

Motivating your Mind Inspiring your Spirit

2018 e-book



*Wishing you a great 2018
from **Rob Salisbury CSP***



January 2018

Dear Reader

This e-book has been compiled from the generosity of over 85 Australian, New Zealand, European, South African, Canadian, American, Asian and United Arab Emirates based authors, industry experts and business owners we have worked with in the MICE* industry since the early 1980's.

Our 2018 e-book writers have over 2200 years of business experience and 3200 years of people experience. Some younger, others more experienced, yet all exceptionally intelligent and talented in their areas of expertise.

Contributing writers are not paid for their articles **nor** are they charged a fee to be involved. They are invited based on their immeasurable value as topic experts and character attributes that have been displayed over many years. I deeply appreciate their knowledge, spirit of collegiality and their investment of time in this project collaboration.

E book Purpose

Our e-book was created for our clients, customers and combined global readers to enjoy. We trust the stories, tips, insights and case studies can be of benefit to your success in business or enhance your personal education.

As a complimentary gift and value add benefit from our alliance of contributors, our e-book is **FREE**. Share it with colleagues, business contacts, friends or those you feel will enjoy the IQ and EQ stories to enhance their 2018.

You can send it via e-mail, through your social media posts, blogs or mobile device. Download it to your e-reader or lap top to read a story a day on your travels on a plane, metro trains, CBD buses or a ferry to your destinations.

Special Thanks

To **Monika Newman**, Principal of Absolutely Virtual based in Sydney, Australia. Thank You for saying 'YES' as our 2018 e-book project coordinator by helping our global writers with the editing and compilation of their stories.

Thanks for putting your family and outings with your dog Alfie on hold to compile our e-book. Communications and meetings regarding contributor content and bio verifications are appreciated by everyone, yet none more so than me. **THANK YOU** for your article that appears on page **102** and **103**. I am grateful for your creativity, focus and chats with Lindt chocolate along the way in Q 3 and Q 4 in working together.

Huge thank you to professional photographer and friend, **Nardia Guillaumier***. Based on the Eastern Coast line of Australia, her stunning photographs have been our front covers of our 2015, 2016, 2017 and 2018 e-books. Photos of the Kiama and Wollongong Light Houses plus Seacliff Bridge can be viewed on the back cover of this e-book.

Nardia's article on page **56** is a wonderful reflection of her passion and scope of work. I can professional say that **anyone** who hires her for business, professional or personal projects will be thrilled with final results.

Thank you to each of our 2018 contributing writers

Without you, this e-book would **not** have the richness of mind and the depth from your global experiences. I have known some of you since my University years in California; others have been amazing mentors in my early career success as I developed into leadership roles in my early 20's - in particular, **Tom Hopkins CPAE and Ron Marks CSP**.

I have worked alongside many of you at client events, at MICE* industry functions or known of you through our mutual expertise in the cities in which we interact and countries where we have been at business events. Many of you are members of a professional association or organisation in which we have met or worked together.

We have either served in a volunteer role in a charity or in a similar leadership role as a Director or Board member or on an executive committee. Thus I understand the ethics and character virtues you bring to this e-book through your contribution and our mutual collegiality. **Thank you** for your spirit of generosity to our readers and global audiences through your article(s) and our friendship.

Cheering each of you on,

*Rob Salisbury B. Com., CSP
Strategic Resources International
Australia | Singapore | United States of America*

*MICE = Meetings, Incentives, Conferences, Events



Disclaimer

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Each contributing author has their own particular area of expertise in business and life. If you want any 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 in which less than 150 speakers worldwide have been awarded this distinction by a council of peers.

CSP: Certified Speaking Professional is awarded by the National Speakers Association (*United States or Australia*). There are approximately 800 speakers worldwide who have earned this accreditation after meeting a 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.

** e-book front cover photograph of the **Sydney Harbour** and back cover photographs of the **Kiama Light House**, **Breakwater Light House** and **Seacliff Bridge** are with permission of Australian professional photographer **Nardia Guillaumier**. Her article and biography can be found on page **56**.*

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Picture this ... you are an experienced sales person or perhaps a sales manager. The partners in your company have just had a meeting and called all the staff together. They make a sombre announcement, you must all raise sales by 20%, the firm's revenue is down and it's up to all of you to put your shoulder to the wheel and bring in more sales. There is a collective groan.

"How do we do that?" asks one of your braver colleagues. "Well go join a business networking group suggests one of the partners, get out from behind your desk and make some new connections. That is a sure fire way to generate more business!"

Your colleague seated beside you says under his breath, "Easy for you to say".

The reality in business today is that there is more and more pressure for staff in professional service firms to bring in more billable hours. Not only that, with the shape of the economy there is more pressure on most sales people to meet what seem like impossible targets at times.

The typical first response is to hit the phones and start calling people, either old contacts we know or just call anyone. The problem with this strategy is the success rate ... or should I say lack of success rate. The hard facts are that for every one hundred cold calls you make just three people will do business with you - sobering statistics. Worse still is the amount of rejection and negativity that making those calls generates. It is totally demoralising to have to hear "NO" 97 times before you get to a YES!

There is an easier way, doing business by referral. We all know lots of people; in fact social scientists tell us that most people know a minimum of 250 other people. Go through your phone contacts right now and I bet you will have more than that in your phone and that's before we get to your company database of contacts.

Assemble a list of your contacts, next sort them into three connection networks, your **Gurus, Greats** and **Go To's**. Hang on a minute ... Gurus, Greats and Go To's, what on earth are they I hear you ask?

Your Guru connections are the people that you go to for the facts, the inside view or the details that you don't have and wish you did. These people are usually experienced business people in a certain industry or vocation. They aren't necessarily university professors or learned scholars, they are highly connected people within their industry or niche, they know lots and they also know lots of people. If you ask a question and they personally don't know the answer, they will surely know the person that does know the answer



My professional body is Professional Speakers Australia (PSA). In that organisation I am surrounded by some of the greats of the industry. Many of these people are readily approachable to offer support, advice or direction when I am lost or unsure. In fact, when I joined the Association, one of the senior members of my local Chapter took me under his wing and became my mentor, my personal sounding board as I started and then built my business. Today he and I are good mates, he is still a "Great" and I can still call on him to support me, with help, advice or direction if necessary.

Greats are often there for you through thick and thin, they become your personal cheer squad, they cheer for you when you have success and they pick you up and dust you off when you've had a catastrophic failure, or simply stumbled along the way.

Go To connections are the people that are well connected, they have relationships with a lot of people and they are constantly doing business with those people, based on those strong relationships. These people are the connectors in business and often introduce others into their inner circle to do business with their trusted connections. The interesting part here is that Go To connectors may also perform the role of Guru

or Great for you as well. They can become the font of all knowledge, because of their extensive experience and because of their extensive connections.



Go To's are relationship magnets and attract similar kind of people, they are often surrounded by quality business people. Others look on and wonder how they have so many connections and often ask, "How can I be like you?"

Once you have the three lists choose five names from each list and contact them, arrange to meet for breakfast, lunch, dinner, coffee, drinks after work or whatever is appropriate for that person. The key with the people you choose is that you both share the same target market AND you are not in competition with them.

Now I want to make this clear right now, you are not going to sell anything to these people, your aim in fact will be to do business with one or more of the 250 people they know.

Arrange a meeting and at that meeting explain that you are on a mission to increase sales, their sales! That's right, their sales! Here is a typical explanation I would use.

"Hi Sue, you and I know lots of people and in fact we both work with the same kind of clients, the best part is we do not compete with our products or services. I think we could help each other in business to achieve more sales, are you interested in getting more sales? YES! Great, so how about you educate me about the best kind of prospect you want to work with while I take notes."

Once Sue has described her ideal client, your job is to comb through your database and identify a group of say ten prospects that meet her description. Next you will agree how you are going to introduce these people to Sue to see if they can do business together.

Of course once you have completed this process you can swap and you describe your best clients to Sue, who will reciprocate in kind. This part of the process is critical to your success; you must be in exchange for this referral system to work. If you help them first, they can't stop themselves from helping you in return.

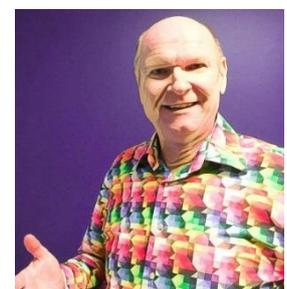


Think about how easy this process is versus cold calling. You get introduced to someone who is keen to meet you by someone they know and trust. They are most likely ready to buy and all you have to do is get into a relationship in order for them to purchase from you.

Doing business by referral is simple, though not always easy, take the time to work your network and you will be rewarded with serious sales results. © Lindsay Adams 2017. All rights reserved.

Lindsay Adams CSPGlobal is an international conference speaker and business relationships specialist. Lindsay focuses on building referral marketing strategies for business owners and sales people by working the connections they already have in business. His catch cry is "Stop Selling, Start Partnering"!

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JENNIFER ANGEL Step into your Soul and Live your Purpose

2018 is a year of courage! It's the year to step out of your comfort zone – to feel vulnerable and own it! To live the life you have always dreamt of. To live the life you know in your heart that you are here to experience.

When success is the only option and when you are prepared to do whatever it takes to achieve it, you live the life of greatness you see in your mind's eye and feel in your heart of hearts. When you are at this place, you step into your soul and live your life's purpose!

I believe that each and every person has a soul purpose, a burning desire that is just begging you to be courageous enough to be the person you know you can be. Each person's dream is individual and not to be compared to anyone else's.

You are unique and you are in control. It is up to you to make the difference that you want in your own life. In return, the lives of those you love are also touched. No effort, contribution or intention goes unnoticed. The life you live is the imprint you leave.



When life is challenging it can lead to soul searching, transformation and reinvention. However, in reality, when you embark on a reinvention, life can get pretty messy. And yes, that's a good word for it. It's during this 'messiness' period that you really find out what you're made of. It can be humbling, inspiring, motivating and lead you to walk a path of greatness and gratitude that has the ability to open your eyes to life's possibilities.

As you enter a slightly uncomfortable state of vulnerability, your spirit reaches high to the heavens to connect with your soul, your

inner heart and your personal transformation begins!

What a wonderful experience life is, the challenges, the celebrations and everything in-between. And whether you perceive any part of it as good, bad or indifferent, it all comes with its many blessings.

As an Astrological Spiritual Life Coach, I help you uncover your life purpose. I evaluate your skills, gifts and challenges and work with you to achieve your grandest dreams. During this process of working together, I provide step-by-step guidance, inspiration and know-how, to help you make the right decisions for yourself without becoming overwhelmed.

As major planetary transits significantly change the energy during 2018, it's a perfect year to step up and step out. Decide to be in tune with who you are, live your life's dream, your soul purpose and you will be on your journey to achieve it.

As slow moving outer planets make their transitions from sign to sign, the energy shifts and opens the door for change, advancement and transformation, all leading to personal empowerment.



The energetic vibration of Jupiter, the great benefit planet of abundance and expansion, in the sign of Scorpio for most of 2018, helps you to look within yourself to solve dilemmas and recognise opportunities. This planetary placement will encourage you to take control of your own life and enhance how you feel about yourself, the positive and negative and take responsibility.



Saturn, the planet of permanency and responsibility, makes its way to Capricorn, the sign it rules and over these new two years it is possible to set solid foundations and make connections and partnerships that will outlast the test of time.

Uranus will transit to the sign of Taurus in May 2018 for an eight year stay and the energy can help revolutionise the financial market. The way we deal with money, spend and save as well as financial systems and even currencies, can change during this time.

As the healing planet Chiron moves to Aries, the first sign of the zodiac, there is an indication of more emphasis of getting back to nature and adopting a healthier lifestyle. During Chiron's eight-year transit in Aries, we can expect to see ground breaking advances into health and wellbeing.

With a theme for 2018 of stepping into your soul and living your soul purpose, a mind, body, spirit approach will provide the balance you need to set firm foundations for the future.



Jennifer **ANGEL**

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astrologer and metaphysical writer for New York Daily News with 2.3 million readers every day and NYDailyNews.com with nearly 18 million unique users per month. Her work can be seen on HarpersBAZAAR.com, Today.com, HuffingtonPost.com and several other electronic publications.

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Live Strong and Live with Passion

"Give up defining yourself - to yourself or to others. You won't die. You will come to life. And don't be concerned with how others define you. When they define you, they are limiting themselves, so it's their problem. Whenever you interact with people, don't be there primarily as a function or a role, but as the field of conscious Presence. You can only lose something that you have, but you cannot lose something that you are."

~ Eckhart Tolle, *A New Earth: Awakening to Your Life's Purpose* ~

This reminds me of a fable ...

The Two Frogs

A group of frogs were hopping contentedly through the woods (as frogs do), when two of them fell into a deep pit. All of the other frogs gathered frantically around the pit, buzzing with anxiety for their two companions. When the other frogs saw how deep the pit was, they told the two frogs, Fred and Gus, that they were as good as dead. "Look how deep it is ... you'll never be able to jump out," one of them shouted. "Yes, it is impossible", grimly said another.

Unwilling to accept this predicated fate (by the other frogs), Fred and Gus continued jumping with all their might. They jumped and they jumped and they jumped. Exhausted, Gus relented, fell in a crumpled heap and died.

Fred encouraged his companion to not give up. "Come on, keep jumping ... we can make it", he kept saying to the lifeless body of Gus next to him. Fred continued to jump as hard as he could, his little body wracked with pain and exhaustion. Once again, his companions huddled up at the top of the pit were screaming in unison, "Give up already!" "Accept your fate ... you will never get out!" "You have no choice but to die."

Looking up at the clear blue sky, a weary Fred took in a very deep breath, pushed off his hind legs as hard as he could and sprang out of the pit.

Amazed at Fred's success, the other frogs celebrated his freedom. They gathered around him and asked, "Why did you continue jumping when we told you that it was impossible? Did you not hear us?"

Astonished, Fred explained that he was hard of hearing and he saw all their gestures and shouting as encouragement and inspiration to try harder and succeed against all odds.

This powerful story teaches us some valuable lessons:

1. Was Fred really deaf? Or was his plight of deafness a metaphor to show us that there are times when we need to block out how others define us. As this story depicts, the other frogs collectively defined the hopeless situation to that Fred and Gus were in.
2. "There is power of life and death in the tongue" (Book of Proverbs). An encouraging word to someone who is down can lift them up and help them make it through the day.



3. A destructive word to someone who is down can be what it takes to kill them. So, be careful of what you say.
4. Eckhart Tolle says, "*You can only lose something that you have, but you cannot lose something that you are.*" Fred experienced a momentary loss of freedom, but he chose to dig deeper, he believed and leapt his way out to live another froggy day. Unfortunately, Gus took in the destructive words, chose to give away hope and his will to live.

Speak life to and about those who cross your path. There is enormous power in words, especially words of kindness, praise or encouragement.

Anyone can speak words that tend to rob another of the spirit to continue in difficult times. We may not mean it but those destructive words strike deep into the heart and shatters hope.



Special is the individual who will take the time to encourage another. Be one of those special ones.

"Without inspiration, the best powers of the mind remain dormant. There is a fuel in us which needs to be ignited with spark."

~ Johann Gottfried Von Herder ~

Live Strong and Live with Passion.

Xen (*The X Factor*) Angelides is the founder of X-Factor Human Performance Systems. Xen Angelides is a proven veteran of the fitness industry, an accomplished educator and professional speaker. As a certified results coach and master practitioner of neuro linguistic programming (NLP) and neurological re-patterning, Xen has helped many individuals transform their thinking and performance. Xen is also a certified Yoga Teacher since 2016.

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SUE ARDEN Life's too short not to laugh as an Aerial Amateur

In my efforts to maintain a decent level of fitness and a flexible body and mind, I recently joined a Pilates class in my area. Having survived several broken bones as a kid and reoccurring neck issues from a whiplash after a canoe accident plus a full knee reconstruction in 2006, I researched options to find Pilates a great addition to my active lifestyle.

With girlfriends in Australia and Asia attending classes, I learnt this exercise was created by German Doctor Joseph Pilates to help injured people rebuild their bodies and recoup their strength through a low impact exercise.

Having enjoyed several classes over the months, I was keen to return to a Pilates session after five weeks of business meetings in the United States and North Asia. Hearing that there was an evening class coming up, I diligently packed my workout gear into my sport bag to attend the class after my working day had concluded.

As the online booking system for my class was down, I sent an sms on Monday morning to the gym contact to advise her I would like to confirm Monday night's class. Sure enough, a confirmation sms pinged on my phone that there was a schedule change and my Pilates class would be on Tuesday night, rather than Monday.

With this update, my instructor suggested I attend an *aerial workout* class on Monday if it suited me and because I had a conference call with my USA counterpart scheduled for Tuesday night, Monday became a YES ... and in that moment I asked myself, '**What the heck is Aerial?**' ...

At 7 pm on the next Monday, I quickly learnt what Aerial exercise was and **OMGosh** ... what a wakeup call to dormant and rested muscles.



It was like Pilates in a sling while being suspended in a cloth wrap about three feet above ground. I honestly felt like a newborn being delivered by a fat stork as I wriggled and desperately tried to stay in my sling wrap while doing exercises upright, sideways and upside down.

As I watched the instructor gracefully demonstrate a stretch or a twist for our class, it was quickly apparent I was totally out of my comfort zone, yet I was having an amazing amount of fun.

Laughing mostly to and at myself, I watched class mates equally challenged and giggling with a smile across their contorted faces.



Having had so much fun and finding it a welcome addition to my on ground Pilates class, I have returned for more Aerial classes to help improve my balance and core strength.

My key learning from my Aerial Amateur experience was to not take myself too seriously. That insight has transferred across into my corporate mindset and senior role to handle many more complex situations.

While awkward and initially uncomfortable in that first Aerial class, I was reminded in a fun kind of way to embrace uncomfortable situations and environments as a new learning experience.

My recommendation is that you embrace new challenges and no matter how different or difficult they may seem they'll help move you forward in 2018 and into a better future.

Sue Arden is a 30 year veteran in the highly competitive Logistics Industry. She has developed and lead winning sales teams focused on end to end Supply Chain Solutions for Multi National Customers.

Navigating through cultural complexities and government regulatory requirements, team targets and budgets have always been exceeded.

Based in Singapore, Sue is Vice President of Business Development Asia / Global Account Management Team servicing key clients and markets located across the Asia Pacific Rim. Mobile **+65 9295 0930** or email sue.arden@sg.hellmann.net



I love to give credit and thanks where it's due and it goes to author, playwright and creative genius, Julia Cameron for introducing me to the concept of morning pages.

I've heard Jim Rohn talk of journaling and have watched others model it before my eyes but I have never embraced the habit myself until this past year.

I'd bought Julia's book, *Walking in This World, The Practical Art of Creativity* as I was doing a deep dive into creativity and what it means for me and my future. It wasn't long before this concept of morning pages began to raise its hand and scream; 'Look at me!', and 'Embrace a new habit.' I took the plunge and haven't looked back.



I do morning pages typically when I wake up and even before I do the other morning habits I've discussed in my 2015 book *Wake Up & Shine*. I write morning pages in my computer in a file I simply call Morning Pages. You also can write them in Word, Pages, on your phone, iPad or even by hand as Julia strongly recommends.

I date and even put the time of each entry and have, on occasion made several entries during the same day. I write memories, thoughts, ideas, complaints or anything else that is top of mind. I've written about people I met the day before and about people I'm about to meet. I've written goals, to-do's and don'ts. I've quickly outlined upcoming speeches and seminars.

While in Australia recently I wrote an entire children's book (*Chris Get the Hiccups*) that came to me as I was writing my normal morning pages while waiting on my early AM flight from Perth.

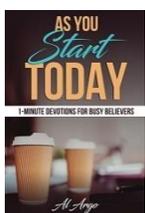
The only thing not to write is nothing. Here are 4 benefits of writing morning pages:

1. It clears your mind - We are living in a cluttered and chaotic world. If you want creativity to flow clear your mind by writing things down on paper or in a computer file.
2. It gives you a place for all your to-do's - I teach about the importance of strategizing and prioritizing in *Wake Up & Shine* and writing morning pages is a great way to record and track what you've done, not done and need to do.
3. It helps your creativity flow - As you clear your mind and clarify things you really need to do, you allow room for more and more creative genius. Don't you want to be more creative? Morning pages has worked wonders for Julia, myself and thousands of others. Why not try it? What do you have to lose?
4. It improves your memory - Someone once said, "The weakest ink is better than the best memory". How true! Oh, how I wish I'd written morning pages each day over the last 2-3 decades. I can't change the past, but I can influence and change the future.

I've forgotten events, people's names, birthdays and other special days. While I remember a lot I know I've forgotten details of my time in Cuba, Venezuela, Singapore, Bali, Kathmandu, Barcelona, China and a myriad of other places I've been able to travel to during my training and speaking career.

Don't make the same mistakes I've made. Capture your events, to-do's, thoughts, quotes, stories, dreams and aspirations in one spot for your eyes only.

I'm encouraging YOU to take the plunge and embrace this habit of writing daily morning pages. If you take the challenge, let me know by sending me an email to argoglobal@gmail.com with the subject MORNING PAGES.



Al Argo, The Positive Impact Coach, is an author and speaker seeking to help companies, organisations and NGO's create positive impacts with leadership training and sales training. He's written 5 books including the newest *As You Start Today, 160 Super Sales Success Tips, Wake Up & Shine and Walking, Living, Learning*. He can be reached at 1-252-654-2746 or argoglobal@gmail.com





Spirit of Christmas

Christmas is the time of year that fills your hearts with love and we feel that warm glow of joy, happiness and peace. What if we could bottle this feeling of love and connection and share it the whole year? Imagine what life would be like.

"All you need is love"

These words made famous by The Beatles 30+ years ago, still hold true today. Positive energy and inspirational leadership come from the heart. This feeling of happiness we experience at Christmas, the human connections we make, to me, this is the human spirit that makes all things possible.

Everyone wants to experience love, joy and happiness in life and at work, but few realize our own level of happiness. The quality of our relationships and amount of connection we have with others is the foundation to them all.

In Joanna's talks and workshops, she awakens our loving spirit to who we are and the importance of our inner nature. Mind, body and spirit are integrated to promote our desire for good health, fulfilling relationships and inner peace.

My wish for you is to bottle that loving feeling you have at Christmas and keep it close to your heart. Use it as a reminder of what is possible the throughout whole year.



*With love from Singapore,
Joanna*



Joanna Barclay, is a **thought-leader**, global speaker and published author on **cultural transformation**, inspiring leaders to build values-driven, sustainable organisations, the most successful on the planet. With 30+ years in business transformation and 15 years teaching **yoga and meditation**, she is passionate about **self-mastery, mindfulness and personal development**, empowering individuals to reach their **full potential**.

Looking for a speaker to inspire new thinking and inspirational leadership to meet the challenges of the 21st century? Contact Joanna at: www.CultureLeadershipGroup.com
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Have you ever wondered why some people are inspired when given fun, creative tasks yet the same task scares others? Why some team members flock to work socials whilst others avoid them like the plague? Why the person who is so good at coming up with great ideas so easily resists the discipline required to implement them?

Do you find some people inspirational yet others are just frustrating or annoying?

That's because we all have preferences. Whilst you may secretly believe that *"I'm OK it's just all of them that have problems!"* it's only when we explore diversity that we discover how what inspires and motivates one person can be a major 'turn-off' for another.

Take for example the characters from our latest book *"Click! Why you Click! With some people and others drive you Crazy!"*

Their journey of discovery starts at the 'Age of Innocent Ignorance', when everyone lived within their own cocoon remarkably unaware of the "different strokes needed for different folks".

Let's meet our characters.

Yuri sees the world as an exciting place to explore and 'have fun'. He is the ultimate risk taker. Even his investments are in high growth/high risk shares.

Yuri always has at least five projects on the go, most of which he never completes because he often gets distracted and moves onto something new.

People tell him he should be more focussed and stop interrupting people and completing their sentences for them. He argues that he already knew what they were going to say and besides, they were taking too long to come to a decision.

Yuri's biggest frustration is with people who don't see the 'big picture' and who aren't creative and impulsive like him.

He **CLICKS** with people who are outgoing and fun but sometimes clashes with those who want to stick to the rules and do things by the book.

Gail's 'key task' each day is to tick off her checklist and tidy her office.

She can't understand why the rest of the world (especially Yuri) can't just 'follow the rules'. They don't even know how to 'properly' pack the office dishwasher – let alone the correct way toilet paper rolls go on.

Her investments are safe. All her money is in the bank with any extra being used to pay off her mortgage.

Gail sometimes annoys others by 'dotting the i's and crossing the t's' and correcting spelling mistakes on lengthy reports that only required her signature.

"Someone has to ensure that nothing 'slips through the cracks'" she argues. But what really makes Gail's blood boil is people (like Yuri) who don't follow procedures - even the ones they have personally agreed to.

Rose really enjoys the company of others, though sometimes feels drained by co-workers who always tell her their problems. They leave her to worry about them all weekend, only to find that on Monday that they have forgotten all about them!

She struggles with her own need to feel empathy for them days after they have 'moved on'.

Others notice that she gives inanimate objects names - her car is 'Sally', and she affectionately refers to her computer as 'Cal'.

Rose often gets told, (usually by Bert), that she is too trusting and gullible. This she finds hard to understand since 'Trust' and 'Respect' are two of the 'core values' plastered on most office walls.

Not much frustrates or annoys Rose, though she does get somewhat upset when people don't listen to her or are dismissive.

And last, but not least, we have **Bert** who is constantly frustrated at the 'lack of logic and rational thought' that threatens to ruin 'his' company's 'bottom line'.

His investments are thoroughly researched. Although he has noticed that by the time he finished his 2year analysis of which house to buy the price had gone up by 25%.

Bert's favourite hobby is playing chess. And oddly enough, a couple of colleagues have told him that they feel uncomfortable discussing issues with him as they 'feel' as though he is playing chess with their minds.

He dismisses such comments as the failings of people who are not his 'intellectual equal' - such as Gail and Yuri, or worse, illogical people like Rose.

The best way to annoy Bert is to turn up to his office with a 'half baked' idea that has not been researched and has no supporting 'business plan'.

As you can imagine their journey in the book leads them to discover:

"Why they CLICK with some people yet others drive them CRAZY?!"

A valuable lesson for all of us to accept and value different motivators

So, if you too want to 'Click!' with people like Bert, Yuri, Gail and Rose ...

Left Brain	Right Brain
 <p data-bbox="560 786 711 846">BLUE Analysers</p> <p data-bbox="504 882 767 1039">✓ Explain the logic behind your words and actions, and back it up with data if needed.</p> <p data-bbox="600 1099 783 1128">BE LOGICAL</p>	 <p data-bbox="1126 786 1246 846">YELLOW Players</p> <p data-bbox="1118 882 1254 1070">✓ Make it fun, exciting and energetic for them.</p> <p data-bbox="1062 1099 1246 1128">MAKE IT FUN</p>
 <p data-bbox="552 1196 735 1256">GREEN Safekeepers</p> <p data-bbox="520 1292 767 1449">✓ Be clear, organised and punctual, and take into account possible risks.</p> <p data-bbox="552 1487 783 1516">BE ORGANISED</p>	 <p data-bbox="1086 1196 1190 1256">RED Carers</p> <p data-bbox="1015 1292 1262 1449">✓ Be friendly and genuine, express your feelings, and show empathy for others.</p> <p data-bbox="1015 1487 1262 1516">SHOW EMPATHY</p>

Human behaviour is, of course, much more complex than our 4 colourful characters, but the Click! Colours™ are a great start to boost success by understanding how people Tick!

This article was brought to you by Click! Colours International. Distributors of the Click! Colours Personal Discovery Tool. If you'd like to know how to build quality relationships in your workplace visit www.clickcolours.net

Greg Barnes is Managing Director of the Australian Management Group and Director of Click! Colours International.

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Pilots Log 9th November 2016:

Fuel Load: 65% of tank remaining
Altitude: 39,981 FT
Speed: 848 Km/h
Target: Perth, Australia, Estimated at 10.01am. Local Time
Environment: Outside = -60 C
Re-align: Yes, continuously



Would you ever fly with a pilot who did not know how to read his dashboard of measurements and indicators?

I would guess not, but WHY not? Because you value your life, and you actually want to get to your destination in one piece, right? How does any pilot achieve that? They MEASURE, continuously.

To make sure they get you to your destination FASTER, they're continually measuring some key things:

- F**uel / Load - Have I the right amount and type of fuel to carry the load I have?
- A**ltitude - How high should I go?
- S**peed - How fast do I want to arrive at my destination? Do I have enough fuel I need?
- T**arget - What destination do I want to arrive at?
- E**nvironment - What are the conditions like outside? Will that impact my route and speed?
- R**e-align - As the environment changes, what changes do I need to make to arrive at my target?

For wartime pilots, the flying environment changed rapidly as they had to re-align not just to weather patterns. The dangerous environment called for pilots to be able to take off and land from war ships in the middle of the ocean.

However, warships didn't have runways and were not long enough for aircraft to take off or land on. Impossible, right? Nonetheless, a target was set with pilots and engineers worked feverishly to realign to hit the new target.

They looked at the aircraft critically and asked '*Is this really necessary?*' and stripped out everything they possibly could to make the aircraft lighter. They went back to the runway and measured. Hmmm, they still could not take off in a short distance.

They went back and asked the question again: '*Is this really necessary?*' and stripped out even more. They went back to the runway and measured. SUCCESS at last as they re-engineered the aircraft to be able to take off and land on an aircraft carrier at sea.

By setting a Target and MEASURING the progress against it, they were able to re-align and achieve the impossible and gained an important strategic advantage over their competitors. There is something about a TARGET and MEASUREMENT that sparks off motivation and progress in us as part of the human race.

As Darwin said - "*It is not the strongest of the species that survive, nor the most intelligent but the one most responsive to change*". Of course you can only ever adapt to change if you are aware of it. Measurements are key to seeing the change and charting it if your new action is achieving the intended results or not.

This is why I believe that ALL HUMAN PROGRESS IS PRECEDED BY MEASUREMENT. For YOU to find your TREASURE, YOU have to MEASURE. What TARGET do you need to MEASURE against this year?

- * Health target? * Wealth target? * Relationship target? * Growth/education target?
- * Charitable contributions target? * Other?

In pursuing targets, you might examine what is on board your 'aircraft' and ask, "*Is this really necessary?*"

Kevin Bees has worked with some of the top global companies including Airbus, QBT (formerly Qantas Business Travel), Hills Hoist, Intel Corporation and Tony Robbins. Kevin is brought in by his clients to turnaround profitability, maximise psychology and performance of senior leaders and their teams. With almost two decades of experience in business performance improvement, Kevin has helped several clients to deliver multi-million dollar savings on an annualised basis. Kevin can be contacted on +61 405 802 701 or kevin.bees@gmail.com | <http://www.KevinBees.com>



When was the last time you had to persuade someone? Was it this morning when your children forgot to make their beds or needed to do their homework? Maybe you needed to ask your client for something or resolve a problem with a service provider? Maybe it was a pitch to a potential new client who could really benefit from your product or service?

Interestingly, from one day to the next, despite the huge number of times we need to ask someone for something in a day, most of us don't think of ourselves as 'persuaders'. Most people think of persuasion as something for people in politics or United Nations. Maybe you think persuasion is for lawyers and talent agents, people like Tom Cruise's character (the sports celebrity agent in Jerry Maguire) shouting "Show me the money!"

Actually, if you think about it, we persuade people every day. When we need or want something we must get the attention, the support and the endorsement of our families, our stakeholders, our staff, our suppliers and our clients. Persuasion is pervasive, whether we are conscious of it or not, regardless of the name we give it.

So what is Persuasion?



Persuasion is the ability to alter or sway an individual's thoughts, beliefs, or actions. When you understand the process of persuasion you'll know how to maximise your power moments (the moments in a relationship or interaction when you are best able to get what you want), whilst creating and maintaining trust.

And here's the key ... first-rate persuaders achieve their personal objectives while building and then maintaining trust, rapport and respect. There's nothing cheap, manipulative or underhanded about effective persuasion. It's an ethical process that relies upon integrity, trust and long term relationships.

Successful People know how to Persuade

The more successful entrepreneurs I meet, the more I realise that regardless of their intelligence and business acumen, regardless of their first-rate products or services and regardless of their commitment to their business, these successful people have one thing in common. They know how to present their ideas in a compelling, persuasive and memorable way. They know how to structure their thoughts, how to connect with people and they say what they want to say in a way that resonates. They inspire and compel people to take action! And they often get what they want.

Anyone can be a master persuader!

And the good news is that in my experience, as someone who has trained many, many thousands of people in this area over much of the past two decades, anyone can learn how to influence others. It's just a matter of knowing what to do and doing it. Here are 10 tips for persuasion:

Tip # 1 Believe in Yourself

The saying goes: "Where there is a will, there is a way." The mindset of knowing you will reach an agreement requires you to eliminate all negativity from your environment. This is very contagious! No matter how the stakeholder responds, keep it light and maintain a 'can-do' attitude throughout the persuasion. When you let negative thoughts occupy your mind there is only one outcome and it's not good.

Tip # 2 Plan effectively

Work out what you want and make sure your desired outcome also serves the needs of your stakeholder.



Tip # 3 Know your audience

First-rate persuaders truly believe that they can satisfy the stakeholder's needs. They see the benefits, features and limitations of their product, service or request from their stakeholder's view. They weigh things on the stakeholder's scale of values, not their own.

Tip # 4 Prepare your message

It's critical to identify and understand the impact and diversity of different strategies and styles available and the impact they have. In general, an effective persuasion process generally has an opening that builds rapport, a middle that asserts your perspective and a close where you call your stakeholder to action.

Tip # 5 Build Rapport

Rapport, rapport, rapport. Before you can persuade others you must build rapport with them. We like people who are like ourselves. So from the first word you say, make sure your voice, body and language patterns reflect the similarities between you and your audience members rather than the differences.

Tip # 6 Connect through Eye Contact and Smiling

Connect with the audience with your eyes and your mouth. When it's time to influence get your focus off yourself and look at them in the 'whites of their eyes', really see them, whether it be one person or one thousand people. Smile authentically while you're at it. Alicia Grandey's smiling research in 2005 found a direct correlation between authentic smiles and an increase in persuasion. Conversely Grandey also found the more inauthentic the smile, the less effective the persuasion.

Tip # 7 Ask for what you want!

People are not mind readers. Be explicit when asking them for the thing you want and be sure to articulate the next steps clearly. Depending on the scale of your persuasion it can be really important that you get your agreed outcome in writing. In some cases you need to assertively get the 'yes' from your stakeholder out loud. Take a pen to important persuasion situations so you can write important things down and even sign them if necessary.



You can do it!

Remember, it doesn't matter how good your business is, how good your products or services are, how good your ideas are or how good your message is if no one's listening. Anyone can be a first-rate persuader – simply learn what to do and do it. Improve your persuasion skills today and reap the exciting benefits!

Michelle Bowden CSP is an authority on presentation and persuasion in business. Michelle 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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Are your speaker introductions sending your audience to sleep?

I'm sure you've been subjected to some pretty bad speaker introductions in your career whilst attending a conference. I have found the introductions for internal speakers are often the worst.

It's a fact that most people have sat in an audience and have dosed off while the MC read out a long, boring, uninspiring list of the upcoming speaker's credentials resulting in a complete lack of interest in the speaker, the subject matter and the session in general!

The truth is, that most speakers wouldn't have a clue what to tell you to say in their introduction, so being introduced isn't often a fun experience for them either.

A professional MC knows better than to read out the list of the CEO's university degrees. If you have an unpaid, inexperienced MC it's often difficult to know what to do with the standard sleep-inducing bio.

Let's make sure your audience is excited to hear from every speaker on your program at the conferences you have to organise!

I've listed some considerations that you can either give to your MC, or use for yourself if you find yourself having to MC at the last minute.

There are four main objectives when you are introducing a speaker.

1. Grab the audience's attention.
2. Spark interest and anticipation in what's coming up. In other words, it's about getting the audience in the right state to be able to best receive the message the speaker is delivering.
3. Build the credibility of the speaker.
4. Reinforce or establish your own credibility and the credibility of your business.

Here are my top 15 tips for introducing a speaker:

1. Research the speaker before you meet them. Call them or meet up with them if possible and have a conversation about what they will be talking about and what they plan to achieve with the audience.
2. Ensure that the intro you write is punchy, interesting and builds the credibility of the speaker. If you have been given something to read out by the speaker, check that it fulfils the purpose of an intro and ask permission to change it if you think you need to.
3. Ensure you know how to pronounce the speaker's name and details. Over the past 2 decades I could count on only 2 hands the times an MC has announced my last name correctly (even though I tell them "it's 'bow' like curtsey, not 'bow' in your hair" – it's unprofessional to say your speaker's name incorrectly.
4. Learn the intro before the day. Ensure you're able to deliver most, if not all, of the intro to the audience without reading it. Professional speakers don't read from notes. Professional MCs don't either.
5. Look up and smile at your audience before you speak.
6. Think of a catchy icebreaker, fact, statistic or something that you can deliver to kick off proceedings and make sure you cleverly link that icebreaker to the role you are playing today.
7. Look at everyone (one at a time) with direct, connected eye contact.



8. Speak clearly and slowly and breathe deeply between your sentences.
9. Smile throughout and keep your energy high, enthusiastic, engaging.
10. Ensure you are true to yourself. Be authentic and reduce exaggeration in your gestures, voice and content.
11. Don't talk about yourself. It's not about you. It's about the speaker and their audience.
12. Don't make excuses for anything about the event, the room, the speaker, your nerves – you are there to introduce the speaker and set the vibe for a positive event.



13. Build your energy to a climax so the audience builds with you.
14. Remember to tell your audience to clap their hands for the speaker and ensure you clap your hands too.
15. Shake the hand of the speaker as they arrive on stage (audience left) and exit to your left (audience right).

All these tips will ensure that your audience is prepped and primed and enthusiastic about the speaker they are about to hear. **Happy Presenting!**

Michelle Bowden CSP is an authority on presentation and persuasion in business. Michelle 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. Sign up for Michelle's **FREE How to Present magazine TODAY**

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JEREMY BRITTON Motivate your Mind and Lose the BS for 2018

What if you were sold a lie?

Don't blame your parents for telling you fairy stories: they were probably taught the same thing when they were your age and they thought that it was for your own good.

You were sold a lie. In all probability, you were sold dozens or even hundreds of falsehoods. As a child, you did not have much of a choice in your Belief Systems*; but as an adult, you can now make the decision to **#questioneverything**.

FACT: there probably never was a race between a hare and a tortoise. In all of recorded history and all of the Netflix wildlife documentaries, there has never been proof of an inter-species foot race.

Millions of children are told this untrue story. Although patently false, it is a useful tale and it is used to reinforce behaviours that many parents would like to see in their children. You, like me, probably learned the values of patience, persistence, perseverance and the pitfalls of showing off or over-confidence.



There are hundreds of other fables or fairy stories told to children to make them behave themselves, notably Santa Claus ("he sees you when you're sleeping ... he knows when you've been bad or good ...") and arguably, all religions.

FACT: the religion of your forebears was likely entirely man-made. Throughout history, there have been innovators who came to speak of the power of love or those who came to break the chains of human bondage. Their pure message of love and freedom has been altered through the ages into the Belief System* which we now call "religion".

Buddha's teachings were begun to free his people from the Hinduism he felt trapped in. Jesus' teachings were an attempt to free his people from the Jewish traditions of law which he felt were limiting and outdated. Mohammed wanted to free people from the existing polytheism of his day and unite them under one god. Then some

other people added their own spin, for their own advantage.

We need look no further than the plethora of different denominations in these traditions to see that the original message has gotten muddled or overlaid; most often for the benefit of the ruling classes. It's a known fact that many churches have accumulated enormous sums of money and power, whilst the vast majority of their followers live in poverty or servitude.

It was around the 1700's that the Catholic Church finally admitted that amulets, talismans and "holy relics" did not have the power to protect users from evil. In more recent times we have heard Pope Francis say that Hell probably does not exist. Notably absent from around 75% of the New Testament (excepting Matthew), a fiery hell was a useful concept, designed to frighten children and the superstitious into good behaviour. Now it's time has come to an end and we trust that people will do good for its own sake, (or for the sake of karma, or for sowing and reaping or Universal Law) rather than being good from fear of punishment.

Moving away from the never-ending religious debate, we can look at other Belief Systems* in the corporate world.

FACT: Working long and hard doesn't make you rich. This old chestnut is a piece of *BS often imparted by the ruling class, to make their employees work harder or do more unpaid overtime. Want proof? Name one billionaire who made their fortune by working 80+ hours a week for 40 years ... it's OK, I'll wait ...

We are not saying that billionaires are lazy; many have worked hard. But the key to building a fortune is to **ADD VALUE** to others, not to add more hours to your week. It's relatively easy to double the value you bring

to the market with the creation of a new innovation, invention, service or product; it's not so easy to double your working hours.

Working long and hard will make you more money as an employee (until you burn out) but the mindset of an entrepreneur is to focus on adding more value, not more time.

Free your mind and your cash will follow

Given more time and space, we could delve into other *BS stories, such as,

- Why the government tells you that they need your taxes to pay for armies, navies, schools, roads and hospitals, when all of these things existed for hundreds of years before income tax was invented, or
- Why employees are told to pay taxes of 30% to 40% when the CEO's employing them can often pay taxes of 5% or less ... (don't get mad, get **#taxchoice**)

Magicians fool us all the time, showing we cannot trust our eyes. Well-meaning parents, teachers or bosses tell you *BS all the time, often saying it's for your own good. The beginning of wisdom is to **#questioneverything**, as well as to question the motives of the people who are telling the stories.

You are now old enough to discount several of your childhood Belief Systems*. You may be wise enough to question what is possible for you when you let go of the *BS.

Would you like to be the CEO of your business and not the employee? Would you like to be paid for the value you add and not the time you give up? Would you like to have **#taxchoice** and be responsible for your own destiny and that of your community?

Many others have taken the leap of freedom from religion to spirituality. Many others have taken the leap from self-employed to entrepreneur. Hundreds of thousands have chosen to opt out of losing half their wages and paying a tithe. Many like you have embraced spiritual freedom, emotional freedom and financial freedom.

When would you like to join them?

<http://www.bit.ly/24Kerry>



Jeremy Britton is a FUNtrepreneur with 25 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 ChooseMyCoach.com



Feng Shui is the study of how the space in which we live is affected by the time in which we live there. Every twenty years Feng Shui changes. In 2018 we have six years left until Feng Shui changes again.

In every building there are stars that 'fly' in when the building is constructed. The location and outcome affects the lives of the occupants who live or work there. Knowing Feng Shui, these stars can be read and predictions made about what can happen in a building.

Feng Shui also has annual influences, which affect our lives, businesses and success for twelve months, commencing on 4th February 2018. Each of the Annual Stars has distinct personalities. In 2018 the annual **star 9** flies to the centre:

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

Star 9 is fire, it represents the heart, radiance, brilliance and brightness. It is also pushy. It can combine with the existing stars in your building and it can also act on its own. If your personal star is in the centre of your chart, it can indicate health issues, or it can push you to perform harder at work.

Star 2 represents sickness, so it's unwise to sleep in the west in 2018. If your door is in the west, then star 2 affects wealth; it implies sickness of income. The outcome depends on your vocation, e.g., if you are a doctor or in the healing professions star 2 can be extremely good because it brings people with sickness into your clinic.

Star 5 in the north is unpredictable so it is very unwise to disturb the north. Don't do any renovations, construction or major digging. If your northerly neighbour is uprooting a tree it will severely affect your Feng Shui in 2018. What types of problems can occur as a result? It can bring you problems at work, car troubles, electrical breakdown, disease; all manner of things (depends on your Feng Shui). If it can't be avoided, play a metallic sound such as classical piano music.

Tai Sui is the direction of the animal sign for the year. In 2018 the year of the Wu Xu, the Yang Earth Dog, the Tai Sui is in the west-northwest (There are twelve animal signs and each one occupies 30° of the compass). Activating this sector of a building can bring either good or bad effects; it depends on the destiny of a person. To be on the safe side, it's better to avoid disturbance such as digging, renovating, chopping down tall trees, hammering many nails into the wall, or any other large physical disturbance.



