

SPOTLIGHT

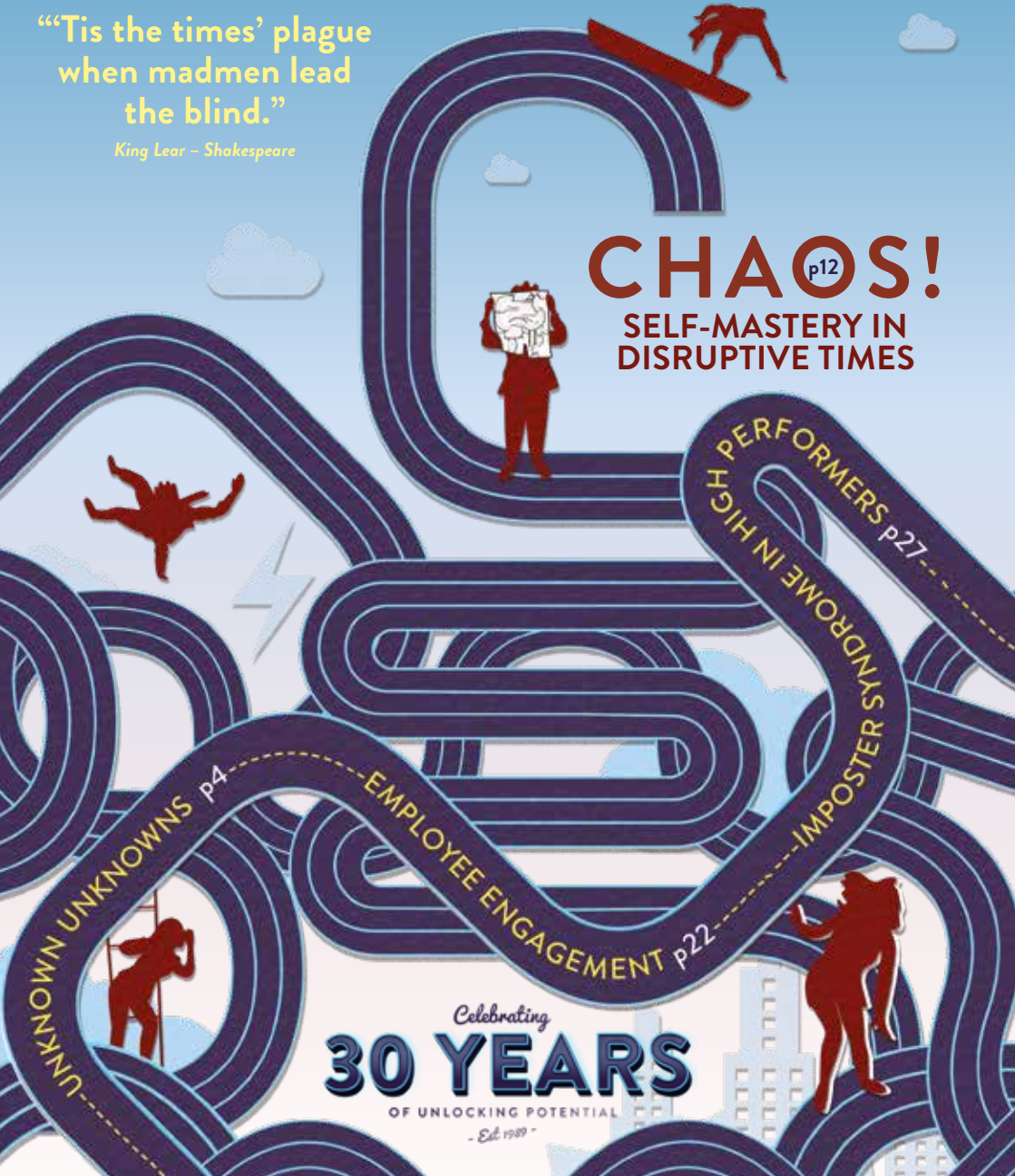


“Tis the times’ plague
when madmen lead
the blind.”

King Lear – Shakespeare

CHAOS!

SELF-MASTERY IN
DISRUPTIVE TIMES



Celebrating
30 YEARS

OF UNLOCKING POTENTIAL

- Est. 1989 -

Welcome to our 30th birthday edition of Spotlight. Inside you'll find a collection of short articles offering some reflections and perspectives based on our 30 years of outstanding performance in learning and development. We hope to provide some insight and imagination about how to *keep on keeping on* in these challenging times, and to nourish hope.

As a company we have, since 1989, been campaigning for the idea that business works best when its practitioners are at their most human and humane. We have been chanting "free the talent" in organisations for three decades with the aim of developing vital, spirited cultures which are resonant with meaning – cultures that engage the workforce and drive productivity.



ADI OKUYELU

DIRECTOR
OF FINANCE
AND NEW
INITIATIVES

Did I mention we are 30 this year? As part of our many tricenary celebrations, we asked our community to come up with 30 points of wisdom based on our experiences. So here, spread throughout the magazine in groups of 5, are our:



30 LESSONS FROM 30 YEARS

1. Nothing is predictable. The only thing you can expect is the unexpected.
2. If you put energy out there then it's likely to come back your way, but not necessarily in the form you'd imagined.
3. Running an organisation is all about relationships and teamwork. Find the right people to collaborate with and make the effort to be collaborative.
4. Don't spend what you don't have.
5. Learn to work with paradox. For example, stick to the knitting and yet continually reinvent yourself; adapt to changing circumstances and yet keep hold of your core identity; let go and hold on; it's urgent, so be patient; envision the future and manage the present.

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MAYNARD LEIGH COURSES FOR:



OPEN WORKSHOPS AND IN-HOUSE COURSE MENU - [PAGE 34](#)

UNKNOWN UNKNOWNNS

Developing resilience in times of disruption and uncertainty

Let's face it: business is relatively easy if you know what's going on.

It's also not too difficult when you don't fully know what's going on, but you do know what you *don't know*. For example, I don't know what the price of fuel will be this time next year, but I can feel comfortable knowing that I don't – or can't – know that.

However, it gets a whole lot more difficult when, because of the pace of change and the scale of disruption, you don't know what's going on and you don't know what you don't know. We are talking about the difference between **RISK** and **UNCERTAINTY**. Both have upsides and downsides, and both represent a threat and an opportunity.

RISK is a gamble about something you are already planning to do – that is to say, it could go wrong but it could also go well. You can prepare for it and control the level of risk that you feel comfortable with. Risk is about managing the “known unknowns”.

UNCERTAINTY is the state of complexity where it is beyond the ability of the human mind to comprehend all the variables, and therefore impossible to plan. Processes are no longer functioning or replicable and organisational structures buckle under the storms of unpredictable change.



Uncertainty is the consequence of constant disruption. Uncertainty is about the “unknown unknowns”.

It is in these times of disruption when resilience is needed and tested. Resilience is more than the ability to survive; it is also the faculty to grow and thrive during challenge and adversity.

HOW CAN WE HELP LEADERS BUILD ORGANISATIONAL AND INDIVIDUAL RESILIENCE?

Firstly, operational processes and structures need to be robust but flexible. We have seen a rise in Agile project management, which creates the platform for iterative deployment, lowering exposure to risk and providing incremental value. However, a flexible platform alone is not enough – it requires adaptive teams of people who are able to turn on a sixpence, collaborate and improvise. Resilience is as much about flexibility as it is about being robust. We have written about this elsewhere: you can read Holly Steiner's excellent article on page 30.

Next, there also needs to be a discipline of regular scenario building: story lines and narratives that help your team think and plan for an uncertain future. For centuries, people have used myths, fables, and dramatic narratives to help think about the complexities of life, and to illuminate cautionary tales and pass on wisdom and guidance. Scenario building is about creating stories which are built on current data and set in the future; narratives that make possible futures seem more real than just streams of data, and therefore help business leaders engage with potential challenges.

These stories may or may not come true – scenario planners create lots of stories that aren't going to happen, and aren't expected to happen, but are useful to tease out the issues and increase the insight, develop the thinking, and generate solutions. Through stories you bring to life better ways of thinking that help people make better decisions and increase organisational resilience.

The third area is leadership. You can manage an emergency, but you need to lead in a crisis. In a tsunami of change, leaders need to establish some level of clarity, focus on purpose, and act with a sense of volition. That means providing insight, creating options, making decisions under pressure – without the necessary data. It requires the leader to drive action

“Uncertainty is the consequence of constant disruption.”

in line with their vision and values.

The final step for leaders engaging in a disrupted environment is to stop trying to be a superhero. In art, the hero's journey is not an entirely solitary endeavour. We need to nurture our networks and relationships, as individual resilience relies on a community of support. In the past, we had suppliers that were kept at arm's length, but in the modern world where it is necessary to have collaborative flexibility, you need the open-hearted engagement of all your stakeholders. So make sure that in the good times you keep both suppliers and employees close, you invest in relationships, and you make sure they know they are valued and involved. Then when the storms hit, they will be on your side. ●



THE CULTURE FROM HELL

BY MICHAEL MAYNARD AND SARAH PHIBBS-MOSS

CREATING A HEALTHY WORK CULTURE

The culture from hell is often birthed by the inappropriate coupling of two pre-established cultures that have been poorly prepared for a merger or acquisition. Not unlike a shotgun wedding, the two partners haven't spent enough time "dating" to notice that they are actually incompatible.

The M&A process is often driven by surface attraction – a wealthy partner, or a fear of being left on the shelf. Without due cultural diligence from senior leadership on both sides, this leads to a forced marriage. The progeny is a dysfunctional and uncared-for corporate climate.

