

Motivating your Mind Inspiring your Spirit

2020 e-book



*Wishing you an inspiring 2020
from Rob Salisbury CSP*



Dear Reader

This e-book has been created from the generosity of 75 Australian, American, Canadian, German, Hong Kong, Malaysian, New Zealand, Singaporean, South African, Sri Lankan and United Arab Emirates based topic experts we've known in the MICE industry starting in the 1980's.

Our 2020 e-book writers have over 2,100 years of business knowledge and 3,200 years in helping others. As authors, accredited speakers, certified coaches, academics, professors and colleagues, they are innovative, creative, responsible and many in the top 10 % of 1 % in their niche / expertise.

Initial e-book purpose, then growth

Initially created in 2009, our e-books were distributed to customers, clients, family and friends to enjoy. As social media grew, e book readership expanded exponentially to a global audience with few borders.

We trust the stories and case studies help your business or enhance your education. Writers were invited to submit stories based on their insights as topic experts and their character attributes from over many years. I deeply appreciate their knowledge and spirit of collegiality in helping create our best year to date e-book.

As a complimentary gift from this alliance of experts, this e-book is **FREE**. Feel free to share it with colleagues, business contacts, friends and those whom you feel will enjoy this plethora of IQ and EQ articles. You can send the e-book via e-mail, via LinkedIn, your social media posts, blogs or via your mobile device. Download it to your e-reader or lap top when travelling on a plane, train, bus or on your next mini break or holiday.

Special Thanks to Monika, Nardia and Brian

To **Monika Newman**; Principal of Absolutely Virtual in Sydney Australia, thank you for saying '**YES**' as project coordinator to review, edit and format the **144** pages of content to compile this e-book. Our meetings to clarify contributor content and verify contributor bios have been appreciated by all our writers. I'm grateful for your creativity and focus during 2019/2020 and with your inspiring articles on pages **95** and **96**.

A **huge** thank you to gifted photographers **Nardia and Brian Guillaumier**** based in Kiama Downs, located in the picturesque Illawarra region of the southern coastline of Australia. Nardia's stunning photography has been on the front covers of our e-books since 2015 and starting in 2018, Brian has provided his drone photography with photos that many of our writers have chosen to personalise their e-book covers with.

Their photos of the Sydney Harbour, the Kiama and Wollongong Light Houses plus Seacliff Bridge can be seen on the back cover of this e book. Nardia's article (page **56**) is a wonderful reflection of her passion while Brian's article is on page **57**. I can assure anyone who hires them for business projects or personal photography shots will be thrilled with long lasting results and incredible images.

To our 2020 writers ... THANK YOU

Without you, our e-book would lack richness from your local and global experiences. I've known some of you since my University years in California while others; we have worked together at client conferences, business events, association gathering and charity / volunteer functions.

I understand the ethics and character virtues you bring to your writing style and content. Thank you for your generosity to our readers and global audiences through your article(s) and our unique friendship. In particular, my major thanks to newly retired, former e-book writer **Tom Hopkins CPAE**. His teachings and mentoring directly lead to standout successes in my data centre / technology sales career during my twenties.

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In closing, we thank you and wish you an abundant, safe and healthy 2020.



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

* MICE: Meetings, Incentives, Conferences, Events

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Further Contact

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

ACRONYM meanings

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

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

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

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

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Are you interested in achieving more sales in your business? Communication is the key to building key contacts in your in networking activities. Networking is the key to building business relationships that bring those all-important sales. Now the most important lesson ... *"Networking is always about building relationships, never about selling."*

If you know what your business is about, you can easily build up a group of contacts from your networking activities. People take notice of experts who know their "stuff" and don't try to sell it on the first meeting or connection. Demonstrating that you know your "stuff" works and people will want to hang around you to connect with you and do business with you.

People take notice of experts, people who clearly know what they are talking about and are willing to help others. The beauty of this is that over time people will notice you and you'll soon find that your network starts to work for you and your network will increase and you will make even more useful contacts.

Remember that networking is a two-way street and be prepared to share ideas and information which may help others achieve their goal and aspirations. The amazing thing is that some of your most important relationships will often begin through casual conversations.

So where do you meet these people to make these casual conversations?? Go to meetings, events, training days or events where you think you will meet the people you could connect with. It may seem for a moment that you are only meeting people just like you, however remember, they may be on the same journey as you and may be able to engage you.

In fact, I recommend that you never network alone, take a wing buddy with you. A wing buddy is someone who you can promote, whilst they promote you. They talk about you and you talk about them. This way they can say things about you, that you could never say yourself. For example, they could say, "Lindsay is the world's leading authority on building business relationships!" Now imagine if I said that about me, people would think I was full of myself and highly ego driven. If my wing buddy says it, I can downplay their comment, however it's been said and some of that sticks in their memory.

There are a myriad of events that you can attend together. Things like:

- Your Industry Association events
- Your Industry Conferences
- Your Industry training or professional development events
- Your Industry Monthly Meetings

When you get to this event, think about your approach and what you will say and do. When engaging with other people at the event be open to suggestions and opportunities. Remember to introduce yourself and your buddy to other people, exchange business cards and even more importantly, make a record of what you talked about and follow up afterwards.

There is no need to be fearful attending industry events; amazingly a lot of other people there may feel apprehensive also about attending the event to network. Never underestimate the power of a casual conversation and never make a nuisance of yourself, in fact it's best to talk with people for no longer than ten minutes and then move on. Finally, be careful about what you eat and drink, doing both to excess never works and will surely turn off your prospects.

Remember, your outcome is to have a meaningful conversation with someone and then meet them later for coffee, lunch or whatever to discuss how you can help each other in business. © Lindsay Adams 2019. All rights reserved.

Lindsay Adams CSP is a relationship management specialist. He works with leaders who want to leverage the power of relationships, to lead better, sell more and build better teams. www.lindsayadams.com | Lindsay@lindsayadams.com



Truth is timeless. There is never a better or best time to tell someone the truth. It all comes down to a few simple rules we need to share with all of our people on a regular and recurring basis. It is an everyday initiative, an all-day part of creating and maintaining an environment where things continue to improve through a constant iterative process.

We cannot innovate through iterative work if we do not have a constant and accurate flow of information telling us what is working and what is not. Truth is about being simple and straight with the message. Figures do not lie and they often do not tell the whole story. We must make sure that metrics do not get in the way of the real message. Imagine going beyond the shallow waters and being brave enough to go deep. Uncovering authentic facts and discovering Truth involves going deep enough to unravel mysteries or unsolved social issues.

These are a few of the core beliefs of the Truth-Creator. Still handful in numbers in this topsy-turvy world, we need them in abundance. They are the "Messengers" who embody their message in all forms - through their walk, talk and what they create. Speaking about creation, becoming a Truth-Creator is beyond a conscious intention but rather a Soul and Spirit-driven odyssey.

MY OWN JOURNEY

As an example, allow me to touch on my spiritual journey. I was the self-imposed one-dimensional technologist who finally transformed herself to become a multi-dimensional Renaissance woman. I stress on the word "finally" as it was long overdue, a woman who finally allowed her natural eyes to open and for her quantum mind to shift effortlessly from first gear to second gear and beyond. That seamless ability to shatter the barriers between the arts and the sciences, and to synthesise it all in order to reveal a unique message for the world.

Like an academic on steroids and a spiritualist-seeker on a mission, I read voraciously and researched consistently. It was a 3-year exploration, 9 months of which was experienced in near-isolation. At the tail end, I began to emerge out of the fervour of discovery to creating ideas, concepts and products in relation to a new-found Message. My first truth-creation, a 426-page book that integrated more than 9 disciplines from spirituality, symbolism, quantum physics, geometry and more. Entitled 'Through the Golden Door: The Doorway To Our Advancement', it was a masterpiece, I never quite imagined.

As this was a new path, in the beginning my earnings were meagre in contrast to my technology days. Despite the circumstances, I pressed on searching for a new horizon. At just the right time, like a tide hitting the shore, three core values were washed ashore onto my world. These were "courage", "selflessness" and "passion". As I worked my way through to becoming a Truth-Creator, I had to learn to embody all these three qualities.

COURAGE

Through courage, we can ensure that we deliver Truth in a timely fashion. Nothing ugly improves over time. The sooner and shorter the better, the greater the positive change, moreover, having the courage to communicate as far and wide as possible. Never ever assume that everyone else necessarily knows what you know. Spread the word. Reach widely. In this way, there is a higher chance that meaningful and actionable information will also get to people who need it.

Most importantly, keep repeating the message till it comes across in full blossom of its purpose. You can never over-communicate relevant and time-sensitive data. As we master the reveal of inconvenient facts, we master the fine art of truth-telling. I would foray forward repeatedly delivering my message. I worked on book contributions, conducting talk shows and live video-streams - any avenue that would help bring my message across.

PASSION & SELFLESSNESS

Eventually, all this came together to lead to the next birth - a landmark truth-creation. This is the pioneering Golden Door Awards, an initiative that was truly selfless. Based on a profound vision of "Truth & Integrity of the Written Word", it recognises and rewards individuals and corporations that are aligned to this vision.

Together with those who believed in the Golden Door Awards, I set this up with boldness despite the naysayers. We battled to sell a concept that was perceived by some as too philosophical for this commercially-driven world. However, with time, we received the right support and endorsement from some of the most powerful movers and shakers in Singapore and the world. When we master the art of selflessness, we would pursue our endeavours based on “Us” rather than “I”.

Selflessness is a powerful attribute that transforms the Truth-Teller into a Truth-Creator as they can manifest change on a much grander scale with the unified support of the community. Fuel it with passion and we become deeply committed to a cause, right to a point that we will do anything and everything possible to make it into a reality.

MASTERING TRUTH-CREATION

To sum it all, those who have mastered Truth-Creation will literally move mountains. The classic example, Singapore’s late Founding Father, Lee Kuan Yew, is what I envision as a legendary Truth-Creator.

His path was not short of challenges. The swamp-filled island of Singapore with almost no natural resources transformed to become a country that is now an indomitable force in Asia and the world; a tiny red dot of a nation that can make anything a possibility. He was passionate and fearless in vocalising and implementing his ideology, which was staying close to his Truth. He was selfless in his life-long devotion to transform his country that was at that time, no match to the giants surrounding it. The Truth-Creation was the renewed nation



Singapore as the ideal blueprint for many countries to learn from.

There are many more in the present and from past history. From the Hall of Fame, we have Socrates, Mary Angelou, Julian Assange, Elon Musk and Malala, to name a few. In fact, the Truth-Creator is in everyone. Ask yourself what is your message of Truth?

Embark on that journey of discovery as you allow change to become the fulcrum. Perhaps a challenging one, but just imagine what the world would be like if it was no longer just a handful of Truth-Creators, but hundreds of millions who would carry that torch with pride.

Co-founder of a technology start-up that served 22 Asian cities for over 15 years, Tahira was first female President of the biggest mobile innovation association in Singapore. After 20 years in technology, she’s is now a full-time Author, Storyteller, Speaker and Truth Activist. She holds a B. Sc. In Computer Science and Mathematics from University of Western Australia and an MBA in International Business from Melbourne University.

Transformation programs conducted by Tahira: TahiraAmirKhan.com
Partner with the Golden Door Awards: goldendoorawards.org
Contact tahira@throughthegoldendoor.com



I've spoken to two groups recently about 'Values' and their importance in business. I've had all manner of reactions to the topic. Some have said, "Oh yes we 'did' values years ago" to which I will reply "and how did they translate into behaviours and results?"

This question either results in a puzzled stare or a real-life conversation. The puzzled stares usually translate into the fact that this company has agreed on some values; they've put the requisite plaque on the wall in reception and on their website, but their values end there. It even surprises some people when I suggest that their values MUST translate into behaviours, otherwise why have them at all?

So I want to share three stories from those two presentations.

The first was to a gathering of accountants in NZ. After my presentation one woman shared this story. "In our office there are 7 people and 5 of these people have ganged up on one of our team. They are making her life a misery and I don't know what to do. Do I step in or mind my own business?" After we had explored her feelings about the situation, I suggested that she say something along the lines of "I have difficulty with what's going on here" or "This doesn't sit well with me". She doesn't have to get involved, but for her own peace of mind she does need to put her point of view forward. She was literally experiencing a clash of values.

There's a lovely saying 'silence isn't golden; it's permission'. We chatted a bit further and she said she felt so much better now she had a sentence she could use. What's interesting in situations like this (and they are acted out daily in most workplaces) is that if just one person speaks up, usually others will too.

The second situation was the exact opposite. One person talked to me after my session in Sydney to say how proud he was of his company and their values – their number one value had been defined as 'courage'. He hadn't realised how unusual this value was. Espousing the value of courage gives everyone and anyone in that organisation permission and encouragement to call out any behaviour they felt didn't sit with the rest of their values, regardless of whether it was an employee displaying poor behaviours; a manager or even the CEO.

The final story is the one I hear the most. This man stood on the fringes of people who wanted to talk to me after my Sydney session and you could actually feel his sadness. Eventually I got some time with him over lunch. He told me that he loves his job; gets on really well with the people he works with but has no respect for the management of the organisation.

He acknowledged that they go to regular off sites where they proudly tell everyone they've 'done' values; they've 'done' EQ; they've 'done' 6 Sigma and any other session that is flavour of the month, and it's all a sham. It simply lets them tick the boxes. They treat their staff like commodities; pay lip service to safety, go offsite for regular long and boozy lunches etc. etc. arrive late, leave early, make no time for their people and if anyone dares to complain about anything, they are immediately black-listed.

I asked how this made him feel. He admitted that he was having health problems; he wasn't sleeping; he didn't want to come to work at all; Sunday nights were a torment thinking about work the next day and his darkness was affecting his family. My belief is that when a person reaches this stage in their job or career they have two choices:

1. To dust off their CV and go elsewhere
2. BECOME the values their organisation has defined.



Let me explain. If an organisation has said that safety is their key value, YOU model the behaviour. If you become the person who values safety, others around you will also start to work more safely. At first they may think you are a bit of a nerd or whatever, but bit by bit you will influence others. The same goes if one of the company's values is 'professionalism'. What is professionalism to YOU? Model that behaviour: influence others.

It's a tragedy when organisations and leaders say one thing and do another. It's sad to hear people at the front end of an organisation being treated this way. In my experience I've found that the people at the front end often care more about the organisation than their managers do. Mostly people at the front end are less mobile; they've built their lives around a job and the community. They WANT their organisation to succeed and feel let down and even betrayed when they see their leaders behaving badly.

So if you are a leader reading this, please dust off those values and sit with your people to discuss which behaviours match those values; how well you and the team are doing to achieve those standards and where the team is falling short. Be willing also, to discuss where YOUR behaviours are not up to standard and be willing to become the champion of the values. This is actually a leader's responsibility.

Back to the accountants, because this session was a 2 hour workshop rather than 45 minutes I laid down a challenge. At the beginning of the session I had asked which of these accounting firms actually HAD created a set of values and which hadn't. The result was about 50/50!!

At the end of my session I challenged the firms who had no articulated values to go back and work on some; and for the businesses that said they had values I laid down the most courageous challenge of all. I asked them to ask their staff to rate how well or not, the business reflected their values. 0 = abysmal, our values are a joke through to 10 – we are spot on with our values.

Lo and behold a few days later one accountant called me and said he had done exactly that – his people gave the values mid ranking which led to a conversation about why that was. They then negotiated a set of behaviours required from each of them (the owner included) which would get them to a 10. How cool; how courageous; how smart.

My session at the conference was called 'Courage Under Fire', which all businesses are if you think about it. So because I absolutely believe in the power of one, I shared with attendees one of my favourite quotes, from Dame Anita Roddick (The Body Shop founder who changed the face of business in so many ways). She said:

'If you think one small person can't make a difference, try going to bed with a mosquito!'

She was the very first business person to recruit staff to her values. Every person in her organisation had to be willing to spend one day a month working in the community in some form or other. Oh how business leaders laughed at that crazy idea. Then banks followed her lead and now consumers care very much about doing business with people who give back. Check a few of them out [here](#).

If you work for an organisation that has clearly defined values and lives and breathes them, all hail. If you feel your organisation simply plays lip service to their values, before you decide to walk away, try being the ONE that makes a difference. At worst you may decide that's too hard and you will leave, but at best and even during the interim, you could be the change maker in your organisation.

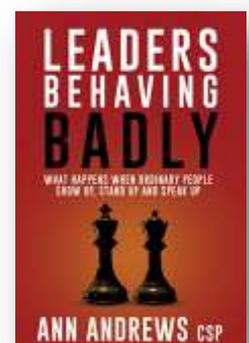


Ann Andrews CSP. Author, speaker, profiler, business mentor

Author: [Lessons in leadership: 50 ways to avoid falling into the 'Trump' trap](#)

Author: [Leaders Behaving Badly: What happens when ordinary people show up, stand up and speak up](#)
ann@annandrews.co.nz | www.annandrews.co.nz

PS: For Aucklanders the hard copy version of '[Leaders Behaving Badly](#)' can be purchased from Poppies Bookstore in Howick.



A new decade and a year of opportunity and security!

As the year commences with a line-up of the Sun, Saturn, Jupiter, Mercury and Pluto all in the business sign of Capricorn, this year is about setting solid foundations in place that will provide long-term security.

It is a year of transformation where the option to restart, reboot or reinvent yourself, are all very possible. However, there is a warning to operate from a place of heart and focus on how you can step into your individual greatness without stepping on someone else's dream. The key to do so is Intention, intention to better yourself and to also wish the same for your colleagues, friends and mankind as a whole. Things can come undone and quickly move southwards if your intention is not heart-based. This relates to love, business, all areas of life, as well as world commerce.

The best way to ride the wave of opportunity this year with the abundant planet Jupiter in the ambitious sign of Capricorn is to keep a positive attitude, at all times. This is not a time to allow feelings of despondency to take up residence in your life. Set inspired goals, write wish-lists, create focus boards and anything else that allows you to plan what you want to achieve and stay focused on it. Once you have your grand plan for life in place, don't stray from it. Don't allow yourself to follow others on a tangent that will take you away from your dream. Remember, this is your dream and soul purpose, you are in control – keep it that way!

The secret to success is to focus your energy and attention on what you want and not on what you feel is missing. Meditate every day, write a daily gratitude list, write and read positive and reaffirming affirmations and operate as much as possible from a heartfelt place that allows you to constantly connect with your inner inspiration and your grand plan for life.

Take responsibility for what and who you allow in your life, from people to news reports and if it doesn't make you feel good, then don't do it. Work at finding joy and happiness every day as much as you can and keep the energy of these feelings and thoughts top of mind as much as possible. You are in control of what you think, what you do and how you react. Take 100% responsibility for your thoughts and your attitude. Monitor the input you allow in your life, your outlook, your self-talk, all of it and change your life accordingly!

Finally, be thankful! Be thankful for what you have, be thankful for what you know is coming. Be thankful for where you are as it is paving the way to where you are going!

Good luck and God bless!

Jennifer Angel

Here is an astrological overview per each sign for 2020.



Aries - The New Year focuses your attention on career development and building security. People you meet can be powerful and influential. And a sudden development increases your bank account. Believe you deserve the life you desire and you can have it all: love, career and money!



Taurus - This is a year of transformation! You find your soul purpose and make a commitment to follow it. Break free of the past and outdated attitudes to embrace a new beginning. Be ready for change. Your lucky stars bring an opportunity for career advancement. Soul love is in the stars!



Gemini - In 2020, investments and partnerships increase your financial security. Creativity at work allows you to express yourself. With love, learn to share your feelings and be open to intimacy. Realizations of how you feel about certain situations and people have a powerful impact.



Cancer - This year is very much about relationships and connecting with others on a deeper level, which provides a spiritual awakening. You gain a greater understanding of yourself and others. Friends, new and old, are important. Above all, build relationships of trust and longevity.



Leo - This is a productive year! Balance the time and energy you spend on priorities. Update your personal presentation. Focus on healing your mind-body-spirit for a strong sense of self and independence. With relationships, attract people who love and support you – don't accept less.



Virgo -2020 is the year of creativity and connection. Recognize your leadership ability and stand in your own power while being a team-member. Make time for relationships. When you have love, life's challenges fade away. Organization and long-term planning are the keys to success.



Libra -Home and family are a top priority for the New Year. The power of togetherness can create a greater sense of security in your life. A sudden change with money works in your favour. The more you do what you love and the happier you are every day, the more love you will attract.



Scorpio -2020 is the year to find your voice and speak your truth! Creativity is in the stars and can show up as writing, speaking or educating. When you find a place to express yourself the world embraces you. Family is a priority as well as love but, keep an open mind.



Sagittarius - Financial security can be yours this year! Be strategic and smart to stay energized rather than deplete your power by overworking. Education and knowledge are the keys to success. The secret to winning, whether it be love, money or work, is to believe in yourself!



Capricorn - In 2020, you can transform and reinvent yourself. Let go of old attitudes and focus on what you want in life. Embrace new concepts that are winning formulas. Money matters improve. Work connections knock on your door and love knocks on your heart - get ready for it all!



Aquarius - This year, you start a new chapter! Home, family and balance between all areas of your life will pave the way to success. Your dreams, hopes and wishes are potent! Get clear about your goals and visualize them every single day. Listen to your intuition to stay connected.



Pisces - During 2020, the people you associate with can help your every dream become a reality. When you are charitable, you manifest powerful energy. Move towards your grandest plans for love, work or money. Your imagination inspires you to achieve everything you have ever dreamed of!



Jennifer
ANGEL

Astrologer-Intuitive Consultant

Jennifer is resident astrologer to one of America's most successful celebrity entertainment magazines, **Star!** Her work can be seen on NYDaily.com, HarpersBAZAAR.com, HuffingtonPost.com, Today.com, and numerous electronic publications.

To see how you can best capitalise on the energy of 2020, book Jennifer for a personal INTUITIVE ASTROLOGY consultation through her site at www.jenniferangel.com.

To discover more about Jennifer, visit her social media profiles at:

- [YouTube-JenniferAngelStars](#)
- [FaceBook-JenniferAngelHoroscopes](#)
- [Twitter-JenniferAngel29](#)
- [Instagram-JenniferAngelHoroscopes](#)



As I contemplated writing my story for 2020, I thought about where I had found my new motivation and inspiration in recent years.

While I see many examples of people that inspire me, I have chosen to share my recent passion for **Yoga and Pilates** that I hope will motivate your mind and body into having your best year ever.

Yoga is a globally known discipline recognized for physical, mental and spiritual practices originating in ancient India. Yoga is one of the six orthodox schools of Hindu philosophical traditions. There is a broad variety of yoga schools, practices and goals in Hinduism, Buddhism and Jainism.

"**Yoga**" in the western world, often denotes a modern form of Hatha yoga as an exercise, consisting of postures called asanas.



Founder of **Pilates**, Joseph Pilates was born in Germany in 1880. As a child he suffered from health issues like asthma, rickets and rheumatic fever. In an effort to restore his own health, he studied anatomy books and the movement of animals.

Living in Britain when WW1 broke out, he was imprisoned as an enemy. It was during imprisonment he developed the concept of machines helping with body movement by disassembling camp bunk beds and using the springs as resistance to rehabilitate those injured or bed ridden.

After WW1, Joseph returned to Germany where he trained police officers in Hamburg and dance and movement experts before migrating to the United States. He then founded a studio in New York City with his wife Clara to teach his developing methods which expanded to include mat work.



Now that you have a higher level understanding of both disciplines, let me share a bit of my journey.

Having been very active in my youth in gymnastics and sport, I thought yoga would be easy to engage. Boy, was I wrong as I struggled with the amount of breathing, meditation and exercises I thought only double jointed people could actually do. That was the late 1990's and I stopped after six classes as it wasn't the right timing for me as a health or lifestyle alternative.

My re-introduction to Yoga 15 years later was different. Having had recurring sports injuries to both knees, Pilates was suggested as part of my recovery program after a knee reconstruction.

My first Pilates experience was with machines known as 'reformers'. This uses springs to create tension and in supporting the patient while stretching and expanding muscles to recovery.

My recovery program concluded with a stronger knee to commence my daily exercise routine. Some years later, I found that yoga had increased in popularity and hot yoga was a brand new trend.

Yikes ... Hot Yoga

Off I went again to see what it was all about or was it still a spiritual experience that I had tried years earlier. After several initial yoga classes, I decided that I'd try a hot yoga class that everyone was raving about. Oh my gosh, paying for a sweat class with heat and stretching, what was I missing? How could people be enjoying this?

So, back to more power walking and cycling I went and private sessions with a personal trainer, seemed to be my destiny, until I saw an advertisement for Pilate's classes. I had friends that were enthusiastically praising the benefits of Pilates and the value of the core work.

Maybe I was missing something so I enrolled at a lovely boutique gym that didn't smell like a hot sweat out facility. After several lessons I could honestly say I was enjoying the discipline of Pilates mat work and felt stronger after each session.

The other interesting thing I realised was I no longer needed the regular maintenance visit to the physiotherapist. Sadly the gym closed, however, my much loved Yoga and Pilates teacher Rena kept up the classes and offered sessions that I have been attending on a regular basis for over two years.

My exercise routine now consists of a combination of both disciplines. I know my body is much better for it and while I might have work to do on the spiritual connection, I understand the benefits of the physical exercises. My body moves better, I sleep well and my mind is rested after each class.

Give it a try and see if it passes your 2020 test

In summary, if there is a lot of noise, chatter or enthusiasm about something being great, there is normally a reason for it. Whether you understand it or not, open up your mind to try it (or again) and see whether this could be your new inspiration in your year ahead.

Here are just some of the interesting stuff yoga teachers say -- share the love if you can relate!



Sue Arden is a 30+ year veteran in the highly competitive Logistics Industry.

She has developed and led winning sales teams focused on Supply Chain Solutions for Multi National and Global Customers in China, Asia, India and UK.

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

Based in Singapore, Sue is Vice President of Global Sales for a privately owned, 147 year old logistics leader with global headquarters in Osnabruck Germany.

Mobile **+65 9295 0930** or email sue.arden99@gmail.com



I was recently in Bulgaria with my good friend Max. Max leads an international youth leadership development organization and when we are together I'm always picking his brain about what he's reading.

"Al, I'm reading a book called Range by Epstein. It's about how generalist rule in a world of specialization."

In his awesome Argentinian accent, Max tells me more and piques my interest enough that before I leave Bulgaria I've downloaded the book.

As I began to read, I realize I've been increasing my own range all through the years. My 2011 book Walking, Living, Learning gives a minuscule look at my ongoing journey of increasing my professional development range.

Epstein defies conventional wisdom and argues against specializing too early in life or being too rigid with goals.

He cites the often misquoted Churchill line of:

"Never give in — never, never, never ... never give in except to convictions of honour and good sense."

"Except to" makes it clear that there's a time and a place to quit or change direction.

We don't want to encourage a pattern of quitting but we do want to model and teach with wisdom and balance.

So, how is your range coming along?

- Have you started anything new lately?
- Have you stopped doing anything lately?
- Are you exploring new cities, countries or opportunities?
- Are you experimenting with new technology?
- Are you open to learning how to paint, sculpt or play the viola?
- Are you open to learn Chinese, Russian or Spanish?
- Are you open to changing your career even if you are in your 50's or 60's?



I've heard another great friend, Pastor John Hedgepeth, from North Carolina tell a group of international delegates; "Do what you can't do".

In order to do what you can't do, you must do what you can to develop your range.

How to develop range:

1. Learn how to THINK! - The Bible teaches that *as a man thinks in his heart so it he*. Napoleon Hill wrote "Think and Grow Rich!" with the emphasis on thinking!
2. Learn how to DO! - All creation is doing something. Ants are storing up in summer for winter. Birds are constantly on the move. You and I were made to do something. What can you do today to improve someone else's life tomorrow? We can think all day long, but if we never act, it's useless.
3. Learn how to do something NEW! Read a book on a topic you've never explored. Take a class. Get a coach. Start something new or get new knowledge to apply to your current position.
4. Learn how to REVIEW! - At the end of the day, what's been done, or left undone? In a previous edition of this book I encouraged my readers to write morning pages. I still write mine, how about you?
5. Review what's been done and how it can be improved. Get the team or boards input as well.
6. Learn how to IMPROVE! We will be improving if we keep thinking, doing and reviewing!

Some people say only work on improving your strengths but I'm suggesting we not only staff our weaknesses but we also seek to strengthen our weaknesses.

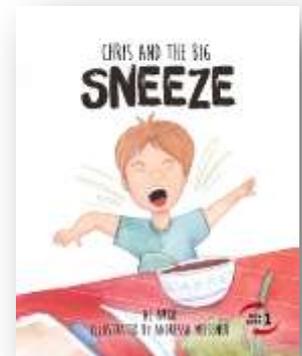
We can't do everything, but we can do something and by developing our range we can do the something we do even better!



Al Argo, Visually Impaired Skydiving Accident Survivor, Minister of Encouragement, Author and International Speaker.

Al is the author of several inspirational, personal development and children's books. He speaks on Overcoming Adversity, Gratitude in Life & Business, Influence and Leadership!

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Jackie was tired of people offering to help. Sure, she'd been in a car accident and her car was probably a write-off, but she'd be damned if she'd let someone else drive her home. She didn't need to call a friend – even the one who lived five minutes from the accident site. She didn't need help, from anyone.

Jackie (not her real name) was at a crisis point in her life and she didn't even know it. A single woman, divorced, focused on her career, Jackie was driven and determined; a leader that grabs life by the balls; a winner. She wasn't about to let something small, like a car accident, slow her down. So she got herself home, got a tow truck and didn't even cancel her scheduled meeting with me the next day, or take time off work. She carried on carrying on.

I've met a lot of Jackies: people who are too busy to stop, who seem almost to thrive on the stress that builds up in their lives, who carry on and on, ignoring the niggles that 'something's not right' until, finally, something brings them to a breaking point and they realise: it's not okay to live this way anymore.

I met up with Jackie the day after her accident. The only reason I even found out about it was because I asked why she was driving a rental car. Exhausted, but too bloody-minded to take painkillers, emotionally drained, yet too concerned about delivering results for her business to take time off, she was almost as much of a wreck as her car was.

When we spoke, she cried and then she reached out to others. Finally, Jackie broke out of her deliberately self-sufficient world: where she'd never need to rely on anyone, or ask for help and she asked for help. Her Mom came to stay. She took some tablets and got a full night's sleep. She went to a physio for her whiplash. She found another job. She re-started the hobbies that her demanding job had required her to give up. She found a therapist and started forgiving herself.

I don't know what finally made Jackie realise that it's not okay to try to be superhuman all the time, but I recognise her journey.

Jackie is a marketer, like me. She's a leader. An inspirer. A go-getter. Soon Jackie will be in a place where she is able to lead, inspire and create genuinely transformational marketing again. But it took a lot of courage for her to admit that things in her life had to change – and that meant she had to change her own approach to how she felt about herself, her career and her unnecessary over-independence.

Jackie will probably never get as much sleep as she needs or ask for as much help as she deserves. But at least she's taken the brave steps to speak to someone. To seek out a job that gives back as much as it takes out of her, to work with people that make her come alive again and she has shared her journey with me.

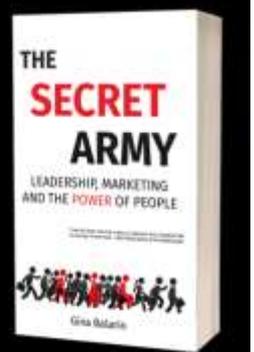
If you recognise yourself or anyone else in this story, it's time to do these 4 things: stop, breathe, ask, accept.

You will never realise the amazing generosity of spirit and the phenomenal depth of support that is available from the people around you: loved one, friends, and even near-strangers, until you ask.

Sometimes being truly brave means asking for help, personally or professionally.



Gina Balarin is a B2B marketing consultant who helps software companies leverage the power of stories to inspire people, change minds and win customers. An MCIM Chartered Marketer and Founder of Verballistics, she's spoken on [TEDx](#) and written [The Secret Army: Leadership, Marketing and the Power of People](#). Reach her via [LinkedIn](#), info@verballistics.com.au call her internationally on +61(0)424001358 or on 0424001358 to reach her in Australia.



"The wound is the place where the light enters you." - Rumi

The story goes there was once a therapist in Hawaii who is said to have healed an entire ward of psychiatric patients considered to be criminally insane, all without seeing a single one of them for therapy. The therapist has often said that it was about removing the accumulated "mortgage on your soul".

Dr Ihaleakala Hew Len is said to have agreed to have an office in the ward but refused ever physically to see the patients. The healing was done by looking at the charts of each patient and then turning inwards and starting work on himself - including his own feeling, thoughts and actions. Somewhat miraculously, while he did this, it was witnessed that the patients began to heal too.

Dr Len used the Hawaiian healing process of Ho'oponopono, which suggests that total responsibility is not just being personally responsible for what you do and think - but acknowledging that you are responsible for literally every single thing in your life, simply because it's in your life.

Using this philosophy would mean that terrorist activity is your responsibility, as is the leader of your country. The pain that we are causing to mother earth is also our responsibility. Anything that is in your life and impacts you in any way is your responsibility and yours alone to deal with. It is not about taking the blame; it is all about taking 100% responsibility for what happens within you.

To take responsibility for literally everything may sound extreme, and it's unarguably a difficult thing to accept and live with. Dr Len said that to heal with Ho'oponopono ultimately means loving yourself. For you to improve your life, it is for you to heal your life. Equally, to heal anyone else, you need to heal yourself first to do so.

The concept of Ho'oponopono has closer links to you than you may think. It encourages you to hone your emotional wisdom. By using this Ho'oponopono philosophy of self-healing to heal and accepting total responsibility for everything in your life, you exhibit great self-leadership.

Have you ever heard the phrase "the buck stops with me"? If you have, you'll likely understand this to mean that any mistake that occurs (even if made by someone else) is the sole responsibility of you. This is a form of total responsibility by accepting that anything and everything that takes place in your environment is your responsibility and it's your job to solve any problems and fix any mistakes that may occur.

Through accepting total responsibility, you'll find that you are one step closer to being in the now, the present moment. Being in the now could seem a long process with many challenges along the way. When you explore Ho'oponopono, you learn how its principle philosophy can assist you in being in the now and nowhere else.

Ho'oponopono is an ancient Hawaiian art which means "set things right" or "to make right". It is about letting go, erasing, deleting and cleaning the data (trash, bullshit) within us to get into a state of inspiration, love and excitement. Many have confused it with being a prayer for forgiveness. Ho'oponopono is way beyond that.

By saying, "I love you", you are saying "Thank you for bringing this up (especially when it comes to those feelings, thoughts and actions we define as negative). I am thankful for the opportunity to free all of you and me. I am thankful for divine intelligence and wisdom for removing the obstacles that hold me back. I am thankful for my true self for giving me another opportunity to be who I am".



You know that I'm a presentation skills trainer and in that capacity thousands of people each year tell me they'd like to be more confident. We know that confidence is something we all need to have a good life. For a variety of reasons it doesn't come that easily to most of people.

I've put together a few ideas for you on how to improve your overall confidence in business and in life. If you try to do these things every day of your life, you'll find your confidence will grow steadily and you'll start seeing changes in your success in life.

Body Language

We stand and walk a certain way when we're confident and another way when we're nervous. Most people can tell in seconds if we're apprehensive or outgoing, relaxed or aggressive.

So avoid your hands in your pockets, don't cross your arms, stand tall, lift your head up, walk in long strides, breathe from your diaphragm and shake people's hand firmly. You'll love the way you feel when you do all this in combination.

Good grooming

You want your hair, face and even your smell to work for you, not against you. Pay attention to the details. Always shower and use fragrance that works for your body chemistry. Style your hair to flatter your face and dress for your shape. And remember there's nothing worse than a forest of hair in your nose and ears to make you look unkempt and unprofessional (use Nads nose and ear hair removal wax). Being well-groomed says you've got a degree of self-respect, are disciplined and pay attention to detail. These are all qualities that are admired by employers and loved ones alike.



Smile

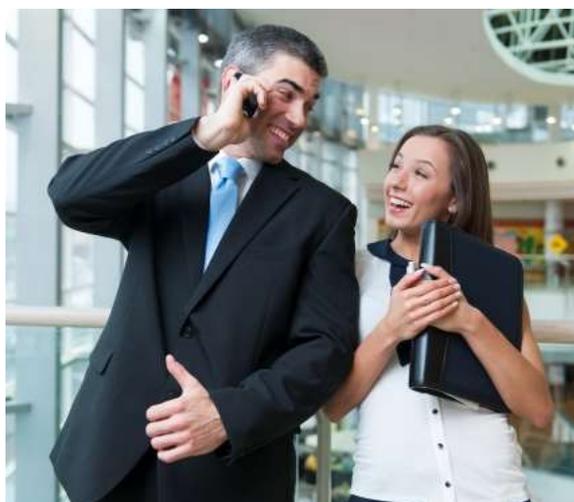
Have you ever tried to think negatively or act sad while smiling? You can't. It is impossible! Smiling affects our emotions because of a brain-body connection. It triggers scientifically measurable activity in the left frontal cortex—the area of the brain where happiness is registered. Phyllis Diller, the American comedian said, "A smile is a curve that sets everything straight."

So, smile often. You will feel more confident and you will look better too.

Direct, connected eye contact

Confident people make eye contact and engage with others. The eye is the window to the soul. Your eye contact reflects your level of interest in the person or audience.

When you make eye contact you connect to others deeply. So don't dart your eyes around, hold your gaze just long enough to connect with the other person.



Use an icon

Many excellent presenters use a presenter icon to help them get 'in the zone'. I often imagine the warm rays of the sun shining all over me and through me to my audience. A client always wears her bright red lipstick to board meetings. Lou Heckler the amazing American Speaker imagines he's talking with his wife when he presents. You should see the love in his eyes when he's on stage – powerful stuff. Before you go into a sales meeting, give a presentation, speak to your board or find yourself in a challenging situation find your icon.

All this is common sense. What is not so common is the ability to take action! Please go back now and re-read this article and make a plan to do one thing in each of the 6 categories of confidence every single day. For example:

"I will breathe diaphragmatically (especially under stress), groom myself neatly, smile more, look at people and really see them in conversations, write down the 5 things I'm grateful for every day in a journal, use a particular lipstick or pair of socks to anchor my confidence."



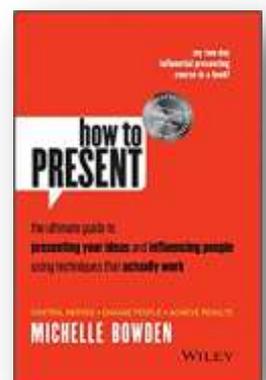
Make sure you write what you are going to do on paper and even better, put it in your electronic calendar so it pops up as an alert and reminds you about your plan.

Let me know how I can help you with this further www.michellebowden.com.au



Michelle Bowden CSP is an authority on presentation and persuasion in business. Co-creator of the PRSI (a world-first psychometric indicator that tests your persuasiveness at work), best-selling internationally published author (Wiley). Nine time nominee for Educator of the Year Award (PSA), 2016 nominee best new TEC speaker, editor of How to Present magazine, producer of Michelle Bowden TV and a regular commentator in print, radio and online media.

Contact: www.michellebowden.com.au



PowerPoint is an invaluable, powerful and exciting tool for creating presentation visual aids that transform average speakers into masterful presenters. Or is it? Some slides have been so dreadful and tortuous over the years that the phrase '**death by PowerPoint**' was coined. Let's make sure you don't cause 'death by PowerPoint' when you present. Let's make sure you use your slides to set yourself up to be the best presenter you can be!

Are you setting yourself up to use PowerPoint as a lethal weapon?

Are you guilty of the 'kid in a toyshop' syndrome, where your enthusiasm for your newfound slide mastery is clouding your judgment as a presenter? Have you thought enough about the need to concentrate more on your verbal and non-verbal communication than your visual aids?

