

What you should manage before your actions?

SPEAKERS

Murielle Machiels

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Today I'll talk about what you need to manage before taking actions. And again, it's not strategy, it's not technology and it's not your time. And it's something that Spotify and Apple managed really well and that the traditional music players missed. So, tune in for this episode and discover what it is. Before we start this episode, I wanted to share something cool. I've helped many organizations and leaders transform. And over the past years, I've discovered several leadership types with different characteristics. And I've developed a leadership test so that you can find out what your leadership type is. And with that leadership test, you will not only receive your profile, but you'll also get seven personalized lessons and roadmap to transform yourself, your team or your organization and it will only take you two minutes to take this quiz. And remember, I always say this, you don't have to have a team to be a leader. You are a leader of your own life. So, this test is for you. So simply go to www.rebelleaderwithaheart.com/quiz, or to the show notes of this episode, to do the test and to get your personalized lessons. And again, don't hesitate to share with your friends or with your colleagues if you think it might help them too. Okay, let's dive into this episode. So why did many traditional music players disappear while Apple and Spotify became so successful. They built a platform with downloadable music. Okay, but why didn't the traditional music players come up with that idea, especially since they had a lot of consultants that probably told them that it would be a good idea. And they dismissed that idea for too long. So why is that? It wasn't money, technology or talent that made the difference. It was something much more important than that. Something that will always precede success & always precedes a transformation. It's something I stumbled upon or across when I was almost 40 years old. And when I discovered this, I was wondering, why didn't I learn this in school or at university or in my early career? But before telling you what it was, and this is especially useful in these disruptive times that we are living in, but before telling you what it was, I want to explain to you how we function as human beings with the FIDO model. And FIDO stands for Fact, Interpretation, Do, Outcome. And I'll illustrate that concept with the music industry. Because





at some point in the music industry, people were downloading music illegally. That was a fact and with that fact, the interpretation of the music players to traditional players was that people were stealing music. And with that interpretation, they put actions in place. They did some things, lawsuits, shutting down platforms, and sensibilization campaigns. And with those actions, they reached a certain outcome. And unfortunately, the outcome was not so good for them because their revenues kept decreasing. And at a certain point, some of them even disappeared. Then you had Apple, Spotify Deezer with the same Fact: people are downloading music illegally. They had another interpretation. People want a music experience. They want to listen to the music where and when they want. And so, based on that interpretation, they put totally different actions in place: downloadable platforms. And they reached great results. Same facts, different interpretations. And so, as human beings, we don't take actions based on facts. We take actions based on our interpretations or on our mindset. So, what should you always manage before your actions? That is your interpretation or your mindset, or your beliefs or your thoughts, because it's based on that, that you will put actions in place. So, how do we function as human beings? Something happens: a fact. Then we will immediately give it an interpretation, based on that interpretation, we will do something, and we will reach a certain result. And because we are very action oriented when we don't reach the result we want; we are going to take other actions and do other things. But sometimes you're in this loop where whatever action you take, you don't get the result you want. And that's because you need a new mindset or a new interpretation. And that is much more powerful. Because suddenly, with your new interpretation, you suddenly see things possible that were not visible to you before. So, what do leaders so many leaders miss to be successful? An appropriate mindset, or interpretation. That's what you should always manage before your time. Now, let's come back to the music industry. So, when you think about the traditional players, and the Spotify and Apple, who had the right interpretation, so who do you think had the right interpretation? And you might immediately think Yeah, well Apple and Spotify because they reached great results. Well, it's not the right question. It's a trick question. Because it doesn't matter who is right. They both were right, because people were stealing music. And people wanted a music experience. It's not that important to be right anymore in these fast-changing digital times. What is important for you is to choose the interpretation or the mindset that will lead to your desired outcomes. And this, again, is something that we haven't learned in school. In a lot of organizations, it's so important to be right and a lot of people fight to be right in meetings. "No, I'm right. You don't see it the right way". And of course, I always say if you build a bridge, or if you want to operate on someone, there you better be right of course. But in a lot of cases, it's not important anymore to be right. It's much more important to choose the interpretation, the beliefs, the mindset that will lead to your desired outcome, because then you will suddenly see things that were not visible to





you before. And so, this is another big reason why you should pause. In the previous episode, we talked about why you should pause and why it's so important. Well, you should pause to manage your mindset, your beliefs, your thoughts, your interpretations, that is really crucial and will make a big difference in your impact because instead of working hours and hours and putting many actions in place and not get the result you want. You will suddenly see actions that were not visible to you before. So, manage your mindset before your actions. And let me give you another example of this, a few other examples of this. Imagine now that you realize that some things change in your organization, for instance, the structure of the organization should change. But your mindset or your belief is, well, "I cannot do anything about that because I don't have the authority" which happens very often in organizations. So, because of that mindset, or that interpretation, you will not even try to put actions in place and of course, you won't be able to change anything. And so, in the end, nothing happens. Nothing changed. And I, I see that a lot in organization. How many times people say to me: "But I can't change that? It's not my job to do it, or I don't have the authority". Well, I will always say if you want another outcome, you better change that. And even if you don't have the authority, if you believe you can change it, you will take action, you will talk to the right people, and maybe not just once, but twice, three times you will take other actions you will keep trying because you believe. Now, just to give you another example, imagine that right before going into a meeting, you got very bad news from a colleague who didn't deliver what was necessary for you to finish your project and you're very angry, you're really angry, and you get into that meeting with your anger. And something happens in that meeting. And because of your anger, you will immediately interpret this with your anger and starts punishing, for instance, another colleague who had nothing to do with your problem. So, this is just to illustrate that even your emotions will color your interpretations. Now, another example, imagine that you decide with your whole team to implement a new project. But you believe that this project will fail. And you start working on it all together, and then something happens, shit happens. And what happens then. You see that as a confirmation that Project X will fail. And so, you don't even try to put new actions in place. And at the end, Project X fails. So often, you will unconsciously attract what you believe. Another colleague of you might truly believe that project y will succeed. And so, shit happens, but because he believes that the project will succeed, he will find a solution for that shit that happens. And then another problem, more setbacks happens, but because he keeps believing that it will work, he keeps looking for solutions. And that's how you become successful. It's not something that happens overnight. It all starts with your belief that something is possible. And you keep believing despite every setback. So, this mindset, interpretation, belief is what you should always manage before any action. And just go back a little bit to some traditional board of directors that don't see that they need new business techniques and new habits to reinvent their organization. And





