



Strategies for Success from Leading Experts in Personal and Professional Development

With Compliments From
Rob Salisbury

See Rob's contribution on Page 21 ...



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Why Webinars? – by Gihan Perera

Webinars are the hot new technology for delivering your message to more people, more often and for more money – if you do it well. If you're a speaker, trainer, consultant, coach or other thought leader, conducting effective and profitable webinars is a "must know" skill.

WHY WEBINARS?

These are the three biggest benefits of webinars:

- They are *convenient* for you, the presenter
- It's a highly *productive* environment for participants and audiences
- It can reduce *costs* for clients and employers who are providing training for their staff



CONVENIENCE FOR THE PRESENTER

You don't have to spend time and money on travel, accommodation, and all the other frustrating aspects of being a professional presenter.



If you run your own events, you don't have to worry about booking a venue, fretting over minimum numbers, and paying for the room, meals, audio-visual equipment and other technology.

PRODUCTIVITY FOR PARTICIPANTS

Your participants simply sit at their desks and join the webinar when it starts; and when it's over, they hang up and continue their work day. They don't have to spend time getting there, finding parking, waiting around for an event to start – and doing it all over again at the end.



Participants can even do other work during parts of the webinar that aren't relevant, and might even choose to leave a webinar early.

REDUCING COSTS

For most people – and clients and employers in particular – your presentation fee is not the biggest cost of your presentation. The biggest cost is the lost productivity of their people. Anything you can do to reduce that lost time is good for them.



You can also offer webinars to *complement*, not just replace, existing programs – for example, a 30-day follow-up webinar after a training course. The lower cost of a webinar makes this much more viable.

WHY AREN'T YOU DOING MORE WEBINARS?

Audiences and clients are time-poor; and webinar technology is available, cost-effective and easy to learn. So why aren't *you* tapping into this new way to deliver your educational material?

If you're not doing it, you can bet your competitors are! And your market, which is seeking knowledge in different ways, might be silently switching to them.

Start small. Get the technology, choose a topic you know well, schedule the webinar and offer it free to friends or loyal clients. Start small, but *get started*.

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



Jacque Molloy

The Executive Communications Coach, Adviser & Problem Solver

I work with corporate professionals—in particular, those who are about to move into a new role, those who are in their first year of a senior role, or those who aspire to lead. These are the people who are short on time but who need to 'hit the ground running' and make an impact early: on the page, on the stage and in meetings. And they want to do this in a way that acknowledges what they already know, takes the least amount of their time, enhances their reputation and doesn't make them sound like a corporate clone.

The 2 most important practices to create successful communications

Adopt these practices *consistently* in your writing and speaking and build your reputation as a clear and relevant communicator in 2011.

1. Know Your Reader (or Audience)

The only way you can know what to write or say is if you know who your reader or audience is and why you're talking to them.

Setting this direction is both a launch pad and a touchstone to return to again and again to check you are on track.

I'm always surprised that so many people get very caught up with what they think they should be writing or saying. But when you think about it, your direction will always come from your knowing 'who is my reader/audience?' and 'why am I communicating with them?'

A good way to test if your content is specific for your reader's, or audience's, needs and expectations is to ask yourself: is it clear what I want my reader, or audience, to think or do as a result of this communication?

2. Meet, or Manage, Their Expectations

Think of your writing or speaking as the answer to the question in your readers', or audience's, minds. You need to know the most likely dominant question they want, or expect, you to address. You must be aware of their expectations and then meet them or, if that's not possible, manage them.

This knowledge will influence and inform the structure of your communications. The logic that forms the spine of your piece, and the headings you use, must be clear and intuitive for your readers or audience.

And you get extra points for 'cutting to the chase', and ensuring that no important information is buried. This is also known as 'top-down communicating'.

If you are interested to learn more, visit me at <http://jacquiemolloy.com>.

How hiring mistakes are made by Ross Clennett



Hiring managers inside organisations make hiring mistakes all the time, yet the reasons for these mistakes being made are rarely investigated because it's far too easy to say 'it's the candidate's fault'.

Here are a dozen reasons I came up with as to how and why hiring mistakes are made:

1. The job description is non-existent or incomplete.
2. The critical success factors of the job are not correctly identified.
3. The interviewer is insufficiently qualified, not prepared or is rushed.
4. The interview questions are not constructed so as to elicit a full understanding of the candidate's skills, competencies and motivation.
5. Insufficient probing is undertaken when vague or incomplete answers are provided by the candidate.
6. The interview questions used, only elicit theoretical or opinion-based answers (eg 'would do', 'could do', 'should do' rather than behavioural based answers (eg 'have done' etc).
7. Each candidate for the same job is asked different questions.
8. Answers to questions are not graded or rated to enable comparisons to occur across competing candidates.
9. Too much emphasis is put on existing skills rather than understanding what the candidate's behavioural competencies (or transferable skills) and motivations are.
10. Too much emphasis is put on hiring people who are just like everyone else in the team or organisation.
11. Insufficient or inadequate background checking is undertaken or the results of these checks are minimised or ignored (hello, Brisbane Lions!).
12. The way a candidate 'performs' at an interview is taken as a reliable indication of how they will perform in the job. (Tip: Interviewing is a skill that can be learned by people who then, at the interview, 'dazzle' hiring managers who are unskilled at recruiting).

Hiring mistakes are **not** the candidate's fault – they are the responsibility of the person making the hiring decision.

What potential gaps are there in your company's hiring processes?

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

New Path or History Repeating? – Shelley Dunstone

Your business strategy is your path to competitive advantage. It articulates your choice of how and where to compete.

Your strategy specifies your target market, what you offer to that market, and how your business differentiates itself so that your customers will prefer it over others it might choose to buy from.

Your business strategy should be unique. You are blazing a trail where no one has gone before.

Easy to say!

In practice, though, it is easier to follow what others have done. It feels risky to carve out an entirely new path.



I used to be a litigation lawyer, and for several years I taught at a course where Law graduates learned the practical skills they needed to qualify as practising lawyers. When I was teaching them how to draft Court documents, I found that they tended to cling to the wording of precedent documents. They were reluctant to use their own original wording, for fear that they would make a mistake. Yet when they did adapt a template, the resulting document was often ineffective, because it didn't sufficiently reflect the specific facts of the situation.

Humans have a natural tendency to seek a template or precedent to follow. The brain works by automating as much as possible. Most of the time, we don't even realize we're doing it. And instead of a new future, all we get is history repeating.

The language of History Repeating sounds like this:

- What did we do last time?
- What are our competitors doing?
- If this is such a good idea, wouldn't others already be doing it?

Precedents can be very useful. They save time and effort. They can help us to avoid unnecessary errors. There are many situations in which we do not need to "reinvent the wheel".

Do reinvent the wheel!

But when you are developing a business strategy, you absolutely *do* have to reinvent the wheel. The coming year is unlike any previous year. The environment changes; your plan must adapt. And you don't get competitive advantage by copying what your competitors are doing.

This year, when you develop your business strategy, recognize and banish the language of History Repeating, cast aside your precedents and create your own unique future.

Shelley Dunstone helps people win in a world without precedent. She facilitates strategic discussions, gives highly customized conference presentations and provides individual coaching and mentoring to business leaders. Visit www.shelleydunstone.com to subscribe to her FREE ezine, *The Cauldron of Innovation*

Seven special steps to successful collaboration by Ian Berry CSP FAIM



A few times in my life I have felt let down by what I perceived was betrayal by others of perceived agreements to do certain things.

The last time this happened I allowed myself to feel hurt for many months. The positive consequence was that I developed a process for reaching agreement with others. I trust you will find it valuable in making your collaborations successful.

There are three worlds. The one in here - that's my world; the one out there - that's your world; and the one that is vital when it comes to collaboration - the world we share.

I find that there are three main reasons for human conflict:

- 1) disagreement about the goal/s, objective/s, or aim/s.
- 2) disagreement about how the goal/s, objective/s, or aim/s will be achieved.
- 3) assumption of agreement in 1) and/or 2), and a negative response when such assumptions result in perceived betrayal.

