

THE NEW LEADERSHIP MANIFESTO

HOW TO DELIVER EXTRAORDINARY RESULTS IN OUR DIGITAL AGE



Graham Wilson

Leadership Wizard, author of Leadership Laid Bare!
and creator of the award winning Successfactory™

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HOW TO AWAKEN POSSIBILITY IN PEOPLE
TO DELIVER EXTRAORDINARY RESULTS

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"LET A LEA REVOL

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A catalogue record for this book is available from the British Library.

ISBN 978-0-9931390-1-7

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Published by Success Online, Chester, United Kingdom

For more copies of this book, please email: info@thesuccessfactory.co.uk

Tel: +44 (0) 1829 771770

Printed in Great Britain

Illustrations by Martin Teviotdale

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"START LEADERSHIP UTION."

GRAHAM WILSON

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WELCOME TO THE NEW LEADERSHIP MANIFESTO

Hi, I'm Graham Wilson and I want to personally thank you for taking the time to read The New Leadership Manifesto and learn all about what great leaders actually do in today's Digital World.

We live in a world of such phenomenal opportunity. Never before has there been so much opportunity for those brave enough to open their minds and grab what is available.

Our Digital Age has brought so much excitement and change that those willing to adapt and operate in different ways will achieve so much for themselves, their family and society.

Over the past 25 years I've had the privilege to work with and develop well over 70,000 leaders from some of the best organisations in the world.

Being trusted to do such great work has been an amazing and humbling experience that has enabled me to really get to the heart of leadership and learn the challenges we all face. It's enabled me to discover what works and what doesn't!

The New Leadership Manifesto is your quick guide and bite size learning opportunity to really get to grips with what great leadership is really about in today's digital age. A chance to get clarity in a complex and ambiguous world!

It's aimed at leaders at any level and context who want to be the best they can be. You may be a CEO of a large organisation, a teacher, an entrepreneur, a team leader, functional leader, senior leader, community leader or a family leader. This book is for you if you want to quickly get a picture of what great leaders actually do.

There are timeless leadership principles at play in our Digital Age, let's explore...

**“LEADERSHIP
IS THE ART OF
GIVING PEOPLE A
PLATFORM FOR
SPREADING IDEAS
THAT WORK.”**

SETH GODIN

My aspiration is that this book will inspire you to dream more, learn more, think big and most importantly take action to achieve more.

Enjoy the journey...

Every success,

A handwritten signature in black ink that reads "Graham Wilson". The signature is written in a cursive, flowing style. Below the name, there is a long, horizontal, slightly curved line that extends from the end of the signature.

How to get the best from your book

Just before we leap into learning about leadership let me share with you how to get the best from your investment.

The most important part of our journey together is what you do after you have read the book. Leadership is all about action and continually learning, connecting and applying so that you become the best you can be.

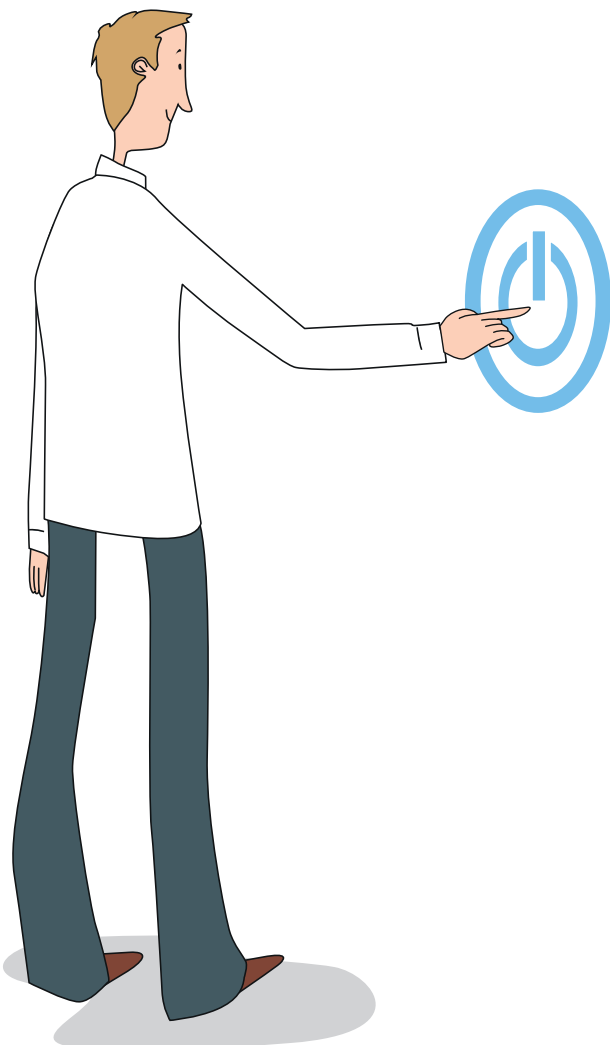
I have written this handbook as if I am talking to you and you alone. This handbook is for you! Find a great place to relax and let's get into the conversation around leadership and improving your results. I recommend thinking about your leadership challenges before you go any further.

I know you are excited about getting started but think for a while about what challenges you face.

Talk to your peers, your boss, your partner, your friends and then turn your challenges into a series of leadership questions, such as:

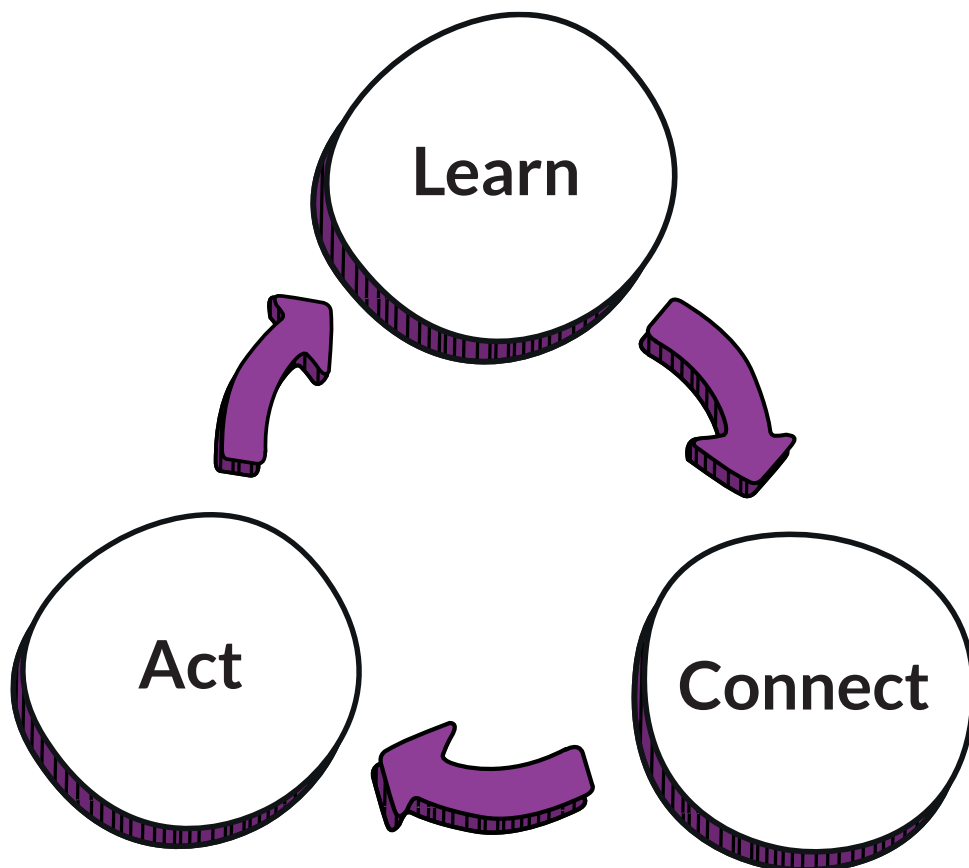
- What does a successful leader actually do in today's world?
- How do I get my team really engaged and enabled for success?
- How do I create a culture of innovation?
- How do I get the organisation to understand and act on the strategy?
- How do I kill complexity?
- How do I achieve more from doing less?