they still try to put actions in place with the habits and the techniques of slow times like I talked about in episode number two, they still try that and then they don't reach the result they want, because they need to change their mindset first as well. So hopefully now you understand how important managing your mindsets, beliefs, thoughts, interpretations is important, how important that is in these fast changing digital times because you don't have as much time as before to try so many actions before getting to the conclusion that maybe you need to see your world with other eyes. And so now, let me ask you a very powerful question here. What is it that you are not seeing yet that could prevent you from reaching the outcomes that you want? So just think about that for a second. What is it that you are not seeing yet that could prevent you from reaching great results? This question alone might really help you, yourself, your organization or your team or your project. Okay, so in the previous episode, we talked about the techniques that you need to change and the leadership habits that you need to change. And the first habit that you should change is pausing to manage your interpretations. So, I'm just going to cover now the four habits of slow times and what the habits are, that I believe you should adopt, to be successful, to have more peace of mind in these fast-changing digital times or in these disruptive times. And so instead of being action oriented, it's not enough anymore to be action oriented. You should pause and manage your interpretations before your action. So, it's not that you don't have to be action oriented anymore. Of course, you still need that. But you first need to pause and to manage your interpretations. Then instead of managing your time, that's not enough anymore. Again, you should first manage your energy and your fears before your time because here again, if you don't have any energy, if you're full of fears, that will color your interpretations that will make you stay in your comfort zone that will make you resist the change, not try new things. So, as a CEO, I realized that it became my number one job to manage my energy before strategy, cash, the people, or whatever. I had to manage my energy first because if I didn't have energy, well, I noticed that the whole organization didn't have the energy to transform or would resist the change. So, manage your energy and fears before your time. And then the habits of slow time where you try to deliver everything. Well, the new habit should be focus. But focusing means saying no to things or accepting that you won't take care of some things. Those things will not solve themselves magically, they will generate chaos that you need to accept and let go. So ironically, if you want to focus you have to learn to say no, and to let go. And here again, I was very bad at that. Because we have been educated to control things, to be in control. So, letting go makes us feel really uncomfortable. But it was really ironic because it was when I started to learn to let go that I had more control over my results, over my life, and over my organization. So, it's really ironic, but a lot of leaders cannot let go. And when you cannot let go, you are not at choice. You don't have the choice to control or to let go, you always try to control which is not possible anymore. So, learn to focus by saying no and letting go. And then





the fourth habits is instead of convincing by talking, I noticed that the problems became much more complex to solve. In the past, as a leader, you could think about a solution and then come back to your team and say, "This is what we're going to do, guys". But today, the problems are so complex to solve that you really need a team to solve them. And research shows that the best functioning teams are the teams where you have psychological safety. And how do you get psychological safety? Well, when you listen to each other, when you give each other equal speaking time, and when you listen empathically and so instead of talking to convince people, I had to learn, to listen and to build trust. And that's, that was also the way to empower people. So, I'm just going to repeat the four habits that I believe you should adopt. The first one is pause and manage your interpretations. The second one is manage your energy and fears before your time. The third one is focus by saying no and learning to let go. And the fourth one is empower people by listening and building trust. And that's what I have implemented as a leader in my organization that led to great results while working less. That's also what I teach in my programs, not just the theory, but actually how can you adopt these habits because it's not just knowing. Knowing will not get you far enough today. You have knowledge everywhere. Knowledge is only the first step, what you need to do is to embody these habits to really become that kind of leader with these new habits, and not only when everything goes right, because there again, it's easy to be the leader you want to be when everything is okay. But you have to embody these habits even under pressure. When things are tough. When you meet a problem. When you think you're going to fail, you still have to embody these habits. And that's what I teach in my programs. So, what was this episode all about? Well, pause and manage your interpretations first. And then adopt these other habits. Okay, so in the next episode, I'll have an interview with Valerie Urbain, who is the CEO of Euroclear Bank. And I really enjoyed Valerie. I met her once and then I asked if I could interview her, because I think she really embodies the habits and leadership techniques that I believe are necessary for these fast-changing digital times. And she also has a great family life with her a great career. And she will share in that interview, how you can have that too. And you don't have to make a choice between family life or your career. It's another choice that you will have to make. And that's what she talks about. Well tune in for this interview, and I'll see you in the next podcast.

