

● impact

Aug/Sep 2022 | Issue 19

A Leadership Magazine

LEADERSHIP CRISIS

Who wants to be a leader?

YOUR REPUTATION

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GAME OF THRONES

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3 simple steps

A STORY

About leadership growth

IMPACT HACK #13

Respect



hello

Welcome to the August/September issue of IMPACT!

This time we focus on a crisis in leadership, team reputation, and 3 steps to mastering great relationships. And just in time for the release of Game of Throne prequel 'House of the Dragon' we share some leadership lessons from Game of Thrones.

And there's a story about leadership growth and how much we can learn from others.

The IMPACT HACK this time is all focused on showing respect.

And we are proud to share that 'Leading Teams 10 Challenges 10 Solutions' has recently been released in Chinese - [buy it here!](#)



Enjoy the read, thanks for reading!

Mandy & Elisabet

Mandy Flint & Elisabet Vinberg Hearn

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THE BIG LEADERSHIP CRISIS

Why don't younger generations want to be leaders?

NO THANKS



BY MANDY FLINT & ELISABET VINBERG HEARN

There's a worrying trend that fewer and fewer of those now starting their careers are interested in becoming leaders. And we can sympathise with that.

There can be a number of reasons why younger generations don't want to take on leadership roles. Some of the reasons we frequently hear about are:

- Being a leader is more stressful
- Being a leader can be lonely - 'we'd rather be part of a collaborative team'
- Being a leader means poor work/life balance as you have to give up a big chunk of your private life if you want to have a career and be a leader
- Levels of psychological safety is low, so taking risks is discouraged

In fact, we are sometimes amazed that there are people out there who want to be leaders at all. It's not necessarily an easy job. The expectations on a leader are high; being skilled in multiple areas is a must.

And still, that's how it should be. As a leader you have a direct impact on how engaged your employees are, how much of their creative, forward-looking self they bring to work. And engaged, committed, energised employees is the key to a profitable, healthy and sustainable company.

And at the same time, it's also OK to challenge the perceived ideas about how leadership needs to be (see the bullets to the left). Leadership needs to continuously evolve.

It's possible to set new parameters for leadership so that it is an attractive role to take on. And at the same time, the expectations on leaders should be high, because that's how important leaders are. If you're a leader, you need to see (and on some level understand) each person, be aware of the uniqueness of each person and make sure those unique qualities are maximised and utilised.

This requires emotional and social intelligence, which are concepts that have still not been given enough importance in leadership so far.

But it's time now. And it's becoming more and more important. The speed of change is fast and the ability to go beyond "policies and procedures" is a big aspect of what leaders that want to thrive into the future need to excel at.

...continued

"IF A WINDOW OF OPPORTUNITY APPEARS, DON'T PULL DOWN THE SHADE."

Tom Peters

So take the time to be a leader. Don't be so busy with meetings and calls and emails that you no longer have the time to spend with your team members.

Listen to what they have to say, take a genuine interest in them, make sure they have what they need to do a good job, laugh, encourage, allow for mistakes and learnings, give feedback, help them develop, communicate, encourage open discussions and respectful challenging, encourage teamwork.....

Yes, the list is long – therein lies the leader's biggest challenge, getting the focus right.

So if it feels like too much, then at least do this – see and hear each person, make them feel important. You have everything to gain from this – and you will.

And stop believing that you, the leader, have to have all the answers – no-one does. That's not what leadership is about. Leadership is about being able to ask questions, listen, explore and innovate – together with others – so that answers can be found. It's about facilitating engagement and collaboration, it's about inspiring people by seeing them, believing in them and helping them be the best they can be.

So no, it's not impossible to be a good leader – it does take time and interest though. And it's a rewarding investment. There's nothing quite like the feeling of making it possible for others to do a great job - bringing people together, building a collaborative team - succeeding together.

It's bigger than personal satisfaction, it's the realisation that you are making a real difference.

We hope you decide to take the time to be a leader – the future needs you. Be a leader.

"BEFORE YOU ARE A LEADER, SUCCESS IS ALL ABOUT GROWING YOURSELF. WHEN YOU BECOME A LEADER, SUCCESS IS ALL ABOUT GROWING OTHERS."

Jack Welch





WHAT DO PEOPLE SAY ABOUT YOU AND YOUR TEAM?

7 solutions to building your team reputation

BY MANDY FLINT & ELISABET VINBERG HEARN

What is your team's reputation like? How are you perceived as a team?

Reputation and how we are perceived matters. So as leaders and team members, we all need to raise our awareness of how we are perceived as a team. And then we need to take responsibility for the team's reputation and brand, through our actions, behaviours and our ability to deliver.

