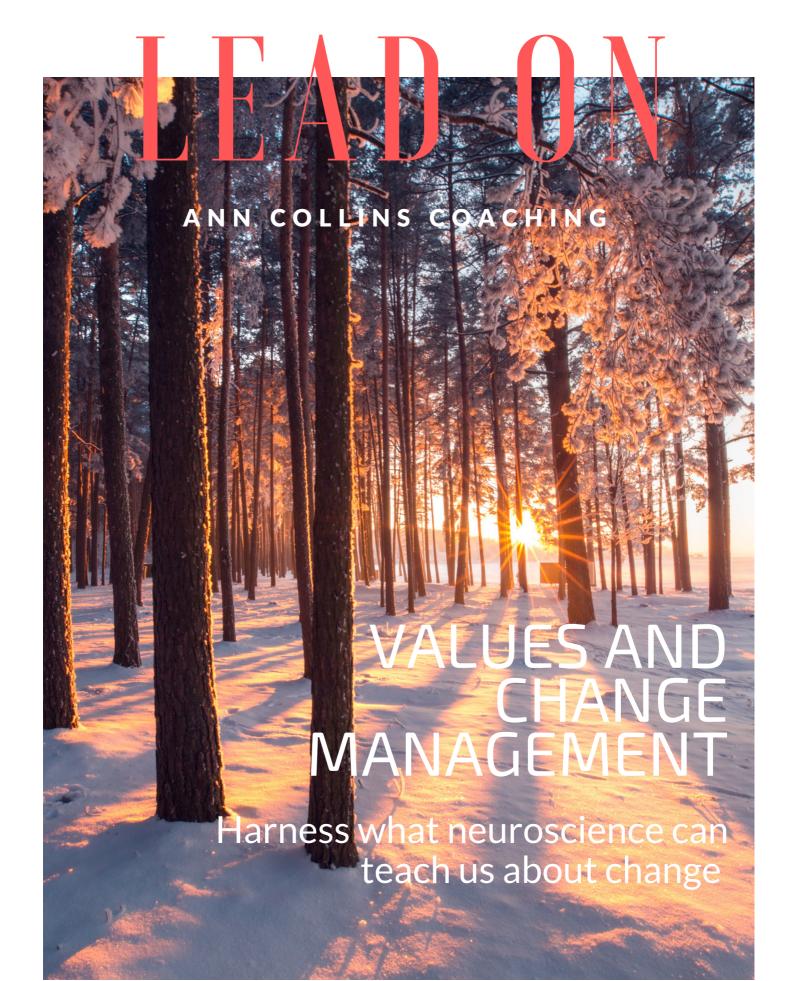


EMPOWERING LEADERS TO THRIVE



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EMPOWERING LEADERS TO THRIVE

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ANN@ANNCOLLINSCOACHING.COM



CHANGE: WORK WITH YOUR BRAIN

Welcome to the 2022/3 winter edition of Lead On digital magazine from Ann Collins Coaching.

The word "permacrisis" entered the Collins Dictionary recently as a reference to the series of crises we are currently living through in 2022 and I find it fascinating to observe how leaders are responding to this period. Whilst some have used the opportunity to create change, I've noticed that many, especially on a personal level, wish to "get back to normal". From a neuroscience perspective, this is not surprising: our brains prioritise survival and familiarity is generally a good investment of energy.

Leaders in today's climate need to be aware of this when they are asking people to change; change is also needed in many areas of their personal lives at the moment. Change on this scale requires us all to become more self-aware and to tune in again to what is important: our values. These are what help us to navigate change with a clear vision, a calm focus and less stress.

Our guest contributor in this edition, Steve Payne, wears many hats, but it's in his capacity as a leadership coach and coach trainer that he has written for us. He is interested in how we can use values specifically in change management in order to make change easier across an organisation.

In this edition, we will explore managing change with greater ease by harnessing what neuroscience has to offer along with some coaching approaches and techniques that can help you to lead change for yourself or your team/organisation.

