THE POWER OF LEARNING LANGUAGES

3 EMBRACING THE ‘CHILD’ IN US

6 WHY LEARN A NEW LANGUAGE?

8 WHEN UNSPOKEN WORDS WORK BEST
Happiness is actually the pre-requisite to success, writes Shawn Achor, author of the book The Happiness Advantage. According to Achor, happiness and optimism are the fuel that drives performance and achievement. To gain insights from this book, check out bit.ly/Eshappyadvantage

WHAT DOES IT MEAN TO HAVE YOUR PEOPLE’S BACK?
When most of us think about meeting the needs of our fellow colleagues and peers, we tend to think mainly about what physical resources they need to achieve their goals.
For example, if we offer someone more training and education, and more opportunities to take on challenges, will they grow and develop personally and professionally, and achieve more success for themselves and for the company?
If we allow someone greater flexibility in their scheduling, or perhaps grant a department more budget, will they actually achieve more and do better work than just leaving things the way they were in the first place?

WHY HAPPINESS AND EMOTIONAL HEALTH AREN’T EVEN ON THE RADAR FOR MANY LEADERS
Few leaders, even really great ones, ever stop to think about the mental and emotional health and well-being of their team members.
For most, it’s not an issue where leaders don’t care how their team members feel, rather it’s a fear that they might be prying.
Other leaders worry that they might offend a team member if they ask how they are doing and if there is something that can be done to make their work and lives easier.
Some falsely believe that there is nothing that can be done to increase happiness and satisfaction in their workplace, so they simply leave any concerns unacknowledged.
The most popular myth that holds leaders back from being concerned about their team’s happiness is the false belief that happiness in the workplace can be increased simply by offering someone a greater salary or other material rewards.

PUTTING THE TEAM’S EMOTIONAL HEALTH AND HAPPINESS FIRST IS THE KEY TO LEADERSHIP SUCCESS
The results of several studies reported in an infographic at HubSpot clearly indicate that leaders and companies who look into their team’s happiness at work reap a number of benefits.
Teams with greater emotional stability and levels of happiness have members with greater engagement, creativity, and problem-solving abilities.
Teams with happy members also help companies operate more efficiently and even increased the bottom line at many Fortune 100 companies by an average of 22% in a single year!
Unhappy teams are also quite costly, as unhappiness can indirectly increase a company’s healthcare costs to treat addiction and mental illness in their workforce.

STEPS TO TAKE TO INCREASE THE EMOTIONAL HEALTH OF YOUR TEAM
As reported in the same HubSpot infographic, happiness in the workplace really isn’t an accident.
There are a number of steps that leaders can take to lighten the level of stress their teams experience and increase their productivity:

1. Time out!
Encourage your team to take breaks every hour and a half or so, and lead by example – take breaks yourself!
Teams that take breaks come back to their work with greater focus and the ability to think more creatively, which in turn boosts their ability to come up with new ideas, improvements, and solutions!

2. Make it meaningful
Give your team members work that has meaning.
This will help them feel that their efforts matter and they will be more willing to put forth their best efforts.

3. Help your team define their personal ‘why’
“Why do you work?”
“Why are you here?”
“Who benefits when you do your best?”
Knowing why you are at work, and reminding yourself who benefits from your effort, can increase the team’s feelings of responsibility and pride.
Encourage your team to figure out their own personal “why”, and encourage them to remember their “why” throughout their day.

4. Variety adds energy
“Doing the same thing, day in and day out is monotonous and boring, so cross-train your team and rotate assignments.
Shake things up with completely new twists to the work day to keep your team from becoming bored and burnt out.
A popular belief is that having a routine provides a sense of security.
In reality, it can feel very dull and stressful. So, offer your team a variety of tasks as often as possible.

5. Boost esteem and well-being with empowerment
Reduce the stress levels of your team by ditching your micromanaging ways and grant them autonomy to make decisions.
Giving your team more control will increase their sense of fulfillment and help them to grow.

6. Share, consult, and create
Show your team how important and trusted you are by sharing your insider knowledge with them.
Open the lines of communication and increase cooperation by allowing them to offer feedback and to help design projects, set benchmarks, and measure their own success.
Rather than leading through direction, lead through partnership and collaboration.
When success is achieved, don’t hog the spotlight! Share the credit, recogni-
tion, and rewards from your mutual creations!

EMBRACE TRANSFORMATION
As you place a greater focus on creat-
ing an emotionally healthy workplace, and increasing the happiness levels of every team member, you will see an increase in productivity and efficiency and reap the rewards in the form of greater leadership success!
BE FEARLESS LIKE CHILDREN!

