ELEVATE: LEADERSHIP





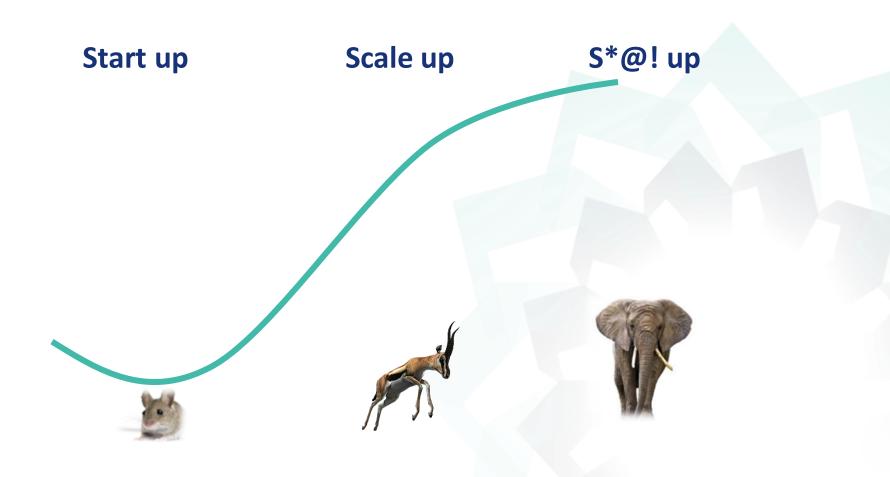
Context





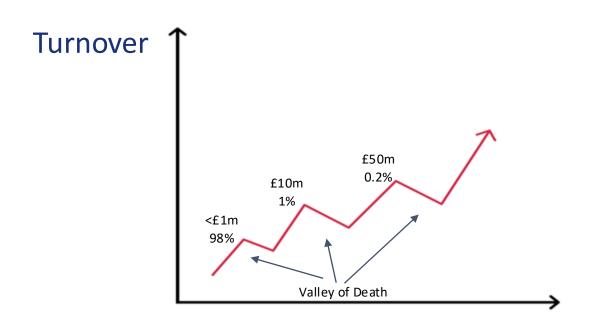
Lifecycle of a business





Watch out for inflection points...





Time







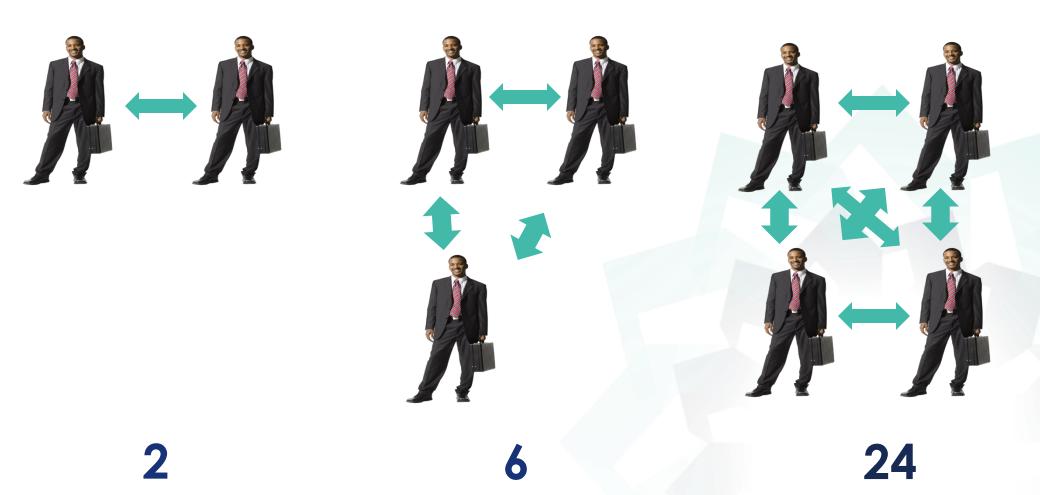


Cash flow incomings and out one change in cash balance



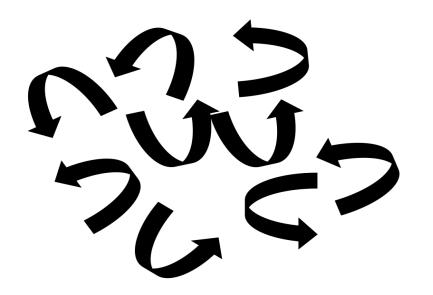






Without leadership - chaos ensues





Definition of leadership.....



"Leadership is the art of getting people to want to do what must be done"

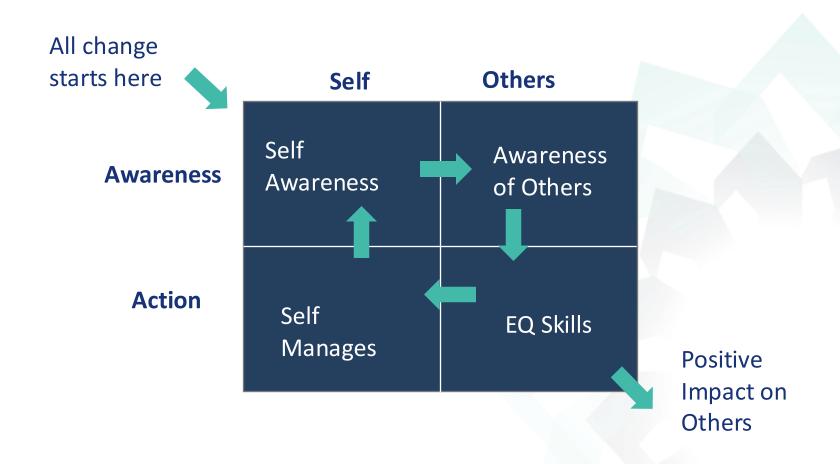


"The greatest chokehold on the growth of any business is always its leader. 20% of leadership is skill. The other 80% is mental."

