

What Are Your  
**BLIND  
SPOTS?**

Conquering the 5 Misconceptions  
that Hold Leaders Back

**JIM HAUDAN**

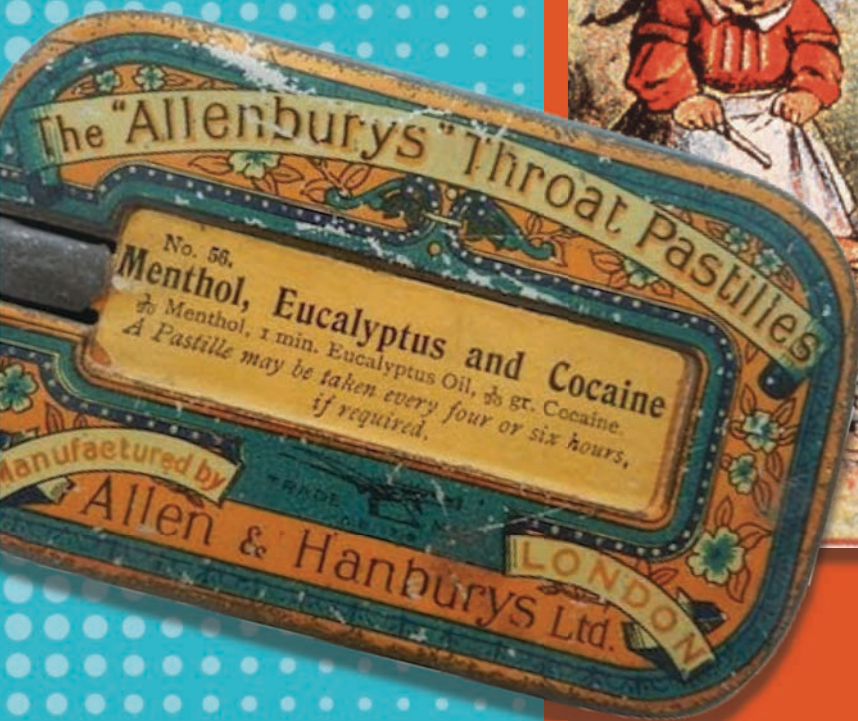
Chairman and Co-Founder  
*The Art of Engagement*

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**RICH BERENS**

President and Chief Client Fanatic

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# COCAINE TOOTHACHE DROPS

Instantaneous Cure!  
PRICE 15 CENTS.  
Prepared by the  
**LLOYD MANUFACTURING CO.**  
219 HUDSON AVE., ALBANY, N. Y.  
For sale by all Druggists.  
(Registered March 1885.)

See other side. 18

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He's one of the busiest men in town. While his door may say *Office Hours* 2 to 4, he's actually on call 24 hours a day.

The doctor is a scientist, a diplomat, and a friendly sympathetic human being all in one, no matter how long and hard his schedule.

According to a recent Nationwide survey:

# MORE DOCTORS SMOKE CAMELS THAN ANY OTHER CIGARETTE

DOCTORS in every branch of medicine—113,597 in all—were queried in this nationwide study of cigarette preference. Three leading research organizations made the survey. The gist of the query was—What cigarette do you smoke, Doctor?

The brand named most was *Camel*! The rich, full flavor and cool mildness of Camel's superb blend of costlier tobaccos seem to have the same appeal to the smoking tastes of doctors as to millions of other smokers. If you are a Camel smoker, this preference among doctors will hardly surprise you. If you're not—well, try Camels now.



Your "T-Zone" Will Tell You...  
T for Taste...  
T for Throat...  
that's your proving ground for any cigarette. See if Camels don't suit your "T-Zone" to a 'T'.

**CAMELS** Costlier Tobaccos

Fredric March says—

# THIS IS IT

"L&M FILTERS ARE JUST WHAT THE DOCTOR ORDERED!"



When I read Dr. Darkin's letter I tried L&M Filters. I'm really enthusiastic about them. They're a wonderful smoke—with a filter that really does the job. I'm sure you'll like them as much as I do.

