

● impact

June/July 2022 | Issue 18

A Leadership Magazine

SOCIAL HEALTH

4 ways to improve it

TROUBLE-FREE TEAMS

10 proven tips

DON'T CONFUSE

Jargon and suitcase words

IMPACT CREATOR

5 steps to impact creation

A STORY

About precious time

IMPACT HACK #12

Reflection time



hello

Welcome to the June/July issue of IMPACT!

This time we focus on the organisational social health, 10 tips for trouble-free teamwork, the benefits and dangers of jargon and suitcase words, and our 5-step Impact Strategy Creator™.

And there's a story about a person who is a "time thief" at work.

The IMPACT HACK this time is all focused on taking time for reflection.

Enjoy the read, thanks for reading!

Mandy & Elisabet

Mandy Flint & Elisabet Vinberg Hearn

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WHAT'S YOUR ORGANISATION'S SOCIAL HEALTH LIKE?

4 practical ways to improve social health at work

BY MANDY FLINT & ELISABET VINBERG HEARN

Health is important for us all, at work and in life as a whole.

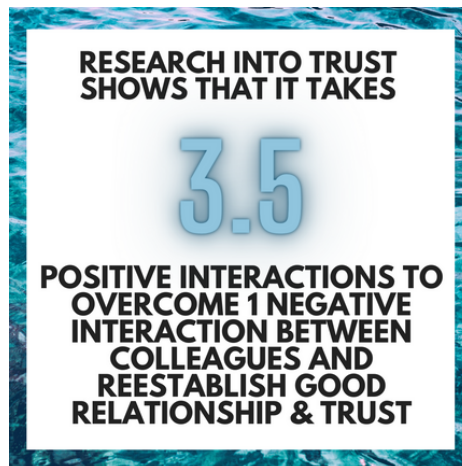
We often think and talk about it as physical health and mental health. But what about social health? This could be described as team health, collaborative health, connectedness health, belonging health, networking health - basically anything that talks about the health that our social interactions (or lack thereof) create.

People spend so much time in a work environment, whether in person or online, that work becomes a major health factor for everyone. How people engage with each other - or not - becomes a driver of social health, which impacts both physical and mental health.

The workplace is a CULTURE SPACE.

Work isn't just the tasks we perform, how many calls we take, how many deals we close, how many meetings we participate in or run.

No, work is of course all the connections in between people, the glue that is needed to make the whole greater and more valuable than the sum of its parts.



And to be successful into the future, we need to make the most of those connections so that people can work together to solve the challenges here and now and in the future.

THE IMPACT OF POOR SOCIAL HEALTH AT WORK

Here are just some of the reasons why poor social health is so bad for both people and the organisations they work for.

- When relationships between people are poor it causes stress and therefore limits the brain's capacity to think creatively and collaboratively, further damaging relationships and collaboration.
- Research into trust shows that it takes 3.5 positive interactions to overcome one negative interaction between colleagues and reestablish good relationship and trust.

....continued

HEALTH IS A STATE OF COMPLETE PHYSICAL, MENTAL AND SOCIAL WELL-BEING, AND NOT MERELY THE ABSENCE OF DISEASE OR INFIRMITY

World Health Organisation

impact | jun/jul 2022

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- The organisation's brand and reputation can be damaged by poor collaboration as things take longer and mixed communication can negatively impact customers and other stakeholders.

Yes, good social health is a must.

So let's look at 4 practical ways to promote and positively impact social health at work.

BE AWARE OF YOUR IMPACT

How do you show up in meetings? Are you friendly, constructive, inclusive, constructively challenging, a good listener? What ripples out from you? Do you make people want to collaborate with you? Do you help people feel safe and supported in your company?

THINK OF YOUR COLLEAGUES AS CUSTOMERS

Be as kind and helpful to your colleagues as you would be to a customer/client. Think about how you can be of service to them, how you can add value to them, how you can go that extra mile to help them be successful. And notice how your interpersonal relations strengthen and how you can do an even better job.

