



THE AUTHENTIC LEADER

MASTERING LEADERSHIP FUNDAMENTALS

MINDSHOP 2020 HIGH PERFORMANCE REPORT

EXECUTIVE SUMMARY

In the perennial search for higher performance, leaders seek out new insights, capabilities and strategies annually, adding to an already full 'to-do' list. Not unexpectedly, this year's Mindshop business leader survey reinforces this with 94% of respondents wanting to work on their leadership capabilities.

But what if higher performance in 2020 came from doing less not more? Not just ticking a box with a new skill or fresh pearl of wisdom but rather digging deeper, mastering attributes already possessed or 'on the radar'. Perhaps the fundamentals of success that got leaders where they are today should be revisited in the context of the modern business environment?

After a decade of experiencing increasing pace of change and volatility, our survey has also shown change becoming the new norm. Leaders may no longer find change overwhelming, but they are not necessarily change ready.

Growth is back on the agenda in 2020 for most leaders coinciding with a shift from developing complex, 'game-changing' strategies to nurturing team productivity and supporting successful implementation. Easier said than done when the biggest hurdle leaders face again in 2020 is a lack of capacity and simply being too busy.

Bold, 'Authentic Leaders' are required to continuously improve their capability and embrace new habits and mindsets in 2020.

The ten leadership attributes of the Authentic Leader are:

- | | |
|-------------------------------|-----------------------------|
| 1. Results | 8. Implementation |
| 2. Resilience | 9. Self confidence & energy |
| 3. Strategy | 10. Values |
| 4. Coaching ability | |
| 5. Business acumen | |
| 6. Self discipline | |
| 7. Communication & networking | |

Where are your gaps in these success fundamentals?

Informed by survey insights and the need to go back to the foundations of success, we have identified five key opportunities for leaders to achieve higher performance in 2020.

Five opportunities for higher leadership performance

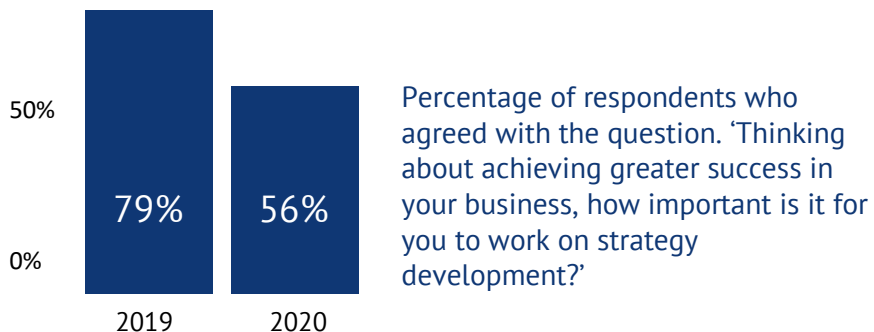
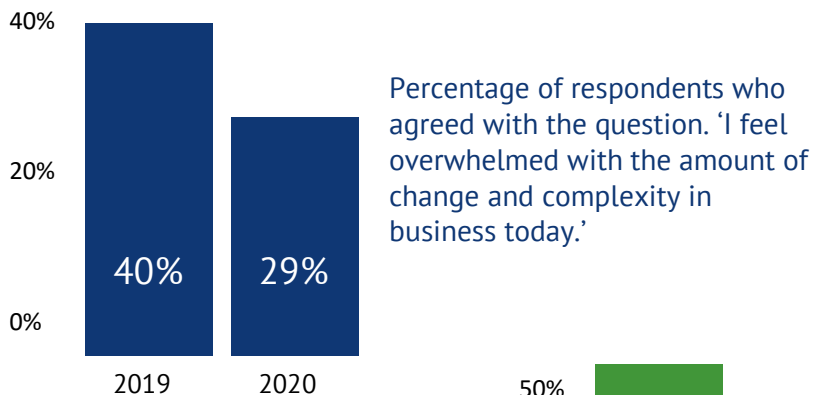
1. **Identifying an annual 'theme'** as a leader in 2020. This becomes a focus for the attributes to work on during the year (e.g. profitable growth, empowering teams or agility)
2. **Alignment rather than perfection of leadership attributes** ensuring all pull in the same direction towards the common theme
3. **'Less is more'**. Slowing down to speed up, focusing on the 20% providing 80% of the impact and identifying what to stop doing or delegate
4. **Get things done** by avoiding being too 'busy' and instead aiming to be more 'productive'. Rather than a laundry list of tasks always 'in progress', leaders should spend time completing strategically important tasks before moving onto other things
5. **Reduce complexity**. Where can leaders simplify complexity in the business and within the team? What barriers will get in their way?

