

● impact

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A Leadership Magazine



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Best day of the year?



hello

Welcome to the December issue of **impact!**

We are coming to the end of 2020, hence we reflect this month on what to make of this unprecedented year, how to turn your detection ability on as a leader, why being proud is so important, and how powerful that first day of a new year is.

And the story this month is a leader's reflections following a successful team turnaround.

Please share your thoughts on the topics by connecting via www.2020visionleader.com.

Thanks.

We wish you happy holidays and a happy, new, better year!



Mandy Flint & Elisabet Vinberg Hearn





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2020 - A YEAR TO FORGET OR ONE TO REMEMBER?

What to make of this unprecedented year

BY MANDY FLINT & ELISABET VINBERG HEARN

It's been said many times and we'll say it again - it's been a tough year.

Most of us have never experienced anything like it in our lifetime. And we hope that we won't need to again.

But from even the most difficult times come insights, learning, hope, and gratitude for the kindness of other people.

And as we are coming to the end of 2020, things are thankfully also starting to look up with several vaccines on the horizon, which gives hope to a new beginning in 2021, with hope for stabilisation - physically, emotionally and financially.

So how should we look at 2020, now and when in the future we look back at it? Is it a year that we should just forget and put behind us?

Well, we would argue not. Here are some of our thoughts and observations.

We're all in this together

The pandemic has shown us how vulnerable we are to new viruses, how quickly they can spread and how difficult it's been to isolate (at least to start with) the virus and limit its spread. The world we live in is truly globalized, we are so interconnected across cities, regions, countries and continents. In a time when nationalization has gained support in places around the world, we are reminded that we need each other more than maybe ever before - we can't 'afford' to stand alone.

We need more collaboration, not less

This vulnerability shows how dependent we are on each other, it's not possible for one country to 'succeed' at this, while 'leaving others behind'.

The only way to solve global issues is together, with generosity in heart and mind. And the various vaccine development initiatives that are going on around the world is a great example of this. The fact that there are already 3 vaccines that are on the way, when we didn't even know about this virus a year ago, is pretty miraculous. Although, it's of course not a miracle at all, it's a shining example of what can be achieved when we really want to. The speed and efficiency of the development of vaccines have been made possible by limitless resources; the money, the people, the support and more. All barriers to progress have been removed, and the people involved have been able to move at a speed never seen before. Imagine what else we could do as a world if we really wanted to! Imagine what we can achieve together with focused intention.

...continued

"THE BEST VISION IS INSIGHT"

Malcolm S Forbes

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Dealing with greater complexity

The complexity of assessing impact of actions has taken center stage. There are so many factors to take into consideration when governments, organisations, schools and others need to decide a course of action. Do we close down to reduce spread and save lives? Do we keep open to secure jobs and livelihoods? It's not been that straightforward. Leaders have been challenged to grapple with dilemmas they haven't encountered previously and old models of assessment have not been enough. People will typically argue an action from their expertise and experience, but very few, if anyone, can assess the complete picture and gauge the short- and long-term impact of decisions. We have long argued that complexity management needs to be taught more, to leaders in all roles, all around the world, and this year has painfully highlighted that need. No one has ever led through this before so no one has all the answers, we need to find the answers and explore the path forward together.

Creativity is flourishing

New challenges need new solutions, and so much new thinking and innovation has taken place through the year.

Look for example at what organisations have done to reinvent their products or services, rethought how work can be done (e.g. work from home) and how to communicate with impact when not face to face, and much more. It's forced us all to break free from old ways of thinking and doing, and intentionally come up with new innovative strategies and tactics for business and beyond. A crisis often rallies people to come together in innovation. The question to ask ourselves now is – how do we maintain that innovative edge when things are back to some kind of (new) normal?

Communicate, communicate, communicate

Throughout this pandemic we have needed to communicate even more. Communication has always been important as a leader, keeping people involved and informed is always critical. However, throughout this year leaders have needed to be more intentional with communication. Also, what seems obvious normally is not necessarily so when we are working remotely. So, we need to make the implicit explicit and pay more attention to making the links.