HBR: Mastering the Psychological Challenges of Leadership 2022

All Change Starts with Self Awareness

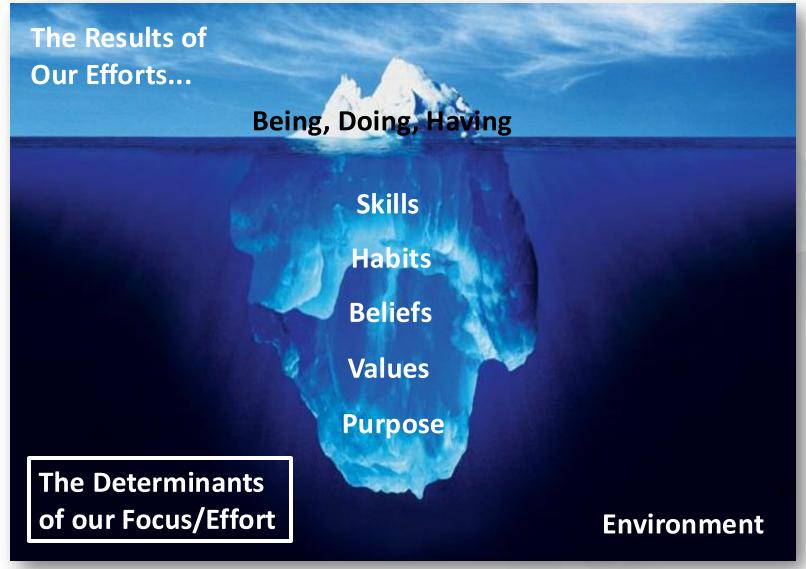






Who are you?







Skills are the expertise or talent to do a job or task

Zone of Genius



- 1. Zone of Incompetence.
- 2. Zone of Competence.
- 3. Zone of Excellence.
- 4. Zone of Genius.



Something YOU hold to be true ...

Your Beliefs



A belief can come from different sources, including:

- A person's own experiences or experiments
- The acceptance of cultural and societal norms (e.g. religion)
- What other people say (e.g. education or mentoring).



Your values represent your highest priorities and your deepest driving forces.



Your purpose is your personal mission statement; it's how you plan to make your mark in this world.

Your reason for being



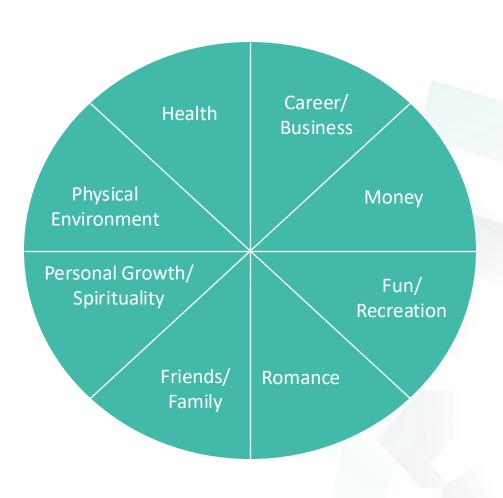
THE PURPOSE OF MY LIFE IS:							
VALUES AND RULES	BELIEFS						
PRIMARY QUESTION	SUPERPOWERS						
PRIMARY QUESTION	SOFERFOWERS						



Understanding your destination

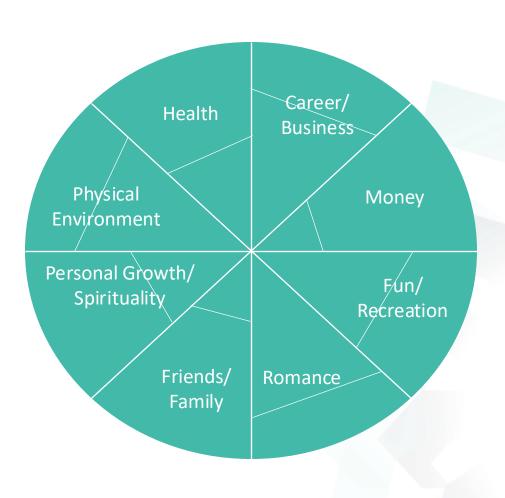
What role business does plays in your life?





What role business does plays in your life?





Personal Mastery: Close the gap



	Health and fitness	Family life	Social life	Love relationships	Quality of life	Spiritual	Career	Financial
Where do you want to be?								
Activities to close the gap								
Where are you now?								TIME TO
								TIME TO



Key goals



Goal:

Why must I achieve this goal?

What one small thing will I do immediately toward achieving this goal?

Goal:

Why must I achieve this goal?

What one small thing will I do immediately toward achieving this goal?

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Why must I achieve this goal?

What one small thing will I do immediately toward achieving this goal?





Now deliver your goals...



- Prioritise goals
- Work on major goal everyday
- Take action
- Keep them visible
- Look at them Daily/Weekly
- Develop a plan
- Have someone hold you accountable
- Track progress
- Commit 100%



It's your choice how fast you grow

Life is about enjoying the journey





Happy in the Now



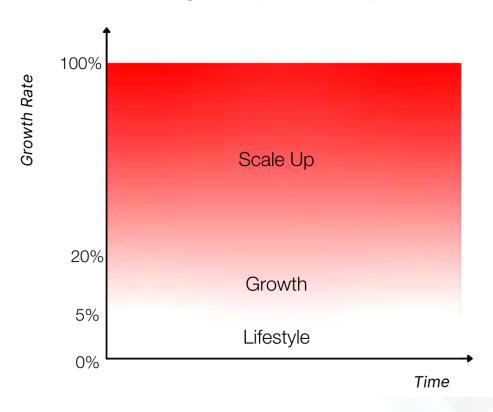


Vision of the Future

How fast do you want to grow?



