



THOUGHTSPROJECT

Daily Thoughts for Driving Change

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WELCOME TO THE BOOK

Daily Thoughts for Driving Change is a compilation of thoughts from Mark Fritz's Thought Project: <https://www.markfritzonline.com/thoughts-project/>

THE GOAL

TO PROVIDE THOUGHTS TO INSPIRE ACTION IN YOU

ONE HINT

As you read each thought, ask yourself the following question:

How do I apply this to my own life?

This is the first most important action you can take while reading this book. Asking yourself "How do I apply this to my own life?" moves you to thinking about the possible Action you can take.

Very often we read books and say to ourselves "That's interesting". However, if we keep our thoughts at only a "That's interesting" level, we never get to thinking about the Action we can take from what we learned.

When we move from "That's interesting" to "How do I apply this", we start to make changes in our lives.

Why? When we think about how we can apply the learning, we are thinking in an "Action Mode" and basically wiring our brain for action. The next time a situation comes where we could possibly use this learning, our brain then serves it up to us.

Remember, after each Thought – Ask yourself:

HOW DO I APPLY THIS TO MY OWN LIFE?

JANUARY THOUGHTS

THERE'S NO PROGRESS WITHOUT CHANGE – 1st jan

In everything, for individuals and companies, making progress is important. However, there really is no progress without change, and so many people and companies just don't get it sometimes. They do the same things each day and expect progress. To create real progress in your life and in your company, decide and act on the changes you need to make.

CALM IS WHAT MANAGES CHANGE – 2nd jan

Look at any major change program in a company and you will always see problems that arise, and often big ones at that. What separates the successful and unsuccessful ones is often based on how calm the leaders and their teams remain as they work through the problems. You could say that calm is what manages change.

IT'S ABOUT GETTING IT OUT OF THEIR HEADS – 3rd jan

Most businesses don't really use all of the brainpower that they have in their people. How often have you been in meetings when only a few people did all the talking? Did they have all the ideas in the room? Probably not! Therefore, find ways to get everyone engaged and use the full brainpower in the room.

THE ISSUE IS NOT WHAT, BUT WHO – 4th jan

In most of what we need to accomplish at work, it is not about the what, but who. Very often it is clear what needs to be done. It almost always a matter of getting the cooperation of others, (the who), to make it happen. That's why change is so difficult. People focus too much on the what and not on the who.

REAL POWER NEVER COMES FROM A POSITION – 5th jan

The best leaders know that their real power never comes from their position, but from their personal leadership abilities. Position drives compliance. However, personal power drives commitment, and the motivation behind it to deliver no matter what circumstances or challenges are in the way.

CONVEY A SENSE OF URGENCY AND ENTHUSIASM – 6th jan

Two characteristics of leaders are often more important than others. There are a number of leaders who are great strategic thinkers, but struggle to get things done. Nothing generates the energy better to get it done than a leader how is constantly conveying a sense of urgency and enthusiasm. Everyone sees it in their leader with his or her behaviors and actions.

PREPARATION CAPTURES THEIR ATTENTION – 7th jan

One of the best reputations you can have is to be thought of being well prepared. Preparation is always a good indicator of commitment and ownership, and this captures the attention of others. Set a goal to always be prepared and your reputation with others will always be at a high level.

MOTIVATING YOUR PEOPLE TO WANT IT – 8th jan

Every successful leader knows that their success is driven by their ability to motivate their people to make it happen. These leaders know that their goal is not only that their people do it, but want to do it. Then, their people will invest all of themselves to then make it happen and solve any problems that get in their way.

PROVIDING DIRECTION AND BOUNDARIES – 9th jan

For a leader, motivating the people to take action is the key to driving success for their organization. The best leaders channel that action by constantly communicating the direction and clearly defining the boundaries as well. Many leaders are good at communicating direction, but only the best leaders are equally good at establishing the culture (the boundaries).

ENCOURAGE VERSUS THREATEN – 10th jan

You see two strategies used to create success in today's organizations. Both can work, but only one works for the long-term. Leaders who threaten their people do drive action, but often at the expense of building teamwork. Leaders who encourage their people get both the action, as well as the teamwork that drives further growth of the business.

WHAT'S KEY IS WHO YOU PROMOTE – 11th jan

As a leader, nothing sends a signal as strong to the organization as who you promote. Who you promote needs to be great at delivering results, but also embracing the company's values too. Leaders often get in trouble for the long-term when they promote someone who delivers, but doesn't live the values. It's key who you promote.

MESSAGES ARE DRIVEN BY ACTION – 12th jan

Leaders often fail to get their key messages across as their people do not see actions linked to those key messages. Getting clarity on those key messages is all about the actions taken. People always need to see actions linked to key messages, or they will think of them as empty words. Remember, words are always empty without action.

HOW FAST DOES BAD NEWS TRAVEL? – 13th jan

One of the key success factors in high performing organizations is how fast bad news travels. Poor performing organizations have people always hiding bad news from their leaders and others. Remember, bad news that is hidden cannot be acted upon, as visibility drives action. How fast does bad news travel in your organization?

YOU CAN'T NUMBER CRUNCH CULTURE – 14th jan

There's a big difference between leaders and managers. Managers have a tendency to think that they can number crunch the culture they need. They take only an intellectual view on culture change. A leader understands people and takes an emotional view as well. Remember, you cannot number crunch a culture.

KEEP SOME CAPACITY, DON'T OVER-COMMIT – 15th jan

For any organization or individual, some extra capacity also means flexibility. When we over-commit ourselves, we lose that flexibility. With the world changing at a faster and faster pace, a lack of flexibility could be a huge disadvantage and could also limit our success. Keep some capacity and don't over-commit.

THE ELEGANCE IS IN THE SIMPLICITY – 16th jan

You often see people sharing a topic with you and you wonder, 'This shouldn't be so complex'. These people believe that something needs to be complex to be good. However, everything in life that creates success is elegant in its simplicity. Our own thinking makes things too complex, and we need to discipline ourselves to just DO IT.

THE STORIES THEY TELL ABOUT YOU – 17th jan

A leader's behavior communicates more to his or her people than any of the formal communications they do. How a leader behaves, as he or she goes about their workday, is providing the stories their people will tell about them, and those stories travel fast. What stories do your people tell about your behavior?

HOLD PEOPLE ACCOUNTABLE FOR OUTCOMES – 18th jan

The most important outcome of a leader is to hold their people accountable for their outcomes that need to be delivered. Too often an inexperienced leader will be afraid to do this, as they want to be friends with their people. However, it is only fair to everyone in the organization that people need to deliver to their commitments, and that those who don't are held accountable (and those who do are rewarded).

YOU CANNOT COMMAND SOMEONE TO UNDERSTAND – 19th jan

I guess there are a few managers who don't understand this one. You cannot really command someone to understand. Leadership is all about influencing, and pulling your people along with you, not trying to push them there. Leaders develop the understanding in their people through sharing and listening, and this creates the pull.

THE LAST STEP IS THE NEXT STEP – 20th jan

Meetings are a big problem in many organizations, as very often they are unfocused. Meetings should always start with an outcome, and an outcome is not just a discussion, but a result. The last step in the meeting should be defining the action that will move the meeting result forward (the next step).

SMALL STEPS DEVELOP BIG BREAKTHROUGHS – 21st jan

In all aspects of life or business, it is often the repeated small steps that develop the big breakthroughs. Many people are often looking for that special magic moment, the breakthrough they have been looking for. However, those who achieved their breakthrough, know it only came from the repeated small steps (their hard work) over time.

HAVING SOME SAY ON WHAT GOES ON – 22nd jan

One of the things that gets your people's commitment is them having some say in what goes on with the organization. Input on the strategies, plans, and key actions will help your people to both participate in and have commitment on the direction. As they say: input = output.

WHEN YOU THINK EVERYTHING IS RIGHT – 23rd jan

They say that complacency killed off more companies than anything else. What starts that complacency is the feeling that everything is right. Life for individuals is all about continuous improvement and the same is true for companies. If everything feels right, it's not. Keep improving.

STAKEHOLDERS ARE EVERYWHERE – 24th jan

When driving any projects, the support of your key stakeholders can be critical to the project's success. However, very often there are some stakeholders that you don't immediately think of that could be important later in the project. Remember, stakeholders are everywhere.

LEADERS NEED TO CREATE EXCITEMENT – 25th jan

To effectively drive any change, you will always need to get people excited by the change. People really buy into something emotionally first, and then justify it logically. It is the same with getting people excited. Get your people emotionally engaged first.

PROCESSES CAN HELP REINFORCE THE CULTURE – 26th jan

If you are a leader, building the right culture for your organization can be one of your top priorities. The right culture is achieved by reinforcing the right behaviors, and very often it is the key common processes you establish that help reinforce both the behaviors and the culture.

THINGS THAT ONLY YOU CAN DO – 27th jan

A great little exercise for leaders is to take a few minutes and write down a list of those activities that only you can do. Then, ask yourself, how much time am I currently devoting to these? Maybe not as much as you would like, and remember, everything not on that list is possible to delegate to others.

MAKE PRESSURE YOUR FRIEND – 28th jan

If we are totally comfortable, we are not growing. On the converse, if we are under pressure all the time, we tend to not think as clear and react in bad ways towards others. The best approach is to make pressure our friend, and focus ourselves on how we respond (using pressure as a positive motivator).

JUDGE A TREE BY THE FRUIT IT BEARS – 29th jan

You judge a tree by the fruit it bears. It should be the same with people. Judge others on what they do versus what they say. Early on in relationships, observe how others act and what they commit to do. This will be a strong indicator of who they really are.

DIVERSITY OF THOUGHT – 30th jan

Diversity is important in business, and having people from different genders, countries and backgrounds is important. However, to get the best performance from any organization, there needs to also be diversity of thought. The differences help create better solutions and those solutions are often easier to implement as well.

REPUTATION FOR ATTRACTING TALENT – 31st jan

Everybody wants to have a good reputation, and one of the best reputations a leader can have is the reputation for attracting talent. Leaders who surround themselves with the best talent create better sustained performance. Become known for having the right people around you.

FEBRUARY THOUGHTS

CULTURE IS REALLY GROUP HABITS – 1st feb

If you want to change a culture, you need to look at the group habits of the organization. To change an individual, you look at their habits. When changing an organization, you look at the group habits. By thinking in specific group habits, you address something specific that drives creativity in your thinking about how to change it.

HELP OTHERS TO HELP THEMSELVES – 2nd feb

The very best leaders are not barking orders to their people and always telling them what to do. They are helping their people think and develop their own solutions to the business problems and opportunities. What they are really doing is helping their people help themselves.

GIVE THE FREEDOM TO TAKE RISKS – 3rd feb

Ask any leader whose organization is not growing, and they will probably say that their people are not taking enough risks. However, it is always the leader's responsibility to provide the freedom (accepting some mistakes) in order for the people to feel comfortable taking the necessary risks.

EXCITING PEOPLE AROUND AN IDEA – 4th feb

You could define leadership as Exciting people around an idea. Getting people excited about what they do is one of the most powerful goals of leaders. People who are excited will take more action, and also get others around them excited as well.

YOU CAN'T CHANGE ANYONE – 5th feb

Everyone goes through life trying to change everyone around them. However, you can't change anyone. They have to change themselves. All you can do is to create the right environment that encourages them to see the change that is already inside them (but hasn't found a way to come out yet). Your own behavior creates that environment.

TAKE THEM ON A TEST DRIVE – 6th feb

You don't really buy a car without taking a test drive. The same thing is true in getting your people to help you drive change. Very often what is required is to take them on that test drive. Describe the life after the changes in such a powerful way where everyone can see themselves, and they will then help you make it happen.

HAVE YOUR PEOPLE BOUGHT INTO YOU? – 7th feb

People often need to buy into their leaders as a person before they feel comfortable following the direction the leader is taking. Many leaders have failed to get the support from their people, not because of their direction or strategy, but because of who they are.

DON'T LET YOUR BOSS BE SURPRISED – 8th feb

There's one person who hates surprises more than anyone else you know. That's your boss. Bosses very often don't like any surprises, both good and bad. You see, when the surprises happen, your boss then needs to explain them to their boss, and that might not be a comfortable conversation.

APPRECIATION AND CONTRIBUTION – 9th feb

There are two human needs that are key to leaders who want to be successful. They are appreciation and contribution. People want to be appreciated for what they do and what they accomplish. However, it can't be false appreciation, as they need to feel that they have really made a contribution towards the team's success.

EVERYONE WEIGHING IN – 10th feb

When leading a team, always look for the way to get each person's views shared and understood. People will always need to be able to share their own ideas and opinions before they will buy into others. You could say that they need to weigh in before they buy in.

CAN'T ASSUME THAT COMMUNICATIONS HAPPENS – 11th feb

One of the biggest problems for leaders is to assume that the communications are happening throughout all levels of the organization. The very best leaders are always finding ways to keep in contact with all the levels to ensure that the right messages are getting through.

