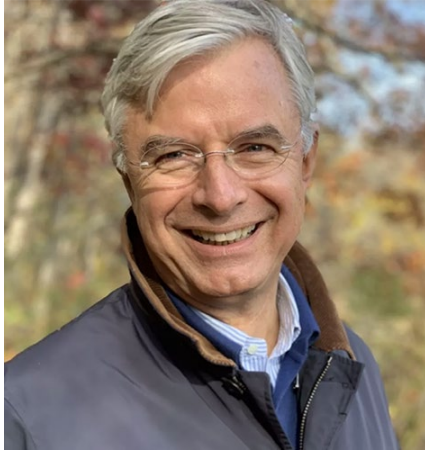


2021 PEO LEADERSHIP ANNUAL CONFERENCE – HUBERT JOLY



- Purpose is a difficult journey, translate into practical tacticals - initiatives behind purpose so leaders know what to do
- Translate corporate purpose into individual purpose and bring to life
- Give people – investors and employees – a dream
- Humanize employees and manage the whole person
- Employees as individuals – “I am seen, therefore I am”
- Ask your people about their dreams and goals – their why
- Connect with team members and get them to write their retirement speech/life story
- Treat as “human beings” first, not employees or customers
- Customer behaviours have changed. Customers are not walking wallets
- Focus on customers and their experience
- Performance vs perfection (it's ok to make mistakes)
- Stop leading from the top
- Creating the right environment is job #1 – no matter what the size – leader is not a super hero but one of the team
- Create purpose but ensure all can write themselves into the story
- Create an environment to unleash human magic
- Be clear about who is responsible for what decisions. With clarity on decision making – things move faster and smoother
- Before every meeting know what the meeting is for
- The heart of business is human connection – one to one
- Allow others to rise up
- Surround yourself with great people and you get great outcomes
- Trust your team - teach your team to trust themselves
- Leaders create environments that solve problems, they don't need to be the problem solver
- Create an environment where people can be safe and the best versions of themselves
- As a leader hold your thoughts on feedback – think about it first
- Idea of “count to seven” before commenting

- Accept ideas at face value – ask yourself if offering improvements is worth it
- Leaders listening, not talking – create the culture of bottom up, not top down
- RASCI model (responsibility, approval, supportive, consult, inform)
- 100 hours of learning required
- Stick to what you're good at
- Fix what's broken, don't just cut people
- Quick operational wins are good
- Financial incentives don't drive performance
- Individualize personnel plan – what motivates them and get it right
- Credit team when things are going well, blame leader when things are going poorly
- Bring things back to values
- Review culture/person when you hire
- Interview question – tell me your soul
- Better to have an A Team than a bunch of A players
- Empower the team to do the job – create a culture of team playing
- Fix team first - now post Covid can work on face-to-face with teams
- Leaders need to recognize that what brought you here, won't take you there
- Need to reflect on the model you are leading with
- New model of leadership: authentic, empathetic, connectivity, vulnerability (especially after COVID)
- Lead with humility and vulnerability
- Authentic leader: lead with heart (how to be remembered) and mind – don't need to be smartest in the room
- Break down friction / resistors to change

Excerpts from Hubert Joly's presentation at PEO Leadership's Annual Leadership Conference on November 11th, 2021.

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