

Winning Leadership: A Model on Leadership For The Millennial Manager

by David Parmenter

I hope this toolkit helps transform your leadership.

A handwritten signature in black ink, appearing to read 'D Parmenter', with a horizontal line underneath the name.

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Executive Summary

The purpose of this toolkit is threefold:

1. To help guide millennial managers into improving their leadership while, at the same time, indicating to them the leadership potential they possess.
2. To act as a guide when recruiting candidates for senior leadership positions in large enterprises.
3. To help CEO's select their successor.

My interest in leadership stemmed from a chance encounter with the book "Shackleton Way" by Margot Morell and Stephanie Capparelli. I created a model that described Shackleton's successful leadership. I then studied other leaders of the past and noted that their success or failure were predicted by the model.

Subsequently, this model was amended as a result of a leadership think tank, exposure to more tools to give us direction (Clifton StrengthsFinder) and improve our interaction with others (Non-violent communication model).

From the leadership think tank it emerged that it is imperative to separate those leadership behaviour traits that need to be intrinsic, or we could say inherited from those skills that can be learnt. In the think tank we came up with eight behaviour traits that need to be in an intrinsic trait and sixteen skills that can be learnt.

It was argued by the evolutionist, Jean-Baptiste de Lamarckⁱⁱ, in 1809, that knowledge and traits are passed down generation by generation through the DNA that we share (nature). We are then influenced in our formative years by our family, peers and teachers (nurture) arriving at a place where our collection of behaviour traits, I believe, determine whether or not we are leadership material.

Many leaders fail, when managing large enterprises, because some of the eight intrinsic /inherited behavioural traits were absent. In Jack Welch's terminology, these behaviour traits are "tickets to the game" a given, a must have.

The Eight Intrinsic Behavioural Traits Of Successful Leaders

I have separated these eight intrinsic behavioural traits into three categories, people focused traits, execution traits and handling change traits. Some of these behavioural traits, if lacking, may be very difficult to embed such as "integrity and honesty", "Caring for the welfare of others", "abundance of positive energy" and "ability to excel in a crisis". Thus, when recruiting for a key leadership position, the staff involved in the recruiting process must apply exhaustive processes to unearth any flaws in these traits.

I thus believe, some of these eight behaviour traits are intrinsic / inherited and some are trainable, as shown in the table below.

Trait type	Traits	Nature of trait
People focused traits	Integrity and honesty	Intrinsic / inherited
	"Caring for the welfare of others"	Intrinsic / inherited
	Abundance of positive energy	Intrinsic / inherited
	Self-awareness and self-regulation	Behavioural change programme can radically improve performance

Courage traits	Decision making and calculated risk taking	Exposure to best practice can improve performance
	Ability to excel in a crisis	Intrinsic / inherited
Handling change traits	Seeing future opportunities	Exposure to best practice can improve performance
	Learning agility	

The Sixteen Leadership Skills To Master

As a leader, there are sixteen leadership skills to master, and this mastery can be achieved by all leaders who are committed to learning and have a mentor or two supporting them. I have broken these skills up into three groups, people orientated skills, setting direction skills and execution skills.

People orientated skills	1. Communicating and influencing
	2. Recruiting and promoting
	3. Developing and maintaining stakeholder relationships
	4. Selling and leading change
	5. Provisioning for the team
	6. Engaging others
	7. Valuing results and empowering your team
	8. Valuing work life balance
Setting direction skills	9. Having a vision of your legacy
	10. Defining the mission, vision, values and strategy
	11. Working with the organisation's critical success factors
Execution skills	12. Embracing Abandonment / Subtraction (removing processes, projects, old logic that is no longer working)
	13. Championing innovation and excellence
	14. Focusing on execution
	15. Using your mentors and your safe-haven effectively
	16. Embrace feedback

Leaders need to play to their strengths

When asked what his greatest discovery was from three decades of leadership research Clifton said,

"What great leaders have in common is that each truly knows his strengths- and can call on the right strength at the right time."

This points to the futility of modelling one's self on a particular leader as their strengths will no doubt be different to yours.

Introduction

Caught in the monsoon season in KL, between two speaking engagements I came across the book "Shackleton's Way" by Margot Morell and Stephanie Capparell. I was captivated by the story of how Sir Ernest Shackleton saved the lives of the whole Endurance party that lived for two years, trapped in Antarctica with early 20th century equipment and no support from outside agencies.

I then spent the next few days creating a model that described why Shackleton's leadership style was so successful. In subsequent years I then studied other leaders of the past and noted that their leadership success or failure could be predicted by the leadership model I had created.

The Leadership Think Tank

I have had the pleasure of working in a leadership think tank with a successful New Zealand leader, George Hickton and one of New Zealand's greatest sports coaches, Don Tricker. They shared with me their joint viewpoint that one has to separate those leadership behavioural traits that are intrinsic, or we could say inherited from those skills that can be learnt. Our think tank came up with **eight intrinsic behaviour traits** and **sixteen skills** that can be learnt.

George Hickton. *One of New Zealand's most successful turnaround CEOs having transformed over four Government entities, grown over five CEOs and having led over 10,000 staff who would all go over the trenches for him.*

Don Tricker. *Coached the New Zealand Black Sox softball team win two world championships in a row in a sport where major powers compete. Don has been the High Performance Manager for the All Blacks.*

The Clifton StrengthsFinder

Recently, and a bit belatedly, I came across The Clifton StrengthsFinder. When educational psychologist Donald Clifton began asking, "What would happen if we studied what is right with people?" a strengths philosophy emerged. Its assertion is that individuals can gain far more when they expend effort to build on their greatest talents than when they spend a comparable amount of effort to remediate their weaknesses (Clifton & Harter, 2003).

They came up with some terms.

A talent is defined as a naturally recurring pattern of thought, feeling, and behaviour that can be productively applied. A group of talents is called a **theme**. There are 34 themes in their **Clifton StrengthsFinder (CSF)**

A strength is defined as the ability to provide consistent, near-perfect performance in a given activity. By refining dominant talent themes with knowledge and skill, individuals embark on the process of building these talents into strengths.

The CSF is grounded in more than three decades of studying success across a wide variety of functions in the workplace. It stands to reason that this will be a great predictor of your leadership potential. I thus would recommend that you invest your hard-earned money in performing the test via the internet.

I have related the CSF talent themes to my work by way of a breakout tables. If you want a crude approximation you could complete the test I have designed in Appendix 1.

In a follow on book called "Strengths based Leadership" Tom Rath and Barry Conchieⁱⁱⁱ point out that great leaders play to their strengths and will lead differently but will achieve similar results.

The Eight Intrinsic Behavioural Traits

To excel as a leader of a large team or organisation you need these eight intrinsic behavioural traits in place. In Jack Welch's terminology, these traits are "tickets to the game" a given, a must have. Some very famous leaders, such as Sir Winston Churchill, were flawed because some of these traits were absent or compromised. In Winston Churchill's case, he was flawed^{iv} in "Caring for the welfare of others" and in "self-awareness and self-regulation", whilst the other six traits were clearly in his DNA.

Some positive behaviour change can occur in these traits if the leader is aware of the damage they are creating and are committed to changing. A change in behaviour is complex and incurs, attending training sessions, every week, until the "penny drops" and it becomes an automatic response.

Jean-Baptiste de Lamarck's View On Your Intrinsic / Inherited Traits

This view is consistent with the early days of the theories into evolution. It was argued by the evolutionist, Jean-Baptiste de Lamarck, in 1809, that skills, knowledge and traits are passed down generation by generation through the DNA that we share (nature). We are then influenced, in our formative years, by our family, peers and teachers (nurture) arriving at a place where our collection of traits determines our potential to be leadership material.

To the manager, daunted by a shortfall of possessing these traits, I say, there is some good news. Stick to leading smaller teams.

The Sixteen Leadership Skills To Master

The sixteen leadership skills to master could be worded differently and grouped in any number of ways. I hope after reading the background to each skill and with the help of the Clifton StrengthFactors definitions you are inspired to assess your capabilities and to address an shortfalls.