Which growth profile are you?





10 Leadership Skills To Master



1. Developing the right habits...

BUILDing habits...



You don't get results by focusing on results.
You get results by focusing on the habits
and behaviours that produce results



"We are what we repeatedly do" Aristotle

"95% of who we are by 35 is a memorised set of behaviours, emotional reactions, unconscious habits, hard wired attitudes, beliefs and perceptions."

Joe Dispenza

BUILDing habits...



"A habit is a behaviour that has been repeated enough times to become automatic"

BUILDing habits...



"As habits are created, the level of activity in the brain decreases"

BUILDing habits...



"Habit formation is incredibly useful because the conscious mind is the bottleneck of the brain"

We are creatures of habit – blame your brain





As a leader the habits which require real focus...



- 1. Mindset
- 2. Energy management
- 3. Time management



Mindset

Behaviour Dynamics

































THE INTERNATIONAL BESTSELLER



THE 6 HABITS THAT
WILL TRANSFORM YOUR
LIFE BEFORE 8AM
HAL ELROD

Silence



- Meditation
- Prayer
- Reflection
- Deep breathing

"You can learn more in an hour of silence than you can in a year from books"

Matthew Kelly

Quick meditation



- Box breathing
- 5 Minute Concentration

"Learn to be calm and you will always be happy."

Paramahansa Yogananda

Affirmations



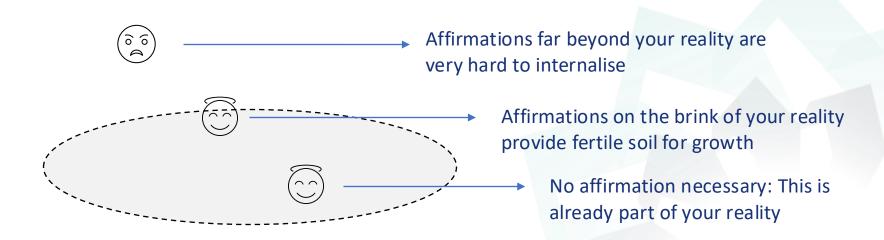
- Tap into emotions
- Engage your body whilst reciting
- Continuously update
- State them daily

"It's the repetition of affirmations that leads to belief. Once that belief becomes a deep conviction, things begin to happen"

Muhammad Ali

Defining your Affirmations





6 powerful affirmations...



- I am in control of my time and energy.
- I prioritise tasks that align with my goals and values.
- I embrace discipline as a tool for freedom.
- I approach challenges with focus and confidence.
- Every decision I make brings me closer to my success.
- I make time for growth, reflection, and rest.

Visualisation



- Visualise what you really want
- Feel the visualisation
- Create a vision board

"See things as you would have them be instead of as they are"

Robert Collier

Exercise



- Releases endorphins
- Helps with quality of sleep
- Helps manage stress
- Trains the heart to work more efficiently, getting more oxygen to the brain and other organs.

"If you don't make time for exercise, you'll probably have to make time for illness"

Robin Sharma

Exercise



"Good things come to those who sweat."

Anonymous

Spinning counterclockwise Following the rotation of the universe **2** Raising and lowering the head and legs The root pushes through the soil 3 Leaning backwards and pulling forwards A stalk is both thin and strong and it sways yet remains standing in the wind Tipping the head back and thrusting the torso upwards A river flows following the contours of the land. **5** Raising the hips and looking inwards; lowering the hips and looking upwards

The waterfall spills a powerful current into the waiting pool

5 actions for tuning the body





"A person who won't read has no advantage over one who can't read"

Mark Twain

How to read in the morning



- Learn from experts
- Minimum of 10 pages per day
- Begin with the end in mind

"I love the smell of book ink in the morning."

Umberto Eco

Scribing



- Gain clarity
- Capture ideas
- Review lessons
- Acknowledge your progress

"Ideas can come from anywhere and at any time. The problem with making mental notes is that ink fades very rapidly"

Rolf Smith

To start scribing in the morning



- Download
- 3 things grateful for
- 3 things I will achieve today
- This is how I'll make today great



The Miracle Morning in 60 mins



Silence (5 mins)

Affirmations (5 mins)

Visualisation (5 mins)

Exercise (20 mins)

Reading (20 mins)

Scribing (5 mins)

Taking your miracle morning to the next level



- Last thought at night......
- Rehydrate
- Cold shower
- Nutritional smoothie (oats, almond milk, brazil nuts, coconut oil, Udos oil, spinach, bee pollen, Chia seeds, blueberries, live yogurt)
- Organic coffee

To Control Your Mindset Control Your Emotions...

