

# **Winning Leadership: A Model on Leadership For The Millennial Manager**

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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<sup>i</sup>. 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. 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 fifteen skills that can be learnt.

It was argued by the evolutionist, Jean-Baptiste de Lamarck<sup>ii</sup>, 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 Fifteen Leadership Skills To Master

As a leader, there are fifteen 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 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

## 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.

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# 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 20<sup>th</sup> 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.

## 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 **fifteen 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 Conchie<sup>iii</sup> 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<sup>iv</sup> 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. I can relate from first-hand experience, that anger management experts changed my relationship with anger in a twelve-week programme. I developed the mechanism to choose whether I wanted to get angry or not.

## **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 Fifteen Leadership Skills To Master**

The fifteen 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 21<sup>st</sup> 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.

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# 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.



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# The People Focused Behavioural Traits of Successful Leaders

The explorer Sir Ernest Shackleton, arguably one of the greatest serving leaders ever, was a brave man. He was never afraid to make bold decisions, was calm when facing a crisis, spent time considering the future and genuinely cared for his team members as if they were his own flesh and blood. He also had boundless positive energy and his integrity and honesty was never questioned.

It is therefore appropriate that I often refer to Shackleton's leadership when discussing a trait.

## 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 make an effort 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*,<sup>v</sup> 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<sup>vi</sup> 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 lead 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 heralds 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."<sup>vii</sup> 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.
- Hurley, a member of the *Endurance* expedition, said, "I always found him, rising to his best and inspiring confidence when things were at their blackest."

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<sup>viii</sup> 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**

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

*“The most effective leaders are alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It’s not that IQ and technical skills are irrelevant. They do matter, but they are the entry-level requirements for executive positions. 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.

Here are five courses that I would recommend to help 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](http://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

like the dumbest person in the room!” They are just the best at directing this talent in the right direction.

To help you with recruiting I have extracted content from a chapter out of my recent book in Appendix 3.

### **Promoting the Right People for the Right Roles**

Peter Drucker said that promoting staff was one of the most important decisions a manager/ leader makes. He pointed out that great leaders were not afraid of appointing outstanding people to their team, individuals who, had the potential to outshine their managers. Drucker even witnessed GM spending four hours on one promotion. Sloan, the CEO replied, “If we didn’t spend four hours on placing a man and placing him right, we’d spend 400 hours on cleaning up after our mistake – and that time I wouldn’t have.”<sup>xv</sup>

### **Pick Your Second-in-Command with Care**

Shackleton’s second-in-command was Frank Wild—an old dog, as Shackleton would say. He was totally dedicated to acting on behalf of Shackleton in his absence. Wild followed Shackleton on all his adventures. Like Shackleton he started off as a seaman and became a great explorer.

Shackleton and Wild were the perfect fit. Wild left the planning to Shackleton and focused on maintaining a happy and friendly morale no matter what transpired.

Drucker said that a leader should always look for a second in command who is as good as or better than themselves. They will not be afraid of working with more talented staff.

## **3. Developing and maintaining stakeholder relationships**

A common thread with the great leaders is their focus on developing and maintaining productive relationships with key stakeholders.

### **Link with Key Decision Makers**

Shackleton knew that his dream of being the first to the South Pole could be achieved only through the support of the Royal Geographical Society and wealthy sponsors who needed to be inspired by the epic proportions of the enterprise. Shackleton not only was close friends with these decision makers, he was a favourite with many of their wives—his charm, good looks, and attentiveness assured a constant stream of support.

Churchill said he would “make friends with the devil” if it would help Britain’s cause in the war. He maintained close contact with many key decision makers across the world.

Right from his days at university Welch knew what side the bread was buttered. He created lasting friendships with his professors. At GE, Welch was both a maverick and a company man. He could manage this by the close relationships he maintained with the key decision makers.

## Be Always Aware of the Politics

Churchill knew the importance of the U.S. presence in the war. Many of his famous speeches were aimed not only at the British listening public but also at the Americans, who would surely suffer if the Nazis controlled the Atlantic.

Sir Edmund Hillary knew that he would never be in the leading party to conquer Everest if he remained with his fellow New Zealander, George Lowe. He thus, reluctantly joined with Tensing Norgay, another talented climber who would enable him to be selected for the second summiting team.

