Welcome to this month's edition.

Damian Piper CBE our Resilience Coach starts this month edition with: **It was a disaster…"**An executive team had got together to discuss leadership feedback that had been collected. It's fair to say they got some hard to hear observations about their performance and it really jarred………. "Feedback can be a fantastic asset. It's also worth reflecting that less gets talked about the detrimental impact of 'clumsy' feedback." This is a super important article from Damian and I highly recommend it to you.

From me: **Being Bettina's family - TEAMWORK** "We are a close-knit family of four adults living together. We have always lived 100s of miles away from our families - originally due to my first career in the Army - afterwards settling in the UK in East Anglia (our extended families live in the North). We are not just a family; we are a team. In this article, I would like to share the principles of our teamwork as a family and how this has been transferable to my work environment."

From one of our readers**: Influence: lessons from business for teaching, part 2 by Sam Pullan**   **"**If you read Part 1 (January's Leadership Pack) you can skip this bit and go straight to Part 2. If not, it'll help. Car dealers. Marketing executives. Phone companies. Waiters. Teachers. What do we all have in common? We all want people to do what we want. Buy stuff, read stuff, eat stuff, do stuff, don't do stuff, do stuff differently."   Thank you, Sam, for your kind permission to allow me to share this excellent article in from your series.

There are lots more tips, presentations, and articles in this edition I put together especially for you.

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It's not about how good you are

It's how Good You want to be

It was a disaster…

An executive team had got together to discuss leadership feedback that had been collected. It's fair to say they got some hard to hear observations about their performance and it really jarred. It's likely that some of the feedback was just and some unjust. Performance feedback is encouraged in many organisations. From exec teams down to the individual. It can be helpful. In some cases, essential to understand how you are doing and what you might explore to improve. However, it can also be destructive. How we respond to the feedback is perhaps most important. Here are a few areas to consider in your response approach.

Good foundations. Making sure we are looking after our personal foundations is an important place to start. For example, if we are fatigued, have poor management of our emotions or suffering physically we are less likely to handle positive or negative feedback well.

Recognise it for what it is. The vast majority of feedback is a view at a point in time. And there are a whole range of influences that could impact on that view. The mood of the individual, other factors going on in someone's life and the time available to objectively provide the feedback. The result is often it becomes overly emotional. Therefore, recognising that feedback is an input for consideration and not a direct instruction is something that gets overlooked.

Dealing with it. Irrespective of what the feedback is, having an approach for dealing with it in advance will help you process and handle whatever comes your way. Here are three universal steps:

1. **Get your initial response out in the open**. Good or bad the feedback is likely to generate a whole host of thoughts and feelings – from having a good glow in the glory or a rant about the rudeness. Getting those things off our chest will avoid thoughts ruminating around our heads, often in an unhelpful loop. Fuelled with emotion and irrationality these thoughts just make things feel better or worse than they actually are. This is such an important step. Particularly if you are hearing things that you perceive as unjust. It can help doing this with an independent person listening. If you haven't got a person then writing stuff down is a good alternative.

2. **What are the actual messages?** The next step is to bring objectivity and balance to the feedback. What do you recognise? What is new? What is missing? What might be going on for the person or people who have provided the feedback? Using your values and beliefs can help you navigate this. Checking your own language about a situation is important too – "it's a disaster" is rarely a helpful way to think about things, equally discounting the feedback by using "it's them not me" mindset is unlikely to help either. Sorting the facts from opinions and categorising the opinions as helpful, unhelpful, or not yet understood will help you appreciate the actual messages and then move on to step 3. Also, it is worth reflecting on the information in the feelings the feedback generates.

3. **Reality not resistance, getting a response plan**. Developing a plan is key to moving forward. And that response plan might be consciously deciding to do nothing.

Ensuring whatever you do is anchored in the reality of the situation you face is essential. Typically, less is more when it comes to response plans. It is common people overestimate what's possible in the short-term at the expense of what they could do in the medium to long-term. Sharing your analysis and response plan with someone you trust can really help too. There's a chance you will miss things or misinterpret. A third-party could help with that with some independent challenge and support.

Feedback can be a fantastic asset. It's also worth reflecting that less gets talked about the detrimental impact of 'clumsy' feedback. When coaching people, I find some are hanging on to a clumsy comment from years before. I suspect in many cases the person who had provided the comment would have taken more time in what they provided, if they had realised it would still be impacting years later. Hopefully by following the approach set out above you will make the most from feedback and not lose sight that how you respond is a choice. To conclude, I'd go further and suggest there are way more choices than people typically believe. What choices are you making that could improve your world?

