

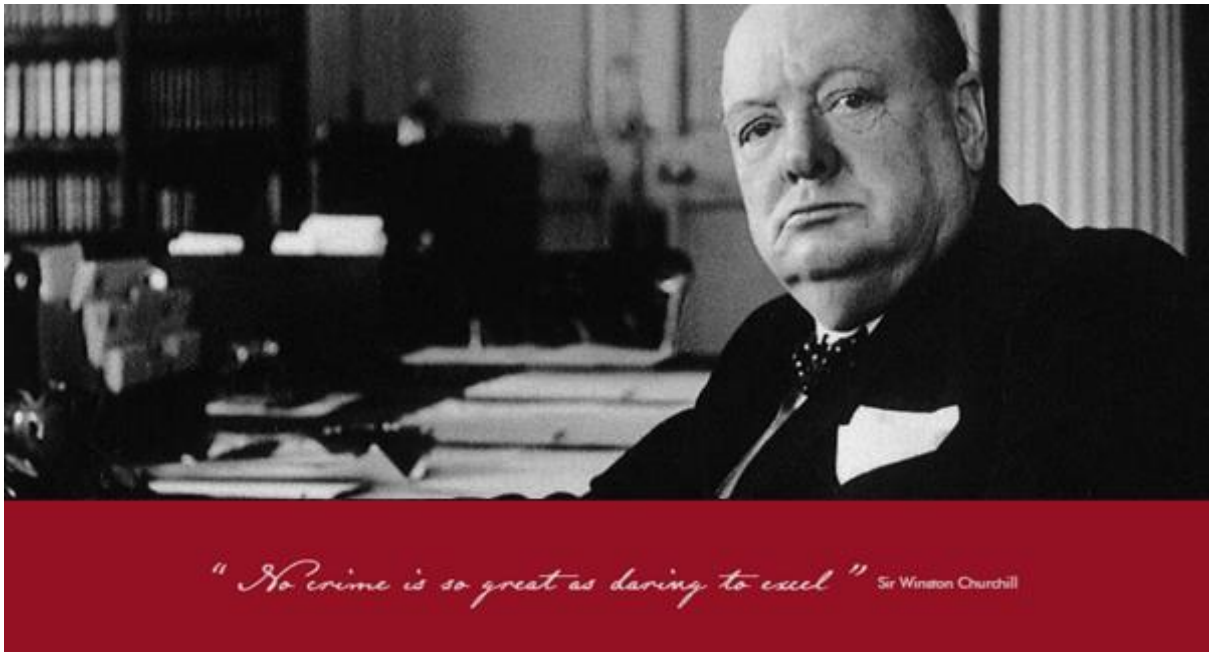


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Executive Search & Board Advisory

BLENHEIM PARTNERS' 6 THOUGHTS ON LEADERSHIP



Blenheim Partners is privileged to work with the very best executives and thought we would share some ideas we have learnt from the leaders we have worked alongside.

Some thoughts on leadership include the following:

“Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win.” – Sun Tzu

Leaders have won or lost before they present to the executive team, the Board or the market and analysts. They have planned well ahead, have done their homework, have done the long hours and, played the game already in their mind.

1. Engaging and influencing others is critical

Leaders get the best out of their executive team and the rest of the staff. They believe that people are the most important piece in the puzzle of success. They use praise regularly and effectively, with meaning and genuine sincerity. They do this because they have taken the time to learn about their people. Praise and compliments build confidence in your executive's and it encourages them to raise their level of ability to your vision for them.

2. The appropriate style to the occasion

Leaders adapt their style to reality, to what is required for the current circumstances and to where they wish to take their team. If they have an inexperienced executive they encourage them to believe in themselves and take on responsibility and as such, instil confidence. If they have an experienced team they may need to be a little more direct in their communication and expectations.

3. Your executives, your people are more important than you. You are there to serve

As a leader, they need to work out the best way to have their team achieve. They need to put the team above everything else. The leader will achieve more by being approachable and willing to listen to others communicate their ideas. Good leaders encourage an environment where others feel they can make an impact and difference and can contribute easily as opposed to a command and control leadership approach. They encourage two way dialogue, as they know without a team they are nothing.

4. Ownership of the vision by the executive team

The team has to understand, and then take ownership of the leader's vision. They have to own it. They have to step up to the leader's ideals. The leader must encourage the executive and the company to achieve the best standards and the executives will either rise or fall, but at all times they will fully understand what it is that the leader is setting out to achieve. Leaders communicate with clarity.

5. The executive team and the company has to fully believe in the leader

The organisation will only go through the pain and the change successfully if they believe in the leader. They have to believe with their leader, the future is better in the leader's organisation as opposed to the competitor. The team and everyone in the business need to feel that their work and their company are superior to the competitor. This can only be achieved when the leader unites the team and challenges the team to succeed and encourage others to be willing to lead by example. The leader needs to spend their time building their team, and then building confidence in the individuals in the team, which will spread and increase the possibility of success.

6. Choose your words

The leader has to be the strategist, the tactician, the person who takes the pressure off the stakeholders away from the executive team. The leader has to appreciate the affect their words have on the executive team. As a leader and as the communicator, you are never off tune. Think before you speak, be a communicator that plants your visions in people's minds and act and speak in a manner that is positive all the time.

Gregory Robinson, Managing Partner, Blenheim Partners said "the leader has to inspire both the team, and the individuals separately within the team. They understand what makes their individual team members tick and harness it to their advantage to achieve team and

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company success. The best leaders unite their team by communicating their vision and set the expectations required in behaviour and conduct, establishing clearly the level of performance and professionalism. Leaders also must remember success and failures belong to the team, not the leader. The whole team must take ownership of their vision and therefore, the whole team must share credit for the triumphs and defeats. Everyone has to be in it together. The unified team is the difference between good and great.”

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Contact us

Sydney p +61 2 9253 0950

Melbourne p +61 3 9653 9510

w www.blenheimpartners.com