

# THE BUSINESS OF SHARED LEADERSHIP

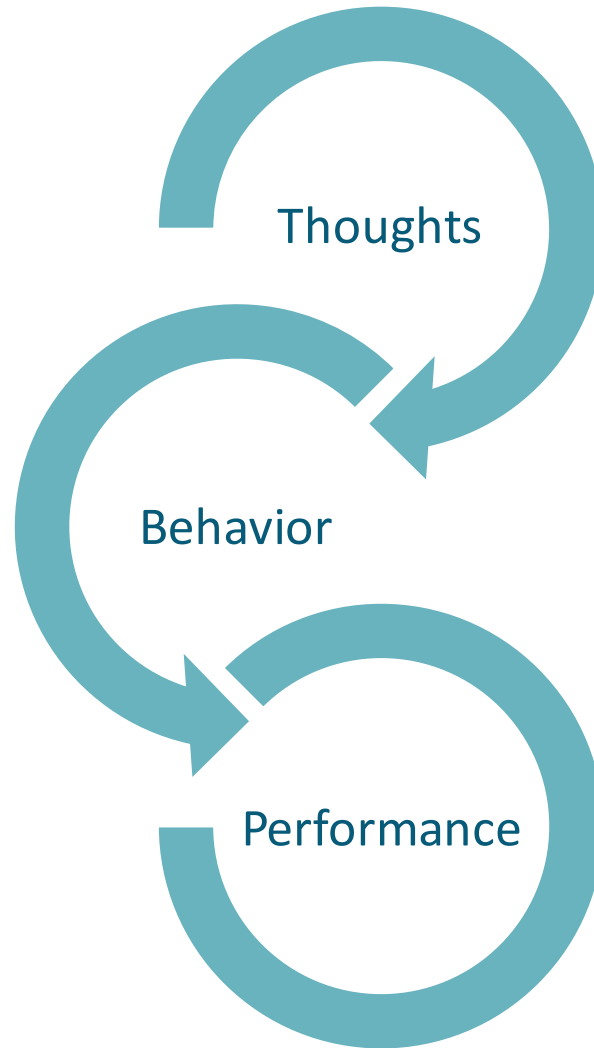
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KEVIN HANCOCK / May 19, 2023

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Maine Credit Union League Convention

