

Motivating your Mind Inspiring your Spirit

2019 e-book



*Wishing you an inspiring
2019 from Rob Salisbury*



Dear Reader

This e-book has been created from the generosity of 90 Australian, New Zealand, German, Irish, Canadian, American, Asian, South African and United Arab Emirates based authors and industry experts we have known in the MICE* industry starting in the 1980's.

Our 2019 e-book writers have over 2,600 years of business experience and 3,850 years in helping others. As colleagues and industry friends, they are innovative, responsible, intelligent and exceptionally talented in their areas of expertise.

E-book Purpose

Since 2009, our e-books have been created for clients, customers and global readers to enjoy. I trust the stories; insights and case studies can help your business or enhance your personal and professional education.

Contributing writers are invited based on their immeasurable value as topic experts and character attributes they have displayed over many years. I deeply appreciate their knowledge and spirit of collegiality in giving to this year's e-book.

As a complimentary gift and value added resource from this alliance of contributors, this e-book is **FREE**. Share it with colleagues, business contacts, friends and those you feel will enjoy the IQ and EQ stories to enhance their knowledge.

You can send the e-book via e-mail, a link, through your social media posts, blogs or your mobile device. Download it to your e-reader or lap top to read stories while travelling on a plane, metro train, bus or on your next vacation.

Special Thanks

To **Monika Newman**, Principal of Absolutely Virtual based in Sydney, Australia. Thank You for saying 'YES' as project coordinator by reviewing, editing and formatting 171 pages of content to compile this 2019 e-book.

Our meetings to clarify contributor content and verify bio details have been appreciated by everyone yet none more so than myself. I'm grateful for your creativity in Q3 and focus in Q4 2018 with your inspiring article on page **115**.

A **huge** thank you to gifted photographers **Nardia and Brian Guillaumier**** based on the Australian eastern coastline in Shellharbour. Nardia's stunning photographs have been our front covers for the 2015, 2016, 2017, 2018 and 2019 e-books with Brian providing his drone photography of Wollongong Harbour for 2019.

Photos of the Sydney Harbour, Kiama and Wollongong Light Houses plus Seacliff Bridge can be viewed on the back cover. Nardia's article is on page **61** and a wonderful reflection of her passion with Brian's article on page **60**. I can assure anyone who hires Nardia or Brian for business projects or personal photography shots you will be thrilled with lasting results and incredible images.

To our 2019 writers ... THANK YOU

Without you, this e-book would lack the richness of your global experiences. I've known some of you since my California University years while others as colleagues and mentors in my career success. I have worked with many of you abroad in cities where we have spoken at business events or at international conferences in a variety of countries and cultures.

I understand the ethics and character virtues you bring to your writing style and content. Thank you for your generosity to our readers and global audiences through your article(s) and our unique friendships.

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Wishing all of you and our global readers an abundant 2019.



Rob Salisbury B. Com., CSP
SRI Australia | Singapore | USA

* MICE: Meetings, Incentives, Conferences, Events

Disclaimer

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Further Contact

Each writer has their own particular area of expertise in business and life. If you want further information, feel free to contact them individually using their details as listed on their page or bio.

ACRONYM meanings

CPAE: Council of Peers Award of Excellence is awarded through the National Speakers Association. Less than 150 speakers worldwide have been awarded this distinction.

CSP: Certified Speaking Professional is awarded by the National Speakers Association in the USA or Australia. There are approximately 800 speakers worldwide that have earned this accreditation after meeting rigorous criteria and an independent audit of their commercial work with clients and customers.

CSP Global: An accreditation awarded through the Global Speakers Federation.

PM: Professional Member is awarded from Speaker Associations for standards met over a two year period.

Educational Institutions, Associations, Non Profit or Government Body Appointments or Awards:

PhD, MBA, M. Com, MBE, B. Sci., B. Com, CEO, MD, FAHRI, FAIM, JP, MAICD, GAICD, FAICD, VA, M. App. Sci., B. Ed. (Hons)., BA, Dip Bus, Dip Ed., NLP.

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LINDSAY ADAMS Maximising your Relationship Marketing Power

Why is it that you meet some people at a networking function and seem to get along like you are old friends?

Why is it that you meet some other people who you can't seem to find anything in common with and struggle to make conversation?

Here's a challenge, get a clean sheet of paper and think of someone you get along with very well. Write down three things/characteristics about them. Done that? Ok, now think of someone you don't get along with so well, someone that perhaps if they spontaneously caught fire, it would be a great day! Now write down three things/characteristics about them.



Now review your two lists, did you notice that what you wrote about the person you like are descriptors you could use for yourself? Almost always, the people we like and admire are just like us. We like to surround ourselves with people just like us!

Research has shown that people tend to get along with people who are just like them. If this is the case surely if we could identify people just like us, we would find it easier to do business with them. If this is true, then another problem arises. What do we do about the people we want to do business with who aren't like us?

The good news is that it is possible to do business with anyone, provided we make allowances for their behavioural style. Not only that, if we adapt our style to be a little more like those people who are different to us, we have a far greater chance of doing business with them.

As human beings we all have different behavioural styles and how we handle ourselves at networking functions depends on one of four different styles.

The four styles are:

- Director
- Socializer
- Relater
- Thinker

Let's look at each in detail to understand how to get along better with people just like us, or people who are nothing like us.

DIRECTORS - Directors are hustling, enterprising people who make things happen. They go to a networking function with a clear purpose or goal. Directors are often described as achievers, self-starters, doers, high fliers, or live wires. They tend to be on the move, making quick decisions about the people they are talking to, typically act confidently and successfully and approach a networking function as a chance to gain business!

SOCIALIZERS - Socializers are typically an active supporter, someone who urges the adoption of, or attempts to sell or popularise someone or something. They are often referred to as being an advocate, supporter or influencer. Socializers tend to use their voice and influence others with what they must say. They can be very smiley and positive people and approach a networking function as a more social event - a way to catch up with friends and meet new people. However, business is not necessarily the key reason for attending!

RELATERS - Relaters are people who give tender care and protection to a person or thing specially to help it grow or develop. They like to encourage and foster the growth of relationships. Relaters tend to want to make other people feel comfortable. They are concerned with other people's feelings, are very approachable and do not feel like they have to be the centre of attention. They are interested in seeing people that they have relationships with and deepening that relationship, along with meeting a few new people who are down to earth, nice and not too aggressive.

THINKERS - Thinkers like to inspect or analyse a person, place or thing in detail, to test the knowledge or skills by asking questions. They can be described as an auditor, inspector, surveyor or assessor. Thinkers tend to be more reserved and systems oriented. They are typically not extremely social people and would rather be working versus socializing with a large group of people they may not know. Their whole goal for a networking function is to complete the task of attending, meet 1-3 new people who may have been pre-selected, conduct any other tasks necessary and then leave normally before the event is over so they may get back to work.

IDENTIFYING THE FOUR NETWORKING STYLES - Now that you understand the four basic styles you can adapt your behaviour to relate to those who are different to you. The next question is, "How do we identify the four styles so that we can adapt to their behaviour?"

Identifying the four styles is relatively simple. Watch out for the following characteristics:

DIRECTOR - Directors are fast paced talkers and like to look good wearing suits that look very elegant. Ladies wear all gold or all silver jewellery and in general men and women have high confidence levels, with extremely strong mannerisms. They may come across as arrogant as they like to control the conversations.

SOCIALIZER - Socializers are usually upbeat and fast paced, they wear more trendy dress patterns with loud colours, funky jewellery, rhinestones or anything sparkly for the ladies and more casual shoes and polo shirts for the guys. They smile and laugh a lot and have great positive energy. They will often have an entire crowd around them and are the centre of attention.

RELATER - Relaters are more reserved and may wear more pastel or natural colours. There will be no three-inch heels for the ladies! They will wear very little jewellery in fact if they are wearing some it was probably given to them. They will often wear little or no makeup. Relaters are great listeners so they will probably be talking to just one person and mostly just listening!

THINKER - Thinkers are more reserved and their clothes might be a bit dated as they do not like to shop and they never throw anything away! If it is still useful, it's worth keeping! They tend to wear darker colours so they can mix and match. Thinkers may feel a bit awkward at functions, as they are not very extroverted. Ladies will wear little or no makeup. Many of the Thinkers will have their arms folded only because they feel uncomfortable, not because they are mad, frustrated or uninterested and they will talk to very few people and will try to just do it one to one. In fact, they will avoid a larger group in favour of having a conversation with just one person.

WHAT NEXT? - If you want to identify your relationship style you can complete a Platinum Rule Assessment. By answering just 60 questions you can identify your networking style and get a greater understanding into how to behave at networking functions. Lindsay Adams can supply a 5,000 word report on your networking style with recommendations about what to do with others who aren't like you. For more information why not contact Lindsay.

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This year, my calls changed from businesses needing help with teams to calls for help with stress. Managers and owners called not knowing how to help stressed staff, others were desperately seeking help for themselves. So I wrote a newsletter entitled 'FEAR: feel it, face it, and leverage it' which included [a link](#) to a test people can take to define their fears and includes exercises they can do to move beyond those fears.

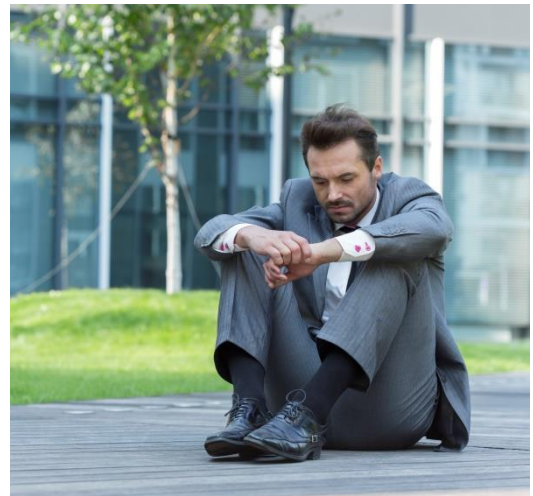
This newsletter led to two stand-out calls.

The wife of a young business owner was seriously concerned about her husband's physical and mental health. He owned a small business and was working 16 hours a day, 7 days a week. He'd become grumpy and impossible to live with. She was at her wits end. I spent some time with her husband asking my usual 'Have you thought about?' or 'Have you considered?' questions. It was clear that even trying to do just one more thing was totally beyond him. He'd moved from being stressed to a feeling of total overwhelm.

Stress is feeling physically, emotionally, mentally and even spiritually exhausted. Yet even in a stressed state we can still function. Just. Overwhelm takes stress to a whole new level.

Overwhelm is literally the end of the road. There's simply no gas left in the tank. At this point it's as if we feel nothing: we are numb. Trying to do anything differently simply adds pressure. Overwhelm is a really dangerous place and the people around us need to take our situation very seriously. These people aren't being difficult or negative, they are quite simply drowning.

This situation actually wasn't so difficult to help with. I simply asked a couple of his staff to take on some things to ease his load (like taking all calls in the morning till 10.30 so he didn't have to: he had identified this was his most stressful time of the day). I recommended enforced time out no matter what; if he didn't leave his office at lunch time someone was to take him for a walk round the block. He hadn't been sleeping so I recommended [Sleep Drops](#). I asked his wife NOT to engage when he was grumpy because this just descended into circular arguments. I asked her to simply and gently ask how she could help. These were tiny shifts, but they were enough for him to feel supported rather than criticized and inadequate. In just one week he said he felt more able to cope.



The second call came from an organisation where their top sales person had committed suicide. They asked if I could help their staff work through the shock and grief. This was a terrifying call for me. What could I say? How on earth could I help? Was I even the right person? And then my son called to say one of his closest friends had also just taken his life. We have an epidemic of male suicides in NZ and as adults, parents and co-workers we just can't understand why. Why didn't they ask for help? And then our guilt kicks in when we ask 'Why didn't we see the signs? Why didn't we step in?'

In the case of the high achiever, his colleagues were not only feeling guilt but also total confusion. Here was a man who had reached the top of his game; he owned a beautiful home; a beach house; had a gorgeous wife and a lovely young family. Cars and boats filled his garage. Wasn't he the person they were all striving to emulate?

I had to face MY fear in order to help. I had to go way back to my days as a counsellor to show people that there's *always* a way through. No matter what life hits us with, we really can cope. So these were my thoughts for people who might be feeling that life was just too hard:

- It's OK to ask for help: to admit you're lost and not coping
- It's OK to take time off to rest – we all need time out now and again

My suggestions for people observing someone who isn't coping is to offer your care. Depending on your relationship with the person, take them out to lunch; bring them a coffee; ask if they are OK; ask if you can help. And if someone asks for your help – please be there for them. Our natural fear will be like the fear I felt: 'what if I say the wrong thing', 'what if I make things worse?' All you have to do is listen, listen, listen and give them your time.

My counselling training started as a 'listener' with the Citizen's Advice Bureau. In 9 cases out of 10 its all people need; to be able to off-load their pain and for someone to care. In this case our job was to listen and 'refer' if appropriate. In most cases no referral was required, the listening made the difference. If you've offered help and the person has declined it, then that's actually OK. Leave the offer on the table so they know that any time they do need to talk, you are there for them.

During my session with the co-workers of the man who took his own life; after I'd talked about stress; and overwhelm, the tragic fact is that if someone is absolutely determined to end their lives, then nothing anyone can do will stop them. His co-workers needed to feel no guilt or shame. But I also added that no amount of 'stuff' will ever make us feel good about ourselves, if we don't have self-worth. We all have to do our 'inner' work; to resolve whatever we need to resolve; to find our sense of purpose and passion; to work out what's really important and even why we are here at all.

My other recommendation when it's all too hard is to LAUGH, which may sound odd. A person is depressed and I'm saying LAUGH. Yes. Get onto YouTube for 5 minutes and watch your favourite comedian; you can't laugh and be miserable at the same time. Endorphins change when we laugh; our energy lifts. And I shared some of the things that have made ME laugh when I've been feeling down and out:

- My life is running at the speed of 75 WTF's per hour
- Never do anything you wouldn't want to explain to the paramedics
- Be careful about reading health books – you could die of a misprint
- There are good days and bad days, and this is one of them

Life is so precious. I believe in reincarnation, but just in case I'm wrong and this is it, then I want to make every day count. I want to make sure I leave this mortal coil having made a difference that I was here at all. If you've read this far, I know you do too.



Ann Andrews CSP is ex Royal Marines and an ex work study engineer. Trained as a counsellor and profiler, she spent 30+ years in HR helping teams learn, unlearn and relearn. Ann now concentrates on working and writing about leadership because over the years she has worked with great leaders; mediocre leaders and some absolutely terrible leaders. If the person at the top has poor skills, then poor results, low motivation, high turnover and even chaos will ensue. If a leader displays unacceptable behaviours and unsavoury practices, then nothing will flourish. In 2018 Ann launched her book 'Lessons in Leadership: 50 ways to avoid falling into the Trump trap' as a direct result of the daily diet of fake news, alternative facts and downright bullying he displays. Mistrust in leaders worldwide is at an all-time high so her latest book '**Leaders Behaving Badly: what happens when ordinary people show up, stand up and speak up**' is a book of hope, revival and renewal as we witness unlikely and even reluctant leaders stepping up to say 'enough'. www.annandrews.co.nz



Each year brings with it a new vibration to create your dreams upon. Along with it, there's an anticipation of either your good luck continuing or a fresh start where your luck will prove to be better than the year before. For 2019, as Jupiter the planet of abundance and expansion, sits in the sign it rules, a once every 12-year occurrence, this is all very possible and even probable for many.

Jupiter is the big beneficiary planet, the planet of opportunity, and no matter where the Sun was situated on the day you were born, Jupiter's essence will shine its magic on you this year. However, it's not as simple as that, as the Jupiter energy responds better to a certain mindset.

A positive optimistic view on life aligns perfectly with Jupiter's energy. So, with this in mind, whatever your dreams, hopes and wishes are for 2019, make sure you put it out to the universe in a positive and affirmative way. Whether it is work, love or money that is on your dream list, ask for what you want not what you don't want. It's a subtle but powerful difference. For instance, if you want to attract love, focus on the positive qualities you want in a partner, not the qualities you don't want. If money is your highest priority, focus on your income not your debt. And if you're looking to advance your career, keep your focus on the end game, and don't get too caught up overthinking the how.

The possibilities with Jupiter this year are endless. Each and every Sun Sign will have certain power points to tune in to so you can step up to a higher vibration. This energy is connected to your dreams, your future and your grand plan. Dream big, feel your greatness, connect with your heart and stay focused on the where you want to end up and your ultimate dreams can absolutely become a reality.

The energy is limitless – stand in your own power and go for gold!

Here are a few key points for each Sun Sign.

Aries - Success Code: You make decisions and are passionate about whatever you put your heart and mind to. You put massive amounts of action into everything you do. Your Challenge: Not to make rash decisions, and to avoid being too impulsive. Jupiter in Sagittarius: This is your area of soul purpose - follow your heart. When you do what you love, the money will come. Be strategic with planning. - think through what you want. A global influence is possible.

Taurus - Success Code: You are persistent, and when you want something, you never give up! Your Challenge: You don't like change and are hesitant to step out of your comfort zone into the unknown, which can keep you stuck. Jupiter in Sagittarius: Learn about financial investments. Knowledge is self-assuring; the more you know the safer you feel. Keep your focus on the end result. Take one step at a time, feel the fear and do anyway. Allow yourself to get close to others.

Gemini - Success Code: You are pro-active in educating yourself. You're smart and inquisitive. Your Challenge: You can take on too much and get distracted easily, which can equal less productivity. Jupiter in Sagittarius: Watch for chance meetings, synchronicity and co-incidences. Connect with and mimic those who live the life you want. Love, luck and money can combine. Prioritize - make a daily to-do-list and follow it. Select a soul mate who supports you no matter what.

Cancer - Success Code: Follow your instincts. If it feels right, you do it. You are a savvy smart operator. Your Challenge: You can be changeable with mood swings and operate purely with your emotions rather than applying logical thinking. Jupiter in Sagittarius: Help others with their goals and yours will materialise, too. Focus on your health, beauty and wellbeing – the better you look and feel, the more successful you will be. Achieve a level of balance to be your best self. Productivity is your key!



Leo - Success Code: You are bold, brave, beautiful and command attention. You have a positive and productive outlook. Your Challenge: You can tend to take over, be very bossy and self-focused. And you can often make assumptions and decisions on other people's behalf. Jupiter in Sagittarius: Be creative and think outside the box. Pitch, sell, negotiate – step up and make the deal. Expect the best and that's what you will attract.

Virgo - Success Code: You are a perfectionist, detail oriented, creative and make an excellent support person. Your Challenge: To get beyond yourself and the issue of day-to-day operations to visualise a grand plan bigger than yourself. Jupiter in Sagittarius: Connect with family and heal past irritations. Teach those you love how to be financially independent. Investing in real estate is positive. Working from home and creating a global network is possible. Let your creativity get fired up. And you can re-educate yourself.

Libra - Success Code: You are a fair and diplomatic people person. You like to look at pros and cons before making a decision to ensure you have all avenues covered. Your Challenge: To let go of a need to fix everything and be there for everyone. Let life be and let others live their life as they feel fit. Jupiter in Sagittarius: Financial education! Learn as much about money as you can and pass your knowledge on to others. You are both the student and the teacher. This is a good year to write a book.

Scorpio - Success Code: You are smart, shrewd and strategic. You are also capable of stepping out of comfort zone, no matter how uncomfortable, to get what you want. Your Challenge: To trust others, and not be overly worried or sceptical about another person's intention. Learn to accept unconditionally. Jupiter in Sagittarius: Money management and diversity. Self-empowerment comes through mental-toughness. The more you believe you are worthy of having what you want, the more likelihood of you receiving it.

Sagittarius - Success Code: You are a positive person who is generally fortunate in life. You are blessed to have a visionary outlook and an adventurous spirit. Your Challenge: To focus on the details. Operate and act in the here and now. Jupiter in Sagittarius: Stand by for opportunities! People, things, situations are abundant in your life now, but it's up to you to take action and claim them as yours. Make your choices for the right reasons. Tune into your intuition, think big and go for gold!

Capricorn - Success Code: You are ambitious, consistent, focused, organised, controlled and methodical – all enviable qualities. Your Challenge: To take more action and be less in control. Allow life to get messy and to realise that's how you grow. Think on your feet and take chances. Jupiter in Sagittarius: Dream Big! This is a year to visualise what you want, and realise the power is in being able to see yourself there. Do the inner work - let go of the past and self-imposed limitations - open to abundance.

Aquarius - Success Code: You are highly creative and intellectual. Once you gather knowledge you possess the know-how to put it into action. Your Challenge: To combine logic with instincts and not get too caught up with overthinking. Be less in your head so you are more approachable and a better team player. Jupiter in Sagittarius: Get out and socialise to connect and combine efforts with like-minded people. Give back and provide knowledge to help others and in return your own dreams will materialise.

Pisces - Success Code: You are imaginative and have the ability to dream big and visualise. You are also very engaging and present with people when you are with them, a mesmerising quality. Your Challenge: To combine your natural idealism with realism to make things happen. Not be overly sensitive and take things too personally. Jupiter in Sagittarius: Career advancement, development and promotion can all be yours now. You can be in the right place at the right time. When you see the signs of coincidence, trust the universe to provide what you need. Think abundantly!



Jennifer **ANGEL**

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To see how you can best capitalise on the energy for 2019, you can Book Jennifer for a personal INTUITIVE ASTROLOGY consultation through her site at www.jenniferangel.com.



"Life is too short to wake up in the morning with regrets. So love the people who treat you right, forget about the ones who don't and believe that everything happens for a reason. If you get a chance, take it. If it changes your life, let it. Nobody said that it'd be easy, they just promised it would be worth it." ~ Unknown ~

I took that chance and it transformed my life. Here's how it happened ...

In 1996, I was on an incredible roller-coaster ride. At the time, my life felt disjointed and unfulfilled. Something was missing. I was in a little bit of a 'funk' so to speak. Then, my dear friends Sandy and Graham came to my rescue. They invited me along to attend the Unlimited Power Weekend with none other than the famous Anthony Robbins. Without a second thought, I jumped at the chance! Finding the answers to my unsettled state was foremost on my mind.

Needless to say and as I anticipated, the answers were revealed. Anthony's teachings proved to be the catalyst for my transformation. Upon my return and without hesitation, I made several decisions that changed my life.

1. I quit my job
2. I ended a relationship
3. I packed my bags and moved to Kuala Lumpur

Radical decisions? Yes, they were. Although I would not recommend the same for some, these decisions suited my needs at the time. A word of advice ... depending on your personal circumstances and commitments, I suggest that you start by setting short term and long term goals. Make sure that you choose goals that will help you achieve the best possible outcome for your particular situation.

Life in the Fast Lane

So, in 1996 after my radical decisions, I arrived in Kuala Lumpur with two duffle bags and 50 dollars in my pocket. I had no place to stay and no job waiting for me. Elynn (my reason for this life-changing decision) picked me up from the airport and put me up in a hotel for a week. Time was of the essence. Using my rather meagre network (from my prior visit in 1993), I was able to find permanent accommodation. Pretty soon, my work permit was approved. I wasted no time in rekindling the few relationships I had built. There is a common saying and it goes like this, "It is not what you know but who you know". A former client of mine was an avid Polo fan and she loved her horses. So before long, I began sharing a simple house with two of her stable boys. This arrangement suited me and pretty soon, Elynn and I began establishing our very own Personal Training business.

Not an easy beginning. Given the different lifestyle arrangements of an increasing number of our clients, a typical working day began at 6am and usually finished at 10 pm. However, the rewards and experience was worth it. What I focused on was my partnership with each client to help them achieve their fitness and health goals. I continued to live and work in Kuala Lumpur for another five years. Not only did I forge lifelong friendships but I also found my life partner. It was an incredible feeling of accomplishment when I arrived back in Sydney after spending those five years abroad. This time, my arrival was heralded with my wife by my side, a twenty foot container of personal belongings and much more than fifty dollars in my bank account! What a transformation my life had undergone!

Time for an Evaluation

Are you in a rut?
Are you unhappy with your current situation?
Do you feel disconnected or dispirited?
What's holding you back?



These were some of the questions I had to ask myself back then. Every so often, when I am faced with certain challenges, these questions resurface. Over the years, I have learnt from many mentors - Anthony Robbins, Oprah Winfrey, Dr Wayne Dyer, Louise Hay, Chris Howard - and some great friends. Their support has sustained me.

You are a **DIAMOND** in the Making

Here's a simple system which I have used whenever I've needed to get myself back on track. This system comes in the form of the acronym, **D-I-A-M-O-N-D**. Pull out your journal or a piece of paper now and write down the first thing that comes to your mind after reading each definition.

D = DECIDE that you want to change or make changes.

I = INSPIRED to Act by discovering your true desire. What is your greatest desire? Use it to inspire you to make the changes!

A = ACT. Take Action. Create practical steps to move forward towards accomplishing your goals and dreams. Your moment of power is now – The Present! As Fulton Oursler said, "Many of us crucify ourselves between two thieves – regret for the past and fear of the future."

"It is in the moment of your decision that your destiny is revealed." ~ *Anthony Robbins* ~

M = MOTIVATION. It is about making that commitment - choosing to discipline yourself into taking the steps necessary to achieve your dreams and aspirations, Magic Happens! The right people, resources and events will be revealed.

O = ONGOING Commitment. There will be times in your pursuit to achieve your dreams and aspirations that your will and determination will falter. Don't be afraid. Face the challenges head on. As Winston Churchill once said, "Never, never, never Give Up".

N = NETWORK. "Your network is your net worth." Ensure that you have a supportive environment. Surround yourself with people who uphold high standards. Don't allow yourself to slip into being complacent, make excuses or run away from your desires.

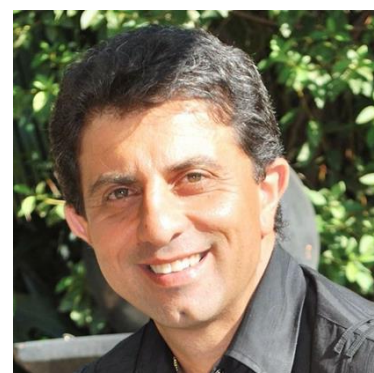
D = DRIVEN. Your drive to focus on what you truly want. Write out your goals. Put them in a prominent place so that you will be reminded of your vision and future.

You deserve a wonderful life. Full of success, happiness, joy and excitement. You have the ability to have great relationships, excellent health, meaningful work and financial security. I believe that we all need a system that can help us re-focus and re-balance when life or a situation gets overwhelming. Find and adopt a system that can work for you. When you apply the system and get the results, you will achieve higher levels of confidence, self-esteem, self-respect and personal pride.

And, just like me, you too will transform your life!

If you already have, I welcome your story (please write in comment box or send me an email) and permission to share it with the readers. It is not always about Success. Sometime we fail. I have failed many times. The greatest lesson we can learn from failure is that we can start over and try again. Just make sure you change tactics. Albert Einstein defined insanity as doing the same thing over and over again; and expecting different results.

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Have you even stopped to think about the origins of colour and how colour reflects our mood, personality or how it can inspire us in our daily journey and future?

Living in modern times we are lucky to have so many choices of colours, shades and design but how did we actually find colour? How was it discovered and then transposed to be available that has created symbols of desire, position and wealth? Most likely, many were brought to our shores by earlier explorers and traded for other items of value and desire.

When considering a topic for my article, my husband suggested I consider writing about the colour purple as it has become a colour of interest to me despite my immense dislike of it in my childhood.

Thus I started my research into the origin of this unique colour and found purple linked to Kings and Queens dating back to ancient times because of its bold hues and often reserved for society's elite. I learnt that Persian King Cyrus adopted a purple tunic as his royal uniform and Roman emperors forbade their citizens from wearing purple clothing under penalty of death.

Purple was especially revered in the Byzantine Empire with rulers wearing flowing purple robes and signed their edicts in purple ink with their children described as being "born in the purple".

Purple's reputation grew from a simple case of supply and then demand. For centuries, the purple dye trade was centred in the ancient Phoenician City, Tyre which is modern day Lebanon. The Phoenicians' "Tyrian purple" came from a species of sea snails known as *Bolinus Brandaris* that was incredibly rare and became 'worth in its weight in gold'.

To harvest it, dye-makers had to crack open the snail's shell, extract a purple-producing mucus and expose it to sunlight for a precise amount of time. It took as many as 250,000 molluscs to yield just one ounce of usable dye, yet the result was a vibrant, long-lasting shade of purple.



Clothes made from the dye were exorbitantly expensive, a pound of purple wool cost more than most people earned in a year so it was natural to be the calling card of the rich and powerful. It also didn't hurt that Tyrian purple was said to resemble the colour of clotted blood, a shade that supposedly carried divine connotations. The royal class' purple monopoly finally waned after the fall of the Byzantine Empire in the 15th century, but the colour didn't become more widely available until the 1850s, when the first synthetic dyes hit the market.

Purple loved by history's most famous Queen

Purple became the colour of choice for Cleopatra, Queen of the Nile. She ruled Egypt for 21 years from her base in Alexandria, the capital of Egypt until Egypt was conquered and acquired by the Roman Empire.

Under her ruling, Cleopatra believed that purple reflected the rich essence of Egypt and her power, ambition, wisdom and charm. In a short time, merchants began to create unique items in arrays of purples to entice Cleopatra's appetite for this fabulous colour.

She was known for meetings with other leaders and their entourages where she would give them gifts of robes and cloth in purple to win their loyalty as allies. Cleopatra was an absolute master at brand and imagery thousands of years ahead of New York and Paris designers.



As history has shared, the most powerful woman on Earth died at 39 years of age as the last ruler of Egypt prior to the conquering by Augustus Caesar, ruler of Rome. Her beauty was second to her intellect as she spoke at least twelve known languages and the first female leader **not** born in Egypt yet she learnt the language in order to communicate with people, her cabinet, others leaders and allies.

From child star to Cleopatra

Another fabulously beautiful and inspiring woman was Elizabeth Taylor. As a child movie star known globally for her violet eyes, in 1963 as an adult, she was cast as lead actress in the blockbuster movie, Cleopatra.

Miss Taylor's role set a new benchmark for actors as she negotiated and obtained a \$1 million dollar fee plus royalties in the most expensive movie created in Hollywood's history (*at the time*) of \$44 million dollars.

The production was two years in the making while the cast, sets and costumes moved around the world three times to various locations suitable for filming during better weather. The movie sent media and paparazzi into a reporting frenzy with daily coverage of the movie's progress, the red hot romance of Liz to co star Richard Burton and an 'over the top' record setting clothes expense for Miss Taylor's costumes at nearly \$200,000.

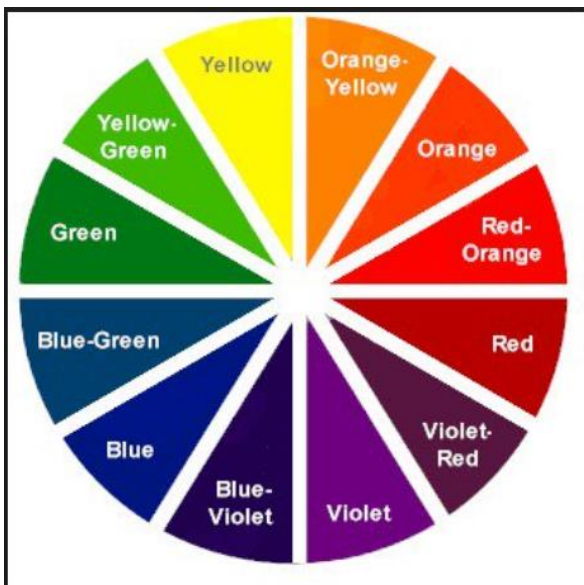
In the movie, the colour purple was showcased many times and became a favoured colour of Liz Taylors for the rest of her life, until her passing on 23 March, 2011.

From Cleopatra to Cleo

In Australia, the wealthiest man of his generation Mr Kerry Packer, wanted to get a share of the rising women's market and employed his brightest senior female leader, Ita Buttrose to do this in 1972.

As editor and publisher, Ita and her team created a name that became synonymous with style, feminism and creativity called **Cleo** ... and aptly inspired by the name of Egypt's most famous queen...**Cleopatra**.

In its first production run, it sold out 105,000 copies with new readership 14 to 22 years in age. By the end of 1972, over 200,000 copies a month were generating a new supply chain of products and services moving across Australia and New Zealand with advertisers selling to a new market of women buyers.



Further research found the personality colour wheel which many people are familiar with.

Purple blends red and blue, so its fire and water, passion and emotion, action and thought, strength and honesty all bundled into one. So effectively Purple maintains a connection with both the Physical world and our soul, which makes it an excellent colour to represent harmony and transformation. Wow, what a great inspiration for harmony and transformation.

My younger sister Marion gave me a book with a poem written by Jenny Joseph and voted as Britain's # 1 poem in 1996; **'When I am an old woman I shall wear purple'**.

The book is about being comfortable in your own skin. How fabulous, a poem about this brilliant, rich colour that highlights vibrancy, strength, confidence and fun.

In 2019 my inspiration will be driven by purple because it is an affluent colour that has inspired centuries of Kings, Queens and Nobles. It represents wisdom, confidence, beauty, power and riches in society through the people that sought to embrace it...**where will you find your inspiration for your year?**

Sue Arden is a 25 + year veteran in the highly competitive Logistics Industry. She has developed and lead winning sales teams focused on Supply Chain Solutions for Multi National and Global Customers. Navigating through cultural complexities and government regulatory requirements, targets have always been exceeded.

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I sip a cold, freshly squeezed lime drink and call out, "Alexa, what is the SAT word of the day?"

A somewhat robotic voice replies: "Today's SAT prep word of the day is connotation. It means an idea suggested by another idea and is spelt c-o-n-n-o-t-a-t-i-o-n."

Alexa's voice continues, "Here's how you use connotation in a sentence: "No negative connotation was intended by using the word short."

If I could share with you an almost effortless, but surprisingly effective way to increase your financial net worth, would that be something you'd be interested in exploring and possibly implementing?

You've probably already deduced from the opening dialogue that I'm referring to vocabulary building. Now that you know for sure what I'm referring to, will you put it into practice?

Paul wrote thousands of years ago that "faith without works is useless." In the same way I also teach leaders around the world that knowledge and even the right attitudes, without proper action simply leads to delusion.

Take action on this simple idea and watch as your life continues to transform.

A 2013 Stanford University study published in *Developmental Science* indicated that the language gap between rich and poor children began in infancy but I believe it's never too late to boost your vocabulary. As early as the 1930's, a scientist named Johnson O'Connor began exploring just how important vocabulary is to success. His research proved a direct link between an extensive vocabulary and executive success.

As your vocabulary increases, so your net worth is likely to increase over time as well. Take massive actions this year to increase your vocabulary!

Four smart ways to boost your vocabulary:

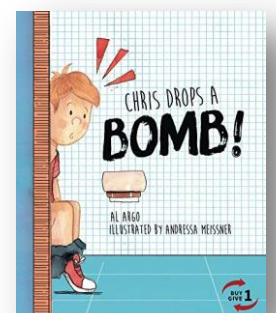
1. Read the dictionary - read randomly or systematically and boost your linguistic prowess.
2. Attend a Toastmaster's group - Toastmasters has a segment called Word of the Day where participants are encouraged to not only learn the word but to use the word for the duration of the meeting.
3. Word of the day email - Both the *Oxford English Dictionary* and the *Merriam-Webster Dictionary* websites offer a word of the day email service.
4. Use technology to boost your vocabulary - my personal favourite is my Amazon Echo. On this Virtual Assistant and voice activated type device I can sit at my breakfast table and say things like: "Alexa, give me the SAT Word of the Day." Or "Alexa, what does corpulent mean?" Or even, "Alexa, what is the longest word in the English language?"

If you already have this vocabulary building habit, or if you start because of this article, or if you think this is an utterly ridiculous idea, please let me know! I really want to hear from you this year!



Al Argo, is an author and speaker, passionate about helping leaders Achieve More, Relate Better, Grow Faster and Overcome Obstacles. He writes children's books, faith-based books and professional development books and blogs at www.alargo.tv. His latest children's book is about an Australian boy, who really really has 'to go' while in a movie theatre and is titled *Chris Drops a Bomb!*

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It's circa 1960's and Chairman Mao's "Cultural Revolution" is wreaking havoc in China.

Millions are trying to escape – but where can you go?

For Judianna (Judi) Chang Wai Ling's Mother, the only possible escape was the nearby British Colony of Hong Kong (HK). Late one night Judi's Mother took her over the river and barbed wire that formed the heavily guarded border between China and HK.

As a teenager Judi helped her family by working as a court interpreter in the Judiciary of HK assisting expatriate British, Australian and New Zealand Magistrates sitting in judgement over local Chinese.

The Magistrates Court became the unlikely conduit to the fateful meeting of my father (Eric Barnes) and Judi when Eric's regular interpreter was sick one day.

Eric was impressed with this young girl's confidence and ability so he asked if she would like to be mentored – an offer Judi gratefully accepted.

He invited Judi for a coffee after work during which he asked this young, beautiful Chinese lady the same question he asked everyone he mentored – including his 5 children.

"Judi", he said, "if a Genie arose from the middle of this table and said you could have whatever you wished for what would you reply?"

Judi giggled and said without hesitation, "I would wish to be like you".

"Why are you laughing?" Eric asked.

"Because what I asked for is so silly," she replied, "you are a Magistrate and I am a mere girl off the street in a British Colony operating under British Law." "I haven't even had any – what you would call – 'proper education' – so it's impossible."

To which Eric pointed at the door at the back of the Café and asked, "Judi is that door closed?"

"Yes of course it is", she replied.

"Is it locked?" asked Eric.

"I don't know", she replied.

"Well then let's see if we can open some doors together", Eric offered.

Knowing that Eric's wife had died in HK so no one would perceive their meeting on a regular basis as improper Judi agreed.

Opening doors meant regular discussions with 'The Genie' to set goals that would progress Judi down the corridor towards a career in the Judiciary.

The first 'Door' to be unlocked was achieving the General Certificate of Education (GCE) A-level Exams that should get Judi into University.

But soon after celebrating this achievement they were faced with what seemed a locked door with no key.

You see back in those days there was no mature-age entrance process at Hong Kong University as it struggled to cope with the normal school age graduates. Judi could not even apply to do her Law Degree.

Judi was starting to doubt that her 'Genie Vision' of becoming a Judge could ever be realized.

But wonderful things seem to happen when you 'Dare to Dream'. Most people would call it luck but I would argue that what happened next was simply an example of how *Luck is when Opportunity meets Preparation!*

You see Judi and Eric's initial platonic relationship had evolved into a romantic one. Thus they would now attend functions together. It was at one of these functions that my father just happened to be seated next to the new Vice Chancellor of HK University. Eric seized the opportunity and related Judi's story to him and her current dilemma.

"Well I didn't realise we were obstructing older students from attending our University", he said. "We will just have to change that", promised the Vice Chancellor.

The rest is history as door after door was opened – some with more difficulty than others – but all with the resolve to achieve Judi's 'Genie Vision'.



Unlike her namesake 'Judge Judi', who appears on American TV, you have probably never heard of – what our family affectionately call the 'HK Judge Judi'.

But today Judianna Chang Wai Ling sits as a High Court Judge in Hong Kong and makes regular appearances on the Appeals Court as well.

Her Law Degree and Masters in Forensic Science hang proudly in her office along with pictures of my Father (now 94) the 5 step children she helped to raise, plus my youngest brother and sister born to Eric and Judi whilst this incredible person persisted in opening doors to achieve her 'Genie Vision'.

Greg Barnes, Managing Director, Australian Management Group (AMG) P/L, Global Corporate Consulting Ltd (HK China), Click Colours International. Author of 'The Genie Within' and co-author of 'Click! Why you Click with some people and others drive you Crazy!'.

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"Life is wonderful from time to time, but it's also tragic," - Svend Brinkmann

Hear no evil. See no evil. Say no evil. Yet unknowingly you do all three because we are not willing to have those conversations with the devil. To get our attention the devil takes control and we foolishly think we are in control.

There are so many people who sell you the dream of being happy, joyful and blissful; embroiled with their mumbo jumbo of having a purpose, passion, goal, better health, amazing relationships, or making loads of money.

We are bombarded with talks such as:

- Step out of your comfort zone but they forget to tell you not to enter you panic/war zone. You are meant to step into your stretch zone because if you are in your panic/war zone you could seriously damage your well-being. Do you want to damage your health?
- If your dreams don't scare you, they aren't big enough. Well if your dreams are scaring you that means you are in a nightmare. So, would you really want to live a life of nightmares?
- You need to hustle to succeed. Hustle has meanings such as fraud or swindle, obtain illicitly or by forceful action, force (someone) to move hurriedly or unceremoniously. Is this the success you want?



There are many of such quotes and we all fall for them without looking at the whole context. We are easily influenced by these words as our awareness is not amplified which means our consciousness is low. Meaning most of us are using our energy in an unproductive manner.

In other words, most of us live a life of fear. The focus has been on survival of the fittest. Unfortunately, most of the globe is fixated on Darwin's earlier work of evolution; the core message has said to be survival of the fittest.

Charles Darwin in his later work agreed and his emphasis was on *forget survival of the fittest, it is the kindness that counts*. Over the years many psychologists such the renowned Dacher Keltner, probes and finds that we can live without being cutthroat.

To live a life of happiness, joy and bliss many of the so called self-help gurus, experts, doctors, physiologists fail to address the basic. That basic being nothing will transform for an individual until one accepts his or her own dark side. Conversations with the devil are a tough one and become crucial to truly appreciate the light we hold within.

In a world of duality, we shun away from our dark side. We have a decrepit way of segregating our actions, feelings and emotions into good or bad. As a child, we are conditioned into a duality behaviour pattern that when we enter into adulthood we find it difficult to cope with our emotions, especially the so called "bad", "negative", "ugly" ones.

Most of us sweep these "bad", "negative", "ugly" emotions under the carpet as barely anyone is able to guide, support or assist us to pass through them. Yes indeed, we all are masters of deflectors or hiding (most of us have got a double PhD in this) from these dark emotions but find it next to impossible to pass through them.

Then the so-called spiritual gurus talk in riddles and we fall for their trap of the "soul journey". All we know is this reality we live in. We are just about coping with our life but pretending to be fine at the outset. We splash our fake smiles all over social media and seek the next "escapism act" (such as carnal affairs, drugs, gluttony, over indulgence, debauchery, freneticism, obsession with money and much more) rather than seeking a solution. Fake it, till you make it is the mantra many follow not knowing the damage it causes to them and their loved ones.

In the midst of such a life, you feel lonely and empty for some reason or for no reason at all. The loneliness and emptiness trouble you. So, you wonder why this is happening. Your conditioning from a young age manages to distract you from this through friends, family, yoga, music, work or something else. We avoid and run away from those conversations with the devil because we are not willing to pass through our dark side.

Yet within you, the loneliness and emptiness are like a never ending story. Your thoughts, feelings and energy focus deeply into this crazy state. You seek answers but there is no answer. And at such a point you wonder is there any point living such a life? Is there any purpose to continue with such a life?

This is when some of you break away and get to the other side for a brighter, joyful and blissful life. And many of you to this date still struggle. For some, the journey for a better now is simply easy while for many of you such is not the case. Many of you are simply standing in front of that brick wall finding a way to get to the other side.

On this journey, you all take different paths and yet all of us want to reach the same final destination. For some of you, the journey is pleasurable however for some the journey is too arduous and exhausting. And when you are exhausted you start giving up hope, trust and faith.

You feel all the energy from within you has been sucked out. You start breaking down and every step you take just takes you to another dead end. Some of you just get up and move on. And when you do this you are in the process of finding your way to the other side of the brick wall. It is these few who pass through that brick wall and keep moving on. They somehow work out how to make their lives brighter, beautiful and joyful. They learn to accept their dark side and have those conversations with the devil.

As you continue on this journey for many it seems still difficult and painful. You might say you need someone physically to be there with you for you to continue as the path is too lonely. In fact, you believe it is so lonely and lifeless that you just have no strength to move on from this point. You give up and get deeper into your dark side and avoid those conversations with the devil.

Your dream of having that brighter, beautiful and joyful life is paralysed by your fear. Your fear of loneliness, emptiness, separation and anger for things not happening your way kills your dreams and aspirations. You simply become inhumane. Your faith, trust and hope are crushed and you lack compassion. No longer are you that individual who was energized by those powerful loving dreams.

A number of you call this reality that this is the way of the world. Is it really truly the way of the world? Just because you have been crushed does it mean you follow the same dark path as millions of people do or do you get up and make that decision to transform yourself. For it is only when you make an abundant transformation for yourself you are able to attain a brighter, beautiful and joyful life.

Till the day you die, you will remain in learning. You never stop learning about your life. Either you can take such scenarios as your learning or decide to box them as your failures, mistakes or even success. The choice is to embrace uncertainty.

Yes, situations do occur where you are unable to have control over them. But you decide do you let these situations make you cruel, savage, brutal, severe, harsh, grim, unkind, heartless, unsympathetic, hellish, depraved, barbarous, pitiless, and un-compassionate or do you rise above all this and simply become more compassionate and loving.

You have the great ability to be aware and realise your dark side. You have the ability to have those conversations with the devil without going insane or falling into temptation. You have a strong force within you of becoming a vibration of low energy or abundant high energy. You have the power to embrace uncertainty with compassion and love.

"If you want to find the secrets of the universe, think in terms of energy, frequency and vibration."

- Nikola Tesla

Rohit ROI Bassi

The truth, you, everyone and I love success. Success happens when you offer trust and compassion to achieve ROI. As a TEDx and Global Professional Speaker, I have inspired a countless number of people to success. Through my talks, people develop an executive presence (JIGRA) that leads to their own unique formula of success mastery, thus advancing in their career, business and life.

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"Life is available only in the present moment." - Thich Nhat Hanh

From my younger years to date, in my head, I still can hear and listen to a most amazing song called The Living Years by Mike and The Mechanics.

The first verse to the last one is extremely profound and creates a deeper awareness that transforms your perception of life. For me personally, it imbibes compassion, the true path of life. Let me clarify, life consists of work, love, career, finance and much more.

So, it no mumbo jumbo or philosophy, life is all that you do and compassion allows it to set a strong foundation for peace, love, and joy. And thus one passes through failure and attains true success.

When hearing and listening to the song I feel a great sense of gratitude towards my mum and dad. My parents and I do not see eye to eye. Our relationship is one of a distant relationship but at the same time, I am extremely thankful to them for what I am today.



In the song, the first verse:

*"Every generation
Blames the one before
And all of their frustrations
Come beating on your door"*

It summons up many people's frustration towards their parents. With all due respect, their elders, society, circumstances, and many other things have conditioned our parents. In a similar manner, we too have been conditioned just as our parents and we are conditioning our young ones in a similar manner.

Many of the beliefs/norms, meanings and values used to condition you are deadly viruses that destructively consume you in terms of your thoughts, health, career, finance, relationships, growth and much more. Then you wonder how "did I mess up" my life and many of us end up blaming our parents, circumstances, society and other things.

In all these years of my existence, I have come to realise no matter what, there is one thing that amplifies your compassion thus allows you to forgive yourself and others. That one important miracle ingredient is gratitude, being thankful.

An article in Forbes.com stated in "a 2006 study published in Behaviour Research & Therapy found that Vietnam War Veterans with higher levels of gratitude experienced lower rates of Post-Traumatic Stress Disorder".

My dear friend and coach, Ray Jacobs, continues to reinforce in me, the power of gratitude. Ray has been empowering people at all levels for over 40 years now. No matter what adversity he goes through his attitude of gratitude is heartfelt which is evident by his smile and his actions of compassion are immeasurable.

In the true sense I am grateful to my parents; a heartfelt thank you goes out to them every moment of my life. All human beings have weaknesses and faults, including you and me. There are endless things I am grateful to my parent for yet I would like to mention nine things that makes me want to hug, kiss and say I love you to them infinity times.

In the Quran there is a verse in Surah Al-Luqman that says: 31:12 "... Any who is grateful does so to the profit of his own soul ..."

The nine things I am grateful to them for are:

1. I am thankful to my parents for bringing me into this world. Without that happening, I would have never met the wonderful people who are in my life. Thank you. Thank you. Thank you.

2. I am thankful to my parents for giving me a great education. Without that happening, I would not have been aware of the numerous choices I have in life. Thank you. Thank you. Thank you.
3. I am thankful to my parents for giving nutritious food. Without that happening, I would not know that good food plays a crucial part in one's growth, thinking and actions. Thank you. Thank you. Thank you.
4. I am thankful to my parents for giving me a roof to live under. Without that happening, I would not know the importance of living in pleasant surroundings. Thank you. Thank you. Thank you.
5. I am thankful to my parents for giving me clothes to wear. Without that happening I would not know that dressing up is a great feeling, it helps to boost the self-esteem and confidence. Thank you. Thank you. Thank you.
6. I am thankful to my parents for teaching me to respect young ones and elders. Without that happening, I would not know that respect develops beautiful long-lasting relationships. Thank you. Thank you. Thank you.
7. I am thankful to my parents for teaching me the importance of both hard and smart work. Without that happening, I would not know this is a great way to pass through failure to get to success. Thank you. Thank you. Thank you.
8. I am thankful to my parents for teaching me the importance of rejection. Without that happening, I would not know that rejection happens at every stage of one's life. Thank you. Thank you. Thank you.
9. I am thankful to my parents for showing me lessons of bitterness, hate, and expectations. Without that happening, I would not know the essence of compassion creates love and joy in our life. Thank you. Thank you. Thank you.

Saying thank you to all that has happened to you, all that is happening to you and all that will happen to you allows you to be a more humble person.

Saying thank you to all that you have received, all that you are receiving and all that you will receive allows you to become more abundant in life.

Saying thank you to all the events that have happened to you, all the events that are happening to you and all the events that will happen to you allow you to amplify your awareness of compassion.

The truth is that genuine gratitude is often ignored by most of us on a day-to-day basis. Ancient Cultures, Spirituality and Modern Science promote the cultivation of gratitude. Its beauty is such that it does not cost anything in terms of time, money and resources. Research from across the globe reveals gratitude has several benefits for you and the people around you.

"The creatures that inhabit this earth – be they human beings or animals – are here to contribute to the beauty and prosperity of the world. The food we eat, the clothes we wear, have not just dropped from the sky. This is why we should be grateful to all our fellow creatures." - Dalai Lama

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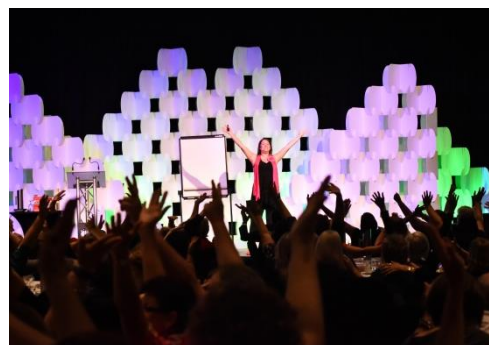
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YouTube: <https://www.youtube.com/iaminlearning1>



How long does it take you to put a really good presentation or pitch together? One where you know you are going to win the deal or get the 'yes'? Is it 3 hours? 3 days? 3 weeks? The truth is it takes most people way too long to craft up a winning pitch or presentation.

