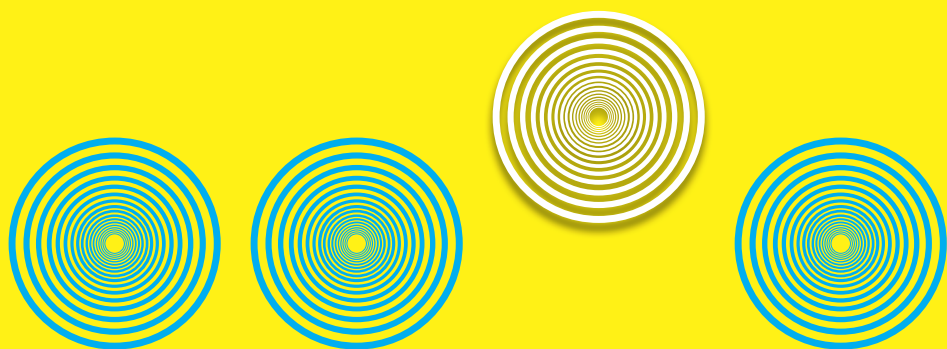


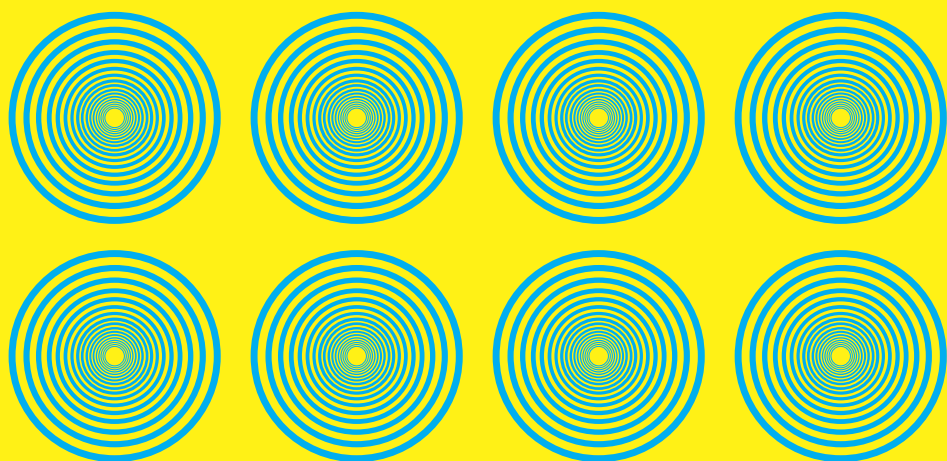
'If there is one book you read on leadership, this is it.'

**Vanessa Vallely, OBE, Managing Director, WeAreTheCity;
author, *Heels of Steel***



THE LEADER'S GUIDE TO **IMPACT**

HOW TO USE SOFT SKILLS TO GET HARD RESULTS



MANDY FLINT
ELISABET VINBERG HEARN

FT PUBLISHING
FINANCIAL TIMES

Praise for ***The Leader's Guide to Impact***

‘Leadership and impact are associated so strongly in this book, by showing how thoughtful leadership behaviours impact business results, which is music to the ears of an action-oriented leader. It has a very practical approach, which makes it easy to read and actionable. The language is different from the often too theoretical language used; it is more suited to the language leaders use in their day-to-day communication.’

Carlo Enrico, President LAC, Mastercard

‘A thought-provoking book on the human-to-human impact that we make a thousand times a day and how to think about improving this impact without forgetting to always be our (non-“greenwashed”) selves!’

Ken Stannard, CEO, Cabot Credit Management

‘For aspiring life guards this book is a must-read on how to give oxygen to create energy and have impact (like JR). This book is for anyone who wants to breathe life into their team through inspiration resulting in impact, leading to higher engagement, better customer experience and, ultimately, revenue.’

Neal Watkins, Chief Product Officer and Executive Board Director, BAE Systems Applied Intelligence, UK

‘If there is one book you read on leadership, this is it. It’s jam packed with practical tips, stories and frameworks to help you to be the best leader you can possibly be by taking control of your impact on those around you. Elisabet and

Mandy hit the leadership nail on the head every time! I wish this book was around 20 years ago!’