EDUCATE THE INTERPRETERS OF THE BUSINESS – 12th feb

The middle managers of an organization are key, as they are always translating the CEO's key messages to their people. It is important to invest the time to educate the middle managers about the direction and key messages. This ensures that the right translations are being done and everyone's understanding is the same.

THE WORST RISK IS TO TAKE NO RISKS – 13th feb

People are avoiding risks all the time. They spend their lives determining all the negatives, and then living their life in such a way to avoid them. A life lived to it's fullest is always full of risks. People who avoid risks take the biggest risk of all - not having the life they truly want.

BEING CONVINCING ON THE WHY – 14th feb

The leader's job is to set the direction of the organization and to explain to his or her people the WHY behind that direction. In many situations, the success of the organization is driven by how convincing the leader is in communicating the WHY.

DEBATE FOR A BETTER DECISION – 15th feb

You often hear people in organizations say: How did that decision happen? In order to drive better decisions and ones that stick, allow for and encourage the right level of debate during the decision process. You get better decisions and ones that are much easier to implement as well.

CREATE A CULTURE OF RESPONSIBILITY – 16th feb

Successful leaders create a culture of responsibility. They are great role models for others and never blame others for their mistakes. You can see company cultures who have it, when you never hear anyone blaming others in the organization for their mistakes or failures.

DELIVER BAD NEWS IN A DIRECT WAY – 17th feb

There's a big difference between confident leaders and those who are not. The confident leaders always deliver bad news in a direct way. People like to know the truth, and these leaders tell the truth in a very direct and compassionate way.

DECISIONS AND FOLLOW-THROUGH – 18th feb

Look at the very best leaders and you will see them not afraid to make decisions, and also they follow-through with them by the action AND follow-up they take. They know that decisions without actions can never deliver results.

AMBITIOUS GOALS REQUIRES A TEAM – 19th feb

Whenever you go after the big goals in your life, you can be sure that you will need the help of others. It's important to get others to share your same enthusiasm about those goals, and want to help you make it happen. Remember, when you help others (be on their team), they will help you (be on your team).

CONNECTED AND VALUED – 20th feb

People look for two main things with respect to being satisfied in their job. One, do they feel connected to the vision and others who will help make it a reality. And two, do they feel that their management values their contribution. Leaders who focus on these two words (connected AND valued) will have higher performing organizations.

COMPLEX DECISIONS REQUIRE CRITERIA – 21st feb

When you need to make complex decisions, there are always a great number of factors to consider; and it is often the right balance of those factors which drive a good decision. Leaders AND teams always make better decisions when they have developed a criteria for a good decision, and use this criteria to guide their discussions.

DISAGREE, BUT COME WITH A SOLUTION – 22nd feb

Successful leaders encourage their people to debate the issues and disagree with them. However, what leaders really dislike is their people disagreeing with a direction, but not coming forward with their own ideas for an alternative solution. A great behavior is to never disagree with others unless you have your own ideas thought through first.

PUT QUALITY IN YOUR QUALITY TIME – 23rd feb

For many leaders, their 1-1 time with their people sneaks up on them. They haven't really prepared for it and end up just discussing the latest operational issues. This is the leader's quality time with their people, and it should be used for discussing how to help their people grow and do their job with even more success.

CULTURE STARTS AT THE TOP – 24th feb

A company's culture starts at the top with the CEO's behavior being a role model for others to copy in the the organization. Successful leaders know that everything they do is noticed by their people, and that their behavior will be a major driver in the culture that develops in the company.

BE CRITICAL IN PRIVATE – 25th feb

A great leadership slogan is to praise in public and criticize in private. You destroy the motivation of your people when you criticize them in front of others. When you need to reprimand, do it in private. You get the opportunity to discuss how the person can improve and can boost their motivation to make that improvement.

MAKING OTHERS FEEL IMPORTANT – 26th feb

Those with the best people skills do one thing very well. They make others feel important. When you make others feel important, you have boosted their self-esteem and gave them the feeling of I made a difference; Therefore, making others feel important has you and them both with the feeling of making a difference.

RIGIDITY MEANS FRAGILITY – 27th feb

In today's world, everything is changing at a faster and faster pace. The people who have problems adapting to the pace struggle to open their mind to new ideas AND experiences. Their rigidity in their thinking makes them fragile, and they find it hard to cope. To thrive today, the key word is adaptability.

SHOWING THEM HOW THEY HAVE BEEN HEARD – 28th feb

All employees want to have the feeling that they are being listened to, and that they are making a difference. Successful leaders are always highlighting and giving credit to their people's ideas, and their people take pride in seeing their ideas put into action.

HOW YOU HANDLE A SUDDEN CHANGE – 29th feb

Change is always difficult for people, but nothing is more difficult than a sudden change (and a big one). People who are very adaptable, focus more on how to respond to the sudden change, versus always thinking about why it happened. In any change, success comes to those who focus on their response.

MARCH THOUGHTS

UNDERSTANDING HOW PERCEPTIONS DEVELOP – 1st mar

Successful leaders understand how perceptions develop and are very good at influencing the right perceptions to be formed in their organizations. These leaders know that influence is always about communicating, and they focus on developing AND executing a well thought through communications plan.

LEADERSHIP IS 24/7 – 2nd mar

Leaders have to live the life of a leader every day and all day. Leaders are really in show business and their behaviors are noticed, whether they are on the job or off the job. Many failed leaders lost their credibility because they didn't realize their leadership was 24/7.

INPUT INTO THE DECISION MAKING PROCESS – 3rd mar

People want to feel they make a difference, to know they are listened to, and that their ideas are being used. Very often, they won't mind not being in the decision making if their input has been considered in making the decision. If you get others' input, it makes the acceptance and implementation of the decision much easier.

SEPARATE THE IDEA AND JUDGING IT – 4th mar

One of the biggest problems of generating ideas in meetings is that everyone is too quick to judge the idea. That always stops the creative flow of ideas, and the result is that the best ideas are always never heard. Separate the idea from judging it, and don't start judging ideas until all the ideas have been expressed.

CHALLENGED VERSUS OVER-COMMITTED – 5th mar

One of the biggest balances leaders need to make is finding the right level of challenging their people. It is often the range of responsibilities that help us to grow. However, there is a fine line between being challenged and over-committed. The best leaders are aware of that line when delegating outcomes to their people.

VISIONS ARE NEVER COMPLETE – 6th mar

You can never make a vision complete, as you can never make a complete picture of the future now. Leaders who try to create a complete vision run the danger of providing too much information and losing the motivational power to make it happen. Visions need to drive direction, not the details.

BOTH DECISIVE AND CONSULTATIVE – 7th mar

Balance is a very important concept in everything, and is also important in leadership. The most successful leaders understand when to be very decisive and when to be consultative in driving forward their initiatives. They are great at using their past experiences (their judgment) to guide their behavior.

INFORMATION SHARED BECOMES MORE POWERFUL – 8th mar

Information flow is like good plumbing to an organization. When it is flowing to the right people, things are happening. When it is not, the silos and turf wars are created. Successful business leaders know that information only has power when it is shared, and encourage information sharing all the time.

CHANGE NEEDS A CHAMPION – 9th mar

Driving change in companies is always the most challenging thing to do, and the best leaders understand that they need to find champions for all their change initiatives. Successful change always needs a champion who will use his or her personal passion behind the initiative to help explain the why and power through the resistance.

JUDGMENT ON WHEN TO GET INVOLVED – 10th mar

Leadership is about influence, and the best leaders understand how to apply it in the right way. These leaders invest time to reflect on their actions, and this creates their ability to judge when and when not to get involved (when influence is needed and when their people need to go on their own AND grow).

LEADERS FACE CONSTANT CRITICISM – 11th mar

Leaders are the driver of change, and not everyone likes change. Therefore, leaders are always facing criticism, and must not let that criticism alter the direction they are driving. The best leaders listen to the criticism, stay true to the direction, and may alter the approach for a faster implementation of the change.

AVOID SUGARCOATING BAD NEWS – 12th mar

You can always recognize weak leaders, because they are always the ones who are trying to sugarcoat bad news. The best leaders have found out that providing bad news in a direct way is being more fair to their people, and that sugarcoating the bad news is never doing their people a favor.

ONLY WHEN IMPLEMENTED – 13th mar

Making decisions is key in both business and for our lives as well. Our decisions help us to define our direction and to move faster in that direction. However, the power of our decisions comes only after the decisions are implemented (after our action and the will to carry them through to completion).

MOVING FAST ON PEOPLE ISSUES – 14th mar

As a leader, you will always have some issues with certain people in your organization. The best leaders understand that people issues only get worse if left along, and address them early. This is always a challenge, as you almost never heard a leader say that they moved too early on the people issues they encountered.

THINK AHEAD, BUT RUN ALONGSIDE – 15th mar

In order to drive an organization in a certain direction, the leader always has to think ahead of their people. However, while thinking ahead is important, it is also important to run alongside and help coach their people to keep the direction and pace. Sometimes, leaders run too far ahead and lose contact with their people.

FOUNDATION OF YOUR ORGANIZATION – 16th mar

In every organization, the people are really the foundation of the organization. Sometimes, managers focus on driving key process changes without considering the mindsets and capabilities of the people to carry it out. Successful change starts with having the right foundation, and that's having the right people.

DON'T ABANDON THE VISION – 17th mar

A vision is a future that we are passionate about, and at the time we create it, we don't exactly know how to get there. Therefore, when we face problems along the way, we shouldn't abandon the vision, but just change our strategy AND actions to find another way.

MAKING IT THEIR ANSWER – 18th mar

People always take more ownership of their own solutions versus a solution (the answer) given them by their leader. The very best leaders focus on making it their people's answer, and to encourage and facilitate their people's thinking to reach their own solutions.

CHANGE DOESN'T COME COMFORTABLY – 19th mar

Change is always difficult, as it is making us feel uncomfortable, and we don't really like the feeling of being uncomfortable. However, if growth is good, and growth requires change, then being uncomfortable is necessary for our growth. Therefore, our power to change comes from focusing on the growth (the benefit) versus the change.

GIVING THE TEAM THE SPOTLIGHT – 20th mar

There are two types of leaders. One type has a focus of look at me, while the other type's focus is look at my team. Leaders who create sustained success focus on creating heroes versus being the hero, and always look to give the team the spotlight.

INVITE DIFFERENT POINTS OF VIEW – 21st mar

The best way to develop better solutions is getting everyone's input and all their different views discussed. When you discuss an issue from all different sides, you increase everyone's understanding of the issue, and that helps to ensure that an overall better solution is developed.

PROVIDING YOUR PEOPLE AIR COVER – 22nd mar

Playing politics well is one of the keys to be successful in today's corporations. If leaders don't deal with political issues at their level, it often forces their people to deal with the issue at the operational level. It's then as if you are asking your people to fight a ground war, with no air cover!

FROM COMPLIANCE TO COMMITMENT – 23rd mar

Some managers set up an environment and processes for their people to be compliant (following the rules). However, this never inspires their people to success. Successful leaders focus on creating commitment, and having their people with the mindset and attitude of delivering no matter what the circumstances.

PUT YOUR BEST PEOPLE IN THE CHANGE – 24th mar

There are many people in your organization that can keep the day to day running. However, to get change that really delivers a return, only your best people can deliver that. In whatever change you initiate, focus first on getting your best people involved before doing anything else.

STORIES GET RETOLD – 25th mar

Leaders who are great at driving change are also great storytellers. They understand that the power of their words comes when they are retold to others. That's why getting our key messages across with stories is so powerful. Everyone loves to tell stories and will keep passing great stories along to others.

MY VOICE WAS HEARD – 26th mar

When changes need to happen, people want to be involved in how those changes occur. It's not that they want to be in the middle of every decision, but that their views have been heard during some part of the process. When people can say my voice was heard, then they will be more supportive of the changes that get implemented.

GUESS AND YOU OFTEN GUESS WRONG – 27th mar

Some weak leaders avoid the sensitive discussions with their people, and then try to guess what the issue is. One thing strong leaders have understood well, is that if they guess, they often guess wrong. It is a far better approach to have those sensitive discussions on uncovering the real issue rather than guessing.

ENCOURAGE CHALLENGING THE NORM – 28th mar

Change doesn't really happen until people are dissatisfied with the way things are being done now. That's why challenging the norm is important. When people do that, they are getting others to question that maybe things could be better, and that gets everyone feeling dissatisfied enough to want to change.

ONCE THE DECISION IS MADE – 29th mar

Once the decision is made in successful companies, everyone gets behind the decision and begins taking consistent action at once. Once the decision is made in unsuccessful companies, the games start with people questioning the decision and avoiding any action on it. Take a look at what happens in your company once the decision is made.

THE EXPECTED AND THE NOT TOLERATED – 30th mar

Your people's behaviors are what can either create great achievements or provide you with your biggest headaches. The best leaders understand this well, and share with their people upfront what they expect from them, and more importantly, what types of behaviors they will not tolerate.

