

SONY MUSIC PERFORMANCE ACCELERATOR

Leading by example
Develop your own unique and inspiring leadership style

Manager Training

Facilitator Notes

**SME EXISTS TO:** Enable brilliant people to share their talent to the world.

This Accelerator will look at the science, behaviours and tools that make brilliant leaders, and how to apply their ideas to show strong leadership in our daily lives.

**OUTCOMES:**

Every Manager will leave the workshop able to:

* Develop and articulate clear and compelling visions.
* Pick the right team and utilise their skills for the best outcomes.
* Motivate and engage teams and individuals.
* Priorities and trust others to deliver.

**PLAN FOR THE SESSION:**

Brilliant Leaders:

1. Develop an inspiring vision.
2. Build brilliant teams.
3. Differentiate to get the best out of people.
4. ‘Do less’ and deliver through others.

**THE PRE-WORK TO BE SENT OUT TO ATTENDEES:**

* Bring a picture of an inspirational leader to this Accelerator. It may be someone known only to you or someone famous.

**TO DO:**

* Agree room and set up arrangements - layout of room (no table), test equipment, 2 x flip charts.
* Arrange to have your tools – coloured post it notes, blue tack, sharpies, coloured paper, music & speakers,
* Distribute Journals and printouts.
* Prepare flipcharts if needed.
* Lay out healthy snacks and sweets, if possible.
* Print off facilitator notes and read through.

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| --- | --- |
| **TIME & KIT** | **CONTENT**  |
| **0.00****20 mins**HAND OUT JOURNAL Post-it notesSharpies  | **WELCOME & INTRODUCTION TO THE WORKSHOP****Session purpose:**  To set the energy for the session and let everyone know this is a safe environment in which to think about what it means to be a brilliant leader.**Welcome to the “Leading by Example” Accelerator**: A look at the science, behaviours and tools that make brilliant leaders and how to apply the ideas to show strong leadership in our daily lives. Today is an opportunity to think about your leadership style and who and how you want your team to see you as you are a role model for them. **FACILITATOR NOTE:** Hand out Journal print outs – teams are to store these in their Performance Accelerator folders and use them as a reference of the key learnings, and as a journal to make notes during each Accelerator.**The plan for the next 3 hours:**1. How to develop an inspiring vision.
2. How to build brilliant teams.
3. How to differentiate to get the best out of people.
4. How to ‘do less’ and deliver through others.

**Who we are –** Introduce yourself and your background.**ENERGISER: GUESS WHO*** Without telling anyone, think of someone famous who inspires you and write their name on a post-it note.
* In pairs, put the post-it note on the other person’s forehead and they have to guess who they are by asking questions.
* You can only answer yes or no.

**How to be in this session:** We don’t like rules, but we know that if we are all responsible for the energy in the room, we will make our time together even better.* **Phone –** please check your phone into the spa for today. We only have 3 hours together so let’s make the most of them.
* **Moustache and Shoes –** be your smart and stylish selves. Help me to give you the best experience today by not reading ahead in the journal. Help all of us by keeping to time when we break out in exercises.
* **Sparkle –** be your brightest sparkliest selves. This is your chance to practice in a safe environment with your colleagues, so throw yourselves into it.
* **Hand holding –** we appreciate that some people love these sessions and others don’t, so please be kind to each other and help everyone’s voice be heard today.

**Facilitator sets the scene:*** We have 3 hours today to think about what makes a brilliant leader and how we can apply some of these ideas to show leadership at work.
* We will share some universal truths about leadership, which apply at the personal, team and organisational leadership level.
* We believe leaders are made and are not born.
* Today is a chance to think about how we become brilliant leaders and lead others by our example.
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| **0.20****20 mins**WALL OF FAME(pre-work*)*Journal  | **INSPIRATIONAL LEADERS CREATE THEIR OWN FUTURE****Session purpose:** To consider the qualities and values that inspirational leaders have shown and why we find certain leaders inspirational.**Facilitator context:*** Share your own example of an inspiring leader(s) and the traits, values, qualities and vision or purpose they show to make them inspiring for you (examples below). Feel free to add local examples if you wish. Choose an example, research it and share with the group.

**Exercise 1: Inspiring Leaders Activity****JOURNAL PAGE 3**Split into pairs and discuss your pre-work picture or name of a leader who inspires you.* What are their values and which of their qualities do you admire?
* What made them such a great leader?
* What could you learn from them?

