

Expect More from 2014



With Compliments From
Rob Salisbury

Strategies for Success from Leading Experts in Personal and Professional Development

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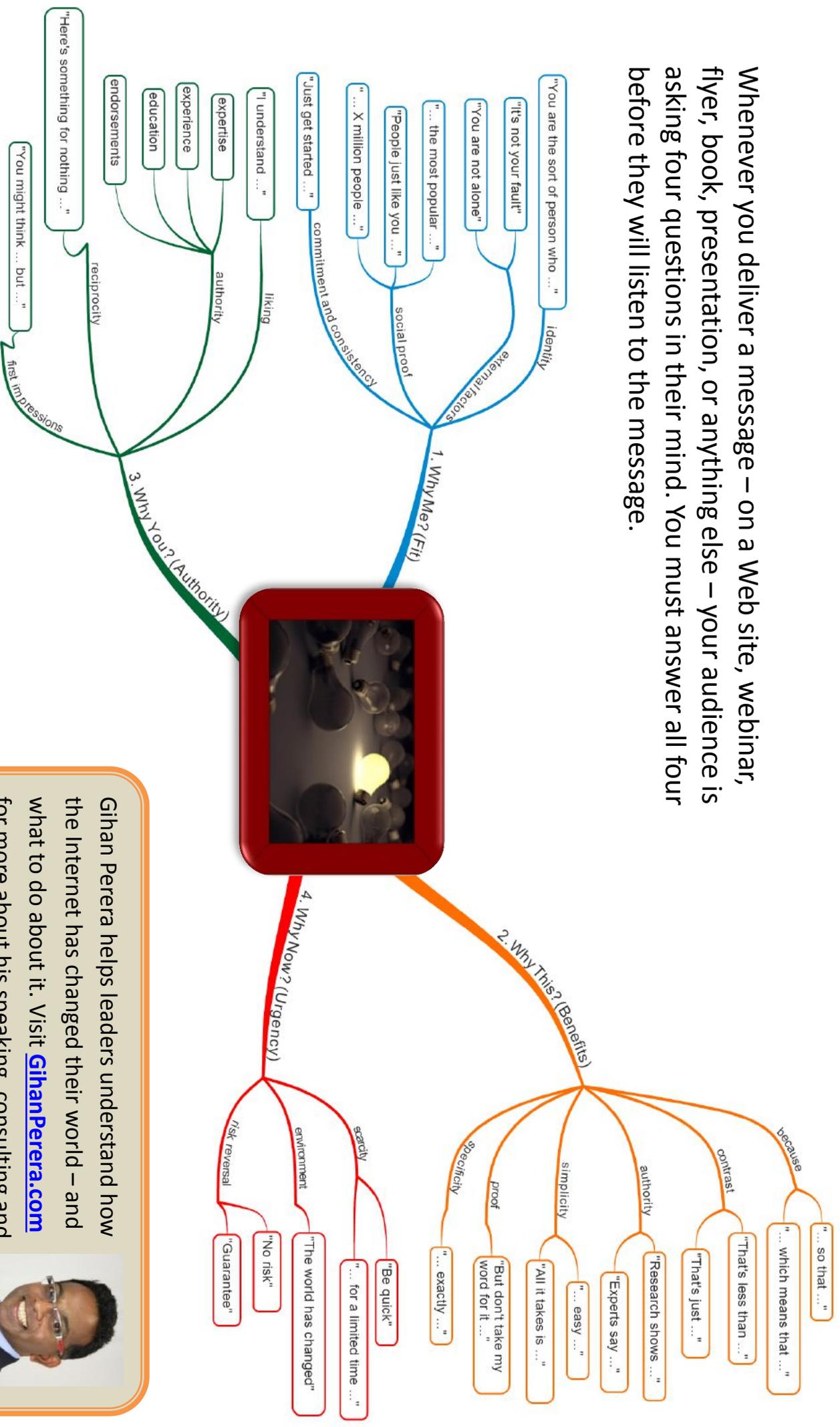
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More Magnetic Messages – by Gihan Perera

Whenever you deliver a message – on a Web site, webinar, flyer, book, presentation, or anything else – your audience is asking four questions in their mind. You must answer all four before they will listen to the message.



Gihan Perera helps leaders understand how the Internet has changed their world – and what to do about it. Visit GihanPerera.com for more about his speaking, consulting and mentoring services.



The Delightful Design of a Distinguished 21st century business by Ian Berry

If you want more from 2014 place your hand on your heart and then place an X where you are now in your business and a ✓ where you believe you need to move to.

| | Competitive | Distinctive | Remarkable |
|--|-------------|-------------|------------|
| Differentiation our people do what others do just better, differently or more uniquely | | | |
| Discovery Our people know their gifts/talents and we are helping them to enhance them | | | |
| Drive We help our people achieve what is important to them | | | |
| Delivery We deliver value to our stakeholders that they demand, desire, and feel that they deserve | | | |
| Distinction The experience of our customers/clients online and in-person is one way we stand out | | | |

If you placed an x anywhere other than in the remarkable section I can help you. Please contact me.

Since 1991, through my research, writing, speaking, mentoring and systems I have been helping leaders worldwide to build BS Free workplaces and to thrive on the challenges of change. Performance improvement automatically follows.

To receive my white paper on The Delightful Design of a Distinguished 21st century business please send me an email requesting it.

[BS Free workplaces manifesto](#)

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Creator of the Enhancing Their Gifts System™ - the change leadership journey that removes BS about people.

Performance improvement automatically follows. Author of *Changing What's Normal*

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The Bap Van by Paul Archer

2014 promises to a year of growth and additional business for us all so let's make the most of this by promoting our services or products to additional people to grow our market share.

Here's a story to help you do this in a rather different way to last year.

The meeting was going well. My client and I were deciding the next steps when the silence was abruptly severed by the Bat Man theme as loud as you can. The sound came from the communal car park.

"Na na, na na, na na, na na; na na, na na, na na...Bat Man...."

I rose from my seat and stared outside and could see a sandwich van screeching around the corner proudly displaying the bat man theme tune and the insignia – The Bap Van.

"That's the local sandwich van...he'll do anything to drum up business" said my client and sure enough within a couple of minutes, the van was amongst a throng of people.



How clever and what an opening statement.

The music captures your attention, the sign on the side adds humour and before you know it you're buying your cheese and pickle sandwich and pack of crisps from him.

And what about your opener, your sound bite, your value proposition, elevator pitch...call it what you like. Does it gain attention and capture potential customer's interest as much as my Bap Van?

So let's try to be more innovative, different, a little quirky to get our customer's attention in 2014 because competition will certainly increase as the economy booms, it did for all previous upswings.

I'm told the Bap Van's best seller was a Stottie – any ideas what that is?



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

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

Sign up to my Weekly Sales and Coaching Tips and my Weekly Video Sales Tips by clicking here

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Why Managing Emotions Matters for Effective Leadership – Dr Nicky Howe

For many years I would hear people say at management meetings “let’s not get emotional about this” or “let’s not let our emotions influence this” and like many other people I would say “Oh ok, I had better not”, although because I had a background in nursing I was always in the unanswered question of “but how do I take my emotions out of myself, aren’t they part of me being human?”.

Daniel Goldstein made popular the power of Emotional Intelligence and the importance of being able to manage your emotions. I then studied Ontology of the Human Observer. The branch of ontology centres on how we, as human beings use our language (speaking and listening) our moods and emotions and our physiology (our body) to create our “Way of Being”. Through this approach I was able to confirm and feel supported in my understanding that our emotions are an integral part of our biology. In our brain is housed our limbic system which controls our emotions. So why do emotions matter for leaders?.

When you have a conversation with someone, the conversation is occurring in an emotional space. Think about when you have made a mistake at work and you have to ‘find the right time to talk to my boss’, or when you have to tell someone they didn’t get the promotion, or when you are talking to a person and they start thumping the desk in anger!. These conversations are not neutral, they are occurring in an emotional space.

Our emotions are ‘relational behaviours’, that is, how we behave is influenced by our emotions. These emotions may be: fear; surprise; sadness; anger; happiness/joy; disgust or shame. Each of these emotions will impact on your relationships and behaviours with yourself and with others and in your private and work life. The key point here is that as a human being you are an emotional being. This is not good or bad, it just is. Therefore it is fundamental that you observe your emotions and then shift your Way of Being to effectively manage yourself and those you lead. To support you to do this more effectively, I invite you to consider:

- What do you notice about yourself and how you manage your emotions?
- What is the relationship between your emotions and the quality of your leadership?

I am assessing that if you did this reflective activity you will have identified some things about yourself that you might want to change.

Crucial for quality leadership is the recognition and management of your own emotions and positively influencing the emotions of others. This means taking time to continually observe yourself and creating emotional spaces that open up possibilities for you and those you lead. One really simple strategy is to make sure you smile when you greet people. Sounds basic, but I think you can name a person who doesn't do this and the negative impact it has on the workplace.

