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Reimagining Leadership: Practical shifts to accelerate your success beyond 2024

Baldry + Sanford Growth Hub
11th June 2024
Facilitated by Clinton Sanford

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1

Re-imagining leadership

it's not that we're gonna sort of slowly build trust and then we'll have the willingness to

The Three Most Important Words a Leader Can Say

Next Big Idea Club
7.17K subscribers

114

Ref: https://www.youtube.com/watch?v=Kfk9Sheff_Q



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2

Agenda

Kick off, new releases and networking.	01
Reimagining leadership: What's working, what's not and why? Where are your opportunities.	02
Discovering your personal brand. How can you leverage this for greater success as a leader.	03
Coffee break / Networking with peers	04
Boosting your effectiveness as a leader. Practical shifts you can make for greater success on strategy, people, operational cadence and mindset.	05
Solve it together: Leadership problem solving roundtables	06
Strategy to action: Your next 90-day plans, wrap-up and key insights.	07
Finish	08

3

Growth Hub 2024 Workshops

Four rounds of practical workshops throughout the year providing the latest insights, best practice, contrarian thinking and practical 'how to's' to accelerate the overall performance of you as a leader and your business.

<h3 style="text-align: center;">TRENDS</h3> <p style="text-align: center;">Workshop 1 - Done In person 4 hour workshop Location – baldry + sanford offices, Orewa</p> <p>Discover emerging trends all leaders need to understand for higher performance. Challenge your plans with experienced peers.</p> <p>Potential learning topics:</p> <ul style="list-style-type: none"> • Pivot strategies to embrace market and economic shifts • Leveraging new technology • Sustainability trends • Building capacity and capability – new approaches • Productivity / Efficiency • Resetting your plans for 2024 • Problem solving roundtables <p style="text-align: center;">Facilitator: Clinton Sanford</p>	<h3 style="text-align: center;">LEADERSHIP</h3> <p style="text-align: center;">Workshop 2 - Today In person 4 hour workshop Location – baldry + sanford offices, Orewa</p> <p>Dramatically boost your effectiveness as a leader. Learn new, practical approaches and insights to embrace in your role.</p> <p>Potential learning topics:</p> <ul style="list-style-type: none"> • Reimagining leadership • Coaching mastery • Leadership effectiveness • Mindset & resilience • Personal productivity • High performance cultures • Discuss and learn from leadership case studies • Problem solving roundtables <p style="text-align: center;">Facilitator: Clinton Sanford</p>	<h3 style="text-align: center;">AGILITY</h3> <p style="text-align: center;">Workshop 3 - 3 September 2024 In person 4 hour workshop Location – baldry + sanford offices, Orewa</p> <p>Learn new approaches to staying agile when driving change across your organisation. Discover how to get the most from your team.</p> <p>Potential learning topics:</p> <ul style="list-style-type: none"> • Team effectiveness • Managing hybrid teams • Change success barriers • Change cadences that work • Attraction & retention strategies • Staying agile & lean • Emerging learning techniques • Performance management • Problem solving roundtables <p style="text-align: center;">Facilitator: Clinton Sanford</p>	<h3 style="text-align: center;">PERFORMANCE</h3> <p style="text-align: center;">Workshop 4 – 3 December 2024 In person 4 hour workshop Location – baldry + sanford offices, Orewa</p> <p>Drive higher performance in the year ahead. Where are your emerging opportunities? What strategies will cut through?</p> <p>Potential learning topics:</p> <ul style="list-style-type: none"> • Scaling for success • Emerging opportunities • Strategies for 2025 • Profitable growth • Sales performance • Marketing / branding shifts • Discuss and learn from high performance case studies • Problem solving roundtables <p style="text-align: center;">Facilitator: Clinton Sanford</p>
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Further professional development available through 20+ courses and 120+ tools on Mindshop Online




