



THE REAL DEAL: IS YOUR LEADERSHIP TEAM TRULY CAPABLE?

Nick Mayhew, Managing Director, Alembic Strategy

Webinar

Monday, 09 August 2021, 10:00 BST



Alembic
Strategy
Where change happens

A Word From Today's Chairman



Ian J Aitchison

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Today's Agenda



- 10:00 – 10:05 Chairman's Introduction
- 10:05 – 10:25 Keynote Presentation – Nick Mayhew
- 10:25 – 10:45 Question & Answer

Today's Speaker



Nick Mayhew

Managing Director

Alembic Strategy

The Real Deal: Are your leadership team truly capable?



Welcome

The Real Deal: is your leadership team truly capable?

Agenda for today:

- Introducing Me and Alembic
- The Real Deal?
- Poll: Are you the real deal?
- Dimensions of leadership
- What makes a good CEO?
- Mapping motivation
- Competent conflict
- Poll: can you change?
- Questions

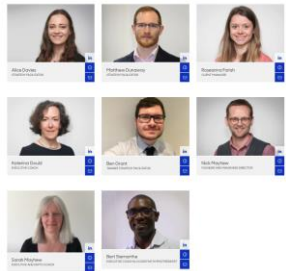
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Nick Mayhew



Nick is the founder and MD of Alembic Strategy, as well as an FCA. Nick leads the strategy, change, coaching and M&A work. He is the son of a psychotherapist, and was brought up as a Buddhist, playing rugby and doing Tai Chi. Prior to Alembic, he was an Equity Partner and Director of Price Bailey, a large professional firm.



Alembic is a boutique advisory, specialising in embodied change for leadership teams.

We work with family businesses, private equity investees, and founder led businesses, change and grow.



Poll: Are You The Real Deal?



Are they the Real Deal?



Good leaders resolve the biggest tensions and polarities

Now	Future
Urgency	Importance
Profit	Growth
Cost	Values
Privacy	Transparency
Unyielding	Open
Operations	Strategic Change
Threats	Opportunities
Ego	Teamwork

Great leaders engage people in a purposeful story that makes sense.

