

**CREW Charlotte**

**August 9, 2022**

**Lee Anne Nance,  
President and COO**



**STEWART**

STRONGER BY DESIGN

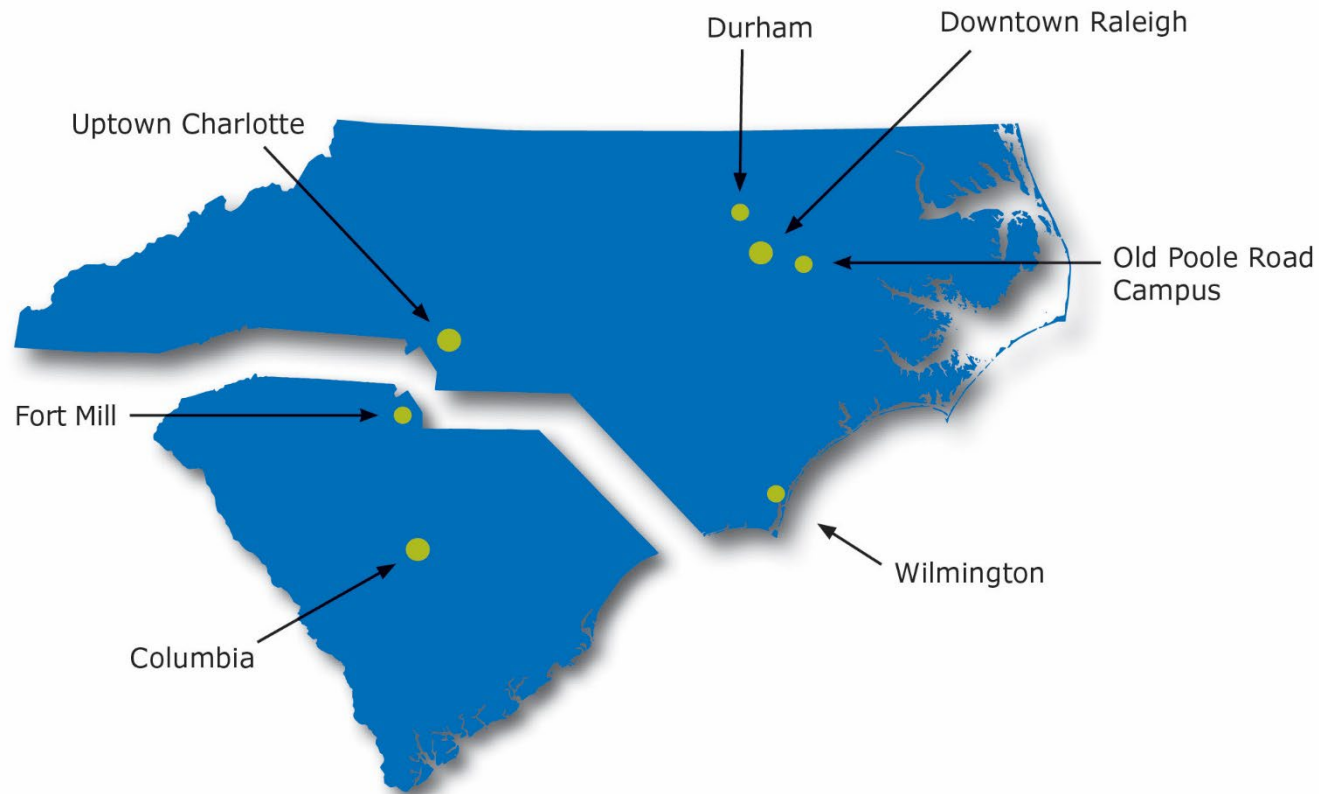
90+ licensed professionals

**1994**  
COMPANY  
FOUNDED

**7**  
OFFICE  
LOCATIONS

**6**  
PRACTICE  
AREAS

**190+**  
PROFESSIONAL  
STAFF



## VISION

Endeavoring to be 'best in the world' in each of our entrusted areas: People, Purpose, Clients and Community

