READ YOUR WAY TO THE TOP

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Getting Yourself Unstuck

Don't let inaction be your action

By Jeff Boss

It's not a comfortable place to be. You felt you were on the right career trajectory but, for whatever reason, you zigged when you should've zagged. The change of direction caught up with you, and now you're just stuck.

The good news is when you’re in a state of chaos, which I define as an unanticipated or unwell-anticipated change that impacts our physical, mental, emotional, or spiritual well-being, the only next step is to move forward.

You can't devolve into a more chaotic state, for example, as that would be the same as receiving an F minus on a report card as opposed to just an F.

So, how do you navigate out of this unanticipated and unwell-anticipated state of change known as chaos and move toward greater clarity? There's one tool you can use. One technique, one method, one strategy, and one ‘secret’ to getting unstuck.

Curiosity is what cycles you away from chaos toward clarity. Of course, the quality of answers you find solely depends on the quality of questions you pose — that's why curiosity is a superpower. The moment you pose a question is the instance you infuse possibility into the moment. Curiosity preserves possibility.

The only question that rang through Roger Bannister’s mind before he broke the four-minute-mile wall was, “How might I run faster?”

The only question that ran through Polaroid founder Edwin Land’s mind right after his daughter asked, “Why do we have to wait for the picture [to be developed]?” was, “Why do we?”

Consider nomadic societies, for instance. Back in ‘nomad times’ the question of the day—day in, day out—was, “Where do we go to find water?” By asking themselves the same question day after day, nomads kept searching, kept searching, and kept losing, nomadic.

Then, one day, somebody piped up. Somebody got tired of searching. Somebody got tired of asking the same timeless question of, “Where do we go to find water?” and instead asked a different question: “Why do we have to go anywhere? How can we make water come to us?”

What happened? Results happened. Agriculture. Irrigation. Wells. The dawn of an established society that no longer felt compelled to roam; no longer had to search. Results were due to simply asking a question that had never been asked before. The question changed, and as a by-product, behaviour changed.

One of my favourite things to do as a leadership team coach is to gather the head of each business function into a room — the head of sales, head of marketing, head of whatever — and ask them all the same question: “How is success defined here at Company XYZ?”

Sales define success according to units sold. Marketing defines success based on enrolment. HR defines success according to engagement or turnover or employee retention.

The problem is, the question is the same, but the end states are different, which means that the behaviours to achieve those results are different, as well. That’s why ‘organisational chaos’ exists.

Or, better yet, ask leaders at different echelons in your company what their mission focus is. Is it to satisfy customers, employees or shareholders. You’ll get 10 different answers from 10 people — which actually begs a follow-on question: “How does any work actually get done around here?” If you want a better answer, ask a better question.

On the heels of leveraging curiosity as a superpower toward ‘unstuck-ness’, here are four clarifying questions to pose to yourself (or somebody else) when you’re feeling stuck.

1. What’s your plan to become extraordinarily good at what you do?

There are three types of people in this world: sheep, wolves, and sheepdogs. The sheep follow the status quo. They don’t want to rock the boat because everybody else is moving together in the same direction and they (sheep) don’t want to be different. They’re ordinary. Wolves want to eat the sheep. They’ll go out of their way to entice any little sheep to part from the herd so they can gobble them up. Wolves will go the extra mile to catch their prize but they’re motivated by ill-intention.

There’s no virtue in the wolf. They’re extraordinarily bad creatures who prey on the innocent for their own gain. Wolves want to eat the sheep. They’ll go out of their way to entice any little sheep to part from the herd so they can gobble them up. Wolves will go the extra mile to catch their prize but they’re motivated by ill-intention.

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Pulling is the opposite. When you’re pulled into a behaviour, it’s because you feel you have the freedom to choose. You have autonomy.

This is the other car salesman who says, “I’m changing jobs on Friday, which means I don’t really care how many more cars I sell, if you like the car at this price, let me know. Otherwise, best of luck to you.”

The first car salesman beat you into submission, the second one left with a choice. Push vs pull. The goal here is to identify that which would pull you away from your current trajectory and instead put you on the path you want.