Why is it taking you too long? We know we should tell stories, have great visuals and use our voice and posture correctly. We know we need to answer questions impressively and we should be reading the audience's body language so we can make critical decisions and maybe even changes on the spot. We don't want to rave on, we want to stick to our message and express ourselves as clearly and succinctly as possible, using the right words on the day. What about rehearsal? Where does that fit? What does 'rehearsal' even mean? Don't even talk about the fact that you often have to craft the message and then await the infamous 'sign-off' from your leadership and legal counsel, which results in a painful back and forwards until weeks later you have lift-off. There's a lot to think about!



My theory on presenting is, "if it's not quick – something's wrong". Sound good? I've come up with a model called the Michelle Bowden Presentation Process. Its aim is to ensure you achieve your presentation objectives, whilst serving your audience and feeling fantastic. Take a look here: [Michelle Bowden Presentation Process](#)

Determine the desired outcome

This is where you work out what you want to achieve, as well as what your audience wants to hear. At Michelle Bowden Enterprises (MBE) we believe there is always an opportunity to captivate, inspire and compel your audience to your way of thinking and analysis is the essential first step.

Decode your Audience

In order to influence your audience you must first show them that you understand them and their current circumstances. Presenting to a group of people who are completely unknown to you is fraught with danger because you won't anticipate their objections, may well pitch your message and energy incorrectly, possibly misread their body language and facial cues and you'll feel thoroughly disappointed with yourself. Taking the time to decode your audience will mean you are comprehensively prepared for anything, causing you to feel confident, credible and strong.

Design Persuasive Message

Influence is all about moving someone from Point A to Point B and it's a learnt skill that anyone can master. Whether you are communicating one to one, or one to many, if you want to influence your audience, you need a design approach that focuses on the different needs and expectations of your stakeholders. The right model will ensure you achieve behavioural change.

Transform through story and linguistics

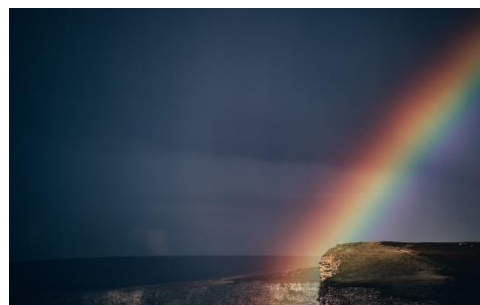
We know that great speakers take their audience on a journey. No matter whether the presentation goes for 5 minutes or 5 hours, it's important that your audience feels a variety of emotions with the end result being they feel compelled to take the action you require. There are around 9 storytelling models you can use over the top of your solid presentation foundation. I recommend the 13 steps to persuasive presentation design. This is a structure that uses linguistic patterns to persuade your stakeholders. There are in fact 13 different linguistic patterns, each one with its own specific job, that come together to grab your audience's attention, build rapport, motivate your audience, manage objections, set the scene, frame content, discuss steps, call to action, facilitate Q&A, call to action and then close for results. At MBE we believe it's essential that you understand the underlying theory and science of the various linguistic patterns so you are as professional and persuasive as possible.

Cement the learning

One of my recent surveys found that only 28% of people went back to their desks after the most recent business presentation and did anything with the data they had heard. That means 72% went back to their desk and did absolutely nothing with the information – not a thing! Let's make sure that we stimulate peoples' visual, auditory and kinaesthetic senses. The truth is that people will not always listen when you speak. It's our role as presenter to use all the resources we have at our fingertips to stimulate the senses so our audience is completely engaged throughout the meeting.

Create visuals

And then there's the slides – sigh! We know from our research at MBE that most presenters jump straight into the slide design before doing any real audience analysis or message creation. Let me help you by saying this is back-to-front. Your message will not be as clear as it could be, and you will not achieve your current desired state shift in the audience if you start half way through the Presentation Process. Tough talking I know; and it's important that you hear this. Beautiful slides are so important because they activate the visual, auditory and kinaesthetic senses when designed brilliantly. Remember, a picture speaks a thousand words. Design your slides to impress.



Rehearse Authentic Delivery

Are you nervous about going blank, waffling on, or getting pulled 'off track' by strong audience members? If you're keen to come across as a confident, engaging and compelling presenter, it's essential that you rehearse prior to presenting. Make no mistake, exceptional presenters rehearse! The more you run through your presentation, the clearer and more seamless your delivery, and the more you will embed your message and hear that 'yes'. Rehearsing is where you run through the key messages over and over again, so you embed the general 'gist' of your message (and sometimes the result is that you will end up, almost accidentally, committing some of the parts of your message to memory). Whilst you may inadvertently memorise some of your content, you'll find with rehearsal that you will deliver most of your message in a different way each time and the result is that you will sound more authentic.

Perform with Excellence

Your body plays a fundamental role in the believability of your message. We all have little mannerisms and habits when presenting that either engage or repel our stakeholders. And it's true that your audience will use your body language as the final test when deciding on your congruence and authenticity as a presenter. As Martha Graham, dancer and choreographer said, "the body never lies". At MBE we believe it is essential to get some personal coaching from the experts, so you know where and how to: manage your nerves; stand; gesture; move; as well as how to use your voice; interact with your slides and media; and create two-way communication with your audience.

Achieve Desired Result

It's easy to see that when you choose to follow my MBE Presentation Process you will achieve your desired result. Please choose to work with me for your next important business pitch or presentation. Anyone can be a persuasive presenter. It's just a matter of knowing what to do and doing it. Happy Presenting!

Michelle Bowden is an authority on presentation and persuasion in business. She is a CSP (the highest designation for speakers in the world), Founder of **'Speakers' Club**, co-creator of the PRSI (a world-first psychometric indicator that tests your persuasiveness at work), best-selling internationally published author (Wiley), 9 times nominee for Educator of the year (PSA), nominee best new TEC speaker 2016, editor of How to Present magazine, producer of Michelle Bowden TV and a regular commentator in print, radio and online media.

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To be a great leader seems to be simple in the first place. We often hear leaders boasting about their performance. How great the organisation is thriving in business and how much people love to work there. To see if someone is a great leader, we have to debunk some myths.

First: when business is running well you most likely will not have many challenges. The following is meant to prepare you for the days when business is not running well. You do not need a great captain on a ship during sunny weather. You certainly need one in times of storm so you better be prepared for it.

To get started you need to know that there will never be just one solution, one system or one cheap trick which will help you. You can spot bad advice in books when you look at the cover "X steps to Y". It's "7 steps to be a better leader" or "12 steps for leaders in times of crisis": avoid these books at all costs. If it's that simple these 'tricks', often just common sense printed on paper, would have been published years ago. Leadership means that you act in the moment and have to decide every single time what is right to do. The concept is called "Situational Leadership". The same situation with two different people may have two completely different solutions. Always be wide awake when entering these situations.

When you delegate tasks to people be aware of the fact that there are different leadership approaches which you may apply. You have to choose between transactional or transformational leadership approaches. None of them are by definition better than the other. Both have advantages and disadvantages.

Transactional leadership: you give people a clear task. You tell them what you want to be done and how they should accomplish the task. *Advantage:* people do exactly what they do and they do it the way you want it to be done. *Disadvantage:* once they are finished they will wait for the next order from you. This means that a significant amount of time needs to be invested to organise their work schedule. You also promote a culture of order and obedience. This will not be a great place for innovation as you can imagine. Still, if you simply need to get tasks done the quickest way possible and exactly the way you want them to be done, then this approach will be the most efficient and effective way.



Transformational leadership: here you need more and better communication skills to be successful. People need to understand the concept, the sense, the role of their job. Some do this by instinct but some need to be shown the way to this point. Once they have fully understood and internalised their role, they work by themselves. No orders will be needed as people will see what needs to be done. *Advantage:* less work for you to worry about work being done once the system is running well. *Disadvantage:* it takes quite some time until this approach really works. Also, people may start work which you do not want them to undertake or simply do work the wrong way. As you see there is an advantage and disadvantage to both approaches. It is your task as a leader to see which style fits best to which situation and to which member of your team. Just to let you know: no matter how well you are able to delegate, the accountability can never be transferred to someone else. You delegate the responsibility for a task but never the accountability. Accountability always stays with the leader.

When you become more successful as a leader you will see that your team evolves. It changes, it grows and the same applies to the standards people will stick to. As a leader you need to be legitimised. Whilst most leaders think that this happens according to strict rules you will quickly learn that your assumption is wrong.

There are two ways how leaders can be legitimised. Again, neither of them is better or worse. You have to fulfil both aspects otherwise you will only be able to lead a certain number of people from your team as others will not accept your leadership. Be aware that people find mechanisms to cope with these moments. They will not openly tell you that they do not accept you. They will simply not follow you the way you hope they should.

The first way how to be legitimised as a leader is the formal way. This often follows predictable rules. What did you study? Where did you study? Which degrees do you have? Bachelor's degree? Master's degree? PhD? These qualifications show that you are able to approach problems in a certain way and solve them appropriately. However, it does not demonstrate that you have any relevant business skills to lead a team, which for example sells mobile phones to business clients. Being formally qualified and by doing so being formally legitimised may be a good place to start from but does not work in every case.

Once you have been to a production plant or a construction site which you most likely entered wearing a suit and tie you will see that no one cares about your degree, only about the value you deliver.

This is the second aspect: social legitimisation. Being socially legitimised follows arbitrary rules. Being liked (especially by so-called 'opinion leaders' who are people that influence and lead the opinion of others in a team) is a part of it but the most important aspect is that people see you value contribution and willingness to learn from others. Therefore you need to be aware of the fact that both factors, formal and social legitimisation, are important whilst nowadays the part of the social legitimisation becomes the more important and more relevant aspect.

Considering these aspects will help you to provide better leadership. This leads to higher employee motivation and lower employee turnover. Master the concept of *Sustainable Leadership* to make sure your organisation will constantly grow and succeed.

I wish you all the best with applying this advice.

I'm always happy to help so do not hesitate to contact me at any time.



Niels Brabandt - Born into a family of state officials he soon realised that the way the public hand works didn't suit him. After studying to become a teacher he decided to add economics to his qualifications. His career started in the corporate pharmaceutical world. Besides his corporate role he was also self-employed and decided after some years to make his company his only income stream. Meanwhile the NB Networks Group grew to international size. In October 2018 the company celebrated their 20th business anniversary. Helping managers to become better leaders is their mission.

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What was once a taboo subject, 'Mental Health' is becoming more acceptable in open forums for discussion. This is critical if we are to address what appears to be a world epidemic of mental health disorders. According to the World Health Organisation (WHO, 2017), depression is the leading global disorder across both mental and physical dis-eases.

If these numbers are increasing (which they appear to be doing), one might question whether the way we are addressing mental health is working, if not making things worse.

So what then is the most appropriate intervention?

There are many types of interventions that one can utilise to solve any problem. The research however shows that regardless of the intervention used, treatment outcomes are better predicted by the level of 'rapport' between therapist and client. The better the connection, the more likelihood of success.

The implication of this is to highlight the importance of human connection as the foundation for any intervention. This is great news, because it does not require a professional to connect with another; it can be done by potentially anyone.

However, the reality of the current situation is that many people experiencing mental distress do not reach out for support or feel safe enough to connect in this way. Therefore, it is quite possible that people in our immediate environment (and in passing) are going through some sort of life challenge or existential crisis that we are unaware of. It could be a work colleague, a family member or the person commuting next to us in public spaces.

Now, imagine for a moment that you had an opportunity to speak with someone who you suspected was in a state of angst or even despair. What would you do? **How would you respond?**



To be clear, I'm not suggesting that anyone needs to save or help anyone. What I am advocating is the impact of our daily interactions. That even the smallest of actions can have a profound influence. As such, I would like to offer a few suggestions for connecting with one another:

- **Be genuinely curious.** Discern the needs and requests of others. One can ask questions about general well-being, activity or personal world view e.g., "Are you well? How are you really?" "Tell more about ..."
- **Listen deeply.** Having asked a question, listen without pre-planning what you will say next; be completely present. Be comfortable in silence and listen with your whole body.
- **Self-regulate.** At times, people may say or do things that are emotionally triggering. This can be detected in one's body in the form of muscle tension or shallow breathing. When this happens, simply take a conscious breath, relax and respond in a calm and clear manner.
- **Avoid judgement.** Remember that everything we see on the outside is a reflection and projection of the inside. As such, our conclusions can reveal more about own personal worldview. The more we seek to understand, allows for a greater perspective and acceptance of the situation as it is, without judgement.

- **Avoid giving advice.** Great teachers do not give us the answer; they merely lead us to our own conclusions. In this way, one can self-identify resources already possessed. Simply reflecting to another what you notice and giving space for that person to respond can lead to deep insights, e.g., "I've noticed 'X', what are you noticing?"
- **Show gratitude.** Genuine appreciation encourages more of the same behaviour, which is particularly important for instances of open and honest communication.
- **Demonstrate Consent.** Relationships can be likened to contracts or agreements under the notion of consent. The latin origin "*consentire*", 'con' meaning **together** and 'sentire' meaning **feel**. '*Together WE feel*' or express communication so that there is a foundation of safety (both physically and psychologically).
- **Respect agreements.** Agreements require a reciprocal relationship taking into account the needs and desires of all parties involved (this includes care for self and other). Remember, it is okay to make requests, re-negotiate and at times say "no" in order to establish healthy boundaries.



Although not an exhaustive list, awareness of these small gestures can have a big impact in our daily interactions. One conversation can change the course of a life. It would therefore seem evident that when more people choose to respond with human connection, the greater the potential for harmony of the collective social experience exists.

This creates a solid foundation for a diverse range of interventions that can be measured for efficacy. However, the source of the intervention lies within the potential of us all, our individual response-ability (ability to respond) for human connection.

Choose Love,
In Gratitude,
Jordan Braye

Jordan is an Organisational Psychologist, Therapist, Coach and Professional Speaker based in Brisbane, Australia. After experiencing grief and loss from the passing of his fiancé, he was led to an existential crisis of healing and meaning-making from the experience. Even though the journey continues to evolve, it has led to the realisation of self-love, compassion for others, and value of contribution to the whole.

It is my belief and desire to empower individuals with the tools and maps in order to navigate their own development. In doing so, I propose that our compassion and understanding for others will also increase. For anyone interested in increasing self-developmental awareness, I invite you to connect with me through social media channels and via my website:

www.jordanbraye.com | Jordan@cbufoundation.com



How to cultivate the best habits for having a truly awesome year

Many people make 1-2 New Year Resolutions and then consciously or unconsciously, they disappear within a few weeks or months.

Joining the gym, starting a new habit, running a budget and writing down all of the money you spend, going on a diet, flossing after meals ... I have seen them, tried them and watched myself fail and watched others fail so many times.

By putting up a requirement to pursue a new goal for 365 days, you are **almost guaranteeing** that you will fail. Forgive yourself and forget the New Year Resolutions. It is unlikely that you will be able to begin a new habit from a standing start and continue it for a whole year; that's a lot like thinking that you could run a full marathon without first running a mile.

To make a new habit or a new set of habits is like starting a cold car first thing in the morning. You may have to run the starter a few times to get it going from zzzzzzz to zoom: R R R R — rrrrrrrrr RRRRRR — RRRRRRR— RRRRR- VROOM!

My suggestion is for you to make a RRR-revolution, not for the whole year, but simply for each new MONTH.

Try a thirty day commitment, instead of a 365 day sentence. There, doesn't that sound easier?

January may be the ideal time to start getting up an hour earlier while the sun is up and walking before breakfast. Do this every day for a month and see how you feel. If you like it, continue with it; if you don't like it after 30 days, then quit that habit with full pride after doing it for 30 days, and then move happily onto the next project.

February could be a good time to do a detox in your diet, while there is still plenty of fresh fruit and vegetables in season. Make juices or smoothies in a blender: mix and match different colours, fruits with vegetables, sweet with sour, whatever makes you feel good. Experiment with different combinations and have FUN while you cut down on breads, grains, processed foods, meat and dairy for 30 days. See how you feel after a month, and if you like it, continue, and if you don't, then go back to your old ways.

March could be a good time to up the ante on the exercise, just because it is March: instead of walking, you can March forth with your head and arms high (marching forth is particularly useful on the day of March Fourth). Some call it power-walking or posing, but you can say "I am marching for March" every day for 30 days. Continue until the 30th and then see if you'd like to continue the new energising habit.

April can be a good time to get spiritual: it is the season of Easter, Passover, Pascha, Ishtar, Hathor, Kali, Bacchanalia and many other great religious festivals that celebrate new life, happiness, fertility, fun and love. Join a class and learn to meditate: meditation and focussed thought in prayer are common to all major religions. A new spiritual awareness will create more peace of mind and happiness in you — this will affect others around you.



May could be a great time to do something that you wanted to try but were not sure if you May like it: consider a drawing class, enrolling in a free educational at your local library, a DIY course at your local hardware store or following up your roots on Ancestry.com. Just do it: it's only thirty days.

June is a great month to think about Tax and where you spend your money. Carry a notepad for 30 days and record all of your incoming and outgoing expenses for the month. Consider the areas that you could possibly cut back on, or consider how you could claim a tax deduction for some of your work-related expenses. Jesus was possibly talking to a Roman tax collector when he said, "Ye have not (a tax deduction) because ye ask not (for a tax deduction). Ask and ye shall receive (a possible tax deduction)".

July is winter in the southern hemisphere and a good time to snuggle up with either a romantic book or a romantic partner. Make it your mission this month to spend more time at home and invest time with your loved ones (that's YOU if you are single). Do what makes you happy and ask yourself the question for 30 days: Does this enrich my relationship (with myself or with another)? If it does, keep doing it, if not, try something that does!

August comes from a word that means "respected, impressive and majestic" and you will be in the august company of other great people if you start to see yourself as you truly are. For 30 days, work on your self-esteem. Other people seem to like you, others can see your talents and your potential, so why not you? Commit to discovering and enhancing your inner worth: cut off the scratchy bits and reveal the diamond inside of you. Read books, listen to CD's and do whatever it takes to boost your confidence, enhance your self-esteem and realise who you can truly be; every day for this month.

September was traditionally the seventh month, and seven was sacred to God, because She rested on the seventh day. (Yes, God was female: how else do you explain all that multi-tasking?) A good time to rest, recuperate and recharge your batteries: you have been working on yourself for some months now and it's time to take a well-deserved break. Read fiction books, take long baths, have a massage, schedule your playtime into your calendar FYRST and then plan your work around it. Take care of yourself this month and know that we will be back to working on yourself again soon.

October, traditionally the eighth month and is according to Asian tradition, the symbol for wealth and abundance. Make a commitment to do whatever it takes to enhance your personal wealth, without much extra effort: you can learn how to buy stocks/shares/cryptocurrency with as little as \$500 (there's a great book called "Who's Taking Your Money? (and how to get some of it back!)", available on Amazon, that shows you how to invest into common household brands and make uncommon profits). You can look at starting a small online business such as selling your creative hobby items on eBay. Once you make \$500 from your creative hobby business, you can buy some stocks/shares/cryptocurrency. Once you make \$20 000 from your shares, you can buy some property or a bigger business. Once you have that, you are making passive income. Rinse and repeat.

November, once the ninth month and symbol of perfection, now the eleventh month where you start to think about Christmas plans. Make your plans perfectly imperfect and allow for unexpected guests, unexpected expenses and other surprises. Schedule a full safety check on your car so that you know exactly what may go wrong before it occurs, review your insurances, have a check-up with your doctor or see a relationship coach even if you think there are no issues. It's nice to know about little things before they become larger.

December again and we are almost done. If you've followed the instructions for New Year RRR-Revolutions, then you have not just picked up one new habit, you have revolutionised and evolved many areas of your life. Allow yourself the grace of dropping the habits that didn't resonate with you or the ones that didn't seem to stick: it's OK, Henry Ford couldn't paint cathedrals and Michelangelo couldn't tune a carburettor; forgive yourself and vow to do what you love and love what you do. Keep the habits that you liked, let go the ones you didn't and next year, plan to continue to work on many little areas instead of one big one: you may find that by taking a few committed steps that eventually, the marathon takes care of itself.

Jeremy Britton is a FUNtrepreneur with 26 years' experience. He has owned 12 businesses in retail and service and loves to coach business owners on how to step up their returns and step out from behind the desk. Make more money in less time with a proven system of strategy and mindset. More information and bookings visit www.24HourWealthCoach.com



We are about to enter the final of the 'teenage' years in the 21st Century, it's time to reflect upon where we're headed. Just like a teenager, we have been learning and growing as a civilisation; and with little or no consequence for our actions, we have been brought to this environmental crisis we are now faced with. So what can we do? It all begins with each individual and our actions ...

When Does New Year Commence?

The Chinese calendar consists of two parts: Lunar and Solar. According to the lunar calendar, Chinese New Year commences on the 5th of February 2019. This is unusually close to the start of the Chinese Solar Calendar which commences on the 4th of February 2019.

For Feng Shui purposes we use the Solar Calendar, but if we want to be accurate we should check the start time of the Solar Calendar; we find it begins between 11:04am - 11:14am on the 4th of February in China (depending on which calendar you're using). So this time of the day relates to China local time (GMT+8). If you want to know the exact start time for Chinese New Year 2019 for your location, you will need to adjust to your local time.

For instance, if you are in Perth, Western Australia, then your start time will be the same as for China, because you are both located along the 120E meridian time zone (the approximate location of the Purple Mountain Observatory in China, where most Chinese calendars are set to).

If you have a Chinese calendar purchased in Singapore, you may find the start time is slightly different, because perhaps the calendar is set to Singapore time instead of China time. Singapore time is also GMT+8 but its longitude is 103.8198° E, whereas the Purple Mountain Observatory is 118.8295° E. That means Singapore time is 15.0097° west of China time, which equates to about 60 minutes. (360 degree = 24 hours, so 1 hr = 15 degrees, 1 degree = 4 minutes). So when it's 11:14am in China (120E) it's 10:14 (approx time) in Singapore.

If it's 11:14am in China (120E) then it's 21:14 the night before in New York. That means Chinese Solar New Year in New York commences at 21:14 on 3 February 2019. Why do we need to know this? Well if you are advising the exact start time of the Chinese Solar Calendar in 2019, you might need to be accurate!

Feng Shui Annual Stars for 2019



In my Feng Shui 2019 Annual Stars kit you will find my suggestions and predictions for 2019. Here I can take a little more space to elaborate.

In 2019 the Annual Star is 8 and in the current cycle of time, we are in Period 8 until 2024. Star 8 is in the centre and it is the same type of *qi* as that of our current 20-year cycle. In Feng Shui we like dynamic interactions, however in 2019 there is no dynamic interaction between the year and the 20-year time period. In other words, no *Sheng Qi* ('birth energy') is being generated between two levels of time. *Sheng Qi* gives life to new projects and ideas, so perhaps we will, as a result, see much stagnation for the next twelve months.

Star 8 is also responsible for the environment and environmental awareness, so if it is in the centre it is inactive and there is less focus on the environment; so we may be slack in our thinking towards our environment. Therefore it is up to each of us to personally make a greater effort to reduce-reuse-recycle and further to consider, reduction, that is the key here ... what do we really need in order to be happy? Do we need to buy all that 'stuff'?

Months to be especially careful of in 2019 include February (in the north east), August (in the south west), November (in the north east). These months are when stars 2 and 5 come together in the Annual and Monthly charts. There is heightened concern for mishaps, problems and health concerns in these areas of the house.

Annual Stars for your Home

Every year the Feng Shui of your building is affected by these annual influences.

The extent to which these stars influence you depends on the Flying Stars chart for your building and in which areas of the building you spend the most time for important activities such as sleeping, working, relaxing and entering/leaving. This means that no two buildings will have the same type of influence.

Here are some useful pointers that will guide you during the year to avoid obstacles when possible. This is general advice that applies to everyone. The Annual Stars this year are:

		S		
	7	3	5	
E	6	8	1	W
	2	4	9	
		N		

This year Annual **Stars 2** and **5** move to the northeast and southwest respectively. These are two areas of the house to look out for. Try to avoid sleeping or spending too much time in these areas of the house. Avoid red, pink, burgundy and bright orange colours because these are the colours of fire which enhance the *qi* of earth. If it's not possible to avoid sitting or sleeping in these areas, then use metal, such as golden colours in the northeast and use bright yellow colours in the southwest. Metal sound is also very useful.

You can find predictions about the stars in my kit, including the wisdom and love *qi* of **Star 1**.

Star 3 moves to the south and it's often called the 'robbery star' which can also be responsible for lawsuit and conflict. However **Star 3** is also the strongest wealth creation star, so it all depends on how it is used as to whether it will cause robbery, conflict, or ... wealth!

Star 4 is a wonderful place to study, in the north but don't put moving water in this location unless you want to activate romance with a married person!

Stars 6 and **7** go to the wood directions of east and south east. This brings conflict of the five elements. In both cases water can be used, not real water, but the *qi* of water such as black or navy blue colours.

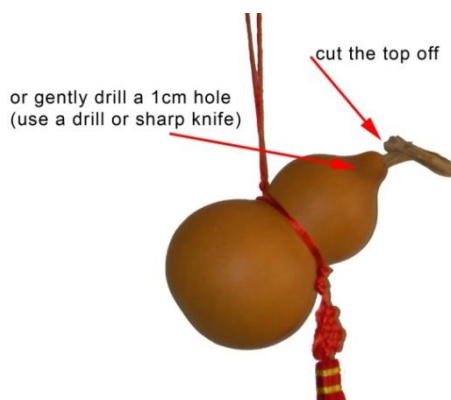
Star 9 is pushy and bright, if it comes to your bedroom in the northwest this year, it can cause lack of sleep and restlessness. Avoid red colours and especially those amethyst crystal caves in the northwest this year.

It must be noted here that when the annual stars appear and then combine with the existing stars in any building, the results can vary greatly, so analysis is required.

However, even with great analysis, it is still not 100% accurate to discuss the effects of the annual stars, because there is the 'human factor' to consider. The human factor means that everyone has free will to choose how we wish to live and what to do with our lives, as the occasion arises.

When we discuss the annual **Stars 2** and **5**, however, it is usually quite accurate to say that we should be protected from these two stars.

For **Star 2**, often a *wuluo* is recommended. It could be that you already have one, and for this year, it is important it is ready to be used. Refresh your *wuluo* by ensuring the inside is empty of seeds, pour in a little clear alcohol and swill it around, tip it out and then let stand in a warm place for a while until completely dry inside.



For **Star 5**, often yellow colour is recommended. This is so because 5 represents the 'emperor' and is also known as '5 Yellow'. It is the colour the emperor wore ceremoniously in the old days. If we give the **Star 5** what it wants, it will placate this star.

Other Changes in 2019

In 2017 we moved into Period 9 according to *Xuan Kong Da Gua*, but according to *Xuan Kong Fei Xing* (Flying Stars) we are still in Period 8. These two periods of time should not be mixed up. We still have five more years of Period 8 in Flying Stars, which is what your house chart is based on. If you are planning a renovation, moving house, or building, you must also consider the changes that will take place in 2024.

It would be nice to think that Feng Shui always stays the same, however all Feng Shui theory comes from the *Yijing*, the ancient Chinese Book of Changes. So it is only natural that things change. When we are prepared for these changes, we can make the most of our lives from the Feng Shui perspective.

2019 also sees the final year of the 12-year cycle of earth in the Chinese 60-year Xia Calendar. In 2020 we move into a new 12-year cycle of metal. For those who live in a high-rise building, this change of *qi* will affect the floor of the building in which you live in 2020.

Tai Sui is the *qi* represented by the animal sign for the year and activating this sector by digging, renovating or cutting down trees can bring either good or bad effects. It depends on the Four Pillars of Destiny of a person as to whether it should be activated or not. I can check for you, or, to be on the safe side it is better to avoid disturbance in this sector for the entire year.

Moreover, it is advised not to face the *Tai Sui* in any year because this is confronting the strongest *qi* of the year. So when conducting important occasions such as meetings, it's better to sit with your back to the *Tai Sui* to receive the support of the year.

In 2019 the year of Hai, the Pig, the Tai Sui is in the north-northwest. Therefore avoid digging, renovating, chopping down tall trees, hammering many nails into the wall, or any other large physical disturbance. Walking in and out of a door is not considered a disturbance. It is mainly a disturbance to do with the building or the earth beneath it. If this cannot be avoided (such as when your neighbour is doing construction work or there is work being undertaken in the street), play classical piano music and contact me for further instructions.

San Sha – this is a trinity of *qi* that is not as strong as the *Tai Sui* but nonetheless something to consider.

In 2019 the San Sha direction is the west (the trinity of *Shen, You* and *Xu*), and it is recommended to face the *San Sha* direction when conducting important activities. This year that means to face west, 225° - 315°.

"Facing the *San Sha* is to fight against the enemy of the *Tai Sui*. Winning the battle will be rewarding. *San Sha* is actually not fearful as it is most likely the weakest *qi* of the year. The problem is with the *Tai Sui*, not *San Sha*. Just don't be an ally to *San Sha* and you will not offend *Tai Sui*. Fighting against *San Sha*, you will be rewarded by the *Tai Sui*."

Master Joseph Yu

My Annual Stars kit for 2019 will give you more general information about the stars for this year.

If you have any questions about Feng Shui don't hesitate to ask me.

Have a great 2019,



www.fengshuimaster.com.au





A recent survey by Global Mindset has shown that as a result of the current global financial challenges, large numbers of employees have lost faith in their business leaders, their managers and their governments. This has a number of alarming effects. Companies are losing productivity because employees are absolving themselves of taking responsibility for results, but more importantly, they are looking to move on and as the job market recovers, we will probably see a big upheaval in staff turnover. So as a **team leader**, we have two current major challenges; keeping the **team motivated** and happy whilst maintaining productivity and accountability. We need our **team members** to want to work with us.

So, how do we know if we are a **good team leader**? The obvious answer is to ask your team members either individually or as a group but be warned you might not want to hear what they have to say, or they may be so afraid of you that they will not tell you. So are there any tell-tale signs? Yes, the first obvious one is an air of hostility in the workplace, **team members** constantly bickering and a high level of absenteeism and mistakes. You may even find team members gathering in corners, in the lunch room or around the water cooler whispering to each other and immediately dispersing when you approach. Then have a look at your team meetings, have team members stopped attending, are they finding excuses to not be present?

If any of these signs are present in your work team, as **team leader** now is the time to act. Try to ascertain what changes happened. Has the economy created uncertainty, has a certain amount of monotony set in with tasks becoming mundane and lacking creativity, have your meetings that were once fun become boring lectures?

It is important to remember that the fundamental work of a leader is to create, maintain and improve a group of people so that they achieve objectives and continue to do so over time. In fact President Harry S. Truman once said, *"I learned that a great leader is a person who has the ability to get other people to do what they don't want to do and like it"*, and the following President, Dwight Eisenhower said, *"Leadership is the art of getting someone else to do something you want done because they want to do it"*. This will require all of your skills to understand your **team members' personalities** and inspire them accordingly. Your team members want to be listened to, heard and involved. Do this now and keep your **team motivated**, excited, stimulated and productive.



Julian Campbell is a Business Wizard®, corporate speaker, bestselling author, business coach and long-established radio show host based in Newcastle, Australia. He has been a catalyst in transforming the lives and businesses of thousands of people through his vision, focus, bottom line realism and caring attitude. Call him at +61 414 736 484 or visit www.businesswizard.com.au.

We live in a time when change is happening so fast that sometimes we have difficulty keeping up with it. Change in technology, change in systems, change in relationships, change in governments and so on. Then we start to look for ways to handle the change. We turn to books, workshops, seminars and gurus for new ideas and for the answers on how to deal with it all. Then we become disgruntled when we walk away from that seminar saying, "I knew all that!" and we did, we just hadn't been practicing it.

We often hear the saying "nothing changes if nothing changes" and that is certainly true with regard to our actions, but the basic principles of effective communication, leadership and business do not change, they have remained the same for thousands of years. Over the years, the real issue is that many leaders and managers have not applied the basic principles of communication, teambuilding, leadership and business.

When I first undertook my engineering training, drawings were produced on drawing machines from drawing offices that were as large as warehouses, filled with a multitude of these machines. Draftsmen were mainly men wearing white coats and using slide rules and log tables to perform their calculations. Today all of these functions are handled in smaller modern offices using desk top computers. But the basic engineering formulas and principles have not changed, just the processing of them.

Similarly, in leadership and business we are faced with changing generations with vastly different lifestyles. CEOs today are stating that their number one challenge is understanding and motivating Generation X, Y and Z. But I would argue that if the doctrine explained by Dale Carnegie in "How to win friends and influence people" written in 1935 but still very relevant today, was closely followed and basic communication principles used, people of any generation can communicate easily, be understood and motivated. Principles like:

- "Don't criticize, condemn or complain."
- "Give people a feeling of importance; praise the good parts of them."
- "Get the other person to want to do what you want them to by arousing their desires."
- "Talk in the terms of the other person's interest."
- "Make the other person feel important and do it sincerely."
- "Try honestly to see things from the other person's point of view."
- "Make the other person happy about doing what you suggest."

People's personalities have a major bearing on gaining acceptance of ideas and motivating them to action. The impact of barriers to communication, how we can interpret this through body language and other feedback was just as vital in the days of the cavemen. The basic principles of business were practiced, very effectively, centuries ago by the Greeks and Romans.

So, the real issue to building businesses and relationships is, knowing that these basics are the foundation to modern leadership and applying them is the very essence to developing leaders and businesses of today and tomorrow. Business Leadership is basic engineering not rocket science. Let's get back to those basics.

Julian Campbell is a Business Wizard®, corporate speaker, bestselling author, business coach and long-established radio show host based in Newcastle, Australia. He has been a catalyst in transforming the lives and businesses of thousands of people through his vision, focus, bottom line realism and caring attitude. Call him at +61 414 736 484 or visit www.businesswizard.com.au.



Would you like to leave a legacy of your work? We all have a unique message to give to the world and one of the ways we can do that is to produce products that will teach lessons to others for their personal development. The side benefit of product production, of course, is that it makes you passive income while you sleep and continues to do so when you retire. Let me share with you how I achieved this in the hope that it will inspire you to do something similar.

20 years ago I wrote the first telephone sales course in Australia and conducted public workshops all over Australia. The workshops became very popular and people were asking me if I had any products they could take home with them. Well, I had no time at that stage to write a book so first of all I decided to have a video created of the one day workshop. At the time it seemed like a huge investment, but I can assure you that the investment has paid for itself over and over again

People buy the DVD after my workshops as reinforcement of what they learnt and it sells on my website. Next I made a CD from the audio of the DVD and also a digital version. Out of all 3 versions of this one workshop, the physical version of the DVD is still the most popular.

ACTION - How soon can you get your workshop or speech filmed?

Of course once you have a DVD of a workshop you could then make a transcript of it and this could become your book. I had been writing Sales and Telesales Tips for my clients as a monthly newsletter and realised that after 2 years I had 24 articles that could be chapters of a book. I put them all together in a structured order to make an e-book called "Top Telesales Techniques that Work". I formatted it into a pdf and had a cover designed from Fiverr.com. I launched it on an e-book marketing site called Clickbank.com and sold copies every week at A\$27 for many years. In addition I sold and am still selling the e-book from my website to people all over the world.



ACTION - Could you write one A4 article a week? If so in six months you will have your own e-book.

At that stage I got a call from a renowned marketer to do an interview with him about how to use the phone effectively in the sales process. He would produce a one hour CD and offer it free to his 50,000 database and I could do the same for mine. I called it "Pearls of Wisdom for Telemarketing success" and I still give it away to people as prizes at my workshops.

ACTION - Who could you get to interview you on your topic and create an instant free gift to give away?

Next I wrote a hard copy book on my topic. I called it "Don't Get Hung Up (How to Sell Products and Services by Phone)". From there I produced an online E-course and also created a hard copy, naming it "Telesales Mastery – The Most Comprehensive Telesales Course Ever Written".

So what will your first product be? Remember I started with one product and produced various formats of that same information. Think of it this way, if you are not able to leave your audience with something they can take away, you are doing them a disservice and you are not leaving a legacy.

Jenny Cartwright CSP is a multi-award winning sales and telesales trainer, keynote speaker, coach and author of "**Don't Get Hung Up (How to sell products and services by phone)**".

A member of Professional Speakers Australia, Jenny is based in Sydney, Australia. Give her a call at **+61 2 9427 3479** or email: jenny@telesalestraining.com.au or visit <https://telesalestraining.com.au> for more information on her training programmes.



"Live in the Now", "Live in the present", "Live in the moment". These words are uttered by many and the interpretations are many!

So what does living in the now really mean? Is it this week, today or is it actually this very moment of Now? If we're living in the now we cannot be dwelling on the past, or worrying about the future or can we?

A year ago I was visiting my back doctor – a specialist in Prolotherapy. He was concerned about the pain I was feeling in my upper back and the numbness in my hands, so he recommended that I have an MRI. It was just before Christmas and before New Year he called me with the results. His opening words were: "the good news is there is no tumour or cancer, the bad news is you need an operation as soon as possible. You need to see a neurosurgeon. Your spinal cord has pressure on it". Obviously with the holidays in New Zealand I wasn't going to get an appointment immediately. My doctor told me that there were certain symptoms I would recognise if the situation became an emergency. I was in a lot of pain and I found myself worrying about the symptoms and being rushed to hospital for an emergency operation.

I've spent over 20 years working with clients helping them understand how the mind really works. As I checked-in with myself I quickly realised that if there was ever a time to truly live in the now – this was it. I kept on taking medication at night to sleep and had to resort to small doses of morphine. The physical pain meant even holding a book to read was out of the question. My summer holiday was staying quiet and doing nothing.

My husband was wonderful. He drove me everywhere. He cooked, cleaned and ironed! Even lifting a glass was an effort. Yes it was a scary time. Then one afternoon the pins and needles in my head were raging and I went to lie down. I realised I was starting to panic. What does this mean? What comes next? As my mind was racing the pain grew stronger. My husband called the ambulance and when the paramedics arrived they dosed me with a large shot of morphine ready for the forty-five minute ride to the hospital. My body did not like that intrusion and a few minutes into the journey I threw up. Oh the pain in doing that and I felt extremely nauseous.



The emergency department is always busy however the doctors and nurses were calm as usual and went through all the checks. I've lost count how many times different doctors and nurses have tested my reactions to see that I could still feel the prodding and do all the right things with my body. It was an overnight stay at the hospital and the consultant decided I need to see the Orthopaedic team. I told my story and that I had been recommended to see Mr Edward Mee - one of the top neurosurgeons in New Zealand. So I was discharged.

The biggest challenge that then followed was the helpful friends. I say helpful in that they meant well, however, how can anyone give advice and tell you what to do and what is going to happen when they are not a professional? I knew they cared, but they weren't helping me and in the end I let them know that I had no idea what was the next step until I saw the neurosurgeon. I was literally living the moment of now and that was all that mattered. There was no point in worrying about the future. The other challenge was that I was booked with a client to present, in the South Island, on Resilience at the end of January closely followed by a two-day workshop locally for leaders. If I was to have the operation I wouldn't be able to work for at least two

months. The client was amazing. They put everything on hold and we re-scheduled for late April, despite the costs to make changes for the participants travel and accommodation.



After the appointment with Mr Mee I was so happy to be told that I didn't need an operation. My gut feel was acupuncture could really help me so I asked about having this and he said go ahead. I immediately did and found in our small town that there is a brilliant acupuncturist. At first it was two visits a week and now down to one. The nerves have settled down and I can manage the pain. In August my surgeon discharged me from his clinic. I've had the busiest nine months ever in my business. On my first trip to the South Island my client –

the General Manager of Human Resources came to carry my bags and to make sure I was okay. My husband drove me up to Northland on several occasions to enable me to spend time working with a leadership team.

What I discovered was how easily our thinking can cause physical reactions. One of my mentors, Dr William Pettit, a clinical psychiatrist, told me years ago that it takes only three minutes of upset thinking to create a biological change to manifest in our bodies. This is so true. Our mind can cause havoc or cause calm.

We create the future from Now. So if we're worrying about what may or may not happen we're unable to have insights or make the right choices. The hospital overnight stay was a blessing as the consultant referred me to another hospital where Mr Mee was based. Within a week I was sitting with him and discovering that I could have an operation, but I may still well have pain. Although I have Spinal Stenosis he didn't need to operate. I was grateful to have a surgeon who isn't what I call "knife happy". My gut feel about the acupuncture was absolutely right, even though I'd never been to a good one since I left Japan, I have someone I trust and she is treating my whole body for the trauma it's been through.

Do I have to be careful? Yes of course, and it's been yet another learning to let others help and not be obstinate in trying to do everything myself. Long-haul flights are not possible at the moment so I'm limited in where I can go and work. I'm driving again and I've had a brilliant year of insights and what I feel has been my best presenting and coaching ever. I always say to leaders to be selfish (in the best possible way) because if you don't take care of yourself then you can't take care of others.

When we overthink things we cannot make the best choices or decisions. When we truly Live in the Now we open up possibilities with new creative and innovative thinking. We deeply listen for insight for ourselves and others and life feels effortless.



As an award winning speaker Gilly *Equips people for life!* She is a Professional Member of NSANZ and past President of NSANZ Auckland Chapter. Also as a Facilitator of Change, Executive Leadership coach, and writer, she assists individuals and organisations to become more insightful, more productive and achieve Effortless Leadership. She can be contacted at gilly@gillychater.com or +64 21 577 118 or www.gillychater.com



Travel back with me 19 years in time. The year is 1999 Dec 31st, and the world is in a frenzy. It mistakenly believes that come 0000h on 1st Jan 2000, the Y2K bug will hit and in a flash, computers will crash, hard drives will fail, data will be lost irretrievably and the financial markets will be in chaos. In the blink of an eye, everything will change, and all it takes is crossing into the New Year.

The world has not seen quite the same panic since. Yet funnily, we see this *psychological* phenomenon play out year after year, right about this time. As mankind turns the calendar page from one year to the next, we whimsically set goals, fantastical "new year resolutions" that, somehow, we in the New Year, barring new systemic plans to change, will miraculously achieve where we had miserably failed in the past annum.

Instead of setting wishful "wish lists", let's do ourselves a favour and set the tone for the New Year by practising these three acts instead:

1. Begin with the End in Mind, then Make It Visual

Recently, I had a client come to me for professional career coaching. "RM", she says, "I have a few options on the table I'm considering and I need your help to achieve clarity." "Sure," I said. "Let's put the options aside for a while. Let's first talk about what you would want your life's work to amount to. What would you want people to say about you at the end of your career, say when you are 70?"

My client was stunned and stumped. She had come planning for the next year, or five years at most (which we got to, eventually). She certainly wasn't expecting a question that stretched nearly 40 years into the future. Yet without sight of where we would like to get to, and what impact we are seeking to drive at, like the Cheshire cat from *Alice in Wonderland* cryptically quipped, well my darling then it doesn't matter which path you take in life. If we do not set our coordinates, we would never know if we are on course, or off-track, whether we are nearing or drifting further away from our destination. And so life will become an aimless bobbing; eventually we become lulled by the repetitive lapping waves of life's monotony, our senses, dreams and inner flames dulled by the seductive siren song of mediocrity, all the while like the proverbial frog not knowing we were getting cooked (and suffocated) alive.

Do you want that for yourself? Do you want life to be on autopilot, or on the other extreme, dictated by the brusque pace of an over programmed calendar, tugged from one 'obligation' to another, running like a headless chicken in circles and ending up back where you started, or, worse, backwards?

If that is not the life you desire, stop. Put the brakes on. Take a step back. Go to a place away from distractions, digital or otherwise, and allow yourself to quieten down. Ask yourself, *what will my career or life eulogy sound like?* How do I want the world, my community, groups of people, or even one person's life to be changed because I lived? What do I want to *exchange* my life, and my time, for? How will I know I have succeeded? What will it take for me to get there, from where I am now? What needs to change? And most importantly, *why?* Why does this all matter?

These are big questions. And if you aren't comfortable with the practice of introspection, they can seem daunting, impenetrable, even boring. And it may take more than one sitting for the answers to come (but come they do, sometimes at the least expected of times. Google the *zeigarnik effect*). But sit with it anyway. And then work backwards from the impact you want to create, and let the options you curate, explore, and choose drive single-mindedly towards that overarching narrative, like a personal North Star.

Once you have come up with your overarching narrative, make it visual. Draw, write a song about it, design an infographic or come up with a catchy phrase; whatever you do, make it visual. And then stick it in a prominent place you gaze at *every single day*-this could be above your coffee table, study, workspace, fridge or even your loo. The point is, visualise it, remind yourself of it, and then check back with yourself daily to ensure your activities, decisions and plans are on track. Remember, as you change, there's a chance this overarching narrative/ life purpose could change, too. Simply be aligned.

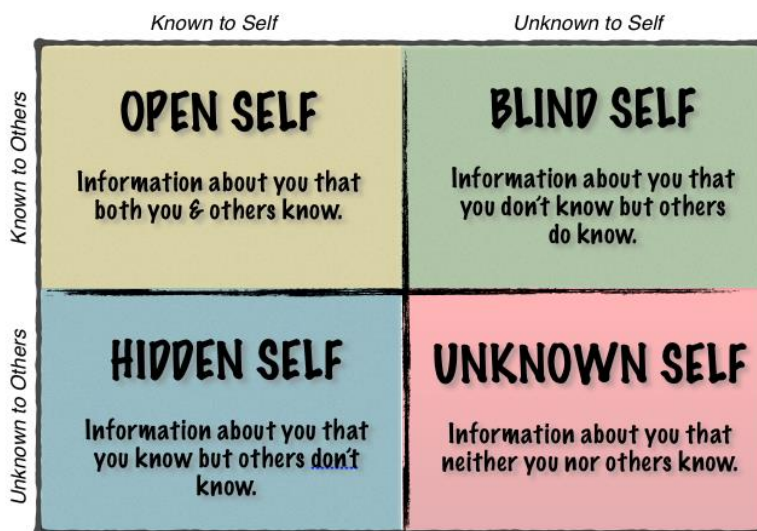


2. Take up the Johari Window 360-Challenge

This is not for the faint-of-heart. It will cost you practically nothing in money, but it will require huge dollops of personal courage and the relinquishing of ego. For this challenge, decide what topic you want to explore. For example, you are curious about what others think your top 5 strengths and weaknesses are vis-à-vis what you think yourself. For starters, list down your top 5 strengths and weaknesses; show no one, and set it aside.

Then, text or invite a carefully curated group of 7-8 people in various circles in your life to respond to you. Ask them to anonymously/ privately send you what

they deem your top 5 strengths and weaknesses to be. These should ideally be people who have seen you enough over time and across various situations to comment knowledgeably and reliably; tap on people from your family, inner circles, extracurricular/ work circles and friends. When the responses come back, plot them onto a 2x2 matrix like the example shown above. Then, explore the gaps and zones of misalignment.



3. Be A 3-D Practitioner: Ask Powerful Questions

Finally, be a "3-D Practitioner™". The next time you are triggered by an inciting event or person (or strong emotions, positive ones included, are aroused), practise the 3-Ds:

- D(etect):** Ask yourself, what am I feeling at the moment? What just happened?
- D(educer):** Why am I feeling this way? What thoughts are running through my mind at the moment? Am I making any assumptions here? Has something similar happened before? What do I not know about this situation? Is there an alternative way to explain this?
- D(ecide):** Decide how you would like to move forward. What options do I have? What would be the most constructive/ helpful option moving forward? What other information do I need, or who else do I have to consult, to make an informed choice?

This New Year, gift yourself the act of positive courageous action and the gift of powerful questions to unlock powerful answers.

If you do these 3 things consistently, your 2019 and future self will have much to thank you for. Enjoy the ride!



Ruo-Mei Chua (JCDC-JCTC), SUTW Impact Consulting: A global speaker, brand storyteller, and career coach, Ruo-Mei has inspired more than 10,000 people from across 25 countries.

Her passion is working with professionals in their 20-40s to unlock their fullest callings, infusing her approach with cultural and linguistic fluency in English, Mandarin, Japanese and Spanish and her experience living in 5 countries and growing up alongside peers from 78 nations. *Ignite your (or your organisation's) growth journey now! Connect with her at [linkedin.com/in/ruomeichua](https://www.linkedin.com/in/ruomeichua), ruomei@sutwimpact.org or click [here](#) for her full trainer profile.*



New horizons and neuroscience discoveries lead the way to find what ancient wisdom has always known ... people are different and their needs are different. **The 'big ticket' with values and behaviour is TRUST** to connect peoples often **HIDDEN NEEDS**. This **will add more** to what a psychology-based feedback system can provide.

Combined personal leadership skills are where your natural intuitive values align with different peoples' needs and behaviour to co-create with self and others for success. Connections occur naturally to engage with people for 'who and what they are'. Can you connect with the different needs of different people, which may be different to that your own?

If yes, then you are probably intuitively aware and on purpose with a successful mission and vision.

Trust develops with **constructive emotions** and 'all too often' emotion is considered to be kept separate at work. When peoples' real and different needs are met, full potential of each unique individual can be encouraged to bring innovation, co-creativity and cooperation in a **connected, engaged and on purpose way**. **The personal leadership skill of every individual is realized and you the modern leader can exercise an intuitively based skill to know how to connect with all who are encouraged to be part of an operation or organization.**

Assess your personal leadership skills to recognize a co-creative team with the following innovative leader's value checklist. Successful individuals gain through applied compromise – encouraged confidence – are open to self-expression – invite loyalty with inventiveness and practical changes – express freedom of communication – demonstrate responsibility for service – apply wisdom in the moment it's needed – develop trust with emotional encouragement and demonstrate compassion for the shared betterment of all concerned. Now, no single person can easily find balance with 'being the leader and doing the job', however a team that can share, co-create and provide all these abilities, talents, qualities and needs, can manage, develop trust, maintain performance and minimize limitations.

The successful leader today can incorporate each of the main four quotients to fulfil potential and be flexible to operate effectively. The integration and balance of all parts in a co-working team recognizes the collective conscious and unconscious levels respected through each individual's needs and their personal contribution to the overall objectives.

Personal Intuitive leadership skills start with self and can be shared with others, to lead by example. The most important ingredients are to first know self, to be able to fully create self and to understand others better. This table of the four main quotients indicates the important areas of focus for each individual's measurable unique personal profile

<i>IQ: Intelligence Quotient</i> Analytical Thinking Spatial Visualizing Memory Capacity Calculating Ability	<i>PQ: Physical Quotient</i> Health & Wellbeing Specific Attributes Talents Qualities
<i>InQ: Intuitive Quotient</i> Intuitive Awareness Intuitive Values Creative Imagination Personal Purpose	<i>EQ: Emotional Quotient</i> Self-awareness Self-management Social-awareness Social Skills

Intuitive Quotient Assessment

An Intuitive Quotient Assessment is a trusted and sure way to recognize Intuitive Awareness and Values where a person can fit in and 'pool' natural resources with a successful co-working team. Add this knowledge to social media, testimonials, and Curriculum Vitae documents at a job interview and the **Intuitive Quotient Assessment will give a very strong indication within seconds** as to the evidence and authenticity of what is presented. Personal needs can be matched to the requirements of the job and reassured in the early stages before the interview process is concluded. **Find your natural Intuitive Quotient with the checklist of Core Values in the following article.**

Dean Collier: Personal and Business Leadership Futurist, based in Sydney, Australia. He conducts in-house training, seminars and private consulting worldwide. Keynote speaker and author of 2 books: **The Nine Human Essences ... for your Business Success, plus ... for your Personal and Relationship Success.** He educates individuals and organizations when they need certainty in the face of choices and changes to make best decisions for personal and business success.