The Research

My exploration into leadership has evolved through the work of some great writers, namely, Jim Collins, Peter F Drucker, Elizabeth Haas Edersheim, Gary Hamel, Tom Peters, Robert Waterman and Jack Welch. In addition, I have been drawn to the personal stories of the following leaders:

Sir Ernest Shackleton. See subsequent section.

Dame Anita Roddick. Pioneering green entrepreneur who used the profits of her ethical beauty business, The Body Shop, to campaign for a better world. She built the company from scratch to 2,000 outlets in 55 countries.

Jack Welch. The CEO who took General Electric (GE) from being worth \$12 billion to \$280 billion. Forbes magazine crowned him the best business leader of the 20th century.

Dr Martin Luther King Jr. Leader of millions in non-violent protests for racial justice. He forged for many millions of American negroes, the weapons of nonviolence that withstood and blunted the ferocity of segregation.

Mahatma Gandhi. One of the world's most famous pacifists. The name "mahatma" means "great soul", and his philosophy of peaceful resistance is widely credited with having forced the end of British rule in 1947, the year before his death.

Florence Nightingale. Was a leader of social reform and modern nursing practices, changing nursing into a profession. Before her involvement in the Crimea War, many soldiers died of their wounds after leaving the battlefield. She transformed their care, using both nursing and modern management techniques.

Sir Edmund Hillary. He was the first to climb Mount Everest, an Antarctic Explorer, and a school builder for the Sherpas. Sir Edmund Hillary has been credited with many things, yet few have realized what a great CEO he was. Having climbed Mount Everest, as a team member, he subsequently led further expeditions as well as the building of schools in Nepal.

Eleanor Roosevelt. A dynamic First Lady who accomplished significant legislation in women's and civil rights. She rewrote the role of the First Lady against much resistance of those who did not like women creating change. During the last years of Roosevelt's presidency and illness, she worked behind the scenes as a de facto president.

Sir Winston Churchill. Is so iconic that his statue facing the Houses of Parliament simply says Churchill. Yet his success came after many calamities that would have floored many other leaders.

Lord Horatio Nelson. In Trafalgar Square, amongst the pigeons, stands a large monument to Lord Nelson. It is said that much of the funds to build the 170-foot-high monument came from sailors who survived the many torrid battles Nelson masterminded. His leadership was a breakthrough and is still very relevant to the 21st century.

Mother Teresa. An Albanian Catholic nun who transformed the care of the disadvantaged in India. To achieve success, she galvanized many influential celebrities to bring the spotlight on her cause. She won the Nobel Peace Prize in 1979 and India's highest honour in 1980 for her humanitarian work.

Queen Elizabeth II. Much mourned monarch who epitomised service to others, a caring for the welfare of others and showed mastery in the other leadership traits.

The Shackleton Trans-Antarctic Expedition

The Trans-Antarctic Expedition was conceived by Sir Ernest Shackleton, to be the first land crossing of the Antarctic continent. After the conquest of the South Pole by Roald Amundsen in 1911, this crossing remained, in Shackleton's words, the "one great main object of Antarctic journeyings."

Shackleton had served in the Antarctic in Captain Scott's Discovery Expedition, 1901–04, and had led the British Antarctic Expedition, 1907–09. In this new venture, he proposed to sail to the Weddell Sea and to land a shore party near Vahsel Bay, in preparation for a transcontinental march via the South Pole to the Ross Sea. A supporting group, the Ross Sea party, would meanwhile establish camp in McMurdo Sound, and from there lay a series of supply depots across the Ross Ice Shelf. The Shackleton party would not be able to carry enough provisions for the entire crossing. The expedition required two ships: Endurance under Shackleton for the Weddell Sea party, and Aurora, under Aeneas Mackintosh, for the Ross Sea party.

Endurance became beset in the ice of the Weddell Sea, and drifted northward, throughout the Antarctic winter of 1915. Eventually the ship was crushed and sunk, stranding its 28-man complement on the ice. After months spent in makeshift camps as the ice continued its northwards drift, the party took to the lifeboats to reach the inhospitable, uninhabited Elephant Island. Shackleton and five others then made an 800-mile (1,287 km) boat journey across the roughest water in the world in a modified lifeboat to South Georgia.

They were forced to beach on the uninhabited part of South Georgia. He then crossed, with two others, unclimbed mountains and glaciers in an epic 32 mile, 36-hour traverse to the whaling station at Stromness. For their journey, they were only equipped with boots they had pushed screws into to act as climbing boots, a carpenter's adze, and 50 feet of rope.

Shackleton immediately sent a whaling boat to pick up the three men from the other side of South Georgia while he set to work to organise the rescue of the Elephant Island men. He tried a whaling boat from Stromness, he then sailed to the Falklands and tried again. With Britain fully immersed in WWI no extra assistance could be offered, Shackleton then went to Chile in an effort to launch a rescue from those shores. The third attempt failed. All three attempts were foiled by sea ice, which blocked the approaches to Elephant Island.

He appealed to the Chilean government, which offered the use of Yelcho; a small seagoing tug which, along with the British whaler SS Southern Sky, reached Elephant Island on 30 August 1916. By this point the men had been isolated for four and a half months.

Shackleton then sailed from Chile to New Zealand to organise the rescue of the Ross Sea party who had been stranded from 1914 -1917. The Ross Sea party undertook some of the most dramatic Antarctic expeditions, laying the supply dumps for the traverse crossing, which were unfortunately never used. Three men died in the process.

Throughout this paper I will link back to the traits and skills Shackleton exhibited during this remarkable adventure.

The People Focused Behavioural Traits of Successful Leaders

These are discussed first as you can never achieve great leadership with a 'people first' mindset.

Trait #1: Integrity and Honesty

Integrity and honesty are hard-wired traits. While I am sure behaviourists will say that integrity and honesty can be acquired it would take a compelling long-term commitment to lock this into a barren land.

Many famous corporate collapses have unearthed a major shortfall in **integrity and honesty**. Mother Teresa is the epitome of integrity and honesty. She lived a very simple life mirroring the hardships of many of the poor that she lived to help.

The relevant Clifton StrengthFactors themes

Belief	Have core values that are unchanging. Are passionate, steadfast, altruistic, family-oriented and ethically responsible.
Responsibility	Committed to complete what they say they will do. They are trustworthy, conscientious, honest and loyal.

Integrity—Set Values and Live by Them

In organisations where "money is worshipped," you will constantly see a lack of values, and behaviour among executives and staff that is fit only for the wilds of the Serengeti. Great organisations with high-meaning values can become compromised if these values are not maintained. The CEO must always be looking for breaches and ensuring that these are pointed out to all staff immediately.

Shackleton set high values and lived by them 24/7. When these values were compromised by members of the team, he was unforgiving. The four staff members who had jeopardized the safety of his men were later severely punished on return to the United Kingdom by the withholding the Polar medal.

The integrity we have, I believe, is a result of the ethics that were present, in the household we grew up in, and in our peer group, during the informative years of our development. To an extent, there is also a linkage back to the integrity our parents inherited from their ancestors.

In addition, Daniel Goleman, has linked self-regulation to integrity. He points out that many of the bad things that happen in organisations are a function of impulsive behaviour. Employees with poor self-regulation should not be placed in positions of authority. At best, they will be nightmares to work for and, at worst, they are more likely to commit fraud, should an opportunity present itself.

Candour

Jack Welch was one of the first CEOs to talk about "candour", meaning being honest and up front in your conversations. Jack Welch pointed out that candour is important:

- When giving feedback to underperforming staff
- When evaluating a business proposal
- In daily discussions with staff and colleagues
- In contact with customers and suppliers

As Welch points out candour has many benefits:

- It allows more people to participate in the conversation
- It generates speed
- It cuts costs
- It encourages underperformers to reflect on their achievements and move forward so they can perform to their greatest potential.

He said it is a leader’s obligation to tell their staff how they are doing and how they can improve performance in a candid way. One has to realise that underperforming staff members may well be in the wrong place at the wrong time. Thus, encouraging them to follow their passion, to find the job in which they will excel, is the kindest thing you can do for them.

Kim Scott author of *“Radical Candor - Be a Kick-Ass Boss Without Losing Your Humanity”* points out that you first need to “care personally” for your staff and with that strong bond they will take the criticism constructively.