Ask for one or two volunteers who would like to share their pre-work examples of leaders with the group and why they find them inspiring. Share back.Stick all the pictures up onto the wall of fame. Complete the journal questions* What are their values and which of their qualities do you admire?
* What made them such a great leader?
* What could you learn from them?
* I could start being more like them by………

**Facilitators sum up:*** There is not one perfect type of leader.
* Everyone has the capacity to be a leader.
* Ordinary people are capable of extraordinary things.
* The only shared leadership trait is authenticity.
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| **0.40** **5 mins** | **Four-step formula for leadership stardom****Session purpose:** Universal truths about great leadership. **Facilitator context:*** Much research has been undertaken into leadership, both in theory and practice. David Taylor found the following four elements are always present in successful leadership situations:

**THE FOUR STEP TO LEADERSHIP STARDOM SLIDE****JOURNAL PAGE 4**1. **Know where you want to go:**
* Dream big and know when you have achieved it.
* Have an inspiring and ambitious vision. This involves some bravery – it is not waiting to be told but having a clear view yourself about what kind of leader you want to be and what you want to achieve.
1. **Know where you are now:**
* Total honesty plus 100% ownership.
* Every journey must have a clear starting point, for better or worse. Leadership is about constantly getting feedback to understand where you are being successful and where you need help.
1. **Know what you have to do to get there:**
* Develop choices and build options, then make a decision.
* Leaders lead and don’t get side tracked away from their goal. It is not that you cannot adapt if needed, but that you don’t get blown around in the wind of change and lose direction.
* Don’t be afraid to innovate or take risks. The most memorable leaders broke the mould in getting their results.
1. **Do It!**
* Relentless commitment to achieving your goal.
* A vision is only a brilliant idea if you do not deliver it. You need resilience to get back up when you get knocked back, which may be many times. The greatest leaders are not deterred by challenges but learn and grow from them.
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| **0.45****25 mins**Flip Charts x 2-3 Journal | **DEVELOPING YOUR VISION****Session purpose:** To think about your own vision, what is important to you and how you bring this to life.**Facilitator context:*** A vision is where you want to get to, your future destination. People need to be inspired to join you on your journey. It is important for us to spend time thinking what is important to us and why people should join us on our journey. If it helps you can give your own examples of visions here and what it is that people want to achieve.

**Exercise 2: Award Winners!** **JOURNAL PAGE 5**It is 2022 and you have won the Leader of the Year award. Your team nominated you along with your colleagues, stakeholders and other leaders. You are being interviewed by the World’s media who want to know the following: Initially we want you to answer the following questions by yourself writing them in your journal (10 mins) and then share with a partner…* What was your motivational vision as a leader?
* What qualities and behaviours did you show?
* What challenges did you face?
* How did you overcome the obstacles to be the leader you are today?

Discuss and share your responses in pairs or small groups. Make any updates in your journal having spoken to other people. **Facilitator sum up:*** Leadership is rarely easy. As a leader, while you can rarely choose your environment or context, you can always choose your response to it.
* Great leaders choose how they respond to even the most adverse situations.
* It is in how you respond to moments of success and challenge each day that people will judge your leadership.
* It is for you to choose the kind of leader you want to be and to practice it, so in time your name will be on the wall of leadership fame!
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| **1.10****20 mins**3 x Flipcharts | **BRILLIANT LEADERS BUILD BRILLIANT TEAMS** **Session purpose:** To define why brilliant teams are important.**Facilitator context:*** As leaders we do not exist by ourselves alone but within teams.
* We are going to spend time thinking about what makes a great team and what can get in the way by looking at the impact a successful team member and an unsuccessful team member can have on organisations, teams and you as a leader.
* Note - By ‘successful’ we mean high performing and by ‘unsuccessful’ we mean low performing.

**Exercise 3: Impact Activity****JOURNAL PAGE 6**Show the 3 x prepped flipcharts with headings: * Organisation Impact, Team Impact, Individual Impact (on you as a leader)
* Split people into three teams by counting out 1, 2, 3.
	+ Give each team a flipchart with the correct heading and ‘successful’ on one side and ‘unsuccessful’ on the other.
	+ Team 1 = Organisation Impact
	+ Team 2 = Team Impact
	+ Team 3 = Individual Impact (on you as a leader)
* Write down the impact successful and unsuccessful team members have on your area of focus.

Each team shares back their work with the group.Remind people they can write what they found in their journal on page 6 at a later date.  **WHY BUILD BRILLIANT TEAMS SLIDE****JOURNAL PAGE 7****Facilitator context** Ideally include a personal story of managing a team with a star vs. a low performer/someone who wasn’t quite right for the role.* Value of high performance vs average performance: A top performer adds over 65% more value than an average performer at the same salary\*.
* Top performers are 125% more productive in complex roles than average performers in the same role, with 85% higher productivity in medium complexity roles and 50% in low complexity role\*s.
* Harvard Business Review says 80% of staff turnover is due to bad hiring decisions, with a large percentage being made of up poor skills match and low cultural fit\*.
* Statistics suggests that the true cost of hiring a new recruit is 1/3 of their first-year annual salary (which increases with seniority of the role).
* Engaged, high performers help organisations outperform to be 4 x more profitable than organisations with unengaged, poor performers\*.
* Recruiting the right people directly impacts the quality of your results. Talented people want to be on ‘winning’ teams so it is hard to recruit the best people to poor performing teams.
* Poor performance impacts everyone on the team, not just you as a leader. It impacts the morale, attrition (more likely to leave), talent, succession and performance of the team.
* Impact on Brand – consumer brand and employer brand.
* Employees are becoming a lot more selective in their roles and look at whether the ‘brand’ of the team or role matches their personal values and approach.

