

PURPOSE DRIVES PERFORMANCE

Is your purpose driving results?

Greenleaf Servant Leadership Conference



POPEYES

Personal Introduction



Siblings

Parenting with Purpose



CEO
Popeyes



General Manager
Cerner Clairvia



CEO
Caldwell-
Memorial
Hospital



President
United Water



What did they do?

- Celebrated each of us for our unique talents
- Modeled a strong mid-western work ethic
- Valued an educated mind
- Emphasized integrity over ambition
- Gave us a foundation of deep-rooted faith

Parenting Purpose:

Leaders with competence & character



Purpose in the Workplace



Founded in 1972 in New Orleans, Popeyes is a leader in the New Orleans segment of the foodservice industry and is the world's second largest quick-service chicken concept based on the number of units. At the end of 2012, Popeyes had 2,104 operating restaurants in the United States, 3 territories, and 26 foreign countries.



1st Decision: Who do we serve?



The Franchisees



2nd Decision: How do we serve?



Popeyes Purpose & Principles



3rd Question: What do we do?

ROADMAP TO RESULTS



New Message



New Brand



New Look



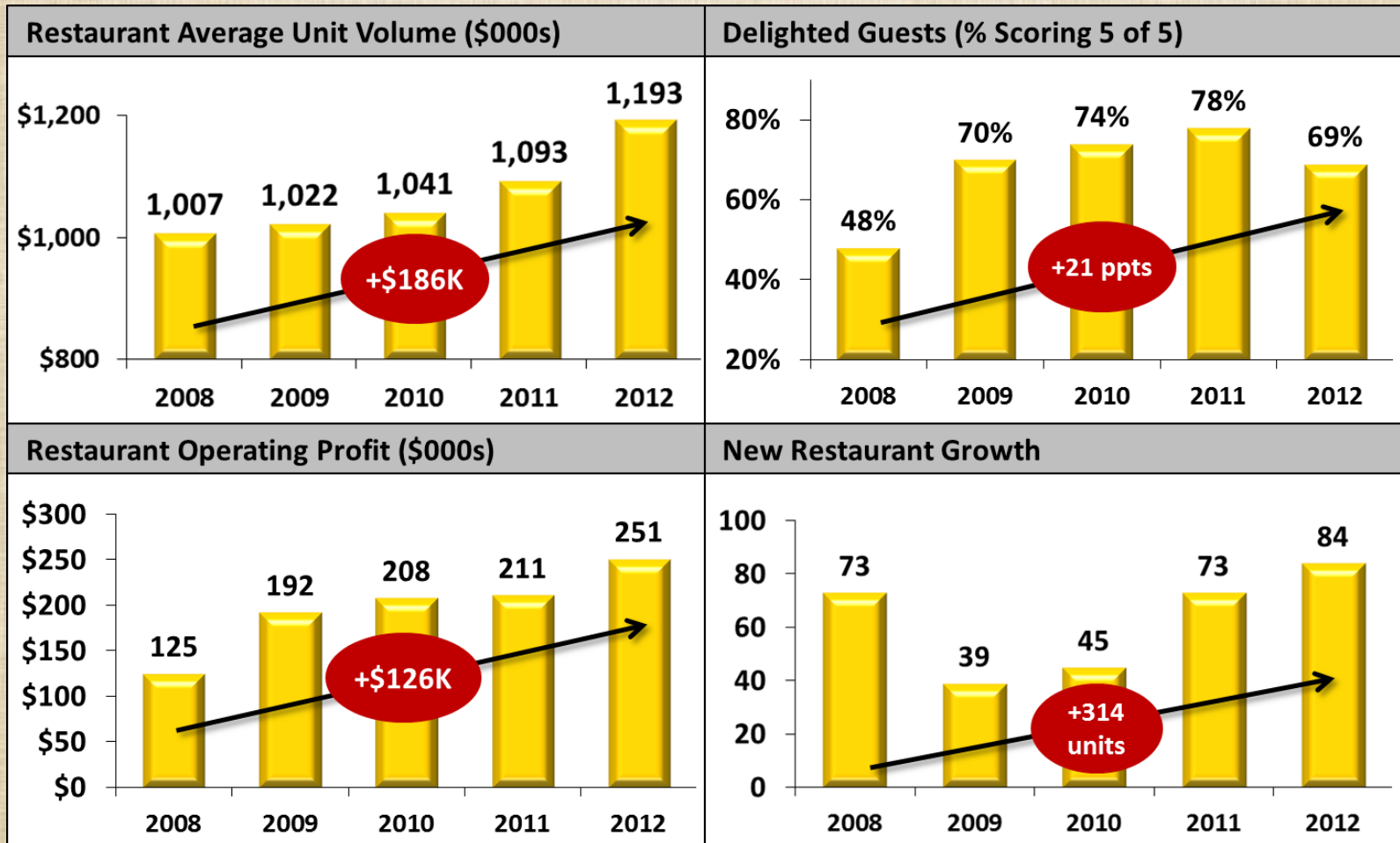
New Restaurant Design



New Restaurant Design



New Results: 2008–2012



New Headlines

QSR

Limited-Service, Unlimited Possibilities

History in the Making

QSR celebrates 410 years of industry milestones.

