

CHANGE

Get the whole organisation on board with change.

Interesting fact: 70% of change initiatives in organisations and businesses fail.

Source: "Leading Change", John Kotter



All ABOARD!

CHAMPIONS

Identify enthusiasts for the change and help them to spread the word.



RESISTERS

Listen to them and take their views seriously. Try to get them involved as active participants.



GATEKEEPERS

Identify those people that you have to convince to make the change possible.



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CREATIVITY & INNOVATION

Generate creativity and inspire innovation, wherever you are.



Interesting fact

Only 25% of people believe they are living up to their potential to be creative.

Source: Adobe

BRAINSTORMS

Avoid bad brainstorming by giving the team time to think before everyone comes together.

FOSTERING INNOVATION

Encourage an outward view - looking for inspiration from the world outside the organisation.

UNLEASHING YOUR CREATIVITY

Stop thinking about the subject and let your subconscious go to work - time pressure stifles creativity, which needs an incubation period.

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CRISIS MANAGEMENT

Stay calm and keep control in a crisis.

Nine audiences to target during a crisis:

- 1 Corporate Executives
- 2 Employees
- 3 Board of Directors
- 4 Customers
- 5 Vendors
- 6 Industry Analysts
- 7 Financial Institutes
- 8 Trade Associations
- 9 Regulators

Source: ODM Group



ACT SWIFTLY

Take responsibility for dealing with the problem.

COMMUNICATE FULLY

Know in advance who you need to contact in the event of a crisis.

EMOTIONAL INTELLIGENCE

Control your emotions, and the effect they have on other people.

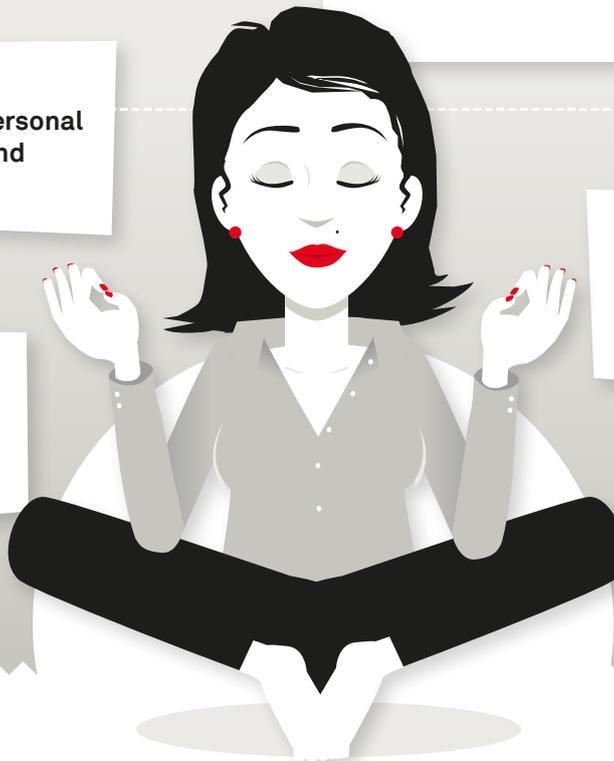
90% of top performers have high Emotional Intelligence



Schmidt, 2012

SELF-AWARENESS

Become more aware of your personal moods, emotions and drives and what causes them.



SELF-REGULATION

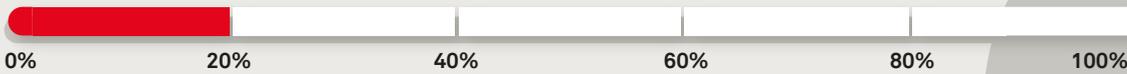
Work on controlling disruptive impulses and moods, perhaps by counting to ten or breathing slowly

EMPATHY

Consider how others are likely to react emotionally before you act - put yourself in their shoes.

ETHICS

Making ethics an everyday reality.



A fifth of employees (19%) say that honesty is practised "Occasionally/Rarely/Never" in their organisation's daily practices.

Institute of Business Ethics



THE ONLY WAY IS ETHICS

Being ethical means doing the right thing even when not required by law or policy.

HOW YOU BEHAVE MATTERS

Be aware that your team will judge their workplace as ethical or unethical based on the way that you behave.