## 4. Selling and Leading Change

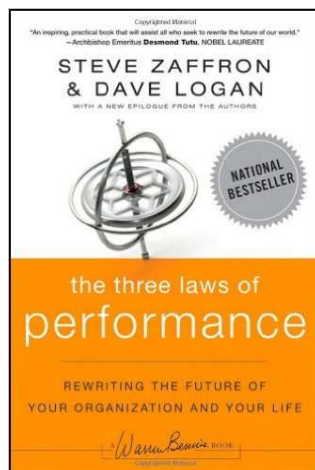
Many teams around the world have wanted to embrace lean practices but are weary because many initiatives both inside the team and in other teams fail far too often.

As we will know from past experiences this sales process is not easy and can be prone to failure. I would argue that more than half the initiatives that are declined, at the concept stage, were under sold. In other words, given the right approach the initiative would have gone ahead.

If you are not prepared to learn the skills to cover the common deficiencies in a selling change process, I would argue that you are resigning yourself to providing the same service level for years to come. Selling change requires a special set of skills and we all can, and should, get better at it.

Three books have opened the way for us to rethink change and to apply techniques that will get change over the line.

### Steve Zaffron and Dave Logan



Steve Zaffron and Dave Logan have written a compelling book "The Three Laws of Performance" that explains why so many of these initiatives have failed. The first law is "How people perform correlates to how situations occur to them." The writers point out that the organisation's "default future" which, we as individuals just know in our bones, will happen – will be made to happen. Thus, in an organisation with a systemic problem, the organisation's staff will be driven to make initiatives fail, so that the default future prevails.

They went on to say that is why the more you change the more you stay the same. The key to change is to recreate, in the organisation's staff minds, a new vision of the future, let's call it an "invented future".

Zaffron and Logan signal the importance of language (the second law), without language we would not have a past or a future. It is the ability to use language that enables us to categorize thoughts as either the past or the future. Without language, we would be like the cat on the mat, sunning itself for yet another afternoon, thinking about our next meal but without the ability to process complex thought.

The next point they raised was that to make change we need to use a future-based language (the third law). It is interesting, if you listen to the outstanding orators of the past like Sir Winston Churchill, you will hear future based language at work. These great speakers knew, intuitively, about the power of future-based language.

*"We shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender." Winston Churchill*

## Harry Mills

Harry Mills, a multiple business book author, has written extensively about persuasion. In his recent work "The Aha! Advantage" he talks about the significance of self-persuasion.

"Self-persuasion is fundamentally more powerful than direct persuasion essentially because of the way it reduces resistance."

Mills talks about the four faces of the Aha moment, as shown in Exhibit 6.

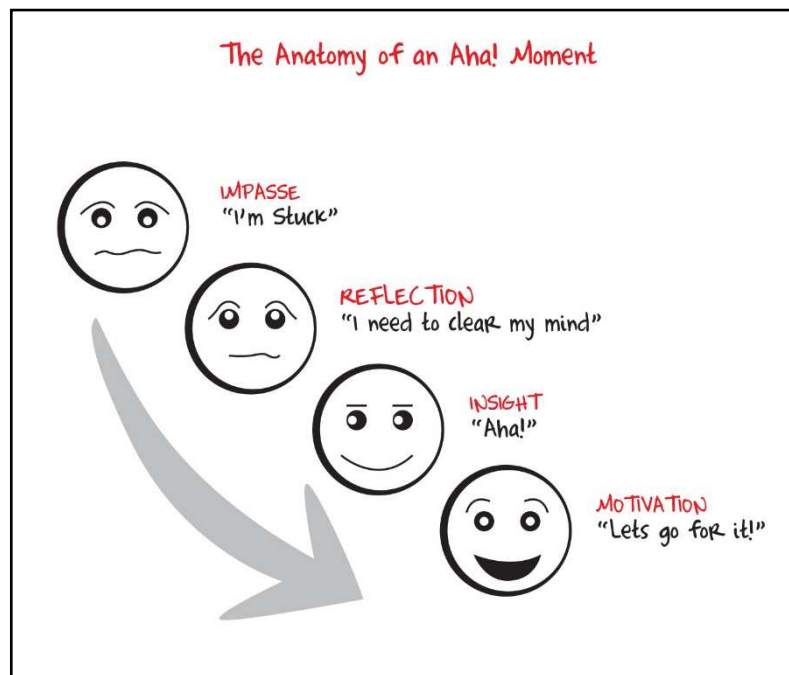


Exhibit 6: The Four Faces of the Aha Moment Source: The Mills Group

Mill's work is very consistent with Zaffron & Logan. We need to get the staff in the organisation to have, for themselves that Aha moment, that "Hell no" we do not want the default future. When the staff come to this point, change is inevitable.

