

## More than 10 years of Developing Leaders

Values Based Leadership has been developing the skills and abilities of leaders and managers for more than ten years since we started in January 2001. In that time we have had the pleasure and privilege of working with many different organisations and their leaders, enabling them to perform to the highest level of their abilities. We continue to work with UK based businesses and now also deliver leadership development solutions for our clients in Europe, North America and Asia. So we thought, ten years on, it was a good time to reflect on how we have developed and grown as an organisation. We've reviewed what we do, why we do what we do, and how our values and ways of working will continue to add value to our clients and their people.

### Our Mission

To be a values based business and a trusted leadership development partner to our customers, colleagues and friends.

### Our Vision

To develop inspirational leaders across the world.

### Our Values

Our values are our commitment to everyone that we meet through our work. They are a key part of who we are, guiding our decision making and our behaviours. These values are:

**Integrity** - We build relationships based on open and honest dialogue. This enables us to create a level of trust with you so that together we can achieve extraordinary things.

**Courage** - We believe courage is about facing and dealing with difficult issues, being true to our values and having the humility to be honest with ourselves and those around us.

**Innovation** - We create an atmosphere in which creativity can flourish by encouraging and being open to new ideas and feedback. In this way, we constantly learn and grow in order to bring fresh and innovative thinking and approaches to the work that we do.

**Passion** - We are enthusiastic and energised about what we do and find that this inspires and engages

others.

When thinking about why and how we do what we do, we also thought about how we wanted to communicate this to others. We took some time to develop a new, fresh identity and website that we believe reflects how we have changed and developed as an organisation.

So take a look at our new website:

[www.valuesbasedleadership.co.uk](http://www.valuesbasedleadership.co.uk)

And catch up with us through the website links to our YouTube, Facebook and Twitter sites or join us on the discussions we have running through LinkedIn.

As always we would welcome your feedback on the changes we have made.



### More than ten years of Developing Leaders:

As Values Based Leadership continues into its tenth year as a management consultancy, we reflect on how we have developed and grown as an organisation.

**Beliefs of Excellence:** Sue Knight discusses the power of believing in excellence.

**Steve Jobs - Inspiring Leader:** Following the resignation of Steve Jobs as the CEO of Apple, John Frost reflects on how Jobs became such an inspiring leader.

**Service Brand Approach:** Alan Williams and John Frost examine the importance of service brand.

**Thought Leaders:** Karen Frost reviews Bounce - the myth of talent and the power of practice by Matthew Syed.

**On the Couch:** Karen Frost answers a query on the difficulty of finding the right staff.

**Thought Leaders:** Karen Frost considers the Talent Management Handbook.

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# Beliefs of Excellence

By Sue Knight

**\*\*Senior Citizens - Sainsbury's Chicken & Gravy Family Pie Buy 2 for Only £5.00\*\***

This is just one of the huge benefits of being over 60. Fortunately I can think of a few more!! Many of you know that I am studying Awareness through Movement developed by a remarkable man, Moshe Feldenkrais. This has been described as an elixir for life. I was struck by these words in one of the recent texts on the subject:

*No advice is more treacherous than this: "Now that you're getting older, you ought to slow down a bit". This is a pathway leading directly to decrepitude. Such advice is not only debilitating, it is deadly.'*

This statement, by Somatics Thomas Hanna, is an example of what we hear from people holding limiting beliefs not just about age or physical wellbeing but anything. I overheard someone recently say that "Times are hard". Now that is not to say, that we are faced with new challenges every day financially, environmentally, politically, personally. However this person was using it as the reason for not achieving the success they wished for in their work. We experience disempowering beliefs every day in the press, on the TV, from our family and friends (whose intentions may be of the best kind).

A delightful gentleman aged 80, who came as a model of excellence to one of my Master Practitioner programmes - a veteran racing cyclist still cycling over 200 miles every week whatever the weather, had been advised by his family to stop. They did this on the basis that he was going to harm himself! Well he had harmed himself often with the numerous crashes he had and proudly showed us photos of his injuries. There was not a sign of self-pity or suffering more of a state of pride. He believed he had all the resources at the age of 80 and in fact more than he had had in his younger cycling days.

We are usually unaware of these limiting beliefs with which we get bombarded every day even though we undoubtedly experience their crippling consequences.

