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Maximizing Leadership Performance: Coaching for Success

Baldry + Sanford Growth Hub

13th June 2023
Facilitated by Clinton Sanford

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The capabilities that got you to where you are today will not sustain you into the future as a high performing leader. We need to continuously adapt
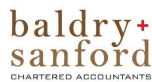
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Agenda

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Growth Hub 2023 Workshops

Four rounds of practical workshops throughout the year providing the latest insights, best practice and practical 'how to's' to accelerate the overall performance of you and your business.

2023 TRENDS	LEADERSHIP	IMPLEMENTATION	PERFORMANCE
Workshop 1	**Workshop 2 - Today**	**Workshop 3 - 12 September**	**Workshop 4 - 5 December**
In person 4 hour workshop	In person 4 hour workshop	In person 4 hour workshop	In person 4 hour workshop
Location – Baldry + Sanford Offices	Location – Baldry + Sanford Offices	Location - Baldry + Sanford Offices	Location - Baldry + Sanford Offices
Discover emerging trends and insights on best practice to shape your plans for the year ahead. Be challenged by experienced peers.	Improve your capabilities as a high performing leader. Learn new approaches and techniques you can embrace to boost your performance.	Refine your approaches to effective implementation of change. Learn and discuss new ways to get maximum performance from your team.	Lift your businesses performance for the year ahead. Learn the latest skills and approaches for strategy development, marketing, sales and improving profitability.
Potential learning topics:	**Potential learning topics:**	**Potential learning topics:**	**Potential learning topics:**
• Emerging trends in business and leadership performance • Innovation & customer trends • Sustainability strategies • Market & economic shifts • Resetting your plans for 2023 • Problem solving roundtables	• Leadership skills • Coaching ability • Mental health & wellbeing • Productivity & delegation • Building a great culture • Leadership case studies • Problem solving roundtables	• Team implementation • Driving change • Coaching & mentoring teams • Attraction & retention • Staying agile & lean • Performance management • Problem solving roundtables	• Strategy & planning shifts • Profit & efficiency • Scenario planning • Marketing & sales • Vision setting shifts • High performance case studies • Problem solving roundtables
Presenter Clinton Sanford	**Presenter** Clinton Sanford	**Presenter** Clinton Sanford	**Presenter** Clinton Sanford

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Mindshop Online update

Three NEW courses released during May 2023. Reflect on leveraging yourself or with your team if you have access to Mindshop Online.

- Leadership Performance
- Time & Priority Management
- Problem Solving Advanced

Last workshop actions

To Do List

Best Practice – 2023 trends

- Leadership / Business 2023 trends
- Customer centricity
- Leveraging ChatGPT
- Problem Solving roundtable
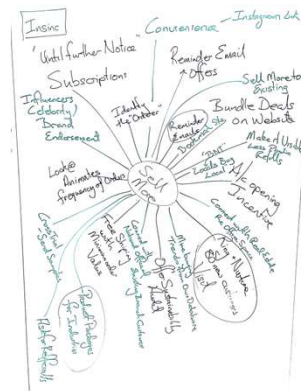
Introduction & updates

Quick introduction. Provide us a brief update on how you or your business has been performing since the past workshop?

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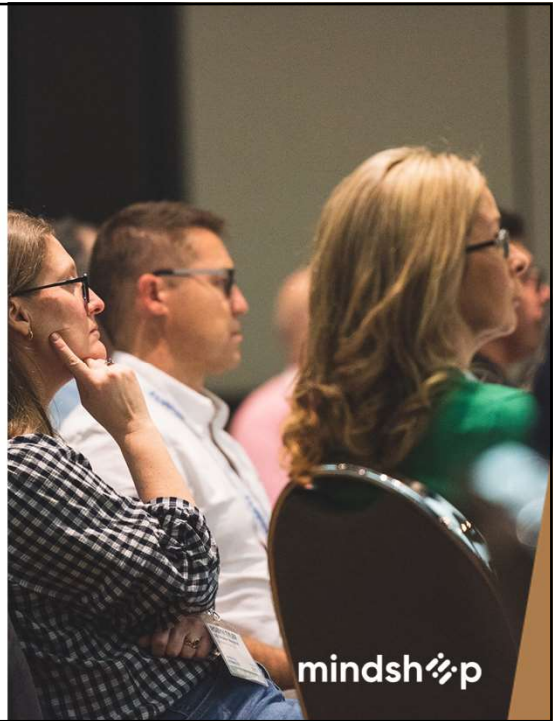
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Maximizing Business and Team Potential: A Leader's Guide to Harnessing the Power of AI

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What have you implemented with regard to leveraging AI in your business since the last workshop? Any particular tools?

