



# Revelations Spark Revolutions

**Richard Montañez**, *VP of Multicultural Sales & Marketing, PepsiCo North America*

Positive disruption isn't reserved for those in high-level leadership. Anyone can be a positive disruptor. Such is the case for Richard Montañez, now vice president of multicultural sales and marketing at PepsiCo North America, who was serving as a janitor at a Frito-Lay factory when he thought of the idea to use spice in chips. This revelation led to the creation of Flamin' Hot Cheetos. "All you need is one revelation to create a revolution," he says in his talk at [Leadercast 2020—Positive Disruption](#).

**Learn from your past.** "In order to find your future, many times you've got to go revisit your past," explains Richard. "When you do that, you become a visionary." For Richard, looking to his past helped him realize he wasn't created to fit in as a Spanish-speaking Latino attending an English-speaking school. "I was created to stand out," he says.

**Leave a legacy.** When Richard landed his janitor job at Frito-Lay, his grandfather reminded him of the importance of leaving a legacy in all you do. "When you mop that floor, you make sure that it shines so that when people see it they know that a Montañez mopped it," his grandfather told him. From that point on, everything Richard did was about his last name—his legacy.

**Act like an owner.** Richard's success would have never come without the revelation and permission to act like an owner. No matter where you're seated in your organization, voice your revelations and ideas. You never know where they might lead with the right people listening.

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