

Expect More from 2015



With Compliments From
Ann Rolfe

Strategies for Success from Leading Experts in Personal and Professional Development

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Leading and Managing in a VUCA World

Our world is ...



Volatile

Change is fast, big and constant



Uncertain

Predicting the future is difficult



Complex

Everything influences everything else



Ambiguous

Things are fuzzy, hazy and ill-defined

To lead and manage your people in this VUCA world ...



Expose Volatility: Do Rock the Boat

Give them opportunities “above their pay grade”
Help them stretch and grow – but in a safe way

Show them what it's really like



Use Uncertainty: Start Before You're Ready

Take action fast (and encourage your team to do the same)
Get feedback and use that to choose the next step

You'll never know everything, so take action now



Challenge Complexity: Cut Through The Clutter

Teach them to make wise decisions
Give them more chances to decide, act, and evaluate

What matters most is knowing what matters most



Act on Ambiguity: Seek Clarity

If it's too fuzzy right now, find ways to make it sharper
But know when you know enough, and act!

Clarity guides action, and action brings clarity



GihanPerera.com

8 PR Lessons from the Ice Bucket Challenge

The ALS Ice Bucket Challenge is a dream come true for any not-for-profit organization.

It has raised nearly US\$100 million through the challenge. Compare this to just US\$2 million in the corresponding period for the previous year.

All due to this simple Internet craze idea? So what PR lessons can we learn from it?



1. Find A Champion

2. Social Good

"Marrying the Internet's love of challenges with donation and charity is a stroke of genius," "There's no other way to say this — it's absolutely pure brilliance."

It's pure feel good.

3. Timing Co-inciding with summer in the US and Europe, holidays and boredom with ongoing negative news cycles in the Middle-East and Russia, this idea had perfect timing.

4. Personal This is the ultimate personal show off to your friends, family and networks.

5. Keep it Visual This is it's true genius. Those in television know it is all about moving pictures. Make it visually interesting. Unexpected cold, plus near naked bodies plus instant reaction and screams. It is the perfect combination to create the perfect storm. The fact it is so easy to record on your phone and share also adds to the effect.

6. Easy to Do and Call To Action This is a very low tech challenge. Cold water, ice and a bucket are the only ingredients required. The fact you have to do the challenge or donate within 24 hours is brilliant. There is a clear call to action. Then the nomination of three others helps it spread.

7. Sharable This is social media's answer to the old day chain letter. The fact that everything is so shareable these days is why it spreads so quickly like a virus.

That's why it's called viral marketing. Social media tools such as Instagram and Facebook make sharing really simple. It has been reported to be among the biggest viral hits in Facebook's history.

The company has reported that 2.4 million videos "related to the ice bucket challenge have been shared" on the social network, and more than 28 million people have posted, commented or liked a post relating to the challenge. If it spreads quickly it means it will fade just as quickly as ice bucket fatigue sets in.

8. Celebrity Celebrities give the idea visibility. The visibility of celebrities is newsworthy and helps get the idea onto mainstream media.

Thomas Murrell MBA, CSP is an expert in how to build, brand and sustain reputation capital. He can help develop your PR plan, run PR programs and media training. Get his free eBook and free eZine "Media Motivators", at www.8mmedia.com

The delightful design of a distinguished 21st century business

by Ian Berry

Disruption x Differentiation + Discovery x Drive + Delivery x Distinction + Differencemaking
= a Distinguished 21st century business.

Please download my white paper on the 7 key areas of a distinguished 21st century business, by going to my website www.ianberry.biz scrolling down and clicking on the cover as illustrated above. Then complete the pulse check below or inside the paper.

Are you willing to **disrupt yourself** and change what's normal in whatever areas of your life that you need to? All change is personal first. Change Yourself and then work on changing your relationships and your business. **Take the pulse check below to get started on these.**

Please place an X where you are now 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			

What are the human problems your business solves? (**Differencemaking**)

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Ian has been reminding, inspiring, and cajoling business leaders to be remarkable since 1991.

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5 Steps For Effective Group Mentoring - Ann Rolfe

Mentoring groups are springing up everywhere. When people have a need, chances are peers can assist and the reciprocal nature of peer mentoring makes it easy and enjoyable.

- Tima, a successful indie author now on her third novel, meets weekly with members of a small local writer's group. They exchange their draft chapters for critique and suggestions. This adds value to the end result because it helps develop their writing and ability to market their work.
- The University of NSW Business Society supports a peer mentoring program that helps new students with everything from exam tips, social connections and where to get the best, cheap food.
- In the corporate world, big players like Sun Microsystems, KPMG, Boeing and Deutsche Bank report significant results from their peer mentoring programs.

Group mentoring can take different formats and be called by various names:

A "Mentoring Circle" usually involves one or two mentors regularly meeting with several mentorees. The group/circle has a theme e.g. leadership.

A "Mastermind Group" takes a round-table approach where peers interact in a group mentoring conversation. No one is designated mentor or mentoree. It could be a one-off meeting to address a specific topic or an ongoing group meeting with a theme.

Regardless of the format or name, an effective mentoring group:

1. **Meets regularly:** You may meet at a local café, in a boardroom, or online but you need to make it a scheduled time. It might be every Friday, the third Thursday of the month or the second Tuesday of every second month but it needs to become a routine that people can depend upon.
2. **Stays small enough to be manageable:** The writers group spends several hours a week together. One group I attend has found that for 4 people we need 1.5 – 2 hours for everyone to participate fully but another group of 4 people meets online for just 45 minutes. You can have larger groups but they do require more management of the available time.
3. **Has structure:** The writers have a quick catch-up over coffee before exchanging their draft chapters, silent reading, followed by a pause for discussion of the work and lunch. By mutual consent they have developed a practice that works. The online group gets an emailed invitation. They can nominate a question or topic they want to discuss and the host chairs the online meeting, ensuring that each attendee gets to give and receive input. Adopting a format and following it allows everyone to get value from the time together.
4. **Has a convener:** In an organisation, administration of a mentoring group may be delegated, or be a shared or rotated task, but someone has to take on the responsibility of organizing the meetings. This could involve setting up the venue, preparing the agenda sending reminders and/or chairing the meeting.
5. **Has a purpose:** Mentoring of any kind must fulfill a need. Keep the focus on the reasons for meeting and track outcomes to ensure members are gaining value. That's how mentoring works!

