

LEADERSHIP

A big topic we can only refer to briefly

The limit (cap) on your business is your leadership. You need to grow with the business (or does its growth follow your growth?).

You will achieve more through others than you can on your own, but only IF you can give clear directions (so you are all focused on achieving the same outcomes, rowing in the same direction)

Collaborative leadership is required. Employ a team with competencies in their area which are greater than yours.

A person's value in a job is determined by the value they add to the job/business. Give employees, at all levels, the opportunity to add value. eg sales team

Staff may not follow your advice but they will follow your example - you set the scene every day.

What scene are you setting ... energy, positivity, high performance focus ...

You are the major determinate of the culture.

Be an encourager, be approachable, available, affirming. Keep the personal touch.

Look for, ask for and expect the best in people.

Would you want to work for a person like you? Periodically review your attitude.

CULTURE

Your business has a culture whether you are aware of it, define it, or determine (intentionally) it. "The way we do things around here".

Be intentional. Create a culture that is engaging, empowering, positive, high performance focus and encourages ownership of their own and their division's performance. A culture that is outcomes focused, appeals to the heart and the mind, not a "twist the arm approach". A culture that treats people with dignity, recognises we are individuals, contains a fun element (right shit to fun ratio).

What is your business values....Passion, People, Performance? Refer strategic framework.

Culture is eight times more important to strategy in getting things done.

Emotional engagement is four times more influential than rational engagement

Often execution of strategy is one of the main weaknesses in a business because of the lack in understanding the above..plus not appointing Champions, lack of accountability

The smaller you are the easier it is to establish culture - start earlier in defining it and recruit everyone against fitting the culture.

Those you lead are entitled to know your CF SH TAG (character/values, vision/where they fit in. That they will be supported, hheard, ttrusted, accountable but with some grace, growth for them).

SOME THOUGHT PROVOKERS TO CHEW (think) ON.

- Lead, address issues, poor performing areas. Act early, communicate, inform.
- Get some outside competent advice from someone with business experience.
You can be too close to it, suffer snow blindness
Surround yourself with excellent people who will stretch you and hold you accountable.
A competent person will add value immediately and be more than self-funding.
Consider Advisor or Advisory Board
- Be careful who you listen to.
Many people will offer an opinion. Also Chartered Accountants, Lawyers, Bankers advise outside their field may not be the best advice
- Focus, focus, focus.
Cashflow, working capital, profitability, core business, priorities, most profitable products/customers/business areas, business plan.
- Importance of strategic and business plans, budgets, and contingency plans (plan B).
- Maintain and enhance relationships (spend time on not just on tasks) with customers (greater customer focus), staff (protect key staff), bank (not just when you need them, suppliers).
Google has been successful because they put the customer in charge.
- Understand your business, your profit drivers, return on assets in each area, cost drivers and business risks. Activity always drives cost but not always profit (eg Printing company)
Revenue does not always drives profit (eg supplier to major client)
- Report on the major business drivers, weekly flash report. What you measure you achieve.
- Remain entrepreneurial - innovate, be creative, embrace change
- Do not lose perspective. What's important?
- The organisational structure can inhibit or enhance achievement of (if aligned) the vision. The structure needs to be flexible, not permanent but evolving.
The wrong structure and people in roles is a huge cost to businesses
- A large problem is a small one ignored.
- Address the "cause" of the problem, not the just the problem, otherwise it will manifest in some form again in the short-term. Knowing the source of the problem is critical, otherwise you can make the wrong decisions. It is not always easy to identify the cause. Usually a number of problems relate to the same cause.
- Success is not determined by your circumstances or even your talents, as much as your hunger, desire, passion to achieve your dream.
- Success lies in daily routine.

Management of Change Principles

- 1 Do not dishonour the past...several will have made big investments in
Approach more from we need to build on
- 2 Create some dissatisfaction about where you are currently..some aspects you need to do better
- 3 Create a **compelling vision** for a better future for them and the company
Needs to be aspirational. We like to be involved in something bigger than ourselves
They need to understand where they fit and what is required of them.
- 4 Engagement
Do not come up with all the answers, the detail
Engage with staff in developing the vision (but facilitate), putting meat on the skeleton
Creates ownership

Will anything I have shared have value to you or your business?

There is a finite window of time to make a change, otherwise you drift back to old patterns (accountability will help).