

The Chequerboard of Leadership

By Campbell Macpherson

Author of the 2018 Business Book of the Year

Leadership is delivering results - through people.

And this is far from easy, as we all now, for it involves influencing, herding and managing complex, often irrational, emotional humans. Leadership is not about telling people what to do: that never works (at least not for long).

Leadership today is not about hierarchy; it is about influence. And leaders exist at all levels of an organisation – whether you have direct reports or not. Leadership is about influencing people across the organisation. It is about helping people to want to change.

Leadership is important: the future of our families, our clubs, our teams, our departments and our organisations depend upon it. The better we are at leading and influencing people, the better off everyone around us will be. And we can all become better, and more influential, leaders.

In my 25+ years of enabling a multitude of business leaders to lead successful and sustainable change, I have seen that extraordinary leaders possess three core, critical skills:

1. The ability to deliver sustainable results
2. The ability to influence, motivate and empower people (Emotional Intelligence)
3. The ability to build extraordinary leadership teams

Poor leaders possess none of these skills. Extraordinary leaders possess all three - in abundance.

They are focused on the delivery of outcomes that are sustainable. They have honed their influencing skills and worked on their emotional intelligence knowing that when it comes to leadership, EQ trumps IQ hands down. And they realise that 21st Century leadership is a team game, not a solo pursuit.

They also realise that every one of these attributes require continual development. The future of their careers and their organisations depend upon it.

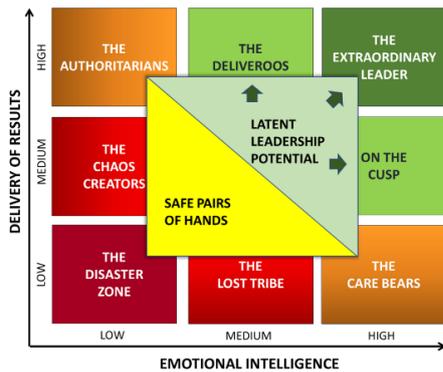
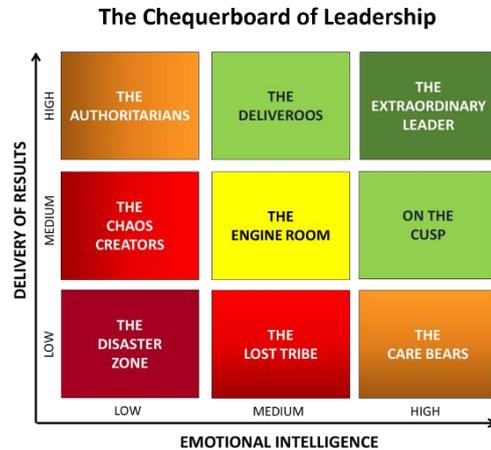
This paper focuses on the first two attributes above. You can download the paper on Extraordinary Leadership Teams from the Downloads page of www.changeandstrategy.com.

Extraordinary Leaders ... of leaders

When it comes to the first two attributes of individual leadership (delivery and EQ), each different type of leader between the two extremes of woeful and extraordinary can be plotted on a simple matrix that I have called 'The Chequerboard of Leadership'.

It is a chequerboard because a leader's position on the board is not set in stone. No matter which square someone may occupy today, they do not have to be imprisoned in that cell forever, they can move - preferably upwards and to the right - as long as they are aware of their position on the board and possess the desire to change.

Leaders in The Disaster Zone are irredeemable in their current role, while some leaders among the 'Chaos Creators' or 'Lost Tribe' will be capable of changing and developing to become better leaders.



Those in the light green squares are the high potential leaders of your organisation. Companies are quick to design leadership development programmes and talent development programmes for 'The Deliveroos' and those who are 'On the Cusp'. Within 'The Engine Room' (yellow square) are the leaders and managers that can sometimes be taken for granted – and yet they are the backbone of the business. The middle yellow square is also the most populous square on the board – described by one CEO client as their “permafrost middle-management layer”.

He was mistaken: his permafrost layer elsewhere - within the red squares.

The 'Engine Room' is where opportunity can be found, for it contains two invaluable groups of people:

1. 'Safe Pairs of Hands' – competent managers that every business needs. And their leadership competence and effectiveness can be enhanced.
2. 'Latent Leadership Potential' – hidden leaders, often technical experts and professionals, whose development will deliver substantial returns for the business.

Unlocking the potential of The Engine Room could transform your organisation.

Where would you place yourself on the board?

Where would other people place you?

In which square would you place your manager?

In which square would you place each member of your organisation's leadership team?

Why?

Change & Strategy International (CSI) enables organisations to instigate change, embrace change and deliver a compelling strategy that is clear to everyone.

88% of change initiatives, business strategies, mergers and acquisitions fail. CSI enables leaders to be the 1 in 8 that succeeds. Its range of programmes, workshops and consulting services enable CEOs and leaders to fulfil their potential, the potential of their people and the potential of the business.

CSI's Principal, Campbell Macpherson, is an international business advisor, change expert, keynote speaker and award-winning author. He and his team of experienced associates help leaders align their people to a clear strategy, build extraordinary leadership teams, build change-ready cultures and lead successful change. He is an Executive Fellow of Henley Business School.

Companies contain a wealth of untapped potential and competitive advantage in their people, their leaders and their leadership teams. Unleashing this talent is not about systems, processes, spreadsheets, business models or balance sheets, it is about enabling people to be the best they can be; empowering them with clarity and trust – and helping them to want to change.

As well as advising organisations worldwide large and small, Campbell has held senior executive positions including Senior Advisor of the Abu Dhabi Investment Authority, Strategy Director of Zurich Life across Asia, ME and Latam, HR Director of the 1000-person Sesame, Marketing Director of Virgin Wines and eBusiness Head of the AMP Group. He was a change expert in Andersen Consulting (Accenture) and the founder of one of Australia's first multimedia companies. He started his career flying jets (badly) in the RAAF.



He is on the books of several keynote speaking agencies across the UK, US and Australasia, and has given speeches around the world – NYC, London, Las Vegas, Singapore, Sydney, Nice, Helsinki, Palm Beach, Frankfurt, Zurich and across UK.

Campbell is the author of three books – and runs workshops and programmes on each of them:

- 'The Change Catalyst' (Wiley 2017), which won the leadership category and Business Book of the Year at the inaugural 2018 Business Book Awards. It is about leading change.
- 'The Power to Change' (Kogan Page 2020), which was a Runner Up in the 2021 Business Book Awards. It is about embracing personal change.
- 'You: Part Two - thriving in the second half of your life' (Hachette 2021), co-authored by his yogi wife, Jane. Together, they appeared at the 2021 Cheltenham Literary Festival. They use content from the book to help organisations empower their invaluable Second Half employees and forge even closer relationships with their lucrative Second Half customers – the ones with three times as much wealth as every other segment combined.



**Business Advisor,
Facilitator, Speaker,
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and Change Catalyst.**



Invesco, A-Plan, Howden, Endsleigh, iPipeline, Mazars, Robert Half, Excursions, U&U, Uponor, IFSWF, M&A Advisor, Bibby Group, FS Forum, SII, St James's Place, James Hay, HBS, Concentra, Police College, ...

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Strategic Change & OD: Misys, BBC, Capital Radio, Telewest, Sesame

Marketing Director: Virgin Wines, Smartlogik, BrightStation

Head of eBusiness, AMP

Snr Mgr, Change, Andersen Consulting

CEO & Founder, InterMark Multimedia

Ultimate Computers, NCR, Hawker Pacific, RAAF Academy