LEADING THE BRAND

Ron Phillips
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CVS Health®
“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.”
- John Quincy Adams
Your Leadership Matters!
Culture

- Welcome
- Friendly
- Accountability
- Be Here Now
- Value
- Always
- Respect
- Care
- Fun
- Work-life Blending
- Convenient
- Secure
- Engage
- Own it
- Customer Focused
- Pride
- Positive Attitude
- Respond
- Smiling
- Efficient
- Reliable
- Safe
- Their Name
- Results
- Anticipate
- Secure
- Reliable
- Be Here Now
- Customer Focused
Leading

Culture is created continuously. We each contribute to the culture of the room we are in.
“We are in a new world, using old tools.”
-Thomas Friedman, *The World is Flat*

Leadership Must Evolve At Pace with Change
Howard Johnson's

ICE CREAM
COCKTAILS
UPSTAIRS

Restaurant
The World of Work is Changing
WORKFORCE DEMOGRAPHICS TRENDS

Three generations in the workforce
Retirements & new young talent with different growth expectations

WORKFORCE VALUES & EXPECTATIONS TRENDS
Tech savvy, communicate digitally
Expect to learn, grow
Seek meaning, purpose
Enjoy teamwork

OTHER WORKFORCE FEEDBACK
Extreme loyalty to immediate supervisor
Strong identity with “my team”
VUCA World

VOLATILE
Speed of change accelerating
Sudden disruptions
Unstable geo-political, market, & climate forces

UNCERTAIN
Unpredictability of issues & events
Information lacking

COMPLEX
Multiple, conflicting forces
Confounding issues
No clear cause-effect chain
Overwhelming information

AMBIGUOUS
Opportunities and threats hard to define
Unclear consequences of potential actions
CUSTOMERS

Increasing expectations
Digital & tech savvy
Social media & transparency of their experience requires rapid response & smart frontline decisions

COMPETITION & FINANCIAL

Rapid growth
Increasing capacity
Cost reduction & leveraging scale require greater X-F integration

REGULATORY & COMPLIANCE

Advanced technology
Greater complexity
Need for better & better safety & security
Sustainability

Changes in Business
Leadership Must Evolve at a Pace With Change

Changing Workforce

VUCA World

Business Changes

Time for a Leadership OS Update
Default Leadership System: Hierarchy

Time for an OS Update

**Characteristics**

- Tall chain of command, layers
- Policy and procedure over critical thinking
- External controls over employees: “hold” accountable, blame
- Paternalistic: “we know what’s best”
- Loyalty, compliance with authority
- Problems, issues viewed parochially. Broader consequences unseen.

**Effective When**

- Workforce unskilled, had few career options
- Market/competition stable, predictable
- Profitability the only stakeholder
- Assembly line, stable process
- Control over narrow tasks & skills
- Efficiency valued over quality or service
- People seen as replaceable parts

**Unwritten Rules**

- Do whatever the boss says
- Sacrifice individuality for security. Self-interest.
- Questioning authority or telling the truth ruins careers
- Focus on your job only: “heads down”
- Others decide your career path/moves
Default Leadership System: Costs

Time for an OS Update

**THE VIEW LOOKING UPWARD**

- Political safety: looking good a top priority
- Wait for permission, direction, risk free guarantees
- Low trust. Always say yes. Customer = highest level boss
- Expect top management to have all the answers
- Avoid conflict. Don’t share bad news or discuss tough issues
- Wish they would change
- Fear and complacency

**THE VIEW FROM ABOVE**

- See left column
- Managers must maintain control, order
- Live in a fishbowl, isolated from the truth
- “Why don’t they act empowered?”
- Narrow, silo focus. Compete with, don’t trust peers
- Tough to discern “boss pleasing” from competence/potential
- Don’t move forward until all steps defined
- Wish they would change
Leadership OS Update

FROM: HIERARCHY

- Command and control; authority-based
- Narrow self-interest; silo thinking
- Low trust. Customer = highest level boss. Customer is always right.
- Leader has all the answers
- Avoid conflict and feedback; talk about people
- Impersonal relationships: status distancing
- Inspires fear and complacency
- Policy and procedure prescribes what & how
- People concerned with individual political safety or approval

TO: INTENTIONAL EFFECTIVE LEADERSHIP

- Inspires people with vision, purpose, meaning
- Collaborate, partner across functions
- Builds trust. Speaks & encourages truth
- Leader develops, coaches, asks great questions. Learns and discovers with people. Adaptability.
- Direct, honest, helpful, timely feedback (in all directions)
- People encouraged to think and act in the company’s best interests – Enterprise Thinking
- Builds teams at all levels; leads as a team
Leadership System Update Challenge
Courage and Persistence to Meet the Resistance

FORCES FOR CHANGE
- Complexity calls for more collaboration
- New talent expects stretch
- Biz requires more integration

SOCIAL SYSTEM INERTIA
- Habits, routines
- Comfort w status quo
- Desire for security over accountability
- Leader doesn’t get truthful feedback
Reflection
Consider Your Own Organization & Leadership

1. What attributes of hierarchy are most prevalent on your team?
2. What are the costs or negative impacts?
3. In what ways is your own leadership unintentionally contributing to reinforcing this, keeping it in place?
4. What might you consider changing?
“The task of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there..”

