
TREVOR JARRETT

NEVER FORGET

What It's Like To Be A 'C'

Why teams and organisations fail

The single most important fact leaders need to know for
their team and organisation to prosper

THE FORGOTTEN FACTOR

In association with Shaun Price

**Never Forget
What It's Like To
Be A 'C'**

Acknowledgements

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A special thanks to Shaun Price who has worked with me over the last 10 years and has been an integral part of shaping the game into what it is today.

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Trevor Jarrett

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The FF – The Forgotten Factor

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About the Author

Banker, toilet-roll salesman, alcohol and cigarette sales management – these are just a few roles in Trevor Jarrett’s background before he moved into the world of learning and development. There he discovered an adept ability to make a difference in people and in organisational lives.

Based in Billericay, Essex, UK, with his family, he is the Managing Director of Change Creation Limited, a leading learning and development organisation striving continually to seek new ways to inspire people to implement positive behavioural change within themselves and their organisations.

Described by his clients as a genuinely exceptional all-rounder, Trevor is an engaging facilitator, a results-focused coach and a motivational speaker.

He is driven by his positioning statement of indomitable yearning to make life-changing differences.

Contents

Foreword	1
Introduction	3
Before we Begin	5
A Chance Meeting	11
A Meeting not by Chance	24
Setting up the ‘Game’	34
Playing the ‘Game’	44
Level Feelings	44
C-level feelings	44
B-level feelings	49
A-level feelings	50
Summary	53
The Beginning of the End	56
Retrospection is a Wonderful Thing	71
What A could have done differently	71
What the Bs could have done differently	79
What the Cs could have done differently	85
Capturing the Moment	92
Closing Speech	97

Foreword

When taking advice on how I should structure the foreword of this book, it was suggested I ‘show the reader why Trevor has the proper credibility to have written this book’. This gave me some comfort, as the book is based on many years of playing ‘the Game’ during the numerous leadership workshops that Trevor and I have delivered to blue chip companies over the past 10 years.

We originally saw an abridged version on a visit to the US many years ago and began using it as an ice breaker or energiser. However, it soon became clear that the impact on the participants and the resulting learning points were more powerful than we had initially imagined. It was then that we developed the activity into a full-scale business simulation game, which became the keystone of our leadership workshops. I recall being present when the phrase ‘Never Forget What It’s Like To Be A C’ was first voiced and it is without doubt the perfect title for this book, as it sums up the key message from the story you are about to read. It may not mean much to you now, but remember that the title of the book *Who Moved My Cheese?* meant little to any of us, until we had read the whole story!

Whether you are a management trainee, team leader, middle manager, senior manager, managing director or CEO, this story has a message for you that will strike right to the core of your team, whatever the size.

Finally, it is only appropriate that we thank the participants who have taken part in the enormous amount of fun and synergy we have had in evolving this activity far beyond our original expectations. At the last count, this number runs at approximately 2,000 people and I am

sure they will all recall that every time we facilitated the Game, the feedback we received was either “this is our company!” or “this is my team!”. This confirmed that the Game was clearly delivering a reflection of reality. As the narrative unfolds, I implore you to reflect on the way you communicate within your own business, and ask yourself if you’ve actually forgotten what it’s like to be a ‘C’?

Shaun Price
Director of Change Creation

Introduction

According to recent research*, nearly 40 per cent of new chief executives fail completely within the first 18 months of their tenure. It's a frightening statistic and could be a key indicator as to why many organisations fail.

If we live by the adage that we all learn from failure and move forward, are our chief executives moving forward? Have they learnt from their failures? I believe an effective leader must learn from the mistakes he or she makes, but often people seem to make the same mistakes time and time again. Moreover, there are leadership failures that can easily weaken an organisation and ultimately paralyse its ability to perform. With any failure in leadership, it is important to understand what's behind it. These failures are often the root causes that prevent leaders and their organisations from moving forward, and the subsequent barriers restrict an organisation's ability to creatively seek new opportunities.

It's not just about the leader, though. Everyone in the organisation can feel the impact of failure. Often failure will be attributed to the leader and, in particular, those who are either lacking the appropriate leadership attributes or who fail to abide by the right leadership principles. Either way, they are setting themselves up to fail by slipping back into their old habits.

Primarily, leaders need to understand that their leadership skills will be constantly challenged in an ever-changing, complex work environment and they can very quickly, and subconsciously, develop an organisational situation that demonstrates a real leadership failure and leaves their employees with a feeling of desolation.

Paradoxically, it is recognised that most people want to do their best in the workplace – it's time that leaders appreciated this and applied some basic principles to the way they engage their people.

Before we Begin

On reflection, it wasn't all that difficult to decide what to call this book. You see, I always wanted to write a book that makes some sense of why many teams, and ultimately organisations, fail. My experience suggests there is one single but vital factor that many leaders tend to forget as they pursue successful careers.

Consequently, the title needed to describe the single most important factor all leaders, and ultimately their organisations, need to know to get themselves, their teams and their organisations back on track before it's too late.

Never Forget What It's Like To Be A 'C' identifies 'The Forgotten Factor' and takes you on a journey that will help identify where leaders are perhaps failing their people.

The title is designed to be provocative whilst memorable, the content to be thought-provoking but understandable, and the message to be reality based on experience.

Okay, let's not pretend this is the only book written about leadership and teams. There are numerous books out there that range from being worthless to invaluable in helping leaders, organisational resilience and sustainability. I'll let you be the judge of where *Never Forget What It's Like To Be A 'C'* fits within these parameters.

The story is based on a chance encounter with a CEO back in 2008, and the subsequent journey we embarked on to understand why his company was failing.

Everything seemed to be in place for his business to succeed. As a global provider of Business Process Services, they were innovators, leaders in their field and at the forefront of technology. So what was wrong?

The story takes us from a meeting that happened by chance, through a series of events that helped a failing organisation and its leadership team understand what was holding them back from becoming a successful global player.

Yes, there is a single key factor that stifles success, but one has to recognise that many things influence this factor. By focusing on this one factor, it will instantly have a major impact on what is holding you back from being successful as a leader and as an organisation.

***“Enjoy your search for TFF:
The Forgotten Factor.”***