Make your goal finding the answers to your questions. Read the handbook and search for your answers, they will be there!



I've used this style of layout in the handbook for a purpose. It's visual and gives you plenty of white space and areas to record your thoughts, so take notes as you read it. This will really help you with creating your plan of action.

When I teach leadership programmes face to face I share a great three stage mental model you can use to ensure the best outcomes are achieved:



Learn by reading this book with an open mind writing down your insights and golden nuggets as they arrive.

Connect at an emotional level to the stories, examples and messages as you read. What does this mean in your world? Have you experienced this before? Do you know this, and do you apply it? Reread the book and add to your ideas. And then...

Act by creating an evolving plan.

I've included a few questions to prompt your thinking at the end of each discipline.

Remember that this book is written from my experiences, my learning, my thoughts and my aspirations. It is important for you to test what I am saying, connect with it from your world and only apply what feels right for you. Most of all have fun solving **YOUR leadership questions in YOUR way!**

OUR WORLD HAS CHANGED :)

“Firstly let me set the record straight. I firmly believe that there is no separation between a digital and a traditional business – there’s just operating a business in a digital age. Which is what we’re doing here at L’Oréal Canada.”

Stéphane Bérubé

Chief Marketing Officer,
L’Oréal Canada

“At Starbucks we are totally committed to being the best moment in every customer’s day. It’s a perfect environment for a marketer to play. I am very lucky.”

Lisa Mazurkewich

Director of Marketing and Digital
Experience at Starbucks Canada

“In some ways that notion of constant transformation is baked into our credo and our culture here at Klick which is this idea of “The Relentless Pursuit of Awesome.” For us that means, each day you’re striving to be more awesome than you were yesterday.”

Jay Goldman

Author of The Decoded Company, and a member of the Klick Executive team and Managing Director of Klick’s latest business venture, Sensei Labs

**DIGITAL IS
BUSINESS
AND
BUSINESS
IS DIGITAL**

FOREWORD

The New Leadership Manifesto,

is as profound as it is simple. A set of pragmatic, tried and tested, simple to adopt, and high value disciplines, that are essential for any leader in any field.

Whether you're a first time leader, or you feel like a seasoned veteran, Graham's practical challenge on understanding your environment and provocation to unleash the potential of your team, will start you off well. This is complemented by advice to embrace authenticity and vulnerability, to be more innovative and inspirational, and be a leader, coach, and mentor.

If you want to be a manager, don't read this book. If you want to be an amazing leader that empowers others and builds high performing effective teams, this is your go to guide. A genuine investment in being the best version of yourself, every day.

Dom Price

Head of R&D and Work Futurist,
Atlassian



Meet Graham

I believe that so many leaders and entrepreneurs struggle to discover a way to lead their business, function or team in the most effective way. Hope is not the only strategy!

Many struggle to reap the rewards they deserve for the effort they put in and feel trapped in a 'job' rather than running a business. Many businesses become over managed and under led, being managed using outdated command and control methods and techniques that just don't work in today's fast paced world.

Many organisations are struggling to achieve outstanding results with people feeling stressed, overwhelmed and unhappy; the fun has evaporated from their job or business. I'm sure you'll agree with me, not a great formula for success!

I'm on a mission to change that and teach leaders and business owners how to **CREATE A HIGH PERFORMANCE ORGANISATION WHERE SUCCESS IS INEVITABLE**. I'm doing that by teaching leaders, business owners and their managers how to awaken possibility in people to deliver extraordinary results.

I'm a family man at heart and love living with my gorgeous partner Nicola in the most beautiful countryside of Cheshire in the UK. Our children have grown up and we enjoy seeing them travel their journey.

We created our businesses around our passions and what we love doing. Making a difference, travel, adventure and learning all formed part of our solution. Nicola is a transformational coach working with mums in business and we both play an active part in both our businesses.

I'm on a quest to change the way organisations are led and that includes start up, fast growth businesses and global corporations. My approach is teaching entrepreneurs and their managers how to use the latest leadership approaches, pragmatic tools and simple techniques.

My aim is to make my learning available for as many leaders as possible. I'm doing this through my courses, online videos, books and resources. I've created a Leadership Vault with all my content freely available. You might like to check out **leadershipvault.co.uk**

Having developed well over 70,000 leaders in a 25 year period I've learnt what great leaders actually do on a day to day basis... their routines and mindsets.

I know the tools they use to craft great outcomes. Tools and ideas designed to support you in honing your business and leadership skills to ensure you:

- **IMPROVE BUSINESS RESULTS**
- **REDUCE STRESS**
- **EARN MORE INCOME**
- **HAVE MORE FUN**
- **GIVE YOU THE LIFE YOU DESERVE**

SECTION 1:

OUR DIGITAL AGE

Our world is changing fast. There's a digital tidal wave sweeping through organisations and it's driving massive change and chaos. It's bringing massive ambiguity and confusion of how best to lead and drive for success.

My leadership work is an attempt to decode what GREAT leadership looks like going forward and teach new ways of leading in today's digital world. I'm more interested in what will work now and in the future.

Sure, there are many lessons from the past but to be successful we need to work out what will work going into the unknown!

In this short book I share what I've discovered about GREAT leadership in our digital world. I go deeper into the subject in *Leadership Laid Bare!* – well worth a read after this book!

Use my learning to challenge your thinking and develop YOUR way of leading in our exciting and opportunistic times.

Leadership is contextual so it's important to look at leadership through the lens of the world we live in today. It's also important to develop your way of leading. There's no cookie cutter answers, it's all about a lifetime of learning and applying!

For now, let's explore the big picture and the world we live in.



What do we actually mean by the ‘digital age?’

A great starting point would be to explore the context in which we are leading in today. Here’s an interesting question to think about, “Was the environment in which we were educated the same as the environment we work in today?”

I’m sure you’ll agree with me that we were all educated for a world that doesn’t exist anymore! So, what does this mean?

If you asked leaders ten to fifteen years ago what ‘digital’ meant to them they would probably say something like websites, social media and perhaps a bit of online Ecommerce.

Today, it might be Cyber Attacks, Artificial Intelligence, the Internet of Things, Apps, Big Data, 3D printing, Augmented Reality, or ‘The Cloud.’

Great answers but do they really describe our digital age?

What they are describing are the tools we can now exploit and use to create business models and propositions that are far different than before.

What I feel they are missing is the impact that the digital revolution is having on the way we need to think, behave and carry out our day to day rituals and routines. The way we need to lead our organisations has changed. It’s like someone flicked a switch without telling us and changed all the rules!

In most large organisations digital is owned by the CIO or IT Functions rather than taking an organisation wide approach. This tends to focus on old ways of thinking, functional mentality, efficiencies, cost saving and improved ways of working.

Today the pace of change and scale of opportunities digital brings is impacting on all areas of business and how we need to unleash innovation in all that we do.

The worrying thing, and one of the reasons for writing this book, is that many board members and senior leaders lack the knowledge and awareness necessary to lead a digital transformation.

We now need to work on efficiencies AND effectiveness.



We need leaders who can understand and anticipate the external business environment, the organisation itself and what strategy really looks like in today's world and then choose to use the right behaviours to achieve success. Here's some thoughts I've had and discoveries I've made:

- The digital revolution is not really a technology problem it is a cultural opportunity.
- Digitisation requires new business models and propositions.
- Our digital world requires a redefining of purpose and mission.
- Leaders need to be educated to understand the impact digital has on their organisation and be able to articulate it to inspire action and ensure people feel safe.
- Digital understanding and capabilities are required across the organisation, not just in the digital team or IT function.
- Digitalisation must be supported by the firm's corporate culture and be at the heart of what they do.
- Digitalisation demands a greater level of collaboration.
- Digitalisation requires greater engagement with the public, partnership working and full integration of open innovation.
- Business strategy in the digital age becomes a continuous learning process of evolving strategies.
- We need to evolve or die.
- Gone are the days when companies had the luxury to think in terms of ten year or five-year strategic plans. With major business trends shifting constantly as they are today, strategy formulation and execution need to happen simultaneously and ideally in a seamless feedback loop.
- Decision-making in the digital age is increasingly data-driven and needs to be fast and effective.
- How organisations collect and manage data is becoming crucial to their success.
- It's not possible as leaders that we have all the answers.
- Partnership working is moving to Collaborative Working and Open Innovation.
- We need to lead from the front rather than from the top.
- Customers don't always know what they need.
- Digitisation requires firms to enter unknown foggy situations where the problems are unknown and the solutions unclear.
- Leaders need to be comfortable with ambiguity.
- Leaders need to be resilient.
- Leaders need to innovate in many areas other than just product and service.
- We need to break down silos.
- We need to keep control AND create an agile empowered organisation.

