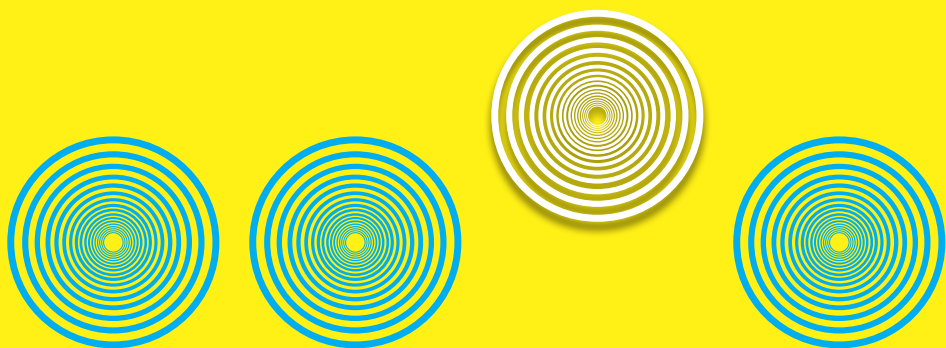


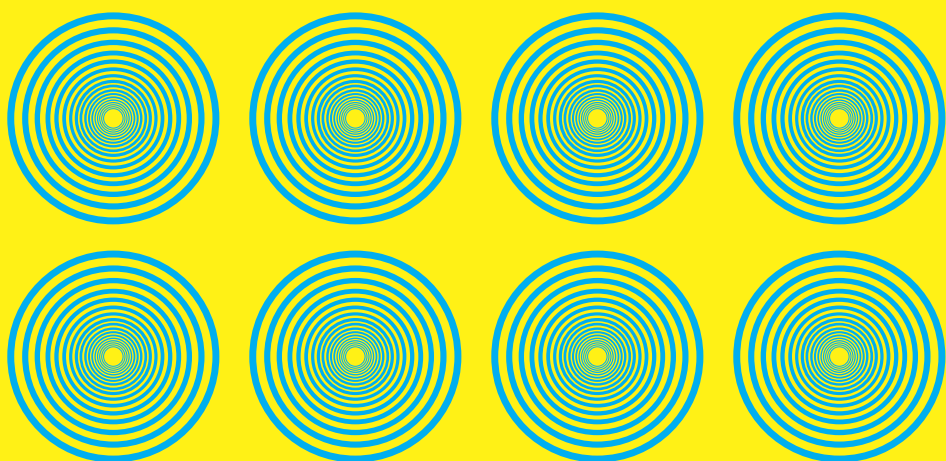
'If there is one book you read on leadership, this is it.'

**Vanessa Vallely, OBE, Managing Director, WeAreTheCity;
author, *Heels of Steel***



THE LEADER'S GUIDE TO **IMPACT**

HOW TO USE SOFT SKILLS TO GET HARD RESULTS



MANDY FLINT
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Praise for ***The Leader's Guide to Impact***

‘Leadership and impact are associated so strongly in this book, by showing how thoughtful leadership behaviours impact business results, which is music to the ears of an action-oriented leader. It has a very practical approach, which makes it easy to read and actionable. The language is different from the often too theoretical language used; it is more suited to the language leaders use in their day-to-day communication.’

Carlo Enrico, President LAC, Mastercard

‘A thought-provoking book on the human-to-human impact that we make a thousand times a day and how to think about improving this impact without forgetting to always be our (non-“greenwashed”) selves!’

Ken Stannard, CEO, Cabot Credit Management

‘For aspiring life guards this book is a must-read on how to give oxygen to create energy and have impact (like JR). This book is for anyone who wants to breathe life into their team through inspiration resulting in impact, leading to higher engagement, better customer experience and, ultimately, revenue.’

Neal Watkins, Chief Product Officer and Executive Board Director, BAE Systems Applied Intelligence, UK

‘If there is one book you read on leadership, this is it. It’s jam packed with practical tips, stories and frameworks to help you to be the best leader you can possibly be by taking control of your impact on those around you. Elisabet and

someone they would like to have as a mentor. It is organic; it meets the mentee's specific needs and it is driven by the desire of the mentee and the mentor – they both see the value and benefits of the mentoring relationship. And, when there is that shared desire to make it happen, it goes without saying that the results will follow. Reverse mentoring is simply ensuring that both people are learning from each other so the more senior person is learning as well as the person who is not as senior.

How to make your organic and reverse mentoring process a success

When considering a mentoring process, we recommend taking an approach that comes as close to organic mentoring as possible while, at the same time, providing the structure and support that is needed to make it as easy and effortless for the mentor and mentee to just get on with the mentoring.

An important part of kicking it all off is to have a very clear message and a communication strategy that ensures everyone involved really 'gets' the value of it. The communication should then continue throughout the mentoring timeline to help keep the momentum going, encouraging the participants to keep being proactive, looking for the continuous learning opportunities in the conversations with their mentor or mentee.