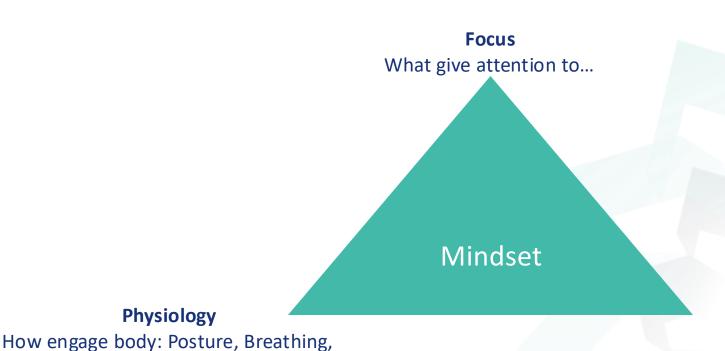
Physiology

Tone of Voice, etc



Language

Words use to describe experience

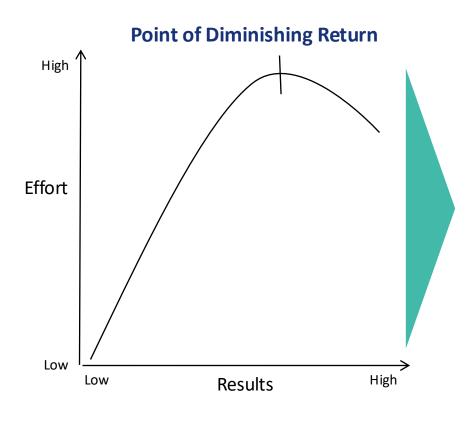




Energy Management

Beware of diminishing returns





Danger Zone Symptoms

- x Low energy and enthusiasm
- x Decline in listening skills
- x Weakened immune systems
- x Impulsive, short term decision making

Match your internal clock to your workday

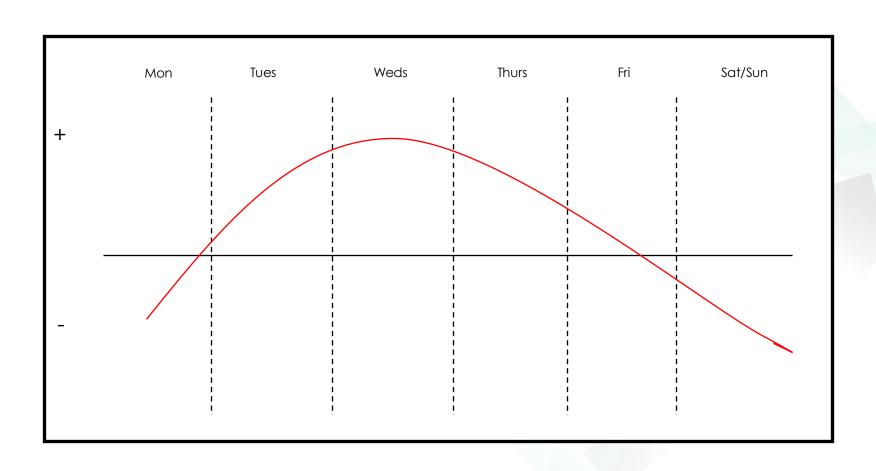


You only have 2.5 to 3 hours per day where you can be truly productive

https://www.cet-surveys.com/index.php?sid=61524&newtest=Y

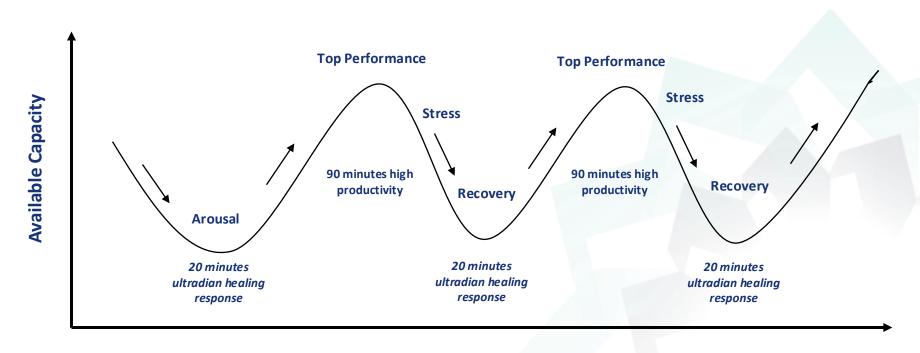
Your Weekly Rhythm





Ultradian performance rhythm



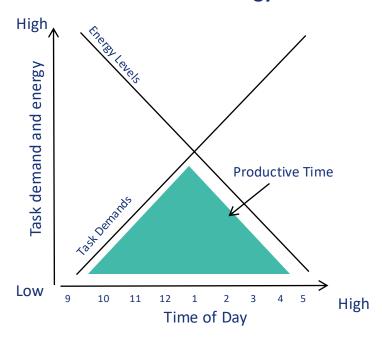


Course of the Day

Planning to your energy levels



Tasks Not Related To Energy Level



Tasks Related To Energy Level



Guidelines



9 -11am: Best decision making/productive

11am-1pm: Meeting Time

1pm-3pm: Admin time

3pm-5pm: Creative time

Manage your energy



Time Audit

Week Commencing:

Time	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	•		•	•			•
6.00am							
7.00am							
8.00am							
9.00am							
10.00am							
11.00am							
12.00pm							
1.00pm							
2.00pm							
3.00pm							
4.00pm							
5.00pm							
6.00pm							
7.00pm							
8.00pm							
9.00pm							
10.00pm							
11.00pm							
12.00am							

Manage your energy



For each type of activity that does not raise your energy, write down ways to:

- Outsource it,
- Eliminate it, or
- Reframe it (i.e., meetings that you believe you must attend).



Time Management

Your Most Valuable Asset Is





How you invest your time is the key to your success



#1 Make a List (capture)



#2 Consequences



- A Must do, major consequences
- **B** Should do, mild consequences
- **C** Nice to do no consequences
- **D** Delegate
- **E** Eliminate



#3 80:20



"In all fields of human endeavor, 80 percent of results flow from 20 percent of activities."

