



CONFERENCE SUMMARY

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3	About The Art of Leadership
4	Strategy & Effectiveness Tammy Heermann
6	Culture & Innovation Sir Ken Robinson
8	Creativity & Leadership Ron Tite
10	Coaching & Performance Michael Bungay Stanier
12	Happiness & Employee Engagement Neil Pasricha
14	Excellence & Strategy Tom Peters
16	Closing Remarks Bill Williams
17	Sponsors

THE ART OF LEADERSHIP

Strong leaders inspire.

They establish a shared mission and define a clear path to growth and success. They enable organizations to develop dynamic corporate cultures, engaged and loyal employees and sustainable long-term growth.

The Art of Leadership features world-class leaders who deliver relevant and actionable insight about the key principles that propel organizational success. It is an opportunity to hear first-hand stories about strong and effective leadership in action.

The Art of Leadership is a unique forum that explores how leadership is impacted by the intersection of science and art. It looks at how successful leaders use a variety of approaches to empower creativity, innovation and cohesive teams to move their organizations forward.



Tammy
HEERMANN



Sir Ken
ROBINSON



Ron
TITE



Michael
BUNGAY STANIER



Neil
PASRICHA



Tom
PETERS

Tammy HEERMANN

Senior Vice-President, Strategic Solutions,
Lee Hecht Harrison Knightsbridge

STRATEGY & EFFECTIVENESS



The Strategic Blockers

Tammy Heermann asks if drowning in execution is blocking you from being strategic. As leaders we need to be spending more time working on our business instead of in our business. There are four main types of strategic blockers: drowning in execution, multi-tasking as opposed to focussing on strengths, keeping tight control of things, and avoiding risks.

Asking Questions

One technique that Tammy suggested for being strategic is to ask strategic questions. Questions aren't just about getting information for us; they show others how we think, so by using them wisely we have the opportunity to change perceptions. There are three types of questions that show strategic breadth: connection, impact and tension.

Share Your Point of View

Her key advice for being strategic also included not using buzzwords and avoiding expressing opinions at

“ Questions are a great strategic tool to show others how you think.

work. Instead, share your point of view – opinions are judgements formed about something and not necessarily fact or knowledge, whereas point of view is a position or perspective from which something is considered or valued.

5 Tips to Speak Strategically

To speak strategically focus on the customer, link back to broader goals, quantify with numbers, project a future

focus, and show where and how to win.

3 Strategic Networks

According to Tammy, you need three strategic networks: operational networks (what's going on now?), future focused networks (what are the experts saying?) and careers (who's got your back and pulling you through the organization?). Nurture these relationships – coffee and lunch are part of your job.



VISUAL SUMMARY



Sir Ken ROBINSON

Internationally Acclaimed Expert on Creativity & Innovation and New York Times Bestselling Author

CULTURE & INNOVATION



Learning's Natural but Mostly Cultural

Everyone is born with profound talents. Different and unique talents. Sir Ken Robinson says that Human Resources are a lot like natural resources – they are rich but are not always just lying at the surface – you have to dig for them. Human beings are naturally curious and capable of learning, but workplaces and institutions are unintentionally stifling this.

Find Your Passion

Seventy per cent of people in office jobs are uninterested and disengaged from what they're doing. The key to finding engagement is first finding something you're good at, but that you also actually enjoy. What you do can either feed your energy or take it away. If it's something that you hate or administrate, you actually age quicker. While this work will exhaust you, it also causes depression.

Don't Be a Parasite in Your Environment

If we look at a plant, it adapts to its environment and it feeds its environment in return. Parasites, on the

“ *People should love what they do so much, that getting paid should surprise them.* ”

other hand, destroy their environment. If we were to apply this thinking to our organizations, we have to adapt, support and sustain our environment in order to survive. Our environment also includes our employees.

Talent is So Often Overlooked

Sir Ken Robinson shares with us that Paul McCartney's music teacher had half of the Beatles sitting in his class, and they were overlooked. Kodak invented digital photography, but it was repressed by the culture of the organization. What are the hidden talents on your team?