And the good news?

The good news is that we can **choose** what we believe. Beliefs aren't facts, they are views we can hold and use as if they are fact. And if we choose beliefs that move us into a resourceful, fulfilled, vigorous, electric and alive state then why would we choose any differently? The results of all the studies that have been done with NLP and with any other study for that matter, reveal

time and time again what I call Beliefs of Excellence\*. And some examples (there are many) are below:

**Nothing is failure** – everything is feedback and learning. Edison believed this in his famous statement when challenged with the hundreds of experimental 'failures' to produce a light bulb: "I am that much closer to finding the solution." And not surprisingly, with a belief like that – he did.

**The person with the most flexibility in thinking and behaviour is the person with the most influence in any given situation.** Basically if you only have a few choices and they don't work then chances are you are much less likely to achieve the outcomes you want than someone who keeps pulling new strategies and new tactics and new thoughts out of the hat.

**Mind and Body are one.** If you are tense in your thinking, you will be tense in your body. Much of the "news these days is bad news and many people let bad news create a state of stress and tension. How have you reacted to the news of the 'world economy' in this last year? And as John Grinder, one of the founders of the term NLP said: the three demons to personal effectiveness are Inner Noise, Foveal Vision and Muscle Tension." Need I say more?

There are many, many more. Easy to read, but quite a challenge to live by them and to choose beliefs that work for you rather than those that don't, even though it seems obvious to do so. As my father-in-law said to me having read my book NLP at Work: "Very good Sue – and surely all common sense?" Indeed. Yet the practice of living is not all that common!

So a personal belief on which to finish this article from the same author with whom I started:

*"There is a tendency for life in general and of technological societies in particular to wear down our well being. This is not necessary – as we grow older, our bodies and our lives can continue to improve right up to the very end."*

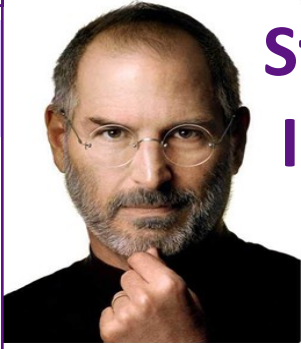
And as they say in teen speak "End of".

Sue Knight is a coach, speaker, consultant and trainer to organisations and an international trainer running programmes in NLP (Neuro Linguistic Programming) in many countries including the UK, France and India. More about her work at:

[www.sueknight.co.uk](http://www.sueknight.co.uk)

\*Beliefs of Excellence is a chapter in Sue Knight's book NLP at Work





# Steve Jobs Inspiring Leader

By John Frost

There has been much written about Steve Jobs as he moves to the role of Chairman of Apple from CEO. We can be sure there will also be much more to come including his biography due out in November of this year. A recent Fast Company article pointed out that he has been called “a modern day Thomas Edison, the Beethoven of business, and the most prolific visionary since Henry Ford.”

So, what of Steve Jobs the leader? What is it in him that engages and inspires people around creating products that have re-defined a market?

The same Fast Company article identifies the philosophies that have characterised the man and his values. As a philosophy of maximising your impact as a leader perhaps we can all learn something from them.

**Put Passion First** - he followed his heart and let the operational details fall into place.

**Never Limit Your Imagination** - he always imagined the ideal solution and never watered down his most potent ideas due to setbacks or fear.

**Pursue Greatness Over Money** - he focused on making the biggest possible impact and the money followed.

**Demand Excellence** - critics complain of his exacting style and “unrealistic” demands. Sometimes it takes an aggressive stance to rise above the sea of sameness.

**Put Yourself Out of Business** - Jobs constantly strove to be the force of disruptive change that would make the Steve Jobs of six months ago irrelevant. He maintained intense urgency around continuous reinvention.

**Challenge Conventional Wisdom** - he loved to challenge the norms and much of his inspired thinking came from sticking his finger in the eye of the complacent incumbents.

**Ignore the Naysayers** - he never let the fear of others interfere with his own trajectory.

**Persist** - there were many times he nearly lost it all at Apple, Pixar, and even in his personal life. Some throw in the towel whereas Jobs stared into the abyss and never accepted defeat.

**Never Pigeonhole** - Jobs wasn't a “computer executive.” He was a visionary change agent and he realised his calling was far beyond any categorical label.

