



LEADERSHIP  
FORCES

# The Leadership Problem

The word Leadership is like the word Religion.  
It is opaque and means different things to people.

How can you develop strong leaders unless you have a  
clear definition of what 'good leadership' looks like?

# Leadership Books

Most leadership books take an individual's experience and turn it into a model or 'recipe for success'.

The trouble with this is that individuals and situations are never the same. What works for one person on one day is highly unlikely to work for you in whatever challenge you are facing.

This is where principles can add value...

# Principles vs. Recipes

I can't cook.

I can follow a recipe but that doesn't make me a chef.

The difference between me and a chef is that a chef understands the principles of taste.

Chefs know which foods work well together and which don't. They can open the door of a fridge, see ingredients and make something work based on their knowledge of the principles.

Recipes are for amateurs. Experts understand principles and apply accordingly.

# The Principles of Leadership

- Leadership is about creating environments where people perform. It is about relationships and the complicated interaction between people.
- It does not matter what you're doing, if a group of people are involved in trying to achieve a goal, leadership will have a disproportionate impact on the result.
- Leadership is an art, a craft and a science.
- It is an art in that parts of it can be hard to train without pre-existing conditions. A person that cannot put others before themselves can never be a truly effective leader.
- It is a craft in that it is developed by seeing, doing and learning. The more of it you do, the better you get at it.
- It is a science because there are rules. Leadership is influenced by relationships and people. We continue to develop our understanding of how people behave through behavioural science and psychology. If the right techniques can be explained and taught, leaders will improve.
- What is universal is that great leaders never stop learning.
- They continue to refine their approach, changing it with the context and positions in which they find themselves.

# The Format

## *How the Principles are Explained*

- **Summary** - The principle will be summarised in one slide.
- **Explanation** - There will then be an explanation going into further detail drawing on examples from business, the military and sport. These are designed to highlight the fact that the principle is universal and can be applied whatever the context.
- **Implementation** - There will then be some questions or actions for you to reflect on or take away which will help you articulate how you can use the principle. Where applicable, I will add links so you can further your own learning.

# This is NOT a definition for Leadership

These principles are not designed to be definitive.

They are not the final definition of what good leadership looks like. It is up to you and the leaders within your organisation to define your version of good leadership, hopefully this document stimulates a conversation on the subject and helps clarify your thinking.

Once you have defined good leadership within your organisation, you can start to develop good leaders in line with those principles.

I wish you the best of luck and sincerely hope you find this document useful.

# The Ten Principles

- Purpose
- Lead by Example
- Values
- Humility
- Drive
- Consistency
- Clarity
- Know your people
- Standards
- Develop people

# Leadership Principle 1 - Purpose

*A Leader's purpose is to make the world a better place  
by serving other people.*

# Leadership Principle 1 - Explained

'What man actually needs is not a tensionless state but rather the striving and struggling for some goal worthy of him. What he needs is not the discharge of tension at any cost, but the call of a potential meaning waiting to be fulfilled by him.' *Victor Frankl*

Victor Frankl was a psychotherapist who was interned in Auschwitz during the Second World War. He wrote what Tony Robbins describes as being one of the most important books ever written, 'Man's Search for Meaning'.

Frankl experienced the horrors of the Nazi death camps and discovered that people didn't just need the basics of food, shelter and water to live. They needed a reason, a purpose to live for. As one of the few camp members with medical training, he watched as some prisoners gave up hope and lost their reason to live. When they did this, they usually died within a couple of days. Frankl went on to develop a branch of therapy called logotherapy which takes the need for an individual to have purpose as its central theme.

People need a reason to do something. They need a reason, a worthy cause to live for in order to keep going when things get difficult.

Simon Sinek built on this theme. He brilliantly explains the need for purpose in his TEDx talk which has been viewed nearly 30 million times. [https://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)

# Leadership Principle 1 - Explained

The Military understands this intuitively. When writing a set of NATO Orders, an Officer must include three words 'in order to...' because it locks in the purpose, the reason why we are asking our soldiers to do something. I have written about this in more detail <http://www.leadershipforces.com/real-reason-military-works/>

Charitable and public sector organisations often have a strong purpose theme. Ask people why they work in the charitable sector and usually their answer will involve something to do with 'helping people' or 'making a difference'. These motives are connected to a strong sense of purpose.

