

# ● impact

January 2021 | Issue 7

A Leadership Magazine

**NEW**  
for 2021  
monthly  
'impact  
hacks'

## WORK SMARTER

Set the scene for 2021  
success

## TALK IS CHEAP

4 top tips to raise your say:do ratio

## THE 'BUSY BUG'

How to beat it

## A STORY

What happens when no one  
takes responsibility?

## IMPACT HACK #1

## MORE I-T OF IMPACT

More qualities that make an  
impact





# hello

Welcome to a new year and the January issue of **impact!**

Yes, it's a new year and one that we have probably all looked forward to. The focus this month is on starting the year with impact by working smarter, walking the talk and beating the 'busy bug'.

We also share the first of our monthly IMPACT HACKS (quick, practical tips for great impact) and more leadership qualities in "I-T of IMPACT".

And there's a story about what happens when no one takes responsibility.

Enjoy the read!

Please share your thoughts on the topics by connecting via [www.2020visionleader.com](http://www.2020visionleader.com).

Thanks and best wishes for an impactful 2021!

**Mandy Flint & Elisabet Vinberg Hearn**





# impact

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MORE I-T OF IMPACT

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# WORKING SMARTER NOT HARDER

Set the scene for 2021 success through  
Time Leadership and these 3 crucial questions

BY MANDY FLINT & ELISABET VINBERG HEARN

It's a new year, a new month – what better time to have a proper restart? This is the time to do it, don't let the autopilot run your life, career and choices, make sure you are in charge of your journey through the year and beyond.

As you kick off 2021, stop and think about how you spend your time and how you can work smarter, not harder.

***What do you need to focus on this year to achieve your goals and ambitions?***

Part of this is about **TIME LEADERSHIP** (not 'time management' as it's about more than just managing your time). It is all about self-leadership, leading yourself entails planning your time well, blocking time for the important stuff too, so the urgent stuff doesn't win every time. It's about thinking both short- **and** long-term.

It could be something as simple as this for example:

Time	Monday	Tuesday	Wednesday	Thursday	Friday
8.00-8.30	Weekly planning	Learning: listen to a podcast	Learning: read an article	Learning: watch a webinar	Long-term strategic thinking
8.30-9.00	Stakeholder management (planning, assessment, engagement & communication, evaluation)				
9.00-16.00	Day-to-day work activities				
16.00-17.00	Day-to-day work activities				Weekly evaluation

Create a visual reminder of your **TIME LEADERSHIP** and stick to it.

The other part is about **HABITS & ACTIVITIES** – being outcome focused rather than task focused. Ask yourself these 3 questions:

## Question 1

What should you **STOP** doing? Dare to challenge practices that don't deliver for the overall outcome. Are there things you are doing just because you always have?

Assess if they add value and lead to the desired outcomes - if not, let them go.

## Question 2

Is there anything you should **START** doing? Is there something you've been putting off? Could you achieve more by doing something different/new? Think of trends in your industry or profession - what are others doing (successfully) that you haven't yet explored?

...continued

## 'IF YOU CHASE TWO RABBITS, YOU WILL CATCH NEITHER ONE'

*Russian proverb*



### Question 3

What should you CONTINUE doing? What works really well for you? Evaluate your results. Ask for feedback and recognise the key factors (actions and behaviours) of your success. Celebrate your strengths and success to ensure you appreciate what you already do well. Sometimes success factors are overlooked as they seem so natural. Make them count.

### USE THEM WITH YOUR TEAM TOO

These three questions could and should also be explored with your team. Use the creativity of the whole team to figure out what your focus should be as a team. It's a great way to reset focus and attention for the new year, with everyone's observations and insights, while also doing an evaluation and recognition of the year that's passed.

And as a final point, then ask yourself and your team:

- How will you stick to your commitments of working smarter, not harder?
- Who could support you? Who else could you involve, to help you succeed?
- And what would be the win-win aspect, that helps both parties succeed? There's always a win-win when we look for it.

Here's to a work-smarter-not-harder 2021!

Let us know how you get on!



**'EFFICIENCY IS DOING THE THING RIGHT.  
EFFECTIVENESS IS DOING THE RIGHT THING'**

*Peter Drucker*





# TALK IS CHEAP, BEHAVIOURS ARE PRICELESS

**4 top tips to raise your say:do ratio,  
display integrity and build trust**

**BY MANDY FLINT & ELISABET VINBERG HEARN**

Talk is cheap, behaviours are priceless.

Raise your impact in 2021 by ramping up your 'say:do' ratio. With more people spending time working in the virtual world either 'working from home or living at work', our say:do ratio is extremely important. It is time to raise our game with this critical behaviour.

