



*Sigfried W. Andersen*

# Next Generation LEADERSHIP NEWS

## In this issue

Hard Talks Made Easy.....	2
Learning To Swim Takes More Than Just Reading About It.....	4
People Run Companies.....	5
Announcements.....	6

## Learning To Swim Takes More Than Reading About It...

And, to become a great swimmer  
takes more than dipping a toe in  
water.

So, just because you have an MBA  
still does not make you a great leader. Deliberate training does. Come  
Join Us!

Siegfried W Andersen

## Our Training Program

### **MBL 1 - The Will to Lead - USD 5,500**

Amsterdam - 15th - 19th September 2014  
New York - 20th - 24th October 2014  
Copenhagen - 3rd - 7th November, 2014/ English speaking  
Singapore - 19th - 23rd January 2015  
Dubai - 22nd - 26th February 2015  
Copenhagen - 20th - 24th April 2015/ Danish Speaking  
Barcelona - 4th - 8th May 2015  
Shanghai - 8th - 12th June 2015

### **MBL 2 - Leadership Communication - USD 7,500**

Hong Kong - 13th - 17th April 2015

### **MBL 3 - Lead the Business - USD 12,500**

Aarhus/ Copenhagen - 10th - 14th November 2014

KF Andersen Leadership Academy SÁRL  
Riedsortstrasse 39 • CH-6353 Weggis • Switzerland  
Phone: +41 22 548 0744  
Email: [ngl@kfandersen.com](mailto:ngl@kfandersen.com) •  
Website: [www.kfandersen.com](http://www.kfandersen.com)



# Hard Talks Made Easy

By Heidi Juul – Associate Partner at KF Andersen Leadership Academy



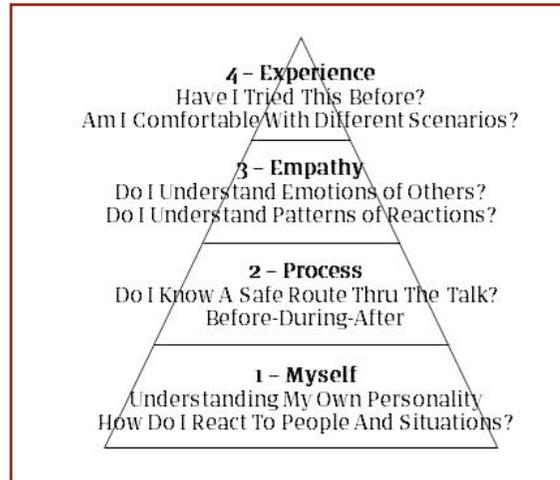
In all of business few situations seems to trouble managers more than 'hard talks' with people.

'Hard talks' might be needed to adjust performance, to get someone back in line, to address a project – or ultimately to make somebody redundant. Nobody likes these situations, and less so when it involves good, long-term colleagues and friends. The initiative hereto are often postponed – "tomorrow is a better time", pushed into the future – "let's just give it another few weeks to see..." and so on.

Let's first ask ourselves a simple question – who invented the ideas that 'hard talks' are supposed to be hard at all? Isn't it just a mental programming stemming from hear-say, and our own in-experience?

It is my professional experience that 'hard talks' can be made easy, not easy as overconfidently easy, but more comfortable to address. Let me try to explain via the illustration.

The 4 levels indicate awareness and skills within 4 areas which will help you come thru 'hard talks' more comfortably. Discussed from the bottom and



upwards, these 4 areas will require a bit of training to become useful for you.

1) Myself – Shakespeare wrote 'know thyself' – and while maybe a slightly overused term, it is, however, potentially the most important factor in making 'hard talks' easy.

Do you understand your own values, patterns of reactions and ways of performing you have a strong foundation to start from. You will feel more confident knowing that you whichever way the dialogue should go you have a fall back called 'I can handle myself'.

'Hard talks' are hard because they tend to mean one of the partners of the dialogue have to admit wrongdoing or incorrect behaviours which is often

though and a personal defeat. A natural pattern of reaction is defence and counter-offensive statements which may again become offending. Here one must hold 'the emotional fort' and not become caught up in retaliating 'mud-throwing'.

Knowing oneself will allow you to keep the dialogue on track and evolve with a positive horizon.

2) Process – Making 'hard talks' easy rely also on a well-defined and tried process which will both guide and enable you to call on 'due process' to get to the finishing line.

It is about structure, what to do when – facts, what do I know and what are assumptions, what are my arguments for-and-against, etc – clarity, what is the direction I am heading and what do I want to achieve.

Make the process your companion throughout the dialogue and you'll have peace in mind knowing what have to happened before – during and after.

We've all tried to leave such meetings to realize 'I forgot to...' and it might stress one going into the next meeting with a voice calling for "don't forget, don't forget", that helps nobody.

The process is your partner and should calm you down.