GROWTH | September 2012 | By Mary Avant

40
YEARS

Popeyes Louisiana Kitchen

"You Ain't Seen Nothin' Yet"

QSR

Limited-Service, Unlimited Possibilities

No End in Sight for Popeyes' Sales Increases

November 9, 2012

THE WALL STREET JOURNAL.

AFC Enterprises Third-Quarter Profit Up 19%, Lifts Full-Year Guidance

By Nathalie Tadena

November 7, 2012, 5:37 p.m. ET



Happy Shareholders

AFC Enterprises Inc. (AFCE)

AFCE 00104Q107 2713328 NASDAQ Common stock

16-May-2008 to 17-May-2013 (Weekly)

High: 36.33 Low: 3.50 Latest: 33.64



Data Source: FactSet Prices

©FactSet Research Systems



Key to our Success



- Purpose drives our performance
- Principles define how we work together



The Essential Decision of Every Leader

What is the *purpose* of your leadership?



What is the purpose of leadership?

Two Leadership Models

Leader First

“It’s all about me”

Having power

Wielding power

Win for personal gain

Selective integrity

Serve First

“It’s about you”

Sharing power

Helping the people

Win for the enterprise

Moral Integrity



The Test of Leaders Who Serve

Are the people better off as a result of your leadership?

- Robert Greenleaf

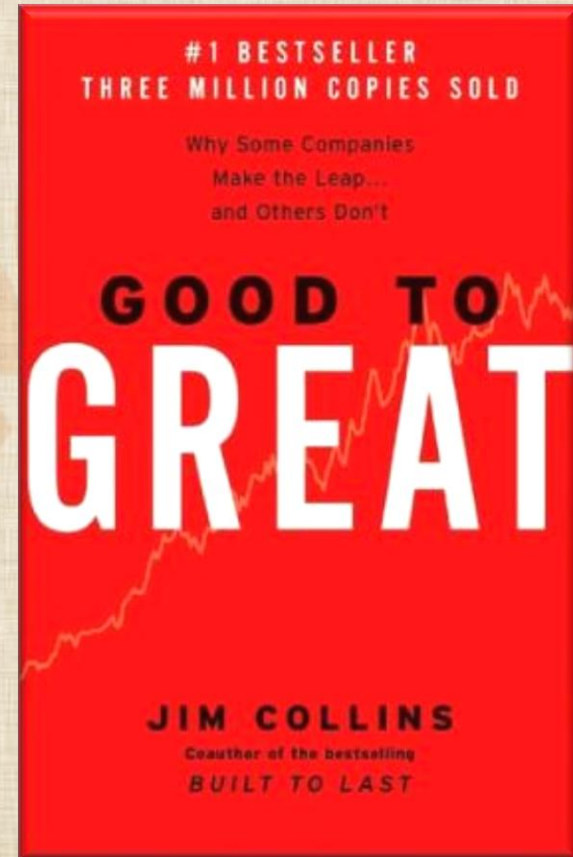
Servant Leadership



Performance Proof

Level V Leaders: have an
*“absolutely terrifying iron
will.... an ambition for the
enterprise, not
themselves.”*