Australia's leading mentoring authority, Ann Rolfe has 30 years experience in learning and development and a background in career counselling. For a complimentary copy of *Mentoring Demystified*
Visit: www.mentoring-works.com Contact: ann@mentoring-works.com or phone +61 2 4342 261

Get More From 2015

To have your Best Year Ever in 2015, follow these 10 simple steps.

1. Spend time to work out what you want to achieve in 2015, write out your goals in all facets of your life, health, wealth, career, family, recreation etc. Make a big list then look at what you BELIEVE you can achieve, then go to #2
2. To quote the late Jim Rohn, "finish the year before you start it". Write a plan for 2015, detail what you are going to do and when you are going to do it to achieve the goals you set, set an action plan.
3. Start immediately, track your progress, amend the actions if you look like missing the deadline you set, as Confucius said "When it is obvious that the goal cannot be reached, don't adjust the goals, adjust the action steps."
4. Carry on from #2. Finish each month and week before you start it – on paper.
5. Find a mentor, someone you respect to share your plan with. They can see things from a different perspective and coach you through the road blocks that will pop up as soon as you start to stretch yourself.
6. Reward yourself along the way when you reach a benchmark – celebrate your successes no matter how small – you've worked for it!
7. Tell someone that you love them, every day, especially if you haven't said it out loud for a while. It will help them have their best year ever and will do wonders for you!
8. Get more done with one simple action – walk 10% faster.
9. Smile more often – it's good exercise for the face and the soul.
10. Help someone else have a great 2016 by contributing your story to this e-book next year.

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Take Your Foot Off The Brake In 2015 – Maree Harris



So many people from CEOs to receptionists are riding through life with their foot on the brake too frightened to live the life they want. They, themselves, are the biggest obstacle to their success, not their manager or their organisation, nor their circumstances. If this is you, here are 18 steps to take in 2015 to create the professional future you really want.

1. Make a decision to empower yourself. Spend time in empowering spaces. Mix with empowered people.
2. Conquer your fear and take courage pills regularly.
3. Stop making excuses and give up the “story” you use to justify your lack of action.
4. Move out of your comfort zone. Mix with people who are high performing and have high expectations.
5. Don’t just focus on being learned. Become a learner and inherit this changing world.
6. Take risks, stretch yourself and discover talents you didn’t know you had.
7. Learn self-discipline because nothing is achieved without it.
8. Connect with the big “Yes” inside you so you can say “No” to what’s not important.
9. Don’t wait for the right time to take action. It will never be just right.
10. Don’t let the fear of failure stop you having a go. Deal with the fear and act.
11. Understand and control your emotions so you can become the highly sought after professional.
12. Let go of anger that drains your energy and blocks your ability to see the opportunities that will enhance your career.
13. Be willing to embrace the struggle because that’s where we gain the toughness to persist.
14. Set your aim high and decide to play a bigger game than you are playing now.
15. Procrastinate no longer. Just do it!
16. When you can’t change what life serves you, change the way you respond to it.
17. Manage your energy, not your time, and time will take care of itself.
18. Be pro-active, rather than reactive, and create your own success.

Maree Harris, Ph.D., as the Director of People Empowered, develops and enhances the soft skills leaders and managers need to empower high performance in themselves and their people. Get a copy of her 51 page E-book, ***Take Your Foot Off The Brake – 18 Inspiring Reflections For Accelerating Your Career***, by subscribing to her new blog at <http://blog.mareeharris.com>

Self Esteem Yourself to Success for 2015

I work with salespeople, sales managers and business owners who want to drive sales. Known as Rainmakers. Without them your business will fail. And the secret ingredient to a Rainmaker is simple – having a healthy, resilient self-esteem. Here's how for 2015.

Would you pick up a 2 penny piece?

The walk to the till at a petrol station is fraught with challenge. Other cars, pedestrians, people wandering in for their morning paper. But that morning I was faced with a 2 penny coin on the ground. Should I pick it up or should I move on?

If I were a 12 year old boy again, of course I would have picked it up. At that age I would search old corona bottles which you could redeem at the corner shop for 2p each and buy sweets. 2 pence was a lot of money for me then. But now, sadly, it's not.

And that's the point. As salespeople we have to be comfortable with money and not be scared by large sums because one person's large amount of money is another person's small change.

I've heard the voice tone change in salespeople as they announce the cost of the product as £1,296. Their voice goes high pitched and almost apologetic.

The trick is to appreciate that some people regard £1,296 as small change and you should present the figure with confidence and assuredness.

The Inner Game of Selling – the Rugby Semi Final

Last major game of the rugby season, we were up against Shrewsbury in the semi-final of the cup. Our chance to reach the final and glory after a stretched and arduous season.

But within a minute we were a try down. The game was a long grind, difficult to watch on occasions and a big disappointment.

On the silent way home, I said to Euan that the team lost rather than Shrewsbury won.

He thought for a moment and agreed, *"we already knew we were going to lose, the guys said so on Facebook last night, Shrewsbury are better than us"*

And now I realised what went wrong. The boys had convinced themselves they were going to lose, had made it public on Facebook and sure enough, they got beat.

