





The Insurance Institute of Sheffield Chartered Insurance Institute



AIMS OF THIS SESSION...



What's Coming Up

To help you.....

- Identify the key characteristics of winning leaders
 'Get That Vision Thing' and look forward to make 2022
 - a successful year for you
- Connect and Collaborate Identify ways to find others who can help you move forward and make an impact
- 'Disrupt And Challenge The Status Quo' Find ways to help you make a difference in the areas that count

THE INSTITUTE DE LEADERSH & MANAGEN

WHO THE HELL IS THIS ANDY HANSELMAN?

I help businesses, their leaders and their people get better at what they do by...



That means being...



Dramatically and Domonstrobly











I help businesses, their leaders and their people get better at what they do by...



SPEAKING

TRAINING

CONSULTING

'AWAY DAYS'





Helping Businesses, Their Leaders And Their People....



That Means Being 'Dramatically and Demonstrably Different'!

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Andy Hanselman



Evidence we're in a...



R S H I



No, Grandma... Listen, Double-Click The Chrome Icon!









DAIMLER



Volkswagen

\$654 Billion!













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Lauren Lyle Actress - Outlander



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Aimie Atkinson

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£83

Miriam Margolyes

Actress

Kerry Ellis



Sylvester McCoy Actor - Doctor Who - ...



Cheryl Hole RuPaul's Drag Race UK



Waylon Jacobs



Tony Adams





David Schaal



Musician

Actor - Game of Thrones



Jamie Muscato Singer/Songwriter







£249

Boy George Singer - Culture Club

£83 **James Haskell**









Antony Cotton British Actor - Coronat...



Actor - The Office (Brit ...



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Honey G Singer - The X Factor



£82.17









Adam Deacon Actor





Who are you?



WHAT EXACTLY IS LEADERSHIP?

LEADERSHIP

































BIDISCUSSION TIME.

WHAT EXACTLY IS 'LEADERSHIP'



WHAT EXACTLY IS LEADERSHIP?

LEADERSHIP

"Establishing a clear picture of the future that stimulates, excites and inspires, getting buy in to that picture and achieving it by making others better, both when you are there, and when you're not"

"Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence"

Sheryl Sandberg, COO Facebook



At Every Level Of The Business









#6:CONNECT AND COLLABORATE

The 8 Characteristics Of

3D Leadership!

#5: ENGAGE. EMPOWER AND ENABLE





#4:CHALLENGE THE STATUS QUO AND DISRUPT








To Help You Maximise Your Leadership Potential....

Awareness Assessment Action







To Help You Maximise Your Leadership Potential....







To Help You Maximise Your Leadership Potential....

PLAY TO YOUR STRENGTHS

"The thing that you're most passionate about is honestly the thing that you're most likely to win at"

Steve Bartlett, Founder Former CEO, Social Chain

Effective People.....

Play to their **STRENGTHS**!

Do what they **ENJOY**!

Make an IMPACT!







THINGS WE SEE THE BEST PERFORMERS DO:







WORK OUT WHAT THIS MEANS FOR YOU AND YOUR TEAM!



"From a young age, I learned to focus on the things I was good at and delegate to others what I was not good at. That's how Virgin is run. Fantastic people throughout the Virgin Group run our businesses, allowing me to think creatively and strategically"

CITAI





REMOVE YOUR BLIND SPOTS!



FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC **STUDY COMBINED WITH THE EXPERIENCE OF** YEARS

FINISHED FILES ARE THE RESULT OF YEARS OF SCIENTIFIC **STUDY COMBINED WITH** THE EXPERIENCE OF YEARS



"I think it's very important to have a feedback loop, where you're constantly thinking about what you've done and how you could be doing it better. I think that's the single best piece of advice: constantly think about how you could be doing things better and questioning yourself."

Elon Musk, Founder, CEO Tesla





GIVE PEOPLE A DAMN GOOD LISTENING TO!



Stop Start Continue

BIDDING I Callibre Welcome

Where've We Been Sh*t'? "As Hootsuite grew, and we suddenly had millions of users around the world, I had to learn to let go - to focus on my strengths and find capable people to do the things I wasn't good at

Ryan Holmes, Co Founder, CEO, Hootesuite





To Help You Maximise Your Leadership Potential....

GET THAT VISION THING!



"Creating a clear picture of the future that 'stimulates, excites and inspires"

Provide 130 million girls in the world with access to 12 years of free, safe, quality education



A BUSINESS PLAN

A 'PIE IN THE SKY' IDEA!

MD'S ANNUAL SPEECH

ABOUT PREDICTING THE FUTURE!



