



# impact

Dec 2022 | Issue 21

A Leadership Magazine

**GRATITUDE**

An everyday choice

**INDIVIDUAL  
OR TEAM**

Speed vs distance

**MULTI-  
TASKING**

Is it worth it?

**A STORY**

About thinking time

**IMPACT  
HACK #15**

Strategy





# hello

Welcome to the December issue of IMPACT!

This time we focus on an attitude of gratitude, going it alone or together, and the pros and cons of multitasking.

And there's a story about taking time for thinking.

The IMPACT HACK this time is all focused on impact by being strategic.

And we are excited to share that we have recently signed a new book contract and started writing our 4th book.

Enjoy the read, thanks for reading and see you again in 2023!

*Mandy & Elisabet*

**We wish you a Merry Christmas, Happy  
Holidays and a Happy New Year!**



**Mandy Flint & Elisabet Vinberg Hearn**



# impact

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# AN ATTITUDE OF GRATITUDE

Wrapping up 2022

BY MANDY FLINT &  
ELISABET VINBERG HEARN

Do you have an attitude of gratitude?

It's easy to get weighed down by challenges, difficult learning moments, setbacks, conflicts, unexpected change and more. And then it's easy to overlook everything there is out there to be grateful about.

We are coming to the end of another year, and this is the perfect time to take stock. To think about achievements, successes, challenges, insights and how we've grown and developed.

Do you realise quite how much you have learnt, this year alone? If not, this is the perfect time and opportunity to do just that. It's time to look back to then look forward - it's time to be strategic - and tap into the power of gratitude.

In fact, this is not just for the end of the year, we need to spend more time in reflection mode throughout the year as well. With busy lifestyles we tend to rush onto the next thing without really appreciating what and how we have achieved. Yet, that is just what we all need to do, while also focusing on our strengths and then celebrate those strengths too. And there is more to be grateful for than we may think.

When we experience gratitude we dial up on the value of something, we get more out an experience. And when we show our gratitude by thanking someone we also lift them and help them see their impact.

And gratitude can be contagious too.

When others encounter your attitude of gratitude they tend to start noticing or looking for what they are grateful for.

There's always more to be grateful for than we at first think. What are you most grateful for? How does that gratitude feel? How can you use it to further fuel you into a successful and rewarding 2023 to be grateful for?

Below are some strategic questions of gratitude that you may find helpful. And if you have been practicing leadership journaling this year, you can look back at those reflections and pay specific attention to insights and realisations.

- Imagine snapshots of the year. Where were you? What did you do? Which would be the pictures that best described 2022?

continued...

## "AND GRATITUDE CAN BE CONTAGIOUS TOO"

Mandy Flint & Elisabet Vinberg Hearn



- What are you most proud of from 2022?
  - What did you achieve?
  - What new inspiration did you find?
  - How did you use your leadership, your ability to positively influence others?
  - How did you help others? What did you inspire others to do and be? And what did that do for them?
  - How did you use your strengths? When and where? And what difference did that make?
  - What didn't go to plan and what was good with that? (Yes, that's a very important gratitude question because the toughest moments can, as you know, lead to the greatest learnings and growth)
  - What new knowledge did you acquire? What did you learn? What surprised you?
  - How will you celebrate your insights and achievements?
  - How will you take your learnings from 2022 into 2023 and let them become levers for new meaningful contribution and success? Who will you collaborate with, learn from, contribute to? Take teaming and collaboration to a new level, break new ground, think beyond your current circles of collaboration.

Whatever 2022 was like, you showed up, you made a difference - see it, own it, be grateful - for the experience, for the results, for the impact you had.

**“GRATITUDE UNLOCKS THE FULLNESS OF LIFE. IT TURNS WHAT WE HAVE INTO ENOUGH, AND MORE. IT TURNS DENIAL INTO ACCEPTANCE, CHAOS TO ORDER, CONFUSION TO CLARITY. IT CAN TURN A MEAL INTO A FEAST, A HOUSE INTO A HOME, A STRANGER INTO A FRIEND.”**







# GO FAST ALONE OR FAR TOGETHER?

The choice is yours, what do you choose?

BY MANDY FLINT & ELISABET VINBERG HEARN

## Go fast alone or far together?

We all face this choice at regular intervals. Sometimes it seems easier and quicker to do something on your own, right? Yes.

But think about it. Speed is not necessarily the most important thing. Do we need to be that much in a rush?

How about distance? How about going the distance instead?