Pareto



#4 Time Grid



Urgent

Not Urgent

Important

Necessity

- Crisis
- Pressing problems
- Deadline driven projects
- Last minute preparations for scheduled activities

Quality and Leadership

- Preparation/Planning
- Strategy
- Exercise
- Relationship Building

Not Important

Deception

- Interruptions
- Some meetings
- Some email & reports
- Many "pressing' matters

Waste

- Trivia
- Junk mail
- Time wasters
- Escape activities



	Urgent	Not Urgent		
Important	DO it now	DECIDE to schedule a time to do it		
Not Important	DELEGATE it to someone else	DELETE it now		



#5 Focus



Follow One Course **U**ntil Successful



Time Vampires

"Have you got a minute?"

People who drop by.

Solution: Invite them to go over their items at the end of the day

Mr. Meeting

People do nothing but attend meetings.

Solution: You need to stop and evaluate do you really need to be in or hold this meeting; is there a more time effective way to handle this?



Time Vampires

Mr. Trivia

People who cannot differentiate between the important, unimportant, minor or major.

Solution: Get them to rate how important it is and let them know you are only dealing with 9's & 10's.

Emotional Crisis

Some people magnify everything

Usually they do not want solutions

Solution: Cut to the core of the problem and give them a solution

Time vampires only succeed if you allow them to – it is your fault if you buy into them



Interruptions

- Interruptions destroy office or desk-bound individual's productivity
- To achieve peak productivity you need to stop interruptions:
 - -Get lost
 - -Don't answer the phone
 - -Regulate email
 - -Set the timer on the bomb
 - -Be busy and be obvious about it



#6 Eat a Frog

How to Overcome Procrastination



- 1. Set clear goals/write down plan
- 2. Break goals down to bite size activities
- 3. Pick 1 task and start immediately
- Swiss cheese task
- 5. Salami slice task
- 6. 20:80 task
- 7. Set time limit
- 8. Reward structure
- 9. Promise others
- 10. Start with most important task



#7 Default Diary

Default Diary



	Monday	Tuesday	Wednesday	Thursday	Friday
7.00am	Daily Routine	Daily Routine	Daily Routine	Daily Routine	Daily Routine
8.00am	Emails	Emails	Emails	Emails	Emails
9.00am	Plan Week	Business Development	Project Time	Business Development	Customer Visits
10.00am	Performance Review	Business Development	Project Time	Business Development	Customer Visits
11.00am	Management Team Meeting	Business Development	Project Time	Business Development	Customer Visits
12.00 am	Lunch	Team Lunch	Client Lunch	Lunch	Networking Lunch
1.00pm	Sales Meeting	Business Development	Customer Visits	Business Development	Admin
2.00pm	Operations Meeting	Business Development	Customer Visits	Business Development	Admin
3.00pm	Client Calls	Business Development	Customer Visits	Business Development	Admin
4.00pm	Buffer Time	Buffer Time	Buffer Time	Buffer Time	Buffer Time
5.00pm	Plan Tomorrow	Plan Tomorrow	Plan Tomorrow	Plan Tomorrow	Plan Tomorrow
6.00pm	Exercise	Exercise	Exercise	Exercise	Exercise



#8 Plan

Weekly Planning



- ✓ Planning on a weekly basis provides greater balance
- √ We are used to thinking of a week as a unit of time
- ✓ Plan your "default diary"
- ✓ Modify it and plan for each week
- ✓ Adapt daily



The answer to overwhelm is not spinning more plates—or doing more—it's defining the few things that can really fundamentally change your business and life.

3-2-1 Approach



A simple, effective framework to focus on what truly matters and cut through distractions.

It emphasises:

- 1. Prioritising your most important work.
- 2. Maintaining clarity with a limited daily focus.
- 3. Simplifying your life one decision at a time.



Greg McKeown

3-2-1 Approach



3 Hours for Your Most Important Priority

Dedicate three uninterrupted hours daily to your most meaningful work.

2 Priority Activities for the Day

Focus on two key tasks that align with your long-term goals.

1 Decision to Simplify Your Life

Eliminate, delegate, or automate one unnecessary thing each day.



#9 Leverage and Systemise



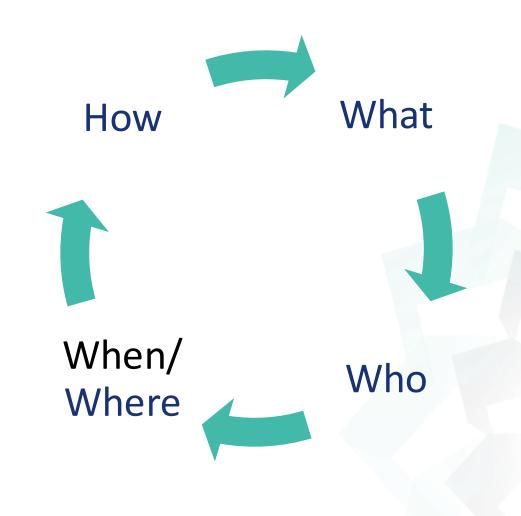
Systemise the routine and humanise the exception.



2. First who then how

The entrepreneurs cycle...





Remember...

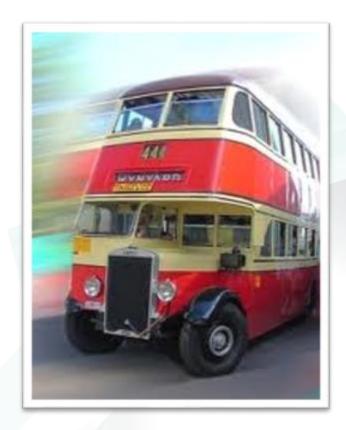


- 1. You cannot do it on your own
- 2. The team that got you here.....
- 3. Don't accept average put a better team in place
- 4. Spend your time delivering your superpower!