TAKE TIME TO TALK

Work isn't just the tasks we do, we need to value and maintain the relationships with those we work with, those who depend on us and whom we depend on. Take a moment to call a colleague to just check how they are, just have a chat. Listen well and authentically.

The investment in the time that it takes to talk is paid back in no time when it comes to the smoothness in interaction. And don't just talk to your 'favourites', the ones you get on with the most - make the effort to reach out to those you maybe don't talk to as much.

BUILD YOUR NETWORK

And in that same vein, actively build your network. Think about who you can connect with for creative exchange, to learn from each other, to support and challenge each other. Seek out people who are different to you - think about things like gender, culture, age, education, experience, preferences, personality and strengths. And notice how you not just build more and better relationships, but you also supercharge your learning and insights.

"TO BE KIND IS MORE IMPORTANT THAN TO BE RIGHT. MANY TIMES WHAT PEOPLE NEED IS NOT A BRILLIANT MIND THAT SPEAKS BUT A SPECIAL HEART THAT LISTENS."

Unknown author



TEN TIPS FOR TROUBLE-FREE TEAMWORK

Make those working hours productive
and trouble-free

BY MANDY FLINT & ELISABET VINBERG HEARN

On average, we spend 37 hours a week at work (whether we work from home or from a physical workplace, or a combination of the two), which means that most of us spend more time with our colleagues than with our family and friends. And the increasingly popular hybrid work setup can accentuate some of the common team problems that are out there.

So if things aren't amicable with the people we work with, or our teams don't function efficiently, those 37 hours are going to be painful indeed.

We have identified 10 common problems which teams often encounter. So be proactive. Whichever of these you face, address them to ensure your team is as successful as it can be.

LACK OF TRUST

Trust is crucial to teamwork, and it is hard to trust someone you don't know. Team members must spend time together and get to know each other if there is to be a sense of cohesion. Because if there is no trust, the team can never be high-performing nor enticing to be part of.

CONFLICT AND TENSION

Conflict, a difference of opinion, can be healthy, and if carefully managed, can trigger useful debates. Different opinions are no bad thing. It's how we handle them that makes a difference. We can look for the creative power in the different views and use it to find better solutions.

NOT SHARING INFORMATION

Knowledge is not power, until it is shared. Effective teams share regularly and generously for the benefit of everyone. This allows the whole team's capabilities to grow and gives the team more power. Generous sharing is a must in a team - be smarter together by pooling all your knowledge, skills, experience and insights.

LOW EMPLOYEE ENGAGEMENT

According to Gallup, less than 20 per cent of people are fully engaged at work. This is a massive waste of resources, and of employees' time. The key to engagement is keeping people involved. When involved, it is impossible to stay detached and disengaged.

...continued

"THE WAY A TEAM PLAYS AS A WHOLE DETERMINES ITS SUCCESS. YOU MAY HAVE THE GREATEST BUNCH OF INDIVIDUAL STARS IN THE WORLD, BUT IF THEY DON'T PLAY TOGETHER, THE CLUB WON'T BE WORTH A DIME."

Babe Ruth

LACK OF TRANSPARENCY

Transparency is becoming the expected norm in business. Stakeholders want to know and understand how the organisation is run and that it keeps its promises. The same goes for teams; apart from transparency within the team there's also a need to be transparent in relationship to other teams and partners, to build trust and deliver results.

LACK OF LONG-TERM THINKING

Long-term success requires long-term thinking. Businesses have to look beyond the urgent, take a holistic view, and see how all the parts fit together. In teams it's about considering the impact of actions and behaviours – on each other, customers and financial results.

NEGATIVE PERCEPTIONS

Every team has a brand and reputation. A large part of that is driven by how well the team delivers on expectations and promises. Everyone needs to take responsibility for their role in creating the perception of the team. This includes both what is delivered and how it is done.

