

**Leadership:**  
**Sustainability starts and finishes with it.**

**Scott Hillard**

**General Manager - Sales**

WINE SELECTORS  
  
quality wine every time

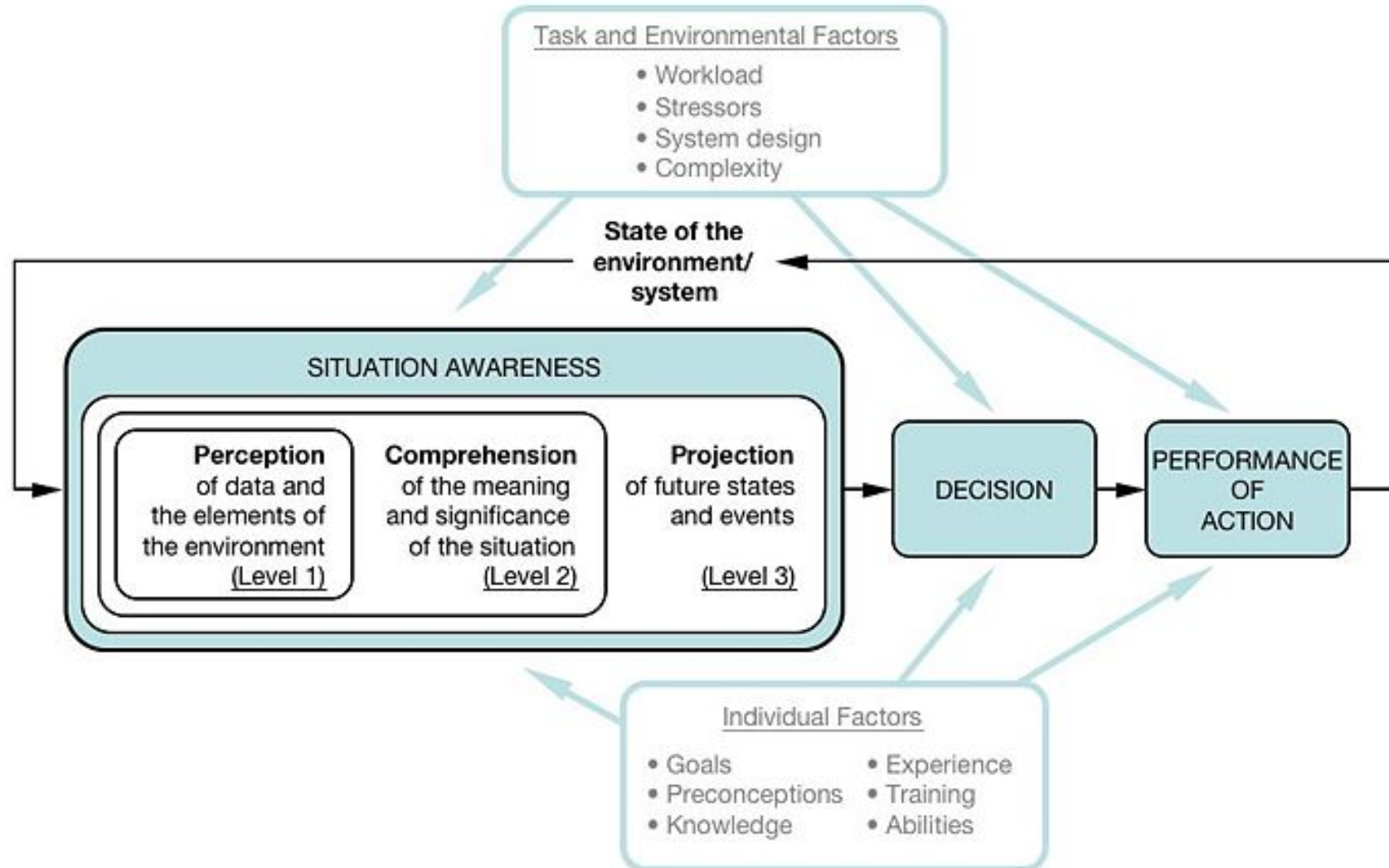
# Why is leadership important?

- **<4% unemployment**
- **Shrinking labour pool**
- **People as the ultimate competitive edge**
- **Recruitment & training compromise performance**
- **Salary, conditions, perks are commoditised.**

# Leadership Requires:

- **Situational Awareness**
- **Vision**
- **Flexibility**
- **Focus on the Big Picture**
- **Pragmatism**

# Situational Awareness



# Vision:

- More than just a mission statement
- Clear, concise, noble, believable
- Reinforced constantly & consistently
- Understood by everyone
- Leaders must evangelise!



# Flexibility:

- Policy is a reference tool
- Vision & Values supersede policy
- Frequent reliance on policy is conclusive evidence of poor leadership
- An employee's value to the company determines the degree of flexibility afforded to them



# 5 Rules of flexibility:

- Rule #1 – Do What Works
- Rule #2 – Keep it legal & ethical
- Rule #3 – “What works” will change
- Rule #4 – If the policy doesn’t work, discard it
- Rule #5 – Change the rules when you need to

# Focus on the BIG PICTURE:

- A leader consumed by minutiae is incapable of leading
- When bogged down in detail, you miss the big picture
- Avoid the “operation was a success, but the patient died” disaster
- Leadership – not management



**Pragmatism:**

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**DO WHAT WORKS**

# Leadership vs Management:

- **Leadership** requires you to:
  - Tell people what needs to be done, and why
  - Provide them with the tools to get it done
  - Assist them when they ask for help
  - Recognise and reward a job well done

