

24 5 steps to deal with a traditional management

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SPEAKERS

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Hi there, welcome to the 24th podcast. And today I wanted to talk about what if your organisation is very traditional, or the leaders or the management within your organisation is very traditional. For instance, you would like to apply these new business techniques that I talked about in the first podcasts. But you know that your management still works with the traditional ones, or you want to have a long term vision. But your shareholders or your management only care about short term profits, or stupid decisions are imposed on you are no decisions at all, and you're waiting and waiting and waiting. And you would like to do something about it because it frustrates you a lot. Or some of you might think that your values are not aligned with your company's values anymore. So in this podcast, I want to talk about all these situations and what you could do about it. I'm Murielle, CEO mom and educator, I used to work really hard and sacrificed important things to me until I lost my motivation. Fast forwards passed many failed attempts and lessons learned. And I found a way to reach great results while working less. Today, I'm obsessed with helping other leaders build meaningful lives. So each week, I'll be sharing inspiration to change your life and organisation. This is rebel leader with a heart. I meet too many leaders that think that they have no choice, I hear that often. And often I have no choice. It's like this, it has been like this for years. Or if I change it, I will get fired. So I just accept and I have no choice. And what I wanted to tell you is that you always have a choice, but also that you have more power than you probably think you're having today. And that's what we'll talk about in this podcast, what are the five things you could do if you're facing traditional management, or if you're facing a situation that you would like to change with your management, I was in a similar situation when I was a CEO. And I wanted to lead the organisation with my heart, I had very traditional shareholders who only cared about one thing, and that was profits and short term profits in a way, there, were still using very traditional business techniques. Well, I wanted to implement the new ones, the ones that I try to teach you as well. And so I'm going to give you a lot of examples in this podcast of situations that I've been through, and how I handled these. But first, always know what you want, and what you care about whatever is happening, I want you to think about what you want out of life, what you want out of your career, what you want out of the next meeting. And also think about what are your values? What do you deeply care about,

because that is very important in all the steps that we're going to take no birds, you probably have heard it in many

podcasts, if you follow me already, knowing what you want, sticking to your values will always make the difference between being successful and being happy. Rather than being stressful, unhappy, and having no sense of purpose at all. So whatever the situation, always think about what you want, and what you deeply care about. Now, like I said, I'm going to share with you five things that you can do if you have a very traditional management or if you feel that what you want to do is not completely aligned with the culture of your organisation, and you would like to change that. And the five steps are, you can change things openly. You can ask for forgiveness, you fill the gap, you accept, and you quit. These are the five steps. And in fact, this is a funnel. So first, I will want you to try to change things openly. If you think that is not possible, or you tried and it didn't work, you can ask for forgiveness. If that doesn't work, or you you're not comfortable with that you can fill the gap. If that's still not work, then you can accept the situation. And if you feel that you cannot accept some things anymore, you can quit these are the five steps and this is a funnel. But I want you to take these five steps before quitting Of course because like I said, You are much more powerful than you believe. You are. And I noticed that as well, I know that, although people might think, okay, you were the CEO of an organisation, so it's easy for you. But I had a lot of pressure coming from my headquarters coming from my shareholders. And I know my colleagues from the other countries face the same situation. So often we were talking with each other, and really feeling like we didn't have a choice neither. But I know, I handled things differently. And often I didn't accept things that were imposed on me, I simply didn't accept them. Well, I know my colleagues sometimes did, because they thought they had no choice, or they were too afraid of getting fired. So that's what I wanted to share. And now I'm going to dive deeper in these five steps. So the first step is you change things openly. And how can you change things change people, because it's all about changing other people, if you want them to view the things differently, if you wanted to convince them of the new business techniques, or another decision of or have different values are another culture, you have to change people. And the best way to change things or people is, of course, to change yourself. I know it's really strange, but it's all about changing yourself. And so the first thing that I would ask you to always do when you start a conversation, or when you're about to have a conversation, to change things, is to increase your energy and manage your fears first. Because if you don't have a lot of energy, if you are exhausted, if you are full of fears, then you will probably not manage to change the other person. And remember to change them, you have to change yourself, and how do you change yourself? Well, first, increase your energy and manage your fears. And how do you do that I talk about that a lot in my podcasts, but it's simply do things that give you energy. So do more things that give you energy than things that cost you energy. And that's the way your energy balance will be positive. So it might mean that you might need to sleep a little more, to pause and to do something nice for yourself, but to manage your energy and fears first. And then for that conversation, where you want to change things openly apply the trade methods, trade standing for timing, results, actions, disposition, and vision. And I talked about this trade method extensively in podcast number eight, how to counter a bad decision. So be sure that if you want to apply this to listen to that podcast, to explain that method, I'm going to share with you story at a certain point, maybe you've heard it already, I had submitted a plan with extra investments to build a platform, and thanks to that platform, we would generate more revenues. And the day before presenting the budgets to the shareholders. My CFO got a call from the headquarters telling her Yes, leave everything like that in your budget, because

