

# FEEL INSPIRED



HOW I'VE CHANGED:

## Gillian Wilmot

I started my career in retail, which is a very demanding leadership environment – speed of thought and action is essential. There's a premium on making things happen fast.

My epiphany came in 2008 when, in transitioning from being a CEO into mentoring and chairman roles, I learned that leadership is an art that requires much more than just making things happen.

Now I adopt a wider perspective, to better understand the different lenses people use to come to their viewpoints, and to take a more holistic approach to decision-making alongside CEOs and colleagues.

It's not simply about showing a clear vision, mission and purpose. Effective leadership needs to focus on shared values and beliefs. Understanding and discussing these provide the bedrock of decisive action at all levels within an organisation, helping to more easily resolve conflicting positions.

I have learned to listen carefully, gather feedback from all directions, analyse individual behavioural traits and habits, help to build a more strategic picture, and challenge leaders to refocus and push themselves further.

The privilege lies not just in chairing the board but in setting its tone, empowering decision-making and propelling the CEO to greater success.