Moreover, do not face the Tai Sui, confronting the strongest qi of the year. When conducting important occasions such as meetings, keep your back to the Tai Sui to receive the yearly support. Therefore in 2018 do not sit facing the west-northwest.

Feng Shui is a fascinating study! It is inexplicable how we can calculate what will happen in a person's life by looking at the building in which they live or work ... but there it is, Feng Shui works whether we believe in it, or not.



Master Jodi has been studying, practicing and teaching Feng Shui since 1995 and received the title 'Master of Feng Shui' from Master Joseph Yu in 2005.

To find out more about the Annual Stars, please download my free Annual Stars Kit from my website www.fengshuimaster.com.au

JULIAN CAMPBELL Do you need a bigger share of a smaller pie?

Is your Pie Shrinking?

At the moment, we are living in challenging economic times and for many businesses, it seems that their traditional markets appear to be shrinking. This is having a major effect on their cash flow for both large and small businesses.

Are you being affected or likely to be affected? If so, then now is the time for you to find the answers to the following questions:

- Is this a temporary situation or is it likely to become permanent?
- What is the real cause of the change
- If it is temporary, when will the market pick up again?
- Are there others markets you could service or products you could supply?

If the answers to the above questions show that there is unlikely to be any change, then you are faced with a smaller pie to be shared out among the same competitors. This means you have to become smarter with your business and get a bigger portion of the available pie.

Steps You Can Take

There are many articles and books telling you that you should be working on your business instead of in your business, but many business owners feel that they don't have the time. The result is that the rapid changes to the way we conduct business quickly overtakes us and leaves us behind. Although these changes are occurring, the basic rules of business really have not changed. On a regular basis, you should spend some quiet time away from your business to contemplate the following:



- Conduct a SWOT analysis on your business. What are your strengths and how can you capitalize on these? What are your weaknesses and how can you minimise in these areas? What new opportunities are waiting out there for you? What potential threats may affect your business and how can you reduce their effect?
- Review your marketing and sales performance.
- Are you clearly promoting the benefits of your product rather than the features?
 - Are you getting enough enquiries and how are these being converted to sales?
 - Are you making effective use of your website (sadly less than 40% of small business use this valuable and cost effective medium)
 - Are you using social media channels to drive business to your website?
 - If you make a statement that someone can say "so what" to, then it is a feature not a benefit.
- Have you clearly identified the real needs of your customers?
- Are you clearly promoting why you are unique and different and therefore why people should deal with you?

In challenging times it is easy to become despondent and work harder in the business. Taking some time out to work on the business, reviewing the questions above and the systems you have will go a long way to gaining a larger share of the changing pie available.

Julian Campbell is a Business Wizard[®], corporate speaker, bestselling author, executive 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 and www.buddingentrepreneur.com.au



BILL CARSON Seven Secrets of Sales Success - Health Check

Have you given yourself or your Sales Team a quick Sales Wellbeing Health Check-up recently? It is always great to remind ourselves of what we know well and what areas still require our further development and reinforcement.

S - SELF	Do you struggle with Business Development /Selling because it clashes with your internal values - you don't want to be pushy and you find it difficult to promote yourself? Score [Please circle] = 1 [LOW] _ 2 _3 _ 4 _ 5 [MEDIUM]	Are you passionate about Business Development /Sales because of the value you can contribute to business' or people's lives in a meaningful and authentic way? 6 _ 7 _ 8 _ 9 _ 10 [HIGH]
S - SKILLS	do you have an ad hoc or 'wing-it' approach to how you run prospect or client meetings? Does your questioning and listening fail to really engage your prospects? Do you also struggle with Closing & Handling Objections? Score [Please circle] = 1 [LOW] _ 2 _3 _ 4 _ 5 [MEDIUM]	Do you have well-developed client engagement skills in which you can guide your prospect or client on a thinking and feeling journey to help them to make the best decision for them? You consistently build connection, collaboration and co-creating value with your customers. 6 _ 7 _ 8 _ 9 _ 10 [HIGH]
P - PROCESSES	Is your sales pipeline or sales funnel a hit or miss affair? Do you have meetings with prospects and then you're in constant chasing and follow-up mode and they don't return your emails or phone calls? Score [Please circle] = 1 [LOW] _ 2 _3 _ 4 _ 5 [MEDIUM]	Do you have a clear process as to how you move your prospect or client through the sales pipeline? Is your sales process aligned to the prospect's buying process? Do you know how to handle the different decision criteria and buying styles of your prospects/clients. 6 _ 7 _ 8 _ 9 _ 10 [HIGH]
E - ENERGY	Do your energy levels fluctuate constantly from high to low? Are you often feeling anxious or depressed? Is a strong purpose and meaning missing in your BD/Sales? Score [Please circle] = 1 [LOW] _ 2 _3 _ 4 _ 5 [MEDIUM]	Do you have good levels of energy across the four domains of Physical, Emotional, Mental and Spiritual? Do you keep yourself fit, motivated, resilient, focused and purposeful? Do you have good replenishment practices across these four domains of your life? 6 _ 7 _ 8 _ 9 _ 10 [HIGH]
A - ACTIVITY	Are you sales results quite erratic - sometimes a good month, many times a poor month? Score [Please circle] = 1 [LOW] _ 2 _3 _ 4 _ 5 [MEDIUM]	Do you track your sales numbers? Do you know the average time period in your business for lead generation to 1st meeting to contract agreement to delivery to payment? Do you know what your conversion rates are across each phase of your sales pipeline? Do you know how many proposals, how many meetings, how many phone calls or emails are required to hit your revenue targets? 6 _ 7 _ 8 _ 9 _ 10 [HIGH]
K - KNOWLEDGE	In your first meeting with a prospect do you talk a lot about the features of what you sell and do you have price discussions in the first meeting? Score [Please circle] = 1 [LOW] _ 2 _3 _ 4 _ 5 [MEDIUM]	Do you have deep knowledge of how to solve your client's problems? Do you know how to develop a strong understanding of your prospect/client, how to speak their language and how to recommend the best product and solutions that are the most relevant to them? 6 _ 7 _ 8 _ 9 _ 10 [HIGH]
S - SYSTEMS	Are the sales systems in your business either non-existent, low level or not performing for you? Are they generally ad hoc and you find yourself doing a lot of hoping and praying Score [Please circle] = 1 [LOW] _ 2 _3 _ 4 _ 5 [MEDIUM]	Do you have good quality systems in your business such as a customer relationship management [CRM] system, a lead generation digital marketing system, a referral system and testimonial system? 6 _ 7 _ 8 _ 9 _ 10 [HIGH]

Results – If your score is 50+, you are no doubt a high performing BD/Sales Professional/Entrepreneur/Business Owner and you might want to explore how to take your sales capability to your next level with a Professional Sales Coach.

If your score is below 50, then this will be costing you thousands of dollars in lost sales.

If you are experiencing a lot of frustration and challenges in Sales, then you might consider freeing yourself of these low results through personal mentoring and coaching with a Professional Sales Coach.

If so, contact **Bill Carson**.

The Sales Wellbeing Blueprint

Introduction

The Sales Wellbeing Blueprint captures all of the Key Performance Areas of Sales in a business - as we see it.

The acronym is S.S.P.E.A.K.S – and a way to remember them is – Sales Success Peaks

Each business, entrepreneur and sales professional needs to have these seven Peaks in their Sales function well-mastered to be very successful.

The Sales Wellbeing Blueprint sums up all the "big rocks" that need to work excellently in your business to develop a holistic and effective Sales strategy to achieve outstanding sales results.

Your business will have its strengths and shortcoming in particular areas. Some Leaders and their Teams are strong on Processes and Knowledge, but they haven't leveraged their Self, Skills and Energy.

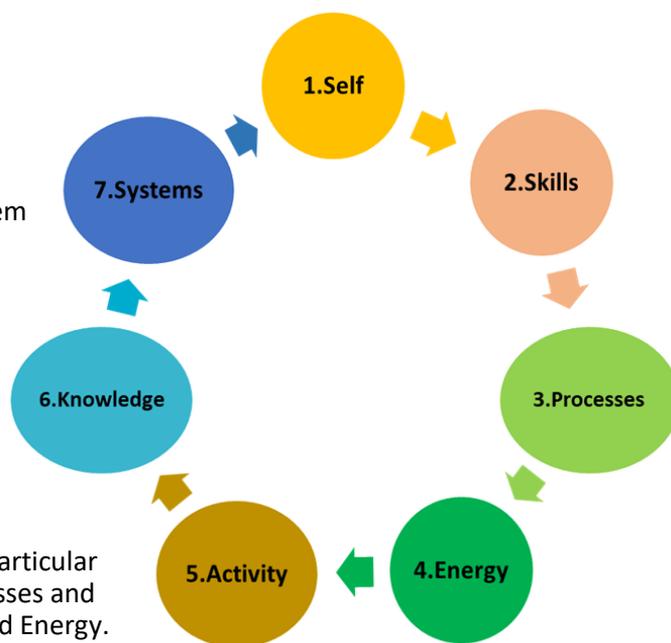
Some businesses are strong on elements of their conversion strategy for particular audiences (e.g. prospects), but they are struggling to maintain their clients and build engagement long term, or they're looking to open up new markets and communicate with new prospective buyers.

By knowing your Sales Wellbeing Blueprint you can cut through all the confusion and immediately see what needs doing, what's important, what's not important and where your greatest areas of opportunity and action reside.

I invite you to do the Sales Wellbeing Appraisal – to help you see where your Sales function is strong and where there are vulnerabilities – which could be costing your Business a lot of money. Give me a call and let's have a Strategy Discussion about your Sales to enable you to achieve greater results.

Bill is a specialist in applying the art and science of Sales to give you tangible Sales results and where required - help you build a more engaged sales team. In a recent client engagement in which we were able to measure sales of third party accessories in a trade retail environment, the client achieved a 15% increase in revenue and a 19.7% increase in margin in a 3 month period.

Bill's experience with national and global corporates and years of delivering the best training programs in the world [from world-class sales training companies] have given him an extensive repertoire to draw upon, giving excellent value. Your risks of wasting your time and money are removed by the personalised and customised training, coaching and mentoring and the full money back guarantee.



Bill Carson on +61 425 555 268 for a free strategy discussion focused on supporting your growth.

Email: bill.carson@inspirelearning.com.au

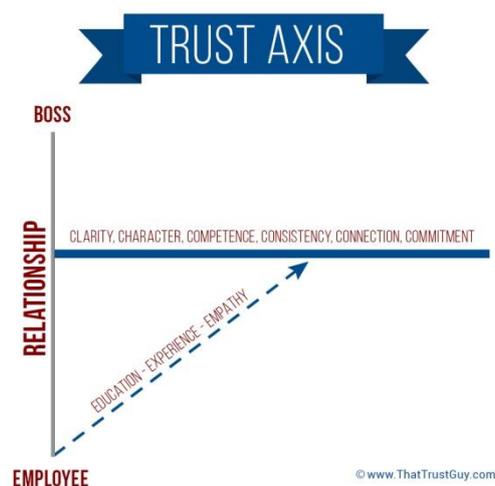
Website: <http://inspirelearning.com.au>



"Earn trust, earn trust, earn trust. Then you can worry about the rest" – Seth Godin

Lately, I've been thinking about this quote as I prepare to give some friendly advice to my youngest son who is about to enter the workforce. Rather than explaining the "bleedin' obvious" (a la Basil Fawlty) about the benefits of being a trustworthy employee, I want to open his mind to the WHY and HOW trust works.

On the surface being trusted at work to perform and be responsible will help you keep and grow in your job. However, if you take trust to another level it will enable you to sidestep the *vertical organisational structure* of supervisor and subordinate to a *horizontal working relationship* more akin to a peer relationship with your "boss". It takes time and effort, however the rewards are **flexibility and autonomy**; lack of which are amongst the top three reasons employees resign.



How do you achieve this level of trust? Firstly, as Stephen Covey says "start with the end in mind". You need to be committed to be the best you can be in the position you are in and seeking. So when you begin in a new position where you have a supervisor, in addition to your daily activities, focus on working with your supervisor to gain **education, experience and empathy**.

Learn all you can from your supervisor, let he or she know either directly or by your actions that you WANT to learn from them. Take on as much work as you can—as varied and challenging as you can—to gain the experience in all facets of the work and in all situations that arise. Volunteer for the hard stuff. Not as a "I want to be noticed exercise" but as part of your learning curve. Committing to education and experience will give you the

empathy you need to put yourself in your supervisor's, colleagues' and clients' shoes.

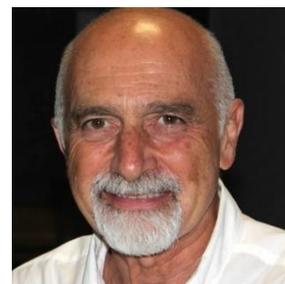
You will know how far along you have come to converting the vertical organisational relationship to a more *horizontal working relationship* with your supervisor, as you and your supervisor (unconsciously) start to recognize the following trustworthiness characteristics become part of your everyday make up as a result of the education, experience and empathy you have gained.

- **CLARITY** of purpose – goals - milestones
- Strength of **CHARACTER** – to hold your line
- Task **COMPETENCE** through education & experience
- **CONSISTENCY** in output and dependability
- **CONNECTION** with stakeholders because you care
- Proven **COMMITMENT** to the task – no matter what!

It's a given that being trusted is the key to having others buy into your propositions. Knowing the *characteristics* people measure trust by and how to gain and maintain those characteristics, is the "goose that lays the golden eggs".

Richard Cartmer, "That Trust Guy", is an engaging and upbeat speaker, trainer and coach on successfully developing Trust implementation strategies, whether as an individual, business or corporation.

Richard draws from a 30 year career in business and industry start-ups around the globe, including the UK, Russia, Hong Kong and the USA. Gaining the trust of business partners, investors, employees and clients in quick time has been Richard's hallmark. A great believer that a successful business is dependent on empowered employees who are motivated to be their very best, he sees reciprocal trust as the lynchpin to success. To learn more, visit www.ThatTrustGuy.com



Have you ever been in a situation of really wanting something but it was all too hard and you gave up? Well I guess that happens to us all. However, when you set a goal and are determined and committed to achieving it, you must bring out a certain quality called "persistence" to keep going and then you never give up.

A prime example of this was my son, Martin, who at the age of 8 asked, "Mum, Dad I really want a dog." "No dear," we said, "A dog is a huge responsibility. You have to exercise it, pay for food, injections, the vet and have enough money to send it to kennels when you go away. We are not prepared to do that as we are too busy to take it for walks and we go on too many holidays to pay for kennels all the time." "But Mum I really want one, give me a better reason," he moaned.

I said, "We will have to fence the whole garden with a mesh fence so the dog cannot get out. That would cost \$2,500." "So if I got the money for the fencing would you help me build it?" Martin said. "Well I suppose so," said Dad. Then I said (thinking it would deter him further), "Martin, if you were to have a dog, I would want you to have a comprehensive report written on how to look after a dog with an itemised account of what expenditure you think a dog would cost."

Well, to our astonishment, 3 months later, Martin produced a whole project all on his own on costs and tasks you would have when looking after a dog right down to the specific dog he wanted and where he would buy it from. He got 2 jobs delivering the Sydney Weekly newspaper to 2 different areas after school and weekends. The money he earned would go to build a fence if Dad would help him build it. Wow we just had to agree then but still we were thinking secretly that he would never be able to earn \$2,500. He would surely get fed up delivering papers very quickly at his age.



Two years later at the age of 12 Martin came to Dad laden with Australian dollar notes in his hands to the tune of \$2,500. "Here Dad, here's the money for the fence, will you help me build it because I have no idea how to do that?" he said. For the next 6 weekends, Dad and Martin worked on this project together. The fence was built, the dog was chosen online and it was to be delivered to McDonalds in the suburb of Hornsby where we could pick it up the next Saturday at 1pm. I took both my young boys to the delivery venue and the excitement level was extraordinarily high. The tears just rolled down my eyes seeing the joy of my son, Martin, having this 6 week old bundle of joy, a Jack Russell, gently placed into his arms by the seller.

As my son had put so much time and investment into this project, he continued to want to take full responsibility for his dog. He paid for his food, his injections, his first operation, the kennel fees and gave his dog exercise by walking him on his paper rounds which he continued for another 6 years to finance the costs. In fact he was given a medal by the newspaper company for being the longest serving employee they had ever had.

Martin is a great example of achieving what you want and his story can be applied to sales success or personal life. He did not take "No" for an answer, he was very clear on what he wanted, his goal was specific in that he wanted a pedigree Jack Russell puppy. He did his research, actioned his plan with commitment and persistence. He never had any self-doubt that he was not going to get what he wanted to achieve. He could measure his progress at every step.

That same process is how you can achieve anything you want to in sales, business and life. Remember Persistence Pays.

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 <http://www.telesalestraining.com.au> for more information on her training programmes.



As a leader you may have encountered some 'difficult' people. These may have been your team members, a peer, or even a client. So often we come across workshops that have subject matter that includes "How to deal with difficult people".

Years ago someone said to me; "If you have a real 'jerk' in your team they are impossible to change." My response was "Well I'm sure that he/she wasn't born like that. Have you ever seen a 'baby jerk'?" I got a laugh! There is no such thing as a difficult person. Yes, the attitudes and behaviours they sometimes display may be deemed to be difficult and so we manage them with that in mind.

A manager – Kirsty* had been having some major challenges with one of her team. The difficult behaviours were distracting and sabotaging. Eventually Kirsty had to get her Managing Director involved to mediate. In her words; "things between us were pretty ugly at the time."

Kirsty then learned about how she could repair the relationship and help her team member Julie* to change. She thought she would be given some strategies and techniques to manage Julie's behaviours, but instead Kirsty discovered that her own thinking about Julie was making things worse. She realised that Julie was operating from a place of insecure thinking and that as the leader she had a responsibility to help Julie to see what she was doing to herself and others. It was all about Kirsty's state of mind and her listening. The insights she had were simple yet profound. She didn't need to change herself; however, as she changed her thinking about Julie she had compassion and was able to build a new kind of rapport.



Kirsty became **Cool** – Relaxed, yet focused. She became **Calm** – under any pressure she felt coming from Julie and she became **Creative** with the insights she had by deeply listening to what was underneath all the protests and defensiveness from Julie and Kirsty also asked powerful questions. There was no telling Julie what she had to do to change.

PRESENCE: Kirsty realised it was about her own state of being

DEEP LISTENING: To gain a deep understanding of Julie and what she was really saying

CONNECTION: To be insightful and help Julie to have insights for herself

Insights are the pre-cursor to real change. This happened for both Kirsty first and then as she coached Julie she had them too. Giving people strategies and telling them how they need to be is usually temporary at best.

A few months later at Julie's end of year performance review Julie told Kirsty that she was the best manager she had worked with. Kirsty was shocked in the complete turnaround and a wonderful outcome, and as Kirsty realised her thinking was getting in the way, not only Julie changed, but the culture and dynamics in her team has changed dramatically. The relationships are great and they have become a healthy high performance team and it is effortless for them.

*Kirsty and Julie's names changed for privacy



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



'The intellect has little to do on the road to discovery. There comes a leap in consciousness, call it intuition or what you will and the solution comes to you and you don't know how or why.' Albert Einstein

There are many quotes attributed to Albert Einstein about the importance between the intuitive mind and the rational analytical mind. The former we are born with and the latter, rational thought, is learned. Our organisations in today's world demand so much research, data and other 'factual' information – which is all history - to make decisions. Knowledge isn't everything. Intuition is more powerful than the intellect.



What works!

I was referred by a former client to a very successful CEO of multinationals. He was looking for a change of career direction, yet in the first conversation all I heard was why he needed to have one more multinational role! After several interviews and constantly being in the top two candidates, he had the choice of two very different organisations and asked to meet me. I sat and listened to him. I could hear how engaged he was about one role, then justification for taking the other. I said; "you know the answer – the right one for you." He smiled and said that he just felt it was the non-corporate role, though it was fighting his logic which was about what his friends would think. My answer was that it doesn't matter because everyone will have their view whichever you choose!

What doesn't work!

A few years ago I made a major decision to bring a colleague/mentor to New Zealand for some events with my clients. Everything was arranged. Flights booked and paid for, as well as venues and promotion. Then I had a feeling that something didn't feel right. I couldn't explain it so I rationalised why I should go ahead. I would let both the colleague and my clients down. My colleague even said we could cancel. I didn't listen to her even though something was still niggling me. Not listening to my gut instinct eventuated in a \$30,000 loss!

When we push against the flow the 'universe' is sending a message. It affects our lives both personally and professionally. A client *Robert, who was the finance manager in a fast growing business, hired someone to join his team. This employee always wanted to have meetings with the CEO and often went back to his previous firm to lunch with his friends. I asked Robert about the hiring process. He said that the employee ticked all the boxes except that something didn't feel right and because he couldn't explain why Robert still hired him. A valuable lesson learnt.

Don't overthink it!

As human beings we're designed to use both our intellect (IQ) and our intuition (EQ). The secret is to realise when one can get in the way of the other. What are you listening to? We are born with innate wisdom and a sense of knowing, yet we don't always listen to it. We are more likely to battle with our analytical mind about the pros and cons, the logic and analysis rather than listening to our intuition. It's about listening to your gut instinct - what **feels** right. In other words; it's knowing, without knowing why. If you can't explain it that's good! The more you overthink something, especially with a busy mind, the less likely you are to make the right decision. Leave your thinking alone and honour the gift of intuition that you were born with and when you do, life flows with more ease.



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DEAN COLLIER The Four Quotients of Personal Leadership

Business communities are evolving with innovation and new technologies with modern opportunities to enhance and improve social and people skills for success. The need for advanced skills beyond basic psychology requires personal intuitive leadership skills. Remember the greatest asset in any business is its people. Intuitive leadership skills have expanded in many areas beyond management systems in the past that were structured from the 'top down' to now include autonomy for people in all parts of an operation. The technology revolution since the 1980s has changed the way business is done, creating a need for the increased importance of personal leadership skills to link people and innovation.

The importance of education and academic qualifications can be enhanced with **personal intuitive aptitude** to gain the creative advantage necessary through these fast-changing times. Beyond the individual ability of mental, physical and emotional talents and skills, intuitive values combine to add creative imagination and professional training to bring measurable business results with co-working teams.

During the last century the respected use of psychometric aptitude tests has incorporated well-designed psychological questions to assess the personal attributes of the various types of personal talents. Psychology has expanded beyond its basic form with three main recognized quotients of mental, physical and emotional attributes to initiate the need for a language to describe a personal Intuitive Quotient Assessment.

Integration table of Four Quotients

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

The importance today is to incorporate each of the main four quotients to full 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 respectfully through each individual's 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 to attain self-actualization 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 personal profile.

Personal Intuitive Quotient and innovative leadership skills are added to balance all working parts of any business with the personal strengths of the individuals who collectively operate the business.

Intuitive Quotient Assessment

An Intuitive Quotient Assessment is a trusted and sure way to recognize the 'where, how and why' a person can fit in and 'pool' all 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 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 Intuitive Quotient checklist of Core Values in the following article.

Dean Collier: 'The Dean of Numbers' Personal and Business Leadership Futurist, based in Sydney, Australia. He conducts seminars and intuitive sessions worldwide.

Keynote speaker and author of **The Nine Human Essences for your Business Success**, he educates individuals and organisations when they need certainty in the face of choices and changes to make best decisions for personal and business success.

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

THE INTEGRATOR: Individuality

Plan procedures
Like mainly one-on-one relationships
Independent application of prepared ideas
Work best independently

THE CATALYST: Cooperation

Instigation and teamwork
Responses that enhance feeling needed
Like to work together in a team
Do more when feeling validated or needed

THE OVERSEER: Logical thinker

Work with rational and accountable process
Welcome challenges
Like creative positive stress
Best work with mental troubleshooting

THE CONSTRUCTOR: Practical

Invent what is needed in the moment
Implement practical change
User of information and applied discipline
Visualize outcomes and prioritize detail supplied

THE ORGANISER: Communication

Communicate and pass on ideas
Set up what is needed for others
Connector with various sources
Gather knowledge or know where to find it

THE CAREGIVER: Service

Responsible to provide best service possible
Want to make a difference for others
Bring care and unity
Harmonious environment and feelings evaluated

THE VISIONARY: Ideal thinker

Inspirational thoughts
Research for new directions
Procedures for refinement and distinction
Factual work or projects that seek new trends

THE LEADER: Management

Delegation and management performance
Work with finance, deals or directives
Dealing with time, money and resources
Best working with management or manage

THE EDUCATOR: Group structure

Training with instructions for procedure
Specialize in service or product
Theory and practicable methods put together
Enjoy processes, templates and structure

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.

CHECKLIST for Intuitive Quotient with a working team:

- Note the core values of your main strengths
- Recognise core values of others you know
- How you accept, encourage and relate to others' more prominent core values, is a measure of your Intuitive Quotient

GIVE YOURSELF A SCORE BETWEEN 1 to 5

INTEGRATOR

Individual - Strong will – Compromise

CATALYST

Cooperation - Diplomacy – Confidence

OVERSEER

Logical - Mental tasks - Self- expression

CONSTRUCTOR

Inventive - Changes – Discipline

ORGANISER

Connector - Info gathered – Freedom

CARE GIVER

Unity - Empathy – Responsibility

VISIONARY

Ideal - Inspiration (Trends) Wisdom

LEADER

Management - Resources – Limitations

EDUCATOR

Methodology - Training – Specialised

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People Pleasers 'listen up' - 11 Practices to help you Say NO

You're a great team player. You pitch in when the workload piles up, you cover for people when they're sick, you stay late to meet deadlines. You are also a parent, a carer, a taxi driver for the kids, you are involved in your community and more and you feel exhausted, stretched and fed up. You don't, or can't say No and because you don't say No you are spending your limited time and taxed energy on other peoples' priorities, while your own priorities fall by the wayside.

For your own sanity and wellbeing you must learn how to say NO. Not offensively but politely and respectfully. Here are 11 practices to help you Say No and regain your life, your wellbeing and your time.

1. **Get clarity:**

Identify what is important to you and write this down. Acknowledge and write down what is **not** important.

2. Appreciate the request. When people make requests of you, they are asking for your help. Frame this 'up' as they trust you and they believe in your capabilities. Thank them for thinking of you or making the request or invitation.

3. Manage Expectations. Can you help me? *"Look I'd be happy to and given other priorities Thursday morning is the earliest. Which of these things is more critical?"* In this way you are being proactive, you will help, but on your own terms.

4. Say No to the request, not the person. Remember basic manners. Be polite and respectful. You're not rejecting the person, just declining their request. So make that clear. Let them know what you respect about them — maybe you admire the work they are doing, or recognise their passion or generosity. Maybe you could offer to meet them for coffee or lunch. This must be genuine — even if you don't like the person making the request. By simply being polite and kind this will communicate that you aren't rejecting them.

5. Explain why you are saying No, with ONE honest reason. You have a prior commitment, your schedule is full. Maybe you don't feel like what they're asking you to do plays to your strengths. Be honest about why you're saying no. And be helpful, get proactive and suggest someone else who could help instead.

6. Stand your ground. Be as firm as they are pushy. Some people don't give up easily. That's their prerogative. But without violating any of the guidelines above, give yourself permission to be just as pushy as they are. They'll respect you for it. You can make light of it if you want. *"I know you don't give up easily —and neither do I. I'm getting better at saying no."*

7. Practice. Choose some easy, low-risk situations in which to practice saying no. Say no when a waiter offers you dessert. Say no when someone tries to sell you something on the street. Go into a room by yourself, shut the door and say no, no, no out loud ten times. It sounds crazy, but building your no muscle helps. 😊

8. Establish a pre-emptive no. We all have certain people in our lives that tend to make repeated, sometimes inconvenient requests of us. In those cases, it's better to say no before the request even comes in. Let that person know that you're super-focused on a couple of things in your life and trying to reduce your obligations in all other areas. If it's your boss who tends to make the requests, agree upfront with them about where you should be spending your time i.e., set agreed boundaries. Then, when the requests come in, you can refer to your earlier conversation.

9. Be prepared to miss out. Some of us have a hard time saying no because we hate to miss an opportunity. Reframe 'missed opportunity', to a 'trade off'. Remind yourself that when you're saying no to the request, you are simultaneously saying yes to something you value more than the request and both are opportunities. You're just choosing one over the other.

10. Get courageous. If you're someone who is used to 'giving in' and saying yes, it will take courage to say no, especially if the person asking doesn't give up easily. You may feel like a bad colleague. You might feel like you're letting someone down or not living up to expectations. Maybe you imagine that you'll be seen or talked about in a negative light. These things might be the cost of reclaiming your life. You will need courage to put up with them. Find self-compassion.

11. If you feel guilty saying NO acknowledge the guilt ... Say, "I feel guilty saying no ..." and give the one reason. With acknowledgement comes release.

Practice these eleven practices and you will work less and more productively. You will be able to spend more time doing the things that are important to you. You will be more valued by your boss, colleagues, partner, kids and yourself. ☺

Enjoy saying No to the unimportant, the unnecessary and to time wasters and say a big YES to what's important to you.

Here are ten tips to help you say YES to what is important to you in your life.

1. **Know what's important to you.** What do you value? Write this down. See previous page No.1 Get clarity.
2. Consider **how much time** you are spending on what's important. For example if your family is in your top three values, how much time in a week are you spending with them? If staying healthy is number one, are you exercising daily, meditating, eating right and staying hydrated?
3. Studies show that respectful caring relationships are key to healthy longevity. Some researchers suggest we need at least three **deep relationships**. Think of the people who 'have your back', who would drop everything and rush to see you in hospital, who would lend you money if you really needed this?
Who would your three be? How do you show them your appreciation?
4. Other researchers suggest in order to thrive human beings need ten good **solid relationships** – who would be your ten? If you don't have ten, what can you do, or better what will you do to build more relationships?
5. What **outcome(s)** do you want? Are these aligned to what you value?
6. Take some time to weigh up the **pros and cons** of saying YES.
7. Remember to think of natural logical **consequences** of your actions.
8. What's the best use of your **resources**?
9. **Be grateful** for everything in your life. Grateful for the good. Yes, grateful too for the less good. Let the contrast balance and deepen your appreciation. For example, when things aren't going to plan or the unexpected and out of my control happen I acknowledge my feelings of disappointment or sadness or anger, let them go and ask myself, "What's good about this?" Our brains love questions and will seek out the answers. It is best to ask quality questions.
10. When you know you can say No, it gives you freedom and choice and knowing this, where values are aligned and it's for the greater good, you can **help others** get what they want too. ☺

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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. With a background in education, advertising sales, management, radio host / presenter and Master Practitioner of NLP, Yvonne works with people individually and with groups in medium and large organisations.

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Much of our lives are spent slogging away behind our desks at work, not a brilliant notion for many of us, but reality none the less. So, work, in some form or another is essential, but working in a dull and dreary or worse, totally toxic office is exhausting. Despite the existing culture in your workplace, you can make a difference.

Here are a few simple ideas to lift the mood at work.

- 1) **Nurture relationships** – You work with human beings, not robots. Start conversations about kid's activities, holidays, in-laws or pets and you'll find not only do the people around you open up, but you'll find new ways to collaborate and support each other.
- 2) **Make time for fun** – There's a good reason the Google-plex has a slippery dip. A fun atmosphere breeds innovation and creativity. Set up a ping pong table or a family photo board in the lunch room. Laughter is contagious and can have an immediate and positive effect.
- 3) **Get a mascot** – Think Superman action figure or a toy giraffe. Use the mascot as a symbol of acknowledgement. When someone goes above and beyond or achieves a special milestone give them the mascot, this starts conversations and breeds more positivity.
- 4) **Chase down your passions** – Parts of your work are boring and draining, other parts, light you up and inspire you. Allocate some time each day to doing the things you love.
- 5) **Take work off site** – Working remotely is becoming more achievable for most of us. Sometimes spending 2 hours at a local café is a brilliant way to focus in on a project, shift your mood and temporarily change up the dynamic of your workplace.
- 6) **Create a code** – We all get stressed and overwhelmed at work sometimes. Rather than avoiding your stressed-out colleague, try asking them gently if they feel like 'ducking out for a coffee' or a quick 'walk around the block'. This can become a new code or cultural norm that can make a remarkable difference on the mood in the office.
- 7) **Energy beacons** – Some people you work with will leave you feeling inspired, energised and motivated. Recognise the energy beacons in your workplace and work to spend more time with them; you might even become a positive energy beacon yourself.
- 8) **Give out gold stars** – Giving someone a genuine compliment on their work performance is the fastest way to elevate their mood. Think of receiving a 'gold star' and how proud you feel when you've been recognised. A simple acknowledgement can totally change someone's day.
- 9) **Leave it at work** – Create a routine where you mentally wash off your day. It might be a quick drive past a beach, or a trip to the gym on your way home but will stop you feeling resentful towards your boss and colleagues in the future.

We spend a lot of time at work and the mood of our workplace has a profound impact on our mental wellbeing. There are many things you can do to shift the mood without needing funding, approval or support from management. It just takes a little initiative and a lot of optimism!



Jodie Cooper is a positive psychology coach and Educator based near Shellharbour, Australia.

Since 2006 Jodie has built a successful business helping executives become more effective at work and happier at home. She achieves this by shifting mindsets with a series of corporate motivational workshops and coaching designed to inspire business people to create positive social change.

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Not many of us arrive in our working careers with our confidence fully in tact from a blissful childhood, exceptional parents and an enchanting educational experience. More often, along the way we experience anxiety, fear, hostility and more anxiety about how we're doing and more importantly, whether we're living up to everyone's expectations (including our own.)

So, all things considered, most of us could improve our professional confidence, so here are a few simple things you can do.

- 1) **Breathe** – First step in any challenge is to breathe, you can't focus or regain your own confidence until you have your body back under control. Take 5 deep breaths and oxygenate both your body and your brain.
- 2) **Name the Gremlins** – Simply take a moment to think about the current challenges you face. Sometimes brainstorming these out on a page starts to clarify why your confidence has taken a dive and helps to identify the issues at hand.
- 3) **Self-compassion** – Having listed out the Gremlins hopefully you can see why you're not feeling on top of the world. Cut yourself some slack. The most consistent judge in your life is you, not your boss, or wife or clients, it's what you think of yourself. When you criticise your own efforts and belittle your own work, it's only natural your confidence gets eroded. We all fail, we all stuff up and we all struggle at times, the faster you can accept that you're human, just like the rest of us and as such, deserve a little kindness and compassion, the faster you can rebuild your confidence.
- 4) **Ditch the comparison** – Chances are you are constantly comparing yourself to those who you consider to be in some way, shape or form, better than you. No one is better than you! Different, absolutely, but not better. You are competent, resourceful and perfectly imperfect. No one has your combination of skills, ideas, knowledge or experience, they are yours alone. Realise the unique value you offer and acknowledge that beauty lies in being different.
- 5) **Hunt down the good stuff** – You must deliberately find some good stuff about you. It might be a sale you contributed to, a presentation your boss did that you found ALL the data for, or your son moving up a reading level. You often contribute to others success, but generally fail to recognise your own efforts. Begin to notice what you do well and where your strengths lie.
- 6) **Get a gold star** – Start being consistent in recognising your skills, contributions and efforts. I suggest finding a cute sticker of a gold star (or something that's personally symbolic) and fixing it to your bathroom mirror. Each time you brush your teeth, remember to notice something positive about yourself.

Being more confident not only improves your personal wellbeing it ensures you get noticed for opportunities, work on important projects and can utilise your strengths and skills where they are required. Confidence takes time to build and positive emotions play an important role in their construction. Work towards not only elevating yourself and acknowledging your strengths, but do the same for your colleagues, family and friends and watch the people around you begin to thrive too.



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Have you ever had an *Aha* Moment? Of course you have and I would hazard a guess that they are appearing at a rapid rate throughout your day. However, you may not consciously recognize them. **How do you learn from the *Aha* moments that appear throughout your life?**

Creative Insights From the "Aha" Moments



Your Aha Moments are moments in your life when wisdom appears in a bite-size flash. The key is that you must consciously be alert to realize that these are "Aha" Moments. They are flashes of light, moments of realization, the 'hang on, what just happened there' moment. Being aware of having an "Aha" Moment can shift or change your life forever – if you are open to learning from it!

Positive or Negative Stories

Your "Aha" Moments come out of the organic stories in your life. You are constantly filled with stories and therefore have a bottomless treasure chest to be able to discover new ways forward. "Aha" Moments can be presented as both positive and negative stories and it depends as to whether you have the skill and awareness to turn a negative into a positive and become your own alchemist.

There is a saying: **Behind every cloud is a silver lining.** The greatest reward in life is when a truly negative situation happens and this amazing "Aha" Moment appears to alchemize your life and mindset in positive way. It is like rising from 0 -10 in a flash. The positive situations that lead to "Aha" Moments are also brilliant yet you may find the greatest learning comes from the 'negative' Aha Moment. Be grateful for all of these gifts of wisdom in your life.

My Last "Aha" Moment

One of my strongest "Aha" Moment's was when I arrived in Canada from Singapore on December 28th 2016 and it was freezing cold. I thought, "What am I doing here? I don't need to be here!" I had been arriving in Canada on the same date or over the same period for the past 10 years, living the same routine over and over again. My "Aha" Moment collided with the shock of the cold weather. It made me realize that I was acting on autopilot. Recognizing this default action, I was able to change my behavior and future choices. Yeah, Clarity!

Learning about the Stop Light

How do you use the learning from the "Aha" Moment? Do you say, "Oh wow that was powerful, I must remember that," and then you rapidly forget the learning and proceed on the treadmill of life? Or do you stop and take the time to integrate it into your life?

I suggest that you might want to think of a traffic light – **red, yellow, green.** The "Aha" Moment is the Red Light (which makes you stop in your tracks), the Yellow Light is the learning (you discover) and the Green Light is putting this new awareness or learning into action by integrating it into your life.

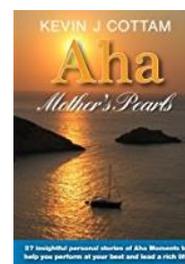
If you don't integrate that learning you have thrown away the innate wisdom of the universe that is giving you important, conscious information.

It is worth reflecting upon as you are worth all the Wisdom that exists within you and more!



Kevin Cottam is a Canadian global speaker, coach and an author. His multiple years in elite sports and entertainment as a director, choreographer and trainer have transformed the way he works with Executives in the private and public sectors. He is the author of **Aha, Mother's Pearls** a book on Aha Moments.

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If you work eight hours per day in an office you want to feel comfortable in your space. So how can you turn your workspace into a creative and more productive environment? Here are a few Feng Shui practices that could help:

1. Start with Your Desk

The arrangement of your furniture is essential because where and how you sit has a huge impact on your workspace energy.

- Set your desk – if possible – so as not to face someone else's desk as this could lead to arguments and complications.
- Try to sit in the corner farthest from the entrance so as to have a "command" position.
- Make sure you don't sit with your back to a door because that's where opportunities come in.

2. Make Room for Creativity with Energy Objects

Now that you've oriented your desk properly, you can have fun with arranging objects on the surface. Divide it into several areas where you can place objects to boost creativity then follow these tips:

- If you are an aspiring writer, you can add a sketchbook or a journal in the center.
- If you want to feel energized, place photos that carry energy of happy moments in the left center part of your desk.
- If you aim for learning something new, you can add a book on the front left corner.
- A metal safe in the west corner of the office could help with prosperity.
- Put a crystal on your desk to absorb negative energies and activate your chi.
- Finally, avoid mirrors in the office because they can reflect someone's negative energy onto you.

3. Declutter

Clutter creates chaos and confusion and brings bad Feng Shui to the work environment therefore, clearing your entire office space is vital. Being clutter free provides a space that allows positive energy to flow and also keeps you healthier, less stressed and more organized. So make sure you keep at least 50% of your desk's surface clear at all times.

4. Add Color

Color plays a huge role in the work environment. **According to research**, **blue** is great for boosting creativity as well as for calming you down. **Red** is an empowering color and it enhances attention to detail. However, used in abundance, this color could increase stress. If you feel you need more discipline, then **yellow** could help you. Try adding bright patches of vibrant art with photos you like or colorful small desk items and you'll feel more energized.

5. Add Plants

Research shows that plants at the office have **numerous benefits**. They can absorb toxins that are in the air and increase oxygen in the room. Placing a healthy plant on the left side of your desk will boost your energy and make you feel fresh. This will also create good chi and ward off negative situations. Try to avoid cactuses because they create difficult work relationships.



Feng Shui is not a magic formula, but more a way of thinking that helps you live in harmony. With these five principles, you will surely create a positive environment where you can grow! Happy Cleansing!

Kevin Cottam is a Canadian global speaker and coach. His multiple years in elite sports and entertainment as a director, choreographer and trainer have transformed the way he works with Executives in the private and public sectors.

He works in the areas of Creativity and Performance from a values perspective and is author of inspirational book **Aha, Mother's Pearls**.

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I was working with a teenage client the other day who was very inquisitive about IQ, what her score meant and if there was anything she could do to improve it. We discussed aspects of IQ for a little bit before I asked her, "Are you familiar with EQ?"

In today's world of digital communication, it isn't unusual that I have a teenage client coming to me because of poor socialisation skills, poor communication skills and the inability to self-regulate. Today's world is about communicating via a computer and not in person. It's about throwing spelling and grammar out the door and replacing sentences with emoticons, text language and images of ourselves. And it's about instant gratification no matter what the negative consequences for our long-term health or relationships.

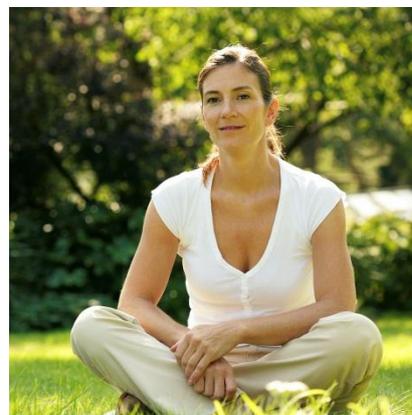
I don't have to look too far to guess where some of the issues rest. As adults, we are finding ourselves constantly expending energy without adequate rest and renewal. This consistent depletion leads us to burnout, errors, health challenges and diminished performance. Simple things like traffic jams, difficult people, obstacles getting in the way of our goals and small trivial stuff that happens on a daily basis add up over time. And those around us see and are affected by our behaviour.

I've decided to let go. I've decided to unplug more than I plug in. I've decided to sit with myself and be quiet daily. I've decided to learn how to feel truly positive emotions again and radiate those feelings throughout my body. And the reason I've decided on these things (and teach them to my clients) is because 60% of the communication between your heart and you brain goes UP not DOWN.

Yes, that's right. Your heart communicates upwards and it's telling your brain what to do. I want my heart telling my brain that I'm coherent, meaning I'm in the optimal state in which my heart, mind and emotions are operating in sync. When I'm coherent, I know that I'm increasing my cognitive function, my emotional health, my physical health and my ability to self-regulate.

Self-regulation is skill. It's our ability to regulate our emotions, attitudes and behaviours. Sure, I have stressful stuff happen. It isn't about avoiding or stopping all the stress, it's about building your resilience to stress. Imagine having difficult events occur in your life and bouncing back quickly and easily. Imagine feeling of being able to stay focused, at your peak level, and perform the way you know you can. Imagine having an abundance of energy all throughout your day. Coherence gives you these and so much more.

How do you do it? It's actually quite simple. Sit somewhere where you won't be disturbed for a minute or two. Bring your attention to your heart and imagine every breath flowing in and out of your heart. Breathe in for a count of 5 and out for a count of 5. Now feel something positive. It could be confidence, gratitude, love, kindness, joy or any other positive feeling. That's it. Try this for a minute 3 times a day and you'll begin to put your heart, mind and body back in sync.



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.

"Music is a higher revelation than all of Science and Philosophy" - Ludwig Van Beethoven

Having organised large events as a speaker and MC myself and as a DJ of 20 years - I have seen from all perspectives how good music can tune an event up and bad music can tone one down. If I could have whispered in Beethoven's ear when he coined the quote above, it would have been to add 'Good' in front of 'Music'. Here are the 3 mistakes that people usually make when it comes to the backbone of any event - the music and the person who should be in charge - the DJ.