Last year's disrupted nuptials for Unilever and Kraft Heinz was a relief for everyone. Had the marriage gone ahead, it'd have been one where the guests were left murmuring at the reception, "I give it a year." Unilever, who are full of flair, innovation, and commitment to purposeful business, contrasted with Kraft Heinz's

method of steadfastly pursuing efficiency and practicality, with a rigorous focus on quality. *Vive la différence* – but the honeymoon would have been short.

Many mismatched M&As do not have the prescience (or luck) of Unilever and Kraft, and they fail to cancel the wedding on time. They waltz up the aisle oblivious to the warning signs, believing that if they commit to the sacred vows then they will be blessed. The offspring of this hurried union is the new culture, which will grow up with conflicted values, lacking productive alignment, and with little sense of identity.

We're not against shaking up the status quo, stirring the melting pot, or blending diverse backgrounds – we strongly advocate it, if it is done consciously and by organic design. The infant culture needs to be parented as carefully as any new-born. If it isn't nurtured, research and experience show that it will grow up insecure, poor at communicating, listless, and under-achieving.

One of our clients, an old established software organisation, had courted and acquired an exciting and passionate young company within its market. The two faced the challenge of integration while still maintaining the gravitas of one and the vitality of the other.

They asked Maynard Leigh Associates to help with the partnership, seeking guidance for the fostering of a healthy culture. We helped them by:

- + Ensuring they produced and promoted a compelling and cohesive vision of the future
- + Bringing a robust focus to "doing things right"
- + Spending time investing in building the trust, relationships and alignment

HOW TO CREATE A HEALTHY CULTURE

In his book *The Culture Cycle* James Haskett estimates that an effective culture can account for upwards of 30% of the differential in corporate performance, compared to less culturally vibrant competitors.

Knowing that culture makes a difference is important is a long way from being able to foster a healthy culture. Leaders are happy to proclaim to the waiting troops that "our commitment is to be one company, all pulling in the same direction, etc." – however, they may have little real idea of how to promote and construct the alignment that is vital to success, or to help people share, emotionally connect to, and embody a cohesive set of values.

BEHAVIOURAL CHANGE

Our clients will often describe the new forms of behaviour that they want to see from a high-level perspective: people being more

proactive, less silo mentality, a readiness to speak out, more creativity and innovation, and so on. The truth is, individual behaviour lies at the heart of cultural change, and that needs a framework every bit as robust as the strategic thinking. Senior leadership teams generally seem more comfortable with the strategy than with the mechanics of behavioural change, and of actually getting people acting differently.

SEVEN TIPS TO CREATING A HEALTHY CULTURE:

1. USING A WIDE RANGE OF STAKEHOLDERS TO IDENTIFY THE DRIVING FORCES BEHIND ANY CHANGE PROCESS

Given the challenge of sustaining cultural shift, there needs to be a compelling reason to attempt it.

Culture change efforts are generally more successful when there is a clear link between culture and business strategy. In practical terms, we look for something so irresistible that almost everyone in the company recognises that change has become unavoidable.

2. PREPARE LEADERS TO WIN PEOPLE'S HEARTS AND MINDS

Persistent cultural change relies heavily on whether senior management plays its part in identifying, articulating, promoting, and supporting the changes. Whether it's a CEO, a headteacher, or a supervisor on the shop floor; leaders shape the culture of the team, department, and organisation.

The approach of your leaders is crucial to determine the success of any change. As with any leadership, they need to add value, demonstrate authenticity, and have an impact.

3. DISCOVER THE “WHAT’S IN IT FOR ME?” REASONS FOR PEOPLE TO GET ON BOARD

People like change – what they dislike is the prospect of being personally changed. Because of this, they need a powerful reason to alter their behaviour – whether a push due to pain, or a pull from something attractive, e.g. the chance for promotion or personal recognition. A personally compelling reason to change will help them believe it’s all worth it.

4. IDENTIFY POTENTIAL ACTIVE SUPPORTERS OF THE CULTURAL SHIFTS NEEDED

Any persistent culture shift relies initially on the activity of internal champions. Seek internal influencers with key networks – they usually form a minority yet have a disproportional influence on the wider organisation. Engage them to actively promote the change and the benefits which are associated with it.

5. CREATE A SUSTAINED INTERNAL CAMPAIGN TO KEEP SPREADING THE WORD

Whether the required shift sustains its momentum after launch depends on the ability of leaders, champions, and those promoting change to communicate and present their vision as the new way of working. Consider sharing examples of areas in the business that have seen success following the change.

6. CREATE OPPORTUNITIES FOR LINE MANAGERS TO “REHEARSE” THE BEHAVIOURS THAT NEED TO BE MODELLED

People need to be able to experiment with new behaviours and be allowed to fail without recrimination. This can prove a

30 LESSONS FROM 30 YEARS

6. Know why you’re doing it – what is the meaning of the enterprise and endeavour you’re undertaking?
7. Success is a mixture of passion, purpose, and hard graft.
8. You can accomplish most things if you put your full attention on them one at a time.
9. Have some fun – it’s infectious.
10. Mistakes are opportunities for learning. Successes are opportunities for learning. Everything – yes, every single thing – is an opportunity for learning.

major challenge for companies burdened with a critical or punishing culture.

7. DEVELOP A VARIED SUPPORT PROGRAMME UNDERPINNING THE DESIRED BEHAVIOURS

Change at the individual level often involves people acquiring new capabilities, such as increased emotional intelligence, the ability to work in a team, new attitudes to decision making and authority, heightened attention to quality, and generally higher levels of performance. This is where development programmes can really make a difference.●

IS YOUR TRAINING A COSTLY WRITE-OFF?

BY ANDREW LEIGH



Is training and development truly valued in your company? Expressions of interest, budget commitment, and senior manager assertions may not be enough – an extreme view is that most of the money spent on developing people tends to be wasted.

The truth of the matter is that the cost of ignorance, or of failing to help your leaders perform at their best, can be hideously expensive. Take business networks for example: those running companies need to be skilled at creating them, since they seldom arise by chance. They require an ability to create strong social relationships, which are one of the essential keys to higher productivity and efficiency.

This is a skill that can be taught. For example, German productivity rates keep climbing, even though their managers typically have a lower education level than their UK counterparts – instead, they have undergone extensive vocational training.

One of Germany’s leading international consultancies relies on Maynard Leigh to regularly help equip their people with practical social skills. This activity, says the consultancy leaders, makes a tangible

difference to the organisation, including enhancing their work with their most demanding clients.

Those who can build social relationships and inspire others can be worth their weight in gold. Despite demanding schedules and heavy responsibilities, these are the people who forge meaningful connections with stakeholders.

Alongside networking skills, one of the most sought-after talents is the ability to realise the importance of behavioural change, and understand both its capabilities and limitations. There’s a premium for those who know how to get the best from a highly skilled workforce.

There are numerous well-documented studies on how to get people to perform at their best. Yet in the UK, these have limited impact. Instead many companies remain wedded to an outmoded approach which results in abysmally low levels of engagement with their employees.

Solving the productivity puzzle requires companies to adopt self-managing teams, and focusing on enabling better communication strategies, greater individual autonomy, and inspiring

leadership. And as with many puzzles, the main solution is blindingly obvious: sustained follow-through.

Weak or missing follow-through partially stems from a lack of investment in the reinforcement of previous learning. It's one thing to commit to a development programme with a finite number of days, but quite another to adopt sustained support with its inevitable cost and time implications.

FAILED LEARNING CAN RESULT IN ADDITIONAL COSTS TO THE INITIAL INVESTMENT FROM 50-80%.

Xerox Corporation completed several studies on coaching which had lacked follow-up from their training courses. They concluded that 87% of the skills change achieved by the programme were lost.

Basic management practices must therefore ensure sustained follow-through for learning and development. These may include:

- + Goal-setting
- + Regular feedback
- + Coaching
- + Reinforcement or follow-up days
- + Learning communities
- + New and stimulating information and advice
- + New engagement practices

None of this is cheap – in fact, the true cost tends to be tactfully excluded from most development programmes for fear that the “additional” price will kill the planned investment.

Achieving real behavioural change at work is seldom easy or cheap. But if you really want your people to perform differently, it may be the only viable way forward. ●



She's nearly 95 years young. She's in a wheelchair. She gets up each day and tries to do something worthwhile. Just how does she do it? In a spirit of natural curiosity, I invited a long-lived cousin to share her secrets of what keeps her going. How does she manage to feel motivated each day? To even get out of bed, given her severe physical constraints.

My enquiry was no idle digging. So many people struggle to find meaning in their lives, and in their work. What helps some of them to stay moving forward each day? If you can find meaning in life at 95, might there be lessons for the rest of us?

Her reply was first to ponder on “the meaning of meaning.” Then she shared the revelation that on going to bed she wondered, “What made this day worthwhile?”

This really got to me. Was my day yesterday worthwhile? On reflection, which bits seems to have mattered most? What at first appeared worthwhile later turned out to be a distraction. Other moments turned out to be far more significant than I originally thought.

So many of us live a life burdened with constant change. Even if you love change, the pace and intensity can still leave you reeling. As Stuart Mackenzie points out in his article on the following page, we often suffer from the impact of chaos.

Think of the US federal employees suddenly stuck at home with no pay at the start of the year while Trump and Congress slugged it out over the government shut down. Or watch the British House of Commons floundering over Brexit, and you soon start to feel brain-damaged from the sheer confusion.

And of course, some places are so deeply submerged in chaos and disruption that life descends into a daily battle for survival, as in Venezuela, or Syria or Somalia.

Wisdom from my cousin produced an interesting coping mechanism. “It's not what happens to you that matters, it's how you deal with it,” she claimed. Which I guess is where Maynard Leigh's approach comes in: helping people cope with chaos, disruption and uncertainty.

