

THE EXECUTIVE
ROUNDTABLE®
Great leaders make the difference



*Economically tough times make for unpopular decisions in the workplace. Motivated teams are crucial to making it through a slump, but how can a leader keep their team motivated when everything is working against them? Executive Roundtable member, **Carl Kazmierczak**, Director of Sales National Accounts at PepsiCo Beverages Canada, shares his empowering tactics for keeping teams energized and on track for success.*

MENTORING MATTERS

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“Our business is under a massive amount of pressure and it’s been going on for a few years. There’s been continuous change in our industry and it’s increasingly tough to hit our targets. How do I keep my team motivated when the cards seem stacked against us?”

The best way to confront reality is with honesty. Empower, build a common sense of purpose, simplify, execute, measure, reward and recognize accomplishments. For me, these elements are critically important to keeping a team motivated in a constantly changing and increasingly competitive environment.

I'm fortunate to work for a great company with a strong vision for the future and phenomenal leaders who understand how to win in the marketplace. Those leaders have taught me that, regardless of the size of team or types of employees, there will always be challenges when we strive for high performance.

Be transparent to keep your team on the same page.

I believe that it's important to be transparent and bring the team along in the knowledge of exactly where we stand as an organization, a division, and a team, against our performance targets. Being clear about what is going well and what our opportunity areas are is the first step to accelerating performance and achieving spectacular results.

My team has always taken the time to understand where we fit into the bigger picture and what our role is within our broader organization. Once employees understand this, we can then look at what we can do better and refine our focus to the aligned priorities that support the organizations strategic framework and long-term objectives. The outcomes could be as simple as deciding on a new promotion tactic, or something more complex, like how to change the game and turn around performance with customers. As a team, we simplify and align on the priorities that we will all support and be held accountable for delivering.

At the end of the day, execution of our strategy and supporting tactics is key to achieving our goals. I recently heard a quote that described why Stephen Curry became such a great basketball player

Look at the bigger picture and spot where the team priorities align.

and it resonated with me: “Are the habits you have today on par with the dreams you have for tomorrow?”

Execution is about building habits and staying accountable to the playbook that both the organization and the team have set out.

When I was in the field, we held weekly team huddles and roundtables where we discussed our weekly wins and challenges. The team committed to spending the time in market, working hand-in-hand with our field reps to support them in driving towards our shared goals and helping us measure our results. With our key account team, we strive to be disciplined and continuously work with the customer to drive win-win results. This means bringing new ideas forward at set meetings and communicating with all stakeholders internally to make sure we don’t miss a beat with execution.

Make sure your team has the habits in place that they need to stay on track with their goals.

We’ve rewarded our team by celebrating the big wins, but more importantly the everyday “small” wins. Examples include sending thank you notes to our reps, bringing in food trucks at a group town hall, posting some of the great wins and results around the building and showcasing best in class execution up the organizational ladder. These small wins and habits build momentum and ultimately keep everyone motivated to drive performance.

This process is very much cyclical and must be consistent over time to be truly effective. It's important to continuously stay focused on aligned priorities and work as a team to deliver results.

*Celebrate wins to keep
the momentum going
and stick with it.*



Carl Kazmierczak is the Director of Sales for National Accounts for PepsiCo Foodservice, Canada. He assumed this role in March, 2014, and is responsible for the sales of PepsiCo brands in the National Restaurant and Retail Foodservice channels including Frito Lay, Quaker, Tropicana, Gatorade and Pepsi.

Carl first joined PepsiCo as part of the QTG organization in 2004 as an Account Rep. Since that time he has held a variety of positions in Foodservice sales and Retail Sales including National Account Manager, Regional Sales Manager, Director of Field Sales and Zone Sales Director at Frito Lay.

Carl is the proud father of three and resides in Toronto.



Glain Roberts-McCabe is passionate about the art of leadership and supporting ambitious mid-career leaders. She created **The Executive Roundtable** to provide emerging leaders with the navigational skills, tools and savvy needed to manage increases in scope, pressure and leadership complexity.