

Expect **MORE**

from
2012



**With Compliments From
Rob Salisbury**



**My 2012 tips available on
pages 32 & 38**

Strategies for Success from Leading Experts in Personal and Professional Development

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6 Tips for More Engaging Webinars - by Gihan Perera



1. SOLVE THEIR PROBLEMS: It doesn't matter if you have scratchy audio, poor slides, a slow Internet connection, or anything else. If you know your audience's questions, challenges and problems, and you can answer them in the webinar, your presentation will still be compelling.



2. EDUCATE OR INFORM: Webinar audiences don't come to be inspired, motivated or entertained. They expect to learn something – so focus on educating or informing them. Even if your purpose is to sell them something, teach them first – and *then* go into your sales pitch.



3. GET THEM DOING SOMETHING SOON: Ask them to do something simple early in your presentation. This forces them to take notice, involves them right from the start, and demonstrates that this isn't just another boring presentation. For example, you could conduct a poll, ask them to write something or invite people to speak out loud.



4. USE MORE VISUALS: In a face-to-face presentation, your slides are a visual aid; in a webinar, they *are* the visuals. So use more slides than you normally would. This keeps your audience's interest, and provides a visual reinforcement to your words. The rule of thumb is to ensure that your slides match what you're saying at the time.



5. START ON TIME: Webinars are very time-efficient, so your audience has high expectations that you'll respect their time. So be sure you start on time; otherwise it sets a bad precedent, and your audience worries about whether you will keep to time. If you're worried about the technology or the logistics, log in early and test the technology so you can start on time.



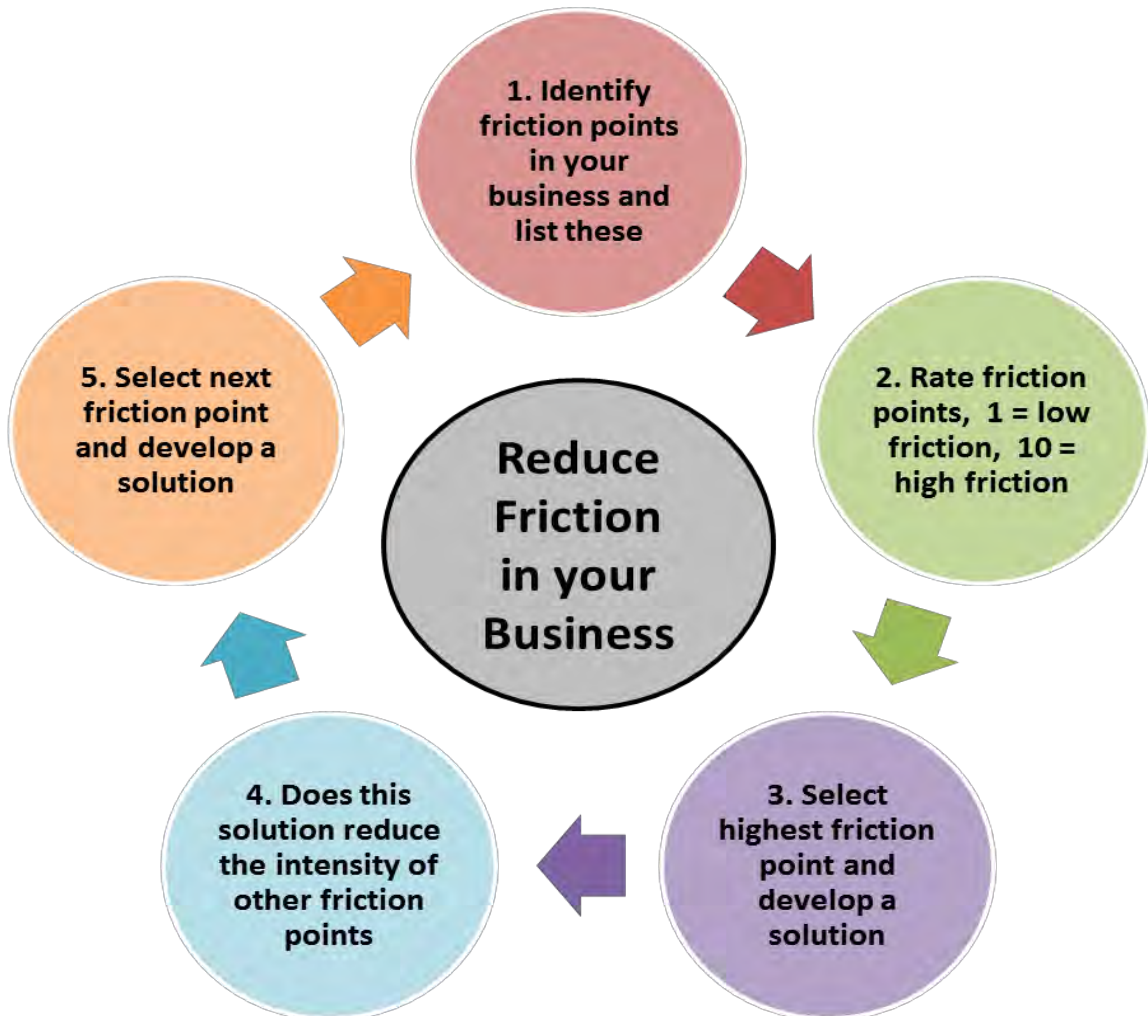
6. GET GOOD! There's nothing more off-putting than seeing a presenter struggling with the technology. Unfortunately, this happens a lot. So get good! You don't have to do it all at once. Start with just a PowerPoint presentation for your first webinar. In later webinars, you can add polls, audience questions, switching between windows, and other advanced features.

Gihan Perera is the author of the book *Webinar Smarts*, the smart way for professional speakers, trainers, thought leaders and business owners to deliver engaging and profitable webinars. To learn how to reach the world with mic, screen and mouse, visit WebinarSmarts.com for your copy. You can also download a free chapter on how to create effective webinar visuals.



Reducing Friction in Your Business by Mark Sutherland

Every business has friction points to varying degrees. Common frictions are staff relationships, clients not paying on time, suppliers letting you down, lack of customers and more. These are all frictions that make you anxious and worried about business progress. To feel better and overcome these friction points use this simple chart below. We never get rid of friction points in our businesses but we can identify them and reduce them.



PeakPerformanceGuru.com is a membership site established by Mark Sutherland to bring together his insight and knowledge from 25 years of coaching Olympic & World Champions and Executives to be Peak Performers. In The Knowledge Stadium you will have access to a plethora of tips, tools and tactics to help you become a Peak Performer in business and other areas of your life.

10 questions you should be asking this time of year



So, another year is about to begin. Besides running around getting all those holiday related tasks organised, many leaders turn their thoughts to analysing the year that was and planning for the new year ahead. This time of year gardeners are also turning their thoughts to the past growing season and planning for the next one. The way I see it the questions each group needs to ask, are the same . . .

- 1. What grew?** What new ideas that you planted came to life and grew . . . in a good way. Remember, weeds are prolific growers too and you don't want more of them. For example, which of your people have grown this year in terms of knowledge, abilities and confidence? How have you grown as a leader? Has your team grown closer?
- 2. What died?** What didn't work this past year? Was it a new policy or procedure, transferring someone to a new role, re-organising job responsibilities, taking on a new client or a hire that failed to thrive? On the positive side, what unhelpful or negative attitudes died off this year?
- 3. What would I plant again?** Who would you hire again? What projects would you do again? Which marketing campaigns or training programs would you repeat? Remember, just because something grew doesn't mean you would plant it again. Some people and projects require too much effort to be worthwhile repeat investments.
- 4. What new things would I like to try?** If you've been keeping an eye on the latest thinking in your industry then you should have some ideas on what you could try next. So what research and reading have you done to identify new things? What is on your "to do list" for the coming year?
- 5. What is ready to be moved?** Do you have people that are ready for their next role in your team, elsewhere in the organisation or maybe outside the organisation? What about you? Do you need to consider your next move?
- 6. What worked for others?** Look around your organisation for signs of what worked for other leaders and their teams. Maybe those same initiatives could work for your team. If you can learn from other leaders you will shortcut the path to success.
- 7. What needs a rest?** Gardeners rest beds to allow the soil to regenerate or they can run out of nutrients. What projects need a rest this coming year? Which of your staff need a holiday or at least a break from demanding tasks? What long established practices could do with a rest?
- 8. What circumstances were within or outside of my control?** The weather and the GFC you can't control but there are many other things that you can control. Did you ignore the early warning signs of a problem? Did you make decisions that you knew from the start had a minimal chance of success? Did you fail to take action when you should have, hoping the problem would solve itself?
- 9. What's changed since this time last year?** People and plants grow, changing the look and feel of an environment. How can you summarise the way your team has changed, for the better or the worse, since this time last year.
- 10. What do I want to change by this time next year?** Imagine your team a year from now and describe exactly what it would be like . . . what it would and wouldn't contain, where it would be headed and how it would be performing.

Karen Schmidt from Let's Grow! describes herself as a workplace gardener who can help your business bloom by growing your managers into engaging leaders. To book Karen for your next conference or professional development event contact her on 0411 745 430 or visit www.letsgrow.com.au.



Change What's Normal

by Ian Berry © All rights reserved.

To expect more from 2012 firstly, be happy with what you have.
When we are grateful for what we've got we can have more of what we want!

Secondly, break free from the status quo. Change what's normal.

Here are 3 ways to change what's normal:

1) Make both evolutionary and revolutionary change

Change is evolution and revolution and usually at the same time. The trouble is we often see change as either/or rather than both/and.

What will you change this year that's both? Think small change/s. Think incremental. Most revolutions were/are a tipping point preceded by a whole lot of small changes that in themselves were revolutionary for those who made them.

Conscious evolution starts with a conscious conversation with ourselves and then a decision to change.

What are you saying to yourself? What are you doing about what you're hearing?

2) Eliminate show from your leadership and deliver more value

There is a saying about professional golf that goes something like "driving is for show and putting is for dough." The folk who win golf tournaments have great short games and are not necessarily great at the big shots.

What will you eliminate this year from your leadership that is show and what will you add that other people will find really valuable?

3) Have a red-hot go

Every master-piece began with an idea and a blank canvas. I am willing to bet that you have an idea and you still have a blank canvas i.e. you haven't yet done anything about your idea.

What are you waiting for?

Get started today. Take massive action on your idea this week. It may not turn out to be a master-piece. Who cares! It has been said "The journey is the reward." Yet every now and then, because of our commitment to the journey, something remarkable happens. Make this week and every week this year, remarkable.

You will never know until you have a red-hot go.

Since 1991 Ian Berry has partnered with passionate people to break free from the status quo and turn possibility into reality.
He is the author of Changing What's Normal.

Formula for Lifelong Fitness – David Beard

Many people struggle to maintain their fitness for life. But it isn't that hard. Here's my formula for an active life guaranteed to keep you fit, forever.