\*Gallup. |
| **1.30****25 mins**Journal – Football team  | **BRILLIANT LEADERS BUILD BRILLIANT TEAMS****Session purpose:** To understand what makes a brilliant team.**Facilitator context**:* Leaders want to ‘captain’ a winning team. To achieve this, you need to ensure that there is a diversity of skills and outlook in your team.

**WHAT MAKES A BRILLIANT TEAM SLIDE****JOURNAL PAGE 7****Four elements of a brilliant team – learning from the world of sport:**1. **Team Player**
* In sports, Team Captains pick the best players available and those that work well with each other.
	1. There is no place for one star player who does not co-operate, collaborate and communicate to make the team better. Only team players guarantee team success.
1. **Future, High Potential**
* The best performing teams recruit people who have the potential to do more than the job needs today, they recruit people with potential to get better.
	1. It is important to recruit people who are capable of doing more than their current role and who are excited about learning, rather than people at maximum competency who have no interest in knowing more.
1. **Talented Players**
* To be a great captain, you need to lose your ego and fill the team with players that are better than you.
	1. Some leaders like to feel indispensable by building a team where everyone is less talented, so they look good. However, this means that the team is never better than just one person.
	2. A team captain’s role is not to be the best player, but to build the best team and inspire people to be their best and give their best performance. It is this that makes them indispensable.
1. **Diverse Skills & Perspective**
* Winning teams have diverse skills, talents and perspectives. It might feel more comfortable to be surrounded by people like you. However, winning teams see the world differently and provide better solutions as a result.
1. The best teams think outside the box, come up with new ideas, build great relationships, see problems before they occur and ultimately deliver results. It is hard to find one person who can do all of these things so it is important to have teams with lots of different skills.
2. The best teams celebrate their differences and play to their individual strengths and it is this that makes them successful overall.

**DREAM TEAM SLIDE*** In football or any team sport, there are set positions which recognise that to be successful there are different roles that everyone has to play.
* A team of only strikers might score lots of goals but if no one is defending, they will concede lots of goals too. The role of a striker is to be creative, come up with new ideas and turn opportunities into results.
* A team of only defensive players may keep every goal out but they can’t win if they never score goals. Therefore, defensive players are essential to see problems before they happen, assess the risks and plan ahead to make sure problems don’t occur and the right results are delivered.
* Mid Field players build relationships, connect the defenders and the strikers and make sure the game keeps going by communicating, sharing opportunities and bringing everyone together.

**Exercise 4: Fantasy Football - Winning Team Analysis Activity** **JOURNAL PAGE 8****Facilitator Note:** There is no briefing slide here only the dream team picture and activity. Use an example of how there are different roles in a team and how people with different skills contribute to getting great results. Using the team sheets in your Journal – think of what your ‘winning’ team looks like. 1. What ‘proactive, thinking/creative’ skills do your ‘strikers’ need to create opportunities?
2. What ‘problem solving/executional’ skills do your ‘defenders’ need to avoid issues occurring?
3. What ‘relationship building’ skills do your ‘Mid Fielders’ need for collaboration and communication to occur?
* Write down the skills or characteristics you need within your team to make sure it is well balanced.
* Think of the challenges you will encounter to deliver your vision and make sure you are covering all bases.

Ask one or two volunteers to share back the skills that they identified their winning team needs to be successful.**Facilitator sum up:*** The best teams are the most diverse so it is your role as leader to ensure that your team understand each other’s strengths and how best to play to these rather than expecting everyone to be the same.
* Our role as leader is to make sure everyone understands what success looks like and is focused on delivering the best result for the team.
* In diverse teams, challenge and disagreement may occur which as a leader can feel tough. However if the team are working towards an agreed shared outcome then challenge about the best way to achieve results is a positive thing.
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| **1.55****10 mins** | **BREAK** |
| **2.05****20mins**Coloured paper with LOVE AND HATE Blue-tacked to the wallPost it notes and pensJournal  | **BRILLIANT LEADERS DIFFERENTIATE****Session purpose:** To uncover what motivates people and how this differs from one person to the next. **FACILITATOR NOTE:** Set up LOVE OR HATE wall as below:

|  |  |  |
| --- | --- | --- |
|  | **LOVE** | **HATE** |
| **1** |  |  |
| **2** |  |  |
| **3** |  |  |
| **4** |  |  |

**Facilitator context**:* To be a successful leader you need to understand what motivates people to perform at their best and tailor your approach accordingly.
* Conventional wisdom has often said great leaders should treat everyone the same. We want to do a quick activity to see how that works.

