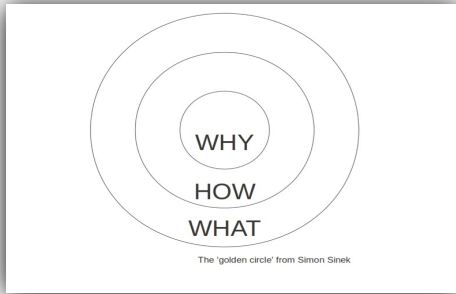




People Work for Managers, but
They Follow Leaders.

Leadership Strategies to Engage Your Team



Great Leaders Communicate with Purpose and Vision

May 25, 1961

"I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth."

President John F. Kennedy



July 20, 1969

"That's one small step for man; one giant leap for mankind."

Neil Armstrong



Leadership

“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.”

-Jack Welch, (former CEO, GE)

Leadership is hard to define, and good leadership even harder. But if you can get people to follow you to the ends of the earth, you are a great leader.”

-Indra Nooyi (former CEO, PepsiCo)

Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish.

-Sam Walton (founder, Walmart)

Great Leaders in Craft Beer



All Great Leaders Have a Clear Vision of Why They Start a Business To Change the World or At least a Small Part of it.



To Do Something Better
Sierra Nevada, Anchor Brewing,
Boston Beer



To Change the American Beer
Culture. Lead Americans to Drink
Beer with More Flavor, More Color,
More of All That Makes Beer Great.

People Don't Buy What You Do, They Buy Why You Do It.

To make people happy.



To bring inspiration and innovation to every athlete in the world.



What is Your Why?

?

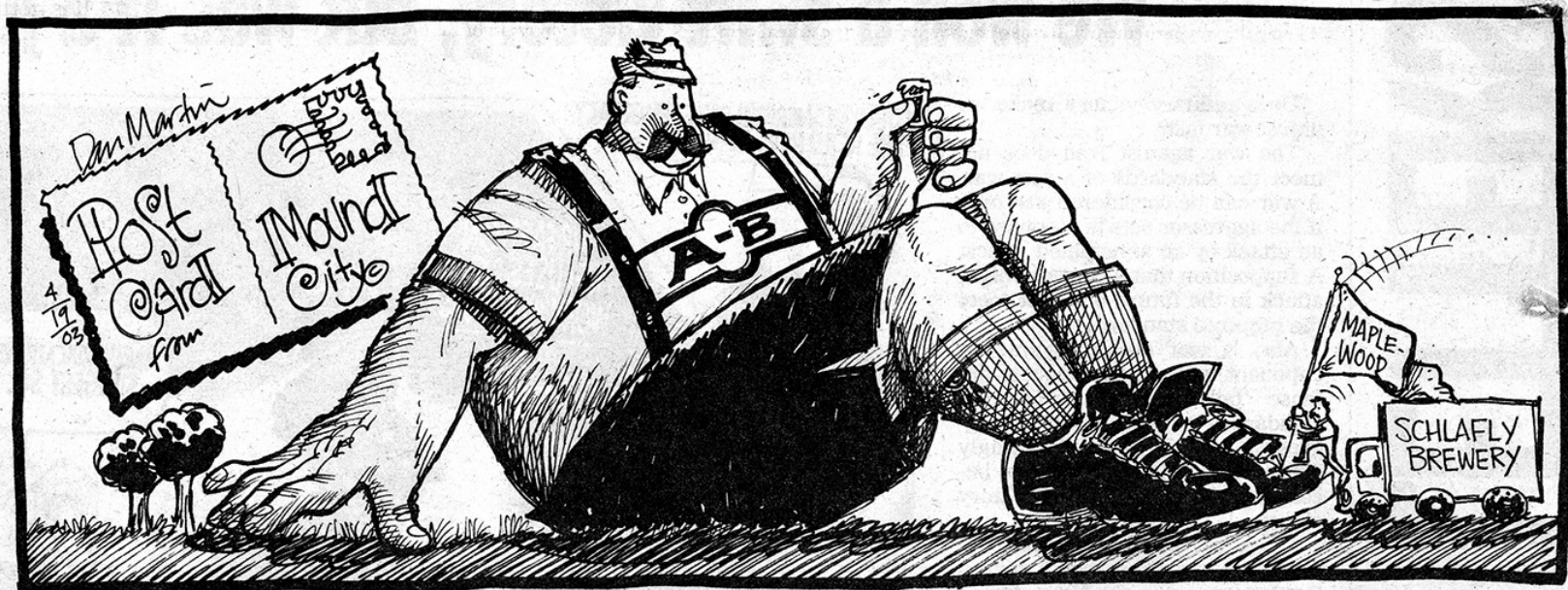
Beer v Beer (maybe cider vs beer and wine and...)