As Daniel Pink explains, money is not a motivator. <https://www.youtube.com/watch?v=u6XAPnuFjJc> Mastery, Autonomy and a Sense of Purpose drive human behaviour far more effectively. In order to become a strong leader, you have to understand that people need a reason to do things – you can't just tell them to do something without explaining 'why'.

# Leadership Principle 1 - Implementation

I cannot give you a sense of purpose, you need to find your own.  
What I can give you is the questions that will help get you there.

These questions can be applied to an individual, a team or an organisation.

They are simple questions but that does not make them easy to answer. From an individual perspective, you are working out the 'meaning of your own life.' This will take time and clear thinking space. Do not try and work on these questions in the gaps between other tasks. Make time when you are well rested and won't be disturbed to reflect on these questions. Keep coming back to them and refining your answers until you get something that you are content with.

Once you have these answers— you will know what life is all about. You will have an 'anchor point' that will guide you through the tough times and challenges that you will face along the way. If you don't do this exercise, how do you know if you're on the right path? How do you know that you'll be satisfied with your life?

It is often easier to establish the purpose of a team/organisation than it is to work out your own purpose. Therefore we recommended, that the two activities are done separately.

# Leadership Principle 1 - Implementation

What do you want from life? Personally and professionally.

- Why does your business or team exist? How does it make the world a better place?
- What matters to you and why?
- What do you want to be remembered for?
- What does a 'well lived life' look like to you?

The next slide provides you with an example of what this might look like. It is a 'work in progress' and like any plan isn't particularly valuable. The value is in the thinking and reflection that is summarised in the slide.

## Resources for Further Learning

Stephen Covey – The Seven Habits of Highly Successful People (Habit 2)

# What is the Meaning of *your* Life?

*What is the meaning of your life?*

*How will you know if you've led a life worth living?*

*How do you define success and happiness?*

*How do all the component parts fit together?*

## Philosophy for My Life

- *'What man is a man that does not make the world a better place'*
- So how are you going to do that?
- I want to have a positive impact on as many people's lives as possible
- Situation – People don't leave companies – they leave poor leaders
- By improving the leadership capability of as many people as possible – I can have a positive impact on the lives of leaders, future leaders and the people that they lead now.
- This will be my positive impact – one of the ways in which I will measure my success
- This will be the aim of my business

## Philosophy for My Role as a Husband and a Father

- *'A man takes care of his family. He creates an environment for them to thrive and leads by example'*
- So how are you going to do that?
- I am going to build a business which supports the above
- Role as a husband – listen, seek to understand, support, encourage
- Role as a father – to nurture an environment of warmth, support and challenge in order to give my children the best chance at happiness



## Philosophy for 'Sharpening the Saw'

- *'What am I doing today that will make me better tomorrow?'*
- So how are you going to do that?
- Create an 'evolving life architecture' that makes the best use of my time in order to 'improve today for tomorrow'
- Inputs – podcast and reading
- Outputs – writing blogs and journaling
- Presence – meditation
- Health – eating clean, regular exercise (incl. rehab), sleep
- Relationships – positive and challenging.

## Leadership Principle 2 - Example

*Leaders 'lead by example' because they know that the lowest standards of behaviour they exhibit are the highest standards that they can expect from their people.*

# Leadership Principle 2 - Explanation

You lead based on the example that you set. It's up to you whether that example is positive or negative. Parents who smoke, tend to have children who smoke.

**It's not what we say – it's what we do that counts.**

As a leader when you are in the workplace or at home, people are watching you. They're watching how you behave because it provides them with an insight into how you think and what you value.

For example, there is no point talking about the need to get work completed on time if as a leader, you are regularly late for meetings. Your behaviour undermines your words.