"Contrary to some forecasts in recent years, the internet has settled down to become a worthwhile but minority channel to market. For example, internet book sales have plateaued at just over 5% of the market, and it seems unlikely that there will be sufficient demand to enable multiple operators to develop profitably"

HMV Annual Report 2002

Daily Mail (5th December 2000)



"Heavier-than-air flying machines are impossible"

Lord Kelvin, mathematician, physicist, and President of The British Royal Society, 1865

"The telephone has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us"

Western Union internal memo, 1876

"I think there is a world market for about five computers"

Thomas Watson, Chairman of IBM, 1943

"There is no reason for any individual to have a computer in their home"

Ken Olsen, President of DEC at The Convention Of The World Future Society, 1977
"640k ought to be enough for anybody"

Bill Gates, 1981

"By the end of the year the iPod will be dead, kaput, finished"

Sir Alan Sugar, early 2005

"OK, let's just get this silly referendum thing quickly out of the way and get on with some real work"

David Cameron to his cabinet May 2016

"Party? Oh, yes I'll bring a bottle! Don't worry, No one will notice – they're all too busy avoiding this silly Corona Virus thing"

Boris Johnson April 2021

A 'Vision' is....

A Picture Of The Future You Want

It 'Stimulates, Excites And Inspires'



A 'Point Of Strategic Focus'

Something For Everyone To Work Towards

What does your vision

look like?







Assess Yourself: Have You 'Got That Vision Thing'?









IDENTIFY WHAT YOU NEED TO DO!

LOOK AHEAD

What will you have achieved by January 2023?



LOOK AHEAD....

>What will you have achieved?

- Think.. Finance..Customers..People
- Think 'personally' (outside of work too!)
- >What does your overall company vision call for?
- >What will be in place?
- >What will be happening that isn't happening now?
- >What will you / others be saying / doing / feeling?



What are the key steps to

make all this happen?

LOOK AHEAD

What will you have achieved by July 2022?



Specific Measurable Achievable **Related to vision** Timebound

"If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you"

Steve Jobs







Clarify...

Business / Departmental objectives >Your personal objectives >What your manager thinks >What your colleagues think

Establish Your Goals

Share Them!

Use Them!

"Fixed on the vision, flexible on the journey"

Jeff Bezos, CEO, Amazon







To Help You Maximise Your Leadership Potential....



THINK STRATEGICALLY

3D DISCUSSION TIME

'THINKING STRATEGICALLY'-WHAT EXACTLY IS IT

3D Discussion Time...

THINKING STRATEGICALLY' WHAT EXACTLY IS IT





A Classic Definition:

Strategic thinking: "A mental or thinking process applied by an individual in the context of achieving success in a game or other endeavour. As a cognitive activity, it produces thought. When applied in an organizational strategic management process strategic thinking involves the generation and application of uniqu business insights and opportunities intended to create competitive advantage for a firm or organisation. It can be done individually, a well as collaboratively among key people who can positively alter an organisation's future. Group strategic thinking may create more value by enabling a proactive and creative dialogue, where individuals gain other people's perspectives on critical and complex. issues. This is regarded as a benefit in highly competitive and fastchanging business landscapes"





My Definition:

"Proactively identifying, exploring and developing ways to move yourself and your business forward towards your vision"



Strategic

Operational

Tactical

3D Discussion Time...

WHAT ARE THE 'BENEFITS' OF 'THINKING STRATEGICALLY'?



"One thing that I found helpful over me was scheduling a buffer routine ighly 90 minutes a day – it's just time to catch my breath, synthesise information - this may even help connect dots." Jeff Weiner, Founder, CEO, Linked In

'Thinking Strategically' Can...





'See The Wood For The Trees'



'Generate Ideas And Solutions'



'Identify The Right Paths'



'Shape Priorities'



'Focus Energy, Time And Resources'



'Monitor Progress And Successes'

ACCELERATE GROWTH

"Businesses that have consciously worked 'ON' their business and taken the time to plan, say it has put them, on average, 10 months ahead of where they would have been without planning"

Source: Research by Growth Accelerator, a UK Government funded agency

31 Discussion Time. WHAT ARE THE COMMON **BLOCKAGES TO 'THINKING** STRATEGICALLY'

A Lack Of Time!




A Lack Of Making Time!





33% of leaders say it is impossible to step back



Source: The Working ON, Not IN report from Growth Accelerator

63% of leaders say they spend less than 2 hours a week leading their business and working 'ON' it



Source: The Working ON, Not IN report from Growth Accelerator

Caught Up In The 'Day To Day'!

HELP

Fire Fighting! 96% of managers

say they lack time for strategic thinking because they are too busy putting out fires

> Source: Strategic Thinking Institute Report



Can't 'Let Go'!

67% of managers say they struggle 'letting go' of work from previous roles *Source: Strategic Thinking Institute Report*

Not Seen As 'Real Work'!

Guilt!

i'm Sorry...

BIDISCUSSION TIME.

HOW CAN WE MAKE IT WORK

4 Key Factors For...



CREATE THE TIME

1:

and and a D Action iDea...

DJARY IT!

3D Action iDea...

DO NOT DISTURB

2: GIVE YOURSELF (GET) 'PERMISSION'!

RUN



GO FOR WALKS



3D Demonstrated

PIZZA PROBLEM SOLVING

'Strategic Only Meetings'

3D Demonstrated!