For 30 to 40 years, Beer has Battled Beer.

But:

Hard Liquor has Grown Share of Beverage Alcohol From 20% in the 1980's to almost 40% Today. Beer has lost almost 20% share, from a high mark of 60% to 40%.

POSTCARD FROM MOUND CITY



The Market for Fermented vs Distilled

Hard Liquor Image
Change by Changing
Policy – Adopting and
Advocating for a Drink
is a Drink

Share Change is Due to
Equalization – Access to
the Shelf, More Shelf
Space, Marketing,
Taxation

NIAA

What Is a Standard Drink?

12 fl oz of
regular beer

=

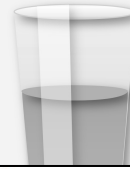
8–9 fl oz of
malt liquor
(shown in a
12 oz glass)

=

5 fl oz of
table wine

=

1.5 fl oz shot of
distilled spirits
(gin, rum, tequila,
vodka, whiskey, etc.)



CDC



12 ounces
5% ABV beer



8 ounces
7% ABV malt liquor



5 ounces
12% ABV wine



1.5 ounces
40% (80 proof) ABV
distilled spirits (examples:
gin, rum)

in the
phol,
ndard

In the US, a standard drink contains 14g of alcohol. It's recommended that on a weekly basis, women not exceed 7 drinks and men not exceed 14 drinks. These common beverages are equal to one standard drink.

12 fl oz beer
(5% ABV)

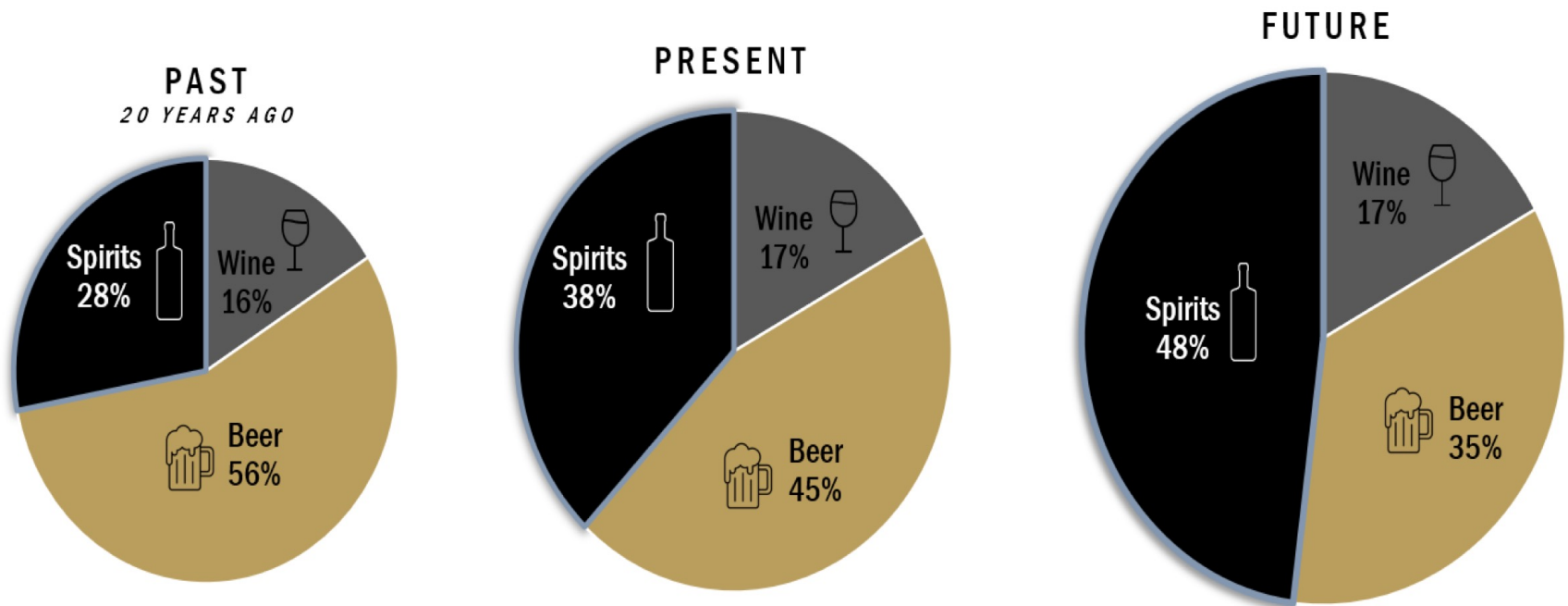
5 fl oz wine
(12% ABV)

