

Jonathan Digges

I'm here to help people get the most out of themselves and their teams

Leadership is about being a sounding board, challenger, supporter and someone who can help get things done. I deal with the day-to-day challenges of investing and managing people. But the best part is working with the leaders of the investment businesses to help them to develop bold, inspiring, strategic challenges for themselves and their teams. Everyone performs at their best when they feel part of something exciting. Keeping this energy and inspiration up is the ultimate goal for any leader.

By nature, I'm a persuader rather than a director

This tends to make me quite analytical. One of the things I find enjoyable (and challenging) in today's business world is that we all need to move at some much faster a pace, without being reckless. I try hard to keep things moving quickly rather than over-analyse, but I accept that is still a work in progress!

I want people to work in supportive teams

Work can be hard and demanding, but it should always feel rewarding rather than overbearing. I like people who feel inspired by what they are doing, people who take genuine satisfaction from their work and who are good at getting stuff done.

I really value people who think innovatively – how to do things differently, how to improve. I particularly value people who don't always get that bit right – who are willing to suggest things that fail. I enjoy hearing people talking (and not just about work) and I like to hear laughter. As I grow older, I find myself more and more wanting diversity in my teams – the variety of opinion and approach can really shake things up.

I like problem-solvers

I expect people to lead with solutions and ideas and not just identify problems to pass up the chain. Of course, dealing with issues is part of being a leader, and I strongly believe that "the buck stops with me". But I do expect people to stick their neck out and give me their best recommendation. I don't expect people (especially me) to get it right, but they should give it their best shot.

I prefer face-to-face interactions

Relationships are massively important for communicating, helping each other and getting things done. Time spent explaining things so that people are clear on goals, purpose and timing is always worth it. I get frustrated by discussions that just list problems, and believe every meeting should have an outcome goal.

I do not believe in compressing meetings into the tightest time possible. I find the five minutes taken up by chatting about something entirely irrelevant (what you got up to at the weekend) almost as valuable as the main topic. It helps with relationships and, frankly, adds to the enjoyment of work. We are people, not robots.

Our 121s should have a clear structure

I like a 121 agenda circulated 24 hours in advance, ideally. If it doesn't come, I try to do it myself. I am keen for people to keep an open dialogue in between meetings. For me, 121s are as much about the relationship, development and broader discussions as they are the day-to-day list of tasks.

Feedback is powerful

My preference is for regular and bite-sized feedback. I am quite self-aware, so if people tell me something in a sentence or two, I think I will understand and am quite happy to discuss further if I don't. I don't think I am particularly sensitive, so people should not be worried about telling me stuff. If you need to ask me something, feel free. I will always do my very best to be accommodating. I would ask you to be realistic in your requests though. A lot of people ask me for "just two minutes...", and if I had a pound for every minute over that, I'd be a rich man.

The SDI chart shows me as a 'hub'

This means I can deploy blue, red or green behaviours as the situation requires. My results show I value flexibility and variety and often place being a good team leader at the top of my priorities. I'm a hub both in my steady state and when in conflict. How boring! I think it is probably right though, as when I'm under stress I can move in different directions, particularly becoming more decisive or analytical, or act out of a combination of different motivations.

People need to find their own work/life balance

I work hard, but I hope I am not a work obsessive. I am very supportive of helping people find their own balance. Work should be fun, enjoyable and stimulating. When it isn't, that usually means the balance isn't right. I recognise that people will struggle if work starts to restrict them from the other things in life that are important to them, whether that's their family, hobbies or anything else.

The important thing for me is reliability. If people say they will get stuff done, then they should and do it well. There is no doubt I value those people highly. Ultimately what I want from people is trust and output. Trust takes a little while to earn (and is quite easy to lose) but once you have demonstrated your output, I am super-supportive of people carving out work patterns that enable them to spend time on the things that really matter.