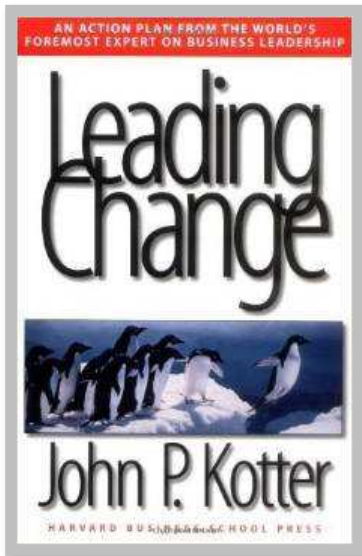
This means we need to structure our workshops so there is more involvement, more chance for staff to have that Aha moment, and less dogmatic rhetoric about the facts.

## John Kotter

In 1996, John Kotter published "Leading Change," which quickly became the seminal work in the field of change management. He pointed out that effecting change — real, transformative change — is hard. Kotter proposed an eight-stage process for creating major change, a clear map to follow when persuading an organisation to move. I will discuss each Kotter stage while at the same time, embedding Zaffron & Logan and Harry Mill's thinking. If you follow these stages you will increase the chances of change projects many fold.

**Establish a sense of urgency**— Here we need to appeal both to the intellectual and the emotional sides of the executive team. There are two stages. First, ambushing the CEO with a compelling elevator pitch so you get to stage two. Second, delivering

a masterful sales presentation, of around 15-20 minutes, aimed at obtaining permission to run a focus group to assess, validate and scope the proposed initiative.



**Create a guiding coalition**— In every organisation you have oracles; those individuals everyone refers you to when you need something answered (e.g., “You need to talk to Pat”). These oracles exist right across the organisation and might hold, seemingly unimportant positions. Do not be fooled.

An investment at this stage is paramount. In one case study, an organisation held three, two-week workshops which were designed to progress their planning tool implementation. Yes, that is six weeks of workshops. The CEO was present for part of each of the workshops and the wisdom from the oracles was channelled, by an expert facilitator, into a successful blueprint for the project.

No project will ever succeed without a guiding coalition of oracles behind it. In “The Three Laws of Performance” Zaffron and Logan point out that when you present the

“burning platform” you are aiming for an overwhelming “Hell no” response upon asking the question “Do you want this future?” The oracles want the alternative future which you have also articulated.

However, Mills has warned us to be patient, give time for the staff to discuss, think and mull over the content. In most cases a two-day workshop will be more beneficial in giving staff time to let self-persuasion work.

**Develop a vision and strategy**— For the journey to be seen and resources made available, we must master future-based language that is compelling and motivational. As mentioned Zaffron and Logan have signified the importance of language (the second law) and that it is crucial that you talk using a future-based language (the third law).

**Communicate the change vision** — Kotter emphasized that it’s not likely that you will under-communicate a little bit; you will probably under-communicate a lot, by a factor of 10 to 100 times. This will undermine your initiative, no matter how well planned. During a project, the project leader needs to obtain permission from the CEO to gate crash any gathering in the organisation and have a 10-minute slot to outline the project and progress to date. One sure fire way to failure is to believe that staff will read your project newsletters and emails.

**Empower broad-based action**— Early on the need for change and the right to change must be handed over to teams within the organisation. Zaffron and Logan concur with this view. Once the invented future is set in the minds of the organisation’s staff, the staff will march toward this future. All the great writers have emphasized that some chaos is good so let teams embrace the project in their own way.

**Generate quick wins**— Obvious to us all but frequently missed. Always remember that senior management is, on occasion, afflicted by attention deficit disorder. Progress in a methodical and introverted way at your peril. We need easy wins, celebrated extrovertly, and we need to ensure we set up the CEO to score the easy goals.

**Consolidate gains and produce more change** — This is the fly-wheel affect so well put by Jim Collins in his books “*Built to Last*” and “*Good to Great*”. When the



staff are working in unison the fly wheel of change will turn quicker and quicker. This was very evident in the case study where they had six weeks of coalition building workshops.

