THE SEVEN SINS OF OFFICE POLITICS

By JIM BOHN
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We hear the word “politics” a lot, but we’re often unsure what that means. There are beneficial politics which must take place for an organisation to succeed (building coalitions, influencing top executives, making a case for your project versus others), but being aware of these seven (I’m sure there are more) “sins” of office politics will help us all do a better job wherever we serve. Whether an individualistic culture like North America, or a more collectivistic culture, I am convinced these “sins” have serious and sometimes dramatic consequences.

1. OVERREACHING
Let’s start with the basics. Overreaching is simply this: you’re out of your depth, and you know it. What’s worse is that others know it, and they will hold you to your word. They know you don’t have the competence to achieve what you’ve stated. They know you don’t know what you’re talking about. The impulsive act to do as if we knew something can be very powerful, but it is unsafe to act upon unless we can finish what we’ve started.

2. GRANDSTANDING
I will be the first in line to say, “The only person who can promote you is you!” But illegitimate self-promotion is a dangerous action. We also call it bragging. People don’t like braggarts! And when an entire team is involved, the last thing people want to hear from you is, “See what I did!”

3. STEPPING OVER
If there is one warning all new supervisors should know, it’s this: DO NOT, in any way, shape or form, step over your manager or director or VP. You may think you’re smart, you may think you have the solution, but don’t overshade them. This “sin” is career suicide. It generally happens because of a lack of patience to get things done, believing one’s superior is “in the way.” Think again and talk with them ahead of time if you have an idea.

4. UPSTAGING
While stepping over your boss is a serious matter, there is a great “sin” managers and leaders do without considering the consequences: upstaging your boss. This is, by far, one of the most deadly behaviours you can perform. When you make them look bad, you have just put your job at risk.

5. INACCURACY
In my career, my greatest failure ever was providing inaccurate data to my superior. I made excuses for my failures, but it all came down to this: I cut corners, I rushed, and avoided the necessary detailed work required to ensure the integrity of my data. Inaccuracy becomes evident very quickly, to all in the room, and credibility disintegrates like smoke. While I recovered quickly from my mistakes, mistrust remained in my data.

6. STEPPING ON
Other managers can become victims to your ego. Here’s how it happens: you’re in a meeting and you want to prove someone wrong, (or worse, prove that you’re right) so you blatantly challenge them in front of their boss (or worse, their peers) to make a point. People remember the embarrassment and shame of moments when someone stepped on them. And one day, they may become your boss.

7. OVERPROMISING
When you cannot deliver what you’ve promised, you’ve increased your own stress and you’re likely to increase the success of your team to maintain your reputation. The impulse to act as if we can accomplish the impossible can be very powerful, but it is unsafe to act upon unless we can finish what we’ve started.

A CONFESSION... Throughout my career, I’ve done them all...one time. They were unpleasant learning experiences and I never did them again. It was painful learning, and I offer them to you as a gentle warning: these political mistakes have consequences that aren’t pretty.
HOW DOES A START-UP ENSURE ITS SURVIVAL?

BUDDING YOUNG ENTREPRENEURS SHARE THEIR INSIGHTS ON THIS

**JU XIANG FOOD INDUSTRIES**

Ju Xiang Food Industries is a traditional Chinese meat jerky manufacturer and retailer with humble origins in Sandakan 20 years ago. In order to remain relevant and ensure sustainability of the business, Ju Xiang Food Industries was rebranded in 2013, and has now grown to become the largest retailer and manufacturer of Chinese meat jerky in Sabah under the helm of its second generation owner, Jackson Tang. While still maintaining the existing business, Tang is also diversifying the business as part of his strategy by targeting the Muslim market and the younger generation to give the company a competitive edge and to ensure its sustainable growth.

Due to the fact that consumer behaviour changes from time to time, he reiterated that it’s vital that the business strategy changes according to consumer needs with thorough planning and organisation. Otherwise, the business would not be sustainable.

Tang advised that while you may assume your product is something that consumers may want, it may not necessarily be what they need.

“This is why every time when it comes to a new product, I not only think of how amazing it can be, I also consider if it addresses core consumer needs,” he said with regards to his own business strategy.

**MAIDEASY**

It is not uncommon to catch wind of the wild tales of live-in maids in Malaysian households. Azril Rahim and Meriza Anna Mustapha (husband-and-wife team), and Hasriny Hassan, share the same sentiment and decided to start a business to address the need for reliable maids.