If you would like to know more about leadership development or team coaching and how it could help you or your organisation to manage change, do get in touch. I continue to coach one to one senior leaders on a private basis too. If you are looking to get clarity on your future career or hit the ground running in a new, more senior role or simply find enjoyment in your work, you can book a free call to see if we could be a good fit.

By popular demand, our free New Year webinar is back to help you step into the new year with energy and focus! Book your place soon (more details on page 10.)

With warm wishes Ann



Ann Collins
Executive and Leadership Coach
ann@anncollinscoaching.com

"If you don't like something, change it. If you can't change it, change your attitude." Maya Angelou

If our brains are designed to be flexible and adaptable, I'm always surprised that we generally find change difficult. Is it a design fault?!

On one level, our brains dislike change, even though they are primed to grow, search out possibilities and develop. Their primary goal is to enable the body to survive in the most energy efficient way possible: using the tried and neural pathways of yesterday!

Mental challenge creates new neural pathways which uses a lot of energy and the brain logs the amount of energy it requires, to function in everyday life. If additional mental effort is required, the brain needs some priming and encouragement to go the extra neural mile!

Why our traditional approach to change feels hard

When we need to analyse problems and generate solutions our approach to change generally requires us to think consciously.

Imagine a classic cycle of change used across industries: we start with an analysis/evaluation of the situation; devise a plan of action; implement; evaluate the results and restart. This cycle has many advantages and it is logical and easy to communicate however it also flawed. 95% of our actions are carried out autonomously and subconsciously. This means that to implement change, we need to understand and identify our automatic thought process and habits and learn how to change them.

However, when we analyse the "gaps" in performance, we tend to look at gaps in skills in an isolated way (for example, we need to have better IT skills) rather than considering the thoughts and habits we need to change or create!

What our brain needs to make changes

Improved self-awareness, "thinking about thinking" or metacognition allows us to reflect, refine and adapt. It also helps us to be more flexible AND stable - qualities that allow the brain to work at its best. Sometimes referred to as "dynamic stability" (David Rock), this is the ideal state for our brains to function well.

In my coaching work with high performing teams, I observe groups doing this naturally. Without thinking, they step back, reflect and adapt, thinking clearly with flexibility and stability. This allows them to explore difficult issues, embrace problems as an opportunity and learn together in psychological safety.

How can we help our brains to harness this mode of optimal learning?

- Design clear goals: our brains love focus, clarity and a clear intention to change
- 2. Nurture a relaxed and alert brain with the right amount of stimulation that is ready to learn
- 3. Self-care: a combination of sufficient sleep, exercise and nutrition so the brain can function well

It can feel like a daunting list of things to put into place: gain clarity, manage emotions, stress levels and prioritise self-care! Getting clear on what is truly important to you and what you need for your brain to be in a state of "dynamic stability" is the best place the place to start.

The same can be asked within a team where the discussion itself is a way of developing clear intentions, challenging unhelpful thoughts and understanding others better. Our brains are also affected by those around us, so collaboration impacts our brains too. Planning for change just got exciting!

WITCH OFF YOUR DEVICES AND GIVE OURSELF THE BEST NEW YEAR PRES FOCUS Poweroff

ANN COLLINS

When I'm leading team coaching sessions, one of my ground rules is that everyone, where possible, switches their phones to silent and puts them out of sight. This is not always met with joy! However, without exception, there are always people at the end of the session who feedback how nice it was to be able to concentrate properly without constant interruptions!

What is particularly noticeable is the tendency of senior leaders to be ever present and available via their phones outside of normal working hours. This is often to the detriment of their social or family life and their own ability to relax when out of work. The right to time off is one issue (seen on the statute book now in France) in order to reduce stress and allow people to rest. However in terms of wanting to perform well at any given point, switching off from multiple distractions also makes sense.

Multitasking is harming our ability to focus

Neuroscience clearly demonstrates that our brain requires focus in order to form new neural pathways and learn! This is the basis of neuroplasticity. We require focus to direct attention to the learning at hand. This is why you might not learn from a podcast if you are listening whilst driving and talking to others. Multitasking is harming our brain's ability to focus in the moment but also, as we repeat the behaviour, we are unwittingly training our brain to be less efficient!