How about breaking new grounds, coming up with new ideas, being challenged and surprised? Surprised by what others know and can do. Surprised by the energy and excitement that comes from collaboration. Surprised and rewarded by the new solutions that are created when people come together, sharing openly and generously.

Surprised by the support that others can give.

How about long-term, sustainable success, rather than just short-term results?

If you want any of these things, then consider TEAM. Team is the answer. Teamwork is the answer.

## Go fast alone or far together?

We are sometimes asked this question, often because there is a concern that if people get on "too well", it can take on too much of a relaxed (non-productive) atmosphere. Our answer to that is NO — although we do understand the concern, but excellent teamwork is based on a common mission, not just "getting on well".

It is very much like the "three musketeers" at work (although in the brilliant book by Alexandre Dumas they were of course four which goes to show that all teams have room for at least one more person!) It's "All for one and one for all".

And this can happen when people *really* work together, not just work together in a "surface" way.

Great teamwork have people knowing that they're all in it together, they jointly own the outcome, they have each others' backs, they carry each others' loads, they win or fall together. When this level of teamwork is achieved in a team, team magic happens — and the results get delivered time and time again.

What do you think? Is there such a thing as too much teamwork? Yes? No?

**"IF YOU WANT TO GO FAST, GO ALONE.  
IF YOU WANT TO GO FAR, GO TOGETHER."**

*African proverb*



# ONE THING AT A TIME

Why multitasking is a good crisis skill but a bad habit

BY MANDY FLINT & ELISABET VINBERG HEARN

Multitasking has long been praised as a great thing. Well, we think it's a bit of a curse – and let us tell you why.

When you're multitasking you are not really giving anything your full attention. You are easily distracted and your tasks take longer to complete. And if nothing gets full attention, it's not getting all of you. And are you at your best if you're not tapping into all of you? We'd say probably not.

Yes, multitasking is an ineffective way to spend your time. And there's plenty of research to prove it.

*"A study by the University of London found that participants who multitasked during cognitive tasks, experienced an IQ score decline similar to those who have stayed up all night."*

*Some of the multitasking people had their IQ drop 15 points, leaving them with the average IQ of an 8-year-old child."*



And yet, we are sure we're not the only ones who recognise scenarios such as these:

- Responding to emails while on a conference call – missing out on some key information that was shared at some point
- Checking text messages while listening to what the children did at school – not really hearing how their day has been
- Checking the phone while in meetings – sending the message to the other meeting participants that they are less important (even if not meaning to)

- Working on a presentation and getting distracted by the pinging sound of an email in the inbox, going to check the email and losing trail of thought on the presentation, having to spend more time than needed on it

It's good to be able to multitask when needed – when a crisis hits, when a deadline looms – but to operate out of a multitasking mode all the time is to waste our capability away.

A more effective mode is to be 100% present in whatever we do, whomever we're with. It may not work all the time, but any improvement helps. Try it out, it sure beats a constant state of multitasking. AND it makes the people we are with feel very special, when they get our full attention.

## "IF YOU CHASE TWO RABBITS, BOTH WILL ESCAPE"

*Anonymous*





# A STORY: TIME TO THINK

About being a role model - or not - for taking thinking time

BY MANDY FLINT & ELISABET VINBERG HEARN

Bridget had been going at great speed for a long time and just needed some breathing space. She had asked her assistant to put one hour of thinking time into her calendar. The hour had come and as she rushed into her office, five minutes late for her appointment with herself, she closed the door behind her.

Bridget was in charge of logistics for a global e-commerce giant. The speed of growth was immense and this meant her division was changing constantly. The kind of changes they saw included a constant stream of new employees as a result of growth as well as negative turnover. On top of that, the growth meant that people needed to get their head around new processes and business partners at regular intervals, which also continued to change. This rapid change meant they were only able to see what was in the next month or so. They had seen had so many people coming and going that they were almost living week to week. And this was a long-term problem for Bridget and the business.

*There are so many changes that it's only the win of the day that gets the focus. The long-term vision is still valid but people seem to lose track of it.*

*It doesn't seem to matter how many times I talk about it, they are still only dealing with their daily tasks – which I of course want them to do, but we are missing something. I have this inner conflict, I feel frustrated about the lack of future focus, yet I know I have to get the job done. I can feel this inner tension building up. I wonder what it is like for others if this is what it is like for me.*

*Larry just pointed out that people don't talk much about the future, as they know it's going to change next week anyway, so what's the point?! Something tells me that he's not my only direct report who is experiencing this. I am seeing the same thing. I keep trying to get them to lift their heads up and see the bigger picture but I'm not getting the response I want. They need to understand that if we are going to move away from this narrow, blinkered work mode that we are now in, we must operate and behave differently. What else do I have to do?*

Bridget looked at her watch. She had only spent 30 minutes of her allotted thinking time, which she had already been late for, and decided that this was all she could afford. There was another crisis looming and as usual, it took priority.