1.5 fl oz spirit
(40% ABV)



DIAGEO

The Consequences...



WHY for Brewers Now – The Challenge

In the late 2010's, to push back on Hard Liquor, Brewers launch cane sugar-based fermentations, taxed as beer. Hard Seltzer.

“Meet the consumer where they are” in both the traditional wholesaler to retail model or the direct-to-consumer model.

The battle is on between Beer and Hard Liquor. Hard Liquor based RTD's are taking cooler space away from Beer, including Craft Beer.

Why: Vision for Cider is Now a Choice

Like Craft Brewers, Every Start-Up Cider Maker in the Past 30 Years.

To Change the Paradigm for Cider from a Non-Alcoholic Juice to a Low-Alcohol (5%), Fermented Beverage with a Meaningful Share of the American Alcohol Beverage Business. Say, 5%

The Road Not Taken

Two roads diverged in a yellow wood,
And sorry I could not travel both...

....
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference

Why: Cider Remains a Clear and Achievable Vision

- Pre-1980's the Alcoholic Beverage Market was Beer (light lager), Wine and Hard Liquor.
- In the late 80's and early 90's Cider began to appear. But It remained small and did not make the "data sets".
- The emergence of Flavored Malt Beverages (FMBs), many based on vodka brands, in the 1990's and early 2000's got in the way of Cider.
- Cider made another push as the FMB's started to cycle. And from 2010 to 2020 Cider grew from 13m gallons to 73m gallons.
- But Hard Liquor Growth and the Brewer Push Back on Hard Liquor in the form of Hard Seltzer and now Hard Liquor Based RTD's Takes Cooler Space Away from Cider.