3) The 3rd requirement is 'understanding others'. A popular term is empathy – understanding emotions – happiness or anger, but in this context it also covers having insight into patterns of reactions and defence mechanism in others – having a clue about 'what might come next'?



# KF Andersen Leadership Academy

NEXT GENERATION LEADERSHIP

Some people don't possess this ability and to others can come across as 'cold hearted' or lacking diplomacy with an insensitive attitude to what can be said and done.

Otherwise most of us possess some degree of sensibility to other and my call is to mobilize all your experiences - it will be needed. The range of outcomes of 'hard talks' can vary greatly as humans deal with emotions in very different ways, and especially when it comes to supposed 'bad news'. Some will shrug the shoulders when others let out steam like an insensitive land mine.

This should also indicate that sometime we will be caught flat footed with no reference to call on, and yet we should still be able to hold ourselves and dare to progress the conversation.

The point I want to make is - regardless of the amount of past experience and preparation unexpected situations will occur, and still we need to push on with 'hard talks'. We need to call on all our human understandings to lead 'hard talks' to a safe haven in a diligent and professional manner.

4) Experience - Could I give you 10 years of dialogue experience I would. Being a professional within the field I can only say that experience and 'the scars of battle' enables you to absorb, react and produce positive counters when called for.

Convictions-attitudes-behaviours are closely tied together, and as a leader you should ask yourself which are my 'automated thoughts' (convictions) being generated prior to a 'hard talk'. Should you feel insecure or anxiously charged it will naturally reflect on your presence and performance - unless you are able to dis-tangle yourself and enter into an emotional space of being calm and collected.

Furthermore, and this may apply more for the inexperienced leaders just imagine how one may

feel when sensing a conversation is going off track. 'Help - what do I do now?!' will be spelled all over their faces. Here we need to deal with 'breaking down one's own mental barriers', which means staying positive and focused on getting matters back on track.

I know it is a lot to ask for, and it just underlines the complexity of conducting 'hard talks'. It is indeed a difficult leadership discipline which we need to train and improve.

In my early days I asked for advice with a friend of mine before going into a particular 'hard talk'. My friend said "it does not get any better if you wait another 15 minutes", and the same I will relay to you.

You have to dare, take the first step, allow yourself to both succeed and fail, and then with all your best qualification come out the other end with both your own and your dialogue partners head held high and ready to look forward in a constructive manner.

In round up - along the way I have met people who enjoys 'hard talks' because it supposedly allow them to take big and hard swings with 'the mental baseball bat' at people to adjust them.

Can I just say - 'hard talks' is about promoting a feeling in your dialogue partner of the person being 10FT tall, strong, wise, full of confidence and with the ability to take a chance - the chance which means to develop and to become better!

## Happy Summer to Everyone



KF Andersen Leadership Academy

# 1

## EGO = human understanding

A borrowed quote we admit...

[www.kfandersen.com](http://www.kfandersen.com)

## Have You Considered Our Business Mentoring with Heidi Juul?

Read more at:  
<http://bit.ly/1cXMIZt>





# Learning To Swim Takes More Than Just Reading About It... And Becoming A Great Swimmer Takes More Than Just Dipping a Toe in The Water.

*By Dennis Falk Jakobsen – Senior Partner at KF Andersen Leadership Academy*



In management and leadership, the phrase 'learning to swim' means that just because you have an MBA or other university degree, you are not yet a great leader.

Only deliberate practice makes you one!

For years, it was believed that only the Kalenjin people of Kenya could become great runners. They

are gifted with physical propositions, diets, altitude training, social pressure to perform and the development of mental toughness over many years. The Kenyans have repeatedly backed up their reputation with results.

Similarly, we have assumed that university degrees – especially those with double turbo of an MBA – would automatically become exceptional business people and great leaders. Undoubtedly, strong theoretical skills and insights will provide a head start in understanding the business world, but they cannot be the ticket to stardom.

Knowledge, cognitive skills – are management disciplines – and are what they are - know-how which must be applied at the right time and place.

Similarly, simply studying swimming won't make you a great swimmer – you need to jump in the water and start practicing. You need to practice your leadership skills everywhere and start applying all the disciplines of working with other people. You need to un-

derstand human values, standards of behavior, and motivation. Along the way, you need to train yourself to become a magnificent human being worthy of people's trust and time.

Sounds grand, eh?

But, let's face it. How good are you at having difficult conversations with your people? You know, the type of conversations where emotions are on the line, tears could be involved, or the outcome of your colleagues' jobs (or yours) could be determined in those delicate moments. Handling these conversations is a leadership discipline. How good are you?

Leadership takes deliberate practice – not just dipping your toes in the water.

K. Anders Ericsson was the first to identify "the 10,000 hours rule" – or the 10 years of practice it takes to become great. How many hours or years of deliberate leadership practice have you undertaken in order to become a significant and influential leader in your company and industry?