No DJ

During a corporate event at the Shangri-La, I overheard the main 'customer' of the event commenting to the MC that the music was too raunchy (hip hop with explicit lyrics). Their DJ – the AV guy had their iTunes playing on shuffle. This really let the event down. Almost as important as an MC is the DJ who really opens the event, fills 'dead spaces' in between such as breaks, stage entrances and exits and handles entertainment and dancing. This is not to mention 'covering' any mistakes or technology problems that might occur. Yet I have seen many events and indeed weddings with no DJ, which was the case at the last one I went to - sombre indeed! They had a band that played 5-6 songs but the rest of the wedding was eerily silent. This is penny-wise and pound-foolish. I presume for events in general this is either because they didn't think they needed a DJ and / or didn't think they had the budget. The former is criminal, the latter can be solved creatively – e.g., many less experienced DJs can be enticed on the basis of free food/drinks and play for the love of it, or to showcase in order to win future business.

Inappropriate selection of Music

There are multiple types of DJs - many don't actually match well with events. I attended an Annual Sports Club event in one of Singapore's most respectable social clubs, the Singapore Cricket Club, but the DJ was playing underground house and when requested to play more mainstream music by attendees, said he "didn't do requests." This is actually true of a lot of DJs out there so it is imperative to check that your DJ:

- Owns and intends to play Top 40 / Chart / Pop or other suitable music
- is ok with and equipped to take requests
- is savvy enough to turn down requests that would be good for the individual but unsuitable for the audience as a whole

Assumption and Miscommunication

I was DJing at a beautiful beach wedding in Sardinia in 2011. The hotel had said promised the venue until midnight. At 11pm sharp (after the 2nd song since speeches went long) management informed the couple that although open until midnight, music had to stop at 11pm. This was a shock! Thankfully, I had mobile speakers as a contingency and we managed to move the party onto the beach. This kind of thing happens in different forms and can ruin all the hard work and effort put into planning and executing your event, for example:

- Venue says they have basic audio equipment, organisers assume that's enough but speakers are insufficient, not loud enough or too low quality
- DJ not part of planning and DJ booth is too far or in a poor position to interact with the audience
- Organiser doesn't inform the DJ about the demographics of the audience in order to prepare
- Miscellaneous others: Microphone problems and challenges; Timings; music volume etc.

I hope these tips help you select and prep your DJ for future events and wishing you good music to your ears!!

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: weddingdjsg@gmail.com



There are no problem people, just people facing problems

'My manager tells me that I must smile.' The customer service lady said to me gravely.

I was facilitating a workshop on influencing skills for a bunch of customer service personnel and we had been discussing what the best approach was when it came to handling customers who came to the outlet to resolve problems they were facing with the product.

"He doesn't realise that I deal with problem people most of the time," she continued, "people who are irritable and upset. It's not easy to start smiling at them ... and even if I did, I don't think it would cut any ice with them."

"I notice that you refer to them as problem people." I asked her, "I hope you are not confusing the people who come to you with the problems they face?"

"Oh!" She suddenly looked stricken. There was silence in the room. It seemed her realisation was reflected in the expression of her fellow participants; self-doubt and, I dare say some guilt. My suspicion was confirmed when she said, "You're right, I don't know when it happened ... when I started thinking of them and referring to them as *problem people*, but hence forth I shall again see them as people with problems ... problems, which I can help to solve," and the others broke out in spontaneous applause.

"Do you foresee any problem, which can prevent you from doing so again?"

"Not at all," She responded decisively, "In fact, helping them solve their problems and smile again will bring meaning back into my life."

That is as good a definition of customer service as I have ever heard. Her colleagues seemed to agree, since they clapped again.

I run into her and the rest of the retail team every once in a while, during the follow-up (reinforcement) workshops and she confirms she is back on track; **now she doesn't just smile at customers, she looks forward to making them smile again.**



That is easy to do if you keep in mind the simple fact that all of us want to be happy and at peace – so all you need to do is first, make people with problems feel heard, understood and respected, and *then* offer them a couple of practical solutions to address the problems they are facing. (I say, a couple of options since people feel better when they believe they have picked the solution which is right from them, rather than some off-the-shelf, generic solution).

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His fiction and non-fiction books in five different genres have been applauded the world over. Hailed as **The Change Maker**, Mukul is a highly sought after international keynote speaker, Executive Coach, professional mentor and facilitator who has empowered CEOs, top government officials and managers to achieve transformational results across diverse industries, countries and cultures.

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*"If you want to awaken all of the humanity, then awaken all of yourself.
If you want to eliminate suffering in the world, then eliminate all that is dark and negative in yourself.
For truly, the greatest gift you have to offer humanity is your own transformation."
Lao Tzu*

Why are so many people confused about who they really are and what their true personal identity is? While it may seem like you should robotically know how to be yourself, in reality that is seldom the case.

When we think about it, so many things in life depend on our aptitude to connect with our true self. After all, how are we supposed to know what we should be doing or whom we should be doing it with if we don't even know who we truly are?

The expectations set by those around us strongly influence our identity. Many of the choices we think we have made in life were most likely programmed into us by the expectations of those whose approval we desired. It is amazing to what level people will adapt to gain the endorsement of others.

Then there are the expectations that we put on ourselves because we think we have to. This could include anything from us receiving straight A's at school, to the employment we would walk away from if it were not due to the high salary we were receiving.

One must establish a relationship with our true inner being, to achieve inner peace and balance. This can only be gained when we connect with the love that lies within us. We are all filled with self-love and have the ability to attain any form of happiness and or joy we desire.

We must learn to recognise ourselves by sitting back and truly listening to our hearts and bodies, taking risks and allowing ourselves the room to do so. How can one hear what their inner self is trying so frantically to say if all we do is a sprint from one task to another to social engagements to networking events, and never taking the time in appraising what is really important?

Are you actually growing into the person that you want to spend the rest of your life being?

There is no timeline or stopwatch telling us when we should start this journey of self-discovery. There is no wrong time. There is only the right time – any age, any situation. Truly knowing yourself is the first step in realising a more conscious, unpretentious lifestyle.

Love is the answer to our entire being. Love is consciousness. Love is bliss. It does not exist for the sake of someone else. It is absolutely free. One must walk on this inner path of love, realise love, and merge into the infinite of love.

If one wants to experience love, they need to start loving themselves. First, they must love their own body, then everything that is connected to the body and then master all the functions of the body and the inner Self, which will allow one to be finally liberated.

It is remarkable that we keep looking for love, even though we are all born of love. We come out of love. All of us are nothing but vibrations of love. We are sustained by love, and in the end, we merge back into love ... This world is nothing but a school of love; our relationships with our spouses, with our children, parents, relatives, and friends are part of the learning process from which we are supposed to learn about true love and devotion; yet the love we experience through others is just a hint of the love of the inner Self. There is an inspiring place within us where love resides. The love that beats in the cavity of the heart does not depend on anything outside. It does not expect anything. It is completely impartial.





It is critical that we learn how to love our self. Self-love is the key ingredient that leads to well-being, joy, self-empowerment and our ability to create and enjoy the kind of life we want. One will not enjoy happiness if one is not at peace with themselves. Our relationship with oneself is fundamental to our being.

From the mystical standpoint, when our attention is centred inward towards our self; then we are able to experience our connection with life, with God, with our truth of being.

From the human viewpoint, every relationship we ever have with someone else accurately mirrors one or more aspects of the relationship that we have with our self.

With over 5 million hits per month on Google, the phrase "find myself", reveals one clear thing, that so many of us feel disconnected from our true self and want to reconnect to our true calling.

Following are some components that can help in connecting with your true self.

Internal Alignment

Being truthful is a key ingredient to internal harmony. To be yourself means that you need to identify your core standards and align with them.

Recognise your Personal Values

To truly be yourself, it is vital that you identify those values and make every effort to live by them.

Choose your Passions Carefully

You might think that you have very little control over your passions, but nothing could be further from the truth. To make sure that our passions align with our true self they need to be in harmony with our values and standards. Passions are easily influenced by what we think about and what we take in through our five senses.

Adjust your Response Patterns

How we respond to the many situations and circumstances in our lives will determine how the world around us responds to us. Most people just react to external stimuli. How much more appropriate it is to respond in a way that supports our values and reinforces our sense of self-honesty. If someone pushes our buttons and we just react, then they were the ones controlling us. To be oneself we need to consciously choose our response.

Cultivate Positive Beliefs about Yourself

Being yourself is very difficult if you believe that you are worthless or undeserving, which of course isn't true. Make it a habit to cultivate positive feelings about you as a person. Commend yourself for all the wonderful ways you contribute to the world around you. If you give yourself the approval you deserve then your identity won't depend on approval from outside sources.

Hi, my name is **Dr Suresh Devnani** commonly known among my clientele as "the Happy Doctor". I have perfected a simple process that leverages on applying the synergy of ethics and spiritual values into the workplace that leads to enhanced productivity and profitability as well as employee retention, customer loyalty and boosts to brand reputation.

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In the everyday rush of business, it's easy to forget that we're dealing with other people. Things go wrong, deadlines beat us and bills have to be paid. It all seems so unending and often, I feel that, life is just a drag.

It's times like this, that it's important to remember that we're dealing with others who may, or may not, be having a hard time just like we are and we can make or break their day. This is why I try to remember to say something nice to everyone I speak to.

I guess you could say I'm paying it forward. Giving a compliment with the hope that the recipient will pay someone they meet a compliment. Try it sometime. I find it changes my day.

When you make a call to a service provider, take the time to thank the person you're speaking to for their time. Sure, it might be their job, but having someone recognise them in such a way can be incredibly uplifting.

Sometimes, saying thank you is difficult, particularly when the person you're dealing with can't remedy the issue you've contacted them for. That's ok just remember that person is probably frustrated too. Thank them for their help, acknowledge that they're trying and ask them to escalate the issue.

If you're walking down the street and you see someone carrying a bag you admire, wearing something you like, smile and say something like "Cute bag!" Of course, you need to be a little careful with this approach but even just a "Lovely day!" (even if it's pouring rain or sleeting) can change how someone is feeling. You might be surprised at how much it changes how you feel.

It's so easy to complain about bad services or products, or even just a bad experience. Sometimes that's all a person will hear is complaints. I know, from personal experience, having a client say 'thank you, you rock' just makes my day.

If you're feeling particularly daring, try doing this with your children and your family! When your children do their chores, say "Thank you, I really appreciate it." It's amazing the difference it makes. For me, it changes how I view the work my children do around the house (or did before they grew up and moved out!).

What's interesting to watch, is how your children will start to model you and give random compliments and thanks - just because they can. Isn't that a wonderful legacy to leave?

So try to make someone's day - give a random compliment. I'll guarantee you - it will put a smile on the persons face you compliment and it will put a smile on your face.

CHARLY DWYER – Charly assists small business owners realise the power of the Internet as a channel to market their organisations in an appropriate and cost-effective manner. Using her over 25 years' experience in the IT industry, Charly looks at the best way to integrate different solutions and technologies for the most cost effective way to achieve a business' objective. Charly has won several awards over the years 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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THANK
YOU



"Knowledge is Power." Though this famous quote is attributed to the works of Francis Bacon in 1597, the concept has been known and understood for thousands of years. The creators or discoverers of the knowledge of fire; the knowledge of navigation; the knowledge of agriculture ... were provided tremendous benefits. And of course it is no different today with advanced knowledge in medicine; communications; robotics; energy etc., all giving advantages to their users.

Knowledge in business provides a real advantage over competitors; it creates a wellspring of creativity; it empowers through confidence and it is a platform for innovation. New knowledge has changed the way many businesses operate, how they manufacture; how they transport; how they market and how they communicate. It seems that knowledge is king ... or is it?

In the 3rd chapter of 1 Kings in the Old Testament we are given some insight into a very well-known historical figure, King Solomon. His famous father - King David had recently died and now the young Solomon probably in his 20's, has been given the responsibility of ruling the kingdom of Israel.



One night the Lord God appeared to Solomon in a dream and said, "Ask what you wish me to give you." Solomon answered, "You have made your servant King in place of my father David, yet I am but a little child ... so give me an understanding mind to govern, that I may discern between good and evil."

God gifted Solomon with **supernatural wisdom** and because of the sincere nature of his request God also granted him riches and honour above all the kings of the earth.

Some of the insights I get from this very interesting account are:

1. Solomon understood his situation and position – he recognised that he did not currently have the qualifications, the skills, the experience, or the maturity to be a great king.
 - What are your limitations, your weaknesses and blind spots?
2. Solomon could have asked for anything, long life, power, riches, but instead of thinking about his own personal desires, he put the people of Israel first and asked for something that would benefit everyone.
 - What do your customers or clients really need from you as the business leader?
3. Solomon knew that knowledge was crucial, but that it was more important to know how to use that knowledge with wise decision-making.
 - What influences you when you need to make important decisions?

The **Kingdom Principals** to apply to your business are:

- **Humility** - if you think you know it all, you have already lost;
- **Selflessness** - by putting others first you will end up with greater blessing; and
- **Wisdom** - Godly wisdom will help you discern between good and bad decisions.

Tony Elshof is the Director of Kingdom Administration, a Christian consulting and mentoring business, based in Wollongong NSW. They help individuals, businesses and organisations develop systems and strategies that are based on Godly wisdom and Biblical principles.

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For the evolutionist the world is happenstance and our future is at the mercy of whatever fate befalls us, like an iceberg being tossed around in a sea of climate change that will eventually melt ... life is uncontrollable.

For others, destiny, fate, karma, free will – these forces ultimately influence where we come from, what we are doing and where we are going. They determine our past, present and future.

Dr Gregory A Boyd, pastor, professor and author of "God At War" presents an interesting perspective on the realities of a spiritual realm that has definite consequences on our physical world. Examining the Biblical account against the many spiritual stories and mythologies of world cultures, he determines that God exists, and a host of spiritual forces, both good and evil are in conflict and these spiritual beings have direct influence on our everyday lives.



We get a sneak peak at this theology in the Old Testament book of Daniel, chapter 10. We find Daniel, the central character of this book mourning, fasting and praying for 3 weeks. In verse 9 Daniel falls into a deep sleep and is awoken by a heavenly being who in summary says the following, "Do not be afraid, your prayers were heard 3 weeks ago and I have come in response, but the prince of the Kingdom of Persia was withstanding me for 21 days, but after help from Michael, Our Chief Prince, I have now arrived to give you understanding, then I must return to the fight, for the Prince of Greece is about to come."

What this fascinating Biblical passage is essentially saying is:

- Our earthly prayers are heard and responded to in the spiritual realm;
- In the spiritual realm there are spiritual beings, with free will and power who oppose each other;
- Physical battles on earth are somehow connected to what is happening in the spiritual realm; and
- Daniel was being cared for and supported by Godly beings in spiritual realm.

So what the Egg McMuffin has all that got to do with your business? Simple, life is a battle, business is warfare, and if you are suffering defeats and casualties, then you need to stop, regroup and go out there and win the day.

I have had many experiences in the spiritual realm, and seen first-hand the supernatural battles that take place in that realm and in ours. **I know that if you are to succeed, then you need to understand this spiritual realm, you need to know why you are under attack, you need to know how these spiritual adversaries work ... and you need to enlist all the spiritual help you can get, to ultimately see victory.**

Every culture in the world knows and understands the spiritual realm, only over the past few hundred years have western nations with the evolution of enlightened philosophy, scientific progress and educated teaching, concealed the true nature of the spiritual realities that influence our daily lives and our futures. Unless you come to know and understand these things, you can never be truly free to succeed in business.

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In 1957, aged ten years, I loved watching my two brothers surfing waves on their malibu-surfboards on home beach, Woolgoolga. Inspired, I wanted to learn and found an old yellow surf-ski in the Surf Club. I dragged it to waves near the rocks, but without a fin, the ski was tricky to navigate. I learned that you get knocked on the head, if you try stopping a ski travelling length-wise across a wave. Back home, after Mum finished playing Liszt's Hungarian Piano Rhapsody No. 2, and the walls of our fibro-weatherboard house stopped shaking, I asked her if I could get a surfboard.



Mum consulted our family over a roast dinner, with tender beef from Dad's butcher's shop. He fattened and killed his own cattle in our slaughterhouse, out-of-town. During such visits, I was taken to the creek for peace. However, some Sundays, I rode a horse, along-side my oldest brother Ralph, with our two cattle dogs, to round up fat cattle for the stock yards.

While cutting into crispy roast potatoes, Mum said: "Julia wants a surfboard." Brother David replied, "She can't surf without a board". Yeah! The family bought me a 9-foot, red balsa malibu... and luckily for me, Mum, who was from Winton in outback Queensland, had a marvellous family policy. My brothers had to take me with them to the beach and to rock 'n' roll dances. I'm still doing rhythmic dance classes at the local gym. However, my hair was long and it took hours to dry my salty hair in our wood-fired, kitchen oven. Sick of me whining about my need for a haircut, Dad cut-off my plait, using the pocket knife he used to cut-off calves' tails. I was ecstatic and rushed outside! Mum kept my plait in her glory box which I kept after her death.



Over time, I understood the complexities of rips and tides and got strong enough to paddle out to the back of the waves. Local fishermen thought we were crazy and shark bait. I learned to do eskimo-rolls upside-down under my board, beneath the churning, broken waves. As I became more adventurous, the waves got bigger. One day, a huge 10-12 swell rolled around the headland from the north to the beach which was closed for swimmers.

Mum was watching from the headland, when I got sucked, backwards "over the falls" into the breaking brine. My bikini broke and my surfboard smashed onto the rocks. Refusing help, I swam alone to shore because as I'd got myself into this mess, I wanted to get out of it. Crossing the bombora was the trickiest part, a shallow reef near the end of the rocks where waves suddenly rise-up and crash into shallow water. I made it to shore, hobbled over sharp rocks to collect my surfboard, then went to see Mum. My mother looked at me, the damaged surfboard and the wild ocean in the distance, saying: "It's too dangerous. I'm never coming to watch you surf again!" But miraculously, Mum did not stop me surfing!

Mum did watch me surf again at the Australian Women's Surfboard Titles. During my final year exams, we drove 600 km, with a friend in his old VW, to Bondi Beach. Big waves were rolling into Bondi and I was excited to ride such beautiful waves. But a male judge had other ideas. World surfing champion Midget Farrelly declared: "The surf is too big for girls". Damn! He cancelled our women's competition. We drove back home and I sat for my Geography Honours exam. Next week, Ansett Airlines paid for Mum and me to fly back to Sydney. The surf was small and I came second. C'est la vie.

My family's spirit for my beloved red malibu allowed me to chase wild dreams and maintain an adventurous curiosity into the unknown oceans of knowledge, nature, health and life.

Julia Featherstone is a creative PhD student, Macquarie University, Australia. Her topic, *The Venus Codex*, is a feminist investigation into science fiction narrative cinema through the form of interactive multiscreen video art. Julia came 2nd in the Australian Women's Surfboard Titles at Bondi Beach in 1963, aged 16 years.

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*"Nothing happens until something moves."
Albert Einstein*

As an actor and teacher of movement, I have always been fascinated how we move from one position to the next. There are endless possibilities. Each position provides a point from which we can choose to move consciously with an intention and a decision, or otherwise we will be moved unconsciously without awareness, like for example shifting our weight, scratching our nose, tilting our head, etc.

We **take** a position, but we **make** a move; that is, a position implies something static while a movement is a creative act. Let's look at this from a workplace perspective. You get hired and take a job position. You move into it and now hold your position, print your name card and it becomes your identity.

You may even shift to a new position through pro-motion, a positive movement ahead. When you are moving you feel like you are going somewhere. Of course there is movement within your position. But what happens when you stop?

Hold your breath for as long as you can. Don't release it until you must. How do you feel? Of course, you can't stop your breath - you have to let it go! Our life and health depend on the free flow of breath, the constant movement of the inhale and exhale.

My experience has shown that many people hold onto a job or position for too long. You become stagnant, bored, feel like you're going nowhere and inertia sets in. You fall into routines and are ruled by habit. It's hard to make a move. Fear of a new step grows larger the longer you wait. You feel stuck.

But if you are feeling stuck, that's exactly the time to make a move.

Try this exercise, developed by Arawana Hayashi through her work with Social Presencing Theater:

Imagine a situation in which you feel really stuck in. Now fully embody this feeling into a physical position using your entire body and hold it. Feel trapped in this position, imprisoned, like there is no way out. Keep holding it until you are about to burst.

What would an "un-stuck" position look and feel like? Now without planning and without simply collapsing, allow your body to move into a new position that embodies the opposite: not being stuck. Released from the old and now finding yourself in this new position, take a moment to notice the new feeling and the difference compared to the first position. Feel your breath flow from head to toe. Say out-loud a sentence or a phrase that emerges from your body position, beginning with the construct "I feel" or "I am". Use this sentence and awareness as an insight to guide and support your next move.

You can try this stuck exercise two or three times and expand your options.

It's the same in your organisation: a stuck situation is not sustainable for any individual and for any group. It can only harden, fall apart or explode if not attended to in a sensible way.

Using your somatic intelligence enhances the wisdom of your intuition and taps into a deeper source of knowing. You may begin to discover increased motivation and confidence to move toward new directions and create your own pro-motion.

Bob Feldman is an international trainer, coach, speaker and actor focusing on cross-cultural communication and presentation skills, Social Presencing Theater and the Feldenkrais Method. He creates the space for people to express themselves outwardly with energy and engagement and to explore inwardly for deeper understanding. Website: www.bobfeldman.net | Email: mail@bobfeldman.net



JOANNE FLINN Disruptors, Creativity and Inspired Leadership

'It is only impossible until you do it'

87% of what we value is intangible, 93% of changes don't deliver what we expect. Disruptors in technology finance and customer interests are destabilising business models. For many, the promises of the great career are feeling hollow. Behind the scenes, stress levels rise, relationships are at risk and then there is burnout, even heart attacks.

Will the logic that got your business to where it is now work to get those next percents? Will it inspire you or your team to get up in the morning?

It's easy to focus on the logical. It's what we are trained to do. In times where it's not predictable, certain or known, new approaches are needed.

Approaches that tap into our humanity; ones ready to take on the apparently impossible, ones that help find the opportunity in the disruptors. Yes, power, energy and impact come from our humanity.

Disruptive times need creative approaches. They need different ways of leading. They need taking on the impossible.



**TEDx: Inspired Leadership:
When Art Meets Logic
watch the talk**

The good news is it is possible to do the impossible. Seven Takeaways from Doing the Impossible aka TEDx Artist in Residence in 8 weeks ([full article here](#))

- You can create magic and the insanely impossible if you believe you can.
- It needs trust in each other. This can exist even if you haven't ever worked together before.
- Underneath this is a disciplined, rigorous and structured creative process integrated with the discipline of project management.
- Prototype and validate continuously. This takes time and resources. There was 'wastage' – which is required when you didn't have time for 'do agains'.
- Things went 'wrong' all the time. "To succeed in this type of environment, we had to live from trust. Practically, this meant that each time things went off, we'd both go, 'ok, back to the big picture, so how?' We were solution finding, future focused. At no time were we blame and past focused."
- Leadership was not about one of us. It's a team effort, we each added different parts.
- Creativity and innovation will get nos.

If you are having challenges with creativity, time frames or getting results, it is an issue with the creative process-in-action. Scale it: do you need ideas to deliver? Is your timeframe short? Establish what each week gained would mean to your clients, organisation and staff.

For example: a concept that is potentially \$2.5 million per year in two years is worth \$48,000 a week. The more swiftly and brilliantly the idea can become real, is immaterial as its worth is still \$48,000 a week.

Getting creativity right is more that reducing risk and preventing loss, it is about making the impact and getting the results you really want.



Speaking at the New Eyes Book Launch at
Saïd Business School, Oxford

Joanne Flinn is the only international artist and leadership consultant who uses the powerful WINGS™ process for leaders and businesses success. Based in Singapore, she can be reached at +65 9789 3147 or visit www.jflinn.com

When I was a very little girl, I remember playing with an old typewriter. Before I even knew how to spell I knew that a typewriter produced documents of words. I would tap away on those keys pretending I was typing the most important reports, memos and letters. With head held high and chest puffed with pride, I would pull pages out of the typewriter with gusto and stack the sheets neatly on the corner of my makeshift desk. I would then boldly walk – most likely stomp – around the front room (AKA my office), giving all my imaginary minions tasks to do. I was in my little happy place with order and a hint of bossiness.

My mum enjoys recalling when I was in primary school: she would tell you how bossy and organised I was. Mum loves to share the story of how I was one of the key instigators of the students' demand that my primary school provide softer, better-quality toilet paper. I don't recall much of the situation, but I, along with my comrades, organised a petition. Did we get softer, better toilet paper? I honestly can't remember. Being organised, wanting to improve a situation and being a bit bossy – I'll own that!



I aspired to work in a position of leadership. Back then, I thought to have a job title that included words such as chief, executive or manager meant I was the best, that I had made it! So, when I became the head of an organisation, my ego went into overdrive: I had made it.

Ouch! I quickly discovered how challenging it was to go from working with my colleagues to being their "boss"; to manage multiple and shifting priorities; to make sense of, filter and translate broad strategic information into operational language; oh, and to grow the bottom line.

It was lonely and it impacted my life professionally and personally. I had to stop and re-think my approach to the way I worked, the way I led my team and the way I led myself.

I had two saving graces. The first was the dedication of the team I had the privilege of working with. Was it all sweetness and roses? No, of course not. But overall, they were a great team. The second was the ultimatum I was given at home: it was a "something's gotta give" situation. It was the toughest and best wake-up call I had ever received!

My involvement with youth leadership and service organisations as I grew up (even working for a few) and learning first-hand the role of the leader, prompted me to blend my inner organiser with my love of service. This mix is no doubt a fundamental influence on my obsession with helping leaders be more productive. I don't want any leader to feel what I felt or to go through what I went through. This is why I share my stories, learning and insights.

Today, I work with dedicated professionals who know that leadership is a behaviour. It's a journey and part of being a successful leader is constantly looking for ways to improve. Being a productive leader encompasses all this. I have the great privilege of working with thousands of managers across multiple industries, internationally and in Australia. I'm passionate about helping them to be successful leaders. No matter the geography or the culture, common productivity challenges face us all. No one can escape the reach of productivity.

It matters not what role you're in or what your job title is. *You are a leader.* A leader is not a job title – it's a behaviour. If you have a burning desire to be a better, happier and a more productive leader in your life and for your team, business or organisation, then now is the time to decide. This decision is critical for your success. The decision is to continuously develop, push harder to be more present, listen attentively and deeply, to fail fast and love the lesson, to be on the constant search for better. Better for you first so that you can be better for others.

When leaders are more productive, when you are more productive, you will confidently and consistently achieve top results. You are engaged and engaging. You will be, quite simply, happier.

Here's a quote that has stayed with me since I was a teenager participating in a youth leadership program and has influenced my values, behaviour and learning all my life. Sure, at times I swayed a little but I quickly returned to the meaning to keep guiding me:

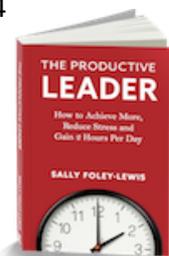
***A LEADER HAS A COMPASS IN THEIR MIND AND A MAGNET IN THEIR HEART.
– ANONYMOUS***



Sally boosts **productivity** by helping dedicated professionals to achieve their goals and master their **leadership** skills. Pairing 20+ years of working with a diverse range of people and industries, internationally and across Australia, exceptional qualifications, a wicked sense of humour and an ability to make people feel at ease, she's your first choice for mastering skills and achieving results.

Website: <http://www.sallyfoleylewis.com> Google **Sally Foley-Lewis**
Email: sally@sallyfoleylewis.com | Phone: 0401442464

The Productive Leader: <http://bit.ly/PLBookSFL>



In *Creating the Life You Want* it is important to find the right balance between your mental, emotional and physical areas. By balancing these you are aligning all the different areas of your life so that no one area is out of balance. How do you best align and balance these areas that are by their very nature mostly out of balance and demanding your attention in some way? The answer is to move your focus onto your spiritual nature by using either Mindful Movement or Mindful Stillness techniques.

Mindful Movement or Mindful Stillness techniques enable the physical, emotional and mental areas to come together to cooperate and be in alignment. Each of us knows those times when things just seem to flow and we are in some sort of 'zone' when whatever we are doing just seems to work. At those times we have brought together all of these levels into one and we are congruently moving through life.

If you were to ask yourself sitting here now, "Am I happy in this Moment?" Many people would say no, but if you look a bit closer and ask questions like: "Am I seated comfortably? Do I have a roof over my head? Did I have enough to eat today?" If you answered yes to these questions then you are already wealthier than two thirds of the world's population, so what are you really unhappy about? Many people would say they are unhappy but would not know why. It is only once you begin to look deeper that it becomes clearer that there is really nothing to be unhappy about but that unhappiness has instead become a habitual response as a part of the dis-ease of not being present in the moment to your physical, emotional and mental areas.



Mindful Movement



Mindful Movement is where you bring your focus and attention to the movement that you are making, in that moment and by doing so bring your physical, emotional and mental areas into alignment. This also moves your consciousness into awareness of what you are doing in that moment. The movement does not always need to be something big. It can be something as simple and small as taking a mindful walk.

Usain Bolt, the fastest man on the planet, wouldn't walk up to his starting position put his feet in the starting blocks position his body ready to run and in that moment be thinking of what he was going to have for dinner that night. No, in that moment he is very focused on his breathing, calming his nerves and emotions and bringing his thoughts into focus. He is going through the race he is about to run. He has trained to bring all these areas into line so that they are congruous with the fact that he is about to start running a race. So that as soon as he hears the starters gun he is ready in every area to run. He is practicing mindful movement.

Mindful Stillness

The three main techniques of mindful stillness are meditation, contemplation and stillness itself. Each of these techniques can move you into a place where you are consciously aware in that moment and unlike mindful movement where you are using the movement of the body to assist in becoming more aware, it is in this lack or absence of activity that is moving you into a deeper level of awareness.

Meditation can take on many different forms and many of them use some form of chanting where you are focusing on a word or a sequence of words and repeating them over and over.



Chanting them in an endless sequence is designed to bring your mind, body and emotions into alignment by being focused on the chant itself.

The second technique, contemplation, is the profound focus on one thing to the exclusion of all others. Google defines this as "the action of looking thoughtfully at something for a long time" and also as "deep reflective thought." When you are working on something that you are enjoying many people can enter into this state of contemplation. Time can seem to pass quickly and a few hours can go by in what can seem like minutes. We have all experienced this fluidity of time in some way but may not have understood that this is a contemplative state.

The third technique of Mindful Stillness is Stillness itself. Think of the Stillness technique as being a way to turn the radio down so that you can hear yourself. Imagine what you might say to yourself. Imagine the kind words you might hear reassuring yourself you are doing great just as you are. Stillness is learning about how to do nothing. One way of practicing Stillness is to pause between your breaths. As you are breathing in and then slowly out, slow your mind down, calm your emotions and just be there- in that pause, between each breath.

Mindful Movement or Mindful Stillness

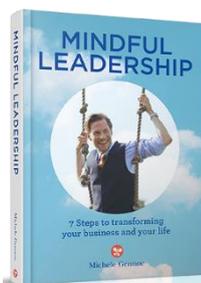


Many people ask me if they should only use Mindful Movement or Mindful Stillness and the key is to use both of them and their techniques at different times. Just like you wear different clothes in summer to winter and want different things as a teenager to an adult, there are different times and places that each of these techniques will best suit you. Research has shown that a combination of Mindful Movement and Mindful Stillness can help people with mental illnesses such as depression. By using different combinations from these techniques it can assist people to shift their energy and move out of their illnesses

and into wellness.

My hope for you is that these techniques empower you in your life and give you the toolsets to creating the life that you want. By hearing your own inner voice, recharging your batteries to keep you going and by getting into the 'zone' where your life flows with all of its gifts and blessings. You become the Master of your awareness in aligning your body, mind and emotions and in letting go and letting the joys of being fully present in creating your own life, in your own journey, unfold with infinitely divine timing for you.

Michele Gennoe- "Mindful Leadership Lady" 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 Life they Want. Michele provides profoundly simple and mindful clarity that empowers people and changes the way that they think about and live their lives. She is the author of the award winning Mindful Leadership book, sought after Keynote Speaker and industry thought leader on using mindfulness in disruptive organisational change.



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Have you Googled the term Emotional Intelligence? You should and then you will be bombarded with a range of definitions, training courses etc. Amidst all the noise, there are some fundamental skills that a Consultant can use in both their personal and professional life. Here's my take on it.

Emotional Intelligence is all about reading a situation and acting accordingly to get a successful outcome. It's about being flexible and fluid, adapting as you go but always keeping the end goal in sight. Some believe it is a skill that people naturally have, others, that you learn with experience (I believe there is merit in both approaches). Whichever is true, we can all benefit from a couple of tips and tricks.

There are a number of books, theories and whitepapers around the subject but in my view there are four fundamental things we can all focus on. They are **Manage yourself, Look, Listen** then **Think like there is no box!**



Manage yourself – The only thing you are 100% in control of is how you respond to other's behaviour. Learning about your own values, feeling and triggers is critical as it allows you to control and manage them in difficult circumstances and remain professional. It also gives you a good base from which to do the next two things effectively.

Look – observe behaviours i.e., body position, eye contact, hand movements, posture to name a few. This can differ if you are having a one on one conversation to a group discussion. It's important to look at the group dynamic using the same behaviours listed earlier to spot the influencers and then you can focus the conversation through them.

Listen – always focus on the conversation and read it in conjunction with the body language. What are they actually saying? What do they actually need rather than want? Why do they need this? How does this impact their job? What words do they keep repeating? As much as possible, build a "relationship" with them, understand what's important to them and see how that can be utilised to get the required outcome.

This is a skill that needs development and constant work.

Think like there is no box!

Working as a consultant it is important to be able to think about problems in a different way, providing creative solutions for hard to solve issues whether in business or life. Always look for approaches that may be "out of the box".

The questions we should always ask ourselves before seeking answers – "Does the box really exist? Why are we working within a box?"

I believe that in business and life there is no box to think outside of. The roles that we work on are the difficult roles, full of issues. These are the issues that our clients need a hand creating solutions to. In these circumstances there is no box - just great opportunities to add value with some strong consulting.

When you are faced with your next problem - think with an open mind and think like there is no box!

Once you have got a handle on these four areas, they are powerful tools that can be used in everyday life.

Tony Gleeson Chief Executive AIRAH

Tony has a wealth of experience in creating corporate growth, having held leadership roles for some of the world's foremost professional services organisations, including PricewaterhouseCoopers, Deloitte and CPA Australia. Tony's expertise is in technology enablement, process improvement and management strategy, combined with his passion for education and development make this e-book an ideal roadmap to navigate through the complex and challenging climate people face when developing their careers. Email: gleesonafj@hotmail.com | Website: www.airah.org.au



"Nostalgia never goes out of style."

The above quote is my own but sounds like something Yogi Berra might have said when you consider that nostalgia refers to a longing for things no longer in style. The longing doesn't change, just the things longed for.

My Grandpa John had a hand-push lawnmower that used neither gas nor electricity. He would push it around the little patch of grass behind his house in Brooklyn, wearing his dress pants (he never owned a pair of jeans), suspenders and T-shirt. If he were alive today I'm sure he would cut his grass the same way. It was cheap, simple and it worked well enough.

I don't have any grass to cut and have no first-hand knowledge of lawn care trends. But a quick Google check reveals that hand-push mowers are in fact experiencing a revival—just like those old-time men's barber shops are staging a comeback. What was and will be again.



I came upon some interesting videos on YouTube recently. There are people living today who choose to live in another period and I don't mean the Amish. Some live in mid-century modern style homes, with authentic 1950s style furniture, tableware, record players and tiki bars. They wear '50s style clothes, eyeglasses and hairstyles. They drink mai tais, listen to '50s music, drive '50s model cars and smoke pipes. They don't just do this at theme parties on weekends, they do it all the time—every day, 24/7!

There are others who live in the Victorian era, right down to their bowler hats and curled mustaches. They have tea boiled on coal stoves and read by gas lamps. They might have a TV or computer somewhere, or they might not. It's their choice. You can dabble or go full monty.

We in the modern age have unprecedented choices. Most follow the crowd, as people have always done and will always do. They do what's fashionable. So they spend a lot of time on Facebook, buy all the latest gadgets, and drink coffee even if they don't really like it. It's their "choice". They choose not to choose.

I think it's wonderful that we can design our lives down to the smallest detail. Most of us won't give it much thought. We'll just do what everyone else in our circle is doing, though we do get to pick the color of our Nespresso machine. But the possibilities are there.

I know a man who lives in a different city each year, like clockwork. Another woman moves every three months, like clockwork. They are able to do it because of modern technology—mostly the internet (Skype, Facebook, online banking, virtual assistants, etc.). They choose their life and pick the tools they need to make it work.

So here's your mission, should you choose to accept it. Imagine what your life would be like if you could make it any way you wanted. (You know you want to do this!) How much of that is doable, given your constraints (kids, job, current income)? How many of those constraints can be modified or eliminated? (I don't mean your kids!) Can you go full-on Victorian? A Victorian-style sitting room? A chintz cushion for your chair?



Why live the life you fell into, when you can design the life you were born for?

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

"Beyond the age of information is the age of choices."
— Charles Eames, designer extraordinaire

Why do some people enjoy a happier life, better health, a more fulfilling marriage and a more comfortable retirement than others? The main reason is they make better choices. More good choices now means a better life later.

Most of us have at some point gone into armchair quarterback mode and reflected on why we are not as happy, secure, or stable as we would like (often in comparison with others). Could it be luck? It's true that some people get a lucky break. But good and bad luck tend to be sprinkled around pretty randomly. More important than the cards you are dealt (you have no choice) is how you play them (you have choices).



Could it be smarts? It sounds appealing, but no. Lots of smart people consistently make poor choices.

Let's cut to the chase. Life is a series of choices + the consequences that follow + your reaction to those consequences (which is another choice).

What should you eat and how much? Should you have dessert or not? Healthy or sugary? Small portion or large? Will you exercise? If so, how frequently, for how long, at what level of intensity? How long will you sleep? These choices will largely be determined by your weight and overall level of health and fitness.

What school should you attend? What subjects should you study? Will you spend a lot of time preparing for class and exams?

What job should you take? What will you do with the money you earn? Will you go into debt, or live within (or below) your means? How much will you save or invest? In what? What kind of insurance will you get and how much?

Who will you marry? Will you stay married through thick and thin, or bail at the first sign of trouble? How many children will you have and how will you raise them?

You make countless choices every day—some major and some seemingly inconsequential—but they all add up.

People are creatures of habit and tend to behave consistently. You eat a lot or a little. You exercise regularly or never. In other words, you have a default mode or baseline in choosing.

Let's say your baseline for eating is 70% good choices and 30% not so good. You eat dessert six nights a week, exercise twice a week and average one serving of fruit a day. What would happen if you changed your routine and had dessert only twice a week, increased your exercise to four times a week and ate three servings of fruit a day? You would be healthier. What if you reduced your spending by 5% and added that to your savings? You would have more money and a more comfortable retirement.



You get the idea. You don't have to turn your whole life around to be happier, healthier and wealthier. You just have to make better choices—one choice at a time.

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Are you ready to be disrupted?

As a real estate agent I am faced with all types of challenges on a daily basis, the most basic being competing with fellow agents to secure a property to sell. The basic real estate sales model has been unchallenged for many years but like many other industries, the disruptors have now arrived and they will certainly change the way real estate agents operate.

Gone are the days when you either hired an agent or you did it yourself, now there are several other fixed price options to compete with the long held percentage of sale model for a full service agent. The new offerings are different in that they offer sales support for a fixed lower fee but they still rely on the owner doing most of the work. So is different, better?

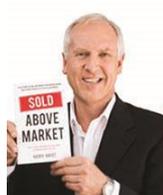
Disruptors in the broader market are either doing really well or dying on the vine. We hear of the success stories such as Uber which provides more short trips than taxis without even owning a car and how AirBNB provides more accommodation than hotels without even owning a building. Technology has created a brave new world and it's up to us to move with it or fall way behind. Which begs the question, how well are you adapting your business to differentiate yourself to ultimately provide a better service?

The rise of the low cost business model in all industries is rife but we all know that cheaper is not necessarily better and in many cases just being different is not necessarily better either. So how do we protect our business from falling behind? In my case, I am choosing the type of customers that I want to work with. Not all customers are good for my business as some take up 80% of my time for less than 20% reward so I am consciously being more selective about who I spend my limited time with.

There will always be people who want the cheapest air ticket and they are generally never happy with the service no matter what, equally there will always be people who choose to fly business class and those who would only fly first class. They are the clients my business will focus on, the ones who can afford to pay for a better experience and who also appreciate the difference and who see the value of a full service real estate experience.

You can't please all of the people, all of the time so I am not even going to try. I am going to deal with a niche market of clients who wouldn't think of taking the budget option. Of course, that means I am going to have to turn away some clients who I no longer believe are a good fit for my business and many will say that I am crazy for doing so however I believe it's time to draw a line in the sand and change my business model. Real estate trainers are always telling us we need to 2x or 3x or even 10x our business by simply doing more business with anyone but I am confident I can at least 2x my business by doing better business and being referred to like-minded people instead of spreading myself too thin.

I once ran a half marathon and for me it was a really hard thing to do but the lesson learned was just how resilient we all can be, hundreds of runners dug deep to finish the race, it wasn't easy but they did it so it was possible. If you simply apply your mind with purpose and define your strategy for success then take it one day at a time, little by little, week after week all your little efforts will add up, like compounding interest and from the outside you will look like an overnight success but on the inside you will know that your success is simply based on having a plan and working harder than everyone else to see it through. Bring on the disruptors, I say!



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Some time ago, I read an interview from former Google CEO Eric Schmidt, where he made a fascinating observation. He said: "Today, mankind produces more information, data and ideas than from the stone age until the year 2003 together". He nailed it with that statement because the changes around us are getting more and more intense. Everything changes .permanently - the economy, the organisational structures in our companies, our very own working space.

As an international keynote speaker, I have the privilege of working with lots of great organisations. It doesn't matter which industry I look at, whether it's a big brand or a small company with just a few hundred employees. There is one thing they all have in common: The rules definitely have changed. Change no longer has a beginning and an end, but has become a permanent condition. That means our ability to deal with this new complexity will be the most important factor if we will still be successful in the future or if we become obsolete. Just to be clear, I'm not talking about Change for Changes sake, but about Change with a purpose, with Intention. Change to reach your goals, to become more profitable and to get the results you want.

What does all that mean to your role as a leader? First, you need to adapt to all of the changes going on around you and adjust your own mindset. Even more importantly, you need to lead the changes in your industry, your company and your teams. Companies only change when the people change. It's your job to make sure they do. Not by telling them or giving orders, but by reaching their hearts and leading with your actions. Believe me I know what I am talking about. In my own career, I started out as the youngest store manager in Germany's largest department store corporation and overall, I was responsible for ten different stores all over the country.

During that period, not only did I have to deal with tough competition, changing markets and the upcoming phenomena of online shopping, but also with a huge crisis within the company itself. Locations were shut down, profits were decreasing and thousands of employees were facing the fear of unemployment. During these tough times, I learned the biggest lesson of my life: Change is not what happens around you, but how you deal with it. It is your mindset and after all, the culture in your organisation. Let me share one of my deepest beliefs with you: A company culture based on team spirit, innovation and courage beats every sophisticated business strategy by far. Because there's one thing, you can be sure of: If you are good, your competition will copy everything. They will copy your products, your prices, maybe even your marketing. But they will never be able to copy your culture. So develop your own mindset and always go first. Isn't it true? It's never the ones with the best abilities who win, but always the ones who are well prepared, take massive action and change actively. Because under the same circumstances it's always the attitude, the mindset, the company culture that makes all the difference in the world. So be the change. Act bold and you will get the results you want.