Alternative question: What has ‘playing it safe’ done for you so far?

Don’t let inaction be your favourite action. People stay on the same trajectory because they repeat the same behaviour over and over again and don’t take any action to address it. Identify what you’re willing to tackle head on and start moving.

Most people tell themselves the story they want to hear. Tell yourself a story that you’ll be proud to have written, and then write your own story.

2. Where do you prefer to spend your time?

Whether your answer is at work, with family or friends, don’t stop there. Drill deeper into what you’re actually doing in those instances that give you energy when you’re at work, when you’re with your family, and when you’re with your friends.

Are you teaching? Are you speaking? Are you sharing advice? Are you problem-solving? Are you executing against a deadline?

What and who are important to you? Are your values in line with your actions? Meaning, that if there’s a fundamental disconnect between what you do and what’s important to you, then your runway for ’take-off’ (i.e. wherever you want to ultimately be) will be cut short and you’ll never arrive.

Once you gain clarity from this question, write out your options. All of them. It doesn’t matter how outlandish they feel. Just list them out – aim for 25 or 30. Then, take a step back, admire your brain’s work, and look for trends and common themes. Use these as fuel for your purpose and your passion.

3. What’s the story you want to write?

Everybody has a story they tell themselves. Some people tell themselves they’re no good, others tell themselves they need to be better, others say they’re not smart enough, not strong enough, or lack the social skills.

There are all stories — lies we tell ourselves to avoid doing the work because it’s easier to attribute success to an internal trait or an external ‘stroke of luck’ than it is to consider hard work as a viable option.

Most people tell themselves the story they want to hear. Tell yourself a story that you’ll be proud to have written, and then write your own story.
By ROSHAN THIRAN
rosihan@leaderonomics.com

“Not all readers are leaders, but all leaders are readers.”

THESE words by Harry Truman (33rd President of the United States) resonate with all effective leaders who know that the foundation of great leadership is a commitment to lifelong learning, upon which every lasting success is built.

Over the years, I’ve been asked by many students, young professionals, and experienced business people on what I think is the secret to achieving goals and leading a fulfilled life. 

I reply: “Read as much as you can, and always be curious.”

The most successful people and the most effective leaders are constantly learning and yet, they never consider themselves experts; they prefer to be seen as students of life. And they read – a lot.

Bill Gates is a voracious reader, making his way through at least 50 books every year. Elon Musk, when asked about how he achieved his phenomenal success, said: “I read books.” Mark Zuckerberg made a commitment to himself to read one book every two weeks throughout 2015, and continues to read regularly.

I’m sure we can agree that these leaders (to name just a few well-known avid readers) have extremely busy lives – which means that, if they can find the time to read, the rest of us have little excuse not to follow suit.

Having said that, while I try to read as much as I can (particularly biographies of great leaders), I’m sometimes guilty of using ‘not enough time’ to excuse the days on which I don’t read at least a few chapters.

However, I do make an effort to catch myself and make sure I maintain a commitment to read about the practices, habits, successes, and failures that some of the greatest minds have enjoyed and endured. It helps when I remind myself that reading is the greatest means we have of enriching ourselves. In conversations where I’ve discussed reading habits with others, some people have offered excuses as to why they don’t read, or don’t read as much as they’d like to.

Many of the excuses are well-argued, and I’d like to share three of them here and offer my thoughts for those who might have the same concerns when it comes to picking up a book.

“READING MAKES ME FEEL UNPRODUCTIVE, LIKE I’M BEING LAZY”

This is a common excuse I’ve heard, which stems from the outdated belief that if you’re not moving around with a stressed look on your face, you’re not being productive. If you pick up a copy of Meditations by Marcus Aurelius, if you digest the pages of a biography of Thomas Jefferson, if you start your day by reading scripture or some uplifting material, if you read an article about the importance of serving others – you are being anything but unproductive.

What you’re doing is filling your mind with great thoughts, ideas, and reflections of others which will benefit you in a number of ways.

