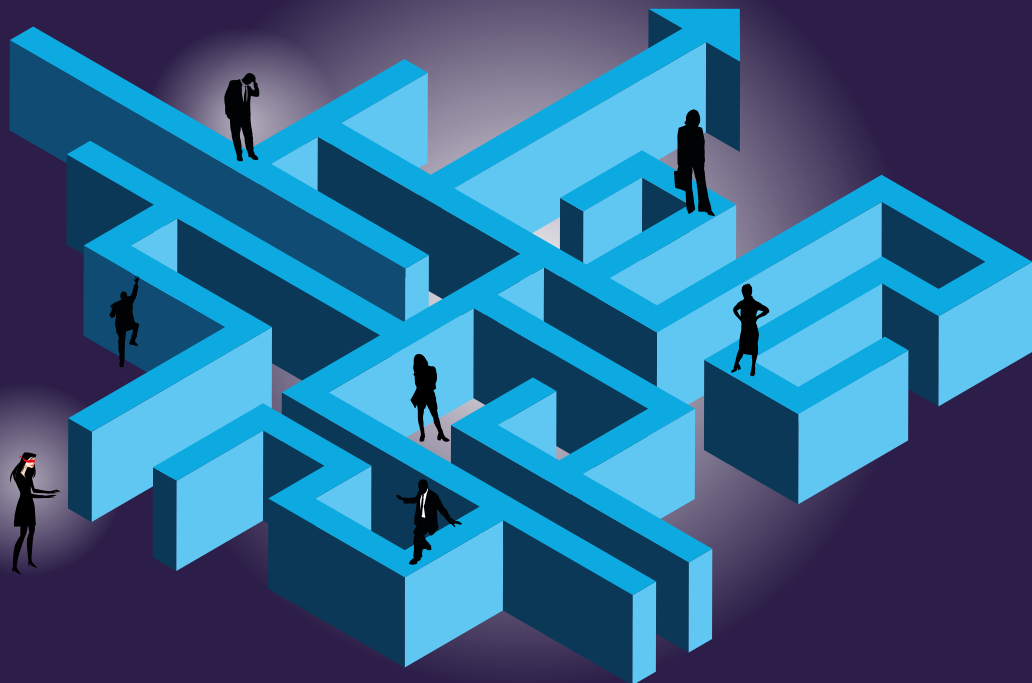


SPOTLIGHT

2016



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maynardleigh
associates

“AT THE END, IT IS NOT
ABOUT WORDS, BUT
WHAT WE VENTURED
AND ACHIEVED”

Manuel Etzel

Head Of Strategy & Standards, Global
Network Factory bei Deutsche Telekom AG



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KNOWING WHAT TO DO WHEN YOU DON'T KNOW WHAT TO DO

Stuart Mackenzie explores
Creativity in Leadership



What do you do when you don't know what to do? That's the burning leadership question of our age. It's the challenge all leaders and managers face in a world that is spinning and changing beyond all previous experience. It was the Danish philosopher Kierkegaard who said:

“The tragedy of life is that we understand it backwards, but have to live it forwards.”

The dilemma of the leader is that the job of leading appears to rely on being in control; knowing what to do and convincing others that you have some level of omniscience. However in a world increasingly defined by its volatility and ambiguity it is impossible to be prepared for everything that gets thrown at the leader.

At Maynard Leigh we advocate that 'Knowing what to do when you don't know what to do' demands the creative part of a leader's tool-kit. Make no mistake, creativity is tough - it will sort the leaders from the managers. You can't learn creativity from a book, but you can develop it in yourself. It would be foolish to claim you can do it if you can't: you'd be found out. It is the hardest part of leadership and demands authenticity, vulnerability and, most of all, risk. You have to embrace uncertainty with the

creativity of master improvisers.

In a stable world solutions are replicable. A leader can claim 'I've done it before; it worked previously; I've got a map'. In a leadership workshop I ran many years ago a slightly defensive manager claimed he had 22 years of experience in management. A brave colleague pointed out that the manager had one year's experience, repeated 22 times. In a stable environment that practice of replicating what went before might be acceptable. However the old 'tried and tested' solutions just don't work in the dynamic, complex and chaotic environment in which we now live. A leader (even a good one) in this kind of environment is less likely to feel powerful, and more likely to feel isolated, out of their depth, and without a clue.

Whether we are leaders or not, we have all gone to bed one night with that dread feeling of 'being lost' in the pit of our stomach. We have all at one point said to ourselves, "I have no idea what I am going to do. I feel adrift and off-course, helpless and in the dark.

“We cannot solve our problems with the same level of thinking that created them.”

Albert Einstein

Nowadays leaders face what Ron Heifitz of Harvard terms 'adaptive challenges'. Situations which are alien, extraordinary or incomprehensible. Whether it is a life problem, a strategic predicament at work, or an impenetrable difficulty in your team, it is probably not expertise or authority that is going to fix the issue. It is no use reaching for your MBA notes, or searching your memory banks for what you, or someone else, did last time. Not even reading the latest case study from the Harvard Business Review will sort it out. When you are up against 'adaptive challenges', experience is a devalued currency.

Intelligence is what you use when you don't know what to do.”

Jean Piaget, Developmental Psychologist

Creative Intelligence is the most valuable attribute in dealing with adaptive challenges. It is only with creative intelligence that you can face the unknown, fashion a solution to an unfamiliar challenge, and innovate your way out of trouble. Fortunately we all have this intelligence. We were all children once and I have never seen an uncreative child. As Picasso said 'All children are artists. The problem is how to remain an artist once one grows up'. It is the ability to reconnect with that creative spark, that artistic viewpoint, that will bring into play the resources we need to be adaptable, to be innovative, to be successful.

“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

Charles Darwin

To apply Darwin's reasoning to today - it is not the most authoritative leader that survives, nor the one most versed in leadership theory, but the one most able to use their creative faculty.

Of course as leaders we have to operate in different environments on a spectrum between stable/familiar all the way to dynamic/unfamiliar. When dealing with the more recognisable everyday problems we will be able to use the skills and processes that decades of learning have developed in the leadership role. However the increase in complexity puts at a premium our ability to lead creatively.

HOW DO YOU ACCESS CREATIVITY IN LEADERSHIP?

We at Maynard Leigh have **The Six Imperatives**. Coming from our background in the Performing Arts we draw on our experience of being creative practitioners. We know, in our bones, the pressure to deliver results under-pressure, in the most uncertain of situations, where solutions have to have flair and inspiration, as well as practical application.

So we draw on hundreds of years of collective wisdom and experience from the Performing Arts, mixed with the psychological insight of the last century and the observation of business leaders across the globe. These imperatives underpin our approach in all of our work in developing leaders.

The first three imperatives can be achieved in a moment or a week and are focused on the personal, internal life of a leader - they are about character.

The second three imperatives are about the external impact of the leader - this is about action.

1. Stand Still

It might seem odd that, when under pressure to come up with a solution in the high velocity of the business world, our initial imperative is to stand still. 'Why?' is the question that comes to mind, 'I don't have time to stand still.'

There is a teaching story from the Native American tradition. It would be told by an elder to a young girl or boy who asked the question, "What do I do when I am lost in the forest?" The Elder says:

Stand still. The trees ahead and bushes beside you
Are not lost. Wherever you are is called Here,
And you must treat it as a powerful stranger,
Must ask permission to know it and be known.

The forest breathes. Listen. It answers,
I have made this place around you.

If you leave it, you may come back again,
saying Here.

No two trees are the same to Raven.

No two branches are the same to Wren.

If what a tree or a bush does is lost on you,

You are surely lost. Stand still. The forest knows

Where you are. You must let it find you.

This poem encourages us to stop and be present; to really experience where we are and to get to know the intricacies, feelings and patterns of the environment in which we have suddenly found ourselves. It advocates that we don't keep running around trying to find 'the way', jumping to a solution, trying not to be 'here'. To me it invites a sort of intense and intimate curiosity. To see the wood for the trees.

Action Tips – Stand Still

I. Stop and be present; notice the detail of your environment and the specific characteristics of your situation.

II. Don't keep running around, jumping to conclusions or forcing a solution, they will stop you being 'here'.

III. Observe your own and others' feelings, what information does this give you?

This first imperative is a call to pay attention; it is an instruction to be mindful, self-aware and curious.

2. Look up

The second imperative is a physiological key. There is a correlation between the physical and the psychological.