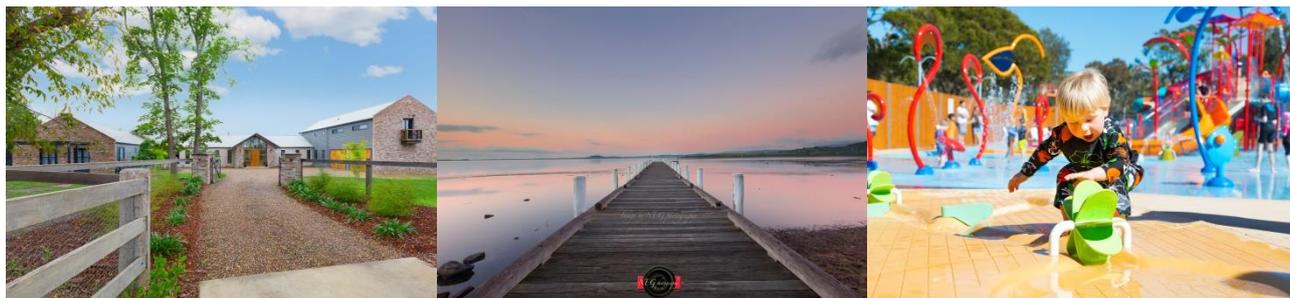


Ilja Grzeskowitz, CSP (pronounced Graesch –ko –witz) is an award winning keynote Speaker who has inspired audiences in twelve different countries on four continents. He has a university degree in economics and marketing and was a successful executive in retail before he founded his own company in 2009. For the last 15 years, the former top manager has been researching how to make change work, has written 8 books on that topic, and one of them - *Think it. Do it. Change it.* - has been voted as "Business book of the year 2016" by a big German newspaper. Among his clients are Bayer, BMW, Continental, Lufthansa, Mercedes, Nespresso, P&G, Pentax, SWISS and Telekom, as well as lots of middle sized companies. His business philosophy can be summed up in

one sentence: Be the change because organisations only change, when the people change. Ilja is "nordish by nature" and together with his family, he lives in Berlin. If he is not speaking on a stage around the globe, then he loves to play golf or to enjoy a fine single malt whisky. Visit him online:

www.grzeskowitz.com





A picture captured on your phone or with a camera captures a moment in time. It is a place where you have been and you want to remember the great time you had there.

What if you wanted to take the viewer to a place that they had never been, how would you want to shoot it? What time of the day would you visit? What emotion do you want to create?

Every day of the week I capture real estate property (left hand image) and my idea is that I want the viewer/purchaser to think that they were sitting in that room or walking through that front door. Therefore, the styling and angles that I choose need to create that feel. My tripod is at a level that makes me level with the main features of the room or property that I am shooting. My angle may use structures or props to give the shot a journey with your eyes. For example; a gate or a path leading you to the front door or the way the furniture is placed to encourage you to the view out the window. Occasionally I have that special home that the lighting needs to be particular way to gain the effect I want, I may need to revisit that same house at a different time.

Maybe you are shooting a landscape. In my example I chose a Jetty (middle image), the angle I chose makes your eyes travel to the end of the jetty and then you admire the sunrise. The time of the day was obviously morning, as I wanted a softer light due to the jetty being older and a little rustic. But if it were for tourism or a location image for real estate, the middle of the day could be better and a shot to the side with a fisherman on the end of the jetty could have been used. Again, what is the emotion that I want to create? Soft and calm was my choice and so the early start.

When shooting in the middle of the day, the light is brighter and whiter. Colours and contrasts are more dramatic. Light was an important consideration when we were shooting the waterpark at Big 4 East Beach Kiama. We wanted nice bright colours to make the shots seem vibrant, light and fun for kids. This would encourage people with children to consider this as a fun holiday destination.

Taking a photo at a certain time when you are there in the moment, remembers the emotions, light and time of day that you were in that place. But when you are shooting for a specific reason, you have to consider the shot in reverse. To create the emotion you need to create the journey in the image so that the person you want to target can imagine themselves being at that place, which is the emotion.

This is something to consider when you are organising your next shoot for your business or advertising campaign.



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View the website for more information - **+61 417 465 257**,
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As a speaker and trainer, I connect with people face to face, because I prefer it that way. I could use technology, webinars, videos to share my message, but I prefer to connect directly to other people. I talk to audiences about our 'Inspired Footprint', that lasting impact we are leaving on everyone we come into contact with and I challenge people to truly consider the choices that they are making and now, I too am challenged with how I am slowly changing in the way I 'interact' with the world around me and maybe I need to make some changes.

We are living in a constant state of connectivity, with our smart phones. According to research, in 2016 there were 4.8 billion smart phone users in the world. There is no denying that smart phones, internet and social media has connected us globally with people we would never have been able to connect with previously, as it's so much easier now to 'find' people in our lives that we lost contact with, or those we wish to connect with.

But what 'rules' do you apply to how connected you are? According to one study, dscout, smartphone users touch their smartphones on average 2,617 times every day and the average person checks his or her smartphone 70 - 110 times a day!! So how has our world changed to accommodate this, how have our interpersonal relationships changed as a result of the smartphone?

How often have you been distracted by your phone instead of engaging with a child, spouse, friend or colleague? When you look around at cafes or restaurants - what do you see? You see people sitting together enjoying a meal, but glued to their phones and not looking at one another. Have you ever been in a meeting, or met someone for a coffee and they immediately put their cellphone on the table. Isn't that a silent statement saying, "I could get a call or message and it's more important than you?"



So what can we do about it? The pressure to be perfect and always 'on' is overwhelming many of us and it feels like life is speeding up with more and more demands on our time, but actually we have our own foot on the accelerator. We are in control and maybe we need to apply the brake once in a while - and that is what I am contemplating.

We have created this world of comparisons, of one-upmanship and yet so much of what we see and read isn't reality. It's what we *want* our lives to be like, to look like. We spend, on average, 51 minutes every day on Facebook alone! I have to admit, I love seeing what my children are doing when they travel overseas and I love sharing some of the things I am doing, my successes, my family, my triumphs, but did I ever ask myself "*why am I posting this?*"

No, I did not, but it's a good place to start. I feel that if we asked ourselves, "why are we posting this?" or "do I need to check my phone now?", perhaps we will understand more about ourselves, be more self-aware and look at how we can change our own lives for the better and then inspire others. It's time for me to focus on balance - the balance of ensuring I maintain positive, real and healthy relationships and also remaining connected to those people *important* in my life.



Linda Guirey CSP is an award winning speaker, trainer and award winning author. Linda speaks about Mindset - creating that growth mindset that enables you to overcome adversity or change, become self-aware, create more effective relationships and be more intentional with the choices that you make. Linda is also the Auckland President of the National Speakers Assoc. of NZ. Email: linda@lindaguirey.co.nz | Website: www.lindaguirey.co.nz

First of all, why use a picture? "I've been communicating in my business communication in words and it's been going fine so far. My clients understand people respond, "everything's ok", comments a business colleague.

"Why would you want to be 'ok'?" I reply to him. We have a conversation and as he's talking, I begin to draw a simple diagram of his communication. He becomes curious and taking a closer look, replies "that's exactly what I've just said. You've drawn it out and I can see it."

This is exactly what happens when you draw out an idea; people "get it". Consider these facts:

- 2/3 of any audience will have a preference for visual learning over other modalities.
- At least half of our brain is devoted to vision,
- Presenters who use visuals are 43% more likely to persuade a group to action over those who don't.

So the question is, why WOULDN'T you use visuals in your business communication? If I were to pin it down, I would say 2 things: shame and habit. When I ask a group of adults about their confidence level in drawing an idea on a scale of 1-10, many would say something like "zero" or even "below zero" as if there is a certain amount of street credibility to the credo "I can't draw". So, this choice becomes a self-fulfilling prophecy. I advise them to lean forward to get a closer look at the whiney little gremlin on their shoulder whose doing that nasty whispering in their ear and then, in a celebratory fashion, to collectively flick him off and say "thank you for sharing".

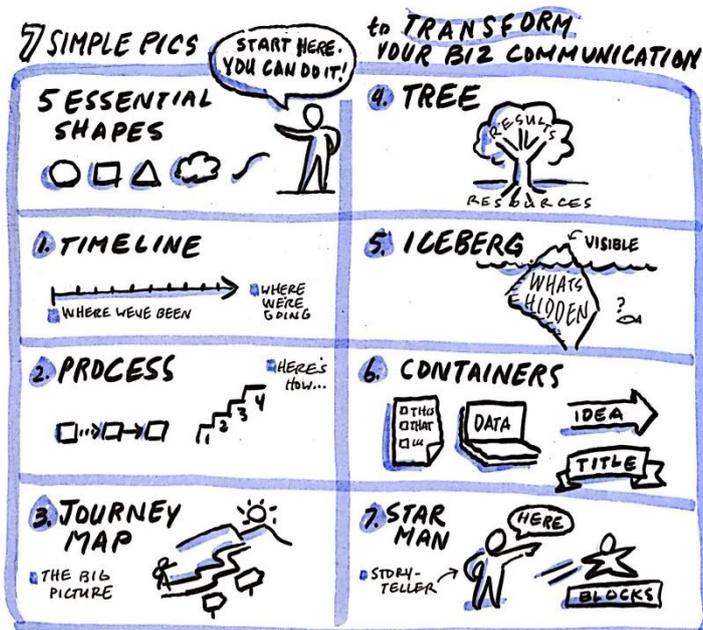
And so it goes that we confront a fear and take new steps forward.

So, about drawing for business communication. This is something that we do every day, whether it's drawing out strategy live with a senior leadership team, visualising branding and communications messages, or exploring a metaphor for a change process in a large organization; drawing ideas out is our way of leveraging on the attention deficiencies and information overload that we are all faced with every day. Visual thinking and drawing are powerful tools that can breakthrough clutter and confusion to clarify ideas, engage teams, and build collaborative cultures.

Following are seven essential drawings that you can use to boost communication impact in your next meeting, workshop, or problem-solving session. They are in no particular order and if you laugh because they are so simple to draw, I won't be offended.

Here's a tip: it's not about the drawing. It's about the communication. As a warmup, quickly draw a stick figure. There, you are now communicating in visuals. That's the extent of visual skill you will need. Practise

by drawing out five simple shapes: circle, square, triangle, cloud and line. These are your building blocks. The rest happens in how you put these shapes together in combination. Let's go.



1. Timeline

This is simple enough. A line running left to right with incremental points, indicating a period of time. This can be used in a team session to map out the length of tenures of various members, inviting those more experienced to share insights with the newer members. You can map all of this information onto a large timeline to create an inclusive snapshot of our team or organization. It's also an obvious planning tool.

2. Process

A series of boxes or steps linked together with

a series of arrows or numbers. This answers the question of "how" and can show relationship, sequence, progress. You can map out your team action plans on a large board with a series of visual steps.

3. Journey Map

This is one of my "go to" visuals to communicate the process of change over a period of time. A simple curved line indicating a winding road, starting lower left and moving to upper right, to a mountain peak as an indication of achievement. Think of how this can communicate: leadership journey, customer journey mapping, individual or team goal setting, pitching an idea. We use it in visioning sessions to map out strategy, opportunities, challenges along the path, creating a comprehensive summary of our way forward.

4. Tree

This is such a versatile metaphor. Growth, seasons and cycles, a strong foundation creates a healthy harvest. You can map out the resources you have (base), key values (main branches) and outputs (fruits). It's simple to draw; start with a wide letter Y, add a cloud around it and a few roots below the surface.

5. Iceberg

Speaking of below the surface, an iceberg is an excellent metaphor to communicate that which is unseen, compared with what is visible above the water line. Think of how you have seen this used before: mental models, problem solving, awareness. An iceberg is simply a hand-drawn diamond shape, with a ripple of water at around the 20% mark from the top.

6. Container

A container is a box or anything in which you can write a message. Most containers will be square or rectangular (a document, laptop screen). Some will be roundish (a dialogue or thought bubble). Some will be made from parallel lines (a block arrow or banner). These containers serve to hold important bits of information in your communications model.

In each of these images, you then add keywords on or around your image to create context. It doesn't have to look perfect and it rarely will. It's just a way to add meaning and energy to your communications.

7. Starman

It's not David Bowie; it's a five pointed star. Replace the point on top with a circle. Now you have a simple figure with 2 arms and legs that you can animate any number of ways. This little figure can become your storyteller, pointing the way, overcoming barriers, moving along your road maps, climbing process ladders. He can often be seen with some of the containers and their messages noted above. Add dialogue and thought bubbles to animate his message; add other starmen to show relationships.

At the end of the day, communication is about stories. What moves a group forward is not the data, but the emotional connection they form with the ideas and the messages and the importance that is assigned to each. Simple visuals, used thoughtfully, help to bridge that space between logic and emotion and get your group moving forward with more clarity, conviction, purpose, and alignment

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.

Tim uses visual and creative tools to help leadership and communication teams work through change, visualize strategy and simplify complexity. As a speaker, he uses live sketching and fun to frame key messages and build interactive storytelling into his presentations

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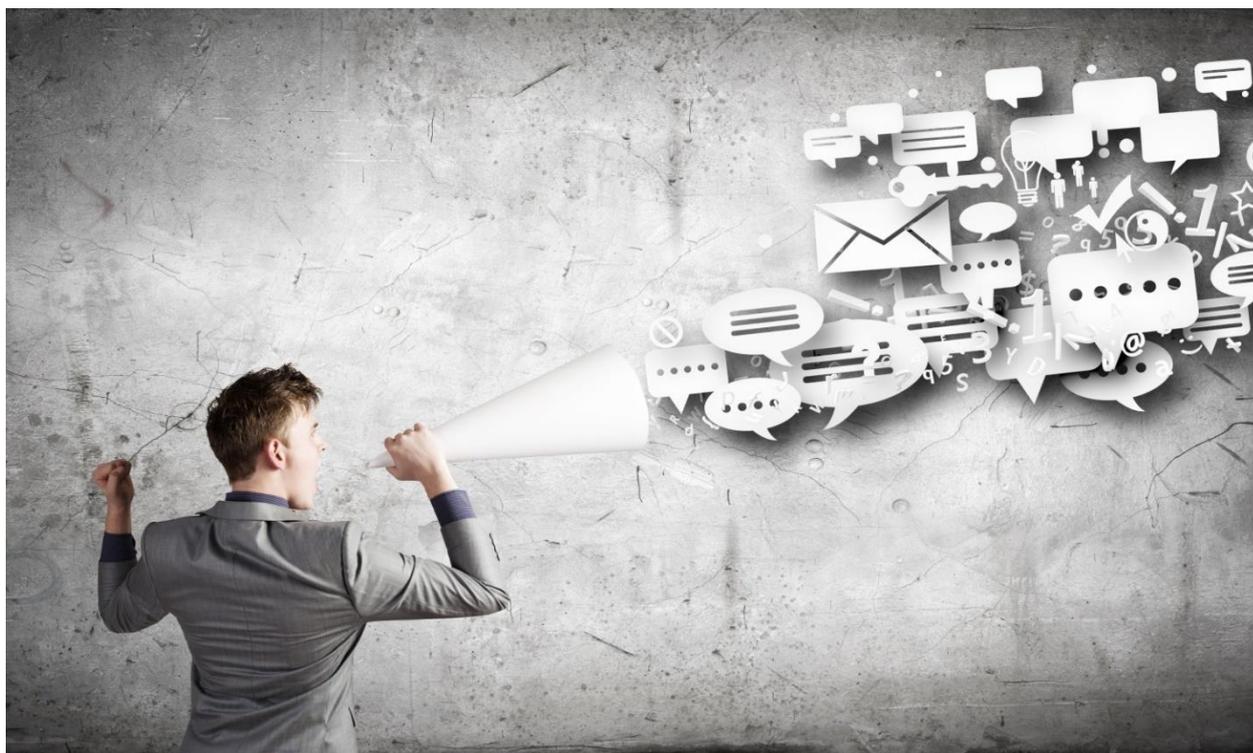
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Email was supposed to make our lives easier!

With 24/7 access, it was supposed to fast track things that took days or weeks to deliver or respond to. Whilst it does that, reality is most businesses don't have a real plan about how to use email nor do they empower their teams to effectively use it. They simply hand a computer and an email address to employees and send them on their way.

You only need to take a look around you to see its impact. In meeting rooms, people typing on their phones, on trains, at traffic lights and worse eating into precious family time.

Whilst customer expectations and responsiveness are higher than ever, many think the answer is to respond to emails immediately only to have another appear in your inbox as soon as you send it.



Isn't it time you took back your life and sent out an **Email SOS**?

This simple strategy could have you back on top of your inbox never to be overloaded again.

So what is **Email SOS**?

A simple acronym to reduce the volume of email you receive and enable you to focus on the high priority tasks in your day.

S = Stop Sending

Whilst many people try to stem the tide of email there are a number of simple strategies you can apply to stop you and others sending email.

Have you ever heard of the law of attraction? It simply means what you put out is what you get back. Ever thought about buying a new car, you've chosen a model and all of a sudden you notice them everywhere you go? That's the law of attraction, what you focus on is what you will see in that instance or in the case of email get. The more you send out the more email you will get. Try the following:

Consider whether email is the most appropriate way to respond – would a phone call save an email chain, or in the case of a customer interaction, would it produce a better outcome?

O = Offline

It's OK to go offline regularly; in fact it is important you do! Whilst many of us think we can multi task, reality is we do much better when we focus on one task at a time. Ever been talking on the phone whilst driving only to realise when you get to your destination, you can't remember how you got there? Scary isn't it?

Too hard? Consider going offline for set periods of time when you have activities that require your complete and undivided attention, a detailed monthly report, a tender response etc. You may even want to try setting up dedicated times when you read and respond to email – some of our clients even note this on their email footers!

S= Stop Others Sending

I know this sounds strange and you are probably thinking, how do I stop others from sending me emails? I regularly speak at conferences about reducing the volume of email you receive in minutes by making a team commitment. A team commitment to minimising or clarifying the use of cc or bcc emails and to STOP SENDING thank you emails. I worked with one executive team and their volume of email dropped by 30% by implementing this one tip alone!

Communicate with others – when you liaise with your colleagues, tell them you prefer they update you face to face in your next meeting or a quick scheduled phone call. Not only are you building a relationship, but you get immediate responses and can easily go off on a tangent if necessary.

So rather than drown in your email, why not send out an **Email SOS?**

Not only will it reduce the volume of email you receive, it will restore your sanity.



Based in Melbourne, Australia, **Donna Hanson CSP** is a productivity expert, professional speaker and media commentator who specialises in productivity with technology.

A Certified Speaking Professional, Donna works with organisations globally to increase team productivity, performance and profits with technology.

One of only five people outside the US accredited to deliver an email productivity process to Microsoft Staff; Donna Hanson makes regular appearances on radio and TV in Australia discussing technology. To find out more about Donna visit www.donnahanson.com.au





As a future-proofing business person and global connector, you *know* that video is a must-have business tool. It's the fastest growing marketing tool of our online age.

But are you having biz-fun on screen, ready to go for it sans ego, without the worry of what others think of you, to help viewers from the screen? Or are you using the (*truly*) global (*inexcusable!*) excuses of lack of video know-how (*really...? These days?!*) or camera-shyness and simply pushing **doing video** to the bottom of your (*in-*)action pile? Are video "fears" holding you back? But are they worth holding on to in 2018, when other video presenters and speakers

#GoLive, thrive and leap ahead of you, as they get seen on screen and grow?

If excuses are holding you back – get your camera out now, hold it up high, press record and simply forget about *trying* to present... Focus on your viewer/ client/ community/ Tribe instead, speak and *have some fun!*

- How can you help viewers succeed and smile? With joy / enlightenment / wonder/ intrigue... etc.
- How can you help them be better in *their* world? For progression/ improvement/ recovery/ change...

Release your inner presenter, on-the-spot script creator, sharer of knowledge and skills...

Become the simply chatting *friend* the viewer can like, trust and believe in...

****You can* Press Play Present for any size screen around the world, with your face filling the screen...***

And *reach a far bigger GLOBAL audience* than any audience you see from the stage...

How's that thought for biz-building growth this year?

If you're still step-one "get-set to #BeSeenOnScreen" and #ConfidenceOnCamera is what you need... go back and review last year's article and video help I shared on [How to free video-fear Mindset](#) and [Get Self and Studio Set](#) to pro-present your own style on screen.

And when you're ready to record – read on, dear live stream King or Queen to be!

So what #Video can work for you? Pre-record upload, #LiveVideo style or #Livestream? What's the difference?

- **#Video** = any *pre-recorded* video, from any camera, webcam or smartphone + edit tools.
- **#LiveVideo** = video presented as if you're *live*. One shot, one continuous "Take". This is more trusted than editing right now. Viewers believe you more when you can talk without edits.
- **#Livestream** = presenting live and streaming online e.g. [Periscope](#), [FBLive](#), Instagram Stories, Snapchat video etc. Choose what can work for your business, where your clients are...



Tech tools will always change, so start simple with #LiveVideo posted to [LinkedIn](#) or a #FBLive just to you. Forget trying WOW edits – viewers *don't* believe you if you can't talk start to finish in one shot anyway!

What's easiest depends on your tech skills and preferred presenter prep style. If you're a precise planner and like specific scripting, start with a simple script, pre-record, then post. But be aware... Even though every video-market expert says "*you need a Promo video online*", viewers are sick of being sold *Promo* videos! They're *over* businesses "telling and selling". In this Now world **viewers like live help and How To learning** from people similar to them. They want immediate immersion, interaction, excitement and inclusion ... Speakers, trainers, influencers and coaches of the world *do* know how to bring, but often lose sight of, this when moving from stage to screen, without their audience feedback. So think: stop "presenting", stop selling *what* you do... Simply **#ShareYourBizStory** to help; show how you **#ShareAndCare...** *Create an intimate feeling, without anyone in the room. Free flow with easy chat... Talk through the lens to connect to those who view ...*

Next – in 2018, you are more likely to make an impact, create more interest, become an influencer and earn more income from video and lives, when you smile and grow the guts to *go for it* and **#GoLive #livestream!**

WHY #GOLIVE?

Social Media Con 2017 (thanks @Maryrose Lyons @BrightsparkAcad) and the 2016-2021 [Cisco Visual Networking Index](#) forecast stats, now show why NOW is your time to **#GoLIVE to biz-thrive!**

By 2021 ...

- Video will be 82% of ALL consumer internet traffic (*Middle East, Africa, Asia Pacific = highest growth*)
- Live video will be 13% of traffic – up 15-fold from 2016
- Mobile will account for 55% of traffic (*so face-fill the small screen!*)
- Live video creates 3 times more views + 10 times more comments than pre-record video (*so create positivity-inducing-content for comments!*)
- Connected viewers retain up to 95% of video messages... (*i.e. more than text alone, but only WHEN YOU HELP viewers watch, listen, learn and act = **be likeable!***)



Over two years of creating and presenting weekly [#LiveWithLottie](#), [#FBlive](#) shows, and co-founding the 2017 women's Virtual Summit and live stream presenter community initiative [#LadiesGoLive](#) (*every continent save Antarctica – we're looking for 2018!*), enables me to *know* – global businesses are being built with a video idea, a mobile and a live smile-on-screen. 'Livers' are influencers. Now it's time for instinctive LIVE in-each-camera-ready-moment. Press Play for [#LiveVideo](#) and [#LadiesGoLive](#) chat show ideas!

Then here are my [#StreamTeamGlobal](#) success tips to help you [#GoLive](#), thrive and [#BeSeenOnScreen](#) in 2018 ...

1. **Get Creative** with Why and wants; *KNOW* the viewer Why for watching – *what will they gain NOW?*
2. **Help us SMILE!** Yes, have a key-core Why / How / Help message, or request for help. But serious biz don't have to be all serious! Find your times to enjoy and SMILE = likeability, approachability, kindness, heart...
3. **Live Stream Plan** – offer variety between solo show news, interactive Q&A views and expert interviews.
4. **#Live Tools** – test to find works FOR YOU! Simple = [#FBLive](#) from your [Profile](#) + X-post [biz Page](#) + [Groups](#). Host FB interviews via [#BeLiveTV](#), go pro-Live style [@VidPresso](#) or get [@Vit mug](#) producing shows for you.
5. **Re-purpose shows** - download live shows immediately before audio/visual degradation. If you [#GoLive](#) on mobile – Save videos to camera roll pre-posting. Get a portable USB memory to save for future editing.
6. **Connect to Grow 'Lives'** with other Livers! Interact, cross-promote shows, interview and get interviewed. Share video across your social media *where your potential clients, community, Tribe ARE!* Many biz women connect via FB, men via LinkedIn – re-post video there. Watch 2018 video news online and my posts for [#FBWatch](#), [#YouTubeLive](#). And we Livers think [#LinkedInLive](#) won't be long!
7. **MAKE IT EASY AND FUN!** Online speakers are Edu-tainers – or as [#LadiesGoLive](#) say: [#Inspircators](#) (inspirers + educators). Think of your [#Lives](#) as mini TV shows and enjoy helping others LIVE!

Lastly – US live-leader [Ross Brand](#)'s third [Digital Broadcast Prediction](#) list, shares expert Live Video thought... My 2018 prediction? We'll see more *standing* live streams, as workplace wellness concepts kick in proper. So, if you prefer to stand to speak – set up so you can. Don't just [#GoLive](#) to Thrive... stand out, stand up, *survive* and thrive when you [#GoLive](#) too, for a happier, healthier [#livestream](#) life in 2018! With live love – Lottie xx

2015+16 President of the Professional Speaking Association UK&I [#PSAIreland](#) Region **Lottie Hearn** is an ex-actor, TV presenter, speaker/presenter-trainer, international speaker and author of the first interactive guidebook to present video with [#Confidence on Camera](#). 30 years a global collaborateur, she's also an Irish Cancer Society Video Ambassador, [#LadiesGoLive](#) and [#StreamTeamGlobal](#) livestream community founder and [#GoLive](#) supporter.

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Connect for livestream love here:



We know that it's critical to measure and analyse revenue and profit, the costs of providing your service or product. You need to understand your cash flow. Measuring customer satisfaction makes sense too. It is equally critical to measure the activities associated with managing the people in your business and to measure employee satisfaction and engagement.

Regardless of the size of your business, this should be something that you should take seriously. It's important to understand that employment-related costs are usually the single greatest expense for most businesses (research suggests it can be 60-75%).

Employee turnover costs more than most people realise. There are many indirect costs that are usually overlooked as they are hard to quantify and measure. The cost of replacing staff can vary greatly from business to business and depends on a whole range of things but some things to consider are:

- Loss of productivity from employees taking on duties of the vacant position or employees involved in the recruitment process
- Cost of advertising the vacancy (could be the cost of a recruitment agency or the cost of doing it yourself)
- Cost of testing, reference checking, pre-employment checks
- Cost of administration of processing the termination
- Training/orientation/induction costs
- Loss of productivity in the early stages of employment while the new employee is learning the job & in the final stages of employment of the employee leaving the organisation
- You might need to temporarily fill the vacancy

Here are 5 things to consider for managing performance, keeping existing employees happy and avoiding the added costs of poor performance, employee turnover and recruiting new staff.

1. Managing Expectations

Providing policies, position descriptions and KPIs will help employees understand what you expect. Workplace policies tell employees what you expect from them. Your workplace policies should cover things like how to present themselves, how to apply for leave, expectations on conduct and performance, entitlements, bullying, harassment and discrimination. Employees that have a position description and KPIs to guide them in performing their work have a clearer understanding of what you expect of them.

2. Predictable, consistent communication

Good performance management recognises and rewards employees when they are performing well but also supports employees to improve if their performance is not up to the required standard.

Performance management should be an integral part of your ongoing communication with your employees. It's more than just doing an annual appraisal; give your employees continual feedback throughout the year. The annual appraisal should be the formalisation of regular, ongoing communication.

Performance appraisal should focus on the behaviour or attitude the organisation wants from its employees. This should be based on the organisation's culture, values, mission and vision.

If you need to address poor performance or conduct, make sure you have a process that is clear and ensure employees are aware of that process. Be consistent, set clear goals and a plan for improvement. Monitor progress. Follow up.

Consistency is the key. Quite often, business owners and managers are unsure of the process of managing performance. An effective and robust performance management system provides managers with the tools to facilitate appropriate communication. This applies to both encouraging excellence and improving performance, conduct or attitude.

3. Culture

Workplace culture has a huge impact on employees within a business. Engagement is linked to performance, productivity and profitability. Happy people are more productive and more willing to put in a little bit extra and

go the extra mile for your business. Workplaces where employees are engaged, happy and satisfied are more profitable than competitors with lower staff satisfaction.

What makes an awesome work environment?

- Employees wake up in the morning feeling good about going to work
- Employees have a sense of ownership and accountability for achieving objectives
- Employees are respected and valued
- Managers seek feedback from their teams and implement useful, great ideas
- Employees can take ownership of their goals and career progression
- Your values are aligned to the values of your employees

Transforming your business into a great place to work isn't hard. So, it's surprising that so many workers are unhappy.

Here are 5 top tips to ensure you have happy people working in your business:

- **Seek feedback:** Use an anonymous survey, such as the STAR Workplace program, to identify issues and provide your people with a confidential platform to share their suggestions and struggles. If you don't ask, you won't know.
- **Collaborate on culture:** Get your people involved in creating a clear and compelling company culture. When workers' values and objectives align with the company culture, their attitude and output soars.
- **Add great perks:** Do your people want weekly yoga classes? More social dinners? A relaxing retreat area or more salary sacrificing options? Ask what would make work a better place to be and then action it.
- **Start a mentor program:** Ensure your workers don't feel forgotten. Team up employees with a mentor, who can check in to see what's motivating or frustrating them. Offer training and development to add to their skill set. Valued workers are happier, healthier and more productive workers.
- **Celebrate:** Whether it's a birthday, work anniversary or hitting individual or team targets, celebrate it. We all like to feel significant and appreciated for our efforts. If your staff enjoy coming to work you're well on your way to creating an awesome company culture.

4. Employ the right people

Make sure you are attracting the right people into your business when you are recruiting. Work hard on retaining good people. Employ people whose values align with your values. Reference check candidates and ask their referees meaningful questions. Find different ways to reward staff and encourage them to provide feedback and ideas for improvements.

5. Training & Development

Employees feel valued if you invest time and money into developing their skills.

Determine the training and development needs for each employee. When determining these training needs you should take into account:

- Can you identify any skills deficiencies in an employee's current job skills set that need to be addressed?
- Is there any training that will assist an employee to progress to the next level, learn new skills or take on extra responsibilities?
- Can any of your employees take on a mentoring role to pass on knowledge and skills which can assist in improving efficiency of everyday processes?
- Are there opportunities for your employees to attend seminars or other industry events where they can learn from others?

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.

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A good attitude is one of the most important traits any kind of professional can have. Most people who fail do so because they don't know how to keep their attitudes positive on a daily basis. They start their careers learning and practicing the basics, applying these ideas and end up making lots of money. Then, they go into a slump. They will stay in their slump until they go back to the fundamentals, until they return to doing what



they get paid for — accepting failure and rejection without letting it stop them. The key to success is handling failure.

Handling success does not come naturally to most of us. It is an acquired skill. Some of your emotions tell you to sulk and avoid any situations in the future that are likely to put you in line to feel the pain of rejection again. Other emotions tell you to get more out of life for yourself and your loved ones. Concentrate on what you have to gain and learn how to change your attitude toward rejection.

I am going to present five mottos that have helped me move forward in all areas of my life. Memorize them and recall them when you're rejected or have failed to achieve what you wanted.

I never see failure as failure, but only as a learning experience

Every sale that falls through is a learning experience; every challenge you have is a learning experience. Learn from your failure. Thomas Edison, who conducted more than ten thousand experiments on filaments before he produced a practical light bulb, was once asked, "How did you keep going after you failed more than ten thousand times?" Edison replied, "I did not fail ten thousand times; I learned ten thousand ways that didn't work." Like Edison, try to look at failure and rejection in a different light — as a learning experience.

I never see failure as failure, but only as the negative feedback I need to change course in my direction

Outside a restaurant with a lively bar, I once saw a gentleman who'd had too much to drink to try to unlock his car with the wrong key. No matter how many times he tried, the key still didn't work. After I'd talked him into taking a taxi home, it occurred to me that sometimes we all keep trying to make the wrong key unlock the door, keep using techniques that don't work in our selling endeavors, keep putting the wrong solution to the problem long after we've tried it and failed.

It takes some stick-to-it stamina to keep calling the hundred potential clients that will provide your first sale. While you're doing it, you'll have plenty of learning experiences, plenty of chances to change course in your direction to make your technique more effective.

I never see failure as failure, but only as the opportunity to develop my sense of humor

Have you ever had a traumatic experience involving a sale? Three weeks later, you finally tell someone about it and suddenly that same event is hilarious. The longer you wait to laugh, the more that failure will hold you back. Make a determined effort to laugh sooner and learn the trick of telling a good story about yourself.



I never see failure as failure, but only as an opportunity to practice my techniques and perfect my performance

Every time you present your service to others and they don't buy, at least they give you a chance to practice. Many professionals don't realize the importance of this. Practice makes perfect; appreciate the opportunity to become better.

I never see failure as failure, but only as the game I must play to win

Business is a game. Life is a game. Both have their rules; luck plays a small part; but the winners play ball. Over the years, I've discovered that a single rule dominates every situation: Those who risk failure by working with more people make more money; those who risk less failure make less.

If you risk failure, sometimes you will fail. But every time you fail, you're that much closer to success. Success demands its percentage of failure.

Here is a philosophy that I teach my students to live by:

I am not judged by the number of times I fail, but by the number of times I succeed and the number of times I succeed is in direct proportion to the number of times I can fail and keep trying.

Work with this creed and the five attitudes toward rejection. What counts isn't how many transactions fall out, how many doors slam, how many things don't work out, how many people go back on their word. What counts is how many times you pick yourself up, shrug and keep on trying to make things come together. There are challenges, obstacles and troubles in every type of business, but they are all temporary if you take control of your thoughts and develop the right attitude. I believe that winners are winners because they've learned to fuel their success drives by overcoming failure.



Tom Hopkins CPAE is recognized worldwide as The Builder of Sales Champions. His sales training seminars, books, and recordings have launched the careers of millions. His "how-to selling skills" are proven-effective in all types of industries and economic times. Tom has authored 19 books on selling, including ***How to Master the Art of Selling*** and ***When Buyers Say No***. Learn more here: <http://www.tomhopkins.com/blog>.

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As I run headlong through my complicated and topsy-turvy life I sometimes pause, look at my wife's two year old black schnauzer called Max and appreciate that in his simpler life and outlook about life there are lessons for me if I choose to look.

Be present. No matter whether it is looking out the window at a passer-by, looking at me and then his toy and back to me in the hope that I will play or listening when my wife talks to him he is absolutely 100% in the moment. He gives all of his attention (albeit that it is probably for a short time) to that one thing in front of his nose right now. In doing so he gets the absolute best out of every second of every day that he can. That has to be a lesson for each and every one of us.



Look for the fun. No toil, stress or work that will detract from the simple joy that he finds in his toy. From jumping out of his cage in the morning, the first big stretch and the jump on the bed for the first cuddle to the excitement of an impending walk, a new toy or the anticipation of dinner he literally lives for the fun of life.

It is almost as if he knows that life is too short not to do so. How many of us have forgotten this?

Show it. He adds to his inbuilt joy indicator sitting high on his bum with the way he tilts his head, his ears stand up and his sheer exuberance to ensure you know how much he loves everything about the world. If you want to see happiness, take a young dog for a morning walk.

Why is it we find it so difficult to express our joy to the people we love and care about? How much better is life when we reinforce to them how much life they bring to us?

Love deeply and forever. Once a dog is your friend they are your friend forever without question and without reservation and sometimes, sadly, when we do not even deserve it.

To live a full life is to live a love life! To give and receive love and acceptance is in my mind one of the highest purposes of even being alive.



Forgive. Even when you have to tell him off and he gives you, quite literally, the puppy dog eyes it is all forgotten in a moment as soon as you let him know time is right. No recrimination. No remorse.

How much of our lives are chewed up in things that happened in the past that we have not let go of yet? Forgiveness is not done for the sake of the person that has wronged us, is done for the sake of our sanity and our ability to let such things go and live a better life.

So if you are lucky enough to have someone like our Max in your life, please take the time to recognise and learn from the lessons they inadvertently give you. Your life will be better for it.

When we say to fetch the ball and he brings back a stuffed toy it's easy to think that there is room for a few more brain cells up there in his fluffy little head. But when you see how he finds the fun in everything and gives it 100% of his attention; shows you how much fun he is having and demonstrates how deeply he cares about you 20 times a day whether you deserved it or not, I have to wonder if he is not the smart one in the family.

Bill James CSP works with people that do not like selling but have to anyway and experts that want an unfair edge. He can double the sales results for his clients within a year.

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The climate of the work environment has certainly changed over time because it used to be that you checked your humour at the door. We use to associate laughter as a bad thing and would not take anyone seriously if they laugh too much. Anyone who was caught cracking it up or laughing would most certainly have been ostracised but it is really that kind of attitude that enables one to persevere. Due to this perception, many organisations give laughter a lower priority. The danger to this could be the rise of a toxic environment. People getting over stretched with workload and over stressed. People working in isolation and not opening up to each other, not trusting each other and walking away with misunderstandings and ill feelings. There is hope. **Learn, Laugh** and **Let it go**.

It is important to learn how to open up the space around you and make work more fun.

Laughter is a wonderful remedy for managing stress

Laughter is a natural stress reliever because it releases powerful chemicals called endorphins, which literally make you feel better.

When the workload is extremely heavy or challenges are great due to cutbacks, layoffs, or restructuring. When staff members are dealing with great stress due to these challenges a joyful opportunity to laugh and share some funny news can be just the kind of "**therapy**" the organization needs. Laughter at work is a wonderful thing! A little laughter can go a long way in making people more productive and friendly. When co-workers take a moment from their duties to smile or laugh together, studies have shown that it can lead to:

- Fewer sick days
- Increased sales and productivity
- A healthier working environment

Learn, Laugh and **Let it go**.

Breaking for Laughter - Considering the amount of lost time companies experience because of sick or stressed out employees, companies may be better off incorporating a little laughter into the day. Perhaps we can replace the "smoke break" with the "laughter break!" It doesn't take a researcher to figure out those employees who enjoy their jobs better work more efficiently and more effectively. Organise some time during lunch to go out to an open space and stretch your happiness by laughing, sharing funny moments and even just smiling at each other.

Learn, Laugh and **Let it go**.

Connecting with Laughter - Laughter can help you on a personal and corporate level because laughter is easy to incorporate into any company. Research shows that laughter does help increase or encourage things like hope and optimism, which can in turn help us feel better about ourselves. Laughter is like cool rain on a warm day because it clears away emotional debris that can weigh you down. The more we share the more we care. I believe that the more you encourage an open dialogue session, the more you could reduce misunderstandings in communication and open the way for better understanding. You will be surprised that when you share your current challenges you might be able to identify similar pain points.



You could put more fun into work - If companies want to go from merely surviving to thriving, they have to be adaptable to change and they also have to learn to do more with less. Companies are always looking for ways to help stressed out employees and this is exactly where something like laughter therapy can come into play.

Learn, Laugh and Let it go.

Take a vacation from your seriousness - It is like taking a vacation. Change your environment and break the pattern. It would help you to move away from the emotional serious loop to a more light hearted environment. Learning how to lighten up on the job and learning how to take yourself a little less seriously while working can help boost productivity and increase employee morale. When it comes right down to it, your sense of humour is a powerful coping mechanism.

Having a sense of humour should actually be a much coveted skill because those who have a sense of humour tend to laugh at themselves more and roll with the punches. Humour is a skill that can serve both the employee and the company well because people that have a sense of humour are also more likely to take more initiative.

Learning to laugh at yourself and your own mistakes

Learn, Laugh and Let it go.

Bringing your sense of humour to the job will help you and everyone around you to work more effectively and more productive because laughter acts like a giant release valve

Laughter, the giant release valve - Laughter helps you deal with difficult projects, tight deadlines and too much work with too little time, you can make your life much more manageable. While some people may claim to thrive under pressure, it is not something that can be maintained day in and day out with no adverse effects. Laughter is a powerful tool to release the tension in your body.

Laughter has healing and restorative properties and it is an amazing tool that anyone can use.

Learn, Laugh and Let it go.

Laughter can:

- Improve your mood and add joy to your life
- Improve your resilience and immunity
- Relieve stress and anxiety
- Strengthen relationships
- Promote bonding, help defuse conflict and enhance teamwork, making it a great tool for companies as well as individuals.
- Boost the immune system and circulatory system
- Enhance oxygen intake and stimulate the heart and lungs
- Relax muscles throughout the body
- Trigger the release of endorphins (the body's natural painkillers)
- Ease digestion/soothes stomach aches
- Relieve pain
- Balance blood pressure
- Improve mental functions (i.e., alertness, memory, creativity)

In conclusion, laughter therapy helps improve one's attitude and it is a powerful mood booster. Laughter can reduce stress and ease tension and it can promote relaxation. It helps you sleep better and enhances the quality of your life in every way. It can also help to strengthen your social bonds and your relationships as well, because it can enhance your sense of well-being.

Laughter may just be one of the best medicine's there is. If you don't believe me, try it for yourself! ***Learn, Laugh and Let it go!***

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Whether your client calls you in rage, or your sales director has just walked out on you – we all have moments where we just want to scream, or punch a hole in the wall.

Steve Ballmer, ex-CEO of Microsoft, is more famous for his sour relations with Bill Gates, plummeting employee satisfaction statistics and flinging a chair across the office, than for his business results. The chair incident was a tantrum he threw after hearing that one of his top guys was about to leave Microsoft for Google. Ballmer picked up his chair and threw it across his office. On top of that, Ballmer used the F-word a handful of times, vowing to kill Google and bury the CEO. It's no wonder that employee engagement went downhill during his tenure at Microsoft.

As a Small Business owner, your business is probably as dear to you as a baby. The likelihood of you losing your temper is higher than that of managers in listed corporations, because the business is practically you.

However, losing your temper can cost you dearly. Angry outbursts with staff will be repaid with lower engagement, reduced productivity and it scares away clients and partners alike.

Luckily, there are a number of ways to tame your temper.

DID YOU KNOW THAT YOU CAN TRICK YOUR EMOTIONS?

When anger surfaces, stop, breathe and reflect.

Emotions are created in what is popularly called the primitive brain, which is also responsible for the "*fight or flight*" reaction that has been essential for human survival. It doesn't think much. It reacts intuitively.

Simply by reflecting on your emotions, you can manage them. As soon as you feel anger, contempt, frustration or any other detrimental feeling coming up, rationalise them. Matthew Lieberman, a psychology professor at UCLA, called the technique "*Affect Labelling*". The principle is simple. When you define, or put a label on your emotion, you're moving it to the rational part of your brain. As this part is not responsible for intuitive emotional reactions, the emotional feelings are instantly reduced.

WHAT TYPICALLY HAPPENS IS THIS:



You take a step back and you analyse the specific emotions you feel at that particular moment. This allows you to distance yourself from those emotions. Your first thought might be an emotional F@*%!".

You can analyse this feeling a bit more by labelling it as, "*I'm upset*". From there, analyse why you're upset. Perhaps "*I'm frustrated because my customer yelled at me over the phone when he didn't get the correct delivery*". And "*I guess I'm also embarrassed because I actually also blew it*". Then, "*I'm disappointed with myself because I should have double-checked the orders. It's my most important customer. I feel that I've failed them, which is a miserable feeling*".

Ok, there we go. You analysed and you dug deeper to see what your actual emotions were beyond "*I'm angry*". By doing so, you observed what was going on in your primitive brain from the more rational part of your brain.



The emotional part of the brain often ignores our own role in what went wrong. If we let our rational brain be honest with ourselves, we are likely to get a much more nuanced explanation of why we feel the way we do. Then you analysed, defined and gave your emotions a detailed "label", which subdued them.

AFFECT LABELLING TIPS – CALL THEM BY THEIR NAME

C – Catch yourself in the act: realise you've got negative emotions to be managed

A – Analyse what these emotions are

L – Look deeper and ask why you have that emotion – be honest with yourself!

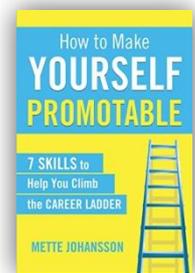
L – Label possible underlying emotions; give it a name

The first step – catching yourself in the act – is not easy. Emotions in the primitive brain come up in milliseconds and are translated into outbursts in an equally short period.