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Hype Cycle for Emerging Tech, 2022

AI 2025/2026

AI 2023

Expectations

- Foundation Models
- Web3
- Computational Storage
- Superapps
- Industry Cloud Platforms
- Internal Talent Marketplaces
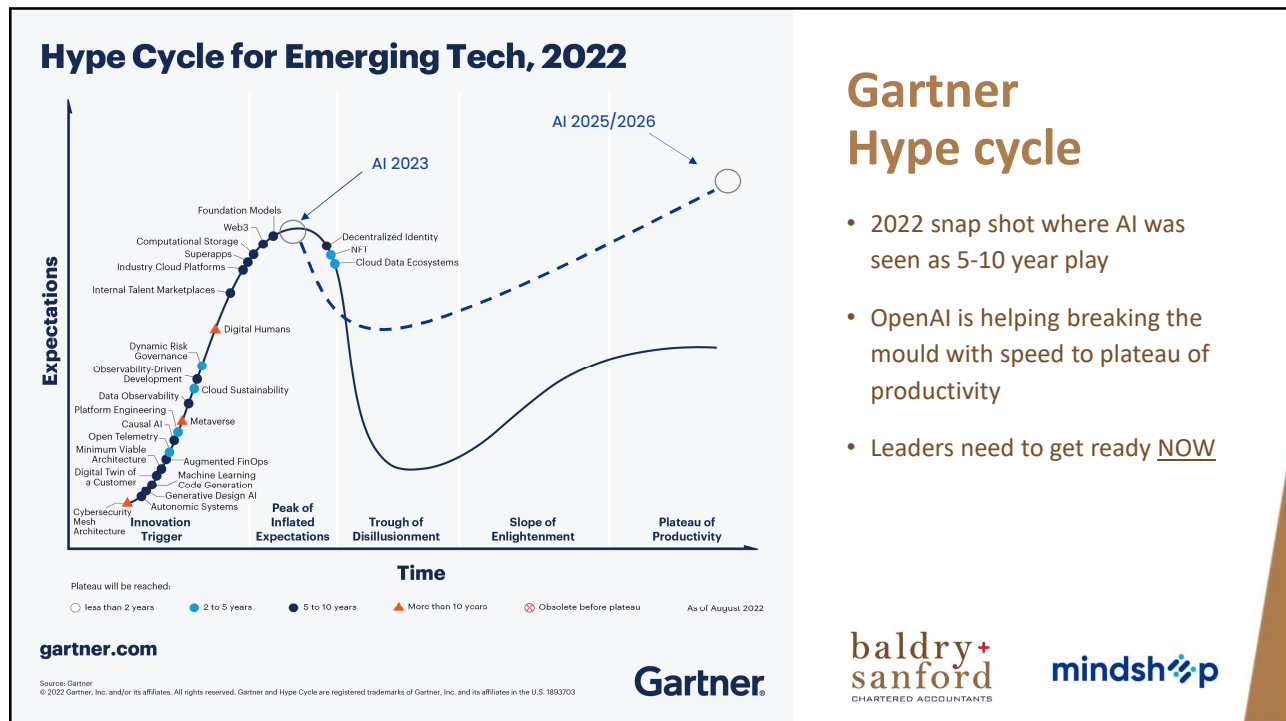- Decentralized Identity
- NFT
- Cloud Data Ecosystems
- Dynamic Risk Governance
- Observability-Driven Development
- Data Observability
- Platform Engineering
- Causal AI
- Open Telemetry
- Minimum Viable Architecture
- Digital Twin of a Customer
- Digital Humans
- Cloud Sustainability
- Metaverse
- Augmented FinOps
- Machine Learning
- Code Generation
- Generative Design AI
- Autonomic Systems
- Cybersecurity Mesh Architecture

| Innovation Trigger | Peak of Inflated Expectations | Trough of Disillusionment | Slope of Enlightenment | Plateau of Productivity |

Time

Plateau will be reached:
○ less than 2 years ● 2 to 5 years ● 5 to 10 years ▲ More than 10 years ⊗ Obsolete before plateau

