



How To Avoid The 7 Biggest Leadership Mistakes



Written by:

Julie Hyde
Distinctive Leadership

Author Profile



*“Leadership is not a right...
It is an honour”
- Julie Hyde*

Julie Hyde
Distinctive Leadership

Julie is renowned for her ability to develop leadership within organisations. She specialises in helping professional service firms to get proactive and productive in business, through implementing effective leadership practices leading to an increase in profits.

She has over 22 years leadership experience - which led her to create Distinctive Leadership. Her experience in the financial services industry includes senior leadership, strategic leadership, transformation coaching and success coaching, in the areas of retail sales, corporate, change management and project management.

Julie's experience and expertise in leadership, personal branding and running a large franchised business allows her to inject rich practical experience to achieve powerful and dynamic results for her clients. She is able to assist business leaders understand the impact they have on others and the keys to achieving a dynamic and functioning team. She assists her clients to propel their performance and obtain greater results and rewards by demonstrating the difference between managing and leading people.

Julie's credentials include Cert IV in Coaching, Advanced Practitioner in Coaching, Diploma in Executive Coaching, Certified Trainer and Public Speaker.

Phone: +61 3 9428 0310

Email: julie@distinctiveleadership.com.au

Website: www.distinctiveleadership.com.au



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Introduction

Make no mistake; leadership is the most important factor in the success of any business. The ability of a leader to step forward and lead a business to success in an ever-changing and competitive environment is paramount.

The better you become as a leader, the more successful your business will be. So if this is a fact - and it is - why do so many leaders in business neglect investing in their leadership and management skills? It's the one thing that is sacrificed primarily for the day-to-day operations of the business. Leaders seem to be committed to spending time 'on the dance floor' of the business where the day-to-day business operations function, rather than elevating themselves to a true leadership position. And that is the main reason why many businesses today are struggling.

In the words of Brian Tracey: *"The race is on and you are in it. Only the fittest survive. If you are not committed to winning, to conquer against all odds, you will be brushed aside and passed over by people and companies more determined to win than you are."*

It is not only preferable - but now necessary - for leaders to be conscious of their leadership and the results they are getting. Having worked with many small to medium businesses - and identified common issues with leadership that are having a significant impact on results - the contributing factors to these are always time, lack of planning and lack of vision and focus. The constant and relentless business demands and rapid changes we are experiencing now are catastrophic to this approach. Business will be punished for not having clarity in direction and solid leadership in place.

This Learning Module will take you through the 7 biggest leadership mistakes - and provide you with strategies for how to avoid them.

It is a resource that will help first time leaders implement effective leadership practices for business growth and sustainability. For experienced business leaders, it will be a worthy and timely reminder to get back to the basics in business - because the basics done well are what makes the biggest difference to any business.



The Changed Leadership Landscape



In fairness to leaders, the business landscape has changed dramatically. It was only in the recent past that we were experiencing good times. I believe leaders became used to leading in these times - which requires a very different level of energy, skill and mindset - as opposed to leading in challenging times. The strong leadership 'muscle' may have been relaxed. Now it's time to build it back up again!

Some business leaders today are looking for the silver bullet or the golden egg. The 'thing' that is miraculously going to create success in business. I'd like to share a secret with you right here and now ... it doesn't exist! The key to business success is doing the basics well, consistently and executing with excellence.

The advantages of effective leadership, underpinned by efficient leadership practices, are significant. In short, they allow leaders to regain control of their business and their time - rather than the business controlling them. It's a huge distinction and a pivotal one for business growth.

EFFECTIVE LEADERSHIP DIRECTLY IMPACTS	
Profit Productivity Culture Brand Acquisition and retention of staff and clients	Morale Innovation and creativity in the workplace Change management Disaster recovery

The 7 Biggest Leadership Mistakes

In working with numerous small and medium businesses, and from observations in the marketplace, I have identified common mistakes or problems that are occurring. These problems are costing business a fortune in profits. The good thing is, they can be avoided.

Many businesses today are reactive and struggling to handle what is 'happening' to it, rather than having a proactive approach. The leader has lost control of the business and regaining control looks as hard as climbing Mt Everest carrying 50 kilos on your back! And they may not know how it happened or how to rectify the situation...