What does this mean for us as leaders?

Leaders need to craft solutions and create a high-performance culture where success is inevitable.

Leaders need to develop teams who can launch ambitious experiments and quickly take learnings on board. For their part, boards and executives must raise their comfort level as regards to uncertainty, ambiguity and risk.

It means that Digitalisation is about continuous leadership of change not change management.

In the pre-digital world, a one-off change management programme could pay dividends for years if not decades. Not anymore. Directors and executives must ensure that the will and ability to continuously change are built into the very fabric of the organisation.

Many organisations have realised that employee engagement is key. Even more so in our digital world. Digitisation is all about people in the end.

People want more empowerment, autonomy and ownership rather than to follow instructions. Customers want to participate in the marketing and development process; and leaders are finding that open and agile organisations are able to manoeuvre more effectively than organisations where all insight and direction comes from the top.

The autocratic command and control structure is just too slow and will not be tolerated by the younger generations. The puzzle is that we still need control but in a different way – a way that we weren't educated or developed in.

According to Roffey Park, an internationally renowned leadership institute, organisations will need to shift from old command and control leadership styles to become more:

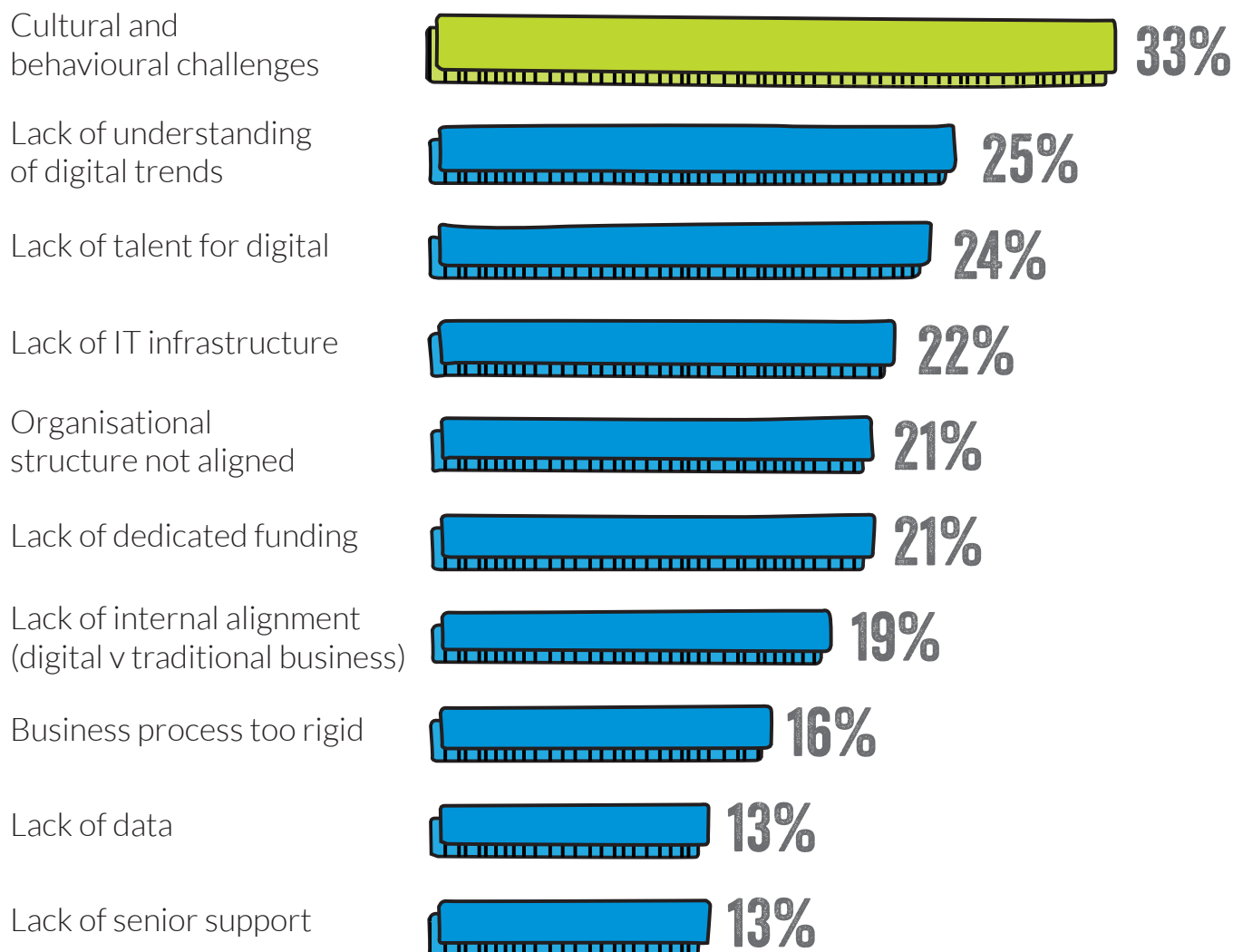
- user-centred, in the sense that all customers using your products and services can be defined as users;
- collaborative, which means not just good team-working, but also allowing yourself and others to challenge each other and engage in robust dialogue regardless of their position or status;
- supportive of innovative ways of working, which implies more experimentation and risk-taking and a willingness to learn from mistakes;
- agile and able to adapt to changing contexts, rather than being wedded to long-term plans; and
- willing to let teams become autonomous in order to drive change and transformation.

Culture is the most significant self-reported barrier to digital effectiveness

Which are the most significant challenges to meeting digital priorities?

% of respondents

■ Cultural barrier ■ Other barrier



Source: 2016 McKinsey Digital Survey of 2,135 respondents

I totally agree and would go further by saying we need to define what leaders should behave like, be focussed on and doing.

Let's explore what I've discovered about GREAT leadership ...

SECTION 2:

THE NEW LEADERSHIP MANIFESTO

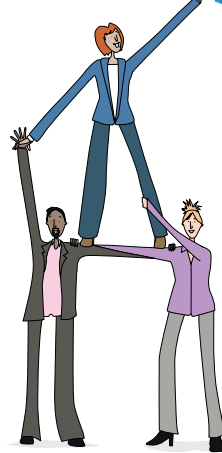
I CREATE A HIGH
PERFORMANCE
ENVIRONMENT WHERE
SUCCESS
IS INEVITABLE



I educate, coach
and develop people

TEAMWORK

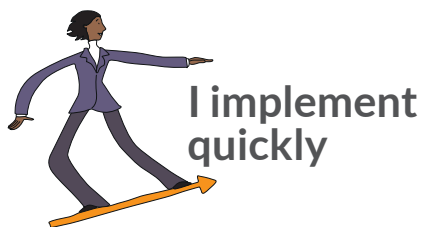
I build
awesome
teams



I MANAGE
AMBIGUITY AND RISK

I OPERATE WITH BOLDNESS, SIMPLICITY AND SPEED

I AM A PURPOSE
MAXIMISER



INNOVATION



I UNLEASH INNOVATION



I AWAKEN POSSIBILITY IN PEOPLE TO DELIVER EXTRAORDINARY RESULTS

I AM A LEADER

**“THE ROLE
OF A LEADER
IN TODAY’S
WORLD IS TO
CREATE A HIGH
PERFORMANCE
ENVIRONMENT
WHERE
SUCCESS IS
INEVITABLE.”**

GRAHAM WILSON

DISCIPLINE 1:

CREATING A HIGH PERFORMANCE ENVIRONMENT WHERE SUCCESS IS INEVITABLE

Understanding the role of a leader in our Digital Age is a vital starting point for your success. It's really easy to confuse our digital world with a complete focus on technology.

Our digital world is about people, mindset and behaviour utilising technology and creating new value propositions and ways of working.