When we don't know what to do, the negative emotions can affect our attitude; we sink down, feeling victim to circumstance, sensing the drop in status that is likely to follow. This affects our physical stature. We physically slump, our shoulders droop, we hang our head. What if by looking up, by raising our head we could also raise our spirit? Can this simple physical action really have an effect?

The research done by Amy Cuddy at Harvard shows us that simply by inhabiting powerful stances, as opposed to low status postures, the balance of certain chemicals in our bodies begin to alter and affect our psychology positively – cortisol decreases, testosterone increases. We feel better and the research shows we increase our impact on others.

Not only do we alter our attitude from one of 'poor me' toward more of a pioneering spirit but crucially looking up also allows us to see things from a different point of view. Focusing upwards, raising your eyes toward the horizon often provides the bigger picture and can reveal unseen opportunities.

This second imperative 'look up' is a call to the physical and psychological.

Action Tips – Look Up

I. Notice if you're caught in feeling victim to circumstance.

II. Change your attitude; realise you have choice.

III. Embody a powerful stance, focus upwards, raise your head; it gives you a different point of view, raises your spirits, and can reveal unseen opportunities.

3. Breathe in

It is no coincidence that another word for 'breathe in' is 'inspire'. As sure as you will need air to breathe you will need inspiration to face the challenges. Reconnecting with what inspires you, and your sense of purpose, will raise you from the current stuckness, and propel you forward.

If you are leading a team they will be looking to you for signs of whether the current chaos is an opportunity to learn and adapt, or time to assume crash positions. Reminding yourself and others as to what is important will breed resilience. Committing yourself and everyone else to the values you hold dear will give you a star to sail by.

The breath of life is the source of our energy. Feeling lost and helpless can be a huge drain on our vitality and we need to breathe deeply in order to fuel our endeavours. Breathing in aspects of our life that inspire us is a re-energising process.

Action Tips – Breathe In

I. Breathe deeply in order to re-energising yourself and fuel your endeavours.

II. Remind yourself of your purpose, and what is important.

III. List the values you hold dear; it will give you a star to sail by.

4. Reach out

The loneliness of leadership is only heightened by the reluctance of 'the leadership class' to ask for help. The mistake is to think that self-sufficiency is a value; to equate asking for help with an admission of failure, rather than the calling card of advanced leaders who have moved from an 'independent' to an 'interdependent' ethic.

Often when theatre directors are stuck, and don't know how to move a production forward, or have hit an insurmountable staging problem they are likely to call together their team of actors, in a workshop situation, and they create solutions together.

Collaboration is a source of collective creativity. If you have followed the first three imperatives you are now ready to collaborate with others – get new ideas, fresh thinking, and diverse perspectives. If you don't know, others might. Two brains are better than one when they work together. The wise leader builds on other people's input and includes everything that happens as part of the whole process.

Others can also support you with energy and encouragement at a time when you feel most depleted.

This imperative to 'reach out' is a call to engage others.

Action Tips – Reach Out

- I. Move from an 'independent' to an 'interdependent' ethic; asking for help is not an admission of failure.
- II. Surround yourself with talent, get new ideas, fresh thinking, and diverse perspectives.
- III. Seek out people who will give you energy and encouragement.

5. Step forward

There will come a time when you have to take a risk and break through the inertia. If you have employed the first four imperatives, then you will have detailed knowledge of the situation, galvanised your attitude, inspired yourself and involved others and know it is time to take action. We can all get caught by indecision, waiting until we have more information or data points, or hoping for the perfect solution to emerge. There may never be such a thing. So, it is better to make a decision and take some action rather than none at all. Often the best way to get unstuck is to get moving. Besides, in the long term, anything you do is an experiment. It's best to try things out. Start testing your ideas – take a first step even if you don't know what the second and third step might be; run a pilot; set up a working party; start a process; have a go. Movement begets movement. Stuckness begets stuckness. The 5th imperative is a call to courage and action.

Action Tips – Step Forward

- I. Notice if you are caught in indecision or waiting for the perfect solution to emerge.
- II. Take a risk – experiment in a new direction.
- III. It is often better to take some action rather than none at all.

6. Look again

By now you will inevitably be in a different place than you were when you started. It's time to look around and discover the new territory. More importantly, to learn from what's happened, in preparation for moving forward again.

Peter Drucker encouraged his students to follow effective action with quiet reflection. His belief was that from the quiet reflection will come even more effective action. The bedrock of leadership is insight. Seeing clearly what is and what is not needed. So, you need to question: What's going on right now? Where are you at? How have things changed since you started this process?

What now exists probably didn't exist before. There are bound to have been challenges and mistakes on route – nothing ever goes exactly to plan. These are opportunities to learn so that you don't repeat them as you go along.

Furthermore you are engaged in an iterative process. A leader, like the captain of a ship, watches the currents and the turn of the tide, and is readying to move forward again.

This last imperative is a call to learning and insight.

Action Tips – Look Again

- I. Pay attention to what has changed. You will inevitably now be in a different place than you were when you started.
- II. Take time to reflect.
- III. Explore the new territory to gain insight from what's happened and where you are now.

Knowing what to do when you don't know what to do is the result of purposeful self-awareness and an ability to engage with a volatile, uncertain or constantly changing world. It means embracing a different level of complexity, agility and adaptation. It requires embodying a creative approach to leadership.

*By Stuart Mackenzie – CEO
Maynard Leigh*

WHAT DO **YOU** DO WHEN YOU DON'T KNOW WHAT TO DO?



In preparation for the topic of our 2016 seminar - 'What Do You Do When You Don't Know What To Do?', we asked various people about their own experiences of facing uncertainty and turbulence. We asked them what they did, when not knowing what to do. Here are some of their answers:

DONNA REEVES, KINGFISHER

I think my approach is always to try and 'chunk the problem up' into digestible pieces, and then start working on the things I can do; one step at a time. I would also speak to trusted colleagues to get their perspective, ideas and advice. In my experience, talking to others helps. Invariably someone has come up against something similar in the past, or can shine a light on an angle you haven't considered.



RONNY VANSTEENKISTE, WILLIS

I have come to accept, albeit the hard way, that I don't have all the answers. In fact, the older I get, the fewer answers I have. No doubt this has to do also with the forever increasing complexity, ambiguity in our world and the speed with which this all happens. So I've learnt to embrace ambiguity, in fact, I get worried if it is all too clear!

How do I cope with it? Learning agility, a label coined by Bob Eichinger and Mike Lombardo. It is the ability to learn from experience and apply that learning to be a superior performer in new, unknown and first-time situations. It has nothing to do with intelligence but everything to do with being street smart, knowing when to let go of opinions because they are counter-productive, etc.

I usually take the stance of: if this needs to be done this way, how could we do this differently, or how could we think differently about this. It's usually where 'others' kick into the equation: how would XYZ think about this; who else could we ask about this? I like challenging and will always do this. It's my conviction that status quo is going backward, so my natural inclination is to challenge, look for another way, a different way and experiment.

I often talk, and remind myself about DIVA, diverse, intense, varied and adverse experiences. All situations, for me, have

an element of this and need to be looked upon from that perspective. Finally, in challenging, I never take an answer for an answer when it comes from the same type of company, same type of industry. The best learning comes from other totally different industries.

JOHN WILSON, NFU MUTUAL

One of my first responses is to 'sleep on it' – I know it's an old adage but it really works for me, if I take time to mull something over, often, by the next morning, an idea will have formulated that then builds into a solution.

I would also say that in my role, (I'm sure it's the same for many others) – not knowing



what to do is at least a daily occurrence – and there is an expectation that managers 'know what to do' – so my usual coaching approach doesn't always work with everyone. Nevertheless if a team member brings me a 'don't know what to do' problem I listen to them and ask questions.

Another strategy is to do nothing and wait, in the words of George Harrison 'All Things Must Pass', and they usually do! Or at least they look very different as time passes.

Another option which I employ is to tap into my network of colleagues and friends and see if they've experienced a similar problem and can contribute any ideas – just talking round a difficult situation without expecting to find the 'answer' can be productive.