GETTING PAST THE DOUBTS IN YOUR MIND

By ROSHAN THIRAN
roshan.thiran@leaderonomics.com

Do you the years, I’ve met so many people who have great ideas about how they want to be someone else and give back to society through entrepreneurial pursuits. I’ve listened to several impressive outlines and plans, where someone has spotted a great way to solve a particular problem or provide a unique service that helps people in an inventive way. For many, although they have excellent ideas in mind, much of their thinking is taken up by a potent fear—the fear of taking steps to bring ideas to life. It’s an understandable fear, and no doubt one that all of us have experienced. The endless possibilities and outcomes of ideas can be seductive because when an idea is just an idea, there’s no possibility of failure. It’s only when the idea in a person’s mind starts to take shape in the real world that setbacks and failures become possible.

DO WE THINK TOO MUCH?

One of the common doubts I hear from people is, “I don’t know enough about my idea—I need more time to think and to read up on it. Once I have enough knowledge, then I can start working on it.” Personally, I think this is a sensible approach. To start anything worthwhile, you need to have a sufficient amount of knowledge to begin the process of building on the product or service you have in mind. Unfortunately, most people stretch out the thinking process for too long, and the longer they spend thinking about their idea, the less likely they are to act on it. What does it mean to stretch out the thinking process? It’s the difference between having enough knowledge to begin working on your idea, and waiting for every detail, nuance, possible outcomes, pros and cons, and concrete certainty to form in your mind before starting.

LEARNING BY DOING

In business, much of an entrepreneur’s learning takes place while doing. Think about the time you learnt to ride a bicycle. Your parents (or whoever taught you) didn’t sit you down for a long chat about the mechanics of bike-riding and all the possible things that might happen when you’re on the saddle. Instead, they put you on a bike and instructed you while you were practising. You learnt enough knowledge (the fundamentals) about riding a bike to successfully keep your balance, make turns, brake (and eventually) come off the bike safely. It’s unlikely that you were taught how to navigate steep hills and sharp turns, different terrains, take on your friends in a race, or ride the bike with hands on the handlebars.

All of these things (and more) you’d have picked up along the way—and no doubt with some bumps and scrapes that taught you valuable lessons.

WHY FORGET THE CHILD IN US?

When we’re children, we don’t have much fear of trying new experiences and developing new skills. Even if some fear exists, children are usually brave enough to try and, if they fail once, twice, or five times, they are able to keep going until they successfully reach their goal.

As adults, we need to find a way to embrace the fearlessness we enjoyed as kids, and one of the tenets of that fearlessness is not caring about how we look to others when we fail.

EMBRACE THE ‘CHILD’ IN US

When we’re children, we don’t have much fear of trying new experiences and developing new skills. Even if some fear exists, children are usually brave enough to try and, if they fail once, twice, or five times, they are able to keep going until they successfully reach their goal.

As adults, we need to find a way to embrace the fearlessness we enjoyed as kids, and one of the tenets of that fearlessness is not caring about how we look to others when we fail.

The most important thing is to further your learning by doing—to get out there and try a few things to get your idea off the ground.

STILL WAITING?

While fear can serve as a powerful motivator in healthy doses, when we allow ourselves to become too fearful, it can lead to analysis-paralysis, which means we overthink to the point of being incapable of taking action.

The biggest fear we have in this context is the fear of failure: fears about how we’ll look, about not getting things right the first time or ever about never being able to realise our dream.

This fear is strengthened by our thoughts, which soon tell us it’s impossible to fail if we never try. And so, we wait for much longer than we should. We wait for the right moment. We wait until we’re ready. We wait until the doubts subside.

We wait until we have enough money or approval. We wait to see if everyone else is doing what we’re doing. As we wait, time rolls on regardless. The longer we wait, the less chance of failure. … or so we believe. “Learn by doing” is a great saying because it’s true. We grow, develop, and stumble upon great ideas by “doing”. The more we do, the more life offers itself to us, whether it be in the form of opportunities, innovations, breakthroughs, or even valuable lessons brought by temporary failure. How much is lost to us because we wait for the right moment or for the planet to be aligned in our favour? There is no right moment. We make our own fortune.

If you have something in mind you really want to do or work towards, stop waiting and start doing.

Stop being held captive by fear and take one or two steps now, today, to get the ball rolling.

Don’t be the person who, in five years from now, says: “I should’ve started then.” There is no deeper regret than not doing something when you had the chance, … and that chance is always available, now. Grab it with both hands.

IN SUMMARY

We could choose to hold on to the false belief that if we don’t try, we don’t fail; or we could find the courage to embrace the mindset that we had as children when we learnt to ride our bicycle.

Do you remember the sense of triumph when you completed your first bike run unaided?

That feeling arose because we fears had been found out.

They lost their power in the face of our stubborn persistence and determination, which was driven by a mind that told us: It’s impossible to fail if you never give up.

Imagine what you could achieve if you recaptured that mindset?