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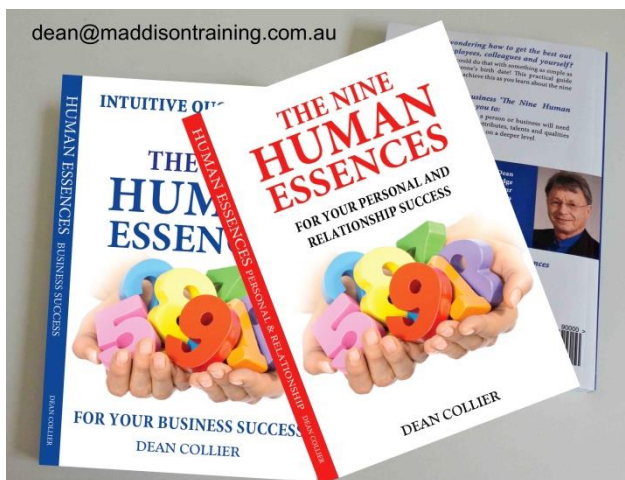


DEAN COLLIER Personal Assessment of your Intuitive Quotient

KNOW SELF	{	HE ONE	INTEGRATOR
		HE TWO	CATALYST
		HE THREE	OVERSEER
CREATE SELF	{	HE FOUR	CONSTRUCTOR
		HE FIVE	ORGANIZER
		HE SIX	CAREGIVER
UNDERSTAND OTHERS	{	HE SEVEN	VISIONARY
		HE EIGHT	MANAGER
		HE NINE	EDUCATOR

Business Core Values: Summary ONE to NINE
Personal Leadership Skills for Personal and Business Success.

HE ONE: INTEGRATOR	
COMPROMISE	Support with reflective listening
INDIVIDUALITY	Prepare, plan and discover
WILL	Very strong and self-determined.
HE TWO: CATALYST	
CONFIDENCE	Emotional responses to feel needed
COOPERATION	Reliable with a created team spirit
DIPLOMACY	Impartial and also supportive.
HE THREE: OVERSEER	
SELF-EXPRESSION	Engage with mental/emotional balance
LOGICAL	Accountable and mentally active
CHALLENGES	Solve difficulty beyond the norm.
HE FOUR: CONSTRUCTOR	
LOYALTY	Clear, direct and honest expression
CHANGES	Practical ways to modernize
OPPOSITES	Adaptable through invention.
HE FIVE: ORGANIZER	
FREEDOM	Seek to gain experience
KNOWLEDGE	Gather and share ideas
COMMUNICATION	Interact and make connections.
HE SIX: CAREGIVER	
RESPONSIBILITY	Evaluated feelings to drive action
SERVICE	Care to make a difference
UNITY	Help people 'get along better'.
HE SEVEN: VISIONARY	
WISDOM	Seek a deeper sense of knowing
TRENDS	Anticipate insightful future
IDEALS	Subtle mindfulness for best focus.
HE EIGHT: MANAGER	
TRUST	Release control for leadership
PERFORMANCE	Manage time, money and resources
LIMITATIONS	Deadlines and targets for production.
HE NINE: EDUCATOR	
COMPASSION	Share and inform with guidance
FAMILY	Co-creative and structured procedure
SPECIALIZE	Methodology and training processes.



Choose three of your main Human Essences that best reflect your most Important Intuitive Quotient skills in your work environment. Find at least three in the order of your recognized predominant strengths first used 'Daily' another 'At times' and the third a 'Challenged' skill to develop.

Most people aspire to be aware of all nine Human Essences and can find accentuated strengths with at least 1/3 of all these Core Values. Then 2/3 usually belong to others' natural attributes and abilities to integrate and share.

"The wisdom to know self, create self, understand others, is recognized in the three areas of natural vibrational patterns found in the quantum fields of oscillation."

Your personal leadership skills encourage co-workers within your group to combine all the nine Human Essences for a collective pool of talent to be successful in business. **Today, beyond the age of basic psychology, people are looking for insights and wisdom through awareness of intuitive values, innovation, creativity and purpose.**



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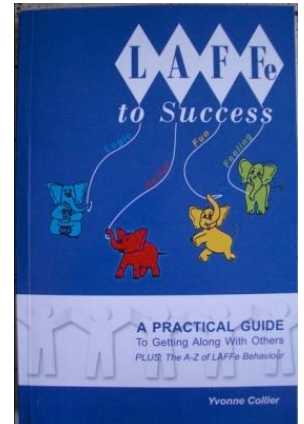
Tap into your four **LAFFe** (laugh 😊) modes and you can climb any personal or professional challenge / mountain with ease.

Imagine, you are at the foot of Mt Everest. You need to be using your **LOGIC** mode and be organised so all the gear is checked and ready for the big climb. **ACTION** gets you climbing and focused on your successful outcome, the Summit. Your enthusiasm flicks you into **FUN** mode as you see yourself sitting on top of the world. It keeps your spirits up as you trek along. You reach the Summit, triumphant and exhilarated at your achievement. As your euphoria recedes you think longingly of **FEELING** relaxed in the safety of the base camp far below.

Know you have all four modes inside you

The focus of **LAFFe** to Success is on understanding and appreciating the strengths and weaknesses, illustrated by cartoon elephants, of **LOGIC**, **ACTION**, **FUN** and **FEELING**, within you and others, so you can develop the flexibility to walk and talk the four **LAFFe** modes.

This means you can improve your productivity when you choose the best mode for the situation, and when you move to 'mirror and match' the other person's behavioural mode this creates quick rapport to build better relationships.



Examples of different LAFFe behaviour

How do you behave behind the wheel of a car?

- L LOGIC** mode is steady and you follow the planned route.
- A ACTION** mode is fast and focused.
- F FUN** mode is looking for interesting diversions and taking (long) short cuts.
- Fe FEELING** mode is slow and steady, readily giving way to others whose need is obviously greater.

You probably behave differently depending on the reason for your trip, the time available and the urgency.

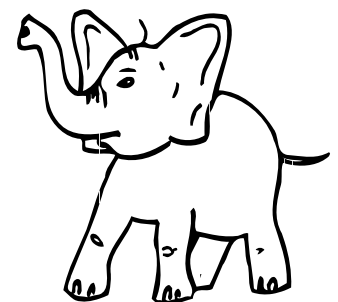
The following four examples show you how you can easily identify with each of the **LAFFe** modes.

Picture these scenes

You are rushing to deliver blood urgently or rushing one of the children to hospital with a nasty gash in their head.

ACTION mode comes to the fore.

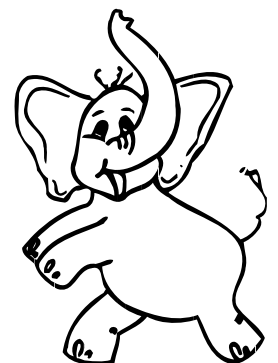
You are focused. Your aim is to get there ASAP. Foot to the boards. There's a gap up front, woosh ... Lights turn to green - yes ... No chance for anyone to cut in ... Ooops ... Any passengers with you are hanging onto their seats with their eyes closed and possibly praying. You make it in record time.



Your best friend calls or drops round suggesting a day out.

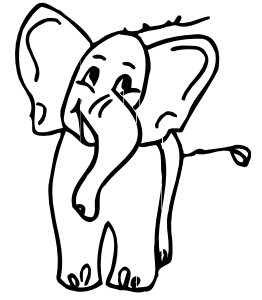
FUN mode pops up.

Where shall we go? You both jump in the car and you'll see what turns up. Oh that looks interesting. Let's just have a look. Did we say we'd meet the others for lunch? No panic, they can start without us. We'll get there for dessert.



You are half way through your favourite 'best seller' book and your partner now wants to look at a new home / go to the pictures / go for a walk.

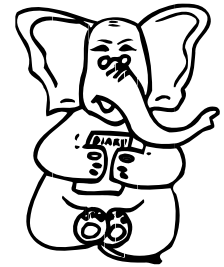
FEELING mode is willing to be nudged into doing almost anything with you, if it will keep you happy, but there's no hurry to get anywhere is there? If you really want to go I'll come with you. Okay I'll get my stuff together ...



The family are going on holiday.

LOGIC mode gets organised.

You plan the route a week ahead. Maps are studied. Details are noted. The day before you fill up with petrol and check the tyres. Departure time is fixed and must be adhered to for a pleasant trip. Let's take it nice and steady ...



Use **LAFFe** to Success as a recipe for your success.

- Remember we have all 4 modes within us
- Aim to be flexible and adaptable to the situation and the other person's mode
- Focus on the strengths
- Value the differences
- And you'll be walking the **LAFFe** path to your mountain top ☺



Yvonne Collier CSP is an International speaker, trainer, facilitator and coach based in Sydney. Director of Maddison Training, a successful people skills and assertive skills training company Yvonne has run since 1992 and is author of **LAFFe** to Success: A Practical Guide to Getting Along with Others.

Yvonne is a former National Speakers State President and National Board member and a recipient of the Walter Dickman award for service to NSAA (PSA) and the community. Her background is in education, advertising sales, management, radio host / presenter, Master Practitioner of NLP and Conversational Intelligence® for Coaches: Enhanced Skills Practitioner.

Yvonne works with individuals and with groups in medium and large organisations.

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Firstly, you may well ask, "What is phone hygiene?" Simple, it's the way we keep our phone clean and ensure it improves our wellbeing rather than detracting from it. Most people never think of decluttering their phone. Imagine if you walked into your office and every drawer, cabinet and cupboard was open with contents strewn around the room. It would be a little overwhelming wouldn't it?

So here are four simple ways to improve your phone hygiene and improve your wellbeing along the way:

- 1) **Declutter** - Just like your office, your phone needs to be clean, simple and allow you to focus on what you need to do. Most people's home screens make me feel stressed at the first glance and the number of app's people have is just ridiculous. Go through your phone, get everything off the home screen, delete any app's you haven't used recently and group the ones you do. Make it easy to find what you need and organise your apps logically. Personally, I have a picture of a stand-up paddle boarder at sunrise on my screen, and it makes me feel calm and just a little inspired when I see it.
- 2) **Turn off notifications** - Get rid of as many notifications as you can. If you want to check emails, check them, you don't need a notification to let you know you have another one. The reason this is so important, is that your brain finds it difficult enough to stay focused as it is. When you have things ding, popping up or just that enticing little red circle over the app, your brain has the perfect excuse to shift focus. With the average adult attention span now reduced to 8 seconds, (yes, you're correct, a goldfish with a 9 second attention span now outperforms the average human,) we simply cannot afford any more distractions.
- 3) **Create boundaries around technology** - Imagine a family dinner with one child watching an iPad, another listening to music on their phone, Mum checking text messages and Dad watching the news. Not terribly attractive is it? Yet, more and more, that's becoming normal for Australian families. We have a 'No Technology' rule at our dining table and the kids impose it as much as I do. Interestingly, the kids often comment when we're out about other people being rude and using technology over dinner. Bed is for sleep (and perhaps a little romance...) so try leaving your phone in another room. If you do wake through the night, the temptation to check emails, facebook or instagram, isn't at your side. Come up with rules that work for you, maybe it's no technology after 8pm, or leaving your phone in the car when you go for a walk, just be clear about your boundaries.
- 4) **Use phone etiquette** - If you're having a conversation with someone, regardless if it's your daughter, friend or a client, put away your phone. If it needs to be on, explain that it's there for emergencies, and if it rings, excuse yourself and leave the room. I'm stunned at how many people don't follow this simple etiquette. Texting within meetings, taking calls when sitting with a group of friends, or ignoring the kids while scrolling through Facebook. In fact, there's an abundance of research that indicates parents phone usage is damaging connection, decreasing resilience and leaving kids feeling like they are unimportant in their parents' eyes. That's certainly not how I want my kids, friends or client's to feel, so perhaps it's time to make some changes.



Jodie Cooper - Having grown her own coaching and presenting business over the last 12 years, Jodie has become an expert on Positive psychology and helping professionals to develop a mindset and culture that's more positive, productive and profitable.

Success to Jodie is living each day to its fullest and making the moments count. Jodie balances business with being a Mum and is now studying a Masters of Applied Positive Psychology at Melbourne University.

Jodie is on a mission to inspire positivity and make the business world a better place, one person at a time. <https://www.jodiecooper.com.au>



The most common issue I come across with busy professionals is too much to do and too little time. What I find intriguing though, is that when I ask about their personal productivity, most professionals rate themselves around 70%, perhaps 80% on a good day. So, what's going on?

The rate at which we live, and work, has sped up considerably in the last 5 years. Technology, lifestyle and family changes mean that our work is never far away and our 'To do' list has become a constant merry-go-round within our minds. We each have around 50 – 80,000 thoughts per day, no wonder you feel exhausted by the time the kids are in bed and the kitchen is finally tidy.

I can't promise you this will transform your life, and you'll simply live happily ever after (I'm much more of a realist.) But, I will say, if you can manage your priorities efficiently and start working your 'To Do' list like a boss, you'll be able to feel confident and on top of things. Which means you can work less and free up some of that head space for important things, like kids concerts and finding lost socks. LOL!

Below is the process I use to manage my 'to do' list.

1. Figure out the big picture

Know what you want your career or business to look like in 12 months. Most people don't have a clear picture of where they are going, so their 'To Do' list ends up filled with irrelevant tasks that add no value to their vision.

2. Create a three-month plan

This is a very simple one-page document, to help you see what you need to do in the short term to achieve your bigger vision. It's your higher level 'To do' list and should be checked and worked on at least weekly to you keep the positive momentum and motivation to improve. Personally, I break up my three-month plan into 5 chunks of my business to work on and these things change each three months. This document gets laminated and is a great reminder of how I'm going to achieve my bigger goals.



3. Create a daily 'To do' list

Your daily 'to do' list will include all the general things that you need to do in your business, like emails, returning calls, sending proposals, follow ups and ordering supplies. The key to your daily 'to do' list is to include at least one thing that is helping you achieve your three month plan, no matter how small. That way you will be working towards the bigger vision every day.

OK, sounds simple right, well, no. The trick is in how you actually manage your to do list. So, here's the way I manage my 'To Do' list effectively.

- Firstly, off to office works. Go purchase a red felt tip pen and an A5 spiral bound notebook. Not a diary and it must be spiral bound as it's going to be folded over on your desk ... for the rest of your life.
- Start out with a clean, blank page. Date the top and put 4 tick boxes down the left-hand side of the page, with double spacing. Half way down the page, and indented from your fist list, put another 6 tick boxes, double spaced, down the page.
- Now, your to do list is split into two sections. The top section is for items that take longer than 45 minutes to complete. Where you're doing these things, remove all distractions and focus. The bottom section is for 5 – 10-minute tasks, these can be done between appointments or sometimes on the fly.
- The key here is to make it easy to read and use. When you see a clean, organised 'To Do' list, your brain won't go into overwhelm, it can just start working.

- Once you write your list, delete a few items. Yep, just cross them off and pretend they never existed. So many of the things we think we 'should' do, don't contribute to our goals and we waste time doing them, and procrastinating about doing them as well. (This kills our efficiency.)
- Next, delegate as many items as possible. If you're like me and work on your own, it's time to get a team of experts you can outsource too. They will pay for themselves quickly and clear space for you to work on the tasks you're good at.
- Now the fun part. Start doing things and get out your red pen. Not only do I tick the box, I also put a line through the item giving my brain that all important hit of dopamine. That's the part that keeps me coming back for more.
- OK, so, I concede, it's a rare occasion that I tick everything off my 'to do' list, even with my 'delete and delegate' steps. When I don't get to things, I put a black arrow in the box pointing to the next page to indicate that I've written it on tomorrows (or perhaps the next day's) list and it's not forgotten, just moved forward. That way I only ever turn the page when every box is either ticked off or has an arrow in it and my personal habits around productivity keep me in check.
- The page on the left isn't forgotten. This is where you keep any notes from meetings, phone calls, ideas or details you don't want to lose. Now it's all in one place.
- Hang on! "What happens to all the ideas, tasks, and other lists that I need to keep on top of in my working life?" you ask. Well, for that, I use Evernote. It's a simple note taking app that I can organise into folders for lists both personal and work related. Never write anything on a scrap of paper again, Evernote keeps it all and can search and find it for you easily.

So, it's not a perfect system, but I've been using it to manage my 'To Do' list for over ten years and it certainly works for me. Things don't get missed or lost and each day I'm making sure the things I do relate to where I want to be in the longer term. So, now you know how to work your 'To Do' list like a boss. Good luck.



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*There is no beginning to your journey
There is no ending to your journey
You are migrating, to expansion*

*There is no beginning to your stories
There is no ending to your stories
You are migrating, to expansion*

*There is no beginning to who you are
There is no ending to who you are
You are migrating, to expansion*



One of the most important things you can do for yourself is not become a narrow thinker or being. Life is about the migration, flow and interconnectedness between both expansion (wide vision) and narrow (focus).

In my recent work and research with nomadic cultures, one of the most noticeable qualities of nomads, is their interconnectedness with all things – i.e., humanity, nature, climate, the universe, family, animals, thoughts ... and this means to migrate and flow between both expansion and narrow thinking.

When I was in Mongolia, Bideriya, a young university student said to me, '*Think Vastly, Act Narrow*'. I love this quote because it speaks to this constant flow. She said, you need to have a vast (expansive) vision and then rapidly act narrow (or focusing in on your solutions). This is how nomads think.

Become conscious of first seeing a conversation, a project, a problem, a new culture ... you name it ... by starting vast and then narrowing in with focus to the solution or objective. If you are too close or narrow you won't see the whole picture – go vast. Be careful, though, of staying too vast or too narrow for too long. There needs be a constant interconnected flow. '*Think Vastly Act Narrow*'

When are you migrating to expansion?
Take a deep breath, expand your arms wide and fly

Kevin Cottam CSP, Global Nomad is the author of the upcoming leadership book, *The Nomadic Mindset ... Never Settle for too long*. An author, global keynote speaker, executive coach and trainer believes to harness the success in life and leadership today, we must invoke the nomadic mindset that lives within you.

www.thenomadicmindset.com



My client sat before me as an absolute wreck. She had been beaten down. By what, I had not yet heard. Her face was ashen and her eyes red and puffy. I could tell from these signs and her slumped posture that things weren't going well.

"What's happening?" I asked. The menacing list of all of the things that were going wrong came oozing out of her like hot lava. There was an abusive client that had sworn at her and her staff, ridiculing them for their apparent lack of skill. There was the upcoming staff wages with little money in the bank, a short list of current projects with no long term proposals in the future. There was fighting to get paid for the work already completed. There was exhaustion, sickness and loss of hope. There was so much to do that even being at our coaching session was causing anxiety.

I had already started the list, so I asked, "What else are you overwhelmed by?"

My client seemed confused by my question and rightfully so. I rarely ask my clients to continue to babble on about what's going wrong. What I usually want to know is what actions are my clients taking and in what order and what system are they using to get them out of their current state.

This was different though. "What else is pending? What else is about to topple down on top of you?" I clarified.



She continued to talk and I continued my list. When she was all talked out and the menacing ooze solidified, we had a list. It was a list not to *overwhelm* but to *oversee*. It was a list that was outside of her, not inside of her.

A manageable list that was disconnected from her. A list to look at, yet not to be consumed by.

I then asked her some strategic questions to get the list in a priority order. She was now sitting upright and alert. The colour had returned to her face and she was expressive. The mood had changed dramatically. We were getting somewhere.

Once we had the priority order, I had her schedule herself for 3 appointments to tackle the top three things on the list and the ones that were causing the most anxiety. The sigh of relief was audible. The weight had been lifted and she was back to her bouncy, energetic self.

- The big decisions she had not made, were now made.
- She had a plan to tackle the minor decisions that were still pending.
- She had booked herself time to get her three biggest issues off her plate.
- She booked more time to review the other items on the list and schedule them as appointments.

The shadow that was towering over her was now gone - in its place a light shining on all the small manageable pieces that we under control.

Once again, life was good. What about you? Experiencing some overwhelm?

- Get your thoughts out of your head and on to paper – oversee not overwhelm
- Prioritize
- Schedule your top 3 prioritize immediately - block yourself some time to get those things done, preferably at your highest energy point of the day, which for most people is the morning
- Keep scheduling appointments with yourself to plough through the list
- Learn to make decisions faster by practicing making decisions faster

For more techniques to help you in your stressful world, check out more of Lindley's tools and techniques at www.allinthemind.asia

Lindley Craig is an IANLP Trainer and 1-on-1 coach who helps build better individuals that build better organisations, families and communities. She provides Asia's only full 36-day NLP Coaching Certification, the most comprehensive in the region.



If you have taught yourself on how to ride a bicycle or drive a car, you can teach yourself to read faster and comprehend what you read better. Speed reading is not new there have been famous people who have benefitted from developing this unique ability. Among them are Napoleon Bonaparte, John F Kennedy and Sigmund Freud.

Reading faster is not a natural skill. It can be nurtured through proper training and practice. Imagine, if you can read four times faster and comprehend all the key information that you read, it means it takes you only $\frac{1}{4}$ of the time. An article that once took one hour is now just 15 minutes with better comprehension. To read faster involves how your eyes perceive information and how your brain processes it.

To do this, you need to train your eyes to capture words faster and your brain to process the information quicker. Here are two ways that you should try. With practice and commitment, you will master this skill. Once this happens your intuitive brain will process the information at an accelerated rate and you will comprehend with ease.

Sweep Technique

The truth about the anatomy of our eyes is that they follow moving objects. Have you ever encountered having a meal with a fly buzzing around your food? Where is your focus? This is analogous to you reading an article. Words are static and as such your eyes are not motivated to move faster. However, if you place your finger or a pen underneath the words of the article and sweep them across the page you will notice that your eyes will follow suit.

Initially this may look uncomfortable and irritating, however if you persevere you will notice that you can make sense of the words that you are reading and soon will be able to comprehend them with ease.



Peripheral vision

Sit up straight and look at an object in front of your eyes. Let your eyes relax and see what happens. You will notice that you could see the things situated on the left and right part of your vision. You can test your peripheral vision by holding out both your hands in front of you with the thumb facing upwards. Then move your arms sideways with your gaze still in front. You will notice that you will be able to see your thumbs from the corner of your eyes. If you continue you will come to a point where both thumbs disappear from your vision. This is the extreme points of your peripheral vision. This is how much we can see. You can use this concept to read faster by chunking a few words in one glance and then hopping over to another chunk.

Muscle Memory

Initially, the above two techniques of speed reading will look odd and unproductive. However, what you are really doing is training your eyes and brain to hasten the pace of reading. In this way you are making this process part of your muscle memory. With effort and commitment, you will realize the transformation when you find your eyes moving faster across the words and somehow or rather you seem to be able to comprehend what you are reading well. Just keep at doing this and you will strengthen your muscle memory when it comes to reading faster and comprehending better.

Sandra Daniel is a regional corporate trainer and managing partner with Lateral Solutions Consulting LLP. She is also an adjunct lecturer with Singapore Institute of Technology and has published several books on self-improvement and management. She can be contacted at: sandradaniel@live.com.sg



The first ever recorded sale on the internet was on August 11, 1994 when a 21 year old entrepreneur, Daniel Kohn sold a CD of Sting's "Ten Summoner's Tales" album to a friend in Philadelphia for \$12.48.

He sold himself short. Not because he could have gotten a better price, somehow pushing his friend to pay more - but because had he realised the potential of his sale, he could have become one of the great entrepreneurs of our time.

To some extent, all salespeople, entrepreneurs and leaders make this same mistake of missing their true potential, truly selling themselves short - where good is the enemy of great.

A simple example of this is seen in our best friends, dogs and a simple question: "do dogs like bones?"

I tried an experiment to answer this very question with a friend's pet dog, Nacho the Japanese Spitz. When given the choice of a pile of meat and a pile of bones, the snowy white wolf-like Nacho ran for the meat, without even giving the bones a second look.

Dogs don't really like bones. They like meat. But they settle for bones.

After 20 years of playing the Game of Sales at as high a stakes as I have been fortunate enough to do, I have noticed that in sales us humans are much the same. All sales and business people want the meat of double or triple their target, being at the top and becoming trusted advisors.

But many ultimately settle for bones.

Salespeople sell themselves short.

This journey of discovery began at the start of my sales career, working for the oldest direct sales company in the US founded in 1855. The company published a regular newsletter called 'Pacesetter' indicating the sales results and rankings of the top 30% out of the 3,000 - 4,000 salespeople in the field, and had it mailed to all sales reps.



On the front cover, the No. 1 rookie and the No. 1 company-wide sales rep had pride of place with their photo and a quote about them by their respective manager.

And so with this constant reminder, I became fascinated with the question, 'what separates top producers from the rest?' Or thinking about it the opposite way, why do the vast majority of people not reach the goals that they set? Why aren't they successful?

One of the best things I read about this was a simple quote by Albert E Gray in his book, The Common Denominator of Success. His answers to these questions were summed up by the statement:

"Successful people have formed the habit of doing the things that unsuccessful people don't like to do"
Albert E. Gray

Over time and through leading and training salespeople across multiple industries, I have come to realise and now believe that the reason people sell themselves short is that they aren't willing or do not know how to truly believe in themselves and their ability.

In what way might you be 'settling'?

Theo Davies is Oracle's Digital Sales Training Director for APAC, is a Regional Champion Toastmaster, professional MC and DJ with 20 years' experience. He has played for large corporate events including for Coutts Bank, Air Asia as well as Expedia, for multiple weddings all over the world and has held DJ residencies in trendy Boat Quay and Club St in Singapore. Email: thedavies@gmail.com



Recently I had the opportunity to witness a most unusual theatre production. I say 'witness' because all audience members wore a Mask and were silent witnesses to the unfolding of the drama (based on Shakespeare's Macbeth) which took place in an almost-pitch-black, re-purposed hotel. The audience members were forbidden to speak. We were encouraged to immerse ourselves in the experience.



I have a poor sense of direction (I took a wrong turn once and ended up in another country - but that's a story for another time). The experience was, at times, scary (I got lost in the dark and couldn't see), repetitive (I got lost in the dark, and kept retracing my steps), and exciting (I got lost in the dark, and then suddenly found myself in the midst of the action).

This experience created an intense awareness of being present in every moment and enjoying the thrill of discovery. Being masked added another dimension. Although I put ON the mask, what it removed was my inhibition – I was totally free to play in whatever way I chose – no judgement, no right or wrong. Just choices.

And this is what I discovered, wandering (and wondering) about in the dark:

Find the light

When everything appears to be pitch black, even the smallest ray of light has the brilliance of a spotlight. If you feel you have lost your way, what light can you bring to the situation that will help clarify your thoughts? And if you are struggling to find light in your personal well of darkness, who do you know that you can reach out to for support? Who has the knowledge or the spotlight that can help you pierce the darkness of confusion?

Retracing brings clarity

Yes, I know I've been down this road many times already, but every time I retrace my steps, revisit this emotion, this collection of lived experiences, I'M different because of what I've embodied along the way. I see things with fresh eyes – eyes that have taken in distinctive points of view, different expressions of self and others. And a spirit that has absorbed a new range of learnings. And it offers the question: 'If I want to change direction, if I know that my best self requires a different path, who do I need to be, to create that new path?'

Embrace what is

Because I had no expectation of what was to come, or what I expected to see, do or feel, I was completely available to the experience. When you are fully open to what is, experiences become available to you that would otherwise be missed. When you have no expectation of how things will show up, magic happens.

Pause and reflect

We live such hectic lives, proudly wearing our 'busy' as a badge of accomplishment that we have lost our connection to ourselves, and what is essential for our continued wellness – mind, body and spirit. We need to pause and reflect. Tune in, go within. A moment of stillness to reflect on where we've come and where we'd like to go.

As I travelled that darkened theatrescape I admit I felt frustrated and lost, and like Hansel & Gretel, wished I had a trail of breadcrumbs to follow. My logical mind wanted certainty, not confusion. Direction, not aimless wandering and wondering. Defined progress rather than happenstance.

In life (as in this production) we have to choose our own road. We don't always have a lot of light to guide us – sometimes just a glimmer of understanding, a hint of possibility, guided by our intuition, open to discovery and synchronicity. Finding the brilliance in the everyday moments.

What would your life be like, if you were to embrace this kind of living?
Awake to every possibility, embracing the unknown and living your brilliance.

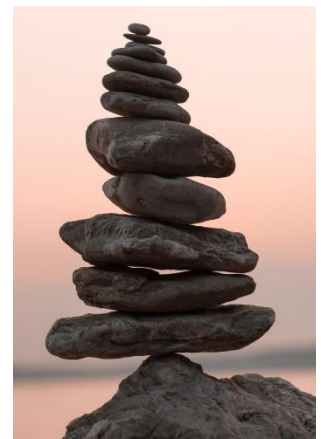
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Throughout history, man has made decisions that have affected every aspect of human life. Communally, these decisions have brought us to where we are today: to an environment marked by economic instability, social unpredictability, and environmental dilapidation. It is evident that we need leaders who are able to make decisions based on the greater good; not solely focused on the attainment of a single goal or locating a solution to an immediate problem.

The problem comes in the way business schools teach decision making. In this way, we are taught that a manager is generally considered 'effective' only if their solutions solve a given problem. However, in our modern environment, decisions often have a variety of other consequences, desired or not, which deteriorate or enhance the quality of the original decision.

Conscious Leaders make decisions by encouraging all stakeholders to be aware of their actions and understand the impact their decisions have on the whole. They are responsible and accountable for their decisions and inspire everyone to be part of the ongoing process. There are a number of ideologies that, once successfully adopted can help in building the appropriate winning mind frame. These include:



Developing Your View: fully understanding the reasons for your actions. Thinking analytically about the consequences of any overarching objectives as well as the purpose behind daily procedures. It also means remaining aware of not only your own interests but the interests of all those you lead.

Establishing the Right Conduct: ensuring that you have the best intentions applied towards all that you practice.

Staying Interconnected: realizing that people only truly exist in relation to others. The interconnected leader sees themselves as the producers of propulsions in an interconnected system to fulfil the purpose. When one *desires* something from another individual, it activates an idea and sets off a chain reaction for creative productivity. It is a leader's task to achieve and bolster impulses among all stakeholders and even opponents.

Staying Positive: having an optimistic approach to life. Every problem has a solution, and having the right attitude from the beginning may help you find it.

From my own experience and throughout various research papers I have written, there is one quality that all great leaders possess that is **Self-Awareness**. The best thing leaders can do to improve their effectiveness is becoming more aware of what motivates them and their decision-making. They have a clear perception of their personal **strengths** and **weaknesses**; they know what motivates them; they know what they truly value; they are aware of their potential and even their thoughts.

Without self-awareness, one is not truly connected to one's feelings; feelings that can later cause struggles and disagreements in one's life. Self-awareness includes understanding ourselves. Self-awareness also includes the basics such as being clear about what we like to do and what we don't like. It can include feelings about events and how they impact and change us. No one is perfect and a deep understanding of ourselves, our fears, and the things that excite us can all help us to live in the greater world and in harmony and peace with others.

It is self-awareness that allows one to be a true leader. A true leader needs to be able to project conviction while concurrently remaining modest to new ideas and opposing opinions.



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He has spoken at some of the most influential events and companies in the world. He conducts enrichment workshops and retreats globally.

You can connect with him via:

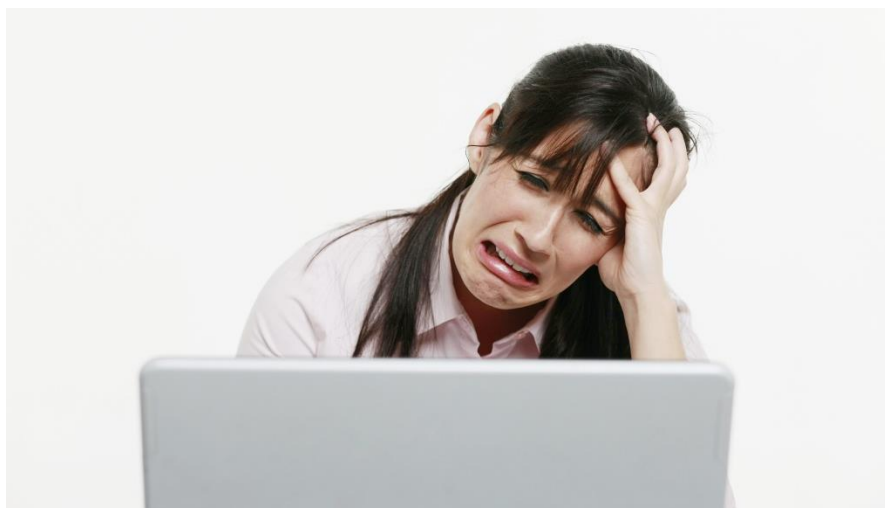
LinkedIn: www.linkedin.com/in/sureshdevnani/

Website: www.SureshDevnani.com

Whether you have your website or online presence setup by someone else or you do it yourself, it is absolutely critical that you receive or collect all the information relating to your setup. One day, I promise you, you're going to need it.

It's important because it's your business and you need to be able to have access whenever you want.

You may enter into an agreement with a developer or an agency with the idea that you will have a long term relationship with them. That's great and hopefully you do but things happen and you could find yourself locked out of your online presence literally overnight.



What information should you collect or be given? Here are some checklists that will help with this.

Domain Name:

- Is the domain registered to your business or yourself and not the developer?
- Is the Registrant Email for the domain one that you have continued and ongoing access to? If you change your email address, make sure you update your domain registration details. Same goes for the billing contact for the domain - this is where the renewal emails are sent to.
- When is your domain name due for renewal? Your registrar should send renewal notices to the Registrant email starting at about 90 days from the date of renewal.
- Where your domain is registered?
- How do you access it and do you have the login credentials?

Hosting Package:

- Who is providing the hosting? Is it the developer or have they given you an account with a hosting provider?
- How do you report problems?
- What are their support hours (hint: Not everyone provides 24 / 7 support)
- Do you have all the login credentials to the hosting platform and to the billing account - they are usually two different things.

**Email:**

- Where is your email hosted? Is it on your webserver or does it go through an email provider like Google, Outlook or something similar?
- What are the mailbox limits?
- How do you check the mail using an email client or via a webpage
- How do you access the billing and administration section when needed?

Website Administration

- What is the administrator login for your website?
- Who else has administrator access?
- Does your agreement include any support for maintenance of the site or is that your responsibility?

In General

Once you have all these details, I recommend printing them out and storing them with other critical documentation like your business documentation. I further recommend saving all these documents to a data stick and storing the data stick away. If your computer fails or you accidentally delete the files, you will always have a back-up.



On a final note, I also recommend you know who has administrator access to your accounts. If you part ways with your developer or support people, make sure you review all your accounts and limit or remove access as appropriate. Overall, this is your business and you need to be responsible for who does and doesn't have access.

Charly Dwyer, based in Canberra, Australia, helps small business owners realise the power of the Internet as a channel to market their organisation in an appropriate and cost-effective manner. With over 25 years' experience in the IT industry, she looks at integrating the most cost effective technology solutions to achieve business objectives, as well as providing ongoing support.

Charly has won numerous awards including the *MCEI Women in Business Marketing Award* and the *Stevie Award for Best Entrepreneur - Service Businesses - Up to 100 Employees - Computer Services*.

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Professor Sebastian Kernbach and Brenda Eckstein – January 2018

While attending the African Doctoral Academy at Stellenbosch University in the Western Cape, South Africa I had many great insights which I'd like to share with you over the next few articles. These 'aha moments' occurred during an outstanding 5-day course, 'The Productive PhD' presented by Dr Sebastian Kernbach of the University of St Gallen, Switzerland. He also presents a similar course at Stanford University in the USA and other leading educational institutions globally.

This course covered fascinating, researched ways in which we can become more productive. I came away with a new 'toolbox' of simple and effective visualisation methods and ways of creating awareness of energy levels and using each state more productively. These topics are broad and in this article I focus only on creating awareness and using low-energy times more productively.

Our facilitator articulated and demonstrated his message clearly: we can be more productive through structuring our days according to our energy levels. Although his approach referred primarily to flourishing during a PhD, this approach would apply equally in most people's business or professional lives, too.

In order to focus on the 'lows' let's look at the pattern of an average day in most people's lives:

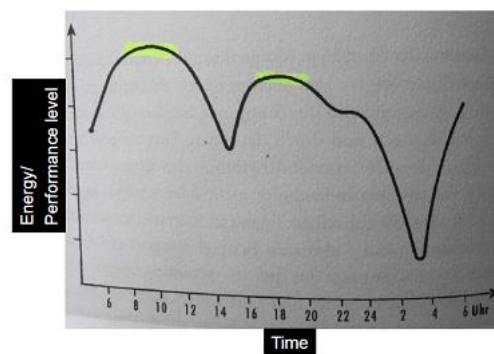
Professor Kernbach's message was clear. We should not try to erase those times. The result would be lessening the energy level of our following prime or high-energy periods each of which usually lasts two to three hours. So we should rather engage in mental, emotional and physical activities found to be most effective during low-energy periods.

From a mental perspective, during these times we have better access to creative and holistic thinking and intuition. Emotionally we have an improved perception of our own moods and are more empathetic. Physically that is a good time to have a snack, exercise or take a cat-nap. We were interested to hear that research has shown this is not a beneficial time to drink coffee. For many of us, that was contrary to the way we instinctively have a cup of good, strong coffee (or other stimulant) to lift our energy. Does that sound familiar? Yet, evidently, although that will help us to feel more 'awake' during the low-energy time, it also reduces the level of the following 'high' thus not enabling us to take maximum advantage of the activities we could most productively engage in during those high-energy times. In other words, drinking coffee during a 'low' will mean that our low is not so low, but in addition it will reduce the level of the following 'high'. The coffee-drinking time most conducive to using our energy levels most productively is at the start of an upward curve in our energy cycle.

So how do you and I apply this information in a practical way? First let me show you what I discovered during the course. I'll use my own example to demonstrate my 'findings' and this is the process I followed:

African Doctoral Academy (ADA)
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Typical energy curve throughout the day



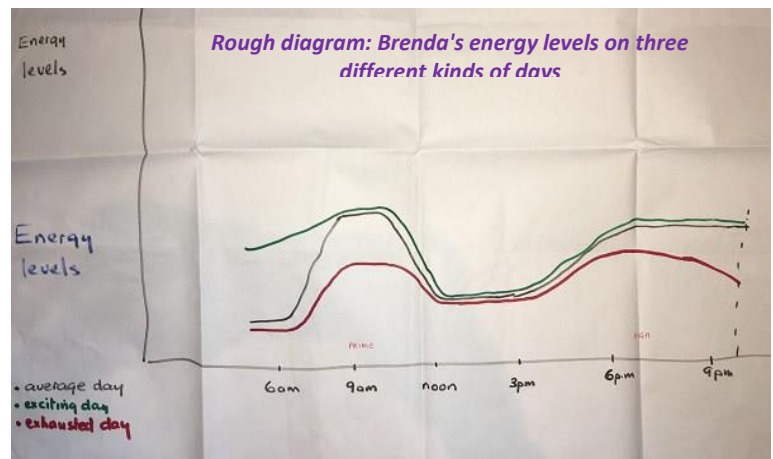
Source: Typical 24-hour-energy-curve (Graf, Schröder)

University of St Gallen

Sebastian Kernbach / wrcminstitute / HSG

Permission to use the above slide was kindly granted by Professor Kernbach

1. I drew my own energy map showing my perceived energy levels on an average day. This can be seen in the black curve in the rough diagram below. Yes, I could easily show the alpha time, prime time and high time. And yes, my own main low lasted about 2 to 3 hours as did the two high-energy times.
2. However, that was on an 'average day'. But what would happen to my energy levels on a day, for want of a better term, I have called an 'excited day'? So I drew the curve in green. There were significant differences. There I woke up earlier, eager to start on a project that inspired me. My energy was higher from a much earlier time and although there were variations, stayed higher in the evening, too.
3. I was determined to look at another kind of day, the days where I wake up exhausted and battle to get going. There my energy is lower all day and trails off in the evening. (Please see the red curve.)



By looking at three different ways in which I could divide the kinds of days I have (from an energy perspective) and superimposing those three simple graphs, it was astonishing to become aware that, regardless of the kind of day I'm experiencing, all three curves have a similar 'low-energy' period in common. This insight is profound as it means I should change my habits in order to take greater advantage of that time.

I went back to the drawing-board and explored the activities that I should allocate to those 2 or 3 hours in the middle of the day. One great insight was that this was the best time for me to attend to e-mails! To be most productive I should not allow this time-consuming activity to interrupt my higher-energy times which can be used more productively for other activities such as problem-solving or higher level strategy thinking.

It is taking a great amount of discipline to break my former habit of getting my e-mails out the way as early in the day as possible. However, I'm already experiencing the benefits. This has practical implications for the clients whom I coach. Most are high-level leaders in executive positions and resent the amount of time they need in order to attend to e-mails and do other routine tasks effectively. It reduces their time for more strategic activities. Thus, although this form of communication is highly effective, it may deplete our emotional energy.

In executive coaching programmes I have tried various tactics with different clients, crafting programmes to suit their needs. An example may be limiting their attending to e-mails to a specific blocked-off period on workdays. This time would be chosen to suit that person's perceived needs. A few of the leaders have chosen 4pm to 6pm as the only time they allow themselves to look at or work on e-mails and this has benefitted them, but only in a limited fashion. However, it has helped to free the early part of the day for more strategic endeavours.

So, what is the relevance or significance of sharing this insight regarding my own energy levels? It means that, in order for anyone to maximise their low-energy periods, it would be an advantage for them to know when those times occur and plan to do routine admin tasks (including e-mails) or even have a cat-nap during those times. This would enhance the quality of the ensuing high-energy period.

Regardless of whether you are trying to be more productive in your academic endeavours, business or professional work, map your energy levels, plan your more routine tasks during low-energy periods and you will benefit through being more productive. Try it and let me know how you find this exercise. Thank you!

Brenda Eckstein, South Africa. For more information on executive coaching programmes (conducted either 'in person' or via Skye – so location doesn't matter!) or personal strategy, please contact brenda@strategy-leadership.com | Website: www.strategy-leadership.com

Please also visit Professor Kernbach's websites in order to learn more about the work he does: <https://mcm.unisg.ch/en/transfer/beratung/visual-collaboration-lab>



Being in business seems to be a constant roundabout of dealing with issues: I'm not happy with your product; why hasn't it turned up yet; that's not what I was told on the phone – I've changed my mind; I can get that cheaper online – can't you drop the price; that's not what I agreed to - sorry we have to cancel that order; your website said something different – I'm the customer and the customer is always right!

When you've had a bad experience, a bad day, a bad week or possibly even a bad year, the automatic response is to either take it out on the people involved, or allow the situations and stresses to build and build eventually wearing you down physically, mentally and emotionally.



Research shows that mental illness is now the leading cause of sickness and long-term work incapacity in the developed world. It costs the Australian economy over \$12 billion per year in lost productivity and has significant impacts on business performance.

Many people and institutions are looking at the causal factors of mental illness and promoting a range of health strategies to alleviate them. Health professionals are doing great work in this field but of course often overlooked are the spiritual factors involved in mental health.

The Gospel of Mathew in the Bible presents an interesting snippet in chapter 18 verses 21 & 22: "Then Peter came and said to Him, "Lord, how often shall my brother sin against me and I forgive him? Up to seven times?" Jesus said to him, "I do not say to you, up to seven times, but up to seventy times seven."

Peter thought he was going to get a well done back slap for his answer of forgiving someone seven times, but when he heard Jesus' response of 490 times, I'm sure he was totally shocked and lost for words. If someone has wronged me, sure I can let it go a few times, but why would I continually forgive someone.

The biblical Greek words for forgiveness are: charizomai "to show favour" and aphiemi "to release from bondage". They suggest that forgiveness is a favour that releases, but what exactly does it release?

The Apostle Paul gives us a clue in his letter to the Ephesians chapter 4 verses 31-32: "Get rid of all bitterness, rage and anger, brawling and slander, along with every form of malice. Be kind and compassionate to one another, forgiving each other, just as in Christ, God forgave you."

When we are wronged, we retain a measure of whatever is thrown against us ... bitterness, anger, jealousy etc. These negative emotions are like poison to the soul and when we hold onto them they eventually result in physical, mental, and emotional breakdown. But when we unconditionally forgive those who wrong us, we release those destructive elements and don't allow them to affect us. Forgiveness is less about the other person than it is for ourselves, that's why Jesus counselled Peter to always forgive.

The Kingdom Principal to Health and Wellbeing is Simple, Forgive, Forgive, and Forgive Again.

Blessings in Your Business - Tony Elshof

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Reflection through poetry can be a counter-intuitive means to give new perspectives on your current situation. While struggling with issues and searching for results, taking a step back to give form to a problem the way a potter shapes possibilities from a lump of clay, or the way a sculptor cuts and shapes the stone, is a creative act which can shed new light on your environment.

Poetry comes from the Greek word "poiein", to create. It is a composition designed to convey a vivid and imaginative sense of experience through the use of condensed language chosen for its sound and suggested power as well as its meaning; in short, "a patterned intensity of language," as writer Ursula Le Guin describes it.

David Whyte, a U.S poet who has shared his insights with numerous international companies, says that poetry can unite the inner world of the soul with the more structured world of the office. Prose is from the Latin meaning to get to the point in a straight line. Sounds like your workplace, right? Poetry gives us the opportunity to find circuitous routes. This could provide new and unexpected answers.

The HAIKU is a poetry form originated in Japan and makes use of the concept of "ma", or empty space, the space between. A haiku poem is a nugget of essence. The form traditionally consists of 3 lines, usually 5 syllables in the first, 7 in the second, 5 in the third. Jean Sabatine, in her book "Movement Training for the Stage and Screen", writes about the drama within this highly evocative and stimulating form of poetry, each line evoking its own vivid image and action. Here are two examples from Basho, the famous Zen poet. Read them slowly:

**Tremble, burial mound -
my lamenting voice -
the autumn wind.**

**The lightning flashes,
zigzag-piercing the darkness
a night-heron's scream.**

You can feel a depth in mood and image just from the use of a few words. Can you capture such nuggets for your organisation? Try to create your own haiku. Give shape to your workplace problems with images through words. Take a sheet of paper, imagine your workplace situation, and let the words emerge from the pen - or digitally on the screen.

Here are some examples from participants in my workshops:

**Laugh, giggle, gossip
Sounds of morning office buzz
I remain silent.**

**More turns and turmoil
Old problems meet new faces
Fresh wind activates.**

**Stillness – a virtue
Vacant lots like empty stares
Ah, life lurks behind.**

**Laughter became silent
Lightning flashed and thunder rolled,
We knew she's here.**

**Morning coffee aroma,
Sounds of flipping newspapers,
The PC dies on me.**

**Busy, all busy as bees
Faces glued to computer screens
The deadline approaches.**

Think about taking "Poetic License" with your next project or presentation, taking the liberty "to deviate from conventional form or fact to achieve a desired effect".

And of course you know the Robert Frost classic:

**Two roads diverged in a wood, and I -
I took the one less traveled by, and that
has made all the difference.**

Bob Feldman is an international trainer, coach, speaker and actor based in Berlin, Sri Lanka and Singapore. Known for his lively and inspiring interactive talks and workshops, he activates the mind and body to help raise your communication and presentation skills to a higher level. www.bobfeldman.net | mail@bobfeldman.net



SALLY FOLEY-LEWIS Twelve Tips to being a more Productive You

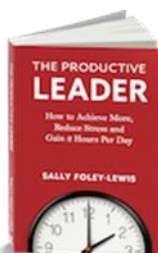
Focusing on being more productive means you are paying attention to the right tasks at the right time, consuming the right resources and engaging the right people! Time management is a misnomer because you cannot manage time; you can't slow it down or speed it up. You can however manage your focus, attention and effort to ensure you are being as productive as you possibly can. It's about achieving the most you can in the time available. Here are 12 tips to help boost your productivity:

1. Use your calendar more! The calendar included in your software is one of the most under-utilised or misused app available. Schedule appointments for yourself, for emergency time, reading time, self-care time.
2. Planning is essential for productivity and it does not have to be boring. Add rewards into milestones.
3. Keep focus on your big goals by having a BIG WORD to trigger motivation.
4. Write tomorrow's important tasks down today. This can be a little ritual to end your work day and also help not waste time the next morning.
5. The first two hours of your day are the most productive, according to Dan Ariely, Duke Professor, how you use them can impact the rest of your day.
6. Create a morning ritual that energises and prepares you to be the best version of yourself.
7. If you have apps on your mobile device that you haven't used for more than 3 months, delete them: unclutter your device.
8. If you have a desk job – sitting all day – add alerts into your calendar or device to remind you to get up and move regularly throughout the day.
9. The people in your network can influence your progress and productivity. Make sure you are maintaining a healthy network inside your company and across your industry.
10. Take control of your professional development. Improving your technical and people skills is an investment in your career and life and will always contribute to boosting your productivity.
11. Schedule unplugged time into your week! Instead of scrolling through social media, read a book.
12. Clean your desk / office / workspace every quarter. Take everything out, clean the walls, floor, desk/s, drawers, etc. then only put back what is essential for your productivity.



Bonus Tip:

If you have unread journals and papers stacked up on your desk or in your office, throw them out or distribute them. The stack sitting there week after week contributes to background thinking of all the things you 'should' be doing: I call this incremental stress creep. The information within those documents can be found online or tracked later if and when they are required. Once you get rid of the old stack, schedule 45min in your week to read the new journals as they arrive. Alternatively, cancel your subscription and save some money.



Sally positively impact results, leadership and team performance. Obsessed with productivity and self-leadership, she's presented to, coached and worked with 10,000+ managers and leaders from medium sized to global organisations in Germany, UAE, Asia and Australia. She brings a unique blend of experience, extensive qualifications plus having lived in Germany, the UAE and outback Australia. Website:

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MICHELE GENNOE **When do you stop feeling like an Imposter?**

I was at a LinkedIn Local event where I met Gunther and he told me he was launching his 16th book. I was very impressed and congratulated him on his achievement. It got me thinking about whether I needed to publish more books to be a credible author?

As I was musing I remembered when I was doing postgraduate studies in International Management and we were discussing differences between cultures. In culture A, for example, someone with a week's worth of Spanish studies might say they could speak Spanish and were expert at it. Whereas in culture B, someone with a PhD in Spanish Language might say they knew a little bit about it. It wasn't to judge the differences but to be aware that people had different ways of expressing their knowledge and expertise.

Later that week I was at a book launch and this second prompt got me thinking again about, "am I an Author?" When I thought about it I realized that I still didn't feel like I was an author. Because when I introduced myself as an award winning author I felt like an imposter and I realized I was coaching myself to act as if it was true. It's a technique I use when coaching people- I encourage them to use this 'act as if', especially if they don't feel like what they are saying is 100% true for them.

So where did this feeling like an Imposter come from?

