

Episode 3 Limitless Organisation: How to Create a Successive Pipeline of Highly Effective Future Leaders.

[Introduction]

You're listening to Limitless Leaders™ Podcast, accelerate your mindset, collaboration and performance by developing limitless self leadership™, leaders, teams and organizations. Now over to your host, Renée Giarrusso

[Annemarie Cross]

Hello again. No, this is not Renée, I'm Annemarie Cross and if you've listened to the first two episodes, you know that I have hijacked the microphone, we are turning the tables around because Renée in the first two episodes, if you haven't listened to them already, has provided such wealth and depth of information. We'll share at the end of today's episode, how you can access those previous two episodes so that you can become that limitless leader™. So again, welcome to your show, Renée,

[Renée]

Thank you looking forward to it.

[Annemarie]

Now, the people who have not had the privilege to meet or work with Renée, she is a leadership, communication and team performance expert. She's been working for over 15 years. And she's been passionately working with leaders with teams and organizations to flourish by maximizing performance through targeted communication, leadership, collaboration and connection.

Just to recap, in the first two episodes, we spoke about firstly, limitless leader™ and what to do instead, when we're looking at those core barriers, there were six barriers that she was talking about.

In Episode Two, Renée spoke about Limitless Leaders™ and how to develop a highly motivated top performing team.

Today, we're going to talk about the limitless organizations how to create a successive pipeline of highly effective future leaders.

So let's dive in.

As leaders, we know and you've already spoken about how often we're so busy, we're trying to keep up with the demands of a busy schedule we're skill, stretched, tech stretched and bogged down and managing stuff that we are responsible for. So the thought of creating a successful pipeline of highly effective future leaders. Well, that seems impossible. So I'm going to ask a two fold question I'd love you to dive into, firstly, whose responsibility is it to drive this vision? And what are some of the steps that we need to take?

[Renée]

Yeah, look, I think it's everyone's responsibility, that's key, but it needs to come from the top down, I'd say it's a cascade effect. And I know companies even in the past, where I've been bought in maybe with a lower level, so to speak. You know, trying to push that up, it doesn't work. So you know, I work with some amazing senior leaders, and it's about them instilling these traits, and getting buying by co-creating the vision with others. And I really believe the vision of any organization - the visions, the boss, you know.

I got asked a few months ago by somebody who's your boss, and I had to think about it, and I said, Well, my vision, in my practice, that's, that's my boss. So you need that linchpin, I guess, to sort of everything you do should feed into that.

I think it's important for leaders to drive it. But what I think is very much important is to involve their team to get buy in and we all know no one likes being told as a child, we hate more. I know, I did, I hated being told as an adult even more so people own what they co create. And I think it's really important to bring your team on the journey. So it's not a, you know, a you and them. It's an us, and I think that's really, that's, that's key, and where that doesn't happen, and I see that often. You know, you've got to go back to square one. And it's just the basics. What are we trying to achieve? What's what's our commitment to the outside world and for external stakeholders? And our internal stakeholders?

[Annemarie]

That question that you just posed to us - what are we trying to achieve? I'd imagine that that's good to regularly reflect upon because issues and problems and challenges or even celebrations, if we are achieving that.

When you talking about you know, you, them and us - how are we faring? Do we have a long way to go?

[Renée]

I'd like to say getting there, you know, I especially the last few years, I've seen, you know, there's a hive of, I guess, focus on collaboration. I mean, they always should be, but I think there's been a lot more doing than just saying, which is quite refreshing. And I think that's driven from the fact that less people are doing more retention is so important is you know, in a company, it costs a lot of money if you get the wrong people. And I think if you get the right people, it's about all being on the bus. But making sure everyone's moving on the bus.

[Annemarie]

Yeah, you know, so true. And I mean, when we're thinking about creating that successive of pipeline of highly effective future leaders, we want to have or be investing into everyone in the organization, because how many organizations click into action, when there's a need for a new leader to step out because someone's left the organization, and it almost brings everyone back to a halt, because now there's an issue.