Go on, face your fears and Be A Leader!
EMOTIONAL ROLLER COASTER

HOW YOU FEEL DEPENDS ON ITS MEANING

By CHRISTINE COMAFORD
editor@leaderonomics.com

WHY do we do what we do?
Because it feels good?
Nope.
Because it feels best.

It’s our best choice on our behavioural menu at the given time.

“We need your help, Christine,” said the chief revenue officer.

“Our sales and marketing people are overwhelmed by the constant change in legislation, the new markets we’re trying to penetrate are not opening up, we’re missing revenue projections, and the board is turning on the pressure.

“People are discouraged and know they need to shift their attitude but can’t seem to do it. Healthcare is a tough business without all this internal turmoil!”

CRISIS MANAGEMENT

Have you ever been in this situation?

External and internal factors are pressurising you and there’s no sign of relief.

You’ve got to get everyone on board pronto, but all your efforts haven’t worked.

In the midst of it, you’re doing your best to have a better attitude about the whole scenario.

In this organisation’s case, while the initial instinct was to throw more bodies, tools, or money at the problem, it was not what they needed.

It wasn’t as simple as just telling themselves to feel better.

The real issue has nothing to do with what happened or what needs to be done.

It’s what it means that matters. The meaning determines how it feels.

If shifting their attitude doesn’t feel good, they won’t do it.

They will stay stuck.

In a ‘perfect storm’ scenario like this, we need to have tools to shift our state.

WHAT’S ON YOUR FEELING MENU?

Let’s return to the fact that human beings will always reach for the best feeling available on their menu.

The sales and marketing teams I mentioned earlier didn’t lack power, they lacked choices on their menu.

In other words, to feel more powerful, we don’t need to turn off our emotions or ignore them.

We need to get present to what we’re feeling and then associate better feelings with the behaviour we want.

We need to add better feelings to our menu. It’s all about choice.

If something feels bad, we call it bad. If it feels good, we call it good.

WHEEL OF EMOTIONS

How are you feeling right now?

Take a moment to check in using this Emotion Wheel (see Figure 1).

Now how would you like to feel?

In some cases, you’ll just want to feel better than you feel now.

If it’s a really uncomfortable feeling, you might resist it, for example, if you’re in a difficult change scenario.

Resistance or rejection of the feeling isn’t going to help (see Figure 2).

What we resist, persists.

BE IN CONTROL

Here are the four steps to shifting your emotional state:

1. Figure out what you’re feeling.
2. Consent and be present to the feeling, no matter how uncomfortable it is.
3. Get curious about the uncomfortable feeling and what you are deciding about yourself, the world or the situation. (Examples: “George did this, he is always making me feel worthless”, “I messed up this project, so I am a failure”). Step back and witness the stories you are telling yourself about what happened outside of you and the resulting way you’re making yourself feel.
4. Now, ask what you would like instead.

TO DO

Start to notice that you are now feeling better.

Reality is what you say it is. It’s seriously that simple.

Curiosity is essential in crafting your reality. It will help you to become more self-aware and to regulate your emotional state.

You can choose how you feel. That’s how powerful you are.

Source: SmartTribes Institute

Figure 1: Emotion Wheel

Figure 2: Change Scenario
13 QUESTIONS THAT WILL CHANGE YOUR LIFE

By DR TRAVIS BRADBERRY
editor@leaderonomics.com

WHEN things aren’t going quite the way you’d like them to, it’s often the result of not asking yourself the right questions. Some questions are hard to confront because you’re afraid you won’t get the answer you want, others because you really don’t want to know the answer. But the best things in life don’t come easily and turning away from life’s toughest questions is a sure path to mediocrity. “The unexamined life isn’t worth living,” Socrates’ observation also applies to business. When Eric Schmidt was chief executive officer of Google, he famously said, “We run this company on questions, not answers.”

Life, like business, runs on questions, not answers. Let’s take a closer look at some of the tough questions we should be asking ourselves regularly.

1 HOW DO PEOPLE SEE ME DIFFERENTLY THAN I SEE MYSELF?

Have you ever heard a recording of your voice and thought, “Is that what I really sound like?” Because of how the sound of our voice travels through our skull, we never hear ourselves the same way that everybody else hears us. The same is often true for the way we behave. We interpret our behaviour in terms of how we think we come across, whereas everyone else sees the real thing.

2 WHAT OR WHOM DID I MAKE BETTER TODAY?

“That’s another way of saying, “leave things better than you found them.” Ending each day by asking yourself what or whom you made better is a great way to gain this perspective. It gathers feedback that is constructive, anonymous, and accurate.

3 AM I BEING TRUE TO MY VALUES?

Do you ever get that nagging feeling that something is a little off in your life? This often happens when little behaviours that creep up on you, violate your values. If spending quality time with your family is one of your primary values, but you keep staying late at work, there’s a conflict.