Vanessa Vallely, OBE, Managing Director, WeAreTheCity;
author, *Heels of Steel*

‘Explodes the myth that leaders are born, not made. Part art, part science; effective leadership – as this book proves – is 100 per cent about practice, practice, practice.’

Tom Derry, CEO, Institute for Supply Management

‘A compelling read for these disruptive times – as relevant to the C-suite occupant as it is for the new team leader.’

Ian Holden-Semple, executive with 30 years operations experience in financial services including global banking, card payments and insurance

‘You know a book is great when from page one it feels connected to where you are and what you need right now. I was able to use ideas from the book straight away and the balance of research, ideas and case studies has given me a deeper understanding of how impact is created in those daily choices, both my own and that of those around me. I highly recommend this book to leaders of all levels; this kind of insight is invaluable.’

Lizzie Smith, Local Director, Health Education
England, London

‘A great book on how to become an even better leader in today’s complex work environment, where our ability to have an impact is more important than ever in order to be successful. A must-read if you want to move your career to the next stage.’

Nick Shaw, Vice President and GM Consumer
Symantec EMEA

‘Impact is such an important and not really talked about topic. This book shows that impact starts from within, and there are many good examples and situations that I could

relate to. I immediately started to evaluate and consider my own impact from the moment I walked in the front door at home to read it, to walking into the office the following day.'

Tim Noble, Vice President, Global Head of Sales,
ICE Data Services

'In *The Leader's Guide to Impact*, Mandy and Elisabet share their rich insights from years of coaching executives and teams. They provide actions and models you can use TODAY to raise your impact as a leader.'

John Turner, Chief Revenue Officer, Chronicle
(an Alphabet Company)

'I felt the book to be "on point" and relevant to current agile fast flowing and complex projects (with multiple hierarchy of stakeholders and colleagues) whilst enabling me to consider brand and reputation whilst balancing stakeholders, culture and collaboration.'

Theresa Sayers, Chartered MCIPD, Tri Force ERP Project:
Surrey, Sussex and Thames Valley Police

'An eye-opening book with key analogies helping us understand the intricacies and importance of impact and influence. A must-read for any business owner or entrepreneur.'

Josh Wilson, Founder and MD, Wilson Worldwide
Productions, *Forbes 30 under 30*

'After 30 years in business, I cannot think of a leader who wouldn't benefit from the lessons in this book. An exceptional guide to creating the impact you want while enjoying the rewards that will follow.'

Chris Cooper, Business Engagement and Elevation; author; speaker; host of *The Business Elevation Show* on Voice America Business

'A fun and different leadership book, full of stories, opportunities for reflection and concrete solutions to apply. I really recommend this book to all leaders. I got so many new

insights. I'm humbled and see new opportunities with my leadership which makes me truly inspired.'

Marie Lundström, Identity Leader Global Marketing
Communication, Inter-IKEA Systems

'As always, I find Elisabet and Mandy's books on point for what is relevant in today's organisations and what is going on for me personally as a leader. I have been thinking a lot about mindfulness and my impact in the organisation, and this book provides an action plan around what I dubbed as #mindfulleadership. Additionally, Elisabet and Mandy do a wonderful job of creating do-it-yourself tools that take the guesswork out of creating action plans, whether personal or organisational. Thank you Elisabet and Mandy.'

Dena Bobolos, Senior banking leader with over 20 years of
international experience, USA

The Leader's Guide to Impact

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The Leader's Guide to Impact

How to use soft skills to get hard
results

Mandy Flint
Elisabet Vinberg Hearn



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About the authors



Mandy is an international expert on leadership, leading teams and cultural behavioural change. Mandy is the CEO of Excellence in Leadership, a global transformational change organisation which she founded in 2000 after over 20 years of leadership experience in the corporate world. During this time, Mandy spent 14 years working for American Express, leading business units, and held roles in sales operations, public affairs, communications and cultural change.

As well as leading a business division within American Express as a senior leader, Mandy spent three years leading a cultural change transformation programme for the President as well as operating as an internal coach and team coach to many senior executives and teams.

Through Excellence in Leadership, Mandy works across the globe with both teams and individuals in the areas of one-to-one executive coaching, group facilitation, team

effectiveness, vision creation, strategic development and cultural change leadership, working at an emotional and behavioural level. Her clients include CEOs, SVPs, VPs and board members in many multinational blue-chip organisations. Mandy has worked with a variety of companies including MasterCard, Lloyds, American Express, Symantec, Virgin Atlantic, Hewlett Packard, SAP, the NHS and BAE Systems.