# Improving performance requires new thoughts...



**“Culture eats strategy  
for breakfast.”** —Peter Drucker

**Culture makes the  
difference!**

**Great People  
are everywhere!**

**Assume positive intent!  
People are Good!**



**The elephant made, then broke the circus.**



*It wasn't the elephant that changed...*

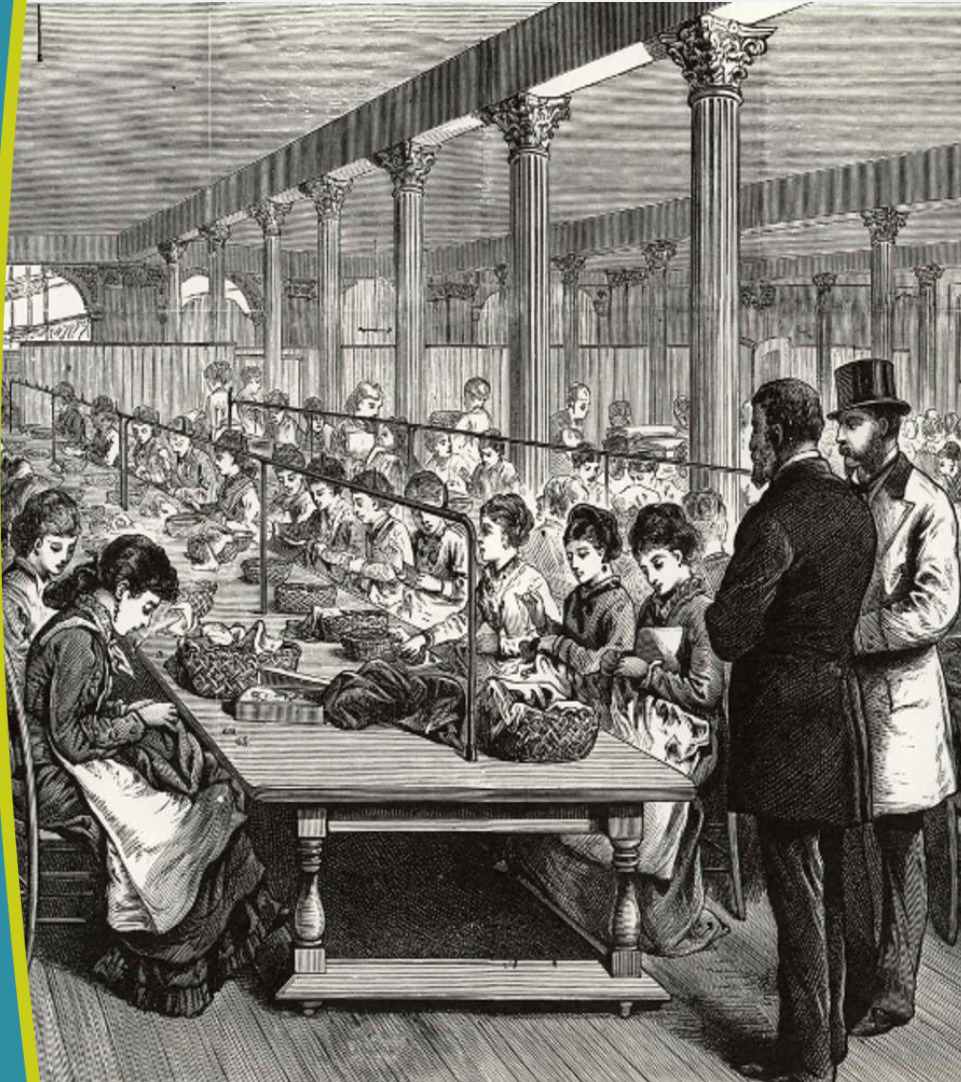




# A Global Power Shift

Old Model = Power to the Empire (the center)

New Model = Power to the Individual



**“You better stop—hey, what’s that sound? Everybody look what’s going down.”** —Buffalo Springfield



**Across America, 164 million people work,**  
yet only 36% of them describe their work as “meaningful” or “engaging.”



*“Working at Hancock Lumber has helped me grow as a person. It’s helped my quality of life—I’ve gained friends that are now like family to me. Working here has been a huge game changer for my life and I really appreciate all that Hancock Lumber has done for me.”*

**—Taylor Davis**



*Every day*  
**160,000 Americans**  
*quit their job...*

# How is change created?

By becoming that which you hope to see.

“  
**Within**  
”  
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“  
**Beside**  
”  
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“  
**Beyond**  
”  
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There are lots of ways to lose your voice in this world...