Let's have a look at the common mistakes / problems and the antidote from a high level:

MISTAKES / PROBLEMS	ANTIDOTE
Poor Communication	Vision, Goals And Clarity
Reactive	Proactive Planning
Working In The Business	Working On The Business
Lack Of Direction	Structure
Unclear Expectations	Boundaries And Framework
A Job	A Sustainable Business
Ignorance	Building And Developing A Team

Turning the ship around

Let's be very clear - navigating your way to success may require a change in direction and approach to how you have done business previously. It may feel uncomfortable and even difficult. You may be changing ingrained habits. However, one thing is for sure, if you adopt these principles into your business and execute them consistently and with volition, you will notice positive results.

Knowing your outcome is key to your success. Have clarity around how you want to be as a leader and the impact you would like to have on people. I don't believe that leaders can lead one-dimensionally and still create great outcomes. Our environment and economy has changed, leaders need to be agile and adapt to situations. So a 'one-size-fits-all' approach will not work anymore.



Leadership is not difficult. It can be challenging, but can also be one of the most rewarding roles you'll play. I know when I became a leader I was relieved to know this! It doesn't take rocket science to be successful as a leader, but it does take courage, discipline and consistency.

LEADING CONSCIOUSLY

Once you have clarified what your business stands for and its purpose, they form your compass and act as the guiding light for your journey.

How would you like your leadership to be remembered?

What is it that you want to achieve at the highest level?

Is your current vision aligned with what you want to achieve? What needs to change?

Is your current culture aligned with what you want to achieve? What needs to change?

Be honest

It's easy to look at the 7 mistakes and dismiss them as not applicable to your business. Think carefully. These problems are consistent in most businesses we have worked with and prevalent in those we have spoken with, surveyed or interviewed.

For leaders to move forward, they must first take responsibility for exactly where they are at right now. For their actions and non-actions. And for the fact that they know what they know, and don't know what they don't know. And that is absolutely OK. Only then can you make positive changes.

Let's jump into the problems, look at the causes and determine the actions you can take to make a difference in your business and create better results.

PROBLEM NO 1 - POOR COMMUNICATION

Research has shown that 85% of your success as a business leader will be determined by your ability to communicate. Everything you accomplish will be associated with other people.

As people are becoming more aware of what they expect from leaders today, they are also very aware of what they are not getting from leaders today. Poor communication is the biggest complaint about leadership and business overall. Commonly, it is due to the fact that the business is reactive and things are completed last minute rather than planned for.

If there is one thing we have learnt from experience, observation and feedback, the key to effective leadership, relationships, and business results is communication. If you think about any breakdown in relationship, personal or business, 99% of the time it is as a result of a breakdown in communication.



This is something you can turn-around immediately. Communication is the foundation to great leadership, a winning culture and team morale. Clearly, if you have this critical factor at an optimum level in your business, you will have a high performing business.

Cause

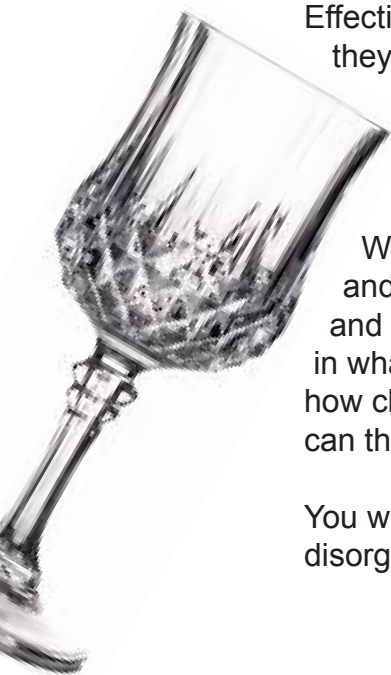
Prevalent in most organisations, here are three of the main causes of poor communication:

1. Lack of clarity

Effective communication requires the communicator to be crystal-clear about what they are communicating! When a business leader has clarity in the vision, culture and goals for example, linking any task back to these fundamentals in business can generate understanding of the 'why' tasks need to be completed and provides a sense of purpose to the task.

