

Leadercast

POSITIVE

DISRUPTION

Facilitation Guide

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How to Use This Facilitation Guide

Purpose

Thank you for your desire and commitment to guiding people in their pursuit to be leaders worth following. As a Leadercast facilitator, you will find great satisfaction in leading the way for you and others to grow together in your leadership. As we become better leaders individually, we model positive core behaviors and values that encourage those around us to follow suit. The Leadercast speakers and content are a great method for encouraging personal and professional development, sharing perspectives in a safe environment and bringing teams closer together.

This Facilitation Guide is designed to help you steer the process, encourage discussion and model effective leadership to your group. Whether you are new to facilitation or have extensive experience, it is important you take time to read through this guide before beginning your program. Whether you experience one speaker or are watching multiple for a daylong experience, this guide is here to help you prepare for your upcoming group sessions.

Defining Values, Expectations and Goals

When you start your Leadercast program, it is important you create an environment with clear values, expectations and goals. People need to know what they are committing their time to and how they can contribute to the group. As facilitator, it's your responsibility to outline expectations and help establish group norms. Here are some core values, expectations and goals you can include in your initial meeting before diving into the content. Be sure to ask your group members if there are any other values, expectations and goals they would like to add to make the group their own.

Values

- **Relationships** – Great relationships will begin to form throughout the duration of your program. Challenge the group to realize this opportunity to build and invest in one another.
- **Respect** – The content you will hear will spark conversation among the group, and your members will likely have different points of view at some point during your Leadercast presentations. Understand this is positive interaction and part of what creates a healthy dialogue. Every member of the group should feel that his/her input is respected and valued.
- **Openness** – All group members should be allowed to express their opinions and know it is a place where they can do so. They should trust that nothing shared within the confines of the group will be met with hostility or aggression.
- **Safety** – What is said in the group should stay in the group. Most organizations are forbidden by law to have employees promise confidentiality, but the group should commit to keeping its environment a safe place for discussion.

Expectations and Goals

- **Commitment** – All group members should make a commitment to the group and to themselves that they will actively participate in the group, be on time, come prepared and engage in discussion.

- **Time** – Decide on a consistent time and place to meet each week that will allow you to have a productive discussion and eat within the timeframe you have available.
- **Amount of Material to Cover** – Calculate how many weeks you will spend on this content and cover the appropriate number of videos per meeting in order to finish in that time. (Note: This Facilitation Guide builds out each video as a separate unit, but you may need to cover more than one video a meeting. Combine videos according to the number of weeks you have to cover the material.)
- **Communication** – Ask group members to email you if they plan to be absent at any time so you can plan accordingly.
- **Facilitation** – In the spirit of leadership, we recommend you give everyone a chance to facilitate a session, but you know the group best and can decide what might work well for your particular group.
- **Productive Discussion** – This is not a class, so it is vital that each person contributes. As facilitator, your role is to provide structure for effective communication and discussion—not to teach or control. You will help start and steer conversation, but group members are encouraged to ask their own questions as well.

A Concluding Note on Group Norms

As you wrap up your discussion about values, expectations and goals, it is extremely important to emphasize that your program is not a session for complaining or venting about people or problems. Instead, the sessions are intended to provide a space for your members to objectively talk about a myriad of topics that will help them grow in their leadership. By directing the discussion to be constructive and positive, it will help members focus on changing their immediate spheres of influence.

There will be discussions about the workplace and how to implement the content into everyday routines, but everyone must be mindful to keep these conversations at an objective level instead of an emotional one. True leadership confronts issues and does not foster the growth of division and strife. At times, you will need to gently redirect the group to keep conversation from spiraling downward.

Facilitator Responsibilities

The facilitation of Leadercast content needs some administration work to be successful. The facilitator should be responsible for the following:

- Recruit people for the group if necessary
- Define structure and group norms (values, expectations and goals) with input from members
- Lead members through the agreed upon amount of material each week
- Prepare your facilitation materials prior to the group meeting each week

- Coordinate schedule and location
- Email questions to group members prior to the meeting (if desired)
- Motivate group members toward self-examination, reflection and action planning with respect to the topics
- If necessary, provide feedback about the your group to other leaders within your organization
- Send follow-up materials after sessions as needed

Facilitation Tips

Here are several facilitation practices that may help your group:

- Ask good questions. Ask open-ended questions, not those that can be answered with a simple, one-word answer (yes or no). They should evoke feelings, thoughts and insights, require personal examples and stimulate people to apply what they are learning.
- Watch all the assigned work prior to the meeting. Make notes and record questions as they arise. Feel free to use your own questions as you like, instead of the questions in the following pages of this Facilitation Guide.
- Incorporate other ways to promote discussion and change things up from meeting to meeting. For example, if you find an article related to the topic, bring it for everyone to read at an appropriate time and use it as part of the discussion.

Facilitation Guide Structure

Leadercast programs are facilitated group discussions in which you will not be lecturing or teaching the group, but encouraging members to discuss what they have learned. In the following pages, you'll find summaries, takeaways, questions, quotes and bios surrounding each speaker's session to help make your job as a facilitator easier. Everything provided is intended to help you and your members grasp the content and engage in productive conversation.