[Renée]

Yes, it's succession and progression, I call that. And I do say to all my clients, especially senior leaders, I say, who is the next you. Now, I don't mean, they have to be like that leader, because I think you should always recruit for diversity. But who is the next you, as a leader right now, if you're listening to this, who could do your role, if you were to take a two month sabbatical? If you were to leave, even if you're not planning to, you know, leave that role - if it was your business, you would have a succession. So look at who that may be, look at the skill gaps, and groom, so to speak, and develop that person. And they've got to drive that to obviously, to be future ready for that role.

[Annemarie]

We're going to talk about change, because I know that that is an issue that many organizations continue to struggle with. But one of the things that I want to talk about nurturing and empowering future leaders. One of the things that can inhibit that, and you spoke about that in Episode One and Two is that issues in the workplace can be caused often by poor communication. So speak a little bit more about this, from an organizational point of view, building that successive of pipeline of highly effective leaders, how can we become better communicators so that we can build relationships with the team?

[Renée]

I think something that gets missed very often is the why of the change. So if you're a senior leader, and you've been working on a change project, so it could be a restructure, it could be deleting some services or products. And you've been working on that in the background and not sharing that with your team. And 12 months later, you get your team together, and you say, hey, team, guess what? We are cutting this this out, we're going to cut this layer out, we're deleting this product is everyone cool? And you wonder why everyone's up in arms. It's because you've had longer to work on this and digest this. This is the first time they've heard about it.

So always get people involved, we can from day dot. The other thing is that you know, it goes back to the Simon Sinek - start with the why, what is the benefit, always start with the benefit. It's a human fact that we will only bind to change or something new, if there's something in it for us.

So you know, I use the example years ago, I used to have to get, you know, manually get data from my sales team. And the email may have look like this. "Hi, team, please get your sales numbers to me by three o'clock Friday, have a great weekend cheers, Renée." I never got them through. If I had my time again, that email would be a total reframe. And it would say, "Hi, team, after a great week, I want to share your results with the leadership team. Please ensure you have the through to me by 3pm. Cheese, Renée."

So I've created a hook as to how could they not want to be part of that. So really, really important. Start with the why. And I mean, keep it simple. I look at companies

that have great easy visions that start with the why. You know, Harvey World Travel, they don't sell travel, they sell memories. So if you want to create a memory come to Harvey World travel.

Always communicate change face to face. That way you can listen to what's not being said - people can pick up on the nonverbal cues, you can question to clarify, then you can send out an email that basically has dot points of what that is.

[Annemarie]

Something else I often find from an organizational point of view, which I would love you to speak into a bit more too is, some of the challenges faced when you're when you're trying to build that successive pipeline of highly effective future leaders is you're dealing with team members of different age groups, different backgrounds, and so forth. That can often be a challenge.

I wonder what advice can you share the deal with those different ages and even cultures within our organization.

[Renée]

Totally. First thing is, you need to be aware of the diversity and you need to accept it. You want a colorful team so to speak. You want diversity gender wise, culturally age wise, skill set wise because like I said before, people are colors, be a rainbow and you can be a dream team. If you complement each other.

The Millennials are hitting their late 30s now, and we've got the introduction of the Gen Z. So Gen Z are people that are born from 1997 onwards to the early 2000s and onwards.

The millennials did job jump or job hop, whatever you want to call it a lot. The Gen Z's that are coming through actually really appreciate job stability and development. So they're gonna be, it's gonna be a game changer. So they're finishing uni now.

So that will be coming into our workforce very soon. They say they love development, they want to be coached. So, it's just understanding the different generations.

So a lot of its around development. The Gen x's, I'm a Gen x, many of us are – we are the latchkey kids, they call us. We're the first sort of generation that had parents that divorced and moms at work. So we're very independent, and hardworking.

But I think it's just being open and being careful also, not to generalize, you know. I know some millennials that have stayed in the same company and role for years. So you can always generalize, but I think, be open to each person ask powerful questions. Obviously, the more you coach and get feedback, the more you're going to know how to tap into that person.

[Annemarie]

And that really speaks beautifully into what you were sharing in Episode Two, where you need to familiarize yourself and ask better questions you said, from your team to find out what motivates them. As you say, if you generalize and you assume and all of those presumptions can cause your team to become demotivated, you know,

[Renée]

Yeah, that's spot on. And, you know, don't put your lens on, I have a bit of a saying even around feedback, don't give feedback the way you like it.