ADRIAN OSBOURNE, ED&F MANN

Blood, sweat, tears and carry on, spring to mind. But on a more cerebral level I typically work through a process which considers the following areas. It's called the SCORE framework and I was introduced to it about 17 years ago. It's been a real useful tool since then on many occasions:

- **The Situation** – what's actually going on and why
- **The Cause** – what's caused this to happen (was it me, was it external factors)
- **Outcome** – what is it that I need to happen or change – all too often we know what we don't want but do we know what we DO want
- **Resources** – what resources do I need to help me to achieve this outcome (people, materials, money)
- **Effect** – what will be the effect if I do, what will be the effect if I don't.

MARCUS BERRET, ROLAND BERGER

Your question is an interesting one. I see it the following way. Each day I need to make decisions, on average around 50-100 (only counting the relevant ones, not including the decision of what I want to eat on a certain day).

I think these decisions can be grouped into the following categories:

1. "No brainer" decision problems: the solution is 100% clear, either because of



following certain procedures, or because of my historical decision on a similar topic (combined with my wish to stay consistent).

2. More tricky decision problems: ones which I can solve based on a set of simple principles that I always have with me, e.g. 100% honesty and transparency towards colleagues, client first etc.
3. Really complex decision problems: in these cases (probably 1-2 per week), I would always call some colleagues and look for their input. And in the end it's a combination of different views plus my own stomach feeling. Sometimes I also ask my wife on these kinds of issues - who can look at the situation with an unbiased view.

TOBIAS SCHÖNBERG, ROLAND BERGER

I immediately take a break to get rid of the frustration that comes along with hitting a wall. I might feel blank or even angry if I just don't know what to do next – either because I don't know how to fill a blank paper to get a proposal started or when I don't know what else to do to coach a consultant (many other examples apply). Sometimes, the break can last even half a day to find the inner calm or energy to get started at this again – all other things are not really going forward efficiently either, so I really take a break.

Then I search out a colleague to give me direction, either my mentor or another partner from my competence centre.

All I need from them is two, three thoughts, in which direction I could go next - once I am "on track", I can get my engines usually going and find a solution. This outside perspective helps a lot - often they just ask me the right questions to help me see what I had not considered before or was shying away from.

THERESA MCHENRY, MICROSOFT

My typical reactions are:

- To get comfortable with not knowing what to do.
- Feel okay with sharing that, and sharing ideas with others about potential options and next steps - my reflection is whether I do this diversely enough, i.e. are the circle of people I am drawing on likely to be of the same views and thoughts as I?
- Communicating more frequently, but not verbosely – being succinct about where things are at and what's likely next (what's known, what's unknown, what happens next) so staying connected without drowning in useless information.
- Focusing on what is within my control, keeping a sense of purpose and



achievement and focus and not being distracted into speculative rumination, being open and honest about where things are at (with myself and others!).

- Setting/reframing different timeframes in looking forward – immediate, medium term and longer term and devoting the right amount of time to each to keep a sense of perspective and feel a degree of control.
- Make active choices!



WE ARE ALL FREELANCERS NOW

Michael Maynard highlights the benefits of the freelance approach



Some time ago I was giving a talk to a group of bankers. I was telling them about my experience of having been freelance for 20 years pursuing a portfolio career as a professional actor, writer, presenter and stage director. Amidst the often-quoted remark about actors “resting” all the time, there is a serious point which is that freelancers live in a constant state of uncertainty. As an actor I never knew where the next job was coming from. Many highly talented professionals would work steadily for years and then suddenly the jobs would dry up. I could be in a television series that had all the promise to become a hit and yet bombed. Equally, I had colleagues with little discernible talent who would land a dream job that would make them rich and famous overnight. If we were lucky we were all constantly going for auditions where the product you’re selling is you. It’s inevitable that you take any rejection personally.

I contrasted this style of working life to the people in front of me, from well-established banking companies, who had chosen a career for its security and clear

career path. What soon became apparent was that, whilst these were indeed the reasons why they had gone into the banking world, such security no longer existed. The focus of the talk, therefore, became even more relevant as I shared with the audience some of the internal psychological resources that freelancers developed over the years in order to cope and thrive on uncertain times and often flimsy rewards.

Since the time of that talk, much has changed and most of it leading to a world of even more chaos where the traditional foundations of our lives are crumbling away leaving destruction, turmoil and increased anxiety. Welcome to the freelancer’s world!

So what gets us through all this? What helps us become resilient and resourceful in these challenging times? Here are a few things I did to sustain myself through the tougher times and I suggest these might now be relevant to a wider population.

1. ACCEPT IT: First of all acknowledge the fact that uncertainty comes with the territory. It is not a temporary blip which will soon pass allowing things to revert to ‘normal’. Things will never be normal again, so it’s no good hankering after the past. Wise-up and see reality.

2. FOCUS ON PURPOSE: It’s important to stay in touch with what you care about, what’s important to you and why you do the work that you do. If you don’t have a passion for it, it’s going to be very hard to sustain your energy through the downturns and disappointments. Keep your purpose in mind at all times.

3. SELF-BELIEF: It’s essential to keep reminding yourself of your successes and capabilities. Review your achievements and analyse what it was that made you succeed. This is your personal formula for winning. Keep practising and using your special talents.

4. OTHER PEOPLE: It’s very easy to become isolated and feel alone as a freelancer. The more you can connect to networks or communities and find opportunities to work collaboratively with others, the more you will feel buoyed up with the support you get.

5. BOUNCE-BACK-ABILITY: Once you’ve accepted that you can’t win them all, you get used to handling rejection. I was fortunate enough to be a successful actor earning a very good

living, yet I was continually being rejected for roles. It was no good feeling a victim of such decisions. I simply had to accept the reality and continue to realise that, no matter what the circumstances, I always had choice. There were always likely to be more opportunities that I could pursue. I needed to stick in there.

6. CHECK REALITY: Having said all this, I worked with many performers over the years that, no matter how much work they put into developing their career, never had any success. There does come a point when you have to be brutally honest with yourself and face the fact that you might not be going in the right direction. Look around for evidence of possible success. Is it working? What else could you be doing differently, etc.?

Being a freelancer has many benefits. You often feel more in control of your life and work-patterns. You have autonomy a lot of the time and can be more self-determining. However, you also have to be self-generating and not rely on people simply offering you work. You have to market yourself and work at getting work. This approach is as valid within an organisation as it is without. There will never ever be certainty again. Living with that reality is a skill. Recognising that you need to be the source of your own career stands you in good stead to be successful wherever you are.

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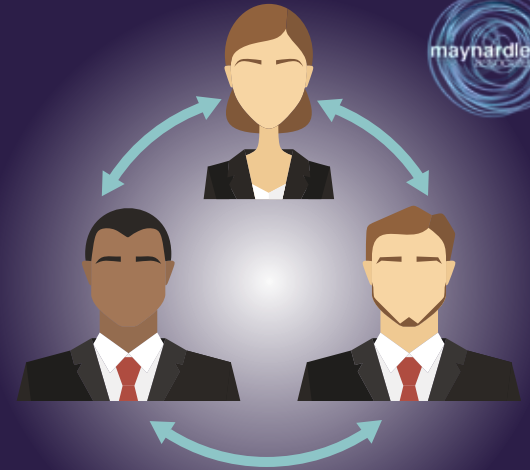


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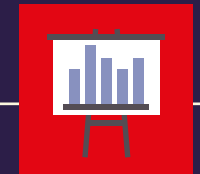
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MAKING IT UP AS THEY GO ALONG

Showstopper is an Olivier award-winning musical that had a very successful run in the West End, and is a regular hit at the Edinburgh Fringe. The talented company of performers, musicians and technicians create a new, improvised musical every night.

The show began life as a workshop at the Actors' Centre in London, when Dylan Emery, Adam Meggido and Ken Campbell took a group of actors with little or no improvisation experience and within a week attempted to get them to perform an hour-long extemporised musical in front of a packed house.

This was such a success that Dylan and Adam decided to gather together a group of professionals and create a fully-fledged show. After a few try-outs at The King's Head in Islington (one of Britain's great hothouses for the nurturing of new talent in musicals), the project immediately secured financial backing for the Edinburgh Fringe and a London residency from veteran of the world of musicals Keith Strachan. Between Keith, Adam and Dylan, they steer the good ship Showstopper!

The cast create the musical based on ideas from the audience. Those attending the performance suggest the title, the story and the style. They even determine how the plot develops as it goes along and how the story will end. Past shows have included "Sweeney Cod", (a love triangle set in a fish and chip shop), "Stuck in the Middle of You", (about a brilliant surgeon specialising in bodily extractions), and "Putin it About", (a circus in the Crimea under the scrutiny of the Russian president).

