THE PERSON INSIDE THE SUIT?

How to be who you are and manage how you are at work

A Concise Guide For Managers



Sarah Jones

www.sarah-j.com

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BECOME YOUR BEST

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INTRODUCTION

We've all heard classic quotes about managing, and leading, that undefinable quality that separates true managers. For example, 'Leaders are made, not born' or let's use a quote from the US' 42nd President Trump 'You have to think, so why not think big.'

There is one quote that really struck me, and as a coach and communications professional, it has stayed with me:

'When people are financially invested, they want a return. When they are emotionally invested, they want to contribute.'

Simon Sinek

Imagine that – being able to emotionally invest, and for your team to invest emotionally – rather than thinking about just hitting the numbers and next month's pay check.

And that captures the topic I want to cover in this short, free, eBook briefly today.

Have you ever asked yourself, or felt the following:

- "I feel constrained by my company's way of doing things."
- "How committed is my team – but what else can I do to improve performance"
- "I don't feel I can be myself in this management position"
- "How do I manage this team and be myself at the same time? And keep everyone else happy from the board, to my team?"
- "How do I really own my role, make it my own, do things the way I want to?"
- "Am I in the wrong, company or the wrong role – or career? I feel overwhelmed."
- "I've been promoted because I am good at my job – but sometimes I don't know all the answers. I'm worried about getting found out!"

- "I was very popular with my colleagues before my promotion – I still want people to like me but now I'm their manager. How do I overcome that fear, or not worry about it?"
- "I've got to keep the board happy, the team happy – and deliver results. My workload is going through the roof, and it's starting to impact my family and personal life."

If so, don't worry as these are many of the concerns that new, or recently promoted, and sometime experience, managers are thinking and feeling – but are too worried about mentioning these concerns to their line manager. There can be a lot to contend with:

"Success in management requires learning as fast as the world is changing."

Warren Bennis

Why is this important? Well I'm sure we have all heard teams and employees moaning about their manager – and none of us want to be that manager.

Also, many managers, like yourself, have been moved, or promoted into a role because you have the technical skills, and suddenly find there are other qualities you need to develop to ensure you can hit your numbers, and run an engaged successful team.

How many times have you seen so-called leaders on stage who do an amazing job of capturing hearts & minds? How do I get those skills, and get some of what he or she has got?

Or, you are expected to speak on stage and lead large groups, but you think, "I hate all this public speaking".

And the big one for me – have you ever seen a leader inspire people on stage, only to hear them bawling out their teams aggressively five minutes later? And have you ever thought, "I never want to be like that, I want to increase performance and results" – but this person does not 'ring true.'

And perhaps you have thought about where you fit in with your industry, or organisation in terms of what the company values – and what is important to you, at your core, as a person.

It can feel very overwhelming, challenging, lonely – and actually many of us do not feel we can say anything as we are expected to drive to performance.

This book will briefly delve into some of these areas in more detail – answer some of your concerns and delve into 'authentic leadership & management', because if the idea of being 'genuine' with yourself is something you can grasp now, as a manager, you will see your career soar.

COMMON MANAGEMENT PROBLEMS

We live in an increasingly competitive environment today, and people have different views now about who they want to work for, and why.

Being an authentic manager means showing who you are, the real you at work, and not putting on an act of how you think you 'should' be managing.

By struggling with pretending, or being a good manager, you may be experiencing the following issues that are holding you, your team and your business results, back:

- You are juggling your team, the management team – and figuring out how to lead
- You have the technical skills but don't know how to manage- or feel you have not had the appropriate training & development
- You feel stressed, isolated, overwhelmed – perhaps even a fraud! You can't handle everything
- You are thinking of leaving your company or this role
- Your team is not 'buying into you' or not supporting your decisions and the team is in conflict
- You wanted promotion but now you aren't sure. You feel you are 'not cut out for this' – or that the leadership made a mistake promoting you
- You may be experiencing staff leaving, or grievances
- You may be dreading going into the office, having to make presentations
- Your personal and family life is suffering, as you feel stressed and burnt out

WHAT IS AUTHENTIC MANAGEMENT?