DOING INTERNAL MARKETING – 31st mar

In any change project, a key factor in the success is always managing the stakeholders for the project. In many ways, they are the internal customers, and always keeping them positive AND supporting the project is really internal marketing. The best project leaders treat their stakeholders like customers.

APRIL THOUGHTS

CHANGE VERSUS STABILITY PROJECTS – 1st apr

Change is what drives improvement, but many companies attempt too much change at once and chaos gets created. The best companies are always paying close attention to the combination of change and stability projects. They understand that changes have to take root before adding more change within the same area.

CHANGE ALWAYS CREATES OPPOSITION – 2nd apr

Aren't we sometimes surprised when some people are opposing a change that really should be positive to everyone? Change takes people out of their comfort zones, and everyone's comfort zone is different. Therefore, the best assumption is that you will always have someone opposing whatever change you drive.

SIMPLE IS MORE POWERFUL THAN COMPLETE – 3rd apr

A powerful message is one that is memorable and can be shared with others. Far too often we want to make our key messages so complete and understandable, that we say so much that people can't really remember everything (AND often remember nothing). If they can't remember it, they can't share it with others. Keep it simple, so it is memorable.

DIRECTION IS BORN WITH A VISION – 4th apr

Activity does not determine destination, direction does. Direction is always created with a vision or a dream of where you want to go and why. Without a vision, your activities do not have a focus and you can never make progress towards a target you do not have. Remember, direction is born when you create a clear powerful vision.

EVERY GREAT IDEA GENERATES CONFLICT – 5th apr

If you think back in your own life, you can really relate to this. Every great idea, both in your business and personal life, had always generated conflict; as great ideas always change things around us in a big way. Some will and some won't like the change, and implementation of great ideas is all about driving change.

STRONG RELATIONSHIPS AT ALL LEVELS – 6th apr

The leaders who &make things happen; in any organization have strong relationships at all levels of the organization. By listening and interacting with everyone, they get a much fuller picture of what is really happening (and not happening), and this helps them drive change that really makes a difference.

CHANGE NEEDS DIRECTION – 7th apr

Leaders who drive successful change always align the change to a new direction their organization needs to take. When leaders communicate the WHY behind the new direction, and create a sense of urgency for it, their people embrace the change faster and fully implement it faster.

EVEN WHEN YOU HAVE NO NEWS – 8th apr

You have this situation often with organizations going through change. There are times during the change where there is no news to report (maybe a key decision is still to be made). Weak leaders go quiet until the decision is made. However, strong leaders continue to communicate through this period and keep the focus on the future direction.

PEOPLE KNOW SOMETHING HAS TO CHANGE – 9th apr

Our key people always know more than they share. They are in the middle of the action, and can see that something has to change (and often know what needs to be done). By constantly focusing on continuous improvement, successful leaders encourage their key people to always share what they think (AND what to do about it).

CONSTRAINTS ARE EVERYWHERE – 10th apr

In life, we have constraints in everything we do. For some people, the constraints they encounter stop them from taking action. However, successful leaders treat constraints as fuel for their creativity, and know that there is great value achieved when they develop a solution that overcomes a constraint.

CULTURE BUILDS UP OVER TIME – 11th apr

A company's culture is never just born overnight. It takes time, and it is the repeated set of individual behaviors that become the group behaviors (the culture). Very often leaders will become impatient with the creation of the right culture and do something radical...which can have an opposite impact of freezing the change.

CONFLICT MEANS ENERGY IS THERE – 12th apr

There are managers who don't like to see any conflict in their teams, but that is not necessarily a good situation. Conflict means energy is there, and that people trust each other enough to say what they are really thinking. Conflict around the issues is really good, as it always help to bring stronger solutions in the end.

PRIORITIES REDUCE EMERGENCIES – 13th apr

The people with a focus on their priorities often experience fewer emergencies than others. They keep in mind all the key areas and milestones, and never let small problems grow into larger problems simply because of a lack of attention. What are your priorities...the ones that should have your attention?

MANAGE EMOTIONS TO MANAGE CHANGE – 14th apr

Successful leaders know that managing change is about more than managing the delivery of the plan. Successful change is really about managing people's emotions before managing the deliverables. Change is enabled or destroyed by people's emotions.

UNDERSTANDING YOUR PEOPLE'S WHY – 15th apr

Everyone has a motivator, and successful leaders focus on finding their people's core motivator...their WHY. Very often, it's not the easiest thing to uncover...because what looks like their motivator is just something connected to their WHY; but not the core of their WHY. Successful leaders have the patience to get to the core of their people's WHY.

SETTING THE RIGHT EXAMPLE – 16th apr

They say that example is one of the best teachers, and that means it can be a teacher of good behaviors or bad behaviors. Successful leaders know that the most influence and impact they have on their people comes from the right role model they set (and it's about how they act and behave every day).

SHARE AS MUCH INFORMATION AS POSSIBLE – 17th apr

When leaders drive change, there are often concerns about how much information they share with their teams. However, leaders who drive successful change know that sharing as much information as possible is the best way to get their people feeling ownership to make the change happen. In any change, share as much as you can.

BELIEVING IN THE PEOPLE AT THE TOP – 18th apr

There are many organizations that are not performing to their potential, and it is not from a lack of talent. It is often because the people at the bottom do not believe the people at the top. When people believe in their leaders, they are always willing to take more risks and achieve more.

SOME WILL NEVER GET IT – 19th apr

When driving change in organizations, you want to get everyone on board and helping make the change happen. That's a great goal, but experience has shown that not everyone will get it. Successful leaders understand this and focus on their people with the greatest influence to get it.

WHEN YOU ARE NOT AROUND – 20th apr

A company's culture is the shared values and behaviors of their people, and your true company culture is shown to everyone (including your customers) when you, the leader, are not around. Successful leaders focus on developing the culture strong enough to live on without them.

BYPASSING THE FILTERED INFORMATION – 21st apr

Successful leaders know that one of their responsibilities is to define reality to their people. That also means that leaders have to understand the reality, and these leaders often bypass the filtered information they get and go directly to the people who are making it happen to really understand what is happening.

THERE ARE NO SMALL REQUESTS – 22nd apr

Everyone is busy, and when we ask people for a favor, we often think it is such a small thing. However, for very busy people there really are no small requests. We tend to get the help of others in direct proportion to the level of appreciation we express of their help.

IT MIGHT OFFEND SOMEONE – 23rd apr

The surest way to be unsuccessful in life is worrying all the time that you might offend someone. Strong leaders speak with conviction, and this means that not everyone will agree with them (and that's ok). Look at the heads of countries...they get the top jobs and most often over 40% of the people didn't even vote for them.

POWER OF A SUSTAINED SENSE OF URGENCY – 24th apr

Look at all successful leaders, and you will see one trait they all have...they all have a strong sense of urgency to "make it happen". Everyone has a sense of urgency at critical times, but only the successful have the ability to sustain this sense of urgency every day.

OFF THE WALL & INTO ACTION – 25th apr

An organization's culture lives within the shared habits of the people. Many organizations have their values or principles on the wall, but their people have never put them into action, or never in a consistent way. Powerful values & principles are not on walls, but in the minds and hearts of every person in the organization.

PREVENTING PASSIVE RESISTANCE – 26th apr

In blocking change, you have two types of resistance: active and passive. The active resistance is right in your face. However, the passive resistance is subtle with people just ignoring what they should be helping to change. Success in change management is often driven more by how you prevent the passive resistance.

BACK YOUR OWN JUDGMENT – 27th apr

Successful leaders embrace decisions, and don't hide from them. They know that decisions move organizations forward and faster, and they back their own judgment to decide the best path forward. Judgment is not something that is turned on like a light switch, as it is combination of experiences and reflection that grow it over time.

MAKE PAINFUL CHANGES IN GOOD TIMES – 28th apr

Most people and businesses must experience the pain of the present in order to make any needed changes. The art of leadership is helping your people to understand the painful needed changes even when the pain hasn't arrived yet. There are many examples of businesses that have delayed changes until the pain arrived...and then it was too late.

MAKE IT COMFORTABLE TO TAKE RISKS – 29th apr

Risk taking is about going out of our comfort zones, and that makes people reluctant to take more risks. However, forward thinking leaders make it more comfortable for their people to take risks and go after the larger opportunities.

CHANGE IS THE ONLY CONSTANT – 30th apr

Nothing remains constant these days, as everything moves at such a fast pace. In this world, change is the only constant, and remaining the same is really going backwards. Ask yourself, what am I changing, because a lack of change is driving you backwards and not faster towards where you should be going.

MAY THOUGHTS

SEE MORE THAN JUST CURRENT MOMENT – 1st may

For leaders who are great at driving change, they see more than just the current moment, and have a very clear picture of the future they want to drive. With that clear picture of the future, they focus the current moments to make some progress towards that future.

BEYOND WHAT THEY ARE TOLD – 2nd may

A team's success can be measured by what the people in the team do beyond what they are told. The best customer service doesn't come from people doing just what they are told, but in people using their own thoughts and ideas in how to service their customers in the best possible ways.

CHANGE THE CHANGEABLE – 3rd may

Successful leaders have good judgment on one factor that the unsuccessful leaders don't. They know when something is changeable and when it is not, and focus their energy and the energy of the teams to the changeable with the biggest positive impact.

REQUIRES A CULTURE CHANGE – 4th may

Whenever you see a company that has made a turnaround, you will also notice that they made a culture change as well. To achieve something different, we always need to do something different. With turnarounds, you always see a culture change, and one with an improved focus and better teamwork.

SELLING CHANGE TO YOUR PEOPLE – 5th may

Leaders are the drivers of change, and one of the key leadership skills is the ability to sell the change to your people. When your people embrace the change, they will always find better ways to achieve it and in a much faster timeline too.

CREATING A PATH THROUGH THE CHAOS – 6th may

When we make ambitious plans and when especially trying to do something new, there is often some chaos that comes along with it. We can't expect everything to always go smoothly, and that's when strong leadership is needed most. It lights the path through the chaos.

TRUTH PROVIDES THE FOUNDATION – 7th may

Look at the foundation of very dysfunctional organizations and you will find people afraid to tell the truth. Honesty and openness are the core ingredients of a strong organizational culture, and when people share the truth about what is happening, better solutions are always coming faster.

MANAGING A DILEMMA VS SOLVING A PROBLEM – 8th may

The most effective leaders understand the difference between a dilemma and a problem. A problem is something that can be solved, but a dilemma is something for which there is not a solution and it is a situation that needs to be managed. The effective leaders know the difference and thus apply different approaches to both.

PLANNING FORCES YOU TO REALLY THINK – 9th may

The minute you finish a plan, it is often out of date. That doesn't mean you shouldn't do any planning, as making plans forces you to really think things through. That becomes really important as you start taking action as you will be able to more quickly adjust what you do (because you have thought it through thoroughly before).

ENGAGING EVERYONE IN THE CHANGE – 10th may

Change is never easy, and it requires effort from all levels of the organization. That's why leaders focus on getting everyone engaged in the change (everyone involved). When everyone feels they are part of it and responsible for it, they are always more pro-active and take more responsibility for their own decisions (and that means faster change).

GET PEOPLE THINKING TO GET THEM CHANGING – 11th may

Change is one of the toughest things to drive as a leader, and all leaders know that they need one thing in place to start the change. They need their people engaged and thinking about what they need to do to make it happen. If they are thinking, then you as the leader have to tell them what to do...and they never are really into the change (they are not owning it). Get them thinking to get them engaged.

CREATING THE ATMOSPHERE OF POSSIBILITIES – 12th may

The same world is out there each day when you leave your home in the morning. Some see only the problems, while others see the possibilities. Successful leaders create an atmosphere of possibilities, and are always challenging and interested in discussing what could be...versus only what needs to be fixed.

CHALLENGING THE ASSUMPTIONS OF YOUR PEOPLE – 13th may

The start of every change begins with our assumptions, and so many change efforts fail because everyone started with incorrect assumptions. Also, many change efforts don't achieve the full value they could because the leaders' assumptions of what could be achieved are limited.

HOLDING OR SHARING POWER – 14th may

Strong leaders know that their power multiplies when it is shared. However, weak leaders don't feel in control of their power unless they hold on to it, and end up having to make far more decisions to keep everything moving forward. These leaders never get to enjoy their holidays!

TOO CLEVER CAN BACKFIRE ON YOU – 15th may

Some people think they need to create complex solutions in order to impress people with their intellect. However, being too clever can backfire on them. Why?...They could create an elegant solution that takes too long for everyone to understand and thus it becomes impossible to implement.

ONLY GOOD BEHAVIORS CONVINCING THE CYNICAL – 16th may

Every organization has their cynics and the thing that fuels this cynicism is lack of consistency and the behaviors of their leaders. Leaders often convince the cynical more with their behaviors than with their words, and staying consistent in their behaviors often wears down the cynic's opinions.

