

YOUR

VEICITIOIR Leadership®

ACTION PACK

#9

“Building your
personal **brand**”



By
attending to customers, excelling technically,
bealiding teamwork
and
demonstrating unremitting stamina.

© Timothy Pascoe 1999–2010. All rights reserved. This information is confidential and owned by Timothy Pascoe.

Please note you are not authorised to reproduce (in whole or in part), use or disclose this information without the owner's express permission.

<http://www.vectorleadership.com>

CONTENTS

I	Leadership in perspective	3
II	Timothy Pascoe: bio, leadership commitment and testimonials	4
III	Building your personal brand – the theme of this Pack	6
	Action Area articles ...	
	#1: Attending to customers and other business partners	8
	#2: Excelling as a technician in business operations	10
	#3: Building teamwork – up, down and across	12
	#4: Modelling stamina and self-discipline	14
IV	Your V E C T O R Personal Action List	16
	Planning format	18
V	Your bonus Pascoe Potshots	19
	#1: Leadership: it may be OK to be a workaholic	19
	#2: Leadership: power, courage and judgement	20
	#3: Leadership: are you amateur or professional?	21
VI	An overview of V E C T O R	22
VII	Other V E C T O R material	23

I. LEADERSHIP IN PERSPECTIVE

There's a saying that history is nothing but the stories of great men and women. It's a simplification, but one that carries an important message: individuals, particularly leaders, play a driving role in human affairs – historically and still today.

For many of us, the thing that enlivens history is the tales of key individuals and what they did. The exploits of Alexander the Great over 2,000 years ago. Or, the energy and courage of a Renaissance monarch, like Elizabeth I, expanding or protecting their territory. Or, a great industrialist of the last century, like Henry Ford. And, more recently, leaders like Margaret Thatcher changing the face of Britain, or Bill Gates building Microsoft. And, around these individuals are countless other leaders, who are part of the story.

This historical tapestry
religion, science and the arts.

Leadership is a constant presence. And, interestingly, many of the success factors have not really changed. Leaders have always
example, at the head of their army – or revolution) to earn credibility. Above all, they've engaged people to join the journey they have in mind. Inspiring, encouraging, guiding and rewarding them.

It's not surprising, therefore, that we still refer to books that pre-date Alexander, such as Sun Tzu's "The Art of War", or ones that guided leaders 500 years ago, such as Machiavelli's "The Prince". Writers in the last century poured out books on leadership. Much of their advice was repetitive, and much was contradictory. But there were new insights offered by a few, like Peter Drucker, responding to contemporary commercial and social realities.

So, there's a lot you can learn from the past. Much stays the same. But **your make-or-break challenge is the uniqueness of your specific situation** – a mix of your operational challenges and the people you're leading. Reading helps. But in the end, you're on your own.

So, as you work through this Leadership Action Pack, take what is useful and reject what isn't. But, above all, regard it as input – not the answer. That's your **leadership actions** to take and most take. I return to this challenge at the end of the bio that follows; I may even have some pointers for you.

II. TIMOTHY PASCOE: BIO, LEADERSHIP COMMITMENT AND TESTIMONIALS

I have set out my biography below in three parts: my father, myself, and other leaders. Each part relates to a particular driver of my leadership development and thinking.

My father. I only knew him for ten years – from his return after World War II until his death in 1956. But, he and his story were the start of my interest in leadership. He was self-made, having left school at 12, worked in northern South Australia, and then signed up during World War I with an Australian Light Horse regiment. He served in the Middle East, was promoted and became a successful officer. Between the wars, back in South Australia, he started an engineering business. But when WWII started, despite being over age, he signed up again and finished in 1945 as a Brigadier and Commandant of Lae Base in New Guinea. He returned home, resuscitated his business and later took it public. But, he lost focus and it nearly failed. His last two years were spent re-establishing it.

His energy, smarts, people skills and creativity (particularly in adversity) are still vivid for me. But, so is his waywardness and lack of financial prudence. All leadership issues.

Myself. In contrast to my father, I had every advantage in my early upbringing. I studied Engineering (and Economics in parallel), won a scholarship to do a PhD at Cambridge, and then did an MBA at Harvard. I joined McKinsey in New York - a worldwide management consulting firm that focuses on solving issues of concern to senior management. I later opened their office in Sydney.