Get the right people on the bus



No' 1 metric: What % of key seats are filled with the right people for these seats?





"Who you spend time with is who you become!" Tony Robbins

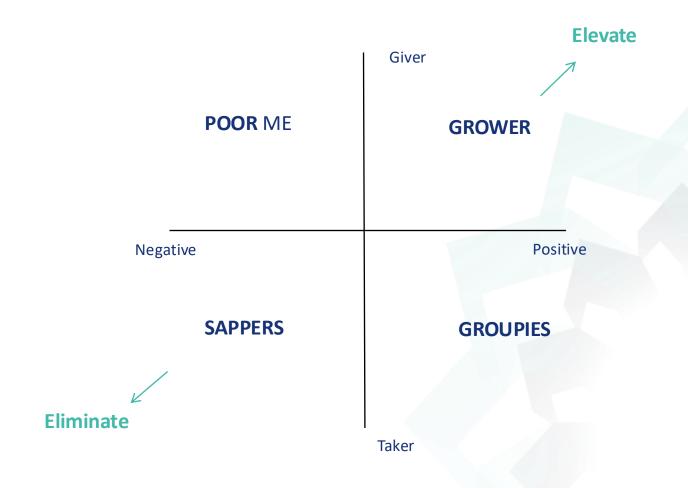
Create an Advisory Board...



- Provide insights
- Challenge your thinking
- Hold you to account
- Reduce risk by guiding you through decisions they've already navigated
- Add to your credibility
- Open networks that would otherwise take years to access

Review.....







3. Let go

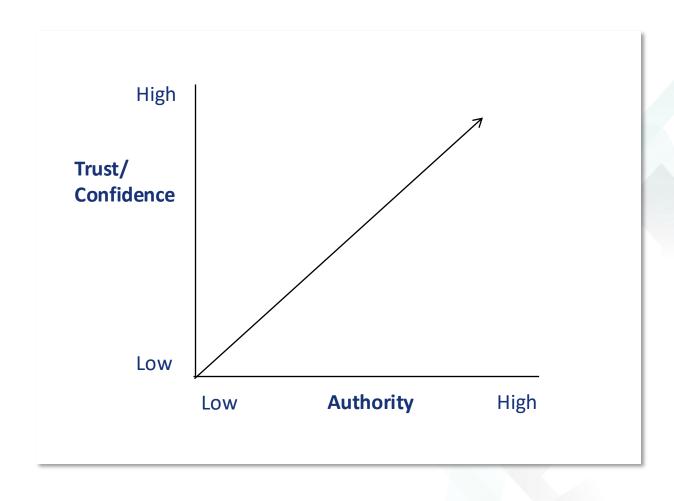
Beware as you scale.....



- 1. Everything must be right all the time
- 2. Difficult conversations will be the norm
- 3. You cannot stand still
- 4. Shiny toys

Empower Team to Make Decisions





Empower Team to Make Decisions



Authority Level	Decision Areas & Specifics	
Discuss with manager, make joint decision		
Bring 'signature stage; recommendation, manager sign off		
Act and report through agreed process		



"People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done. Innovation is saying no to 1,000 things."

Steve Jobs



"Your success is determined more by what you say no to, than yes"

Remain focused





Limit your Goals







4. Live in the future but be present in the now

Power of a compelling Vision





Vivid description example



"I will build a motor car for the great multitude. It will be so low in price that no man making a good salary will be unable to own one and enjoy with his family the blessing of hours of pleasure in God's great open spaces. When I'm through, everybody will be able to afford one, and everyone will have one. The horse will have disappeared from our highways, the automobile will be taken for granted and we will give a large number of men employment at good wages."

Henry Ford



Why have a Vision statement?

It answers the question of **What** success will look like for you - the outcome of all your work

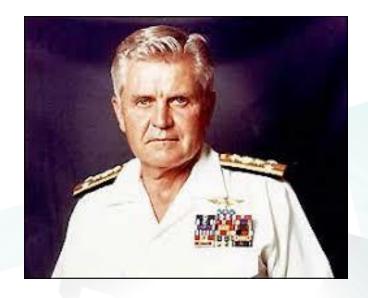
- Takes thinking beyond the present
- Reflects horizon-expanding ideals
- Describes what you want the future to be
- Inspires ambition, enthusiasm and commitment
- Provides a focal point that aligns your staff answers WIIFM
- Improves productivity, efficiency and innovation
- Is measurable and time-bound

Confront the brutal facts



"You must never confuse faith that you will prevail in the end...with the brutal facts of your current reality"

James Stockdale





5. Develop a growth mindset

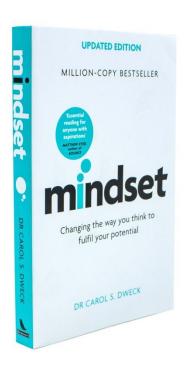
Always remember.....