When a business leader has clarity on exactly what their business stands for - and doesn't stand for - it enables them to make quick and considered decisions and communicate the reasons why. When a business leader has clarity in direction, in what is required to be done, in how their products and services are delivered, in how clients should experience their organisation and what they should expect, they can then communicate them with power.

You will generally find where there is poor communication in a workplace, the leader is disorganised, consumed with drama and does not have clarity in their direction.



2. Time



Time is the most common excuse and cause of many of the biggest mistakes. It also contributes to poor communication. Business leaders are not making the time to plan communication strategies to their team, clients, stakeholders or prospects. They do not have a 'top-of-mind' strategy in place because they don't have the time to do it! Being time poor also forces communication to be last-minute, rushed and not well considered or constructed.

3. One-dimensional communication

What I mean by this, is business leaders are communicating the way they prefer to be communicated to based on their behavioural preference. They are not adapting their communication style to ensure the audience understands the message. You need to construct your communication to ensure you are engaging your audience of different personalities.

Solution

Adopt the **3 C's of Communication** into your communication strategy:

- **Clarity**

Ensure you have a crystal-clear understanding of what you want to communicate and the desired outcome as a result of your communication. By clarifying the purpose and outcome of your communication, it enables you to construct well-considered and concise communication - rather than a lot of words that don't mean a lot! Have clarity in your business fundamentals - your vision, goals, culture and brand - and ensure you link your communication to these (where applicable) and ensure your communication supports these always.

- **Consistency**

Once you have decided on your communication strategies across all areas of your business, ensure you are communicating consistently. There is nothing worse than random and irregular communication. To get your message across, stay top-of-mind and for people to respect you, you must communicate consistently. The frequency of your communication will be dependant on your strategy and audience. You need to determine this and seek feedback.

- **Constancy**

Ensure there is a constant theme to your communication. This enables your audience to grasp the information more readily and absorb the key themes. For example, if you were going to send a newsletter to your clients, ensure there is a constant framework to the information rather than sending out something that looks different every time.

More is best

The more communication the better. Particularly in times of uncertainty, change and crisis, the frequency of your communication should increase.



IMPROVING COMMUNICATIONS

Write in the left hand column, areas where the communication in your business needs to improve. Jot down some key points to start developing a strategy to support your communication.

AREAS	STRATEGY

PROBLEM NUMBER 2 - REACTIVE VERSUS PROACTIVE

Behind poor communication, this is the biggest issue in business - particularly today. It is also a significant contributor to poor communication.



The business leader and the business as a whole are reactive to; the environment, clients, phone calls, emails, staff, partners, people's emotions ... the list goes on. While there does need to be an element of reactive behaviour in business, you will not achieve the level of success you are capable of by being this way.

It's exhausting! And all you're doing is putting out fires and nine times out of ten, you are left behind the eight ball. This can be a real challenge for people to change, as they are simply used to this and believe it is just how business is done. WRONG!

Cause - Lack of planning and discipline

Business leaders are reactive in business where there is not a plan in place. Or there may well be a plan in place, but they are not disciplined to actioning it. It's very easy to get pulled in different directions and get caught up in being 'busy'. As Brian Tracey states: *"Action without planning is the cause of every failure. Action preceded by thorough planning is usually the reason for every success."*

Solution

As Steven Covey explains in *The 7 Habits of High Performing People*, the key to being proactive - the opposite of reactive - is to focus on what *you* influence - YOUR circle of influence - rather than what you can't control.

For example, you cannot control the economic environment - but you can certainly influence how your business responds to it. You cannot control people - however you can implement boundaries and manage accordingly.

ASSESSMENT

Assess what makes you behave in a reactive way. (For example, lack of time, etc.) How can you “lead” yourself out of reactive behaviour?

What prevents you from being proactive? (For example, lack of planning, structure, etc.) What structures can you put in place to allow for proactive leadership?

Estimate what being reactive is costing you? (For example, lost opportunities, lack of business growth, loss of potential income, etc.) Try and use concrete terms.

PLANNING

Develop and implement a written plan for your business. It doesn't need to be 47 pages long - but it does need to be something that is meaningful to you and enable you to implement a robust structure to achieve your objectives.

Just as there is an 80/20 rule, there is also a 10/90 rule that says, "The first 10% of the time you spend planning often accounts for the first 90% of your success when you put your plan into action."