Four years ago I began my entrepreneurial journey in earnest and wrote a book that combined my extensive experience in organizational transformation with my passion for empowering people in their lives. The book went on to win an award and the framework I use in 'Mindful Leadership' became the foundation for my business.

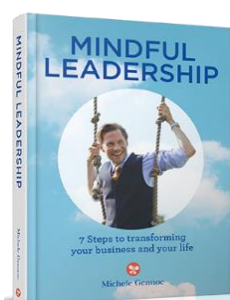
The process of writing Mindful Leadership also re-connected me to my younger academic self that had written her first book at University for International Students. So when I was prompted to start thinking about if I was an Author and counted the books I had been involved with, I realized that I had been an author 7 times (I didn't count journal articles, just books). It was only when I realized that I was a 7 times published award winning author that I saw how absurd it was that I kept feeling like an imposter. The books, the awards, the public recognition were all there if I looked to see them.

So many times in our lives we go through this process of feeling like an imposter until the evidence that we are not becomes overwhelming. For many of us we have more characteristics of culture B, where we may have a PhD in something but we still feel like an imposter when claiming it.

I know that if I was to look at other areas of my life or my business that I would see the same pattern emerge. Until I really look and become mindful of the overwhelming evidence to the contrary, that I might still say I only know a little and feel like an imposter. But now that I know this pattern I have the power to break it (knowledge of our patterns gives us the power to shift them), so here goes-

Hi, I am Michele and I feel confident to tell you that I am an Award Winning Author!

Michele Gennoe "Mindful Michele"- is Founder and CEO of On Purpose



Transformation and a specialist in implementing Mindful Leadership. She is on a mission to assist people to be more mindful so they can Create the Business and the Life they Want. Michele provides profoundly simple and mindful clarity that empowers people. She is the author of the award winning Mindful Leadership book, sought after Keynote Speaker and industry thought leader on using mindfulness in developing strategies for success.



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"The self is not something ready-made, but something in continuous formation through choice of action."

— John Dewey

In the modern classic movie *Forrest Gump*, Forrest famously says, "Life is like a box of chocolates, you never know what you'll get." Personally, I like the dark chocolate truffles. Or the plain dark chocolate. Hazelnut is good. Caramel is also okay. But I hate the orange cream! I don't know anyone who likes the orange cream! Why do they even make them? But if I do get an orange cream, I can always try another. Picking the wrong chocolate is no big deal.

Besides, if you look inside the lid it tells you what each one is! They give you the answer key! Life doesn't give you the answer key.

Sorry Forrest, life is *not* like a box of chocolates. Life is a series of choices and the consequences that follow each choice you make and your reaction to those consequences, which is another choice! And on and on and on ...



You choose a chocolate and don't know what you'll get. If you bite into it and it's an orange cream, you can choose to finish it or throw it away. You can also choose whether to take another chocolate, or eat the whole box, and whether to get another box tomorrow, or eat an apple instead, and whether to work out longer at the gym to burn off the extra calories, and whether you want fries with it.

We make choices all day, every day. We make so many choices that we don't even realize we're doing it. We tend to make consistent choices, which become patterns, patterns become habits, habits become our comfort zone. This can lead to making the default choice, or choosing not to choose (which is still a choice). It's convenient to go on autopilot. Less work, less mental energy, less

risk of getting an unexpected consequence. But ... here comes the big *but*:

At any time we can make a different choice, break the pattern, and form different habits. This can change our life. The power to choose is our greatest superpower. And we all have it.

We can make choices that are positive, productive, and empowering. Or we can choose the easy way, or follow the crowd, or choose not to choose, and just accept whatever comes. Even if it's an orange cream.

Some choices we make are of little consequence, while others may be monumental. The most important choice we make every day is one we usually take for granted: we choose our attitude. We can choose to be open, optimistic, caring, kind, generous, forgiving, helpful, hopeful and happy. Or we can choose to be grumpy, negative, confrontational, vindictive, and selfish.

We may not even realize it is a choice, because we may have been making the same choice consistently for so long it is our habit. We believe it is the way we are, we click the default setting and choose not to choose. "I'll have the usual." We forget that at any moment we can make a different choice. We have the superpower of choice.



Every time we wake up, leave the house, get on the train, exit the station, walk into our building, pick up the phone, enter a cafe ... we are walking through a portal onto a stage. It's show time! How will I play this role? What attitude will I choose? Choose carefully and consistently, so that positive attitude becomes a habit.

A "reformed" lawyer, **David Goldwich** teaches people how to play the negotiation game and be assertive, compelling, and irresistibly persuasive. David conducts workshops and delivers keynotes on Negotiation, Persuasive Business Presentations, and Storytelling in Business. Learn more about David at www.DavidGoldwich.com.

"Life isn't about finding yourself. Life is about creating yourself."
— George Bernard Shaw

Every professional speaker is familiar with the axiom "Tell a story, make a point". That is the most common story most people tell: the teaching story. We tell these stories to our colleagues, customers, and children. Because we were all raised on these stories and tell them all the time, we are quite familiar with the form.



Of course, before you can tell that story you need to earn the right to tell it. You must establish your credibility as an authority. You can do this by telling a story that positions yourself as having the right values, the relevant experience, or the personal style best suited for that audience. This story is about your personal brand.

But there is a third kind of story that you tell before you even meet your audience, and it is far more important. It is the story you tell yourself about who you are - your identity story.

While your personal brand story is about how you present yourself to others, your identity story is about how you perceive yourself.

You probably wrote this story when you were five years old. What did your five-year-old self know about life, people, or relationships? Very little. Where did you get the raw material for this story? From things your parents or teachers may have said, and from interacting with other kids and siblings on the playground. Did they really know you? Did you really understand what they meant when they said these things? Did you have a framework for understanding and the ability to interpret these comments? Hardly. And yet the story you wrote as a child is still guiding you through life! That's ridiculous!

Many of the people I work with have been telling themselves a story that diminishes their value as a person. The moral of their story goes something like this: "I'm not good enough. People aren't that interested in me. I'm not the successful type." Or something to that effect.

People often see the worst in themselves and the best in others. We are painfully aware of our own shortcomings, which we try to hide from others. We are also well aware of the strengths of those around us, because that's what they want us to see. They also hide their shortcomings from us. We see the best of others and the worst of ourselves. That's messed up!

Imagine you are writing your resume or CV. Are you going to highlight your accomplishments or your failures? Of course you will only show your best side. Bands have Greatest Hits albums, not Worst Hits! We know they have some bad songs, but we do not measure them against the flops. We measure others against their greatest hits, but we often measure or define ourselves by our flops.

A lot has happened to you since you were five years old. You have lived and experienced much more. You got an education in school as well as some hard knocks in the school of life. You matured, worked a few jobs, had relationships, probably got married and raised children of your own. Aren't you in a much better position to write your story now? You can now create a more realistic, accurate, empowering story based on years of knowledge and experience.

When you rewrite your identity story, write it like your resume - at your best. Tell it to yourself constantly, until you truly believe it. Make it count!

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We are all so busy that every day we are faced with a new thing, even if yesterday's thing isn't resolved yet. We generate things, we attract things and sometimes we just get left with things. It's very easy for your daily things to stack up and things can be heavy. The weight of your things and the toll they take on you is often much bigger than we care to admit. Individually, things may be manageable so we carry them around with us but when things come at us thick and fast they can be over whelming. I know that I am dealing with things every day. Sometimes I get on top of things, sometimes I don't.

Inevitably when a thing that was going to be resolved today, isn't resolved, then that thing carries over. On the next day, another thing needs my immediate attention but I still have the distraction of yesterday's things to deal with so my time and focus is split and sometimes neither thing is finished. Next day, a third thing vies for my thoughts, time and action so I need to prioritise things just to stay in front.

Things can become a burden and often I struggle to stay calm in my daily life. Things can create a range of emotions that can push us to our limit. Things can make us anxious, and irritable. Things can make us feel uncertain and cautious. Things can make us worry and even make us feel unhappy.

When you are unhappy with things, then things are getting the best of you. Things have their own life but don't let them become your life. Things will come into your life and cause drama, that's what they do. Sometimes things outside your control affect the things that are in your life. No one said it was going to be easy. It is often the case that we just have too much going on and at some stage something has to give. It's at this point that I realise I am not alone. Other people have things too. It may be hard to believe but some people have more things going on than you do. They may look OK from the outside but some people are drowning in things and they may or may not put their hand up for help. In this crazy busy world we live in, simple things can run or ruin our life. Not just our life, but those around us as well.

Understanding your thing will help you understand other people's things. Often your thing is smaller than their thing. They have things challenging them and some of those things may even be things you introduced to them. It's not your fault, to deal with our things we need to involve others. We may be pushing our things onto them at a time when their things are bigger than ours. That's just the nature of things. In 2019 I am going to step back and take a breath and when things aren't going the way I expect them to be going, I will appreciate that others are facing the same if not greater challenges. I know that if I focus on helping others with their things I might just clear away some of my things in the process. Importantly, together we can help each other to get things done.

Geoff Grist is an award winning residential real estate agent in Sydney Australia selling amazing homes for nice people, to nice people since the early 2000's.

He is the author of '**Sold Above Market**', has owned several successful businesses in his career including being a Telstra Small Business Award Winner and author of '**500 Award Winning Business Secrets**' You can download his property book free at www.soldabovemarket.com.au | geoff@rwm.com.au
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The availability of UAVs, or drones, as they are more commonly known, has certainly had an impact on the photography industry and in particular Real Estate photography. Drones make it relatively cheap and easy to obtain stunning aerial photos and videos of properties for marketing purposes. The big question that arises, however, is who do you use to do your aerial photography and videography.

A drone is simply a platform to mount a camera on in order to get photos and videos. Just because a person purchases a drone, it does not mean they are a photographer any more than someone who buys a set of spanners is not a mechanic. Like anything, the person needs to be competent in the operation of the equipment. With drones, this means not only operating a camera but also flying a machine at the same time.



When I first got into flying drones, it was a requirement, in Australia, that you held a pilot's licence (aeroplane or helicopter) in order to fly a drone commercially. This meant that it was a very expensive industry to get in to. Luckily the regulations have been relaxed somewhat and the industry has boomed.

The Australian laws changed in about December 2016 when CASA introduced the Excluded Category for drones. This category means it is legal to operate a drone weighing less than 2kg for commercial purposes without a licence. There is, however, a list of standard operating conditions which must be adhered to if you wish to operate in this class. The full list of standard operating conditions can be found on the CASA website.

If you want to operate outside of the standard operating conditions (SOC) then you need to obtain a Remote Pilot Licence. This involves undertaking a course of usually five days training and applying for a licence. You may then operate outside the SOC provided that you are operating under someone who holds an Operator Certificate and you comply with all the conditions of that certificate. Obtaining an Operator Certificate involves having operations manuals and operations library approved by CASA.

One of the biggest issues with the operation of drones is that of insurance. The majority of insurance companies will not insure people who are flying in the Excluded Category (less than 2kg without a licence). If you can find a company to insure you it is usually very expensive. This means that generally people who fly in this category do not have any public liability insurance.

Drones are generally pretty safe, however, I have seen them fall out of the sky for a number of reasons. These include motor/ propeller failures, battery failures and bird strikes. Any of these can cause the drone to fall and possibly injure a person or damage property, leading to some fairly large damages claims. If the operator is not insured then the person who hires that operator may be held liable for those damages.

It is always best to check that the person who you hire to take your aerial photos or video not only knows how to operate the equipment to get the best photos or videos but more importantly has public liability insurance that specifically covers the operation of drones.



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'A different view' from the world above. A licensed pilot, fully licensed and insured UAV operator in Australia, we specialise in Real Estate videography and photography and promotional videos for all types of businesses that want a different perspective.



So many times in my photography career I have heard – people say that having their photograph taken is a major stress for them. Normally, clients like to rush through a photo shoot thinking they are saving themselves the stress and time, but when you really think about it they are not.

When taking a family photo, business portrait or promotional/modelling images, everyone loves to make sure they feel their best and look their best. If you are worried about how little time you have to do this, the stress will show on your face when capturing the portraits. You will be unable to choose what you want to wear and you will fidget with your hair and makeup trying to ensure it is on point.

Nothing wrong with anything mentioned, but, instead of rushing through it; enjoy it, make morning tea of it with the staff or family. Make the appointment a little longer than expected. Take a breath, choose something that you feel comfortable to wear and shoes you feel comfortable to stand and walk in.

Maybe choose them the night before. If the weather is variable, choose a cool weather option and a warm weather option. Also, arrive at the location of your shoot, 15-20 mins before the appointment is due to start - that way you aren't sprinting for the location due to being late.

Make sure your photographer explains the locations where you will be, so that the location will suit what you are wearing. Not much point wearing formal attire to a café styled portrait shoot.



With another point, consider the time of year. If your office is running around trying to get paperwork signed for end of financial year or an annual presentation or even approaching the Christmas crazy time. Then remember, there are other days in the year. Don't put yourself and your staff through additional pressure to get a photo taken, when that is already a stressful request.

Last of all, don't forget to bring yourself to the shoot. Don't change yourself to give an impression. People want to see the real you when you are being photographed, it is stressful to alter your personality. Be the real you, in a realistic time frame and let your smile shine.



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Time to capture the moments that matter with energy, professionalism and efficient service to gain beautiful, natural images, with a wide variety of disciplines. View the website for more information.

What do you stand for? Perhaps in some cases it might be what do you 'kneel' for? Colin Kaepernick was an American NFL player who 'knelt' during the national anthem to protest the oppression of black people and people of colour. This came after several acts of police brutality where young black men were killed by the police. Colin made this choice to kneel, knowing the potential consequences.

There is a saying – "A smooth sea never made a skilled sailor" - which means we get our strength from facing life's challenges, controversy, adapting to change, being resilient, learning from life, learning from our actions and choosing to make better choices. We are defined by where we stand, at times of challenge and controversy - as so famously put by Martin Luther King Junior – "The ultimate measure of a man, is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy."

Colin Kaepernick went on to say that he was not looking for approval when he decided to kneel. He wanted to stand up for people who are oppressed, even though there might have been consequences. He said, "If they take my football away, if they take my endorsements from me, I know I stood up for what is right".

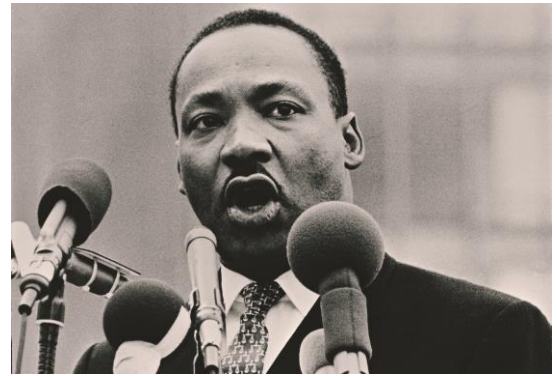
So what are you willing to stand for? What are you willing to give it all up for? You will have goals and dreams, some big, some more modest. What would you be willing to give it all up for? Perhaps nothing, maybe you would be content. But we usually desire deeper meaning in our lives, and when you search deep inside, you will find something that you would be willing to give it all up for. This is what you stand for.



It's also about listening to your heart. Have you ever allowed yourself to be talked out of something, even when you know it to be true? We spend a lot of time listening to our head, but are you listening to your heart as well. We have a world of people declaring what they are against - but what are you actually *for*? We are called to make that stand every time we have to make a choice between doing what is right, or following the crowd into moral mediocrity, despite our fear of what other people might say or as Colin Kaepernick also found out, a loss of income as a result.

If doing what is right puts you at odds with your colleagues or seniors, do you compromise doing what is right, to protect your job, your income. Or do you speak up with integrity and authenticity, which may come at a cost. Integrity is doing the right thing, when you don't have to, when no one else is looking or perhaps will never know. It's when you don't seek congratulations, or recognition for having done so.

As Martin Luther King also said – "An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity". We are limited to the number of people we inspire, lift or motivate in our roles, by the degree to which we keep our eyes just on ourselves and our own success, and fail to reach out to those in need. How many times have you had the opportunity to reach out to someone in need, and you didn't? What stopped you?



We all have good hearts and good intentions, but when push comes to shove, do we sit and wait for the next person to do what's needed to help, or do we step up to the plate and do our part?

It often comes down to your core values - do you know what they are? Are they just a costume you wear when it suits, or are they just shadows cast by other people's standards? Are your values made of pliable material that can be moulded into any shape that suits? Standing for something means committing to live by your principles and values, and being prepared to leave the crowd when they stray from those standards. This also applies to your organisational values where you work. How well are those values demonstrated every day, shared and lived every day? If you don't know what your organisational values are, then they have no value and they are just words.

So refuse to be the whisper behind closed doors, refuse to be the two-faced snake behind your device, or the crumbs at the bottom of life's toaster. Knowing what you stand for will ensure you will make decisions based on your values, not on your circumstances.



Linda Guirey is an award winning author and speaker, as well as a trainer and artist. Linda inspires people from the inside out, to reflect on their own mindset, actions and thoughts and to learn how to change their thinking, to develop more authentic relationships and be able to overcome and adapt to life changing moments.

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Ignite your presentation at the intersection of storytelling, facilitation, and pictures

It was a big moment for the team of young entrepreneurs. They had been working hard on their technology-driven idea to address a selected social need and were ready to present it to a team of industry executives and tech specialists who would decide which of the 30+ competing teams would win the start-up capital to fund their idea. They were giving a pitch. And the competition was tough. Everyone had a compelling premise and offer which satisfied the criteria and which could be adopted and realized. Microsoft was sponsoring this technology partnership for this youth innovation challenge titled "Innovate4Good". Every team had just 10 minutes to present, so both the stakes and the pressure were high.

We will come back to this story in a moment, but let me first intro our topic and clarify what we mean by "Visual Storytelling". Storytelling is such a hot topic in the space of learning, leadership, influence, innovation, in virtually every aspect of communication. Our human brain is hardwired for story and we all know this at some level. Think of someone who you would consider the best speaker in your industry that you can remember and why? One thing which great speakers have in common is that they are great at telling stories. Stories are what we remember often first and last in any presentation.

So what about visuals? Visuals and stories are the "power couple" of communication. How so? Stories get our attention and help us to listen, visuals help us to remember. When you can tell a story, and add visuals to this story, it's like the powerful 1-2 punch that hits the mark of our brains and our hearts, making an impactful and memorable presentation.

Now back to our young entrepreneurs. We were on hand at this event, creating visual maps of the various presentations over the 2 days, including a framework by IDEO called "The 10 faces of Innovation". We delivered a workshop on "visual tools for storytelling" where we had the privilege of coaching some of the teams on how to incorporate visual tools into their pitch. So, when it was "show time" for our entrepreneurs, they did something different. They turned off the PowerPoint, and instead, turned to the audience. They told a story, and then turned to the flipchart, where they had created simple visual diagrams to reflect the key ideas of their solutions. They asked compelling questions and captured responses in keywords onto the chart. They used models and metaphors to bring their key points to life.



In the end, they had 3 simple charts, each anchoring a key message. They turned on the projector for the closing few minutes to show a short video of their process and one slide which listed the various tech tools they proposed to use. The audience of judges were engaged and impressed by their thoughtful approach. In the end, they didn't win the competition but the team of judges gave them feedback that their presentations were the most engaging and memorable which they had ever seen in their years of collective experience on such panels.

So, what did they do? They told stories and anchored those stories with thoughtful simple visual diagrams and models. They asked questions and captured responses onto charts alongside the models. They were co-creating solutions together with their audience.

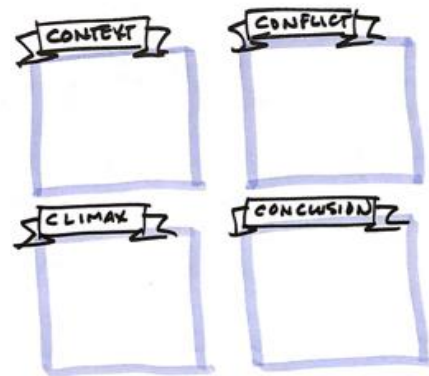
Here is how they did it, (and how you can do it too)

1. Think of a story. Where do you come up with stories? The best stories can come from both your positive and challenging experiences with customers; what was the issue, and how was it resolved (or not).
2. Choose a story framework. One I like is the story spine:
 - a) *CONTEXT* - sets the stage, introduces the characters and setting
 - b) *CONFLICT* - A challenge and rising tension is key to every effective story
 - c) *CLIMAX* - height of suspense, a turning point
 - d) *CONCLUSION* - resolves the conflict

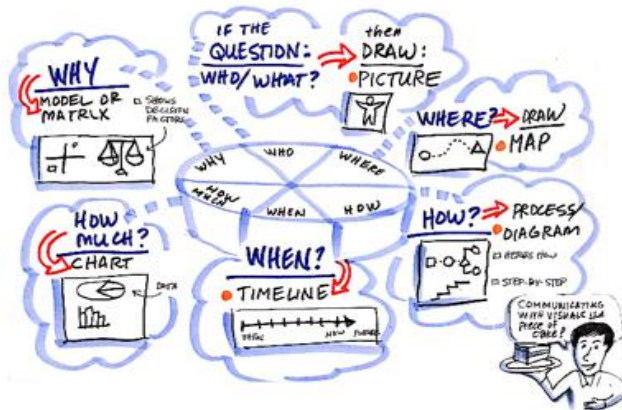
2) Story Structure



3) 4 Frames



4) Visualize Your Data



5) Map it & practise



Art of Awakening Visual Storytelling ©

3. Create a simple visual story map, using the 4 Frames Structure. This helps you to see the overall story and select key messages.
4. Consider the relationship between your story and your data or key messaging. The story will often introduce the challenge or tension, where the data or message can show the solution. Can you represent your data as a model, a metaphor or a map; as a timeline or process?
5. Draw out a simple visual to represent your data and key message.
6. Practice how you will deliver your messages and story. Simplify and eliminate to get to the key points. Then, build on it during your presentation with inputs from your audience.

The next time you give a presentation, training, or need to pitch an idea, try using this winning combination.

Tim Hamons is a visual thinking strategist, keynote speaker, creativity coach and facilitator with over 20 years' experience working with clients throughout Asia and globally.

You can find out more on this process and other ways to use visuals to transform your presentations at www.art-of-awakening.com

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In 2008, Australian Private Health Insurer, Medibank Private released [The Cost of Workplace Stress in Australia report¹](#) which found that workplace stress was costing the Australian economy \$14.81 billion a year, with 3.2 days per worker lost each year through workplace stress. We've all had good intentions, lose weight, exercise more, eat healthier etc., but if you really want to make a difference in 2019, changing the way you view and use technology will not only improve your own health and sanity, but can also help those you manage or work with.

Here are my three T's to rebooting productivity in 2019.

TIME - Allocate time each week or month to "feed" yourself or your team "good" information. If Richard Branson can find the time to read books, YOU should be able to make time to get better. Whether it's regularly committing to reading or watching some "how to" videos on Excel to make analysing data easier or working out how to get those darn numbers in Word to line up, just focus on learning 3-4 new things each month.

Action: Reboot your productivity by creating a 10-15-minute recurring calendar entry once a week or month to learn something new about programs you use every day. Note: Check out my YouTube Channel [DonnaMHanson](#) for some free "How To" videos.

TOOLS - When it comes to technology it's easy to be distracted by the latest app, tool or gadget, but realistically do you NEED it? Just because another colleague or organisation is using something doesn't mean you should. Don't add more "stuff". Consider changing the way you work with the tools you already use. Not only is it less expensive, it simplifies the tools you need to know.

Action: Take time to explore the apps, programs or tools you use that AREN'T serving you and stop using them! Identify the ones that you need and DO use but could afford to learn to better leverage.

Note: Focus on the application that either a/ you use the most or b/ causes you the most "pain". For example, does not being able to put together a PowerPoint presentation quickly for a "state of the nation" update take you weeks or stress you out?

TEAM - Like a silo, we store knowledge and information within ourselves or our team. It is often unconscious, and we don't tend to actively share what we know, because we are either too busy, or have never been encouraged to share.

The impact of not sharing comes to light when someone leaves the organisation and what that person did, or knew, is revealed as a gaping hole, leaving you or your organisation needing to close the gap and close it quickly!

The gap doesn't need to exist if you take the time to regularly communicate and share knowledge and insights with your team rather than assume everyone knows what they need to know.

Action: Reboot productivity by allocating time to discuss everyday technology and how you use it.

Here are three questions to ask either yourself or your team:

1. What's working for you?
2. What's not working for you?
3. What do you need help with?

Time + Tools + Team is a framework for building a collaborative and supportive work environment encouraging everyone to look at technology as A tool to streamline our work as opposed to BEING THE WORK itself.

Einstein is credited with saying "Insanity is doing the same thing over and over and expecting a different result." My question to you is what are you going to do this year to improve your productivity?

Donna Hanson CSP is the author of *Ctrl + Alt + Delete – Reboot Your Productivity*. She works with executives and their teams to increase productivity, performance and profits with everyday technology. A Certified Speaking Professional, Donna is passionate about getting people OFF technology and back to doing the things that matter. For more on Donna visit www.donnahanson.com.au.

¹ [The Cost of Workplace Stress in Australia – Medibank Private](#)



When you consider how much time, money and energy goes into launching a new brand, the dollars certainly add up very quickly. But also take into account the emotional link you have to your brand – whether it's your business, company name or a product name. This cost is harder to put a figure on.

So much is invested in a brand and keeping it secure via ownership should be important to every business owner. You want to know your brand is safe and that you can stop a competitor from trading on your hard earned reputation and investment.

When a business owner asks us why they should protect their trade mark via trade mark registration, to us it seems so obvious, having seen what can go wrong when trade mark registration is not obtained in the country or countries where you are trading.

- You could be 6 months, 2 years or 5 years into using your brand and get a 'cease and desist' letter from a competitor who has already trademarked 'your' brand. How much will you lose by re-branding at that stage? Want to fight the challenge? Be ready to pay \$15,000 upwards and of course be focused on the legal battle, rather than growing your brand. This can be an emotional journey for a business owner (i.e., you) with the end, not the result you wanted.
- You could find a competitor thought your brand was pretty good and decided to copy it. Now to stop that business confusing your products or services with the competitors, you will want to take action to stop this. No trade mark registration? You will have to provide evidence of use and any reputation gained to show you own the brand. Again, do you see dollar signs adding up?

So, how much is your brand worth? Taking into account the effort to choose a brand and invest in it also means taking the right steps to own it by trade mark registration. Because you will:



- Save thousands of dollars in legal fees.
- Own the brand and have a trade mark certificate to prove it.
- Increase the value of your business as a registered trade mark as a business asset.
- Avoid being sued for trademark infringement and lose your business if costs are too great.

A recent article said Tesla co-founder and CEO Elon Musk purchased the trade mark TESLA MOTORS for \$75,000 from Brad Siewert who had filed for the mark in 1994 and maintained its registration until the sale to Musk's company was made in 2004.

This is not a novel story, although you may think your brand is not worth that as yet. But businesses and companies are taken over daily and your brand could be very valuable not only to you, but to someone else who is willing to take over the ownership and pay handsomely for it.

But first you have to own the brand via trade mark registration in each country you trade not only for the reasons outlined, but because one day through your smart marketing and hard work it will attract value to others.

For your peace of mind in building your business, make sure you select a unique brand, have the necessary research done and have a specialist register the trademark where and when you need to.



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If you haven't been using LIVE stream or pre-record video to create products and link to books, training, articles to promote what you do, you've almost missed the LIVE boat. If you're not even using #LIVEstyle video to market your speaking, skills and services, you're about to hit the ice-berg!

BUT have no fear; the #LIVE stream community are still advocating that business experts still have until the end of 2019 to get on board with #LIVE, before big business ruins it for all of us. And from my coaching requests this year, I see the shift in forward thinking Customer Service and Sales teams to video interactions. So now truly is the time to shift your speaking from stage to screen – but you need to adapt your speaking to do it better close-up. On screen we see the whites of your eyes!

The key as an expert speaker in your field is to focus on what your viewers want and need from you NOW? Why will they watch you?

Then get mind-set ready to #ProLIVE to #ThriveLIVE – you already have the niche expertise, so the lack of confidence excuse is gone! When you speak to your well-known plans or training ideas, #GoLIVE is much like live stage presenting. But notice just how different it is, close-up, requiring more expression on your face and less activity from the rest of you. Just because you are a great stage speaker, doesn't mean you will engage, create interactions and appeal to viewers who've been watching and judging #LIVEstylePresenters for many years now.

Your expansive live auditorium audiences have just shrunk to an extremely judgemental one-on-one needy viewers all around the world. Numbers may be bigger than ANY stage you've spoken on. Viewers are already interested. They know what distracts or irritates them – and most of the time, it is speakers trying too hard. So no telling and selling – simply share and care. Bring The Best, most relaxed, You, you can bring to screen. These viewers expect to get 7-13 free touches over a number of weeks/months, before deciding to buy into your product or service if you come in all salesy. They're too used to getting so much for free #LIVE. This is a world of creating real-time connection, interaction, content that is both informative and engaging, educational and fun.

You CAN present it your own way, but if you go in with pomp or bravado, you will quickly be dumped out. Video and #LIVE has no room for ego, so let it go, learn to laugh at yourself and #BeFlawsome – be 100% open about your flaws and share them awesome!

The best way to get help and support is to #GoLIVE, share your samples and ask for it. That is why we created our [#LadiesGoLIVE](#) Facebook community, showcasing member shows and sharing monthly training, member's model to #GrowLIVE with their own FB member groups. If you want a kick-off, our free [#LGLGoLIVE5](#) Day Challenge will kick-start beginners. For those with experience, but needing specific focus, our Member 30 Day Challenge has proven successful for a number of @PSAUK and #PSAIreland speakers in 2018.

But to help you out right now, here is a video on **your right** to boost ideas.

This one is from a stage talk, which can give you ideas about how you could shift your stage speaking to the small screen ... LIVE demo of #ConfidenceOnCamera coaching from the stage:



About **Lottie Hearn**, sharing expertise as The [#ConfidenceOnCamera](#) Coach, author of same titled guidebook, #LIVEstylePresenting speaker and trainer, Lottie shares video and #LIVE skills with businesses and individual clients around the world. She is co-founder of [www.LadiesGo.LIVE](#) community of women in [Facebook @LadiesGoLIVE](#), helping women to use live stream tools to connect, share community knowledge and skills and learn to #ProLIVE for a passion, community, cause or business via video and LIVE shows online. **Connect with Lottie in Ireland at** <https://www.facebook.com/ladiesgolive> <https://www.confidenceon.camera>

PS: Lottie has a 2019 gift for you with her "21 Tips to #ConfidenceOnCamera" for Video and #LIVEstylePresenting. **21 Tips**

[to Confidence on Camera](#) Connect for livestream love here:



Finding good employees can be hard; keeping them can be even harder. Employees change jobs much more often now than in the past so making sure you are doing everything possible to keep good employees makes good business sense.

Having a great workplace culture is not a "nice to have", it's essential. Most employees leave a business because of a bad boss or toxic work environment so having a workplace that people enjoy coming to is a great advantage. Having a great workplace culture is something that most employers want and it's not as easy as you might think. It's something that needs work and you need your staff to be on board.

It's also more than just having happy employees. Happy employees may not be productive employees. Productive employees may not be happy employees. Having engaged, happy productive employees takes work. A great culture takes work. Everyone has their own perception and interpretation of culture and what is good and bad.

If you need to work on improving your culture, don't think that one isolated action will "fix" culture, or that it happens overnight. Culture change requires people to change their behaviour and thinking. You can't suddenly announce that you are improving the workplace culture and have it happen immediately. There are lots of factors that can impact the ability to improve workplace culture. One person can't create or change a culture alone. Culture needs to be driven by the leadership team. It takes time and needs all team members in the business to be involved.

Having employees that give their all and consistently perform at the highest standard are the employees that you want to hold onto as long as possible. This doesn't mean you need to shower them in gifts all the time or bribe them to stay. When you have good employees make sure that you tell them that they are appreciated. Everyone loves to be appreciated and feel like they are needed. Make sure your employees know they are doing a great job and that you appreciate them and everything they do for your business. A few kind words can go a long way.



If having "employee of the month" is not your thing there are lots of other small gestures of appreciation and gratitude you can try to create a happy workplace.

Most importantly though, remember that your team work for you and their desire to succeed and work well needs to come from a good work ethic, good intentions and the desire to do a good job and be appreciated, not just the thought of working for rewards and bonuses. Rewards are given as a token and should not be seen as the only way to get an employee to work well for you. You don't want to be in a position where your employees only do a good job because they are expecting something extra.

There are lots of different statistics about Australian workers being disengaged at work. It seems that a high percentage of employees are unmotivated and couldn't care less about their employers' business. Whatever the actual statistics, it's costing our economy a lot of money. Unproductive employees can make it harder for a business to make a profit. But, of course, there are a lot of really committed hard working people out there that have a great work ethic and love being able to contribute to the success of your business.

An awesome work environment is one where:

- People are respected and valued
- People love going to work
- Managers seek feedback from their teams and implement their great ideas
- People can (and want to) take ownership of their goals and career progression

High levels of employee engagement are linked to increased productivity and profit. Workplaces where employees are engaged and satisfied are more profitable than competitors with lower staff satisfaction.

Here are my 7 tips for creating and maintaining a great workplace culture:

1. Make sure you have a welcoming, informative employee induction process to drive engagement right from the beginning. This includes setting expectations right from the beginning by giving your employee an employment contract and HR policies or an Employee Handbook. Giving clear processes and instructions on how the work should be done is also helpful to make a new team member feel like they know what they are doing in their job. Focus on workplace health and safety and introduce rewards programmes to nurture loyalty and productivity.
2. Think about having your team involved in your recruitment processes. Ask your team to come up with interview and reference check questions, especially in relation to values and culture. You could even involve your existing employees in the conducting interviews.
3. Be really clear about your values on your website and all of your marketing and communication. Make sure people know what you stand for and what you don't. This will help you to attract the right people, people that align to your values and fit into your workplace culture.
4. Ensure that you are providing a safe and happy work environment. This may sound simple but this is essential if you want to ensure that you're keeping your employees happy. Introduce initiatives that improve the health and fitness of your team. Make sure your team knows that you take your WHS obligations seriously.
5. Team building days or events are also a great way to keep employees engaged. Whether you hold a simple dinner and drinks night or organise a fun activity like going to the footy, the opera, paintball, golf or rock climbing, these help to bring the team together, have a chance to laugh and talk to each other and for you to show appreciation for them and their work.
6. Add great perks: Do your people want weekly yoga classes? A footy tipping competition? Discounts on goods and services? More social dinners? A relaxing retreat area? More salary sacrificing options? Ask what would make work a better place to be and then put a plan into action to make it happen if it's possible and practical.
7. Celebrate: Whether it's a birthday, work anniversary or you've hit some team targets, celebrate it. We all like to feel significant and appreciated for our efforts. And if your staff enjoy coming to work and consider their colleagues as friends, you're well on your way to creating a great company culture.



Karen Hillen is your Virtual HR Manager, she helps businesses by providing a monthly HR support and advice service. She can help you with your people management issues or just to talk through an issue or something you're not sure about. She provides on demand, tailored phone and email HR help when you need it for issues like performance management, pay rates and Award advice. She can also help with ad hoc projects such as HR policies, employment contracts. Contact: Hillen Staff Solutions | Ph: 0423 201 321 www.hillenstaffsolutions.com.au



The parable of the duck pond:

As the young man glanced across the large, deep duck pond, a treasure glistening in the sunlight caught his attention on the other side. The magnetism of capturing a glimpse of this treasure welled up within him, directing his attention across the waters.

The only problem was that he didn't know how he'd make it across the pond.

Seemingly sensing his desire, a stepping stone emerged from the depths of the water, approximately half a metre from the shore. The young man tentatively stepped onto it, finally transferring his full weight on top of the boulder.

It took him a while to become fully comfortable and balanced on the stepping stone. He looked back at the land where he had come from and was quite proud of his progress so far. When he turned back around to face the treasure, another stepping stone had emerged in front of him.

However, to reach this one he'd have to jump. After developing the courage, he launched himself across the expanse of water.

He landed on the platform with one leg but his momentum carried him towards the water. Luckily he noticed that there was another stone right next to it. What a coincidence! He quickly stepped onto the adjacent stone with his trailing foot, only to find himself greeted by the duck pond's murky fluid ... "Splash", head-first into the water. Upon surfacing he realised that he'd mistaken a large, flat lily pad for the third stone.

Embarrassed, he climbed back onto the second stone. After drying off, he became acquainted with the new stone's surface. Glancing across the pond he again caught a glimpse of the treasure, seemingly 'calling' him toward it.

Expecting the next stone to appear in front of him, he was surprised when it appeared diagonally behind him. Reluctantly he stepped onto it, but was surprised by what he learnt and how much he grew personally by standing on it.

When the fourth stone appeared it positioned him even closer towards the glistening treasure. Surprisingly it was an easy step, with a stable foundation and a flat surface.

With all of its' twists and turns, embarrassing confusion with lily pads, challenging strides and easy steps, and occasionally landing in the water, his journey across the duck pond, projected him towards the treasure.

The key was to enjoy each new situation and learn from the journey.

THE APPLICATION:

Our *career journey* is often quite similar. We have a sense of a 'calling', a destiny or a reason why we're on the planet. As we head towards it we receive opportunities to *explore our potential* through different stages (*stepping stones*). Examples of these could include attending educational institutions (High School, University, Technical College), following our sports or cultural interests, networking and developing relationships, involvement with community groups, travel, and casual, part-time or full-time jobs.

What lessons can we learn from this parable?



1. The Opportunity of 'Now':

The key to progressing to another 'stepping stone' is to sincerely, honestly and diligently apply ourselves to the present situation in which we find ourselves. If we see our present situation as an opportunity to progress along our career journey, it makes the path so much more interesting and enjoyable.

2. Learning from Set-backs:

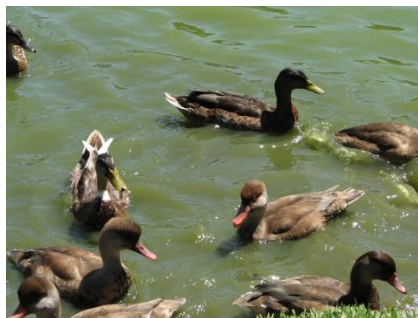
Unexpected career turns, which appear as set-backs or seemingly backward steps, can often project us even faster forward into our future career pathway. If we're wise, we can learn from the *lily-pad experiences* by being able to discern the deceptive 'opportunities' sometimes presented to us. With insight, wise counsel and an effective career counselling session we can recognize and avoid these 'false stepping-stone' experiences in our journey.

3. Comfort-zones can be hinder progress:

We are capable of becoming overly comfortable in a particular job or position, but we know that there is something within us wanting to contest the status quo of our career existence. However, when a definitely positive opportunity presents itself, it can take courage to launch ourselves towards it.

We know our sense of feeling uncomfortable in the new position will eventually dissipate and we'll grow professionally and personally as a result of our new step – but pushing off from our old comfortable work environment can often be a challenge.

In summary, instead of a straight line path, a career journey is often represented by a number of different steps. These opportunities can come within staggered time periods, can be painfully presented by retrenchment or 'restructuring' or are occasionally masqueraded by seemingly peculiar circumstances.



In conclusion:

May you be encouraged to stay true to your *inner career calling*, to wisely discern the opportunities presented to you and learn the lessons presented at each stage. Furthermore, if you ever mistake a lily pad for a real stepping-stone, there are a lot of previous stepping-stones to climb back onto.

Finally, may you be reminded to enjoy the journey ... and to take some bread crumbs to feed the ducks!

*Pleasant Dreams,
Brian Horan*



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© Brian Horan at eCareers Academy; December, 2018

After recovering from her cancer operation, Felicity* reflectively gazed out of the hospital window. She remembered her past and sighed. But more importantly Felicity counted her blessings ... as she pondered the wonderful opportunities which were now set before her.

A smile cheekily, but wearily, came across her face as the sun's rays filtered through the open window.

One of my lesson preparation habits is to freshen the room by opening the classroom window. After allowing the fresh air to circulate within the room, I turned back towards the classroom. The view that confronted me that night set-off radical mixed feelings within me ... of shock and jubilation! It was because Felicity had walked into my Community College classroom.

It was one month after her operation. She greeted me with her unique, radiant smile. I had known Felicity for twenty years and knew about her health challenges.

I counted it as a privilege to have her in my class.

Part of our first lesson was for participants to introduce themselves and share why they were attending the 'French: Travel, Leisure and Culture' course. Felicity revealed that it had always been her ambition to learn French and then travel to France. Given the renewed opportunity to fulfil her dreams, she decided to confront her fears of learning a foreign language and realise her hidden aspirations.

Because of her health issues, Felicity had challenges to verbally communicate during classes; however, she diligently attended lessons. During the class's theory sessions, the contented smile never seemed to leave her face. She was finally realizing her long-held dreams.

Felicity was receiving chemotherapy throughout the academic semester and intermittently sent in a note if she reluctantly couldn't recover from her treatment that week. It was nearing the end of the semester, the part of the course Felicity was really looking forward to; that is to view slides of the country she so dearly wanted to visit.

However, around this time Felicity suddenly stopped attending lessons ... the unusual thing was that Felicity's thoughtful notes also ceased.

A month after the course finished I was told of Felicity's passing. Her cancer had tragically returned and her health had dramatically deteriorated.

From that point on, as I prepare the class for another semester, I would reflectively look at the chair where Felicity sat. After opening the window I'd turn to greet the new participants through a different lens.

I had a deeper respect for their goals and ambitions. I would wonder how long they'd desired to learn French, and travel to the country of their dreams.

Felicity taught me that being a Community College tutor is not essentially about teaching a theoretical subject. It's also about using one's education, gifts and experience to acknowledge, encourage and bring to life the long-held aspirations of your participants.

Thank you Felicity! ☺
Pleasant Dreams,
Brian Horan

** The participant's real name has been withheld*

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In business, career, and life, things seldom go according to plan. The big question is how do we then manage and navigate around these challenges to achieve our goals?

What we have within us is a great mental ability that we can tap into to resolve any challenges that we may have to deal with. This mental ability that I am referring to is called 'Creativity'.

There is a misconception which says creativity is meant for the arts. To address this, I did a quick survey on my network of contacts, asking them "What is creativity to you?" The results were interesting!

33% said that creativity is about the arts (*music, theatre, dance, painting, sculpturing, etc.*) whereas 67% said that creativity is about problem solving, making improvements and being different.

With this information, it clearly shows that creativity is also needed beyond the arts. In this article, we are going to look at what can we do to harness our creative abilities so that we can improve our lives and make the best version of us in the process.

One thing that we need to know is that creativity is like a muscle. It gets better and stronger with frequent usage so here are three exercises I recommend you to do daily:

Exercise 1

Have "Yes, and" conversations. I learnt this when I first started out as a stage actor in 1997. In theatre improvisation (or improv, for short), the "Yes, and" philosophy helps improv actors put up wonderful (and usually hilarious) stage performances, given that they were not given any scripts beforehand.

I adapted that in my creativity workshops where participants would have "Yes, and ..." conversations with one another. This resulted in having positive and creative moods that generated new ideas.

Exercise 2

Be Genuinely Curious. Before the 1968 Olympics, the common methods of doing 'High-Jump' included the 'straddle technique' or 'scissors jump', among others. A young jumper, Dick Fosbury, was curious and asked himself what happened if he could jump backwards instead in order to get over the bar.

He then practiced hard to materialize his 'new idea' and won the Gold Medal in the 1968 Olympics. His method is now one of the frequently used methods in high jumps and is called the 'Fosbury Flop'.

Exercise 3

Embrace 'Creative Calculus'. It is by far, one of the simplest ways to be creative. 'Creative Calculus' is a simple calculation of 'A + B = C'; which is combining two different elements 'A' and 'B' to form something new called 'C'.

Some examples that this method works includes:

1. Bat + Man = Batman; a comic and movie character
2. Seoul + Garden = Seoul Garden; a Korean BBQ restaurant
3. Night + Safari = Night Safari; an evening version of zoo by the Singapore Zoological Gardens

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Hazriq is also currently an adjunct lecturer at Ngee Ann Polytechnic, where he delivers modules on Creativity & Innovation. He authored his first book, *'The Stage Fright Antidote!'* in 2013 and has since co-authored even other books. Hazriq is still performing on stage and television as an actor to remain adept in creativity and creative-thinking. Get connected with Hazriq at www.linkedin.com/in/hazriq or send him an email to info@thespeakingfactory.com



RENEE ISMAIL Seven ways to stay Positive during Tough Times

*"Having a positive mental attitude is asking how something can be done rather than saying it can't be done."
- Bo Bennett*

*"The positive thinker sees the invisible, feels the intangible, and achieves the impossible."
- Winston Churchill*

Life can be filled with ups and downs. There may be times when we feel like we're on top of the world, and then times when we feel the weight of the world is too much to bear. While down times are part and parcel of life, we should never allow them to dictate our happiness and outlook.

I believe that at our core, we are all happy and positive people. It is our true nature. However, the challenges that life presents can derail our thoughts and the stress will affect our results.

One of the things I worked on consciously as a foundation for my self-development was to have a positive outlook on life. I learnt to adopt an attitude that would over time become a way of life to not only look at the world with positive lenses during good times but also during tough ones.

There are many ways we can make every day positive and happy, irrespective of the ups and downs we may face. While challenges may not always be avoidable, we can avoid the adverse effect it has on our well-being.

Here are nine simple things I do to incorporate small positive habits into my daily routine:

1. Identify & Eliminate Negative Vocabulary

Eliminate the negative words from your vocabulary (e.g. "never," "can't" and "try".)

How do you do this?

- i. Start by first being aware of the times when you are using negative words in a statement. For example: "I **can't** run."
- ii. Quickly follow it up with a positive one. Example: "I **can** walk on the treadmill."

Be sure to write these down consistently and over time, your mind will create a habit only to use positive sentence structures.

2. Don't Make a Mountain out of a Molehill

It's easy to lose perspective, especially when you are stressed. As such, a molehill can become a big terrifying mountain in your mind.

Three simple ways to handle these situations so that thoughts don't get out of hand:

- i. **Stop** - In your mind, say or shout "**STOP!**" or "**NO!** We are not going that path again!" as soon as negative thoughts start to crawl into your head.
- ii. **Breathe** - After you disrupted the negative thoughts, sit down and just be still. Breathe with your belly and focus on just your in-breaths and out-breaths for a minute or two to calm your mind and body.
- iii. **Refocus** – Question your "*mountain building*" thoughts by talking to someone positive you know to get a more grounded perspective on the situation. Alternatively, you can simply ask yourself this question to widen your perspective: "*Will this matter 5 years from now? Or even 5 weeks from now?*"

3. Cultivate & Live in a Positive Environment

(Deep breath!) Go technology-free and encourage your family to do the same. No cell phones, computers, tablets or TV during certain times of the day.

Spend time enjoying quality time with yourself and your family.

Reading books can instantly bring you back into feeling happy and positive. I have a few books on my nightstand and a few on my work desk. They are filled with inspirational words and prayers. When I have a particularly stressful day, I just pick up any one of these books and read a paragraph.

I have friends who have these little cards with inspirational quotes on their desks, fridges and walls to get them thinking happy, positive thoughts.

When you have inspiration around you, it is easy to get back to a happy positive place or state of mind.

4. Exercise Regularly, Eat healthily & Sleep Well

This is quite obvious and yet something that most people tend to overlook. My advice - make it a priority to build a healthy lifestyle, and you will see a massive difference in the way you feel and react to challenges.

5. Add Value & Positivity to Someone Else's Life

What you give is what you tend to get back. Not from everyone and not every time. But what you give out matters a lot.

The way you treat others and how you think of them will also have an effect on how you treat and think about yourself.

Here are some examples of how you can add value and spread positivity to others.

- **Help out.** Lend a hand. Give a friend a lift. If he or she needs information, help out by checking it up on Google or asking friends of yours. Share content especially if it has helped you out in life
- **Listen.** Sometimes people don't want direct help. They just want someone to be there for a listening year and emotional support.
- **Lift moods.** Smile. Give hugs when appropriate. Play uplifting music or suggest an inspiring movie. Or encourage when someone has had a bad day or going through a tough time.

6. Start your Day in a Positive Way

How you start your day usually sets the tone for the rest of the day. Be careful about how you spend your mornings.

If you get going at full speed, lost in stress, negative thoughts can ramp up quickly.

On the other hand, if you start your day by having an uplifting conversation, reading or listening to inspiring articles or podcasts over breakfast or during your train ride to work, you will likely have a much better day.

7. Count your Blessings and Be Thankful

Take a minute as you get out of bed in the morning and put your attention on a few things that many people in the world do not have that you take for granted.

A few of my favourites: Three meals on the table, a roof over my head during the rainy season and as much clean water as I want.

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Videography has been part of her passion and business to help business owners bring their business to the next level through videos. Her dream: to empower women from all walks of life to be well equipped with videography knowledge. In future, she aims to have her own production house to craft films. In Singapore call **+65 9756 3734**.

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BILL JAMES When you do the wrong things for the right reasons

*"As you climb the ladder of success, be sure it's leaning against the right building."
H. Jackson Brown Jr. credited the quote to his mother, 1990.*

At 10 years old my family boarded a ship in England bound for New Zealand and at that time I had a beautiful boy soprano voice with over 3 octaves.

That morning on the docks, with his last 2 pounds, my Dad bought me a battered 50 year old trumpet. Neglected and unloved ... until it passed from my father's hands to mine.

More than just a trumpet, it was a present from MY DAD. So busy making a living we saw little of him so the present from him represented something to be treasured.



I had played a little with the local band but that old trumpet gave me determination to refocus my efforts, forget my singing, and make my father proud.

I started doing the wrong thing for the right reasons.

The evidence of this was there right from the start;

- I spent 7 years on book one of the learners guide – not promising!
- A hint was being asked to move my fingers on the keys but not blow!
- Being made the band's banner boy, even when they are not even marching!

Missing all these obvious signs I kept doing the wrong thing for the right reason.

1. You will always achieve more following your natural ability.

In truth the trumpet taught me only one lesson - I was a singer!

During my sales career I have held many positions from Rep. to National Sales manager to Global Director of Sales, some successful - others a disaster.

Working in IT, I simply did not fit. I worked hard and did all the right things (as allowed by my boss) but I simply was not cut out to be in IT sales.

But where success has been linked closely to the depth of the relationship and connection with the people I dealt with, I have been extremely successful in sales and management.

'People' is where I gain most momentum. Supporting others to achieve and excel is what I do best.

Where do you excel? What gives you the best chance of winning more deals? When you focus on this you will inevitably exceed your targets and goals.

2. Focussing on your strengths gets you further.

After 7 or more years of trying to learn the trumpet the score was Trumpet One: Bill Zero! But I did my practice and went to lessons. I did try but I did not succeed.

During my final high school year I unpacked a voice not used for years, dusted it off and auditioned for the school play. I won the lead role! With no practice my unused natural voice was the best in the school. What could my voice have been like had I put the energy and effort into singing instead of the trumpet?

Do you spend too much time worrying about the things you do not do well? We are all so very conscious of our weaknesses. Even with a lot of effort you never seem to become that good at them.