How do we know about this stuff? Well, we've been doing it ourselves for 30 years now. Dodging and weaving, adapting and staying resilient. So naturally we've evolved with a powerful toolkit – with some of these tools cunningly “borrowed” from the world of the theatre and the performing arts.

The coping strategies help people move from being a victim of change to someone who literally goes with the flow; not complacently, but with a strong sense of self-awareness and purpose.

Today's business leaders are as much sufferers from the chaos as the rest of us. It's just that they are skilled at not showing it. Few want to admit that they are struggling with chaos and its many-sided consequences.

The most effective mechanisms that we have developed are methods to help them face up to their reality, and to accept their vulnerabilities and natural human limitations. One thing I am sure of: it would do many of them good to wonder, “What made this day worthwhile?” ●

**“‘TIS THE TIMES’
PLAGUE WHEN
MADMEN LEAD
THE BLIND.”**

King Lear – William Shakespeare

CHAOS!

SELF-MASTERY IN DISRUPTIVE TIMES

BY STUART MACKENZIE

Much has been written about the problematic speed, acceleration, and scale of change, and its negative effect on business. However, at Maynard Leigh, we are not convinced that change itself is the only problem. The difficulty for business is that the kind of change we are experiencing – disruptive change – is affecting one of the core foundations of leadership: insight. We define insight as the capacity to see – to be able to perceive beyond the present little moment and develop a vision of a possible, desirable future.

We don't deny the seismic shifts that are occurring; they are almost Shakespearean in breadth and scope. Ravenous ambition thrives, and wise folk are mocked as fools while fools hold sway over the populace. Despots and the vainglorious lead corporate armies and divided nations into war with the competition. The old order quivers on the cliff edge of dissolution. All this against a dramatic backdrop of violent storms which ravage the land and tempests that torment the seas; winds and floods rage across the global stage.

“Blow, winds, and crack your cheeks! rage! blow! You cataracts and hurricanes.”

King Lear – William Shakespeare

But one can look at any century and geography and see the shifts in religion, politics, and trade. Each era has its transformation. Change is ever present, and each succeeding generation discovers it anew as though it were unique – a quickening disintegration of what they

perceive to have been the status quo.

“We are not living in an era of change but in a change of era.” This has been proclaimed through a variety of industries and institutions, not without some accuracy. Contemporary change is characterised by disruption: not just as a consequence, but as an intention. Disruption of industries by new players through digital disruption, or disruption used as a weapon on the political stage to destabilise and polarise – to divide and conquer. Or even disruption as the only way to find a voice for protest.

Change is unavoidable at all times and in all areas of life, and none more so than business. It will continue to happen whether business likes it or not. One may be forgiven for feeling that the rate of change currently borders on chaos. Chaos is when change happens more quickly than we can adapt to it.

Frameworks to help us make sense of change draw from a variety of disciplines: quantum physics, grief counselling, chaos theory, and complex adaptive systems. We tend to think of change as linear – we change from A to B. However, the change we are currently living through is better described as flux, which is a constant stage of evolutionary change.

“Flux” may not seem to be a sufficiently impactful way to describe the chaotic and disorientating upheaval that we are experiencing – but whatever the language, the important question is how can an organisation not just survive but thrive in this environment? How can a company's leaders and individuals build resilience, remain strategically nimble, and foster a



“IT WAS BRILLIANT. COMPREHENSIVE BUT ALSO SUCCINCT AND MEMORABLE. I WILL DEFINITELY REFER BACK TO IT.”

Charles Rivington,
Arthur London

30 LESSONS FROM 30 YEARS

- 11. What you do matters. And how you do it matters even more. Culture is everything.
- 12. If an email can be misunderstood, it will be.
- 13. The universe has a sense of humour; sometimes it is a kind jester and sometimes it is a cruel joker.
- 14. You need both a moral ethic and a work ethic. One without the other means integrity and nobility without action, or gruelling work without a moral compass.
- 15. Nurture your network. If you add value to them then there’s a good chance that they will do the same for you.

strong but agile culture?

Our answer: **CLARITY AND CREATIVITY.**

**CLARITY
PERCEPTION
REFLECTION**

**CREATIVITY
IMAGINATION
VOLITION**

CLARITY

“Reality is merely an illusion, albeit a very persistent one.”
- Albert Einstein

The first step is to avoid panic mode. Panic crashes the thinking function. It is an appropriate reaction to a life-threatening crisis, but not to a situation where you don’t know what’s going on.

What’s worse than panic? Blind panic. That’s what happens in chaos – we stop seeing. This is compounded in the modern day’s “truth decay” – fake news, spin, post-truth, alternative facts, online trolls, and uninformed opinion amplified by social media. The discord caused in this new landscape increases polarisation and makes it difficult for us to hear clearly.

PERCEPTION

At a business level, we need to be able to stay conscious enough to see. At Maynard Leigh, we use a framework for our leaders to help them develop and maintain three levels of seeing:

1. The ability to observe and absorb information
2. The ability to perceive and intuit patterns
3. The ability to see beyond the obvious and envision potential.

Wise leaders use this discipline to inform their perspective: their view of themselves, others, and the situation around them.

“We see the world not as it is, but as we are.”
- Anonymous

If we sit interminably in our own echo chambers, then we experience the psychological equivalent of “you are what you eat”. Intelligent leaders who are looking for answers seek out as broad a spectrum of opinions as possible, which includes listening to people they don’t like and answers that they don’t want to hear. The echo chamber shapes and reinforces your perspective and fixes your confirmation bias. The media we choose to digest, the advertising we expose ourselves to, and the friends we surround ourselves with all determine our outlook – if we don’t shape our standpoint, it will be shaped by someone else. We find ourselves like an actor who spouts someone else’s lines, without taking the time to understand if we agree with them or not.

The process is: see the facts, choose your perspective, then reframe your options.

REFLECTION

How good are you at knowing what to do? More importantly, how good are you at not knowing what to do?

When we are lost in chaos, the instinct is to run around to find a way out – like a child lost in a forest, we want the quickest exit from the uncertainty. But instead of running heedlessly in any and every direction, we need to stop. Stand still. Be present in the discomfort.

There is a debate about leadership being the ability to provide certainty. Our western model champions the individual infallible leader – Elon Musk, Steve Jobs, Margaret Thatcher, Winston Churchill, Jesus Christ – a single leader who will deliver us from evil.

This hero leadership is a myth. It's no surprise that there is an inverse correlation between the stereotypical "male" confidence and actual competence. Although there is a time and a place for certainty – and some situations where it is paramount – the only outcome of constant certainty is mediocrity. We need to know when it is better to embrace uncertainty.

If we do not take time to adjust our eyes to the dimness of confusion then we will not only miss the insight that is waiting there, we will also run ourselves into a panic as we go around in circles, ending up in the same place time and time again.

**"I paint my own reality."
- Frida Kahlo**

The space created by hitting the pause button allows us to make the landscape familiar – to observe how the light falls and where the shadows hide. This is a process of reflection and mindfulness which leads to wisdom. The artist in all of us knows that in this uncomfortable stillness and ambiguity, the muse may visit, and a truly creative response is possible.

CREATIVITY

Creativity exists in the realm of play. It requires both imagination and volition. However, in the corporatised, globalised, and digitalised world, we seem to have polarised work and play, and demonised one or other of them.

**"Play is what you do when you feel at your most free, your most voluntary."
- JP Sartre**

IMAGINATION

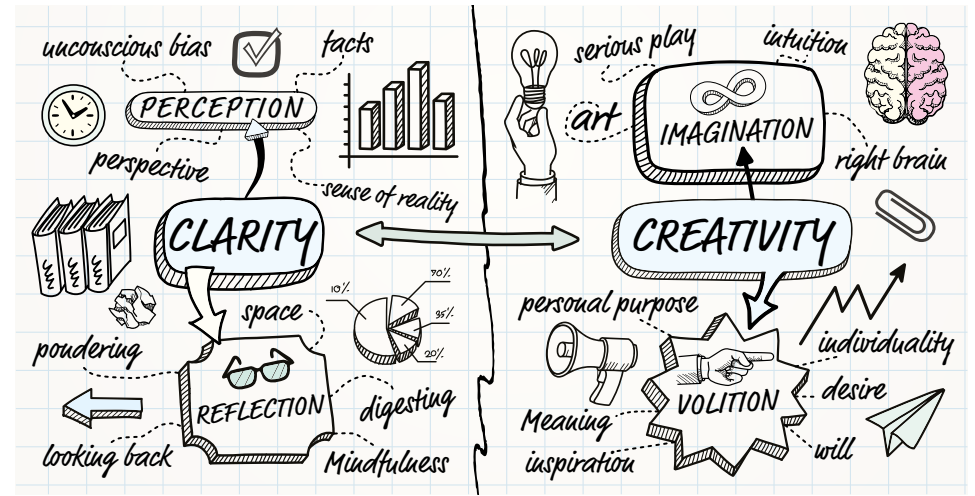
The spirit and environment of play is particularly important when we invoke imagination. Play is not idle, wasteful, or frivolous. Actors play – they seek to produce outstanding performance through harnessing the imagination. They and their directors know that imagination is a form of alchemy which transforms ordinary situations into outstanding moments.

In a disrupted environment, imagination is one of the most important faculties that a leader has at their disposal. It is imagination that generates:

- + New options
- + Wholehearted involvement
- + A desire for learning and development
- + Inspiration and vitality

These attributes are needed for individuals and businesses in our turbulent times. Only imagination can produce the kind of vitality that is required to meet the pace of change.

Imagination, not unlike inspiration, does not visit the lazy. Although imagination is spontaneous, you can still prepare yourself for it. The best preparation is effective learning and development, and – crucially – rehearsal. We don't expect our leading actors, sporting heroes, or even our struggling class of politicians to perform at their best without intense preparation – but all too often we expect our teams to do that.