4 IF I ACHIEVED ALL OF MY GOALS, HOW WOULD I FEEL? WHAT CAN I DO TO FEEL THAT WAY AS I WORK TO ACHIEVE THEM?

The ability to delay gratification in pursuit of your goals is one of the most fundamental prerequisites for success. However, delaying gratification doesn’t have to mean being miserable unless you cross that finish line. You can achieve more – and have more fun doing it – if you let yourself feel some of that pride and pleasure along the way.

5 WHAT HAVEN’T I TAKEN THE TIME TO LEARN ABOUT?

It’s a big world out there, and it’s getting bigger all the time. Scientists have theorised that it once took 1,500 years for the accumulated knowledge in the world to double; now it only takes a year or two. Don’t get caught behind.

6 IN WHAT AREAS OF MY LIFE AM I SETTLING?

When you settle, you accept less than you’re capable of. Sometimes we settle in dead-end jobs. Other times we settle for unhealthy relationships. If you don’t ask yourself where and why you’re settling, it’s hard to stop it.

7 WHAT DO I WANT MY LIFE TO BE LIKE IN FIVE YEARS?

Lewis Carroll once said, “If you don’t know where you’re going, any road will take you there.” The corollary is that, once you have your destination in mind, you can plan your route. Five years is the perfect timeframe: It’s not so far in the future that you can’t imagine yourself there, but it’s not so close that you can’t do anything about it.

8 WHAT WOULD I DO IF I WASN’T SCARED?

From a survival perspective, fear has its purpose. It’s what keeps us from sticking our hand in the washing machine or any of the million other things that could get us hurt or killed. But fear has a tendency to get carried away. Instead of keeping you safe, it can also keep you from improving your life and living your dreams.

9 WHO HAS QUALITIES THAT I ASPIRE TO DEVELOP?

When people have qualities that you admire, it’s a great exercise to reflect on these qualities and think about ways that you can incorporate them into your repertoire.

10 WHAT PROBLEM ARE WE SOLVING?

Have you ever been in a meeting and suddenly realise that not everyone is hav- ing the same conversation? Not because people are talking over each other, but because they have different ideas about the purpose of the discussion. Sometimes it helps to put the topic on the whiteboard when you’re having a meeting. This makes certain everyone knows why they’re there.

11 WHAT’S STOPPING ME FROM DOING THE THINGS THAT I SHOULD BE DOING?

It’s easy to shrug your shoulders and say, “I don’t know what to do,” but that’s just an excuse. Most of the time, we know exactly what we should be doing; we just aren’t willing to move the obstacles out of the way.

12 WILL YOU BE MY MENTOR?

It’s an intimidating question to ask, but few people will turn you down. Everyone likes being looked up to, and it feels good to share our knowledge with others.

13 WHAT’S THE MOST IMPORTANT LESSON I’VE LEARNED SO FAR IN LIFE?

Sometimes life lulls us back into complacency and we’re forced to learn a pow- erful lesson twice. The trouble with this is that it’s just as much of a rude awaken- ing as the second time around.

BRINGING IT ALL TOGETHER

Asking the hard questions can be extremely uncomfortable. But we don’t learn and grow by sticking with what’s comfortable. What other questions should people be asking?
There is no curse in Elvish, Entish, or the tongues of men for this existence of the many languages and cultures who speak a variety of different languages. Thompson says that “someone with a high tolerance of ambiguity finds unfavourable situations existing, rather than frightening them.”

One might say that this has a direct link to how well we regulate, monitor, and manage disruption that threatens our personal, academic and social spaces. There’s always an incentive to change – and we know that change is the only constant.

Today, we live in a borderless world. Our exposure to different cultures, languages, styles and even dentistry is at an all-time high. And there’s also a greater opportunity to understand new cultures through the learning of languages.

The learning of languages allows us to know new ways of doing things, this is called “cultural competency.” Learning allows people to understand other cultures and the way they live and do things differently. Learning languages becomes a vehicle into another culture. It is also an ability to understand the uniqueness of another culture.

A pauseless learning of language will then help us to develop respect for the other, helping us to move into the historic, cultural evolution and development of different cultures.

Learning a new language can lead you to explore and understand any context and nuances unique to a specific culture.

Learning a new language allows us to identify with that culture at most an easier way. It increases the person’s understanding of the language.

Traditional classroom learning, or perhaps social learning is never an outdated way to learn. We learn best in a social environment, with a teacher physically present and with friends to teach and learn from.

Social learning helps us overcome system in the market offering a variety of services (game-based, etc.).

One would say that a learning system offers an array of services (game-based, etc.).