In the same way, all of us can convince ourselves that we can be unsuccessful.

- *"I'm not good at this"*
- *"I'm not cut out for this"*
- *"There's no way I can make top performer"*
- *"I can't do that"*

Now I don't go for the *"you can do anything if you set my mind to it"* brigade. I think if you lack the skill and capability, then you won't succeed however well you hypnotise yourself. But I do believe you can convince yourself to fail even though you have the capability, the boys did that fateful Sunday morning last season.

The 10 Commandments of Inner Game Mastery – Thou Shalt...

1. Not let others dominate or control you
2. Validate your own success not rely on others to do it
3. Not dwell on the past
4. Not try to attempt too much
5. Not own other people's problems
6. Forgive yourself whenever you make a mistake, it wasn't done on purpose
7. Merge with other people
8. Not try to please everyone all the time
9. Assess unanticipated events for benefit and opportunity
10. Plan ahead but focus on the present moment



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.

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Leading And Loving Difference

Catherine Palin-Brinkworth CSPGlobal



Difference – or diversity - is a desirable component of any healthy team, organisation and community. And for many of us, it's totally the way the world is in our marketplace!!

But leading a diverse team to high achievement, or meeting the sales and service needs of a widely diverse market needs a high level of awareness and communication mastery. We now need expanded skills to communicate with the wonderful and wide range of ethnicity, age, gender and neuroscience.

The challenge for many of us, as human beings, is that we often think that the way we are is the right way to be. That's natural! But it does cause difficulties when we see others as wrong, rather than simply different. And no matter how aware, conscious or committed we are, we all carry inherent or subconscious bias that stimulates denial, defence or resistance in others.

If you've never done this, it could be a great idea to undertake an attitudinal analysis of your team to assess their level of awareness and opinions about diversity. This is not about political correctness or any workplace regulations – it's more about human understanding and emotional intelligence. Because there is nothing 'wrong' with wherever we are – it's just a question of how we can be better. Better at relating to others, at bringing out the best in them in the workplace, and better at meeting their needs as product and service providers.

Here's where I'd suggest you look at continual development:

- Understanding the origins of 'culture', its meaning and its impact
- Exploring different cultural values – our own and others'
- Accepting behavioural flexibility through an understanding of different styles, preferences or abilities
- Understanding 'face' – the need for human dignity and self-respect
- Respecting gender differences with current research
- Awareness around generational differences and the 'great divides'
- Agreed values and boundaries to make sure you have team alignment.

There is so much reward in improving our skills with difference. Whole worlds literally open up for us, in our recruitment and talent growth, and in our marketing. Then, when we focus on the discovery of common ground we get to a higher-level sharing of purpose, intent and success. Where every one of us can help to build and belong in a better world.



Catherine Palin-Brinkworth is a behavioural scientist with a successful background in sales, marketing and leadership world-wide. For the last 25 years Catherine has delivered her value as a growth strategist, speaker and facilitator, coach and mentor. Contact her via Catherine@progressperformance.com, +61 1300 865608 or www.catherinepalinbrinkworth.com

What I learned from my son's first recruitment experience by Ross Clennett

The first week of November, 2014 was a momentous one in my life: My eldest son, Guy, was offered his first job. Given that I have dedicated my working life to the skill of recruitment, it has been a fascinating experience to observe the process of my own child attempting to enter the workforce for the first time.

Guy turned fifteen in August and immediately announced that he wanted to get a job. I encouraged him to do so as I had started a casual retail job at the same age and apart from earning my own money, I learned many valuable things about working with, and relating to adults in a formal environment.

As both his mother and stepmother had successful and enjoyable times working at McDonald's, and there being a local McDonald's within walking distance of his mother's house, Guy decided to apply to work at McDonald's. He successfully completed an online application and was invited to the local store to be interviewed by the store manager.

I deliberately stayed in the background while all this was going on, based on my (mostly-but-not-always-followed) parenting principle of 'if my son/daughter wants my advice then he/she will ask for it'. I resisted giving Guy any interview advice with the belief that he's a smart kid who is capable of looking after himself.

He returned from the interview.

'How did it go?', I asked.

'Pretty well, I think.'

'Why do you say that?'

'Well, at the end of the interview I asked him how I had done, and he said I was the best person he had interviewed today.'

There you go, I thought to myself. You don't need to give your son advice, he is confident enough to ask the right question at the right time.

Guy was advised by the McDonald's store manager that he should check online for notification about his application's progress. Some weeks went by without word. Again, I resisted the temptation to tell him what he should do. If he wants the job desperately enough, he will follow up, I thought.

After another week went by with no word Guy decided to follow up directly with his McDonald's interviewer and found out that he was meant to have been advised some weeks before that he was successful.

As a parent, where is the line between encouragement, suggesting, telling or simply trusting your child to work it out for themselves? I don't think it's clear, nor will it ever be clear.

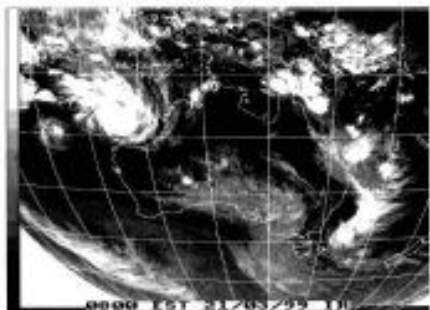
I can't recall my parents ever telling me what I should do with respect to my choices about education, friends, sport or career.

As Guy commences his work life I hope I am wise enough to continue to learn from the example set by my parents. Trust that each of my three children will be guided by the values that enable them to work things out for themselves and learn something from each of the choices that they make. And if not, to know when to ask Dad for some advice.

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

Change Leadership lessons from surviving a cyclone

The night of 21 March 1999



We travelled to Exmouth in Western Australia to swim with Whale Sharks. Instead, category 5 Cyclone Vance was approaching and we couldn't get out.