Another important ingredient is to prepare both mentors and mentees for their roles. This should include the following six-step process:

1.	Deciding on desired outcomes of the mentoring	What do you want to achieve by having a senior mentor?
2.	As a mentee	Deciding what experience/skills/ characteristics you know you can learn from and that you are, therefore, looking for in a mentor

3.	As a mentor	Thinking about what experience/skills you have that may be of particular interest/value to the mentees in the mentoring programme
4.	Clarification of roles	What does it mean to be a mentor and what does it mean to be a mentee? What is expected of me?
5.	Considering how to structure the mentoring interaction for maximum benefit	For example: How long will it go on? How often will we meet/talk? What mentoring principles will we agree on? (e.g. confidentiality, etc.)
6.	Behavioural recommendations	For example: keeping an open mind, listening well, using critical thinking – and letting go of any need to ‘be right’, hence being truly open to the learning opportunity

In addition to this, we have noticed that the benefits for the mentor often are not highlighted enough, hence not getting to the full potential of the mentoring relationship. The mentor should get as much out of the mentoring as the mentee, as you learn a lot when you start sharing your experience and insights and can see it contribute to the mentor and his/her situation. We have found that mentors who start mentoring and realise that they will also go through a learning experience go from strength to strength. Reverse mentoring ensures this happens.

When this is done effectively, they are powerful and creative processes that can fast-forward the learning of all parties involved.

Be your own brand manager – ‘behave as if you are’

Think of yourself as a brand and become your own brand manager. Whether you focus on it or not, you have a

brand and a reputation This is really about taking control of your future and the way you are perceived. Your career is not just about a ladder going upwards but more about developing your skills, competencies and behaviours. This can happen by working more with your peers as well as your leaders. It is about how you develop and grow to be relevant in a changing environment. You never know when a peer will become your boss, so it is important to always think of your brand impact!

To raise your profile and brand (self-PR), it is much more effective to work on your behaviours than your task execution. How you act and behave matters greatly. Task execution is the expected minimum; behaviours will be the differentiating factor.

To progress and work on your self-promotion, we recommend practising the art of 'behaving as if you already are'. This works when done in an authentic way, when you are being true to yourself. If you are not a 'rah rah' person, then it will not work if you start shouting about what you are doing in a way that you would not normally do. It must be done in line with your authentic style.

To 'behave as if you are', you need to step into the shoes of the more senior person and ask yourself: *what would I do and how would I need to behave to be in that position?* If you observe people and you can see them 'behaving as if they are already in the job' (in an authentic way), it is obvious to others that they are ready and should be considered for the next job.

Here is a list of some behaviours you can use when 'behaving as if you are already'. Tick a few that are authentic to you, that you can try out.

- Be curious
- Be open-minded
- Be observant

- Be inclusive
- Be determined
- Be honest
- Be positive
- Be brave
- Be empathetic
- Be adaptable

The cross-calibration meeting

Stephen was leading the conversation at the cross-calibration meeting. At this meeting, all the senior leaders sat around a big table with a larger than normal spreadsheet in front of them. They also had a blank flipchart ready to collate their findings. The purpose of this session was to discuss all of their direct reports and discuss the performance along with their peers' performance to ensure there was consistency. There were always tough conversations at these meetings so there was some tension in the air.

Stephen started by talking about Anna. He was keen to get going.

'Anna has had a good year this year and I am delighted to say that she has exceeded all of my expectations. I have found her helpful and efficient, she has gone out of her way to be flexible and help other teams as well as delivering on her own work.'

Stephen was amazed at the reaction he got from his peers. Before he had even finished speaking, they were chipping in with comments on how they had found Anna very willing, how she had been solving challenges and problems in their teams too. Anna had been learning new skills by getting involved in tasks outside of her own area. She had been developing relationships with his peers by getting involved



and sharing information with them and their teams too. It had all been noticed; she had done it in such a positive and natural way.

Stephen was putting Anna up for promotion. The promotion went through with no questions, it was well supported and there was a lot of positive feedback for her. Stephen could not wait to tell Anna about this great feedback. He wished the next conversation about Samuel was going to be as easy.

This meeting shows how senior leaders have conversations about their teams and share how they are performing. Anna has demonstrated how she is sharing ideas and showing that she is being creative and innovative in demonstrating that by helping others outside of her own area, while still performing. Anna has been good at self-promotion by building and developing good relationships, showing that she wants to constantly grow and develop. Anna has been positive, helped others, learnt new things and not been afraid of not knowing the answer. She has shown a belief in creating a learning culture.

Check in on your self-promotion. How are you doing?

4. Prepare for meetings – what to do, how to be

The more senior you are in an organisation, the more you need to prepare for meetings; that is obvious. What is not so obvious is how much time people prepare for how they are going 'to be' in a meeting, not what they are going 'to do'. Most people will spend around 100 per cent of their preparation time on what they need 'to do' in the meeting. They will be thinking about what they want to say and what the slides or communication needs to say and what the messages are.

Becoming more senior and behaving in a more senior way requires us to spend at least 50 per cent of the

preparation time on how ‘to be’ in that meeting.
Spending more time on these important aspects is key.

Imagine you are preparing to present at a quarterly business review and you are going to give an update on how the business is progressing/or your project or work is performing.

Work through the matrix below to plan for ‘how do I need to be in this meeting?’

Where shall I sit? Where do I position myself in the room?	Have I socialised some of these results to people in the room already to prepare them?	What else is on the agenda that I should know about?
Where shall I present from?	What frame of mind do I need to be in?	How do I position my story so that it is taken in?
Who will be in the room?	What do I want them to experience?	How shall I talk about the big picture and balance the detail?
Have I made the links to the strategy?	How shall I choose to influence the people in the room?	How can I include my peers? How can I ensure everyone is engaged?

This is not a finite list and you can create more ‘how to be’ reminders for yourself, depending on the meeting. The message is to spend more of your preparation time on how you need to be. Simply increase the time you spend on it to be more than it is now, to increase your positive impact.