Main goals of an LMS:
1. A centralised location for all learning content
2. Ability of the system to host data or course materials, etc.
3. Ability to track learners’ progress from quizzes to certificates, the entire learning journey can be tracked
4. Rich and real-time user interface
5. Rich and real-time user interface
6. Rich and real-time user interface
7. Rich and real-time user interface

We're now able to easily create – and encourage, influence and inspire people, to learn new languages, a tool in our own community.

Lydia Gomez is the managing editor of Leaderonomics. She has been at Leaderonomics for six years, and is passionate about exploring leadership and its connection to inspire as many lives as possible to pursue different languages. He can be reached at info@leaderonomics.com.

**FUTURE TRENDS**

There is no curse in Elvish, Entish, or the tongues of men for this existence of the many languages and cultures who speak a variety of different languages. Thompson says that “someone with a high tolerance of ambiguity finds unfavourable situations existing, rather than frightening them.”

One might say that this has a direct link to how well we regulate, monitor, and manage disruption that threatens our personal, academic and social spaces. There’s always an incentive to change – and we know that change is the only constant.

Today, we live in a borderless world. Our exposure to different cultures, languages, styles and even dentistry is at an all-time high. And there’s also a greater opportunity to understand new cultures through the learning of languages.

The learning of languages allows us to know new ways of doing things, this is called “cultural competency.” Learning allows people to understand other cultures and the way they live and do things differently. Learning languages becomes a vehicle into another culture. It is also an ability to understand the uniqueness of another culture.

A pauseless learning of language will then help us to develop respect for the other, helping us to move into the historic, cultural evolution and development of different cultures.

Learning a new language can lead you to explore and understand any context and nuances unique to a specific culture.

Learning a new language allows us to identify with that culture at most an easier way. It increases the person’s understanding of the language.

Traditional classroom learning, or perhaps social learning is never an outdated way to learn. We learn best in a social environment, with a teacher physically present and with friends to teach and learn from.

Social learning helps us overcome system in the market offering a variety of services (game-based, etc.).

One would say that a learning system offers an array of services (game-based, etc.).

Main goals of an LMS:
1. A centralised location for all learning content
2. Ability of the system to host data or course materials, etc.
3. Ability to track learners’ progress from quizzes to certificates, the entire learning journey can be tracked
4. Rich and real-time user interface
5. Rich and real-time user interface
6. Rich and real-time user interface
7. Rich and real-time user interface

We're now able to easily create – and encourage, influence and inspire people, to learn new languages, a tool in our own community.
By CAROLYN TAYLOR
editor@leaderonomics.com

I believe we always have a choice, although many are blind to this.

MEETINGS OVER COACHING

You spend your time in meetings and don’t have time to spend coaching your team. What would it take to decline those meetings? If your response is that it would cost you your job, then what you are saying is that keeping your job at any cost is more important to you than coaching your team.

No judgment here; just an observation. Another possible way of interpreting this would be that not rocking the boat (by challenging whether you need to be at these meetings) is more important to you than the development of others (through coaching).

Under these circumstances, the next time you stand up and say “we value our people and managers need to be coached,” your credibility will not be high.

BE PREPARED TO WALK THE TALK

The culture change occurs at the core, forces us to make choices. Those choices send signals about what we value.

If you really do value something, take some new steps which show that to be true.

Carolyn Taylor is one of the world’s foremost experts in organisational culture change and the CEO of Walking The Talk. She has run workshops with 50,000 leaders, worked alongside 200 culture change journeys, consulted on 15 mergers & acquisitions, coached 60 CEOs and worked in 35 countries. She is also the author of Walking the Talk: Building a Culture for Success (Random House). To engage with her, email us at editor@leaderonomics.com.

When most people hear the word ‘change’, they either say “yeah, yeah, change is the new norm... blah, blah, blah” or roll their eyes at the rhetoric they are about to hear about their meeting.

EMPOWERING WORDS

LET THESE POSITIVE MESSAGES BUILD AND GUIDE YOU

The interaction of your belief and resolve to succeed. Practically, I call it the difference between winners and losers.

Believers win, so can we.

BELIEVE IN YOURSELF

To this day, the poster from my dad hangs prominently in my study. For over 40 years, the words “You Can...” have been my companion, reminder and guide.

I’ve read them so many times that I don’t even consciously read them any more, but the confidence they give me guides my day.

It’s not the words that matter, it’s the belief.

I’m not sure my dad really understood the depth of what he was building into me when I was a child, or the impact his words still have on me today.

Whether he knows it or not, I want to pass his gift on to you. When you wake up tomorrow, believe in yourself and what you can achieve.

A thinker, speaker, and writer to the day, founder of a doctrine in strategic leadership from Regent University and is the founder of EMLC where he is the region’s leading CEO Coach. In addition to writing and releasing books, he delivers world-class workshops.

Like this article? Follow us @leaderonomics on Facebook, Twitter, LinkedIn and Instagram.

