

DEVELOPING TOMORROWS BUSINESS LEADERS

20th & 21st November, 2018

Some administration

- Emergency procedures.
- Bathrooms.
- Coffee and tea will be available throughout.
- Morning tea, lunch and afternoon tea.
 - Dietary requirements have been catered for.
- Drinks and smally-eats tonight.



The program

- Delivered by Defining Leaders principle consultants, Mark Cooper and Daryl Bates.
- Backed by research and science, but not an academic training course.
- Pragmatic, rather than theoretical.
- All examples are true (except where specifically indicated).
- Perspectives will differ – Mark's, Daryl's and the program participants.
- Pocket Guide.
- All PowerPoint slides will be provided following the program.



You are here because.....?

- Selected by your company's leadership
- Demonstrating solid personal and business values
- Key to company direction and influence
- Delivering quality output for current company/organisation
- Middle/senior management leadership role
- Demonstrating good leadership potential
- And most of all because.....

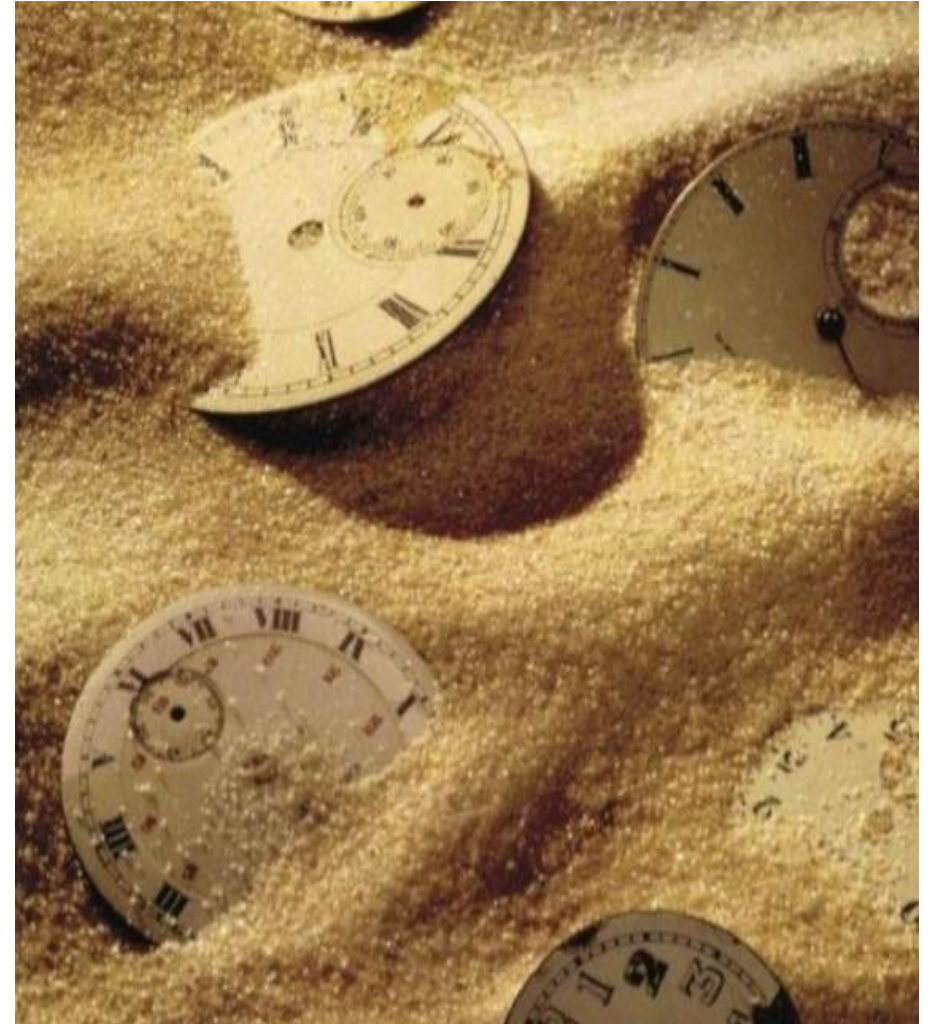
Leadership matters!



Program outcomes.....?

Introductions to:

- Leadership versus management?
- Building a strong self Awareness?
- The CEO for 2025?
- Strengths and weaknesses – Building on strengths?
- My Influence today – Am I maximising my sphere of influence?
- Self-reflection of behaviours under stress?
- Am I a good leader? What sort of a leader am I? Maybe I am not a leader?
- Good corporate citizenship – Expectations of future leaders?



Day #1

- Introductions
- Outcomes Focus
- Qualities in Leadership
- Businesses of the future
- Employer of the Future
- Employees of the Future
- Leaders of the Future
- Employee Psychology
- The Global Market Place
- Understanding Resilient Leadership
- Leadership in Adversity
- The Psychology of the Leader Under Stress
- Starting the Self-Awareness Journey
- Reflections on Leadership

LEADERSHIP



Day #2

- Debating Donald Trump as a Leader
- StrengthFinder
- The “Real Me”
- Rating Myself as a Leader
- Authenticity in Leadership
- Understanding how to inspire a team in the future
- The art of Influence
- You will never be liked by everybody
- Focus on the end game
- Influence means different things to different generations
- What do I need to start doing different tomorrow to significantly improve my leadership
- What isn't a good leader?

Your part!

- Phones and computer devices.
 - Discipline.
 - Wifi password.
- Regular breaks.
 - Short, sharp and snappy. Please return by the designated time.
 - Go, when you need to go, but not during the guest speaker's presentation please.
- Wealth of experience among the program members.
 - Questions will be posed to encourage thought. There are no right or wrong answers.
 - Robust discussion. Everyone needs to contribute, with an open mind and a healthy ego.
 - Respect the speaker.
- Chatham House Rules apply for the entirety of the program.
- **Engage! Engage! Engage!**



So, before we get started

- Pre-program interviews
- Strengthsfinder surveys
- Pre-program questionnaires
- Leadership problems, questions or concerns
- Parking lot
- And
 - Brief introductions
 - “Donald Trump is an inspirational leader!”



Who is Daryl?

- Well, obviously a very handsome fellow!
- Ohhhhhh, and humble too.

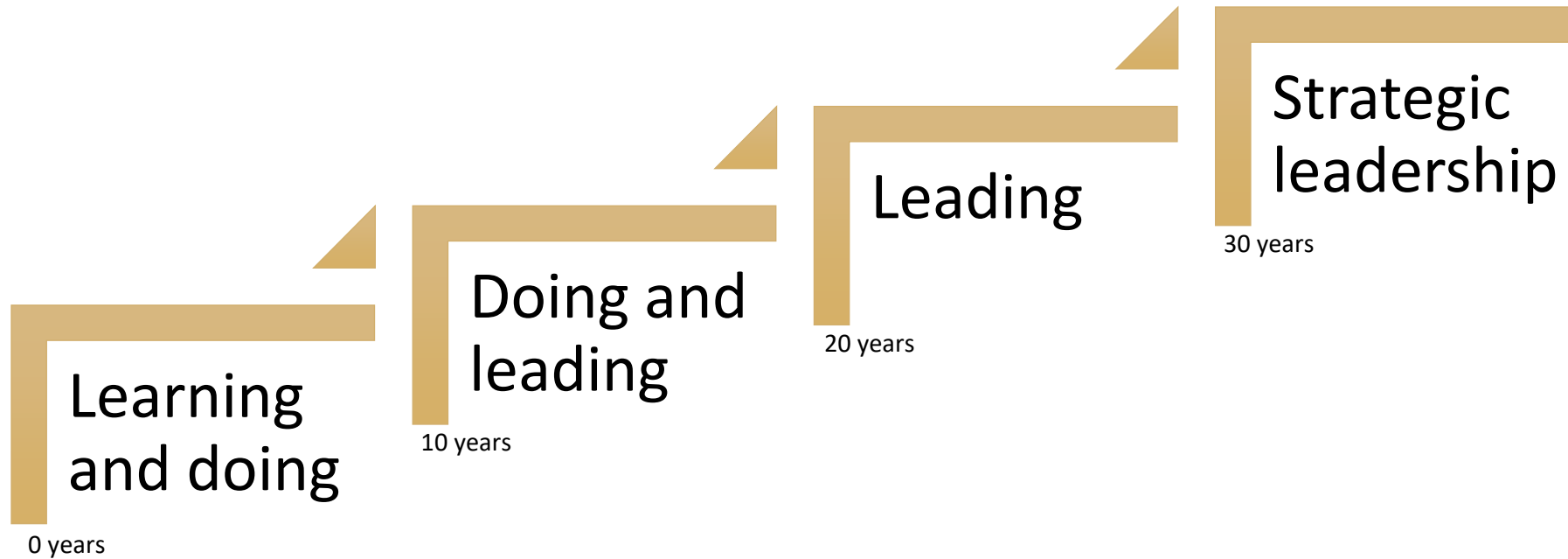


Seriously, who is Daryl?

- Personality (assisted by StrengthsFinder)
 - Highly analytical and focussed
 - Find it impossible to be idle
 - Driven to succeed in everything I do
 - Think strategically
 - Take responsibility very seriously
- Interests
 - Sailing
 - Cricket
 - Family and friends
 - Holidays
 - Community and social responsibility
- Work
 - Leadership consultant
 - Non-Executive Director
- Extremely passionate about leadership!



Daryl's Career – A leadership perspective





The Partner



The Business man



The Boy



The Friend



The Father



The Grandfather



The Boy

Ice Breaker?

1. A little girl kicks a soccer ball. It goes 10 feet and comes back to her. How is this possible?
2. A 10 foot rope ladder hangs over the side of a boat with the bottom rung on the surface of the water. The rungs are one foot apart, and the tide goes up at the rate of 6 inches per hour. How long will it be until three rungs are covered?
3. A man dressed in all black is walking down a country lane. Suddenly, a large black car without any lights on comes round the corner and screeches to a halt. How did the car know he was there?
4. A rooster laid an egg on top of the barn roof. Which way did it roll?
5. An electric train is moving north at 100mph and a wind is blowing to the west at 10mph. Which way does the smoke blow?

Ice Breaker?

1. A little girl kicks a soccer ball. It goes 10 feet and comes back to her. How is this possible? – **Kicks up a hill**
2. A 10 foot rope ladder hangs over the side of a boat with the bottom rung on the surface of the water. The rungs are one foot apart, and the tide goes up at the rate of 6 inches per hour. How long will it be until three rungs are covered? – **Never as ladder rises with boat**
3. A man dressed in all black is walking down a country lane. Suddenly, a large black car without any lights on comes round the corner and screeches to a halt. How did the car know he was there? - **Daytime**
4. A rooster laid an egg on top of the barn roof. Which way did it roll? – **Roosters don't lay eggs**
5. An electric train is moving north at 100mph and a wind is blowing to the west at 10mph. Which way does the smoke blow? – **Electric Trains don't blow smoke 😊**

Exercise #1

Card Game – “Future Market Place”

All Cards on the Ground and one by one cards are to be placed around the 2025 Global Market Place

Anything Surprising....?

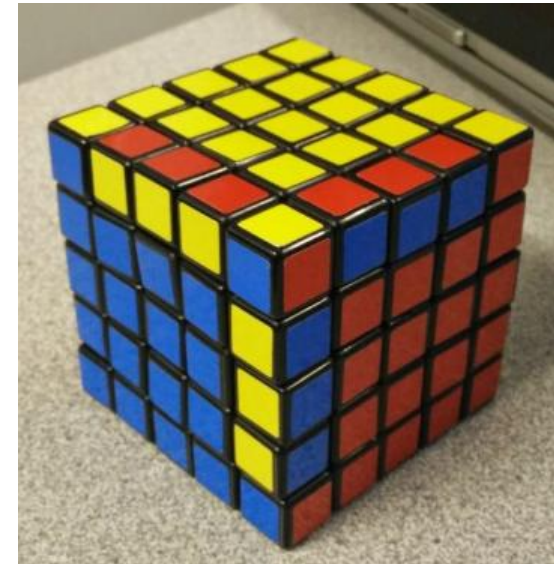
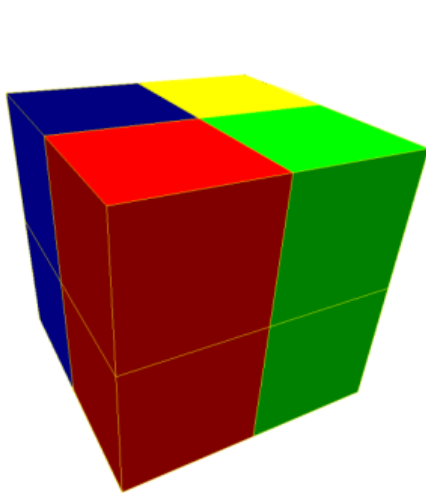
Compounding the Challenge

1. 70 percent of employees consider themselves to be disengaged at work.
2. Motivated employees are 31% more productive than unmotivated employees and;
3. Sales are up by 37% in comparable companies when the team were on-board and aligned.
4. Company employee retention is up by 87% in comparable companies that are well led.
5. Global Research suggests that up to 71% leaders are NOT ready to lead their organisations into the future – Missing Ingredient is “Personal Adaptability”
6. Global Research suggests that 95% of people think they’re self-aware, but only 10-15% truly are.

All of this data represents real productivity loss that can be measured in millions, tens of millions and maybe even hundreds of millions of dollars depending on the size of the company.

What is actually happening 2017-2027?

Understanding the Operating Environment



Business & Social Considerations

The Global Challenge



This is the space we are being asked to lead?

Australian Business World

Australian Business in recent years – Dunn & Bradstreet

- ❑ '\$8.2 PLUS Million Registered Businesses in Australia
- ❑ 128, 000 Businesses in next 12 months will feel significant Financial Stress
- ❑ Increase of 40% of Small Business in last 12 months have gone Bankrupt
- ❑ 30% more Businesses in last 12 years have gone Bankrupt
- ❑ Number of “**Start-ups**” in last 12 months is down by 11%
- ❑ Australia **OUTSIDE** OF MINING demonstrates an Economic Profile aligned with Spain, Portugal, UK and declining
- ❑ Business Failure Rates:
 - ❑ 85% - Year 1
 - ❑ 70% - Year 2
 - ❑ 62% - Year 3
 - ❑ 55% - Year 4
 - ❑ 35% - Year 10

Compounding the Challenge

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Introduction to Globalisation

MOVING FROM DATA OVERLOAD TO INFORMED ACTION

“There is too much data out there on how the world is changing. The challenge for leaders today is to turn data into understanding and insights, and then to begin to take actions in preparing their organisations today! ”

“The days of long-term planning and predicting the future on the basis of the past are gone. The most important challenge for business today is to create a point of view about the future and, at the same time, manage the short-term more dynamically than ever before. ”

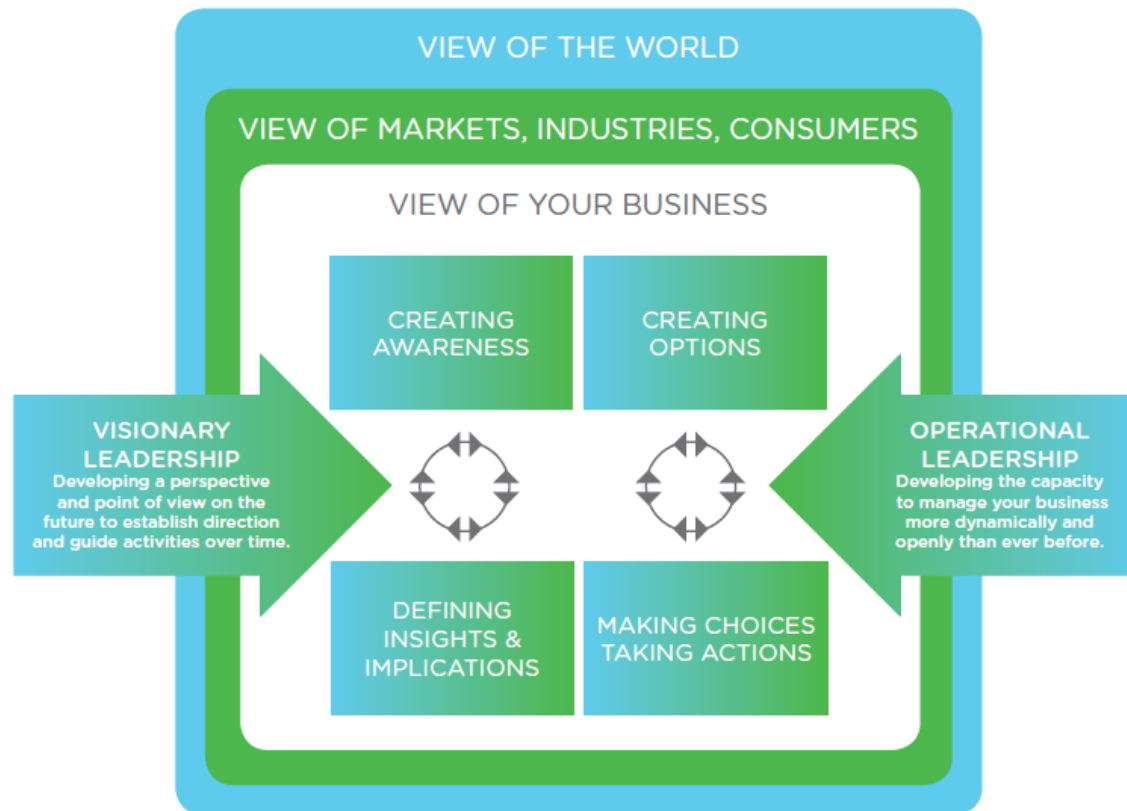
Introduction to Globalisation



Introduction to Globalisation

“IT’S NOT ABOUT HAVING A VISION, IT’S ABOUT LEADING BY VISION”

“IT’S NOT ABOUT HAVING A VISION, IT’S ABOUT LEADING BY VISION.”