James Kerr talks about the All Blacks culture in his book *Legacy*. He talks about the high standard of behaviour expected from the players – 'Better people make better All Blacks' is the philosophy.

This is not about judgement, this is about helping people to understand that if you have a gap between what you say and what you do, people will not trust you or take you seriously.

If you understand this point, you will feel a certain amount of pressure to live up to the standards you espouse. That's okay, pressure to maintain high standards is no bad thing!

# Leadership Principle 2 - Implementation

It's what you do that counts, not what you say that counts.

So you need to get an accurate picture of how you behave – not just when you are at your best but when you're at your worst. The best way to do this is through a combination of reflection and 360° feedback.

## **Reflection**

Take a moment every day to reflect on your behaviour over the past 24hrs and consider the impact you have had on others. Where are there gaps between what I say and what I do? You might be trying to improve your timekeeping so a question might be – did I turn up to all my meetings on time? If not, why not?

You might be trying to improve your focus and presence – how often was I distracted yesterday? How often did I break my focus to look at my phone? Tip – try the 'pomodoro technique' if this is an issue! Just Google it.

# Leadership Principle 2 - Implementation

## 360° Feedback

360° feedback involves speaking to peers and those above and below you in the organisational hierarchy. Ask them what you can do to improve your performance? How can you get better?

Give them permission to challenge you when they see your behaviour is misaligned with your words. It may take some time for people to open up and give you the truth. It might even be a bit painful as you discover you're perhaps not as good as you thought you were.

Don't react, just take it on-board and use it to improve. This is some of the most valuable data you can collect on your leadership performance – be careful how you respond to it.

The Tim Ferriss interview with Stanley McChrystal <http://fourhourworkweek.com/2015/07/05/stanley-mcchrystal/> talks about how McChrystal used to assess people based on the feedback of their peers. He argues that peer feedback is more accurate than the feedback of superior officers. It is a brilliant podcast episode and I strongly recommend it.

## Leadership Principle 3 - Values

*Leaders are clear on their values and core beliefs –  
they know who they are and who they are not.*

*Their values drive their behaviour.*

# Leadership Principle 3 – Explanation & Implementation

The iceberg model (next slide) explains how peoples behaviour and results are driven by how they think and feel.

These feelings and thoughts are driven by their collective experience including their values. The list in the two boxes is not exhaustive, everything you've ever done and experienced impacts how you think, feel and behave. Your values contribute more than most of the others though.

If you can establish what your values are, you can work out what is important to you and hold yourself to account for acting accordingly.