So, as much as we look forward to the end of 2020, we also recognize that it's probably one of the most important years in recent history and so **our key insights are these:**

- We all need each other
- A crisis reminds us what really matters – and how important relationships are, both personal and professional
- It's OK to say that we're not OK and that we need support
- There's no limit to what we can do if we really set our mind to it, and work together
- No one is perfect; no one will get it 100% right, especially not when facing rapid change and disruption
- Strategic thinking and complexity management needs to come high up on the development agenda for leaders
- We can all reflect and then be more intentional with our leadership; how we connect, communicate and collaborate with others – this is the job now, more than ever. We can and should all step up and make a difference.

What have been your insights and what are your recommendations for making the most of what this 2020 has taught us?





IS YOUR LEADERSHIP RADAR ON?

With your radar on you can detect what's going on within and around

BY MANDY FLINT & ELISABET VINBERG HEARN

Just like a ship has a radar to detect what's going on around it, as a leader you need to have your radar on to notice what's happening in your inner world, within yourself, and the outer world of people and environments.

This can also be described as self-awareness and social awareness, which is at the core of Emotional Intelligence (EQ). All of this is critical to truly understand what impact you are having as a leader.

Your Internal Leadership Radar

When you switch on your internal Leadership Radar, you become aware of these things:

- how you feel
- what you're thinking
- our reactions
- what energises you
- what stresses you
- what your values are
- what motivates you

If you for example haven't picked up that you're feeling stressed or frustrated, you are not able to adjust your behaviour to the situation you are in and may have a negative impact on your surroundings.

If on the other hand, you become more aware of what's going on inside you, you can take greater control of your state of mind and how that reflects outwards. By taking control of your own thoughts, feelings, actions and behaviours, your impact on others can become what you want it to be. Do you want your impact, as a leader, to be inspiring, energising, thought-provoking, collaborative, enlightening, daring, different? Whatever impact you're going for, engage and take control of your inner world first.

Your External Leadership Radar

To switch on your external Leadership Radar, you need to observe, listen and explore the world around you to better understand the environment, situations, people, moods, interests and political/social landscape. It's about tuning into the world around you. Your leadership radar needs to be operational all the time.

What's on your external leadership radar? What's going on around you? What do you need to be aware of?

Once your radar is on, you need to understand the system you're in. When it comes to system thinking, there are two main systems to consider, the internal system of the organisation and the external system, which is everything outside the organisation that touches it in some way. We would also add the "inner system" of yourself. These three systems when interlinked, show the complete picture of your ripple effect as a leader. By understanding each of them, you can consciously choose how to behave, act and communicate to influence and achieve the strategic aim of the organisation. You become more *intentional* about the impact you want to have.

With your radar on, the ripple effect you create is more effective

Impact happens on a one to one basis, with individuals, and on a one to many basis, with teams and groups.

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Negative impact may for example be as simple as checking emails on your phone when in a one to one situation.

How do you think that makes the other person feel? What impact are you having on them? Will they want to go that extra mile for you? And who are they meeting next and how may they now affect that person?

Equally, if you're presenting to a room full of people, handing out awards and getting the recipients names wrong, your personal brand will be negatively affected. People may feel that they are not important enough to be remembered, or assume that you didn't care enough to pay attention to the details.

And people tend to remember those situations, so you will now have to work harder to reclaim some lost credibility and achieve the impact you want.

Positive impact can be as simple as saying thanks to someone who helped. It doesn't matter how small or large, just taking the time to stop and say thanks can have a huge impact on people. In the busy world that we live in we can easily forget this important and impactful effort.

What's on your leadership radar? Is it switched on so that you fully understand what's going on around you and how you need to lead and respond to create long-term, sustainable results?

Given the current times of pandemic, with uncertainty and so much virtual interaction with so many people working from home, your radar needs to be more switched on than normal to really understand what's going on - with you and the world around.

- What are people thinking and feeling?
- What are their concerns?
- What do they need?

