responsibilities. Encourages and values team members’ input. Shows appreciation for work well done. Capitalizes on diversity among team members to optimize team functioning.</td>
<td>Identifies and addresses gaps in team expertise. Resolves conflict among team members fairly and sensitively. Delegates authority to match responsibility, and holds staff accountable for agreed upon commitments. Coaches and supports staff in taking independent action. Delegates responsibility rather than taking charge or micromanaging when staff have the capability.</td>
<td>Uses individual as well as group goal setting to maximize performance. Challenges rules or practices that present inappropriate barriers to independent action and decision-making. Brings excellent performance to the attention of the larger organization. Seeks resources that will enhance the team’s productivity.</td>
<td>Cultivates a feeling of energy, excitement and optimism in the team. Creates an environment where team members consistently push for improved team performance and productivity.</td>
</tr>
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Collaboration Skills

Works effectively and cooperatively with others to achieve organizational goals; establishing and maintaining good working relationships; seeks and builds alliances that further the organization’s objectives; reaches out to peers to tear down barriers; earns a reputation for leading peers toward support of what is best for total company; can represent his/her own interests and yet be fair to other groups; cooperative with superiors, but not a “yes” person; establishes collaborative relationships with peers without being a pushover.
# Collaboration Skills BI’s

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<tr>
<td><strong>Collaborates with others</strong></td>
<td><strong>Proactively assists and involves others</strong></td>
<td><strong>Fosters teamwork</strong></td>
<td><strong>Coaches others/resolves conflicts</strong></td>
<td><strong>Builds bridges between teams</strong></td>
</tr>
<tr>
<td>Deals honestly and fairly with others, showing consideration and respect for individual differences.</td>
<td>Initiates collaboration with others.</td>
<td>Gives credit and acknowledgement for contributions and efforts of other team members.</td>
<td>Coaches others on teamwork skills to promote high team performance.</td>
<td>Facilitates collaboration across teams to achieve a common goal.</td>
</tr>
<tr>
<td>Does own fair share of the work.</td>
<td>Assumes additional responsibilities to facilitate the achievement of team goals.</td>
<td>Makes outstanding efforts to help other team members.</td>
<td>Provides constructive feedback to fellow team members.</td>
<td>Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.</td>
</tr>
<tr>
<td>Seeks assistance from other team members, as needed.</td>
<td>Seeks input from other team members on matters that affect them.</td>
<td>Fosters team spirit.</td>
<td>Facilitates beneficial resolutions to conflict among team members.</td>
<td>Creates opportunities for groups to work together and get to know each other to further organizational objectives.</td>
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<td>Assists other team members.</td>
<td>Provides opportunities for all group members to contribute to group discussions.</td>
<td>Helps build consensus among team members.</td>
<td></td>
<td>Creates cross-functional teams to solve problems.</td>
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<td>Shares all relevant information with others.</td>
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The first external executive you recruited into the company was Kathleen Wilson-Thompson as CHRO.

Outside of functional/technical competencies, what were you looking for in a CHRO that didn’t exist in the current organization?
Visioning forward, what does a Human Resources Executive need to have mastered in order to add the most value and be successful in a company 2020 and Beyond?
Recruiting Sona Chawla was a “game changer” hire for you. Can you walk us through your thoughts at the time and what this critical leader had to bring the table and deliver?
Supply Chain Officer

A key LeaderShift for you was when you recruited Reuben Sloan.

With digital / e-commerce and ever expanding globalization, how have your Supply Chain leadership requirements changed?
Can you tell us a little about your transformed beliefs around Human Capital Analytics and Tools?

How important are they and why?
What advice do you have for executives relating to relying on gut instinct vs. the tools available today in making people decisions?
Most Important Competencies

Executive (Level 7, 6, 5 GM, 4 Functional Head)

Managing Ambiguity
Business Acumen
Leading Change (Change Management)
Critical Thinking/IQ
Customer Driven/Focus
Decision/Judgment Quality
Executive “Gravitas”
Managing/Working Higher Up (Board & Upline)

Creativity/Innovation Management
Inspiring/Motivating Others
Organizational Savvy
Planning/Organizing
Presentation/Meeting Skills
Results Driven
Strategic Agility
Optimizing Work Systems
Vision/Purpose Alignment

Bold=New to LeaderShift Level
## Supply / Demand

**Executive (Level 7, 6, 5 GM, 4 Functional Head)**

<table>
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<tr>
<th>High Supply:</th>
<th>Moderate Supply:</th>
<th>Low Supply:</th>
</tr>
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<td>Vision/Purpose Alignment</td>
</tr>
<tr>
<td>Executive “Gravitas”</td>
<td>Negotiating</td>
<td>*Leading predictor of success</td>
</tr>
<tr>
<td>Functional/Technical Skills</td>
<td>Organizationally Savvy</td>
<td></td>
</tr>
<tr>
<td>Learning Agility*</td>
<td>Strategic Agility</td>
<td></td>
</tr>
<tr>
<td>Planning/Organizing</td>
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*Leading predictor of success*
Related to Change Management, Building Effective Teams and Collaboration Skills, what and how do you think will change over the next 3-5 years?
Given the massive changes we’ve talked about, how do you drive the necessary behavioral changes throughout the organization while maintaining the culture?
If you had to give a current or upcoming C-Suite executive a piece of advice on developing themselves and their down line, what would it be?
THANK YOU!
Enterprise GPS – 7 Levels of Leader Shift

• Enterprise GPS, applied to the organizational development realm, every leader in the organization is clear on what they need to personally deliver and what they need to enable others to deliver.

• Most companies don’t really know or understand what Competencies to develop or how to do it.

• Competencies are developed 80-85% from experience, 10-15% from others (mentor/coach) and 5-10% from learning (reading/education). Like all developed skills, mastery can only be developed from purposeful/mindful practice.

• Past experience is not an accurate predictor of future success. Learning Agility is the single most determinant and predictor of future success.
LeaderShift Architect

- LeaderShift Architect: Our job/performance modeling tool where we build a “real-time” Performance Profile detailing the job specific Accountabilities vs. duties/responsibilities and job benchmark/model that includes Behaviors (DISC vs. MBTI), Motivators (drivers/values), Acumen (capacity/potential) tied to Self View (self-awareness), World View (accurate view of environment) and Competencies (personal skills in three skill groups, Behavioral/Life Skills (Analysis, Resourcefulness, Interpersonal), Technical/Functional (Supply Chain, Marketing, HR), and Professional (Business Acumen, People Management).

- Having the Job Benchmark/Model, were able to assess candidates and create a Gap Analysis of how they match against the specific job and conduct a deeper interview and 360 reference checks against the Accountability Performance Scorecard (APS).

- The LeaderShift Architect was designed to develop a high performance organization that can be applied to an individual person, team, top to bottom functional vertical or entire enterprise. A Performance Profile is built and can be applied to organization development, selection, personal/professional development and performance management.
HR SEAT AT THE TABLE

What results would you say come from enabling HR to have a seat at the leadership table and what are the opportunity cost for not?