

Leadership Conversation

RW2 Enterprises, Leadership Legacy Award Winner- Ron Williams

Video Length 19:08

<https://www.youtube.com/watch?v=H7ymRBOVMp0&feature=youtu.be>

Topic	Time
<p>Why is Culture so important in organizations?</p> <ul style="list-style-type: none"> <li>• In order to accomplish strategy, you have to have alignment with culture and strategy.</li> <li>• Culture is what the employee experiences every day.</li> <li>• If the CEO is not discussing values and culture every day, then it becomes irrelevant and ineffective.</li> <li>• Culture and values deeply imbedded are the curbs on the highway that keep the company out of trouble-- It keeps the company out of trouble and protects the shareholders.</li> <li>• The behaviors of leaders tell employees what they mean when they talk about making a fair profit.</li> </ul>	<p><a href="#">1:57</a></p>
<p>How do you get the person who is farthest away from the CEO on the org chart to receive the message of values and culture?</p> <ul style="list-style-type: none"> <li>• It starts with an integration in the performance management system and the rewards system.</li> <li>• Who is that you recognize and celebrate with your systems?</li> <li>• Using a variety of levers besides just communication.</li> <li>• All programs should be aligned.</li> <li>• HR is essential part of driving culture.</li> </ul>	<p><a href="#">5:57</a></p>
<p>Role for the board in driving culture?</p> <ul style="list-style-type: none"> <li>• The board has to make sure it understands what the culture of the company is.</li> <li>• Based on feedback from employees, site visits etc.</li> <li>• Can look at the engagement survey data and draw important inferences.</li> </ul>	<p><a href="#">7:45</a></p>
<p>What should we be doing to make sure our companies and boards are more reflective of society?</p> <ul style="list-style-type: none"> <li>• Look at nontraditional sources for talent.</li> <li>• Recruiting often fits the exact profile of the person who previously had the job so look beyond that.</li> <li>• Companies need to build more “on-ramps”: if a person who has 85% of what’s necessary for the job and they can learn the other 15%.</li> <li>• You can expand the availability based on how you think about the job.</li> <li>• Companies need to look at what their talent legacy is.</li> <li>• Boards are often more diverse than the senior management teams they oversee.</li> <li>• Very important that boards take an interest.</li> <li>• Create a slate of diverse candidates and then select the best candidate of that slate.</li> </ul>	<p><a href="#">8:28</a></p>

<p>Do we need to be going further down the organization to really make sure we are giving these opportunities?</p> <ul style="list-style-type: none"> <li>• No one becomes a C-suite executive unless they have worked for an executive.</li> <li>• Have to think of it in context of the pipeline.</li> <li>• Why are you losing certain groups of people?</li> <li>• The company has to ask tough questions and be ready to make changes.</li> <li>• The reality is diversity improves business performance.</li> <li>• Nothing is more dangerous than group think.</li> <li>• Miss very important angles.</li> </ul>	<p><a href="#">11:15</a></p>
<p>How do boards make decisions and avoid group think?</p> <ul style="list-style-type: none"> <li>• Boards often want former CEOs and the reason for that are that CEOs understand the complexities and challenges of major organizations.</li> <li>• Boards today are looking at talent management and asking what skills or competencies they will need in the next 10 years.</li> <li>• Boards make decisions by trying to examine the underlying assumptions that the company has for its future.</li> <li>• The board is the one entity that transcends any one CEO. The average board member will be there for 2 or 3 CEOs</li> <li>• The important thing is fact-based decision making, examining the assumptions, and raising alternative paths.</li> <li>• Boards can make better decisions by trying to understand the unintended consequences.</li> </ul>	<p><a href="#">13:29</a></p>
<p>Execution might be more important than the strategy itself—do you agree and how so?</p> <ul style="list-style-type: none"> <li>• Great CEOs have their head in the clouds (looking at the big picture and computing what directions the org ought to go), feet on the ground (monitoring their execution), and know where to be when.</li> <li>• Know when execution is vital and when their involvement is critical, and they know when strategy is the focus over execution.</li> </ul>	<p><a href="#">17:00</a></p>

**“The minute you behave inconsistent with those values, you have no values”**

**Discussion Questions:**

- 1. What role do you think the Executive Leadership team and the board have in making their company better reflect society?**
- 2. How do you think the CEO and other leadership can have an impact on culture of their company?**