**Push Beyond What You Think is Possible** - when he heard “that can't be done,” it only emboldened his resolve. He constantly drove himself and others to reach new heights.

Jobs has also created a management team around him who feel the same passion for Apple as he does; they have taken the journey with him and will take Apple confidently into its next phase of development. Succession was never an issue.

Perhaps it is not surprising that Steve Jobs has created such a powerful leadership legacy that has touched the hearts and minds of so many people.

The last words in this article should be left to the man himself:

**“I believe Apple's brightest and most innovative days are ahead of it. And I look forward to contributing to its success in a new role. I have made some of the best friends of my life at Apple, and I thank you all for the many years of being able to work alongside you.”**

*Steve*

## Service Brand Approach

By Alan Williams & John Frost

**It's not what you do.....**

Imagine you had two appointments yesterday, the first at Coutts Bank, the Queen's bank on the Strand in London, and the other at the corporate office of TGI Friday. The atmosphere in the first was polite, formal and very precise, while at the second it was much more relaxed and (almost) casual. The two experiences felt very different and yet, from a process perspective, they were very similar: arrival, greeting, registration, waiting area, collection by host and departure. It was the “style” that was different: smart uniform vs. trendy outfit, Financial Times vs. fashion magazines, “Good morning, sir/madam” vs. “Hi, how are you today?”

In the service sector, the bringing together of strategy in the areas of customer experience, employee engagement and brand DNA is referred to as the SERVICEBRAND. Research estimates that more than 50% of a service transaction is based on emotion rather than process.



*Continued...*

*Alan Williams*

...continued

So, at least 50% of people's buying decision is based on how they feel about your organisation and the service they receive. In other words the interaction they have with the people in your organisation is fundamental to your success.

So, some practical ways of identifying the values and translating them into operational reality - the attitudes and behaviours of the people in your organisation - are clearly important. The 31Practices tool has been used in a variety of local, national and international business environments in the service sector and has played a major part in the measurable success achieved in these businesses. It provides a simple process for identifying and translating core organisational values into practical day-to-day behaviours. It's effective because it is embedded into all operating processes, particularly people processes. Consistency of behaviour is built through repetition and positive reinforcement.

The bringing together of all of the above in the areas of customer experience, employee engagement and Brand DNA results in a very powerful combination of fully engaged employees delivering customer experiences that are consistent with the Brand DNA of the organisation. Just as importantly, it helps to achieve indefinable quality that cannot be documented in operating manuals or process flow charts - a strong emotional attachment for employees and customers alike.

### The Role of Leadership

The above outlines the process of the SERVICEBRAND concept but, just as with the examples of the reception services, the style in which this is delivered is equally if not more important. This is the role of the leader/ leadership team and there are a number of aspects to consider. Do you and your team have the courage to set this kind of initiative in motion and follow through on it? Using the SERVICEBRAND concept to improve business performance and achieve competitive advantage requires a real understanding of the values that underpin the brand and how to make the values mean something. This means the values have to be a key reference point for the behaviours and decision making at all levels of the organisation. If not, they are just words.



John Frost

So, it is important for leaders throughout your organisation to understand and commit to the vision for the SERVICEBRAND concept and be role models of the values in both behaviours and attitudes. It also means they need to build teams that can consistently deliver against the values that underpin the concept both inside the

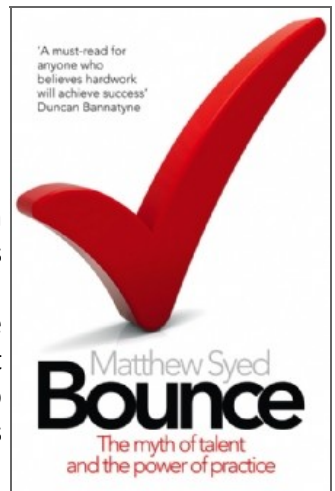
organisation to colleagues, and outside to customers. It takes courage to take feedback on how well you are behaving in line with the values as a leader. It takes courage to give feedback to colleagues who are not working in line with the values. And, it takes courage to make the tough decisions around processes and people that values based leadership often throws up.