The "concentration epidemic"

Referred to by some as the "concentration epidemic", this is a serious issue in the world of leadership, but also more generally in society. Being able to focus is a key factor required in allowing our brains to learn!

Our brains can only focus on a very small number of complex thinking tasks at any one time. This is why our working memory is often so poor when we are feeling overloaded and trying to juggle too many thoughts and decisions.

Stress and tiredness impact focus too

It isn't just phones that are distracting us, it is stress and exhaustion. The vicious cycle persists: overload, stress, foggy thinking, lack of focus, low productivity and making bad decisions. It affects all aspects of our lives as the "juggling" can feel like being on the proverbial hamster wheel.

How to reclaim your focus

Address it as an organisation and protect time for focussed work: for example, when is it NOT ok to be sending messages? Should we make meetings "no phone zone"? Allowing those in our teams allocated focus time when they need to full concentrate on a task or project? These are just some examples and there are many ways to find creative solutions that fit your team or organisation.

Ditch the multitasking

Decide to do one thing at a time and diarise. This has several advantages: you will be much more focussed and therefore more likely to do a good job on the task in hand AND you can nurture a calmer and more alert brain.

Have clear goals and get clear on your values

Your brain will thank you for it as you find it easier to focus. People around you will thank you as you move out of the fog and into a space that is not only clearer, but often happier.

Make it a focus! Energy flows where focus goes!

THE VALUE IN ORGANISATIONAL CHANGE MANAGEMENT GUEST CONTRIBUTOR STEVE PAYNE

He who has a 'why' to live, can bear with almost any 'how'. – Friedrich Nietzsche

This quote is a simple explanation of the power of human motivation. One of the key times we need motivation is when it comes to change and change management.

I have spent many years working with organisations on leadership, organisational values and change management.

The difference between poorly managed and well managed change is enormous. It is the difference between success and ultimate failure.

For me to want and accept change, the change must be important to me. I need to see the benefit. In other words, I need to have a strong enough 'why'.

If I don't have a strong enough 'why', I am not going to accept the need for change and I'm not going to play my part in the change process. This translates into resistance.

Be warned all you instigators of change out there, the story gets worse.

If I view the proposed change as a threat, then my resistance to change will likely be high. It is a characteristic of human behaviour to recruit others to our cause. If a person feels they are being treated unfairly, they are likely to seek out others who agree with this position and the resistance movement grows. A sedition is underway and the that can lead to mutiny.

Perhaps the above seems dramatic, but it happens.

There is good news though. If we understand this principle, and care about what is important to our people, we can manage change much more effectively.

How?

Give a person a 'why' and they can bear almost any how.

Poor change management is usually down to poor communication.

If we can step into the shoes of our people, understand their fears and concern, we have a stronger chance of working on our messaging, resonating with what's important to them and bring our people with us. This is not only good change management, but also leadership.

VALUES IN CHANGE MANAGEMENT

Our 'why' is effectively how important something is to us and that brings us back to values. When we can explain something in a way that people can see the benefit to them, and ideally increase that level of importance to them, it reduces resistance and leads to buy in.



THE VALUE IN ORGANISATIONAL CHANGE MANAGEMENT

GUEST CONTRIBUTOR STEVE PAYNE

PRACTICAL SOLUTIONS

THE FORCES FOR CHANGE

The change equation is a powerful formula to bring about change successfully. It leverages the laws of physics and when you look closer, values.

Change happens when the forces for change are greater than the resisting forces. It looks like this:

C = X > Y

C = the change

X = the forces for change

Y = the resisting forces

Beckhard and Harris created their change formula in 1987, a further development of the above.

C = [ABD] > X

C = the change

A = the dissatisfaction with the status quo

B = the desirability of the proposed change

D = the relative ease of the proposed change process

X = the cost of the change (resisting forces)

If we can increase the A, B $\mbox{\ensuremath{\&}}\mbox{\ensuremath{D}}$ factors so that they outweigh the X factors, change will happen.

