

● impact

March 2023 | Issue 22

A Leadership Magazine

**LEADERSHIP
TEAMS**

Where collaboration starts

**LEADERSHIP
DECODED**

It's simple

NOT AGAIN

Tired of change?

A STORY

About trust

**IMPACT
HACK #16**

Slow down





hello

Welcome to the March issue of IMPACT!

This time we focus on connected leadership teams, decoding leadership and change leadership.

And there's a story about the link between trust and the bottom line.

The IMPACT HACK this time is all focused on slowing down instead of having the 'busy bug'. Or as both Bill Gates and Warren Buffet put it - "Busy is the new stupid"

Enjoy the read, thanks for reading!

Mandy & Elisabet

Mandy Flint & Elisabet Vinberg Hearn

impact

IN THIS ISSUE:

A CONNECTED LEADERSHIP TEAM

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LEADERSHIP STRIPPED BARE

*

MORE CHANGE?

*

A STORY: TRUST AND THE BOTTOM LINE

*

IMPACT HACK #16 SLOW DOWN

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A CONNECTED LEADERSHIP TEAM

Smarter together as a leadership team

BY MANDY FLINT &
ELISABET VINBERG HEARN

Leadership teams don't always find it easy to work together. Everyone is busy, and may never have had time to get to know each other. The members may not inhabit the same office or even be in the same country or continent, and time differences can make getting together online challenging. There are often conflicting priorities and a culture of healthy or unhealthy competition. Yes, it can be complicated.

And yet, working effectively together as a leadership team is crucial to success. No one has all the answers, and no one can achieve success on their own. Use the talents, knowledge and experience of every team member for the benefit of the team.

Be smarter together. Collective intelligence and collective decision-making equal the ability to influence more.

When a leadership team works well together, with a shared purpose that everyone believes in and owns, something almost magical happens – their impact is multiplied, their teams work better with each, communication flows more effectively, goals are aligned, and the risk of confusion and overlaps can start to be eradicated.

So if you are part of a leadership team, and want to have a greater impact together, and better goal achievement, then look for the common purpose, what you all have in common. What do you all want to achieve?

And then, talk about that and reach an agreement on a shared commitment to that purpose. Make that commitment a promise. Out loud.

Whenever possible, connect your goals to those of your peers. If there are competitive behaviours between you and your leadership peers, then having connected goals will make those competitive behaviours impossible to carry on with. If each leadership team member can be responsible not just for their individual performance but also for the performance of the team overall, then it brings out more collaborative behaviours instead.

Constantly ask yourselves the question: How can we achieve MORE because we are a team?

And then focus on building relationships with your peers on the leadership team. Take an interest in them, get to know them, and value their contributions and difference of opinion.

continued...

"HOW CAN YOU ACHIEVE MORE BECAUSE YOU ARE A TEAM?"

Mandy Flint & Elisabet Vinberg Hearn

Echo chambers are not healthy. Diverse perspectives and opinions are a must to maximise collective intelligence. The more diversity of thought, style and experience, the more a challenge or opportunity can be explored and solutions found. Use the brain power of the whole team.

Help each other succeed by giving helpful feedback, sharing intel, and by 'coaching' each other to be as successful as you can be. Peer coaching is a largely overlooked strategy that can transform peer relationships and teams.

And in the increasingly hybrid world of work, make a point of connecting with each other at regular intervals, not just as a team, but one-to-one too. This doesn't have to be time-consuming. In fact, by forging strong relationships you will save a lot of time by reducing misunderstandings and unhealthy conflict. Teams can absolutely be built online.

And don't overlook how much of a role model you all are, not just separately but maybe even more importantly - as a team.

If you want a collaborative organisation, lead the way as a leadership team. Show others what can be achieved when you rally around a shared purpose, make the most of everyone's unique contributions, and align goals for greater goal achievement.

Want great leadership team success? Then get together with your peers and work on how to work together, how to support each other, and how to have a greater impact together.

“LEADERSHIP IS NOT ABOUT A TITLE OR A DESIGNATION. IT’S ABOUT IMPACT, INFLUENCE, AND INSPIRATION.”

Robin S Sharma



Think about how you make people feel

"But bosses can pretty much do what they want, that's what's so sad"

These were the exact words said by a woman pacing up and down a deserted aisle in the supermarket one evening. She was on her mobile talking to what seemed to be a colleague, based on the contents of their conversation. I didn't want to eavesdrop but those words spoke volumes about her state of mind and were hard not to hear.