A few of these include: improved critical thinking, increased compassion towards others through self-reflection, creative ideas that come to you from reading a poignant sentence or two, and a renewed strength to tackle your own challenges as you read the struggles of those who overcame their greatest obstacles.

“I’D LOVE TO READ MORE, BUT I JUST DON’T HAVE THE TIME”

Whenever we say we don’t have the time to read (or exercise, or diet), what we usually mean is that it’s not a priority. We never have time for things we’d rather put off until later, yet, we are able to make ourselves available whenever something unexpected comes up that we know we’ll enjoy.

If you’re genuinely pressed for time, 20 minutes of reading in the morning and before going to sleep every day can allow you to get through quite a number of pages in a week. Find extra time by cutting out unnecessary practices such as frequently checking your emails or scrolling through social media. It’s amazing how much of our time is eaten up by habits that are almost entirely unproductive.

“I’M NOT MUCH OF A READER/I DON’T KNOW WHERE TO BEGIN.”

The people who expressed this sentiment to me lamented that reading is a chore.

While I don’t want to talk down education systems, I believe this perception of reading as a chore stems from our schooling days. Reading is a task to get done – something to tick off the to-do list. We need to develop the mindset that reading is a pleasurable pastime that fills us with ideas, energises our imaginations, takes us to imaginary worlds, or allows us a glimpse of history as seen through the eyes of the great men and women who helped to change and shape our world.

FUEL YOUR INTEREST

We are all interested in something, and every subject is explored through a wealth of materials. If biographies of historic leaders aren’t your thing, perhaps reading about the music industry or downloading an e-book on how to become more confident is something you are interested in.

Reading is fuelled by what interests us and, once we read about our interests, they lead us off in different directions as we discover related – and even new – subjects that introduce us to new ideas and worlds that we previously have never encountered.

If you’re not much of a reader (but would like to get into the habit), start by reading about what interests you… you might be surprised where the journey takes you.

The single constant that permeates the top one per cent of high income earners is that they read. A lot. Read how the power of reading had inspired Paul C. Brunson to create more impact and have more success: bit.ly/Sreadingpower

Author Alvin Toffler once said, “The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.” For young graduates and the experienced alike, your first task on the job is to unlearn, ya. It’s essentially ‘time to forget everything you know and start afresh. Check out this thought provoking piece on Leaderonomics.com: bit.ly/MOlearntounlearn

“The most successful people and the most effective leaders are constantly learning and yet, they never consider themselves experts; they prefer to be seen as students of life. And they read – a lot.”

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THE ESSENCE OF COACHING

By MICHAEL HEAH
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COACHING is a high-performance tool that has been traditionally used to support sportspeople. It now has become available to support anyone to achieve extraordinary performance in any facet of their lives.

IS COACHING A GIMMICK?
Even if you have been a ‘casual’ follower of sports, you would have probably heard of coaching in one way or another. Although you may not be aware of what exactly coaching does, it is likely that you have a vague idea that it is deployed to help sportspeople win a game. Thus, coaching is not something new. It is neither a hype, a fad nor a ‘passing cloud’. Historically, it has been around for more than a century since the first Olympics in 1896 when winning gold medals was the yardstick used to measure the superiority of a certain race and nation.

Over the years, coaches and coaching have become increasingly entrenched in the lives of sportspeople. Without their support, most sportspeople would become lost and aimless – almost like how a sailing ship would behave without its sail in the open sea!

HOW COACHING BECAME MORE ACCESSIBLE
The ‘tidal wave’ of coaching broke into the non-sports world in the turn of the 21st century. Its well-kept secrets and powers finally became available to support anyone in every facet of their lives – be it for personal growth, relationships, business, leadership or spirituality.

People begin to see the value of having external partners to challenge, help and work ‘outside the box’ for innovative ways to manage their lives more powerfully to attain higher success and fulfilment.

Behind the scene today, more forward-thinking organisations and people are increasingly working with coaches to accelerate their performance in many areas. It is a known fact that even famous and successful people like Bill Gates and Donald Trump work with coaches so that they can maintain their dominance in the field they are in.