This story is a rewritten excerpt from  
"Leading Teams 10 Challenge 10 Solutions"  
FT Publishing 2015

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## ANALYSIS

Bridget is clearly frustrated by the lack of long-term focus in her division. She feels as if she has talked about it extensively but it has not had the desired effect, it has not changed the way people think and operate.

The constant change driven by growth drives a short-term mentality where people are just trying to get their daily job done. Balancing the steady flow of new employees with the perpetual process changes, means that any longer-term thinking is stifled, which is even demonstrated by Bridget herself. She's not aware that her own behaviours are counterproductive to what she is trying to achieve, and this is a big part of the problem. Although she is saying that she wants her employees to think about the bigger picture, she is not practicing what she preaches. Even her allocated thinking time, where she wanted to take a step back to solve the issue for the future, gets cut short due to another emergency. She says it but she doesn't do it - her 'say-do' ratio is low.

Long-term, big picture thinking or taking a holistic view is not something that just happens automatically. It needs to be given regular attention. Bridget has the intention to resolve the short-term thinking issues, but so far she has allowed her time to be hijacked by the crises of the day. If things are going to change, she needs to change her focus.

**"SOMEONE IS SITTING IN THE SHADE TODAY BECAUSE  
SOMEONE PLANTED A TREE A LONG TIME AGO"**

Warren Buffett





# IMPACT HACK #15 STRATEGY

**6 proven hacks  
for dialling up  
your impact by  
being strategic**

**BY MANDY FLINT &  
ELISABET VINBERG HEARN**

When being strategic you don't just leave things to chance, you are thinking ahead, planning for the future and being intentional in your actions and behaviours.

Here are 6 Strategy skills to use and perfect if you want to increase your impact by thinking and acting strategically.

## **ANTICIPATE**

Look for trends, inform yourself, be curious, actively scan the world around you for changes and opportunities.

## **CHALLENGE**

Challenge the status quo. Invite other opinions. Challenge assumptions (yours too).

## **INTERPRET**

Make sense of complex data. Look for patterns. Validate interpretations with key stakeholders.

## **DECIDE**

Use a decision-making process. Manage dilemmas, complexities and trade-offs. Take both a short- and long-term view.

## **ALIGN**

Involve the right people. Align interests with stakeholders. Link goals.

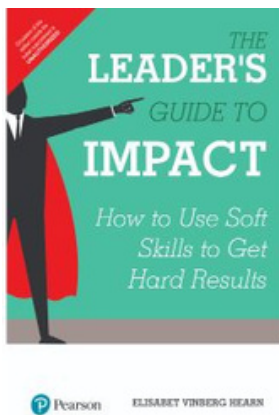
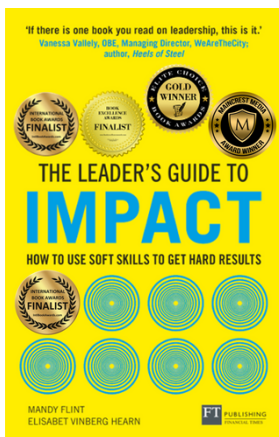
## **LEARN**

Shape a learning culture. Welcome non-perfect results for the learning. Implement project reviews, evaluations and feedback loops.



# CHECK OUT OUR AWARD-WINNING BOOKS ON LEADERSHIP IMPACT

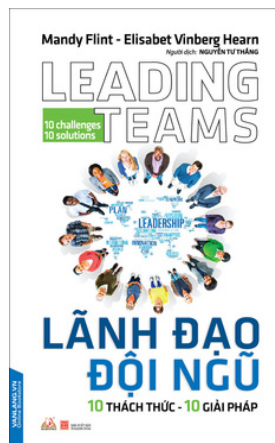
3 books, 11 awards, 8 covers, 4 languages:  
English, Spanish, Vietnamese, Chinese



*The Leader's Guide  
to Impact  
India edition*



*The Leader's Guide  
to Impact  
China edition*



*Leading Teams  
Vietnam edition*



*Leading Teams  
Mexico edition*



*Leading Teams  
China edition*

"SHOW ME A FAMILY OF READERS, AND I WILL SHOW YOU THE PEOPLE WHO  
MOVE THE WORLD."

*Napoleon Bonaparte*





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