**Exercise 5: PART 1** **BRILLIANT LEADERS DIFFERENTIATE - Love or Hate**We all approach tasks in different ways and equally we like to be motivated and managed in different ways.* Stick to the Wall your LOVE and HATE headings apart from each other
* We are going to ask you four questions.
* Grab a set of post-it notes and a pen and be ready to write your response down for each question.
* We are going to ask you a question and you need to write your initials on a post it note and stick it under LOVE OR HATE on the wall.

**Questions:**1. You achieve a great result. You are given a crown and sash to wear at work all day.

NB – A sash is material you drape round you when you win something e.g. Miss World sash! Love this or hate this? Ask everyone to stick their answer on the wall. 1. You are given responsibility for an administratively heavy project. Your brief is to report on all the operational details, and highlight issues that might go wrong.

Love this or hate this? Ask everyone to stick their answers on the wall.  1. You are asked to write an email to your boss explaining why a project you are working on is not going as well as expected.

Love this or hate this? Ask everyone to stick their answer on the wall. 4. You are asked to give a presentation to the Board in one hour with no earlier notice.Love this or hate this? Ask everyone to stick their answer on the wall.Facilitator asks: What do you notice?Question 1 - Ask those that answered ‘hate’ – what would be the best way to recognise your achievement instead?Question 2 - Ask those who answered ‘love’ – why do they love it?Question 3 - Ask those who answered ‘hate’ – why would you hate it? Question 4 - Ask those who answered ‘love’ – why do they love it?**Facilitator sum up:*** This variety of responses to the same stimulus shows how different everyone is.
* Great leaders understand that what is motivating for one person can be demotivating for another person.
* They spend time learning how to best motivate each and every individual team member**.**
* We suggest that you share the way you like to be motivated and managed with your team and Manager too.
* The simplest way to start is just to ask your team what they prefer.

**FACILITATOR NOTE:** Give an example of a great leader who differentiates. For example, Alex Ferguson as Manager of Manchester United used different approaches to tell each team member whether they had made it into the squad each Saturday. For the competitive players, he would deliver it by saying you need to improve your training as others are better. For sensitive players, he would encourage and nurture them to improve their skills. He understood what motivated each player and knew what they needed from him to work hard.**EXERCISE 5: PART 2****BRILLIANT LEADERS DIFFERENTIATE – LOVE OR HATE****JOURNAL PAGE 10** Take 5 mins to answer the questions in your journal. 1. How do you like to be recognised for work done well? ………
	1. Do you like to receive recognition in private or public, one to one or in small or large groups?.......
2. What kind of work do you enjoy doing?...........
	1. What kind of work plays to your strengths?..........
	2. How do you like to be briefed on work e.g. in a detailed way with potential problems highlighted or in a big picture way with inspiring opportunities highlighted?
3. How do you like to address challenges when they arise?
	1. How do you like to be communicated to when things are not going well and challenges exist?
4. How much thinking and preparation time do you need to deliver great work?
	1. Does this change depending on the audience or profile of the work?
5. I commit to sharing this information with my manager (and team) by ………………
6. I commit to finding the answers to what motivates my team by…………
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| **2.25****20 mins**Flip chartsJournal  | **BRILLIANT LEADERS DELIVER THROUGH OTHERS****Session purpose:** To spend time focusing on priorities, what really matters and trusting others to deliver.**Facilitator context**:* We heard earlier that it is important for leaders to have a clear vision and to share this with their team, so they know what is needed from them to deliver.
* We are going to spend some time thinking about how you focus on **what** needs to be delivered rather than **how** it needs to be delivered.

**Exercise 6 – PART 1** **Being the Best Activity*** Congratulations – you have been given a 12-month secondment to transform Sony into the best possible place to work. You are going to lead the “Be your best” project team.
* In small groups, agree the three top priorities you are going to deliver over the next 12 months. This should cover the results you want to achieve and how it will be done.

**Exercise 6 – PART 2** **Being the Best Activity*** Congratulations! You have done such a great job in writing the plan and you have been seconded to the Government.
* In the same groups, how will you make sure that your original plan is delivered in your absence once you have moved to your new role?
* What obstacles might get in the way of handing over the work?

**Exercise 6 – PART 3** **Being the Best Activity****JOURNAL PAGE 11****In you journal, answer the following questions…*** Does this work need to be delivered by me? ……………..
* Who else could deliver it instead of me?.............
* What obstacles might get in the way of handing it over?…
* When can I hand it over?..........