Mette Johansson is a professional speaker and the owner of [MetaMind Training](#) who has lived, studied and worked in 11 countries. She is the author of "**How to Make Yourself Promotable: 7 skills to help you climb the career ladder**".

Mette is a recipient of Insight Magazine's "50 Most Promising Women in Business" award and is currently the Chair for Keynote Asia's Women Speakers, Asia's leading directory of female speakers.



On a Saturday afternoon, I booked an Uber to take my daughter from one shopping centre to the other. As I got the confirmation of the booking, my phone crashed. For weeks, I had ignored my slightly aged iPhone telling me that the battery had done its duty.

I headed to the pickup point, taking the chance of identifying my booked car among the steady stream of vehicles arriving at Plaza Singapura. A car pulled up that seemed to have potential to be an Uber, so I headed over, opened the door and asked, "Uber?" upon which the reply was "yes", "For Mette?" Affirmative nodding. "To Great World City?" nodding, this time with a gesture for me to enter.

As soon as we were seated inside, the miscommunication became brazenly obvious. It was, in fact, a Grab car and it was going to take someone with a Chinese name to Hillview. I looked at my daughter; we left the car and burst into laughter.

Remember the communications model at school? Communication requires a sender and a receiver. I was the sender and the receiver was the driver. That makes it communication. However, it was not particularly effective.

There are four ingredients in effective communication

In my [book](#), I have described a model of effective communication. The framework forms the basis of our 'Present with Impact' and 'Communicate with Impact' coaching and training. We've named it the "WALK the Talk" framework of effective communication. It is based on four dimensions of effective interaction:

- **W: Words** (using words that impact)
- **A: Architecture** (structuring your message so it sticks)
- **L: Listening** (listening to truly understand)
- **K: Kinesics** (congruency in words and non-verbal, or body language)

If just one of these elements is lacking, the effectiveness of communication is reduced. 'Listening' is vastly under-estimated and probably the most neglected among the four. Stephen Covey has famously said, "**Most people do not listen with the intent to understand; they listen with the intent to reply.**" Sadly, a generation after Covey's quote, we've seen very little improvement.

Why is listening so difficult?

Listening is easier said than done. We can speak about two words per second, but we are able to listen to triple that. This is why your mind wanders on the right cue, why you have time to debate the arguments, and think about what you're going to have for lunch instead. Just as with Internet browsing, often, we are lead astray. Before we know it, our lunch consideration has resulted in thinking of Jack, with whom we have a lunch appointment and how his wife has just delivered a baby and how your own kids were so much easier as babies and whether the kids brought out the garbage this morning as they were supposed to. Oh, you need to buy garbage bags.

It's difficult to listen. Here are some tips:

- First, **let go of the pressure or urge to respond.** Ignite your curiosity about others rather than aiming to tell your story. People want to offload their thoughts and often do not have the capacity to listen to you until these are offloaded. Develop patience to listen first.



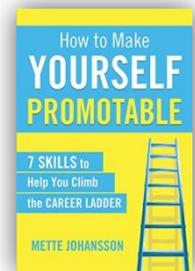
- Second, **ask questions that truly interest you**. This is going a step further with your curiosity. Ask yourself what you'd truly like to know more about and you will steer the discussion in a direction that you're truly interested in and listening becomes easy. Find common passion and interests and it will be easy as pie.
- Third, **connect on a personal level**. Be open to truly connecting and show with your body language that you are listening. You'll set your subconscious mind on autopilot to do the listening. Do this by maintaining eye contact with the speaker, leaning forward, nodding at the appropriate moments and showing suitable facial expressions at the right times.

When you adhere to these tips, you'll see that listening is a huge advantage. Not only do you get much more information, which is an advantage whether you're in a private conversation or business talk, you'll also be more liked. Listening is a sign that you truly care; people feel it and return it by liking and trusting you more. To me, however, listening is – admittedly with many exceptions! – simply fascinating. It allows me to constantly learn and discover.



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The human race has had a long-standing struggle with finding purpose and meaning in life. That struggle has now begun to creep into our businesses and organisations, big and small. The emergence of social enterprises and purpose led organisations all point to a paradigm shift in the world of business. The mad scramble to find purpose, sometimes retrospectively, shows the extent to which this has percolated in the minds of top honchos.

Simon Sinek, best-selling author and an inspirational model for leadership says: "People do business with those who believe what they believe. People don't buy what you do; they buy why you do it". Articulating the 'why' of the business is treated as a top priority by start-ups and corporations alike.

Businesses that have stood the test of time have had to transform themselves more than once. Cutting costs and increasing output aren't sufficient factors for transformations. Existing for profits is not enough. Businesses have to evolve to send a message to their potential clients and employees about the purpose of their existence and how they plan to positively impact the world around them.

Purpose differentiates and attracts

Gone are the days when all an employee wanted was a salary with some perks. Achieving job satisfaction and being a world citizen are increasingly becoming the deciding criteria. People are much more aware of the challenges faced by humanity and they want to be a part of the solution. A business that exists as a means to solving the world's problems, as opposed to just making profits wins hands down in attracting talent and clients alike. It is the transformation that businesses need to undergo in order to retain their place of relevance in the world.

Provides a common goal for all employees

Unilever has committed to cutting its environmental footprint by half by 2020. Unilever's CEO Paul Polman elaborated about the effects of being driven by purpose. He stated how the company was receiving far more engagement and much more job applicants once people realise the magnitude of their commitment in contributing to a cleaner world. Great leaders have been able to ingrain their vision into the DNA of their businesses, inspiring and uniting employees by common goals and objectives. Whether it is outstanding customer service, or top-notch quality of delivered work, or changing the way people do things, the founders and leaders of businesses have a responsibility to set the vision for their employees to follow.

Helps shape the brand strategy

Steve Jobs, who shaped Apple's strategy and made it into one of the most innovative and successful companies in the world, had the following purpose: "To make a contribution to the world by making tools for the mind that advance humankind." His vision shaped Apple's strategy in the early days and propelled it towards unprecedented success and popularity.

A great business is one that is able to integrate a strong business model and a robust strategy with an uplifting purpose. One way to think about this is that if the business model is like the body of a business and its strategy is like its mind, then purpose is like the soul of a great business organisation.

Swati Joshi is a speaker, trainer and digital expert and is the founder and CEO of Influenshine, a digital marketing company which helps businesses to spread awareness and increase revenue. She is the Director of Novus Leaders, a training firm to empower New-Age Leaders. She is also the author of the Amazon bestselling book on digital marketing: '**Untangling the Web: Developing a Blueprint for Digital Marketing**'.
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"Oops ... what's her name?"

Remembering names of people is a really big challenge for many people. You have probably experienced forgetting the name of someone you met before. Sometimes this could really be embarrassing.

In the international bestseller *How to Win Friends and Influence People*, author Dale Carnegie points out that, "the sweetest sound to a person's ear is the sound of their own name". How true! If you can recall the name of a colleague, client or an acquaintance, you not only make them happy but also secure a place in their hearts.

However, remembering names of people is not an easy thing unless you have an effective system in place.

One of the main reasons why people have difficulty in remembering names is they don't pay attention when they hear the name.

When you meet someone at a networking event, as soon as the other person tells them his/her name most people usually say, "Hi, how are you doing?" or something general like that. People are so caught up in trying to be nice and warm when they meet others, so much so that, in the process, they do not even pay attention to the name at all.



Follow these simple, effective and practical **four**-steps to remember names easily!

1. **Change your mindset**

Most people tell themselves, "I can never remember names". Turn this negative into a positive. When you are about to shake hands, tell yourself, "I **will** remember this person's name". Believe that you can remember the person's name. It takes the same amount of mental energy to think "I can't remember" or to think "I can remember", so why not spend this energy in a positive way?!

2. **Start the conversation using the name**

If you are meeting Grace, instead of just saying "Hi", choose to say "Hi Grace!" This step **ensures** you really pay attention to the name.

3. **Repeat the name in the conversation**

Make sure that you **use** their name one or two times during the conversation. Maybe a question like "Grace, how do you like this city?"

4. **End the conversation using the name**

Just say the person's name one last time at the end of the conversation. It's a **great** way to end the conversation and most importantly, it helps you remember the name better. So, your conversation should end something like, "Let's stay in touch, Grace"

This four-step method is the easiest way in which you can handle one of the most important memory problems of all time. This method helps you to effectively **register** the name in your brain.

In order for this to work, you must use it! Action is the key. Use these **four** steps **everytime** you meet a new person.



Nishant Kasibhatla CSP (Certified Speaking Professional) is a Guinness Book Record Holder (2011), Author and a Grand Master of Memory based in Singapore.

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>

Nurturing a Cross-cultural Mindset for Empowering Leadership in the Global World

In the global world with digital connectivity and blurred regional boundaries, it is more than likely that at some point in your life, you may have to work in another market, or at least be part of a multi-cultural team.

Executives may have effective leadership in one culture and situation, yet fail using the same approach in another. One possible reason is the degree to which some cultures embrace hierarchy and power and expect the leader to be hands on with decision making and guidance, versus others where a higher degree of autonomy, initiative and empowerment are expected.

Cross cultural competency means the ability to operate effectively in different cultural settings. It implies understanding the behavioural nuances at a more subtle level and how they influence business. It is more than knowing the protocol of handing business cards or greeting appropriately. Here are 6 ways to adopt a culturally effective leadership mindset for optimum impact:

1. **Get to know your team and build relationships with them** – collectively and one to one. Learn what excites and worries them; enquire about their families, hobbies, successes and failures. Understand their values, aspirations, areas of comfort and discomfort over coffees, informally.
2. **Ask each individual what is the best way to support them.** Initiate one to one meetings to find out what they expect from you as their leader, what style will inspire and bring out their best selves. Find out how involved they want you to be, provided they have enough knowledge and experience. Meet regularly to review the partnership and invite a two-way feedback. Praise success to reinforce effective habits and behaviours. Implement their feedback to show you care and are open to course-correction.
3. **Be curious, don't judge and assume.** Observe and listen to what individuals say and do, without making assumptions based on your own cultural filters. Question your inner voice when it starts saying, "He or she did this, therefore it means that ..." Don't assume, have a conversation and inquire instead. Open up to the different perspectives and accept that they are all valid; none are better, just different.
4. **Stop comparing with the past.** Comparing with your past environment, colleagues, approaches to work will only set up the new team for failure. Instead, take time to build rapport and appreciate the strengths, experience and unique expertise of your new colleagues. This mindset will foster loyalty and commitment from your team and save frustrations in the long run.
5. **Allow mistakes.** Be kind to yourself, accept that you will make mistakes and that's part of the journey. Forgive yourself. If you make a faux pas – admit it and apologise with sincerity. People will respect you even more and give you another chance. Remain authentic.
6. **Partner with a cross-cultural transition coach** who will support you on the journey, help you discover more options and speed up the process of on-boarding.

I wish you success in honing your cross-cultural mindset, leading even more effectively and creating extraordinary results. You will feel inspired and fulfilled! Thank you for reading!

Maria Kassova is an executive coach, consultant and facilitator who has designed and delivered programmes on cross-cultural competence, leadership and resilience to the BBC Worldwide, Mastercard, WE, Cognizant, Allergen, BNP Paribas, Barclays Plc and Marina Bay Sands Resort.

Fluent in English, Bulgarian, French and Russian, Maria has worked in over 59 countries in Europe, Asia-Pacific, US and Africa. She has an MBA in business studies, a diploma in Applied Positive Psychology and is a NLP Master Practitioner. Contact her at mkassova@mkmotivation.com or visit www.mkmotivation.com



PHIL LEE Nine Simple Rules to Improve your Business and Life

The following simple rules, if followed will make a significant, positive difference to your business and to your life.

To get maximum benefit, take some immediate action around the key points that most resonate with you.

The principles are sound and proven and they will work for you. Even small incremental steps taken will make a difference. Apply them to your business (if you have one) and to other areas of your life ... health, financial, spiritual, social, personal development.

1. Create a clear vision of what you desire to be, to do and have. The clearer and more descriptive, the better. Write it down and use pictures from magazines to reinforce the emotional impact. Keep it where you can see it ... not in the bottom drawer. Do it today.
2. Take steps every day towards the fulfilment of your vision. Start today by writing down the first logical action step. Schedule when you will do it.
3. Let the Universe take care of the details and let go of any attachment to the outcome (not easy for many of us). That simply means TRUST that the Universe truly wants the best for you. Re-visit your vision daily and use your imagination to see the attainment of your vision as if it is actually happening.
4. Spend less time thinking neurotically about yourself and more time thinking about how you can serve others. Taking your mind off yourself is one of the keys to living a happier life.
5. Resist making mental judgments. Shakespeare was spot on when he wrote, "Tis neither good nor bad but that thinking makes it so." Events and occurrences just are events and occurrences. It's the judgment that creates havoc in your life. If this doesn't make sense think about a time when you worried about some impending disaster that never occurred. Unfortunately, we all tend to have too many of these experiences.
6. Smile more and give more. That's easy!
7. Worry is a complete waste of energy. The past has gone and the future doesn't exist. Realise that all any of us have is this moment and it truly is a true miracle. If this sounds like spiritual psychobabble re-read points 3, 4 and 5.
8. Be kind to others and be particularly kind to yourself. That means forgive your own mistakes and failures. The more you move out of your comfort zone the more setbacks you will encounter. Treat them all as learning experiences and resist the urge to beat up on yourself.
9. Business success and the attainment of money is admirable but understand all we really want is enthusiasm, joy and love. You can have all three and business success if you diligently practice the above principles ... but don't get too attached. LOL!

Phil Lee is a transformational 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.

His contact email is info@phillee.com.au



In this era of hyper-connectivity, buyers are now fully informed and can easily reach alternative (cheaper) sources of supply. **How do we justify our value in this super-competitive world?**

Had the pleasure of meeting and listening to Marshall Thurber speak on "**Finding Leverage in a World of Structural Change**". Marshall is a world renowned scholar and futurist often referred to as "the greatest business teacher of all time". His words on finding leverage is very aligned with the work we do, equipping sales professionals, executives and leaders with the mindset and skills to command a premium and avoid commoditisation.

Firstly, we need to accept that the internet and social media has brought about unprecedented change in our buying behaviour and it is here to stay. People are not going to pay a dime more for something they can get easily for less. If you are providing a product or service that has many alternatives, you have lost your bargaining power. You will likely face the pressure of fighting on price which is the beginning of a losing proposition - There is always a cheaper, faster, better alternative in some part of this world. So, how do you avoid this?

Marshall's advice: **BE THE BIGGEST FISH IN THE SMALLEST POND.**



Dominate your niche. Be #1 in people's minds.

How do you do that? Let me build upon his advice and give you two ways you can do this:

1. THE POWER OF TWO

Think of 2 areas which you are passionate about. Then put them together. The area in which they overlap is your streamlined, narrowed niche.

Marshall shared the story of how his son, Rawson, made it from a newbie to being the #1 writer-director in Hollywood. Rawson loved writing AND directing. The number of writers who direct (and the number of directors who write) in Hollywood is very small. Marshall encouraged him to focus on this narrow niche from the beginning and "shoot for the stars" (literally). Rawson experienced early success with his scriptwriting, and received an offer from a major studio ... a cool \$1m. Rawson said the deal is on if he also came on as director. The studio balked "No, we only want the script". Rawson stuck to his guns and the studio upped it to \$2m. Still script only. Rawson didn't bulge. Finally, they offered \$3m. At this point, it was very tempting to just take the money and run. But he hung on. In the end, the studio relented. This was a game-changing move and soon Rawson became known for directing and writing hits such as *Dodgeball - A True Underdog Story*, starring Ben Stiller.

Rawson is a Big Fish in a Small Pond. He is top of the food chain of writer-directors (who cares if the sample size is really only 11 people?) Being number one created tremendous opportunities. He is now writing and directing *Skyscraper*, starring Dwayne Johnson "The Rock" and our very own local talent - Chin Han.

So, what are TWO areas of your expertise you can combine and be known for?

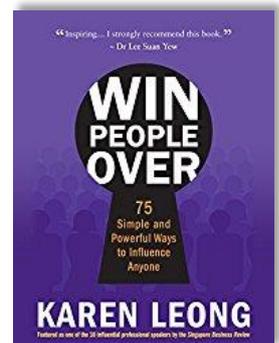
2. SHRINK YOUR SPECIALISATION. You can look towards your PASSION and PURPOSE to help you narrow your niche.

- i) **What is ONE thing you are passionate about?** Follow your passion. It will guide you. Whatever you are passionate about will give you the fuel to dedicate your attention to, get you to the mastery level and make you an authority. Sheryl Sandberg's viral TED talk "Why we have too few women leaders" ignited her passion of closing the leadership ambition gap for women. She was inspired to write the book "Lean In: Women, Work and the Will to Lead" and this has spawned "Lean in Circles", a world-wide community of over 30,000 groups in 150 countries.
- ii) **What is ONE problem you are trying to solve? What's your compelling purpose?** This helps you to be laser-focused in providing a solution to a problem. The bigger the problem, the bigger the opportunity. Google's founders, Larry and Sergey's had a single-minded mission "to organize the world's information and make it *universally* accessible and useful." Their relentless search for better answers led to Google's dominance as THE world's search engine, without even a close second alternative.

In summary, whether you are an entrepreneur, professional, executive or corporate leader, you are currently playing in a pond, with possibly lots of other fish. Your organisation is in a pond of its own too. So what is the first thing you can do to move towards being the biggest fish in the smallest pond?



Karen Leong is a sought-after keynote speaker and Influence thought leader. A TEDx speaker and the author of the book '**Win People Over – 75 Simple and Powerful Ways**', she was featured as one of the ten influential professional speakers in Singapore by the Singapore Business Review. Karen was also honoured with the Women Icons Award 2017 by the Business Excellence and Research group. Karen is the director of Influence Solutions, a premier learning and development organization operating in 13 countries and in 4 languages English, Mandarin, Korean and Japanese.



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Resilience means the ability to keep going in the face of and to bounce back from setback.

- An entrepreneur's key client goes bankrupt.
- An investor's investments go awry.
- A marketing manager has their budget slashed.

For me, as an adventurer, my setbacks have included coming down with malaria, my bicycle frame snapping, or having my camera film key sections of a TV expedition out of focus.



Being resilient is not a fixed trait but rather is something we can increase through the right attitudes, habits and practices. Here's my adventurer's take:

1. **Be super clear about your goal** – and the reason you are trying to achieve that goal. Visualise yourself achieving it. In the midst of setback, this will re-motivate you. Knowing where I am trying to get to has helped me get back on track, after my intended route was blocked.
2. **Look after yourself.** This simply means getting enough sleep, decent food and adequate exercise. If we are well-charged, we can handle setbacks much better. After a couple of major setbacks in China's Desert of Death last year, I seriously felt like quitting. I got a good night's sleep and the next morning I managed to see a way forward.
3. **Have a great support network** who you can draw on when times are tough. Another time, when I felt like quitting, I sent a text message to my five best friends telling them I was in a crisis, please call! Within 24 hours I had spoken to all five– they each encouraged me and gave me different insights to help me keep going. I am so grateful. Again, something we must develop in advance of the setback itself.
4. **Have a Growth Mindset** – this means *believing* that you are able to improve your abilities through effort and practice. It also recognises that tough times and setbacks are great opportunities for learning.
5. **Control your emotions with Cognitive Restructuring.** This technique only takes 5 minutes. With practice you can do it in your head.
 - a. Write down the emotion you are feeling (e.g. I'm in the middle of a huge empty desert – my emotion is PANIC!)
 - b. Write down as many reasons as you can think of why this emotion is appropriate (I'm alone, I'm moving slowly, my water is dwindling, it's hot, I'm tired)
 - c. Write down as many reasons as you can think of why this emotion is not appropriate (I knew it would be slow, but I am on schedule, have ample water, am uninjured, and am moving forwards)
 - d. Write out what your reason now tells you is a balanced view of the situation.
 - e. Write down the emotion you now feel – which will probably be a considerably more positive emotion.
6. **Focus on controlling the controllables** – ask yourself what you can control in this situation. You cannot control if the client buys, but you can control picking up the phone and calling a new lead, again and again and again. I cannot control the size of the sand dunes I must cross, but I can control putting one foot in front of the next.

Rob Lilwall CSP has travelled over 80,000 km across the world on foot and by bicycle, including through Afghanistan, Tibet and Siberia. He has two NatGeo TV shows and has given keynote speeches in over 20 countries to clients including HSBC, Nike and Microsoft. Rob's messages about embracing challenge, overcoming obstacles and dealing with disruptions draw parallels between succeeding on a difficult expedition and thriving in today's unpredictable business environment. www.robilwall.com | team@robilwall.com



Tragedy and pain so often beget the start of many a story. We all have a story. When someone asks me "Why I do what I do", it is this story that echoes through my life, driving me forward.

My family is no stranger to tragedy; we have had more than our fair share of it over the years. We lost our Father suddenly and unexpectedly when we were all much younger which left my Mother a widow at 46 with six children (one intellectually challenged) and no income. It was hard, really hard and I am in awe to this day at how she kept us all going while dealing with her grief.

Life was not easy for my Mother and in an era when smoking was perceived as grown up and sophisticated, everyone smoked! They smoked in the movies, the workplace, anywhere, anytime, without restriction. My Mother smoked right through all 6 of her pregnancies. She tried to stop smoking so many times, patches, gum; she tried everything she could get her hands on to help stop smoking all to no avail. My Mother lost her soul mate after the death of my Father. Cigarettes got her through; at times I am sure she thought cigarettes were all she had. As strange as that sounds, this is true for many people.

My Mother was diagnosed with stage 4 lung cancer. It spread to her bones and throughout her body. She weighed about 45kg and chemo wasn't an option, radiation was done to try and give her more time. She was given perhaps 6 months. What a concept. Time to live, time to die. Time to be sick.

An oxygen bottle had been her constant companion for a couple of months now – and what followed was a myriad of Palliative care programs, daily visits from nurses, doctors, etc., and a bombardment of paperwork to fill out. As her primary care giver, I helped with the endless administration of medications etc.

My Mother had stopped smoking a couple of days before her terminal diagnosis. She stopped cold turkey, just like that. No cravings, no urges, no thought of smoking again. But it was just way too late. It was so too late.

There was no one from the tobacco company there to help her, to get her medical treatment, they didn't care and even if they had known they would still have said that smoking doesn't kill. They have been guilty of so much propaganda, lies and deception that, well ... best I leave it there. But I was angry; I was angry that my Mum smoked, I was angry that she was lied to like all other smokers, that cigarettes make our life better, I was angry that my Mum who had never hurt anyone, was having to live like this. I am still angry.

I am angry for all those before her and all those after her that have illness or have died from smoking related illness. I am angry for the family that is left behind for the total waste of lives, just for one minute of perceived pleasure from a cigarette. But mainly I am angry for myself and my siblings, for this insidious cancer will take her from us within days.

Over the next two days, my Mother's health deteriorated and we all met with the Doctor. He informed us - they had made her comfortable and as pain-free as possible, there are only days left. She is somewhat delirious at times. She will not be coming home.

Early Friday morning when I go to the hospital the doctor informed me that she won't last the day. Siblings arrived as quickly as they could. We all spent time alone with her. Whether she was hearing us or not, we didn't know, but we kept talking. They increased her medication.

We were left with our Mother, this tiny skeleton that is our Mother. The bed seemed to be so big, but it was just that she was ravaged with this hideous cancer from smoking cigarettes.

My Mum was an attractive woman with a lovely figure, not too thin, but a gorgeous figure especially for someone that had had six children. She loved life and loved a good laugh. We didn't have a lot of money growing up but we had love and laughter in abundance. We were a strong close family and still are to this day.



We were around the bed each of us holding her hands and each other's hand. Her eyes opened and she looked at each of us – smiled – and then closed her eyes for the last time. It was the saddest thing and yet it was so beautiful. This little skeleton that was our Mother, took her last breath on this earth with her children by her side.

It was a freezing July evening outside with a bright full moon and as we stood in the carpark saying goodbye to each other, we huddled in a circle and just hugged and cried. I went home that night to find my dog Shadow lying on my Mother's bed and that's where we stayed, together, all night, he knew she wasn't coming home.

I do what I do so that hopefully others don't need to go through what my Mother did, what my partner did. I at least said good bye to my Mother. But it was a goodbye that should not have had to have been said for at least another 20 years or more. Everyone has the right to smoke, an absolute right. But my wish is that to those of you that smoke, that you stop and see there is nothing a cigarette can do for you except to make you very very sick. You don't deserve that and neither do your loved ones.

At this writing, I am helping a client and her family cope with her imminent death at age 42. It saddens me to my core that this still happens and whilst my client quit smoking 8 months ago, some of her last words to me in the hospital were – Why didn't I Quit years ago? Why did I not stop, I will never see my kids graduate or be there for their milestones. Will they forgive me, will they remember me? I just never thought this would happen to me.

You have an absolute right to smoke if that is what you want to do. But why would you choose a cigarette over your health and happiness?

I would love just 5 minutes with my Mum, just 5 minutes more ... but there never is just 5 minutes more.

We just don't recognise the most significant moments of our lives while they're happening, we think there will be other days, we just don't realise that was the only day ...

This is why I do what I do



Julia Lorent is a leader in her profession and founder of Mind Magic Australia and The Melbourne Quit Smoking Clinic, Julia is a Transformational therapist who is passionate about helping her clients to live their full potential.

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Dear Brain, you are up there like heaven-above and we expect, like 'heaven' you will always be welcoming, functioning and through all the crazy hours of living...open-for-business.

AND mostly the brain is ... until we get stuck on the treadmill of dealing with too much stuff getting tangled in the perpetual cycle of busyness, develop anxiety, fear and uncertainty.

"At times our own light goes out and is rekindled by a spark from another person. Each one of us has cause to think with deep gratitude of those who have lighted the flame within us." Albert Schweitzer (1875–1965).

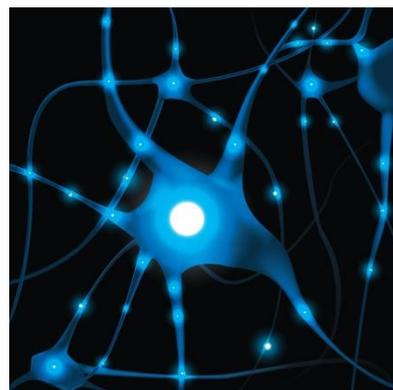
Overwork can be cultural, a family pattern or battling to stay afloat in challenging times. While working hard is seen as a good tactic to help us achieve our goals, sometimes we can take that too far.

Karoshi is the Japanese word meaning "death by over work."

Overwork typically manifests as chronic tiredness, feeling constantly stressed and worried about taking holidays or time off because we fear the possible consequences.

To think well, starts with a fit and healthy brain. Worrying about unfinished work or looming deadlines impacts sleep and performance. It's difficult sometimes to distinguish between what's important and what is an unnecessary burden.

Our brain contains billions of nerve cells arranged in patterns that coordinate movement, thought, emotion, behaviour, sensation! It performs even when we're asleep!



Is your brain getting enough sleep? Brain fitness is reduced through sleep deprivation. A sleep pattern is the movement of the brain through different brainwave states, alpha, REM, theta, delta, that allows the brain to repair itself and rebalance brain chemicals for better mental health.

Is your brain getting enough food? The foods that support healthy circulation are right for your brain. There are lists available of natural super foods that protect the brain from oxidative stress. Eat smart for a healthier brain – my favourites include blueberries, mangoes, avocado, nuts, seeds, cold water fish and as many different colours of vegetables and fruits I can find in the garden and at the farmers market.

Is your brain getting enough water? Lack of water to the brain can be the cause of problems with focus, memory, brain fatigue and brain fog, as well as headaches, sleep issues, anger, depression, and many more. Water gives the brain the electrical energy for all brain functions, including thought and memory processes.

Does your brain have good memory? Brain fitness isn't just about memory games. It's about living life to the fullest, with joy, passion and curiosity. That's what leads to high performance thinking and meaningful conversations. It starts with deciding what's important, determining your non-negotiable and implementing those ways of thinking to help you to lead the life of your dreams.

Is your brain getting enough love? Brain health requires love, self-love, self-appreciation and self-care. Are you getting enough love, are you open for intimacy, pleasure, touch and curiosity, fun and moments of new discoveries. Are you getting the right love for your type?

Don't be afraid to love wholeheartedly, give your brain the pleasure of resting and relaxing making **your life** ... heaven-on-earth.

Sylvia Marina ND., is known for her heart-felt approach and ability to help people to rapidly transform their lives for the better. By invitation, Sylvia continues to champion 'international and national clients' in eleven different countries with outstanding results in their relationships and career

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In the cells and elements of every organ and system of your body lives your entelechy, the memory, the intelligences of your DNA, the blueprint of who you can become!

The yearning for purpose, perfection and purity, to be fully realised has the potential to edge towards craziness! The pursuit of love that warms and fulfils our inner desires becomes an endless conscious but mostly unconscious quest. Disappointed once more, exhausted and bereft we begin doubting – what is my true purpose, is there a love that fulfils?

**Suppressed stress leads to Anxiety.
Anxiety leads to Depression.**

Once you discover your true purpose the bewilderment stops and you move on with the bliss and joy of living.

Impressive new discoveries show that genes and DNA do not control our biology, that instead DNA is controlled by signals from outside the cell, including the energetic messages emanating from our thoughts. When positively activated these messages have the capacity to initiate change by accessing the memories and intelligences locked in our **entelechy**.

en·tel·e·chy (ĕn-tĕl'ĭ-kĕ). In the philosophy of Aristotle. Entelechy is a vital force that directs an organism toward self-fulfilment.

... for a caterpillar to become a butterfly it must activate the genius within it's DNA.

What does that mean for us?

Applied to our lives, experiencing your entelechy is about moving past fear, insecurity, judgment and separation.

Entelechy is knowing that your purpose here is to express all that you are capable of. To activate the genius with your DNA so you can release and express all your intelligences, talents and abilities, trusting your life and living as an actualised, unique and powerful person – you probably know that but are you doing it? Are you the joy, the love, the inner happiness and stillness you inwardly desire?

Release your Genius.

At the core of every living thing only love exists. All that you perceive to be good or bad are necessary aspects of who you are. In reality there is neither - positive or negative - only opposite qualities that together make us whole.

Sometimes it's not YOU who needs to change.

It is the mask you have been wearing, a protective mechanism like a shell or a cocoon that needs to be released.

Sometimes it's the childhood voice(s) that need to be set free.

A specialist in Trans Generational Trauma, I am constantly surprised at the many who seek the specific help of **Transforming DNA Memories**. Not all my clients have experienced Trans Generational Trauma however too many are victims of ritual abuse.

These people go to work each day, live decent lives but many, when it comes to intimacy, not only sex, but in trust and confidence, there is a void worse than emptiness, it's called anxiety.

The mask they are wearing is how they cope within their family, career and social. Many do not realise they are wearing a mask, it was created at a very young age as a way of managing life, others have carried the mask on their DNA into the present generation – their genius not yet completely fulfilled.

As practitioners we each need specific skills to work with people of sadness and sorrow, verbal abuse, ritual abuse, abusive relationships and the personal abuse many inflict upon their self – because their self-worth does not feel worthy of better. I invite you to visit www.sylviamarina.com/calendar.

Sylvia Marina ND., with more than 35 years clinic and teaching experience I bring a professional Natural Medicine, Behavioural Science approach working with people from all walks of life and stages of evolvment, guiding each to their genius within.

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per·sist·ence
pər' sistəns/
noun

1. firm or obstinate continuance in a course of action in spite of difficulty or opposition.

Miriam Webster gives us a clear definition of Persistence. It came vividly to mind for me two weeks ago when my wife and I were on the second day of the four (4) day trek to Macchu Picchu in Peru. If you have never attempted this you should. You should also train hard not only for the constant levels of stairs you will climb (The Inca people did not believe in switchback trails) but dealing with the high altitudes you will be trekking in (anywhere from 3,000m to 4,500m). As I was climbing stair after stair there where so many times I wondered not only why I signed up for this adventure but if I could make it to the end. On only the second morning of the trek I was thinking of how I could catch a train.



I had lots of time to think during this trek and normally when I think, I think about the business of selling. Sales is not a career most people think about when they are growing up. It is truly an accidental profession. I have been in the game of selling since 1979 and was trained by one of the best in the business, Tom Hopkins.

One thing we have noticed is that while we can teach sales people more effective closes, responses to objections and prospecting techniques we can't actually sit with them on every sales call and make sure they execute and continue in spite of difficulty or opposition.

A recent study from Dartnell Corporation in the United States investigated the number of times a prospect was called before a salesperson waved the proverbial white flag.

- 48 percent quit after the first contact
- 72 percent stop after the second contact
- 84 percent give up on a prospect after the third contact
- 90 percent wave the white flag after the fourth contact

As you can see, nearly half of all salespeople quit after the first call. The clear majority quit relatively soon after.

We also have seen that the average sales is typically consummated after the fifth closing attempt. This means the average prospect has at least four ways to say "No" so the sales professional needs to come up with more ways to get the prospect to say "Yes" than they can come up with to say "No". The average sales person however rarely asks for the business more than twice, if they ask directly at all.

So why do 90 percent of salespeople quit so quickly?

There are many reasons and the simplest is that they let business and life get in the way. Some get caught up in busy work because it is easier than having to follow up. Others just lack the discipline to make those follow-up calls and ask those additional closing questions. Some are afraid of rejection.

The fact is that 10 percent of salespeople make the fifth call or close and studies show that 80 percent of sales are made after that fifth sales call or close which leads to the conclusion that 10 percent of salespeople win 80 percent of the business. Successful salespeople use their persistence and their stick-to-it mentality to win, and win big. In the same way that air gets thinner at the higher altitudes in the Andes Mountains of Peru, competition wanes after the first few calls. The key ingredient that differentiates the

average salesperson from the truly great ones is persistence: The persistence to make that first call and the discipline to make a half dozen after that (without annoying the potential client, of course).

It's persistence that increases a client's confidence in a salesperson's ability. It's what makes a salesperson stand out from everyone else. It's how salespeople stay top of mind when the client is ready to buy.

Successful salespeople don't always expect to sell anything on that first call. They know that only a small percentage (1 to 2 percent) of people are looking to buy in a first call. They tend to be the people who are already familiar with what they need and have already done extensive research. If you happen to call at the right time, the business is yours.

But this is not the norm. Most buyers are not going to be ready to authorize an agreement when a salesperson calls. Most will not have time to talk, or will lack the resources or authority to make a decision.

Rather than trying to make that sale, the goal for the first call should be to implement a follow-up strategy, a strategy that allows you to build a relationship and trust by engaging in an ongoing dialogue. Much like my Peruvian trek, you can't get there in one day. (unless you wimp out and take the train ☺)

Trekking to Macchu Picchu successfully means your goal on the first day is to make it to the first stop and rest for the second day. Your goal on the second day is to make it to the next stop and rest for the third day of climbing and so on.

In building a relationship, you'll develop a much better understanding of the client's needs and wants. You'll get to understand their underlying problems, not just the superficial ones that appear obvious. Once the client knows that you understand them, they are yours. They won't go anywhere else anytime soon because the chances that another salesperson will come along that will be as committed is slim.

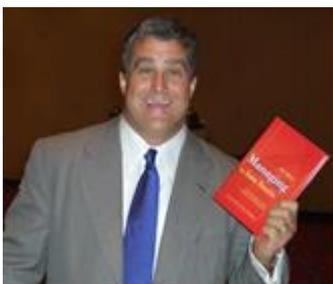
The more difficult a client is to get, the harder they are to lose, because stealing these kinds of clients requires persistence and discipline. Remember: 90 percent of all salespeople don't have that.

The key to converting your prospects into actual sales is the ability to hang in there when others have given up. It means being persistent with phone calls, emails or even a personal visit over several months. The longer you hang in there, the greater the chance that your competition will give up. Just remember to make that fifth, sixth and seventh call. Ask that third, fourth or fifth closing question.

We finished the trek to one of the wonders of the world and it was one of the most challenging and rewarding experiences of my life. While my wife seemed to handle it with ease, I found it to be physically challenging, however the greater challenge was the mental one. Staying focused, breaking up the trek in manageable segments and maintaining a high commitment level which showed up on the trail as persistence. I will leave you with this quote by former US President Calvin Coolidge. It sums it up brilliantly and I could not have stated it better myself ...

"Nothing in this world can take the place of persistence. Talent will not: nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not: the world is full of educated derelicts. Persistence and determination alone are omnipotent."

Calvin Coolidge



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Reg Ansett, who was the founder of Ansett Airlines in Australia, had a plaque on his desk "*Persistence Persistence Persistence*" a great life motto and one that I have largely admired, that is until I modified it slightly with "Persistent Consistent Harassment".



In all the years of my adventures around the world and Australia this has been the cornerstone of how I have achieved success. Even when things seem totally impossible and projects looked like they were heading for the scrap heap, I always try to jolt my brain into the PCH thinking to keep going and achieve my goal.

Now over the years I have taken on some projects that people have said "Are you kidding me?" that's impossible ... this was like a red rag to a bull, a statement like that is a challenge to say the least.

From walking across numerous deserts, living and working with tribal aboriginal groups in the deep deserts of Australia, to representing Australia at international skydiving competitions or competing in the longest animal endurance race in the world, 3,300km across Australia ... its always been step by step, one little bit at a time and focus the brain on the next step and then the next step, work through everything in a logical and determined manner.

If I had tried to envisage the whole 3,300km to start with, my heart would have given out and I wouldn't have made the first step, let alone the next 5 million needed to finish.

When you pull on a large project and the task ahead seems Impossible, don't lose sight of the small parts, the baby steps needed to make it happen ... from a single drop comes a flood. Break things down and set the goals ... deep breaths and a steady nerve.

Remember no one can see what you're thinking. Their impressions of you are based on what you say and how you react. Less talking and more listening will achieve respect and bring home the results of what you set out to achieve.

Skydiving was one of those sports where speed was essential in competition and yet the faster we tried to go in the early days of the sports development, quite often led to us stuffing it up ... then one day after brainstorming and a few beers, we came across the idea of "to go fast you must go slow" and that was the start of major changes to our performances and to a large extent why our team won the Australian championships on numerous occasions.

So just maybe the life lesson here is slow and steady beats the Ferrari ... even if it is a red one ...!!

Anyone can do anything and everyone has a talent of some sort, no matter how out there that talent is, we all have something to offer this complex and greedy world that we traverse.

Dream the dream and chase the rainbow, money is not the end game here, happiness and being content with the life you created, this is utopia ... maybe it's an adventure to the top of the world or just sitting around a camp fire with your friends, family and a cold beer, whatever it is or wherever you are, you are in charge of your destiny and only you can change the world you live in ... Persistent Consistent Harassment ... in a gentle way with a smile on your face. What hidden talent have you to offer the world to make it a better place ...?

Happy Days



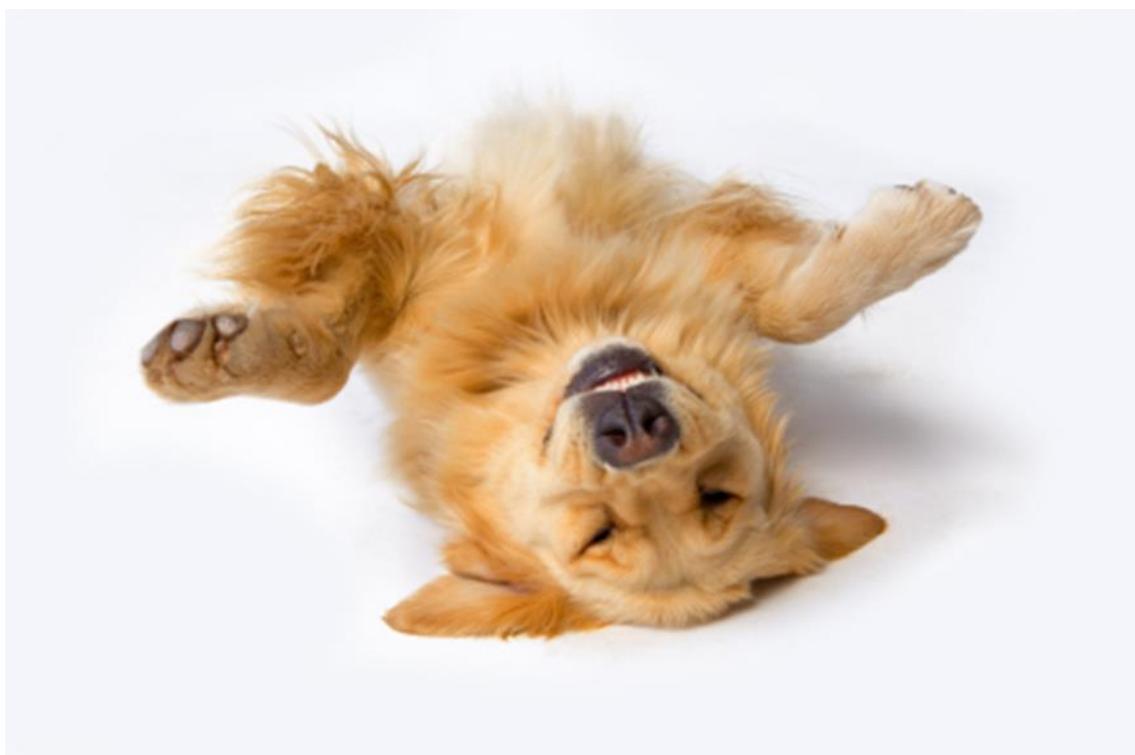
Paddy was born in Outback Queensland. His interest in camels began at 17 and never ended leading to numerous expeditions, events and bureaucratic challenges. Amongst this he took up skydiving, was Australian Team Leader at world competitions, a Board member for the Australian Parachute Federation and Director of Coaching for the Queensland Parachute Council. He is seen as a world authority on camel husbandry and handling. <http://www.paddymchugh.com>
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I've thought a lot about trust over the years. When I was in marketing and advertising, the focus was on developing trusted relationships, communicating the brand authentically and consistently to grow that trust in a large market. When the emphasis changed to one-to-one direct marketing, trust became a more obvious factor. In building my own business, the focus has been on developing one-on-one trusted relationships through face-to-face networking and social media.

That's all external - communicating who we are and what we offer as human beings, leaders and businesses so others can decide if the interaction or opportunity works for them.

Building trust is the cornerstone of any relationship. And consistent communication – particularly with social media – plays a critical role. Do we show up consistently as the same person in all our communications? Is our personal brand consistent or schizophrenic?

Are we willing to truly share who we are, putting ourselves out there, standing up and letting people know our true (compassionate) thoughts, baring our tummies, so to speak?



Maybe yes. Maybe no. The answer to that has its foundations in self-acceptance. To communicate with a steady and unwavering voice each time we put up a post, curate someone else's article or meet up with someone face-to-face, we need to be real, true to ourselves, authentic. It's about knowing who we are, feeling comfortable with that and allowing that personality to come through.

If we're uncertain about who we are, what we believe and how we show up – or even worse, if we feel we're not good enough – the last thing we want is for others to truly see us.

In that space, we are externally focused, asking ourselves "What is the best way for me to show up in this situation or with these people?" This is not likely to be a conscious question. It's more of a habitual response. Yes, that feeling of not being good enough – also known as the Imposter Syndrome – is a habit, an unthinking automatic response to a predetermined set of circumstances. It's a limiting belief about who we are and as a consequence, what we're capable of.

Holding a mask in place for our public persona is exhausting and stressful. I know. I have done it for most of my adult life. Understanding the why, what, how, when and where of the Imposter Syndrome – and importantly how to move beyond it – has helped me see myself differently.

I am a work in progress, no doubt. And, I am pretty happy with who I am these days. It's been a great gift to me to recognise I don't need to chase the impossible dream of perfection. I will survive if some people don't like me. I can say no and maintain relationships. I am able to disagree with the opinion or story of a friend or colleague without rejecting them as human beings and vice versa. I learned boundaries and let go of defences. I don't take things so personally (mostly), even though I pay attention to the messages I get. There are days when I'm positively JOYFUL for no reason. Life is filled with possibilities and it is now an adventure. Great people on similar journeys reach out and connect. I have found my tribe and my sense of where I belong. I know that who I am and what I do makes a difference to a group of people ready to choose themselves. Feels pretty amazing!