Damian Piper CBE
Change and Resilience Coach   www.effectivechallenge.com

"What seems to us as bitter trials are often blessings in disguise." -Oscar Wilde

Dear Steve

John McLaughlin is Founder and CEO of Cogent Executive - www.cogentexecutive.com

He is also a good friend, a Naked Leader Strategic Partner, and a first-time author!

In this short video John talks about his new book – 'The Fastest Way To The Top And How To Stay There'

Many thanks John for sharing these ideas, thoughts, and actions

www.youtube.com/watch?v=gA3c_JVrsqM

With my love and best wishes to you all

David (David Taylor is broadcaster and author of the terrific Naked Leader Books)

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Being Bettina's family - TEAMWORK

Starting out together with a plan on how our family would work.

Sitting in our favourite coffee shop this morning, Joyce (my wife) and I are sharing laughter and stories (we do this most mornings) about our life together and how our life has not changed very much since we were both in our mid-30s. Our routines, how we support our two daughters and the standards and principles we live by have not really changed very much at all. We like to think it keeps us young and we would not have it any other way, however, there are other reasons our life is the way it is.

We are a close-knit family of four adults living together. We have always lived 100s of miles away from our families - originally due to my first career in the Army - afterwards settling in the UK in East Anglia (our extended families live in the North). We are not just a family; we are a team.

In this article, I would like to share the principles of our teamwork as a family and how this has been transferable to my work environment.

Our Family Values

- **Respect –** is not based on age or position or by right. It is something to be earned each day. Each one offering respect first.
- **Privacy –** we value the time spent on our own, especially privacy, and always knock on the door before entering bedrooms.
- **Courtesy –** we show politeness in our attitude and behaviour towards each other, no matter what time of the day. I always open the door for my wife and daughters.
- **Equality & Fairness –** we all have the same status and value within our family and have the same choices or chances. Due to the individual needs of any family member at any specific time, we may not always be equal with our time, but we will always be fair towards each other.
- **Compassion & Kindness -** we think beyond ourselves when we consider how we will support each other to get our work done. We always look to lighten the load of another family member.

Related: Being Bettina's Dad – Bettina's Kind Heart – Leadership in the Raw

5 things that make for great Teamwork (that makes the family work)

1. **Don't take yourself too seriously.** When we are together, we can always find something in the situation to laugh at, often at our own expense. We enjoy making each other laugh. There is rarely a day when Joyce does not reduce me to tears of laughter.

2. **Each to their own skills, expertise, and knowledge** one of the luxuries of being together for such a long time is that we all recognise each other skills, expertise, and knowledge in specific areas – none of us think we need to know everything to operate effectively and often we defer to each other when needed.

3. **Looking out for each other: We all depend on each other and recognise this.** If one of our family is not at home, we notice the difference.

4. **Routines & Traditions.** We adhere to our routines and follow our traditions often without realising we are doing them. Our routines make us more effective, and we celebrate our traditions so that our principles, beliefs, and standards continue.

5. **Others before you.** In everything we do we put the others first. As parents, Joyce and I have always (without exception) put ourselves last, this has included where we live, a change of career, and where we go on holiday.

Related: [The first leadership lesson I learned – It is about others before you – Leadership in the Raw](#)

The Raw Gang on holiday in Whitby together

Having a daughter (Bettina our youngest) who copes with a learning disability and autism, has strengthened our family relationships, and has made us even tighter as a unit as well as bringing us so much joy.

There are five things Bettina needs from her family and these things have not changed since she was a child:

1. **Calm –** Bettina cannot cope with tension, so we self-regulate our behaviour.
2. **Consistency –** how we act and how we behave is always the same.
3. **Clarity –** we work very hard to explain what we are doing and what our plans together are in a way that Bettina will understand. 'B' always needs to know what is next.
4. **Unconditional Love –** no matter what happens we will show our love and affection without conditions.

5. **Self Esteem –** we look for ways to help Bettina promote her self-worth and dignity. We believe this makes her happy and confident.

