

# LEADERSHIP BEYOND THE THEORY

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*"I don't think there is anything else like Leadership Beyond the Theory on the market. You look out there and there's not a lot of simple, practical, online leadership education of this quality to be found. I think you've found a real niche."*

25

NUMBER OF YEARS  
AS A LEADER

9/10

LIKELIHOOD TO  
RECOMMEND TO OTHERS

40

LARGEST TEAM  
DENNIS HAS LED

### WHAT CHALLENGES WERE YOU TRYING TO SOLVE WHEN YOU ENROLLED YOURSELF AND A NUMBER OF YOUR TEAM MEMBERS IN THE PROGRAM?

I was looking to sharpen my own leadership toolkit, but was also contemplating ways in which we could, in very simple, practical ways, manage team dynamics, lack of performance, and slow decision making in our really ambiguous environment.

So it was both to develop my own skills, but also very much to develop as a team.

### WHAT DID YOU FIND MOST VALUABLE ABOUT THE PROGRAM?

Its practicability. The fact that it's practical, you can implement the learnings because Marty literally says "Here's how you do it, and here are the tools to do it with", as opposed to just, "Here's what it is, good luck implementing it."

## WHAT RESULTS HAVE YOU SEEN SINCE BEGINNING THE PROGRAM?

So what I've seen is that my own behaviours have changed, and more importantly, the language I use has changed. I don't ask my people anymore, "Where have you been today, what were you doing?", instead I ask "Where did you add value either to us as an organisation, or to an individual school? Talk to me about what that value was."

So people are starting to articulate the value that they're creating - and it's not just about profit. The value we're looking for is more qualitative than quantitative, so if it doesn't improve efficiency, create effectiveness, make someone's life easier or make someone's performance better, then it probably hasn't added value, and a change of focus and activity needs to happen.

## WHAT WAS YOUR BIGGEST 'PIE IN THE FACE' MOMENT DURING THE PROGRAM?

Just accepting that even when we don't have all the information to make a decision (which would be ideal, but isn't realistic) we need to make the best decision we can with the information we've got at the time, and be prepared to go back and start again if it's not the right one.

For a long period of time we've probably focused on data too much, to the point where if we haven't got all the information, we just hold off that bit longer.

So I think that was probably a pie in the face moment for me, and now I think, "It's okay, just get on with it, make a decision, enact it, be confident and if it's not 100% right, that's okay as well."

## DO YOU THINK THAT THE PROGRAM WAS VALUE FOR MONEY?

Yes, it is. I think for a couple of thousand dollars, it is good value, and I would continue to promote it at that value for others.

One of the participants that we put through the program has said to me, "If only I'd known some of this stuff 2-3 years ago!" So yes, that's a good enough endorsement for me! It's not just what I thought, it's other people in our team.

## WHAT WAS ONE OF THE STAND OUT CONCEPTS FOR YOU?

The 'No Regrets Moves'. We've used that terminology here a couple of times already, "Work out the no regrets moves, don't worry about what we can't control and just go."