We can all say things that sound amazing, encouraging, ground-breaking and insightful. But without follow-through and true integrity behind those words, it means nothing. If you want to have greater impact in your interactions with others, better stakeholder relationships and better results - then pay attention to and take control of your say:do ratio.

So, what does that mean? In straight talking terms it means what you say is what you do. Sounds simple doesn't it? Say:do ratio is about keeping a promise that you have made. Now that we have used the word **promise** there is an emotional connection and now it feels like there is more momentum to actually do it.

## **Say:do ratio is about keeping a promise that you have made**

In the virtual workplace there is a greater expectation on us all to do what we say we will do. And why is that? Because there is less interaction in between those back-to-back video calls. If you were in an office environment you may be able to check in on each other, have side conversations and even ask 'How is that going?'. You may get a visual clue from the non-verbal communication that is now lacking in our online world.

To 'walk the talk' has long been an expression of expectation - we expect people to mean what they say and to do and be what they say. But maybe it's not always that easy. We can be well-meaning, but the follow-through is hindered by company culture and processes, by lack of time or for other reasons.

Well, that may well be the case, but unless we do what we say (=high say:do ratio) we start to erode trust and we chip away at psychological safety in people we depend on and who depend on us.

So, it's well worth ensuring that we live up to the say:do ratio our role needs and demands. If you do what you say then you will be seen by others as more reliable and more consistent.

## **Your reputation is impacted by your say:do ratio**

Some leaders may miss on their commitments because they can at times overestimate their available free time, or they simply want to try and please others. Some have unclear priorities and don't know when to say yes or no to requests. All of these valid reasons have an impact and they affect the person at the other end.

....continued



**Here are 4 practical ways to increase your say:do ratio and walk the talk.**

**TOP TIP 1:** Take a moment, take a breath, challenge yourself before you commit. Ask yourself: do you really intend to do this, what will the impact be if you do or do not do it? Are you really willing to do it, is it purposeful to you? Does it mean something for you to get involved? What about if you don't do it, what is the impact of that on others?

**TOP TIP 2:** The issue can often be that we just should have said no in the first place. It is OK to say no. Try the say:do or perhaps don't:say (don't say it in the first place) if you don't mean it or are not going to commit. Or give yourself permission to be OK with saying no. Saying no is not about what you say but 'how' you say no.

Take time to think about how you position your 'no', put yourself in the other's shoes to enable you to imagine how that will be for the other person.

**TOP TIP 3:** Communicate when you follow through. Let relevant people know when you've done something you promised. Keep making the links between something you've talked about and what has happened. Help people see the links to the bigger picture. In the virtual world of work, this is particularly important.

**TOP TIP 4:** Be consistent in your actions. If you stick with being authentic you are more likely to be consistent. Consistency in leadership is underrated. Consistent behaviours signal authenticity, that something is

happening by designation and character. Be consistent. Figure out what you stand for and act from that place with integrity. When leaders are not consistent in their actions and behaviours, they can be perceived as 'loose cannons' and create fearful reactions in others, which undermine transparency, trust and collaboration. For an example of this, check out our story "George, the angry CEO" in the November issue of IMPACT.

In closing, think of someone you know who has a high say:do ratio. What is it that they do that makes it high? How do you know for sure they will do what they say? What traits do they have? What do they role model? What do you want to create in terms of your say:do?

Now apply the say:do ratio to you.

**"IF YOU HAVE INTEGRITY, NOTHING ELSE MATTERS.  
IF YOU DON'T HAVE INTEGRITY, NOTHING ELSE MATTERS"**

*Alan K. Simpson*







# BEAT THE 'BUSY BUG'

How to beat the 'busy bug' and get the focus right

BY MANDY FLINT & ELISABET VINBERG HEARN

There is a 'work/society epidemic' that the world is suffering from, and it is called the 'busy bug'. Do you have it? Check this out.

In the course of a normal day we will ask people "How are you?"

How many times do you hear the answer "I am so busy!" in response to that?

*What are we all so busy doing? Do we really need to be that busy?* We have to regularly stop and ask ourselves that question. Life can feel like we are on a hamster wheel. We spin around and are simply running running running.

If we ask the hamster "Where are you going?" The hamster answers "Don't know, got to go, I'm busy, busy, running".

We then ask "Why are you going there?" The hamster replies "don't know but I am busy, got to go!"

Most of us are probably guilty of being like that hamster at times.

But we can all choose to get off that wheel and stop and take a look at it from a distance.

We need to allow ourselves the time and space to say "Hey, where are we going, where have we been and why are we doing this?"

We are after all human beings, not human doings. It's not just about doing a lot of stuff. Being busy is not a badge of honour. Unless we are doing the right, relevant things – the things that really make a difference – we maybe shouldn't be doing them at all.

## **Some causes and symptoms of the 'busy bug'...**

There are many pressures on us to be busy; there is so much to do, there is the pressure of work, home, family, the balance in our life.