I believe the role of a leader in today's world is to create a high performance environment where success is inevitable.

Developments like the automation of work and the digital disruption of business models place a premium on leaders who can land change quickly and effectively – and with less cost!

When leadership teams start challenging themselves on whether they have done that or not the world will be a better place!

Creating a high-performance environment where success is inevitable

Leadership questions to think about:

- Do I think about the strategy and culture of my business?
- Do I align the why (Purpose), what (Strategic Goals), how (The Plan) and way (Values)?
- Do I craft solutions that enable the emergence of a high-performance culture?
- Do I enable people to be involved and become 'players'?
- Do I use the power of systems thinking?
- Do I lead from the front rather than from the top?
- Do I enable agility?
- Do I ensure a clear decision making process is in place?
- Do I empower people by ensuring direction, autonomy and support is in place?
- Do I ensure leaders are developed to land change fast, efficiently and effectively?

**“IMAGINE A
WORLD WHERE
PEOPLE WAKE
UP AND FEEL
INSPIRED TO
GO TO WORK.”**

SIMON SINEK

DISCIPLINE 2:

AWAKENING POSSIBILITY IN PEOPLE TO DELIVER EXTRAORDINARY RESULTS

I believe leadership is all about energy, frequency, resonance and people. Therefore, the purpose of leadership is to awaken possibility in people to deliver extraordinary results.

Whilst the role of leadership is to create a high-performance environment where success is inevitable, operating effectively in a digital world is really about people.

“Art isn’t really about drawing, it’s about seeing. Leadership isn’t really about doing, it’s about being”. Graham Wilson

Leadership is about role modelling and creating a high performance team. It is about understanding people and building trust. It is about building confidence in people so they can deliver amazing results.

I see so many over managed/under led organisations where the role of the manager seems to be to destroy confidence, to destroy

people and to ensure they’re disengaged and unable to achieve great results.

We need to flip that around and start to focus our leaders on the individuals and the teams that are there to deliver the results we need. For me that’s about awakening possibility and coaching for high performance whilst ensuring people feel safe and supported.

It’s all about developing people, helping them to learn, helping them to grow and realise that they can achieve so much more than they think is possible. I would like to propose that the key purpose of a leader is to make sure they challenge people, they work with people and they awaken the possibility in their people and help them to achieve extraordinary results.

Awakening possibility in people to deliver extraordinary results **Leadership questions to think about:**

- Do I actively build the confidence of my team?
- Do I promote and value time for reflection and learning?
- Do I understand the strengths of my team and put them to use?
- Are people in my organisation playing to position?
- Have I ensured people feel safe and supported?
- Do I challenge people to be the best they can be?
- Do I hold people accountable?
- Do I ensure clarity of role across my business?
- Do I celebrate success?
- Do I promote learning from failure and success?

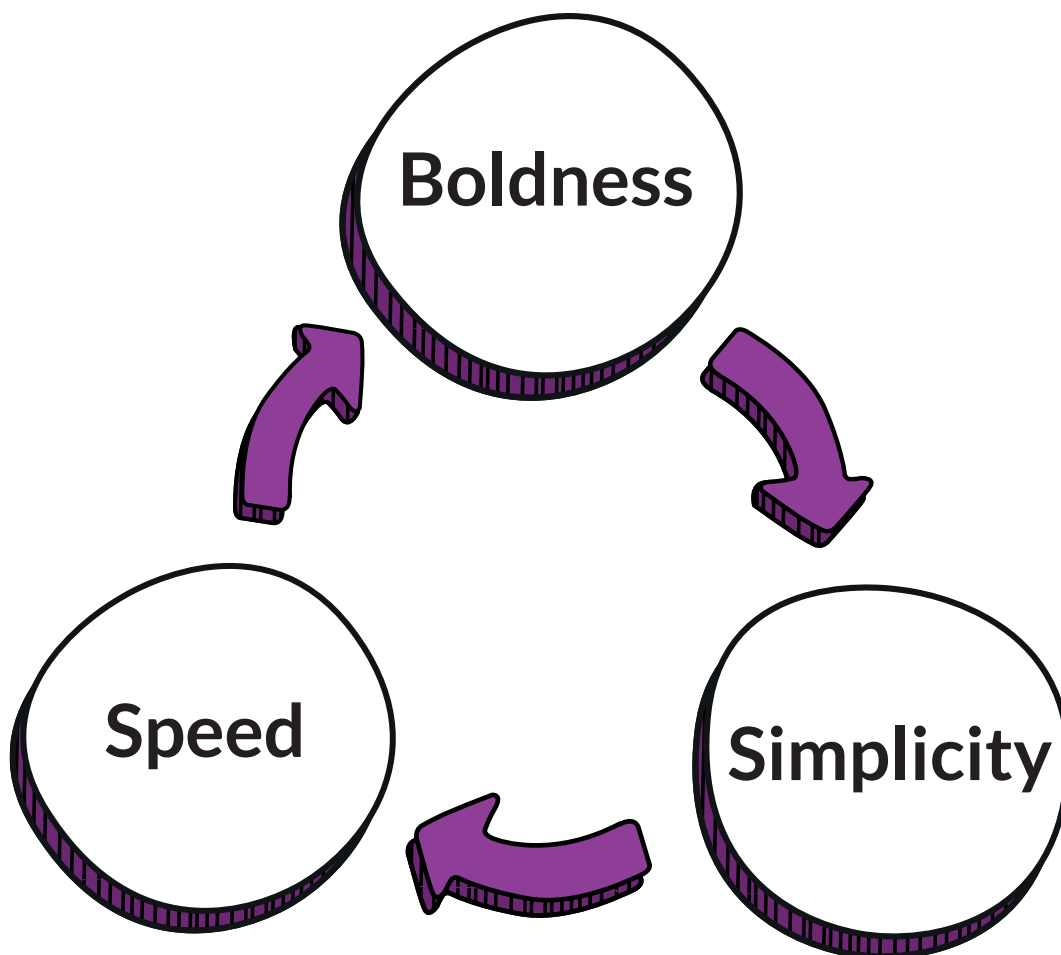
**“TO BECOME
MORE
RESILIENT,
TRAIN YOUR
MIND TO LOOK
FOR THE GOOD
IN EVERY
SITUATION”**

GRAHAM WILSON

DISCIPLINE 3:

OPERATING WITH BOLDNESS, SIMPLICITY AND SPEED

To operate at the pace required today, gaining clarity about the role and purpose of leadership is vital. We also need to have principles to guide us. In times of uncertainty making decisions and moving forward is a great way to remove fear and anxiety. Having a set of principles helps to remind us what we should be doing.



We need to be bold, we need to simplify things and we need to operate with speed.

**“WE NEED
LEADERS WHO
ARE PREPARED
TO TAKE
CALCULATED
AND WELL
THOUGHT
THROUGH
RISKS”**

GRAHAM WILSON

Exploring Boldness

One of the key aspects of being a great leader is being of ethical service, to serve others. Boldness is the willingness to take risks in the service of what matters, such as your organisational purpose, goals and values. It means being courageous, confronting, speaking out and acting in the face of fear and danger.

We need to operate with boldness. Being bold and courageous is not about being 'gung ho.' For me it's around being on purpose, honest, value led, being open, being able to speak your mind, being able to say what's in your thoughts. I know that when I was in the military I would rather have someone say that they couldn't do something, or that they were ill or injured rather than to think they are being courageous in saying, yes. Yes I can do that and then let me down in the field when the bullets are flying. I definitely wouldn't want that to happen! For me being courageous is about people going out there being bold and being comfortable with vulnerability to do what is right.

Being bold of course is also about thinking big. It is about creating a good personal risk profile and making sure you can actually go for it as you test things out. You are comfortable failing fast if needed.

So thinking big is a great principle I would propose for leaders in this new digital world. We now work in digital environments where things haven't been done before so I think that the old way universities teach people through case studies is redundant now. I believe it is around looking into the future, being bold, creating new ways of operating and really having the comfortable mind set of, "OK I am going to go for it; if it fails I can kill risk quickly and develop new ways of doing things." Being bold is a key principle.

We need leaders who are bold and can take calculated risks.