ENCOURAGE YOUR PEOPLE TO JUMP IN – 17th may

Successful teams with high trust have people jumping into conversations all the time, and what you see is people's comments building upon what is being said and moving the conversation forward. When leaders have low trust in a team, the people jumping in are usually destroying the conversation and taking it backwards.

LEADERS SET AN EMOTIONAL TONE – 18th may

Leadership is providing a direction for both your people's thoughts and feelings, and the best leaders understand that the feelings have more power than the thoughts. They focus on creating an emotional tone for their organizations and this creates a strong foundation for greater collaboration and trust.

MOVING FROM AGREEMENT TO COMMITMENT – 19th may

People are often quick to agreement, but then do not follow-up that agreement with action. Therefore, it is important to get people to make some commitments on the agreement before leaving the meeting. When people verbally make commitments to others, they are far more motivated to keep those commitments too.

SUSTAINING THE PROCESS OF CHANGE – 20th may

Change is something that people often have the energy to start, but often never have the energy to finish it. Successful leaders know that their role is to keep the energy in the team high in order to sustain the change until it is implemented and a 'new' normal has been achieved. How are you sustaining the process of change?

CREATING THE MAGICAL PULL – 21st may

What pulls your people to greater performance is based on the expectations you set for them. There is bit of an art to creating expectations for your people, as they need to be bold enough to challenge their actions, but not too far out there that they begin to think it is not achievable. Think about the expectations you are sharing with your people.

IMPLEMENT CHANGE IN OURSELVES FIRST – 22nd may

Think about your own thinking, and you often think about others who need to change before ever thinking of how you need to change. Our influence on others changing is always more powerful when we focus on changing ourselves first. It is often the change others see in you that influences the change you will see in them.

GETTING THE REAL ISSUE ON THE TABLE – 23rd may

So many meetings are a waste of time and everyone knows why they were a waste of time. In far too many meetings people are afraid to put the real issue on the table. Therefore, people are only dancing around the real issue, and waiting for the meeting to finish. They know the real issue will be dealt with outside the meeting, not within it.

PERCEPTION IS REALITY – 24th may

People are always talking about keeping it real, but what is real? Everyone has the own perception and to them, it is their reality. That's why it is so important to help your people share consistent perceptions so that you are all starting your discussions from the same starting point.

FOCUS ON WHO HAS THE POWER – 25th may

If you work in a large organization or need to interact with one, then it is important to first understand who has the power. Far too often people focus look for the power through the organization chart, and in many organizations the real power flows very differently through the organizations. Focus on the flow of power, and you gain the influence to achieve what you want.

MARRY THE WHY TO THE WHAT – 26th may

Leaders are the WHY people, and the very best are always marrying the WHY to the WHAT they want accomplished. They know that the emotional fuel for more action and more achievement comes from the WHY that their people are making personal for them. A WHAT without the WHY will always take longer to achieve.

EXCELLENCE IN THE FUNDAMENTALS – 27th may

Read the biographies of successful sports coaches and you will find that they all had a focus on the fundamentals. They constantly pushed their players to perform the fundamentals perfectly. Why?...The fundamentals are the foundation of everyone's behaviors and instincts, and when the foundation is right, everything else they do will be better too.

THE LEARNED CAN BE UNLEARNED – 28th may

Everyone can change their habits because anything that was learned can also be unlearned too. The problem is that our habits have been quietly developed over time, but there isn't a quiet way to change them. We need to focus on doing something different with both passion and determination in order to unlearn and relearn something new.

SEEING THE SITUATION IN A DIFFERENT WAY – 29th may

Doing something different often requires us to see the situation in a different way first. This requires us to take a step back and reflect on the situation with fresh eyes, and we often begin to see opportunities that we were previously blind to. We often need to take a step back in order to make strong and faster steps forward.

WITH CHALLENGES, FIND MORE BRAINS – 30th may

The bigger challenges we face, the more we need to seek out the help and advice from others. Why is it that the strong people always ask for more help than the weak? Because they know they only became strong and stay strong by gaining the help and support from others. Don't be afraid to ask for help and advice.

YOUR BEHAVIOR SHAPES THE CULTURE – 31st may

A leader's behavior shapes the culture of their entire organization more than he or she thinks. People look at the leaders and copy their behaviors...sometimes consciously and sometimes sub-consciously. Therefore, a leader has to focus on being the best all the time, as they are always on show.

JUNE THOUGHTS

COMMIT BEFORE YOU HAVE ALL THE ANSWERS – 1st jun

Today's pace of business is very fast, and if you want to commit to a direction until you have all the answers, then you will be behind others who commit and adapt as they go. With any big initiative, all the answers will never be in place before you need to start. If you have enough answers to start, make the commitment and get going.

CREATE MENTORS IN YOUR ORGANIZATION – 2nd jun

Mentors are a great way to grow your organization. A mentor can have a different relationship with the employee than the boss can have. Some subjects can be addressed by a mentor that can make a huge difference in the performance of the employee being mentored. Ask for a mentor for yourself today, and speed your personal development and growth.

SHARE IDEAS TO GET CLARITY – 3rd jun

There's a saying: How do I know what I think until I hear what I say. Share what you are thinking and your ideas with others. Talking it through helps you to become more clear on your ideas, and you might get some more good ideas from those people you share them with. Share a few ideas today with your trusted co-workers or friends and get more clarity on them.

SPEND QUALITY TIME WITH YOUR BEST PEOPLE – 4th jun

Great leaders spend a larger portion of their time with their best people. They don't let their problem people drain the time away that is available for their best people. This way they are helping their best people grow faster and that helps the company to grow faster as well. What amount of time do you spend with your best people?...as they are your change agents.

LEADING FROM THE MIDDLE – 5th jun

Many people talk about leadership in the context of the boss, but that's only one part of leadership. The very best leaders have the ability to influence (lead) their peers, and that type of leadership is leading from the middle. When you can get the support and commitment from those around you, you are a leader in the fullest sense of the word.

IT'S THE QUESTIONS THAT DRIVE CHANGE – 6th jun

Change often comes from the questions we ask ourselves and others. The better the questions you ask yourself and others, the more focused the change you drive. A great overall question to ask yourself and have your people ask themselves is "Is what I am doing right now - taking me closer or further away from my goals?"

WATCH OUT FOR COLD CONFLICT – 7th jun

In life and in business, not everyone will get along with each other. To make business teams work together, it is often better to create a little warm conflict. When only cold conflict exists, people avoid talking about the issues and teamwork suffers. By creating a little warm conflict, you drive people to more openly discuss the issues and agreements/solutions are often reached. Encourage some warm conflict to create a better team.

GROWING LEADERS TO GROW MORE LEADERS – 8th jun

You could summarize the focus of great leaders into one simple phrase. It's about growing leaders to grow more leaders. The mark of a great leader shows up in the results he or she delivers, but is always powered by how many leaders have he or she grown in their organization. When leaders are throughout an organization, more change is possible and performance always goes up and stays up.

THERE'S NO FORMULA FOR MOTIVATING PEOPLE – 9th jun

One of the best reputations you can have is to be thought of being well prepared. Preparation is always a good indicator of commitment and ownership, and this captures the attention of others. Set a goal to always be prepared and your reputation with others will always be at a high level.

HAVING INTELLECTUAL HUMILITY – 10th jun

Your power today as a leader comes from your questions. It is about asking your people for their thoughts and ideas even when you already have the answer. Today's leaders need intellectual humility and to understand when to simply ask questions and listen, and let their people own the change

MASTERS OF PEOPLE SKILLS – 11th jun

The very best leaders are masters of people skills. Leadership is about challenging and motivating people to use their potential. Those leaders who focused on improving their people skills early in their career are now achieving greater success than those who didn't. As your people skills grow, so do your opportunities to influence and drive more change.

WHAT COULD YOU BE WRONG ABOUT? – 12th jun

Some of the most frustrated people are those who never challenge their assumptions. As we grow, we learn more about our world. So, it is only logical that our ideas and assumptions might need to change as we learn more. Many of the problems we face are often the result of wrong or out of date assumptions. What could you be wrong about?

EVERYONE DOESN'T HAVE THE SAME VALUES – 13th jun

One thing that drives a person's behavior in a powerful way is their values. When putting a team together, you will often have people who don't share the same values. However, the best teams include people who share the same core values, and this is what creates the foundation for their teamwork and their ultimate success.

TRUST IS BUILT, NOT FOUND – 14th jun

Trust is not something that we just stumble on. It is something that we have to consciously take action on to build. The most successful people set as one of their most important goals, building trust in all the key people in their life. When you surround yourself with people who trust each other, that is when the magic can happen.

NOT GETTING BETTER, THEN GETTING WORSE – 15th jun

Most people stop learning once they leave school. However, the most successful people know that learning should never stop. They have set a plan for their own development and take action on it every single day. Remember, if your people and your organization are not getting better, you are getting worse; and the world has just went right by you.

OPPORTUNITIES ARE DISGUISED AS PROBLEMS – 16th jun

Think back in your life, and you will always be able to remember times when you had a big problem, but solved it. That problem also brought along with it an opportunity at the same size as the problem, and a great learning for you as well. Remember, opportunities are often disguised as problems...and opportunities always bring change.

IF YOUR HEART IS NOT IN IT – 17th jun

Our passion and drive in our lives is driven by our emotions. You see so many managers trying to make the intellectual arguments why the direction is the right one, and their people are not buying it. Their people need to make the emotional link in order to put their heart into it. Successful leaders know they need to make both the intellectual and emotional links.

OVERCOMING WHATEVER YOU ENCOUNTER – 18th jun

The true self-belief or confidence that successful people possess could be summarized as follows: Whatever they encounter, they realize that they have the abilities to overcome any obstacles or challenges that come in their way. This is the self-belief that needs to be in your organization's culture.

AMPLIFYING AND ALIGNING – 19th jun

Two of the key focus areas for leaders are to amplify what's important and to align people from across the organization to make it happen. These are two words to think about as you plan your key actions for each week, as it keeps your organization focused on the right priorities.

COMFORTABLE AND YOU MAY BE HEADING FOR TROUBLE – 16th jun

We all grow when we try new things that will often make us uncomfortable at first. As the world is changing at a faster pace each day, we need to be trying new things all the time. That being so, being comfortable means that you may be heading for trouble, as everyone else is changing and moving right past you.

BUSYNESS IS THE ENEMY OF GOOD THINKING – 17th jun

Everyone is very busy these days and no one feels that they have enough time to accomplish everything they want to. However, being busy all the time is not going to get you faster to what you want. Those who take time to think always produce more focused action. They know that busyness is the enemy of good thinking.

WHEN TRUST BREAKS DOWN, IT'S OVER – 18th jun

Look at any team that's not performing well, and you will see one common trait (and the most important one). It's that trust has broken down between the people. Very often leaders try all types of changes, but fail to address the trust issue directly. When you get the trust right, everything else becomes easier. If not, it's over.

EXCELLENCE ATTRACTS OTHER PEOPLE – 19th jun

People who are excellent that what they do always attract more help and support from others. Other people see that investing time help these people who drive excellence in whatever they do as always giving themselves a good return as well.

A BUCKET OF WATER OR PETROL – 20th jun

You have two types of people in your organization: One type has the ability to turn a difficult situation into something easier to handle (dousing the fire with water). Others make the situation even more difficult (adding the petrol). Focus on getting people on your team that handle difficult situations in the right way.

TURNING PEOPLE LOOSE WITHIN A FRAMEWORK – 21st jun

You always get the most creativity and ownership when you turn your people loose, but within a framework. Define the outcomes to be achieved, and under what conditions (values, processes, etc), and let them make it happen. If you don't have the framework in place, you always will need to be more controlling.

MOTIVATING EACH OTHER TO HIGHER PERFORMANCE – 22nd jun

A team that is working at it's potential is doing one key thing that other teams are not doing. They are very good at motivating each other, and this leads to everyone raising their level of performance. Teams that work well together enjoy seeing each other succeeding.

THE BUSINESS IS THE PEOPLE – 23rd jun

No matter what business you are in, making it a long-term success always comes down to the people. The leaders, who see their role as developing people and putting them in the right roles, will create the right foundation for long-term success.

A NO MATTER WHAT PERSON – 24th jun

If you are hiring people for your organization, there is one type of person you need: A No Matter What person. One trait all successful people have is commitment, and people with commitment will always get the job done - No Matter What.

NOT FEARING THE UNKNOWN – 25th jun

There are so many people in life that are afraid of change. They would rather continue to live a &miserable known; than to change to an unknown. If you notice the people who are always making changes, they are often the most happiest and healthiest people as well.

CREATING, SUSTAINING AND THEN IMPROVING – 26th jun

If you think about it, everything we do is covered by first creating it, then being able to sustain it, and finally improving it. We often see leaders who are good at one or two of these, but rarely all three. That's why the very best leaders surround themselves with people who are great in the areas they aren't.