Could it be that we really should focus on what makes us great? Become even better at our natural skill set? Cheetahs don't try and fly like an eagle. An eagle doesn't try to swim like a duck. A duck knows it cannot outrun a cheetah – no, it naturally flies away.

Great sales people often do not make the best sales managers and corporate executives often fail at being entrepreneurs.

Obviously we should have an understanding and the ability to get by in our weaker areas, but we gain so much more by becoming as good as we can be in the areas that we have a natural flair for.

Have you spent time trying to fight a weakness? Did you ever become more than below average at most of them? Would your customers accept your proposition because you are so good at the key area that they are looking for? Would they look past the fact your hand writing is not as good as it could be?

3. You can only be you!

Judy Garland once said, "Always be a first-rate version of your-self, instead of a second-rate version of somebody else."

I wish I had accepted my ability to sing right from the start. It would have been wonderful. And here is the strange and sad thing. Being welsh by heritage my father would have taken more joy from my singing voice than from me playing the trumpet. **Truly I was doing the wrong thing!**

It can be hard to do but the sooner you embrace who you are, your strengths and faults, and simply embrace the greatness within you – the sooner you can get on with being amazing!

By focussing on what makes you unique and how to gain the most from your natural strengths the sooner you will start to succeed with less effort and more speed. People buy from strong personalities and also from quieter conscientious people. You simply have to find the right clients and the right market.

So you need to be the best 'you' that you can be.

Have you ever looked at someone and wished you could be like them? The way they seem to make it seem easy? How they breeze through to a successful finish, achieving the outcome they wanted? And if you have tried to copy them, did it ever work out the way it should? Or did you find that you simply could not get the ideas to work for you the way it did for them? Heads up – you very rarely ever get to be like them.



What fake ideas are you pursuing right now? What mould are you trying to fit into?

STOP!

It can be hard to see our own truth so we need to look outside ourselves for the answers;

- Ask your customers why they do business with you. Go deep for answers.
- Spend time with trusted work mates and friends and uncover what makes you the friend they value.
- Explore your clients and find the common thread that shows where you are at your best.

In this way you will uncover your own strengths. Play to them and win more often.

Finding yourself and being the best you can be is not only the strongest place to play from, it is the most honest and allows you to act from your own integrity. In this way you will have more success and enjoy the journey more than you ever thought you would.

Bill James, Certified Speaking Professional (CSP), specialises in helping people who don't like selling ... but have to anyway. Technically excellent teams love what they do and strive to provide value, but they often find the sales and promotional side difficult. Bill has the answer. www.attainsales.co.nz. +64 274573796.

For something different - Take a look at Bill's 1st Book. Through the use of story, Bill James teaches you the very sales process he shares with his clients in a real world scenario [Available here](#)



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Attain
People. Process. Performance.

Scene 1

You're on a plane going to another country for an important meeting. You had caught the first flight out, and so you slept right through the journey. Upon reaching your destination, you quickly got up, took your jacket from the stewardess standing by the door and left hurriedly. While in the cab, you closed your eyes and imagined yourself in a nice hot tub with a glass of champagne.

Before going into the meeting, you went to the nearby cafe and grabbed a cup of strong brewed coffee. It was an instant wake up, and you went to the meeting feeling like an energiser bunny. The meeting went superbly well, and you headed to the hotel to check-in right after. It seemed like the perfect day.

You opened the door of your hotel room, dragged your feet across the hallway and dropped the laptop bag on the table. As you looked into the big mirror in front of you, you noticed something amiss. The jacket you were wearing the whole day seems a little bigger than your build.

You squinted to get a better look. You turned to your sides and examined yourself again. It looked baggy. "Did I lose weight?" you thought to yourself.

You take your jacket off to take a closer look and surprise! It wasn't your jacket after all! No wonder you couldn't find your business cards in the pocket.

Scene 2

"This is not my jacket!" exclaimed Mr Richards to the stewardess.

The stewardess, Ann, looked at him in horror. Mr Richards was the last passenger to disembark from the aircraft, and there was only 1 jacket left in the coat closet, and it wasn't his.

Ann apologised profusely to Mr Richards as it was clear by now that his jacket was given to another passenger by accident. Ann assured Mr Richards that he would get his jacket back and she accompanied him to the Lost and Found counter to lodge a report.

Luckily, in the breast pocket of the unclaimed jacket was the boarding pass and business cards of the jacket's owner. The jacket was yours.

Scene 3

An hour passed since Mr Richard's flight had landed into Singapore and he was still at the Lost and Found counter with Ann. The counter staff were trying hard to make contact with you to propose a way to swap back the jackets. They finally got hold of you. Apologies were extended, and solutions were offered. You agreed to leave the jacket at the concierge as you had to rush off for another appointment.

Ann offered to drive Mr Richards to the hotel to retrieve his jacket. Mr Richards gladly accepted the offer as he too needed to rush for a meeting after that. What Mr Richards didn't know was that Ann did not have a car and it was her friend who was picking her up from work.

Mr Richards was truly appreciative for what Ann and her friend were doing for him. Not only did Ann take full responsibility for the incident, but she also made sure that both Mr Richards and you got the right jackets back.

This whole incident reminded Mr Richards why he has been a loyal customer of this particular airline. It was because of the people they hire who go the extra mile to solve problems and ensure customer satisfaction.

Case Study Review

The story above is a perfect example of service recovery done right. Though the names have been changed to preserve confidentiality, this story is an actual incident which I often share as a case study whenever I'm speaking about this subject matter.

Service recovery is the act of recovering a lapse to make things right again. Service mistakes are a common occurrence for every establishment in the service industry. It is the recovery process that determines the long-term success of the business.

It is vital that once a customer complains about a service failure to the service personnel that the process of service recovery begins right away. The staff have to stay with the customer throughout the whole process with open communication and empathy, even if there isn't an immediate solution. This demonstrates that you truly care and value the customer.



Studies have shown that it is more profitable and less costly to retain a customer than to attract new ones. Long-term customers bring in higher profits year after year in almost every service related business. Loyal customers usually result in lower marketing costs, improved operational efficiency, and higher profits. Therefore, the development of an effective service recovery strategy is required for organisations to keep and increase customer loyalty to the establishment. An effective service recovery process is often perceived by customers as high-levels of customer service and satisfaction.

Every customer has a 'network value' attached to them; meaning there will be revenue brought in by the customers' word-of-mouth and recommendations to their family, friends and clients. When a loyal customer has a strong emotional connection to the organisation, positive word-of-mouth will be plentiful. And in this world of social media, with Twitter, Facebook and Instagram, word will travel fast.

Here is my 3-step strategy for service recovery for service-related lapses.

1. **Apologise and Acknowledge**
2. **Offer Solutions and Alternatives**
3. **Follow-up**

First, offer a sincerely apology immediately and acknowledge the lapse in service. Remember, empathy is the keyword. Listen to what the customer has to say. You want them to know that you are listening to them and that they are essential to you and your establishment.

Next, offer solutions and alternatives. Focus on solving the problem at hand and always provide alternatives if you can't give the customer what they want. Shift their focus to what they can get instead of what they can't.

Finally check-up on the customer within 20 minutes after the incident on their satisfaction levels. Remember, you want to show them that you care and that you are sincere in handling the situation. Take ownership in making sure the customer is well-taken care after the incident. Extend special offers or discounts for their next visit. Turn the negativity that might be attached to the event into an opportunity to create a beautiful memory for the client.

Conclusion

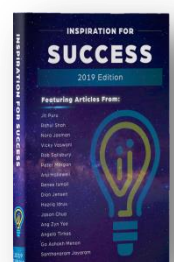
Being in the service industry means striving to provide consistent and quality service. However, since attaining 100% service success is highly unlikely for any business, building and executing on an effective service recovery strategy is crucial for long-term business success.

Service recovery strategies play a critical role in customer satisfaction. It has to be prompt, proper and effective. Or else, the frustrated customers will defect to a competitor, and the negative word of mouth will leave your business with fewer customers and lower revenue.

Service organisations are unable to implement service recovery strategies if they are not informed of their shortcomings. Therefore customers must be encouraged to give feedback and evolve the service recovery process by treating each input as a learning experience.



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Do you face challenges at work or in life that derails you from achieving the goals you initially set out to accomplish?

Some of the overwhelming problems could be: tight deadlines or being embarrassed in a meeting by the boss or being excluded from a project team. Do you at times feel like being trapped in a revolving door that you just can't seem to find the exit?

Slow down, relax and reflect. I believe that every one of us has a purpose to achieve something great in life. Everything we experience at work or life happens for a reason. We can learn a lesson from everything.

Here's some of my self-sabotaging self-talk:

- The unfriendly experience of getting into an elevator and greeting a neighbour who ignored you
- Holding the elevator door for a person who does not appreciate you
- Time penalized just because someone haphazardly cuts into your lane abruptly causing you to slow down.
- Stuck in an underground parking area unable to find a parking space

Here is an interesting thought ... the neighbour who ignored you has moved on. I am still holding on to the tragic mindset. What could I do to free myself from the prison of suffering?

Let's examine the 5 H framework as a guide to move from a tragic to resilient mindset.

HAPPEN

The first step is to examine what are some challenging experiences or painful moments that we avoid, ignore or sweep under the carpet. Take a closer look into every situation and circumstances that cause pain and give us a tragic mindset.

Ask uncomfortable, thought provoking questions. Dive deeper and find out the root cause of the challenge. Once we have established the data pain points, move to the next stage.

HURT

Acknowledge that we are not machines and we are capable of storing and feeling physical, mental and emotional pain. Be mindful and sensitive about our needs. Take time to recover. Give ample space to breathe. Laugh as laughter is a powerful resource to break state and change patterns so that we overcome challenges and obstacles.

Move away from the path of feeling hopelessness, helplessness and worthlessness. Believe that every experience whether pain or pleasure will make us stronger. What can we learn from the experience?

Re-evaluate and identify the real reason why we feel the pain. Take time to relax and find out any missing information that could help us look at things in a positive light and to laugh at the problems.

Laughter is a powerful tool to distract, release the tension and break the pattern of our current undesirable state.

HUMOUR

At the next stage, we must have the courage to reframe the situation. Reframe and give each experience that we face some new meaning.

When I was young I was disturbed and bullied a lot. Some would say, "Hey FAT boy" and I would cry my way home feeling hurt. Everything changed when my dad shifted my perspective by saying, "*People can see you easily*" and that I am; "*Fun, Authentic and Talented*".

I moved away from a tragic mindset to a more comedic mindset - I had the ability to elevate my mood. My personal space was a happier space. I could further change the posture, word pattern, perspective and change my state.

Thus we have to learn to look at the bright-side of a situation. Cultivate the ability to make a joke out of it and to lighten the situation. Learn to laugh at our challenges, trials and tribulations. Poke more fun at the situation to allow us to release the tension. Allow the joy to shine back into the path of alignment and progress. Practice and cultivate a happier, healthier and sustainable culture that allows a shift in perspective.

HEAL

The next stage is to allow the patch up work to take place. A scare is a hurtful reminder. If we shift our perspective, we give new meaning to the word scare and re-label it as S-Care – Systematic Care. A scab is a protective tissue covering that forms after your skin has been damaged.

Make a habit to think positive, hang around happy positive people and apply the tools and techniques of reframing in our daily routine. Allow the body to rest and recover overtime.

Let's put into practice the new behavioural changes. Engage in conversations that motivate and encourage your team mates. Build relationships and trust with friends and family that support you during tough times. Affirm all the right and great practices.

We can learn to nurture self-care and self-lead ourselves.

HAPPINESS

The final stage is to Laugh and Win together. Empower others. Share the technique we learnt and find ways to help others. Strive to be in an optimal state of being engaged and motivated. Maintain a positive space. Look forward to possibilities. Set higher standards for yourself and achieve greater positive results



Harvest the seed of happiness and cruise in the freeway of happiness together with your team. Open up conversations and dialogues that are progressive. Remind each other of greater times ahead. Push the team forward and engage in happiness as a team for a better work life balance experience.

Believe that every one of us has the potential of becoming a better version of ourselves and to constantly remember that we have special gifts. We have to accept failure as life's learning lessons and to move forward. We have to be engaged and igniting the spark of passion in what they do.

The power of laughter will motivate and encourage us and we can move forward in adversity. We can set greater standards and be able to push out of the comfort zone.

We can exceed our personal best if we can invest more time in our focus of moving forward and spend less time on looking back. Let's bounce back from our setbacks.

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They call me 'The Confidence Coach' but nothing could have been further from the truth when I went through 'The Darkness'.

I've been a Soldier, a Police Officer, a Close-Protection Operative/Bodyguard and an Intelligence Manager. I've fought for my life with my hands and have lived in environments for years where someone trying to kill me daily was the *normal* environment. I taught people how to survive in these environments and was very, very good at it.

Fast forward 8 years and I am broke, depressed, ashamed and would quite happily have gone to sleep and not woken up. Indeed, I constantly planned how to get killed so it wasn't suicide, so as not to risk my life insurance policy ... now I'm The Confidence Coach. How did I go from there to here and how am I now credible in helping others do the same? Firstly; I've been there.

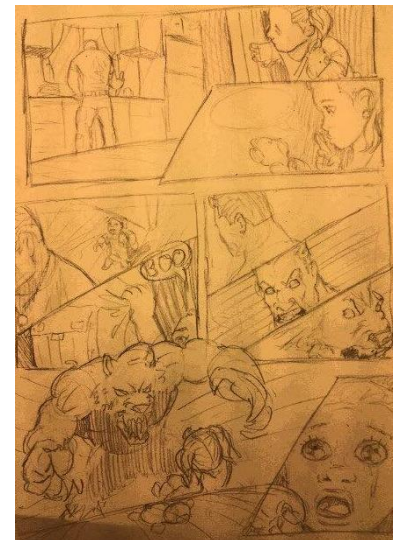
When my one of my best friends was killed on operations, I turned into a Werewolf. Rage became my default emotion and I went into battle against the world. While in this form I scared everyone around me, including my family.

One situation stays etched in my mind: It is a sunny afternoon and I am standing in the kitchen, looking out the window as I wash the dishes. I am day-dreaming and all is calm in the house. Unknown to me, my 5-year-old daughter is sneaking up behind me to give me a fright ...

Daddy is her hero and she thinks that this is going to be fun. How wrong she is. My responses are *automatic* - I was trained for one specific PURPOSE; To Kill! The IDENTITY that contained my PURPOSE was that of a Soldier. The VALUE I had in that role was as high as you can get: The power over life and death.

The **VIP** of my mental health was equal and at a very high level ... for the environment of war.

So, my daughter, my 5-year-old little princess sneaks up behind me and shouts "BOO!!" In the split second that my daughter gives me a fright, I have spun around and morphed into the killer I was trained to be ... she saw the werewolf in my eyes and I saw the fear in hers ...



Luckily for the both of us, I regained control almost as fast as I lost it and grabbed her for a hug. Then I had to sit her down and explain why Daddy reacts this way to loud noises.

As I explained to my daughter that Daddy was a warrior and that when people attack Daddy it's normally from behind and it's very loud, she understood. Daddy wasn't a monster; Daddy was a warrior that fought the good fight so she wasn't afraid and became proud!!

So, the IDENTITY of Daddy was OK, the PURPOSE of Daddy being a warrior was OK, however, the VALUE of Daddy behaving in this way in the environment of our family home was very, very low ...

Indeed, if it wasn't for situations where being a warrior provided any VALUE to the family ... there would be no value. This behaviour that I exhibited is not conducive to long-term happiness in the family environment. Indeed, my behaviour matched the signs and symptoms of Post-Traumatic Stress Disorder (PTSD). Yet I disagreed with the diagnosis and that it was a disorder at all.

Think about it. I underwent a very specific training protocol in the Army. I was *trained* to react this way for war. The only thing that had changed was the environment. So, I challenged the PTSD label and challenged it was a disorder at all.

My challenge was accepted, and I ended up writing the world's first good news book about PTSD, that was clinically endorsed and launched in New Zealand parliament. The PDF of this book is free forever at www.thegoodnewsaboutptsd.com

Once I had control of these thoughts, feelings and behaviours, I looked closer at what triggered me to react this way. I found that it was totally aligned to how I felt about myself in four main areas that I call the four L's:

- L – Looks**
- L – Language**
- L – Likeability**
- L – Legitimacy**

I had gone from being a fit and strong soldier to a fat, weak civilian. The language of war, aggression, swearing and violence was not welcomed in the civilian world. No one liked to be around me, nor did I.

I questioned my legitimacy for being on the planet at all and indeed thought it better for all concerned if I wasn't here anymore.

Yet when I started to feed the four L's with positivity and made a decision to control the four L's, life turned around. Initially I had to rely on the good things others saw in my four L's, starting with my God, my children and my family.

If you are struggling in any of the four L's:

1. Look at your four L's through the eyes of those that LOVE and support you.
2. Read your references; look at the positives at work environment through the eyes of those that VALUE you.
3. Look in the mirror and make a decision to LIKE yourself. Every morning when you look in the mirror say "Hello! It's nice to see you!" and keep saying it until you believe it. Use LANGUAGE that builds you up, not tears you down.
4. Fill everyone else's four L's at EVERY opportunity. Give compliments, look to others and see where their gaps are and fill them, because everyone is struggling with the four L's in the mirror, at home or at work.

When I combined what I had wrote in '**The Good News About PTSD**' with the four L's and started sharing that, I started increasing people's confidence. When I did this at an organizational level with the four L's used in the context of business engagement, productivity and revenue, I became 'in demand' as a Corporate Consultant and Corporate Trainer.

What I did was combine **The VIP of Mental Health** with the VALUES of the company. Thus I was teaching the company to raise the VALUE of its employees as their IDENTITY was as employees of that company, then align the daily tasks to the vision of the company so long as those tasks were led, managed and trained honouring those VALUES ... in other words, aligning the daily PURPOSE of employees to the company PURPOSE and known as the Company VISION!

It all started making sense and I quickly earned a reputation as 'The Confidence Coach', raising the confidence of individuals and organizations. In all situations when Value, Identity and Purpose are aligned, Mental Health is assured. Whenever it is attacked, mental health suffers and pushes people down a road towards mental illness areas like anxiety, depression and suicide.

If you get the concept of **The VIP of Mental Health** and combine that with solidifying the values of the four L's, you will help everyone you have contact with feel better...whatever 'better is', in their context of life and that's where the power is ...



An info-junkie is a person who is constantly trying to seek out new information on a particular topic or several topics. There's really nothing wrong with learning new information. What's wrong is when a person is stuck in the 'learning mode', and never gets into the 'action mode'.

One of my friends is a great example. He really wants to learn trading Forex, stocks and options. Great thing! I find him reading books about these concepts all the time. He spends massive amounts of time on learning information. He reads blogs, reads newsletters, attends webinars, teleseminars and so on. He is always looking for new tips, techniques and strategies.

Even though he has learnt a lot of information, he does not apply it. Sometimes, he gets into the 'mood' of taking action, but that lasts only a few days. He always gets back into the 'learning mode'.



You might know someone in your family or friends' circles who is like that too (it may be even you!). What's the point of attending seminar after seminar when you don't take any action at all?

In many cases, too much information leads to overwhelm and confusion. This in turn gets you to 'freeze' and you will not be confident about taking any action.

Here are a couple of suggestions on getting out of this trap:

1. Reading a book:

If you are reading a book on any subject, write a list of 10 actionable items that you learnt from the book. Now, take action on all these items. After this, you can read another book.

2. Attending a seminar:

At the end of the seminar (preferably on that same day), go back to your notes and write a list of 10 things you can take action on. Now, schedule these action items on your calendar and commit to take action.



When you do this, you will realize that you really don't need to learn a lot to start getting tangible results.

The process should be:

Learn → Apply at least 10 things. This way, you will be one of those few people who not only learn constantly, but also get consistent results.

It's better to learn one principle and apply it immediately than to learn 101 principles and just feel good about it!

Take action!

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For complete information on Nishant's keynote speeches, workshops and training programs on Peak Mental Performance topics (such as memory improvement, speed reading, focus and motivation), visit <http://www.RememberNishant.com>



As we wrap up the year, a lot of people set new goals for themselves. You may want to land a new client, lose those 5kgs or get that promotion in your job.

Some may no longer set those goals, having not achieved them year after year, and thinking that you are terrible at setting and achieving goals. And you may look at other people who are less small, less connected and it makes you frustrated that no matter how big or how small they continue to achieve their goals.



It's easy to say that some people are able to do things and others are not, but I want to share with you some certain psychological reason that hold people back from achieving what they want to achieve.

Based on those reasons there are certain mindset shifts you need to harness in order to overcome those reasons.

If that excites you good because it should as they are pretty darn exciting.

Let's understand why people don't achieve their goals. And you will never use I don't have the money or I don't need it or I don't have time as an excuse because that is rarely an excuse.

This is the mindset shift you need to have to achieve your goals for the next year and for the rest of your life.

So diving in ...

What are the reasons your goals don't happen?

Most people will tell you it's because people they don't have the money or because they change their mind about the goal as it's less important.

But what happens is that they haven't sold the idea to themselves. Most goals are half baked, yes they would love to get a promotion, but are they clear about what the implication of getting that promotion will mean on their career, on their lives and on their finances?

In all the time I've been working with leaders and training teams, the number one excuse people make is that they don't have enough money or time. And sometimes that is the case, but when people really want something, they find a way to make it happen.

Think about that dream holiday you wanted to go on last year or that new gadget, you prioritized your expenses because you really wanted something.

So let's dive into 4 reasons why people don't achieve their goals:

1. They are confused about what they really want

That's the number one reason you don't achieve your goals because you haven't gotten really clear about what you want. We often times overwhelm ourselves with a long to do list that bombards us.

And then what happens you binge watch on Netflix or eat ice cream because you can't deal with the decision making of trying to make your goals happen, because you are too overwhelmed.

When it comes to your goals, keep it simple, set a couple of core goals and make it simple, and repeat it until you are super clear on them.



2. *They are confused about how to make it happen*

Now, I know what you're thinking, how can someone be confused about how to achieve what they want to achieve. Easy, all roads lead to Rome, if you try to go multiple routes, you get bombarded and go into analysis paralysis and don't make a decision.

Think about it, you want to lose 5kgs you could decide to walk 10k steps a day for the whole year and you would probably lose that. You could choose to adjust your diet, you could choose to sign up for a run, you could hire a personal trainer.

So if you want to make a goal happen, you have to set up the path for success.

3. *They don't want it bad enough*

It could also be that they don't want it bad enough; they keep on telling themselves that they want it, but in reality, they don't want it bad enough.

The pain is not that bad that they have to do anything to fix it.

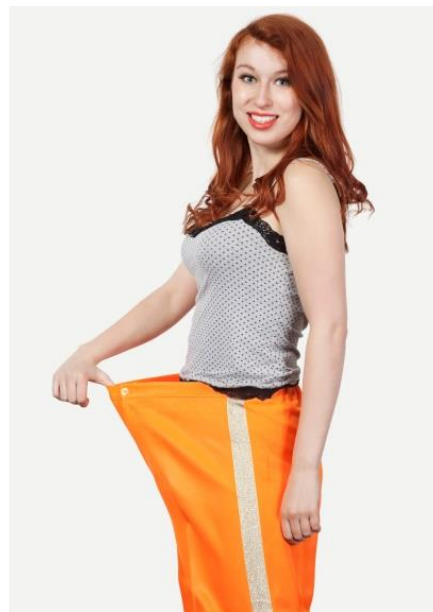
4. *They don't trust themselves enough*

It could be that they don't trust themselves enough, now this is a biggie ... sometimes they are excited about the goal, they choose the path to make it happen, but they don't trust themselves.

But because you have had massive failures in the past, but you have failed so many times, you have put a label called loser on yourself and therefore you don't trust yourself enough.

Now the reason why I am sharing this with you is because your past does not define your future. I believe you can learn to achieve your goals, as you set your new goals, I invite to use these 4 blocks as your guideline:

1. What do you want to achieve?
2. What's your game plan?
3. Do you really want to achieve this? And why?
4. Are you ready to forgive your past mistakes? We will fall off on the path; we will cheat while we want to lose weight as long as we keep on getting back up and working towards our goals.



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What was it that Shakespeare wrote that stopped and made me think recently?

He said a lot of clever things (some of which admittedly go a bit over my head) but his observation about thinking, judgment and the human dilemma is one of the gems that always resonated with me. The Bard knew what he was talking about when he observed in Hamlet, "There is nothing either good or bad but thinking makes it so."

What he was saying is that events themselves are neutral and it's how we interpret them that make us feel good or bad. Most of us know that to be true at some level but many of us still get caught in the worry and anxiety trap, either regretting some event that has already happened (a pointless exercise) or fearing some future, imagined event (as equally pointless, particularly since those people who are supposed to know tell us that most of what we fear will never happen anyway).

If we can't change what has already happened, and, if most of what we fear won't happen, my advice is simple: stop worrying and second-guessing! Worrying unnecessarily is not only affecting your work and relationships in a negative way it's affecting your whole life. It's eating up energy - energy that would otherwise be freely available for focus, clarity, action and simple momentary joy.

The following is a traditional Chinese story that predates Shakespeare's writings by about 2,000 years. It well illustrates The Bard's point and the futility of passing premature judgment:

"There was a poor old man in a village who had a beautiful white horse. Kings offered fabulous prices for the horse, but the man would say, "This horse is not for sale at any price." Even though he was poor he never sold the horse.

One morning, the horse was not in his stable. The whole village said, "You foolish old man! We knew that someday the horse would be stolen. It would have been better to sell it. What a misfortune!" The old man said, "Whether it is a misfortune or a blessing I don't know. Who knows what is going to follow?"

People laughed at the old man and said he was crazy.

After 15 days, suddenly the horse returned. He had not been stolen. He had escaped into the wild, and had brought a dozen wild horses with him. The people gathered and they said, "Old man, you were right. This was not a misfortune; it has indeed proved to be a blessing."

The old man said: "Who knows whether it is a blessing or not?"

This time the people could not say much, but inside they knew that he was again wrong.

The old man had an only son who started to train the wild horses. A week later he fell from one of the horses and broke his leg. The people gathered again and again they judged, they said, "You were right. It was a misfortune. Your only son has lost the use of his leg, and in your old age he was your only support. Now you are poorer than ever."

The old man said, "You are obsessed with judgment. Nobody knows whether this is a misfortune or a blessing."

A few weeks later the country was invaded and went to war. All the young men of the town were forcibly taken for the military. Only the old man's son was left, because his leg was broken.

The whole town was distraught because they knew most of the young people would never come back. They came to the old man and they said, "You were right, old man – this has proved a blessing. Maybe your son is

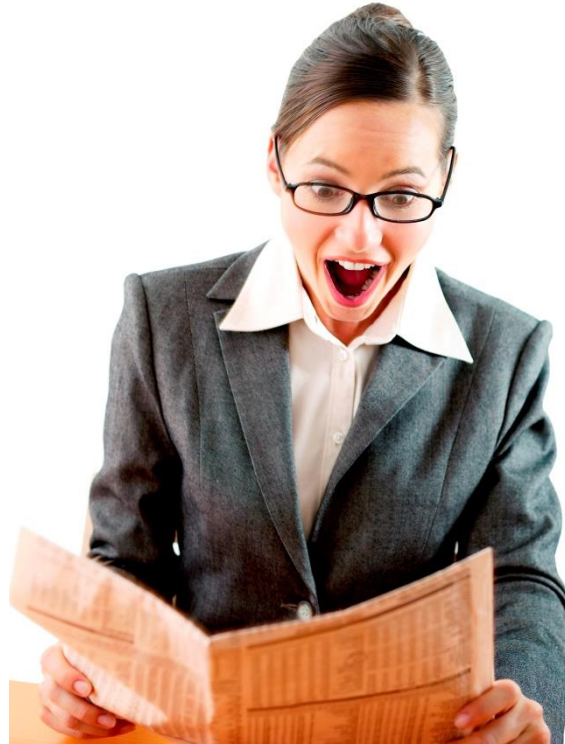


crippled, but he is still with you. Our sons are gone forever." The old man said again, "Nobody knows! We only know that your sons have been forced to enter into the army and my son has not been forced."

It's a great story and one we should take to heart and perhaps place somewhere we can read it on a daily basis.

Events are just events. Try not to pre-judge as good or bad. Events are neutral.

The unhappy customer today may become your most ardent referee tomorrow. A dip in the market means there will be a rise sometime in the future. A lost job means lots more opportunities potentially opening up and available in the future!



Phil Lee, based in Sydney, Australia is an in demand conference speaker, author and success coach. His areas of expertise are helping organisations and individuals to grow and prosper and re-discover their purpose and passion.

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This feature focuses on how we can learn to turn any kind of negativity from work into positivity.

Most of us spend a sizeable chunk of our waking hours at work. If you have to battle negative emotions at work on a regular basis, imagine how it easily it can impact your personal life as well. Some of the most common negative emotions arise from dealing with office politics, handling difficult colleagues or clients as well as receiving negative reviews about our performance.



Here are five ways that you can transform negativity into positivity.

1) Choose an empowering world view

Two people in a similar work environment, facing the same issue, can adopt different responses to it. A half-filled glass can be seen as half-full by one person and half-empty by another.

In my book "Win People Over – 75 Simple and Powerful Ways to Influence Anyone", I reveal an insightful analogy told to me by a mentor:

You can choose to live like a lion—with 365 days of freedom, head held up high, happy, trusting and light, and be prepared that for one or two days in a year, you may have arrows coming at your back. Or you can choose to live in perpetual fear, like a jackal—turning around constantly, watching your back every day of the year. Even when you do this, it is almost certain that you will still have arrows fired at your back once or twice a year. What will you choose?

There are no right or wrong answers here, but I know what mine is. I find it easier to choose to be happy and trusting. And I discover that people treat me the way I view them; the happier and more trusting I am, the more people share the positive energy and return that trust.

2) See opportunities in problems

The problem is usually not the problem. It is our perspective that is the problem. While one person sees a problem, another person may see nothing, and yet another may see an opportunity.

There is an old tale about two shoe salesmen who travel to a third world country in search of new business opportunities. One man calls his wife the moment he lands, telling her, "Honey, I'm coming back home. There's no hope here. Nobody here is wearing shoes, so there's no one to sell to". He boards the next flight home. The second man calls his wife and says, "Honey, you wouldn't believe what I found here. There is so much opportunity. No one here is wearing shoes. I can sell to the whole country!"

Opportunities knock on our doors all the time. Often it gets disguised as problems and negativity. People who can see the opportunities in problems will likely be more positive and successful. So the next time you are confronted with a problem, ask yourself: "What is the opportunity in this?"

3) **Find meaning in what you do**

When we find meaning in what we do, we become more positive-minded. Viktor E. Frankl, a Holocaust survivor, wrote in his book "Man's search for meaning", that finding meaning in life, or a reason to live, was extraordinarily important to surviving the concentration camps. "He who has a why to live can bear with almost any how".

If you feel disconnected with what you are doing, it is likely that you will tend to be more easily bogged down by negative emotions. Why don't you first be clear about what's important to you? When we can see the value of what we do, and the difference we make to the people around us, we will bring on more positivity and results into our lives.

4) **Get real and make a change**

In the book "The Top Five Regrets of the Dying", author Bronnie Ware, a nurse who spent several years working in palliative care, caring for patients in the last 12 weeks of their lives, recorded that the top common regret was "I wish I'd had the courage to live a life true to myself, not the life others expected of me".

When you receive a negative performance review – ask yourself, "Have you been true to yourself, and given it your best shot?" If you haven't, here-in lies the opportunity to sharpen your skills and be at the top of your game.

If you are dealing with negative office politics, instead of complaining to sympathetic ears, think about how you can get real and communicate directly with the person(s) to resolve matters.

Negative emotions are a great wake-up call for us to change our situation. We may not have all the right answers, but just committing to take an action, enables us to start changing things, often for the better.

5) **Find the positive in the person**

Negative emotions often stem from human interactions – be it with bosses, colleagues or clients. And when we feel negatively towards someone, we tend to reduce communication with that person.

Take an example: If your boss likes to criticize you, you naturally won't feel good about it. This leads to you only seeing your boss when you have to. It is often when a problem crops up, or when your boss summons you. The relationship soon becomes a negative and disempowering one.

Instead, find the positive in that person. Instead of viewing your boss as "Overly critical", how about "Having high expectations?" When you view your boss as having high expectations, you tend to want to live up to her expectations. You may also see her as a mentor figure and likely seek her out more often proactively. This in turns transforms the relationship into a more positive one. When you find the positive in that person, it sets up the interactions to be more positive and empowering.

In conclusion: these five ways to transform negativity into positivity. Pick one that resonates most with you, and try it out. You may just be surprised how a simple action you take can make a significant difference – not just to your professional life but also your personal life.



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This past year, as in previous years, I attempted to continually focus on the concept of forgiving and forgetting. I was doing this because I oftentimes found myself either being afraid of trying new things or being angry about memories from the past.

Different to the usual "forgive and forget" phrase we all know very well, my approach this time in 2018, wasn't to forgive others and allow those same people who hurt me back into my life but rather to allow myself once more to be open to life, in all its' curiosity and wonder with arms wide open like I once used to be despite of what has happened to me.

Before deciding to take on this challenge, I had come to the realization that it was I who was contributing to my "miserable" state of being. Because of the fear of being hurt, I was allowing my mind to engage in constant distrustful thinking and avoiding as much as possible the ability to be seen by others. This was *never* me and when I realized I was doing this, I made it a point to change, quickly.

What I have learned through all the pain is this – yes, people *will* hurt you but that doesn't mean that *everyone* will hurt you. You have to put yourself out there and you have to believe in the law of attraction. I did and this is what happened.

My biggest goal through this was to practice the law of attraction and to only allow positive minded people into my life as I too wanted to contribute the same. Well, the universe heard me!

I was fortunate enough to find myself receiving exactly the type of friendship I needed from someone I worked with. In the beginning, I was afraid to even show my best work out of fear of having the same abusive reactions I had received from others in the past but I performed my best anyway because I knew this is who I am. Even though I didn't feel confident in myself, I was myself. My friend, Jonathan Johnson always appreciated my work and because of this, allowed me to truthfully see the intelligence that I have. He doesn't know this but by him being himself, he helped save me spiritually. He made me believe in myself and that encouragement could not have come at a better time. Sometimes all it takes is one person to believe in you to steer you in the right direction once more.



Thank you Jonathan Johnson (Owner of DirectGov Source) for the inspiration you gifted me with, the leadership you exemplified in silence with your life, the entrepreneurial wisdom you shared openly with me and for helping me believe in not only myself but in others once more.

Adriana Lopez is a serial entrepreneur living in Chico, CA. She currently owns and operates Enliven Digital Marketing, a social media marketing and SEO agency and is now working on developing her second company, The Awoken Witch, a woman's online clothing and metaphysical store. Her passions lie in personal growth, self-reflection, leadership and mentorship. She is a lively and energetic individual, always looking for ways to help anyone she can. In her free time she likes to exercise, sing, paint and play with her chiweenie, Brodie. Tel: (530) 680-2821



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As a Transformational therapist and Smoking Cessation Expert, I believe the stigma surrounding smokers doesn't spur them on to quit but has the negative and opposite effect.

According to the latest information from Beyond Blue, the various types of stigma and its impact on mental health is closely related to depression and anxiety.

- Personal stigma is the attitude and beliefs about those that smoke.
- Perceived stigma is an overall community view.
- Self-stigma is the person's perception of themselves and structural stigma, which are the policies of private and government institutions.

This is a social construct that can constrict a person's confidence and belief in seeking wellness.

According to the Australian Bureau of Statistics

Rates of daily smoking have decreased considerably amongst younger adults since 2001, with rates for older adults also decreasing but to a lesser extent. In 2001, 28.2% of 18 - 44 year olds smoked daily, decreasing to 16.3% in 2014-2015. Of adults aged 45 years and over, 15.9% smoked daily in 2001, decreasing to 12.7% in 2014-2015.

Whilst this is positive news for smokers long term; the stigma associated with smoking hinders rather than helps. Exclusion increases the likelihood of those who struggle to quit to seek out assistance.

It is the subconscious mind in a smoker that establishes the belief that smoking is a positive action. Even though the conscious mind knows it's bad for you, your finances, and your health, the subconscious believes that the cigarette is a friend that helps relieve stress and helps to create distance from the world as an escape and a social passing of time.

"Once we help to re-establish a connection in the subconscious that re-programs this belief, the habit is changed. Unfortunately, in the field of therapy we have seen time and time again this onslaught of 'the leper' approach with smokers and the studies show this has the opposite effect. Advertising for quit smoking products focus on this as well. "My work with patients is focused on the individual pattern of the person and taking all of that away", says the passionate therapist.



Having invested nearly two decades assisting people to quit smoking, my extensive qualifications and case studies have provided a cache of evidence where people need to feel understood and not judged. My outcomes have always been to set patients up for success, rather than judgment.

It's time to stop imposing the label of addict. It's time to help people with a smoking habit transition with their thinking with a 'I get you' attitude so people can seek proper help and treatment that they need rather than inflicting a social pariah ideal on them.

There is so much pressure to Quit Smoking these days and although it is in everyone's interest that smokers **do** quit, everyone has a God given right to smoke if that is what they choose to do ... no questions about it.

So let's stop the judgment and stigma and replace it with compassion, understanding and solution.



Julia Lorent is a Leading expert in her profession and a remarkable Transformational Therapist. She has helped thousands of people from all over the world as CEO of Mind Magic Australia and the Melbourne Quit Smoking Clinic in Victoria Australia.

As an author, Julia most recently authored *Quit Savvy The Complete Quit Smoking Program*.

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How could I be THE BEST VERSION OF myself?

--- The smallest change in perspective can transform a life – Oprah

Our world view and who we would like to be are originating from a theory of the way we believe things to be true. We often have a framework of beliefs, values, which further define how we think, feel, behave and also how we perceive things and the attitudes we have. We begin developing our lenses as children. The culture, family of origin, our peers and experiences all play a part in how we shape ourselves and design the lives we live.

Often to find true success in our career, business, and life we seek ways to figure out how we could do things differently. In my experience to be truly successful in business, first we need to know and then understand ourselves for who we are. By understanding ourselves better, we start to embrace the choices we make consciously. What follows can be truly magical as we then open our minds to new ways of thinking, being and doing by fully accepting ourselves. The pains of holding on to the emotional baggage of guilt or old beliefs can be then dropped or replaced with empowering beliefs. The values we stand for and have held for a long time can then be upgraded – we can empower ourselves and make choices of who we want to show up as a person, or even visualise the kind of leader we want to be. If we like who we are as a person first, only then can we move to the next level of being the better version of ourselves – *Elevate the Leader in YOU*.

We each have our unique journey and varied experiences growing up; even children in the same household are different. In my first role working as a leader with The World Bank helped me understand that everyone is different and we are all yet on the same journey in life of making our best choices at any given time. We are fundamentally good people with positive intentions. These powerful understandings stayed with me as I led several other roles as a Business Leader and a serial entrepreneur. As I lead a non-profit organization, this understanding has helped me influence and engage my teams. By raising my empathy for others has given me a larger capacity to fully understand their experiences and accept my co-workers and team members for who they truly are. The beauty lies in knowing that everyone has a way of doing things to find their joys and success in every day of our lives.

How do we then Elevate the Leader within us?

The difference between where you are now and where you would like to be is the Desire Gap. Trying and doing are two different things. When we say we are trying, we are living in HOPE, when we do what we want to accomplish, we Succeed.

In order to be truly successful in business, and in life, we should begin by considering opening our minds to new ways of thinking, being, and doing. Just because we haven't done something the way that someone else has, doesn't mean that their way is wrong. The easier way to practice empathy for others is to understand their experiences, even if they are vastly different from our own, they are important for them.



In order to be a truly well-rounded leader, we have to extend beyond our comfort zones. The point is to extend oneself – in both effort and scope. The quality of life experiences is different when people choose to live safely within their limits all the time as opposed to when they challenge those limits periodically.

The idea of motivating your mind and inspiring your spirit comes from a few things which increase the quality of our life experiences. Here are some great ways that I have used to expand my horizons, and broaden my worldview that I would encourage you to include for new experiences and ideas:

Travel! Not just overseas trips. The route I take to work is not the same each day, one of the best ways to experience life is to go beyond and explore alternative options. Each year, I plan my trips in advance some are with family and others are with friends. During the year when life happens, I tell myself – am just 53 days away from my upcoming trip to (Turkey or Maldives) and when I am on that trip and none of this will matter.

Another fun aspect of Travel is the opportunity to get to know the City you visit. I make it a point to check out places where locals hang around to get a feel of the place.

A coffee at Starbucks; observing people; comparing prices of few common grocery items at the stores gives me a sense of the cost of living index; a visit to the Local market, look for the local produce to know what the place is famous for, and walking around to places where locals hang out, gives me a sense of the life styles. I talk with people to learn about their lives, seek their views on the general topics politics, culture, food, language – What I found most interesting was that all of these things are practiced differently in various countries and regions and yet it has similar ingredients and passion for life. It truly enriches my perspective on life. I always come back enriched with stories, which inspires me in surprising ways.

Food! *Being a Singaporean*, I love trying out the popular local delights at my travel destinations. For me embracing new experiences is trying out a new type of cuisine. By just opening your palette to a new experience you would have transformed internally. When faced with a new challenge in business and life you will realise you have dropped your judgement and are open to embracing new ways of doing things. Learning and not judging is important as it allows you to soak it all in and develop an understanding of differences that can create an impact in your own life.

Read. If you are like me, you would read anything. Learning five new words in a week was a fun practice in school. I often find myself opening the dictionary to look up a word that I come across and find new ways to use it. Have you surfed the net for top 10 things on any topic of your interest? Book reviews – find the list of top best books, reading a new genre by an author you've never read before. You may find these simple things may leave you enriched and with new inspiration.

Sport. Watch an international sport. I watch F1 with our daughter who follows the sport each weekend wherever in the world it is taking place. I follow the annual sports events (Wimbledon) and it becomes a fun way of being engaged with people, in conversations beyond work related matters. People in competitive sports demonstrate a kind of agility and resilience and which rubs off on my soul.

Volunteer. I volunteer for opportunities all the time. Recently we spent a day at the Old Folks home. We sang and danced to entertain these lovely people who looked forward to our annual visit. I came back enriched with the experience and gained a new perspective on how they view the world and their rich perspective for making life work and finding joy in every situation.

Networking. Talking with people you have never met nor have nothing in common with can be quite challenging. As a leader, being challenged is a positive thing. While you may not always agree with someone's view on the topic, it's beneficial to learn about their points of view.

All of these opportunities have helped create new perspectives. Pushing myself outside of my comfort zone is something I thrive on. Other people, maybe not as much! But there's so much to this world that we just don't get to see unless we go looking out for it. Expanding your worldview helps you develop as a human being and grow as a leader. You will find that investing in these simple things that I share with you will help you grow to better understand people and learn to comprehend the reasoning behind their actions and behaviour. As a result you will be broadening your horizons, developing fresh perspectives and the amazing creativity that starts generating from within will Elevate the Leader in you!

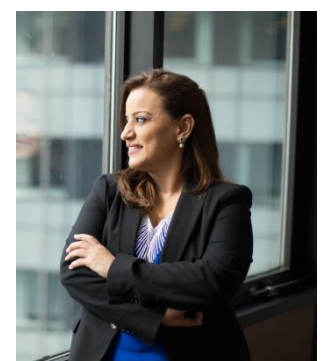


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It was a surprise! I was invited to return to Norway in 2019.

I've been taking my passion to the world of leadership forever it seems and over time as I have grown my work has evolved.

The **surprise** was in relationship to changing repressive workplace culture. You see, in my presentations I use the "love" word, a lot. **Love** is not a word that is generally embraced in business, hardly is the word uttered in training or conference rooms. Yet it has strong influences in workplace outcomes.

I'm not speaking of sex, intimacy and passion – though I actually flourish speaking on that aspect of love.

In business, few leaders focus on building an emotional culture, yet there is growing awareness of mental health issues. Mental health problems soon become apparent when respect and love are deficient in relationships.

The attitude of, never employ someone you can't dismiss – is a stumbling block that keeps leaders and their people divided – management think they must not get expressively close, and with this workplace template - kindness, respect and connection is in a fragile state of being.



The attitude of leadership creates the workplace blueprint.

It may not be surprising that those who perceive greater trust and caring from their colleagues and management perform better. Supporting an emotionally stable culture empowers the team. Self-worth, well-being and performance are purposeful meaning better decisions and delivering greater value.

Values - To experience deep fulfilling love in reality needs no specific words.

In business it begins with knowing your values and understanding the company values. List "caring" a high priority workplace value! Live your values, honour the workplace values – if the workplace values are not in alignment with your values – this workplace is not for you.

Mental Health - When people feel unsupported, taken for granted (silent abuse), work-overload (abusive behaviour), lacking recognition, personal and company values compromised, hopelessness leads to feelings of shame and worthlessness. People lose connection with their confidence, intellect, knowledge bank and wisdom.

Love as a verb. Let's reconnect to the understanding of our entelechy. Entelechy is the Soul of every living organism – it is taking potential to reality. Entelechy is a vital force that directs an organism toward self-fulfilment. It is the entelechy of the caterpillar that by order of its DNA code becomes a butterfly. Entelechy is the oak-ness in an acorn – the vital force that activates the seed to become.

Entelechy is the word that Aristotle used to describe higher guidance and purpose: bringing your highest potential to living reality. When the highest potential is love words and expressions of encouragement and belief in each other's abilities, spending time together, helpfulness, kindly affection, caring words and appreciation. The more love, interpret this as belonging, workers feel, the more engaged they are.

Connection creates emotional enrichment. These principles become a driving force for "greater good".



Sylvia Marina ND, Human Behaviour Specialist. Author of *Gifts of My Heritage: is the child that you were, happy with the person you became*.

A Human Behaviour Specialist it is my privilege to have been the Founding 2002 and ongoing Chairperson of the International Grief Support Foundation Inc. IGSF will officially close in 2019 and although much work is done, it is not finished. Each person whose life has been touched by the IGSF, we will continue supporting those who seek help.

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I've conducted many funerals and supported hundreds of families through difficult times. Today I share with you moments that have assisted in grounding people who are traumatised by some not-so-good news.

When someone receives a diagnosis there is shock, which often triggers trauma memories, which may seem irrelevant yet are important to the person. Listening is an important component of supporting a person's thought process, no matter how crazy and unhinged it may all seem.

Exactly forty years ago I was given "the announcement". Sylvia we have found cancer cells ... the room seemed to hurtle around like tumble-weed flying across a desert place and through what seemed like dust and small stones, some of which landed in my eyes causing them to flood with tears – I hear the words, we will have to remove ... what?? Remove what?

The difference between that moment and the prior moment - was "the knowing".

This experience I have shared with so many going through shock after an hour or more of listening to their story. When the time seems right, I gently bring them into present time sharing the experience of the difference between the time you receive the diagnosis or shock and your life before the news is "the knowing".

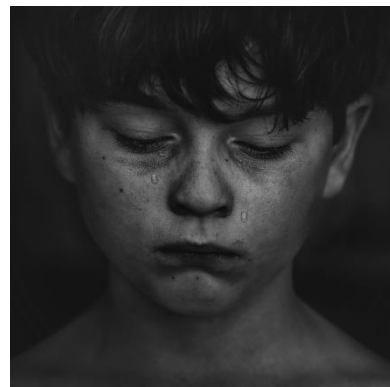
Having the courage to live courageously means ... having the ability to face imaginary fears and reclaim the power in your life. Sylvia Marina

Important **GRIEF SUPPORT**

The journey of bereavement is an unpredictable time of intense emotions and confusion – expressions of love and passion, anger and unfairness.

There are two main types of death; anticipated death and the unexpected sudden death.

In anticipated death, grief happens before the final. There is time for unfinished business to be completed and in this way the grieving begins weeks, months, sometimes years before the inevitable. Differences, hurts and misunderstandings can be settled; love and memories shared.



Unexpected death: Humans are biologically wired to survive and another's sudden death is a major threat to our sense of survival. It shocks every part of us and often sends us to an emotional place of temporary instability.

"Grief is a journey, often perilous and without a clear direction that must be taken. The experience of grieving cannot be ignored or categorised, hurried or controlled, pushed aside or ignored indefinitely. It is as inevitable as breathing. It may be postponed but it will not be denied" ~..... Molly Furnia

Children: The children who are touched by death of a close family member or friend – their place of safety is now insecure, their foundation of what love is, is shaken and 'forever' takes on a new meaning. Amidst so many levels of loss, confusion, separation anxiety will often bring on muteness, bedwetting, anger, imaginary stories ...

Intertwined confusion happens – who else is going to die – children may begin hiding toys and treasures in an attempt to make them safe. These children have a fear "what I love gets taken away from me", and that's a living truth.

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I began in the sales training and personal development industry as a sales person.

Most people never think about getting into sales while they are in school, it is usually an afterthought and something people fall into accidentally. Yes, an "accidental" profession.

I got lucky though at the age of 17 when I went to work selling for Tom Hopkins, a noted author and sales motivational speaker. I went onto a 40 year career working with some of the best in the business and now speak all over the world.

My dream however was to be an airline pilot. As a younger man, the barrier to entry was a college degree and I don't possess one. Not needed in sales, but to be an airline pilot, yes. *"No tickie, no laundry"*.

I did however learn to fly in 1986 and have flown many hours around the US as well as Australia where I earned a Private Pilot Licence in 2014. I love flying because it one of the great wonders of the world ...there is not much else that can match the feeling or view from the cockpit

Pilot Shortage Creates USA Opportunity

In 2016 I learned of a pilot shortage in the United States. At the time, the airlines were no longer as concerned about academic experience as much as they favoured actual flight experience and I had lots of that. I was also in a place in life where I could dedicate the time and survive off entry level pilot pay.

It is a common misnomer that many people think there is huge money is being an airline pilot, however that only happens to a lucky group that have lots of tenure and time in the air. The airline business is all about seniority and when one first starts out, the pay seems to be lower than a counter job at McDonalds.

I had the requisite flight experience, a passion and desire. I interviewed, and was offered a ground school class date with a regional airline flying a jet airplane. I was on my way towards "living the dream". Showing up to school I was the old man at 57 while most of my classmates were in their early 20's.

If at first you don't succeed ... study, study, study all over again

The book work, memorization and study would be a huge challenge for people half my age, yet I was embarking on what became the most difficult journey of my life. The transition from flying a single engine propeller driven airplane to a transport category, multi engine jet was huge. You may have heard or seen the *Unconscious Incompetent* model? ... Well that was me, because I had no idea what I did not know.

I was so far behind the power curve, I never caught up and a short time later, the airline sent me home. They call it "washing out" in the flying business.

Many of my friends thought I was crazy to even pursue this type of career in the first place hence on one was surprised when I showed up home as a failure, most urging me to give up the dream and go back to my real job. I, however, was not done and decided to get some additional training and experience and went back into the business for another shot.

I knew what to expect this time, I studied harder and focused more than any other time in my life and finally succeeded. I earned the Airline Transport Certificate and type rating on the Embraer 175. I now fly for Delta Connection all over the west coast and am enjoying this new opportunity.