**“SIMPLICITY IS
THE ULTIMATE
SOPHISTICATION”**

LEONARDO DA VINCI

Exploring Simplicity

We need to keep things simple, not complicate or overburden our people. I see so many complicated strategies and plans that are so clever but can't be operationalised because they are so complex.

I am a big fan of strategy on a page, plans on a page, projects on a page - you get the idea. You really have to understand what you are doing to put a complex situation on one page and remember the purpose of plans is to guide action! I've found the planning process is more important than the plan.

In a complex world it makes sense to be able to deal with complexity and make things simple. I stagger at the complexity organisations build into their ways of working.

How over complex is your business?

Think about your business, think about the function or team that you lead and ask yourself what is it I can do to make it simple. How can I get rid of the millions of KPIs and the confusion that we create with the bureaucracy, the form filling, the report making, the overly complex process - all the things that make the job really challenging.

Let's get rid of those and keep it simple. What is it we actually need to do to make it successful? I have a belief that people tend not to remember more than three or four things anyway. It's important to make it absolutely clear that I want them to focus on the activity that really drives performance and results.

Let's strive to do activities that add real value and stop doing one's that don't. For example, I love the simplicity of the Business Model Canvas and the 4 Actions Framework from Blue Ocean Strategy where you work out what to eliminate, reduce, create and raise. Simplicity is key in today's world.

CERTA
CITO

(SWIFT AND SURE)

Exploring Speed

So, let's make things simple: we've got Boldness, we've got Simplicity and the third thing in today's world is we have got to operate with speed and pace.

We've got to deliver quickly, we've got to execute around priorities, and we've got to make sure that we know how to create a strategy and then take the strategy and turn it into a plan and operationalise it really quickly. We need to create a sense of urgency.

We also need to be comfortable with the concept of speeding up by slowing down – we know when to go fast, we know when to slow down, we know when to review, reflect and learn. We know that there is a big difference between a plan and the planning process.

We know how to engage people, we know how to get teams on board quickly and we can execute with immense speed. This is a crucial element in today's world.

I am amazed by this whole concept of 10 year plans, 5 year plans and the annual planning process. I believe we need to start to operate in smaller time frames whilst still keeping an eye on the future and what is coming. We need to speed up our delivery by taking an evolving approach and operating with greater pace. Let's start operating in 90 day planning cycles and keeping an eye on the future visions.

We need to move away from creating large oil tankers and instead create many speed boats!



DISCIPLINE 4:

STRIVING TO BE 100% AUTHENTIC

We need to understand ourselves and have a story to tell, we need to develop an authentic leadership brand, build on our strengths, be comfortable with being vulnerable, happy to be ourselves, share our leadership philosophy, build trust, be positive, healthy, resilient and happy.

We must become self-aware and play to our strengths. It's about creating an environment where people trust you as a leader. They get you, they buy into you, they understand where you are coming from and they want to follow. It comes from being 100% authentic.

One of the key things I recommend is to really start to build your self-awareness as a leader. Understand who you really are and make sure you are playing to your strengths and you build on your strengths. You need to build a Leadership Brand and be able to talk about your leadership philosophy.

I think another aspect of being 100% authentic is around energy and having the energy to be able to drive change and drive performance in the business. I think resiliency is a really important element.

Being healthy and having vitality are all parts of the jigsaw of being authentic. As a leader I think you need to be healthy, you need to understand how to manage high levels of stress and challenge. You need to thrive on a constantly changing environment. So building your health, your strength, your fitness, your flexibility and your resiliency is a key aspect. People are more likely to follow an authentic leader full of vitality!

Striving to be 100% Authentic

Leadership questions to think about:

- Do I work on my three greatest weaknesses and strengths?
- Do my actions reflect my core values?
- Do I openly share my feelings with others?
- Do I allow group pressure to control me?
- Do I listen closely to the ideas of others?
- Do I let others know who I truly am as a person and share my leadership philosophy?
- Do I seek feedback as a way of understanding who I really am as a person?
- Do I present a "true" front to others?
- Do I admit my mistakes to others?
- Do my actions demonstrate that health and wellbeing is important to me and my team?



DISCIPLINE 5:

INSPIRING ACTION

Purpose needs to be at the heart of everything we do, we need to serve, make a difference, have courage, go out on a limb, be bold, challenge, support, provide safety, tell stories and give examples that give meaning to inspire action and create a sense of real value.

This is all about our ability to be able to communicate vision and strategy with meaning, without a fan base it will die! It is about our ability to take a complex situation and distil it into something that will inspire action. It is about your ability to create the right culture to achieve the results you are looking for.

We must have the skills to be able to inspire people to want to take action. We need the ability to tell stories, encourage constructive dialogue, to use metaphor, to communicate in a way that ensures people are fully engaged, they have emotional commitment to be there and make a difference.

As a leader, we are purpose maximisers, we create a sense of real value, we help people believe they can make a difference.

We need to create a framework that provides direction and flexibility. We need to move from command and control to a more promise based execution of strategy in an evolving way.

We need to create an effective way for everyone in our organisation to be able to make decisions easily and without having to ask for authorisation from layers of managers.

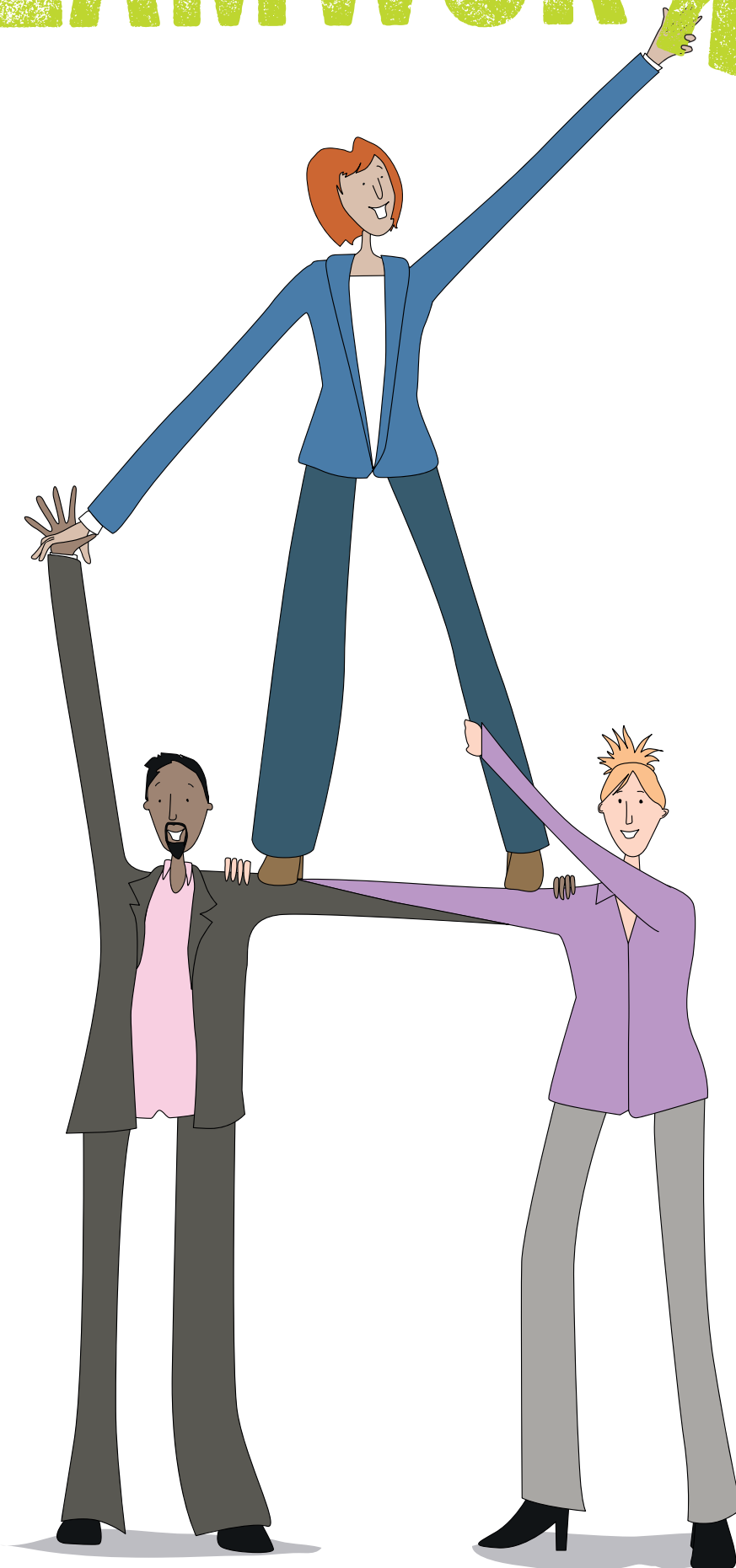
We must inspire action and action at pace.

