



## **Annual Business Forum**

May 23 - 26, 2011

Omni Orlando Resort at ChampionsGate

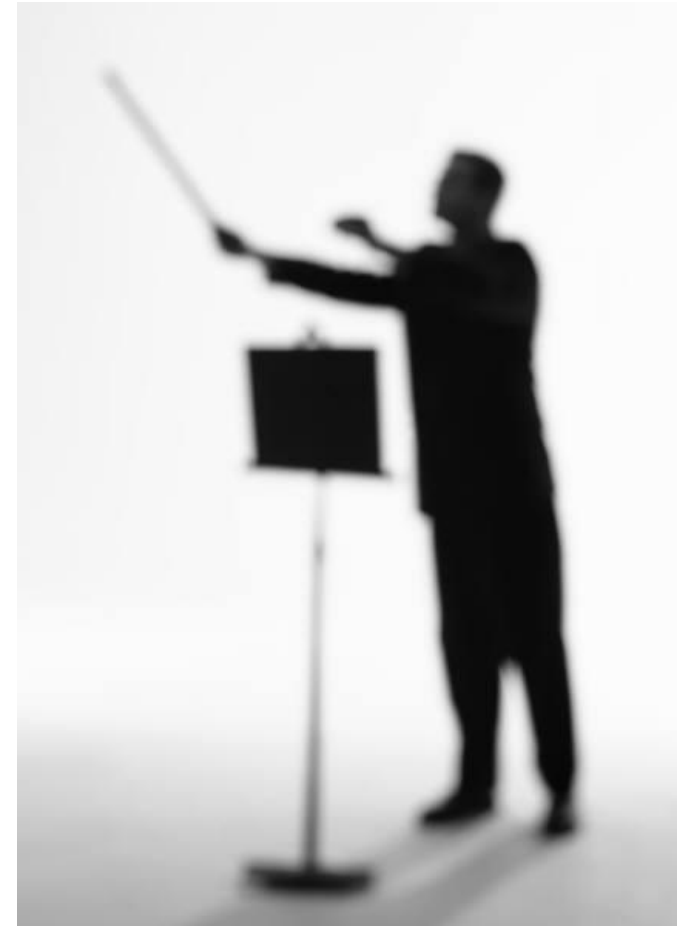
# **LEADERSHIP LESSONS FROM THE TOP**

Bill Read, Managing Director, NA Supply Chain, Accenture

Geoff Deines, Senior Executive, Talent & Organization Performance, Accenture

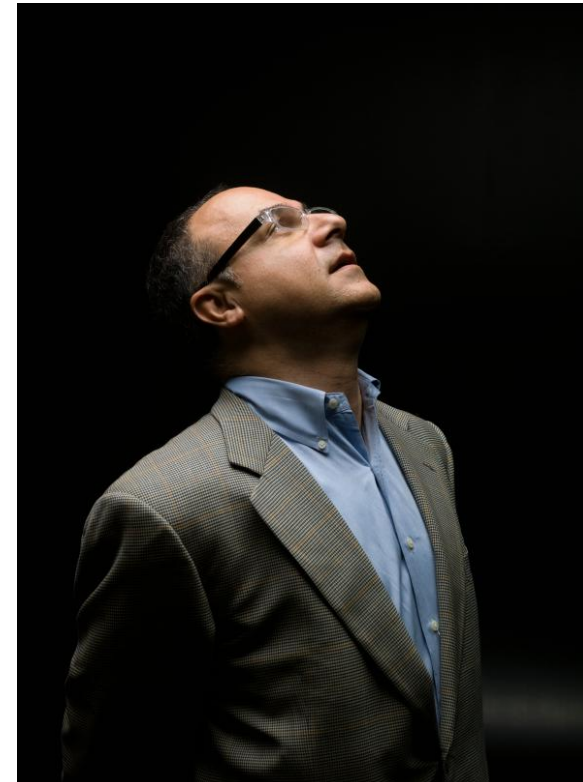
# Amplifying the Impact of You

- Welcome
- Importance of Leading & Teaching
- Key Moments in Career Define Us
- Panelist Approach