Trait #2: “Caring For The Welfare Of Others”

This trait requires us to have some greater driving force than simply looking after our self. This trait is Intrinsic / inherited and if absent, can only be acquired by a “Road to Damascus” event that turns us permanently in this direction.

Many great CEOs exhibit some spiritual element that has assisted them on their journey. Love for the ‘common man’, hostmanship, empathy, and humility all form the building materials for this trait.

I was asked, the other day, to explain this trait. I mean that as a leader, you put your team’s welfare before your own. Staff that work for you have careers that they would not have had if they had worked for someone else. You change the lives of people you meet, for the better. You see the growth in the people who you touch as the very reason why you are here on this planet. It is the centre of the “servant leadership model”.

The relevant Clifton StrengthFactors themes

Empathetic	Senses the feelings of other people by imagining themselves in their situations. Knows intuitively just what to say and do.
Harmony	Don’t enjoy conflict as they would rather look for consensus. As a negotiator and facilitator, they can see both sides of a situation
Includer	Shows awareness of those who feel left out and try to include them. Caring, and sensitive to others’ needs.
Individualization awareness	Sees and appreciates the uniqueness in all individuals. Have a gift for figuring out how people who are different can work together productively.

Love for the “Common Man”

While atheists can be great leaders, they must have a love for the “common man.” Worshipping the dollar will always limit the leader’s potential.

Many in the corporate world do not abide by “Caring for the welfare of others,” and that is why we quite happily create conflict in our working environment. Corporate life is littered with examples of unnecessary litigation, which has led to poor health in those individuals who are caught up in this self-inflicted process.

It might be appropriate for the CEO or the senior management team to start bringing some spiritual elements into the business world that would reinforce good and sound business ethics. For example:

- Respecting your colleagues' and your team members' time (i.e., allowing them quality time to process initiatives rather than interrupting them with another meaningless task).
- Investing time to actively listen (even when you are on the verge of exploding with frustration).
- Conducting your working relationships effectively with all colleagues (even those whom you would never invite to your weekend barbecue!).
- Paying students their travel and accommodation costs when they come for an interview
- Not setting demanding goals when they are unnecessary (e.g., avoiding asking for a report by 9 a.m. tomorrow when you will only get around to reading it three days later).
- Appropriate assistance to poor performers.
- Better handling of your stress, your staffs', and your colleagues'.
- Taking control of your stimulant intake. (Do not underestimate the impact it has on your work colleagues.)
- Treating your suppliers as you would staff.

During World War II, Field Marshall Montgomery, unlike many of his peers in earlier wars, would never let his troops face the enemy in the desert unless they had better equipment, more firepower, and a larger force. He knew that these would ensure minimum casualties on his forces.

It is worth noting that Churchill, Napoleon, and Alexander the Great did not care for the lives of their troops; they frequently put troops in hopeless positions at great cost to life. To this degree we can say that their leadership was flawed.

Edmund Hillary is legendary for his small acts of kindness. On hearing that a two-year-old boy was seriously ill in the hospital, he immediately wrote an inspirational note to him. Naturally, it was also inspirational to the parents and to their now, healthy son.

Shackleton looked after the comforts of the team. He was a mother hen. He genuinely cared for his team members as if they were his own flesh and blood. He saw a leader as one who served rather than one who was served. He dutifully took his turn performing the most menial of chores and expected his leadership team to do the same. A member of the *Endurance* expedition described him as "A Viking with a Mother's Heart." This sums up beautifully what a servant leader is.

Florence Nightingale's coffin was escorted by octogenarian veterans of the Crimean War, honouring their debt to the lady with the lamp. Mother Teresa left her family and comfortable life to create 'The Missionaries of Charity', an international institution to help the poor in over 100 countries.

Ken Blanchard's book, *The Secret*,^v neatly records the fact that a leader exists to serve others rather than being the one who is served. Shackleton would be the first to nurse an ailing member, he would be the first to brew a cup of tea if he knew his staff were at the end of their tether. Leaders need to perceive this kind of voluntary servitude as an *asset*, not a weakness.

A leader should never forget the small details. It is those small acts of kindness and consideration that will build your legend. Eleanor Roosevelt touched many lives by

responding to all the letters she received. The personal connections she made enhanced her empathy for other's struggles, whether near or far.

Hostmanship

Jan Gunnarsson^{vi} says that *hostmanship* is the way we make people feel welcome. In his book and accompanying website, Jan provides inspiration and direction to anyone who wants to make a difference, as an individual, as part of a team, or within an organisation. His hostmanship approach has the approval of Tom Peters, and has profoundly impacted organisations applying it, on both the organisation's culture and its interfaces with the outside world.

It is interesting to note that one's ability to be a *host* is influenced by one's past, both in experiences at home and with one's role models. It is no wonder so many of us have issues here.

How often, when under pressure, have you frowned when a staff member came to your office to ask for help? The great leaders know the visitor in front of them is their most important task and can welcome the interruption!

Empathy

Daniel Goleman, in his ground-breaking HBR paper of 1998, "What makes a Leader?" points out that empathy is one of the vital component parts of emotional intelligence. Emotional Intelligence (EI) being defined as "the ability to understand and manage your own emotions, and those of the people around you." People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people. Whilst one's emotional intelligence can be enhanced there must be a firm foundation stone in place.

He went on to point out that empathy was an important component of leadership because:

- Everything these days, of substance, is performed through the harnessing of teamwork
- The rapid growth in globalisation means that managers are working with team members from different cultures, and in some cases, the team members seldom meet other than in video conferencing
- The growing need to retain talent when staff today no longer feel the need to have a two-year, let alone a five-year tenure with an organisation.

Humility—Treat Everyone as Equals

Jim Collins was the mastermind of the large "Good to Great" study that led to the bestselling book of the same title. In that study, they developed a theory that great leaders had a combination of humility and an unwavering resolve (discussed later). Collins and his team found that

"...the personal ambition that often drives a level 4 leader stands at odds with the humility required to rise to level 5"

"There is a category of people who could never in a million years bring themselves to subjugate their own needs to the greater ambition of something larger and more lasting than themselves. For these people work will always be first and foremost about what they get -fame, fortune, power, adulation, and so on. Work will never be about what they build, create and contribute."

Humility does not mean that you do not use public relations, nor does it mean you do not lay claim to what is rightly your achievements. It simply means that when dealing with individuals you treat them as equals, or better than yourself.

Florence Nightingale and Mother Teresa all possessed and carried out their roles for little or no personal gain, their motivation was purely to serve. Anita Roddick was a living embodiment of these values.

While Shackleton loved the limelight, and enjoyed the public adoration, he was very humble when communicating with his team, whether in a recruitment confirmation letter or in day-to-day leadership issues. Time and again he gave up comforts for his men. During the Antarctic trip, he gave up his fur-lined sleeping bag, his bunk for a sick member and his gloves at a point when he risked severe frostbite. He always shared the provisions with all no matter what their contribution. In other words, through humility greatness can be achieved.

Trait #3: Abundance of Positive Energy

I have yet to see a colleague or friend that has moved from a status quo, "negative perspective on life" to a long-term abundance of energy. I have seen change when a long-term illness has been set aside. I have seen temporary change when people come back from an intensive life skills course. So, I conclude that this trait is Intrinsic / inherited. You have it or do not. Managing small teams without this trait is of little consequence, with larger teams its absence herald's failure.

Energy is a recurrent theme in Anita Roddick's passion for life. She believed that business could be fun and that it could be conducted as a powerful force for good.

Jack Welch says that it is important that a leader has "positive energy, the capacity to go-go-go with healthy vigour and an upbeat attitude through good times and bad."^{vii} Shackleton had an abundance of positive energy. He worked the hardest, slept the least, and led from the front.

The relevant Clifton StrengthFactors themes

Achiever	Have a great deal of stamina and a strong work ethic. They lead by example and are a go-getter. They take great satisfaction from being busy and productive.
Activator	Make things happen by being a self-starter and an energy source. They are often fearless.
Positivity	They are optimistic, energetic, light-hearted, and can get others excited about what they are going to do.