Seven special steps to successful collaboration

- 1) Establish that there is agreement concerning the goal/s, objective/s, or aim/s. Don't move on until you are absolutely certain there is agreement.
- 2) State what you can and will do to achieve the goal/s, objective/s, or aim/s.
- 3) Ask the other person or people involved to state what they can and will do to achieve the goal/s, objective/s, or aim/s.
- 4) State what you feel are the milestones or measurements that will indicate you on on track to achieve what you say you will in 2).
- 5) Ask the other person or people involved to state what they feel are the milestones or measurements that will indicate they are on on track to achieve what they say they will in 3).
- 6) Agree on dates and times you will be in touch with each other to discuss progress and celebrate achievements.
- 7) Confirm in writing via email or letter your agreements in 2) through 6) and ask for a confirmation response from the other person or people involved.

In 2011 and beyond our ability and willingness to collaborate is a key way to expect and achieve more of what we want and less of what we don't want.

Be the difference you want to see in the world.
Ian

*Ian Berry is a writer, mentor, strategist, and international business speaker. A recognized authority on the strategies, systems, and structures that guarantee high levels of employee engagement, Ian is the Founder of the **differencemakers community** an online and in person home for individuals who wish to increase their differencemaking and who want to find collaborators to work with in order to increase the scale of differencemaking in the world. Differencemakers have more than 500 members from 32 countries.*



How to G.R.O.W.! in 2011

As you come to the end of another year, can you honestly say you are happy with the level of personal and professional growth you have experienced or do you feel like your life is “groundhog day” with one week looking very much like the next? If you want 2011 to be different, if you want to get to this time next year and confidently be able to say you have grown then you are going to need an action plan to get you there.

So here are my suggestions on 5 keys that will help you G.R.O.W.! in 2011 . . .

Get to know yourself

Self awareness, emotional intelligence, personal insight. Call it what you will but those people who are able to learn from their experiences and grow as a result are the one who know themselves. There are many ways to go about doing this . . . taking quizzes, reading personal development books and keeping a journal are just a few. If you are brave why not also enlist the help of family, friends and others who know you well to give you some insights.

Recognise the needs of others

Once you understand yourself it is important to recognise that other people have different views on the world than you. Whether you are talking about cultural, gender, generational or personality based preferences you need to do all you can to learn more about the needs of others. The truth is that when you help others you grow yourself and that help starts with recognising their needs. Make it your mission in 2011 to figure out ways to see the world from various perspectives by engaging people in conversations, observing human nature or reading about alternative views.

Open up the communication channels

Don't just talk at people and pretend to listen in response. Find ways to really open up the communication channels so you can have richer conversations. Be willing to be more authentic and to tackle the difficult topics. Learn to read the subtext, to listen to how things are said and what is not said. Put in place mechanisms that allow you and others to communicate on the things that matter in a way that makes a difference.

Work towards an engaging goal

Whether it is a personal or professional goal, if you aren't passionate about where you are heading then your chances of success are minimal. Make this the year you figure out what engages you, what makes you want to get out of bed early and stay up late. If you can figure out what that is for you then it won't feel like work. Forget what the experts say or what you “should” be aiming for. Listen to your own instincts and create a goal that truly engages you.

! give that something extra

Just doing the minimum to get by is not going to cause you to grow. Those people who are living lives full of energy and passion all tend to have something in common. They give that little bit extra, even if there are no short term rewards and even if no one will ever find out they did it. They do it because they want themselves, and the world, to be better. So what is your something extra going to be for 2011? Will you volunteer, document your knowledge to help others, be a mentor? The choice is yours but I can guarantee that whatever you choose to do giving more than you get will see you grow.

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



Improve Your Business Processes to Improve Your Business – by Ruth Sligo

Most large organisations have documented business processes, which staff are usually expected to follow. These processes have benefits: helping employees understand their roles; helping organisations deliver consistent products and services. The organisation builds on its internal knowledge base and good documentation can be critical for compliance and safety.



However, this approach also has some weaknesses and risks:

- “The company way” might be obsolete or inefficient
- Documented procedures don’t always mirror the actual business practices
- Staff learn there is “One Right Way” to do everything
- There are missed opportunities to research global best practice
- Changing established business processes can be time-consuming and frustrating

Take a leaf from a small business

In a small business, written processes often don’t exist at all; and even when they do, they are often seen as guidelines rather than strict policies. This can lead to other problems, of course, but it also means:

- Staff are expected to think creatively and solve problems
- They find process improvement ideas outside the business (e.g. from Google or LinkedIn discussions)

Don’t become complacent with your business processes. Foster a culture and attitude of continuous improvement in order to react quickly to changes in your environment.

Create a Process Improvement Cycle

In practical terms, use this simple (but very powerful) four-step process to adjust and improve your business processes:

1. Ask your team to **identify** the processes that need to be “fixed”, then prioritise them and allocate them to people within the team.
2. Let them propose a way to **solve** the problem.
3. Ask them to **check in** with you before proceeding, and then let them implement their **fix**.
4. Do a post-implementation **review**, and **reward** and celebrate successes.



The key to success is to involve your team – the people affected by the process – every step of the way.

Ruth Sligo has worked in small and large organisations in Australia, New Zealand and the U.K. over 15 years, the last 10 managing people, processes and transformational change. She is passionate about team culture, team members and tapping into human potential.

She is the co-author of the book “*There’s an I in Team*”, to be published in March 2011. You can visit her blog at www.TheresAnIInTeam.com or contact her directly at ruth@ruthsligo.com.



The new BRIC consumer - are you ready to reach them? by David Thomas, Think Global Consulting

There has been a lot of talk recently about the emergence of the new emerging middle class consumer, their substantial and increasing buying power and the explosion in the number of new internet and mobile phone subscribers from each of the four BRIC countries (Brazil, Russia, India and China). Amongst the constant stream of mind boggling statistics, numbers and charts, here a few highlights worth dwelling on:

- There are more cars sold in China today than in America. Experts predict that there will be 50 million cars sold every year in China by 2030!!
- In India, over 240 million people will enter the workforce in the next 20 years, and over 24 million people (a number greater than the total population of Australia) will become "affluent" (ie those earning more than 1 million rupees per annum, the top 2% of the Indian population)
- Retail sales in Moscow now exceed Paris and London
- In Brazil, 32 million people have moved into the "middle" and "high" income bracket in the last 5 years, a figure that is expected to double in the next 5 years
- China and India together already have 500 million Internet users, and a further 700 million more will be added by 2015, generating revenues of more than \$80 billion in Internet commerce.

An army of 2 billion consumers have now emerged from the BRIC (and other emerging) countries, are currently spending US\$6.9 trillion per annum and, according to McKinsey, this figure will rise to US\$20 trillion in the next decade, a figure which represents about double the current consumption of the USA!

The good news for new market entrants is that all players in the BRIC countries (big and small) are having to develop an entirely new approach to serving the new emerging consumer, which levels the playing field and creates new opportunities for smart, innovative, savvy and brave new entrants who are willing to jump in and swim with the bigger fish! It means that the major brands of yesterday may not be the successful brands of tomorrow. Nobody is safe!

So what does this all mean for us in Australia? Is this an opportunity or a threat? Do we have a chance to compete with major brands from the US and Europe? And do we have the appetite for this? Here are some of my thoughts:

- All Australian companies (big and small) need to develop a strategy to engage with these new emerging countries - you can't sit back and allow this once-in-a-generation opportunity pass by without at least giving some thought as to how it could affect your business!
- Opportunities exist across the board for Australian companies, particularly in some of our more progressive and innovative industries (e.g. technology, design, high value manufacturing, cleantech, environmental protection etc.) and also some of our more traditional areas (eg education, tourism, finance and professional services). To remain relevant, we have to start participating now.
- Do your research. How could your business or ideas thrive in an emerging country like China (a country on our doorstep with whom we have enjoyed close ties and strong relationships for over 35 years) whose economy has grown by over 8.5% per annum for the last 30 years and, by the year 2025 or earlier, will overtake the US to become the largest economy in the world? Is there something that you do, or offer, or sell which would appeal to a small segment of a country with over 1.3 billion people? If so, start now to immerse yourself in the opportunity. Don't let the grass grow under you!