Leadership often not tested until troubled times..?

“.....Anyone can lead a Successful Business when Market Conditions are good, when consumers are spending, when employment conditions are good, when employees are happy? Literally anyone.....”



“.....Not so easy when the opposite is happening.....”

The Global Challenge

**5 out of 7 Global Business Lead Companies will
cease to exist 5 years from now**

Against a Backdrop that Humanity is :

The most Medicated ever

The most Diabetic ever

The most Cancerous ever

The most Obese ever

Heart Diseases still rule

The most Substance Abuse ever

The most Depressed ever

Dementia now costs \$600 Billion per annum

And the Earth's Crust is the most uncared for ever

Whilst the world population marches on from 7 to 10 billion!

Exercise #2

Critical Ingredients of a Highly Competitive Business (Any Industry)

3 Groups

Butchers Paper – 10 Examples each Group

Post & Explain

Are we able to observe some themes?

Exercise #3

**You are now all competitors in the same Industry
Example Services or Mining or Bridge Building**

3 Groups

“...How will you beat the Competition...?”

What will differentiate you from the Competition?

Talk Specifics – Example – Higher Educated Delivery People?

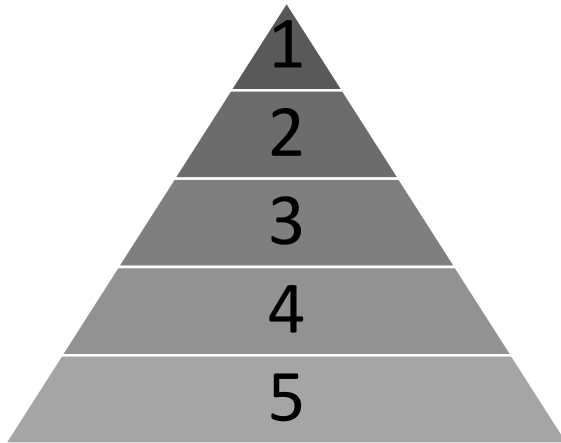
Top #5 - Post & Explain

Are we able to observe some themes?

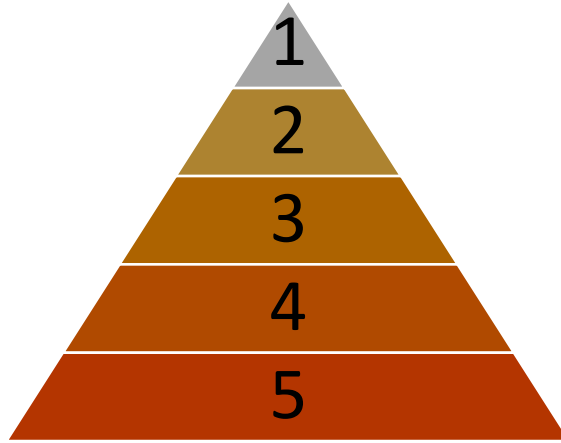
Exercise #4 – Reconciling the Leadership Conflict

Divide yourself into 3 Groups:

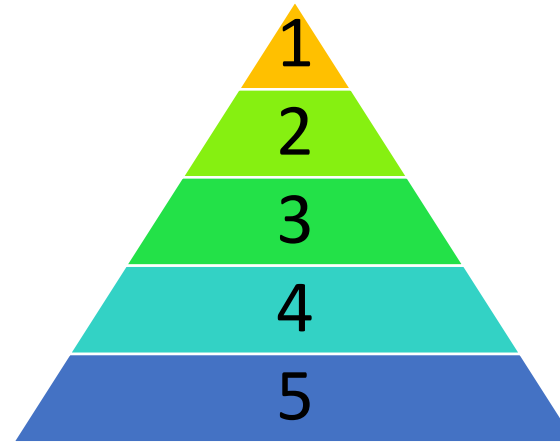
Top 5 Priorities (In-Order) for each of these 4 audiences as to what motivates their working day



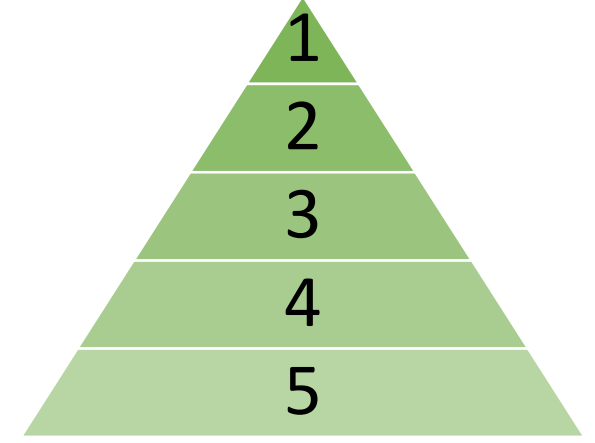
Your own individual
Priorities
5 Minutes



Priorities of your
Employees
10 Minutes



Priorities of the CEO
and therefore the
Employer
10 Minutes



Priorities of the
Board & Shareholder
10 Minutes

Followed by 15 Minute Group Playback (3 x 5 Minutes)

Exercise #5

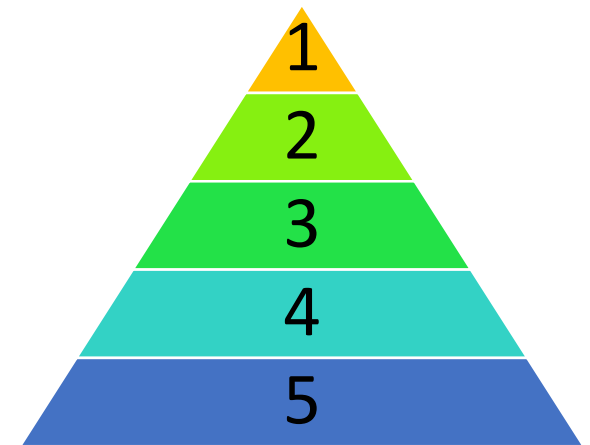
What else might Challenge the Leadership Conflict

Work with Groups to understand what else might Challenge the Overall Leadership Challenge?

1. Call Out the Topic area and give a real Example for each Topic

Area? Example:

- New Competitor Enters the Market?
- Cultural Challenges
- Generational Challenges
- Performance when Company is under Stress
- Team Maturity
- Team Building Maturity

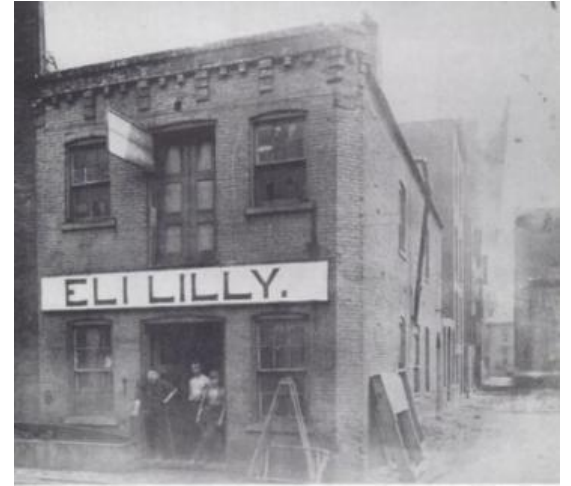


Exercise #5 – CEO for a Day

What can you tell me about this company?

If it was for sale and the company fitted your company's Portfolio, would you buy it?

How much would you pay for it if you were going to buy it?



Read the data?

The “Real” Leadership Challenge



The Lens of Complexity? To maximise Value

1. Who am I when I am looking at a problem?
2. Who should I be when looking at the problem?
3. How do I need to communicate the challenge to my customer?
4. How do I need to communicate the challenge to my employer/s
5. How do I need to influence my Shareholders?
6. How do I need to influence my stakeholders in other countries to ?
7. How would my competitors review the same challenge ?

LUNCH



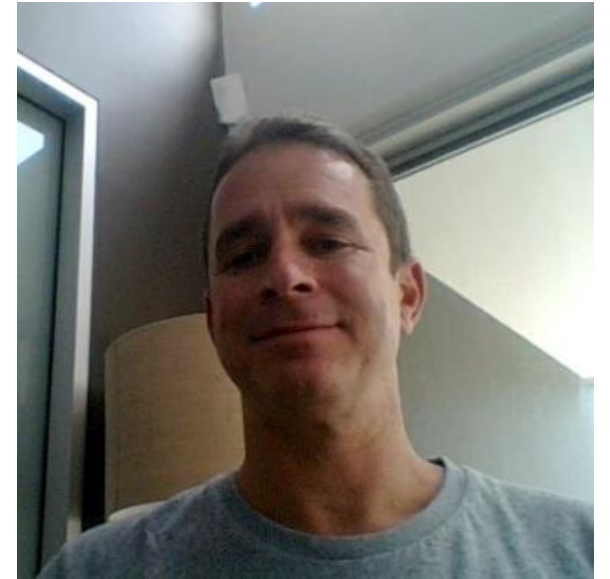
Guest Speaker Richard Potash Managing Director EPI-USE



“Richard's leadership journey, including simple lessons along the way”

His greatest learnings:
"Be true to oneself"
"Know your limitations"

**Guest Speaker
Richard Potash
Managing Director EPI-USE**



What did we learn about leadership from Richard Potash?

Challenging Leadership



Working for a very Poor Leader



Working for a very Poor Leader

- ⑩ It is extraordinarily difficult to perform well for poor leaders
- ⑩ Shore up your personal support
- ⑩ If you are not a leader, get the hell out of the way

East Timor Crisis



East Timor Crisis

- ⑩ Crises are often very confronting on a personal level
- ⑩ A crisis can amplify the consequence of 'little things'
- ⑩ Given the chance, people will often rise to the challenge
- ⑩ Leadership begins well before a crisis
- ⑩ Information is power. Share it!
- ⑩ Sometimes unlikely leaders will rise to the surface in a crisis

Effecting very dramatic change



Effecting very dramatic change

- ⑩ Sometimes very dramatic action is required
- ⑩ Develop a strategy, and stick to it
- ⑩ Change will be resisted by many, at all levels
- ⑩ Communicate, Communicate, Communicate
- ⑩ Be unrelenting
- ⑩ Be prepared to take some flack
- ⑩ Delegate, and demand allegiance

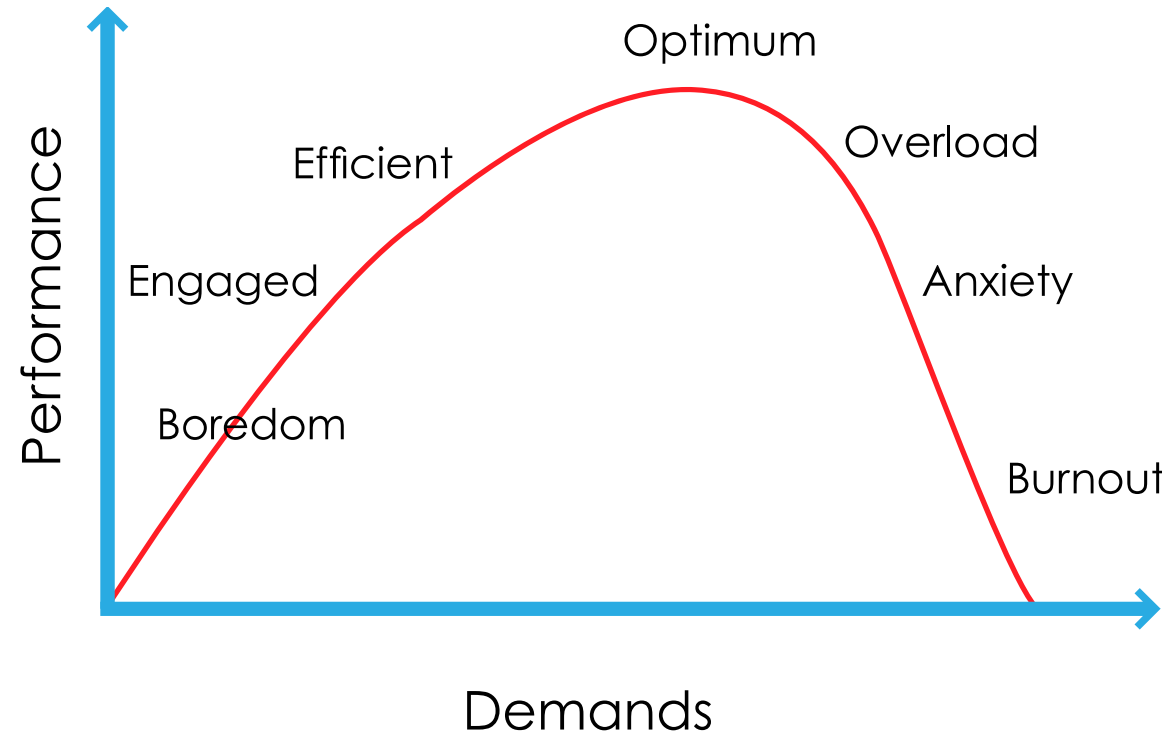
Stress



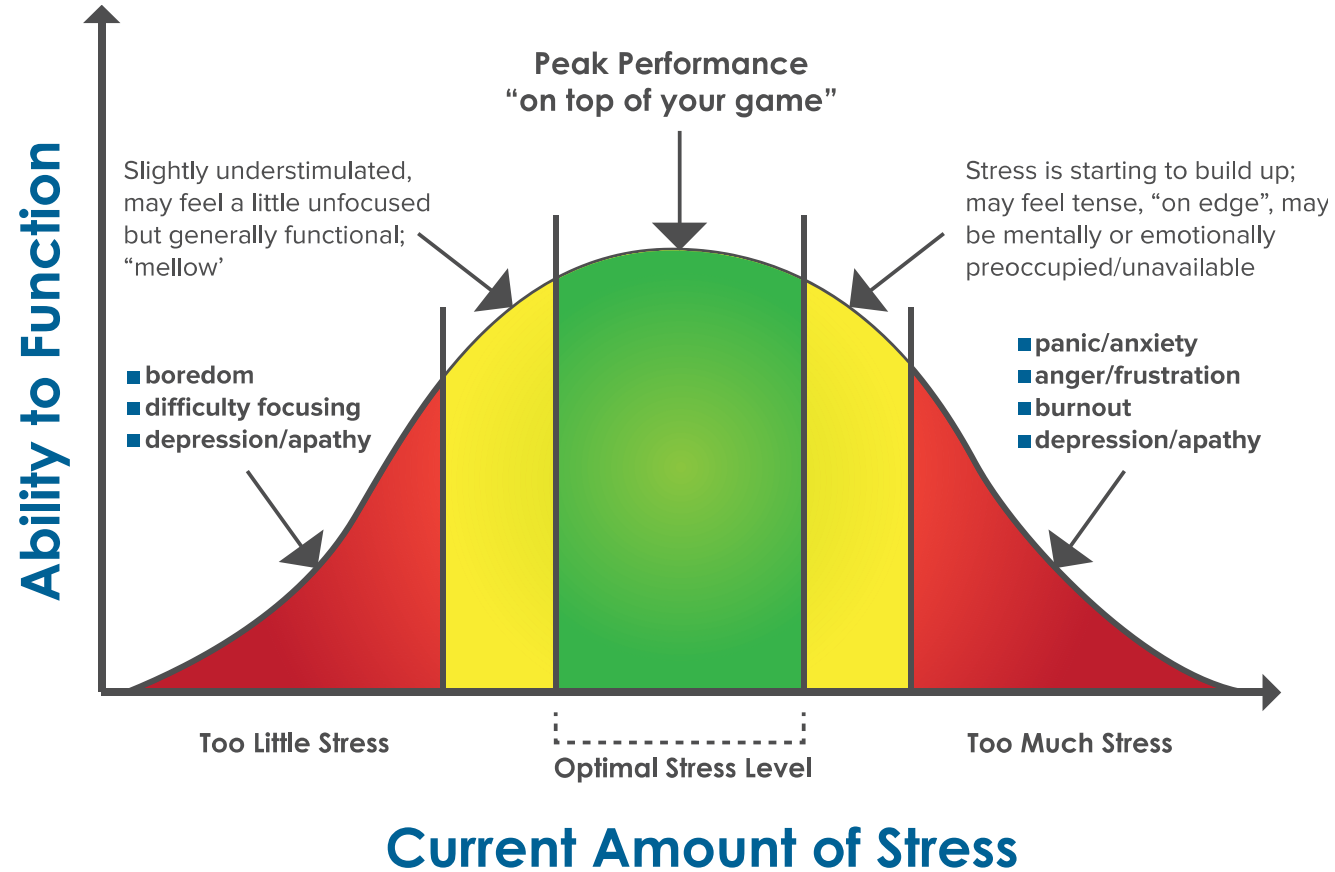
Stress

- The human brain is 'excited' by stimuli.
- Stimuli create increased hypothalamic pituitary adrenal (HPA) activity.
- Too little stimuli = boredom and lethargy
- Optimal stress level = optimal performance
- Too much stimuli = 'stress', exhaustion, anxiety and burnout.