# Becoming Employee Centric

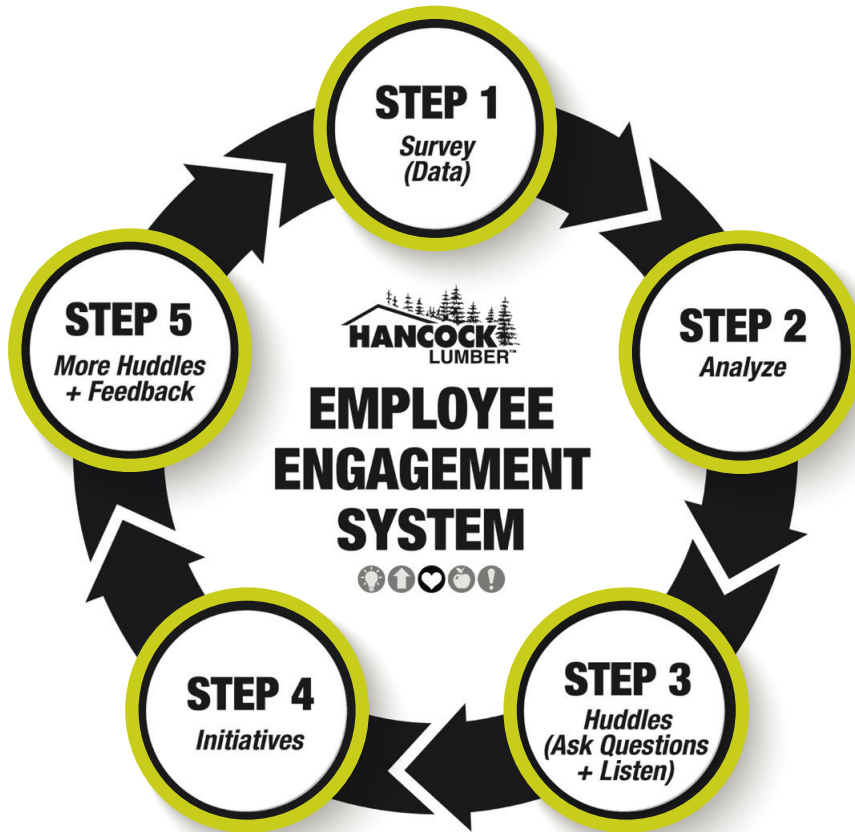
“ “ The real mission of this company is to enhance the lives of the people who work here—to make a meaningful contribution to the quality of their lives.

—Kevin Hancock

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# Outcomes



*The first few years of the survey effort didn't produce a lot of action, but it produced a lot of data. And we just organized the data to discover what's bugging people the most, both at the corporate level and branch by branch. And the process included talking to small employee groups, going to work fixing things. You listen, and then you fix. And you listen, and you fix. And when you do that, the level of respect across the company just keeps rising.*

**—Mike Hall,  
Hancock Lumber  
Innovation Strategist**

$$N = R^* \times f_p \times n_e \times f_l \times f_i \times f_c \times L$$

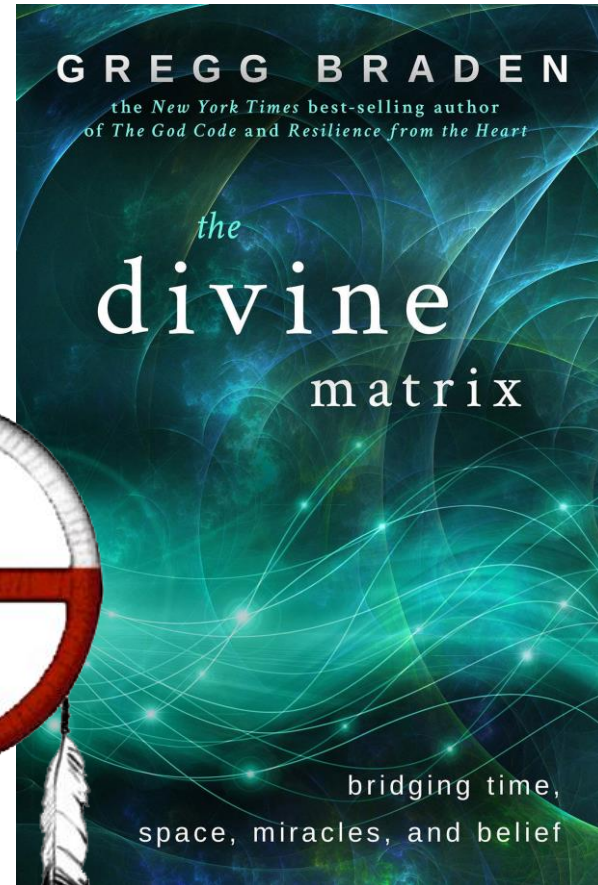


*How's humanity doing?*



# What the Sioux & the Scientists Know!

Separateness is an illusion.



# In the 21<sup>st</sup> Century, Staying in Your “Lane” is a Really Bad Idea...





# In Nature, Power is Dispersed





## One Question...

“  
What if  
everyone on  
Earth felt trusted,  
respected, valued,  
and heard?  
”

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# “Overreaching Has Consequences.”

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Wounded  
Knee  
Massacre  
Site /  
Present  
Day  
South  
Dakota