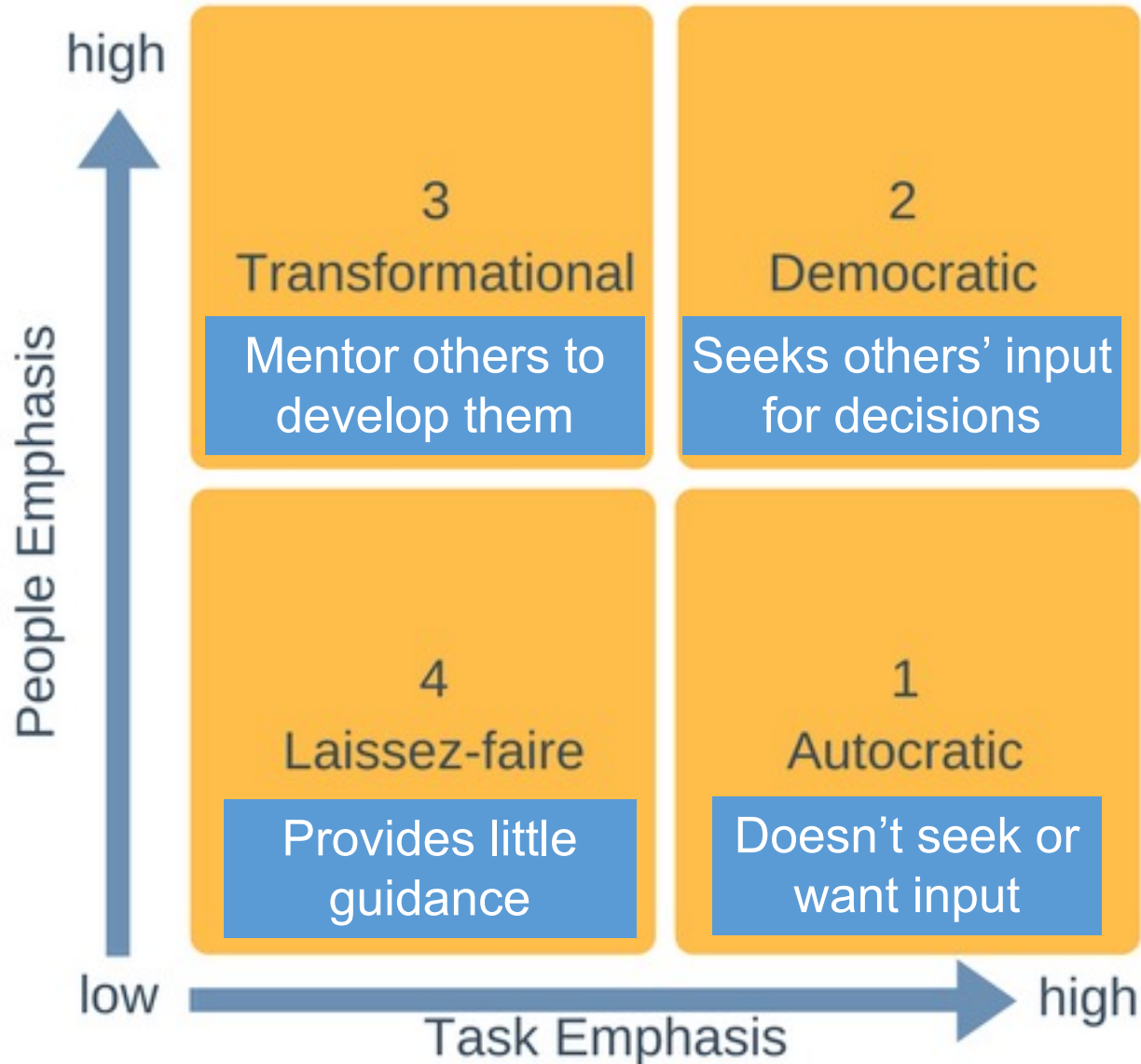
Why: Cider at a Crossroads

- Unlike the period of the 1990's and early 2000's, Cider is in the cold box, on the menu and "part of the data set". But Hard Seltzer and Hard Liquor is Now In The Way.
- Two Options
 - Take the approach of some Brewers and Diversify into other Alcoholic Beverages including Hard Liquor Based, RTD's. or
 - Remain focused on growing the pie for Cider.
- Working to make all Americans Drink Cider Can Continue to be the Why. Or
- Pivot to "meet the consumer" where they are or at least where you think they are.

No Matter the Vision - Leadership

Can You Create a Place Where Your Employees Believe They Are Part of Something Bigger Than Themselves.

Leadership Styles



Qualities That Make a Great Leader

**Startup
(Entrepreneur)**

**Large Company
(Forbes)**

Source: Inc.

<http://www.entrepreneur.com/article/249634>

Source: Forbes

<http://www.forbes.com/sites/tanyapriye/2012/12/19/top-10-qualities-that-make-a-great-leader/>

A few Leadership Greatest Hits

- An associate brand manager working on a re-branding, asks the marketing director of a FMCG firm, “which of these two designs do you like”?
- “If you want me to decide, then why are you here?”
- When employees leave a job, what is the number one reason why?
- Their Boss! And what they describe as a
- LACK OF TRUST!
- As a Great Manager, “who do you work for”?
- Your team! The employees who work for you!
- And where do you find evidence of this?
- Your team is winning. You make sure your employees have what they need to succeed and know “you have their back”.

