



MURRAY WRIGHT

WHAT HAVE WE LEARNED SO FAR?

LEADERSHIP MOMENTS PODCAST TRANSCRIPT



murraywright.com.au/podcast

EPISODE 22



MURRAY WRIGHT -
WHAT HAVE WE LEARNED SO FAR?
PODCAST TRANSCRIPT **EPISODE 22**
murraywright.com.au/podcast



[Start of Transcription]

MURRAY: Take a moment. How will you use your leadership moments today? Those opportunities that come up to make a difference whether it be big or small. They all count. Got some ideas?

Welcome to my podcast. I'm Murray Wright and this is Leadership Moments, real people stories about the people and the moments that have influenced and shaped their leadership.

I can hardly believe it but, we've done over 20 episodes now. First of all, I want to thank you for listening and sharing the podcast with friends and colleagues. Also thank you for the feedback and encouragement I've received from everyone I meet and talk to. Of course, we wouldn't have a show if it were not for the generous people who agreed to tell their stories and share their insights with everyone. So a very special thank you to my guests.

As we develop the show I thought it would be great to get you involved a bit more. So to that end I would love to hear about your leadership moments. Who has influenced you the most? What was your 'aha' moment when you understood what leadership was all about? Where did it go wrong and what did you learn? All are welcome – the serious, the amusing, the weird, the wonderful, whatever you have, share it with us. Go to murraywright.com.au/yourleadershipmoments and share with us. We'll feature them in future episodes. So that's murraywright.com.au/yourleadershipmoments. We'll post a link in the show notes for you to make it easy.

As I said, we've done over 20 episodes. So for this episode I want to step back and look at how my thinking around leadership has developed and share five key insights from the episodes that I hope you enjoy and find useful.

There are two things that have been reinforced in my thinking around leadership since I started the Leadership Moments Podcast. Firstly, leadership... it's personal. Yes, there are many theories and concepts, but at the end of the day, it's about developing your own leadership philosophy that's unique to you. There is no set formula. We all have a leader within us. It's about connecting with that leader and finding our own way to express it and if we can get past all the interference and connect to the leader within us and most importantly trust it, it gives us the authenticity as a leader that allows us to connect with others and have real impact.

That brings me on to the next point about leadership that's been really reinforced for me. It's about leadership impact. In the stories that people tell again and again, in those leadership moments, it's all about impact on others, directly and indirectly,



MURRAY WRIGHT -
WHAT HAVE WE LEARNED SO FAR?
PODCAST TRANSCRIPT **EPISODE 22**
murraywright.com.au/podcast



and the impact on results in turn. In those moments it's about the conscious choices we make and this takes me back to two of my guests. Firstly, Rob Metcalf in Episode 12. Rob gave us the three leadership questions. What is it you want to achieve and why – why is it important? Where are you at now? What next? And those questions really help you get clear on intent and the choices you are making. Gillian Coutts in Episode 9 talked about mindfulness and how it can help give us that extra second of awareness when we're making decisions – a second that can make a big difference between making a considered, conscious choice or reacting and making an unconscious choice that we later regret and I'm sure we've all had a few of those and we would have appreciated an extra second at that moment. So what am I trying to say here? Well for me, leadership, it's all about connecting to your own authentic leadership, finding a way to express it and when we are acting as leaders, it's about making the conscious choices, being fully aware of the impact we're going to have on others.

What else is in the podcast that's going to help us with our leadership? I picked five insights that I hope you find useful. The first insight that flows on from my own thinking is this whole idea of being true to yourself. And this comes through in so many of the interviews I've done. People are really clear about what they stand for, what they value, what's important and it acts as a solid foundation and gives them their guiding principles as a leader. It also gives the people around them a clear understanding of what to expect from that person and it sets the example for everyone. It starts laying the foundation for the culture in the team and the organization. What also comes through in the interview is that they're not always clear and it takes time to develop them and work them out, but once people connect to it, it makes such a difference to them as leaders. One of the best expressions on this was from Michael Combs in Episode 17. Michael talked about how his grandmother instilled important values in him and this whole concept of paying it forward. He explained how these values help him and the organization stay focused on what they're working to achieve. Really powerful testament to really being clear about what you stand for and staying true to yourself. So some questions. How clear are you about your values? What do you stand for? How do you express them? How do they support you as a leader? How do they support your business and your team and what you're trying to achieve? Have a think.

For my second insight on leadership and leaders is, leaders don't have all the answers. And there's a lot in this because we often put pressure on ourselves and believe that as a leader we have to know what's best in every situation. Simon McGrath in Episode 3 talks about moving from managing to leading when you reach that point where you realize no matter how much harder he worked, he just couldn't do it all himself. It was a painful lesson for him on the need to delegate and get others involved and



MURRAY WRIGHT -
WHAT HAVE WE LEARNED SO FAR?
PODCAST TRANSCRIPT **EPISODE 22**
murraywright.com.au/podcast



share responsibility. Other guests have talked about the role of the leader and how they are there to create the right environment for people to be able to do their job. Pia Lee in Episode 19 talks about the challenges a modern leader faces and the need to create the conditions for success. She talks about the 3Cs – clarity, climate and competence and she painted that wonderful picture and reminded us... It's so simple, but it's not easy. So as a leader, how much are you doing the job versus creating the right conditions for your team to thrive? How clear are the purpose and goals for you? How well does the team understand them? Is everyone clear in what they should be doing and how success is measured? Does the team have the right climate? Do they have the tools in place they need? Does the culture support or hinder them? Is there competence there – the skills and experience you need as well as how are people turning up to work? Does the behaviour and the attitude support or hinder the culture you want to create? These are some great questions for us as leaders. I really recommend you go back to Episode 19 and listen to Pia talk about creating those conditions for success and how the three leadership questions can help us prioritize.