We survived but the memory stays

Vance passed straight over the top of us, literally. The noise was simply terrifying. The walls and roof were collapsing but we survived – physically. Fifteen years later, windy days still cause discomfort, increased heart rate and tension.

Walking on windy beaches or standing on hills to take in views no longer brings unconstrained joy. The motivation to climb higher is gone.

It happens at work too

We survive awful times at work from the extremes of accidents, retrenchments, firings, bullying to the stressful, tight deadlines, poor managers, badly managed change.

However, when anything triggers those bad memories, it also triggers the feelings that went with them. Chances are if the feelings are negative, then past events will impact current performance and productivity. If leaders don't understand the impact of history and memories and the way our brains work, they will be powerless to deal with the consequences.

Some tips on how to manage bad memories of change

You can't go around them, over them, or under them – good change leaders tackle past memories and work through them.

Get together a small representative group of people who may resist your change efforts because of the past. Ask them and explore questions, empathetically, like:

1. How did previous change cause anxiety, uncertainty, and resistance?
2. Any thoughts on why previous efforts didn't go so well if they didn't?
3. What are people fearful, upset, or wary about?
4. What could have made a difference then and would make a difference now?

Listen carefully and respectfully to the answers. They will provide you with strong pointers to your roadmap to lead successful change this time.

Anne Riches equips managers to lead effective and successful change. Anne helps decrease resistance to change, minimize interruption to productivity and prevent budget and time blowouts.

Go to www.AnneRiches.com for free resources and to contact her about her leadership education services



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 wont last.



Julie Meek

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. C h e c k o u t 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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Rediscover the power of words -Ann Villiers

Gain more from 2015 by giving the gift of civil, inspiring words.

Our words are gifts.

Regardless of whether you voted for, liked, or supported Gough Whitlam, his Sydney memorial service highlighted the importance of words – both his and those spoken in eulogies.



Too much emphasis is placed on non-verbal communication, giving it inflated impact, often based on a misinterpretation of Mehrabian's research. If you subscribe to the 55-38-7% pie of communication, think again. Not only is this inaccurate, it is unhelpful.

Words, chosen well and spoken from the heart, can have huge impact. No need for fancy stage moves. Using the voice effectively, leaning in to an audience, is enough to inspire and move people.

To gain more from 2015 use words that seize people's imagination, evoke uplifting images, encourage healing.

Develop your own style

Deliver your words with style. Avoid sounding like everyone else: 'Absolutely, like, you know, I use words really well, you know what I mean?' Be original in your word choice and how you express yourself.

Be nuanced and subtle

The world doesn't need more opinionated thought leaders. Complex issues need nuanced responses, a willingness to say 'I don't know', an ability to allow more than one 'truth', and to apply sound reasoning.

Be civil, particularly online

Think before you email, tweet, blog. Resist the temptation to lob verbal hand grenades, to pen poisonous attacks on a person rather than address an issue. Stop using 'political correctness' to mask unpleasant, unacceptable comments. Be generous with praise. Be willing to stay silent.

Words plant seeds: sow gratitude, courage, dignity, joy, empathy, wisdom.

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

Gaining Confidence – by Clive Murphy

If you had to walk into a room full of people you don't know, could you make conversation with confidence or would you feel shy and intimidated?

If you had to give a talk at a wedding or a function, could you do it with confidence or would you suffer from nerves and anxiety?

If you were demonstrating how a product works to a group of people and something went wrong, would you feel confident or would you feel embarrassed and a failure?

If you are single, could you approach someone and ask them out on a date or would fear prevail? Notice I wrote "single" as most people in a relationship looking to "wander" have little trouble approaching a prospective date. 😊

Over all, people feel secure when they have to perform a specific task they know all about. When things go wrong or fail to turn out, their confidence drops.

Confidence is best defined as "to Know", "to be certain".

I divide confidence into two parts:

1. The Confidence to "DO"

This is the confidence to perform a task – like to do your work, drive a car, speak at a function or ask someone out on a date.

Most people have this type of confidence because they know what they are doing and they stick to what is comfortable for them. To a professional public speaker, speaking at a function is easy as they know they can do it. To a novice, it may not be so easy.

2. The Confidence to "BE"

This is the most important form of confidence as it relates to you, the person. This form also determines how confident you feel to perform a task.

The confidence to BE means to know yourself – intimately and specifically.

So, what are your good points? What are the traits that make you a good person?

Having trouble? Most people do. They can only come up with something like "I'm a good person". When asked in what way, they struggle for reasons. This indicates they do not know who they are. You should be able to quickly come up with at least 15 traits.

To help you, here is a list of some great traits. [You can download it from here](http://tinyurl.com/lkhdc4f) (http://tinyurl.com/lkhdc4f). This is only a guide to help you. After going through it, you will soon discover you are a "great" person who has much to offer. One who is equal to others. Work on becoming the best possible person you can be.

A point worth noting: You can have the confidence to be a great person, yet perform poorly at a task. A friend had to deliver a talk to a social group and messed it up. He is still a confident person even though I did not perform with confidence.