You need to be growing faster than your company

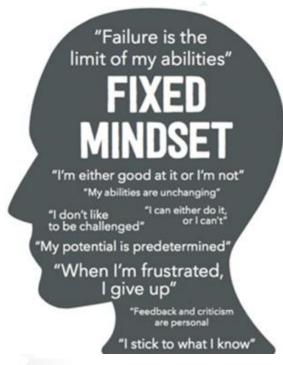


Fixed vs Growth Mindset





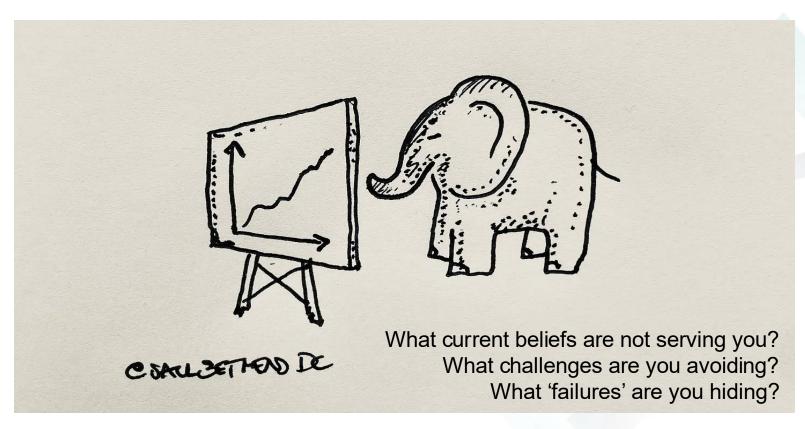
I can learn, adapt and grow. Every challenge is feedback.



This is what I am. This is all I can be.



What is your elephant in the room?



Saul Betmead De Chasteigner

Let's reframe this problem by shifting to a growth mindset



- 1. Identify your current belief, challenge or failure.
- 2. Reframe to shift your mindset considering the following:

Resilience:

How do you treat this setback as a stepping stone to success? How do you care for your own needs in the process? How do you role model this behaviour for your colleagues?

Adaptability

How can you seek to understand without blame? How can you respond with curiosity and flexibility? What new approaches could you adopt?

Continuous Learning

What knowledge or skills gaps are linked to this issue? How can you seek input to gain diverse perspectives? How might you experiment to test a way forward?

Let's reframe this problem by shifting to a growth mindset



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What knowledge or skills gaps are linked to this issue? How can you seek input to gain diverse perspectives? How might you experiment to test a way forward?







6. Be a clock builder

Be a clock builder not a time teller





Be a Level 5 leader



5. Great Leader

4. Effective Leader

3. Competent Manager

2. Contributing Team Member

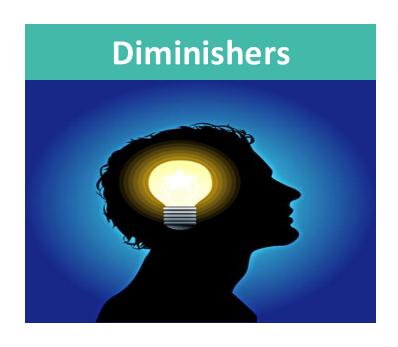
1. Highly Capable Individual

Source: Good to Great, Jim Collins

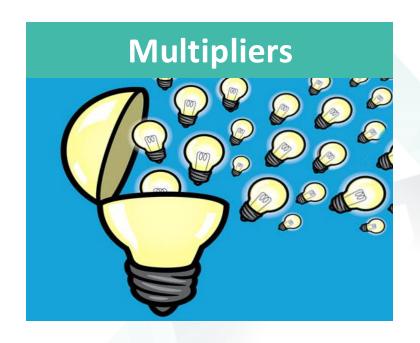


7. Become a multiplier





"Genius"



"Genius Maker"



Diminishers

Scarce Intelligence
"People won't figure it out
without me"

Empire Builders

Horde and underutilise talent

Tyrants
Create anxiety and suppress thinking

Now-It-Alls

Tell people what to do

See

Decision Makers

Make isolated decisions

Micromanagers

Take over and control

Multipliers

Abundant Intelligence "People are smart and will figure it out"

Talent Magnets

Attract and optimise talent

Liberators
Create intensity that requires best thinking

Challengers
Extend challenges

Debate Makers

Debate before deciding

Investors
Instill ownership and accountability

2X

Get 50%

Diminisher: Cycle of Decline





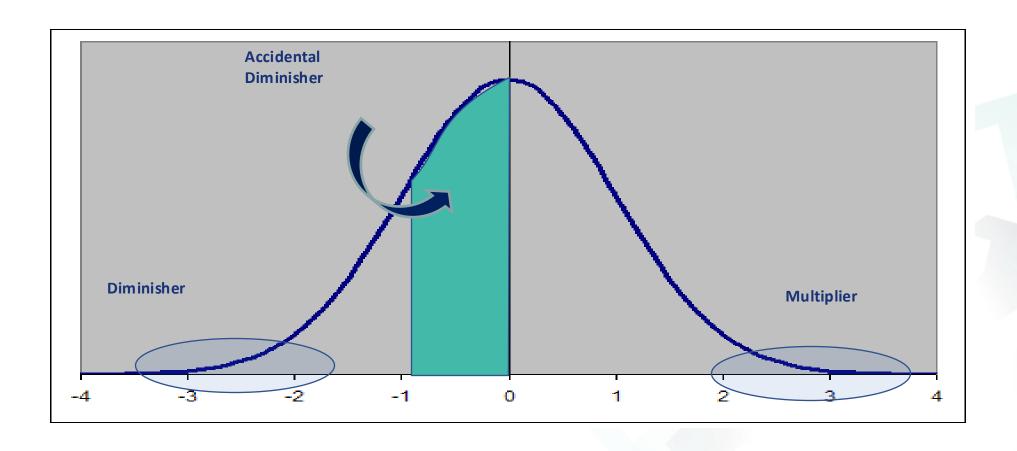
Multiplier: Cycle of attraction





Beware the Accidental Diminisher







8. Think Slow

Build in Think Time





How to actually do "Think Time:?