Use this resource, but also share your own reflections, experiences and questions. Remember, as a facilitator, your input should be limited; you should only be talking about 10 percent or less of the time. Stimulate others to share, listen attentively when they speak, and affirm discussions based on other members' questions and insights.

The resource provided for each speaker's session is structured as follows, but we encourage you to build upon it as you create even more intentional and relevant questions based on your specific group and work environment:

- **Quick Review** – A short refresher of what the speaker discussed and how it relates to the theme
- **Main Points** – Key takeaways to aid you in framing conversation and refining your questions and activities
- **Facilitation Questions** – Intended to guide the group in discussion on the major concepts from session
- **Key Quotes** – Food for thought from the session that might be useful for activities or to simply share with others
- **About the Speaker** – Background information about the speaker and their accomplishments

A Note on Structure

As a facilitator, remember there is a need for structure, but don't allow your structure to get in the way of personal growth. Leadercast content is for personal development, and getting through all the material should not be the primary goal of every group session.

Introduction

About the Leading Healthy Teams Theme

What defines a team's success? Is it based solely on achievement, or is there more to the story? The best leaders know a successful team is made when focus, care, attention and development are directed to its members. Healthy teams yield fulfilled employees, effective collaboration, high organizational engagement and greater long-term success.

As you may have guessed, the theme for this content is **Leading Healthy Teams**, which was pulled from Leadercast Live 2019, the world's largest one-day leadership gathering held annually in Atlanta and broadcast to host locations around the globe.

The speakers presented in this Facilitation Guide are prominent collaborative leaders and experts in organizational health. Through your facilitated Leadercast sessions, your group will be steps closer to mastering the art and science of developing and leading healthy teams.

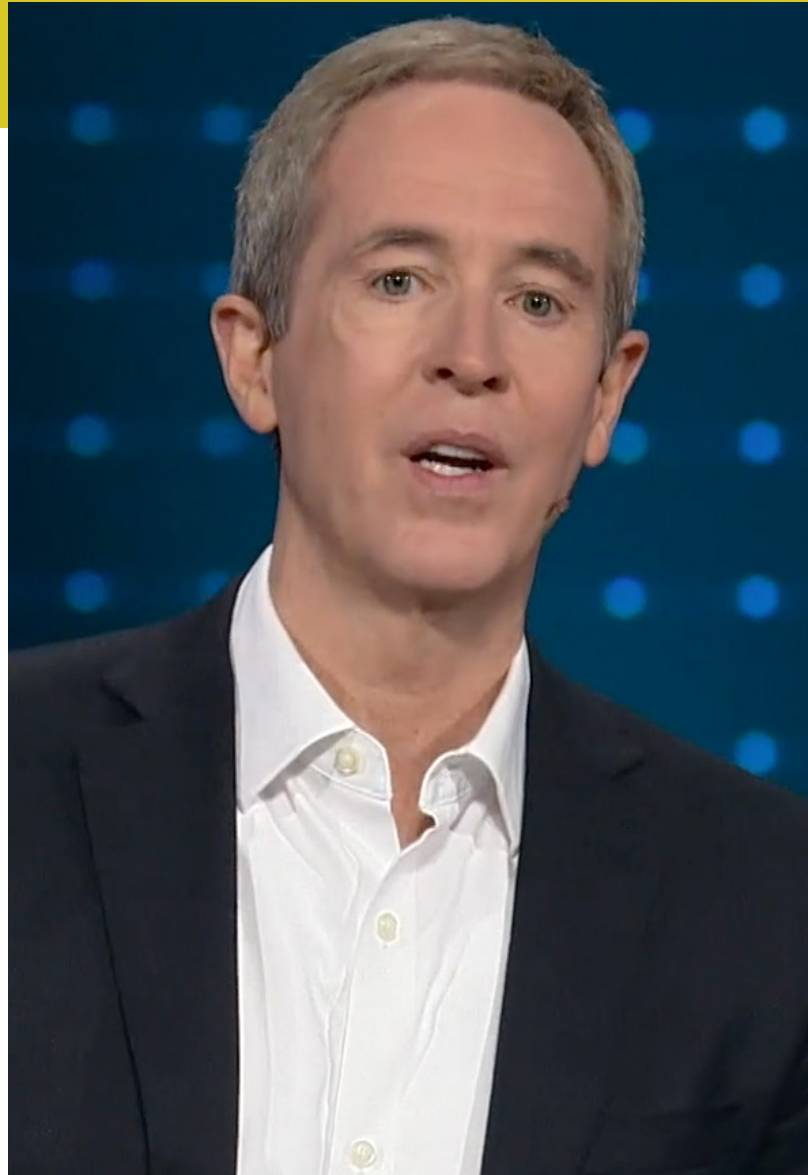
Here's to growing in your journeys to be leaders worth following!