For over 40 years, the words “You Can...” have been my companion, reminder and guide.

I’ve read them so many times that I don’t even consciously read them any more, but the confidence they give me guides my day.

It’s not the words that matter, it’s the belief.

I’m not sure my dad really understood the depth of what he was building into me when I was a child, or the impact his words still have on me today.

Whether he knows it or not, I want to pass his gift on to you. When you wake up tomorrow, believe in yourself and what you can achieve.
TEACHING IN LEADERSHIP

WHY TEACHERS MAKE GREAT LEADERS

By SANDY CLARKE
editor@leaderonomics.com

"We need greater role models in the form of teachers, scientists, entrepreneurs, etc. who will show us that it's okay to be proud of who we are and not apologise for doing well." – Cheryl Ann Fernando, teacher who inspired the film Adiwiraku

The English philosopher John Locke was staunch in his belief that knowledge should be passed on, and that development of character was the most important thing for people to learn. The Greek philosopher Aristotle was the teacher of Alexander the Great, and wrote on a number of subjects including metaphysics, poetry, and zoology. Confucius, the great Chinese thinker, was a strong advocate for personal and governmental morality, whose teachings greatly influenced Chinese, Korean, Japanese, and Vietnamese culture. These historical icons are still referenced by many throughout the world, and their influence points strongly to what may be the central pillar of leadership: the ability to teach.

Business magnate Warren Buffett has offered his pearls of wisdom to Facebook's Mark Zuckerberg; and iconic Microsoft owner, Bill Gates over the years; Steve Jobs was a guiding light for Facebook's Mark Zuckerberg; and iconic songwriter Bob Dylan developed his songwriting voice, and his ability to teach.

Leadership is multifaceted

Leadership is a concept with numerous elements. Leadership inspires, encourages, motivates, and sets an overall vision. But leaders don't last forever, and those who come after them — if legacies are to mean anything — have to know how to carry on that legacy by becoming leaders themselves. This is why the best leaders are often great teachers, because they are aware of the need to pass on their knowledge in a way that not only motivates their followers, but also empowers them to do whatever needs done in order for progress to flourish.

Great teachers bring the same ability to a classroom culture that not only motivates their students’ long-term development. As leaders, great teachers make decisions that are in the long-term interests of their company and can properly say ‘no’ to the thousands of potential distractions that do not move the company closer towards fulfilling its vision.

Effective leaders can use any situation as a teaching moment. Often, the best teachers will have students who don’t always realise there’s a lesson being taught. Everything we know comes from sources other than ourselves: I learnt the words I’m typing now from someone who taught me — surgeons, nurses, lawyers, painters, and musicians learn their craft from others. Perhaps teachers are our most valuable resource besides food, water, and shelter. After all, teachers don’t just pass on their knowledge, they also instil life lessons within us through their own experiences.

The best teachers teach us how to succeed, thrive, and to live life well.

1 GREAT TEACHERS KNOW HOW TO CREATE A STRONG COMPANY CULTURE

Ask a great teacher how they create a classroom culture that inspires every student to do their best and they will be able to very clearly tell you the specific systems, structures, and social norms they implement to ensure that their classroom is filled with only excellence and joy.

Great teachers bring the same ability to create a strong culture to any other organisation. They know how to build the systems, structures, and norms necessary to motivate colleagues, attract talent, build community, and drive that community towards a collective mission.

2 GREAT TEACHERS PRIORITISE WHAT REALLY MATTERS

Teaching is ultimately about the long-term well-being of children — five, 15, 30 years down the road. Great teachers can sift through the thousands of things they could be doing to decide on the handful of things that truly make a difference. They also know when to sacrifice potential short-term gains on less meaningful metrics in support of their students’ long-term development.

As leaders, great teachers make decisions that are in the long-term interests of their company and can properly say ‘no’ to the thousands of potential distractions that do not move the company closer towards fulfilling its vision.

3 GREAT TEACHERS PERSEVERE

Teachers who survive their first year, then thrive in subsequent years, do so because they come with — or learn – incredible perseverance. Unlike most professionals, which place entry-level employees in positions where they are pure performers and where they have a manager who is ultimately responsible for their work, first-year teachers are immediately given the full responsibilities of their profession, 30 direct reports (also known as ‘children’) to manage, and are held fully accountable for their class’s performance.

Give a great teacher clear expectations for what they can accomplish, the space to learn, and the ownership to really make a difference, and they become great leaders who persevere until they get the job done.

Email us at learn@leaderonomics.com for a FREE DEMO

LEARN WAY LESS, SPEND WAY MORE

Learning for your organisation now costs you less than one cup of coffee for every user, every month.

READ US ONLINE! Leadership insights on the go at leaderonomics.com
By JACK WELCH
editor@leaderonomics.com

When it comes to leadership, everyone has his or her own ideas about what success looks like. Yet so often, we forget that success is achieved not just by results but through the eyes of those we lead.