NOT MANAGING CHANGE WELL

Change is inevitable. All organisations go through change continuously. But it slows people down and creates uncertainty. Be proactive about how the change is handled; talk about it in a constructive way, get clarification, find solutions to make the change work.

SILO WORKING

Silo working is a reality for many teams. Working together in earnest is making the most of the fact that you are a team. Honour your time and efforts by seeing yourself as a full time member of the team, not just an individual contributor. Look out for each other and help each other succeed.

DIFFERENT DIRECTIONS

Unless your team is all going in the same direction, you are effectively pulling the potential of the team apart. To walk in the same direction, spend time clarifying what you are contributing to (vision) and why (purpose). Keep in mind that visions need to be compelling, and purposes meaningful.

"THERE IS NO BEAUTY WITHOUT TRUTH AND THERE IS NO TRUTH WITHOUT TRANSPARENCY."

Carry Somers



DON'T CONFUSE!

Why jargon and suitcase words need to be used with care

BY MANDY FLINT & ELISABET VINBERG HEARN

Words matter. A lot.

And it's important to communicate in such a way that we can reach and connect with other people, right? Of course. We all want to be understood the way we intended.

And yet, we can so easily misunderstand each other, as we all interpret words, sentences and even situations differently. We all have different lenses through which we observe and make sense of the world. And those lenses are made up by our unique experience; the challenges and opportunities we've faced, the insights we've had, the people we've met.

Organisational jargon, abbreviations and acronyms may work fine if it is all internal communication and the jargon is shared.

But as soon as it leaks outside of the internal understanding, it's so easy to exclude and alienate those who are not part of the cultural lingo.

Yes, in a highly interconnected world, our ability to communicate with others is definitely one to focus on and keep developing, to ensure we are truly understood the way we intended to, regardless the audience.

THE CHALLENGE WITH 'SUITCASE WORDS'

'Suitcase words' can be a great communicative tool, as they can include and convey so much, but that's also the reason why they should be used with care.

They are BIG words that could contain/mean all sorts of things – they don't just have one clear meaning.

They are like a suitcase that can be filled up with a myriad of items.

Here are a few examples:

- Leadership
- Intelligence
- Digital
- Value
- Right
- Wrong

If you look at those words, can you straight away say what they mean through a crisp, clear definition? Probably not. And even if you think you could, would those definitions match everyone else's? Definitely not. If you also add international interactions and cultural differences into the mix, it becomes even more obvious that definitions and interpretations will vary.

....continued

"NO MATTER WHAT ANYBODY TELLS YOU, WORDS AND IDEAS CAN CHANGE THE WORLD."

John Keating

And we can see that they may also be part of our internal jargon, with our unique interpretation and use of those words.

And yet we often use these words expecting them to make sense to others. So, next time you use a 'suitcase word', think through what it means to you and what it is you want to convey to others. Your idea of "right" and "wrong" could be completely different to the other person's, for example.

THE POWER OF 'SUITCASE WORDS'

There are also times when 'suitcase words' can be very powerful and useful. When you don't want to give someone all the answers, but want them to explore a subject further, using their own creativity and interpretation, then these words are great on their own, without further definition. They can ignite excellent dialogues and new insights.

One such example which we recently observed was when a team wanted to think about ways they could bring real value to the company, so they decided to brainstorm what value could mean beyond what they were already doing.

Here are just a few of the ways they identified they could bring more value:

- Ask their stakeholders what their needs are – and what value means to them
- Be proactive in sharing knowledge and ideas
- Be active participants in conference calls and meetings

- Review work practices to identify overlaps and unnecessary rework

And by going through that process of 'suitcase word' exploration, they were able to go beyond assumptions of what value was and benefit from the collective intelligence of the whole team to add more value than before.

What are your thoughts on jargon and 'suitcase words'? How much do you use them? When is it helpful and when not? And do you have a favourite 'suitcase word' – and if so, what does it mean to you? And what does it mean to those you communicate that suitcase word to? Could you be at risk of being misunderstood?