3 Keys for Leading Through Disruption

Andy Stanley

Quick Review

In the wake of the 2019 coronavirus pandemic felt around the globe, leadership communicator and pastor Andy Stanley shares a dirty little secret about leadership: “We don’t always know what to do. We don’t have all the answers. We’re making this up as we go along.” In times of uncertainty and disruption, people look to leaders for reassurance above all else. Andy says during these moments, it’s a leader’s job to pastor (or shepherd) those they lead to provide them with this reassurance. He shares three essentials for leading through disruption.



Main Points

- **Your voice is more important than your words.** In moments of disruption, “People need to hear your voice,” says Andy. People need encouragement, and it’s unlikely they’ll get that through emails and texts. “Call somebody even if you can’t call everybody,” he notes.
- **Your presence is more important than your presentation.** Andy says leaders experiencing disruption should communicate even before they have the answers. Your instincts may be to not pull people together until you have solutions, strategies and a plan, but that’s a mistake. You can’t reassure people if you aren’t present.
- **Clarity is the next best thing to certainty.** It’s human nature to crave certainty, but leaders can’t truly provide it. “Certainty is in the realm that we have no control over—namely, the future,” explains Andy. While we can’t provide certainty, we can provide clarity. “In times of disruption, clarity is enough... be clear even if you’re not certain.”

Uncertainty and disruption
are why the world
needs **leaders.**

Facilitation Questions

- Andy explains that pastoring/shepherding is part of a leader's job. Whether or not it fits our personalities or temperaments, it is our job to show people we care and provide reassurance in times of disruption. **What are you doing to pastor/shepherd your people during seasons of change and disruption? Is this a skill you're strong at? If not, what can you do differently to be a better pastor/shepherd?**
- Andy mentions the Stockdale Paradox, where you never give up hope but never deceive yourself about current reality. **In times of disruption, are you balanced in this paradox? How do you inspire your team members not to give up hope while, at the same time, refuse to pull any punches related to the brutal facts of your situation?**
- In times of disruption, people need to see leaders' humanity. To illustrate this point, Andy describes when President Obama met the parents of the 20 children who were killed in the 2012 Sandy Hook Elementary School shooting. **Think of a time when a leader in your life showed their humanity when you needed it most. How are you showing your humanity to your team members?**

Key Quotes

“
Uncertainty has always been part of the leadership equation. In fact, it's a permanent part of the leadership equation. Truth is, uncertainty and disruption are why the world needs leaders.

“
If you're willing to offer hope rooted in reality, then you've done your job as a leader.

“
Disruption really isn't our enemy. Disruption is our opportunity, so don't miss it.



About the Speaker

A captivating speaker and best-selling author, **Andy Stanley** is considered one of the most influential speakers in America. He is the author of 20-plus books, including “Deep & Wide,” “When Work & Family Collide,” “Visioneering” and “Next Generation Leader.” Though he is an Atlanta-based pastor of North Point Ministries, nearly 1.8 million of his messages, leadership videos and podcasts are accessed from North Point's website each month.

Andy's personal passion for engaging with live audiences, made up of both church and organizational leaders, impacts nearly 185,000 people on a weekly basis. Andy and his wife, Sandra, have three grown children and live near Atlanta.

Leadership in Times of Disruptive Change

Rahaf Harfoush

Quick Review

Disruption is “awesome and terrible, but at the same time,” says Rahaf Harfoush, digital anthropologist and best-selling author. When navigating seasons of disruption, leaders must be intentional about how they will evolve through it. “Disruption always creates opportunities. In all of the chaos that happens... there is always an opportunity for positive disruption.” How will you evolve through the disruptions you face as a leader?



Main Points

- **Be mindful of how you use technology.** We live in an era of constant distraction due to digital social norms that impede our focus and ability to be creative. “We have to be very careful about the tools we bring into the workplace, because some of the most innovative tools can actually get in the way of innovation,” says Rahaf.
- **Make self-care a priority.** Our society celebrates overwork. “But the problem with overwork is that it kills creativity,” she says, noting that you can’t have innovation without creativity. Rahaf shares that when you are intentional about your time for rest and recovery, you actually give yourself the space to reach your goals faster.
- **Embrace an evolutionary mindset.** Understand that change and disruption are constant. Rahaf says leaders should commit to being as adaptive and resilient as possible in the face of continuous change.

THIS IS OUR OPPORTUNITY TO STOP BEING SO BUSY.

Facilitation Questions

- Think about how you use technology in the workplace. **Is your technology supporting you or distracting you? In what ways are you using technology to do your job better? And in what ways does it serve as a distraction?**
- If you believe in the American Dream, you also believe that if you are not successful, it's because you didn't work hard enough (aka "The Shadow Dream" as Rahaf likes to call it). Don't be part of the cultural narrative that celebrates overwork and understand self-care is important to high performance. **How are you prioritizing rest and recovery? What excuses are you making to not make self-care a priority?**
- Rahaf shares the acronym FOPA (Future-Oriented, Present-Acting) as an approach to building an evolutionary mindset. **What are actions are you taking today that will get you as close as you possibly can to the future you want?**

Key Quotes

In order for you to understand what comes next, you have to really get what's happening right now.