PEOPLE QUIT THEIR BOSSES – 27th jun

In all the surveys about people leaving their jobs, the number one issue is often not the company, but the boss. This means that leadership ability is one of the key ingredients for retaining good people. It's important to grow to be the boss people want to work with.

LEAVING AND NOT LEAVING A VACANCY – 28th jun

Leaders always want to know that they make a difference, and if they weren't there, the performance would suffer. In some, this drives the wrong behaviors with the leader making his or her people dependent on them. The very best leaders grow a team around them to continue the same success when the leader decides to move on.

ADMITTING OUR MISTAKES – 29th jun

One of the most difficult things in life is to admit our mistakes. However, there is probably no better way to judge the character of a person than by the way they will admit or not admit their mistakes. People of character take responsibility for their mistakes, and this is the behavior you need in your organization.

HEARING FROM THEM FIRST – 30th jun

Observe great communicators in action and you will notice one common trait. They all listen first to others before talking. They understand that by listening to others first, others will reveal to them how they want to be communicated to (their interests and in what style). Remember to listen first.

JULY THOUGHTS

SAYING EVERYTHING IS SAYING NOTHING – 1st jul

Too many people think that getting more influence is telling others everything they know. They think that more is better, but the more you say the more people forget. When you say everything, you are really saying nothing. It is better to focus on one key powerful message and tell a story about. That will be memorable, and if they remember it, you have made an impact.

SEEING THE FUTURE IN THE SAME WAY – 2nd jul

A leader is focused on both driving current performance and creating the future. They know that they get more focus and teamwork within the organization when their people see the future in the same way. When everyone has the same clear picture of the future, they take more action and make it happen sooner.

BEYOND YOUR COMFORT ZONE – 3rd jul

Everyone has a comfort zone, but unfortunately some people's comfort zone doesn't change very much. Successful people view that one of the keys to their success is to continually expand their comfort zone, and that means to consistently go beyond their comfort zone. By doing that they are always stretching it and growing. Does your organization's culture encourage people out of their comfort zones?

TALENT AND CHEMISTRY – 4th jul

There are two parts that drive the success of teams. First, you need the talent to develop great solutions and second the chemistry in the team for people to work together and deliver those solutions. One without the other will always prevent your team from achieving their full potential.

FACTS NEED A CONTEXT – 5th jul

Everyone knows that facts can be interpreted in many different ways, and that's why great communicators focus their communications first on the context before the facts. This is especially true when talking about change. Those who can create a context in concise ways always have more influence than those who can't.

MOTIVATED ENOUGH TO START – 6th jul

Motivation is something everyone needs to take more action, and the key motivation is just get started. More change initiatives fail not because there wasn't a good plan, but the fact that it never moved from just talk to action (it never got started).

LIVE THROUGH UNCERTAINTY WITH ACTION – 7th jul

There is uncertainty in every change we encounter and what we try to achieve. The best leaders know that their best way to attack uncertainty is with action. The more we do the more we learn, and that always helps us to create more certainty as we take action.

DISTANCE YOURSELF FROM THE UNWILLING – 8th jul

Who you surround yourself with can have a big impact on you. People who are unwilling to put in the effort or always have to be pushed are not the people who will help you grow and help you achieve your goals. You have to distance yourself from the unwilling.

TOLERATED BEHAVIORS COME BACK TO BITE YOU – 9th jul

For successful leaders, they understand that what they tolerate is often going to cause them problems in the future. Over the years, they have become stronger to address bad behaviors right way, and not letting the culture slip away from tolerating those behaviors and just letting them happen.

BEING CONSIDERATE DOESN'T MEAN BEING SOFT – 10th jul

You look at some leaders, and you would think that being considerate is something for wimps, but it's not. Those leaders have forgotten that getting 100% commitment from others has everything to do with how you treat them...and being considerate is one key way of treating your people well. It shows them that you care.

FILLING YOUR PEOPLE WITH PURPOSE – 11th jul

A purpose, the WHY behind what we do, is a powerful force. That's why successful leaders view one of their most important roles as filling their people with the organization's purpose. When the purpose (WHY) is clear, your people always see more ways to deliver it...they are using more creativity and driving a bigger impact.

PEOPLE BEHAVE BASED ON THEIR BELIEFS – 12 jul

Leaders are the driver of their cultures and look to create the right shared behaviors within their team. The more successful leaders go beyond a focus on the behaviors and focus on the beliefs of their people. They know that people behave based on their beliefs, and that impacting their people's beliefs is powerful in changing behaviors.

RAISE THE BAR ON YOUR INTERNAL STANDARDS – 13th jun

The standards we set as leaders is what really drives the results we get and the behaviors we see. There's one trait that is within all great leaders...they are constantly raising the bar on the internal standards. Raising expectations is the way to get people to be more creative and to use their abilities and potential to the fullest.

RECOGNIZING THE IMPACT OF DIFFERENCES – 14th jul

Differences are something that scare some people and engage others. Successful leaders know that the quality of their organization's solutions often is a result of the diversity of the team addressing the problem. Differences always expand the view on anything and always helps to drive better solutions...and that's an impact any leader wants to have in their organization.

FIRE AND RE-HIRE YOURSELF – 15th jul

The best way to bring fresh eyes to your role is to fire yourself and re-hire yourself to do the job. What you are saying to yourself is: If another leader came into this role tomorrow, what would they see as their main priorities and what would they be doing about it? Our eyes need to be continually refreshed to make sure we keep the right focus for our organization.

MOST ARROGANCE IS BASED ON IGNORANCE – 16th jul

The most arrogant people are often the very people who don't know as much about the topic or are not interested at all to know more (and even change their thinking). Arrogance is based on ignorance, and it comes from a mind that is limited in its thinking. You don't see people with a broad mindset being arrogant with others, and these are the people you need during change

NOT LIMITING YOUR VISION TO TODAY'S REALITY – 17th Jul

A vision is a powerful thing to have and keep clear for your organization. The power it generates is often how far into the future the vision is focused on and then reinforcing how what we do today is so important in order to deliver that vision. When a leader's focus and vision based on today's reality is never powerful enough to create the right energy in the people to create a new reality.

SHOWING A SENSE OF URGENCY – 18th jul

A sense of urgency creates a perception of what you are working on is important. That's why successful leaders are always creating a sense of urgency on the main focus areas, as it is often one of the best ways to keep them important in the minds of their people. Unsuccessful leaders don't have this focus and their people tend to create a sense of urgency on the urgent unimportant (versus the important).

FEAR IS A SHORT-TERM MOTIVATOR – 19th jul

Fear is a motivator that is used by many managers. They create an environment of fear that forces people into action. Fear is a short-term motivator that needs to be topped up all the time. However, the more managers use it, the less effective it becomes as it needs to be topped up more frequently as it is used.

IMPROVEMENT REQUIRES CHANGE – 20th jul

You have never seen a great leader who couldn't drive change. These great leaders know that improvement (moving the organization forward) always requires change, and they focus on creating an organization that views change as normal. They create all types of improvement projects (small, medium & large) to ensure that change is being delivered all the time.

FACE YOUR CHALLENGES WITH THE RIGHT ATTITUDE – 21st jul

The attitude we bring to the challenges in our lives can make all the difference. Our attitude creates a focus to what we will first look for. A great attitude will first look to ways through the challenges and a bad attitude will often replay all the reasons why this challenge is a bad thing. Bring the right attitude to your challenges.

USING OUR VALUES FOR DECISION MAKING – 22nd jul

Companies with strong values will bring those values into their decision making. Values help leaders to ensure their decisions are more consistent, and that helps to keep the culture on the right path for their organizations. When values are ignored, the group behaviors become more diverse and the leader has suddenly lost control of the culture of their organization.

LEADERSHIP IS MORE ABOUT NO THAN YES – 23rd jul

As their leader, there are very many good initiatives that your people bring to you all the time. It's great to get their energy and ideas, but the organization cannot action them all at once. Leadership is about choice and focus, and the more focused your people are on the important; the more you will have to say no to the unimportant

BEING BOLD ABOUT THE DIRECTION – 24th jul

People don't get excited about the easily doable, they get excited about doing something big or something that has never been done before. The direction leaders sets for their organizations has to be bold, as they need their people energized to take action on the direction in a big way. How bold is the direction you are setting for your organization?

CHANGE IS A PROCESS, NOT AN EVENT – 25th jul

Change is not an event, but a process. The main reason is everyone changes at different paces and it is often the leader's key role to align the changes across the organization. Some try to do this with a series of events, but the best leaders know that it is something that needs constant attention with many varied interactions with their people.

ACTION OVERCOMES FEAR – 26th jul

Everyone experiences fear, and it is not about having the fear; but how you deal with it. For some, fear stops them from taking action. While, for others, fear is something that needs action in order to deal with it. Remember, if you are not taking action, you are not moving forward on what you want. So, action is the best way to deal with fear.

CONSERVING WILLPOWER FOR THE RIGHT STUFF – 27th jul

Willpower is something that is never a constant, and not everyone can generate the same amount within themselves. The most successful people find ways to conserve their will power for the important (the right stuff), and are willing to leave the unimportant undone.

THROUGH THE POINT OF FRICTION – 28th jul

When you have great people in your team, you will always have differences in opinions on how to move things forward. Very often leaders try to control these differences or try to limit them. However, there is often better teamwork by letting your people talk through the point of friction and find their own common solutions.

PRINCIPLES ARE MORE EFFECTIVE THAN TACTICS – 29th jul

Successful organizations do a lot more right than the unsuccessful ones. Also, they are far more proactive and very responsive, and this is enabled by the strong and shared principles that guide their decision making. Other organizations lack the principles and are constantly changing tactics to meet each new challenge (which also is slower).

EXPLAINING THE CASE FOR CHANGE – 30th jul

If you want to have influence with others, you have to learn how to explain your case in powerful ways. Leaders who drive big change have the ability to explain the case in ways that the need for the change comes alive in everyone they talk with. A powerful case for the change can keep the change alive in everyone.

FAILURE CAN FOCUS THE NEED FOR CHANGE – 31st jul

Failures are part of life and if we are striving to use our potential, we will always have failures along the way. There are many times in our lives that failure can focus us on the need to change something, and if we ignore the failure (or try to block it out), we also stop us from making the necessary changes for our future success.

AUGUST THOUGHTS

OPINIONS CAN CHANGE AS YOU LEARN MORE – 1st aug

People who don't change their opinions are either lack two things: the ability to adapt or the ability to learn. As we learn more, it is obvious that our opinions will change as we begin to see the world in different ways and in different colors. Have you changed your opinion on something recently?

WHEN OPPORTUNITY MEETS A CONSTRAINT – 2nd aug

You get to see your people's creativity when an opportunity meets a constraint. When the opportunity is big, there is no constraint big enough to prevent your people from finding a way through it or around it. Focus on amplifying the opportunity and no constraint will hold your organization back.

TURN UP THE HEAT ON LOW PERFORMERS – 3rd aug

Many times leaders try to avoid the low performers as they constantly want more and more time from them. However, if we want to get better performance from low performers we need to turn up the heat (the accountability). That might take a little investment of time upfront, but there are others who can then follow the accountability up.

EMBRACE THE UNFAMILIAR – 4th aug

Everyone likes the familiar because it makes us feel safe. However, being safe is not the best thing for our growth, as growth comes from taking risks. Also, you already know what the familiar brings...to become more and get more we need to move from the familiar to the unfamiliar (to stretch ourselves).

STRATEGIC/TACTICAL BALANCE – 5th aug

Leadership success is often about balancing the strategic and tactical...both getting things done today and taking the necessary actions to create the future (and bring that future to the present as fast as you can). Good leaders always keep both the strategic and tactical in their view to get the most out of their organization.

THE WHY BEHIND THE DIRECTION – 6th aug

Leaders set the direction and how many follow this direction is often due to the power of the WHY behind that direction. People want to make a difference, and when there is a WHY (the difference) behind a leader's direction, it can often fuel more energy and drive from the people. Do you have a strong why behind the direction you are setting for your people?

CHANGING TO MEET EXPECTATIONS – 7th aug

New expectations often require change to meet them. In fact, a leader's greatest leverage with their people is driven by the expectations they set for them. This is part science and part art, and setting the expectations at the right level can drive an organization to outperform what others thought they could deliver.

RISK TAKERS EMBRACE AMBIGUITY – 8th aug

In ambiguity there is always opportunity, and often with possible big upsides. In situations that are not straightforward there is always risk. However, people with the confidence, knowledge and adaptability will always see more profitable ways through this ambiguity than others. Risk takers embrace ambiguity.

KNOWING WHEN TO BACK OFF – 9th aug

The art of leadership is knowing how far you can push and pull people to achieve. Some when pushed will reach inside and always find something more, but others will not have that reserve. Leadership is having the emotional intelligence and awareness to understand when you might push your people too far.