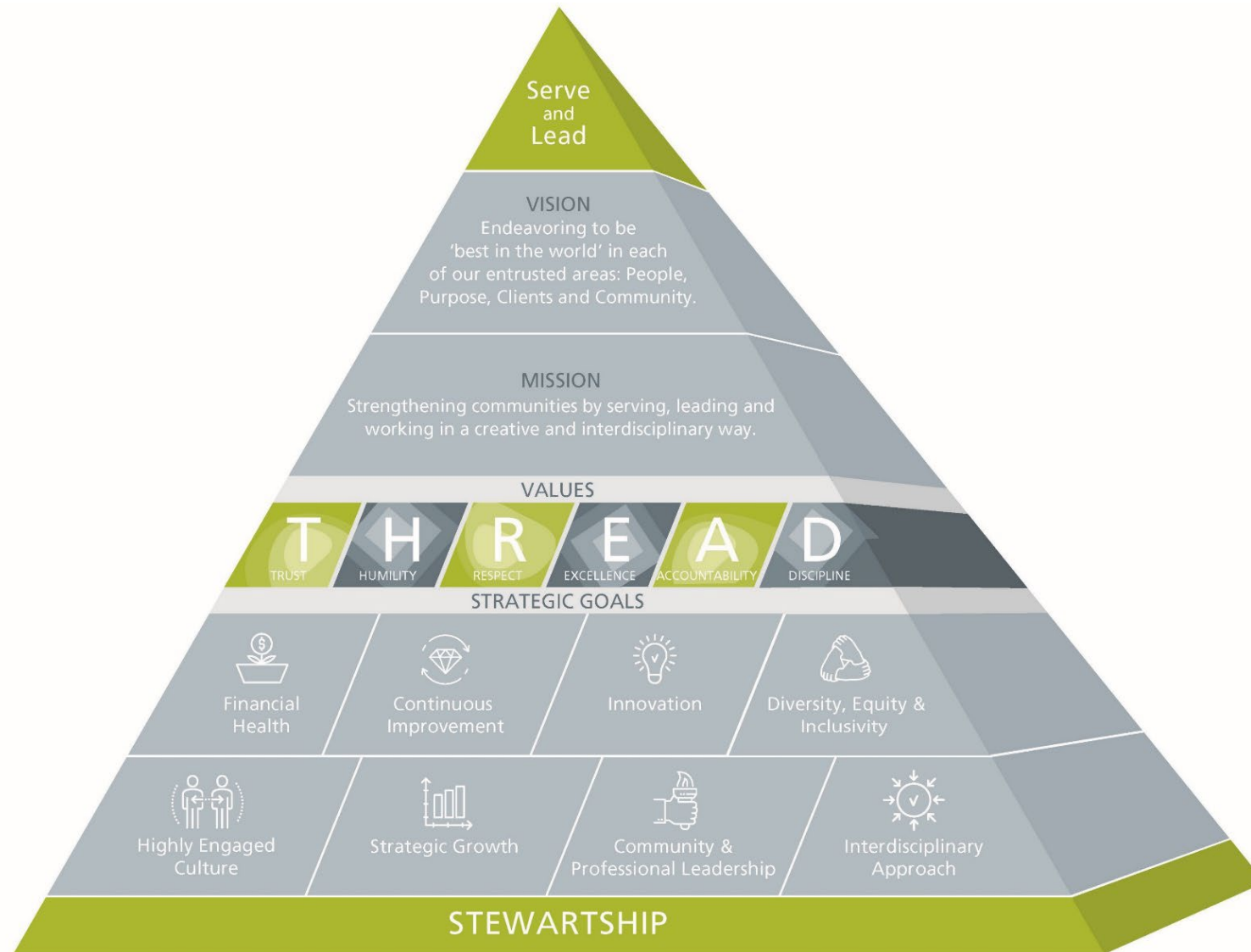
## MISSION

Strengthening communities by serving, leading and working in a creative and interdisciplinary way

# This is Us



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# My Career Vision



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# My Career Journey



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# The Big Three

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## **Communication**

Commit to empathy, courage and respect.

## **Relationships**

An investment with a high ROI.

## **Perseverance**

The messy stuff -- struggles, sacrifices and hurdles.



# No Matter What...

## **Be yourself.**

Find the right calibration of being your authentic self in a way that is appropriate to the standards of the workplace, so you are heard and respected.

Embrace who you are confidently, and trust what you are bringing to the table is of value; others will follow suit.

# Being a Leader

**You must be strategic and tactical.**

You must be a ground trooper and be able to fly 10,000 feet above.

Leadership is a constant balance between thinking strategically and understanding the tactics needed to implement.

You must think three to five years out, while managing what is happening today.



# The Weight of Leadership

**Your decisions and actions have far-reaching impacts.**

Combat the heaviness of leadership by surrounding yourself with a trusted team.

Challenge each other in a safe environment and know you processed the decision collaboratively and to the best of your ability.