Coaching has now become highly recognised for its influence and significance. Its growth is expected to continue for a long time to come.

WHY IS COACHING SO POWERFUL?
Primarily, the powers of coaching lie in its ability to help people remove their self-limiting beliefs, strengthen their self-belief and put a powerful game plan in place to drive the right behaviours that will result in them making bigger wins in any area of their lives.

The uniqueness of coaching lies in its encompassing ability to support anyone, not only for poor performers to overcome their issues but also for high performers who want to achieve more in their lives.

Coaches, who guide others to achieve more in their lives, are leaders in their own right.

WHY DO PEOPLE TAKE UP COACHING?
More people are entering the coaching profession either to become self-coaches to help themselves, casual coaches to support their families and friends, workplace coaches to contribute to their organisational growth or professional coaches for the larger community.

Whatever the type of coach they may want to be, they have these in common: a love for people and a great passion to help people achieve their fullest potential.

THE ESSENCE OF COACHING
Michael Heah is an ICF master certified coach with Corporate Coach Academy and a faculty trainer with Leaderonomics. To engage Leaderonomics for your organisational coaching needs, email us at info@leaderonomics.com.

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This special trip will be led by Roshan Thian, who will also be teaching and bringing insights to you thoughtout the journey. Only 15 spaces available.

For more information and to book your place, please contact Thian at info@leaderonomics.com.
TO THRIVE, YOU MUST ADAPT

MAKING THE MOST OUT OF TECHNOLOGY

By JEFF SCHWISOW
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Today, by the time you see that a business shift is ‘safe’ for the majority, it has already reached a point where your organisation is scrambling to keep up with the shift.

Those who can’t maintain the pace.

OUTSIDE-IN AND INSIDE-OUT

It’s easy to get caught up in embracing technological change for technology’s sake – to adapt your business to the outside technological world.

But the most effective businesses adapt emerging technologies to serve the needs inside the business – the strategic goals and the operational environment. This creates a two-way adaptation where business direction is used to assess the potential impact of the changing business landscape and shifts to that landscape are used to set the course of the future business direction.

To create this outside-in, inside-out adaptation requires a learning mindset. By constantly learning about your organisation and your business environment, you acquire the knowledge to make informed adaptation choices.

‘Outside’ learning includes staying abreast of technological development, understanding your customers, and tracking market trends.

‘Inside’ learning should include operational improvement opportunities, enhancements to the customer experience, and identifying potential new products or services offerings.

As you explore technological improvements, utilise the knowledge and experience of people in the frontlines – those who are serving your customers, creating what you make, or maintaining your day-to-day business operations – to define what will make the business stronger.

Then rely on the people that know the most about the technology to explore ‘what’s possible’. In this way, technology enables business value rather than requiring the business to adapt to a new technology.

IN CONCLUSION

Business change has long been synonymous with strategic shifts initiated by the organisation.

However, in today’s cause-and-effect world, business change is no longer a choice. Your business responds to this evolving dynamic environment whether you choose to or not.

Your challenge is to take control of the direction of that change and create an opportunity to adapt to adverse conditions before they negatively impact you and your bottom line.
**OUTSTANDING CEOs READ**

**By Dr TOMMY WEIR**
editor@leaderonomics.com

LITT we know what you’re reading if you haven’t told us. You read in bed! I may not really have the patience to listen to you now. I read in bed and the people you meet will eventually be deceased... This thought was programmed into my brain by Dr Tonaite who was an undergraduate student.

**SUCCESSFUL PEOPLE READ:**

Reading is part of the lives of the world’s most successful people: leading executive officers (CEOs) acknowledge reading as one of the differentiators in the cockpit to the top.

**SUCCESSFUL men, in all callings, never stop acquiring specialised knowledge related to their major purpose, business or profession.**

- Steve Siebold

**SUSTAINABLE GROWTH TRIES**

- LOYAL CUSTOMERS
- STRONG BRAND
- GREAT PEOPLE
- LEADING EXECUTIVE OFFICERS

- Do they read more? 8 in 10
- Do they read less? 2 in 10
- How do they read? Online, print

- The first step is...