Authentic management means bringing out the real you, your values, and your style. There is no separation between who you are as a person, and how you manage, the two are linked. This leads to honest relationships, and gives you, the manager, a legitimate platform on which to base your style.

Authenticity encourages open and honest dialogue; it encourages contribution from your employees. It means that relationships are transparent, respectful of all parties and there is a great deal of integrity across the organisation. By leading in this way, both managers and leaders can have a major impact on morale and performance across the organisation, and have a huge amount of influence.

Have you ever listened to someone speak at a congress, or seen someone lead a meeting and wished you could have that same 'indefinable' quality?

Well you can – you can find your own way of being authentic – because authentic means being you – and there is only one you.

The good news is that if you can start to think of yourself as a leader *now* – you are well on the way to shifting and solving some of the issues mentioned above. Being a good leader means getting out of your own head – and thinking about the wider organisation and others. Leadership means what people feel about you – not just the technical aspects of the role – or managing the day-to-day activities. Start to explore these themes and start how you mean to go on – be genuine, and authentic in how you manage the team.

You are not the first manager to feeling the frustrations, and concerns you are now, and you will not be the last! But with the right help and support – the situation *will* improve. I know, as I have been where you are.

HOW THIS BOOK WILL HELP YOU

Maybe you need support and guidance in aspects of your career such as marrying your personal values and those of the organisation, managing your team and your superiors, training to get a promotion, achieving a salary increase, getting more learning and development, or anything else that is holding you back in your current position.

Maybe your work is something you struggle to relate with and have yet to discover your alignment to the values of the people around you. Dealing with these roadblocks while also trying to navigate organisational priorities that change regularly, increasingly tougher challenges in today's competitive market, and the need to keep your team focused and razor sharp is not easy.

AUTHENTICITY - WHY IS IT IMPORTANT?

Here are just a few reasons why:

Consumer satisfaction

Keeping today's customers happy in a 24/7 online world

Whilst the industry can be fast-paced, competitive – many employees I have spoken to have shared that they enjoy working for a company that produces transformational medicine. I have observed this creates energy, enthusiasm and healthy competition in teams..

Motivating your teams

32% of people wanted to leave their jobs with no job to go to in 2016[1]

With such lengthy and complex sales processes, with de-motivation in the face of competition both online and off – things can get tough on the road, leading to poor performance, job insecurity, and increased workload. This is where robust management must come in – your teams need a vision, objectives and need to feel valued to stay. Your job is to find out what they value and how to match that to personal objectives. And in 2015 the Chartered Institute of Personal Development found that almost half of the employees surveyed, left a job because of a bad boss.[2]

Attracting and retaining talent[3]

Figures from 2014 show that it costs over £30,000.00

The industry is competitive, and it can be a 'small world' in the UK, with a lot of movement. As a leader, you need to be able to paint the future picture for your teams, and find out where they see themselves, aligned to the company's development. Also the profile of employees, can for many roles, necessitate very specific credentials and it is not unusual for a vacancy to be open for several months.

1 http://realbusiness.co.uk/hr-and-management/2016/01/05/5-key-reasons-why-a-third-of-uk-workers-want-new-jobs-in-2016/

2 http://realbusiness.co.uk/hr-and-management/2016/01/05/5-key-reasons-why-a-third-of-uk-workers-want-new-jobs-in-2016/

3 http://www.hrreview.co.uk/hr-news/recruitment/it-costs-over-30k-to-replace-a-staff-member/50677

New customers

Different customer avatars demand a different approach

Over the years, new customers have emerged across different locations. Each customer group responds in a different way, they want different information. You need to have the skills to adapt to those customers. No longer is this just the one person's decision. And you need to understand who influences who.

Challenger mindset

Learning from other sectors to highlight problems customers did not realise they had!

In addition to new sales strategies, and customer types, there is a desire by many companies to adopt the 'challenger' mindset and this can be very difficult for some employees. This does not mean arguing with a customer, but selling so it doesn't feel like selling – you are providing a solution to their problem, and maybe a problem the customer was not aware of!