1. Love the feeling you get when you finish exercising

Many people say they don't like to exercise because it hurts. Unfortunately, they are focusing on the wrong thing. Of course exercise is uncomfortable at times. If it wasn't, it wouldn't be exercise. The whole idea of exercise is to push yourself out of your comfort zone for short periods so the rest of your day feels easy. The best part of an exercise session is when you stop. That feeling of satisfaction from taking action, reduced stress due to balanced body chemistry and feeling of being in control. Don't focus on how you felt while you are exercising. Instead focus on how you feel when you stop.

2. Find people who love to do what you do

Long term commitment to an exercise routine is much easier if you have people who also like to do what you do. It is much easier to get up in the morning or stop on the way home from work if you know there will be someone else there to exercise with. On days when you just don't feel like it, the energy of a group or training partner can get you started when it would have been easier to go home. Once you've started, it's much easier to keep going. Having committed exercise buddies means you are less likely to skip a session. Committing to other people is better than a commitment to yourself.

3. Include a variety of activities in your exercise

Having variety in your exercise program means you're less likely to get bored, stale or injured; all things that can derail even the most committed exerciser. If you rely on one mode of exercise the chance of you suffering an overuse injury is much greater than if you do different things during a week. Variety in your exercise also means you're likely to be fitter as more muscles are working in different ways. Don't rely on one form of activity either. Incorporate aerobic training with some strength and flexibility sessions.

4. Relax and enjoy feeling fit

Regular exercise shouldn't be a struggle. If it is, you haven't found the right combination of activities or you are doing too much. Your body doesn't need a lot of exercise to stay fit, so focus on quality not quantity. Your body adapts **after** you've exercised so build in some relaxation time. Doing a variety of activities helps with this. Adding in some meditation helps the body to recover and adapt to the training.

Remember, it's supposed to be fun, so enjoy it. And love how good it feels to be fit.

David Beard is a fitness and performance specialist. He shows successful people how to stay at the top of their game for as long as they want. He works with executives and business owners who know they have to stay in shape to perform at the level they need. He provides assessment, education, coaching and consulting to individuals and organisations. Visit www.lifelongfitness.net to see how David can help you.

SMS – Your Sales Motivation System

How to boost your motivation in sales

by Paul Archer

I help to run and coach our village Under 12's Junior Rugby Team called the Bredon Buzzards. Look us up on the web www.bredonrugby.org

At the beginning of this season, we got off to a great start winning our first two matches convincingly but then the rot set in and we lost five matches on the bounce. Now you can imagine by Christmas, how the boys were feeling – pretty depressed and as for the coaching team, we were distraught...devastated. We began to question our ability and drive, our motivation dropped, we kept debating our coaching strategies, questioning ourselves, blaming ourselves...we panicked.

Does this ring a bell in sales or management when times get tough – maybe a lean spell, a period of bad news and unforced errors? How do we rise above it? One way is my SMS System or Sales Motivation System

The secret to an SMS is to break down what you do and rather than wait until a major success like a big sale, you reward yourself for achieving the small increments that lead to the goal. And when you reward yourself regularly for the small achievements, you boost your motivation and self esteem.

Let me explain.

We sat down and examined our coaching system and training drills. We broke down what it was, during a game that led to tries and points and eventual victories. We talked about winning scrums, line-outs, rucks, mauls, passing without dropping the ball, tackling well. We then devised new Skill Drills to practise these core elements and rewarded the boys when they did these things well especially during matches.

All the little rewards started to have an affect on our motivation and the kids' drive. Even if we lost a match, which we did early in the New Year, we still remunerated ourselves for winning scrums, tackles, line outs etc...and soon enough we had our first, very narrow, victory and haven't looked back since.

So break down your sales process or your coaching process into smaller chunks and reward yourself with points or Mars bars, it doesn't matter. That fact that you achieved the small segments will, eventually lead to a big success, a sale or a rugby victory.

The strange twist though, is what the boys really thought. Apparently they weren't too bothered about losing every match. By the time they had arrived home, been dipped into a bath and fed a roast dinner, washed down with copious amounts of ginger beer...they had



totally forgotten the game preferring to remember the fun they had with their mates.

It was us parents and coaches that took it all to heart and worried about things. Dwelled and resented the referee's decisions. Perhaps we shouldn't grow up so quickly and learn to think more like a 12 year old.



Paul is a master in selling, sales coaching and customer engagement and has worked with hundreds of corporations across the world to help them increase their sales revenue.

He is an accomplished speaker, workshop leader and sales coach; continuously ahead of the curve, Paul ensures the latest tools are used in helping clients increase their sales revenue.

He is able to use exciting and effective skills and techniques to revolutionise our thinking and can deliver his message in an energetic and enjoyable way.

Sign up to my weekly sales and coaching tips and get the Sales Tip's Annuals for the past three years with Paul's complements.

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How to Bake Strategy Pie – Shelley Dunstone

I'm a fan of the Masterchef TV cooking contest. I love to relax on the couch with a glass of wine and a take-away meal, and watch other people slaving in the kitchen. I'm not very keen on cooking!

Developing a competitive strategy for your business is a bit like a Masterchef team challenge. The contestants come into the studio, with no idea what they will have produced by the end of the day. They're told "You'll be making lunch for a law firm" or "You're doing dinner for the Dalai Lama". They stand around in shock, wondering how they are going to achieve this. Then they find themselves with a basket of ingredients and they know just one thing – by the end of the day, they must have their dishes ready to "plate up". Usually (apart from the occasional culinary disaster) by combining their knowledge, ideas and expertise, they produce a delectable meal that they can all be proud of.



Like a Masterchef challenge, creating a competitive strategy is an exercise in dealing with uncertainty. Your challenge is to bake a unique strategy, using only the ingredients at your disposal. Like me, you might prefer to save time and effort by buying a ready-made meal – but an "off-the-shelf" strategy won't produce competitive advantage. Creating an original strategy takes time, motivation and creativity - but at the end of the process you must be ready to "plate up".

Ingredients for Strategy Pie

Definition of your industry and market

Strategic assets, e.g. your core competencies

SWOT analysis (Strengths, Weaknesses, Opportunities and Strengths)

Environmental scan - global, national, local

Competitor analysis

Customer base, segmented

Method

Slice and dice, layer the ingredients, shake and stir, let it bubble around, agitate with questions, leaven with laughter, allow to rise, and chill for a while.

Find the "sweet spot" where you can work in your strengths and create maximum value for your target market.

Bake, then plate up your unique strategy and enjoy business success!

Shelley Dunstone helps businesses to innovate in their strategy to create sustainable competitive advantage. She facilitates strategic discussions that bring clarity and focus to your business planning. She also works individually with business leaders and is an international conference speaker. Visit her Web site www.shelleydunstone.com and subscribe to her FREE ezine "The Cauldron of Innovation".

By The Book

Writing a book has become an increasingly popular way to position yourself, especially if you're a service professional or business owner looking to increase your personal profile.

But is positioning enough of a reason to write a book?

The short answer: no.

And now for the longer answer. Writing a book can put you in the spotlight, but no amount of publicity will make up for a book that has no significant reason for being. Just like your business, your book needs to satisfy your readers' needs. In other words, have something to say, not just a business to promote.

How do you achieve that crucial balance? Firstly, remember that readers love war stories, about mistakes you've made and jams you got out of, how you've conquered challenges and helped others to do the same. They liked to be inspired, uplifted, educated and valued. They're looking for tangible takeaways they can put into action, ideas to flip their thinking, save their money or give them more time. They want to know you've been there, done that, understand their concerns and now you've earned the right to advise them with authority.

They want nuggets of knowledge, not pages of self aggrandising advertisements.

The irony is, if you give your book integrity it *will* stand out. And sell out. Look at the success of Tim Ferris' *Four Hour Work Week*, Gihan's *Fast, Flat and Free*, or Stephen Covey's books on the habits of highly effective people. These books have all been popular, but it's not just pure promotion that's made that happen. It's the stuff between the covers that's made the real difference.

Here are three top tips I discovered in writing, publishing and promoting my own.

1. Start writing. If you don't have the big idea yet, write a list of all the problems you see your clients challenged with and then write a response that gives a solution to each. Then keep writing.
2. Research your topic and name on Amazon. Is this hot right now? Or perhaps there's a gap that's waiting to be filled? What's your unique angle on this topic? What fresh insights can you give?
3. Write as you're writing. That is, once you're happy with the idea and you're ready to road test the content, blog about the book and share it with your social media channels. You create a community around the book and gain PR momentum before it's released.

There are many more ways to make your book stand out, such as getting quality peer reviews, testimonials from prominent experts, hiring a good editor, speaking opportunities, and finding a good distributor. But it all starts with what's on the pages. What's on yours?

Michael Neaylon is a brand and marketing speaker, consultant and coach. He is also the author of 'True Brand Toolkit: How to Bring in Big Money for Your Small Business.' Released in May 2011, the book is now in its third print run.

www.mcme.com.au/truebrandtoolkit



New Rules of Written Communication – by Shirley Taylor

As we are writing more than ever now, we depend on our writing skills to influence, persuade, encourage, collaborate, and to lead. However, most people don't really notice the quality of the writing they read – they simply react positively, negatively, or not at all. If you have ever wondered if there's a better way to write your messages so they get better results, there is! Here are three of the new rules for achieving more through effective written communication:

1. If you can say it, you can write it

We connect with the world today largely through e-mail, web sites, blogs, texting, and social media. With all these channels we have only bare facts, without tone of voice, facial expressions, body language, or pauses. Doesn't it make sense, then, to use writing that's as close as possible to spoken language? When you do this, you gain yourself a great advantage – you put your personality and individuality into your message. This will help you to stand out more and make a greater connection with your reader.

2. Write for today, not yesterday

Yesterday's writing is passive, wordy, and also really dull. It puts a distance between you and the reader. The way it is written also slows down understanding. Today's writing sounds more conversational. It's crisp, clear, transparent, and the personal context makes it more positive and interesting.

Yesterday: Please be advised that a meeting of the Annual Convention Committee will be held on 24 February (Thursday) at 9.30 am. You are required to attend to report on progress made since the last meeting. Kindly advise your availability.

Today: I'd like to hold another meeting of the Annual Convention Committee on Tuesday 24 February at 9.30 am. I hope you can attend to report on the great ideas you mentioned at the last meeting. Please confirm if you can join us.

3. Aim to build relationships

In writing, people will judge you based on what you write and how you write it. In today's fast-paced, communication-crazy world, it's essential to come across as a human being. If you insist on using old fashioned or redundant jargon (Please be reminded, Kindly be advised, Please find attached herewith, above-mentioned, etc) you will obscure the real meaning and will not be adding any personality of your own. Make your writing positive, stimulating and interesting, add some feeling and a personal touch. Help your readers get to know the real person behind the message.