Try the, **Will my slides cause death?** Test:

1. Do you lack confidence as a presenter? Would you be horrified at the thought of presenting to an audience without the use of visual aids?
2. Are you guilty of using PowerPoint slides to take the focus off yourself?
3. Do you use PowerPoint slides as convenient palm-cards? Do you find yourself looking back at your slides to remember what to say?
4. Do you use PowerPoint to write your presentation?
5. Do you try to use the entire functionality of PowerPoint as a way of improving your presentation? (Have you even sent your Personal or Executive Assistant on a PowerPoint training program?)

If you find yourself answering 'YES' to these questions, then there is a good chance you have been relying on PowerPoint slides to carry you as a presenter, rather than simply as a visual aid to highlight the key messages for your audience. You may have great technical skill in designing visual aids, but it may well be at the expense of connecting properly with your audience.

What is the purpose of slides? What should they look like?

The purpose of slides is to reinforce your key messages, not to remind you, the presenter, what to say next. Slides have the potential to create a visual, kinaesthetic and maybe even an auditory connection between your audience and your message. In other words, they help stimulate your audience in a variety of ways that will help them to remember your content.

I have listed my **10 tips** for designing slides to help you to be a powerful presenter who uses slides as an aid to engage and influence your audience.

Top 10 tips for designing beautiful slides!

1. Dark text on a light background.
2. Minimum 30pt font.
3. Times New Roman or Verdana font style.
4. Reduce the number of slides to a minimum.
5. Replace words with pictures as often as possible.
6. Colour code graphs so people see the point of the graph easily from a distance.
7. Use beautiful clever graphics, not overused, tired ones.
8. Ensure your transitions from one slide to the next don't distract.
9. Sound clips should add value not distract from the message.
10. Don't use underscore, italics, bold or shadow on your fonts. Only use key words on your slides and **change the colour** of the font if you must highlight a word.

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The first two decades of this century have brought culture to the executive table. Companies around the globe are coming to the realization that culture is a critical component of the future design of the organization.

After interviewing more than 85 companies in over 25 countries, the over-arching belief is companies that embrace the future of culture as a critical component of the future of work are on the path to sustainable business excellence. Two common themes of cultural excellence are having a purpose and / or a set of values.

Purpose is something "greater" than the organization, something that defines the relationship between the organization and all stakeholders and binds all team members to something greater than themselves.

Values on the other hand reflect the internal relationships. The companies with strong rich and robust cultures have values for the team that are reflective of what happens now whilst also being aspirational.

There are several components that make up the future of culture and the future of work. Some of these reflect changes that need to be made to our behaviours, whilst others reflect the changing technology and speed of decision making. Not every organization will embrace all these futuristic trends but organizations that stay static are doomed to future and cultural toxicity.

Changing the way we engage with team members

In the conventional traditional corporate hierarchy, human resources would be tasked with ensuring that employee engagement was up to scratch and employees were being "cared for". This meant that the line management were expected to be less involved in employee welfare as often this conflicted with their key performance indicators.

The concepts of employee engagement and employee experience will no longer be the domain of human resources whose traditional role of applying and enforcing policies and procedures will change. Employee engagement extends to understanding the role of the employer in the life of the employee, the future of the employee experience.

Physical and psychological stress

The historical divide between work time and employee time has become somewhat blurred. In many organizations the expectation is that the employee gets to work before the boss and leaves after the boss. This places expectations on employees that cannot continue without causing mental and physical distress.

We live in a world of 24/7 access to everything; Google and Siri time compress the speed of information from days to milliseconds. The average team member applies this accelerated time scale to their work. The instant accessibility of the world, where global business is the norm, means that employee stress from this 24/7 accessibility becomes normalized.

Employee experience becomes far more critical as a component of the culture of the future. Dealing with the physical and physiological wellbeing of team members becomes the responsibility of all team members, not just the staff function of human resources.

Life – work balance

How do all these work-related stresses integrate into a work life balance? Or potentially in the age of the employee experience that should be a LIFE - WORK balance.

How will the future of culture and the future of work focus on the employee experience?

If we focus on life – work balance, then employers need to change the dimensions. Employers need to be looking at the core values of individual team members and then assessing how many of those core values are being fulfilled in the work environment.

If team members are coming to work each day and feeling unfulfilled as their core values are not being addressed, then it affects their work performance.

As we move forward to 2020 and beyond, the employee experience will take centre stage as a critical component of the future of work and the future of culture.

The corporations of yesteryear were founded on the very idea that when coming through the front door of the organization you left personal values and belief aside and "gave blood" for the company. From the 1970's there was a lot written about "Karoshi" in Japan where employees were literally dying at their desks. Possibly that was exaggerated, but there were reports of deaths in the workplace from heart attacks caused by "stress and over-work".

Companies that can successfully reverse the alarming trend in employee disengagement will become employers of choice and simply great places to work.

Artificial Intelligence (AI) and the Future of work

Do you believe that AI will create more jobs or will there be fewer jobs in the future? There is no actual debate around the fact that many simpler, repetitive tasks will begin to disappear; tasks that are relatively easy to replace with simple AI. However, AI requires humans to programme, deploy and maintain the systems. In December 2017, Gartner Research predicted that 2020 would be the watershed year for AI. They predicted that (in the USA) in 2020, AI would eliminate 1.8m jobs and at the same time create 2.3m jobs. Additionally, by 2025 the net job increase will be in excess of 2m jobs.

Many of these jobs will be in areas that are yet to be envisaged and companies will need to be committed to continuous learning and re-training of team members to fill rolls that don't exist yet.

Flexibility in the workplace

This is not around the bean bags in the meeting rooms or the table tennis tables and most certainly not about hot desking and open plan offices.

A culture of flexibility goes far deeper than the material artefacts. In fact, it goes to the core ingredients of employee experience and engagement.

During the interview with a manager of an engineering and construction business he described the employer as "inclusive and knowledge sharing". He said that they have an attitude of "There you go, we've employed you because you're good enough; here are the tools. Go and do what you need to do. Come back to me when and if you've got a problem."



The part of the interview that really resonated with this theme was around work life balance and flexibility. The manager commented "The CEO gives people that freedom. He believes in work-life balance". This CEO told most of the workforce that in the period leading up to the Christmas holidays that he trusted them to take time off to attend their children's concerts and sports days and weren't expected to take leave for a few hours off. The implied and explicit counter side to that is the employees would not abuse the system and would still deliver on whatever their role required.

All these examples that are being used daily by companies are leaning to the flexible workforce and place of the future.

All these ideas reinforce the idea that **"the future of culture is the future of work"**.

Rael Bricker MSc (Engineering) MBA CSP, Fellow (MFAA) Member (AICD), Perth, Australia. Contact: rael@raelbricker.com | +61 408 600 330 | www.raelbricker.com



Make money flow to you: it's easy!

There are many new-age **ultra-spiritual gurus** around who will give you advice on how to make money flow to you, for example: burn sage, pray, tithe to your church, dance naked under the full moon, sacrifice virgin black goats to the pagan money gods ... (you can burn pictures of goats if you're vegan or squeamish).

Unfortunately none of these methods have any basis in science or economics and they only seem to make the gurus richer, not you.

So here's *really* how to make money flow towards you, scientifically proven, from someone who has 25 years' experience in financial planning and wealth creation ...



1. Use a Mantra

One money mantra of mine is **"I do NOT do free advertising for multi-billion-dollar companies"**.

Search my entire wardrobe and you will not find a single shirt, hat, belt or any other kind of outfit which is emblazoned with a brand name on it.

Ralph Lauren doesn't need his ad for free on your chest; neither does Nike or Adidas need their name on your pants. Unless you have a sporting or sponsorship deal where they pay you to market their brand, purchase a ***good quality*** unbranded outfit and save the difference into an investment account.

If all your friends are wearing Gucci, Tommy, Kloe etc., then feel free to invest into those trending companies by buying stock in the company (you can use a discount broker such as RobinHood to buy as little as \$50 worth of stock). Own the companies. Get paid by the companies for investing into their stock. Do not work for them for free.

In the award-winning best-seller, **"Who's taking your Money? (and how to get some of it back!)"**, there are over 1000 examples of different brands and how to profit from them; by buying their stock, not by running free ads for them.

You are not sacrificing quality, status or anything else by refusing to wear branded goods; you are reclaiming your sovereign nature and realising that your body is worth more than being a free billboard for some faceless mega-corporation.

Take notice of what billionaire Steve Jobs wore, or what Bill Gates, Mark Zuckerberg, Warren Buffett or Richard Branson wears. These billionaires value their bodies and do not do free ads. Buy good quality so it lasts a long time and only wear brands if they pay you to do so, otherwise, make them pay you by owning stock in their company.

2. Use another Mantra

Another mantra I have used for many years is, **"If I didn't own it, would I buy it now?"**

This mantra arose after I had been successfully investing into the stock market and had made gains of 450% up to 800% ***but I did not sell*** and the market crashed. Ouch! Nothing sobers you up faster than when your ten-cent stock rises to \$2 (I'm a genius!) and then crashes to five cents the following year (oh crap!).

This mantra was a reminder that the stock which was "a bargain" to me at \$10 was no longer a bargain to others when it reached \$100. If I wasn't willing to buy it at that price, others may also refuse to buy it and the value could soon plummet.

"If I didn't own it, would I buy it now?" became a mantra I printed out and stuck up above my PC so I would see it every day. It reminded me to sell when a stock or property or any other asset looked overpriced.

Over time, I came to apply this mantra to many other things, such as objects around my house.

My barbeque, for example, was only used once a year on my birthday and otherwise just sat there taking up room and looking untidy. Using the mantra, I thought, "No, I would not buy it if I didn't own it", so I sold it. I decided to rent a BBQ once a year and put the capital money into investments. I later did the same with old clothes and other unwanted items (sell them or donate them to charity).

It is a spiritual law that **Money likes *FLOW*** and the faster you are rid of clutter (old investments or unused belongings), the faster the new money can flow to you.

3. Use another Money Mantra

Another favourite mantra of mine is "**Invest where you spend**" and it can be used for many companies, not just clothing labels and banks or takeout. You can purchase stock in your daily utility companies, such as power, phone service provider etc.

Wherever you spend money on a weekly or monthly basis may be a great investment for the longer term. Remember to DYOR (Do Your Own Research), apply the second mantra to check for value and remember to sell your stock if your own or your friends' interest wanes. Some companies may trend like a fad and then pass, so #staywoke and watch where the flow is going now.

You can use the book "**Who's Taking Your Money?**" to discover many of the corporations behind thousands of brands, or do your own research on Google.

Even the company who has your mortgage, car insurance or where you buy fuel: invest a little bit of your money into ownership of whoever takes a piece of your pay check and you too, can **get some of your money back**.



Jeremy Britton started his first financial planning business at 19 and gone on to create a dozen more start-ups and in selling a large financial services firm start-up for six figures. He has experienced market ups and downs, has written numerous books on personal finance, world economics, business, lifestyle and health. Jeremy has photographed 1500+ ocean sunrises and loves to balance left-brained finance time with right-minded meditation. He works a 24-hour week and helps people become wealthy in ALL areas. Find him at <https://about.me/jeremybritton>



Being a Solopreneur can be lonely, you can make all sorts of excuses for stalling and procrastinating. Excuses don't pay the bills. Without strong foundations for your business, regular marketing and keeping on top of your finances your business could crumble.

So, who holds you accountable when you work for yourself? Customers can if the work that needs to be done is directly related to their order. However, if the job that needs to be done doesn't impact your clients directly who holds you accountable for getting your back-end tasks done?

That's where having an Accountability Buddy can give your business a step up.

How do you choose the right Accountability Buddy?

1. **Get to know yourself.** What are your weaknesses? What are your strengths? What are your fears? What is your preferred communication style? What triggers your resistance? What activities do you indulge in when you procrastinate? Which of these areas do you need more focus?
2. **Make a short list of those businesspeople you know and admire.** Choose someone with complementary strengths, or someone who can move you through your resistance and appreciates your strengths. Accountability buddies are two-way support systems. You need to give as much as you receive. If you don't have anything to give back to your buddy, then you're really looking for a coach and not a buddy.
3. **Set your ground rules.** For your Accountability Buddy program to be successful you both need to be playing in the same garden. You need to create guidelines around these 7 areas.
 1. How will you connect?
 2. How regularly will you connect?
 3. What time and for how long?
 4. What's the process if one buddy can't make the meeting, how do you catch up?
 5. Make it crystal clear which areas of your business are open for discussion
 6. What areas of your business are strictly out of bounds?
 7. What specific areas do you want to be accountable in?
 8. How will you end your accountability relationship?
4. **How will you run your accountability session?** Small business owners can be time poor so making the most of your accountability session is essential. Having time in your session to get to know each other builds trust but having a chat fest doesn't help you move towards your business goals. Having a structure or guide can help you achieve more in your accountability sessions.
5. **Create a SMART Action Plan.** Use your Accountability sessions to create stretch/growth goals. SMART goals that help you move from where you are to where you want to be.
6. **What do you do if accountability doesn't work?** Accountability buddies aren't right for everyone. You both need to put in the same amount of effort to make it work. Having clear boundaries, creating guidelines and communicating your expectations may help reduce challenges but they can't eliminate them if you're not suited. If it's not working for you let your buddy know.

Having someone to hold you accountable can reduce procrastination, help you achieve your stretch goals or pivot your business. After your sessions become a habit you'll find yourself looking forward to them and going that extra mile to get the items on your action plan ticked off. Perhaps like me, you'll be amazed at how much you've achieved in your business in a short time.

Julian Campbell is a Business Wizard®, corporate speaker, bestselling author, business coach and long-established radio show host based in Newcastle, Australia. He has been a catalyst in transforming the lives and businesses of thousands of people through his vision, focus, bottom line realism and caring attitude.

Call him at **+61 414 736 484** or visit www.businesswizard.com.au



Inactive customers are people who may have bought only once from you, placed a small order or have stopped using you. These are not reasons to think they are not worth the time of day to call by phone. It is a vital strategy to stay in touch with these customers too just like you would stay in touch with your existing customers. Taking time to pick up a phone shows you personally care that they stay with you and you can generate more business. I explain how in this article.

Maybe at the moment they might not justify a face to face call but you can certainly pick up a phone to stay in touch. You might be afraid to call them because they might tell you that they have gone to another supplier or they had a bad experience with you.

When you change the emotion of fear to caring for your customers you will find opportunities to sell that you never thought were possible



If they have gone to another supplier, you need to know "why" so you can make some improvements on what you are currently doing to attract new business and if they had a bad experience you also need to know "Why" so you can find a way to rectify the experience before they tell 40 other people.

DO NOT SAY "You bought ____ from us last year and I was wondering if you would like to buy more this year?" or "You haven't done any business with us recently".

Get into a conversation and start with:

"Good morning _____ we enjoyed doing business with you last year when you purchased _____ from us."

"We are wondering what products (or services) you will be looking for in the future?"

"What is most important to you when choosing _____?"

"How can we assist you to _____?" (Or ...)

"What would you like us to do to help you meet those goals?"

(Make sure your questions begin with "What", "Where", "Why", "Which", "Who", "When", "How", not a closed question that can only get a Yes/No answer).

Repeat back what they say and then be ready to talk about what is new in your business and what you can now offer them.

WHEN THE CUSTOMER WAS NOT HAPPY

If the customer was not happy with your service and that is why they do not order from you anymore, then this is great to know so you can attempt to rectify the situation. Ask them:

"What happened?" (Be quiet and listen)

"I'm sorry to hear that happened."

Repeat back what they said to show you were listening

Suggest a way to compensate them or reassure them why this would never happen again, get their agreement and then you can move on to informing them about your new products and services.

WHEN THE CUSTOMER HAS GONE TO ANOTHER SUPPLIER

Find out what they like about that supplier and what they don't like and make an offer. You can find out by asking:

"What made you choose that new supplier?"

"In an ideal world what could they do better?"

You then offer to do what makes them choose a supplier and what they would like the new supplier to do.

ACTION STEP

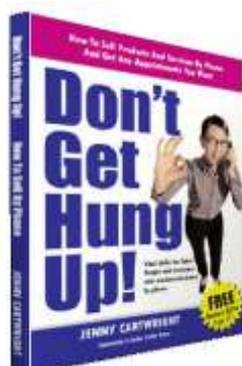
CALL 5 to 10 INACTIVE CUSTOMERS A DAY AND RECORD THE BUSINESS YOU GET EACH DAY FROM THIS STRATEGY. YOU MIGHT BE SURPRISED.



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

A member of Professional Speakers Australia, Jenny is based in Sydney, Australia.

Give her a call at **+61 2 9427 3479** or email: jenny@telesalestraining.com.au or visit <https://telesalestraining.com.au> for information on her training programmes.



In order not to miss out on sales, it is important to review your sales calling strategy on a regular basis. We are going to take a look at how you can retain business and relationships with your existing customers.

I remember times when the sales training side of my business slowed down, I would make a phone call to some of my past in-house training clients personally, to give them ideas of what they could be doing to get more sales. Many people fear picking up a phone these days but I can assure you that those who do this, build better relationships, speed up the sales process and get far better results than those who don't.

As a result of asking them good strategic questions, they realized what they were not doing and what they should be doing. Recognizing the extent of my experience in sales and marketing, some clients asked me to review their marketing material, write their sales systems and strategy, (something they had never documented before) create their inbound and outbound call scripts, document the tasks of each salesperson's role and create a training manual so that anyone new starting the role could start training themselves.

The number of consulting jobs that resulted from this exercise replaced the reduction in training jobs I was experiencing at the time. So what are you doing to reinvent your strategy on **keeping existing customers**?

Are you making yourself a pest by calling them too often or are you only calling them when you want them to place another order? If that is you, what else can you do to stay in touch with them?

Think how you can "help" them as opposed to sell to them.

The phone connection is still important but other methods need to be interspersed. Here are a few ideas that I use to stay in touch. I hope they help you.

1. Send a monthly Tips Newsletter to help them be more successful or informed.
2. Send an article of interest from a newspaper or magazine, mail it to them with a little note saying "Thinking of you when I saw this article – Enjoy" or "Hope you find it useful." It could be about a personal interest you know they have e.g. golf, tennis, cars.
3. Review your notes on them and develop a reason for calling that will give value to them.
"Last time we spoke, I remember you said you were going to have to replace the engine in your car in the near future. I found an article the other day on how to prolong the life of your car's engine and I would like to send it to you if that is okay?" Then, get into a discussion around that and find out what else is going on in their life.
4. Send a special offer specific to the customer
5. Tell them about any government changes or industry changes to keep them informed.
6. Invite them to a networking function you are attending
7. Put on drinks or a networking meeting at your office
8. Give them a referral
9. Send a surprise gift to thank them for their business, a birthday card or a thank you card. They will very likely call you to say thank you personally and you can start another conversation.
10. Share one of your client's Facebook or LinkedIn posts and let them know you did so.

Make sure you look after your existing customers. They are 80% of your current business.

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The above statement is true and I hope you agree. It appears that more and more recruitment companies receive from their clients, a list of skills and capability requirements for hiring people in management roles. Rarely do they provide a list of the qualities they want from the manager as a leader of self, and others. Some companies request profiling and testing candidates IQ (Intelligence Quotient) before hiring, yet I've not come across a recruitment company that has managers go through an EQ (Emotional Quotient) assessment. I'm sure there are some, but it's certainly not the norm. IQ only means "your capacity for learning". It's very hard to measure accurately because tests can't easily measure unused capacity they can only measure how much you know and perhaps how well you are able to solve certain kinds of problems.

The Future is Now!

"*The 10 skills you need to thrive in the future*" as stated in The Future of Jobs Report for 2020 (from the 2018 World Economic Report: <https://www.weforum.org/reports/the-future-of-jobs-report-2018>) has three distinct changes since the one for 2015. Emotional Intelligence and Cognitive Flexibility did not feature in the 2015 Top 10 report and Creativity is now in third place instead of 10th. We know that some jobs will disappear with AI and other technology, but it's generally agreed that EQ will be even more important and not just for leaders.

Top 10 skills

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Source: Future of Jobs Report, World Economic Forum

In your role as a leader what are the biggest challenges you face almost daily? Is it all the issues, errors, employees, clients, directions from higher levels? Or is it the technology of your business, whether machines, computers, phones etc.? Whenever I hear managers talk about their own issues, they are 90% people oriented. So however high your IQ is, it will be EQ and your **emotional resilience** that will lead you to operate well under pressure, to solving issues, improving your ability to listen and communicate and developing healthy interpersonal relationships. The path to being an outstanding leader of others starts with you. Everyone can be resilient.

Thriving Under Pressure

How is your emotional resilience? How you really fare under pressure is a measure of how you handle emotionally charged situations. Some people actually say I'm looking for techniques to better cope with stress.

When someone says 'cope' I imagine it must be like being in deep water out of your depth and gasping for air. That is surviving, not thriving.

You can read books and articles that give you the 'how to's' of managing yourself. These are often accompanied with mental techniques and carefully constructed advice which may or may not work for you, or it's simply temporary until the next event. For some people they say that they manage their stress by exercise – running, the gym, meditation etc. and of course a healthy diet. Yet so many managers also say they eat at their desk, grab what's easiest to eat, drink too much coffee and run out of time to exercise especially with long work hours or family commitments. It's so easy to have excuses for the choices we make and just not enough 'me' time.

It's all about 'state of being'

Techniques require a 'doing' which in stressful situations are at best effortful or seem like very hard work. As a leader, raising your consciousness of how you are creating your experience of life goes to the heart of the matter. Every human being has access to a magic source – a deeper intelligence called innate wisdom or innate health. If we give ourselves permission to just stop thinking for a moment and say 'I don't know what the answer is', a new thought has a chance to appear. Being calm in our thinking whilst under pressure is available to all and hence the importance of understanding how we think.

It's not the thought we had that creates the stress. It's the thoughts about the thought – overthinking – that we struggle even more. Anytime we add more thinking—and all deliberate mental techniques require thinking—we are likely to struggle even more. The analogy of leaving a pot on the back burner to simmer away is the same as leaving our thoughts alone especially when we are stuck and cannot find a solution. How often do we forget someone's name or the name of a place so we leave it to one side? Then suddenly out of the blue the answer appears whether it is a new solution or remembering what we already know. All creativity and innovation appears when our minds are empty. When it's no longer busy and cluttered, then insights arise and we will feel amazingly better. As human beings we are designed to find clarity without effort.

Judging Self and Others

There are many things to be judgmental about whether it's ourselves or others. If you are tough on yourself, you are likely to be tough on others. I'm not suggesting being complacent is OK.

Compassion has an important role in EQ. No one is perfect, yet often people will describe themselves as perfectionists. There is a difference between excellence and perfection. The former feels effortless and perfection is effortful because nothing is ever good enough. My Father used to say; "Perfection is neither possible nor desirable". If it were true, there would be nothing to be improved upon. Perfection is finite. As human beings we thrive by continuing to learn and grow from both what we achieve and the mistakes we make.

Life is a journey into the unknown and so is being a leader both in your professional and personal life. How you handle all the situations that you may or may not have control over, will depend on your ability to recognise your feelings in that moment and how you are thinking about whatever it is. As you detach yourself emotionally, insights will reveal what to do. Listen for those insights – they come with a clear calm state of mind.

"The quality of your thinking is more important than the quantity of your thinking"



As an award winning speaker Gilly *Equips people for life!* She is a Professional Member of PSANZ and past President of PSANZ 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



JASON CHUA Three Tips to Staying Creatively Motivated

Ever had one of those days where you find yourself lacking motivation and stuck for ideas?

Feeling burnt out and mentally exhausted, all you want is that surge of brain juice to overcome any hurdle and move forward! Well, it's possible and I'd like to share with you three tips from my experience as a designer on how to stay creatively motivated during times of mental blockages.

Tip 1: Don't be afraid to step away: As humans, we need breaks. Rushing to finish tasks can stress us out or start a chain reaction that can cause more problems rather creating solutions. Stress causes mental exhaustion, makes tasks a bore and can cause carelessness from loss of focus.

So, before things go haywire or you spend more time fixing any problem created in a stressful state of mind ... learn to take a breather. Take a walk, eat, drink or do something that makes you happy. Clear your mind and things will flow much smoother once you've had a little break.

So my first tip is to work hard, play hard yet take a break.



Tip 2: Get a fresh perspective *: It's often said, variety is the spice of life. As a designer, my job has that in abundance as I've worked across a variety of companies and industries. Whenever speaking to my clients, I'm tuned in to their perspectives on problems which I can then use to broaden my mind and creativity. When I'm feeling creative, I'm motivated to try new ideas.

**I once tried to quick dry my washed clothes in my freezer so I could take my son out for a fun day. This was a different type of learning experience and a story for another time.*

So try and view things from different angles, upside down, inside out, borrow someone else's views and learn to ask for advice. It will help you get clarity, stay creative and solve problems quicker.

Tip 3: Don't stop learning - up your game: Do you recall when you first started your career? Here is mine.

I got my first job in an agency and it was worse than a junior role. To be honest, agency life can be daunting with pithy internal politics, unwritten rules and egos all over the place - it's stressful almost every day. I recall being told to crop and resize over 1000 images a day to be suitable for e-commerce websites and back then, I didn't know how to use any design applications or programs.

I also had to help the Art Director wash his fish tank out and take care of his fish. My worst experience was when I was asked to hold a potted plant and walk around our office to help replace the oxygen I wasted. I didn't know why I was hired or what I was to do.

After a while, I began realizing why I was hired and it was because of my ability to do great research and deep dive into subject matter to truly understand it. This probably explains why I scored really well in history lessons and why I do aqua-scaping as a hobby now. Since discovering my strengths, I 'self-learn' as much as I can to be a better designer from learning Coral Draw and Illustrator early on to mastering current technology trends.

The old saying is '**Knowledge is Power**' and I totally believe that. I've found my edge was in my willingness to invest more time in researching before executing and this is the same for any job that we now do.

To be a good salesperson, one needs to know their product or service well and to be competent before they know who to sell to. To be a good trader, one needs to understand the market and how it moves emotionally and economically.

One has to be a continuous learner during times of victory and defeat. Always keep learning because in a professional role or industry, school is never out.

Jason Chua is a creative partner at **Black White Sheep Pte Ltd**, based in Singapore. He and his team specialise in creative designs that speak through visuals and by providing innovative ideas that help complete the project needs of their clients.

Website: www.bwsheep.com | E mail: Jason@bwsheep.com



DEAN COLLIER Artificial Intelligence and Real Intuition

The future of work is where Artificial Intelligence is developing to provide reliable systems, data and automation.

A technology revolution inspires a cultural evolution for CONNECTION, ENGAGEMENT and being ON PURPOSE

Millions of jobs will be lost and millions more created through the technology revolution and what becomes paramount is a way to discover your JOB SKILL SET. Any CHANGE OF JOB will mean progress for where your range of skills and natural abilities are employed. Added to the importance of education and academic qualifications is the importance of a 'personal intuitive aptitude' to gain the creative advantage necessary through these times.

Where Psychometric Aptitude Tests have their limits, a personal Intuitive Quotient Assessment Checklist will add the discovery of personal intuitive talents, qualities and needs. An INTUITIVE ASSESSMENT check can indicate where natural personal strengths are gifted for development, related to persistence, confidence, commitment, discipline, connection, service, wisdom, performance and sharing.

Artificial Intelligence and Real Intuition are destined to develop alongside of each other, which leads beyond pure psychology based on the three quotients of Mental, Physical and Emotional behaviours to balance with the FOURTH QUOTIENT of Real Intuition ... Intuitive Quotient (InQ). Future Personal leadership skills need to know how to connect, engage and be on purpose, with a shared attitude of the 'we and us' rather than the 'you and I'.

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>

This table of the four main quotients indicates INTUITIVE CORE VALUES of a personal profile.



The intuitive Core Values of each person indicates their unique personal talents, qualities and needs. Every business needs the talent of all nine Human Essences connected, engaged and on purpose, to be successful.

Intuitive Quotient Assessment

Intuition and a person's Intuitive Quotient (InQ), is often sensed beyond the intellect. When recognised and acted upon with all senses, InQ supports a safe culture, unified and engaged staff, with innovation, creativity and success.

Check your Intuitive Quotient 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 – with Intuitive Quotient**, 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. <http://www.deancollier.com> | +61 2 9904 3341
<http://www.maddisontraining.com.au>



Choose three of your main Human Essences that best reflects your most Important Intuitive Core Values in your work environment. Find at least three in the order of your recognized predominant 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 engagement
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 logical 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 of knowledge or know where to find it

THE CAREGIVER: Service

Responsible to provide best service possible
Want to make a difference for others
Evoke care and unity in surround
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

You are the C.E.O. of your own Personal Leadership Skills ...

Lead yourself and others with CONNECTION, ENGAGEMENT and be ON PURPOSE for best results with the integration of personal differences of all people

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 - 5 for max

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

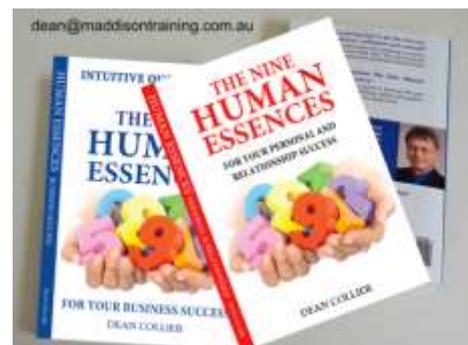
Ideal - Inspiration (Trends) Wisdom

LEADER

Management - Resources – Limitations

EDUCATOR

Methodology - Training – Specialised



Does this situation sound familiar to you? You are in a busy office, always 'on the go' and responsible to others because you 'get things done' in the team. Increasingly you feel physically drained, emotionally vulnerable and your mind is overwhelmed with negative worrying thoughts.

You are struggling to handle your workload and all the people who depend on you. You're not coping like you used to. You remember when you loved your job. Now the pressures seem to be greater than ever. You are accommodating others' needs but not your own. Some days you'd rather just stay in bed ... but feel compelled to go to work because you believe that everyone relies on you.

What you'd like to do is say 'No' to some of the tasks / requests. To push back and redirect some of the requests you receive from others. To establish boundaries to make it clear what you will do and what you won't do. Have quality time for yourself and your family and friends. It's like your personal 'batteries' are drained and you need a 'recharge' NOW!



4 tips that will help you regain a sense of calm, resourcefulness and success.

1. Set boundaries:

- Know what's important to you. Know what's expected of you
- Communicate assertively what you will do and what you won't do
- Speak up respectfully, ask questions and clarify meanings and expectations
- Prioritize and communicate what you will do, by when and what will need to be handled by someone else
- Be willing and confident to negotiate
- Craft the words; deliver with a respectful tone where you stand on an issue and how you feel. State the consequences if the boundary is crossed.

2. 'Recharge' your personal 'batteries':

- Get 7 to 9 hours sleep each night. Getting 4 hours or less is like 'operating while drunk'
- Eat right. Minimize your sugar intake. Eliminate processed foods. Lots of fish and vegetables
- Stay hydrated to help your brain think more clearly and you'll eat less
- Have a 'mini holiday' at the weekend, ideally without social media.

2. Say No 'appropriately': If you know what's important to you, you can say YES to that and NO to the unimportant. **My 3 favourite 'No's':**

- The '**rain check**' No: No for now, not forever... e.g. Sharon, I will do your report this afternoon. I'm finishing off Geoff's report to the Board now and **then** I'll do yours. OK.
- The '**one reason**' No. It needs to be true so your words and body language are congruent and believable. Only give one reason, because the more you use the weaker your case becomes
- The '**Alternative**' No. I've a prior commitment this evening, but I can come in early, if it's important, so you will have the documents you need by 9am.

4. Be fully present:

Be in the here and now i.e. 'be where you are'. In this way you release your energy and can focus fully on the matter at hand. This means you're more effective and efficient. Time and money is saved. You'll be a star.★

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



Yvonne is a former National Speakers State President and National Board member and a recipient of the Walter Dickman award for service to NSAA (PSA) and the community. 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.

Contact mobile: +61 417 203 106 | <https://www.linkedin.com/in/yvonnecollier/>
Email: yvonne@maddisontraining.com.au | <https://www.maddisontraining.com>

Do you have 'difficult people' in your life? When I ask my 'Assertive Skills course' participants this question, the answer is 99%, "YES!" How many? "Lots!" That is why my 'Getting What You Want: Assertive Communications Skills' course is a huge success for more than 20 years!

So how do you manage 'difficult people' in your life? Whether at work, socially, in your family? 'It depends!' They are my two favourite words in the English language. 'It depends' on many factors ... the background, context, culture, education, experience, mood, relationships ... your energy levels, skills, values, what's important to you ... and your commitment to your desired outcome.

Given these complexities there are some reliable universal keys, regardless of the situation or circumstance.

My five key strategies are:

1. Get resourceful - You need to stay focused, centred and calm - Feet flat on the ground - Turn your 'core' on. Use the acronym **S.B.N.R.R**, a proven mindfulness technique. **Stop, Breathe, Notice, Reflect** and then **Respond**, not react.

2. Separate the person from their behaviour – build bridges - The person is basically good, their behaviour may not be! For example, you observe your 'difficult' person behaving in what you interpret to be 'stupid'. It doesn't make sense to you. You may be tempted to label and call them an idiot! No, resist the label. They are not an idiot! ("Oh yes they are", say some of my participants!). No, their behaviour may be idiotic and you need to address this, but idiot is not their identity. Not labelling people helps build relationships. It takes practise and effort to maintain neutrality, observe with non-judgement and be open to possibilities. However the results are worth it. You will be seen as a skilful communicator who builds bridges with respect.

3. Reframe the 'difficult' person as 'different' - This really works – however some find this challenging. How do you actually do this?

- Recognize we are all unique, have preferences and in our own way, are doing the best we can
- Empathise - place yourself in their shoes and see the situation through their eyes. What could be happening in their life, which causes their difficult behaviour?
- Notice what the effect is on you? Physically, mentally and emotionally?
- Now choose the best strategy and techniques to handle these.

4. Helicopter focus - Imagine you are in a helicopter looking down at the situation. The higher you go the clearer the picture of all the complexities impacting on the current situation and behaviours. This takes the heat out of the situation by removing the emotions so you can consider ideas, options and possibilities.

5. Keep the future in perspective - What you do today will often dictate tomorrow! Use **S.B.N.R.R** to guide you in the present and to focus on building relationship bridges and create a better future where you don't experience 'difficult' people, they are just 'different'!

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Contact mobile: +61 417 203 106 | <https://www.linkedin.com/in/yvonnecollier/>
Email: yvonne@maddisontraining.com.au | <https://www.maddisontraining.com>



Developing a positive mindset is essential for any professional and will help you to achieve more, inspire your team and create a more positive work environment. Given that the average employee is unproductive for around 25% of their working day (and often stressed for the other 75%) there's a lot of room for improvement in the average business and much of it is to do with their mindset.

[Positive Psychology](#) is a robust science. It's not a management fad, or part of the self-help movement, it's the study of what's right with human beings and applies that knowledge to our lives, communities and organisations. In business we aim to increase personal productivity and efficiency while building resilience to stress and burnout, we explore how meaning matters and why optimistic staff consistently outperform their pessimistic co-workers.

Here are some things you need to know about [Positive Psychology in business](#).

- Positive workers are over 37% more productive than their negative co-workers, they do better in management roles and are more resilient to stress.
- Positive managers have teams that are 30% more productive than their negative co-workers.
- Thriving teams; those who have high success rates, better cohesion and stay focused on the project, have a positivity ratio of 6:1, meaning they interact with 6 x the positivity than negativity.

The key is 'how can we apply positive mindsets to create a positive business?' Here are four simple things you can do in your workplace;

1. Acknowledge people – Negativity is contagious, fortunately for your workplace culture, so is positivity. By acknowledging co-workers, you're saying, "You're an important part of this business" and that's what truly motivates. Set up a white board and encourage graffiti to praise employees and their work.

2. Develop a growth mindset – People with a growth mindset know that they can always learn, they are open to challenges and see effort as the path to success. Encourage all learning; support your team to try new things and most of all, encourage and model failure. It's a critical building block on the path to success.

3. Create down time – The best organisations in the world recognise that a stressed employee is an unproductive employee, and they've developed strategies for down time on the job. Patagonia has surfboards lining the halls, with their philosophy being "Let my people go surfing". Get creative in giving your people a way to recharge.

4. Bring back the fun – We know how great fun is for our brain, and we know having fun floods our brain with dopamine, so put the two together and create a fun environment to work in. Google has slippery dips, meditation pods, putt-putt golf and their team are certainly more creative, productive and dedicated than most.

When looking at Positive Psychology strategies to implement into your workplace, don't go for the one big party at Christmas, rather find strategies that you can use and implement every day to gently shift your mindset and the teams in a positive direction. Good luck.



Jodie Cooper - Having grown her coaching and presenting business over the last 13 years, Jodie is an expert in Positive psychology and helping professionals develop a mindset and culture that's more positive, productive and profitable.

Embarking on a 12-month lifetime adventure around Australia with her family, she will be blogging, presenting and coaching as she travels. Her mission to inspire positivity and make the business world a better place, one person at a time. <https://www.jodiecooper.com.au>

October 2017: I find myself in Ulan Bator, Mongolia; the chill of winter is in the air. I am sitting in a café opposite a young, urbanite, a student from the National University of Mongolia, named Bideriya. She is longing for the vastness of the Mongolian Steppes and the rolling graceful golden dunes of the Gobi Desert. She said, this is where freedom is. You need to be adaptable, agile to see the possibilities from an expansive viewpoint. I can see in her big brown eyes, her lament for her nomadic past as she feels that she has lost this being an urbanite. She pauses, and then says, nomads **'Think Vastly, Act Narrowly'**. Inside of me an explosion goes off. Wow what a great insight.

What does this mean to nomads? What does this mean to you? How can this help you transform how you make decisions in your life or business?

For nomads, she says, this means they are able to see the wide angle, the global viewpoint, big picture perspective. Translated into contemporary life and viewpoint, they gather all possibilities; viewpoints on situation; ideas on a creative project; topics of a meeting and more. Then they narrow in and rapidly make a focused decision and move forward towards that destination.

This means starting wide, standing back and looking at a situation from a separate and distant position physically, mentally and emotionally. Kind of like standing on top of a mountain and looking at the 360 view point. Most of us harbour all things in our mind, body and soul which put you in a narrow often constricted position and things can seem quite entangled. Like the saying, 'you can't see the forest for the trees'. When you are entangled, it is hard to remove yourself from the narrowness to disentangle whatever you want to solve or how you want to be. Luckily as humans, we are eventually able to sort things out ... or not.

Try this physical body scan to expand yourself and disentangle!

Stand upright with your arms held out sideways at shoulder level. Feel what this is like – is it light or heavy; can you breath freely; how does your mind feel; what about the rest of your body - is it strong, flexible and loose – does it feel freeing?

Next, with your arms out stretched slowly bring your arms together in front of you (at shoulder level) and again go through the body referral scan.

Then fluidly flow your arms back and forth wide narrow, wide narrow a few times. Feel it. Now, look at your situation from the 'vast' position.

When you wake-up, start the day with your arms wide and in your mind - looking at your day, before you narrow into your activities, meetings, conversations.

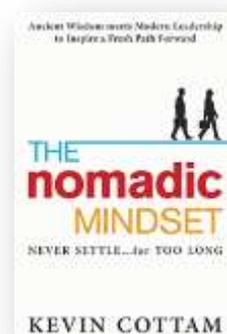
When you are at work start wide with your plans, projects, meetings before narrowing in.

During the day, take time to stand at a window and look out with your arms wide. Just practice the width more than the narrow.

Just remember you need both – 'Think Vastly, Act Narrowly' by Bideriya – this will make a difference in your well-being, decisions, clarity and much more.



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



'We cannot solve our problems with the same thinking we used when we created them.'