**Facilitator sum up:*** Our role as leader is to set the vision and direction, clearly articulate the results needed and to confirm roles and responsibilities for delivering it.
* It is not our role to deliver everything ourselves.
* Brilliant leaders trust and empower others to choose their own route and to deliver great results.
* Brilliant leaders hand over fun and interesting projects as well as challenging and stimulating projects. By trusting and empowering people we enable them to learn and grow.
* Sometimes we want to tell people exactly how to do things. However, if we have recruited the best people then we need to trust them to deliver the best results.
* For every piece of work, you should ask the question ‘does this need to be me’?
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| **2.45****5 mins** | **CREATE A MOVEMENT****Session purpose: To show not all leaders are that obvious and the importance of nurturing your first follower.** **FACILITATOR NOTE:** Play ‘First Follower’ video. |
| **2.50****5 mins**  | **A LETTER to MY future selF****Session purpose:** A reminder that we lead by example every day. **Facilitator context:*** As a leader we can forget that it is through our day to day actions that we will be judged. It is not at the big moments when we are ‘on stage’ but our everyday interactions ‘off stage’, including how we behave when we are under stress or when challenges arise for ourselves and others and how we deal with them. This is what leading by example really means.
* With this in mind we like this quote as a reminder from the Chinese Philosopher Lao Tzu:

“Watch your thoughts; they become wordsWatch your words’ they become actionsWatch your actions; they become habitWatch your habits, they become characterWatch your character, it becomes your destiny” Lao Tzu As David Taylor outlined in the four steps to leadership stardom we need to have a vision, know where we are starting from, know where we are going to and have relentless commitment to make it happen. Bear this in mind as you complete your commitments.**A LETTER TO MY FUTURE SELF EXERCISE** **JOURNAL PAGE 12*** Write in your Journal:
* I would like my team to describe me as a leader who…
* I commit to understanding what my team love and hate by…
* I commit by ---------- date
* to hand over work to…………
 |
| **2.55** | **WRAP UP AND WAVE GOODBYE** |

**NOTES FOR INSPIRING LEADERS:**

**MICHELLE OBAMA**

Michelle Obama is famous for being married to Barack Obama who is/was the first black president of the USA. However, it soon became clear to everyone that she was not just a backroom wife. She is a qualified lawyer and by Barack’s admission arguably the more successful of the two in her law career. This is obviously not surprising as she is a graduate of Princeton and Harvard.

However, this was by no means a well-trodden family path, her father worked in a water plant factory and her mother was a secretary. Her great, great grandparents were African American slaves. She and her brother graduated from Princeton spurred on to make their parents proud, having seen her father suffer from MS.

We have heard her key note speeches and she has millions of YouTube hits. She is a talented orator like her husband who hooks you in to her theme and inspires you to try harder and achieve more.

Michelle has been a role model for women, and an advocate for poverty awareness, nutrition, physical activity, and healthy eating. She has launched an initiative called Let Girls Learn. It focuses on helping adolescent girls attain a quality education that empowers them to reach their full potential.

Anyone who has watched her Carpool Karaoke cannot fail to be impressed by her playlist!

**NELSON MANDELA**

Nelson Mandela was a South African activist who became the first black president of South Africa in the first democratic election. He was a member of the African National Congress party beginning in the 1940s, he was a leader of both peaceful protests and armed resistance against the white minority’s oppressive regime in a racially divided South Africa.

His actions landed him in prison for nearly three decades and made him the face of the antiapartheid movement, both within his country and internationally. He was offered early release from prison on the agreement that he would work alongside the apartheid leadership. He refused release until democracy commenced and apartheid ended.

Released in 1990, he participated in ending apartheid and in 1994 became the first black president of South Africa, forming a multiethnic government to oversee the country’s transition.

After retiring from politics in 1999, he remained a devoted champion for peace and social justice in his own nation and around the world until his death in 2013 at the age of 95.

Nelson Mandela had the opportunity to ‘opt out’ at many points in his life and say what he’d achieved was ‘good enough. He could have plea bargained and not gone to prison but chose to defend himself with a famous speech in which he said he was willing to die for his ideals. He had the chance to leave prison and to work with political leadership under an apartheid, non-democratic regime. Yet he decided to stay in prison. Only when his ideal could be reached was he willing to engage with existing leadership.

**His leadership style:**

Nelson Mandela was described as having a Mindful Leadership style – investing hugely in developing his self-awareness & managing his emotions e.g. When he supported the Springboks in the 1995 World Cup, he could have easily dismissed this as a white man’s sport, but he understood the importance it played in the role of abolishing apartheid and bringing the country back together.

**Quotes:**

‘Genuine leadership must give people a long-term vision with meaning. It must point them in a new direction & show how their every action is an indispensable part of a purposeful whole’.

‘It is better to lead from behind & put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger’.

**ED CATMULL**

Ed Catmullis a computer scientist and President of Pixar Studios and Walt Disney Animation studio.

Ed had a lifelong ambition to make an animation film based on his childhood love of Walt Disney. However initially he studied maths and physics and computer science. After working as a computer programmer for Boeing he studied computer graphics as he saw the future of animation could combine his love of technology and animation. He started working for Lucas Films which was bought out by Steve Jobs and became Pixar. He played a key role in bringing Toy Story to the big screen and was driven by characters and storyline rather than being a musical. Toy Story earned $361 million world-wide.