**"Rehearsal is the work. Performance is the celebration of the work that happens in rehearsal."
- Michael Caine**

But how do you rehearse when the play isn't written?

By immersing themselves in workshops, coaching, and continuous development, smart leaders develop their creative imagination as well as the internal psychological resources to build an agile resilience.

VOLITION

For some, volition is an unfamiliar word that sounds perhaps a little airy – not quite concrete enough. Volition is the power of using one's will to pursue a personal vision or purpose. It's more commonly used in the phrase "of one's own volition" which places it as intrinsic to the self.

This fourth pillar requires perception, reflection, and imagination to create

mindful, effective, and sustainable action.

Volition holds the spirit; the inspiration in the toughest times, or the motivation amidst the constant disruption. When one acts with volition, it can be intoxicating – there is a sense of ownership and agency to drive us forward. Volition encompasses our desire and our direction, which produces the impetus for action. Action without desire is drudgery, and action without direction will merely add to the chaos.

Disruptive technological, environmental, and social change has triggered what the philosopher Timothy Morton describes as "a traumatic loss of coordinates" for all of us. When maps no longer describe the landscape and the satnav shows a route that no longer works, you need to have a compass. This compass requires you to have core values and principles to help you set your true north. The chaos of our time may require your business to do more than just adapt – it means we must challenge ourselves to ask what we do, and why we do it. What is the meaning and purpose of

our work? What role do we play in society?

Volition requires a connection to our inner personal aspiration; a robust compass to provide direction as well as a sense of hope. Not hope as a powerless desire that things might work out, but hope as a powerful antidote to despair – a confident expectation of positive outcomes based on the best thinking, and a resolute commitment to a cherished desire.

“Hope is an embrace of the unknown and the unknowable, an alternative to the certainty of both optimists and pessimists.”

- Rebecca Solnit

A CALL FOR HOPE

One reaction to chaos is despair and diversion: to bury our heads in the sand, or to catastrophise everything. The truth is that it isn't the end of the world – and when we indulge in despair, we are avoiding the responsibility we have as individuals to find strategies for hope.

In the thirty years since Maynard Leigh was founded, we have experienced a huge number of external tremors and internal shocks. At a time of unprecedented levels of disruption in business, it is a challenging time to hold onto hope. However, it is also a privilege to be grappling with these questions, where we have a possibility to help build a better future using clarity and creativity.

Hope does not mean naively denying reality. Hope is a belief that we have the ability to face change, respond to change, and create value out of change. To do this, we need to be bold.

*“You may write me down in history
With your bitter, twisted lies,
You may trod me in the very dirt
But still, like dust, I'll rise.
Just like moons and like suns,
With the certainty of tides,
Just like hopes springing high,
Still I'll rise.”*

- Maya Angelou. ●

30 LESSONS FROM 30 YEARS

- 16. Complacency is the first symptom of a demise, and stability is the precursor of chaos.
- 17. Everyone thrives with acknowledgement and generosity.
- 18. Face the tough truths, no matter how hard they hurt.
- 19. The 80/20 rules works about 20 times out of 80.
- 20. What someone wants might not be what they need.

“THE CONTENT WAS PRECISE AND PRODUCTIVE. IT OFFERED A UNIQUE METHOD OF DE-CONSTRUCTING INDIVIDUAL APPROACHES THEN BUILDING THEM BACK UP. I HAVE TAKEN AWAY A LOT FROM THIS”

Ahmed Sarheed, eFront





DEATH OF DEFERENCE

The traditional “hero” model of leadership may have worked before, but it is broken. In a volatile, uncertain, complex and ambiguous world, deference is no longer a given.

This death of deference doesn’t exist in a vacuum – it might be seen as a symptom of the absence of appreciation that has become the de facto standard of leadership. This is not just a lack of acknowledgement, but also a lack of appreciation for the breadth of talent, depth of feeling, and individual experience that people bring to work with them.

“Systems of deference create ‘them and us’ cultures; they divide rather than unite people within organisations... The more deference there is, the narrower the band of judgements on which organisations rely.”

– Robin Ryde, author of *Never Mind the Bosses*

The old-style leadership model is not unlike a critical parent. Approval is sought from the leader and can be withdrawn at any time. “Do as I say, not as I do,” becomes a tagline for their operating methods, and respect is given, not earned.

An example of this is the pace-setting leader. This leader is experienced; a legend in their own mind - others are expected to follow their lead and match their pace. As such, they have a set plan of attack from what’s worked before. This style of leadership has its place; however, it can disempower employees. More importantly, “I am the expert” is not a vulnerable approach to leadership. Vulnerability is important to the inclusive leader.

It’s appropriate here to give our definition of vulnerability, in that there is a difference between showing vulnerability and being vulnerable. Business can feel defensive, and traditional leadership models encourage leaders to keep distance

An inclusive leader needs to earn respect

between themselves and their employees. Who knows: you may need to fire someone at the end of the quarter.

I’m reluctant to use a football metaphor here as they can be exclusionary or divisive. However, the most obvious example is Jose Mourinho’s leadership of Manchester United. Mourinho christened himself “the special one” and saw himself as a hero – and indeed, had huge successes. Nonetheless, he became unable to engage his team to release their potential, or to count on them for their loyalty. New manager Ole Gunnar Solskjær, on the other hand, sees himself as an inclusive leader and is there to support and coach the team. He creates the space necessary for his team to create in.

Part of our ethos at Maynard Leigh Associates is to promote humanity at work. Our cultural idea of “professionalism” puts a wall between the self we bring to work and our authentic self, and it encourages others to do the same. However, in order to get the most out of people – their creativity, their engagement, their purpose – they need to be encouraged to bring in their whole self. That may mean that people bring parts of themselves that you don’t want, such as their unreasonableness, their insecurities, and their issues. But isn’t that what makes us human?

By opening your leadership style to become more approachable and inclusive, you can encourage your people to do the same. There is a distinction to be made between leading from the front – like the pace-setting leader – and leading from the middle, where you are more accessible and more involved. Here you can place more of an emphasis on

treating people with humanity, respect, and equanimity. Sharing insecurities, admitting weaknesses, and making your emotions available to others allows them to feel validated to ask questions, or feel differently about how to get where you’re going.

“It doesn’t make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do.” – Steve Jobs

Twelve years ago, we were shown firsthand that banks were fallible with the 2007 financial crash. Recent international elections have proven that we trust experts less. Fake news is rife and established media outlets can no longer be expected to tell us the truth. Perhaps then it’s not surprising that deference for institutions is declining rapidly. We’ve seen how institutions treat people, we’ve seen scandals and corruptions from our leaders, and respect has been withdrawn.

The death of deference doesn’t have to mean that we as leaders should be disrespected, or without any authority. I would argue we, as a whole, may need to relearn how to treat people with the best intentions, rather than immediately dismissing those in power. At the same time, we need to recognise that being CEO of a company holds less status than it did before.

The respect we will earn is in direct correlation with the respect we are able to give. As an inclusive leader, we must create deep connections with our people through honest conversation and an invitational relationship. ●



WHAT'S MISSING FROM EMPLOYEE ENGAGEMENT

By Sarah Phibbs-Moss

Ten years ago, the government sponsored report *Engaging for Success* by David Macleod and Nita Clarke was published, which presented compelling evidence that employee engagement is the key to unlocking high productivity. Recent surveys collected from Gallup have proved that their research is still relevant to today's workforce – increasing engagement is sound advice for any business which struggles to maintain or improve its position in a tough market.

The message to leaders, managers, and other stakeholders could not be clearer. If you want to improve organisational performance, you need to raise your people's level of engagement.

Traditional research shows that the three pillars of employee engagement are to ensure that your people feel:

- 1. VALUED
- 2. INVOLVED
- 3. DEVELOPED

To understand the process of employee engagement, we must start by reminding ourselves of basic human nature. This is where Abraham Maslow started many years ago. It is no coincidence that there is a correlation between the three pillars of feeling valued, involved, and developed, and Maslow's hierarchy of needs:

- + The feeling of being valued, both economically and socially, links directly to Maslow's need for security and esteem
- + The desire to be involved, and have one's talents utilised and recognised, links to the need to belong
- + The need to be developed and to unlock one's potential relates to the drive of self-actualisation

None of this is too ground-breaking. It makes sense that in an era when many people feel alienated and disassociated from the world around them, they turn to their organisations to feel a part of a greater whole. Additionally, to learn and to extend oneself is an evolutionary drive. What then is missing?

We believe there is an equally important fourth pillar. It is the need for people to feel:

4. INSPIRED

Self-actualisation is not in fact the highest need – instead, it is something Maslow called “self-transcendence”. This is when people feel they make a difference and serve a higher purpose. It occurs when people feel a connection to a bigger idea and are inspired by it. Inspiration in turn gives rise to new levels of enthusiasm and engagement.

Leaders therefore need to know how to create meaning if they want true engagement. For example, employees tend to respond better to organisations that have a reputation for social responsibility or are leaders in their communities.

Your commitment to inspiring people is essential for creating talent engagement. Recognise and act on the knowledge that human beings need to feel they matter, that they make a difference and have a meaningful purpose.

It is the leader's role to create the circumstances in which people can feel these positives. Only then do people produce outstanding performance, and only then is an individual's potential unlocked – and with that, the organisation's potential.

WHAT'S NEXT FOR EMPLOYEE ENGAGEMENT?

As a leader, how do you stop wasting money on crippling turnover costs by mastering the artistry of employee engagement?