Some common reasons for teams not being well perceived include:

- Not being sure what is expected of them
- Not delivering
- Missed deadlines
- Team making excuses and not being prepared
- Demonstrating negative behaviour – talking behind each others backs

- Not being able to do their job
- Not working well together
- Not correctly estimating what the job involves

When a team is not delivering, others don't want to work with them or be dependent on them. Not delivering makes the team poorly received. It creates a lack of trust and the team gets a bad reputation. We all want to be part of a team that has a good reputation, right? It is also much harder to recruit into a team where there is reluctance to join.

Teams with a bad reputation will make it hard for other teams to do their job, impacting collaboration across the business as well as within the team.

When asking for help such a team may not get the help they need.

All of these reasons start to affect the team's brand and maybe even the organisation's brand and therefore its perceived value. A tarnished team or organisational brand has a harder time attracting investors, customers and top employees. Not managing reputation and brand carefully can be very expensive. So reputation affects the bottom line too.

Here are 7 solutions to building a team with a great reputation

Create success habits

This can work well for a team who needs to focus on turning something from a negative to a positive.

....continued

“WHEN YOU FIND SOLUTIONS WHERE OTHERS MAY ONLY SEE PROBLEMS, OTHERS START TO SEE THAT YOU ARE GENUINELY DELIVERING”

Mandy Flint & Elisabet Vinberg Hearn

By creating a success habit, you are focussing your time and energy on something you WANT not what you don't want; ie you decide on implementing a new practice/habit, which you know will drive a new positive outcome. Put the practise into place for at least 21 days to make it a team habit – that's roughly how long it takes to create a new habit.

Take responsibility

Take responsibility for the team's reputation, make conscious choices for your team on what you want to be known for and what success would look like for your team. Choose your responses to others rather than allowing the team to be on autopilot. Make decisions as a team, stand by them and back each other up.

Reframe learnings into better solutions

Teams can learn something new every day; there is great power in learning from each situation and turning results into a better solution.

Simply seeing all results as learning, creates a team culture of continuous learning. When you find solutions where others may only see problems, others start to see that you are genuinely delivering.

Ask for feedback to understand perception

Go and find out what the perception of the team is. Ask people what they think of your team, ask them for feedback.

Set realistic, achievable goals

These need to be in line with the organisations vision. The plan for goal achievement needs to highlight strengths to use and areas to develop, while incorporating regular coaching and follow-up to make it a continuous loop of goals, plans, action and adjustment.

Manage your reputation

How a team is perceived creates their reputation, which needs to be managed rather than left to chance.

Each team has an image whether they manage it or not, so take control of that image and reputation. Consider your stakeholders, what they expect, how you act and behave, what you deliver and hence what your reputation becomes.

Build your team's brand

A brand is a concept, an expectation, which lives in the head of the customer/business partner/internal customer. To be successful it is important to be a reliable partner, to deliver a good experience for all your stakeholders. As a team you are responsible for the experiences you create. And if you don't do it already, think of others in the organisation as customers (as customers are usually the stakeholders we focus on the most) and notice how that mindset changes everything.

Having a great team reputation matters – it builds relationships, it opens doors and rewards the team and its members. Go on, come together as a team and manage your brand – it pays off!

“THINK OF OTHERS IN THE ORGANISATION AS CUSTOMERS AND NOTICE HOW THAT MINDSET CHANGES EVERYTHING”

Mandy Flint & Elisabet Vinberg Hearn



LEADERSHIP LESSONS FROM GAME OF THRONES

Reflecting on leadership in the most unexpected context

BY MANDY FLINT & ELISABET VINBERG HEARN

A couple of years ago we were interviewed by FlyBe magazine about leadership in the massively successful TV series Game of Thrones. It remains the most unexpected media request we've had so far:-). We were asked to share with their readers what leadership lessons we can take from watching the show (and its leaders). And we were specifically asked to comment on Daenerys Targaryen, Mother of Dragons.

It ended up being an interesting reflection and it reminded us that we can find inspiration and insights in all situations and settings - even in a fantasy series - as long as we look for it.

This is what we shared with FlyBe's readers.

"Daenerys is passionate about people. When freeing the slaves she empowers them and shows them that everyone is, on some level, equal. Here her leadership impact is strong, she believes in people and that makes them believe in themselves."

"She is also good at listening to others, her trusted advisors in particular, before making decisions. In doing this she shows that a good leader doesn't need to have all the answers and that she values others' experience and opinions, which boosts them and builds their loyalty."

"On the negative side, you could argue that she offered freedom but, in some cases only if they gave up their freedom to her. This diminishes her positive impact as a leader as it seems she can only fully get people's loyalty through threats and ultimatums."

"Would she have been as powerful without her dragons? Probably not. Her dragons acted as, and were used as, a very real threat, which enabled Daenerys. She didn't really allow people freedom; her hunger for power showed that anyone who didn't support her had to be disposed of. This made her look weak and ultimately sealed her fate."

