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WHAT'S THE POINT OF

YOU?

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...AND, WHAT'S YOUR POINT OF VIEW?



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“[I] REALLY LEARNT A LOT ABOUT MYSELF IN A SAFE ENVIRONMENT, THE BEST THING WAS ALL THE ENCOURAGEMENT, FEELING OF SAFETY AND REALLY RELEVANT CONTENT.”

Debbie Hammond,
Business Development Exec, Travis Perkins

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MAYNARD LEIGH COURSES FOR:



WHAT'S THE POINT OF YOU? - AND WHAT'S YOUR POINT OF VIEW?

*Maynard Leigh's CEO, Stuart MacKenzie,
explores these questions.*



These are two vital questions that all Leaders should be able to answer, these days particularly.

WHY ARE THESE QUESTIONS IMPORTANT? AND WHY NOW?

We are living in a Trust Recession. The majority of people's trust in strategic institutions - business, government, and media - has deteriorated in a way not seen before. Research shows the reduction of trust across the board and points toward the general population's suspicion that the overall system is not working for them, fuelling concerns about their place in society and their economic prospects. People's perception is that the political classes have failed to act with integrity and credibility.

WHY DOES LOW TRUST MATTER IN BUSINESS?

A crisis of trust is a crisis of leadership. Trust is not a soft issue; it is the hard centre at the heart of employee engagement, improved performance, and talent retention.

Recent discoveries from Neuroscience (Paul J Zak, Harvard Business Review) show the link between trust and

engagement. Respondents whose companies were in the top quartile for trust indicated they:

- Had 106% more energy
- Were 60% more engaged at work
- Managed to be 50% more productive
- Were 50% more loyal
- 88% More likely to recommend their company
- Enjoyed their jobs 60% more
- Were 70% more aligned with their companies' purpose
- Felt 66% closer to their colleagues

There cannot be a leader who would not like to secure this kind of uplift in the culture and performance of their organisation. As Peter Drucker said, 'Culture eats strategy for breakfast.' When people's faith in strategists and their strategies is low, commitment, alignment, and performance all suffer. The engine of value creation in any organisation does not run efficiently without the central component of a culture of trust. And the ability to create that trust is an attribute of leadership character that needs to be developed urgently by many at the top of our institutions. The solution is a new kind of leadership built on a

foundation of vulnerability, character and meaningful purpose.

The research from Professor Zak mirrors findings elsewhere that indicate improvement in organisational performance is directly linked to the levels of engagement experienced by an organisation's talent. For example, the government sponsored report 'Engaging for Success' by David Macleod and Nita Clarke presents compelling evidence that engagement is the key to better productivity.

And yet, organisations and leaders are failing to act on this information; they seem to be sticking their heads in the sand and looking the other way, if it is possible to do both of those things at the same time – some people will do anything to avoid looking at reality.

MIND THE GAP

Why are senior teams failing to build trust and increase engagement? It can't just be that they haven't heard about the issues or that they doubt engagement works. Why would they ignore the implications and not gear up to take advantage of the leverage they could gain?

Firstly, there is the recurring problem that leaders revert to their default settings when they hit tough times. As anxiety increases and the pressure is on, 'command and control' return as the weapon of choice - and trust and engagement decline even further.

To rebuild trust and restore faith in the organisation, leaders need to reimagine their traditional roles and work toward a new, more integrated operating model that puts people at the centre of everything they do.

Secondly, most leaders don't know how to build trust. Senior management have developed their commercial muscles down at the MBA gym – strategy, operations, and acumen are all buffed and defined; their vanity determining that they work on the most visible aspect of their physique. Many leaders have a limiting belief that trust and engagement are 'not things that you can work on directly'. They do not understand the mechanisms that work to strengthen these 'muscles'. It's more complex than just picking up weights.

And since the elements of Trust and Engagement are not immediately visible, they are not valued; they don't show up on a P&L sheet (in the short term), so they are not as important to a first impression as some other aspects that create an initial impact. So, to the narcissistic leader, they are not as prized.

TRUST IN THEATRE

Where can leaders find help in developing Where can leaders find help in developing the 'trust muscles'? Nowadays, the business world is taking the arts much more seriously and is waking up to their unique contribution. For instance, Google is hiring arts majors because they want a new kind of thinking; people who think for themselves.

For every team of actors about to put on an innovative show in front of a thousand new customers, the endeavour is fraught with profound risk, imminent exposure, and potential failure. Thus, during rehearsals, they practise collaborative processes that develop trust and teamwork and help them engage audiences through ensemble work.

“YOU NEED TO BUILD A CULTURE THAT HELPS PEOPLE VOICE THEIR OPINIONS WHEN THEY SEE SOMETHING WRONG...”

Trust isn't made and can't be bought; it is neither an obligation of an employee nor the entitlement of a position of authority. And leaders who are relying solely on the currency of loyalty, whether theatre directors or CEOs of banks, are heading for an inevitable disappointment from a millennial generation who have seen how loyalty has been abused by the majority of institutions in society.

Trust, like fear, is invisible; it can be difficult for leaders to know which of the two are operating in the organisation. Leaders need to get people to speak up and speak out. You need to build a culture that helps people voice their opinions when they see something wrong, feel uncertain, have a crazy idea that might solve a problem, or when they feel trust is broken. In the arts, time is spent in rehearsals, creating the circumstances of trust by building strong relationships, getting people to understand each other, and taking risks together.

Trust requires honesty, vulnerability and transparency from leaders. However, in the world of the iron-clad leader, honesty and transparency are things to be feared. Such leaders fear that full disclosure is the can opener that sets

the worms free, rather than the sunlight that helps things grow.

On the other hand, theatre directors lead with a vulnerability. They tell the truth, sharing their doubts or fears, asking for help when they don't know what to do next. Without that openness, trust breaks down. If you are unable to tell your truth in any circumstance, you obfuscate, which will infantilise and disrespect those you lead. The best stage directors have learned the skill of trusting their teams, trusting the process, trusting the muse, and leading from the centre; not from the front.

Trust is difficult to engender and, when broken, it is twice as difficult to regain. Trust can easily be fractured unintentionally. The smallest of actions can build or destroy trust. We need to know, not just how to build trust, but, more importantly, how to repair it.

VIDI

For the last 10 years, at Maynard Leigh, we have been using a framework for developing a culture of trust and engagement in individuals, teams, and organisations.



Our work in helping companies affect people's behaviour suggests that the four pillars of 'engagement' are ensuring that your people feel valued, involved, developed, and inspired. We use the acronym VIDI.

When people feel **valued**, for who they are, what they believe, and what they contribute to the company, they are more willing to fully engage in the enterprise. They need to know that their individuality counts and what matters to them is that they are respected. The building of respectful, healthy relationships is a vital accelerant of trust. Through both their words and actions, leaders need to model a level of humanity and consistency. And they need to uncover those qualities in their people.