I ran a venture capital company for three years, got involved in politics (turning around a moribund party machine), started a non-profit to provide private sector funding and management skills to the arts, was appointed Executive Chairman of the Australia Council (the Australian Government's arts policy and funding body), and then went back to business consulting 20 years ago – but on my own, focusing on strategy and later on leadership.

In 2004, my decades of voluntary work for non-profits was recognised by my appointment as a Member of the Order of Australia, for service to the arts and community organisations.

My successes and, more importantly, my failures, were my toughest tutors. I came to realise I lacked my father's natural people skills and was far too controlling – both of these weaknesses stemmed, at least in part, from over-belief in my own ability. And, these realisations plus feedback from colleagues continued my leadership development.

Other leaders. I've been privileged to work with some great leaders who've been at the top of their fields – in business, the professions, politics, the arts and elsewhere. And, as a colleague, friend or consultant, I've been able to talk with them about how they operate.

As a compulsive categoriser, over the last twenty years I've structured my leadership learnings - focusing on what works, rather than on theory. The result is a practical tool. It extends business planning to cover **what YOU, as the leader, must do** to give traction to what your business, division or team needs to achieve.

My V|E|C|I|T|O|R framework helps you identify concerns holding your people back, and the actions to address them. It bridges the hard (market and technical) and the soft (people and culture) issues of leadership. And, it produces an **action list**. It started as a consulting tool; and it's now online as well. Above all, it's where I've been heading all my life. This Leadership Action Pack is a sample of what it's about. I hope you find it valuable.

Leadership is neither born, nor bred. It's planned!



TESTIMONIALS

“Your planning process is superb”

Paul Sprokkreeff, CEO Web Profits Pty Ltd

“Really valuable: our top team are all using it and we workshop our plans together”

Robbie Cooke, Managing Director, Wotif.com

“Excellent ... very simple but very effective”

Paul Masi, CEO Merrill Lynch Australia

“My advice: just try it!”

Toby Marshall, Social Media author and strategist

“Resource material is best I've seen”

Neil Weeks, CEO Australian Reinsurance Pool Corp'n.

“Directly contributed to better service ... and profitability”

Adam Simpson, Simpsons Solicitors

“I find this process stimulating and inspiring”

Dr Rose Alwyn, Master, St Mark's College, University of Adelaide

III. BUILDING YOUR PERSONAL BRAND

Your takeaways from this Leadership Action Pack will be:



➔ **A set of pointers for honing your performance in four areas, which can be the foundation for building a stellar reputation.** Leadership is about serving others, but your own brand can help to leverage your abilities and accelerate your career – while also benefiting your team and organisation. The four areas in question include two “hard” (market and technical) topics, and two “soft” (people and cultural) ones – with the last focusing particularly on your own energy and drive. Together the four topics in this Pack make a powerful set, which I’ve seen high performers use as the rocket fuel for their careers.

➔ **Your Personal Action List** that’s driven off the steps needed to create your brand – as something valuable and durable. Focusing on what **you, as a leader, need to do** to convince your people that you are a person worth following – because you’re able, you set high standards and get results.

This is not about business as usual. It’s about personal excellence, and achieving **the magic ingredient of total commitment**: your people’s willingness to give their jobs everything they’ve got. A determination to win – for you, the organisation, and themselves.

The first four articles in this Pack provide thought-starters around:

1. **Attending to your customers and other business partners:** without them, your organisation has no life.
2. **Excelling as a technician in core business operations:** how well do you contribute where the real value is added in the business?
3. **Building teamwork: up, down, across:** creating understanding and support (for what you need to achieve) as widely as possible across your organisation.
4. **Modelling stamina and self-discipline:** your own capability and drive to go the extra mile – and to do what is necessary – will have an invigorating impact on the rest of the team.

GETTING TRACTION

Following these four articles, we've included a blank sheet on which to draft your **Action Pack Plan**. We've inserted the above four action headings to stimulate and focus your thinking.

Your task is to bring this blank sheet alive as a tool to increase business growth and profitability, and your excellence as a leader. There are three steps:

1. **Reflect on what you've read** in terms of your ongoing business and organisational challenges and the needs of the people you lead – particularly concerns that may hold them back from full commitment and enthusiasm.
2. **Define what actions you should take** – what you're going to do (adding your unique contribution) in addressing the highest-leverage market and technical issues: the core drivers of a personal brand..
3. **Check each action is clear, actionable and measurable** in terms of what you're doing, who's involved and the deadline for completion.

We'll return to these steps again later.

