



Lancefield on

# Leadership

A 'how to' guide to making a bigger impact, handling difficult situations and managing yourself



In the following pages you'll see actions you can take in situations when you're wondering 'how to'. These actions are based on my personal experience – as a leader, strategy consultant and executive coach – and research.

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Make a **big** impact

## Succeed in your first 100 days

1. Listen and observe to get a sense of the opportunity and challenge.
2. Maintain presence on the front line and with customers.
3. Test hypotheses and create your story, communicate carefully.
4. Get on top of the day-to-day whilst shaping the future.
5. Decide how you want to show up.
6. Develop your influencer base.

## Communicate your strategy effectively

1. Set out the challenges facing the organisation.
2. Describe the choices you have considered.
3. Articulate the strategy in the 'what, whom, how and by when'.
4. Illustrate the strategy through a story or other creative means.
5. Personalise the strategy in the day-to-day changes you expect.
6. Invite participation and challenge.
7. Repeat.

## Show presence in big moments

1. Prepare what you want to say.
2. Put yourself in the shoes of the people in front of you.
3. Get your head right beforehand.
4. Start with confidence.
5. Illustrate your points vividly.
6. Stay present in the room.

## Make a great first impression

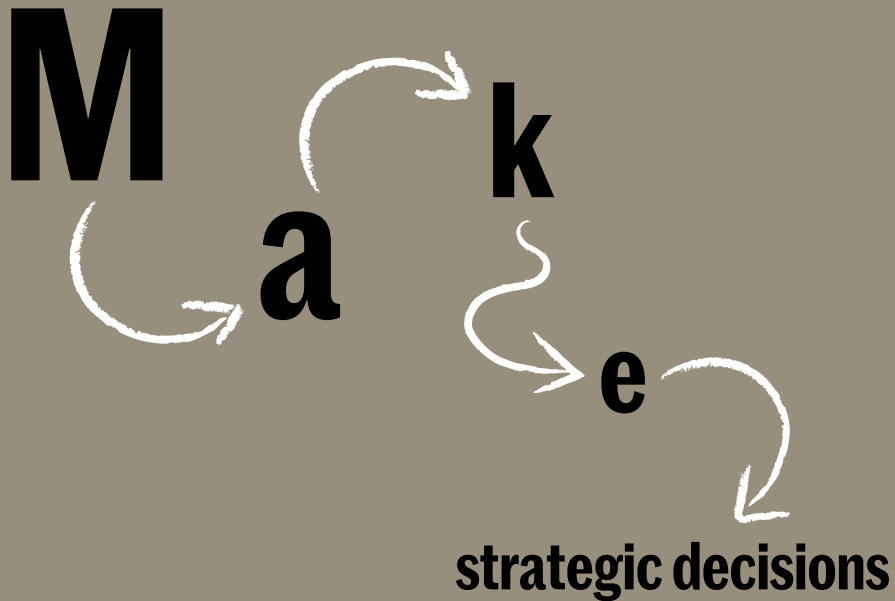
1. Do your homework on the person and their context.
2. Prepare yourself well – mindset, personal image, posture, content.
3. Make sure the technology works (if virtual).
4. Smile with your whole face (and be natural).
5. Show your interest and passion – and still listen and observe carefully.
6. Say what you really want to say.

## Create momentum

1. Make faster decisions, where it makes sense.
2. Shorten meetings/calls.
3. Remove obstacles that impede progress.
4. Celebrate successes regularly.
5. Set out ambitious goals, with a clear purpose.
6. Encourage people to contribute their ideas.
7. Make it safe to raise challenges.
8. Show belief in your team's ability to deliver.

## Inspire more creativity

1. Ditch the word.
2. Encourage everyone to participate.
3. Embrace different ways of thinking.
4. When you do come together, mix people up.
5. Listen to the ideas, show interest and respect.
6. Back the ideas and showcase them.
7. Be patient.



## Build foresight capability

1. Look for distinctive angles.
2. Identify the collisions between trends.
3. Break existing assumptions and look for possibilities.
4. Visualise the future.
5. Focus on value.
6. Articulate the strategic choices.
7. Involve a mix of people — *especially finance and operations* — early.
8. Build a system that collates and interprets signals.

## Manage disruption

1. One of the most misunderstood terms in the corporate lexicon.
2. Evolving existing business depends on whether it's worth saving.
3. Adopt the mindset of a new entrepreneur, using new talent.
4. Create urgency by using positive, personal motivators.
5. Use workable mechanisms to support the change.

## Participate in ecosystems

1. Digital ecosystems are a prominent feature of the business landscape and our personal lives.
2. Review your participation – role, progress, value, conflicts.
3. Consider your choices – drive performance, consolidate, exit (for other ecosystems, partnerships, disintermediate).
4. Recruit and nurture people with the capabilities and mindset to work in ecosystems.

## Negotiate productively

1. Immerse yourself in the other person's world.
2. Reframe the scope creatively.
3. Explore positive options.
4. Think of the longer game.
5. Prepare your emotional approach.
6. Keep language simple.



