



Are you playing the long game of business?

Jeff Stier, Co-Founder Purpose Realized, EY  
Jennifer Maddox, Senior Manager Purpose Realized, EY

ASUG #82565

# About the speakers



## Jeff Stier

Managing Director, Purpose Realized, EY

**Purpose:** “I wake up every day inspired to tenaciously nurture ‘can-do’ so that we all have courage to reach for our unique remarkable.”

**About:** Jeff is the leader and co-founder of the Purpose Realized practice which helps organizations harness human inspiration to accelerate innovation; increase trust and loyalty; and transform initiatives into movements.



## Jennifer Maddox

Senior Manager, Purpose Realized, EY

**Purpose:** “I am inspired every day to connect people so that every voice is heard and we are able to make a difference in the world.”

**About:** Jen has over 20 years of leading organizations through human-centric transformations by harnessing the power of the head, heart and mind of employees and customers.

# Key outcomes and objectives

1

Learn about practical ways an organization or individual can begin to apply characteristics of an inspirational leader playing the long game

2

Dive into your own leadership knowledge, practice and style to identify where you can transform to be an inspirational leader

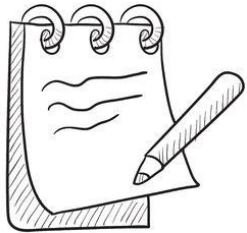
3

Provide practical exercises to discover how you can look past the short-term and raise your leadership game to a whole new level

# Agenda

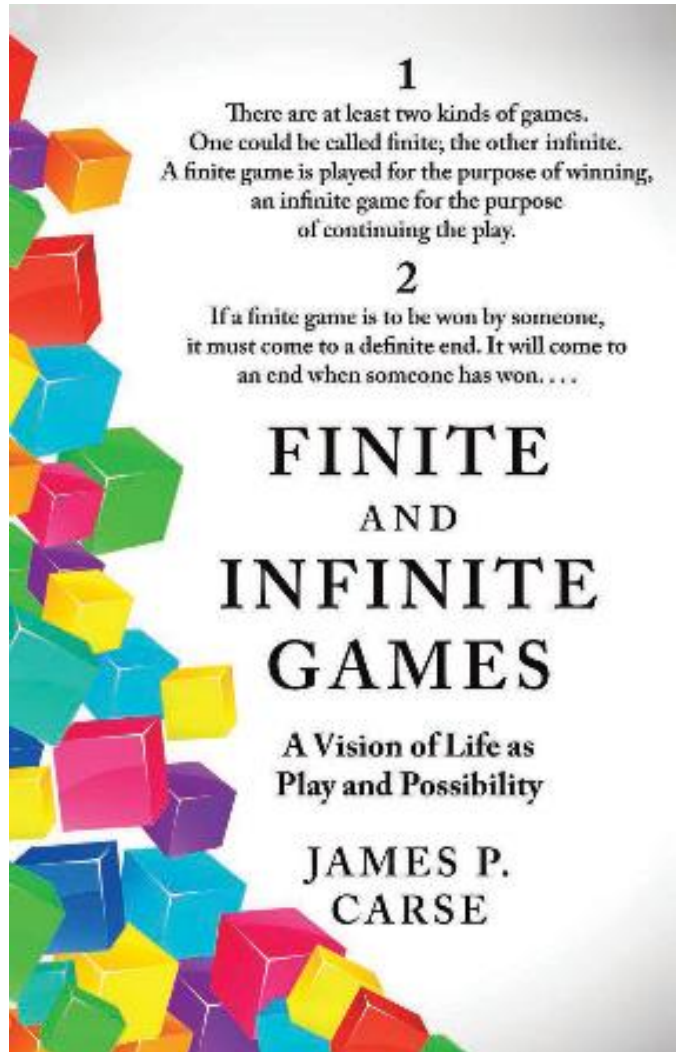


Learn attributes of being an inspirational leader



Complete actions and exercises to bring them to life

# There is a movement happening in business in the 21<sup>st</sup> century



**It's human... the way we survived... everyone had a role and every role was important**



# Who is a leader?



A leader is someone who commits themselves to the success and happiness of **those around them**.



A leader is someone who people **choose to follow** and who gets the **natural best** out of their followers.

People follow me because they have to

People follow me because they respect me

People follow me because they believe in me

- ✓ Know your Purpose
- ✓ Inspire with Vision
- ✓ Build Trust
- ✓ Actively Listen
- ✓ Empathize
- ✓ Be Courageous
- ✓ Tell stories
- ✓ Start a movement

# Organizations that define and activate their purpose, vision and beliefs become beloved brands



"To inspire and nurture the human spirit -one neighborhood at a time"

"We connect people to what's important in their lives."