Mandy studied at Harvard Business School, focusing on the concept of the Service Profit Chain. She is also media-trained and is an established speaker on leadership and cultural change. She is a fellow at the London Metropolitan Business School and has co-authored with Elisabet two multi-award-winning books on leadership and teams.



Elisabet Vinberg Hearn is a speaker, author, leadership strategist and executive coach, specialising in future leadership, winning teams, culture transformation and business sustainability. She is CEO of Katapult Partners Ltd, and co-founder of Think Solutions. Katapult, as an extension of Think's successful formula, focuses on the powerful role of leadership and culture in *digital transformations* specifically.

Before setting up Think Solutions in 2001, Elisabet worked internationally at American Express for 13 years, where she held various leadership roles, responsible for customer servicing, process re-engineering and corporate culture transformation.

Elisabet works with organisations around the world, providing strategic leadership and tactical solutions; facilitating organisational transformation, coaching and working with executives, leadership teams, digital transformation leaders and other change champions. Her experience spans diverse industries, with clients such as ABN AMRO, Royal Bank of Scotland, American Express, H&M, IKEA, Skanska, Vattenfall, Trygg-Hansa (Royal Sun Alliance), SOS Children's Villages and Greenpeace.

She has an MBA in Leadership and Sustainability from the University of Cumbria and a degree in Marketing Economics from IHM Business School, Stockholm. Together with Mandy, Elisabet is a published author of the multi-award winning books *The Team Formula: A Leadership Tale of a Team Who Found Their Way* and *Leading Teams – 10 Challenges: 10 Solutions*.

3

Impact on employees

LEADERSHIP FACT

Did you know?

CEOs who effectively engage stakeholders focusing on results are 75 per cent more successful in their roles.

Self-assessment

Before reading this chapter, do the following quick self-assessment.

How would you rate your ability to create impact on employees in these areas?

	1	2	3	4	5
	Very poor	Poor	Just OK	Good	Excellent
Communicating and following through on vision with passion					
Treating people individually and valuing differences					
Getting teams to believe in themselves					
Being authentic at work which creates more positive results					
Managing your brand and reputation					

Exploring the stakeholder group: understanding your impact on employees

Let us start off with a cliché: *Employees are an organisation's greatest asset*. We cringed when we wrote that – did you cringe when you read it? It has probably been overused as a statement for decades, while not truly

given the weight it deserves for the strategic importance it actually has in organisational sustainability and dependable financial results.

So let us unpack that statement and do it justice.

Why are employees so important?

Employees are hired to carry out the organisation's purpose. That purpose unites employees in providing a service, product or experience that is of benefit to the end user, such as a customer or patient. Each employee is recruited for their particular strengths, skills, competencies, experience, attitude and cultural fit.

When we are talking about attitude, we mean how a person looks at their job and how that attitude will affect the dynamics of the workplace. Cultural fit can mean the internal culture of the organisation or the culture of the geographical area you operate in. Understanding the cultural nuances will help employees navigate that particular environment. So, if you are in an innovative, fast-moving start-up environment, for example, employees must match and enjoy that pace and get energised by trying something new and being OK with the constant trial, adjustment and change that are part of the daily reality of start-ups.

What employees do, how they operate and how they behave, and what experience they ultimately create for the customer reflect back on the company. Every employee is a brand ambassador and needs to see themselves as that *and* be seen as that.

Most organisations look for growth, greater productivity, more efficient use of resources and/or innovative solutions. In order to achieve that, they need to get their employees to effectively contribute to this by bringing their unique offering to work every day. It is then through collaboration with others that each person's contribution can come to full fruition.

When you look at all of this, you realise why your impact as a leader is crucial to getting the most out of your employees, so they can deliver the results the organisation depends on for its short- and long-term results.

What do employees need?

A global employee survey (by CEO/Gartner)⁸ asked employees to rank their most important factors when choosing an employer. The consolidated results show that in the UK, for example, those factors were (in order of importance):

- work–life balance
- stability
- location
- respect
- future career opportunities
- compensation
- recognition
- people management
- development opportunity
- vacation

These factors can, of course, vary from country to country, based on the relevant current work situation. This is why it is so important to understand what employees value and need in order to meet those needs as well as possible. However, the list above gives a good indication of factors that matter to people at work, regardless of where they are based, although the order of these may vary.