As leaders we have to look after ourselves. People often talk about the VUCA world we live in, this volatile, uncertain, complex and ambiguous world. And that means about the only thing that is certain is that things will change. Nothing will stay the same and in that environment it is tough. There's a lot of pressure. There's a lot of stress. And that means we have to look after ourselves so that we can be at our best for those who we lead and for those who we love because they really need us at this time. I like to use the analogy of flying. You know when they give you the emergency instructions they tell you to put your own oxygen mask on first before helping others. So make sure you're looking after yourself first so you can help others at work and at home.

John Felton explained the concepts of recovery and resilience to us in Episode 16. He pointed out that as we put our system under stress, our actual resources are depleted and without the right recovery practices, our performance goes down. So it can be that by a Thursday or Friday we're making important critical decisions where our cognitive ability is actually impaired. And the worst part about this is that we don't know it. John talked about the importance of exercise, diet, mindfulness and sleep and building recovery into our daily routine. That's what we need to build our resilience. My wakeup call was some years ago driving to work after working long hours over a week. It must have been a Thursday or Friday driving along... Bang! I drove through a red light. I was completely unaware of how tired I was. Thankfully it was early in the morning. The roads were quiet. There was only one guy who let me know what an idiot I was. I really hate to think back to then and what the quality of my decision making would have been at that time. I was so tired. So that was my wakeup call. What are you doing to be the best you can be for the people around you at work



MURRAY WRIGHT -
WHAT HAVE WE LEARNED SO FAR?
PODCAST TRANSCRIPT **EPISODE 22**
murraywright.com.au/podcast



and a home? A nice adjunct to this is in Episode 14. Bob Lunnon uses ex Pepsi CEO Brian Dyson's analogy about juggling the many balls in life to remind us that we can drop all the balls and they won't break. But the family, the loved ones... well that's a glass ball. So we got to cherish it and look after it... and in that I would include ourselves. So let's look after ourselves and cherish ourselves.

Believe in your people. You know as a coach we are taught to really have faith and belief that people can do anything they want. It's a matter... our job to remove some of the obstacles that get in their way, the interference that stops turning their potential into performance and as leaders, it's really important that we believe in our people and believe that they're all good at something. This was put so beautifully by Olga Gelauff in Episode 7 and she talked about how she would have that discussion with her people and find out what they're good at and then get them to do it. Simon McGrath also touched on upon that. So as leaders we can be guilty sometimes. We're in a hurry. We think people aren't interested, whatever, but sometimes we're just getting people to do the things that, well actually, they're not very good at or very interested in. If we have the conversations and find out what they're good at. What is it they really want to do and then get them doing it well, we're going to lift our engagement, we're going to lift results. It's also a wonderful way to handle performance management. If people aren't doing what they want, if they're not doing what they're good at, well then there's a great positive discussion for, "What do we do next?" Olga again put it beautifully in the way she said it. She said it's about having that discussion saying, "How can we work together to get you somewhere where you're going to be doing what you enjoy and what you're good at?" So I think there's a real piece in this and about believing in your people and believe that they're all good at something and it's our job as leaders to help them get working on that. This really links back to the 3Cs and creating those conditions for success but in a much more personal way.

So coming to my final insight, number five. I was thinking, what could it be? There are so many insights from all these wonderful guests and what they're telling us. And then of course I realize I've forgotten something. So the final insight is, "Don't forget the WHY." Why are you doing stuff? What's the purpose? And often we get busy. We're doing things and we forget to take a moment to work out, "Why is it important?" And this is there in the leadership questions that Rob gave us. What is it we're trying to achieve and why is it important? We have to ask that more often. This is part of the leadership journey and what we're looking for. When we try and connect with that leadership in us, it's about finding the 'why'. And the 'why' is what gets us out of bed with excitement and energy in the morning. Once we find that for ourselves and



MURRAY WRIGHT -
WHAT HAVE WE LEARNED SO FAR?
PODCAST TRANSCRIPT **EPISODE 22**
murraywright.com.au/podcast



connect with it, then it's about creating a shared 'why', a shared purpose for our team because that's what's going to get them out of bed excited and come to work engaged and fulfilled and doing what they love and having a positive impact as a team. Now the 'why'... it doesn't always come easy. The purpose you have can take time to find, but it's there. Go looking for it, connect with it and as you evolve it and develop it, it will bring you more and you'll get more clarity and as you've got it more clearly, you'll be able to share it and that will really provide the basis of your authentic leadership. So the last tip, "Don't forget the WHY."

At the beginning of this show I asked you how you were going to use your leadership moments. I hope you enjoyed today's episode and it has given you some good ideas. Remember, I'd love to hear your leadership moments. Go to murraywright.com.au/yourleadershipmoments and share with us. We'll feature them in future episodes. The link is in the post show notes.

Thank you for listening and thanks again to everyone who has contributed to the Leadership Moments Podcast. I would like to take this opportunity to thank my team. Adam who does the editing and production, Jennina who does transcripts and summaries and Sarah who does such a good job with the online marketing and content design. Look forward to talking soon.

That's it for this episode. Thanks for listening. Head to murraywright.com for the transcripts, key learnings and resources from today's and past episodes. Once you're there why not subscribe to the Leadership Moments Podcast. That way you never have to miss one. Until the next time.

[End of Transcription]



CONTACT MURRAY FOR A **FREE CLARITY SESSION**

An obligation free 30 minute chat to help you focus on what you want to achieve and why it is important.

Either call +61 407 262 475 or via the [website](http://murraywright.com). Look forward to hearing from you.