**Looking for more reasons to read books?**

- It improves your brain
- It improves your memory
- It increases your concentration
- It increases your vocabulary
- It improves your creativity
- It improves your ability to think critically
- It increases your understanding of the world
- It increases your empathy and perspective-taking
- It increases your ability to solve problems
- It increases your ability to make decisions
- It increases your ability to communicate
- It increases your ability to think creatively
- It increases your ability to learn
- It increases your ability to think critically
- It increases your ability to solve problems
- It increases your ability to make decisions
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- It increases your ability to make decisions
- It increases your ability to communicate
- It increases your ability to think creatively
- It increases your ability to learn
The Future of Work

By MORAG BARRETT
editor@leaderonomics.com

“Resistance is futile. You will be assimilated.” – The Borg Collective from the Star Trek franchise

W e are firmly in the embrace of the fourth industrial revolution – a digital revolution that impacts every aspect of our lives – at work, at play and at home. It is transforming what, how and where work happens.

We may be able to run a business without Post-It Notes, but without technology, Not, A, Chance. The time for us to opt out, or use it selectively, is long past. Technology is ever-present, ever-advancing, and ever-pervasive.

The boundaries between historically diverse disciplines, healthcare and IT (information technology), for example, have become increasingly blurred and intertwined. Technology disrupts industries and creates new opportunities. You can be a casualty of the disruption or reap the benefits of applied innovation. It’s your choice.

Be clear: no job, no company, and no industry is immune from its impact. To thrive in the future of work, we can, and must, have a focus on continuous learning.

THE TORTOISE AND THE HARE

The irony is that the industry of learning is perhaps the least prepared to meet the onslaught of the future-proof workplace.

Traditional approaches to delivering early education have changed little over the years. In the United States, it takes 18 years from entering kindergarten to exiting post-graduate education.

Contrast this with the oft-quoted Moore’s Law, which states that computing power doubles every 18 months. The rate of change outside the academic world is lightning fast, the ‘hare’ to the education ‘tortoise’.

Is it any wonder that we have skills gaps in any role or industry, let alone in the disciplines of science, technology, engineering and maths? It’s not just because students aren’t selecting these career paths; it’s because when they do emerge from their studies, the environment they are joining has already moved on.

Business leaders across industries are feeling the pain of this problem, too. A recent Deloitte survey reported 39 per cent of company executives were either barely able or unable to find the talent their firms needed.

We’ve all been asked at some point in our lives, “What do you want to be when you grow up?” or “Where do you see yourself in five years?”

In both cases, the expected answer is a job title – and a senior title at that. However, these 20th-century questions don’t reflect the current reality.

THE 21ST CENTURY IMPERATIVE

It’s estimated that 65 per cent of children entering primary education today will work in roles that don’t currently exist. New jobs are continuously emerging: Uber driver, Android/iOS developer, data scientist, three-dimension (3D) printing engineer, or big data analyst, to name just a few.


Essentially, he posited that too much change happening in too short a period of time overwhelms a population.

If you hope things might slow down, don’t hold your breath. Hold onto your hats, ladies and gentlemen, because the ride is only getting faster.

When it comes to navigating the future-proof workplace, or career, the skill of unlearning and re-learning becomes even more paramount.

Are you investing in your own learning and adaptability to ensure you are ready to embrace these new roles?

It would seem to us that artificial intelligence (AI) and robotics can only create long-term value if the new processes, systems, and apps augment the economic system as it currently operates. When organisations and individual employees want to replace an existing skill set with a new one, they need to plan and train for it.

Economies, whether local, national or global, operate by allowing the transfer of value (money) from one person to another, connecting the producer with the consumer through the efforts of the employer and employee.

Employees earn a paycheck that they can then spend (or invest) as consumers, transferring value back to the producer and employer. So, the cycle continues.