Interestingly, the survey also shows that, globally, employees tend to stay longer in their jobs but are not necessarily

willing to go above and beyond what is expected of them – clearly showing that employee engagement can be improved.

This brings us to the subject of employee engagement. According to the world's largest study on employee engagement, by Gallup, there are 12 key factors of engagement. Employee engagement is beneficial not just to the individual (to engage with your work is more enjoyable and rewarding) but to the organisation. And, when you look closer at those factors, you notice that the immediate manager has an impact on most, if not all, of those factors.⁹

Individually, employees may have other needs and expectations, which can be assessed and understood only by leaders being aware of that, hence taking a genuine interest in people. That is how they can treat each person most fairly and effectively and, therefore, get the best out of each person.

A story of impact: the award ceremony

It was the annual January kick-off conference. A total of 556 people were gathered in Frankfurt for this global get-together. Anticipation was high. The new leader, Stephen, was about to go on stage to hold his opening address and then, later on, present the high-performance awards for the previous year.

Stephen felt rushed. He had been busy on budget reviews, along with all the challenges that come with the necessity of moving house for his new position, for the last few weeks. He had not taken the time to focus much on this event. It just had not been a priority.

He had spent time preparing his keynote speech; he had been thinking about what to say and how – he had mentally been rehearsing that.

The award ceremony, on the other hand, had not taken up any of his time. It was not needed, he was just going to read out some names. Or so he thought.

Stephen was invited up onto the stage by the moderator to thundering applause. People had not seen him in action yet, but they had heard good things about him and were looking forward to hearing him talk.

Stephen's tall posture, with head held high and shoulders back, signalled confidence. He held his arms out in a welcoming gesture. His voice was crisp and clear as he scanned the auditorium. He was enthusiastic and he was instilling that in others.

'I've spent my first couple of months getting to know more about the business, and I like what I see. It's probably more impressive now I'm here and can see it from inside the organisation. I'm excited about what I see ahead of us.'

People in the audience were nodding, seeming to relate to what Stephen was saying. Stephen relaxed more and more as his talk progressed. Things were going well. His speech came to an end and the audience were listening intently, some of them were even on the edge of their seats.

Later in the day, it was time for Stephen to take to the stage again, this time in the capacity of senior-leader-who-gives-out-awards. The host invited Stephen to announce the first award winner, along with the reasons why they had been given the award. Stephen cleared his throat and spoke into the microphone:

'The award for Account Manager of the Year goes to a person who has shown outstanding attention to customer needs and who has created innovative solutions to customer challenges – while collaborating with numerous departments to deliver the results.'

Stephen looked up from the card he was reading. He was clearly reading a scripted message talking about a person to whom he was not relating.

'I am delighted to present this award to Mary Johnson.'

There was confusion in the room, with sharp intakes of air from a lot of people as they looked around at each other. There was no account manager called Mary Johnson. There was, however, a very well-known one called Maria Johnston. It was obvious that must be who he meant.

The host politely corrected Stephen by inviting Maria Johnston to come and get her award. Maria hesitantly got to her feet, looking embarrassed; it did not feel like a celebration, almost like it was not her award. Her colleagues cheered her on, but there was tension in the air. By the time she got to the stage, the applause was getting louder with a few whistles and shouts of support.

Most of this was missed by Stephen, as he continued the award ceremony and managed to mispronounce another couple of names before it was all over. His impact had started off well but finished somewhere completely different.

One of the hottest subjects at the evening drinks reception, when Stephen was not around, was about the errors at the awards.

I can't believe that Stephen got that so wrong, how come he didn't pay attention to their names? It is so important. If that was me and he got my name wrong, I would have felt really undervalued. He made it obvious he didn't care about the awards. I would have said something.

Does he not realise the impact of that? I had such high hopes for him but I am not sure any more. He started off well but now I don't know what to think.

I had a call with my team back at the office who are not even at the conference and even they asked me about it. News travels fast. Not a good first impression.

Stephen started off well in this story. His preparation and presence during the opening remarks were strong, engaged and genuine – he made a good impression. Sadly, the impact of what happened later wiped out a lot of the credibility he had gained at the start.