You Have the Resources

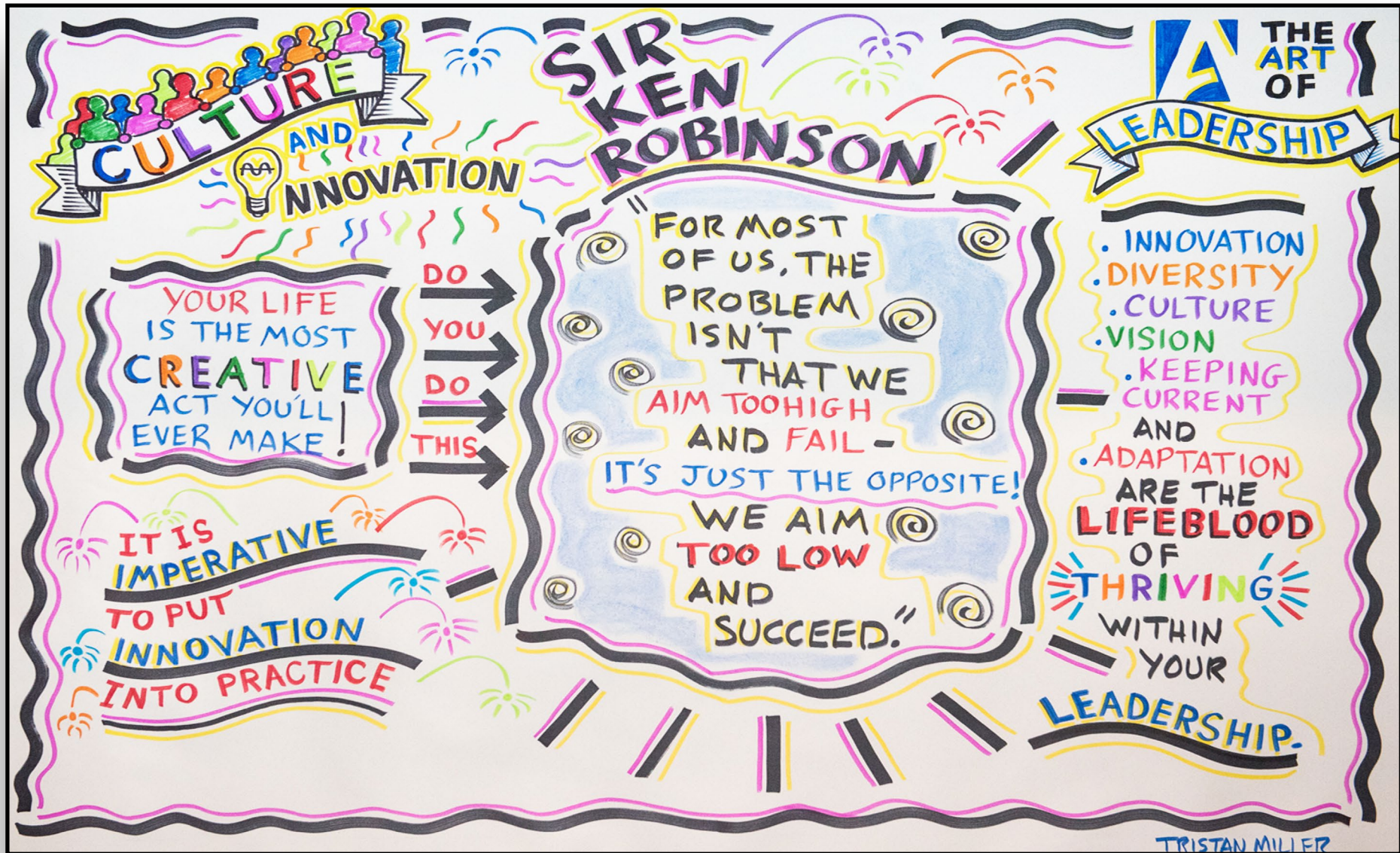
People have tremendous talent and you have all the resources you need to be successful, innovate and stay relevant right in front of you. Technology has transformed our minds and our physical capacity and culture can only grow if we feed off of each other's ideas.

Diversity of Thought

Twenty-first century leadership is about getting great at working with teams and groups to get diverse people in the same room - diversity can cause ground breaking innovation and greatness.



VISUAL SUMMARY



Ron TITE

Co-Author of Everyone's An Artist, CEO
of The Tite Group & Creativity Expert

CREATIVITY & LEADERSHIP



The Battle for Time

Consumers used to vote with their wallets, but now vote with their time. Right now, our consumers are winning this battle for time. They're more creative than we are, more innovative and more authentic. In order to be great leaders we need to constantly reinvent ourselves.

Time-Sucking Maggots

One step is to identify our time-sucking maggots. We need to become masterfully efficient so that we can spend more of our time on innovation.

Be a Rebel With a Cause

A great way to win the battle for time is to be a rebel with a cause. Everyone has an offer and people are tired of being pitch slapped. Stand for something greater. Values are really easy to write, but people shouldn't read them, they should see them and experience them. Remember, a principle is only a principle when it costs you money.

