

# **Winning Leadership: A Viking with a Mother's Heart**

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Prepared for Aliyu Ahmed February 2021

I hope this toolkit helps transform your forecasting processes.

A handwritten signature in black ink, appearing to read 'D Parmenter', with a long horizontal flourish extending to the right.

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# Executive Summary

The purpose of this paper is threefold:

1. To help guide managers into improving their leadership while, at the same time, indicating to them the leadership potential they possess.
2. To act as a guide when recruiting candidates for senior leadership positions in large enterprises.
3. To help CEO's select their successor.

My interest in leadership stemmed from a chance encounter with the book "Shackleton Way" by Margot Morell and Stephanie Capparelli<sup>i</sup>. I created a model that described Shackleton's successful leadership. I then studied other leaders of the past and noted that their success or failure were predicted by the model.

Subsequently, this model was amended as a result of a leadership think tank. It emerged that it is imperative to separate those leadership behaviour traits that need to be in your DNA from those skills that can be learnt. In the think tank we came up with eight behaviour traits that need to be in your DNA and fifteen skills that can be learnt.

It was argued by the evolutionist, Jean-Baptiste de Lamarck<sup>ii</sup>, in 1809, that knowledge and traits are passed down generation by generation through the DNA that we share (nature). We are then influenced in our formative years by our family, peers and teachers (nurture) arriving at a place where our collection of behaviour traits, I believe, determine whether or not we are leadership material.

Many leaders fail, when managing large enterprises, because some of the eight behaviour traits that needed to be in their DNA were absent. In Jack Welch's terminology, these behaviour traits are "tickets to the game" a given, a must have.

## The eight leadership traits

I have separated these leadership traits into three categories, people focused traits, execution traits and handling change traits. Some of these behavioural traits, if lacking, may be very difficult to embed such as "integrity and honesty", "love thy neighbour as thyself", "abundance of positive energy" and "ability to excel in a crisis". Thus, when recruiting for a key leadership position, the staff involved in the recruiting process must apply exhaustive processes to unearth any flaws in these traits.

I believe, some of these eight behaviour traits are hard wired in the individual's DNA and some are trainable, as shown in the table below.

Trait type	Traits	Nature of trait
People focused traits	Integrity and honesty	Hard wired
	"Love thy neighbour as thyself"	Hard wired
	Abundance of positive energy	Hard wired
	Self-awareness and self-regulation	Behavioural change programme can radically improve performance

Courage traits	Decision making and risk taking	Exposure to best practice can improve performance
	Ability to excel in a crisis	Hard wired
Handling change traits	Seeing future opportunities	Exposure to best practice can improve performance
	Learning agility	

## The fifteen leadership skills to master

As a leader, there are fifteen leadership skills to master, and this mastery can be achieved by all leaders who are committed to learning and have a mentor or two supporting them. I have broken these skills up into two groups, people orientated skills and personal skills.

People skills	1. Communicating and influencing
	2. Recruiting and promoting
	3. Develop and maintain stakeholder relationships
	4. Selling and leading change
	5. Provisioning for the team
	6. Engaging others
	7. Valuing results and empowering your team
	8. Valuing work life balance
Setting direction skills	9. Have a vision of your legacy
	10. Define the mission, vision, values and strategy
	11. Working with the organisation's critical success factors
Execution skills	12. Embrace abandonment (letting go of the past)
	13. Champion of innovation and excellence
	14. A focus on execution
	15. Using your mentors and your safe-haven effectively

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# Introduction

Caught in the monsoon season in KL, between two speaking engagements I came across the book "Shackleton's Way" by Margot Morell and Stephanie Capparell. I was captivated by the story of how Sir Ernest Shackleton saved the lives of the whole Endurance party that lived for two years, trapped in Antarctica with early 20<sup>th</sup> century equipment and no support from outside agencies. I then spent the next few days creating a model that described why Shackleton's leadership style was so successful. In subsequent years I then studied other leaders of the past and noted that their leadership success or failure could be predicted by the leadership model.

## The Leadership Think Tank

I have had the pleasure of working in a leadership think tank with a successful New Zealand leader, George Hickton and one of New Zealand's greatest sports coaches, Don Tricker. They shared with me their joint viewpoint that one has to separate those leadership behavioural traits that need to be in your DNA from those skills that can be learnt. Our think tank came up with **eight behaviour traits** that need to be in your DNA and **fifteen skills** that can be learnt.

**George Hickton.** *One of New Zealand's most successful turnaround CEOs having transformed over four Government entities, grown over five CEOs and having led over 10,000 staff who would all go over the trenches for him.*

**Don Tricker.** *Coached the New Zealand Black Sox softball team win two world championships in a row in a sport where major powers compete. Don has been the High Performance Manager for the All Blacks.*

## The Clifton StrengthsFinder

Recently, and a bit belatedly, I came across The Clifton StrengthsFinder. When educational psychologist Donald Clifton began asking, "What would happen if we studied what is right with people?" a strengths philosophy emerged. Its assertion is that individuals can gain far more when they expend effort to build on their greatest talents than when they spend a comparable amount of effort to remediate their weaknesses (Clifton & Harter, 2003).

They came up with some terms.

**A talent** is defined as a naturally recurring pattern of thought, feeling, and behaviour that can be productively applied. A group of talents is called a **theme**. There are 34 themes in their **Clifton StrengthsFinder (CSF)**

**A strength** is defined as the ability to provide consistent, near-perfect performance in a given activity. By refining dominant talent themes with knowledge and skill, individuals embark on the process of building these talents into strengths.

The CSF is grounded in more than three decades of studying success across a wide variety of functions in the workplace. It stands to reason that this will be a great predictor of your leadership potential. I thus would recommend that you invest your hard-earned money in performing the test via the internet.

I have related the CSF talent themes to my work by way of a breakout tables. If you want a crude approximation you could complete the test I have designed in Appendix 1.

## **The Eight Behaviour Traits and the Fifteen Leadership Skills to Master**

It is my belief that many leaders fail, when managing large enterprises, because some of the eight behaviour traits that needed to be in their DNA were absent. They may have been successful managing smaller teams because their flaws were not fully exposed.

To excel as a leader of a large team or organisation you need these eight traits in place. In Jack Welch's terminology, these traits are "tickets to the game" a given, a must have. Some very famous leaders, such as Sir Winston Churchill, were flawed because some of these traits were absent or compromised. In Winston Churchill's case, he was flawed<sup>iii</sup> in "love thy neighbour as thyself" and in "self-awareness and self-regulation", whilst the other six traits were clearly in his DNA.

Some positive behaviour change can occur in these traits if the leader is aware of the damage they are creating and are committed to changing. A change in behaviour is complex and incurs, attending training sessions, every week, until the "penny drops" and it becomes an automatic response. I can relate from first-hand experience, that anger management experts changed my relationship with anger in a twelve-week programme. I developed the mechanism to choose whether I wanted to get angry or not.

## **Jean-Baptiste de Lamarck's view on your DNA**

This view is consistent with the early days of the theories into evolution. It was argued by the evolutionist, Jean-Baptiste de Lamarck, in 1809, that skills, knowledge and traits are passed down generation by generation through the DNA that we share (nature). We are then influenced, in our formative years, by our family, peers and teachers (nurture) arriving at a place where our collection of traits determines our potential to be leadership material.

To the manager, daunted by a shortfall of possessing these traits, I say, there is some good news. Stick to leading smaller teams.

The fifteen leadership skills to master could be worded differently and grouped in any number of ways. I hope after to reading the background to each skill and with the help of the Clifton StrengthFactors definitions you are able to assess your capabilities.

## **The Research**

My exploration into leadership has evolved through the work of some great writers, namely, Jim Collins, Peter F Drucker, Elizabeth Haas Edersheim, Gary Hamel, Tom Peters, Robert Waterman and Jack Welch. In addition, I have been drawn to the personal stories of the following leaders:

**Sir Ernest Shackleton.** See subsequent section.

**Dame Anita Roddick.** Pioneering green entrepreneur who used the profits of her ethical beauty business, The Body Shop, to campaign for a better world. She built the company from scratch to 2,000 outlets in 55 countries.