Remove any of these players, for example. Replace the employee with a automation system as it currently operates. Systems, and apps augment the economic system as it currently operates.

We’re at a crossroads. Will technology cause you to be sidelined or, at worse, your skills to become obsolete? Or will you invest in continuous learning, able to pivot when the time comes? You have the power to choose.
**THE POWER OF COLLABORATIVE LEADERSHIP**

7 WAYS TO INSPIRE COOPERATION

1. **REALISE THAT SILOS CAN KILL YOUR BUSINESS**
   - A business term that has been discussed in many boardrooms over the last 30 years. Unlike many other trendy management terms, this is one issue that has not disappeared.
   - The silo mentality is a mindset present when certain departments or sectors do not wish to share information with others within the same company.
   - This can lead to competition, reduced morale, and a silo mentality.

2. **BUILD YOUR COLLABORATION STRATEGY AROUND THE ‘HUMAN ELEMENT’**
   - In trying to capture and communicate the cumulative wisdom of a workforce, the public and private sectors have invested hundreds of millions of dollars in portals, software, and intranets.
   - However, collaboration is more than technology.
   - The ‘human element’ is crucial for effective collaboration.

3. **MAKE CHANGE MANAGEMENT A TEAM SPORT**
   - Over the past 25 years, I’ve worked with a variety of very talented leaders, and one thing I know for sure – regardless of how creative, smart and savvy a leader may be, he or she can’t transform an organisation, a department, or a team without the brainpower and commitment of others.
   - The change involves creating new products, services, processes – or a total reconfiguration of how the organisation must look, operate, and position itself for the future.
   - The outcome of this effort is dependent upon well-developed personal relationships among participants.

4. **UTILISE DIVERSITY IN PROBLEM SOLVING**
   - Experiments at the University of Michigan found that when challenged with a difficult problem, groups composed of highly adept members performed worse than groups with members of varying levels of skills and knowledge.
   - Diversification causes people to consider perspectives and possibilities that would otherwise be ignored.

5. **HELP PEOPLE DEVELOP RELATIONSHIPS**
   - The outcome of any collaborative effort is dependent upon well-developed personal relationships among participants.
   - Not allowing time for this can be a costly mistake. For example, all too often, in the rush to get started on a project, team leaders put people together and tell them to ‘get to work’.
   - You’ll get better results if you give your group some time (upfront) to get to know one another, to discover each other’s strengths and weaknesses, to build personal ties, and to develop a common understanding about the project.

6. **FOCUS ON BUILDING TRUST**
   - Trust is the belief or confidence that one party has in the reliability, integrity and honesty of another party.
   - It is the expectation that the faith one places in someone else will be honoured.
   - It is also the glue that holds together any group.

By DR CAROL KINSEY GOMAN
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In this episode of ‘Leadership Nuggets’, leadership guru, Bob Vanourek (former CEO of 5 different companies and best-selling author too) shares his secrets on leadership through collaboration. Check it out here: bit.ly/BVCollaboration

Our brains are hard-wired to respond to certain non-verbal cues. Is your body language killing or building collaboration in the workplace? Read how you can use your body language to foster better collaboration: bit.ly/BLcollaboration

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Dr Carol Kinsey Goman is an international keynote speaker at business meetings, association conferences, and for government agencies and universities. She addresses a variety of leadership issues, but specialises in helping leaders align their verbal and non-verbal messages when managing change, fostering collaboration, building trust in cross-cultural teams, and projecting that elusive quality called ‘leadership presence’. She is the best-selling author of 12 business books. To connect with Dr Goman, send an email to editor@leaderonomics.com.
MANAGING ORGANISATIONAL CHANGE

By BRENT GLEESON
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MOST business leaders today would agree on two things – organisational change is constant, and leading change is one of the most difficult burdens of a leader’s command. In this article, I want to look at the role leadership development should play in organisational change.

This topic arose quickly during a major transformation a company I previously owned was undergoing. We had been doubling in size (revenue and headcount) each year since our inception, but began to suffer from the inevitable growing pains all organisations face.