GOAL / OBJECTIVE	STEPS TO ACHIEVE	ACTION PLAN

DISCIPLINE

Plan your time in advance and organise your work so you are spending more time on the few tasks that have the highest possible value. Determine which tasks you can delegate to free-up more of your time to focus on the high-value tasks. (We'll delve deeper into these in coming worksheets.)

High-priority tasks / activities

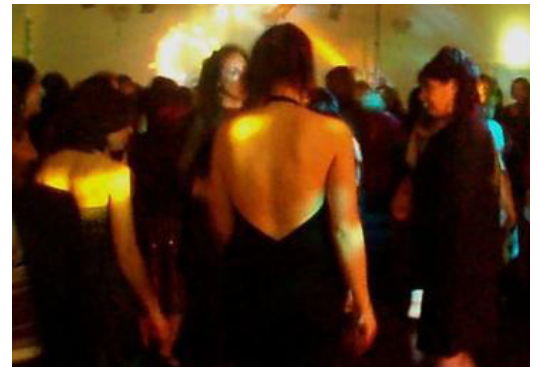
Tasks / activities to delegate

Imagine the results if you had clear line-of-sight, managed your time and were playing ahead of the game. Imagine the results you could create through being proactive and spending time, as Covey puts in, "in your circle of influence". One thing is certain, leaders of change - and that's what you need to be as a business leader in today's world - need to be proactive and expert at dealing with and adapting to change.

PROBLEM NUMBER 3 - DANCE FLOOR AND BALCONY

I love this analogy for business. It is something I learnt very early in my leadership career and that significantly contributed to my success. Let me explain how it relates to business.

If you think of a dance floor in a nightclub or at an event, it can get crowded; it's very noisy and eventually gets tiring. It's hard to get off the dance floor - people want to keep you there. You can't see your way clear to escape. In business terms, the dance floor is the day-to-day operations of the business.



The balcony is a place where you can look down at the dancing while sipping a drink. It's quieter up there, controlled and you can observe what is going on. You can see who's dancing well, who's struggling and who needs some lessons!

In business terms, this is taking a strategic approach. It's elevating yourself above what is happening in the business. It enables you to ascertain what's working and what's not. Who is struggling and who is excelling? What needs improvement and what's working well? You can assess what's happening in your marketplace.

The problem is, business leaders are spending too much time on the dance floor! The business leader needs to ensure they have more 'balcony time' to ensure they are steering their ship in the direction of success - and looking for any obstacles that may prevent it. It is a transition in mindset and behaviour and one that needs to happen to take your business to the next level.

Cause

- **Lack of delegation**

The biggest contributor to a business leader being caught on the dance floor is that fact they will not delegate tasks to their staff or outsource what they can.

When you started your business or career, more than likely you had to do everything yourself. But if you are to grow, evolve and have a highly sustainable business, you must delegate everything possible to anyone who has the skills to do the task. Delegation is not abdication. Ensure you have a follow-up process in place to support quality and delivery.

Whose time is better spent doing operational tasks? Whose time is better spent on strategy, creativity and business growth? Think of it this way, use your - hourly rate as the measurement. How much do you earn per hour (or how much should you earn)? How much does your support team earn?



Solution

DELEGATE

Take the list of tasks to delegate from the Problem 2 “Discipline” worksheet above and insert into the left hand column below. It is important to note here, that you must communicate effectively what is required for each task. Equate this to time saved for you.

TASK	DELEGATE TO	TIME SAVED

THE BALCONY APPROACH

Write down a list of times that you will ensure that you are taking a balcony approach to your business. This will be weekly, monthly and quarterly. This is where you get strategic on the business and remember, it takes diligence. There will always be something else to do. However, this is where sustainable business growth is achieved.

WEEKLY

MONTHLY

QUARTERLY

PROBLEM NUMBER 4 - LACK OF STRUCTURE

Structure is not a dirty word! It is something that is going to ensure you achieve success. What do I mean by structure? This is how you have planned to spend your day, week, month and quarter. It is ensuring that you have planned to do all of the key activities to grow and improve your business.

This will include meetings, coaching, marketing, networking, relationship building with clients and stakeholders, sales, product delivery, client service management, people development, strategy, finance, administration, etc. The key drivers of your business. People tend to be resistant to structure, believing it is micro-management. This cannot be further from the truth.