"I stick to standard meeting rules of engagement, I make sure I'm never late, I give the slot my undivided attention, and it only ever gets moved for business critical reasons"

Gemma Hulbert, Chief Data Officer, Gymshark

Reffiens:

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THINK STRATEGICALLY

3 QUESTIONS FOR YOU

THINK STRATEGICALLY DO YOU CREATE SUFFICIENT TIME DOING IT?

THINK STRATEGICALLY WHY / WHY NOT?

THINK STRATEGICALLY WHAT DO YOU NEED TO DO?

"So often people are working hard at the wrong thing. Working on the right thing is probably more important than working hard."

Caterina Flake, Co-Founder, Flickr





THINK OUT OF THE BOX!



DON'T JUST THINK OUT OF THE BOX

"They get out of the box and encourage and support others to do the same too"







To Help You Maximise Your Leadership Potential....



"Don't be afraid to ask for what you haven't got"

Sophie Maxwell, Founder, Really Neet College





社企民間高 Social Enterprise

BIDISCUSSION TIME.

WHAT DO LIKE / DISLIKE ABOUT NETWORKING

I wish there was a social networking site where everyone would leave me the fuck alone.




31 DISCUSSION TIME.

WHAT EXACTLY IS 'NETWORKING'



Our Definition Of Networking:

"Proactively creating, developing and maximising relationships with people who can and do impact on you and your business"

Look At Your 'Vision'

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Contraction of the State of the

SOME QUESTIONS TO CONSIDER.....

> WHO COULD HELP / ADVISE / CHALLENGE / SUPPORT YOU?

>WHO HAS SKILLS / RESOURCES / INFORMATION THAT YOU NEED?

> THINK OTHER TEAMS, THINK CUSTOMERS, THINK COLLEAGUES, THINK SUPPLIERS, THINK OTHER BUSINESSES... THINK 'OUSTIDE YOUR INDUSTRY'!

WHERE ARE THEY?

HOW CAN YOU REACH THEM?

>WHAT'S THE BEST WAY TO APPROACH THEM?

>WHO COULD HELP YOU / LINK YOU / REFER YOU TO THEM?

Identify Potential Contacts...









TALK TO SOMEONE YOU DON'T KNOW

SHARE YOUR 'VISION' – TELL THEM WHAT YOU'RE LOOKING FOR

LISTEN TO THEM

HELP IF YOU CAN







To Help You Maximise Your Leadership Potential....

CHALLENGE THE STATUS QUO AND DISRUPT



hangover helpers

Don't rise, we'll shine

1

helpers





"I'm not an inventor – I just want to make things better."

Daniel Ek, Founder of Spotify

3D Demonstrated!





57% of UK employees are sitting on ideas that they think would be good for their business but they're not putting those ideas forward.

31

ifi **(**)

Source: IOD Research 2018





WHAT'S HOLDING YOU BACK'?



3D Demonstrated!

'Ten For A Tenner Tuesdays'!

Front Line Fix!



3D Doing Dean

"I've found that many of the greatest ideas surface in bars because that's where many people cultivate inspiration"

Herb Kelleher, Founder, CEO, Southwest Airlines



3D Demonstrated!

"You the and the all the second of the secon

, SALIDA ->

Southwest's

"If you think you are too small to make a difference, try going to bed with a mosquito."

Anita Roddick, The Founder of Body Shop





TAKE ACTION NOT NOTES

"Vision without action is hallucination"

Thomas Edison

"Take the first step in faith. You do not have to see the whole staircase. Just take the first step" Martin Luther King

"Scare yourself, otherwise you're not doing anything new"

Mary Murphy Hoye, Head Of R & D, Intel



"Don't just stand there.... do something!"

Dick Dastardly

WORK OUT WHAT YOU'RE GOING TO



People can be divided into three groups



Those who make things happen Those who watch things happen Those who ask 'what happened'?



O Disability support

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Download the slides and other resources at:





www.andyhanselman.com

Donate to Tobias's 'Just Giving' page at:



www.justgiving.com/ crowdfunding/captaintobias9

3D Doing Time...



ASSESS YOUR APPROACH WHAT SORT OF **AN ANIMAL ARE YOU?**



- Keep their 'head in the sand'!
- Focus only the 'day to day'
- Don't recognise the potential benefits
- Hope it goes away
- Can't see the point!



- More committed to 'networking'
- > Enjoy jumping from one thing to another
- > Focus is more on the 'activity' than purpose
- They 'feel good' doing it
- Need to take a more 'strategic' approach



- 'Pop their head up' every now and then
 Soon 'pop back' in where they're comfy
- 'Dip in' occasionally and have a little look
- No 'proactivity'
- Know they should, but 'put it off'



- The 'kings' of the networking 'jungle'!
- > Are 'recognised players' in their chosen networks
- Take 'pride' in their focused approach
- Influence, contribute and make an impact



- Like the 'shiny and new'!
- Flick quickly from one thing to another
- No focused approach
- Don't tend to 'see things through'
- Have a look when they get time