

maxwellbond

A GUIDE TO

LEADERSHIP

DAMIAN HUGHES

An exploration of how to achieve a winning mindset through liquid thinking.

MARTIN MURPHY

A look at how leadership must be adapted during times of crisis to ensure your teams continue to be supported and motivated

MARTIN ROBERT HALL

An explanation of situational leadership and how management styles should be adapted to each person.

**TABLE OF
CONTENTS**

3

SITUATIONAL LEADERSHIP

with award winning Leadership Coach Martin Robert Hall

4

A WINNING MINDSET

with speaker and bestselling author Professor Damian Hughes

5

LEADERSHIP IN A CRISIS

with best-selling author and speaker Martin Murphy

8

INTERNAL COMMUNICATION TIPS

with Interact Intranet

9

REMOTE LEADERSHIP & TEAM MANAGEMENT

with Director of Programme, Dawn Sherwood



SITUATIONAL LEADERSHIP



Martin Robert Hall is an award winning leadership coach. He works mainly within elite sport and the SME sector, helping to develop the leadership and mindset habits of key individuals. His work has won him praise from Sir Alex Ferguson as well as 2018 Business Coach of the Year.

Can remote leadership still be inspirational?

I have been asked several times since the social distancing measures were put in place many weeks back, how does leadership change now during this crisis?

My answer has not changed.

Leadership should not change – the fundamentals of great leadership remain the same. They may be amplified now and the delivery may change slightly, but the principles remain the same. They are timeless.

The first thing I would say, and teach on my leadership programmes, is that 'people don't care what you know, until they know that you care'.

Human beings are emotional creatures, as much as some like to argue they are more 'logical'. The emotional part of our brain (limbic) is much more influential in driving our behaviour than most are aware of. In a crisis, that emotional part is more sensitive. It needs reassurance, it needs to feel safe.

Once that is achieved, that part of our brain can relax and the more creative, problem solving, thinking brain (neocortex) can take the wheel. This is when you start to tap into people's productivity, ideas and inspiration.

As always, central to achieving this is communication. The medium may have changed but the principle of communication has not.

When it comes to communication, not one-size fits all.

Some like detail, some like it written down, some like it explained, some like small talk before getting serious. Others prefer results focused, competitive and outcome driven tasks.

Underneath all of this and your ability to get people engaged, is your understanding of the different personalities within your team.

Great leaders take an interest in people. They adapt their message to suit their audience. They add variety to their message to ensure it connects with as many of their team as possible. This may take more time, more thought and more work – but the payoff will be worth it.

Be interested in your people. Be transparent. Be thoughtful in your communication.

It won't make the crisis go away, it will just smooth the way.

[CHECK OUT MARTIN'S BOOK HERE >](#)
[VISIT HIS WEBSITE >](#)

PROFESSOR DAMIAN HUGHES

A WINNING MINDSET: LIQUID THINKING



Damian Hughes, best selling author and Owner of Liquid Thinking Ltd, discusses liquid thinking and the importance of flexibility and adaptability during times of uncertainty, in his article below.

A rock is very strong. It doesn't move. It just sits there being strong and immovable and right.

That's how solid thinking works.

Water isn't strong, it's weak. But what seems like a disadvantage is actually an advantage because water doesn't fight rocks, it goes around them. It's always moving and exploring. Trying everything and never getting stuck.

That's how liquid thinking works.

Liquid thinking is smarter than solid thinking. If a problem crops up, don't fight it head on like a rock. Go around it like liquid. Don't let it stop you, just keep moving, keep flowing.

As the global pandemic forces us to face challenges, personally and professionally, how are you demonstrating liquid thinking?

Fifteen years ago, I was working in a factory when I decided to write my first book *Liquid Thinking*. I wanted to interview some of the world's greatest achievers and understand their ways of thinking. I approached many of these people and they offered their time and insights with generosity and candour.

When I had completed the interviews, one colleague dismissed the advice with the line, "That's all very well for them. But we're not all as talented or driven as those famous, powerful people."