To thank you for purchasing this Pack, we're including three extra bonus articles – from our archive of Pascoe's Potshots. These deal with broader leadership topics, and illustrate what you can read on [my blog](#). There's a new one (and often other new material) each week. And, you're invited to comment – joining a dialogue with other leaders.

After the bonus Potshots, there's a brief background note on V|E|C|T|O|R Leadership® to round out your understanding of what it's about – and how it can help you.

And, finally, a page about other V|E|C|T|O|R **Leadership Action Packs** you may want to buy – to take your thinking and planning further. Plus, details on our two **online tools**, the top-end V|E|C|T|O|R offerings. These enable you to:

- ➔ **Develop a full Leadership Action Plan:** working through a three-stage process identifying key issues holding your people back, the types of leadership actions needed to address them, and your specific commitments – your Personal Action List.
- ➔ **Solve a pressing Leadership Problem:** clarifying an issue you and your team are facing, and what you need to do so the matter is resolved.

ARTICLE #1

ATTENDING TO CUSTOMERS AND OTHER BUSINESS PARTNERS

*You can build commitment and loyalty from customers and other partners;
eradicating complaints, dissatisfaction, anger and desertion*

I have clients I've worked with for decades. This may reflect badly on their judgement. But, for me, it's a source of great pleasure. I understand them and their organisation: how they think; what they value; when to listen and when to talk; and, in some cases, when to shout. This enables me to add greater value.

One of the joys of being a sole trader is being able to excuse yourself politely from submitting a proposal, or doing repeat work, for a customer or client whose approach or values you can't respect. In a large business, such decisions need wide consultation, but are equally important. Unless you can commit fully to a client, distributor, or alliance partner, you shouldn't do business. The only good revenue dollar is the happy one.

A sound client relationship involves deep trust. You must be willing to put their interests first, and go the extra mile. But what does this mean day to day? Here are five pointers:

- ➔ **List your 10 highest value relationships (with customers, suppliers, and other organisations) and evaluate the quality and intimacy of each one:** unless you know how their business works and how they make decisions, you're flying blind.
- ➔ **Meet with each one and listen to and understand their needs (spoken and unspoken):** their stated requirements are important, but often so are other, less obvious ones, which may swing a decision, if all else is equal.
- ➔ **Tailor your products and services to suit individual clients:** especially if this can be done easily; or perhaps they would pay a premium for it.
- ➔ **Recognise the impact of personal as well as corporate outcomes:** an executive may have a preferences re a convenient delivery time; so, see if you can meet it.
- ➔ **Monitor relationship satisfaction and respond appropriately:** check in and find out how things are going; and, do something if there is a problem; but don't ask for feedback unless you intend to respond – this will only make things worse.

Across a wide range of industries, the highly effective (high-brand) leaders I've worked for, know and understand their customers, distributors and other key external relationships. They champion these interests within their own organisations and set an example for others to follow.

Here are two **mini-cases** illustrating some of the issues above:

Positive example ...

Closeness – Asia Pacific Sales Director, multinational. She built enduring personal relationships and deep understanding of each customer's organisation, its people, and its business needs. She was well regarded for her technical abilities and industry knowledge. And, was highly successful in mustering her own organisation's resources to meet clients' needs. She didn't just keep relationship to herself, but sought to broaden them by widening the range of personnel involved on both sides. Her organisation developed a strong position with clients, and she was seen as a benchmark performer in the industry.

Negative example ...

Arrogance – Partner, professional services firm. He dealt with clients (as well as colleagues) as though he was already in possession of all the answers. He talked down to client personnel – though occasionally attempting to soften this with an insincere attempt at social dialogue. Client staff generally clammed up, and he was excluded as much as possible from their key meetings.

Finally, here are **six questions** to test your thinking:

1. Can you draw the organisation charts for each of your top five customers, suppliers, etc.?
2. With what percentage of the key executives do you (or your team) have a personal relationship?
3. How do the needs and expectations of each of your key customer organisations differ?
4. How do you tailor your product and service offerings to reflect this?
5. How do your key customers rate you and your organisation versus the competition?
6. On current contracts, how are you responding to particular needs of individual customer personnel?

ARTICLE #2

EXCELLING AS A TECHNICIAN IN BUSINESS OPERATIONS

You can set the standard in applying operational, technical and functional expertise; avoiding becoming a has-been who's out of touch with current best practice

If you can't keep up, you're part of the problem, not the solution. And this is true for leaders, as for anyone else. If you don't understand how your business works today – the market trends, new technologies, economic drivers and so on – then people won't want to follow you. As in a primitive tribe, they'll supplant you, or worse, leave you to die.