Dr Nicky Howe is a CEO, leadership and management coach, with over 25 years senior management experience working in government and not-for-profit sector. She is passionate about building better relationships and uses a consulting, coaching approach. Her Book ‘Better Relationships with Those You Lead’ invites the reader to focus on relationships as the foundation for leadership success. Visit her Web site



www.nickyhowe.com

Surf the BRICs in 2014

By David Thomas



THINK GLOBAL
With David Thomas
BRIC Expert



Everyone knows that the world has significantly changed. Whether the cause of this was 911, the fall of the Berlin Wall, the GFC, or simply the opening up of large, populated countries that have been closed to outsiders or unstable for decades, there can be no arguing that global economic, political and social power is shifting towards the emerging world of the “BRIC”s (Brazil, Russia, India and China) and other big rapidly emerging countries (e.g. Mexico, Indonesia, South Korea and Turkey) and regions (eg Asia, Continental Africa, Latin America and Eastern Europe).

Everyone is asking the same questions? Can the USA recover? Will the BRICs be able to fill the consumption gap? Is this an opportunity or a threat? Where are the low hanging opportunities? How do you get started?

To answer these questions, bold forward-thinking entrepreneurs and business leaders need to be considering the impact of five irreversible trends which are setting a new direction for business, investment and thought leadership. These are as follows:

1. Urbanisation

The developed world already knows the significant economic benefits that have been derived from the process of urbanisation. In the two centuries following 1800, the world's average per capita income increased over tenfold as a result of the ‘Industrial Revolution’ in Britain. China and India, which had previously been two of the largest economies in the world due to their large populations and land mass are now catching up and experiencing their own ‘Industrial Revolution’ on steroids! In only 30 years, China is already half way through its own urbanisation process but still has a long way to move another 300 million people or so from rural to urban centres in the next 30 years.

Urbanisation is a driving force for economic growth and expansion (urban growth alone produces an increase of 20% GDP per capita). It increases rural productivity, boosts demand for

resources, commodities and energy and drives domestic consumption (urban residents spend 3.6 times more than rural dwellers). Forward thinking business leaders need to consider the potential of the world's new “mega-cities”: Sao Paulo, Moscow, Mumbai, Shanghai etc.

2. Consumption

With rising incomes, minimal debt and rapidly increasing wealth, the emergence of a new middle class from emerging countries is perhaps the most exciting opportunity of all, and a good reason to be positive about the future.

In Asia alone, the middle class consists of 525 million people, accounting for 28% of the global middle class. This number will triple to 1.74bn by 2020. Over 70% of the growth in global demand until 2020 will come from Asia, with private consumption reaching \$8.6 billion by 2020. There are already 3.5 billion consumers in developing Asia. By 2030, two-thirds of the world's middle class will be in Asia and will account for 54% of total consumer spending.

As evidence of the exciting potential, car sales in China will grow at an annual rate of 5.3% and is anticipated to reach 30 million units in 2020. Healthcare expenditure in Asia is expected to double by 2020. Food consumption of the ASEAN-5 is expected to reach US\$180bn by 2020. Bank lending has been expanding in Vietnam at 33% per year for the past ten years.

We live in the “Asian Century” but the consumption story is equally exciting in Eastern Europe and Latin America. What are you doing to tap into the growth of the emerging consumer?

3. Innovation

It's no longer true to say that, whilst the emerging world is good at copying things and applying cheap labour to create wealth for well-known western brands, they will never be able to become true inventors, creators and innovators themselves. In fact, they are already leading the world in many areas of scientific development, including the bio-sciences, IT and in the development of new forms of sustainable energy. Brazil is already well known for its green credentials (45% of Brazil's total energy needs is already drawn from renewable sources) and China is transforming many industries with its massive investment in new renewable energy (hydro, nuclear, solar, wind, biomass and more efficient use of coal and existing energy sources).

“Moving up the value chain” is the mantra that you hear as you travel around the emerging world. This creates a window of opportunity for innovative western leaders to export their capabilities, experience, know-how and technology to the emerging world and participate in the growth of these new creative industries.

4. Aspiration

Apart from an abundance of land, people and capital, the emerging world benefits from a dynamism and entrepreneurial spirit derived from a combination of ambition, energy and aspiration. In many countries (e.g. Brazil, India and Continental Africa) this aspiration comes with an exceptionally young demographic profile which will propel their economic growth long beyond the next century. Don't forget that only 30 years ago, most emerging countries were suffering from extreme poverty (for a wide range of largely uncorrelated reasons) and since opening up and attracting foreign investment, they have now had a taste of success and wealth which has energised the whole nation.

Don't take too long to decide whether you believe this or not. By the time you do decide, it may already be too late to jump on board!

5. Globalisation

Despite a great deal of talk, words and catchy titles (e.g. “the world is flat”) the process of globalisation has only just begun. In fact, some argue that it hasn't even started yet. The truth is that, despite the well-known advances in technology, high speed broadband and inter-connectivity, the opportunity to connect and collaborate with other global business leaders and entrepreneurs in China, Brazil or Russia, or to outsource low level tasks to India, Indonesia or Vietnam, is as opportune now as its always been. The emerging world is literally your oyster if you are brave enough to take the plunge. Don't mess around on the small waves. Surf where the big waves are!

If your business is looking for investors, partners or to expand its operations into any of the BRIC economies in 2014 and you wish to discuss further, please contact David Thomas via support@thinkglobal.com.au or on (02) 9267 1488.

Visit www.davidthomas.asia for more information.

When Positive Thinking Doesn't Work – by Clive Murphy

Sometimes Positive thinking does not always work. In my early 20's, my girlfriend broke off our relationship to be with someone else. While many suggested I "Get over it" and move on, as there were "plenty of fish in the sea", I couldn't move on. I was devastated.

Have you ever had an experience where you knew what you should be doing yet were unable to do it?

Most people have. Here is the reason why.

Your mind works on energy. As an example, imagine you have something you want to do – like, get fit.

Your mind places energy to doing things. You watch a health and fitness show on television and feel fired up. Whilst watching the show, you feel totally motivated to get out of bed at 6am the next morning and go for a walk. You place, say, 50 units of energy to getting fit and 10 units to being idle (as there is some doubt from past experience). There is a greater need to get fit than there is to be idle so the exercising begins.

On the fifth day of exercising, you get of bed to see it is raining or the temperature is minus 2 degrees.

There are now 10 units of energy saying "Come on, let's get walking" and 100 units saying "No way. Too cold. Too wet. Not getting the desired result. Stay in bed and let's walk tomorrow."

There is now a greater need to stay in bed than to exercise.

Can you relate to this?

To change this, you can either increase the need to exercise and make it 120 units. Where the units are about the same, you are in two minds. This will often lead you to taking the easiest option – stay in bed!

Sometimes it is very difficult to build the positive any more than you have. Other examples are:

Wanting to lose weight – nothing has worked yet you still want to lose weight. One part of your brain says to keep going on a weight loss program yet the other says "You will only fail again so what is the use?"

Quit smoking – you have tried many times in many ways yet still smoke. What's the use?

Overcoming depression – you have had lots of counselling yet still feel depressed. One part of your brain says to keep 'trying' while the other says "What is the use, nothing works?"

Lack motivation – the need to do what you don't want exceeds the need to do what you do want.

In these examples, you need to reduce the need to do what you don't want. In the fitness example, reduce the need to be idle. This is done through either placing emotional pain to the unwanted state (hating it – the downside of being idle) or dealing with the cause as to why the unwanted state is so large. Why do you dislike exercising? Is it a waste of time? Is it so much effort for so little result?

In my first example of the broken relationship, I discovered I felt devastated because I was emotionally dependent on this lady. Without her I had nothing. My world was shattered. The solution was to learn how to feel emotionally dependent on myself and to eliminate the feeling of rejection. As soon as I did this, I was free to move on without the fear of another relationship breaking up.

If positive thinking is not working for you, increase the need to do what you want and decrease the need to do what you don't want. Identify the cause of what is holding you back. Good Luck.



Clive Murphy is a best selling author and the creator of "Live Your Life Potential" Program. This is a 12 Module DVD/Video course covering how your mind works, how to stop others from affecting the way you feel, how to have confidence and feel happy, why you have good and bad thoughts and ways to resolve conflict in your life. For more information, go to:

www.clivemurphy.com

4 Keys To Getting Your People To Work WITH You, Not Just FOR You in 2014 – Maree Harris

1. Develop A Psychological Contract With Your People

Make an emotional investment in them. “We will look after you, if you look after our organisation.”

Promise to make their work meaningful and fulfilling if they will give you their hearts and minds, their loyalty and commitment.

Create a win/win experience.



2. Engage With Each One Of Your Team Members Individually On A Regular Basis.

Let them know you are available for them.