We were outgrowing legacy systems and processes, needed a culture upgrade, new talent acquisition strategies, new divisions, new software programs and a new approach to sales and marketing. The list goes on.

ADDRESSING CHANGE

While we knew that research points to the fact that the majority of major organisational change efforts fall short of meeting their intended objectives, we remained vigilant. However, some of the major hurdles most companies face during transformations include resources being stretched thin, competing priorities, new systems to learn, fear, fatigue and managers facing issues they’ve never dealt with.

So, when I proposed that we pile on the leadership development programmes and emotional intelligence training to better equip ourselves to successfully lead through change, the eyes really started rolling! “Do you really think that is a priority right now?” one senior executive asked.

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WORK IN PROGRESS

14 WAYS TO GROW AS A LEADER

By LINDA FISHER THORNTON
editor@leaderonomics.com

When we reach a certain level of accomplishment as leaders, it is easy to think we can slide into the neutral state. Here are 14 ways to invest in our own leadership development and competence:

1. Watching trends that impact our work and the success of those we lead.
2. Opening up to new feedback from followers and colleagues (and doing something about it).
3. Responding to requests for new services, processes and communication channels.
4. Keeping up with changing times and technologies.
5. Informing others of key information and engaging our network in conversations about it.
6. Never thinking we have ‘arrived’ (and doing something about it!).

Leadership is a relational journey and the world is changing fast. Preparing for future challenges that we have identified through trend scanning.

Respecting all other people including people who are not like us (it’s a constant learning experience).

Offering to take on new assignments and responsibilities.

Growing into our new roles and responsibilities (whether we volunteered for them or not).

Reaching for new skills and abilities to become the best leader we can be.

Entertaining new ideas and perspectives on important issues (that don’t match our current beliefs).

Simplifying work and how we use our time to keep up with increasing work complexity.

Studying and responding to changing ethical expectations.

Since the world and workplace is ever-changing, every leader will always be a ‘work in progress’.

Ethics and detachment don’t mix. In fact, combining high ethical expectations with detached behaviour can lead to trouble. How can ‘detached leadership’ contribute to ethical problems?

When we seem unapproachable, people are less likely to bring up ethical problems they’ve observed.

Removing ourselves from day-to-day work keeps us unaware of ethical issues and potential ethical hot spots.

When we are unapproachable and uninformed, we can seem concerned, leading people to think that ethics is not a priority.

Hands-off leadership can be as bad as micromanagement in terms of its ultimate impact on organisational ethics.

When leaders lock themselves away and are not available to those they lead, they are removing themselves from the important role of championing ethical decisions and actions. Ethics has to be personal, systemic, and positive to drive an organisation’s success. Detachment will undo these three important elements.

Linda Fisher Thornton is the author of ‘7 Lenses’ and is on a global mission to help leaders and organisations unleash the positive power of ethical leadership. To connect with her, e-mail us at editor@leaderonomics.com. If you are interested in character-wise leadership training modules for your organisation, write to info@leaderonomics.com.

In this series of Raise Your Game and The Science of Building Leaders, Zaid Mohamad, a faculty trainer with Leaderonomics, shares with us some key opportunities and obstacles in leadership growth and development: bit.ly/RYGrowth

What does being influential look like? How do you get people to listen to you? To believe in you? To trust you? Check out this article: bit.ly/LDRinfluence

"... a mind needs books as a sword needs a whetstone, if it is to keep its edge." — George R.R. Martin

In today’s corporate world, frequent career or job role change is becoming more common. It’s a natural effect of wanting the opportunity to grow. Listen to Leaderonomics’ client engagement partner, Qhairyl Izuan and Freda Liow discuss the kind of expectations and skills needed when changing roles within an organisation: bit.ly/RYCareercarechange

Reading has a powerful effect on our capacity to learn, develop and grow. Many of us are aware of the positive results that come with a reading habit. But did you know that reading holds the key to success? Read: bit.ly/PowerOfReading

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4 NEW BUSINESS BOOKS TO READ

By JEFF HADEN
editor@leaderonomics.com

WANT to know some of the great business books you should read? Here are some new books that will make you think and rethink the way you do business.