Leaders with longevity are up-to-date. You don't have to know it all, but you can't be past-it on topics central to the performance of areas you're meant to lead.

Think of those old warriors like Warren Buffett and Rupert Murdoch. One thing you can be sure of is their understanding of their business drivers, not just for today but also tomorrow. Despite their age, they're still ahead of the curve.

How do you know if you're still in the race? What are you doing to stay ahead? Here are five actions, you might like to try:

- ➡ **Find two or three areas of core business operations, where you can develop and/or demonstrate expertise and build “street cred.”:** outstanding insight or knowledge can make you a serious player in the eyes of stakeholders.
- ➡ **Develop a couple of strategies to bring in business based on your technical reputation:** do the big customers and clients give their business to you, or ensure you will be working on their assignments?
- ➡ **Test each solution and drive your thinking further:** how often do you break new ground and change the way people think about the business or client needs?
- ➡ **Identify the top-6 industry practitioners and keep in touch with them:** you are probably not a key player if you are not part of the industry inner circle.
- ➡ **Find three ambitious younger colleagues, in whom you can build competencies and excellence:** share your knowledge and mentor upcoming staff; train your successors!

Technical ability (in your area of responsibility) isn't the only requirement for credible leadership. But in the professions – and many other businesses – as well as in any key functional area, it's critical to holding and inspiring high quality staff. And, building a personal brand.

Here are two **mini-cases** illustrating some of the issues above:

Positive example ...

Design excellence – Founder and President, listed property developer. He built the organisation with a reputation for design quality – and despite significant growth, he maintained strict personal supervision of design standards. This created a base of loyal customers, who not only bought apartments, but often moved to newer projects over the years. Many, when able, held onto their original apartments as an investment.

Negative example ... too much of a good thing can be a risk to your reputation ...

Excess – Owner, luxury services company. She had founded and built an organisation known for outstanding product standards and informal but faultless customer service. However, she maintained a perfectionist stranglehold on aspects of production and marketing, over-stressing staff, and delaying product launches. It took some years for her to train (and, more importantly, trust) others so the business could expand further.

Finally, here are **six questions** to test your thinking:

Some questions to ask yourself:

1. Do your team regard you as a technical leader in the industry? How do you know?
2. Do you attract opportunities and win contracts?
3. Last year, how many technical innovations did you make – and spread across the organisation?
4. Do the acknowledged leaders in the industry regard you as a peer?
5. What would your people say you have taught them in the last six months?
6. Are operating standards and expectations clear and codified in your organisation?

ARTICLE #3

BUILD TEAMWORK – UP, DOWN, ACROSS

You can generate connections, linkages, bonding and thus cooperation and support; avoiding silos, isolation, opting out, and other UDI behaviour

Which do you prefer: an afternoon at the football, or an evening at the symphony? Either way, you'll see teamwork in action. And perhaps that's the reason so many highly effective leaders have experience of team sports or other team activities.

I was forced to play sport at school, but hated it. And I lacked talent for the orchestra. Perhaps that's why I've spent much of my career as a sole practitioner. And, when I've run businesses or voluntary projects, I relied initially on other skills. There are no guarantees, but team aptitude is a good foundation for leadership.

Think about your own preferences! Are you a team player? Or more of a loner? How is that impacting your current leadership role?

Whatever the answer, the good news is **teamwork**, like other elements of leadership, **can be learnt** – albeit, at times, requiring significant shifts in your default behaviour. But, as with anything worthwhile in life, the only issue is the courage to try. Here are six ideas:

- ➔ **List the top dozen people (including subordinates, key peers and your boss), with whom you need to link strongly, then get to know each one well:** find out about their skills but also their interests, personalities and other characteristics.
- ➔ **Identify the top-5 goals and tasks for your immediate team and each person's role in addressing them:** like the whole organisation, your team needs a vision and targets, and each person must be clear about their contribution.
- ➔ **Balance skills and personalities:** this will lift creativity and effectiveness.
- ➔ **Encourage synergy, sharing and support - and resolve conflicts:** this will maximise upside and avoid fracturing and degeneration – in your team, with peers and others.
- ➔ **Prioritise and build alliances and encourage cooperation with other teams, whose involvement is critical to your goals:** thereby leveraging their capabilities and input as well as your own group's.
- ➔ **Support and uphold management and team decisions:** set an example of team and cabinet solidarity.