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

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

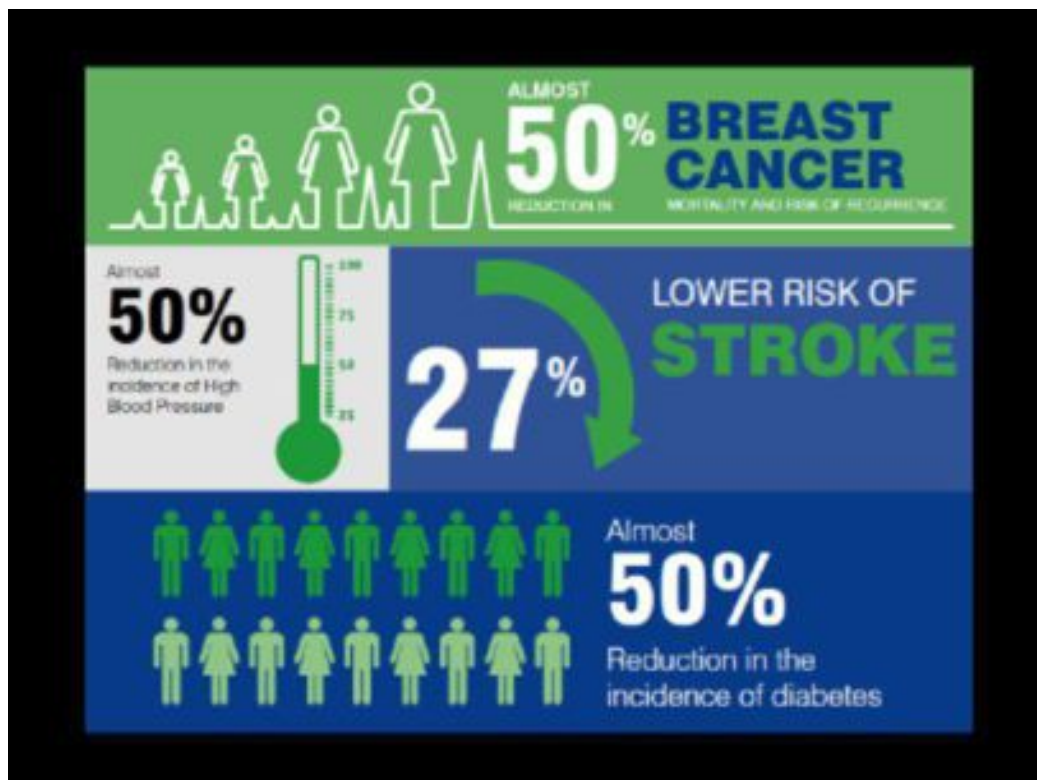
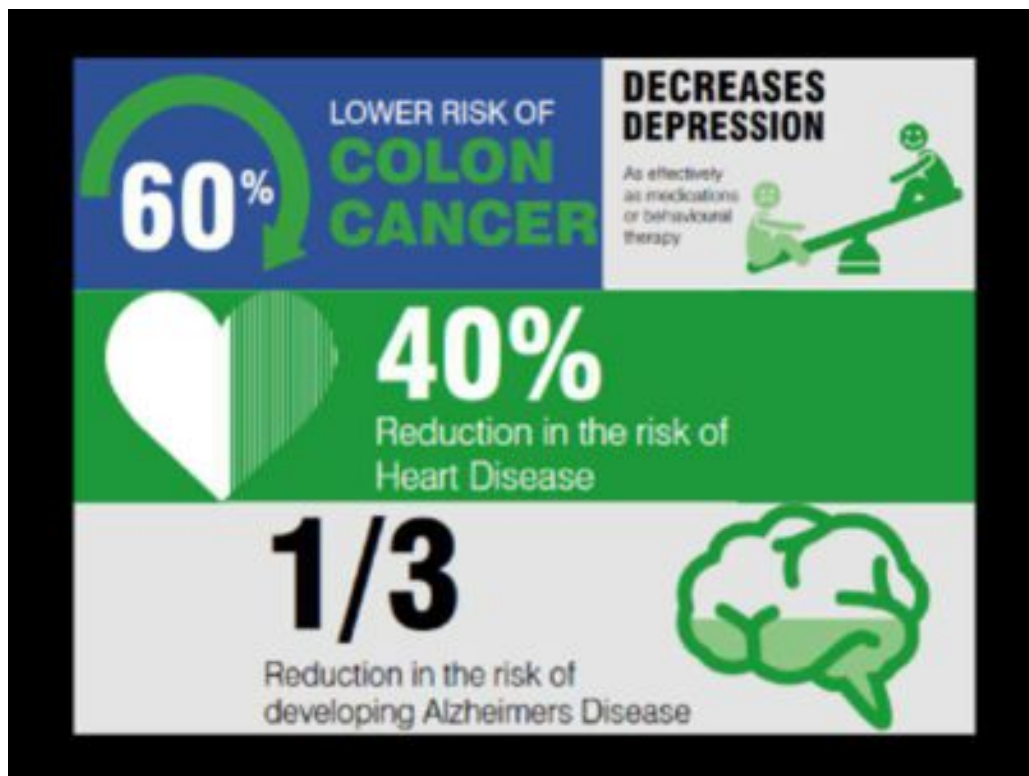
McKinseys in New York had flown me there twice for interviews and then offered me a position. When I told Charles about the offer (certainly the dream job of every MBA student at that time) he advised me to reject it! Instead he suggested I start my post MBA career as a salesperson! He had come to the 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

EXERCISE – Why it's worth the effort



Familiarity may fool you into believing you understand – Jurek Leon

Prior to presenting a workshop recently on dealing with difficult people and situations I was mulling over an article I'd read by Tom Stafford co-author of 'Mind Hacks'.

He pointed to research that suggests that we mistake our familiarity with things for the belief that we have a detailed understanding of how these things work. Usually, nobody tests us and we rarely question ourselves.

As he says, "Why would we bother expending the effort to really understand things when we can get by without doing so? The interesting thing is that we manage to hide from ourselves exactly how shallow our understanding is."

It's a phenomenon that will be familiar to anyone who has ever had to teach something. Usually, it only takes the first moments when you start to rehearse what you'll say to explain a topic, or worse, the first student question, for you to realise that you don't truly understand it. All over the world, teachers say to each other "I didn't really understand this until I had to teach it".