Inspiring Action

Leadership questions to think about:

- Do I inspire a shared purpose?
- Do I role model belief and commitment to the organisation?
- Do I focus on how what I do, and what others do, contributes to the purpose?
- Do I inspire others in tough situations by helping them to focus on the value of their contribution?
- Do I challenge beyond my remit?
- Do I actively promote values and principles?
- Do I take responsibility to put things right outside my remit?
- Do I have the self-confidence to challenge others in the face of opposition?
- Do I share examples and stories to communicate my message?
- Do I start with purpose and reasons why before moving into the how and what?

TEAMWORK



DISCIPLINE 6:

CREATING HIGH PERFORMANCE TEAMS

In our digital world we need to work at breakneck speed to grab opportunities and overcome challenges, otherwise we get left behind by the competition. This is no place for slow moving organisations.

We need to be able to create cross functional, virtual, remote and global teams really quickly. We need to be comfortable with collaboration, empowerment, autonomy and know how to build sustained team performance.

When we look at today's world and all the ambiguity and complexity it brings we also need to build alliances, partnerships, global teams, multicultural teams, and virtual teams. All require a high level of skill and process to create effectively and quickly.

Many of the commercial opportunities that are out there today require organisations to put a multi-disciplined team together quickly and efficiently.

If we focus on deliverables and don't bother with enabling the team for success we fall foul of the 'attendees' syndrome. This is where you have 'attendees' rather than a group of highly engaged and enabled people doing great stuff together. The problem is many leaders rely on a strategy of hope when it comes to building teams. You need to learn how to do it and become a teambuilding wizard!

Your job is to set up and develop a team who can move from being managed by you to ultimately being self managed and you adopting a leadership role. Your job is to make yourself redundant. By the way, you can get promoted then. You can't if you are the controlling manager. If I did promote you your team results would crash. Think about that for a while!

Creating High Performance Teams

Leadership questions to think about:

- Do I encourage collaboration and actively discourage silo thinking?
- Do I spend time developing my teams?
- Do I focus on relationships and building trust?
- Do I hold regular reviews to ensure the team learns and develops?
- Do I make my team meetings exciting, challenging and productive?
- Do I ensure team members are playing to strengths?
- Do I ensure there is a strong team identity in all my teams?
- Do I ensure clarity of purpose, set clear principles and goals with all team members?
- Do I regularly co-build solutions with the right people in the room?
- Do I focus on developing a high-performance culture?

INNOVATION



DISCIPLINE 7:

UNLEASHING INNOVATION

We need to create a culture where everyone comes up with great ideas to improve performance and add value. We need to innovate in every aspect of business. We must ensure we are relentless discoverers and exploit technology and platforms.

Innovation rarely fails due to a lack of ideas or creativity. It is usually down to a lack of nurturing ideas along a hazardous journey where they can be killed in an instant.

Great innovators know how to focus on the right ideas, engage the business and markets behind the ideas and know how to implement the ideas effectively. They are comfortable with experimentation and failure.

Great innovators also use many types of innovation. Doblin, the innovation group, has developed a really practical framework focussing on 10 types of innovation.

Their research shows how many organisations focus their innovation effort solely on their

offering in terms of product performance and complementary services. The challenge with putting all your effort there is that the real value in today's world is to innovate around the profit model, networks, structure, core processes, channel, brand and customer engagement.

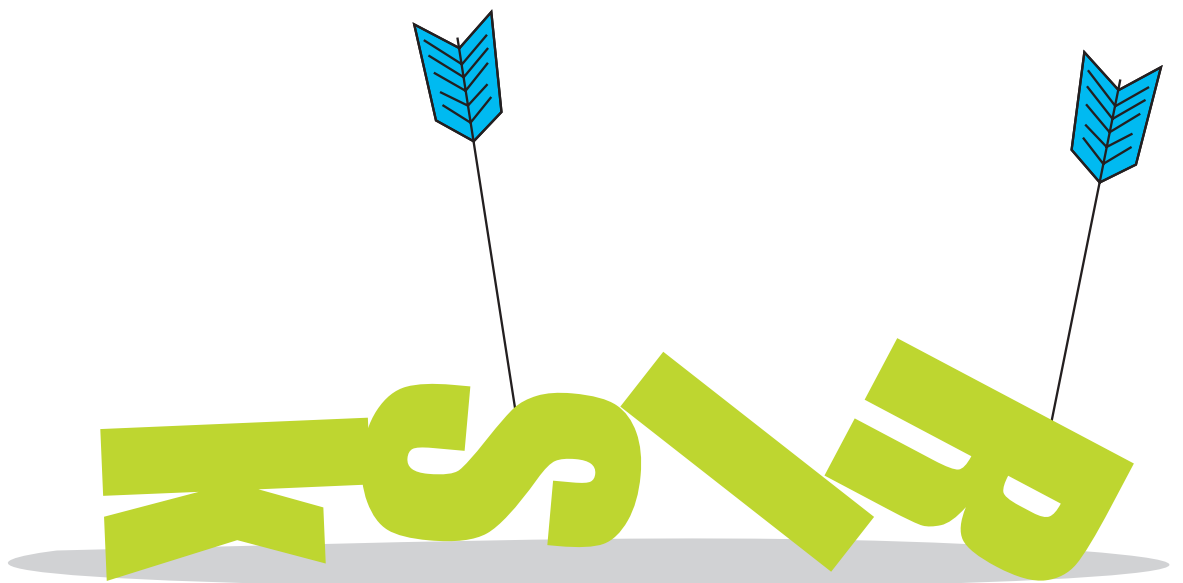
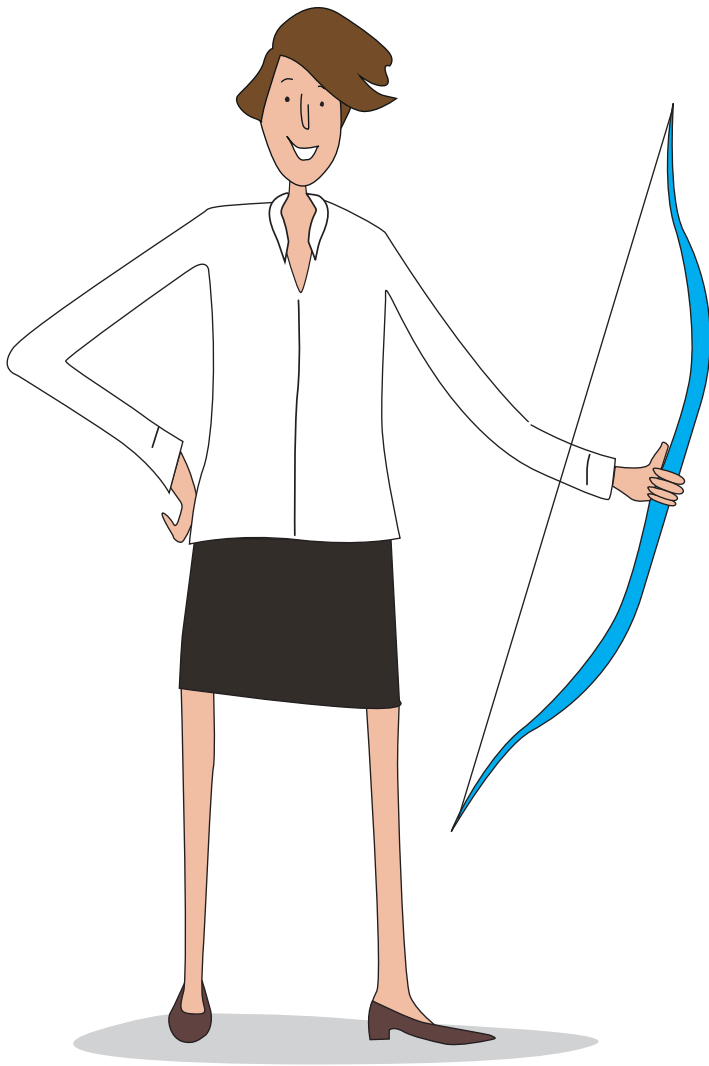
We need to build partnerships and networks inside and outside our organisations to drive insights and ideas. We need to compete and collaborate with our competitors.