"EVERYONE IS MY TEACHER. SOME I SEEK. SOME I SUBCONSCIOUSLY ATTRACT. OFTEN I LEARN SIMPLY BY OBSERVING OTHERS. SOME MAY BE COMPLETELY UNAWARE THAT I'M LEARNING FROM THEM, YET I BOW DEEPLY IN GRATITUDE"

Eric Allen

THREE STEPS TO RELATIONSHIP MASTERY

How to increase successful outcomes

BY MANDY FLINT & ELISABET VINBERG HEARN

NO ONE CAN SUCCEED ALONE.

In fact, a major factor for the survival of our species over time has been, and continues to be, our ability to connect with and collaborate with others.

So, building strong, collaborative, creatively challenging and trustful relationships could be the most important thing you ever focus on. And the commitment to creating those relationships start in your head - how you think about the people you work with will impact how the relationship is. So remember to start with your state of mind when wanting to connect and build trust and collaboration.

So who are the people you need to build strong relationships with?

How about:

- Your peers
- Your employees
- Your boss
- Your boss' boss
- Your customers
- Your board of directors
- Your business partners
- Your suppliers
- Your contractors
- Your competitors
- Politicians
- Other decision makers
- And more...

Yes, the list is potentially long. But don't let that deter you.

To strategically and carefully consider your stakeholder is not an optional task – it's one of the most important ones on your list. It's only by connecting respectfully and genuinely that we can be successful – and we don't mean successful in a selfish "just for me" kind of way. No, we mean successful in a bigger context, being able to make a difference to something bigger than ourselves; like solving someone's problem or creating solutions that evolve for the benefit of others over time.

If you currently don't spend enough time considering how to cultivate those important relationships, here are three steps to help you on your way:

...continued

"YOUR OUTER WORLD OF ATTITUDES, WEALTH, WORK, RELATIONSHIPS AND HEALTH WILL ALWAYS BE A REFLECTION OF YOUR INNER ATTITUDES OF MIND."

Brian Tracy

STEP 1

Map out the people you impact and the people that impact you – your stakeholders

Reflect on what they need from you and what you need from them. Then build a plan for what you need to do to meet those needs. Specify how, when and where you will connect and interact with them.

STEP 2

Keep in mind that not all your stakeholders have equal importance, and that's OK

It doesn't mean that some people are less important or valuable, but let's be honest and pragmatic – you won't have time to give everyone equal attention (nor would you or they want it) so you will need to put more focus on those that have the biggest role in your work reality.

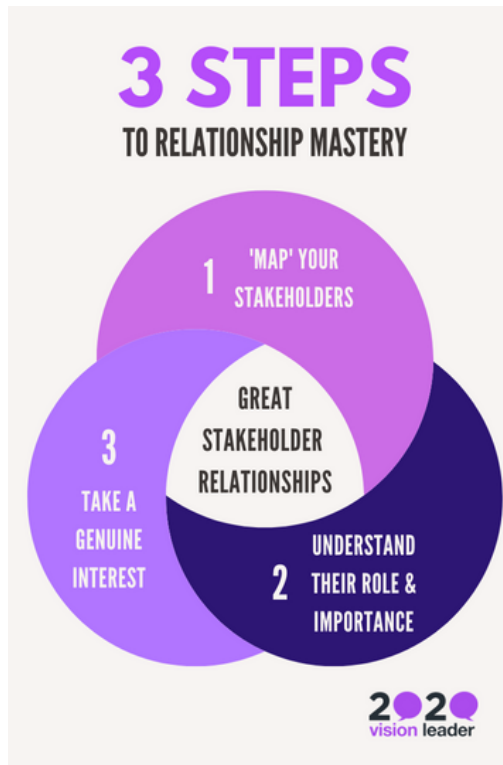
Don't just think short-term here, remember to build relationships for the future too – think long-term too.

STEP 3

Take a genuine interest in these key stakeholders; ask questions to understand them better, listen to them, take the time to create a real connection with them

Connect on the human level by being genuinely interested, not just in a transactional kind of way. Think about how you make them feel, what they experience when they interact with you – think about your impact.

Caring for and carefully managing your stakeholders will help you build the relationships that you are dependent on to enjoy your work as well as deliver great results over time. It's a fun and meaningful part of everyone's work and it is never too soon or too late to start. What step can you take today to lay the foundation for those crucial relationships you need, not just today, but in the future?



"TAKING AN INTEREST IN WHAT OTHERS ARE THINKING AND DOING IS OFTEN A MUCH MORE POWERFUL FORM OF ENCOURAGEMENT THAN PRAISE."

Robert Martin



A STORY: CLAIMING HER PLACE

About real transformational leadership growth

BY MANDY FLINT & ELISABET VINBERG HEARN

Anna was preparing for a meeting with the local sales team in Stockholm. Her office overlooked Nybroviken where the tour boats were filling up with tourists eager to see the city from the water, often the best angle.