“THERE IS NO COMMUNICATION THAT IS SO SIMPLE THAT IT CANNOT BE MISUNDERSTOOD.”

Luigina Sgarro



OUR 5-STEP IMPACT STRATEGY CREATOR™

5 proven steps for impact

BY MANDY FLINT & ELISABET VINBERG HEARN

Going into the future, our ability to have great impact is becoming more and more important. We all need to think about our effect on others and what effect we want to have.

How we operate rather than simply what we do is becoming more and more critical to success.

It's all about how we impact people, the business and the world around us.

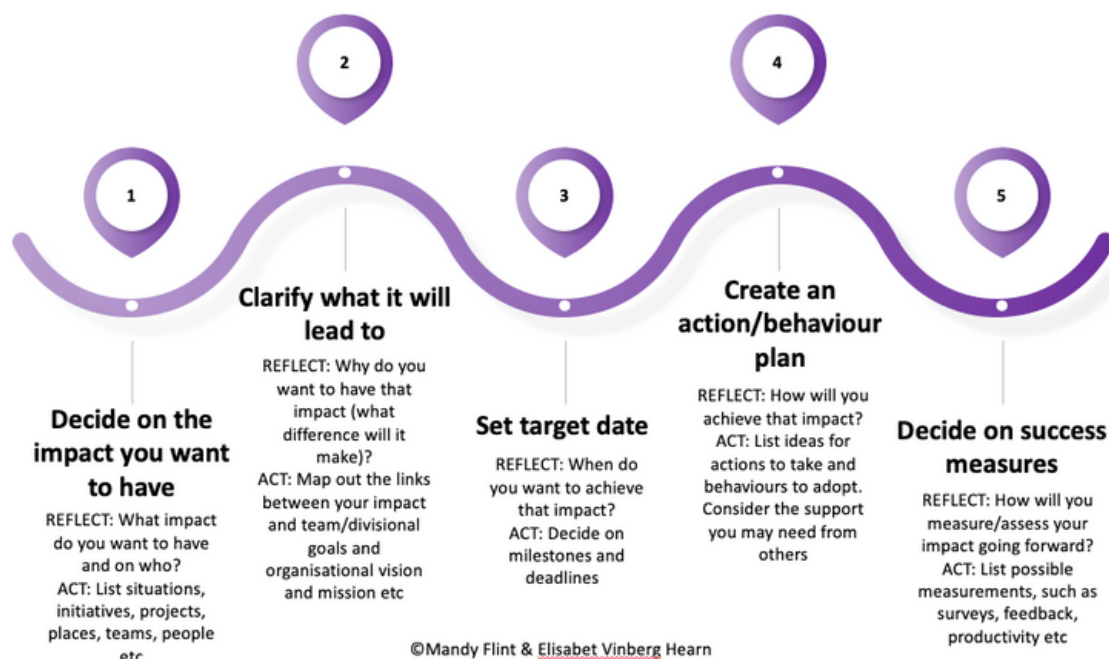
In fact, it is fast becoming the differentiating factor for successful executives, leaders and organisations overall, something that we observe every day in our work.

And considering that leaders are increasingly connected 24/7 through social media, you are always on stage so the need to manage your impact is crucial.

By actively CREATING THE IMPACT they want, leaders are demonstrating they are more in charge of and can better predict the outcomes they get.

The 5-Step Impact Creator™

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We all need to manage our personal impact, and the effect our impact has on all our stakeholders, both in the short- and the long-term.

Are you ready to create your Impact Strategy?

Great, then use our 5-Step Impact Strategy Creator™ to get you started!