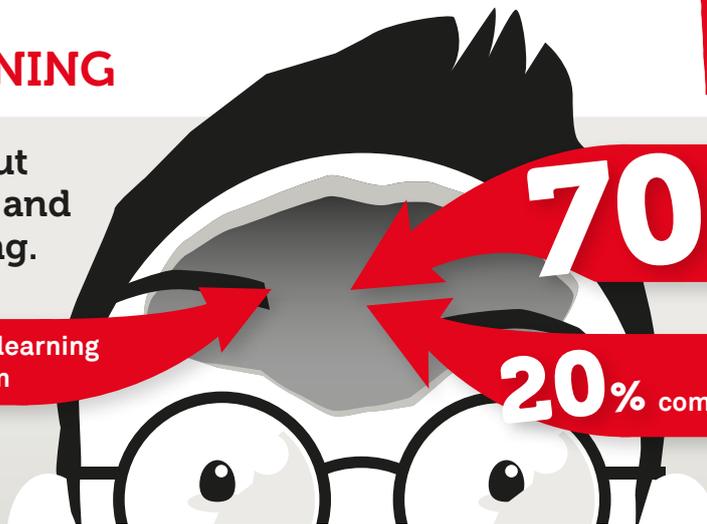
EVERYDAY LEARNING

Getting the most out of formal, informal and experiential learning.

10% through formal learning in the classroom

70% of learning comes through experience

20% comes through social learning



Source: the 70:20:10 model popularised by Charles Jennings

MAKE FORMAL LEARNING WORK

Brief your team member ahead of any course and follow-up as soon as they return.

EVERYONE'S A TEACHER AND EVERYONE'S A LEARNER

Be open to reverse mentoring, which allows more experienced staff to learn from those with new and different perspectives.

LEARN FROM EVERY SUCCESS AND DIFFICULTY

Encourage your team to debrief after every success to make sure lessons are learned and successes are repeated.

LEADERSHIP SINS

Avoid the most common sins of leaders.



CONTROL FREAKERY

Give your team the space to breathe - a sense of autonomy is a great motivator.

AVOIDING CONFLICT

Tackle conflict swiftly - if you ignore the situation it will only get worse.

DITHERING

Be prepared to analyse a situation and make a quick decision when the situation demands it.

BEING LOVED

Accept that you cannot be loved by everybody and that this is one of the challenges of leadership.

THE IMPORTANCE OF SMALL TALK

Look for mutual value from every relationship.

VANITY

Be open to feedback from others about your role as a leader.

PRACTICAL LEADERSHIP

Make leadership an activity, not a position.



HAVE A CLEAR VISION

If you don't know where you're going, you're likely to end up somewhere else.



SHOW THEM HOW IT'S DONE

Setting an example means not avoiding the unpleasant jobs, so show you can get your hands dirty.

SHOW YOU BELIEVE

Always be on the lookout for actions that deserve praise and be quick to do it.



DEAL WITH PROBLEMS

When you delegate and things go well, it's the person who's done the job that takes the credit, but when things go wrong, it's you the leader who carries the can - don't try and shift the blame down the line.



TEAM DECISION MAKING

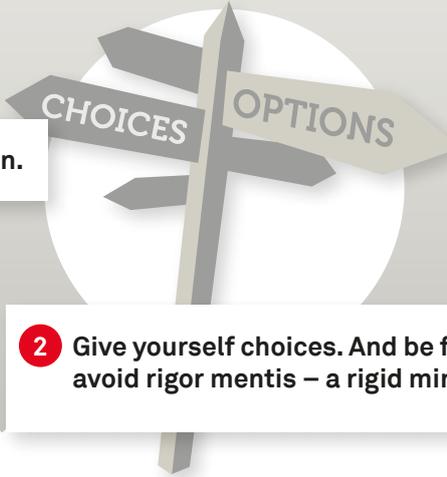
Making and testing business decisions.

AVOID THE EGO BARRIER

Don't take it all upon yourself -
you're looking for team decisions.

THE THREE STAGES OF TEAM DECISION MAKING

1 Develop a sharply focussed question.



3 Imagine future worst
and best case outcomes.

2 Give yourself choices. And be flexible;
avoid rigor mentis – a rigid mind.



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TEAM DEVELOPMENT



FORMING:

In this initial phase,
take a strong role in
directing the team.

STORMING:

Resolve conflicts swiftly
if they occur.

NORMING:

Take a step back and
help team members
to take further
responsibility.

PERFORMING:

Recognise the
contributions of others
and ensure that credit
is awarded where due.