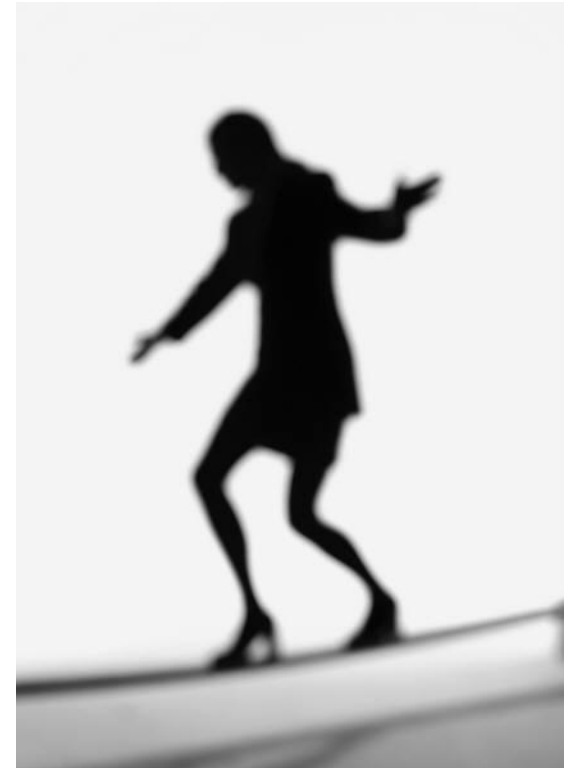
# “Crucibles” & “TPOV”

- “Crucibles” are the defining leadership moments in our career
- “TPOV” is about creating a “teachable point of view” on those moments



# Today's "Crucibles"

- Ineffective bosses
- Restructuring
- Economic turmoil
- Lateral/backward movement
- International assignments
- "Stretch" assignments
- Mentoring

