

FOR EVERY LEADER WHO WANTS TO
MAKE A DIFFERENCE WAY BEYOND THE BOTTOM LINE

FREE
EXCERPT

YOUR 
LEADERSHIP
DIAMOND 2nd edition

How to transform the way you live your life,
lead your people and leave a legacy

PAUL MITCHELL

Thanks for reading this excerpt from
YOUR LEADERSHIP DIAMOND

To purchase the paperback copy of this book (216 pages)
[click here](#)

To get regular leadership resources and updates from
the human enterprise, sign up to the Leaders for Life™
Community by [clicking here](#)

or by scanning the QR Code below.



**For more information visit our website:
www.thehumanenterprise.com.au**

**If you have any questions about the next steps
in your leadership development,
e-mail soul@thehumanenterprise.com.au
or call us at +61 2 9905 5535.**

Woodslane Press Pty Ltd
10 Apollo Street
Warriewood, NSW 2102
Email: info@woodslane.com.au
Tel: 02 8445 2300 Website: www.woodslane.com.au

First published in Australia in 2020 by Woodslane Press
© 2020 Woodslane Press, text and diagrams © 2020 Paul Mitchell

This work is copyright. All rights reserved. Apart from any fair dealing for the purposes of study, research or review, as permitted under Australian copyright law, no part of this publication may be reproduced, distributed, or transmitted in any other form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher. For permission requests, write to the publisher, addressed "Attention: Permissions Coordinator", at the address above.

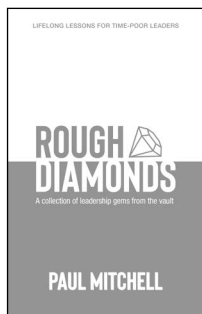
The information in this publication is based upon the current state of commercial and industry practice and the general circumstances as at the date of publication. Every effort has been made to obtain permissions relating to information reproduced in this publication. The publisher makes no representations as to the accuracy, reliability or completeness of the information contained in this publication. To the extent permitted by law, the publisher excludes all conditions, warranties and other obligations in relation to the supply of this publication and otherwise limits its liability to the recommended retail price. In no circumstances will the publisher be liable to any third party for any consequential loss or damage suffered by any person resulting in any way from the use or reliance on this publication or any part of it. Any opinions and advice contained in the publication are offered solely in pursuance of the author's and publisher's intention to provide information, and have not been specifically sought.



A catalogue record for this book is available from the National Library of Australia

Printed in Australia by McPhersons Pty Ltd
Book design by: Jenny Cowan

ALSO AVAILABLE FROM WOODSLANE PRESS



Rough Diamonds by Paul Mitchell

Rough Diamonds is a selection of articles from leadership coach, author and founder of the human enterprise, Paul Mitchell. Building on the advice in his first book, *Your Leadership Diamond*, and following the same 7-facet structure, this compilation is for busy leaders who often don't have major chunks of time free for reading, and who aren't too linear in nature. Even reading one chapter a day gives a great boost. Some chapters are short and sweet, some are much longer. Some outline specific actions or small tweaks, and some just leave you to reflect.

ISBN: 9781925868432

\$24.99

If your local bookshop or on-line store does not have stock of this, or any Woodslane Press book, they can easily order it for you. In case of difficulty please contact our customer service team on 02 8445 2300 or info@woodslane.com.au .



CONTENTS

Foreword	x
Preface	xiv
The Promise	1

PART 1: DIGGING FOR DIAMONDS

Collective myths regarding leadership development	10
Roadblocks and barriers to your success	17
Leaders for Life	33
Your Leadership Diamond - an overview	42

PART 2: THE FACETS

FACET 1: Leading Self - <i>raise your consciousness</i>	62
FACET 2: Leading One on One - <i>make real connections</i>	71
FACET 3: Leading Teams - <i>inspire collective commitment</i>	87
FACET 4: Leading Clients - <i>demonstrate heartfelt caring</i>	110
FACET 5: Leading the Organisation - <i>foster collaboration across boundaries</i>	126
FACET 6: Leading Family and Friends - <i>be their champion</i>	143
FACET 7: Leading Community - <i>honour your calling</i>	154

PART 3: KEEP POLISHING

So what will your legacy be?	166
Final food for thought	171
Acknowledgements	175
References	177
About the author	181
How can we help?	183



THE PROMISE

Welcome. If you're reading this book, it's because you're interested in living a magnificent life, being the best leader you can be, and making a meaningful contribution to your organisation and to our planet that's well beyond the bottom line. You want to take people to a better place.

First, let me under-promise and over-deliver. I can't specifically say that this book will increase your income. That said, the application of the ideas outlined have helped thousands of leaders I've worked with go on to much bigger roles, bigger paycheques, and more meaningful contributions.

But here's what I can promise: if you wholeheartedly embrace the ideas outlined and apply them diligently week by week, you will become a better person and a better leader. As we've said in the subtitle of the book, it will begin to transform the way you live your life, lead your people, and leave a legacy. Because I know who you are, and...

I KNOW WHERE YOU'RE AT

You're reading this book because you care. You really care about people and results. And you know it's not an either/or choice. Whatever you have been told or witnessed beforehand, you believe in your heart of hearts that it's possible to build a brilliant organisation with outstanding results and a passion for people. It's what I call *the human enterprise*. You're a heart-centred leader who wants results well beyond the bottom line.

As a leader, your whole being goes into maximising everyone's contribution to the strategic intent of the business and simultaneously maximising the growth, the meaning, and the joy that everyone experiences in their day-to-day work. You could be a senior leader who's been around the block a few times yet is not arrogant enough to have stopped learning or fine-tuning your leadership skills. You could be a government official who's committed to serving the public the best way you know how. You could be new to leadership and wondering where to start. You could be in your own business, with your own team. Technically you're very good at what you do, yet you need to develop your leadership skills to take yourself, your people, and your business to the next level. Whatever your role, you have this in common.

You're seeking leadership transformation.

But here's the challenge. You don't have the inclination to go to lengthy leadership development programmes, you may not have the money to invest in a personal coach, and you certainly don't have the time to learn about leadership in the next two to five years. You're looking for real results in real time, now.

If so, this book is for you. If you diligently apply the ideas and techniques in this book, you will change. The ideas have helped to change over ten thousand leaders from all parts of the globe not because they are complex, but because they are simple, tried, tested, and true.

It's your turn now.

BOOK SECTIONS

In Part 1 I look at how this book came about and share some of the philosophy I've developed over the years regarding leadership and leadership development. I outline the main model on which the book is based and overview the seven areas of focus I will be working on with you.

In Part 2 you'll find a further explanation of each facet of what we call *Your Leadership Diamond* and some specific techniques you can apply immediately for each facet. I've deliberately selected techniques for each facet that my clients repeatedly tell me have made a major difference to the way they lead at work, at home, and in their communities.

For each facet, I give you the techniques, ask you to reflect on the difference this will make to your leadership, and then end with action steps you can take. These are what I call small tweaks. A small tweak is a baby step that over time will make a big difference in your life as a leader. There are seven of them—hence seven tweaks in seven weeks. Each small tweak builds on itself. You'll continue doing all the actions, and not just for that week. You'll make them part of your ongoing personal and business rituals.