Maideasy is a convenient (and cost-effective) way to book a part-time cleaner for RM20 per hour via the web or a mobile app.

Based on her 10 years of experience in the software development and entrepreneurship industry, Meriza couldn’t help but stress on the importance of strategy and understanding of one’s consumer behaviour in the market one is looking at, particularly in terms of culture and geography.

“It’s not ideal to mimic another company’s business model from abroad, no matter how successful it is. Meriza relayed that this wouldn’t necessarily work in the Malaysian context as the consumer behaviour here is different.

Since the company’s inception in 2015, Maideasy has carried out more than 15,000 cleaning jobs. They are currently undergoing expansion efforts to Johor Bahru and Nilai. Now, that’s rapid growth! To ensure the development of the business is sustained, Meriza noted, “In the long run, you need to determine if you are getting repeat customers.”

“If it’s a good business, it means that you’re solving a problem that people are willing to pay for again and again.”

**KEEPING GROWTH AT THE FOREFRONT**

While the nature and business model of every business is different, several key factors come into play in ensuring the growth of any business is sustained.

From our conversations, it can be deduced that it takes a combination of understanding one’s consumer behaviours, laying down the right foundation and values, having impactful leaders, and continuously innovating one’s products, to not only spur the growth of the business, but to take it to greater heights and make a sustainable impact on customers.

**NUTRI BROWN RICE**

**Despite the high nutritional value and health benefits brown rice offers, some refrain from consuming brown rice due to its chewy texture and lack of taste. Developed through a combination of the finest brown rice from the rich paddy fields of Northern Malaysia and a high technology processing innovation, Branden Kuan (pic, right) and Albee Heng brilliantly came up with a brown rice instant beverage packed with whole grains, natural vitamins and minerals. A concoction so smooth that even a three-year-old would ask for more!”**

“Strategically, a business owner must first develop a great product that is able to resolve consumers’ problems and inspire people, and then secure a team that is highly capable with complementary strengths,” Kuan relayed when asked about what is vital to a business’ growth.

In the face of competition, Kuan believes that growing the business through the right strategy is key to creating a differentiation factor. “When you’re at the peak of your business, you must start to think out of the box to create another differentiating growth strategy. We can’t become complacent. Although we [may] think we are better than our competitors, we must always push forward so competitors are unable to follow what we are doing.”

With presence in Malaysia, Singapore, Hong Kong, China and soon in Europe, the company has demonstrated exponential growth in its fourth year since its inception.

**MICROS**

A lack of awareness on effective waste management among business owners, the prevalence of ineffective waste management products in the market, and costly and environmentally hazardous methods of waste clean-ups: these are some of the reasons why brothers John-Ian Oei and John-Hans Oei decided to start Micros.

What began as a company that sells a product that can effectively break down organic waste at accelerated speeds, has now evolved to become a total waste solutions provider that does site visits, consultation, product education and customised solutions, just to name a few.

With regards to diversification, which is vital for the growth of any business, the younger brother of the two, John-Hans (or Hans), conveyed that different sets of clients have asked for assistance in resolving other issues such as ineffective product design and systems.

That was when the brothers knew they had to adapt their business according to the clients’ needs and tailor the business’ growth towards that. “Money is good for the business, but to sustain it in the long run, it’s about the value you can provide [to the clients],” Hans said.

Aside from adaptability, Hans noted that having strong leadership is vital for the growth of a start-up. The ability to influence the current generation of business owners—to change their mentality towards responsible waste management—is important to Micros.
By ABIGAIL RIBBAKER
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The idea of servant leadership has been around for a long time. As a politician, I have been in a number of seminars, workshops and trainings about the concept of servant leadership. I was introduced to the concept of servant leadership during my first term in office.

A POLITICIAN IS A SERVANT-LEADER? BAH! HUMBUG!

Looking at the immense amount of scandals amidst politicians in our country would cause one to think that the concept of servant leadership is nothing but a farce. However, let me assure you that the job of the politician is not easy. It requires dedication, hard work and a servant leadership approach in order to be successful.

The first thing that was clear was this: The people are our top priority. It is our duty to listen to them and accommodate their needs as best as we can. What a beautiful idea! The concept of servant leadership requires us to work in the best interest of the people to promote the greater good.

If we fail in this, we are not doing our job. We should be putting the interest of the people above our own. This is the true measure of servant leadership.

