

'Stunningly simple'

**Richard Baker**

Chairman, Virgin Active and DFS

'Truly inspiring'

**Ruth and David Maddison**

Headteachers, Nottingham



**John Harper**

CEO, Hasbro Europe

'Instantly practical'

**Sir Gus O'Donnell**

Former Head, UK Civil Service

'Elegant and powerful'

**Peter Lees**

Medical Faculty Leader

# LEADERSHIP PLAIN AND SIMPLE

STEVE RADCLIFFE

Anyone can be a leader.  
Here's how.



# Leadership Plain and Simple

talking quietly to you. Flex your Future Muscles and picture the Future when you're being at your very best, being the leader you want to be.

The leader I want to be is

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When you've answered this question, notice your energy and recognise how you're feeling. This knowledge of who you want to be is something to remember and use. When things aren't going well or you're not on form, pause; get in touch with how you want to be and get energised by the prospect.

Imagine if you were that way now, what you would do, how you would feel, how you would speak. Allow yourself to be uplifted by being connected to who you are when you're at your best.

This is one of the most powerful practices I can suggest to you. You'll create more of the Future you want when you're being the leader you want to be. And I believe this is such an important practice that I have more to say on this topic later in Chapter 7. When you've finished this chapter, feel free to go there if you want to and then come back to the next chapter on Engage.

"Becoming a leader is an individual process and means a deep awareness of who we are and the sort of human being we want to become. Once we know this, it can be expressed in our relationships and actions at work."

Hilarie Owen

## In summary ...

We have started at the foundations of your leadership. Everything else sits on top of your answers to the big three questions in this chapter:

- 1 What do you care about?
- 2 What do you want to lead for?
- 3 Who is the Leader you want to be?

Being clear on what you care about, what you're leading for and who you want to be as a leader will give you clarity and the strength to bounce back in times of difficulty.

And watch out for those Limiting Beliefs. They cause all sorts of mischief if you let them!

### IN PRACTICE

#### STEVE HOLLIDAY

Steve Holliday has been practising being the leader he wants to be in his role in Siemens. He writes,

'I was heading south on the train last night from Newcastle, having just met a number of new colleagues. I felt exhilarated that we had built relationships way more than I'd hoped for. And I reflected on how this had happened.

'Before my meetings, my energy had been bouncing between excitement about what I hoped to achieve, mixed with some anxiety about the unknown and how it might go. I had wondered whether they would like me, whether I would show up at my best and whether I was good enough! Playing with such feelings and thoughts helped me reconnect with who I am when I'm at my best and it was then this simple – I went for it – without knowing the end result, but guided by a future I'm passionate about.

'This reflection also meant that when I met my new colleagues I was listening well and paying attention to them while staying true to what I stood for and believed in. This sense of exploring possibility felt rather like the start of a voyage where, despite the uncertainties ahead, we were able to generate an early sense of confidence, belief and commitment.

'As I passed Sheffield, I shared my feelings with my friend, Martin, and his response made me smile. He asked, "Why isn't it like this all the time? It's effortless."

'My answer is that it can be more of the time if we choose it. But in order for that to occur we have to pay real attention to ourselves, our relationships and the exciting futures we're passionate about. And while we may not always get it right, it becomes so much more likely when we're ready every day to practise showing up as the leader we want to be.'



# 4

## Future–Engage–Deliver

*Engage is fundamentally different to ‘communicate at’ or ‘tell’ and not enough people get this.*

- Future–**Engage**–Deliver
- ‘Engage’, different from ‘Future’
- Levels of Engagement
- Engagement: What’s involved
- The Relationship to Results Pyramid
- The Four Aspects of Engagement
  - **1** Relationships
  - **2** Possibilities, Ideas
  - **3** Opportunities, Priorities
  - **4** Actions
- Three ‘Engage’ Practices
  - **1** Consciously Practise ‘Engaging’ rather than ‘Transmitting/Communicating’
  - **2** Consciously Practise Building Big Relationships
  - **3** Consciously Manage your ‘Shadow of a Leader’

## Future–Engage–Deliver

**In this chapter, I'll help you see how Engage adds power to the Future aspect of leading, what the key ingredients of effective engagement are, and what practices you can take on to be a significantly more engaging leader.**

Tim is the head of a high-profile organisation where he leads tens of thousands of people. And he's a world-class example of how *not* to engage people! I'll bet you know a few people like Tim.

Yes, Tim is clear on what he wants to lead for but his predominant style is to 'transmit' and 'tell', rather than 'connect' with people and 'engage' them. People around him feel talked at and at times talked down to. It's as if he simply expects people to obey. And, although people go along with a lot of what he wants, crucially Tim does not leave people *wanting* to bring their very best and *wanting* to go that extra mile.

In contrast to this situation, I often see the magic of what's possible when people are truly engaged. So I continue to be amazed that I regularly come across 'Tims' who are miles away from tapping into the brilliance of the people around them.

So my encouragement to you is not simply to 'transmit', 'present', 'report' or 'tell' but look to 'engage' people so they want to work with you and build a Future with you. This is how you add pace and velocity to what you're leading for.

"All of the winning leaders I've studied share a passion for people. They also know how to keep themselves engaged in what they are doing at the moment. Leaders focus on how they make people feel after each interaction."

Noel Tichy

## 'Engage', different from 'Future'

The Future piece of leading focuses on you. It's about your thinking, your imagining and getting clear on what you care about. In Future, your awareness