There was a sense of resignation about her comment and her body language that really made me wonder what had happened, specifically. I couldn't really hang around to listen, but I would have loved to hear more.

As I left the store, I reflected on the impact a leader can have – for better and for worse.

A leader's responsibility is to lead and operate in such a way that his or her employees can better do their jobs. When leaders do that effectively, they include and involve the people in question rather than just "doing things their own way".

I don't know what happened to the woman in the supermarket, or her boss, but I know that leaders that want to get results should pay heed to the impact they are having on people around them and include people all along the way. Otherwise, they may end up with so much resistance that good results become impossible, and everyone loses out.

Leadership stripped bare is quite simple:

- Share a vision, give direction (so people understand WHY)
- Involve people in HOW to get there

- See people (everyone wants to be seen and heard), see and understand the individual
- Make use of each person's unique strengths and possible contributions
- Foster open communication. Never shoot the messenger – if things are going on, you are better off knowing about it!
- Let go of the need to be right (no-one has all the answers anyway), keep an open mind and encourage others to do the same
- Follow up and give feedback, so people know how they are doing and that what they are doing matters
- And be genuine (find your own leadership style that suits you) while always being respectful

It's not always easy to lead, but taking control of your impact makes it easier. Think about how you make people feel. Choose the impact you want to have for the future.

LEADERS MUST BE CLOSE ENOUGH TO RELATE TO OTHERS, BUT FAR ENOUGH AHEAD TO MOTIVATE THEM.

John C Maxwell

MORE CHANGE?

Why change is our constant companion

BY MANDY FLINT &
ELISABET VINBERG HEARN

Do you ever long for "status quo"?

Does it feel like there's too much change?

Do you wish it could just slow down a bit, just for a while?

To give you a breather?

Yes, we probably all wish for that at times. But the fact is that change is all around us, our constant companion – and for various reasons – like incredibly fast technical development and globalisation – the speed of change is only getting faster.

Fear not, though. Relax. Make change your friend. No change is necessarily good or bad – it's only how we look at it that makes it so. So we may as well look for the opportunities in change; look at change as a door opener, a possibility maker, and a valuable companion.

It's good to question, to challenge change, to explore and find answers – because there will be times when a proposed change is not the best solution.

*If you change the way you
look at things, the things
you look at change.*

Wayne Dyer

But when change is a given, when we cannot change that, then we need to accept it, embrace it and make it work. We can become proactive – as through proactivity comes a sense of control, which has a calming and strengthening impact on us – which in turn makes it easier to deal with change.

Being able to deal with change, manage it and even lead it, is an evergreen leadership skill, which is now more important than ever in our fast-changing world.

If you are serious about developing your leadership capabilities for the future, then take a close look at how you can lead and manage change better and better.

It's not just about change management, which is largely reactive – when we respond to change. No, it's even more important to practice change leadership, to proactively look for change, anticipate change, initiate needed change. Why not be a change leader, a catalyst, a trailblazer, someone who challenges the status quo to innovate and create sustainable, long-term success for the business and all its stakeholders?

continued...

"CHANGE IS THE LAW OF LIFE"

John F Kennedy

Here are a few ideas to kick-start your thinking:

Become a brilliant listener and communicator

If there is anything that's needed in change, then it's communication. Communicate, communicate, communicate – keeping in mind that you have two ears and one mouth – communication is a two-way street.

Be a role model for change

People do what you do, not what you say. Think about the impact you have on others; how do you talk about the change? What are you doing to make it work?

Involve and engage people in change

Change is often scary and can feel pointless if we feel like it's being done to us. By engaging others in a change that affects them, you minimise that fear and increase the chances of the change becoming a successful one.

Have courage

In change it's hard to know the correct answer, yet you need to move forward. This takes courage – to try things out, to test and evaluate, to adjust and improve – and keep moving forward.

Change brings opportunity

Nido Qubein

Anticipate and lead change

Look around you; be aware of the internal and external environment you are in. What are the trends on the market? What are your competitors doing? What could be improved and changed? Look for opportunities to lead change – and empower your team members to do the same.

Change is our constant companion. You may as well embrace it by leading it.

"THE ONLY WAY TO MAKE SENSE OUT OF CHANGE IS TO PLUNGE INTO IT, MOVE WITH IT, AND JOIN THE DANCE"

Alan Watts





A STORY: TRUST AND THE BOTTOM LINE

Why connected teamwork is a good investment

BY MANDY FLINT & ELISABET VINBERG HEARN

Sarah was frustrated.