You have a strategy for your business, why not also have a strategy for your own impact, especially now. A strategy gives you vision and direction, keeps you focused and increases your rate of success.

So turn your leadership radar on and make that strategy a reality.

"YOU HAVE A STRATEGY FOR YOUR BUSINESS, WHY NOT ALSO HAVE A STRATEGY FOR YOUR IMPACT"

Mandy Flint & Elisabet Vinberg Hearn



BE PROUD

Five ways to show those around you how proud you are of them

BY MANDY FLINT & ELISABET VINBERG HEARN

The end of a year is often about reflection, learning and gratitude.

There are typically celebrations, office Christmas parties and maybe holiday gifts that get exchanged.

This year is of course different - celebrations as usual are largely not possible.

But there is still so much we can do to wrap up the year with an attitude of gratitude and pride for all the people we work with and who have made a difference to our year.

Here are 5 ways to show those you work with how proud you are of them.

1. Be interested

Take regular interest in what others do and give specific feedback. Rather than just saying "you did a great job", highlight the specifics of the action/behaviour and what that led to including what the impact on others was.

2. Express gratitude

Say thank you and explain what their action/behaviour meant to you personally and how it made your situation better/easier. Tell them how it made you and others feel.

3. Turn up the volume on you seeing the strengths in others

Recognise each person's talents and strengths, and how they are unique to that person. No one can be best at everything and everyone is best at something. Look for those strengths in people and draw out more of them. A Gallup study of 70,000 leaders showed that the most successful leaders were those who could see what each person was best at and then focus more on that than any 'weaknesses'.

4. Let others shine

Take a step back and let others shine. Let the world know what your team and/or specific contributors have worked on and achieved.

Share success stories with your peers, your boss or other key stakeholders.

Seek out people you wouldn't normally think of too, so look to a broader stakeholder group and see out how you can make them shine. In fact, make it a goal or a focus to make someone else shine.

5. Express pride

Find something to be proud about and say it. "I am so proud..." is such a powerful and positively emotive sentence. Just imagine how it makes people feel. Maybe remember when someone expressed their pride for you. Pride is often felt, but not always expressed. Don't hold back - share it.

Why all this matter so much

And when people feel seen, heard and appreciated there are no limits to what they can achieve. It's a massive win-win. Pride breeds pride. Make pride contagious.

"I'VE LEARNED THAT PEOPLE WILL FORGET WHAT YOU SAID, PEOPLE WILL FORGET WHAT YOU DID, BUT PEOPLE WILL NEVER FORGET HOW YOU MADE THEM FEEL."

Maya Angelou



A STORY: STEPHEN'S JOURNAL

A short story about getting those results
you've worked so hard for

BY MANDY FLINT & ELISABET VINBERG HEARN

This story is from our first leadership book, 'The Team Formula; A Leadership Tale of a Team who found their Way', written in a story format. It takes place in the world of international business where, as a result of an acquisition, two companies merge creating a team: A team struggling with conflicts and dishonesty, but also showing glimpses of loyalty and hope. Stephen, the team's leader, is challenged to get them working together.

Wow! I think we've done it!

No, correction, I KNOW we've done it, with emphasis on WE because it really has been a team effort. I hadn't previously thought about how much a successful team is lead from within the team, not just by the leader. A leader can only be the guide, the facilitator of that process. A leader can never do it alone if he/she wants a team of people who are fully engaged and intrinsically motivated. And we are now officially a team, and not just that, but a team with a mission, fully aligned and dedicated. Thank you!

I'm strangely tired and adrenaline pumped at the same time. I wonder if I'll be able to sleep. It's 1am already and I'm still buzzing.

I wish Alice had been awake so that I could talk to her about this. She definitely has a part in this success. But it's OK, it can wait until tomorrow. Tomorrow is going to be a good day. I will need to talk to Gerry too and let him know that he was right, the process worked.

My only slight question mark is Samuel, still, as usual. Is he really with us? I'm still not 100% sure and I should be by now.