There were a few issues at play here. Stephen had not prepared, it was just an award ceremony for him, not something he considered needed any work.

He did not pay attention because he did not take a genuine interest, and he was just rushing through it, reading words off a piece of paper rather than connecting with the people and their accomplishments. He also was not paying attention to people's reactions, because he did it again and again.

He had an opportunity to impact many people in that moment, and he missed it. So now it will take him a lot of time to regain that initial connection and start creating trust. Impression and reputation matter; they are vehicles of impact.

Solutions and tools

Here are some practical solutions and tools for having a positive impact on employees.

1. Have a vision and carry it through

There is something enormously powerful about a vision for the future. Just think of Martin Luther King Jr's famous 'I have a dream' speech, full of engaging description of his vision for a fair and equal world.

Visions that are communicated with passion and authenticity, and that give hope and a desire for action, can give great leverage for change and engagement at work.

Maybe it is your own vision or the established vision of the organisation that you are truly passionate about. Regardless, make it yours and embody it in everything you do. Find your own inspiration in it and then show it to the world. Make people *see* and experience you living it, not just talking about it.

Constantly make links to the vision, and help others connect the dots from what they are doing every day to the vision itself. Show them the way; that *is* the role of a leader. It is not an additional job or a nice thing to have, **it is the job.**

Use the vision as a guiding direction for strategies, tactical plans and communication. Show the link between initiatives, projects, actions and processes back to the vision. Make a point that everything is done for a reason.

Recognise when other people contribute to the vision too.

Martin Luther King Jr did not say 'I have a strategic plan'! It probably would not have been as compelling, would it?

Follow these steps to connect with and populate the vision:

- **Identify the vision** (the company's or yours) and write it down in a concise sentence – the shorter the better.
- **Explore it for yourself** so that you can fully relate to it, connect with it and be able to communicate it with authentic passion and commitment. Think through what the ambition of it will achieve and how people may be able to relate to it.
- **Refer to the vision** at regular intervals when communicating with employees, both in writing and in presentations and conversations. Make sure you link strategies and activities to the vision (clarifying *why* something is done), while also showing how strategies and activities have contributed to the vision.

■ **Formally recognise and even reward employees** whose actions and behaviours are in line with the vision and contribute to it. Consider introducing specific 'Making Vision Reality' awards where efforts with tangible outcomes are recorded. For example: 'This award is given to Lisa for consistently delivering on time, honouring our commitment to be the most reliable partner around.'

2. **Treat people as individuals and value differences**

See people for who they are. Really see them. Value each individual person for who he or she is. Being seen and heard tends to make people feel important and valued, and that creates a very positive impact where they want to put more effort in, stay more loyal, and give more of their thoughts and ideas.

Think of a time when someone really listened to you and valued your input. *How did you feel? How did you start to behave and what difference did it make to you, then the way you work and the way you interact with others and the impact on the bottom line?* In a world where there is so much change accelerated by digital transformation, we need differences to allow us to think of as many ways as possible. This is why we must appreciate difference as leaders. People will also work smarter if they are acknowledged and invited to bring their unique contribution in this way.

Here are some tips to get you started:

■ **Put together a set of questions** that you can use whenever you talk with an employee, in order to better understand them, their interests, their strengths and their unique contribution to the organisation. For example: *What are you working on right now? What strengths do you think you bring to the team? What opportunities do you think we should be focusing on as an organisation? If you could change one thing about what we do, what would that be?*

- **Use softening phrases** at the beginning of your questions. When asking questions, it can come across like a bit of an interrogation unless you use softening phrases. Using too many of them, though, is not recommended, as it can make you look too vague or, sometimes, even unsure of yourself.

Here are some examples of possible softening phrases in the context of asking questions: *I'm curious . . . I'm wondering . . . I was thinking . . . I was wondering . . . That's interesting . . . That's interesting, could you tell me some more? Tell me more . . .*

- **Think about the benefits of diversity in employees.** Ask yourself: *How can we achieve more through people having different origins, backgrounds, experience, interests and strengths? How can it help us drive continuous innovation and future success?* Then use the answer from those questions to guide you in seeking out and valuing diversity.
- **Communicate your commitment to and appreciation of diversity.** Notice when differences have delivered more thorough analysis, better decisions and more efficient solutions. Communicate that and encourage more of it to happen.