Let's look at the facts: data from report *Nailing the Evidence* shows that organisations with higher engagement have:

- + 18% higher productivity
- + 2x the annual net profit
- + 59% more creativity and growth
- + 2.5x greater revenue growth
- + 12% higher customer satisfaction
- + 35% more efficiency

There has been compelling new evidence that supports Macleod and Clarke's claims over the last decade as well. Research collected by US organisations Dynamic Signal and Talent Culture has shown:

- + Increasing employee engagement investments by 10% can increase profits by \$2,400 per employee per year [1]



- + Over a three-year period, organisations with highly engaged employees had an average revenue growth of 2.3x greater than companies with average engagement [2]
- + Companies that increase their number of talented managers and double their rate of engaged employees achieve on average 147% higher earnings per share than their competitors [3]
- + Customer retention rates are 18% higher on average when employees are highly engaged [4]
- + Organisations with low employee engagement scores saw 18% lower productivity, 16% lower profitability, 37% lower job growth, and 65% lower share price [5]
- + Companies who implement regular employee feedback have turnover rates that are 14.9% lower than for employees who receive no feedback [6]
- + Only 25% of business leaders have an employee engagement strategy [7]

[1] Workplace Research Foundation; [2] UNC Kenan-Flagler Business School; [3] Gallup; [4] Cvent; [5] Queen's School of Business; [6] Gallup; [7] Dale Carnegie

MAKING EMPLOYEES FEEL VALUED

Unlike pieces of equipment which come with operating manuals so you can get the best performance out of them, human beings don't come with instructions, as each model is unique. So, the first step is to find out from each individual person what would make

them feel valued at work.

Aside from money, what ways do you have of showing people that they are making a difference and that they are valuable to the organisation?

Often the focus of the discussion is around salary, yet we know that money is only part of the equation. Other motivators could include:

- + The opportunity to share and collaborate on ideas
- + Specific acknowledgement of why you think they've done a good job
- + Hearing "thank you" or "I appreciate what you've done"
- + Public recognition
- + Receiving extra responsibilities
- + Spontaneous shows of appreciation
- + Gifts
- + Team acknowledgement
- + Time off
- + More autonomy
- + Praise which breeds empowerment

When working with one of our clients, they used this list to identify engaged employees:

- + They are excited and enthusiastic about what they are doing
- + They resist distractions, tend to forget about time or place, and often invest discretionary effort
- + They enjoy pondering current challenges, even in their downtime
- + They invite others in – and are emotionally contagious
- + They identify proudly with the activity

Could you imagine all your employees

feeling like this? How exciting and productive would this feel?

SURVEY AND ASSESSMENT

Whilst many organisations are already conducting employee engagement surveys, they are often less rigorous in their assessment of leadership.



360° PROFILE
BASED ON OUR 7 IS LEADERSHIP FRAMEWORK

A tool which we have used with countless companies such as Ocado and Capgemini is our 360° Leadership Profile. This tool was used to contextualise what employees thought of their leadership style, offering practical and useful insights into their strengths and developmental needs. From the feedback, their leadership style can then be adjusted and transformed to have the maximum impact on their engagement.

TEN PRACTICAL STEPS TO IMPROVE EMPLOYEE ENGAGEMENT:

1. AUTHENTICITY

Discover today if people see you as authentic by asking people if they know what you stand for and believe in. People feel readier to do their best for someone who is manifestly behaving in an authentic way. Share your humour, your values, and your humanity.

"To be authentic is literally to be your own author, to discover your own native energies and desires and then to find your own way of acting on them."
– Warren Bennis

2. CREATIVITY

Decide to be a creative leader who says "Yes, and" rather than "Yes, but". This improvisational technique helps you build on other's suggestions, rather than knocking and finding faults. Encourage your team to suggest improvements and be inventive and imaginative.

"Creativity requires the courage to let go of certainties." – Erich Fromm

3. IMAGINATION

Be openly curious about one of your team members today and uncover what it will take to engage their talent. By using your natural curiosity, you will stimulate a sense of what is possible. Use your imagination to wonder what could exist beyond how things are now.

"While knowledge tells us all we currently know and understand, imagination is more important and points to all we can discover and create." – Pablo Picasso

4. MEANING

Interact with each member of your team this week to discover whether they find their work fulfilling and worthwhile – and if they don't, do something about it. People need to find meaning in their work so they can feel engaged and use their potential.

"Work is a search for daily meaning as well as daily bread." – Studs Terkel

5. ATTENTION

Take a vital first step in triggering engagement by giving your full and exclusive attention to a person, by seeing who they are, listening to their experiences, and empathising with their cares and concerns.

"The only factor becoming scarce in the world of abundance is human attention." – Kevin Kelly

6. BELONGING

Human beings have a need to belong and connect. You can strengthen your people's sense of belonging by being more inclusive and seeking to connect individuals together. Find someone in your team today and show them why they are an important part of what you want to achieve.

"Humans live best when each has a place to stand, when each knows where they belong in the scheme of things, and what they may achieve." – Frank Herbert

7. EMOTIONAL INTELLIGENCE

The way you express your emotions heavily influences others. Your ability to empathise with, and therefore value another person's feelings will affect

their willingness to engage. Every hour on the hour, ask yourself, "How am I feeling? How are others around me feeling?" This will help you build EI.

"The emotional brain responds to an event more quickly than the thinking brain." – Daniel Goleman

8. INDIVIDUALITY

To successfully engage talent, treat each person as an individual with their own unique gifts and abilities – they are one of a kind. Make them feel special by tailoring your leadership style to their particular needs.

"Remember always that you not only have the right to be an individual, you have an obligation to be one." – Eleanor Roosevelt

9. TRUST

Less than a third of employees trust their managers. Perhaps that's because so few managers seem to believe that trust is important. It is in fact critical in promoting engagement. Make an inventory of the promises or agreements you have made recently, and make sure you keep them.

"He who does not trust enough will not be trusted." – Lao Tzu

10. LEGACY

Invite each direct report to describe the legacy that they would like to leave when they finally leave the company. Engaged people expect to make a difference.

"We all leave footprints in the sand. The question is, will we be a big heel, or a great soul." – Anonymous.●

Imposter Syndrome in High Performers

In times of disruption and uncertainty, imposter syndrome is more likely to be triggered in high performers. Read our tips on how to manage these symptoms.

BY STUART MACKENZIE

I have seen individuals stand on stage and mesmerise a conference for a whole day, or dazzle the most senior board of directors. And yet, despite appearances, I know they walk away feeling that they "fooled" everyone; that they "got away with it" or that they are faking it. Self-worth is different from self-confidence.

We have been researching high performance and leadership for thirty years now; often in one-to-one sessions we explore the strengths and weaknesses behind the effective masks of professionals from some of the most successful companies in various industries. The weight of evidence makes it abundantly clear that one of the biggest shared vulnerabilities amongst high achievers is a level of elevated anxiety linked to a low sense of self-worth, regardless of their considerable

accomplishments. It is called imposter syndrome: defined as high performing individuals unable to internalise their achievements.

People suffering from imposter syndrome, despite great achievements and high-status positions, never think that they will do well and therefore feel insecure in their role. They may be remarkably skilled and passionately ambitious but are nonetheless driven by a fear that something will go wrong; they will fail and be found out, and the house of cards will come crashing down around them. They have a profound sense of their own inadequacy, despite evidence to the contrary.

Mike Myers, the successful actor and comedian says:

"I STILL EXPECT THE 'NO TALENT' POLICE TO COME AND ARREST ME."



Oscar-winner Kate Winslet admits:

“I WAKE UP IN THE MORNING BEFORE GOING OFF TO A SHOOT, AND I THINK, ‘I CAN’T DO THIS. I’M A FRAUD’.”

Let me be open with you. I am afflicted by imposter syndrome, although thankfully only in a mild form. Having flunked out of two schools and never completing my education, I decided to pursue a career in theatre. I wrote, acted and directed. Then at about 28 I started a second career in business, and am now the CEO of a company that I love. My imposter syndrome takes the form of a fear that I am a fraud, that I am less intelligent than the evidence might suggest, and that if I relax for a moment it will become clear that I am inadequate as a CEO. I can receive a lot of validation and affirmation about how I lead, and yet a single negative comment about some small aspect will trigger in me a redoubled effort to shore up what I fear might be a crumbling edifice.

I am lucky: I work in an organisation that understands the psychological aspects of work, invites personal exploration, and has people prepared to talk about their insecurities and concerns. It is a culture that allows me to work through these vulnerabilities. I can talk about my paranoia and not be disempowered by it or driven to a pit of despair.

In high performance cultures where competition amongst colleagues is encouraged and everyone else looks like they are Premier League players, carrying the burden of imposter syndrome can be lonely, like a sentence of solitary confinement. It is paradoxical

because it is such a commonly held condition that there is no need to feel alone with it. The affliction ironically does not lead to lower performance or less productivity - if anything it drives it higher, but not in a sustainable way and at too high a cost to the individual.

While the source of insecurity is personal, it can be accentuated and reinforced by the systems and structures of these high performance companies. The need to serve the client, the expectation of doing long hours, the sums of money at stake, and the adrenaline and craving for success all conspire to keep pressure on the insecure overachiever. That's not to say there is anything wrong with success, or building value. However, if one does not have a strong sense of self then the approval of clients or senior partners is a strong and addictive drug, and its “high” is transitory.

The opposite of imposter syndrome is not complacency. It is possible to have a secure sense of self and still have drive – a healthy drive born of potential, not pathology. The danger for someone with imposter syndrome is that the strategies they develop to cope do not add to their resilience but deplete their reserves – such as sleeping less, working longer, sucking up the stress, and hiding depression.

Fortunately some organisations are realising that to serve the client well, individuals have to be well. As a result, we are increasingly being asked to run programmes exploring imposter syndrome, resilience and supportive relationships.

What are some of the strategies one can

use to diminish the debilitating effects of imposter syndrome?