Ask them what they would like from you and how you can give it.

Give them opportunities to develop skills they either don't have or in which they are challenged.

Assist them to develop a personal connection to their work. This means you know what is important to them and that you can help them get that from their work.

3. Assist Your People To Align Their Personal Goals With The Organisation's Goals So They Can Have A Fulfilling And Satisfying Work Experience.

Understand what their career goals and aspirations are.

Work with them to align their goals with your goals.

Help them create a career development plan for how you can work together to achieve your mutual goals. This includes making them aware of what future opportunities may be there for them.

Follow up with them periodically and discuss how they are going.

Make sure you let them know constantly how what they do contributes to the organisation's success.

4. Be Visible To Your Team.

Physically – manage by walking around which is another version of “walking the talk!”

Psychologically – let them get to know you and what is important to you. People work best with you when they know, like and trust you.

Increase your face to face interaction with your people and decrease your email contact. People are complex and email is a bad medium for managing complex stuff.

Maree Harris, Ph.D. works with leaders and managers who want to develop and enhance the soft skills they need for leadership because they have come to believe they are as important to their success as their professional and industry specific skills. She is the Director of People Empowered which provides professional development workshops, coaching and mentoring. She is the author of *Soft Skills – The Hard Stuff of Success*. Join her mailing list at www.peopleempowered.com.au and receive a complimentary copy of the Introduction and Chapter One.

Function, Purpose and Intention – Jurek Leon

"The front-desk's purpose is not to check people in. That's its function. The purpose is to welcome the customer."

This quote comes from a senior executive of the world famous Ritz-Carlton Hotel Group. He makes the point that service providers can become obsessed with completing their allotted tasks and forget that their purpose is to look after the customer.



As we say to our retail clients, "your task is to process the transaction, in doing this you must connect with the customer". Too often, we witness retail staff and other service providers processing the transaction **and** the customer. It becomes robotic and lacks the personal touch.

In really connecting with your customers it pays to move beyond your purpose and focus on your intention. Let's illustrate this with the Ritz Carlton situation:

Every point of contact your clients have with your organisation must be planned and systemised otherwise your frontline people are deciding minute by minute what the client's experience is going to be. This decision can be influenced by how the service provider is feeling, how the customer is behaving and even how the previous customer behaved.

1) Focus on your Function:

If your focus is '*to ensure that customers are checked in accurately and efficiently*' then you will be task focussed.

2) Focus on your Purpose:

If your focus is '*to ensure that customers are welcomed and checked in accurately and efficiently*' then you will be focussed on greeting the customer warmly as well as completing the task accurately and efficiently.

3) Focus on your Intention:

If your focus is '*to make the customer's day*' then you will be focussed on making the customer feel good about having chosen Ritz Carlton and this will include welcoming customers and ensuring they are checked in accurately and efficiently.

As you see in the third scenario, if your intention is to make the customer feel good about having chosen to do business with your organisation rather than the many other options open to them, then you will find ways to do more than carry out the required tasks associated with your customer service role.

Then your service will stand out in the eyes and mind of your customers in 2014 and beyond.

Need help to get this process underway? Then get in touch with us at Terrific Trading.

Jurek is a storyteller, trainer and consultant. To subscribe to Jurek's FREE monthly email newsletter go to www.terrifictrading.com and type in your name and email address. It's simple and easy. Alternatively, email Jurek at info@terrifictrading.com

Defining Moments by Christopher Golis MA MBA FAIM FAICD

Joseph L. Badaracco is the Professor of Ethics at the Harvard Business School. I realise to some of you this may be an oxymoron but he has written an interesting book called *Defining Moments*. What he argues is that in our lifetime we occasionally come to forks where we have to make right vs right decisions but after the decision is taken life will never be the same.

My first defining moment was in early 1973 when I was in my final year of an MBA course at the London Business School. Charles Handy was my tutor. If you don't know Charles his book *The Age of Unreason* was top of Time's list of The 25 Most Influential Business Management Books

McKinseys in New York had flown me there twice for interviews and then offered me a position. When I told Charles about the offer (certainly the dream job of every MBA student at that time) he advised me to reject it! Instead he suggested I start my post MBA career as a salesperson! He had come to the conclusion that success in business occurs in the one-on-one meetings. That is when you close the deal, get the financing, hire someone, fire someone, get hired, and get fired. MBAs teach you about analysis and decision making, but not how to deal with people one-on-one. The best way learn how to deal with people one-on-one is to become a salesperson.

I took his advice and became a salesperson and eventually a venture capitalist. Allen & Unwin then decided it wanted to publish a book on Venture Capital. John Ironmonger contacted Edna Carew, the doyenne of writers in the Australian Financial Services industry but she kindly suggested me instead. So there I was sitting at a table in a swish Italian Trattoria when in walked John. He was wearing an Armani leather jacket, silk shirt and Hermes cravat. I instantly worked out he was an Artist using the Humm-Wadsworth and Artists and I don't mix; we have severe personality dissonance with each other. Artists beat to a different drum and are individualistic. With both of us avoiding eye contact, John pushed the wine list towards me and suggested I choose the wine. Suddenly I had a moment of inspiration – I pointed to a \$400 dollar red at the bottom of the list and said that the only wine that was drinkable. I then pulled out my American Express card and suggested he buy the food and I buy the wine. After about a two minute wait he finally told me to put my Amex away as the publisher always buys the first lunch. I was estatic because I now knew the book would be published. He is not going to go to his boss present a \$600 expense claim and say we are not going to publish the book. *Enterprise and Venture Capital* was first published in 1989 and now is its fifth edition. It has sold some 15,000 copies and made me around \$5 million.

So you see Charles was right, being able to handle yourself in a 1-on-1 meeting is the secret to business success.

Practical emotional intelligence: A real tool for real people
website: www.emotionalintelligencecourse.com

NOW Online!

7 Key Strategies To Inspired Leadership

This program provides managers and supervisors with specific tools and techniques designed to improve communication, organization and coaching skills.

Key One – Know Yourself

With a sub-title of “let me introduce you to you”, this session allows us to look into the mirror and see what motivates and inspires us as leaders.

Key Two – Inventory Time

Periodically each of us should stop and take an inventory of our work environment and ourselves. What is working and what needs adjustment?

Key Three – Know Your People

Communication between you and your staff or colleagues is successful or unsuccessful on an individual basis. It’s time to collect what you’ve learned about your colleagues and determine how *your* communication may need to change.

Key Four – Know Your Business

Did you come to your current job by design or accident? The question is, how much do we really know about your company or your industry? It’s time to widen your view.

Key Five – Leaders As Coaches

Successful leaders are continual learners who coach to inspire their people to succeed. Communicate the way your staff and clients need to hear your message.

Key Six – Backwards to the Future

Most of us plan our vacations better than we plan our lives, or our daily routine at work. This session puts your planning process under the microscope and provides practical tools to increase your bottom-line effectiveness.

Key Seven – Follow-up

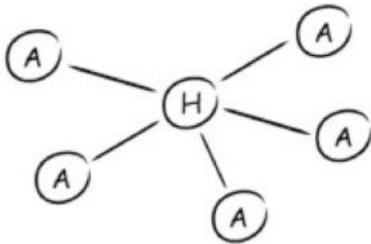
The inventor of a magic pill that guarantees automatic follow-up on all decisions, plans or desires, in business and in life, will be a wealthy individual. Lack of follow-up is one of the primary reasons companies fail to meet bottom-line expectations.



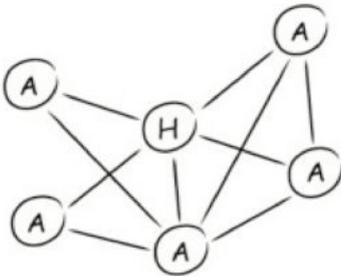
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Is 2014 the year for Getting Better at Getting Better?

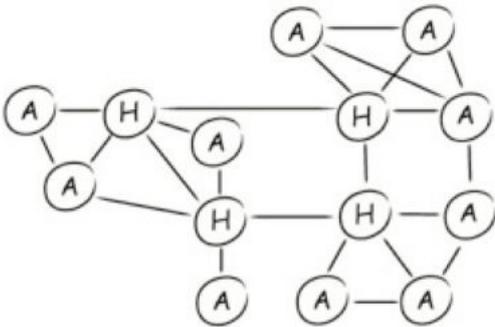
If doing well is good, and doing better is, well, better, what about getting better at getting better? And what on earth does this mean? Here's an example from or business.



As the hub (H) we started distributing a product via affiliates (A's as we call them). We grandly christened this a **networked organization**. It looked like this (on the left), and before long it was **doing well**.



Then we found that A's liked talking to other A's about **getting better**. Our role became hosting these conversations. Community and collaboration emerged, and a de-facto organization.



Meantime, we met informally with friends in similar businesses—other Hubs. This turbo-charged our business. We were now **getting better at getting better**. We call it N2N: network-to-network-networking.