An Unwavering Resolve

In the "Good to Great" study Jim Collins and his team developed a theory that eminent leaders had a combination of humility (discussed already) and an unwavering resolve. Collins and his team found that inspirational leaders (level 5)

"have ambition not for themselves but for their companies, they routinely select superb successors. Level Five leaders want to see their organisations become even more successful in the next generation"

Shackleton never gave up: He believed that "there's always another move, you just have to find it." Having arrived at the whaling town on South Georgia, Shackleton made four attempts to rescue the men from Elephant Island and spent a further seven months rescuing his men who were stuck on the other side of Antarctic.

Shackleton was always a purveyor of hope and optimism. When setbacks occurred, he had to remain outwardly optimistic, despite his own feelings, to prevent a growing despair among his men. He knew that such despair could, in the face of adversity, lead to dissension, mutiny, or simply giving up.

- He kept the men so busy that they had little opportunity to brood over their predicament.
- When he sensed that the mood of the men was darkening, he would use a holiday observance or some other pretence to justify extra rations of food to boost morale.

"I always found him, rising to his best and inspiring confidence when things were at their blackest."

Hurley, a member of the Endurance expedition

There must be many a friend who has witnessed Jack Welch's competitive streak. He is the type of golfer who would chip in from the bushes to "halve a hole" that the opposition had already counted as won. Welch was a 'never say die' leader.

"Energize" Others

Jack Welch puts this trait in his top-five must-haves for leaders: the ability to release the team members' positive energy "to take any hill." With the many take-overs GE did with Welch there was a major opportunity to utilise the talent acquired in the take-over. Welch, unlike most CEOs, avoided the conqueror syndrome and made it patently clear that this was a great opportunity for anyone who wanted to rise to the challenge. He saw take-overs as a talent grab and it was criminal if the acquired staff were not engaged ASAP.

Shackleton had the ability to energize others. The team was prepared to take on any task he wanted as they knew he would be working beside them. He energized them to; spend weeks in the futile task of trying to break the ship free from the ice, haul the lifeboats over the ice-floe, and make the seemingly impossible traverse of South Georgia's snow peaked mountain range.

An Abundance of Passion

In his book "Cracking Good Leaders" Bruce Holland^{viii} points out that in all of us is a passion for something. The key for leaders is to ensure that you are in a business and sector that you are passionate about. Jack Welch, throughout his life, has always exuded passion from all his pores. He has been the very epitome of a passionate leader. It is interesting to note that he always looked, during the interview process, for passionate people.

Shackleton, Nelson and Churchill were likewise very passionate about what they wanted to achieve. Their passion ignited the energy in the people reporting to them and attracted likeminded individuals to their inner core, their band of brothers.

Florence Nightingale had an abundance of positive energy and understood that emotions are contagious. She enforced a positive environment for nurses to work in as it was better both for the team and the healing of the patients.

Anita Roddick displayed an intense commitment to her company and its mission; she called it her "electricity and passion". She invested time and effort into every department in the company herself. Her endless passion and dedication to her business is something that million-dollar companies spend a fortune trying to create. Her devotion and her personal touch inspired her employees.

Be Young at Heart and Always Celebrate Success

“Shackleton was so young at heart that he appeared to be younger than any of us,” McIlroy, a member of his expedition, was quoted as saying. Shackleton was always looking for ways to amuse his team—plays, sing-a-longs, cards, moonlight football matches. Yet this trait is seldom seen in the modern CEO.

Peter Drucker pointed out that many leaders were unable to appreciate success. He believed most people brush the evidence of success aside because they are problem focused.

Jack Welch puts celebrations in his top eight traits of a leader, which illustrates just how significant it is to ensure celebrations are recognized. “Work is too much a part of life not to recognize moments of achievement. Grab as many celebrations as you can. Make a big deal out of them.” Welch was all about making business fun. Realising that it is not life or death but a game you want to win.

Shackleton loved a party. Every Saturday night they would celebrate and toast their loved ones. Birthdays were always honoured. He even went to the trouble of taking a Christmas pudding along on the arduous walk to the then-“furthest South” with Scott. On Christmas Day, out came the small pudding with a piece of holly. Through near starvation he had kept this to share with Scott and his other companion.

Successful senior managers have the knack of making work fun—a quality that often can be seen in how teams perform and enjoy their work. However, for many organisations the “fun” is restricted to obliterating the week with several stiff vodkas or half a dozen beers on Friday night.

Some suggestions to *make work more fun* in the office are:

- Be brave and create a workspace that has colour and energy to foster a successful attitude.
- Celebrate success—one company has a newsletter called the *Success Express*.
- Create “CEO bouquets” gifts of either flowers, theatre tickets, or restaurant vouchers that are given out weekly for outstanding achievements.
- Encourage innovation, especially those ideas that will reduce the time invested in management meetings, board papers, and so on.

Trait #4: Self-Awareness and Self-Regulation

There are four main dimensions of self-awareness.

1. Awareness of what others say and think about you – this is a result of their reaction to how we impact them. We can change how we impact them.
2. Awareness of the thoughts and feelings you have about yourself - Our brain's negativity bias puts more emphasis on the bad experiences we've had. We can focus more on the past bright and tender moments.
3. Awareness of who you really are as reflected by our actions, motivations and emotions. We can focus more on our actions and their impact.
4. Awareness of who you want to become. We can regularly take time to reflect on who we want to become over time, as we grow older and more mature.

If we want to enhance our emotional intelligence, we must invest time to minimise the damage we inflict and, instead, maximise a positive environment for those interacting with us.

Daniel Goleman, a psychologist, who was the first to link emotional intelligence to leadership said,

My research, along with other recent studies, clearly shows that emotional intelligence is the (essential condition) of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but they still won't make a great leader".

Many leaders go through life unaware of their own personal baggage, with little or no understanding of psychology, the need to avoid emotional damage, the importance of managing one's anger, and the importance of embracing those who see things differently.

The good news is all of us can do something about this and become a better person.

The relevant Clifton SuccessFactor theme

Self-awareness and self-regulation	The ability to understand and manage your own emotions and control your own addictions.
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Minimize Personal Baggage

From the time, we enter this world, we develop traits and habits that will be limiting factors in our management and leadership of people. We will always be running with a few cylinders misfiring unless we fully understand our behaviour patterns and those of people around us. We inherit baggage from our ancestry, along with many great things. This baggage is added to by our parents, with too much smothering, too little attention, too much criticism, too little quality time—need I go on? I believe one important task in life is to lighten the load so that it is not crippling us when we decide to start "management summitting."

It is important to understand that to be a leader today you do not have to have handled all your personal baggage; the key is the awareness of your weaknesses. There are plenty of "crippled" CEOs causing havoc in every organisation that they work for. Yet there are those iconic CEOs who are a pleasure to work with. My point is that you owe it to your colleagues, your staff, your suppliers, contractors, family, partner and offspring to do something about your own personal baggage.

We have a choice: to grow and challenge those behaviour traits that will create havoc in the workplace, or to ignore them and seek new jobs like we do new partners, hooked on the romance period and leaving when the going gets tough. To make a major contribution, you will need to achieve through the contribution of others. This means acquiring a new set of behavioural skills more suited to working with and leading others.

Courses that minimise the impact of your personal baggage

Course 1: The Enneagram

"The enneagram is a profound, elegant, and compassionate approach to people and their relationships. It describes nine basic world-views and nine different ways of doing business in the world. Each of the nine personality types, see Exhibit 1, is something of a pathway through life, with likely obstacles and pitfalls along the way.

Your principle motivation should be a better understanding of how you work and what will benefit your family, friends, and colleagues. A by-product will be that you will understand the likely worldview/personality type of your boss, and thus be in a better position to make the relationship work. (See www.enneagraminstitute.com/ennagram.asp.)



Exhibit 1: The Enneagram

Course 2: Neuro-Linguistic Programming

Many readers will be aware of this term, even attended a course on it, and yet this concept is often left in the deep recesses of the brain, unused. At its basic level, it is the most effective form of behaviour alignment one can do. By using your five senses you create visions of achievement you have yet to attain. You smell, see, feel, hear, touch, all in your mind, the event you want to achieve. Your subconscious is now in a dilemma. It needs to close the gap between now and this future reality.

