

## Growth Mindset Thinkers

### Video: Three Great Leaders

(JIM FISHER:) In the corporate world. One of the people who I think is absolutely sensational was Issy Sharp who built Four Seasons. Just incredible. That right here in -- out of this city. He was a home-builder at the time and had this idea that he could build one of the great -- thee -- no, not one of, thee great luxury hotel chains in the world. That's what he wanted to do. Which he did. Which he did. He did it and he did it marvelously. And he's done it and he built it and he retired. And then the brought him back. And he built this thing. And he built it with -- and it's one of these things where there's a hundred properties around the world, and they all do things the Four Seasons' way. And they are from all different cultures and backgrounds and things. There's, you know, there's North Americans, Europeans, and Africans and Asians, and everybody. And of course they hire local. So you have this diversity of the world. And they do things according to universal values. And the universal value which is, kind of -- is the golden rule, which as he says, is true in all civilizations, is you do unto others as you would wish them to do unto you.

And Four Seasons lives the golden rule. That's what they do. They live the golden rule in how they treat not just the guests, because everyone says, "Oh, treat your guests ..." blah, blah, blah. But Issy was much deeper than that. In fact his book about his thing is a story of a business philosophy. So the philosophy is that if we want our employees, which I think he calls associates or something, to treat his guests, he may even have a jargon term for them, then what we have to do is we have to treat our employees that way. And that they have to treat each other the same way. Because everyone from the dishwasher to the person on the front desk has to have themselves totally tuned to this fact that we are going to deliver. It's just incredible, personal, careful, wonderful service that you get in a Four Seasons hotel.

And he built this thing. So he had a vision of what he wanted to do, really strong sense of values; he was able to actually define a distinct strategy for Four Seasons. So Four Seasons Hotels are not the fanciest hotel in every place, but they have the absolute best service of any place you go to. So they -- he defined luxury as service. And with luxury as service we can build the finest in the thing, as long as we build it on a foundation of really strong values. And then he was able to translate that all the way down. "Therefore this is how we're going to organize our hotels. This is how we motivate our people. This is how we get them all involved." And every person who works at Four Seasons feels that they personally, personally are responsible for delivering on this. And so he's got, whatever, a hundred hotels across -- around the world. So, whatever, 100,000 people. And he's able to do this through the force of his own leadership, which is quite fabulous. Here's somebody, is a man by the name of Johann Koss. Johann Koss is the person who started Right to Play. And he started Right to Play while he was taking his MBA at the Rotman School of Management. And I was teaching him. He was -- it was, actually -- he was there. He was taking on an executive MBA program. And he had done various things in this area of helping kids in various places. And had finally become so frustrated by the fact that he was able to raise a lot of money because of his Olympic connections and all those things, and he never felt that it was being spent the way he wanted. So he wanted to start from the ground up a not-for-profit that delivers this, kind of, unique program in the worst parts of the world to the kids who are in the worst situations.

Well, he has this idea. Well, what's Right to Play about? And it's the -- this whole idea is that play is actually critically in the development of a child and it's one thing that they're deprived of. And so they'll go and they'll end up in a refugee camp. And the first thing they'll do, they'll get registered and they'll get a tent and then they'll go and line up for food. And then they'll have security. And if it's really well-organized, he'll have some kind of a school. But no play. And so his view is that that's something that can't work. And he started just plain from scratch. He's just an incredible leader. He's a leader on the -- he's -- you know, there's almost no not-for-profits that start that then become successful. Most not-for-profits start and they become tiny little

things and disappear. So he built this. It's all over the world. It serves a million kids every day. Only in the worst parts of the world. He's now working in native communities in Canada, as well as in Pakistan and Somalia and Eritrea. And all these places. And he's been able to build an organization where everyone delivers the stuff with the same set of values. So -- and how do we do it? And what are we going to do? Still hugely a volunteer, but it's now local volunteers. He is just a spectacular leader.

One of the people who I am really paying a lot of attention to or am clipping out all sorts of stuff on who I think is absolutely fabulous is a woman by the name of Indra Nooyi, who is the CEO of Pepsi. And incredible. So she's in -- she is in -- she runs -- first of all she's an Indian-born woman running -- in America running a big corporation. Like, that's unusual. And I've watched a lot of her on YouTube and everything. And she's quite fabulous. And she thinks a lot about leadership and how do you lead and so on. And she's got this really interesting situation where she is, you could say, the Queen of Junk Food. What is the worst possible junk food? You know? Coke and Pepsi or chips? You know? What is it when people say, "Ugh, why do we have obesity?" "Why do we have this and that?" They go to sugary soft drinks or they go to fried foods. Right? And that's -- there she is. She's right there. So she's trying to change Pepsi without losing it.

Now who does she have to --? So she's trying to take all their drinks, all their drinks, and she's re-categorized them. So she has the "Good for You," which are things like Tropicana. She has the -- what's she do? Her categories are "Fun for You," which is the Pepsi stuff. And she says, "That's what it is. It's a 'fun for you.' And we will make it as healthy as we can, but it is what it is." Then we have a "Better for You," which would be, maybe Diet Pepsi. People might think that's better. Or then we can have "Good for You," which would be like Tropicana and juices and all that kind of stuff. And we will make those as pure, nutrition, and all that kind of stuff as we can. So she's taking all her food groups and doing all these kinds of things with them. Her major opposition is her shareholders. And shareholder activists who are saying this is not the way to go. "Your margins on this are X, your margins on this are less than X. This is -- you can't do this." So she is leading this against enormous opposition. People who want her head, people who think she should be fired. She's got her people all over the world, so you can just think of yourself -- I mean, Pepsi has always been -- it had a very aggressive, bonus-driven culture. So if you're the head of Pepsi in Germany and you want to make your bonus, you pump out those Pepsis and Doritos. Not the Tropicana and the other stuff, which -- for which the margins aren't so good. So she's got all of that kind of opposition. And that's what she's into. And she has -- it is just wonderful. I mean, she's got a vision of what Pepsi will be, what kind of a company it is. She has a clear strategy for it. She's trying to build it around a set of values. And she's trying to carry all these constituencies. And I just -- I think she's quite, quite fantastic.

Because what she is, she's a great exemplar for me of number one, motivation. So if it be easy to be CEO of Pepsi, make your 25 million dollars a year, run it for a while, and pass on. So she doesn't want to do that. She wants to -- her legacy will be that she will have taken this corporation and prepared it for the future. That's what she'll take it on. And she'll take on that burden. So she has to have the motivation. And then the second thing is, as I said about leading, is you have to have the courage. So you have to have the courage to say, "We're going to do this. I know you don't like it, but we're going to do it." Now let me tell you why you should. I want to motivate you to think this is the right thing to do. But, you have -- she had to have the motivation, you have to have the courage. And I think she just displays it just enormously.