If you love the big public clap in the celebration, it doesn't mean the person next to you does, so ask, Do you like feedback often? And do you like it in private or public? Everyone is different?

And I think your job as a leader is to be in tune, you know, with your peers as well, because you should be giving you peace feedback. Also to with the diversity of a team. I love the whole leverage experience. You know, I so if you've got someone that's more experienced and has the knowledge base of the company, but you've got younger generations coming in that are very tech savvy, I mean, these Gen Z's don't not know the internet, they were born in a time when the internet was already here. So you know, a lot of them are very tech savvy. So utilize that. Get someone maybe that I'm not saying they all are but an older generation that may not be as tech savvy, they can share their wisdom and their knowledge with that younger generation that can share that that technology expertise.

[Annemarie]

One of the things that I know you've spoke about and you love to speak about is limitless leaders™, limitless teams, and of course, now limitless organizations.

There's a beautiful graphic that I know is somewhere on your website. Can you share a little bit more about segments of this graphic? And when they intertwine what does that then create? Because that relates very specifically to today's episode.

[Renée]

Yeah, if you've got Limitless Leaders™ that know, no bounds and are always improving, and looking and being innovative and dealing with change, chances are they're teams are going to be open to change, they're going to have that limitless mindset as well, which flows on to what I call a limitless organization. And therefore, a limitless culture.

And I mentioned earlier - culture is simply shared values, beliefs and behaviors, and they have to be shared. And I think if you've got a limitless culture, and you know, what does that look like - it's simply a shared purpose, shared values and beliefs, shared attitudes and behaviors. And that gives us this beautiful culture, like a tribe, you know, tribes have been around forever. And it's a fact that humans are wired for connection at varying levels, but we all need connection.

There was a recent statistic that more people die from loneliness than smoking. Which, which is mind boggling. Connection is important. And I think the more values and beliefs we share, the better. And the only way to do that, to form that culture is to have leaders making sure that they're driving, openness, inclusiveness, you know, you know, people coming together and being allowed, allowed to contribute and share.

[Annemarie]

When you have a look at that, let me just repeat, you say you need to have a shared purpose, shared beliefs, shared values, shared attitude and shared behaviors. Obviously, when you've got a team of different ages, I love the way you said, you know, color of a rainbow, that's what we really aim for, there's obviously going to be differences. So when we're talking about some of those shared, is there a number also? Or are there some core areas where there needs to be shared? Like, you know, with values with? Does that make sense?

[Renée]

Yeah, I mean, the definition of culture is all of these things being shared obviously. Some of us might have a varying level of thinking and belief in different things. But overall, it needs to be shared. If you all don't have the belief that the company you work for provides a quality service to the end customer and a quality you know, customer experience, you're not going to get people doing the right things at the right time to get that right result. Does that make sense?

So the only way it can be shared, it starts with the leader, honestly, each team making sure that our purpose values and beliefs are aligned, and where they're not. Why? And, you know, I talk about team norms and having some, you know, some sort of rules and that you don't always want harmony too. I have a saying, debate Trump's harmony for comfort sake, you know, you don't want to be the yes leader, you know, those meetings, you walk out of everyone says yes, yes, yes. And then you hear them in the Tea Room going, that's a load of crap, we're not going to do that. Be open and be vocal in what you believe in, pick your fights, obviously pick what you really believe in and drive that.

[Annemarie]

Yes. Now you mentioned and I can obviously see the beautiful diagram and purpose is in the middle. And then of course, at the top, you've got the values, then beliefs, it's in that sequence, attitudes, and then behaviors. If a leader is listening today and said, you know, what, we really need to have more of an approach to creating this limitless organization, we want to have the successive of pipeline of highly effective future leaders, if they've never really thought about that before - they really do need to start firstly, with purpose, isn't it? That is our shared purpose.

[Renée]

What's our purpose? What's our purpose? It's almost like what's your vision? What do you want the world to see? What's your contribution? To get your team together. Talk about that, you know, marketing usually drives purpose of a lot of companies,

be involved even have an over and above team purpose. And I think, you know, that's really important, do what's called a value solicitation. And I think I mentioned this in one of the Podcasts around, what do we value? What don't we value? What values do we want to live by? And where do we sit now?