Jim Collins



Performance Proof

Good

Largest 500
Public
Companies
USA

S&P 500

Great

Fannie Mae
Circuit City
Nucor
Kroger
Walgreens
Wells Fargo
Altria Group
Gillette
Pitney Bowes
Kimberly-Clark
Abbott Laboratories

Collin's Level 5-Led

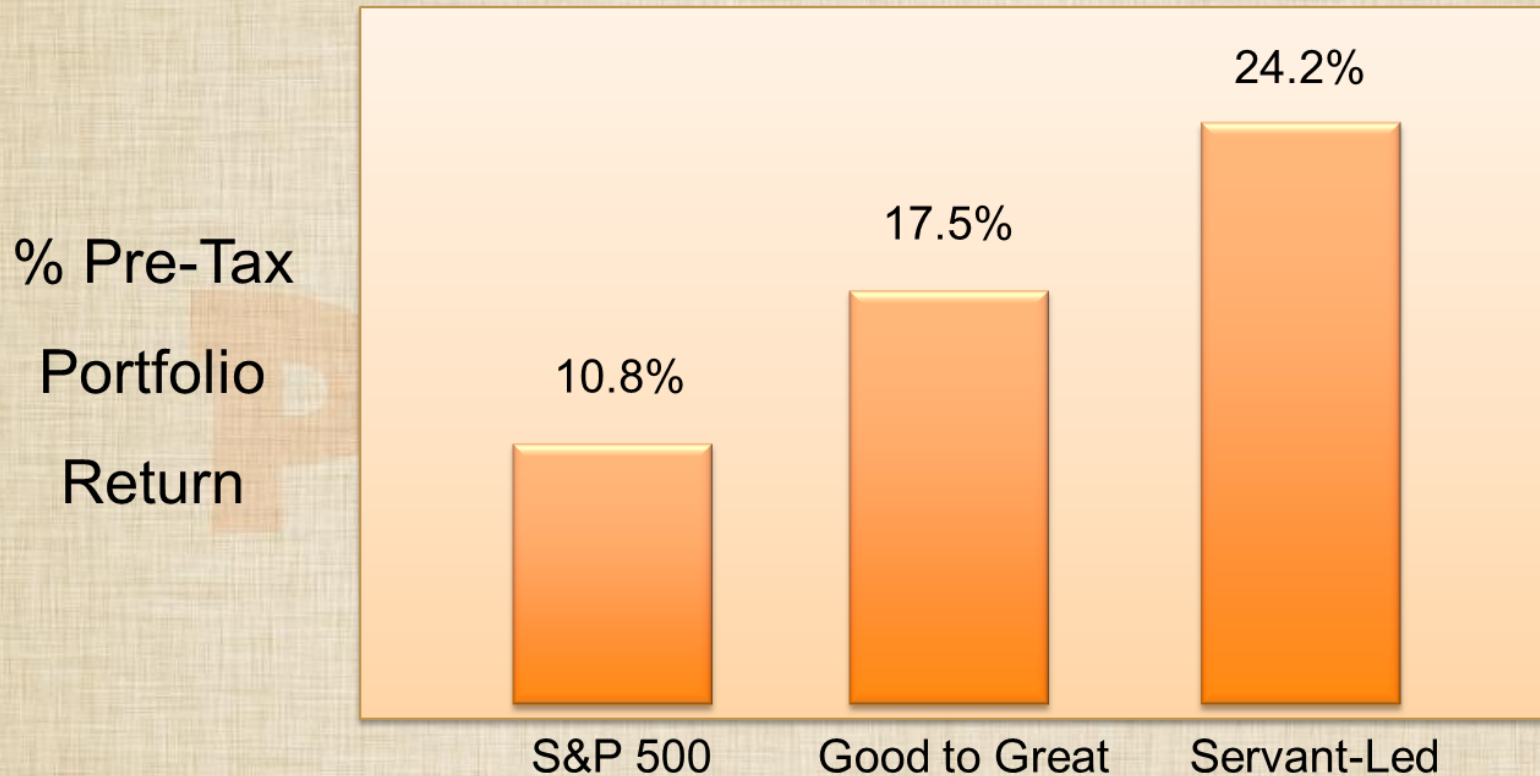
Better than Great!