4

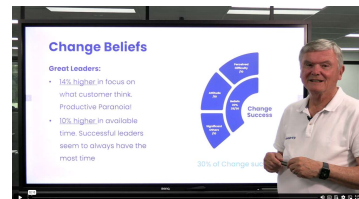
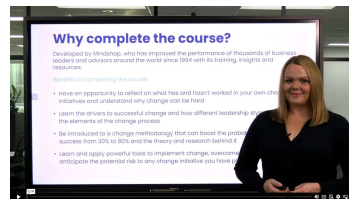
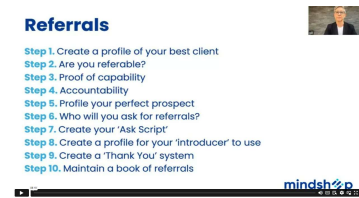
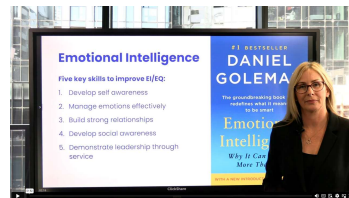
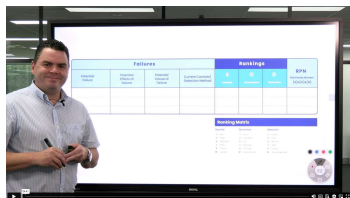
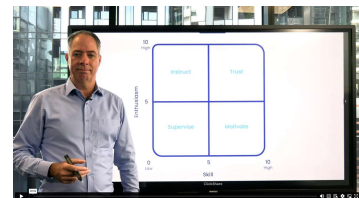
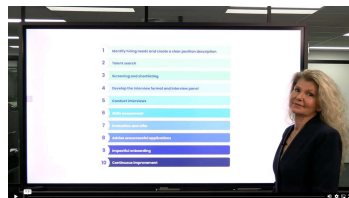
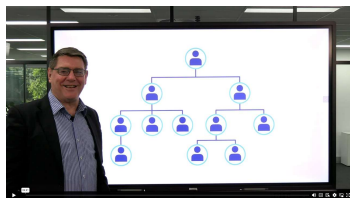
3 NEW courses being released in May



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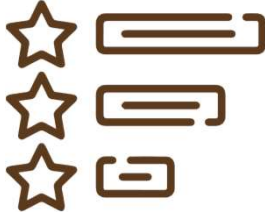
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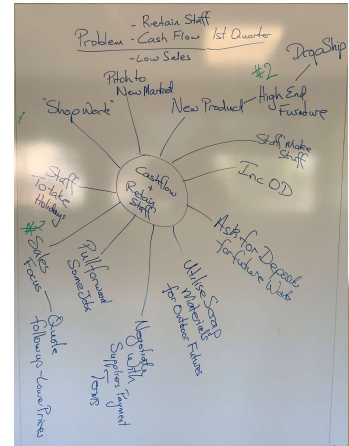
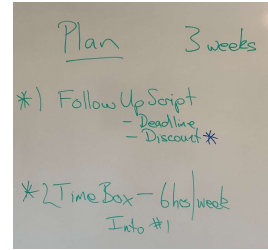
Last workshop actions

To Do List



Agile Strategy

- Business trends for 2024, what won't change
- Mastering AI technology
- Learning sprints
- How to avoid burnout



Introduction & updates

Please provide a brief introduction to yourself and outline a key leadership shift you see happening in 2024?





Reimagining Leadership. What's working, what's not and why? Where are your opportunities?

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9

Reimagining leadership

5 Shifts	Go beyond...	Extend to...
What we focus on	PROFIT As manager , deliver profits to shareholders, with a mindset of preservation	IMPACT As visionary , generate holistic impact for all stakeholders, with a mindset of possibility

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Ref: <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/new-leadership-for-a-new-era-of-thriving-organizations>

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10

Hire or train problem solvers

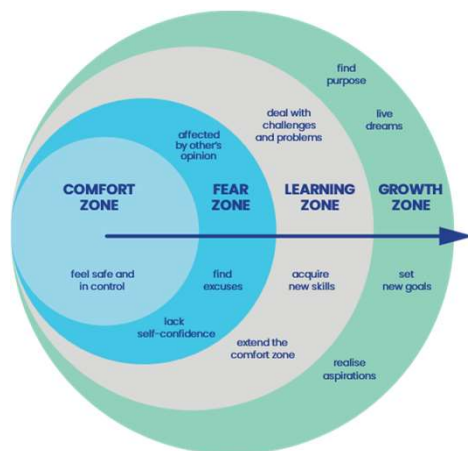


Naval Ravikant on the importance of hiring high-agency people

Ref: <https://www.youtube.com/watch?v=U8srC2iv5Jw>

11

Confidence comes from taking risk



Ref Image: <https://positivepsychology.com/comfort-zone/>
Ref: <https://omny.fm/shows/on-purpose-with/Adam-grant-on-why-discomfort-is-the-key-to-growth>



Confidence as a leader comes from taking the risk and moving outside of your comfort zone. Don't wait to feel confident before taking action.