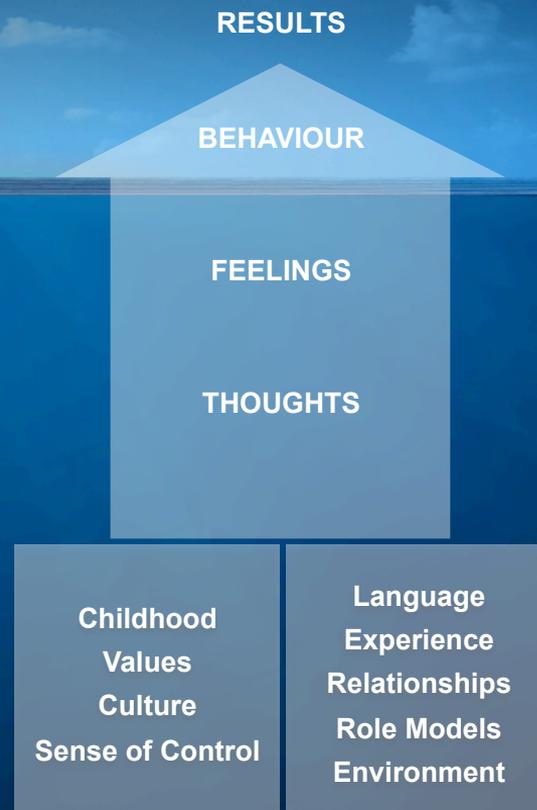
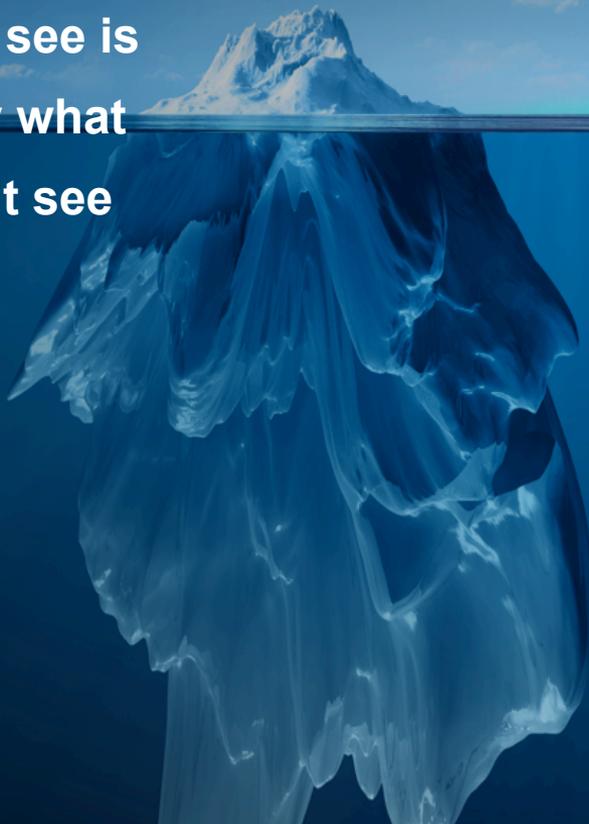
- What are your values?
- What is important to you and do you exemplify them?
- How would you want your children to behave?

Most people can't answer this question so don't worry if it takes you some time.

Think about it, write some ideas down and then come back to it. Refine what you've written. Keep going until you've got a few core values that you believe are vitally important to you.

# Leadership Principle 3 - Values

What you see is  
driven by what  
you don't see



## Leadership Principle 4 - Humility

*Leaders know their strengths and weaknesses and develop both through self-reflection and feedback. They know that they're not the 'finished article' accepting themselves as a 'work in progress'.*

# Leadership Principle 4 - Explanation

***‘Sweep the sheds. Never be too big to do the small things that need to be done.’*** Legacy, James Kerr

As a leader, you must be able to demonstrate humility. The buck stops with you when it comes to mistakes. Victories and wins should be passed on to the team.

This is difficult but if you can do this your people will ‘go to hell and back for you’.

Humility, the act of being humble demonstrates that you care more about your people than your own success. As my first Company Commander said to me:

***‘Look after the Marines. Keep your focus on the men beneath you. The moment an Officer starts to look upwards and seek opportunities to further himself is the moment he stops being useful to the Corps.’***

Humility can be demonstrated in several ways. As a leader you are not expected to have all the answers so don’t pretend that you do. It is an act of confidence, not weakness, to ask for help.

If you don’t understand something – say so. Chances are you are not the only person in the room that is unsure. Understand what your weaknesses are. Ask for feedback and use it to improve your self-improvement plan.

Never stop learning. Great leaders consider themselves to be permanent students of leadership. This is an art. The moment you stop studying it and learning about it is the moment you start declining as a leader.

# Leadership Principle 4 - Implementation

What is your self-development plan? How are you spending time today making yourself better tomorrow?

If you aren't following a self-improvement plan, how can you be confident that you are taking ownership for your learning and self-development? **'Getting experience' is reactive.** I am not discounting the value of experience but how are you building on your experiences?

I have two young children, I think about this all the time. As they grow up and face challenges in life I want to be able to guide and support them using my experience and leveraging my own self-development.

*Put simply – as a teenager facing a difficult decision, would you rather follow the advice of someone who has read one book and watched 10,000 hours of reality TV or someone who has read 10,000 books and watched one hour of reality TV?*

# Leadership Principle 4 - Implementation

Time is the only resource we cannot get more of – be careful how you spend it.

Reflect on these questions regularly.