Any successful entrepreneur or business owner will tell you they had a crystal-clear strategy in place for success that included structure to ensure they achieved what they needed to. They understood what tasks to do and when, what needed to be done in conjunction with what and what resources they needed to achieve an objective.

Your staff will thrive on structure too. Understanding what they are required to do and when enables them to meet expectations and inject their own style within the framework.

Cause - Time

The most common excuse for not implementing a structure is time. It takes too long to sit down and work a structure out, implement it and then communicate it to the business. I'll let you in on a little secret ... you will never get the time! You need to **make** the time to do anything. We all have 24 hours in a day. Have you ever wondered why some people are highly productive and others are not? It's because they have a structure in place!

Solution

Implementing structure is all about activity management and is the reversal of busy-ness. This is ensuring you are spending your time wisely in your business rather than just being busy. Having absolute clarity in your direction each day, week and month enhances motivation and increases productivity. It removes the time spent wondering or stressing about what you *should* be doing and when.

IMPLEMENTING STRUCTURE

Take the list of the high-priority activities from the Problem 2 “Discipline” worksheet and insert into the left hand column below. Allocate how much time you need to do the task and the frequency.

Then plan this into your diary and be diligent to it. You will be amazed how much more productive you are. This is also a great way of being an effective role-model to your team members and peers. Action is what matters, planning is simply the process.

TASK	AMOUNT OF TIME	FREQUENCY

PROBLEM NUMBER 5 - NO LIMITS

Have you heard people complaining that their staff don't do what they are meant to do? That their team are useless and the leader might as well do the task themselves so it's done right? I have too! And nine times out of ten, the reason the staff are not doing what is expected - or are creating their own rules - is because there are no clear expectations in place.

Cause - Absence of key performance indicators (KPIs) and behavioural expectations

You might think this is a no-brainer, but you would be surprised. It is rare that a small or medium business has both of these expectations in place and clearly defined them to provide their team with the 'choice' to achieve.

On a serious note, to avoid being dragged through the courts if you have terminated an employee due to poor performance, you must have clearly defined performance targets in place, hold regular performance reviews, identify areas for improvement and hold people accountable to these expectations. If you cannot demonstrate you are doing this in your business, you are in trouble.

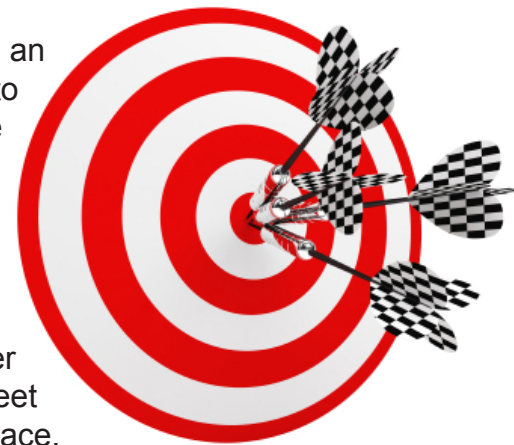
This goes for behavioural expectations too. What is acceptable behaviour in your business and what isn't?

Solution

People cannot hit a target they can't see and they can't meet an expectation they do not understand. Every business needs to have clearly defined job role expectations, individual performance targets to support the goals and objectives of the business, behavioural expectations to support the culture of the business and measurement tools in place to ensure expectations are being met.

The size of the business is irrelevant here. The only way the leader of the business can provide their team with the opportunity to meet expectations - and coach them accordingly - is to have these in place.

A good exercise to do as the business leader, is to assess each position in your company individually. Look at what's in place in terms of **written** expectations and ask yourself: "If I was new to the business, would I understand what I need to do and how to do it?" Also, "If I were sitting in court, would it be deemed I had given my staff member every opportunity to succeed?" Confronting - yes. Necessary - absolutely. Get really honest with yourself. It will save you so much time in the long run.



CLARIFYING EXPECTATIONS

Clearly define performance targets and create job descriptions for each role. Outline the key points here to clarify your thinking. Use this worksheet as a basis to creating key performance indicators (KPIs) and job descriptions for each role (if you don't already have these in place). If you do, when were they last reviewed? Have job roles changed since then?