The next job, the next promotion, the next meeting we HAVE to be in, the next thing we cannot miss. We get onto the busy wheel and it feels like we can't get off.

We feel like we HAVE to, OUGHT to or SHOULD do so much. There are demands on our time from every angle. We feel like being busy is the state we're almost expected to be in. Because if we're not frantically busy, maybe we are seen to not do what we should. And yet, it can feel like we are missing life and great moments when we are in that 'busy bug' mode.

## **Some remedies for the 'busy bug' to consider...**

So let's take control of the 'busy bug' and think about what we can do. We recommend trying some of the remedies on the next page.

...continued

**"THE BAD NEWS IS TIME FLIES. THE GOOD NEWS IS YOU'RE THE PILOT"**

*Michael Altshuler*



- Make some fundamental choices. Start to feel like you are at choice. After all, you are in control of this crazy schedule, you drive it, so start to make choices. There are so many great things to do and things you would love to do, but you don't have to do them all. Make sure you are making choices not just "wants". Remember that just being busy is NOT a badge of honour. Think 'do less, achieve more'. Choose carefully.
- Take some reflection time, during your busy day/week/month. Take some time out even if it's only a walk, a breath, a moment to reflect and put things into perspective. Why not put it into your calendar, it will be really productive use of your time. Reflection helps create insight, better decisions and better results.
- If you are "always on" then you will miss the chance to celebrate success and the little things and the big things that you have achieved will get missed. Take a few moments at the end of each day to think about the positives and what you have achieved today and how you can take those positives with you into the next day and the future.
- When you get very busy, break the tasks down and simply take it one step at a time, you can only do what you can do. Take control and it feels better already.
- Being busy is a bug, so we also need to ensure that we are saying no when we need to. If we say no we need to work on HOW we say no. It is the way we communicate the no that is important, to create understanding and acceptance as to why we are doing it.
- Think about how often you are asking for help and support from others. Others are usually happy to help, if we just ask. Think about when you were last asked for help, did you help and how did it feel? Pretty good, right? Someone trusted in you and reached out to you.

If we constantly say to ourselves and others that we are busy, guess what we will be – busy.

**So next time you hear someone say "I am really busy", what will your response be, how can you help them off the hamster wheel?**

**And the next time someone asks you how you are, what could you replace the 'busy bug' reference with?**



**“BEWARE THE BARRENNESS OF A BUSY LIFE”**

*Socrates*





# A STORY: WHOSE JOB IS IT?

A short story about blame and ownership

BY MANDY FLINT & ELISABET VINBERG HEARN

We found this short story a number of years ago.

We're not sure who wrote it, but it's pretty brilliant so we wanted to share it with you.

*There are four people named Everybody, Somebody, Anybody and Nobody.*

*There was an important job to be done and Everybody was asked to do it.*

*Everybody was sure Somebody would do it.*

*Anybody could have done it, but Nobody did it.*

*Somebody got angry about that, because it was Everybody's job.*

*Everybody thought Anybody could do it but Nobody realized that Everybody wouldn't do it.*

*It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.*

*Anonymous*

**"TAKE ACCOUNTABILITY...**

**BLAME IS THE WATER IN WHICH MANY DREAMS AND RELATIONSHIPS DROWN"**

*Steve Maraboli*





**"IT IS NOT ONLY WHAT WE DO, BUT ALSO WHAT WE DO NOT DO,  
FOR WHICH WE ARE ACCOUNTABLE"**

*Moliere*

## ANALYSIS

This story truly speaks for itself, but let's unpack it a bit anyway.

No one is taking responsibility in this story, but somehow expects someone else to, without saying so.

Blame has no place in a healthy workplace. Blame kills collaboration, trust and success. Ultimately blame is a result of lack of personal responsibility. Responsibility doesn't mean that we have to take on, and do, everything. But it means to be response-able. We have response-ability.

Wherever we are, whatever happens, we can choose how to respond to that situation. We can choose our response and decide what we are able to do and contribute. By simply pointing a finger at someone or something, we give away our power, we become a victim of circumstances. And once we feel a victim we are no longer in a powerful position to make decisions or have a positive impact over the situation.

Leadership is a choice. Every single day we encounter situations where something happens and we, in that moment of truth, need to make a decision on how to respond. And when we step up and make a decision to be transparent, collaborative and hold others and ourselves accountable, constructive results can be had, together.





# IMPACT HACK #1 MEETINGS

**7 proven hacks  
for dialling up  
your impact  
in meetings**

**BY MANDY FLINT &  
ELISABET VINBERG HEARN**

1/3 of life is spent at work, and a lot of that time we end up in meetings, these days mostly online. As so much of our precious time is spent in meetings, let's make sure we have the best possible impact in them. Try these proven impact hacks.