1. EQ Applied: The Real-World Guide to Emotional Intelligence
   Justin Bariso
   Emotional intelligence – the ability to understand and manage emotions, both your own and those of others – has for years been a hot topic.
   If you’re hoping to become a better leader – or parent, or friend, or shoot, just a better person – you could read the thousands of articles on the subject. Or take one of the many courses offered. Or you could just read Justin’s book, EQ Applied. No fluff, no long theoretical discussions... just real-world advice on how to control your emotional reactions, break bad habits and escape ‘emotional hijacks’, and learn how you can protect yourself from people who use their powers of emotional intelligence for evil, not good.

2. Bad Blood: Secrets and Lies in a Silicon Valley Startup
   John Carreyrou
   Countless book blurbs claim a particular book is a ‘page-turner’, that you ‘won’t be able to put it down’, that it is ‘non-fiction that reads like thriller’. Usually those words are all sizzle and no steak.
   But not where Bad Blood is concerned, the story of how Elizabeth Holmes, the founder of Theranos, was the darling of Silicon Valley and the entrepreneurial press... until she wasn’t.
   I read it in one day. And I wish it had been twice as long.

3. Growth IQ: Get Smarter About the Choices That Will Make or Break Your Business
   Tiffani Bova
   Ideas are great, but execution is everything. The same is true with strategy. Strategy matters, but tactics – what you actually do – are what help companies grow.
   Bova identifies ten paths to growth – ten strategies, if you want to think of it that way – and then provides a nuts-and-bolts guide to putting those strategies into action. And she draws from dozens of real-world examples from companies like Sephora, Red Bull, Netflix, Marvel, and Shake Shack.
   Pick any ten pages at random; I promise you’ll discover at least one thing to do to improve your business.

4. Clockwork: Design Your Business to Run Itself
   Mike Michalowicz
   A truly hands-off business is extremely rare; I don’t know any successful entrepreneurs who can truly check out for long periods of time.
   But I do know a few who have built companies where employees have the freedom to do their jobs with minimal supervision. And, in the process, have built extremely efficient, high-performance organisations.
   My favourite part of the book? Pinpointing your business’s most important function. Every company has one function that is crucial. Maybe it’s sales. Maybe it’s quality. Maybe it’s service. Whatever it is, focusing on that function – and making sure that every employee consistently focuses on that function – is what turns a good company into a great one.
   And a bonus pick...

5. Into the Raging Sea: Thirty-Three Mariners, One Megastorm, and the Sinking of El Faro
   Rachel Slade
   Technically not a business book, Slade’s account of the El Faro tragedy (the container ship crashed straight into the path of Hurricane Joaquin, resulting in the worst American shipping disaster in 35 years) is a cautionary tale for leaders who think they have all the answers, for employees who choose not to speak up... and for organisations that rely on systems and processes that don’t provide the information its people need to make the best decisions.
   Plus, you’ll learn a lot about the life and work of modern mariners – all those unsung people who bring you a huge percentage of the goods you consume every day. Can’t beat that.

Jeff Haden is a speaker, ghost-writer, and author of The Motivation Myth: How Highly Successful People Really Set Themselves Up to Win. To connect with Jeff, send an email to editor@leaderonomics.com.

In partnership with: COMMON GROUND

Day 1
Roshan Thiran
CEO of Leaderonomics
What Is Constraining You From Greatness?

Joseph Tan
CEO of Good Monday Consulting
Why SMEs Must Invest In Intentional Cultural Design

Dr Farouk Abdullah
Chief Data Scientist of Natural Intelligence Solutions
Big Data, What’s The Big Idea?

Clement Arul
CEO of Vigilant Asia
Why We All Need Cyber Security

Day 2

The Climb is a series of public programmes designed to support SMEs and entrepreneurs to increase their productivity and profitability in today’s competitive business world. The two-day programme will address necessary soft and technical skills that are crucial for SMEs, by covering the following topics:

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