Anna took a break from her preparations and gazed dreamily at the boat that had just slipped its moorings, heading out of the bay. She loved the summer and never tired of this view.

The meeting ahead provided yet another opportunity for Anna to influence the sales team, to create the best possible experience for their customers. She used to keep a low profile in these meetings, thinking that her opinions weren't valued or valuable, but the last year had changed all of that. Anna had changed significantly and had rightfully claimed her place at the table. People had noticed it and had given her recognition for it.

The words of the Sales Director had stuck in her mind: "Thank you, Anna, for playing an active role in our meetings. Your comments have been an eye-opener for us and I don't think we would have been able to sign the corporate deal last month without the benefit of your experience."

I never realised how much others could learn from me. I didn't think it could make that big a difference, or that I had that much to contribute. Being encouraged to share my observations, thoughts and feelings in the safe team environment in our offsite last year gave me new confidence to express myself. I've not only used it in that team and with my direct reports, but I've now applied it to all areas of my life.

Another learning was the importance of having healthy conflict, expressing differences of opinion. The tensions are gone as we now address issues in an open way. It feels better to come to work. The Sales Director has actually asked for my advice on how to create a similar team success for his team! How cool is that!

Yes, I'm more than happy to share the Formula with them. I can't wait to be a part of that as it will further strengthen the co-operation between our two teams.

She smiled as she left for her meeting. She liked her job much more these days.

**This story is a rewritten excerpt from
"The Team Formula", MX Publishing 2013**



ANALYSIS

In this short story, Anna reflects on how much she has grown as a leader over the last year. A team offsite a year earlier, where she had dared to express difference of opinion, had kicked off an avalanche of insights and strengths awareness that Anna had not expected. And this had made it very natural to her to be more present and contribute more in all relevant settings - especially as she could now see the value that brought to others.

Food for thought no 1: Are you noticing the value you bring to others? Are you acknowledging and appreciating your strengths? Are you spotting the opportunities to contribute with your experience, thoughts and insights? And have you noticed the difference that makes? Could you do it more? When, where, with whom? When can you start?

Food for thought no 2: What did you learn this week? Did you actively pursue learning or did it happen by chance? What could you do to learn even more next week?

**"IF YOU ARE NOT WILLING TO LEARN, NO ONE CAN HELP YOU.
IF YOU ARE DETERMINED TO LEARN, NO ONE CAN STOP YOU."**

Anonymous



IMPACT HACK #13 SHOWING RESPECT

**6 proven hacks
for dialling up
your impact by
showing respect**

**BY MANDY FLINT &
ELISABET VINBERG HEARN**

Respect begets respect.

How we approach the world and people around us tends to come back to us.

Here are 6 proven impact hacks to consider if you want to increase your impact by showing respect.

GIVE OTHER PEOPLE CREDIT

Give credit where credit is due. Notice and value the contributions of others, and the results they lead to.

PAY ATTENTION

Pay attention to the important things, like people's names, what others are saying, what matters.

BE AWARE OF THE POLITICAL LANDSCAPE

Don't play political 'games' but raise your awareness of how the system works and how you can navigate it with respect for others.

KEEP YOUR PROMISES

Do what you said you would do. Be respectful by meeting the expectations you have set.

NO BLAME

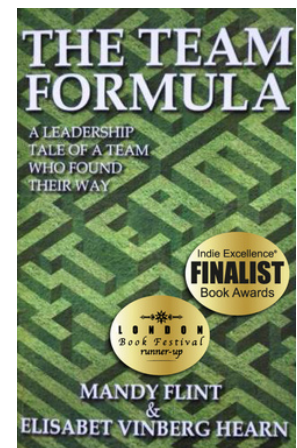
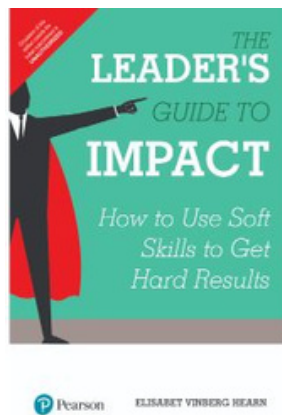
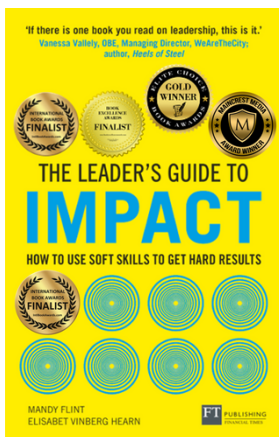
Take and expect responsibility without every blaming - foster a no-blame culture.

SHOW RESPECT TO GAIN RESPECT

Win the respect of others by showing them respect - and don't forget your peers.

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China edition*



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China edition*

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Mortimer J. Adler



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