"To fulfill dreams of personal freedom"

"To promote and spread happiness"

"To bring good things to life"

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# Build Trust in Teams

## Google's study on teams

Google spent two years studying 180 teams. The most successful ones shared these five traits.



Insights from Google's new study could forever change how teams are assembled

<https://www.inc.com/michael-schneider/google-thought-they-knew-how-to-create-the-perfect.html>



### Psychological safety

Everyone feels safe to voice their opinions and managers provide air cover and create safe zones so employees can let down their guard



### Dependability

Team members get things done and meet expectations



### Structure and clarity

High-performing teams have clear goals and have well-defined roles within the group



### Meaning

The work has personal significance to each member



### Impact

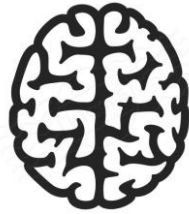
The group believes their work is purposeful and positively impacts the greater good

# Exercise: Trust Gap Analysis

How will you build more trust in your relationships?

Trusted relationship	Identify and note an area(s) of low trust	Rate the level of trust	What can you do to close the trust gap?
Your team			
An individual			
Key stakeholders			
Your leadership			
Your organization			

# What it takes to be an inspirational leader



## Leader, *noun*

A leader is someone who **commits themselves** to the success and happiness of **those around them**.

A leader is someone who people **choose to follow** and who get the **natural best** out of their followers.



## Courage, *noun*

The **strength to run towards difficulty and danger** even though you may be **unaware of the outcome**.

Your actions will always put **something at risk**: yourself, your career, your reputation. It's being **willing to pay the cost** of your actions.

# Leaders vs. managers

You manage things, you lead people.



## LEADER

Change  
Leading people  
Followers  
Long-term thinking  
Vision  
Sets direction  
Transformational  
Impact  
What is right

## MANAGER

Stability  
Managing work  
Subordinates  
Short-term thinking  
Objectives  
Plans detail  
Transactional  
Results  
Doing it right

# Exercise: Lead with courage

What if your primary focus was to lead people rather than manage them?



**Directions:**  
1. Use the space provided below to reflect on the prompts and record your answers. Keep this somewhere you can revisit it.

Name: \_\_\_\_\_

When did you demonstrate or when have you witnessed someone in your career display courageous leadership?

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What specifically did you or that person do that demonstrated courageous leadership?

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How has this experience changed the way you lead or your leadership style? Give an example.

