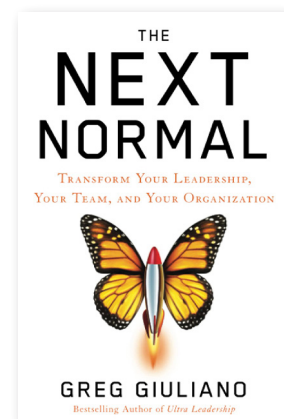


The Next Normal

Transform Your Leadership, Your Team,
and Your Organization

by **Greg Guiliano**



Contents

Introduction

Page 2

Leading in the Next Normal

Page 2

Your Next Normal

Page 3

Transformative Leadership

Page 3

Your Team's Next Normal

Page 3

Conclusion

Page 4

THE SUMMARY IN BRIEF

The journey of discovering your leadership impact and the work necessary to become a servant leader can be a struggle if you have no direction. We change our expectations of customers and employees at rapid rates, but often fail to adapt our leadership structure and organizations to these changes. Leaders have a role in the transformation process that takes place within themselves, the team, and the organization – without a clear roadmap, the transformation often never occurs.

Greg Guiliano lays out the changes that leaders need to make to embrace and provide space for discovery in his book, *The Next Normal: Transform Your Leadership, Your Team, and Your Organization*, focusing on rethinking, resetting, and renewing leadership to facilitate the “next normal” as a step in the right direction.

IN THIS SUMMARY, YOU WILL LEARN:

- How change happens to us and sometimes because of us.
- How to go with the flow of change to maximize potential.
- How to rethink and reset your own journey as a leader.
- How to build and coach a high performing team.
- How to enable positive transformation for maximum impact in the organization.

Introduction

Sometimes change happens to us, and sometimes change happens because of us. The pandemic is a good example of change that happens to us – something we can't control. So many long for the times before COVID happened to us and focus all their energy trying to get back a world that no longer exists. This is a normal reaction to change, especially when it disrupts life. Professionals in the organizational change niche say that people don't fear change, they fear loss, which is a fair assumption – faced with change, people tend to fear their loss of control in situations. When we are comfortable in the status quo (comfort zone) any change threatens the livelihood that we create for ourselves there and we don't know what to do.

There comes a time when you have to undertake a journey of your own as a leader, rethinking and resetting how you approach your role. You have to analyze how to build and coach your high performing team while driving for change in your organization. This journey enables positive transformation within a team or organization but requires our own journey on the leadership side to create the process of personal transformation and continuous improvement – all of which result in creating a greater impact by leading intentionally.

Leading in the Next Normal

There are some basics you must define when you are creating your process – leadership, normal, next, rethink, reset, and renew. Leadership is a choice, one that takes courage; when you choose to be a leader, you step into the unknown. Leaders enable positive transformation for their organization, their team, and the individuals they lead. As a leader, you are creating the next normal for your team and organization.

“Normal” is the pattern of recurring events we view as our current state – our routine. For example, Pinky and The Brain had their routine, they were going to take over the world. It was laid out for them; they knew what they were going to do. That was their normal. When changes occur in our “normal”, it disrupts our routines. The more we see change as normal, the more we, our teams, and our organizations will work to build the capability to shape and navigate continuous change.

To facilitate what comes next, leaders are required to see the current moment as the “point of no return” – which is what pre-pandemic days are to our new normal in life.

Like first responders who rush toward danger, as a leader, it is our responsibility to aim for and take on the challenges, even if they remove us from the status quo, we have become comfortable with. As a leader, the question in your mind should always be so, now what?

Driving Change

When driving change, there is right work and there is improved work – all working toward sustainable competitive advantages. To accomplish a real and sustainable competitive advantage, you have to encourage internal changes in how people and teams think, engage, and contribute. This is not an easy process and can be complicated, taking more time than leaders realize. The goal of the leader is not to enforce change but to get people to want to change.

When you begin to shape the next normal, you are making an announcement that something, or everything, will be different from that moment on. This announcement has an impact, but it can combat the situation of losing control in each situation and is necessary to help organizations change by facilitating the desire to change within its people. If you want to actively lead change, consider the best way to have a conversation about it and talk about change and transition with your team and with each person, being as clear and detailed as possible to avoid any confusion.

To drive change and empower people, remember the ABC's – align people, build bench strength, and coordinate action. Like they say, there is no “I” in team, approach everything as a “we”. You are working towards driving change together, not forcing change in a way that disrupts the entire system. The organized approach provides the ability for people to adapt to change and develop a new mindset, and is an important part of the transformative leadership process.

The Gospel According to You (Your Leadership POV)

Leaders have the power to replicate and scale what they believe in order to impact the decisions and actions of hundreds or thousands of people. Your team likely knows your “gospel” and can recite it if asked. They repeat it down the chain of command, ensuring that the organizing principles you hold create a paradigm in which countless decisions are made about structure, culture, and capabilities.

To be a successful leader in the next normal, it requires some organizing principles:

- The Organization is a Living System
- Change is Normative
- Leading is a Balancing Act
- Build Bridges, Not Walls
- You're a Coach, Not a Machine Operator
- To Win is to Learn and Serve

When used together, the first three chapters provide the context for the work ahead of you as a leader seeking to change the way you approach the next normal. The next three chapters give you the framework for making a bigger impact by being more intentional about how you show up, what you focus on, and what you get done in your role.