Likewise: Action leads to motivation (not the other way around). Don't wait to be motivated in order to make a start.

Paraphrase from Adam Grant

12

The Reactive Management Framework

In 2018, my colleague Michael Porter and I published a [study](#) of how CEOs spend their time, which confirmed the validity of that argument.

We tracked the activities of 27 large-company CEOs in 15-minute increments, 24 hours a day, for 13 weeks and found that, on average, **CEOs spend 36% of their time in reactive mode**, responding to unfolding events.

This is an enormous commitment—hours they would probably prefer to devote to advancing their plans, helping their companies hit their goals, and strategically shaping their firms’ future.



Nitin Nohria



Harvard Business Review



Ref: <https://hbr.org/2024/01/leaders-must-react>



The Reactive Management Framework

Normal noise:

Small issues likely to remain small.
The leader’s task: Don’t get drawn in.

Clarion calls:

Significant issues likely to remain significant.
The leader’s task: Be all-in.

Whisper warnings:

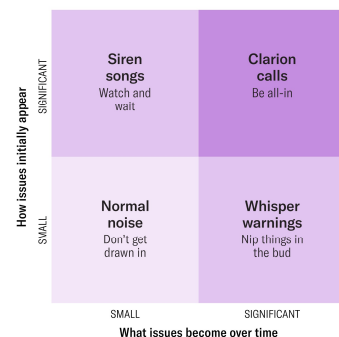
Small issues that might become significant.
The leader’s task: Nip them in the bud.

Siren songs:

Significant issues that are likely to diminish over time.
The leader’s task: Don’t overreact. Watch and wait.

The Reactive Management Framework

To respond effectively to unfolding events, leaders must become better at assessing their current significance and at recognizing their likelihood to increase or decrease in significance over time. Those two things will determine which of the four categories below an event falls into and how best to react to it.



Ref: <https://hbr.org/2024/01/leaders-must-react>



Discuss

- Have a brief discussion about key shifts you feel you need to make as a leader in 2024?
- Let's then hear a few examples

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Discovering your personal brand:

How can you leverage this for greater success as a leader?

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Identifying your personal brand

LIMITING
What I do

DIMENSIONAL
Where I'm engaged

AUTHENTIC
Who I am

Ref: <https://authenticbrand.com/marketing/how-to-build-a-personal-brand/>

17

What is your Personal Brand?

Team builder

Visionary

Connector

Simplifies complexity

Reliable

Gets things done

Innovator

Rain Maker

18

Exercise

1. Write down on a piece of paper your name at the top
2. All now move around the room writing a word or few words on the paper for each person that highlights what you feel is their personal brand
3. After all done return to your seat and reflect and note down what you feel from the comments best summarises your personal brand when combined to your thoughts

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How to 'lean in' to your brand?

1. **Set clear goals:** Be clear on how you want to amplify your personal brand and the goals you have. Is it to scale up your business? Is it to sell more products / services? Is it to re-shape the community purpose for the business? Is it to re-design the structure of the team? Is it to be a better leader in your team? Is it to drive a new innovation?
2. **Gather feedback:** Hone your personal brand by seeking feedback by trusted colleagues and friends.
3. **Be authentic:** Ensure you stay authentic in how you amplify your brand through various channels externally and internally.
4. **Test various channels:** Experiment with 'leaning into' your personal brand through social channels via posts or videos, internal speaking, leading specific meetings, sharing opinions in meetings, writing papers, developing a new product and more.