Now, I'm not expecting you to take seven weeks to read the whole book. It's a small book full of big ideas. What I do suggest is that after an initial read, you diligently go back through each chapter and, as Byron Katie says, do the work. Add one tweak every week. I've included a checklist at the end of the book to help you monitor your progress and cement the new behaviours. Rate yourself honestly and notice the change.

Initially, you'll have to get into some set routines, and this will require a little discipline upfront, but not too much. You'll get such a buzz from the application and the results gained from these tools and ideas that they'll come naturally to you. Your daily rituals and routines will become a part of who you are.

In section 3 I give some final reflections, ask you to take a stand, and encourage you to think about your leadership legacy and your own massively transformational purpose.

WHAT WILL YOU GAIN FROM YOUR SEVEN-WEEK CHALLENGE?

Everyone is different. People are at different places in their lives and in their business careers. What's ho-hum for one is transformational for another. What I can tell you is the impact these simple but elegant ideas have had on other leaders is life changing.

- Being more energised and more confident as a leader.
- Appreciating other people's talents and differences - and building lasting mutual trust and respect.
- Embracing heartfelt connections with all team members.

- Achieving awesome engagement scores.
- Experiencing the joy of providing magnificent client service and breathtaking net promoter scores (client feedback).
- Transforming the organisation into one of the industry's best.
- Truly connecting with family and friends and enriching relationships with loved ones.
- Fulfilling your soul by being involved in community work that provides some of the most meaningful experiences of all.

The biggest benefit you'll receive by reading *Your Leadership Diamond* is to become a better you. Not only will you take yourself to a better place, but you'll authentically help others get there as well. And it doesn't get much better than that.

But first, let me give you a way of getting the most out of the book to ensure your success. No one makes it on his or her own. Before you even get started, I want you to do something that will impact:

- Your buddy
- Yourself
- Our world

ENSURING SUCCESS

The chances of you reading this book and doing exactly what's outlined are fair to middling. It's an easy read, it's a short book, and the small tweaks are easy as well. But if you

are truly serious about your leadership transformation, then work with a buddy to support you and keep you accountable. You'll achieve almost 100 per cent application of the ideas outlined, rapidly transform your personal and leadership effectiveness, and get even closer to your buddy personally and professionally.

The best way to have buddies support you is to support them. Get them to do the Seven-Week Challenge programme with you.

How simple is that?

Purchase or download another book immediately for them. Gift it to them. That way, you win by having an accountability buddy for seven weeks, and your buddy wins because he or she will be doing the programme—and will get you for a buddy. I win because we get an extra book sale, allowing me to spread the message of transformational leadership and creating truly human enterprises to an even larger audience.

Choose a buddy you think would enjoy doing the Seven-Week Challenge with you, who's physically present, whom you can meet with face-to-face (although virtual is okay), and whom you can check in with for ten to twenty minutes each week to track each other's progress.

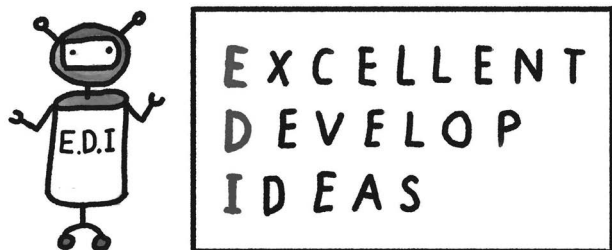
You'll be amazed at the traction you get compared to other initiatives you may have started but never quite got off the ground. Remember that changing habits is a lot harder than you've imagined. An accountability buddy will help you enormously with your leadership transformation. It's what my own mentor, Dr Fred Grosse, calls scaffolding, a support structure to build new habits until they're firmly in place.

In the majority of *the human enterprise's* Leadership Development Programmes, I always introduce participants to their imaginary buddies. It's a bit like your imaginary rabbit, horse, or playmate you had as a little kid. We even give your new buddy a name and get you to put your arm around their imaginary shoulders.

The name of that buddy is EDI. Now, that could be Edweena or Edward; we'll leave that up to you. But this buddy will do more for your success and continuous striving for excellence than any other friend you've ever had. Here's how you use EDI.

You and your buddy will write down and share your specific commitments for that week, as well as the previous tweaks you've been working on. That's when you bring in EDI and take it in turns to discuss:

- E** What's been EXCELLENT?
Where have you done well this week?
What have you achieved?
- D** What do you need to DEVELOP?
Where do you need to improve?
What didn't happen?
- I** What are some IDEAS to work on?
What's excellent that you can build on,
and what needs to be addressed in the
next week?



In fact, EDI itself is a great leadership tool for any one-on-one or group meetings where you want to discuss progress of any sort. It's a process review tool.

- Notice it starts with the positives, or appreciative inquiry (Excellent).
- It then moves onto continuous improvement (Develop).
- Followed by the generation of ideas (Innovation).

HERE YOU GO

Sit down, relax, take some quality time, and take it in turns to find out what's important to you and your buddy, what you both stand for, and how you can move each other ahead in your respective worlds. Take each other to a better place.

But before you do, it's vital to have not only the right buddy but also the right mindset and empowering beliefs to get you there. In order to help you here, let's bust some of the myths around leadership development to power you up.



COLLECTIVE MYTHS REGARDING LEADERSHIP DEVELOPMENT

There's a rumour going around that real leadership is the domain of the chosen few, and that it takes almost superhuman powers and personality traits to lead. In fact, you'll even hear people say, "Oh, no. I could never be a leader." That's ridiculous.

There are many reasons for this paradigm, but I will share three myths that are often swallowed but aren't true. Frankly, they make it harder for you than it needs to be to enhance your leadership effectiveness. It's as if we've gone into a cultural trance and have been hypnotised into believing them.

THE THREE MYTHS

1. Leaders are born, not made.
2. Leadership is complicated.
3. It takes a lifetime to learn to lead.

It doesn't have to be this way. Come out of your trance *now* for your awakening.



Let's bust all three myths. I want you to truly believe you can transform your leadership in seven weeks. But like anything in life, your mind set—your belief that it's possible—is essential to your results. So here are three alternative beliefs that I'd like you to call your very own, at least for the next seven weeks.

1. Anyone can lead; it's a choice.
2. Leadership is simple (although not easy), but it's as complicated as I want to make it.
3. I can dramatically transform my leadership in seven weeks and continue to refine it for the rest of my days.

Let's now look at these alternative beliefs one by one.

Empowering belief 1: *anyone can lead; it's a choice*

You really can lead from any chair. It's a choice. You don't need the title of leader on your business card. In fact, positional power used too often can erode your leadership and true connection to others. Power really does reduce empathy. Sure, you'll get people doing what you ask, but it will be out of compliance ("have to" energy) rather than commitment ("want to" energy). The real power rests with the people doing the work.

And what about the question of leaders being born, not made? Well, I've never seen a leader who wasn't born, and neither have you. They are all born. But I've never bought into the concept of a born leader. Leadership is a mindset and set of skills, both of which can be learned. It's about leaving people, places, and processes better than you found them. It's the receptionist who looks at the poor service of the current courier company, checks out their prices, and then researches and recommends a better option to management. That's a leadership chair. Again, you can lead from any chair.

But I do have a caveat to this. Some families and environments give our kids a better chance at picking up leadership skills somewhere down the track. In the home where the parents keep telling their kids how much they are loved, how unique they are (balancing this with how we are all flawed in some way), and how important it is to give back and to contribute, these kids definitely have a head start at being "servant" leaders, as Robert Greenleaf calls them in *Servant Leadership*.

