



Simple Leadership

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**An uncomplicated guide to
engaging teams and getting things done**

Robert S. Murray

Introduction - Getting ahead of the business revolution

We are living in very interesting times. Since the depression of 2009, the world that we as leaders work in has changed forever – the ‘disruptive business revolution’ is here.

The world is flat and getting flatter by the day, with competitors appearing in places that we previously didn’t even know existed. Western economies continue to limp along thinking that government stimulus money will solve all their problems. (Look how that is working out for certain countries in the E.U.)

Customers have higher than ever expectations and are voting with their wallets. Organizations that do not create outstanding value are having to compete on price more than ever.

On top of all this... We are working with teams that are made up from 3 very different generations – Baby Boomers, Generation ‘X’ and Millennials. All with different expectations and drivers. If that wasn’t enough, team member engagement is at an all-time low with all employees expecting more out their organizations and their leaders.

A growing percentage of employees are doing what it is called; *“quit and stay.”* That is, continuing to work at the organization, however just going through the motions. Once disengaged, employees are saying¹:

- Their performance declined (55%)
- They spent time on non-work related activities (55%)
- They did only what was required to get the job done (49%)
- They complained about the organization to their co-workers (47%)

In a 2013 study, Gallup estimated that a disengaged employee costs and organization approximately \$3,400 for every \$10,000 of salary. Disengaged employees cost the U.S. economy up to \$350 billion a year due to lost productivity. And... Disengagement breeds disengagement. A disengaged employee’s negative attitude has a multiplying effect on peer performance, productivity, creativity, retention and engagement.

I, myself, couldn’t be happier. I am all about being disruptive when it comes to creating a product or service experience that is radically different than that of the competition. If you look closely, you will see that leading businesses understand this concept, and they are reaping the rewards of it.

Disruption comes in all forms, and you will see that disruptive organizations are constantly pushing the boundaries of innovation, efficiency, quality or customer connections.

¹ Source: McLean & Company

However, the disruptions that are most important for us leaders are the revolutionary shifts in thinking and execution. Strategies are now swinging to create cultures and organizations that don't think in terms of "Business-to-Business" or "Consumer to Consumer" anymore. Winning businesses and star leaders, are thinking in terms of "Human-to-Human". People are buying from people not companies.

Being disruptive and revolutionary in your thinking and execution is all about creating every aspect of your culture and business to serve people in ways that they want to be served. That means serving people *when* they want it, *how* they want it, and *where* they want it.

When we are able to unlock the code of what is important to potential and existing customers, we are able to design winning messages, products, services, delivery options, etc. and... emotional connections are formed. In other words, when we as leaders start to think in terms of Human-to-Human (H2H) - or, said another way, Heart-to-Heart - we will see an explosion in success and long-term customer loyalty.

As a leader, we need to understand that B2B is dead, and B2C is dead. Traditional thinking is dead. Complicated strategies will never ever work (I don't think they ever did). Top down, command and control management is totally last century.

Here is the payoff for you as a leader in any organization. According to the Gallup 2013 study referenced above, teams with high levels of engagement experience:

- 22% higher profitability
- 21% higher productivity
- 10% higher customer engagement
- 37% lower absenteeism
- 65% lower turnover (And turnover can be costed out at approximately 2X an employees salary due to the cost of lost knowledge transfer, productivity, recruiting, assessing, hiring, on boarding, development)
- 48% few safety incidents

Here's the tough message that some of you won't like to hear... Business Schools with leading MBA programs don't get it. They don't teach for the H2H world we are now in. You are going to have to figure this new way of doing business by yourself. And, you need to figure it out real fast or you will be left behind. Practical Intelligence - the kind of revolutionary thinking that drives disruptive, revolutionary thinking - should be part of every business school's curriculum. H2H is here. Embrace it. Lead it.

This book is intended to be a fast read for your busy life. It is a follow on to my first two books ([It's Already Inside and Unlocked](#)). With this in mind, I invite you all to read my book once, read it again, and keep it on your shelf for reference. As I will lead you through a journey that will help you to unlock the remarkable leader that is within. The leader that is needed to win in the disruptive business revolution.

After you have finished reading, you can continue to get more out of this book and the ongoing nurturing of your leadership career by:

1. Teaching - Be a mentor to young leaders. Be a teacher to your team.
2. Dropping in on my website at www.robert-murray.com for weekly leadership blogs, *Leadership Minutes* videos, monthly newsletters and opportunities to engage with me, and get your questions answered.
3. Practice - Make mistakes. Learn. Grow. Be brilliant.

Part I – Your Mindset

What does it take for you to *Unlock* the Strong, Positive, and Influential Leader that is *Already Inside*?

“Continuous effort – not strength or intelligence – is the key to unlocking our potential.”

Winston Churchill

Chapter 1 - Understand the WHAT and the WHO

This first chapter of my book will teach you the kind of mindset that you need to develop so that you will be ready to become the world-class leader you are. It will show you that there is a new business revolution going on, and those who understand it fully, will be the one's leading all the rest.

The *real* world of business is changing... revolutionizing. People are now becoming the center of all things "production," "profit," and "success." So to learn how to be successful in this new, modern way of doing business, you need to be able to differentiate the WHAT and the WHO. This way, you, as a world-class-leader-in-the-making, can make sure you're focusing on BOTH. Oh, and you need to know WHY too.

The WHAT is all about data, numbers, and anything else measurable, all things meant to drive the business forward - or, so one-dimensional managers think. The thing about the WHAT is that it is all quantitative data points that only give you a tiny portion of the picture.

The WHO, on the other hand, pays attention to the emotional, cultural and non-tangible elements brought to the table by people: customers, employees, vendors, partners and other stakeholders in the business.

The WHY is all about knowing why customers buy from you. Why, you do the things you do. And... why your team members do what they do so that you can truly understand how best to build the team you need to emotionally connect with your customers.

Why is this important to distinguish? Well customers make all their decisions based on the WHO (relationships and emotions). So do employees, as they are constantly driven by management to pay attention to customer needs (relationships), and they have their own emotional needs too.

Therefore, if managers only focus on the WHAT, they'll get a portion of what's going on, but not the whole picture.

Let me tell you a little leadership secret... World-class, enlightened leaders understand that they must plan for and execute on the WHAT, the WHO and the WHY. That way they get to see the whole picture and their business thrives because of it. Happy employees will deliver satisfied customers, which will in turn deliver favorable results.

In conclusion, if you, as a world-class-leader-in-the-making, choose to focus on only the WHAT or only the WHO, well then you're forfeiting your title already, because real world-class leaders will always strive for the best, and the best means understanding and focusing on ALL of the WHAT, the WHO and the WHY.