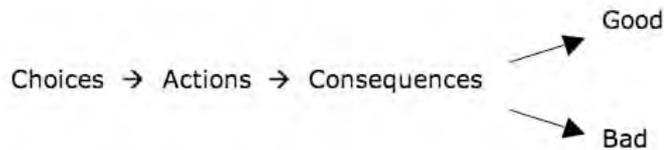
You must start familiarising yourself with all of these countries now. Read a book, take a holiday, search the internet, join a delegation and saturate yourself in everything you can find about these new economic power-houses! Imagine living in the United States in the 1930s and witnessing all of the technological and economic advances that took place over the next 50 years. You now have the chance to do that all over again in China, India, Russia or Brazil. Get started now!



David Thomas is well known in Australia for his experience, credibility and passion for identifying, building and facilitating business and investment relationships between developed and emerging countries. He consults to organisations of all sizes to create viable, profitable and sustainable businesses in offshore markets and draws on his knowledge, experience and connections from living and working in Europe, Asia and Australia. More details at: www.thinkglobal.com.au

Improve the Outcome – Clive Murphy

I would like to share with you a concept that is so simple yet it's one that many have trouble with.



As an example, you are running late for an appointment. You make a decision (choice) to speed. The consequence can be good if you get there without a speeding ticket; bad if you get one – or good if you arrived at the appointment on time and the ticket didn't worry you.

While this is a very important concept to teach to children, it is also important for adults.

Everything you think, say and do has a consequence. It's either going to make you (and/or someone else) feel good or bad to some degree.

There's a consequence for sleeping in, eating the wrong foods, telling another person what you think of them, being late, being early ... and the list goes on.

Here's the problem many experience. When things go wrong and they experience the undesirable consequence, which part do many want to change?

The consequence. They simply want a different consequence and they endeavour to gain this through Blame, Denial, Excuses and Lies. "I should be allowed to ... " and "It's not my fault ... (so let me off)".

So, when you think about it, every thing we do we do so expecting a good consequence. Problem is, this is the hardest part to change. The easiest is ...

Choices. The switched-on person knows this. They can accurately predict the consequences to any thought, to any choices they make.

If you don't like the consequence you are receiving, make a better choice.

To get it right, think of the consequences before you make a choice. Are the consequences going to work for you or against you?

For example, if you swear at or harshly degrade your partner or boss, what is the consequence? If you are nice, what are the consequences?

If you let people take a photograph of you in a compromising situation, what are the possible consequences?

Once you have identified the desired consequences, backtrack to the actions and choices you need to make to achieve that consequence. Good luck.

Clive Murphy is a best selling author who helps people achieve their potential. His concept on achieving high self-esteem and confidence is new, easy to understand and implement ~ and is regarded by many as one of the best available. To learn about the power of your mind and ways to help realize your potential, go to www.clivemurphy.com

Adapt or Die!

...the secret to expecting more in 2011

"It is not the strongest of the species that survive but the ones most responsive to change."

Charles Darwin

I'm sure that you are well aware of the pace of change, it is relentless. It's like a Tsunami, growing incessantly until it invades and consumes everything. If you and your business aren't evolving, learning, adapting, exploring other opportunities and income streams faster than the Tsunami of change, it is at risk.

If people in your organisation aren't learning faster than the pace of change, they risk becoming obsolete. If they don't like change, they are going to like being obsolete, even less!

For businesses it isn't a matter of earning OR learning, to thrive in tough times we MUST earn AND learn. If your business isn't learning, you soon won't be earning.

The secret to expecting more in 2011 is to maximise your learning. Just like tossing a coin, organisations are either on the way up or on the way down. If you start thinking that you know all you need to know and don't plan for continuous learning, you will soon become irrelevant.

Use the six LEARNING Zones to ensure you maximise your learning opportunities and respond well to change. Expect more from 2011 by making your mantra, **"What have I learnt today?"**



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Positioning With Purpose – Michael Neaylon

Most marketers agree, perception is everything. **That's why having a key message is so vital.** It's our first impression, colouring every future transaction with our clients.

Having a clear key message that positions you firmly with your target market can also greatly enhance your income. As with any perceived value I prefer the deal to be real.

Like the plumber who fixes everyone else's sink but never quite gets around to his own, I've often found the process of locating a key message easier for clients than myself.



That is, until now.

This week I was giving a group individual training on their presentation skills. One **energetic, confident consultant bounded into the room and said, 'so who are you and what do you do?'** Being put on the spot I said, almost without thinking, **'I help people market themselves in the best possible light.'** I actually hoped I could rewind and re-position myself. It seemed too simplistic, too low key. But the woman instantly asked me for my card, interested in what I had to offer. I felt I'd passed some sort of test, but **wasn't quite sure how.**

I've thought about that moment a lot this week. Here are some of the key factors to why I believe this moment worked.

1. **You sell yourself best** when you're not trying to sell yourself.
2. **I was in action.** In my body. Not in sales mode; in service.
3. **I was challenged.** Sometimes someone asking you 'well what makes you good,' gives you an occasion to rise to.
4. **Persistence.** I've been working hard to locate a simple message in my own words for quite some time, having pursued this with persistence.
5. **There's nothing like being caught off guard.** My intention was purely to reassure the client that we could work together. Right here, right now.
6. **There was no defence, no justification.** Two things I warn my clients against, with full knowledge they've been blind spots for me in the past.
7. **I already had the gig.** But even when we're in action there are people that need to be enrolled. I coach clients to act 'as if' they already have the sale. This was reminder that we always need to be playing our best game, devoid of arrogance, yet full of confidence.

People buy who you're being first and foremost. **If you're in doubt that your key message is working for you keep practicing your positioning.** Keep trying it on for size, testing it out in every interaction you have. **Embody your position.**

As an acting teacher used to tell us at drama school, 'the body feels, the soul responds.' So will your prospects.

Michael Neaylon is a facilitator, speaker and coach. He helps business owners, independent professionals and corporations market themselves in the best possible light. He teaches brand authenticity, presentation and sales skills. He teaches one on one, and in groups, facilitating lasting change and profitability. Visit his Web site www.mcme.com.au and receive the first chapter from his forthcoming book "Marketing Makeovers: How To Bring in Big Money For Your Small Business."

Our Network Is Our Networth - Maree Harris

Networking is not about going to networking events and making and sealing deals. It isn't either about telling as many people as possible about ourselves or our business and handing out loads of business cards. It's also not something we do once or twice and then give up on if we don't get new clients from it. In fact, its primary objective isn't even to get more clients. That may surprise many people.

Networking is first and foremost about making connections and building relationships with people - the more targeted to our work and high quality the better. It's about staying connected to these people over the long term developing a mutually supportive relationship where we can get to know, like and trust one another.



What happens, as we authentically engage in getting to know, like and trust these people and they us, is that we begin to build our personal brand, our profile and our reputation. No amount of money can buy those three things. We have to earn them and networking is one of the most effective ways of doing that.

Only then will we be ready to do business together, refer clients to one another and work on joint projects together. Networking is as much about what we can give as what we can get.

Building a network of people who believe what we believe and whom we nurture and support is invaluable to our professional lives, our careers and our businesses. The tangible and intangible "wealth" in such a network is invaluable. That's why I say: Our network is our networth.

These are the people who will help us grow our businesses and our careers. There is a lot of truth in the adage that it's not **what** we know that is most important, but **who** we know.

The people in our network can open doors for us. They can

- introduce us to people we don't know who can advance our careers,
- connect us to people who under normal circumstances would not take our calls,
- provide business opportunities we would otherwise not get access to,
- talk about us to people who may be interested in joint venture work with us,
- recommend us for those ideal jobs we didn't even know were in the offering,
- offer professional or business advice,
- provide support through a crisis,
- advise on how to handle a difficult client interaction or business deal.

