

# LESSONS IN LEADERSHIP



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# OUR VALUES



## CARE

We care for each other, our customers and our planet.

## OWN IT

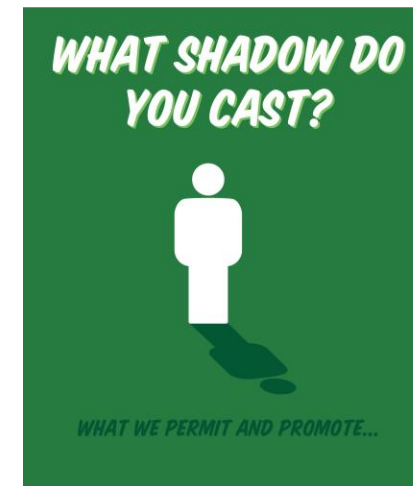
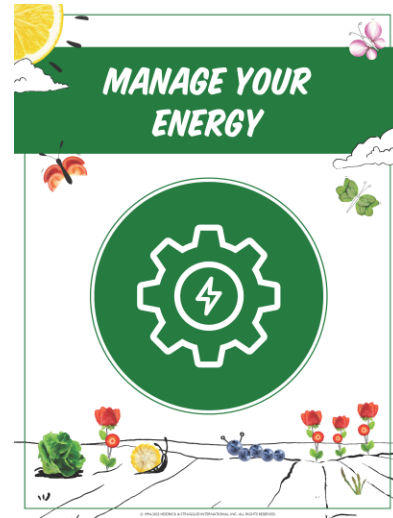
We work as a team to deliver excellence in all we do and celebrate our success.

## LOVE BEING DIFFERENT

Our diverse team members and products create a unique experience for our customers.

## DISCUSSION TOPICS

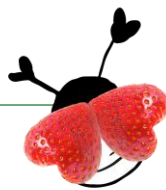
- LEADERSHIP DIFFERENCE MAKERS
- MY PERSONAL LEADERSHIP JOURNEY
- THE CASE FOR AGILITY IN CAREER BUILDING
- THE GIFT OF ADVERSITY IN LEADERSHIP



# Leadership Qualities

# Reflection Questions

**Integrity**



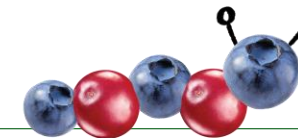
Am I honest and can I be trusted in small and big matters?

**Motivation & Drive**

Am I willing to go the extra mile?

**Good Communication Skills**

Do I express myself well in written and verbal form?



**Self-Awareness & Emotional Intelligence**

Do I have a good sense for my strengths and improvement opportunities?

**Learning Agility & Intellectual Curiosity**

Do I want to keep learning and do I invest in my own learning journey?

**Empathy**

Do I care for others?

**Courage & Confidence**

Do I trust myself or do I care too much about what others think?

**Resilience**

Can I experience difficulty and come back stronger?

**Humility**

Is my ego in check?

**Positivity & Realism**

Do I have a sense of optimism, but also understand how to read a situation for what it is?

**Accountability**

Do I take ownership of my actions and results?





● **LEADERSHIP JOURNEY**

● **CAREER AGILITY**

● **CHANGE AGILITY**

● **MANAGING ADVERSITY**

# LEADERSHIP JOURNEY

“Leadership is a journey, not a destination. It is a marathon, not a sprint.  
It is a process, not an outcome.”

# MY LEADERSHIP JOURNEY: THE PLAN

- 1987 ● Law School → Lawyer, Supreme Court Judge
- 1989 ● Career that would enable me to stay in Southern California
- 1990 ● Entrepreneur → Start Own Business
- 1995 ● Business School
- 2000 ● Job without travel requirements
- 2008 ● Not interested in becoming a CEO
- 2010 ● Interested in becoming a CEO
- 2019 ● Take the company public and retire from ADV
- 2021 ● Run the public company and focus on an internal successor
- 2023 ● Onboard an external CEO and start chapter 2 of my career

# AGILITY IN ACTION – MY ACTUAL PATH VS MY PLAN

Phase I (1987-2000)	Phase 2 (2001-2008)	Phase 3 (2009-2018)	Phase 4 (2019-Present)
Graduated with a political science degree from Chico State	Named to Advantage Board	Said yes please to being CEO succession candidate	Took Advantage public during COVID after two of the three players in our space went bankrupt
Left Smuckers and moved to Advantage as Director of Natural and Specialty so I wouldn't have to move		Promoted to COO	
Got Married		Promoted to CEO	Stepped up to Executive Chair for a one-year term
Promoted to Group Director		First son off to college	
Had First Son		Joined Nordstrom board	
Promoted to VP	Said no thank you to being CEO succession candidate	Second son off to college	Left ADV after 32-year career and started W2G Advisory
Had Second Son		Last son off to college	
Had Third Son		Joined Yum board	
Started Marketing Division at Advantage			

# CAREER AGILITY

“Success today requires the agility and drive to constantly rethink, reinvigorate, react, and reinvent.”

## **LEARNING:**

- Be open to a different path
- As long as you are learning, your journey is productive

## **INSIGHT:**

- Be willing to be wrong
- There are moments where your personal life and professional life may be harder to juggle

## **UNDERSTANDING:**

- We are all works in progress; external experience and being an ongoing student of the business is important
- As you evolve and change, opportunity evolves and changes

# CHANGE AGILITY

“Change before you have to.”

## **LEARNING:**

- Individuals and organizations must adapt in order to thrive in the face of constant change

## **INSIGHT:**

- This becomes our SUPERPOWER to continuous improvement, seizing opportunities and determining our own destiny
- Flexibility, open mindedness and proactivity in embracing new ideas and approaches is key

## **UNDERSTANDING:**

- “Most companies (and people) don’t fail because they make one really big mistake: they fail because they make 1,000 small mistakes and fail to change along the way.” John Maxwell

# THE GIFT OF ADVERSITY IN LEADERSHIP

“Adversity has the effect of eliciting talents which in prosperous circumstances would have lain dormant.” – Horace

## **LEARNING:**

- Anyone can captain a ship on calm seas
- Fear of the adversity is usually worse than the adversity itself

## **INSIGHT:**

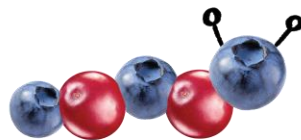
- Being battle tested in business and on our career journeys is a gift.
- We are forced to find new tools in our toolbox to lead during adversity

## **UNDERSTANDING:**

- Adversity leads to increased resilience, wisdom, confidence and a more profound appreciation for the journey

# THOUGHTS TO PONDER

- How do I continue to grow personally and professionally through continuous improvement?
- What's my **“leadership shadow”**? How do I become more self-aware and emotionally intelligent?
- How do I show **“care”** for myself, my team and our customers?
- How do I become 100% accountable – how do I **“own it”** every day?
- How do I use my gifts and talents to maximize personal success and happiness?
- How do I challenge myself to **“stay curious”**, try new things and embrace differences? How do I embrace **“Love Being Different”**?
- How do I **“manage my energy”** to ensure I balance my personal and professional life?
- How do I make sure I hold **“myself accountable”** and that I am determining my own destiny?
- How do I continue to grow on my leadership journey?





***THANK YOU!***