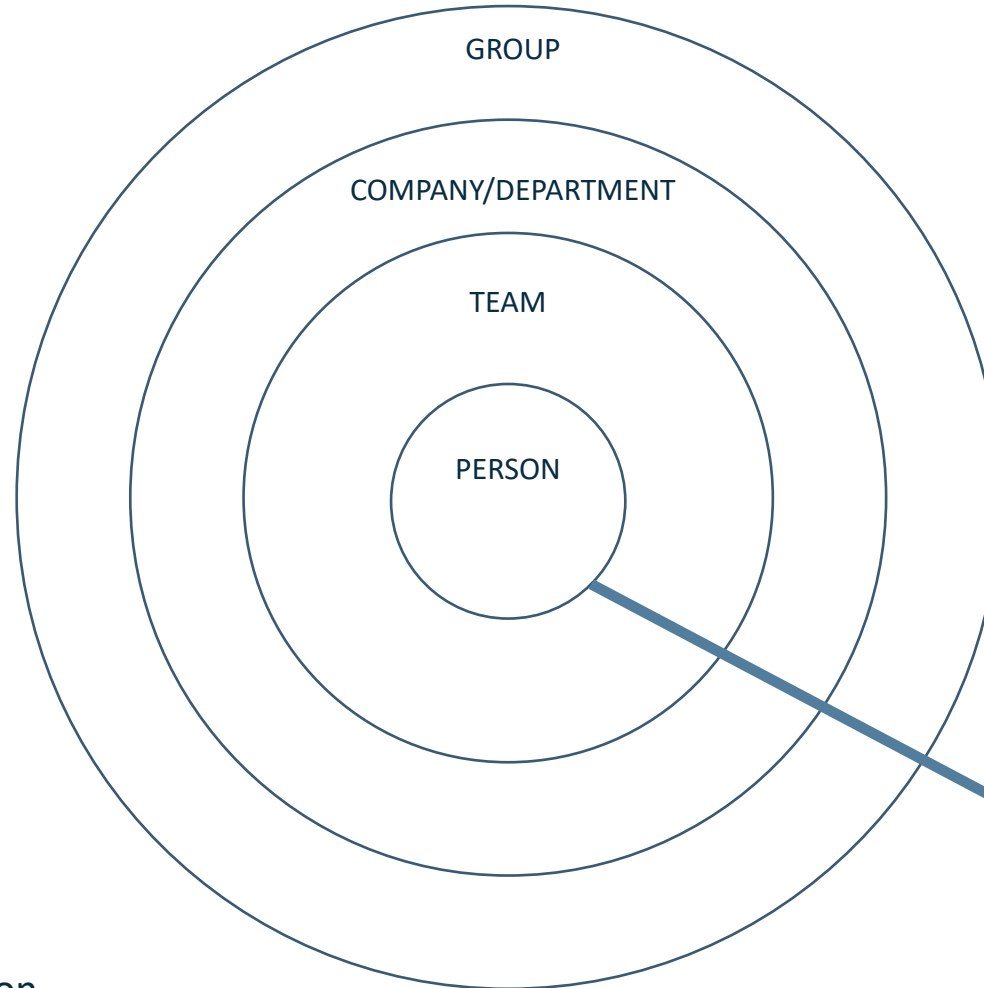
Dimensions of Leadership

COO - Internal focus

- At the highest level of issues
- Looking inward
- People, systems, change, process improvement, performance management
- Keeps the mission and purpose
- Customer service now and "how we are doing"
- (Problem solver, flexible thinker, people person, project leader, performance manager)

CFO – Neutral focus

- Independent
- Voice of truth
- Data to support decisions
- Manages risk
- Systems compliance and regulation
- (Detail oriented, introverted, risk averse, considered)



CEO – External focus

- At the highest level of issues
- Looking outward
- Market, strategy, best practice
- Communication
- Develops the vision
- Customer service in the future and "where we are going"
- (Big picture, charismatic, often intuitive, experienced, public speaker, vision)

Issues naturally emerge through competing interests. They are resolved at the right level, leaving the major ones for the board to solve

What makes for a good Chief Executive?

1. Deep sectoral experience
2. Leadership and operational experience beyond the current scale
3. *Catchy* motivation and energy
4. Intuitive, and..
5. Able to tell the tale emotionally, analytically and clearly
6. Lead themselves
7. Adept in shared decision making
8. Bags of emotional and social intelligence
9. *Empathic*
10. Flexible – realistic and adaptable about failure

Knows where to find the angles for competitive advantage and set strategy

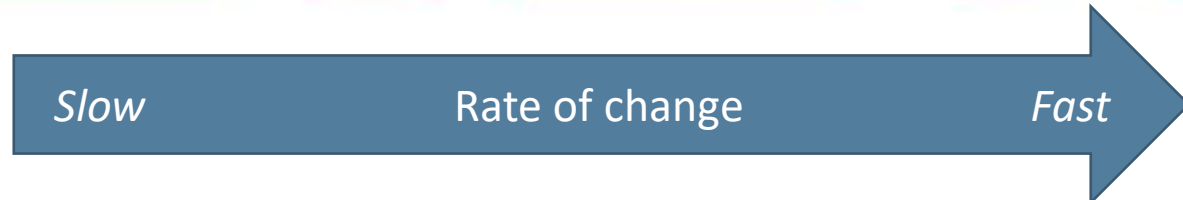
Excellent relational capabilities to drive effective decision making

What makes for a good Leadership Team?