(See video "Evolution of a Network Business" at <http://www.n2nhub.com/resources/n2ntv.html>)

Now, our N2N group of hubs meets regularly. They come from many countries. And we continue to see the accelerator effect on our businesses, and in ways we never imagined.

What are you doing about getting better at getting better?

How about meeting with your team, customers, or industry colleagues to wrestle with (a) the idea of getting better at getting better and (b) how you might do it?

We can think of no reason why this would not turn out well.

Peter Everett



Break through the Career Plateau

Are you feeling stale at work?

A new job *might* be the answer, but it's not always easy to find, and might only provide a temporary solution.

When you first begin in a new job or career, your skills develop rapidly. Because everything is new, you're constantly learning.



But when you reach a **career plateau**, you need to **force up your learning curve**, so you can feel refreshed, invigorated and enthusiastic about your work.

How can you do this?

1. **Adopt** a growth mindset¹. People in a %growth+mindset believe that their talents and abilities can be infinitely developed. If they don't succeed at first, they try a bit harder. They focus on what they can learn and let go of the need to impress others. People in a %fixed+mindset, however, avoid difficult new challenges that might dent their image of being %smart+
2. **Choose** a learning opportunity. Enrol in a leadership or public speaking course. Book to attend a conference. Learn a foreign language. Join a committee.
3. **Stretch** your comfort zone. Take on a leadership role. Give a presentation. Write a book. Chair a committee. Organize a conference. Set yourself a goal, and hold yourself to it.

The law of **inertia** states:

An object will resist any change in its present state, whether it is at rest or moving uniformly forward in a straight line. It will continue moving at its current velocity until some force causes its speed or direction to change.

When you are that object, you will continue on the plateau until you do something different, to alter your path.

In 2014, don't entrust your career to inertia!

Force up your learning curve and break through the plateau!

Shelley Dunstone helps lawyers to have better businesses and more fulfilling careers. Visit her web site at www.legalcircles.com Subscribe to her FREE fortnightly e-zine "Build Your Legal Practice" - <http://www.shelleydunstone.com/newsletter.html>

¹ *Mindset: How you can fulfil your potential* (2012) by Dr Carol S. Dweck, Constable & Robinson, London

HIGH PERFORMANCE HEALTH

Have you ever considered your day as a game and formulating a nutrition game plan to go with it? Game plans are always more successful if they are formulated in advance, with challenges identified and taken into consideration. The best days go the fastest. Keep up.

Be a CPFA

Be a CPFA (Certified Practising Food Accountant) – Are you choosing the right type and amount of fuel? Check out www.calorieking.com.au to get your own FREE personal daily blueprint to keep you on track all year. Measure yourself at the beginning of the year to keep yourself on track.

Eat Breakfast

Eat breakfast – it may seem obvious but eating breakfast will start your engine and fill up the petrol tank. You will actually be able to use your brain, get your metabolism charged up and burn some fat. So what should you choose? Pick a breakfast that is high in fibre and low in fat and above all, tasty.

Raise your blood sugar

Don't leave more than 4 hours between bites – your blood sugar will plummet, your stomach will demand attention and your brain will go all twisty twirly. Manage your energy, remember to eat at regular intervals and avoid looking for the jellybeans and chocolate to pick you up. They won't last.



Go the carbs

Choose low to medium Glycemic Index carbohydrates – this will mean your blood sugar and energy levels become more stable and stops you overeating. Check out www.glycemicindex.com for an up to date rating for any carbohydrate food.

Antioxidants

Boost your antioxidants – these little goodies will boost your immune system and assist you in avoiding those energy and eating slumps. Aim for 2 fruit and 5 vegetables every day and just add a cup or two of coffee or tea, a swish of red wine and a couple of pieces of dark chocolate and your body will be happy.

Performance Specialist and Dietitian

Julie works with world class athletes, business leaders and their teams to enhance physical and mental performance through innovative health strategies.

Visit her website for

- Executive performance programs
- Employee performance programs
- Speaking and consulting

Newsletter and blog

For regular updates on all the latest and greatest in nutrition and performance go to www.juliemeek.com.au

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Elegant sense-making for 2014 - Ann Villiers

Sense-making is an essential skill for confusing and uncertain times. Whether you're leading a team, managing staff, working with clients or promoting yourself to a potential employer, you are daily faced with the question: What does this mean?

Sense-makers draw on a range of language, cognitive and interpersonal skills to manage meaning and build understanding.

To be an elegant sense-maker, focus on building these three skills during 2014:



Suspending judgment: Assumptions about what someone is thinking and feeling, what their intentions are, what kind of person they are, what their behaviour means, are the source of most misunderstandings. Elegant sense-makers consciously suspend judgment in order to better listen and understand. Rather than assume, stop and ask yourself: How can I understand more accurately?

Listening for understanding: Most of us are poor listeners, spending most of our time preparing to respond, rebut, rebuke rather than listen. Listening is most difficult when we don't like a person and/or their views and ideas, don't understand a subject, disagree with a view or have no interest in a person or their views. These are the times when we most need to suspend judgment and make an effort to listen with the intention of learning how that person is 'joining the dots'. Rather than prepare to respond, stop and ask yourself: Do I fully grasp how this person has come to think the way they do?

Asking quality questions: Elegant sense-makers have a wide range of language practices that enable them to adapt to many circumstances. They are particularly adept at asking questions to gain deeper understanding. They understand that asking a well-crafted question prompts further thinking and elicits useful insights into another's perspective. Rather than asking 'Why?' stop and consider: What question will help build deeper understanding?

Dedicating more time to understanding another's perspective will help unearth beliefs, assumptions, expectations and concerns. This information can then be used to build bridges, overcome resistance, enhance trust, address misunderstandings and jointly agree action.

Dr Ann Villiers is Australia's only *Mental Nutritionist*®, a sense-making specialist focusing on mind and language practices that enable people to think flexibly, speak confidently and build quality connections.
www.mentalnutrition.com www.selectioncriteria.com.au

7 Reasons Why You Should NOT Check Email First Thing in the Morning

by **Steuart Snooks** | CEO | Solutions for Success

This is a controversial subject and certainly goes against the currently accepted culture of checking email 'first thing' that prevails in most organisations!

But getting control of the way you start your day is critical if you want to be truly productive.

Like many busy professionals, you're already highly effective and successful. But if you are checking email 'first thing', you could be compromising your productivity - this article will help make you aware of the consequences and suggest some appropriate actions you can take to be even more effective.

It will also highlight 4 or 5 exceptions and variations when it is quite okay to check email 'first thing'. But remember, these should be the exception rather than the rule!

If nothing else, this thought-provoking article will get you thinking 'outside the square' (and the inbox)!

The 7 reasons you should NOT check email 'first thing' are;

1. The In-box is NOT your to-do list
2. Starting with email makes you REACTIVE instead of PROACTIVE
3. Ignorance Is Bliss!
4. Avoids short-term gratification to achieve longer-term results
5. Checking e-mail is an excuse for a lack of priorities
6. Your morning energy and alertness should be directed to higher priorities
7. Controls unmanaged and unspoken expectations

Here's a link to the full article;

[Why You Should NOT Look at Email First Thing in the Morning!](#)

Hope this stimulates your thinking about how to Expect More in 2014!

All the best!



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Steuart Snooks is an Email Strategist & Productivity Expert.

He works with busy professionals and organisations who are struggling to keep up with all their e-mail.

As a Thought Leader in this field, he has many years of 'hands on experience' with those crying out for a practical and affordable solution to the challenges of email overload in the modern workplace.

Steuart can deliver workshops, webinars, conference & keynote presentations and 1:1 coaching that demonstrate highly practical and easily implemented Best Practice skills, techniques and strategies for getting control of email.

What you learn will change the way you handle e-mail forever!



EXERCISE – Why it's worth the effort

60% LOWER RISK OF **COLON CANCER**

DECREASES DEPRESSION
As effectively as medications or behavioural therapy

40% Reduction in the risk of Heart Disease

1/3 Reduction in the risk of developing Alzheimers Disease

ALMOST 50% REDUCTION IN **BREAST CANCER** MORTALITY AND RISK OF RECURRENCE

ALMOST 50% Reduction in the incidence of High Blood Pressure

27% LOWER RISK OF **STROKE**

ALMOST 50% Reduction in the incidence of diabetes

Learning respect from a remote African tribe – Brandon Munro



For the last two years we have been exploring for copper on territory farmed by the Himba tribe in remote northern Namibia (south-west Africa). Obtaining their co-operation and blessing is vital to our success, not to mention my peace of mind. The Himba are amongst the very most traditional tribes left on the planet – and fiercely proud of their way of life. Type “himba” into google images and see what I mean!