In order to put our principles to practice, we need to be more open to feedback and criticism. This will help us to grow and learn. We need to embrace our weaknesses and work towards overcoming them.

Politicians are servant-leaders whether they like it or not. Their job, as we all know, is to serve the people. Sadly, many politicians tend to quote that statement but once elected fail to do the job they promised they would.

One of the reasons is that many politicians tend to focus on their own needs and desires rather than the needs of the people. This is where servant leadership comes in.

Servant leadership is about putting the needs of others before your own. It is about being willing to listen to others and act on their feedback. It is about being willing to make changes and improvements based on the feedback you receive.

In a politician’s office, servant leadership is about putting the needs of the people first. It is about being willing to listen to their concerns and work towards finding solutions to their problems.

I have seen many politicians who claim to know how to solve your problems but never do anything about it. They are completely immersed in their own world and do not care about the people they represent.

There is a tendency to ignore our weaknesses and work on our strengths. This is where servant leadership comes in. It is about being willing to acknowledge our weaknesses and work towards overcoming them.

Servant leadership is about being a true servant-leader in a politician’s office. It is about being willing to listen to others and act on their feedback. It is about being willing to make changes and improvements based on the feedback you receive.

Let me assure you that the job of the politician is not easy. It requires dedication, hard work and servant leadership. It is about being willing to listen to others and act on their feedback. It is about being willing to make changes and improvements based on the feedback you receive.

Politicians and their staff should never be isolated from the people but instead be completely immersed in it. For how can I claim to know how to solve your problems before understanding your needs, struggles, strengths and weaknesses?

CONCLUSION

Servant leadership should be evident in every politician as the very heart of leadership should be by serving others. It is about being willing to listen to others and act on their feedback. It is about being willing to make changes and improvements based on the feedback you receive.

Thank you for reading.

—Barack Obama

The PentagPlus team recently published an new journal article in Digital Learning World, a PentagPlus implemented Leaderonomics Digital Learning system which enables all an organisation to access a library of amazing content to enable growth and foster a culture of learning.

PentagPlus’ core team members’ core values are: Vision and Mission, a culture of learning, courage to take risks, and to foster a culture of learning.

PentagPlus is an educational organization that enables all its employees to access a library of amazing content to enable growth and foster a culture of learning.

PentagPlus team on the journey in Digital Learning world for their employees.
I remember our tough training sessions with ever football players. He also happened to be skill we have if we hope to become world-class. Employees to hone their skills and knowledge. Everyone who has, more will be given, but from the. Yet, he pushed me to situations I hated to be in. Were hardly what you would term “insightful” caused him much agony. He also insisted that humility to be self-aware both individually and. of the world has its own nuance. Still, to me great. Very little distinguishes Asian leaders from their. Mokhtar Dahari was one of Malaysia’s best... Micheal, or Mike, as we used to call him, was the chief financial officer (CFO) and was a tough boss and a relentless. 4 hours coaching and mentoring me. One of the most profound lessons I learnt from him was the importance of constantly exposing oneself to as many experiences, as early as possible. I remember how he “forced” me to do many presentations, though I was a novice and could have caused him much agony. He also insisted that I speak at all meetings, even when my report was barely ready and was poorly written. I remember how I never let the fear of failure cripple them. They push hard and try new. But the best leaders have no fear. They... I was 14, he gave me a book as a gift and on the day the late Malaysian football great Mokhtar Dahari (centre) in his element. As I look back at my own personal leadership, a... LEADERSHIP LESSONS FROM ASIA AND THE WEST.
The Leadership of Indira Gandhi

By SANDY CLARKE
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This article is written as a tribute to the late Indira Gandhi on the 32nd anniversary of her death by assassination.

“I am alive today, I may not be there tomorrow... I shall continue to serve until my last breath and, when I die, I can say that every drop of my blood will invigorate India and strengthen it.”

HESE words were spoken by India’s third Prime Minister, Indira Gandhi, on the eve of her assassination, which took place on Oct 31, 1984.

In the exploration of leadership, there are fewer more complex leaders than Gandhi – a woman who is often mistaken as being related to Mahatma Gandhi, but who is, like her namesake, an iconic figure in India’s colourful history.

Indira Gandhi served as Prime Minister of India from Jan 24, 1966 until March 24, 1977, and then again from Jan 14, 1980 until Oct 31, 1984.