Related: Being Bettina's Dad: Bettina's Code of Conduct – Leadership in the Raw

The best way to keep children at home is to make the home atmosphere pleasant, and let the air out of the tyres

Writer Dorothy Parker

It is a Sunday morning and if you are one of our neighbours and you look out your window you will likely see the four of us returning from the weekly shop. We all pile out of the car, I open the door for Joyce and our daughters, bring in the weekly shop, then Joyce and Jennifer put the food items away and Bettina is sorts her own stuff out in the sitting room. We have tried to keep to the same routine for the last 25 years since moving here, and by happy coincidence this has become a tradition.

I believe that the principles of our teamwork as a family have also been very transferable to my work environment. Do they fit with your team?

Related: Here is my company's 'code' The Dosh Leadership Code – Leadership in the Raw

Source: **Steve Raw** www.leadershipintheraw.org

"Laughter is the sun that drives winter from the human face" Victor Hugo

Influence: lessons from business for teaching, part 2
 Sam Pullan   **December 29, 2021 6 Minutes**

Background

If you read Part 1 you can skip this bit and go straight to Part 2. If not, it'll help.

Car dealers. Marketing executives. Phone companies. Waiters. Teachers. What do we all have in common? We all want people to do what we want. Buy stuff, read stuff, eat stuff, do stuff, don't do stuff, do stuff differently.

It's not always easy, though. Usually the stuff you (we) want people to do is stuff they aren't already doing. Or if they are doing it, they aren't doing it enough, or in quite the right way. We all know that though. So, why this blog?

Well, there I was, idly flicking through Freakonomics Radio, when I came across an episode called How To Get Anyone To Do Anything. Always a sucker for a quick fix (Get rock hard abs fast without exercise or diet? Yes please!) I dived in.

The episode was an interview with Robert Cialdini, author of *Influence: the psychology of persuasion.* First published in 1984 and, I'm told, a classic of the genre, it was updated in 2021, hence the podcast. In it, Cialdini takes host Stephen Dubner through some of the key principles that people he calls "compliance professionals" use to get us to do those things they want us to, but which we probably wouldn't without some gentle encouragement.

It was good. So I bought the book. And in this short series of blogs, I'm going to outline some of Cialdini's theories and how they might be applicable to various roles in school. He identifies seven "levers of influence" but I'll stick to four: liking, social proof, authority, and commitment and consistency.

A couple of disclaimers: I haven't interrogated Cialdini's sources, nor sought corroboration for his claims. I also note from various reviews that lots of other people have said and written similar things, and no doubt some have contradicted them. Be that as it may, I found lots of the book was relatable and applicable to teaching, and I thought you might too. Here goes.

Part 2: Social Proof

According to Cialdini, the principle of social proof states that "we determine what is correct by finding out what other people think is correct…W*e view an action as correct in a given situation to the degree that we see others performing it* [his emphasis]."

We've all done this. The example that springs to my mind is that on busy trains, we all stand in silence, just like everyone else. Cialdini notes that the best way to increase sales of a particular dish in a restaurant is not to call it the "chef's recommendation" or "speciality of the house," but to say it's the most popular dish. Similarly, the "fastest growing" product is advertising gold. (I confess to having used this myself, to raise the numbers of people choosing my A-Level. I did it as a bit of a joke – "Join Presdales School's fastest growing subject!" – and prefer to ascribe the subsequent doubling* of take-up as evidence of my magnetic personality.)

Cialdini explains that people are especially likely to follow the lead of others in the following circumstances:

- When there is an element of unfamiliarity and/or uncertainty. You'll have seen this at the beginning of every school year, when groups of children will willingly follow one of their peers to their next classroom, whether or not that peer really knows where they are going. Everyone else is following them, so I'd better too, right?

- When the people whose behaviour they are witnessing are similar to themselves. This goes with the above but extends to the fact that people are also more likely to take advice from peers. Cialdini cites a school anti-smoking programme, which had best effects when it was delivered by people of the same age as the pupils. At my current school, an International Mens' Day-themed assembly – basically, about how it's OK to be male and vulnerable – delivered to Year 7 and 8 by some supercool Year 11s, got rave reviews and requests for more presentations from fellow pupils.

There's lots we can learn here, I think. In the past, and quite probably still, Katharine Birbalsingh's Michaela School has invited all its new pupils to pre-joining "boot camp," so that they can learn exactly how they are expected to behave in school. This capitalises on social proof: the pupils are unfamiliar with the circumstances and each other

and uncertain of how to behave, so particularly receptive to social proof. Thus, when they see everyone around them behaving in a certain way, they are very likely to follow suit. This will be reinforced when school starts for real, and they see all the other pupils behaving similarly. I don't know whether Michaela deploy current students to help explain the rules at boot camp, but Cialdini's principles would suggest that they should.

