



SESSION 4:

Da Vinci Humanized Growth Leader – Attitudes & Behaviors

— Session Objectives

- 1 **Understand the unique opportunity for Marketers to step up and take responsibility for driving more Humanized Growth**
- 2 **Explore the da Vinci Humanized Growth Leadership profile**
- 3 **Identify development opportunities for yourself as a leader**

— Prereads

To help prepare and inspire you, please enjoy these optional prereads.



Marketing's Moment is Now

(8 min read)

Are you a Unifier, Loner, or Friend? The CMO's rapport with the C-suite is crucial in establishing marketing's role as a growth driver, and this article from McKinsey explores 3 types of CMO, and how they relate to the CEO. *Click [here](#) to read.*



The Best Leaders Can't Be Replaced by AI

(7 min read)

There are some areas where AI surpasses human capabilities, but there are several it can't replace. IN this HBR article, the authors identify the promise (and perils) of AI-enabled management, as well as the three uniquely human capabilities leaders need to focus on honing. *Click [here](#) to read.*



How To Start New Habits That Actually Stick

(5 min read)

Your life today is essentially the sum of your habits, your behaviors. This excerpt from Atomic Habits, New York Times Bestseller by James Clear, shares a framework for creating new behaviors - helping you to behave your way to great leadership. *Click [here](#) to read.*

— Self-learning Session

This week's session is to be completed on the platform (there is no live Zoom). Scroll down to complete the Da Vinci Humanized Growth Leader session.

— The CMO Opportunity

We see an opportunity for Marketing to play a bigger, more influential, business growth role, driving more humanized growth for the business.

Select the next arrow to find out more.

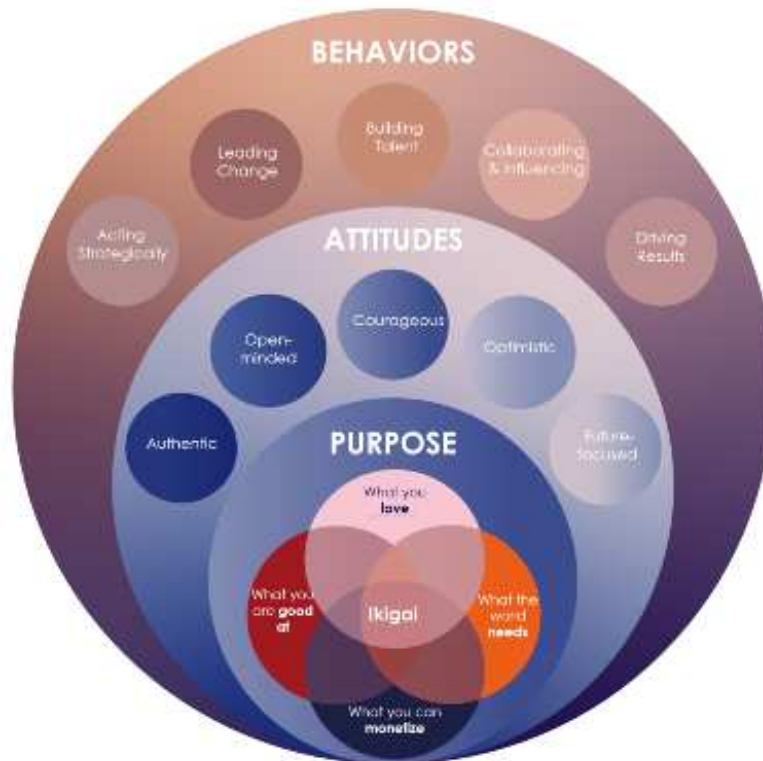
CEO's have stepped up



— Da Vinci Humanized Growth Leader Profile

The Institute for Real Growth (IRG) and Spencer Stuart's Marketing, Sales & Communications Practice interviewed hundreds of leaders worldwide about leadership and performance. The study identifies a group of over-performing leaders, whom we refer to as "da Vinci

also understand that sustained business growth requires the organization to create value for all stakeholders, and that human-centric growth strategies deliver superior shareholder returns.



As part of our study, we identified the 5 most important attitudes and 5 behaviors of over-performing growth leaders. Learn more below.

— The 5 Attitudes & 5 Behaviors

The Attitudes and Behaviors in this profile reflect characteristics of leaders that are particularly effective in leading in multi-stakeholder realities. They are great at connecting, and understanding others, and building bridges. Let's take a look at how the da Vinci Attitudes and Behaviors are put into practice by leaders.

Press the play button to start the video.



Close transcript

So let's start with the DaVinci attitudes. What attitudes do you bring to work? So collaborations, how do you think you feel? The first attitude is all about being authentic, being true to who you are. And it might seem a little odd to seem one of the biggest marketers out there as an example, but in fact, even though he literally won a lifetime award for all of his achievements, Mark Pritchard always stayed humble, approachable, honest about his story, a true authentic leader.

The second attitude is about being open-minded. It's about making sure that you really are interested and imaginative. You listen to different perspective. You always want to learn more. Hanne Sondergaard, she was the CMO of Arla, and she has these very curious growth mindset and that also got so interested in the huge challenges that exist around sustainability, that in combination with that, it's very much an ecosystem challenge out there. Even made her decide to switch from A CMO to A CSO.

The third one is about being courageous. It is about really standing for something, believing in something, and also willing to take a risk because that is what you truly, fundamentally

of something that she truly, fundamentally believed herself as well as the relevance for her financial industry. So a great example of a courageous leader. The next one is about being optimistic, and it's not just all about smiling the whole day, although could help, but it's very much about having this opportunistic mindset. It's about making sure that you see opportunities everywhere that you turn literal risk into opportunity.