I took the opportunity to test out Tom Stafford's research with the participants on the 'Dealing with difficult people and situations' workshop. In reviewing the techniques we'd explored on how to deal with the 'difficult' person's emotion before dealing with the problem, I'd stressed the importance of reflecting and shared with them techniques that are outlined in an article I'd written on 'Reflecting rather than reacting'.

The participants assured me that they were comfortable with the technique and were competent to use it. So, I set them up to do some role play, where one participant had to make a confronting statement and another had to acknowledge and reflect without getting into solving the problem. They took turns with a series of four challenging statements and reckoned they were doing fine so I retested them with the fourth and final one which was:

'Is there anyone in this place who isn't totally incompetent?'

Of the 25 participants there were only 3 or 4 that could comfortably reflect this confronting statement. A number of others thought they were reflecting and it was only when we talked through how they had responded that they realised that more practice might be needed.

This isn't unusual. Our brain is basically lazy and will try to get out of extra work by tricking us into thinking that our familiarity with something means that we can perform it with competence.

So, whenever you think to yourself, "I know that", put yourself to the test. Make it your personal development project for 2015. You will benefit and so will your customers.

Jurek is a storyteller, trainer and consultant. To subscribe to Jurek's FREE monthly email newsletter on understanding and influencing customers 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





Hugh Todd's

EXECUTIVE EDGE

The Resilient Organisation

When the going gets tough, the tough get going. Prepare your organisation and your people to make the most of present and future challenges.



Expected ROI: 600%+

If you have leaders prepared to implement and commit to this kind of change, expect an effective resilience strategy to bring significant *cost savings* as well as a range of *positive benefits*.

Typical Problems:

- Expecting old strategies to solve future problems - "The way we do things around here"
- Absenteeism
- Employee disengagement
- Ill health
- Low energy
- Low trust
- Dysfunctional teams
- Poor communication
- High staff turnover
- Losing your best talent, retaining the mediocre
- High stress levels
- Low productivity
- Burn out risk
- Inability to rise to new challenges and opportunities
- Low morale
- Conflict
- A Blame Culture
- Fragility
- Low confidence
- **Potentially - the death of a good business**

A Resilience Program Will:

- Motivate
- Inform
- Develop tailored solutions
- Find and build leaders at every level
- Create a high performance culture
- Develop flexible thinking
- Transform the quality of communication and trust
- Increase productivity
- Help your people to become emotionally resilient
- Create a high energy, engaged workforce
- Promote strategies that reduce ill health and absenteeism, long term
- Help you to retain your best talent
- Make it easy to attract great new people, with great attitudes, who fit beautifully into the organisation
- Build effective teams and teamwork
- Turn conflict into a creative, positive dynamic
- Build confidence at every level
- **Ensure not only business survival, but a massive potential competitive advantage.**



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Finish what you start

Shelley Dunstone

Do you start projects with enthusiasm but end up not finishing them?

How can you keep your goal at the forefront of your mind – until it's done?



The Daruma Doll is a symbol of perseverance and good luck, and are a popular gift of encouragement in Japan. They are sold with the eyes left blank. You fill in one eye when you set yourself a goal. When you achieve the goal, you fill in the other eye. The idea is that in order to motivate “Daruma-san” to grant your wish, you promise to give him the gift of full sight when the goal is accomplished. Every time you see the one-eyed Daruma, you are reminded of your unfinished goal. It's a way of keeping yourself accountable.

What are some other ways of creating accountability?

- **Declare your goal to someone, and encourage them to keep asking you about your progress.**
- **Compete with a buddy, and compare your progress regularly.**
- **Create a “To Do” list of steps, and tick items off as and when you complete them.**
- **Diarize the date when each step is due to be completed.**
- **Promise yourself a small reward yourself for completing each step.**
- **Use project management software that will send you automatic reminders.**
- **Write your goals on a whiteboard or large sheet of paper, and put it on the wall right in front of where you work.**

You could even buy yourself a supply of Daruma dolls, available online.

In 2015, finish the projects you start!

Shelley Dunstone helps lawyers to have better businesses and more fulfilling careers. Visit her web site at www.legalcircles.com and subscribe to her FREE fortnightly e-zine *Build Your Legal Practice*.

Write effectively and get stuff done in 2015



Take the time

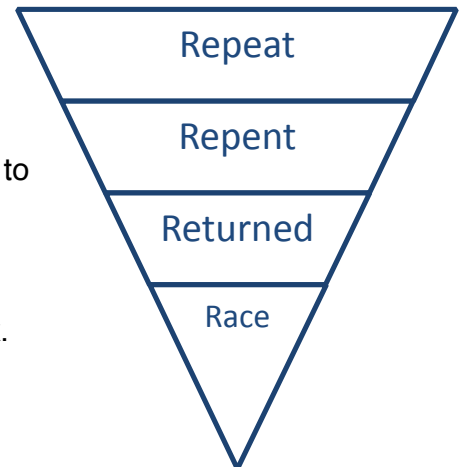
The most important and surprising thing about the way I teach business people how to write effectively is that I ask them not to start their writing until AFTER they have completed Tactics 1-4 of my 10 Tactics. Yes, that's right. You should spend 40% of your writing time thinking about what you are going to write.

Why? Because that's where most people make their first and biggest time wasting error.

You should spend 40% of your writing time thinking about what you are going to write!

Race... and Repent

Most writers do not devote enough thought and energy into considering their reader and what they want to achieve before they begin. 40% may seem like a lot of time to invest, but look at it in reverse. We often Race through our writing in haste to get it sent; it gets Returned, and we have ample time to Repent our initial speed and Repeat the work.



Get clear

That's why getting clear before you start is so crucial. It means you will choose the best words, the right structure and the perfect phrasing to appeal to your reader, and you will get to the point quickly.