Interacting with the Himba people has been a humbling experience in many ways, and the greatest transferable lesson I have learned from them is a concept deeply instilled in the human condition, but in the developed world is too often relegated to lip service or glib office posters: **respect**.

I believe the human reaction to respect is so fundamental to our species that a boardroom is no different to a dusty village. So, what can one learn about respect from the Himba people?

1. Respect from the outset

When I first visited the Himba Chiefs, I knew very little about their way of life, and nothing of their language, authority structures, customs, clans or leadership. I didn’t even have a translator. In other words, I was hopelessly under-prepared and running a huge risk of being turned away.

However, by sheer fluke, I got the most important thing right. Upon arriving at traditional Himba villages made of wood and cow dung, many westerners are condescending or, worse, feel sorry for the Himba and their “deprived” life. But I was in awe for how they had stood up to modern influence and preserved their culture in such fine detail. Almost by accident, I walked into that meeting with a palpable sense of respect for the inner strength of this people. The Chiefs’ instincts for people are finely tuned: I earned a chance that could be later cemented by more conscious actions.

2. Understand what to respect

After my first encounter, I needed to understand the Himba people and, most importantly, what is important to them. To trust me, they needed to know that I valued the things that they held most dear. When meeting a Chief for the first time, I explain that my company will be very careful not to damage five things the Himba treasure: their cattle and livestock, their traditional way of life, their water sources, their tribal authority structure and their gravesites. Invariably, I am greeted with relief that I understand their key concerns. Usually, I am given time to prove that I care about these things.

3. Learn how to demonstrate respect

I recently spent a long day in the car with a senior Chief I had met only the day before. Although I had told him that we respected his livestock, he later told my translator that he could trust me because I always slowed down when his cattle were near the road.

4. Know when to earn – and defend – your own respect

After intently studying the Himba authority structures, I am careful to always position myself as the “company Chief” and therefore on equal footing with the Chiefs I interact with. This positioning occurs in the fine details of my actions: from where I put my chair to how I give instructions to my interpreter and staff. Most importantly, it is the subtle differences in my interactions with the Chiefs (my cultural equal) and their headmen (my cultural sub-ordinates) that define where I am placed in their hierarchy.

Brandon Munro is Chief Executive Officer of Kunene Resources Ltd, an ASX-listed copper explorer focused in Namibia, Africa. He is passionate about Corporate Social Responsibility and, through executing his work in a sensitive and responsible way, he has positively changed the lives of countless people. See www.brandonmunro.com to know more.

Should I or could I?

Make your 2014 goals match your values at work and at home says Shivani Gupta.

After a financially challenging year, a number of people have spoken to me about cutting costs and learning from the lessons of this year.

I hear people say 'I should have seen it coming and should have better prepared for it financially' or 'I should have known that my staff weren't right for the change in the economy and let some of them go earlier'.

The word "should" keeps reappearing. "Should" is a very judgemental word that says if you didn't do what you think you should have, then you are not a good business person or a good person. "Should" puts us down.



Hands up if you didn't achieve one or more of your goals this year? Was your goal a "should" goal? "Should" is when we put expectations of others on to ourselves. If you have not been achieving something, then have a look at what you can do. Try replacing the word "should" with the word "could".

One area in which I was judging myself was using social media in my business. Doing it because others said I should or because others were doing it, was not a good enough reason to start. Rather than keep saying I "should" put myself on Facebook I resolved to say I "could" do this if it is a good business strategy for me. When I had worked through that I was able to start using social media in a sustainable and effective way.

As you plan your goals for 2014, ensure you are working in alignment with your highest values and not others people's projections of their values on to yourself. Try rewriting your goals in priority order, from the ones with the highest value to you and your business to the ones with the lowest value.

How do you determine your highest values? Ask yourself what is critical to your business and what you are self motivated to do. Then ask what you would like to get around to doing. The latter is your "should" list. These are the things that you don't get to very easily. They may be important to your business but they may be things that you or other people, including family, are imposing on you.

Make sure that you work on areas important to you without guilt. Let go or say I "could" work on the areas that are lower on your set of values.

So, if you haven't done so already, start next year with a review of your business plan and goals. When you do this task try and replace the word "should" with "could". You will take a whole lot of pressure off yourself so you can focus on your true business priorities and what you love to do.



Shivani Gupta is a leadership coach, author and keynote speaker. She is the founder and CEO of Passionate People Institute which is dedicated to unlocking people's passion in their career, leadership roles and relationships to help them to lead a more passionate life. Visit: passionatepeopleinstitute.com

The grass is not greener: Why star recruits rarely shine by Ross Clennett

Chasing Stars: The Myth of Talent and the Portability of Performance by Boris Groysberg (Princeton University Press, 2012) is a fascinating book. Groysberg discovered that top performers in the positions/sectors he researched ie CEOs, researchers, software developers, plus executives in investment banking, advertising, PR, management consulting and law, (all fields in which 'star' performance is quantifiable by a very specific and comparable measure eg profit, client lists/ratings, specific skills or individual fees/revenue) were more like comets than stars - blazing successes for a while who quickly faded out when they left one company for another.

Research that analysed 1052 'star' stock analysts who worked for 78 investment banks in the US from 1988 to 1996, revealed, among other conclusions, that when a company hires a star (i)The star's performance plunges, and stays well below previous achievement levels (ii) There is a sharp decline in the functioning of the group the person works with, (iii) The company's market value falls, and (iv) Stars don't stay in their new organisation long (one third leave within 3 years).

Groysberg had the following to say about the differential between expectation and reality with respect to a star's performance subsequent to their hiring as a 'star':

'Obviously a star doesn't suddenly become less intelligent or lose a decade of experience overnight when he or she switches firms. Although most companies overlook this fact, an executive's performance depends upon both personal competencies and the capabilities, such as systems and processes, of the organisation joined. When stars leave they cannot take their firm-specific resources that contributed to their achievement'

Groysberg goes on to identify additional problems for the newly hired star including; learning new procedures, building new relationships across the organisation, understanding the new culture/politics and dealing with potentially resentful colleagues.

Groysberg continues: Most companies underestimate the degree to which stars' success depends on the following company-specific factors:

1. Resources and capabilities: Only after a star quits do they realise the company's reputation, as well as financial and human resources, allowed them to do the things that really mattered.
2. Systems and processes: Although stars often complain about them, corporate procedures and routines contribute in many ways to individual success.
3. Leadership: In most companies, bosses give talented employees the support they need to become stars.
4. Training: while in-house training programs may not add market value to stars, it helps them perform better within the organisation. Smart companies use such programs to inform executives about the resources available and how best to use them. In fact the ways executives leverage a company's capabilities often decide who becomes a star and who does not. (my bold)

Groysberg summarises his research thus:

'Most of us have an instinctive faith in talent and genius, but it isn't just that people make organisations better - the organisation also makes people perform better. 'In fact, few stars would change employers if they understood the degree to which their performance is tied to the company they work for.' (my bold)

So, there you have it, officially, the grass rarely is greener on the other side.

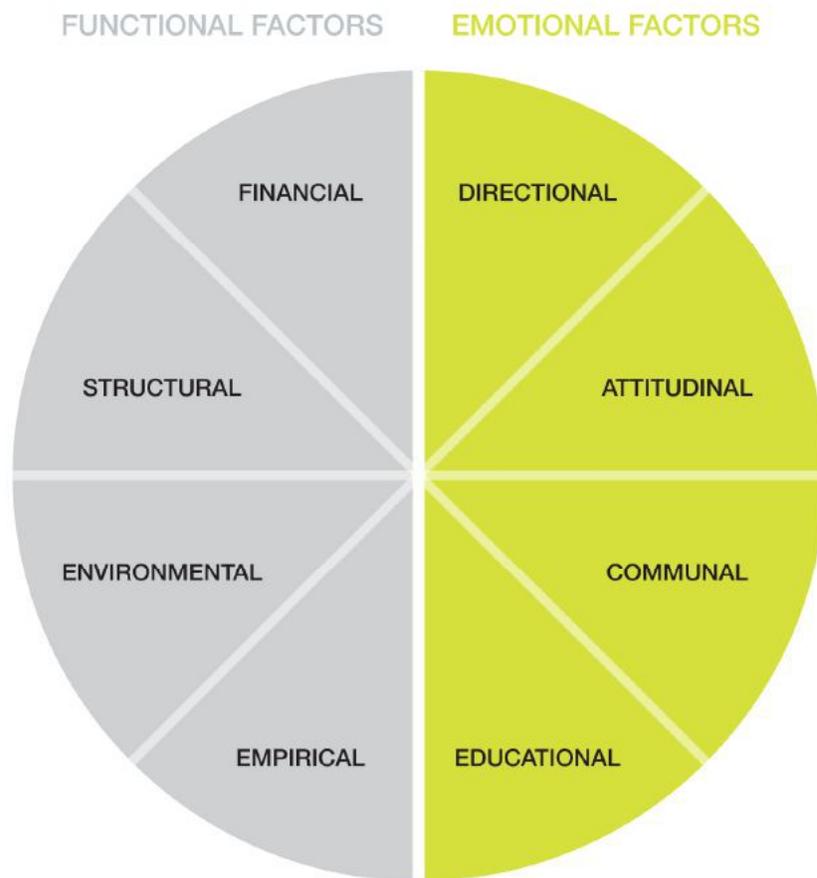
Ross Clennett is a recruitment expert and the author of "Succeed Quickly or Fail Slowly: A High Performance Framework for Recruiters". For a free copy of Ross's book, to subscribe to Ross' free weekly newsletter or to read any of Ross's articles on recruitment please visit www.rossclennett.com

The Essence Model of Culture Change Programs

Yes, culture change programs are becoming as common as restructures – and generally every bit as useless! The very words ‘Culture change program’ have become the silver bullet for many a mediocre senior management or Board who merely need to display strong and consistent leadership in the first place. Or an even more impossible dream, bestow the lauded ‘culture change program’ on some poor HR bunny to go forth and implement – as if it is the domain of one department to somehow wield a magic wand and make every person culturally in tune with management vision, aligned to their leaders and teams, and moving forward with positive energy and focus.

