

Douglas G Long

# Leadership Update

## Special points of interest:

- Leadership is assessed by what people see—by behaviours
- Behaviours can be learned
- We can all learn to be the leaders that will be successful today and tomorrow
- The bad leader is the one who the people fear: the good leader is the one the people revere: the great leader is the one of who people say “we did it ourselves”.

## Increase Revenue: Increase Profit

- *\$27 million added to revenues whilst operating costs reduced in a small, previously underperforming unit of a major financial institution.*
- *Increased price by \$1 per tonne of basic commodity to be significantly more expensive than competitors yet customers queuing up to buy.*
- *Charged one of the highest fee rates in a*

*market dominated by cost yet new clients constantly seeking their services.*

These are actual results achieved by organisations in the banking, infrastructure, and professional services fields. They were all obtained within 100 days from starting a new approach and they have all proved to be fully sustainable.

Could your organisation benefit from increased revenues, lower costs, and improved profitability?



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## Inside this issue:

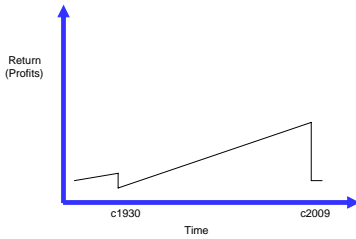
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## The world needs leaders

- Who cannot be bought
- Whose word is their bond
- Who put character above wealth
- Who possess opinions and a will
- Who are larger than their vocations
- Who do not hesitate to take
- Who will not lose their individuality and personal style in a crowd
- Who will be honest in small things as in great things
- Who will make no compromise with wrong
- Whose ambitions are not confined to their own selfish
- Who will not say they do it because everybody else does it
- Who are true to their friends through good report and evil report; in adversity as well as in prosperity

Anon—this was given to me a few years ago by one of my students.

## Common Frustrations



For many organisations, revenues and profitability have declined or stagnated since the Global Financial Crisis

Too many employees keep one eye on what they are doing whilst the other eye is looking for a job that has better pay and conditions.

I can help you determine the real costs of losing and replacing staff.

However, as a “rule of thumb”:

The costs of labour turnover—people leaving your organisation and needing to be replaced is about 500 times the hourly rate they are paid!

What is sub optimal performance costing you?

**Third Generation Leadership** is not “rocket science”. It is simply a new way of engaging employees, suppliers, and customers to the end of improving performance.

**Think about the things that frustrate you in your dealings with various organisations:**

- You go to a retail store but the staff are too busy to provide you with the service you need
- You want to get an answer to a particular problem and it doesn't seem to be provided on the company's web page, so you phone them – only to be kept in a queue by some automated response system that, all too often, drops you out before you can

get the problem resolved

- An essential item of equipment fails and you need it repaired – fast! When you eventually get to speak with “customer service” they tell you that they are unable to give you a clear idea as to when a repair person will be able to get to you.
- For sound business reasons you operate largely on a “just in time” basis – but your supplier is now out of what you urgently need
- You need access to additional money to purchase something that has real opportunity to improve your operations but the window of opportunity to get it at the right price is very short. Your “personal” or ‘corporate’ banker either isn't available

or won't give you a decision in the time you need it.

- Your cash flow requires that customers pay their accounts largely on time – or at least with only a short delay from the due date. Yet you have to spend large amounts of time and effort in chasing slow payers before they develop into problem accounts and, eventually, into bad debts.

**These are all typical of frustrations that are experienced on a daily basis by most of us. They are caused, in the main, because too many people are “just doing their job”.**

## Sub optimal performance

No matter what might be said at performance appraisal time or when applying for a job, recent research shows that for many people a job is a job. Although most people want to do a good job and are happy to give a fair day's work for a fair day's pay, it is clear that the concept of loyalty to an employer shown by length of service or going out of one's way to provide customer service is not as common today as once it was. Employers are partly to blame for this – the drive for profits through such measures as re-engineering and other cost cutting measures showed many people that their employers felt no real loyalty to their staff. But that's only part of the story. Today, at least in the first world economies, we tend to have a better educated, more socially networked staff than ever before. People are increasingly aware of new job opportunities as well as of poor management practices. They see their first priority as being to themselves and their families and they will do whatever this priority demands. The result is that many keep one eye on what they are doing whilst the other eye is looking for a job that has better pay and conditions.