Because you know what the point is.



Linnet Hunter is a poet, facilitator and executive writing coach. She is the author of *Ten Tactics for highly effective writing* a white paper available for download from www.wildsky.com.au/resources
linnet@wildsky.com.au

Resiliency: Learning to Bounce Back from Difficulty

On 18 March 2014, the sudden news of L'Wren Scott's death in New York City brought the most famous rock and roll band in history to a complete stop just days before their Perth, Western Australia concert.

The Rolling Stones were more than ready to play at the first of seven sold out venues across Australia and New Zealand. News reports flashed across TV screens with social media buzzing that Mick Jagger's girlfriend since 2001 had tragically taken her life due to huge financial debts incurred during the GFC and chronic depression.

The decision by Mick Jagger and The Stones to postpone their down under tours as a mark of respect to Miss Scott proved correct.



With this loss so close, The Stones were emotionally distraught. As friends and as a family unit, these rockers banded together with their resilience on display every day to the media and public. Putting their much loved Miss Scott ahead of concerts and profits, brought the Stones loyal fans and a caring public attitude.

Five decades after first appearing at London's Oxford Street Marquee Club as a start up band in 1962, The Stones were able to bounce back from this personal and family tragedy. They honoured Miss Scott with amazing performances in the '14 on Fire' sold out down under concert tour in October and November.

What lessons from The Stones 52 year journey can help you to build up your resiliency bank account? In spite of life circumstances or the economy, what can you do to be more resilient and succeed in meeting challenges?

Six Tips to Bounce Back and Move Forward in 2015

1. Reflect and Renew: What did you achieve in 2014 that makes you feel proud? Who inspired you as a role model or mentor to achieve more in business or to improve your life? How will you renew your energy for a great 2015?

2. Manage change & learn to adapt: Psychologists agree that change in any of the following areas creates stress. Three or more changes at once can lead to depression or anxiety issues if not properly managed.

*Moving to a new home or city *Death of a spouse, family member, close friend, colleague or beloved pet *Job loss or career change *A serious health issue that involves a close relative, friend or self. *A relationship change, divorce, separation or the start of an intense new relationship or first or second time marriage with a new family.

3. What professional skills will you develop? An Australian privately held pest control company I have mentored has recently been voted # 1 out of over 1000 of their industry competitors. The owners are known for improving their skills, upgrading client servicing methods and innovations that help their teams remain at the top of their field.

4. Limit requests of your time to community or social clubs: The limited resource at our discretion is time. Multiplying 24 hours by 365 days, we each have just 8760 hours to invest during a year. 1% of that is about 88 hours or two 40 hour work weeks. Make wise choices with your most valuable asset. Learn to say 'thank you but no' when asked of your time by some (yet not all) volunteer, non-profits or community related groups.

5. Balance health, family, friends and work: Look at more ways to get things off your 'To Do' list. Hire experts to help you or outsource tasks to those with the expertise to save you frustration and maximize your time.

6. Collaborate with business colleagues and friends: Make a difference in your community or industry through special projects with people you like and trust. Our SRI e-books and seminars help us make a difference to our world.

If you need some good ideas to help you ... give us a call or send an email.

Article written by **Rob Salisbury** B. Com., CSP keynote speaker, sales trainer, facilitator and MC hired over 2100 times by 600 global firms, Universities and Associations. Call him at **SRI Singapore +65 9017 1825** or **SRI Australia +61 412 414 835**. Download SRI free e books at www.strategicresources.com.au



Writing for an online audience - Belinda Lyle

Having an online presence represents your brand whether for business or the community. It can be a challenge to deliver your message clearly and succinctly while at the same time generating interest and creating a buzz for your audience. Taking this step by step process will ensure you are on the right track.



Who's your ideal client?

Ensure you really know your audience, you can then write specifically for them. Get really clear on what your audience look like – gender, age, hobbies, interests etc.

You may find you have different audience “groups” and you need to make sure your writing contains something interesting and of value for everyone.

Where do your clients ‘hang out’?

Do your research! Which social media platforms are your clients using?

Action Plans

Whilst social media is perceived to be cheap and easy for things to go “viral”, really it's not. It takes time, consistency and effort. Consistency is the key no matter what social media platform you use.

Having a content strategy is the best way to organise your time and resources - how often will I post, who will do the posting, how will I address different audience “groups” and what am I going to write about? For example, on a Monday I may post an inspirational / educational quote, on a Tuesday it may be a “how – to” guide, Wednesday an “insider tip” and so on. There are tools such as an editorial calendar or a simple weekly calendar template to help with this.

The good news is you do not need to write everything yourself. I use the 80 / 20 rule – 80% of what you post online is Other People's Material (OPM) that you have shared, linked to etc. and 20% of writing is your own.

I also use the 80 / 20 rule when it comes to the type of material you put out there. 80% needs to be conversational and 20% actual business promotion eg. Sales, Special offers etc. Too much “sales push” and people will lose interest.

Putting Pen to Paper

For each piece of writing, whether it be a facebook post or a blog, ask yourself – what's the goal, what do I want my outcome to be?

1. What tone will you use? Be conversational, use emotion and add some humour!
2. People want ‘experiences’ – take them on a journey, tell stories
3. Use interesting images and video where possible to make people react
4. Use open – ended questions and make it easy for your audience to engage with you
5. Include a simple call to action
6. Consumers are savvy and their span of attention is short so keep it brief
7. What are the 3 main problems or challenges your audience face – address them

Online marketing - *See Me, Believe Me and Buy from Me*. Make it a priority in 2015 to start writing some compelling content to engage your audience and reap the benefits.

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



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.