- 1. Schedule thinking time into your calendar each week.
- 2. Focus on one question per thinking time.
- 3. Find a quiet spot without any distractions.
- 4. Find a favourite pen and notebook.
- Use the toilet and drink some water.
- 6. Set a 45-minute timer.
- 7. Start writing.
- 8. Stick with it.
- 9. Analyse.

How to make the most of your "Think Time"....



- 1. Find the unasked question
- 2. Separate the Problem from the Symptom
- 3. Check Assumptions



9. A master communicator

Communication is about.....



Little things that are quite inessential but play a great part in persuading people you are good at what you do? ...

What gets you remembered.....



SUPER GNESS

The Wow factor!

Manage expectations...



Reality – Expectations = Happiness/Unhappiness

Define how you want to be communicated with





From: Richard Baker

SUSPECTOR

....

Re: Richard Baker - "a brief guide"

There a few behaviours that I expect from myself and my teams. I thought it might help you, if I provided an initial insight:

Integrity above all else - integrity is how we behave when no one else is watching. It is saying that what you think honestly and openly, with respect for others. It is killing gossip and seeing the good in others. It is admitting to mistakes fast....good news can wait.

All of us is better than any of us - teamwork is the secret ingredient. We deliver on promises to each other. We put each other's work ahead of our own. We debate in private, and concur in public. We show trust. We talk each other up in the presence of others.

<u>World-class leadership</u> - we are all leaders in the company. We lead with our ears not our mouths. We say thank you and we look for every opportunity to celebrate success. When success occurs we give credit to others. When failure occurs we take responsibility personally. We start and finish meetings on time and we set a stretching example to others at all times. Development of our people is a priority.

We set the page - no one in the company will work faster than we do. We must demand the impossible, set stretch goals and be unreasonable to get the job done. Few people know the limit of their abilities. We will make decisions not defer them. We will encourage brevity and simplicity. Complexity is the enemy of pace. Less is more.

Work, rest and play - while working hard, we will also encourage a balanced approach to life. We will take holidays and encourage those around us to do so. We will take our work seriously but not ourselves Encourage people to have fun. Laughter is the greatest cure of stress and ill-health. Morale improvement is the first step to productivity improvement.



Working with Claire: an unauthorized guide

First of all, I'm really excited to be working with each of you and your teams.

OPERATING APPROACH

- Bi-weekly or weekly 1:1s. We'll try to keep the times consistent so you can plan. I'm a big fan of a joint 1:1 doc to track our agendas, actions, goals, and updates.
- Weekly team meetings, as appropriate—I view these as both update and decision-making/work review forums. I expect people to be prepared and to participate, even though we'll have to manage video conferences and time zones.
- Quarterly planning sessions—it's my hope we make these happen with strong pre-work and good follow-up afterward with our teams and partners (internal or external).
- It's possible that we'll have some Stripe separate business review-type meetings and we can work hard to keep work manageable between these and planning sessions. Stay tuned.
- · Speaking of 1:1s
 - We'll do a career session at some point in our first few months of working together—your history, why you've made choices you have made, what your ambitions are for the future, etc. These help me know where you are in terms of personal development interests and ambitions with respect to longer-term plans.
 - Personal goals—I believe in the two of us reviewing the top 3-5 personal goals you have each quarter or so (these are the things that you personally spend your time on, not your team plans, which I know you also spend time on...). We can discuss them each Q and then mark out a plan on how we make sure you get the time, space, and support to accomplish what you need. I do these every 3-6 months and will share mine with everyone, also.



Collaborative

I'm very collaborative which means I like to discuss decisions and options
and whiteboard big stuff in a group. I will rarely get stuck in one position or
opinion but the downside is that you won't always get a quick judgment out
of me—I need to talk it through and see some ideas/data/options. Due to
this bias, I can sometimes be slow to decide and if you need a decision
quickly, make sure I know it.

Hands-off

- I'm not a micro-manager and I won't sweat your details *unless* I think things are off track and if I do, I'll tell you my concern and we can work together to make sure I understand and plan together on how to communicate better or right the situation. That said, when I am new to a project/ team I often get into the work alongside people so I can be a better leader—I will get involved in details and be more hands-on early on in a new initiative and just be warned on that. It's how I will know how to help if you need me later.
- I expect you are making decisions a lot without me and if you come to me
 I'll usually put it back on you with, "What do you want to do?" or "What
 should you do?" and just help you decide. That said, if there is a big one
 brewing, I'd love to know about it and I'm always here to talk it out. I like to
 know what's going on with you and your team.

Accountable and organized

- I take action items really seriously and I expect you to know what yours are, when they are due, and get them done. I don't like chasing them but I do notice when things slip—it's fine to renegotiate deadlines but I'll be annoyed if it's the day after the deadline....
- I dislike being caught last-minute with people working hard on something
 we could have gotten ahead of—please help anticipate big work efforts and
 let's be in front of them together. Similarly, I want us to be ruthless in
 priorities while we are resource-constrained. I need you all sane...and me
 too.



True communication is the response you get



10. Be UnF***withable

Are you 'unf*ckwithable'?



Definition

When you're truly at peace and in touch with yourself. Nothing anyone says or does bothers you and no negativity can touch you.

Become 'unf*ckwithable'



- 1. You realise you are worthy
- 2. You focus on what you can control and let go of what you cannot
- 3. You do not seek validation
- 4. You practice radical forgiveness
- 5. You aren't afraid of rattling a few cages
- 6. You live fearlessly
- 7. You have the right end goals

How to come Unf***withable...



- View problems and challenges as opportunities
- Learn from mistakes and failures
- Succeed despite hardships
- Don't let anxiety overwhelm you
- Have a sense of humour and realistic optimism under stress
- Don't feel shame or depression in the face of failure
- Have the ability to let go...