Good writing makes a difference. Good writing will give you a huge advantage in today's business world. Good writing can help you work more efficiently, build credibility, improve relationships, influence people, win more clients and achieve your goals.

So take another look at the messages you receive, and at the messages you send. Are they full of yesterday's jargon or today's conversational expressions? Will they help to enhance your professional reputation or ruin it? Will they help to build relationships or break them? Give yourself an edge in this very competitive world by getting to grips with effective writing now, before it's too late!



Shirley Taylor is a popular speaker, trainer and author of many successful books on e-mail, communication and business writing skills. Shirley lives in Singapore and conducts interactive workshops on business writing, communication skills and e-mail writing. To receive five complimentary special reports in the Success Skills series, visit www.shirleytaylortraining.com. Sign up for free Success Boosters at www.stsuccessskills.com

Discover How To Get The Professional Edge In 2012. Master The Six Soft Skills For Personal Leadership.

They used to be regarded with derision not so long ago. They were too warm and fuzzy and too touchy-feely for professionals. They deprofessionalised what we held near and dear. Yet, in recent times, Soft Skills are being discussed in such elite circles as the Harvard Business Review, the Wall Street Journal and the Financial Times, as well as entering the curriculums of business schools everywhere.



It is now becoming apparent that excelling in the hard technical skills of our profession or industry may get us our job, but it will be how well-developed our Soft Skills are that will determine whether we keep it – or whether we move up the ladder.

The irony is that these Soft Skills are actually the Hard Skills – hard to learn, hard to sustain. They are the skills associated with self-mastery and self-management, the skills that call on us to change from within ourselves. They are also the skills that enhance our potential to motivate and inspire our people to work WITH us, not just FOR us. In short, they are the skills that enable us to firstly lead ourselves, so that we can then lead our people.

We could draw up a list of 60, 600 or 6000. I've chosen 6. If we get these right, everything else will follow.

- 1. Know What Makes You Tick**
- Discover Self Awareness.
- 2. Work Smarter And In Harmony With Your World**
- Discover Work/Life Balance.
- 3. Bounce Back From Adversity**
- Discover Resilience.
- 4. Be A Catalyst For Change**
- Discover Pro-activity.
- 5. Be The Self-Manager Of Your Own Emotions**
- Discover Emotional Intelligence.
- 6. Build Networks Of Support For Yourself**
- Discover Networking.

We are the CEOs of our own success – not our managers or our organisations. A large part of that success is about how we manage the Soft Stuff for therein lies the key to getting the Hard Results.

Maree Harris PhD is the Director of People Empowered where she works with professionals helping them become leaders who create outstanding outcomes by enhancing their personal leadership skills – their Soft Skills. As a coach, mentor and workshop facilitator, she creates empowering spaces where they can take risks and stretch themselves and stop living their lives with their foot on the brake, discovering talent and potential they never knew they had. To stay in touch with her work, join her mailing list at www.peopleempowered.com.au

Employers perplexed: Elite performer is short, has a beer gut and is 51 years old by **Ross Clennett**



As a keen student of high performance and a casual golf fan, I was delighted when, late in 2010, 51 year old **Peter Senior** won the 2010 Australian PGA title, ahead of runner-up, 33 year-old **Geoff Ogilvy**, the 2006 US Open champion.

Both players finished the 72 hole tournament tied on 276 and Senior won on the second extra hole in sudden death play-off.

This was a remarkable result for a number of reasons.

Firstly, Peter Senior has not been a full-time member of either of the major tours in the golfing world, the European Tour or the US PGA Tour, for many years. And as a result, at the time of his PGA win Senior was ranked 255th in the world.

Geoff Ogilvy has been a full-time member of the US PGA Tour for 10 years and at the time was ranked at number 25 in the world.

Geoff Ogilvy has career earnings in excess of USD\$25 million and his last tournament victory was in January this year, whereas Peter Senior's career earnings just exceed AUD\$6 million and he had failed to chalk up a victory on the regular tour (as distinct from the Senior tour) since his previous Australian PGA victory in 2003.

Secondly, Peter Senior stands at 170cm (5 feet, 7 inches), weighs 80kg (12 stone, 8lb), has a beer gut, waddles and has a golf swing more akin to a suburban weekend golfer.

Geoff Ogilvy is 188cm (6 feet, 2 inches), weighs 82 kg (13 stone), has the taut and lean appearance of a global athlete and possesses a golf swing that makes the purists sigh in delight.

One of the beauties of sport is that the scoreboard doesn't lie. The player who delivers the performance when it matters, takes home the trophy and the winner's cheque.

How good an athlete 'looks' is irrelevant. The player the experts 'think' should win doesn't matter. All that matters is a player doing what's required, better than their competitors, to win.

When **you** interview candidates for jobs, do you ignore the Peter Seniors' that apply? The people who, on the surface, might look average but are in fact, high performers.

Are you taken in by how a candidate **looks**? How they **sound**? Do you know the **right questions** to ask to discover whether they are a high performer, or not?

My advice? Don't judge a book by its cover. The next time you are recruiting don't write off the next old, short guy with a beer gut you interview.

Ross Clennett is a recruitment expert and the author of "**Succeed Quickly or Fail Slowly: A High Performance Framework for Recruiters**". For a free copy of Ross's book, to subscribe to Ross' free weekly newsletter or to read any of Ross's articles on recruitment please visit www.rossclennett.com



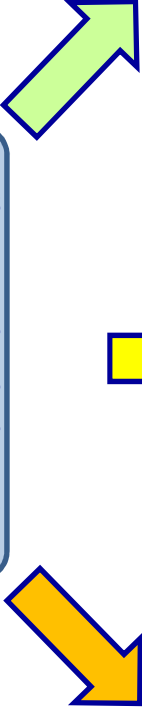
Email Strategist

Stuart Snooks



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3 Keys to Eliminate E-mail Overload (and triple your productivity)



1: Decrease frequency



Schedule times to check email (rather than react as they arrive)



Turn off all email alerts



Manage expectations

2: Reduce volume



Choose to be 'selectively ignorant'



Use rules to automate processes



Clarify expectations and parameters with others

3: Increase speed



Handle each email only once



Use the proven 4D methodology



Use subject lines to clarify desired outcomes

See our website for more ideas on mastering email at www.emailtiger.com.au

See my other article in this book for a detailed explanation of each aspect of this diagram

Five Tips for a Great First Impression (for Women)

– by Sharon Kyrwood



We all know that first impressions matter, now more than ever, with so many people changing jobs, looking for new business and attending networking events. Like it or not, people do make snap judgements about us, so give them every opportunity to make them positive.

Greet with a Strong Handshake

It's amazing how many men and women still don't know how to shake hands well. If you have a limp handshake, a "cold fish" handshake, or a fingertip handshake, you'll appear weak or unsure of yourself, not an ideal image for a professional. Here are two simple tips for a stronger and more confident handshake: Be the first person to extend your hand; and use a full palm-to-palm handshake with a firm grasp.

Tone Down Colours

Whether it's make-up, nail polish or clothes, keep the bright, loud colours in your wardrobe for social occasions. Use a more neutral palette for a professional look. To add a splash of colour and personality, use colour accents through the use of your accessories – such as a colourful scarf, earrings or a statement necklace.

No Party Hair!

When people look at you they see your face, and your hair is the frame for your face so it is immediately noticed. Like it or not instant decisions are made about your personality, reliability and professionalism. So avoid big hair, party hair and excessively styled hair. For your professional look, keep your hair clean, neat and tidy and in a fashionable style.

Neat, Appropriate Dress

It's not fair, but men can get away with the more casual work look – T-shirt, jacket and blue jeans are considered the norm for some professions! But as women, we are automatically judged by the clothes we wear. If you're expected to wear a suit, there are many fashionable alternatives to the traditional severe 3-piece business suit, some even with shorts. If you don't need to wear a suit, wear what's appropriate to your position. For example if I need to jump in and out of my car on a certain day, then wearing a mini skirt is an unsuitable option. If in doubt, dress slightly better than you feel you should.

Stand Up, Look Up, Speak Up

Making a good first impression is difficult because often you don't know what to expect, so you are on guard. You know those people who always look confident in any situation, even when it's new to them? They're faking it! It's all about **looking** confident even if you're not and then the confidence follows. So how do you look confident? Three quick tips: Stand up straight and walk with purpose, with your shoulders back. Look people in the eye all the time, because looking at the ground will show nerves and make you appear weak. Speak clearly and concisely.

Sharon Kyrwood is a make-up artist, stylist and image consultant with 16 years experience working with professional photographers, film and TV companies, and the public, helping men and women from all walks of life look and feel more professional, confident and yes, even glamorous!

Visit her Web site www.SharonKyrwood.com to read her blog and subscribe to her newsletter.

The Mentoring Mindset – Ann Rolfe



When you are clear about your values it's easy to make your own decisions without a lot of rules or instructions. You develop a mindset – a philosophy of life, principles that guides your approach to any situation.

Over the years I've observed a mentoring mindset that helps people get the most from conversations and relationships. The mentoring mindset values: Positivity, Courage, Difference, Dialogue, being constructive and responsibility.

Positivity

Increasing heartfelt positive emotions has been shown to transform people and help them become their best. Mentors improve their own lives and those of their mentorees, by increasing positivity in conversations.

Courage

Mentoring is a unique relationship. It opens minds, challenges thinking, stretches the comfort zone. It presents a challenge. Courage is the willingness to face that challenge.

Difference

Mentoring is an opportunity to learn open-mindedness. It is the chance not just to accept different views but to welcome and value them.

Dialogue

Listening and questioning skills ensure real communication occurs rather than superficial talk. This involves being present, attentive and focussed on understanding each other, not just waiting for a turn to talk or dominating airtime with words.

Being Constructive

Mentoring supports achievement. Four questions provide a framework mentoring: "Where are you now?", "Where do you want to be?", "How will you get there?", and once action is taken, "How is it going?". Mentoring uses feedback and feed-forward to fine-tune responses.

Responsibility

A mentor provides information and may express opinions however, it is always the mentoree that decides, acts and produces outcomes. The mentor exercises their "duty of care", if the mentoree proposes a course of action that is dangerous, by helping them become aware of possible consequences. The mentoree is responsible for their actions and outcomes.

Ann Rolfe is an expert in workplace mentoring. She can show you how to attract, retain and develop people by building a mentoring culture and learning the mentoring mindset and skills.

Get her free ebook: *Mentoring Demystified* at www.mentoring-works.com

KEEP YOUR TEAM CONNECTED IN 2012

LYNNE SCHINELLA

With more and more of us working remotely, and those in an office busy and working within their own silos, the answer to connection in 2012 is a collaborative approach, from the top down.

Collaborative leaders help their people engage on shared commitments.

Unfortunately many leadership teams are exactly the opposite - tight silos that operate within the confines of their own unit, only emerging to fight for a budget or to oppose any other silo that threatens them.