At Essence we have spent far too much time with average culture change programs - as a result we have developed our own proprietary diagnostic and measurement tool for use in cultural change programs. The model identifies that there are eight factors relevant for cultural change, divided into each of two areas, either Functional factors or Emotional factors. The model is depicted below, or log onto www.essencecomms.com.au and head to the Resource Library to find the full ebook.

The Essence Model of Cultural Change



Read more about each factor, and how you can use the Model to drive real cultural change! Enjoy!

The Essence Team

Why do professionals need to position themselves?

Clients have a choice – they get to decide who they engage on particular projects, matters, cases or deals and who they spend their money with. According to research conducted by BTI Consulting in 2011 into the top ways clients select lawyers, personal recommendations are key followed by online searches (I assume this would be similar for selecting other professional advisers).

What they found is that the two are not mutually exclusive and that, if someone recommends a professional to a prospective client, the prospective client is then likely to do an online search on that person prior to contacting him/her (although there will undoubtedly be lots of instances of people finding professional advisers online). If a professional has sought to position himself/herself then evidence of this will appear online – both on the person's website, via their social media profiles, blog or third party sites (such as journals/newspapers/conferences etc.)

This all helps prospective clients to choose to do business with someone – it allows those professionals who take the time to create, curate and share valuable content to tip the level playing field in their favour.

And it makes the prospective client feel good about their decision.

How can advisers position themselves?

1. **Produce case studies** outlining the client's problem, what you did, and the results you achieved
2. **Obtain client testimonials** talking about the benefits you delivered
3. **Speak at, and attend relevant conferences/seminars** and follow up!
4. **Run seminars at a client's premises**
5. **Run webinars and record them** for attendees and those who couldn't make it to view later
6. **Sell in article ideas to relevant publications**
7. **Get to know relevant journalists** and position yourself as a commentator (initiating and commenting on discussions on social networks such as LinkedIn can help to put you on journalists' radars).
8. **Set up a blog and post regularly** – if you hate writing consider a video or audio blog
9. **Produce guides, tips, or how-to's** and share these with your target audience(s)
10. **Host roundtables on topical issues**
11. **Bring together clients with mutual interests** and facilitate discussion
12. **Produce thought-leadership** or just helpful pieces
13. **Produce video-alerts or news-alerts on topical issues** and the key things your clients need to consider
14. **Author an eBook or other book**
15. **Initiate and comment on discussions on social networks and on blogs**
16. **Re-tweet or share good articles/blogs written by others** that will be of interest to your target audience – it's a bit like subliminal advertising (only it's not illegal)...share things on a particular topic time and time again and people will begin to associate you with that topic.
17. **Ask and answer questions on social networks**
18. **Seek to demonstrate your expertise and capabilities through your bio** – both hard copy and online

While this seems like a long list of 'things to do', I recommend selecting one or two subjects or topics and leveraging your interest and knowledge to credentialise yourself using the various channels (e.g. conferences, seminars, blogs etc). 'Leveraging an issue' (i.e. being all over it) will help you to build profile in a specific market or grow your standing as someone with particular expertise.



Author: Kirsten Hodgson
<http://marketingforprofessionals.co.nz/>

Stop! Are you paying attention?



Have you ever wondered just **how** you are going to get through all those "to-do's" on your list on those frenetically busy days, without going a little crazy, or self igniting into a little pile of smoking ash on the office floor? Maybe **now** is the time to consider finding a new way, a better way. A way to ensure you get done what needs to be done, effectively, efficiently and with time left over to spend doing what matters the most, with those who mean the most to you.

Now, doesn't that feel better?

Too often, having too much to do, in too short a time frame can lead to a sense of overwhelm, frustration and resentment. But there is a solution, one that has been sitting there quietly all along, just waiting to be noticed...

It's called your **attention**.

It's no secret, but your brain has the ability to pay attention so that you can learn, form memories and develop new skills and habits. But too often we use our attention like a skimming stone, brushing the surface but without providing the depth and time needed to **encode** the information.

Neuroscience has helped our understanding of attention: it is **complex and fragile** and fortunately, eminently **trainable**.

To build your attention skills you can:

Start to notice, really notice, what is going on around you. Building awareness of what is happening in your environment, using all of your senses. Practising your attention skills builds focus fast.

Start to listen, actively. Instead of jumping in to say your piece, pause to hear someone out - they will appreciate being listened to and you will gain the clarity of hearing what is actually being said.

Start to be more mindful. Practice staying in the present moment, stay engaged with what matters right now, rather than ruminating on what happened in the past or might happen in the future.

Enjoy your attention: it provides greater learning capacity, memory and better performance. And it's right here waiting for you to use it.

Dr. Jenny Brockis works with business people who recognise that in today's complex, challenging and busy world, our success and productivity doesn't come from being just physically fit, you need to be brain fit as well. A medical doctor, with a passion for neuroscience she shows you how to apply the latest from the brain science that leads to greater performance and wellbeing.

www.drjennybrockis.com

Brain Fit | Brain Smart | Brain Change | Brains at Work

What Good Change Leaders Do

Change comes in many forms. For example, it could mean:

- Persuading a customer to buy your product or service
- Motivating an employee to change the way they work
- Getting your kids to do their chores
- Influencing your boss to support your ideas
- Changing your own old habits, eg eat less, exercise more, stop procrastinating, stand up for yourself



Getting their hearts and minds – it's actually more about you

Change is a choice based fundamentally on emotions not logic. And that's the neuroscience talking. It's confirming what we have known since the evolution of humans.

But here's the problem: I think most change fails because change managers, still don't get this. And even if they do, they are afraid, reluctant or inept at dealing with emotions. So they ignore or pay lip service the emotional side of change. The number of change projects that don't deliver on time, on budget, or at all proves this.

Good change leaders learn and understand how people change. As importantly, they successfully bring about change because they **(a)** have a deep understanding of how their own emotions and thinking habits impact them; **(b)** are acutely aware about how they lead others; and **(c)** pay focussed attention to how others perceive and react to what's going on in their world whether at work or at home.

Here are some tips on how to be a good change leader

- 1.** Stay true to your values. If the changes you have to lead are not consistent with *them, you are setting yourself* up for failure. Make choices so you don't live incongruently.
- 2.** Learn how changes in behaviour come about. Understand the science of human reactions to uncertainty and change. Apply the learnings from neuroplasticity to your change activity.
- 3.** Monitor and mindfully manage your own emotions. People are watching you all the time. They 'see' and feel beyond your words. You actually 'can't fake it til you make it' around people who know you.

Anne Riches shows managers how to make change work. Anne can help you minimize interruption to productivity, prevent budget and time blowouts and decrease time consuming resistance to change.

Visit **AnneRiches.com** for free resources and more about her speaking, consulting, facilitation and mentoring services

Keeping conversations on track

Overarching strategic communications plans. Organisational mapping charts for communications. Stakeholder buy-in. Asleep yet?

We've probably all sat through many lectures or meetings on these big picture strategies. And they have their place. We need a map, a plan a destination, a method.

But communication actually happens when two people talk to each other.

Conversation. That's where I focus my attention when there's a communication breakdown. It's not the road that's to blame for the car stopping; it's more likely something in the engine.



Not that people are engines, by any means. We are far more complex, and so are the conversations we have. Trying to simplify and strategise them is not helpful either. But what can work is recognising what kind of conversation we are having. This can make sure that the whole shebang doesn't drive off into the sunset via the verge from the beginning.

If you have had a miscommunication with a client, a colleague, a business partner or a supplier lately, chances are you skipped over the most important type of conversation needed for two people to coordinate action together - the Conversation for Clarity.

Possibly you drove straight through the amber light onto Assumption Avenue.