Because it knows no bounds, it will lift your performance, the only limiting factor being your consciousness, which, as always, will interfere and will sabotage progress, if allowed.

Neuro-Linguistic Programming will have a profound impact on your leadership, your golf scores and your relationship at home. Go on the web and search "NLP+course +New York" (your location) to find a local course.

Course 3: Transactional Analysis

Transactional analysis theory is that each of us is made up of three egos parent, adult, child, see Exhibit 2. When we communicate, as a manager to our staff, we need to understand that it will be more productive if we communicate as an "adult" rather than reverting to our parent or child egos. In addition, we need to be aware, when having a discussion with a staff member, what ego they are using. If a staff member is emotional they are using their child ego thus it is not productive to use

one's adult ego (structured reasoning) as the staff member needs your nurturing side (parent ego) for the communication to work effectively.

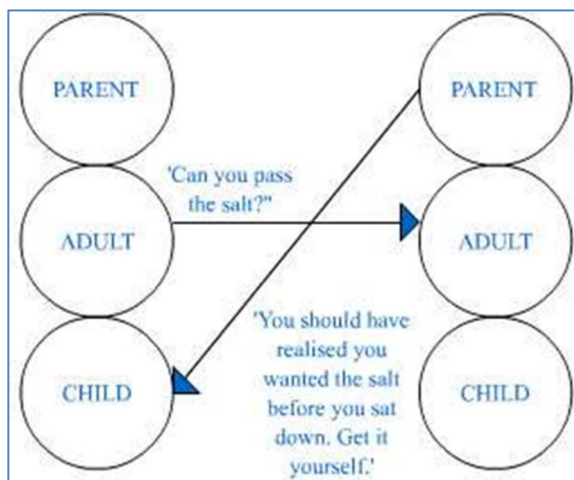


Exhibit 2: Transactional Analysis

I hope I have said enough to encourage you to explore further in this area. For a practical explanation see www.businessballs.com/transact.htm

Attending a Transactional Analysis course will help you understand communication styles and why sometimes our communication does not work. It is particularly useful in improving relationship communication with our direct reports, our partner and our family members.

Course 4: Hermann's Thinking Preferences

This entertaining workshop looks at the way people think. It is broken into four types, see Exhibit 3. It is important to understand the thinking preference of your boss, your colleagues, and staff reporting to you, so you can communicate effectively with them. It is an excellent team building course. Find a local expert accredited to delivering inhouse Brain Dominance Instrument (HBDI) courses from Herrmann's Instrument (HBDI) www.hbdi.com/

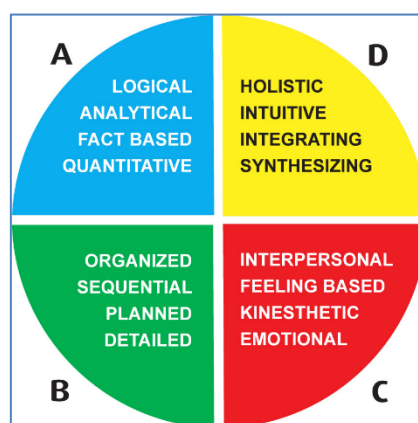


Exhibit 3: Hermann's Thinking Preferences

"Brain theory is fundamental to understanding human nature, because it explains why we are all so different, and why we often have such fundamental misunderstandings over things which one would expect we should agree about. It's the reason why we communicate far more easily with some people (similar types) than others." Bruce Holland

Each team member attending a HBDI course will understand:

- their own and their colleagues thinking preferences and thus understand how best to communicate with their colleagues.
- the strengths and weaknesses associated with their thinking preference.
- the type of work they do best and how they can contribute better to their team and organisation.

Course 5: Intensive Life Skills Course

Life skills courses have various titles. I have attended courses called "Turning Point," "Point of Choice," and "Essentially Men"; there are many others, such as "Money and You." Some of your friends and relatives will have attended a course. Go to one that is highly recommended and that has made a difference to that person. The personal development courses of longer duration have the most chance of changing your behaviours. The experts in behavioural change say that it takes up to 12 to 16 weeks of concerted effort to change behaviour. These courses help you to develop a decent toolkit to handle disappointment, anger and loss. If you do not learn to handle these events, there will be plenty of opportunities for them to screw up your life.

I went to one life skills course, as a sceptical accountant would, expecting to be mildly challenged. It turned out to be a more challenging and rewarding experience. I soon realised the extent of my baggage. Part of the major load was that I had never grieved properly for the loss of my dear sister-in-law, who died of cancer before she reached 30.

As Jack Welch says emotional maturity should be a given for a leader, it is a ticket to the game. Make sure you have invested time in this important area.

Course	Date of course
The Enneagram	
Neuro-Linguistic Programming	
Transactional Analysis	
Hermann's Thinking Preferences	
Intensive Life Skills	

Self-Regulation

As mentioned earlier Daniel Goleman, has linked self-regulation with the first trait, integrity. That is why offspring, from a family with strong ideals, can lack integrity because of their limited self-regulation.

Great leaders can manage their emotions and avoid emotional outbursts that could damage relationships with their staff.

If you have an anger-management problem, the behavioural change takes around 12 weeks to master through attending a weekly course.

Attending an anger management workshop.

Great leaders manage their emotions and avoid outbursts that could damage relationships with their staff. When you can choose not to get angry, you realise that anger does not help in the long term. The emotional damage caused by the outburst cannot be healed quickly and, in some cases, can never be repaired. I am sure you can recall, as if it were yesterday, outbursts of anger directed at you more than 10 years ago. The apology cannot wipe away the memory. If you have anger-management issues, attending a course of at least 12 weeks can resolve these. I should know, as I attended an anger management course myself.

The key to these courses is to give you techniques to use. You learn to make a conscious choice rather than a knee jerk reaction.

"Whenever we are angry, we are finding fault—we choose to play God by judging or blaming the other person for being wrong or deserving of punishment. I would like to suggest that this is the cause of anger. Even if we are not initially conscious of it, the cause of anger is located in our own thinking."

Marshall Rosenberg

Some of the main drivers of anger

Most of the drivers in anger fit into three categories:

1. **Transference**-We are disappointed with ourselves, so we transfer the guilt on to others (We are late, we are not trustworthy, so we don't trust our loved one, we are frustrated at work etc.,)
2. **Unmet needs**-Our needs are not being met (relationship, stuck in traffic, reckless driving affecting our safety)
3. **Bad space**-We are in a bad space such as ;excessive work pressure, financial pressures, responding to other's anger.

Techniques to handle anger

Here are some of the recommended techniques:

- **Stop, breathe.**- Stop and do nothing except to breathe. Refrain from making any move to blame or punish the other person, simply stay quiet, be a giraffe.
- **Take a time out.** When you feel angry ask for a timeout and leave. It is important the ground rules have already been agreed, so when the request is made it is honoured without any further comment and the other person promises a return time and gives a commitment to a resumption.
- **Stop and ask yourself one or more of these questions.** "Are the thoughts stirring in my head as judgements, flawed?" "Do I want to get angry about this? Will anger help the situation?"
- **To nip transference in the bud.** Ask yourself am I really angry at them or with myself?"
- **Empathise with them-** The more we empathize with what leads the other party to behave in the ways that are not meeting our needs, the more likely it is that they will be able to reciprocate afterwards.

Attending therapy sessions

One-to-one counselling can be very rewarding or a waste of time. Typically, the counselling you get free can be a bit hit or miss. Before you embark on this worthwhile journey you need to:

- be aware that a sizeable personal commitment is required – it may take 10-20 sessions over 3 to 6 months to make the progress you want and need.
- have the saving or a benefactor to ensure you can finish the journey. The costs are high as leading therapists can be as much as US\$150 per hour.
- realize it will unlock events in the past that you may have chosen to block out. You may feel worse before you feel better.
- chose the right therapy for you – there are over 100 different therapies listed on www.goodtherapy.org so you need to invest time to be certain you have chosen the right therapy for you

- last but not least now use all the contacts you have to source a therapist who comes with impeccable qualifications and reputation.

The good news is that you can use a skilled therapist based in another country to take you on this journey.

