

OWNERSHIP, INSPIRATION AND IMPACT

Richard Montañez

Godfather of Flamin' Hot Cheetos & Hispanic Branding; Former VP of Multicultural Sales & Community Activation, PepsiCo North America; Philanthropist; Author

During Richard Montañez' leadership tenure at PepsiCo, he was recognized for his visionary leadership, innovation and commitment to diversity. He has been named one of the most influential Latinos in corporate America and has been featured on *Good Morning America*, *The Washington Post*, *Vanity Fair*, *Fortune* and *Newsweek*.

Good ideas—world changing, paradigm-shifting ideas—can come from anyone and anywhere in an organization. Richard Montañez encourages us to think like an executive and act like an owner.

Lead through Three Levels

In his talk, Montañez describes three levels of leadership:

- *The Pioneer* goes before others, opening new territories.
- *The Settler* comes after the pioneer and builds communities.
- *The Purposeful Leader* helps other leaders find their own purpose.

As a team, have each person share which level of leadership they are in currently.

Be a Deliverer, Not a Pharoah

Montañez says there are two types of leaders in the world. The Pharoah takes people captive and tries to make everything a reflection of themselves. A Deliverer, on the other hand, sets people free to be everything they are intended to be.

Share with your team your answers to these questions:

- When you've worked under a "Pharoah" leader, what did that feel like and what kinds of actions did they take to be a Pharoah?

- What was it like when you worked with a leader who led like a Deliverer? How did they lead and what kinds of actions did they take to be a Deliverer?

Make It about Your Last Name

Montañez talks about his grandfather, who challenged him to mop the floor in such a way that “everyone would know a Montañez mopped it.” This principle reflects the idea that your actions are about the pride in your good work, not about the leader or company you are working for. Reflecting on this advice, what would change in your leadership if you adapted this perspective? Share with one another as a team.

Leave the Expert Behind

Montañez tells a story about people who could not see the potential of “chili on a Cheeto” because they were experts. His advice: Don’t become such an expert that you can’t see things anymore. As a team, discuss your answers to the following:

- What are some areas in your team or organization where you might be missing something of value because you are too much of an “expert”?
- What would it take to get fresh perspective into these areas?

Get into the Cookie Line

It’s not unusual to have fears whenever we are breaking rank or doing something that’s outside the norm. But the antidote for fear, Richard says, is *hunger*. Take time to personally reflect on the following:

- What is the goal, outcome, dream, etc., for which you hunger?

- What fears do you have regarding these goals or dreams?

- What steps can you take to face your fear and move towards your dream?

Inspire, Encourage, and Remind

Montañez began his talk by challenging us to do three things for the people we are leading:

1. *To inspire*: to breathe life into us.
2. *To encourage*: to put courage into the deepest part of our being.
3. *To remind*: to reiterate that our value is not tied to our bank account.

Note below what specific ways can you do this for the people in your arena of influence. Then, as a team, share those ideas with one other.

Act

What is the one action step you will take from this talk, and when will you take it?