

“Leigh and Maynard are leadership gurus. This is a great read.”

Jason Gissing, Co-Founder of Ocado



LEADING THE WAY

The Seven Skills
to Engage, Inspire
and Motivate

Andrew Leigh
Michael Maynard

FT PUBLISHING
FINANCIAL TIMES

Praise for *Leading the Way*

"Are leadership books allowed to be called 'page turners'? If so, this is one of them. Compelling reading, there's something to learn on every page."

Mark Henderson, Chief Executive of Home Group

"Leigh and Maynard are leadership gurus. Combining a background in the performing arts, the experience of running a successful business for 25 years, and insights gleaned from working with some of the world's most experienced business leaders, helps them set out their thoughts on leadership today. They have big brains and bigger hearts. This is a great read."

Jason Gissing, Co-Founder Ocado

"Excellent leadership is critical in creating and sustaining successful organisations in all spheres of life. Anybody stepping into leadership in this day and age needs all the help they can get. This book is an invaluable support, full of practical ideas that are relevant to today's challenges."

Sonal Shenai, Executive Director The Funding Network

"I found this book insightful and immediately effective. Leigh and Maynard show how to draw on your personal strengths to develop the qualities of effective leadership."

Chief Executive, Trayport Limited

"The charitable sector needs strong quality leadership just as much as the corporate sector, but charities rarely have much of a budget to spend on training. Practical, discerning as well as intuitive, this book is inspiring as well as encouraging. Leigh and Maynard know what they're talking about and draw on many years of experience. This book should definitely be on the reading list of aspiring and established Chief Executives."

Francesca Roberts – Chief Executive at CRASH

Leading the Way

Table of Contents

Cover

Leading the Way

Contents

About the authors

Acknowledgements

Introduction

Leading in the twenty-first century

- Major trends

- Living with uncertainty

- Leadership is relational

- Leadership starts here!

Individuality

- The genius syndrome

- What price charisma?

- The source of individuality

 - Being yourself

 - Personal experience

 - Personal style

- Personal values

- Integrity

Table of Contents

Integrity barometer

Taking a stand

Networking

Summary and ideas for action

Insight

Self-awareness

Personal enquiry

Internal cast

Understanding other people

Seeing whats going on

Fighting the filters

Curiosity

Foresight

Insight is seeing, not magic

Summary and ideas for action

Initiate

Accept responsibility

Volunteer

Participate

Be accountable

Take centre stage

Research

Take risks

Step out of your comfort zone

Be assertive

Handle reverses

Table of Contents

Instigate direct action

Follow through

Summary and ideas for action

Involve

Participation and enrolment

Why engage?

How to engage people

Being valued

Being involved

Being developed

Being inspired

Meetings

Empowerment

Coaching

Giving people a voice

Summary and ideas for action

Inspire

How to inspire

The why?

Sources of inspiration

Passion

Vision

Communication

Conversation

Story-telling

Table of Contents

Trust

Challenging goals

Summary and ideas for action

Improvise

The drive for improvisation

Principles of improvisation

Creativity

Innovation

A try it environment

Problem-solve

Value ideas

Encourage play

Flexibility

Presence

Physical presence

Psychological presence

Summary and ideas for action

Implement

Be action-minded

Paralysis of analysis

Setting goals

SMART goals

Monitoring progress

Ask for help

Model behaviour

Table of Contents

Seek feedback

 Personal feedback

 Organisational feedback

Persist

Spot success

Well-being

Summary and ideas for action

Lead the way now!

Overview

Are you leading the way?

Recommended reading

Index