**Anchor new approaches in the culture**— Make heroes of the change agents, make sure their values are embedded in the corporate values and now ensure we weed out those in management who have not embraced the change and who, over time, will be dowsing the fire at night when nobody is looking.

### **The Selling to the Senior Management Team**

The process of getting the senior management team (SMT) on board requires first, an understanding of the need to sell through the buyer's emotional drivers, a well-prepared elevator pitch, and a masterful sales presentation. The object of the sales pitch is to obtain permission to run a focus group to assess, validate, and scope the proposed initiative.

### **Learn to Sell by Using the Emotional Drivers of the Buyer**

It is through your audience's emotional drivers, and not through logic, that a story is sold. Failure to appreciate this has undermined many an accountant's pitch to the board.



All major projects need a public relations machine behind them. No presentation, email, memo, or paper related to a major change should go out unless it has been vetted by your PR expert. Do not get offended when they rewrite most of your content.

#### *Selling by emotional drivers: How a car sale is made*

*Three customers arrive on the same day to look at a car that has been featured in the local newspaper. The first person is a young IT professional, generation Y, and wearing latest designer clothing. The salesperson slowly walks up and assesses the emotional drivers of this potential buyer. Having ascertained that the young man is an IT guru, working for a major search engine organisation, the salesperson says, "I hope you have some track racing experience. You need to be a Lewis Hamilton to handle this beast. This car has 320 BHP, a twin turbo, and corners like it's on railway tracks. Only a top driver can handle this beast. It's a real driver's car." The young man responds that he was the under 15 state go-karting champion. SOLD.*

*The second person could be me, with my grey hair visible. The salesperson might say, "This car is five-star rated for safety, with eight air bags, enough power to get you out of trouble, unbelievable braking when you have to avoid the idiots on the road, and tyres that will never fail you." SOLD.*

*The third person is wearing stylish clothing and is impeccably well groomed. The opening sales line might be, "This car has won many awards for its design. Sit in the driver's seat and see the quality of the*

# Score Yourself Against Winning Leaders

This is my checklist to help you monitor your progress with adopting “winning leadership” traits. Score yourself against Shackleton and Welch who could have ticked many of these boxes in the affirmative.

Checklist on the leadership behavioural traits	Do you have this covered?
<b>Trait #1 Integrity and Honesty</b>	
Would those around you hold your integrity as an example for others to follow?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you prepared to forsake personal gain for the greater good of your organisation and those people it serves?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you known for your openness, honesty and frankness (candour)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has integrity and honesty been a hallmark of your family's values?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you honest with underperforming employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #2 Caring for the welfare of others</b>	
Are you known for your acts of kindness to staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you often demonstrate a “genuine interest in someone else's well-being”?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you a good host, making people feel welcome whether they be guests of staff seeking your advice?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would your staff call you a caring person?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you well known for your ability to listen first?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you respect your colleagues' and your team members' time avoiding setting unnecessary deadlines?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would your suppliers say you are a pleasure to deal with?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would staff say that you demonstrate humility?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have a spiritual side to you that helps guide your direction?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you seek a win-win solution with third parties rather than resort to litigation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you treat the visitor in front of you as your most important task and are able to welcome the interruption?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Would others consider you as a good host to your guests?	<input type="checkbox"/> Yes <input type="checkbox"/> No
When dealing with individuals do you treat them as equals?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would others consider you to be humble?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you invest time to assist poor performers to improve?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #3 Abundance of Positive Energy</b>	
Do you have an abundance of positive energy?	<input type="checkbox"/> Yes <input type="checkbox"/> No
When in difficulties do you believe "there's always another move, you just have to find it."	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can you energise the teams you work with	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would you be described by your staff as 'young at heart'?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would your peers say you are a purveyor of hope and optimism?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have the knack of making work fun?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you big on celebrating success?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you in a job that you are passionate about?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #4 Self-Awareness and Self-Regulation</b>	
Do you know where you stand on the <b>enneagram</b> ? (See <a href="http://www.enneagraminstitute.com">www.enneagraminstitute.com</a> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you understand your <b>thinking preference</b> ? (see Hermann thinking preferences <a href="http://www.hbdi.com">www.hbdi.com</a> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you know your <b>Myers-Briggs</b> Profile?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you attended a <b>Neuro-Linguistic Programming</b> course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you attended a <b>Transactional Analysis</b> course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you attended an <b>Intensive Life Skills</b> course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you reprimand in a positive way, avoiding emotional damage?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you embrace irregular people as their irregular ideas can be very valuable?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you engage the dissidents and avoid needless power struggles?	<input type="checkbox"/> Yes <input type="checkbox"/> No
When there are major failings can you suppress the urge to have an outburst of anger?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #5 Decision Making and Risk Taking</b>	
Are you able to make the hard, and sometimes unpopular, decisions?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you happy to rely on your gut instinct when information is not available?	<input type="checkbox"/> Yes <input type="checkbox"/> No