You are not your productivity, and your success is not only linked to how hard you work. It is a much more complex picture.

There's always going to be something that is going to force you to change the way that you've been doing things.



About the Speaker

Researching the impacts of emerging technologies in society, **Rahaf Harfoush** helps the world better understand the deep and hidden behavioral shifts within the global communication infrastructure. She is the executive director of the Red Thread Institute of Digital Culture, author of "Hustle & Float" and a professor at Sciences Po in Paris.

video content available until May 7, 2021 due to contractual restrictions

Influencing Behavior Change

Matt Wallaert

Quick Review

As John Maxwell says, “Leadership is influence—nothing more, nothing less.” So it should come as no surprise that leaders are key influencers of behavior change. “All leaders—the service that is leadership—exist to change behavior,” says Matt Wallaert, behavioral scientist and entrepreneur. He shares that behavior change happens as a result of promoting pressures (reasons to do something) and inhibiting pressures (reasons not to do something). As leaders, if we want to influence and change behaviors, we can either strengthen promoting pressures or weaken inhibiting pressures.



Main Points

- **Remove inhibiting pressures.** When inhibiting pressures aren't a factor, people will behave differently. For example, Matt shares that women don't shy away from asking for raises because they don't want them. Really, it's due to the inhibiting pressures that come with them (such as women being less likely to get raises and being socialized not to ask). When those pressures are removed, women are more likely to ask for raises.
 - **Encourage promoting pressures.** On the flipside, behavior is also influenced when we increase promoting pressures.
- As an example, Matt imagines a leader's goal of wanting more men to attend women's events. There are promoting and inhibiting pressures on both sides, so by having women invite the men it increases promoting pressures by changing the environment to one that promotes men to attend.
- **Know the “why” behind the behaviors you wish to change.** In order to change a behavior, you have to know why it exists in the first place, says Matt. This is the only way you'll learn the promoting and inhibiting pressures that influence the behavior and how you can intervene as a leader.



Facilitation Questions

- In your leadership, what are the behaviors you are trying to create in others?
- What are the promoting and inhibiting pressures that cause that behavior to occur or not to occur?
- What interventions would work to increase any of these promoting pressures and reduce the inhibiting pressures?

Key Quotes

Behavior change truly is at the center of everything we do.

All behavior is a series of promoting pressures (reasons to do something) and inhibiting pressures (reasons not to do something), and they compete.

When we want more of a behavior, it can be incredibly effective to remove inhibiting pressures, and vice versa.



About the Speaker

Matt Wallaert is a behavioral scientist, entrepreneur and author of “Start at the End: How to Build Products That Create Change.” For more than 15 years, he has spoken to hundreds of audiences—including the United Nations, South by Southwest and many more—about behavior change. Most recently, he served as chief behavioral officer at Clover Health, where he directed one of the world’s largest behavioral science teams.

The Power of Community

Sangram Vajre

Quick Review

What do Martin Luther King Jr., Mother Teresa, Simon Sinek and Brené Brown have in common? They all understand the power of community, or “belongship” as Sangram Vajre defines it. “The best of the best leaders in the business world, and the world of influence, understand [belongship] and implement it,” he says. “Without a community, you are simply a commodity.” Belongship is about creating a community based on trust, safety and care, and the way to achieve that on your team is to have the following four key attributes.



Main Points

- **Paint a picture of success.** This is the ability to paint a clear picture of where exactly you are headed. “[As a leader, you] need to create a Promise Land, a picture of success, so clear that people will run through walls for you,” explains Sangram. It must be a clear picture, otherwise there will be a lack of clarity that will cause confusion.
- **Have extreme focus.** “You’ve got to own the narrative that you want to have in the marketplace, and that happens when you are extremely focused on that one thing that is your greatest differentiator,” he says. Once you figure out what that is, you can be a disruptor.
- **Be authentic.** Authenticity creates trust, and Sangram explains that trust is a force multiplier for an organization’s success. “When you win the hearts and minds of people, their wallets automatically start opening up because you care,” he shares.
- **Put kindness above everything else.** Kindness sounds soft, but it’s actually the one thing you should double down on because it is a basic human need, says Sangram. The positive disruptors of this world are the ones who put people first.



Invitation

Facilitation Questions

- What does your picture of success look like? If you close your eyes, can you see it? It needs to be that clear.
- What would you say is your biggest differentiator from your competition? How much focus and energy are you contributing to that one thing that sets you apart from everyone else?
- What are you known for right now? On the flipside, what do you want to be known for? Is there a discrepancy between the two? If so, fix it.

Key Quotes

“When opportunity and community meet, that’s when belongship begins.”

“Your loyalty can be bought if you don’t have a community.”

“Belongship creates legacy. Belongship is about creating a community that is built on trust, safety and care.”



About the Speaker

Known as the “accidental” evangelist, **Sangram Vajre** built Terminus, an account-based marketing firm in Atlanta, into one of Deloitte’s 2019 Technology Fast 500 in less than five years. He is the host of the “FlipMyFunnel Podcast” and has authored two books on account-based marketing.