*Fredric March*



ONLY L&M FILTERS GIVE YOU ALL THIS...

1. Effective Filtration... from a Shoddy Non-Mineral Filter Material—Alpha Cellulose. Exclusive to L&M Filters, and actually gain and harmless to health.
2. Selective Filtration—the L&M Filter admits and mild smoke.
3. Much Less Nicotine—the L&M Filter\* removes one-third of the smoke, leaves you all the satisfaction.
4. Much More Flavor and Aroma. At last a filter tip Filters\* permits quality tobacco, a blend which includes special aromatic types.



**FILTER TIP Cigarettes**



*root*



THAT'S  
RIDICULOUS!

*root*



## LEADERSHIP BLIND SPOTS

“Areas where existing beliefs and experiences that prelude us from having the most enlightened view of how to lead people effectively.”

# WHAT DO THE BLIND SPOTS COST?

90%

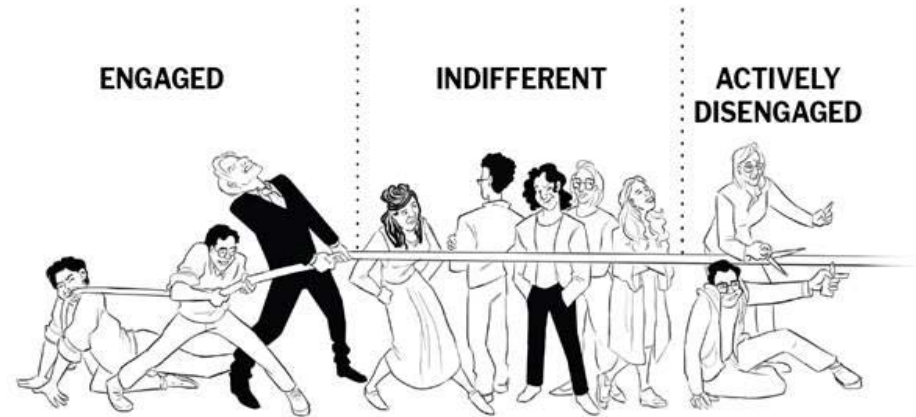
of all strategies  
aren't well  
executed.

Source: Robert Kaplan  
and David Norton

70%

of employees  
do not consider  
themselves  
actively engaged.

Source: Gallup



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PURPOSE



STORY



ENGAGEMENT



TRUST



TRUTH

# OUR PROMISE

Insights into 5 leadership blind spots that can transform the way you lead.