But many Senior Leaders tell me "Paul, we can't all be leaders, some of us have to be followers." Well, why not be both? In fact, I believe you can never really be a good leader unless

you've also learnt to be a good follower. The more senior you are, the more you have to continually check that you're leaving your ego at the door. A big dose of humility trumps a big dose of hubris every time.

So make a choice. Make it your choice to lead.

Empowering belief 2: *leadership is simple - it's as complicated as I want to make it*

“Any intelligent fool can make things bigger and more complex ... it takes a touch of genius and a lot of courage to move in the opposite direction.”

Albert Einstein

You may have read thousands of articles on leadership, read hundreds of books, and been to the odd workshop or two. But I can guarantee when talking about leadership, they all say pretty much the same things:

- You've got to know where you are now (face reality).
- You've got to get clear on where you're going, including a better place and a bigger place (have a vision).
- You've got to plan how you're going to get there and overcome the roadblocks you'll encounter along the way (know the path).
- You've got to determine the time, energy, money, and people required to do so (know the resources).
- You've got to excite others and yourself to exceptional performance along the way (engage the people).
- You've got to constantly adjust your sails (have behavioural flexibility).

That's it. It's that simple. Now, notice I didn't say it was easy. Not at all. But it's not as complicated as it's made out to be. Sure, each of those steps involves a lot of work and sub-steps, and the execution can't always be perfected, but again, it's not that complicated.

It becomes complicated because we lose heart, we lose focus, we lose us, and we forget who we are and who we can be. In this book, you'll learn about the concept of *Leaders for Life* which will help you with that focus. It will help with keeping your energy and the energy of others around you alive.

Leadership is an attitude and a set of skills, both of which you can learn. All it takes is practice, practice, practice.

Empowering belief 3: I can dramatically transform my leadership in seven weeks and continue to refine it for the rest of my days

This book won't make you the US president or the head of Apple in seven weeks. That may take a little longer. And it's not even the individual tweaks by themselves that do it. It's the compounding effect of those small tweaks over time.

"Compound interest is the eighth wonder of the world."

Albert Einstein

Mathematically, it works like this: if you get 1 per cent better and keep doing that 1 per cent daily, it won't take you one hundred days to get 100 per cent better. It will only take seventy. That's the power of compounding.

Frankly, I think seventy days is too long. What I can promise is a significant improvement, a transformation in the way you lead, in seven weeks That's forty-nine days, or a little

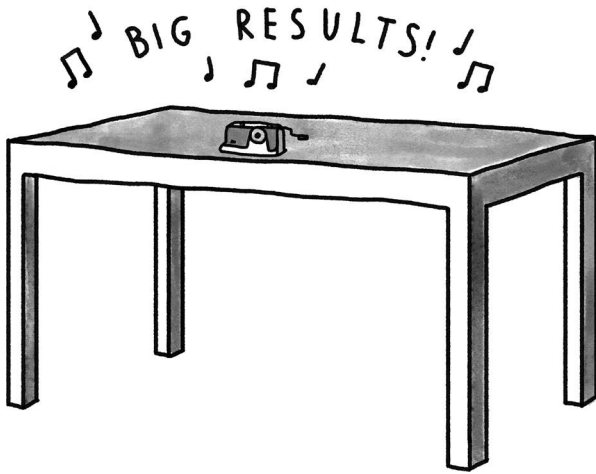
over a month and a half. This is provided that you faithfully learn and apply each skill or idea and then continue to build on them week by week.

Because the model we'll be sharing takes in all facets of leadership, including leading you, leading in business, and leading in your bigger life, you'll be blown away at the energy and focus you develop, as well as the difference in how you feel about yourself, being a leader, and the results you obtain.

At the majority of our Leadership Development Programmes, I ask participants to commit to small tweaks they can do after each session. I then walk the room winding a small music box. People can barely hear it. Participants strain their ears to try to pick the tune.

At the end of the programme, I reintroduce the music box and, while turning it, let participants know that the real measurement of their success will be how much they continue to turn their small tweaks into commitments following the programme. I say that at first, like the music box, their small tweaks may be indistinguishable, and they'll hardly notice them.

I then place the music box on a table, saying that the table represents time and that every small tweak over time will amplify. It will crescendo. I play the music box again, but this time, the volume that's produced is dramatically louder. The formula is very simple: small tweaks (the music box) over time (the table) create big results.



Your path to success won't be without challenges, even with the right mindset. Therefore, before we get going, let's look at some typical roadblocks you may encounter as you become the best leader you can be. Once you're aware of them, it's so much easier to address them, overcome them, and blast them out of the water.

If you can mention it, you can manage it.



YOUR LEADERSHIP DIAMOND — AN OVERVIEW

As you're probably aware, diamonds didn't start off as diamonds. They were big lumps of coal in the ground, and with enough pressure on them, the coal transformed into diamonds. It's referred to as a 'dissipative structures' in *Leadership and the New Science* by Margaret Wheatley.

I know you've had a lot of pressure on you over the years; we all have. In fact, we've had it since birth. Some of it is good, and some of it is not so good. Your parenting, your siblings, your schooling, your country of birth, your ethnic background, your religion, your upbringing, your studies, your jobs, your relationships, your role as a leader from school to now, and the variety of good and not-so-good experiences along the way. Let's face it: you're no longer just a lump of coal.

So, how do you see yourself? Well, to me, you're a diamond. And no, I didn't say a rough diamond. You already have everything you need inside of you to shine. All the answers are truly within. You simply have to find them.

You are the leadership diamond.



This way of thinking about leadership is a radical shift from what we have been taught for years. That we are missing something, and that the something has to come from outside of us. That the name of the game is self-improvement. It feeds on what many leaders, from frontline supervisors to CEOs, carry with them daily: their own variety of NOGOES, disguised in all shapes and forms and keeping them from being all they can be.

NOt
GOod
EnoughS

Their NOGOES means they have to constantly prove themselves to their own bosses, their peers, their teams, and most of all to their own parents, who in many cases may have left this earth years ago. Not that there's anything wrong with

achievement, with striving, with going for excellence. But there's a big difference when doing it for yourself, for you to be all you can be, and to be the best leader you can, versus trying to prove yourself worthy in the eyes of somebody else. The number of executives who are unconsciously trying to prove themselves to their parents, either present or deceased, is mind-blowing. Their victories are hollow and very temporary. Well, let's put an end to that way of thinking right now. The name of the game is self-remembering not just self-improvement.

I often suggest to leaders that they get an index card, keep it in their wallet or purse, or even better make it their phone's wallpaper, and write these three simple words.

I am enough.

These words, if said often enough, especially while looking in the mirror and saying them out loud, can change your life.

You have all the brilliance you need to shine already inside of you, just as the acorn has everything already within to be a grand oak tree, providing shade for generations to come. You simply need to add the pressure of nature, such as sunlight and patience. The acorn will do its bit—it has to, because it's a universal law.

All that's required is to make a decision. Like the decision, Deborah, my wife, and I made about what school to send our children to. We looked at all the possibilities and then finally chose the one that aligned best with our personal values and beliefs.

