

#90 Why creating resonance is ...s a leader with Enrico Biscaro

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SPEAKERS

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Now let's talk about courage. Short Term versus long term vision, resonance, what is an inspiring leader and being accountable without boundaries to help a team flourish? Today I'm talking to Enrico Biscaro, who calls himself a nomad leader. He has been a leader for many years, and he's written a book about resonance. He's an Italian living in British Columbia, Canada. So if you would like to know more about why resonance is so important to inspire your teams, let's listen to this episode. I'm Murielle, co mum and educator, I used to work really hard and sacrifice important things to me until I lost my motivation. Fast forward past 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 hearts I saw somewhere that you say that it takes courage to lead in this world of eye watering change. And I completely agree with you. And I find that a lot of leaders might lack a little bit of courage. So I was wondering, What do you mean? Or how do you see courage?

I think courage is is for in leadership. For me, courage is saying, you know, I'm not here for myself, I'm here to serve others. And nothing else, nothing else matters. That takes courage because it makes you vulnerable. In in, you know, in a society where the Race to the Top is pushed to the extreme now, in a society where, you know, what is important is how many, how much money you're making? How many, how many followers you have? How much how many, I think that focusing on serving other without thinking about how much how many takes a lot of courage.

Yeah, agree in. And for me, courage is also like, moving forward, despite your fears. And, and being aligned with your values. Again, despite your fears, because often as leaders, we are asked to take decisions that might not be aligned with our values that might be very good for profit or short term growth. But we feel like maybe it's not the best decision. But when we're guided by our fears of losing a job or not doing what your boss is requested is requesting from you, well, then you can make decisions that are not good for the people or for yourself or for the planet even

I could not agree more. Yeah, no, I very often in leadership position and especially when you get to a certain level

certain level in the company or if you have a your own company. You are driven by profit. And often the what's good for the profit is not good for the people and or the environment. I think that now I'm talking I'm talking corporate America and, you know, companies that are in the New York Stock Exchange, it's it's very difficult to go against the grain because the system will will reject you eventually. There's no doubt because what's important is the quarterly result. So you're right, it takes courage to go against this mentality of you know, K, we are as good as your last quarter rather than looking at the long term or the long term gain gains. And what what, I don't know what you think about these, but what really bothers me is that everybody says that we should stop focusing on the short term And we should, you know, look at the long term sustainability, etc. But then nobody does it. And you have Harvard Business Review and you know, all these big university that write the same article every time. And don't do these do that, and everybody claps, right? And then it goes back to normal. So I don't know what you think about this

list? Yeah, well, I think it takes courage, of course, then to have this long term vision. And I believe it's not, you don't have to make a choice. Because in my experience, when you make decisions based on your values on the purpose, your profits will even grow exponentially. And of course, if you only focus on the, on the long term, and you forget to short term, that's not good, either, because the short term is there, and you have to make the transition. So it's really about taking the courage and freeing yourself from this pressure that comes from above, that is only short term profit driven to really think about what is important to me, what do I deeply care about? And then with that vision, of course, continuing the short term, but also doing the long term things because we need both and, and I don't think they are mutually exclusive. I really think that you, you can have this, this vision and these great decisions, and still delivering great results. That's that's what I did in my previous company. And that's what I teach now.

No, I agree with you. And in general, this is true, I think, then then I think the fear, the fear is, too, because what you said is right, you know, you need to be, there's no doubt that the short term results are also important. But then that cannot become the only the only goal right? I think exactly what I really liked. Her I read a book is, you know, the, by Phil Jackson scored 11 rings. And he said, I don't know if you know, Phil Jackson, but he, he was one of the most successful NBA coach. I really liked basketball. And I was a Michael Jordan fan, of course. So he coached Michael Jordan and Kobe Bryant. And he used to say, you know, don't worry about the score in one game. Just if you play your game with your values and how we decide to play the game, you know, according to who we are, then the score will take care of itself. And, you know, when winning, winning a game, it does not, it's not important anymore. So that's how I see the the corporate, the corporate world is, you know, it does not matter if you win every quarter, you just need to win the long game championship, right? The long game, right? And that's why I really like this type of mentality that when you play with your values, of course, the analogy, then the score will take care of yourself. And you don't have to worry about it anymore.