**Jack Welch.** The CEO who took General Electric (GE) from being worth \$12 billion to \$280 billion. Forbes magazine crowned him the best business leader of the 20th century.

**Dr Martin Luther King Jr.** Leader of millions in non-violent protests for racial justice. He forged for many millions of American negroes, the weapons of nonviolence that withstood and blunted the ferocity of segregation.

**Mahatma Gandhi.** One of the world's most famous pacifists. The name "mahatma" means "great soul", and his philosophy of peaceful resistance is widely credited with having forced the end of British rule in 1947, the year before his death.

**Florence Nightingale.** Was a leader of social reform and modern nursing practices, changing nursing into a profession. Before her involvement in the Crimea War, many soldiers died of their wounds after leaving the battlefield. She transformed their care, using both nursing and modern management techniques.

**Sir Edmund Hillary.** He was the first to climb Mount Everest, an Antarctic Explorer, and a school builder for the Sherpas. Sir Edmund Hillary has been credited with many things, yet few have realized what a great CEO he was. Having climbed Mount Everest, as a team member, he subsequently led further expeditions as well as the building of schools in Nepal.

**Eleanor Roosevelt.** A dynamic First Lady who accomplished significant legislation in womens' and civil rights. She rewrote the role of the First Lady against much resistance of those who did not like women creating change. During the last years of Roosevelt's presidency and illness, she worked behind the scenes as a de facto president.

**Sir Winston Churchill.** Is so iconic that his statue facing the Houses of Parliament simply says Churchill. Yet his success came after many calamities that would have floored many other leaders.

**Lord Horatio Nelson.** In Trafalgar Square, amongst the pigeons, stands a large monument to Lord Nelson. It is said that much of the funds to build the 170-foot-high monument came from sailors who survived the many torrid battles Nelson masterminded. His leadership was a breakthrough and is still very relevant to the 21<sup>st</sup> century.

**Mother Teresa.** An Albanian Catholic nun who transformed the care of the disadvantaged in India. To achieve success, she galvanized many influential celebrities to bring the spotlight on her cause. She won the Nobel Peace Prize in 1979 and India's highest honour in 1980 for her humanitarian work.

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# The Shackleton Trans-Antarctic Expedition

The Trans-Antarctic Expedition was conceived by Sir Ernest Shackleton, to be the first land crossing of the Antarctic continent. After the conquest of the South Pole by Roald Amundsen in 1911, this crossing remained, in Shackleton's words, the "one great main object of Antarctic journeyings."

Shackleton had served in the Antarctic in Captain Scott's Discovery Expedition, 1901–04, and had led the British Antarctic Expedition, 1907–09. In this new venture, he proposed to sail to the Weddell Sea and to land a shore party near Vahsel Bay, in preparation for a transcontinental march via the South Pole to the Ross Sea. A supporting group, the Ross Sea party, would meanwhile establish camp in McMurdo Sound, and from there lay a series of supply depots across the Ross Ice Shelf. The Shackleton party would not be able to carry enough provisions for the entire crossing. The expedition required two ships: Endurance under Shackleton for the Weddell Sea party, and Aurora, under Aeneas Mackintosh, for the Ross Sea party.

Endurance became beset in the ice of the Weddell Sea, and drifted northward, throughout the Antarctic winter of 1915. Eventually the ship was crushed and sunk, stranding its 28-man complement on the ice. After months spent in makeshift camps as the ice continued its northwards drift, the party took to the lifeboats to reach the inhospitable, uninhabited Elephant Island. Shackleton and five others then made an 800-mile (1,287 km) boat journey across the roughest water in the world in a modified lifeboat to South Georgia.

They were forced to beach on the uninhabited part of South Georgia. He then crossed, with two others, unclimbed mountains and glaciers in an epic 32 mile, 36-hour traverse to the whaling station at Stromness. For their journey, they were only equipped with boots they had pushed screws into to act as climbing boots, a carpenter's adze, and 50 feet of rope.

Shackleton immediately sent a whaling boat to pick up the three men from the other side of South Georgia while he set to work to organise the rescue of the Elephant Island men. He tried a whaling boat from Stromness, he then sailed to the Falklands and tried again. With Britain fully immersed in WWI no extra assistance could be offered, Shackleton then went to Chile in an effort to launch a rescue from those shores. The third attempt failed. All three attempts were foiled by sea ice, which blocked the approaches to Elephant Island.

He appealed to the Chilean government, which offered the use of Yelcho; a small seagoing tug which, along with the British whaler SS Southern Sky, reached Elephant Island on 30 August 1916. By this point the men had been isolated for four and a half months.

Shackleton then sailed from Chile to New Zealand to organise the rescue of the Ross Sea party who had been stranded from 1914 -1917. The Ross Sea party undertook some of the most dramatic Antarctic expeditions, laying the supply dumps for the traverse crossing, which were unfortunately never used. Three men died in the process.

Throughout this paper I will link back to the traits and skills Shackleton exhibited during this remarkable adventure.



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# People Focused Traits

The explorer Sir Ernest Shackleton, arguably one of the greatest serving leaders ever, was a brave man. He was never afraid to make bold decisions, was calm when facing a crisis, spent time considering the future and genuinely cared for his team members as if they were his own flesh and blood. He also had boundless positive energy and his integrity and honesty was never questioned.

It is therefore appropriate that I often refer to Shackleton's leadership when discussing a trait.

## Trait #1: Integrity and Honesty

Integrity and honesty are hard-wired traits. While I am sure behaviourists will say that integrity and honesty can be acquired it would take a compelling long-term commitment to lock this into a barren land.

Many famous corporate collapses have unearthed a major shortfall in **integrity and honesty**. Mother Teresa is the epitome of integrity and honesty. She lived a very simple life mirroring the hardships of many of the poor that she lived to help.

The relevant Clifton StrengthFactors themes

Belief	Have core values that are unchanging. Are passionate, steadfast, altruistic, family-oriented and ethically responsible.
Responsibility	Committed to complete what they say they will do. They are trustworthy, conscientious, honest and loyal.

### **Integrity—Set Values and Live by Them**

In organisations where "money is worshipped," you will constantly see a lack of values, and behaviour among executives and staff that is fit only for the wilds of the Serengeti. Great organisations with high-meaning values can become compromised if these values are not maintained. The CEO must always be looking for breaches and ensuring that these are pointed out to all staff immediately.

Shackleton set high values and lived by them 24/7. When these values were compromised by members of the team, he was unforgiving. The four staff members who had jeopardized the safety of his men were later severely punished on return to the United Kingdom by the withholding the Polar medal.

The integrity we have, I believe, is a result of the ethics that were present, in the household we grew up in, and in our peer group, during the informative years of our development. To an extent, there is also a linkage back to the integrity our parents inherited from their ancestors.

In addition, Daniel Goleman, has linked self-regulation to integrity. He points out that many of the bad things that happen in organisations are a function of impulsive behaviour. Employees with poor self-regulation should not be placed in positions of authority. At best, they will be nightmares to work for and, at worst, they are more likely to commit fraud, should an opportunity present itself.

### **Candour**

Jack Welch was one of the first CEOs to talk about "candour", meaning being honest and up front in your conversations. Jack Welch pointed out that candour is important:

- When giving feedback to underperforming staff
- When evaluating a business proposal
- In daily discussions with staff and colleagues
- In contact with customers and suppliers

As Welch points out candour has many benefits:

- It allows more people to participate in the conversation
- It generates speed
- It cuts costs
- It encourages underperformers to reflect on their achievements and move forward so they can perform to their greatest potential.

He said it is a leader's obligation to tell their staff how they are doing and how they can improve performance in a candid way. One has to realise that underperforming staff members may well be in the wrong place at the wrong time. Thus, encouraging them to follow their passion, to find the job in which they will excel, is the kindest thing you can do for them.