I have been leading people far longer than I would like to admit, but it was in my early Army days that I first learnt about the four tenets of leadership a commander must master to run a platoon: agility, initiative, depth, and synchronisation.

I have carried these tenets with me and instilled them in the organisations I have held positions of leadership in after I left the Army.

After living them through the sands of Desert Shield/Desert Storm, I can testify that you do not need to be in the heat of battle to unite your team using these principles.

As I have moved away from the battlefield and into the boardroom, I have adopted the tried-and-true tenets from the Army to apply to today's ever-changing and demanding professional team environment.

1 AGILITY

In today's business world, agility is an essential part of any organisations' skill set. After all, how many of your business plans actually go the way you envisioned them?

Though I don't have any professional statistics, experience tells me that most do not.

Yet as a leader, you must either be unfappable and able to react to situations because of prior experience, or be composed enough to quickly analyse the situation and develop new plans to solve problems as they arise.

How many times have we seen a competent leader who quickly shifts gears and effortlessly develops a new strategy in a difficult situation?

In this instance, how does this behaviour impact an organisation?

Being agile is an important aspect of leadership because as you demonstrate and train this behaviour in the people that work with you, many will adopt the same approach when dealing with issues - which in turn will make for a stronger team and better working environment for everyone in the organisation.

After all, when faced with a predicament, you want your people looking to you for solutions, not running away to hide.

2 INITIATIVE

This is the most important quality that you can instil in the people who work with you.

In doing this, you are actually training people to solve problems and become the future leaders of the team.

In many cases, people who work with us know more about the processes than those of us who manage them.

Yet, they have often been conditioned not to make a decision without receiving approval because they have previously been negatively reinforced for making decisions without seeking authorisation.

In the past, when I have been called upon to assign tasks, my response on many occasions, my response on many occasions has been, "What do you think we should do?"

Most of the time, the associate provided a solid answer that would solve the problem. My next question was, "If you knew what to do, then why did you call me?"

On the first few occasions associates were asked this question, they were unsure of how to answer.

Yet, after a few instances of allowing associates to solve their own problems, I started receiving calls that stated, "I had this problem and I did the following to solve it. I just wanted to keep you informed."

When you allow people to solve their own problems, it demonstrates that you trust them and this gives them a great deal of satisfaction.

While I know that not all problems can be solved this way, think of how many times those who work with could merely have kept you informed, rather than ask you what to do.

How much time would it save and allow you to work on other important tasks?

Try this technique out and see how people respond.

3 DEPTH

In the Army, we had depth in our units because you did not know when the leadership was going to be taken out of action by the enemy.

In the business world, we do not fear something this drastic.

However, as we know and have unfortunately endured, key leaders are often recruited away to other departments or companies for promotions.

If you are teaching people the skills of leadership that have been previously discussed, how much easier would a transition be?

One of the worst situations a team can find itself in is being crippled because of the loss of a key team member.

Allowing people to learn your position and the positions of others around them often allows the organisation to have multiple viewpoints on how processes are implemented and tasks are accomplished.

This skill will lead to innovative ideas coming from all levels of your organisation and when ideas are adopted, it reinforces team members taking initiative and increases the bench strength of the organisation.

4 SYNCHRONISATION

Synchronising is the art of being a conductor.

In most of the businesses we work in, products are manufactured overseas or on off-site facilities and must be transported to another location where they are either assembled or displayed for customers to use or purchase.

So, if the entire process is not integrated, the entire business unit will fail.

If trucks do not leave warehouses in time to transport products to a vendor, relationships can be damaged.

I believe all of us have lived through this before and the aftermath of turning to clean up the mess.

When training people, they must understand that as a team and an organisation, the end result must be coordinat-ed with others for it to be successful.

Again, this is where training people to be agile helps because, as previously discussed, how your team handles problems will directly impact how others relate to them.

Learning this skill also instills in others that they must work well with others and be integrated into other business units to be successful.

By teaching the importance of synchronisation, leaders will develop stronger teams that will win.

TYING IT ALL IN

While these tenets of leadership alone will not create a winning organisation, the use of these concepts will certainly begin to create an atmosphere of inclusiveness and boost the importance of everyone in the organisation to create strong teams that are productive and able to compete in today's ever-changing business environment.
A 5-STEP APPROACH TO HANDLING HARD CONVERSATIONS

By ANDREW GRIFFITHS
editor@leaderonomics.com

If you are constantly feeling stressed and angry because other people are letting you down, it’s time to do something about it.

Most of us will do anything to avoid a difficult conversation. I think it’s time to suck it up and get tough.

How good are you at having those hard conversations? Will you let a situation continue, regardless of how much it is costing you financially and emotionally because you are afraid of confrontation? Rest assured you are not alone.