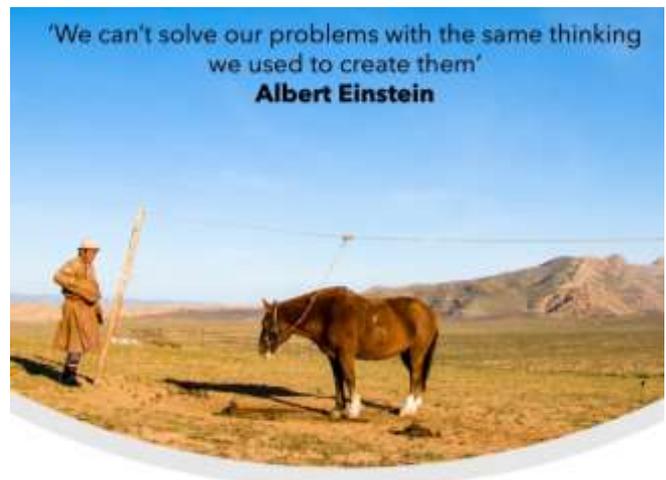
Albert Einstein

For most of us, a new decade is a big milestone and it is also another good opportunity to rethink life, leadership, relationships, the way we solve problems and more. Just take one step at a time though.

When you read through the following story, pick out the words that inspire you to solve problems with a different way of thinking or mindset.

Said Zaki, a proud Berber nomad from the Sahara in Southern Morocco, says to me, Berbers see 'everything as an opportunity'. This includes the desert and sand itself. It is filled with opportunities. Just as it's an opportunity for you to read this e-book. This is an opportunity to learn or see things from a different perspective. Imagine what your life and mindset might be like if you saw both positive and negative things as opportunities to learn or to unlearn – even as hard as that might seem at times.

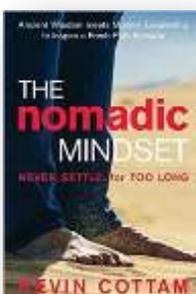
Said further says, nomads modulate their lives to the sand. The sand is always moving and creating uncharted territories. It never settles for too long and that is the same for you. Never settle for too long, just long enough to reap the harvest. This takes an agile, flexible thinking mind that observes, listens and is alert to whatever may appear – i.e. the signposts. These signposts of opportunities appear in different ways, large and small and sometimes we are blind to the smallest and perhaps most important signposts. They can appear as sounds, signs, marketing, a word someone uses, something in your house that you haven't seen for a long time and the list goes on. Nomads know these signposts will lead them to their destination. Being able or even willing to recognize those signposts can lead you to a different destination, like Einstein shares 'a different thinking', that you never thought possible.



Said says, the sand creates different opportunities and we must adapt and flow to the ever evolving new environment which is changing all the time, it is just normal and the way of life. To be able to do this, he shares, they know they must be still, alert, actively listen and observe the signs that the environment will display. This is the nomad's inner GPS. To understand this inner GPS, you might want to tap into your innate nomadic mindset.

As you enter into 2020, consider the way you see the world, make decisions, create new solutions that are sustainable or different than the way you normally think; take small steps to embrace the words of Said and the nomadic mindset that lives and is your GPS of life, but you just might have forgotten. Look for signposts that will take you in a different direction and experience something fresh and new.

2020: Time to Rethink – still, alert, listen, observe, agile, flexible, adaptable, opportunities, signposts, evolving, new environment, uncharted territory, flow, create, never settle for too long, direction, destination, journey, experience ...



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We are living in a stormy world right now that produces challenges, stress and anxiety for most of us. Just look at these areas and you may or may not be experiencing them all but you can agree, the storm exists.

Nutrition - poor diets and bad gut health effects our brains and how our body functions. There are many of us at a sub-optimal level

Environmental - toxins in our food and in our air, electromagnetic fields causing disruptions to our systems, plastic derivatives (now even being found in fish and tea bags).

Family - both parents normally work, rising divorce rates, family dynamics have shifted, communication styles and coping mechanisms are sometimes not being taught at home

Culturally - media, social media and being told what is good/bad or right/wrong by the WRONG people. It's hard to navigate such misinformation

Lifestyle Rhythms - or lack of rhythm as the case may be for most, chaos rules, organization and routine are a thing of the past. This is heart breaking as its routine that gives the mind calm and certainty

Stress from Trauma - wars, shootings, kidnappings, natural disasters all reported on the 24-hour news channels and reposted everywhere on social media. Media has a reason to keep us on edge. We buy more when we're stressed

Relational Issues - increasing lack of social engagement with REAL people has led to awkward social behaviour, lack of manners and respect and a pulling away from the connection we all need

We are seeing this storm show its many faces in our lives, whether it's anxiety disorders, OCD, separation anxiety, panic attacks, PTSD, phobias, performance anxiety, inflammation or depression, chronic illness or pain, sleep disorders, anger, ADHD or spectrum disorders. The pain is real. *It could be physical or mental but the pain from the battering of the storm is definitely real.*

What do we need?

First, we need to have a clear awareness that stress is a key initiator and mediator of chronic and acute health problems, psychological breakdowns, connection and emotional issues as well as energy depletions.

Second, we need to have easy to use, engaging techniques to prepare for, recover from and adapt in the face of stress, challenge and adversity. We need to be able to self-regulate and act for our long-term interest consistent with our deepest values.

Third, we need to practice these techniques on a regular basis so that we can shift our baseline depleted state to that of a **RESILIENT** state which can take 6 weeks or more.

How can we do this?

It's as simple as focusing your attention on the area of your heart then imagining your breath flowing in and out of your heart area breathing a little slower and deeper than usual. It's called Heart Focused Breathing. This simple technique developed by HeartMath™ can have profound effects on your resiliency. When you use this technique to prepare for your day and to shift and reset after a challenge, you are training yourself to sustain resilience over a long term.



There are more techniques to help you in your stressful world when you visit www.allinthemindasia.com/resilience | +65 8387 3219

Lindley Craig is certified HeartMath™ Trainer & Coach as well as an IANLP Certified Trainer who specialises in building better individuals that build better organisations, families and communities. She provides Coherent Workplace Training using The Resilience Advantage™ program as well as other corporate training courses.



When you are having a conversation with someone in the office, have you had the feeling that the person is being manipulative in getting you to see things their way?

Do you feel yourself unable to decide or do things you really want to do when you are with someone as they seem to give you suggestions or advice that seems to discredit or demotivate you from your course of action?

Does someone you know in the office consistently accentuate your faults and give the impression that whatever you say or do counts for nothing?

Have you dealt with someone who is always using their weakened position to make you feel pity for them and give in to their request even if you know that they may not quite be telling the truth?

If your answer is affirmative to any of these questions, then you're probably dealing with a manipulative person.

Manipulative people usually have a sense of low self-esteem and self-confidence such as they feel that they need to show others their faults and try to hide or minimize their own. By criticizing or condemning your thought processes and actions, a manipulative person may think that he/she is in control and that they feel good about themselves. But what they are doing is unwittingly creating a toxic environment that nourishes dissonance and discord in the relationship.

Whether in your personal or professional life, it is vital that you learn to identify and handle these people with tact and logic.

So how to deal with manipulative people?

Manipulative people are not necessarily monsters, but their actions can be perceived as being monstrous. They have a persona of rubbing people the wrong way. However, if you can develop the ability to deal with them, you will be better able to take charge of the situation and perhaps even turn the tables in your favour. Here are some suggestions:

1. **Understand the persona of the manipulative person** - Usually a manipulative person may be one who is driven by a sense of self-serving bias and confirmation bias. He/she may only want to see things that serve their personal interest. Therefore, they tend to generalize a situation and may use 'slimy logic' to justify their point of view. If they are doing so, what you can do is to point out their flawed position and ask them to provide further information for their point of view. This usually will stop them in their tracks and allow you to turn the tables against them.
2. **Strengthen your own personal self-worth and capabilities** - Manipulative people are fuelled by others' weaknesses and they exploit this to their advantage. If you feel unsure about what you are doing and you have a sense of self-doubt about your capabilities, the manipulator will seize on these and sap your motivation. Identify your key capabilities and engage in positive self-talk about your abilities. Learn to look at things objectively and do not feel easily intimidated just because someone disagrees with you. By doing so you strengthen your self-worth and are able to handle manipulators objectively.
3. **Move away and move on** - If all else fails, then the best is to move away and move on. Some manipulators draw sustenance from the weakness of others. They will relentlessly pursue their own cockamamie ideals and try to impose this on others. Instead of wasting time trying to make sense of them or changing them, you could simply move on. If this is not possible then try not to get trapped in their negative ways of doing or looking at things. If you don't give them your attention they will sooner or later get the message.

Sandra Daniel – corporate trainer and senior managing partner of *Lateral Solutions Consulting LLP*. Her forte is enhancing growth mindset behaviour and understanding the psychology behind dealing with difficult people.

She can be contacted at: sandradaniel@live.com.sg



The Great Buddha said, "All that we are ... is all that we have thought."

Stop and think about that for a moment.



I have been reflecting on this for years and it is seemingly too deep and layered a tunnel to ever reach its bottom. Thankfully someone else built us some major lamps on the way down to find its gem encrusted source – its meaning.

Lao Tzu, the founder of Taoism and one the great Eastern philosophers and thinkers of history said:

"Beware your thoughts - they become words. Beware your words - they become actions. Beware your actions – they become habits. Beware your habits – they become your character." And your character yields your destiny.

Easy right? All we need to do is change our thoughts, and we can change who we are, our very destiny - all that we **are**, is all that we have **thought**.

But there is a **major** problem here.

It is said that "thought control is the **ultimate discipline**". Therefore it takes more discipline to control your thoughts than it does to eat healthily, go to the gym every day or even get a martial arts black belt.

Thought control is the ultimate discipline.

Why is that? We have a survival instinct built into our very nature. We fear sickness, hunger and death – for our very life. In other words, we have a naturally negative bias. So our very thoughts tend to be negative, making it hard to yield our most positive possible outcome for our lives – our destiny. How often do you think negatively of yourself, your boss, your spouse or anybody else for that matter? Not to mention how limited? Neither Buddha nor Lao Tzu taught us how to control or expand our thoughts, other than years of meditation perhaps.

What might give us a fighting chance in the shorter term, then, is to ask the question – what is it that precedes our thoughts? What is it that influences them? If we understood that, maybe we could have a chance to change them for the better.

Stop and think again for a second – what is it that precedes your thoughts? Where do they come from, or what is it that they are most influenced by?

I have been considering this quandary for almost the last 20 years now, ever since I tried to change my destiny, being an also ran salesperson to instead becoming the No.1 Salesperson in the oldest direct selling company in the world. I knew I needed to change my thoughts, words and actions so I could ultimately change my destiny.

Here is what two decades of thinking, discussing and reading on this have yielded – what precedes your thoughts are your **beliefs**. Right believing leads to right thinking and wrong believing leads to wrong thinking.

For example, I used to believe that if I shampooed my hair for more than 5 seconds, I would gradually lose it and one day shatter my dream of having a good head of hair late into life! One day in my late 20's, when my hair started thinning, I went to see a hair specialist and she said, "What? You are only shampooing less than 5 seconds a day? You need to do at least a minute a day to clear the build-up of sebum that otherwise drowns and kills off the root of your hair ultimately leading to baldness!" My wrong believing led to wrong thinking, doing and ultimately almost made my destiny to become bald!

Right believing leads to **right thinking**.

So what is it that precedes our beliefs? Knowledge. Right knowing leads to right believing.

Now the question is, "what underpins our knowledge and our beliefs?" I always remember my Sales Manager, Robin, as tough as he was inspirational. Robin always told me, "You will be exactly the same person you are today 5 years from now ... other than the people that you meet and the books that you read".

Now two decades on, Robin's words mean so much more to me because I now know that the people that you meet and the books that you read directly impact your knowledge and your beliefs.

It was that lady that helped me have a good head of hair today by correcting my wrong beliefs and actions and it was Robin, that advice, the books I read that he recommended and this model, that helped me become No.1, breaking the all-time sales record out of more than 200,000 sales reps in the company's history, and earning my first fortune.

We now have a more complete model that Buddha and Lao Tzu only hinted at:

People

Books

Knowledge

Beliefs

Thoughts

Words

Actions

Habits

Character

Destiny

So, make a list of the people you would like to meet and meet with again; and books that you would like to read and read again. Then work on them. Those that make lists also tend to start acting on them!

And remember: grow your knowledge - it underpins your beliefs. Beware your beliefs - they precede your thoughts. Beware your thoughts - they become words. Beware your words - they become actions. Beware your actions – they become habits and beware your habits – they become your character, your **destiny**.

Theo Davies is the Director of Training for Oracle in Asia-Pacific. He is the author of '**Breaking Sales Records**' and the upcoming book '**The A-Z of Sales**'.

He is a past National Public Speaking Champion (Singapore) and Regional Champion First Runner-Up. He is a stand-up Comedian, having opened for Singapore's most famous comic, Kumar and also appeared in the movie '**Crazy Rich Asians**'.

Email: thedavies@gmail.com



Understanding how rebels, rogues and radicals contribute to organizational growth.

If your leaders are complaining about the rebels, rogues and radicals in your organization (or worse still, there aren't any!), I'm here to be your wake-up call. These people are your natural futurists, they see the possibilities and patterns you aren't willing to see. They are your short-cuts to dynamic and unconventional growth!

If you're bemoaning the lack of innovation and creativity in your organization, look to the leaders of exceptionality, even if they don't have a fancy title; especially if they don't have a fancy title.

You'll find them through deep listening. The Exceptionals in your organization may be on the spectrum. They may be sensitive and introverted or they may be outspoken. They are the rabble-rousers that are demanding a different way forward. They are the ones putting forward off-the-wall ideas that are continually ignored, because they are too different (or too 'difficult'). They are whole-brained, not just left-brained or right-brained.

What do they all have in common? They are the outliers; the 20% that can leverage your organization towards a much greater future. Have you asked yourself why you are ignoring them? Why you prefer to listen to the 80% who can't move the organization into the future?

Exceptionality is the set of unique capacities that make each person exceptional in their work. Your organization either brings exceptionality alive, or it is crushed in the boxes and silos that comfort zones thrive in.

Have you wondered how to value the cultural shifts Exceptionals bring? There is a tsunami of Exceptionals who are creating dynamic change in the world and they're starting young. Greta Thunberg. Malala Yousafzai. Kelvin Doe, Jack Andraka. If you don't know who these kids are, you don't know the future of your business. Business is global. Are you?

The reality is that traditional workplaces are not equipped for the new generations of creators and leaders. Trying to squash them into the existing boxes isn't going to work. They will become your competitors and you're not going to enjoy that!

If you are a leader right now, it's time to discover what to do with the Exceptionals.

- Rebels are here to challenge the status quo.
- Rogues are here to show you the shadows in your business - what's hidden that needs to be addressed.
- Radicals are the transformers and future way-showers. They may also be your quiet achievers who are over-shadowed by command and control leaders.

What do they all have in common? They're already on the leading edge.

Do you know you need to catch up? Start by asking "How is your organization reactive, proactive or future-active?"

It's time to stop with the eye-rolling and the diminishing of the Exceptionals. It's costing you in every way - money, respect, awareness of future possibilities. If you have leaders who don't know how to lead these people, we need to talk.

Your organizational future begins with the exceptionality of vulnerability. Will you embrace it?



Simone de Haas speaks on The Future IS Exceptionality. Drawing on 30+ years of leading diverse groups of Exceptionals in the theatre-world, she brings intriguing, ground-breaking perspectives and possibilities to organizations who seek to become dynamically future-active. Is it time to get your show on the road to somewhere greater?

Simone is available for keynote presentations, executive coaching and consultancy. Contact Details: www.simonedehaas.com | simone@simonedehaas.com
Mob: +61 412 674 535



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In the illustrious words of Robyn Archer, "We must all have the courage to sing and the courage to sing praises ..."

For many people, singing is an even more vulnerable act than speaking. We don't sing publicly because we're afraid of judgement. We don't say what we really desire to, because we're afraid of judgement.

Many years ago I was put forward for a role with an iconic Queensland company - as the Executive Assistant to the Managing Director. They were looking for someone creative and 'out of the box'.

In order to test our mettle, the company asked each candidate to create a 15-minute presentation on why we were best suited for the role. 15 minutes! Then the penny dropped. I was returning to corporate work after a space of three years acting, directing and producing theatre. Surely I could manage 15 minutes? I was used to auditioning - I had been doing that for years. So what was this but another audition?

What do you do when you go to an audition? You sing, of course.

In front of a panel of six people, I sang my introduction to me, complete with MGM fanfare backing track. They listened, shocked and open-mouthed. They applauded. I got the job.

What makes you feel vulnerable is different for everyone

For me it's a willingness to show up with the courage and resilience in receiving whatever judgements come my way. You can receive judgement, or you can put up a wall that also keeps out the magic.

What if someone else's judgement of you, could earn you millions? Or at the very least, get you a job!

When you speak your truth, you unmask the authentic self

When we practice the art of visibility through vulnerability, we embrace everything that makes us who we are. Nothing happens when we do 'same same, no different'. When we try to blend in, make no waves, maintain the status quo. Everything is possible when we take the risk to be ourselves.

Being yourself is the ultimate vulnerability in a world that values image over authenticity

Being raw and vulnerable creates a space that invites people in. The visibility that comes from that depth of connection is irreplaceable and irresistible. It's more powerful than any business card, any advertising campaign or any Insta story you may create, thinking it will take you further.

We imagine our vulnerability is a flaw. So we add layer upon layer of pretence on top of the weaknesses and woundings that are not yet healed.

What if our vulnerability offers us the choice to be fully empowered instead? That vulnerability is, in fact, a super-power? An embodiment of all our capacities and all that we are becoming?

When you choose to stop judging you, you are able to receive the depth and vulnerability of your authentic power. To stop judging you, start being grateful for who you are, for where you are, for what you are becoming. Your every choice makes a difference.

Embracing your authentic power is a courageous choice

It is the choice to have gratitude for who you are, warts and all, rather than making your difference wrong.

It's the choice to back yourself or doubt yourself.

It's the choice to be what others want you to be, or who you know yourself to be.

It's the choice to seek visibility through authentic presence, rather than a perfect image that is exhausting to uphold.

This choice is available to each of us in every moment.

What will you choose?

Simone de Haas speaks on The Future IS Exceptionality. Drawing on 30+ years of leading diverse groups of Exceptionals in the theatre-world, she brings intriguing, ground-breaking perspectives and possibilities to organizations who seek to become dynamically future-active. Is it time to get your show on the road to somewhere greater? Simone is available for keynote presentations, executive coaching and consultancy.

Contact Details: www.simonedehaas.com | simone@simonedehaas.com

Mob: +61 412 674 535



*"The secret of happiness is the determination to be happy always,
rather than wait for outer circumstances to make one happy."*

J Donald Walters

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

We need leaders who are not afraid to include in their decision making the process the wider social, economic and environmental considerations of their actions will impact.

Most business schools preach that a decision made by a manager is generally considered 'effective' if it solves a given problem; but in today's environment, decisions often have a variety of other consequences - desired or not - which can deteriorate or enhance the quality of the original decision. In this connected world, we need decision-makers who solve problems applying a leader's approach.

Leaders make decisions by encouraging all stakeholders to be aware of their actions and understand the impact their decisions will have on the whole; they are responsible and accountable for their decisions and inspire everyone to be part of the ongoing process. Following are some ideologies that can help in building the appropriate winning mind frame.

Develop Your View

In order to lead, one must understand the reasons for their actions. As the Dalai Lama suggests, "The nature of our motivation determines the character of our work." In the business sense, this means thinking analytically about the consequences of any overarching objectives as well as the purpose behind daily procedures. It also means remaining aware of not only your own interests but the interests of all those you lead.

Establish the Right Conduct

Leaders ensure that they have the best intentions applied towards all that they practice.

Train Your Mind

As the Dalai Lama explained, that the untrained mind is like a monkey jumping around in a tree, excited and unable to concentrate. Further, the Dalai Lama suggests that "the leader has to recognize when negative emotions like frustration, impatience, anger, lack of self-confidence, jealousy, greed start to influence his thought processes," "these negative thoughts and emotions not only can lead to wrong decisions but also waste mind energy". Through easy to apply mindfulness or meditation techniques one can control their emotions.

Focus On Happiness

By asking two simple questions, a leader can discover how best to motivate those surrounding them. What makes you happy? What makes you unhappy? According to the Dalai Lama, happiness is the highest universal form of motivation.



Stay Interconnected

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

Stay Positive

It's no secret being in charge is hard and in some cases a lonely proposition. But, instead, the Dalai Lama encourages a more optimistic approach to life. "Appreciate how rare and full of potential your situation is in this world, then take joy in it and use it to your best advantage," every problem has a solution and having the right attitude from the beginning may help you find it.

"Our greatness lies not so much in being able to remake the world as being able to remake ourselves."

Mahatma Gandhi



From my experience and through the various research papers I have written, there is one quality that all leaders possess that is **Self-Awareness**.

The best thing leaders can do is to improve their effectiveness in becoming more aware of what motivates them and their decision-making. They have a clear perception of their personal **strengths** and **weaknesses**; they know what motivates them; they know what they truly value, and they are aware of their potential and even their thoughts. It is self-awareness that allows one to be a true Leader. A true leader needs to be able to project conviction while concurrently remaining modest to new ideas and opposing opinions.

Without self-awareness, one is not truly connected to their feelings, feelings that can later cause struggles and disagreements in one's life. Self-awareness includes understanding ourselves.

No one is perfect and a deep understanding of ourselves, our fears and the things that excite us can all help us to live in the greater world and in harmony and peace with others. Self-awareness also includes the basics such as being clear about what we like to do and what we don't like. It can include feelings about events and how they impact and change us. Self-awareness can just be being able to understand and feel comfortable with one's self-behaviour.

With an inspiring and entertaining style, **Dr Suresh Devnani** has travelled the world delivering deeply insightful and powerful messages to business audiences from Mumbai to Manila across multiple industries.

His tailored, highly visual keynotes as a best-selling author, researcher, global thought leader and Influencer is on Well-being, Resilience and Happiness. Dr Devnani's clients have found his speeches to be "inspirational", his counselling "transformational" and his consulting, "impactful", earning him the title of "the Happy Doctor".

Contact: www.SureshDevnani.com | Email: suresh@sureshdevnani.com



You've just had your website created and launched. Now it's time to think about the ongoing maintenance of it. In fact, this is something you should consider when you look at getting the site created. Not just content updates but the regular updates that should occur on the platform that hosts your website.

Here are some things you should consider.

Content Updates

Updated content is generally recommended to keep your site fresh and dynamic as well as improving the search rankings for most search engines. Most websites run on a Content Management System like WordPress, or a similar platform, which should make doing updates simple.

Just because it does, doesn't necessarily mean that the business should or could keep this work in house. If you're only going to be updating your site once every couple of months, you might find it more beneficial to outsource this work to a service provider. There are many Virtual Assistants who specialise in this work and because they do it often, the work takes them less time to complete.

Content Management System Updates

Content Management Systems (CMS), like WordPress, are constantly evolving to provide newer and better functionality. In addition, updates provide protection against identified security exploits.

Whether or not you believe you'll use the newer functionality, keeping your CMS up to date is crucial. It not only minimises potential security breaches, it will assist a specialist in supporting you more easily and cost effectively.

It's unfortunate that many developers do not advise business owners of this and in some cases, actively discourage the regular updates of this software.

Website Enhancements

As with all things, your website will grow and evolve as a business does. Whilst a business owner might be able to add the extra functionality themselves, or have a staff member do so, often the knowledge required is specialised and the learning curve is steep enough that it requires the engagement of an expert.

Sometimes, this is the original site developer however, as with content updates, there are businesses, like Virtual Assistants, that can provide this service on a more cost effective basis.

What Should You Do?

I recommend finding a provider who can deliver a support service that addresses most of the points above and can liaise with your hosting provider on a business's behalf. Some providers will do this on a retainer or monthly contract basis and some adhoc. Some will even tailor a plan to suit a business's needs.

The important thing when choosing a provider is to ensure that they are someone you can work with in times of high pressure or stress. Often, this won't be the most inexpensive provider and you have to ask yourself:

- What your time to learn and remember the functions to update your website is worth
- What downtime of your website will cost you if an update fails and you can't resolve it quickly
- What the impact to your reputation - digitally and otherwise - is worth if your site is hacked.

CHARLY DWYER helps small business owners realise the power of the Internet to market their organisation in an appropriate and cost-effective manner. With over 25 years' experience in the IT industry, she looks at integrating cost effective technology solutions to achieve business objectives and provide ongoing support.

She has won numerous awards including the MCEI Women in Business Marketing Award and the Stevie Award for Best Entrepreneur, Service Businesses Up to 100 Employees - Computer Services. Website: <http://www.askcharlyleetham.com> | Email: helpdesk@askcharlyleetham.com



In our business or career, we can become very focused on our area of expertise. Sometimes our biggest lessons, however, come from our life experience away from work.

In 2010, I suddenly found myself in the role of carer. My partner, Michael, had been out with a group of mates riding motorbikes on trails south of Sydney. Motorbike riding was his favourite pastime; he'd ridden competitively since he was a child and had been a police motorcycle instructor, so he knew what he was doing. But something went badly wrong on this day.

I remember getting a message from one of Mike's friends saying, "Mike's had a bit of an accident".

My first reaction was to wonder what a "bit of an accident" meant; had he sprained something or damaged the bike?

The message, however, went on to say that Mike had broken both his legs, lost a massive amount of blood and was being flown by helicopter to Sydney.

It turned out to be much more than a "bit of an accident". As well as the broken legs, Mike was left with spinal injuries, head trauma and lots of associated damage. He spent a month in hospital and came home in a wheelchair.

It's hard to describe how different life had become - thrust into running a busy household with three teenaged kids and caring for Mike.

We had only been together for a relatively short time. I'd got to know him as an extremely determined, confident and capable person; very fit, mentally sharp and full of every element of life.

Now he was physically broken, socially withdrawn as a result of the medication, clearly in constant pain.



Until that time, I'd never really considered the challenges faced by carers. I suddenly acquired an enormous appreciation for those who devote their time to caring for members of their family who are incapacitated in some way. I hadn't realised what an all-encompassing experience it was.

During the roller coaster ride of medical treatment that followed, many doctors and other health professionals told us Mike would never walk properly again and we would have to get used to our new situation. Mike, however, had other ideas.

Over months stretching into years – and despite severe pain that kept him reliant on morphine-based medication – Mike gradually worked his way onto crutches, then two walking sticks, then one stick. Eventually he was able to shuffle around, his body swaying alarmingly from side to side. We joked that his new "walk" made him look like a drunken praying mantis.

Putting his attention on others – concentrating on being a dad his kids could be proud of and doing his best for me - gave Mike the motivation to work harder at his rehabilitation. It gave him hope, something to look forward to, rather than thinking about what he had lost and how it might affect our lives.

Because he wasn't about to get on a bike again, he took up a new sport, surf ski paddling, which opened up a whole new world for both of us. The next few years saw him getting better and better at it and we formed an amazing new circle of friends.

Six years on from the accident, we sat down and talked about what the next phase of our lives might bring. We had become very interested in the power of goal-setting; making a clear decision, then taking the specific

action to deliver on it. Mike decided he would set a goal to get onto the Australian team in his age group and compete at the world ocean ski paddling championships.

At the time, we referred to it as a "giggly goal" - one of those things you might say you're going to do, but you can't say it without laughing because it's just too outrageous to be believed. By then, Mike was competing in races, but because of his damaged legs he couldn't run up the beach at the end of the race. He had to use his paddle as a crutch and hobble to the finish line.

Mike being Mike, he didn't care that the goal seemed laughable. He set it anyway. He wanted to at least have something to strive for.

Once he had that goal in his head, Mike took some form of action every day towards getting onto the Australian team. He investigated different types of nutrition, got coaching at the Institute of Sport, did daily training sessions - even when it was agony. He competed in races all over Australia and started to get even better results.

It's interesting that what started as a "giggly goal" became less outrageous over time. It reminds me of the quote from TS Eliot; "If you're not in over your head, how do you know how tall you are?"

Mike's effort was a textbook example of shooting for something way beyond what you think you can achieve, and acting as if it's going to happen.

We weren't laughing any more about him getting selected on the national team. It became real.

And then, it did happen! Not only did Mike make the team, he competed in Hong Kong in very tough race conditions and brought home a world championship bronze medal for Australia.

To see him up on the podium, being presented with a medal at a world championship event, was the most incredible thing. After that achievement, we both know that anything is possible.

Our message now is simple: it's the tiny, seemingly insignificant decisions you make every day that govern the direction of your life. Those choices can relate to big goals like getting onto a national sporting team, or decisions closer to home like getting fitter, changing a habit or trying something new.

Each of us will go through challenges of varying degrees; it's part of being human. As our story demonstrates, it's possible to use the momentum of that difficulty to propel you to the next level in your life.

What is it that gets you out of bed every day? Do you have a giggly goal? If not, is it time to start believing again that you're capable of anything?

Perhaps you've been trying to make a change for years, like quitting smoking or getting fitter, but you never seem to get there. Rather than waiting for a major trauma to make the decision for you, you can change your daily choices and actions and put yourself on the path to a different result. These choices don't have to be huge; it's all about taking one step at a time.

Whatever your circumstances, you never have to passively accept what someone else tells you and you don't have to wait for a major life disruption to determine your future.

You can choose, at any moment, to disrupt your own life.

Dr Neryl East CSP is a communication and credibility expert who shows current and future leaders how to be heard, stand out and command influence. She has been a professional communicator for over three decades including a career as a broadcast journalist. With a PhD in Journalism, she is author of five books including an Amazon best-seller.

Neryl and Mike's book, *Disrupt Your Life: Create your own kind of extraordinary through the choices you make every day.* www.disruptyourlife.com.au

Website: www.neryleat.com Email: neryl@neryleat.com



I could see that Claudia was struggling. At 82 she had lost much control over the movement of her muscles and was bound to a wheelchair. I was called in to use the Feldenkrais Method to help relieve her pain and stay flexible. After talking and doing a general body assessment, I concluded that it would be an immense help if she could roll herself to a sitting position from lying down. This would allow her to get out of bed without needing another person to assist.

I set an intention to create a sequence of movements, exercises and hands-on coaching to get to this goal. Working weekly, we moved and rolled and laughed together, but I was frustrated because I had still not reached my goal for her to sit up. Then we took a Christmas vacation break.

I was puzzled after some weeks had passed without hearing from her so I made a phone call. Her husband answered, happy to hear from me as he could not find my phone number. Claudia died a few weeks earlier and he wanted to convey to me how much my sessions meant for his wife. She said that they were an essential and meaningful accompaniment to help her relax; connect with her deeper self and to die in peace.

I was deeply touched. I realised that my goal was not her goal. Something unexpressed was happening. Something unexpected emerged.

My suggestion to my readers here is to examine a goal you have - with a client, staff, co-worker, stakeholder, boss - and to shift your awareness to what else is happening through the relationship, something that may hint at being a side effect or an unintended consequence. This may be the real goal, a hidden one, the one that is most meaningful. Results-oriented coaching may get results and justify costs, but the real ROI may be unseen.

I coached a CEO in improving his presentation skills, as he found himself nervous and not focused. The improvement over a period of a few months was dramatic, but most of all he found that he now enjoyed speaking. It was an opportunity he now took with pleasure and motivation. So although that was not the key goal of the coaching, this turned out to be the key element he would exemplify.

Another example: I felt my job was done after intensely coaching two business leaders in stronger leadership and communication skills. But within a few months they both left their current jobs and moved to new companies where they felt more potential and were ready to take on new challenges. So this must have been their real goal. They realised they were no longer in the right place.

Your expertise and knowledge as a professional is a given. What lifts your professionalism to a higher level is the deeper connection you develop with the person you work with. Trust the process. With agility becoming important in the workplace today, you can see that during a process it may be best to change an original goal, to shift direction, to go where the movement is now leading you. My experience has shown that success cannot be measured by the goals you have achieved, but by what the person you have worked with has learned for him or herself.



Bob Feldman is an international trainer, coach, actor and Feldenkrais teacher based in Berlin and Asia. He helps build the self-confidence you need to shine through your outward expression and to deepen your inner reflection.

Website: www.bobfeldman.net | Email: mail@bobfeldman.net

Every one of us can learn from Unicorns to help our success, careers and lives. They've gone about bringing new things to us, to growing their businesses and how they look at the world with a different mindset.

A couple of years ago, I was feeling stuck and overwhelmed in my business. I asked 'What could I learn from them that would help my business, career and life become more successful? Better yet, how could I thrive in all this disruption?'

I discovered nine things that unicorns think differently about. Here is their perspective and a question that's helped me add a bit of unicorn thinking into my professional life. It will help you create a better 2020.



1. WHY = Possibilities

What's the greater value? What's the greater vision? What are the possibilities for the world, if this actually can happen?

Example: Tesla sells the possibility of transportation (cars, rocket ships ...) powered by renewable energy. People who buy Tesla cars are making a statement about the future of the planet as much as they are investing in bringing the vision to life.

What is the greater vision and possibility of my role and life?

2. WHEN = Time

Are you making time an asset? Are you utilizing and managing it well? Every month a business has a product being bought in the market creates a month of revenue. So a month of delay is equal to a month of lost revenue. Time has very concrete value in this perspective. Fast paced hyper growth companies measure this as a single month can be worth a million dollars. Atlassian is a software company built around helping business teams use time super effectively so their clients get things done focused, faster and better. It's made them a unicorn.

When can I find ways to create time for myself in a way that accelerates what I do and this vision?

3. WHAT = Brand Promise

What will the business deliver? How will people see you? Example: BMW is a lifestyle car with superb engineering. The brand promises that you will be seen as part of the high-net worth elite. It works this promise through many levels of the car, the organization and your experience as a BMW owner.

What can I commit to that becomes part of who I am that betters both me and those around me?

4. WHO = Relationships and Networks

Are you who you know? Who do you know? Where is your influence? Example: Grab and Uber sell you access to a network of drivers while Oxford and Harvard give you access to an entirely different sort of network. In this increasingly social world, the 'who's' are valued and valuable.

Who can I be of service to that is helping many others?

5. HOW = Technology and Processes

How are you creating opportunities to scale? Are you innovating how things are done? Is your technology helping customers lead better lives, have better experiences or take their business further?. Example: R3, a blockchain company that works with banks, recently had one of the biggest series A funding rounds ever.

How can I take what I'm doing to more people or organisations effectively?

6. RIGHTS = Intellectual Property

How do you scale your creativity? Which parts are so valuable people will pay for it? Example: LVMH owns many of the world's luxury brands, its intellectual property is its key source of value, which we can tell by how diligently it tries to shut down fakes.

Which rights (intellectual) do I need to take care of? It may be as simple as getting good quality sleep. It may be actually looking at IP.

87% of the stock market value is above the line*

13% of the stock market value is below the line

87% of your value is above the line**

13% of your value is below the line

**Source: Unicorning™ Analytics, Standard & Poors, Additional Analytics*

*** Karma in Action, How to Use Karma and Kindness to Grow Your Business, Joanne Flinn (2020)*

7. COMMERCIALS = Contracts

Do you have a cash flow pipeline? Is there proof that people value what you are selling? Are the partners you depend on committed? Contracts have measurable value.

What contracts do I have in place that gives me committed cash flow for the next year? Where and on what basis are they sustained or terminated?

8. CASH = Cash

Do you have money in the bank? Do you have reserves to respond to emergencies? Do you have a means to invest forward? Can you manage your money?

How much do I need on reserve? 6 months is nice, 12 months is even better.

9. REAL ASSETS = Physical Property

Do you have assets that can be used to recoup losses? Have you made enough money to invest in physical assets? Do you have physical assets? In the tech start up world, physical capital is considered old fashioned and slow growth, yet, physical capital has distinct value, buildings, roads and homes have value.

What physical assets do I really need for a sustainable life?

These last three forms of capital are well measured in business; they're in the P&L and the Balance Sheet. As a person, when you pass away, these are the assets that will get shared in your estate. But if you are growing your business, looking for capital or wanting to increase the valuation of your business – start raising the 87%. If you want a better life, focus on the 87%. It's karma in action.

Reframing the Journey

This journey begins with you. As much as it's about the logic and the numbers, the truth is that you are absolutely critical to the journey. You show up in two ways. Firstly, there is your heart, the passion for what you are creating and the belief that you and your team are able to do it. But there is also a less talked about element of you: **who do you want to be in the journey?**

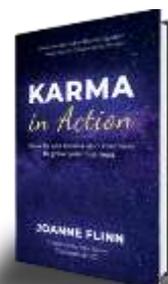
May You Unicorn Your 2020!

Do you want to be a Unicorn either in business or your life? If you want to explore these ideas further (and stay sane) in 2020, connect and let's set up a complimentary 30 minute Unicorning Call so I can understand your priorities and we can see if we are the right fit.



Joanne Flinn *The Business Growth Lady*, Twice TEDx Speaker, Joanne is an author and business coach who helps leaders, executives and founders make better decisions, lift performance and results using the principles of the Unicorn Mindset based on extensive research while she was at HEC and the University of Oxford.

+65 9789 3147 | jflinn@jflinn.com | www.jflinn.com



SALLY FOLEY-LEWIS "Leave it with Me" is Unproductive!

Mark left Luke's office confused and annoyed because of one simple, well intended sentence! Mark's progress on a job had just come to a grinding halt.

As soon as Mark walked into Luke's office, Luke's stress levels rose. Luke was in the midst of sorting out an issue his boss had given him to resolve and so handling any questions from his team right at the moment was a distraction he didn't want or need. As a means to acknowledge Mark's needs and to move the interaction on quickly, Luke said,

"Leave it with me."

This sentence can create stress and cause procrastination because it stops progress. In workshops with Managers we explore what drives them to say "leave it with me", their reasons include:

- I want to have more time to think about the request or situation.
- I need to take the matter to someone else for advice or a decision.
- I don't want to deal with that matter in that moment as I'm in the middle of something else.
- I suspect it will be something I'll have to do so I say "leave it with me" and it just gets added to my endless To Do List.

What's interesting is that the same manager's noted how frustrating it is when their bosses say the same thing to them. It's easy to fall into the trap of saying it when others are also saying it.



Leave it with me may be exactly what you mean however it's a line that quickly becomes a throw-away line when there's no follow-up. Therefore leave it with me gets interpreted to mean something different. Here are some examples of what people have shared with me:

"Leave it with me" means I'll never hear about that again.

I know that when my boss says leave it with me it gets tossed onto the pile of the rest of the things that get forgotten.

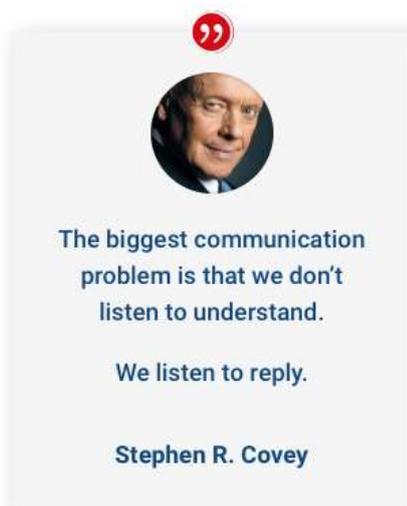
Oh, that old chestnut; that means it's gone to that place where work goes to die!

A bit harsh however these responses are what happens when leave it with me doesn't have any follow up, answer, decision.

In the table are some ideas you could try as a means to improving this productivity killer:



Manager	Employee
Say what you really mean.	Observe before asking: is now really the right time to ask?
Ask the person to come back and give them a time.	Schedule a short meeting to discuss.
Ask the person when they need the answer?	Is there any information that you could add to the task or situation that would make your manager's input easier and quicker?
Ask the person what exact input they need from you?	What happened last time this situation arose? What happened last time you got to this point in the task completion?
If there's a pattern or repeat of the same tasks coming to you for input or decisions, during a staff meeting, authorise people with the power to make certain decisions.	If this is a repeating task or situation, discuss an agreed plan going forward and ask your manager to authorise you to make the decisions in the future.



With so much going on it's so easy to say "leave it with me" as a response to a request because their urgent (from their perspective) is not your important current priority.

Be mindful of how you respond, i.e., the words you use in the heat of the moment.

You can say what you really mean, such as,

"I need to think about it and right now I've got to get something else done." Or,

"Please come back in 30 minutes then we'll make a solid decision."

Following up is the essential success factor when you say "leave it with me". Without follow up you send the message that the task or situation is of low value, even if you know it's important.