## **Trait #2: "Love Thy Neighbour as Thyself"**

This trait requires us to have some greater driving force than simply looking after our self. This trait is hard wired and if absent, can only be acquired by a "Road to Damascus" event that turns us permanently in this direction.

Many great CEOs exhibit some spiritual element that has assisted them on their journey. Love for the 'common man', hostmanship, empathy, and humility all form the building materials for this trait.

I was asked, the other day, to explain this trait. I mean that as a leader, you put your team's welfare before your own. Staff that work for you have careers that they would not have had if they had worked for someone else. You change the lives of people you meet, for the better. You see the growth in the people who you touch as the very reason why you are here on this planet. It is the centre of the "servant leadership model".

### The relevant Clifton StrengthFactors themes

Empathetic	Senses the feelings of other people by imagining themselves in their situations. Knows intuitively just what to say and do.
Harmony	Don't enjoy conflict as they would rather look for consensus. As a negotiator and facilitator, they can see both sides of a situation
Includer	Shows awareness of those who feel left out and make an effort to include them. Caring, and sensitive to others' needs.
Individualization awareness	Sees and appreciates the uniqueness in all individuals. Have a gift for figuring out how people who are different can work together productively.

### **Love for the "Common Man"**

While atheists can be great leaders, they must have a love for the "common man." Worshipping the dollar will always limit the leader's potential.

Many in the corporate world do not abide by "love thy neighbour as thyself," and that is why we quite happily create conflict in our working environment. Corporate life is

littered with examples of unnecessary litigation, which has led to poor health in those individuals who are caught up in this self-inflicted process.

It might be appropriate for the CEO or the senior management team to start bringing some spiritual elements into the business world that would reinforce good and sound business ethics. For example:

- Respecting your colleagues' and your team members' time (i.e. allowing them quality time to process initiatives rather than interrupting them with another meaningless task).
- Investing time to actively listen (even when you are on the verge of exploding with frustration).
- Conducting your working relationships effectively with all colleagues (even those whom you would never invite to your weekend barbecue!).
- Paying students their travel and accommodation costs when they come for an interview
- Not setting demanding goals when they are unnecessary (e.g. avoiding asking for a report by 9 a.m. tomorrow when you will only get around to reading it three days later).
- Appropriate assistance to poor performers.
- Better handling of your stress, your staffs', and your colleagues'.
- Taking control of your stimulant intake. (Do not underestimate the impact it has on your work colleagues.)
- Treating your suppliers as you would staff.

During World War II, Field Marshall Montgomery, unlike many of his peers in earlier wars, would never let his troops face the enemy in the desert unless they had better equipment, more firepower, and a larger force. He knew that these would ensure minimum casualties on his forces.

It is worth noting that Churchill, Napoleon, and Alexander the Great did not care for the lives of their troops; they frequently put troops in hopeless positions at great cost to life. To this degree we can say that their leadership was flawed.

Edmund Hillary is legendary for his small acts of kindness. On hearing that a two-year-old boy was seriously ill in the hospital, he immediately wrote an inspirational note to him. Naturally, it was also inspirational to the parents and to their now, healthy son.

Shackleton looked after the comforts of the team. He was a mother hen. He genuinely cared for his team members as if they were his own flesh and blood. He saw a leader as one who served rather than one who was served. He dutifully took his turn performing the most menial of chores and expected his leadership team to do the same. A member of the *Endurance* expedition described him as "A Viking with a Mother's Heart." This sums up beautifully what a servant leader is.

Florence Nightingale's coffin was escorted by octogenarian veterans of the Crimean War, honouring their debt to the lady with the lamp. Mother Teresa left her family and comfortable life to create 'The Missionaries of Charity', an international institution to help the poor in over 100 countries.

Ken Blanchard's book, *The Secret*,<sup>iv</sup> neatly records the fact that a leader exists to serve others rather than being the one who is served. Shackleton would be the first

to nurse an ailing member, he would be the first to brew a cup of tea if he knew his staff were at the end of their tether. Leaders need to perceive this kind of voluntary servitude as an *asset*, not a weakness.

A leader should never forget the small details. It is those small acts of kindness and consideration that will build your legend. Eleanor Roosevelt touched many lives by responding to all the letters she received. The personal connections she made enhanced her empathy for other's struggles, whether near or far.

## **Hostmanship**

Jan Gunnarsson<sup>v</sup> says that *hostmanship* is the way we make people feel welcome. In his book and accompanying website, Jan provides inspiration and direction to anyone who wants to make a difference, as an individual, as part of a team, or within an organisation. His hostmanship approach has the approval of Tom Peters, and has profoundly impacted organisations applying it, on both the organisation's culture and its interfaces with the outside world.

It is interesting to note that one's ability to be a *host* is influenced by one's past, both in experiences at home and with one's role models. It is no wonder so many of us have issues here.

How often, when under pressure, have you frowned when a staff member came to your office to ask for help? The great leaders know the visitor in front of them is their most important task and can welcome the interruption!

## **Empathy**

Daniel Goleman, in his ground-breaking HBR paper of 1998, "What makes a Leader?" points out that empathy is one of the vital component parts of emotional intelligence. Emotional Intelligence (EI) being defined as "the ability to understand and manage your own emotions, and those of the people around you." People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people. Whilst one's emotional intelligence can be enhanced there must be a firm foundation stone in place.

He went on to point out that empathy was an important component of leadership because:

- Everything these days, of substance, is performed through the harnessing of teamwork
- The rapid growth in globalisation means that managers are working with team members from different cultures, and in some cases, the team members seldom meet other than in video conferencing.
- The growing need to retain talent when staff today no longer feel the need to have two years, let alone a five-year tenure with an organisation

## **Humility—Treat Everyone as Equals**

Jim Collins was the mastermind of the large "Good to Great" study that led to the bestselling book of the same title. In that study, they developed a theory that great leaders had a combination of humility and an unwavering resolve (discussed later). Collins and his team found that

*"...the personal ambition that often drives a level 4 leader stands at odds with the humility required to rise to level 5"*

*"There is a category of people who could never in a million years bring themselves to subjugate their own needs to the greater ambition of*

*something larger and more lasting than themselves. For these people work will always be first and foremost about what they get -fame, fortune, power, adulation, and so on. Work will never be about what they build, create and contribute."*

Humility does not mean that you do not use public relations, nor does it mean you do not lay claim to what is rightly your achievements. It simply means that when dealing with individuals you treat them as equals.

Florence Nightingale and Mother Teresa all possessed and carried out their roles for little or no personal gain, their motivation was purely to serve. Anita Roddick was a living embodiment of these values.

While Shackleton loved the limelight, and enjoyed the public adoration, he was very humble when communicating with his team, whether in a recruitment confirmation letter or in day-to-day leadership issues. Time and again he gave up comforts for his men. During the Antarctic trip, he gave up his fur-lined sleeping bag, his bunk for a sick member and his gloves at a point when he risked severe frostbite. He always shared the provisions with all no matter what their contribution. In other words, through humility greatness can be achieved.

## **Trait #3: Abundance of Positive Energy**

I have yet to see a colleague or friend that has moved from a status quo, "negative perspective on life" to a long-term abundance of energy. I have seen change when a long-term illness has been set aside. I have seen temporary change when people come back from an intensive life skills course. So, I conclude that this trait is hard wired. You have it or do not. Managing small teams without this trait is of little consequence, with larger teams its absence herald's failure.

Energy is a recurrent theme in Anita Roddick's life was her passion for life. She believed that business could be fun and that it could be conducted as a powerful force for good.

Jack Welch says that it is important that a leader has "positive energy, the capacity to go-go-go with healthy vigour and an upbeat attitude through good times and bad."<sup>vi</sup> Shackleton had an abundance of positive energy. He worked the hardest, slept the least, and led from the front.