BALANCE OF CONFIDENCE AND HUMILITY – 10th aug

The lone rangers (the people who work alone) often have strong confidence, but lack humility. They begin to think they know it all and no one else can do it as good as they can. The leaders (who get others help and get them to work together) have just as strong a confidence, but they have balanced it with humility...knowing others can often have a better way.

GROW TO MEET THE SIZE OF YOUR IDEAS – 11th aug

Ideas can be a powerful force in two ways. With small ideas, they never challenge us to use our potential and limit our progress. Big ideas help us as they drive us to use our potential and basically force us to grow to meet the size of the idea. Very often our growth is limited by the size of our ideas.

CLARITY SAVES EVERYONE TIME – 12th aug

Think about it in your own life. Whenever you are not clear on something you never take as much action as you could. Whenever leaders don't make the focus and priorities clear, it stops action and begins to waste their people's time.

COMMITMENT, NOT JUST LOYALTY – 13th aug

Every leader wants their people to be loyal to them. However, success comes faster when your people have 100% commitment to what they are doing and to what you are asking them to achieve. Commitment drives action, and also commitment is a magnet for teamwork (when everyone is committed to each other).

UNCERTAINTY DRIVES THE NEED FOR ADAPTABILITY – 14th aug

Whenever there is high uncertainty, there is always a need for high adaptability. Uncertainty often requires us to respond in unique and fast ways, and having the ability to understand changing conditions and their implications is key to being able to adapt in the right ways.

ABILITY TO THINK IN DIFFERENT TIME FRAME – 15th aug

Successful leaders have the ability to think very clearly on both today and the future at the same time. They know that the future is created by today, but that the future is never a straight path forward. By keeping clear in both time frames, successful leaders have the ability to correct course and deliver the future faster than others.

MAKING RADICAL CHANGE IN SMALL STEPS – 16th aug

Everyone who has made radical changes in their lives has started with making this big change with small steps. That's because radical change is driven by what we do every day and that means that a change in our daily habits can bring radical changes in our lifetime.

UNTIL SOMEONE HAS A VISION – 17th aug

There is no direction in anything until someone has a vision. The vision lights the direction for everyone to see, and enables everyone to take aligned action toward that direction. In everything important in life, it always starts with a vision.

WORKING OUTSIDE THE SYSTEM – 18th aug

An organization's success comes both from the formal and informal processes. When the formal processes are not kept up to date, the informal processes kick in and people start to work outside the system in order to keep delivering great service to their customers.

FUELING THE CULTURE – 19th aug

A team's or organization's culture is continually fuelled by the behaviors of the leader. A leader is the role model for the behaviors of the culture, and successful leaders view the role they play (their behaviors) as a key part of keeping the right culture alive.

CAN BE DONE ONLY AS A TEAM – 20th aug

Big breakthroughs and success can only be done as a team. An idea can come from one person, but it takes a team to carry that idea through everything needed to both execute and achieve its value. The faster you build the right team, the faster the success you will achieve.

CREATING THE CULTURE OF CANDOR – 21st aug

If you want to get the most from your people, then you have to create a culture that allow them to say what they are thinking. When people hold back what they are thinking, you are then not using the full power of your team. Create a culture of candor.

PEOPLE HAVE TO KNOW WHERE THEY STAND – 22nd aug

The most successful leaders are not afraid to provide feedback to their people. Everyone in their teams know where they stand in terms of their performance and behavior, and it's clear what they need to do to advance. In most organizations, leaders are often keeping their people in the dark.

POWER TESTS A PERSON'S CHARACTER – 23rd aug

Our character is continually tested by the challenges we face in our lives. However, nothing tests a character as effectively as power. When people are given power, their choices seem to multiply and only a strong character can keep control on those choices.

WHAT WOULD MAKE IT POSSIBLE? – 24th aug

The people who achieve great things have the mindset to dream up what doesn't exist and then they focus all their energy on what would make it possible. The key is keeping hold of the mindset that it is possible, and then the ideas of how to make it happen will keep flowing.

MAKING SENSE OF COMPLEXITY – 25th aug

The world seems to become more complex each day, with some giving up on trying to understand it. Great leaders have the ability to simplify this complexity in ways that their people see the action and impact they can make. Can your people see the impact they can make?

ENTREPRENEURS BIRTH THE NEW – 26th aug

True entrepreneurs bring something new. It can be completely new and something we didn't know we needed...or they can look at the world in a different view and put together what exists already in different ways to add more value. They birth the new.

A CLEAR TARGET BECOMES A MAGNET – 27th aug

When people create a clear target, then that target acts like a magnet with all their actions being pulled to hitting the target. Also, the magnets power comes from both the clarity of the target and the emotion behind the experience of achieving it.

CREATING THE ASSUMPTIONS – 28th aug

Look at failed projects or initiatives, and you will often see that they started with failed assumptions. The best foundation for the start of anything is to have clear, strong and shared assumptions for the project or initiative. It's the foundation for a great running start.

GET MORE POWER BY GIVING POWER AWAY – 29th aug

When you don't give power away, you have a limit on the power you actually have. In this situation, your power has a limit of your own personal capacity to keep everything straight in your mind and to tell your people what to do. Giving power away extends your power to the capacity of your team.

A FEW RULES THAT ARE FOLLOWED – 30th aug

The most successful organization has fewer rules than others. The leaders of these organizations know that the right behaviors are driven by just a few principles or values, and that just a few rules can guide over 90% of the right behaviors happening.

MORE IN ROOMS THAN HALLWAYS – 31st aug

Every successful team does one thing more in meetings rooms than hallways. They are willing to express their disagreements in the open with others rather than talk behind their backs in the hallways. Get your team to express themselves and you use more of what they know in your solutions.

SEPTEMBER THOUGHTS

WE CANNOT STAY THE SAME – 1st sep

Staying the same is really going backwards. Therefore, with such a fast paced world, success is always driving ourselves to improve both ourselves and the people around us every single day. The only way to stay ahead is to develop ourselves and those around us.

CREATING A PERMANENT IMPACT – 2nd sep

Courageous and ambitious people want to make an impact, and not a temporary one. They want to make a permanent impact, as it is sort of a legacy and something that has made a lasting mark on the world. Are you looking to make a permanent impact?

WHEN WE HAVE FAILED THEM – 3rd sep

It happens more this way than others. Leaders often think that their people are failing them, but often it is the leader that is failing their people. When a leader fails to keep goals and responsibilities clear (and the why behind them), their people have been given the environment to fail.

A CRISIS CAN WAKE YOU UP – 4th sep

Many companies end up becoming more successful simply because they went through a crisis that forced them to wake up and see opportunities that were always there. Sometimes a crisis will open your eyes to things you wouldn't even have considered before.

GAINING FROM EVERYONE'S STRENGTHS – 5th sep

Success is really a team sport, and when you have a team around you all using their strengths; then everyone is gaining something from each other. Faster success always starts by recognizing strengths and putting them to work in the most powerful ways.

FEAR AND LEADERSHIP ARE BAD PARTNERS – 6th sep

Leaders start the journey to where others afraid to go themselves. It is not that leaders don't experience fear, they just don't allow it to be a partner with them and keep carrying it along with them on the journey. What you carry with you can either make you better or make you worse. Fear will make you worse.

ABILITY TO TELL COMPELLING STORIES – 7th sep

Look at the people with great influence you know, and you will notice that they are all great storytellers. They have a huge reservoir of stories and examples, and have put in the practice to tell them in very compelling ways. How would you rate your storytelling ability?

THE NEW BEHAVIOR CAN'T BE OPTIONAL – 8th sep

Changing someone's behavior is not easy, and most who try will fail. However, those leaders with more success in doing this create an environment and follow-up where the new behavior can't be optional...it has to be a must. It's what you package around the behavior that reinforces it.

INSPIRING OTHERS TO FOLLOW YOU – 9th sep

You cannot be a leader if no one is following you. Some follow you because they have to (maybe you are the boss) and others follow you because they want to (your inspiration has triggered the inspiration in them). Remember, you cannot trigger inspiration if you don't have it yourself.

BRING SOMETHING NEW TO IT – 10th sep

When companies hire from the outside, they don't hire with the goal of having someone who can just keep the place running. They want the person from the outside to bring something new to the role and the organization, and particularly drive better performance (and usually that means change).

REFRAME YOUR CHALLENGES – 11th sep

For most people, they look at challenges as something negative. However, for very successful people; they look at challenges as something that will help them grow and maybe even force them to think differently about what they are focusing on. They have re-framed the challenges as something positive vs negative.

UNCOMFORTABLE DOING IT THE SAME – 12th sep

People who move ahead of others are uncomfortable doing everything the same as others. They are always forging their own paths, and by willing to be different; they are able to achieve something different as well. Are you uncomfortable doing everything the same as others?

TAKING ACTION WITHOUT ALL THE ANSWERS – 13th sep

Action is what moves everything forward. One of the things that slow leaders the most is their fear of taking action without having all the answers. With a complex and fast paced business world, you will never have all the answers. You must take action and adjust along the way.

SOLUTIONS START WITH A NEED – 14th sep

Successful entrepreneurs always start with a need and then look for ways to address that need. It's not about how creative the solutions are, but how well do they address the need. In fact, when you focus on the need, there are always multiple solutions that can address it.

USING YOUR PEOPLE'S JUDGMENT – 15th sep

Successful leaders know that growing their company means letting go of more decisions and letting their team below them make those decisions. This means that they are always growing their people's business judgment by involving them in the decision processes and explaining the rationale behind the decisions.

THE PASSIONS OF YOUR PEOPLE – 16th sep

Passion is the most powerful driver, as it powers what you think and what you do. When leaders understand the passions of their people, they tap into a motivation power that will drive their people to do whatever it takes to succeed. People working in their passion often make the impossible possible.

WHEN YOU REVEAL YOUR OPINION – 17th sep

As a leader, it is important to understand when you should reveal your opinion. You need to let your people share their views first, as after you share yours the conversation will always move in the direction of what you say. Always reveal your opinion after your people get a chance to share theirs.

NOT ALL DECISIONS ARE RATIONAL – 18th sep

Everyone thinks that all managers make rational decisions. However, so many decisions have a foundation in emotion, and then we try to rationalize them with some type of reasoning or logic. Emotion plays a great role in business decisions, and we always need to keep this in our minds.

STATUS QUO PRESERVES THE PRESENT – 19th sep

People who are relaxed and comfortable in the status quo are focused on the present only. There is no energy to improve, and with this focus the present will stay the present for a very long time. To live more and achieve more we need to be future focused and take action in the present to bring the future to us sooner.

CONFIDENT TO SAY I DON'T KNOW – 20th sep

There's one thing that confident leaders are not afraid to say, it's "I don't know". These leaders don't try and fake knowing, and their confidence enables them to ask more questions, learn faster, and use those learning to achieve faster too. If you are always assuming you know, you end up missing some vital knowledge that is limiting your achievements.

PEOPLE BUY INTO THE LEADER FIRST – 21st sep

Every organization needs a vision, but a new leader coming in to run a organization will not have a new vision for it on day one. With successful leaders, it is their character & abilities (who they are) that people buy into first, and then commit themselves to help the leader build a successful vision and strategy to deliver it.

NEEDING MORE THAN YOUR TITLE – 22nd sep

Success in leadership is more than the title. In fact, the very best leaders do not rely on their title to get the people delivering. They rely on the vision, their role model, and the visibility of commitments to make things happen in their organization.

HAVING A HIGH TOLERANCE FOR AMBIGUITY – 23rd sep

They say that the role of a CEO is taking ambiguity and creating enough clarity for everyone to see the actions they need to take. The higher you rise in any organization, the more ambiguity you experience, and you need to raise your tolerance to it too. When you bring enough clarity for action, achievement always follows.

CONSIDERING PERSONALITIES AND POLITICS – 24th sep

A successful life is not without politics and the more successful you become, the more diverse set of personalities you will have to interact with to expand your success. You always achieve more when you consider personalities and politics from the beginning versus when trouble hits.

GROW YOUR ABILITY IN EVALUATING PEOPLE – 25th sep

Successful leaders are better at one key thing that the unsuccessful leaders struggle with. They are good at evaluating people, understanding their people strengths and weaknesses...as well as their motivations. There are two goals here: 1) Picking the right people and 2) Getting the best performance possible from them.

GETTING THE METRICS RIGHT – 26th sep

People behave according to how they are being measured, so it is very important to get the metrics right. Far too often managers are measuring what is easiest to measure, and end up with behaviors in their people that don't produce the required results. Remember to invest the time to get the metrics right, and your people's behaviors will be right too.

SEEKING PATTERNS AND TRENDS – 27th sep

When looking at the future, and how it might unfold, the successful business people will always be trying to spot patterns and trends in both markets and individual's buying behaviors. The observant person will always see faster these patterns and trends than others.