Social proof could also be married with the "liking" principles explained in Part 1 of this world beating series. It seems to me that if you can persuade influential people to behave in a certain way, the power of social proof will be magnified still further. So, we could drop compliments, possibly indirectly, towards those people, about particular things they have done – and, critically, the traits they have shown – and that we want to reinforce. Or – or perhaps and – we could explain in assembly how delighted we are to see so many people acting considerately to others in lessons. Even better, we could ask a pupil to do it: "I was really worried when I came that because I was the only one from my school, I would find it hard to make friends, but everyone has been so kind and welcoming that I have really loved it." Beautiful.

But, there's a catch. Cialdini explains that in harnessing social proof to promote the good, we mustn't accidentally normalise the bad. He gives two examples relating to teenagers. "After a suicide prevention program informing New Jersey teenagers about the alarming number of adolescents who take their own lives, participants became more likely to see suicide as a potential solution to their own problems. After exposure to an alcohol use deterrence program…junior high school students came to believe that alcohol use was more common among their peers than they'd originally thought." In both cases, the aim had been to use social proof to encourage people in the right direction, but by normalising the harmful behaviour, some people at least considered moving the opposite way. They too had social proof, with possibly disastrous consequences.

This is a real issue, I think. A PSHE session on eating disorders: vital information for pupils, or an introduction to, and normalisation of, something they may not otherwise have considered? Drugs awareness: critical to warn of the dangers, or a window into a world of new possibilities? And so on. It may be that the one is impossible without the other: we can't *not* cover drugs, alcohol etc. But if Cialdini – and, let's be honest, our own intuition – is right, we need to think very carefully about the unintended consequences and what we might do about them. Maybe we do nothing, but at least we will have made a decision to do nothing.

To sum up: your pupils are very likely to do what other pupils are doing; will take advice from peers; are particularly likely to do both when feeling uncertain or unfamiliar; and beware of supplying social proof for the wrong things.

Next time: authority.

*Possibly not quite doubling. It was a while ago now.

Influence: lessons from business for teaching, part 2 – Blog On (wordpress.com)

Sam Pullan. Head of Y7 and 8. Hist and Pols teacher Twitter @MrSamPullan

> Adversity has the effect of eliciting talents which, in prosperous circumstances, would have lain dormant.   Horace

4 Tests Of Truly Authentic Leadership -

In All Walks Of Life

Time to read: Less than 30 seconds

Dear Steve

In Naked Leader we believe that leadership is a Force for Good, or it is not 'leadership' at all

Do your Leaders – in your organisations, communities and countries pass the four Truth, Trust and Transparency Tests?

1 - **Overall**

The Acid Test of Leadership – stripped of their position, power, and traits of office, would your leader still get the very best from the people that they lead?

2 - **Truth**

They always tell the truth - if they can't, then they say why e.g. its company confidential

3 - **Trust**

They always behave in the way they ask and expect others to behave

4 - **Transparency**

The biggest test here is when something goes wrong – are they quick to genuinely apologise, which is very powerful, or do they wait until they are found out, and then say sorry, which is, eh, rather less so

With my love and best wishes to you all

 David

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> "There is virtue in work and there is virtue in rest. Use both and overlook neither." —Alan Cohen

The Importance of Humility in Leadership—and How to Spot Unhealthy Ego Habits

To me, at least, one of the most interesting aspects of our human psyche is the ability to recognize faults in other people that we don't see in ourselves.

So I was grateful last week when a friend texted to ask me if I was aware some of my recent actions could be seen as prideful.

I had shown up late to a meeting and thought nothing of it, but the more I considered it, the more I realized I should have done a much better job apologizing, and most importantly, to be on time.

I took time to reflect on myself so that I could better understand what I did wrong and how not to do it again. I know that sometimes our actions can be misconstrued by others, but I don't like to leave it to chance. I know we can't please everyone or meet everyone's expectations of what we should be doing, but we must also understand our duty as leaders to be the best example we can be to those around us.

Bishop T.D. Jakes told me that it all starts with humility. He's right. The ability to connect and discuss differing views without feeling personally attacked is what allows for massive growth. If we can't do that as leaders, it reflects a superiority complex. That's not good.