## Develop a strategy for you

1. Define your end game and the way you want to show up.
2. Work through the problem or opportunity.
3. Find clarity on the choices and trade-offs.
4. Create experiments to test your ideas and solutions.
5. Turn experiments into scalable activities.
6. Work out what to leave behind.

HANDLE

Difficult

SITUATIONS

## Manage a team in sensitised situations

1. Talk about the sensitivities openly, without judgement.
2. Avoid making assumptions about what people might be thinking.
3. Ask what people are feeling, rather than thinking.
4. Create opportunities for people to ask for help or share concerns.
5. Don't force people to disclose or debate.
6. Manage yourself well so you're well placed to show compassion.
7. Maintain focus on delivering results, with more flexibility in how they're achieved.

## Handle big egos

1. Seek to understand.
2. Give feedback on their impact.
3. Work through team dynamics.
4. Give them space to succeed.
5. Protect them from manipulation.
6. Be clear on the limits on their behaviours.

## Handle politics at work

1. Recognise its importance.
2. Distinguish between good and bad politics.
3. Supercharge your influencing skills.
4. Read situations and people carefully.
5. Be respectful.
6. Look for mutual gain.
7. Network effectively.
8. Establish your ethical boundaries.

## Succeed as an outsider

1. Reflect on what you think makes you an outsider.
2. Test your assumptions with close colleagues and friends.
3. Work out what platform your status gives you – and limitations.
4. Assess how well your role fulfils your needs and ambitions.
5. Explore the path – inside or outside the organisation – to becoming an insider.



## Manage yourself

## Cope with acute uncertainty

1. Write down the uncertainties you're more concerned about.
2. Work out what you can control and what you can't.
3. Use it as an opportunity to experiment and explore.
4. Reduce or remove discretionary activities.
5. Focus on self-care.

## Build more resilience

1. There probably isn't a magic formula.
2. But capturing how you feel grateful creates positive energy and strength to tackle future challenges.
3. Take one step at a time when everything becomes overwhelming.
4. Wipe the slate clean – at the end of a day – and start afresh.
5. Keep people close to you that are kind and supportive.
6. Recognise that you can't do everything or keep in touch with everyone when you're facing challenges.
7. Look for bright spots on the horizon that you can work towards and plan for.

## Disclose strategically and skilfully

1. Make it relevant.
2. Make it appropriate.
3. Don't expect reciprocity.
4. Plan your interactions.
5. Talk about what you learnt from the experience.

## Tackle loneliness

1. Very common in business at all levels, but not talked about.
2. Can result in significant mental and physical health problems.
3. People feel that their role and experience is different from others.
4. But often we make limiting assumptions.
5. Instead, reach out to people in similar situations.
6. Lower expectations of others — just enjoy their company when you have it.
7. Strengthen your resilience and sense of purpose.

## Overcome your insecurities

1. Write down your insecurities and explore their foundation (and validity).
2. Encourage others to express how they feel, to continually learn and to raise challenges.
3. Reframe insecurities as challenges, which you and your team can help you overcome.
4. Try to develop a sense of perspective. Rarely do the 'losses' we care about matter as much as we think.



## Progress your career

## Transition to new jobs

1. Transitions take time – months, if not years – so be patient.
2. Avoid taking big risks or major decisions unless you have to.
3. Experiment with new possibilities, taking on a side hustle.
4. Use your senses wisely to work out what most interests you (and others).
5. Let go of some activities, responsibilities and people (kindly) to create space.
6. Transitions are full of ups and downs and uncertainty, so be kind to yourself.

## Recover from a setback

1. As hard as it sounds, learn as much as you can about where you fell short.
2. Stay professional and deliver on your commitments.
3. Avoid showing your 'grumpy face' at work.
4. Work through what this means for you professionally – and explore options with relevant colleagues.
5. Look to other parts of your life to re-energise you.
6. Don't do anything in haste – take your time.
7. Come back fighting, as a stronger you!





## Let go

1. Find latent value.
2. Put a plan in place.
3. Avoid too much nostalgia.
4. Leave gracefully.
5. Capture lessons.
6. Start afresh.

## Listen well

1. Many leaders struggle to listen well.
2. Yet, it's incredibly important if you want people to feel they can contribute effectively.
3. Be in the moment; be fascinated with what the person may say next.
4. Believe that the person can think for themselves if they're not interrupted.
5. Don't listen to wait for the time to intervene.
6. Trust yourself to think and express yourself once they've finished.
7. Make sure you're relaxed, breathing properly with good posture.

## Ask great questions

1. Use 'how' and 'what', and avoid 'why'.
2. Pose a short question, with a little of your own perspective.
3. Encourage the person to answer succinctly before you start; and then avoid interrupting them.
4. Mix up the questions — to avoid them going onto autopilot.
5. Start with a list but delve into detail or look for connections between points.

## Ready for more?

To watch the videos that accompany these tips, check out my **YouTube channel**.

**Sign up** to my fortnightly newsletter *Strategic Leader*— sharing ideas at the trailblazing edge of strategy and leadership — and you'll get my 16-page workbook *Mastering Big Moments* for free.

If you're looking for help to achieve extraordinary results, please get in touch on  **david@davidlancefield.com** .



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