Stress



Stress



Stress

- Use these strategies to control stress



Fatigue



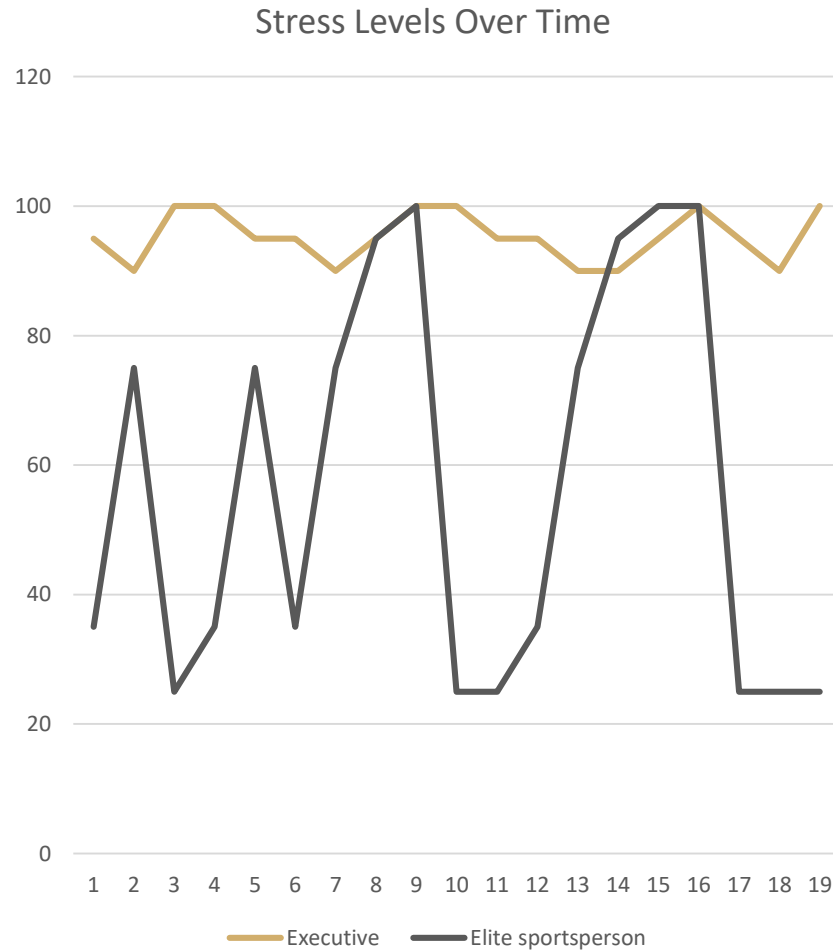
Fatigue

- What can the business world learn from elite sportspeople?



Fatigue

- The classic executive's levels of stress over time.
- Compared to an elite sportsperson.



Fatigue

- Fatigue is the subjective feeling of tiredness and has a gradual onset.
- Also referred to as tiredness, exhaustion, lethargy, and listlessness, fatigue describes a physical and/or mental state of being tired and weak.
- May result from overwork, poor sleep, worry, boredom or lack of exercise.

Fatigue

- Fatigue can be difficult to recover from, particularly when it is extreme.
- The first step is understanding that you are fatigued.
- Take remedial action – the same strategies as for stress are useful.
- Prevention is the best cure.
- Seek assistance!

Resilience



- The ability to adjust and recover when things go badly.
- Resilient people don't dwell on failure.
- They learn from their mistakes and move on.

Resilience



Resilience

In addition to each of the factors for dealing with stress.....

PRACTICE THOUGHT AWARENESS	PRACTICE COGNITIVE RESTRUCTURING	LEARN FROM MISTAKES
CHOOSE YOUR RESPONSE	MAINTAIN PERSPECTIVE	SET EFFECTIVE PERSONAL GOALS
BUILD SELF CONFIDENCE	DEVELOP STRONG RELATIONSHIPS	BE FLEXIBLE

Exercise #5

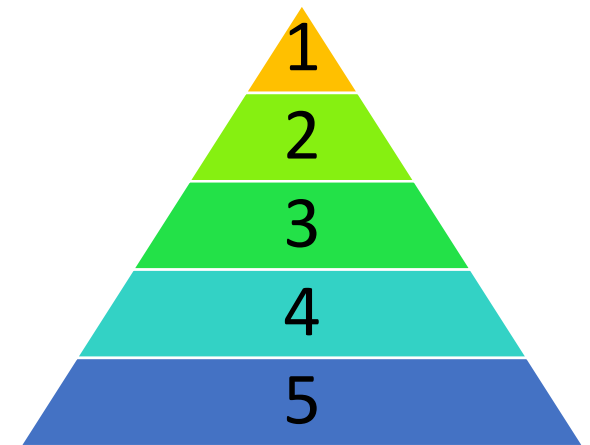
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Leadership across Generations & Cultures

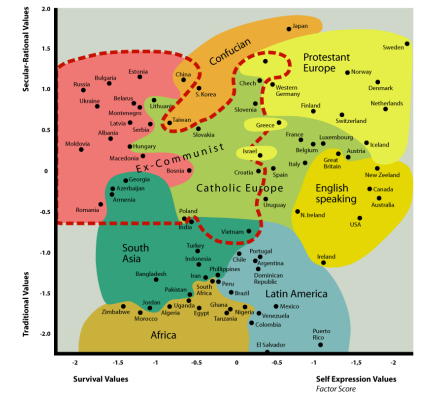
Exercise # 7

Part #1 – What is Power Distance Ratio as it relates to Leadership?

Part #2 – Describe as a Team the Different Generations and related Leadership Styles

Part #3 – Describe as a Team the Different Cultural Leadership Styles

The Inglehart-Welzel Cultural Map of the World



Leadership across Generations & Cultures

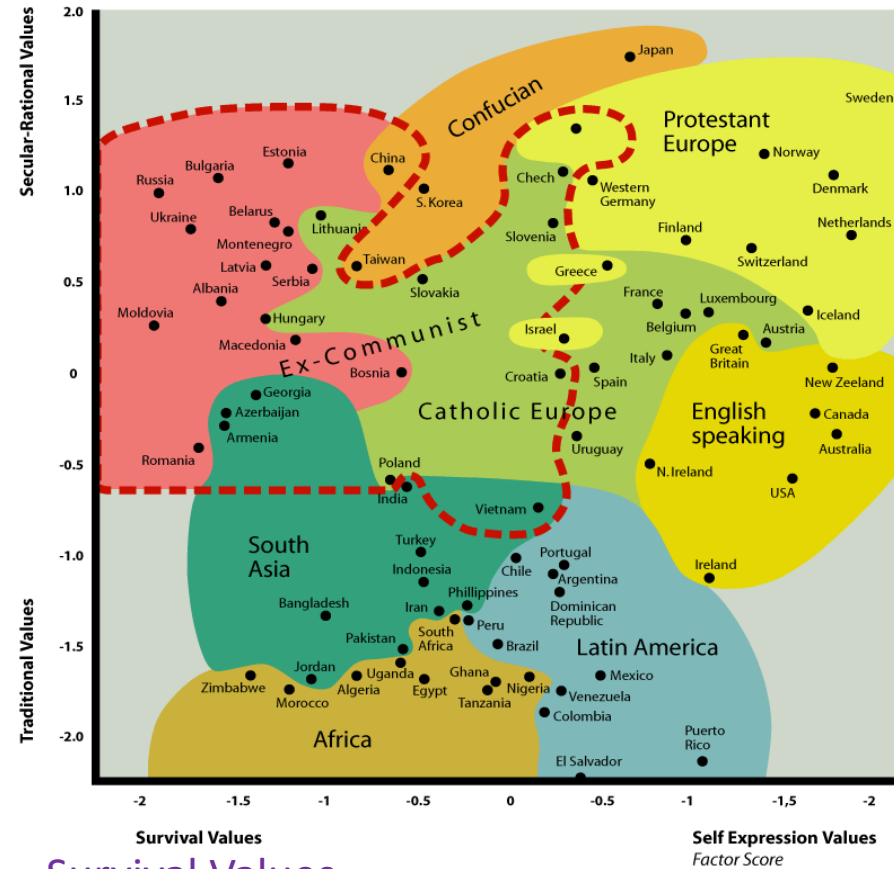
Less emphasis on Traditional Values

Secular-rational values have the opposite preferences to the traditional values. Societies that embrace these values place less emphasis on religion, traditional family values and authority. Divorce, abortion, euthanasia and suicide are seen as relatively acceptable

More emphasis on Traditional Values

Traditional values emphasize the importance of religion, parent-child ties, deference to authority, absolute standards and traditional family values. People who embrace these values also reject divorce, abortion, euthanasia and suicide. Societies that embrace these values have high levels of national pride and a nationalistic outlook

The Inglehart-Welzel Cultural Map of the World



Survival Values

Survival values place emphasis on economic and physical security.^[1] They are linked with a relatively **ethnocentric** outlook and low levels of trust and tolerance.



Self Expression Values

Self-expression values give high priority to subjective well-being, self-expression and quality of life.^[1] Some values more common in societies that embrace these values include environmental protection, growing tolerance of foreigners, gays and lesbians and gender equality, rising demands for participation in decision-making in economic and political life (autonomy and freedom from central authority), interpersonal trust, political moderation, and a shift in child-rearing values from emphasis on hard work toward imagination and tolerance.

Measures of Respected Leadership across Cultures

Global Leadership and Organizational Behaviour Effectiveness Research Project

- International Group of social scientists and management scholars who study cross-cultural leadership
- Conceived in 1991 by Robert J. House of the Wharton School of the University of Pennsylvania
- 170 “country-co-investigators” across the Globe
- **Ten societal clusters**
 - Anglo
 - Nordic-Europe
 - Eastern Europe
 - Sub-Saharan Africa
 - Southern Asia
 - Latin Europe
 - Germanic Europe
 - Latin America
 - Middle East
- **Cultural Dimensions**
 - Performance Orientation
 - Institutional collectivism
 - Gender Egalitarianism
 - Uncertainty Avoidance
 - In-Group Collectivism
 - Future Orientation
 - Humane Orientation
 - Assertiveness
 - Power Distance

Measures of Respected Leadership across Cultures

CONFUCIAN Asian Culture:

PRC, Taiwan, Hong Kong, Japan, Singapore and South Korea

General characteristics

1. Paternalistic approach to Leadership – benevolence, morale, authoritarianism
2. High degree of In-Group Collectivism
3. High Power Distance

South America:

Paternalistic & Passionate style

Only directive and supportive leadership are directly and positively related to high levels of performance

Higher on power distance, have strong family bonds and a sense of fatalism, and expect organisations to take care of their workers as well as the workers' families

Personal contact play an important role in business

PRC China:

Paternalistic approach

Expectation that employees to accept direction

Charismatic/values – team-oriented, and humane-oriented.

Leadership

Emphasis on building interpersonal ties

A preference exists for leaders to use indirect communication to avoid damaging group harmony, to maintain positive relationships, and to be viewed as a supporter of their employees

Ethical leadership attributes:

- Consideration and respect for others
- character and fairness
- non-discriminatory treatment

Central Europe

Low levels of human orientation and collectivism

High autonomy

High levels of individualism

Strong emphasis on participation (individual)

Interpersonal relations are straightforward and conflict is moderated by institutional participation

Managers spend more time in a single job and value the development of specialized, task-related expertise

Most important leadership attributes:

- Integrity
- Inspirational
- Performance-oriented
- Non-autocratic
- Visionary

Middle East:

Strong work-centred approach

Highly authoritarian tone, rigid instructions

Highly bureaucratic, over-centralized with authority and power at the top

Ad hoc planning and slow business environment because decisions are made at the highest level of management

Heavy reliance on personal contacts and getting individuals from the “right social origin” to fill major positions

Western Management practices are evident in the Arabian Gulf Region due to close business ties between the West and this oil-rich area as well as the increasing educational attainment, often in Western Universities, of Middle Eastern Managers

There is a tendency toward a more participative leadership styles among young Arab middle managers

America:

US is one of the highest ranked nations on Assertiveness and Performance orientation

Participative leadership has a direct and positive relationship with performance in the workplace

Less tendency of employees to accept direction

Leadership attributes:

- Charismatic
- Participative, team-oriented
- Humane orientated

Americans have a tendency to view their leaders as heroic warriors and have unrealistically high expectations for their leaders to be of exceptionally high character

Australia:

Australian dimensions of Leadership:

Mateship – active choice by individuals to support each other

The tall poppy syndrome – resenting high achievers

One of us – Inspire high levels of performance and are visionary by being “one of the boys”

Australian leaders do not like to give negative feedback to staff

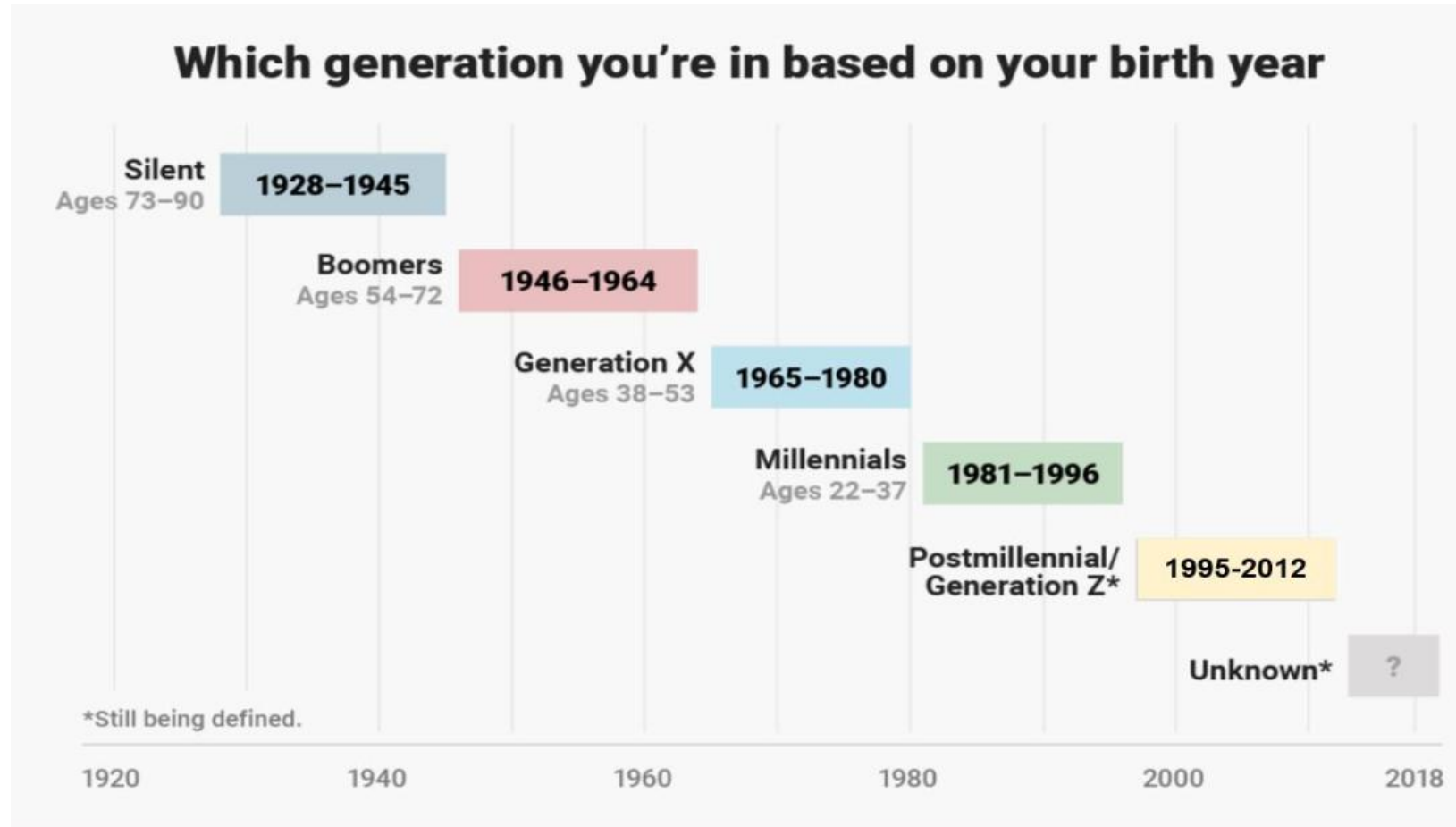
Australian leaders are assertive, dominating, imaginative, self-sufficient, do not place a high value on ambition and achievement at the expense of their peers