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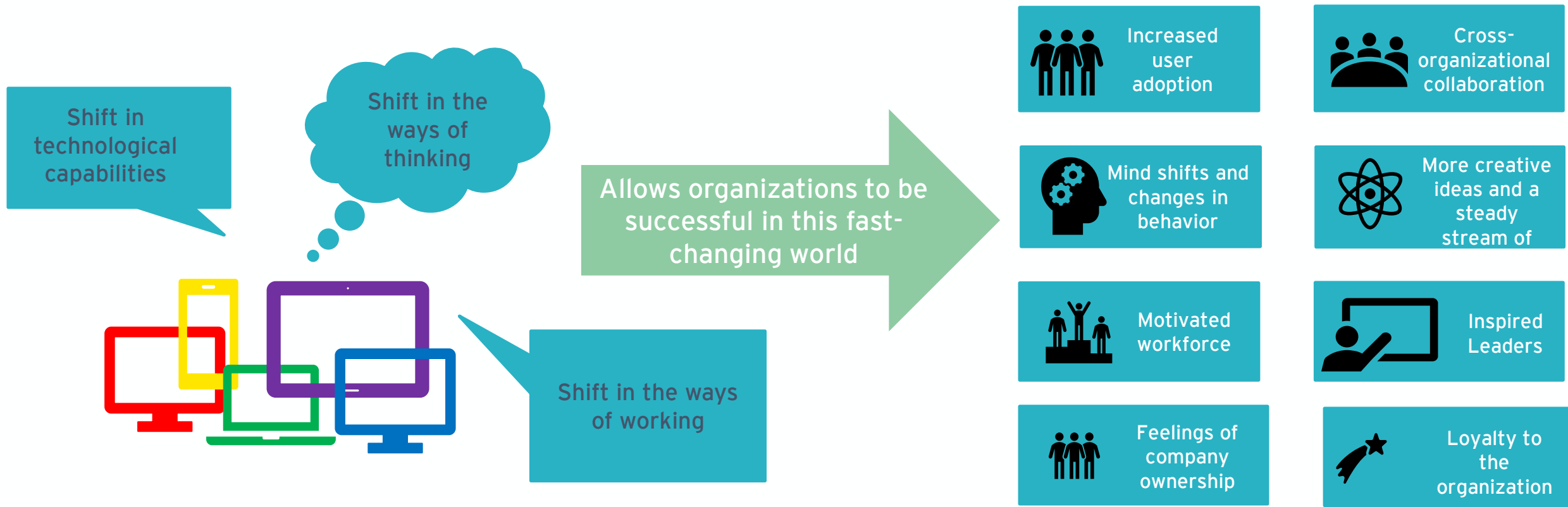
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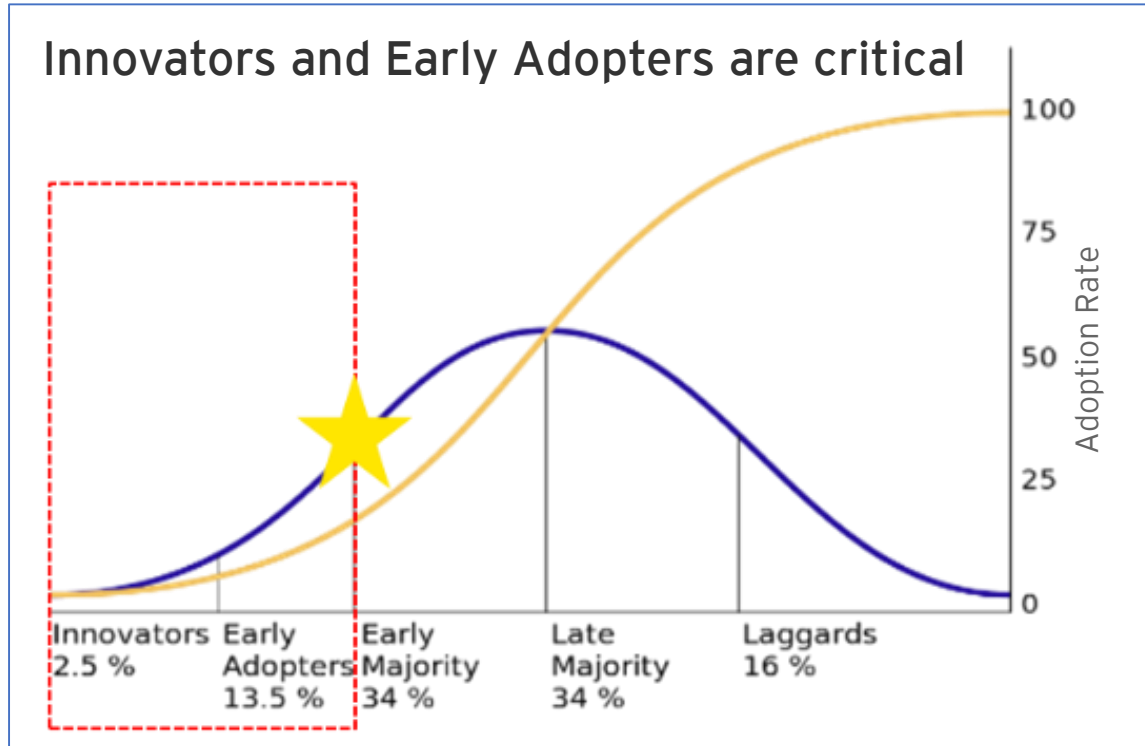


# Leaders can create movements to inspire transformations

*A Modern Movement grows brands and companies faster...  
move passions, to move people to move product*



# Finding the right champions requires them to self-select and “opt-in” to the transformation



Inspired Innovators and Early Adopters will accelerate the adoption curve and inspire a movement of change.

Focusing on the 15-18% of the population will create a solid foundation and encourage the “masses” to follow.

# Be the leader or first follower of the movement



<https://www.youtube.com/watch?v=256eKjULdgQ>



Start your journey one brick at a time



# Personal Action to Impact Plan

Think about leadership characteristics you learned about today. How can you bring them to life in your everyday world?		
<b>Step 1 - Define some short-term actions</b>	<b>Step 2 - Define some mid-term actions</b>	<b>Step 3 - Define some long-term actions</b>
<i>(Examples)</i> Start each meeting with a personal story that reminds your team why you do what you do... your purpose or vision of the future.	<i>(Examples)</i> Clearly state the challenges your team is facing to your supervisor and allow everyone to contribute to the discussion and resolution.	<i>(Examples)</i> Design new policies and procedures within your organization which builds trust and collaboration.
<b>Step 4 - What support do I need from my organization to accomplish my short-term, mid-term and long-term activities (if necessary)</b>		

Inspire a vision, build excitement and celebrate milestones



# Q&A

For questions after this session, contact us at:

[jeff.stier@ey.com](mailto:jeff.stier@ey.com)

jennifer.maddox@ey.com

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