Tips

If you let them people will naturally gravitate to their own tribe, hanging out with their own kind who have similar values, thoughts, background, ways of doing things. This can make for easier work but it's

also a breeding ground for silo mentality.

Look for diversity when you're recruiting. Diverse teams of race, gender, personality and generations bring fresh perspectives, new ideas and innovation becomes an inevitable result.

Create a culture where there's an expectation that people will disagree openly in meetings (even with their leader). This not only helps to minimise politics but encourages dynamic debate until the best idea wins.

Once the idea is in, encourage unity.

Encourage collaboration but don't get stuck on the same people, all the time.

Create and disband teams as projects arise for

greater connectivity and effectiveness.

Use common sense though. Sometimes there's a need for an authoritarian approach. Endless collaboration means endless meetings means results that never happen.

Prepare for some robust, transparent conversation and keep your team connected for greater productivity in 2012.



Lynne Schinella works with organisations to add dollars straight to their bottom line through improved communication. This translates to reduced staff turnover, hiring costs & increased employee engagement.

She's a speaker and trainer, and author of "Bite Me! and other do's and don'ts for dealing with our differences."

Check her out at www.lynneschinella.com.au or contact her directly at lynne@lynneschinella.com.au

Focus On Where You Are Going – by Clive Murphy

When things fail to work out in your life – there is always a reason.

One reason is you may not be clear on what you want. Many people only think about getting out of the state they don't want. For example:

- "I don't want to be poor"
- "I hate being fat"
- "It feels terrible being depressed"

I'll ask people: What do you want from life?

- "I don't want what I've got now"
- "I'm sick of failing"
- "I want things to be better"
- "I don't know"

When you constantly think about the unwanted state, you receive more of the same. When you hate or fear something, it controls how you feel.

Complete this Exercise: Sit in a rolling chair in one corner of a room. This corner represents what you don't want and the diagonally opposite corner represents what you do want.

Sit in the 'What you don't want' corner facing the corner. Now back yourself out of that whilst looking at the 'What you don't want' corner.

No matter how far you go, you can still see that corner. You continue to take it with you.

I call this driving looking out the back window. You drive through life looking out the back window at what you don't want. If you drive your car forward looking out the back window, what is going to happen?

- you will go very slowly
- lots of accidents as you run into things

This is what happens to many people in life. They go forward very slowly and continually hit obstacles, which stop them from proceeding.

Where are you going "slowly" in life?

Where are things not working?

Make a list:

What obstacles are you hitting? Eg Attracting the wrong person in a relationship, business not succeeding, always something going wrong.

Go back to the "Don't Want" corner in your chair and now drive yourself to the "Want" corner.

Much easier, isn't it?

You drive a car looking out the windscreen because you can see where you are going. Focus on what you want and drive yourself to it.

Make a list of what you want in life. Turn the clock forward 10 years and wave your magic wand. What does your Ideal life look like? Be specific.

Health: _____

Relationship: _____

Work: _____

Income: _____

Assets: _____

Spirituality: _____

Happiness: _____

Avoid using words like 'better' and 'more'. 'Better' and 'more' can be a very slight increase. Aim for the total.

Know what you want and drive yourself to that destination.

Clive Murphy is a best selling author and the creator of "Live Your Life Potential" (released in Feb 2012). This is a 10 Module course covering how your mind works, how to stop others from affecting the way you feel, how to feel happy, why you have good and bad thoughts and ways to resolve conflict in your life. For more information, go to:

www.clivemurphy.com



Your Best Year Ever in *Thrive, don't* *just survive!* 2012

Good years and bad years. It's called being in business. So, how do you weather the economy, the global impact, the pessimism and actually thrive? Let's face it, a lot more money always helps. So, here are my tips:

- 1) Set Bigger Goals
- 2) Create a Financial Buffer
- 3) Track and Measure what you're doing

1) Set Bigger Goals

When the economy shrinks, when there's the threat of a recession, we seem to shrink our thinking also. This is exactly the time when successful companies really get their skates on, set even bigger goals and put massive action into implementation. Don't try to compete, aim for domination. Aim bigger, try harder and get more excited. I'm not encouraging you to go rashly forward, but I am encouraging you not to shrink your goals because of the pessimism of the media. The worst that can happen is that you aim much higher and slightly miss. This means that you have gone much further than you originally aimed for. What a wild ride that would be.

2) Create a Financial Buffer

Create a financial buffer both for your business and in your personal budget. Never underestimate the confidence this will give you. Everything looks better with money in the account. Everything! It gives you a sense of being in control and yet prepared for the worst. Aim high and go for the best, but have a plan which prepares you for the worst. This way, if your clients buy into the media hype and slow down their payments, you are not strangled for cash flow.

3) Track and Measure

Set goals each week and track your progress towards your goals. We are brilliant at deceiving ourselves. We go to the gym once a week and feel like we've been three times. We phone two clients and feel like we've talked to 10. Face the reality and measure what you are actually doing and the results you are getting from your activities. Do it weekly and successful activities will become how you work. Compound interest counts in all activities.



Shirley McKinnon is an expert on how to increase sales for your business. She has been an exceptional sales trainer for more than 20 years, a Master Business Coach for more than 15 years. She is a sought-after professional speaker and international author. She knows that if you look around, you will see businesses which thrive in a recession and shows you how to recession-proof yours.



Visit her on www.shirleymckinnon.com
and join her community to learn the tips and techniques of successful growth.

Working with the brain in mind



Many of us have a packet of Band-Aids in our first aid kit – ready to apply to that cut finger or blistered heel. But do you have a **brain Band-Aid**, one to apply when your thinking skills or memory let you down?

Paying attention is a key brain function that allows us to learn or perform a task efficiently. Yet our ability to pay attention diminishes with age, as we become increasingly distracted and as the effects of fatigue, stress and even hunger take their toll.

Increasing your attention skills can be readily achieved using any of the following strategies.

Practice reading a short article or a couple of pages from a book. Put the material away and simply jot down the important facts from the piece. Once written down, check to see if you have all the salient points. Do this for 5-10 minutes a day and you will improve your attention in just a couple of weeks

Learn mindfulness. Practising mindfulness or meditation techniques quiets your brain down and

has been shown to lead to an increase in the grey matter on brain scans in only 8 weeks. Practicing Mindfulness improves focus, leads to clearer thinking and a greater awareness of what is going on around us in the present moment.

Recognise your chief distractors. Know your enemy: incoming emails, phone calls and meetings leave our brain fatigued and ill equipped to allow us to work at our best. So turn off the phone, hang up the “Do not disturb sign” and shut the door to give your brain the peace and quiet it needs to pay better attention.

Turn down the noise. Feeling relaxed with the i-pod or the radio playing while you work? Great, but your attention skills are reduced. Ambient noise, especially in open plan offices contributes to lower productivity, more unforced errors and inefficiencies. If you want to get home on time, it’s time to turn the music down.



Neuroscience has provided the understanding of why we think or behave the way we do, and how we can change the way we think by rewiring our brain. It provides us with **possibility**.

Can you afford not to be brain fit? **Expect more from 2012** by starting on your brain fitness skills today. Dr. Jenny is a medical practitioner, speaker and presenter. She works with business people to keep their brains fit, so they work smarter and get better results in what they do. She is the author of the new book ***“Brain Fit! How Smarter Thinking Can Save Your Brain”***

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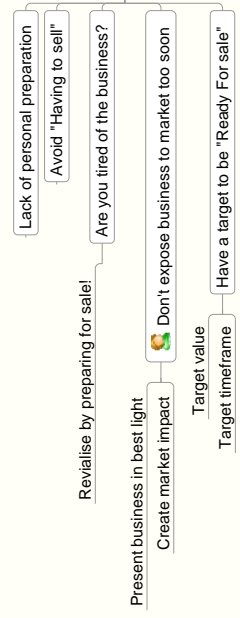
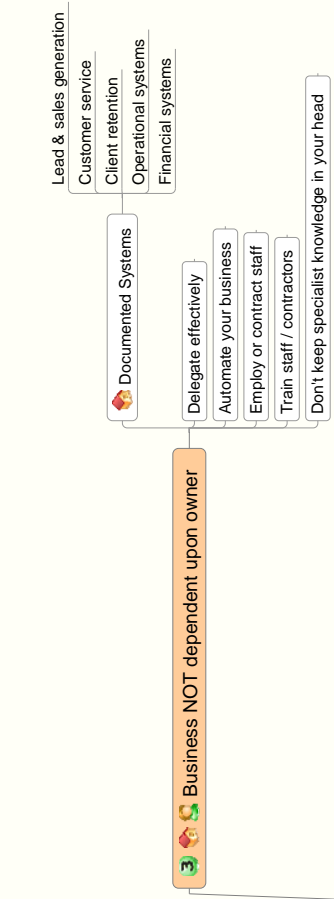
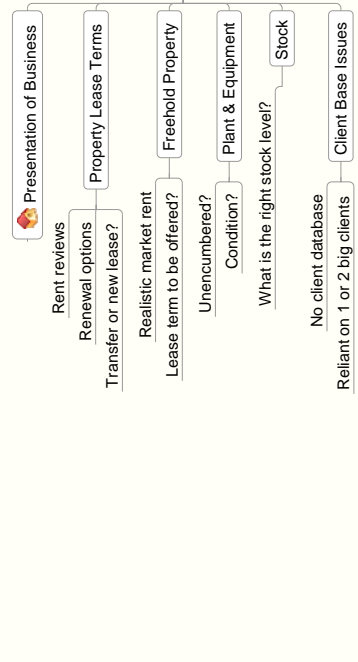
Expect More In 2012 - A Saleable Business Is Well Worth Keeping!

Can be fixed by staff or outside person
Usually systems process or business practices

It's a business issue

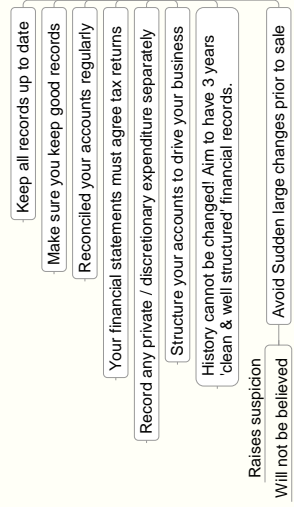
Got to be fixed by owner
Often attitude and emotional issues

It's an owner issue

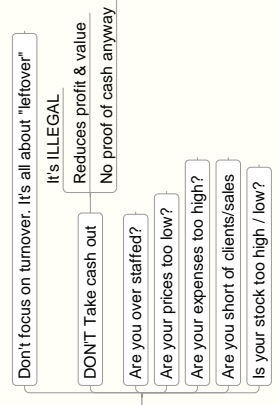


Know what your business is worth

Financials



Improve the Net Profit



7 Keys To Having A Saleable Business in 2012

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Ways of Working “Out Of Office” – by Chris Pudney

You’ve probably received an “Out Of Office” e-mail message from someone, telling you that they’re temporarily unavailable. Now a small – but growing – number of people are Out Of Office permanently – and by choice. The Internet – or more specifically, Cloud Computing – has made it easier than ever before to work away from the traditional shared office environment.