Would any of those outcomes change your career or even your life?

For me to get to here – and the journey is far from over – I learned to see, accept and trust myself, valuing what is and letting go of what could never be. The natural outcome was to trust others.

Let me ask you ... do you trust yourself? Are you comfortable letting people see who you really are with all the wobbly bits as well as the positives? If so, I'm happy for you. It's a great place to be. If not, do you want to change that? I know human beings don't change until the pain of remaining the same is too great. Do you want to consider what's possible for you? All you need to do is figure out what may be stopping you from seeing, accepting you and trusting that you ABSOLUTELY are good enough.

If you were able to see your greatness, how could 2018 turn out for you?

Suzanne Mercier is a performance catalyst, working with female business owners, leaders and managers to help them identify what they really want to achieve and to dismantle what stands in their way. Suzanne is Australia's expert on understanding and moving beyond the imposter syndrome at work. She speaks at conferences and in-house. She delivers face-to-face and online workshops that help participants get what they want by getting out of their own way. Contact Suzanne if you would like more information or a no-strings conversation about achieving the career or business success you really want.
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It seemed like such a good idea at the time. Efficient and relatively easy! Just hop on the train at Milsons Point Station, change at Central and up the escalator to the domestic check-in.

I missed the first train from Milsons Point which meant I could miss my connection and possibly my plane. Changing trains at Central, I took a short-cut to reach a different platform, got lost and wound up running up the stairs, suitcase in hand.

Three steps from the top I could see the train was about to leave. I screamed for the conductor to wait for me. With an extra burst of speed I reached the platform. The conductor ignored me. The doors were beginning to close. I threw my suitcase into the space between the closing doors. The audience of almost a dozen fellow travellers started at me as I fell into the carriage. "I couldn't miss my plane!"

I made it!

In conversation with a friend later that day, I realised I had experienced an unwavering decision: I was going to get on that train. There was no question in my mind! No second-guessing. No concern about what others might think of me. No fear of rejection. I was totally in the moment and failure was not an option.

I then recognised the difference between that decision and some I had made in other areas of my life. I thought I was committed. I wasn't. There was still some lingering doubt about whether I wanted the outcome or thought I deserved the outcome.

What did it take for me to make and carry through such a 'do or die' decision?

- The outcome of successfully implementing my decision was really important to me ... in other words, it helped me fulfil my purpose.
- A whole-brain decision – including my intuition. I thin-sliced the situation and decided in a split second that I could achieve my outcome.
- The consequences of not succeeding were something I wasn't prepared to live with.
- I had a clear plan of action.
- I had complete trust in my ability to carry through the plan.

- And I was determined to make it happen.

Everything came together in the split second I made the decision.

It reminds me of the well-known riddle:

Question: In a bacon-and-egg breakfast, what's the difference between the Chicken and the Pig?

Answer: The Chicken is involved, but the Pig is committed!

We use the word 'decision' lightly. The question is, have we really decided? Have we really come to a resolution? Now I recall what that total commitment to a decision feels like, I have the opportunity to evaluate other decisions I thought I had made to see how they measure up.

What about you? Do you have 100% commitment to your important decisions? The answer could come back to the difference you really want to make at work or in your life.

Getting more specific, the quality of your decisions and your commitment to achieving those outcomes will have a huge influence on how 2018 plays out for you. So, instead of the 'shoulds' we tend to set up for ourselves in the New Year, how about considering the difference you'd like to make in 2018 and, like Nike, just do it.

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Such is the incredible hospitality of the Bhutanese people that when her usual sources could not find a horse my hotel manager sent me in her own car to the start of the trail which led up the mountain to Tiger's Nest Monastery to see if we could find a horse.

Arriving at the beginning of the trail to the Monastery my hotel guide set about the task of horse hunting. Firstly he asked the delightful ladies selling their tourist goods who then pointed him to a group of buildings. He quickly disappeared only to return just as quickly.

He said "they have a horse but it could only take you up the mountain one way as the return is very slippery and the horse could fall."

"How much is it?" I asked.

500. I quickly calculated that this was about \$11 and I easily said yes.

He came back with another man with a slight limp and we agreed terms. The man with the limp then went off into the forest to find a horse.

He came back with two horses and a foal. My hotel guide explained that my horse needed friends. The friends turned out to be the mother and a foal and my horse the father. So we would have a family outing.

Very soon the horse was saddled and I mounted. The mother set off with the guide but my horse would not move until the foal moved and once that was accomplished we were off.

Words could never really explain how I felt. Earlier in the day I had abandoned the idea of reaching the summit of Tiger's Nest as I had developed a cold and even climbing the hotel stair left me breathless. Then at breakfast the hotel manager said, "Why don't you take a horse?"

The perfect answer, our friends from the animal world would help me and here I was, on my way to the top.

Beautiful pine trees adorned our way and the buildings were getting smaller and smaller and the air chillier and chillier. All I could do was to say thank you to the gods for the kindness of my Bhutanese hotel owner for making this possible.

However those heavenly thoughts began to waver as I noticed my horse was walking on the edge of the small trail, inches from the drop into the valley. One miss step and we would plunge into the valley below. I voiced my concerns to the hotel guide who conversed briefly with the horse owner, who smiled an answer. The hotel guide said, "The horses always walk close to the edge of the way up." As you can imagine these words did not lend me much comfort.

So I grappled with my fear and came to the conclusion that the horse probably did not want to die today and that he had travelled this road many many times. I had a choice to stay with my fears or trust my horse. Thankfully I chose the latter. I let go and relaxed my body into the rhythm of the horse's steps.

In fact this led to an attitude of gratefulness to my horse, for the path was very steep in places. I gave thanks for him, for without his willingness to carry my weight I surely would not have been able to make the trip. My fear disappeared.

Stunning view after stunning view assaulted my senses. This truly was awe inspiring.

We turned the corner and there was the monastery. I was speechless. I did of course marvel at how it was even possible to build such a structure on the side of a mountain.

But there was something bigger, much bigger.

It was a feeling that I could almost reach out and touch the divine.

So the simple answer as to how humans could build this wonder: they were inspired by the divine.

The horse now needed a rest and I dismantled on a raised platform which also housed a giant prayer wheel. We drank water and rested.

Very few words were spoken, we didn't need to. The monastery, though still an hour away silenced the chatter both inner and outer.

We re-mounted and began our journey again. The air was now thinner and I could feel the lungs of my horse bursting beneath me, or so I imagined. Occasionally he would stop for a few minutes to regain his breath. At least that's what I thought he was doing. He could of course have been meditating.

Suddenly there was a large dog high on the path ahead looking down on us. It's as if he were the welcome party. With no bark or noise he walked in front of us.

Then it was time to say goodbye. I stroked my four footed chariot and he and his family returned.

After gazing in silence at the monastery we then set off back down. My hotel guide was so alert. Whenever we came to the more slippery slopes he came alongside me ready to catch me should I fall.

I felt surrounded by care and kindness.

Whenever he could he picked up litter left on the trail. He found a bin that had fallen over with its plastic bottles spilled and he spent time carefully picking up each piece of litter and replacing the bin in its correct position. He cared for his beloved mountain.

I was grateful to reach the bottom as my muscles had begun to tremble and my T-shirt was soaking with sweat.

I was overwhelmed once more with gratitude.

First: grateful that my hotel manager had made it possible for me to see this treasure. She could have said "there are no horses available" but she didn't.

Second: grateful to my hotel guide for the way he cared for me, at all times making me feel safe.

Third: grateful to my horse who without complaining took my weight and introduced me to his whole family.

Bhutan: where unexpected friends come together to go the extra mile.

Philip Merry CSP has been to Bhutan 7 times to conduct workshops with the United Nations. He is a synchronicity and "Lead with your Heart" expert and has delivered leadership sessions in 59 countries over the last 37 years. He is based in Singapore and can be reached at phil@PhilipMerry.com



In recent decades, the story of globalisation has been one of ever-increasing complexity for businesses small and large. Producers have shifted manufacturing from one low-cost location to the next – resulting in complex global supply chain ecosystems. Recent trends towards a more regional approach reflect increasing preferences for near-shoring and on-shoring, plus the need to improve visibility and velocity in order to drive competitive advantage. But despite this shift towards regionalisation, heightened consumer expectations mean that while supply chains may be getting shorter, their complexity is here to stay.



Trade Growth no longer leading GDP Growth

We have known for some time that the historic 2:1 ratio of trade growth relative to economic growth ground to a halt following the 2009 Global Financial Crisis (GFC).

For almost two decades prior, between 1990 and 2008, world trade consistently grew at twice the rate of GDP (Gross Domestic Product) – which averaged annual growth of 3.2 per cent.

More recently, the trade to GDP correlation has become closer to 1:1.

However, it now seems that in the current climate of slowing GDP growth in the developed world, even a 1:1 ratio will be challenging to achieve.

Amongst the many complex factors behind the latest slowdown is the lingering GFC hangover effect – throughout the developed markets – of reduced demand for consumer goods, many of which are imported via complex global supply chains.

Ironically, these complex global supply chains were themselves created by the globalisation frenzy of the last three decades, whereby out-sourcing and off-shoring initiatives fuelled the dramatic growth of manufacturing in Asia, with China notably becoming positioned as the ‘Factory of the World’.

The endless pursuit of low-cost country sourcing (LCCS) initiatives chased the lowest cost locations for labour intensive manufacturing activities. This led to the large-scale unbundling of production – in terms of both location and process – which in turn, drove the widespread globalisation of supply chains.

This resulted in a sustained period of continuous and rapid growth in worldwide cargo movements, now recognised as a massive ‘one-off gain’ for international trade, albeit with huge benefits for international freight forwarders.

However, just about anything and everything that could be out-sourced and off-shored to Asia, has been. Hence, in recent years, we have seen only incremental growth in trade volumes.

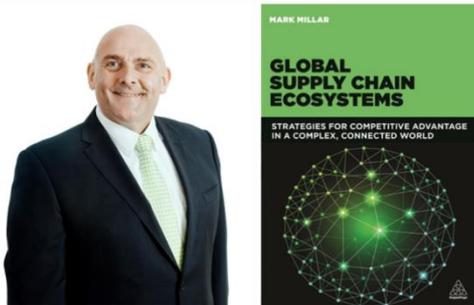
In addition, governments across the developing world have focused on domestic infrastructure investments to drive economic growth, whilst across all markets there are increased elements of protectionism, which is a drag on global trade.

Populist protectionist sentiment has been on the rise, as witnessed for example with the Brexit and Trump electoral outcomes, increasing the use of trade-restrictive measures such as tariffs. During 2016 alone, according to Global Trade Alert, more than 800 new discriminatory trade measures were introduced worldwide, compared to just 354 liberalising measures. As summarised in BCG’s *New Globalization* report, bilateral agreements based on national interests are taking precedence over multilateralism.

In addition, as WTO Director General Roberto Azevêdo articulated to world leaders at the 2017 World Economic Forum in Davos: *“The net positive effect of trade means nothing if you've lost your job. So we need better domestic policies to support people and get them back to work.”*

A new era for global business

After three decades of globalisation, many companies expect their supply chains to shorten in the years ahead. But while some manufacturing processes will migrate ‘closer-to-home’, speeding the shift towards regionalisation, numerous well established and finely tuned supply chains will remain in place, adapting to serve expanding local markets. For businesses, supply chains may be shrinking, but the era of complex supply chain ecosystems is still far from being over.



Mark Millar MBA is the author of the widely acclaimed book *Global Supply Chain Ecosystems* - commissioned and published by Kogan Page of London - in which he presents detailed and practical insights that help business leaders make better informed decisions about strategies for competitive advantage in today's complex, connected world.

Acknowledged as an engaging and energetic presenter who delivers a memorable impact, Mark has completed over 450 speaking engagements at corporate events, client functions,

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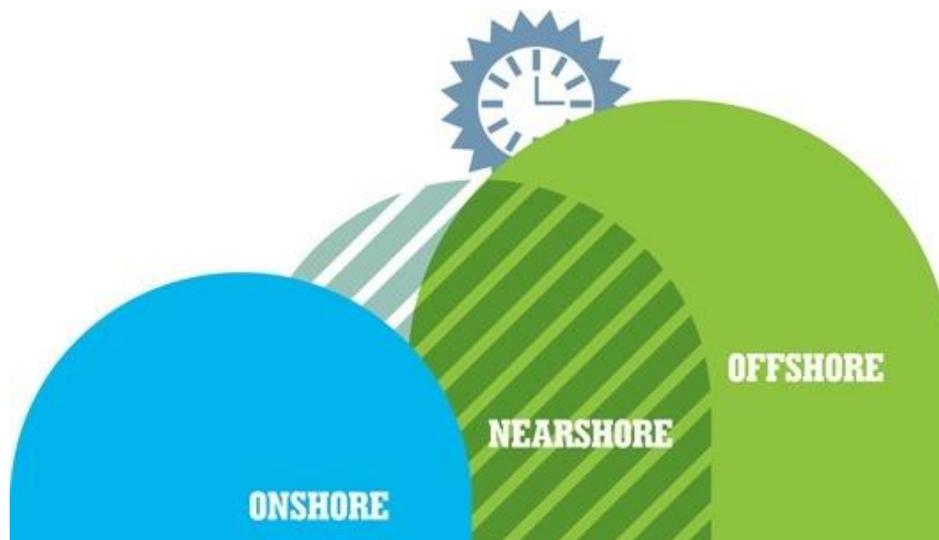
The globalisation frenzy of the 1990s and 2000s was fuelled by an unprecedented combination of three key drivers in the pursuit of lowest cost manufacturing solutions – the out-sourcing of business activities to third parties, the off-shoring of production to low cost countries and the un-bundling of vertically integrated manufacturing clusters into dispersed specialist activities.

Capitalising on abundant supplies of low-cost labour, massive amounts of production were out-sourced and off-shored to emerging markets across Asia, empowering the region – in particular, China – to become the factory of the world.

More recently however, as we enter the era of ‘Emerging Markets Developing’, the labour rate increases in China and elsewhere in Asia are gradually eroding the manufacturing cost advantages over developed market solutions.

Near-shoring – bring it closer to home

Companies across the developed markets in the USA and Europe are now moving, or are considering moving, some of their off-shored production closer to home – known as ‘Near-Shoring’. Others are undertaking ‘On-Shoring’ initiatives – also known as Re-Shoring - bringing production all the way home, to produce in the domestic market.



- **OFF-SHORING:** moving manufacturing and/or assembling of products overseas to low-cost countries based on labour rate differentials
- **NEAR-SHORING:** moving manufacturing and/or assembling of products closer to the location of demand, nearer to the market where the products are consumed
- **ON-SHORING (Re-Shoring):** moving manufacturing and/or assembling of products back into the country location of demand, within the market where the products are consumed

Whatever the terminology, these initiatives involve the repatriation of manufacturing, production and assembly activities from remote locations such as China, to geographic regions located much closer to the end consumer market.

In many applications, near-shoring revisits lower-cost locations that are in closer proximity to the final consumption markets – for example, Mexico for North America and countries like Poland and Hungary to serve Western Europe. North Africa is now also on the agenda as a near-shore production base from which to serve the European markets.

Hence, for many businesses there will be some production activities – though by no means all – that migrate ‘closer-to-home’. Implementing such near-shoring initiatives will result in supply chains that are configured as ‘Made in North America for America’, or ‘Made in Eastern Europe for Europe’.

Emerging Markets Developing

However, this will not result in a mass exodus from manufacturing in Asia.

Largely because of the well-established, finely tuned and highly efficient global supply chain ecosystems that service the Asia-Europe and Asia-America trades, but also because the potential of the domestic consumer markets in the emerging economies is so enormous.

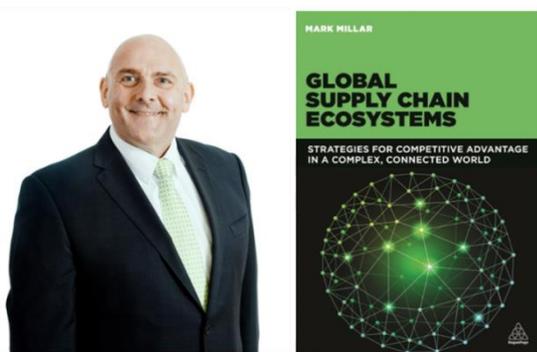
According to the OECD, by year 2030, Asia will be home to two thirds of the world’s Middle Class (was just 28% in 2009), whilst Transport Intelligence (Ti) forecast that 1.8 billion people in emerging markets will enter the ‘consuming class’ by 2020.

Indeed, ‘Made in Asia for Asia’ will gradually become a leading model for regional supply chain ecosystems that serve these rapidly growing markets in the Far East.

A mixed future for businesses

More and more companies are rethinking their elongated global supply chains and considering the repatriation of some manufacturing activities closer to the end consumer market. The result is a clear shift towards near-shoring, resulting in more regional supply chains.

At the same time, as we witness emerging markets developing, the domestic market potential in Asia means that many producers are likely to adopt a mix of multiple regional supply chains – with some of the ecosystems being near-shored closer to home, whilst others empower manufacturers to serve the growth markets through ‘Made in Asia for Asia’ strategies.



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All organisms, single cell creatures, plants, animals and humans work towards one basic goal, survival. Simple organisms take in nutrients from their environment, reproducing by cell division. More advanced organisms have more complicated means of survival, involving processes such as photosynthesis and chemosynthesis.

Higher animals, including humans have complex digestive systems; take in food, converting it into energy for survival and growth. Higher animals often work in groups to gather food, evolving sophisticated social arrangements.

Human civilization began because humans wanted to grow crops, not just for food, but also to make beer. Clans formed tribes, tribes formed villages then cities and countries. People began specializing in the work that they did, forming trade guilds. Legal entities for work were formed: companies, corporations, non-profit and governmental organizations.

So, why do modern day organizations do business? The simple answer is: "to *create* or *protect* value". What about the non-profit organizations or government bodies? Surely their goal isn't just to make a profit? But aren't there altruistic or non-monetary reasons about creating value?

Sometimes the value creation is quite obvious: a contractor or supplier does a job and gets paid. Value is created. Venue owners for events, caterers, even speakers, fall into this category.

Other organizations hire contractors, vendors, *etc.*, to supply goods or services. They then produce their own goods or services which they sell, get paid and create value.

Some jobs are done to improve effectiveness or efficiency of performance, lowering the cost of doing business, thus creating value.

Another job is to meet a regulatory or compliance requirement. If the organization does not do something they could be fined or even stopped from doing business. Complying with the requirement *protects* value.

So, where do we start work? Steven Covey teaches to "begin with the end in mind". In *The Sound of Music*, Maria teaches that we should "start at the very beginning". Actually, we need to think about both. First ask ourselves, "What do we need to achieve in order to create value?" This is different from "what do we want to make?" We need to understand the desired *business* result.

The next question is "where are we now and where do we want to end up?" The answer to this will tell us what needs to be done to achieve the desired business result. Gerold Patzak teaches us that creating value is a " ... process of transferring an initial state, **I** [input or problem] into a desired final state, **O** [output or problem solution] ... outputs are concrete (products ... etc.) or abstract (plans, knowledge, experiences, etc.) or both."

Most organizations have many potential value creating work competing for a finite amount of resources. We need to evaluate the opportunities for value creation, selecting the right ones. A portfolio view can be useful in this regard. Some work may be for direct revenue, some process improvement jobs and some (Research and Development) R&D for the future. If we take a short-term view, choosing all direct revenue work, we would be very good for a short time, but without process improvement and R&D, we would find ourselves in trouble down the road.

We must evaluate the potential value to be created against the cost of creating it; the return on investment (ROI). We must think when the resources will be used (cash out) and when we realize the value (cash in), remembering a dollar spent today \neq a dollar received in a year's time. A business case or business plan; often with a feasibility study and *pro-forma* projection of the cash-flow of the job will help.

It's important to look at the risks associated with doing the work. This includes both good risks (opportunities) as well as bad risks (threats). A SWOT analysis is useful here. Often only the bad things are considered, not those that might go well, leaving us unable to capture opportunities that occur.

Risks must be considered from the beginning of a job and as it progresses risks need to be continually reviewed. It's about 'expecting the unexpected'. The process is:

1. **Identification** – What might go wrong (and what might go better than expected)?
2. **Analysis (qualitative and quantitative)** – How bad (or good) could it be and how likely is it to happen?
3. **Prioritization** – What is most critical? How best to deploy scarce resources?
4. **Response planning** – What to do about the risks?
5. **Monitoring and control** – Check what's happening and adjust plans, if necessary. Look for new risks or changes to existing ones.

All steps must be documented and recorded. The process is reiterated throughout the life of the job and reviewed at regular intervals. At the end a final review is carried out, the purpose being to mine and retain valuable knowledge for future jobs the organization will undertake (and even for existing ones).

Senior management must appoint someone to head-up the job. She or he must not only be a good manager, but also a good leader. In fact, people skills, *a.k.a.*, 'soft skills', are often more important than just technical competency.

Getting a good team on the job is important, with the right skills, knowledge and experience. Unfortunately, people are sometimes assigned because they are 'available'. Always remember "*availability is not a job skill*". If people are assigned to a job and they don't have the right skills, knowledge and experience, things are likely to go awry. Whose fault is it? Too often the individual gets blamed, or the person in charge of the job, when it's really not their fault. Who made the decision to assign the individual to the job? Often it was the functional department head. Remember Deming teaches us that "Eighty-five percent of the reasons for failure are deficiencies in the systems and process rather than the employee".



Senior management also needs to appoint someone to be the 'champion' of the job, to support and guide the person who is chosen to run the job, to ensure the required resources are made available, to shelter the people working on the job from unnecessary interference and to generally be the 'Single Point of Authority' or the link between the running of the job and the top.

At the end, what is job success? Some say 'on time', 'on budget' and delivered 'according to specified requirements'. That is a good result, but it's not enough. I say a job is successful when:

1. The agreed to outcomes and results are achieved.
2. The stated problem is solved, or product or service is delivered.
3. The job is finished on time and within budget.
4. All parties involved sustain a high-quality and healthy working relationship.

Remember the words of William James Durant, "*We are what we repeatedly do. Excellence is not an act, but a habit.*" Make excellence in your work a habit.

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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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One of the things I love about the online world is that it is a level playing field when it comes to introverts and extroverts.

Charisma, the "it" factor that drives people to follow a person, a brand or a business, is no longer the province of those livewires among us. This is a world with different rules, where personality can be created; where words are more important than physical appearance; and body language no longer applies. But developing online charisma takes planning. And this is where introverts often shine. Here is where to start:

CHOOSE YOUR PLATFORMS: Hate Facebook and Twitter? If that's the case, connect with your customers and find a following elsewhere. Use blogs; engage in online discussion groups; try email newsletters; establish your own discussion or help forum. Play to your strengths and the preferences of your customers or clients. Whatever medium you choose, take time to understand it and become an expert in using it.

My preference is for webinars and video. Not the dreadful, sleep-inducing kind, where the webcam makes me look like a creature from another planet, but short bouncy webinars using great slide templates and my voice to create a feeling of intimacy. They allow me to work from wherever I am in the world and I can do them in my pyjamas (a great advantage for a couch potato.) Never tried them? Go to Zoom <https://zoom.us/> and see what's possible.

DECIDE ON YOUR BRAND VOICE: Write down all the words you would like people to think of when describing you or your business. I can bet "stuffy" isn't one of them, so don't be inhibited. Think of words like passionate, authentic and playful, or maybe professional, knowledgeable and trustworthy. Try to bring your brand voice down to three words.

Then decide what these words mean for you. "Playful" might mean that you don't take yourself too seriously or that you make every interaction with customers or clients a fun experience. Decide what you need to do to make this characteristic come alive. Most importantly decide what you mustn't do if you want to maintain this image. Write it all down.

FOCUS ON YOUR FOLLOWERS: Online activity has better results when you don't use every interaction to pitch your products. Tell stories. Provide good quality information. Be generous with advice. Recognise the expertise that others bring to discussions. Be open, be grateful. People love to be recognised and they love to be thanked for their contribution. Gratitude is hugely charismatic.

REACH OUT: Charismatic people are not wallflowers. Whatever platforms you have chosen, make sure you take every opportunity to cross promote. Post your blogs on your LinkedIn site. Establish a YouTube or Vimeo account for your videos. Share some of the slides from your webinars on SlideShare. Develop the best tips from your email newsletters into an e-book and offer it on your website.

BE POSITIVE AND SELF-CONFIDENT: There is something to be said for the adage, "Fake it till you make it." In the first few webinars I ran I was anything but confident and even now I often feel nervous. However, if I appear confident, my audience never suspect otherwise. When it comes to being positive, I smile when conducting webinars or writing a blog. Even if nobody can see me, I know that smile shines through.

DO ONLY WHAT YOU LOVE: Finally, only do those things online that you enjoy. Passion is the fuel that lights up your interactions. If you have to force it, forget it and move on.

Enjoy!

Pamela Murray-Jones is a former senior executive in international marketing and business development; a business coach; trainer and self-confessed travel addict. She pushes boundaries (her own and her clients') and inspires innovative ways to meet challenges and reach success. See her website:

www.focusbusinesscoachingandtraining.com



Instinctively it's very important as business owners, company leaders or team managers to attend industry conventions, conferences or events yet we may not understand the top benefits to go.

Here are four reasons to attend.

1. **AWARENESS OF INDUSTRY TRENDS:** Mice Net magazine recently did a survey of their thousands of subscribers in which this was the number one reason people attended events. Others Industry magazines like Spice and HR Resources have conducted subscriber surveys with similar insights and results.

2. **INVEST IN YOU,** your business and profession. Getting out of your own environment to develop new ideas and sharpen our macro and micro view is a major reason to attend events. Each year there are tangible products to explore like new mobile phones or intangible services to learn about like financial services or IPO's.

Industry event admission, hotel fees, travel, meals or client /customer entertainment costs are real dollar factors yet can be offset with new contacts to add via LINKEDIN and fresh ideas that can generate new enthusiasm.



Perhaps plan an *events budget* for each quarter of your year. Put aside a small amount each week thus it will not be a big 'cost' decision when an important event opportunity arises. Take advantage of early booking rates and in many cases, there are free public sector events hosted by the Government or guest passes given away by local Chambers of Commerce.

Start your search early to find savings on low cost early or late flights and perhaps shared accommodation with a trusted colleague or valued industry peer if an event is for a one or two night stay over.

3. **NETWORKING AND MEETING WITH YOUR PEERS:** Running a business can be isolating for solopreneurs with connecting with others often limited to social media posts or updates. Live events provide the opportunity to meet face to face with personal, professional and intellectual leveraging. Why? Because *face to face* is a powerful way to create connection and explore new business. Events can be a great avenue to meet industry experts, vendors, suppliers and sponsors. In addition, partnering or project collaboration can be very rewarding during a short term project or ongoing as a long term venture.

The value of networking in a fun, collaborative, friendly and supportive atmosphere can't be emphasised enough. Make the most of this opportunity during the conference as well as during the breaks.

4. **FUN:** By attending events with an open mind and learning perspective, you will find unique ways to enjoy the experience while rejuvenating with others.

While online webinars can be an effective snap shot in time learning experience, you will pick up on the latest industry trends and new resources by making events a regular part of your business plan.

TAKE ACTION and let me know how it goes for you during 2018!

Monika Newman: VA support to SME's, Corporations, Speakers, Coaches and Public Relations /Media Consultancies. With a strong corporate background and experience with major multinational oil companies, Monika is a *'Thomas Leonard International Virtual Assistant of Distinction'* nominee.

Monika has worked on countless projects in Australia, New Zealand, Asia and the USA and an official service provider to NSW / Sydney Government Departments.

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The world is changing at a rapid pace, so fast we can barely keep up. We want change – the world needs change. The old models are not viable. Profit should no longer be the end goal and sole motivation for doing business.

The new model is based on *Conscious Capitalism*. "Conscious capitalism refers to businesses that serve the interests of all major stakeholders, i.e., customers, employees, consumers, investors, suppliers, the environment and the business itself." John Mackey and Raj Sisodia [Forbes article - Only Conscious Capitalists will survive](#).

An example of a company making a difference is Tesla with their electric car and how they are becoming real competition to the standard vehicles on offer and to the existing top car manufacturers. Tesla is committed to the environment via sustainable energy. All their employees share in this common goal. It used to be that the Tesla vehicles price point was out of reach of their potential customers but now the cost compares favourably to similar vehicles that are on offer in the marketplace.

Adani is another example of *change* - Adani's [Carmichael mine in North Queensland](#), which is the southern hemisphere's biggest coal project, was seeking approval from the government to go ahead with their disastrous plan. The mine would have meant massive environmental damage for short term gain and very little in the way of local employment or financial gain to the state of Queensland and much of the profits going offshore. There were huge protests by the people who let their voices be heard via ongoing protests, petitions, blog posts and lobbying and the people won out in the end. The backlash was so great that politicians weren't willing to put their career on the line to push this project through.



Carmichael Mine compared to Paris, France

Adani could no longer justify its viability as fossil fuels are a dwindling resource with better and cleaner energy resources coming on board. As a result no bank, either local or overseas, would fund this monstrosity and the devastating impact it would have created. The people and businesses have spoken. They don't want this mine in exchange for a short term community gain in the way of a handful of jobs for locals.

As a solo business owner I do try to do my bit in saving resources and being conscious of the environment by being mindful about printing out documents, recycling paper and re-using the blank side for writing drafts or printing out reading material. I use "fast copy" mode to save on ink and recycle the ink cartridges. I keep my hardware until it breaks down and is no longer repairable or becomes redundant due to planned obsolescence.

I have a PC, a donated laptop and my mobile phone to work in my business and don't need the latest and greatest gadget that comes along to do my job. If my software is serving my needs I don't see the point of paying for expensive upgrades and resent it when companies like Microsoft make their software obsolete and you're forced to do an upgrade.

I prefer to form relationships with local business owners and providers and you can be assured that when you have an urgent need or deadlines to meet that they will go out of their way to do the best they can for you because they know, like and trust you.

On a smaller scale what are you doing as a business owner or employee in your work place to follow a conscious capitalism model which benefits all stakeholders?

An example of how a restaurant could work on a conscious capitalism model is to set aside a table for underprivileged people and provide a free meal. Many restaurants discard so much food on a daily basis; why not put it to good use?

When purchasing your morning coffee at your local café think about providing your own cup. Some cafés are giving discounts to customers who bring their own cups as it's a cost saving to them in the way of resources, time and less rubbish going to landfill.



I love this idea from a beachside café who will give you a free coffee for a bucket of rubbish.

You'll get your exercise by collecting the rubbish at the same time doing something good for the environment. You're rewarded with a cup of coffee and the café is praised for practising conscious capitalism and being a business with heart which will make them more attractive to regulars, tourists and passer-by's.



As a consumer you can "**pay-it-forward**" by paying for someone's coffee, a meal at a restaurant or for their petrol, help someone in need.

Today's businesses need to be transparent, authentic, ethical, local and regional. Our biggest challenge is how to maintain wealth equity to serve everyone = wealth & equity vs. haves & have nots.

In the end it means together we can create a kinder world for everyone.

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Research by PWC indicates that 500,000 jobs will be automated by 2030. That means if you have a job that requires you to think ... then your job is fair game and ripe for automation. 37% of the population are seriously worried about automation putting their jobs at risk yet 60% of people feel they will have stable, long term employment. Whichever way you may look at it one thing is for sure – many jobs and those that do the jobs will have to reinvent themselves if they wish to stay in business. Long and stable may also need to be redefined given the speed of technology, job roles and the work we do. For millennials long may be 3 years. Stable may be working within one department for 12 months. It's all a matter of perspective.



Horses for courses

However whether we stay for one year or ten, the delivery of the services most industries provide will change. For example we will always need lawyers and accountants but the delivery of their services will be different. For example, Law Departments at universities are teaming up with computer labs in order to absorb large amounts of information and create solutions on line for clients. The work will change from research and prep to implementation. The same will be said of professions like architecture, manufacturing, engineering. Solutions to everyday or not so every day problems will be done by computers doing the work before the discussions begin with a 'real person'. However if you want to train as a coffee Barista you have a job for life!!!

There is no doubt we are certainly entering a unique period or hiatus – a time between holding on to the history of the way things were and letting go courageously into a brave new world. Whichever way you look at it it's clear we have to learn to be comfortable with discomfort. We are now leaning towards new processes and ways of thinking and responding to challenges vigorously and tenaciously or we will be out of business. For some it will be a relief to be able to have robotics and technology take away the drudge of everyday tasks. Yet for others it will present high levels of anxiety and fear, not just because their jobs are at risk but because they no longer feel in control of a process and understand the change and what it means. Ostensibly most people don't mind change as long as they feel they have some control over what it may mean for them – and this is the scary thing. Most of us don't really know. Ahh, ambiguity – the new black!

But don't burn your LLB, MBA or your CPA just yet or may find yourself be writing new letters after your name that you did not plan on, such as I.O.U!

So, if you want to make yourself relevant in 2018 and for the future world of work, consider making these five tips part of your strategy to stay in the game!

1. Recognise the future is here. Stop talking about the future as though it's someplace down the yellow brick road. Embrace it and let others know you want to be part of it. **BE VISIBLE, VOCAL AND VIBRANT**
2. Automation and AI - these are part of the new global language – learn and delve into it.
3. Educate yourself around current and imminent innovation. Get involved in new online groups, discussions, associations and find mentors to help you see the bigger picture.
4. Nurture your own growth and adaptability.
5. Remember if the numbers scared you at first, change the number. It's in your hands.

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My whole perspective on life changed at a turn of an event that left me in a wheelchair for about six weeks. I quickly came to the realisation that all the activities on my priority list suddenly got shifted right to the bottom and most got eliminated.

During the first week of my accident, I had to learn to adjust my environment and especially my lack of mobility. All my life, I have enjoyed top physical health and mobility and have never had to depend on anyone to get around and suddenly this was reversed 180°. I lost my freedom and my independence which I had taken for granted.

In the first week of my injury, I have learnt the following top three lessons, which are applicable to both personal and professional life:

1. Do small things with great love
2. Change your routine, will change your habit
3. Look beyond my own disability



In this life
We cannot do
GREAT things.
We can only
do small things
with **GREAT** love.
— Mother Teresa

1. Do small things with great love

When I was in the Mount Elizabeth Hospital for two days stay, I had observed that the nurses in ward 5C; Myat, Bernadette, Jessica and many others were so attentive, compassionate and kind. All of them were gracious when they administered my medication and tended to my needs.

Lesson learnt #1: Everyone in an organisation is part of a whole body, some are seen and some are behind the scenes. All of the employees work together with one thing in mind; to do small things with great love as Mother Theresa had exemplified.

2. Change your routine, will change your habit

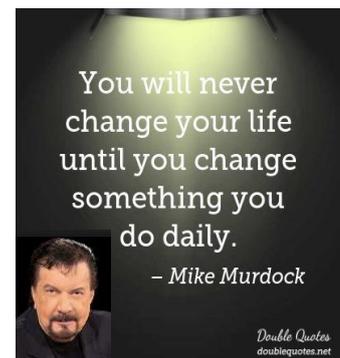
Being in the wheelchair meant I had lost some capacity of freedom to move about. It was indeed a disruption to both my son and my routines. When Sunday approached, I was driven to Great World City to attend the New Creation Church service. My Care Group leader, Janice pushed my wheelchair and we were greeted by many warm and friendly church ambassadors who recognised us and made us both feel very welcome.

Lesson learnt #2: Change is a very good way to break the mundane routines. It shook up my complacent perception and senses to another level. Most importantly, I had learnt to embrace new experiences and make new connections in my neurons. I got a thrill of the unknown and I felt energised and excited.

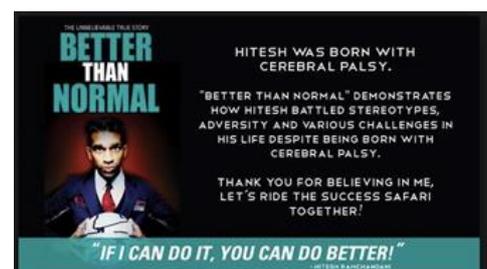
3. Look beyond my own disability.

On the morning that I needed to visit my orthopaedic surgeon for my first check-up I told my domestic helper, Gina to put a paper bag on my head and cut two holes for my eyes before we go out. You see, it would be my first time to be seen in public in a wheelchair. I felt embarrassed to be pushed around in a wheelchair. I had to confront my own disability and admit that I must have had hidden prejudices against those who were physically disabled.

I was awoken from my stupor by an incoming whatsapp message from Hitesh Ramchandani. Hitesh sent me a [link](#) to his latest Youtube video. He had achieved so much despite being born with cerebral palsy. He has since then published his autobiography "[Better than Normal](#)", spoken to 1500 international audiences in USA and appeared in many newspaper articles and his goal is to inspire 50million people by 2050.



— Mike Murdock



I remembered [Jason Lim](#), Jason was a youth with a happy-go-lucky attitude towards life, as he put it YOLO (You Only Live Once). Jason was on a solo backpacking trip in Cambodia where he met with a horrific motorcycle hit and run. While in Cambodia, he was even issued a death certificate. Hence his story is about "If You Only Lived Twice" (YOLT). He is now sharing his story to inspire all trauma victims who have suffered horrific injuries and that they are not alone, they too can live a life filled with gratitude, purpose and hope.



I came across a video of a beautiful woman in a wheelchair holding a microphone. That inspiring woman is [Muniba Mazari](#), 28, she shared her story of how she survived a car crash that left her barren and paralysed from the waist down. She is now a mother through adoption, a painter, an anchor person, National Goodwill ambassador and she speaks for the rights for children in UN for Pakistan. Muniba taught me why failure should be an option, because when we fail, we get up and try again but giving up is not. Incidences like an accident may break and deform my body but they transform my soul and mould me into the best version of me.

My Past President [David Lim](#) (2007/08) of [Asia Professional Speakers Singapore \(APSS\)](#), 53 is the Singaporean mountaineer and motivational speaker who led the first Singapore Mount Everest Expedition in 1998. A week after his return he was stricken with Guillain–Barré syndrome, a rare nerve disorder which caused him to be paralysed from eyes down. He spent six months in hospitals and emerged partially disabled in both legs. He returned to mountaineering and since 1999 has led more than 15 expeditions. To me, David Lim reminded me of King David who defeated Goliath. I had learnt that the biggest mountain I need to conquer is my own mind.



An undeniable role model is Nick Vujicic who was born in 1982 in Melbourne, Australia. Nick came into the world with neither arms nor legs. Throughout his childhood Nick had dealt with school bullies, self-esteem issues, he also struggled with depression and loneliness. As Nick grew up he learned to deal with his disability and gradually accomplished more on his own. Nick Vujicic is an evangelist, international motivational speaker and New York Times best-selling author. He has shared his message of hope to over 6 million people in 57 countries. He shares how his faith, which is rooted in the Lord Jesus Christ, changed his life forever! He has also found the love of his life, Kanae and together they have two boys, Kiyoshi and Dejan.



Lesson learnt #3: My physical setback should not be connected to my state of mind. I am grateful that I am not limited by my physical disability. In order for me to look beyond my own disability, I must first motivate my mind and inspire my spirit to conquer my body. So can you.

In summary for organizations that wants a breakthrough:

- i. **Cultivate a culture of compassion and shared vision:** Do small things with great love, stop focusing on profits and start focusing on value creation
- ii. **Challenge status quo:** Promote throughout the year campaigns or recognition program that will enable employees to submit improvement, creative or disruptive ideas.
- iii. **Change the course:** Pivot towards the direction you want your organization to go and finish better, faster and stronger.



Agnes Oon is a transformational coach and a roundtable facilitator. Agnes believes that everyone can unleash their highest potential to be successful, live a life of purpose and make a difference to their family, organisation, community and country. Agnes is passionate about improving lives by awakening their spirit of excellence to achieve life of significance. agnes@bodymindsoulspirit.asia



It was a few years ago, In fact quite a few years ago. At the time I knew very little but of course I did not know what I didn't know. Who does??!

My professional role at that time was as a Business Development Manager. I'd studied accountancy, HR and psychology – but it was marketing and business development that fascinated me most. The world was wonderful and relatively easy to live in (oh, those good old days!). I was positive and confident.

Weirdly perhaps, politics sparked my curiosity. I'm a bit of an idealist and I still have faith in the human race, that we can continually find better ways of thinking, of working, of raising our children and contributing to a healthy planet. I discovered to my surprise that one of my new flatmates was President of a local political party branch. He was a mature age law student (at the mature age of 28) so he had to be a little bit smart. But I confess I did not have a high opinion of his capabilities.

Of course I went along to one of his regular monthly dinner meetings. Of course I joined and of course I went on to the Committee. I used to do that a lot. Eventually the Annual General Meeting came around. My criticism of this man was at full height (I'm so embarrassed to tell you this) and I decided to challenge him for the leadership of this branch. Looking back, I can't believe my boldness.

He stood for re-election and I had the temerity to stand against him. There was another candidate too. I was quite sure that one of them would win. Our local Member of Parliament acted as our returning officer, managing the ballot process. To my shock and horror, he came up to me and whispered 'You've won. Be prepared to make a comment after I announce that.'

You know what I said back to him, don't you. "Now what do I do??!"

He whispered back to me: "Tonight you can do anything you like. But tomorrow you need to get a copy of the rules of debate and study them." I remember taking the microphone, saying some reasonably intelligible words, promising to serve the members and expressing my commitment to listen to them at all times. I felt keenly the trust they had placed in me and the honour they had granted me. So began my life-long leadership journey.

Over the years, I've held several local, national and international leadership roles, both elected and appointed. I can honestly say that in every role I have accepted, I did not know exactly how to go about fulfilling it. There is no one leadership template. There are however some great principles to follow.

That first promise of service and listening has always been a great foundation. In my own leadership programs we define leadership as the commitment to Imagine, Inspire, Influence and Implement effective progress. If there is no progress involved, its management, the skilful use of available resources to achieve a given outcome. When you need to move people in any way, you're leading.

We help our clients and their teams understand that when someone is anointed, appointed or elected into a leadership role, it does not mean for a minute that they will be effective leaders. Only that they have been given that opportunity.



To fulfil their role, they will need to continually evolve their Vision, continually take and build the necessary Action (especially communicating the vision and listening for anything that could get in the way) and continually committing to Self-Awareness and Self Development.

My mentor John Nevin taught me years ago that the most important task of a leader is to replace themselves with someone better. So many times I see teams and even organisations fall apart when a leader leaves, where tragically that has not happened. I think some leaders actually do that deliberately, out of their own ego drive, with some satisfaction that no-one can replace them, sad and sick, a fear-based perspective. My mission is to help people realise their own magnificence – then they get to see everyone else's as well. From that place of self-awareness and service we are completely safe in our positioning.

So let's take a quick trip back in time to your first Leadership role. Did you know what you were doing? Or did you have to learn a lot quite quickly on the job?

Did you have the courage to ask "What do I do now?" if someone asked you that question, would you think more of them or less? My audiences tell me it's the former. So your own leader will probably think more highly of you. Its way better than stumbling forward trying to look confident and competent when you're not!

John Nevin's trick of writing messages on the outside of envelopes he sent out is a legacy that he left many of us. My favourite was at a time when again I was asking "What do I do now?"

His quote written carefully around the outside of the envelope was "When you're green you're growing. When you're not, you rot." I've treasured that wisdom many times. Whenever we don't know what we are doing, we're green. We're growing. We're learning and that's a very good thing. So now what will you do?



Catherine Palin-Brinkworth CSP, MA serves this world as a behavioural scientist, continually learning and searching for more effective ways for us all to achieve our dreams. She has rich commercial experience in financial services sales and marketing, in personal development, in business skills training and as an in-demand speaker on leadership and business throughout the world. She has held national and international leadership roles in organisations both commercial and not-for-profit. She is a life-long learner in parenting, partnering and practical living.

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In a rapidly changing world, we have opportunities every day to choose how we respond to the changes we see around us, particularly in our mindset and relationships with others.