We have all spent many hours in operations, sales, finance, customer service, technical, IT, HR operations, and administration, but spending face time with individuals who are trying to aspire to higher standards and making them believe that they are better and more than the sum of their beliefs – that is the current task for leadership.

"Next Generation Leadership" is our term for elite leaders producing great achievements. Such leaders understand that by training others, they invariably are training themselves and as such have the opportunity to lift everyone's standards, sights and vision

to a higher place.

Few companies have instituted this modus of leadership operandi, yet they have understood one fundamental thing: that strategy and KPI's won't drive a company to success – only people and their behavior will.

In conclusion, knowing how to swim doesn't make you a swimmer, nor does dipping a toe in the water. Training will make you float and swim, and deliberate and intense training might just make you great.

Come join us – we make elite leaders!



The outstanding team of  
**"The Will to Lead"**  
in Shanghai  
June 16. - 20., 2014





## People Run Companies...

– Companies Don't Run People!

*By Siegfried W. Andersen, CEO and founder of KF Andersen Leadership Academy*



On the 2nd to 6th June, 2014, we conducted our MBL 3 **"Lead the Business"** seminar in Barcelona, with participation from distinguished companies and executives from around the world.

**"Lead the Business"** aims to synchronize the top leadership team – as a team and as a group – leading people to fulfill

a strategy by maximizing the business model in place.

My target for the week was to ensure clarity of the three main processes in any company—the strategic process, the operational process and the talent process—and in particular to focus on how leadership, dominant or absent, draws groups and companies in certain directions.

Yes, you read me correctly – a strategy is not a strategy, but rather a well-intended direction-setting document which individuals' wishes and actions can override depending on one's position in the organization.

Therefore, **"Lead the Business"** seeks to clarify values, standards, strategies, processes and direction to ultimately meeting the customers' needs and future desires.

Leadership groups need to understand that no company runs itself, so the talk of "turning the oil tanker" is simply outdated and is a cover for leaders not doing the right thing.

The right thing is to understand that you have an immediate impact on the direction of the company by your behaviors, your decisions, your values and the path you walk when leading people – and hence the company.

This illustration underlines my point:



The week in Barcelona was no walk in park for its participants. The week involved long days and long evenings in class and break-out sessions, the latter being the most tension-laded as executives found themselves

"thinking they knew each other and the company," only to realize much more can and must be done to become aligned.

The pay-off was simple and immediate—tools, ideas and practical work are instantly implementable in companies, as the ideas come from the executives themselves and are not based on another "flavor-of-the-year" management book from B-schools.

"Lead the Business" is designed to offer you a new level of knowledge and understanding and to enable a higher standard of competencies in leading your company. You will enter into a framework that guides you through discussions with your team and that forces you to give a reality check to the cornerstones of your people and your business model.

I call this process "confronting reality," and the KPI for us is that the more work you come home with, the greater the realization you have achieved about the gap between your understanding of what customers want and what you actually deliver.

All I can hope is for you to join, and that you are not the bottleneck of your executive team, but the enabler of a successful future, because it is people who run a company – not the opposite.

Come Join Us!





# KF Andersen Leadership Academy

NEXT GENERATION LEADERSHIP

"My main take away from 'Lead the Business' is the ability to immediately implement the training at home.

All sessions and work have been around ideas, practises and tools which can be used upon arrival back in the business. As an executive leadership team we have become completely aligned on standards and the way forward which have further improved our collaboration.

Lastly, we had the eye-opening experience of being able to produce a budget without naming one figure - that was quite remarkable - and highlighted several key points! 'Lead the Business' has been a unique leadership training which individuals and DANX will benefit greatly from."

Bob Thorhauge,  
Nordic Director and Part-Owner



The outstanding team of  
**"The Will to Lead"**  
in Aarhus  
April 28. - May 2., 2014



The outstanding team of  
**"The Will to Lead"**  
in Barcelona  
May 5. - 9., 2014

KF Andersen Leadership Academy



**High Ethics! Strong Morale!**

<b>Think</b> Only what you can...	<b>Say</b> Only what you can...	<b>Do</b> Only what you can do
--------------------------------------	------------------------------------	-----------------------------------

www.kfandersen.com

Next up is

**The Will to Lead**

in Amsterdam  
15. - 19. September, 2014

Come join us! Sign up at:  
<http://bit.ly/1lzV0nc>



**KF Andersen**  
Leadership Academy  
NEXT GENERATION LEADERSHIP

**Disclaimer:** KF Andersen Leadership Academy (KFA) has taken every care in compiling information and material for this newsletter. KFA will not be held responsible for any loss, damage or inconvenience caused as a result of any inaccuracy or error contained in the newsletter. **Copyright:** All material on these pages, including without limitation text, logos, icons, photographs and all other artwork, is copyright material of KF Andersen Leadership Academy (KFA), unless otherwise stated.