'Authentic Leaders' applying these five high performance opportunities are paving their own path to success.

This report outlines insights and questions to consider during the year ahead to improve your leadership performance and achieve the success you desire.

KEY INSIGHTS

From the 2020 Mindshop Business Leader Survey



63%

of leaders have a clear vision and strategy for 2020

94%

of leaders surveyed agree they need to continuously work on their leadership capabilities and adapt to change

Being too busy / lack of capacity

is the single biggest hurdle to improvement as a leader

CONCERNS

Top 3 HIGHEST business concerns:

1. Ability to implement strategies
2. Too busy
3. Capability of team to deliver on goals

Top 3 LOWEST business concerns:

1. No strategic plan (or of poor quality)
2. Cashflow
3. Inability to change

CAPABILITIES

Top 3 HIGHEST capabilities to work on:

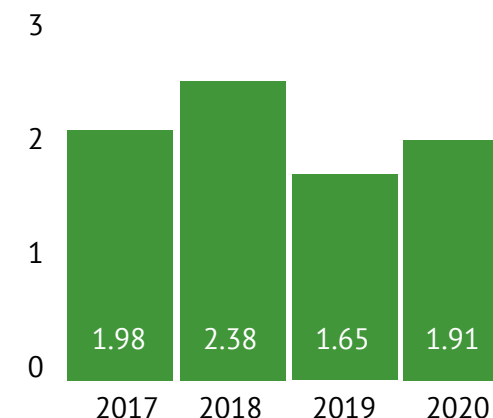
1. Leadership skills
2. Building a strong culture
3. Coaching your team

Top 3 LOWEST capabilities to work on:

1. Risk management skills
2. Facilitation skills
3. Project management skills

Confidence on the rise for business leaders

On a scale of -5 to +5 (where -5 is very poor and +5 very good) please rate your level of confidence about the business climate in 2020.



Authentic Leader Attribute #1

RESULTS

Success as a leader can be measured in many ways: financial performance, diversity & inclusion, efficiency gains, growth, staff retention, new innovation and more.

However too many leaders are spending weeks away each year learning new leadership capabilities rather than continued mastery and improvement of fundamentals. They are then challenged to translate these into direct results so it's perceived as a waste.

Questions to consider as an Authentic Leader are:

- What are your performance goals for 2020?
- What results are expected from you in 2020 for it to be considered a successful year?
- What have you learnt from past years' results to make adjustments over the year ahead?

Fundamental skills to focus on: Visioning, KPI's or OKR's, Seven Wastes

Authentic Leader Attribute #3

STRATEGY

Most leaders have a form of strategic plan (even a One Page Plan) but is it effective? Often the vision is unrealistic leading to inappropriate strategies being applied by an under-resourced team.

Questions to consider as an Authentic Leader are:

- How can you reduce the complexity of your plans and provide greater focus on implementation?
- Are you pivoting your strategy too often causing change fatigue in the team?
- Has there been enough reflection of emerging market shifts or risks? Are you taking into consideration potential disruptions in your market?

Fundamental skills to focus on: One Page Plans, scenario planning, problem solving, strategic SWOT, Pareto principle

Authentic Leader Attribute #2

RESILIENCE

Every year busy leaders seek to put more and more tasks into an already full schedule. Low energy levels after years of change, no capacity and a social media driven push to be perfect can lead to a toxic mindset for many leaders and low resilience. Change is needed to mindsets and habits in 2020.

Questions to consider as an Authentic Leader are:

- How can you double your energy levels in 2020?
- What habits do you need to change to be more productive vs busy in 2020?
- What will you stop doing in 2020 to free up a large percentage of non-productive time?

Fundamental skills to focus on: Life Balance, saying 'no', purpose, positive mindset, delegation

Authentic Leader Attribute #4

COACHING ABILITY

Leaders can no longer expect high performance from their teams through a typical bi-annual performance review and the occasional 'catch-up' on performance against KPI's. The need to coach and guide is critical to ensure you are instilling the right habits of success. Understanding the capability or resource gaps for each team member and 'leading by example'. In making changes, too often leaders are 'hands off', leading to many 'under the surface' issues bottling up and causing larger issues down the track.

Questions to consider as an Authentic Leader are:

- Are you spending enough quality time with your team to understand their real challenges and opportunities?
- Do you listen well and ask powerful questions?
- How can you double the impact of your coaching with your team in 2020?

Fundamental skills to focus on: Coaching Matrix, listening skills, questioning skills, accountability

Authentic Leader Attribute #5

BUSINESS ACUMEN

Change is the new normal for leaders in most industries. Many industries have either gone through, are about to go through or are currently going through disruption. Awareness of emerging trends impacting your industry, supply chains, technology, competitors and the broader market are critical to ensure leaders can join the dots on emerging trends and develop applicable strategies.