Medtronic
Southwest Airlines
Starbucks
AFLAC
Men's Wearhouse
Synovus Financial
Herman Millar
ServiceMasters
Marriott International
FedEx
Toro Company

Servant-Led



Leaders who Serve: *Better than Great*



Stock Performance = Trailing Returns for 10 years, ending March 31, 2005

James W. Sipe and Don M. Frick, compare Good to Great companies to those that are servant-led; Good to Great companies site Level 5 Leadership as a *component* of a company's success whereas companies implementing the Servant Leadership model attribute it as the *predominant* factor for success in *Seven Pillars of Servant Leadership: Practicing Wisdom of Leading by Serving*



Leaders Who Serve

Definition:

The skills of influencing people to enthusiastically work towards goals identified as being for the common good, with character that inspires confidence.

- James C. Hunter

The World's Most Powerful Leadership Principle



Popeyes Purpose & Principles



The infographic is a square with a light blue background and a white border. It features six icons arranged in two rows of three. The top row icons are: a red heart in a red circle, an orange ear in an orange circle, and a green checkmark in a green circle. The bottom row icons are: a teal person in a teal circle, a brown puzzle piece in a brown circle, and a yellow person with a slash in a yellow circle. The text is centered around the icons, with the main purpose statement in the middle.

we are **Passionate**
about what we do

we **Listen** carefully
& **Learn** continuously

we are **Fact - Based**
& **Planful**

Popeyes Purpose
Inspire servant leaders to achieve superior results.

we **Coach & Develop**
our people

we are **personally**
Accountable

we **value**
Humility



Purpose & Principles

What are yours?

Until I know your purpose and principles, I cannot lead you, develop you, and help you reach your goals.

“I must know you to grow you”