As of August 2022

gartner.com

Source: Gartner
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Gartner
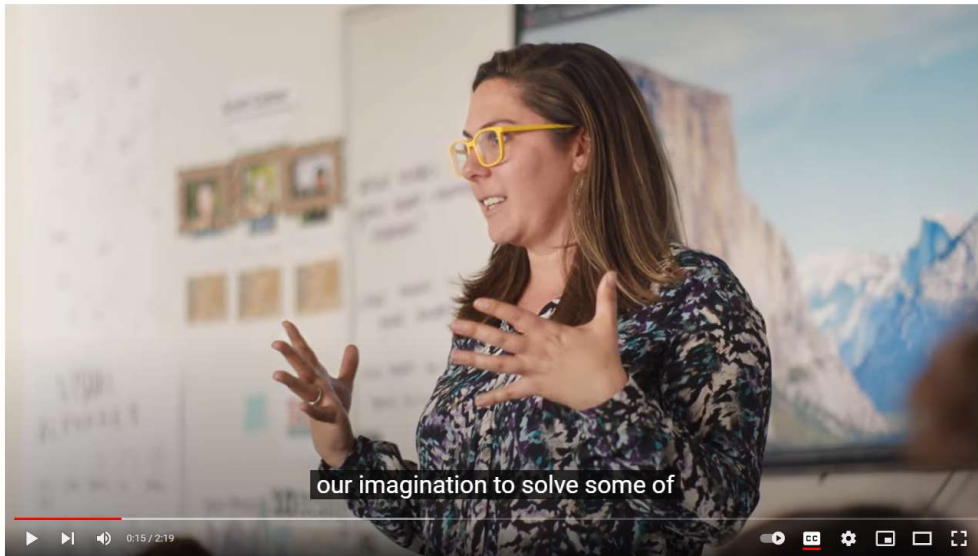
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Gartner Hype cycle

- 2022 snap shot where AI was seen as 5-10 year play

- OpenAI is helping breaking the mould with speed to plateau of productivity

- Leaders need to get ready <u>NOW</u>
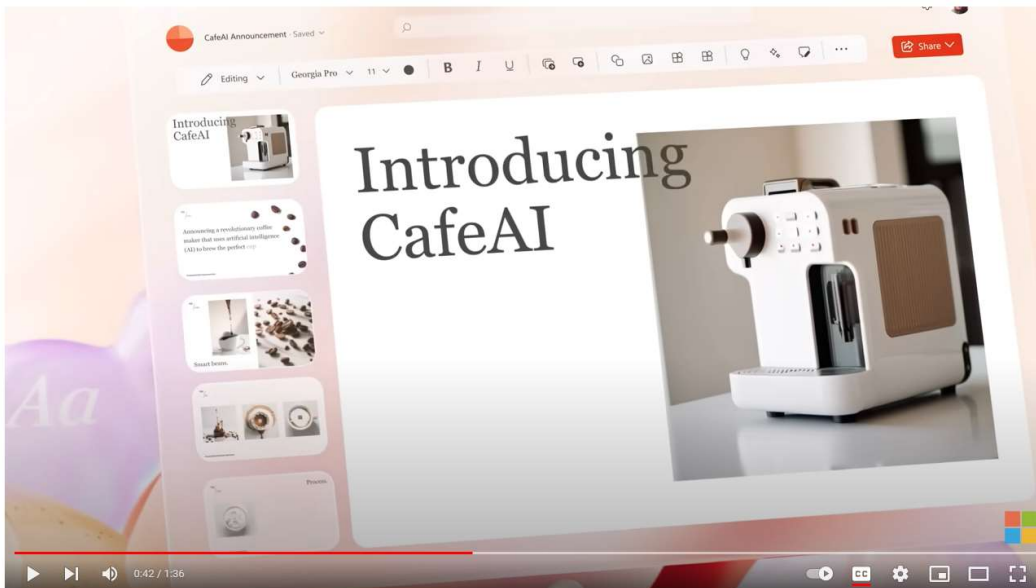
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OpenAI's DALL·E 2 helps kids bring their world-changing ideas to life

https://www.youtube.com/watch?v=y9y22D7zNAI

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Introducing Microsoft 365 Copilot | Your Copilot for Work

https://www.youtube.com/watch?v=S7xTBa93TX8&t=51s

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3 ways leaders can leverage AI like ChatGPT?

1. Ask it: "Make these points from our visioning exercises into a concise vision statement for the business"

2. Ask it: "Express this competitive advantage of (***) in a we will win by statement"

3. Ask it: "What are 4 ways to better communicate with a long-term team member who has become disruptive and unproductive"

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How to write better prompts in ChatGPT?

1. Offer context

Basic prompt: "Write about productivity."