Transformational leaders need to be more participative in order to be effective in this culture

Leaders must earn respect

Leadership across the Generations

Defining generations helps researchers see how coming of age during certain historical events and technological changes influence the way people see the world. Key references as below:



Baby Boomers (1946-64)

Characteristics Baby Boomers :

- ✓ Optimistic
- ✓ Team-oriented
- ✓ Value praise and recognition
- ✓ Intensely committed to work, often at the expense of family time
- ✓ Uncomfortable with conflict
- ✓ Judgemental to those who see things differently than they do
- ✓ Particularly driven and willing to “go the extra mile”

Generation X (1965-80)

Characteristics Generation X:

- ✓ Independent
- ✓ Risk-tolerant
- ✓ Adaptable
- ✓ Comfortable with diversity
- ✓ Expect immediate results
- ✓ Value feedback and recognition
- ✓ Little loyalty to the company, but rather place their loyalty on their peers and immediate manager
- ✓ Primarily family-oriented, spending more time with the family than baby boomers
- ✓ Straightforward in the communication style

Generation Y – Millennials (1981-1996)

Characteristics Generation Y: (Millennials)

- ✓ Tech Savvy
- ✓ Multitask
- ✓ They are used to Networking in the virtual world but also value personal interactions
- ✓ Seek balance between work and life
- ✓ Prefer collective action
- ✓ Eco-aware
- ✓ Socially conscious
- ✓ Need to be challenged and consistently given more tasks to take on

Generation Z – Post Millennials - (after 1996)

Characteristics Generation Z: (Post Millennials)

- ✓ Instantly connected and interconnected, with access to everything!
- ✓ They have no recall of a world without the internet, smartphones, text messages, instant messaging
- ✓ Group Oriented
- ✓ Collaborative
- ✓ Creative
- ✓ Wired and plugged!
- ✓ Global minded skills to solve problems
- ✓ Consumer-oriented generation: They are used to instant action and results, so prefer to search online – selection and pricing – before they make a purchases



Leadership across the Generations

Generation	Leadership Style
Baby Boomers (1945-1964)	Team-oriented
Generation X (1965-1980)	Participative
Generation Y (1981-1995)	Transformational/Participative
Generation Z (from 1996 - 2012)	Team-oriented/Virtual teams

Exercise #8

Donald Trump is an Inspiring Leader



Affirmative (x 3)	Negative (x3)

Think outside the media story? Challenge your own argument/position?

Understand your measure?

Day #1 - Close

DEVELOPING TOMORROWS BUSINESS LEADERS

Day 2

The Future Leader



“The future’s going to get invented with you or without you. But if you want to build the new, you must first dismantle your existing belief system and burn for scrap anything that is not endlessly and universally true”

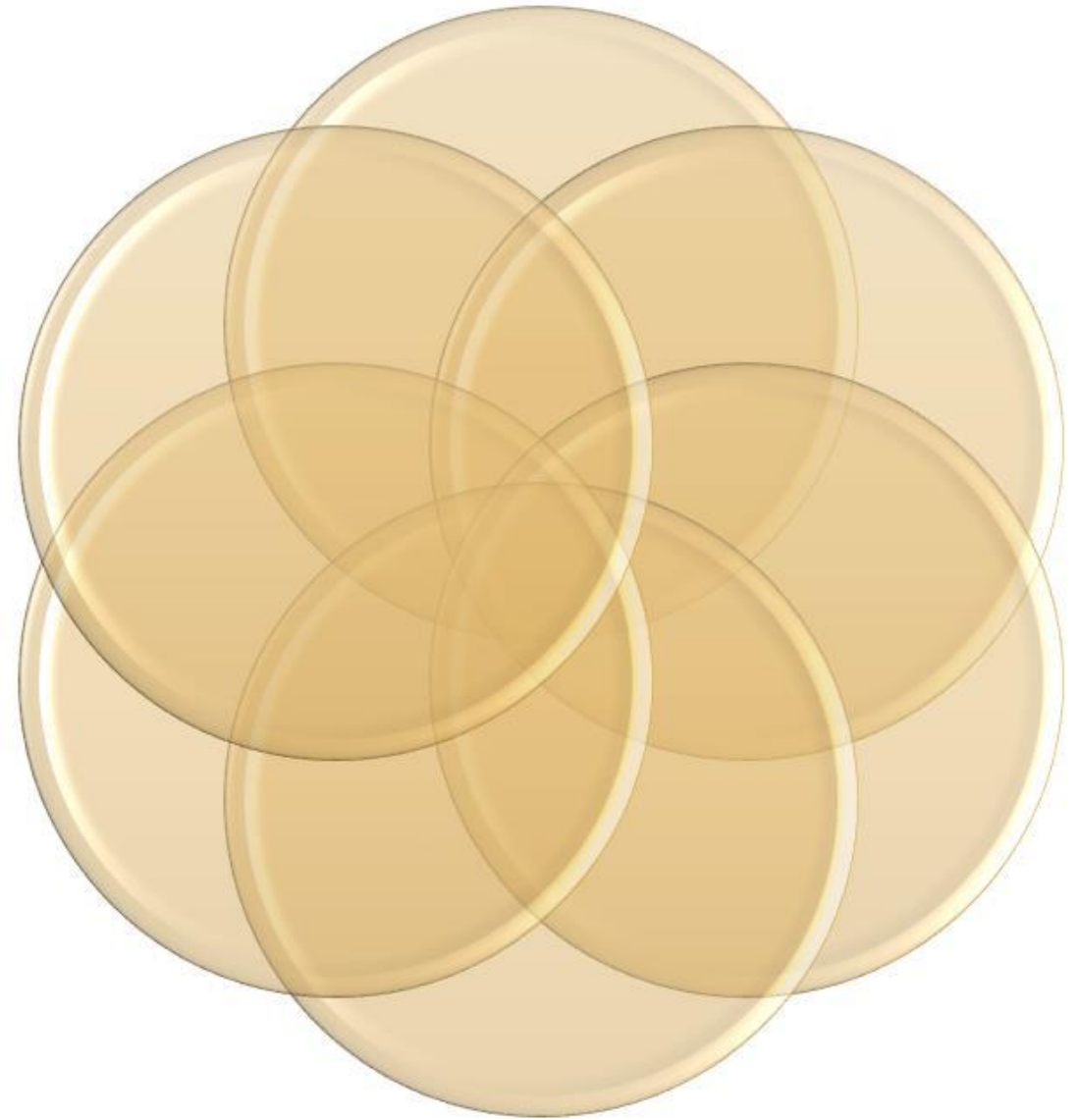
Gary Hamel – Leading the Revolution

Journey so far?

Informing your Leadership Style

- 
1. Understanding Leadership
 2. Leadership versus Management
 3. The Operating Environment - 2025
 4. Critical Ingredients in a High Performing Business
 5. Leading to Beat the Competition?
 6. Understanding the right Data before making big decisions?
 7. Whose Lens do I need to look through?
 8. Leadership in Adversity – What can I learn
 9. Managing Stress, Fatigue and Building Resilience
 10. Cross Cultural and Cross Generational Leadership

What are we
learning about the
complexities of
Leadership?



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LEADERSHIP



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- Focus on the end game
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- What do I need to start doing different tomorrow to significantly improve my leadership
- What isn't a good leader?

Inspirational Leadership



Inspire - Definition

- To infuse an animating, quickening, or exalting influence into:
 - *his courage inspired his followers.*
- To produce or arouse (a feeling, thought, etc.):
 - *to inspire confidence in others.*
- To affect with a particular feeling, thought, etc:
 - *inspire a person with distrust.*
- To influence or impel:
 - *opposition inspired him to a greater effort.*
- To animate, as an influence, feeling, thought, or the like:
 - *inspired in a belief in a better future.*

Inspirational Leadership

Why does it matter?

- 70% of the world's workforce describes itself as disengaged at work.
- The figure in Australia is very similar.
- This rate of engagement is near to steady over the least two decades.
- Engaged employees are over 31% more productive than their disengaged counterparts.
- Even a modest increase in engagement will result in dramatic improvement to the bottom line.

Donald Trump is an Inspiring Leader!



Affirmative - The case for the Republicans	Negative – The case for the Democrats

Consider the measures by which you assess inspirational leadership.

Try to think beyond the media stories.

Be prepared to challenge your own position.

Characteristics of Inspiring Leaders

Characteristics of Inspiring Leaders

- They express unerring positivity.

Truly inspiring leaders can find the bright side of any issue. They know that doom and gloom accomplishes nothing, so they remain beacons of positivity in the face of challenges and failures. Of course, problems will happen, and sometimes these will be extremely challenging, but if you want to be truly inspirational, show others the silver lining.

Characteristics of Inspiring Leaders

- They are grateful to their team.

Nothing drains commitment from a team like feeling its efforts go unnoticed. Leaders who don't show appreciation for their employees are putting their business at risk. Poor productivity, reduced quality and high employee turnover are likely. Even small gestures of gratitude show people that they matter. A simple "Thank you!" is often enough to bolster and inspire your team.

Characteristics of Inspiring Leaders

- They have a crystal clear vision for the future.

The greatest leaders are able to articulate a vision so clear it seems as though it had already come to pass. Martin Luther King Jr.'s "I Have A Dream" speech is a perfect example of this. Through words, actions and beliefs, inspiring leaders know what their preferred future looks like and can show others exactly how to get there. To truly inspire, know precisely what you are you striving to achieve.

Characteristics of Inspiring Leaders

- They listen.

Hearing is not the same as listening. Inspirational leaders truly listen to what is said to them and respond appropriately, instead of letting it go in one ear and out the other. Practice an open door policy to receive your team's feedback and encourage them to contribute to the common goal. This imbues a shared sense of value because everyone participates and everyone is important.

Characteristics of Inspiring Leaders

- They communicate impeccably.

If what a leader is communicating can't be understood, forward movement is immediately arrested. Some leaders think that snappy emails or quick meetings will accomplish more. However, cutting corners around communication will only create misunderstandings that result in rework and other inefficiencies. Messages are misunderstood, feelings are hurt, projects turn out wrong and frustrations mount. Truly inspiring leaders know that taking the right amount of time with each communication ensures that everyone is on board and moving forward (in the right direction!).

Characteristics of Inspiring Leaders

- They are trustworthy.

Customers and employees alike are much more likely to jump ship when a leader's top priority is success, even at the cost of the team's well-being. Leaders inspire others to look up to them by telling the truth, being in integrity with what they promise and living honestly and earnestly. When employees take pride in their leadership and their organisation, inspiration follows close behind.

Characteristics of Inspiring Leaders

- They are passionate.

Enthusiasm for the mission of your organisation is critical to being an inspirational leader. Work becomes a meaningless task when done for someone who is blasé about the whole thing. If you don't know why the work you do matters, your employees won't either. Keep your vision in the forefront of your mind. Your passion will remind your team often about the “why” of their work.

Characteristics of Inspiring Leaders

- They express unerring positivity.
- They are grateful to their team.
- They have a crystal clear vision for the future.
- They listen.
- They communicate impeccably.
- They are trustworthy.
- They are passionate.

Rate Donald Trump against these criteria

	Donald Trump
They express unerring positivity	
They are grateful to their team	?
They have a crystal clear vision for the future	
They listen	?
They communicate impeccably	
They are trustworthy	
They are passionate	

Rate a prominent leader in your life

	Donald Trump	Prominent Leader
They express unerring positivity		
They are grateful to their team	?	
They have a crystal clear vision for the future		
They listen	?	
They communicate impeccably		
They are trustworthy		
They are passionate		

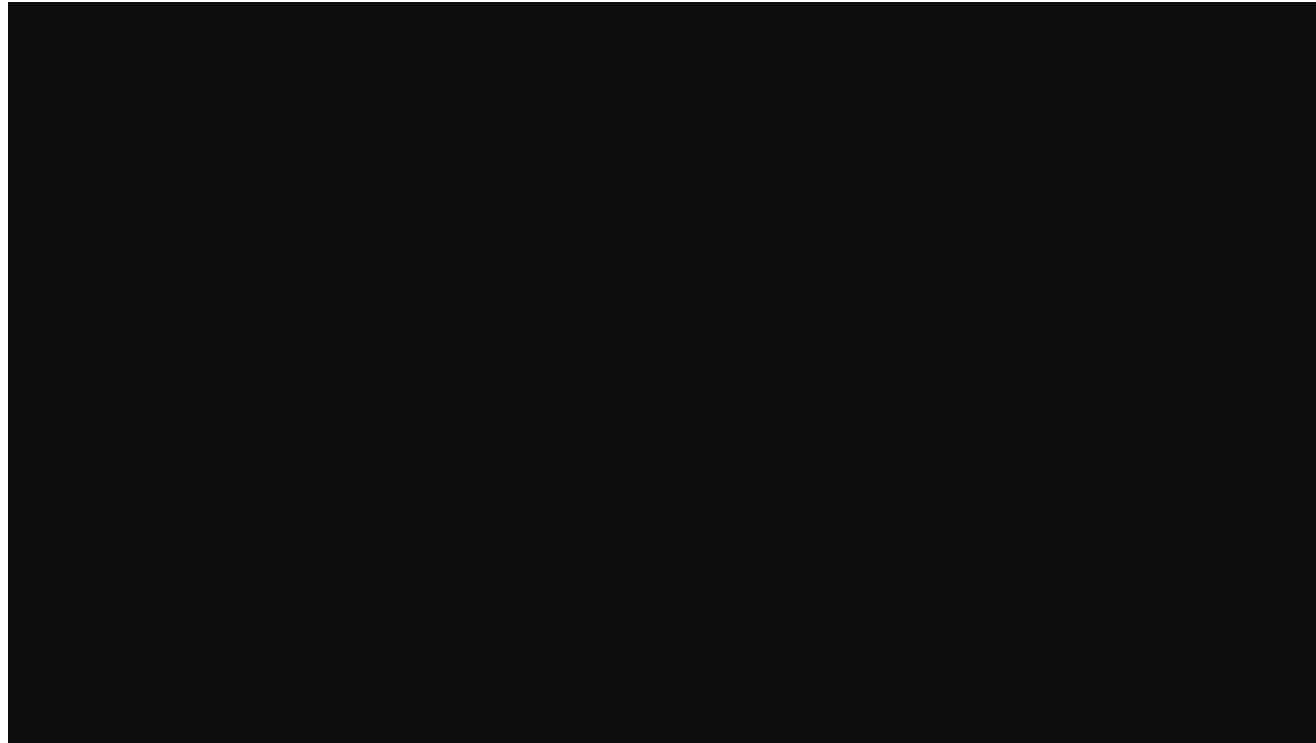
Rate your CEO

	Donald Trump	Prominent Leader	CEO
They express unerring positivity			
They are grateful to their team	?		
They have a crystal clear vision for the future			
They listen	?		
They communicate impeccably			
They are trustworthy			
They are passionate			

Rate yourself

	Donald Trump	Prominent Leader	CEO	You
They express unerring positivity				
They are grateful to their team	?			
They have a crystal clear vision for the future				
They listen	?			
They communicate impeccably				
They are trustworthy				
They are passionate				

Robert F Kennedy



Rate Robert F Kennedy

	Donald Trump	Prominent Leader	CEO	You	Robert F Kennedy
They express unerring positivity					
They are grateful to their team	?				?
They have a crystal clear vision for the future					
They listen	?				?
They communicate impeccably					
They are trustworthy					
They are passionate					

Inspirational Leadership



“What got me here today will not necessarily take me to tomorrow...”