Be a Storyteller

Your story is more important than

“ I don't care about your values. I shouldn't read them on your website, I should experience them.”

your data. We always say that we are not storytellers, but yet when we are talking about something that is real, and that we are passionate enough about, we are able to tell it again and again and again.

Master Face-To-Face

People want authentic, real experiences. It used to be management by walking around, but now it's management by “reply all”. As leaders we need to connect with the people in our office – we have to master face-to-face.

Stick it to The Man (Even if It's You)

Finally, be anti-establishment. We can't just assume that because our competition is doing things a certain way, it's the best way. You will be wiped out and won't see it coming this way, so solve the problems that the establishment won't. With the internet and the pace of innovation, your real competition isn't the building down the street offering a similar service, but the 16-year-old in his basement coming up with an idea that makes you irrelevant. It's not a problem until somebody solves it.



VISUAL SUMMARY



Michael BUNGAY STANIER

Bestselling Author, Manager Development
Expert and Champion for Great Work

COACHING & PERFORMANCE



Bad, Good and Great Work

There are three types of work according to Stanier and they are Bad, Good and Great work. These are not measures of quality, but measures of impact. Bad work is mind-numbing work, meetings, paperwork and emails. Good work is your job description, being productive, but is work that isn't memorable. Great work, however, is the work that has meaning, and that lights you up. Stanier shares five questions that can get great work out of your people.

Don't Jump The Gun on Advice

Getting to the root of any problem can take a long time, but with these questions great coaching can happen in minutes. Start with asking, "What's on your mind?" Once they're done responding, ask the second question, "What is the real challenge here for you?" We all tend to be advice-giving maniacs. The problem is that oftentimes the first challenge that shows up is not the real challenge. The real key to great coaching is to stay curious as long as possible and focus on just listening.

“We are all advice giving maniacs. The Challenge is to not “add value” but just listen.”

And What Else?

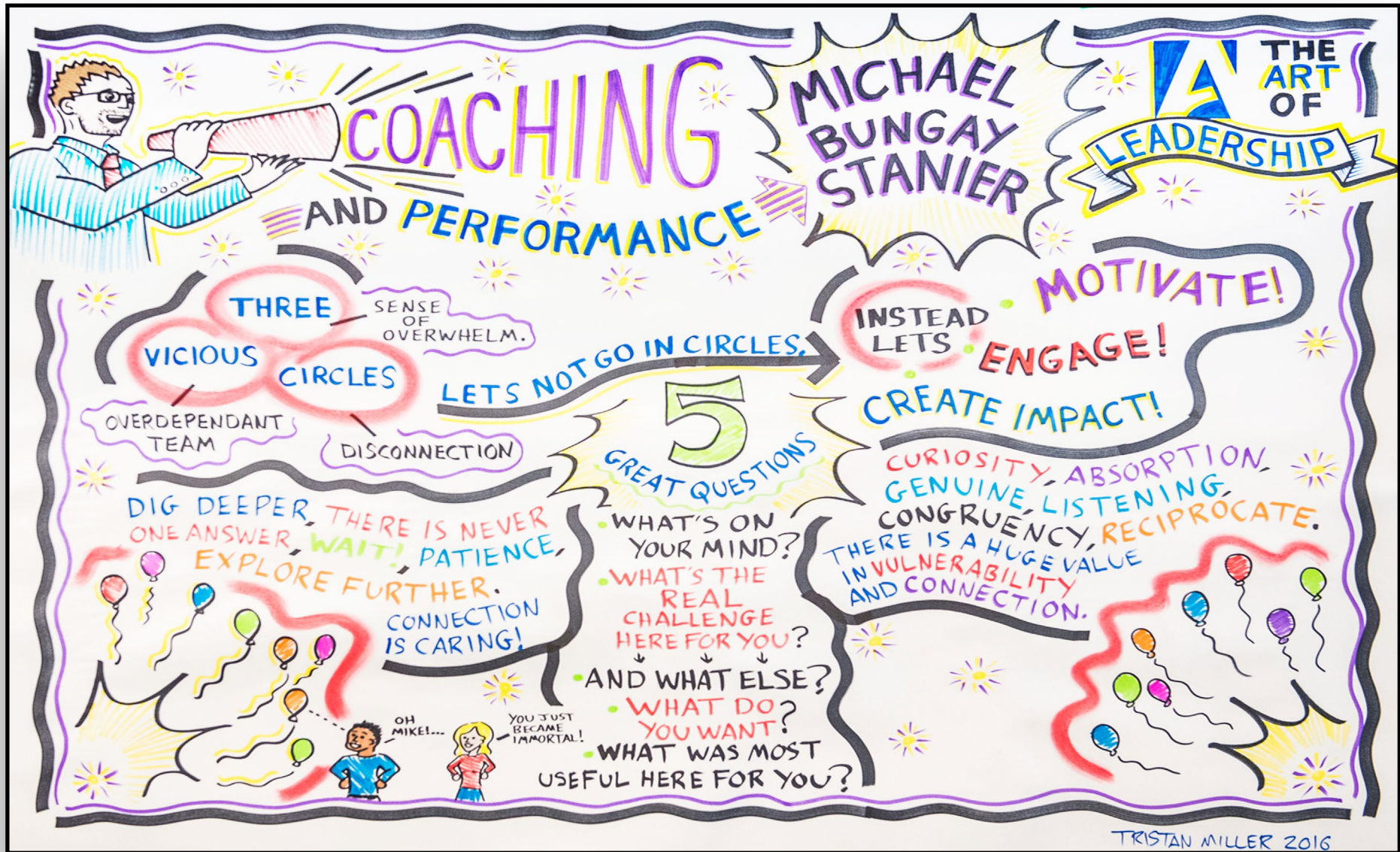
This brings us to our third question, the best coaching question in the world, "And what else?" After you ask this question a few times, ask question two again. You will find that the real issue at hand is not what was said initially. If you had given advice right off the bat, you would have been sending someone in the wrong direction. The most effective coaches are lazy coaches – your only script is five