ONE We work with people to help them see reality more clearly and noticing their triggers, or “amygdala hijacks” as they are becoming known. This requires them instilling a discipline of being “present”. When imposter syndrome is in operation, one becomes blinded by anxiety - fear interferes with our thinking functions. The sufferers focus their attention on the strong inner critic and their antenna are scanning for imagined threats. We have tools for regaining control on the focus of attention so that we can see more clearly and, as the fog of nerves dissipates, the “mask” of competence is dropped to reveal the authentic competence - one is present enough to see the real impact one has.

TWO Another technique is to increase awareness of the subtle interpersonal status transactions that are being exchanged at every moment. Status signals communicate where we are in an informal hierarchy, not based on title or role, whether we are in meetings, pitches, or around the water cooler. Misreading these signals can increase the constant feeling of being less than others. Being aware of, and therefore in control of, the status transactions can allow us to see, match and lead the status dance.

And so, like many other sufferers, I have learnt some skills and techniques to counter the internal and external attacks on my self-esteem. There is hope for all of us. After all, performance angst doesn't really serve anyone. ●

30 LESSONS FROM 30 YEARS

21. Clean up your own mess. Before conquering the marketplace, clear your desk.
22. If you cannot decide, then you probably don't have enough information. You need to get it. However, you can't always wait to know everything before making a decision.
23. Most people problems are best solved informally – and without delay.
24. Don't make a drama out of a crisis - unless it's a comedy drama, with an ensemble cast and a strong ending.
25. Campaign for what you believe in. Have a cause. Start or be part of a movement.

AGILE DOESN'T NEED TO WORK ALONE

WRITTEN BY HOLLY STEINER

You may already be familiar with Agile methodology: a project management approach with its origins in managing software development, which is fast becoming common reference across industry sectors, from finance to non-profit.

The obvious difference from traditional project management structures lies in its cyclical and iterative deployments, lowering exposure to risk and providing incremental value. This contrasts to a single structured roll-out commonly referred to as “waterfall” [1]. It seems likely the methodology will continue to grow in popularity as business environments become ever more complex and volatile.

This simple but seismic change in approach is underpinned by twelve core principles for practicing Agile effectively, documented in the Agile Manifesto [2]. Of these twelve, three refer specifically to how the team and its people should communicate and manage themselves:

- + Projects are built around motivated individuals, who should be trusted
- + The best architectures, requirements, and designs emerge from self-organizing teams
- + At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behaviour accordingly

With these explicit references to people management, flat teams, and

empowered individuals, it should be no surprise to those in learning and development that the result has been revolutionary for many projects that implement Agile effectively.

Agile manages to weave into its adaptive structure many now common practices for getting the most from a team: strong lines of communication, a servant-style leadership, collaboration (rather than cooperation), and self-reflection across the team.

For us, it's exciting to see how the methodology is spreading across industries and interesting to trace its footsteps. Whilst in one organisation it may be adopted organically from development team to development team, in others it's a rollout directed from the top across departments. Sometimes it is simply championed by lone advocates who see the possibilities to improve team effectiveness.

Whichever way Agile enters an organisation, there are areas where people development can pave the way for high performing Agile teams. Some of the areas we have recently addressed with our Agile adopting clients include:

- + Finding your voice, specifically within a group rather than one-to-one. Whether that's in huddles, stand-ups, “sprint” reviews; we all know some people talk louder than others. Helping all your people to use their voice and making sure no valuable insight goes unheard is a huge advantage. We often hear from participants how gratifying and

surprising it is to be coached on what they can do to get themselves heard in a way that feels authentic to them, and that sits naturally within their company culture.

- + Managing difficult conversations – things will always go wrong, and how they are dealt with can be harder in a truly flat team structure. People need the skills to raise and resolve issues diplomatically. In our experience, this is a particularly challenging area for people to advance in without the support of a shared model for thorny discussions. It is all too easy to avoid an area of conflict at the expense of a project, especially if previous roles have been more siloed than collaborative.
- + For people “doing Agile”, there is frequently a need to influence without formal authority, particularly when old hierarchies or cultures are being challenged. Iterative work necessitates that a project can't be completed in one go, so teams need to manage expectations for senior stakeholders when people's “must-haves” become “next-release”. We have noticed that the ease with which new Agile players take up this mantle strongly depends on the organisational culture. It is now quite common for organisations to overtly encourage people to voice concerns across levels of authority, but if there is a history of strongly hierarchical communication then it takes time, or targeted development, to drop old habits.

A new Agile team must prove value quickly; allowing time to naturally adjust to each other's communication styles is a luxury few teams in this position can afford. Providing people with the skillset to recognise other perspectives and overcome initial impressions and hurdles gives them the best chance of success, both individually and as a team. Where we have the pleasure of working with a significant portion of an organisation's workforce, it is rewarding to see shared language and frameworks for effective team communication permeate.

For some organisations, starting to use Agile signals a move to enact wider cultural change; a drive toward innovation and efficiency. In our experience supporting organisations through periods of change, be it bold or subtle, the shift can trigger evocative reactions, and it's common for people to appear defensive or resistant.

Ensuring teams have the right tools to take ownership in organisational evolution moves the change from an external force to something people can internalise; increasing resilience and creating enthusiastic champions. Agile, like anything, is most successful when people are empowered to produce outstanding performance. ●

1“What's the difference? Agile vs Scrum vs Waterfall vs Kanban” on Smartsheet [online] <https://www.smartsheet.com/agile-vs-scrum-vs-waterfall-vs-kanban>

2“Principles behind the Agile Manifesto” on Agile Manifesto [online] <https://agilemanifesto.org/principles.html>



FLEXIBLE WORKING TIPS FOR PARENTS

By Sarah Phibbs-Moss

Having children can feel like a disruption – to your career, and to life in general. However as flexible working becomes more common, the future of work seems to be embracing the potential of working parents, and the perspective they can bring.

HERE ARE SEVEN TIPS FOR WORKING PARENTS FROM EXECUTIVE COACHES AMY FRANKS AND VIC BRYSON:

1. Never say “sorry - my baby brain!” or in any other ways refer to your brain as such. Why? Because people come into work with all sorts of tiredness and ways of being scatty/slow/missing a point, yet they don’t label themselves as having a somehow work-inappropriate brain. In fact, many people don’t highlight or apologies for weaknesses, full stop.

2. Don’t pretend to your work colleagues that you’re in meetings when you’re really on the school pick-up. The pressure of preserving the fiction adds an additional layer of stress that no-one needs. And your colleagues can probably guess the truth. Own the reality of your flexible working.

3. Practice phrases (verbally and in email) such as “I work flexibly around childcare.” The aim is to let your clients know you’re so organised and together that you can do both. You’ve got this.

4. Even when you’ve told everyone several times that you work Monday, Tuesday and Thursday until 2pm, they will forget. Make it easy for them with a clear email signature and voicemail recording.

5. Look for opportunities to integrate your parenting with your work. If you’re trying

to coach your team more, practice coaching your kids; consider using the odd story about your kids in your work presentations; think how “Agile” you could make getting ready for school; even use your kids’ felt-tips for marking up reports. These opportunities remind you that your life is a whole – that work and family are not competing interests but add up to form your whole journey in a certain direction.

6. Remember it’s natural for kids to miss you when you go on a business trip, or to be sad that you’re not there for a bit. You probably miss them too. Distracting or comforting them with promises of presents often makes us feel better, but many trips down the line, it can create expectations that feel like demands. Instead, consider coming alongside them when they’re sad you’re going and accept their emotion.

7. Parenting places huge demands on us, it’s unrealistic to think that those additional demands won’t affect or cost us in our professional (and domestic) lives. So be kind to yourself when you fall short of your super-working-parent ideals. There’s not a working parent in the world who hasn’t done this. We’re all trying, doing the best we can with what we have. Forgive yourself, kiss the kids and move on.

When I returned to work, the “maternity pause” allowed me to switch off enough to be switched on when I returned. The time away allowed me to see the wood for the trees within my role and the organisation itself. When I returned my vision was stronger, more focused and my attitude to time management had seriously shifted for the better. I hope you can experience it in this way too.●

30 LESSONS FROM 30 YEARS

26. Don’t shy away from discord. In a healthy environment, heated disagreements can be great sources of creativity.

27. You don’t have to do everything. Stick to what you’re best at.

28. Communicate. People only really hear when it concerns them now. You can never be too clear.

29. Having a community makes everything easier - and harder. But it’s better than trying to do everything on your own.

30. Technology tends to take over. Don’t fight it, but use it intelligently.

Celebrating
30 YEARS
OF UNLOCKING POTENTIAL
- Est. 1989 -

the change you want to
in the world



“DIFFERENT FROM OTHER COURSES, VERY ADAPTED TO THE NEEDS OF THE GROUP, WITH PERSONAL FEEDBACK AND CONCRETE PRACTICE TO IMPROVE.”

Chantal Van Gils, IQVIA

COURSE MENU

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



Transform your presentation skills and make the impact you deserve. Whether you are presenting, pitching, or public speaking – this two-day experience is the world’s most impactful and outstanding programme for delivering results.

“AMAZING CONTENT, WELL THOUGHT-OUT MATERIAL, AND A SOLID METHODOLOGY.”

Sarah Bellot Le Hellidu, Partecip

Using challenging and enjoyable training methods, adapted for business from the theatre, we focus on each person’s unique presenting style. We build confidence and enable people to express their natural creativity and enthusiasm. This is a powerful experience that can radically change how people express themselves.

“THE COURSE REALLY EMBEDDED THE LEARNING THROUGH HAVING LOTS OF EXPERIENCE ACTUALLY DOING PRESENTATIONS.”