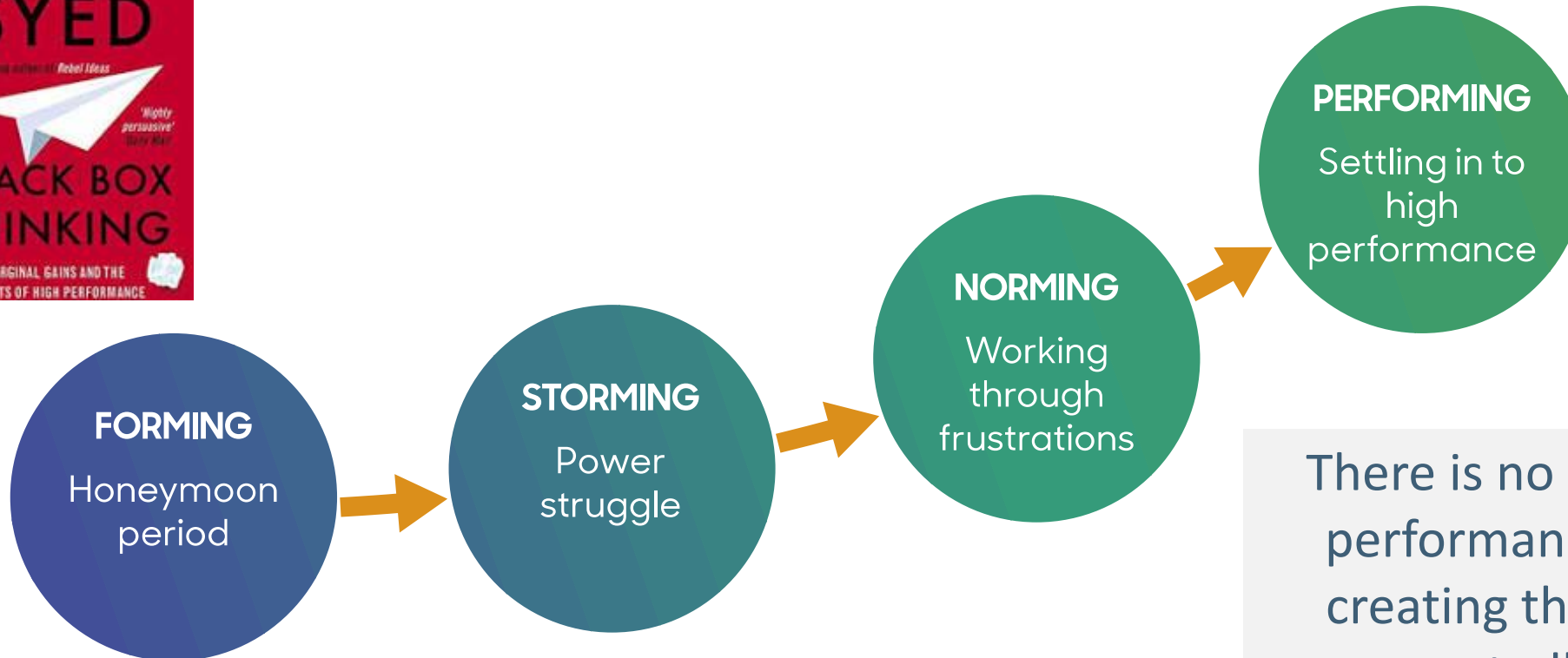
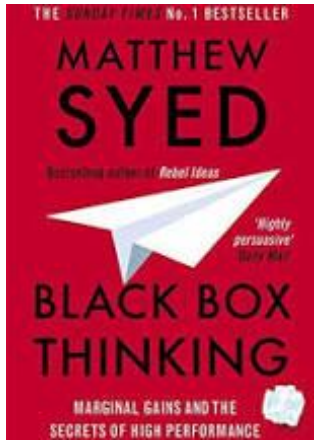
1. Strengths in each other's blind spots
2. High and different motivations
3. Great conflict management in high stakes situations

Let's talk a little more about 2 and 3.

Motivation - The 9 motivators



Forming, Storming, Norming and Performing



There is no way to high performance without creating the ability to repeatedly resolve emotional conflict

Poll: Can you manage change?



Summary

We could talk about this all day but:

- Deep experience in the sector and operational models
- High self-awareness, motivation and resilience
- The ability to bring that alive in stories that pull people in
- Creating the team and teamwork to resolve the big tensions

Questions?



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Thank you for listening



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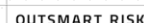
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Thank You For Listening



Forthcoming Events

- Wed, 11 Aug (16:00-16:45) Using AI To Amplify The Accuracy Of Human Forecasters
- Tue, 17 Aug (11:00-11:45) The Financial Risks Of Nature Loss
- Wed, 18 Aug (11:00-11:45) The Corona Crash: How The Pandemic Will Change Capitalism
- Thu, 19 Aug (11:00-11:45) Esop Sofa: Hot Topics In Employee Share Ownership

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