

# PRACTICAL HACKS FOR LEADING IN CHALLENGING TIMES

All organisations have a strategy - some are better than others granted, but they all have a strategy. All too often managers aren't provided the clarity and guidance to know what to do with it. Assumptions made at the top mean the connection is lost between strategic plans and their implementation; execution is left to chance. Which is why so many strategic plans fail.

**But now it is even more complicated than that.**

The world is in the eye of a storm - a social, health and economic storm the likes of which we have never seen before. Confusion is the norm and now, more than ever before, managers need to seize new opportunities to help drive high performance.

This book is for you if you are a manager who really wants to drive change for you and your team in these turbulent times. The pandemic has brought huge (and lasting) challenges to the way people work. These have not been experienced before and bring uncertainty and chaos with them. Many organisations are ill equipped to respond. As managers, closer to the front-line than your executive team, you are best equipped to respond quickly. You can set the tone, create focus and build your team's drive and resilience.

**You need to make things happen; not let things happen.**

Learning and having a growth mindset is at the heart of your ability to navigate these choppy waters.

The backdrop in which you work might differ from others but the core principles of management which we explore in this book hold no matter what your context.

- Maybe you already work for a progressive organisation. One that instinctively gets the value of creating a culture of continuous learning but perhaps you are a little uncertain about what this means for you in your role.
- Or perhaps you work for a more traditional organisation that struggles with the challenges of transitioning from a traditional culture where information is power and the focus is on risk avoidance. This might be causing you frustration as you feel your role is being taken over by process.
- Or possibly you work for an organisation who is in the 'in-between'. They are trying to make the transition but are blocked by your colleagues whose self-esteem is wrapped up in the need for power and control. Their need to be right means they unconsciously generate a blame culture rather than one of growth.

Whichever context you are working in, this book will help you drive the change that is needed. So if you work in an organisation already changing, you can be part of that movement or if you are working in a place that has not made the change yet, you can be instrumental in demonstrating the value of this change.

**NOW is the time for you to take positive action!**

**This book will provide you with a practical, solid game plan for success.**

## Summary of chapters

### 1. THE CURRENT LANDSCAPE

Why you need to step up and why now. Whatever your job title you need to lead and manage. This landscape isn't going to change, there will always be something you need to learn to navigate uncertainty and complexity; simply.

### 2. IT ALL STARTS WITH YOU

This is all about a choice. A choice to change your paradigm from one of risk mitigation and low expectation of others to one of excellence and high expectations and we will show you how; starting with your expectations of yourself.

### 3. SETTING HIGH EXPECTATIONS

Making the shift to high expectations can be daunting and it is easy to falter. If you do you undo all the good work you have put in. So in this chapter we show you how to set, commit and build a culture of high expectation, engagement and excellence; consistently with confidence.

### 4. SEEK OUT DIFFERENCE

Many managers unconsciously seek out an 'easy life'. They recruit people they like and engender a culture of 'group think'. This gets you nowhere. Here we explore the essential qualities for full-throttle collaboration that challenges the status quo, drives improvements and accelerates performance.

### 5. KEEPING THE TEAM ON TRACK

Starting something new is exciting, it is easy to commit to it and an energy is generated that helps you build momentum. After this initial phase it is easy to slip into old habits and the natural 'old order' way of doing things is quickly resumed.

### 6. HANDLING THE TRICKY STUFF

Of course it is never plain sailing. There will always be tricky stuff you have to handle. This chapter takes an honest look at the tricky situations you might find yourself in and provides you with the tactics to handle it fast.

### 7. TOP HOW TO'S

We complete the book with a practical how to chapter, providing simple guidance for some of the familiar issues managers sometimes struggle with.