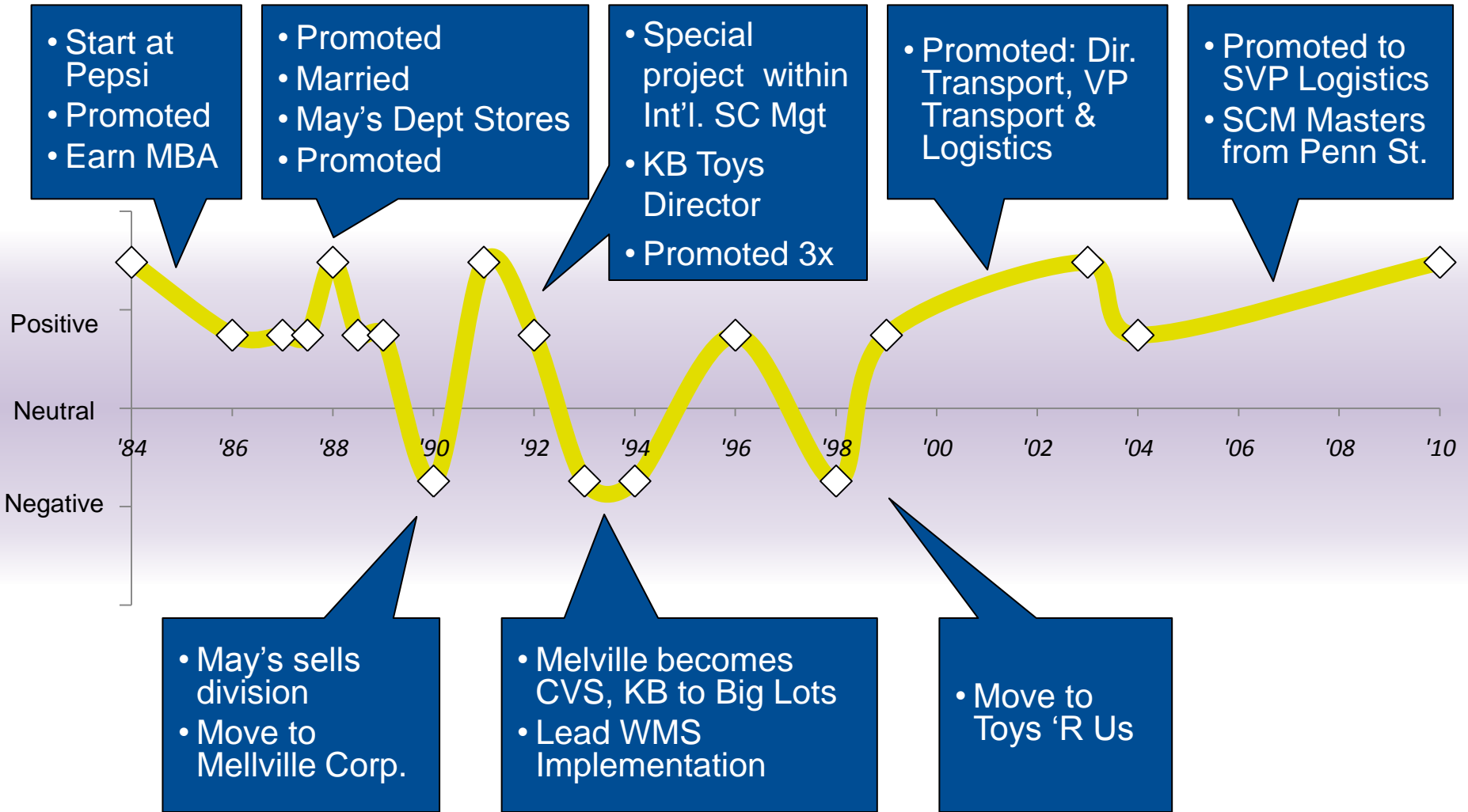


# #1: How have you displayed leadership during a state of flux or crisis?

1. Asserted myself from Day One
2. Got to know the team and understand them before displaying leadership
3. Cut through ambiguity to highlight what was most important to us
4. Develop trust amongst the team
5. Understand each needs and meet expectations



# Michael Jacobs



- Start at Pepsi
- Promoted
- Earn MBA

- Promoted
- Married
- May's Dept Stores
- Promoted

- Special project within Int'l. SC Mgt
- KB Toys Director
- Promoted 3x

- Promoted: Dir. Transport, VP Transport & Logistics

- Promoted to SVP Logistics
- SCM Masters from Penn St.

- May's sells division
- Move to Mellville Corp.

- Melville becomes CVS, KB to Big Lots
- Lead WMS Implementation

- Move to Toys 'R Us



## #2: What role have mentors and coaches played in supporting your career?

1. What's a mentor?
2. Tactical advice to complete work/projects
3. Current leader gives guidance on career steps
4. Past leaders can be called for guidance
5. Proactive network across industry is leveraged to guide career



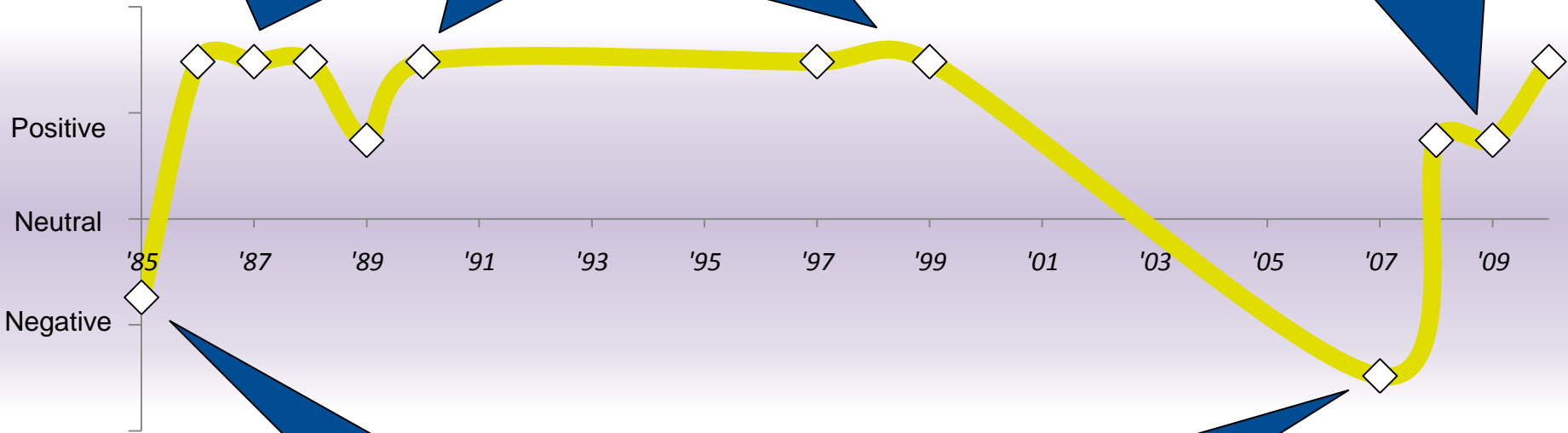
# John Legg

- Left for Filene's Basement
- Promoted, met mentor
- Left for B. Altmans

- B. Altmans bankrupt
- Joined Toys 'R Us

- Joined Caldor, turnaround
- Left for Liz Claiborne
- Promoted, moved to Holland