I will give him the benefit of the doubt. I'll give him the chance to prove that he's following our agreements from this transforming event. If he doesn't, I will take care of it, resolutely, swiftly. Laura's question about what the team would be like without Samuel has made me acutely aware of his impact on the team and our results. I cannot let him continue to have that impact. He needs to prove himself now and he needs to do it immediately. I think he has moved though, he was definitely different towards the end. I think it got to him.

I am so proud of the other team members too. Christine really opened up and said some things I did not expect. Anna totally demonstrated her support and got some great feedback on how she had a big influence on the team. I was really happy with JR, he realised just how much we all need each other to be successful in our own rights. Sophia threw herself into this task and she is definitely more involved. Everyone is different and contributes in their special way. I feel lucky now that I have such a diverse team, I really appreciate it. I am so pleased. I know I demonstrated my leadership by being vulnerable; it earned a level of respect and built more trust, which is what Laura said it is all about.

I have experienced the Team Formula, that's for sure!

"FIND A GROUP OF PEOPLE WHO CHALLENGE AND INSPIRE YOU, SPEND A LOT OF TIME WITH THEM, AND IT WILL CHANGE YOUR LIFE."

Amy Poehler



ANALYSIS

In the story Stephen starts journaling his journey of building his new team and overcome their shared hurdles, and the journal entry above is one of those moments where we get to experience what is going on for him as a leader.

The journaling provided him regular time for reflection and learning, and also the opportunity to get some frustration out at times, which is important to do too, in a safe and private way. If as a leader you harbour feelings of fear, frustration and even anger, you need to find a way to manage those emotions and not let them dictate your behaviours and reactions.

Without giving the bigger story of their journey away, this journal entry gives a look-in on Stephen's excitement of having turned a difficult situation around and his pride in his team members and how they have stepped up to the plate by taking responsibility for the team results, individually and as a team.

Stephen's reflection on Samuel, the person whose commitment he is still slightly unsure about, is a reminder that building and maintaining a strong team is continuous work in progress. It needs to be part of a leader's daily agenda, removing barriers for collaboration and inspiring team members to want to support each other and own the shared purpose and goals. It's also an example of how toxic behaviours within a team are corrosive and can't be left to fester, but must be addressed to honour the agreements made by the team on how to behave and work together.

How did the story end? Read on in "The Team Formula"!

This story is an excerpt from "The Team Formula: A Leadership Tale of a Team who found their Way", MX Publishing 2013

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WHY WE LOVE NEW YEAR'S DAY

The power of a clean, fresh start and a recharge

BY MANDY FLINT & ELISABET VINBERG HEARN

It's not just because of the opportunity for a lie-in, or the not-so-fashionable all-day pyjama fashion, video gaming, watching good films, pigging out on chocolate, or taking a long walk – although all that is of course good too!

No, the main reason we love New Year's Day is that it has a great sense of clean, fresh start about it. Somehow the start of a new calendar year makes us realise that we can start something; something we've put off, something that's important to us, something we really want. We can wipe the slate clean, change something, find the energy to turn things around, we can start afresh.

This isn't about "New Year's resolutions" though. They can have a tendency to become a threat and a slow or fast journey to failure (as we somehow know, or have even decided, that most New Year's resolutions fail). They could work though – if we called them something different or if we used them differently – as a great possibility, as an encouragement, as a carrot and a lever.

Although this is not about resolutions, let us instead get back to the magic of New Year's Day.

You could argue that the problem with *all* other days is that it's not New Year's Day; that they don't give us that same sense of hope and opportunity that 1 January brings. But we all have the power to change that. We can choose to make every day New Year's Day!

In reality, every day is a fresh, clean start – if we choose to look at it that way. It's never too late or too early to act on our dreams, our aspirations, our interests, our passions.

Take this day with you throughout the year. Make every day New Year's Day; keep the clear outlook, the hope and the drive. Learn from yesterday, take from it what you can; learning, insights, results – and move forward with curiosity and joy. Anything can happen – and often does. What do you want to happen? And how will you make it happen?

When 1 January comes around, we will start by treating ourselves to a leisurely day with our respective families, full of gratitude and relaxation, and opportunities to recharge.