What I tended to do was wait until I was completely frustrated and then I would have a hissy fit and upset everyone, with nothing ever changing.

I was completely frustrated and then I realised I needed a better way to deal with things. So, I developed a simple, five-step approach to handling any difficult conversation.

5 STEPS TO HANDLE A TOUGH CONVERSATION

I got sick and tired of this habit and I realised I needed a better way to deal with things. So, I developed a simple, five-step approach to handling any difficult conversation.

1. Commit to addressing an issue before I get angry and frustrated about it.
2. Always stop and think about it from the other person’s perspective—why are they acting in a certain way and how have I contributed to this?
3. Get very clear about what I want them to do.
4. Let the person know I would like to have a discussion about something—so I don’t accuse them and put them on the defensive.
5. Have the discussion, making sure I let the other person explain their position and I never lose my cool.

This is a simple approach that really works.

I’ve used this with suppliers who are not delivering on their promise, customers who are overstepping their mark or being rude and overly demanding, with staff that are not performing, with landlords who have stopped honouring a lease arrangement, and many other difficult situations. And I’ve become much better at talking about money, often the most difficult of conversations.

THE RESULTS

What has the end result been?

There have been many positive ones. Firstly, I feel much more confident in handling any situation.

If I have lost a relationship as a result of having a hard conversation I quickly realised that it was a relationship that had run its course and needed to come to an end.

And last but by no means least, I have a lot less stress in my life because if I nip issues in the bud before I get seriously stressed and frustrated.

If you struggle with having difficult conversations, you really do need to toughen up.

This doesn’t mean you become a monster, it means you are able to have the difficult conversations that most people tend to avoid. Master this skill and a lot will change in your business and in your life.

Andrew Griffiths is a Cairns, Australia-based serial entrepreneur and the author of 12 books on starting, managing, and growing small companies. He is a founding mentor in the global entrepreneurial programme, Key Person of influence, and presents around the world on small businesses, consumer trends, entrepreneurship, and publishing.

Do you work with people? Okay, that sounds like a question with an obvious answer. Your role is undoubtedly reliant on your ability to connect with and influence others.

But how exactly do you handle the tough conversations at work? Check out this article on Leaderonomics.com.

Communication is the key to resolving conflicts, concerns, or even just to clarify things. Having courageous conversations is therefore essential for the outcome of the project as well as for the individuals in the team. To know more about conversing courageously, check out this article at: bit.ly/SMCourageousConversations

Language is the road map of a culture. It tells you where its people come from and where they are going.

Rita Mae Brown, writer

For other great leadership insights, including those by John Maxwell, visit www.leaderonomics.com. If you missed any of our past issues, go to www.leaderonomics.com/publications and download for free!
On Friday, June 8, we lost Anthony Bourdain. The former executive chef of the now-closed Brasserie Les Halles, the host of CNN’s Parts Unknown, and the author of Kitchen Confidential: Adventures in the Culinary Underbelly, Bourdain had a love for travel and food. Bourdain also had a heart for the road less travelled and an open mind for cultures and people of all walks of life. Stories have poured in – people sharing the profound effect Bourdain had on their lives. The way he supported, accepted, and championed so many makes this loss all the more painful.

As Bourdain himself had a unique way with words, we remember him by sharing some of his views and insights – his memorable and colourful words touched the lives of those he met and those he never even knew.

On what it means to be a chef
“There are plenty of great cooks in this world – but not that many great chefs. The word ‘chef’ means ‘chief’. A chef is simply a cook who leads other cooks. That quality – leadership, the ability to successfully command, inspire, and delegate work to others – is the very essence of what chefs are about.”

On the importance of dedication
“Practising your craft in expert fashion is noble, honourable and satisfying.”

On trying new things
“That without experimentation, a willingness to ask questions and try new things, we shall surely become static, repetitive, moribund.”

On travelling
“If I’m an advocate for anything, it’s to move. As far as you can, as much as you can. Across the ocean, or simply across the river. The extent to which you can walk in someone else’s shoes or at least eat their food, it’s a plus for everybody. Open your mind, get up off the couch, move.”

And of course, on food
“You learn a lot when you share a meal together.”

Note: Mental illness can affect anyone – no matter how successful, celebrated, and functional they are. If you think someone is suffering, reach out and ask them if they are okay. If you need help, reach out to someone or call a helpline like Befrienders (Malaysia) at +603-7956 8145.

Louisa is currently pursuing a Masters of Development Practice overseas – majoring in community development. She is an editorial associate and freelance writer with Leaderonomics. An extrovert who loves to bug her team and the outdoors; she thinks change is exciting and should be embraced. Share your thoughts about Bourdain’s impact and legacy with us at editor@leaderonomics.com.