3. **Get teams to believe in themselves**

Just like an individual, a team can have varying levels of self-esteem.

When a team enjoys working together, is able to do a good job and its members are seen as important, the team will feel good about itself – it will have high team self-esteem.

Building team self-esteem is a way of increasing engagement in a team and it is done through role modelling of personal 'response-ability', clarity of purpose, performance feedback, development discussions, innovative ways of doing the job, genuine interest, celebrating success and making it contagious.

You have to put focus on the team self-esteem. Spend time on it, discuss and work out the following as a team:

- *What is our self-esteem currently like as a team? How much do we believe in ourselves? Do we take enough pride in what we do? What results have we achieved and how has that contributed to the organisation's success?*
- *What do we want it to be? (If different from what it currently is.)*
- *If there is a gap, how do we close the gap as a team? How can we build our genuine belief in ourselves? What are the proofs of what we are; what we have achieved and what else we can achieve going forward?*

4. Be authentic, take off your corporate cloak

The real Sophia

Sophia was told by her boss that she had not done well the previous week when presenting to the senior leader from New York. He was really harsh with Sophia. He told her that she seemed rigid and too prescriptive with her slides, sounding like she held a scripted monologue. She was not engaging in her way of speaking and others could not follow what she was saying. Sophia was talking about a complex subject and she had lost her audience. It felt too rehearsed, she was not open to questions and not open to hearing others' views. Sophia was shocked at this feedback, this was not at all how she normally was.

Sophia was passionate, she had a powerful message to deliver and was incredibly friendly and personable with people. In this presentation, however, she had been just too corporate and not herself at all. She was annoyed and, after talking to her coach, she worked out that she needed to take off her corporate cloak and be more herself. Be more passionate, talk openly and express herself, talk without her slides and talk from the heart. She decided to bring in more structure, but for her, not for the slides! She needed to forget that

conditioning that she seemed to have picked up. She had one more chance to present this week and it had to be different. Sophia took off her cloak, let herself out and got great results which resulted in much better feedback! It was so much better; not perfect, but definitely better!

This story makes us wonder just how many of us feel like we are trying to be the perfect corporate citizen. We have so much training and conditioning to mould us into the way others want us to be rather than how we, individually, can be when we are at our best.

We are sometimes made to believe that we have to be:

- like others
- like our colleagues
- like the corporate person
- like our bosses
- like our peers
- like the competition
- like the perfect presenter, leader, boss, partner, etc

... when we really just need to be ourselves. When we are our authentic self, being ourselves, we are then showing others the best version of us.

In our work with senior leaders, people often wonder: 'Do you have to work on their areas for development, do you have to focus on what they need to improve in?' No is the answer most of the time we help them to be who they really are, bringing out the real person. If we are not careful with all that conditioning, we can become something we are not.

**With all that conditioning we can become something
we are not.**

That is not to say that we cannot learn and grow and change. Of course we can. The most powerful leaders, and the ones whose careers go the furthest, are those who are

aware of themselves, being comfortable with who they are. They know when that works for them and, when it does not, they are able to adapt and change.

So take off your corporate cloak and bring out the real you, show that to others, make the most of it, connect with others through your authentic core and watch your career grow. There is only one you, make that count.

A few tangible ways for taking off that corporate cloak:

- **Become a great self-leader.** Get to know yourself by identifying your own values and passions, stressors and energisers. Write them down, together with any other information about who you really are as a person.
- **Figure out what your strengths are.** This can be done in a number of ways: observe yourself, ask for feedback, do a strengths assessment (e.g. StrengthScope). Examples of strengths could be: collaboration, results focus, critical thinking, creativity and empathy.
- **Think about how you can best use your strengths and characteristics at work.** Map out your responsibilities and tasks and match your strengths and characteristics to them, consciously thinking about how you can make the most of who you are and make that work for you. Fill in the table below.

Responsibility/ task	Strengths/ characteristics	How strength/ characteristics can best be used	How it will make a difference to the results

- **Observe the people you work with and note what their strengths and characteristics are.** This is a great reminder that no one is best at everything, but that everyone has a unique set of strong points and that there is not just one way of being a great leader.

5. Be intentional about your brand and reputation

How aware are you of your brand? Everyone has a personal brand and, therefore, a professional reputation.

