Leadership Conversation
Bloomin' Brands - Elizabeth (Liz) Smith
29.16

https://www.youtube.com/watch?v=Bb96jh3FLoM

Topic	Time

Importance of developing leadership
● Most important job as a leader is to make yourself replaceable
   ○ Create an incredible team
   ○ Get out of the way and let your people shine
   ○ Having a strong succession is a sign of strength
● Starts with people and talent development
   ○ Train, nurture and mentor those below you
	2:04

Leadership style ● Build an incredibly strong, high performing team ● Hire to fill skill gaps and compliment existing ones ● Empower the team ● Allow them to push back ● Conflict is not a bad thing ● Spend time collaborating, on leadership development and having informal dialogs ● Leaders must talk about their own personal failures	6:27
Company culture ● Achieve business success by the success of our people ● People do their best work when they feel valued ● If we don't like change, we're going to like irrelevance a lot less ○ Agility, nimbleness	11:44
Developing great and sustainable leaders ● Strong leadership development department ● Performance management training ● Informal culture with constant feedback ○ Transparency, listening	16:10
Getting more diversity into the board of directors ● Boards with more women and diversity have higher success rates in governance ● Continue to point out the benefits of diversity ● Some of the best board members are below the c-suite ● Leaders' responsibility to mentor, teach and get involved	19:51

Helpful Quotes:

1. [2:48](#) "The organization is only as sustainable and only as vital as the talent that it has in it. Financial performance is important, but I will tell you it only comes when you have an active, engaged, passionate team environment."
2. [5:06](#) "Often times in an organization I find if somebody's not performing or a team's not performing I have to step back and ask myself 'am I fully empowering them?' or 'am I in some way getting too involved?', which also kind of hinders their ability to feel the ownership."
3. [20:33](#) "We live in a multicultural world and so it's kind of crazy not to have a multicultural board...if everyone looks like you around a table, you're not getting a representation of how things are in the world"

Discussion Questions:
1. Consider the importance of discussing one's own failures as a leader. What does it mean to fail fast?
2. Brainstorm some ways in which companies can obtain a more diverse board, one that is more representative of the population.