In this situation, while there may be engagement with the work being done and there may be teamwork in the various work units, the level of engagement with the organisation's purpose and overall performance goals tends to be far lower than optimal.

## It's a leadership issue

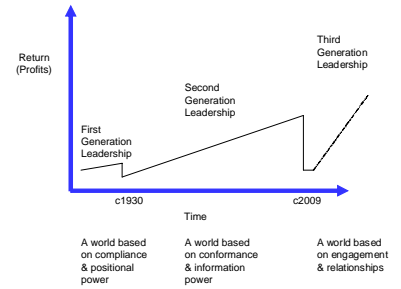
The key to obtaining the results with which I started is found in changing the leadership approach – moving from an approach in which hierarchy of some or another sort is important and in which traditional power bases are used to enforce compliance or conformance – to an approach which harnesses the energies of everyone involved.

**The starting point for this is shifting the brain's locus of control away from what I term "the red zone" to what I call "the blue zone".**

This shift opens our minds to new possibilities and enables managers and leaders to create a new, highly positive environment in which people *want* to be engaged and to pro-

vide every better performance.

Interestingly, although the examples with which I started were all in large, multinational operations, similar results are to be found in smaller, entrepreneurial businesses.



**When everyone is really engaged, revenues and profitability increase significantly**

## Three simple steps

**First**, learn how to listen in an empathic and emergent manner. Most of us listen in order to adjudicate, discuss, or to make a decision. There is a time and place for these but, for most of us, we over-use these forms of listening. Empathic listening takes account of the whole person with whom we are interacting and emergent listening encourages other people to discover the answers to their

issues in such a way that they will become committed to the desired outcome. People who feel listened to in these ways become far more engaged and committed to you, their fellow employees, and to their organisation.

**Second**, learn how to question in a way that encourages reflection and learning. Make people feel safe about raising issues or taking acceptable

levels of risk in order to achieve desired results.

**Third**, redefine your role to one in which you create an environment in which everyone can be successful. This means, in part, ensuring everyone has the necessary competence for what they are asked to do *and* that all necessary resources are in the right place at the right time for use by the right people.

*To get people fully engaged with their job, their team, and their organisation, learn how to listen in an empathic and emergent manner*

## Get the Results YOU want with who you have and what you've got!

Over two and a half powerful days you will learn;

- How to develop your mindset for success by engaging the Blue Zone of your brain.
- How to develop committed staff through powerful Blue Zone communication.
- How to create a culture of excellence in your organisation through the development and sharing of your in-

nate Blue Zone values and principles..

- How to find the areas that will give you the best returns and then keep an unrelenting focus on them using Blue Zone tools like 615.
- How to build a Blue Zone toolkit of performance measures that will allow you to step back from your organisation to find ways to propel prosperity.

This is an intensive two and a half day residential program followed by optional monthly coaching and mastermind ses-

sions for 6 months to help you bring your learnings home.

**NEXT PROGRAMME is on 29th April to 1st May, 2011.**

**Contact me NOW for details and to register**

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I know the truth of the saying "we no longer live in the world into which we were born".

Changing circumstances and environments have made **personal re-creation** a core component of my life.

I know from experience that the future belongs only to those managers and leaders who understand and practice **re-creation**.

I am passionate about helping leaders and managers prepare themselves to meet tomorrow's needs.

*Only leaders who re-create themselves can re-create their organisations for optimal results tomorrow. Effective leadership requires re-created leaders and organisations.*

"Helping leaders and organisations improve their revenues and returns through a new approach to engaging people"

<http://www.dglong.com>

## Third Generation Leadership