How well are you doing on each of these actions? What would colleagues say – those who work with you as peers, subordinates, or managers?

Here are two **mini-cases** illustrating some of the issues raised on the previous page:

Positive example ...

All together – Asia Pacific Head, logistics business. She established this division of a multinational transport group and built its central team, plus key on-the-ground staffing, in various countries. She brought in initial customer contracts and set the business on its way. Most remarkable (in view of the geographic spread of her group) was the high, almost compulsive level of teamwork, driven by a combination of good planning plus her openness, empathy and inclusiveness that gave each person the chance to maximise their contribution.

Negative example ...

Courtiers – CEO, family-owned manufacturing business. He had allowed two long-serving executives (originally employed by his father) to gain ascendancy over other members of the senior team, and undue influence over his own decisions. Their input was valuable and of professional quality. However, as I discovered while consulting with the organisation on strategy, other senior executives felt locked out and were infuriated when the two started interfering in other areas of the business. The MD failed to address this problem. The tension continued to fester for months, which undermined the effectiveness of the top team – and the business.

Finally, here are **six questions** to test your thinking:

1. Are the team's goals clear, and accepted by all members? How do you know?
2. What is each person's role and responsibilities, and do they understand them?
3. Where, if at all, is synergy arising in the team? How could it be improved?
4. With what other teams does yours need to cooperate – and how well is that happening? What could improve it?
5. Which top-down and team decisions in the last year did you find most difficult to embrace? How well did you do it? What would your colleagues say?
6. How would your team rate you as a team leader? Where would they say you could improve?

ARTICLE #4

MODELLING STAMINA AND SELF-DISCIPLINE

*You can generate can-do energy, optimism, enthusiasm and endurance;
banishing complacency, tiredness, giving up and giving in*

Imagine an elephant perched in a tree, sitting on a small bird's egg, having been conned into it by the owner (and mother-to-be), who wanted to fly away for a short break. Well, that's the start of Dr Seuss' improbable but wondrous children's story "Horton Hatches the Egg." Anyhow, Mayzie (the bird) stayed away for months, and despite storms and being attacked by hunters, Horton sticks it out. Through all the hardships, he lives by his motto that "an elephant's faithful one hundred percent."

As directors, managers, and executives, if we all show that same stamina and endurance, our organisations will fare much better. Goals will be met, new products launched on time, and customer service delivered as promised.

If you interviewed Horton, what advice do you think he'd give to leaders? Judging from Dr Seuss' book, the following might be five of his points:

- ➔ **Identify the top half dozen aspects of your leadership role and ensure you're consistent and methodical about each one:** otherwise it's hard to achieve (or give any impression of) stamina – and make yourself fully effective.
- ➔ **In each task you undertake, be upbeat and show positive physiology:** your people will only feel as good as you look; they will believe your body language more than your words.
- ➔ **Do whatever it takes to deliver on goals:** successful sports people know what it means to push through the pain barrier.
- ➔ **Protect your people:** sometimes a key leadership role is shielding your team from demands of head office, or other areas, which, though having merit, may sap their energy and reduce their willpower for the priority tasks.
- ➔ **Address workaholism in yourself and others:** it is said that hard work never killed anyone; however, too much of a good thing can unbalance your life – and blunt your edge.

Horton's story has a happy ending. The fly-away Mayzie returns as the egg is hatching, but the newborn is more elephant than bird and stays with Horton! Does your stamina, self-discipline and leadership commitment merit the same outcome?

Here are two **mini-cases** illustrating some of the issues above:

Positive example ...

Positivism and protection – Executive Chairman, subsidiary of global insurance group. He made a conscious effort to project enthusiasm when in front of staff – even if he had just completed an hour of dispiriting argument with head office on the phone. I asked him about this one day and his response was simple: “My people will only feel as good as I look.” Despite being a strong supporter of due process, he recognised the heavy (and sometimes arbitrary) administrative load imposed by global head office, and therefore sought to protect his staff from any tendency to bureaucratic excess.

Negative example ...

Unnecessary activity – Senior executive, global publishing company. He travelled to all parts of the world, representing the company in meetings with university and public library customers. He prided himself on this effort and the endurance he demonstrated year after year. Sadly though, much of it was ill-directed, being friendly but lacking the discipline of sharp commercial focus or high-value outcomes. After a while, he was asked by board colleagues to spend more time back at home base – and soon after had to leave the group.