Taking in the vast expanse of Kuala Lumpur from a hotel rooftop I asked myself, "what's the learning here?" (Which I find is a useful question any day)

In a few minutes of simply observing, I noticed the contrast between the streets of small, old 1 and 2 storey homes and the new skyscrapers overshadowing them. I began to think about capacity and growth. I imagined the conversations of people who've seen change occurring around them – and the various arguments and decisions they could be making. It's natural to resist change that is not of our own design and it can be quite a process to work through.

When we stay comfortable with what we've always known, we limit our capacity. Sometimes that feels like the safest option and it's often an unconscious choice to stay with "how it's always been." However, we're all a part of a growing world.

We need to build, to increase capacity and make a bigger difference. We need to get out of our comfort zone to grow. We need to be aware of our thinking that supports or hinders our growth. How do we respond to the growth and success of others? When you see growth and change around you, are you intimidated or inspired?

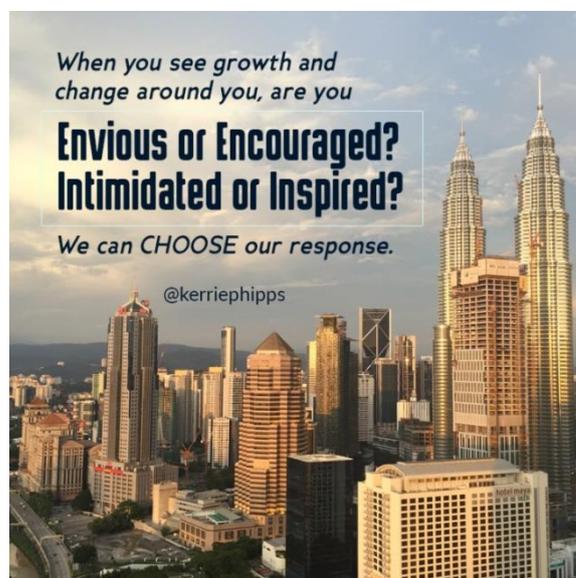
Are you envious or encouraged? Do we consciously connect with people who will help us grow?

When you want to connect with successful people, how do you feel? We have the choice, depending on what we focus on. If we are inspired by someone's success, it gives you hints of what's possible for you, ignites ideas and energy for your journey. It can be a natural response to be intimidated and withdraw from their influence, but if you can identify this and as Dr Brene Brown says "lean into the discomfort" and choose to be curious and inspired. This will make it easier to connect with them and be inspired by their work.

Envy can creep in when you see the success of others. It's a happier choice to be encouraged to see their growth, because they're showing what's possible. This was highlighted to me when a friend was achieving an extraordinary goal and a mutual friend commented to me "I'm SO envious!"

When we make a statement like that, it's as if we are excluding ourselves from the possibility of achieving something similar. If we choose to be happy for them and encouraged by the sight of people doing great things, it helps us focus on what we want to achieve and begin to explore how we can make it happen.

What difference do you want to make in the world and who do you want to connect with to help you get there?



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 her latest, **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.

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Highly successful people are the ones who make committed decisions to improve their quality of life and take charge in creating the life they desire. They have clarity over what success means to them, gain knowledge over how can they achieve their goals and dreams and learn how to create breakthroughs and persevere when faced with challenges.

Here are five empowering principles that will serve as a foundation for you to build a newer, more powerful way of thinking. These principles will gear you in your journey towards achieving the success that you want in your life.

1. Focus on Results over Reasons

Always focus on moving forward and finding a solution for the challenges you're facing rather than focussing on reasons that justify inaction. You get to keep what you fight for - If you fight to get results, you will get results; if you keep justifying why you can't get results with excuses, you continue to not get results. It's a simple formula.

2. Appreciate what you have

If you do not know how to appreciate what you already have, then how will you know how to appreciate what you're about to get? Remember, the way you think becomes a habit and if you make it a habit to only notice what's missing in life, then you will miss out on the joy of achievement even when you start achieving success. Therefore, look for what is good in your life right now and learn to appreciate it. Be thankful for it and inculcate a sense of gratitude.



3. Have a Sense of Optimism

Optimism is the belief that everything is going to work out for the best no matter what. Instead of being fixated on how an endeavour can fail, optimists shift their focus to how it can succeed. Optimism acts as an invisible force that will give you the courage and confidence to pursue your dreams.

4. Be Motivated

Motivation is something that is generated from the inside. This means that only you can motivate yourself to achieve your goals, while others can only inspire you. One source for motivation is purpose. Attach a strong enough purpose to your goals and motivation will flow naturally from within.

5. Pursue Knowledge

Start feeding your brain with the knowledge to develop your intellect. The pursuit of knowledge is a need we're all born with. It's what keeps our mind sharp and active. While most people know the importance of food and exercise to keep the body strong and healthy, many overlook doing the same thing for the brain, leaving it in a weakened state. Like muscles in the body, the brain also requires food and exercise to remain strong and healthy and knowledge is the food and exercise for the brain.

Jit Puru is a conference speaker, author, and peak performance strategist who specialises in the areas of managing change, success and peak performance. Jit has spoken to thousands from all over the world on these topics and is equipped with both expertise and experience to inspire. Jit is also the author of the book ***"You Deserve Happiness: How to Attract and Achieve Success by Gaining Emotional and Mental Mastery"*** which was published on the 15th of June 2016, after a year worth of research and writing.



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A few months ago, I was with one of my dearest friends in the USA. We began our friendship as pen pals at a time when regular international travel was just a dream. We bared our souls to each other on paper (it was like therapy via hand-written letters!), never dreaming for a moment that we would meet. We became close.

Well, travel changed. We did meet and this was our 15th holiday together, this time walking the streets of Boston talking like we'd never been apart.

So, when he gave me the following feedback, I was shocked.

He told me that sometimes when we talked, I was like a terrier. I'd keep 'shaking a topic' until I got what I wanted. Simply put, I needed to learn to back off.

I was gobsmacked. We'd been talking about his philosophical view to life. I know I was full on with my questions and I thought I was trying to explore his view. However, from his point of view, all I was doing was being a right royal pain in the butt, as the Americans would say!

What really stunned me was that my brother has told me a similar thing about 10 years ago!

The heart of the problem

Why was I so stunned and initially, hurt?

First, we are not used to feedback. At work, we usually get it only at yearly or 6 monthly formal performance management meetings. At home, 'feedback' often takes the form of criticism, opposition, derision or negativity so rarely do we sit down with our family and talk about how we can grow and develop into the best we can be in our relationships with them!

Second, 'feedback' usually has an explicit or implicit threat hanging over it, a pay rise or promotion or simply staying in the manager's or our partner and family's good books. Our brains are hard-wired to avoid threat and seek reward. But rarely, based on our previous experiences, do we trust our managers to give us 'safe', challenging feedback supportively with the intention of genuinely helping us be the best we can be.



It's not surprising then, that most people don't like getting feedback because their memories of it are rarely positive. And when we do get it, it usually does nothing to help and often makes things worse. How can we get comfortable with feedback and see it as an opportunity even if it is irregular and/or always negative?

What needs to change to make feedback useful?

All human behaviour is driven, consciously and subconsciously by our emotions. Our brain loves and indeed lives by, short cuts. So, at any particular time, our brains are working subconsciously to generate emotions based on our stored memories or similar patterns. If the stored memory or pattern evokes a fearful response e.g., anxiety, worry, distress, then in an instant, our threat circuit is activated. Once this survival mechanism is invoked, it can be hard for logic to overcome that emotion.

The way around this is to re-wire our brains. Provided what we are fearful about is not physically life threatening and feedback shouldn't be, we need to train ourselves to get used to it so our threat detection centre, our amygdala, doesn't set off alarm signals every time we receive feedback either at work or at home.

An example: there are people in the world who are uncomfortable with others who are not like them: e.g.; they may be a different colour, sexual orientation, gender, race, generation, etc. Their amygdala will spark every time they see, read, or hear anything about those 'different' people.

But if they spend a lot of time around and/or getting to know the people they are uncomfortable with, learning rationally that they are not a threat, then their fear circuit won't immediately ramp up each time they experience someone who is different.

Another simple example might be driving on the other side of the road when you go overseas. Initially it's a terrifying experience but as the kilometres click by, you may still be anxious but nowhere near how you initially felt. You've gotten used to it.

The same goes for feedback. The more we get, delivered in a challenging but supportive way, the more we'll get over our fear, turn down our amygdala and the limbic system and engage our thinking brain, our pre-frontal cortex. Imagine how much we could learn to become the best versions of ourselves we can possibly be?

The challenge is that usually neither the giver nor the receiver of feedback performs their part in the equation particularly well.

So what can you do?

Get used to feedback so you can use it to grow. To do that, you'll probably have to ask for it on a regular basis so your brain rewires to see it as an opportunity not a threat.

I learned from this experience with my beautiful friend (and my brother) that I need to create 'safe' situations and ask for feedback more often. As I become more familiar with the experience, the more I'll truly listen with my logical brain and make the changes I need (indeed, want) to make, rather than react from my limbic system. I need to become acclimatised to it.

Now, initially we may have to be the teacher and the learner until the giver of the feedback also gets familiar with it and learn what they need to do. They too may have to learn to not be afraid to give feedback and to give it in a meaningful helpful way that works for both of you.

Give it a go

I'm having dinner with my brother this weekend. I intend to ask him what he meant ten years ago ... with a promise that I'll listen and still love him even if his words hurt.

Who will you ask?

Anne Riches CSP is a thought-provoking, behaviour changing, warm and engaging speaker, facilitator and writer who shows leaders how they can lead change with decreased resistance and increased engagement.

Visit www.AnneRiches.com for more information.



Contemporary mentoring tends to expand old ideas so that participants are more like colleagues or equal partners and benefits are enjoyed by both. Mentoring happens many ways.

1. **Informal** conversations happen by chance with people you meet or people you know. The person may give you useful information, share their experience or just listen while you think out loud. It may be a one-off conversation or a life-long relationship. The word "mentor" may never be used.
2. **Formal** mentoring relationships are usually part of a structured program. You may be matched, introduced and supported in developing the mentoring partnership. There could be formal agreements about your roles and responsibilities and a timeframe for the relationship. You'll have goals and work towards outcomes.
3. In **reciprocal** mentoring two peers mentor each other. It's very much a two-way street with each able to ask the other for input and advice and each providing a listening ear in a confidential conversation.
4. **Reverse-mentoring** is where an executive is mentored by a non-executive, often a younger person talking to an older person. This can bridge the generation gap when a relationship of trust and understanding is built. Young people who have grown up with social media for example, can convey the value and benefits as well as the practical ways to use it. In such a rapidly changing world, senior people can't afford to be left behind!
5. **Group** mentoring involves one mentor meeting with several mentorees. They might have common goals or a common background. For example new graduates in their first workplace, or small business owners.
6. **Mastermind** - peers interact in a conversation or think-tank. The original concept was described by Napoleon Hill as: "... a group of brains, co-ordinated (or connected) in a spirit of harmony, will provide more thought energy than a single brain, just as a group of electric batteries will provide more energy than a single battery ... The increased energy created by that alliance becomes available to every brain in the group."
7. **Mentoring circles** are a variation of group mentoring led by one or more mentors that may blend elements of peer mentoring and mastermind groups.
8. **Manager-mentors** recognise that leading team learning and one-to-one development are key roles and contribute to employee engagement, retention and productivity.
9. **Mentoring moments** are those times you take the opportunity to have a conversation that creates insight, explores options or provides guidance, while you are doing something else. They happen in the workplace, at home, during leisure activities and are simply an extension of normal conversation.



Australia's leading mentoring authority, Ann Rolfe has 30 years' experience in learning and development and a background in career counseling. Her contributions have been recognized in 2011 with the LearnX Asia Pacific Platinum Award for best coaching/mentoring program and the 2013 New South Wales Juvenile Justice Excellence Award for Innovation.

Get your complimentary copy of the e-book ***Mentoring – An Essential Leadership Skill*** here: <http://mentoring-works.com/mels/>
Email: ann@mentoring-works.com

As a devout introvert, I used to hate networking events. I'm not good at small talk, I'm not at ease socialising with strangers and the business version of speed dating is my idea of hell. Fortunately, networking is more than events where you balance a beverage in one hand, a snack in the other and need a third for business card exchanges! Networking today is about making connections, building relationships and mutual benefit. There are a number of networks you'll want to cultivate:

- **Personal Learning Network** – people, platforms and media for your ongoing development. This includes mentors who are older, younger and in similar and different fields to you.
- **Professional Network** – associates and leaders in your profession or industry that help you stay on top of trends and developments and open to career opportunities.
- **Peer Network** – your cohort at work, from school or university, sources of information and opinions. Good for getting the low-down on potential employers and bosses.
- **Personal Support** – friends and relatives who are there for you in a crisis, whether it's the looming work deadline when you have a sick child, your own health issue or lost love.
- **Social Network** – the people you socialise with. Choose well, because there is a saying, cruel but true, "if you want to fly with eagles, don't hang out with turkeys". Put more positively by Jim Rohn, "you are the average of the 5 people you spend most time with."
- **Social Media Network** – a great way to know what's going on and be known, but "brand you" is out there forever, so making a distinction between private and public profile has never been more important.



We all need these kinds of networks and we can develop them, using these three steps:

1. Connect

Join professional associations. If there is no industry group for your field, look at groups for young professionals, women, business or special interest groups. Serve on a committee at work, or a community and service group like Lions or Rotary, sports clubs, Toast Masters, Friends of (the museum, theatre, gardens etc.). Reach out to friends, family and colleagues to organise catch-ups. Don't say "we must get together some time." Pick a date and do it!

2. Build Relationships

Take a genuine interest in other people. Listen before you speak, ask before you tell. Get to know them and stay in touch. Offer support and encouragement. Be authentic yourself. Learn how to offer another perspective or opinion respectfully and value differences.

3. Make it Mutual

If you want to gain benefit from networks, you must first give. Volunteer, or at least be an active participant in groups. Contribute and add value to online conversations. Reach out a hand of friendship to others. At a function, be the one to smile and invite the stranger into your group. Introduce them to other people.

If you adopt these three steps, even the dreaded networking event can be worthwhile!

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Experience has shown that some of the typical approaches in negotiation are very smart ... or just the opposite. Here are ten of the most common, starting with the smart ones.

Start positively with Compliments

Smart negotiators realise that the atmosphere they create will impact on the other's perception and behaviour. Make it clear that your intention is to find the best deal for both of you. Rather than positioning each other as competitors, see each other as partners working together to solve your mutual problem. If you can include an appropriate compliment, it will not only fast-track your rapport-building, it will also introduce positive labelling.

Make them aware of your Preparation

Your preparation is often the most important work you do in a negotiation. Thorough preparation gives you the foundation to make your offer with confidence and the leverage to unsettle the other side.

If you know something that they don't know you know, use it early. If I can compromise your confidence in your preparation, I create doubt about the validity of your offer which was based on that preparation.

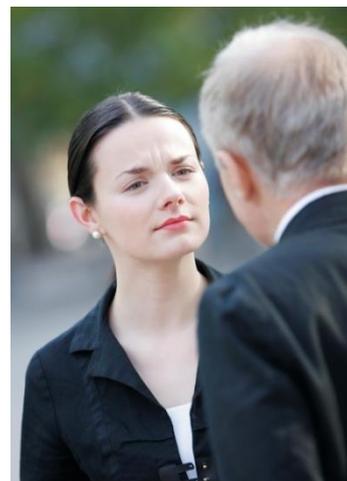
Ask their Opinion before making your Offer

Most negotiators can only ascertain the other side's reaction to their offer after they have put it on the table. Once an offer is made, it cannot be retracted. Smart negotiators do all they can to test the other's opinion before any offer is tabled. Once either side puts an offer on the table bargaining starts and information sharing stops. So, you need to get as much information as possible before you start bargaining.

Refers to the Authority and Influence of Others

It's unrealistic to expect anyone in a negotiation to accept the other party's figures, so you need to find an authoritative source you can both agree on.

If I try to change your thinking in a negotiation by confronting your ideas, it is likely you will just become more entrenched in your ideas as you argue against me. It has been shown that I can influence your thinking by pointing to the actions of others whom you see as similar to you.



Tie together a Package with the Maximum Perceived Value

It is virtually impossible to negotiate a win-win outcome over a single issue. Use your preparation and your non-committal discussions with them at the opening of the negotiation to create an integrated package with the maximum perceived value; remembering that something that has high perceived value to them might actually cost you very little.

Conversely, there are many stupid negotiation behaviours.

Start aggressively with Criticism

Some negotiators start out with the thought, "I'm going to show them what a tough negotiator I am." Research has proven that when I perceive you as being competitive, I become more competitive, I am less likely to share information with you and I become less flexible with my offer(s). Not a smart way to start!

Table your Offer Early

Moving too quickly into bargaining will limit the chances of finding the maximum possible value for a deal.

Undermine their Offer and/or Authority

It's okay to question their offer, but putting it or them down will only result in a negative response.

Play your Cards close to your Chest

This is negotiation – not poker! Failure to share information (that could have in no way compromised either position) is one of the main reasons for poor agreements.

Irritate them – to get them to do or say something they'll regret

Only works with very inexperienced negotiators.

Demand answers after you've backed them into a Corner

Okay, so you've out-negotiated them with your clever 'traps'. Now you have someone who resents you and you have to work with them to make this deal generate value.

When negotiating, you have choices ... choose the smart ones!



Kevin Ryan CSP is a conference speaker, workshop leader, facilitator and MC. 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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ROB SALISBURY Abrogate Obsolescence for Career Success

Would you like to retain more of your enthusiasm or mojo no matter what job you might currently have?

Would you like to know a career truth that neither my High School teachers nor University professors talked about yet I discovered working with clients and colleagues that has helped me work in over 25 countries?

In researching the term **obsolescence** for this article, the formal definition states it occurs when an object, service or practice is not wanted, even though it may still be in good working condition.

In the mid 1990's, I first noticed 'obsolescence' with household and kitchen goods yet by the early 2000's, it was an expectation that these regular use items would be obsolete **before** they actually broke. I recall as a young teenager growing up in California, that when things broke, my parents, boss or neighbours would get them repaired and these items would continue working for much longer or until the tool or item wore out.

In the early 1980's I first noticed buyer terms like '*one year parts warranty*' then in the 1990's, that changed to a '*one year parts and labour warranty*'. By the 2000's, it was a simple '*30 day money back guarantee*'.

Product and service phraseology has had to change over the decades from warranty to guarantee because consumers like shorter time frames to return a product which is not fit for the purpose, not in good working order or if something doesn't fit properly.



I can recall a perfectly good Hewlett Packard printer purchased in 2005 for our Singapore office that stopped printing in black, white or colour. At first, we thought it was a defective laser ink cartridge so we bought new ones and installed them yet it didn't solve the problem. We also learnt that once we opened the cartridge box, the office supply company wouldn't give us credit or a refund because they were considered 'used consumables'.

A call to the HP service centre was made to arrange a time to have the printer checked. While our printer looked 100 % new, the HP service centre advisor suggested the computer circuit board was 'redundant'. He said it would be a minimum \$150 plus a service charge of \$80 to fix it and no guarantees it would work.

No worries - just buy a new one

At that point, his training kicked in as he said, "***no worries - just buy a new one***". He suggested it could be a better use of \$230 and while the previous model worked well, once it broke down, it cost as much to fix as it was to purchase a new one. At some point, I expect our replacement HP printer will just stop and most likely from the '*planned obsolescence date*' that is inserted into a redundant microprocessor chip at the factory.

When did you first notice society's 'throw it away' mindset?

When did you first notice you were comfortable with the mindset of '*throwing it away*' versus having something fixed or an item repaired by a service centre? It seems that the new norm is to not have shoe heels replaced or torn pants, shirts and blouses mended or hand me downs given to the next generation or to have the broken washer or refrigerator repairman pop by our homes.

The truth is that much of society is conditioned into shopping for the latest, greatest, coolest and newest item and then throwing out the old while we boast about our new gizmo in our social media updates.

I was recently in Colorado at a new COSTCO with my brother to shop for a dinner / birthday party we were having with friends who all graduated from the same University. With several birthdays to celebrate, we were pretty focused as we pushed our trolley around and at the turn of each aisle were reps showcasing new products. As they offered samples to taste, they knew that if we TRIED IT, odds were high we would BUY IT.



For anyone who has ever been to a Walmart, Costco, Carrefour, Tesco, Kroger, Aldi, Home Depot, Best Buy, IKEA or Courts as mega shopping outlets, there is no end to high grade quality products at very low cost.

Microwaves, flat screen televisions, video recorders, workout equipment, camping gear, washers, dryers, fans, mowers, coffee makers, pc's, mobile phones are easy examples of 1 to 3 year purchases. When the product warranty period expires or a new model or style comes out, manufacturers are ready for shoppers to put the old one in the garbage or bring it in for a credit to be used to buy a new one.

To survive and thrive – quash career obsolescence

Having lived and worked in the USA, Australia and S.E. Asia during the last five decades, I have watched family members build solid careers and industry colleagues create businesses and products with regional and global success. A wonderful by product has been that their successes have created employment for others and ways to contribute to their communities plus they help in volunteer and charity related organisations.

While none of us want to be considered obsolete like an old object or process, the fact is that these times are a changing as Bob Dylan first sang in late 1963. Companies keep innovating with faster technologies, financial transactional systems or social media engagement options. Some which benefit each of us in our own particular way.

What can you do in 2018 to ensure you meet new challenges and grab onto golden opportunities?

1. Start or join a mastermind or thought leaders group. Meet at least once every 90 days to enhance your awareness, ideas and share in common interests and topics.
2. Each week review your 2018 journey and the pathway of relevance to engage in areas to leverage your expertise and time with others.
3. Upgrade your knowledge in your profession through skills workshops, accreditation courses or industry conferences.
4. Re-visit your intentions and action plans that will create significance in your field of expertise.
5. Have fun during this time of discovery while making a difference to improve your / our world.



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FREE e-books can be downloaded at www.strategicresources.com.au

Flashback: After the Olympic Games in Sydney Australia had concluded, I hosted a December BBQ and year end party for clients, colleagues and close friends to close out the year 2000.

The initial list of contacts in the greater Sydney metro area grew from a few dozen to over 120. In going through my yearly planner, emails and business cards by mid-October, the list of contacts had grown to include people in Canberra, Brisbane, Melbourne, Perth and New Zealand.

In 2000, we didn't have the luxury of social media member sites like Facebook, LinkedIn or mobile phones with the SMS or message service capabilities of today. It was a bit 'old school' to phone people, send invites via mail or email addresses with many people having fax machines in their office or at home.

Within a week or so of the invites going out, 70% came back with a YES. With about 25% unable to make it due to travel or other family gatherings, the rest said they would be there and happily contribute to my simple request in the 'PS' area at the bottom of the BBQ / Boat Cruise invitation.

Our double deck boat with approximately 90 clients, colleagues, friends and crew set out for a late afternoon into evening December cruise. Once on board, guests were reminded that food, drinks, alcohol, music, door prizes, sets of binoculars to view the houses along the shoreline, networking and the cruise were all free. The year 2000 had been good for us with speaking, training, hosting events and consulting with core clients - thus it was time to celebrate with everyone.



An amazing experience on the harbour was enjoyed, however it was what occurred just before we left the dock that impacted everyone when the Captain and I gave a welcome 'aboard chat' to everyone.

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 fish) 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.

A photo was taken at the St George Hospital in Rockdale (south Sydney area) as I gave the toys and canned goods 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.*

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.

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 2016 and December 2017, I hosted a year end BBQ gathering in Singapore with dozens of friends, clients and children in attendance. Apart from myself, my wife was the only person whom was at both of these BBQ's and also the one on Sydney harbour in late 2000.

I learnt something at the Sydney Christmas gathering that was a welcomed repeat in 2016 and 2017. I found that my clients, colleagues and close friends were very similar in a wonderful way.

While the BBQs were in different countries separated by 6300 kilometres and many years, the spirit of giving was similar as some who could not attend gave even more toys and books to our cause.

While my invitation to attend our BBQ was free, a simple 'PS' asked if they were going to RSVP, could they help a child in a Singapore hospital by bringing a kids book, soft toy or roller scooter to give away?

None of the guests will likely meet the children or parents we were helping, yet everyone felt great knowing we were making a difference for the 2016 & 2017 holidays. **Rob's thank you speech**

The spirit of generosity has thrived at all of our BBQ's. It was a pleasure to bring boxes of toys, games, books and chocolates to **Lisa Loh Ee Wen** with the Corporate Development Division of KK Women's and Children's Hospital. Also to the Singapore Salvation Army in which their teams did a wonderful job of getting the donations to caring families and children in need.



During the last three decades, I've been engaged for hundreds of functions and charities as an event host, MC and live event auctioneer.

Having helped raise hundreds of thousands of dollars for cancer and leukaemia research, for flood victims, schools, Olympic teams, associations, in support of Ronald McDonald House Charities...if it can help children and their parents, I am glad to help.

I have seen the philosophical value associated to 'give and you shall receive'. Hence my BBQ budget for community and business philanthropy has seen a return to me (*and our guests*) in ways we could not have seen.

If you take simple steps to gather some friends or colleagues who are interested in a great experience and also to donate toys or books to a children's cause, I contend you will enjoy your futures BBQ events much more than you can now imagine.

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It was a normal Monday for all of us in the office until Steve stepped in. His red eyes told a story from either a sleepless night, too much booze over the weekend or from crying his eyes out. We soon found out that his then wife had finally pulled the plug and left him. We had no idea that it was an on and off relationship for the last 15 months. Steve never told us, he kept it all to himself. Needless to say that Monday morning we were all distracted in our work and Steve didn't get anything done for the rest of the month.

What could we have done better?

You don't want to poke your nose in another person's private affairs or do you?

What could the company have done or his team or his colleagues?

The stats are absolutely shocking: over 40% of all marriages are ending in divorce these days. The average duration of a marriage is down to 8.5 years. If kids are involved in over 70% of break-ups the youngest ones are under 2 years of age.

Take a look around you in your team. How many of the team members have married in the last five years? Now you can play **one, two** to find out who will be divorced in another five years.

What can organisations do to help their workforce not to become another statistic?

- 1.** Look for the early warning signs.

Why is Steve really working that late? Is he behind schedule again, or is this just a convenient excuse to avoid going home?

Encourage him to leave earlier, encourage him to get home to his wife (and children). Maybe help him to have less stress by taking some of his workload off his shoulders.

The simple question, "Are you ok?" has the chance to open the floodgates and enable Steve to share and his boss to understand what is really going on.

- 2.** Look for signs of stress.

Is Rose not coping with her work and freaking out? Or are her tears a result from her anger and frustration at home?

Talk to her. Maybe enable her to work from home one day a week to look after her children better. How about using technology to allow people to join and participate in meetings despite them working from home?

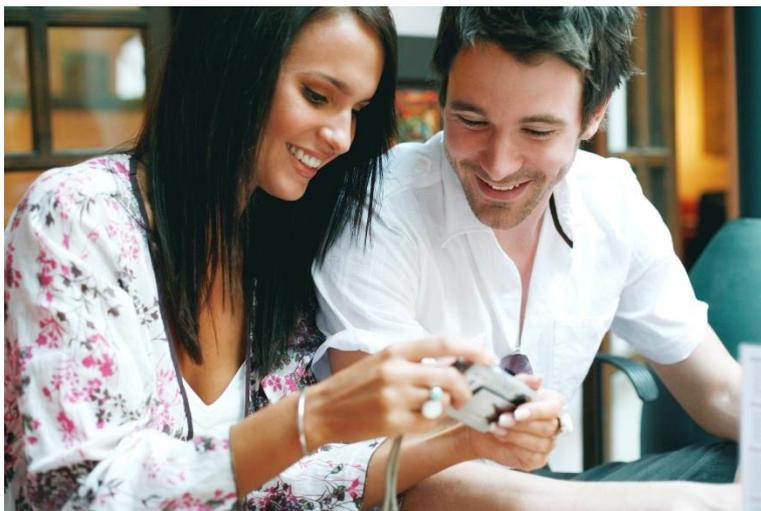
- 3.** Look for signs of overwhelm.

Has Steve not been able to finish the report as required because of his normal workload or because his mind was elsewhere?

In all three cases, I think, the employer has an obligation to look after the personal welfare of their workforce. It is in the best interests of the company, because a broken heart simply does not perform.



Here are some tips that each person can do individually to live in a loving, intimate and respectful relationship which enables you to be more efficient and productive at work, but more so it helps your children to be raised in a safe, supportive and loving environment – with a ripple on effect to society.



Have regular date-nights: Reignite the spark by going out with your partner.

Talk about money: You are one team. Talk about money – don't take the burden on your shoulders alone.

Your anniversaries: Instead of "here's to another year", surprise your spouse. It's a kind of kidnapping. You will both remember those events for the rest of your lives.

Keep working: Having kids is very rewarding. Still the appreciation from colleagues and customers is also important and exciting. Therefore keep working – for your own good.

Keep talking: Have a cup of tea together after you come home from work. Turn off the TV and listen to your spouse's stories.

German born **Jürgen Schmechel** is a keen observer of human psychology; he is a master in NLP, Ericksonian Hypnosis and a certified Results Coach.

His mission is to inspire thousands yearly to stay in loving, respectful relationships. Jürgen is offering 1:1 coaching, live workshops and an 8-week online mentoring course.

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If you are an entrepreneur, you are a leader. It doesn't matter how many staff you have.

Understand that, as a leader, your vision alone is not enough to get your team to walk the journey with you. They want to be walking with a leader they respect and trust. Your communication habits can make or break your reputation as an authentic leader worthy of fellowship.

Here I offer seven essential habits that help you build a solid reputation as an authentic leader.

1. Make them feel important

There is one innate desire in all of us, young and old. We all want to be acknowledged and understood regardless of differences in perspective and opinions.

Being able to give this to another person is the cornerstone of all masterful communicators. When your team member speaks, listen. Listen to understand, not just to respond. You don't have to agree with everything they say. But acknowledging their point of view is acknowledging that they are an important part of the team.



You are never truly an empathetic leader until you can appreciate that another person's perspective is valid in any given situation.

2. Own your message

If you ever thought of making your communication impactful, learn to use the "I" statement. Express your thoughts and emotions as you experienced it and not as how you think the other party intended it.

Instead of saying, "You are wrong," say, "I disagree with you." Instead of saying, "You are inconsiderate," say, "What you did made me feel disrespected."

You will be surprised how a simple change of language can bring about openness and honesty in the other party. Arguments happen only because parties involved didn't know how to communicate effectively. They want to be heard but don't want to listen.

3. Acknowledge emotions without becoming emotional

There seems to be an unwritten consensus that being professional means leaving out emotions. This is the spark of all conflicts at the workplace.

The truth is we are all emotional creatures. You cannot eradicate emotions at work. You can only suppress them. What gets suppressed only festers. Understand that you can acknowledge emotions, especially in conflict situations, without getting emotional.

Try telling the other person, "You seem frustrated about the situation." You will notice an unexpectedly positive response from him. Instead of raising your voice, try telling your team, "I am angry and disappointed that the work took longer than it should." Your team will respond in a much more honest and productive manner.

Nurturing the habit of stating emotions has a profoundly positive effect on team communications. It will rub off on your reputation.

4. Be respectful in any situation

Some people think that you are never truly honest if you have to voice your opinion in a diplomatic way. They assume that being diplomatic means ignoring the emotions that are associated with strong opinions.

If you can express your emotions without being emotional, there is no reason why you need to vent your frustration or resort to sarcasm to get a strong message across. Be straightforward. Everybody wants to be with a leader who means exactly what he/she says. There is no need for second-guessing. Let your interaction with others always be stress-free, even in sticky situations. Who wouldn't want to work with a leader like that?

5. Say No (the right way)

You are never truly in control of your life until you know how to say no. Most people don't realise that there is a way to reject without causing offence in others or guilt in oneself. It's an acquired skill.

When you can communicate a 'no; the right way, you will start to reclaim your time, energy and sense of control. When you say no to things that don't matter, your yeses will become more valuable to others.

6. Apologise quickly

Sorry is the hardest word to say because it comes with so much baggage. To many, apologising is a sign of weakness and guilt. It doesn't have to be. Knowing how to apologise is a sign of strength and humility. It makes you authentic.

Apologising also doesn't always mean you are in the wrong. When there is a misunderstanding, apologise for your part of the conflict. Maybe you made assumptions. Maybe you overreacted. The truth is, in any conflict, you had a part to play in it, even if it is the other party that was in the wrong.

Let your apology come quickly. The longer you wait, the bigger the conflict becomes in the minds of everyone involved. It only makes the apology ever more difficult to utter.

7. Always be in control of your story

Don't allow negative team members change the narratives of your vision. If you do, they are the ones in control, not you.

Understand that as a leader you need to make sure everyone is in on your story, not theirs. Stories change because of office politics. Too many businesses have been destroyed because the business owners waited for the right time to weed out the bad hats in the team.

The right time is always now. Step in quickly. Make a firm request to everyone to get back on track. Too often leaders tell their teams what they don't want but never what they do want. Specify the outcomes. Specify also the consequences of not giving what you want. Real leaders don't negotiate with players.

Conclusion:

The authentic leader knows how to be tough and be human at the same time. As an entrepreneur, you have a vision, but you may not have all the answers. Convince your team to walk with you anyway. With masterful communication skills, you can.

Dean Shams specialises in supporting executives and leaders communicate with influence and impact in difficult situations. He uses principles of neuroscience, mindfulness and language patterns in helping them master difficult conversations and resolve conflicts.

Dean is based in Singapore and has conducted his seminars at Pepperl+Fuch, Oracle, Glaxo Smith Kline and Singtel just to name a few.

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When I'm out of town speaking or delivering leadership training, I try to get to a local gym to keep my fitness on track. I noticed a guy with a shaved head and a huge swastika tattooed on the side of it. I'm not a fan of racism, but I was really intrigued as to what type of person would be so committed to an ideology that they would tattoo themselves in such a prominent position with such a universally antagonistic symbol. Despite the voices in my head suggesting I leave him alone, I found myself walking over to 'have a chat'.

I wanted to tell him how wrong he was - and 20 or so years ago I might have. Instead I sat down on a low bench, below their eye level (he was with another person that looked like his 'second in charge'), coming as a learner, not a lecturer. I said he was welcome to tell me to mind my own business and then asked him what his tattoo meant and he replied bluntly, "It stands for White Power." I genuinely questioned what that meant and he said he'd had a history of bad experiences with 'non-whites' (he used a different "N" word than 'non-whites' that ends in "... ger"). I think he used that word to test to see if I would react adversely - I think he had learnt to operate in "fight" mode, but instead of biting back, I simply inquired as to what kind of trouble he had been in. I wanted to understand him before I offered my own opinion.

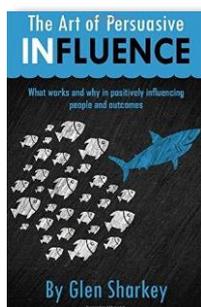
He softened up and told me some of his story of white supremacy leadership at the incredibly young age of 22yrs old and how he'd ended up in prison. It turned out he was actually doing much better than his dad who had spent more years in prison than out. We had a really good conversation. He had very little vision for his future apart from staying out of prison, so my heart went out to him. We all need hope! Because I had made an effort to listen to his story and not be judgmental I was able to say some firm but encouraging things to him about his potential in terms of career and relationships - not something that I had intended to do when I first looked across the gym at him and not something that I was confident I would be able to do unless the conversation had gone really well.

As he was leaving the gym with his friend, I asked him if I could get a selfie with them both. They obliged and then I asked him to take off his cap and turn his head sideways, so I could get the swastika in the shot. It's probably an indication of how well the conversation had gone and just how confident I felt about the connection we'd made in such a short period of time that I felt secure in the fact that he wouldn't be offended by my request.

It's one thing to care for people but unless that care manifests itself behaviourally somehow, then people either don't know that you care or even worse, doubt that you do. Inquisitiveness is a great way to demonstrate to people that you are interested in them and their perspective. I can be a very caring person but if I don't ask you questions and make enquiries as to your thoughts on various issues, then I may seem as disinterested in you as someone who only talks about themselves.

And of course once I've shown that I care by learning about people's experiences and opinions, then they're much more open to hearing what I have to say on similar or unrelated matters.

Show you care - ask more questions!!



This is an excerpt from **Glen Sharkey's** latest book "**The Art of Persuasive Influence**". Sharkey (as he's commonly known) is the current President of the National Speakers Association of New Zealand and Certified Speaking Professional. Sharkey loves life, is the oldest competitive football playing CSP in the world (until he is told otherwise), loves his family and loves speaking to make leaders more confident and competent. www.glensharkey.com



Do you ever get anxious? I mean really anxious? When you feel warm (or even hot) all over; your palms sweat and you get that sick feeling in your stomach.

Here's my anxiety story ...

I was attending a course in Brisbane this week as part of a professional development program I had engaged with, so it was a really important day for my advancement.

The trip from my place on the Gold Coast to Brisbane usually took about an hour and as registration was 8.30am I needed to leave adequate time. Heavy rain prompted an early departure from home, so with all things in place I was in the car by 6.45am. The Navgirl was set and I was on my way.

Part way up the motorway the Navgirl diverted my direction. So, thinking it was because of traffic, rain, accident, I followed her diligently. Alas she led me astray, taking me all the way to similar address in Redland Bay on the eastern peninsular. Redirecting her was imperative especially as after travelling for an hour now, she said I had another hour to go!!

My state of anxiety kicked in. I became hot, felt a fast beating heart and heard a voice inside my head saying "turn back – go home."

Pushing through this dialogue and emotional feelings, I set Navgirl to take me to the street of the car park in Brisbane (listed on our instruction sheet) and off I went. There is in fact a street of the same name 30 minutes outside of Brisbane so unknowingly, she took me there.

I know very little about Brisbane, having only moved to Queensland from NSW not so long ago and unaware of geographic directions - north, south, east, west! Oh no, going back home was becoming a stronger thought in my head and I started running through the things I could be doing there. *How could I arrive late? What would others think of me? I'll miss the best part of the day! Everyone will look at me when I walk in and I need to pee!*

With a sick feeling in my stomach, a heat rising throughout my body ... not to mention those thoughts, for the third time I set the Navgirl and continued my journey.

Arrival time at carpark in Brisbane was 9.15am and I was told that as I'd missed the early bird rate and the cost would be \$89 for the day! Phew (well I said something other than that), I'd gotten this far and had been given another opportunity to turn around. A small voice inside my head said "go ahead, park and go upstairs". I did.

My questions to you are:

- What would you have done in my situation?
- What goes on inside your head in similar situations?
- Can you identify the 'state' you're in when a similar situation happens to you?

My state of **ANXIETY** has been reduced over time by introducing my stronger state of **CALM** and **DETERMINATION**. I made a conscious effort to breathe through the situation and then **PROCESS** comes into play for me.

It's taken some time for me to behave in this way in these types of situations. It has come through being able to identify my different 'states' (a process called ESI, Executive State Identification); the practice of mindfulness and the ability to calm my mind. Behaviour change doesn't happen overnight, yet it can happen and the results are amazing.

Jan Sky is a Neuropsychotherapist, Executive Coach and Director of ESI International Pty Ltd. Jan has worked in the corporate world, with prison inmates and presented in Australia as well as internationally in Finland, Netherlands, India, USA, Asia and New Zealand.

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There are two parts of the mind; we have the conscious mind and the sub-conscious. The conscious being the part we use in analysing information and it is the basis of our rationale and logic. It is also the gatekeeper to the unconscious mind. This is the part of the mind we must understand, for it has a huge impact on what we do in any moment.

2018 may be the year to reconnect or learn more about the subconscious mind, which has several key features ...

- It has no limits
- It can't tell fact from fantasy
- It acts on the instructions it receives, and
- It Steers us towards goals and outcomes.

Let's explore the second and third points: the subconscious mind doesn't care what it receives. It simply acts on the information received and steers us towards the goals and aspirations we feed it, or not. It is a goal-seeking device that follows the programming we input into it. Whether the information is real, a figment of your imagination or a fantasy, the subconscious mind accepts it as fact. If we constantly receive negative information, via self or others and allow it to penetrate, the subconscious mind has no choice but to believe it.

Can I humbly suggest you only let correct, positive and harmonious thoughts in? Through the awareness of your conscious mind, simply choose to flick out all hoodwinked and negative thoughts and information. Close the gateway. Don't let it in.



Sounds simple! But it's not easy, so let me give you a mind-control mechanism represented by the parrotfish to assist and remind you. Every night the Australian parrotfish creates a bubble to sleep in, out of its own mucus. By sleeping inside that bubble, any smells which would be picked up by predators are contained. They can enjoy a good night's sleep floating peacefully inside their bubble without fear of being smelt by predators and ending up being the main course. We call him CON, the parrotfish.

His name is also a clue to his wise teaching. Con stands for not only the CONscious and subCONscious mind, but he wants us to be more CONscious of what thoughts we are letting into our sub-conscious mind bubble. Many times, we are CONing ourselves with information that is hoodwinked and incorrect.

We are either programming ourselves with thoughts which are congruent and harmonious with achieving positive outcomes, or incorrect beliefs which are hoodwinked and not true. The choice is yours. What you allow in, you will get out. The key is to control your mind, and, in particular, your thoughts. This changes paradigms and maintains a positive culture and attitude. You MUST put a bubble around your sub-conscious mind and repel negative thoughts, opinions or self-talk.

The famous writer Napoleon Hill referred to that when he said ...

"... you are searching for the magic key that will unlock the door to the source of power; and yet you have the key in your own hands, and you may use it the moment you learn to control your thoughts ..."

Call to action: How well have you been controlling the quality of the inputs you are allowing into the sub-conscious mind? Is 2018 a good year to CONsciously make an improvement here?



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Horrible bosses – all of us have had them, 2 movies have been made about them, most of us know the negative impact they can have, and yet few of us know how to handle them.

I've been pretty fortunate in my career to mostly work for good bosses; ones who push me but have my back, who give me challenging tasks with increasing responsibilities.

Yet, like most, I've had my share of, let's say, underwhelming managers who made me feel like giving up and going to 'find myself' in Goa.

Here are some tips I have for dealing with a horrible boss.

Tip 1: Start asking Questions - If your boss isn't communicating downwards, or providing you with the information you need, just ask. I'm always amazed at how many just accept the situation and then complain to their co-workers.

If your boss is too busy, or just ignorant to what your needs are, then start asking questions to get the answers you want. It might not be malicious on their part.

Often, it's a blind spot they're unaware of, and the best way to overcome a blind spot is feedback. You'll be surprised just how many managers actually welcome feedback.

Tip 2: Reframe their Behaviours - 'Reframing' is a technique often used by coaches or trainers to help clients see situations in a more positive light, rather than the negative way we tend to frame difficult or challenging situations.

In relation to horrible bosses, rather than being constantly frustrated about their lack of communication, you could reframe it to seeing them as being so busy they forget to inform their team. Or, maybe some information needs to remain confidential, and they'll tell us once they can.

Maybe you could see a micro-managing boss as someone who cares about accuracy and high standards, who is just trying to impart their knowledge. Does it resolve the situation? No, but it takes away some of your own anxiety and then you focus on other steps to improve the situation.

Tip 3: Set your own Goals and find your Intrinsic Motivation - Sometimes your manager is just never going to be as focused on your own development as you are and you shouldn't be relying on them to motivate you. If your boss isn't pushing you to set and review goals, then take control and set your own. Have some year-long ones and then set some shorter-term ones and review every three months.

In these situations, take a self-leadership role, rather than waiting for someone else to do it.

Many people think that it's their manager's job to motivate them, but most focus on extrinsic motivators like bonuses or work-life balance, which tend to only have a short-term effect.

For me, it's more important to focus on intrinsic motivators, such as passion, drive, or fulfilment.

These are what will drive engagement and long-term happiness and I do see it as the manager's role to find out what drives their staff and create an environment that leverages it. If that's not the case, work out what your intrinsic motivators are and see how you can connect them to the work you do.

It's unrealistic for everyone to have their dream job, but there are normally certain aspects of your job that you will find more fulfilling. Focus your energy on those and your motivation levels should start to rise.

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 Schroders. For more information, visit www.anagram-group.com.



Emotional intelligence is responsible for harmony at work, successful relationships and a feeling of emotional balance.