### **The relevant Clifton StrengthFactors themes**

Achiever	Have a great deal of stamina and a strong work ethic. They lead by example and are a go-getter. They take great satisfaction from being busy and productive.
Activator	Make things happen by being a self-starter and an energy source. They are often fearless.
Positivity	They are optimistic, energetic, light-hearted, and can get others excited about what they are going to do.

## **An Unwavering Resolve**

In the "Good to Great" study Jim Collins and his team developed a theory that eminent leaders had a combination of humility (discussed already) and an unwavering resolve. Collins and his team found that inspirational leaders (level 5)

*"have ambition not for themselves but for their companies, they routinely select superb successors. Level Five leaders want to see their organisations become even more successful in the next generation"*

Shackleton never gave up: He believed that "there's always another move, you just have to find it." Having arrived at the whaling town on South Georgia, Shackleton made four attempts to rescue the men from Elephant Island and spent a further seven months rescuing his men who were stuck on the other side of Antarctic.

Shackleton was always a purveyor of hope and optimism. When setbacks occurred, he had to remain outwardly optimistic, despite his own feelings, to prevent a growing despair among his men. He knew that such despair could, in the face of adversity, lead to dissension, mutiny, or simply giving up.

- He kept the men so busy that they had little opportunity to brood over their predicament.
- When he sensed that the mood of the men was darkening, he would use a holiday observance or some other pretence to justify extra rations of food to boost morale.
- Hurley, a member of the *Endurance* expedition, said, "I always found him, rising to his best and inspiring confidence when things were at their blackest."

There must be many a friend who has witnessed Jack Welch's competitive streak. He is the type of golfer who would chip in from the bushes to "halve a hole" that the opposition had already counted as won. Welch was a 'never say die' leader.

### **"Energize" Others**

Jack Welch<sup>vii</sup> puts this trait in his top-five must-haves for leaders: the ability to release the team members' positive energy "to take any hill." With the many take-overs GE did with Welch there was a major opportunity to utilise the talent acquired in the take-over. Welch, unlike most CEOs, avoided the conqueror syndrome and made it patently clear that this was a great opportunity for anyone who wanted to rise to the challenge. He saw take-overs as a talent grab and it was criminal if the acquired staff were not engaged ASAP.

Shackleton had the ability to energize others. The team was prepared to take on any task he wanted as they knew he would be working beside them. He energized them to; spend weeks in the futile task of trying to break the ship free from the ice, haul the lifeboats over the ice-floe, and make the seemingly impossible traverse of South Georgia's snow peaked mountain range.

### **An Abundance of Passion**

In his book "Cracking Good Leaders" Bruce Holland<sup>viii</sup> points out that in all of us is a passion for something. The key for leaders is to ensure that you are in a business and sector that you are passionate about. Jack Welch, throughout his life, has always exuded passion from all his pores. He has been the very epitome of a passionate leader. It is interesting to note that he always looked, during the interview process, for passionate people.

Shackleton, Nelson and Churchill were likewise very passionate about what they wanted to achieve. Their passion ignited the energy in the people reporting to them and attracted likeminded individuals to their inner core, their band of brothers.

Florence Nightingale had an abundance of positive energy and understood that emotions are contagious. She enforced a positive environment for nurses to work in as it was better both for the team and the healing of the patients.

Anita Roddick displayed an intense commitment to her company and its mission, she called it her “electricity and passion”. She invested time and effort into every department in the company herself. Her endless passion and dedication to her business is something that million-dollar companies spend a fortune trying to create. Her devotion and her personal touch inspired her employees.

## **Be Young at Heart and Always Celebrate Success**

“Shackleton was so young at heart that he appeared to be younger than any of us,” McIlroy, a member of his expedition, was quoted as saying. Shackleton was always looking for ways to amuse his team—plays, sing-a-longs, cards, moonlight football matches. Yet this trait is seldom seen in the modern CEO.

Peter Drucker pointed out that many leaders were unable to appreciate success. He believed most people brush the evidence of success aside because they are problem focused.

Jack Welch puts celebrations in his top eight traits of a leader, which illustrates just how significant it is to ensure celebrations are recognized. “Work is too much a part of life not to recognize moments of achievement. Grab as many celebrations as you can. Make a big deal out of them.” Welch was all about making business fun. Realising that it is not life or death but a game you want to win.

Shackleton loved a party. Every Saturday night they would celebrate and toast their loved ones. Birthdays were always honoured. He even went to the trouble of taking a Christmas pudding along on the arduous walk to the then-“furthest South” with Scott. On Christmas Day, out came the small pudding with a piece of holly. Through near starvation he had kept this to share with Scott and his other companion.

Successful senior managers have the knack of making work fun—a quality that often can be seen in how teams perform and enjoy their work. However, for many organisations the “fun” is restricted to obliterating the week with several stiff vodkas or half a dozen beers on Friday night.

Some suggestions to *make work more fun* in the office are:

- Be brave and create a workspace that has colour and energy to foster a successful attitude.
- Celebrate success—one company has a newsletter called the *Success Express*.
- Create “CEO bouquets” gifts of either flowers, theatre tickets, or restaurant vouchers that are given out weekly for outstanding achievements.
- Encourage innovation, especially those ideas that will reduce the time invested in management meetings, board papers, and so on.

## **Trait #4: Self-Awareness and Self-Regulation**

Daniel Goleman, a psychologist, who was the first to link emotional intelligence to leadership said,

*“The most effective leaders are alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. It’s not that IQ and technical skills are irrelevant. They do matter, but they are the entry-level requirements for executive positions. My research, along with other recent studies, clearly shows that emotional intelligence is the (essential condition) of leadership. Without it, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but they still won’t make a great leader”.*

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# The People Orientated Skills Leaders Need to Master

I have drawn up a list of the people orientated skills that a winning leader needs to master by researching into great leaders and the writers in the leadership space. These are:

- Communicating and influencing
- Recruiting and promoting the right people
- Develop and maintain stakeholder relationships
- Selling and leading change
- Provisioning for the team
- Engaging others
- Valuing results and people
- Valuing a work life balance

## **1. Communicating and Influencing**

You cannot lead unless others understand your vision and are sold the “flight tickets” for the journey. Mastering communication means understanding the importance of one-to-one communications, being seen by your staff, working the public relations machine and mastering the written and spoken word.

The relevant Clifton StrengthFactors themes

Communicator	Finds it easy to put their thoughts into words. They are good conversationalists, storytellers and entertaining presenters.
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### **Work the Public Relations Machine**

Shackleton loved the press and they loved him back. This is true of many great CEOs. Two that come to mind are Jack Welch and Richard Branson. There is no one better at working the public relations machine than these two men.

### **Master the Oral and Written Word**

Leaders need to realize that being a good orator is a vital part of leadership. Time and effort need to be devoted to delivering a meaningful message. Special coaching and endless practice should be seen as an important investment rather than a chore.

Both Shackleton and Churchill understood the importance of being an accomplished presenter and writer. Churchill went on to be awarded the Nobel Prize for Literature in 1953 and his speeches are still considered some of the best of the 20th century.

Florence Nightingale revolutionised the use of statistics to create a compelling argument and was one of the first to use diagrams to communicate her analysis of casualties. Her diagram is revered as a forerunner to data visualization as we know it today, see Exhibit 5.



Jack Welch is known for his ability to communicate and motivate. While a CEO of General Electric, he would deliver many training sessions at the GE management and leadership school at Crotonville. A school which was set up in the fifties and one which was influenced by the work of Peter Drucker. In addition, Welch's books on management and leadership are masterful in the way he gets ideas across. I would argue the pupil exceeded the master in this respect (Drucker met with Welch on several occasions and was a big influence).