The A, B & D factors are effectively related to values. We are dissatisfied with something when it impacts our values negatively. We have a strong desirability for something when it is valuable/important to us. How easy something is to implement is also a powerful motivator for implementation.

When I work with organisations on managing change, my key area of focus is on messaging. The message put out to introduce and guide the change process needs to resonate with all key stakeholders in that change process. That means resonating with values, and that is all about giving people a strong enough 'why'.

Ignore this important principal at your peril! 'He who has a 'why' to live, can bear with almost any 'how'.

About the author:

Steve Payne is an author, speaker and founder of the Academy of Coaching and Training. He is also a Master Trainer of Neuro Linguistic Programming (NLP) and sits on the External Verification Panel for the Association for NLP.

Steve trained as a professional actor at the Royal Central School of Speech and Drama and helps leaders 'speak like leaders' to communicate their vision and bring their people with them. He also trains and accredits professional coaches.

If you would like to contact him, you can visit: www.taoct.uk or via LinkedIn.





"LOOKING FOR A WORD TO GUIDE YOU AT THE START OF 2023? EXPANSIVE IS ONE OF MY FAVOURITE WITH ITS ENERGY OF COURAGE AND CREATION."

ANN COLLINS

Arguably the best player in the world, Lionel Messi showed his genius in the recent World Cup. We saw him lead his team to the final and reached the goal he had set for himself as a youngster: to play for Argentina and win the World Cup!

As the news around him focused on his playing skills, I was drawn to a rare insight into his leadership via a YouTube video showing his pep talk to his team before the South America Cup game.

Here is an extract which was originally in Spanish so I can't verify the exact video translation, for accuracy!

"Today, I want to thank you all, boys! I told you on my birthday that this group is spectacular. A beautiful group and I enjoy it a lot.

45 days where there were no complaints about the travels, the food, the hotel, the pitches, nothing boys. 45 days without seeing our families, 45 days!

El Dibu became a father! El Dibu became a father and hasn't seen his daughter yet! He hasn't held her yet! The same with El Chino, he could only see her for a little while!

And all this for what, boys? For this, for this moment!
Because we had a goal, we had a goal and we are a little step from it. A little step! And you know what is best of all?
That it depends on us! It depends on us to win this cup! So because of that, we are going to go out, we are going to lift this cup and we are going to take it to Argentina to enjoy it with our families, our friends, the people who always supported Argentina.

One last thing.... Coincidences do not exist, boys. You know what, this tournament had to be played in Argentina and God brought it here.... so let's go out confident and calm that we are taking this one home."

Lesson 1: Talk to shared and personal values

Messi's final pep talk isn't about about strategy or technique: it is directly to his team about personal and shared values. One value that particularly unites many is family, however it is the way he does this that I find particularly interesting. He personalises it: referring to players by name who have recently become parents and made sacrifices - he acknowledges that their values have been compromised.

This acknowledgement of the players' personal sacrifice shows a high level of empathy and personal reflection on the part of Messi. He understands and allows the players to feel the conflict of values: the mix of emotions is acknowledged, not suppressed. This strategy is key to managing stress: acknowledging the messiness that is part of life! (Pun not intended!).

Lesson 2: Ensure people know they are important and visible

Messi doesn't talk about his teams' brilliance on the pitch. He thanks them for their personal qualities of resilience, patience and team work by drawing on very concrete examples off the pitch away from the zone of "high performance": no-one complained about the food and hotel!

This is important for two main reasons: firstly, these qualities will directly enhance their imminent performance. Secondly, it speaks to them as people, not players: they are visible, their behaviour is appreciated, their actions are important - each person, each detail counts and he sees each one of them and they feel seen. Making people truly visible is the key.

Lesson 3: Embrace positive feelings for one's team

Messi brings a personal energy that is inspiring: one of affection, confidence and solidarity. However, it is the affection that strikes me when listening to him. He is open about his enjoyment of working with the team, his affection and appreciation and his "beautiful group".