Rather than fight this solid thinking, I wondered how I could get around this obstacle. I decided to interview people who didn't possess fame, money or power and show how they had applied the same thought processes and actions. The people I was working alongside, in a humble factory environment.

Whilst they did their regular jobs with diligence and pride, they followed their interests. Under one factory roof, I interviewed a championship-winning rally driver, a man who had built a house close to the best school in his area in order to give his children the best education possible, a husband and wife team who had designed and built their dream canal boat in which to spend an idyllic retirement, a group of friends who hadn't been able to run for a bus but worked to complete the London marathon. All of them were examples of liquid thinking.

Solid thinking is: stay where you're at, keep doing what you've always done and don't move.

Liquid thinking is: try everything, stay open and curious and see where it goes.

Which kind of thinking are you using?

Find out more in Damian's published books, [Liquid Thinking](#) and [Liquid Leadership](#).

"LEADERS INSTILL IN THEIR PEOPLE A
HOPE FOR SUCCESS AND A BELIEF IN
THEMSELVES."



POSITIVE LEADERS EMPOWER PEOPLE
TO ACCOMPLISH THEIR GOALS."

LEADING TEAMS IN A PANDEMIC



Ex- Special Forces member and Founder of Elite Leadership Global Academy, Martin Murphy, shares his advice on effective leadership in times of crisis.

In these unprecedented times, business owners are finding that they need to be more leaderlike. Few business owners, if any, are born perfect leaders. It is a subject which needs to be learnt and practiced. During the COVID-19 pandemic, people are looking to leaders to set the tone.

When people ask me, what should leaders do to support their teams in a crisis, I say the same things you should be doing when you're not in a crisis, but maybe more mindfully.

I teach three principles to leadership:

People: You must be self-aware and aware of others' strengths and weaknesses. What makes your people tick, what generates fear and confidence in individuals and how do they prefer to communicate.

Lifecycles: Everything starts and stops and so will this pandemic. You've got to understand what to do and when, so that you can adapt as we transition through various stages of this challenging period.

Discovery: Nothing is certain, especially in the present crisis. Leaders must leverage the potential of collective intelligence to continually make good ecological decisions during an emergent and evolving situation.

And there are some behaviours which will enhance the mindset and well being of the team during this challenging time.

Save the people before the paradigm

Now is the time to show compassion and social intelligence. No matter what business you are in, you're in the people business first. How you treat your people now will echo for a long time.

Loyalty and trust are earned in the tough times not when everything is sailing smoothly.

Be transparent and engage people in the conversation as early as possible. Empowered people behave differently because it lowers cortisol and increases testosterone. It makes them more helpful, effective, resilient and optimistic. So, when you do come out the other side, they will return the loyalty shown and strive to help get the business back on track.



Be the calm amidst the storm

It can feel that decisions have to be made quickly. Sure, we have to react to immediate danger but once everybody is safe, then you as a leader can take a more measured approach even in uncertainty. One tool which is good for enabling this in the decision-making process is the:

If in doubt...SOAR!

Suspend: Making snap decisions unless you face an imminent danger.

Observe: Observe the problem, get expert help, ask the team for input and ideas and look at it from different perspectives.

Allow: When you have arrived at a suitable level of situational awareness, let go of the problem. Go for a walk or do something mundane to take your mind of the challenge and allow wisdom to percolate up. When you reduce stress neurotransmitters it allows the brain to make better connections and arrive at novel solutions.

Respond: If you've slept on a problem, then keep a pen and paper by your bed and get ready to capture the idea and then respond effectively.

Emotions pass just like a virus, from human to human. Make sure you are promoting the right emotional tone and behaviours.

Be an Idealistic realist. When you're explaining the current situation present the optimal state and what the mission and purpose is moving forward.

Be optimistic but also treat people as adults and explain how tough it is going to be to get to the other side. Increase certainty and build trust by being consistent even in an evolving situation.

Promote a sense of community: You're all in this together, when communicating, use the term 'We' more often. If people are to be furloughed ensure there is still the chance to come together to communicate updates, prevent social isolation and maintain the sense of community support. Don't try to be the font of all knowledge, consult everybody about what decisions are to be made.