- Created SCM consulting firm
- Consulting contract w/ Tony Burch
- Joined Zales, turnaround



- Start at Mikasa
- Awful boss, ended up driving forklift

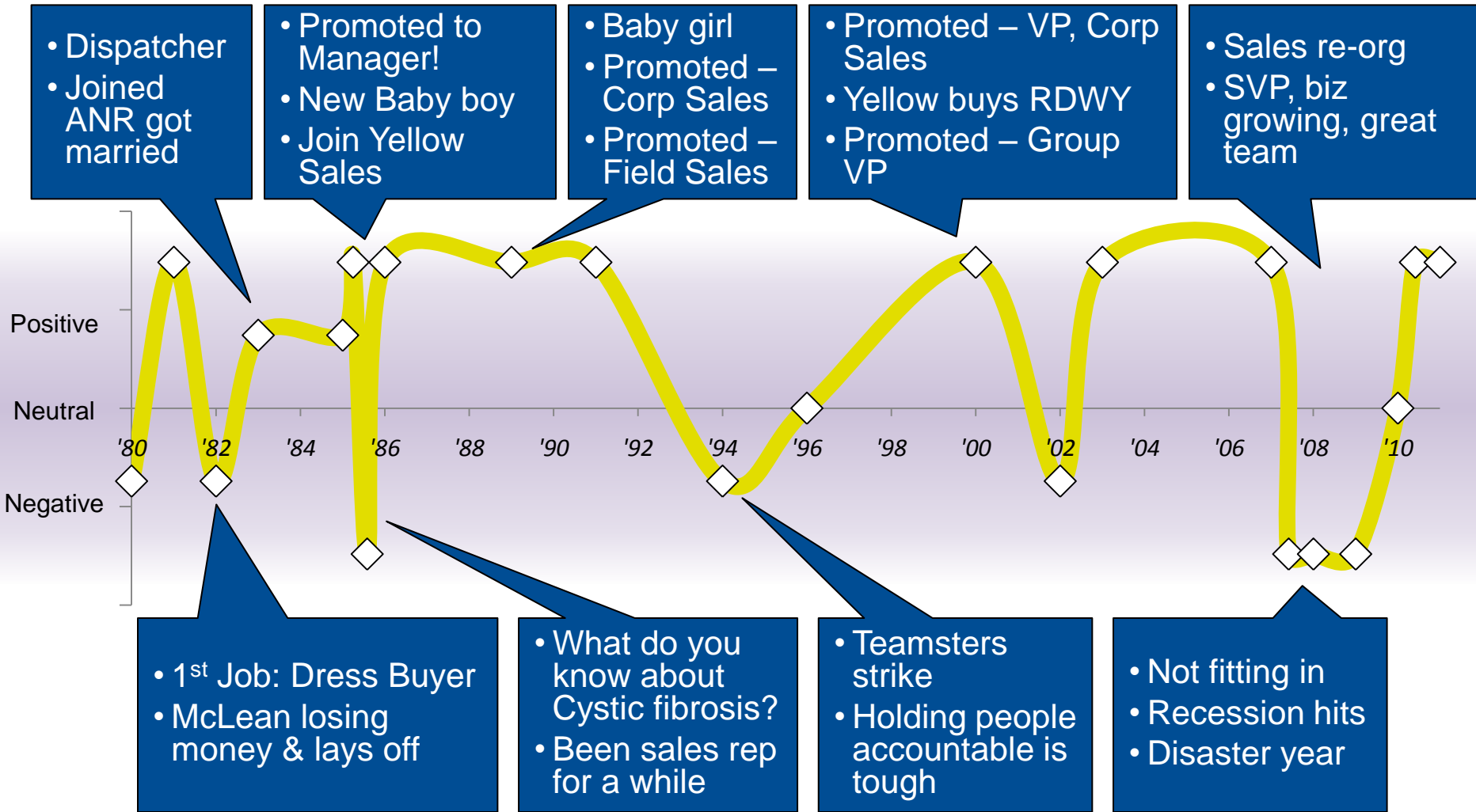
- Joined Warnaco, SVP Distro & Logistics
- Position eliminated (recession)

### #3: What event or circumstance precipitated the most personally meaningful decision in your career?

1. Ethical consideration or concern
2. Significant salary or total compensation opportunity
3. Found your “Dream job”
4. Desire to be a part of “something bigger”
5. Downsizing or restructuring
6. Other