There are three main ways of working Out Of Office:

- **The “Semi-Commuter”**, or part-time telecommuter, regularly spends part of their working week in a home office. You do this for the *convenience* of being able to combine your work and your personal life. You’re highly productive, *co-operating* with your colleagues and clients when they need your help (and vice versa); and you focus on your work by *keeping out* distractions from the on-line world.
- **The “E-Worker”**, or full-time telecommuter, works full-time from a home office. You do this for the *comfort* it offers, compared with travelling to and working in an office. This is a full-time choice, so you use the Internet to *collaborate* with colleagues; and you selectively *let in* the on-line world when you need help, or to expand your network of professional colleagues and personal acquaintances.
- **The “Digital Nomad”**, or location-independent worker, also spends all their work time Out Of Office, but isn’t necessarily confined to a single work place.

This is the Tim Ferriss lifestyle (from his book “*The Four-Hour Workweek*”), where you’re no longer bound to one office space or by fixed working hours. You gain *freedom* in your working life, whilst *accommodating* the needs of your colleagues and clients. You can also *embrace* the world by travelling while working.

	You	Your Team	The World
Semi-Commuter	Convenience	Co-operate	Keep Out
E-Worker	Comfort	Convenience	Let In
Digital Nomad	Freedom	Accommodate	Embrace

What’s *your* ideal Out Of Office scenario?

If you would like to create one or a combination of these lifestyles for yourself, start by assuming it can be done, and then look for ways to do it. The Internet has made it so much easier for so many more people to make these choices – it’s up to you to find the right option for you.

Chris Pudney has been using the Internet since 1988, long before it came into common use, and longer than many people even knew it existed. For more than a decade, he has been living the life of an E-Worker, working for a global company from his home in Perth, Western Australia.

Chris is a co-author of the book “*Out Of Office*”, published in November 2011. You can visit his Web site at www.OutOfOfficeBook.com or e-mail him directly at chris@outofofficebook.com.

What would it be like if every time you sent an email, you received a well-structured and timely response? How much easier would it make your job?

Email is a difficult tool to use well. We send countless emails every day, often under pressure and for recipients whose needs are constantly changing. We also email fast and this can be the enemy of a well-structured email designed to get a timely response.

To get action from every email you send, pay attention to three areas:

1. Subject line.

It typically takes the reader 2.7 seconds to make up their mind as to whether they are going to attend to your email, save it for later or delete it; so your subject line is critical. To craft a compelling subject line, ask yourself the following questions:

- Does the subject accurately reflect the content of your email?
- Have you included enough information to distinguish the email from other similar emails?
- Have you eliminated any unnecessary words? Many people check their email on a smart phone so keep those subject lines concise.
- Have you used an active voice? People are far more likely to engage with your email if they feel the subject is addressing them personally. For example: replace a subject line of “XYZ Membership Fees Overdue” with “Are you aware that your XYZ membership fees are overdue?” (A question works really well in a subject line.)

Tip - always enter the subject after you have written the email. It's easier to summarize the email content once you have actually written the email!

2. Email length.

Remember that 2.7 seconds? If your email looks like it will take too long to read, it will get left for later! Your email must feel like a quick read so:

- Keep it to one screenload - maximum! If you can't fit all the information into one screenload, consider creating an attachment or splitting it into several emails.
- Use lots of whitespace. People skim emails when they read and white space helps the eye.
- Vary the length of your paragraphs to add interest.
- Use bullet points to summarize and paragraph headings to map the content of the email for the reader. This allows them to make decisions as to what to read in what order.

Tip - A single sentence paragraph in the middle of your email will grab the reader's attention.

3. Email structure.

To grab the reader's attention, put your most important point right at the beginning of your email. This will give the reader a context for the details that are to come.

- If you're replying to an email, put your answer in the first sentence and then explain your reasoning.
- If you're asking for something, tell the reader straight out what you want and then explain why.
- If you're providing an update, summarize the situation and then provide the detail.



Jani Murphy is a speaker and educator. She works with organisations and individuals helping to create a better email experience. You can email her at jani@emailsmart.com.au for more information on presentations and workshops or visit www.emailsmart.com.au.



Gary Ryan - Organisations That Matter

Great Service Still Matters in 2012!

Over many years I have experimented and developed my own model for service excellence. The model includes six re-enforcing elements. Like any re-enforcing model, when performed correctly the model creates a virtuous cycle (things get better and better). On the flip side, if any of the elements are missing or not performed correctly, the model generates a vicious cycle, that is things get worse and worse.



OTM Service Strategy®

The six elements of the model include Understanding Expectations, Establish Service Standards, Develop and Recruit, Listen, Measure & Respond and Celebrate, Recognise & Reward. Each key element contains a number of sub-elements that provide further detail for effective implementation of the OTM Service Strategy®. In addition, the OTM Service Strategy is underpinned by the decision to create and sustain a high level of service excellence.

The model itself is a story. In order to best serve your customers you need to understand their expectations. Once their expectations are understood the organisation can create appropriate service standards that will give the organisation the best possible chance to meet and/or exceed the expectations of its customers. Existing staff need to be developed so that they have the capacity to meet/exceed customer expectations and the organisations recruitment processes must give it the best possible chance to attract appropriate people to the organisation. Everyone must listen. Management need to listen to staff, staff to management, everyone to their stakeholders, colleague to colleague, department to department and everyone to their customers. The organisation must then be able to measure how it is performing against its service standards and be able to swiftly respond if it discovers that it is off course.

Finally, the organisation as a whole must be excellent at recognising, rewarding and celebrating great service. A culture that celebrates great service will re-enforce the importance of understanding expectations and the cycle continues.

Gary Ryan is an expert facilitator, coach and author who is passionate about enabling leaders to create high performing teams and organisations. Gary uses the tools and principles from the following programs to help leaders create 'Organisations That Matter':

- ✓ Teams That Matter®
- ✓ OTM Service Strategy®
- ✓ OTM Plan for Personal Success®
- ✓ 0 to 10 Relationship Management®
- ✓ OTM Strategic Conversations®

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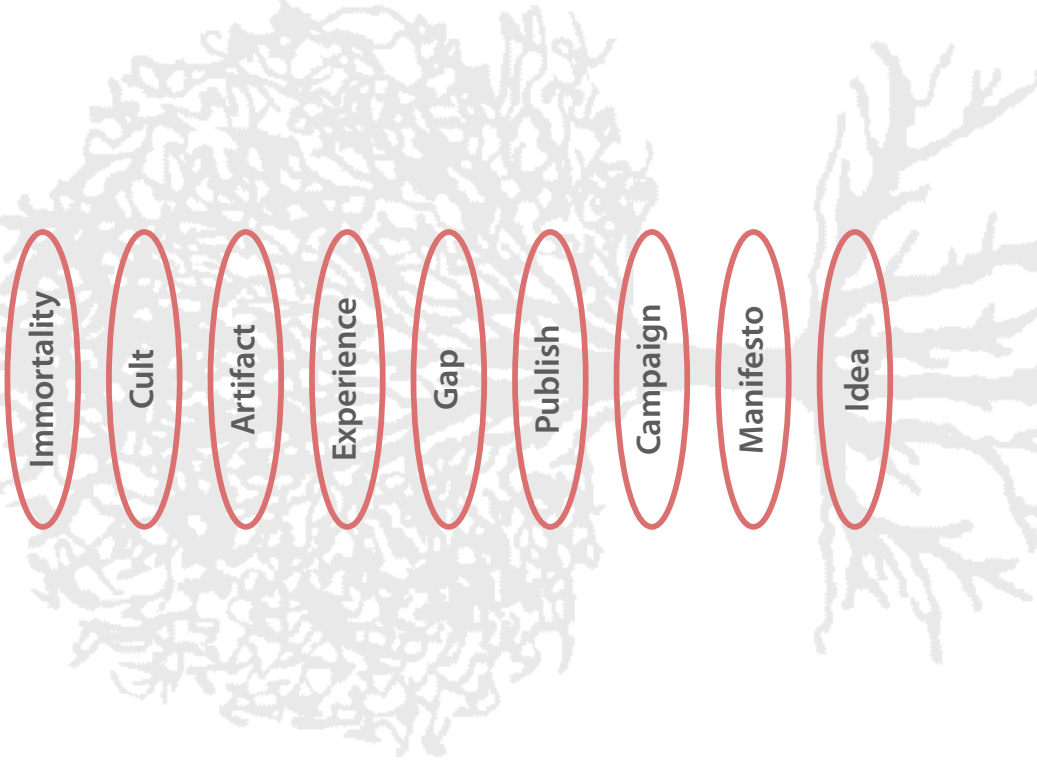
FB:

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How To Create An Idea That Lasts Forever

Can you imagine living forever? Science has not yet uncovered the fountain of youth. And, there are clear signs of how to build an idea that could last an eternity. The Ideas Marketing Tree provides nine steps for you to have your ideas last forever...



- 1 IDEA** All ideas start as mere thoughts. Usually as responses to what we've seen or heard. So, be aware of what you're thinking. Notice what you notice.
- 2 MANIFESTO** A manifesto is a public declaration of your intent. Define your idea in a way that others can grasp it. What's your purpose and how do you fulfil it?
- 3 CAMPAIGN** A campaign translates your manifesto into action so it becomes a game worth playing. Define how to win, write the rules and start scoring.
- 4 PUBLISH** Social Media means we're all in the publishing business. Package up your manifesto as content to market and promote your campaign.
- 5 GAP** To be successful you need to motivate others to join in. To do this you need to demonstrate the gap between where they are now and where **they** want to be.
- 6 EXPERIENCE** Let people experience your idea by creating a face to face meeting. Make it emotional, memorable and worth sharing.
- 7 ARTIFACT** All products are ideas in physical form. Give your idea substance by making it into a physical tool that makes life easier for all who use it.
- 8 CULT** Human beings are social creatures and so are our ideas. Create a sense of belonging through allowing fans to congregate around your idea.
- 9 IMMORTALITY** Ideas need to be practised. Define actions that support your idea and marry them with meaning to create rituals that are repeated.

The Ideas Marketing Tree

ideas MARKETING

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Three simple steps to avoid micromanaging

Help people get on with it

Here's a quote from management professor, Henry Mintzberg: "The manager does not leave the telephone, the meeting, or the email to get back to work. These contacts are the work."

Most managers will relate to that. On the one hand, the flow of interruptions, requests and enquiries is a source of constant frustration. On the other, constant communication is at the center of successfully running any team or any business. What's the right perspective on this?

The thin line between effective delegation and micro-management

The art of delegation is assigning the right person to right job. That's the most effective way of making things happen, which is what the manager's job is. That's the first step.