The combination of values, gratitude, empathy and genuine affection is powerful. Why? The neuroscience behind leadership is clear that for us to perform well, we need to understand and feel motivated by something bigger than us (values). We need to feel connected to others (feeling visible and a sense of solidarity) and in order for us to take risks, we need to feel supported (affection).

What a different place many organisations would be if they were to follow Messi's lead!

Which of these lessons could be interesting for you to explore further in your leadership?

To watch the full video: CLICK HERE



WEBINAR: TUES 10TH JAN 2023

TIME: 8PM LONDON; 21H CET; 3PM EST; 12 NOON PT

Do you want to have an energetic, productive and yet calm start to the year?

Are you ready to do things differently with greater balance in your life?

Are you in need of a reset so you can thrive without sacrifice?

This year, I'm going to share with you some techniques for achieving what can feel impossible: finding more time in the day and experiencing less stress. In this webinar, we're diving into the neuroscience of productivity and stress!

With that in mind, I'm going to share with you one way of how to reset and plan for 2023. All you need to do is come prepared with your workbook, a pen and an hour to focus.

If you feel you have little time, need to make maximum impact AND want to have a more balanced life in 2023, this is for you!

Decide to invest one

You will:

- Clarify your vision for the first quarter of 2023 inside and outside of work
- Design a first quarter to 2023 that will have you motivated and energised
- Learn how to accelerate your progress using "The 12 Week Year" approach (Brian Moran) which enables you to achieve high level goals quickly, with greater ease and motivation

You will also receive by email a workbook with tried and tested templates ready for you to plan out your first quarter of 2023. There will be a free copy of the "12 Week Year" for one of the lucky participants!

To join, just click on the link to register: HERE Or email: ann@anncollinscoaching.com



DAN SIEGEL, MINDSIGHT: THE NEW SCIENCE OF PERSONAL TRANSFORMATION (2010)

Defining wellbeing can be fraught with contention - for one person it could mean making time for themselves, for another it might mean being "in flow", or it might be sharing convivial moments with colleagues. The individual definitions and perceptions of wellbeing reflect our individual perceptions of our world.

Dan Siegel, a professor of psychiatry and a psychotherapist, conceptualised wellbeing as a triangle of the mind, brain and attuned relationships. He sees wellbeing as a complex system

This system has positive qualities when it is functioning well: it is flexible, adaptive, coherent, energised and stable (FACES). When we are feeling good, we are able to function harmoniously and flexibly but when we are not feeling good we can become rigid or chaotic, often bouncing between the two. It is a stressfull trap to be in and affects our ability to make decisions, be empathetic, relate well to others and manage our emotions.

"When we are well and at ease, we move along this winding path of harmony, the integrated flow of a flexible system. We sense the familiar but are not trapped by it. We live at the threshold of the unknown and have the courage to move into new and unchartered waters." (p71)

As an Executive Coach, I find this excerpt particularly interesting because it begins to link growth mindset (at the threshold of new waters) to the notion of wellbeing.

It would transpire that being in this space of personal growth is also a way to nourish our wellbeing and happiness. This growth or neuroplasticity is actually our brain's natural state or 'default setting'.

Being in a state of curiosity, courage and embracing failure as an opportunity to learn, is not only the pathway to greater learning but also to feeling better!

There are many other aspects of wellbeing which are also explored in this quite incredible book!

If you are interested in learning more about how you can harness the power of your brain to uncover the limitless possibilities open to each one of us, I think this book is both full of science and hope!

LEADERSHIP COACHING AND BOOK CLUB GROUP PROGRAMME

Ann has developed a unique group coaching programme, in conjunction with her current 1:1 clients, who wanted ongoing support and personal development following their intensive individual coaching programme over an extended period of time.

This special programme, only open to previous 1:1 coaching clients, provides a mix of personal coaching and leadership development through a monthly book club format and guided reflection and discussion with an accompanying workbook for each theme that we work on together in the session.