They've done musicals about pickles in a jar; about six-thousand years of time travel; about neurons in the brain ... you name it, they've probably done it. They say the wild ones are certainly fun although sometimes a simple little love story about two people who run a sweet shop can provide all the colour and drama required for a satisfying show.



So, they create a new, full-length musical, from scratch, every night - and an extremely funny and tuneful one at that. How do they manage this theatrical high-wire act? Well their approach is relevant to everyone in organisations who are facing the challenge of having to make it up as they go along. For them it's a question of:

“Listen. Accept. Commit.

Listen – to what is going on right now in the moment.

Accept – each other’s ideas and be changed by them.

Commit – pretend to be in a musical and sing, sing, sing!

Oh, and study. Study improvisation, study storytelling, study music, study dance and above all ... study musicals. Then work at it for years.”

At Maynard Leigh we have always valued improvisational skills and teach them in most of our workshops – whether related to presentations, team work or leadership. Improvise is one of the key capabilities explored in our book on The Vital Leader. And on our leadership courses (see page 40 for details). The new reality of organisational life demands a creative approach to solving everyday problems. Practising improvisation equips people to find new solutions and gives them the confidence to take risks and not to keep falling back on old ways of doing things. As Dylan and Adam point out:

“People only fear improvisation because they don’t understand it. Most of us improvise all day every day, talking and communicating quite happily without scripts or plans.”

OCADO – OUR STORY WITH MAYNARD LEIGH



Chief Technology Officer Paul Clarke reflects on the development programme provided by Maynard Leigh.

Ocado is the world's largest online only grocery retailer. Our disruptive business model is powered by a huge Aladdin's cave of technology, most of which is invisible to our customers and almost all of which we build in-house - we are the fusion of a retailer and a technology business.

Working at Ocado is like being on a roller coaster that is still under construction. You come around a corner, think you know what to expect and then find that someone has added a new barrel roll - that's what keeps it exciting!

As Ocado's Chief Technology Officer, you might expect me to say that perfecting the art of scalable and sustainable disruptive innovation is all about technology. Well it's not. It's all about people, culture, vision, leadership and lots of technology.

In June 2014 my division, Ocado Technology, was experiencing some growing pains. We were expanding very fast in multiple locations, had recently added a new leadership tier and along with the rest of Ocado, were busy adding an international platform business string to our bow.

The innovative force we applied to our products and services also needed to be channelled into innovating our leadership, culture and people processes. To do that, we needed some help.

Now there are lots of companies in the leadership development, coaching and organisational alchemy sector, ranging from the ineffective to the potentially dangerous. So when it came to trusting anyone to work with the psyches of my staff and my division, Maynard Leigh was the top of my list.

Our initial engagement with them was a series of two-day leadership workshops with the recently formed management board of Ocado Technology. Having worked with Maynard Leigh before in a few different organisations, I knew what to expect. However at the start of the first workshop, my heart was in my mouth because you never quite know how people are going to respond to something radically different.

I needn't have worried. To the credit of my senior team, they dived into a pool fully clothed without a moment's hesitation. What followed was an amazing two days of discovery - discovery about ourselves but also about one another. It was very humbling and moving to realise that we had worked with one another for nearly 10 years but in that time, we had barely scratched the surface in terms of "really knowing" who we were and what made us tick.

The success of this experience was also down to the special way that Maynard

"YOU GUYS WEAVE A FORM OF MAGIC THAT TRANSFORMS"

Paul Clarke, Chief Technology Officer
- Ocado

Leigh works, blending skills and techniques honed in the performing arts with deep emotional intelligence. This is delivered through the generosity, integrity and insight of their leaders who create and hold a safe space to learn, experiment and play. They don't stand around the pool telling you how to swim, they get in the pool with you and we all learn together.

In the workshops that followed we explored our individual leadership styles and how we might paint more creatively with colours from the whole leadership palette. We worked on becoming more effective as a leadership team and refined our skills as cultural gardeners. The workshops were complemented with individual coaching which provided an immensely valuable space to work on individual challenges such as preparing for a major presentation, working through a difficult situation at work and so on.

We then extended the programme to

include all our heads of department and the results have been transformative. Recently we have extended it again to include our first two levels of management, our development managers and team leaders. As the numbers grew the processes inevitably had to change but Maynard Leigh seem to have lots of creative tools and techniques in their kit bag. Their agenda is very much about "teaching us to fish for ourselves" rather than creating dependency.

Alongside the leadership development, the team at Maynard Leigh has run dedicated workshops on topics such as presentations, skills and women in technology, and for specialist groups such as our product owners.

As always, the people stuff is even more challenging than the technology but the potential rewards are huge, and so the journey of discovery and learning continues.



LEADERS AND THEIR ETHICAL COMPASS

By Co-Founder Andrew Leigh



For many people “Business and ethics” makes no real sense. It’s almost certainly an oxymoron - an incompatible or contradictory mix. For sceptics, ethics simply get in the way of profits. For example, pushing up costs or limiting a leader’s actions in some inconvenient way.

Ethics can also seem expensive. A 2014 Dow Jones survey of 350 companies globally, found about half of them saying they’d lost business to unethical competitors the previous year. Yet many companies and their leaders are in serious need of an ethical compass to guide them in current and indeed future decision making.

In August 2013, Shell’s CEO Ben van Beurden explained in a BBC interview how his company had arrived at the controversial decision to drill in the pristine Arctic Circle:

“There had been a lot of corporate and individual soul searching... I had to go through a personal journey on that.”

His particular ethical compass somehow conveniently managed to point the way to drilling in an area of natural beauty - one meeting wide society resistance, including

high profile singing from Charlotte Church outside Shells’ London offices.

Whatever van Beurden’s ethical compass told him, Church condemned his company’s plans as: “Unbelievably dumb, exploitative and nonsensical”. They were subsequently abandoned. Making sense

of the ethical compass for business is therefore not quite as simple as “Let’s just do the right thing.”

That’s certainly an important principle. But what guides ethical behaviour in business is rather more complex than it may first appear.

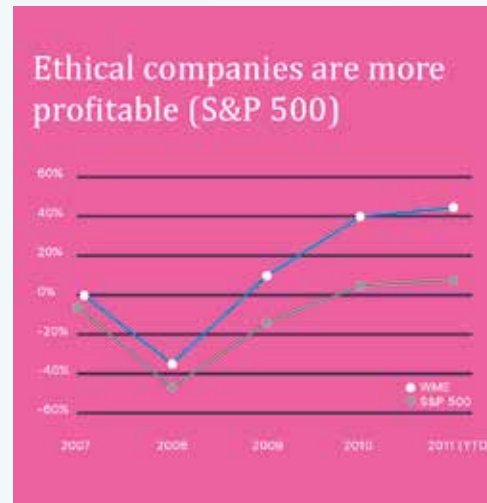
Unilever for example, has committed itself to supporting the UN Convention on Human Rights and this chart (over leaf) from the company shows some of the implications for its particular ethical compass. Having all

these different concerns on the Unilever ethical compass draws the company into a wide range of activity it previously may have ignored.

For example, a BBC exposé of terrible conditions in India’s tea plantations highlighted several UK brands that appear to be ignoring the plight of the workers, notably Lipton’s Tea, owned by Unilever.



The case for being an ethical business leader is simply a no brainer. Those companies with a reliable and strong ethical compass tend to do better financially than those without one. In other words, leaders who pursue an ethical approach are being entirely rational (see chart below).



SOCIAL LICENSE

Yet another useful way of viewing a company’s ethical compass, is the social license. This previously rarely heard term, has become mainstream with Mark Carney (Governor of the Bank of England) specifically warning the City of the dangers of losing its social licence.

No company can do without a social license for long, and it would be most unwise to take it for granted. A social license can run out or be revoked, as Shell discovered in 1989 when it wanted to dump the obsolete Brent Spar oil rig in the sea.

It met fierce public and political opposition. This included a widespread boycott of Shell service stations, physical harassment, including an arson attack on a service station in Germany.

More recently we’ve seen customers threatening Starbucks’ social license by boycotting the shops for failing to pay its fair share of taxes. Realising what was at stake the company quickly volunteered a large tax payment.