He has developed phases and stories, over the years, that sum up, perfectly what he wants to get across. There will be hundreds of his "one-liners" that will outlive Welch. Here is a sample of his quotes:

*"Get better or get beaten"*

*"If you are big enough you can go to bat often, take a swing and miss a few and still be in the game"*

*"Emotional maturity, integrity and intelligence are tickets to the game"*

*"Never buy a company with a culture that does not match yours"*

*"Don't run for office as you are already elected"*

*"Use every brain in the game"*

*"Ponder less and do more"*

*"Work is too much a part of life not to recognise moments of achievements"*

Perhaps it is time you started sharing your views, thoughts, and experiences with a wider public.

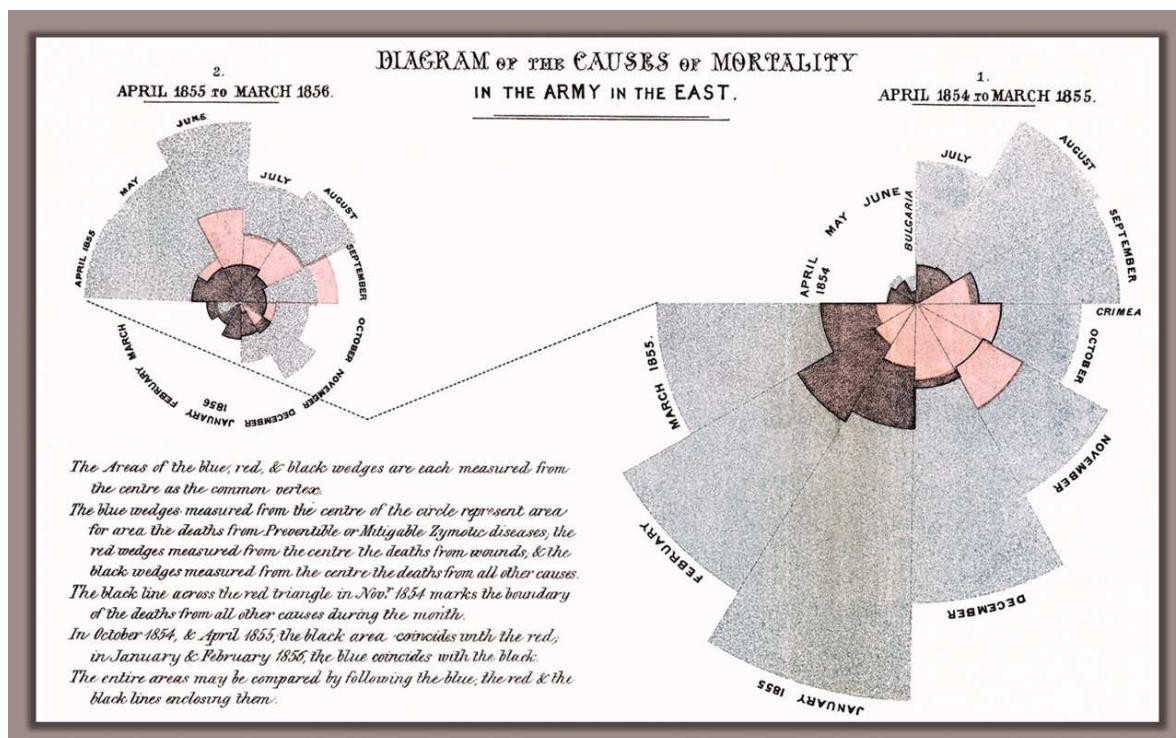


Exhibit 5: Florence Nightingale's Diagram showing her statistical analysis of war casualties

The 'Nightingale's Rose' diagram made it clear that ten times more soldiers died of infectious disease than from wounds received in battle. In other words, it was

disease, not the Russians, that was the real enemy. She plotted the data clockwise on two connected circular charts, with 30-degree segments representing each month. For each month, causes of death were shown in superimposed wedges: The large lighter shaded area represents the 'preventable diseases' (such as cholera and dysentery), red for 'wounds' and black for 'all other causes'.

## Informal One-to-One Communication

Managers today have meeting after meeting. They believe it is more efficient than holding one-to-one meetings. Yes, in one hour ten people are listening to the manager, but at the end those ten people will walk out and carry on as if the last hour did not happen. The key to effective management is to hold fewer meetings and use more one-to-one sessions. They do not have to be long if you are doing plenty of walking around among the staff.

Shackleton always personalized communication. If a major change was about to be made, he would mention it in passing individually so that when he publicly announced the change it came as no surprise. The bad news was never unexpected. He always canvassed the men when the likely options were unpleasant. In other words, when he said, "We will need to risk the trip to Elephant Island," the men knew that this was the only likely option.

Churchill's personal correspondence kept him close to key people and enabled him to forge very strong personal alliances.

## Using stand-up scrum meetings

Scrum meetings are stand-up 15-minute meetings held first thing each morning, where team members are asked to talk about:

- What they did yesterday
- What are they doing today?
- What are the barriers to progress?

The debrief, for each team member, is to take no more than a minute or so. Some teams even have a dumbbell weighing 10 Kilos to be held out horizontally, with the weaker arm. The rule being you can only talk as long as you can hold the weight horizontally. At the end of the session, the group ends the session by touching fists, a homage to the source of this technique.

The financial controller/ CFO, renamed the scrum master, notes all the roadblocks and immediately sets about removing them with an appropriate phone call or walkabout: "Pat, will you please make time this morning to see my corporate accountant? I understand Sam has been trying, for the last few days, to meet you. This is now holding up the \_\_\_\_\_ and the CEO and \_\_\_\_\_ will soon be on my and your back if we cannot resolve the issue today."

This scrum stand-up meeting does many things; it replaces loads of emails, as the team members get to know what has been done and what is going to be done and by whom. It makes everyone accountable. There is no place for a cruiser.

Anita Roddick, the founder of the Body Shop, also had executive stand up meetings. Seldom would they last over the hour.

## **Avoid Public Fights**

All eminent leaders realize that the world is a small place and “what goes around comes around.” They take care to avoid alienating themselves from individuals whom they do not like. One of the best pieces of advice I have been given is to always approach those who are your adversaries, your roadblocks, and take them out for coffee or lunch. It is the hardest thing to do and yet the most effective.

Shackleton had little time for Scott but had only positive words for him when expressing an opinion in public. He knew it is a small world and he might need Scott’s support one day. Florence Nightingale was known for her wonderful sense of humour which she used constructively to diffuse tensions.

## **Developing a Wide Circle of Skilled Contacts**

Daniel Goleman, in his ground-breaking work, “What makes a Leader?” said that social skill was one of the five components of emotional intelligence.

“Socially skilled people tend to have a wide circle of acquaintances, and they have a knack of finding common ground with people of all kinds- a knack of building rapport.”

Socially skilled people see networking as vital, as money in the bank, to be drawn on when needed. They can quickly pull together divergent resources together because they have built contacts who trust them or who owe them a favour.

Leaders can never be too visible to their staff. Adroit leaders take a walk at least twice a day when they are in the office. Not only does it give them some much-needed exercise but it ensures that they can catch up with staff they might not normally see during meetings. Unfortunately, often it is only the older and more experienced managers who walk around the office—the younger managers believe that an email will do! Drucker was very scathing about leaders who communicate by email, his advice was “Go and ask”.

Every night, no matter how many degrees below freezing it was, Shackleton would visit each tent for a pep-talk. He would wake in the early hours of the morning to keep the man on watch company (his need for a basic four hours’ sleep would no doubt have been a considerable advantage). He always found time to cheer up team members who were feeling depressed about their prospects.

Churchill flew incredible journeys during World War II, at great risk to his health, to visit the different theatres of war. He was always inspecting what the scientists had to offer. He also regularly visited areas of London that had been riddled with bombs.

One week a year, George Hickton, a successful New Zealand CEO and leader, likes to take his executive team to run a part of the business with the existing staff by their side showing them the ropes. His executive teams in the past have run an employment centre, a betting agency, and a tourist information centre.

Richard Branson is very skilled in this area. He is forever seen with his staff, many of whom have pictures at their office or their home of when they met him. I would suggest that not many CEOs would have their photo taken as many times with their staff as he does.