What Makes a Disruptive Leader?

Bozoma Saint John

*video content available until May 7, 2021
due to contractual restrictions*

Quick Review

Positive disruption is one of the most difficult things for us to understand, says Bozoma Saint John, chief marketing officer of Endeavor. “How do you do it in a way that will make you better without affecting and truly negatively disrupting everything around you?” she asks. For her, positive disruption means constantly challenging her interactions with people and her career. She believes disruptive leaders are those who are continually working to evolve themselves, trusting their intuition and being authentic.



Main Points

- **Innovate yourself.** You should always be working to better yourself, even if you’re in the spotlight where your mistakes are out there for everyone to see. The spotlight is an opportunity to always put your best foot forward, says Bozoma, but it shouldn’t deter you from evolving and stepping outside of your comfort zone.
- **Listen to your inner voice.** Bozoma advises leaders to lean on their guts in their decision-making. In her experience making decisions in the spotlight, she’s learned to really depend on and trust her inner voice. “When you are trying to make a decision, or you’re trying to pivot, or you’re trying to evolve, the best advice is your own,” she explains. Seek counsel from mentors, parents or friends, but at the end of the day, it’s all about what you want to do.
- **Showcase your authentic self.** “If you are authentically and wholly yourself as you enter spaces, you will positively disrupt those spaces,” says Bozoma. She uses the example of DNA to illustrate her point: When one strand of DNA is different from the rest, it changes the matter all together. When leaders show up as their authentic selves, that is positive disruption in and of itself.



Facilitation Questions

- What are you doing to constantly evolve yourself? Does being in the spotlight of your leadership position ever deter you from stepping out of your comfort zone?
- Consider some of the biggest decisions you've made in your life. What weight did your inner voice have over the voice of others in making that decision? Did you listen to yourself? On the flipside, have you ever ignored your gut in a decision? What was the outcome?
- There's a tendency in the workplace for people to leave a piece of themselves at the door each morning. What piece of yourself are you leaving at the door when you come in? What do you wish your team knew about you? Don't be afraid to be authentically you.

Key Quotes

“
Your best counselor is your own.”

“
When you are trying to connect to people, the best way to do it is by simply showcasing yourself. While that sounds so simple, it's actually quite disruptive.”

“
Disrupt the spaces that you're in. Have the courage to do that. Show up in your most authentic self. It really will pay dividends. It will make our world better because people will actually see you for who you are.”



About the Speaker

Bozoma Saint John earned a reputation as a trailblazing executive after leading marketing efforts for Uber, Apple and Pepsi-Cola North America. She currently serves as chief marketing officer for Endeavor, where she drives marketing campaigns across its global network that operates in 30 countries with subsidiaries like IMG and UFC.

