



Disruptive thinking
for a disruptive world

About Lane4

With competition getting tougher all the time, the margins that separate winning businesses from their less successful rivals can often be very small. At Lane4, we're here to ensure you have the edge.

As experts in people performance, we'll work with you and your people to help individuals and teams fulfil their potential and build sustainable competitive advantage.

What gives us the edge over others in our field? A unique combination of skills and experience, brought together by an inspirational group of people with an outstanding track record of achievement in the three interlocking areas of performance, psychology and business application.

Winning performance doesn't happen by chance. If you'd like to find out how Lane4 can help you raise your game, we'd love to hear from you.

Further information

For further information about how Lane4 can help your organisation, please email enquiries@lane4.co.uk

For website, speaking opportunities and media enquiries, please email marketing@lane4.co.uk

For research enquiries, please email research@lane4.co.uk

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The 5 leadership mindsets for future success

A new context for businesses and leaders is emerging and 79% of C-suite leaders agree that senior leaders in their organisations will need to adopt a different set of mindsets for their business to succeed in the future.

Our recent research suggests that balancing five paradoxical mindsets will enable leaders to successfully navigate their businesses through an uncertain future.

Responsibly daring

I believe everything is worth trying and anything is possible **AND** I'm accountable for what we achieve and how we push the limits.

Responsibly daring leaders are audacious, see opportunity in challenge and feel responsible for making a difference. They see the positives, focus on the future, drive innovation and take responsibility for their brave actions.

Responsibly daring

Ruthlessly caring

I make tough decisions to achieve performance **AND** I must remain compassionate no matter what.

Ruthlessly caring leaders are caring, determined and value human connection. They treat people with respect, are highly supportive and challenging and handle the emotional impact of tough decisions.

Ruthlessly caring

Ambitiously appreciative

Ambitiously appreciative

To achieve ambitious goals I need to be relentless and determined **AND** I need to find a way to be sustainable and keep perspective.

Ambitiously appreciative leaders are highly driven, never satisfied and yet manage to keep challenges in perspective. They set demanding objectives, celebrate performance as well as attainment and appreciate the things that matter to people in life.

Politically virtuous

Politically virtuous

To enhance performance I've got to be shrewd in the circumstances **AND** I always have to do the right thing.

Politically virtuous leaders are canny, genuine and have integrity. They influence others, live their values, are open about what they can and cannot talk about and make tough decisions when there isn't a right answer.

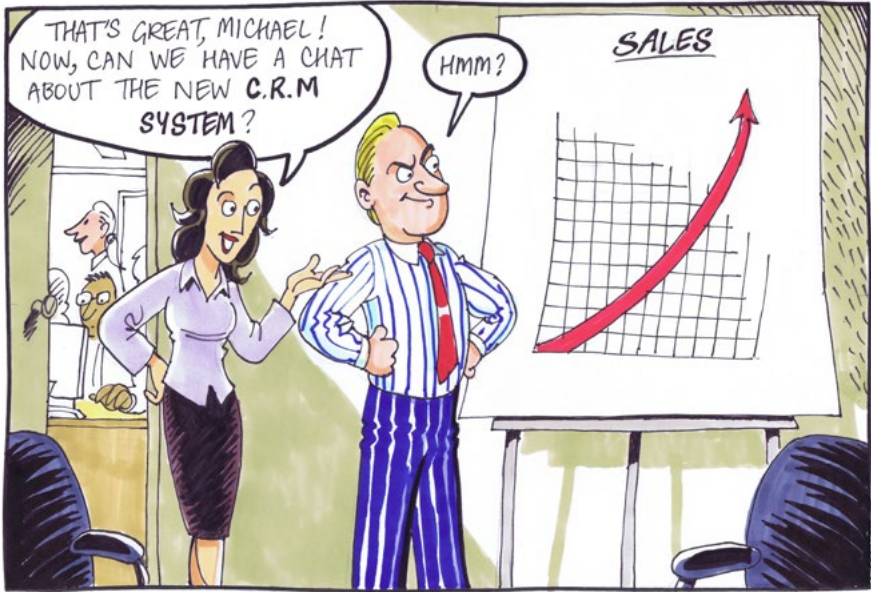
Confidently humble

Confidently humble

I inspire others to have confidence in me and my ability **AND** I'm honest about my limitations, aware that I can't achieve ambitious goals alone.

Confidently humble leaders are self-assured, decisive and driven to learn about and from others. They surround themselves with experts, are honest about their limitations and build their credibility.

Scenario one



María has a high-performing direct report named Michael who just won't get with the programme.

Michael, her Head of Sales in Europe, is an absolute rock star when it comes to finding and securing big client deals...