On one occasion, when Virgin was opening yet another route, they organised a party for staff, asking them to bring their partner and their best friend. Branson stood by the door all night, kissing the women and shaking the hands of all the men. A professional photographer and support crew were on hand to ensure every person had a photo with Branson. Where do you think, these photographs went? —centre of

the mantelpiece (wedding photo moved to the right). What do you think the staff member's best friend thought every time they looked at the photo?

We cannot all be like Branson, but we should be able to be recognized and spoken to by any staff members who see us. You know you have got it right when all staff feel confident at any time to come up and wish you "Good Morning, Pat" when you arrive at work.

A better practice is to spend 20 minutes walking among your team members each day, posing a question or two to show you are up with the play and to keep them on their toes.

### **Charismatic Leadership is not a Necessity**

One of the most interesting findings in the work of Collins and Porras was that most of the "built to Last" organisations researched had CEOs who got on with their job without too much fanfare. In other words, being charismatic may be useful but it is not a requirement.

## **2. Recruiting and Promoting the Right People**

Drucker saw recruiting as a life and death decision, which should be taken with great care. When talking about recruiting to managers I say to them a recruiting or promotion activity is the most important thing you ever do. Get it right and you have laid a "clutch of golden eggs", get it wrong and you have a disaster affecting the whole team for months.

### **Recruit Carefully – Get the Right People on the Bus**

Jack Welch embedded a culture of careful selection. General Electric became expert at selecting quality candidates from the army and lesser well-known colleges and universities. GE did not subscribe to the theory that the best candidates were in the Ivy League business schools. He was looking at the attributes the individual would bring to the organisation rather than the circumstances that attributed to giving the applicant the 'Ivy Business School' opportunity.

Welch saw recruiting or promotion activity as one of the most important things you ever do. He said that it was important to get "into the candidate's skin" to find out what they were made of, to find out if they had a passion for the business, and what their values were. It was deemed imperative that the application's values were consistent with the GE values.

Welch took great care in the selection of his successor out of the vast wealth of talent who had put their hat in the ring.

Jim Collins, in all his books, emphasises the importance of getting the right people on the bus and taking vigilant care in the recruiting stage to maximise your chances of this. However, mistakes will be made and great organisations recognise recruiting mistakes quickly and help the employee move on to more appropriate pastures.

Shackleton chose his people carefully; he was always looking for character, competence, and multiple skills. Shackleton's interview questions penetrated the individual to see if he had a positive attitude and a light-hearted, even whimsical nature. His recruitment strategy was as follows:

- "Loyalty comes easier to a cheerful person than one with a heavy countenance" (Shackleton's words).

- His inner-core members had to be loyal and strong leaders. Shackleton knew the importance, not of just leading by oneself, but of ensuring leadership by others within the team.
- He set difficult tasks for the interviewees to see how keen they were to join.
- He used trials to test whether applicants could undertake the menial chores that such an expedition entailed e.g., cleaning decks, sorting out tack, assisting at meal time etc.

As Jack Welch says when you recruit an absolute star you should congratulate yourself as you have just laid a 'golden egg'. He went on to say, "A good leader needs the courage to put together a team of people who sometimes make him look like the dumbest person in the room!" They are just the best at directing this talent in the right direction.

To help you with recruiting I have extracted content from a chapter out of my recent book in Appendix 3.

### **Promoting the Right People for the Right Roles**

Peter Drucker said that promoting staff was one of the most important decisions a manager/ leader makes. He pointed out that great leaders were not afraid of appointing outstanding people to their team, individuals who, had the potential to outshine their managers. Drucker even witnessed GM spending four hours on one promotion. Sloan, the CEO replied, "If we didn't spend four hours on placing a man and placing him right, we'd spend 400 hours on cleaning up after our mistake – and that time I wouldn't have."<sup>xv</sup>

### **Pick Your Second-in-Command with Care**

Shackleton's second-in-command was Frank Wild—an old dog, as Shackleton would say. He was totally dedicated to acting on behalf of Shackleton in his absence. Wild followed Shackleton on all his adventures. Like Shackleton he started off as a seaman and became a great explorer.

Shackleton and Wild were the perfect fit. Wild left the planning to Shackleton and focused on maintaining a happy and friendly morale no matter what transpired.

Drucker said that a leader should always look for a second in command who is as good as or better than themselves. They will not be afraid of working with more talented staff.

## **3. Develop and Maintain Stakeholder Relationships**

A common thread with the great leaders is their focus on developing and maintaining productive relationships with key stakeholders.

### **Link with Key Decision Makers**

Shackleton knew that his dream of being the first to the South Pole could be achieved only through the support of the Royal Geographical Society and wealthy sponsors who needed to be inspired by the epic proportions of the enterprise. Shackleton not only was close friends with these decision makers, he was a favourite with many of their wives—his charm, good looks, and attentiveness assured a constant stream of support.

# Score Yourself Against Winning Leaders

This is my checklist for you to help you monitor your progress with adopting “winning leadership” traits. Score yourself against Shackleton and Welch who could have ticked many of these boxes in the affirmative.

Checklist on the leadership behavioural traits	Do you have this covered?
<b>Trait #1 Integrity and Honesty</b>	
Would those around you hold your integrity as an example for others to follow?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you prepared to forsake personal gain for the greater good of your organisation and those people it serves?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you known for your openness, honesty and frankness (candour)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has integrity and honesty been a hallmark of your family's values?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you honest with underperforming employees?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #2 Love Thy Neighbour as Thyself</b>	
Are you known for your acts of kindness to staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you often demonstrate a “genuine interest in someone else's well-being”?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you a good host, making people feel welcome whether they be guests of staff seeking your advice?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would your staff call you a caring person?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you well known for your ability to listen first?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you respect your colleagues' and your team members' time avoiding setting unnecessary deadlines?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would your suppliers say you are a pleasure to deal with?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would staff say that you demonstrate humility?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have a spiritual side to you that helps guide your direction?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you seek a win-win solution with third parties rather than resort to litigation?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you treat the visitor in front of you as your most important task and are able to welcome the interruption?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Would others consider you as a good host to your guests?	<input type="checkbox"/> Yes <input type="checkbox"/> No
When dealing with individuals do you treat them as equals?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would others consider you as humble?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you invest time to assist poor performers to improve?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #3 Abundance of Positive Energy</b>	
Do you have an abundance of positive energy?	<input type="checkbox"/> Yes <input type="checkbox"/> No
When in difficulties do you believe "there's always another move, you just have to find it."	<input type="checkbox"/> Yes <input type="checkbox"/> No
Can you energise the teams you work with	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would you be described by your staff as 'young at heart'?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Would your peers say you are a purveyor of hope and optimism?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you have the knack of making work fun?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you big on celebrating success?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are you in a job that you are passionate about?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #4 Self-Awareness and Self-Regulation</b>	
Do you know where you stand on the <b>enneagram</b> ? (See <a href="http://www.enneagraminstitute.com">www.enneagraminstitute.com</a> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you understand your <b>thinking preference</b> ? (see Hermann thinking preferences <a href="http://www.hbdi.com">www.hbdi.com</a> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you know your <b>Myers-Briggs</b> Profile?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you attended a <b>Neuro-Linguistic Programming</b> course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you attended a <b>Transactional Analysis</b> course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Have you attended an <b>Intensive Life Skills</b> course?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you reprimand in a positive way, avoiding emotional damage?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you embrace irregular people as their irregular ideas can be very valuable?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Do you engage the dissidents and avoid needless power struggles?	<input type="checkbox"/> Yes <input type="checkbox"/> No
When there are major failings can you suppress the urge to have an outburst of anger?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Trait #5 Decision Making and Risk Taking</b>	
Are you able to make the hard, and sometimes unpopular, decisions?	<input type="checkbox"/> Yes <input type="checkbox"/> No

# Appendix 1: A Simplistic Talent Scorecard

The **Clifton StrengthsFinder (CSF)** is grounded in more than three decades of studying success across a wide variety of functions in the workplace. I would recommend that you invest your hard-earned money in performing the test. However, in my humble opinion, they still do not have it quite right. I have designed a simplistic test, based on the CSF and modified to include some missing talents (which are in italics). I have also reworded some of the talent explanations to make it clearer.