Ruben, he was our humanized growth champion a couple of years ago, and he was at that time this CMO of Dole, a fruit company. And as you can imagine, they were dealing with a lot of waste. And Ruben and his team actually decided to work with some partners that helped them transform this waste into actual products. For instance, a vegan type of leather made out of pineapple waste. They even now use it in shoes. So it's very much about literal waste into actual products.

Then we have future-focused. It's very much about making sure that you know where you want to go and you have this intention and nothing can stop you from getting there. And if we talk about this and about being resilient and really believing in your goal, then Patricia Nzolantima, she's the one to beat. She had to face much more hardship than anyone should have, and she is like a pit bull fighting for what she knows she can and will achieve. And I truly also believe it. If you see her speak, you're like, okay, this is a woman who is so resilient that she will get there. So those were the five attitudes about being authentic, being open-minded, being courageous, being optimistic, and being future focused. So let's switch gears to the behaviors. So how do you show these things? What behaviors do you prioritize? How do you deliver outcomes?

The first one is about acting strategically. And we all know the beautifully designed purpose on a page or a beautiful strategy housed on a page, but it only is relevant if it really means that we take actions based on it, that we use it to prioritize, to ring fans, and making sure that we really also address the short-term challenges in that long-term context. So you see here on the slides, Norman de Greve, he's the former CMO of CVS, probably we all know the story of CVS. When they wanted to become more of a health company, they really had to also make some tough choices. So for instance, stop selling their profitable business of cigarettes. And Norman de Greve was one of the key people that really said, okay, we need to make sure that we have this long-term strategy in mind, which indeed means making some of the tough decisions, which ultimately will help us drive our strategy, drive our purpose.

Leading change is the next one. It's very much about rallying change makers within the organizations without the organization thinking about it from a systemic transformation point of view, not just again within your own little silo, but really going as wide as you possibly can. And Sylvia Lagnado, she is one of the key people behind the Real Beauty campaign, which

makers, both within Unilever as well as far beyond building talents. It is about making sure that everything that we do is also the next generation of leaders is actually doing that even further.

So how can we help them unleash their talent as well. Antonio Lucio, he is a phenomenal CMO. He's also a friend of the IRG. So that is, and in fact at the moment, he's doing nothing but building talent. He's the epitome of servant leadership. He has developed a program specifically for candidates that are not yet completely ready to move into a c-suite role. He's doing a lot of mentoring, really making sure that he helps people to develop capability to think about stakeholder management and stakeholder value creation. Then we have collaborating and influencing, and I think everyone will know we need to do more of that. And it is indeed within our own teams, it's within the wider organization. And of course it's also going beyond. It's also externally, how can we invest in more relations? How can we make sure really that we are better in listening and listening to understand? And if you combine it a little bit with the can-do attitudes, then it will really make beautiful things.

An example, one of my favorites is from Mim Haysom. She now is the CMO for Suncorp, which is an Australian insurance company. And she was involved in this initiative called One House to Save Many, and they collaborated with a university with a scientific research organization and an architect firm to design houses specifically that are able to survive in extreme weather. And as you can imagine, the expertise and interest of all these different stakeholders, it was really such a powerful collective and a powerful initiative that for me, it only has winners then it's about driving results, obviously part of the job. But again, if you think about it through the lens of humanized growth, it is very much about, okay, how can we have all these different stakeholders and how can we create multi-stakeholder value? So how do we define shared KPIs? How do we make sure that that really also enables innovation for growth? Specifically Sean Summers, he's the CMO for Mercado Libre, which is a huge e-commerce platform in Latin America. And you can imagine it is such a complex organization. It has many different stakeholders and different stakeholder levels, and Sean and his team really act as a spider in the web. They streamline all the different communication and really have a super multi-stakeholder perspective. They really focus on having that shared KPI overview and making sure that even though we are all different, we are also working towards the same goals.

And there you have it. These were the behaviors. It's about acting strategically, leading change, building talents, collaborating and influencing and driving results. So we invite you to look into this for yourself.

What are some of the attitudes and some of the behaviors that you might want to develop

on. So good luck.

Workbook

Please answer the following question in your workbook:

- Rate yourself 1-5 on each of the da Vinci Humanized Growth Leader Profile Attitudes & Behaviors
Scoring: 1 = Very Poor , 2 = Poor, 3 = Average, 4 = Good, 5 = Very Good
- Select the top 3 Attitudes/Behaviors that you want to focus on for leadership growth
- Now choose one Attitude/Behavior and indicate WHY you would like to focus on this Attitude/Behavior.

Key Learning

- 1 **Marketers are best positioned to step up and drive humanized growth**
- 2 **The Da Vinci growth profile outlines key Experiences and Attitudes that growth leaders of the future need**
- 3 **You can use the Da Vinci Growth CMO profile to drive alignment about which experiences and attitudes are most important to drive growth for your organization**

Leadership Perspectives

In our Humanizing Growth Series webinars, we speak to leaders about their experiences with driving Humanized Growth. Keith Weed, former CMO of Unilever, and Raja Rajamanar, Chief Marketing & Communications Officer and President of the Healthcare Business at Mastercard share their views on the role of CMO.

Press the play button to start the video.



Want to hear more from Keith? Click [here](#).

Want to hear more from Raja? Click [here](#).

If you have any questions on either the live session or this online learning platform, please contact Program Manager Leanne Rathore at leanne@instituteforrealgrowth.com

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