Better prompt: "Write a blog post about the importance of productivity for small businesses."

2. Tell it the length of the response you want

Basic prompt: "Summarize this article."

Better prompt: "Write a 500-word summary of this article."

Ref: https://zapier.com/blog/gpt-prompt/

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How to write better prompts in ChatGPT?

3. Frame the style

"In the style of [famous person]"

This will help match styles really well.

"As a [insert profession/role]"

This helps frame the bot's knowledge, so it knows what it knows—and what it doesn't.

Ref: https://zapier.com/blog/gpt-prompt/

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5 ways to prepare now

1. Start asking right now how A.I. can benefit your business.

2. Start thinking differently about your job.

3. Start planning for your personal agent.

4. Stop worrying so much about A.I. running amok.

5. Start worrying more about how A.I. is being used by people.

https://www.inc-aus.com/minda-zetlin/bill-gates-says-were-witnessing-a-stunning-new-technology-age-5-ways-to-prepare.html

INNOVATE

Bill Gates Says We're Witnessing a 'Stunning' New Technology Age. 5 Ways You Must Prepare Now

BY MINDA ZETLIN   MARCH 24, 2023

Bill Gates. Photo: Getty Images.

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Breaking 2023 Barriers to Leadership Success: Identifying and Enhancing Your Leadership Style for Greater Impact

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Finding your leadership style

"Your leadership style is quite distinct from your personality type. While your personality is hardwired your leadership style can be modified for improved performance and outcomes"

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Six Leadership styles (Goleman)

	Coaching	Pacesetting	Democratic	Visionary	Affiliative	Commanding
Leaders approach	Develops people for the future	Sets high standards for performance	Forges consensus through participation	Mobilises people towards a vision	Creates harmony and builds emotional bonds	Demands immediate compliance
Style in a phrase	"Try this"	"Do as I do, now"	"What do you think?"	"Come with me"	"People come first"	"Do what I tell you"
When it works best	To help employees improve performance or develop long-term strengths	To get quick results from a highly motivated and competent team	To build buy-in or consensus, or to get input from valuable employees	When change requires a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	In a crisis, to kick start a turnaround, or with problem team members

Ref: The Emotionally Intelligent Leader – Daniel Goleman

Q: As a leader today what style best describes you most of the time?

Q: During the last 3 years do you feel your style adapted and why?

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Blended is best for performance

- 2020 Harvard Business Review article covered research that showed higher performance from a blended leadership style

- Highlighted leaders send two types of signals in their style:

  - **Power** – indicators of strength and control

  - **Attractiveness** – indicators of likability, approachability

- Both have positives and negatives based on the situation and leaders need to be dynamic in style for maximum impact

ARTICLE   BESTSELLER
How to Develop Your Leadership Style
By: Suzanne J. Peterson, Robin Abramson, R.K. Stutman
Bosses often sense that something is missing in an employee's tool kit but can't put a finger on what it is. They say something like "You need certain important intangibles" or "You don't have enough...

Brought to you by:
Harvard Business Review

Length: 11 page(s)   Discipline: General Management
Publication Date: Nov 1, 2020   Product #: R2006D-PDF-ENG

https://hbr.org/2020/11/how-to-develop-your-leadership-style

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Leadership markers

A Guide to Leadership Markers
The signals used to communicate status fall into two categories.

STATUS MARKERS

POWERFUL	ATTRACTIVE
More formal	More informal
Nondeferential address	Deferential address
Detached responses	Empathetic responses
Expanded personal space	Respectful of others' personal space
Interruptions and talk-overs	Respectful conversational turns
Abrupt topic shifts	Gradual topic shifts
Directive gestures (finger-pointing, head-shaking)	Acceptance gestures (head-nodding, shoulder-dropping)
Less polite	More polite
Little to no note-taking	Extensive note-taking
Inattentiveness (ignoring others, wandering eyes)	Attentiveness (engaging with all senses, especially eyes)

NONVERBAL STYLE

POWERFUL	ATTRACTIVE
Backward leans	Forward leans
Physical distance	Physical closeness
Eye contact when speaking	Eye contact when listening
Averted gaze when listening	Averted gaze when speaking
Tendency to stare	Tendency to break eye contact
Serious expressions	Happy expressions
Controlled movements	Natural movements
Talking while moving away	Body square while talking