What do you do to make sure you follow up?

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: 0401 442 464

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



In a world where your latest happy photo on social media announces to the world that all is good, you are powerful and you are living a fantastic life, is there a place for being vulnerable? Can you be vulnerable and powerful or are the two different ends of a spectrum?

Many would argue that anything online is a crafted persona that you are portraying and so there is nothing wrong with it being one sided. If you have a job of authority and you want people to see that you have it all 'together' then these photos are an extension of your personal branding. A lot of personalities and coaches have marketing teams that are paid to present these well-crafted profiles to the world so that you will buy their products.

The impact of digital transformation on people is one of my passions and so the extension of this crafted profile idea to digital humans or computer-generated influencers is a real extreme of this. I am a middle-aged white woman running a leadership business, but imagine if I had the ability to present all of my business with a trusted older white male image. My business would undoubtedly double; maybe even triple as the older white male is the stereotype of trust, authority and leadership. If I made my white male persona 6-foot-tall, I could even perhaps run for political office!

These extremes of thought are now technically possible to do in real life. All that is stopping the implementation is me. So, what is it that is stopping me from doing it? My personal values see real power as a strong sense of self which you get through vulnerability. My heroes are people like Dalai Lama, Ghandi, Mother Theresa, people that had no outward power but through having such a strong sense of self are powerful people.

So, what are 3 steps to connecting with your vulnerability so that you can have a stronger sense of self and be more powerful?

Step 1. Knowing and Liking Yourself

Each of the people I admire went through many trials and tribulations that showed that they were vulnerable and had the same human strengths and weaknesses that we all do. For me, they have a relatability that many people of supposed power don't have. Because I can relate to their humanness I can then relate to my own. By relating to these same human characteristics, I can know and like myself too.

At a training course in my early 20's someone was talking about how they struggled to get out of bed in the morning and felt very lethargic about the day. When I heard this person talking, I had all these light bulbs go off in my head. Suddenly I felt connected to the everyday foibles of people around me and not so isolated by what I thought were my human weaknesses at the time.

Surround yourself with people that have authentic conversations about their everyday lives and their trials and tribulations. Hearing their humanness will permission and empower you to know and like yourself.

Connect to your humanness to feel empowered.

Step 2. Creating Strong Boundaries

Working in the leadership field I work with many people who have strong personalities and in most areas of their lives, have strong boundaries. When I am working with them it is in the areas where they don't have strong boundaries and are out of balance in some way. This can manifest in passive aggressive through to aggressive behaviours, in areas that they feel they have little control over. Many times, they feel helpless to these emotions that seem to be driving them and don't understand why this area of their life is so difficult to manage.

Many people have difficult stories from some time in their lives that have affected them deeply. The behaviours that were created to get through those difficult times can then be the same behaviours that are stopping them from moving on. When examining those, it may also bring back feelings from when those challenging events happened. It is by separating the challenging events themselves from the emotions that the behaviours can be shifted.

Strong boundaries can be created in those out of balance areas. I worked with one typical client who had substituted most areas of his life with work. There were many layers to his story and by unravelling each layer we were able to build new boundaries around his work/life balance. He took a much-needed holiday, spent more time with his family and took up bike riding again.

Reclaim the fullness of your life through strong boundaries.

Step 3. Living a self-directed life

Many of my online training programs include the imagery of someone sitting behind the wheel of their car as I have always remembered a question, I was asked many years ago. Was I driving and steering my life or was I the passenger in my life and my boss, partner, children, friends were driving it?



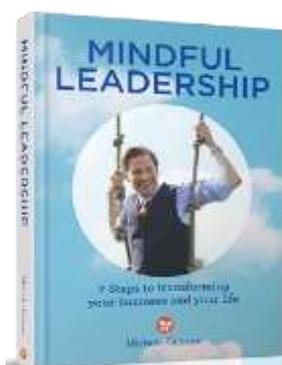
When I was growing up and going to school I had very little control over my time as everything was regulated and controlled by the school. University was a bit more relaxed but when I first joined the workforce it was very regulated again. Today companies are becoming more flexible but I believe that the problem is everyone has been trained by school and work, to have their time regulated for them and now they are being asked to self-manage it, without ever having had any training in how to do that.

Learning time management skills, how to focus to complete tasks and placing boundaries around activities so that you can self-direct what you are doing each day, are all ways to get back behind the driver's seat of your life. Technology is changing at an ever-increasing pace and impacting on our lives in ever more impactful and profound ways. Spend some time on you and learning how to self-manage your life.

Be the driver of your life!

If you follow these 3 steps you will build a stronger sense of self and live a more powerful life. The impact of technology on human dynamics and interactions is still an unknown phenomenon, as technologies of today have been around for such a short period of time. What can be seen from their impact is the growth of loneliness, depression and isolation of people from each other. To grow and thrive in this time takes reconnecting to your vulnerabilities and connecting through self-awareness to what is true for you in your journey.

Practicing self-care is no longer just an activity for mystics to do on a mountain top, it is something that everyone needs to learn and practice. It is by going on that journey of self that you will uncover and discover more and more of your vulnerabilities, your power and flourish in the garden of your own life's unfolding.



Michele Gennoe, "Mindful Michele", is an award winning author, professional speaker and transformationalist who is passionate about helping leaders use the best of **Technology** and **Mindfulness** to thrive and succeed in the digital age.

Contact: +61 425 309 399
michele@michelegennoe.com
www.michelegennoe.com



One of the qualities that separate the best negotiators from the rest is empathy—the ability to not only see things from your counterpart's perspective, but to truly understand that perspective. This is not easy for most people, who are largely if not exclusively focused on *their* position, *their* reasons and what *they* want to say next. With empathy in such short supply, wouldn't it be great if you could *force* your counterpart to empathize with you? There is a way and oddly enough it's called forced empathy!

In their landmark book ***Getting to Yes***, Roger Fisher and William Ury relate the following anecdote:

In 1970, an American lawyer had a chance to interview President Nasser of Egypt on the subject of the Arab-Israeli conflict. He asked Nasser, "What is it you want [Israeli Prime Minister] Golda Meir to do?"

Nasser replied, "Withdraw!"

"Withdraw?" the lawyer asked.

"Withdraw from every inch of Arab territory!"

"Without a deal? With nothing from you?" the American asked incredulously.

"Nothing. It's our territory. She should promise to withdraw," Nasser replied.

The American asked, "What would happen to Golda Meir if tomorrow morning she appeared on Israeli radio and television and said, "On behalf of the people of Israel I hereby promise to withdraw from every inch of territory occupied in '67: the Sinai, Gaza, the West Bank, Jerusalem, the Golan Heights. And I want you to know, I have no commitment of any kind from any Arab whatsoever."

Nasser burst out laughing, "Oh, would *she* have trouble at home!"

Understanding what an unrealistic option Egypt had been offering Israel may have contributed to Nasser's stated willingness later that day to accept a cease-fire ...

This is an example of forced empathy—making the other party see things from your point of view. Like most negotiators, President Nasser may have been fully convinced of the merits of his position. But once the lawyer asked the question of how his counterpart could agree to it he realized the futility of his demand. He was forced to consider her point of view and take a more realistic approach.

The best way to force empathy is with a question, particularly a "what" or "how" question. A question forces the other party to engage. They will answer the question in their head if not out loud. It's almost impossible for a person asked a "what" or "how" question *not* to think about your position.

However, questions beginning with "why" won't usually work, as it sounds like an accusation and puts people on the defensive. Luckily, any why question can be converted into a "what" or "how" question. For example:

"Why did you do it that way?" How would you feel if someone asked you this question? It sounds like they are accusing you, blaming you, or at the very least are unhappy about what you did. Most people would feel they were under attack and go on the defensive. It does not foster a positive negotiating atmosphere. You could always rephrase the question as a *what* or *how* question:

"What prompted you to do it that way?" It sounds like they are curious about your thought process. This is a very different sensation than feeling besieged! You can also add an introductory phrase as a buffer, to make your question even more user friendly:

"I'm curious, *how* did you come up with that approach?" This phrasing sounds like they are not only curious, but also favourably impressed!

Statements do not have the same effect as questions. They are more factual and don't have as much power to evoke empathy. A statement such as "Try to see it from my point of view" sounds impersonal and may cause resistance. Such statements can just be ignored. You want to make it visual, paint a picture in their mind.

When you ask a "what" or "how" question, the other party imagines himself in your place and naturally thinks about your perspective. Here are some examples of questions that force empathy:

What would you tell my boss if you were me?

How am I supposed to do that?

What would you do if you were in my position?

What do we have to do to close this deal?

How can we make this work?

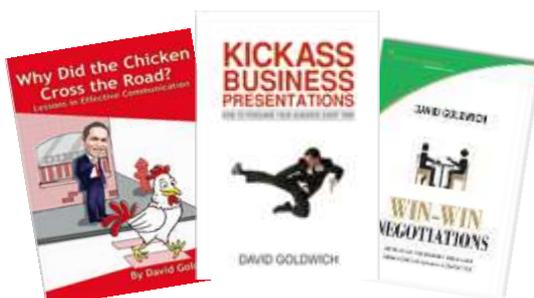
What will you do if we don't reach an agreement?

What do you think would happen if ?



Remember that negotiation is about give and take. Forcing the other party to empathize with you works best if you first empathize with them. If you are playing hardball and relentlessly pressing your agenda without any regard for their needs, they are less likely to be receptive. But if you empathize with them first the reciprocity principle kicks in and they will be much more inclined to consider your point of view.

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.



When I first set up my own business I read a book called **The E-Myth** by Michael Gerber and everything about it resonated with me. I followed what he said and built a system dependent business with a clear vision of the future. I hired minimum skilled people and trained them in customer service which gave them the purpose of selling our business to customers, not just the products we sold. I worked on the business, not in the business and moved from my role as technician to entrepreneur.

We must have done something right because that business, Audio Sound Centre won the 1997 Telstra NSW Government Award for the Best Small Business.

Some years later, I became a real estate agent working in a franchise office as a contractor. That meant I did not earn a wage, I was commission based so if I did not list and sell a home, I didn't get paid. That's how most real estate sales offices operate today and why there is so much churn in the industry where sales people are constantly looking for greener grass.



There are predictable steps you need to achieve in the process of selling a home. The problem is that sales people are constantly looking for short cuts to get to the end faster. They are always disappointed. Selling anything is a problem solving exercise. If you have a problem, I need to offer you a solution that moves you away from pain and closer to gain.

With a process, you know where you are going and what will happen along the way to reach your final destination. You can check off milestones on your journey and adapt to changes. My goal is big smiles all around. If I can deliver happiness in spades then I can repeat the process and do it again and again because it is a process after all.

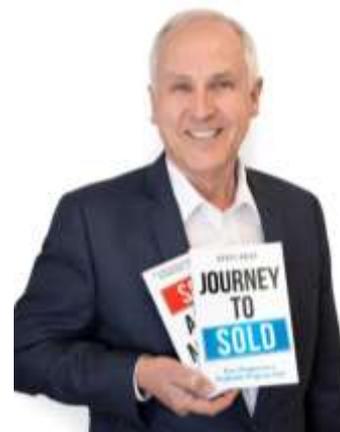
Selling real estate is a very competitive business. It attracts all types of moths to the flame who all want a million dollar income. The problem is that home sellers see real estate agents as all the same and without a point of difference that delivers proof of your success, the sellers are right.

While I know the process to sell a home back to front, people who sell a home once every five or ten years don't know. When I hear sellers say that "agents charge too much and the house will sell itself" I know that they need educating about the process before I meet them so when I present them with my solution they understand that if they simply trust the process, I will solve their problem for them.

As a point of difference I wrote the book 'Sold Above Market' and have now written 'Journey To Sold'. These books educate sellers on the value I bring to the table before they meet me. My book is the ultimate short cut. It positions me as an authority and allows people to get to know me and my process in advance. My recommendation is that you educate your buyers by writing a book. It's not easy but it will be worth it, just trust the process.

Geoff Grist is a real estate agent in Sydney. His latest book *'Journey to Sold'* is available online through Booktopia or at your favourite bookstore.

Email: geoffgrist@gmail.com





With so many pretty things in our world, it is a hard decision on what subject you want to capture in a photo. A landscape, a person, the family pet, the inside of a flower, the list goes on and on. Shooting styles and the eye of a person varies in each circumstance. I know I can walk around capturing so many images, this is why I have over 20GB of storage full of images and video (**Nope not joking).

An important thing when you capture a photo; it should create an emotion, be pretty to look at or have an interesting subject matter and create a journey or tell a story.

Justin Mott says in an article: [What Makes a Good Photograph?](#)

"I always teach my workshop students you want someone to feel something, some sort of an emotion when they look at your images. That could be curiosity, anger, sadness, happiness, etc. The most important element of a photo to me is its ability to evoke emotion."

You can create emotion with your subject choice, your lighting, your camera settings – maybe a super slow or ultrafast shutter speed may be required. The way you stand, the angle you hold your camera to give a different perception. The choices are endless and that is the exciting thing about photography, there is no 'wrong' photo, only a poorly executed image. So if you are choosing the settings, subject and conditions you want to capture in a photo, then this is your artistic impression of what you are seeing. People may not like it, but that is an artistic opinion.

No matter what camera you have in your hand, you can 'capture the moments that matter' anywhere in the world, the most important thing is, that you actually take the photo. ©



Nardia Guillaumier of NEG Photography

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



Most of us like to take holidays and travel to various places around the world. When we travel, we all take our essentials, clothes, toiletries etc., but we also like to take a good camera so we can take photos and have great memories. These days, people are also taking drones so they can take aerial photos and see the world from a different view.

The problem with taking drones into other countries is that each country has their own set of rules that you need to follow when flying. I recently travelled to a few countries and found some of the requirements challenging. One particular country would not allow me to fly without first making application and supplying a copy of my Australian licence and having insurance, which covered me in that country.

I found the laws surrounding the use of drones in most countries were very similar; however, it is always good to check what they are before you unpack your drone and start taking photos. There was a news story recently of an Australian couple who were put in jail in Iraq for flying a drone too close to a military base. I know of other people who have had their equipment confiscated and faced fines for flying in 'No Fly' areas.

There are plenty of websites where you can find out what the various countries' laws are before you leave home. I did a check of each country I would be travelling to and printed out their rules. I carried these with me everywhere so I had a quick reference to make sure that I wouldn't end up in trouble or come home without my drone. By checking these sites I found out about supplying my Insurance and Licence so I was able to arrange all that before leaving home.

Flying drones can be heaps of fun and can obtain some stunning photos and videos. Like any photo or video it all comes down to being in the right place at the right time and having the creative eye to capture something different. Just remember to make sure that wherever you fly, the rules may be different and it is up to you to make sure you fly within the rules for whatever country you are in. You certainly wouldn't want your well-earned holiday to end in a jail cell simply because you didn't check the rules. ©



Brian Guillaumier of Elev8 aerial images

+61 412 931 831 | brian@elev8aerialimages.com.au
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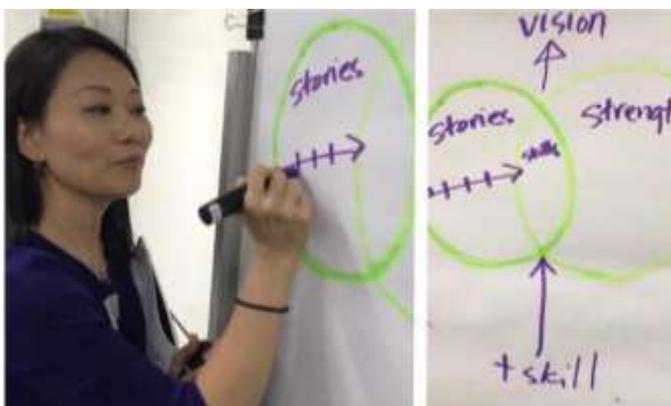


Ikigai: "a reason for being" The strength is in the simple visual model

Visualize Your Value: Find Your Key Message in a Circle

I recall attending a business presentation where the speaker declared "everyone is in the business of sales". The room collectively held its breath while nervous eyes darted. "Me. Is he talking about me?" I was not the only one perplexed by this provocative claim.

Every professional will need to stand in front of a group of people and articulate their unique value. Whether you're presenting to an internal team, or to a public audience, you have one or more key messages to communicate: a vision, a framework or, an invitation. If it's a message you've delivered many times and in many settings, this may be very clear, if it's new to you, perhaps not so. How can we identify and articulate the unique value that we bring, the essence of our communication?



Consider the Japanese concept of Ikigai. Four circles each to represent what you love, what you're good at, what the world needs, what you can be paid for. Overlapping, they become an indication of your passion, mission, profession, vocation, while the center points to your "reason for being". A simple and elegant concept, yet containing the seeds of rich meaning through reflection and interpretation. The key visual diagram holds it together.

Through the constraints of a simple design, such visual models challenge us to get to the core of our message. The Ikigai model is essentially a Venn diagram with four components. Where each of the components overlaps, we find a discovery.

What is your message? And, might it be expressed as simply, as elegantly? I think it can.



When I was preparing for a recent presentation, "[Embrace Your Bad Drawing](#)", I had many messages I wanted to cover. Coaches challenged me to simplify. I worked and reworked the messages and stories, drawing various mind maps and diagrams as iterations and organizing steps. At one stage, I wrote down two points "Accept my drawing" and "Accept Myself". Later I drew them in overlapping circles. These overlapping circles created a new point; a merging or an emerging. What happens in between? I wrote the message "I'm good enough".

DONNA HANSON Ideas to Manage Technology for 2020

Managing technology can be a challenge when you are feeling overwhelmed by the things you need or want to do. Here are three ways to get your technology, mind and spirit in harmony as we start a New Year.

CLEAN UP - Finding electronic things can be a challenge. The start of the New Year is a great time to look at clearing up your electronic "clutter" and changing your habits in 2020.

Here are some simple things you can do to clean up your digital clutter:

1. Delete emails that you no longer require. Yes, the trash bin too!
2. File emails that you need to keep but don't need to take any action on.
3. Archive emails, documents and files that you don't need right now but want to keep.
4. Create annual folders to store data related to that year. This makes it so much easier to find things when you need them.
5. Allocate time to file documents no longer needed every day.

If you then incorporate these into your monthly or quarterly habits, these simple tips will make managing the digital clutter easier and help you feel in control of your technology,

RECHARGE - It's hard to stay motivated every minute of your workday. There are many great apps (applications) you can download to your smartphone to enable you to reconnect and recharge when you are feeling a bit sluggish. The apps mentioned below are free but do have premium versions if you don't want the advertisements. All are available in Apple or Android stores.

1. **Spotify** – Nothing better when you are feeling a bit flat than some music, it totally changes your state. Try café chill for some background music, your favourite artist or some calming background noise when you need to focus.
2. **Insight Timer** – There are many apps for meditation, but Insight timer is one of my favourites – choose from thousands of teachers, short or long meditations. Great to clear your head when you feel overwhelmed or to tap into your creativity.

Get Productive

One of the challenges we all face is so much to do but only 24 hours in the day. Try these tips to turbo charge your productivity.

1. **Planning time** - Set aside planning time at the start of the week for the "must do" tasks. Schedule them on your calendar with realistic timeframes to complete – as legendary productivity expert Stephen Covey says, "what gets scheduled, gets done".
2. **Pomodoro technique** - The Pomodoro technique is simply setting a timer for a set period of time and working uninterrupted on a task or tasks. In a world of interruptions and distractions, focused time and energy gets things done. Use your phone timer, a physical timer or the Pomodoro app.
3. **Manage your meetings** - Instead of scheduling meetings for a traditional hour, try scheduling them for a maximum of 45 minutes. This allows you time to move from one meeting to the next, or to make some notes between meetings before you forget. Consider whether there are meetings you are invited to but really don't need to attend and if you invite others, whether everyone you invite really needs to be there.

One of my favourite quotes comes from former NBA Coach of the Los Angeles Lakers, Pat Riley. He says, "If you're not getting better, you're getting worse." So, what are you going to do in 2020 to get better???

Donna Hanson CSP works with organisations and their teams to leverage everyday technology to get off technology and back to things that matter. A Certified Speaking Professional, Donna has delivered presentations at conferences and events in Australia, Singapore, Japan, UK, USA, NZ and the Cook Islands.

To find out how Donna helps, visit www.donnahanson.com



As a former event organiser for large scale conferences, I have seen many subject matter experts and professional speakers fly under the radar due to weak self-promotion. Marketing yourself effectively at the start of your speaking career can help boost your personal brand, raise your influence in the industry and set you up for long term career success.

Are you a corporate leader with unique perspectives that challenge the status quo? Or a subject matter expert who is always ahead of the curve, and able to guide others to find their own success? Sharing your knowledge and expertise to a wider audience could open new doors in your career.

In addition to professional speakers, conference delegates are eager to hear presentations from corporate professionals who can share company case studies and best practices that address the daily realities in their industries. However, as an event organiser, I found it challenging to book such individuals, as many of them have reservations about speaking in front of a large audience, or just have not given public speaking the attention that it deserves on their understandably busy agendas.

Public speaking is a great communication tool to increase your influence in the industry and boost your career growth. An executive research study by IBM, for example, suggests that women eyeing executive positions should volunteer themselves for public speaking engagements and panel discussions.



Volunteering yourself regularly for speaking engagements can help you overcome any initial fears that you might have as practice makes perfect. Remember, so long as you have something good to share, you will find a ready audience for it.

In this article, I share some key pointers that will help raise your influence in the public speaking realm.

Craft a strong elevator pitch

A good public speaker can draw the connection between their area of expertise and what their audience values. What are you passionate about? What skills and values formed the foundation of your career? How have you made a difference? Using these questions as a guide, write three to four sentences that summarise what you can offer, and why an event organiser should invite you.

Example: *Michael Brown is a business transformation expert who is passionate about helping organisations gain the most out of their new technology. He specialises in keynote presentations, breakout sessions and workshops grounded on results-driven solutions spurred by his 20-year career in the enterprise IT industry.*

The power of social media

A personal blog can serve as a useful repository for your thoughts and ideas, while providing a good snapshot of your personal brand. Some of the things that you can share include industry tips and research as well as thought leadership articles on the latest developments.

The next step would be to narrow down the social media channels where your industry peers are the most active. This could be LinkedIn, Twitter, Facebook, or even Instagram, depending on your industry. Aim to post on your chosen platforms at least once a week. You could share a post from your own blog, some pictures and comments about a good event that you attended, or an industry article. Staying active in your industry circles via social media helps bolster your personal brand and influence.

Make the most out of every speaking opportunity

Aspiring speakers who are still building their profiles might not be able to charge speaking fees during those early days. However, it is still worth your while to take on strategic speaking opportunities and make the most out of the situation.

Some conferences might not have the budget to offer monetary compensation, but they can still be a useful platform to showcase your expertise and build networks. If they cannot pay you outright, request to be featured in their conference guide, press interviews and other publicity collateral that they offer in the lead up to the event.

Network, network, network

Making an effort to stay connected with your audience can help grow your authority and influence in your industry. Be sure to include your contact details such as your web URL and email address in your closing slide so that delegates can reach you. Stay back after your presentation, answer questions and interact with them.

Lunch and coffee breaks are also great opportunities for networking. Remember to exchange business cards and make quick notes at the back of the cards that you receive so that you remember the conversations for easy follow-ups. Keep your new contacts warm by connecting with them via LinkedIn or through a quick email.

It is always a good idea to stay throughout the duration of the conference, walk around exhibitor stands and connect with relevant businesses as well as other conference speakers to better your skills and knowledge about the industry.

The value of professional speaker platforms

Cast your net even wider by registering with a professional speaker platform that enables event organisers to find speakers more easily. Tapping on their vast networks will enable you to get on the right stage to share your knowledge. The profile tools offered by these platforms are specifically designed to highlight your key expertise. Their infrastructure also enables all your speaking materials to stay organised and up to date in one place.

Emma Hawker (Emma Dean in wide professional circles) is Founder and CEO of ALTAFY, a platform that enables Organisers and Corporates to find the right Speakers for events.

An accomplished Conference and Exhibition Director from the B2B event space, Emma created ALTAFY after 13 years leading large scale conference teams across SE Asia.

This led her to launch a new breed 'Speaker Platform', created specifically with Organisers in mind. For information, visit <https://www.altafy.com> or get in touch with Emma at emma@altafy.com





As small business owners, like everyone these days, we're so busy. There's so much to know and if we employ people, we have the added responsibility of making sure we have everything in place to cover risk, ensure we're paying employees correctly, keep good staff, ensure employees are performing to the best of their ability, pay employees correctly and on time and the list goes on and on.

Small business owners also work at all times of the day and night, including weekends. You may need the answer to a question on a Sunday night at 10pm, when you're thinking about what you need to know before employing someone.

I wanted to find a way to be able to support my clients with the information they need, when they need it. That's not always practical when you need that answer outside of "normal" business hours.

A digital asset that provides those services can help you serve your clients and give them what they need, when they need it. This could be in the form of an online platform, a website, or it could be a training course.

Here are some of the benefits:

1. Your clients can have easy, affordable access to your information and support

If you serve small business clients, cost can be a big factor for a small business when making a decision on whether they access a service. Convenience and ease of getting the information can be other important factors. If you can create an online platform that provides information and support to answer your clients' questions, this is going to help them get the answers they need.

It is also going to be more cost effective for your clients as you have created all the assets within your online platform/website/training course. Once it's created, you just need to make sure the content is relevant and up to date.

2. Information provided in one location

As most business owners are busy, they want to be able to get the answers they need quickly. If you can create an online location which is easy to search, navigate and provides lots of valuable information, your clients are more likely to access that information.

I've created an online platform that gives my clients access to HR information, templates, checklists and videos. This gives them peace of mind that they are doing everything possible to ensure they get the best out of their employees and they are minimising their risk in relation to things like employees going to Fair Work, potentially underpaying staff and many more risks that employing people creates in a business.

3. The ability to share your knowledge and expertise with lots of clients at one time

Once you've created your digital asset, you're able to help more people. This was a really important factor for me. I like helping people and want to give them as much value as I can. Being able to provide information online that is easily accessible enables me to share my knowledge and expertise with more people, as it's more affordable for them and they can access the information when it's convenient for them. I'm able to provide this knowledge and expertise to clients all around Australia, as it's not necessary for me to deliver the information in person. I love the fact that, for a small monthly investment, I can help clients ensure they have everything covered.

4. Passive income creating freedom

Having clients subscribe to your digital asset gives you the ability to concentrate on providing lots of great information and value which can easily be kept up to date. For example, my digital asset is an online HR support and advice website. I can concentrate on providing lots of great templates, checklists, videos and information so my clients stay on top of what they need to know. This information can be accessed 7 days a week, 24 hours a day. You simply subscribe and pay a monthly fee to access all this valuable information.

It's not really "passive" income as a lot of time and effort went into creating the website and a lot of time and effort also goes into making sure the information provided is up to date and valuable, but it creates regular monthly income into my business.

So, I suppose an easy way to explain passive income is that it is a source of income that is continuous, even after you've completed the work. The idea is that you don't have to do the work over and over again to earn, but you can generate income from the work you have already done when creating the website/digital asset. It takes a lot of hard work in the beginning. Initially, you have to put in lots of hours of work to create all of the information / checklists / templates that your clients will access. What you create is something substantial that gives lots of great value and you continue to add more and more value over time. And you need to review and update the information regularly, so it stays current and useful.

5. Providing your service to people all around Australia, or the world, from anywhere you want to be

This was a really important factor for me. I want to be able to help as many businesses as I can by providing them with HR support and advice. The ability to do this online means I can help more people and they can be anywhere. And, I can also be anywhere. So, whether I'm in my home office, overseas on a holiday or travelling somewhere in Australia, I can help the people who need my help – wherever they are and wherever I am.

It gives me the freedom to do what I want, when I want, but still enables me to support my clients.

A lot of people prefer to access a self-service support option rather than making contact through phone or email. There will always be a need to provide support, advice and knowledge by phone, email or in person, but online delivery can be an efficient and effective way to deliver your services.

One of the best ways to provide these support options is through an online portal - a one-stop shop for online support. In my case, a one-stop shop for HR information, support and advice.

An online portal can give your clients and customers access to many basic tools and templates.

This means they get an answer straight away, any time – day or night.

Karen Hillen is your Virtual HR Manager. She helps businesses through providing an online HR platform and also offers a monthly HR support and advice service. She can help you with your people management issues or just to talk through an issue you're unsure about.

Karen provides on demand, tailored phone and email HR help when you need it for issues like performance management, pay rates and Award advice. She can also assist with ad hoc projects such as HR policies, employment contracts and HR systems.

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I was on a business trip in Wellington close to Christmas one year, and I was being driven in a cab to the airport. The driver asked me if I was heading home for Christmas and I said, "Yes". He asked me if I wanted to hear a good Christmas story? I was a ready listener and happily agreed. This is his story.

Thirty years ago, he was a young soldier in an army base in Canberra. He was with a fellow soldier and they became lost in the bush on a mission back to base. Night was falling and they sought refuge in an old and run-down orphanage. The walls had holes, paint was peeling off the walls, the children had only a few items of clothing, little to play with and the roof leaked, however it was 'home' to the nuns and the children who lived there.

The nuns were kind and the children were so receptive and welcomed the soldiers with open arms. After their heart-warming stay, the two soldiers decided that they must find a way to help the children and the orphanage. The community in Canberra actively responded to the subsequent call for assistance from the army. With some careful planning and help from the townsfolk, everyone worked together to deliver roofing material, new wall cladding, paint and other building material to repair the orphanage.

The two soldiers returned to visit the orphanage on Christmas eve. Dressed as elves and carrying a bag of toys from the local toy shop, they spread their Christmas spirit and gave presents to all the excited children. It was a heart-warming day for the two soldiers and for the children spent playing and dancing and laughing. One little girl in particular became very attached to one of the soldiers. His special gift to her was a tea set and she cried, "Please don't go mister," as she tugged at his leg at the end of the day. It was a heart-wrenching time for both the young child and the soldier as they said goodbye.



Time goes by; life goes by. In fact thirty years passed by.

The soldier moved back to New Zealand, got married and it was some thirty years later when they returned to Canberra for a holiday. While shopping in a department store, his wife noticed a young woman staring at her husband. "That lady is looking at you, she is giving you the eye," she laughed. "No, she isn't," he replied in typical male fashion. The young woman found the courage to approach the couple and said quietly, "Hello mister, you don't remember me, do you?" He looked slightly puzzled and said, "No."

The woman shyly replied, "I was the little girl living in the orphanage. You visited us on Christmas eve and you gave me a tea set. It meant so much to me because it was the first Christmas present that anyone had ever given me," she explained.

It wasn't long before the retired soldier and his wife were invited back to her home for morning tea and to hear more about her story. It was there that she brought out the tea set which they all shared a cup of tea together. She had kept it because it was so precious to her.

This man had done something for her that lived on long after the moment had gone and there, thirty years later, he was able to celebrate that moment again. It was a scene of joy and happiness. You see you never know exactly when you will impart something that lasts for decades in someone else's life. It doesn't matter whether you are an army officer, or selling a tea set, or riding in the back of a taxi, but when people are the centre of your thoughts the impact that may be left behind can be life changing. The taxi driver's story impacted me deeply with his heart-felt message of hope.

The moments that truly define us are when we find ourselves living in active contribution and doing things for others. – *Andrew Hoggard*

Andrew Hoggard is a Keynote Speaker, Sales Trainer and Author. Andrew's passion is sharing tools and concepts which bring out the best in people. He demonstrates how to see your life and business in a different way, a way in which you can navigate a way forward and make great changes in your life.

P +64 22 328 3207 | andrew@andrewhoggard.com | www.andrewhoggard.com



Are your team members working collaboratively? Are they producing amazing results at work?

Successful projects depend on how the teamwork together. One key area that plays an important factor in determining positive results when working as a team is the team members' level of engagement.

In an article by Harvard Business Review on 15 May 2019 survey findings by ADP Research Study on Employee Engagement on over 19,000 employees across the globe shows that only about 16% of employees are fully engaged at work. That means, 84% of the employees are either not engaged or actively disengaged at work!

People, who are not engaged at work, may put their teams and organisations at a competitive disadvantage. Key areas such as teamwork, customer relations and morale can negatively affect an organisation. If engagement levels suffer, businesses and organisations will suffer in the long run.

In the book, 'The Employee Engagement Mindset', author Timothy R. Clark mentioned that even if organisations offer strong employee support, their employees could still be disengaged. Among the challenges for employee disengagement, Clark mentioned, includes:

1. Lack of recognition: Employees who are not recognised as a contributor will not continue to offer their ideas.
2. Poor Leadership: Employees want to be kept in the loop of future developments
3. Lack of collaboration and team camaraderie: Having a company focusing on silo work and not teamwork makes employees feel alone and alienated.

Engagement matters for the people, team and organisation. Elevating the employee engagement level should be an important goal for every team and organisation.

In most parts of my life, I have been very fortunate to be working in teams. At age 12, I was in my school's mixed instruments' ensemble team that won the Gold Award in the Singapore Youth Festival. In polytechnic, I represented the school in a football competition. Though we lost in the semi-final, we made it up during the third placings' match, winning the match 2-0 and the bronze medal.

Since 1997 when I first started my involvement as a stage actor, I worked with various theatre production teams that were led by award-winning directors, producers, stage managers and many more. In my decade long career with the National Library Board, I was working in teams that produced international conferences, corporate training events and library community programmes. At one point, my department won the Best Service Point Award for working collaboratively to provide excellence service to customers.

Over the years, I discovered that a highly collaborative and engaged team is one where its leader cultivates a culture of creativity within it. If you are leader looking to boost your team engagement level, I would recommend you to inculcate these 3 core elements as you lead your team:

- Creative Mindset
- Compassion
- Combat Negativity

Have a Creative Mindset

To create a culture of team creativity is to first have a creative mindset. The good news is that we have within us a great mental ability called 'Creativity'. Creativity can be tapped on to resolve any employees disengagement challenges or conflicts that your team may have to deal with. Being creative is where the real value can be found.



To embrace a creative mindset, whenever you (or your team members) are presented with opportunities or challenges, respond with a "Yes, And" "Yes, And" mentality is a principle I learnt from my improvisational theatre practice. By saying 'Yes', it facilitates you to agree or, at the very least, acknowledge the situation.

Then, say 'And' to open up countless possibilities and solutions. This way of thinking will make you more creative, thus making your team more positive and purposeful.

Creativity Creates Compassion

Creativity has the ability make connections with compassion. This approach develops engagement and trust between you and your team members.

During my national service days in the military, I noticed that our platoon sergeant, Sergeant Sarpani led our platoon amazingly. He did not need to "command" the soldiers to get things done. As I was having lunch with him one day, I asked him how he created such great rapport among the platoon-mates. "I connect with the platoon daily - at platoon level, as well as individually. I get to know them better. By doing so, I know who is struggling with personal problems, who needs encouragement and who is ready for greater challenges. Once I know their strengths and weaknesses, I will tap on their strengths to get things done," replied Sarpani. Profound! This approach by Sergeant Sarpani showed that the platoon members felt valued as human beings, not as machines.

Creativity Combats Negativity

Negativity in the workplace is like a toxic poison. It will slowly destroy the organisation. It can be displayed through cynical comments, pessimism and resistance attitude. Dr Paul White, author of 'The Vibrant Workplace', highlighted the different ways negative can manifest in the workplace. Here are three common ones:

- Grumbling and Complaining
- Sarcasm and Cynicism
- Blaming and Making Excuses

To combat negativity, there are two simple ways to do this.

First, stay away and don't participate in negative interactions. Just a simple step of shying away from small group gossips among colleagues can make a huge difference.

Secondly, stay positive by saying good things, cultivating gratitude and offering compliments to your team members and other colleagues. The impact is huge.

Let's do an experiment and find out your colleague's response when you offer him/her a compliment:

Pick up a fresh piece of paper, write a short paragraph to commend/compliment him or her on anything that he/she had done well; even little actions that had been portrayed, in the past few days. Once you have that done, fold it and hand it over to him/ her. Let this colleague of yours read the letter.

What is his/her reaction?

I do this regularly in one segment of my creativity workshops. The results are simply amazing. The room energy suddenly becomes more vibrant and positive.

In a nutshell, use the power of creativity to raise your team engagement level. Identify which of the 3 Core Elements are missing in your team. Foster that and see the difference in your team's energy and output.

Hazriq Idrus is a stage actor, turned professional speaker who specialises in Creative Leadership and Communications. In 2011, he started 'The Speaking Factory' and has spoken for BMW, Petronas, Starhub and government agencies. An adjunct lecturer at Ngee Ann Polytechnic, he regularly delivers modules on Creativity, Innovation and Design Thinking.

In 2013, he authored '**The Stage Fright Antidote!**' and co-authored nine other books while still performing on stage and television as an actor. Connect with Hazriq at www.linkedin.com/in/hazriq or email him at info@thespeakingfactory.com



Lessons my dog teaches me about sticking to your goals and achieving them

Max is my wife's black miniature Schnauzer, a cute little guy, who is often far too clever for his own good.

But he teaches me some great life lessons. Like being in the moment every time we take our early morning walk – where everything is an adventure to be greeted with a furiously wagging tail and a severe smelling.

Yesterday he added another lesson. **Life is just better with a stick!**



Once he has secured 'the best stick ever' in his mouth he seems to walk a little taller, with more bounce in his trot. He looks very proud of himself and often dares me to try and chase him for it.

He suddenly has direction and purpose. His energy levels go up and, well, everything is just better with a stick!

Are we any different?

As humans and business people we need our own stick; that goal or target that brings out the willingness to strive and puts a bounce into our trot. That makes out metaphorical tail wag as we head in a direction with energy and purpose.

But Max also has a few rules that apply to carrying a stick.

1. Not just any stick will do.

I cannot tell which sticks work for Max, but it is easy to see that not all sticks are created equal. He will sometimes carry one for a short time and then drop it, never to consider it an option again.

Nor will he pick up a stick that another dog has been interested in. It must be his stick for his reasons.

We can often find ourselves working within someone else's goal and dream simply because we do not have one of our own. Some of these goals are worthy, but we must follow them for our own reasons, not get caught up in the momentum of another or follow because we have nowhere else to go.

Very few people permanently lose weight or stop smoking because someone else wants them to. To make it a lasting change, it must be done for our own important reasons.

Take the time to examine what YOU want. Put the plan together around the result that has value for you and what you want to achieve.

2. Make it a big stick

It must be worthy of carrying. If it does not challenge us, then it is merely a small twig and will soon be discarded.

Max wants to carry big audacious sticks, but he knows there are limits. We often see him eyeing up a fallen tree limb, perhaps give it a tug or two, but then move on to something else.

He knows his limits but will push the boundaries. If he can lift it at all, he will take on the challenge.



Are you choosing worthy goals to strive for? Your goals should frighten you a little, make you uncomfortable and push you, but they also need to be realistic and doable.

3. Know when it is YOUR stick

Once the right stick is found, Max will carry it for miles! If we try and take it from him, he will guard and protect it. Once he is committed to that stick, it is game on!

If he needs to drop the stick occasionally to ... well ... do what dogs do, he picks it up straight afterwards and returns to the task.

There will be times when you need to put the big goal aside to focus on something that needs your attention. But never lose sight of the goal and what you are striving to achieve. Pick it up again at the right time and continue the journey.

If it is a worthy goal, then it is worthy of your efforts and passion.

So we have another stick at our front door. Goal achieved!

... and Max? He is ready to go out and take on the next great stick challenge.

Hi. I am **Bill James CSP** and work with people that do not like selling, but have to anyway. A founding partner at Attainnz.com, a full media, marketing and sales agency, we find the answers to your sales and marketing challenges by giving you the best processes, people and outcomes. Explore our website, the home of the Attain Reach Ecosystem of Learning.

bill@attainnz.com | +64 9 274 573 796 | www.attainnz.com



This is how I ended up facing two doors. Which door would it be?

Do we constantly face moments in our lives to make a choice on which path to take or which door to open?

If we choose one door, it brings us to an abundance of opportunities, the possibilities of being your best and living an amazing life and in the other a vicious cycle of regret, frustration and worries.