- How much of your time today was dedicated to improving the performance of your people?
- How much time today did I spend improving myself so that I am 'better tomorrow'?
- When was the last time you said 'I don't know'?
- When was the last time you asked someone for help with something?
- When was the last time you demonstrated vulnerability or admitted a mistake to your team?

## Leadership Principle 5 - Drive

*Leaders have a drive to constantly improve and although they are never satisfied with the status quo – take time to celebrate achievements.*

# Leadership Principle 5 - Explanation

Leaders are always trying to 'make things better'. This is a broad statement because it is dependent upon the context of the organisation and the individuals within it, however the drive to improve remains a constant therefore it is a principle of leadership.

Leaders must be dissatisfied with the status quo. They have to want to improve the situation for people – however they chose to define that.

Sometimes, people will need to be challenged and pushed hard to improve their performance and that of the organisation. Others might be at risk of burnout requiring a different approach.

If you look at any great leader in any context, from Ghandi and Churchill to Sir Alex Ferguson and Clive Woodward. **The one thing they have in common is the relentless drive to improve on the past performance.**

James Dyson is a great example of someone that has taken products that didn't work very well and completely rethink how to solve the problem. The 'airblade' is a great example of 'drive' – being dissatisfied with the status quo and improving the situation.

He's just one of a number of entrepreneurs that illustrate 'drive'. Others include Elon Musk or Richard Branson.

In the corporate world, Lee Iacocca is led one of the greatest business transformations in history when he turned around Chrysler and saved them from going into administration. His autobiography is a great read and he exemplifies someone with drive... excuse the automotive pun!

# Leadership Principle 5 - Implemented

The examples I used were of successful entrepreneurs and large corporate leaders. But that doesn't mean you can't implement this principle.

The desire to improve the status quo inspires others around you to act. It is a principle that you must understand and implement in order to successfully lead.

I was once working for a company on a two year contract. After the first year, my line manager asked me to think about my leaving speech. What did I want to say that I had achieved in my two years at the organisation? What were the three lines that I wanted to be able to write on my CV? Those became my objectives for the final year and I worked hard to achieve them.

Nothing happens without the will to make it happen. Drive is an essential ingredient for success.

The following are some questions to consider:

- What do you want to achieve?
- What audacious goals have you set yourself for this year or the next two years?
- How are you going to make a difference and improve people's lives and/or the performance of your organisation?
- How are you tracking your progress and holding yourself to account for your success?

## Leadership Principle 6 - Consistency

*Leaders are transparent, consistent and accountable – they say what they're going to do and they do it. They know that this builds trust which enables influence.*

*They create consequences for action and inaction – both positive and negative.*

# Leadership Principle 6 – Explanation & Implementation

There will be people you know that lack transparency and are inconsistent.

Sometimes they deliberately remain opaque to mask their intentions or prevent them from having to commit to ‘making something happen’. This is what politicians frequently do and it’s why many people do not trust them.

**Strong leaders say what they are going to do and then do it.**

‘I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the Earth.’ John F Kennedy, May 1961.

Kennedy set the vision. He said what was going to happen – and it did. Leaders stand for something and work hard to make it happen.

# Leadership Principle 6 – Explanation & Implementation

Sometimes, circumstances beyond their control will mean that they can't deliver on a commitment. If they can't achieve what they have set out to do or committed to, they let their stakeholders know as soon as possible giving them a 'recommitment' of when they'll be able to deliver the task/action/solution. If leaders don't behave like this, it becomes impossible for subordinates to plan and execute the strategy which makes the vision a reality.

For many, having a large gap between what they say and what they do is not intentional. It's usually a symptom of someone that is disorganised and/or not being held to account. But when you commit to something and don't deliver on it – you undermine trust. This might be acceptable once in a while but a consistent 'say-do' gap makes you unreliable. You become an individual that impedes progress rather than helping to make it happen.

## Questions for Reflection:

- Do you have a 'say-do' gap?
- Have you confirmed this with your peers or colleagues?