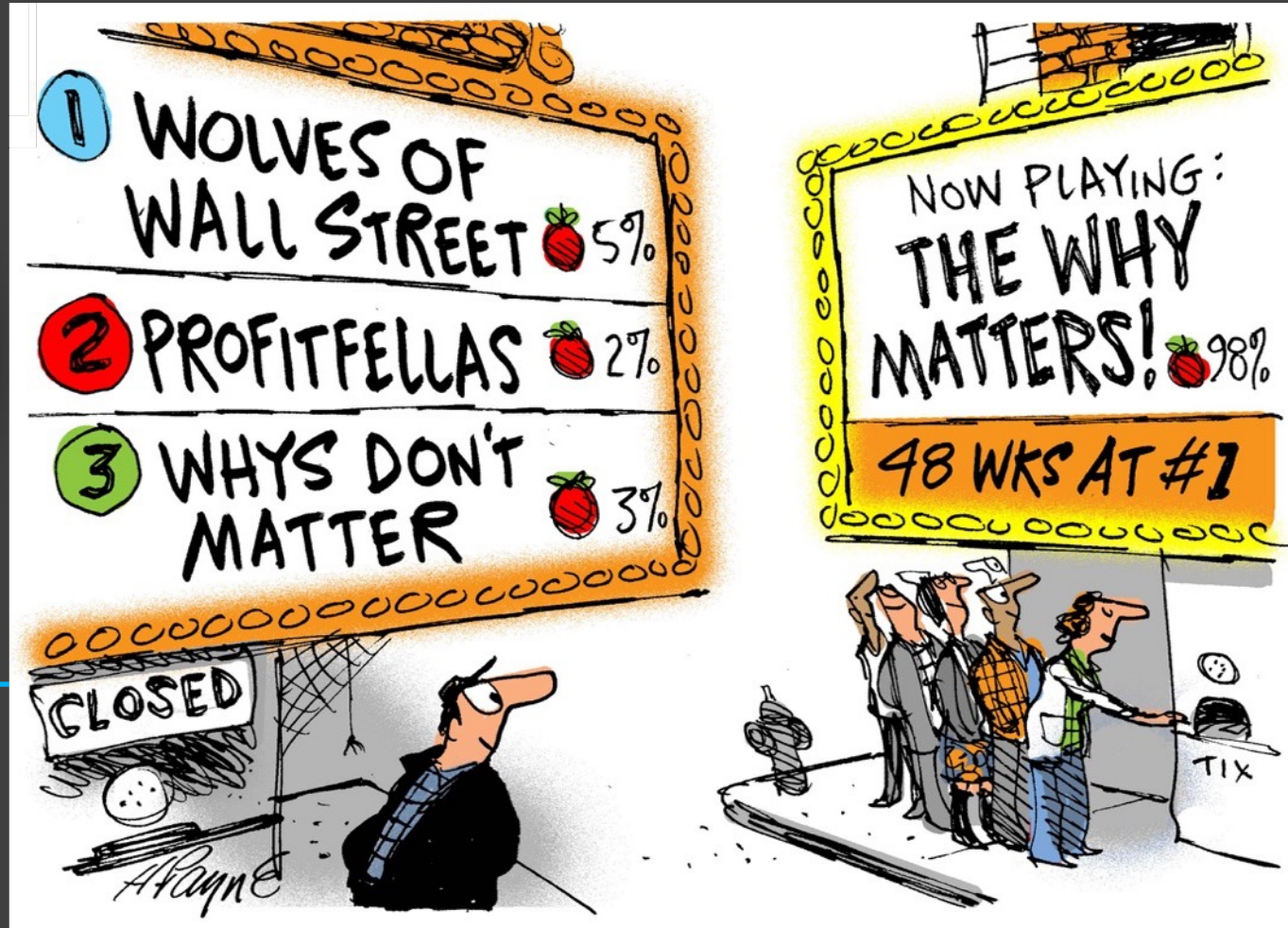
*root*

# BLIND SPOT



## PURPOSE

Purpose matters,  
but it doesn't drive  
our numbers.





# 90%

OF EMPLOYEES SAID THAT THEIR COMPANY  
UNDERSTOOD THE IMPORTANCE OF PURPOSE

Less than half thought that  
their company was run in  
a purpose driven way.



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**CVS**  
pharmacy

HELPING PEOPLE  
ON THEIR PATH TO  
BETTER HEALTH.

*root*





**\$2 BILLION**  
in lost tobacco sales

In states where CVS has  
greater than 15% market  
share:

**CIGARETTE PACK SALES:**



**1%**  
decrease

That's **5 fewer** packs per smoker.  
And **95M** fewer packs overall.

*root*



LEADERSHIP  
BLIND SPOT  
CHALLENGE

# PURPOSE

Are we creating an organization that focuses on bringing its purpose to life every day or are we creating an organization that is focused on hitting the numbers every day?





# BLIND SPOT



## STORY

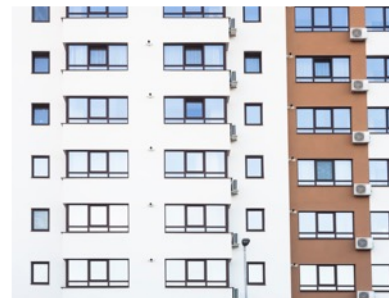
← We have a compelling story to tell that our people care about.



DO YOU HAVE  
**SHARED**  
**MEANING**  
OF YOUR STORY?

---

VISUALIZE  
HOMETOWN







# I HAVE A DREAM

HOW DO **GREAT LEADERS** LEAD?



**LEADERSHIP  
BLIND SPOT  
CHALLENGE**

# STORY

Do we have a story that is compelling,  
that we have shared meaning around  
and are we good at sharing it with our  
people?