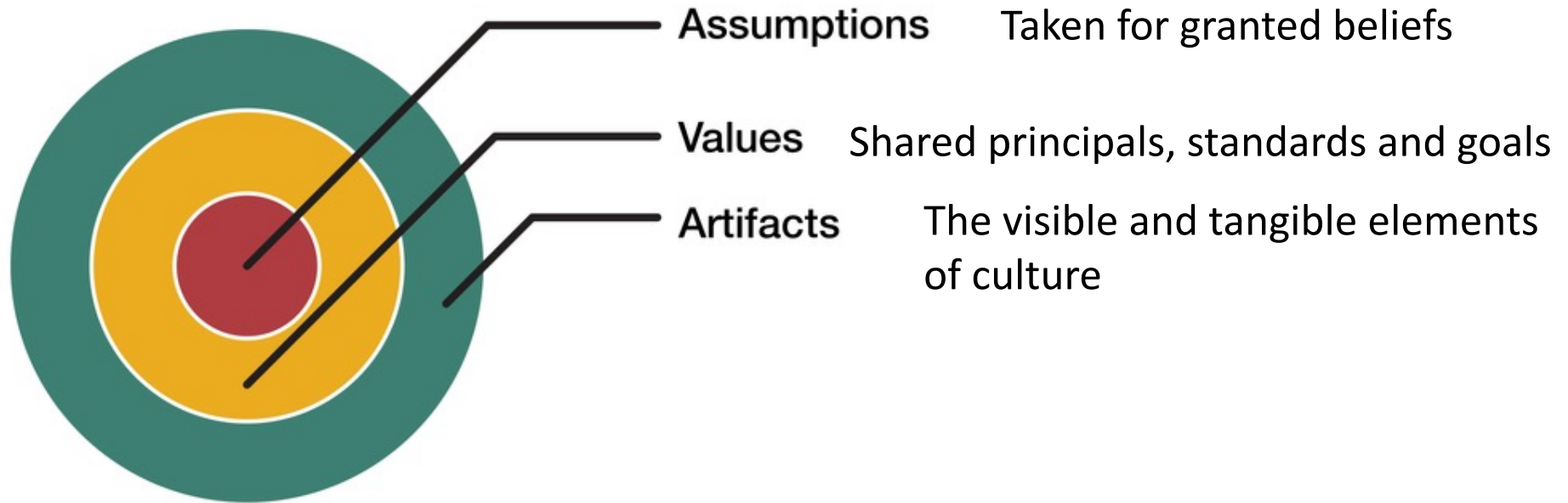
More Leadership Greatest Hits

- People are not perfect. People don't perform to the same level every day, every week and every month. People make mistakes. People will do stupid things.
- Start by building a team of people who care!
- Great leaders figure out how to allow for mistakes. Great leaders create a structure in which they limit risks so that mistakes become positive learning experiences and do not sink the ship.
- Have an ear out for phrases from employees such as:
 1. "This is the first I have heard about it!"
 2. "Susie is really unhappy"
 3. "What is broken now"
- And Micro-aggressions – the everyday slights, insults, and negative verbal and non-verbal waves. Figure out how to make this very uncool!

What Kind of Company Can We Create Where We All Want To Be There, Including Me?