Yeah, exactly. And, and when you don't meet your goals, when you face big issues, these are huge opportunities to grow and to adapt, because what sometimes what is worse, and we've seen that with

a couple of number one companies like Kodak or Nokia, when your numbers are great quarter after quarter, you might not see that a long end game is changing and that you need to learn new skills and that the world is changing. And so yeah, I think I don't remember which coach said that, but it's either you win, or you learn and not you win or you lose, you win. When you have the feeling that it's hard, it's tough. You don't get the results that you want. It's only because you need to learn new skills and adapt.

i It's absolutely true. And I think that one of the big difference from from a successful leader and known successful leader is the willingness to continuous learning. And I think you know, if I think one thing that that thing that I've always done and will continue to do you know, is to, to learn, not so much new skill, but you know, to inform myself to read, to learn to look outside my comfort zone again, courage, you know, it's stepping outside of your comfort zone takes courage and, and be open to new technique, new leadership technique, new new trends. And I think when you do that, because people when you are in a leadership position, a lot of people don't realise that you are the people observe everything you do, you know, every word you say is scrutinised, and you know, needs repeated around. And when people see that you're learning and you suggest reading a new book, or why don't you look at that podcast, or listen to that person talking, your team will do the same. And you multiply the learning opportunity. Because sometimes you don't need to fail to learn, right, we live in, you know, the beauty of living in a in this type of world is that learning opportunities are everywhere. Yeah. And sometimes it's good to learn before you feel. Yes, yes. That's less painful, usually.

Yeah, exactly. Yeah, no, I agree. And so you've also decided to write a book about what you call resonance. And so I was wondering, what what is resonance? Or why did you write this book? And what does it mean? This resonance?

Yeah, resonance for me, you know, when when you are in, in a leadership position, you you know, that the old direct and command the leadership style is that for quite some time now, but still, you see it a lot, right? I think that I like to say, I lead by a resonance, which means, you know, I say things I do things, I behave in a certain thing that resonate with you. So you repeat my behaviour. In the end, a leader wants to wants to wants his team to behave in a certain matter, that is in line with the value with the objective of the company, etc. And to do that, when people when people see you behaving in a certain way, they will behave in the same way. And that's resonance. To me, vibrating, you know, resonance is a physics propriety. You know, if you have your, your tuning fork, and, and you make it vibrate, if you have a tuning fork that vibrate at the same to the same resonant frequency, once you start one, the same one will vibrate even if it's far apart. Yeah. And I think, you know, I wrote it because I, I found myself even before, you know, remote work, etc, leading teams that were in different parts of the world, different countries. So, one, you're not there, you really need to have a team that feel and believe in the same stuff that you do. And the best way to do that is resonating with your team, which and I conclude is really, to me, is finding what motivates people. Yeah.

And and what do you think, is preventing leaders from creating that resonance today?

Well, I think I think you said it before, you know, is there's a lot of fear of not being adequate or not, not achieving the goal, or I think fear is a feeling is a sentiment that stops us doing the right thing. So but again, when you decide that your values and your beliefs are strong, and when you're confident in those, then you are not fearful anymore. And when when you don't have fear, then you can resonate with others.

Yeah. Yeah, I often say when leaders ask me I'd like to be more inspiring leaders, what do I need to do to get there. And I often tell them, it's not really about doing more, it's more about removing layers that are today preventing you from truly being yourself. And once you remove these layers, and are completely aligned between what you deeply care about your emotions, your body, and you have this, this really alignment, that's when you become inspiring for other people and that other people will move mountains to follow it, you

know, I, I agree and, and, you know, we, we, we have this layer, almost like I think layers are created as, as a defence mechanism. Yes, you did something, and for some reason, that was not welcome, etc, then you create a layer because you don't want that that feeling or behaviour to be seen again. Right. And I think there's a lot, there's a lot of talks about, you know, authentic leadership, I think artistic, authenticity is extremely important, you know, because, because in the end, one thing that we are good as, as people is to sniff out people that are not authentic, or they say things and then do another thing, you know, that type of behaviour gets gets immediately gets immediately found out. And when you lead, you cannot afford that. Because then you will lose the trust. Right?