She had noticed that her team members often seemed dismissive about the importance of her work. *Why are they not interested in my work? Does what I do not matter?*

Sarah felt angry, defensive and helpless, which made things even worse. Subsequently, she didn't want to work with them and started to avoid them, further negatively impacting communication and team spirit. The disconnect between her and most of her colleagues grew.

In reality, the perceived disinterest resulted from the team members not really knowing each other, hence not connecting or taking an interest. It wasn't that they were being intentionally dismissive. People were just busy doing their own thing rather than ignoring her.

But Sarah didn't see that connection. She had her own perception of what was going on.

Ultimately the whole situation affected one of their clients, who didn't get a promised report on time, as communication had broken down between the colleagues and deadlines were missed.

The client complained about the breach of contract this entailed, and a penalty clause kicked in, which meant the client didn't have to pay. This didn't improve the team spirit but instead triggered an unproductive, finger-pointing blame game where no one wanted to take responsibility for what had happened or what it had resulted in.

There was a clear impact on the bottom line from the lack of trust that had been created through the team disconnect.

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



ANALYSIS

This short story highlights that team spirit and trust are often eroded or never created in the first place unless team members know each other, connect and value each other, and can clearly see that they have a shared purpose to fulfil.

And in this case, there's also a link between the lack of trust and the bottom line (the penalty clause). And the lack of cooperation means it takes longer to get the work done, which affects productivity which in turn affects costs too.

AND let's not forget that when trust is low, loyalty is low too, leading to higher employee turnover, which leads to more costs.

The link between lack of trust and the bottom is sometimes overlooked by leaders.

Building a great team starts by spending time together, investing the time it takes to get to know and trust each other, and then exploring how to achieve the shared purpose – together.

**“REMEMBER, TEAMWORK BEGINS BY BUILDING TRUST.
AND THE ONLY WAY TO DO THAT IS TO OVERCOME OUR
NEED FOR INVULNERABILITY.”**

Patrick Lencioni



IMPACT HACK #16 SLOW DOWN

5 proven hacks
for dialling up
your impact by
slowing down

BY MANDY FLINT &
ELISABET VINBERG HEARN

Don't just be busy being busy. Slow down to do less and achieve more, with greater intention and focus. Here are 5 ways to increase your impact by slowing down to speed up your results.

STOP THE BUSY BUG

Don't fall into the busy trap. Get off the 'hamster wheel'. Don't make being busy your norm. Stay in control of your mindset.

REFLECT

Take time to reflect.
Allow yourself proper thinking time.
Every day.

MAKE CHOICES

Make some fundamental choices.
Choose carefully. Be intentional about how you spend your time.
Think 'do less, achieve more'.

DON'T MULTITASK

Don't be tempted to multitask. Things take longer then. Stay in the moment. Focus. Break tasks down, do one thing at a time and save time.

EVALUATE

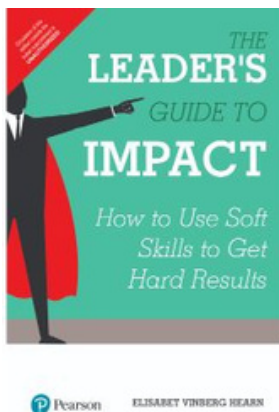
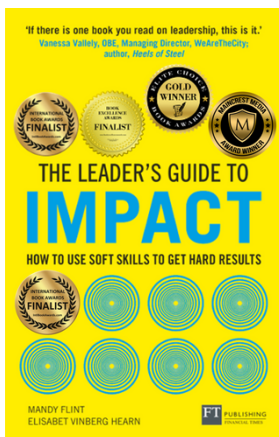
Take a moment at the end of each day or week to think about what you have achieved and learned and how you can take those insights with you into the next day and beyond.

"BUSY IS THE NEW STUPID"

Bill Gates & Warren Buffet

CHECK OUT OUR AWARD-WINNING BOOKS ON LEADERSHIP IMPACT

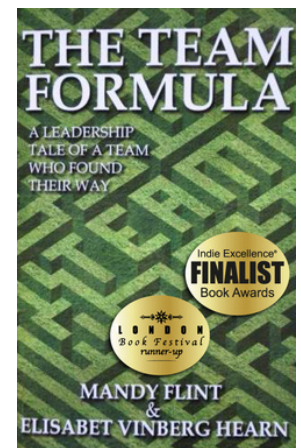
3 books, 11 awards, 8 covers, 4 languages:
English, Spanish, Vietnamese, Chinese



*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*

"I SHALL BE MISERABLE IF I HAVE NOT AN EXCELLENT LIBRARY."

Jane Austen



impact a leadership magazine

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