We as leaders in this digital age must unleash innovation in all that we do, create a culture where everyone owns innovation and then and only then will breakthroughs really happen.

Unleashing Innovation

Leadership questions to think about:

- Do I sell the importance of innovation?
- Do I have a clear and communicated innovation process in place for innovation to happen?
- Do I use a variety of tools and techniques to generate new ideas?
- Do I have a clear selection process in place to select the ideas to focus on?
- Do I ensure buy in from the business for new ideas
- Do I manage stakeholders effectively?
- Do I kill risk early and create effective change plans?
- Do I regularly attend networking events and workshops outside my sector?
- Do I create compelling visions for new ideas?
- Do I prioritise action effectively?
- Do I lead projects effectively to ensure ideas are implemented?



DISCIPLINE 8:

MANAGING AMBIGUITY AND RISK

We need to be comfortable with paradoxes, make the complex simple, understand the need for evolving plans and be agile. We need to be mentally tough and resilient to deal with a world in perpetual crisis, opportunity and change. We need to anticipate more and kill risk quickly. Calculated risk is good and we need to be able to fail fast to succeed sooner. We also need to stay in touch with the real world.

Managing ambiguity is all about educating people and using AND thinking rather than using our classically trained OR thinking modality.

I see so many organisations cutting costs in order to hit short term profit targets. They spend a couple of years stripping out cost only to find after a while they have gone too far and the customers are leaving in droves. Guess what? They then start spending a fortune on customer service initiatives!

The problem is they are using 'OR' thinking and it's where we get the pendulum effect. 2 years of cost cutting, followed by 2 years of customer and quality focus, followed by 2 years of cost cutting... get the picture?

This is often called the 2 year CEO cycle and how many consultancies make large sums of money!

They are asking the wrong question. We need to use 'AND' thinking and ask ourselves how to reduce costs AND at the same time add more value to our customers. This is at the heart of value innovation and so important for organisations today. We need to make sure we get the best of both worlds.

Managing risk isn't about not taking risks. When you manage risk correctly you can start to take more risks because you have ways of working that remove the risks before they happen. Effective governance, anticipation and early action is the key.

Managing Ambiguity and Risk

Leadership questions to think about:

- Do I actively simplify things?
- Do I use one page strategies and plans?
- Do I use visual management techniques?
- Do I work with paradoxes?
- Do I keep an open and agile mind?
- Do I regularly review and update plans?
- Do I feel comfortable working in an emerging way?
- Do I spend time anticipating the future?
- Do I identify and kill risk immediately?
- Do I use systems thinking to ensure alignment?



DISCIPLINE 9:

EDUCATING PEOPLE

We need to build awareness and desire to learn and change the way we operate in a world where the rules have changed. We need to help people and organisations really learn. We must inspire curiosity, promote learning and ensure agility. We must only ‘tell’ when direction is absolutely needed. We need to ensure learning is applied, lead with questions, coach, mentor, teach, develop and nurture capability.

All change happens and starts by changing mindsets. In our digital world, where we are having to change and transform quickly, it makes sense to be a master of educating people. How many leaders really know how to build awareness and desire for change. If you want to accelerate your organisational growth you have to accelerate learning.

It's not about telling anymore it is about taking people on a journey. It is about creating space for learning, mistakes will happen but it is only failure if learning isn't applied.

One of the ways to future proof your business is to create change leaders, what I call Secret

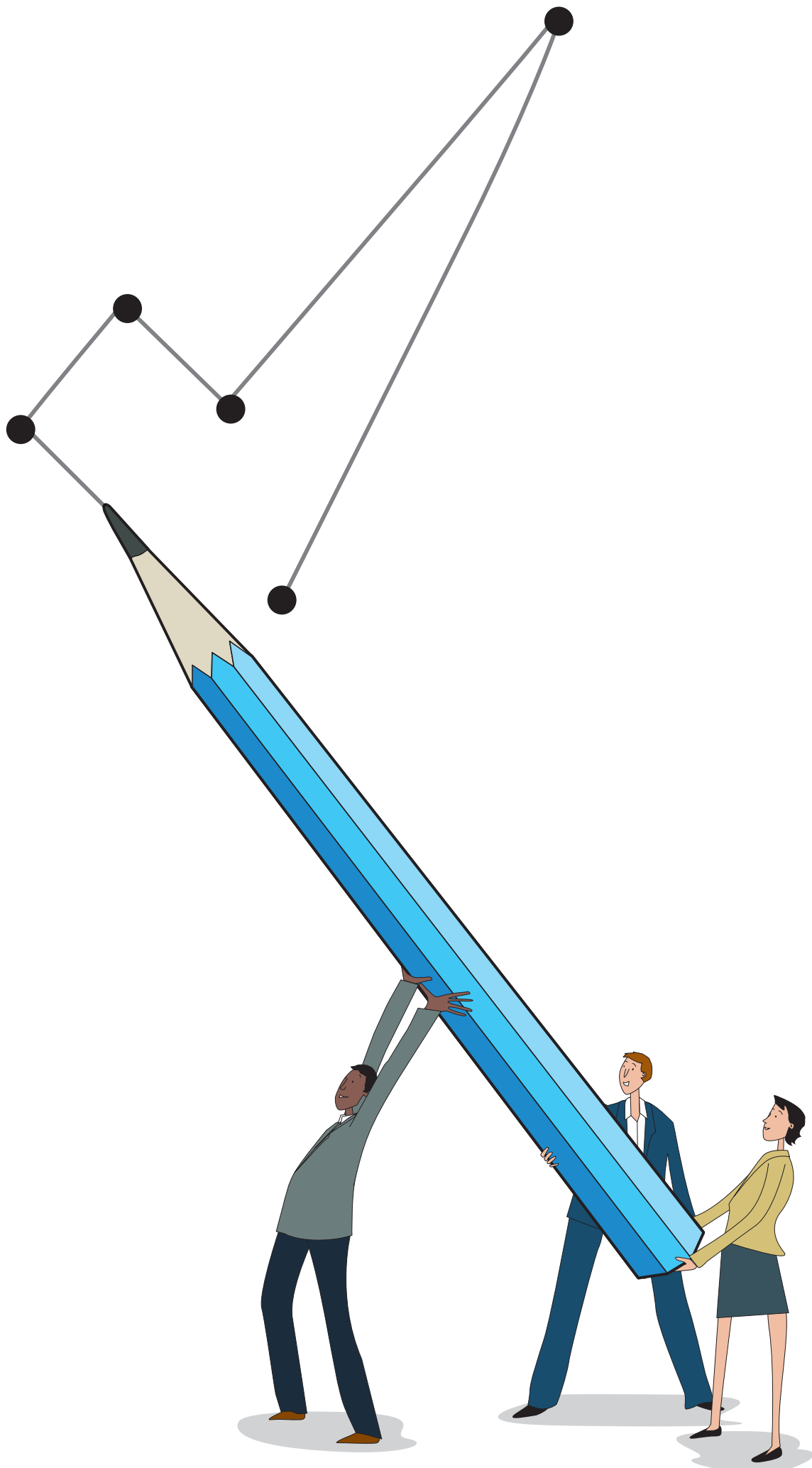
Agents of Change, at every level. I created the ChangePro Framework and online development programme to develop project and change leaders to be able to deliver change faster, more easily and in a more effective way. By changing the way they think, feel and do, it accelerates the action. They become more efficient and more effective. (Find out more at www.changepro.co.uk)

We need to spend time educating to ensure we get more of the right stuff done effectively and efficiently! Organisations must become more competitive to survive and thrive.