I definitely don't want people working in my organization to accuse me of acting like I'm superior to them. But I know that it can happen by accident. Some key things to watch out for to keep a superiority complex in check are the following.

1. You're not better.

Never be certain that you are better than anyone. You can learn from absolutely everyone if you listen intently. We all share the fact that we are human, and being human we share similar emotions, trials, and challenges. We all are good at something and terrible at another.

2. You need feedback.

Never assume that you don't need feedback to grow. You better believe that there is always room for improvement. Criticism is the breakfast of champions. Get used to people telling you what they think you should or shouldn't do. Be sure to have your values in place so you know what is important to you and what you should always be working on to better yourself.

3. No admiration is needed.

No one should feel compelled to admire you. If they do, always treat them with respect. Admiration is something that you should not seek intently.

4. It's you, not them.

Don't assume that people misunderstand you. Take the approach that you may be the one who is approaching the situation in a way that requires less ego and more humility.

5. Take time to listen.

If you don't actively engage with people, you will definitely be seen as vain and egotistical. Always take time to talk to people and see them eye to eye. Especially if you are in person and you are in a crowd. Always do your best to address as many people as possible. If you ever see me in person, you will see that I do my best to talk to you and look you in the eyes. I want to acknowledge that you exist and that you are important to me at that moment.

6. Show up.

Show up to your meetings and show up on time. When you don't, people may start thinking that you feel you're too good for them. I often have a packed schedule, so this is one I'm working on. If you don't respect other people's time, they will instantly assume that you don't respect them.

If you take one thing away from this, please remember that it's OK for people to criticize you. That's how we grow.

Take time to reflect on who you are and how your actions affect others. After doing this personal deep dive, I realized that my actions were wrong, and I changed pretty quickly.

Acting superior or displaying other characteristics of a superiority complex is usually a way to mask or hide feelings of inferiority. To an extent, we all have pride about ourselves and we all have an ego. But as leaders, we must be sure to keep this side of ourselves in check and be aware of our actions and the way we talk to people.

This article originally appeared in the November/December 2021 Issue of SUCCESS *magazine. Photo by @gballgiggs/Twenty20*

Tristan Ahumada

Articles
Tristan Ahumada is the People Editor for SUCCESS, operates Lab Coat Agents as its CEO, consults Fortune 500 companies, runs a successful Real Estate team in California, expansion teams in the U.S. (in different brokerages), owner in one Brokerage, currently sits on different boards for tech companies, and is also an international speaker. His love for technology and systems pushes him to test and use the latest products for growth for all businesses around the world including Real Estate Agents/Brokers. Tristan is from Southern California where he currently lives with his wife and two kids.

Top 3 picks from Ted.com

Measuring what makes life worthwhile

When the dotcom bubble burst, hotelier Chip Conley went in search of a business model based on happiness. In an old friendship with an employee and in the wisdom of a Buddhist king, he learned that success comes from what you count.

https://www.ted.com/talks/chip_conley_measuring_what_makes_life_worthwhile

Why great leaders take humour seriously

https://www.ted.com/talks/jennifer_aaker_and_naomi_bagdonas_why_great_leaders_take_humor_seriously

There's a mistaken belief in today's working world that leaders need to be serious all the time to be taken seriously. The research tells a different story. Based on the course they teach at Stanford's Graduate School of Business, behavioral scientist Jennifer Aaker and corporate stra...

5 steps to remove yourself from drama at work

https://www.ted.com/talks/anastasia_penright_5_steps_to_remove_yourself_from_drama_at_work

Why is it so hard to speak up and productively disagree at work? Leadership and organization coach Betsy Kauffman shows how to bring the candid conversations that usually happen at the watercooler out into the open with four practical strategies you can implement right now to have hon...

GUIDELINES TO HELP YOU HANDLE CONFLICT

• Don't take verbal attacks on you too personally, as the person concerned probably behaves like this to most people

• Adopt a consistent approach towards conflict-prone people, so that at least they know where they stand.

• Don't be taken by surprise by conflict; know who is likely to confront you and when and be prepared for them.

• Don't be pushed immediately onto the defensive. People who are adept at conflict know how to manoeuvre you into a position where you have to justify your behaviour or apologise for it; then all they have to do is keep finding fault with your excuses.

• Instead of going onto the defensive, identify an area of the other person's behaviour and request information about it ('Oh that reminds me, what did you mean when.......?')

