

## 1 CAPTAIN



Leadership can be a bit of a buzzword in business, but at THINKA, we prefer the term 'captain'. Why? Well, try thinking of the captains that you know. They could be sports captains, military captains, or even ship captains. But all of these roles have one thing in common: they're part of their team. Rather than dictate, they are part of the action on the field and are prepared to get down in the trenches when the rest of their team does. They inspire the people around them and work side by side.

Perhaps one of the best ways of being a captain for your team is to practice a concept called transformational leadership. These types of leaders exhibit the following four core practices:

01

**They stimulate and challenge those Around them by encouraging creativity and finding new ways of doing things**

**They support and encourage the people around them, building supportive relationships that allow each person to feel heard and considered**

02

03

**They inspire and motivate those around them by providing a clear vision that people want to follow**

**They act as a role model for their followers, and earn the trust and respect of people around them as they embody their ideals**

04

## 2 CONNECT



Imagine that you're driving along a road. You've driven this way many times, but this time, you come to a fork in the road that was never there before. There are buildings around that look new and no landmarks you recognise. Everything seems different, and if you take a wrong turn, you'll end up lost. Change and transformation is similar. It reshapes the landscape in the business, and can leave people feeling lost.

So where does our second 'C' fit in to this? Simple. Employees need to feel a connection to the change, and understand the reason for the change. Put another way, they need to feel a connection to where they are going, and why they are going there. Many people resist change simply because they don't know why the change is happening.

**59%** of employees don't even know what their company stands for. (YSCOUTS, 2012)

**Employees should feel connected to the change. Help them do this using the employee value proposition, it has three levels:**

CONTRACTUAL

The traditional compensation and benefit deal, focusing primarily on income.

EXPERIENTIAL

Encompasses the way an employee experiences the organisation both inside and outside work.

EMOTIONAL

This is driven by the employee's connection to the vision or mission of the organisation as well as its social responsibility initiatives.

# Transformation and change



## 3 CREATE

new habits,  
behaviours &  
initiatives



Almost everyone will tell you that you need to innovate and create to get any where nowadays, so it isn't surprising that this is a core part of transformation and change.

So what we want to encourage you to create or build isn't a new product or business plan – it's you. We're not talking about getting a haircut or working out either (you already look great!) Instead, we're talking about creating real, meaningful differences.

One of the keys to effective change is getting you or your team to act differently than you have done before. To do that, you need to dismiss your old ways of working, and create new behaviours and habits.

### LET'S TALK ABOUT HOW HABITS ARE FORMED

Developed by Charles Duhigg and expanded on by James Clear, habit formation can be understood in four phases:

#### CUE

The event that will initiate the behaviour

#### CRAVING

The desire to respond to the cue

#### RESPONSE

The action you take in response to the cue

#### REWARD

The outcome of your action, which reinforces the action (or the opposite, depending on the outcome) and makes you more (or less!) likely to respond to the cue in a similar way next time

## 4 COLLABORATE



When you're at work, the people around you aren't just there for decoration. They have talents, abilities and ideas, just like you. And as tempting as it is to believe we always know best, it's unfortunately not true. Working together ensures you always get the best ideas, and this is more important than ever when trying to transform a business.

Trying to drive change from the top down can not only be slow, but can even be counterproductive (Accenture, 2016). Such an approach can create a confused, lost or even resistant team. Instead, any change should be a shared approach, with all team members able to participate in creating and driving the change. This doesn't only inspire a plethora of ideas, but provides the team with a sense of ownership and investment in the change.

### GOOD COLLABORATION IS:



1

HEARING  
EVERYBODY'S  
IDEAS



2

BUILDING  
FEEDBACK  
INTO EACH  
PROJECT



3

LIMITING  
GROUP SIZES



4

LEADING,  
NOT DIRECTING