ROLE	PERFORMANCE TARGETS	JOB DESCRIPTION? ✓ OR ✗

It is vitally important that your team understand how to achieve their targets. They must be able to see that they can achieve the targets and fulfill their job role.

Get your team together and also define what is acceptable behaviour in your business and what isn't. By getting your team involved in defining behaviours, it gives them a sense of ownership and enables you to keep them accountable to it. And better still, they can keep each other accountable. It can really build team dynamics and support a culture of teamwork and professionalism.

PROBLEM NUMBER 6 - THE BALL AND CHAIN



This problem is nasty! Ask yourself this question: “Considering your skills and experiences, could you make more money working for someone else?” If the answer is yes, you have some hard decisions to make!

Many business leaders wake up one morning, head into work - hating the fact they have to go to work. When they place their hand on the door handle to walk into their office, they have a sense of dread. The realisation hits them that they have a ‘job’. They are married to the business and they have a ball and chain around their ankle that prevents them from experiencing the freedom and joy they were certain they would have by now when they started the business. It is draining every bit of life from them. The business will not operate without them. The clients know only them; the staff needs them to make even the smallest decisions and all the knowledge is in the business leaders head.

This problem makes me really sad. When I see inspiring, intelligent and savvy business people wasting away, unhappy and chained to their desk. This is not how business should be. And yet it is accepted as the norm.

Cause - The control freak!

Sad, but true! I know you have heard of the term before and I know some of you will have shuddered - because you know it's you! And I get it, you're not alone, as most business owners I have spoken to will admit to being a control freak in some way or another ... and complaining about it too!

There are many causes of the control freak, and too many to list here. The most common cause is the reluctance to trust others to complete a task to meet your expectations. Therefore, the leader will not delegate tasks, preferring to complete the task themselves rather than risk a mistake or it not getting done at all. Another is the absence of training and measurement tools in business (see problem 5).

As a result of the above, the business leader is so caught up in the operational side of the business, they have no time to take a strategic approach to the business and develop it as a sustainable, growing business.

Solution - Get strategic

Sounds simple doesn't it. I certainly acknowledge that it's not. I have some key suggestions for you to consider prior to you getting practical in your problem solving:

- **Reconnect with the vision and the purpose of your business**

This can reignite the passion you have for your business. You effectively need to 'fall in love' with your business again and all the grand plans you had that have faded into obscurity due to having to run so hard in the business.



- **Go back to basics**

Dissect your business and create an organisational structure for it in the 'perfect world' (as it will be when you achieve your goals and realise your vision) and list all of the duties for each organisational unit. This will help you gain clarity in your direction once again, and enable you to develop a strategic plan with short, medium and long-term goals.

- **Learn to trust others**

Trust that the people you have invested into your business are capable and will execute the required tasks that you hired them for. Let go of the reigns somewhat, and instead of being a control freak, invest the energy into developing plans and coaching your team to succeed. The art of delegation creates beautiful masterpieces when you paint with precision!

Make a list of the things you need to do to reconnect and get back control of your business and leave the job behind. What do you need to plan for, implement and execute?

ISSUE	SOLUTION

PROBLEM NUMBER 7 - IGNORANCE IS NOT BLISS

Let's look at an example:

One business owner decided to hire new staff to support his growing business. He did the recruiting himself and hired people he felt were a good fit for the business. When the new recruits started, he told the second-tier manager he was to manage the staff, he told the accountant to do accounting duties, he told the trainee to learn the accountants role and the administrative support to support the administration and accountant teams.

He felt he had been very clear and the duties were acknowledged by the new staff. He then closed his door and expected it all to happen. After all, the demand was there, people were telling him they were doing what was expected and all was great according to ... him!

What he was unaware of, was the in-fighting, bullying, lack of productive output and power-games that were happening outside of his office. This business was in serious trouble, and it wasn't until there was a yelling match between staff in the office that he was aware of any problems. This was six months down the track - after a significant investment had been made into recruiting and a big dent into the business' cash flow.

Ignorance is certainly not bliss. This business owner was ignorant to what was happening in his business, preferring to leave it to others that he had not articulated the vision, goals, culture, behavioural expectations to, or implemented clear performance indicators and development plans (refer to problem 5).