Some common therapies

Counselling has advanced in the last few years so it is important that you understand the different types and what will meet your needs.

- **Cognitive-behavioural therapy:** A therapist uses CBT to explore the relationship between a person's behaviour and thoughts, feelings, or both. Claimed to be useful for anxiety disorders, depression, eating disorders, trauma-related disorders
- **Dialectical behaviour therapy:** This focuses more on regulating emotions, being mindful, and accepting uncomfortable thoughts and feelings. Claimed to be useful for post-traumatic stress disorder, substance use disorders, mood disorders
- **Eye movement desensitization and reprocessing therapy:** This involves a person recalling a traumatic event while performing specific eye movements. It aims to replace adverse reactions to painful memories with less charged or positive responses.
- **Exposure therapy:** A therapist uses exposure therapy to figure out what triggers their anxiety. The person will learn methods to avoid ritualistic behaviours or anxiety after exposure to these triggers.
- **Family systems therapy:** is based on Murray Bowen's family systems theory, which holds that individuals are inseparable from their network of relationships. This therapy does not require the involvement of other family members in the treatment.
- **Neuro-Linguistic Programming (NLP).** This can be applied to your leadership skills, your hobbies and your relationships at home. By using your five senses, you create visions of achievement you have yet to attain. You smell, see, feel, hear and touch – all in your mind – what you want to achieve. Your subconscious will set about closing the gap between where you are now and this future reality. I have attended three sessions to remove a negative thought pattern. Search 'NLP courses' to find a course near you.
- **Psychodynamic therapy:** This therapy involves a person speaking freely in response to a therapist's questions, which allows a therapist to identify patterns of behaviour and thought. The aim is to help a person combat negative patterns of behaviour that derive from past experiences.

Embrace dissidents that at first upset you

"If you have consensus on a major decision don't make the decision because the homework has not been done."

President Roosevelt

Drucker said that there should be conflicting views, and these should be evaluated before a decision is made.

Gary Hamel is adamant that organisations and leaders should embrace irregular people as their irregular ideas can be very valuable.



Have a coffee with someone you are not seeing eye-to-eye with. You will be amazed that it is often perception rather than reality that is the barrier.

Courage Behavioural Traits of Successful Leaders

Much has been written about the need for courage. Some writers, misguidedly, even came up with various leadership styles, such as the courageous leader. Let set things straight. Every leader, of a large team, needs to be that person that will go where angels fear to tread. How can you take your team out of the trenches into the unknown unless you are prepared to lead the way?

Trait #5: Decision Making and Calculated Risk Taking

Drucker observed that the weak leaders make plenty of easy decisions while strong leaders make fewer decisions - the big ones. The ability to make decisions and take calculated risks is an inherited trait. Risk taking is not to be confused with the serial entrepreneurs who dream up new ideas and then risk other people's money. We are talking about well-considered decisions that are executed with commitment.

Jack Welch points out that, "Anyone can look at an issue from every different angle. Some smart people can—and will—analyse those angles indefinitely. But effective people know when to stop assessing and make a tough call, even without total information." This trait can be developed through exposure to great managers and mentors.

The relevant Clifton Success Factor themes

Commander	Have charisma, are inspirational, take control of a situation and make decisions. Easy to follow as they are clear and concise.
Deliberative	Identifies risks, anticipates the obstacles, and plans for the unexpected before making solid decisions.
Self-Assurance	Self-confident with a strong inner compass that gives them fortitude that their decisions are right. Able to take risks.

Decision making ability

Leaders need to be able to make the unpopular decisions and the hard calls when not all the information is at hand. Jack Welch says that leaders should rely on their gut instinct when information is not available. They should realise they have been appointed to the position because of their experience and their history of making more right decisions than wrong ones.

In the decision-making process, leaders have the "curiosity that borders on scepticism" making sure all the stones have been overturned, as Jack Welch would say.

Perennial procrastination has no place in leadership and is a trait that needs to be probed during the interview process of a candidate.

If you take a hit, is it above or below the waterline

Collins specifies that when making decisions you need to know will they affect you above or below the waterline if they go wrong, see Exhibit 4. The 'below the waterline' will obviously sink the organisation. Government and not for profit

Adopt Successful Work Habits

1. Allocate Time To Your Rocks

The more time you spend working on the most important things that you have planned for your current and future life the more successful and rewarding your life will be. What's your rocks are is up to you, I can't help you there. What I can do is show you some tips from the past that are relevant today and for your foreseeable future.

Stephen Covey's four-time quadrants

One of the fathers of time management is Stephen Covey. In his book "First Things First", he observed that great leaders appear less stressed and seemed to have more time on their hands.

He adopted the Eisenhower matrix which helps to sort tasks based on the principals of urgency and importance. When assigned to each task, those two factors place the task at the relevant quadrant of the matrix. Covey pointed out that far too often we are firefighting in the "urgent and not important" quadrant. We should, instead, allow such fires to burn themselves out, redirecting our time to the "non-urgent and important" quadrant.



As you can see in the diagram, we should spend more time in the "non-urgent and important" quadrant, the green zone (shaded in the E-template). When you do this, you will find yourself having fewer looming deadlines. The E-template is included in the free download for readers.

He was adamant that the key was "not to prioritise what's on your schedule, but to schedule your priorities."

The rocks, pebbles and sand lesson on time management



A philosophy professor is lecturing to his students. He brought out an empty jar. Filling the jar with some small rocks, he asked, "Is it full?". "Yes", they replied. Then he lifts a container of small pebbles and pours them in. "Is it full?". "Yes", they replied. Then he lifts a container of sand and pours it in round the rocks and pebbles. "Is it full?". "Yes definitely", they replied. Then he pours in a cup of coffee into the container, and it fills up all the spare space.

He explained, "Rocks are the important things in your life — you must give them priority each day otherwise you can't fit them in. Small pebbles — are the next important things. The sand (your emails, routine meetings, daily chores) — are the least important activities and should be made to fit around the more important tasks".

"So why the coffee?" a student asked. "To remind you that you should always make time, every day, for a coffee with either a work colleague, a client or a friend," the professor replied.

The rocks are, of course, the "important but not urgent" tasks that Covey was pointing us to.

When To Stay, When To Move, And How To Go About It

1. Am I In The Right Career?

You are unhappy with your job. You are wondering whether you are in the right career? Join the club. Everyone gets to this junction. The key to remember is that the next job may also fail to meet your expectations unless you do your homework.

Invest in this process

There are many reasons why we are in the wrong career, and these include:

- We got confused between being on holiday and work – we tried to find happiness in a poorly paid job in a desired location.
- We have yet to do any research into the job market.
- Jobs were tough to get so we had to accept the first decent one offered.

Well, whatever the reason there is a process you need to follow.

First, we are going to ascertain our **work values** and our **skills inventory**. Then we can assess our current job against these. If there is a poor fit we are now going to commit to some serious **job research**. We are going to find a selection of jobs that fit our work values much better. We are then going to really drive our network to help us understand the new opportunity and what we need to learn to make us attractive to that sector. Then we are going to close the skills gap and get that new job. It is hard, yes but worthwhile.

Ascertaining our work values checklist

Check this list out and amend / delete accordingly before you rate each one using a five-point scale. Then weight all those with a 4 or 5 rating. This process should give you somewhere between 10 to 15 work values that are important to you.

Work values checklist		
What you want in and from a job	Rate 1 to 5 (5= being essential)	Weight all 4 or 5 ratings (1= bottom third, 2= mid third, 3= top third weighting)
Adventure		
Autonomy		
Avoiding stress		
See the Etemplate		

Evaluating your current job against your work values

Now transfer your 10-15 work values into this table. Rate your current job. You now have a baseline, and I would suggest that any new career change should score at least 20% higher to warrant the effort and risk.

Evaluating your current job against your work values checklist		
Your top 10-15 work values	Current job rating Rate 1 to 3 (1= poor, 2= average, 3= good fit)	Proposed career Rate 1 to 3 (1= poor, 2= average, 3= good fit)
1.		
2.		
3.		
See the Etemplate		

Do a skills inventory

What are your top ten skills and what is the fit between these skills and your current job?