## A simplistic talent scorecard

Scoring system for your connection to either the positive or negative trait.

-3	Total aligned to the negative traits
-2	Most alignment to the negative traits, some small alignment to the positive traits
-1	More alignment to the negative traits
0	Neutral to statement
+1	More alignment to the positive traits
+2	Most alignment to the positive, some small alignment to the negative traits
+3	Total alignment to the positive, no alignment to the negative traits

Category Heading	Talent themes* <sup>1</sup>	Positive traits	Negative traits	Score (-3 to +3)
Ability to excel in a crisis	<i>Ability to excel in a crisis</i>	<i>Ability to maintain a sense of humour in the face of adversity. Welcomes the crisis as a challenge not a threat.</i>	<i>Tend to flap in a crisis. Often paralysed by fear.</i>	
Abundance of positive energy	Achiever *	Have a great deal of stamina and a strong work ethic. They lead by example and are a go-getter. They take great satisfaction from being busy and productive.	Overcommit, can't say no, burns the candle at both ends, too concentrated on work.	
	Activator *	Make things happen by being a self-starter and an energy source. They are often fearless.	Loose cannons, rushing into new ideas without thinking it through. They often speak before thinking.	
	Positivity *	They are optimistic, energetic, light-hearted, and can get others excited about what they are going to do.	An excessively cheerful and optimistic person who is naïvely thinking that every initiative is going to be a winner.	
Champion of innovation and excellence	Ideation *	They are able to find connections between seemingly disparate phenomena. Learns quickly, has an agile mind and is a well of ideas.	Runs off in tangents creating more work for others as they have a lack of follow-through.	
	Adaptability *	Flexible and comfortable in times of change. They are easy to get along with.	Prefer to "go with the flow" and follow others. Directionless and indecisive.	
	<i>Technology adapter</i>	<i>Embraces new technology with excitement. Likes to learn how it works largely through trial and error.</i>	<i>Will wait till the training occurs. A reluctant learner. Often retaining the old tried and tested methods.</i>	

<sup>1</sup> \* from the Clifton StrengthFactors



There are at least 25 rules for a good PowerPoint presentation:

Don't Say I Never Told You  
by David Parmenter [www.davidparmenter.com](http://www.davidparmenter.com)

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## Appendix 6: Ascertaining Your Ikigai and Completing Your Treasure Map

The Japanese island of Okinawa, where *Ikigai* has its origins, is said to be home to the largest population of centenarians in the world. Studies have shown that people with a greater sense of purpose live longer, sleep better, have less strokes and less depression.

*Ikigai* is seen as the convergence of four primary elements. In *Ikigai* nothing is siloed, everything is connected. The four elements are:

1. What you love to do (your passions)
2. Where you can help your community / the world (your legacy to the world)
3. What talents you have that could be turned into remarkable strengths (your vocation)
4. The meaningful work you can do that will reward you adequately.

The exercise will require you to document your thoughts in a secure area of your computer. The visual side of this will be a treasure map for the next 12 months.

### How to get started on your Ikigai map

From the study I have done I would recommend the following steps.

- Write your life's purpose as you currently would like it to be. A story with you in it. What you want to achieve, what differences you want to make, what legacy you want to leave. You will need to rewrite this at least once a year and eventually be able to say it with conviction in a 20-second elevator ride. The more altruistic it is, the more you picture it, the more it will become a reality. The key to this process is that it will help you break free from any self-defeating cycles of negative thinking. The future story will energise you to take action in the intended direction.
- Make plans to start your journey while in your current situation. The experts suggest you start a side-hustle, to gain some skills. You actually have more time than you think if you cut down on TV and other escapism activities and utilise the hours from 6-8AM and 6-8PM.

*When I found that nobody, in the world, had written a book in a special area of performance management I planned a new life story. It included writing the definitive book on how to develop, implement and use \_\_\_\_\_. I would leave my office in the early afternoon and head home to do more research. The first edition took me seven years. The subsequent editions less than a year each. The delay in the first edition was because the book was a side-hustle and had to be fitted around my consulting and writing articles. Eventually these side-hustles became income generators. Four editions later I am getting closer to the finished product but am still on the journey.*

- List what you love to do (your passions), and what talents you have that could be turned into remarkable strengths (your vocation). I have a section on ascertaining your talents so this step should not be too difficult. You now have

two parts of the puzzle worked out. Your future lies in doing something you love to do and that utilises your talents.

- Now to start the search, if necessary, to finding that job that suits you better. I have a section on this so you are not alone on this journey. In the meantime, start thinking about what meaningful work you can do that will reward you adequately and be in the general direction of your life's journey. Now you will, after time, start to get closer to that type of work. This journey takes time.
- Attend a course and learn through others to ensure your life's purpose is robust. To find a course search Ikigai + workshop+ \_\_\_\_\_ (the city you live in or the nearest one).
- With your Ikigai now break the direction you want to go into a series of goals that you attend to achieve in the next 12 months. I call this a treasure map, and this is explained in the next section.

### **How to stay true to your Ikigai map**

To stay true to your Ikigai here are ten simple things that have been suggested by a collection of writers.

1. Update your Ikigai every year along with your goals in your treasure map.
2. Invest time in mastering time management, especially working in the non-urgent but important quadrant, embracing abandonment, and learning to saying no to activities that are sharing your Ikigai pathway. See the relevant sections on these points.
3. Only eat until you are 80 per cent full. This appears to be a Japanese way of eating. Being overweight will seldom find its way on to your Ikigai map.
4. Develop hobbies, interests and organise social events so you are surrounded with friends who are also on a 'life pathway', albeit different to yours and who are joyful to be with.
5. Embrace some form of daily regime where you get some gentle exercise. As well as the obvious health benefits, it will be an activity that is consistent with your Ikigai and thus helping reinforce your self-regulation and self-control.
6. Smile and acknowledge people around you. It is interesting to note that a human being is wired to return a smile.
7. Reconnect with mother nature. Be like your Auntie and hug a tree. Smell the roses, close your eyes and face the sun, let a sunset envelop you. You know what I am talking about.
8. Give thanks to anything that brightens your day and makes you feel alive. I like to sing the Who's "Love rain on me rain on me when I enter the sea, especially when it is cold or raining. See the YouTube clip of the song from film 'Quadrophenia'.
9. Help strangers, write letters of appreciation, help organise gatherings of your neighbours or local community. Studies have shown that 'random acts of kindness' to others strengthen the well-being in the person performing the act.
10. Every week review your treasure map and undertake those tasks that you can do that week. This will ensure that you are on your Ikigai.

### **Have a treasure map to give your life direction**

Neuro Linguistic Programming (NLP) is based on the premise that the subconscious is programmable. Read any self-help book and ask any achiever, and they will tell you that visualization is the key. The more you picture the precise goals you want to

achieve, the more you will achieve. You can use this trait to your advantage by building your own treasure map.

For a treasure map you need an A3 page, where you set out how you envisage success will be like with your life partner, your family, your friends, your home, your hobbies, your self-development and spirituality, your health and wellbeing, your career, your savings and your life's legacy. State the goals and glue pictures to help you visualize the outcomes you seek. The more pictures the better, pictures from magazines and journals are an excellent source, e.g., If you want to be fitter, then a picture of a person similar to you with the body shape to which you aspire. If you want to practise yoga daily, then a picture of a person, like you, doing yoga, etc.

My first treasure map had a picture of a particular motorbike, a BMW R100RS, which is reasonably rare. Two years later I owned the exact replica of the bike in the photo, even the same paint combination. It has now been in my possession for over 25 years.