If people are **involved**, actively and early, they will feel informed and that they are part of something. This sense of belonging increases the willingness to trust and lowers the threat response. Neuroscience shows us that, when change is happening, the brain will have an instant sense of danger. The threat response is unconscious initially and can close down a person's engagement. Involvement in the process will alleviate the threat, increase trust, and build engagement.

As children, we can't help but **develop**. And there is no reason why this should stop the moment we hit adulthood. Growing and developing skills are natural human drives. To learn, to mature, and to extend oneself is evolutionary. A focus on development is a powerful way of demonstrating a commitment to people and engaging them.

Constant review, coaching, and feedback allows people to know how

they are doing, and that they are an important part of the future. Providing development also demonstrates an investment in people and a commitment to unlocking their potential and increasing their employability.

The fourth element of VIDI is **inspired**, and this is where we return to the two questions leaders need to be able to answer. 'What's the point of you?' and 'What's your point of view?'

The answer to the question 'What's the point of you?' reveals what value you add. Who you are makes a difference. If it doesn't, then someone else should be the leader. Your individuality and character are distinctive. Leadership is an act of authorship. When leaders are clear on their contribution and how they add value, employees are able to choose to engage and support. And it also encourages employees to bring more of themselves to work.

The response to the question 'What's your point of view?' builds on the first question. It reveals your perspective on the world and what matters to you. It shows where you are willing to take a stand - your principles, opinions, and moral code.

The combination of the two questions (what value you add, and what values you offer), when the answers are aligned, reveals your purpose and what you find meaningful. And producing meaning is like a magnet, it draws people toward it.

When leaders are clear about the purpose of their work, articulate it, and act in support of that purpose, people are able to connect to the importance of what they are doing, are more willing to trust and to commit their discretionary effort.

TRUST BETWEEN ORGANISATIONS

DAVID ARCHER

Today's business world is full of situations where you can only achieve the results you are responsible for by trusting people in another organisation to play their part to the full. And the news is full of examples, from 'bed blocking' in hospitals to delays caused by 'engineering works' on the railways, which show how quickly problems escalate when this breaks down.

I spend my professional life advising leaders in organisations that have to work together in partnerships, alliances, or other interconnected systems, and much of that time is working in situations where this trust has broken down and emotions are running high. It may seem paradoxical, but my first response is often to get people to stop talking about trust at all – and to start asking questions about actions and their consequences. As someone put it at a recent workshop, it seems that when we talk trust there are more questions than answers – I agreed at the time but it took a while for the full impact of their remark to sink in...

INTER-ORGANISATIONAL TRUST IS DIFFERENT TO INTER-PERSONAL TRUST

In human relationships, we use the language of trust when we talk about personal loyalty, of people caring for each other in sickness and in health, and always looking after a friend's best interests. But in relationships between organisations, the people at the interfaces face the challenges of wearing two hats – they have loyalties to their own organisation (their employer) and they have loyalties towards their partner organisation (or customer). Now, of course, you'd want these to be beautifully aligned, but in my experience, this alignment is never perfect – priorities and incentives change over time and that always creates points of tension or conflict. Successful, mature, business relationships recognise and handle these conflicts. But, at times, that means people choosing to prioritise the needs of their own organisation and helping their partners to understand and accept those needs, without destroying the basis of their relationship for the future.



WHY ACTIONS MATTER MORE THAN WORDS

In these tricky situations, what do we look for in a partner? It's worth laying it out in a bit more detail. Do you want them to:

- Always do what they say they will do and keep their promises – Be Reliable
- Just 'do the right thing, and do the thing right' – Show Competence
- Act in the best long-term interests of the relationship, even when this is at some cost to themselves – Be Collaborative
- Do as you would do yourself, acting on your behalf, taking selfless decisions that look after your interests – Demonstrate Altruism... or even Mind Reading?

Faced with this list, most groups of business partners tick off the first two points quickly as desirable and achievable characteristics, and then get into a debate about the third. That is already the start of a more productive conversation. Instead of talking about the black and white absolute of whether I can or cannot

trust you, we are exploring questions about what demonstrates reliability and competence across the relationship. And if there have been examples of these being found wanting, how can each party commit to making changes and be judged on specific actions?

The debate about collaboration, then, often boils down to questions of incentives and timescales. In the long run, we and our partners usually do want to act for our mutual interests and so achieve the joint objectives/vision we all signed up to. But, in the short-term, we also want our partners to recognise where local incentives or external pressures can drive us to act in different, partial ways. And to forgive us our trespasses!

AND WHY DESIRED ACTIONS DIFFER ALONG THE COLLABORATION SPECTRUM

Socia Essentials of Collaboration Pt 1 – from Collaborative Leadership (Routledge 2013)

The nature of the collaboration will play a part in this short-term/long-term debate. At one end of the spectrum, if your relationship is essentially 'transactional' – where one

party specifies a product or a service and the other delivers it (with some verifiable measures of time/cost/quality), then the first of the criteria, Reliability, really comes to the fore. By contrast, if you are at the other end of the spectrum and you are aiming for a close 'symbiotic' relationship – where the future is unpredictable and, to thrive, both parties must act together to create innovative solutions that take account of the needs of all, then you need reliability, competence, collaborative behaviour – and, yes, perhaps even some mind reading!

The best academic research I've read on this topic is by Elinor Ostrom in her books *Governing the Commons: The Evolution of Institutions for Collective Action* (Canto Classics 2015) and *Trust and Reciprocity: Interdisciplinary Lessons from Experimental Research* (Russell Sage 2005).

In her experiments and field work with long-standing collaborative communities, she talks about how people develop a 'theory of mind' which enables them to make predictions about the intentions of others and test these by experiments in 'bounded reciprocity'. Which could be summarised as, 'I'll try giving a little bit of something I think they value (without risking too much myself) and see how they respond'. Over time, these many reciprocal interactions develop a shared body of 'common knowledge' on how all parties can be reliably expected to act (for good or ill) in a sustainable community. This common knowledge then forms a foundation for building the shared controls and sanctions necessary for long-term collaboration.

SUSTAINABLE RELATIONSHIPS – BOUNDED RISKS AND COMMON KNOWLEDGE

I wonder whether similar foundations can be built for sustainable business-to-business relationships. For organisations that need to work together for the long term, can leaders construct a series of low-risk interactions (call them pilot projects if you will) where they can test responses to various real-life dilemmas? Situations where the interests of the individual organisation and the joint enterprise are likely to be thrown into tension. If the learning from these pilots can be shared honestly and openly, then this knowledge can form the basis of relationships which can sustain the questioning of more strategic challenges that may lie ahead.

....So, coming back to that phrase worming its way through my brain, there are more questions than answers. I'd left the workshop and was at the tube station before my musical brain had caught up with where it came from – Johnny Nash, on his 'I Can See Clearly Now' album, I think. And I had reached Oxford Circus before I'd hummed my way through to the end of the second verse and hit the real message of the song...

"Oh, there are more questions than answers –

what should we take – how much should we give?"

Not a bad summary really.