Finally, here are **six questions** to test your thinking:

1. How would your team members describe your stamina: low, medium, high, or excessive?
2. Do they feel better when they see you? How could you energise them more?
3. Do you, and does your organisation, do whatever it takes to deliver on a promise?
4. What have you done in the last six months to protect your people?
5. Would staff say you are a workaholic? How is that dangerous?
6. Are you and your team fit and healthy?

IV. YOUR V|E|C|T|O|I|R PERSONAL ACTION LIST



After you've read the four Action Area articles, you should then develop your Personal Action List: what **you're going to do** to get those Action Areas addressed. Establishing a foundation for creating your personal brand. Your challenge is to find the right set of actions to put you on the path – in terms of both priority commercial and interpersonal activities.

And, to decide that, a powerful question to ask yourself is this: **what would my people say I should be doing**, so that they are happy to be working with me - thus allowing me to make a high-value contribution to the business and the careers of those who work around me?

In building a personal brand, it's critical that you carry others with you. It may be your brand, but it's valueless if others are not proud of what you stand for, pleased to follow you as their leader – and learn from you the same skills and professionalism that you're using as the basis of your value-add.

CREATING YOUR PLAN

After this introduction, there's a blank form in which you can write **your action commitments**. As indicated earlier, your task is to bring this blank sheet alive as a tool to increase your impact on your organisation and the performance of yourself and those around you. The three steps you need to take are:

- ➡ **Reflect on what you've read** in terms of your current business and organisational challenges and the needs of the people you're leading – particularly concerns that may be holding them back from full commitment and enthusiasm for what you represent or can offer to them and the business.
- ➡ **Define what actions you should take** – what you're going to do (adding your unique contribution) in addressing the challenges your organisation and its people need to address.
- ➡ **Check each action is clear, actionable and measurable** in terms of what you're doing, who's involved and the deadline for completion.

We've inserted the headings from the four Action Area articles you've read. These will act as prompts and, below them, you can insert your action commitments. Let me illustrate this using the first Action Area heading as an example.

ILLUSTRATION

MY V|E|C|I|O|R PERSONAL ACTION LIST

Date developed: 21 October

















Period: November to January

ACTION HEADINGS AND COMMITMENTS	Deadline
<p><u>Attend to customers and other business partners</u></p> <ul style="list-style-type: none"> ➔ <i>Make a list of our key customers (generating >\$100k revenue per quarter) and track their volume over the last two years, also business done with other divisions of our group, the gross margin on their business, etc.</i> ➔ <i>Meet with my team to discuss the above and arrive at a list of the ten priority clients for me to focus on</i> ➔ <i>Establish a calling program for these clients for December and January; and prepare background data and key questions to ask them re our service levels and how we can support them more effectively</i> ➔ <i>Meet with my team to get their response and further ideas for my Dec/Jan. program</i> 	<p><i>Week of 26 Oct.</i></p> <p><i>3 Nov.</i></p> <p><i>Week of 9 Nov.</i></p> <p><i>16 Nov.</i></p>

These are just examples but they may give you a sense of what could be in the first section of your Action Pack Plan. For each action, there has to be a **deadline**.

MY V|E|C|I|O|R PERSONAL ACTION LIST

Date developed: _____ Period: _____ to _____

ACTION HEADINGS AND COMMITMENTS	Deadline
<u>Attend to customers and other business partners</u>    	
<u>Excel as a technician in business operations</u>    	
<u>Build teamwork – up, down, and across</u>    	
<u>Model stamina and self-discipline</u>    	

V. YOUR BONUS POTSHOTS

LEADERSHIP: IT MAY BE O.K. TO BE A WORKAHOLIC

*You can achieve emotional alignment, ease of working, promotion and long-term success;
forestalling exhaustion, burnout, collapse or being passed over*

There are times when we stretch ourselves to breaking point. On top of our regular commitments, a parent gets ill, a child's in trouble, a project goes pear-shaped. For short periods, it's possible. We push to extreme; then re-balance.

People around us may tolerate our excesses for that short period – accepting our distractedness, bad temper or irrational acts. But if we're always out of control, they're likely to jack up – or we may “resolve” the problem ourselves by getting ill.

The issue isn't the scale of the load, but **how it's handled**. And there's no single answer or perfect **balance**. It's about **sustainability**: whether you are productive (at work and at home) can remain healthy.

I've seen entrepreneurs work crazy hours and thrive – particularly if they're single. But also when married. They are still full of energy also when they get home.