Step 1: Decide on the impact you want to have

- REFLECT: What impact do you want to have and on who?
- ACT: List situations, initiatives, projects, places, teams, people etc

Step 2: Clarify what it will lead to

- REFLECT: Why do you want to have that impact (what difference will it make)?
- ACT: Map out the links between your impact and team/divisional goals and organisational vision and mission etc

Step 3: Set target date

- REFLECT: When do you want to achieve that impact?
- ACT: Decide on milestones and deadlines

Step 4: Create an action/behaviour plan

- REFLECT: How will you achieve that impact?
- ACT: List ideas for actions to take and behaviours to adopt. Consider the support you may need from others

Step 5: Decide on success measures

- REFLECT: How will you measure/assess your impact going forward?
- ACT: List possible measurements, such as surveys, feedback, productivity etc

"THE ONLY DIFFERENCE BETWEEN SUCCESS AND FAILURE IS THE ABILITY TO TAKE ACTION."

Alexander Graham Bell





A STORY: THE TIME THIEF

About being careful with others' time

BY MANDY FLINT & ELISABET VINBERG HEARN

Sophia, a senior leader and member of the board, was on a business trip on the east coast of the US. She was up early, as she often needed to be when travelling to be able to catch up with the office back in Europe. It was 5 am in the morning and she was all prepared and waiting for a call.

The company's HR leader in Europe was calling to ask for feedback on a member of Sophia's team. Sophia only had 30 minutes available in her day for calls and this was it.

The phone beeped at the exact time of 5 am. She nodded appreciatively to the punctuality. Sophia answered and got straight into the dialogue about the person in question.

"The challenge is that he is a "time stealer" Sophia explained to her colleague.

"Time stealer? What do you mean? Can you tell me more?" said the eager HR leader.

Sophia explained:

"Let me give you an example. If I ask him a question he takes a long time to answer it as he explains things over and over again. And it's really not necessary. I like talking to him, of course, but he takes up too much of my time, effectively he 'steals' my time - time that I simply haven't got. This is frustrating and stressful and not a good use of time for either one of us."

Sophia paused and continued:

"Whereas, right now, I know you are going to be concise with me and to the point. I really appreciate this as that means you will probably give me back 10 precious minutes of my day by finishing this call early. So you are a good example of someone who is not stealing my time and therefore making my life a bit easier and more productive. You're a time giver instead of a time stealer. So, thank you."

"THE KEY IS IN NOT SPENDING TIME, BUT IN INVESTING IT."

Stephen R. Covey.

This story is a rewritten excerpt from
"The Leader's Guide to Impact", FT Publishing 2019



ANALYSIS

In this short story, Sophia, as a busy senior leader and board member, depends on people being concise and to the point, as she rarely has much time to spare. When she gets to 'keep' her time, she is able to complete her goals for the day.

When Sophia suggests that the HR leader is a 'time giver', she influences them by saying this call will likely end early, and so it will. It is a clever influencing technique, the suggestion creates a wish to meet that expectation in her counterpart.

We can probably all be time stealers at time, and 'time stealers' can be fun to talk to, but let's read the signs and recognise when it's a good time and when it's no. It may for example be more appropriate and welcome to chat a bit more when someone isn't on a back-to-back business trip, whilst it might suit better to chat when they for example are in the car, commuting and having that extra time to spare.

Food for thought - when might you be a 'time stealer' or a 'time giver'? This can be particularly relevant to think about in the hybrid world, where we are not all in the same place, we may not know someone's circumstances and how they have planned their working day. Asking if someone has time to chat is always a good start.

"YOU CAN'T MAKE UP FOR LOST TIME. YOU CAN ONLY DO BETTER IN THE FUTURE."

Ashley Ormon



IMPACT HACK #12 REFLECTION TIME

**5 proven hacks
for dialling up
your impact by taking
reflection time**

**BY MANDY FLINT &
ELISABET VINBERG HEARN**

Don't just run, run, run - it's so easy to be busy, but when you stop and reflect you can gather insights that allow you to find smarter solutions and better results.

Here are 5 proven impact hacks to consider when carving out reflection time.

SCHEDULE IT

Set time aside every week for reflection.
5 minutes, 10 minutes, 15 minutes -
something is always better than nothing.
And don't cancel on yourself.

WRITE DOWN INSIGHTS

Capture your ideas and insights. Ideas
can be fleeting and all of a sudden be
gone again as you return to the delivery
part of your job. Don't lose those precious
nuggets of insight.