Mentor Lessons Pay Huge Dividends

I remember my mentor and author of 15 bestselling books, Mr Tom Hopkins teaching his attitudes towards failure and I have memorized them to this day.

"I am not judged in life by the number of times I fail, but by the number of times I succeed and the number of times I succeed will be determined by the number of times I can fail and keep trying."

As you move through this year, think about what you have always wanted to do when you "grow up". I am so fortunate to be in a position to be able to achieve this dream.

I may not be able to fly forever because the airlines will tell me to stop at 65 years of age, however like Rocky said to his movie wife Adrian after he fought Apollo Creed for the heavy weight boxing title ... ' **I did it!**'



In conclusion, **Dream Big** and don't listen to people who tell you can't do something. I've learnt from my own experiences and can assure you, that it's never too late to work towards a lifetime goal.

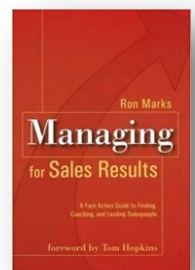
Best of success,



Ron Marks CSP, Partner Southwestern Consulting and author of "**Managing for Sales Results**" published by John Wiley and Sons. Ron began his sales career in 1979 working with sales authority Tom Hopkins CPAE. As a speaker, trainer and author, Ron works with sales organisations to help them improve their sales conversion and closing ratios and travels with his wife Marni, scuba diving exotic places courtesy of his travel privileges as an airline pilot.

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Why do we use 100-year-old management principles even today? Principles that first emerged during the 2nd Industrial revolution!

For example, why do most leaders and organisations, by default, tend to rely on carrot and stick methods to motivate and control their employees? When and how did this thinking permeate into the workplace culture?

To trace the origins of this type of thinking we need to go back to the 2nd industrial revolution (1870 – 1914).

One person who contributed to the need to control employees was Frederick Winslow Taylor, who in 1911 published a book entitled *Principles of Scientific Management*. Frederick Winslow was an engineer by profession who wanted to improve industrial efficiency.



He firmly believed that only through enforcement of standardised methods, behaviours and cooperation can faster work be assured. He believed that workers were like parts of a machine. If they did the right work in the right way at the right time, the machine will function smoothly. And to ensure that happened, one just has to reward the right behaviour and punish the wrong behaviour – carrot and stick. And the duty of enforcing the adoption of standards and enforcing this cooperation rests solely with management.

Frederick Winslow saw workers as pure head count; digits to fulfil required tasks.

We have even gone on to develop management tools to further control behaviours in organisations. Warning letters, stack ranking, right sizing are some examples.

We are currently in the fourth industrial revolution, which is marked by emerging technology breakthroughs in a number of fields including robotics, artificial intelligence, the internet of things to name a few.

We have seen breakthroughs in technology but NOT in management!

Perhaps it is time to disrupt management!

The Millennials

We are seeing a new group of highly energetic, skilled and creative people entering the workforce. They are the digital native, Millennials. They have different outlooks and perspectives of life and work. They are more purpose driven and enjoy the autonomy of discovering themselves. At workplaces, they don't want to be managed. They desire to be led. The head count approach to management is the perfect way to stifle their creativity and efforts.

So that begs a question? Is there a better way to lead, not only the millennials but people in organisations? Yes, there is ... let us shift from being a head count leader to being a HEART COUNT LEADER.

Birth of the heart count leader

Sit down with anyone and ask them about their life defining moments; the experiences they have had, the people that have touched and moved their lives, the people they have in turn influenced and the highs and lows they have personally faced. Notice the common themes in everyone's lives.

You will notice that every one of us are driven by a deep sense of purpose, a desire to be better than whom we are today and everyone has faced or are still facing challenges.

We may differ in gender, race and colour of our skin, but our unifying quality as a human race is our desire to do good.

This is the first step of being a heart count leader. We need to recognise that everyone wants to do good and believe that everyone can be better than who they are today.

Be the Heart Count Leader

As leaders, we have a responsibility to create a working environment that everyone enjoys coming to, to contribute their best efforts.

The perfect place to start is by creating an **Oneness** Environment. An oneness environment is where everyone is energised because they are all contributing their best efforts to a shared meaningful purpose. When everyone is invigorated by the shared purpose, they will be aware of how their contribution, small or large, makes an impact to their colleagues, partners and customers. This will call for greater collaboration and breaking down of silo mental models of working. The language will change from "me" to "we" and we will see more instances of the team supporting each other as they pursue the common shared purpose.

In an Oneness environment, the **Narrative** is important. In the past, the narrative was to look for the faults of employees and then fix them with more controls. This narrative has to change.

Let us recognise that wisdom lies in each and every one of our staff. Our role as a leader is to help our team members to experience their true potential and to exceed that potential. As leaders, we need to know that every one of our staff faces fears and that they would make mistakes.

Let us understand their purposes and fears. Let us focus on helping them be successful by igniting their self-belief and showing them practical steps that they can take to reduce mistakes and improve their known and unknown abilities. Let us celebrate their breakthroughs and successes. Let us change the narrative to "you are capable of learning anything".

Empathy is a key ingredient to keep the oneness environment and narrative sustainable for the long term. All of us are primarily social beings. We are not able to be productive without social relationships. Empathy is the basis of every significant relationship. People are not things. People are not mechanical elements in a business process. Empathy is a core trait of being human. A heart count leader uses skilful, hands-on empathy to connect to their team members. A heart count leader spends time holding quality conversations to understand people's challenges and purposes.

An empathetic heart-count leader will not shy away from holding their team members accountable because they understand their team member's purposes and will co-create solutions to help the team members be persistent to realise their potential.

Lead a Purpose Driven Force

Leadership is a moral duty. As leaders, we impact not only our teams but also their families. How we impact them is based on how we treat them. So let us treat them as a fellow human.

The workplace is drastically changing with the acceleration of innovation and the speed of disruption. Coupled with this, the demographics in the workplace is widely shifting with a younger, more skilled and purpose driven cohort who are co-working with the older, deeply experienced generation. This gives us a perfect opportunity to lead a diversified energetic group towards a unified purpose.

The old ways of managing people has to be disrupted to allow a unified team to tap into the wisdom that lies within the walls of the organisation. We need to shape a future that works for all of us by putting people first and empowering them.

In its most, dehumanized form, the Fourth Industrial Revolution may indeed have the potential to "robotize" humanity and thus deprive us of our essence of being a human. But, it can also lift humanity into a new collective and vibrant mindfulness based on a shared sense of purpose by complementing the best parts of human nature—creativity, empathy and heart-count leadership.

It is imperative for all of us leaders to create and lead our teams to this fulfilling future that serves not only our teams, but their families and society as a whole.

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#LeadtheFuture™ - bring to life your vision for tomorrow.

You can be an active participant in helping the future that YOU want to unfold. New research in heart energy, quantum physics, holography, intuition and synchronicity tells us that our "being" (our magnetic energy field) is involved in attracting the future. By understanding and mastering 4 skills: INTUITION - SYNCHRONICITY - HEART COHERENCE - STRATEGIC FORESIGHT you can make the tomorrow that you dream about become a reality. #LeadtheFuture.

You have the ability to make decisions without using your logical brain.

It is this ability which guides. There are situations where your logical brain does not know the answer, but there is another part of you that absolutely does know.

A lot of people say that this is the new skill that we are accessing now in the 21st-century.

But it is not new.

Do you think that when ancient humans were choosing where to live or hunting animals that it was their logic that was guiding them?

Or was it that they looked out at their environment and just knew and sensed the right way and the wrong way to go?

Humans have been using this sensing quality all throughout history.

This quality is **intuition**, defined as the ability to make decisions and know what to do without recourse to the logical brain or rational thinking.

I repeat, it is not a new skill. All that is happening now is that it is becoming legitimate to use the term **intuition** to describe what we have always been able to do.

I have personally used **intuition** all my life. Many of my major decisions and major adventures have been made based on **intuition**. But it is more than that. To be honest I have always coupled **intuition** with another concept - **synchronicity**.

Let me give you an example.

You thought you were going to have a night at home instead of going to that all night party. But when you got home a strong feeling takes over telling you that you must go to the party. This is your **intuition** speaking.

And then when you get to the party you bump into a person who has exactly the information that you need in relation to the next chapter of that book you are writing, or has a job that you've been looking for and could never find, or is the person of your dreams that you thought did not exist, (take your pick).

This is **synchronicity** which is defined as an event where what is in your mind turns up in your external environment and answers a current meaningful question.

Now that I have completed my PhD on Synchronicity and Leadership, I am developing a program that links **synchronicity** and **intuition**.

But I am also linking **synchronicity** and **intuition** with two other important concepts, **heart coherence** and **strategic foresight**.

Heart coherence is a notion that has been researched for over 30 years by the HeartMath organisation in California. HeartMath have shown us that when the heart is in coherence it empowers the brain to be in a state of strategic readiness, enabling us to deal with stress and creates in us deep peace and creative insight. HeartMath also found that in the state of coherence **intuition** abilities are enhanced.



Strategic foresight is a quality in great demand in today's complex and exciting world. Too often we get engrossed in what is in front of us without thinking of the long-term. **Strategic foresight** enables us to plan possible futures and choose decisions that are optimal to our own or our organisation's development. There's a great wealth of knowledge on **strategic foresight** but most of it uses the logical rational brain. In my program you will find heart and **intuition** linked together with the head to enable you to develop the ability to to **#LeadtheFuture™**.



#LeadtheFuture™ will help you get clear on the future you want and then help you make it happen, by combining four skills never before combined.

1. **Intuition** to help you to be guided by your internal voice.
2. **Synchronicity** to help you understand how to read your environment and attract to you those events which are most beneficial to you.
3. **Heart-coherence** to enable you to get into a state of readiness where your heart and partners with your head.
4. **Strategic Foresight** to help you plan for the future.

The future is on its way.

#LeadtheFuture™

Dr Philip Merry CSP has been consulting, training and coaching in organisations for 39 years in 59 countries. As the only person in the world with a grounded theory PhD in Synchronicity and Leadership, he is well placed to help leaders and teams understand the power of synchronicity to maximise the ability of organisations and individuals to **#LeadtheFuture**.

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"Connecting the Dots Looking Forward"

"You can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something – your gut, destiny, life, karma, whatever." Thus, said Steve jobs in August 2011.

Moreover, this is what most of us believe, that somehow we can see a pattern looking backwards, but that seeing a pattern to our future is not possible. Because if it were possible that would be magical, and we all know we're not magicians.

My mission in life at the moment is to disabuse everyone I meet of the notion that we are not magicians.

There are two reasons why I am convinced that we are all, in fact, magicians.

First

We now know that quantum mechanics explains how the world works. Under the Newtonian rules of physics which ruled the world for 300 years, we believed that we are all separate from each other and that the world is like a great clock that god wound up billions of years ago, and that clock is still ticking along nicely. In this world, we are separate from each other, and who "I am" ends where my skin ends.

Quantum physics and particularly quantum entanglement blows this theory out of the water.

Particles once entangled are entangled forever. This means that when you have a feeling that your mother is happy or your sister is sad, that's because you are energetically entangled with them even though they are halfway around the world.

Does it always work out nicely and clearly? Heck no! However, if we know that human beings are energetically entangled, then it explains scientifically so many things that were previously in the domain of spirituality and mysticism.

Second

There is such a thing called synchronicity which has been studied for many, many, many years. Our ancestors called it listening to the spirit of the trees, or a message from beyond found in the patter of the entrails of dead animals. They did not believe this because they were crazy or dumb or stupid, they believed it because they didn't know about quantum physics.

Now let's be very clear. The rules of quantum physics operated thousands of years ago, but weren't called quantum physics. Synchronicity and coincidence were explained by saying that our ancestors or God were reaching out and guiding us.

I want to emphasise this.

Just because quantum physics was only discovered a hundred years ago doesn't mean that it was not in operation thousands of years ago.

I find this incredibly exciting.

Back to Steve Jobs

Yes, of course, you can connect the dots looking backwards. However, we now know it's also possible to connect the dots looking forward.

Why?

Because quantum entanglement is always connecting us to people and issues and to thoughts that will guide us to similar people and similar thoughts.

Isn't this amazing?

That thought that you have about needing a new member of your team with a particular skill.

That thought that you have about needing a particular book to help with a tough problem.

Or the need that you have in your life to be clear about which job or which city or which country you want to live in.

In a quantum world, the answers to all of these thoughts and needs already exist as energy in the quantum field. So all you have to do is to pay attention to the events in front of you in your everyday life. These events are the dots which connect you going forward.

The reason we haven't paid much attention to this in the past is that we believed that such thoughts belong in the realms of witchcraft or new age thinking.

However, despite our worries about being weird, the guidance still comes.

It's time to wake up folks to the fact that quantum energy has always been around as an energy with which we can connect and where all of our wishes hopes dreams already exist.

Steve Jobs said you have to trust in something "your gut, karma or whatever".

After spending the last six years of my life researching synchronicity and leadership, my answer to Steve jobs is simple.

You don't have to trust in "whatever".

The partnership between quantum physics and synchronicity makes everyday events which connect the dots of your future not a "whatever", but a scientific reality.

As Carl Jung, who first coined the word, said, "Synchronicity is an ever-present reality for those who have eyes to see it".

This weekend, open your eyes and be ready to be amazed at what you find.



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Economic growth driving increase in demand for service sector expertise across all modes and geographies

Amongst increasing demand from employers and higher expectations from employees, the service industries across Asia are experiencing a *battle for talent* in the white-collar segment - particularly prevalent in the transport and logistics sector.

Increasing demand for logistics services for both production and consumption markets across Asia

For many years Asia has been the workshop of the world, deploying plentiful low-cost labour to manufacture goods for export to consumer markets in the West. More recently - in large part fuelled by the success of the manufacturing sectors – expanding economic activity is creating increasingly prosperous consumers – the Workers have become the Shoppers. The continuing growth patterns across emerging markets present multiple challenges in the area of human capital, where supply cannot keep up with demand, resulting in a shortage of skills within the Logistics and Transport Sectors - and the subsequent 'Battle for Talent'.

Limited Supply

In the emerging and developing markets across Asia - where both production and consumption are rapidly expanding - there are talent shortages of the skills needed to satisfy the existing demand, let alone support continuing rapid growth. The logistics talent pool is not expanding rapidly enough, hence the spiralling payroll costs as organisations fiercely compete to attract the limited talent that is available.



A survey undertaken by the Logistics Executive Group reported that 58 per cent of respondents said it is now more difficult to recruit quality staff to meet business demands, than in previous years.

Over 50% of companies reported plans to expand their workforce in the next financial year, with 42% expecting to hire middle management and almost 10% hiring senior management. This level of demand reinforces how talent attraction is a key challenge, yet also an opportunity.

Attraction Strategies

Amongst the fierce competition to attract the best talent, it is essential for organisations to adopt a *marketing* type of approach to their human resources activities. In many cases, easier said than done!

In the current environment, companies are not only competing for customers, they are also competing for employees. Within their respective industry sectors, individual service businesses need to promote their company image - and build their brand as an *employer*, over and above their market positioning as a *supplier*.

Particularly important for companies that are not global brands, or do not have prestigious industry positioning, is the need to increase their presence and profile on the radar of potential future employees, by deploying various marketing initiatives.

Recommended tactics to implement include active and public participation in community activities, engagement with logistics and transport industry associations, and regular exposure in trade publications. These market and community focused initiatives will all help improve the positioning of your company as an *employer of choice* - thereby increasing your potential to attract the best talent.

With the increasing awareness throughout society about environmental issues, it is also imperative for companies to have – and clearly articulate – policies and strategies for Corporate Social Responsibility (CSR). This aspect of a company's DNA is escalating in importance amongst the factors that workers consider when they are evaluating potential employers.

Developing linkages with the relevant education sectors and tertiary institutions will assist in exploring avenues for entry-level talent acquisition. These channels present important opportunities for employers to attract local talent into their organisation at a grass roots level; from where they can deploy graduates through job-rotation and management development programs. This enables companies to generate a home-grown pool of talent, groomed within the company and thereby engendering increased levels of employer loyalty.

All too often, it seems that the majority of organisations do not have enough patience, management bandwidth or the appropriate investment orientation to adopt this approach. They therefore continue to poach talent from their competitors, thus exacerbating the challenges - and increasing the costs for all participants in the sector.

However, in today's competitive environment, it is imperative for businesses to create compelling talent-attraction strategies, over and above just offering more money.

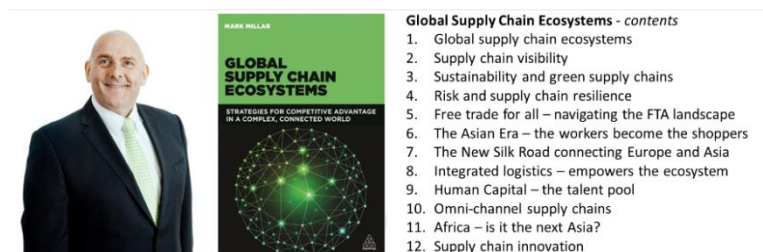
As one senior vice-president of HR at a major FMCG company said *"you have to offer employees a reason to want to work for YOU; employees need to feel they are not only pursuing a career, but that they have a chance at impacting their community and the world"*.

Conclusion

The current *Battle for Talent* in the logistics market reflects inadequate supply to meet the increasing demand – thus impacting business costs, both directly on the payroll - and indirectly through higher employee turnover and additional recruitment expenses.

Attraction is a critical success factor of an effective talent management strategy - and there are several creative ways to improve performance – over and above the salary and benefits package. Adopting marketing strategies from an employer perspective will increase attractiveness, whilst additional due diligence during the recruitment process will improve successful selection.

*The second of this two part article on the **Battle for Talent** will explore Retention Strategies*



Mark Millar MBA is author of the widely acclaimed book **Global Supply Chain Ecosystems** - commissioned by leading business publisher Kogan Page of London. Acknowledged as an engaging and energetic presenter who delivers with memorable impact, Mark has completed over 450 speaking engagements at corporate events, client functions, management briefings and industry conferences across 28 countries in five continents.

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As international trade flows become increasingly elongated and complex, we are seeing accelerating demand - both in quantity and quality for experienced logistics professionals, reflecting senior management's recognition of the essential role of transport and logistics in the successful execution of their global supply chain ecosystems.

However, the overall pool of talent is not expanding rapidly enough for supply to keep up with the demand – hence the spiralling payroll costs as organisations fiercely compete to attract the limited talent that is available.

Effective Talent Retention strategies are now becoming an essential part of the strategic growth agenda for companies, as they expand across the Asia region.

Successful Selection supports Retention

It should be noted that focused due diligence during the recruitment and selection process will increase the likelihood of successful human resource deployment and increase retention. Selecting and hiring the right candidate for the right role requires experience and expertise – combined with clear communications.

One of the most common reasons for managers leaving within one year is the job role failing to meet their expectations. Another reason is where candidates use the role as a job-hopping platform from which to seek better career opportunities.

Diligent discovery processes during the recruitment phase – engaging expert external resources as required – will play a large role in mitigating these risks.

According to industry surveys and exit interviews, employees generally cite more money and career development as the top reasons for leaving an organisation.

However, anecdotal evidence also supports the age-old theory that employees 'join because of the organisation, but leave because of the management'.

Retention

Having successfully attracted the talent, selected the best and persuaded them to join your organisation, the challenge then becomes how to retain them as motivated and productive contributors for as long as possible.

Active Retention should form a key component of your company's overall Talent Management strategy – and this should start right from day one.

Successful on-boarding is an essential start to inducting new hires – this includes rapidly integrating new staff into the organisational culture and the day-to-day nuances of how the company works. Structured induction programs providing broad exposure throughout the organisation and deep immersion into the new hire's specific functional areas, together with developing a crystal-clear understanding of roles, responsibilities, deliverables and measurements, are all key elements of best-in-class on-boarding programs.

The initial three months of the new recruit's experience within the organisation will have a significant impact on their longevity in your company. Hence the first ninety days of the new employee's tenure – whilst they are still getting up to speed, not necessarily delivering results just yet, during something of an investment phase – will play a major role in increasing employee retention rates. During the start-up phase, focusing extra due care and attention to ensure a positive, welcoming, encouraging and rewarding experience for the new recruits will pay dividends later on.

In addition to successful on-boarding programs for new recruits, companies also need strategies and tactics to improve employee retention on an ongoing basis.

Back-to-basics and best-in-class business practices for supervision and management can make a huge impact.

The major drivers of employee satisfaction – which in turn has a significant influence on retention – are enshrined in basic management principles.

Generally speaking, satisfied employees:

- clearly understand the requirements and expectations from them;
- feel they have the tools, time and training to do their job properly;
- see opportunities within the company to learn and grow; and
- feel rewarded, recognised and appreciated.

Hence, actively working on improving employee satisfaction is a key part of employee retention.

Other strategies to help employee retention include organisational belonging – creating and nurturing a work environment where employees feel a sense of belonging – to their team, their department and the company – inside and outside of work hours.

One example is a consumer products company which has adopted three specific strategies that have proven to increase employee loyalty and improve retention:

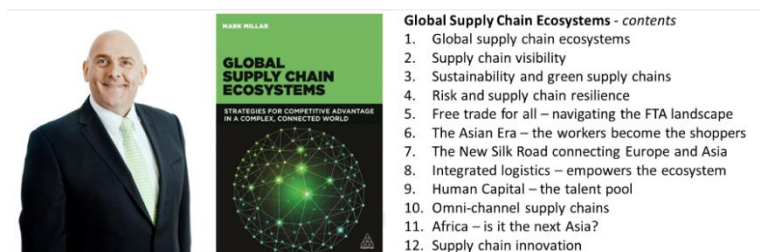
- a) Job Rotation program enabling employees to progress horizontally across different departments – at the same pay scale – but providing opportunities to broaden their experience and learn new skills
- b) Company sponsorship of sports activities and company sports teams - engenders company belonging, loyalty and community spirit, and facilitates opportunities for workers to enjoy team and social activities together outside of work hours
- c) Performance related cash bonuses - at individual and team level – for specific results achieved over and above expected targets, providing opportunity to increase take home pay – funded by results above and beyond budgeted levels

Conclusion

Human capital assets are increasingly a critical source of competitive advantage and are key drivers of profitability for the organisation.

This is particularly true in service oriented sectors such as logistics and transportation, where, despite large investments in physical assets and information technology, at the end of the day it is the employees' actions that empower the effective and efficient execution of the company's - or the client's - supply chain ecosystem.

Retention is therefore a key component of an effective talent management strategy, wherein effective on-boarding that ensures a fulfilling first ninety days for new hires will substantially influence retention over the longer term.



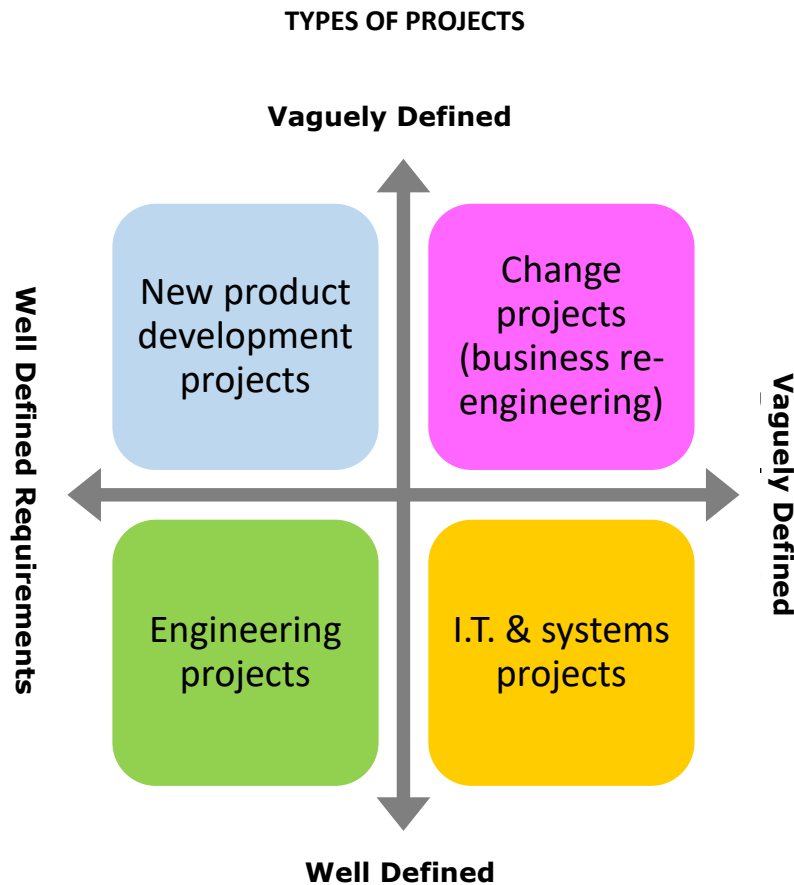
Mark Millar MBA is author of the widely acclaimed book **Global Supply Chain Ecosystems** - commissioned by leading business publisher Kogan Page of London. Acknowledged as an engaging and energetic presenter who delivers with memorable impact, Mark has completed over 450 speaking engagements at corporate events, client functions, management briefings and industry conferences across 28 countries in five continents.

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I was recently delivering a course, *Leading Complex Projects*, which is based on the book *Surfing the Edge of Chaos: The Laws of Nature and the New Laws of Business*. It applies the concepts of Chaos Theory and Complexity Science to help project managers develop a mind-set for leading projects in an environment that is increasingly more complex (as well as volatile, uncertain and ambiguous).

During a discussion of what makes a project complex, I drew the following diagram:



The vertical axis describes the **degree of definition of the processes** to be used on the project and the horizontal the **degree of definition of the requirements**. These are not the only factors that influence the complexity of a project; others include the size, the number of stakeholders ("agents" in chaos theory), the physical and cultural dispersion, and others. But these two are often a major influence, especially on change projects or "business re-engineering" projects that occur after a merger or acquisition.

The problem is that if we don't know what we want to achieve (vague requirements) and we don't know how to carry out the project (vague processes) we may wind up wandering around like Alice in Wonderland, looking for a Cheshire Cat.

Traditionally, "change management" uses top-down strategies for gaining "buy-in" and overcoming "resistance". These are primarily intended to *control change*, and often fail to achieve shared, long-term ownership and engagement of continuous and emergent change found in the VUCA world.

Leadership of change needs to focus both on the transformation of the work, *and also* transformation of the organization's culture. In this regard the application of VUCA' (a.k.a. VUCA Prime: Vision, Understanding, Clarity and Agility, the "antidote" to Volatility, Uncertainty, Complexity and Ambiguity) can help immensely.

Creating a shared vision, social meaning and context for change

Leadership of change should include the collaborative definition of the required changes, and the examination of the human impact(s) of the changes.

Understanding the nature of the adaptive challenges

The adaptive challenges of a project are urgent, have no precedent and often are not able to be understood through any single individual's current expertise or experience. Their solutions require combining and enlarging the skills of many stakeholders (internal *and* external) and the conversion of change anxiety into positive growth.



Embracing feedback to gain clarity about leaders and systems

Every organization has its strengths, but also its problems. Fostering change means helping an organization bring important things into view. It's about asking questions and listening to the answers. It's about addressing what is problematic and chaotic, and not just adding mechanical "solutions" to increase effectiveness or efficiency.

Learning with agility through collaborative experiments, and applying that learning

Change occurs best when people develop and try their own ideas, form their own processes for change, and continue to learn and keep making adjustments in a virtuous cycle of knowledge, action and shared discovery. Being a leader is difficult enough, but in a VUCA environment it can be almost impossible. Applying the components of VUCA' can make the job of a leader in these situations a little easier to achieve the desired result.

Bob Mittelsdorf, based in Singapore is a consultant, speaker and trainer with 30+ years of experience, Bob initially trained in architecture, holds a BSc from the University of the State of New York, an MBA from NUS and a Master's Certificate in Project Management from George Washington University.

He has helped: ABB, ARAMCO, Barclays, BP, CPF, Cisco, Honeywell, HP, Intel, Microsoft, Otis, P&G, SAP, Shell, StanChart, Sun, Volkswagen, Walmart, and many others.

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Something happened in a sleepy fishing harbour the far north of New Zealand in the summer of 1956. It drew interest from media all over the world. A dolphin named OPO had attracted people from distant lands. What was unusual about this dolphin was that he allowed people to ride on his back.

A 7 year girl from an impoverished family of 9 who lived 41 km from the Hokianga harbour where OPO played was fascinated by this news. Her dad was rebuilding his life after serving in the war. It was a hard working culture then. No holidays, just working hard. She listened every moment possible to news on the old radio in the corner of the room. (no TV then). She collected every newspaper clipping and picture and made a scrap book.



After the summer holiday she went back to school and the teacher asked if anyone had news of exciting things they'd experienced during the holidays. Because this young girl spent her summer dreaming of what it would look, feel like to ride such a big mammal. She was ready to step up and talk about this huge friendly dolphin. She spoke of having gone there, of stepping in the water, of being courageous and paddling out to the fin that was coming toward her, and how he surrounded her and nudged her, and dipped under and her up on his back. She saw the children sitting on the mat mesmerised by her morning talk.

Something happened in that school playground that day. For the first time she felt like somebody. She was followed by the kids that didn't even know she existed. They were asking about the experience in the Hokianga Harbour, she was dizzy with all the questions, and she responded so eloquently around them.

Because of the large family she came from, she thought her name was "Murray, Marlene, Zena, David, Allison, Anne, Noeleen oh whoever". A mother holding a family together had no time to look to see what child was in front of her, but that day, she knew her name. The crowd of children were intent on being her friend, wanting to share their favourite biscuit, and include her in the games.

Many years passed and that moment stayed with her, and when she met her husband to be, for some strange reason she told him of the time she rode OPO. He had a bent toward history and was fascinated by this story. When their children came along, the favourite story when she put them to bed was when she rode OPO. She had learned to cite a great story.

The day came when a family reunion was planned, and the family brought to the reunion all the old memorabilia. In the box were some old movies left by an aunt who had since passed, and driving to the reunion her daughters saw a box with a sticker printed on it of the movie - Hokianga OPO. At the time her children were around 9 and 11yrs old. They both mentioned how excited they were to see this movie so they could see the real OPO. As they drove to the destination the mother had an epiphany, and thought, "Why do my siblings not talk about this event?" She stopped the car and turned to her husband and children, and said she felt confused that no members of her family (siblings had talked about this, and just maybe she had allowed her imagination to run away with her). She asked her husband and daughters not to mention this at the reunion. She knew how her siblings would have reacted. Of course tongue in cheek they agreed that they wouldn't say a thing.

The car hardly stopped and the three doors open only to have the husband and two daughters calling the 32 family members together, to tell them the whopping great story their mother and wife had carried and shared with them for many years. It was a site to behold. Everyone laughing and jeering.

Of course she was given every dolphin paraphernalia from then on every birthday and Christmas as a strong reminder of her very vividly wild imagination. She was the brunt of the joke.

It didn't stop there. On her 50th birthday with 120 people celebrating it with her, her husband keen to keep the story alive had gone to the trouble of getting a picture of the dolphin and photo-shopped his wife's head on the girl riding him, and presented her with this framed picture. With the inscription:



**Allison Downie with OPO
Summer of 1956**

Opinoni

Why I share this story is because I was that 7 year old little girl, and what I felt on that day in the summer of 56' has remained. I have thought about it a lot, and I called it SIGNIFICANCE.

The human spirit has this cry for Significance. Everyone hungers for it. We do all sorts of things to get it. When really it's there all the time only sometimes we have to call it out in people. It's identity and value.

Until then I knew I was loved but to feel that my life meant something and I tasted it on that day at school.

I have been the recipient of many speaking awards, but none I hold so dearly as the above picture on my wall.

I am continually aware of how many people go through life without a sense that they matter. That was my 'maiden speech', and whilst it was coloured by imagination and childish excitement, more than anything it has been a great teacher to me. I am motivated by this when I speak. I remind myself of this as I go to my presentations, that I might have some part in helping someone leave the room feeling that their life is important, they are important, and possibly my message might ignite and infuse in them significance.

Allison Mooney CSP | Global Speaking Fellow of NSANZ

Allie Mooney CSP Global Speaking Fellow

It's not surprising that Inspirational International speaker Allie Mooney has been recipient of "Speaker of the Year (National Speakers Association – Auckland, New Zealand, NSANZ) award three times. As an Award winning Speaker and Author, she has won many prestigious speaking awards.

Her best-selling book "**Pressing the Right Buttons**" earned her "Author of the Year" by NSANZ and was also translated into Portuguese.

She has spoken in over 80 international events in the past five years and describes herself as a "people interpreter" and has the Midas touch in being able to 'speed read' people.

Her corporate client list is vast ... Fonterra, Westpac, Air New Zealand, IAG, Toyota, Drake International, Fletchers Master Builders Association, Pfizer NZ, Actuaries, Goodfellow Symposium, Chartered Accountants Association, Westfield Management, Direct Selling Association, Shiseido to name a few. Her clients' description: "vibrant, insightful, funny, engaging and relevant".

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If we believe the experts, most of us will have to work, at least part-time, into our mid-seventies and it's more likely than ever before, we will **not** be working in the same job or industry for all that time.

The Foundation for Young Australians in their 2017 report entitled *The New Work Smarts*, suggested that those just starting out in the workforce can expect to have 17 jobs and five career changes in their working life. If that is the case, shedding old skins and growing new ones is going to be critical to their survival.



But this is not new to me. As of 2019, I am into my sixth career and have taught dozens of others to re-invent themselves. They had either run out of other options or simply because they wanted a different kind of career or lifestyle.

I know for some the prospect of Re-Inventing appears overwhelming, particularly as we get older, yet it really boils down to just three things: the right attitude, self-awareness and a willingness to build the right skills.

1. The right attitude means being humble because you will probably have to start at the bottom again, no matter what your position was in your previous career. However, it's not where you start that matters, it's how quickly you can progress.

The right attitude also means being willing to take a risk. This is a leap into the unknown and it may not turn out to be so great – I've had two abortive starts which set me back.

That's where confidence comes in. Before you even think of making a move, make sure your self-esteem is strong. This can be tough if you've been retrenched, your business failed or you've had to leave your career because there were no jobs. Seek professional help to re-build your confidence if you need to and make it a priority.

2. Self-awareness is the next most important thing. Know your strengths; what skills do you have that can be used in your next career and what you need to build; where your passions lie and what your values are. Nobody can be successful if they are operating outside their strengths; if they don't like (or preferably love) what they are doing or it offends their sense of values.
3. And lastly, you need to be willing to build new skills no matter what your age. I had someone recently tell me he was probably too old at 46. I had to explain to him at 46 he is only half way through his working life with at least two more careers to go. Going back to school is probably something he is going to have to do if he wants to lead a rich and rewarding life.

But not all new skills require formal study. Some of the most useful skills I've learnt for re-inventing myself, I've learnt on the job or from my mentors. Skills like goal setting; how to develop and maintain a network; building credibility; creating the right persona; interview skills and perhaps most importantly, focus and resilience.

Resilience is not to be under-estimated. It doesn't mean never feeling let down or depressed by circumstances. What it does mean is learning how to bounce back and maintain your optimism in the face of obstacles, mistakes, disappointments, rejection, loss and failure.

I think of it like a muscle: the more it is exercised, the stronger it becomes.

Have fun creating the new you!

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How would you like to reduce stress and increase your happiness tenfold?

It can be done however let's take a good look at what stress can do to any of us because **it's not just in your head!**

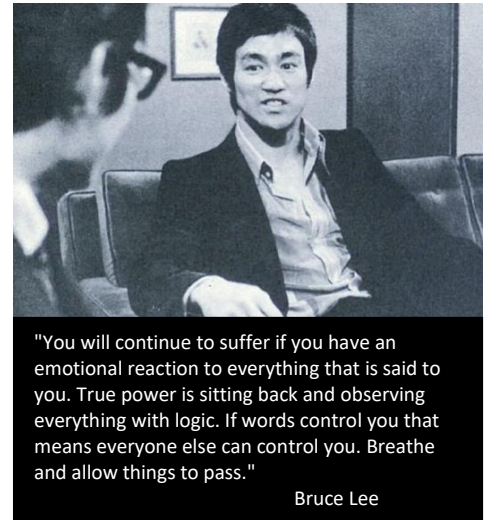
Stress switches on our adrenals, in turn releasing cortisol and adrenaline. Both of these hormones put our body into a state of fight or flight.

If you were being chased by a tiger this is exactly what you want however our modern "tigers" don't generally place us in immediate physical danger and life threatening situations.

Today's modern "tigers" have us sitting behind a desk, commuting in our cars, SUV's or public transport on congested roads or freeways to do jobs that we don't like to 'pay the bills'.

These "tigers" are situations our bodies were never designed for.

In normal circumstances many of us will have stressful moments that happen and once that moment has passed, we can move on. It's when we can't move forward or can't switch off the 'fight or flight' mode that these experiences can turn into chronic stress.



Early Warning Signs

Chronic stress can mask itself as something else however it does leave warning signs as a lowered immune response, increased blood pressure or heart rate, muscle tension, inflammation, water retention, headaches, heightened awareness, over thinking or analysing and losing the ability to cope with daily issues.

Another critical symptom is the lack of restful sleeping patterns. If we don't get quality sleep, our bodies won't be able to heal and repair itself. This can lead to life-threatening illnesses like cancer, heart attacks, kidney disease, Alzheimer's, premature aging and prone to more accidents at work or at home.

Major stress could be any sort of physical or emotional trauma, illness or infection. Emotional trauma can be caused by a job loss, infidelity, divorce and death of a friend, family member or pet or moving home or city.

Stress is cumulative, therefore we must find ways and means to release stress on a regular basis. Stress can also stem from major life events that may have happened years before. For example I know in my own life, there was a lot of stress in our family growing up as the daughter of an alcoholic father.

In many cases you may not even be aware of or recall an event in your life that had caused a major stress reaction to your body or mind. Stress can also be highly contagious. Just by observing someone or something stressful in life, on TV or the internet you can display symptoms known as *empathic stress*.

The opposite is also true in that happiness can also be contagious!

Here are some tips and methods I have tested to help reduce stress:

1. Spend less time with stressful people who have tendencies towards self-destructive behaviour
2. Hiking in a forest or walks along the beach or ocean
3. Early morning or late afternoon time in the sun
4. Watch a good movie or comedy with a friend
5. A well-deserved massage or facial
6. Cycling in nature or near parks
7. Swimming or spa sessions
8. Acupuncture
9. Meditation
10. Yoga



With reference to point one, here is a quote by John Hunter 1728 – 1793, an English Physician who suffered from angina – **"My life is in the hands of any rascal who chooses to annoy me"**.

Humans do not like Change

I'm a big coffee drinker and have learnt that coffee wreaks havoc on our stress hormones depleting energy. It can also have devastating effects on our gut, microbiome and digestive health so there are plenty of reasons I need to wean myself off coffee and choose alternatives.



There are many coffee substitutes to choose from and supplements that actually support the nervous system. Two of these are dandelion tea and Yerba Mate. Some supplements are vitamin B12 and lion's mane mushroom extract which helps rebuild the nervous system.

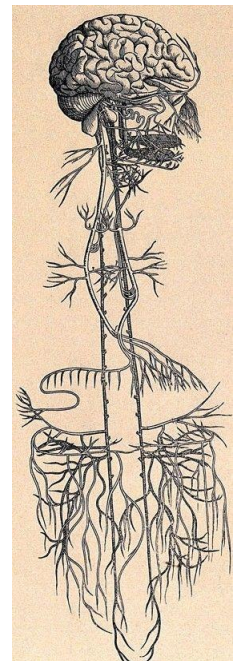
I'm not a huge fan of meditation because I struggle to sit still! But I do recognise the huge benefits it offers. Here's a very short meditation programme that I thought I would share that's very doable for anyone called **One-Moment Meditation** and here's the link to the website <https://onemomentcompany.com/app/> to download a cool app on your phone to meditate wherever or whenever.

Final Points

Sympathetic and Parasympathetic nervous systems are both part of the autonomic nervous system. These systems are responsible for our stress response. If you're interested to learn more on this fascinating topic here's an article to review - <https://zenfounder.com/managing-stress/hacking-the-system-what-you-need-to-know-about-the-vagus-nerve/>

Good Merits Enhance Dopamine

Many people also practice altruism through showing gratitude. You can do the same by sending out messages of appreciation and small gifts (chocolate is always acceptable!) to people who have supported you in some form or another. Showing gratitude helps you to realise there is actually a lot to be thankful for and to be aware of all the support receive.



Vagus Nerve

I trust I've made you more aware of ways to reduce your stress zones and increase your happiness levels tenfold by committing to putting yourself first on your own **TO DO** list.

By embracing some of these points each week during 2019, you will increase your happiness and energy levels.

In summary, learn to breathe deeply, let go and let stress wash out of you like a waterfall so you can do more for yourself, your family, friends, in business and enjoy doing more of the things you love.

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Once upon a time in a galaxy far, far away – all right, it was Sydney, Australia, just a few short decades ago – I had the enormous privilege of friendship with a visionary business leader.

He had begun his business career selling life insurance. No, don't stop reading. This is a story worth knowing, I promise you.

He occasionally shared his early challenges. His wife's uncle had been extremely successful and assured him that he too could do as well. He was young – barely 20. At that time, the insurance companies did not want to hire anyone that age. Obviously he was inexperienced. But he was keen. Newly married to his only sweetheart, he wanted to do his best to excel and provide well for his family. (Years later I saw a metal plaque screwed to the underside of his desk, which read "I can and I will". It took me a long time to find out its history.)



One company was willing to take him on. He did his initial training, as required, and was sent out to door knock. If you've never done that, you haven't really earned the right to be successful in business, in my opinion. Challenge me if you dare.

He hated it. At the end of the first day, he rang his wife and said, "I will never do that again. I have to find a better way." And he did. By the time I met him he had become the youngest ever million-dollar salesperson, and the fastest ever. So of course they took him out of the field and made him a Sales Manager! Not his best role. More on that to come ...

After a short desk-bound stint – which he also hated - he left his job and started his own insurance brokerage, covering life and general insurance. It gave him the chance to find the very best in the market, and offer it to his prospective clients. I had previously refused an invitation to join him! (What! Me sell life insurance!!! You're joking!!) But a ghastly accident with boiling oil tipped all over me, saw me resign from my national sales management role with a large corporation and accept his invitation to help him grow his fledgling business.

When I saw his sales records I was flabbergasted; he had a 95% closing rate. You will know how impossible everyone in life insurance would see that! But it was true. Now he wanted to recruit and grow his team, but found himself unable to find the people who matched his values and his level of commitment to success. He was also unable to teach others how he achieved that incredible percentage of sales success – because he was completely 'unconsciously competent'. He did what came naturally to him, and did so without any deliberation or any manipulation. It became my role to observe and document his process, to discover his 'model' so that we could hire and teach others. Here's some of what I found:

- He never lied. Or exaggerated. He said it was not because he was a 'goodie-good' but because he had an appalling memory, so he'd be caught out if he tried. I think it had a lot to do with his upbringing and his fearlessness. He dealt with reality. And respect.
- He simply listened intently and was willing to allow his prospective clients to have their way, not his. When he did that, they were willing to listen to his suggestions, and the rest was easy. No 'overcoming objections' for him.
- He never tried to sell anything to anybody who did not need it. He was known for saying 'you don't need what I have right now – but we'll stay in touch and I'll come and see you when things change'. So he was trusted. And referred continually, spontaneously and genuinely.
- His follow-through was meticulous. It was part of his code of respect. Records were perfectly kept, as were the promises he made.

We began to recruit Consultants from a specific environment where integrity was an essential byword. We hired for attitude and intelligence, which we assessed carefully, and we taught skills. I had the joy of seeing my trainees become almost as successful as him (no-one else ever hit 95% averages, but 80-85% was standard.) Gradually his business grew, offices were opened interstate and then internationally. I left the firm to join my

partner in another city, but had the joy of seeing his business go from success to success, by any measure. A couple of years later, the business sold for a very handsome 8 figures.

Many of us are still in touch, sharing as we did a fabulous team environment and an extraordinary growth experience. All have gone on to further success in various fields. Tragically, the *See-Through Salesperson* lost his life in an accident way too soon.

Here is why I share that story:

1. I learned from him, that selling is easy when it is done with a spirit of service. Throughout my life since, I have shared – with his approval – the bones of his sales process. My version of it is called the BEST Selling System. Contact me if you'd like to know more.
2. So many people say they can't sell. I've proven that anyone can be an excellent salesperson; what matters is their intent and integrity, and the system they use. The BEST System works because it is completely service focused, totally transparent (as he was) and trust building. Some of the BEST salespeople I have helped have been extreme introverts. It's actually often easier for them because they demonstrate their commitment so well; we extroverts can easily come on too strong, and that can create distrust. We can all sell. And we must.
3. I believe all babies are born salespeople, and we sometimes learn as we grow up that's not OK. We are taught negative beliefs, fear and the need to please. Those conditions can make it difficult for us, unless we are willing to release them.
4. Your success in sales – whatever your business or role – is critical. For you, obviously. No business or leadership role can succeed unless you are good at influencing with integrity. And for your organisation and your community. Absolutely nothing happens for the common good until somebody sells something. Whether it is buyer or seller driven. No revenue, no taxes. No civilised infrastructure – hospitals, roads, education etc.
5. Everyone is required to be a salesperson – of their ideas, their capabilities, their morality, their inspiration – as well as of their product or service.
6. In an era of continuous frantic communication and promotion, what shines through is simple direct truth. See-through transparent truth. The Ring of Truth is a thing ... its tone resonates with integrity. You cannot 'try' for it nor do anything to display it. Just be your truth and look for the people you can be of the most service to. Offer to serve them, if you can. Offer to leave them alone, if they prefer. Release all fear. What is left is love. Your market will feel that and seek you out. Believe me, I am speaking from experience.

Please ensure you are on the right path for Staggering Success. The world is hungry for the treasure which is yours alone to give. The *See-Through Salesperson* is no longer with us, but his lessons live on. If you believe in what you have to offer, I beg you to take them into your life's work.



Paul Terry Window

Catherine Palin-Brinkworth M.AppSci (Social Ecology), CSP, Global Speaking Fellow

Catherine is an in-demand international speaker, leadership mentor and business growth strategist. She has spoken on platforms in 14 countries, and has trained and mentored many thousands of emerging leaders and business owners. To contact Catherine about her service packages, programmes and availability to speak at your event, from outside Australia call **+61 419 221 916** and within Australia **0419 221 916** or email manager@progressperformance.com.



Have you noticed how you respond to customers (or anyone you engage with) who takes the time to genuinely express gratitude to you? Or when you see that they can see your perspective, that they're aware and appreciative of your efforts? We're lifted by this, and look for other ways to make their day again. Of course we know this, but the basics are often worth revisiting.

"Noticing" is ironically, an often unnoticed and undervalued word and activity. What if we actually **noticed more** - how we respond, how others respond to what's around us, and what's going on around us, and within us. Taking a moment to notice is raising awareness - which has countless benefits, personally and professionally. What if we raise awareness of what's working? We can focus on it and continue improving. What if we notice what's not working? We can let it go or change it, and create or continue positive momentum. And we can create more positive connections with others, helping more people and making a bigger difference in the world.



My friend and colleague Rob Salisbury, (creator of this e-book) is a frequent flyer who loves connecting with people as he travels through life (including many airports). As I was writing Book 2 of the **DO Talk To Strangers** series, the **Travel Toolkit**, he mentioned to me that he has noticed an increase in the quality of service he receives including many upgrades, over a number of years since he *"started to 'pay more attention' to the senior crew and attendants or hotel team while travelling overseas and domestically."*

People in service industries encounter some less-than-pleasant customers, so when Rob - or any one of us - treats them with respect and appreciation, they're more likely to be kind and generous. Rob says this increase, *"... has been a unique combination of awareness with appreciation ..."* and he conveys this with sincerity. At times they need to upgrade someone because a flight or hotel is overbooked, so imagine if you were arranging seating or rooms - what kind of person would you offer a better option to?

Rob lights up the faces of the people he engages with in transit as he does from stage in conferences. I referred to this kind of attitude in the first **DO Talk To Strangers** book as "being a good customer". We don't simply deliver good customer service when our business is in action, we choose to #BeAGoodCustomer whenever we interact with humanity. The attitude of 'customer service' can be taken anywhere. It's simply 'serving others'.

Quality connections with others begins with awareness - of ourselves and others - and when we show up with a readiness to look for, to notice with appreciation, we make a positive difference, one our world needs. Rob put it so beautifully "a unique combination of awareness with appreciation". The unique piece is what YOU bring to the interaction. When you're being yourself, self-aware and paying attention to others also, with an attitude of gratitude and expressing appreciation, you're a force for good.

Let's inspire a more connected, compassionate, collaborative world in 2019.

Cheering you on,
Kerrie

Kerrie Phipps is a leadership coach and speaker whose passion is connecting and empowering difference-makers and leaders. Author and co-author of numerous books including **DO Talk To Strangers: How to Connect With Anyone, Anywhere**, she has been coaching, mentoring and presenting for leaders and teams across Asia-Pacific for over 20 years. Want Kerrie inspiring and equipping your part of the world, on stage or online? Contact: +61 409 982 342 | kp@kerriephipps.com | www.kerriephipps.com



Have you ever found yourself in a conversation with a fellow traveller - because of a simple comment or brief connection - that unlocks insight, introduces you to a new culture, a new group of people or fresh ideas?

In a tiny lane in Siem Reap, Cambodia, my husband and I discover a line of people from various cultures - locals, expatriates and wandering wide-eyed tourists - waiting in a buzz of anticipation for a quality espresso, gelato, or possibly the best espresso-martini they've ever had.

There are return customers at the Gelato & Coffee Lab of course, and on our third or fourth visit in two days we're really settling in as "regulars" and enjoying observing, or participating in simple, enthusiastic conversations beginning with comments such as "Ooh - is that the dark chocolate one?" "No it's the 80% chocolate with hazelnuts. Incredible" or "Have you tried the Passionfruit or the Mango?" On our first visit we learned not only about the great coffee from a regular customer - a pilot from Slovenia - but the benefits of living in or visiting his home country and I'm inspired to add Slovenia to my upcoming #DoTalkToStrangers #EuropeTour.



24 hours later we find ourselves in conversation with Philippe from Belgium, (now based in Phnom Penh) who comments on recent renovations in the store. Not only does Philippe add Belgium to my itinerary, he shares with me how he loves traveling and feels it's very important. As a young student he travelled alone around Portugal to improve the language he'd been learning and said *"when you're traveling alone you're reaching out, talking to strangers, which is never boring. Every day is a new situation and when you're open to them, it's really amazing."*

He was then hooked on traveling on his motorbike and meeting people (from Belgium to Cambodia, via Australia), spending the following 7 years exploring the world. He shared how it was "so enriching and amazing!" I asked Philippe, *"How do you see the world differently now that you've experienced so many cultures?"* His face lit up even further as he shared, *"I just discovered the beauty of the world and the beauty of people. You expand your mind, you become more tolerant I guess, more open-minded" (as he motions openness from his chest) "so that helps a lot in the regular life afterwards, because now my life is very nice, but it's not the adventurous life I had before ... and this is what happened here, we were strangers in the Gelato place and we started talking to each other just because we like other people - this is what brought us together."*

We are surrounded by different cultures almost anywhere we go and we have a world of opportunities awaiting us if we'll put our phones down and take a step towards learning more. If you're hesitant to talk to strangers, a small start might be writing a few notes to yourself about your intention to connect. Or stop for a little conversation with someone you deal with on a regular basis, such as a shop assistant or clerk who might have grown up in a different culture. Even a smile and wave as you go for a morning or evening walk is a great way to begin. If you're travelling, perhaps it's an offer to help a fellow passenger who's struggling with their luggage or to move your own across a little to give them some space. Being open to connect can expand your understanding, increase your empathy and knowledge of the world, helps you make positive change in your own life and the lives of many others. Say hello to someone new today!