That's the place where you do some guessing and mind reading without even knowing you are doing it. So you think they meant they would do what they did last time, while they think you meant you would do what they were planning to do the other time.

Confused? So are they.

To find out how to avoid this communication breakdown, go to [my blog](#) and [read more](#).



Linneth Hunter

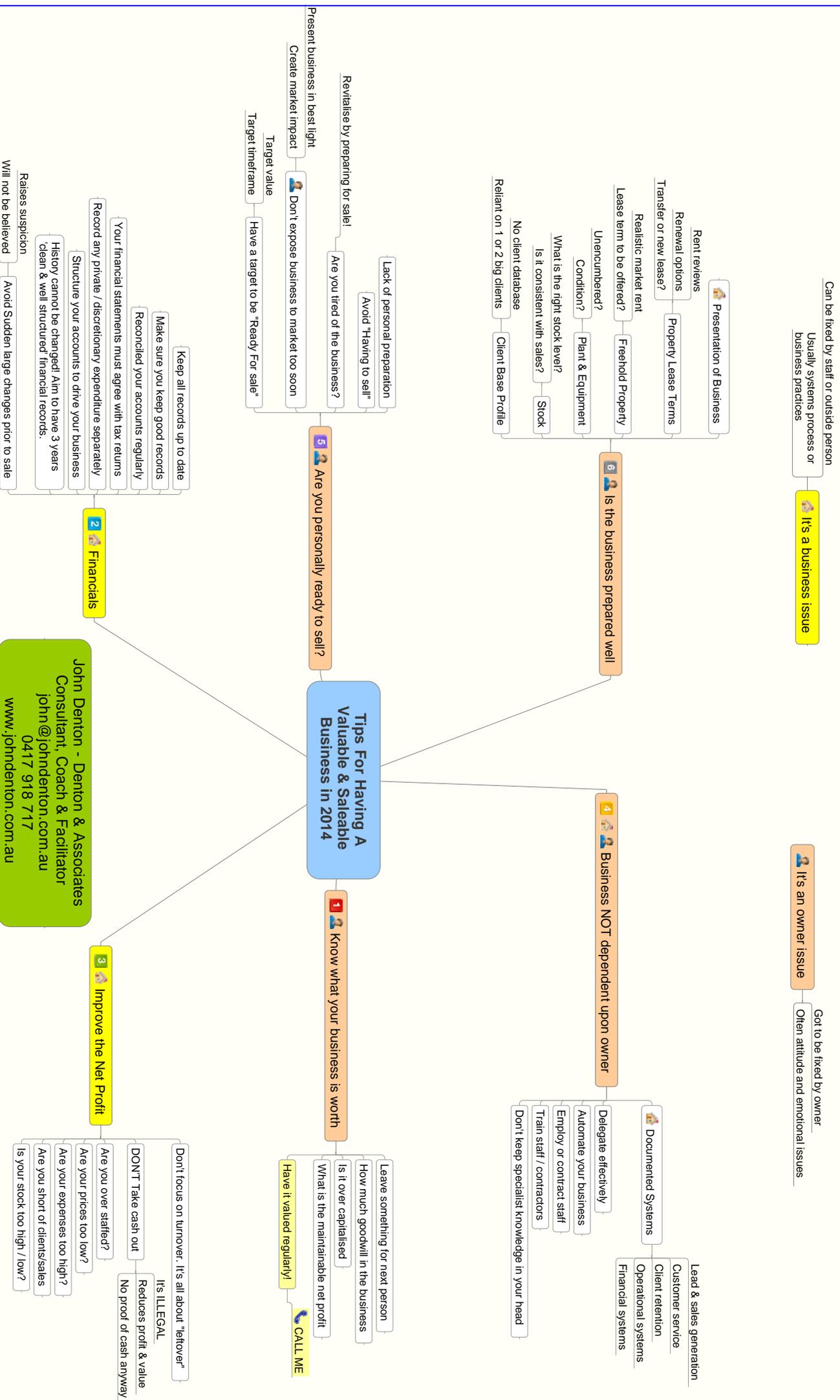
helping creative women work wisely

www.linnethunter.com

www.wildsky.com.au



Expect More In 2014 - A Saleable Business Is Well Worth Keeping!



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Ten Things To Do With A Mentor – Ann Rolfe



Regular conversations that are useful and productive help you maintain a mentoring relationship. Yet people may struggle to come up with something to talk about with their mentor, especially when they don't have a particular problem or goal or feel they don't need specific guidance. As a result, there's a danger mentoring may fizzle out.

Here are ten ways to keep mentoring vibrant and alive by injecting challenge and change.

1. **Book club** – both read a chapter of a relevant book each week/month and discuss how it applies in your situation and what you could action.
2. **Psychometrics** – use the results of an instrument such as Myers-Brigg Type Indicator, Life Styles Instrument, DISC or any sort of 360° feedback as a basis for development.
3. **My life as a movie** – pick (or imagine) a movie that represents your life. Which character are you? How do the events in the movie reflect your life/career?
4. **Glasshouse** – visit the mentor in their workplace. Have them explain their job/business and ask lots of questions.
5. **Shadow** – accompany the mentor to meetings or in their daily work as a silent observer. Then ask questions and discuss what you learned.
6. **Play journalist** – Prepare a list of questions about the mentor's career or experience and interview them.
7. **Research** and reflect – do some fact-finding about a relevant topic. Discuss what you discovered and how you might use it.
8. **Rehearse** – practice a conversation that you need to have with your manager or a colleague, or a job interview. Get feedback and coaching from your mentor to produce the outcomes you want.
9. **Artwork** - draw a picture/make a collage or vision board to graphically represent where you see yourself going or what's important to you.
10. **Write your obituary or eulogy** – this sounds a bit dark but if you've ever read an obituary or heard a good eulogy, you know it can be a celebration of all that was positive in one person's life. So make this about what you'd like to be remembered for. Perhaps you triumphed over adversity. Maybe you were accomplished in many areas. Use your imagination and make it as positive as possible.

Australia's most published author on mentoring, Ann Rolfe provides:

Consulting – to help you plan, implement and evaluate mentoring;

Training – workshops, elearning and webinars for mentors and mentorees

Resources – books, articles, tips, tools, templates and web-based solutions.

Visit: www.mentoring-works.com

Planning the stuff we hate to do, but really must do. A few questions.....

While working with many Family Businesses over the last 30 years I find that in many cases there is a lack of preparation for catastrophic events. One such event is the sudden death of the Leader of the Family and the Business. This article asks some very relevant questions about the future of your family and/or your business in the event of your death.

Many people who work through these questions find them to be both challenging and confronting. That unfortunately is the reality of planning for the unexpected death of the Leader in a family and/or business.

If you find the questions difficult to answer, let me assure you that your family will find them considerably more so; particularly should they be forced to deal with them without you there to guide them during what is likely to be a very emotional period.

For their sake, and for the sake of the future of your family and/or business, I hope you take the time to give these few questions the attention they deserve.

1. If you were hit by a bus today...

- i. Who, besides you, can access the money in your own or the company's bank accounts?
- ii. What checks and balances do you have in place to ensure those parties pay bills and suppliers (and not themselves)?
- iii. Does the bank have authorisation to allow them to access the account?
- iv. Is that authorisation in any way voided by your death (eg. dual signatures)?

2. If you were hit by a bus today...

- i. Who else but you knows the access codes and passwords to key functions like:
 - Internet banking
 - Key websites
 - Domains
 - Social media sites
 - Supplier passwords
- ii. Who knows where the key and/or spare keys are to:
 - Plant/equipment
 - Storage
 - Safes
 - Company cars

3. If you were hit by a bus today?

- i. Who is your
 - Executor?
 - Lawyer?
 - Accountant?
 - Banker – personal and business?
 - Financial Planner?



Where are the answers to these questions written down? And, who knows where that documentation is kept?

John Broons is an experienced executive coach, mentor and adviser to families in business. John has over 35 years' experience working with family businesses of all sizes and generational mixes, achieving positive outcomes for both individual family members and the businesses as a whole. You can find John at www.johnbroons.com

Let's hear from your raving fans - Belinda Lyle

If you've figured out how you can help your clients, done a fantastic job of it, then chances are your clients are ready to praise you and say good things about you.



What is a testimonial?

A testimonial provides social proof. It's people raving about you. Consumers out there are wondering if they should buy a product or service from you. They don't know yet if they can trust or believe you. These days, people check you out before becoming a client, they do their research.

A testimonial involves a story from a person that is your typical client. We get this person's story in front of a prospective client, and what do they think? Oh, that person's situation is just like mine / their needs are the same as mine, XYZ helped them, maybe they can help me too. Really, it's marketing peer pressure.

How do you get testimonials?

Ask for them!

It's that easy, when you have a client that is pleased and you have done what you said you would do, give them the chance to say something good about you.