Sales strategy

You cannot just rely on traditional sales & marketing methods

I know that what gets measured gets done – but you will need to exhibit different traits, so that your sales teams have the emotional intelligence and ability to create new sales programmes. Going through a sales pitch will not cut it anymore.

Competition

Even with new classes of medicines – the competition is tough

You may have a breakthrough technology, but others will be hot on your heels. How can you think as a leader beyond the day-to-day sales experience and start thinking of the bigger picture?

Finding new answers

An engaged team is a good asset for this

An authentic leader will not be scared of innovation from his or her teams – he or she will encourage it to remain 'ahead of the game' – and they are more likely to stay when engaged in specific answers to challenges.

In short, a successful management, or leadership, style will save you both time and money. And a lot of stress.

So this is all very interesting – where can I become a more authentic manager, and feel more comfortable in my role?

THE ROLE OF AUTHENTICITY IN BUSINESS

To motivate your teams, you need to be motivated yourself and be aware of your style and your blind spots. Every type of person can be a leader – there is not a default template. To be a manager or leader, you need to be fully aware whether you are in the right industry, company and how your career fits into your life map.

People will sniff out inauthenticity and 'going through the motions' in a heartbeat.

You may be a more introvert-driven person – but still have a presence and aura around you. You may be an extrovert, driver type – how can you use that to your advantage. Each person has something to offer if you are willing to put your ego aside, understand your style, and acquire news skills.

Here are a few, short tips on achieving authenticity, from some of the sessions I have held over time:

Lead with purpose

Ensure you are clear on your organisation's purpose – why does your organisation do what it does? Reflect on this and have clear purpose on what this means for you.

Do not pretend – be real, genuine

Don't have a template image of what makes a leader. There are different types. Find a public role model and think what is it about this person that appeals to you? And which qualities do you want to assume? What do people notice about you? Be genuine – don't try and copy someone else. By all means look at role models and the qualities you admire to help you – but above all else be you. Who you really are shapes your style.

Be fallible – admit mistakes

Good managers are strong enough to admit when activities, or decisions, do not go to plan. Striving to be perfect is an unattainable goal – employees respect honesty – it's part of being authentic.

What do you want from life?

Where does your career fit into the broader landscape of your life? What makes you the person you are and how can you ensure you are bringing those qualities to your role?

Know your values

Your values are your internal 'sat nav'. You may be aware of them, you may not, but you must understand these - as they drive your behaviour. Conduct a values audit and exercise, to understand how you operate in the world. Your values must align to who you are, and what drives you as a person – ethically.

Company values

Look at the company values – or organisational values – what do they mean to you? How do you align your own style with those company values? Which values do you want to use? Where can you align that with what is genuine to you? It may not mean including every organisational value.

Understand your team

Ask your team about how they want to be managed, what do they think makes a good leader. Or hire a coach to survey this - to help you with this, so that you understand what qualities will encourage them to perform, collaborate and innovate. Be aware of what each member of your team needs.

Make time for people – have meaningful connections

Sometimes the smallest interactions count the most. Your teams will notice your inauthenticity – a total shift from your public behaviour and face – and how you deal with them on a 1-2-1 basis, or individual basis. You must connect with everyone – not when you want something, but on a day-by-day or minute-by-minute basis.

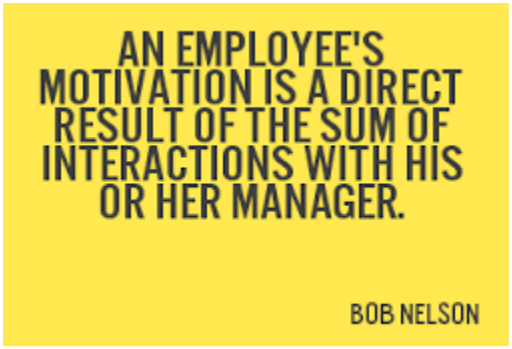
And it goes without saying that authentic leaders are motivated to grow and develop. And they know that this leads to better team performance and employee morale.

WHAT DOES AUTHENTIC MANAGEMENT MEAN TO YOU?