## Leadership Principle 7 - Clarity

*Leaders create clarity and focus telling people what they want them to achieve and giving them the space to work out how to achieve it.*

*This gives them the ability to turn a vision into reality.*

# Leadership Principle 7 - Explanation

In order for people to be effective, they have to be clear on what they are working towards and what they have to do.

Leaders create and communicate strong visions. **A vision is a clear picture of the future that the team works towards.** JFK's Man on the Moon vision was used to explain Principle 6 but could easily be used here as well.

- *If you don't have a vision, how do you know that everyone (or you) are working on the right things day in, day out?*
- *How can you spot the difference between an opportunity and a distraction?*
- *How can you be sure that everyone is aligned behind making the vision a reality?*

**Creating the vision is relatively simple**, perhaps 5% of the journey. **Executing a vision is difficult.** It requires constant communication. You have to feel like you're talking about the vision too much before you've got it right. Some messages cannot be under-communicated. If you tell your spouse on your wedding day that you love them and you'll let them know if anything changes, you're probably not going to have a very healthy marriage...

# Leadership Principle 7 - Explanation

People generally receive ambiguity negatively. If someone doesn't respond to an email or if a vision or strategy is unclear, it creates fertile ground for negativity as rumours and conjecture are used to 'fill the vacuum' of communication.

Either the leadership controls the narrative and provides clarity – or someone else will fill the gap with rumours.

The next slide is an example of a performance centre. It takes the vision and the purpose (Principle 1) and makes sure that everyone is working on projects/tasks that makes that vision a reality. This is one of the easiest ways to create alignment.

**If anyone is working on something that doesn't contribute towards improving a KPI or making that vision a reality – should they really be doing it?**

# Leadership Principle 7 - Implemented

**External Training Team**

**1. Communications**  
Client coming into the office for final shoot Mon - Wed  
Tim out for training W-F  
Amy's vacation starts Friday

**2. Celebrating Success**  
53k people read the last blog!  
ABC ple loved our last product  
Mike is getting married!

**3. Priorities**  
Converting Leads  
Close Deal with DEF Ltd

**4. Planned Attendance**  
*This Week*

	Mon	Tues	Wed	Thur	Fri
Tim			Train.	Train.	Train.
Amy					Hol
Mike			O/S		

*Next Week*

	Mon	Tues	Wed	Thur	Fri
Tim				O/S	
Amy	Hol.	Hol.	Hol.	Hol.	Hol
Mike					

**Purpose** To make the World better by developing leaders who create environments for people to perform at the highest level that they are capable of

**Mission** We build training courses for first-line leaders

**Vision** Become the #1 training provider for first-line leaders in the UK by 2022

**Values** Entertain Educate Inspire

**5. Performance**

**Leading KPIs** ● New Meetings ● Marketing Calls

**Lagging KPIs** ● Revenue ● Cost ● Cashflow

Action	Name	Weekly Target	Mon	Tues	Wed	Thur	Fri	Total
# of Marketing Calls	Tim							
	Amy							
	Mike							
# of New Meetings	Tim							
	Amy							
	Mike							
# of Proposals	Tim							
	Amy							
	Mike							

**6. Top 3 Actions**

**Tim**  
Webinar ●  
Interview 1 for July Podcast ●  
Interview 2 for July Podcast ●

**Amy**  
● Company B Course Creation  
● Company C Revisions  
● Company D Kick-Off

**Mike**  
● Customer Reports  
● Newsletter  
● Technology Updates

**7. Versatility Matrix**

Tasks	A	B	C	D	E	F	G
Tim							
Amy							
Mike							

**8. Problem Solving**

ID	CONCERN	CAUSE	C/MEASURE
22			
23			
24			
25			

**9. People**

<b>Tim</b>	<span style="color: orange;">●</span>	
<b>Amy</b>	<span style="color: red;">●</span>	
<b>Mike</b>	<span style="color: green;">●</span>	

We align your team behind a Purpose, Mission and Vision

We help them to measure performance

We ensure that today's tasks connect to the Vision

We teach you how to solve problems

We expose the risk of having 'subject matter experts'

## Leadership Principle 8 – Know your People

*Leaders make people feel safe by giving them confidence that they have their best interests at heart.*

*They're able to do this because they know their people. They spend time talking to them – not just about work – but about the important things in life.*

# Leadership Principle 8 - Explanation

Think about great leaders that you've worked for. Chances are they knew who you were, what you wanted out of life and how best to motivate you.