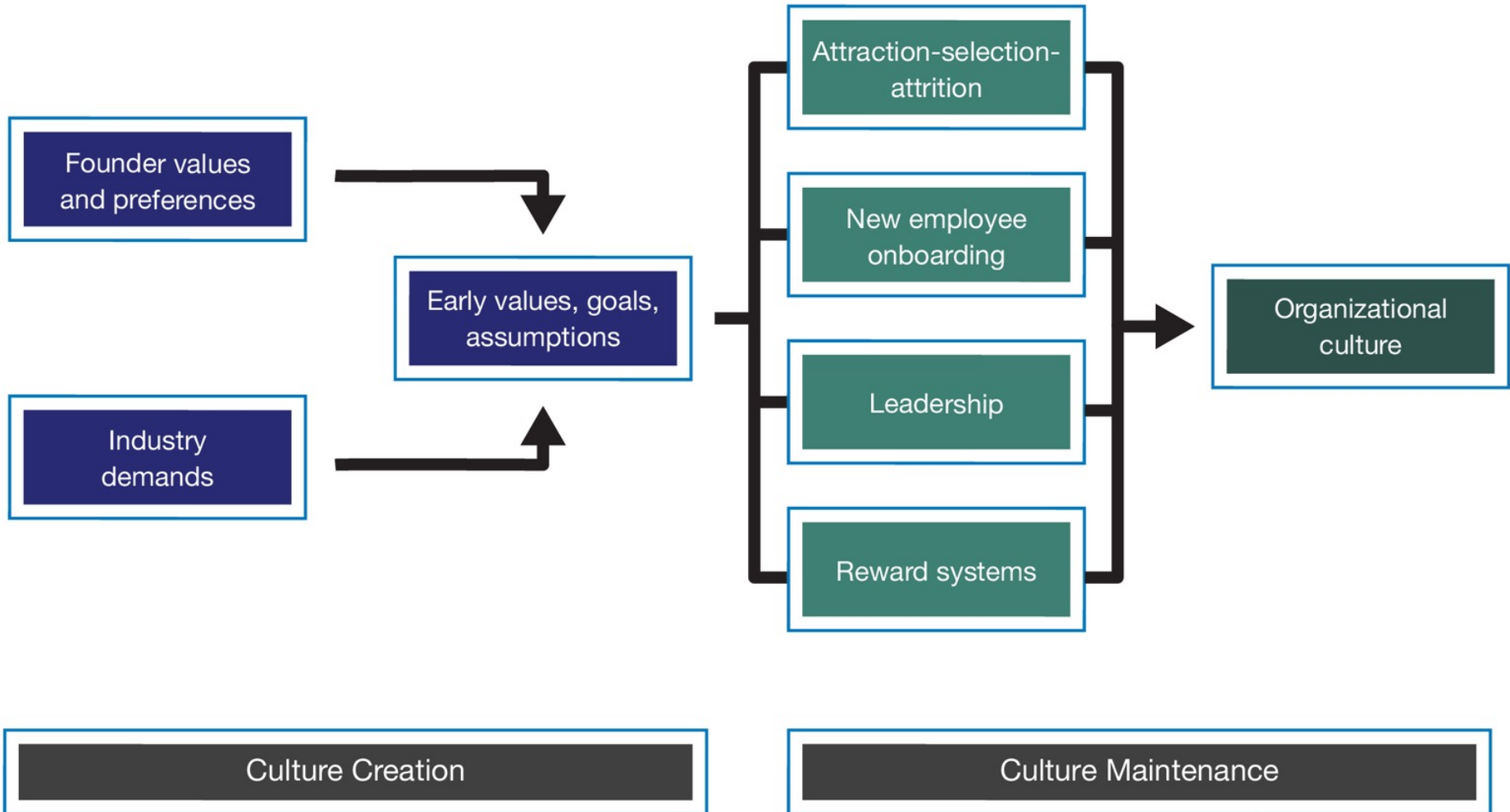
- An organization's culture may be one of its strongest assets, as well as its biggest liability. So how do you create a culture – a set of shared assumptions, values and beliefs that gives you a competitive advantage but does not create great risks?
- Culture is in fact a more powerful way of influencing and managing employee behavior than organizational rules and regulations.