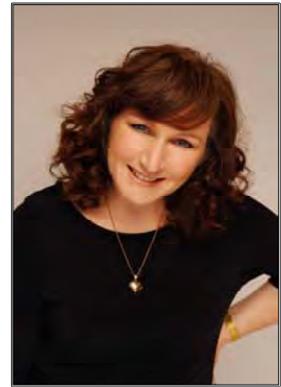
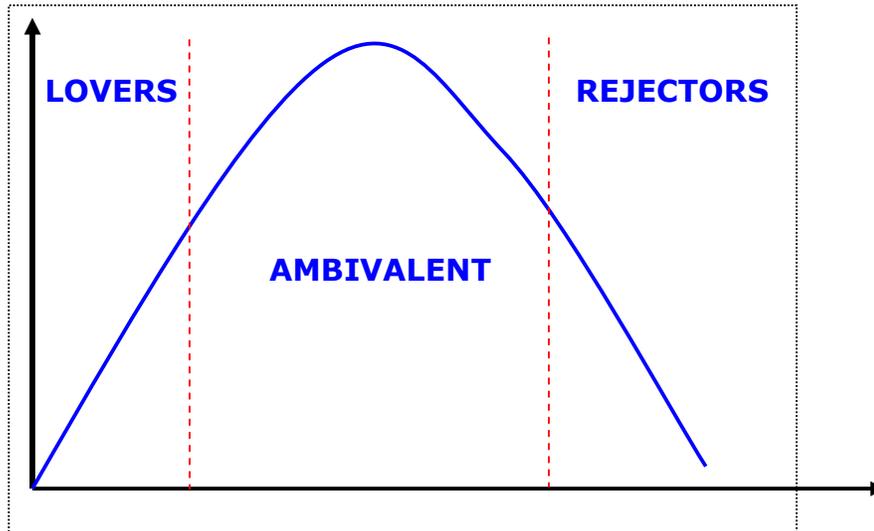
Building these types of connections and relationships require well-developed interpersonal, communication and people skills – soft skills. In 2011 invest in enhancing these and placing them in the service of building a network that will truly make you "wealthy".

Maree Harris is the director of People Empowered. She is a facilitator of professional development and training, a coach and mentor helping professionals develop and enhance their interpersonal, communication and people skills, those all important soft skills. Visit www.peopleempowered.com.au

Not Everyone Is Equal – Penny Burke

As a marketing person and thoughtleader on how to get people to commit, my wish for you in 2011 is that you get smarter about who your target audience *really* is. I like to think of potential audience in terms of 'availability' – how open are they to your message? Not everyone is equally 'open'!

I reckon there is a basic 'law of marketing' that describes every market. If we think of any market as a frequency distribution, the bell curve looks like this:



There are a percentage of people I call your 'lovers'. I think of them like those punching clown toys you used to get when you were small? They had water in the base, and no matter how hard or how many times you punched them, they continued to pop right back up at you, grinning maniacally! These are the Lovers, they are evangelists for your products, services or behaviours, and they need no convincing of the value. They normally constitute around 5-15% of your customer base.

Then at the other end of the bell curve you have your 'rejectors'. And frankly, it matters not what you say to them - forget them, they are not your target audience. Even if you stood in front of them and gave them the pitch they would remain unmoved. There's 'rejectors' in every market and they also generally comprise around 5-15%.

Then you've got the people in the middle, who I call your 'ambivalents'. These people are generally open to your story, they are just currently dis-engaged. They have the potential to be both Lovers and Rejectors – and in marketing terms, they are generally our core target. No point spending against the Lovers, they are already 'with you'. No point spending against the Rejectors – the Ambivalents are the ones you need to identify and then market both the functional and emotional benefits of your products or services.

So remember, not everyone is equal in marketing terms! So get smart in 2015 and think about who you REALLY want to target!

Penny Burke is a marketing consultant who makes marketing simple. She can show you how to translate complexity into simplicity, confusion into clarity, distraction into focus and behaviour into results so you have a usable, actionable marketing strategy that will really work. Penny released her first book on Forced Focus thinking that helps companies navigate the stormy waters of employee engagement and employer branding. To learn more about how the book can help you shape your workplace brand, visit www.essencecomms.com.au.

Knee Jerk Reactions – by Paul Archer

As a kid, I was fascinated when doctors would carefully tap a patient's knee with a small hammer and the patient's leg would involuntarily kick upwards. That's where the phrase *"knee jerk reaction"* comes from. For years after first seeing this on TV, I tried in vain to make my knee do the same with plenty of bruises to show for my efforts.

Life is full of knee jerk reactions. People get used to reacting in a certain way especially when they are being offered to buy something. You see, when faced with a decision to buy something, we will revert to a knee jerk reaction and say something like, *"No thanks"* or *"I'll think about it"* or *"Send/email me some brochures"*



Unfortunately many salespeople or those on the front-line who need to sell things, accept these customer reactions and don't close on the sale. And this is a shame because they are often not real reasons

The secret is to accept them for what they are...knee jerk reactions and kind of ignore them and try again. Throw in a holding phrase and re-do your close. If done carefully and subtly, it won't harm and may get the customer to think it through again and make a positive decision.

Some favourite responses that won't offend.

- *"That's fine, I'm only asking for a short chat with our adviser, it won't harm will it?"*
- *"Are you sure? You'll be missing out on..."*
- *"I could email you some brochures but I've a better idea, let's meet shortly to talk it through..."*

Bear in mind a customer's first reaction to your close, is normally a *"no"* because this is an in-built knee jerk reaction.

The second, more significant Knee Jerk Reaction comes from us, the salesperson. When a customer gives us an objection or reservation which might be entirely understandable and realistic, we immediately come in with a pre-thought through answer to the objection. Especially if we've just come back from a training course and we know all the answers to common objections.

Again the trick is to react differently. A nifty little reminder here is to imagine sitting on their lap. Of course, this is a metaphor and not something to actually do, although that depends on your customer I guess. No, I'm saying we follow the LAP rule – L for listen to the reservation and really hear them out first, and then we A acknowledge it. I'm not saying agree with them but see their point of view, understand where they're coming from. And the final P is to probe to figure out exactly what it is they have an issue with.

- *"I can see where you're coming from there and it's a fine point you're making...can I just ask...is that the only issue that might prevent you going ahead with this plan?"*

This strategy gives you thinking time, ensures your customer knows they're being listened to and shows you're on their side.

So consider the two knee jerk reactions the next time you're in a sales situation. The customer's reaction to your close and your potential quick response to their reservation. Both hazardous in their own right.

And try as a may, I still can't get my knee to kick upwards everytime I whack it with a hammer. Maybe if I hit it harder...

★★★★★★★★★★

Paul is an international speaker and training consultant. He specialises in sales and sales management. His topic Rapport Selling has been delivered to hundreds of salespeople over the years and helped them all earn their bonuses.

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

Dealing with audiences large and small, Paul is dedicated to make your time with him highly beneficial and practical.

Sign up to my weekly eZine of sales and coaching tips and get the Sales Tip's Annuals for 2008, 9 & 10.

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Making a difference by noticing – Dr Ann Villiers

The psychiatrist R.D. Laing said:

‘The range of what we think and do is limited by what we fail to notice. And because we fail to notice that we fail to notice, there is little we can do to change; until we notice how failing to notice shapes our thoughts.’

We are bombarded with details, cues, information, much of which goes unnoticed.

People who make a difference are sense-makers, aware of what they should pay attention to and noticing details that others miss, particularly about their own language and thinking practices.



What you could be noticing

Notice judgments: Humans are highly skilled at making judgements about people. Assumptions about what someone else is thinking and feeling, what their intentions are, and what their behaviour means are the source of most glitches that stymie getting along with people. Sense-makers consciously notice then suspend judgment in order to better listen and understand what is happening. They know how easy it is to slide from one throw-away phrase to a total personality assessment.

Notice intention: When it matters, sense-makers approach situations purposefully. They set out to make a difference, to seek to understand, to build trust and goodwill, to model courteous behaviour. A conscious intent, particularly in the face of entrenched views, subtly affects our mental state as well as our behaviour.

Notice similarities: Influential voices encourage us to see differences in people. Emphasising differences separates people, easily sliding into concerns, even fear, that one group is creating problems for others. Fear inhibits understanding and fosters a blame culture based on ‘them’ versus ‘us’. Generational categories is an example. Lumping people together based on birth date and then pigeonholing the entire group into a defined category with common qualities and motivations, ignores the variation within any group and what people have in common. By all means notice differences, but don't assume you ‘know’ the person. Actively look for similarities. Keep in mind Mark Twain's comment: ‘It ain't what you don't know that gets you into trouble. It's what you know for sure that just ain't so.’

