

# LEADERSHIP BEYOND THE THEORY

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*"After completing LBT I set about changing my working behaviour, focusing on key business activities and limiting project interactions at the right level for my role. My staff are more empowered and I have significantly more time to work on the business activities that generate value."*

8

NUMBER OF YEARS  
AS A LEADER

10/10

LIKELIHOOD TO  
RECOMMEND TO OTHERS

43

LARGEST TEAM  
ROHAN HAS LED

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

The transition from middle management to senior management can be quite challenging, with a limited number of roles available for aspiring leaders. An aspiring middle manager can be unsuccessful in a senior role, if they are unable to transition to the higher position, shattering an exciting career experience.

I was looking for something that would assist me in preparing for a senior role, by identifying my leadership weaknesses and turning them into strengths. I believed that this would assist me to stand out from other candidates and also ensure that when I arrived, I would be successful.

### WHAT WAS YOUR FAVOURITE THING ABOUT THE PROGRAM?

By far the best aspect of this program is the practicality of it all. This course really inspired me to think about how I was leading, what elements needed improvement, and demanded that improvement occur during the week.

## **WHAT IMPACT, IMPROVEMENTS OR RESULTS HAVE YOU SEEN SINCE STARTING LBT?**

I have implemented the Work at Level concept and have found significantly more time to work on value adding activities. I even talked to IT about removing software from my laptop to ensure I don't dip down and work on other people's jobs! I have actively incorporated the LBT concepts into my leadership style, encouraging people to step up or having tough conversations when they don't, creating an up or out mentality. Excellence over perfection was another big change.

## **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?**

Most of the leadership courses focus on broader concepts at a theoretical level and are largely delivered by academics.

After listening to the No Bullsh!t Leadership podcast, I was confident that Martin's experience as a CEO would give greater clarity on the world behind the closed doors of a corporate board room. His ability to dissect real world problems and identifying the underlying causes in a practical manner appealed to my learning style.

Leadership Beyond the Theory complemented my personal situation, delivering content in a self-managed pace, allowing me to absorb the weekly content in a time and place that suited me and minimised family time incursions. This was a critical element in my decision making, providing a comfortable platform to return to study after 10+ years. I now feel excited to start an MBA program and really confident that I will excel in the leadership theory component!

## **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!'?**

One of the biggest challenges I have faced in my career is learning when to let go and delegate to more appropriate people. I was a micromanager and I hadn't realised it. Module 4 was a real eye opener to how being a workhorse, instead of a trusted advisor, limits your ability to climbing the corporate ladder.

As client demands increased and our ability to deliver on these demands were tested, I would often find myself rolling up my sleeves at night and working on project deliverables. I honestly believed that if I was able to assist in the preparation of the project outputs, it would help free up my team to work on more projects and our team would be more profitable.

By 'helping' my team with the project demands, it had a negative impact on core business activities that were delayed as a result. I have now stepped right back and empowered staff to own the deliverables and have accountability.