

Questions and issues

– the perennial ones that bug Senior Leaders & Leadership Teams

The thinking points are there to get the thinking and/or conversation started.

Which particularly resonate with you? What makes it / them the priority?

12 are currently identified. What would you add?

Your HOT issue:

Thinking points: What is the common cause of frustration in your company? If it could be solved, what do you believe would skyrocket/revolutionise/ transform your company's performance?

Imagine: Just before you close your eyes at bedtime or as you wake in the morning what is the challenge that 'won't-go away' one that pops up bright-eyed demanding to be dealt with? And the one you consistently ignore? What would you give to have that sorted?

The BIG challenge:

Thinking Points: If you could click your fingers and 'it' would be solved / changed / transformed / dispensed with / go away, what would you invest to make that happen? What is that 'it'?

Systemic understanding:

Thinking Points: What parts of your company's culture work well? Which parts could work even better? How do you think/feel/see your company's culture developing fit for the next decade? Who of your people know what the culture is, how it works, what are the outdated habits/must do's, what could make it work healthier for the whole? Learning from when things go wrong rather than finger pointing – where does your company's culture sit re this? Is it fact or fiction?

Future proofing:

Thinking Points: how do you know where the gaps are in skillsets/abilities/thinking/leadership? Who has responsibility for looking ahead, forecasting what might be the next trend, the next 'out of left field'? What needs to be invested now to pay dividends going forward? What needs to be let go of / brake taken off regarding / thinking changed to enable your organisation to be fit for the next decade?

Accessing wisdom:

Thinking points: What issues do you think other companies have and keep quiet about? Which of their success strategies, if you could find out about them, would work for you? Which wouldn't? And why?

Imagine: you could give one piece of advice, that golden nugget that your competitors would give their socks for what might it be?

Reason for existence & carrying on:

Question: Why does your company, business or organisation do what it does?

Working as a team:

Thinking points: What do you, your people know, understand, act regarding collaborating, connecting, negotiating, getting the win win result? How does your organisation create the environment for effective, efficient, enjoyable team working at all levels? How to bring / take your people with you? How to get buy in? How to dissolve resistance to change? What are your strategies? How to create safety whilst introducing major shifts in one or many areas? Particularly relevant in the COVID-19 world.

At the core:

Thinking points: what is the context withing your organisation operates? How does the company's values show up? How aligned are they with the mission statement, website, social media, representatives? **Brand** is key. How do your customers, clients, stakeholders see your brand? How consistent is it? Transparency or is everything a trifle hazy?

Ethical behaviour – theory v practice:

Thinking points: How would you describe / rate your company / business / organisation's reputation right now? Especially relevant with the question of how did leadership behave / react during and as it continues the COVID-19 situation? What would you like it to be? What might need to change? What do your people / clients / customers / stakeholders / competitors think?

People development:

Thinking points: People being your greatest resource, most valuable asset how do you plan their development and succession planning? If you have Personal / Professional Development Plans, Appraisals, Reviews etc how are they used? For the development of leaders, leadership, skillset gaps and so on OR simply a tick box exercise? How much do you find out what your people want and identify their untapped potential? What might you be missing or have not noticed? What needs to change?

Retention and benefitting from investment in people – the ROI:

Thinking points: How to choose the right people? Once chosen how to support and nurture them? How to change maybe a bad habit of obstructing people development? People are your greatest cost on the balance sheet. Time and effort are part of that cost.

Leadership style:

Thinking points: what tangible thing do you think / identify / see that demonstrates / represents great leadership? Qualities: vulnerability, strength, fairness, listener. How to put together & develop a team/s with the full skillset? Leading by example. Great delegator. Creating TRUST. Avoiding the 7 deadly traps*. Working on the business NOT in it. Have perspective. Develop support network. Have a mentor / sponsor. Work with a coach. Open to hear feedback as constructive v criticism. A role model. Hold the space for people to innovate and welcome getting things wrong as that is where learning happens.

References:

- Check out what leaders have shared regarding their thinking on the first five of the issues <https://www.halinajaroszewska.com/hot-topics/>

- 7 things about COVID that worry leaders most
<https://edition.cnn.com/2020/05/19/business/wef-covid-19-report/index.html>
- 3 things great leaders do that achieve amazing results
<https://www.inc.com/gordon-tredgold/engage-excite-and-empower-3-things-great-leaders-d.html>
- 3 things that CEOs worry about the most
<https://hbr.org/2015/03/the-3-things-ceos-worry-about-the-most>
- 3 biggest challenges facing CEOs in 2020
<https://www.cnbc.com/2019/01/28/the-3-biggest-challenges-facing-ceos-in-2019-and-how-to-solve-them.html>
- 7 powerful business leaders share one problem they have fixed*
<https://www.americanexpress.com/en-us/business/trends-and-insights/articles/7-powerful-business-leaders-share-one-problem-theyd-fix-theyd/>