Others, working shorter hours, can hate their job and arrive home angry. Their problem is a disconnect between their dreams and reality. They want to be creative or make the world a better place – but are stuck in repetitive, mundane work.

Sustainability is about both physical and value **commitments**. To this end, do you keep **fit and healthy**? Resolve **conflicting values**? Ensure enough **social interaction** and time to refresh yourself? Create space to **reflect**? What would your work colleagues say; and your partner, family or friends? Is your life pattern sustainable: for you; and for them? Is the issue overload; or unaligned values? Or, something else? And, what are you doing about it?

You can get your life in order – and still excel!

LEADERSHIP: POWER, COURAGE, AND JUDGEMENT

*You can show strength and resolve but also wisdom, balance, fortitude and authenticity
avoiding fear and cowardice but also trying to be fair, not a bully*

Brilliant; but lacking judgement. Strong; but uncaring. Too often we hear such comments about leaders. Often, they have potential but somehow don't make it. Why? What went wrong?

Much is written about **power** and **courage**. They are regular themes in novels – and biographies of famous leaders. The Emperor who was victorious in battle, but lost support through arbitrary and brutal rule. Or the Queen who understood her power, and, equally, the need for **continuing allegiance** from her courtiers and public.

There are many leadership attributes. Some buttress leadership effectiveness, while others undermine it. But, they are often highly situational. In one case, stepping back may be cowardly. In another, wise. It all depends.

As leaders, we face many such choices – and that's where judgement is needed. **Assessing the issues and making a call**. From my experience, you aren't always right. I certainly wasn't – and have learnt hard lessons along the way.

Consider this decision: do you fire some staff through a downturn, or, to ensure ongoing profitability, fire some of them? And, if so, who? It's in situations like this that words like courage and cowardice, toughness and tyranny come into play.

I recognise these complexities in my V|E|C|T|O|R Leadership® framework. Not by saying this is right or that is wrong. Nor using words like power and courage – because they are attributes not actions. You can't do power, or do wisdom. But, helping you select your leadership actions so those around you – the people you need to come with you on your leadership journey – will respond well and want to follow.

It's about leading with wisdom and courage – and making good judgements!

LEADERSHIP: ARE YOU AMATEUR OR PROFESSIONAL?

*You can improve and educate y
not stagnating or losing traction by*

*ease performance and get promoted;
et peop*

Heading for work recently, I ran into a neighbour I don't see very often. He was leaving for his Wednesday, early-morning game of golf. I noted his smart, all-weather jacket and his bag of high-quality clubs. Clearly a serious player, I thought. But, from our brief conversation, I soon learnt that, though he'd played for years, he was still a hacker. Sadly, many of us are like that with our leadership. We do it every day and we've been at it for years, but we make little improvement.

It doesn't matter whether we talk about golf, leadership or any enjoyment) is much the same. Here's how:

- ➔ **Be professional.** We play sport and enjoy our hobbies in our own time. But as leaders in business, we're paid! So, being less than serious (and professional) is dishonest.
 - ➔ **Analyse what you do currently** – and how people respond. Ballet dancers practice in front of a mirror to see what needs correcting. As a leader, your team, peers and other colleagues are your mirror. So check what they
 - ➔ **Ask for feedback.** Why _____? Most people will be flattered y
Seek their suggestions: actions you could take to address the concerns and issues holding them back. Listen carefully and ask for illustrations.
 - ➔ **Seek advice.** Who are the two or three best leaders in your organisation? It doesn't matter if it's Mary, who runs marketing, or Bill, who runs the factory . Ask them (or one of their team), what their effective moves are. Pick up ideas.
 - ➔ **Set priorities.** Identify the highest leverage action you could take, or do differently, which would motivate people better. Don't take on everything at once. Like a golfer, work at improving one stroke at a time.
 - ➔ **Test your new approach.** For example, run the weekly meetings differently. And make sure you're watching the mirror (y
engaging them, then reflect and adapt. _____'re responding. If the more struc
 - ➔ **Never stop** the cy
sis, feedback, planning and action. Building a leadership reputation (
- personal brand) is a journey, not a destination.

Treat your leadership as seriously as the other most important things in your life. It impacts every part of your world. And, from my
and enjoyment of your life – both at work and at home.

VI. AN OVERVIEW OF V|E|C|T|O|R



The V|E|C|T|O|R framework is a leadership problem-solving tool that can help you address three central issues of effective leadership:

- Determining the concerns holding your people back from fully committing to the tasks and journey in hand;
- Identifying action areas, which they would feel address their concerns;
- Converting these into a Personal Action List of specific commitments.