The second step is to make it very clear what you want done. There are lots of ways to do that but there is one simple formula that always works.

I learnt this as a young journalist when terse sub-editors would tear up my copy and tell me to re-write it. How, I would ask. Follow the formula, they would say: what, where, when, who? The idea was to produce an article with a minimum of fuss that left the reader fully informed.

If you want a fully informed colleague – one who gets on with the job with a minimum of fuss – a similar formula will work.

- Who: when the idea comes up, ask, "Who is the right person to do this?" Get people doing what they do best – choose someone who is good at what you want done.
- Why: explain why this is needed. Tell them how its execution will contribute to the team goal. Tell them why they are the best person to do it and why you trust them to deliver. Let them know you believe in them.
- What: be very clear about exactly what's to be done. The end product will always be slightly different, but often better than you expected. Just be as precise as you can about what you expect. That means fewer interruptions to clarify what you meant. They will be able to make their own decisions.
- When: give them a doable timeframe. Make it clear when it is due and why.

The third step is as important as the other two.

Let them get on with it

Wondering where the line is between effective delegation and micromanagement? It's here.

If you've got the first two steps right, give them the chance to do a great job. They may come back and ask for direction, but that's just asking you to do your job. They are looking for a decision. Help them make it but put the ball back in their court. Don't keep it in yours. That's just micromanaging. It will hold people back from excelling in their role and it will hold you back from excelling in yours.



TRISHA CARTER
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CULTURAL
INTELLIGENCE
COLLECTIVE

CROSS CULTURAL COMMUNICATION – A CRITICAL SKILL FOR GLOBAL BUSINESS

In business as in life our ability to communicate is critical to success and satisfaction.

For global businesspeople some new communication skills are needed. Even where the common business language is English there is still significant potential for miscommunication.

Like all of our values and behaviours, the "right" way to communicate has been taught to us as part of our social development. From a young age we have been acculturated to see certain things as polite or educated and other things as rude or inappropriate. Our global business clients and colleagues will often have received different messages as part of their early age learning. These messages often result in different beliefs, values and behaviour patterns around communication.

So what are some of the aspects of communication which vary across cultures? And do you have the cultural intelligence to enable you to adapt your behaviour in areas when you observe differences?

Adapt your volume – How loudly or softly are you speaking compared to your global colleagues? Cultures vary in the norm for loudness or softness and also the message which is conveyed when volume is increased or decreased.

Adapt your pace – How fast are you speaking compared to your clients? To some cultures Australians speak very fast and that speed combined with our tendency not to enunciate clearly can make us difficult to understand.

Adapt your turn-taking – Linguists have studied the complex rules around turn-taking in conversations and how content, pace, and tone change at a transition point when one person stops talking and another one can begin. However those rules change between cultures. In some cultures simultaneous speech is the norm and in others a polite back-down will occur in situations of simultaneous speech. In some cultures a long gap shows respect for the previous speaker while in others the gap is minimal or non-existent.

Be aware of value differences and look beyond the words – Value differences around communication can be a major source of miscommunication. Direct cultures place value on communicating directly, and take pride in addressing issues in conversation while indirect cultures place value in maintaining harmony, taking pride in subtle communication which protects face.

To an Australian accustomed to a more direct communication style where the message is in the up-front words, we may miss the subtle communication given by context, by non-verbal signs, or in the back words rather than the initial "Yes".

*"Can you get that completed for me by next Friday?"
"Yes, next Friday... Yes.... We have an audit this week"*

These are just a few of the factors that can impact on global communication and block business success. To learn how to increase your cultural intelligence – a key predictor of international business success – contact Trisha Carter.

Trisha Carter is an Intercultural Specialist, helping people from different cultures work effectively together. As an Organisational Psychologist she coaches, trains and counsels you and your team to work well and live well in another culture and manage the challenges of communicating, managing people and adapting. Her previous business, TransCulturalCareers, provided training to expatriates and their families, multi-cultural teams and global business executives for over 10 years. Her new initiative, Cultural Intelligence Collective, provides extensive cultural adaptation resources.

For more information please contact trisha@cicollective.com or visit www.cicollective.com

Learning to SOAR with John Loty

A strengths-based approach to building strategic capacity

John Loty invites you to consider a new way of “making things happen” - a new way of thinking about strategic planning - a leap forward from the SWOT analysis and that is to SOAR™ (strengths, opportunities, aspirations, results).



SOAR is an emerging framework that is a strengths-based approach which enables the stakeholders to see where they are today and establish a vision of where they want to go. It will be a co-creation.

SOAR has evolved from Appreciative Inquiry and works because people feel good as they clearly identify & understand the positive core of the organisation, imagining new possibilities and opportunities for building strategic capacity and sustainable development.

Strategic Inquiry	Strengths What are our greatest assets	Opportunities What are the best possible opportunities
Appreciative Intent	Aspirations Who do we want to be and what is our preferred future	Results What are the measurable results we want to achieve

The **SOAR** approach to strategy starts with a **strategic inquiry**. During this inquiry an organization’s greatest **Strengths** and **Opportunities** are discovered and explored among the participants. The participants are invited to share their **Aspirations** and co-construct their most preferred future. Then, outlining specific outcomes allows achievement of measurable **Results**.

Strategic planning is an opportunity to help organisations soar with their strengths and to elevate an entire system’s learning capacity to innovate from thought to finish. It can be a way to generate energy needed to accomplish the needed changes.

This can be and usually is an exhilarating and fun time!

While we do not often talk about strategic business planning this way it is clear that strategic planning can be one of the most positive times in an organisation’s life.

When people are enjoying themselves and feeling good they are more likely to create and innovate which spirals and inspires others in the organisation to **SOAR**.

This all adds up to transformational organisational change.

John Loty provides assistance with and/or coaching in Strengths-based approaches to Strategic Planning for Improvement & Sustainability (the business opportunity of our times) utilising AI (Appreciative Inquiry) and SOAR. Call John on **0411 809 404**

Visit: www.appreciativeinquiry.net.au

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Garth Roberts

INSTIGATING CHANGE - ONE MIND AT A TIME

7 Keys of Inspired Leadership

Through the years I've had various coaches and mentors who helped me become a better leader. I believe all of us need such coaches and mentors. From each, if we have an open mind, we learn, even with unusual methods. One of my most unusual coaches was a horse ... named Ben.

Ben helped me recognize three prime ingredients for being a successful leader.



1. **Plan** – most of us plan our vacations better than we plan our lives. Trust me, if you're working with a horse, planning is required and a well laid out plan helps you stay on and have an enjoyable ride. So, ...
 - a. **Have a clear objective.**
 - b. **Begin with the end in mind by using backward planning.**
 - c. **Open your mind to all possibilities.**
 - d. **Document all discussions so nothing is lost, even the seemingly poor ideas.**
 - e. **Engage all your resources, including all the people.** The folks closest to the problem frequently have the answers and another committee isn't even necessary.

2. **Communicate** – communication is the *doing* part of any activity. Without communication no one, especially a horse, really knows what is expected or desired. Remember, **it's not about you, it's about your listener.** You must talk in the style your listener understands, both verbally and non-verbally.
 - a. **Communicate your plan, often, using various written and verbal methods.**
 - b. **Listen, listen and listen some more.**
 - c. **Ask great open questions with who, what, why, when, and how.**
 - d. **Limit your closed, yes or no, questions.**
 - e. **Don't debate.** For the ideas that aren't worth much, honour the sender with, "That's interesting. Thank you."

3. **Follow-up** – one of the factors that convinced me to leave a place, a perfectly good place of employment, was the conversation that began, "We'd better put a committee together to deal with this problem." I'd been on at least three committees, over a number of years, that supposedly dealt with this problem. No one, in a position to do something, had followed-up to make sure the recommended actions were actually accomplished. And, incidentally, a horse gives you a better ride next time if a follow-up with food, water, and a good bushing down.
 - a. **Review your plan and communication.**
 - b. **Make sure action was taken, if not, know why?**
 - c. **Start a new plan for the next project.**

All three of these ingredients – plan, communicate and follow-up – need to be happening all the time. Remember, I know this works. A horse taught me.

Garth Roberts is a Thought Leader who works international, training Frontline Managers and Supervisors to be Inspired Leaders.

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Optimism maximises your Opportunities in 2012

The definition of insanity is to keep doing the same thing and expect different results. If you want more from 2012, then you'll need to DO something different! I don't believe that we can change our outcomes just by thinking positively. We need less positive thinking and more positive doing! Don't misunderstand – attitude is vital to our success. The key here is the application of 'optimism' rather than 'positivity'. The word comes from the Latin 'optimus' which means "best or most favourable" and the Oxford Dictionary describes optimism as 'a tendency or disposition to look for the most favourable outcome'. In my definition, there is also a critical aspect that includes taking action - doing something about it.



Three critical elements need to come together to create and deliver optimal results in your business and your life, in 2012 and beyond. They help you build and maintain an optimistic approach – what I call being in the "OZone". Working on the three key activities in each element gives you the ability to identify and maximise your opportunities and create better outcomes.

(1) Attitude Awareness. It's not just having a positive attitude - it's about having an awareness of what your attitude is at any particular time. How contagious are your good moods? How about your negative ones?

It's also about recognising that there are peaks & troughs in a day, in a week, in a month, and that sometimes you should just take it easy because

things are not going so well. When you are aware of your attitude, you can take absolute advantage of when you are feeling 100% full of energy and get the most from your efforts!

(2) Activity Management. This is about understanding exactly what it is that you need to do, then turning up ready to do the right activity at the right time. It's also about making sure that you measure and monitor the things that you need to track.

Be careful not to get so caught up in what's the right thing to do that you end up in analysis paralysis: "I don't know whether to do this thing or that thing." Here's my suggestion – do something. Get into action and the universe will give you feedback; either, "That was a really good thing, keep doing it," or, "I don't think so, maybe you need to change direction." Get into activity and then measure the bits that work and do more of those.

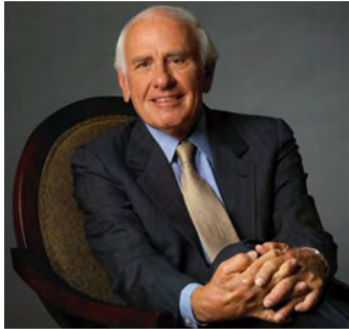
(3) Achievement Focus. How well do you see the big vision that you are headed towards? Make sure that you have clearly articulated where you want to go. It's also important to identify the things that might distract you from this focus. Work out how to remove, reduce or limit their impact. To improve your success rate, create visual reminders of the goal that will help keep you on track. Monitor & reward your progress as well as completion to stay motivated!

Take advantage of the "fresh start" energy of the beginning of 2012 to take realistic look at what is truly going on in your life and your business. Decide where you would rather be at the other end of the year. Build a road map of how to get there, then search for the best possible outcome, gather your resources and take action! Apply a dose of Optimism to maximise the opportunities and you'll get better results!