Being a middle-aged worker, I faced a tremendous amount of challenges as an employee of a local company with a boss micro-managing my every movement, subordinates not showing respect and not listening to my instructions and teammates not being co-operative and supportive, making the work that I do, more challenging. Was I going through a mid-life crisis, I wondered?

Just to add to the mountain of challenges, I had to settle massive debt repayments, rising concerns of hypertension, insomnia and an excessive amount of weight gain causing more health complications, constant relationship challenges with disputes and disagreements at home with family members and friends. Feeling a sense of helplessness, hopelessness and worthlessness, I was clueless and lost. In the search for a solution, I was desperate for an answer.

One day, glazing through the local papers in my living room, particularly at the classified section, an advertisement caught my attention, "Overcome your Challenges today! Be worry-free and Be Happy! Learn the insights and strategies for reducing your worries and living a meaningful Happy life." by a Guru in an ashram in India.

Usually, scepticism and reluctance would cloud my mind, but I had the intuition that a great change will take place. Following a deep desire to transform and raising some capital, I travelled to that ashram in India

Upon reaching my destination, I was pleasantly welcomed with a beautiful and scenic view of the ashram.

As I entered the space from a distance I noticed an orange form moving towards my direction. It was a monk in an orange robe. As I approached the Monk, I asked him, "Are you the Guru?"

He smiled and replied "NO". However pointed to a building, giving directions as to where I could find the Guru.

I stepped into the building, dragging myself down the corridor with a clouded mind and a very heavy heart, in desperate search for some answers.

There were quotes and posters on the wall.

- "Be true to yourself to discover your authentic self"
- "Don't Rush! Don't cheat! Don't lie ... especially to yourself"
- "Step by step with consistency"
- "If you want to gain maximum benefit in your life ... go in 100%".

With confusion, I continued on and eventually came across two doors.

One door bearing a sign, "Yes, I like where I am right now?" and the other, "No, I dislike where I am right now?"

Reactively without hesitation, I open the "No, I dislike where I am right now?" door, since I was unhappy in my current position and everything seemed routine, monotonous and rigid to me. As I motioned forward I was surprised to see another two doors.

The two doors: "Feeling Pain right now?" or "Feeling Pleasure right now?" Again without a doubt, I dashed and chose the door that was labelled "Feeling Pain right now?" As I inched further I was irritated to see another two doors.

I ended up facing the two doors, "Happy" vs "Unhappy".

As I stared at the doors, trains of thoughts raced in my head. Problem after problem flashed like a mountain piling up, stacking one on top of the other. The debt repayments, the health issues, lack of job satisfaction, agony of a taxing relationship. The negative thoughts made me really unhappy; I still proceeded to the "Unhappy" door.



As I was navigating through the maze of doors, familiar words keep appearing. I finally realized that I was going in a circle, only to recognise that I kept coming back to the same two doors.

Finally, I stopped, took a deep breath and took a chance. I had time to think for a moment and decided to make changes.

When I finally decided to change and open the happy door, everything made sense. The monk in a white robe addressed me, "What have you been waiting for? If you keep doing what you have been doing, you will obviously get the same result. Therefore, in life, we have to stop, decide and change our approach".

The doors represent a growth mindset versus a fixed mindset. We could always stay in our comfort zone going thru our fixed mindset problems or we could explore a growth mindset and arm ourselves with strategies and techniques that would help us to attain a peak performance state, you would be able to manage your mental and emotional presence, influence others to gain an emotional connection that would result in improving team morale for productive and successful workflow. We have to break our old unfavourable habits to form new favourable ones.

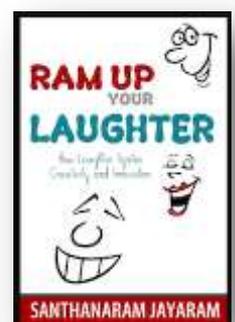
Always remember that our choices matter.



Ram Santhanaram MBA, is Director of **Inspired Life Academy**. Conference Opening and Lunch Time Energizer Speaker, co-founder of Stretch Your Happiness and Comics at the Castle, Author of **Ram Up Your Laughter**.

He has appeared on national TV, radio and print media plus as lead actor in the Singapore Movie, Kallang Roar.

Phone +65 9699 1645 | <https://www.santhanaram.com>



They call me 'The Confidence Coach' but nothing could have been further from the truth when I went through 'The Darkness'.

I've been a Soldier, a Police Officer, a Close-Protection Operative/Bodyguard and an Intelligence Manager. I've fought for my life with my hands and have lived in environments for years where someone trying to kill me daily was the *normal* environment. I taught people how to survive in these environments and was very, very good at it.

Fast forward 8 years and I am broke, depressed, ashamed and would quite happily have gone to sleep and not woken up. Indeed, I constantly planned how to get killed so it wasn't suicide, so as not to risk my life insurance policy ... now I'm The Confidence Coach. How did I go from there to here and how am I now credible in helping others do the same? Firstly; I've been there.

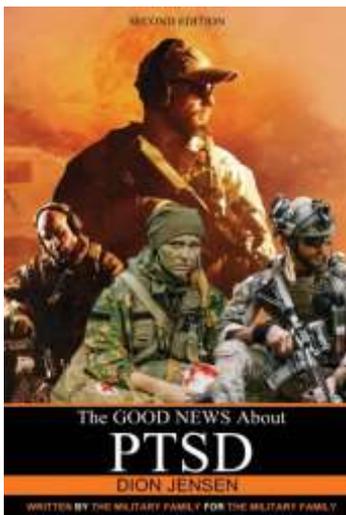
When my one of my best friends was killed on operations, I turned into a Werewolf. Rage became my default emotion and I went into battle against the world. While in this form I scared everyone around me, including my family.

One situation stays etched in my mind: It is a sunny afternoon and I am standing in the kitchen, looking out the window as I wash the dishes. I am day-dreaming and all is calm in the house. Unknown to me, my 5-year-old daughter is sneaking up behind me to give me a fright ...

Daddy is her hero and she thinks that this is going to be fun. How wrong she is. My responses are *automatic* - I was trained for one specific PURPOSE; To Kill! The IDENTITY that contained my PURPOSE was that of a Soldier. The VALUE I had in that role was as high as you can get: The power over life and death.

The **VIP** of my mental health was equal and at a very high level ... for the environment of war.

So, my daughter, my 5-year-old little princess sneaks up behind me and shouts "BOO!!" In the split second that my daughter gives me a fright, I have spun around and morphed into the killer I was trained to be ... she saw the werewolf in my eyes and I saw the fear in hers ...



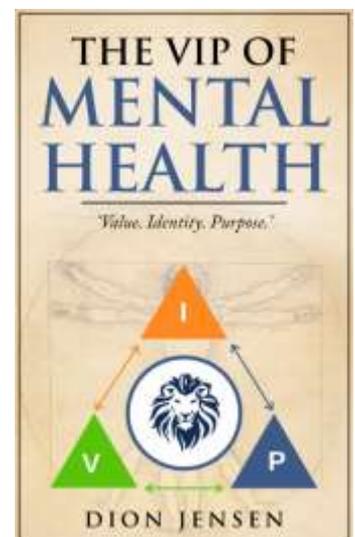
Luckily for the both of us, I regained control almost as fast as I lost it and grabbed her for a hug. Then I had to sit her down and explain why Daddy reacts this way to loud noises.

As I explained to my daughter that Daddy was a warrior and that when people attack Daddy it's normally from behind and it's very loud, she understood. Daddy wasn't a monster; Daddy was a warrior that fought the good fight so she wasn't afraid and became proud!!

So, the IDENTITY of Daddy was OK, the PURPOSE of Daddy being a warrior was OK, however, the VALUE of Daddy behaving in this way in the environment of our family home was very, very low ...

Indeed, if it wasn't for situations where being a warrior provided any VALUE to the family ... there would be no value. This behaviour that I exhibited is not conducive to long-term happiness in the family environment. Indeed, my behaviour matched the signs and symptoms of Post-Traumatic Stress Disorder (PTSD). Yet I disagreed with the diagnosis and that it was a disorder at all.

Think about it. I underwent a very specific training protocol in the Army. I was *trained* to react this way for war. The only thing that had changed was the environment. So, I challenged the PTSD label and challenged it was a disorder at all.



My challenge was accepted, and I ended up writing the world's first good news book about PTSD, that was clinically endorsed and launched in New Zealand parliament. The PDF of this book is free forever at www.thegoodnewsaboutptsd.com

Once I had control of these thoughts, feelings and behaviours, I looked closer at what triggered me to react this way. I found that it was totally aligned to how I felt about myself in four main areas that I call the four L's:

- L – Looks
- L – Language
- L – Likeability
- L – Legitimacy

I had gone from being a fit and strong soldier to a fat, weak civilian. The language of war, aggression, swearing and violence was not welcomed in the civilian world. No one liked to be around me, nor did I!

I questioned my legitimacy for being on the planet at all and indeed thought it better for all concerned if I wasn't here anymore.

Yet when I started to feed the four L's with positivity and made a decision to control the four L's, life turned around. Initially I had to rely on the good things others saw in my four L's, starting with my God, my children and my family.

If you are struggling in any of the four L's:

1. Look at your four L's through the eyes of those that LOVE and support you.
2. Read your references; look at the positives at work environment through the eyes of those that VALUE you.
3. Look in the mirror and make a decision to LIKE yourself. Every morning when you look in the mirror say "Hello! It's nice to see you!" and keep saying it until you believe it. Use LANGUAGE that builds you up, not tears you down.
4. Fill everyone else's four L's at EVERY opportunity. Give compliments, look to others and see where their gaps are and fill them, because everyone is struggling with the four L's in the mirror, at home or at work.

When I combined what I had wrote in '**The Good News About PTSD**' with the four L's and started sharing that, I started increasing people's confidence. When I did this at an organizational level with the four L's used in the context of business engagement, productivity and revenue, I became 'in demand' as a Corporate Consultant and Corporate Trainer.

What I did was combine **The VIP of Mental Health** with the VALUES of the company. Thus I was teaching the company to raise the VALUE of its employees as their IDENTITY was as employees of that company, then align the daily tasks to the vision of the company so long as those tasks were led, managed and trained honouring those VALUES ... in other words, aligning the daily PURPOSE of employees to the company PURPOSE and known as the Company VISION!

It all started making sense and I quickly earned a reputation as 'The Confidence Coach', raising the confidence of individuals and organizations. In all situations when Value, Identity and Purpose are aligned, Mental Health is assured. Whenever it is attacked, mental health suffers and pushes people down a road towards mental illness areas like anxiety, depression and suicide.

If you get the concept of **The VIP of Mental Health** and combine that with solidifying the values of the four L's, you will help everyone you have contact with feel better...whatever 'better is', in their context of life and that's where the power is ...



Dion Jensen is this decade's first **Goalcast Speaker** with his signature speech; Make Peace With The Mirror

He is also the clinically endorsed author of **The Good News About PTSD** and **The VIP of Mental Health**.

A humanitarian at heart, he founded Success For Soldiers and Protecting Women Global. His Mission is to save lives." www.dionjensen.com

- Do you want to be motivated every day?
- Do you want be productive every day?
- Do you want to be focused every day?
- Do you want to have peak performance every day?

I am sure you the answer is YES! You can achieve all that (and more) by designing your morning ritual and sticking to it.

The definition of ritual is:

a series of actions or type of behaviour regularly and invariably followed by someone

Take a minute and recall what tasks you have done in the first two hours after you woke up today. Would it be safe to assume that, this is how you would spend the first two hours almost every day? If yes, are you totally happy about how those two hours were spent?

What we do the first few hours of the day can have a significant impact on how well the rest of the day goes. If you wake up late, feel lazy, eat an unhealthy breakfast and not do any exercise, you have already begun the day on a bad note.



On the other hand, if you had a really great time in the first couple of hours after waking up, you will very likely continue to feel great throughout the day. A productive morning will ensure you will have a productive day!

Designing your morning ritual simply involves creating a set of actions that need to be done in a sequence every morning. This will be your ritual. Everyone needs to create his or her own ritual.

Here are a couple of examples of a morning ritual:

Example 1:

Wake up, read your goals, have a look at the most important things you need to do today, eat a healthy breakfast, spend 20 minutes quality time with your family members

Example 2:

Wake up, meditate, exercise, eat a healthy breakfast, read a book (related to one of your goals) for 20 minutes

Tasks/activities to include in your morning ritual

You can include any task/activity that can help you to move forward in achieving your personal, professional, family or any other goals. Some examples are:

- Read your goals
- Exercise
- Read a book
- Listen to a podcast
- Healthy eating
- Visualise/ plan how to spend the day productively
- Spend quality time with the important people in your life



Tasks/activities to avoid in your morning ritual

Any task/activity that does not contribute to achieving your goals could be avoided. You can still do these tasks in the afternoon or later in the day.

Some examples are:

- Read the news (paper or online)

You only need to stop reading the news for a week to realize that you can survive (and thrive) without knowing what's happening in the world! You can still read the news in the afternoon, evening or at night.

- Social media / Email

Logging on to social media apps or checking emails is usually a great way to start an unproductive day

Creating a 'productive morning ritual':

- helps you to start the day on a great note
- forces you to spend the time on the tasks/activities that help you to achieve your goals
- help you to be more productive

So, what are the activities your morning ritual will consist of?

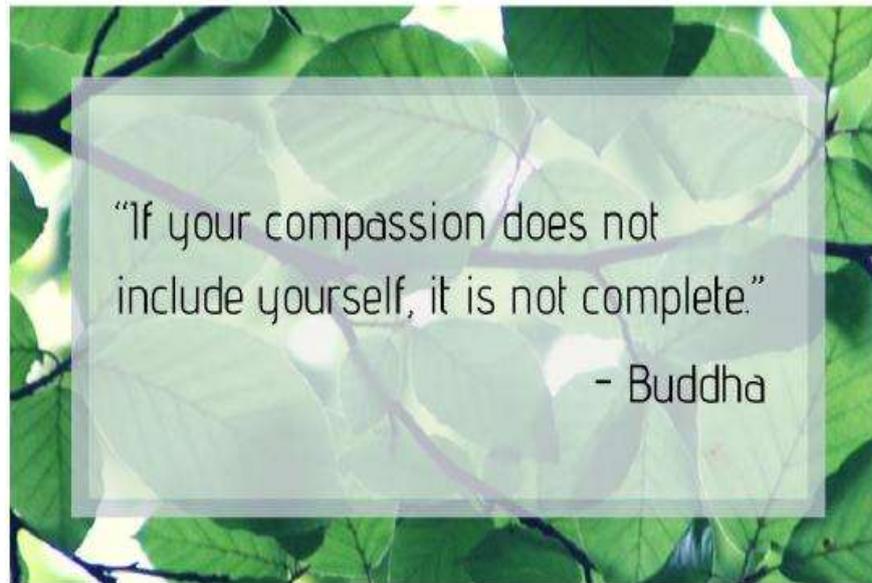
Nishant Kasibhatla, CSP is a Guinness World Record Holder (2011), a Grand Master of Memory and a Certified Speaking Professional (CSP). He helps executives, managers and leaders to attain peak mental performance and boost their productivity.

For complete information on Nishant's keynote speeches, workshops and training programs on Peak Mental Performance topics (such as 'learning to learn', mindset, focus and motivation), visit <https://www.RememberNishant.com>



ADRIANA LOPEZ What Failure has Taught me about Life

I read an interesting article the other day in Psychology Today that brought awareness to my life. The article stated that people who are judgmental or critical of others are even more so the same, if not harsher on themselves. It made me realize two things; how much in need of compassion critical people are and to be more mindful of when I am being critical of others because being critical of others is teaching my brain to lack confidence, ultimately towards myself.



I felt this revelation to be imperative in my own personal growth as an entrepreneur, manager and leader. Some of the skills I taught myself during my college years did produce results throughout college and later in my professional life that made me "successful", however, when I failed at something, it always came at such a high cost; higher than what I wanted it to be and feel like.

I realized (once again) that it has been my own thinking that has prevented me from taking some of the leaps towards my goals. Although our minds are built to default to pessimistic thinking, I believe that with discipline, you can achieve mastering difficult tasks such as this one. I am not rooting for perfection because perfectionistic thinking is what has gotten me into this mess in the first place. I am talking about trying -- constantly trying and not judging yourself for not being perfect. Who on earth is perfect? No one.

Our experiences in life can very well contribute to being harsh on ourselves for "failures" but realize this -- the next time you find yourself beating yourself up for something, think about how much love you are now creating a deficit in within yourself to give to others who need you. We know that if we want to truly love others, we must first love ourselves.



Adriana Lopez is a digital marketing enthusiast who started *Enliven Digital Marketing* in 2016, while studying at California State University, Chico.

She is passionate about leadership and personal growth, always striving to teach others what she learns along the way.

She can be reached at (530) 680-2821 or at www.enlivedigitalmarketing.com

In 2019, I had the opportunity of meeting and working with **Lisa Jaramillo** who is the current Replenishment Manager at **Lulus** in Chico, CA. Lulus is a growing online retailer for women's clothing and was started by Mother-Daughter duo, Debra Cannon and Colleen Winter in 1996. For this article, I wanted to interview and write about Lisa, specifically, because I couldn't help but be intrigued how such a unique team in the Replenishment department had come together. I had to know more!

Leadership Background

Although grateful, becoming a manager wasn't something Lisa envisioned, it kind of just happened. She decided to accept the position even though it was different than what she was used to. Her previous experience consisted of being a supervisor which was more of a mentoring role rather than a business decision maker. What helped her decide to become a manager was knowing that now in her new role, her decisions would be affecting and helping more people.

Prior to working at Lulus, Lisa worked at Bank of America as the Teller Operations Specialist. After three years in a supervisory role at Lulus, Lisa was promoted to manager. Her one year anniversary will be in 2020.

Rewarding Aspect of Leadership

What Lisa has found most rewarding through her experience in management is seeing others succeed or move on to bigger things whether that is a promotion or simply just seeing someone growing as a person. She enjoys giving people the space and opportunity to grow; watching them evolve by solving difficult problems entirely on their own.

Leadership Mentors

Two mentors who have specifically shared their advice and managerial wisdom with Lisa are Jon Turner and Jordan Lensing.

Jon Turner, her previous manager at Bank of America really influenced her in a positive manner by sharing his belief that an employee's family should always come first and be respected by management. He taught Lisa that "if you care about the people, the people will care about the work" and this is something she remembers when managing her team today.

Jordan Lensing, the current Fulfilment Manager at Lulus has also helped Lisa by guiding her through the new facets of management that she was not yet accustomed to. Jordan, having a more analytical approach to his personality, taught Lisa how to think about management from a broader perspective and has also helped her on how to present things to more data driven people to get what she needs for her department.

Approach to Building a Team

When interviewing potential candidates that will be in leadership positions, she chooses a more conversational approach to understand how the person thinks. Although some questions are predetermined, what she is looking for is how candidates respond to situational problems from a point of experience. Finding people with similar values is important. A person with a determined spirit with a desire to find the right answer when uncertainty amongst the team exists, for example, or someone who exemplifies having more of a group approach in their actions stands out to her.

Positive Mindset

During her free time, Lisa enjoys spending time with her family which consists of six siblings. She mentioned they are a fun and sarcastic bunch who will spend time laughing about life's nuances. Making time to make jokes and laugh at the end of the day is how she likes to stay



positive. Some of her favourite mantras to remind herself not to take life too seriously are "tomorrow is another day" and "it's not the end of the world".

When presented with some of life's unexpected hardships, Lisa has pulled together with her family, knowing, "we're going to get through this". Life can be difficult sometimes and for this reason, Lisa doesn't "just write someone off because the employee has something going on. People aren't robots; we don't know what's going on in people's lives". She mentions, it's important to care, to know "WHY people act the way they do because they're human".

Conclusion

Having a more human approach to management is important in the high-stress society we now live in. Employees spend a majority of their lives working for the companies they work for rather than with the people whom they love most; their friends and families.



It's important to care about people because like Lisa mentioned, "people aren't robots" and many companies have managed their employees as if they were. I think it's important to come back to reality every so often and put yourself in other people's shoes, which also includes your employees shoes.

I also think it's important in any high level stress position, to lean on your support system for encouragement and mentorship. We don't know it all and learning from others not only grows you as a person but also shows courage on your part in asking for help. Lastly, always make time for laughter. It is the best medicine after all.



Adriana Lopez is a digital marketing enthusiast who started *Enliven Digital Marketing* in 2016, while studying at California State University, Chico.

She is passionate about leadership and personal growth, always striving to teach others what she learns along the way.

She can be reached at (530) 680-2821 or at www.enlivendigitalmarketing.com

How could I be THE BEST VERSION OF myself?

--- The smallest change in perspective can transform a life – Oprah

Our world view and who we would like to be are originating from a theory of the way we believe things to be true. We often have a framework of beliefs, values, which further define how we think, feel, behave and also how we perceive things and the attitudes we have. We begin developing our lenses as children. The culture, family of origin, our peers and experiences all play a part in how we shape ourselves and design the lives we live.

Often to find true success in our career, business, and life we seek ways to figure out how we could do things differently. In my experience to be truly successful in business, first we need to know and then understand ourselves for who we are. By understanding ourselves better, we start to embrace the choices we make consciously. What follows can be truly magical as we then open our minds to new ways of thinking, being and doing by fully accepting ourselves. The pains of holding on to the emotional baggage of guilt or old beliefs can be then dropped or replaced with empowering beliefs. The values we stand for and have held for a long time can then be upgraded – we can empower ourselves and make choices of who we want to show up as a person, or even visualise the kind of leader we want to be. If we like who we are as a person first, only then can we move to the next level of being the better version of ourselves – *Elevate the Leader in YOU*.

We each have our unique journey and varied experiences growing up; even children in the same household are different. In my first role working as a leader with The World Bank helped me understand that everyone is different and we are all yet on the same journey in life of making our best choices at any given time. We are fundamentally good people with positive intentions. These powerful understandings stayed with me as I led several other roles as a Business Leader and a serial entrepreneur. As I lead a non-profit organization, this understanding has helped me influence and engage my teams. By raising my empathy for others has given me a larger capacity to fully understand their experiences and accept my co-workers and team members for who they truly are. The beauty lies in knowing that everyone has a way of doing things to find their joys and success in every day of our lives.

How do we then Elevate the Leader within us?

The difference between where you are now and where you would like to be is the Desire Gap. Trying and doing are two different things. When we say we are trying, we are living in HOPE, when we do what we want to accomplish, we Succeed.

In order to be truly successful in business, and in life, we should begin by considering opening our minds to new ways of thinking, being, and doing. Just because we haven't done something the way that someone else has, doesn't mean that their way is wrong. The easier way to practice empathy for others is to understand their experiences, even if they are vastly different from our own, they are important for them.



In order to be a truly well-rounded leader, we have to extend beyond our comfort zones. The point is to extend oneself – in both effort and scope. The quality of life experiences is different when people choose to live safely within their limits all the time as opposed to when they challenge those limits periodically.

The idea of motivating your mind and inspiring your spirit comes from a few things which increase the quality of our life experiences. Here are some great ways that I have used to expand my horizons, and broaden my worldview that I would encourage you to include for new experiences and ideas:

Travel! Not just overseas trips. The route I take to work is not the same each day, one of the best ways to experience life is to go beyond and explore alternative options. Each year, I plan my trips in advance some are with family and others are with friends. During the year when life happens, I tell myself – am just 53 days away from my upcoming trip to (Turkey or Maldives) and when I am on that trip and none of this will matter.

Another fun aspect of Travel is the opportunity to get to know the City you visit. I make it a point to check out places where locals hang around to get a feel of the place.

A coffee at Starbucks; observing people; comparing prices of few common grocery items at the stores gives me a sense of the cost of living index; a visit to the Local market, look for the local produce to know what the place is famous for, and walking around to places where locals hang out, gives me a sense of the life styles. I talk with people to learn about their lives, seek their views on the general topics politics, culture, food, language – What I found most interesting was that all of these things are practiced differently in various countries and regions and yet it has similar ingredients and passion for life. It truly enriches my perspective on life. I always come back enriched with stories, which inspires me in surprising ways.

Food! *Being a Singaporean*, I love trying out the popular local delights at my travel destinations. For me embracing new experiences is trying out a new type of cuisine. By just opening your palette to a new experience you would have transformed internally. When faced with a new challenge in business and life you will realise you have dropped your judgement and are open to embracing new ways of doing things. Learning and not judging is important as it allows you to soak it all in and develop an understanding of differences that can create an impact in your own life.

Read. If you are like me, you would read anything. Learning five new words in a week was a fun practice in school. I often find myself opening the dictionary to look up a word that I come across and find new ways to use it. Have you surfed the net for top 10 things on any topic of your interest? Book reviews – find the list of top best books, reading a new genre by an author you've never read before. You may find these simple things may leave you enriched and with new inspiration.

Sport. Watch an international sport. I watch F1 with our daughter who follows the sport each weekend wherever in the world it is taking place. I follow the annual sports events (Wimbledon) and it becomes a fun way of being engaged with people, in conversations beyond work related matters. People in competitive sports demonstrate a kind of agility and resilience and which rubs off on my soul.

Volunteer. I volunteer for opportunities all the time. Recently we spent a day at the Old Folks home. We sang and danced to entertain these lovely people who looked forward to our annual visit. I came back enriched with the experience and gained a new perspective on how they view the world and their rich perspective for making life work and finding joy in every situation.

Networking. Talking with people you have never met nor have nothing in common with can be quite challenging. As a leader, being challenged is a positive thing. While you may not always agree with someone's view on the topic, it's beneficial to learn about their points of view.

All of these opportunities have helped create new perspectives. Pushing myself outside of my comfort zone is something I thrive on. Other people, maybe not as much! But there's so much to this world that we just don't get to see unless we go looking out for it. Expanding your worldview helps you develop as a human being and grow as a leader. You will find that investing in these simple things that I share with you will help you grow to better understand people and learn to comprehend the reasoning behind their actions and behaviour. As a result you will be broadening your horizons, developing fresh perspectives and the amazing creativity that starts generating from within will Elevate the Leader in you!

Jasveer Malaney, B. Com., PCC., ACMC, Professional Senior Executive Leadership Coach, TEAM Coach, Facilitator, Trainer, Speaker.

Recipient of Prime Minister's Award (Singapore) for Telephone Reminder Services
Recognized as Best 100 Global Coaching Leaders, Past President (2017-2018) of the
International Coach Federation, Singapore Chapter.

+65 9029 1588 | jass@acquirecoaching.com | www.acquirecoaching.com



A trend shared by many senior leaders from different industries and cultures is that, 'we are often the ones that get in our own way. This is especially so when it is something important to us'.

Quite logical. After all the more important that thing is to us the more eager we are to achieve it. This pressure often makes us believe that we should only start on the task when we are absolutely ready and certain of success. The stress of wanting to be fully ready and this fear of failure can easily lead to over-thinking and analysis paralysis.

In fact, the more stressed we are about the results, the more prone we are to getting hit by negative thoughts and hence the easier it is to get paralysed and refuse to leave the safety of our comfort zone.

So how can we step out of our comfort zone and overcome the pitfalls of analysis paralysis?

There are many ways to break free from this pattern. Here I would like to share with you three simple actions that I have seen working for many different people.

1. GET STARTED:

Just gather the required information to enable you to take an informed decision, sort it out into two or three options that they present, select the one you believe is easiest for you to implement and start. It is rare that your plan will work perfectly, however once you are moving, you will be able to adapt and overcome the challenges that emerge. The important thing is to get started. Trust your ability to adapt when you meet obstacles and stay on course.

2. FIND YOUR TRIBE:

We are usually our own worst critics so we need to be very mindful of our inner dialogues. The higher the fear of failure, the more debilitating our inner dialogues can be. You are likely to imagine all kinds of obstacles and start planning for them; this prevents you from getting started. So, the easiest thing to do is find your tribe – people who have done things similar to what you wish to do. Use them to gather ideas and courage; the courage to get started.

3. PRIORITISE YOUR GOALS:

Please remember that not every problem needs to be solved and not every opportunity needs to be seized. It is important to prioritise what is important to you at this point in time and go to work on that first.

Some people go for the low hanging fruit first. Conversely, some go for the biggest ticket item first. Go with whichever resonates with you the most – but GO.

Getting started is critical, because the only irreplaceable commodity you have is Time. In the hustle and bustle of things we often forget our own mortality. Remember, you don't have forever to accomplish what you want.

"You cannot afford to live in potential for the rest of your life;

at some point, you have to unleash the potential and make your move." – Eric Thomas.

To conclude, I would like to remind you that just as we can be our worst critics and stumbling blocks, we can also become our biggest cheerleader



Wendy McDonald is passionate about helping people to harness their potential and perform at their best. The Head of Strategic Solutions at Influence Solutions, Wendy is also the Summit Director of Rise Through the Ranks, a global online leadership conference that reached out to thousands of executives from over 70 countries. She is certified in Organisation Development by Baruch College, New York.

Contact Details: wendy@influence-solutions.com | www.influence-solutions.com

Why do we use 100-year-old management principles even today? Principles that first emerged during the 2nd Industrial revolution!

For example, why do most leaders and organisations, by default, tend to rely on carrot and stick methods to motivate and control their employees? When and how did this thinking permeate into the workplace culture?

To trace the origins of this type of thinking we need to go back to the 2nd industrial revolution (1870 – 1914).

One person who contributed to the need to control employees was Frederick Winslow Taylor, who in 1911 published a book entitled *Principles of Scientific Management*. Frederick Winslow was an engineer by profession who wanted to improve industrial efficiency.



He firmly believed that only through enforcement of standardised methods, behaviours and cooperation can faster work be assured. He believed that workers were like parts of a machine. If they did the right work in the right way at the right time, the machine will function smoothly. And to ensure that happened, one just has to reward the right behaviour and punish the wrong behaviour – carrot and stick. And the duty of enforcing the adoption of standards and enforcing this cooperation rests solely with management.

Frederick Winslow saw workers as pure head count; digits to fulfil required tasks.

We have even gone on to develop management tools to further control behaviours in organisations. Warning letters, stack ranking, right sizing are some examples.

We are currently in the fourth industrial revolution, which is marked by emerging technology breakthroughs in a number of fields including robotics, artificial intelligence, the internet of things to name a few.

We have seen breakthroughs in technology but NOT in management!

Perhaps it is time to disrupt management!

The Millennials

We are seeing a new group of highly energetic, skilled and creative people entering the workforce. They are the digital native, Millennials. They have different outlooks and perspectives of life and work. They are more purpose driven and enjoy the autonomy of discovering themselves. At workplaces, they don't want to be managed. They desire to be led. The head count approach to management is the perfect way to stifle their creativity and efforts.

So that begs a question? Is there a better way to lead, not only the millennials but people in organisations? Yes, there is ... let us shift from being a head count leader to being a HEART COUNT LEADER.

Birth of the heart count leader

Sit down with anyone and ask them about their life defining moments; the experiences they have had, the people that have touched and moved their lives, the people they have in turn influenced and the highs and lows they have personally faced. Notice the common themes in everyone's lives.

You will notice that every one of us are driven by a deep sense of purpose, a desire to be better than whom we are today and everyone has faced or are still facing challenges.

We may differ in gender, race and colour of our skin, but our unifying quality as a human race is our desire to do good.

This is the first step of being a heart count leader. We need to recognise that everyone wants to do good and believe that everyone can be better than who they are today.

Be the Heart Count Leader

As leaders, we have a responsibility to create a working environment that everyone enjoys coming to, to contribute their best efforts.

The perfect place to start is by creating an **Oneness** Environment. An oneness environment is where everyone is energised because they are all contributing their best efforts to a shared meaningful purpose. When everyone is invigorated by the shared purpose, they will be aware of how their contribution, small or large, makes an impact to their colleagues, partners and customers. This will call for greater collaboration and breaking down of silo mental models of working. The language will change from "me" to "we" and we will see more instances of the team supporting each other as they pursue the common shared purpose.

In an Oneness environment, the **Narrative** is important. In the past, the narrative was to look for the faults of employees and then fix them with more controls. This narrative has to change.

Let us recognise that wisdom lies in each and every one of our staff. Our role as a leader is to help our team members to experience their true potential and to exceed that potential. As leaders, we need to know that every one of our staff faces fears and that they would make mistakes.

Let us understand their purposes and fears. Let us focus on helping them be successful by igniting their self-belief and showing them practical steps that they can take to reduce mistakes and improve their known and unknown abilities. Let us celebrate their breakthroughs and successes. Let us change the narrative to "you are capable of learning anything".

Empathy is a key ingredient to keep the oneness environment and narrative sustainable for the long term. All of us are primarily social beings. We are not able to be productive without social relationships. Empathy is the basis of every significant relationship. People are not things. People are not mechanical elements in a business process. Empathy is a core trait of being human. A heart count leader uses skilful, hands-on empathy to connect to their team members. A heart count leader spends time holding quality conversations to understand people's challenges and purposes.

An empathetic heart-count leader will not shy away from holding their team members accountable because they understand their team member's purposes and will co-create solutions to help the team members be persistent to realise their potential.

Lead a Purpose Driven Force

Leadership is a moral duty. As leaders, we impact not only our teams but also their families. How we impact them is based on how we treat them. So let us treat them as a fellow human.

The workplace is drastically changing with the acceleration of innovation and the speed of disruption. Coupled with this, the demographics in the workplace is widely shifting with a younger, more skilled and purpose driven cohort who are co-working with the older, deeply experienced generation. This gives us a perfect opportunity to lead a diversified energetic group towards a unified purpose.

The old ways of managing people has to be disrupted to allow a unified team to tap into the wisdom that lies within the walls of the organisation. We need to shape a future that works for all of us by putting people first and empowering them.

In its most, dehumanized form, the Fourth Industrial Revolution may indeed have the potential to "robotize" humanity and thus deprive us of our essence of being a human. But, it can also lift humanity into a new collective and vibrant mindfulness based on a shared sense of purpose by complementing the best parts of human nature—creativity, empathy and heart-count leadership.

It is imperative for all of us leaders to create and lead our teams to this fulfilling future that serves not only our teams, but their families and society as a whole.

Go Ashokh Menon is a Key Note Speaker, Facilitator and Change Agent. He is a certified practitioner & master facilitator of the People Centred Implementation (PCI®) Change Methodology. He is on a mission to create a community of "Heart Count Leaders", a community that will lead purpose driven organisations into the future.

Contact Go Ashokh at: E: goashokh@onesynergyglobal.com
W: www.onesynergyglobal.com | M: + 65 9687 7891



Have you noticed how every decision you make either draws you closer to, or further from your purpose. Frustrating eh?

When our life purpose is clearly defined it is easier to stay on track because you are aligned with your entelechy, your greater purpose, 'your place' in the universe.

Recently I spoke at a business luncheon and I thought it may be helpful to share my notes with you today.

How do you bring your soul energy into your work process and environment?

How do you know if you are on the same wave length, or place where you feel understood and feel 'you matter'?

Expertise is addressing the emotional trauma that contributes to physical dysfunction – the skill to open difficult conversations, to delve into the life-hurts that hinder people from having the relationships and business success that they set as purpose when they create an annual vision.

Know who YOU are – mostly we know our hurts and woundedness – if that is your place of entirety, then that is also what you attract – no matter how much you try to hide your hurts and broken-ness people read you.

Mend you first – not just a band aid – absolutely mend you first so that your fullness is love centred enthusiasm, energy and vitality.

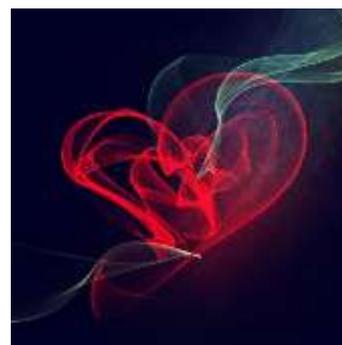
Be true to your spiritual heritage – mostly we are conscious of our cultural heritage – go deeper, learn of your spiritual heritage – know YOU. It is in understanding you and being secure in your skin that you have an unwavering knowledge of your truth, of who you are.

A little note ... I'm a frequent flyer and mostly it's okay, however on a recent flight to a conference in Bali, the person in the middle seat sprawled his legs not under the seat in front of him BUT under the seat in front of me and one under the window seat – he was not too tall so that wasn't an issue – it was a lack of spatial awareness, ignorance or whatever ... well you know ... there are ways to be polite, I claimed my space.

In relationships, in business **know your place** understand your wave length – it then becomes easier to understand the wave-length of another and quickly know whether you ride the next wave with them or wait for another wave.

Listen from the heart – **I hear You, I see You, I love You** - when we listen from the heart our silent intent is to understand the other person's outlook. No matter what the outcome of your meeting, know the other person will walk away inspired with a new perspective on you.

My little toot to you today ... *Know who you are ... know your intellects, strengths, and capabilities.* It is through knowing these that you will understand your natural way of being, your natural wave-length and be able to tune into the wave-length of another. Respect the other persons' view point. Being kind is more important than being right.



Sylvia Marina regales a valuable list of studies including behaviour science, holistic management and orthomolecular medicine yet it is her heritage and gifts as a soul centred educator that she brings to her leadership and mentoring.

We believe our calling is to help one another as we make changes in our lives and grow your self-worth, belief and in putting yourself out to those who seek certainty.

T: +61 412 198 612 | E: info@SylviaMarina.com | W: <https://SylviaMarina.com>



12 tips for finding the YOU beyond your devices

Friday 25th January, River Elbe, Southern Germany - picture Philip Merry

PS. This is not an anti-Wi-Fi rant ... I love my devices and what they do to simplify and inform my life ... it's a story of what happened to me last week and tips about how to break Wi-Fi addiction)

At 2.37pm I found that I have no Wi-Fi.

This is an unknown feeling.

Worse still – there is nothing I can do about it. I can't drive anywhere, there is no internet café - and even if there were it would have no internet. I can't call Singtel and ask for a re-boot.

Because of the snow the whole village and surrounding area has no Wi-Fi.

Horror of horrors - they have no idea when it will come back.

We are spending a week in nature, in the countryside, in a villa overlooking the River Elbe and all week I have marvelled at its beauty. The twists of the river, the calling of birds and today the falling of snow – gentle at first and then stronger.

I have bathed in this beauty all week – thinking I am communing with nature.

But I was not.

This afternoon when the internet went down I discovered something.

My so-called communion with nature was bogus.

Why? Because even though I watched the gentle snow and walked by the river – as owner of my Singapore global leadership consulting business, I was always waiting to get back to communion with the rest of the world via my devices.

- I needed to fix some business issues.
- I needed to know that my football team was buying players
- I needed to know how my linked-In article was doing
- I needed to know my friend's response to the pictures I had been posting.
- I needed the latest on Trump
- I needed to know that there was some possibility to reverse BREXIT

Communion with nature came in bite-sized pieces in between an addictive connection with the wider world.

The internet and what it gave was always the backdrop against which my communion with nature was set. And I realised that had to change.

WHAT I LEARNT ABOUT RE-CONNECTING TO ME

1. Start NOW. I dropped what I was doing and meditated by the river with the snow falling, (see photo)
2. Feel the current moment - connect to where you are and what's around you.
3. Meditate in nature - does not matter if it's looking at a tree or a flower or the sky - get in real communion with nature.
4. Don't worry if it feels strange - I must admit I feel rather lost – I feel rather naked.
5. Accept and recognise that you have nowhere else to go or be, but here.
6. Be comfortable to realise that there is no escape from the silence.
7. Feel OK not to let your mind be distracted.
8. Let go of easy fall backs that take you away from yourself and your environment.
9. Be happy to feel alive, vulnerable but alive.
10. Focus on feeling your senses.
11. Watch your thoughts rise and fall - know that they will come and go.
12. Open your eyes occasionally and truly merge with your environment. Feel yourself connected to whatever you see. For me, it was connecting to the snow gently falling on the river.

Slowly – you will feel yourself become more alive – **slowly**.