- John Buchan

Leadership Vision: Intentional and Effective
Intentional Effective Leadership

**SELF MASTERY**
- Lead from inside-out
- Know yourself; invite feedback
- Create the future mindset
- Authenticity, integrity
- Lifelong learner. Curious.

**PURPOSE & VISION**
- Clear on future you are creating
- What you believe in
- Leadership legacy
- All actions purposeful, intentional

**ENGAGE & EMPOWER**
- Caring, trust-based relationships
- Coach, stretch & develop
- Foster teamwork; collaborate
- Interpersonal intelligence

**ALIGN & IMPROVE SYSTEMS**
- Focus on mission-critical results & processes
- Systems thinker, whole company success
- Sustainability of talent & resources
Self Mastery
Lead from the Inside Out

Know Yourself. Invite Candid Feedback
- Ask for & use feedback
- Aware of impact of their behavior
- Continuously learn about personal strengths & weaknesses
- Balanced life – manage, renew energy

Create the Future Mindset
- “Play to win” vs. “play to not lose”
- Know your inner game: thinking patterns that drive your behavior
- Stay future-focused, creating your desired future vs. fixing problems
- Maintain composure & focus

Authenticity, Integrity
- Take tough stands, openly deal with difficult issues & relationships
- Show vulnerability; OK to not know
- Walk the talk; adhere to espoused values
- Humanity and humility

Lifelong Learner. Curious
- Active interest in learning & growth
- Take time to reflect and assess
- Seek out full understanding of perspectives & data
- Openness to other points of view

“When a man starts out to build a world, he starts first with himself.”
Langston Hughes
“Leadership is the capacity to translate vision into reality.”
Warren Bennis

Purpose & Vision

Your Leadership Focus

**Future You Are Creating**
- Clear on what will be better in the future in your work unit & why that matters to the business
- Role model commitment to that vision

**Leadership Legacy**
- Strong sense of how you intend to make a difference
- Committed to leaving the organization & people better as result of your leadership

**Inspire With Your Beliefs, Vision, The “Why”**
- Clearly communicate vision within & beyond work unit
- Communicate the “why,” meaning behind initiatives and events
- Help people connect their efforts to the vision
- Help others see & celebrate progress

**Purpose & Intention in Actions & Decisions**
- Strategically, rigorously plan & deploy resources & personal time for near & long term success
- Achieve goals and high performance standards
- Consider leadership & cultural impact of actions, decisions & communications
“When you were made a leader you weren’t given a crown. You were given the responsibility to bring out the best in others.”

Jack Welch

Engage & Empower
Unleash the Potential of People & Teams

Caring, Trust-Based Relationships
- Trusting and trustworthy
- Develop & maintain warm caring relationships
- Manage conflict while maintaining relationships

Coach, Stretch, Develop
- Give more & more authority to best talent. Stretch their abilities.
- Provide helpful coaching to improve motivation and performance
- Support employee development – on the job and formal
- Develop leaders and leadership teams

Foster Teamwork. Collaborate
- Leadership is collective – act as a leadership team
- Utilize teams for complex initiatives
- Work across silos, seeking & supporting common ground

Interpersonal Intelligence
- Focused, effective listening
- Deal with others’ feelings and reactions
- Manage own feelings to stay in positive mindset & maintain trust
- Take responsibility for own role in misunderstandings
Align and Improve Systems

Attend to the Whole and The Parts

**Focus on Mission-Critical Results & Processes**
- Improve the most critical processes to reduce waste & improve results
- Engage all perspectives; encourage bottom-up process improvement

**Systems Thinker Whole Company Success**
- Redesign system/process to solve multiple problems
- Look for behavioral, cultural factors in complex problems
- Consider broader company & external impact of decisions, actions, policies

**Sustainability of Talent and Resources**
- Eliminate or reduce activities that waste resources
- Ensure that work demands don’t burn people out
- Balance short term results & long term company well being

“To manage a system effectively, you might focus on the interactions of the parts rather than their behavior taken separately.”

Russell Ackoff
Intentional Effective Leadership

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1. Review the elements of Effective Intentional Leadership on the previous slides.

2. Which are your 2-3 greatest strengths?

3. Which 2-3 are most important to you to improve?

4. How might you get candid feedback on your leadership?

5. What is one idea you’d like to pursue to be more intentional in your leadership?
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Leadership System Continuum

Default Hierarchical Leadership

Intentional Effective Leadership

0 50 100
“Leadership and learning are indispensable to each other.”
- John Fitzgerald Kennedy

The Path to Elevated Leadership