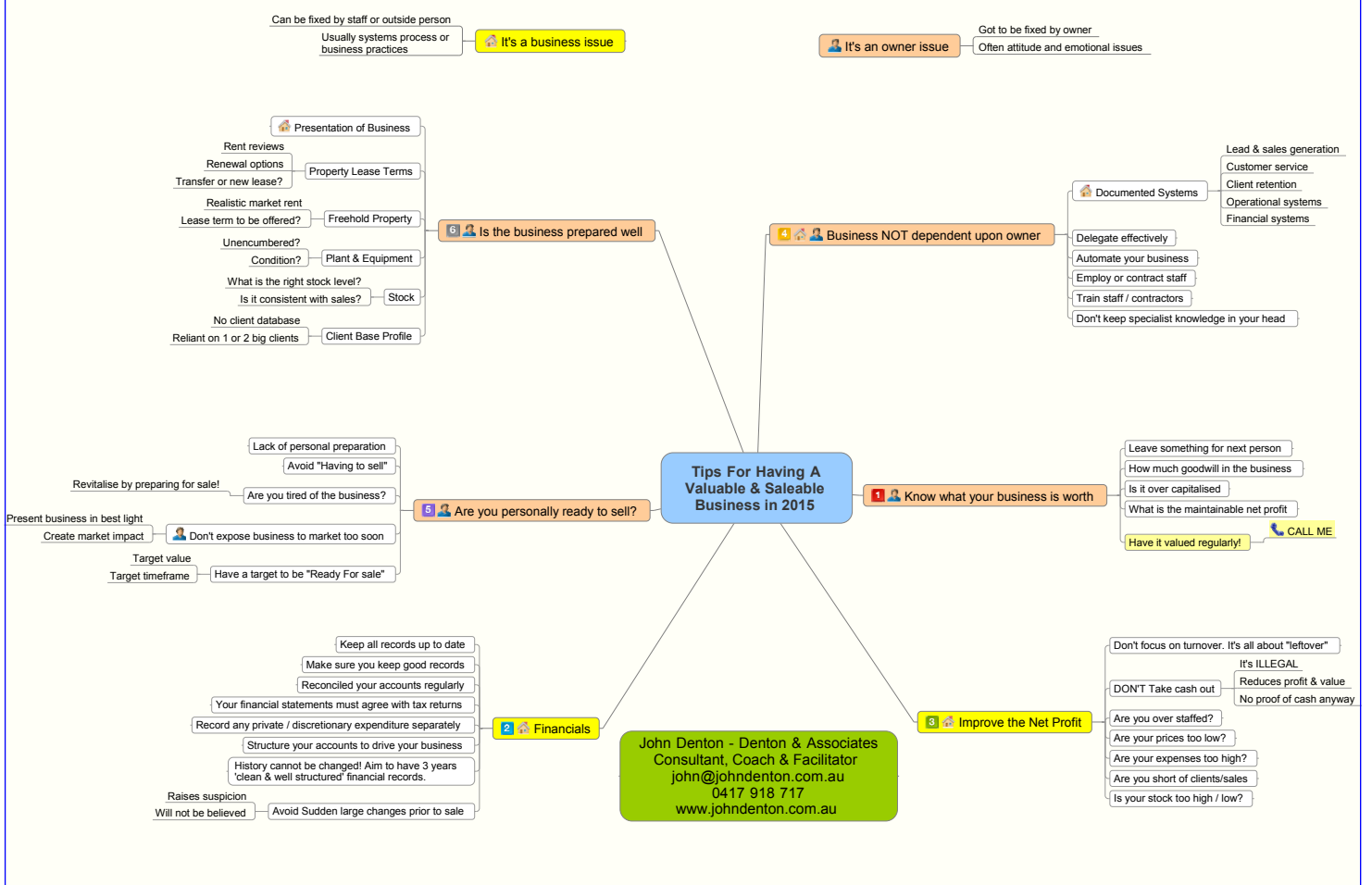
Key Seven – Follow-up

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.



Register today: http://garthroberts.com/Training-Simpler_System_14-week_Interactive_Workshop.htm

Expect More In 2015 - A Saleable Business Is Well Worth Keeping!



DR. JENNY
BROCKIS



Why the future of business starts with a high performance brain

How adaptive are you?

How flexible, unbiased and collaborative are you in your way of thinking?

Our world has changed and continues to change fast. The way, the place, even the why we work has changed too. That's why we need a new way of thinking.

Dealing with the threat of change.

Change is everywhere. It's normal, expected and desirable. It can also be exhausting, protracted and uncertain, which all poses a huge threat to the brain.

Threat activates our limbic system and the flight, fight or freeze response kicks in. Facing continual change we end up exhausted and drained and find it harder to "switch off".

Performance drops as we find it harder to stay engaged, to make difficult decisions or solve problems.

Why develop a brain for our future?

We need a high performance brain to build cognitive advantage. Forward thinking companies have realised the one thing that will distinguish their future success will be their investment in their most precious asset - the existing mental capital of their organisation.

But you don't have to wait for tomorrow. You can start to create your future brain today, using your brain's natural plasticity to upskill in those areas that might need a polish up.

Three steps towards a high performance brain.

1. Be Change Able

Adaptive brains can effect enduring, positive change by knowing how to overcome the brain's natural resistance to it.

2. Get Brain Fit

Super athletes and super brains recognise the critical importance of fuelling up smart, stretching and training and the need for good quality, uninterrupted sleep.

3. Still Your Mind

Take the time (ten to fifteen minutes) each day to clarify your thinking, hone your focus and enhance your wellbeing with a mindful practice.

Dr Jenny Brockis is the Brain Fitness Doctor. She helps business leaders, senior managers and educators create a brain friendly working environment to nurture, challenge and develop all brains at work. She works as an international speaker, author and mentor. You can contact Jenny at jenny@drjennybrockis.com

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