# Natalie Putnam

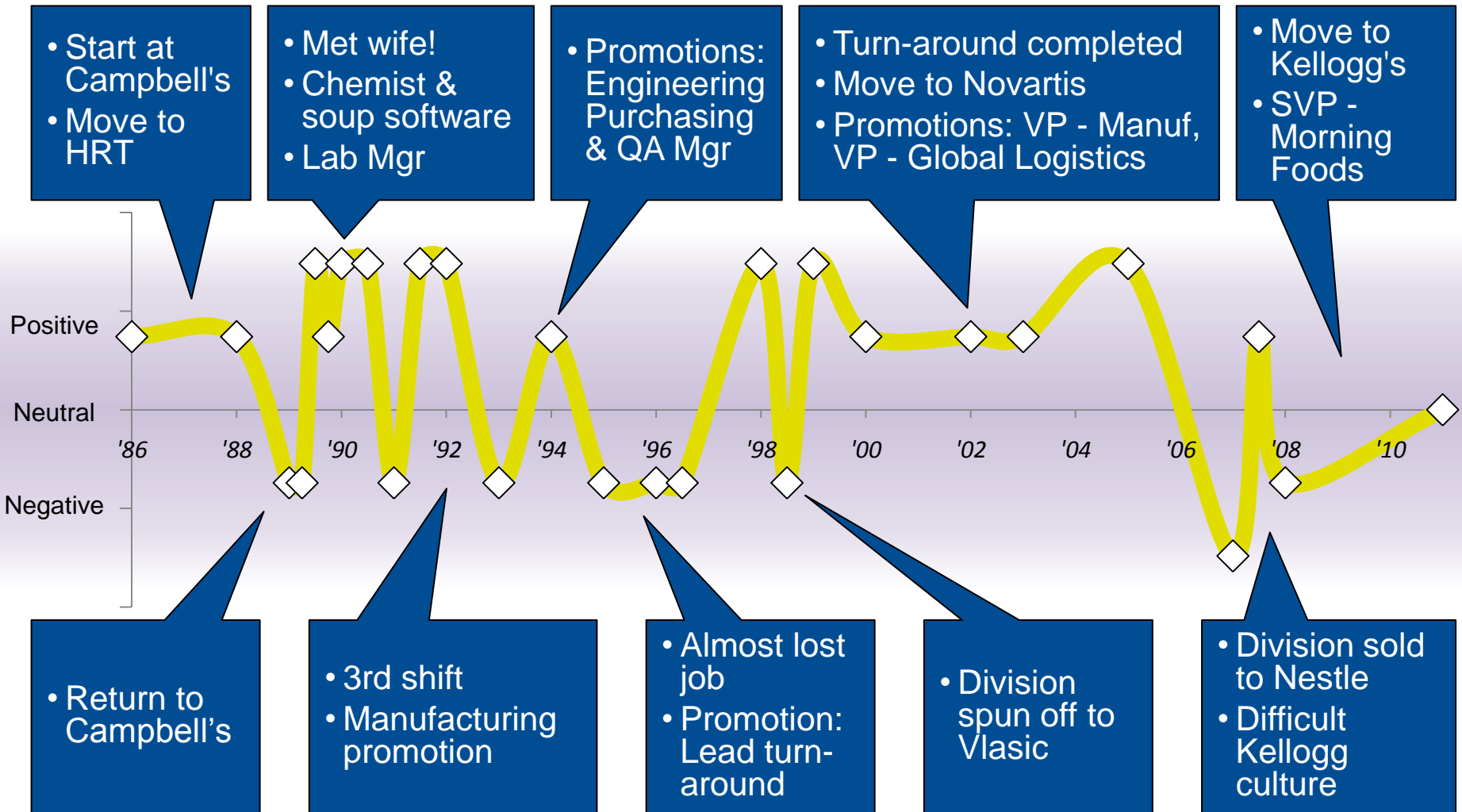


## #4: How have you overcome an ineffective boss?

1. Stuck it out and showed what I was capable of
2. Expanded my network to find other champions for me
3. Took on additional responsibilities
4. Found a new job/role
5. “Managed up”



# Daniel Turney



# #5: How much of a role have/do you see international assignments playing in your leadership moments?

1. Defining moment of my career
2. An opportunity to learn how to lead in another culture
3. A chance to diversify my experience
4. A necessary stopover point
5. I've avoided them



# What's On Your Mind?



# Thank You

