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RODNEY PEYTON

OBE, MD, Consultant Trauma Surgeon





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A Leading Surgical Coach Providing Exemplary Leadership Principles

Leadership is the ability to influence thoughts, feelings, actions and behaviors of others and guide them towards a common goal. Mr. Rodney Peyton is an exemplary figure of a great leader. An OBE, MD, consultant trauma surgeon, he is the world's number one surgical coach whose unique systems and techniques are recognized and followed worldwide by trainee surgeons and experienced consultants who are open to expanding their horizons. A true leader in his domain, he has received prestigious awards from in the UK, Ireland, Germany, Sweden, and South Africa, and has been given fellowships in five Medical Royal Colleges of the UK & Ireland. But what does leadership mean to a leader? We asked Rodney and here is what he had to say.

COVER STORY

“Leadership is all about adding value to others and making a difference in a constantly changing environment. The ability to bring about change for a group, an organization, or for a wider society is the key distinguishing feature between success as a person and success as a leader.”

RODNEY PEYTON

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What Defines A Successful Leader?

“Successful leaders, as far as possible, aim for graduated evolutionary change. They use influence, not authority, to assist, motivate and inspire. Their ability to do some comes from the confidence gained by competence and relevant experience as, if they are lacking in either, they will ultimately fail”, says Rodney Peyton.

Leaders in any field will be subjected to different situations, some of which may be confrontational in nature. According to Rodney, sometimes leaders may need to make unpopular decisions, producing some form of chaos to shake the established norms to achieve the objective. To lead these changes, leaders need to earn a great level of trust from the team which is

usually acquired by being an outstanding role model with excellent communication skills, empathy, and belief in the outcome.

He says that leadership is context-specific. It's more about being the right person at the right time and in the right place. Great leaders must possess self-discipline, clarity of thinking, and guiding principles.

Here are the Peyton Principles to help leaders bring about organizational changes.

1. Vision

Knowing the purpose of the required outcome and actively planning for it is a crucial first step. A leader must have a clear motive about the end result to inspire others. That is when people will readily participate and align their value systems to the leader's vision. Leadership is, therefore, about creating a convincing promise for the future possibilities and clearly communicating that message to the team, so that it is understood and stirs an internal desire for action towards it.

2. Leverage

Facilitating change requires altering behaviors and actions. Without that shift, efforts will be short-term. Rodney says, "achievement of corporate objectives needs a team effort, engaging people, motivating them and then leading them towards the required outcome." To start a significant chain of change, leverage is important. This uses the principle of pain and pleasure to produce an internal motivation drive. To prevent procrastination, some element of pain may be involved, and to develop momentum towards a goal, pleasure can be a strong motivator.

3. Mission

A mission statement is necessary to lay out in practical terms the way ahead, including the milestones along the path of achievement. It is also crucial to analyze what resources are necessary and how to produce them. "Within any project, staff and colleagues have to understand what is expected of them as generalities do not work. On the other hand, too much control can be boring and demotivating so there should be

scope for creativity and innovation", says Rodney.

He explains leaders and those in supervisory roles must be reasonable in their expectations of the performance of others, setting standards that are achievable by an individual or a group.

4. Feedback

To keep up the pace of work, supervision and accountability are solid pillars. All growth and activities towards the goals require honest feedback, given in a constructive manner, in order that course corrections can be made as and when necessary. The ability to adapt and change is the key to success.

Feedback should follow the logic. It should begin with what is working, considering what can be done better, faster, and more efficiently, and then review anything that is not working. Addressing difficulties is as necessary as identifying strengths and achievements in order to learn and grow.

The secret to a long-term process is not to go full out with the plan at any cost. A steady pace is required for staff to be given feedback on progress and helped to feel of importance to the project, realizing they are contributing in a meaningful way. Personal milestones are as important as professional milestones.

5. Culture

The secret to sustaining the power of momentum involves creating a work culture that promotes good communication. It is essential to acknowledge and celebrate wins so winning becomes a part of the work culture. Rodney says, "Within any organization, it is important that leaders understand "Culture eats

strategy for breakfast. Regardless of what is decided at the board level, there will be little progress unless there is a positive work culture at all levels."

Nothing has meaning until we give it one, so leadership must help followers provide meaning to their efforts by showing them how the end result will benefit them in the future.

According to Rodney, the role of leadership is about envisaging, persuading, and empowering the team so they act on purpose, without holding back, to achieve the common goal. This chain of change must be passed from one generation of leaders to the next. A successful leader must question everything, but at the same time avoid a tendency to neglect other's ideas, making careful inquiry until there is clarity about the goals they will be chasing. For a great leader, true success is empowered by the success of others, which results in a leveraged legacy that makes and leaves a difference.