

The 3 R's of Effective Leadership

Relationships, Responsibility

Powerful Change Comes From Positive Relationships

Today our planet has the greatest need for positive focus. Our environment, economy, and people are in crisis. Yet, today people have more skill and knowledge than ever before. It's our attitude that seems to be at the core of today's challenges.

In times of crisis comes new opportunity, an unlocking of human potential and a natural survival instinct. If we agree that people are the most precious part of any organisation, group, team or family, surely now is the time to build relationships, raise the game, get the best out of people and create ultimate collaborative working.

In Britain today, we spend £70 billion on depression each year. There is a general lack of confidence that manifests itself in people's binge drinking, obsession with reality TV, over eating, violence, over spending and general lack of fulfilment.

So what should we do?

The 2012 Olympics are on the way. We need to look across the valley and up the hill towards 2012.

Rather than focus down in the valley of depression and recession. Let's put the Great back into Britain! The leadership values of our government have focussed on the privatisation of profit and the socialisation of loss. A better focus would be to look at the leadership of people's hearts and minds. If we want to put right what's gone wrong, then surely the common values of respect, honesty, trust, fairness, equality, tolerance and building relationships are the greatest leadership challenge.

When we align these values and start to believe in them, we see powerful change. One of the deepest beliefs in our society that has lain dormant, is the British 'can do' attitude. We have overcome wars, catastrophes and natural disasters. Surely now we have the knowledge and skills to make right the wrongs. To turn about the greed and start to do what we do best: WORK TOGETHER.

When we work together, our productivity increases, our families are held together, our people feel valued, motivated, confident, fulfilled and have a sense of purpose.

Let's take a side-step with technology and focus on the 'mind technology' of every man, woman and child. Because in each brain lies all the solutions to our world's challenges. A brain so powerful that if made into a human computer, would need to be housed in the houses of parliament, with the volume of the River Thames to cool it. 100 billion connections, producing 60,000 thoughts per day. Imagine if only 30,000 thoughts a day, per person were spent on a positive collective consciousness. Then our nation would be the



most desired place to inhabit on the planet!

We know that what makes us happiest, is what we give, not what we get. Here are seven positive actions for our superhuman computer to focus on:

1. Find out what makes others passionate and help them ignite their flame.
2. Coach and support others. Help release their potential. Help people to learn, live, love and leave a little of themselves.
3. Use the power of positive influence. The smallest of actions can have huge effects.
4. In tough times, people look for direction, where to go, what to do and what to believe. Create and work with empowering beliefs which make the future compelling.
5. Tap into the hearts and minds of others. Use emotion to work for you and others.
6. Thrive on, and embrace, positive change and new opportunity.
7. Build deep and powerful relationships with people to foster a sense of real purpose for our environment, economy, planet and people.

A final thought:

Ships are safe in harbour but that's not where they are designed to be.

Set sail into un-chartered waters.

Create a vision and a destination.

Share it with those on board, get them involved and committed.

Look beyond the horizon.

Trust the ship and those in it to get you to where you want to be.

Be confident at the helm.

Know that however rough it gets, it will be followed by calm.

Jack Russell – Director, pdc inspiration
www.pdcinspiration.com

Responsibility starts with Thinking

There is much talk of economic recession and difficult times ahead – not to mention the challenges of climate change, overseas competition and plenty more.

At the same time, most directors and managers we meet are more than fully extended. They cannot usefully work any more hours or more intensely.

Amidst all this difficulty and uncertainty, there is one particular resource which could easily be overlooked. It is a key responsibility of an organisation's leaders to ensure that it does not, even though it rarely appears in their job descriptions.

The resource?

The thinking power of everyone connected with the organization.

The responsibility?

To create and maintain a thinking environment in which people are encouraged to employ and develop their thinking skills to the full.

While we are using up many of the earth's natural resources as though we had plenty of spare planets, this most phenomenal resource gets little attention. Possibly because it is so much a part of us, the awesome power and potential of the human brain is often taken for granted. We tend not to talk about thinking as a subject, nor is it treated that way in most forms of education. And yet everything starts with thinking.

Six suggestions for leaders:

- **model the behaviour you wish to see** – do it and talk about it! Make sure you get thinking and imagination into your organisation's vision statement.
- **take time to think** – schedule some thinking time into your week (it may be the most important appointment you make). Here are two examples of other approaches:
 - A successful theatre director I knew used to save Friday mornings for quality thinking time. Her office door was closed and staff knew not to interrupt her. From 9-1pm she would focus on up to four issues that needed fresh thinking.