Kerrie Phipps is a leadership coach and speaker whose passion is connecting and empowering difference-makers and leaders. Author and co-author of over 10 books including **DO Talk to Strangers: How to Connect with Anyone, Anywhere**, she has been coaching, mentoring and presenting for leaders and teams across Asia-Pacific for over 20 years. Want Kerrie inspiring and equipping your part of the world, on stage or online?

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The birth of a new year is often the time for reflection and strategic planning. It is the time when we look back at the year we've had and start planning for the year to come with hopes and dreams of making it better.

A foundational block for success is preparation, and if you genuinely want to make the year ahead your best one yet, you must equip yourself with the right mindset, principles, and focus to succeed. This goes beyond just **being** successful but also **feeling** successful at the same time. Yes, there is a difference between the two.

The definition of success, as stated in the Oxford Dictionary, is the '*accomplishment of an aim or purpose*'. Though success is often linked to the attainment of fame, wealth, or social status, being successful simply means to attain the goal you've set out to achieve. **The more goals you achieve, the more successful you become.**

While achieving your goals makes you successful by definition, it does not necessarily mean it will lead you to feel successful. The *feeling of success* is an emotional state of mind, and like any emotion, it requires the right triggers for the desired emotion to surface. What makes you happy may not make the person beside you happy and vice-versa. This same principle applies to the emotion of success. **Unless your goals trigger the feeling of success from within, you may just find yourself in the spot many others find themselves in; They're seen to be successful, but don't feel successful.** And this eventually leads to feeling unhappy or even depressed in some cases.

So what can you do to ensure you have an amazing year ahead, where you're both being and feeling successful?

1. Be crystal clear over what you want to achieve.

Get into the habit of setting goals. After all, how can you get to where you want to be if you have no idea as to where you're going, right? However, the mistake most people make when it comes to goal setting is not investing the time to discover the underlying drivers and motives behind each goal.

Ask yourselves these three questions for each goal that you set.

i. "Why did I set the goal?"

This question helps you realise the motivation behind the goal. Examine if your goal is to move away from pain or to move towards pleasure; if your goal is self-initiated or derived from others; and if your goal is self-sustainable or requires the help of others. Having this clarity will allow you to keep the motivation going during times of challenge and hardship.

ii. "Is this a goal that I want to achieve or think I have to achieve?"

One of the reasons why people who successfully achieve their goals don't feel successful is because they're achieving the goals that they think they **had** to achieve instead of the ones they really **want** to achieve. These usually are goals that are set based on either self or external expectations.

Here are some typical statements that lead to '*expectation based*' goals:

- "I've been in this role for 5 years, and therefore I should get a promotion."
- "You must scale up your business if you want to succeed."
- "Why don't you have children? You've been married for a while now."
- "All my friends are investing in cryptocurrencies. I think I should too."
- "I was from an elite school, and therefore my children should go to elite schools too."

Remember, the best goals are ones that you really want to achieve for yourself and are tied to positive reasons such as growth and fulfilment. Goals that are based on expectations often only lead to disappointment.

iii. "Does my goal have clear, tangible markers for completion?"

How will you know if you've accomplished your goal? Are there clear indications for completion set in place? Will you be able to tell how close or far away you are from achieving it? Does the thought of attaining your goal excite you?

Treat the journey of achieving your goal like running a marathon. Every marathon runner knows the importance of knowing the distance of the run beforehand, the impact the mile markers carry for motivation, and the joy of seeing the finish line in sight.

2. Plan for Growth

Life is made up of many different areas; Career, relationships, health, finances, time, and emotions. Ask yourself, which of these areas feel stagnant and could use an injection of measurable growth?

What most people don't realise is that stagnancy is a source for unhappiness. Someone who earns a million dollars in revenue will likely be delighted for the first few years. But if this person continues to only earn the same amount year in year out, the lack of revenue growth will trigger unhappiness. Relationships are another example. Most relationships start off on a high note but slowly fade into the territory where a lot of things get taken for granted. It is this lack of growth that kills most relationships.

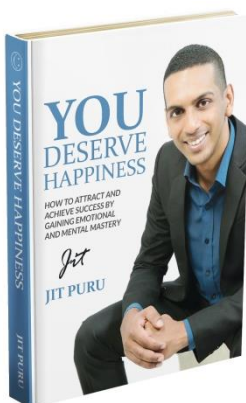
Therefore, ensure you plan for growth in your life. Small measurable growth that improves your quality of life is all it takes to sustain the feeling of joy and fulfilment.



3. Focus your thoughts on kindness, compassion, and gratitude, instead of expectations, envy, and resentment

Want to know the formula to create a truly *miserable* life? It's simple - merely make it a habit to focus on expectations, envy, and resentment, instead of kindness, compassion, and gratitude. What we focus on will determine our reality, so let's decide on creating a beautiful life by choosing to focus on all that is good around us. Be kind to others and lend someone in need a helping hand. Be thankful for what we have while we are striving for growth. And be the beacon of hope and excellence for others to model.

Here is to an awesome 2019 ahead and wishing you all the joy and success in the world.



Jit Puru is a Professional Conference Speaker who is known to own the stage and mesmerise audiences with his keynotes on success, leadership and personal mastery. He is the author of the book ***You Deserve Happiness: How To Attract And Achieve Success By Gaining Emotional And Mental Mastery*** which has sold more than 1000 copies to date. Jit is also the founder of ***Ideas & Inspiration***, a free community initiative where carefully selected thought leaders take stage to share inspiring and thought provoking talks on positive change to an audience of curious souls.



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Most of us humans tend to take things for granted, especially our safety, health and relationships. Our life is usually rushed, always seeking something materialistic, intellectual or spiritual, one after the other! Not to blame anyone, life is such these days!

But what about when something shows you that whatever you think is yours doesn't belong to you - your wealth, name and fame? What about when you realize that all that is worth in this lifetime is humanity and love for each other?

The 15th of August 2018 would have passed off as yet another rainy monsoon day in Kerala in the south western Malabar Coast of India. It was the last day of our trip to my hometown and little did we realize that it was going to be a fateful day!

Mid-day we got news that the nearby airport was shutting down due to flooding on the runway. Though disappointed when our flight back to Singapore was cancelled, it did not strike us as a warning of potential floods in the area. It was only late evening when water started gushing in front of our gates that we sensed danger! But by the time we came to terms with what was happening it was too late to evacuate. So, my husband, two young kids, my parents and my grandparents moved to the top storey of our two-storied house and waited the night out.

By mid-night our ground floor was fully flooded and the power went off which made it a dark, cold and terrifying night! In the early hours of the next morning we started dialling rescue efforts and realized that due to the overwhelming number of calls, they may take time to get to us. My husband and I decided to brave the floods in order to get to the rescue team sooner and send rescue boats to get the rest of our family out.

We waded through the cold, waist-deep flood waters one step at a time, and a few minutes later, we met some rescue workers, mostly civilians. I cannot tell you the relief I felt seeing other humans who were out for rescue work while risking their own safety. Thankfully we were able to safely make it to a friend's home, as well as get our whole family and neighbours rescued in time!

The devastation and trauma that the floods brought to Kerala was huge. However, the floods also brought in fresh new perspectives towards life for us.

Life Lessons

First, nature is the ultimate equalizer, as everyone, irrespective of wealth, power, gender or age, is equally vulnerable to the forces of nature.

Second, what we actually consider valuable and precious at the moment can be taken away in no time and the only priceless things we have in reality are our relationships.

Third, humanity is not only the ultimate virtue to possess but also extremely important for the survival of our species, as our experience showed us. It is not the fight for limited resources that helps us live through adversities, but mutual care and support to share and live with whatever is remaining and available.

Dr Lakshmi Ramachandran, PhD in Cell & Molecular Biology (SUNY Buffalo, USA) is an active proponent of female participation in science. Besides Science, Lakshmi is passionate about sharing her experiences through speaking and through her inspirational blog lakshmiramachandran.com. Contact Lakshmi Ramachandran - mail.lakshmir@gmail.com for Key Note talks on Science Communication, career re-launch, advancement, recruiting, retaining female talents and bouncing back from setbacks.



ANNE RICHES Sorry Mum, the Veiled Mental Anguish in Change

She never forgave me. I left her at the departure gate, headed excitedly towards a new country, a new life. My mother was distraught, yet I only had eyes on the future. I never looked back. I didn't wave. I didn't see, or look, beneath the surface of her encouraging words, her extra-long hug.

It was 1972. Pre-internet, pre-ubiquitous global travel; the days of flimsy blue aerogrammes and pre-booking international phone calls home on Christmas Day connected by the operator (yes, really). In my exhilaration at the prospect of a new life, I didn't think about the impact of my decision to change on others.



Someone always gets hurt by change.

Unwittingly or uncaringly, even with the best intentions, when we roll out change, somewhere we create pain for what is lost; hurt for the perceived lack of appreciation and fear of an uncertain future.

When we don't prepare for the emotional experiences that lie just beneath the surface of the brave facade, unspoken worries, low whispers in corridors, loud outbursts in meetings, unexpected absences and joyless faces, our change will be a limited imitation of its intent.

You know that. But what many don't know is that these 'beneath the surface' realities may also trigger mental anguish. Not only acute stress also conditions such as anxiety or depression.



There are many complex factors in poor mental health. Most you cannot influence. But some you can, according to the evidence. The way you implement change and your behaviour as a leader are high on the list.

When we go to work today, we go to change.

Evolution or transformation doesn't stop. Every day employees are impacted by a new initiative. Even if they are not the direct target, they feel the ripple effects, something not always considered and planned for.

And while the 'human side of change' (which means different things to different people) is accepted as critical to successful change, specifically addressing psychological well-being as a key component of change is not.

'Well-being' is the flavour of the month but is it just a fad?

There is a wave of resilience training at the moment. It's the hot topic. There is an increase in mental health programs and other initiatives to increase awareness of this still stigmatised condition that 20% of us are experiencing right now and almost half of us will experience in our lifetimes. But I fear it will be another 'tick-a-box' fad.

For rarely is 'well-being' contextualised into the everyday reality of organisational change, as I believe it must be, so that it sticks. People are used to change. We're actually really good at it, provided we can have a voice, express a view; talk about how to do it better or why an approach won't work. But to do this requires psychological safety in the workplace modelled by leaders and backed up in every aspect of the organisation's functioning.

A better approach

I don't see this leadership yet. Far from it, instead I see leaders unaware of the impact of change on employee mental health. Resilience training programs and mental health awareness programs are important but they speak generally to the symptoms not the trigger.

The more progressive, strategic and cost-effective approach is where leaders prioritise the design, implementation and leadership of change to minimise the impact on the mental wellbeing of their people. This will not only minimise the risk and costs of ongoing change and reduce emotional distress but more profoundly, build trust, the basis of psychological safety.

And in the end, in our new world of work, of mobile talent, almost no loyalty to organisations, of chaotic leadership in governments, of Royal Commissions exposing breaches of trust, ethics and mental anguish; a world which is heading towards the daunting yet exciting rapidly and endlessly changing future of robotics and AI, there are increasing numbers of people with mood disorders and of suicides.

What can leaders do? They can be open to change themselves and continue to build their own leadership and change capabilities. My 5C model points the way.

And they can implement change in a way that builds trust by incorporating strategies that are designed to look beneath the surface of the majority of your people's responses, the human experiences of change.

Because it's what you can't see that matters most.

So, will you look deeper?

Are you strategically wise and courageous enough to be leading edge in the way you lead change? To take a holistic view of the impact of your vision and purpose on the people who can make those aspirations a reality? If you are, let's explore partnering together to get the results you want and minimise human distress, reduced productivity and increased costs during change.

I wish I'd known about the true human cost of change in 1972. I didn't consider how my decision would impact others, especially you. We didn't talk about that. I'm sorry Mum.



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Anne Riches CSP is The Change Primer.

Anne's presentations and facilitations give leaders tools to prepare and manage what's beneath the surface: the human experiences of change and that will make or break your plans.

Anne partners with organisations to navigate confidently the uncertain and often unfathomable combination of change, leadership and mental well-being.

Speakers get nervous. It's only natural. For most people, it is an opportunity on an important stage to make a good impression or not! Sympathetic supporters try to help with what they think is good advice. Sometimes it is; but often it's not. In fact, some of the worst advice I've ever heard has been given to speakers by friends, family and colleagues.

Don't be nervous ... you'll be great. When has telling people not to be nervous made them less nervous? It's like telling someone not to feel hot. You cannot just switch these sensations on and off. And telling someone suffering stage fright that they will be great is unhelpful or simply unheard. It's terrible advice because most people are already telling themselves, "I should not be so nervous".



It simply reinforces their feeling of wrongness. Not only are they feeling nervous; they're feeling guilty for feeling that way! What a sure-fire way to erode self-confidence.

Instead, they should be told that nervousness is normal. Some of the world's most famous performers still get debilitating performance anxiety. Once they accept the fact that this is just the body's natural reaction to a high-stress scenario, they can look at ways to mitigate the effects. This might be slow deep breathing, stepping out their presentation (metaphorically and/or literally), listening to their favourite music – it's very individual.

Calm down. Same as "Don't be nervous", wasted words ... instead, recognise the adrenalin rush and help turn it from a negative energy to a positive excitement by reassuring them how much the audience is looking forward to their presentation.

Keep changing your presentation so it will always be interesting for you

Compare your speech to a tour. You are the tour guide, the venues you visit constitute your content and your audience is the tour group. Imagine you are a tourist in that group and the guide says, "Welcome to X. This is the first time I've been here. The other places get pretty boring after a while".

Your interest and satisfaction must be based on your ability to interest the audience, not to interest yourself. And to give your audience the most interesting experience, you need to know your content well – especially your key phrases, facts and stories.

Instead they should be told, "You've done this before, so you know what works. Just give them that".

Imagine them naked. This one has been around for eons. And it's always been silly advice. The likely result is that you will find it distracting or disturbing!

Instead the advice should be to locate two or three people in the audience (ideally seated in different areas) who seem interested. Make eye contact with these people. Ignore those with negative body language. In a room of 20 or more there will always be someone who doesn't want to be there (unless you are a celebrity!) They are not your problem. Just focus on the ones who do want to be there.

Everything you say must be new to them. This creates a mindset where a speaker feels guilt if they say something that audience members have heard before. They then apologetically introduce their content with lines like:

"I'm sorry if you've heard this before ..."

"You may have already seen this; and, if so, I apologise."

Instead they should be told, "It doesn't matter if some of them may have heard of it before. Many won't have and you'll be using it in your own original context." The reality is, there is no way you can know all that audience members have heard before, so setting yourself an 'originality test' like this is absurd.

Speakers remember: all advice is well-intentioned; but that doesn't make it good. And if you're trying to assist a speaker; be wise with your advice.

"Habit 5: Seek First to Understand, then to be Understood"

Dr Stephen Covey

7 Habits of Highly Effective People



Kevin Ryan CSP is a conference speaker, workshop leader, coach and author. A former National President of the National Speakers Association of Australia, now Professional Speakers Australia (PSA), and Kevin has thirty years' experience as a corporate trainer and fifteen years' experience as a professional speaker. He regularly speaks at conferences and seminars across Australia, New Zealand in the areas of sales, communication skills, negotiation skills and humour in business.

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The key for you to achieve a higher income is to consistently deliver measurable results to your employer, clients, business relations, social media circles and key networks.

By understanding the true needs, wants and desires of your boss, customers, colleagues and contacts, you can generate endless opportunities in business as a service, sales and information provider. Yes, you can achieve more and easier by adopting strategies that high achievers use to boost their performance and income to super star status.

To be amongst the top leaders in any expertise, it's critical to have high standards of conduct, develop great communication skills and understand the competencies of your trade and complexities of your industry.

The following tips and strategies can help you build your effectiveness and results to enjoy one of your best earning years ever.

Secret 1: Personal effectiveness is the key to higher earnings

When I ask top professionals in management and leadership roles what their core motivators are, they often say it's their high standards that drive them forward to succeed. Upon further research, these achievers have learnt the pitfalls and challenges that keep average people staying average. This is why top people do the opposite of low performers.

They focus on '*dollar productive activities*' to leverage their time that generates massive results in business to earn a high income. I refer to these top individuals as '**Performance Champions**'. They possess an internal DNA and code of habits that is often missed when first meeting them.

Become part of the 1% group in your company and industry

Next time you are travelling through your neighbourhood or area, take a good look at the new houses or buildings along your journey. Each of these structures required a solid plan and foundation to last the test of time as an asset to the owner.

Similarly, you need a solid foundation to achieve a higher income. By mastering key performance strategies, working wisely and understanding the needs or desires of your boss, customers and contacts, you can generate an endless revenue stream as a personal services provider to your close network of key contacts.

So, what success habits do you need to integrate into your life to become one of the top 1% in your company or industry? While the potential of high earnings is a motivator and incentive for many, it's not the core driver for everyone.

Identified drivers and **motivators** of high performance leaders and teams are:

- Personal and professional fulfilment.
- A sense of security and satisfaction.
- Achievement and recognition of work.
- Acceptance from peers and leaders.
- Love from family, community or colleagues.
- Higher earnings potential or role advancement

Identifiable **de-motivators** or disincentives can be:

- A loss of security or credit.
- The fear of failing or losing.
- Non-acceptance by peers or community
- Low income potential or job satisfaction
- Inability to progress in a team or grow in a company

What is it that fires you up about your job or career and conversely, what areas are de-motivational and prevent you from gaining the results you desire? Success in our career and job choices is in understanding what you can do for your company or your customer, not what the customer or company can do for you.

Secret 2: Adopt high performance habits to gain more business

The quickest way to improve in business is to grasp the knowledge and competencies of those who are already in the top positions or roles that you desire. By modelling the behaviour, activities and habits of those who have achieved outcomes you are seeking, you can create exponential results in a short amount of time. Many of the great business, political and sporting successes were failures at the beginning of their careers.

A great example of this is Ray Kroc who at the age of 52, became the force behind the mid 1950's expansion of McDonalds restaurant franchises across America and into international markets ... by the time he died his net worth was estimated to be US \$600 million.

Another example is Harland Sanders who at the age of 50, started selling chicken out of his car across mid-western America with his unique KFC recipe. His eleven herbs and spices recipe is what helped build over 20,000 Kentucky Fried Chicken outlets by 2018 in over 130 countries.

Ray and Harland turned their failures into successes. They learned their competitor's secrets (*and weaknesses*) to help achieve better results. They sought answers to their questions and went to work relentlessly applying them to their role, trade, craft and industry.

Secret 3: Add in discipline, focus and commitment

Professional athletes in every sport understand the concept of 'spring training'. To get ready for a new season, they go 'back to the basics' in their field of expertise which takes massive amounts of discipline and commitment. If we review the players on teams that have won national or world championships in rugby, football, baseball, Olympics and soccer world cups, it's unlikely few were born 'lucky'.

For example, six-time National Basketball Association (NBA) champion (and first NBA billionaire) Michael Jordan of Chicago Bulls fame and five-time NBA retired champion Kobe Bryant of the Los Angeles Lakers are known by millions of fans for the discipline, work ethic and skill they brought to their basketball craft.

Michael and Kobe were paid tens of millions of dollars each year to do what others on television and at live NBA games considered 'impossible'. It took years for these superstars to make it look easy, especially during high pressure games like playoffs and championships when total focus was required.

Yes, Michael and Kobe had talent at a youthful age yet it was their mindset and drive at an early age that set them apart in developing their skills. Working with top trainers and guidance from experienced coaches, they took their dedication and commitment to super star level and into the NBA Hall of Fame as champions.

Willingness to learn, change and adapt during difficult times

People who have achieved extraordinary goals are often ordinary people who applied a bit 'extra' to get the job done. If you want to be in the top 1 to 3% of any field, it's critical to go well beyond what's expected of you and keep enhancing your skills along the journey.

This is crucial when there are economic or market fluctuations. We must be willing to go back to the basics of our trade or profession to be fresh and up on the latest trends.

The willingness to learn, change and adapt in difficult times can be harder during good times, yet it's this sharpening of the mind and body that keeps champions at the top their company and industry.

If you embrace one of these secrets, your journey in the years ahead will be a better experience. If you can adopt all three of these secrets into your daily routines, you will find yourself in the top 1% of your company and in time, the top 3% of your trade or industry.



Rob Salisbury B. Com., CSP: As a global speaker, sales trainer, event host, MC and workshop facilitator, Rob has been engaged over 2300 times in 55 cities across 25 countries by 550 U.S., Australian, SE Asian and European firms with dozens and dozens of LinkedIn recommendations from clients and industry colleagues.

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Flashback: After the Olympic Games in Sydney Australia had concluded in October 2000, I hosted a year end party for clients, colleagues and close friends to close out and celebrate that year.

The initial list of contacts to invite to the party in the greater Sydney metro area grew from a few dozen to over 120. In going through my yearly planner, emails and business cards, the list had grown to include people in Canberra, Brisbane, Melbourne, Perth and New Zealand.

Back then, we didn't have the luxury of social media sites like Facebook, LinkedIn or mobile phones with the SMS or message service capabilities like today. It was a bit 'old school' to phone people, send invites in the mail or via email (if they had one) in which many people had fax machines at their work or home office.

Within a week or so of my invites going out, over 70% of the invites came back with a YES. With about 25 % unable to make it due to travel or other family / business gatherings, the rest said they would be there and were happy to contribute to my simple request in the 'PS' area within the BBQ / Boat Cruise invitation.

Our double deck boat with approximately 90 clients, colleagues, friends and crew set out for a late afternoon December cruise. The year 2000 had been a good one for speaking, training, hosting events and consulting with core clients thus it was time to celebrate.

Once on board, guests enjoyed free food, beverages, alcohol, music, games, door prizes, sets of binoculars to view the houses along the shoreline while networking

An amazing experience on the harbour was enjoyed, however it was what occurred just before we left the dock as the Captain shared his 'safety chat' and I thanked everyone for being on time to leave.

You see, the 'PS' at the bottom of the invitation had an acceptance clause to board our cruise boat. All guests were encouraged to bring canned food items (soups, fruit, tuna, ham, etc.) or a soft animal toy, reading books, puzzles or games to be given to the children 4 to 12 years of age who would be in the hospital during Christmas. The canned goods were for the children's parents or family.

My recap THANK YOU letter to everyone on the cruise was sent in January 2001. With my note, was a photo of me with the five large boxes of teddy bears, games, children's books, food parcels and other soft toys that everyone had helped to donate to as they boarded the boat.

The photo was taken in the lobby of the St George Hospital in Rockdale (south Sydney area) as I gave the gifts to the Director of the Children's Burns Unit. In early 2001, she let me know every child and their *parents or legal guardians received toys, gifts or food parcels* for Christmas and into the New Year for those familiar with children who needed to stay a bit longer.

It was joy to let our guests know what happened as it was all of us in our combined efforts that make a much brighter Christmas amidst the children and their families' trying times.



Give knowing it can make a significant difference

Fast Forward: In late 2018, I hosted yet another BBQ as a yearend gathering in Singapore with 40 friends, clients and children attending.

It's interesting because I learnt something that was a welcomed insight to what happened in late 2000. I found that while the BBQ's and year end events were in two different countries, separated by 6300 kilometres and 18 years in time difference, the spirit of giving and collegiality to help others whom were less fortunate was similar in many respects.

While my invitation to attend was free, a simple '**PS**' asked if they were going to RSVP, could they help a child in a Singapore hospital or school by bringing a children's gift, book or soft toy to give away?

My clients, friends or I have never met the children or parents that we have helped, yet everyone feels good knowing they are making a difference for the December holidays. To know that a child or their family was happier during a very challenging time has been a pretty special 'spirit of giving' moment for all of us.



Over the last three decades, I've been fortunate to be engaged for events and charities as a host, mc and live event auctioneer. Having raised hundreds of thousands of dollars for cancer / leukaemia research and flood disasters, my BBQ budget for community philanthropy has had a good will return way beyond anything I first experienced from a simple start in late 2000 in Sydney.

GO ON ... HOST A BBQ OR PARTY AND CELEBRATE WITH FRIENDS, COLLEAGUES AND CUSTOMERS

If you follow the same simple steps with people who are interested in a great experience and to donate toys or books to a great children's cause, I contend you and your guests will enjoy your BBQ event more than you can possibly imagine.

You will help to create magic moments, memories and make a difference in all of their lives.



Rob Salisbury B. Com., CSP is a global speaker, corporate trainer, facilitator and popular event host / MC hired over 2300 times by 620 groups across 25 countries and 55 cities.

A former two-term President of the Professional Speakers Association of Australia (PSA) in Sydney, Rob is a recipient of numerous global awards for service to peers, colleagues and clientele.

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So here we are, 2018 slowly closing and 2019 lifting its head from the ground. How do you hope the next year will turn out to be? Do you hope to get a promotion? Do you plan on finally falling pregnant? Where would you like to go on holidays? And is it possible to revive your relationship and be happy and satisfied with your partner again?

As you sit here with your thoughts reaching out to the next 12 months, does your mind turn to making a New Year's Eve resolution?

The problem here is that these somewhat infamous New Year's resolutions usually only

last a week or two. Why? Because all too often, and we are all guilty of this at some point in our lives, we tend to concentrate on the idea but not on the outcome.

I want to drink less.

I want to do more sport.

I want to fight less with my partner.

I want to stop yelling at the kids.

I want to lose weight.

Those are all well and good intentions but what is the outcome? Where do these resolutions lead you to? Not really far. And the other issue here is that many of our well-intended resolutions are stated as negation. The problem with negation is that that our subconscious cannot understand negations.

"Don't go when the light is red" is very dangerous because our subconscious registers only "go", "light" and "red". The better statement would be "Only go when the light is green". Now our brain hangs on to "go", "light" and "green".

So instead of "I want to drink less" you could say "I'll only drink 2 standard drinks on 3 nights of the week".

Instead of "I want to fight less with my partner" you could state "I want a harmonious relationship where we solve our differences in peaceful discussions".

But when you really want to create a New Year's resolution that works and drives you forward you need to think of the outcome and give your mind a visual representation. My mentor Chris Howard taught us a great way of creating those goals and how to frame them in our mind. His formula follows an acronym which is **C.R.E.A.T.E.**

The **C** stands for **Concise** – is your goal worded in a clear and concise manner?

R stands for **Realistic** – is your goal achievable within the timeframe you give to it?

E stands for **Ecologic** – is it safe for you, safe for others and safe for the planet? You want a goal that creates something great for you without hurting other people or taking advantage of them. You don't want to exploit nature either.

A stands for **Attractive** – is your goal attractive enough for you to drive you towards it? How bad do you want it?

T stands for **Timed** – do you have a specific date by when you want to have your goal achieved?

The final **E** stands for **End Step** – questioning, what is the final puzzle piece that needs to fall into place so you know that you have achieved your goal. This **End Step** is the most powerful element of Chris' **CREATE** formula,

because our subconscious is working with images and feelings. This means if you can get a clear image of what it looks like when you have achieved your goal, then your subconscious will work with you towards that goal.



How does this CREATE formula work in practice?

When you think of the goal to "fight less with your partner" your goal could look like this (write it down on a piece of paper or as a note in your phone).

"It is now 25th December 2019. My partner and I are sitting on our balcony with a glass of champagne toasting to a peaceful and harmonious twelve months we just had."

This goal ticks all the boxes. It is very *clear* and *concise*, it is *realistic*, it is *ecologic* (safe

for everyone involved), for sure it is *attractive*, it is clearly *timed* and it has a very nice *end step*.

Now your task is to make this picture of you and your partner toasting each other as vivid as possible in your mind and store this image in your mind. Then you read your description daily to yourself. In time, you will see that once and for all, your New Year's Resolution is actually working.

If you have any further questions on how to **CREATE** your best NY resolutions don't hesitate to contact me – I am happy to help welcome@Inspiring-Relationships.com.au

Background:

As a former mathematician, consulting to CFOs and COOs in mid-size to large organisations, for over thirty years, Jürgen Schmechel realised that he had a gift that was rather different to crunching numbers and data analysis.

A chance conversation with a lifelong friend shocked him to the core – his friend was on the verge of divorce and Jürgen felt compelled to help, which he did, in the only way he knew how at the time.

But what followed was an overwhelming desire to play a part in creating a world where people lived in loving, intimate and respectful relationships as he was, whilst enabling children to grow up feeling secure and loved.

And so less than three years later and after extensive research and training in NLP and coaching in January 2017 Jürgen founded his passion project - *Inspiring Relationships*, with a big bold goal of saving 1 million marriages and one child at a time. He believes that with some simple yet effective tools, couples can strengthen their relationship avoiding a slippery slope to divorce. And moreover, the ripple effect on society as a whole would be immense – greater respect, communication and tolerance.

Jürgen, originally from Hamburg in Germany, now lives in Sydney, Australia and has been happily married for over 25 years and is a proud father of two young men (23 ½ and 25).

Website: www.inspiring-relationships.com.au

Facebook: [InspiringRelationshipsAU](https://www.facebook.com/InspiringRelationshipsAU)

iGoogle: [Inspiring_Relationships](https://www.google.com/adsense/inspiring-relationships)

YouTube: [Inspiring-Relationships](https://www.youtube.com/Inspiring-Relationships)



Having been in the field of communications for over a decade both as a consultant and a speaker, I have met many people with varying proficiencies in communication.

What makes me sympathetic towards some of them is the closed, almost fortified, approach they have towards their conversations, interactions and dealings with people who could potentially be of great value to them and their businesses.

The basic model of communication involves traditionally, a sender and a receiver. In this, ideally the sender is successful in delivering the message as intended in the most perfect manner and the receiver is able to receive it as intended without their own personal prejudices or internal blocks and barriers altering it before their minds can accurately process the message.

However, as we know, the world is not perfect. We often do not get the benefit of the ideal. Our approaches, preferences, learnings, experiences, business cultural backgrounds, fluency and a whole lot more differ from person to person.



While one may prefer a more direct yet casual approach to opening conversations, some may prefer a more formal and 'proper' approach. I found Warren Buffet loving his suits while Mark Zuckerberg made his billions in t-shirt and jeans.

The trick really is not in how one has sent their message to you or how you prefer to receive it. The primary rule of relationships is to first be interested in every possibility and connection rather than seeking to be impressed.

No one would know what would be of value or meaning to you better than yourself. So take the opportunity to communicate to find meaning, opportunities, possibilities instead of judging how you are being communicated to and in the process building barriers and discounting potential.

Ask the right questions. If what was communicated was not sufficient, be specific in what other details you require. Be open to share what would be of value to you. Help the sender or receiver to help you create your desired meaning. In so doing so you ensure many fulfilling and rewarding interactions.

You do not need to put yourself on a pedestal waiting to be convinced. Place yourself upon a bridge to actively find connecting points.

Dale Carnegie said, *"You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you"*.

Take ownership.

Rahul Shah is a communications expert who has helped MNCs, government organisations and individuals deliver positive conversations to their stakeholders for increased sales, better customer service, improved employee engagement and more productive meetings, discussions and presentations. He has a knack for helping people identify untold stories and packaging them to deliver purposeful and positive outcomes for organisations.

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"I am a fake." "One day they are going to find out, and I will be done for."

That was the small, soft voice in my head that I constantly heard as I went about doing my consulting work in Public Relations and strategic communications work with my clients.

This voice tends to get exceptionally loud when I am at industry events and in close proximity to other PR practitioners. I looked at them and say to myself, "They are the real experts, not I".

This was a common occurrence in the first few years of my consultancy. But I know now that this quiet voice was coming from a deep well of insecurity. Even though my clients tell me that I was doing great work for them, I unfortunately held on to the belief that I had a lot to be insecure about.



While I was always comfortable giving clients and business owner's advice on strategic communications, I was never comfortable with people ever referring to me as an expert.

Shouldn't an expert know everything?

It was an invisible but heavy burden that I carried on my shoulders. Until one day one of my mentors told me that I was short-changing myself and that I had "the right to claim my space". That one phrase transformed the way I saw myself and

positively impacted my presence as a communications specialist.

Thanks to him, today, I am comfortable in my skin as a communications specialist. While I won't necessarily call myself an expert, I am okay with others acknowledging that in me.

Looking back, I realised that nothing would have changed if I hadn't made these five assertions to myself. I am writing this so that you too may find some inspiration in powering up your presence.

The Five Assertions that Powered up my Executive Presence

1. I have personal power

When we think of power, we imagine control and authority. It tends to paint a negative picture. Power in itself is just the ability to take action and set things in motion. It is neither positive nor negative. It is the intention, method and outcomes of power that labels it as good or bad.

When this concept is applied to ourselves, we start to nurture personal power – the belief that in any given situation, you have options to make the right decisions and take the right actions for yourself. It is self-assertion that is based on the confidence that you have what it takes to exercise your options.

2. I know who I am

There are multiple identities in every one of us. It is like changing clothes. At home, we adopt one identity and at work a different one. We have a particular style in each role.

I transitioned into PR from the education industry. I realised that despite being a PR consultant for years, I was unconsciously holding on to my old identity as an educator. I realised that I never wholly embraced my current communications strategist identity. My internal reference point was still hazy and confused. The message came loud and clear. It was time to let go of the old and adopt my current identity wholly and completely.

Interestingly, I have come to realise that part of building a strong and clear identity is to also acknowledge the shortcomings of the chosen identity. The unconscious and unacknowledged shortcomings tend to fester and become triggers within ourselves.

Should someone call out our shortcomings, we may find ourselves reacting in negative ways. With acknowledgement, you can respond to criticisms calmly and respectfully.

3. I set boundaries and am clear about them

Being able to set boundaries on the different aspects of your work (and personal life) shows strength of character. When you know who you are, you know what you are not. Personal values become clear.

People will feel your power when they sense that you know exactly what you can do, cannot do, want to do and will not do

4. I practise empathy and connection

We amplify our presence when we connect with others authentically. It is not just about building rapport. It is about truly understanding where the other party is coming from and feeling for them.

As the famous American poet Maya Angelou said, People may not remember exactly what you did, or what you said, but they will always remember how you made them feel.



You want to always leave others with a positive experience after interacting with them.

I have also come to realise that to truly practise empathy (and not sympathy) we have to start with ourselves. We can't feel the emotions in others if we can't feel it in ourselves. It takes much effort facing up to and accepting our vulnerabilities.

However, working through our emotions makes our communications more nuanced. It is not just about what you want to relay anymore. You start to make an effort to communicate what you want to say in a way that the other party wants to hear it. Not easy, but entirely worth the effort.

Others feel comfortable in our presence. They open up. And we get to connect with them at a deeper level.

5. I keep my mind open to stretch my horizon

I had difficulty in being referred to as an expert because I always thought that an expert needs to know everything. Today, I have become wiser. I now know that expert is just a relative term.

If you know more than the people around you on a subject matter then, you are an expert of that subject in that group. There will always be someone who knows more, for sure. However, if people are coming to you for knowledge and guidance on a topic, then you are the expert for them.

An expert in one group is always a learner in another. After all, knowledge is an ever expanding and ever-deepening ocean. No one can truly own it.

Like a sail needs to be open to steer a ship, so does a mind need to be open to sail the ocean of knowledge. We can never stop learning, never mind if people ever refer to us as expert or not.

In Conclusion

When the five assertions come to settle within us in a right balance, people will notice it. It's called poise.

DEAN SHAMS is a Communications Strategist and founder of KinetiqBuzz. He has been working with fast-growing companies to build their profile through media placements and branded content since 2005. Today, Dean specialises in training and coaching Asian executives in identifying their key brand messages and presenting them with power, poise and presence while staying true to their Asian identity. He is the author of [Speak Smart, Make Your Mark](#).
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The Importance of Utilising your Time better

A couple of years ago I began a competition with a friend to see who could have the best abs by the end of the year. As many of you will know, getting a six pack requires two primary elements- doing core exercises to actually develop the muscles, and shedding the layer of fat on top of them so you can see the definition of the muscles underneath. So, in order to get my abs looking as good as possible I began doing core exercises. Abdominal muscles respond well to plenty of sets of low weight and high repetitions, so I began with sets of 20 and 30 initially.

We began the competition in January when I generally have no professional facilitation work which meant I had lots of time on my hands. My wife had discovered a new television program online about renovating houses which is one of our passions, and so I thought as we sat and watched the program I could set the timer for five-minute intervals at which time I would do a set of 20 crunches and then reset the timer for another five minutes to rest in between sets.

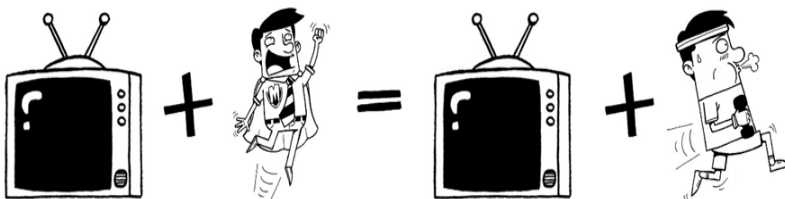
I NOW CHALLENGE MYSELF TO DO SOME FORM OF EXERCISE DURING EVERY TV AD BREAK.

At this point I should offer a word of explanation considering one of the other motivational hacks is to watch less TV. At the time we did not own a TV and still don't! My wife accesses television programs on her laptop which requires us to set up the laptop and speakers every time we want to watch something online. With both of us working from a home office, but also being in some form of a constant renovation process with every house we live in, my wife will often access a TV show online at 9 pm or 10 pm at night simply as a way of stopping us from working and forcing us to sit down and spend some time together.

When we do watch television programs on the laptop, often it's on our bed which means that if I am going to exercise I'll get off the bed to do it, particularly if it is the use of an AB roller (a piece of equipment with two wheels and a handle used on the floor to strengthen the core). I also try and make use of this "TV time" to work on my flexibility, which is the weakest area of my physical fitness.

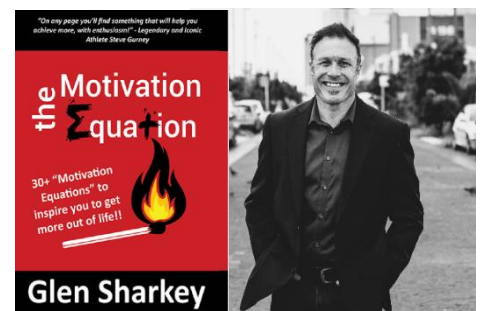
Common thinking is that a stretch needs to be held for at least 30 seconds to be effective, and so I set the stopwatch on my phone to 30 seconds and will stand beside the bed and stretch my hamstrings, quads and calf muscles in particular. All of these activities interfere with my ability to view a television program that is only showing on a small laptop screen, but the main purpose of sitting and watching television is to spend time with my wife (we often talk during TV) so that if I miss any content during my exercise, it's no loss whatsoever.

Recently I've begun 'planking' during the breaks, and because Online TV has much shorter ad breaks than regularly TV, I actually find myself lamenting the fact that they finish early! My next step is to get down on the floor with a stopwatch for the planking exercise and not return to the laptop screen, regardless of whether the ad has finished or not, until I've reached my target time. Of course, many people who would be doing this in front of a large screen TV in their living rooms won't miss any action during this activity.



The average person spends far too much unproductive time in front of the TV (and other screens) on a weekly basis, 35 hours per week for the average American, taking a small slice of that and dedicating it to exercise is a highly motivating endeavour!

Glen Sharkey CSP - This is an excerpt from my latest book "**The Motivation Equation: 30+ "Motivation Equations" to inspire you to get more out of life!!**" Sharkey (as he's more commonly known) is the immediate past President of the National Speakers Association of New Zealand. He loves inspiring large audiences to get the most out of personal interactions, but is more often than not found facilitating leadership training in some of New Zealand's largest companies. Sharkey loves life, loves his family and loves speaking to make leaders more confident and competent www.glensharkey.com



It was the year 2000, a new millennium and, supposedly, an exciting time to be alive. For me, it was the first year out into my new business venture as a speaker/trainer and author. It was also the worst year of my life. My ten-year marriage had broken down, I was struggling to make a living, the credit card debt was mounting, and I was behind on my big-mouth promises to my family. The Tax department was circling and threatening recovery action. I was literally the four D's – divorced, debt, down and depressed.

When was your Annus Horribilis? This is a Latin phrase, meaning "horrible year". Which year was your worst?

And in hindsight, what lessons did you learn from the experience?



Thankfully, it was also the year I met 'Bunditude'.

I was at an adventure learning camp facilitating a personal development program and on my morning walk, wandered past the pig pen. As I watched this huge creature roll around in the muddy pen, the phrase 'as happy as a pig in mud' came to mind. Finally, it dawned on me that I needed to shift my focus and express gratitude for what I already had in life. Pigs are grateful for the dirt and mud in their life. They cannot sweat and therefore they cool off in water and use mud to cover their body to regulate temperature. I needed to stop sweating the small stuff and **Play in Gratitude**. It was then and there I decided to name the pig 'Bunditude'. She represented the state of mind that exists when abundance thinking merges with gratitude. Bunditude. She has been my constant companion since then.

2019 is the year of the pig. Can I invite you to use 2019 to take your 'life enrichment practice' to another level?

What we think about and 'thank about' we bring about! It keeps you grounded, present in the now, and stress-free. Gratitude creates a feeling of liberation and freedom from the pressure associated with wanting and needing more. Gratitude activates growth and abundance, and the doorway to abundance is gratitude.

Gratitude needs to be a practice. It must become a way of life if you are to experience a life full of joy and abundance. Gratitude is about presence. It is about honouring your precious life.

And gratitude is about attracting. Nothing shuts down the 'energetic door' to abundance faster than **not** being in a state of gratitude and a mindset of abundance. You can be present but not grateful. The DNA of gratitude is 'attraction' because you are signalling the future as already here – it must happen accordingly.

Call to action:

- ✓ Adopt an attitude of gratitude. Start a gratitude journal with daily/weekly entries. Pigs are grateful for any form of food and can digest almost anything. Three or four times a week, write three to four sentences about what you are grateful for.
- ✓ Embrace the abundance of all things and/or resources or support we have in life. In some cultures, pigs are associated with luck and good fortune. Gratitude is the doorway to abundance.

As Dr John F. Demartini says " ... like everything in life, your finances respond to your feelings of gratitude or ingratitude." He also says "Piggy banks become biggy banks".

And yet, in this year of the pig, I think the last word should come from Piglet, one of the stars in A.A. Milne's classic, Winnie-the-Pooh ...

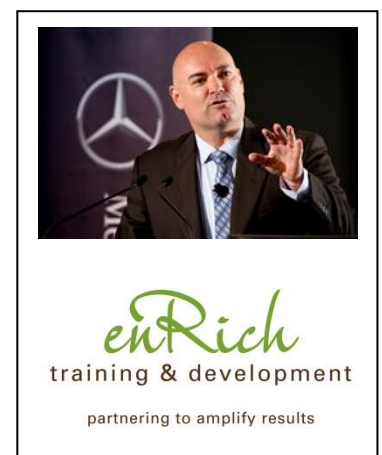
"Piglet noticed that even though he had a very small heart, it could hold a rather large amount of gratitude."



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Innovation is the hot word in the corporate space, but the problem with most corporate innovation initiatives is the follow-up, or lack thereof. Or, more specifically, does this suggest a lack of innovation strategy from the leadership team?

What typically happens after innovation workshops is the participants come away from the sessions excited, motivated, full of ideas and confidence, and then hit the corporate brick wall. Boxes have been ticked, employees are happy with the training, but the follow-through just seems too difficult and time-consuming.

So, if you're a leader trying to help drive innovation within your firm, what should you be doing to ensure a higher chance of success? Following are some of the characteristics I've observed from corporate leaders when it comes to innovation training:

Head in the Sand, not needed: These leaders don't see a need for change or innovation, and weren't supporters of the training in the first place. In their eyes, things are working fine, and innovation will just cost a lot of time and money, and bring about a loss of jobs.

Not my Job, I'm paying for the Training: Sometimes you meet leaders who know something needs to change, are prepared to pay for the training, however don't see it as their job to follow up afterwards. They sit on their lofty perch directing orders but fail to realise the overwhelmingly positive impact of leaders fully buying into the process.



Mean well, don't have a Clue: This is a 'nice' leader who wants to help and shows enthusiasm but everyone in the group knows they just don't get it. It's difficult to get annoyed at them when their intentions are genuine, but everyone thinks they should know more.

Wants to help, won't keep Quiet: Everybody knows this type of leader and there are plenty of them! They genuinely want to help, but don't realise they dominate every conversation and impose their ideas onto a subordinate group.

Very keen, in the Trenches: Now, that's more like it. This leader helps drive the workshop, understands the need for it, and participates in the training. They believe in being alongside their team and contributing towards the conversations. Fully immersed, they sometimes forget their role as leader, but is that a bad thing?

Fully supportive, knows their Role, Sets Direction: This leader is helping to set the innovation strategy for the firm, and knows the value training can have when implemented properly. They don't have to be involved directly in the training but will visit and talk to participants, ensuring they follow up with their direct reports. This leader is rare, but they do exist and can help drive a company forward to keep market position.

So, there you have it, six types of leaders I commonly see in my work. It's not all bad as there is some fantastic work being done out there, just not enough in my opinion.

Like most corporate initiatives, it's vital that there is a follow-up plan if you want to maximise ROI. It can be as simple as line managers following up with their team members post training and providing support for them to display newfound behaviours. In innovation, the question I hear most is, 'what next?' and it's a valid one, but one that requires more discussion than this page allows!

Mark Stuart is Managing Director of Anagram Group and a Leadership and Soft Skills trainer based in Singapore, training across the region. Prior to training, he had over 15 years of investment banking experience in the UK, Australia and Singapore for Goldman Sachs, Solomon Brothers, Morgan Stanley, and Schrodgers. For more information, visit www.anagram-group.com.



All managers should ask themselves, 'How can I inspire my team to continually strive to achieve our business goals? How can I maintain momentum?'

The key is getting everyone involved, writes David C. Novak, Chairman and CEO of Yum! Brands, who Chief Executive magazine once awarded Chief Executive of the Year. Novak describes in his book, *The Education of an Accidental CEO*, how he started regular department meetings where everyone brainstormed how to solve problems and discussed the business.



John P. Kotter, Professor of Leadership, Emeritus, at Harvard Business School and best-selling author on change agrees it's important to go to your people with questions, not with answers. If you allow them to co-create a solution they will own the process.

Leadership behaviours that contribute to team engagement include:

- recognition
- feedback
- support.

Setting goals and giving direction are also high on the list.

Be the coach

For a leader to get more out of their team, one way is to become the coach, personally facilitating growth and productivity. Teaching leaders how to coach can transform their communication style from 'carrot and stick' to adult-to-adult discussion. Team members excel in such a positive work environment.

Do you want your people to offer out-of-the-box ideas and feel empowered and confident to express what they are really thinking? Then cultivate an atmosphere of psychological safety where individuals share their opinions freely without fear of being criticised, belittled or judged. Younger workers want to work with leaders they respect; who in return respect them.

The importance of one-on-ones

Allocate short one-on-one meetings (around 10–15 minutes each) with each of your direct reports. You might aim for one every week or two. However, once a month is considered the absolute minimum. These one-on-one meetings will lift individual engagement.

If you have several people to meet with, you might do one meeting a day or set aside a focused one or two hours per week; whatever works best. In the course of a month, over a dozen team members can be reached.

What to discuss

ask about their personal wellbeing and how they feel about success
share information about business goals or something new coming up
ask about their career ambitions; get to know their dreams and desires
ask open questions and listen.

Regular one-on-one meetings with team members are not an interruption; they are an important part of your job. You increase staff satisfaction, and top talent are more likely to stay.



Other ways to cultivate a positive team spirit

1. Periodically schedule a group morning or afternoon tea; first 10 minutes or so for general chit chat and get to know, then call an instant meeting to brainstorm a specific problem.
2. Stand and use a flipchart to record ideas at these instant meetings. You can then display key flipcharts post-meeting.
3. Trigger a group discussion by sending ahead of a team meeting an article or book summary on a business topic — productivity, communication, customer service or continuous improvement — to pre-read. Start small, but *just start* and do it regularly.

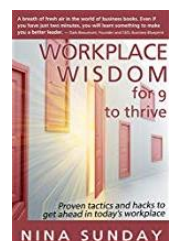
As David C. Novak would say, '*Get your people aligned. You have to take your people with you*'.

Work cited: Novak, David C. and Boswell, John (2007, *The Education of an Accidental CEO: Lessons Learned from the Trailer Park to the Corner Office*. Crown Business, New York, ISBN: 978-0307451798)



This article is an extract from Nina Sunday's book, (2018) '*Workplace Wisdom for 9 to Thrive*' available from Amazon. **Nina Sunday** CSP (Certified Speaking Professional), BA, Dip Ed, is a keynote speaker and workshop facilitator who helps managers create a positive workplace culture. Nina is a past State President of Professional Speakers Australia. Based in Brisbane, Australia, Nina presents Australia-wide and internationally.

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It's good to be flexible with customers and make exceptions to rules. But how do you say 'no' to someone when you just cannot agree to what they are asking? How can you manage client expectations and avoid disappointment? *How* you say 'no' can make all the difference between keeping a customer or losing them.

Here is a 3-step process using the example of a customer wanting you to extend an expired warranty on a camera so it can be repaired at no charge.

Step 1: Don't say 'no'. Instead, tell them you wish you could do what they are asking, for example:

'I wish I could say I can ... ' OR 'I know you would like us to ... '

Step 2: Use the word 'but' with a neutral reason.

'But' negates this first statement, (Yes, you can use the word 'however' if you prefer.)

Step 3: Use 'but' again, and this time tell them what you can do for them.

'But what I can do is ...' This second 'but' negates the first!

For example:

1. *'I wish I could say I can extend the warranty on this camera so it can be repaired at no charge' or 'I know you would like us to extend the warranty on this camera so it can be repaired at no charge.'* Mirror their words in full and yes, when repeated perhaps it might sound a little 'unreasonable'.
2. *'But the manufacturer doesn't allow us to ... '* Make it a neutral reason. Don't catastrophise with emphatic comments like, 'My hands are tied!', nor should you sound formal and bureaucratic, such as 'It's against warranty policy'. Keep the wording conversational.
3. *'But what I can do is arrange for a quote from the workshop at no charge, so you pay only if you decide to go ahead with the repair.'*

Most reasonable clients know it isn't always possible for you to say 'yes' to every request. If you give them a reason, explaining it in friendly fashion with empathy, they are more likely to accept a 'no'.

Remember To:

- speak with confidence
- sound empathetic and friendly

This template can be used effectively both verbally, in person or over the phone, or in writing. In fact, the third step forces you to think creatively of an alternative solution. I sometimes surprise myself with fresh options I come up with, only because the template forced me to ask the question.