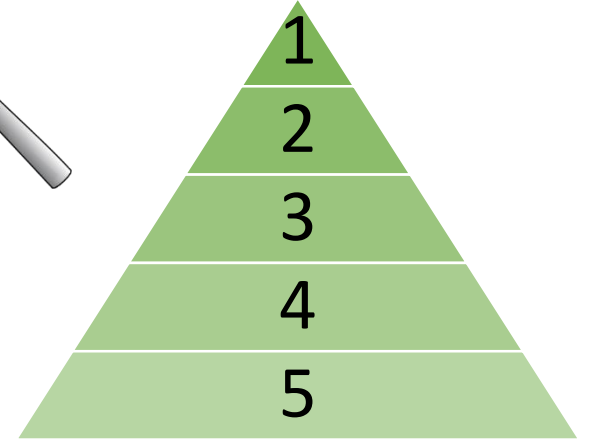
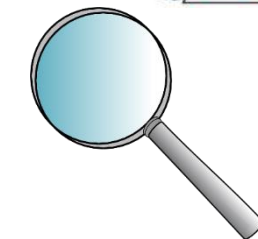
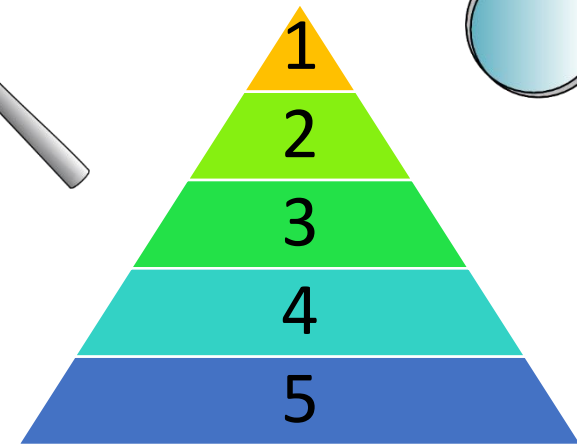
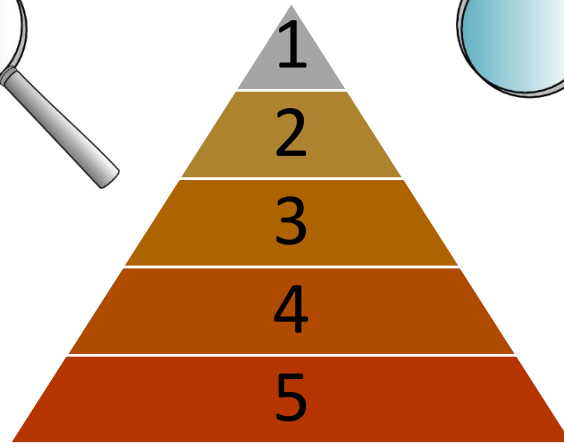
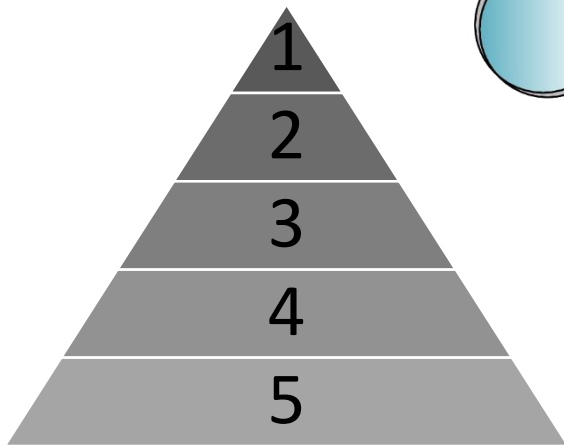
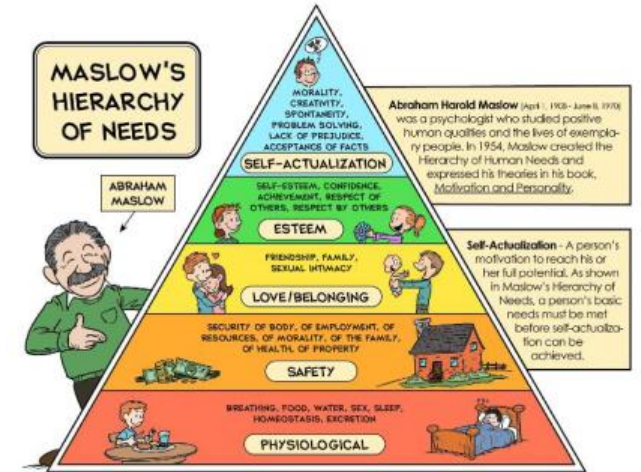
FACT: In my career before I go anywhere I need to know:

- Who I am?
- Who I am NOT?
- What Motivates Me?
- What doesn't Motivate Me?
- What is out there that aligns with my aspirations?
- Choose a Destination?
- Understand WHY I have chosen the destination?
- Understand how to navigate to my destination? (Include the OBSTACLES along the way)
- Understand the “Road Signs” along the way?
- Adapt & Embrace!

THE KEY TO SELF-LEADERSHIP & FULFILMENT Self Aware, Self Aware, Self Aware

Do I really know the issue?

Whose lens am I looking at a problem through?
 Whose lens should I be looking at the problem through?
 Who else has a lens that I need to look at the same problem through?



Your own individual Priorities

Priorities of your Employees

Priorities of the CEO and therefore the Employer

Priorities of the Board & Shareholder

3 Stories

Story #1 – Touchstone Projects – Jordan Belfort

Story #2 – Go-Live in Project

Story #3 – Beyond 20 Hours on Projects – Changing Perspective

Exercise #9 – Characteristics of Desired Leaders

Ambitious	Honest	88%	93%
Broad Minded	Imaginative		
Caring	Independent		
Competent	Inspiring	66%	59%
Co-operative	Intelligent		
Courageous	Loyal		
Dependable	Mature		
Determined	Self Controlled		
Fair Minded	Straight Forward		
Forward Looking	Supportive		

71% 83%

Kouzes and Posner – Authors of the Leadership Challenge

Exercise:

Part 1 – Pick your own TOP 5 (No Ranking)

Part 2 – 3 Groups pick a shared Top 4

Part 3 – Global Universe Top 4

Part 4 – Australian Top 4

Global
Australian

Self Awareness

Self Awareness is having a clear perception of your personality, including strengths, weaknesses, thoughts, beliefs, motivation, and emotions. Self Awareness allows you to understand other people, how they perceive you, your attitude and your responses to them in the moment

Autocratic Style
 Not very patient
 Consultative
 Don't suffer fools
 Strategic (What is that?)
 Temperamental
 Moody
 Stress Head
 Carefree
 Visionary
 Perceptive

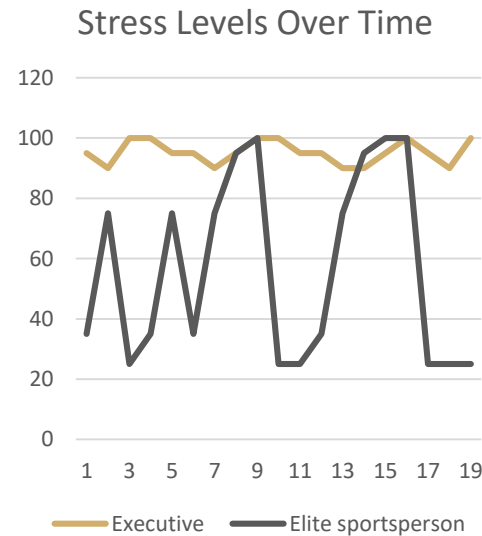
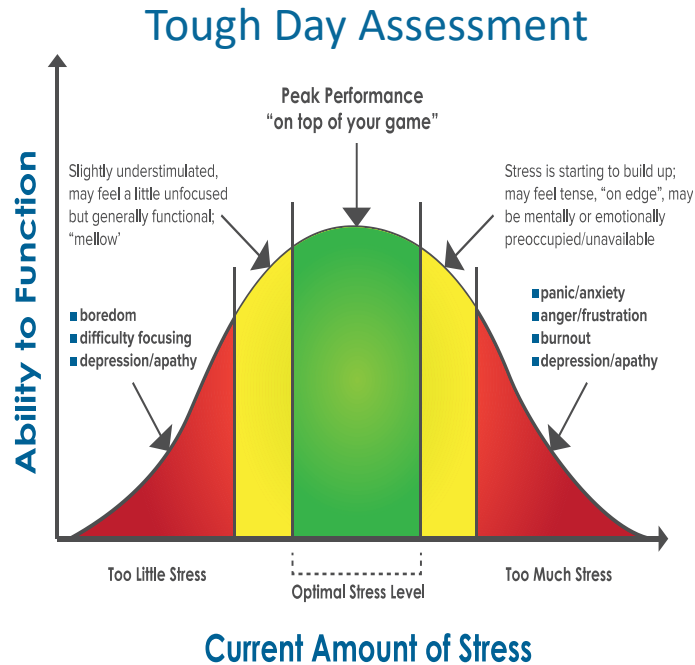
Grammatically Impaired
 Care too much about what other people think
 Full of Fear
 Overly sensitive to criticism
 Gossipy
 Arrogant
 Egotistical
 Bully
 Champion

Very flexible
 Intuitive
 Pragmatic
 Practical
 Simplistic
 Naïve
 Child-like in thinking
 Theoretical
 Machiavellian
 Very well grounded
 Fear of Public Speaking
 Verbose in communications
 To easily speak my mind

Great Listener
 Emotional
 Think with too much heart
 Too tolerant
 Big Picture Focussed
 Terrible with the detail
 Sulker
 Brilliant Influencer

WHY DON'T YOU ASK YOURSELF AND THEN ASK EACH OTHER?

Self Awareness Reading the Road Signs



- The ability to adjust and recover when things go badly.
- Resilient people don't dwell on failure.
- They learn from their mistakes and move on.



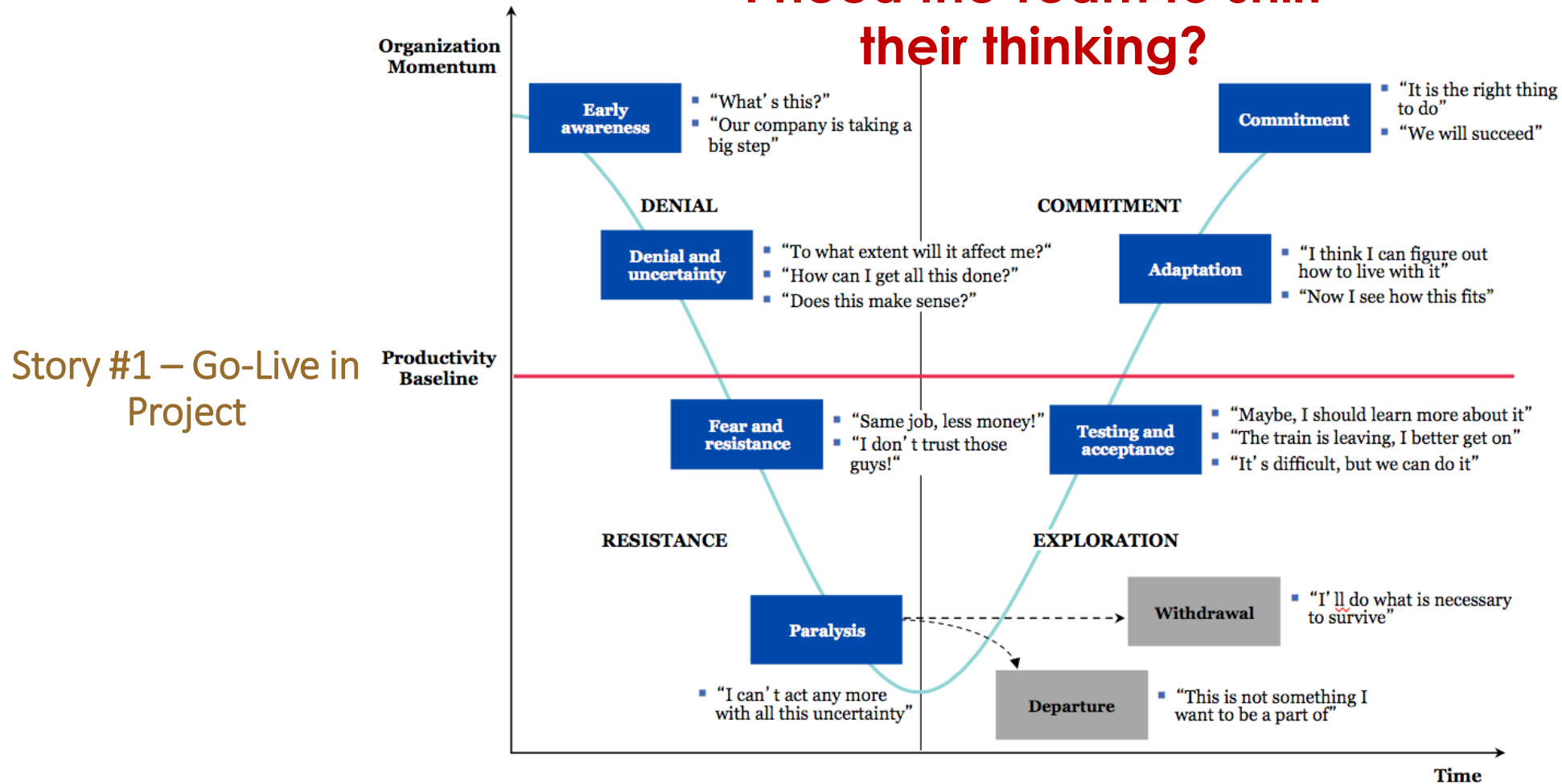
**Where am I at any particular time?
Where are my Team at any particular time?**

Exercise #10 – Are you a Leader or a Manager?

(Refer Wall Chart)

Where are my Team at any particular time?

I need the Team to shift their thinking?



Story #1 – Go-Live in Project

Story #2 – Beyond 20 Hours on Projects – Changing Perspective

“What got me here today will not necessarily take me to tomorrow...”

My Perceived Strengths

My Perceived Areas for Improvement

Pairings

Think about your performance

UNDER PRESSURE ?

Colleagues View of “My Strengths”

Colleagues View of “My Areas for Improvement”

THE KEY TO SELF-LEADERSHIP & FULFILMENT

Self Aware, Self Aware, Self Aware

Self Awareness



Who Am I – Part 2

“Strength Finder” Profiling

Self Awareness – Strength Finder

- Sponsored by Gallup
- Over 20 Million Teams Worldwide Have Used – Credentials – Developed by Dr Donald Clifton
- Assessment of “Normal Personality from the Perspective of Positive Psychology”
- Top #5 – Signature Themes – Thought, Feeling & Behaviour that helps organisations leverage your Top 5 areas of Strength/Talent
- Great for developing a stronger sense of “Self Awareness”

Just Psychometric and therefore NOT reliable for Recruiting BUT a strong indicator

Self Awareness – Strength Finder

Signature Themes Export

First Name	Last Name	Theme 1	Theme 2	Theme 3	Theme 4	Theme 5
Sean	Bates	Context	Analytical	Restorative	Responsibility	Learner
Kevin	Borg	Positivity	Woo	Communication	Strategic	Activator
Megan	Doyle	Developer	Responsibility	Relator	Restorative	Discipline
Elizabeth	Mobbs	Individualization	Ideation	Arranger	Developer	Connectedness
Phillip	Smith	Achiever	Context	Learner	Input	Discipline
Kerrie	Howard	Arranger	Responsibility	Relator	Self-Assurance	Consistency
Tony	Jordan	Harmony	Arranger	Developer	Includer	Individualization
Meagan	Lawson	Positivity	Achiever	Activator	Input	Woo
Stephen	Lewis	Responsibility	Strategic	Relator	Ideation	Discipline
Noelani	Magnus	Ideation	Learner	Arranger	Futuristic	Individualization
Patrick	Martins	Discipline	Woo	Communication	Arranger	Positivity
Brett	Williams	Belief	Connectedness	Ideation	Strategic	Developer
Mick	Bryant	Deliberative	Adaptability	Achiever	Analytical	Consistency

Insights & Discoveries – The Individual

Building out my Personal Profile



CONSISTENCY

People exceptionally talented in the Consistency theme are keenly aware of the need to treat people the same. They try to treat everyone with equality by setting up clear rules and adhering to them. The insight statements are therefore helpful in describing the motivations, emotions and actions of a person with a dominant “Consistency” talents.