Exactly. Because I often say in in the past, when work was a little bit simpler worth things were not as connected to each other. Well, you could, and and things were moving more slowly. You could be a leader with all these layers and simply give instructions and people would follow instructions. But in a world that has become so complex and interconnected, where we need teams to solve the issues. Well, those teams, they also need to be creative. Well, they're the directive, alpha leader doesn't work anymore, he doesn't deliver the results. It's not inspiring. It's not motivating a team to work together to be creative to solve these complex issues to go the extra mile. And that's where the leadership style needs to change.

Yeah, and you know, it's funny, you mentioned it, because while we're while you while he said this, I was thinking about what what I like to say is that, as a leader, I want to be accountable without boundaries, right? In the end, again, back to the fear, one way you can remove the fear from your remove fear, to me means more creativity, more risk taking, when you create an environment where people are not afraid to take risk. Dense work then then is where creativity as it speak. And as a leader, a very effective way to remove this fear of failure. And unleash the creativity of the team is to say, Whatever happened, guys, you know, I'm the leader, so I will be accountable. I will take responsibility for whatever happened. We we know we learn absolutely, as you said before, but go ahead, try experiment. And, and I've seen it over and over again, in every job I I went, the first thing I say I'm accountable without boundary, I don't care. The only time and people used to laugh. He said, You know, I used to work in the oil and gas industry. So we had regal shores. And I said, the only time I'll go to my boss and say that is not my fault if it Godzilla gets out of the water and destroy the rig.

Because that I cannot control. Right, it's and of course this is an extreme because Godzilla will never come out to the water and destroy the rig right? So if you take your accountability to the extreme, your team will thank you by unleashing his creativity.

Yeah, I completely agree with you. But I'd like to add to that, that being 100% accountable doesn't mean taking all the responsibility on your shoulders. To solve the issues, because some leaders, they think they then have to also protect their team and not share some information so that they are completely protected. But I believe in Yeah, in this transparency where you say, Okay, I'll be 100% accountable, but still sharing the responsibility with everyone, because otherwise, it's really hard. And it can be, again, crippling, and fear crippling for the leader, if they believe they have to be 100% accountable and completely shield their team. It For Me, at least, it was when I started sharing more and showing also my vulnerability and my doubts and, and sharing this responsibility. That's also when we had better results. In the past, I only had this 100% accountability, but then I was like, alienating myself from from the team because I wasn't sharing everything. Well, not. And of course, I'm still not sharing everything, but being more transparent.

You know, it's funny, you mentioned because there's a chapter in my book about getting down from the Ivory Tower, right? And, and, basically, this, what happened is that I got a new job and things were not going well, and I go and meet the person and the person start yelling at me, you know, the team members are yelling at me and say, you don't share information. And you know, I don't have the data that I need to do my job. And I said, Okay, you know, I just arrived. So display in me explain to me what you mean, and said, you know, if you want me to fix, fix your finance, you need to show me the finance data. So, of course, absolutely. Here's the finance data. You got the data, and you fix the finance, go figure, right. So I agree with you. I also think that so sharing as much information as you can, it's very important. But back to the resonance, I think, because I've seen it, when you take full accountability, and you have a leadership team, they will do the same, they will have the same approach to you. So you don't have to worry anymore about being the only person accountable. Because when something goes wrong, they will say, Hey, you are saying you're accountable? Well, I'll be accountable as well. So your behaviour, your extreme behaviour, in the experience, I had at least your extreme behaviour will resonate with your team, and they will behave as you do. So I never had to worry about being the only person responsible. Yeah, but I do understand that that's something that one should clarify from the beginning, as you did.

Yeah. And then you you also say that if we want this resonance, we have to communicate who we are as a person. And what do you mean, or how do you communicate who you are to others?

I usually invite them for lunch or dinner. I know it's, you know, I think well, you really are does not always come in into a work environment.