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Ability, Results

- For over 20 years Bill Gates would take two Think Weeks a year in seclusion to consider new approaches to issues facing the business (often with as many as 300 papers from Microsoft staff)
- **introduce some new thinking tools into the workplace** – hold several short workshops on site over a number of weeks to encourage practice and reinforcement. As a culture, we rarely treat Thinking as a subject in its own right and lack much vocabulary to talk about it. For starters, look at the websites and publications of visionaries like Tony Buzan, Edward de Bono and Nancy Klein.
- **reward all positive signs** – catch people doing something right. Too often in business, lack of activity is regarded as lack of achievement. If you are not busy you are not effective. People often need permission to be seen thinking. Encourage all efforts!
- **develop thinking in groups.** Start with meetings. A frank appraisal of current effectiveness of meetings in your organization might be a wake up call. Find out how many hours how many people spent in meetings in a recent week. At what cost? Our experience (and surveys) show that managers often regard meetings as time wasted. And yet, successful meetings enable key staff to achieve understanding, solve problems and agree actions in an environment that makes them feel appreciated and reinforces key working relationships and commitment to the cause.
- **experiment.** One solution will not fit all. Consider 'thinking rooms' - phone and laptop free spaces, 'problem solving clinics', 'thinking groups' of peers from different organisations, 'artists in residence'. Or try something quite new... and then share it with the rest of us.

'...it all starts with thinking.'

Peter Redstone - Director
The Barefoot Partnership Ltd.
www.barefoot-thinking.com

Partnership Ltd

Results centred leadership

Everything an organisation does produces an outcome or result.

In addition to the more traditional types of results associated with volume, cost and quality of products and services, all organisations generate results from the action of transacting information and knowledge.

In good practice organisations all the efforts of every employee are designed to add value to the business – to make a difference to its performance and the specific results it achieves – whatever the individual's role and responsibilities.

Here are **four actions** to help you achieve good results:

Targets

An organisation's performance in relation to results cannot be assessed fully unless the results match against the targets set by the organisation. Even then, we might not be fully satisfied unless we know if the targets set are relevant in terms of the organisation's declared aspirations, e.g. a vision that declares 'we will become the world's leading supplier of aluminium' requires the organisation to set targets that reflect a global rather than a local one.

Organisations sometimes refer to incremental and breakthrough targets for key performance results. Others talk about short and long-term targets. The choice of target is dependent upon what the organisation wants to achieve and when it wants to achieve it, positioned within a bigger picture of the market place and customer behaviour. Effective organisations apply specific targets to specific indicators rather than setting one or two general targets to cover whole groups of indicators.

Trends

TEN encourages organisations to plan and manage for repeated, durable good performance rather than be satisfied with 'one-off' success, which relies more on good fortune and serendipity. Sustainability is assessed by the degree to which the organisations key performance results show positive trends over a period of years.

To what degree are you comparing performance, year on year, interpreting patterns and trends, anticipating future performance, reviewing targets and refining **how** you do things in order to influence key performance results.

Comparisons

Regardless of whether you benchmark at the process, organisational or metrics level, using benchmark data should begin with the development of a benchmarking strategy that will direct your efforts. The critical success factors for benchmarking are the methodology you use and

your choice of benchmarking partners. The successful selection of both should lead to the collection of data that could have a very significant effect on the improvement of your processes, the targets you set and how you interpret the results.

Range

Although you may be measuring a range of activities and processes both in terms of 'outcomes' and 'indicators,' there are a number of interesting questions. How selective are you in what you are choosing to measure and what you are choosing to report? Does your set of results align with your strategy, your business plan and your core key processes? Are you producing a pertinent, comprehensive set of results for your organisation?

It's a matter of measurement and orientation

In organisations that don't measure or set targets, results are still produced but the degree to which they meet stakeholders' requirements will depend more on good fortune than planning. When organisations use our 'potential for business' self-assessment diagnostic tool, a substantial proportion of them score low in the results criteria, not because their work does not produce results, but because they have never managed their activities with the end in mind.

In these types of organisations, results just happen and there is little awareness of current performance, even less evaluation of how that performance compares against a desired outcome and, not surprisingly, no target setting for future achievement and improvement.

However, many organisations have found that the processes required for establishing a measurement and results culture have already been defined and refined by others and there is a rich body of knowledge to use from external sources. Often an organisation's customers and suppliers can play an important role in supporting the establishment of a results-orientated culture.

William Montgomery – CEO of TEN

Through his workshops, William Montgomery has helped hundreds of organisations and schools and thousands of people to improve their leadership. To discuss your requirements, please call him on 07950 101010 or send a message info@askten.co.uk.

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