It was Redlands in Sydney Australia, and their school motto is “Let your light shine.” Read those words again and say them out loud. How do they make you feel? Let—that’s it, allow it, surrender to it, yield to the universal power that made you what you are. Your—your light, no one else’s; not your parents’, your teachers’, or your CEO’s. Yours. Light—you come into the world with unique talents to serve you and the world; this is your light. Shine—not just flicker, but truly shine. Your light is your gift to the world. “Let it shine, let it shine, let it shine.” That’s the decision you need to make right now: to find your light and then let it shine.

The problem is that after a while, if you’re not careful, you can easily lose your lustre. You become a flicker, not a flame. It’s too dark to find your way. Well, that’s exactly what this book is all about: helping you find or rekindle your lustre. It’s about polishing your own leadership diamond so brilliantly that you can’t help but light up your room, your family, your team, your business, and the world.

But there’s a big problem. Sometimes it appears too complicated to get there. As I go about my work, I come across all sorts of leadership capability or competency models. Some are simple and elegant. Some are disastrous. Some you’d never remember in a month of Sundays with over 160 “priority” competencies. They’re kidding, aren’t they? Did you know that originally the word *priority* was singular? We didn’t have priorities. And even if you could remember 160 competencies, how would you ever get around to doing them?

In Marshall Goldsmith’s Stakeholder Centric Coaching (based on *What Got You Here, Won’t Get You There* and *Triggers*, which we’ve integrated into our work at *the human enterprise*),

he suggests you pick one or two key growth areas and work on them for a whole year. Yes, that's right: one or two. The results are outstanding. It's all about priority and focus.

My point is that most leaders have little hope of having these competencies remain in their consciousness at all times. They become far too complex, far too overwhelming. That's where *Your Leadership Diamond* comes in. We know you can easily handle seven facets, and so we've done just that. We've isolated seven areas for you to focus on, to polish, to give real lustre to your leadership.

Easy, simple, memorable, and powerful. Just as diamonds have facets or faces to the world, so do you as a leader. Unless all those facets are truly shining, you'll never bring your light to the world in the way in which you're capable. Leave off a facet or fail to polish it, and the full lustre will never be there, bringing its sparkle to our world. As you polish one facet, you can't help but polish another. There are seven major facets of *Your Leadership Diamond* that you need to polish, and there's a key principle for each.

As simple as this model is, I can guarantee that from a long list of leadership competencies that many organisations insist their leaders learn, almost 90 per cent will fit under these seven simple facets. They're simple but not simplistic.

Here are the seven facets and the "polish principle" for each one:

LEADERSHIP FACET	POLISH PRINCIPLE
FACET 1: LEADING SELF	Raise your CONSCIOUSNESS .
FACET 2: LEADING ONE ON ONE	Make real CONNECTIONS .
FACET 3: LEADING TEAMS	Inspire collective COMMITMENT .
FACET 4: LEADING CLIENTS	Demonstrate heartfelt CARING .
FACET 5: LEADING THE ORGANISATION	Foster seamless COLLABORATION .
FACET 6: LEADING FAMILY & FRIENDS	Be their CHAMPION .
FACET 7: LEADING COMMUNITY	Honour your CALLING .

Throughout this book, I share seven specific techniques that align with these principles. There are many more techniques (in fact, at last count we have 112 of them at *the human enterprise*), yet I've chosen these ones not because they are the easiest to implement but because of their ability to really have you shine in a short space of time: seven weeks, or forty-nine days.

See yourself as a diamond, embrace the principles, and learn the techniques. There's one for you personally, four that are organisationally based, and two for your leadership outside of work. For each facet, there is a particular principle. These principles hold true for every technique no matter what. But you can't do a principle. For each of the seven facets, there are specific techniques, ideas that need to be implemented. Each action builds on the other, as you'll see in your seven-week programme. In fact, simply remembering the seven polish principles, in and of itself, will enhance your leadership effectiveness.



Let's look at each facet and see why it is so vital to your leadership success. The skills, techniques, and ideas will come later.

FACET 1: LEADING SELF -

RAISE YOUR CONSCIOUSNESS

As a leader, your role is to help your organisation reach its goals and simultaneously help individuals reach their own. As a leader, irrespective of your role in the business, growth has to be very high on your agenda. But let's look at where that growth really comes from. Again, organisations don't perform. People behave.

One of your key roles as a leader is to get people to change their behaviours, starting with your own. The genesis of all great behavioural change is self-awareness. You can't change what you're not aware of.

If you begin each day with the intention of becoming more aware of yourself, you'll begin to change. It'll be subtly and slowly at times, but you will change. The buzzword these days is mindfulness.

Every morning, set an intention for yourself as to who you wish to "be" that day: more assertive, more compassionate, more innovative, more relaxed, more confident, more humble, or whatever. Turn that into a specific set of behaviours. Your rituals. Then pay attention. Attention follows intention.

Monitor your daily habits, from the way you greet people of a morning, to the way you start and finish meetings, to the way you manage time, to your energy levels throughout the day. Pay attention to whatever will make a difference in achieving your intention. Be more mindful. Start the way you want to finish. Because in times of chaos, when the world seems out of control you can still take control of your own behaviour. Rituals put you in the driver's seat, irrespective of the uncertainties that surround you.

Leadership development really is an inside-out job. It starts with you being more aware. If you want to be a better leader, then you need to be a better you.

In Facet 1 I'll give you the most simple and profound way to do this. Your inspired awareness will take you to a whole new level.

FACET 2: LEADING ONE ON ONE - *MAKE REAL CONNECTIONS*

The quality of your leadership is about the quality of your relationships. As Professors Goffee and Jones from London Business School say, leadership is a relationship.

The quality of your relationships is dependent upon the quality and quantity of the conversations you have with your people. I'm talking about all sorts of conversations: long ones, short ones, and ones in the corridor. Conversations about direction, how they can contribute, their talents, their needs, their skills, their skill gaps, their aspirations, and their personal goals and dreams. So many conversations during the year. Yet the key to all of these conversations—the basis of all great conversations and great relationships—is mutual trust and respect. It's not just getting them to trust you; it's also getting them to trust themselves.

Trust that they'll have the courage to put the real issues on the table, and trust that you'll listen without fear of retribution. The truth shall set you free.

Trust doesn't happen overnight. Sure, sometimes people will grant you immediate trust as their leader, but that's rare. Irrespective of your title, you have to earn it. One of the best ways of earning that trust is to make real connections with your associates. That means telling it how it is—the good, the bad, and the ugly, yet mostly the good. The technique you will learn in this facet says so much about you as a leader.

It says you're watching, it says you care, and it says they count, that their personal efforts are significant. It's one of the easiest and most powerful ways to bring to life.

FACET 3: LEADING TEAMS -

INSPIRE COLLECTIVE COMMITMENT

As great as it is to have strong relationships with individuals, it's the power of the team that counts and the commitment your team has to each other—not just to you, and not just to the mission, vision, or strategy, but to each other. In *Our Best*, a team focused Leadership Development Programme from *the human enterprise*, I talk about the four key ingredients that make up a high-performance team. It's what younger generations would call fully SICC. No, it's not a spelling mistake. It stands for:

Shared Purpose: crystal clarity on where we are going, our mission, our vision of greatness.

Interdependence: absolute surety around the way we need to work with each other, our ground rules, our protocols, our boundaries.

Commitment to the functional or sectional goals: Brilliantly implement these goals as well as the goals of each individual team member.