Notice need: One of the maxims Mary MacKillop, canonised in 2010 as Saint Mary of the Cross, lived by was ‘never see a need without doing something about it’. If we adopted this literally our life could become seriously complicated! But we wouldn't have to take it literally. There are plenty of micro needs that can grab our attention and action. Helping someone struggle with bags at the supermarket. Giving directions to someone who is lost. Giving up our seat in the train. Provided we notice.

Dr Ann Villiers is Australia's only *Mental Nutritionist*®, drawing on iconic Australian stories for timeless wisdom and practical strategies, to illuminate what it takes to make a difference today. Please visit www.mentaln nutrition.com, for thinking flexibly, speaking confidently.

Are you one of only 4 in 10 who leads change with complete success? If not, read on...



Do you experience any of these challenges:

1. Not enough time & always being asked to do more with less?
2. Resistance – people are change fatigued, and they **don't** see their WIFM or why the changes need to be made?
3. Lack of support from the top – senior executives may start off enthusiastically but their priorities and interests change?

If these resonate with you then you're probably also seeing this:

- Disengagement, inertia, low morale and unwanted turnover in your team
- Increased stress and depression
- Performance and productivity compromised and time wasted on office politics!

The challenge of leading change is not about having the best project management plan and the time and budget to implement it although of course, it helps.

The biggest barrier is getting people to change their mindsets and attitudes. It is also about influencing others outside your direct team to support the changes.

Why is that so hard? Often the main reasons (but usually rarely admitted) are that people are anxious, stressed, and fearful of what the change will mean to them – e.g. the loss of power, authority, skills, resources, time, familiar structure and processes.

I call this The Almond Effect®. **It's when our inbuilt human survival system mistakes change for an ambush of sabre-tooth tigers and reacts biologically in the same way – showing up at work as for example, anger, gossip, poor performance, back-chatting, presenteeism, avoidance, withdrawal of discretionary labour and resistance to change.**

Let me suggest five of my change leadership approaches that will help. They utilize what we know, so far, about how our brains work:

1. Example: it is imperative that you lead by example, model the changes you ask for; show that you too, can & will change (minimise the impact of mirror neurons)
2. Explain: Crystalize and communicate your expectations to each team member (**minimize the 'threat'** of uncertainty)
3. Emotional proficiency: Manage your emotions & keep your perspective (minimise the impact of The Almond Effect® and the threat of injustice)
4. Engage: Share the reasons behind your strategies and actions; get their input and listen to their concerns (minimise The Almond Effect®, maximize sense of reward)
5. Embed: Reinforce, recognise and reward whenever appropriate (maximize sense of reward, reinforce desired patterns of behaviour and encourage plasticity)

Understanding what drives behaviours is the critical first step in successfully navigating your team through change and **your organisation's political environment**. **That**, and some clever strategies to lead change and inevitably shore up your career.

Anne presents, educates and coaches on leadership and change. Her special blend of extensive corporate experience, open, fun and heartfelt style and neuroscientific understanding, means audiences easily and quickly learn brain (and life) changing ways to lead and mobilize the full potential of their people. Visit AnneRiches.com for more information, free resources and CLUES.



Better Thinking For Work: Five Strategies To Sharpen Your Mental Edge.

We know how important it is to look after our body, but we need to look after our brain as well. After all, we put huge demands on it every day.

1. Provide the fuel.

Our brain is a very greedy organ. It may only comprise 1-2% of our body weight but it consumes 20% of our daily energy. Not only that, our brain cells don't store glucose so it requires regular feeding, little and often. One of the biggest mistakes many of us make is to start our working day on an empty fuel tank.

2. Provide the space for your brain to think.

If you are struggling to come up with new ideas, or trying to meet a project deadline, it could be your brain needs a break. Try giving yourself a mental break every 45 minutes or so. This gives your brain a chance to consolidate facts and allows your mind to relax. This is also the time when insights are more likely to occur. Plus, if you have a multitude of tasks, resist the temptation to multitask. Prioritise your list and tackle one thing at a time. This helps you to focus, manage distractions, get things done more quickly and make fewer mistakes.

3. Provide the rest.

Getting adequate sleep is essential for good thinking and recall. It provides our brain the time it needs to encode what we have learnt from the day and lay down memory. How much do we need? Well everyone is different, but around 7 to 8 hours is average. Having too little sleep means we function less well with mental tasks.

4. Provide the stimulation.

Routine and repetition lead to boredom. Our brain loves to be stretched by novelty, variety and challenge. If your work has always followed the same patterns and schedules, perhaps there are opportunities to do things differently, which can lead to further innovation and efficiencies.

5. Provide the exercise.

Being stuck at a desk all day can lead to loss of fitness and increases our risk of obesity. Physical activity has been shown in studies to stimulate more efficient thinking and improve our memory and recall. Incorporating regular exercise into your working day paradoxically boosts your energy levels so your work output improves, as well as your overall well-being.

Mind Tools for Successful Living

www.drjennybrockis.com Ph: 0408092078 email: jenny@drjennybrockis.com

2011 – How to Access our Joy, Freedom and Abundance – Sonia Grimaldi

We are living in a rapidly changing, turbulent and dynamic world, which according to some sources may become even more intense and exhilarating in the coming year leading up to 2012.

If these predictions are true and my sense is that there is definitely something going on. Then the question is what should we practically be doing to best heed these warnings and make the moves that will help position ourselves to maximise the coming shifts? How can we embrace change and create more ease for ourselves? How can we access our joy, freedom and abundance and have fulfilling relationships?



More than ever I feel we need to connect to our creative energy and to have access to as many of our vital life skills as possible.

One such skill that is clearly of vital importance at this time is the ability to let go and let die that, which is outgrown and outmoded in our life. By letting go of what we know and our old ways and reference points, we create the opening and space for the new to come in to revitalise and replenish us. In my view this opening up into the unknown also allows for the magic and miraculous to come into our lives.

Additionally, I suggest having an attitude of constantly growing, learning and enquiring. Ask questions about your life and find your own answers and what is true for you because as existence conspires further to stretch our capacities far beyond our wildest imaginings then being able to evolve and grow will mean being able to see all choices that are available to you in each moment. With that knowing comes the confidence to be able to quickly act on these choices and to take the next steps that will lead you forward in your development.

Another prescription for these times is to be willing to delve into all aspects of ourselves even the unacceptable parts – because anything that is denied and disowned from our past will distort our present day experiences and sabotage us if we don't pay attention and acknowledge what is happening. Especially at this time anything to do with our unworthiness and the energy related to our security, survival and scarcity or money, sex and power. Which is actually where we hide a lot of our deepest, darkest thoughts and desires and also where vast amounts of our creative life energy are bound up.

Take a look inside and see how you may be holding your sexual energy, your money energy or your power energy in fear, contraction and denial.

How does it feel to do this to yourself?

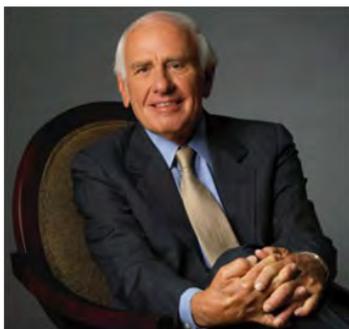
The great lie is that there is anything wrong with any of these things. Sexual freedom, abundance and power are our birthright and fully healing our guilt, shame and fear is a key to allowing full expression of love, creativity and vitality back into our lives.

So don't wait for 2012 to bring on the changes, start now and use the coming shifts as a shake - up time to see each other and ourselves more clearly and to embrace the power to change and transform the world and ourselves.

Sonia Grimaldi is a sexuality educator, coach and therapist who also facilitates experientially oriented workshops that support individuals and couples to access their authentic selves, transform old patterns and incorporate new passions and potential for living full, interconnected and joyous lives.

Visit her website www.tantraflow.com or her blog www.soniagrimaldi.blogspot.com for her free tips and techniques on sex, intimacy and relationships.

In Memory of James E. Rohn – Rob Salisbury



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

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

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

Perhaps some of the following tips Jim shared with me at our 1991 breakfast will help motivate and inspire you to have one of your best years ever in 2011.

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

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

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

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

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

TIP 6: KEEP A JOURNAL: While the destination is important, the journey can be a rewarding insight as to how you arrived in style. Record your thoughts, ideas, daily or weekly experiences in a journal. Some day your journals will be more valuable than your home furniture or the clothes hanging in your closet.