your budget is really great. We just want you to remove the investments, but all the rest stays the same. And of course, I was really angry about that, because how were they expecting me to do these extra revenues, if I didn't have the means to build that platform that would generate these extra revenues. So I was really angry. And I was determined to get my investments back because this blend was simply not realistic. And so I could have picked up my telephone immediately and called my my boss of the headquarters and telling him, yeah, this is not possible. This won't work. It's not simply not possible. I will not submit and I will not accept it. But that's that's what I did. What I did was apply the trade methods. So first timing. So it's really important when we want to have a great conversation or an important conversation with someone to pick the right timing. I see too many people just shouting things five minutes before entering a meeting, or picking the worst possible timing to have a conversation. So I proposed to him that the night before submitting or the night before presenting the budget that we would go to the restaurant together because I wanted to discuss some things with him. I also did that because I knew that countering a decision in the middle of The meeting where he would be surrounded with, with his colleagues and my colleagues. And I would counter his decision in the middle of that meeting, he wouldn't accept it because he was a very proud person with Yeah, quite some, he was used to be listened to let let us say it that way. So it wouldn't be a good idea to counter his decision in the middle of that meeting. So that's why I set up a meeting the night before, in a nice surrounding a restaurant where we would have a nice conversation together, then the second step are is I would think about my results. My result was that I wanted to build that platform so that I could generate those extra revenues. That was what I wanted to achieve. And there again, I, I see too many people thinking about what they want to say, but not thinking enough about the result they want to achieve. And, of course, I also thought about the result he wanted to achieve. And he was in a bad situation as well, the the capex or investments has been very high and over budget, and that was a very difficult situation. So he had a problem that needed to be fixed as well. So thinking about my result, and his result, then I thought about the best possible action, what I would say, only with that result in mind. And so what I offered him was, first of all, I told him yet the budget, like we submit, like you want us to submit it. Now, it's really nice on Excel, it looks nice, it's great, of course, but it's not realistic. And so in one year, I will have to come back to you and to announce to you that we won't have made it which will make the situation even worse for us all. So I need to build that platform. And I know you have a capex problem and investment problem for those who don't know what it is. And so what I suggest to you, because we can build things at a very low cost is that instead of removing all the budget, we keep the investments, but we commit to building certain things for other countries in the group as well, because we can do that at a very low cost. And then, thinking about what I wanted to say the action, I thought also about the best possible disposition to have this conversation because remember, I was very angry at first, and I knew that this emotional disposition of being angry, will lead to nothing because I would only blurt out my frustration. But also I was thinking about my best possible body disposition. And at first, I thought I was going to be very determined, very, with my body very upfront, ready to take action. But then thinking about the result you wanted to achieve, I realised that he had an issue as well.

And so I choose instead, an emphatic body disposition, but so very stable sitting very stable on my chair, but not too much tilted forwards and with a very peaceful emotion. And so I choose for those dispositions. And while driving to that conversation, I listened to nice music to put me in a better emotional disposition. And during the conversation, I really paid attention on how I was sitting and how I was talking my tone of voice and everything so that I could show empathy and connect to my heart

during that conversation. And then the last step is he envisioning, so once I had decided I would do all that I envisioned this conversation and the result, the great result I would achieve during my drive on the way to the restaurants. And of course, that's how I got my investments back. So apply the trade method if you want to change things openly because it really works. Plenty of participants of my course leading authentically in digital times, have managed to shift major decisions by knowing what they want, remember, by sticking to their values by increasing their energy and fears and then by applying the trade methods to their conversations. I'm interrupting my own podcast to let you know that in the last years, I've helped many leaders build meaningful lives and organisations and I've identified specific traits that characterises each of them. Do you want to know which type of leader you are? Take our free two minute quiz to find out, go to www.rebelleaderwithaheart.com/quiz, or to the show notes of this episode to take it, you'll receive your leadership profile, seven personalised lessons and a roadmap to transform yourself, your team or organisation. And remember, you are a leader of your life, you don't have to have a team to take this quiz. No, let's go back to our episode. So first, you can change things openly. Secondly, if you feel that you won't be able to change things openly or you're not ready for that, you can ask for forgiveness. So instead of asking for permission before doing something, you simply do it. And then you ask for forgiveness. And of course, when you ask for forgiveness, because you will have to do that don't become very defensive. Yeah, but I did what I felt was best. And what you proposed was really silly. That's why I didn't do that. That will not work very well, in your asking for forgiveness, the best way to ask forgiveness is to take full responsibility. And explain why you did that. So for instance, at a certain point to shareholders, they had decided that they would shut down our warehouse. And it's meant letting down of three people in our warehouse. And I was really unhappy about that. Because those people they had reduced the cost of the warehouse for years and years and made it very efficient. And there were great people, so I didn't want to let them go.

