

## Don't forget the HOW



Last week I was working with Susan (not her real name).

Susan was promoted into a big role in a new organisation four months ago. When she joined, she gave a great speech to her whole team about her vision for the future and involved them in its creation.

It sounded emotionally compelling. Her team told her they loved it!

But, four months on, absolutely nothing has changed.

And Susan is beating herself up about it.

Questioning her competence in a more senior role.

Feeling pretty down – and pretty frustrated with her team for ‘not stepping up’

Is Susan a poor leader?

Not at all.

She'd told them WHAT but nobody knew HOW.

Intellectually, everyone ‘got it’.

But nobody had a clue HOW to step up.

So she needs to help them translate vision into reality.

Susan's going back to the drawing board with her team. She's going to re-visit the vision with them. She's going to open a dialogue with the team about HOW they will make a start and HOW, as their leader, she can ‘Be the change she wants to see’ and HOW they can step up and HOW she can help them collectively and individually....

Change starts with Susan – and she knows that HOW is as important as WHAT.