Her assassination came at the hands of her two Sikh bodyguards, in retaliation for her Operation Blue Star, where she ordered Indian Army troops to attack the Golden Temple – the Sikhs’ holiest place of worship – in an effort to assert her control.

A CONTROVERSIAL YET IMPACTFUL LEADER

In a New York Times obituary from 1984, Gandhi’s personal character received a less-than-glowing appraisal.

From the article, “As a private person, Mrs Gandhi seemed aloof, chilly, complex, giving no clue in her withdrawn, quiet personality as to why her public figure should appeal as it did to many millions of Indians. She could be rude, sometimes opening letters and signing papers when foreigners visited her in the red sand-stone Indian Parliament or the nearby South Block of the secretariat.”

7 INSPIRATIONAL QUOTES FROM INDIRA GANDHI

“My grandfather once told me that there were two kinds of people, those who do the work and those who take the credit. He told me to try to be in the first group; there was much less competition.”

“You can’t shake hands with a clenched fist.”

“The power to question is the basis of all human progress.”

“Education is a liberating force, and in our age it is also a democratizing force, cutting across the barriers of caste and class, smoothing out inequalities imposed by birth and other circumstances.”

“You must learn to be still in the midst of activity and to be vibrantly alive in repose.”

“Whenever you take a step forward, you are bound to disturb something.”

“Forgiveness is a virtue of the brave.”

Her political leadership divides the opinion of commentators as much as her personality. While some saw Gandhi as aloof and insular, others admired her strength of character and iron will to put India on the map. On the domestic front, she managed to steer India to a 20% reduction in poverty, increase literacy levels by 30%, and raise food production to 25%.

While she was well-known for her charisma and communication skills, many saw her leadership as the reason behind the damage to India’s economy during her years of public service. She is also viewed to have done little to alleviate problems of hunger, sanitation, religious conflict, and caste that blighted the country.

As a leader, she was immeasurably strong-willed, and used questionable means to consolidate her power by implementing state of emergency, imprisoning opponents, and violently cracking down on adversaries, to name just a few of the ways in which she ruthlessly fought her corner.

It couldn’t have been easy to lead the world’s most populous democracy of 700 million people and, despite her often unorthodox means of leadership – keeping in mind her parents fought for democracy and freedom – it seemed an insurmountable challenge to combat the extreme levels of poverty and religious divisions that existed during her time as Prime Minister.

Gandhi also found herself having to cope with a personal life that was as tempestuous as her political career. With a marriage that few people in India supported (which eventually failed), dealing with the loss of a son who died in a plane crash, and trouble from another who was embroiled in corruption, there’s little doubt that the complexity of character of India’s third Prime Minister was heavily shaped by the challenges she endured throughout her life.

IN A NUTSHELL

Nevertheless, Gandhi’s unyielding pragmatism and cunningness undoubtedly led to the positive advances enjoyed by India that saw the country play its part on the global stage. On her ability to cope with the demands of leading one of the world’s largest nations, she offered a characteristically rational analysis, “I think the only reason I’m able to survive this with equanimity is that I’m just myself, regardless of the situation in the country. I know the condition of the people. There’s nothing I can see that I don’t know about already. It’s not that you don’t feel it, but it’s like a nurse and illness: you see it in perspective.”
Asians tend to train their staff with "How" (i.e. this is how things are done) and Westerners tend to take the "Why" approach (i.e. this is why we do things this way). The "How" method provides instant gratification, and "I say, you do" reaction, with no questions asked. The "Why" method, though more tedious, creates a more committed workforce. If there is no clear definitive of hierarchy, independent workers get overzealous, conflicting methods arise, and chaos ensues.

Asians tend to train their staff with "How" (i.e. this is how things are done) and Westerners tend to take the "Why" approach (i.e. this is why we do things this way). The "How" method provides instant gratification, and "I say, you do" reaction, with no questions asked. This may be good in the short-term, but in the long run you create a workforce that is incapable of innovating and growing your company into new heights. The "Why" method, though more tedious, creates a more competent workforce. When staffers know the reasons behind doing a certain thing a certain way, they do not only a) value the process more, but also b) troubleshoot problems independently and create new solutions without compromising the "Why" factor.

There is a downside to this though. Ever heard the phrase, "Too many cooks spoil the soup?" If there is no clear definitive of hierarchy, independent workers get overzealous, conflicting methods arise, and chaos ensues.