Rob Salisbury, B. Com, CSP is a corporate trainer, conference speaker and highly rated emcee, host and facilitator. Engaged by over 400 different groups and booked for over 1950 events in North America, Australia, New Zealand, SE Asia, Asia, Europe and the UAE, Rob can be reached at:

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Living and Working “Out Of Office” – by Chris Pudney

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

There are four common options:

- **The “Off-Siter”**, who works from home occasionally in order to focus and eliminate distractions.

This is not a lifestyle as much as an occasional event, so I won’t talk about it any further.

- **The “Cross-Worker”**, or part-time telecommuter, who regularly spends part of their working week in a home office.

You do this for the *convenience* of being able to combine your work and your personal life. You’re still productive, and you co-operate with your colleagues and clients where necessary; but you also have the flexibility of being at home for part of your working week.

- **The “E-Worker”**, or full-time telecommuter, who works full-time from a home office.

You do this for the *comfort* it offers, compared with travelling to and working in an office. This is a full-time choice, so you use the Internet to collaborate with colleagues; and you selectively let in the on-line world to expand your network of professional colleagues and personal acquaintances.

- **The “Digital Nomad”**, or location-independent worker, who also spends all their work time Out Of Office, but isn’t necessarily confined to a single work place.

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



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

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

Chris Pudney has been using the Internet since 1988, long before it came into common use and longer than many people even knew it existed. For the last 10 years, he has been living the life of the full-time telecommuter, working for a foreign company from his home in Perth, Australia.

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

More With Mentoring – Ann Rolfe



Get more from your year with mentoring.

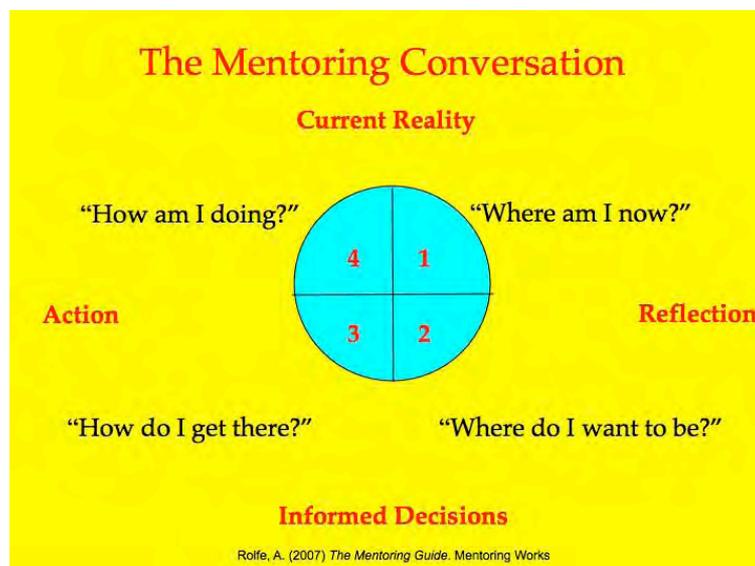
Do you have mentors – agreed and defined alliances moving towards your goals, informal relationships that inspire you, or chance conversations that create insight?

Do you mentor – perhaps commercially, voluntarily, overtly or subtly, maybe even unknowingly, a role model observed from afar?

Let this be the year that you capture the value of mentoring. Deliberately develop a synergy (one plus one equals more than two) from the meeting of minds that is mentoring.

Focus on getting the most from your mentoring ...

The value of being mentored is in the insight you get and the action you take that produces a positive outcome. Brain scans have shown that the brain literally lights up with energy when you get that flash of inspiration. It's as if a bubble bursts through the surface to consciousness, bringing insight. The energy blast lasts about four seconds. That's why some of our greatest ideas are lost. So, a mentoring conversation must not only create insight, it must capture it and carry it into action. Remember – *no action, no traction!*



The Mentoring Conversation is a framework that guides your dialogue. Asking or answering the four questions moves people toward their goals. Doing so in the presence of another person amplifies intention and commitment. Knowing that a mentor will be asking about actions and outcomes stimulates the will to achieve. That's how mentoring works!

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

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

HANDLING DISTRACTIONS & INTERRUPTIONS AT WORK

IT WOULD BE FAIR TO SAY THAT FOR MOST PEOPLE DISTRACTIONS AND DISRUPTIONS COME WHEN WE LEAST NEED AND IF WE ARE COMPLETELY HONEST, AND LET'S BE, IT WOULD ALSO BE FAIR TO SAY THAT SOMETIMES, WE TO DISTRACTION OR A DISRUPTION TO OTHERS WHEN THEY ARE AT THEIR BUSIEST. OUCH! SO LET'S SET SOME BC OURSELVES AND OTHERS IN ORDER TO MAXIMISE PRODUCTIVITY AND RESULTS.

THE FIRST STEP IS TO SET SOME GROUND RULES AROUND WHAT DISTRACTIONS TAKE US AWAY FROM COMPLE DEADLINE, AND TAKE ACTIONS TO ADVISE, PROTECT AND ENHANCE OUR ENVIRONMENT OR SPACE. THAT MEANS TIME TO HAVE THE CONVERSATIONS THAT PUT IN PLACE A NEW WAY OF DOING THINGS AS WELL AS CHANGING THE BEHAVIOUR THAT EVERYONE EXPECTS AND OPERATES BY. WRITE DOWN A LIST OF THE THINGS THAT DISTRACT OTHERS TO DO THE SAME. IT MAY BE AS EASY AS SEEING THAT YOU SHARE THE SAME FRUSTRATIONS AS OTH ACTUALLY DONE ANYTHING ABOUT IT!

HOWEVER ONE OF THE BIGGEST PROBLEMS IS THAT MANY PEOPLE RESPOND UNFAVOURABLY WHEN THEY ARE UNDI AND THIS MAY NOT BE THE MOST PRUDENT WAY. SO WHAT I RECOMMEND TO MY CLIENTS IS THAT WHEN SOM DISTRACTING OR INTERRUPTING THEM THEY REQUEST ANOTHER TIME TO HAVE THE CONVERSATION OUTSIDE T MEETING THAT THEY ADVISE THEM OF SOME OF THE CONSEQUENCES OF NOT COMPLETING TASKS, AND WHAT THEY BE DOING DIFFERENTLY. NOW HERE'S THE KEY! IT'S NOT THE TIME TO POINT THE FINGER ~~FOR BLAME AND SAY~~ *why things aren't getting done around here,* BUT SAY, *We all have to complete certain work in certain times. Some of the challenges that I've been facing lately are the consequences of disruptions, and I'm trying to get a grip on how to manage that. And I'm wondering if I can have a chat with you perhaps about some of the things that we are doing that's not allowing me to get to what I need to do. It might also help you, too.*

THIS WAY THERE'S NO HEAT IN THE CONVERSATION. IT ALSO MEANS THAT WE DON'T BEGRUDGINGLY TAKE ON EXPENSE OF SOMETHING THAT WE'VE BEEN WORKING ON. IN OTHER WORDS OUR BOUNDARIES ARE QUITE CLEAR.

THEN I GUESS ON THE FLIP SIDE WE NEED TO ASK OTHERS IF THERE IS THERE ANYTHING IN WHAT WE ARE DOING O THEM THAT DISRUPTS OR DISTRACTS THEM WHEN THEY ARE WORKING ON TASKS. SO, WE ARE NOW GIVING THE O GIVE US SOME FEEDBACK. IT MIGHT BE SALIENT FEEDBACK, BUT A GREAT WAY TO LEARN AND IMPROVE RESULTS

LOOKING FROM IT FROM A DIFFERENT ANGLE, DISTRACTIONS CAN ALSO TAKE USE AWAY FROM WHAT MIGHT BE OU TIMES. I THINK WHAT WE SEE IN BUSINESS TODAY THAT, MORE THAN EVER BEFORE DIFFERENT GENERATIONS IN TH DIFFERENT PEAK PERFORMANCE TIMES.