Commitment to each other as people: we should care about not just achieving team goals but individuals achieving their own personal ambitions.

For me, it's this last C that's the key. If you can get your individual team members totally committed to the success

of each other, to have each other's backs, to genuinely yearn for their success, then just about everything else will fall into place. Anything can be accomplished.

On the surface, you'd think that having a fully SICC team would be easy. Ask most leaders, and they will tell you a very different story. They'll tell you how they have no trouble with Sharon or Peter personally, as individuals; it's just the way they work with the team that causes them angst. So in many ways, you are like a theatre director. You have all this talent that, left to its own devices, may become divisive. Your job is to bring these individuals cohesively together as a team. As in a theatre performance, they need to not only know their own lines but also have a solid understanding of the lines of the other performers. Why? To put on the play in the shortest time possible to the absolute delight of the audience—in your case, your customers.

This will involve conflict. If you're leading well, it will be constructive conflict; if not, relationships will be fragmented, and decisions will be far from optimal.

To achieve this, you have to really have your team connect with each other. They must realise their collective power and the joy and achievement that comes from true collaboration and shared expectations.

In Facet 3 I'll give you a simple and profound process to do this.

FACET 4: LEADING CLIENTS -

DEMONSTRATE HEARTFELT CARING

Every leader has clients, either internal or external. Some even go so far as to say that their direct reports are their clients. This is especially true if you have the philosophy that Robert Greenleaf recommends in *Servant Leadership* (and mentioned earlier in chapter 1), where every leader is primarily a steward of those in their care. As Richard Branson says “Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”

There are thousands of books on customer service and hundreds of models. And there are thousands of people all around the planet who are attending customer service workshops as you read this book. They will be taught rapport-building skills, questioning skills (open and closed, of course), handling objections, and maybe even closing techniques. But that’s only a start.

I’m not saying skills aren’t important. But skills for the sake of skills, for the sake of getting the sale? No way. How shallow, how meaningless. We can get so hung up on the skill that we forget what’s really important: Again, we marry the techniques and divorce the outcomes.

The greatest thing you can do for any customer is to truly, genuinely care. Care about their issues, their problems, their challenges, and their organisational context. Care about them personally. See them as people, not someone to whom you can sell something. Forget about the sale. Yes, if you forget about the sale and are truly there as a trusted adviser, then nine times out of ten, you’ll end up with it anyway.

In this facet of *Your Leadership Diamond*, we overview four different levels of needs every client has and how to graciously meet them. It's not because it's a great technique but because you genuinely want to help, find out what's important in their world, and move them ahead in that world.

Focusing on this facet, will help you rekindle your love of customer service and the joy of truly serving. Your customers will get it. They'll see it in your every movement, hear it in your words, and feel it in their hearts, not just their heads.

That's why this part of the business is Facet 4.

FACET 5: LEADING THE ORGANISATION - *FOSTER SEAMLESS COLLABORATION*

Irrespective of your title or level, in order to excel as a leader, you have to be proactive, thinking about and implementing organisational change. Dr Ichak Adizes, in his groundbreaking book *Mastering Change*, says that managing change (or disruption as it's now often referred to) is the role of a leader. Problems come from changes. Solutions are the answers to problems. But of course, new solutions bring a new set of problems. Therefore, leaders are primarily managers of change.

Nothing will get you promoted faster than developing a reputation as an organisational change agent, a leader of change. Notice that I said organisational, not just functional or team change agent.

Senior leaders absolutely love those who, without prompting, are constantly looking around to make things better.

As our world gets faster and faster, and as our customers become more demanding, and as things get harder, the natural default is to stick to your patch, your function, your section, your team. We hunker down, and the left hand won't know what the right hand is doing.

If that's the case, we never tap into the collective consciousness, the collective wisdom of the whole organisation. Solutions can become piecemeal, and a solution in one area without consultation can show up in another as a problem. We upset people, we have "patch" fights, we become even more narrow in our thinking, more siloed in our behaviour, and the exponential growth that's possible (the breakthroughs, the innovations) never occurs.

It doesn't have to be that way.

Your role is to get everyone seeing the bigger picture, to have everyone seeing that they are part of a larger plan, a whole system, in which each moving part impacts other moving parts in the system. Context is king.

You are one of those parts.

This doesn't have to be through big, organisational change projects. It's the little things that also bring us together and make us feel part of and connected to a large community. It's amazing how identifying, prioritising, and solving even the so-called small issues can rapidly transform your organisation.

The technique we'll be looking at for this facet is a way of thinking about organisations, followed by a series of questions.

You can ask these questions in every one on one interaction, every meeting, and every chance you get for

personal reflection. Start thinking this way, and your impact on the total business will be outstanding. It's all done with a minimum of fuss. That's why the last of the organisational facets is Facet 5.

FACET 6: LEADING FAMILY AND FRIENDS - *BE THEIR CHAMPION*

There is immense joy and sadness in the work I do as a transformational leadership coach. Part of that is getting leaders to see that they are so much more than just their job titles. I help extend their identity well beyond business. When this happens, they are unstoppable, take great strength from the nurturing of family and friends, and become more balanced, energised, and effective leaders. Their energy goes out to excite followers to exceptional performance. That's pure joy for me.

But sadly, this doesn't always happen. There are so many demands on a leader these days that your time never seems to be your own. Therefore, you often make commitments to everyone who asks, hoping and praying that the workload is just temporary, that it will lessen, that it will go away. It never does.

We deny ourselves time with the people for whom we are doing all of this. The ones who love us, the ones who will be there for us long after last month's figures have been analysed to death, long after the settling of the new restructure or the recent merger. Long after the relationships from work may seem a distant memory, the regret of not being there physically, emotionally, and spiritually for the family will still linger.

As I mentioned in the preface, I have experienced my own regrets when, as primarily an international trainer, I spent too many days away from home. Of course, the real sad thing is that in many ways, it's family you're doing all this for in the first place. Don't forget that.

Yes, it's tough to get the balance right. None of us are saints, but in this facet of *Your Leadership Diamond*, we'll be over-viewing some simple ideas that just say one thing: "I love you. I care." That is often all you need to remember with Facet 6.

FACET 7: LEADING COMMUNITY - *HONOUR YOUR CALLING*

I've met very few great leaders who don't want to give back in some way and want to play a bigger game. They get the importance of success but want to also move to significance and make a real difference in the world. As one leader told me, "There'll always be a bigger boat." The great leaders want to leave their mark on the world, or as Steve Jobs said, "a dent in the universe." That universe could be global, or it could be your local school. It's still a dent.

I recently spent time with the wife of an international hairdresser who has 50 hairdressing salons throughout the world and 350 team members. I commented that her husband must be very proud of what he has achieved in business. She agreed but also added he is proudest of what he has done for the industry and the lives of the people his creativity has touched. By globally raising the professional status of hairdressers, he's given a massive dose of self-esteem to so many, as well as hope and inspiration. He's replicated this formula around the world—the ultimate rinse and repeat.

He is taking people to a better place. For this, he was given a form of knighthood in Holland. What will your life stand for?

What will your legacy be?

Who will you leave your mark on?

We're all going to cry when we're born. How many will cry for us when we make our ultimate departure? And not because they're grieving for your loss, but they cry tears of joy for having known you and having been touched by your kindness, your compassion, your never-ending faith in them, and the difference you made in their world?