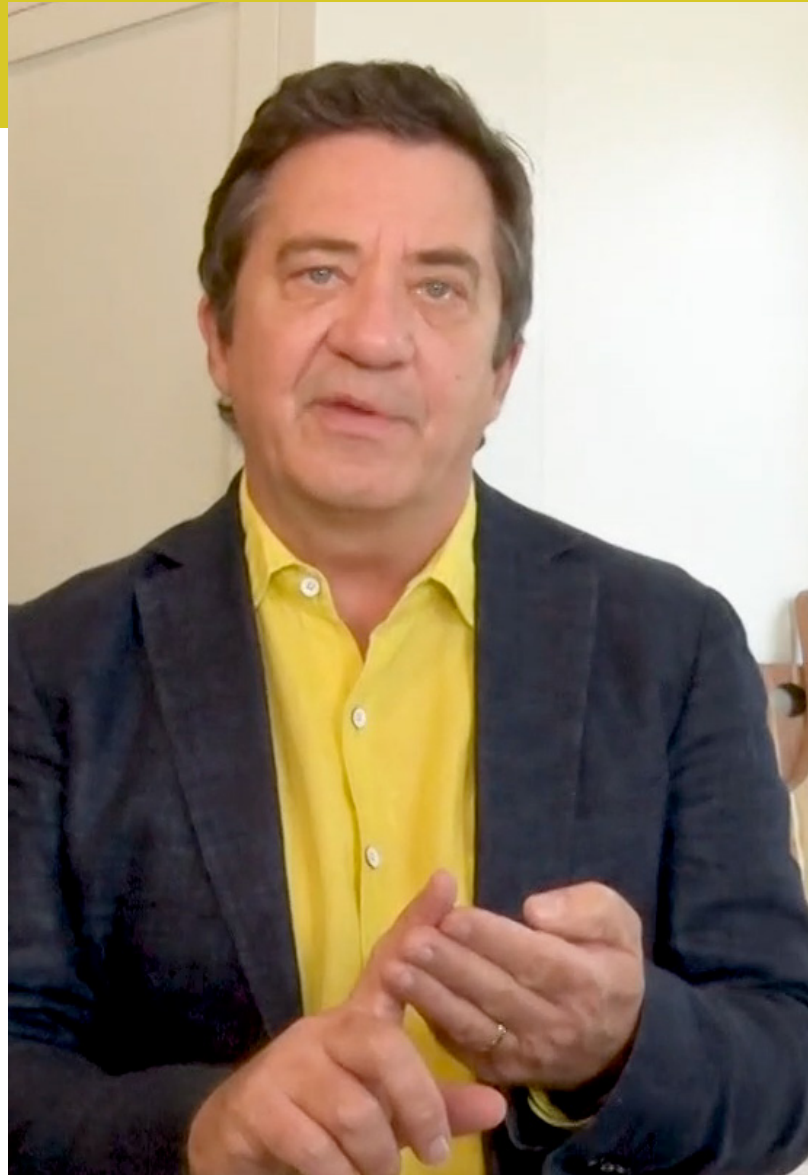
Pruning Is the First Step to Innovation

Dr. Henry Cloud

Quick Review

One of the biggest roadblocks to innovation and positive disruption is the tendency to cling to what's always been done, says psychologist and leadership expert Dr. Henry Cloud. "Today may be the biggest enemy of your tomorrow," he explains, noting that in order for leaders to create positive disruption, they must end what has always been in the past—what he calls necessary endings. They can do this by pruning.

"Pruning is a mechanism by which we create necessary endings," says Dr. Cloud. "It is necessary for something to end before you can get to the next place. If you can't untie yourself from the dock, you're not going across the lake." By pruning in the following three areas, leaders can move into the new and away from the old.



Main Points

- **Prune what's good.** Just because something is going well today, profitable even, doesn't mean it's what's best for tomorrow, says Dr. Cloud. He uses the example of Steve Jobs reducing Apple's computer offerings from 43 different versions down to the four models available today. Steve shut down what wasn't best for his vision for tomorrow.
- **Prune what's sick.** There are some business models and people that aren't going to work within the vision of tomorrow. If something is sick and unlikely to get well, it's time to let it go.
- **Prune what's dead.** Obviously, if something isn't even working for you today, it holds no place in being part of your tomorrow.



Facilitation Questions

- Dr. Cloud explains that while, as human beings, we are wired for disruption, we also resist it. Think of a time you were resistant to a change or disruption. **Why were you resistant? How can you fight the urge of resistance for future disruptions that may lead to innovation?**
- **What's your vision for tomorrow? Where would you like to be in the future versus where you are today?**
- **What exists today that doesn't fit your vision for tomorrow?** Think about what's working, what's sick and what's serving as dead weight. This can include products, processes or even people.

Key Quotes

“We've got to be able to disrupt our way of life as it was and let go of it to get to the next place.”

“It's amazing how people can get stuck in the way we always did things and not see tomorrow when it's right there on top of them.”

“Paint what a rose looks like of tomorrow.”



About the Speaker

***Dr. Henry Cloud** is a psychologist and leadership expert. He has authored more than 45 books that have sold more than 13 million copies, including numerous New York Times best-sellers.*

Leading Like a Renegade

Amy Jo Martin

Quick Review

When Amy Jo Martin, digital media pioneer and best-selling author, decided to go against the status quo and do things her own way, her boss labeled her a “renegade” and she’s owned the term ever since. In her talk, Amy encourages leaders to lead like renegades for positive disruption.

“Renegades are all about positive disruption, not destruction,” she says. “Renegades are constantly asking, ‘Why not now? Why not me?’ They go from the known into the unknown... Renegades are definitely comfortable with getting uncomfortable. They thrive and crave that feeling.” She shares five rules for establishing a renegade mindset.



Main Points

- **Understand the worst-case scenario.** When you have an idea of the worst thing that could stand in the way of your “why not now?” idea, you realize how long it would take to get to get there. By doing this, Amy says you’re putting logic in the driver’s seat and fear in the backseat.
- **Don’t give yourself an out.** Amy advises to put a mechanism in place that holds yourself accountable and forces you to move forward.
- **Leverage adversity.** Use it as a springboard to move forward. “Don’t ask, ‘Why is this happening?’” she explains. “Ask, ‘What is this here to teach me?’”
- **Be hyperaware of your mental, physical and emotional awareness.** Amy says this should serve as your internal GPS, and the information you gather from it can be used to guide you on next steps.
- **Have strong operating and belief systems.** The two are in sync. Your operating system is how you navigate your days, meetings, etc. But your belief system is the big picture. You should be able to flip back and forth between these two.



Facilitation Questions

- Amy defines renegade leaders as those who are comfortable in the uncomfortable and take action on their ideas. Think of an example of someone you would consider a renegade. **What makes them a renegade to you? What can you do today to lead like a renegade?**
- In addition to the points listed above, Amy shares ways to innovate your presence on social media to humanize your brand. She advises leaders to do personal brand audits by Googling themselves. **How is your online brand presence representing who you are and the “why” behind what you do? Is it serving you, or doing you a disservice?** If you don’t like what you see, or if there’s nothing to see at all, embrace social media to begin changing the narrative and having power over your Google rankings, says Amy.
- **What’s your “why not now?” idea? How can you greenlight your idea today?** If you don’t act on that idea, then someone else might. Why not you? Why not now? You are a renegade, you write the rules, says Amy.