David Archer is a founding Partner of Socia – a specialist consultancy which advises leaders on collaboration strategies – he is the co-author of the book *Collaborative Leadership* and is a member of the University of Westminster Business School and Maynard Leigh's Advisory Boards.

FIVE POWERFUL WAYS WOMEN CAN INCREASE THEIR IMPACT IN THE BOARDROOM

ABI ENIOLA AND DEBORAH APPLEBY

Studies show the majority of women believe confidence is key to effective leadership, but it's something they struggle with themselves throughout their careers. In this article, it is important to explore some of the ways that all leaders - but especially women, can drop the mask and, in doing so, enhance their presence at senior levels.



1 DISCOVER YOUR AUTHENTIC LEADERSHIP STYLE

One trait that most effective leaders share is that they are true to themselves at all times. They lead in their own style, consistent with their own personality. The key to developing your authentic leadership style is to first take a look at your own values and personal history. A voice in which people can hear the truth is one that will most likely lead to transformational leadership.

What are the key events that have moulded who you are today? What lessons have you learnt on your journey? What shapes who you are? Perhaps you are a mother, partner, business owner or experienced career woman. Whatever your background and experience is, make no apologies for it, and turn it to your advantage. By taking your true self as a starting point, you can then learn how to apply your inner strengths to develop your most effective leadership style.

2 OWN YOUR EMOTIONAL INTELLIGENCE AND CLARIFY THE IMPACT YOU WANT TO HAVE IN THE BOARDROOM

We are living in times of transformational leadership, where emotional intelligence, being aware of emotional cues, having



empathy, support and integrity are increasingly important. Being confident and clear in your own mind about what you want to achieve will help your natural, authentic leadership style to flow. Once you understand who you are, the next stage is to be clear in your mind about exactly what you want to achieve.

3 BE ALERT TO WHAT'S GOING ON AROUND YOU

Once you have developed your core style and intentions, it's time to bring it into the here and now. Leaders do not operate in a vacuum. If you open your eyes to the fact that, just like you, everyone has their own style, their own history, their own motivations, you will be able to confidently walk into a room full of senior executives and know that you are the equal of those around you. This approach can help when it comes to delivering your message, influencing at the highest level, and building relationships with senior people.

4 IMPRESS AND ESTABLISH CREDIBILITY

It is not the loudest voice that wins credibility. Credibility grows from having a clear set of goals and an understanding of the environment in which you operate. A voice in which people can hear the truth is one that will most likely lead to transformational leadership.

5 AND REMEMBER...

As more women come to understand themselves and to learn that authentic self-femininity is its own strength, then perhaps the women of today will embrace their leadership qualities, giving future women of the 21st century as many natural female role models as today's men have.

TRUST &



WRITTEN BY DEIRDRE MOSS

When the financial crisis washed over the western world we got used to reading about breaches of trust. How our institutions had let us down. How our leaders could not be trusted. Nearly a decade later trust in our leaders is still low.

The 2017 Edelman Trust Barometer reveals the largest drop ever in trust across the institutions of government, business, media, and NGOs. "We are experiencing a total collapse in trust in the institutions that shape our society. Trust in the UK is at a historic low at 29%". In businesses across the UK and US, trust and employee engagement seem to be the two challenges leaders are battling with most.

Pick up any leadership survey and these two topics are seen as top priorities. The Deloitte Human Capital trends survey of 2016 reveals that, out of 7000 business

ENGAGEMENT



leaders surveyed, 85% said employee engagement was very important but, interestingly, less than 50% understood how to address it. The CBI Employment trends survey goes one better, showing that 73% of leaders saw improvements in productivity and performance when they invested in employee engagement initiatives.

The evidence that trust is low and employees are disengaged has been around for years. Equally, the evidence that highly engaged employees lead to a direct improvement in the bottom line is also out there. We have been talking about this for years, yet the worldwide employee engagement figure is a horrifying 13%, while the UK and US have remained static at around 30% (Gallup 2016 and CIPD 2016).

If leaders accept this is the situation and accept that improvements drive better business results, why have we not seen more positive movement in engagement

figures? In considering this, I think it is worth reflecting on how the changing employment landscape is having an impact on how leaders tackle this problem.

By 2021, wages in the UK will be lower in real terms than they were in 2008. This is the longest period without earnings growth since the Second World War. Life for many in the UK workforce will fall into the Government's "JAM" category – "just about managing" (Institute of Fiscal Studies 2016). Given uncertain times and change, it will take more than pay and benefits to keep good people.

The shift in the social contract between employer and employee seems to indicate that employees are looking out for themselves rather than giving a long-term commitment to an organisation. In the UK, 76% of full-time workers are actively seeking a new job, and the average length of time with an employer is 4.6 years. With

**“THE PERCEPTION, CLARITY
AND EFFECTIVENESS OF THE
LEADERSHIP WAS BRILLIANT!”**

Laura, LGC



TRUST & ENGAGEMENT

the combination of poor wage growth coupled with a more mobile and less loyal workforce, you start seeing the challenges facing today's leaders in recruiting, keeping, and motivating good staff.

Trust in authority is draining away and being replaced by trust in those closest to us... In a work context, this is our immediate line manager rather than the CEO. It remains a truth that people don't leave their company, they leave their manager. In the UK, it remains the single biggest reason people leave their job or stay. Understanding this dynamic, together with the lack of trust in the leaders at the top of an organisation, goes some way to understanding where the focus needs to be in order to engage staff.

In a climate of mistrust, staff are less likely to believe messages coming from leaders at the top of the organisation. Yet, if we look at where the majority of spending has been targeted to improve employee engagement, this is typically focussed at the top end of the organisation with a combination of high-profile, expensive leadership programmes and corporate communication initiatives. Though well meaning, this has often been seen by staff as corporate spin with little positive impact on their daily work life.

Turn, then, to examples of where employee engagement is working and is building trust and you see solutions that are being applied across a much wider population of the workforce. The Chartered Management Institute recently highlighted examples of good practice where the initiatives applied are driving a more engaged workforce.

“people don't leave their company, they leave their manager”

Examples include Google formalising that 20% of an employee's time must be spent doing something outside their normal work function. The goal is to encourage creativity and collaboration. Amex, who are focussing on behaviours... They don't tolerate bad behaviour even from high performers. Hyatt, who are developing every employee by allowing them to come up with their own solutions rather than follow a given management script... Listen to customers and respond. Solutions driven by all staff rather than just leaders seem key to their successful adoption.

Examples of good practice and improved employee engagement vary widely, though some common themes did come through. Keep solutions simple so all staff can engage. Trust the immediate line manager and give them more autonomy and authority to deliver solutions locally. Listen to and address feedback given by staff... Don't just see engagement as a survey!

The irony is, in the UK, against a climate of more demanding shareholders, focus on short-term profits, tighter controls and regulation, more cautious, risk-averse boards, it is harder than ever for leaders to let go and trust their managers and staff to find solutions to improve business performance.