Disney had acquired Pixar – the challenge was to retain the creativity without having to conform to the more conservative & traditional Disney ways of working, which were risk adverse. They managed to achieve this and learn from past mistakes with the film Frozen which has earned $1.2 billion worldwide. Pixar has had 14 number 1 films.

Ed was critical in arguing that to retain creativity you employ talented people & get out of the way to allow people to find the best solutions (often ones you would never think of). He also believes Pixar success is due to it recognizing there will always be problems. Some obvious and some less so but by acknowledging their existence they can be brave enough to look for them and address them.

**His Leadership Style:**

Ed Catmull didn’t come from a traditional leadership background – he was a computer geek but he wasn’t afraid. But he was one of the first people that believed great leaders show characteristics such as being open; humble; caring; trusting & purposeful. These characteristics help to build a creative culture. A generation ago these values would have been seen as too weak or soft in business.

He also believed in ‘Invitations for contribution, rather than directive for duty’. Neuroscience shows that people are more willing to agree, support & follow your lead when they receive your proposal as a shared solution – one that involves respect and participation.

‘Magic happens when ego leaves the room’. He created the Brain-trust – a group of people that would assemble after screenings to address problems. There were some rules in place to make sure the group operated effectively:

* The Director makes the final decision in the room.
* Remove the power structure –everyone’s notes are equal.
* There must be a shared interest in everyone’s success – the goal was simple – ‘To only make a good film’.
* You must give & listen to honest notes.

He admitted this didn’t always work, but if they could make it work 1 out of 10 times then they knew they were onto a winner and the magic of a great film.

He believed whole heartedly that creativity and innovation was the basis of a successful business, and that creativity was a skill that is inherit in all of us. He wanted to remove barriers that people have to creativity and believed that if everyone thought of creativity as simply ‘problem solving’ then everyone would be more responsible for it. Also as a business they must get used to ‘Dumb ideas’ because this is where great ideas are spawned and there is no such thing as a perfectly formed instant idea. The team must get used to being brave and discussing thoughts and ideas without fear of being shouted down.

When Disney and Pixar joined together, neither was obligated to adopt any best practices from the other. This meant there was no existential threat, which resulted in complete willingness to share ideas between teams.

Catmull believes that communication can’t follow organisational structure – it needs to be between anybody at any time and happen out of structure and out of order.

**SHERYL SANDBERG**

Sheryl Sandberg joined Facebook in 2008 as COO and in June 2012 was elected to the Board of Directors, becoming the first woman on the Facebook board. Prior to joining Facebook Sheryl was Vice President of Global Online Sales and Operations at Google. Before Google she served as Chief of Staff for the US Secretary of Treasury.

After joining Facebook, she had to work out how to make it profitable. Previously Facebook was "primarily interested in building a really cool site and they assumed profits would follow’. Under her guidance in 2010, Facebook became profitable.

Sheryl Sandberg released a book called Lean In: about business leadership and addressing the lack of women in key leadership and business roles. Her view is that:

“A truly equal world would be one where women ran half our countries and companies and men ran half our homes.”

She wrote an open letter following the untimely death of her husband, to share how she was coping and how others could support people experiencing grief.

Sandberg’s insights include her realising that when men talked about their work they were significantly more confident than women (for example in exams or assessing their performance). She has spoken about women not being unduly modest or critical about themselves. Sandberg has shared her personal experience both of leadership at work and also about becoming a widow aged 46. She said a friend suggested, “that every night before bed I write down three things I did well that day,” she explained. “I tried to do this, although some days I had such a hard time thinking of anything I did well that I’d end up listing ‘Made a cup of tea.’ But over time, focusing on things I’d done well helped me rebuild my confidence. Even if it was small, I could record something positive each day.”

The exercise made Sandberg realize that, tragedy aside, she had gone to bed almost every night of her life worrying about what she didn’t do well. Now, instead of focusing on what went wrong, she ends the day by reflecting on her successes.

[“Confidence and leadership are muscles,” Sandberg said, “You learn to use them or you learn not to.](https://twitter.com/intent/tweet?url=http%3A%2F%2Fwww.forbes.com%2Fsites%2Fgeekgirlrising%2F2016%2F09%2F06%2F5-exercises-sheryl-sandberg-silicon-valley-women-do-to-build-confidence%2F&text=%E2%80%9CConfidence%20and%20leadership%20are%20muscles%2C%E2%80%9D%20Sandberg%20said%2C%20%E2%80%9CYou%20learn%20to%20use%20them%20or%20you%20learn%20not%20to.)  If you are afraid to speak up at a meeting, every time you force yourself to do it, you get better at it. If you’re afraid to take your seat at the table, every time you take your seat at the table and you realize no one tells you to go get back to the back row, you learn to do it.”