For an organisation to evolve from good to great it requires people to work well together. Lack of trust, unresolved conflicts or individuals not understanding how their actions impact others are roadblocks to productivity and get in the way of delivering results in the workplace.

Academics, Salovey and Mayer, first coined the term emotional intelligence in 1990. They defined it as the ability to perceive, use, understand and manage emotions. Daniel Goleman's bestseller, 'Emotional Intelligence', published in 1995, popularised the term.

Research shows:

- Emotional Intelligence (EQ) skills separate high-achievers from average performers
- Managers high in EQ exceed their targets by 20%
- Salespeople selected on EQ outperform by 40%
- Leaders who display constructive high EQ behaviours grow the business

So what attributes indicate high emotional intelligence?

Self-Awareness

Self-awareness is a quality of EQ; knowing what you are feeling and why you are feeling it.

People Reading

The ability to read the emotions and non-verbal cues of others is also important.

The Harvard '*Reading the Eyes in the Mind*' test assesses whether you can accurately read emotion by what you see in their eyes. The test presents 37 photos of eyes with a choice of four emotions, e.g., ashamed, nervous, suspicious, indecisive.

To try this test out for yourself, go to <http://socialintelligence.labinthewild.org/mite/>

If you can accurately read emotions of people around you and are responsive to people's feelings, that's EQ.

Stimulus Response

"Between stimulus and response there is a space. In that space is our power to choose our response," writes author Victor Frankl.

An emotionally intelligent person has mastery over their emotions and emotional responses.

When something bad happens to us, instead of responding in knee-jerk fashion, if you can instead reflect and consider before reacting, you are demonstrating EQ.

Optimism-Pessimism

When something bad happens to an optimist, they view it as temporary and a one-off event. But when a negative experience happens to a pessimist, they regard it as permanent and universal.

Attitude

Our emotions influence both what we think about and how we think. If you are in a positive mood you will see things differently than when you are in a negative mood.

Stress Tolerance

Ability to tolerate stress and being slow to express frustration is also an indicator of high EQ.

Resilience

Being resilient means staying emotionally buoyant, bouncing back after an upset and not catastrophising, i.e., viewing an inconvenience or disruption as, on the scale of things worse than it really is.

Two Marshmallow Test

This is the scenario. You are given a marshmallow, but here's the deal. You can choose to eat it now; or if you can wait 15 minutes and not eat that marshmallow, you'll be given a second one.

Impulse Control and Delayed Gratification

Research at Stanford University showed the ability to wait for a second marshmallow was an indicator of future success in life and career. Dunedin University research focused on the relationship between childhood self-control and social measures such as health, wealth and crime.

Could you wait for the second marshmallow?

Flexibility

In summary, an emotionally intelligent person is able to adjust their feelings, thoughts and behaviours to changing situations and conditions. They are open to different ideas and ways of doing things. They are able to look at the brighter side of life and maintain a positive attitude even when times are tough. They are good at problem-solving and able to identify problems as well as generate and implement solutions.

Where To From Here?

Increase your self-awareness by:

- Observing your reactions
- Naming your emotions; 'What am I feeling right now?'
- After a negative encounter, stop, reflect, what you are feeling and why.
- Listening to your tone of voice when you are happy, stressed, tired, hungry



Nina Sunday CSP (Certified Speaking Professional), BA, Dip Ed, is a keynote speaker and workshop facilitator who helps create a collaborative team environment for improved sales, productivity and team engagement. Nina served two terms as NSW/ACT President of Professional Speakers Australia. The Australian Institute of Training and Development awarded Nina an *Innovation in Learning* award. Based in Brisbane, Nina presents globally.

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What's the one quality or behaviour that most contributes to effective teamwork?

In 2012, to answer that question, Google launched Project Aristotle. By analysing research studies and observing group dynamics and behaviour of 180 of its own teams, the Project's aim was to identify the one thing that makes a team successful.

Looking for Patterns

Google is good at finding patterns. Google was now looking for behaviour patterns of successful teams. They examined, in this order:

1. Is a team successful when members spend social time together outside work? No, that wasn't it.
2. Could it be personality traits, for example, mostly outgoing extroverts or introverted shy people, or the right combination of both? Does gender balance play a part? No clear pattern of that was emerging.
3. Does having a strong manager leading a team make a difference or should team structure be less hierarchical? No, that wasn't what made the difference.
4. Educational background?
5. Having similar interests outside work? No significant patterns discovered there.
6. Meeting styles? Some team meetings are more tightly controlled where discussion is not allowed to diverge along tangents. Other team meetings are freer flowing, where attendees interrupt each other. Does that make a difference?

Norms

Finally, researchers started looking at **norms** – the unwritten ground rules about workplace culture.

They observed meetings where some teams interrupted one another, with individuals tolerating being interrupted. Other teams insisted on taking turns in conversational order.

Eventually the researchers uncovered two behaviours all good teams shared.

Conclusions

Firstly, in the course of discussion or working on a task everyone spoke roughly the same amount of time. There was equal distribution of conversation. No one person or small group dominated.

When everyone had a chance to talk, the team did well.

Social Sensitivity

Secondly, people in the good teams displayed social sensitivity, that is, the ability to gauge how other people are feeling by their tone of voice, facial expression and non-verbal cues.

This sensitivity was measured by a *Reading the Mind in the Eyes* test, (often included in emotional intelligence training).



These two attributes, conversational equality and social sensitivity, form part of group culture that displays what's called psychological safety.

Psychological Safety

Harvard Business School Professor, Amy Edmondson, first referred to psychological safety in a 1999 study.

Edmondson defined it as 'a sense of confidence that the team will not embarrass, reject or punish someone for speaking up.'

How can team leaders ensure psychological safety in the workplace?

Five ways to cultivate Psychological Safety

1. Welcome suggestions for improvement and new ideas rather than automatically rejecting them or viewing as personal criticism.
2. Don't tolerate people being rude or discourteous with each other.
3. It's okay for people to share a little about what's going on in their lives. (Don't view it as gossipy chit-chat to be discouraged.)
4. Value EQ (emotional intelligence) as much as IQ (intelligence quotient) and upskill your people in that area with emotional intelligence training.
5. Encourage the ability to communicate and collaborate. (This is now a critical success factor in high-performing teams.)

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Are you making the right technological choices for yourself, your business and your family?

Do you recognise we are living in a giant uncontrolled experiment? One which may be having adverse effects on the structure of the brain. It is imperative that we become aware of the signs and changes in our thinking and behaviours to mitigate potential concerns, before irreversible damage is done.



*"The choices you are making now won't feel like choices, until it's too late."
Larry Snyder, coach to Jessie Owens, 1936 Olympic gold medallist.*

We are living in an environment of unprecedented technological and cultural change compounded by soaring multimedia use and rapid transfer of information.

The complex and the ambiguous abound. These variables dictate a depth of thinking and intellectual dexterity that can inspire creativity and capitalise on technology. Science is proving that the result of multitasking, heavy multimedia usage and our world of ubiquitous distractions is having a negative impact on thinking, decision making and relationships in the workplace and in family homes.

It is at our peril that we ignore the evidence and merely accept the velocity of our professional worlds and demanding lifestyles.

What do the tech gurus know that we don't?

Bill Gates did not let his children own a smartphone until they were 14 years of age. The same man who, prior to 1980, pledged, "A computer on every desk in every home."

In January 2010 Steve Jobs extolled to the world the virtues of the soon to be released iPad. At the end of that same year, Steve Jobs revealed to a New York Times journalist, Nick Bolton, that his children had never used an iPad. Bolton stated that there were no devices in sight at the Job's family dinner table.

Chris Anderson, former editor of Wired magazine and cofounder of 3D Robotics does not let his children use devices in the bedroom. He has firm limitations of technology in the family home. Anderson says, "This is rule No1: There are no screens in the bedroom. Period. Ever."

When Justin Rosenstein bought a new iPhone in 2017 he told his assistant to set up parental-control on his new device to stop him from downloading any apps. A radical step for this former Facebook engineer who originally designed the "Like" button 10 years ago. Rosenstein is part of a swelling group of clever tech insiders wanting to disentangle themselves from the compulsion and allure of social media.

Research shows that many people tap, swipe and touch their phone over 2,500 times per day. Toddlers today are screen savvy long before they can feed themselves or tie their own shoelaces.

There is a substantial cost to this increasing level of distraction with its often subtle nature. Science is demonstrating this is severely limiting people's ability to focus, think or read deeply, relate with empathy, give meaningful eye contact and ultimately function and behave to our potential.

Here are three choices you can make now to support yourself, your business relationships and your family:

1. Make family meal times connection focused – all devices to be on silent **and** out of sight
2. Make it a personal professional courtesy to put your smartphone out of sight at meetings
3. Keep devices out of the bedroom and allow at least one hour of decompression 'screen free' time prior to sleep.



We are immersed in a data-rich yet attention- impoverished world. We need to be judicious about the interruptions we allow and how we deal with them. May I encourage you to make small choices today that enable you to capitalise on the wonders technology affords while continually developing strong relationships along the way.

Jill Sweatman is a Neuroscience Strategist in Learning and Development. She researches, educates and consults in education, problematic internet use, culture and change management. Jill has presented to clients across all industry sectors, spanning 14 countries from the Antarctic to the Middle East, the United States to Europe and Asia. www.jillsweatman.com



When you wake up in the morning, how do you know to be you? Unless you're wearing a pair of pyjamas with your name neatly inscribed on the top pocket, how do you know?

In those first few seconds of waking perhaps you reach for your phone, or tap into some memories, look at yourself in the mirror as you make your way to the bathroom or make a mental note of the tasks ahead for the day. It's as if for a few seconds, you have the opportunity to be anyone you choose! Instead, you probably lock yourself back into being the person you believe yourself to be with all the memories from your past that allow you to slide back into your particular identity.

When you lock into your specific identity, it also locks you into certain patterns, and it's our patterns in thinking and behaviour that create our response to circumstances and not the circumstances themselves.

Are you running patterns in thinking and behaviour that are helping you or hindering you?

You have a pattern for being you. Your patterns in thinking literally become embedded in the network of brain cells and each time you repeat a particular thought the connection between those cells becomes stronger and stronger. All good and well if you are running a pattern of positive thinking, but if you are continually side-tracked by poor habits and pessimistic thoughts then you get stuck in a loop. That explains why some people find it so difficult to change. The more the negative thought loops run, the stronger the neural pathways become and the more difficult it becomes to stop them!

Just for a moment, consider that If you change clothes, cars, where you live, your job, your hair style, your relationships and friends then surely it would make sense that you also need to change or update the programs and patterns stored at the unconscious level.

So the good news is that you have the ability to change the software in your brain; to literally change the way you think.

1. Mind your thoughts

Your thoughts create your reality and direct your outer world. Whatever you perceive outside of yourself, in people, in events, in situations, in circumstances are all actually projections from inside of you, like a reflection in a mirror. This means there is never a problem with another person, event or situation; it is simply a problem with how you are choosing to perceive that person, event or situation.

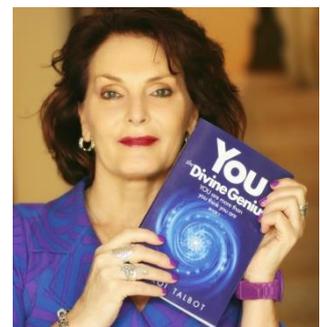
The key to solve your problem lies inside yourself. Look for the best in people, in events and in situations. When you change how you observe your world the outside world changes too!

2. Mind your language

Your thoughts are expressed through your language and the Oxford English Dictionary contains full entries for *171,476 words*. It's unlikely that you are using a million different words each day, in fact, research indicates that the average woman uses up to about 20,000 words a day. What is more, you will also be using the same 100 words on a regular basis to describe your experiences. Pay attention to your language. You have the power to inspire and lift others through the language you use. What is more, the language you use to yourself has a huge impact on how you feel and your energy levels.

Your world literally comes into being by what you create with your thoughts and mind and when you begin to unlearn and let go of patterns that no longer serve you there are endless possibilities.

Carol Talbot is a 'Woman of Wisdom' and a thought-provoking Speaker. Often referred to as the NLP expert in the Middle East, Carol utilizes its many tools and techniques to create rapid shifts for groups and individuals as well as breakthrough experiences such as the fire-walk. Her latest book, *YOU the Divine Genius* is an Amazon international best-seller. Contact: www.caroltalbot.me or www.youthedivinegenius.com



You've probably heard motivational speakers say *"Forget your weaknesses, focus on your strengths!"* It sounds like good advice, but from my experience, it's hard to apply.

Why? The reason may surprise you. Here's what I found ...

Since I was very young, I've realized that I was extremely sensitive to people and their emotions. At home, I was affected by conflicts within my family. In school, I was so easily affected by comments by my schoolmates that I erected walls around me and had no friends.

When I started working, my bosses would say: *"Coen, you're really bright and capable, but you're often affected by the people around you. You're TOO sensitive."*

For many years, I had struggled with this "weakness". No matter how much I tried to suppress my sensitivity and emotionality, I couldn't do it. I went into depression, a battle I fought for a decade. In those years, I'd even contemplated suicide a few times.

In these most vulnerable moments in my life, I've always felt that I have something greater in me that I was yearning to share with the world. I may have been feeling down, but I was seeking answers and this took me down a journey of deep self-discovery and acceptance.

I've realized that when I was at my worst, not only was I ultra-sensitive, I would dramatize things. I would create dramatic worse-case scenarios in my mind, no matter if they were true or not and overreact to even the smallest hint of hostility in people around me. This cost me countless friendships and several women I was in relationships with all left me.

I was also a master of attention and approval seeking. I'd seek out opportunities to demonstrate my prowess in areas I'm strong in at every opportunity and delight in the admiration and compliments of people.

"Hang in there, one day your mess will become your message"

Anonymous

What I've realised is that all the striving, all the seeking and all the struggling in these moments were the masks I wore. I feared being lonely, so I sought attention. I abhorred being insignificant, so I sought approval. In striving for what I thought I want, I was becoming more and more the person I'd rather not be. When I finally came face-to-face with this, I had a startling revelation.

What if ... my "weaknesses" were actually my greatest strengths?

True to my attention seeking nature, public speaking was something I was desperate to master, but every time I did it, I'd suffer fits of anxiety because I was craving to be liked and approved of. Through joining the Toastmasters I was able to overcome my stage fright and to find my voice. My attention seeking made me understand how to make an impact. I have since grown in stature so much that I now make a living as a speaker and trainer, helping people to communicate with confidence to influence.

As someone who wanted approval of others above all else, I invested time, energy and money learning how to get people to say "YES". I devoured books like Robert Cialdini's, **"Influence: The Psychology of Persuasion"** and learned Neuro-Linguistic Programming (NLP).

To help me become more successful at dating, a friend lent me the book "Rules of the Game" by Neil Strauss and I've learned so much from that which has impacted not just my relationships with women, but in my confidence in general.

I have also learned not to fight my sensitivity, but instead redirect the focus from *"what are they thinking of me"* to *"how can I serve them?"* I soon realised that I could make people feel comfortable easily. People often say *"I feel like you truly understand me."*

My sensitivity is no longer a weakness, because when applied productively, it's called empathy. Being an empath has helped me tremendously in my career as a trainer and coach. I have found that I can easily tune into the needs of my clients and help them transform their fears, shame and anger into courage and inspiration.

In the book **"The Shadow Effect"**, authors Debbie Ford, Deepak Chopra and Marianne Williamson shared that every one of us has been wounded. We create a false persona as a mask to protect ourselves. Over time, we lose touch with and deny our authentic greatness. Tragically, when we locked up what we perceived as rejected traits, we unknowingly sealed away our most valuable gifts. This idea completely encapsulates my transformational journey from depression to expression. It also explains how I have found my authentic gifts, my "superpowers" that I've hidden away because I thought it was my darkness.

What about you?

If you've been told that *"you think too much!"* Could it be that you've just thought faster and deeper than most people? Could it be that you can derive valuable insights that could help others?

"We cannot solve our problems with the same level of thinking that created them."

Albert Einstein

If you've been told that *"you have anger issues! You really have to tone it down."* Could it be that you are a natural leader of change, but just need to learn to express your feelings in more elegant ways?

"Our lives begin to end the day we become silent about things that matter."

Martin Luther King, Jr.

Well, if like me, you've been told that you're "just too sensitive", I hope my story gives you belief and inspiration that you too, can see the beautiful power in that and turn it into your strength.

To the motivational speakers who say *"Forget your weaknesses, focus on your strengths!"* My reply is, *"Look at your weaknesses! Try to find the treasure within them! You may just discover your greatest superpowers!"*

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine as children do. It's not just in some of us; it is in everyone. And as we let our own lights shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others."

Marianne Williamson

Coen Tan regularly conducts public workshops focusing on helping individuals to turn their adversity into gifts. He has helped over 40,000 individuals and professionals to achieve personal breakthroughs to find their authentic powers.

Coen has spoken and trained in Singapore, China, India, Thailand, Malaysia, Philippines and Taiwan. He has worked with Visa Cards, PayPal, Twitter, Merck, Novartis, Danone, Prudential and Mitsui Chemicals.

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Today, competition in the job market rises sharply each day because of globalisation. People and companies are no longer competing within the local sector. They are also competing in the global industry. Therefore, to increase your pay check or business profit margin, you will have to increase your global industry value. By following and practicing the three steps below you will be on your way to increasing your global industry value.

Contribute

Everybody contributes. An employee contributes his or her time and effort to his or her company. A parent contributes to the family. Wealth is directly related to the scope of your contribution. It does not matter what type of contribution you make or what company you had contributed to. What matters is how many people are affected by your contribution. In short, the key is to contribute from a **'smaller where'** to a **'BIGGER WHERE'**.

For example, an entrepreneur builds a product which benefits one million people every month. If he or she earns a dollar from each customer, the entrepreneur will make one million dollars each month, as simple as that.

When I was the Head of Marketing for a Singapore based construction company, I was also writing blog articles on marketing. Many people started to follow my blog and share my marketing tips. Somehow, I had contributed my marketing skills not just to one company, but also to a greater pool of marketing professionals. I quickly got promoted a few times with an increased salary. When I resigned to become an independent marketing consultant, I started to have new customers approaching my company for help. Because there is more contributions (or customers), there is naturally more wealth.

Establish

Once you realise where you want to contribute, you will need to establish your name in that area. Then, create something that is uniquely yours. In my marketing articles, I try to add in some humour and funny pictures, so that it will make my marketing tips easier to read and remember. Next, you must keep on creating content. Don't stop; just share something that you think will benefit others. Keep on contributing for the fun of it, you will soon realise the joy in doing so!

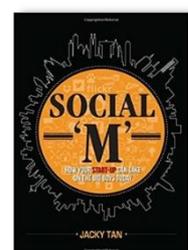
Opportunities

The more you contribute, the more opportunities you will have. There are only two types of opportunities in this world; the opportunities that come to you and the opportunities that you approach. If you work hard to establish yourself, there will be opportunities. However, fear will take that opportunity from you. When I completed my 30th blog article, I was given an opportunity to speak at a local university. I gladly accepted the invitation though I was never trained in public speaking at that time. That opportunity led me to more opportunities. If I rejected the invitation, I may not have any other opportunities. Hence, do not fear when you see opportunities.

In summary, with **'C'** in Contribute, **'E'** in Establish and **'O'** in Opportunities you will get **CEO**. Another most important factor to remember is to be the CEO of your life. This is because you are the one managing your own life!



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A leader should always be mindful of the subconscious needs of his/her people. When you are leading a team, there will be some underachieving staff who do not perform to your perceived expectation. There could be many reasons for this and it is up to you as a leader to intervene in a positive manner to help improve the performance. One effective way to do this is via an appreciative inquiry.

Appreciative inquiry [AI] is based on the principle of catching people doing things right and acknowledging it. Kenneth Blanchard in his book *Whale Done!* mentions that the best way to motivate the people is to accentuate their positive behaviour and redirect the negative ones. Blanchard says: "People who feel good about themselves produce good results."

Through AI a leader can seek the truth about his/her staff by asking relevant questions with the intent to improve his/her performance. This creates a more positive environment and accentuates the staff potential. By embracing this concept and putting it to constant use the leader can focus less on negative behaviour and design the process of encouraging behaviour that enhances the credibility of the individual.

Here are some steps to assist individuals in organisations to perform at their peak with AI.

Engage people in positive thoughts always

Winston Churchill said: "A pessimist sees the difficulty in everything. An optimist sees the opportunity in everything." In another word, the glass is either half-empty or half-full. If a person perceives the glass to be half-empty, then he is more of a pessimist and if the glass is half-full then an optimist. Either way it is how you perceive the situation. You are the bastion of hope and aspiration. If you see the glass of water as half-empty then the battle is lost even before it's begun. You will always have to keep a positive outlook that the people who report to you are capable and your role is to guide them towards peak performance. Conversely with your staff, regularly and always comment on their positive performance and how much you appreciate them for it. Do this constantly and consistently and your staff will start to see you as someone who is genuinely interested in their welfare and productive behaviour and they will continue to act accordingly.

Re-direct the performance of underachieving staff

People may sometimes falter and require assistance to be shown how to improve. It is your unwritten role to help these underachievers to redirect what they are doing into a more productive mode. Naturally you may want to criticize their behaviour and activity. But the thing is that such criticism does not help to improve the situation and it creates more tension and stress. If you keep this up your staff will lose all the trust and faith they have in you and may simply not function effectively at all.

Change your mindset

Mahatma Gandhi said: "Be the change you want to see in others". The ball is in your court and you have to change your mindset of how you want to treat your people. If you engage constantly in conducting AI on how your staff are performing and your instructions are always intended to help them overcome their limitations and perform at their peak, they will start doing the same to others. This will create a domino effect and creates a positive work environment - happy, dynamic and oozing with productivity.

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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. 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 with your council, 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. 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.

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 24 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.



Mike Tyson once said, "Everyone has a plan until they get punched in the face" and as we all know, if nothing else, life sure throws a lot of punches, most of which will hit you in the face.

PROBLEMS ARE UNAVOIDABLE, yet most people are genuinely surprised when problems appear. If you have a business, if you are a professional, if you are a leader, if you can breathe and your heart is beating ... you WILL have problems. Trying to avoid problems is as effective as a child throwing a tantrum because they don't want to go to school. There will be a lot of frustration, anger, pain and sadness, in the end they will still end up in school.

SO WHAT DO WE DO? Throw our arms up in the air and resign to the inevitable? By all means no. Allow me to suggest embracing it instead. I shared above, avoiding problems is pointless, but being able to handle or deal with problems is quite the opposite.

EVERY PROFESSION and vocation exists exclusively to solve a specific problem. Every invention, from the humble wheel to the current advances in technology, was invented to solve a problem. It would therefore make sense to start thinking of ourselves as professional problem solvers, as our value in the market place is directly proportional to the problems we can solve.

THE CYPHER to decrypt any problem lies in the discovery of the magical yet often enigmatic concept known as 'options'. The lack of options is what gives problems their power. Now here's the good news; discovering options is a skill and like all skills, it can be learned, refined and mastered. I know it sounds simple or even simplistic and it is. But rest assured, simple does not necessarily mean easy. Just as we know the 'secret' to losing weight is to eat right and exercise – simple, yet we so often hear folks struggling to lose weight.

ALL WE NEED is to answer these 3 questions:

1. What is the problem we want to solve? - *The root problem, not the symptoms*
2. Why do we want to solve it? - *This creates the motivation needed to keep going when things get tough*
3. What must I do to solve it? - *Never "how must" and never "can I". This limits ones' thinking, and our brain will only provide answers to the questions we ask.*

IF YOU ARE SERIOUS about discovering your potential and developing the skill of discovering options, work with a coach in 2018. If the highest performers and most successful people in the world swear by their coaches, it might be worth looking into. There is nothing to lose, and so very much to gain. Getting a coach is an option and the longer we don't chose it, the more power we give problems.

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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Typical of a peak hour morning rush in the heart of a central business district I found myself merged into a stream of train commuters leaving the underground station.

Unfamiliar with the area and marching to the beat of travellers, I had no time to assess the steep incline before stepping onto the very long escalator.

Instantly I was overcome with fear. My amygdala triggered an automatic fear response and I was unable to look up, behind or sideways. I felt and believed I would stagger, stumble or fall at any point during the daunting distance. At the same time, I envisioned the people surrounding me to form an invisible wall which helped lessen overwhelm.

With one-third of the length remaining my heart pounded louder. Did I hear right? Clearly behind me was an angry male shouting and hurling abuse. My thoughts were racing, adding further emotional instability. Two people standing directly behind urged I say nothing. Why would I? I was filled with gratitude for their presence and hoped they would shortly assist and guide my stiff frame off the escalator.

"Go back to where you came from!" "You don't belong here!" "You're trouble to our country", the man shouted ferociously at me before he hastened out of sight.

Immediately my mind trawled for justification. This was a prime example of a natural cognitive reaction to the negative impact of media. Clearly I was the recipient of racial vilification in a public space. Just as I had experienced fear on an escalator, I can only assume the intimidating behaviour of a stranger was also fear-based.

What differentiated the back of my head from others was the headgear. No, it wasn't a helmet, crown, wig or hat but a hijab. Where the burqa conceals the face and body, I choose to wear colourful scarves on my head. Face uncovered it was a give-away my facial expression expressed fear.

Fear is an instinctive response within individuals as almost everyone is afraid of something such as fear of public speaking, flying or animals. Thankfully fear is a gift that can save our lives when faced with danger. As an emotion the impact of fear on any individual is life changing.

I don't dispute the world has been swarmed with chaotic events since September 11 and further terrorist attacks on OUR homeland and planet is truly an atrocity. Much to the disappointment of media outlets you will find the majority of Muslims are harmless. Sadly, what people are saying about Islam is damaging the fabric of our society.

I suspect the bright, coloured scarf on my head triggered the commuter's automatic response to waging a war on "terror". The irony of that moment was fear was real for us both. I internalised trepidation of a physical construct and the commuter expressed festering emotions.

As an Australian-Muslim speaker on Diversity my passion and commitment lies in bridging the diversity, culture and engagement gap. I greet you with a flag of truce, Salam (peace) and love.

Everybody knows the first impression is only a seven second window. How can we make a brilliant first impression when our mind filters for stereotypes, judgement and labels? Are you able to challenge your thinking by stopping to reflect on your inner thoughts? Could you be awesome and outsmart your visual perceptions to believe different is good. Beyond the outer layer of every person lies a unique individual craving a sense of belonging, appreciation and love. Let's help contribute to making 2018 a year of social cohesion.

Social cohesion engages people, promotes trust and offers individuals a platform to build working relationships. Positive and respectful dialogue forms the 'glue' or bond that binds people of all races, faith, age, sexual orientation, ability and culture.



Najla Turk is a best-selling Author, Speaker and Consultant on the topic of Diversity and Mindset. Najla has first-hand experience of the challenges of being culturally diverse. She has over 20 years' extensive experience delivering training and workshops on cultural intelligence. Najla uses her knowledge and skill to guide leaders to manage workplace diversity to increase engagement and productivity. Based in Sydney, Australia. Contact: najla@conneqt.com.au | +61 402 397 523
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"As human beings, we are endowed with freedom of choice and we cannot shuffle off our responsibility upon the shoulders of God or nature. We must shoulder it ourselves. It is up to us." - Arnold J. Toynbee

This is our greatest gift. We can choose our dreams: to be what we want, go where we want, do what we want, have what we want and react or respond to circumstances in the way we want to do so.

Every day, we make choices, from the moment we wake up to the time we fall asleep. There are the obvious choices: what to eat, wear and do that day. There are also the not-so-obvious choices: our thoughts, our attitudes and our behaviours. These options are also under our full control.

It all begins with the choices in our thoughts. Our entire thought process is under our full control. We can choose to think of things in a positive light or in a negative light. We can look at a glass of water as half-empty or half-full. We can choose to strive for accomplishment, or we can worry and expect fear and failure. We can accept that a problem controls us, or we can choose to see ourselves as being in control and look for the opportunity hidden behind the circumstances. It is up to us!

We can choose to accept or reject criticism and negativity. We have control over our thoughts. Our thoughts control our destiny. Our choice to control, or to not control, our thoughts will make the difference in our attitudes and behaviours.

Our thoughts are influenced by many factors. We were conditioned by our parents, schools, family and friends. Our environment conditions us, but we can distinguish and choose between good and bad and between truth and fiction, if we take the time. We are a product of our environment and we must be aware of what that has done to our thought process. We have to make choices about our thoughts in order to take control of them.

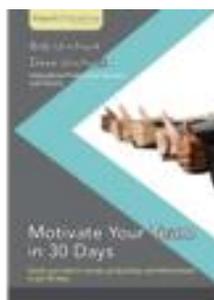
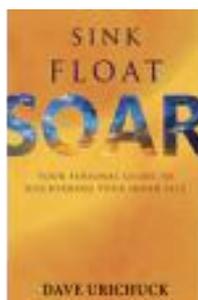
You are what you think. Your life is a reflection of how you think. Your character is the sum of all of your thoughts. Therefore, choose your thoughts wisely!

You have many choices to make in life. I encourage you to be aware of the choices at the stage of your thought process, where it all begins. A desire is a thought. It is followed by choices - choices that will lead you to decisions. Indecision leads to doubt; combined, they produce fear that paralyses us. Consider your choices and make a decision to commit to them. Then it is up to you to make a choice work.

It is your life and how you live it is up to you. Your desires and aspirations, or your limitations and fears, are all your choice. If you are not sure of your choices, ask!

Dave Urichuck is an international speaker, adventure coach and author. He helps people explore their goals, increase their self-confidence and conquer obstacles so they can lead fulfilling lives. Dave creates customised packages for groups and individuals looking for life-changing adventures. He uses proven tools to help his clients deepen their self-understanding and create positive growth strategies.

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I've climbed many mountains in the Himalayas of Nepal, Bhutan and Tibet. I've led groups up there over 50 times in 35 years - and in doing so, I've been paid to lead people into serious danger (almost 500). When you lead people into danger and get paid for it, you get to know people pretty well. You learn what makes for good and bad self-management, especially at the top. In this short article I'd like to share some of the discoveries I've made and distilled during these 35 years as explorer, behavioural specialist and trek leader.

1. It gets easier at the top. My favourite leadership expression is "coach them up or out" and this refers to the inability of some people to get past the low hanging fruit of a mountain walk either because they're under prepared or because they just don't have a big enough why. There's an automatic attrition as you get higher, it's a part of nature's plan. My discovery is that those who make it to the top are not selected by their grit or predetermined ability. The skills of self-management to make it to and survive at the top, are learnt and can be learnt by anyone willing to adapt and evolve.
2. Altitude sickness is life threatening and by far the greatest killer in the mountains. But it is only my third greatest challenge. Over enthusiasm is my second greatest challenge and my first? Well, by a long shot, my greatest challenge leading people to the top is ATTITUDE sickness. Attitude sickness comes when people look to the top of the climb, wish they were there and then hate the fact that they are where they are. With attitude sickness every step becomes a nightmare, depressions and doubt begin to creep in and inevitably, self-sabotage. This can be all too familiar at work, back at sea level, too.
3. Love powers it all. We walk up some pretty steep trails from down at the river to right over a high ridge, sometimes 2km from bottom to top and down again in a day. It can be tough going. But it's not tough when the trail bends in a special direction and people can see the beauty of Mt Everest in front of them as they walk. A beautiful view inspires the heart. It's exactly why love and warmth at home are foundation stones of business success. To feel the beauty and love of life no matter what happens is what we can call "home ground advantage".
4. How you manage yourself at the top is far different to how you manage yourself at the bottom. Whether it's a business or a mountain, a relationship or your career, the way you manage yourself, emotionally, mentally and spiritually, must evolve and grow with you to cause a better day, every day. When you're green you're growing, and when you're ripe, you rot.



There's more.....

The best life coach in the business – **Chris Walker** – engineer, entrepreneur and life coach master who has made and lost millions, written loads of books, led over 50 groups into Nepal, spent serious time in Zen in the Himalayas and worked all over the world including with indigenous First Nation Communities in Canada. Anyway, he is a good guy and someone, if you are open to a conversation, to challenge you to improve.



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What if our religion was each other?

If our practice was our life?

If prayer, our words?

What if the temple was the earth?

If forests were our church?

If holy water - the rivers, lakes and oceans?

What if meditation was our relationships?

If the Teacher was self-knowledge?

If love was the centre of our being?"

Putting heart and soul into work and life

Chris Walker - Innerwealth Technology is an business consulting and strategic life coaching firm committed to improving the human environment through high performance personal development, teaching, training, personal coaching, corporate interventions and speaking engagements. Our mission is to demonstrate the essential benefits of nature based environments, biophilic thinking and connection to nature to business, sport, family, performance and individual health. We are a no bull company.

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Do people listen to you with attention when you speak? Do they consider your ideas? During meetings, conferences and other business events, are people drawn to you? Executive presence is essential for small business owners, fifty-something entrepreneurs, or start up owners. It's a complex skill you can work on.

UNDERSTANDING EXECUTIVE PRESENCE



Three things have a major impact on executive presence -- how you act, what you say and how you look. These may seem obvious, but in fact our brains tend to focus on the work that needs to be done, on project requirement, goals and results.

Whether you are making a presentation, a meeting with vendors or partners, or a quick chat in the corridor with employees, it's easy to focus on the work and forget all about executive presence. The result? People won't be as open to your ideas, nor will they feel motivated to give you their best.

Entrepreneurs who have executive presence are more confident, more likable and easier to trust. We shouldn't confuse executive presence with being bossy or domineering. It's a powerful leadership quality that can make any entrepreneur stand out in an inspiring way. The best part is that executive presence is a skill which you can improve.

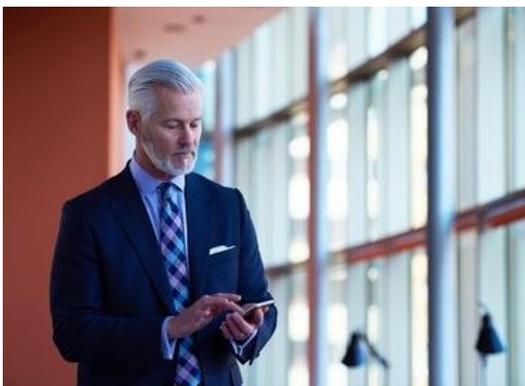
FOCUS ON YOUR STRENGTHS, NOT WEAKNESSES

Building on your strengths rather than trying to hide your weaknesses is one of the most effective ways to make your executive presence stronger. Fifty-something entrepreneurs can sometimes feel very conscious about their age in a workplace dominated by younger people. Or they may not feel wholly comfortable with the latest technology. If you happen to be one of them, focus instead on your strengths -- your experience, both in the corporate world and in life, your passion for your work, your expertise.

USE YOUR BREATHING TO ENTER CONFIDENCE MODE

Before an important meeting, a serious discussion with staff, or any other demanding situation, pause for a moment and become aware of your breathing. Research shows that breathing mindfully in and out even for a few moments can relax and prepare you for an important moment. This simple practice helps ease your mind and lower your heart rate. It has an immediate effect on your body, including on your posture.

CLARIFY YOUR INTENTION



Different business situations call for different intentions. While you may want to inspire or educate employees, in a meeting with partners, corporate clients, or vendors you may want instead to persuade. Know exactly what you want before every business interaction and build your whole presence around that. From what you wear to how you speak and how much you speak, all of these determine whether your executive presence will be strong or not.

CREATE A STRONG IMAGE



First impressions matter a great deal and the life of an entrepreneur is filled with meetings that generate first impressions. You may meet with a major customer, sales rep, or partner only for a few minutes, but it can be enough for them to like you.

As important as how you dress is your body language. More than 70% of interpersonal communications are non-verbal. Whether you stand straight or not, cross your arms or legs, touch your nose as you speak, or rub the nape of your neck, you can send positive or negative cues. Delve more deeply into the fascinating field of body language to learn how to increase your executive presence.

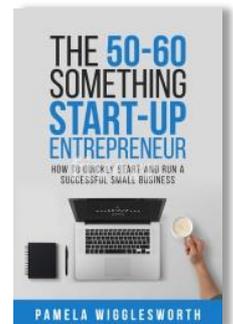
Ultimately, the power and positive effect of your executive presence will be determined by the person you are, in and out of the office. Executive presence isn't something that can be assumed or faked.

It's a natural extension of a good character, and of a life well lived. Every choice you make in life, the way you behave toward others and your attitude to life all help build your executive presence.



Pamela Wigglesworth CSP is an International Speaker, marketing consultant and Managing Director of Experiential Hands-on Learning. In *"The 50—60 Something Start-up Entrepreneur"*, fifty something entrepreneur Pamela Wigglesworth shares her concrete, step-by-step process that will show you exactly how to start and run your own small business using the entrepreneur path framework.

Wigglesworth has taken the guess work out of what to do; where and how to begin as an entrepreneur from product, pricing and promotion to topics on the use of technology, understanding the sales process and how to overcome overwhelm. Contact: pam@experiential.sg or call (65) 6241 9834 or visit www.experiential.sg



If you were to ask newbie entrepreneurs about their marketing strategy, most will tell you they don't have one. My guess is that they share a similar belief with other individuals starting up and that is they believe marketing their business will be expensive. Most operate under the assumption that once they start making money, only then will they invest money into marketing.

Marketing doesn't have to cost a fortune and with a bit of creativity, you can do it for free. Using the Internet and new technologies, it's possible to reach a wide audience without hiring a professional marketing agency, buying ads or paying others to write content for you. Best of all, you have full control over how you market yourself. Discover 8 free marketing tactics that will make your small business more visible online and beyond.



Engage in Social Media Marketing - Set up brand profiles on Facebook, Twitter, LinkedIn, YouTube, Instagram and any other social networks where your target audience is active. Post news, updates and content shared from trustworthy sources relevant to your market. Engage with your audience, answering their questions and sharing content. Social media is the most powerful free marketing platform available for brands.

Use your Blog as a Marketing Tool - You may have a business blog already, but are you using it as an effective marketing tool? To do so, incorporate links to your products and services naturally into your content. You can do this by creating posts focused on the problems your audience is facing. Present your offerings as solutions to those problems. Also, try to build your posts around keywords that your audience may be searching for on Google.

Build an Email List - Email marketing has higher conversion rates than other online marketing tools. It's direct, personal, and powerful. Make sure you have an opt in form with an engaging lead magnet on your website and blog and send your tribe members a weekly or bi-monthly newsletter. In Don't just advertise products or services in your newsletters, but rather focus on providing valuable content. You can do this reusing blog posts and social updates – your newsletters can be like social media recaps.

Improve your Google My Business Page - If you don't have a Google My Business Page, you're missing a lot of exposure. It makes you more visible in Google and enables people searching for your business to more easily find your location and contact information. It also places you on Google Maps, which many mobile users will be accessing to get to your location.

Be Present in Local Directories - Appearing in local directories is not as effective as other marketing tactics, but it can help increase your visibility. Use Google to find local directories and get your business listed on all the free ones.

Whether you choose to use all of the free marketing tactics above, or only some, you will want to implement them one at a time. Without a systematic approach to free marketing, it's easy to waste a lot of time hopping from one strategy to another. Doing them one at a time also allows you to monitor when you are getting traction and from what platforms. Your turn, which one of these free tactics will you start with first?



Pamela Wigglesworth CSP is an International Speaker, marketing consultant and Managing Director of Experiential Hands-on Learning. She is a 50-60 Something entrepreneur who consults and trains individuals and organizations so they can effectively communicate the value of their products and services to generate greater awareness, increase their leads and ultimately increase their sales.

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Most people speak with their voices every day but few have paid attention to the impact, positive or negative, of the way they sound to others and to themselves. Let alone realising the healing power in their voices. Imagine that you could heal your past wounds and restore your body to its wholeness just by changing the way you sound, your voice. Imagine that you could raise not only your vibration but also those around you just by raising your awareness of the way you use your voice. Imagine that you were the centre of the ripples, creating an impact bigger than yourself just by attuning into the sound of your voice.

Voice is power. Unfortunately, most people have disregarded the power of the human voice and see voice only as a tool to convey information. Even worse, most people are getting too lazy to even open their mouth to use their voice. They either look down at their phones and don't speak, or use abbreviations if they have to speak.

Voice is vibration. It engages and connects the whole body. In our success-driven society, most people live in their head. They have disconnected from their body and been disconnected with their whole voice. Their voice never travels down below the neck and is stuck in their head. This disconnection continues its cycle when the disconnected individual interacts with the world. Working on your whole voice helps you reconnect with your body and restores your wholeness.

Voice is energy. When you use your voice, there's a flow of energy going through your body. When your voice is stuck in the head, so is your energy. Working with your whole voice can break through the blockages of energy in your body and restore your health. When energy starts to flow in your body, you attract, not repel people around you. You create a ripple effect by working with your voice.

Over the years in history, voice was a powerful tool for healing the body, uniting the people and passing on traditions. Since the rise of technology, where human beings started to resort more to writing than speaking, voice has become marginalised. Voice as a channel to integrate ourselves internally, connect externally and transform lives has been forgotten.

I'm a woman on a mission. Having worked on my own voice 15 years ago, I healed my past wounds, walked out of my shadow, broke through the energy blockages in my body. Having worked with clients from 38 countries across the world for the past 8 years, I witnessed the healing and transformation in not only their voice, but their outlook, attitude and impact. It empowered me with a great responsibility to take on the mission to revive the recognition of the power of the human voice in our society and touch more people to help them realise and experience the healing power of the voice in themselves and the world.

Voice has the power to heal. The voice production process is a physical process. It is vibration of the vocal cords when breath is passing by the vocal cords. This seemingly simple process manifests the most profound issues in our body and mind. Every thought, emotion, hurt, wound and so on, stored in our mind is stored in our body and manifested in our voice. A male client of mine had a squeaky voice when we started working together. Our voice is supposed to be supported by the breath. When this happens, the voice connects your body, your mind, your heart and your soul. But this client's voice was not supported by the breath at all. As a result, his voice sounded squeaky, uninterested, uninteresting and shut down. During our sessions, he shared with me the childhood wounds that had been with him even till his late 40s. It was not surprising that some of the wounds were self-criticism; unsupportive parents and his shutting down from support and help from other people. We worked on connecting his voice with his body, which opened up a channel that connected his body, mind and heart. His voice started to open up, so did he. He became more open-hearted, more receptive and even more humorous.

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



Day Crew on Wayne Berry's 38 ft Catamaran 'UNSTOPPABLE' | Sydney Harbour



**Breakwater Lighthouse
Wollongong Harbour | Australia**

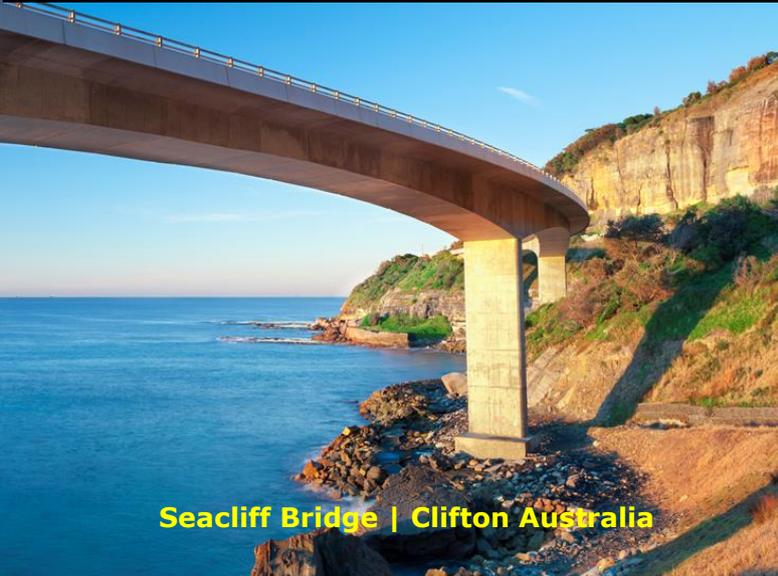


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On behalf of all our e-book contributing writers, we wish you a great 2018



Seacliff Bridge | Clifton Australia



**Santa Catalina Island | Air Bus 380 Wing
On approach to Los Angeles, California Airport**