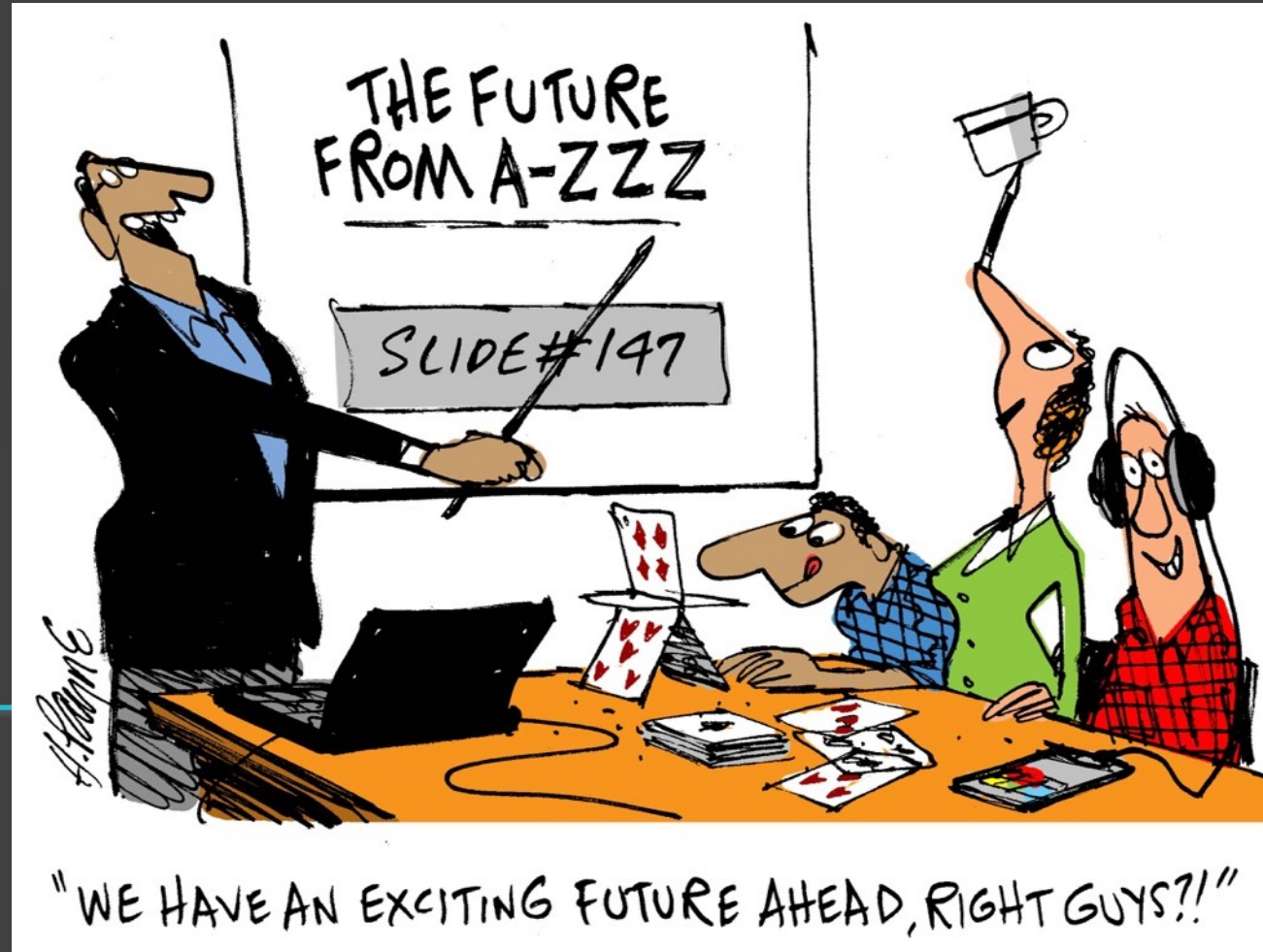


# BLIND SPOT



## ENGAGEMENT

Rationale and logical presentations engage the hearts and minds of people.