Educating People

Leadership questions to think about:

- Do I use and encourage action learning techniques?
- Do I build in learning reviews as a way of working?
- Do I review feelings, behaviours, and methods as well as outcomes?
- Do I regularly challenge and ask ‘why’ questions to promote learning?
- Do I actively coach my team members?
- Do I encourage informal on the job learning?
- Do I develop the confidence of my team?
- Do I encourage curiosity and lead with questions?
- Do I ensure my team get outside their normal environment to learn?
- Do I focus on learning from success and failure?



DISCIPLINE 10:

DELIVERING AT PACE

We need to have the skills to translate strategy into meaning and inspire action, we need to join the dots, be comfortable speeding up by slowing down, deliver through people and teams, and execute at pace.

Simplicity of execution is key here, you as a leader need to operate around four key elements. Your purpose (the Why), your goals (the What) and the plan (the How) - and all of this has to align to your values (the Way). It is so easy to miss some of the elements and jump into delivery of task. Make sure that everyone on the team knows the why, the what, the how and the way. Keep it simple and make all your decisions around these four elements.

With clarity in place and a team of skilled operators you can manage by exception. This gives you time to do the leadership stuff rather than be bogged down in routine management 'fire-fighting.'

You can get out of their way and let them perform! You can start to operate and set up personal routines that enable you to take control rather than be controlled by emails and crisis.

Another key element of delivering with speed is the quality of the reviews held by leaders. It is important to have regular learning reviews to keep on track. It is a great way to celebrate success, ensure clarity, reward people, give recognition and to stimulate learning and continuous improvement.

Delivering at Pace

Leadership questions to think about:

- Do I translate strategy to action by giving meaning?
- Do I start with explaining 'why' first rather than 'what' we need to do first?
- Do I hold people accountable?
- Do I ensure people are engaged and enabled?
- Do I regularly review and develop actions?
- Do I praise contribution and outcomes?
- Do I modify my leadership behaviour depending on the situation?
- Do I energise teams?
- Do I create a sense of urgency?
- Do I reward success?

I CREATE A HIGH
PERFORMANCE
ENVIRONMENT WHERE
SUCCESS
IS INEVITABLE

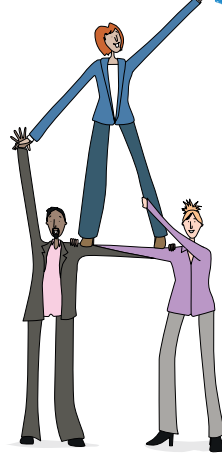


I educate, coach
and develop people

TEAMWORK

I build
awesome
teams

I MANAGE
AMBIGUITY AND RISK



I OPERATE WITH BOLDNESS, SIMPLICITY AND SPEED

I AM A PURPOSE
MAXIMISER



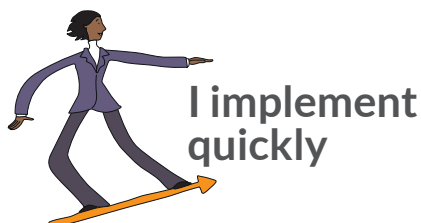
INNOVATION



I UNLEASH INNOVATION



I JOIN THE
DOTS



I AWAKEN POSSIBILITY IN PEOPLE TO DELIVER EXTRAORDINARY RESULTS

I AM A LEADER

The 10 Dysfunctions of a Leader

DYSFUNCTIONAL LEADERSHIP

Focusses purely on tasks and operates in a tactical way

Destroys confidence in people by always pointing out faults and mistakes

Complicates things, is too slow and is too risk adverse to make the necessary changes

Is inauthentic by hiding their fears with pretend behaviour

Uses coercive power to force people to follow

Builds low trust working groups

Micro manages the status quo

Uses 'hero' behaviour by being reactive

Saves people by telling and informing

Line manages in silos



SUCCESSFUL LEADERSHIP

Creates a high performance environment where success is inevitable

Awakens possibility in people to deliver extraordinary results

Operates with boldness, simplicity and speed

Is 100% authentic and brings their real self to work

Inspires a movement by being purpose led and a great story teller.

Builds high performance teams; quickly

Innovates in all that they do

Manages ambiguity and risk by being proactive

Educates and develops people

Executes with speed



If you want to find out how you stack up compared to great leaders go and try my quick and **free leadership quiz at grahamwilson.com**

WORKING WITH GRAHAM

Graham runs a number of very select mastermind groups each year with a maximum of seven people per group. The key is the quality of people brought together to form the perfect group to learn with and from each other. His mastermind groups meet for two days every quarter for full immersion workshops. This requires total commitment to the group. They are not for the faint hearted or people just playing at developing as a leader.

He also runs the occasional open leadership programme to encourage a wide range of different organisations and cultures to collide and make leadership magic happen. For example, he runs the Leadership Athlete Masterclass several times a year. You can learn more at: **thesuccessfactory.co.uk/leadershipathlete**

Added to this Graham mentors a maximum of seven hand-picked people per year. This ensures the results are extraordinary!

The rest of his working time is focussed on developing leadership teams of global brands, writing, learning and going on adventures!

IF YOU ARE INTERESTED IN BEING THE BEST LEADER YOU CAN BE PLEASE GET IN CONTACT @ [GRAHAMWILSON.COM](https://grahamwilson.com)

WORKING WITH GRAHAM AT SUCCESSFACTORY

OUR CORE PURPOSE: Awakening possibility in people to deliver extraordinary results

OUR VALUES: Boldness
Simplicity
Speed

HOW WE ADD VALUE:

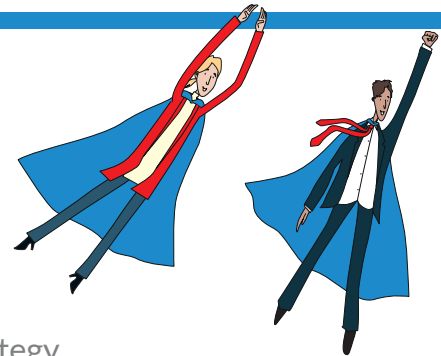
Inspirational Venue

the place where magic happens



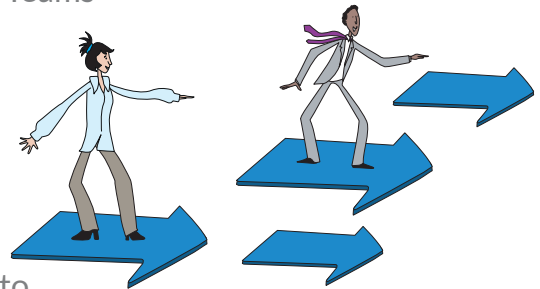
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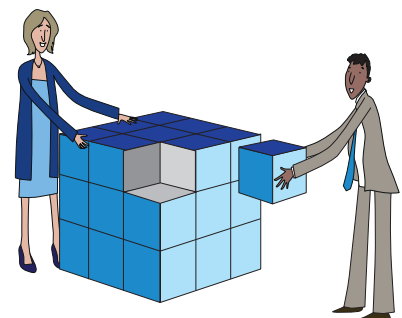
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**“CREATIVITY
IS THINKING
UP NEW
THINGS.
INNOVATION
IS DOING
NEW
THINGS.”**

THEODORE LEVITT

WELCOME TO THE #LEADERSHIPREVOLUTION

THE NEW LEADERSHIP MANIFESTO IS FOR
GAME CHANGERS AND FORWARD THINKING LEADERS

DISCOVER A POWERFUL SET OF DISCIPLINES THAT
DEMYSTIFY THE COMPLEXITIES OF LEADERSHIP

The New Leadership Manifesto is for leaders who have realised that outdated ways of leading just don't cut it anymore!

It's for leaders who want to stay ahead of the game and learn how to lead in the **most efficient AND effective way** for today's Digital Age.

Graham is on a mission to awaken possibility in leaders to **deliver extraordinary results**.

Having developed over 70,000 leaders from around the world, Graham shares a **practical framework** you can use straight away to **enhance your results** - even if you are busy!



PART OF THE LEADERSHIP LAID BARE SERIES

Published by Success Online
United Kingdom