Simply because you have recruited someone into your business to perform a task, it does not mean they are going to do it. It does not mean they will perform to your expectations - unless they can see and understand where they fit in, understand the compelling reason 'why' they need to perform particular tasks and feel valued and inspired - there is a good chance they will just up and leave, or create their own rules to the detriment of your business!

**Cause - Taking the easy way out**

This sounds harsh, but it's true. Many business owners prefer to put their head in the sand rather than tackle the hard issues. In the example, after the dramatic events above, the business owner admitted he did not have the leadership skills to lead a team of people. He felt he didn't have the

time to hold people’s hands, as he was the key salesperson in the business. And he didn’t have the energy to have a confronting conversation with staff he guessed were not performing. So, by closing the door, focusing on his tasks and hiring a second-tier manager, he simply expected the business to grow. That was his easy way out.

I mentioned in the introduction that many business leaders are used to leading in good times and now don’t have the skills necessary to lead in harder times. This is common particularly in small business, where things may have just ‘happened’ and now the business is required to *make* things happen. This requires a very different mindset and skill set.

During the GFC, many business leaders preferred to put their heads in the sand, hoping that things would change. Rather than acknowledging and embracing what was really happening and looking for a solution or making a change in their business. The first thing to be eliminated from business was training, the second marketing and the third reward and recognition of staff. After all, these were considered discretionary spends. Big mistake!

Business leaders in today’s economy, facing a continuing skills shortage, cannot be ignorant to team development and planning. You must - and I emphasise **MUST** - have a clear strategy in place to develop the staff you have, position yourself as an employer of choice and attract the right talent into your business to support your growth.

Solution - Get educated and build and develop your team

Write down the key areas where you need to either get up-skilled, improve your knowledge, develop different strategies to ensure you are confronting any issues in your business or leadership head-on and start looking for solutions rather than excuses.

These may include leadership skills, delegation, environmental issues, finance, marketing and people leadership as examples.



AREA OF CHANGE	SOLUTION INCLUDING ACTION PLAN

Stop, Start, Change And Continue

Now that you have a deeper understanding of the 7 biggest leadership mistakes, it's time to take time out of your business. Elevate yourself to a strategic level 'on the balcony', stop and take stock of exactly what is going on.

Once you have stopped, make a list of what is going on in the business.

- What are the results that you're getting in your business that you would like to see more of?
- What are the results that you're getting that you would like to put a stop to?
- What are the results you would like to be achieving that you are not achieving right now?
- What needs to change?
- What are the good things that you would like to continue happening?

It's so much easier to dissect and decide on things when you can see them, rather than having them swimming around in your head. Use the quadrant below and list all of the things you would like to stop, start, change and continue into their rightful area (worksheet below).



This is a really simple exercise to provide you with clarity in your direction. Once you have done this, you can then prioritise tasks and plan to make the changes necessary to achieve the desired results.

STOP	START
CHANGE	CONTINUE

Charging Forward

You will have heard of the term 'knowledge is power'. However, it's only powerful if you utilise the knowledge. This is now your final task. What are the things that you are methodically going to do in your business to be proactive, productive and improve your profits?

Use the following worksheet to plan your Proactive, Productivity and Profit action plans.

Once you have completed the worksheet, you will have worked out your tactical and strategic plans, and so then it's simply a decision for you.

- Are you going to be disciplined?
- Are you going to implement a structure to support your business strategies?
- Are you going to ensure you have robust process in place to support your leadership?

The no-brainer answer is yes. The execution however is another matter. This is where **real** leadership comes into play. This is where the true business leaders lead - by taking action rather than talking about what they are going to do.

"Talk is cheap. Words are plentiful. Deeds are precious." - H Ross Perot

It's over to you!

The 'P's' Plan

	PROACTIVE		PRODUCTIVITY		PROFIT	
	Tactical	Strategic	Tactical	Strategic	Tactical	Strategic



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ABN 22 056 669 106

Suite 1, 1632-1638 High Street
Glen Iris, Victoria 3146
AUSTRALIA

Telephone: +61 3 9571 6902
Facsimile: + 61 3 9885 5786
Email: online@ceo.com.au
Website: www.ceonline.com

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