There has been much debate about her success but Love her or loathe her, she has started discussions about topics often not discussed. Her style is funny and engaging and she argues that everyone can be successful if women are more visible and involved in senior leadership.

**JK ROWLING**

She created the magical world of Harry Potter. After thinking of the story, the seven-year period that followed saw the death of her mother, birth of her first child, divorce from her husband and relative poverty until she finished the [first novel](https://en.wikipedia.org/wiki/Debut_novel) in the series, [Harry Potter and the Philosopher's Stone](https://en.wikipedia.org/wiki/Harry_Potter_and_the_Philosopher%27s_Stone), in 1997. There were six sequels. In December 1993, Rowling and her then-infant daughter moved to [Edinburgh](https://en.wikipedia.org/wiki/Edinburgh), [Scotland](https://en.wikipedia.org/wiki/Scotland), to be near Rowling's sister with three chapters of what would become Harry Potter in her suitcase.

Seven years after graduating from university, Rowling saw herself as a failure. Her marriage had failed, and she was jobless with a dependent child, but she described her failure as liberating and allowing her to focus on writing. During this period, Rowling was diagnosed with [clinical depression](https://en.wikipedia.org/wiki/Clinical_depression). Her illness inspired the characters known as [Dementors](https://en.wikipedia.org/wiki/Dementors), soul-sucking creatures introduced in the third book. Rowling signed up for [welfare benefits](https://en.wikipedia.org/wiki/Welfare_benefits), describing her economic status as being "as poor as it is possible to be in modern Britain, without being homeless.”

A London Literary agent agreed to represent her. The book was submitted to twelve publishing houses, all of which rejected the manuscript. A year later she was finally given the green light from [Bloomsbury](https://en.wikipedia.org/wiki/Bloomsbury_Publishing), a publishing house in London. The decision to publish Rowling's book owes much to Alice Newton, the eight-year-old daughter of Bloomsbury's chairman, who was given the first chapter to review by her father and immediately demanded the next.

In June 1997, Bloomsbury published the Philosopher's Stone with an initial print run of 1,000 copies, 500 of which were distributed to libraries. Today, such copies are valued between £16,000 and £25,000. Five months later, the book won its first award.

In early 1998, an auction was held in the United States for the rights to publish the novel, and was won by [Scholastic Inc.](https://en.wikipedia.org/wiki/Scholastic_Corporation), for US$105,000. Rowling said that she "nearly died" when she heard the news.

The 2016 [Sunday Times Rich List](https://en.wikipedia.org/wiki/Sunday_Times_Rich_List) estimated Rowling's fortune at £600 million, [Time magazine](https://en.wikipedia.org/wiki/Time_%28magazine%29) named her as a runner-up for its 2007 [Person of the Year](https://en.wikipedia.org/wiki/Time_Person_of_the_Year), noting the social, moral, and [political inspiration](https://en.wikipedia.org/wiki/Politics_of_Harry_Potter) she has given [her fans](https://en.wikipedia.org/wiki/Harry_Potter_fandom). She supports charities including [Comic Relief](https://en.wikipedia.org/wiki/Comic_Relief_%28charity%29). Rowling's charitable giving has taken her from a billionaire’s club to millionaire’s club. “You have a moral responsibility when you’ve been given far more than you need, to do wise things with it and give intelligently,"

**JOHN TIMPSON**

Is the owner and Chairman of Timpson’s the successful chain of shoe repair and key cutting shops.

He is known for his unique management style, which puts all the emphasis on his employees to run each shop in the best way to provide exceptional customer service.

He was an early convert to what he calls ‘upside down management’ which gives autonomy and power to employees. He learnt about it from Nordstrom the US dept. store but after talking about it about for a few years nothing was happening. So, he inverted the traditional management pyramid structure of leaders at the top, then managers, then employees then customers – put customers at the top, then front line employees then managers and finally leaders.

It was a big cultural change as he in effect took all traditional ideas of management away and placed those decision-making authorities in the hands of employees.

It took around 18 months to make the shift and now the Manager’s job is purely to help solve or address issues the shop managers bring to them and to help with recruitment of store managers.

For recruitment, they hire purely on attitude and not skill. The believe anyone can be trained to cut keys.

They look for a ‘can do’ positive outlook and use a Mr Men style recruitment sheet – Mr Can Do, Mr Happy and not Mr Not My Problem or Mr Grumpy. You need to tick 8/10 to get a job. Where they have made recruiting mistakes was when they employed people with 6-7/10. When they get it wrong, they take responsibility and pay this person to leave and get another job as they want them to be successful but it just won’t be with Timpson’s.

They have also become famous for employing ex-offenders on release from prison as they feel strongly they should be given a chance. They recruit them while still in prison on parole and they spend time in the shop on parole. They have found them to be more successful employees the earlier they have a role, as any gap allows old ways to creep back in.