Deirdre Moss has worked for over 25 years in financial services, specialising in Human Resources. More recently, she has worked as a non-executive director in the social housing sector and is a member of the Maynard Leigh Advisory Board.

LEADERS IN SEARCH OF TRUST

- what are the trust levers?

Written by Andrew Leigh



“Trust me, I’m your leader.”
Once this would have been a sure way to influence stakeholders, such as employees.

No longer. 45% of people now say lack of trust in leadership is the biggest issue impacting their work performance.

Over the past 16 years, there’s been a steady decline in respect for traditional authority. This has serious implications for how business leaders go about building trust.

For example, one reason the largest high-tech Indian companies have conquered global markets is their focus on ethical behaviour. This has gone down well with clients and produced high levels of employee trust.

A theme running through the strategy of many of these companies is their strong commitment to making a social contribution. Their efforts go far beyond the sort of vague corporate social responsibility commitments made elsewhere.

According to global research, CEOs around the world are not credible. Yet they themselves explain this discrepancy as being due to external factors. These include breaches of data privacy, cyber security, IT outages and disruptions.

They do not regard their own behaviour as a cause for damaging trust. For example, there’s little self-awareness amongst CEOs

of the effect created by not trusting themselves to be ethical role models.

Barbara Brooks Kimmel who is the CEO and co-founder of Trust Across America -Trust Around the World says ‘Unfortunately, when it comes to building trust, most business leaders have yet to start connecting the dots. This represents not only a lost opportunity but endangers the long-term sustainability of the organisation. Trust is not on CEO agendas, at least not in the way that will encourage and support organisational change and higher trust.’

WHAT IS TRUST?

It is the leadership weapon of the future - the ability to persuade someone over whom you have no power to collaborate with you in pursuit of a common goal.

The high cost of low trust:

DISENGAGEMENT: people put in an effort to avoid getting fired but don’t contribute their talent, creativity, energy or passion.

TURNOVER: employee turnover is hugely expensive - not only in the loss of talent, but high-performers want to be trusted and like to work in high-trust environments.

CHURN: loss of stakeholders other than employees; low trust surfaces in the marketplace, causing turnover among customers, suppliers, distributors, and investors - the cost of acquiring a new



customer versus keeping an existing one is as much as 500%.

FRAUD: flourishes

in a low-trust environment, generating dishonesty, sabotage, obstruction, deception and disruption - the cost can be huge.

BUREAUCRACY: in low-trust situations, there are cumbersome regulations, policies, procedures and processes which lead to inefficiencies and hidden costs.

“Trust is like the air we breathe, nobody really notices. But when it’s absent everybody notices.”
Warren Buffet.

The most obvious cost arising from a basic lack of trust in leaders occurs in the price paid in staff turnover. This often forgotten or ignored statistic can cause major damage to a company’s bottom line. For example, Oxford Economics and income protection providers Unum say replacing a single departing staff member can cost a company over £30,000.

Ask the average company to quantify its staff turnover, plus allied costs the answer may be a long time coming. Even assuming such data is available, expect to see a number of around 2% of the total. In the food industry though, it can reach 50 to

75%. This means, within two or three years the entire workforce may be lost and then expensively replaced. The U.S. Bureau of Labor Statistics reports the average yearly turnover in all industries is close to 32%.

The best business leaders, therefore, take an interest in what creates trust and want to find ways to build it up within their companies.

For example, the 2017 PwC supplement on business leadership found “CEO concern” for lack of trust in business during the past year had risen from 11% to 19%. And people no longer restrict their doubts to simply questioning their bosses’ benevolence, integrity and consistency. They also wonder whether these same bosses even know how to do their jobs.

The scandal at Volkswagen highlighted the gap that may exist between perception and reality when it comes to trust. The car maker’s leaders often talked about the bond between their employees and the company. Yet none spoke up to help steer the company away from disaster. The loss to reputation wiped a quarter off its share price and caused \$40 billion in fines and corrective actions.

We’re living in an age of accelerations - globalization, technological and climatic. It’s a period of great uncertainty. It leads many people to feel insecure, and hungry for leaders they can trust.

Younger employees or 'millennials' respond to these uncertainties by wanting to work for companies with integrity. They look for firms that take ethics seriously, as well as being devoted to making profits. Just as demanding are Generation Z, the 'post-millennials'. Only 6% of them trust big corporations and their leaders to do the right thing.

Trust and ethics are inter-dependent and reinforcing. You cannot have one without the other. Damaging one damages the other. So, a leader wanting to build trust must focus on setting the right tone, and acting in an ethical way - to walk the talk.

Leaders who behave ethically also produce an environment where employees are more comfortable with speaking up. This habit can help steer a company away from the rocks that could otherwise wreck its reputation, as VW and Wells Fargo found to their cost.