Key Quotes

“Think about your return on influence, that’s what matters.”

“You don’t brand yourself. You are yourself, and that creates a brand.”

“Where passion, purpose and skill collide, bliss resides.”



About the Speaker

*Named one of the most powerful women on Twitter by Forbes, **Amy Jo Martin** helps people and businesses revolutionize their brand. She is an author of “Renegades Write the Rules,” host of the acclaimed “Why Not Now?” podcast and founder of the intensive training Renegade Brand Bootcamp for businesswomen.*

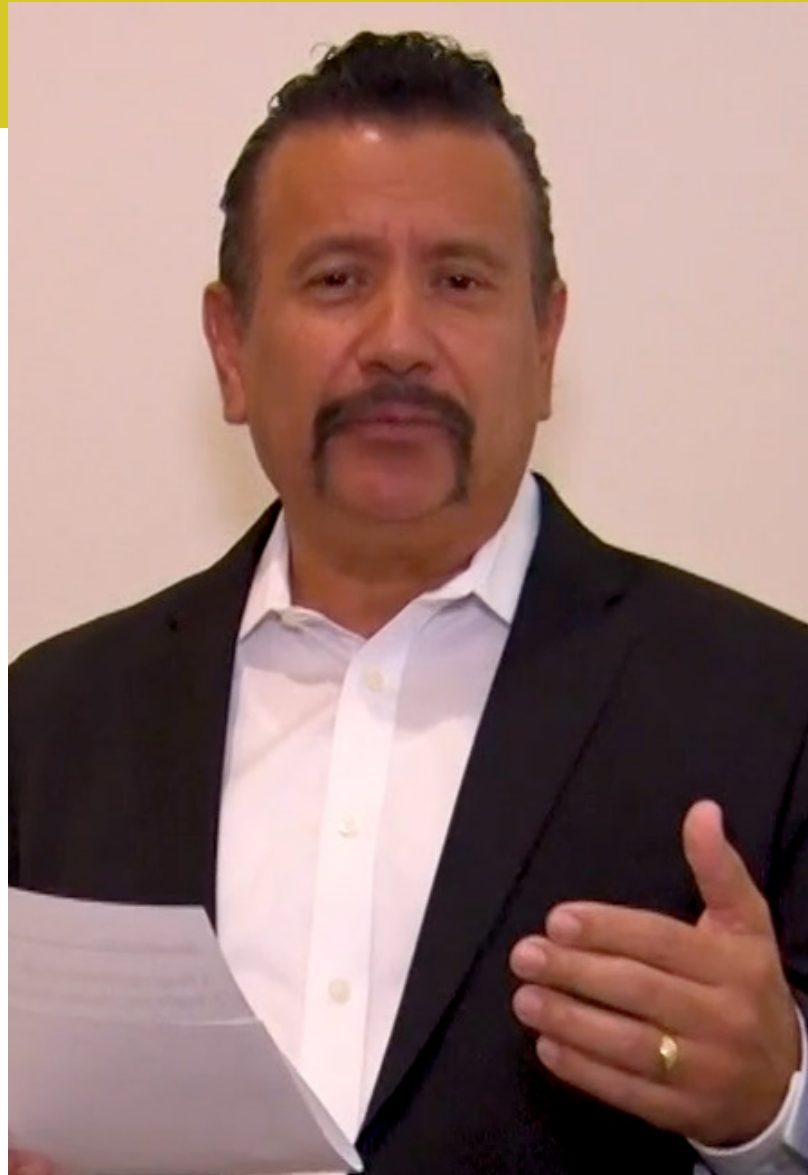
Revelations Spark Revolutions

Richard Montañez

video content available until May 7, 2021 due to contractual restrictions

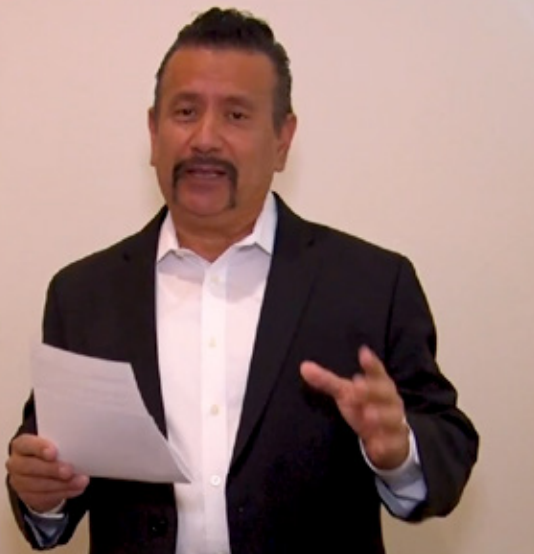
Quick Review

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.



Main Points

- **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.



Facilitation Questions

- What's something your past taught you about being a leader worth following? How does that experience influence your leadership today?
- At the end of your career or when you leave a job, what do you want to be known for? How do you want your team members to remember you as a leader? What are you doing today to create that legacy?
- As a leader, how are you enabling and encouraging your team members to act like owners?