List the skills from your updated CV into this table and discuss with your mentor. Now look at the utilization in your current job. If there is a poor fit, then there is more reason to change careers. Again, we should score any proposed career against this baseline. We should again want to see at least a 20% higher score.

Skills inventory checklist		
Your top ten skills	Utilization of skills in current job (1= poor, 2= average, 3= good fit)	Proposed career (1= poor, 2= average, 3= good fit)
1.		
2.		
3.		
See the Etemplate		

Close the skill gap

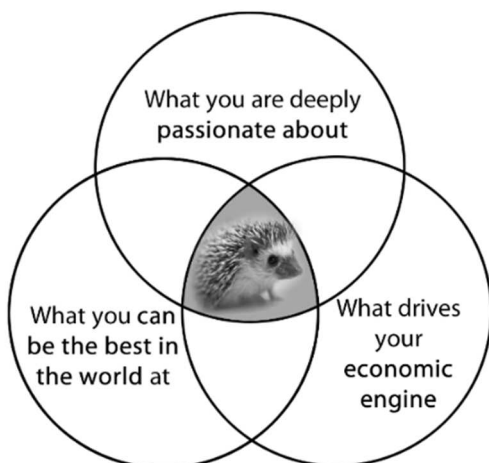
Close the skill gap by stretching yourself and accepting challenging opportunities in your existing workplace

Why not leave your job on a high. You should go for some stretch opportunities within your organisation where you will be learning some of the new skills that you need in your new career.

Make sure your career is as secure as a hedgehog

I saw a film the other night where twins who were world champions at disco dancing only to discover that the audience appeal of disco dancing shows was short lived. You need to make sure your experiences and gained knowledge keep you always in demand. In other words, your career needs to be like a hedgehog, that can survive most dire situations.

We all want a career that is save from the tentacles of economic downturns. COVID 19 has really pointed this out clearly to us all. We need a protective layer that a downturn cannot penetrate.



I have repurposed Jim Collins' hedgehog diagram that he used to show how an organisation can seek longevity.

The circle in the left tells us to focus on an area where we can be a world expert. This is easier than you think. You just need to focus on an area that no one else is. Take a telescope and look from the wrong end, from the large lens to small lens. Focus on things you are good at, look for a field specific to your experiences, where you have already made progress. Make sure it's free from numerous competing experts, then get your 10,000 hours, a benchmark for being an

expert, into that space as soon as possible. I have published more books, written more articles and spoken in more countries than anyone else on the topic.

It however did not work in leadership. Yes, I did make a breakthrough. I did write about it but it. I am passionate about it but, there are too many better-established experts in the field. I now have wound down my involvement in this space. It was a diversion.

The circle at the top involves identifying your passion. Where your passion and your expertise collide is an agreeable place to be – work and play merge.

The circle to the right reminds us there needs to be a demand: It is simple common sense to focus on something others will pay for. You can be the world champion at tiddlywink's and be passionate about it (I would think you were nuts), but there is no economic engine.

I have developed a checklist for you that covers:

- Listing the skills you have
- Listing your experiences
- Listing what are you passionate about
- Listing your potential hedgehogs
- Getting started on your hedgehog

The hedgehog checklist	Write your notes here
List the skills you have	
Skill 1: (e.g., communicate well)	
Skill 2: (e.g., team leader / team player)	
Skill 3: (e.g., able to develop rapport with different people)	
See the Etemplate	

2. Finding A Better Job

Once in a job the key to your future lies in avoiding a poor next career move because you were conned by promises.

Whilst hopefully every career move results in a substantial salary increase it is important not to be swayed by the money. There are 15+ things you need to look for in any job change. These aspects need to be verified rather than simply rely on the interviewers' promises. Always remember that the interviewers will have over sold

the job. You need to make sure the next organisation is going to be a better fit, or at least part of your proposed career journey.

Before you move, you need to undertake some of the exercises in 'Personal Development'. There is no point moving from job to job if in the end it is you that is the problem.

It is not uncommon for many promises to be offered in the interview, which in reality will never transpire. In other words, if you're looking for a car in job, don't accept a statement like "We expect in 6-12 months, Joe Bloggs will be leaving and his position, which comes with a company car, will be yours.". This was once offered to me, and the said person was still there when I left 3 years later.

You need to find out a lot more about your organisation and your future manager. Any shortcuts here can lead to many months of pain.

You are looking to move on from your initial job

Unless the first job is a disaster, it is advantageous to be with them for at least 18 months with three years being the sweet spot. After scoring some goals we need to make sure that the next organisation is going to be a better fit or be part of the next step in your proposed career path.

Commence job research

Commence job research using friends, family, college alumni, mentors, LinkedIn contacts and online searches

You will be surprised how much information you already have waiting to be tapped. You need to use every brain in the game and fact find until you have come up with a short list of potential careers.

Discuss careers with a mentor or two and then find out more about them. A useful site to visit is www.thebalancecareers.com

Fine tune your job research

Fine tune your job research by visiting work environments, participating in shadowing and offering to do an internship

If you are prepared to move careers and sometimes this comes with a pay cut as it did with your grandpa, then make sure it will be worth it. The process may be as follows:

- Visiting these environments through a friendly contact.
- If the visit goes well, you could then ask to shadow someone for a day or two.
- Or work for them for a week or two for free (this will unfortunately burn up some of your accrued holidays).

Now you will really know whether this proposed move will benefit you. Providing it scores better than your current job with 'work values' and 'skills fit' you are now ready to leave. However, you may have a large skills gap.

Compare your top talents to the selected job

Utilizing the results of the Clifton StrengthsFinder, see section, "What is right with me?" check with your support network that there is a good fit between your talents and strengths and those required in the new career.

The need to be Machiavellian

You need to be Machiavellian. Like in poker you must never show your hand. As soon as you are committed to leave you need to work on the week on week off cycle. One week dedicated to the job and the other dedicated to finding the next job.

It is imperative to have another job lined up before you hand in your notice. Looking for a job while you are unemployed is the dumbest thing you can do. You are no longer a scarce commodity when compared with another candidate who is in a job.

No matter how bad the job is you want to make them feel you are a reluctant leaver. You may need them as a job reference down the track. Or a future employer may use LinkedIn and check their reference out informally.

Finding a better job checklist	Is it covered?
Knowing where your talents lie	
1. Make sure you have undertaken the Clifton StrengthsFinder assessment before any move so you can assess whether the new job is in fact a better fit.	<input type="checkbox"/> Yes <input type="checkbox"/> No
2. Does the new position make the best use of your current talents?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Start sorting out your own personal baggage before changing jobs	
3. Complete the personal development courses. You will not regret it.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The company culture	
4. Is this move intended to gain some blue-chip (large and well-run organisation) experience?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5. Are you going to work under an inspirational CEO?	<input type="checkbox"/> Yes <input type="checkbox"/> No
6. Can you envisage working in the new organisation for at least three to five years?	<input type="checkbox"/> Yes <input type="checkbox"/> No
7. Does the job have a more attractive office environment than your existing position?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Career growth	
8. Is the opportunity a better fit to your Ikigai (your life's purpose)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
9. Is the opportunity a better fit to your five-year goal aspirations?	<input type="checkbox"/> Yes <input type="checkbox"/> No
10. Are there more learning opportunities in this position?	<input type="checkbox"/> Yes <input type="checkbox"/> No
11. Does the new organisation offer international job opportunities?	<input type="checkbox"/> Yes <input type="checkbox"/> No
12. Does the new organisation offer a better commitment to training?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Your future manager	
13. Have you asked the person you are replacing, "I am in the process of applying for a job with _____ I understand that you have worked for them in the past is that correct? If I was offered the position should I take it?"	<input type="checkbox"/> Yes <input type="checkbox"/> No
14. Have you enquired from independent sources about the manager you would be working for? Never rely on your impression during the interviews. All managers are on best behaviour during these sessions.	<input type="checkbox"/> Yes <input type="checkbox"/> No
Work colleagues fit	
15. Does the job have more competent staff reporting to your position? Make sure you have checked this out with someone who is now outside the organisation. You do not want to work with a less competent team than you already have.	<input type="checkbox"/> Yes <input type="checkbox"/> No
16. Does the new company have more competent employees than your current job?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Work life balance	
17. Is the work life balance in the new organisation a good fit with you? You will need to have some casual conversations with the staff in the organisation before you answer this question.	<input type="checkbox"/> Yes <input type="checkbox"/> No
18. Is the organisation's location desirable? Good affordable housing nearby, good life style opportunities, easy commute from existing home if job is in same city?	<input type="checkbox"/> Yes <input type="checkbox"/> No
19. Does the new job fit with your partner's career and or family commitments better than the existing one?	<input type="checkbox"/> Yes <input type="checkbox"/> No
20. Is there an honest set of values and ethics within the new organisation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Job package	
21. Is your proposed rate of pay in the top quartile for your position and experience?	<input type="checkbox"/> Yes <input type="checkbox"/> No
22. Do the total emoluments of the new job offer more than a 20% increase over existing pay?	<input type="checkbox"/> Yes <input type="checkbox"/> No
23. Does the job offer a bigger employer pension contribution?	<input type="checkbox"/> Yes <input type="checkbox"/> No
24. Does the job offer a better holiday entitlement?	<input type="checkbox"/> Yes <input type="checkbox"/> No
25. Does the proposed job title convey a promotion to the future readers of your CV?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Degree of values fit