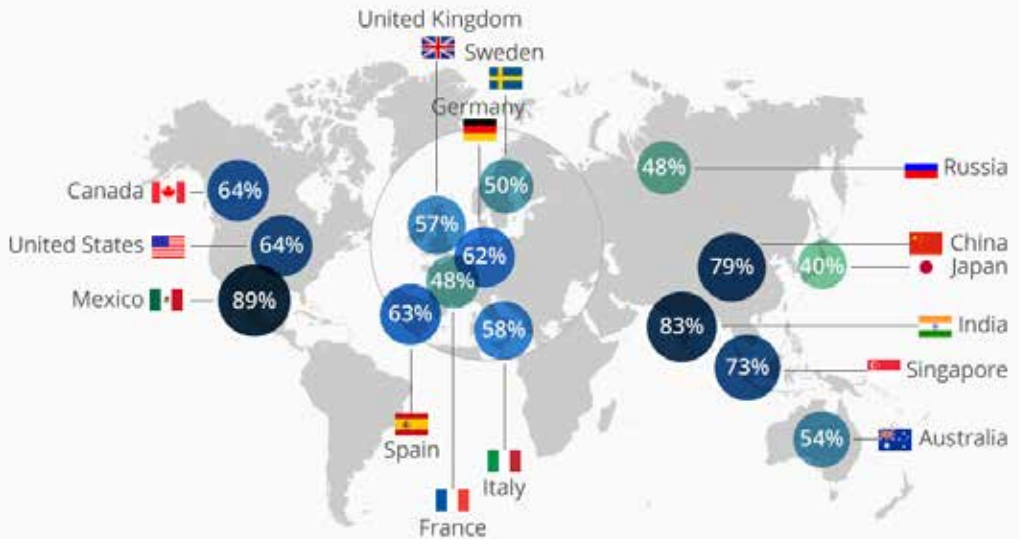
LEVERS OF TRUST

10 Levers for Leaders:

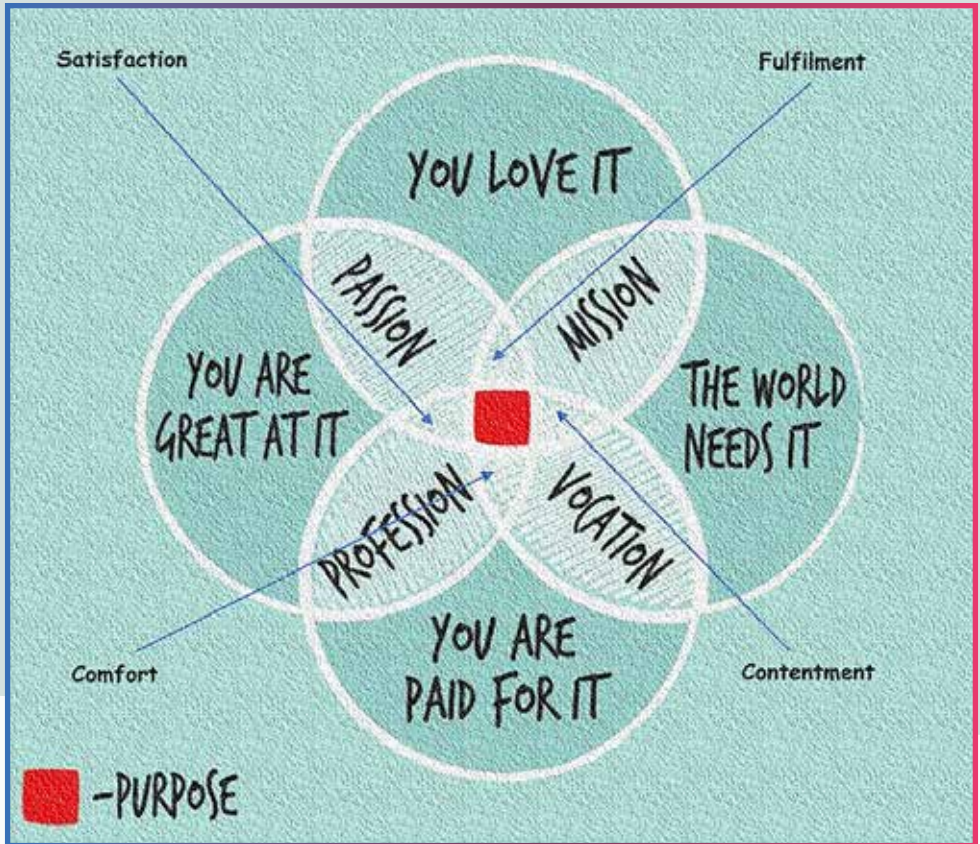
- **Treat employees well**
- **Offer high-quality products and services**
- **Listen to customers**
- **Pay the company's fair share of taxes**
- **Pursue ethical business practices**
- **Establish and maintain integrity**
- **Communicate vision and values and live them**
- **Consider all employees as equal partners**
- **Focus on shared rather than personal goals**
- **Do what's right, regardless of personal risk.**

Where Do Employees Trust Their Own Companies The Most?

Percent who trust the company they work for in selected countries*



WHAT ARE THE TRUST LEVERS?



In the search for levers to develop more trust, leaders can use at least 10 basic ways to make a difference. These are not infallible. Each leader needs to develop his or her own combination that works best for them and their company.

Of these, one of the most important is to pursue ethical business practices, such as promoting an ethical culture. Codes, compliance systems and ongoing auditing are widespread. They offer some assurance that employees know about doing what's right. Yet, in practice, they may have little real impact on culture or building trust.

Instead, ethical business leaders must identify ethical behaviour and prioritise it. In practical terms, that means regularly talking about it and making sure such practices actually happen.

What is this ethical behaviour? It is promoting and demonstrating sustainable values - ones that stand the test of time. They include honesty, humility, integrity, and mutual respect. Together, they prompt behaviours that produce trust, and healthy inter-dependencies. They inspire hope and resilience.



IN SEARCH OF MEANING & PURPOSE

The two questions “What’s the point of you?” and “What’s your point of view?” challenge us to explore how we add value through our work and what values we live our lives by.

To help clarify both questions it’s worth revealing what matters to us – what’s important and what gives meaning and purpose to our lives.

There are many ways of thinking about this. Hanninck, Bancale and Shapland have come up with this neat approach.

From it come 4 basic questions:

- What do you love doing?
- What does the world need?
- What will the world pay for?
- What are you good at?

Yet there are many other questions that warrant some time for reflection in order to clarify our personal sense of purpose:

- When have I felt most fulfilled?
- When I was a child, what did I want to be when I grew up?
- When have I been most appreciated?
- What would I like to exist in my life in the near future that isn’t present at the moment?
- What would I most like to happen in the coming year?
- How would I like to be remembered?
- What would other people like me become?
- When I look at my current situation - what is most needed?
- What do I want most of all?
- What could I do that would make the most difference to my life?
- What could I do that would make the most difference to other people’s lives?
- How would I spend a lottery win of £10 million?

These sorts of thought experiments help us clarify what matters to us and what has meaning for us - and therefore what we want to achieve in our lives.



**LIVING ON
PURPOSE**

Being great by doing good



Adi Okuyelu

Many organisations find ways to do good in the world. They have Corporate Social Responsibility schemes, fun days for charities, volunteering, swimathons, and many companies match any charitable donations that their employees make. It is often the case that these extramural activities engage their people more than their everyday jobs do. It's when they get involved in these sorts of projects that they come together, come alive, and get excited working in teams for a good cause.

Every organisation finds the best way in which they can contribute. At Maynard Leigh, we've often found it most beneficial to offer low-cost places for charities on our open courses. Many of them need help with the way that they communicate or present themselves and their messages. So, getting specialist help and coaching in this area can make a huge difference to their effectiveness.

We also find other ways to contribute. For instance, we've provided our office space to charities for meetings; we've run a Professional Impact course to support young people in getting work; and, coming from a performance art background, we use our training room as a rehearsal space for theatre companies. We, like many other organisations, often do this in quite an ad hoc way without a lot of strategic planning. We respond to requests or try to make a difference wherever we can, yet it can sometimes resemble "random acts of kindness."

We hold these activities under the title "Maynard Leigh Spirit", but we probably face the challenge that many SME's face; which is a balance between "the best will in the world" and extremely limited resources. Ideally, there shouldn't be a split. If companies live their values, which include anything around service, integrity, ethics, etc., 'doing good' should be part of 'business as usual'. So, at Maynard Leigh, we hope that the work that we do with developing people in organisations so that they are more effective and inspiring is in line with our own higher purpose of bringing humanity, vitality, and meaning to the workplace. Our Spirit activities are really about doing more of this in a way that is cost-effective for those who can't afford corporate prices.

We also encourage activities unconnected to the company as a whole. Many individuals in the company are engaged in their own generous activities, which in turn, not only benefits society, but also the organisation through aligned values, increased productivity, and a sense of belonging.

Yet many other organisations face a more difficult challenge – if they are busy making widgets or selling commodities or trading in finance, it's hard to see a direct relationship between the firm's activities and benefits to society. Nevertheless, the opportunities are there for all – just ask people in your company "what could we collectively do to contribute to those around us?"