Questions to consider as an Authentic Leader are:

- What events can you be attending in 2020 to ensure you are up to speed on emerging trends?
- What publications or social channels should you be reading weekly to stay up to date on emerging trends?
- Who are 3 innovative competitors you can be watching monthly to see what they are doing differently?

Fundamental skills to focus on: Competitor analysis, researching the market, curiosity, intuition, benchmarking

Authentic Leader Attribute #7

COMMUNICATION & NETWORKING

Success in so many areas of business hinges off the ability of leaders to communicate effectively. Setting expectations and good examples for the team to follow will avoid issues stemming from defensive and emotional responses, 'bad' attitudes and an inability to deal with poor behavior or lack of performance. In a busy modern world, using technology effectively is a key communication skill to master.

Questions to consider as an Authentic Leader are:

- Are you self aware enough to understand the effect you have on others?
- Do you have good communication habits in place with technology?
- Are you gathering best practice and insights from peers outside your industry?
- How can you extend your circle of influencers?

Fundamental skills to focus on: Networking, technology habits, listening, questioning

Authentic Leader Attribute #6

SELF DISCIPLINE

High performing leaders need to lead by example. You cannot expect an evolution to a capability or habit from your team you are not doing yourself. For example if you are expecting your team to be on time but you as a leader are late to most meetings you may be fighting a losing battle. Ability to focus and stay focused will also be important for leaders in 2020.

Questions to consider as an Authentic Leader are:

- How can you improve your time and priority management?
- Do you have a growth mindset to look for ways to improve continuously or a fixed mindset and see everything as challenges that cannot be improved?
- Where are your top three weaknesses with regard to self-discipline and what can you do to improve them?

Fundamental skills to focus on: Time management, prioritization, Emotional Intelligence

Authentic Leader Attribute #8

IMPLEMENTATION

To help drive successful implementation, leaders in 2020 need to roll up the sleeves and ensure they work closely with their teams to remove the barriers and provide the resources required for success.

Questions to consider as an Authentic Leader are:

- Has the change readiness of the team been taken into consideration?
- Does the team have the capabilities, technology and resources available to drive the required change?
- Do you have rhythm and accountability loops in place for implementation to get things done and spot implementation barriers?

Fundamental skills to focus on: Change success, project team implementation, Plan-Do-Check-Act, One Page Plan, Now-Where-How

Authentic Leader Attribute #9

SELF CONFIDENCE & ENERGY

To drive change in your teams you first need to take the lead and make the tough decisions about your own levels of self confidence and energy. After all, if a leader lacks that spark, the rest will follow downhill.

Watch for energy vampires in both your business and personal life and learn tactics to deal with those who are hampering your ability to make change, accomplish a task or achieve a goal through their negativity or barrier creation.

Questions to consider as an Authentic Leader are:

- What people are acting as energy vampires for you? How do you address them?
- What irrational beliefs are impacting your self confidence?
- Where are your confidence bright spots and what can you learn from them?

Fundamental skills to focus on: Stress management, life balance, personal visioning, energy audit, self confidence, irrational beliefs

WHAT'S NEXT?

1. Discuss with your coach or advisor the next steps to take action on the five opportunities to achieve higher performance:
 - Identifying an annual 'theme' for you as a leader
 - Alignment rather than perfection of leadership attributes
 - Less is more
 - Get things done
 - Reducing complexity
2. Ask your coach for a link to the Mindshop Leadership Success Diagnostic to dig deeper into each of the 10 attributes to identify key gaps for higher performance in 2020.
3. Identify your gaps and the actions you need to take to improve and be a more Authentic Leader.

Authentic Leader Attribute #10

VALUES

A great leader knows what they stand for, allowing them to make tough decisions under pressure and say 'no' when opportunities don't fit with these values. These underlying values are the foundation that guide the way leaders interact with others and present themselves to the world. Consistent application of strong values provides stability and consistency for a team, whereas unclear values result in uncertainty and division.

Questions to consider as an Authentic Leader are:

- Are you clear on your authentic core values?
- Do you have defined values that are beyond 'permission to play' values, ones that you want to be remembered for and live everyday by?

Fundamental skills to focus on: Personal change success, personal vision, time management, purpose, values

ABOUT THIS REPORT

Late 2019, Mindshop surveyed over two hundred business leaders and advisors from around the globe to understand their thoughts on emerging trends in leadership and business, their training needs and opportunities in the year ahead.

This report draws on what was discovered from the survey and Mindshop's 25 year's of experience working with thousands of global leaders to help boost your performance in 2020.