Three years ago, I fell in love with a rare car, I put the picture in front of my desk. After searching for it for three years I, being reminded to again look for it, found it on a car site. It was the very car that I had found a year prior but missed it by a couple of months. The car is now in my garage and brings me immense joy.

In his book, "To the Top", Sir Edmund Hillary comments that he had visualized summing Mount Everest in his own mind many times. The great golfer, Jack Nicklaus, commented that he always visualized the precise flight of the ball before he commenced his swing.

### **Have the treasure map somewhere you can see it every day**

The treasure map needs to be stuck on a door or a wall where you can see it each day. Whilst you will probably only look at it two to three times a week it will move you into taking action. Making that call, reviewing the internet, booking that one-way ticket to your new country.

### **Have a special day, once a year to set up next year's treasure map**

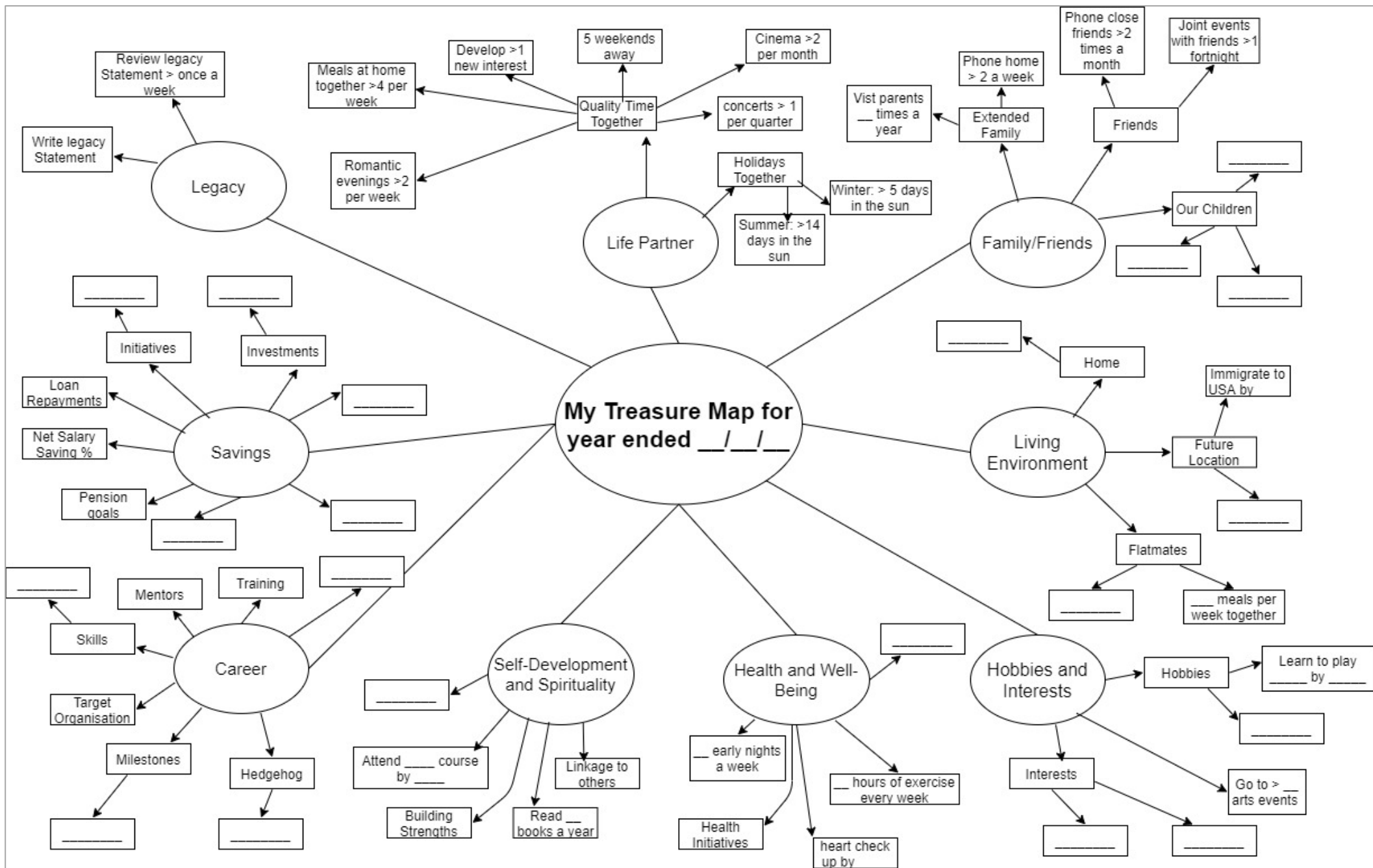
Initially, you may want to change and amend your treasure map two or three times in the first year; in subsequent years you may find that an annual update is sufficient.

A useful technique is to pick a special day each year to update and revise your treasure map. I use my birthday to redo my treasure map and make a point of never working on it.

### **The treasure map is for you**

While you will want to have things on it that your partner agrees with, it is not meant to be a treasure map for two, as this typically will delay the implementation.

It is important to note that this treasure map is yours and thus it is put in a private place for your eyes only. I used to have mine on the inside of my closet door.



<b>Preparing your treasure map (TM) checklist</b>	Is it included in your TM?
<b>Your life partner</b>	
If searching for a life partner where are you going to be proactively looking for them?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Picture what you are looking for in a relationship	<input type="checkbox"/> Yes <input type="checkbox"/> No
What things you would like to do as a couple in the year?	
<ul style="list-style-type: none"> <li>The things are you going to do that will improve the relationship.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> <li>The number of weekends away together in the year.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> <li>The holiday locations and likely dates.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> <li>The number of romantic meals together a month.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> <li>The new shared activities are you planning to develop.</li> </ul>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Your family and friends</b>	
The things you intend to do to maintain your connection to your family and friends.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The frequency of family visits in the year.	<input type="checkbox"/> Yes <input type="checkbox"/> No
What quality time you are going to create for your family and friends each week.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The phone calls you are planning to make each week e.g., at least two calls a week to my parents.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The things you are going to do to expand your circle of friends.	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Your home (answer where relevant)</b>	
The features you want in your bedroom.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The features you want in the house you wish to purchase.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The changes you want in your house you own.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The country / area you want to resettle to.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The type of flatmates you are after.	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Your hobbies and interests</b>	
The goals in your main hobbies you wish to strive for.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The hobbies and interests you want to develop.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The hobbies and interests you want to start and the proposed start date.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The actions to grow your appreciation of the arts and culture.	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Your self-development and spirituality</b>	
The self-development courses I wish to attend.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The proposed date to complete an enneagram course.	<input type="checkbox"/> Yes <input type="checkbox"/> No
The goals for reading self-development books e.g., two chapters a week	<input type="checkbox"/> Yes <input type="checkbox"/> No
The proposed date to complete personal development courses you need to do to process your personal baggage.	<input type="checkbox"/> Yes <input type="checkbox"/> No

## Appendix 9: Locking in Good Leadership Habits – a 13-Week Reminder

This 13-week programme is to help you improve in the areas that a winning leader needs to master.

13-week programme	1	2	3	4	5	6	7	8	9	10	11	12	13
Have you confirmed a place for the courses I recommend? <ul style="list-style-type: none"> <li>▪ <i>Enneagram</i></li> <li>▪ <i>Hermann thinking preferences</i></li> <li>▪ <i>Neuro-Linguistic Programming</i></li> <li>▪ <i>Intensive Life Skills Course</i></li> </ul>													
Have you found out about a staff member's life, needs, and ambitions this week? (target one staff member a week)													
Have you read a chapter out "The Definitive Drucker" this week													
Have you read some chapters out of Jack Welch's "Winning" this week													
Have you participated in a PR initiative this week to promote either your team within the organisation or the organisation itself?													
Have you committed to any speaking engagements or writing articles etc. to increase your public profile?													