Similarly the Financial Times has warned Sports Direct of the danger of losing its social licence over how it treats its employees. As the paper pointed out, though the social licence may seem insubstantial, in practice it most certainly exists.

And there’s now the serious movement

around the world to withdraw funds from supporting fossil fuels. In particular coal mining everywhere is facing problems raising funds to continue operating. For example the Norwegian Sovereign fund is leading the way by announcing a sell off of coal investments from its wealth fund, the world's biggest.

Meanwhile, the heirs to the Rockefeller oil fortune say they intend to disinvest from fossil fuels over climate change. Not to be outdone, the heirs to the Standard Oil fortune have joined the campaign to withdraw a total of \$50bn from investments in fossil fuels, including from tar sands funds.

The ending of the News of the World was not just abandoning a tainted brand. It was a tacit acknowledgment the paper's social license had expired.

The above are all examples of the social license and like Health and Safety regulations the principles keep evolving.

A study by advisory firm Ernst and Young, for example, ranked the social license to operate as the fourth biggest business risk facing the mining and metals industry.

GET ON A LIST

Another way for a company to refine its ethical compass is to get on a list of companies independently confirmed as meeting some clear ethical standards. There are scores of these lists, including independent measures of trust, the Global Responsibility Initiative, the well-known annual list of the "World's Most Ethical companies", and the much quoted list from Transparency International.

League tables, such as one recently proposed for the banks to reveal their

ethical behaviour, are an attempt to show their ethical compasses are working properly. The criteria for getting on a list though can be mind boggling. For example, to be nominated on The Ethics Quotient by Ethisphere, a company must complete over 30 pages of detailed questions and be willing to provide additional evidence to support their answers.

And naturally such lists are often transitory. One minute for example, BP is up there with the great and good. The next it's a social pariah. One day Starbucks is firmly on the list. The next its tax avoidance tactics makes it persona non grata as a responsible company.

In summary, it helps to be on a list, but that's only one indicator that maybe you're running an ethical enterprise.

A WORKABLE COMPASS

Not only are businesses and their leaders searching for a viable ethical compass, but there are many different elements that go towards creating one.

It includes changing the culture, seeing ethics as a profitable investment and not just a cost, protecting the company's social license, compliance, ethical engagement, getting on ethical lists and league tables.

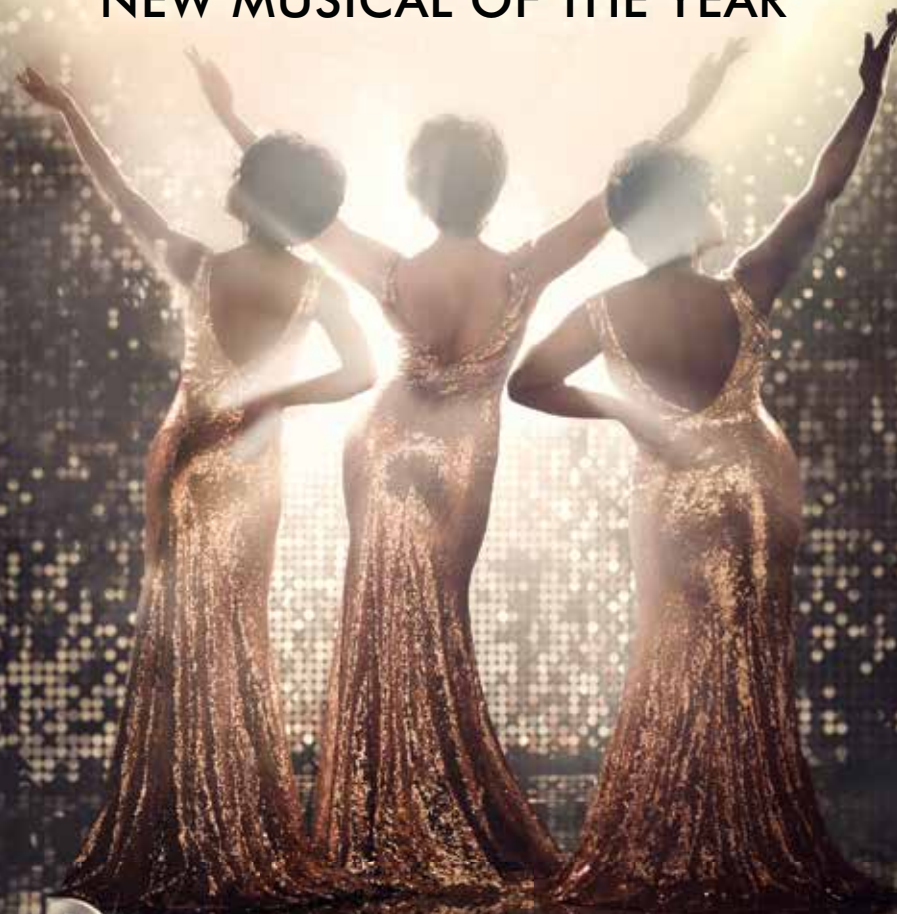
Ultimately there is not just one form of ethical compass, but many. Each business must devise and test its own. Many are indeed doing just that.

For those wanting a workable ethical compass the search starts with culture, values and the desire to act with integrity - to do the right thing.

This article is based on "Business in search of an ethical compass" by Andrew Leigh, first published at: www.ethical-leadership.co.uk in 2015.



THE MOST ANTICIPATED NEW MUSICAL OF THE YEAR



DREAMGIRLS

BOOK AND LYRICS BY TOM EYEN MUSIC BY HENRY KRIEGER

ORIGINAL BROADWAY PRODUCTION DIRECTED AND CHOREOGRAPHED BY MICHAEL BENNETT

DIRECTED AND CHOREOGRAPHED BY CASEY NICHOLAW

OPENS NOVEMBER 2016
SAVOY THEATRE | DreamgirlsWestEnd.com

What Can Showbusiness Show U.S. Business?

We live in an increasingly inter-connected world. It's no wonder clients demand a joined-up global service. Maynard Leigh has been meeting this need for over two decades by flying our coaches, consultants and facilitators around the world from our base in London.

However, there comes a time when environmental factors combined with demand for larger programmes,

mean we need to have a more constant presence in certain key places. To respond to this pressure we set up Maynard Leigh India seven years ago in New Delhi. And now we're establishing a presence in the USA.

It's not unlike the call from Broadway theatres to transfer hit West End shows. Our New York 'producers' require a local presence in order to

complete the global offering. So, we recently launched Engage & Inspire – A Communication Masterclass. It's a two-day program, using our unique approach to developing outstanding communicators, see page 33. We've also launched our two-day international course - Leadership Impact - An Executive Level Communication Masterclass which is a hit in India, and we will be running it in London in November. For more information about Leadership Impact – An Executive Level Communication Masterclass please turn to Page 38.

Showbusiness both in the UK and the U.S. are thriving and profitable industries. And as for Bollywood – well that's another level again! Maynard Leigh pioneered the use of

theatre techniques in management development since 1989 and many major businesses have benefitted from the lessons learnt from 'treading the boards'.

As well as these new workshops, we will continue to provide our traditional suite of development courses within the three core areas of business; Communication, Excellence, Leadership Impact and Team Effectiveness, known to our clients all over the world.

The call to inspire greater impact in leaders and communicators is now louder than ever. People need help to be the best they can be and our experiential approach to learning delivers fast sustainable behavioural change.

HOW TO STEER A STEADY SHIP WHEN YOU CAN'T SEE THE ROUTE AHEAD?



We live in turbulent times. Brexit, economic uncertainty and political upheaval have all shaken public confidence in the predictable and made one thing clear: no one can claim to know what lies ahead.

Nonetheless, leaders are still expected – perhaps during uncertain times more than ever – to steer a steady ship and inspire calm, even if the way ahead is virtually impossible to see. Luckily, there are several ways leaders can take the helm confidently during times of chaos. Here are five effective leadership techniques for forging ahead through uncertainty.

ACCEPT UNCERTAINTY

The only predictable thing about life is, ironically, its unpredictability. Markets rise and fall, governments come and go, and the scandalous becomes mainstream in the space of a generation. While some periods of time are more stable than others, nothing is ever static.

What does this mean for individuals looking to strengthen their leadership skills? It means that you need to accept the chaos, and learn to lead in a constant state of flux. A bad leader expends all their energy struggling to stay afloat, or even worse, trying to retrace their steps to how things used to be. A good leader, on the other hand, rides the waves of uncertainty towards a brighter future.