But unfortunately, as my shareholders wanted to sell the company, and that a company with a warehouse is not a digital one, well, then it would have a multiple, that would not be as good. And so the price of selling our organisation wouldn't be so good. So they wanted to shut down the warehouse and to externalise it, even if it costs it more, because they would get more out of it when they sold the company. And I knew because we were the last country of of all, the group that still had a warehouse, I knew I couldn't change that decision. But what I knew I could do was protect the people as much as possible. So we still need it's those people for the next six months to do the transition from the internal warehouse to the external warehouse, and then they would get fired, unfortunately. And so what I did is I signed something with them that we would pay them for the next six months, and only then would their severance starts. And then they wouldn't have to work anymore, they would get their severance, well, having done a lot of time to look for another job. And I signed that and it was done. And of course, my headquarters, they weren't happy about that. Because that costed a lot more money than they had budgeted, they had expected that we would pay the severance as of the one and during the six months of their severance, they will do the transition.

And so I told my I just said to them are sorry, I did what I felt was best for the organisation for the people for the transition for the business. And I take full responsibility. I'm sorry, I cannot change that decision anymore because it's signed. So the deal is done. And I took full responsibility. I didn't told them. Yeah, but your decision was stupid. I didn't agree with it. So that's why I did that. Because then they wouldn't. Well, it wouldn't help. It's always better to just take full responsibility, ask for forgiveness,

and move on to the next thing. And they're not they weren't even angry with me after our conversation anymore. They understood it and they knew they couldn't change it anymore. So you can always ask for forgiveness instead of permission and simply do things as you think they are best done. And so if you cannot change things openly, if you feel that you cannot ask for forgiveness and simply do the things. Then the third option is you fill the gap. And what I mean by that is I want you to avoid being squeezed and I want you to think without boundaries. What I see too often and what happens often in my organisation as well, is that we wanted to think about a solution for a problem. But even in the thinking of it, people would already set boundaries for themselves. Yeah, but we won't be able to hire, we won't be able to ask for investments. So we won't even think about these solutions for that problem, because we know we won't get permission to do these things. And that's what I want to not do. I want you to think as if everything is possible. So think as if everything is possible to solve your problem or to seize your opportunity. And once you have your ideal solution, your ideal plan, then you can think about how you are going to close the gap between what you need and what is expected from you. So for instance, at a certain point, I needed to hire extra people. But we weren't allowed to hire extra FTS, we needed approval from the shareholders and the headquarters to do that. But still, I said, No, we're going to think about this plan. And if we need extra people, we just think with these extra people, and we will figure things out. And we figured things out, we hired external people to do this and found the means to pay for them by saving costs elsewhere. And also, when you do that, when you fill the gap between what is expected from you, and what you would like to do, you can also adapt your story to your audience. So you don't have to tell the same story with the exact same words to your management, then to your team, you can change your story so that both are satisfied. And I'm going to give you examples. So at a certain point, I decided to start a happiness programme in my organisation, with massages with fruit, with a soup at work, etc. But of course, I didn't tell my shareholders that we had a happiness programme because they were very traditional, they wouldn't understand that. But what I told them is that we had a plan to reduce the cost of absenteeism because absenteeism was very high at a certain point, or it was like the national average. But for us, it was too high. And it costs money. And so we had a plan to reduce the costs of absenteeism. That was how I told it to my shareholders. But of course, within my organisation, I said, we have a happiness programme. Another example was I wanted to increase empowerment, I wanted people to make as much decisions as possible, and that they could make their own decisions and solve their own issues. But going to empowerment or even self management was, again, not something that my shareholders at the time understood. So internally, we talked about increased empowerment, but towards my shareholders, I talked about increased responsibility. Also, I wanted an organisation that was human, and I wanted to lead with my heart, and I motivated every leader to lead with their hearts as well. Of course, I didn't tell it that way to my shareholders to my shareholders, I told them, we had a plan to reduce resistance to change, because we wanted to be a child. No, these are just a few examples. And also, I like to talk about dreams, let's dream of changing education. That's how I would talk with the people in my organisation. But with my headquarters, I would say let's find a strong strategy.