questions, and the challenge is to not "add value" but just listen.

How Can I Help?

Now that we know the real issue, question four is, "So, what do you want?" Using the same outline as question two and three, find out what they REALLY want. Finally, be sure to ask question five, "What was most useful and valuable here?" This gives you the opportunity to improve too.





Neil PASRICHA

New York Times Bestselling Author and Former
Director of Leadership Development at Walmart

HAPPINESS & EMPLOYEE ENGAGEMENT



Be Happy First

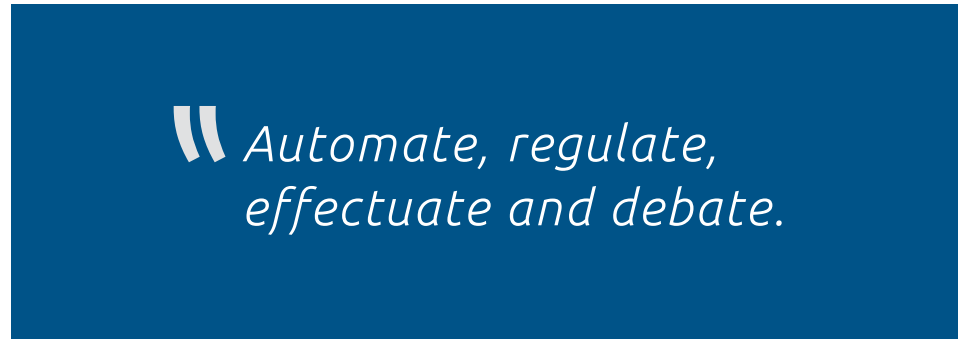
Neil Pasricha shared three secrets to finding happiness and success. The first secret is that often we are told that if we do great work, it will lead to big success, and then we will be happy. Psychologically proven, this is backwards and we need to be happy first. After 300 positive psychology studies, Neil says that when we are happy we are 31% more productive, have 37x higher sales, are more engaged, are 40% more likely to get a promotion in the next year and tend to live ten years longer.

The "Big 5" to Happiness

To become happy, perform the "Big 5". Any of these done for just 20 minutes for 20 days will have results: three brisk nature-walks a week, journaling, performing five conscious acts of kindness a week, meditating, and five gratitudes a week.

Automate, Regulate, Effectuate, Debate

The second secret is to draw a matrix of time and importance for the 295



decisions we make every single day. Decisions that are low time and low importance, automate (i.e. make extra dinner so that you have lunch made for you the next day). Decisions that are low importance but high time, regulate (i.e. devote the first Monday of every month to house maintenance). Things that are high importance and low time, effectuate (i.e. picking up your kids). Decisions of high importance and high time is where we have now made more room for debate. We also

now have time to apply the first secret.

Action Leads to Motivation

The third secret is to turn your biggest fear into your biggest success. We think there are three steps to everything we do: we can do it, we want to do it, and so we do it. We think that capability and motivation leads to action, but action actually leads to motivation. It is easier to act yourself into a new way of thinking, than think yourself into a new way of acting.