CONVEYING TRUST



Michael Maynard explores what it takes to talk so people trust you

Some years ago, I was coaching the CFO of a large, global company who was delivering his end-of-year finance report to City analysts.

I asked him what was at stake. He replied, "If it goes down well, our share price could rise a few points and add millions to the company value. Conversely, if it goes down badly, we could lose a hundred-million".

I asked him what would make the difference, what was the key factor that would persuade the analysts – was it the long-term strategy, capital investment, P&L forecasts, cunning plans? He thought for a moment and said, "Our business is complex. None of them really understand it well enough to make those sorts of judgements. In the end, it'll boil down to whether they trust me or not".

So, what is it about the way certain people communicate that makes others trust or distrust them? As communication specialists, it's important to us to really understand how people can speak so that they engender trust in others.

A recent survey on the language of trust found that 83% of us were more likely to trust someone who uses simple language than complicated wording, and 57% were more likely to believe someone giving short, concise answers than those going into detail. It showed that people are particularly distrustful of phrases such as "if I'm honest", "let me be clear", "the fact is", "let me put it this way", "in terms of", and "the real issue is". When spoken by leaders and politicians these cause instant distrust.

More detailed research reveals that employees also find the following types of communication the most "believable."

- *57% Spontaneous Speaker versus 43% Rehearsed Speaker*
- *54% Blunt and Outspoken versus 46% Diplomatic and Polite*
- *51% Personal Experience versus 49% Data*

What people want is emotional openness, calm rationality, and benevolence; aggression, competitiveness, and outspokenness were likely to cause distrust. People trust those who communicate in a way that is visible, vocal, and vulnerable. It's why disclosing about personal experience is so effective. If people don't believe the messenger, they won't believe the message. If people don't believe in you, they won't believe what you say.

Also, people don't want a lot more facts, they want faith. Well-told, relevant, personal stories create faith. In fact, some recent analysis from Quantified Communication showed that messages which included well-crafted stories were 35% more persuasive than the average communication in their database. Story-based messages were also 21% more memorable.

The classic piece of, often misquoted, research from Albert Mehrabian, is that people understand the meaning of any spoken communication based on 7% words, 38% voice and 55% non-verbal messaging. His research, and others who have found similar results, was based around whether people trusted politicians when they spoke.

We may rightly challenge some of the exact figures and the context in which

they were researched, but that misses the point. The important conclusion is that it is the integration of all 3 factors that has the most impact. Our words should be consistent with how we say them and how we physically express ourselves. People trust our communication when all three areas are aligned. It is about embodying the messages we give, and in doing so, appearing truthful and trustworthy.

If these elements are not aligned, audiences start feeling uncomfortable – they experience the sort of cognitive dissonance that comes from receiving 'mixed messages'. The words seem to be implying one thing, and the person's physical expression is telling a completely different story.

When coaching people on their presentations, we ask them to be very specific about the impact they want to have on an audience. What do they want people to think? How do they want them to feel? What do they want them to do – what action do they want them to take? Clarifying the impact they want to create forces the speaker to be very clear in their own thinking, emotionally connected to their passion, and aware of how their physical expression suits the message.

In an era where you really cannot afford not to be trusted, every communication counts. Speaking simply and honestly, with heartfelt conviction and commitment, conveys a truthfulness that is hard to distrust. Which is what the CFO I was coaching did – with positive results.

GETTING CLOSER TO OUR ROOTS

Many organisations are using theatre-based activities to promote collaborative working and trusting relationships in teams.

At Maynard Leigh, we do our best to practice what we preach.

Revati Sahijwani is the Special Projects Manager for Maynard Leigh India. This is her diary of their team-building theatrical adventure.

The clock strikes 5.25pm and there begins a sense of restlessness here at Maynard Leigh in New Delhi. One half of the team enthusiastically waiting to shut their laptops and head to rehearsal; the other half sinking deeper into their chairs panicking about design deadlines and client emails. A fine mix of 'yay' and 'nay' has filled the air every evening for the last six weeks. Nevertheless, reaching the rehearsal space brings a fresh wave of air for all of us and we forget our personal and professional worries. A few theatre exercises have us running around and shaking our energy, releasing a surge of vitality.

The clock strikes 5.25 pm once again. Now it is the 19th of April. The Maynard Leigh India team gathers on stage at Alliance Française for one last time this season. Holding each other's hands and

feeling the butterflies - it's finally show time. Looking at the faces around, we remember all the tears and all the laughs we shared while devising this beautiful production. We remember the vivid, heartfelt stories we shared with the team - sometimes with animation, sometimes with shyness. These stories helped us understand each other and work together better as a team.

This is what creating our annual theatre production - Jufasnia - looks like. It's a project to provide a stage for everyone in the team - from the finance team to the stage managers, business development and associates. The entire community get to share the spotlight together. The play was devised together by the team, inspired by images and situations that the cities we inhabit throw at us.



Maynard Leigh Associates uses theatre techniques to inspire people all over the world. Our annual theatre productions play a significant part in our personal, as well as professional, development plans. Our leaders, Vivek and Steeve, hold a lot of confidence in staying as connected as possible to the craft that has hatched the very existence of this organisation. It is of prime importance to practise this craft ourselves, so as to reinforce the principles we base our learning and development work on. Steeve also reiterates this by saying, "For me, one of the most important aspects of Jufasnia was that it was devised, improvised, and the story was owned by the ensemble because they created it. I found our associates constantly connecting their experiences in preparing for Jufasnia to what they see, hear, feel, and work on with the leaders in the corporate world."

Vivek believes that in order to perform well, one needs desire. He highlights the need to rock the boat with love, care and purpose rather than instilling control mechanisms and strict regimes. Using our own stories and personal experiences to devise the piece allowed us to take ownership of the production, feel connected to it, as well as learn to work collaboratively. It facilitated us to build an 'ACE team' by people bringing all of themselves to the project, implementing whole-hearted appreciation, giving permission to make mistakes, and generating supportive relationships. Thus, Jufasnia truly embodied Maynard Leigh's key purpose of unlocking people's potential.