So I guess you hear me so think, as if you had no boundaries, and then find a way to close the gap between what you would like to do and what your management shareholders, boards or whatever is expecting from you. So first, you can change things openly with a trade method. Secondly, you can ask for forgiveness. Thirdly, you can fill the gap. Now, if you cannot do these three things, you can simply accept things. And you will have to do that as well. I didn't counter every decision. I chose my battles.

And really, I want you to choose your battles. Don't battle for everything. really pick the ones that are really important to you. And then for the rest, learn to let go. And how do you let go? Well, I'm just going to say it briefly but you learn to let go by letting go to your body. Because with a tensed body, it will be really hard for you to let go but with a relaxed body, you will be able to let go and to accept certain situations that you don't like at first. So choose your battles. And then when you decide to accept, it doesn't mean that you have to do things with a lot of energy, try to save your energy and spend as few times as possible on the requests. So for instance, by automating things, and for that I wanted to give you an example of my budget or weekly sales reporting, we had a lot of reporting to do. Every week, we had a weekly sales that we had to send to the headquarter, it took me two to three hours to prepare that. And every year, we had a budget with every three months a latest estimate for that budget, and that was a big file with thousands of

Excel cells that needed to be filled in. Well, what I did is I automated these two excels. And how did I do that I put a lot of rules of tree and a lot of formulas in those two excels. And so I would only fill in a couple of sheets, and all the rest would calculate itself automatically. And so I didn't agree with that much reporting. But I know in the past with the previous CEO, we spent maybe 70% of our time making those reports. And we only had 30% of our time left to do the actual implementation of these plans. And I didn't want that for my organisation. So we spent only a few time on these budgets and weekly sales reports, especially since your yearly budget changes anyhow. So making detailed plans in a world that changes constantly doesn't work anymore. So I believed I would not put a lot of effort in it. So we automated a lot with formulas, and only thought about big things that would translate itself in all with all the formulas and all the details that the headquarters wanted. And when they asked me questions about a specific cell and and said, You know what, I don't understand why, in mathematics for primary education in 2025, the market is increasing there. Well, you said it would decrease overall. And so I would look at that cell. And if I could make a story that was in line with my strategy, I would just give that story. If I didn't, if it was indeed not logical, I would simply say, Oh, thank you for having noticed this. It's a mistake. Instead, indeed, we will correct it really thank you for pointing this out to me, I will immediately change it and send you another version. So automate as much as possible and try to put not too many efforts in the things that you need to accept when you don't agree and choose your battles. Okay, so now we come at the last step. So you couldn't change things openly, you couldn't ask for forgiveness, you couldn't fill the gap, and you cannot accept, well, then you still have an option. And that's that you quit. And especially when your consciousness level is higher than the consciousness level of your organisation, and you can't change things and you can't accept them, you will probably feel unhappy. And I have a whole podcast about the consciousness level and why it's so important to increase it in these fast changing digital times. And also why you cannot surpass an organisation cannot surpass the consciousness level of its leader. So if you find yourself in a situation where your values are of higher consciousness level than the values within your organisation, and it's makes, and it's making you unhappy, very stressed, and you start having physical symptoms, for instance, you really owe it to yourself to look for another job aligns with your values and quit. And I know it's not easy, but it's still a choice that you have. And I can assure you that finding a job align with your values will make you happy. And when you are happy, you need less money, truly because you you will need less compensation, less holidays, less things to buy, because when you're happy you don't need that much. And also remember if you find yourself in this situation, you are capable of much more than you think. And you can always check the podcast number 16. What if you quit or got fired? Okay, so So those

were the five steps. I hope you found some elements in it that it will help you that you will be more powerful. start applying it because remember you are much more powerful than you believe. And in my next podcast, I will share my wins and my struggles as the CEO of a startup because I started my organisation now, four years ago, first alone and now we are three people. And of course, it's completely different from being in a large organisation and I wanted to share my wins and my struggles with you. And that will be for my next podcast, so be sure to subscribe, and I'll see you in the next podcast. Thank you.

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