Leadership is winning the hearts and minds of others, the people on who your leadership directly impacts - your team and your organisation. That means winning their trust, their respect and their confidence. That comes from having the courage to be authentic so that your words and your behaviours are congruent. Leading yourself in the first instance is critical if you are to lead others successfully.

Leaders who create companies that consistently deliver a SERVICEBRAND that is trusted by customers to deliver great products and services time and time again don't do it by accident and they don't do it on their own. They have a strong vision and desire to succeed for sure. But most of all, they inspire others so they have the passion and creativity to consistently make customers feel great about their experience of the company.

## Thought Leaders

### Bounce – The myth of talent and the power of practice by Matthew Syed

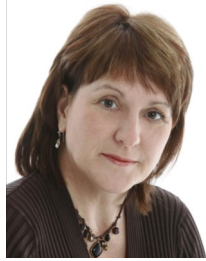


This is the new edition from Matt. I enjoyed reading this book because it offers a realistic metaphor for me around how to excel at something. It also linked to my own beliefs that leaders are made, not born, and has at the core of its thinking that excellence is achieved by 'purposeful' practice.

Matt has a video you can have a look at on Amazon where he explains more about his thinking. Just a word of caution, the majority of examples in this book are based around sport, so if you love sport you will resonate with the metaphors, if you don't, then maybe this isn't the book for you.

*Reviewed by Karen Frost*

*Published by Fourth Estate April 2011*



## On the Couch

With Karen Frost

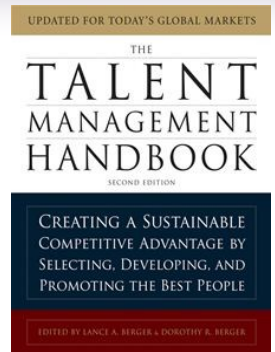
*"I would have thought the talent war was in abeyance but as R & D Manager I am still finding it a challenge to employ good people in this technical industry. I am looking for smart people with intellectual curiosity and strong English skills, who can work easily with people, solve problems and see beyond their own desktop to the competitive landscape. But it is so difficult to find people and it costs a fortune to recruit when you ask others to find them for you."*

So often businesses think the solution to their talent gap is recruitment, and of course this can be the obvious option because it can bring in new ideas, concepts and approaches that add significant benefits. But when the employment market is glutted and there is still a dearth of talent, perhaps a re-think offers some alternatives. I have to say, I did not imagine we would be in this situation in 2011. More than ten years ago I remember there being a talent war and thought we had come through to a world where we would be able to match the needs of employers with the skills of employees; this is not so.

A short term solution could be to look at what you already have with your pool of people. You might need to take a chance on some individuals, provided they have the right attitude and get a bit of development and support, you can 'spark' latent talents in your existing people. A small amount of money invested in

## Thought Leaders

**The Talent management handbook: Creating a sustainable competitive advantage by selecting, developing and promoting the best people**



Edited by Lance A Berger and Dorothy R Berger.

This 2<sup>nd</sup> edition is an updated version for today's global businesses. Published earlier this year it provides a logical, strategic approach to talent management relevant for organisations in this current employment market. It is a handbook and needs to be used as such.

*Reviewed by Karen Frost*

*Published by McGraw –Hill Professional January 2011*

coaching someone through a promotion can also improve the odds on them succeeding in a new role. Go and have another look and be alive to possibilities.

The longer term solution has to be more about 'tooling up' and being strategic about the development of talent. With so many businesses looking to the market and head-hunters to satisfy their skills needs, I really believe there is value in developing your own talent. Have a look at the handbook I have recommended on how to develop a strategic approach to this in 2011, being purposeful about developing talent will pay off.

## Final Thoughts

*"Intellect alone won't lead you to make the right choices - won't in fact take you down the right path. You have to master not only the art of listening to your head, you must also master listening to your heart."*

**Carly Fiorina (HP CEO, in her MIT commencement speech, 2000)**

*Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.*

**Viktor E. Frankl**

*"One man had enthusiasm for 30 minutes, another for 30 days, but it is the man who has it for 30 years who makes a success of his life."*

**Edward B. Butler**

*"It will be said of us that we kept that faith; that we took a painful blow, and emerged stronger."*

**President Obama**



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Voice is published four times a year by Values Based Leadership Ltd, Sterling House, 17 Church Street, Ross-on-Wye, Herefordshire HR9 5HN  
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