# the CANYON



# THE CANYON

1. Describe the scene unfolding within each of these groups.
2. In your opinion, what most contributes to the creation of canyons?
3. How might we go about bridging our canyons?



# The Culture Journey







LEADERSHIP  
BLIND SPOT  
CHALLENGE

# ENGAGEMENT

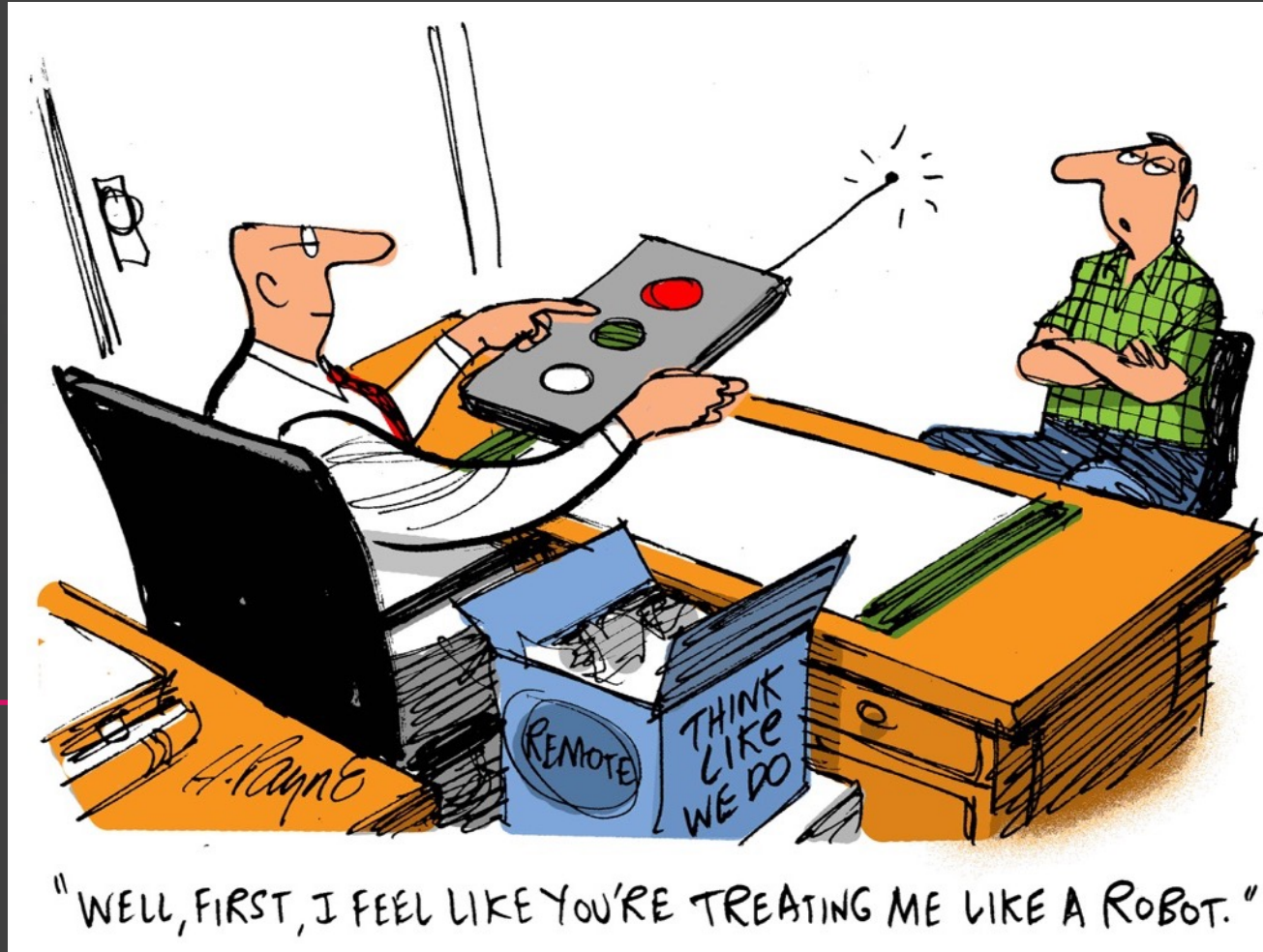
How do we move from presentations to conversations and create genuine engagement in the business?