Insights & Discoveries – The Individual

Insights into this Theme <i>CONSISTENCY</i>	Ideas for Strengthening this theme Dimension	Ideas for Managing this theme Dimension
I am ... More interested in Group needs than individual wants	Seek opportunities where you can help provide everyone on your team with the platform they need to be successful and leverage their strengths	Be ready to bend the rules when adhering to them keeps you accomplishing from a greater good
I will ... Reduce variance and increase uniformity		
I bring ... Rules and policies that promote cultural predictability		
I need ... Standard operating procedures		
I Love ... Repeating things in the exact same way		
I hate ... Unnecessary customisation		

Building Teams – Strength Finder

- Building Superior Leadership Teams identified four distinct domains of leadership strength They are:

Executing
Influencing
Relationship Building and;
Strategic Thinking.

- We found that it serves a team well to have a representation of strengths in each of these four domains. Instead of one dominant leader who tries to do everything or individuals who all have similar strengths, contributions from all four domains lead to a strong and cohesive team. **Although individuals need not be well-rounded, teams should be.**

Myself as a Team Player

Executing

Leaders with dominant strength in the **Executing** domain know how to make things happen. When you need someone to implement a solution, these are the people who will work tirelessly to get it done. Leaders with a strength to execute have the ability to "catch" an idea and make it a reality.

Influencing

Those who lead by **Influencing** help their team reach a much broader audience. People with strength in this domain are always selling the team's ideas inside and outside the organisation. When you need someone to take charge, speak up, and make sure your group is heard, look to someone with the strength to influence.

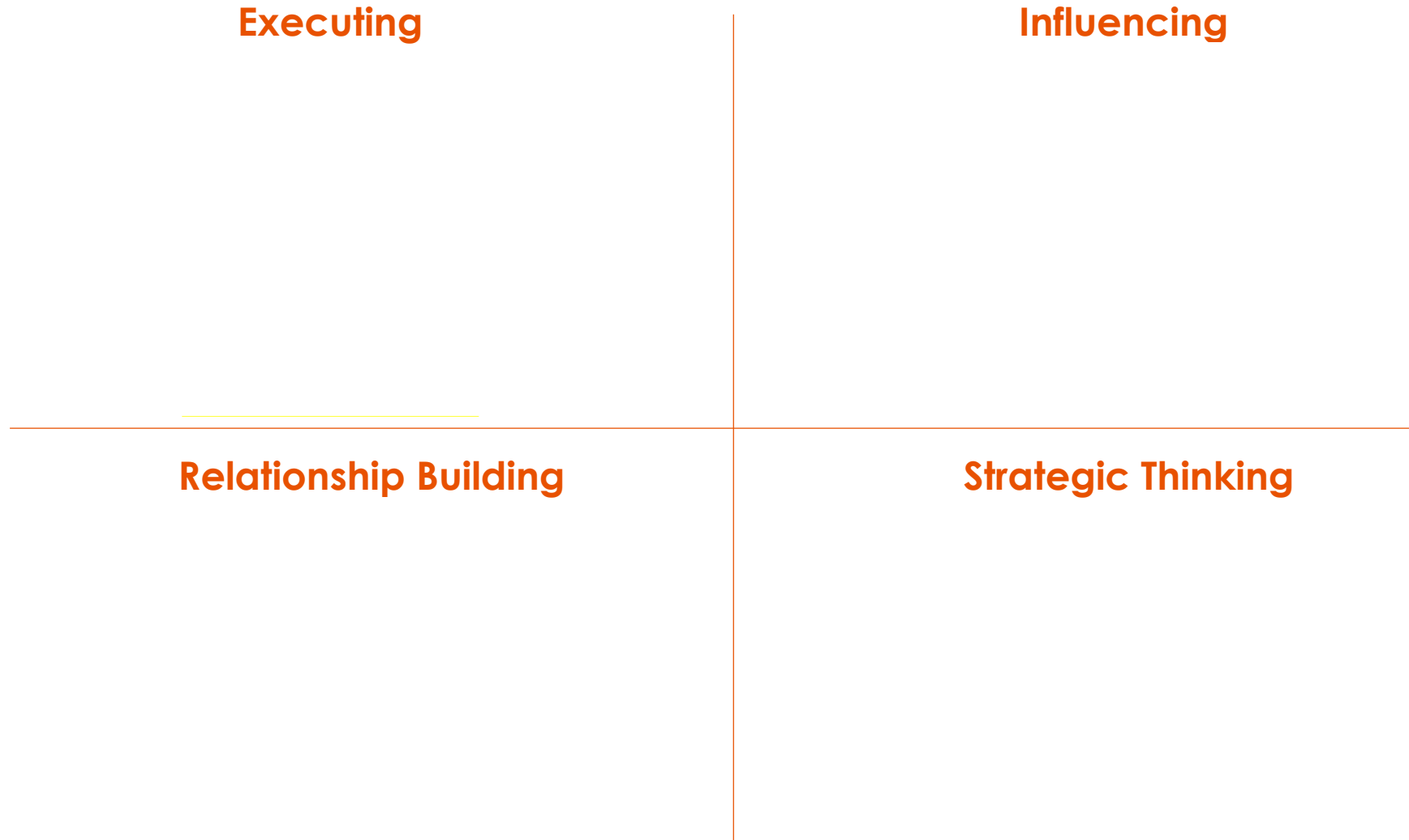
Relationship Building

Those who lead through **Relationship Building** are the essential glue that holds a team together. Without these strengths on a team, in many cases, the group is simply a composite of individuals. In contrast, leaders with exceptional Relationship Building strength have the unique ability to create groups and organisations that are much greater than the sum of their parts.

Strategic Thinking

Leaders with great **Strategic Thinking** strengths are the ones who keep us all focused on what *could be*. They are constantly absorbing and analysing information and helping the team make better decisions. People with strength in this domain continually stretch our thinking for the future.

Myself as a Team Player



“What got me here today will not necessarily take me to tomorrow...”

My Perceived Strengths

My Perceived Areas for Improvement

Pairings

Think about your performance UNDER PRESSURE ?

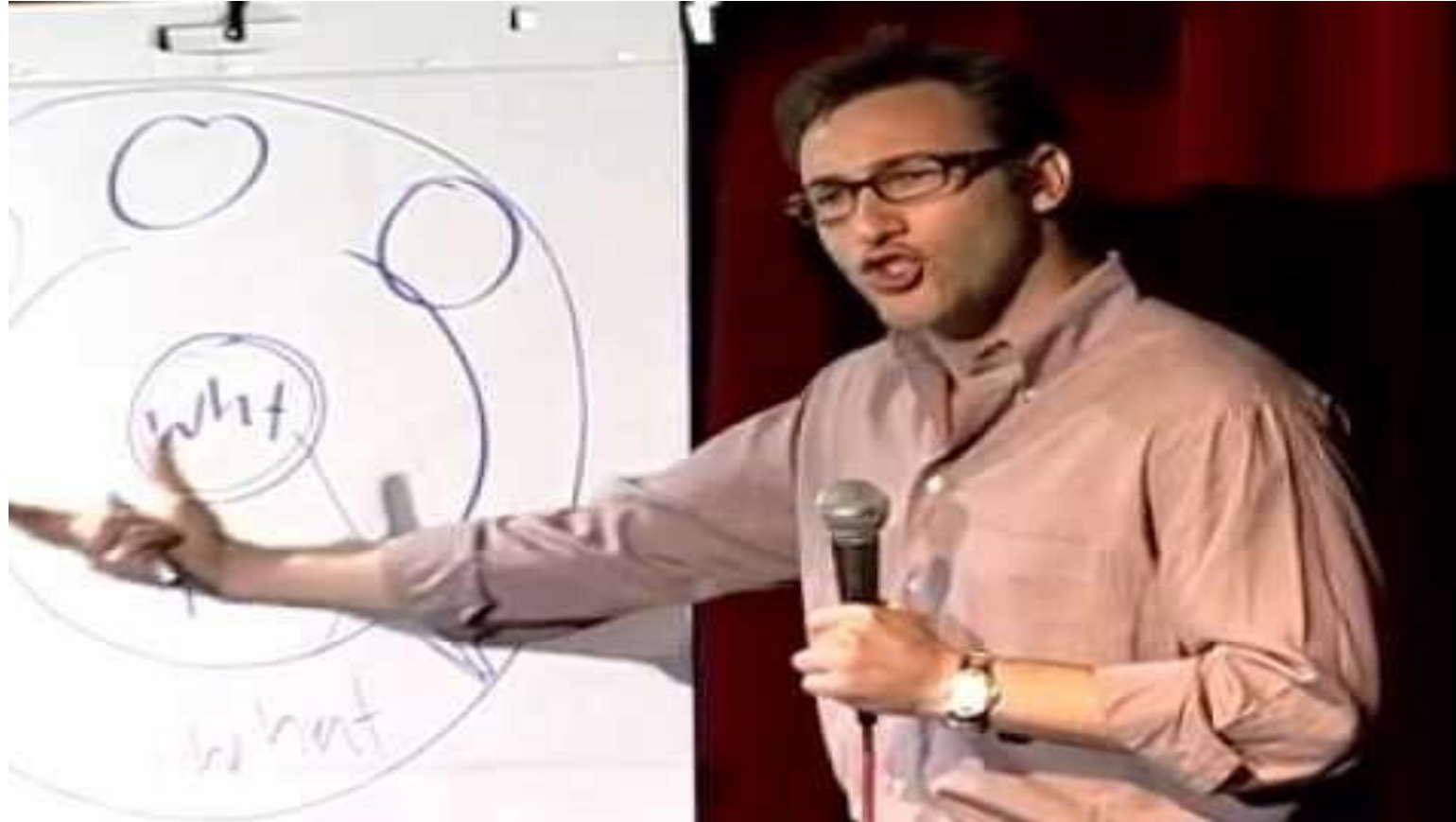
Colleagues View of “My Strengths”

Colleagues View of “My Areas for Improvement”

THE KEY TO SELF-LEADERSHIP & FULFILMENT

Self Aware, Self Aware, Self Aware

“First the Why and then the Trust”

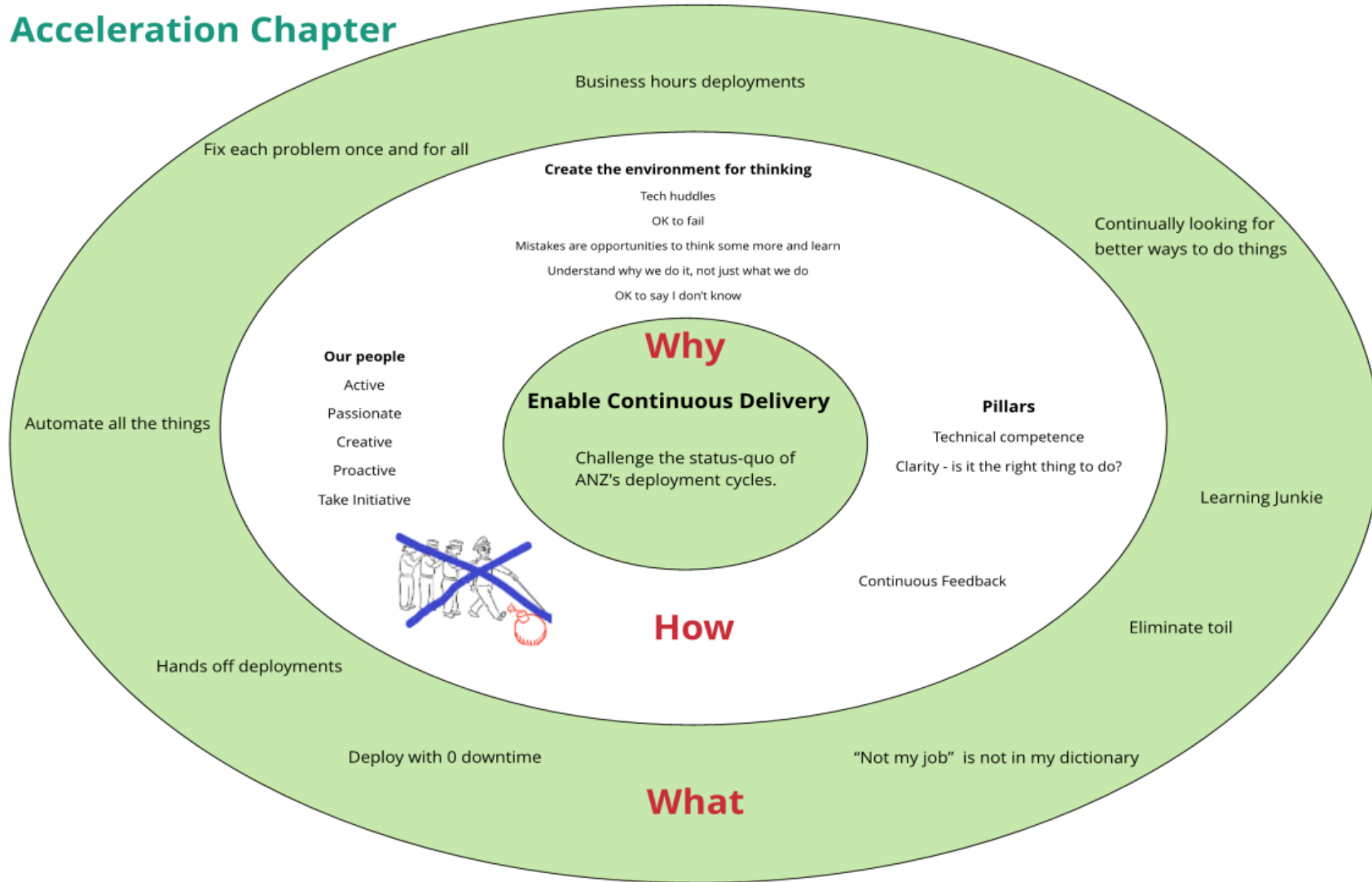


https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action#t-653599

“First the Why and then the Trust”



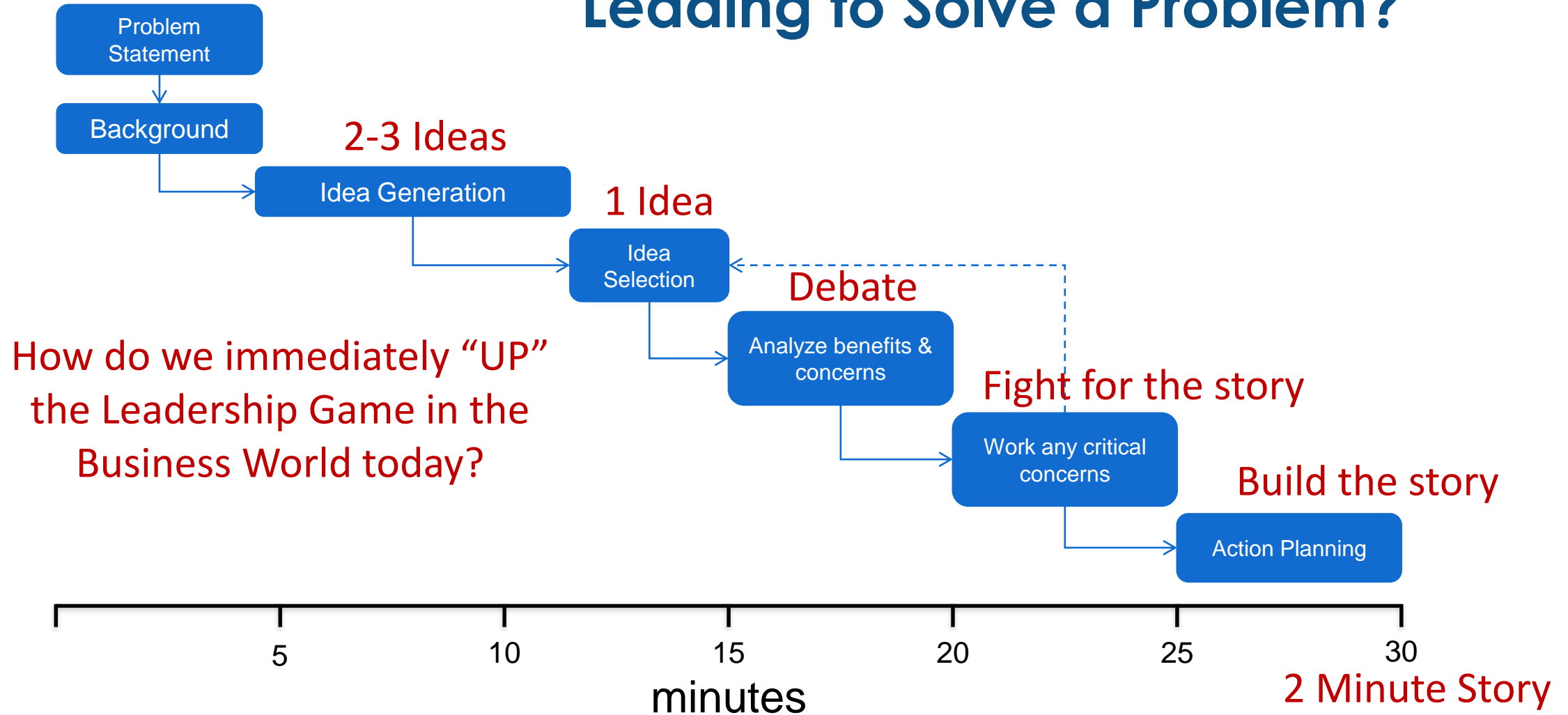
Acceleration Chapter



Customer Example

Exercise #11

Leading to Solve a Problem?