## **"TO BE - TO DO"**

Before going into a meeting, think about how you want "to be" in that meeting not just what you want "to do". Ask yourself: what impact do I want to have? Spend time preparing your impact in advance.

## **HAVE YOUR RADAR ON**

Work out what effect you are having on those around you, stop and take a look around you. How do you make people feel and react? Then you can change your approach if you need to get a different result.

## **BE A KEEN OBSERVER**

Observe without demonstrating any judgement, just aim to understand what is going on around you. By doing this you become better at working out how people react to you.

## **BE INTENTIONAL**

Be more intentional about your reactions and responses, don't let your "autopilot" run you.

## **CONTROL YOUR REACTIONS**

Practise impulse control, think carefully about what you say and how you behave. The way you behave has a big impact on others, it counts too.

## **ASK QUESTIONS**

You don't have to have all the answers. Better questions lead to better answers.

## **SHARE OPENLY**

Share information with others, that way they will share with you and you will all gain more.



# THE I -T OF LEADERSHIP IMPACT

## THE I-T OF <sup>#2</sup> LEADERSHIP IMPACT

I

### INTEGRITY

Being honest and trustworthy, consistently 'walking the talk'

M

### MINDFULNESS

Being inwardly and outwardly attentive, observing, reflecting, learning

P

### PASSION

Showing strong belief in something, in a respectful and inclusive way

A

### AGILITY

Being able to change approach at speed, daring to try new ways

C

### COURAGE

Daring to speak up, daring to try new things, daring to fail and move on

T

### TRANSPARENCY

Transparently sharing what's going on - not having a hidden agenda

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Our ability to have a good or even great impact is becoming more and more important. We all need to think about the effect we have on others and what effect we want to have. "How" we operate rather than simply "what" we do is becoming more and more critical to success.

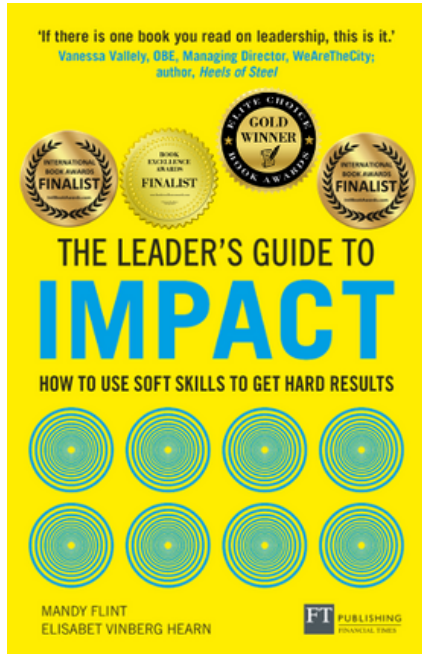
It's all about how we impact people, the business and the world around us. In fact, it is fast becoming the differentiating factor for successful executives, leaders and organisations overall, something that we observe every day in our work.



Here are some more behavioural factors that make an impact.



# CHECK OUT OUR AWARD-WINNING BOOKS ON LEADERSHIP



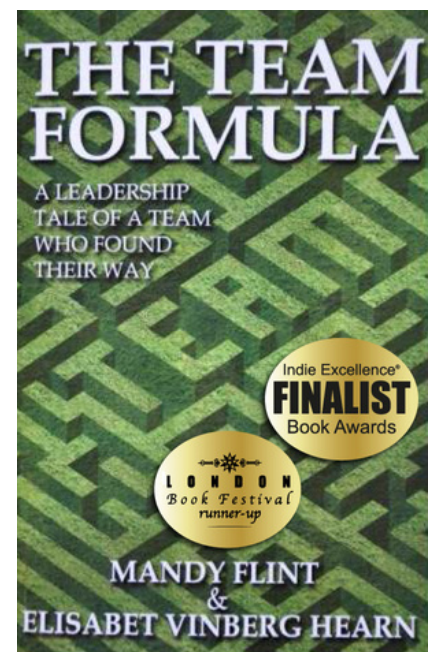
**"A COMPELLING READ FOR THESE DISRUPTIVE TIMES"**

*Amazon reader review*



**"THIS BOOK IS A 21ST CENTURY GUIDE ON HOW TO BUILD A WORLD-CLASS TEAM"**

*Amazon reader review*



**"IT IS THE BEST BUSINESS BOOK I HAVE READ THIS YEAR, HANDS DOWN"**

*Amazon reader review*

**"BOOKS ARE THE QUIETEST AND MOST CONSTANT OF FRIENDS; THEY ARE THE MOST ACCESSIBLE AND WISEST OF COUNSELORS, AND THE MOST PATIENT OF TEACHERS."**

*Charles W Eliot*





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