So learn to accept uncertainty. Work with it. Better yet, embrace it. After all, as the famous American industrialist J. Paul Getty put it:

“Without the element of uncertainty, the bringing off of even the greatest business triumph would be dull, routine and eminently unsatisfying.”

ACKNOWLEDGE THE ELEPHANT

When the future is uncertain, it's natural for people to worry. And when people are worried, they talk. Soon, the rumours are abounding and employee morale, engagement and productivity are plummeting. As the wartime posters proclaimed: “Loose lips sink ships”.

As a leader, you can't afford to bury your head in the sand during tough times. It's your job to acknowledge the elephant in the room. Communicate with your team: admit there's an elephant. Don't try to gloss over it or minimise it. Just let them know what you're doing about it. Even if you don't have a solution or any concrete information to share right away, it's better to act sooner rather than later, so that rumours and anxieties are kept in check and your team know their leader is aware of, and confronting, the issue.

ESTABLISH CLEAR LINES OF COMMUNICATION

Once you've acknowledged the elephant, it's essential that you keep the lines of communication between you and your team open. People are still going to talk, so you should do your best to ensure it's what they're talking to.

There are several ways you can do this, from arranging regular ‘touch base’ meetings to keeping your team in the loop with frequent, relevant updates. Ask people to share their worst case and best case scenarios for the future. Listen to their concerns and fears, and find out what their priorities are. All of these insights will be essential for the next stage...

REACT AND ADAPT

It's not enough simply to reassure your team. At the same time, you've got to start charting a new course onwards and upwards.

While major changes can produce challenges that seem insurmountable, what they actually create are a ripple effect of smaller obstacles (not to mention a few opportunities). So take a deep breath and tackle one thing at a time. React to challenges, and learn from these experiences to adapt your approach going forward. If you can't create a perfect

solution, create an imperfect one. The route to success is rarely linear; sometimes you have to take detours, but the important thing is that you keep moving forwards.

KEEP AN EYE ON THE HORIZON

A good leader can respond to challenges. A great leader can pre-empt them. A navigator should be able to scan the distance for warning signs and know which way the wind is blowing. While no one can expect you to know exactly what is going to happen, over time, you'll develop a form of creative intelligence that enables you to recognise potential storms on the horizon, and to take the necessary evasive or defensive action.

The result? An organisation that's resilient in the face of uncertainty.

So there you have it: Five principles for leading during unpredictable times. By employing these techniques, you'll be better equipped to weather the storms that lie ahead. And, more importantly, you'll be better positioned to provide your teams with the high-level strategic direction they need in these difficult times.

By Maynard Leigh Associates, featured in Fresh Business Thinking on 17th August 2016.





COMMUNICATION

LEADERSHIP

TEAMS

COURSE MENU

Detailed information about our learning and development courses, what's on and why you might consider attending.



BOARDROOM PRESENCE

AVAILABLE AS AN OPEN WORKSHOP

Whether it is because you've been promoted, and therefore attend regular board meetings, or are asked to attend occasionally because you have a particular expertise. Or you could be returning to the board after a career break, either way you need to make a lasting impact. The same goes for building client relationships at board level - you will need to present yourself with gravitas and authority.

COURSE DETAILS:

This one day workshop allows you to develop your presentation and communication skills so that you make a favourable impression on other senior executives.

“GREAT STRUCTURE, PACE, ENERGY, FEEDBACK OPPORTUNITIES AND PRACTISE.”

Juliette Packham - SA Partners

LEARN TO:

- Use your authentic leadership style
- Clarify the impact you want to have
- Be alert to what's going on around you
- Impress and establish credibility

FEEL:

- Confident to walk into a room full of senior executives
- Connected to your own integrity
- An equal with those around you

BE MORE ABLE TO:

- Influence at the highest level
- Build relationships with senior people
- Express your opinions and points of view
- Convey gravitas and natural authority

1 day - Maximum 6 participants



AVAILABLE AS AN OPEN WORKSHOP

ENGAGE & INSPIRE

A Communication Masterclass

We spend more time during our day communicating than any other activity, and the higher up the organisation we operate, the more true this becomes. Yet so often our conversations are unsatisfactory, misunderstood or highly charged.

COURSE DETAILS:

This two day breakthrough course uncovers the principles of how to communicate powerfully in order to get people to engage, and to create the results we want in the world around us. It will leave participants feeling inspired, energised and ready to create an impact via your spoken word.

TARGET AUDIENCE:

This course is suitable for middle-to upper-management positions, but typically for those who have not yet achieved the title of Managing Director.

LEARN TO:

- Communicate dynamically and persuasively
- Deliver their message with impact and authority
- Build influential relationships
- Assert themselves and convey status
- Apply practical principles to all communications

FEEL:

- Ready to convey both confidence and conviction
- Encouraged to make their communications count
- Clearer on what works well for them as communicators
- More empowered about obtaining what they want
- Emotionally 'in-tune' with your message and the people receiving it

BE MORE ABLE TO:

- Communicate more purposefully and to greater effect
- Make all communications impactful and inspiring
- Gain and hold attention
- Create chemistry and rapport
- Adjust communication to suit different cultures

2 days - Maximum 10 participants



PERSONAL IMPACT

AVAILABLE AS AN OPEN WORKSHOP

This one-day workshop is about how to approach and conduct informal presentations and encounters - to make sure that you establish a productive working relationship, get your message across with impact and make a positive lasting impression.

COURSE DETAILS:

How you enter a room, come across, shake hands, dress or express yourself can significantly affect whether you influence or convince others. It's even more important to make a lasting impression by getting your message across and creating the right personal chemistry with the audience.

The course builds internal confidence to tackle situations such as selling products or services to individuals, chairing and participating in meetings, interviews, appraisals and briefings, as well as business social functions.

TARGET AUDIENCE:

Ideal for anyone needing to practise and develop their effectiveness in informal, small groups, and one-to-one situations.

LEARN TO:

- Assess the effects of personal appearance
- Use and be more aware of body language
- Understand how best to use their own communication style
- Clarify and deliver their message
- End encounters positively

FEEL:

- Better equipped to handle small group situations
- More alert to what happens in a small group
- Ready to convey both confidence and conviction
- More sensitive to others and their communication needs

BE MORE ABLE TO:

- Convey quality in their personal message
- Give effective briefings
- Chair and participate in meetings
- Deal with business and social occasions
- Create personal chemistry and rapport

1 day - Maximum 6 participants

To book your place or for more details about in-house options please contact info@maynardleigh.co.uk

AVAILABLE AS AN OPEN WORKSHOP

PRESENTING WITH PRESENCE

Transform your presentation skills and make the impact you deserve. Whether it's presenting, pitching or public speaking - this is the world's most impactful and outstanding two-day experience. Using challenging and enjoyable training methods adapted for business from the theatre, we focus on each person's unique presenting style.

COURSE DETAILS:

By building confidence we enable people to express their natural creativity and enthusiasm. There is continual professional feedback, along with constant practice in presenting with energy and conviction. This is a powerful experience that can radically change how people express themselves.

TARGET AUDIENCE:

Ideal for those giving stand-up presentations, pitches, conferences, briefings and for other formal speaking situations.

LEARN TO:

- Find their unique presenting style
- Express themselves with confidence and conviction
- Prepare physically and vocally
- Structure creative and memorable presentations
- Field hostile questions

FEEL:

- More confident about presenting
- Better equipped to handle stage fright and nerves
- Excited about presenting even perhaps looking forward to it
- Ready to give their best

BE MORE ABLE TO:

- Prepare under pressure
- Improvise and 'think on their feet'
- Extend their range of expression
- Communicate with passion
- Inspire and influence the audience

2 - days (for In-House options, a follow-up third day is recommended three to six months later)

Maximum 8 participants



DRAMATIC SHIFT



This is a total shake-up, wake-up and creative challenge for leaders, individuals and teams. Especially for those who are committed to producing inspirational performance. Anyone who is determined to be successful constantly need to work creatively to understand and realise their own potential. This masterclass is a rare and demanding way of exploring limits in a safe, yet challenging environment.

TARGET AUDIENCE:

Ideal for leaders, supervisors, managers, whole teams and individuals who hunger for the ultimate personal development challenge, and those who want to inspire themselves and others. We can also provide a modified version of this programme as an event for an intact team.