I've got a testimonial, now what?

1. Save it for future use - if it's hard copy, scan it in and keep an electronic copy
2. NEVER edit a testimonial. You can extract a portion from it, for example, how you provided a solution to a specific problem, but don't change the wording. This says "real"
3. Never write your own fake testimonial
4. Attach a picture if appropriate
5. Include a first name and a last name if you can. Use first names only and people can be suspicious
6. Put the suburb or state they come from - include as much information as you can. eg. Belinda Lyle, Geelong. Patrick Rowan & Associates client for 10 years
7. You can do some cool things online. Consider using video testimonials on your website. Social media including Linked in and Facebook have spots for recommendations
8. Use it offline - brochures, flyers, print advertising. Display it at your place of business
9. Consider taking the testimonial a step further and turning it into a case study

Other rules

If a person asks you to remove a testimonial - do it immediately. Also, make sure you tell people where you are going to use their testimonial. If you use it on your website initially and then decide to use it in a promotional flyer down the track - ask permission to use it again.

This is simple stuff that builds trust, keeping you ethical and honest.

Testimonials are powerful and you should use them.

Make it a priority in 2014 to go gather proof of your best work from your raving clients AND put it to good use.

Belinda Lyle is '**Marketing in Action**' – innovative, low cost or no cost business promotion. With a hands on approach, she helps busy small business owners optimise their marketing dollar for maximum return. www.patrickrowan.com.au

Creating an Innovation Mindset

As we head towards the end of 2013 I am now looking towards a new year and new beginnings; in fact a fresh perspective.

I have just returned from three weeks in India. There is nothing like travel, a new environment and a break from normal routine to challenge our thinking and create a mindset. India assailed my senses and my preconceived ideas. What struck me was that the Indian people I encountered emanated a sense of energy and excitement about the future and what they believed was possible. Despite all the challenges, I saw that ordinary people are indeed capable of extraordinary innovations and novel solutions.

So for those of us who are looking towards making 2014 an exceptional year adopting an **innovation mindset** could make all the difference.

As I started exploring this concept of an innovation, I discovered that quite a few change experts and entrepreneurs are focusing on this idea as a way to manage the high speed, rapidly changing business and social environment in which we live. I believe in making things simple. In order to achieve this I needed to research, clarify my ideas and look at what practical steps I could take to create this mindset. This is a work in progress so I will share my thoughts and discoveries so far.

Starting a new year is symbolic and most of us start the year with good intentions. The fact is it is easy to fall back into old habits and predictable futures. So I ask the question "What amount of your day is surprising?" If your answer is that basically you know what your day or week is going to look like, then you may be living a predictable future. Surprises and not knowing are prerequisites of innovation and creative thinking.

An **innovation mindset** requires using your imagination, trying out new ideas, introducing new or improved ways of doing things; being bold, courageous and daring!

As I read my words there is part of me that wants to run for cover. If I write these thoughts I am committed to put these ideas into action. So this process is not for the faint hearted. It requires permitting the possibility of failure, facing fear and going into the unknown.

Like all successful processes, innovation requires one step at a time. For me the first step is to imagine what I would like to happen in 2014. What is possible? What is impossible? What do I really want to accomplish and why? What would be a breakthrough? What would it look and feel like? I know from working with clients and my own experience that setting your goals or targets too soon limits thinking and possibility. It is valuable to have a variety of people involved in this process. Those who are integral to making things happen as well as people from other industries, fields or perspectives.

The next step is to explore the gaps and the chasms you may encounter. Often this necessitates uncovering what we don't want to see. It involves considering the things we need to improve, remove or refresh. Innovation requires action. What steps will I take to bridge the gaps? What hypotheses and assumptions will I need to test? Innovation requires resourcefulness to power through the obstacles.

The essence of the **innovation mindset** is an open mind, one that challenges convention, embraces diversity and explores the inconceivable.

Here's to an exceptional 2014 and a mindset to match!

8 Seconds with Yoko Ono

Did you happen to see the 1998 hit movie 'Sliding Doors' in which Academy Award winning actress Gwyneth Paltrow played the central character Helen?

If you did, you may recall the story alternates between two parallel universes that define Helen's life depending on if she takes or misses a London train as two doors are about to close.

The final scene reveals a pivotal moment for viewers to reflect upon how Helen's decision in making or missing that train impacted upon both of her lives throughout the movie.

QANTAS FIRST CLUB LOUNGE

Recently, I experienced a 'sliding doors' moment upon leaving the Sydney Qantas First Club Lounge to board an eight hour international flight to Singapore.

After descending the lounge escalator, I should have turned left, however I turned right. I found myself at gate 10 in front of a customs officer checking the documents of passengers who were flying onward to Los Angeles.

Once she assessed I was at the wrong gate, she smiled and pointed in the opposite direction saying my flight was boarding in about 15 minutes.

John Lennon's Widow

As I turned around and started to walk towards gate 25, I looked up to see the unmistakable super star of pop culture, music and art, **Miss Yoko Ono**.

I had seen a television news story that Yoko was in Sydney for her art exhibition entitled 'War is Over'. I instantly recognised her as she walked towards gate 10 to board the Air Bus 380 flight from Sydney and 14 hours across the Pacific Ocean to Los Angeles.

Growing up in California, I had seen Yoko's picture during the 1970's once she and John Lennon became front page news. The next time I heard her name mentioned was on that fateful day of 8 December 1980 when John Lennon was murdered in front of his New York City apartment.

John Lennon's death was a global news story for months and years afterwards. Yoko's face and life story with John, (whom many believe was the most famous of the four Beatles) appeared regularly in TV updates and papers of the times.

Relaxed and Present

What I first noticed was her relaxed stride as she walked with a Qantas First Class Lounge Manager who towered over Yoko. Dressed in a lovely blue suit, she was wearing her trade mark hat set in a charcoal grey mixed tweed pattern and trademark dark glasses.

As Yoko and her Qantas chaperon walked towards me, I smiled from about 15 feet out as we were about to stride past each other. As if sent via sms, she glanced up from behind her glasses and winked as if to say, '**thank you for your kind smile today**'.

I looked behind me to see if anyone was there and realised that Yoko's wink was for me. It all happened in about eight seconds yet a personal experience to relish for a lifetime.

If I had made a left turn at the bottom of the escalator and walked to gate 25 instead of gate 10, I would have missed Yoko and this story would never have been written.

When was the last time you made a wrong turn, yet it was the right one for the path and journey you were suppose to be on?

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Clone Yourself

6 Questions to Teach Your Staff to Work as Well as you



1. What is the purpose of this task?
 - 1a. Who do we want to action it?
 - 1b. What action do we want them to take?
2. Does it achieve that?
3. What can you automate / streamline / reduce to make it quicker / easier / higher quality next time?
4. What's the bigger picture? How does it fit with everything else we do? Is it still relevant?

after all – who wants to stay back doing re-work?

Teach your staff to ask themselves these 6 questions and before you know it you'll have the job done as well as you could have done it yourself 😊



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BUILD YOUR BUSINESS? BUILD YOUR PEOPLE!

Catherine Palin-Brinkworth M.AppSci CSP FAIM AICD

Just like building anything – a house, a boat, a piece of furniture – building a successful business can be a slightly mysterious process. No matter how many degrees or courses you have completed, it's not entirely mechanistic or formulaic. Essentially, you are creating something valuable out of bits and pieces - and it's not always easy to figure out the best glue to use.

“Take one good idea, add heaps of energy and hard work, gradually mix in well thought-out systems and strategies, and pour out through a set of highly committed people” That last bit can be the real trick. Many business owners just give up - not on their business, but on their people.

“What's the point of trying to train and motivate them, they leave anyway!” Hmm, what if they don't?

“They should know how to do this, that's why I hired them!” Right. But do they know how to do it your way, or the BEST way, to get the optimum results for your customers and your business.

“I've tried telling them, and they take no notice. They're just not interested.” Obviously not, at least not in the way you're telling them.

No matter how good we are at what we do, we don't have a business until we have people who can do what we do, as well as we do it. So learning to build people is the real magic in building a successful business.

Here are a few of the primary pointers I've learned and love to share:

- 1. People will always perform for their reasons, not yours.**
- 2. People can only perform up to the level of belief they have in themselves.**
- 3. People want floors, flexible walls and no ceilings.**
- 4. People treasure recognition and need to own responsibility for getting it.**
- 5. All people are creative. The only question is what are they creating.**
- 6. At any given moment, every one of us has the power to choose.**

Building a business is hugely rewarding – building your people is much more so. Growing your bottom line is fabulous fun. But so is the reward of seeing people develop – and knowing you played a part in it.

Catherine Palin-Brinkworth is an author, business leader and an internationally recognised Certified Speaking Professional. She builds high performing leaders and their people. Call her on 04 1922 1916 or visit www.catherinepalinbrinkworth.com to get more of her thought leadership.

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