# BLIND SPOT



## TRUST

People will not do the right thing unless you tell them what to do and hold them accountable to do it.



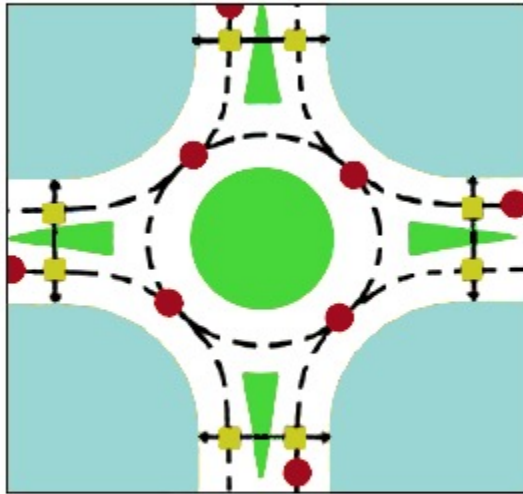
# TRUST STATEMENT

“We claim that we are customer maniacs, but in the end, we are finance and control maniacs who don’t trust our people would do the right thing for our customers and our business if we took the controls off.”



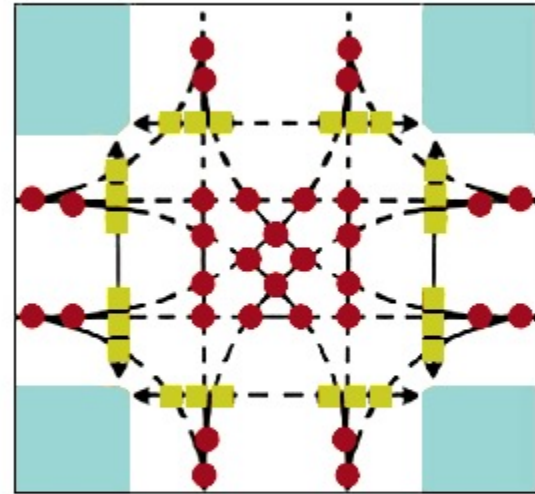
# THE BENEFITS OF TRUST

## Roundabout

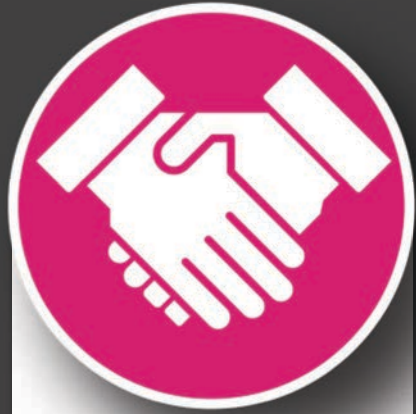


- 8 Vehicle conflicts
- 8 Pedestrian conflicts

## Intersection



- 32 Vehicle conflicts
- 24 Pedestrian conflicts



**LEADERSHIP  
BLIND SPOT  
CHALLENGE**

# TRUST

How can we scale the unique human judgement, discretion, and care of our people, while at the same time having firm standards that we all share?



# BLIND SPOT



## TRUTH

My people feel safe  
telling me what they  
really think and feel.





# A TRUTH TELLING CULTURE IS DIFFICULT TO ACHIEVE

## EMPLOYEE

If I speak up and disagree, will I be the team member who doesn't get to play?

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Can I be sure my comments will be taken the right way and my intention is for the good of the business?

---

If I talk about things from my perspective, will people think less of me because of my answers?

---

If I say what I really think, could that be a career-limiting move?

## LEADER

Is critique an indictment of my leadership?

---

What if I don't have all the answers?

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If we really open the kimono, will we just have a complaint session that won't help?

---

I am not comfortable with how vulnerable I have to be if we really put everything on the table.