Organizational Culture Consists of Three Levels

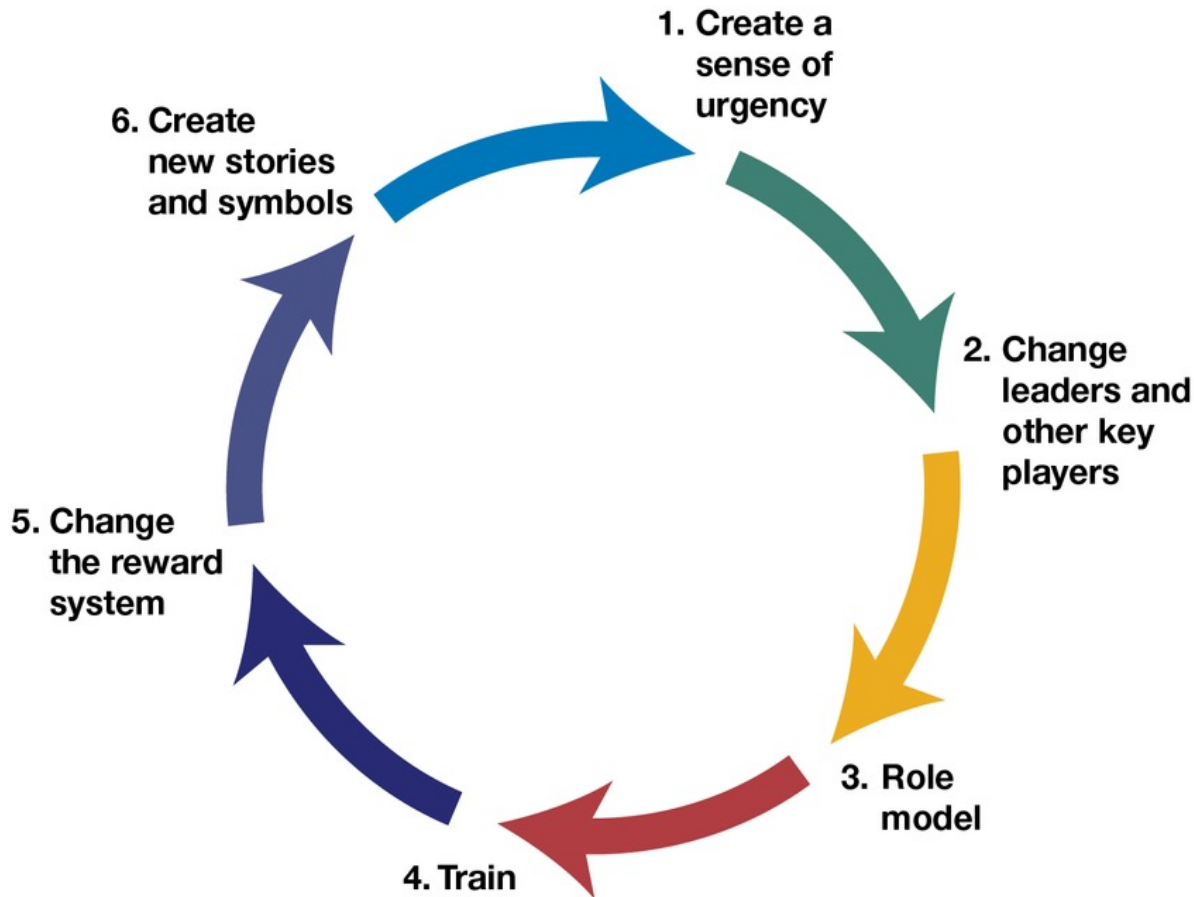


What Are Your Assumptions, Values and Artifacts?

How Are cultures Created – Cultural Strategies



How do Cultures Change



1. Get the Balance Between the Profit Motive and Ethics - Doing the Right Thing, Right.

2. Grow Some Humility.

Enlarge the PIE

We need empowered employees to grow the pie. As founders we can't do it alone. We can't waver and we must inspire others.

Grow Your Team Faster and Further

- **Intent** – to truly help the person to unleash their potential and see the possibilities that otherwise go unsees.
- **Interest** – in knowing truly about this person, where they come from. And what are their inherent roadblock.
- **Invest** - the combination of investment of your time, your energy. It needn't have to be long hours of having those development conversations. I would rather suggest having ongoing conversation, shorter ones so that what the person is experiencing, be it good or difficult moments, you add value to enrich it even further

Employees Grow the Most When They Must be Resourceful and Make Decisions with Real-World Consequences.