Would your peers say you are decisive?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you rigorous in the analysis of new business proposals before you make a decision?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you good at separating “above the waterline” risks from those beneath?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you prepared to take calculated risks?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you run through risk scenarios with your team so that if the event occurs everybody will know what to do?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #6 Ability to Excel in a Crisis</b>	
Would others say you excel in times of crisis?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would others say you handle stress well?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you anticipate the likely crisis and have some general and alternative plans discussed with your team?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have enough knowledgeable people in the senior management team who have experienced many crises before?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you flexible in your thinking in a crisis?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you known for your sense of humour during difficult times?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #7 Seeing Future Opportunities</b>	
Do you set time aside on a regular basis to look ahead for new business opportunities?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you set aside time, every day, to read about future opportunities?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would your peers say you embrace new technologies and methods?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you set some big hairy audacious goals (BHAGs) which have energised the staff in the organisation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you spend time with your team looking at the business from outside-in? (some successful organisations have the senior management team work together in an operational unit once a year)	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you known for your sound perception of what the future may hold for your organisation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you bold in vision and careful in planning?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you discuss tactics with your direct reports so that they could make the right decisions when you are not around?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you careful that the team does not develop excessive pride or self-confidence?	<input type="checkbox"/> Yes <input type="checkbox"/> No

# Writer's Biography



**David Parmenter** is an international presenter who is known for his thought provoking and lively sessions, which have led to substantial change in many organisations. He has spoken in 32 countries covering most continents in the world. Besides delivering in-depth workshops he has been a keynote speaker for the IBM Finance Forum, The World Capability Congress, TEC Malaysia, and Profiles International Romania. David is a leading expert in: the development of winning KPIs, replacing the annual planning process with quarterly rolling planning, quick month-end processes and making reporting a decision based tool.

John Wiley & Sons Inc have published his four books, including "The Financial Controller and CFO's Toolkit", "The Leading-edge Manager's guide to success – strategies and better practices", "Key Performance Indicators – developing, implementing and using winning KPIs" and "Key Performance Indicators for

Government and Non Profit Agencies".

David has also worked for Ernst & Young, BP Oil Ltd, Arthur Andersen, and Price Waterhouse. David is a fellow of the Institute of Chartered Accountants in England and Wales.

He has written over 50 articles for accounting and management journals. He has won two 'article of merit' awards from the International Federation of Accountants. (2007 and 2009). His published articles include: "*Quarterly rolling planning - removing the barriers to success*", "*Throw away the annual budget*", "*Beware corporate mergers*", "*Implementing a Balanced Scorecard in 16 weeks not 16 months*", "*Convert your monthly reporting to a management tool*", "*Smash through the performance barrier*", "*Is your board reporting process out of control?*" "*Implementing winning Key Performance Indicators*", "*Quick month end reporting*" "*Conquest leadership- lessons from Sir Ernest Shackleton*" "*Should we abandon performance measures?*" "*Putting the finance team on the map*".



# Appendix 1: A Simplistic Talent Scorecard

The **Clifton StrengthsFinder (CSF)** is grounded in more than three decades of studying success across a wide variety of functions in the workplace. I would recommend that you invest your hard-earned money in performing the test. However, in my humble opinion, they still do not have it quite right. I have designed a simplistic test, based on the CSF and modified to include some missing talents (which are in italics). I have also reworded some of the talent explanations to make it clearer.

## A simplistic talent scorecard

Scoring system for your connection to either the positive or negative trait.