*root*

# POWER

AUTHENTIC

INAUTHENTIC

# INAUTHENTIC POWER

I have more  
than you do.

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I know more  
than you do.

---

I am more  
than you are.

# AUTHENTIC POWER

Compassion

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Vulnerability

---

Empathy





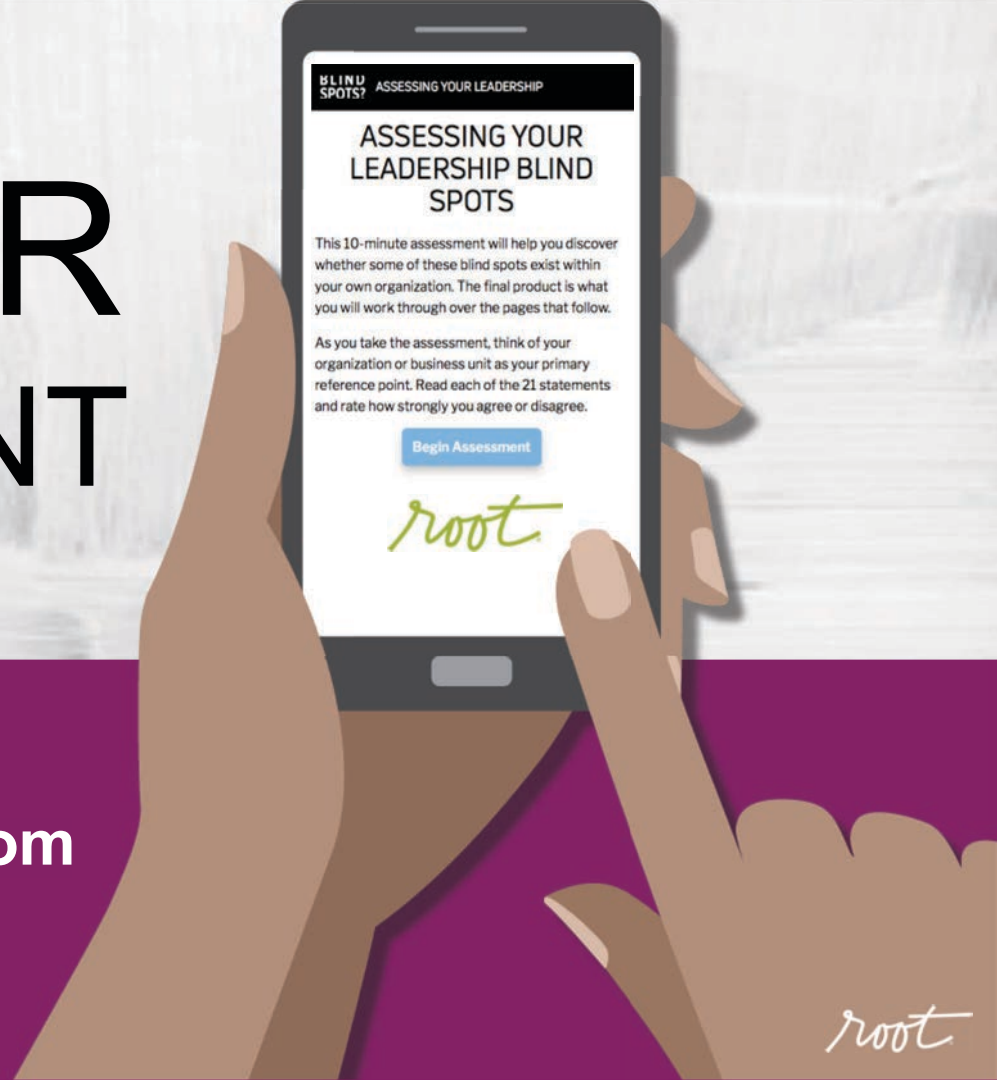
LEADERSHIP  
BLIND SPOT  
CHALLENGE

# TRUTH

What can we do as leaders to make it safe for our people to tell the truth and act on those truths to make the business better?

# TAKE OUR ASSESSMENT

<http://blind-spots.rootinc.com>



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# QUESTIONS



THANK YOU!



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