I don't know exactly what your calling is, but I know you have one. If you can combine this calling with what the world truly needs, you'll be unstoppable. You can wait passively until you receive some message from on high. You can learn more and more about yourself, your values, your beliefs, and your karmic destiny. Or you can simply go out and start doing some good in the world. There will never be a right time or a better time than now. Make that time. That time is now. You have a calling, as I point out in Facet 7.

Now that you know the facets of *Your Leadership Diamond* and the key principle for each, here's a glimpse of the specific technique you'll be polishing for each facet.

“YOUR LEADERSHIP DIAMOND”

DIAMOND FACET	KEY PRINCIPLE	SPECIFIC TECHNIQUE
1. Leading SELF	Raise your CONSCIOUSNESS.	Be Present.
2. Leading ONE ON ONE	Make real CONNECTIONS.	Give Credits.
3. Leading TEAMS	Inspire collective COMMITMENT.	Set Ground Rules.
4. Leading CLIENTS	Demonstrate heartfelt CARING.	Exceed Needs.
5. Leading THE ORGANISATION	Foster seamless COLLABORATION.	Think Whole Systems.
6. Leading FAMILY & FRIENDS	Be their CHAMPION.	Show Up.
7. Leading COMMUNITY	Honour your CALLING.	Get Involved.



FACET 1: LEADING SELF

RAISE YOUR CONSCIOUSNESS

In an earlier life, I had two psychology clinics in Sydney. When working with individuals who were having relationship difficulties, I detected two subtle but important patterns, one of which was right in front of me.

The first pattern was that in reviewing their pasts, many often found it difficult to remember that much detail. Second, when they were trying to explain past relationships, they were everywhere—fidgeting, looking around the office, focusing on anything but me. And the reason? They simply weren't present. They were not present to me at that moment, not present in their past. That was why their memories were so bland.

We're all old enough to realise there is no one secret to having a great life, but there probably is one secret to great leadership when it comes to relationships. Be present. Nothing increases mutual trust and respect like being present. In order to do this, you have to raise your consciousness about being present in the first place.

How many managers do you know who are with you physically but not mentally, and certainly not emotionally? They're somewhere else, anywhere but with you. Sure, they'll nod and go through the motions, but it's difficult to believe they really want to be with you when they:

- Don't make eye contact
- Finish your sentences for you
- Never paraphrase
- Answer their mobiles
- Check their texts
- Say hello to everyone who passes
- Play with papers on their desks

And that's just the beginning. My beautiful mate, Steve (whom I mentioned earlier), says they're not distracted; they're simply "attracted" to something else that appears more important or exciting at the time than being with you. But how does that make you feel? Is it just a lack of attention?

Attention Deficit Syndrome (ADS) gets a lot of press these days, particularly with children, although the latest research is showing it's prevalent in adults as well. But again, Steve suggested to me that leaders who appear to not be present lack not attention but intention. You could say that many leaders have Intention Deficit Syndrome (IDS). Make it your clear intention to be truly present to whomever you're with.

"Love the one you're with."

Stephen Stills

You can easily forget that right now, the person that you're speaking with is where your focus should be. All the skills in the world (one of which we will look at in "Leading

One on One”) will mean zip, nada, nothing if you’re not truly connecting with the person in front of you.

Amongst the Zulus of the northern Natal tribes of South Africa, the word for *hello* is Sawubona, which means “I see you.” How great is that? It’s not just an off-the-cuff hi; it’s really seeing people, making them feel significant, important. They know that they count.

But get this: the reply is even more revealing. It’s “Ngikhona,” which means “I am here.” Wow, I exist only after you have acknowledged that you see me. In fact, your saying hello to me brings me into existence. The sophistication of these greetings is inspiring.

In order to bring yourself to the present and raise your consciousness, embrace these three most important questions and their answers.

- What is the most important time in life?
Right now (the present).
- What is the most important thing in life?
What you’re doing right now.
- Who is the most important person in the world?
The person right in front of you.

So how do you get present?

FOUR KEYS

People do this in their own way. Here are some tried and tested strategies.

1. **Make it your intention to get present to both yourself and others.**

As simple as it is, make it your intention to be fully present to whoever you're with. A mantra, or saying to yourself, is a good reminder or trigger: "Be here," or "Get present," or even "Pay attention."

This means putting aside your own ideas and agenda and truly listening to what others are saying for every one on one, every phone call, every meeting.

And of course, getting present to your body through the power of three big breaths is a classic strategy. Why? Because it works.

2. **Give them your attention.**

This means making more eye contact than you normally would and getting rid of distractions (e.g., your mobile, iPad, or diary). See the person's "magnificence," assuming positive intent about their actions and words. Calm and stop the internal chatter in your own mind.

3. **Truly focus on someone as a person.**

Buddhists say every time we meet someone, there is a chance to teach or a chance to learn. See the person in front of you as someone who either has a lesson or a message for you, or someone whom you can teach, help, or develop on his or her journey. By doing this you'll be much more focused on who they are, what





they're saying, and what you're hearing. You'll be fully appreciating who they are and their message.

4. **Show up with an open mind.**

So often we lose our presence because we come with prepared answers to the issues we are about to discuss. We are listening for other people's "rightness," the degree to which they are in alignment (or not) to our way of thinking or our agenda. We listen through our own filters.

It's like there are four buttons that simultaneously need to be pressed in order to be present.

RAISING YOUR CONSCIOUSNESS

INTENTION is		Deliberately being present.
ATTENTION is		Not on you but them.
APPRECIATION is		Of them as a person.
AGENDA is		Being fully open to possibilities.

Raising your consciousness by being fully present is also at the heart of most great performers. By being fully present, you develop an extraordinary amount of self-awareness, the genesis of all great learning. Nick O'Hern, in his golf book *Tour Mentality: Inside the Mind of a Golf Pro*, sums it up beautifully when he states the key to great shot making is "stay in the present, commit to the process." It's time to raise your consciousness, time to push your buttons.

ON A PERSONAL NOTE

As I discussed, for many years my daughter, Ruby, suffered from epileptic seizures. As her dad, all I wanted to do was to make it better for her, to take away her pain and the embarrassment she often experienced. I always listened to her through a filter or lens of “I’ve got to come up with a solution here. For God’s sake, I’m her dad.”

I was Mr Positive:

“We’ll get this cured.”

“This will work out. You’ll see.”

“Together we will find a way.”

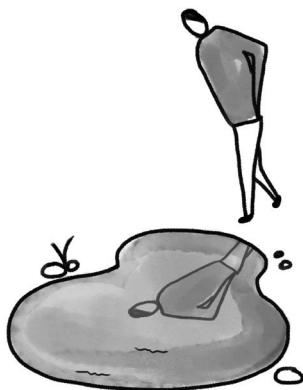
Yet Ruby got sicker and sicker. One night I sat on her bed, listening to her account of her seizures that day. No solutions, no rah-rah, no “we can do it.” I simply listened. And for the first time, I really understood what it was like to be in her world—the fear, the uncertainty, the struggle, the humiliation, the sadness.

I’d always been the strong one, yet as I sat there and truly listened, tears poured down my face. Ruby wiped them away, told me to cheer up, and hugged me. We both went off to sleep. The next morning, I awoke to find on my bedside table the most beautiful drawing of the Little Mermaid. Ruby’s artistic skills were awe-inspiring. On the picture was this simple note: “Dear Dad, thank you so much for our loving conversation last night.” It’s one of my most precious possessions.