HOW WE CONSIDER THE CONSEQUENCES – 28th sep

Sometime we take decisions very quickly without considering the consequences. When taking decisions on complex issues, it is always good to first think through all the possible consequences...sort of considering how the decision will play out in the minds of everyone that is impacted by it.

TIME FOR THE UNEXPECTED – 29th sep

Many people pack their schedule so much that they don't have time for the unexpected. It's about both dealing with important urgent problems, but it can also be about being ready to act on those unexpected opportunities that come your way. A little flexibility in your schedule can make a big difference.

THE CONFIDENCE BUILDERS – 30th sep

Successful leaders know that confident people will take decisions and actions faster than the non-confident. They view one of their most important roles as building that confidence, and especially in their key people who are the role models for others.

OCTOBER THOUGHTS

BRINGING YOUR FUTURE TO THE PRESENT – 1st oct

Successful people have a sense of urgency, and think of it as bringing the future forward into the present. They know that their future is created by what they do now, in the present, and that always keeping that future in mind will create more urgency in making it happen.

WORKING WITH VS WORKING FOR – 2nd oct

Do your people work for you or with you. Very often, successful leaders view the relationship with their key people as a partnership. Their role is help their people become more successful, and in return, their people help create the leader's success.

LEADERS CREATE MOMENTUM – 3rd oct

Leaders are focused on direction and pace, and a leader's friend is momentum. They know when they can get strong forward energy on an initiative, often that momentum will carry the team through any difficult challenges within the initiative.

LEADERS DO NOT ALWAYS KNOW MORE – 4th oct

There is always this expectation that the leaders know more. In fact, that may have been the case in the past, but with today's pace of change (especially in technology) the leader is often the person who doesn't know more. Today's leaders learn to rely on the knowledge of their people, and focus on creating a clear direction for everyone to work towards.

ACTING IN THE FACE OF A CRISIS – 5th oct

If we are stretching our organizations, and taking risks, we can often encounter a crisis...and not even of our doing. The people who deal with a crisis successfully are all action people. It is a series of what looks like small actions, done quickly, that prevent a crisis from becoming out of control.

MEASURE AND HOLD PEOPLE ACCOUNTABLE – 6th oct

The old say goes "What gets measured gets done". However, that's only one part. It get's done by leaders holding their people accountable for their performance, and very often making the measures so visible that peer pressure helps drives their performance. Hold your people accountable.

FOCUSING CONVERSATIONS ON THE CRITICAL ISSUES – 7th oct

Productive teams seem to not have as many meetings as the unproductive ones. Why?...maybe because when they get together they are more focused on the critical issues to be discussed than to just have a chit chat on what's the current status. Productivity is about progress, and not letting critical issues slow the team down.

PREACH ONLY WHAT YOU PRACTICE – 8th oct

One of the key signs of leadership integrity is to preach only what you practice. There is something wrong when you ask something of your people that you are not even willing to do yourself. Only preach what you practice.

CONFLICT REVEALS CAPABILITY AND INTEGRITY – 9th oct

Conflict is something that is necessary to drive more effective solutions, and it also has another advantage. Conflict reveals people's capabilities and integrity in the way they deal with it and their behaviors with others. Look for the positives in what conflict provides.

ENABLING THE BELIEF IN OTHERS – 10th oct

Great leaders understand the power of belief and look as one of their key roles to enable the right belief in their people. When people believe in what they are being asked to do and achieve, they will always take more action on it.

A GREAT TEAM FINDS A GREAT IDEA – 11th oct

Many people think the most important thing is to find a great idea. However, experience has shown us that a bad team can turn a great idea into a bad idea. A great team can find a great idea, but a bad team will never find a great idea.

FACILITATING UNDERSTANDING & SOLUTIONS – 12th oct

Great leaders help their people to get to a common understanding of the important problems or what needs to be achieved, and then gets them aligned on the solutions to make it happen. When the team is focused and aligned, they make things happen much faster.

EMBRACING THE UNKNOWN – 13th oct

Growth is really a trip into the unknown, and people who grow faster embrace the unknown versus trying to avoid it. There's an old saying that the very thing that is stopping you from the step up in your life is something you are currently avoiding. What could that be for you?

JUDGMENT IS GROWN THROUGH EXPERIENCE – 14th oct

Business judgment is one of the key abilities you need in your people...because if you don't trust their business judgment, you will never delegate the decisions to them. It's important to give your people a variety of experiences to grow their business judgment.

YOU CAN'T SHORTCUT REALITY – 15th oct

Successful leaders have great vision, and can imagine clearly the organization they want to build. However, they also know that building the vision starts with a clear understanding of the present reality, and how they will have to change the hearts and minds of their people to see the vision as clearly as they do.

NEVER LET ANGER MAKE DECISIONS FOR YOU – 16th oct

Too often you see people make decisions that just don't make sense. What happened is that they let their anger about the situation make a decision that they would have never made with a calm mind. Before deciding anything when something annoying happens, first focus on calming down so you can listen to the reasonable you.

GAP BETWEEN WHAT IS AND COULD BE – 17th oct

A strategy is always the gap between where you are now and where you could be. Therefore, a strategy can only be as effective as those two things...1) Having a clear picture of where you could be in your career and your life, and 2) Being honest in clearly describing what is your current situation. For many, these two things are never clear enough.

NOT LETTING OTHERS DOWN – 18th oct

Peer pressure is important for leading a successful team. When the performance of everyone, and the importance to the team's goals is visible, then people will take more ownership of their role as they do not want to let down their fellow team members. Are you creating positive peer pressure in your team?

ENABLE PERSONAL RISK TAKING – 19th oct

Risk taking is not done by organizations, but it is done by individuals or a group of individuals. When someone say that an organization knows how to take risks, it really means that there are some key people who are willing to take personal risks.

DECIDING HOW TO MAKE THE DECISION – 20th oct

The start to make a good decision is to first determine how you are going to make it. That means who needs to be involved, what data do you need, and by when does the decision need to be made. You always make better decisions by deciding on the how first.

DISSATISFACTION WITH THE PRESENT – 21st oct

People change because of two forces...trying to get away from something or trying to move towards something. Just being dissatisfied with the present provides only one force. To get more power to really make a change, you should use the power of both forces and have also a target to move towards.

JUDGED BY THE ABILITY TO DEVELOP PEOPLE – 22nd oct

Successful leaders are judged by their results, but if you want to judge whether your leaders will deliver strong long-term results, you need to judge how well do they develop their people. People drive results, and if your people are not growing, it is likely that their results won't grow either.

ACTING WITHOUT CONSENSUS – 23rd oct

Consensus is what leaders would like to have to move things forward as a team. However, there are times when a drastic change is required, and full consensus of everyone will just never happen. In these times it takes strong leadership to act without the consensus, and stay strong in the direction until it takes hold.

BEING DEMANDING CAN UNCOVER POTENTIAL – 24th oct

Very often, people don't really use their potential until they are demanded to do it. The art of leadership is in the understanding of how far we can stretch our people to use their potential, and not stress them beyond their ability to handle it.

ERROR FREE CAN MEAN EFFORT FREE – 24th oct

Some people are so focused on not making a mistake, that it stops them from taking the very actions that would make them more successful. Ask any successful person, and they will tell you that they have made a great deal of mistakes, but also say that those mistakes have also enabled them to move faster towards their goals.

SUCCESSFUL CHANGE REQUIRES TEAMWORK – 25th oct

Take a look at all successful organizations, and especially those that have gone through a great number of changes; and you will see great teamwork happening. A big change usually crosses many areas of the organization, and without teamwork, the change can never be successful.

FOLLOW-UP MAKES TRAINING WORTHWHILE – 26th oct

Companies invest a great deal of money in training their employees, but few leaders actually follow-up with their people about the training. Interest drives more action, and when leaders ask about their employees' training and what can they do differently...more action and change happens.

WHAT & WHAT NOT TO CHANGE – 27th oct

Everyone says change is a good thing, as change help drives initiatives forward. However, not all change is of equal value, and it requires experience to know what and what to not change. This is often where skill and art comes together in leadership, as successful leaders use their experience to quickly evaluate the most important changes to drive forward.

GREAT LEADERS ARE MOTIVATION EXPERTS – 28th oct

Review the lives of every great leader who has experienced long-term success and you will see someone who is a motivation expert. Not only do they understand very well how to motivate themselves, they are also very interested in understanding what motivates their people too. Then, they adapt their leadership to trigger the motivation in each of their people.

WHAT ARE THE UNDERLYING ASSUMPTIONS? – 29th oct

Most successes and failures start with the roots of what is being attempted, and the roots of all key initiatives are the assumptions. Successful leaders understand this, and when they focus their people on any new challenges or initiatives, they first focus them on defining the right assumptions.

DISAGREEMENTS ARE NOT ALWAYS BAD – 30th oct

Some leaders don't know how to deal with disagreements within their teams, while others would be disappointed if they didn't have any. Disagreements drive deeper discussions on key topics, and help drive better overall solutions.

RIGHT QUESTION AT THE RIGHT TIME – 31st oct

A leader's power comes from their questions, as questions drive their people to do their own thinking. Successful leaders have developed the ability through experience to evaluate people and situations fast, and to ask the right question at the right time. There's far more power in the question than the answer.

NOVEMBER THOUGHTS

POWERFUL VISIONS REQUIRE HEART & HEAD – 1st nov

Every big change we achieve starts with a vision, but to help this vision become real, it requires people to not only have the passion; but also the determination. It's about having the discipline to do whatever is required, and not just what is easy to do. Visions require having both the heart and the head engaged, and to their full power.

SIMPLE IS MORE EASILY CHANGEABLE – 2nd nov

We often hear people talk about keeping it simple. It's important, as simple enables more consistent performance. Also, with a fast-paced and changing world, simple is more easily changeable and the ability to change & fast can be a competitive advantage...more reasons to keep it simple.

ABILITY TO SEE THE TRENDS – 3rd nov

Vision in business is important if you want to create a long-lasting successful business. It's not just about having a vision for your company, but in having a vision of the world around you and the trends that are happening which can impact your business and the value it delivers.

WHEN THE GOOD HIDES THE BAD – 4th nov

Sometimes too much success for a business can hide some problems that left untouched could grow and threaten the business. Even in good times, efforts needs to be made to question how things are being done, and what might need to change in order to stay ahead of the competition.

REFLECTION BRINGS AWARENESS – 5th nov

There are two things that go together well in a personal development plan, and they are reflection and awareness. Whatever we invest time to reflect on, always increases our awareness in that area. That's why the successful constantly visualize their goals, and reflect on how they need to change or adapt to achieve them faster.

ON YOUR OWN POWERS THE TEAM – 6th nov

Great teams don't do everything together. It is often the combined individual efforts that when come together create the most successful teams. It was what team members do on their own that brings the credibility, performance and commitment to the work they do together as a team.

WILLING TO MAKE THE DIFFICULT DECISIONS – 7th nov

Progress is all about problem solving, and the most difficult problems often require difficult decisions for their solutions. This is where leaders earn their pay, because the decisions rising to them will always be the difficult ones (otherwise, the decisions would have already been taken).

PLACING STRATEGIC BETS – 8th nov

If we want to be truly innovative, not everything we try can be successful. People who accomplish great things place strategic bets, and what they learn from their failures is what often helps them make their successes even larger.

CHARACTER AT THE BOUNDARIES – 9th nov

Leaders who are focused on creating the right cultures for the organizations are always focused on the boundaries, as that is where their people's character and ethics are tested. Take notice in your organization, as this is area where behaviors reinforce or change cultures.

EASILY APPROVED OR EASILY EXECUTED – 10th nov

Decisions are just the start of great performance, and it is how decisions are executed, and not approved, that makes the biggest difference. Some people are very smooth, and are good at getting decisions approved, but then can't build the resources and teamwork to execute them well.

REMOVING BARRIERS TO GREATER PERFORMANCE – 11th nov

Successful leaders are great at removing the barriers that are in their people's way to greater performance. For some companies, it is the culture that provides the biggest barrier to performance, and that's where leadership is key...as leaders need to role model the right behaviors for their culture.

GETTING EVERYONE'S INTERESTS ALIGNED – 12th nov

Successful leaders know that everyone looks at things from different views and has different interests. They don't try forcing everyone to take exactly the same views, but look to align the interests of everyone towards a common solution (to make things happen).

NARROW THE SCOPE OF THE DECISION – 13th nov

There are many managers who avoid making decisions, and very often it is because they are trying to make the big decisions in one step. All big decisions are built upon a series of small decisions, and confidence on the big decisions comes through addressing the small decisions first.

PRACTICING STRATEGIC PATIENCE – 14th nov

Successful leaders are impatient: they want results fast and often wanted them yesterday. This creates energy in an organization to make things happen. However, successful leaders also possess strategic patience...knowing when to listen just a little extra to their people when it really matters.