We work on your longterm plans and issues that come up in your leadership role as well as looking at work/life balance, which is an important ongoing theme for many senior leaders. The group provides a supportive and safe space for likeminded leaders who are moving forward with the goals they have set. This is a group with infectious energy, empathy, experience in their fields and good humour.

TWO LIVE relaxed but focussed online coaching sessions EVERY MONTH:

Tuesday 8pm GMT; 20h CET; 14h EST; 11am PT

NEXT 12 MONTH PROGRAMME STARTS 1st February 2023 No. of places: 10







LEADERSHIP COACHING AND BOOK CLUB GROUP PROGRAMME

WHAT YOU CAN EXPECT



12 BOOKS DELIVERED TO YOUR DOOR

MONTHLY WORKBOOKS

GROUP SUPPORT and COMMUNITY

MAINTAIN AND DEVELOP YOUR LEADERSHIP SKILLS THROUGH DISCUSSION, REFLECTION AND COACHING

IMPLEMENT YOUR LONG TERM PLANS WITH BUILT-IN ACCOUNTABILITY

STAY ON TRACK WITH YOUR PERSONAL DEVELOPMENT

MEET LIKEMINDED LEADERS WHO ARE IMPLEMENTING THEIR GOALS

NEXT 12 MONTH PROGRAMME STARTS

1st February 2023

No. of places: 10





OUR COACHING PROGRAMMES

Executive Coaching for successful senior leaders

Ann helps successful senior leaders to clarify their career journey, set expansive goals and develop a mindset that enables them to achieve goals they previously believed to be "impossible".

She provides packages of unlimited individual coaching over a 3 or 6 month period, providing personalised support throughout.

If you're wanting to get clarity over a future career move, wanting to hit the ground running in a new role or simply want to enjoy your role more, do get in touch.

WHAT YOU CAN EXPECT

CLARIFY your VISION and GOALS, inside and outside of work

Address and overcome WORK/LIFE balance issues that are causing you stress

Uncover your true STRENGTHS, CAPACITIES and POTENTIAL.

REALIGN your career with your **VALUES**, **PURPOSE** and **MISSION**.

Create LONG TERM PLANS for your personal and professional life that EXCITE you

UP-LEVEL your LEADERSHIP SKILLS in a new or for an upcoming role

CHANGE the way you think about yourself and place in the world FOREVER













OUR COACHING PROGRAMMES

Leadership Development for Organisations

Ann is passionate and skilled in helping to bring out the best in leaders, of all ages, to empower them to embrace their roles with courage, authenticity and energy so they can achieve their professional goals.

She provides bespoke coaching and specialises in supporting global businesses experiencing rapid growth and transformation.

She is currently developing a longterm bespoke leadership develop programme with a client, which will take leaders from "aspiring" to experienced, impactful and transformational.

She has recently worked with Zenith Watches and provided workshops for the GE Global Talent Acquisition Team.

Themes include: Conflict Management, Building Effective Teams, Future Team Development, Leader As Coach, Harnessing the potential of the c-suite, Developing a High Performance Mindset.

WHAT YOU CAN EXPECT

LEADERSHIP DEVELOPMENT aligned with your VALUES, PURPOSE and MISSION

Develop your staff's STRENGTHS, CAPACITIES

RESILIENCE AND POTENTIAL

SUPPORT and RETAIN your best LEADERS in their development at all levels of the organisation,







OUR COACHING PROGRAMMES

Team Coaching for Organisations

Helping teams to perform better, unleash the potential in one another and achieve goals whilst enjoying their work is at the heart of Ann's approach to team development. Teams report that relationships are better with improved conflict management and more productive meetings.

She provides bespoke coaching that is designed with HR and/or individual leaders or the teams themselves. Coaching often includes self-assessment, 360 degree assessments, interactive sessions, reflection and personal/group targets.

She specialises in helping teams to transform. She has over 25 years' experience of helping groups to learn whilst being mindful of individual needs. She is currently working with Zenith Watches, part of the Louis Vuitton Group and provided workshops for the GE Global Talent Acquisition Team.