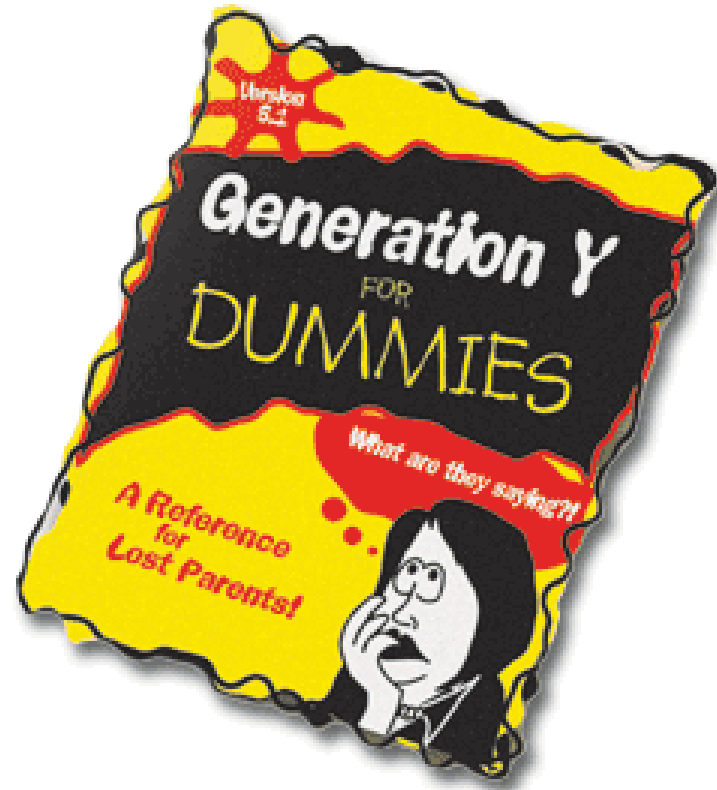


# Leadership vs Management:

- **Management** is merely:
  - Telling people how to do their jobs
  - Standing over them to check if they are doing it
  - Intervening when not required
  - Ticking boxes along the way – not focussing on the final result
  - Done well – ensuring that the leader's vision is realised!



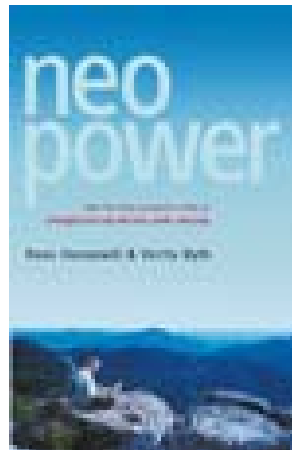
# Generation whY?



# The 'Gen Y' myth dispelled:

“...some demographers have entered the realm of voodoo by burdening us with labels like ‘Generation X’, ‘Generation Y’ and ‘Baby Boomers’. Tags that fail to describe our desires or explain why and how we behave as complex human beings, let alone as workers, consumers and homemakers.”

- **Ross Honeywill & Verity Byth, [www.neogroup.net](http://www.neogroup.net)**



# The 'Gen Y' myth dispelled:

- Individuals rarely (never) conform to such stereotypes
- Concentrating on preconceived ideas compromises leadership and devalues individuals
- Companies wouldn't dream of tarring all customers with the same brush, but readily to it to employees
- Adapt your style to suit each individual in your team

## Announcing the Apple iProduct.



"I buy Apple products. It just makes me feel special."

Joan M'Benga, ethnic looking clip-art model

### Apple iProduct. You'll buy it. And you'll like it.

Do you like Apple products? Do you live for every product announcement, every incremental upgrade, every rumor and fake screenshot? Do you wank and blare and drone and fucking gurgle about Apple products morning, noon, and night? Then get ready for iProduct. You'll be blown away. No matter what it is.

### The power to buy anything — and feel good about it.

Will it be merely an incremental improvement? Will we simply increase the storage capacity of an existing product and increase the price? Or will we remove features and capacity and reduce the price? It doesn't matter. We'll still trumpet it as a brand new product, and you'll buy it. You know you'll want it. And you know you'll pay big for it. Steve Jobs could take a dump, put it in an off-white plastic case, add two grey buttons and a small LCD display, and you'd pay \$600 for it. Just fucking admit it.

### What is it?

We're not saying yet. But we know that won't stop you. Post at length about it on every message board you have access to. Come up with fake product photos and post them, too. Start rumors or deny them. Compare it with existing products, even though you don't know what you're comparing them to. With Apple products, rampant, fruitless speculation is easy and fun.

### When can I get it?

Relax, hipster, we'll tell you when it's ready. And you'll tell everybody else. Whether they care or not. You'll clog every blog, forum, and message board in the known universe with product photos, testimonials, and praise for Apple. And the complaints and insults you receive are just proof that you're right.

### How much will it cost?

Like you care. As you already know, it'll be twice as expensive as other companies' products with comparable features. But that doesn't matter, does it? No matter how much it costs, you'll feel special because you've bought an Apple product. If you forget how special you are, just look at your credit card statement.



Apple iProduct.

Your life. In a small, plastic case.

# The important stuff:

- Establish & reinforce your vision
- Maintain situational awareness
- Do what works – not what *should* work
- Remember teams are composed of individuals
- Be aware of your shortcomings and
  - Build systems to compensate for them
  - Hire people to compensate for them
- Know your people
- Remain visible & accessible
- Establish your vision, reinforce it continually