Nigel Redmond, Central & North West London NHS Trust

LEARN TO:

- + Find your unique presenting style
- + Express yourself 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 – perhaps even looking forward to it!
- + Ready to give your best

BE MORE ABLE TO:

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

Two days – maximum eight participants
For in-house options, a follow-up third day is recommended three to six months later



PRESENTING *VIRTUALLY* WITH PRESENCE

Mercer found that their people were increasingly making presentations over video call to international clients and to other stakeholders in their overseas offices. Fiona MacLeod, the Operations Leader for Talent and Inclusion, realised that they needed training that would address presenting to live and online audiences.

Presenting over webcam throws up a number of challenges that face-to-face presentations don’t have. Making real eye contact is impossible. Going straight to slides – a standard way of presenting remotely – creates an immediate disconnect with the audience. Varying bandwidth speeds cause lags and miscommunication. And building rapport with an audience can seem not only difficult, but also completely irrelevant – how do you dynamically engage with people thousands of miles away?

Mercer also wanted to make sure the training was completely different from what they’d run before. Global Learning & Development Leader Liz MacGillivray told us they wanted to move away from classroom learning to

“fun, bite-sized, colleague-engaging learning of the future.”

We adapted our flagship course, Presenting with Presence, into five 90-minute webinars for a group of six managers from different divisions and locations around the world. They were to be the pilot group to “beta test” the new online PWP.

Bill, the coach from Maynard Leigh Associates, took the participants through the five Ps of powerful presentations over the sessions and gave feedback on their virtual presence. Through the five sessions, they prepared through rehearsal and direction, clarified their purpose, unlocked their passion, established their presence, and brought their personality to the forefront.

“Great course, very enjoyable. Bill ensured we were all using video and helped us to position ourselves on it in an effective way. It worked from both an online and an in-person view of presenting. I got confidence and direction – so much I was clearly not doing as well as I could have before.”



PERSONAL IMPACT

AVAILABLE AS AN OPEN WORKSHOP

How you enter a room, shake hands, present or express yourself, and make an impression can significantly alter whether or not you are able to 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 your audience.

This one-day workshop builds internal confidence to tackle situations such as selling products or services to individuals, chairing and participating in meetings, interviewing, attending appraisals and briefings, and business social functions.

**“GREAT PRACTISING
– NOT JUST THEORY
– WITH A NICE
ENVIRONMENT TO
PRESENT IN.”**

Izzi Coppin, Trayport

LEARN TO:

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

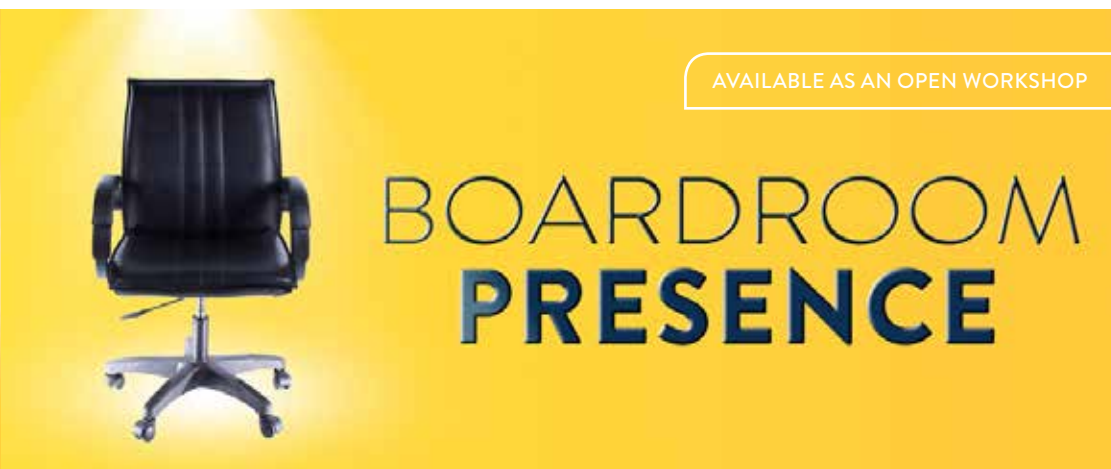
FEEL:

- + 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 your personal message
- + Give effective briefings
- + Chair and participate in meetings
- + Deal with business and social situations
- + Create personal chemistry and rapport

One day - maximum six participants



BOARDROOM PRESENCE

AVAILABLE AS AN OPEN WORKSHOP

You need to make an impact at a senior level. Perhaps you have been recently promoted to a position where you now need to attend regular board meetings, or you are asked to attend occasionally, outside of your job scope, because of your particular expertise. You may even be returning to the boardroom after a career break. Either way, you need to make a lasting impact.

The same goes for building client relationships at board level – you need to present yourself with gravitas and authority.

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 CONTENT. USEFUL AND
VERY PRACTICAL. WILL START
USING THE THINGS LEARNT
STRAIGHTAWAY!”**

Fola Adebayo, Worldpay

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 point of view
- + Convey gravitas and natural authority

One day – maximum six participants

**We also run this course as a
women's only open workshop**

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, which are fully explored in our book *ACE Teams: Creating Star Performance in Business*, are backed by a web-based 360° assessment tool where teams can produce a profile which indicates their effectiveness.

“REALLY GOT ME THINKING. I LOVED THE EXERCISES AND IT LEFT ME WITH A WARM AND HAPPY FEELING. NOW I WANT TO ENCOURAGE MORE PEOPLE TO THINK OUTSIDE THE BOX AND COLLABORATE.”

Jonny Scherrer, Ocado

The content of this workshop draws heavily on how theatre teams work – these teams often come together for a short period of time and need to gel instantly, with the aim of producing outstanding performance in a matter of weeks. The workshop is tailored

to your needs: if run for an existing team then we recommend using our 360° profile as a starting point, or the course can also be run for groups of individuals who wish to explore team-working more generically.

LEARN TO:

- + See the difference between a group and a team
- + Make an exceptional team
- + Establish effective team-working
- + Harness the added value of team-working

FEEL:

- + What it’s like to be part of a team
- + Confident to add value to others
- + Enthusiastic about working as a team

BE MORE ABLE TO:

- + Work collaboratively with colleagues
- + Produce exceptional results as a team
- + Embody a team’s values
- + Creatively solve problems
- + Support others to perform at their best

**One or two days – maximum
fifteen participants**

CLIENT STORY



DT EUROPE

Growth Mindset

As part of a wider initiative to shift the culture across the organisation, DT Europe were looking to explore the importance of a Growth Mindset through a series of internal interventions. They approached Maynard Leigh Associates to help them communicate this, through participation in webinars and through leading live workshops on Growth Attitude in Athens, Vienna and Bonn.

HOW DO WE DEFINE GROWTH MINDSET?

We adapted our Victim & Chooser model to align with DT’s thinking on their trajectory towards growth. Embracing Growth Mindset encourages people to see challenges as opportunities, which would in turn help DT keep up with the changing marketplace.

HOW DID WE HELP DT EUROPE?

Groups of leaders and managers from across Europe were transplanted from their offices to a dance studio, where instead of a classroom setting with chairs, handouts and a slideshow, they stood facing full length mirrors and were invited to ruminate on how their mindset affected their leadership.

On the first day, the focus was on introspection. Participants were asked to consider: who were they as a person, and as a leader? They had many creative provocations and invitations, including sharing a song that meant something to them and explaining why, and creating a self-

portrait which was added to throughout the day as they collected feedback, impressions and perspectives on themselves as leaders.

The second day looked outwards, focusing on “extraspection” and the impact had on others. This pushed individuals to embrace their authenticity, authority, and agility. Through highly interactive sessions, including performing sketches and presenting, they learned methods of expressing themselves creatively.

The sessions were aimed at provoking active self-reflection, stimulating deeper self-awareness, challenging self-assumptions, and developing personal insight, alongside driving a growth mindset. By embracing a growth mindset, participants took away a commitment to engage, involve and inspire those that they lead to follow suit.

OUR IMPACT

The international groups embraced the event and challenged their perceptions on their individual mindsets. Sabine Weishaupt, the Global Head of Leadership Consulting & Initiatives, called the event a “truly engaging and deep-reaching growth opportunity,” and added, “the Growth Attitude training offers an experiential journey: you will discover yourself and get to reflect on your thoughts and behaviour in very quiet, very loud, and always provoking moments throughout two exciting days.”



CROSS-CULTURAL COLLABORATION

In a diverse team, each different perspective provides unique value and insight into a business' needs. Increasingly, managers are being asked to work in a multi-cultural environment to produce high levels of performance, and with a rise of multinational and intergenerational teams developing across businesses, it's vital that these teams are taught to effectively come together to work as one, without losing their individuality. Understanding cultural differences, not just between different nationalities but also between departments and divisions, is a requirement in today's global companies. Ultimately, it is about understanding difference and being able to include and leverage such diversity in order to deliver results. Building constructive working relationships in this sort of environment demands a different sort of approach. This workshop allows you to develop your understanding of others and your collaborative skills and focuses on producing action that will enhance and maximise productive collaboration.

LEARN TO:

- + Establish team-working in a multicultural environment
- + Add value through working as a team
- + Understand cultural differences and nuances

FEEL:

- + Emotionally and socially connected to your colleagues
- + Confident to add value to others
- + Enthusiastic about collaborating with others

BE MORE ABLE TO:

- + Create and build productive relationships
- + Produce exceptional results
- + Overcome unconscious biases
- + Communicate appropriately with other cultures

"IT WAS EXTREMELY POWERFUL AND HELPFUL."