You opened the Cider Business of Your Dreams. You made every batch of cider for the entire first year. That is going in at 6:00 in the morning and doing everything. This was your way of making sure that everything was perfect. You realized that the amount of control that you wanted to have over the product, wasn't good for long term, because there was no way what you were doing was sustainable.

Employees Grow the Most When They Must be Resourceful and Make Decisions with Real-World Consequences

So, you finally took the person who was working directly underneath you, and you taught them, which meant that you did it with them several times, and then had this person teach it to you, as you watched them do it, to make sure that the reason they were doing everything was correct. And then you sat in the office while they did it by themselves, and hovered only a little bit, until you felt comfortable enough to let them do it on their own. Which meant you would not come in until 8:00 in the morning.

Employees Grow the Most When They Must be Resourceful and Make Decisions with Real-World Consequences

How did our Cider Maker do in allowing their employee to grow?

Employees Grow the Most When They Must be Resourceful and Make Decisions with Real-World Consequences

- **Build Strategy and Finance** into Developmental Assignments.
- **Strategic thinking** helps people spot opportunities and solve problems.
- **Financial acumen** helps employees understand how the business spends and makes money.

Employees Grow the Most When They Must be Resourceful and Make Decisions with Real-World Consequences

An employee who is learning by doing needs to experiment and make the occasional stumble.

Give freedom in...

- **Time**

Establish deadlines and key milestones but let people pace and organize the daily work themselves.

- **Method**

There are multiple routes to success. Be open to creativity, experimentation, and new insight.

- **Authority**

Review big decisions, but don't become a bottleneck on the small stuff. Give people the weight of real responsibility.

By granting employees space, you reserve your energy to help them work through the big issues. And you free yourself to pursue your own learning goals too.

Delegating Your To Do List

- By granting employees space, you reserve your energy to help them work through the big issues.
- You free yourself to pursue what you don't know and need to explore.

Worksheet for Evaluating Your To-Do List

Leaders, Managers and Employees Align Around Executing *Strategic Plans*

A **strategic plan** is the framework of an organization and the key tool of leaders and managers – it unifies organizations around shared goals.

Strategic plans are how we organize, lead and measure an organization's effectiveness. Almost all decisions are made by whether something is “on plan” or “off plan.”

This shapes and guide what an organization is, what it does, how it functions and the decisions it makes over time.

If the strategic plan is properly executed, it will create a way of thinking, acting, and learning that is necessary to achieve organizational success.

Leadership of a Business



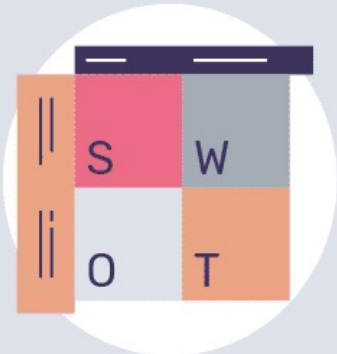
Purpose Statement



Core Values



Vision Statement

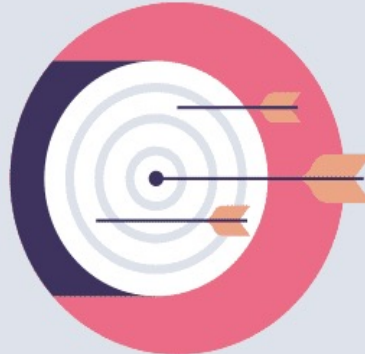


SWOT Analysis

7 Elements of a STRATEGIC PLAN



Long-Term Goals



Yearly Objectives



Action Plans

A Plan

- If you don't have a plan, you can't change the plan! It is Jazz, not a Symphony.
- The Purpose, if a good one, is unlikely to change
- The Core Values, if they align will not change
- The SWOT can miss things
- The Long Terms goals can change but that is a big deal
- The annual objectives will change every year
- And the tactics, the actions, may have to change quickly to react to new opportunities, threats or unforeseen events.