In general, you could say that a brand is a concept, an expectation, that lives in the head of the customer. As such, the brand is made up of the product itself, the service that surrounds it and the communication about it.

When all these things are added together, an experience is created, a promise of what the customer can expect, which can be called a brand promise. And, as a leader, you have both a brand and a brand promise.

Your brand is made up by your unique strengths, expertise as well as your actions and behaviours.

So what does *your* brand promise? What do people expect you to deliver? What previous experience have they had with you? Will they expect you to be dependable, creative or optimistic, for example? What is *your* brand all about? What words describe you?

Just like an organisation thinks about its brand, you need to do the same as a leader. Take control of your leadership brand to optimise your impact and aid your career. If you have not yet spent much time on this, here are some questions to start you working on it:

Start thinking of yourself as a brand
<p>1. What do you wish for people to associate with you when they think of your name? What do you want to be known for? What will be your leadership legacy?</p>
<p>2. How will you make sure that people know that? How will you show it?</p>
<p>3. Is there a certain subject matter in which you want to be perceived as an expert or are there general qualities you want linked to your brand? (Once you understand how you wish your brand to be perceived, you can start to be much more strategic about your personal brand. This does not mean you cannot be human.)</p>
<p>4. What is your 'superpower'? What do you do better than anyone else?</p>

Start thinking of yourself as a brand

5. What do people frequently compliment you on or praise you for? What do other people see/experience when they meet you?

If you do not know, ask for feedforward (feedback that drives you forward).

6. What is it that you bring to others? What are your strengths? When/how/where do you add value to others/ the organisation, etc? What is it that your manager, employees, colleagues, friends and clients come to you for?

7. What energises or ignites you? What are your true passions?

Carefully reflect on your personal and leadership brand at regular intervals. Make sure you know what your brand promise is. Act and behave consistently with that promise. You may find it helpful to create your own tagline and to keep this in your mind at all times

to really *live* that promise. For example: *I'm a creative, open-minded leader. I'm a dependable, inclusive leader. I'm an empathetic and driven leader. I'm a strategic and innovative leader.* Act as if you are already there, as this is a great enabler to create the mindset you are after and the subsequent actions and behaviours.

Another consideration is whether you need to respectfully promote yourself, your brand. Typically, this is needed if your capabilities are currently unknown or you have a limited network. Keep in mind that self-promotion works really well only if it is done from a point of 'the value I bring to others' rather than enhancing yourself for the benefit of you.

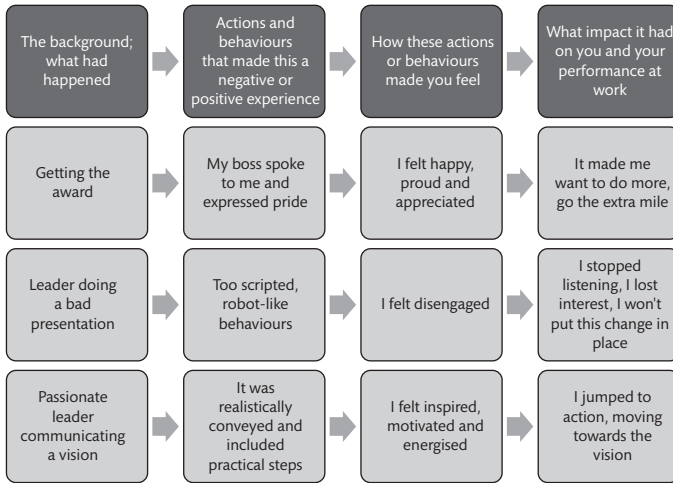
Think about your brand like this: whether you choose to pay attention to it or not, you have a brand and a reputation. You will have much greater and more positive impact if you take control of it and decide what you want to be known for – and then act and behave accordingly.

There is only one you – make your impact powerful through a strong, authentic and win–win-focused brand and reputation.

Voice of impact

Impact is the feeling and response we create in others.

Here are some examples linked to this chapter of how an action or behaviour impacts people's feelings and, therefore, how they respond at work. This is how impact sounds and feels. They clearly show that what we do has consequences, good or bad. This gives us a greater understanding that we have the ability to affect our outcomes every moment of every day. This is a big responsibility and, as a leader, it is magnified through the wide sphere of influence that comes with a leadership role.



More solutions: the role your own thoughts, feelings and behaviours play

When wanting to take control over your impact on employees, you first need to impact yourself.