Your Purpose & Principles

Your Principles

Draw from your life experiences

What are the patterns

What values do you embrace

Your Purpose

The marriage of your skills/talents with your principles

What brings you joy, excitement, energy

What helps the organization

What leaves a legacy



Defining Your Personal Purpose

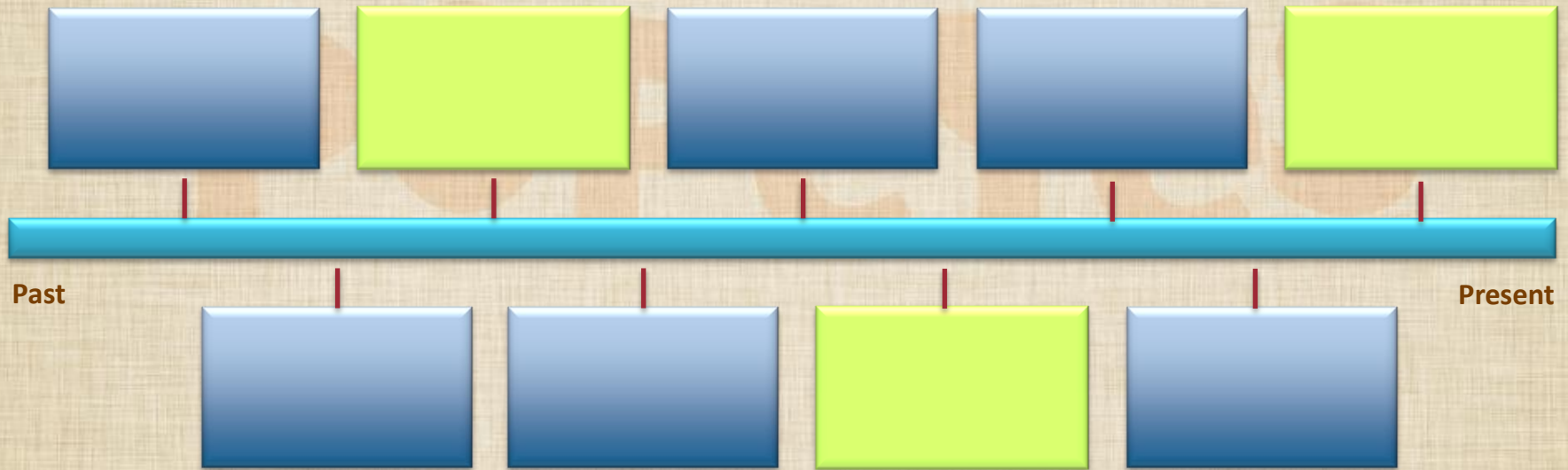
Step 1 – Life Line

What life experiences
have shaped you?



Defining Your Personal Purpose

Step 1 - My Lifeline



Defining Your Personal Purpose

Step 2 – Values

What is important to you?



Priority Values

Customer Satisfaction Recognition Authority Trust
Wisdom Fun Loyalty Passion Structure Integrity
Money/Wealth Honesty Volunteerism/Service Effectiveness
Urgency Courage Quality Commitment
Creativity/Innovation Simplicity Wisdom Balance
Status Fairness Independence Fitness Change
Family Competence Teamwork Knowledge Efficiency
Accountable Structure Legacy Diversity Perfection
Achievement Faith/Religion Growth



Defining Your Personal Purpose

Step 3 – Purpose

Why do you lead?



Personal Purpose

Defining Your Personal Purpose

Throughout my life/work experience I've discovered these principles/values:

-
-
-

This led me to believe that my work needs to provide me with the opportunity to:

My personal purpose is to:

My purpose can help the organization by:



Defining Your Personal Purpose

Step 4 – Commit to Action

How will you work differently?



Making a Commitment – My Action Plan

What are the three most important actions I will take to ensure I am living my personal purpose in 2013?

Commitment	Detailed Actions



Test Your Personal Purpose

Step 5 – 100 Day Test

- **Authenticity Test:** Do your values, purpose and principles ring true to who you are?
- **Others Test:** “If I lead like this, will the people I lead be better off?”
- **Peer Review Test:** Tell your purpose to a close family member or friend and ask if it is authentically you?
- **Action Test:** “What exactly will I do differently to make it evident to those I lead?”
- **100 Day Test:** Implement. Reflect. Edit.



Defining Your Personal Purpose

REVIEW

Step 1 – Lifeline

Step 2 – Values

Step 3 – Purpose

Step 4 – Action

Step 5 – 100 Day Test (repeat)



Personal Purpose

To develop purpose-driven leaders who exhibit competence and character in all aspects of their lives.

Blog: www.thepurposeofleadership.com

Twitter: CABachelor

Facebook:

www.facebook.com/thepurposeofleadership



Summary

- Leaders with a purpose to serve outperform.
- Companies with a purpose to serve outperform.

PURPOSE DRIVES PERFORMANCE



Leadership Reading List

- *From Good to Great: Why Some Companies Make the Leap...And Others Don't* (Jim Collins)
- *Seven Pillars of Servant Leadership: Practicing the Wisdom of Leading by Serving* (James Sipe)
- *Principled Leadership* (Stephen Covey)
- *The Speed of Trust* (Stephen Covey)
- *Five Dysfunctions of a Team* (Patrick Lencioni)
- *Derailed: Five Lessons Learned from Catastrophic Failures of Leadership* (Tim Irwin)
- *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential* (John C. Maxwell)
- *Lead with Luv: A Different Way to Create Real Success* (Ken Blanchard & Colleen Barrett)
- *Love Works: Seven Timeless Principles for Effective Leaders* (Joel Manby)
- *Give and Take: A Revolutionary Approach to Success* (Adam Grant)