• Set a time limit on the discussion right at the outset – a glance at your watch and 'I can only spare five minutes to talk about this' is usually the best way. Terminate the discussion the moment time is up ('I'm going to have to leave it at that…)

GET THE BUZZ: Listen carefully to other people's voices and gauge the impact they have on you. Now record your own voice and try and gauge the impact this has on others. Encourage your colleagues to be honest with you. Does your voice sound positive? A POSTIVE HEART WILL LEAD TO A POSITIVE VOICE

Your Route to the Top
WORK OFF YOUR WORRIES

Pick your battles. Losing sleep over next week's meeting? Channel nervous energy into those things you can control (such as knowing your figures inside-out) and put everything you can't influence (e.g. your customers mood) out of your mind.

Change your mind. Optimists outperform their glass-half-empty counterparts, according to psychologist Martin Seligman. If negative thoughts leave you paralyzed with self-doubt, reframe your challenge. Replace 'this is impossible' with 'this is an opportunity to learn' and defy the naysayer.

Use your allies. Market research firm Gallup found that having a good friend at work fosters sustained performance. Whether it's reassurance that your strategy makes sense, or a pep talk before your review, seek the support of a trusted ally.

Say yes to stress. In a survey of Londoners, nine out of 10 said they experienced stress at work, yet 50% were happy with their work life. How so? Research by endocrinologist Hans Selye (1907-82) found that a healthy level of stress actually boosts performance. Relish your racing heart and reap the rewards.

Regain perspective. Recognise that even your most feared outcome (missing a deadline, losing a customer, bombing in front of the board) is unlikely to be your downfall. Think what really matters to you (your children's happiness, your partner's health, being inspired) and feel your mountains shrink to molehills.

Do something. In the midst of panic, taking action provides much needed distraction, a sense of progress, and a feeling of control – all of which lead to increased calmness. Identify one thing that will help you move towards your goal, then stop dithering and do it.

The Mind Gym
Ten Ways To………………..

CUT HUMAN ERROR

1. Check your processes
2. Train people properly

3. Set time-frames realistic to tasks
4. Allow for regular breaks
5. Instill a sense of pride in the work
6. Spot mistakes before they happen
7. Check everything
8. Accept you can't eliminate all glitches
9. Don't let a blame culture develop………….
10. ….but make the consequences clear

Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from safe harbour. Catch the trade winds in your sails.
EXPLORE DREAM. DISCOVER
Mark Twain

YOUR ROUTE TO THE TOP
SMART NEGOTIATION

Talk to the big cheeses. Negotiations are pointless without the right people present. Find out who holds the real power and make sure they (or their best alternatives) are at the table.

Listen up. Small talk reveals big issues. As you settle, ask questions to gather facts about their business, motivations and challenges.

Grow the pie. Present your ideas as a starting point to improve on together, not something you have to defend. Find opportunities for mutual gain to seal the relationship.

Dig deep. Explore both parties' interests in detail. You decide it's time to overhaul your direct marketing system, they show you that your real needs are more reliable contact information and to save time and money by cleaning up your database.

Show your human side. Mention a hobby, reveal a concern, make a joke. Rapport and trust oil the wheels of negotiation.

Use your negotiables. First, concede things that are of high perceived value to the other party but low value to you. Hold back on what you plan to offer, otherwise your concession is made. Instead, frame the concession as: 'if you…then I will…'

Show them your options. Build up your best alternative to the negotiation and play this back to the other party.

Keep schtum. The first to break the silence is usually the first to concede

The Mind Gym

Do you want good managers, or inspirational leaders?

If you want truly sensational leaders then focus on the practical and ditch the theoretical hot air, says Steve Miller. Is it really essential that they understand theories to the 'enth degree', he asks? Instead, he suggests five key areas for leadership development.

_____

You don't have to look far through our national business press to be constantly reminded of the view that the UK lacks the leadership talent to drive organisational success.

My own opinion is that this is quite right, because anyone with commercial nous will appreciate that leaders drive employee behaviour, which in turn determines consumer behaviour, and ultimately the bottom line.

A survey of 500 HR professionals from around the world by The Ken Blanchard Companies found that 58% of respondents regarded developing potential leaders as their toughest challenge. However, there is some comfort in that in the UK only 39% of those surveyed for the annual Business Issues Survey said this was a problem. At 'just' 39% I would say that is still a scarily significant proportion and we should be concerned.