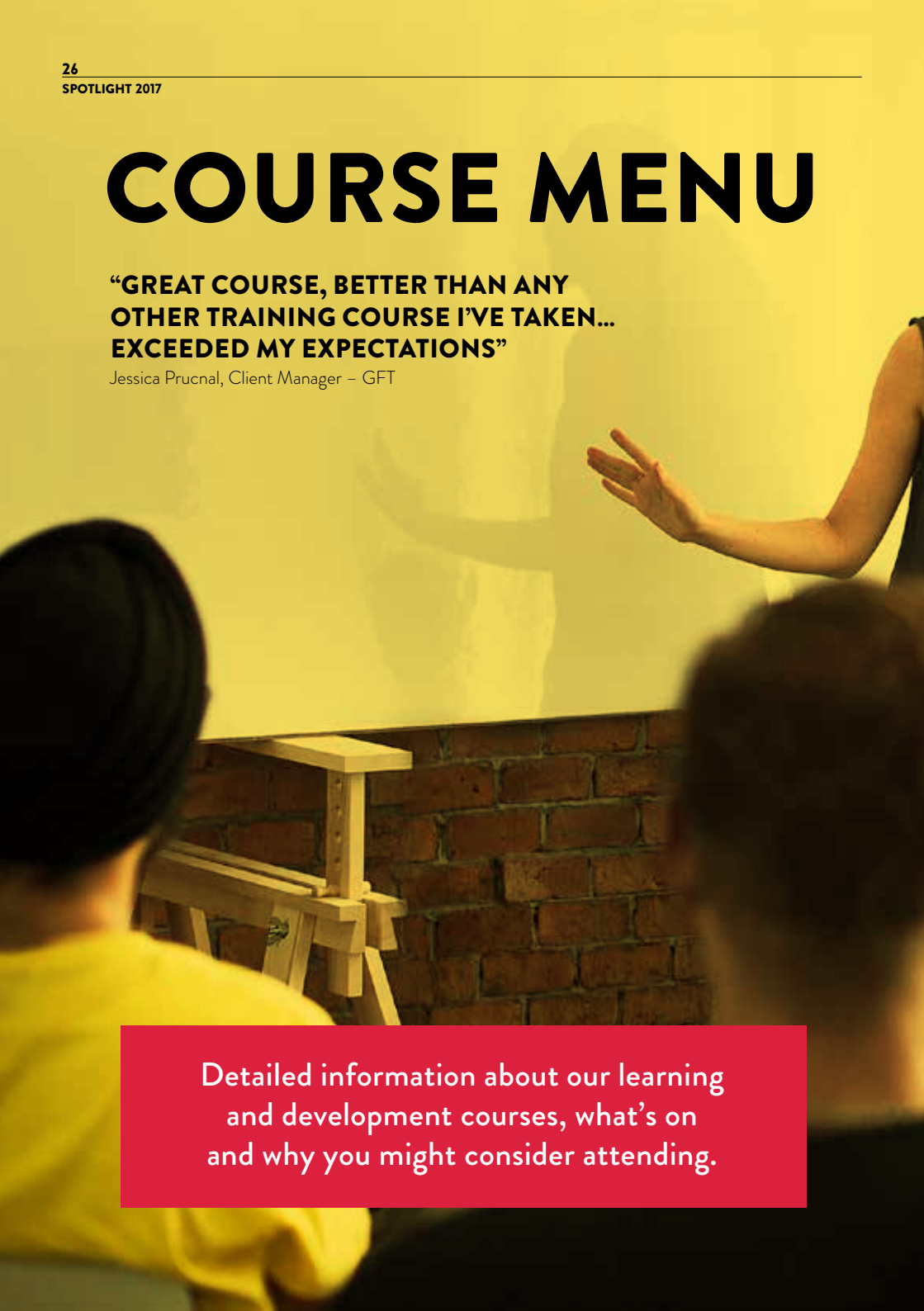
Neel Chaudhari, a celebrated Delhi-based stage director, guided us through this priceless journey and steered the Jufasnia ship. His leadership style has been one of our biggest takeaways from this experience. Being his usual calm, composed self, Neel brought the team together every single day. His leadership involved no authoritative speeches or setting rules, but revolved around the need and desire to work together passionately and with the utmost determination.

Jufasnia is now a massive part of our lives. It holds a place in our hearts - a place so rare and exclusive. This journey has taught us things about all walks of life - it has taught us to empathise, to be emotionally intelligent, to communicate better, to lead effectively, and to work together as a team. It has taught us to share with one another, to overcome professional stress, to keep up with packed schedules and sleepless routines, and to discover our own selves. As Vivek says, "A team that plays together, stays together."

COURSE MENU

**“GREAT COURSE, BETTER THAN ANY
OTHER TRAINING COURSE I’VE TAKEN...
EXCEEDED MY EXPECTATIONS”**

Jessica Prucnal, Client Manager – GFT

A photograph of a person presenting to an audience in a classroom setting. The presenter is on the right, gesturing with their hand. The audience is in the foreground, seen from behind. The room has a brick wall and a wooden sawhorse. The lighting is warm and yellowish.

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





AVAILABLE AS AN OPEN WORKSHOP

BOARDROOM PRESENCE

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 OPPORTUNITES 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



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



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



RAISING THE BAR



This course takes the development of outstanding presentation skills a stage further. It continues to explore each individual's style of presentation, and it also looks in more detail at the elements that contribute to presentation success.

COURSE DETAILS:

This one day course explores the finer points of devising compelling content, and takes individual delivery skills to the next level. The theme of the whole day is refining skills and increasing impact.

TARGET AUDIENCE:

This course is for people who have attended our 2 day **Presenting with Presence** course and would like to 'top up' their development. Ideal for those already experienced at presentations, pitches and for other speaking situations.

“EVERYBODY WHO EVER PRESENTS HAS TO FOLLOW THIS COURSE, IT WAS VERY COMPLEMENTARY TO THE FIRST TWO DAYS”

Eddy Grissen - IMS HEALTH

LEARN TO:

- Present with authority and ease
- Construct powerful speeches
- Increase your conviction and impact
- Inhabit a more powerful presence

FEEL:

- Confident to make a difference
- In control of the situation
- Ready to create an impact with your message

BE MORE ABLE TO:

- Prepare thoroughly
- Achieve your aim
- Leave a positive impression
- Speak powerfully
- Communicate with passion
- Influence the audience

1 day - Maximum 6 participants.



FINDING YOUR VOICE

COURSE DETAILS:

This course is about getting practical, tailored help in developing and improving your voice. Whether you want to have more vocal impact, speak with more gravitas or variety, or be more clearly understood speaking English as a second language, this 1 day workshop can help you to take charge of your voice.

TARGET AUDIENCE:

Ideal for anyone wanting to improve the effectiveness of their voice, for presentations and meetings, or more informally.

WHY WORK ON YOUR VOICE?

Impact - to make more of an impression in meetings, presentations and conversations.

Persuasive - to influence people and come across with authority.

Rapport - to communicate and make better contact with people

Self Confidence - to feel more assured and convey confidence.

LEARN TO:

- Gain control of their voice and make greater vocal impact
- Develop their voice, improve its tone and give it more life, variety and gravitas
- Improve the clarity of their speech
- Be more easily understood if speaking English as a second language

FEEL:

- More assured and able to convey confidence in speech
- clear about what they need to work on, and how to go about it
- Better equipped to handle difficult speaking situations
- More sensitive to others and their communication needs

BE MORE ABLE TO:

- Further develop and strengthen their voices
- Extend their range of expression
- Use their voices more effectively in a variety of situations
- Create personal chemistry and rapport

1 day - Maximum 6 participants



AVAILABLE AS AN OPEN WORKSHOP

LEADERSHIP An Executive Level Communication Masterclass

IMPACT

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

CASE STUDY

JAMIE HOWARD, UBS LEADERSHIP IMPACT WORKSHOP

For the past 23 years I've had the enormous privilege of serving alongside and leading the UK's most dedicated men and women. As courses in leader-development go, the crucible in which military leaders are formed – always under pressure and occasionally under fire – can't be matched in the civilian environment. A first career in the British Army has therefore given me the confidence to lead, to speak to all types of people my senior and junior, to tackle challenges head on. But, and here's the thing, whilst military leadership works well in the military, it doesn't necessarily translate perfectly to the civilian environment. And that's why I signed up for Maynard Leigh's Leadership Impact course.