Personally, along with his wife in addition to having 3 boys of their own, they adopted 2 children and fostered over 90 children and have given short-term care to over 500. He has been a governor in schools where he applied the same upside down philosophy to great success.

**MARY BARRA**

Mary Barra grew up in Detroit. Her father worked at GM's former Pontiac division. She joined GM out of high school as an apprentice which meant she attended General Motors Institute (now Kettering University) a cooperative trade school. She was sponsored by Pontiac, which meant the company paid for her education while giving her real-world experience, which included in 1988 getting her M.B.A. at Stanford.

Mary Barra is the first and only female CEO of the auto industry. She rose through the ranks, and is the highest-ranking female executive in the auto industry. GM employ over 230,000 employees.

Her 33-year career at [GM has](http://www.industryweek.com/resources/us500/2013/5%22%20%5Ct%20%22_blank) spanned multiple departments and jobs – from executive assistant to working in communications and human resources, and, prior to her CEO appointment, Barra was Executive Vice President in Global Product Development and Global Purchasing & Supply Chain.

For those who know Barra’s leadership style and work ethic, it came as no surprise when the board unanimously approved her as the chief executive officer. Simply put, she embodies the traits and behaviours of an inclusive leader.

**Collaboration**

Colleagues and GM executive notes her “consensus approach.”  In fact, she’s been known to conduct town hall meetings to seek input on projects.

But she knows when to step in and make the final decision. “At the end of the day, the decision has to be made. If we don’t have complete unanimity, I have no qualms about making it.”

**Openness to a Wide Range Input**

According to several sources, Barra has always created an inclusive environment where employees feel they can voice their opinions. Once she receives diverse input, she gauges the efficacy of all ideas and provides feedback. Co-workers and mentors have praised Barra’s listening skills and her approachability.

She has also talked about ‘practicing what leadership preaches’ with work life balance, by finishing meetings to see her children’s football and hockey matches and being open.

She officially took over the reins of the global automaker on January 15th 2014 – and has been embroiled in addressing an ignition switch safety crisis ever since.

That crisis has been linked to 32 deaths so far, a recall of millions of vehicles,

Barra likens culture change to changing behaviours. Among the behaviours that the company is trying to encourage every day within the workforce is "owning" each other's obstacles "to make sure we're solving problems together," she said. Moreover, "that we are candid with each other, that we drive accountability. If you say you are going to do something, do it. If you can't, raise your hand, get help, because there's nothing I've not seen get done when GM teams put their minds to it."

**On gender and being a woman CEO:** "There are times that what you bring to the table helps you; there are times that what you bring to the table doesn’t help you. It's your job to work through that. It's not a gender thing. It's all of us have strengths; all of us have weaknesses, all of us have opportunities to improve. It's how we approach the work every day that matters."

**On STEM:** "To me the way that it starts is in the junior and middle school age kids to make sure they understand whatever they dream of being, needs math and science. That's a role we can all play."

**ROSE MARCARIO**

CEO of Patagonia the successful outdoor wear providers.

Patagonia is successful and famous for its environmentalist outlook due to its founder Yvon Chouinard. Yvon started making rock climbing equipment to help his own rock climbing pursuits and then sold to other climbers and friends. However, they famously stopped making their equipment when they realised they were damaging the rock face and moved to create ‘clean’ versions which were not hammered in but placed and removed.

The founder spends most of his time fly fishing, surfing and climbing. So has had several CEO’s of which he says Rose is the best.

She happens to be a Buddhist like him. She found herself burnt out after a career in finance, working in private equity and tech start-ups. She was looking for a role that was meaningful and offered her a sense of purpose. She had taken time out in India and Nepal when the offer came up.

Yvon calls himself a dirt bag, who is more at home outdoors than at his desk. That also runs to their employment strategy, as they recruit people who do the activities they produce kit for- so they want climbers or skiers or surfers to work with them. They feel it is easier to train a surfer in the skills needed for work than teaching an MBA Graduate to surf. Where they do employ specialists, they have to be people who care more about others than themselves. If someone wants to be in the spotlight then they say it is not the place for them.

Patagonia famously encourage people not to buy a new product if they can help to fix the last one. They look for the hardest wearing and long lasting materials so people do not have to buy too many. It started with rugby shirts and chords and has advanced to high technology gear. They soon realised that R&D in to products was essential for the product they wanted produced in the way they wanted.

They are environmentalists and actively campaigns against global warming but strongly believe that local activism as well as national and international campaigns makes a difference. At first hand, they have seen changes to the environment. Under Rose they have registered as a B-Corp, which is the retail equivalent of fair trade and encourage other providers to do the same and fund start-ups wanting to follow this route. They offer talks and training in grass root activism at their stores.

Rose has moved to a more e-commerce model to stop the increase of retail footprint and they have had their most successful few years ever. They constantly review their process, supply chain and products to ensure they are not having an adverse environmental. Starting with only using organic cotton in 1966 and evolving since then.