I think that you and again, I draw from my personal experience, you know, it's it's

there are some work environment where everybody's sitting on their desk and doing their work,

whatever they they're doing, and I usually gauge the engagement that the leader has, when I go into a new place at lunchtime. When everybody's, you know, gobbling their food in front of the screen, either watching YouTube or taking a break. Or even to many people still working and sending email with their lunch in front of them. Then I don't believe that there's authentic leadership going around. I think authentic leadership needs to be developed and built outside, far away from a desk, outside, outside the environment where you're constrained by by Buy what you buy what you're doing. So my way to show where I really am is really taking people out for lunch, or dinner, and I'm Italian, you know. So food, it's very important in our culture. And I actually find that I actually find that no matter where you travel, actually, food is very important for the culture, and you probably read the book, atomic habits, you're at least heard about it? No. And it's, it's a book about creating habits, you know. And one thing that resonated to me with the book is your invite your environment, create your habits. So for example, if you want to exercise every day, you know, make a room in your home where you exercise. So you know, when you enter that room is to exercise. So I think, to create an abbot, where there's freedom to express, you need to be outside the office, because the office is the environment where you work. Where there are barriers, because like it or not, we have layers, and we create barriers, and we behave in different way, depending on where we are. Yeah.

Yeah, what I also like to say is that I believe that when we have deep conversations, that's when we communicate who we are. So I like to bring people into these deeper conversations, because also the deeper the conversations, the deeper the relationships, and if at work, you only talk about the tasks to do so what went well, what needs to be done, and you don't know the person behind it? Well, then the probably the relationship won't be deep enough to have the trust, that is really necessary in tough times. Because yeah, it's easy when everything goes, right. It's easy to only focus on the tasks and to dues, but it's when things get tough, and they always get tough there that we need that trust and transparency, and that, that we understand each other then because once we go deep, we understand some behaviours of people where they come from, and we can be more compassionate about these, which then improves, again, the collaboration and the results in the end.

I really like the fact that you use the word Trust, I think, I think trust is the currency of business in the end. And trust is not something that is built in a day, right? Just like Rome was not built in a day, you can build trust in your day. And it takes a lot of it takes a lot of courage to trust. And I had a number of discussion with people and I like to say, you know, I, as a leader, you need to trust people unconditionally. And people go down, how can you trust people unconditionally? You know, I said, well, first of all, I'm accountable without boundaries. So I can do that. And then what does it cost you to trust people unconditionally, right? People like to be trust. And and when you when you say, hey, you know, you're a professional, you've been working and you know, you have this job for a reason I trust you. People usually respond very well to this and and they don't want I have I've never found a person that willing is when you say that you trust them is willingly screw trade. Yeah, yeah. They usually very, you know, they do everything they can not to betray the distrust. And, and but but when I have this discussion with other leaders on how you need, they need to earn my trust. And I disagree with that, you know, people don't need to earn when you are in a leadership position. People don't need to earn your trust, you need to give it freely. Yes, absolutely. Some time you will be disappointed, but in my experience I've been I've been rewarded by trusting more than disappoint.

Yeah, me too. Me too. But for me, it's more about trusting or believing in that person more than that person believes in himself. And that really helps because then you get the cell phone fulfilling prophecy where you have a lot of study and research around that when you believe in somebody,

then that somebody's skills increase. And of course, it's not easy, because it might also mean that, okay, you don't trust them yet uncertain skills because they still have to learn these skills, but you trust that they will be able to learn these skills and that they will be able to grow. So that's, uh, yeah. Well, thank you. We are already half an hour into the conversation Time flies when, when we're having a nice conversation. So I was wondering also, where can people find you and your book?

So I am on LinkedIn. So if you search my name, Rico Bisco, you will find me? Yeah, the website where you can read a few chapter for free. Yeah, it's called resonance story.com. will put links in the show notes. Yeah. And yeah, you can you can go there and read a few chapters. See what, see what the book is about. And if you like it, you can head to Amazon and, and, and bite.

Yeah. Great. Well, thank you very much. I really enjoyed this conversation. I think we were in resonance to both of us.

I think so. I think so.

Yes. And I'm a big believer of resonance. I always say to, to even my customers, I always say, you know, if my story resonates with you, then the programme is a fit for you. If it doesn't resonate, that's okay. Just don't do it. Now. It's not a fit for you. And that's also okay of course. And so, yeah, I am a big believer of, of resonance also in my talks and in in everything.

No. I'm glad and thanks. Thanks again for having me.

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