I started my second career in the financial services industry last year and it's fair to say that the leadership environment is at least radically different if not unrecognisable to that with which I was familiar. It's not that the problems are different; in my experience at their very core most challenges boil down to a few basic issues. Instead, it was how to get things done without the 'convenience' of a very formal rank structure.

My foremost recollection of the Leadership Impact course is that I wasn't just removed from my comfort zone, I was positively propelled right out of it and beyond line of sight. Our course was facilitated by Nigel, who specialises/ takes enormous pride in identifying where his candidates are strongest, and those areas where a nudge or developmental exercise could assist. There's no doubt that candidates are summed-up at speed, but the obvious benefit is the pace at which the group gains traction and begin the experiential and developmental journey.

Our group was diverse. Some – perhaps four – were from the same organisation, but the others had never met. The bonding process was rapid



Jamie Howard

Jamie retired from the British Army after a full career and saw service around the world. He now works in Operational Risk Control at UBS, the world's largest private wealth manager.



and aided by Nigel's experience of the theatrical realm. And I think it's this aspect of the facilitation and course construct that sets Maynard Leigh's Leadership Impact course apart from anything I've experienced. The degree of introspection was unquestionably intense at times, but was always positively reinforced by Nigel and the collective team. This for me was the golden thread running through the course: we learnt about effective and impactful leadership from each other. What works, and what doesn't quite ring true. Unlike many of the courses I've experienced Nigel doesn't attempt to fill a role as a 'teacher', and he isn't an 'instructor'. The group learns; it becomes a learning organisation. The benefits to the individual are considerable and enduring.

I met Nigel and my group about 6 months ago. My eyes were opened to how an experienced leader still has so much to learn, and how techniques imported from a previous life could actually be counter-productive to my goals. The feedback from the group – deftly and subtly facilitated by Nigel – was the perfect learning vehicle, because whilst one can always disagree with an instructor or teacher, one can't ignore the positive sentiment of a group of new friends, all of whom want you to succeed.

**“THE EXPERIENCE WAS ELECTRIC.
OVER THE PROGRAMME, OUR
COHORT LEARNED TOGETHER,
EXPERIENCED TOGETHER,
LAUGHED TOGETHER, AND
LITERALLY CRIED TOGETHER.”**

John Kamler, Capgemini



CASE STUDY

JOHN KAMLER, CAPGEMINI
FUTURE LEADERS:
OUR CHALLENGE

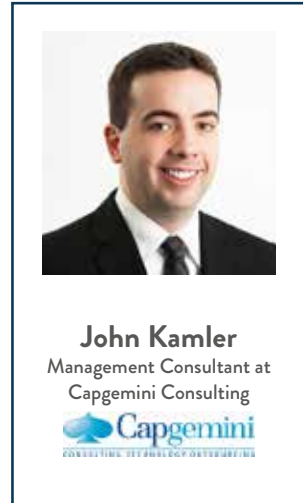
Capgemini is a global leader in consulting, technology and outsourcing services. The group commits to enabling their team's potential through a variety of initiatives, including the Future Leaders programme. This eight-month course couples Maynard Leigh with thirty distinct Capgemini employees for several training modules (vital leaders, personal impact, and presenting with presence). The goal is to unlock leadership potential not only in the individual but also in the group.

I live for lightbulb moments; the instant an individual truly comprehends a thought or concept. It's a visceral split-second – eyes widen, focus blurs, tempo of breath increases, mouth opens, occasionally there is a faint smile. Helping others realise their full potential through these moments is my true passion.

Through a rigorous curriculum, Maynard Leigh deconstructed and reconstructed each of us around four central themes:

- How do others perceive me?
- How do I perceive myself?
- How do I interact with my environment?
- How can I stretch?

The experience was electric. Over the programme, our cohort learned together, experienced together, laughed together, and literally cried together. We became a family that helped propel one another to new heights – be it through voice, mindfulness, pace, or even song. Our capstone event was presenting to our executive leadership on a collection of real, big-thinking business challenges – how to become



more appealing to millennials, how to promote active inclusion, and others. After a month of research, it was time to coalesce our Maynard Leigh learnings into one group pitch.

Following a half-day of additional customised coaching, hands-on tips, and pointers, it was show time. And what a show it was. I watched individuals that not eight months earlier had been timid, suddenly overflow with presence and gravitas through their words.

We had learnt how to truly connect with each other as well as the audience and use our unique strengths to become authentic presenters.

This combination allowed us to imbue lightbulb moments in others; through our presentation skills, the executive saw how to bring their ideas – our ideas – from concept to reality. This adventure, this programme, and especially this result was driven by our Maynard Leigh experience.

The only question that remains in my mind is when I'll next be able to use these techniques to inspire those quintessential lightbulb moments in others.



DYNAMIC MEETINGS

Making your meetings creative and productive



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

If you are interested in booking on one of our courses please contact:



UK

T: +44 (0) 20 7033 2370

E: SIMONEW@MAYNARDLEIGH.CO.UK



Maynard Leigh is one of the world's leading learning and development providers with offices in London, New York and New Delhi.

We specialise in delivering high quality programmes, working with industry leaders such as Capgemini, Ocado, Microsoft.

Our courses, coaching and events will give you and your teams increased confidence, exhilarating impact and greatly improved performance.

For the latest news, updates and communication follow us on social media.



BOOK ONLINE: www.maynardleigh.com

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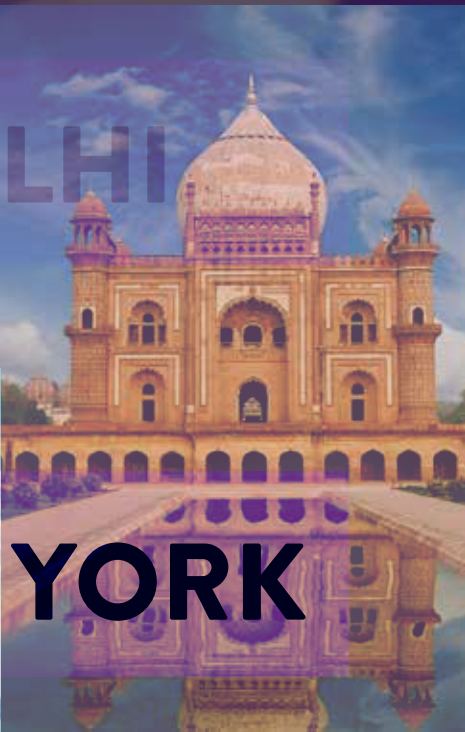
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