Sometimes just being truly present is the greatest gift you can give to the world. And as a leader, it’s the greatest gift you can give your people.

“Wherever you are, be there.”

Jim Rohn



TIME FOR REFLECTION

What is it that causes you not to be present to yourself? In not being with yourself, you are not being present to others. Why do we make the choice to be distracted, to go this way or that? Do those choices really matter?

I often think that for me, it's that I don't want to miss out on anything. The appeal of the new bright, shiny object is greater than the pull of being truly present to myself and others. I allow myself to be distracted because I don't want to miss out.

So what's with the fear of missing out, or FOMO as people say? I believe it's because we so much want to be in the know, to not be found lacking or wanting. By being in the know, we will be more acceptable to others, more appealing, more loveable. Yet if this is what our souls are really craving—real connection—isn't it amazing that the opportunity for connection is in front of you right now? Getting present to

yourself will reveal so much. It's like looking into a still pond and seeing your reflection, your true self, for the first time. But if you keep throwing bright, shiny objects into the pond, all you'll do is create ripples, and your self-image will be distorted. You will never be clear.

What if rather than going from one thing to another seeking joy and happiness, you sucked the marrow and joy out of the present? For the more commercially minded, it's like investor Warren Buffet buying a small portion of shares after careful analysis and then really getting the best out of those shares (in our case, the moments). It's putting all your eggs in one basket and then really watching that basket.

The alternative is buying lots of shares, skipping across the surface, and selling them on a whim or a hot tip from your Uber driver to buy something different. Not only is it exhausting, it's probably not the path to real financial wealth or gaining those feelings of abundance in your life.

Learn to focus and to be grateful for what's in front of you, for what you have in your life, for a still pond.



What great leaders and authors say about *Your Leadership Diamond* and working with Paul Mitchell

“Your Leadership Diamond is quintessentially Paul. It provides practical, actionable insights and advice for new and mature leaders, which resonate because they are 100 per cent consistent with the messages Paul has been sharing with his clients through his leadership courses and coaching for many years. Paul’s brilliance is the simplicity with which he educates the reader on a topic that is often seen as complicated and even unattainable: leadership. This book is a must-read for anyone who leads teams.”

Bryan Fletcher, Head of Business Processing Services, APAC Division, Credit Suisse

“This is a lovely, warm, passionate book full of practical advice to all of those who aspire to leadership. It’s written in a down-to-earth, unpretentious style. It will be useful at work, at home, and in your communities. People will find advice that they can act upon and will make a difference.”

Professor Gareth Jones, Visiting Professor at the IE Business School, Madrid; Fellow of the Centre for Management Development at London Business School; Partner, Creative Management Associates; author of Several Books, including *Why Should Anyone Be Led by You?*

*“I’ve seen the impact of Paul Mitchell’s work with leaders for nearly twenty years now in many organisations that I have worked in, and particularly with the evolvement of my own positive leadership style and approach since attending many of Paul’s workshops. This book is a great distillation of some of the ideas and skills he has shared over those years to help leaders be the best they can be. *Your Leadership Diamond* is an essential read for those who are new to leadership, those who know it is a privilege to lead yourself and others, and those who know the power and importance of continued self-improvement.”*

Kate Mason, Group Director, People and Culture, Coca-Cola Amatil

“I was fortunate to come across Paul at what was a very difficult time for me and for my business. Paul’s coaching and approach to becoming a better person in order to be a better leader were (and I don’t use this word often) transformational. Working on the seven facets that Paul explores in his book have helped me to become a more grounded, confident, energetic, and ultimately happier CEO, husband, and father.”

Stuart Grainger, Chief Executive Officer, George Weston Foods

“Paul was my coach many years ago and had a profound impact on me, helping me in so many ways through the challenges of leadership, career, and life. He since has been instrumental in helping some in my team to transform themselves and remove a great deal of anxiety and self-doubt, enabling them to step up their effectiveness as leaders. This book is the distillation of recommendations and tweaks that have enabled Paul to have such an impact on people. At a minimum, it is a very useful reminder of good practices. But most likely it may also help you transform yourself into a better version of you. An easy read and a must-read. Keep it close to reread every so often.”

Alain Moffroid, Managing Director Pacific, Rentokil-Initial

“I learned so much from Paul’s coaching. There hasn’t been a single day over the last decade that I haven’t drawn on his fantastic tools and frameworks, many of which are covered in this book. Paul’s coaching was a major contributor to the sustainability and growth of our organisation. I can’t thank him enough.”

Suzanne Colbert, Chief Executive Officer, Australian Network on Disability

“A wise and valuable read for leaders and aspiring leaders. Paul incorporates simple models and accessible examples to which we can all relate. His approach is easy to understand and adopt and will make a measurable difference to your leadership and business results.”

Anthony Brown, CEO, NobleOak Life Limited

“Paul Mitchell has supported Starlight’s efforts for over a decade and has played a key role in helping transform our organisation to one that has absolute clarity of purpose, true alignment, and high engagement. Along the way, Starlight has been AON Hewitt Best employer accredited and recognised in the Top 20 Great Places to Work in Australia, both more than once; it is the only charity to be acknowledged in this space. As I read *Your Leadership Diamond*, it brings a smile to my face as I think of the devices and symbols Paul has planted in my mind—little memory tricks and symbols that are effective and that I still use. Thank you, Paul, for your contribution to my personal leadership growth and for what you have helped Starlight achieve. Your passion for and contribution to the important work of Starlight has been enormous. You have helped us to brighten the lives of thousands of children and their families’ at a time when they need it most. I know this book will provide simple yet effective tools for many on their personal leadership journey. I hope you all enjoy the read!”

Louise Baxter, CEO, Starlight Children’s Foundation Australia

“I have had the privilege to know Paul for the last decade. No one has the passion for the science of leadership like him. In this book, Paul shares much of his leadership wisdom. It is designed for busy people and is an easy read. It’s practical and filled with golden nuggets, and it’s a great reminder of the importance of constantly learning and improving in all aspects of our lives.”

Daryl Sisson, Managing Director Australia and New Zealand, Thomson Reuters

“A brilliantly usable, simple, and effective toolkit for becoming a better leader written from the heart by a great mentor and coach.”

Matt Gribble, Regional Managing Director Australia and New Zealand, PageGroup

“Paul’s emphasis on leading in all areas of your life is exactly the sort of leadership to which we should be aspiring. He recognises that to become a better leader, you need to become a better person. The ideas in this book give you an enormous boost to take you from where you are now to where you need to be.”

Marshall Goldsmith, New York Times bestselling author of *Triggers* and *What Got You Here Won’t Get You There*; Thinkers 50’s #1 Executive Coach

“Once again, Paul has been able to take complex leadership ideas and translate them into meaningful and practical concepts that all levels of leaders can apply to their professional and personal lives. This quick and engaging read is a great reference for all leaders interested in the link between self-improvement and improved business performance.”

Hugh Lander, Chief Executive Officer, BOQ Specialist

“This book is an expression of Paul’s generous spirit where he shares ways of polishing *Your Leadership Diamond*. He guides the reader, step by step, to become a pilgrim, with a pilgrim buddy, through a journey of transformation with practical skills based on thoughtful foundations. Paul’s work will help those with a pre-existing awareness of their diamond to polish it better and motivate those who haven’t yet found or value their own. Easy to read, food for the soul, thoughtful, practical, and applicable.”