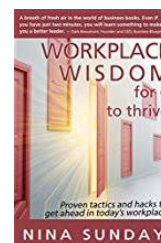
And if your client won't accept an alternative, try making the same offer with different wording.

It's called the 'broken record' technique.



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As we move deeper into the 21st century, unexpected opportunities and unforeseen challenges lie ahead. It's a time when you're going to have to tap into the genius within to meet those challenges.

Intelligence can be described as a mental ability for reasoning, the ability to learn, understand things and solve problems, including cognitive functions - perception, attention, memory, language and planning. But **the intelligence going on within you is so much more** than this.

When you eat, with your senses you can see it, taste it, hear the crunch or crackle of whatever you're eating ... and then it passes into your body as you take another bite. While you may forget about each mouthful, inside your digestive juices start flowing and organs function in a way that your body absorbs the nutrients that it requires and discards what is not needed.

An enormous amount of intelligence is at work within you to run you and your body.

First there is the brain in your head - a remarkable organ that is built of nerve cells (neurons). About 100 billion of them are constantly wiring and firing together so each experience you encounter becomes embedded in the network of brain cells that produce that experience. Each time you repeat a thought or action, you strengthen the connection between a set of neurons. However, your brain is not the only source of intelligence within.



The human heart possesses a 'heart-brain' composed of about 40,000 neurons that can sense, feel, learn and remember. It sends messages to the head-brain about how the body feels and emits an electromagnetic field which extends up to several feet away from the body. Indeed, the heart is said to be 100,000 times stronger electrically and 5,000 times stronger magnetically than the brain. That means your heart literally communicates with the hearts of others around you! **When you feel good, others feel good.** Energetic interactions possibly contribute to the 'magnetic' attractions or repulsions that occur between people and affect both business and social relationships.

Have you had a gut feeling about a particular person or situation? Well, **the gut is more than a digestive system.** Research shows that the gut has its own intelligence - the gut brain is constantly communicating with you. Remember a time when your gut was telling you that it had eaten enough food, yet consciously you over-ruled the message and continued to eat?

A great example of utilizing all of this intelligence comes from Masaru Ibuka, co-founder of Sony. When interviewed he said he liked to 'swallow a deal' before he signed it. First he would review all the information using the brain in his head, and then he'd get his assistant to prepare a tea ceremony. If the tea felt good in his gut he would go ahead and sign, and if not, then the deal wouldn't get signed.

When you have an important decision to make, consider embracing all the intelligence available to you.

1. Utilizing your brain, consider what you or others think about the situation.
2. The intelligence emanating from your heart encourages you to feel what is important to you, the impact on you and others.
3. Your gut gets you aligned with who you are and what action is required.

All of this is happening in YOU! **PURE GENIUS!**

Carol Talbot (www.caroltalbot.me), author of Amazon International Best-seller, **YOU The Divine Genius**, is a motivational speaker with inspiring messages for corporations and conferences around the globe. A Certified Master Trainer of NLP (Neuro-Linguistic Programming), Carol is also a Master Fire-walk Instructor, firing up teams and groups to walk across burning hot coals.



Recently, I was called by a valued client to speak on a very interesting topic "Building Courage for Change." Like most change management, the client's company has undergone so many changes it's causing cynicism among employees. "Another change, we've been here before".

We all know how that conversation usually goes ...

As I was reading and re-reading the notes I took on the client's brief, I decided to take a refreshing approach to the topic.

What if we're not really afraid of Change? It's what we do!

People often think we're afraid of change, yet there are so many changes that we voluntarily participate in because deep inside every one of us, is a desire for a better future. Getting married, having children, changing jobs, moving to a new city – These are changes that people make, even if there is uncertainty involved.

In fact, whether we know it or not, we are changing every moment. You may watch a documentary that changes your perspectives on life, you may read a book that gives you great new ideas or you may visit a place that opens your eyes to the world. You are not the same person as you were last week; therefore if we are to change and better handle changes, we might as well adopt the most empowering type of change – Growth.

In her Best Selling Book, *Mindset*, Dr Carol Dweck made the distinction between 2 types of mindsets:

- **The Fixed Mindset** - The belief that our character, intelligence, and creative ability are static givens which we can't change in any meaningful way and success is the affirmation of that inherent intelligence.
- **The Growth Mindset** - The belief that our basic qualities are things we can cultivate through our efforts. Although people may differ in their initial talents and aptitudes, interests, or temperaments—everyone can change and grow through application and experience.

Effects of the Fixed Mindset

The fixed mindset leads us to constantly seek to prove ourselves—in the classroom, in our careers and in our relationships. Every situation calls for a confirmation of our intelligence, personality, or character. It creates a world of Assessments, Standards and Ought-to's.

I grew up going through the Singapore education system. In Singapore, as early as the age of ten, children are put into streams and in secondary school the streams continued. You are put into Special, Express and Normal (which ironically means you're a poor performer, certainly not a 'normal' one). This is a classic fallout of fixed mindset thinking. Children growing up labelled as laggards will be unmotivated and most of them don't rise above that. As we grow into adults with the fixed mindset, we ask ourselves questions like *"Will I succeed or fail? Will I look smart or dumb? Will I be accepted or rejected? Will I feel like a winner or a loser?"*

With the fixed mindset, we are in fear, we don't take risks and we are resistant to change.

How I developed my Growth Mindset

I dug into my memory to the day I developed the Growth Mindset and shared this story with the audience.

In university, we had to take elective programs outside our core modules as part of our course requirement. Hoping to learn a useful life skill, I took up French Language and I loved it! I felt like I was transported into a totally different world! I was so fascinated by everything about the French language that I watched several French movies and observed the body language, micro-expressions and idiosyncrasies of how the French express themselves. My enthusiasm led me to volunteer to give speeches, participate in roleplays and to read out passages in class. This was unthinkable prior to that, as I had been a painfully shy and quiet boy that was bullied in school.

Looking back, what gave me the courage was that I was a beginner again and so was every one of my classmates! It gave me the psychological safety to experiment, to take risks. I had the beginner's mindset. As I progressed in French, I sought out even more opportunities, including a one-month stay in Paris as part of a



A picture of me receiving the French Language Award from the French Ambassador to Singapore

Summer Exchange Program. For my enthusiasm, I was nominated by my French professor to receive the French Language Award, a prestigious award given annually to one French Language student per institution.

An Interesting Skill to Develop

To get started on the growth mindset, I asked the audience a simple question *"What's one skill you'll like to get better at?"*

One of them stood up and gave an answer I never thought I'd hear. "Failing ..."

He continued, "I feel that my life has been pretty blessed. I don't take failure well and so I don't take enough risks. I want to learn how to fail better in my life."

Sensing this opportunity to open up a deeper discussion, I asked a follow-up question, *"What are things that you would do/do differently if you had not been so fearful of failure?"* (I might as well have been asking the same question of myself.)

People started opening up and shared their unfulfilled hopes, goals, and dreams. "If not for the fear of failure, I would _____" led to several interesting answers:

"Give a Ted Talk ..."

"Learn to code ..."

"Start a children's foundation ..."

And several other interesting answers.

What a beautiful conversation we had, and suddenly, the atmosphere around the room lifted. That's what the growth mindset creates. It instills in us a passion for learning. We ask ourselves questions like, *"What can I do that would advance the knowledge and skills I need to capitalize on changes to succeed? What can I learn from the change?"* The growth mindset equips us with hope and a sense of adventure and wonder of what is to come. We are more optimistic and courageous in our efforts to change.

It reminded me of an essay that Buckminster Fuller wrote titled *Mistake Mystique*. In it, he wrote this paragraph:

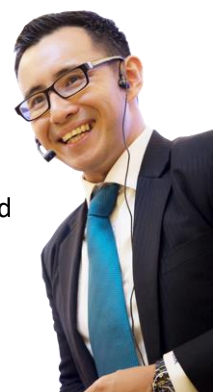
"Under all the foregoing conditions, whatever humans have learned had to be learned as a consequence only of trial-and-error experience. Humans have learned only through mistakes."

Yes, we can learn from our mistakes, and we can experience failure, but it does not mean that we are a failure. Adopting the Growth Mindset will ensure that we'll stay ready to meet the challenges of a rapidly changing world today.

Coen Tan is a speaker, trainer and coach, specializing in helping business leaders connect authentically and inspire action. Over the past 10 years, he has spoken to, trained and coached over 40,000 individuals and professionals to communicate with confidence and effectiveness. Reflective, Authentic, Possessing the innate ability to connect deeply with people. Coen envisions a world in which people break out of their self-imposed limitations and express their authentic selves to serve others. He believes that every person deserves to be seen, be heard and be appreciated through his training, coaching and mentoring.

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As I typed gently on my computer keyboard, I could hear the calm rhythm of the spectacular ocean that is right in front of me. This article was written while I was on the remote island of Molokai, the fifth largest island in Hawaii. I hope to inspire you to live a fulfilling life with these 5 tips.



1. Travel

There are 195 countries in this world. Each country has its own unique character, places, beauty and people. The more places you travel, the more humble you will become. This is because you will see that the world is a bigger place. By not travelling at all or only travelling to a few specific places repetitively in your lifetime, the size of your world will also be limited. Arrogance may set in as we only see our own world because we did not travel more. Hence, my first advice is to travel more and gain more insights in life.

2. Respect Others

Always think of others. Do not place yourself as the centre of focus. Show respect for other people regardless of their position in society. If you think you are more superior or better off than someone, then you are thinking wrongly. Everyone has equal dignity and no one is inferior to anyone.

3. Are you chasing the Wrong Items?

Some people are always unhappy because they are still chasing their many dream items in life. Items like brand new cars, jewellery, house, fame, wealth and new things to show off. Some of them become unsettled even after they had spent years obtaining their dream items; this is because they still want more. While you are bent on chasing the dream items, look at what you already have. You have your friends, your family and the wonderful things of being alive.

4. Be Simple

The sight of coconut trees dancing by the romantic shores, the joy of being alive, the smile of your baby, a simple thank you from a stranger and many others are all simple yet bigger things anyone can achieve. However, some people are forgetting about these simple things in life.

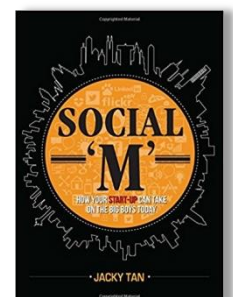
5. Follow Your Heart

Whatever dreams you want to achieve, just follow your heart. Do not let others tell you what to do; you decide what you want to do with your time and life. Do not fulfil other people's dreams, fulfil your own. Do it at your pace and not at other people's pace.

There you have my 5 tips to live a fulfilling life.



Jacky Tan is a brand strategist, professional marketing writer, blogger, speaker and author. Jacky leads 'Jack and Chaz Pte Ltd' a boutique marketing and branding agency. He likes to travel around the world, meeting new people and places. Sometimes, you may find him 'working' on the beach or in the mountains. He is also the author of Social 'M' – How your Start-up can take on the Big Boys Today. Contact: jacky@jackchaz.com
Website: <http://www.jackchaz.com>



DANIEL THEYAGU Guidelines for new Leaders in Organisations

You have just been promoted to the rank of manager. You now have people looking up to you to guide and instruct them. You are the new leader. You have been entrusted with great responsibility. It is an opportunity for you to show how you can manage the expectations of your bosses and the people that you are entrusted to lead.

It is your call to help the employees maximize their potential and further hone your leadership ability. However there are many challenges to attain the rare honour of being a good manager. Management expert Brain Tracy succinctly said: "Managers today have to do more with less, and get better results from limited resources, more than ever before".

Key to managerial survival

Your survival as a manager requires dynamic leadership skills. Dynamic leadership is achieved when you adapt quickly and effectively in times of rapid change.

There is no panacea to follow to be an effective leader. You develop your own style of leadership. It is situational and dependent upon the kind of people you are in charge of and the environment in which you are operating.

As a leader, be aware of your surroundings and perception of things. Keep in mind that you are a revolutionary and not a reactionary. As a leader, you need to be present and be in presence. The system of management you embrace must allow your staff to come to you for directions when needed and feel empowered to take the necessary actions in your absence according to the expectation you have set. It is a delicate balance to achieve but not impossible to attain.

Management aficionado Stephen R Covey said: "A cardinal principle of Total Quality escapes too many managers: you cannot continuously improve interdependent systems and processes until you progressively perfect interdependent, interpersonal relationships".



Here are Ten Tools to be an effective new leader:

1. Have a clear perception of what is going on around you and act accordingly. Learn to change your paradigm to remain credible and effective in the current world of constant change.
2. Always maintain a positive mental attitude to take on whatever challenges comes your way. Remember that to lead is to dare and to dare is to try.
3. Develop a sense of sustained commitment to what you are doing. When you remain committed, people will follow.
4. As a leader, you need an abundance of positive energy.
5. Involve yourself in discussions to evaluate and illuminate the problems you have to resolve and the decisions you have to make.
6. Create an enriching environment to motivate yourself and your subordinates.
7. Manage your time and plan what you have to do. Remember the tested adage: "If you fail to plan, then you are planning to fail".
8. The true mark of a leader is trust. Trust is the one quality that precedes creed, race, religion and sex. When you show that you can be trusted, people will follow you to the end.
9. Organise your life before you start organising the lives of others.
10. Be resilient and learn to take responsibility for your actions.

Carpe Diem!

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The Peter Principle states that a person will be promoted to a point in the organisation whereby they cannot progress any further and as such they will then stagnate to a point of incompetence.



There is an iota of truth in this statement formulated by Canadian educator, Laurence J. Peter. This is especially so in large organisations through competition amongst staff vying for the promotion that they want. This leads to unhealthy rivalry with the possibility that the wrong person gets promoted to a superior position and they attempt to stonewall and disrupt the performance of more competent junior staff or attempt in subtle or aggressive ways to derail their career.

If the organization is unwary of this kind of destructive behaviour it may start losing competent staff and end up with staff who can only be described as deadwood or ideal candidates for the Peter Principle. There are several reasons as to why the Peter Principle germinates in organisation.

Career Stagnation

Peter Principle germinates primarily because employees have lost their faith in the organisation or their career and feel stagnated with no further prospect of promotion or career development.

An intrinsic reason deals with the overall attitude and commitment of the staff. Employees are given the promotion based on their educational level and experience. However, this does not translate into the employee being a capable manager or a good team leader. Possibly, the promoted employee may lack the appropriate social skills to connect emotionally with his/her subordinate and this creates dissonance in the organisation.

Another factor is that a junior staff member may possess leadership qualities to build positive relationships and lead the team effectively. But, such characteristics are viewed as a threat by a senior staff member who behaves in a threatening manner and attempts to derail the junior staff member's ability for fear that he may replace the senior's position.

Unclear goals and unrealistic demands

An extrinsic reason is that the management of the organization is unclear of their goals and may set unrealistic demands such as the employees are unsure as to what to do. Therefore, those in the position of leadership are unaware of the kind of instruction they should be giving their juniors. This creates a downward spiral effect culminating to a level of incompetence amongst the employees. Further, the organisation becomes stuck in their own successful products or services and instead of innovating and creating something new they continue to progressively use the products or services to less necessary applications until it fails. This is called the Generalized Peter Principle.

Prevention

Peter Principle is preventable but requires a powerful organisational vision and consultative leadership.

Senior Management must have a clear idea of what is going on within their organization and create opportunities for their staff to continuously improve. This process has to be nurtured conscientiously.

It is about promoting staff who have other skills on top the basic experience and education. These skills include the ability to think critically and creatively; the ability to work within the system and being wary of disruptive technologies or work practices. Other skills include being more emotionally resilient and establishing rapport with everyone.

If you are in a leadership position within your organization it will make sense and ensures your survivability to watch out for symptoms of Peter Principle and take the appropriate steps to arrest this problem objectively.

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KATHIETHOMAS The person who asks the most questions ...

How are your networking skills? Do you make it a habit to go out regularly? Especially if you operate a home based business?

For a number of reasons, getting out of your home office and out amongst others is a good thing to do. And here are some of the reasons:

1. It is not good to be stuck inside the same four walls all the time. You become stifled, boring and lacking in exercise – both of the mind and the body. You need to get out regularly!
2. Mixing and mingling with others, even in your own local area, will open your mind to new ideas and thoughts, but also make you aware of what's happening locally in your environment, in your town, and in small business generally.
3. Everyone needs some form of physical exercise – getting up and out and amongst other people generally means having to be on your feet at some time, even if it's walking from your car, or public transport, to a building or meeting place.
4. Everyone needs some form of mental exercise – yes, you could get it online, but again, I feel seeing people face-to-face, seeing their body language, their smile, the way they respond to things physically, tends to get your mind working and picking up on signals that you can't see or detect when conversing online in social media.
5. We all need Vitamin D – and probably don't get enough of it. Being outside and out and about helps towards increasing the amount we get.
6. If you feel you don't need to go out, or don't feel like it, that's when you definitely need to. I do have periods of time when I just don't want to go out, but if I've committed to something I still go. It's usually at those times I meet someone special, I hear something important; I experience something that makes me glad I made the effort after all. *Lesson here is to commit.*
7. When meeting with people don't go with the plan to hunt for new clients. Go to sow seeds, to share information, to learn about others. Be prepared to be educated. You can follow up later.
8. Don't forget to take your business cards. I always make sure I have some in my bags, my jacket pockets, even my car. Your business cards don't benefit you or your business if they stay on your desk or in a drawer.
9. Spend time listening to people. Remember we have two ears and one mouth – use them in that proportion and it will benefit you.
10. Lastly, it is said, the person who asks the most questions controls the conversation. Go prepared with a list of questions that you've rehearsed and remembered (but not too many). The questions should show an interest in the person you are conversing with. Make the conversation about them – not you. And it doesn't all have to be about business. Make sure you listen to the answers and add to the conversation where appropriate. You never know where it might lead. Remember to make notes on the back of the business card you've received so you don't forget important things about that person.

I could say a lot more but I'm a firm believer that face-to-face networking is not only healthy for our businesses; it's also healthy for our wellbeing. After all, we were made to live and work in a community, not be hermits in our own offices. I've just this year started up a Business Women's Cuppa & Chat group which meets in the Dandenong Ranges, Victoria. We meet for just 60-90 mins just to chatter and get to know one another. It's an opportunity to get out of our workspace for a while. And, more often than not, I come back with fresh ideas having heard others share things. You should try this too!

Kathie M Thomas is a Virtual Assistant Coach and Trainer, and runs Australia's oldest VA Network, VA Directory. She connects VAs with clients, and clients with VAs. Kathie also provides training and mentoring for new virtual assistants. Previous to setting up her VA business of almost 25 years, Kathie had worked in the corporate world for over 20 years. She is also a published author and speaker having spoken all over Australia and in Canada. And yes, she's open to invitations! Visit Kathie's site www.vadirectory.net or call +61 437 889 400.



What do you think of when you hear the word '*outsource*'? Do you immediately think of someone locally you can work with to complete tasks or do you think of someone '*offshore*' in perhaps another country?

Both words have very different meanings yet in our modern world of '*working virtually*', these words seem to have become intermingled in the minds of those in our society.

In referring to both words in www.dictionary.com it states:

Outsource

1. (of a company or organization) to purchase (goods) or subcontract (services) from an outside supplier or source.
2. to contract out (jobs, services, etc.): a small business that outsources bookkeeping to an accounting firm.

Offshore

Registered, located, conducted or operated in a foreign country: an off-shore investment company; off-shore manufacture of car parts.

With the global expansion of the internet and social media becoming main stream, business people began thinking of outsourcing to offshore providers with domestic supplier expertise often overlooked. For virtual service providers in local markets, this often created a competitive price, yet unfair service comparable.

Many local and global firms employ service providers (SP) who will work independently. These SP's can provide a variety of tangible services including bookkeeping, graphic and web design, transcriptions, virtual administration and secretarial support, phone answering, database management, research, printing and more.

Long Game Thinking

Offshore providers can often provide similar services from countries that have a lower cost of living thus a lower cost per hour rate for their services therefore domestic SP's are often not able to compete on a '*cost to cost comparable*' basis to offshore rates. When looking to outsource or delegate areas that are time intensive projects or not what you may be great at doing, it's worth thinking about the long game for your business.

For example, look at what your business charge out rate is for your own services. If you're looking to have business cards entered into a new or existing database, you could engage a local Virtual Assistant for much less than your charge out rate.



What might take you five hours to do; an experienced local virtual assistant could do in two hours. Therefore instead of you spending five hours of your time working '*in your business*', you can outsource to a domestic SP to do this task while you work '*on your business*'. This opens up more time for you to generate sales appointments, market your business and use your time more productively in high strategy or key client areas.

This shift is a saving in the long game by outsourcing locally in the same time zone to be more systemised and if something immediate needs to be referred to or changed, it can happen within moments.

Outsourcing offshore, while it may appear cheaper for the absolute dollar savings has hidden aspects that can be costly such as protection of your Intellectual Property. Whatever your business does, it will be better protected by the laws of your own country.

There are many cases in which offshore VA agencies treat their VAs as staff or employees, but once that 'employee' goes on sick leave or finds a better client, domestic clients (or you) can be left in the lurch at short notice or with no notice at all.

Many independent virtual providers are members of support networks or virtual teams that can provide backup support in times of sickness, holidays or simply because they may not have the skills a client requires.

Virtual operators are also independent contractors and therefore, not employees while offshore SP's are quite often employed. This is important to know as it may have financial ramifications with your country's government taxation rules. Local virtual operators treat their clients as business partners and have a vested interest in those businesses. You are not responsible for their downtime, thus you only pay for the work they do for you.

Local Networks and New Business Connection Opportunities

There is another benefit to outsourcing locally as the person(s) providing a domestic service or supplying a product will have a customer database in your country. As they get to know your business, they can let their own clients know about what you do and can facilitate a networking event or business connect meeting.

Many times I've connected one client with another because I could see a synergy between them or I knew that one business was seeking the services of the other. Because I had first-hand experience of each business, I felt 100% congruent in referring one to the other. I have done this many times with most of my domestic clients referring to me as a '*sphere of influence*' and someone who can connect them to others.

While this can happen through the use of services offshore, it's very unlikely to be as fruitful as they don't have the feel for the local or domestic market like someone who lives in that area or works across that country.

Outsourcing at a local level helps support local business, the economy and in letting others know about your business. Local outsourcing can be a wise choice in new networking, domestic marketing and cash flows.

Seven reasons why outsourcing to local service providers makes good business sense

1. They are familiar with the nuances of the business language of the country.
2. Being small business owners themselves, they understand the laws and regulations of the country.
3. You are supporting a local small business, therefore adding to the economy of your region.
4. They are on the same time zone as you which can help if you need urgent work done.
5. They are independent service providers, therefore not accountable to an outsourcing organisation.
6. You will be supporting someone who is aligned to many other small businesses in your region and may have good contacts for you.
7. You could have the opportunity to have onsite face to face strategy sessions with your support person and face to face is the number one form of communication which can avoid many misunderstandings.

In summary, do what you do **best** and locally delegate or outsource all the **rest**!

Kathie M Thomas is a Virtual Assistant Coach, Trainer and runs Australia's oldest VA Network, *VA Directory*. She connects VAs with clients, clients with VAs and provides training and mentoring for new virtual assistants. Previous to setting up her VA business in the early 1990's, Kathie worked in the corporate world for 20+ years. As a published author and speaker, she has spoken across Australia and Canada and yes, she is open to invitations to speak at conferences and events. Visit www.vadirectory.net or phone +61 437 889 400.



It was 1997, Omonia square in Athens. If anyone has been to Athens and Omonia you will know it's a busy hub with crowds of people moving in all directions. It also has a particularly crowded Metro station underground. Among the hordes of people I was approached by a "man". I put "man" in inverted commas because if you had seen him, you would be hard pressed to decide if he was human or beast.

He stood about a head shorter than me, obviously homeless as he seemed to be wearing everything he owned despite the heat. Long scraggly hair that had not seen a comb in probably decades and a beard that seemed to double as a chest blanket in the colder months. The dirt on his hands and face made it extremely difficult to tell when he had last bathed, but the smell of diesel, urine and sweat, radiating from his vicinity confirmed it must have been a very long time ago. He didn't so much walk but rather shuffled; dragging his feet as if lifting them was a chore. His mere presence projected an unseen force field that made most people walk in a wide berth to avoid any uncomfortable proximity.

He shuffled towards me, extending a chubby, filth encrusted hand with long thick fingernails, and grunted - argh!

Although my heart went out to him, I was in no mood to engage with this troll-like creature, so in order to avoid prolonged contact and meaningless excuse giving to get away, I simply said in English (since my English is not that bad), *"Sorry, I don't understand Greek, goodbye"*. Since surely this "bum" couldn't speak another language and therefore I'd be on my way.

However, at this comment, his eyes lit up! What appeared to be a smile formed under the jungle of hair covering most of his mouth, and from that vicinity emerged a voice that said, *"hey! You're American! Me too!"* Oh no! he spoke English! Now I'm stuck!

What ensued was one of the most eye opening conversations I have ever had with another human being. This "inhuman" looking man was once a professor of philosophy at a prestigious US university. On sabbatical some 20 years before, he came to Greece to visit one of the birthplaces of philosophy. (Ironically, he did not speak Greek and therefore the grunt!) Because of a combination of his studies and experiences while in Greece he said he became so disillusioned with society and how the world and people were evolving that he decided to no longer have any part of it. From then on he would live off the grid and abandon his previous life.

The conversation lasted about 45min until I really had to go. In that time I heard about some of his adventures, experiences, realisations, philosophy, family, friends, achievements and more.

How wrong I was about this person who I had judged so readily and confidently based on what I initially saw. A bum is a bum; they don't exist in my world. Just as so many other people who I don't know do. They fade into the environment till we barely notice them, if at all, and when we do, it's because we're hoping they won't ask for something! They don't matter ... do they?"

That day I learned a lesson that has lasted my entire lifetime. I know you're probably thinking "don't judge a book by its cover", but that's not it. I learned about my own superficiality, that I'm sure is shared by most people on this planet. We see hundreds, if not thousands of people every day - on the train, bus, roads, work, events, sidewalks, shopping malls etc. We see them, but we actually don't.



They are faceless figures blurring into the environment, white noise that just happens to be in our bubble of existence. Yet behind each of those faces, is a story, there is a history: there's a childhood, there's a dream, there is pain and happiness, there is someone who gave birth to them, even a family that loves them, there is confusion, there is self-worth, there are struggles and triumphs, there are desires and disappointment ... there is a life ... there is something priceless ... there is a person, and that person is very often you or me. To billions of people, you and I ARE that faceless blur entering their bubble of their reality for but a brief moment in time.

If you knew someone's story, would you treat them differently? If you knew someone was struggling with some agonising personal issue, would you measure your words to them? If your simple smile could stop someone from taking their life because a random person noticed they were alive today, would you not want to be the one giving that smile?

I have often seen the hashtag #lostfaithinhumanity. I believe this is a direct symptom of our inability to value another human life, regardless of colour, race, religion, social status, job, or circumstance. The dictionary definition of "value" is: *"to consider (someone or something) to be important or beneficial"*. Isn't that what every human on the planet craves on a cellular level? To be considered important and/or beneficial ... i.e.: to be significant.



After meeting that homeless man, I boarded the train as I have done countless time before, but this time was different. This time, as I looked around and noticed the people standing around I could not help but wonder, what was their story? Who are they? Who loves them? Who misses them? To whom are they the most significant person in the world, or do they even feel significant?

Those "blurs" have value. Those "blurs" have hearts, minds and faces. Those "blurs" are you and I. The moment we just see "blurs" and nothing else then yes, we have lost OUR personal humanity. Our perception determines the value something has for us. If something has value, then it is important to us, and if it is important we will care about it. If we can alter our perceptions, it is my belief and hope that we might see each other differently, value each other more, and care more.

"When you change the way you look at things, the things you look at change"
~ Wayne Dyer

Angelo Tirhas is a coach, trainer and speaker who specialises in the discovery of potential - independent or corporate. His mission is to coach, encourage and guide those who truly want and are ready to reach and realise their potential and achieve their goals and more:



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How many times have you thought to yourself, "How is it my day is over-stretched beyond 9- 5, doing what I choose to do, yet I'm not fulfilled or inspired?"

What undercuts happiness?

It seems we are living in a world where too often we allow stress to move us further and further away from where we really want to be. As we roll into the New Year and beyond, many of us will continue to face mounting stressors both in our personal and professional worlds. Is the solution to find a different job or change one's lifestyle? According to a [Harvard study](#), it suggests learning to cope better with stress as a strategy to lessen anxiety and increase confidence in stressful situations.

As an alternative strategy I propose contemplating one's life purpose to minimise stress.

Did you know feeling stressed out, exhausted or simply being uninspired are important indicators you're not living your life's purpose?

In other words, what is your guiding inner force? If you weren't in paid employment, why do you get up in the morning? If you're not sure, ask yourself: Who do you want to help? My purpose is to help people evolve to be the best version of themselves.



Taking charge of your life

We've all heard the saying, *life is too short*. There is no shortage of research and case studies about what stress can do to your body and the effects to your health. It's okay to feel overwhelm but if you're trapped cycling in too many groundhog days it's time to take charge of your life and live your life's purpose.

Good news and bad news. No need to figure out the root cause of your stress but a momentum feat if you begin the journey of self-awareness. However you should first actively aim to create good habits to get you closer to where you want to be. The following three (3) daily tasks will help pave the way to living a happier and less stressful life.

1) The importance of sleep

Condition yourself to a new sleep routine. Take advantage of tuning your body by consistently starting early and sleeping late. Yes, awake in the morning at around 5am and go down by 9pm. Studies found this will positively impact every aspect of your life. For instance earlier starters are more proactive, efficient, feel motivated and are more in control over their personal and professional lives.



2) Practice core mindfulness techniques

We're all ever so busy we don't take the time to understand who we are.

Is your mind like most; stuck between racing ahead into the future or backwards into the past? In today's fast-paced world there is little time to stop to be present. Immersing yourself in the present moment can actually break the chain of stress and rush-ness and give you peace of head and heart. One simple technique is to take three slow and gentle breaths in through the nose, and exhaled from the mouth. Try this for 5 mins every hour.



3) Discover your BIG why

Simon Sinek's TED Talk, [Start with Why](#), explains how finding your WHY allows you to live in alignment with your purpose. By finding clarity and meaning, you can focus your efforts on what matters most and ultimately achieve fulfilment.

Rewind back to a traditional pen and paper exercise for this introspection exercise. Conduct a strengths survey and write what inspires you? What legacy do you want to leave?



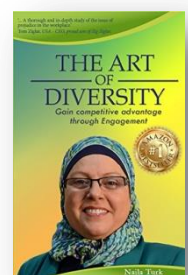
The power to thrive in today's stressful and relentless world is one's ability to manage stress. By opening your ears, eyes and heart and adhering to these three simple, daily strategies you will find yourself empowered, resilient and free from stress.

It doesn't serve anyone to be mindless but rather consciously open to living and working on assignment.



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CHRIS WALKER Why your personal & business vision statement is a vital key for your health, success and happiness.

Everything important that you do well in your life rests on your vision statement.

... Christopher Walker

From ancient Egyptian hieroglyphics on the sides of the Pyramids in Cairo, to the great texts written on banana leaves of the incredible Mahabharata of Hindu India, to the Dharma of Buddhism in its far roots of Sri Lanka and Christian, Moslem and Taoist scriptures, your Vision of the future has been heralded as the hook from which the entire quality of your life hangs.

Nelson Mandela held his vision while in a dark prison, Victor Frankl held his in a Nazi Concentration camp, the stories of Jesus, Mohamed, Moses, and modern day hero's like Martin Luther King and Mohamed Ali, Usain Bolt and President Barack Obama, Mother Teresa: are all testimonials to the power of a vision to bring a person through the scrapes and scratches of life, to the other side.

But a vision is not written on paper. In my times living in traditional cultures, vision quests were rarely written down, in some ways, to write the vision was proof that it wasn't a vision. More, a vision is a memory of the future burnt into the deepest recesses of the human mind.

Whether sent from God, or delivered by a frog, or even invented from imagination, a vision is beyond the words of human logic and without the primal drivers of fear or guilt. It is this separation from emotion that defines the real from the false vision.

Working with the traditional people of North America in Santa Fe I was introduced to vision setting in this deep way. We took medicine, smoked it, and I ended up in some level of hallucination that included quite disturbing eruptions from my stomach. For three days and nights I lost track of time and my first real vision setting was done. The weirdest aspect of this is that I already knew this vision before the drama of the drug fuelled vision process. However, the big shift was that through a community experience with mature leaders in First Nation practices, I was able to validate, authenticate and then communicate what I knew in my heart of hearts my whole life.



Vision is the cornerstone of all our life, especially when it comes time to make a change.

... Christopher Walker

The only reason we resist change or struggle with mental or emotional health is because we can't change our vision, or don't know it. All relationship struggles start with lack of or lost vision. All physical and financial problems have their root in confused or compromised vision. One must know this because we can spend thousands of hours trying to solve the result of lost or unclaimed vision when the solution is most powerfully in our hands, i.e., to do a re-visioning process.

The process is not as harsh as those processes I have used to learn vision setting for myself. In Nepal I sat in a freezing cave for weeks living on foods delivered by my attendant. I got it easy, my friend built a cabin and lived inside that cabin for 3 years, 3 months, 3 weeks, 3 days, 3 hours and was fed and supported through a small hole in the wall of that cabin through rain, storm and ice blizzard she sat, all for one purpose, in Tibetan meditation, to find vision.

In Zen, I sat looking at a blank wall for hundreds of hours, doing and feeling nothing, waiting for the stillness to experience my heart, and when I did, it was a vision. Always there, the noise of my emotions and life actions disrupted my hearing. This was intense.

And my years in study of yoga, moving my body into incredible pain and staying unafraid, breathing through it, "doing the practice until all is coming" my teacher would say with a wry smile. I never knew what "all" meant until a clarity started to emerge. Fifteen 15 years of torture and "All" was what I already had when I started yoga, it was just buried beneath the rubble of the past.

I open hearts. That's my work. Inside every heart there is a vision. In that vision is a soul, a love, a truth that cannot be broken. It is not fixed like granite, it moves, adapts, reshapes itself with more clarity over time. I help people find vision, hold that vision, work to live that vision and in so doing I circumvent the need for people to live in caves, sit for hundreds of hours or even tolerate years and years of physical torture. Vision process is a journey and this is what I do for others since it made such a potent impact on my life and I discovered vision to be the single outcome of all religious and spiritual teaching.

No vision, no life

... Christopher Walker

I want to say to you that vision is sacred. When you discover what it means to have the power of your own vision you become more adaptable, you become more flexible and you become less inclined to compromise by giving your power away. You become motivated to action, stimulated to enjoy what you do as long as it links to your vision and you discover a most frightening reality.

We sabotage anything we can't link to our vision ...

... Christopher Walker

I have worked with people from all nations of the earth. I have seen devastation and aggression, abuse and self-abuse. I have witnessed heartbreak and suffering and I've been able to help many. The source of the pain is always lost vision, and the solution to empowerment and healing is a re-vision. Vision is never lost; it just becomes hidden in fog.

A Vision Statement

Use this article as a reminder, an opportunity to update your inspiring mission statement; blueprint your heartfelt dreams; organize and prioritize your specific action steps; dissolve or discard low priority distractions; chunk down big fears into simple daily to-dos; and work out the many kinks of a masterful and fulfilling life.

You own it. It's simple. It's portable and it's inside of you. It affects your productivity, your health, your happiness. It affects your relationships, your friendships, your children and your P&L at work. If you tap it, there's no stopping you, if you don't then it's all just hard work and struggle. Your Vision affects everything important and it is without doubt the single most important ingredient in determining the quality of your life, work life balance and the essential exchange in relationships. It's not fluff, just try being without hope of your vision for a day and see how it feels and how many people want to invest in you. VIP is simple; it's natural and puts you beyond the fog, so you can be in control of your own dialogue with life.

Christopher Walker

Chris builds from a unique blend of his 15 years as a successful business entrepreneur, academic framework and his experiences studying personal mastery with Indian, Himalayan, Japanese and North American masters. His methods are dynamic and direct. His work is gifted and inspirational.

www.walkerinternational.com. Call +61 417 209 636 for a (VIP – Vision, Inspiration and Purpose) Vision Setting Program.



Because they are so focused on talents and funding, start-ups sometimes forget about one very important aspect of running a business – productivity. Being productive and making sure all of your work is purposeful is crucial if you want to become profitable and transform your business from a small start-up to a respectable enterprise.

Here are some useful tips on how to keep your start-up as productive as possible.

1. Break Down Your Projects Into Tasks

The first step towards higher productivity is to organize all of your projects in such a way that it makes them easier to complete. This means every project needs to be split into several stages, which are then further chopped up into tasks. When you start viewing projects as sets of tasks, they start appearing more easily achievable. As a result, the whole team is more motivated and productive.

2. Set Deadlines

Every task and stage of a project needs to have a strict deadline. If you absolutely need to push a deadline, the whole team needs to understand that this will produce a butterfly effect. So, for example, if the content of a landing page is running late, the design will be late as well and your lead generation campaign won't start on time. This kind of thinking will create a more disciplined workplace and contribute to productivity.

3. Know Your Priorities

When you're working on multiple projects and trying to fulfill the requests of several clients, you have to recognize that it may not be possible to get everything done on time. That's when your prioritization skills come into play. Will you give an advantage to faithful old clients or will you prioritize new ones in order to keep them for the long term? Make an early decision on what you'll prioritize.

4. Automate Repetitive Tasks

To save time and increase productivity, you'll want to automate tasks that can easily be automated. There are plenty of business automation tools that you can use to streamline various parts of the business process, from social media management to invoicing. Choose the ones that will help your business and let your team focus on the more complicated tasks. Be careful not to overdo it with these tools, as managing five different applications requires a lot of time and effort.

5. Focus on People

Productivity often comes from within. An employee that feels appreciated and connected to the company will always be more willing to go the extra mile. So, take the time to forge strong personal connections with your team members and do your best to make them feel valued. Organize evaluations, feedback meetings, and informal lunches to get to know them better and create a cohesive team.

6. Collaborate

It goes without saying that teamwork is one of the most important techniques in business. Create a culture of teamwork in your start-up and encourage your employees to share their ideas with the group. By doing this, you ensure that all team members are working together to achieve the same goals and solve problems in a more efficient way.

Also, consider collaborating with other companies, as there are plenty of start-ups out there and some of them may specialize in something complementary to your business.

Marketing consultant, international speaker, author, and CEO of Experiential Hands on Learning, **Pamela Wigglesworth CSP**, consults organisations on how to effectively communicate the value of their products and services to generate greater awareness, increase their leads and ultimately increase their sales. She is the author of *The 50-60 Something Start-up Entrepreneur: How to Quickly Start and Run a Successful Small Business*. Contact: Email: pam@experiential.sg | Tel: +65 6241 9834 Mob: +65 9109 7478 | www.experiential.sg



JANET YUNG Three Steps to a Happier and More Successful You

Two things define you: your patience when you have nothing and your attitude when you have everything.

This is a great quote that I read recently and it resonates deeply with me. Since the passing of my mum in 2016, the gradual but definite demise in my father's mental health and the learning and experiences shared by my friends, my clients and family, it is suffice to say: if things were not going smoothly for anyone, the key is to be patient, tolerant, accepting and positive.

A client who is pessimistic and encounters all sorts of "unlucky" stuff; a pair of clients who wanted to know if they were compatible as business partners; and another who is unhappy with the financial burden that has to be carried alone- sitting and listening through these sessions, consulting, coaching and counselling, I realized that if we were better able to understand ourselves and know that things happen for a reason to enrich and teach us skills and experiences, we will probably be more patient, tolerant and accepting of what is to come.

*As the saying goes; "Yesterday I was clever, I wanted to change the world.
Today I am wise, so I am changing myself."*

As written in my Being Happy and Successful series of books, I believe that there are three basic steps that can help build the foundation towards being a happier and more successful person.

1. Know Yourself

When you are aware of your make-up, your approach to life and the role that you can naturally perform the best at, you will be happier and more motivated. Even when you meet with hurdles and obstacles along the way, you'll be more tolerant, persistent, patient and positive while striving towards your goals. With motivation, you will in turn be more passionate about what you do- and logically you will be more successful.

The key difference between those who are successful and happy; and those who are successful but not happy is the alignment of their work, belief and passion.

2. Understand Others and Their Perspective

Once you understand yourself, take steps to build your natural talent to competencies and learn to manage your weakness. The next step to happiness and success is effective communication with others whether at home or at work. But to communicate effectively with others, whether your loved ones, friends or colleagues, it is important to understand them, why they do and say things from their perspective. This will bring about empathy and understanding that will help us to extend an innate compassion to see things from a perspective that is different from yours.

3. Building Effective Relationships

As humans, we are social beings who thrive and are happy when we enjoy better understanding and rapport with others. Thus, by building effective communication and relationship with others, we can positively influence, interact, get things done through others and work with them to achieve success, happiness, and even common goals.

In a work environment, research has shown that behaviour impacts relationships and if organizations want to succeed, it is important that people enjoy working with one another.

Though a long and arduous process, it is important to enjoy and learn during our life journey while achieving happiness and success.

Background - To aid my clients in understanding themselves and others, I suggested a route to Being Happy and Successful (covered in the said series of books) in life using the Asian personality profiling system, which I adapted from the 2000 year-old Chinese metaphysical science. In essence, this is a tool to understand and manage ourselves as well as appreciate others better. To verify this system, we conducted a self-awareness survey through the [PATHS™ mobile application](#) that showed 7 improvement areas with statistically significant results. Details of the survey and methodology will be released in the 2nd edition of Being Happy and Successful – Managing Yourself and Others in early 2019.



PATHS™ - The Asian Personality Profiling System

Results of Self Awareness Survey

- 293 people surveyed
- 7 areas showed improvement with statistical significance
- *Survey questions from established scales in academic articles (Maslach and Jackson, 1981 and Grant et al., 2002)
- *Analysis using Paired Samples t-Test
Analysis done by a social scientist affiliated with the McGill University



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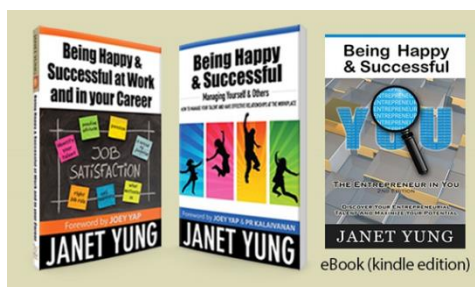
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Janet Yung is the founder and principal consultant of Trilogy People Performance Consultancy and 8Treasures. A former corporate high-flyer, Janet was the Director of Sales & Marketing in a Fortune 50 company before embarking in her retail, training and consultancy business. With 3 decades of corporate and business experience, she invested her first 13 years in corporate understanding clients, driving business growth, leading and motivating teams.

Author of Being Happy and Successful Series of Books

(amazon.com/author/janetyung)



What does it take to become a world class speaker?

It is not your Christian Dior or Ermenegildo Zegna outfit.

It is not how flawless you speak.

It is not how perfectly you move on stage.

World class speakers may not even have, or need a stage.

What separates world class speakers from the rest is that they take a stand, they fight for a cause and they are on a mission.

World class speakers are the movers and shakers of our time. They are not afraid of judgement when they take a stand. They are not afraid of speaking their mind when they fight for a cause. They are not afraid of rejection when they are on a mission. Judgement, fear and rejection are not in their sight.

Malala is a world class speaker. She's not afraid to take her stand and fight for girls' education even with the threat from the Taliban. She continued to speak her mind after she was shot by a Taliban gunman.

World class speakers don't set limits on themselves. Malala started speaking her mind when she was only 11 years old. She's on a mission.

Aung San Su Kyi was a world class speaker.* Despite multiple arrests, she spoke her mind against the brutal ruling of the dictator in Myanmar. She could have chosen to leave the country for her freedom but she chose to stay in the country under house arrest for years to fight for what she believed in.

World class speakers do not need a stage to move and shake our society. Every interaction they have, every statement they make and every action they take is a speech of deep impact.

How do you become world class?**1. It is not about being accepted**

It is in our DNA to be accepted. In the stone-age, if you weren't accepted by your tribe, it equalled death. You would be thrown out of the tribe and would never survive on your own.

I wanted to be liked and accepted by every audience member when I started out as a speaker. I wouldn't say things that may have been considered controversial. I wouldn't point out what their real problems were for fear of creating conflict. In the end, I wasn't making a difference. I was just another regular speaker.

It was not until I got over the fear of being disliked, fear of being rejected and fear of conflicts that I started to stir thoughts and make a real difference in the lives of the audiences.

2. Dare to take a stand

When we want to be accepted we don't dare to rock the boat and take a stand.

It can be so unsettling and risky getting all the attention to potentially be judged and rejected. Tell me about it. I was the one who used to be so worried about judgement and rejection. It was not until I had this revelation. To take a stand is not about you. That's right. It's for a bigger purpose. It's to change the world, one opinion, one person, one speech, at a time.

3. Be part of something bigger than ourselves

There's no one better than a world class speaker to take a strong stand, to speak their mind and to move and shake the world.

"World class?"

"Who? Me?"

Have you had similar thoughts like above?

You have the potential to become world class.

Becoming world class is not to show off your ego and prestige.

Becoming world class is not to make you feel superior just to hide your inferiority and insecurity.

Becoming world class is to make a bigger impact.

Become world class is so you can make real change in our society.

Become world class so we can be part of something bigger than ourselves.

Isn't it the ultimate purpose of our lives, to be of service to others and to our society?

"You can have everything in life you want, if you will just help other people get what they want."

– Zig Ziglar

The question is not to ask if you should become world class.

The question is to ask HOW you can become world class.

Do you want to make a bigger impact but not sure how?

Do you want to become world class but wonder if you have what it takes?

Are YOU the roadblock on your way to world class?

You don't have to figure it out on your own. Over the past 9 years, I've had the privilege of speaking in 16 countries over 4 continents. I know what it takes and I can help you get there. Schedule a 45-minute complimentary Breakthrough Session by Clicking [HERE: bit.ly/beheardbreakthrough](https://bit.ly/beheardbreakthrough) and let's find out what is stopping you and what it takes for you to become world class.

Footnote:

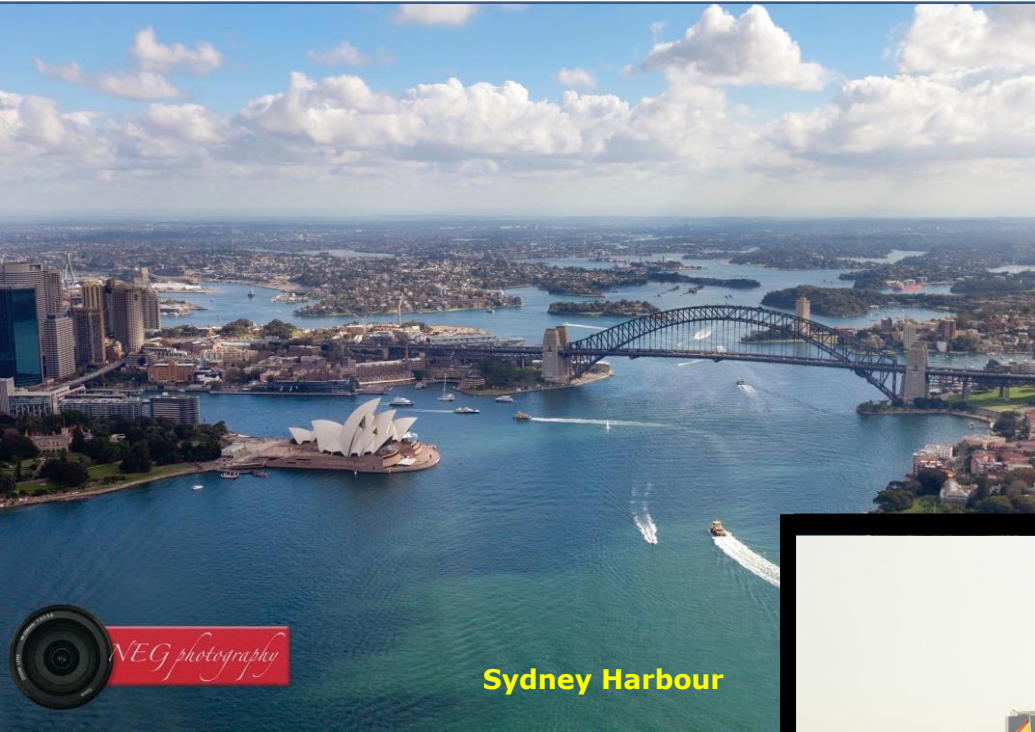
* Aung San Su Kyi has been under international criticism since August 2017 when she kept silent on the violence against Rohingya refugees. Nevertheless, I personally think she **was** a world class speaker due to her courage to speak up against the brutal military abuses in her country.



Cynthia Zhai is a Voice Coach, Speaker and Author. She has helped individual clients from 38 countries across 5 continents develop their powerful voices to speak with conviction and passion. Cynthia has worked with many high-profile clients including Russian President Vladimir Putin's Simultaneous Interpreter at G8 Leader's Summit.

Cynthia has been a professional speaker and coach for the past 15 years and her engagement spans 3 continents in 16 countries. She has appeared in local and regional radio programs as a guest speaker on the subject of voice. Contact website: cynthia@powerfulexecutivevoice.com





Kiama Lighthouse | Kiama Australia



Sydney Harbour



Junk on Victoria Harbour | Hong Kong

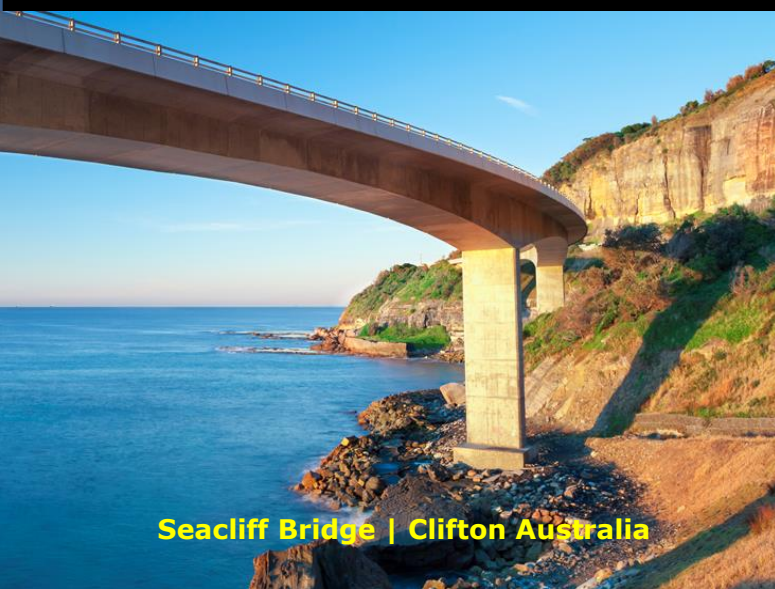


**Breakwater Lighthouse
Wollongong Harbour | Australia**



Marina Bay Sands Hotel | Singapore

***On behalf of all our e-book contributing
writers, we wish you a great 2019***



Seacliff Bridge | Clifton Australia



**Santa Catalina Island | Air Bus 380 Wing
On approach to Los Angeles, California Airport**