Themes include: Creating a highly performing team; Conflict Management, Developing a Team Growth Mindset.

WHAT YOU CAN EXPECT

REALIGNMENT with your **VALUES, PURPOSE** and **MISSION**

Teams have greater CLARITY around their GOALS and what a high performing version will look like.

Team members understand their own WORKING STYLES better and are able to communicate their communication preferences clearly and respond to others'.



EMPOWERING LEADERS TO THRIVE

A COACHING ROUND UP





"This program did not disappoint"

This Leadership Coaching and Book Club 12 month programme is really effective in holding you accountable around the career goals you set with Ann. It not only keeps you on track with those long term goals but Ann also helps you work through challenges that may arise along the way.

She has a very unique way of getting you to "your" answers. The books she assigns you to read throughout the program really supplement your personal tool kit with new ways to think through challenges at work and in life.

I've always wanted to be part of a business associated book club and this program did not disappoint.

I really appreciate the blend of coaching and books and look forward to continuing to gain more leadership skills from the program.



A COACHING ROUND UP

EMPOWERING LEADERS TO THRIVE

"The impact is significant"



A fellow colleague introduced me to Ann.

The role Ann played was not a of mentor, but someone who has helped me facilitate my own thought process and self-reflection. Steering in the direction without letting other factors impact what one wants to achieve with clarity and focus. Her method is unique as she is not challenging. In fact, you end up challenging yourself and at the same time appreciating your self-worth and your abilities, as I used to self-criticise at not a healthy level. A true testament of her ability to assist one.

The changes are small, but the impact is significant, mentally and how you deal with challenges that come your way. She has helped me to reframe my thinking, perspective, and mindset especially in a highly pressured environment, where no one day is the same.

She has helped me to establish and communicate my boundaries with clarity, assertiveness, and confidence. The result being able to establish a healthy life/work balance which works for me.

The most important thing - she also helped me to believe in myself and that it is ok to applaud oneself.

I highly recommend Ann to anyone in a leadership role.



TOP RECOMMENDED EPISODES



WHY VALUES BASED LEADERSHIP MATTERS WITH STEVE PAYNE

Steve talks about how knowing and embedding values at an organisational level as well as a personal level has the potential to transform the workplace: how we function and the experience for every person in the organisation.

AN "ACCIDENTAL" AND VERY NATURAL LEADER BRINGING PEOPLE TOGETHER WITH INSPIRATION AND KINDNESS WITH EMMA GARRETT

In this episode she tells me about her huge range of leadership experience across many different sectors: commercial, non-profit and charitable. She explains how inspiring others and connecting with people have been key for her in her leadership journey. However, above all, she talks about another vital ingredient: kindness.



A PSYCHOTHERAPIST'S PERSPECTIVE: HOW TO IMPROVE CONNECTIVITY AND COMMUNICATION AS A LEADER WITH RICHARD HOGAN

Richard brings a unique approach to mental health with his connections to education, research, business and the media. He joins the dots very elegantly between the academic and the "real" world and this made for a very interesting conversation!

CORE VALUES, CREATIVITY AND A FEARLESS APPROACH: A WINNING COMBINATION WITH MARIE BENTON

In this inspiring episode, Marie Benton talks to me about her incredible journey and work with The Choir With No Name, a national charity that she founded and continues to run in the UK.the most vulnerable people in our society: those who are homeless or marginalised. .



Download and subscribe here





LEADERS WHO LOVE WHAT THEY DO



ENGLISH FOR NepALL Project



We continue to make a donations to this unique project when we welcome new client at Ann Collins Coaching.

We are so privileged to be able to provide this support and be part of Susan's mission.

WHAT'S COMING UP?

Your New Year Reset: Plan for More Time, Less Stress

Our third New Year webinar and each year the session is different!

If you who have little time, need to make maximum impact AND want to have a more balanced life in 2023, this is for you!

Sign up here





Ann Collins Coaching blog

Did you know there is a blog?

Catch up with our blog posts here!



EMPOWERING LEADERS TO THRIVE