DON'T SIT ON BAD NEWS – 15th nov

How bad news is treated in an organization provides a great window into the culture of that organization. People don't sit on bad news in a successful organization, as the people in these organizations take responsibility to do the right thing (and that means addressing bad news right away).

EMBRACE WHAT YOU ARE AFRAID OF – 16th nov

Fear is what stops most people from using their potential and achieving what they really want. They never take the action, and what they are really doing is avoiding the fear. Success comes when we do the opposite, embrace the fear, and drive ourselves through it to the other side. Action and change negates fear.

BEING UNCONVENTIONAL – 17th nov

The market is often crowded with conventional wisdom...that means that unconventional wisdom often creates a new path, and it can be a more successful one too. It's always worth some thinking: What if we were to take a totally different view on this, and why would it be important for the customer and for us?

BUILDING THE LEADERSHIP PIPELINE – 18th nov

Successful leadership is not about creating followers, but leaders. Also, this means leadership is not just about creating leaders at the next level down, but throughout the organization. Successful companies have a leadership pipeline, and create leaders at all levels who are willing to take decisions and take action. How is your leadership pipeline?

THE SAME MESSAGE AT ALL LEVELS – 19th nov

Large organizations that are successful year after year have top leadership with the ability to get the same message carried right through all levels of the organization. These organizations have a strong WHY beyond just making money, and can attach all their key messages to this WHY, and reach everyone in the organization.

TAKING ACTION WITHOUT GUARANTEES – 20th nov

Taking risks is a part of life. It's about having faith in your abilities, and taking actions without any guarantees of success. When you put the faith in yourself, you are sort of creating your own internal guarantees that you will do whatever it takes (the risks) to achieve what you are shooting for.

BLEND OF EVOLUTION & REVOLUTION – 21st nov

Every successful organization has a blend of evolution and revolution. They just wouldn't change fast enough if everything was an evolution, and couldn't manage the change successfully if everything was an revolution. The skilled and experienced leaders know what blend is right for their organizations.

UNCERTAINTY ALSO EQUALS NEW POSSIBILITIES – 22nd nov

Uncertainty is something people like to avoid, as everyone feels more comfortable with certainty in their lives. However, there's a positive side of uncertainty, as new possibilities are more abundant in uncertain times; and it's the curious people who see the possibilities.

ADDING VALUE BEYOND YOUR ROLE – 23rd nov

There's one trait in all successful people. They add value beyond their role (beyond their job description). This is driven by their desire to really make a difference, and is powered by their ability to influence those around them. Focus on adding value beyond the definition of your role.

BEING CONSISTENT VERSUS FAIR – 24th nov

Fair is a goal for some leaders, but fairness is impossible to deliver. Fair is really not something that is shared, but is a personal viewpoint. So, it's impossible to meet everyone's individual view of fair. The best leaders aren't focused on being fair, but in being consistent in how they interact with others.

CONTROL IS ABOUT CHOICE – 25th nov

Some managers think control is about knowing everything that is happening. Control does not come from knowledge, but from choice. Success in leadership is about using the full capabilities & capacity of your team, and that means choosing to delegate vs running the team to your own personal capacity.

BLEND OF CREATIVITY & DISCIPLINE – 26th nov

Major breakthroughs are always driven from a blend of both creativity and discipline. The ideas drive the birth of the breakthrough, but only through discipline is it ever delivered. That's why some companies have great ideas (patents, etc.), but cannot bring anything great to the market.

FACILITATING THE RIGHT DISCUSSIONS – 27th nov

Leaders focus on creating the right structure for their organizations, and often think too much on control, and not enough on communications. Successful leaders structure their organizations to facilitate the right discussions on how to deliver the required change

AFTER THE DECISION IS MADE – 28th nov

Successful teams have healthy debates on the key issues. They trust each other well enough to say what they really think, and this drives good debates about the issues and ultimately better solutions. On successful teams, and after the decision is made, everyone supports it (even if they argued against it).

BOTH NATURE AND NURTURE – 29th nov

Successful leaders are developed by both having the talent (nature) and the great mentors (nurture). These leaders were born with strong abilities to influence others, and then refined those abilities with the guidance and encouragement from the right mentors. It's both nature and nurture.

NEVER SHOW THE SIGN OF A VICTIM – 30th nov

Your mindset will guide your behaviors, and as a result, what people think of you. That mindset can come from two directions, a victim or a victor. Victims are thinking that the world is against them, while the victor is thinking about changing the world around them. Which mindset do you want?

DECEMBER THOUGHTS

CHAMPION THE IDEA TO LIFE – 1st dec

Successful leaders spot the great ideas in their organization, and then put their strong support behind them until they take hold. Very often the most powerful ideas are a little controversial and require a great deal of change. They will need the support of the leader to come alive.

FOUNDATION FOR SUCCESSFUL CHANGE – 2nd dec

Change is always happening, but not all change is successful. All successful change has one thing in common...the people making the change are very CLEAR on what they are trying to accomplish. Clarity is what gets people focused and working together as a team...and that makes change successful.

RESPECT WORKS BETTER THAN MONEY – 3rd dec

Leaders who achieve long-term success understand that respect works better than money. Money is important, as it focuses people. However, what drives people to strongly follow their leader is respect. Often, people follow a leader they respect...and even before they fully understand the direction he or she is driving.

ESTABLISH CREDIBILITY EARLY – 4th dec

Successful leaders focus on establishing credibility as soon as they can in any new role. This means that early on they make sure to make commitments that they are guaranteed to keep. Leaders lose credibility with their people very fast when they begin breaking their commitments, and gain credibility fast when they keep them.

DELEGATE TO SPEED THINGS UP – 5th dec

Managers who don't delegate are running their organizations to the capacity of themselves, and there is no way for them to always be in the right place...at the right time...to make those timely decisions and take those timely actions. With that being so, successful leaders know that delegating is the best way to increase both speed and change in their organizations.

TAKE RISKS ON PEOPLE WITH POTENTIAL – 6th dec

Successful business people take risks where they see the potential for a big return. This can be in the initiatives they drive, but also in the key people around them. When they see people with potential, they are willing to give them responsibilities to use that potential and stretch their comfort zones.

STRATEGY IS BORN IN EXECUTION – 7th dec

Companies have people working on strategies all the time, but strategies are not born until they are executed. People often say "this was a good strategy, but poorly executed". That's not really true, as a strategy can only be good if it takes into account what is required to execute it well.

FEEDBACK MOVES OTHERS FORWARD – 8th dec

One of the best ways to develop your people is to give them feedback on their performance. Too many managers wait until appraisal time to do this, and then it comes across as negative input versus input to improve. Successful leaders are constantly providing feedback...with their people growing faster and achieving more too.

AVOID OVER-COLLABORATING – 9th dec

Collaboration is important, but you can sometimes over-collaborate! High performing teams don't do everything as a team...they divide up the responsibilities and bring back to the whole team recommendations to be discussed and approved. A team achieves together, but doesn't do everything together.

BALANCE OF FORMAL AND INFORMAL – 10th dec

Every organization has both formal and informal processes, and it is often the informal processes that fill in between the cracks of the formal processes and make things work. Successful companies strike the right balance of the formal and informal, which gives their people the flexibility to adapt to a fast changing world.

STRATEGIC, OPERATIONAL & ORGANIZATIONAL – 11th dec

Successful leaders often think in three's, and thinking through each key initiative there are impacts on: The strategy (aligning the change with the WHY and the overall direction), The operations (bringing the change into reality), and The organization (reinforcing the change).

EVERYONE FREE TO SPEAK OUT – 12th dec

You can only use the full power of your team if everyone is participating in creating the solutions and experiences for your customers. This means that you need to create an environment where your people feel free to speak out (on both the good and the bad). Better solutions are created when everyone is participating.

MEETING CHALLENGES REQUIRES CHANGE – 13th dec

Whenever we meet new challenges in life, we should be sure that these challenges will require us to change in some way in order to deal with them. It seems only logical, but many people act as if doing the same things will work in different ways. Challenges require change.

CREATING SUSTAINABLE CHANGE – 14th dec

When taking on a new role, every leader wants to make a difference and will drive changes. All changes are not necessarily good, and the best changes are sustainable, and become even the foundation for more changes in the future. Good change moves things forward, and provides for even faster progress.

UNCERTAINTY IS A CERTAINTY – 15th dec

When we make assumptions, there's one that is always true. Uncertainty is always a certainty. This means that we need to be always prepared for what could happen, as most likely, it will happen at some time. Being prepared is never a waste, as our preparation always gives us two benefits: moving faster when something happens, and more confidence to even move faster all the time.

MUST BE LED FROM THE TOP – 16th dec

Whenever you are driving change across departments, you always need strong leadership to drive it successfully (and fast). Each department looks at their own self interests, and only strong leadership will help change the mindsets and approach of each department, as well as drive the necessary teamwork. Focus on getting the strong leadership first.

BALANCING BIG PICTURE AND GROUND LEVEL – 17th dec

One trait in very successful leaders is the ability to see both the big picture of what they want to accomplish, as well as to see those next actions to keep the progress going. This comes from a very disciplined focus on keeping both the direction and progress towards what they want. You will get more accomplished too by focusing on direction and progress.

PEOPLE PROBLEMS DON'T AGE WELL – 18th dec

Whenever we have problems with others, they don't seem to get better with time. We often don't want to have the conversation to address the problem, and over time the problem just gets worse. Successful leaders understand this, and have the courage to have the conversation soon rather than later.

CHANGING WHAT YOU ACCEPT – 19th dec

Leaders often get better performance and better behaviors within their organization by just changing what they will accept. That's where new leaders often make a difference, as they are no longer willing to accept poor performance or poor behaviors, and this drive higher standards in everyone.

GIVING UP A KNOWN FOR AN UNKNOWN – 20th dec

There is one key trait in all risk takers...they are able to give up a known for an unknown. Too many people go through life accepting a known that they don't like, simply because they fear an unknown more than the known they don't like. Risk takers have confidence in their abilities to always turn the unknown into something better than today.

PLANNING HELPS YOU MANAGE RISK – 21st dec

Plans are always out of date the minute you finish them. It is not the plan that provides you the value, but the thinking and discussions that were done in order to create the plan. The process of creating the plan enables everyone to be able to respond more quickly to needed changes when taking the plan into reality.

FEELING IT WAS A GOOD DECISION – 22nd dec

In business, leaders would like to think that they make decisions based on the facts, and after looking at all the data. However, we all know that what drives our decisions is the FEELING that we are making a good decision. Leaders often get the feeling first, and then look for the facts that justify their feeling.

YOUR MOST EXPENSIVE PEOPLE – 23rd dec

Some leaders think of the people they pay the most as their most expensive employees. However, the definition of expensive requires a second criteria, and that's productivity. Actually, your most expensive employees are the least productive ones, as you are paying them for little value in return. Remember, money and productivity need to go together.

UNDERSTANDING YOUR PLAN B – 24th dec

When we challenge ourselves to aggressive goals, everything never goes perfectly, and there are always various options we can take. Leaders who create successful change always have a plan B ready in every significant area of the change they are driving. Invest in creating your plan B in your key change initiatives.

LOOK FOR THE PASSION IN OTHERS – 25th dec

Successful leaders are great passion finders. They are always looking for the passion in their people, and aligning responsibilities to match that passion. People using their passion take the right attitude to their work, and search for ways to do it better all the time. People with passion are not afraid of change.

MAKING VISIBLE ACHIEVEMENT EARLY – 26th dec

Every successful driver of change knows that it is important to make some visible achievement early in any initiative. It brings confidence to everyone and gets people started on an achievement habit versus just an activity habit. Identify your early achievement as one of the first things you define in starting any initiative.

INVOLVE KEY PEOPLE IN SETTING DIRECTION – 27th dec

People always feel more ownership for something where they can see their input has helped to create it. For organizations, the direction is that something where it's important to get everyone's ownership...as direction determines destination. Involve your key people in setting the direction and get their ownership.

COURAGE TO CHANGE YOUR MIND – 28th dec

It is impossible to go through life without changing our mind on anything. As we develop ourselves, we learn more about our world and this changes how we think about our world. We can never go through life without changing our mind, as that would indicate we are not growing.

OPEN DEBATE ON THE IMPORTANT – 29th dec

Some leaders are fearful of an open debate on the important issues, as they don't feel strong enough to facilitate the conversations. However, the best leaders understand that open debate always helps to identify problems up front, and this makes for far better solutions to be created and implemented.

IS THIS STILL NECESSARY? – 30th dec

In any business, the business processes have grown over time, as it is always difficult to stop doing something (especially if it has become routine). That's why it's important to continually ask ourselves Is this still necessary? What was a good idea at one time...might no longer be!

ADDING EMOTION TO THE LOGICAL – 31st dec

Many times it really seems logical for us to do something, but somehow we don't seem to do it (especially in creating our habits). It's just that our logical reasons are just not as powerful as our emotional ones. Next time it logically makes sense, invest time in creating the emotional why before starting your action.