**BRINGING IT ALL TOGETHER**

Like the North American Canoe team - typically having too many mid-management staff and too little labourers - independent thinkers can spend more time arguing about the problem, discuss- ing it intensively, rather than fixing it. So the "How" is still important. The balance between both cultures could be to adopt solid SOPs that are trained to staff with a focus on the "Why", but at the same time encourage staff to innovate and propose new efficient methods to managers that can improve the way things are run. Some of the most innovative companies around the globe thrive on this method like Google, Apple and Facebook to name a few. They provide a clear avenue for executives to communicate with direc- tors, a bottom-up approach instead of top-down. Yet, at the same time, uphold values of hard work and order of man-agemen. With the strong and steady rise in globalisation, we are sure to be seeing more of these Asian-Western hybrids of company culture fuse together. A move that can benefit the global economy greatly. Just remember, the next time you’re on a canoe race, plan beforehand and think of the "Why" and then enforce the "How."
I recently read that working in the same job for a duration of time may actually be hurtful for a person's CV. It apparently shows a lack of self-development and is indicative of someone who isn't pushing the boundaries of their comfort zone. It seems the norm to move companies every couple of years and many young talents are also finding it simply more beneficial to not be committed to a specific organisation. Why limit oneself to one company when it is more possible to thrive on the 'big-economy' and be selective about what projects and work to invest time and skills in? Furthermore, if one were to put in so much time and effort, why not pour that into one's own company? What's the point of enriching yet another business tycoon?

However, I personally belong to the minority group of Gen Ys who have remained with the same organisation (Leaderonomics) for more than five years. People generally are curious to know what motivates my reasons for staying. It further intrigues folks when they find out that it's my first job and has little to do with my undergrad degree. Well, the short answer is: I like it! I enjoy what I do and I like my colleagues and my leaders. The longer version will take up the next few paragraphs.

American Psychiatrist, William Glasser, theorised that every person is motivated by five basic needs: survival, freedom, fun, power and love and belonging. In his book, Choice Theory: A New Psychology of Personal Freedom, he describes how we make choices and behave in ways that brings us closer to fulfilling these needs. He also talks about how the work environment would have to be needs-satisfying for employees to produce quality work. If the work you do and the place you work allows you to fulfill your needs, it would be a place you choose to remain at.

SURVIVAL

A key reason why people choose to work is to meet their need to survive. To be able to earn a living and to maintain security over a chosen lifestyle. Other factors that affect survival would also have to do with safety. If a job threatens my personal health or the safety of my loved ones, I would actively be figuring out ways to get myself out of that job. Which means that the opposite is also true: that I seek out work that guarantees the safety of myself and those I love. Many talents move jobs because they are offered better benefits and a higher salary package, which in this case, means that they are offered more security to meet survival needs. My security needs are met, so I stay.

FREEDOM

The need for freedom is about autonomy and independence. A person needs to feel a sense of control and choice over the work that they do. So many times, people leave jobs due to overbearing or micromanaging supervisors, they feel like they don't have a say in what happens at work and are forced to follow orders which they may not fully agree with. It infringes their rights as a person. Working at a place that gives weight to one's input and allows for opinions to be heard helps us belong. We might not always like the company or the work we do, but that matters less so long as we like the people we are with.

So why do I stay where I am? Because my needs are met. I found work which is meaningful and purposeful and it gives me a sense of security. I have the freedom to contribute in the workplace and have my opinions heard. I’ve made great friendships and it is exhilarating to work with people who are talented, creative, witty, and are of great calibre. Sometimes these skills manifest in the form of ridiculous office pranks but more often than not, it is made apparent in the design and delivery of our programmes, productions and publications. It makes me feel like I am part of something much bigger and greater than what I alone could ever achieve.

Nothing is perfect of course, but I firmly believe that the grass will always be greener where it is watered. I just have to choose to tend to it.

(EDITOR’S NOTE) Roshan Says: I spent more than 13 years in one organisation, General Electric (GE). Similar to Audrey, these five keys areas were covered for me. Additionally, an important area that kept me at GE for many years (in spite of the numerous offers to leave) was growth. I was continually challenged to grow and develop as a leader. This significantly convinced me to keep staying as there were ample growth opportunities. Organisations that take care of an employee’s survival, freedom, fun, power and purpose will always be employers of choice. And if they build the infrastructure to ensure their employees’ growth and development, even Gen Ys will be tempted to be committed to that organisation.