HAPPINESS AND EMPLOYEE ENGAGEMENT.

NEIL PASRICHA

THE ART OF LEADERSHIP

BE HAPPY FIRST
TWENTY MINUTES A DAY!

- THREE NATURE WALKS/WEEK
- JOURNAL ABOUT POSITIVITY
- FIVE CONSCIOUS KIND ACTS
- MEDITATION
- FIVE GRATITUDES

I CHOOSE TO MAKE MY PERSONAL AWESOME A PERSONAL PRIORITY

FREE UP TIME
YOUR TIME MATTERS!

WHAT CAN YOU **REGULATE**?
WHAT CAN YOU **AUTOMATE**?
WHAT CAN YOU **EFFECTUATE**?
WHAT CAN YOU **DEBATE**?
FREE YOUR TIME - FREE YOURSELF

TAKE ACTION
IT IS EASIER TO **ACT INTO THINKING** THAN TO **THINK INTO ACTING!**

TRISTAN MILLER 2016

Tom PETERS

One of the Most Influential Business Thinkers of
All Time and International Bestselling Author

EXCELLENCE & STRATEGY



Develop Your People

Leaders have to treat their employees like customers – if you want staff to give great service, give great service to staff. Your principal moral obligation as a leader is to develop the skills of the people in your charge. “Tuck the shower curtain into the bathtub” – investing in your people will benefit you in the long run too.

Hard is Soft, Soft is Hard

Soft skills matter. Thoughtful leadership is based on spending time with people so try Management by Walking Around. Return on investment in relationships (ROIR) is more important than ROI and is the only measure that’s sustainable. Bring back hand-written notes, master “thank you” and “I’m sorry” and pay attention to what your people are saying. “What do you think” are the four most important words in an organization because it shows people that they are important.

“ At 73, I’m disappointed that I’m still having to talk about investing in people.

Beware of the Echo Chamber

Information, ideas, and beliefs tend to be amplified and reinforced within organizations. As the leader, try not to discourage new ideas and approaches to things – diversity of thought in business is crucial. Women make a hugely positive difference. Management teams with less than 50% women on them need to rethink this.

Whoever Tries the Most Stuff Wins

Intelligence is overrated. Try as many new things as possible and take risks. It’s okay to fail, so fail faster and succeed sooner. The most important person any manager needs to manage is her/himself because blind spots are everywhere in leadership. Whatever you do, do it with integrity because no one’s tombstone is written with their net worth on it.



VISUAL SUMMARY

EXCELLENCE
and Strategy

TOM PETERS

THE ART OF LEADERSHIP

RESPONSIBILITY OF A LEADER.
DEVELOP A SKILL SET
SOFT AND HARD WITHIN
YOUR EMPLOYEES TO
THE BEST OF YOUR
ABILITY.

**AMATEURS
TALK
ABOUT
STRATEGY.
PROFESSIONALS
TALK
ABOUT
LOGISTICS.**
-GEN OMAR BRADLEY

**TAKE ACTION
FROM DAY ONE!**

YOU ARE WHAT YOU
CONSUME
REGARDING
ALL FACETS
OF YOUR LIFE
**CHOOSE
WISELY**

**CUSTOMERS HAVE THE
CONTROL.**

IT'S ALL RELATIONSHIPS!!!

LEADERS MUST BE IN TOUCH, IN THE PRESENT MOMENT
REMEMBER TO TUCK THE SHOWER CURTAIN INSIDE THE BATHTUB!

TRISTAN MILLER 2016

CLOSING REMARKS

Don't get caught drowning in execution – as leaders we must work ON our business not in it.

Don't give opinions, give points of view, and go for coffees 'cause coffees and lunch are part of your job.

Life is not linear. And creativity is the pulse of humanity

So create a culture where people believe "YES I CAN"

Because you are an artist.

And as an artist, you have to master the art of face to face, eliminate your time sucking maggots, and be anti-establishment.

There will always be three types of work – focus on the work that's GREAT and has an impact.

Ask the 5 engaging questions. Be curious and go deeper – saying less, and asking more.

Be Happy first. Great work follows and then success.

Have time for debate by thinking of ways to automate, regulate and effectuate

Always remember, that if you want staff to give great service, give great service to staff.

Now... whoever tries the most stuff (and screws the most stuff up the fastest) wins!

Let's go try some new stuff.

Bill Williams

Partner, VP Learning, The Art Of

*To know and not to do
is really not to know.
To learn and not to do
something with the
learning is really not to
have learned.*

Bill Williams



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