SOME OF THE YOUNGER GENERATIONS FIRE UP MID-MORNING TO EARLY AFTERNOONS, AND THAT'S THEIR PEAK TI READY GUNG-HO AT 7 A.M. IN THE MORNING, WHILE OTHERS MAY BE SNOOZING AT THEIR DESK AT THREE. BECAU SOMETIMES PAY A HIGHER PRICE FOR THE DISTRACTION AND NOT REALLY KNOW WHY. SO BEING REALLY MINDFUL DISTRACTING OR INTERRUPTING AT WHAT TIME OF THE DAY MAY ACTUALLY SAVE YOU TIME AND MONEY. THINK ABO DISTRACTION TO OTHERS WORTH THE RISK OF AN ACCOUNTING, TECHNOLOGY OR SAFETY ERROR.

IF WE WERE TO MEASURE THE ACTUAL TIME OF IT TAKES TO RECOVER FROM DISTRACTIONS IT CAN BE UP TO 15-2 FULL FOCUS AND WHEN YOU MULTIPLY THAT OVER THE WEEK, AND IT WORKS OUT TO BE A THIRD OF OUR WEEK. BUSINESSES CAN AFFORD THAT! THAT'S A PRETTY HEFTY FIGURE. IF YOU LOOK AT A THIRD OF OUR WEEK IN DOLLAR LIKE TO ADD UP WHAT THAT MIGHT COST US, AS A BUSINESS. THAT'S WHERE LEADERS IN BUSINESS HAVE T DISTRACTION WORTHWHILE, OR CAN I PUT IT ON HOLD? OR CAN I LET SOMEONE KNOW THAT I'LL NEED THEM LAT WE ACTUALLY DO AROUND THE GROUND RULES OF WHEN AND WHERE WE WILL CONNECT WITH THE PEOPLE THAT W

ENCOURAGE COURAGEOUS CONVERSATIONS TO ACTUALLY LET PEOPLE KNOW WELL IN ADVANCE OF WHAT MAY REGULARLY WHAT THEY NEED. HAVE THESE CONVERSATIONS AT APPROPRIATE TIMES THAT WILL DECREASE DISR IN THE WORKPLACE AND THUS REDUCE COSTS TO THE ORGANISATION.

IN THIS WAY WE CAN REWARD INDIVIDUALS FOR WHAT THEY DO FOR THEIR TEAMS AS REWARD THE TEAMS FOR WHA BY LOOKING AT THE CONTRIBUTION PEOPLE MAKE, VALUE AND ACKNOWLEDGE IT WE ARE IN A GREAT PLACE TO B AND HAPPY WORKPLACES THAT GET AMAZING RESULTS!



Ricky Nowak is a keynote speaker and facilitator helping business leaders and their teams realise their professional potential and achieve outstanding results. She works across diverse industries as an Executive Coach, Conference Presenter and Workshop Facilitator throughout Australia and Asia.

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My Formula for Leadership Success – Elias Kanaris

Every leader can improve the effectiveness of their organisations' performance by focusing on their ethical leadership style.

Sounds too good to be true? Not really. Let's look at 5 "A's" to focus on within your business.

1. Align your mission, vision and values.

Most leaders get the best from their followers when they have their vision, mission and culture aligned – that is, by singing off the same hymn sheet. In other words, you work in *harmony*.

By not being aligned, this is like playing rugby, but not the having touchlines painted or knowing the rules.

2. Avoid things that make you stumble.

This is where the leader *cuts corners* and decision making is based on *selfish* outcomes; but now you have to pay the price with rework and rebuilding the relationships. Perhaps you have ended up wasting time and energy, or worse still resources and money.

Now you know the rules, but you start giving away unnecessary penalties.

3. Automate your decision making.

Decide to *do the right thing* as opposed to doing things right! Instead of being driven by the winds of change, you learn how to use your moral compass to intuitively make the right decisions. For example, you think more about earning long-lasting relationships in business ahead of earning money. Make the decision *once* and then put it on auto-pilot.

If we look at the rugby metaphor, you learn how to run some set pieces so that they become instinctive.

4. Amalgamate the right blend of strengths.

Building up the self-esteem of your team and focusing on what they do best can produce a 40-fold increase in employee engagement as a potential reward. This can start out with the simple action of "*walking amongst the people*" and from the seeds of genuine interest, you can harvest the strength of an individual to get their full cooperation.

From a rugby perspective, you're now playing to the strengths of your team. People are in the right place and you focus on lifting them up as opposed to pulling them down.

5. Acquire their trust.

If you're running a truly ethical organisation, you will gain life-time customer *loyalty* that money alone cannot buy. You're probably known as a "can-do" organisation that tells it straight and rectifies the problems that occasionally appear on the rocky road of life.

Now you no longer have to qualify for the big competitions, because you are granted automatic entry to the World Cup!

So apply these techniques and enjoy the results!

Elias Kanaris is a business consultant, speaker and entrepreneur – with clients throughout New Zealand and in Australia. He works with business owners, CEOs and strategic leadership teams to lift the lid on their leadership skills. Visit his Website www.ISGroup.co.nz and pick up his free special report "Lifting the Lid on Your Leadership: How Ethical Values and Culture can Deliver Organisational Advantage".



Communication is complex.

Here's the dilemma:

- Everything you say counts.
- What you say, and how it's interpreted, could be two different things.
- What you say will be heard by the listener to fit their pre-conceived notions of you, and the situation.

It's called the Intention/Interpretation gap and it's rife in business (and personal relationships too!)

Intention/Interpretation Gap



Have you had an exchange like this?

In the early days of our marriage my husband and I used to have regular, what I call 'non-conversations', (and I must confess, we still often do!). For example, he would come home and ask: 'Did you get the mail?' I would immediately go into defensive mode. 'No I didn't, I've been busy getting dinner ready'. He would respond with something like 'I'm busy too you know'.

After a while we realised that each of us was putting a completely different meaning to what was actually being said. He explained that he was simply asking if I'd got the mail, because if not, he would. I realised that what I heard was 'why haven't you got the mail?' and therefore became defensive. Yipes!

Misinterpretations happen in business all the time too, so what to do about it? Perhaps a good start would be to consider Hugh MacKay's list of desires that drive us (opposite). Why do people become defensive? Why are some people so cynical? Why do they 'take things the wrong way' all the time?.

My research into male/female communication differences, for example, highlighted a major desire for many women in business which still isn't being met - they just want to be taken seriously. Perhaps by taking the time to listen to each other more, asking clarifying questions and accepting that what we say, and what they hear, often isn't the same thing - our communication would improve enormously.

Candy Tymson

George Bernard Shaw said it well:

"The single biggest problem in communication is the illusion that it has taken place."

Want more resources?

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Mobile: 0418 430 544

Email: candy@tymson.com.au



In his latest book, "What Makes Us Tick" Hugh MacKay lists the following:-

10 Desires that Drive Us:

- The desire to be taken seriously
- The desire for 'my place'
- The desire for something to believe in
- The desire to connect
- The desire to be useful
- The desire to belong
- The desire for control
- The desire for something to happen
- The desire for love

Consider how powerful it would be if you could address these desires in your everyday communication. "Too hard" I hear you cry! Well, not really, it boils down to a number of simple communication techniques that we all know but need to be reminded of, constantly!

The Number One Communication Skill

Listening ... Read the list again - what impact do you think it would have on your communication if you listened more?? What a great goal to 'get more' in 2011.

Are You a Good Communicator?

Find out by completing a simple diagnostic tool - just email me and I'll send you a copy with my compliments - candy@tymson.com.au

Three Little Words

What are the three words that will have a huge impact on our success in 2011? No, **the three little words aren't, "I love you" or "I am sorry"** (though those three words used together can create a powerful impact).

The three words to consider are appearingly "insignificant" words. They are simple three letter words we frequently use that unintentionally sabotage and often derail conversations. Eliminating or being even more selective in using these words will improve our interactions with others and smooth the way so we can get results easier, faster, with less stress.



Get your big "but" out of here!

We have heard this idea so many times, yet how often do we unconsciously find ourselves connecting **sentences with the word "but"**. We know it negates the meaning of whatever precedes it and we still find ourselves using it. Even when we know we need to find common ground and empathize with the other individual, our passion and belief in an opposing idea **can't be held back**. Unconsciously we find ourselves saying, "Yes, I can understand that you feel that way, but..."