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Coffee Break

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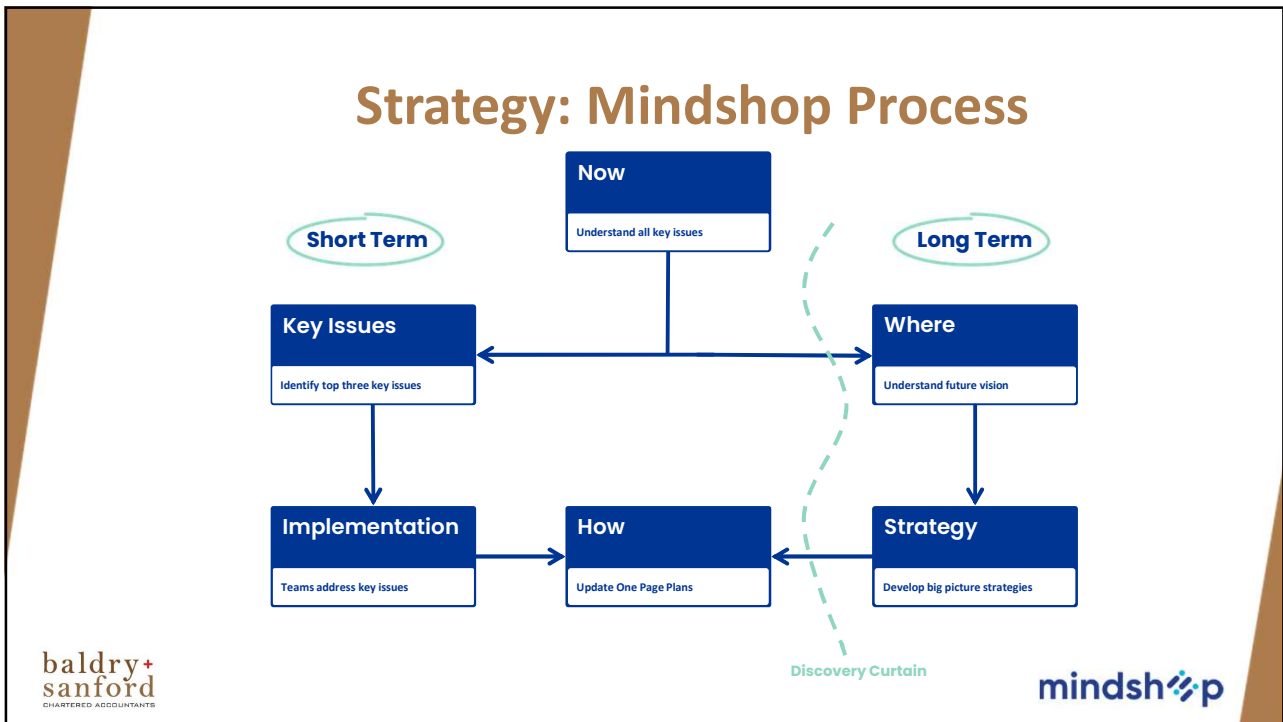


**Boosting your effectiveness as a leader:
Practical shifts you can make for greater success**

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22



23

Strategy: One Page Plans work


FINANCIAL REVIEW

— Opinion

Why boards need their strategy captured on one page

Good governance is about strategy and judgment, not compliance and process. How do boards get those things to the fore?

Catherine Livingston *Corporate leader*



Strategic plans are, at best, a base case; they represent the direction if nothing else changes, so when change does occur, they provide a reference point against which to consider options.

Strategy needs to be a continuous conversation between the board and management. There may well be one or two occasions during the year where time is set aside to focus solely on strategy, but there must be a thread from those discussions through every board meeting, with specific time on every agenda identified for strategy.

If the strategy can't be captured on one page, then 50 pages of detail are not going to help.

Ironically, the greater the degree of change, the less complex strategic plans should be. **Never underestimate the power of the one-page view** because to be effective, a strategy must be able to be communicated throughout the organisation so that, at all key decision points, it provides context, and guidance on prioritisation.

Now		Where	
<ul style="list-style-type: none"> Sales 3 million 14 staff Profit 6% Average Sale 7k 		<ul style="list-style-type: none"> Sales 3.6 million 15 staff Profit 12% Average Sale 9k 	
How			
Strategies	Action Plans	Timing	Responsibility
Grow sales 20%	<ul style="list-style-type: none"> Develop and train new sales process Implement a referral system Implement new website 	<ul style="list-style-type: none"> 14th Nov 28th Nov 24th Jan 	<ul style="list-style-type: none"> JM SW PH
Leadership training	<ul style="list-style-type: none"> Determine list of 10 core competencies Focus on 3-4 commercial projects Book experienced advisor to train team 	<ul style="list-style-type: none"> 1st Dec 5th Feb 12th Jan 	<ul style="list-style-type: none"> JM SW PH
New CRM platform	<ul style="list-style-type: none"> Review best practice used in industry Short-list 3 providers. Do cost benefit Select one to pilot with super users 	<ul style="list-style-type: none"> 1st Nov 1st Dec 10th Feb 	<ul style="list-style-type: none"> JM SW PH

