



She's got game

To survive in business today, high-performing leadership teams are a must. Barbara Walsh, master executive and systemic leadership team coach, explains why you need her help



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Serving the three main Harare business hubs (Borrowdale, the city centre and Newlands), Ballantynes rates as one of the most convenient guest lodges in the capital. Convivial too – suites are all individually designed and decorated, there's a large pool and lunch and dinner can be arranged in-house. US\$210 b&b, pp, pn; [facebook.com/Ballantyneslodgeharare](https://www.facebook.com/Ballantyneslodgeharare)



Executive and systemic leadership team coach – explain. In a nutshell, I combine the ability to understand and engage with the complex issues that organisations are faced with today with the latest thinking and methodologies in my work with executives, leadership teams and boards. Regarding the systemic problems they face every day, we co-create ways to improve their collective performance and how they work together. Also, how they develop their collective leadership to more effectively engage with all of their key stakeholder groups to jointly transform the wider business.

Elon Musk, Lee Iacocca, even Jobs and Gates were all about the star power. How important is a strong leader? Star power assumes that one heroic leader is responsible for the success of the business. The reality is that the world is too complex for one person to manage this on their own successfully. All members of the top team should speak with one voice.

What is the importance of a good strategy? A well-crafted strategy that is easily understood is not on its own, enough. It's important that enough flexibility is built in to be able to respond to changing dynamics.

What are the most common mistakes companies make when it comes to confronting change? Change is treated as a project and in the planning stages, the people elements are often disregarded. Communication is provided on a need to know basis, and as a result when change is thrust upon them, people are not adequately prepared and change-ready. Another mistake is in neglecting the valuable learning to be gained throughout the process of change, preventing emerging trends and feedback loops from informing the next steps.

Who's really getting in right on the global stage?

UK retailer the John Lewis Partnership is entirely worker-owned and employs about 90,000 people, each of whom has a say in the running of the business and a share in profit, knowledge and power. This democratic ethos is one of the key factors in cultivating its distinctive service experience. John Lewis is one of a growing number of what Frederic Laloux describes in his book *Reinventing Organisations* as a 'Teal' company. Sun Hydraulics is another one.

Is disruption always a good idea? The Law of Organisational Survival is our adaptation of Darwin's laws of natural selection and 'survival of the fittest'. Basically, if the systemic learning within the organisation is not equal to or greater than the speed of environmental change, they will soon be history. Peter Diamandis of Singularity University points out that you are either disrupting yourself, or someone else is. Sitting still equals death.

Barbara Walsh is a leadership and people development coach at Metaco, Comair's recently acquired leadership and organisational development consultancy. metaco.co.za



Driven

By Kevin Eason

HODDER & STOUGHTON

Formula One today is all about the money, but it wasn't always so – it used to be an almost primitive gung-ho exercise in guts-and-glory – thrilling, basic, intoxicating. Eason's book is the story of how a pastime became a business, one of the largest on the planet, the dream of a small clique of extraordinarily diverse men from vastly different backgrounds. It's all here – their quirks and extravagances, the business cunning, the evolution of space-age technology, all grown in spades and spades of unrivalled egotism. Bernie Ecclestone is of course front and centre, the diminutive billionaire emperor who understood celebrity and transformed drivers from amateur gladiators into multimillionaires, the superstars of modern sport. R320; jonathanball.com

