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Why do we strive to leave a mark? Richard Dawkins' selfish-gene theory suggests that human behaviour is driven by an unconscious need for continuity – whether through genetics, ideas or influence. This instinct extends into leadership. We don't just seek recognition; we want to leave something that lasts. Scientific discoveries bear the names of their inventors; artistic movements shape generations; and, in leadership, true legacy is measured by the people and cultures that endure after we step away.

True leadership impact isn't about personal milestones. Our TIC (Team, Individual, Community) leadership model raises leaders' awareness of creating the right balance between empowering individuals, strengthening teams, and embedding a culture that withstands change.

Yet many leaders struggle with this balance. Some excel at one-on-one mentorship, helping individuals thrive, but failing to unify their teams. Others build high-performing team cultures, but isolate them from the wider organisation, often leading to burnout when external pressures seep in.

One senior leader in the tech industry we worked with was exceptional at fostering a high-performing, close-knit team. They nurtured talent, protected their people from external toxicity, and built an environment where creativity thrived. But, over time, that protection became a double-edged sword. The team was insulated from the organisation's dysfunction, but when external realities inevitably surfaced, they weren't prepared. The leader burned out first. The team followed. Without resilience, even the best teams falter.



Leadership, legacy and the power of influence

By

**Dr Tarek Jomaa and
Dr Vanessa Pozzali****The leadership balancing act**

Organisational cultures take time to shift, and change isn't always immediate. The skill of leadership is not striving for perfect alignment, but knowing how to juggle the forces of team, individual and culture in a way that builds lasting resilience. Sometimes, this means helping teams reframe their expectations. Rather than shielding them, great leaders equip their people with the tools and perspective to navigate the culture of which they are part while shaping it for the better. It's about fostering the right mindset – one that adapts, evolves, and turns challenges into opportunities.

Leadership isn't about control. It's about creating an environment in which individuals and teams feel empowered to contribute their best while staying anchored in a shared purpose. The most impactful leaders don't just develop individuals, they create teams that work as a unit and cultures that outlast them. When individuals thrive, teams flourish. When teams are aligned with culture, organisations become adaptable and resilient in the face of disruption.

Redefining leadership legacy

Legacy isn't a list of achievements. It's the relationships you build, the culture you shape, and the resilience you leave behind. As leadership evolves, the question is no longer "What did I achieve?", but "What did I enable?" The impact of a leader isn't measured by their time in a role, but by how well their teams and culture endure and adapt after they are gone. **E**

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