How can you lead people that you don't know? The simple answer is that you can't.

This builds on **the concept of deep vs. shallow relationships**. Think about the people closest to you, your family and friends. You probably know these people well. You will probably know what they like, what they don't like and perhaps even what makes them tick. These are your deep relationships.

Contrast these with people that you don't know. You are less likely to understand them and therefore you are less likely to be empathetic with them. Again, I am talking broadly here. I know that many people have the ability to be empathetic with strangers – my point is that we are more empathetic of people who we know and understand.

When I am helping people deal with relationship issues in businesses, most of the time, the issue comes down to the fact that the two people don't know each other.

They think they do and they make broad assumptions about the other person. Those assumptions tend to be wrong but they are driving the context for the relationship.

## Resources for further learning:

<http://www.leadershipforces.com/focus-and-depth-lead-to-success/>

# Leadership Principle 8 - Implemented

Building relationships requires authenticity and takes time. You have to be genuinely interested in people and what they want out of life. You cannot fake this.

I've taken this principle and created a process that I have seen work extremely well. I have written about this in more detail in the following article.

<http://www.leadershipforces.com/first-thing-leader-must/>

This is just a process that I have developed to help you implement the principle.

I have deliberately chosen not to summarise this as it is important you understand the principle and how to apply it in depth.

## Leadership Principle 9 - Standards

*Leaders create standards – they make it clear what a good performance looks like so people can perform as expected.*

*They use standards to train and develop their people.*

# Leadership Principle 9 - Explanation

**‘Standards are the one best way of doing something at a given point in time’**

That’s our definition. It means that we have taken the time to think about **‘what good looks like’** and written it down.

If you look at any high performing industry or people, they have standard ways of doing things.

Pilots don’t land planes the way that they think is best. They land them in accordance with a standard which defines what a ‘good landing’ looks like. They are trained using this standard and as they progress they train others using the standard.

If we look outside of business and take the military as an example. When handling weapons, we have standards for how we do it. You are not taught how to unload a rifle, the way you think is best. You are taught how to unload a rifle in accordance with a standard. This ensures that if you follow the drill correctly, you get the same outcome over and over again.

In the nuclear industry, or any industry that uses hazardous chemicals, standards define what you can and can’t do.. They are used to manage behaviour and keep people safe. These industries cannot afford for performance to slip so they standardise it to make it clear ‘what good looks like’.

# Leadership Principle 9 - Explanation

But standards aren't just for safety critical environments, when you go to Starbucks and order a coffee, the person behind the counter doesn't make their version of a 'good coffee' – they make the Starbuck version. This means that you get the same coffee wherever you go. Your expectations get met every time.

Think about times when a business or even a person has frustrated you. Usually it is because they have failed to manage your expectations. Standards help you manage expectations by giving you the same consistent service over and over again.

## **Resources for further learning:**

In this article, I talk about the happiness gap and how frustrated people get why they don't manage their expectations. Standards in the business world help us to manage the expectations of our customers.

<http://www.leadershipforces.com/the-happiness-gap/>

# Leadership Principle 9 - Implementation

If you are leading a team, is it clear what a good performance looks like? How do you define it? If you haven't defined it, how can you train and develop anyone to deliver high performance?

What are the most common tasks that people do? What are the important ones that you can't afford to get wrong? Standardise them.

What do **your** personal standards look like?

*It's often said, 'how you do anything is how you do everything' so how do you do things?*

Do you read in the evenings? Do you get regular good quality sleep? Do you exercise regularly? What does your diet look like? These are questions that expose whether or not you lead by example.

These are examples of standards just applied in a different context.