“ABSOLUTELY LOVED IT!”

Jonathan Smith-Wesson
- *Birchwood Price Tools*

LEARN TO:

- Release their untapped creativity
- Create innovative solutions to work through problems
- Tap into the benefits of networking and support
- Give and receive insightful feedback
- Enliven their working life

FEEL:

- More comfortable in expressing passion
- Confident to take centre-stage
- Refreshed and alive
- Bigger, bolder and better

BE MORE ABLE TO:

- Inspire themselves and others
- Create better team working
- Take productive risks
- Have compelling conversations
- Sell smarter and more effectively

2 days and an evening (although it is possible to provide the workshop in only 2 days if it is in-house, preferably with an existing team)

Maximum 16 participants



FREE the Talent!

Coaching and Engagement for High Performance, a report commissioned by the Department of Business, Innovation and Skills, shows the unarguable link between employee engagement and performance at work; Organisations with high engagement can outperform others by 20%.

COURSE DETAILS:

To cultivate that engagement and turn it in to High Performance today's successful leaders have learnt to be people-focused and know how to unlock individual's potential. Because they understand people and their motivation they no longer rely on the traditional 'command and control' style for getting things done. Thus every manager, leader or supervisor has to be a master of coaching skills, as do technical experts, and internal or external consultants.

This event provides the tools, expertise and creative stimulus to make your coaching and engagement productive. It's highly experiential, using a wide range of methods with lots of practice and feedback so you can build a clear sense of your own personal style.

TARGET AUDIENCE:

Ideal for leaders, managers, executives, team leaders, supervisors, consultants and those who achieve results through others.

LEARN TO:

- Link between engagement and successful performance
- Recognise potential in others and develop it
- Find the four essential elements for talent engagement
- Use feedback to improve performance
- Apply coaching models in meaningful ways

FEEL:

- Greater confidence to use a wide range of leadership styles
- Ready to increase talent engagement in your workplace
- Assured in balancing structure and flexibility in your coaching
- More capable of handling difficult situations with clarity and focus

BE MORE ABLE TO:

- Involve and empower their people
- Coach for exceptional performance
- Use coaching as an everyday management tool
- Offer challenging or negative feedback in a constructive way

2 days (with a recommended follow-up third day, about a month later)

Maximum 12 Participants



AVAILABLE AS AN OPEN WORKSHOP

LEADERSHIP IMPACT

An Executive Level
Communication
Masterclass

The course package includes access to: an online 360° profile tool, pre and post-course 1-2-1 executive coaching sessions to support the masterclass, a copy of our 'Leading the Way' book and a pack of our 'Do It Now' weekly action cards.

Leadership is increasingly about the ability to inspire others. To achieve this, leaders need to be expert communicators, using every encounter to impact positively on their people.

COURSE DETAILS:

This two-day, breakthrough event, explores the arena of inspiration and how leaders develop brilliant ways of communicating in order to engage, motivate, and excite others.

TARGET AUDIENCE:

Leaders at the top of their organisation who want to produce inspirational results by being bold not bland.

DISCOVER HOW TO:

- Lead with impact
- Engage people's hearts as well as their minds
- Communicate inspiration

CONNECT WITH THEIR:

- Authentic power and gravitas
- Confidence and passion
- Capacity to create productive partnerships

BE MORE ABLE TO:

- Talk in a way that provokes action and gets results
- Lead people through change
- Adapt styles to energise a wide range of audiences

2 days - Maximum 10 participants

"Exceeded all expectations – simply outstanding. Thank you – you have changed my life"

Colin McIntyre
Waitrose Farm

"Thank you for an innovative, informative and transformational two days"

Lavina Reindorp
Markit

"Brilliant eye-opener. I know more about me than I ever thought I'd know!"

Kelly Cooper
Right Management

To book your place or for more details about in-house options please contact info@maynardleigh.co.uk

"My Personal Experience on Leadership Impact"

"If you can fill the unforgiving minute with sixty seconds worth of distance run....."

What is it that makes it possible to fill that unforgiving minute? Knowledge, skills, confidence a genuine belief in yourself and what you do? Or an intricate combination of all these and more?

I attended Maynard Leigh's two day Leadership Impact course with the clear aim of gaining more knowledge and skills to lead my team of staff spread across the UK better; I also wanted to feel more at ease when talking to audiences. On the first morning, I felt lucky that the group had very quickly opened up and engaged with each other - but then I wondered was it luck? Or was it that Maynard Leigh attracts people who want to learn and improve?

By the end of the two day workshop I was firmly of the view that there would not be a group of people anywhere who would not engage fully with the Leadership Impact course and that Maynard Leigh's value set was one that would withstand even the most rigorous scrutiny.

I have always found immersive learning to be the most effective for me; I can genuinely say that the Leadership Impact session on the first afternoon was one of the most emotionally powerful, immersive experiences I have ever had - and I only stood up to recite 'If' by Rudyard Kipling!!

I tried techniques that I have never even considered before, I did things that I had always done, but from a completely different perspective. That kind of experience stays with you; it endures. Not just the techniques and thoughts, which in themselves are as robust as they are simple, but the feelings and the confidence.

So often day two of a course cannot replicate the experience of day one, particularly after such a powerful experience. However Nigel Hughes, the course leader, has such an effective style and skill that it meant day two built very effectively on day one. If the two days had been the unforgiving minute, Maynard Leigh



"That kind of experience stays with you; it endures"

had empowered me to fill them with a very valuable sixty seconds worth of distance run.

It has now been four months since the Leadership Impact course. I still use the techniques that Nigel taught us - because I find they work and add real value to the way in which I approach all that I do as a leader. Be that in gaining clarity of thought in preparing for the challenges of the day ahead, or in focusing myself in the middle of the rollercoaster ride that most days seem to be.

There is a wonderful German word 'fingerspitzengefühl' which literally means the feeling at the end of your fingers - but it is used by Germans to encapsulate instinct, knowledge, passion and gut feeling. The better your fingerspitzengefühl the better you can lead and inspire. Be warned - that if my experience is anything to go by, spending time with Maynard Leigh will certainly improve your fingerspitzengefühl and will help you fill your own minute with sixty seconds worth of distance run.



During the event, each participant practises leadership by producing and implementing a change idea that will add value to their organisation.

It is a challenging workshop for leaders who want to inspire excellence in their organisations. It uses ideas from the theatre and the performing arts and explores the sort of leadership needed for the 21st century. It is action-focused and encourages people to produce exceptional results by inspiring themselves and others.

TARGET AUDIENCE:

Ideal for leaders with some experience who are committed to developing their skills to an inspirational level of performance, and who want to practise in a safe, encouraging rehearsal space.

LEARN TO:

- Differentiate between management and leadership
- Use the essential elements of vital leadership
- Develop authority and gravitas
- Envision and communicate change ideas to others

FEEL:

- Inspired to lead in a more exciting way
- Sensitive to others and challenged to take people with them
- Clearer on what works well for them as leaders
- Excited about unlocking others potential
- Personally responsible for making things happen

BE MORE ABLE TO:

- Inspire people to produce outstanding performance
- Involve others in their vision
- Take risks and learn from experiences
- Successfully implement a change idea
- Invent appropriate processes and solutions to give the company a competitive edge

2 days - Maximum 14 Participants

A RADICAL NEW APPROACH TO MANAGEMENT AND LEADERSHIP IN THE 21ST CENTURY.

Leaders need to add value wherever they are and produce outstanding performance in rapidly changing and complex times. They need to inspire excellence in their people and in their organisations. Maynard Leigh's approach to leadership development is renowned for the impact it makes on individuals and the organisations they lead.



ACE TEAMS



What makes an outstanding team deliver exceptional performance? The ACE team concept is based on research of high-performing teams both in the performing arts and in business. These ideas are fully explored in our book 'ACE Teams – creating star performance in business' and is backed up by a web-based assessment tool where a team can produce a profile indicating its effectiveness.

COURSE DETAILS:

The content of the workshop draws heavily on the way theatre teams work. These teams often come together for a short period of time, they need to gel instantly and produce outstanding performance in a matter of weeks.

- The workshops come in various forms and are tailored to your needs.
- If it is for an intact team, then we recommend using the online assessment profile tool as a starting point.
- The course can also be for groups of individuals who want to explore team working as a more generic skill.