WELCOME LEARNING

Taking time for reflection is part of the
job, as is the pursuit of continuous
learning. There is always learning to be
had, go into your reflection time with that
mindset. Expect learning.

GO FOR A WALK

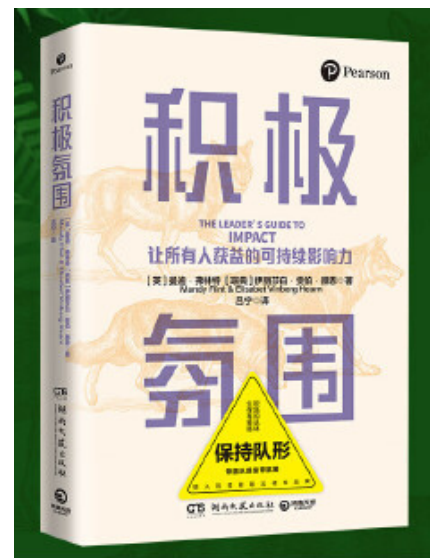
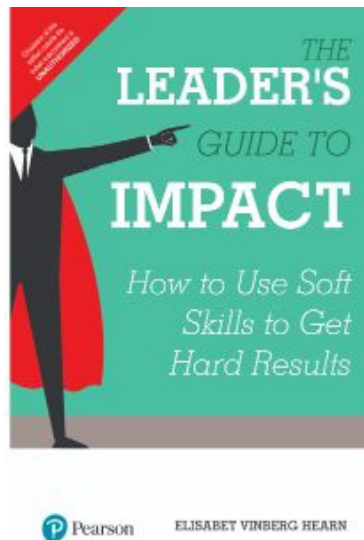
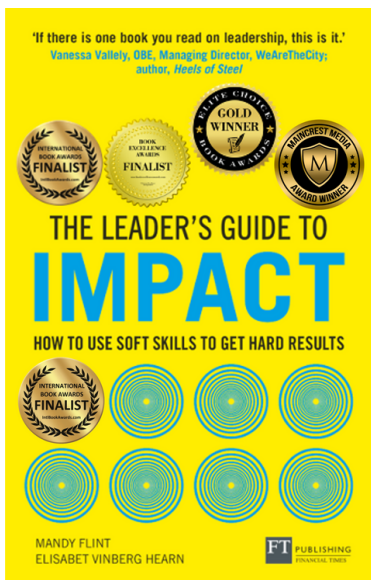
Physical movement is great for thinking.
When we walk (or engage in any other
exercise), the heart beats faster
increasing the blood flow to all the body's
organs, including the brain, igniting
thinking - et voilà! And as walking doesn't
require much thinking, this also allows the
thoughts to flow freely.

CHANGE LOCATION

Go work for an hour or a day in a coffee
shop, do reflection time from there. Make
the most of a different environment,
actively look for the opportunities for
inspiration and fresh new perspectives.

CHECK OUT OUR AWARD-WINNING BOOKS ON LEADERSHIP IMPACT

**3 books, 11 awards, 7 covers, 4 languages:
English, Spanish, Vietnamese, Chinese**



*The Leader's Guide to Impact
India edition*

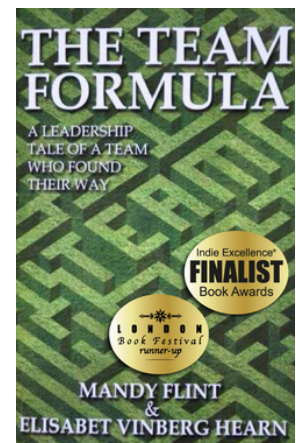
*The Leader's Guide to Impact
China edition*



*Leading Teams
Vietnam edition*



*Leading Teams
Mexico edition*



“WHERE IS HUMAN NATURE SO WEAK AS IN THE BOOKSTORE?”

Henry Ward Beecher



impact a leadership magazine

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