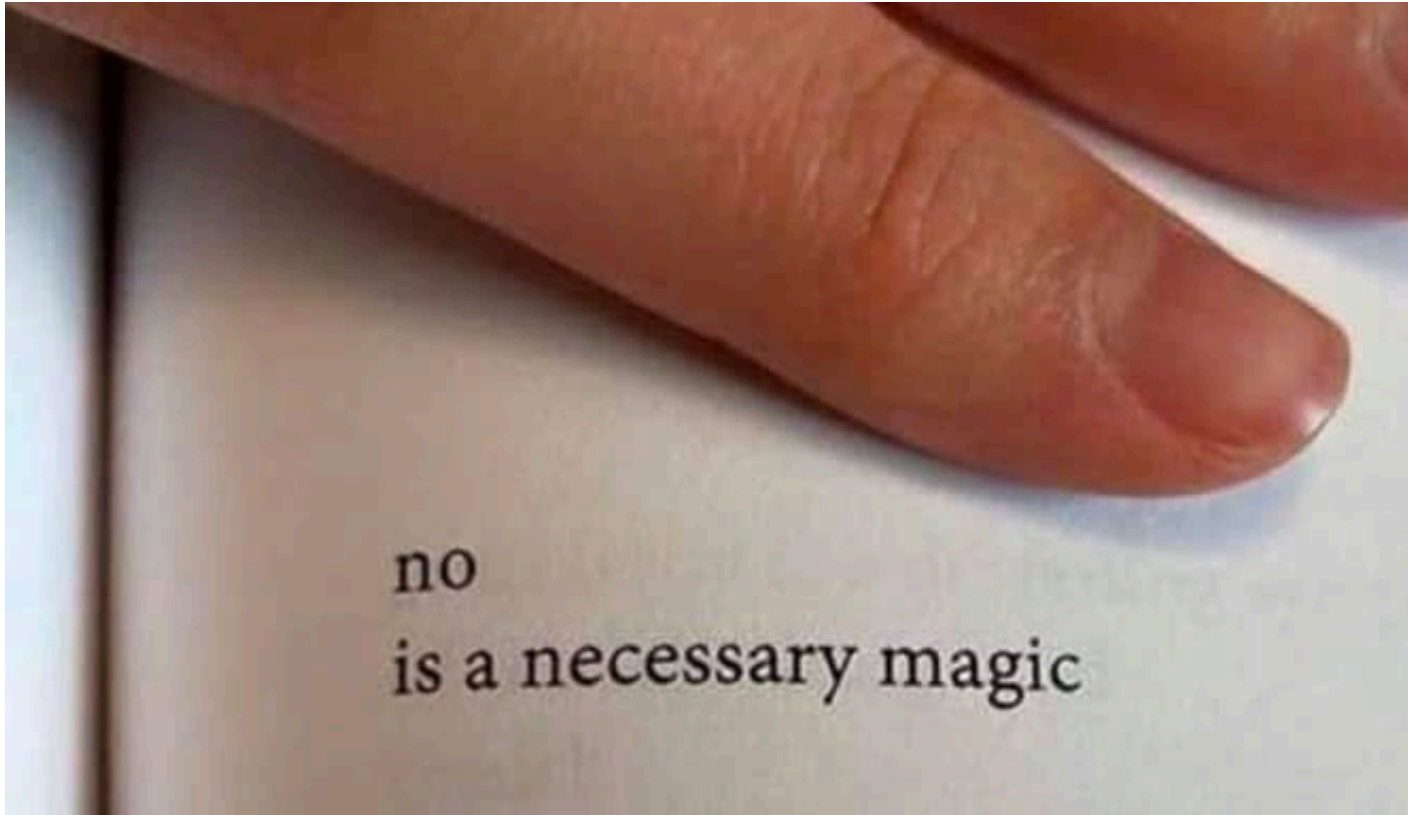
# The Tough Decisions

## **Balance empathy and courage.**

Put yourself in the position of the people you are responsible for. At the same time, empathy cannot drive decision making. Separate your personal and professional feelings to do what is best for the company — your employees are trusting you to do that.

Be transparent and empathic in implementing the decision. Be kind.

# The Tough Decisions



Boundaries are a beautiful thing. You can't pour from an empty cup.

Protecting your mind, body and spirit is good for business.

# The Team

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**Treat anyone and everyone with respect.**

Insist it is reciprocated, not just for you but for all.

Mutual respect and a willingness to achieve the best possible outcome, combined with open and honest communication, can overcome nearly any obstacle, challenge or misconception and can make a team thrive.



**Make your character your legacy.**

People will probably forget what you did on certain projects, but they will remember your character and how you made them feel.

# The Influence of Stress

**Character is something you need to check in on every day.**

It really breaks through on the bad days. We are human. We are going to make mistakes. What you do about it is where character comes in.

You are a “leader under construction.” Give yourself and others grace. Learn from it, make it right, if possible, then apply that lesson and move on.

# Pay it Forward



**Look over your shoulder.**

Provide both constructive and positive feedback. Invest in helping others grow and learn.

## Favorite Quote

“Seek patience and passion in equal amounts. Patience alone will not build the temple. Passion alone will destroy its walls.” —

Maya Angelou

Things do not happen overnight. Work on having the patience to celebrate small wins along the way as you work toward long-term victory. Silence your inner critic when you cannot do it all.



# The Famous “Arena”

“I want to be in the arena. I want to be brave with my life. And when we make the choice to dare greatly, we sign up to get our asses kicked. We can choose courage, or we can choose comfort, but we can’t have both. Not at the same time.” Brene Brown

Be careful of the cheap seats...

# Get in the Arena

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**Step out of your comfort zone.**

Raise your hand. Advocate for yourself and others. Have that hard conversation, knowing it is going to be stressful.

Discomfort is where you grow.

The Arena is where impact lives.

# The Arena is Worth It

**Don't give yourself such a hard time.**

Don't be so critical of mistakes or of things you felt you should have done better. See each of these as opportunities to learn and grow.

Self audit should lead to self edit -- not self defeat.

# My Bottom Line

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**Focus on leaving things better than you found them.**

Hard work does get noticed. Don't focus on getting credit for your accomplishments.

At work, ego is the enemy. Credit takes care of itself. People notice hard work and meaningful outcomes.



# Questions