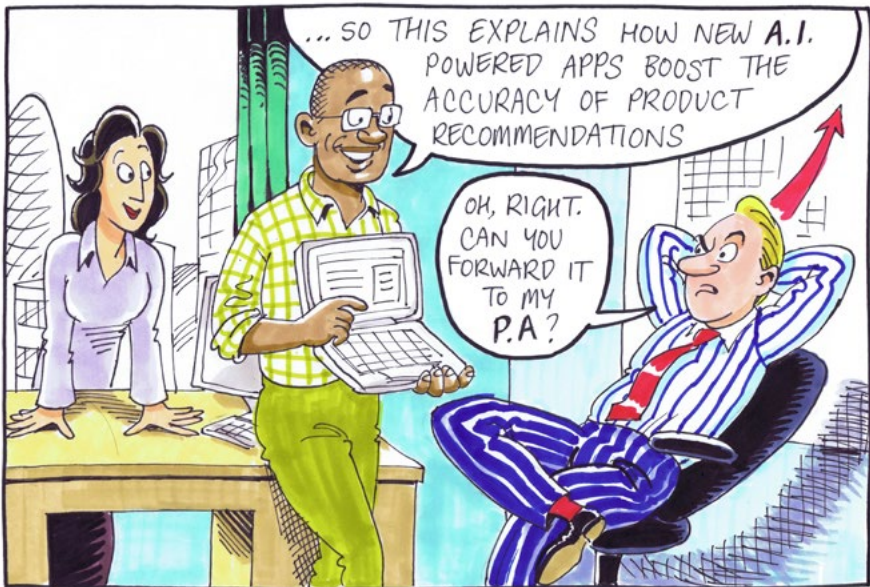
BUT, he just isn't interested in the wider executive agenda.

The decision has been made to invest in a new Customer Relationship Management (CRM) system which integrates several AI applications.

Having this system will personalise the marketing experience and boost the accuracy of sales recommendations.

Michael is the executive responsible for making sure the system gets integrated effectively.

BUT, he's having no part of it.



He thinks the project is a waste of time and money. After all, he's been extremely successful without it and 'if something ain't broke, why fix it?'

He doesn't want his sales team distracted with data entry and other administrative tasks.

And it doesn't stop there...



Michael rarely shows up for executive team meetings.

When he does, he's on his phone constantly or always has to leave early.

Needless to say, María is not the only one frustrated, but Michael is completely adored by his staff and team in the Europe office...

Scenario two

It's three years on...



María has just had a call letting her know they've lost the supplier contract for their biggest client.

Trade wars have meant tariffs are now being imposed on key equipment materials such as steel and aluminium.

María is beginning to think the CFO is not up to the job; she seems unable to maintain margins amid rising input costs.

Her reading of the situation is that these tariff challenges are only set to get worse in the months to come.



The bank and investors are also getting nervous...

María is struggling to sleep and rapidly losing confidence in the executive team around her.



She's seriously considering handing in her resignation.

The uncertainty all feels too much to handle; she feels stuck in a problem she can't solve and that things are starting to spiral.

María knows the lack of sleep is causing her to lose perspective on the situation.

In the past she's prided herself on her ability to work through difficult patches, always succeeding in the long-run no matter what the challenge put to her...

Self-rating scale

	Too low	Just right	Too high
Ruthless			
Caring			
Confident			
Humble			
Political			
Virtuous			
Ambitious			
Appreciative			
Responsible			
Daring			

What behaviours do you see that indicate this?

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Top tips for mastering the 5 mindsets

Ruthlessly caring

Caring about someone isn't as black and white as helping them to avoid pain and making them feel good. The next time you're delivering feedback, think about who you are looking after. Is what you say beneficial for them? Or is it what you say most convenient for you?

Confidently humble

Paradoxically, to really value what other people do, we first need to hold our own qualities and actions in high regard. Often, we look for other people to bolster the fact we are important and valued. Instead, try to judge your actions based on your own view. Accept yourself as valuable and worthwhile, rather than constantly seeking the approval of others.

Politically virtuous

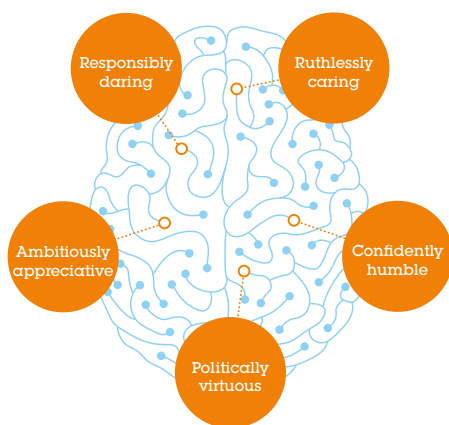
There's a fine line between doing what is right for the business and trying to appease other people. It's often uncomfortable to stand-up for what you believe in, but don't be afraid to take this more difficult path. Next time you face a tricky situation, take the 'right' course of action as you see it at the earliest opportunity. Whether it's a good decision or a mistake, make peace with the choice and integrity of your process.

Ambitiously appreciative

Set objectives that are aggressive, put in the hard yards, give 100%, and at the same time don't wait until the ultimate target is reached to celebrate. Celebrate when your people perform well along the way. Those small wins and moments are just as important to recognise as the big goals.

Responsibly daring

It's easier to be optimistic and take risks if we don't feel accountable if something goes wrong. Practise making decisions that will have a negative impact on you if they go wrong. Reflect on how much you want to stick to what you know versus taking a risk and trying something new.



To find out how to develop future-fit leaders,
please get in touch.

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