Helen Mac BA(Psych) CSP is Australia's Corporate Optimist. She works with leaders, individual contributors and teams improving attitude awareness, activity management and achievement focus. The result is an optimistic culture, delivering optimal performance. Author/contributor of 6 books, Helen is a sought-after speaker around the Asia-Pacific rim. You can sign up for her free 9-week Optimism Booster program at www.OptimismZone.com
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In Memory of James E Rohn – Rob Salisbury



Flashback 1991: I had won a company sales contest that included a two hour one on one breakfast with a businessman whom millions considered one of the greatest speakers, philosophers and authors in modern times – Mr James E. Rohn.

Prior to 1991, I had heard Mr Rohn speak on two previous occasions. Once in Seattle, Washington and the other time in Phoenix, Arizona to ballroom capacity crowds. In confirming my breakfast meeting on the telephone to his Scottsdale Hilton Hotel room, Mr. Rohn said, *“Rob, please call me Jim. I will be in the lobby restaurant by 7:30 am - bring your questions, I look forward to meeting you again”*.

Today, 20 years have passed since our breakfast meeting in Arizona. Fortunately I was able to see him on a few other occasions when he spoke in the United States and Australia. The world lost a great ambassador, teacher and mentor of the human spirit when he passed away 5 December 2009.

Perhaps some of the following tips Jim shared with me at our 1991 breakfast will help motivate and inspire you to have one of your best years ever in 2012.



TIP 1: GET HEALTHY: There is nothing worse than being sick. Having a Ferrari mindset is fine; yet arriving at your destination in a VW bug body is not success. Invest 1-4% each day in keeping your body and mind fine-tuned. Stress reduction, physical conditioning, healthy eating, low or no alcohol and no smoking are minimums. There is truth in the old saying, *‘good health is true wealth’*.



TIP 2: GET SERIOUS: Define your short and long term goals. Understand that being ‘successful’ in any endeavour requires a commitment and daily focus to achieve it. Becoming an authority in any field is easier with role models and mentors who have done that which you aspire to do. Cut the learning curve by adapting their proven methods and adopting new systems until they work for you.



TIP 3: GET SMART: The libraries of the world are full of books and they are free to use. Experts have produced learning programs to save you time and to enable you to learn from their examples and insights. Acquire the books, DVD’s or on line learning to become competent and excel in your field.



TIP 4: GET GOING: Activity is a high priority. Doing well requires handling more failure than the average person. Get good at using the telephone to make more appointments and meet more people who are able to make decisions about your products and services.



TIP 5: GET AWAY: Plan mini breaks to refresh, rejuvenate and rekindle your spirit. Having something to look forward to is a great way to stay focused on the work at hand until the rewards of our achievements have been realized. Mini holidays with family or good friends can make it all worthwhile.



TIP 6: KEEP A JOURNAL: While the destination is important, the journey can be a rewarding insight as to how you arrived in style. Record your daily ideas and experiences in a journal.



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Don't let people drive you nuts

Thoughts are not facts. Think about that.

Thoughts are simply your brain's responses to input from your senses every nanosecond of every day. But they might not reflect reality.

In fact, most of our thoughts are automatic, incredibly fast and negative (ANTs - Automatic Negative Thoughts). And ANTs drive our responses which sometimes are not what we wish they had been!



Two almond-shaped and sized parts of your brain called the amygdala are responsible for setting off alarm bells and the flight/fright, aggressive/defensive response whenever they perceive that something is not quite the way you expect it to be. They are highly sensitively geared to notice any change from the 'norm', no matter how big or small.

And that's the problem. Often, if we had stopped and really thought about the situation, we would have reacted differently. We wouldn't have done or said something that we later regret. I call this The Almond Effect[®]

For example, your manager wants to see you without warning; your colleagues are looking at you and giggling; your best staff member resigns unexpectedly; people don't get your name right; you don't get the promotion you were promised. And at home, your partner is late and doesn't tell you where they are; your teenager won't clean up their room; the cat is missing and the fridge broke down. You'll have plenty of your own ANTs to add to this list!

Any one of these things might drive you nuts immediately or the build-up over time certainly will. The 'straw that broke the camel's back' is really an imploding ANTs nest!

Take the following STAR steps to sort the ANTs 'noise' from the reality:

S Stop! Learn to catch yourself getting wound up and take a deep breath immediately.

T Think! Ask yourself what emotions are you feeling and what is causing it? Is the feeling justified? Is the action you feel the urge to take best in the short and long term?

A Act! Do something to either deal with the situation or 'walk away' from it either actually or in your mind.

R Rewire! When the emotion of the situation has cooled down take the time to work out what triggered the ANTs? Were there any EWS (Early Warnings Signs)? What can you do to prevent getting sucked in to negative emotional responses in the future?

ANTs have a vital function when your life is at risk. But it's a response we developed for Neanderthal days. Mostly all that ANTs do now is cause stress, anxiety and depression.

Your brain can learn new ways to respond. We call that plasticity. So practice STAR and don't let people's behavior drive you nuts or make you sick.

Anne presents and mentors leaders on life-changing ways to bring out the full potential of their people. Her special blend of extensive corporate experience, open, fun and heartfelt style and her deep research means audiences easily and quickly gain strategies and tools for themselves and to use at work. Visit www.AnneRiches.com for more information, free resources and CLUES.

Become an Authority On-Line – by Gihan Perera

5 Participate actively on social media platforms and on-line communities

4 Send your blog posts automatically to social media platforms

2 Publish a regular blog and e-mail newsletter

1 Build a Web site about problems and solutions

3 Publish videos, a radio show or a free report



Fly in the pan – new sales strategies for 2012

by Paul Archer

Having two early teenage boys faces us with a major problem. No, its not mood swings, empty fridges or Pizza complexions...no, its missing the toilet pan. Boys are just bad aimers, if you see what I'm saying. Quite frankly, this is a man thing not just teenagers.

We tried everything. Telling them, encouraging them, shouting at them, rewarding them and nothing improved the situation. Until we bought a packet of fly stickers and stuck one to the pan just like this.



And the amazing thing? It worked. No more missing, perfect aims and no mess.

Rather than fighting the problem, create an innovative solution. Challenge the status quo. Sometimes handling a challenge in a different way reaps dividends.

How about your challenges in your world? How are you facing up to your 21st Century challenges and problems? Are you trying to solve them in the same way with the same results or are you trying different solutions however radical.

Here's a few ideas for 2012

- *Have you revolutionised your cold calling techniques with some new scripts*
- *Have you asked your customers how to change things recently?*
- *Are you telling stories now to overcome objections rather than twisting your customer's arms?*
- *Are you using Social Networking to prospect for new clients?*
- *Are you writing shorter emails? Are you phoning or tex'ing more instead.*
- *Are you meeting clients through web communication technologies rather than traipsing across the country in your car.*
- *Are you investing in a new cloud based CRM system rather than rely on paper?*
- *Have you migrated your stuff to the cloud so you can access it from any device anywhere?*
- *Are you doing live field visits rather than paperwork back at the office?*
- *Have you challenged Head Office recently?*
- *Have you said no to a customer or acted in a scarce manner to increase your perceived value*
- *Have you turned the sales process completely upside down because customers aren't playing ball anymore?*
- *Have you started solving customer' problems rather than trying to push your product?*

It makes you think doesn't it? Creative change can bring great results. I just feel sorry for cleaning product companies who might be going out of business when every man in the nation becomes an expert aimer. I must say mine has improved dramatically as well.

You can listen to this article plus more by visiting <http://www.paularcher.com/?p=468>



★★★★★★★★

Paul is a master in selling, sales coaching and customer engagement and has worked with hundreds of corporations across the world to help them increase their sales revenue.

He is an accomplished speaker, workshop leader and sales coach; continuously ahead of the curve, Paul ensures the latest tools are used in helping clients increase their sales revenue.

He is able to use exciting and effective skills and techniques to revolutionise our thinking and can deliver his message in an energetic and enjoyable way.

Sign up to my weekly sales and coaching tips and get the Sales Tip's Annuals for the past three years with Paul's complements.

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★★★★★★★★

EMPATHY - YOUR SECRET SUPERPOWER

LYNNE SCHINELLA

Each year, companies lose millions of dollars in lost productivity due to stress leave, counselling time, hiring costs and training of new staff that could have been avoided if the workplace communication was more empathic.

What is empathy?

Empathy is the ability to stand in someone else's shoes, to feel what they feel and see what they see. Empathy is the ultimate in understanding other people; to slide into their minds and see what the world is like from their perspective in order to better understand them. It allows us to connect with each other on a level where we have a chance of making better decisions on how we act towards each other.

Face up to it

Have you ever been cranky with someone and you chew and stew and mull over it, only to soften your whole attitude when you see them face to face? If we don't get to do this, the "offence" committed can multiply to gargantuan proportions. When we meet face to face, it is our empathy that will win out in the end amongst those with mutually respectful relationships. We may be connected but we've greatly reduced our face to face contact and therefore our transference of empathy. We're operating as individuals in our own little bubbles. We have limited opportunities to read others let alone understand what they're feeling and what's

important to them. As a leader it takes strategic commitment to consciously look at the world through another's lense, which will be as complex and as individual as your own. Surely if you can imagine someone else's point of view you're in a position to positively influence that person. You may not agree with that person's current point of view but do you want to influence, to persuade? To develop a strong respectful relationship? Then empathy gives you power.

Do it

So in 2012 make a commitment to encourage empathy in yourself and your team, see tensions diminish and productivity rise.



Lynne Schinella works with organisations to add dollars straight to their bottom line through improved communication. This translates to reduced staff turnover, hiring costs & increased employee engagement.

She's a speaker and trainer, and author of "Bite Me! and other do's and don'ts for dealing with our differences."

Check her out at www.lynneschinella.com.au or contact her directly at lynne@lynneschinella.com.au



So you want to be an excellent manager?

Are the usual things holding you back?

What are the usual things? They relate to these personal questions: do I have what it takes? Can I lead? Is my strongest suit strong enough?

The answer to all three is yes, but we often stumble over these questions. That's ok. It means you are self-aware. If you don't stumble over them, you may not have the humility to survive as a manager, let alone take the steps to make you one in the first place. Here's five simple things you should do if you want to be a great manager.

- **Micromanage yourself**

Start the day with an action. We are saturated with advice to work "on" our business rather than "in" it. Yet nothing happens if one doesn't follow the other. Find something that will take 15 minutes or less and do it. People notice when you take action. Virtually everyone I have promoted was a self-starter. Start getting noticed now.

- **Collaborate**

Start your own think tank. Get together three or four like-minded colleagues or friends. Develop a mutually supportive brainstorming group. Thrash out new ideas with them. Take your problems to them and help them with theirs. It can be in the boardroom or over coffee or dinner. Get excited about your issues. There is massive career leverage in this process.