"For too long now we have developed leaders with a mind-set and skills to manage performance but have ignored - at our collective cost - behaviour change training to support leaders to move from average to sensational." In other words we are not training our managers to be truly inspirational leaders.

I don't feel in my gut that this is the only problem because far too many leadership development programmes steer the focus down the theoretical route. Is it really essential that modern day business leaders understand to 'enth degree' a sack full of motivation theories? I think not. Development is about developing the practical and behavioural competencies that business leaders need in the business world rather than soaking them in theoretical hot air.

We should look at what really matters in the world of development when it comes to encouraging and developing inspirational talent.

> **"Far too many leadership development programmes steer the focus down the theoretical route. Is it really essential that modern day business leaders understand to 'enth degree' a sack full of motivation theories?"**

Here I outline the five priority development areas for this vital tier of UK plc. Developing these critical core areas is crucial if we are to put the 'I' back into leadership.

1. Self-awareness

Encouraging leaders to really have a true look at themselves. They have to look at themselves closely and know their own strengths and weaknesses before they look at their people. And that isn't about doing an expensive 360 degree appraisal. It is about sensitively

coaching them to take an honest, critical look inside themselves. It involves taking a look at their personal image, emotional resilience, self-motivation and interpersonal skills.

2. Being visionary

Having the ability to share vision, department goals and sharing progress towards the vision with their team. Developing leaders to understand the need to regularly review performance against the vision and celebrating the achievements towards it. Develop the leaders to be evangelical about the vision so they achieve the emotional buy-in.

3. Not being one of the gang

A key area that many leaders struggle with is stepping back from the social and interpersonal dynamic of their team. We have to develop leaders who can expect, and know how to deal with a vote of no confidence. They have to develop an assertive style and learn to be relaxed about themselves and to understand it is ok not be one of the gang even if others don't like them for it. Being unpopular often means leaders are doing a good job and working in the interest of the business, not massaging the egos and sensibilities of others.

4. The charisma factor

General Montgomery stated he could turn anyone into a charismatic leader with the right training and I agree with him. Selecting a charismatic trainer is essential. Anyone can learn and take on the charisma factor if the trainer can get them to look at themselves. Even if they don't have natural charisma they can learn to walk tall, dress the part, use their voice and engage with others as an inspirational leader.

5. Resilience and self-belief

Inspirational leaders are full of healthy self-belief. Developing leaders to understand how to build the belief in their own ability is a prerequisite for them developing self-belief in their people. We can develop our business leaders to grow their self-belief, utilise sports psychology to develop winning mental attitudes and get them to accept that fallibility is part of their role as well.

There you have my take on five critical factors for turning average leaders into inspirational ones. I believe strongly we have to shift more and more from text book training to a style of training which employs coaching and - equally important - inspirational trainers. Let's not lose the focus of what we are striving for: it is double digit growth to the bottom line. The behavioural impact of leaders will be the difference that makes the difference.

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> **"The Loyalty of your men is a sacred trust you carry. It is something which must never be betrayed, something you must live up to"**
>
> **Sir Ernest Shackleton**

YOUR ROUTE TO THE TOP

BE A WINNING BRAND

Specialise. Think like Google, Virgin, and Coca-Cola – what do you want to be renowned for? Find your forte and focus on it.

Clarify your vision. What do you want to achieve with this brand? How can you align it with personal and career goals?

Live and breathe it. Don't try to be something you're not. Your brand is you! Just as vegetarian doesn't eat meat when no-one's looking, give it your all – all the time.

Market yourself. What have you done today to let the world (or at least your colleagues and customers) know that you are uniquely contributing? Think about the best ways to advertise your message – network, Thera Voice, Twitter etc.

Stay curious. Keep ahead of the competition by bringing a breadth of new experience to everything you do. Project stuck in a rut? Look through your contacts and find the most far removed person in there. Invite them out to lunch and pick their brains on what they would do.

Don't do things by halves. Starting with today's to-do list, do everything so it makes you proud. If you can't get it right first time, postpone it until you can. Not happy with that report? Reframe it as a draft to work on together with a peer or line manager rather than the final piece.

Keep it real. Don't leave your personality at home. Know the skills and traits that make you stand out from the rest. You are a whole package – so show people exactly what they get if they invest in you.

Source: The Mind Gym

THE DIFFERENCE BETWEEN THE IMPOSSIBLE AND THE POSSIBLE LIES IN A PERSON'S DETERMINATION Martina Navratilova, nine-time Wimbledon singles champion SAID IT!