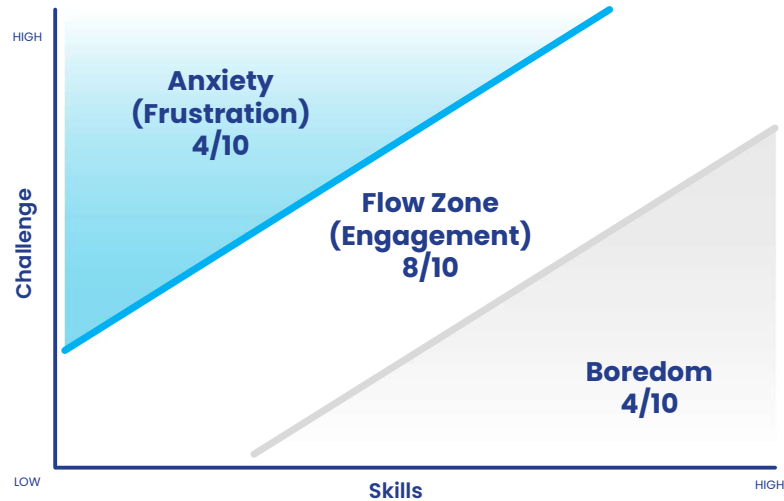
Ref: <https://www.afr.com/work-and-careers/leaders/why-boards-need-their-strategy-captured-on-one-page-20240402-p5figm>

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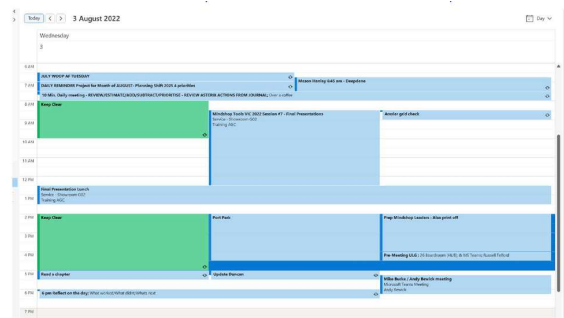
24

People: Coach them to get in the flow



Operational Cadence: Your rhythm

- Create rhythm to your tasks and have cadence for you / team with:
 - Daily
 - Weekly
 - Monthly
 - Quarterly
 - Annually activities
- Timeboxing is key to this so your tasks are embedded into your calendar. Get rid of your to do lists!!



Mindset: Learning with a purpose

- Learn with a purpose. Don't learn for learning's sake. Capture any learning or knowledge accumulation against an initiative, strategy, people issue, product innovation.
- Put the time invested in learning to better use.

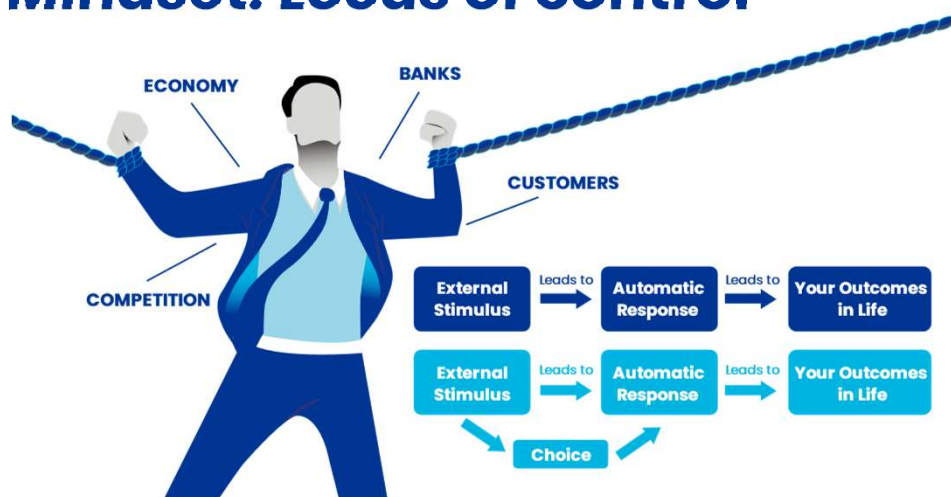


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Mindset: Locus of control



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28

Mindset: Contrarian

Have counter views where applicable of typical problems

- Challenge ideas from team and customers
- Where can you be more contrarian in your approach

To succeed as a contrarian you must recognise what the crowd believes, have concrete justification for why majority is wrong, and have the patience and conviction to stick with what is by definition, an unpopular bet.