And obviously, what are we believing? And what are our limiting beliefs to you know, don't always go and I'm a very positive person, but you've also got to look at what isn't working, and what beliefs aren't serving us, you know, beliefs alike, just dead cords that are hanging off you, they weigh you down and stop you and your business being as good as they can be.

[Annemarie

What I love about this three part episode is that we really have seen that what you spoken about in the first episode, limitless leader™, some of those barriers, and some of the things that you said we need to really have in place leads into becoming Limitless Leaders™ of teams. And then that builds upon what we need to have in place to create this limitless organization.

But one of the things that we know happens in every workplace is change. And we know that saying change is the only constant and that's true. Always in an organization to say, what would you say, summing up? How can we better support our leaders, our teams and organizations through change so that we can be that one step ahead. And maybe it's going over some of the things that we've already shared?

[Annemarie]

Yeah, so changes, great change, is a good thing. But I think we're so caught up in a world now where it's all change, change, change. So I think a key thing when going through change is to look at what's not changing. There's certain things in life, that won't change. And I'll tell you now, communication will always be important. That's not going to change. So collaboration is always going to be important, connection is always going to be important. So let's look at the things that aren't changing.

On a personal level, you know, some people, obviously, we all go through changes in our personal life and at work. And I always say to people going through, especially personal change, I say what isn't changing? And they will say, What do you mean, and I'll go, what's not changing, and they'll say, Well, I can still go to the gym, I've still got my best friend, Mary, I've still got an amazing family, I've still got a great job. And that to me, you know, if you go into Maslow's hierarchy, it's that whole bottom stability piece, which is really, really important.

Our recent survey that we did with the Limitless Leaders™ diagnostic - 95% of respondents actually said, they see the hard challenges as gifts. And that's a bit of a thing I've been writing about and believing is - the most toxic people or situations can become the biggest gifts in our life.

And you know, some of the gifts keep giving so that leader you may have had, that wasn't great, at the time could have broken, you could have upset you, we've all had

one of those. But that leader, that gift has taught you how not to be as a leader, if that makes sense.

Again, you know, this lesson in human behavior, everyone knows the pain and pleasure principle and I talk with this often, people do more to avoid pain than they do to seek pleasure. So people do more to avoid pain than they do to seek pleasure. So some people will make a change in their team or at work, because they're associating too much pain, Oh no, if we restructure that person I like it's going to leave, it's going to cause more work. But you know, if they look at the benefits, and sell the benefits to the team of that change, and the benefits, the pleasure outweigh the pain, they going to get a lot more buyin.

Have empathy. You know, empathy is so important. It's one of the key traits of a leader. Some of the biggest changes I've seen, I know the world has seen might not always seem great at the time, but it can have some of the best outputs. Regular feedback and communication to get buyin of change. And energy and passion - dial this up. If you're presenting something maybe you don't believe in, if you're a highly passionate person, you will come across like this, you're going to bring the team down, I've always had a saying, amplify your energy to be 20% above the room. Doesn't matter if it's Monday morning, whenever it is, say look Annemarie – in a nutshell, focus on what's not changing, involve people to get buying way up the benefits right at the front end. So always start off with the why, and what's in it for them, and involve each other and make sure that you've got support, and that you're supporting.

[Annemarie]

Those are all key. And I love the way the three key points that you mentioned, they particularly involve others. Sometimes as leaders, what we want to do is to protect them. But actually what we end up doing is creating an environment of distrust. Don't we. So I have one of open communications and we get the team involved, and they can participate through it, they feel as if their thoughts, their ideas, and whether that sharing them is valued.

[Renée]

Totally. And if you've got buy in of your team, they're growing, you're sharing, you're showing some vulnerability, like Hey, guys, I can't do this on my own. I want you all there, together. And also too, when that change happens, they're ready for it. It's not like you're going Hello, here's the change. So change is inevitable. Change needs to happen. Don't change for change sake. There are people I know that want too much change because they motivated by high change. Always ask yourself the question Why? Why are we doing this? If you can't answer that, then you probably shouldn't be implementing whatever change that is.