You can find more tips on leading your team in a crisis [here](#).

To connect with Martin:

You can connect with Martin on Twitter: [@EliteLdrCoach](#), or [LinkedIn](#).

His book 'From Mercenaries to Missionaries – Designing, Developing & Leading High Performing Teams in Your Growing Business' is available on Amazon [here](#)

Send him an email and he will send complimentary digital copies to the first five people: ask@martinmurphy.coach



INTERNAL COMMUNICATION & COVID-19

As the situation around COVID-19 (commonly referred to as 'coronavirus') continues to develop, organizations globally are looking to internal communications to ensure employees are informed, safe, and productive. Interact have shared their top tips on internal communication below.

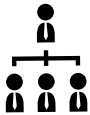
PRACTICE GOOD HYGIENE



Engage or assemble your crisis team and establish your communication channel.



Designate authority figures, and keep all senior leaders visible and available.



Don't let bureaucracy disrupt effective communication



Ensure staff know how to talk to external parties



Check your infrastructure and provide effective support and communication measures for remote staff

SOURCING & COMMUNICATING INFORMATION

Only use official, reliable sources for all of your information

Keep all information current, relevant, and accessible

Keep all of your senior staff briefed.



SUPPORT YOUR STAFF

- Be sensitive to stress and anxiety
- Provide proportionate and appropriate support on a case by case basis
- Remember who you are talking to and listen
- Remind staff of your policies and procedures

BE PREPARED TO MAKE CHANGES TO YOUR COMMS

The current situation is rapidly changing. Be prepared to adapt and change as necessary.



REMOTE LEADERSHIP

DAWN SHERWOOD SHARES HOW INTECHNICA AND NATACEA HAVE ADAPTED TO THE CURRENT CLIMATE.



Dawn shares her experience of adapting to complete remote work, exploring communication, digital work spaces, and business preparedness.

Working in IT can provide some demanding challenges which require the ability to adapt. The recent COVID epidemic and moving staff to working from home is at face value just another challenge.

It is incredibly important during these exceptional times that we are not just successful in ensuring that all our staff have the capability to work from home but that they also have the correct emotional support as well.

Working from home is usually a personal choice, however we are now in a position where it is being imposed. Therefore we do need to be mindful of how people will react to working remotely, and ensure that everyone feels that they are still part of the bigger picture.

At Intechnica and Netacea, Dawn explains that they already have a large amount of team members who regularly work from home. But for those who didn't, they carried out trial days for everyone to iron out any niggles. "This also helped to ensure everyone had remembered to take home spare adaptors, mouse mats you name it!".

When the time came last week to move all of the Intechnica and Netacea family out of the office, to be based from their homes, Dawn described the transition as smooth, "whether it be a flat, house or in one case a canal boat we managed it without any detrimental impact to our clients."

Dawn outlines their next steps, which are to maintain communication and the usual banter/exchange of views throughout the working day, through channels such as Slack, which is something that their teams already use to communicate between projects.

Their Slack channel has a mix of formal and more informal chats to better mimic a day in the office. So they have a Slack channel dedicated to company wide updates as well as the more light-hearted moments in life.

Intechnica and Netacea have a team focused on keeping the social aspect alive, whether it be a lunch-time video call where everyone is eating their lunch and chatting about whatever they want, to the suggestion of continuing their charity knitting club virtually.

"The main priorities will always be to make sure that everyone is OK and coping well."

Dawn concludes: "I don't remember a time where we have as a country felt so uncertain of what is ahead of us and how long it will take to recover."

Things will definitely be different moving forward however one thing will remain constant and that is our ability to ensure everyone is supported during these difficult times and if we can have a little bit of fun while we do it then I feel we will have been successful."



maxwellbond

GET IN TOUCH

**FOR BUSINESS AND RECRUITMENT
ADVICE**

steven.jagger@maxwellbond.co.uk
0161 359 3280

WWW.MAXWELLBOND.CO.UK