Your Next Normal

In school, grades were given for academic work as well as “citizenship” grades. These grades were comprised of five elements – can think and act independently, follows directions, works and plays well with others, claims only their share of attention, and respects the rights and property of others. These grades came in letter form – S for satisfactory, N for needs improvement, and U for unsatisfactory. These types of grades follow us into adulthood, meaning we all have the tendency to grade one another on the “citizenship scale”. Reflecting on this realization, asking questions, and discussing the answers with someone is how we continue to rethink, reset, and renew how we show up and create our next normal as leaders.

In most cases, we talk about a legacy as what we remember about people after they are gone. We talk about the legacy of our grandparents and parents, teachers and coaches, or historical figures we admired and looked up to. The truth – we are leaving a legacy all the time. The impact you make as a leader today is already leaving a legacy – but what is the impact you are making and how will it be looked back upon?

Transformative Leadership

In leadership, if you want to accelerate your career path, you must lean into developing your team leadership and human skills. There are several leaders in today's landscape who fail to grasp the lesson and approach their organization as a machine and the people as components or tools

to be leveraged, rather than using them for empowerment. They direct them by telling them and see their issues as distractions versus the team that they should be building up and creating the conditions that enable working together in harmony to maximize potential.

One of the biggest mistakes seen in the realm of leadership is each person with the role working singularly – a group of leaders who report to the same person but do not work as a functioning team. They meet regularly and maneuver against one another for resources, remaining cordial with one another in the process but their sole focus is their own silo. To be a cohesive leadership team, there has to be a process of coming together and working together. There are four stages that drive team development, developed by Bruce Tuckman in the 1960s:

- Forming – the team comes together and forms in order to deliver on shared goals
- Storming – the team negotiates the principles, practices, and processes everyone will use in order to work well together
- Norming – the team arrives at an agreement on its “ways of working” – the principles, practices, and processes everyone will use to work together to deliver on shared goals
- Performing – the team operates according to its agreed principles, using agreed practices and processes to get stuff done

While most teams put almost zero thought into intention and defining high performance, the result is counterproductive processes, behaviors, and negatively impact team performance. Overcoming this lack of intention is the first step to moving forward and driving team development that enhances the organization.

Your Team's Next Normal

In your team's next normal, the goals need to be aligned so that it continues to take shape and everyone succeeds. The most successful teams always know where they are going and they are always getting better – interacting in a highly coordinated way. You want to see a team aligned around some clear guiding stars, well-provided for, and with the skill and will to cooperate and collaborate to deliver on shared goals.

As a leader, you are either making it easier for people to work together – or you are not. Set a cadence for regular

team meetings to review progress against priorities and commitments, and conduct 1:1s using their deliverables and development goals as context. Creating a team roadmap is a great way to organize and keep everyone on the same track to maximize success efforts. As a leader, it's a good idea for you to think through the sections of the roadmap on your own before addressing them with the members of the team. The roadmap lays out the mission, objectives, and key results for the business and the team as a whole. You don't want your team to buy into your roadmap, you want them to co-own the roadmap.

Be A Good Coach

As a leader, your position on the team is not as a mere teammate, but as the coach. The one who drives the plays and pushes team members to be their best selves. Project Oxygen was launched by Google in 2008 to identify what the most successful managers do to engage people and lead high-performing teams. In 2018 they revisited this, updating two behaviors and adding two more.

1. Be a good coach.
2. Empower; don't micromanage.
3. Create an inclusive team environment, showing concern for success and well-being.
4. Be productive and results-oriented.
5. Be a good communicator – listen and share information.
6. Support career development and discuss performance.

7. Have a clear vision/strategy for the team.
8. Have key technical skills to help advise the team.
9. Collaborate across the organization.
10. Be a strong decision-maker.

These ten behaviors align with the leadership practices that have been presented within these pages – align people, build bench strength, and coordinate action.

Conclusion

The leadership and team management system you're using communicates what you value and reinforces the behaviors you want to scale. By default, or by design, you are always shaping the next normal, the new "way" for your team. Using the principles, practices, and processes covered provide leaders with the way to rethink, reset, and renew your leadership, shaping the normal for your team. You can use the framework within the book to develop your plan for Ninety Days to Your Next Normal, which will help you and your team create the map necessary to drive change instead of it driving you.



Greg Giuliano is an advisor and executive coach to senior executives and teams all over the world, designing change leadership and team development strategies to lead organizational transformation. His mission is to help leaders and teams grow their capacity to enable positive disruption for markets, organizations, teams, and individuals.

The Next Normal: Transform Your Leadership, Your Team, and Your Organization by Greg Giuliano © 2022 by Greg Giuliano. Summarized by permission of the publisher, Lioncrest Publishing, 978-1544530000. Published by Soundview Executive Book Summaries® Copyright ©2022 by Soundview, Inc. All rights reserved. Reproduction in whole or in part is prohibited. 44SS010B