What we think affects how we feel, and how we feel affects how we think.

You can actively replace thoughts and feelings that are counterproductive to positive impact.

It is estimated¹⁰ that a person experiences up to as many as 70,000 thoughts per day.

Many of those thoughts are habits that affect a person's mindset or outlook and, therefore, the impact they have on the world around them. It starts from within.

On the next page are some examples of negative thoughts, their impact on feelings and how they can be changed to new constructive thoughts to drive more effective impact behaviour.

Negative thought	Negative feeling	Ineffective behaviour	Constructive thought	Constructive feeling	Effective behaviour
This award ceremony is not so important	Apathy, lack of energy	Complacent, non-engaged communication	This award ceremony makes a real difference to people	Sense of importance, energy	Engaging and caring acknowledgement of employee's accomplishment
Why don't they get the vision? I've told them before!	Impatience, frustration	Get irritated with others when they ask for clarity around the vision again	I clearly need to communicate this vision more/differently as people are not yet on board – how can I make this more creative?	Curious and creative	Think carefully about how I position the vision with people in mind
I can't be myself at work	Feel constrained, incongruent	Behave impersonally and without passion	I'm able to be myself at work. People want to see the real person	Feel comfortable and at ease	I can talk openly and express myself. I can be passionate

Summary

Whether you are the CEO or a team leader, you get the work done through your trusted employees. You depend on them, and they depend on you to provide the leadership that makes it possible for them to do a great job.

Think of yourself as a great conductor of a philharmonic orchestra. By focusing on the impact you have on the orchestra (your employees), you are enabling them to perform for the benefit of the audience (customers and other stakeholders). You are enabling them to have a great impact on the audience. They deliver, you support.

Carefully think through what impact you want to have on them, how you want to make them feel. Focus on giving them that and let them get on with it. Your impact on employees is a big part of what your leadership needs to be about.

THE EFFECT ON CULTURE

As a leader, you are responsible for co-creating the culture; it goes with the territory of being a leader. Culture is 'the way things get done around here' and that starts with you. It happens minute by minute, leader by leader. Whatever you role model to employees will become the culture in your team and, therefore, also shape the organisation's culture. You are shaping it in every interaction and every behaviour you display. Now that is a big responsibility, so be wise about it. What culture are you creating in your employees? What's your impact? It starts with you.

Self-assessment

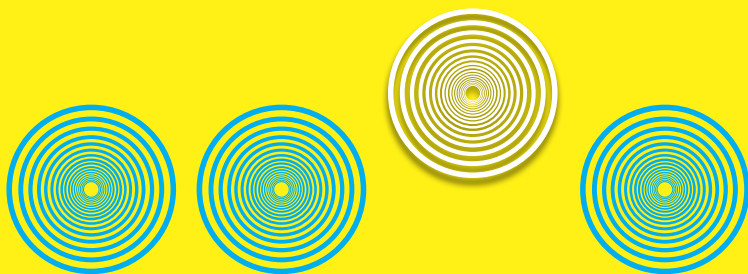
After you have implemented the solutions in this chapter, answer these questions again to see the progress you have made.

How would you rate your ability to create impact on employees in these areas?

	1	2	3	4	5
	Very poor	Poor	Just OK	Good	Excellent
Communicating and following through on vision with passion					
Treating people individually and valuing differences					
Getting teams to believe in themselves					
Being authentic at work which creates more positive results					
Managing your brand and reputation					

Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.

Sheryl Sandberg



'Impact is such an important topic but it's not really talked about. This book is about how impact starts from within.'

Tim Noble, Vice President, Global Head of Sales, ICE Data Services

Things move fast. As a leader, you need to create impact in each moment. But to succeed, you need to create the impact you **WANT** rather than relying on what you **HAVE**.

Creating impact is a positive, powerful and authentic way to demonstrate you're taking charge, to get more from your team and drive business results. *The Leader's Guide to Impact* will show you how to create impact that ensures you can connect with others in a respectful way, to create trust, get others to listen, influence effectively, drive results and much more. Most importantly, it will also show you how to do it in a way that supports your reputation and brand authentically.

Managing and creating impact is not a 'nice to have', it's a business necessity.

**FOCUS ON YOUR IMPACT NOW SO YOU CAN
DELIVER RESULTS**

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