#### LEADERSHIP BEYOND THE THEORY

#### **TOM WESTON**

BUSINESS MANAGER - CUSTOMER ENGINEERING SERVICES QLD
AT BOC SOUTH PACIFIC



"The 1:1 interaction with Marty and Em through the Zoom calls and Slack group was amazing. I think this really set the course apart and made it feel like incredible value for money."

NUMBER OF YEARS
AS A LEADER

10/10

LIKELIHOOD TO RECOMMEND TO OTHERS

32

LARGEST TEAM
TOM HAS LED

#### WHAT SPECIFIC CAREER CHALLENGES DID YOU HAVE, THAT LED YOU TO LOOK FOR A SOLUTION LIKE LBT?

I was focused on improving my leadership skills and had been listening to the No Bullsh!t Leadership podcast for about a year. The podcast gave me a lot of 'slap in the face' moments and started to give me a view on what excellent leadership looked like.

When the next cohort came up, it was a no-brainer for me. I went straight to my manager for approval and signed up!

# WHAT MAKES LEADERSHIP BEYOND THE THEORY DIFFERENT FROM OTHER LEADERSHIP EDUCATION PROGRAMS/SEMINARS/WORKSHOPS THAT YOU'VE DONE?

LBT's hands-on approach and personalised interaction with Marty and Em via the Zoom calls and Slack group set the program apart from any other I've attended. Even though there were 300 people in the cohort, it genuinely felt like I was receiving a personalised experience. I found the Accountability Pods also contributed significantly to the overall level of engagement.

#### WHAT IMPACT, IMPROVEMENTS OR RESULTS HAVE YOU ALREADY SEEN (EITHER FOR YOURSELF OR IN YOUR BUSINESS) SINCE STARTING LBT?

When I started the program, one of my teams was struggling with a backlog of work. Each month I would analyse the results and work with the team on how we could improve them.

After LBT, I realised I wasn't doing a very good job of 'working at level' and changed my approach. I taught them how to analyse their own results and had them lead the monthly presentations instead of me. I also stopped making suggestions, focused more on empowerment and made it clear that they were accountable for turning the results around.

That is exactly what they did. They innovated far better without my interference and now proudly present their results each month, along with their improvement plan and progress on their own initiatives.

#### HOW HAS THE PROGRAM IMPACTED YOUR OVERALL CONFIDENCE AND ABILITY TO LEAD EFFECTIVELY?

The biggest impact was on my ability to get results. Confidence wasn't a problem for me but I certainly wasn't getting the most from my people or creating the greatest value for my organisation. By refocussing on value, getting my accountabilities right and working at the right level, I've begun to improve results and significantly increase the value we are creating for the organisation.

## CAN YOU DESCRIBE YOUR SELECTION PROCESS AND WHAT CRITERIA YOU WERE LOOKING FOR TO ENSURE THIS WAS A SOUND INVESTMENT OF YOUR TIME AND MONEY?

Since I'd spent so much time listening to the podcast, I was very confident LBT was what I needed. The structure also sealed the deal for me. The program offered direct interaction with the facilitators, practical connection with other leaders, and flexibility to fit within my schedule. All the best elements of an in-person course with the flexibility of an online one!

### WHAT WAS YOUR 'PIE IN THE FACE MOMENT', THE CONCEPT THAT REALLY STUCK WITH YOU AND MADE YOU GO 'WOW, I NEED TO WORK ON THAT!'?

There were several! I really didn't think micromanaging was a problem for me but the Work at Level module was a wakeup call. Along with that, Deliver Value, Drive Accountability and Handle Conflict were all modules where I had revelations and came away with some really tangible actions to work on.

### WHAT ADVICE WOULD YOU GIVE TO FUTURE LBTERS ON HOW TO BEST FIT THIS PROGRAM IN WITH A BUSY SCHEDULE?

Plan the time and don't fall behind. I generally used evenings but whatever works. Ensure you make time for the Accountability Pods too, interacting with other peers in the cohort was one of the highlights.

#### DO YOU THINK THE PROGRAM WAS VALUE FOR MONEY? WHY/WHY NOT?

Absolutely! LBT provided an interactive, personalised, and flexible experience that other programs could not offer and gave me specific, tangible ways to improve my leadership skills that I could implement immediately. It was worth every penny!