Ravi Sanguhan, Aviva

Two days – maximum twelve participants



DRAMATIC SHIFT

This is a total shake-up, wake-up and creative challenge for leaders, individuals, and teams. Transporting participants from the office to a West End stage, you will connect with your inspiration and produce exceptional results for your business. When faced with a challenging situation, we most need to access our creativity to solve problems and uncover new results. This workshop allows you to approach business challenges as a theatre director would approach a theatrical production and encourages you to take different perspectives in a safe rehearsal space. **"IF SOMEONE HAD TOLD ME BEFORE I CAME ON THIS TWO-DAY COURSE HOW MUCH I WOULD GET FROM IT, I JUST WOULDN'T HAVE BELIEVED THEM."** Wendy Palmer, Barclaycard
TARGET AUDIENCE:
Anyone who needs to work creatively to understand and realise their potential. Ideal for leaders, supervisors, managers, and

teams or individuals who are looking for the ultimate personal development challenge.

LEARN TO:

- + Release your untapped creativity
- + Create innovative solutions to deal with problems
- + Benefit from networking and support
- + Give and receive insightful feedback
- + Enliven your working life

FEEL:

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

BE MORE ABLE TO:

- + Inspire yourself and others
- + Create better team-working dynamics
- + Take productive risks
- + Have compelling conversations

Two days and one evening – maximum sixteen participants



LEADERSHIP IMPACT

EXECUTIVE MASTERCLASS

AVAILABLE AS AN OPEN WORKSHOP

Leadership is increasingly about the ability to inspire others. To achieve this, leaders need to be expert communicators, using every encounter to impact their people positively. This breakthrough course explores the arena of inspiration, and allows leaders to develop brilliant ways of communicating in order to engage, motivate, and excite others.

Alongside the two-day interactive workshop, this course package also includes access to an online 360° profile tool, pre- and post-course one-to-one executive coaching, a copy of our book LEADING THE WAY, and a pack of our “Do It Now” action cards.

TARGET AUDIENCE:

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

“EXCEEDED ALL EXPECTATIONS – SIMPLY OUTSTANDING. THANK YOU – YOU HAVE CHANGED MY LIFE.”

Colin McIntyre, Waitrose Farm

LEARN TO:

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

FEEL:

- + Connected to your authentic power and gravitas
- + Confident and passionate
- + Capable of creating 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

Two days - maximum ten participants



ENGAGE & INSPIRE

A Communication Masterclass

We spend more time during our work day communicating than we spend doing any other activity – and this becomes truer the further we progress up the ranks. Yet so often our conversations are unsatisfactory, misunderstood, or highly charged.

This two-day masterclass 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 the spoken word.

TARGET AUDIENCE:

This course is suitable for middle and upper management, but typically for those who have achieved the title of Managing Director.

“RICH. AND NOT WHAT I EXPECTED AT ALL. THE MOST IMPACTFUL COURSE I’VE TAKEN IN A LONG TIME.”

Matthew Lamson, Worldpay

LEARN TO:

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

FEEL:

- + Ready to convey both confidence and conviction
- + Encouraged to make your communications count
- + Clearer on what works for you as a communicator
- + More empowered about obtaining what you 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

Two days – maximum ten participants



Vital leaders produce outstanding performance in complex times. This workshop challenges participants to practise leadership by producing and implementing a change idea that will add value to their organisation.

Using ideas from the theatre and the performing arts, participants will explore the type of leadership that is needed for the 21st century. In taking part, you will be encouraged to produce exceptional results through inspiring yourself and others.

TARGET AUDIENCE:

Ideal for those with some experience of leadership who are committed to developing their skills to an inspirational level of performance, and who want to practise in an 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 you
- + Clearer on what works well for you as a leader
- + Excited about unlocking the potential of others
- + Personally responsible for making things happen

BE MORE ABLE TO:

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

Two days
– maximum fourteen participants

CASE STUDY

Capgemini FUTURE LEADERS

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 Associates with thirty distinct Capgemini employees for several training modules (including Vital Leader, Personal Impact, and Presenting with Presence). The goal is to unlock leadership potential not only in the individual but also in the group.

JESSICA PYBUS JOINED FUTURE LEADERS FOR THE 2018 COHORT – HEAR WHAT SHE HAD TO SAY ABOUT THE PROGRAMME:

“The leadership training that we went through during the programme was, if you excuse the cliché, truly eye opening. And that was the case for everyone. Some of us had bigger ‘aha’ moments than others, perhaps owing to the size of the contrast between where we are now and where we want to be, or perhaps the shock at just how long we’ve been fumbling through as leaders without truly understanding why we behave that way.

I had my eyes (and my voice) opened to different styles of presentation, through the hilarious mediums of role play and acting. What this gave to me was the confidence and the proof that I can bestow a different presence and a different impact on my audience – being bold and assertive, or light hearted and friendly. As a leader, my presentations often have an aim or objective of something I want from the audience, and by utilising the right presentation style, I have been able to ensure this happens.

What we get out of the programme is very much determined by what we put into it. Whilst there are no text books, we do have a rich set of information that we gathered at the start of the programme. A compilation of anonymous feedback, an assessment of our leadership capabilities, and the foundation skills that we learned. Working with our coaches, this information was used to help us identify areas that we wanted to focus on.

Having received initial training in coaching, I became hooked. I have since been developing my coaching skills with some willing volunteers who thought they might benefit from some coaching support. This has become quite a common practice for a few class members and, as such, we now have the opportunity to become certified as part of a coaching network across Capgemini. Having broadened my network and my skills, many more doors are opening, and becoming a coach is just one.

We are all different and our differences are celebrated. Most other leadership “courses” or programmes are geared towards teaching you a specific skill or tool for your toolkit, which can only lead to a very dull place where everyone is doing the same thing and trying to become the same leader. The Future Leaders programme is infinitely more subtle and yet powerful in the changes it encourages in all of us, and made possible only by the fantastic support team across Capgemini and Maynard Leigh. I am immensely grateful for having the opportunity to make my own progress, but I am also privileged to have shared this with others and witnessed their growth too.”



BESPOKE PROGRAMMES

We have been designing bespoke learning solutions for thirty years. Through our consultancy service, we uncover key insights which shape the solutions needed for your organisation.

Our aim is to develop the best programmes to engage your people through experiential learning. In this way, the learning becomes both memorable and strongly embedded, and the effects continue to resonate after programme ends.

Using our “Four Ds” process, we diagnose your situation to clarify need and establish desired outcomes, design a bespoke solution in partnership with you, deliver a high impact experiential training event, and discover through feedback and reporting how effective the solution has been and identify next steps.

As with all our programmes, delivery of training is participant-centred, and as such is adaptive to the needs of the room.



ELEMENTS OF OUR BESPOKE PROGRAMMES:

- + Tailored elements of our core programmes
- + One-to-one executive coaching
- + Vodcasts and webinars
- + Pre- and post-course reading materials
- + 360° profile assessment tools
- + “Do It Now” action cards

WE TAILOR TO YOUR ORGANISATIONAL NEEDS
WE DESIGN A SOLUTION
WE DELIVER IT
WE ARE YOUR LEARNING PARTNER

In designing any bespoke programme, such as the examples above, we always start with in-depth conversations to fully understand your current situation and your fundamental drivers for change. Our consultants bring extraordinary insight to help us get to the heart of the issue together. We bring a creative approach to programme design and combine the different elements that will shape the best solution.

While respecting the confidentiality of individuals, we are able to draw out themes, perspectives, perceptions, and insights from the room that we can feed back to you. This can be valuable for you to assess the impact of the training and prove ROI.

“The success of this experience was also down to the special way that maynard 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.”
- Paul Clarke, Ocado Technology

“We have worked together [with Maynard Leigh] on a number of pieces of work – from individual and team presentation coaching, executive coaching for our most senior leaders and experiential team learning. Authenticity is one of our values and it was incredibly important to me that we worked with a team who could understand our company, our values and most importantly our clients.”
- Kirsty Lynagh, Nucleus Financial

CONTRIBUTORS

With thanks to our contributors

AMY FRANKS

AMY JOINED MAYNARD LEIGH IN 2003 AS AN EXECUTIVE COACH AFTER WORKING AS A JOURNALIST. SHE IS PASSIONATE ABOUT HELPING PEOPLE TO COMMUNICATE.

ANDREW LEIGH

ANDREW CO-FOUNDED MAYNARD LEIGH IN 1989, AND ALONGSIDE HIS WORK WITH THE COMPANY HAS AUTHORED DOZENS OF BOOKS ON MANAGEMENT AND LEADERSHIP.

HOLLY STEINER

HOLLY HAS WORKED AS A CLIENT ENGAGEMENT MANAGER SINCE 2015. SHE OVERSEES THE DELIVERY OF PROGRAMMES INTERNATIONALLY FOR OUR CLIENTS.

JULIETTE WELCH

JULIETTE RECENTLY STARTED IN 2018 AS MARKETING MANAGER. SHE LOOKS AFTER THE DIGITAL MEDIA AND CONTENT STRATEGY FOR MAYNARD LEIGH.

MICHAEL MAYNARD

MICHAEL CO-FOUNDED MAYNARD LEIGH IN 1989 AND HAS CO-AUTHORED NUMEROUS BOOKS WITH ANDREW. HE ALSO SPEAKS AT NUMEROUS CONFERENCES ON LEADERSHIP.

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SARAH JOINED IN 2013 AND HAS TAKEN ON NUMEROUS ROLES WITHIN THE BUSINESS, MOST RECENTLY AS EVENTS MANAGER. SHE IS CURRENTLY COMPLETING A PSYCHOTHERAPY COURSE.

STUART MACKENZIE

STUART STARTED AT MAYNARD LEIGH IN 1989 AS A STAGE MANAGER AND IS NOW CEO. HE IS COMMITTED TO UNLOCKING POTENTIAL IN OTHERS THROUGH DEVELOPMENT.

VIC BRYSON

VIC JOINED MAYNARD LEIGH IN 1999 AS AN EXECUTIVE COACH. SHE WORKS TO HELP PEOPLE UNLOCK THEIR CREATIVITY, CONFIDENCE AND EMPATHY.



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, and 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.

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