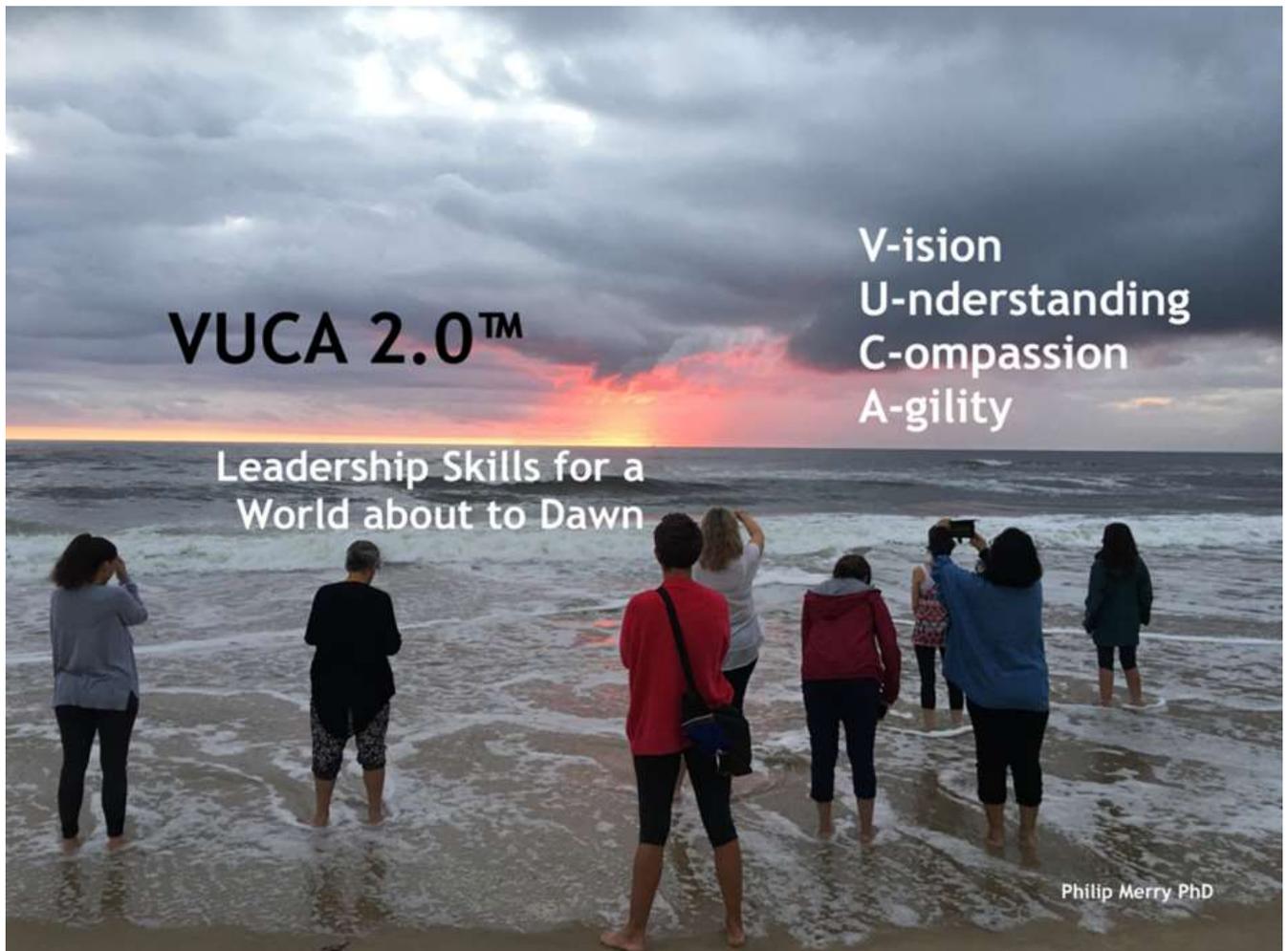
It is time ... to make time for the "you" that is waiting beyond the distraction of your keyboard.



Dr Philip Merry CSPGlobal, PhD, CEO/Founder has been consulting, training and coaching in organisations for 39 years in 59 countries.

As the only person in the world with a grounded theory PhD in Synchronicity and Leadership, he is well placed to help leaders and teams understand the power of synchronicity to maximise the ability of organisations and individuals to #LeadtheFuture.

Phil@PhilipMerry.com | Mobile +65 9728 0419 | www.PhilipMerry.com



People often respond to the acronym VUCA (volatility, uncertainty, complexity and ambiguity) with a certain trepidation. Take a look at the woman on the left of the picture; I don't actually know what she feels, but the body language looks anxious. VUCA is a much-used acronym in leadership and organisational development, was coined by the US military as a response to 9/11 and has become a watchword for the changes that face us.

But VUCA is perceived as something to fear, to worry about and plan to minimise.

It is my view that when the situation is volatile, uncertain, complex and ambiguous it is to be embraced and that it is a time for rejoicing.

Why?

Because when things are volatile, uncertain, complex and ambiguous it's a signal of transformation. When things have moved away from absolute certainty that means that your current approach is no longer working and that the situation is breaking down in order for it to be transformed.

- It is not a time for fear.
- It is not a time for anxiety.
- It is not a time to be stressed.
- It is the time to rejoice and prepare for the new world that is about to be born.
- It is a time to deploy **VUCA 2.0™**

Qualities that you need to ride the wave of transformation.

V – ision

U - nderstanding

C – ompassion

A - gility

Vision

It's time to develop a new vision about what it is you want the situation to transform into. When things break down it means that the old vision is morphing into something new and you can have a real influence on what that vision should be.

Understanding

Is the time to recognise that our black-and-white solutions, often patched together to try to make sense of a complex situation, don't work anymore. We are being called to move to a deeper understanding and recognise that the world can never be fully understood and that we can only develop solutions for the current situation which will continue to change. We need to understand that the world will continue to breakdown and change and continue to transform.

Compassion

When things begin to break down there will often be a lot of fear around as people face the situation that they find difficult. The best thing you can do is not to berate them for being afraid, but to sit with them in their fear, to have compassion and empathy to help them see the opportunity in the breakdown.

Agility

Where things are breaking down it means that the old paradigms and structures are re-forming. When they are re-forming your ability to be agile is crucial. Agility calls on us to be mentally and emotionally flexible in order to adjust to the new situation. It is a time to move out of old paradigms and discover a new way of looking at the world.

So change your paradigm when you hear the VUCA acronym. It is not a time to be afraid, it is not a time to run, it's not an indication that the world is no longer safe.

It is a time to rejoice, for it is a signal that you and the world are putting forward new shoots of growth. You are in the middle of transformation.

- Get out your visioning tools they will help the transformation.
- Deepen your understanding it will help with transformation.
- Access your compassionate heart, it will help with transformation.
- Become agile, it will help with transformation.

VUCA 2.0™ - for a world about to dawn.

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Phil@PhilipMerry.com | Mobile +65 9728 0419 | www.PhilipMerry.com



As developed markets become fractured, globalisation seems to have stalled.

However, the emerging markets across Asia are experiencing rapid economic growth, generating the new consumer-class of the modern era.

Welcome to the Asian Century.

Full of promise; abundant opportunities; fraught with challenges.

One Region, Multiple Markets

Asia is highly diverse and formidably complex.

It is easy to generalise and consider Asia to be one market, but in fact Asia is one single region, comprising multiple very different markets.

The region's dynamic economies embrace the full spectrum of developed, developing and emerging markets – all at different stages of maturity and sophistication.

Shifts in the Production Landscape

Recent years have seen shifts across the production landscape, as companies seek to mitigate ever increasing costs in China and diversify their manufacturing footprints beyond the mainland.

These China-plus-One strategies capitalise on the changing dynamics across Asia's emerging markets – including labour cost and availability, special economic zones, local grants and subsidies and preferential trade agreements, all of which are subject to change over time, often at short notice.

This is both cause and effect of the gradual industrialising of Asia's emerging economies – in particular India, Bangladesh, Cambodia, Vietnam and Indonesia.

Amongst these, Vietnam is the shining star, having long been the default option for a China-plus-One strategy. During the last decade, they have attracted huge inbound investments in manufacturing operations from the likes of Nike, Adidas, Samsung, LG Electronics, most of whom now make more products in Vietnam than they do in China.

The latest protectionist tendencies from various governments just exacerbate the uncertainties, further complicating the challenges and complexities.

For example, many companies – both American and Chinese - have recently moved their production of US-destined products out of China, in order to avoid the Made-in-China tariffs.

Whilst overcoming the tariff obstacles, this re-location of production to alternative low-labour-cost markets is not without its challenges. Nowhere can replicate the capacity and efficiency of the mainland production machine that has evolved over three decades.



In this evolving landscape of continuously searching for the lowest cost source of production, change has become the only constant.

Massive Consumer Market

Asia's interconnected combination of urbanisation and industrialisation is fuelling massive changes in consumption – and creating enormous consumer markets.

By 2030, Asia will represent 66% of the global middle-class population and 59% of middle-class consumption.

During the coming decade, hundreds of millions of households across Asia will have access to electricity for the first time, which will drive massive increases in demand for a whole range of consumer household products.

Demand across Asia for fast-moving consumer goods is forecast to rise exponentially, whilst sales of refrigerators, television sets, mobile phones, motors and automobiles are all increasing rapidly.

Over the course of the next decade, Asia will drive half of all the consumption growth expected worldwide, with the growing Asian middle class becoming more than three billion by 2030.

And it's not just the basics. Asia's consumers are on track to account for more than half of the global market for personal luxury goods by 2025, which includes ready to wear, accessories, watches, jewellery and beauty products.

Conclusion



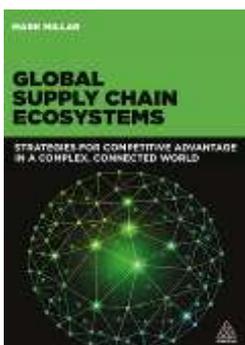
As multi-national companies increasingly look to Asia for market expansion, revenue growth and increased profits, booming production and consumption markets are driving economic prosperity throughout the region.

McKinsey project that by the year 2040, Asia will account for more than half of global GDP and represent 40 percent of the world's total consumption.

However, as business shifts to Asia, significant challenges arise as companies venture into new territories and encounter the complexities of the region.

The nuances can be difficult to read and expensive to ignore.

Mark Millar MBA is a renowned Keynote Speaker and widely respected Supply Chain Thought Leader. Acknowledged as an engaging and energetic presenter who delivers a memorable impact, Mark has completed over 500 speaking engagements at corporate events, client functions, management briefings and industry conferences in 28 countries across five continents.



His widely acclaimed book **Global Supply Chain Ecosystems** - commissioned by leading business publisher Kogan Page of London - has sold in over 50 countries.

www.markmillar.com | mark@markmillar.com



Some years ago, I visited the International Antarctic Centre in Christchurch, New Zealand, where there is a display of old equipment used 100 years ago in polar exploration. Many of the artifacts on display were from Captain R F Scott's ill-fated expedition and virtually nothing from the first expedition to reach the South Pole, which was led by Roald Amundsen. This puzzled me, so I did some research and learned some interesting lessons about planning and leadership.

In 1910, Captain R F Scott set out from England for Antarctica. The members of his expedition were for the most part "gentlemen explorers", who had lots of money and plenty of time on their hands. They "subscribed" to the expedition as sponsors and thus won the right to accompany Captain Scott.



Their mission was rather vaguely defined as a "journey of scientific discovery" and their goals not clear. While they took a great deal of equipment with them, it was all mostly of a general purpose nature for cold weather living, science experiments and meteorological observations.

At the same time, Roald Amundsen set out from Norway, but with a very specific goal – to be the first man to reach the South Pole. All of the members of his expedition were specially selected for their skills and their equipment was for one purpose only – to get the men to the South Pole and back safely.

It was only after Scott had met up with Amundsen in Antarctica and then heard that Admiral Robert E. Peary had reached the North Pole six months earlier that he decided to make the South Pole the target of his expedition.

The contrast between the two attempts is startling – Amundsen took 8 weeks to reach the pole and returned in just 38 days. At the end of their journey, his team members were healthy and still had ample supplies. Scott, on the other hand, took 12 weeks to reach the pole and he and his team never returned. What had gone wrong?

Both teams faced the same risks, but Amundsen anticipated them and made proper plans to deal with them. Unfortunately, Scott did not and he and his men paid the ultimate price for that lack of planning.



Main reasons for Scott's failure:

- Use of untested transportation technology (motor sledges) and ponies unsuited to extreme cold. He ordered dog teams back to base camp, losing the one advantage he had.
- Pulling the heavy sledges with man-harnesses sapped his team of strength.
- Wrong team member assignments, *e.g.*, paying guests looking after ponies.
- Choosing the team for the final push to the Pole too late – miscalculating needed resources.
- Beaten to the Pole, his team was demoralized for the return.
- He had mixed project objectives namely, first to the pole and a scientific expedition. On the trek back the team was still hauling heavy scientific equipment.

Main reasons for Amundsen's success:

- He planned brilliantly and completed testing even before he left Norway.
- He stayed with proven and tested transportation technology in his skis and dogs, refining these as needed.
- He handpicked a well-balanced team of individual skills to support the technology.
- He took a calculated risk setting up base camp on the ice, based on experience, thus significantly reducing the journey to and from the Pole.

Your efforts may not be of such a high risk nature, nor the stakes so large, but good planning and leadership will give you the route to success.

Bob Mittelsdorf, based in Singapore is a consultant, speaker and trainer with 30+ years of experience, Bob initially trained in architecture, holds a BSc from the University of the State of New York, an MBA from NUS and a Master's Certificate in Project Management from George Washington University.

He has helped: ABB, ARAMCO, Barclays, BP, CPF, Cisco, Honeywell, HP, Intel, Microsoft, Otis, P&G, SAP, Shell, StanChart, Sun, Volkswagen, Walmart, and many others.

Contact Details: r_mittelsdorf@mittconsult.com | +65 9383 8203
<https://sg.linkedin.com/in/bobmittelsdorf>



Having spoken in over 20 countries in the last 10 years I have had conversations with many people and the commonality in these conversations is the struggle to find staff that get along with each other, or even more disturbing having married someone who is so different.

I'm told before they married that person they fell in love with they were fascinated by their differences and sadly after marriage they are frustrated.

It doesn't need to be like this, both in business and personal life. When we find tools that work for us of course we want to shout out to the world what works. So here I am.

This tool has been the glue in my own marriage of 50 years this year. I have discovered we come pre-packaged with a particular frame of reference. (Born with a predisposition – in our DNA). Interesting that we can be raised in the same home and there can be so many different personalities amongst each of our siblings.

Of course it's not only personalities that define us. (Nature) Our upbringing, culture, beliefs, competencies and skills. (Nurture) are part of our complete package.

All personalities are rooted from Hippocrates' (Father of Medicine) work. Whilst there are many frameworks around this, what I love is this easy to use tool. **PRESSING THE RIGHT BUTTONS™**

The Four primary personalities being:

Playful (Desire to have fun) *Strength* - they are relationally strong. Recognised by their flamboyant energy and style. The Talker

Precise (Desire to get things done correctly) *Strength* -Procedurally strong. Recognised by their classic well-groomed, self - contained private stance. They play mental gymnastics with their thoughts, as they want to say it perfectly. The Thinker

Peaceful (Desire is to have no conflict) *Strength* – Internally Strong. Recognised by their comfortable and casual dress sense. Relaxed and great listeners. The Observer

Powerful (Desire is to get things done NOW!) *Strength* –Externally Strong. Recognised by their practical and functional dress. Restless and forceful. The Doers.

Of course we can be blends. However, to give you insight into the 4 primary personalities, let's stick to just to the four. No one likes to be categorised or boxed and that is not the intention of this article. The intention is when we discover what each type need, we might be more deliberate and considerate about giving people what they need, instead of giving people what we need.

"Treat others as they NEED to be treated, not as you do"

Playfuls get out of bed when they are lavished with Attention, Affection, Approval and Acceptance – its oxygen to them.

Precise needs are Sensitivity, Space, Silence and Support.

Peacefuls will co-operate if you respect them for who they are. Offer loyalty and value them as a person (Human being).

Powerfuls will thrive in an environment where you give them appreciation for all that they have done, Credit for ability and show loyalty to them. These ones want to be known as a Human Machine.



(Different but not wrong – just different!)

Having spoken on this after a conference, a very successful businessman came and spoke to me about how he had achieved very well in business, but realised he was a failure at home. After this insight, he recognised he was a Powerful. His struggle to relate well to his Peaceful 17 year old son was evident. He would come home after work and find this son on the couch watching TV and snacking. As a 17 year old he never was on the couch, and took delight in telling his son when he was his age he was Prefect at school, on most sports teams at school, he had an after school job and there was always the inference that his son ought to be doing this.

He had an epiphany after having heard this message. He saw how he had wanted his son to be like him. He saw his son in the light of how he was wired. His son was a gentle young man, collaborative, co-operative. He came home from school helped his mother, did his homework and the highlight was "REST" being his reward. All Peacefuls work hard for that. Powerfules do not work for rest. They work to complete a project, so they can do more. They are very task focussed. Whereas a Peaceful is more relational. Can you see the frustration for both of them?



Audre Lorde says ***"It's not our differences that divide us. It is our inability to recognise, accept and celebrate those differences."***

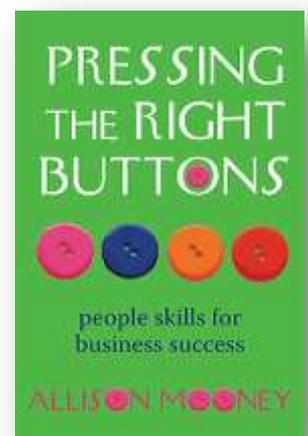
Instead of being random about our encounters with others, we might be deliberate about who we have in front of us. Marriages and family life would thrive and we wouldn't have the costs of employing new staff and the incredible costs that go into re-training just because we didn't consider who it is that we are relating to and what they need



Allie Mooney CSPGlobal has been voted three times 'Speaker of the Year' by peers of the New Zealand Professional Speaking Body. She is inspiring, funny and Author of the Year for her Randon House 27,000 sold bestselling book, **PRESSING THE RIGHT BUTTONS**.

She captures hearts and intellectual minds with her fast paced, mind-unzipping, practical and relevant presentations. Awarded Global Federation Speaking Fellow in 2019, Allie has worked globally in 107 cities and is amongst just 34 speakers with this accreditation.

www.allisonmooney.co.nz



Instinctively it's very important as business owners, company leaders or team managers to go to industry conventions, conferences or events yet we may not understand the top benefits there are to attend.

Four major reasons to be there:

1. **AWARENESS OF INDUSTRY TRENDS:** According to a survey run by Micenet magazine for their thousands of subscribers the number one reason people attend events was industry awareness. Other 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 your macro and micro view is a major reason to attend events. Each year there are tangible new products to explore like 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 will bring 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 bird 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 share 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 the most powerful way to create connections 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 perspective on learning you'll find unique ways to enjoy the experience while connecting with others. Also take advantage of some of the workshops on offer.

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: See the difference it will make to your business in the year ahead!



Monika Newman: VA support, a strong corporate background working for Getty Oil and an Exxon subsidiary. She is also a 'Thomas Leonard International Virtual Assistant of Distinction' nominee.

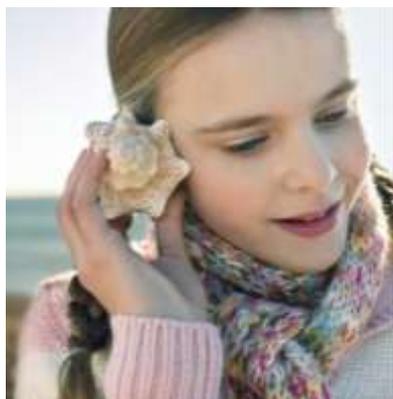
Monika has worked on countless projects in Australia, New Zealand, Asia and the USA. For more info: [Certified Virtual Assistant](#) | [LinkedIn](#) | phone +61 418 660 450 [Twitter](#) monika@absolutelyvirtual.com.au or www.absolutelyvirtual.com.au



Being truly present when listening doesn't come easy and this is something I hope to work on. I'd like to share the following quote from a Sioux Indian Chief about the Lakota's thoughts on silence.

"Silence was meaningful with the Lakota and his granting a space of silence before talking was done in the practice of true politeness and regardful of the rule that 'thought comes before speech'... and in the midst of sorrow, sickness, death or misfortune of any kind, and in the presence of the notable and great, silence was the mark of respect ... strict observance of this tenet of good behaviour was the reason, no doubt, for his being given the false characterization by the white man of being a stoic. He has been judged to be dumb, stupid, indifferent, and unfeeling." ... Chief Luther Standing Bear

The world has become a noisier place, filled with, at times, hostile environments and big egos. People are talking over each other in an effort to be heard or for fear of missing out. Good listeners don't interrupt or cut people off. Becoming a better listener will be a challenge and is something we should all aspire to.



Politicians aren't listening to their constituents - to their wants, needs or desires. Corporations aren't listening to their clients, customers, employees or shareholders, losing support for their roles, products and services in the process affecting their bottom line and reputations. Family relationships and dynamics are being affected because we aren't truly listening to each other. When you pay full attention to someone you are saying *they are worth listening to* and that's a powerful message. It's about keeping the channels of communication open.

Let's start on an individual level. Is it necessary that we always need to state our point of view? Perhaps our point of view is not needed and our purpose will be better served by being an attentive listener? If, after listening carefully to the speaker, we are asked what our thoughts or opinions are on the speaker's position we can then state our thoughts clearly and succinctly and ask, "Has that been helpful?" Sometimes people don't need a response and are only seeking validation. Becoming a better listener will help you make that decision.

In a corporate setting taking the time to listen to colleagues, customers or clients' problems and then work out how to help solve their issues builds strong and lasting relationships and in time, will increase sales and make for a healthier work environment and possibly, in a political sense, a better world into the future.

As an active listener we have the power to allow someone to be vulnerable and to open up and share much more than they had originally intended thereby viewing the situation in its entirety and being in a better position to assist. Resolve to be a better listener by listening between the gaps in the words and sentences. Listen during silences and moments of thinking. What is the other person actually saying, thinking? Take note and be aware of the part body language plays in conversations.

Next time someone is talking to you make sure you have the time to be truly present in an empathic and mindful way. Then ask yourself, "was I truly listening, did I really hear what was being said?" If you can honestly say yes then take a deep breath to relax before you respond in a meaningful and relevant way.

Stop, also take some time to listen to yourself; hear your own thoughts, i.e., what's your truth? What are your wants and needs? Then listen carefully to your heartfelt response.

A quote from Oscar Trimboli: *"Every human wants to be listened to – yet what they crave is to be heard"*. Oscar allowed me to share his excellent podcast on how to become a better listener - [Oscar Trimboli](#)

Monika Newman: VA support to SME's, Corporations, Speakers, Coaches and Public Relations / Media Consultancies. Monika has worked on countless projects, which includes dozens of e-books, in Australia, New Zealand, Asia and the USA.

For info: [Certified Virtual Assistant](#) | [LinkedIn](#) or phone +61 418 660 450 [Twitter](#)
monika@absolutelyvirtual.com.au or www.absolutelyvirtual.com.au



CATHERINE PALEN-BRINKWORTH **Our Secret Longing for Belonging**

As a behavioural scientist, I'm fascinated with human behaviour. Yours, mine, and everyone else's that I get to learn about.

As a leadership mentor, facilitator and speaker, I am fascinated by the number of ways we manage to self-sabotage!

Now perhaps that's not true for you. Perhaps you simply choose your preferred reality, focus on it, believe in it and tah dah!! There it is! But if you are anything like most of my clients (and me) you'll often find yourself frustrated and confused with obstacles, barriers, roadblocks, big holes in the road and all the other stuff that gets in our way.

After many years of studying, analysing, asking and listening, I know I have found one of the causes of self-sabotage. Now I know that, I can find solutions.

We want and need to belong. It is a legitimate human drive, one of our earliest, because it feels like it brings safety. We have a fundamental motivation to be accepted into relationships with others and to be a part of social groups. We believe that if we fit in, if we behave like others, agree with them, dress like them, sound like them, they will see us as part of their tribe and we will be protected. Can you remember the first time you experienced that as a child? It could be in your first year at school, or even earlier. We wanted to be included in the games, to be invited to share a lunch table, to be accepted and to be able to give and receive positive attention. Sometimes we were. Sometimes we weren't.

So here's the challenge. We learned early that if we don't belong, we may not be safe. We are almost certainly not happy. We want to be wanted. Much more than acquaintance, we want support and understanding. And sometimes, the choice to belong is denied us! Others make their choice on it – and if we are rejected, that's painful. For some people it is unbearable.

So what? you say, I'm fine. I know who I am, where I fit and how I belong. Really? Here are some of the challenges I have found:

- Excellence often doesn't belong. If you're better at performing or achieving something than the others in the group, you can be rejected. Even in families. So some people actually self-sabotage their success to belong.
- Depending on your cultural heritage, not just national but personal, you can be punished for not belonging i.e., doing what everybody else does. Clothes and appearance, career choices, partner choices, education. Yet you want to please the ones you love, so life becomes a series of horrible choices.
- Comparisons are inevitable, no matter how illogical they are. The negative judgement is on your difference and then the extent or degree of your difference. Benchmarks for belonging might even be imagined or just traditional, but still we feel their pain.
- Trying to belong when you just don't, can often lead to 'mask' behaviour, to false identities and ultimately dissociation. We often see dishonesty, pretended agreement and even sabotage games in teams. Self-criticism is continual.



So longing to belong is valid. But because it has such power over us, when we feel we don't belong, our real identity is often hidden and suppressed. It's hard work, it burns a lot of energy, but at least you think you are safe. But you're not. You're safe from rejection, abandonment and emotional pain. But you're not living as you. You're living as someone else wants you to be. You are throwing away precious moments of your life, in not being the only kind of person you can be – the "you" kind.

Here are six solutions to this dilemma.

1. Dr Seuss said you can't fit in and stand out at the same time. I disagree. You can. There are other people just like you, your real tribe. They may or may not look like you, or even sound like you, or work with you or live with you, but they are there. You have over 7 billion people to choose from and we can find them. Go and hangout where you want to and you'll find them. People just like you, who are looking for you. It's not always easy, but it always works.
2. Keep a 'tah dah' list of all that is wonderful about you. When you focus on that, you will be able to face not belonging with a whole lot more courage and self-confidence. You may not be the same as those around you, but you are fabulously especially you.
3. Lovingly release anyone from your life who makes you wrong for being you. They are just trying to make you belong. Be flattered by that, but make your choice truthfully in your heart about whether you want to stay in their space. You may not want to change physical space, but you can change how you see them and how you feel about them. Often when you do that, their behaviour to you changes too!
4. Make a commitment to speak up, to live your truth and to be safe while doing that. You have probably learned about 'I Statements', which are more respectful and more effective than 'you' accusations when you're in disagreement (which happens a lot when you don't belong). Like "I am feeling very uncomfortable about staying in this situation" ... Or "I apologise in advance for disagreeing but I know you will want me to speak truthfully". Don't bottle anything up, don't be a victim and don't blame anyone else for anything.
5. Often when I am wound up about something I can get very passionate and possibly way too assertive for the other people in my team. I used to be very self-critical about that – I just didn't belong when I behaved like that. Or so I felt. Now I know that I belong even more, because every team/ association/family needs someone like me! I have just learned to apologise in advance!
6. Please begin to disallow the following words:
 - a. Should – it's always somebody else's agenda, not necessarily right for you.
 - b. Just – it's a diminishing word, a put down. You are not 'just' anything.
 - c. Too – as in "you are too ..." Ask them "for what?" or "for whom?"
 - d. Enough – you are always all you ever need to be and you are enough.



You can use these words, if you hear them directed at you, as possible feedback and guidance about situational behaviour. But they are not about you as a person. You are magnificent.

Belonging is wonderful. Empathy, shared joy, fun and happiness arise when we are with people we know we belong with. There will always be challenges; each individual has their own way of being. The differences will always be there. But when we belong, we know they don't really matter – or even that they enhance our experience.

Trust me. I'm a behavioural scientist.

Catherine Palin-Brinkworth CSPGlobal, is an inspirational business speaker, author and leadership mentor. She builds high performing leaders at all levels from boardroom to small business. Go to www.progressperformance.com to subscribe and receive her free irregular mentoring messages or call her on **+61 419 221 916**



How often do you say this, *"life has been very unfair to me"* or *"good things never happen to me"*. There was a point in my life when all I had were these kinds of thoughts and beliefs.

I was 25 years of age, had completed my Masters in Computer Application and was working night shift at a call centre. One night while working, I felt a bit of dizziness which I ignored, assuming it was due to a lack of sleep. About two weeks later, again I felt dizziness yet with added nausea. This time I didn't ignore it and visited a doctor with my father at my side. The doctor performed several tests and advised me to return in four days once the medical reports were ready.

In reviewing the reports with me, his first question was, *"are you insured?"* In a state of shock, I said *"No"*. His second question was *"how soon can you get admitted to a hospital?"* I summoned the courage to ask *"what exactly is the problem?"* in which the doctor said, *"You've lost both of your kidneys - you are required to be admitted to a hospital"*.

I couldn't believe it. The doctor clinically repeated, *"How soon can you get admitted?"* I said *"Not today,"* in which the doctor gave me a day to sort my affairs out and get in the hospital. I wanted to cry, but I looked at my dad who brought my courage back and I started behaving normally.

We boarded the bus back home. During the whole way back, I was in disbelief that God could do this to me and put me in this state of helplessness that is ultimately leading towards death? When we reached home, neither of us had the courage to break this news to my mother as she was continuously asking *"What did the doctor say?"* When we told her, our home environment changed. I got myself admitted the next day and with more tests, we discovered I was in the final stages of kidney failure. I would eventually need a kidney transplant and be on medications and dialysis until then.

I started cursing my life every day as I thought there was nothing left and I won't be able to bring happiness to my parents' life. In every challenge and opportunity, I saw negativity and my downfall continued. I was working yet not performing. I was earning yet not enjoying it. I was surviving yet not living ... as death consumed my thoughts.



Dialysis was a painful process; physically, emotionally, mentally, professionally and financially. I was required to go to the hospital three days each week with each time four hours. In those four hours, two large needles pricked into my veins and arteries to filter my blood and remove water from my body through the use of a machine. Four hours of pain while I had to continue working to get the money needed for the treatment.

One day while returning from dialysis procedure, I saw a bunch of young students at a bus stop. They were enjoying life. The immediate thought that came into my mind was *"They have a life ahead - how lucky they are*

as I exist just thinking about death". I went home that day and cried the entire night only being able to sleep a little in the wee hours of the morning. I woke up with images of the bus stop and happy young students flashing in front of me and something within me had changed.

There was a voice coming from inside telling me to live rather than die; to fight; not to give up so quickly, so I too can enjoy my life like those young students. On the very same day, I went back to the same bus stop and said with conviction – *"I will not die without a fight - I will prove I can win against all odds."* I did not know from where these powerful thoughts were coming from yet I knew it was changing me towards positivity.

As I started changing my thoughts, I started finding great things happening in my life. I found people who were ready to help me. I was getting colleagues and new bosses who were compassionate towards me to help manage my job. There were doctors who were helping me emotionally, guiding me and not asking whether I am insured or not.

Suddenly, there was more energy within and I was not only motivating myself but other ailing friends in the hospital. This certainly doesn't mean that I did not fail as I indeed failed miserably various times, however each time, I took the challenge and overcame it. This happened because I started living differently as I belittled my deficiencies in comparison to what I already had and what life was now offering me.

The good news is that in 2011, I underwent a successful kidney transplant. As I reflected, I realised that there were three important elements which I gained from my entire ordeal.

1. Gratitude: Gratitude taught me how to get more in life. When you become grateful for all that you have, the universe will give you more resources and reasons to be thankful in life. During my days of illness, I was wrongly focusing on what I did not have and found more reasons to complain. As I started becoming grateful for whatever little money I had; more money started flowing in my life. As I felt thankful to a few friends who were trying to help me; more people emerged into my life, helping me unconditionally. Gratitude brings abundance and sufficiency into your life. Today, I offer my gratitude for every small thing; I can walk, I have money to spend, I have ambitions to better people's lives, I have a family and my long list goes on and on.



2. Forgiveness: Forgiveness brings the kind of energy in your life which is difficult to even imagine otherwise. When you start practising forgiveness, you build a positive aura around you. The more you practice forgiveness, the more peace, prosperity, growth and abundance is received. During my testing times there were people who ditched me who I trusted the most. A girl who I loved, left me during my troubled times and when I needed her the most. Relatives preferred to stay away from me in fear my family would need their resources. Only when I started forgiving them did I start finding true joy in my life. My relationships grew stronger, I embraced challenges more positively; my success rate increased and my goals started looking achievable. Start practising forgiveness from this point forward and begin to see miracles happen in your life.



3. Love: Love is the reason why I'm living my life today. During those seven years of life's battle, I was often thinking about the people who had left me when I needed them the most. My thoughts were that no one loved me apart from my parents. I was wrong because when I changed my perspective, I found there were many people willing to give me love and care. Doctors, nurses and friends loved me; there were people in my life who were silently praying for my recovery. I wasn't aware of this because I was not focusing on love. Love is a medicine with immense power to heal you and I overcame all my challenges because I chose to receive love. In your life, you will always find one person who loves you and that person is "You". Once you start loving yourself, you will find others who will love you too.



Challenges are a part of life and chances are you will be faced with one form of a problem or another in your life. Know that every challenge has the power to make you better should you choose to see it in a positive light. Stay strong, believe in yourself and make your future a happy life.

Sudhir Pathak, B.Sc, MCA, NLP Practitioner is a communicator and keynote speaker who equips people to live enriched lives through personal development.

A true fighter who embraces life's challenges across SE Asia, Sudhir also works on women empowerment at a grass root level where he supports groups and helps underprivileged women in Pune, India through self-reliance educational programs.

Website: www.sudhirbelieves.com
Email: sudhirpathak2002@gmail.com
Singapore: +65 8247 2007



An act of kindness I witnessed recently attracted far more attention than I expected when I shared it on social media. I'd been focused on a document, sitting at a café in my hometown of Dubbo, when I overheard, "can I help with your trolley?" I looked up to see an older lady with a walking frame AND a shopping trolley. I don't know how she managed to get that far – she would have passed 8 stores on her way out of the mall, somehow pushing two contraptions with 8 wheels between them!

The man who offered must have been on the job collecting discarded trolleys as "Coles Customer Service" was printed on his bright yellow shirt. He was delivering great customer service, serving beyond the store, simply helping another human being. It made my day to witness it. Ten minutes later he came by with a few trolleys on his way back to the supermarket. I rushed over to meet him and ask his name (he introduced himself as Des). I wanted to acknowledge his efforts and take a quick photo. I asked the nearby security staff to take it on my phone and I shared it on Facebook the next day.

Acts of Kindness are an everyday thing, but so many go un-noticed. I'm glad I overheard and witnessed this one - and shared it. We all love reminders of the good in the world. What we pay attention to grows, so this is not just about acknowledging Des, although he's very deserving of the shout-out, but a reminder of who we are.

Over the next week, there were countless comments and shares of the post, thanking Des for his kindness, relatives and friends of his telling "that's who he is" and other examples of what 'a good man he is'. This isn't simply about a kind person in Dubbo, although I'm so pleased to acknowledge him. It's about the kindness in all of us and the need for kindness in an oftentimes-harsh world. Maybe we can struggle along with our trolleys and walkers - all the things that weigh us down and trip us up - for a time. But it's not sustainable. We need help. We need reminders that we can offer help, allow others to help us and ask for help.

"When I was a boy and I would see scary things in the news, my mother would say to me, Look for the helpers. You will always find people who are helping." – Fred Rogers

If you don't know about Fred Rogers' incredible influence, look out for A Beautiful Day in The Neighbourhood starring Tom Hanks (2019).

Why is it useful to 'look for the helpers'? It's powerful for so many reasons. It helps shift our focus and get a better perspective when we're overwhelmed with bad news and it helps us to look for ways to be a helper. We're inspired by the generous actions of others. It raises awareness and increases positive actions. Our world needs more of it.

What we pay attention to grows. What will you pay attention to today?

Kerrie Phipps is a leadership coach and speaker whose passion is connecting and empowering difference-makers and leaders. Author and co-author of numerous books including **DO Talk To Strangers: How to Connect With Anyone, Anywhere**, she has been coaching, mentoring and presenting for leaders and teams across Asia-Pacific for over 20 years.

Want Kerrie inspiring and equipping your part of the world, on stage or online? Contact: **+61 409 982 342** | kp@kerriephipps.com
www.kerriephipps.com



While having a great product or service is important for a business to succeed, the more critical aspect is to ensure people know about this great product or service! The latter is what determines long-term profitability and sustainability and is the reason why marketing is so important to business.

The common misconception though is that marketing initiatives cost too much and not all entrepreneurs can afford to run such campaigns, especially if you're a new start-up or if your business is already struggling to stay afloat. The truth, however, is that marketing can be very affordable once you understand the true essence of marketing, which in my opinion is simple - It is to create **Awareness, Positive Word Of Mouth** and **Advocates**.

Awareness is a measure of the number of people who know what you, your product or your service does; **Positive Word Of Mouth** is the buzz that you, your product or your service creates; and **Advocates** are the fanboys and fangirls that will vouch for what you, your product or your service does. Advocates are the ones who will generate a steady flow of awareness, positive word of mouth and seek out more advocates for you.



Most marketing initiatives focus heavily on placing advertisements (*the reason why marketing becomes expensive*) on both print and online media and this is only useful for creating awareness and maybe some positive word of mouth through endorsements and testimonials. Advertisements can't entirely create the most important thing for your business, which is your advocates. Let us take Apple as an example; one of the reasons why Apple is almost a trillion dollar company today is simply because of the millions of worldwide advocates Apple has created over the years. These are the people who will genuinely vouch for Apple products and want to be the first in line to get a new one when it comes out.

So, how can you start creating advocates for your business? What can you do to ensure that more and more people want to go out and vouch for your products and services? The answer is simple, meet as many people as you can and start **building relationships**, one person at a time.

Build a deep relationship with others by ensuring you **add value** to their lives and by investing enough time to **educate** them about what you do. Look out for what is it that you can do for the people you come in contact with (*instead of the other way around*). Learn about what they do, what their wants, needs and problems are, and find ways to offer solutions even if it has nothing to do with what you do for a living - This is what adding value means. And while you learn and add value to the other person, take the time also to share about what you do, how it's making waves and changing lives. Present them with an opportunity to add value back to you, and show genuine gratitude for any assistance they can offer. People love the sense of fulfilment knowing they've played a part towards the success of others. Do this right and you're well on your way towards creating a strong group of advocates for your business.

Remember, your advocates are the ones who will ensure your business becomes and remains successful! Value the opportunity to create advocates and treasure this important group of people.



Jit Puru is an author, strategist, and thought leader specialising in helping people find their inner motivation to succeed in times of challenge and perceived failure. Having spoken to thousands from all over the world at various conferences and conventions, Jit is best known for his insightful, thought-provoking talks, and his ability to authentically connect with the audience.

Jit is also the founder of Ideas & Inspiration, and the author of the book, *You Deserve Happiness*. He is a frequent contributor for various local and international publications and has been interviewed multiple times on national radio. Learn more about Jit Puru at www.jitpuru.com.

DALE REES-BEVAN Taking the CON out of CONFidence

While talking to Mark, a young senior manager recently, I learned that he had had qualms about accepting his position. Mark confessed that when his boss had offered him the role, he actually turned it down. He did not feel ready for what that job entailed. His boss replied "I'm not asking. I'm telling you." He is now comfortably ensconced in the role and perfectly happy with his capacity to perform well. This conversation took me completely by surprise because Mark comes across as extraordinarily confident!

Confidence is an interesting quality. In some situations we are filled to the brim with self-assuredness, while at other times, the frightened child inside us takes over.

I talk to groups about confidence, usually within the context of public speaking. The importance of having enough confidence to inspire trust in the audience is one of the issues I deal with. One of the things I talk about is the practical steps you can take to become more confident and that is simply "practicing confidence" or as I term it "gradually adopting confidence behaviours".