VERBAL STYLE

POWERFUL	ATTRACTIVE
Longer speech duration	Shorter speech duration
Faster speech rate	Slower speech rate
Louder volume	Softer volume
More direct	More indirect
Declarative statements	Questions
Fewer nonfluencies (um, well, you know)	More nonfluencies and pauses
Intense words	Everyday words
Technical jargon	Personal idioms
Careful pronunciation	Relaxed pronunciation
Fewer hedges and qualifiers (I guess)	More hedges and qualifiers
Exclusive language (I, me, my)	Inclusive language (we, ours)
More humor/sarcasm	Less humor/sarcasm

https://hbr.org/2020/11/how-to-develop-your-leadership-style

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Discuss

In pairs discuss where you can adapt your leadership style between attractive and power markers for better outcomes in your role in 2023 / 2024? (we shall pull previous slide up)

Reflect on feedback and your intuition on areas you have weaknesses.

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Hybrid workforce

Learning fatigue

Staff turnover

Technology overload

Change fatigue

Challenges for leaders in getting the most from teams

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9 ways to better coach / develop your team

1. Clarify and simplify roles and structures

2. Less initiatives / projects – heavier focus on profitable growth / productivity

3. Development plan inc. training sprints (online) - learn through doing

4. Better accountability loops and alignment to business goals / KPI's / OKR's

5. Challenge team members performance – constructive conversations

6. Embrace right technology for effective communication / collaboration

7. Lead by example – embrace new habits yourself

8. Leverage Mindshop coaching tools – Coaching matrix, Now-Where-How, One Page Plan's

9. Greater in-person (where possible) collaboration / learning opportunities

As we go lets discuss what's working in each area

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Coffee Break

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Beyond the Obvious: Uncovering Effective Strategies for Attracting and Retaining Top Talent

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2023 Future of work - Gartner

9 Future of Work Trends in 2023

Look internally to skill up quality people for roles as finding new people difficult

Be aware social skills gap for Gen Z (born 1995 to 2012), build back.

More transparency on how AI is being used in recruitment filtering is coming

Be careful in the protection of team member data if collecting more health / well being information

Embrace flexible working hours and days

Ensure all are aligned to goals and priorities – don't stretch the team and be flexible / agile

Look for talent in non-traditional areas like offshore or other industries and relax some traditional hiring hurdles

Ensure the workplace embraces strategies to support team members mental health and well being.

Be balanced in considerations of diversity and inclusion strategies

Ref: https://emtemp.gcom.cloud/ngw/globalassets/en/human-resources/documents/trends/hr-toolkit-tackling-2023-future-of-work-trends.pdf

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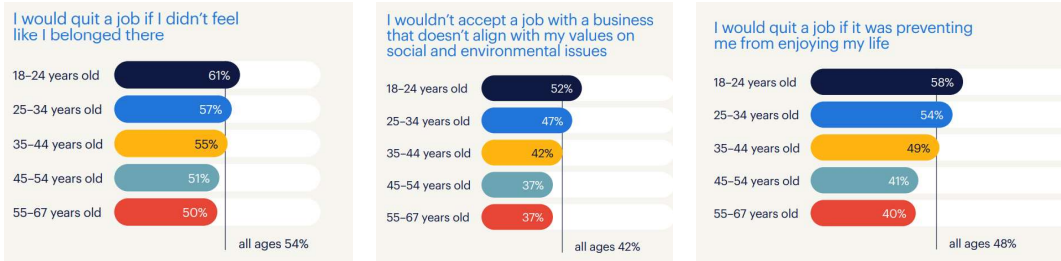29

Randstad 2023 survey key findings

1. **Attitude** – 61% wouldn't accept position if it disrupted work / life balance

2. **Expectations** – Cost of living driving demand for higher wages

3. **Security** – 37% worried about losing job, 52% worried about economic uncertainty on their job

4. **Unretirement** – Decline of 61% to 51% in 12 months of those feeling they can retire before 65

5. **Belonging** – 54% would quit if they didn't feel they belonged at their business

flexible
but stable.
randstad

35,000 workers and job hunters surveyed in 34 markets

Ref: https://workforceinsights.randstad.com/hubfs/Workmonitor/2023/Randstad_Workmonitor_2023.pdf?hsLang=nl

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Randstad 2023 surveys findings

I would quit a job if I didn't feel like I belonged there

18–24 years old	61%
25–34 years old	57%
35–44 years old	55%
45–54 years old	51%
55–67 years old	50%

all ages 54%

I wouldn't accept a job with a business that doesn't align with my values on social and environmental issues

18–24 years old	52%
25–34 years old	47%
35–44 years old	42%
45–54 years old	37%
55–67 years old	37%

all ages 42%

I would quit a job if it was preventing me from enjoying my life

18–24 years old	58%
25–34 years old	54%
35–44 years old	49%
45–54 years old	41%
55–67 years old	40%

all ages 48%

Ref: https://workforceinsights.randstad.com/hubfs/Workmonitor/2023/Randstad_Workmonitor_2023.pdf?hsLang=nl

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Attraction / Retention strategies

Let's discuss:
What could we do differently in 2023 / 2024 to attract and retain the right talent based on these trends from Gartner and Randstad?