- **Be yourself**

There will be people in your business environment who do some things much better than you. Celebrate them. Encourage them, so that you don't have to spend time on those things. Instead, look at the things you do really well. What are they? If you do what you do well, and do it often, and continue to take it to the next level, people will notice. How can you make your strengths integral to the success of the business? How can the business leverage off you?

- **Help others**

Spend time forgetting about yourself. The best way to do that is help your team. The best bosses encourage others to excel. They worry less about their own stature and more about that of others. Their own stature will take care of itself. Helping your team climb a hill will put you nearer the top yourself.

- **Market yourself**

This is not about arrogant statements of personal ability. It is about proposing strategies you can deliver. Ask your think tank: what is the best initiative I can take that will assist this business? It might be a simple action or it might be a major project. Regardless of its scale, it will draw on your strengths. It will have the backing of your team and it will be something on which you can take real action. Don't hold back on this. Pick up the ball and run with it. Your strong suit will be strong enough, because that is what this initiative is based on. By taking action, you will be taking the lead. In doing so, both you and others will start to notice that you have what it takes.

Whooooo Are You?

It's hard to believe that the UK rock band 'The Who' formed in 1964.



Lead guitarist and songwriter Pete Townshend wrote songs that created 27 top 40 singles. Combining the talents of other band members and lead singer Roger Daltry, 'The Who' was inducted into the Rock & Roll Hall of Fame in 2001 - their first year of eligibility.

Highly honoured for their legendary creativity, they have kept their music current with their aging fan base for over four decades and sold nearly 100 million albums along their musical journey.

You may even be one of the tens of millions of people who watch *CSI: Crime Scene Investigation* each week around the world. Show producer Jerry Bruckheimer has used the song 'Who Are You' in every one of the opening show credits since the first episode aired on the 6th October, 2000.

The song's title does ask a profound question worth investigating and so I ask, 'Who Are You' and how did you get to be and arrive at being 'YOU'?

6 tips to get more out of 2012

1. Reflect - Review - Renew

What have you achieved personally and professionally that you are most proud of? Who has inspired you as a role model or as a mentor along your journey in life or business? Where have you travelled to that is beyond your neighbourhood or city that has offered a different perspective on other cultures or history?

2. Manage change and adaption

Psychologists suggest that any significant change in one of the following areas will cause undue stress to a person. Three or more issues at once can lead to depression or anxiety issues.

- * Death of a family member, close friend or beloved pet
- * Moving home or city location
- * Job lose or career change
- * A serious health or medical issue involving a relative, friend or self.
- * A personal relationship change like separation, divorce or new marriage.

3. What professional skills have your learnt or accreditations have you gained?

A professional colleague in Singapore is a CPA and has completed an in depth Singapore Institute of Company Directors Program. She is now qualified to consult to private and public company boards. She has 'skilled up' and has already started working with clients who can justify her higher fees.

4. Limit community, church or social club contributions

The constant yet limited resource at our disposal is time. Factually, if we take 24 hours in a day and multiply that by 365 days/nights in a year, you will have 8760 hours to use. A 1% use is 88 hours or about two 40 hour work weeks for most employed people. Be very wise in using or giving away your most valuable commodity and asset.

5. Balance health, spouse, family, friends and work

Easier said than done you say? Consider outsourcing some of the 'things' on your list of to do's and gain new time and personal space each week in the year ahead.

6. What do you want to celebrate and enjoy in the year ahead?



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3 keys to Eliminate Email Overload by Stuart Snooks (CEO, Solutions for Success)

Many people consider e-mail to be the biggest time waster and source of frustration in modern business life. This article complements the mind map on an earlier page and gives you 3 strategic steps and 9 specific actions you can take to eliminate email overload, save an enormous amount of time, reduce frustration, gain control and dramatically improve your productivity.

1 Decrease frequency - The first step to eliminating email overload is to decrease the frequency of checking e-mail.

Schedule times to check email: The key to decreasing frequency is to schedule times when you will check e-mail rather than allow it to interrupt you whenever it arrives. How often you should check e-mail depends on your role of course. Research shows that for most of us, 4 planned times a day is the best frequency. The key is that for most of the time we must ignore e-mail so that we can concentrate on the current (usually higher priority) task, activity or project we are working on.

Turn off email alerts: Now that we've scheduled times to check e-mail, we can turn off all the e-mail alerts. This will eliminate the distraction that results every time an e-mail arrives. The productivity damage that e-mail so often does is not so much because of WHAT the e-mail content is but by WHEN it arrives. Turning off the alerts eliminates this problem.

Manage expectations: The way to handle concerns about missing an urgent message when alerts are off is to manage other people's expectations. We must push back on the unrealistic expectation of instant communication when it comes to e-mail. You can do this by setting up an out-of-office message to let people know when you expect to respond to their message. This can be done by adding a PS to your signature block saying something like *"I'm not always at my desk and check e-mail 4 times a day. If your message requires an urgent response, please call my mobile number."* As people begin to NOT expect instant responses, they'll tend to send you less e-mail and the e-mail you do receive is likely to be of higher importance.

2 Reduce volume - Do you feel you don't get enough e-mail? Are you struggling with **too little** or **too much** information?

Selective ignorance: The way to manage overload is, as Timothy Ferriss says in his best seller 'The Four Hour Work Week', to be selectively ignorant. As Herbert Simon once said, *"a wealth or overload of information creates a poverty of attention and the need to allocate our limited attention, our limited energy, and our limited time efficiently."* Unfortunately, we can't know everything and we can't keep up with all the information that is proliferating in our world. So the key is to be selectively ignorant, to tune out the noise, to ignore the **trivial many** so that we can focus on the **critical few**.

Use email rules: Automate some of the routine decisions and processes involved with your e-mail responses. One of the most powerful rules to set up, and one that reduces e-mail volumes enormously, is the 'cc rule'. This is a rule you set up for all e-mail received as cc and redirects them to a CC (or reading) folder, not your inbox. CC e-mails are not urgent and often don't require any action from you at all, so they can be stored in the cc folder for you to review at a later and more appropriate date and time. The same rule can be applied to 'all staff' e-mails, newsletters or other distribution lists.

Clarify expectations and parameters: Another way to reduce email volumes is to clarify expectations and parameters with others. Set expectations so you don't have to respond to non-question e-mail at all (eg: by adding a PS to your signature block). As a manager, you can establish financial thresholds that allow for independent decision-making, allowing staff to use their own judgement to solve issues up to a certain dollar value and minimising a stream of endless low priority e-mail requests. Use 'if-then' instructions when sending e-mail to prevent most follow up questions and speed up decision-making.

3 Increase speed - As we receive increasing volumes of email, we must learn how to handle it once and process it quickly

Handle each message only once: Most of us have a backlog of e-mail in the inbox. This is 'unfinished business' which has to be handled at some stage in the future, even if it only means filing or deleting the e-mail. Many of these e-mails will have already been scanned or read two, three, five, ten times or even more. By checking email at a scheduled time as outlined above and using the 4D method outlined below, we will be able to handle each message only once.

Use the 4D method - every e-mail only ever has one of 4 possible actions, as follows;

Delete/ditch everybody's favourite action. Unwanted or irrelevant messages can immediately delete it

Deal for emails you can handle with in two minutes or less, deal with it straight away

Delegate when the next action needs to be done by someone else

Decide there are 3 possible decisions about the next action required, as follows;

Where . . store the e-mail when there is no further action but you need to keep it for future reference

When . . for e-mails you can't process in two minutes or less, convert the e-mail to a Calendar or Task item as planned and prioritised work to be done at a more appropriate time

Wait . . . when the next action can't be taken because you're waiting on some one or some thing else, move the email to a waitlist or pending reply folder rather than in the in-box where you'll keep being distracted by it

Use subject lines to clarify desired outcomes - Just as every incoming email only requires one of four decisions, likewise every email we send only has one of four possible desired outcomes (set up as 4 draft emails).

Action Required . . . the reader needs to take a specific action

Response requested the reader needs only to respond to your message; no other action is necessary

Read only it's important they read the message but no other action or response is necessary

FYI reading the email is optional, not essential (eg: an interesting article or joke).

For more details on how we can help you or your organisation to implement these ideas, check our website to see workshops, presentations, coaching, webinars and other solutions that will help you to get control of email - www.emailtiger.com.au

FIVE TIPS FOR A GREAT FIRST IMPRESSION (FOR MEN)

– BY SHARON KYRWOOD



We all know that first impressions matter, now more than ever, with so many people changing jobs, looking for new business and attending networking events. Like it or not, people do make snap judgments about us, so give them every opportunity to make them positive.

SHOES! PEOPLE NOTICE SHOES

OK. Maybe women notice shoes first, but even other men will notice if your shoes are falling apart or are in the wrong colour. Here's a simple rule: Wear shoes in the same colour as your trousers, or darker. Never let anyone convince you that brown shoes look good with black pants, they don't!

Also polish your shoes regularly – this helps them look better and last longer.

TIME FOR A MEN'S MANICURE

When you walk in to greet a prospective client and extend your hand for that all important handshake, having dirt under your nails is off-putting. In this day and age, with so many nail salons around, there is no excuse for not having a manicure. No, you won't come out with red nail polish, and the nail technicians are used to working with men! They can advise you on how often you will need to return, based on the condition of your nails.

CLEAN STYLED HAIR

You shave, shower and brush your teeth every day – but do you give your hair the same care and attention to detail? Many men don't, but I would caution against this. Hair builds up natural oils, which over time make the hair look greasy. Wash your hair more regularly – ask your hairdresser for the best advice for your type of hair.

How many of you have had the same hairstyle for the last 10 years – or even 5? Next time, ask your hairdresser to suggest a more modern hairstyle.

PRESSED SUITABLE CLOTHING

Getting up in the morning, grabbing the cleanest shirt from the pile on the floor, giving it a shake, a quick whiff and on it goes, is not going to give the best first impression! Admit it – I know you have all done this at some point in your lives. Always wear suitable clothing for the job that you are doing and ensure it is clean and pressed.

WALKING WITH CONFIDENCE, NOT ARROGANCE

Confidence in men can sometimes be mistaken for arrogance. There are a few little pointers that will help banish the arrogant image:

- Don't be loud just for the sake of it. Walk into a room with an air of quiet confidence, and people will still notice you.
- Don't raise your chin too high – it makes you appear as if you are looking down your nose at everyone. Keep your head up, but your chin tucked slightly down.
- Don't dress flashy – you know the type, the ones you won't let your girlfriend, wife, daughters or sisters talk to. Dress well – be smart, clean and professional.

Sharon Kyrwood is a make-up artist, stylist and image consultant with 16 years experience working with professional photographers, film and TV companies, and the public, helping men and women from all walks of life look and feel more professional, confident and yes, even glamorous!

Visit her Web site www.SharonKyrwood.com to read her blog and subscribe to her newsletter.

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