1. Posture – confident people don't try to make themselves smaller; they stand proud.
2. Open body language – confident people don't shield themselves from the world.
3. Eye-contact – confident people look people in the eye and make them feel important.
4. Volume – confident people trust that what they have to say is worth hearing
5. Smile – confident people look happy to be in the situation.

All of these take constant repetition and practice to become part of a person's natural state, and it's really exciting to see the change in someone who has taken the trouble to work at it. When participants attend The Speaking Formula training program, I set them a pre-work exercise. They have to go to a coffee shop and order a coffee the way they think a confident person would. I ask them to raise their voice, chat to the barista; be as "out there" as they possibly can. The participants always come back and report their surprise at how positively people responded to them. And that's exactly why I ask them to do it. When they realise that people enjoy confidence, they realise that their audiences will enjoy a confident presentation.

The physical shifts are easy ones to practise and they get very quick results and reactions. Going a little further, there are other confidence behaviours that take deeper roots and result in a stronger sense of self-confidence.

6. Accept feedback – confident people don't perceive learning points as personal criticism
7. Laugh at themselves – confident people find humour in mistakes and don't get embarrassed
8. Vulnerability – confident people aren't afraid to state what fears or challenges they have
9. Don't worry about what others think – confident people don't get anxious about opinions
10. Champion others – confident people praise and highlight success; they don't require the spotlight to shine.

These are more complex behaviours and take a little longer to learn to adopt, if they are not part of your nature. It is however, definitely possible to learn them.

One strategy that I think is useful for the moments when our confidence fails us is to borrow faith. How many times do we find ourselves being told by friends that we should "just do it". When your friends, family or colleagues are pushing you forward, the best strategy is to take THEIR belief and use it until your own kicks in.

When I was 21, teaching in my first job, I started a public speaking course for students. Once a week, in the evening, I would run a program teaching them how to put together their speeches and develop their confidence.

After the first program I was approached by a couple members of staff. "You know that program that you're running for the girls. We've noticed a huge improvement in their confidence in class ... and we were wondering if you'd run a course for the teachers?" This was my first job and here I was suddenly coaching people far more experienced than I.

I took the view that if they believed I had something to offer them, who was I to deny them the knowledge?

That is a strategy that has often pushed me forward in moments of huge self-doubt. Setting up ChatterCamp, a holiday public speaking camp for children, was a huge step for me. It was a financial risk (it's a non-profit venture, but it still requires paying attendance to cover costs which I would otherwise be liable for) and I had no idea whether parents would be willing to send their children to a three-day camp.

There were three people sitting around me when I floated the idea and their responses were "Set a date and do it. We will be your first volunteer trainers!"

The rest, as they say, is history. We have more than 50 children each year, tremulously entering the camp to improve their confidence and communication. They leave jubilantly assuring us they will be back the following year. They have this experience because I borrowed faith from others.

There's a fabulous interview with Frank Oz during which he talks about how he was pushed into his first voice role, terrified and seriously doubting his ability. Later in his career, he had serious misgivings about taking on a director role. What if it failed? Then someone said to him, "You'll just have to put your ass on the line like the rest of us, Frank!" At crucial points in his professional life, he was borrowing faith from those around him.

Mark quite possibly would not have taken his promotion if his boss hadn't been championing him with, "I'm not asking. I'm telling you". I would never have thought to set up many of the programs that I have, without people around me pushing (actually, nagging!). Many of my successes sit on the shoulders of borrowed belief.

So while confidence is a great skill to work on within ourselves, it's also something that we can help build in others. Look around you and see who needs to borrow some faith? Who can you champion? What a powerful way to top up your own confidence: building other people up!



Dale Rees-Bevan is the author of *The Speaking Formula* and the immediate past president of NSW/ACT Professional Speakers Australia, the President of SpeakersBank Australia Inc., and a certified World Class Speaking coach.

Dale delivers training and talks in the subject areas of confidence, communication, public speaking and presentation skills. Once a year she runs ChatterCamp, a volunteer-led children's public speaking camp which she founded in 2007. www.dalereesbevan.com
<http://bit.ly/Speaking-Formula>



I am anxious. **Really anxious.** Mental wellbeing is the HOT topic at work. Every organisation is jumping on the bandwagon and booking mental health and wellbeing speakers. With depression set to be the number 1 burden of disease globally by 2030 (World Health Organisation), this truly is the major organisational challenge for the future.

So why am I anxious? Because I believe there is a lot of 'box-ticking' going on. Having given over 50 presentations/workshops this year on mental health and wellbeing in the workplace, I am yet to be convinced that the majority of the organisations will make the fundamental and necessary changes to reduce the workplace stress and anxiety that is growing to epidemic proportions.

The alarming truth

1 in 5 of us is experiencing mental ill-health as I write this and almost 50% of us will experience this in our lifetimes. Our young people are in danger. 1 in 7 aged between 4 and 17 have a mental illness and mental ill health is the leading cause of disability in the 10 – 24 years age group.

Some organisations are quite upfront with me and tell me that mental health in the workplace presentations/workshops are for 'compliance' purposes. Others 'talk the talk' but have no real plan to walk it apart from the occasional mental health awareness initiatives, a complaints process for bullying, access to an EAP (Employee Assistance Program) and the annual RUOK? morning tea.



Some are committed to implementing significant mental wellbeing strategies but are not given the budget, resources and priority to make a significant difference.

Walking the talk – not yet

The 2019 Mental Health Productivity Commission Draft Report estimates that the direct spend in Australia, on mental health care and related supports and services is \$18bn pa. By comparison Gartner 2018 research shows that Australia spends \$89.8bn on IT products and services.

Interesting, isn't it, that 5 times more is spent on rapid technological change, a major contributor to the stress and mental ill-health of employees, than directly on wellbeing.

And even that does not seem to be working. Allianz Australia research (Jan 2019) found 70% of employees think their employer does not understand the impact of mental ill-health. No surprise there. But what is particularly worrying is that 85 per cent believed that managers are more likely to think an employees' need for time off is genuine if they say they are suffering from a cold or flu rather than stress or anxiety. We still have a long way to go and simply ticking the 'mental health presentation' box is not the answer.

The bigger picture

So, what to do about this? How do you navigate your way through the mental ill-health Mindfield? By being able to recognise that you can't 'fix' mental health at work. Mental health programs help but they are only a part of a much bigger picture, one that involves much more than the workplace. Mental wellbeing involves home, personality, genetics, coping styles, lifestyle, significant life events as well as work.

However, workplace factors can have a major positive or negative impact on our wellbeing. There are many evidence-based factors including the kind of job you do and how it has been designed e.g., how much control do you have compared to the demands of the role?

Workplace factors also include team dynamics. Does everyone pull together as a team or do some interpersonal relationships get in the way? What sort of leadership is in place?

Emotionally smart workplaces



For me, the answer lies in building emotionally smart workplaces (ESW). To do this requires a holistic approach to where we work. It needs to be based on delivering results but not at any price. Results that are achieved regardless of doing harm to people along the way isn't an emotionally smart workplace, but it is a financial or ethical crisis waiting to happen.

A significant step in building an ESW is for an organisation to demonstrate to its employees that they have a genuine shared goal (whatever that might be) with people at its heart. The organisation needs all enabling factors to be

designed and aligned to facilitate this optimal outcome in a sustainable way.

Any incongruity or inconsistency in messaging and implementation will be seen by employees in a heartbeat. Organisations that fail to address the emotional and mental wellbeing of their employees will not succeed in the digital era.

People want to work in organisations that consistently demonstrate alignment with their own values. The pace and nature of change and competition requires a legitimate demonstration of this by the organisation.

Dealing with mental health as a compliance issue will never deliver results. The wheels will fall off.



Anne Riches CSP is a presenter and facilitator. Anne works with organisations to develop and deliver effective initiatives that protect employee wellbeing in an environment of fast paced change and fierce competition.

KEVIN RYAN REAL Negotiation: What 'Yes' Doesn't Mean

The word 'yes' has figured highly in discussions about negotiations. Possibly the most famous negotiation book of all time (by Roger Fisher and William Ury) is entitled *Getting to Yes*. The titles of most courses on negotiation involve the word 'Yes!'.

Unfortunately, if you believe success in negotiation is based on having the other side say 'yes', you will often be disappointed. This is because most of the time people say the word they are not using it according to its dictionary definition.

Here are some possible meanings of 'yes' when used in a negotiation:

- I agree with everything you are suggesting (unfortunately, the least-likely option)
- I agree with some of what you are proposing.
- I understand you.
- I'm interested in discussing this further.
- You haven't convinced me so far, but I'm willing to let you keep trying.
- I'm about to reject you, but I'll feel more comfortable doing that when we're not face-to-face.

This leads to two important points for negotiators:

- 'Yes' is used so ambiguously, you cannot rely on it unless it is captured in writing or digitally.
- You need another measure to assess whether you are taking the negotiation forward.

In his excellent book *Never Split the Difference* (2016), Chris Voss suggests instead that you aim for the phrase 'that's right'. His background was 24 years as the FBI's lead hostage negotiator and he found that one of the most important strategies in negotiating with even the most dangerous, demanding terrorist was to show them that you understood how they saw the world.

One of the principles of active listening is: Acknowledgement is not agreement. For one person to truly build a bridge of understanding necessary for effective negotiation, they have to show the other party that they can see their world. Showing that you can see someone else's circumstances and you understand how they feel about it does not mean you agree with their view or emotions. Simply that you understand.

It is only by understanding the other person that you can gain some insight into what they prioritise as valuable. This provides you with the ability to put your offer in a way that presents the highest possible perceived value.

In any negotiation, the negotiators are driven by both logical and emotional factors. If the emotional factors are stronger than the logical ones, the negotiation will become unstable. People will do and say things that belie their intelligence. While this may be momentarily satisfying for the other party, it undermines the relationship and often results in unworkable deals.

If the emotional factors are getting in the way, they need to be acknowledged so the discussion can move on. This means that at some time in the negotiation (preferably early) you will say, "So, the way you see it is ... " This will be followed by and how this makes you feel is ... ". Many people avoid this because they think that by acknowledging another's view of a situation they are agreeing with it or, somehow, giving it validity. Taking this approach is stopping you from finding a common point of understanding that can move a negotiation forward. Chris Voss' research and experience has shown him that when they say 'that's right' you have reached this point.

Kevin Ryan CSP is a conference speaker, workshop leader, coach and author. A former National President of the National Speakers Association of Australia, now Professional Speakers Australia (PSA), and Kevin has thirty years' experience as a corporate trainer and fifteen years' experience as a professional speaker. He regularly speaks at conferences and seminars across Australia, New Zealand in the areas of sales, communication skills, negotiation skills and humour in business.



Contact: +61 7 3260 6080 | Mob: +61 407 727 090 | kevin@ryanandassociates.com.au
Skype kevinjryan | www.ryanandassociates.com.au

Mojo: NOUN; a magic charm or spell

A vast amount of research has shown that leaders and experts possess a range of professional qualities and personal skills that in the right environment can shape their performance to achieve extraordinary results.

How is it that some people seem to be born with a DNA 'success code' and it flows effortlessly into everything they do in their lives while others seem to find their best formula for success is working as part of a team to create work, sport or community achievements?

What is it that motivates some people to do amazing things in their careers or lives while others can hardly get out of bed in the morning to find a cup of coffee?

Motivated People or People Motivated?

I was recently at a senior manager strategy session in Hong Kong. The topic of '*motivating staff in the new year*' was on the agenda as it related to their Asia finance, operations, sales and customer interaction teams.

Having been involved with these types of sessions on countless occasions as a speaker, trainer and workshop leader, the discussion was interesting. Listening to what these managers were expecting of their teams and channel partners in the forthcoming year was one thing ... how to help them was yet another.

It wasn't long before someone asked me if I had any tips I could suggest to generate more 'motivation' into their SE Asia teams. By then, it seemed they had exhausted most options. In summary, they were looking for ideas to help build a theme or culture that could put more energy, enthusiasm or 'mojo' into their teams.

With the youngest regional manager in their early 30's and the eldest around mid 50, I shared three examples they could relate to as these experiences were global news at some point in many of these managers lives.

With each story, I shared how each illustrated moments of peak performance in which 'mojo' was created in those situations and huge results with good fortune happened to those who applied the learning lessons.

Apollo 13

The 1995, Hollywood blockbuster movie Apollo 13 was nominated for nine Academy Awards and won two. The central story is about the early 1970 US space program and the third manned lunar mission to the moon.

The movie grossed over 400 million dollars worldwide, yet the real 'peak performance' or 'mojo' story was not the actors but the real life teams and individuals involved with the Apollo 13 mission. Historically this mission was renamed when it terminated back on earth and well known globally as NASA's '*successful failure*'.

In sharing this real life example in this managers meeting, I reminded them that this story was played out in front of a television viewing audience estimated at 1.6 billion people globally in April 1970.

Leaders, managers and individuals at every level of the mission were under massive pressure to find answers with very limited resources. With time ticking by, NASA managers and team engineers found their mojo in a common mission to rebuild components that ultimately provided air that saved the lives of the astronauts.

Returning three astronauts to earth in a crippled space module still stands out as one of the most viewed events in television history and with it, many examples of unexpected mojo and peak performances.

Atlanta USA - 1996 Olympic Games

The next example I shared was the performance of Australian swimmer Kieran Perkins who was racing in the gruelling 1500 meter swim final of the 1996 Olympic Games and as favourite for a second Gold Medal finish.

At the 1992 Barcelona Spain Olympic Games, Kieran was the Gold Medallist in the 1500 meter final and lifted the standards bar with his world record performance in Spain. The difference at the Atlanta Games was that he went into the final race as the eighth slowest qualifier having been very sick with a flu virus days before.

What happened in that Atlanta final race is known today as one of the greatest swim finishes of all time. Kieran had a standout performance to win his second Olympic 1500 final race, set a new record and the Gold Medal.

He did what he had been training to do at 4:30 am each day in swim practice for half his life. In doing so, he gained glory for his country by being at a peak performance rate for nearly 15 minutes to become the 1996 Olympic Gold Medal champion and create one of the greatest swim performances in history.

2010 Chilean Miners Rescue

The last example I shared to '*motivate their team into more peak performance*' was known by all as they nodded in agreement. It was about the unselfish leadership and contributions by people in private and government agencies to help rescue thirty three miners trapped underground for 69 days near Santiago, Chile.

In circumstances that would crush the hopes of most people, thirty three colleagues stuck together to become national heroes and raise the standards of the mining industry as rescued miners.

How can anyone feel 'motivated' while being underground for over two months? For most of them, each day was a mental and physical marathon that seemed impossible to be positive. Yet with smart leadership and creating new reasons to live for the 'big why factors', they found a new sense of 'mojo' to keep surviving and thriving during those challenging times.

An ole' South African saying is '*if you need to go a short distance, go alone – if you need to go a long distance, go together*'. While peak performances are normally an individual accomplishment, under the right circumstances, top performances can lift the spirits of companies, nations and even the human race.

The motto for decades for the Coke a Cola company was '**everything goes better with Coke**'. This has gone by the sidelines in modern times. Even if you have never drunk or intend to drink a coke, the company has changed its advertising slogans to be in touch and support as many global cultures as possible.

The '**share a coke with**' ad has been a very successful 'breakthrough' marketing campaign and like other companies, reinvention and survival may ultimately depend on how well the core message is in keeping key customers loyal and teams of employees motivated through tough times.

Remember the slogan, '**a picture is worth a thousand words**'? While Kodak didn't invent it, they certainly profited massively from its intent during the era of camera and film. Kodak's major downfall was in failing to adapt, evolve and grow past the film industry into digital formats.

This opened the door for other industry leaders to take more of Kodak's market share and see customers (and employees) exit Kodak to new products and the death of Kodak as a global brand.



Tips to bring more Mojo moments into your 2020

1. Be grateful for what you have, while pursuing what you desire or want.
2. Lower your stress levels with more days in nature to increase oxygen levels.
3. Keep track of moments in which your mojo was at a peak performance level.
4. Make note of experiences that add significance to your work, family or relations.
5. Enjoy the journey and life's new discoveries as they are often better than the destination.



Rob Salisbury B. Com., CSP* A global speaker on sales motivation and an accomplished Event MC, Conference Host and Workshop Facilitator. Rob's been engaged over 2350 times across 25 countries by over 550 U.S., Australian, Asia and European firms.

In 2003 he completed ***Certified Speaking Professional** accreditation, has been involved with 18 best-selling books and a past two term President of the Professional Speakers Association chapters based in Sydney & Canberra.

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Email rob@strategicresources.com.au Connect on LinkedIn:
<https://www.linkedin.com/in/RobSalisbury/>

ROB SALISBURY Dr Stephen Covey: Revisiting his 7 Habits

FLASHBACK: I recall first meeting Dr Stephen Covey mid 1990 at the glorious, Phoenician Resort in sunny Scottsdale Arizona.

Author of *'The 7 Habits of Highly Effective People'*, his book hit # 1 on the New York Times bestsellers list and to date has sold over 30 million copies globally.

Our seminar and events company had quickly built a good reputation by 1985 as the leading promoter of sales and management events in the North-western USA.

Year end 1986, we had become # 1 in the Western USA with sell out full day events featuring in demand sales author **Tom Hopkins CPAE** and complimented with a morning session by the late great, **James E. Rohn CPAE (aka Jim Rohn)**.

With a calendar of events featuring a dozen live events in the Western USA then into western Canada, authors and speakers like Anthony Robbins and Dr Stephen Covey became interested in how we might work together to expand their business reach.

An opportunity to work with Stephen ensued in 1990 thus we promoted, marketed and positioned him to our Arizona, California, Nevada and Colorado contacts. His book was the hot topic of the year with about 400 delegates paying several hundred dollars each to learn from his newest research, case studies and fresh perspectives.

I recall his content being excellent and presented in a scientific manner catering to his academic teaching style versus the motivational and educational style that others we worked with utilised.

FLASH-FORWARD: August 1997, Dr Covey was part of a six speaker line up for a one day business event called, *'World Masters of Business'* held at the Sydney Entertainment Centre.

In addition to Dr Covey speaking was **Brian Tracy CPAE** from the USA, Australian radio personality **Alan Jones** and 1991 Operation Desert Storm Commander, 4 star **General 'Stormin' Norman Schwarzkopf** on virtues of leadership. With 8500 in attendance, it was the last time I saw Stephen and by far, his best performance in front of a live audience as an author and key note speaker.

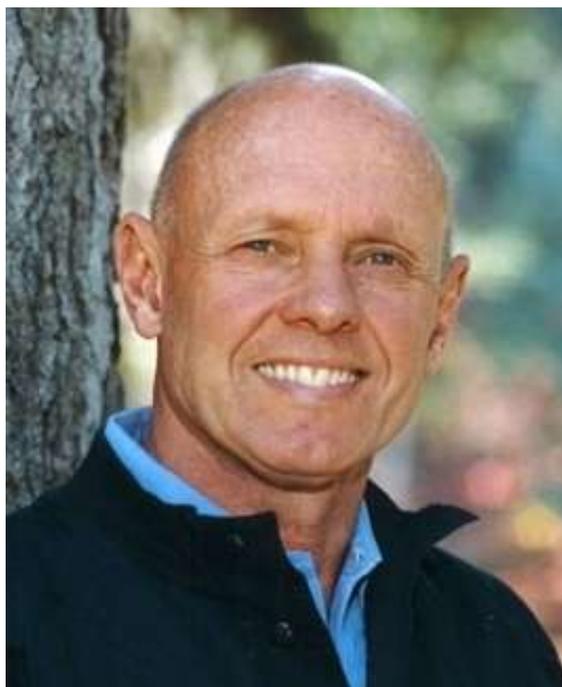
In revisiting his **7 Habits** book, he demonstrated something that was missing the first time we worked with him in Arizona. By 1997, Stephen had become an accomplished 'content' speaker with his stories, academic qualifications and examples from his research very effective for credibility.

The two qualities I recall he brought to the Australian stage versus the 400 in Arizona made all the difference in him ROCKING the Sydney crowd. The first is what I call the **X Factor** in speaking. A rare combination of an author or speaker **knowing their content** so well they don't have to rely on slides and the second, his bland **style of humour** to illustrate major points to bring the audience along on a joyful discovery.

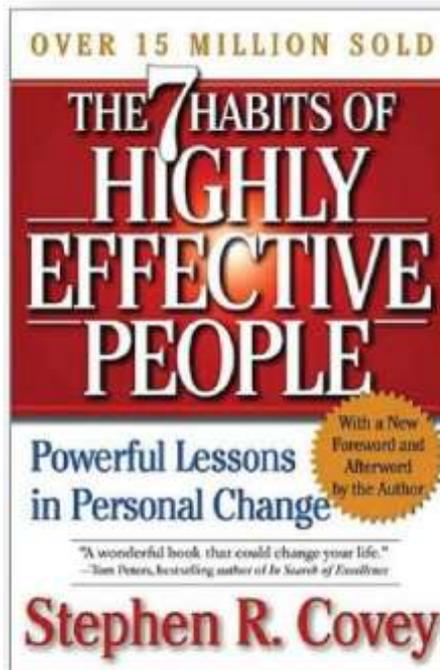
Content and humour ... two areas that when mixed together with the right audience, can lift any speech and on that occasion in Sydney, Dr Covey accomplished that 100%.

The business and academic world lost more than a great author and speaker on 16 July 2012 when Dr Covey died from complications from a head injury. An avid cyclist, he had been in a cycling accident in April of 2012 and never fully recovered from trauma to his body and the injury to his amazing brain.

He left our planet with nine children and 52 grandchildren (at the time) to carry on his legacy plus the tens of millions of books published to help countless more into their future.



REVISITED: Dr Stephen Covey's 7 Habits of Highly Effective People (published August 1989)



Habit 1: Be Proactive: Top people achieve extraordinary results by consistently executing their R & I (resourcefulness and initiative) to break through barriers.

Habit 2: Begin with the End in Mind: Develop an outcome-oriented mindset in every activity - engage fully into projects, meetings, presentations, contribution and goals.

Habit 3: Put First Things First: Eliminate energy and time-wasting tendencies by focusing and executing on team goals with a weekly planning cadence.

Habit 4: Think Win / Win: Lead teams that are motivated to perform superbly through shared expectations and accountability processes.

Habit 5: Seek First to Understand, Then to Be Understood: Create an atmosphere of helpful give and take by taking the time to fully understand issues and provide candid and accurate feedback.

Habit 6: Synergize: Demonstrate innovative problem solving skills by seeking out differences with new and better alternatives.

Habit 7: Sharpen the Saw: Tap into the highest and best contribution of everyone on a team by unlocking the total strength, passion, capability, and spirit of every individual.

Rob Salisbury B. Com., CSP* A global speaker on sales motivation and an accomplished Event MC, Conference Host and Workshop Facilitator. Rob's been engaged over 2350 times across 25 countries by over 550 U.S., Australian, Asia and European firms.

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Email rob@strategicresources.com.au Connect on LinkedIn:

<https://www.linkedin.com/in/RobSalisbury/>



JO SAUNDERS Optimise Your LinkedIn Presence for 2020

Are you the best-kept secret in your industry? Often as a highly skilled specialist focussed on solving problems in your field of expertise, you can forget to amplify your brand. Promotion may not feel natural. You may prefer to focus on delivering a fabulous service to your clients, who are likely already referring others to you, but are you visible enough to make referral easy?



It may feel weird, but we must put ourselves out there if we want to make an impact. This can make us feel uncomfortable, but if we do want to make a difference to those who most need our help we must step forward and increase our visibility, bringing our credibility with it.

Putting yourself out there can include sharing your expertise through publishing content online and in print, speaking and media interviews, in your area of expertise. One of the easiest ways is to use LinkedIn to build a presence, share and engage with content and establish relationships with your network.

OPTIMISE YOUR PROFILE

LinkedIn is a free platform to use, with a global audience and a reach way beyond your connections. Before you work on your strategy to publish and network online, focus on reviewing the presence you already have, and calibrate it. Because of the visibility you can create it is worth investing effort into positioning your profile. Aim for progress over perfection as your profile will never be finished; it will evolve as you do.

ACTION 1

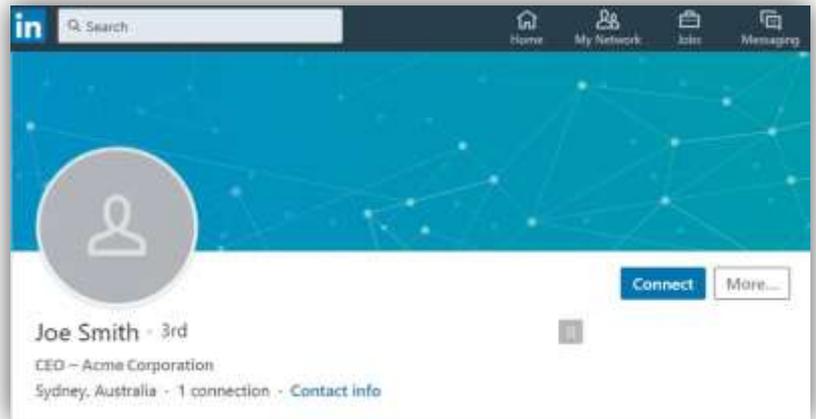
- Review your digital footprint
- What is showing up in search results?
- Google yourself in Incognito or Private browsing to see what is showing up for your name.
- Take a look at your LinkedIn profile from the seat of your ideal client or stakeholder – what is missing, misleading or needs to be optimised to match your brand?

ACTION 2

- Get clear on your goals, objectives and who you want to be seen as.
- Who are your ideal connections?
- What problems do they have that you solve?
- What words do they use?

ACTION 3

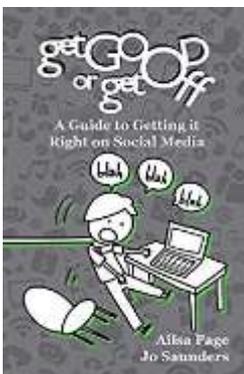
- Rework or build your LinkedIn profile to align with your objectives.
- Focus on your headline – lead with the problem you solve
- Update your photo – be the person who shows up to that first client meeting
- Add or update your background image to share your brand message
- Share your journey through the About section, ending with a call to action.
- Include video and visuals to connect with your network.
- Optimise your Expertise title to include keywords
- Check your contact details to include weblinks
- Review and update skills to include keywords used in the headline and descriptions



LinkedIn levels the playing field. Whether you are starting your career, run a business or lead a team, make LinkedIn activity part of your habits and gain the results. Enhance your profile positioning by using LinkedIn to enhance your visibility, establish authority and earn influence.

Now is the time to leverage the most trusted and the largest professional social network. Take control of your digital footprint and put yourself out there.

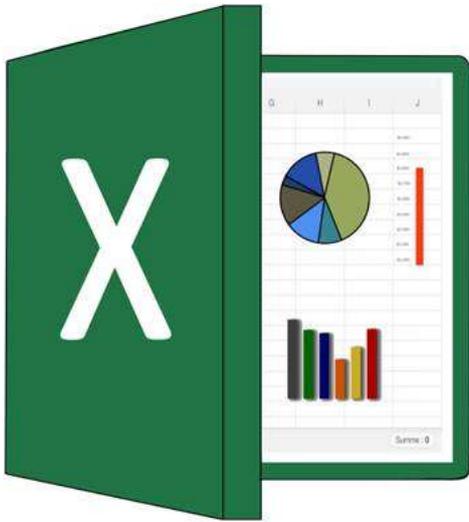
Jo Saunders known as the LinkedIn Demystifier, shows leaders and teams how to increase visibility, amplify authority and earn influence using LinkedIn and social marketing tools.



- 2019 Top 50 Social Media Marketing Influencers by TopRank Marketing
 - #2 LinkedIn Expert in Asia Pacific for 2018 by the Social Media Marketing Institute
 - Co-author of '**Get Good or Get Off – A Guide to Getting it Right on Social Media**'
- LinkedIn: [linkedin.com/in/josaunders](https://www.linkedin.com/in/josaunders)
Twitter: [@JoSaundersAU](https://twitter.com/JoSaundersAU)
Web: [wildfiresocialmarketing.com](https://www.wildfiresocialmarketing.com)



Just last month I went to the optometrist to get my eyesight checked. As it turned out I still have 20:20 vision with my current prescription. It's always good to let someone else check.



That is also true when thinking of your workflow or your financial models or the quote templates everyone in your organisation is using.

You, or your team, are using Excel pretty much every day. So maybe you want to check whether your workbooks are ready for 2020 and whether they are giving you 20:20 vision on your data.

The ROI on a structured, systemised and automated model is manifold. Not only do you gain time and avoid manual mistakes, but you also gain clarity and transparency which gives you confidence. Now you can make your next 1-million-dollar-decision based on solid, reliable data.

You might even have a new idea or a pending problem that needs solving. You don't know where to start and you would be looking for an honest, straight forward sounding board with business acumen and IT experience.

Let me give you some insights for your journey into 2020 with a 20:20 vision.

- Brainstorm your ideas and concepts
- Distinguish whether you need a one-off calculation or a sophisticated model
- Write down your assumptions
- What is the story you want to tell with your data?
- Clearly separate your assumptions, parameters and results (e.g. have one sheet for the assumptions, one for the input and multiple sheets for the results)
- Avoid hard coded values at all costs
- Build in error checks (e.g., if you can arrive at the same result by a second way of calculation, build in the second way and make sure both results are identical)
- Colour code your different areas in the model (e.g., yellow for input, grey for assumptions, green for output)
- Protect your calculations
- Test your calculations by using extreme values for your assumptions or parameters (e.g., change the input from 500 to 50,000 to see the effect, a change to 550 might only change your results marginal)
- Verify your result with a back of the envelope calculation
- Document your assumptions and calculations
- Make sure your model looks tidy and the layout is well designed? (e.g., could you add headings for the inputs? Could you add graphs for the output?)
- Get your financial model audited (another set of eyes works wonders)
- Engage a modelling expert

Business Strategist **Jürgen** started his first consultancy 35 years ago while still studying in Hamburg/Germany. He has since helped hundreds of businesses in Europe and Australia to improve their data-models and workflow. He has a Masters in Mathematics and Economics.

Jürgen has the ability to take a complex situation or idea and turn it into a time-saving, user-friendly, transparent and effective data-model using German precision. He is the author of "Business Lessons from an African Safari".

Visit www.schmechel.com or call Jürgen on +61 415 509 275 to see how he can help you.



Practical Strategies for Managers in the Age of Disruption

We are seeing seismic changes these days in how organisations are structured and how managers manage. These changes can be confusing - and frustrating - to many people, so let's look at what's happening and how we can embrace these changes.



Old-school organisational structures and management styles date back to the industrial revolution. Originally based on the military, they are hierarchical and top down in nature. Managers rely on a command and control style to gain compliance from individuals who do mostly very routine, tactical and predictable work. They put together very detailed - and boring - job descriptions with a laundry list of duties and responsibilities and they tried to hold them accountable for doing everything on these lists.

This worked fairly well for hundreds of years - until it didn't! Because this structure and style is dependent on three things:

1. **There are more people than there are jobs,**
2. **What the people do does not require them to think or to solve problems and finally**
3. **That those people don't speak up and demand a lot from their employer.**

Well, none of those things are true anymore. Today, and for at least the next several decades, there are more jobs than people. Technology and globalisation have automated or off-shored much of that routine tactical, predictable work and now we require our people to be innovative, creative, strategic and solutions oriented.

This requires a different way of managing because our staff are literally using a different part of their brain to do the work.

The power balance has certainly shifted from company to individual and our staff want to be treated as people, not resources.

The new way of creating organisational structures and managing staff starts by thinking, not about what your staff need to do, but what they need to achieve. Instead of a laundry list of duties and responsibilities, position profiles are now being shaped based on five or fewer outcomes with measurable results that are written in real language.

Instead of hiring for equivalent skills and experience, smart managers are identifying the right strengths, sometimes called competencies or innate abilities that the person needs to achieve those target rich objectives.

It's also important to make sure that their values align with your organisation's values. That's actually the definition of having the right culture fit.

But how do you attract that right person? The research says that one of the best ways to do this is by having a compelling purpose - one that connects them directly to your customer or the community at large.

Once you've hired a human who's inspired by your purpose, aligned with your values and has the right strengths to achieve those target rich objectives, your role as a manager is simply to get out of the way.

Let them use the very strengths you hired them for and give them the autonomy to achieve those objectives the best way they know how to achieve them. You, their manager, are there to hold them accountable for achieving their objectives and then support and coach them when they need help and praise an advocate for them when they succeed.

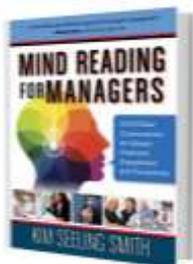
Not only is this new structure and management style more effective for today's workforce, it's also less stressful and more gratifying for you.

To see the video that unpacks this model in more detail, click [here](#).

Kim Seeling Smith CSP is a leading Future of Work Expert and CEO of international consulting and training firm, **Ignite Global**. Kim teaches her clients practical but innovative strategies to build and retain a high performing workforce today, tomorrow and beyond.



The models and frameworks used by Ignite Global were developed from extensive research gained from over 5,000 exit interviews, a nationwide study of Employee Experience, Kim's work with Richard Branson's 100% Human at Work Initiative and 10 years of consulting to 32 industries across 9 countries.



Kim is the author of Mind Reading for Managers: 5 FOCUSED Conversations for Greater Employee Engagement and Productivity and co-author of 101 Great Ways to Enhance Your Career with mega-author, Brian Tracy.



Contact Details:

- www.IgniteGlobal.com
- info@IgniteGlobal.com
- 1300 858 631 
- 512-333-4587 

Life is messy. Despite our best intentions and intensive planning, things still go wrong. We start to doubt ourselves. It affects all our future decisions and goal setting. We tell ourselves, maybe I shouldn't ask for too much, or some variants of that. We become more careful, think harder and take smaller steps in life.

At the recent Roundtable Conversation that I hosted, I asked the group made up of consultants, entrepreneurs and executives what are some of the common elements that we find in our mistake stories. They managed to list the following;

- Letting the past dictate the future.
- Too easily influenced by advice of others.
- Too stubborn to take in advice.
- Not being bold enough and missing out on opportunities.
- Taking too much risk and paying the costly price.



They concluded that the way forward is to find the right balance between taking bold action and making careful decisions.

But wait a minute. Didn't we also find success in our lives despite all the reasons listed? So these elements actually don't really matter. Even if we found the right balance, we could still hit a wall and be left with yet another mistake on our life scoreboards.

What really sets a mistake apart from a success story in our lives boils down to our expectations and perspectives. An action or an outcome is considered a mistake only because it did not match our expectations, nothing more. We have allowed this simple difference to disempower us and affect our future decisions.

There is a way to sustain optimism and live a life of no mistakes. All we need to do is change our perspective on how we view the events in life. Here are some concepts for you to think about.

The problem with right vs wrong decisions

Mistakes are born out of us labelling an outcome or decision as wrong. The conventional belief is that every decision we make in life has to be either right or wrong for us. It implies that when you make a right decision, the universe will reward you for it. Make a wrong decision and you are set to be punished for it.

The truth is the universe is neutral. Your life path adapts with every single decision you make. The universe has no agenda. It only wants the best for you. You only label decisions right or wrong because you become so identified with your intended outcome. These are just mental constructs. It is time to think of all decisions as neither right nor wrong.

A life of multiple potentialities

Every decision you make sets into motion thoughts, emotions and actions to move you in a certain direction in life. In every one of those decisions lie multiple potential outcomes.

You have a choice. Move forward towards your goals while being open to different possibilities that your path has to offer. Alternatively, be so fixated on that specific outcome and be completely blind to anything else.

You may think that being open to many possibilities will make you drift aimlessly in life. This is not correct. If you have made a decision in a conscious and connected way, it will resonate well within you. As the different possibilities arise, it can either strengthen your conviction or tell you that you need to be taking a slightly different path.

Probably the unique greatness in you is trying to draw you towards a path that you were meant to be on.

Moving from desires to aspirations

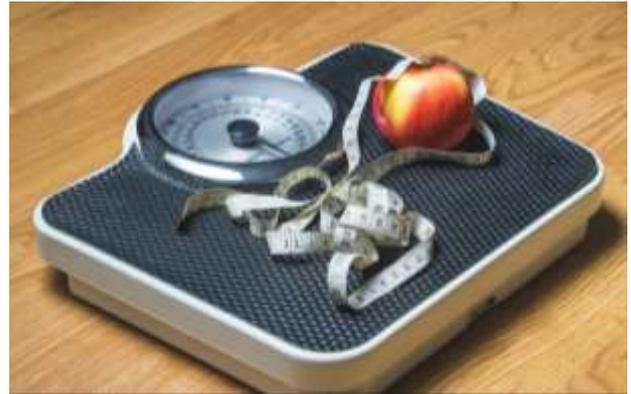
We want to be better tomorrow than today. Hence mistakes make us think deeply about all our shortcomings, adding barriers and weight to other goals that we set ourselves. We are intelligent individuals. We don't want to repeat the same mistakes in life. So each future decision becomes more burdensome.

It only becomes so because we come to identify so strongly to the desire of achieving that goal. Not achieving it has a deep negative impact on our self-perception.

The way to disassociate the outcome of our goals from our self-perception is to have aspirations and not desires. We aspire to something because we want to realise our innate potential. To become better is instinctive in every person. At the same time, we maintain an understanding that working towards our aspirations is a movement of evolution and not a test of self-worth.

Say you are overweight and your health and your looks could do better by being a few kilograms lighter. But you failed despite multiple attempts. How would you feel about yourself? If you are like me, you would feel lousy and beat yourself up about it.

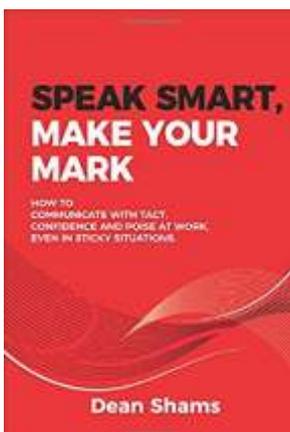
But now I see it as an aspiration. I start from a place where I believe I am already enough. I work towards it by managing my dietary intake and exercise. Every now and then I fall off the wagon. It doesn't matter because I can just get back on. I keep pace. I keep moving towards my aspiration of becoming healthier. No need to beat myself up with negative talk. My self-worth and perception is not tied to me losing weight.



Here is where it gets interesting. What if I did lose weight? I still do not tie my self-worth to the favoured outcome. If I get praise from others, I will appreciate it. At the same time, I am not my weight. I am more than that. I move forward in life with a sense of lightness.

Without the entanglement of decision and self-worth, every decision becomes a good decision because regardless of the path we take, the universe is leading us to uncover our unique greatness.

Life may be messy, but there are no mistakes. The only mistake is calling a decision a mistake.



Dean Shams is a Communication Strategist and founder of Nabyula Training & Consulting.

He helps leaders and professionals build a strong executive presence, connect with others better and become corporate influencers.

Drawing on his 15 years of experience, Dean understands the real issues that are preventing executives from communicating their leadership and expertise.

He is the author of [Speak Smart, Make Your Mark](#)
Contact: dean@nabyula.com | www.nabyula.com



WHAT CAUSES SILO EFFECT? THE ABSENCE OF KNOW-LIKE-TRUST

It's inevitable – two buildings, two teams and two different functions can lead to an 'Us vs. Them' mentality.

When I'm delivering training inside organisations – whether Customer Service, Positive Workplace Culture or Collaboration – the subject usually comes up – the **Silo Effect**. This effect describes an 'Us vs. Them' mindset frequently associated with poor communication and lack of appreciation.

It might be the local team vs. the offshore team or Sales vs. Fulfilment, but the disparaging phrase, 'Oh them ...!' followed by some derogatory remark means there's a tug-of-war going on and friction between teams.

An anti-inclusion mentality is characterised by lack of horizontal integration and withholding of information and ideas between different units and teams.

How are Silos a barrier to productivity?