LUNCH



“Building Great Leaders”

- ▶ The people I love the best
jump into work head first
without dallying in the shallows
and swim off with sure strokes almost out of sight.
They seem to become natives of that element,
the black sleek heads of seals
bouncing like half-submerged balls.

I love people who harness themselves, an ox to a heavy cart,
who pull like water buffalo, with massive patience,
who strain in the mud and the muck to move things forward,
who do what has to be done, again and again.

I want to be with people who submerge
in the task, who go into the fields to harvest
and work in a row and pass the bags along,
who are not parlor generals and field deserters
but move in a common rhythm
when the food must come in or the fire be put out.

The work of the world is common as mud.
Botched, it smears the hands, crumbles to dust.
But the thing worth doing well done
has a shape that satisfies, clean and evident.
Greek amphoras for wine or oil,
Hopi vases that held corn, are put in museums
but you know they were made to be used.
The pitcher cries for water to carry
and a person for work that is real.



There is nothing like the feeling of a
job well done, especially if the
work is meaningful. Whether it is
completing a project on-time
and within Budget or crafting a
cabinet with all the joints fitting
perfectly; or helping a client deal
with a complex problem or even
assembling your daughters
bicycle. A job worth doing is
worth doing well.

Influence as a Force Multiplier



Influence - Definition

- The capacity or power of persons or things to be a compelling force on or produce effects on the actions, behavior, opinions, etc., of others.
- The action or process of producing effects on the actions, behavior, opinions, etc., of another or others.
- A person or thing that exerts influence.

Influence – Why does it matter?

Successful leadership today relies far more on influence than authority.

Developing your influence

- Build credibility
 - Demonstrate Expertise
 - Demonstrate high levels of ethical behavior, always
 - Be genuine, consistent and reliable
- Communicate impeccably
 - The aspects of communication delivery
 - Content.
 - Delivery.
 - Passion.
 - Communication is a two way process!
- Build relationships
 - Build strong partnerships
 - Position yourself so that you are relied on by others
 - Leverage your allies



Major re-organisation of a unionised workforce





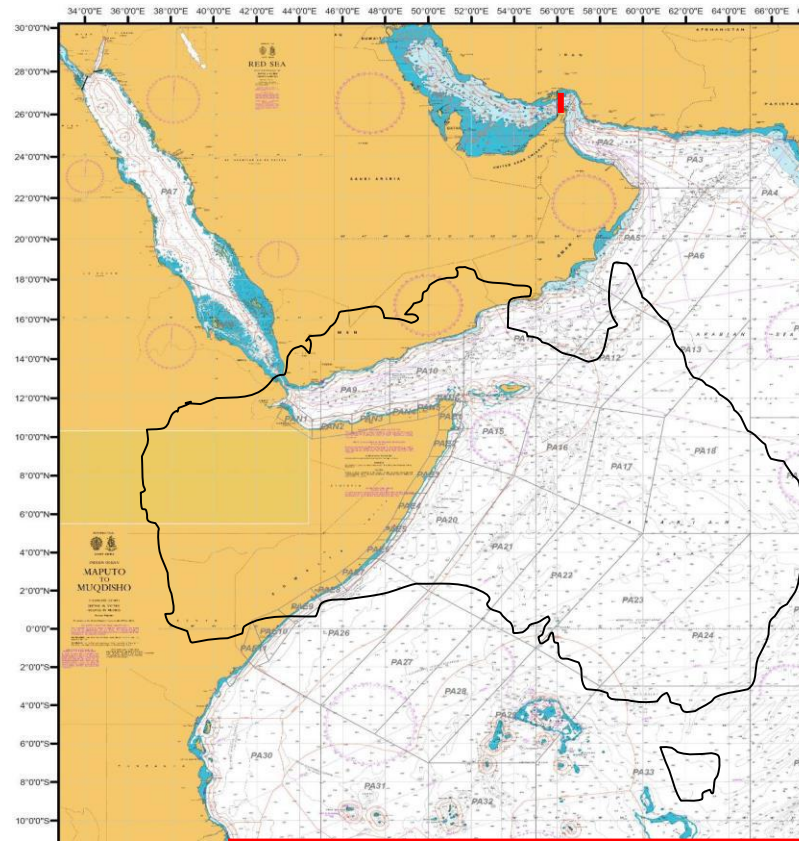
Major re-organisation of a unionised workforce

- What factors are at play here?
- What would you do?
- Take 3 minutes to consider, individually.
- Then take another 3 minutes to discuss with your table.
- Be prepared to discuss.

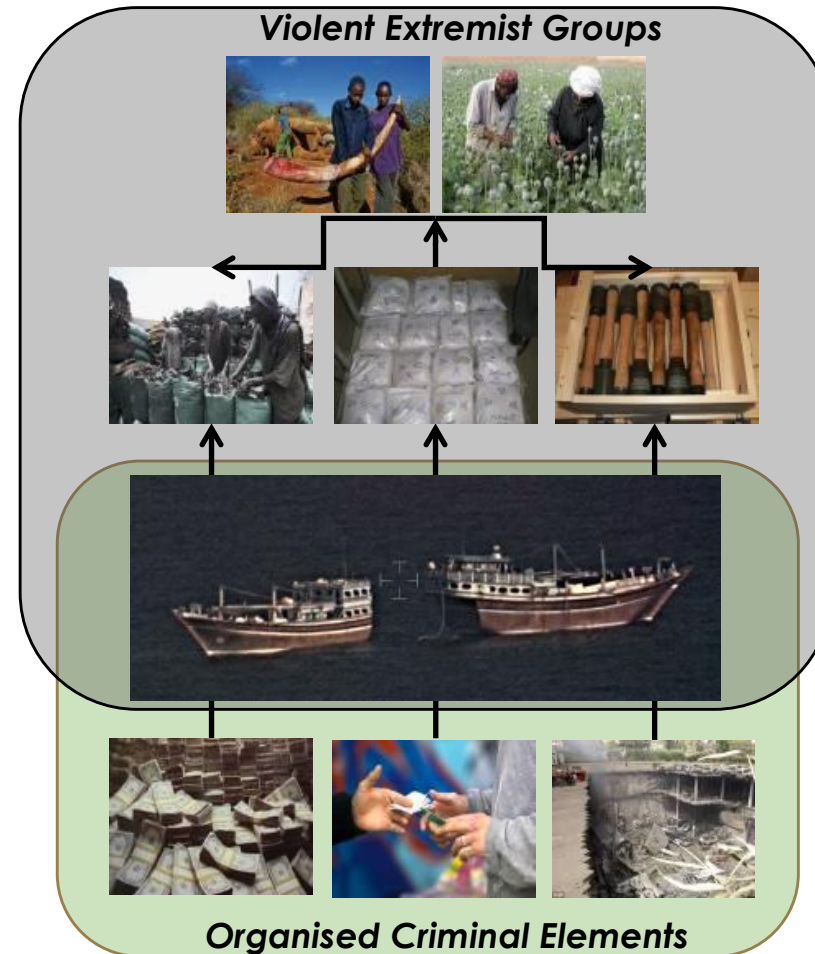
Major re-organisation of a unionised workforce – Key lessons

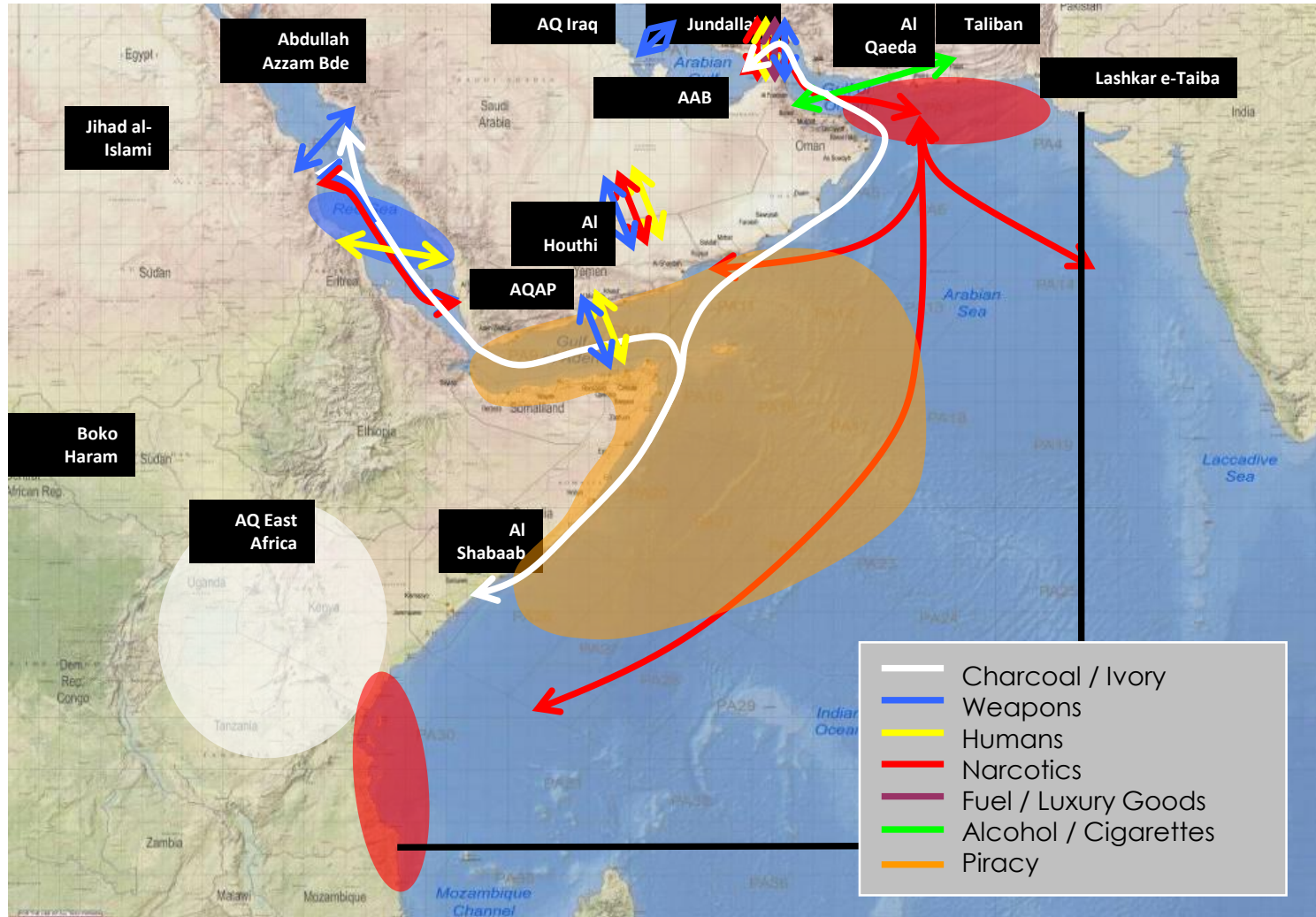
- People appreciate being treated with respect.
- People will repay loyalty several times over.
- Communicate, well and often.

A military operation..... Counter-terrorism operations



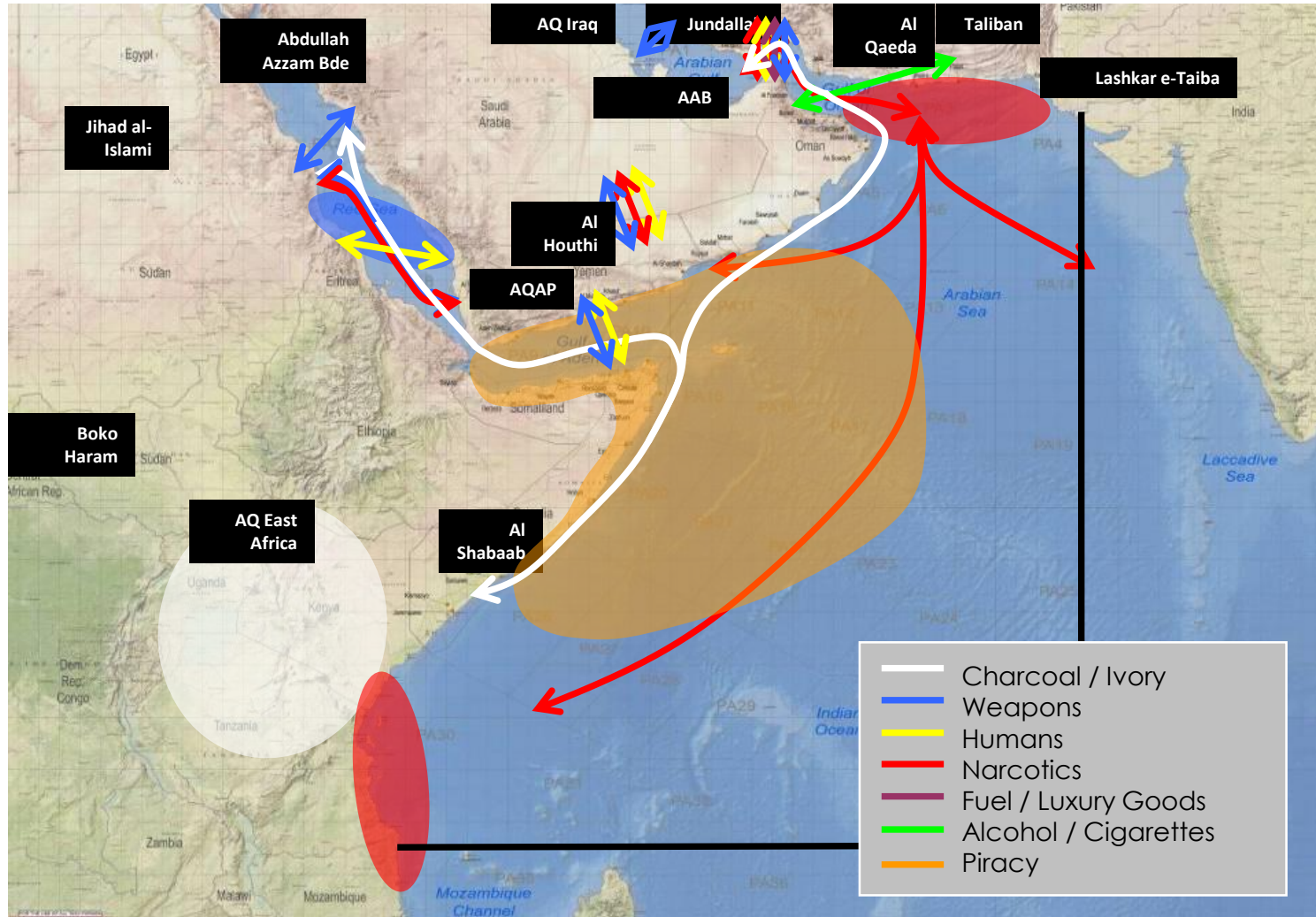
Drug trafficking – Links to terrorism





Achieving the counter-terrorism objectives

- What factors are at play here?
- What would you do?
- Take 3 minutes to consider, individually.
- Then take another 3 minutes to discuss with your table.
- Be prepared to discuss.