You can do this for as little as \$277. And, this also brings you the following:

- ➔ Capacity to print and email your Action List – and update it whenever you wish as implementation proceeds, or conditions change.
- ➔ Resource material with additional illustrative material and case examples for the action areas in your plan.
- ➔ Our weekly Pascoe's Potshot dealing with a current or important leadership issue.

A good business plan keeps your operations ahead of the curve in meeting changing customer and market demands. Similarly, your Leadership Action Planning will ensure you lead responsively in light of both changing business requirements and their impact on the motivation and commitment of your people.

On the next page, you'll see a list of our other Leadership Action Packs and how you can register to create your Leadership Action Plan (leading to a Personal Action List), or use our simpler Leadership Problem Solver to address a single, pressing problem.

* * * * *

Let me end with a metaphor. When I was in my first year of engineering at university, we were offered two types of mathematics: pure and applied. The former was full of equations, theories and abstractions; the latter was more concerned with calculations for lifting and shifting things in the real world. In these terms, V|E|C|T|O|R is about applied leadership: on-the-job lifting and shifting to build your business or change your organisation. It's about fuelling business performance and accelerating your career.

Dr. Timothy Pascoe AM
Creator, V|E|C|T|O|R Leadership®

VI. AN OVERVIEW OF V|E|C|T|O|R



The V|E|C|T|O|R framework is a leadership problem-solving tool that can help you address three central issues of effective leadership:

- Determining the concerns holding your people back from fully committing to the tasks and journey in hand;
- Identifying action areas, which they would feel address their concerns;
- Converting these into a Personal Action List of specific commitments.

You can do this for as little as \$99. And, this also brings you the following:

- ➔ Capacity to print and email your Action List – and update it whenever you wish as implementation proceeds, or conditions change.
- ➔ Resource material with additional illustrative material and case examples for the action areas in your plan.
- ➔ Our weekly Pascoe's Potshot dealing with a current or important leadership issue.

A good business plan keeps your operations ahead of the curve in meeting changing customer and market demands. Similarly, your Leadership Action Planning will ensure you lead responsively in light of both changing business requirements and their impact on the motivation and commitment of your people.

On the next page, you'll see a list of our other Leadership Action Packs, and how you can register to create your Leadership Action Plan (leading to a Personal Action List), or use our simpler Leadership Problem Solver to address a single, pressing problem.

* * * * *

Let me end with a metaphor. When I was in my first year of engineering at university, we were offered two types of mathematics: pure and applied. The former was full of equations, theories and abstractions; the latter was more concerned with calculations for lifting and shifting things in the real world. In these terms, V|E|C|T|O|R is about applied leadership: on-the-job lifting and shifting to build your business or change your organisation. It's about fuelling business performance and accelerating your career.

Dr. Timothy Pascoe AM
Creator, V|E|C|T|O|R Leadership®

VII. OTHER VECTOR MATERIAL

OUR LEADERSHIP ACTION PACKS

1. Defining the path ahead http://www.vectorleadership.com/defining_the_path_ahead
2. De-risking your plans http://www.vectorleadership.com/de-risking_your_plans
3. Creating a performance culture http://www.vectorleadership.com/creating_a_performance_culture
4. Improving your people skills http://www.vectorleadership.com/improving_your_people_skills
5. Motivating your team http://www.vectorleadership.com/motivating_your_team
6. Delivering outcomes http://www.vectorleadership.com/delivering_outcomes
7. Raising the bar for everyone http://www.vectorleadership.com/raising_the_bar_for_everyone
8. Energising renewal http://www.vectorleadership.com/energising_renewal
9. Building a personal brand http://www.vectorleadership.com/building_a_personal_brand
10. Learning from the GFC http://www.vectorleadership.com/learning_from_the_gfc

PASCOE'S POTSHOTS - free

You can register for the Poshots by weekly email here:

http://www.vectorleadership.com/potshots_subscribe

Or subscribe to our RSS feed:

<http://feeds.feedburner.com/PascoesPotshots>

Or browse and search the Potshot archive:

<http://www.vectorleadership.com/potshots>

OUR ONLINE TOOL KIT OFFERINGS - from \$99

View the VECTOR Leadership Toolkit and purchase credits to start working with it here:

http://www.vectorleadership.com/tool_kit