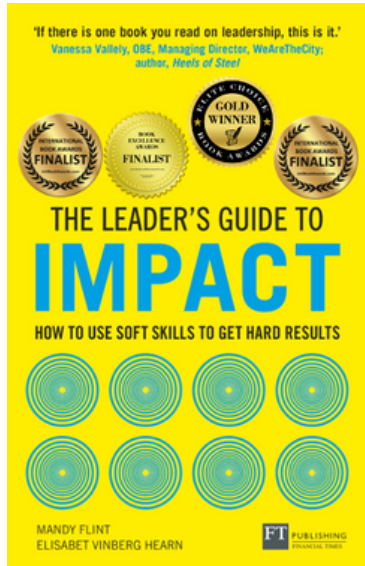
Yes, we will start New Year's Day with the evergreen insight that to achieve anything, you need to take time to take care of yourself too. Too many people are just busy running, running, running; trying to do everything. And it's not a very effective use of time and resources.

Think about it this way: When you fly, the cabin crew will say something like: "In the unlikely event of the cabin pressure dropping, oxygen masks will appear. Before helping anyone else, please secure your own mask".

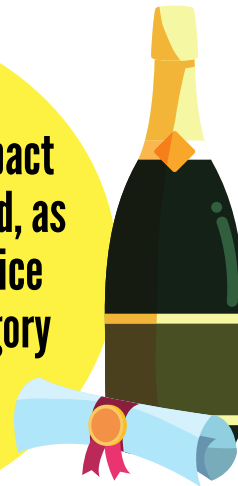
And in these simple little instructions lies great wisdom – whatever we want to achieve personally and professionally – we need to look after ourselves, to recharge and refuel, so that we have something to give. We're no use to anyone else if we have simply passed out (from lack of oxygen, energy or steam). So it's a metaphorical oxygen mask on for us. Go ahead, you do it too!

Here's to a great new year!

CHECK OUT OUR AWARD-WINNING BOOKS ON LEADERSHIP

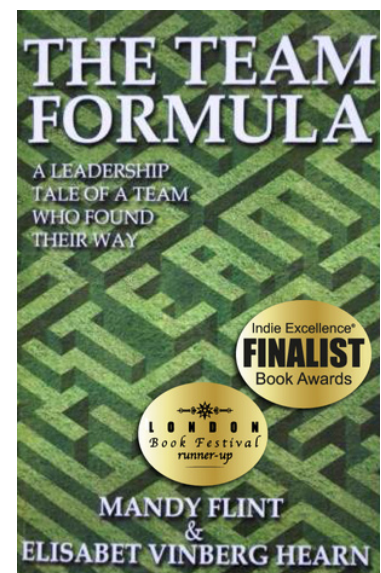
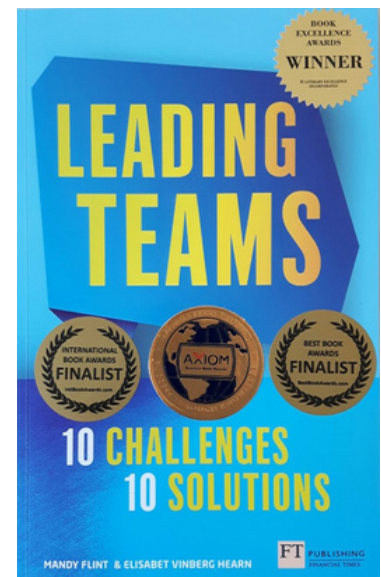


The Leader's Guide to Impact has received it's 4th award, as a Winner in the Elite Choice Awards, Leadership Category
Read the judge's feedback below



Judge's feedback:

Authors, Mandy Flint and Elisabet Vinberg Hearn, have delivered a truly impactful and transformative guide to leadership. With guidance, self assessments and actionable solutions and tools, they have outlined a simple yet powerful process readers can use to create impact in a lasting and authentic way. This book is a must read for those looking to become 21st century leaders who can adapt and effectively improve the way they work and connect with others.





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