The plan

Suppress the exploitation of the maritime environment for terrorist purposes through....

- Key leadership and regional engagement programme.
- Information activities.
- Operations at sea.



The execution

Key Leadership and Regional Engagement Program

- Key Leadership Engagement with 7 regional Nations
- Drive to build regional capacity
- Interactions with other agencies
 - United Nations
 - Law Enforcement agencies
 - Intelligence agencies
 - European Union and NATO forces

Information Activities

- Information in support of operational effects
- Coalition Building
- Strengthened reputation
- Effective Public Relations
- Influence world opinion



The execution – Operational effects

	01 Dec 13 – 10 Apr 14
Hashish	5610.5 kg 3 intercepts
Heroin	1494.2 kg 5 intercepts (500.5 kg disrupted)
Methamphetamines	24 kg 3 intercepts
Weapons	195 x AK 47 and 11 x 9mm



Counter-terrorism operations – Key lessons

- Understand who the stakeholders are, and who holds power.
- Empathise. You must understand other's points of view.
- Carefully consider your position. What is your best, worst and most likely outcome.
- Communicate, communicate, communicate.
- Be firm, but considerate.
- Explore means to compel the other side.
- Try for a win-win.
- Be prepared to give ground.
- Communicate, communicate, communicate.

Thinking like a CEO



Thinking like a CEO



A Progressive Scalable, Sustainable Company is always thinking about new ways to solve the old Paradigms?

More Resource is the simple answer BUT not always the cleverest answer...?

The Grass is **NOT** always Greener on the otherside!



Recommended
for mature
audiences



A Group of friends Graduate together



Every Year they decide to take a Vacation together



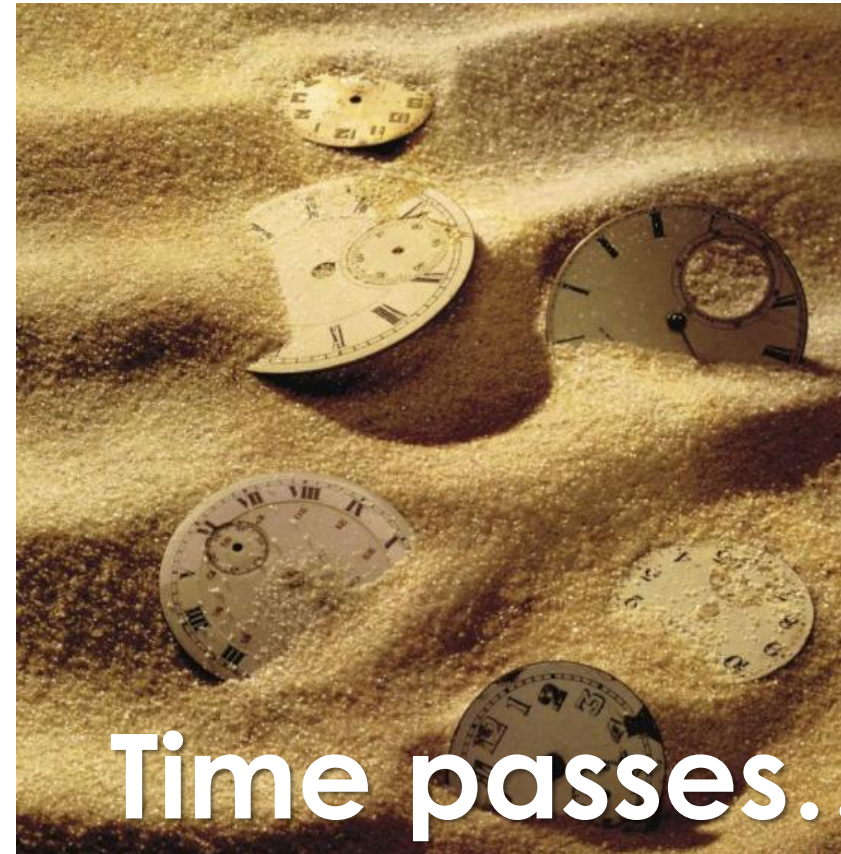
As luck would have it

Island # 1

- Jane
- Sue (Jane's best friend)
- Pete
- Bill

Island # 2

- Dave (Jane's boyfriend)
- Mike
- Steve
- Bruce



This year they decide to sail together



Unfortunately ☹️



Turned into....



Which Resulted in...?



When the storm cleared?



Resulting in



Time Passes

Jane has started to believe they will never be rescued, that she misses Dave and she needs to be with him

The problem is the stretch of water between the two islands which is infested with sharks

So, as all of the mobile phones have been damaged in the swim from the sinking yacht to the islands, she has to resort to Morse Code and using a mirror sends Dave a signal

Jane: “Dave I need to be with you”

Dave: “Sorry, I’m not swimming across that water”

Time Passes

So, Jane wonders what she can do and sees a tree on Dave's island...

So again, she signals

Jane: “Dave, if you cut down one of those trees you could make a canoe and come over here and join me”

Dave: “Sorry, they’re big trees and that would take me forever”

Time Passes

So, Jane wonders what she can do and sees a possibly suitable tree on her island...

However, there's no way she has the physical power to cut down any of the trees

So, seeing Pete (the College's star Running Back)

Jane: "Pete, could you cut down that tree for me and shape it into a canoe so I can go and join Dave"

Pete: "Sure, but you have to sleep with me"

Time Passes

Jane desperately wants to be with Dave, but doesn't know what to do – she could be stuck on this island without Dave for the rest of her life.

So, she decides to confide in her best friend

Jane: “Sue – I want to be with Dave, but he won't build a canoe to join me and the only way I can join Dave is if Pete builds a canoe for me – but Pete wants me to sleep with him as payment – what should I do?”

Sue: “Well, it's your life , I can't make decisions like that for you”

Time Passes

So, Jane decides to go it. Pete cuts down the tree, builds the canoe. Jane sleeps with Pete and the next day rows across the water to be with Dave

However, wracked with guilt, Jane decides she has to tell Dave about the deal with Pete

Jane: “Dave, it means everything to me to be here with you. But I have to tell you that the only way I could get this canoe built was to sleep with Pete. But, at least we’re together now”

Dave: “You did what? How could you? Get out of my sight – I never want to see you again”

Time Passes

Jane is devastated and walks off sobbing

Mike has heard all that was said and runs after Jane

Mike: “Jane, I’m sorry for having overheard all that was said between you and Dave. I won’t judge you – I’ve always liked you from afar but you and Dave were always an item. I’ll look after you”

Decision Time

- Choose your >

Who?

In ONE word: why?

In ONE word: why?

In ONE word: why?

- “Most liked” character

?

?

?

?

- “Least liked” character

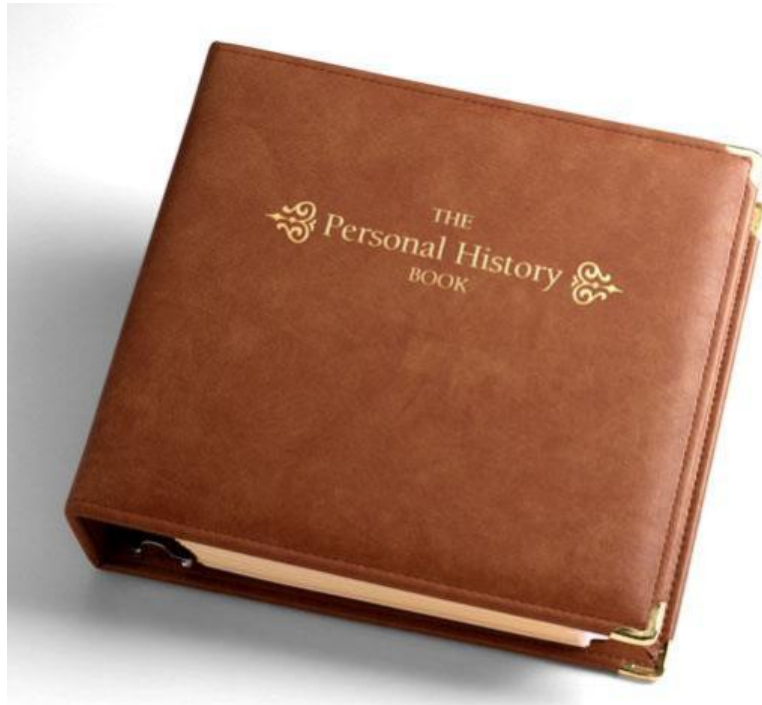
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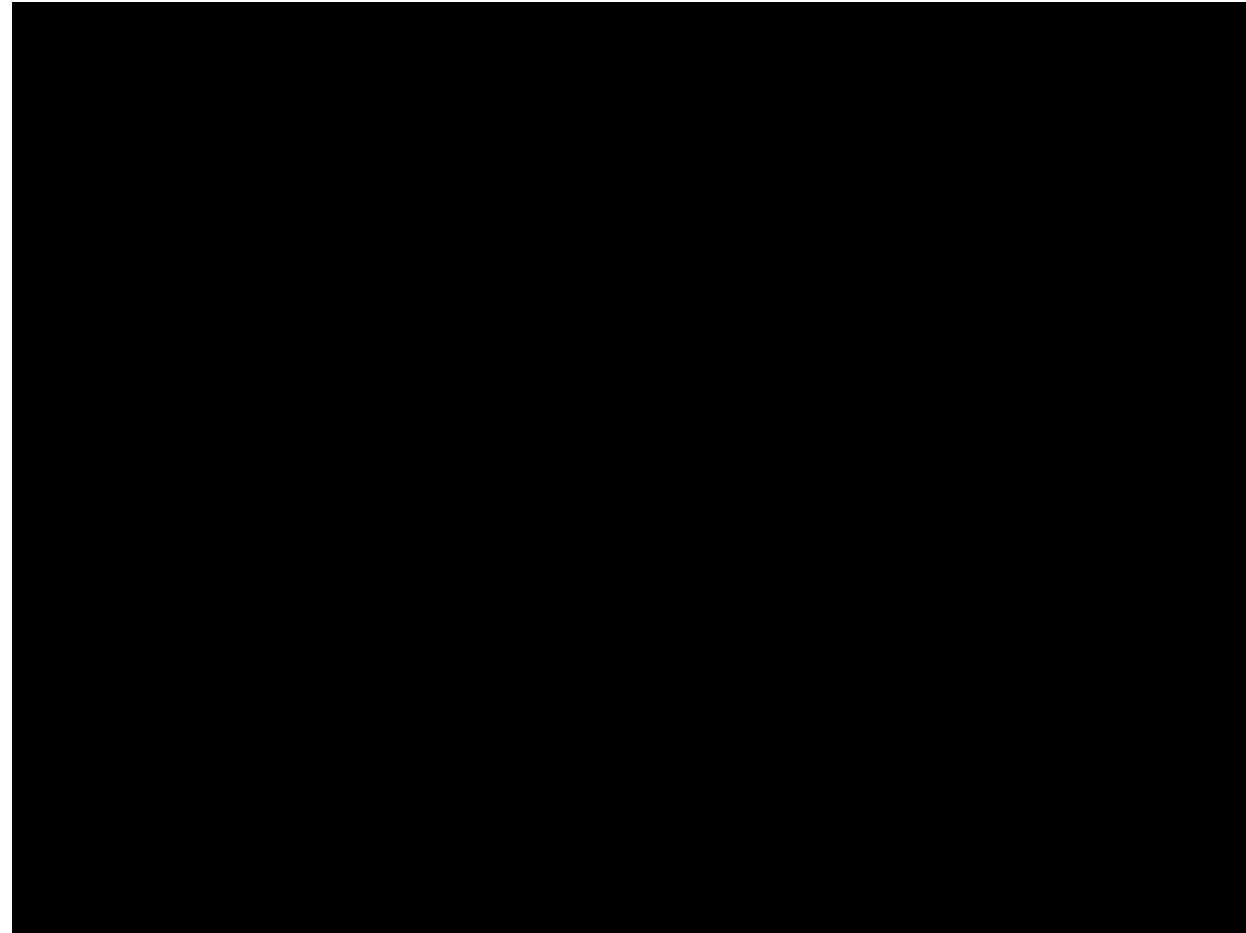
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Learning Point



The Biggest Mistakes a Leader can make?"



Sample Lessons in Great Leadership



Leadership Challenges for me in my workplace?

What will be different from Monday?

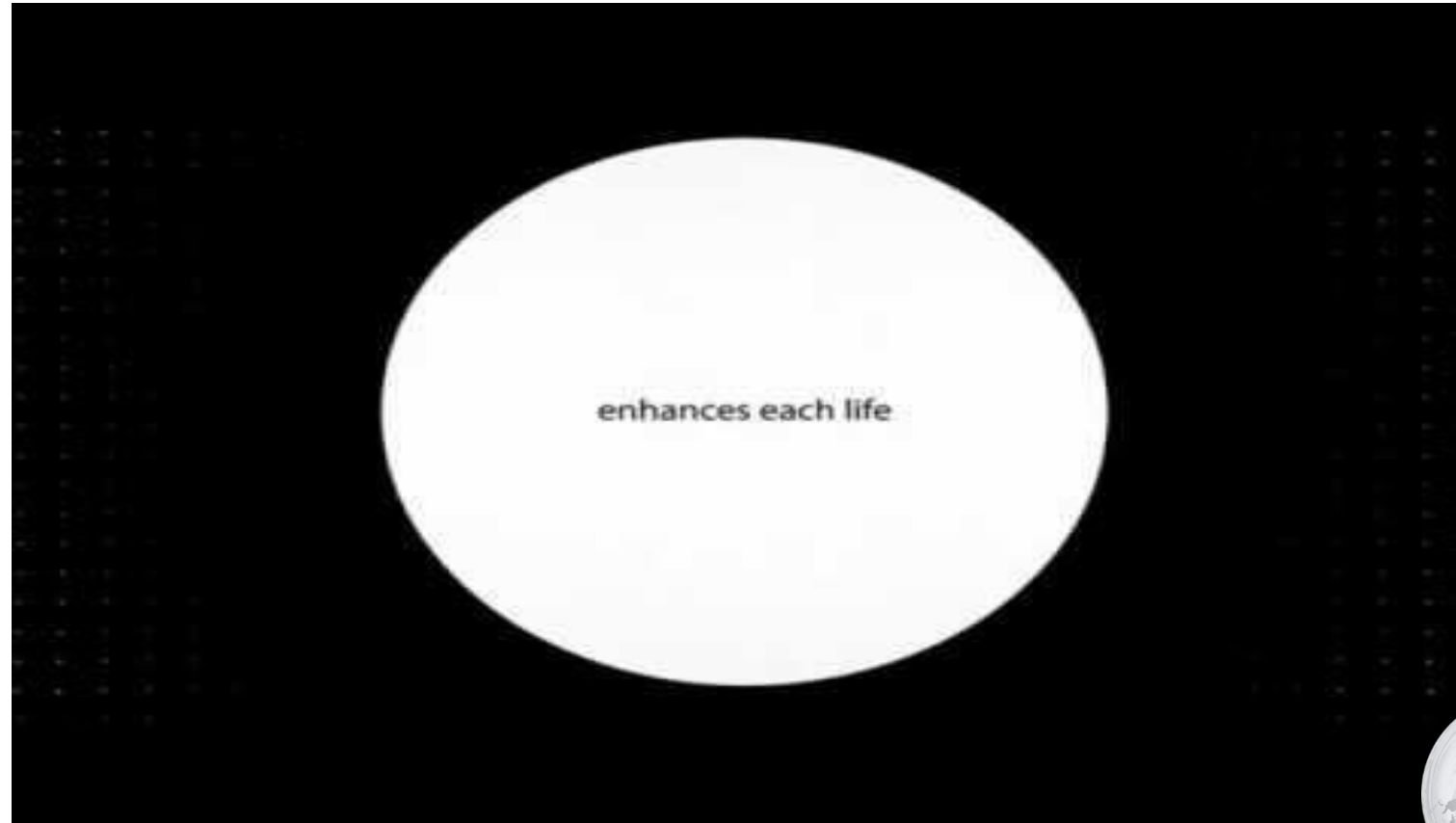
“Exercise #8

Leadership Challenges for me in my
Workspace

Panel for Question & Answer

What will be different from Monday?

“Apple 2013”



Day #2 - Close





**THANK YOU
FOR ATTENTION**