LEARN TO:

- See the difference between a group and a team
- Make a really exceptional team
- Establish effective team working
- Add value to team working

FEEL:

- What it's like to be part of a team
- Confident to add value to others in a team
- Enthusiastic about team working

BE MORE ABLE TO:

- Work collaboratively with colleagues
- Produce exceptional results as a team
- Embody team values
- Creatively solve problems
- Support others to perform outstandingly

1 or 2 days - Maximum 15 participants



DYNAMIC MEETINGS



A meeting has been defined as a group of people who keep minutes but waste hours! Yet, it doesn't have to be that way. Meetings are a rare opportunity for a group of people to get together and produce 'more than the sum of their parts'. There can be an exciting process where there is indeed a meeting of minds and even hearts.

COURSE DETAILS:

This event explores best-practice in preparing for and running outstanding meetings. It allows participants to discover a treasure chest of good ideas to transform a pedestrian meeting into a dynamic one.

TARGET AUDIENCE:

Ideal for all people who chair or organise meetings.

**“EXCELLENT, IT FLOWED
AND, WHILST CHALLENGING,
ENGAGED US ALL DAY”**

Peter Grierson - BSS

LEARN TO:

- Make meetings creative, dynamic and productive - so that they add value
- Understand the balance between task and process
- Apply basic principles behind the creation of effective meetings

FEEL:

- More confident about chairing meetings
- Energised with new ideas and actions to try out
- Confident about leading others

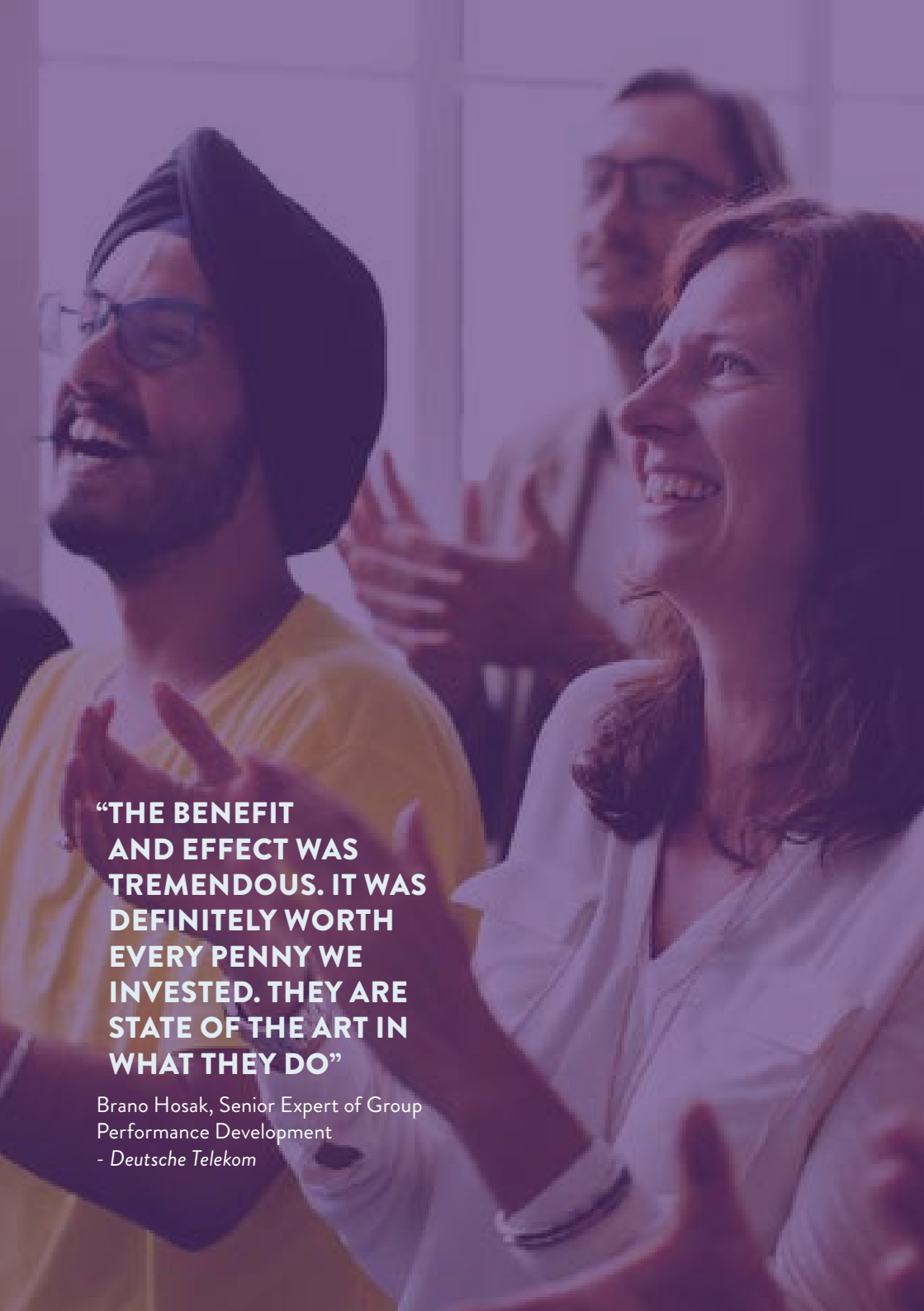
BE MORE ABLE TO:

- Take part in, organise and run meetings effectively
- Contribute to meetings in a creative way
- Make decisions effectively
- Produce commitment to action from others in a meeting

1 day

Minimum 6 Participants

Maximum 12 Participants



“THE BENEFIT AND EFFECT WAS TREMENDOUS. IT WAS DEFINITELY WORTH EVERY PENNY WE INVESTED. THEY ARE STATE OF THE ART IN WHAT THEY DO”

Brano Hosak, Senior Expert of Group Performance Development
- Deutsche Telekom

Customers are no longer satisfied with merely competent service. These days, many companies talk about ‘exceeding customer satisfaction’ and ‘delighting their customers’. Words are cheap, however, the real challenge is to deliver such high expectations.

COURSE DETAILS:

The STAR Service workshops produce the sort of behavioural change needed to really provide outstanding customer performance. It focuses on customer need and uses ideas from the theatre to ensure that every encounter has the potential of providing a positive experience for the ‘audience’. By the time the event is over, everyone has the chance of being a star performer.

TARGET AUDIENCE:

This event is designed for all people who interact with customers (both internal and external) and wish to provide outstanding service. These might be retail outlets, call centres, service providers, help-desks, sales staff, or departments within companies.

LEARN TO:

- Identify and practise the key elements of outstanding customer service
- Understand the dynamic of building productive customer relationships
- Build more open and responsive customer relationships

FEEL:

- Pride in meeting and exceeding customer need
- Confident to fully express their personality
- Committed to go that extra mile in order to delight customers

BE MORE ABLE TO:

- Recognise customer need
- Take responsibility for solving a customer’s problem
- Provide positive experiences for customers
- Develop lasting loyalty from customers

1 or 2 days

Maximum 12 participants, or large group events up to 20



THE PRODUCERS

When a team comes together, they need to start a collaborative process that will ensure they will perform outstandingly. This programme uses principles from the performing arts where teams have to reach this level of performance in a concentrated period. It reflects the pressures of creative production in times of tight deadlines.

COURSE DETAILS:

The Producers is a highly interactive, enjoyable experience over two days in which people make and take part in producing a short play or film.

TARGET AUDIENCE:

The event is designed for an existing team who want to make a shift in their ability to collaborate effectively or a brand new team early in its formation.

LEARN TO:

- How to achieve together
- Collaborative behaviours
- What makes a team work
- How to involve everybody's strengths
- To build commitment to the teams goals

FEEL:

- Creative, energised and productive
- Inspired to work collaboratively rather than in a silo
- Committed to the teams vision and values

BE MORE ABLE TO:

- Develop trust and interdependence
- Have visionary leadership
- Promote innovation
- Deal with conflict while staying on track
- Work across boundaries

The play is then performed in front of an invited audience, ideally in a professional theatre in the West End. Or the short film is shown to the company.

The number of days and participants will be agreed during the initial consultation.

TECHNIQUES THAT ENABLE TEAMS TO DELIVER OUTSTANDING RESULTS.

Outstanding teams deliver exceptional performance. We use techniques taken from the performance arts where teams have to gel quickly, become more than the sum of their parts, and deliver extraordinary performance.

All teams have that potential.



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