Dr Carlos A. Raimundo, Executive Coach and Inventor of the Play of Life; Author of *Relationship Capital: True Success through Coaching and Managing*

In a field littered with pretenders and wannabes, Paul stands out as a superior thinker on leadership and a superb practitioner of executive coaching. This book demonstrates his wisdom and experience, brilliantly distilled into pertinent insights and pragmatic guidance, that can be applied to bring about meaningful and relevant personal growth and change. A gem!”

Andrew Reeves, Non-Executive Director, CUA; Former Managing Director, Smith’s Snackfood Company, Australia; Former CEO, George Weston Foods

All roles and organisations were accurate at the time the testimonials were provided.



HOW CAN WE HELP?

the human enterprise works with individuals, teams, departments, divisions, and organisations to help them build their leadership capacity and capability. But it's more than just leadership skills. We partner with our clients to embed leadership at every level into their cultures. It's about having everyone, regardless of their title or position, develop a leadership (ownership) mindset and taking responsibility for overall total organisational results. That way we all feel inspired to create the most meaningful and productive workplaces on the planet. It's what we call the human enterprise.

TRANSFORMATIONAL LEADERSHIP COACHING WITH PAUL MITCHELL

Are you a senior executive or director looking to take yourself and your organisation to new heights? This coaching is specifically designed for senior leaders who want to challenge themselves, get to the core of who they are as leaders, and develop the behaviours that will take their organisation to new levels of success. It's about making great leaders even better.

Paul Mitchell is one of Asia-Pacific's foremost leadership coaches. He has coached and mentored hundreds of senior leaders across the region and helped them energise themselves, their teams, and their organisations. He incorporates the trusted technology of Marshall Goldsmith with the unique combinations of *the human enterprise's* inner and outer game approach.

Marshall Goldsmith Stakeholder Centred Coaching has been proven to enable successful people to lead more passionately through long-term change in leadership behaviour by using a methodology that is highly effective and time efficient. The Stakeholder Centred Coaching process guarantees measurable leadership growth and behavioural change.

Transformational Leadership Coaching with Paul Mitchell is not for the faint-hearted. Together, you will take a deep dive on who you are, where your behaviour comes from, and who you need to be in all areas of your life, business, family, and community.

LEADERSHIP DEVELOPMENT PROGRAMMES

You can manage systems and processes as much as you like, but people need to be led. Leadership development programmes with *the human enterprise* provide you with a proven framework for developing your leadership talent and shaping a culture that cultivates leadership skills at every level.

BASECAMP: LEADERSHIP ESSENTIALS

Real Skills for Future Leaders

Inspire new levels of leadership in your Organisation in just one day. We've researched the absolute essentials of inspiring leadership and created a one-day experience for emerging and new leaders or those that need to reconnect to the real difference they can make in your organisation. It's primarily skills based, yet also inspires your associates to be the best leaders they can be at work, at home and in their community. This is achieved through a mixture of content, skills practise, group discussion and personal reflection on some of the key skills required to develop productive passionate workplaces. *Basecamp: Leadership Essentials* enables you to make your continued ascent. It provides you with a solid platform of self-awareness, a servant leadership mindset, and the skills necessary to get to Higher Ground in the future.

HIGHER GROUND

Transforming Good Managers into Great Leaders

Higher Ground is not a one-off training programme. It's a process. It combines the best of our leadership development, coaching, and facilitation services to provide your leaders with the most inspiring customised leadership training in the Asia-Pacific. It's perfect for organisations who want to make leadership part of their culture. If you want to change organisational performance, you have to change people's behaviours.

THE ORGANISATION WORKSHOP

Creating Partnership across Boundaries

The Organisation Workshop is a one- to two-day programme specifically designed to break down organisational silos. Based on the work of Dr Barry Oshry from *Power and Systems*, it brings together all parts of your organisation (your whole system) and sheds a light on the unique challenges faced at each level (top, middle, bottom, and customer). It helps people remove the blinkers and instantly see how organisations really work, instilling in participants a sense of personal responsibility for building better relationships up, down, and across your organisation.

OUR BEST

Transforming High Performing Individuals into a High-Performance Team

Designed for intact teams, Our Best takes the guesswork and assumptions out of team relationships. It provides a foolproof system for understanding each other and breaking down any barriers to effective collaboration. Moving beyond the typical team-bonding exercises, it gets your team to establish an inspiring vision for the future, a mission to be proud of, and ground rules for relating to each other in the context of achieving incredible results.

COME TOGETHER

When Cultures Meet

If a recent merger or acquisition has disrupted the status quo in your organisation, this one-day programme can help. Based on the work of Dr Barry Oshry from *Power and Systems*, Come Together is a unique leadership development experience that gives recently merged organisations or teams a system for bridging any interpersonal gaps between each culture, allowing you to fully maximise the synergies of the merger. It builds a robust culture that is much stronger than the sum of its parts.

WHY SHOULD ANYONE BE LED BY YOU?

What It Takes to Become an Authentic Leader

When business results depend on leading others, it helps to understand what followers need. Yet too many leaders emulate celebrity CEOs or bosses they admire, trying to be people they aren't. As a result, they often fail. If your leaders fail, your organisation will too. Based on the work of London Business School Professors Goffee and Jones, this BlessingWhite programme allows leaders to remain true to who they are while simultaneously modifying their behaviours to respond to the needs of their followers and the circumstances they encounter. They are then able to be more themselves with skill, releasing and focusing amazing amounts of energy to create amazing results.

LEADERSHIP FACILITATION

Bringing your team or organisation together for a strategic initiative off-site? Sure, it's great to get out of the office for a day or so, but for your substantial time and dollar investment, you want to see some tangible results and real behavioural change.

Our facilitation services are designed to help your group, large or small, keep focussed, drive for results, and connect in a way that really gets to the core of why you're coming together in the first place.

Grow a high-performance team built on mutual trust and respect, and see your results soar.

KEYNOTES AND KEYSHOPS™

Want to add even more value to your next conference, off-site, or customer-nurturing event? A keynote from Paul Mitchell will not only lift your audience's energy but will also inspire them to even greater levels of personal and professional success. Our two-hour sessions combine information and application in what we call keyshops.

Paul's leadership keynotes include:

- The Energy Edge
- Taking a Leadership Stand
- Your Leadership Shadow
- Why Should Anyone Be Led by You?
- Feedback: The Breakfast of Champions

YOUR CONTINUED DEVELOPMENT

Your Leadership Diamond is one of many leadership products being developed by *the human enterprise*. Keep a lookout for upcoming products by subscribing to our *Leaders for Life Community*. You can do this via our website. It's absolutely free. You'll learn practical strategies to give you more energy, greater optimism, more resilience, and brilliant results as you lead authentically in your personal and professional life, making a difference way beyond the bottom line. Subscribe now to receive our latest articles and videos, and to listen to our podcast, *Leaders for Life Radio*.

**For more information, visit our website:
www.thehumanenterprise.com.au**

**If you have any questions about the next steps
in your leadership development,
e-mail soul@thehumanenterprise.com.au
or call us at +61 2 9905 5535.**