Whitney Tilson

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29

Discuss

With the person next to you discuss what is ONE strategy you will embrace for you to boost your effectiveness as a leader from the areas just covered

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Leadership Best Practice

Initiatives to turbocharge you and your team

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How are you boosting you or your teams leadership skills?



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Solve it together: Leadership problem solving roundtable

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Leadership Problem solving roundtable

Let's share 2 key leadership challenges
participants are having (5 min each)

Groups of 3 will have 30 minutes to develop
actions to resolve these two and share back to
the group practical suggestions.

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Strategy to Action: Your next 90 day plans.

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Exercise

Spend time in pairs noting down the key actions from today you will apply back into your business. Discuss together.

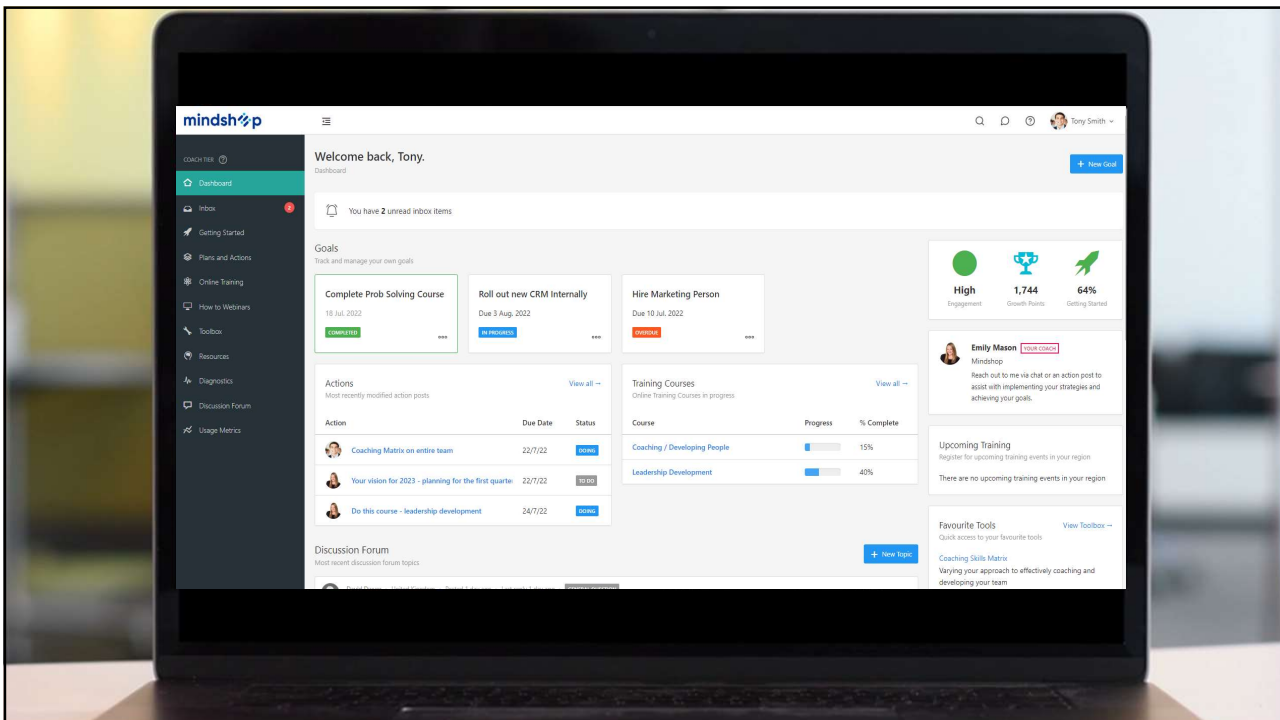
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36



37

Summary from today

- What Mindshop online courses will you or your team use or complete in 2024.
- Reimagining leadership
- What key shifts will you be making as a leader?
- Discovering your personal brand.
- Strategies to boost your effectiveness as a leader.
- Leadership problem solving roundtable.

What was your key take away insight from today?

38

Thank you for attending

Good luck with embedding the wealth of leadership insights covered today to accelerate your success beyond 2024.

Next workshop date: 3 September

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