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Q What's your secret leadership tool?

This month's contributors share their views...

Simon Walker p26
Director general, IOD



One of the most effective leadership tools is an ability to listen. Only through listening to the different perspectives and opinions of others can you arrive at an informed decision. It's easier to persuade people about the merits of your own perspective than it is to ride roughshod over theirs. It's about diplomacy as much as compromise.

[@The_IoD](#)

Robert Senior p36
CEO Worldwide, Saatchi & Saatchi



I'm at my best when I create an enemy in my head, like an inner critic. It could be somebody from the past or somebody who said it couldn't be done. If somebody told me something was impossible, that'd be the thing to catalyse me. This helps focus the mind. Also, when delegating or managing, make sure you have precision of intent.

[@saatchilondon](#)

Karen Mattison p21
Joint CEO, Timewise



Connecting great people to each other. It's thanks to this, that I have been able to build a challenger brand over the last 10 years. Timewise

is an all-encompassing recruitment business, whose main focus is connecting the best flexible talent to business. Connecting people is our lifeblood. What's more, I personally enjoy forging these networks too.

[@KarenMattison](#)

Richard Bowden-Doyle p58
Chairman, Neilson Active Holidays



Other people. I'd like to think that through most of the successful periods of my career, I've been good at putting skilled teams

together with my role typically being the grit in the oyster. Other tips on getting the best out of people? Using the underlying orientation of 'yeah, we're doing quite well but we can do better' works well.

[@neilsonholidays](#)

Iqbal Wahhab p25
Founder, Roast, and Director columnist



I openly blame myself in front of colleagues if something goes wrong. I'll say something like, 'I don't know why I didn't spot that earlier' and they will reply saying that it was really them who should have. Telling someone off only relieves anger, whereas shared ownership of a problem makes it less likely to recur.

[@IqbalWahhab](#)

Dr Stephen Castell p42
Chairman, Castell Consulting



Laughter and love are important. Never forget to carve out some time for yourself, plus the time spent in reconnaissance is never wasted either. But above all, I adhere to Castell's team motto: The sharpest sword is forged in the fiercest flame. Welcome the discomfort of argument, the conflict of ideas and destroy shoddy assessments.

[castellconsulting.com](#)