-3	Total aligned to the negative traits
-2	Most alignment to the negative traits, some small alignment to the positive traits
-1	More alignment to the negative traits
0	Neutral to statement
+1	More alignment to the positive traits
+2	Most alignment to the positive, some small alignment to the negative traits
+3	Total alignment to the positive, no alignment to the negative traits

Category Heading	Talent themes <sup>1</sup>	Positive traits	Negative traits	Score (-3 to +3)
Ability to excel in a crisis	<i>Ability to excel in a crisis</i>	<i>Ability to maintain a sense of humour in the face of adversity. Welcomes the crisis as a challenge not a threat.</i>	<i>Tend to flap in a crisis. Often paralysed by fear.</i>	
Abundance of positive energy	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.	Overcommit, can't say no, burns the candle at both ends, too concentrated on work.	
	Activator	Make things happen by being a self-starter and an energy source. They are often fearless.	Loose cannons, rushing into new ideas without thinking it through. They often speak before thinking.	
	Positivity	They are optimistic, energetic, light-hearted, and can get others excited about what they are going to do.	An excessively cheerful and optimistic person who is naïvely thinking that every initiative is going to be a winner.	
Championing innovation and excellence	Ideation	They are able to find connections between seemingly disparate phenomena. Learns quickly, has an agile mind and is a well of ideas.	Runs off in tangents creating more work for others as they have a lack of follow-through.	
	Adaptability	Flexible and comfortable in times of change. They are easy to get along with.	Prefer to "go with the flow" and follow others. Directionless and indecisive.	
	<i>Technology adapter</i>	<i>Embraces new technology with excitement. Likes to learn how it works largely through trial and error.</i>	<i>Will wait till the training occurs. A reluctant learner. Often retaining the old tried and tested methods.</i>	

<sup>1</sup> All theme are from the Clifton StrengthFactors unless they are in italics.

	Maximizer	They seek to transform something strong into something superb. Seeks mastery and excellence and people who do the same.	Perfectionist, picky, nothing is ever good enough, always reworking whatever they are doing.	
Coaching	Developing others	Recognizes and cultivates the potential in others. Enjoys helping others succeed.	Potential is all you see. Each individual is a work in progress. Not selective. Can waste time on low-potential people.	
Communicating and influencing	Communicator	Finds it easy to put their thoughts into words. They are good conversationalists, storytellers and entertaining presenters.	Blabbermouth, not engaging their brain before speaking. Often a poor listener because they are self-absorbed.	
Competitiveness	Competitive	Like to measure their progress against the performance of others. They strive to be number one and revel in contests. A driven winner.	A sore loser who is not a team player. Self-centred and confrontational.	
Decision making and risk taking	Commander	Have charisma, are inspirational, take control of a situation and make decisions. Easy to follow as they are clear and concise.	Can be bossy, know-it-all, domineering and rude. Often strong-willed, inflexible, and stubborn.	
	Deliberative	Identifies risks, anticipates the obstacles, and plans for the unexpected before making solid decisions.	Cautious, slow as they are afraid to act.	
	Self-Assurance	Self-confident with a strong inner compass that gives them fortitude that their decisions are right. Able to take risks.	Arrogant, self-righteous, overconfident and an utter refusal to accept where they are wrong.	
Discipline	Disciplined	You instinctively impose structure on your world. You set up routines. You focus on timelines and deadlines.	Rigid, mechanized, and can't handle change. Have an impatience with errors.	
	Focused	Identifies important areas quickly with laser-like precision and will follow through. Is disciplined, purposeful, and is a goal-setter and goal-getter.	Over absorbed in work and finds it tough to relax. Often gets tense and stressed.	
Embracing abandonment	<i>Embraces abandonment</i>	<i>Knows when to cut the losses, throw out broken procedures and admit they made an error of judgment and move on.</i>	<i>Hold on to past decisions hoping they will be proved right over time.</i>	
Empathy	Empathetic	Senses the feelings of other people by imagining themselves in their situations. Knows intuitively just what to say and do.	Gets over-involved with others' issues. Can use them as a distraction from the work at hand.	
	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	Have difficulty making decisions that affect staff adversely. Likes to avoid conflict.	
	Includer	They show awareness of those who feel left out and make an effort to include them. Caring, and sensitive to others' needs.	Indiscriminate supporter. Often excessively generous in both time and money to all.	
	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.	Unable to synthesize when it comes to people. Have difficulty placing the group above the individual.	
Engaging others	Consistency	Keenly aware of the need to treat people the same. Seeks a just world. Likes to set up clear rules and set policy so this is achieved.	Likes everything to be done "by the book". Is inflexible and unwilling to customize.	
	Relates to others	Enjoy close relationships with others. Obtains a deep satisfaction in working with	Enjoy close relationships with members of their cliques. Has an inner circle	

# Note

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