It's inefficient, it leads to duplication and people re-invent the wheel. It wastes time, rumours start; it creates relationship triangles, causes delays and reduces workflow.

In the book, *The Silo Effect*, Gillian Tett writes, 'One of the first ways for companies to avoid silos is to start by recognising they exist and openly talking about it'.

How to overcome Silo Effect?

Consider the marketing principle of *Know-Like-Trust*. When people get to know you, they grow to like you, which cultivates trust.

Often managers and teams are so busy focused on results they forget it's interpersonal relationships that make teams cohesive and productive. Communication is the key to collaboration.

Reactive vs. Proactive

Not knowing what other teams are planning or doing can be a cause of friction.

In workshops I frequently hear complaints of irksome, last-minute requests demanding urgent attention and interrupting throughput.

Instead of maintaining a helpless, reactive state, how about becoming more empowered and proactive? Communicate with the other team to educate them on how you work and explain your need for requests to arrive in a do-able timeframe.

At the same time, ask a planning question, 'Got any tasks for us coming up?' Do this regularly and you'll be better able to plan projects and workflow.

Face-to-face vs. email

It's becoming easier to meet face-to-face with remote team members using a videoconference platform.

When running a meeting, use an online platform such as Skype, Zoom, GoToMeeting, Adobe Connect (there's a ton of them out there) to video record what was discussed and agreed. This keeps absent or remote attendees in the loop.

Rotate and embed

Create a culture of understanding by enabling exposure between and amongst teams.

Rotate managers and/or individual contributors around different teams. By embedding them this way each side gains an understanding of others' constraints to getting things done. It's walking a mile in others' shoes.

Social Get-together

Social interactions are a great way to foster inter-departmental understanding. Schedule monthly get-togethers where teams combine, interact and network, for example, a morning or afternoon tea or lunch.

Nomenclature

Research suggests that teams who use the word 'team' when referring to themselves, do better than those who use 'employees' or 'staff'.

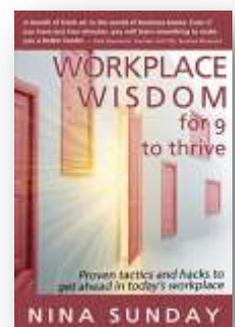
Buddying or Mentoring

Connect a new team member with someone who knows the ins and outs of their trade or industry. Encourage career progression with career mentoring.



Author of '*Workplace Wisdom for 9 to Thrive*', **Nina Sunday** CSP (Certified Speaking Professional), BA, Dip Ed, is a keynote speaker and workshop facilitator helping managers and teams create a positive workplace culture.

Nina is 2020 Queensland State President of Professional Speakers Australia (PSA). Based in Brisbane, Australia, she presents Australia-wide and internationally. Nina can be reached at www.NinaSunday.com or +61 408 076 004



HOW TO GET THE RIGHT PEOPLE TALKING AT MEETINGS



Research (Google's Project Aristotle ¹) shows conversational equality is a feature of high-performing teams in the workplace. But how can a manager get the right people talking?

And who are the 'right' people anyway? **The answer is everyone.** But there's an interpersonal risk to voicing your opinion. It can happen only in an atmosphere of psychological safety.

To hold back from speaking your truth for fear of hurting the other person or for the sake of harmony or because of fear of belittling means *fear of conflict* is dominant.

Just nodding and agreeing to a decision when your gut tells you 'no' is *avoidance of conflict*, one of the five dysfunctions of a team according to Lencioni. Artificial harmony can lead to poor decision-making.

If there's one thing to learn from the 2015 Volkswagen emissions scandal (when it was discovered that VW fitted diesel-powered vehicles with software designed to cheat government emissions tests), it's that while the cause was due to a whole litany of failures, one flaw was groupthink, the inability of managers and engineers to voice their opinions.

GROUPTHINK

Groupthink is a group psychological phenomenon where the desire for harmony or conformity leads to people being caught in a microbubble of delusion, leading to dysfunctional decision-making.

During a team meeting, how can a team leader ensure everyone contributes to the discussion?

CHAIRPERSON GREETES PEOPLE

As people arrive to a meeting create a welcoming presence.

Meetings are often viewed as an interruption.

It's up to the meeting Chairperson to create a positive atmosphere from the start by greeting individuals, (with a smile and eye contact) and thanking them for coming.

OPEN WITH 'WHY'

Get people thinking about the purpose of the meeting by opening with a big picture statement of the reason for calling it.

Perhaps connect a decision-to-be-made with a value from the organisation's vision or mission statement, or suggest a benefit arising from the outcome.

MOVE TO 'HOW'

Remind attendees that all opinions are valued and that it's important we all have a chance to speak.

That one statement sets up the modus operandi.

ASK, DON'T TELL

Whatever the goal of the meeting, as the Chair, practice the art of asking facilitative questions guiding individuals towards a decision.

You might already have formed an opinion as to best course of action; but if you are truly open to divergent thinking the meeting may discover a second right answer.

HOW TO GET PEOPLE TALKING

What can you do as meeting Chair to encourage conversational equality?

1. Set up the modus operandi from the start. Invite people to voice their opinion and encourage team members to invite each other to express their point of view.
2. Be proactive. As the Chairperson of your meeting, contact individuals ahead of time to find out their opinion and any concerns that they may have.
3. Ask for a show of hands.
4. Use a smartphone survey or live audience polling app (such as Mentimeter or Zeetings) which allows for anonymous responses in real time. Then discuss the results then and there.
5. Measure psychological safety. (If you'd like to assess your team's psychological safety, contact me via my website for an anonymous online survey.)

FINAL NOTE

Ray Dalio (Principles) reminds us, *'Disagreeing must be done efficiently. Know when to stop debating and move on to agreeing about what should be done.'*

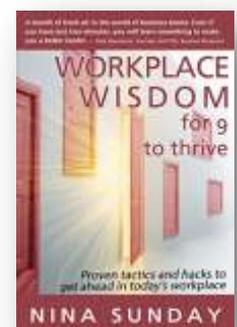
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From the moment you're born you are infused with the single greatest force in the universe; the power to translate the possibilities of your feelings and thoughts into the reality of your world. To fully awaken your powers may require a shift in belief.

Beliefs are convictions that you hold as being true. Simply put, a belief is a thought that is thought repeatedly. What makes a belief true or real is that you have to believe it intellectually and emotionally. If you only believe the thought intellectually, it's just an idea. If you only believe the thought emotionally, it's just a feeling. When the belief is held in your thoughts and feelings it becomes true for you. It doesn't mean that it is right or even that it's true.

Let's suppose that you're reading this in a room with no windows tucked in bed with a hot water bottle, a blanket and a hot drink. Outside there's snow with temperatures of 30 degrees. Two months later, the sun's shining, trees are blossoming and you're once again in a room with no windows. How do you feel about it when you have no connection to the external environment except what you've been told? You probably feel down and depressed when you're told it's freezing outside while you feel a sense of excitement when you hear about the first blooms of spring. **Your response is based on what you've been taught and told to believe.**

The 'room' you've created for yourself is based on your memories, past experiences, what you've been taught or learnt, your perceptions, filters and beliefs. While you may believe the room keeps you safe, this room keeps you separate from fully connecting with the world around because what you see and experience is a reflection of your beliefs bouncing back at you. Your world becomes a waking dream of your projection.

It's time to break down the walls so let's challenge some of your beliefs right now!

1. List the nine most important things you believe you should do in life.
2. List the nine most important things you believe you should not do in life.
3. Look at your responses and ask, **'when did I learn this and who did I learn it from?'**

You'll discover many of the beliefs of your life are not your own. They have been learned from somebody else without you challenging the truth of the belief. You begin to change them in the moment you recognize them. **Imagine turning the light on in a dark room so that you can instantly see what has been tripping you up when you're walking around. Now the light is on!**

As you draw yourself to a higher degree of self-awareness, you'll realize that a lot of your beliefs have been passed down to you from your family. **What would be some better beliefs to support you on your journey?**

Empowering beliefs could be:

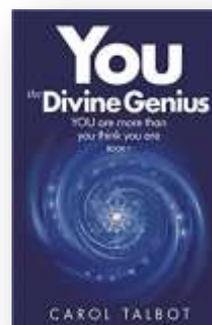
- I'm always in the right place at the right time.
- I'm always in the flow!
- Synchronicity happens every day!

Once you've decided on some more empowering beliefs, make sure you demonstrate your beliefs in your behavior to enforce the new belief.

You learn through looking within and when you can recognize yourself as your own creation you expand the horizons of your beliefs, stretching the boundaries of what is possible!

Carol Talbot, author of Amazon Best-seller, ***YOU The Divine Genius***, is a global motivational speaker with inspiring messages for corporations and conferences.

A Certified Master Trainer of NLP (Neuro-Linguistic Programming), Carol is also a Master Fire-walk Instructor, firing up teams and groups to walk across burning hot coals. www.caroltalbot.me



In 1974, Harry Chaplin wrote and sang a hit song called "Cat's in the Cradle". The first few verses of the song are:

*My child arrived just the other day
He came to the world in the usual way
But there were planes to catch and bills to pay
He learned to walk while I was away
And he was talkin' 'fore I knew it, and as he grew
He'd say "I'm gonna be like you, Dad
You know I'm gonna be like you"*



Continue the song and this is how the song ends:

*I've long since retired, my son's moved away
I called him up just the other day
I said, "I'd like to see you if you don't mind"
He said, "I'd love to, Dad, if I can find the time
You see my new job's a hassle and kids have the flu
But it's sure nice talking to you, Dad
It's been sure nice talking to you"*

The father realizes too late on how much his son has become like him. This song epitomizes the need for work-life balance and achieving this is indeed a vicious cycle.

Driven by corporate goals to maximize profits and returns on investments, individuals in organizations tend to work harder and longer. This does not necessarily translate into productivity or efficiency. It contributes to stress-related diseases and emotionally strained relationships leading to more serious work and family-based problems.

The risk involved in an unhealthy work-life imbalance further leads to poor health, unresolved performance, conflicts and in the long run to financial loss and a lackadaisical attitude towards everything that one cherishes in life.

Achieving a work-life balance is all about making the right choices. Your career is just as important as your personal and family life. It is how you strike a balance between the passionate need to excel in your career and a compassionate need to spend quality time with your family, friends and doing things that adds value to your life. Oprah Winfrey said: "I've learned that you can't have everything and do everything at the same time".

Work-life balance cannot occur on its own. It is like a seed that you planted and as it grows you will have to tender it with care and concern. Here are three things to do achieve this.

1. Set long term goals but take one day at a time

Setting long term goals allows you to have a clear perspective of where you are and where you want to be. To succeed in this, involve the people in your life by being emotionally connected with them. In Shakespeare's play "As you like it" he mentioned:

*All the world's a stage,
And all the men and women merely players;
They have their exits and their entrances,
And one man in his time plays many parts*

This astute observation by the Bard captures the essence of you having to play different roles. As you progress towards your ideal goal; take it one day at a time and ensure that the important people in your life are not left behind.

2. Tread on the Pebbles but keep your focus on the Big Rocks

The pebbles represent the daily work routine that is part and parcel of your life. Phone calls, email responses, matching customers' expectations, fulfilling bosses' instructions, meetings and solving problems are the pebbles in your life. The big rocks represent the important things that gives perspective in life. These include your family, hobbies, career, vacation and so forth.

3. Cultivate your family and personal life



Managing your work-life makes you a wholesome person. Period! There is no quick fix formula for this. You need discipline and to work on your attitude and aptitude to achieve this endeavour. Confucius idealized: To put the world in order, we must first put the nation in order; to put the nation in order, we must put the family in order; to put the family in order, we must cultivate our personal life; and to cultivate our personal life, we must first set our hearts right.

Daniel Theyagu MBA is managing partner of Lateral Solutions Consulting LLP and a corporate consultant based in Singapore. A specialist in Critical, Design and Systems Thinking, Daniel has trained over 200,000 people, written over 200 published articles and authored four bestselling books. He can be contacted via daniel.lateralsolutions@gmail.com or website:

Website: www.lateralsc.com or call +65 9145 8564



When was the last time you tried to accomplish something, achieve something, acquire something ... but failed? You didn't get that promotion, or you didn't hit your KPI's, you didn't win? What did that feel like?

For most of us it hurts. The harder we worked for it, the more it hurts when it doesn't happen. In the personal development world it is a common philosophy that there is no such thing as failure, only feedback. Our losses and mistakes are there to teach us something, for us to learn and do better next time. You might have even heard the popular quote "fail your way to success". Yes, these are all true and it's how many of the most successful people will recount their success stories. For us "normal" people, however, this is not only frustrating to say the least, but also the point where most of us will give up. We have no idea what the lesson is that we have to learn and in most cases we are convinced there is something or someone directly to blame for our failure.



If you can think back to any of your past failures, you will inevitably realise that there was something missing, something didn't happen, or there was a lack of something. That "something" was a resource of some kind. "I didn't have the money", "I didn't have the right people", "we weren't in the right location", "we weren't as big/strong as the competition". Lack of resources is often the reason why most folks don't even start to do something.

Over the past 25 years I have lived and worked in 12 different cities in 7 different countries on 3 different continents. I have changed address 19 times and have worked in 20+ different occupations, ranging from manual labour, senior management to business ownership and in more sectors and industries than I can list here. I pity my parents who would struggle for an answer to that commonly asked question: "so what does your son do?" I do not have any fancy degrees or titles to be praised for. I do not have x-number of years with an impressive company that earns me a badge of status. If I had a dollar for every time someone said to me: "find something stable", "secure a regular income", "find a path and stick to it", I would be significantly wealthy. For most people with traditional views, including my parents, I am what one might consider a failure.

My "failures", however, have allowed me the unique opportunity to develop a mindset that has graced me with so many amazing, unique and wonderful experiences and naturally kept me alive until now. I have learnt to be resilient, not fear the unknown and most importantly how to be resourceful. In my 25 years of life adventure, from homelessness and near starvation to significantly wealthy, it has become quite obvious that the only reason we fail at anything is never because of a lack of resources, but always because of a lack of resourcefulness. If we were resourceful enough could we not find the money? Could we not find the right people? Could we find more customers? Could we serve our clients better than anyone else? Could we find the time? Could we gain the knowledge or expertise that is needed?

So here's the good news, of course we could, anybody could. The reason I can say this with so much confidence is because being resourceful is a skill and just like any other skill, it can be learned, practiced, honed and mastered. Practice makes perfect and repetition is the mother of skill, as they say. Yet practicing something over and over again that does not yield the result that you desire will only amount to a more perfect version of the same failure.

There is more good news: Each person will develop their own version of resourcefulness based on their own character, talents, experience and personalities. Therefore you're at least half of the way there. The remaining is just the skill and mindset that needs to be learned and mastered. I will give you the template that if you utilise consistently and make it a habit, will solve pretty much every problem (within the boundaries of physics and the natural world, yet in some instances you might even seem to surpass those).

Please do not be fooled by their simplicity, as that is where their power lies. Simple, however, does not mean easy, yet difficult things are only difficult until we develop the "muscles" to handle them. Before we can even begin, our mindset needs to be very clear that the responsibility is our own. The only things we have complete control over is our thinking, our feelings and our actions/reactions.

To train your muscles for resourcefulness, all you have to do is answer these 6 questions:

1. What do you want? - What outcome, goal, or end result do I want?
2. Why do I want it? - What would happen if I achieve it/What would happen if I don't achieve it?
3. What is reality? - Where am I now; compared to where I want to be and what is in the way of that?
4. What resources are at my disposal? - What DO I have now that can help me get to where I want to be?
5. What am I willing to do? - What am I willing to sacrifice/give/give up/commit to in order to get what I want?

Right now you're probably thinking there was a typo since you only see 5 questions. The **6th question** is the most important of all. You will need to go to each of your answers to the above 5 questions and ask it. Once you have done that, write down another answer. Once you have done that do it at least 2 more times. The 6th question is: REALLY?

You see, the reason why we often cannot find the right solution to our problem is that we are not actually looking for one. We spend ages trying to solve a problem that is in essence just a by-product of our problem. Like a doctor treating the symptoms of a disease rather than the cause of the disease.

If for example the answer to number 1 was: "I want to lose weight". Then you ask yourself: "really?" Is that really the problem you want solved? If you think about it, everyone knows how to lose weight: drink more water, exercise and eat right. So what is it you actually want? Your next answer could be, "I want to find a way to lose weight that I know I can and want to do". Hmm ... are we getting closer to what it is you "really" want? The next answer might be, "I want to be able to commit to losing weight without suffering/that's not too hard/that doesn't take up too much time". Are we getting closer to finding out what the real problem is? We can go on like this until you discover what the real issue is, what is stopping you from making the decision to lose weight. Once you discover that, ONLY then can you start being resourceful in finding the answer.

This is what we do in coaching every single day with our clients. We don't wave a magic wand and somehow 'fix' your problems. The magic is in you. All we do is guide, come along side, support and believe in you as you discover it for yourself. A good coach is one that cares about you and is convicted in the belief that you can and will find what you need and achieve your success. Sometimes you need a cuddle and sometimes a kick in the butt. We all have the potential to achieve almost anything we set our minds to and sometimes more. That is what we do and it is our privilege and sacred commission bestowed upon us by our clients, to be utilised as the resource that will unlock their door of resourcefulness.

Angelo Tirhas is a speaker, trainer and coach who assists individuals, groups and companies become empowered, inspired and enriched; in order to move forward and work as a high performing team and as individuals.

His focus and mission is in Values Based Leadership and Business Culture Transformation and Evolution.

Contact him on +65 9105 5680 | Website: <https://www.angelotirhas.com>



During Ramadan, the daily practice of salaah (a form of meditation), is not only nourishing for the mind and body, but it also helps develop and nurture greater self-awareness and inner happiness.

The process of self-awareness requires a commitment to stop, think and to consciously make a change. Change can take many forms; curbing negative language, challenging beliefs or looking for opportunities to learn and grow.

For me, my work life has led me to the disability sector and it has truly enhanced my life for the better. What a privilege it is to gain a deeper understanding of this extraordinary community. In such a short time I have learned about the barriers and challenges people with disability face. As a devoted and dutiful daughter, my limited experience revolves around my elderly father – more so because he suffers health and mobility issues.

What became clear to me is that disability isn't about what you can't do but rather making the most of what you CAN do. In fact, in my co-caring role of my father, I actually am now aware of my language "you can't", "you shouldn't", etc. However, with assistance, he CAN indeed do things for himself. So, as a sibling, I have learned to allow him the freedom to exercise his independence and for making choices in life that are not mine, but his.

I, amongst 290 million other YouTube viewers, recently watched a clip from **"America's Got Talent"** where a visibly blind and audibly autistic 22-year-old, Kodi Lee, majestically played the piano and sang "A song for You". The judges reacted with utter disbelief and tears of joy; Simon Cowell said, "What just happened here was really extraordinary". A second judge and recent mother said, "I get it, as a mum you just want to give your child the moon, the stars and the rainbows". Why are so many people drawn to this clip? Basically, people hold a disability stigma and Kodi challenged every perception we all hold. In society we appear to carry such 'negative' beliefs around people with physical and intellectual disability and community have become conditioned to see people with disability as being different from 'normal people'. Sadly, people still look at disability as something to be ashamed of or to hide.

Let's face the facts – 20 percent (1:5) of our population is disabled. People living with a disability are more likely to experience poverty, have low levels of education and poor quality of life and reduced productivity due to increasing mental health illnesses.

Islam teaches us humans are created different (30:20-23) and Allah (God) ordered us to never look down, label, or ridicule others – such as people with disabilities – because "perhaps they may be better than them". (49:11)

If, in the eyes of Allah humans are all equal, then why the disability stigma? As Muslims our duty and obligation for caring of the family must not restrict them from independence, autonomy or choice, leaving them feeling isolated, frustrated and confused. The change needed is to nurture their physical and mental well-being. Take a leap of faith and curb culture, wrong interpretations and any negative misconceptions against people with disability.

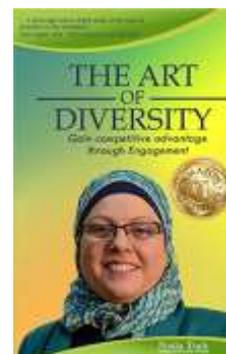
How different is Kodi's world? A world where he is not judged but rather encouraged, supported and guided to find greater control, choice and inner happiness.

I am forever grateful for the opportunity to work with Sunnyfield Disability Services to help build and strengthen person-centred practices. I aim to help brighten the future of people with disability.

I challenge you to awake for pre-dawn prayer and meditation and ask yourself, "How can we as a community help create attitudinal change and minimise disability stigma?" Let's open our eyes and hearts to give those with a disability a chance to have the moon, the stars and rainbows.

Najla Turk MBA 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.

Contact: najla@conneqt.com.au | +61 402 397 523 | <http://najlaturk.com>



Our divine maker never stops us from possessing worthy gifts. It is our own lack of faith in our worthiness to receive the gifts that prevents us from possessing them.

Before one can fight and win the outward battle of wealth creation, one must win the battle within. Poverty is more a state of mind than an external condition. Most people struggle for small rewards because they are shackled by an unarticulated belief that they are not the kind of people who are worth the finer things in life.

Money and wealth are obtained through interactions with others. You exchange your labour for money. In order to get a fair exchange value, it is necessary to convince the people with whom you do business that you can be of benefit to them. It is necessary for you to project a sense of your own worth. In order to do this, you must first have a strong inner sense of your own worth.

"To have a sense of your own worth, you first have to do something that is worthy of your own respect. This includes hard work along with determination and perseverance. Concentrate your energy on the things that make you of worth to others: the competent and faithful performance of your duties, care in honouring your commitments and the energy and creativity you bring to your tasks. This is the battle within."

Money is the element of life that inspires the greatest of emotions in individuals.

In the battle for material success, if you have trouble hitting your mark, try elevating your sights. You will have very little success with mediocre ambitions. Weak dreams inspire weak efforts



HOW TO CHANGE YOUR ATTITUDE TO WEALTH

What you judge you breed, attract or become. Because all things are a reflection of you, the judgements and emotions you have are actually a mirror of your feelings toward yourself. Either in excess or deficiency your perception of others is a reflection of you. Those judgements toward yourself lower your self-worth. The gift of emotion is its duty to reveal your truth. Where you don't love yourself you'll end up living with it, working with it or parenting it.

Now you may or may not have twigged to this yet but you can't change people. You actually can't change yourself. However when you love the trait, it is in your control and then you can choose the form of the shift. Every person has every trait; may as well face up to this. Some express the trait, some repress the trait. It depends on their self-belief and the social conditioning of their lives. To change the world, change yourself. The only way to change something permanently is to love it.

So it is really important that the first step you take is to identify what it is that is causing you emotion. Infatuation or resentment, pain, loss, attraction or repulsion are all emotions that are not REAL. They are the illusions that run your life and can, if not dealt with cause ever increasing pain and discomfort; both mentally and physically.

HOW TO HOLD ONTO WEALTH ONCE YOU CREATE IT

No matter what you have done, or not done, you are worthy of love.

Everything you do, every word you say, is important. What if whatever you did or said was printed on the front page of eternity's paper? What would happen if we were to videotape everything that has happened in your life from the time you were born until now and have an exact duplicate video of your life.

Everything you did and everything that went through your mind. That means everything you've ever done, privately or publicly; with groups, in private, with your partner, bathing, farting, every single thing that you did in your life from beginning to end.

Imagine if somebody like "Current Affair" were to clip fragments of your life as videotape, they could make a saint out of you and they could also make a sinner out of you? Couldn't they make you virtuous or vicious? They could take it out of context, couldn't they?

Your life is a combination of both and when it's taken out of context you could sway it one way or the other and most people live their lives out of context. As a result their wealth fluctuates with feelings of worth and unworthiness.

Taking lopsided perceptions of events also means superimposing that non-contextual perception onto other people when in actuality people have perfect balance, they have both sides. So there is no need for poverty thinking if we see that we also have balance. There are times when we're extremely gentle and times when we're extremely mean, there are times when we're extremely giving and times when we're greedy and we want, times when we're very thoughtful and times when we're careless.

Envy is ignorance; imitation is suicide ... Ralph Waldo Emerson

Everything that a human being can have, we have and we can easily take it out of context and see that any part of your life that you are not able to appreciate, or any part you would not want anybody to know, is the part you haven't yet loved. The part you haven't yet loved will be continually running your life until you love it. That's the law.

A basic law of the psychology of success is that anything in which you haven't discovered the balance of perceptions will keep running your life until you do. Anything in your life that you do not have a balanced perception about will consistently show up in your life, in the form of memories and imaginations, (poor decisions) until you bring it into balance.

When you do that they will come into presence and love and will no longer have to run your life. You will be able to run them. You will use them as a master, not be running from them as a mass. And this is where wealth is created and sustained.

Christopher Walker builds from a unique blend of his 15 years as a successful business entrepreneur, academic framework and his experiences studying personal mastery with Indian, Himalayan, Japanese and North American masters.

His methods are dynamic and direct. His work is gifted and inspirational.

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Planning for the future is something best not done alone. Different perspectives and challenging questions can push us further in imagining new opportunities and creating new pathways, not to mention the morale boost of knowing you're on this adventure together.

But in the rush to reach consensus, groups often settle for "lowest common denominator agreements" – what everyone can say yes to straightaway – rather than striving for commitment to breakthrough ideas.

Is consensus the enemy of great strategy?

A shared commitment to big decisions about the future is vital to organisational success, but there is always a risk that groups settle too quickly for the minimal steps that everyone can accept and miss out on making the visionary, but more challenging, choices.

You can go beyond unremarkable agreements during your next important group discussion. You can avoid the trap of assuming, as former UK Prime Minister Margaret Thatcher memorably put it, that consensus is the search for "*something in which no-one believes, but to which no-one objects*".

Here are three suggestions to help you reach genuine consensus on new ideas:

i) Define consensus

Be clear about the group's definition of consensus before you start the discussion. Consensus is not 100 percent of people agreeing 100 percent of the time. "I can live with it and I will support it" is facilitator Michael Wilkinson's preferred definition of consensus and I like to work with an adapted version of this: "I can work with this and I will support it".

ii) Sit comfortably with uncertainty

Don't rush to resolution but take the time to explore all options and give everyone a chance to question, express opinions and share concerns. Utilise creative techniques that will stretch the conversation in new directions. Delineate different options and points of view.

And remember, if there aren't any competing or challenging views raised during the discussion then your group is probably not thinking hard enough!

iii) Build trust

How many of us would agree to take a flight on a homemade plane if we weren't sure about the pilot's engineering credentials? Similarly, we can't expect people to agree to big strategic leaps if they haven't developed enough trust in the professional expertise and genuine intent of their co-travellers.

Trust is the foundation of psychological safety - without it, we won't feel comfortable to be honest or explore new boundaries. So we need to focus on building trust before and during those important conversations.

Group strategy discussions can challenge and inspire us with fresh perspectives and breakthrough ideas. But they also increase the complexity and degree of difficulty of the conversation. Balancing the creative tensions that inspire new ideas with a pathway towards genuine consensus will help us avoid mediocre decisions and enable us to create more powerful strategy.

Rosie Yeo MBA (Exec), BA (Hons), GAICD

Strategist Rosie Yeo facilitates the high stakes strategy and policy discussions that can change people's futures. Rosie's keynotes and workshops on strategy and innovation give leaders the tools and inspiration to answer new questions and to reach genuine consensus. E: rosie@rystrategy.com.au | W: www.talkstrategy.com.au



*"Your education is never complete ... determine to live fully and continually learn.
Prepare for what life has to teach by being open to the lessons in everything you do and experience."
Anonymous*

The above is a quote from Chapter 9 of the book: *Effective Asian Leadership: Today and Tomorrow (Perspectives of One Hundred Leaders in Asia)* that I published in Apr 2019. Research, interviews for the book started only in Apr 2018 and in the same year, I was working on the release of a new edition of book 2 in my series: *Being Happy and Successful – Managing Yourself and Others* while trying to complete my Diploma in Curriculum Development. You must be thinking, I'm crazy to have taken on so much and a tad unrealistic to expect to bring all these to fruition ... my exact sentiments as expressed below:

"I'm feeling quite stressed out by the insurmountable task of interviewing 100 leaders to get this book going. Will I be able to find 100 leaders who will be willing to share their experiences with me?" I told Kim (Ms Kim Underhill, one of the leaders featured in this book) at the end of Speakers' Academy training in early March 2018.

When we have fear of the unknown and the amount of effort that we need to put in to achieve something, it is only natural that we are stressed out and have feelings of doubt and anxiety. However, the positive experiences that I've had in the learning and application of various subjects in the corporate setting from sales, leadership to business development strategies and theories, to the often labelled as taboo subject of Chinese metaphysics and to recent adventures in digital marketing, adult learning approaches and curriculum development urged me forward. Something in me prodded me to press on as if I will be walking into a 'gold mine'.



True enough, I have learnt loads from the actual experiences and sharing from these leaders. During the interviews, it was as if I've been brought back to their struggles, their moments of triumph and their passion and conviction to bring their ideas, organisations and team members forward. It is like what Ms Melissa Kee (CHRO, Kuok Group Singapore) said, "We're in this journey together and nobody will be left behind."

It is suffice to say that my own journey in leadership is no different, be it in leading teams in the corporate setting to achieve targets or stretched targets, in spearheading and adapting a 2000-year-old Asian metaphysical subject for modern corporate and career development applications so as to assist and guide my clients in their careers and businesses and finally to the belief that we (my co-author, production team which consists mainly of my two closest family members and myself) can finish the interviews, writing, editing, laying out, designing and publishing of the book within a year.

You may ask, "Was it a bumpy ride with unexpected twists and turns along the way?"

"Of course it has been! But the tremendous learnings and reflections gained, made this journey well worthwhile" would be my answer. As always, where there's a will, there's always a way!



Author of the *Being Happy and Successful* series of books, **Janet Yung** is the founder and principal consultant of 8Treasures and Trilogy People Performance Consultancy. In her latest leadership book, Janet together with her co-author attempts to provide insights on what makes a successful leader by getting the perspectives of over a hundred leaders across diverse cultures, industries and levels in Asia. She hopes that the real-life examples and success stories will inspire, motivate and enrich her readers and clients.

www.janetyung.com | <https://effectiveasianleadership.com/>

"Why do we need to go across generations to understand the meaning of Happiness and Suffering? It's boring and confusing and I don't see the reason why we should do that."

Commented my nephew on his Philosophy class in university

What is HAPPINESS? **Happiness** can be defined as a mental state of well-being characterised by positive emotions ranging from contentment to intense joy. We feel happy when we are confident, satisfied or contented. We can also feel happy for ourselves or others when we or they make significant achievements in life (e.g. getting married, having babies, etc.) or in ours or their career or other educational, business or life achievements. However, not everyone who has achievements feels happy. I've come across numerous people who have achieved top class honours in university, successes in businesses, or have achieved senior management positions in a company, yet they are not happy. They often question the meaning of life and are always in search for what life holds out for them.

In a recent email, a senior and well respected leader asked me for my views about a similar topic related to passion and our life purpose. My reply was:

"Yes, our life purpose, our Big 5, what drives us is something that I'm lucky to have been able to constantly pursue. However, what drives us and makes us happy at different times of our life will differ. Take for instance, when I was in my 20s, it was having a successful and fulfilling career; in my 30s, it was starting and having a happy family, now that I'm in my 50s, I'm looking at how I can contribute back, whether it is providing clarity to others or helping them connect with themselves or others. In life, our course, our aims, our Big 5 may change, often with many ups and downs in our life but I believe things always happen for us to learn, to pick up skills and mind-sets to prepare us for what's to come."

If we go through life without stopping to reflect on why certain things happen, what lessons we have learnt, what matters to us, our loved ones, plus have empathy on why others behave the way they do, it'll be difficult to truly determine what really makes us happy.

Without happiness, we'll not know sadness.

Without sadness, we'll not treasure our happiness.

Without success, we'll not know failure.

Without failure, we'll not understand the true meaning of success.

Without having a chance to live healthily, we'll not know the difference.

Without sickness, we'll not realize what it means to have true quality of life.

Without love, we'll not know how we can feel alive.

Without the loss of someone we love, we'll not know how we should never take things (someone) for granted.



I am honoured that both my books - Effective Asian Leadership: Today and Tomorrow & Being Happy and Successful – Managing Yourself and Others are in the branches of the National Library of Singapore but I am definitely surprised that all available copies of the latter Being Happy and Successful book are out on loan as I write this article. Happiness is definitely what everyone is searching for!



"Attitude is a choice. Happiness is a choice. Optimism is a choice. Kindness is a choice. Giving is a choice. Respect is a choice. Whatever choice you make makes you. Choose wisely."

Author of the Being Happy and Successful series of books, Janet Yung is founder and principal consultant of 8Treasures and Trilogy People Performance Consultancy. www.janetyung.com | <https://happyandsuccess.com/>

Authority in the voice sounds like something of a mystery. We'll know it when we hear it but most people don't seem to comprehend. Authority in the voice is both an art and a science. It can be cultivated. What goes into an authoritative voice and how can you develop it?

1. DEPTH

A deeper voice projects more authority. Margaret Thatcher, former British Prime Minister, worked with voice trainers and dropped her pitch almost half an octave from a screechy voice to a deeper voice, which was believed to have helped her rise to power. In the evolution of human history, a deeper voice is considered a cue for leadership, "I'm strong and I can protect you."

Research done in 2013 by a team from Duke University and University of California shows CEOs with deeper voices managed larger companies and thus made more money. A decrease of 25% in voice pitch (22.1 Hz) is associated with an increase of \$187,000 in annual salary. Moreover, CEOs with deeper voices also enjoy longer tenures.

A deeper voice doesn't only work for male leaders. A study shows that deeper voiced women have an advantage over other women too, even when they are running for positions traditionally held by women, like the school board or PTA president.

How do you develop a deeper voice? The biggest mistake most people make when trying to get a deep voice is to purposely lower their voice, as a result of pressing your vocal cords. It is not only the wrong way of using your voice, but also damaging to your vocal cords. The proper way is to develop a full voice. A full voice is a voice that's projected with the full body. When you've developed a full voice, your voice pitch will naturally go deeper. A full voice is developed with two major steps.

- **Breathing**

The quality of your breath determines the quality of your voice.

Most people are not breathing properly, or breathing shallowly, or holding their breath while speaking. Proper breathing is when you inhale, you see your stomach coming out and when you exhale, your stomach moves inward.

Most people breathe in the exact opposite manner, which creates tension in the body and prevents you from engaging your full body for voice projection.

To correct your old breathing habit, practice the following exercise until proper breathing becomes a habit.

Breathe in fully through an open mouth. Then push your stomach in to propel the air out through your mouth. Once your breath has been pushed out, you should feel an urge to take another breath in. This next inhalation is often a proper breath and you'll feel your stomach coming out naturally. Repeat the process a few times.

- **Resonance**

Resonance is the amplification of your voice through vibrations in your body. Resonance is impossible to achieve without the habit of proper breathing. For this reason, you should only practice the resonance exercise after 45 to 60 days of breathing practice as outlined above.

One relatively easy exercise to practice resonance is to make a "hmm" sound when you breathe out. Take a full breath in and notice your stomach come out if you are breathing properly. When you exhale, as your stomach moves in, make the "hmm" sound. When you feel this vibration in your whole body, you know you are developing resonance.

The voice you were born with can be developed. It usually takes 6 months to make a lasting change. Stay with the practice and you'll see wonders in your voice and reap the benefits a full and deep voice brings to you.

2. CREDIBILITY

An authoritative voice conveys credibility. Credibility is critical in building trust.

With fake news and false information running rampant, the world has seen significant decline in people's trust in business, government, NGOs, media and platforms (e.g. social media) since 2017, according to The Edelman Trust Barometer.

"The world is in a new phase in the loss of trust: the unwillingness to believe information, even from those closest to us." What makes it even worse is the information exploration has made our attention span shorter than a gold fish.

How can you build trust with your voice in an instant? The answer is **gravitas**.

Gravitas in your voice is a powerful way to convey credibility. Gravitas is the grounded and solid quality in your voice. It builds a strong foundation for trust. A voice without gravitas sounds like floating in the air and without a base, projecting an image of a person who's not reliable or trustworthy. Trust crumbles.

Voice gravitas can be developed. Voice is a breath of fresh air going into your body and coming out with vibration. Once you've developed your full voice, your gravitas will grow and you'll need to focus on how you use your breath while speaking.

Do you run out of breath quickly? Do you hold your breath while speaking? Do you drop the energy at the end of your sentences? Do you end your sentences sounding like you are asking a question?

You'll want to observe how you use your breath while speaking, if you want to establish credibility and trust. It's the nuances in your voice that make a subtle yet big difference.

3. CONVICTION

Mean what you say and say what you mean.

A person with a voice of authority speaks with conviction. Without conviction, your message will get lost, your impact will be diminished and your followers will cease to trust.

It is not just the words you say. It is how your voice carries those words. A voice with conviction is a voice that shows emotion.

In the business world, expressing emotion is seen as a sign of being weak and affecting work efficiency and productivity. As a result, most people have kept their emotions bottled up and their voice has become a mere tool to convey information. Interestingly, we are often drawn to leaders and speakers who speak with genuine emotion and who mean what they say.

Showing emotion appropriately will not make you look weak, rather it helps you create openness and connection with others. Trust is built on authenticity. A leader needs emotion to build trust, set a vision, and to make tough decisions. A speaker needs emotion to establish connections, to motivate and to inspire. Those who speak with genuine emotion exude radiance that draws people in. We call that charisma.

Start noticing your emotions and express them appropriately. You will feel greater liberation and make more impact when you can feel your emotions and express them through your voice.

Authority is not a mystery. It can be cultivated. If you want to build trust, earn respect and make an impact, you can't ignore the power of an authoritative voice.

Cynthia Zhai is a Voice Coach, Speaker and Best-Selling Author. She has spoken in 12 countries across 4 continents and has helped business professionals from 46 countries across 5 continents with their powerful voice.

Cynthia is a regular guest on podcasts around the world and she has appeared in the Singapore Radio Program 938Live, Hong Kong Radio 3 and Malaysia BFM.

Contact details: powerfulexecutivevoice.com | youtube.com/user/cynthiazhai





By Nardia Guillaumier

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Contact: Mobile: **0417 465 257**

Email: info@negphotography.com.au

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A Different View by Brian Guillaumier

In recent years, Drone photography has become a very creative, rewarding and popular new hobby.

Did you know there are numerous regulations in place by state and federal governments that you need to be aware of to be fully compliant with this type of photography and videography?

Did you know you need to be insured to cover aerial operations when using drones in controlled air spaces?

If the idea of drone photography appeals to you or you want to improve your skills, Brian is the right person to contact to learn more. One to one consultation or small group, outdoor workshops are on a seasonal basis



Contact: Mobile: **0412 931 831**

Email: brian@elev8aerialimages.com.au

Website: Elev8 Aerial Images



Monika Newman



Here are some of the ways in which I can assist you:

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Monika Newman: VA support - a strong corporate background. Experience with major multinational oil companies, Monika is a 'Thomas Leonard International Virtual Assistant of Distinction' nominee.

She has worked on countless projects in Australia, New Zealand, Asia and the USA.
For more info: [Certified Virtual Assistant](#) | [LinkedIn](#) | phone +61 418 660 450 [Twitter](#)
monika@absolutelyvirtual.com.au or www.absolutelyvirtual.com.au



Rob Salisbury CSP has been hired over 2350 times across 55 cities in over 25 countries

Helping global clients and workshop delegates shape new results is why Rob is hired and reengaged each year as a keynote speaker, workshop facilitator, MICE Host, MC and strategic alliance partner.

His topics and programs involve, educate and inspire people to be more competent, confident and to create actions that turn into short wins and long term results

If you are looking to up skill new members or motivate an existing team, a variety of Rob's topics can be in 45 minute formats to half day, one or two day skills workshop sessions.

- Selling in Slow Times:** Creating new business and referrals in Tough Times
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- How to Attract, Train & Retain a Team of Achievers *
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* SE Asia delegates at a recent two day workshop taught by Rob Salisbury

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*On behalf of all our e-book writers,
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