

# LEADERSHIP BEYOND THE THEORY

## SUE BARCLAY

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8

NUMBER OF YEARS  
AS A LEADER

9/10

LIKELIHOOD TO  
RECOMMEND TO OTHERS

16

LARGEST TEAM  
SUE HAS LED

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

People management has always been my biggest challenge. Managing performance takes time and dedication and I was looking for ways to manage this, which the program definitely provided.

My workload was also very challenging and I've now managed to cut out anything that doesn't add value to our team, allowing me a much better work/life balance!

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

I'm much more confident in all aspects of my leadership now, and I've noticed real changes in the way that my team are responding. I've also seen huge improvements in managing upwards and a significant shift in my engagement with our Executive team.

## **CAN YOU PLEASE SHARE ANY CHANGES THAT YOU'VE SEEN IN YOUR TEAM'S PERFORMANCE OR MORALE SINCE STARTING THE PROGRAM?**

My team have reacted really positively to some of the personal changes that I've made to my own leadership style, and they've provided me with some great feedback.

Now that I've made my expectations really clear I've noticed that the team are striving to make big improvements. We've taken some initiative to challenge, coach and confront some of the "leaners" on the team with really positive, results based outcomes.

The reduction in 'busy' work for myself and my team has been incredible. We talk about our work in how it delivers value to the organisation now, and I've seen a shift in the way the team manages their work.

For myself, I'm now only working a 40 hour week, down from around 55! I don't dip down now (as I recognise when I do), and am a firm believer in the *Challenge, Coach, Confront framework*. The team leaders below me are now using the framework with their direct reports as well and their teams are responding well!

## **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?**

I've been a fan of the podcast for some time. I listened to all of the *No Bullshit Leadership* episodes (all 200+ of them at the time I discovered them) in a very short period of time so I was very familiar with many of the approaches that Marty took to leadership. I had some success in implementing some strategies, so I assumed that the program would be even better... and it was!

*Leadership Beyond the Theory* took everything to a whole new level! Marty is an engaging speaker, and even when the topic wasn't specifically relevant to my situation I still got something out of each module.

## **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!'?**

Busy work - getting my team to stop doing the things that they want to do instead of the things that add the most value!

## **WAS THERE ANYTHING THAT SURPRISED YOU ABOUT THE PROGRAM, ANYTHING THAT YOU DIDN'T EXPECT?**

I was surprised by how dedicated I was to it! I was concerned that the 8-week duration and time commitment was going to be too much, but I looked forward to the sessions each week and enjoyed doing the modules.

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

Make the effort, find the time, concentrate on things that add value and then enjoy the benefits of your hard work - better work/life balance and less stress!