Key Quotes

“You have to be careful. Don't become such an expert that you can't see things anymore.”

“I learned all my leadership in the hood. Doesn't matter where you learn it as long as you learn it.”

“I don't care what room you're in, there's always somebody in that room who's going to try to steal your destiny. Your job is to be ready.”



About the Speaker

Richard Montañez started his PepsiCo career at Frito-Lay in 1976 as a janitor in its Rancho Cucamonga plant. He is recognized as the creator of the Flamin' Hot line of products including Flamin' Hot Cheetos, which influenced future ethnic products and the first Frito-Lay Hispanic marketing team. In 2019, he was named the year's Executive of Influence by Hispanic Lifestyle magazine.

Leadership Lessons On and Off the Court

Earvin “Magic” Johnson

*video content available until May 7, 2021
due to contractual restrictions*

Quick Review

Leaders are chronic learners, and Earvin “Magic” Johnson—Basketball Hall-of-Famer, entrepreneur and philanthropist—is proof of that fact. As a champion basketball player turned business leader, Magic attributes his pursuit of knowledge to his success. “I was thirsty and hungry for knowledge, and that’s what really got me started,” he says of his transition from court to boardroom in an interview with Leadercast’s Angela Raub. He shares the following lessons he gained through his experiences on and off the court that leaders can learn from.



Main Points

- **Ignore the naysayers.** People told Magic he was too tall to be a point guard. They also told him he couldn’t go from the court to the boardroom. He was determined to prove them wrong. “All those doubters, I was able to say, ‘No, you’re not going to define who I can become,’” he explains. Whether you’re chasing what you believe you’re capable of or sticking to your guns in your decision-making, ignore those who doubt you
- **Mitigate your failures.** You won’t win every game or deal, so learn from those moments. This requires self-evaluation. “You can learn from your mistakes and still come out to be successful,” says Magic.
- **Lean on your team to win.** On the court, Magic could control the outcomes—the ball was in his hand. But, as leaders, we don’t have that much control. We rely on others to win. Understand you can’t control what happens on the court, but you can come up with the right strategy and have the right people in place to execute on it.
- **Use competitive threats to your advantage.** “Your competitor makes you better,” says Magic. Pay attention to what your competitors are doing. Be a sponge and learn from everyone.
- **Know when to move on.** If you aren’t excited to go to work every day, it may be time to step down to let someone else bring the fire and passion for the work you do.



Facilitation Questions

- Think about a recent failure. **Why did it happen and what did you learn from it? How are you moving forward now because of what you learned through that experience?**
- **Who are your competitors and what are they doing differently? How can you use this knowledge to your advantage?**
- **What excites you to go to work every morning? What about your job do you look forward to the most? What do you dread?** Be mindful about how you're feeling about your work. You never want to overstay your welcome, not only for the sake of yourself but also for the sake of your team and the organization.

Key Quotes

“If you want to be a disruptor, you've got to think outside the box.”

“Sometimes heartache has to come first before you actually get the results.”

“It's hard to become No. 1. But it's even harder to stay No. 1. Disruptors understand that.”



About the Speaker

*A five-time NBA champion, three-time league MVP, gold medalist and Basketball Hall of Fame inductee, **Earvin “Magic” Johnson** has successfully pivoted his skills and tenacity from the basketball court to the boardroom as chairman and CEO of Magic Johnson Enterprises, an investment conglomerate. Magic is co-owner of MLB's Los Angeles Dodgers, WNBA's Los Angeles Sparks, MLS' Los Angeles Football Club and eSports franchise Team Liquid.*

Post-Event Resources

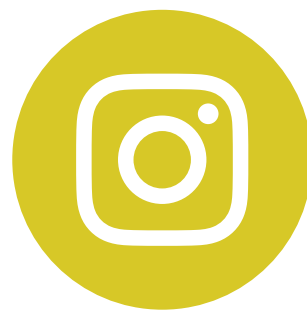
Additional Tools for Continued Learning

Thank you for taking part in this Leadercast program. We know you and your group members took part in valuable conversations and garnered incredible insights that have enabled you to grow as leaders. But the learning shouldn't stop here. Leadership is a lifelong journey, and below are additional tools from Leadercast to help you along the way. Share these with your group members as a post-event follow up to encourage their continued development.

- **Leadercast Now** – Stream leadership wisdom whenever you need it. Leadercast Now gives you access to more than 200 leadership experts and icons from all industries and backgrounds in an easy-to-stream video library. Consider it the Netflix of leadership.
- **Leadercast Blog** – Expand your leadership with the guidance from everyday leaders just like you. Dive into stories, tips and self-reflections from our network of writers who understand the challenges and needs of the modern-day leader.
- **Leadercast Podcast** – Use the wisdom of corporate-ladder climbers, startup entrepreneurs, legendary athletes and every other kind of leader to reignite your leadership drive.
- **Leadercast Webinars** – Discover what it takes to lead through change. Determine the leadership style that works best for you. Uncover the secrets to delegation. Get guidance you can use immediately to excel through any obstacle.

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