Typically, it is built on doing the right thing - on honesty, awareness, ethics, openness, trust – people, not just profits. Ask yourself if you have these skills? What feedback have you had before, where do you need to develop?

You simply cannot be one (or two!) person in work, and another outside of work. It doesn't work. You can still be goals driven, and focused and lead with your heart. These are not mutually exclusive terms. It is not just about power and ego but taking people along with you, as well as hitting your objectives. Authentic leaders have a long-term view – they know it takes time and patience but it pays off. Think of past scandals – Enron, WorldCom – and the growth of ethics, compliance and corporate social responsibility – all of which are measured today.

Here are a couple of quotes that may make you think about some of the challenges or management:





If you can master this idea of authentic management or leadership now, you will be relieving yourself of immense stress, pressure. You will manage your team more effectively and learn how to manage upwards and sideways across and up the organisation. Your teams, peers and leaders will start to notice these qualities in you. It is likely you will encourage performance, ideas and innovation – working with your team, not against them, and this can only help business performance. Remember your organisation put you in this position for a reason – they believe you have the skills and ability to fulfil this role. You do not have to be two people just because you got promoted, or are a manager – integrate the best bits of yourself that got you here in the first place!

CONCLUSION

This short, complimentary eBook opens the discussion on authentic management, which is a subject I am passionate about; helping managers, authentic leadership, careers, family and the rest of our lives interconnect. And there is a place for it in the business today – now more than ever due to the complexities of the sector I have already outlined.

Hopefully this book has raised some questions for you: ***What will it cost you to stay leading as you are? What do you want to do to increase your chances of success? How will your own management performance and authenticity improve your current situation, and even your personal satisfaction? What is the cost of staying in the same state as you are?***

ABOUT SARAH-J

Sarah Jones is a seasoned personal, life, business and career coach. Born a go-getter, Sarah set up her coaching practice several years ago and coaches individuals, teams and organisations on how to overcome current roadblocks and move towards success. Sarah had coaching herself and realised how powerful it was to unlock massive step-changes and results in both her private and professional life. She has always maintained that being true to yourself is a key driver in her life during, even during challenging times.

As a result of this experience, she set up www.sarah-j.com.

She also has extensive experience in communications and public relations (PR), with board-level experience. She has worked with a number of organisations, including DHL, Omnicom, NHS, AstraZeneca and AbbVie. One of her most notable stints was at Abbott Nutrition, where she led all organisational communications strategies to include PR, government affairs, key opinion leader development, and launched an employee recognition scheme which improved focus and morale among staff in the EMEA region.

If you want to find out more about her coaching programmes in this arena, for executives, teams or organisations – then visit www.sarah-j.com, email sarah@sarah-j.com, or call +44 (0)7531 228089 to discuss your current situation in complete confidence.



CLIENT SUCCESS STORIES

"Sarah helped me to raise awareness about my strengths and consider new possibilities…"

The sessions with Sarah have had an extremely positive impact in my life and important kick-start moving toward setting up my business. Setting up a new business is, at the same time, very exciting and overwhelming. With Sarah, I was able to have a clear idea of how I could to move forward, with an action plan. Sarah's invaluable experience and coaching techniques help me to raise awareness about my strengths and considering new possibilities that increased my motivation to work towards my goal. I would like to take this opportunity to thank Sarah for her time, patience and support turning my dream into my reality. I highly recommend Sarah to anyone looking into setting up a new business, as I believe Sarah is a GREAT inspirational coach.

Thank you.

"I'm working with Sarah to develop some team coaching workshops…"

Sarah has a natural personable style and she wasn't afraid to challenge me when necessary, particularly when I was pontificating and struggling to make a decision. She effectively guided me through each session and made sure I had a stated clear goal before exploring the options to achieve my desired outcome. I found her easy to talk to, and we established a friendly rapport, at an early stage, which made the whole experience fun whilst also being very productive and useful. I would recommend her to others who are looking to embark on a coaching journey and I'm working with Sarah to develop some team coaching workshops and introduce coaching to other team members to help them develop and play an even more active part in business success."

For more client success stories visit www.sarah-j.com/success-stories/