Instead of a big "but" perhaps you are more sophisticated and have a fancy but. These fancy buts are words like "however", "nevertheless" and "yet". Even though they may sound more erudite, in reality they still mean "but."

How can we overcome this unconsciously frustrating habit? One answer is very simple: just use silence. In other words, rather than using "but" to connect the two thoughts complete the first thought, pause, and then start a new thought without any negation. For example, "Yes, I can understand that you feel that way. <pause> Based upon experience I have found that..." Another option is to join the two thoughts with an "and". Finding an easy way to eliminate these negations allows us to present a contrary opinion in a more palatable way.

There is no "try"

Yoda had it right in *Star Wars*: "Do or do not... there is no try." Every time we use the word "try" we are signaling ourselves and those around us that we will attempt to do something and there is no guarantee we will do it. This position weakens us by giving us an out. Take a stand, commit to your words, and follow Nike's advice... just do it. As we know, whether we believe we can or we can't, we are right. Remember, "try" sabotages a success-minded strategy.

Avoid "you" statements

Watch what happens the next time a statement is made with the word "you" in it, such as, "What you need to do is..." or "You really should..." It's guaranteed not to win the other person over as none of us like to be told what to do. Rather than telling someone what they need to do, potentially ask them and let it be their own idea.

Eliminate your big "but", "try" and "you" statements and have an even better 2011!

Nikki Vescovi creates connections that get results. She is the author of "*Business Relationship Intelligence - Four Steps to Impact and Influence.*" Visit www.NikkiVescovi.com and get your complimentary copies now.



PERFORMANCE IMPROVEMENT WITH CULTURAL INTELLIGENCE BY TRISHA CARTER

Being comfortable with your own cultural group is no longer enough for business success. The marketplace is now a mixture of people from different cultural and language backgrounds, different ages, different beliefs. To succeed, we need the ability to get on well with people regardless of what they look like, sound like or where they come from. This is high cultural intelligence. It can be developed by....

ENHANCING YOUR MOTIVATION.

Motivation is the drive that gets us through the moments of confusion and frustration that will arise from time to time in intercultural work. Where does the motivation come from? It begins with openness and curiosity about cultures and develops into a level of comfort and acceptance of difference. It involves confidence and resilience gained through a number of sources including your ability to see the humour in the challenges which may arise.

INCREASING YOUR KNOWLEDGE.

What do you know about the cultures you are dealing with? Not just a list of etiquette details but also the background knowledge such as language, religious beliefs, history, and social information and the critical knowledge element – the different values and mind-sets that help us to understand how others may think differently.

DEVELOPING STRATEGIES.

Strategies such as mindfulness; the awareness of your own responses and the response of the others you are dealing with; using a cultural mentor; planning your communication so you can “flex” your behaviours and communication styles.

PRACTICING BEHAVIOURS.

Taking motivation, knowledge and strategies learned and transferring them into actions; behaving skillfully in the global marketplace.

High cultural intelligence is achievable. It makes daily working life easier and enriches social enjoyment of your life in a new environment.

*Trisha Carter is an intercultural specialist, helping people from different cultures work effectively together. As an Organisational Psychologist, she coaches, trains and counsels you and your team to work well and live well in another culture and manage the challenges of communicating, managing and adapting. Her business **TRANSCULTURALCAREERS** has been providing training to expatriates and families, multicultural teams and managers in International business for 10 years. Launching early 2011, a new initiative, **CULTURAL INTELLIGENCE COLLECTIVE**, provides extensive cultural adaption resources.*

For further information go to www.cicollective.com and receive the free introductory article, **Finding the Cultural Intelligence Knowledge You Need.**



TRANSCULTURALCAREERS



**CULTURAL
INTELLIGENCE
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Agree to Disagree



Divorce and separation pose many challenges – not only for the people going through the end of the relationship, but also for those around them – children and other relatives, friends, work colleagues and those in their social networks. How any individual copes with these challenges can indicate what stuff they are truly made of.

But don't be too harsh – we rarely see the whole picture.

Any consultant will tell you they can only provide advice based on the project brief and the information they are given or have access to – and this might be biased in some way. It's much the same when talking with people going through monumental changes in their lives. They may leave out critical details that leaves you wondering. In fact, you might feel like speaking with them is like playing Russian Roulette with the same range of emotions and tension.

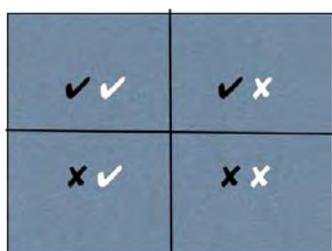
Have you ever dreaded having a discussion with someone, or put it off knowing that there's a chance the repercussions could be huge, and that quite possibly the outcome is out of your hands?

You probably know that it can be impossible to get a stubborn person who believes they are absolutely right to change their mind – they may just dig their heels in for the sake of it. And challenging their point of view can leave you exhausted, frustrated, angry and disheartened. And it can escalate the situation dramatically as you each try to make your points.

An argument is essentially a disagreement between two people about a specific issue. More people may join the fight, but it really started between two. And you know there'll always be things you agree with other people on and things you don't. It doesn't matter what the situation is, or with whom you are speaking.

Where do you start when there seems to be no common ground?

This model explains all you need to know to handle any conversation.



Imagine that the ticks in the model represent your points of agreement, and the crosses represent disagreement.

Where you both agree or disagree on the same things there is common ground - concordance and no problems. This is **the** starting point for negotiations. Focus your energy on the issues where one person agrees to something and other doesn't. That's where your problems lie.

The answer?

If you have to have a difficult conversation, try to find the common points of interest or concern with the other person, clarify the real issues and then begin to engage and exchange ideas and points of view. Be ready to acknowledge their right to hold those opinions.

After all, if you believe you have a right to your ideas, they probably do too.

Know someone going through separation or divorce? Sharonne Phillips offers tips and strategies to help people facing these particular challenges. Visit www.copingwithdivorce.com.au and sign up to the newsletter, get more tips and sign up for the free iPhone and Smartphone App.

Become A Life Long Learner

Being a life long learner is essential for success. With the twenty-first century changing so fast (and we are a tenth of the way through!) it is essential that you remain open to continuous learning.



Current statistics show students leaving school this year, on average, will have 10-14 different careers in their lifetime – not jobs, careers. Ian Jukes states it takes four years to train at University to become an Engineer. He continues to say by the time this person has been in the workforce for 2 years up to 60% of what was taught at University is obsolete. In the field of biotechnology it takes only one year for half of what you know to be outdated. Plus recent statistics show every 10 months in the medical field 50% of information has changed.

Learning doesn't stop at three o'clock or when you leave school – it is life-long. The ability to learn is a sustainable skill, which you take into the future and is paramount for success.

One of Einstein's famous quotes is his definition of insanity, "Do the same thing, expect a different result." Do you make the same mistakes over and over again without learning the lesson? Are you blasé about learning and improvement?

Here are some ideas to foster the spirit of remaining open to new learning, self-development and personal growth.

1. Seize problems as opportunities to learn.
2. Rename 'mistakes' as 'learning experiences' so the focus is on learning.
3. Journal or write a daily diary with your own personal reflections and learning. Reflect on this daily. This is a great way to follow progress.
4. Consistently search for new and better ways to do tasks, activities and teaching. Strive for improvement, growing, learning, modifying and improving yourself.
5. Learn at least 3 new skills each year - anything from backing a trailer, learning a new language or learning to fly an aeroplane.
6. Read autobiographies and watch documentaries about successful people.
7. Remember there is more to your life than your career and intellectual development. Continue to learn and grow in your social, physical, family and spiritual aspects as well. Jim Rohn, a top motivator, said "Don't ask that your job or life is easier, ask that you are better."

A study of successful people from all cultures and backgrounds reveals the ability to learn and grow from experiences as a top, essential skill.

Ethyl Barrymore once said "It's what you learn after you know it all that counts."

Karen Boyes is an expert in Effective Teaching, Learning & Living. She is the Queen of Practicality, turning research into easy and simple to use techniques that create success. Described as 'Mrs Education' of Australasia, Karen is the link to inspired teachers, students and parents. Subscribe to Karen's free newsletters and tips at www.spectrumeducation.com