WHO SAYS MILLENNIALS DON’T STAY LONG IN JOBS: I DID
LEADERS often learn to base how they view themselves on models of behaviour and virtue they hold in high esteem.

This idea that we seek models against, which to take the measure of our character and against whom we can view our actions, is far from novel. Yet, having the discipline to follow through and possessing the good sense and background to know what model to hold in high esteem is, of course, another issue.

Currently, we are witnessing the unfolding of the American Presidential race and we are being bombarded with all the sound and fury of candidates whose main claim appears to their capacity to say anything in an effort to “lead” the American Republic. Ambition and a sense of entitlement are the order of the day and no statement nor revelation is too sordid or too scurrilous in this battle for power and position.

Is the current example before us really an example of leadership in action? Has leadership in the American Republic always been based on nothing more than a raw grab for power and position? Against what standard ought we as interested observers judge the claims to leadership? Is there any model from within the history of the American republic and the Presidency against which we can judge or measure current contenders?

THE STORY OF THE FIRST POTUS

I would like to suggest that a better and more appropriate measure that we should judge current applicants for power lies in the example of George Washington. Washington provides us with a standard against which our current crop of presidential candidates is found wanting. The example of George Washington is a cardinal measure contemporary aspirants to the Presidency can be judged. Washington’s life and his achievements provide a clear demonstration of civic virtue and leadership. What crowns his leadership was not a rapacious desire for power and position. Instead what characterises his leadership is something quite contrary: his “will and capacity to put the public interest over the private.” This basic characteristic, a genuine capacity and essential disposition to put the private interest in subordination to the public interest, is his true mark of leadership.

Consider for a moment the fact that after leading the revolutionaries to victory in the War of Independence, George Washington proceeded to go back to the country and retire as a farmer. King George III, upon hearing that Washington planned to retire after winning the revolutionary war, is said to have remarked to Benjamin West, “If he does that, he will be the greatest man in the world.” Not only did Washington give up power after the War of Independence, he did so again after two terms as President when it would have been more than possible for him to have stayed on in the position.

George Washington—the Cincinnatus of his era—shows us what true Presidential leadership is. Washington’s example is so far removed from what Peggy Noonan describes as the “grubbly poseurs” who represent what the title of her Wall Street Journal piece strikingly characterises as “America’s Decadent Leadership Class” that it would be comic if it were not so shameful. Not only did George Washington set the gold standard in civic virtue and leadership with his capacity to concede private interest to the public interest, he was also the only slave owning Founding Father to free his slaves which he did in his 1799 Will and Testament. There are examples of leadership that we can see in America’s history. George Washington who, in Gary Wills words, was the “embodiment of stability” and who spoke “for fixed things in a period of flux” is our touchstone and against this example I shall let readers decide for themselves how our current situation compares.

By JAMES CAMPBELL

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PRESIDENTIAL LEADERSHIP: FOUNDATIONS TO JUDGE AGAINST

Washington set the standard of leadership which is not understood by how much power you can grab or how long you can hold on to it but rather by the leader’s capacity and willingness to understand limitation, duty and restraint. For these characteristics are also the characteristics of genuine leadership.

THE IDEAL LEADER

Gertrude Himmelfarb has ably defined the classical idea of virtue as “the will and capacity to put the public interest over the private.” George Washington embodied that ideal. Leadership without virtue is no leadership at all.

In a letter to Benjamin Rush, John Adams wrote: “The History of our Revolution will be one continued lie from one end to the other. The essence of the whole will be that Dr. Franklin’s electrical rod smote the earth and out sprang General Washington.” However Washington’s character and virtue, his leadership qualities despite Benjamin Franklin’s electrical rod did not spring out from nowhere. As Gary Wills reminds us in regards to Washington: “His life verged on legend, even as he lived it, because he had models he was trying to live up to, and he came close enough for others to accept him as a literal fulfilment of the age’s aspirations.”

John E. Ferling also draws our attention to the way in which Washington was perceived in his time. He writes: “Others used public life for private gain, or abandoned office altogether to seek greater rewards in private endeavours, but Washington, serving without a salary, was constant. Come pain or travail, he was there. The public thought him above the improbity and the treachery it perceived in others, and in him it saw a man whose character matched the ideals of the American revolutionary identity.”

The ideal leader’s career is often a continua of action that tests the capacity to seize an opportunity against which the whole story is judged. The ideal leader’s actions are not the sum of his career, but rather a narrative that is a whole story; a work of art that is judged against the ideal he represents.
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