

the why and how of change

Mindset Matters Group (MMG) works with organisations, individuals and teams to design intensive change programs to enable the shift from hands-on, task-focused leadership to leading through people.

What is the role of today's leaders? In moments of courage, this is the question many leaders ask. 'What is the best use of my time?' Research into the role of leaders in high-performing organisations reveals a two-prong approach:

Role	Leadership activities
Clearly define & articulate the business priorities	<ul style="list-style-type: none"> - Work cohesively as leadership team - Provide the mandate and clarity of focus & accountability on what needs to be done - Champion the need for change & explain the links to strategy - Role model target mindsets & behaviours - create the environment to build a high performance culture - Create the environment for open communication & learning - effective transparent performance feedback & management
Engender emotional engagement	<ul style="list-style-type: none"> - Create certainty in an uncertain environment - Demonstrate adaptability - Guide execution - Actively attract, retain & reward talent

Nowhere in this role description is the doing of task. It's all about inspiring, enabling and empowering others to execute. For people who traditionally have done it themselves and already have hectic schedules, how can you possibly let go and make the change?

Elementary to success

For leaders still needing to deliver on the business priorities, we've tailored personal change programs to be:

Grounded in current business reality – real time, on-the-job - action-learning (learn-practice-apply-reflect) process using the individual leader's current business problem. Providing regular feedback helps leaders correct early and often

Relevant - customised to individual development needs and career path aspirations

Relationship based – leaders give and receive mentoring and coaching

Highly participative – not 'talking at' people, enabling leaders to share experiences and proven practices

Personal and intense – requisites for real transformational change

Leaders learn to adopt new mindsets - ways of thinking - and working to improve performance.

The quandary of how to make performance improvements stick and create momentum.

Research and experience of the team evidenced in client success is the model below.



What's in it for me?

There are real tangible pay-offs from adopting a more constructive leadership approach - for you, the people you lead, the bottom-line performance of your business and its role as a sustainable partner in the community.

Our clients tell us the program really works...

I'm personally more effective at work and more popular at home!

As a team we achieve much more. Decisions are made, and we can rationally discuss issues previously too hot to handle.

There's less tribalism and turf wars as people learn to deal with others less defensively.

People take accountability. There's less risk as we develop a more disciplined approach. People actively work to influence outcomes.

People stay and want to work with us as their efforts are valued and talents developed.

...and my business?

In terms of the organisational payoffs, research shows most people leave because of their leader. Constructive leaders develop talent within their teams; a clear differentiator to attract and retain top people in a shrinking labour force. The cost of losing talent is high – 2.5 to 4 times salary ('Love 'em or Lose 'em', Kaye B and Jordan-Evans S)

In terms of the bottom line, Kotter & Heskett's research shows substantial payoffs from constructive leadership styles. Values and unwritten rules can profoundly influence economic success or conversely lead to failure to adapt to changing markets and environments. "Strong' corporate cultures are not the key to success – rather it is having a strategically appropriate culture, which can adapt to/respond to changing markets and new competitive environments." Kotter & Heskett 1992

Companies with strong adaptive (constructive) cultures (based on shared/aligned values) outperformed others by a significant margin:

Revenue grew four times faster

Stock prices grew twelve times faster

Job creation was seven times higher

Profit performance was 750 times higher

Further, the market increasingly prices stocks based on 'soft measures'. An Ernst & Young study showed non-financial measures are the best predictors of future performance:

Quality of leaders

Strength of corporate culture

Quality of executive compensation

Product development capability

Execution of the stated strategy

Ability to attract talented people

Market position leadership

Culture sits at the heart of most of these factors.

..and for my community?

Corporate history and newspaper front pages show people not leading in accordance with their personal and company values increases the likelihood of the demise of corporations. When an organisation operates from their collective 'soul', it modifies its own needs to align with the needs of its people and the community and nation to which it belongs – people work towards the common good. Consumers are taking notice.

67% of people in North America have considered punishing a specific company they view as not acting responsibly

51% have actually punished a company by changing brands or boycotting

Source: The Conference Board

Powerful reminders that what we do every day does make a difference.

case study