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Improving leadership problem solving roundtable

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Number one way to build leadership capabilities in 2023 was discussions with fellow business leaders

Ref: Mindshop 2023 business leader survey results

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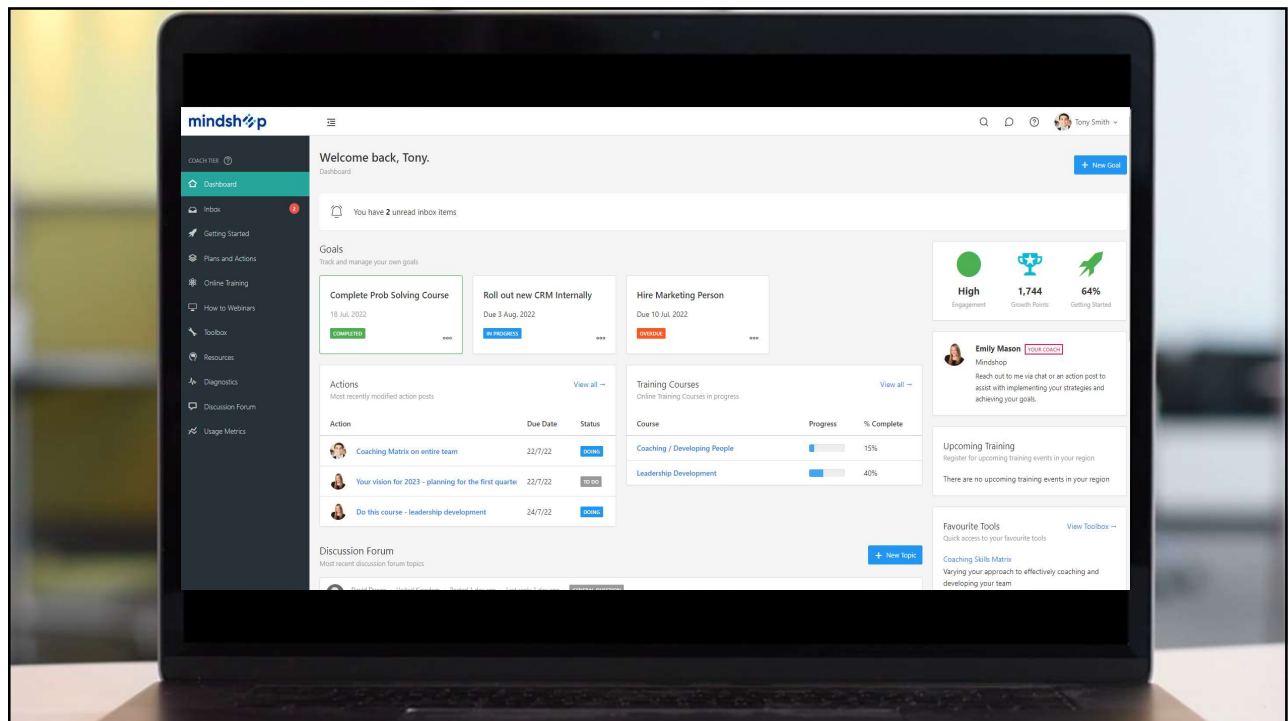
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Summary from today

- Upskill with new leadership capabilities via Mindshop Online training courses in 2023 for you and your team: leadership, time / priority management, advanced problem solving
- Lock in these future workshop dates in your diaries for 2023.
- Look at harnessing AI further as a leader in 2023 – prompts / co-pilot
- Importance of a blended leadership style for higher performance
- 9 ways to better coach and develop your team
- Gartner and Randstad latest future of work research
- Discussed attraction and retention strategies in a 2023 context
- Leadership Problem solving roundtable insights / strategies

What was your key take away from today?

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Thank you for attending

Good luck with embedding the wealth of insights covered today on leadership performance into your strategies for 2023

Next workshop date: 12th September

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