- What do you do regularly?
- What does a good performance look like?
- Write it down
- Stick to it
- Improve it as you go along

**Creating standards is a large piece of work. But what is the impact of not having them?**

## Leadership Principle 10 – Develop your People

*Leaders create safe environments for people to develop – allowing them the space to fail and learn where required.*

*They pass on successes to their teams but hold accountability for failures.*

*They treat people with respect developing them through a combination of challenge and support.*

# Leadership Principle 10 – Explanation & Implementation

Once you have standards, you can start to measure people's performance.

If you don't have standards, then you are managing performance based on an opinion... which frankly isn't good enough because opinions are variable.

You are not giving someone the opportunity to perform well because you haven't clearly articulated 'a good performance' for them.

How do you know the difference between honest mistakes where someone's intention was good and mistakes which come down to negligence? **Developing your people requires you to have standards.**

Once you have your standards, you can start to develop people's performance using the 'performance curve'. I have written about this in more detail using the way in which the RAF train fighter pilots to explain the concept.

<http://www.leadershipforces.com/military-might-just-keys-solve-uks-productivity-crisis/>

# Leadership Principle 10 – Explanation & Implementation

## Implementation

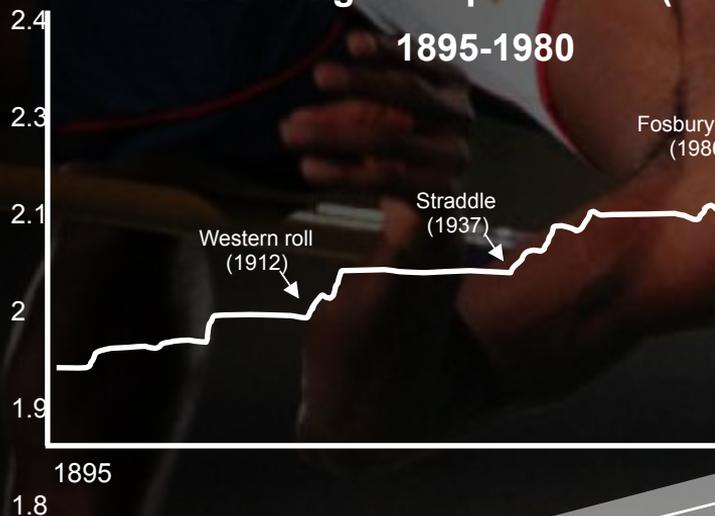
Write down what ‘a good job’ looks like. Train people in following that standard. Get them to look for ways in which the standard can be improved. When it can, get them to rewrite the standard and train everyone else. This is what a continuous improvement culture looks like.

Test people in safe environments. Get them to ‘make decisions’ based on imperfect information and discuss it. Use role plays to challenge people.

Don’t worry about perfecting this approach from Day One. Your people will respond positively to the fact that you are trying to help them improve. Try something, learn from it, improve it.

## World High Jump Records (men's)

1895-1980



Standards

Performance

Continuous Improvement

This graph shows the relationship between standards and continuous improvement. If you were a high jump coach, you probably wouldn't try to teach people the Western Roll when the best way is the Fosbury Flop – yet in businesses we tolerate it when people say *'that's the way I do things'* without any evidence to support that it's the best way.

# Leadership Forces: *What do we do?*

*What if you took the principles of high performance from sectors where leadership failure leads to death and/or serious injury and applied them to your organisation?*

*That's what we do.*

*We save you time by developing your leaders to focus on leading and creating high performance teams.*

*These principles outline our philosophy for what good leadership looks like.*

*We hope it helps clarify how you think about leadership.*

# Who are we?

Founded in 2015, Leadership Forces was built to develop leaders that could build high performing teams.

Our impact is typically measured in time – usually at least a day per week per person as people focus on the fewer activities that really drive performance.

The founder, Roderic Yapp is a former Royal Marines Officer who left the Corps to coach leaders in the nuclear industry. He has specialist experience in areas where ‘leadership failure’ leads to death and/or serious injury.

He now works with a range of organisations helping to develop leaders from executives to first-time leaders.

For further information on how we might be able to help develop your leaders, please don’t hesitate to get in touch.



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