[Annemarie]

And too I would imagine the barriers that we spoke about in episode one. And if you haven't listened to Episode One certainly go and do that. When we have all of those things in place, like we are allocating enough time to leadership and not the

management. We're coaching our team and we're encouraging in our individual team members to also coach each other?

[Renée]
Spot on.

[Annemarie]
Communication, you're aware of people's approaches, and you can communicate better. Self development is so important for everyone individually, and then maybe even as a team, what can we develop as far as our team. We're not stuck in that bubble mindset. We are aware of our own motivators, and also our team, and of course, we have that ability to be strategically agile, all of those things contribute to us becoming a limitless organization, and, and really nurturing those future leaders. Yes?

[Renée]
That's right. And then they replicate that same energy, obviously, with their own spin. And I think it's our responsibility as leaders in any industry to be creating these future leaders, whilst growing ourselves. You know, when you grow others, you are growing yourself, no two people are the same. And when you really understand that clicks, I can honestly say there's nobody that you can't engage or get along with. You need that rapport connection to influence and be able to get changed to be bought into and to make it happen.

[Annemarie]
Yeah, fantastic. Of course, we promised to share the link the link to get access to all three Podcast episodes, also the transcripts of each episode. And of course, access to the Limitless Leadership™ diagnostic tool at:
www.RenéeGiarrusso.com/PodcastSeries.

Now, Renée, you're also going to extend a personal invitation to everyone who's listening to your Limitless Leaders™ Hangout. Tell us more about that.

[Renée]
Yeah. So every month bright and early 7.30 to 9am I run a Limitless Leaders™ Hangout. It's free of charge, you do need to register. So just watch out on social media, and the links below, come along. And what we do is we have a group of like minded leaders, usually between 10 and 30 people, it varies every month, where we explore whatever's going on in the group, and have a great chat.

It's a fantastic forum for you to learn from each other and what I can provide you and what I get out of it Annemarie is I get to see what's really going on out there in conjunction with my regular clients.

[Annemarie]

Yeah, so of course, we'll put the links, you must sign up and get access to that. [RenéeGiarrusso.com/PodcastSeries](https://www.RenéeGiarrusso.com/PodcastSeries). Now before we go, Renée, you also have an inhouse communication and leadership pathway public program coming up.

[Renée]

So most of the work I do is inhouse so we tailor the programs to your organization. Twice a year, I do run two public programs, which basically means anyone from any company can come.

So August the 22nd, we are going to be running a motivational intelligence day. What that is, is you get profiled with the Iwam tool on what motivates you on the day we unpack what those motivations mean for you, and how you can apply them to your role and those around you.

And you get a one on one coaching debrief with me directly post that workshop. So we also run this inhouse tailored to teams, but August 22 motivational intelligence and you'll see that up on social media later in May. But you know, all the communication, team building and leadership programs we run, we tailor them to you and run them inhouse. And at the moment I'm working across 30 companies and 22 Industries so loving loving the diversity. People are people we all have similar, similar challenges, but we also have some amazing things that we can share across that.

[Annemarie]

Yeah, of course if you're listening to this Podcast episode and August the 22nd has passed. Fear not as Renée said she's running these regularly so please check out the website. [RenéeGiarrusso.com](https://www.RenéeGiarrusso.com), lots of details there and ways to connect. Oh, Renée, I've just learned so much and I know everyone who's listening to each of these Podcast episodes has as well.

[Renée]

Thanks Annemarie. I look forward to some future Podcast where I will be interviewing some amazing leaders and business owners and also a few of them I'll be providing a certain theme and and just talking through some content and some ideas around that. So any ideas you have, any challenges or topics that you'd love me to unpack and explore message us through the website, [RenéeGiarrusso.com](https://www.RenéeGiarrusso.com). Thank you.

[Outro]

You've been listening to Limitless Leaders™ Podcast leading from the inside out to develop limitless self leadership™, leaders, teams and organizations. To find out how you can accelerate your mindset your communication, collaboration and connection to become a limitless leader. Sign up for our Limitless Leaders™ Podcast series at www.RenéeGiarrusso.com/PodcastSeries.