There are business sectors where the values are best suited to the wilds of the Serengeti. Working in these environments, while financial rewarding, is full of people who have a poor set of values. In every sector there are some standout performers. Search these out.

Far too often organizations are too large for integrity to be unchallenged. The number of layers you have in an organisation can undermine integrity and the values. Building silos and enabling and supporting broken management practices to thrive.

I now believe that dysfunction will become prevalent when an organisation has more than five layers of management. If we have each manager having, on average, between seven to ten direct reports, we come up with a maximum for an organisation of between 2,500-7,000 employees. Over which I would argue there will be a lack of integrity and performance.

The magic 150-170 staff level

Whilst it is desirable to have work experience in a large well-run organisation so you know how these operate and how to negotiate with them, job satisfaction will often be enhanced in organisations with less than 150 staff.

Bill Gore, of GORE-TEX fame, have an interesting rule on their management structure. Through trial and error, they have devised a model of office design, whereby if the office grows to exceed 150 employees, they will start another office elsewhere until it hits 150 employees, and then start elsewhere again.

148 is the magical number called 'Dunbar's Number,' often rounded up to 150. It is attributed to British evolutionary anthropologist Robin Dunbar, who has stated that 150 people is the 'point beyond which members of any social group lose their ability to function effectively in social relationships.'

Dunbar focused his research largely on the success of GORE-TEX, but he also found similar results in other communities such as Native American tribes, historic military units and Amish communities. In the ancient Roman Army, a Roman Legion of approximately 5,000 soldiers was split into 10 cohorts each with four units of 120 soldiers.

The key people to talk to before accepting an offer

Never, I mean never, take a job without talking to your predecessor. I did once, and I must have taken months off my life through the stress it created. I was conned into the job. Even the job description was hidden from me.

Here is how I would do it now:

- Ask the interviewer the name of the predecessor
- Then ask if it would be okay to ring them
- On a walk about speak to one of their colleagues who will know where they are at present
- Failing that ring the reception, when you are at home, and ask for the predecessor. Pretend you are a friend, giving a fake name. They might give you a clue where to start.
- With their full name, a visit to LinkedIn should do the trick

To get an accurate feel of the organization's culture and an assessment on your future manager, as a minimum, contact the following:

- Talk to your predecessor even if they are in Bolivia
- Using LinkedIn talk to others who have worked and left the organisation.
- Find out about the staff turnover in the department.

How to avoid being sucked in by a compulsive liar

Whilst I am a positive individual one realizes there are a whole raft of managers who see recruiting as just an exercise to tick-off. They want a bum on the seat right now. To achieve this, they will lie about the job, make false promises and mess with your career to meet their short-term need.

They are so good at giving a positive impression that recruiting is a breeze for them, and we are the cannon fodder. If in the interview the boss looks too good to be true be warned. There are many chameleons around.

We emigrated to New Zealand in 1981, having found a job advert in the accountancy journal. I arrived in Wellington and spent nine months with an accounting firm to find that things were very different to what I had been used to in the UK. The problem was I was bonded. They had kindly paid our airfares and given us a settling in allowance that I would, rightly need to repay. So, I needed a job where they would pick up the bond. I was interviewed by a Financial Controller who when asked about the job description said, "There isn't one, you can draft it in your first month.'

When I did unearth the job description it was abundantly clear that a working knowledge of the antiquated accounting system was a vital criterion. Whereas I had never worked with a computer, let alone an accounting system. Well let me tell you it was a baptism of fire. My second-in-command, let's call him Robert as that was his name, had wanted the job, the only problem was that he was not qualified. Robert decided to force management's hand by exposing my weaknesses.

My lack of knowledge led to five months of hell. I became a shaking wreck as I was averaging 6 to 8 coffees a day. I saw the writing on the wall and

sought advice from the union having joined them the week before. I negotiated, with the union's advice, a sidestep out of the finance department until I landed a more appropriate job. Robert took over and later qualified. We would meet up once a year for a day's golf as his role was crucial in me moving on to the job that set me up for years to come.

Your only safeguard is your homework. Using LinkedIn, you should always, I mean always, ask your predecessor, "Should I take the job?". You want to hear, "Oh, you are so lucky, s/he is a great manager."

No matter how desperate you are to get a job, it is not worth taking a gamble on an unknown boss.

From my career I have learnt:

- Career moves/ shifts are best done when you have resources behind you. You may not get income for a year or so.
- You will be learning from your current job no matter how much you feel you need to move on right now.
- There is often a lot of serendipity in career moves, you just have to be open to these new opportunities.
- Experiences gained from volunteering can open doors. In my case it was writing articles for free.

3. Choosing The Right Competing Job Offer

As you move up the career ladder and gain valuable experience there will be situations where you have competing offers as organizations are scrambling to secure your talents.

Always remember that the interviewer will have over sold the job. You need to make sure the next organisation is going to be a better fit, or at least be on the pathway of your chosen career journey.

Comparing competing job offers

Comparing competing job offers is a stressful time as most organisations will expect a swift response, although do not fall for the trick for a swift decision, as I did back in 1985.

"We are so impressed with you _____ that I will offer the job right here and now, the job comes with _____. Since we have been swift so must you. We need to know your answer before you leave the building. Have a walk around, talk to whoever you like, but make that decision."

To help you I have created this checklist.

Comparing competing job offers checklist	Current job	Offer #1	Offer #2
Really important features:			
fits best with your Ikigai (your life's purpose)?			
fits your five-year goal aspirations best?			
offers challenges that will make the best use of your strengths?			
offers the best career opportunities in that two-to-five-year timeframe?			

offers the best remuneration package?			
has the best holiday entitlement?			
has the best employer pension contribution?			
has the best health and well-being focus?			
has the best boss? Make sure you have checked out your potential boss with someone who worked for them and is now outside the organisation.			
has the more competent staff reporting to your position? Look at their social media profile and as part of the last round of interviews, have coffee with them before you accept the offer.			
offers the job fit with your partner's career?			
offers the most commitment to training by having the highest stated annual training hours?			
<u>Nice to have features:</u>			
offers the best leadership opportunities?			
offers the best work culture and company reputation?			
offers the best 'work life balance'?			
has the best C-Suite? Make sure you have checked this out with someone who is now outside the organisation, so you can do an accurate comparison to the executive team in your current organisation.			
has the more inspiring CEO?			
has the best commute time?			
has the most attractive office environment?			
has the more interesting business travel potential?			

<u>Mentor ratings</u> -:	Current job	Offer #1	Offer #2
_____ (mentor #1)			
_____ (mentor #2)			
_____ (mentor #3)			
Complete E-template comes with the toolkit			

Rank jobs (1= greatest fit, 2= next best fit)

Because a rating exercise is subjective, and each element is not equal it is tempting to use some form of weighting to come up with a single score. Please avoid doing this. The reason being is that you cannot turn a subjective exercise into an objective exercise. It will always be a judgement and include your gut instinct.